



Presentation ThyssenKrupp Credit Suisse Field Trip

Duisburg
April 1, 2009

2009

Disclaimer ThyssenKrupp AG

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This presentation contains forward-looking statements that are subject to risks and uncertainties. Statements contained herein that are not statements of historical fact may be deemed to be forward-looking information. When we use words such as “plan,” “believe,” “expect,” “anticipate,” “intend,” “estimate,” “may” or similar expressions, we are making forward-looking statements. You should not rely on forward-looking statements because they are subject to a number of assumptions concerning future events, and are subject to a number of uncertainties and other factors, many of which are outside of our control, that could cause actual results to differ materially from those indicated. These factors include, but are not limited to, the following:

- (i) market risks: principally economic price and volume developments,
- (ii) dependence on performance of major customers and industries,
- (iii) our level of debt, management of interest rate risk and hedging against commodity price risks;
- (iv) costs associated with, and regulation relating to, our pension liabilities and healthcare measures,
- (v) environmental protection and remediation of real estate and associated with rising standards for real estate environmental protection,
- (vi) volatility of steel prices and dependence on the automotive industry,
- (vii) availability of raw materials;
- (viii) inflation, interest rate levels and fluctuations in exchange rates;
- (ix) general economic, political and business conditions and existing and future governmental regulation; and
- (x) the effects of competition.

Please note that we disclaim any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise.”



ThyssenKrupp Group FY 2007/08

ThyssenKrupp AG

FY 2007/08: Sales €53,426 m • EBT €3,128 m • TKVA €1,916 m • Employees 199,374

Steel	Stainless	Technologies	Elevator	Services
<p>Sales €14.4 bn EBT €1,540 m TKVA €1,007 m Employees 41,311</p> <ul style="list-style-type: none"> • Corporate • Steelmaking • Industry • Auto • Processing 	<p>Sales €7.4 bn EBT €126 m TKVA €(119) m Employees 12,212</p> <ul style="list-style-type: none"> • Nirosta • Acciai Speciali Terni • Mexinox • Shanghai Krupp Stainless • Stainless Int. • VDM 	<p>Sales €12.4 bn EBT €741 m TKVA €502 m Employees 54,043</p> <ul style="list-style-type: none"> • Plant Technology • Marine Systems • Mechanical Components • Automotive Solutions • Transrapid 	<p>Sales €4.9 bn EBT €434 m TKVA €314 m Employees 42,992</p> <ul style="list-style-type: none"> • 4 regional business units • Escalators/ Passenger Boarding Bridges • Accessibility 	<p>Sales €17.3 bn EBT €750 m TKVA €508 m Employees 46,486</p> <ul style="list-style-type: none"> • Materials Services International • Materials Services North America • Industrial Services • Special Products

Inter-segment sales not consolidated



Agenda

- **Group Overview and Strategy**
Ulrich Middelman
Vice Chairman of the Executive Board of ThyssenKrupp AG
- **ThyssenKrupp Steel**
Peter Urban
Vice Chairman of the Executive Board of ThyssenKrupp Steel AG

- **ThyssenKrupp Services and ThyssenKrupp Elevator**
Edwin Eichler
Member of the Executive Board of ThyssenKrupp AG



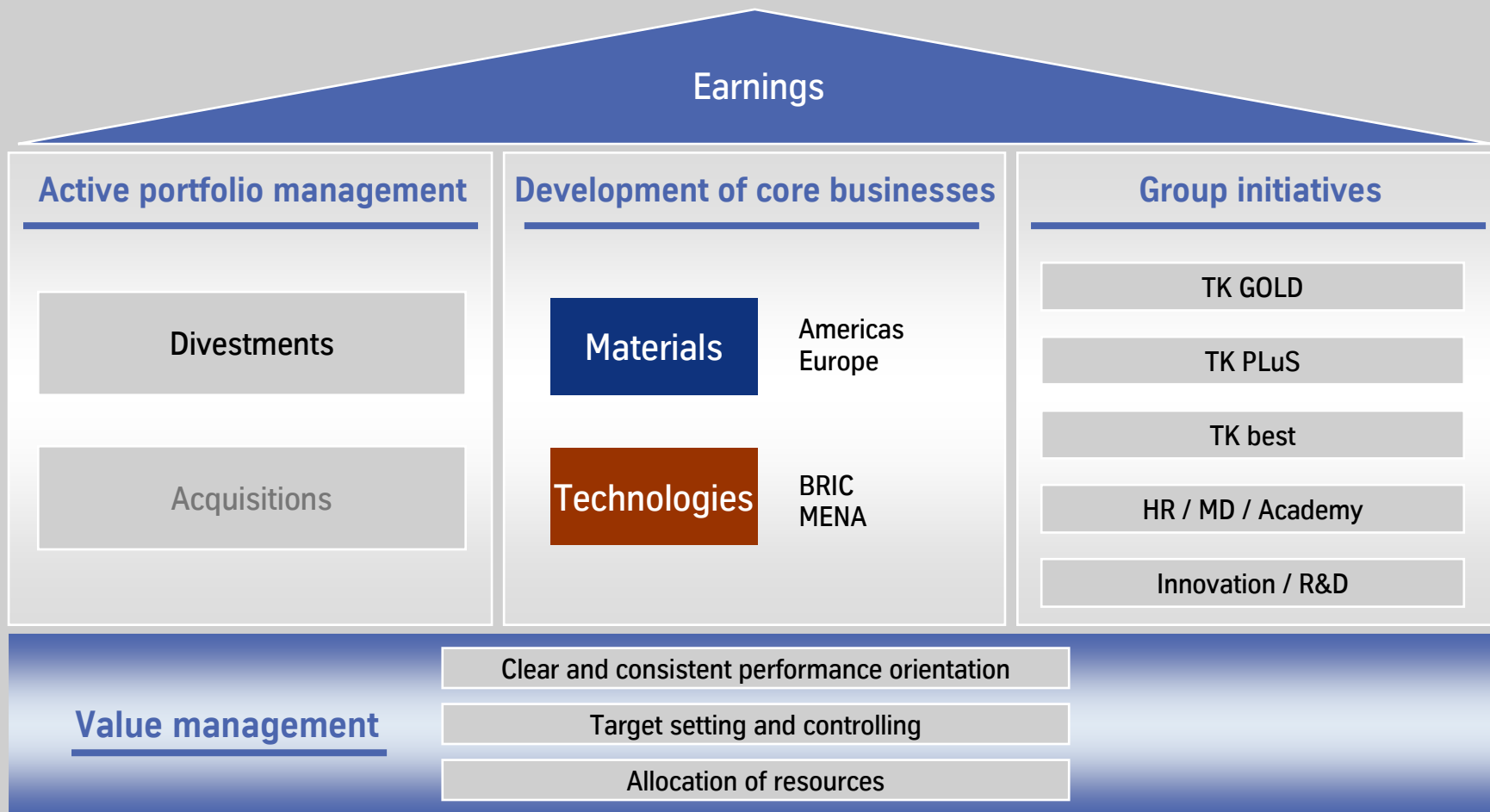
Current Situation

- Economic situation in almost all countries/industries has deteriorated in recent weeks with even greater speed and severity

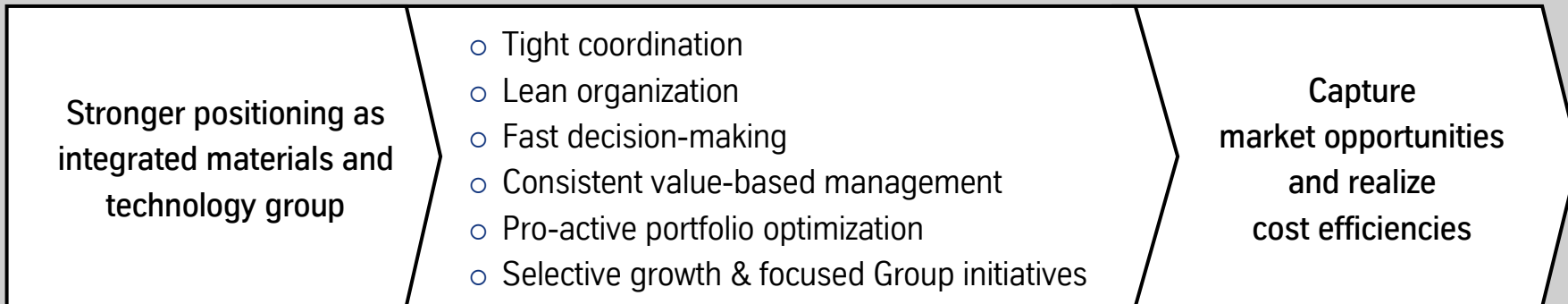
 - Strategic reorganization of ThyssenKrupp in response to changed economic environment:
 - Stronger positioning of ThyssenKrupp as an integrated materials and technology group
 - Leaner and more efficient structure
 - Additional sustainable mid-term cost savings of up to €500 m p.a.
 - Reporting in new structure in FY 2009/10; today's transparency level will be at least maintained
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Cornerstones of the ThyssenKrupp Group's Strategy



The Integrated Materials and Technology Group Concept



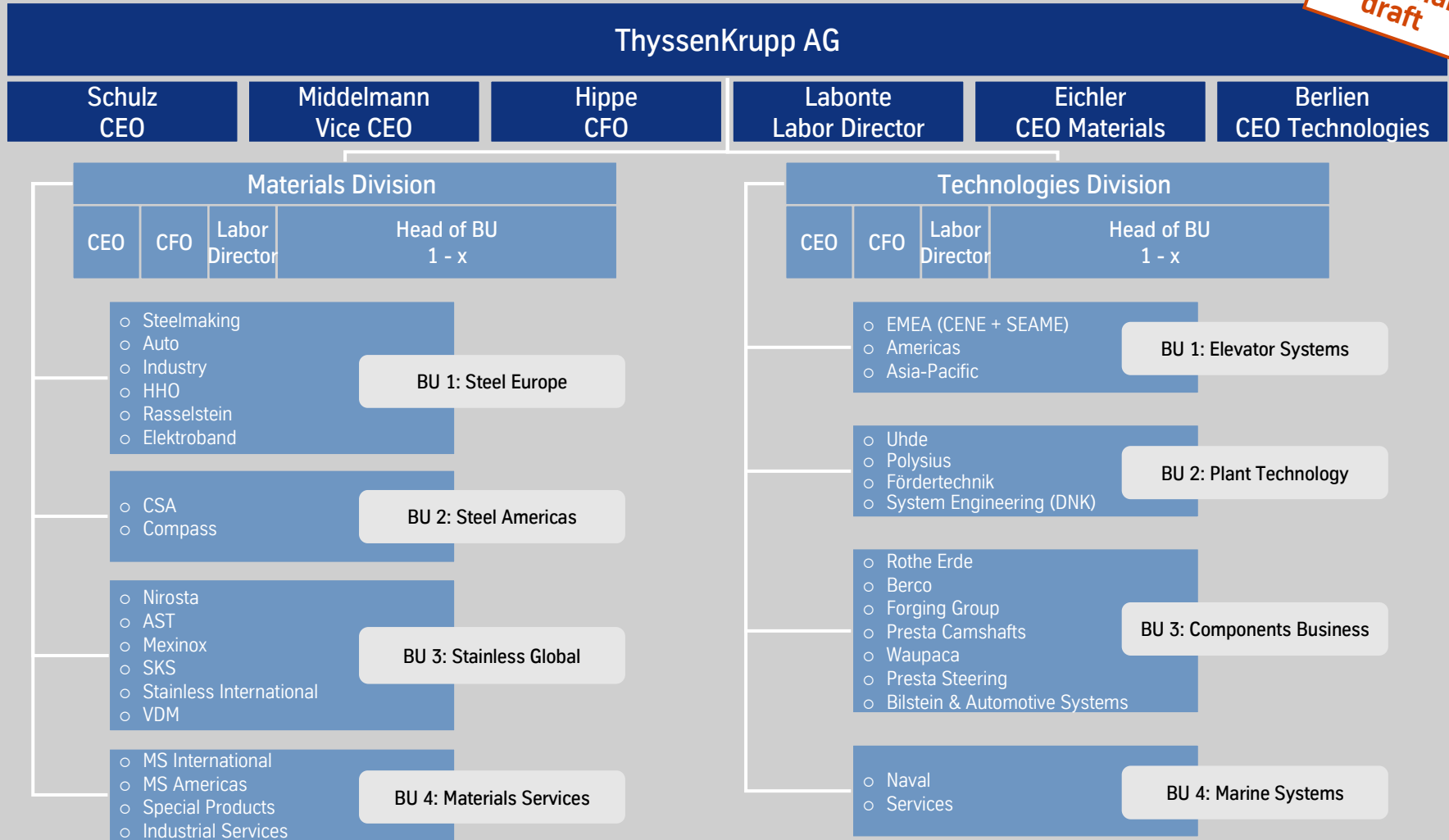
- Combining the Steel, Stainless and Services segments
- Pooling and expansion of materials competence, related services and sales channels
- Consolidation in Europe
- Optimized market penetration in NAFTA
- Initial focus on structural optimization

- Combining the Technologies and Elevator segments
- Pooling and expansion of technology competence geared to infrastructure and mega-trends
- Consolidation in Europe
- Development MENA, Asia
- Initial focus on structural optimization



Target Structure: Strong Corporate Center + Strong Divisions

preliminary draft



Segment Outlook Q2 2008/09

Steel

- Order intake in February and March weaker than expected; BF9 shut down ahead of schedule
- Decrease in shipments and lower average revenues compared to Q1
- Further production cuts and underutilization

Stainless

- Order intake and shipments to remain at low level
- Continued production cuts and underutilization
- Further windfall losses/inventory write-downs foreseeable

Technologies

- Plant Technology, naval shipbuilding and wind energy components businesses stable
- Automotive, construction equipment and civil shipbuilding businesses to be a drag on performance
- Restructuring charges foreseeable

Elevator

- Stable business performance
- Continued good earnings picture expected

Services

- Continued decrease in prices and volumes in materials trading business
- Further windfall losses/inventory write-downs foreseeable



Group Outlook 2008/09

H1

- Slightly positive operating EBT – before project and restructuring costs – expected
- Q2 to be negative
- Severe capacity underutilization and price pressure
- Further windfall losses/inventory write-downs foreseeable

FY

- Provided the economic situation improves in the 2nd half, positive operating EBT expected
- Significant effects from:
 - project costs for the new steel plants
 - restructuring charges



Group Initiatives 2008/09

Measures to stabilize earnings and cash flow

Group initiatives

Net working capital

- Systematic net working capital initiative will lead to significant decrease of working capital

Target: Reduction by
≈ €2.3 bn within
fiscal year 2008/09

Performance improvement

- Detailed project organization to deliver significant performance improvement, e.g. reduction of SG&A

Target: Cost savings
of > €1 bn within
fiscal year 2008/09

Flexibility of investments

- Screening of capex program, prioritization and postponing investments in years after FY 2008/09

Target: Capex of
≈ €4.5 bn for
fiscal year 2008/09

Portfolio optimization

- Planned divestments
 - Industrial Services
 - Special Products (minority stake)

Significant cash and cost savings

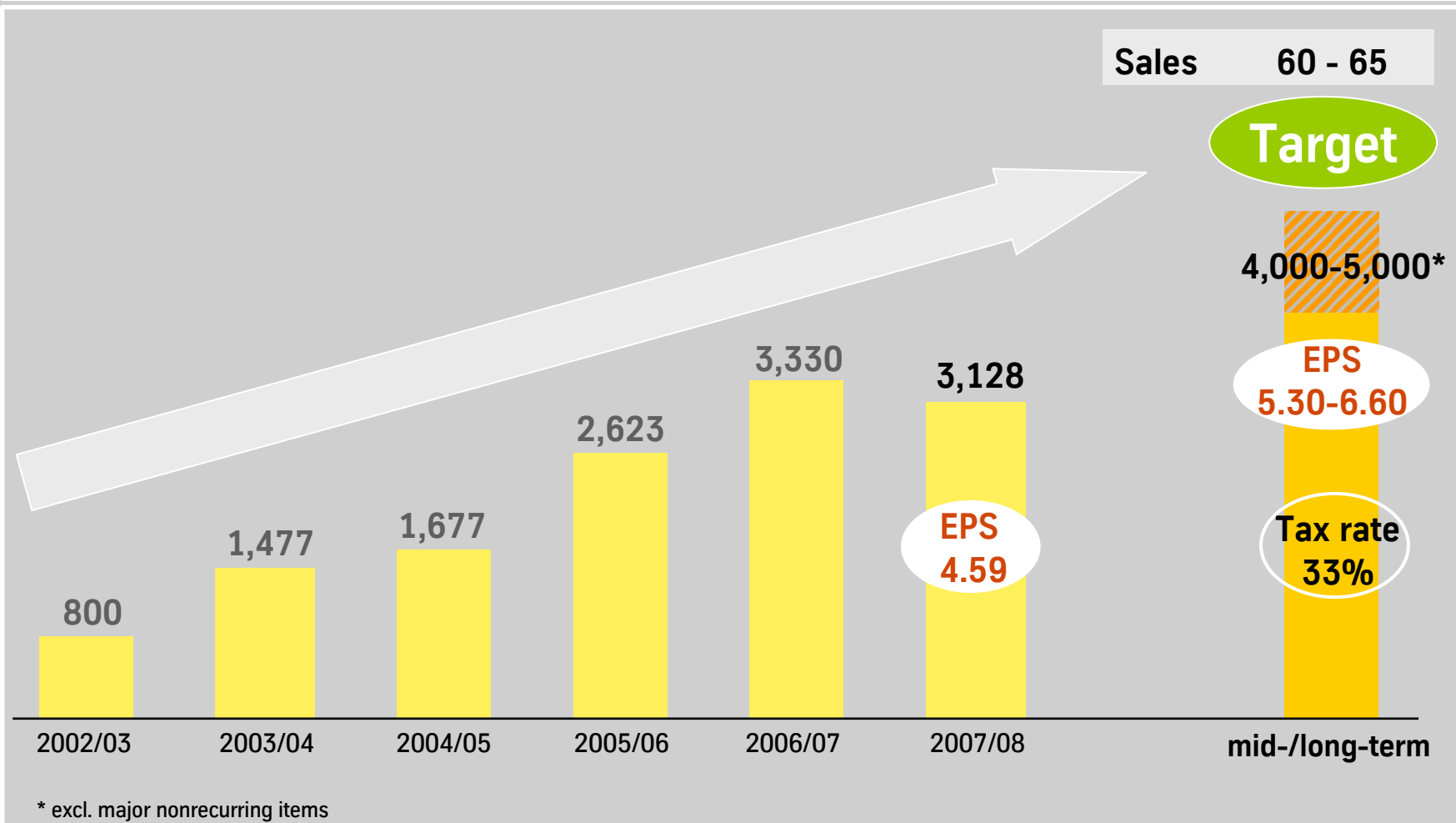
Maintain financial flexibility



Group Targets

Sales, EBT and EPS

billion € / million € / €



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Peter Urban

Vice Chairman of the Executive Board of ThyssenKrupp Steel AG

- Overview and Track Record ThyssenKrupp Steel
- Strategic Positioning

- Strategic Guidelines and Implementation



Overview ThyssenKrupp Steel FY 2007/08

ThyssenKrupp Steel AG

Sales €14.4 bn • EBT €1,540 m • ROCE 22.1% • TKVA €1,007 m • Employees 41,311

Corporate		Steelmaking		Industry		Auto		Processing	
Sales	n/r	Sales	€1.5 bn	Sales	€7.0 bn	Sales	€5.1 bn	Sales	€2.9 bn
Employees	6,142	Employees	7,653	Employees	9,199	Employees	12,992	Employees	5,325
<ul style="list-style-type: none"> • Corporate Center • ThyssenKrupp CSA • ThyssenKrupp Steel USA 		<ul style="list-style-type: none"> • Metallurgy division • Transportation 		<ul style="list-style-type: none"> • Industry division <ul style="list-style-type: none"> • PC IDS* • PC Heavy Plate • CC Color/ Construction • Steel Service Europe 		<ul style="list-style-type: none"> • Auto division • Tailored Blanks • Steel Service North America • Metal Forming 		<ul style="list-style-type: none"> • Tinsplate • Medium-wide strip • Electrical Steel 	

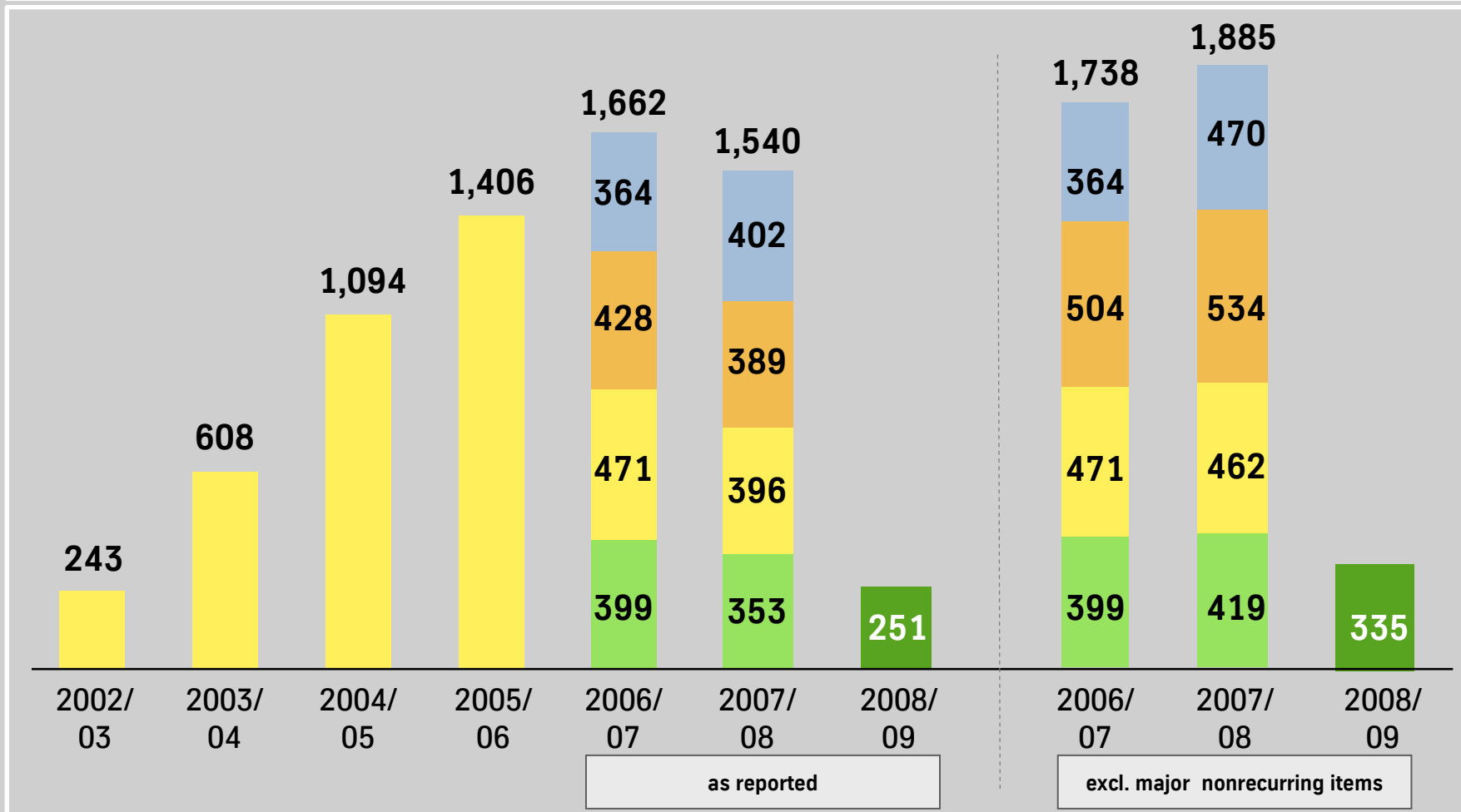
Sales not consolidated; figures as of FY 2007/08; * Profit Center IDS (Industry, Distribution, Steel Service)



EBT Track Record Steel

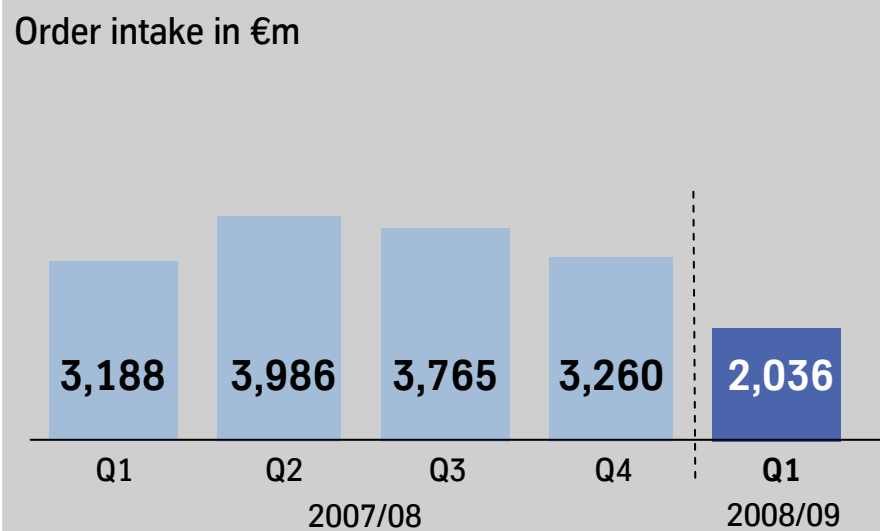
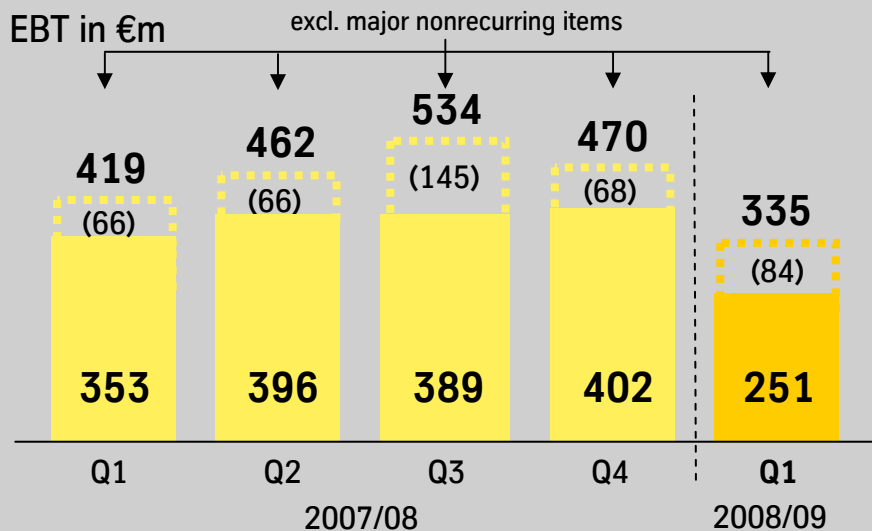
EBT

million €



Steel: Sharp Drop in Orders Indicates a Difficult Fiscal Year

Q1 2008/09 Highlights and Outlook Q2 2008/09



Comments Q1 2008/09

- Solid earnings with lower shipments
- Sharp drop in order intake caused by heavy destocking and reduced consumption across main steel-using sectors
- Demand for tinsplate, premium electrical steels and quarto plate holding up well

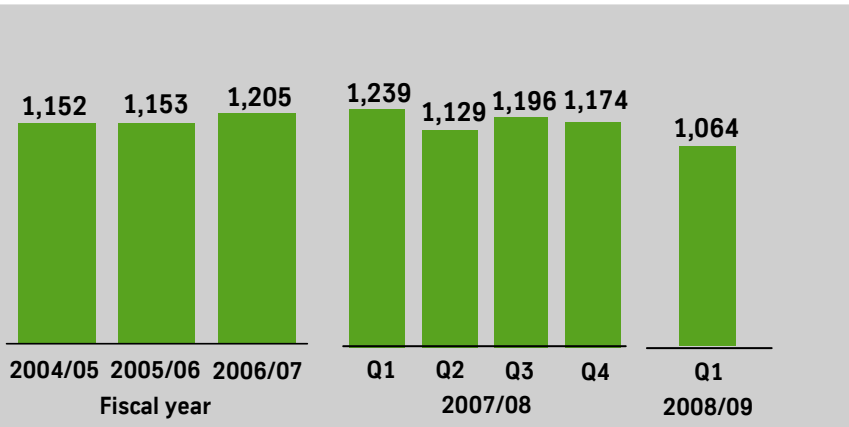
Outlook Q2 2008/09 (vs. Q1)

- Even weaker orders in February and March; BF9 shut down ahead of schedule
- Largely unchanged costs for raw materials against declining shipments and average revenues
- Additional efficiency program “20/10” launched targeting >€400 m/year of sustainable cost savings by FY 2010/2011

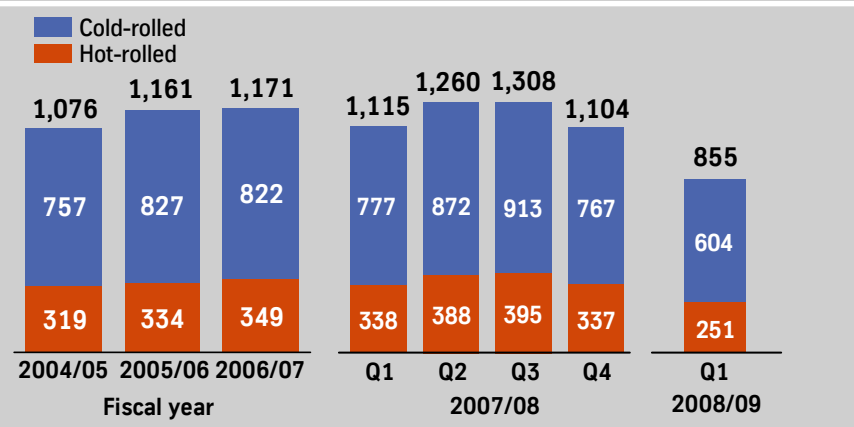


Steel: Output, Shipments and Revenues per Metric Ton

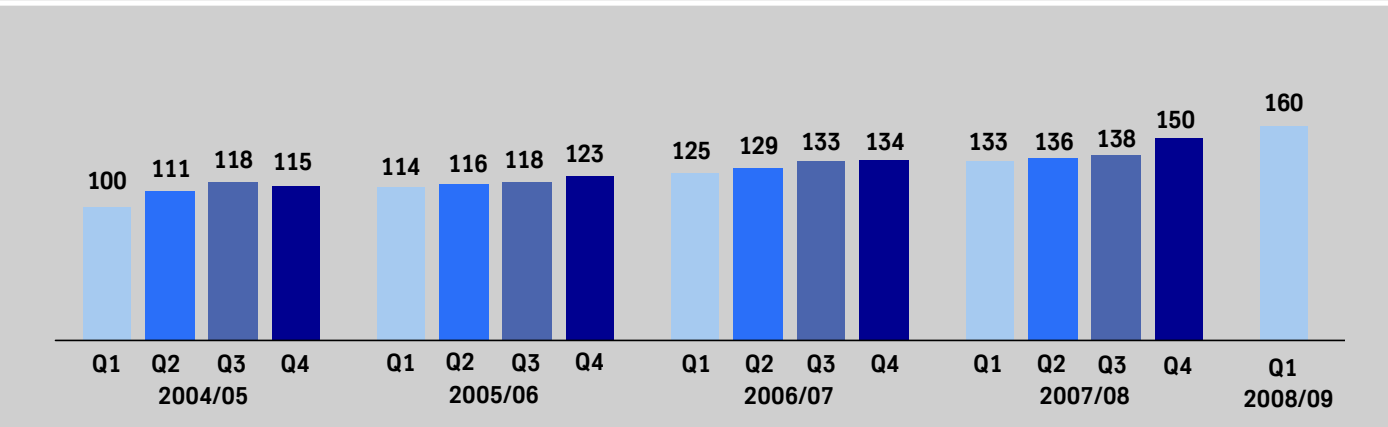
Crude steel output (TKS incl. share in HKM) 1,000 t/month



Shipments: Hot-rolled and cold-rolled products 1,000t/month



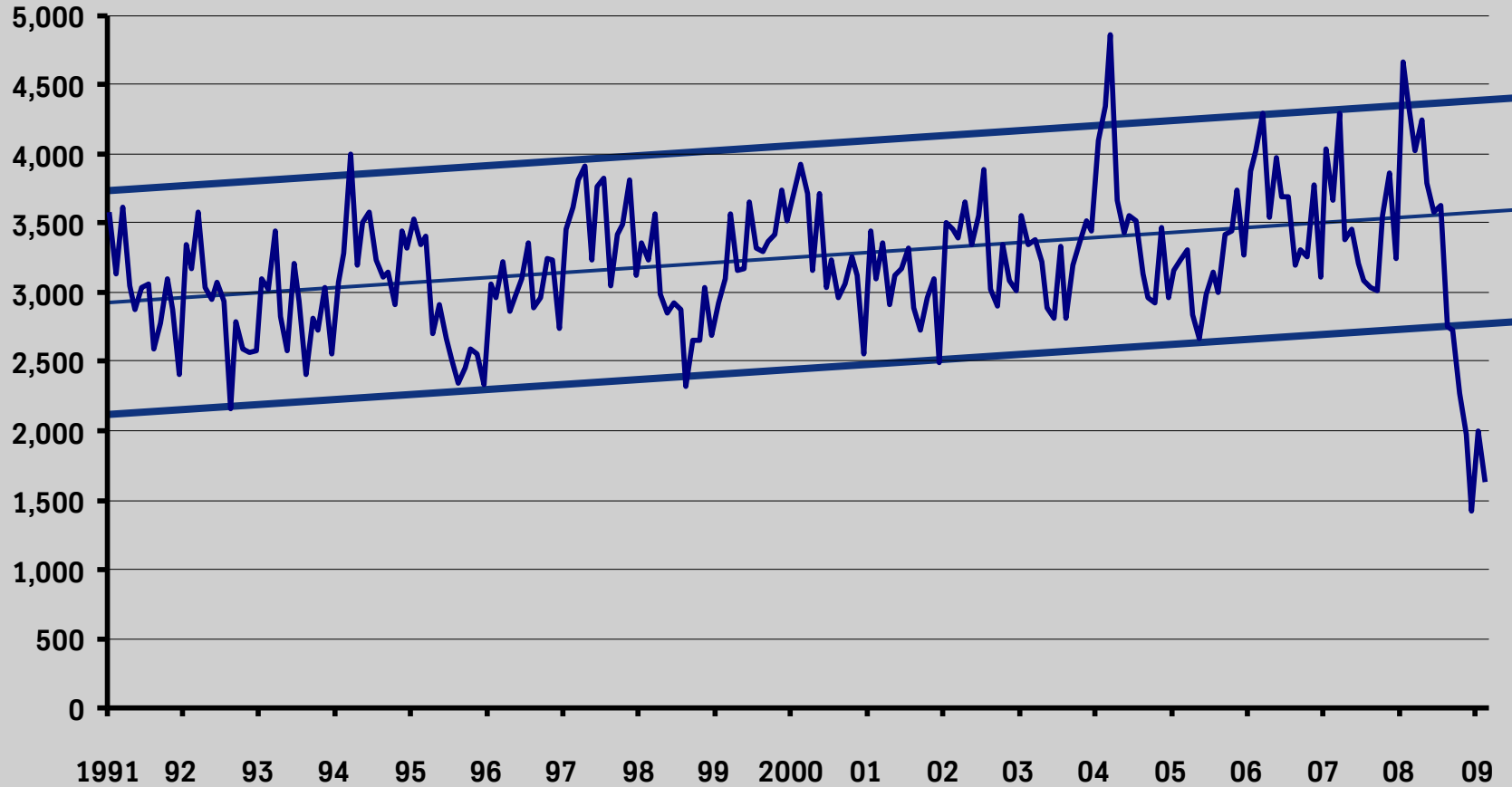
Average revenues per ton, indexed Q1 2004/2005 = 100



Order Intake in Germany Again Weak in February

Order Intake German Steel Industry

1,000 t

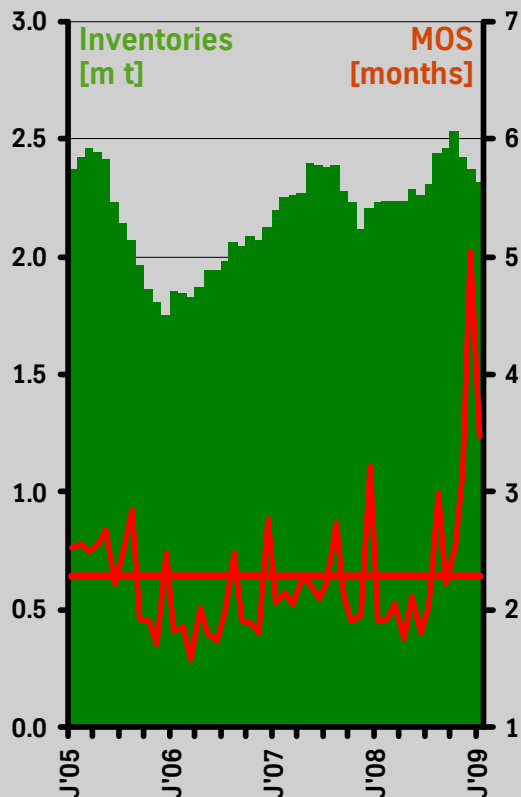


Source: WV



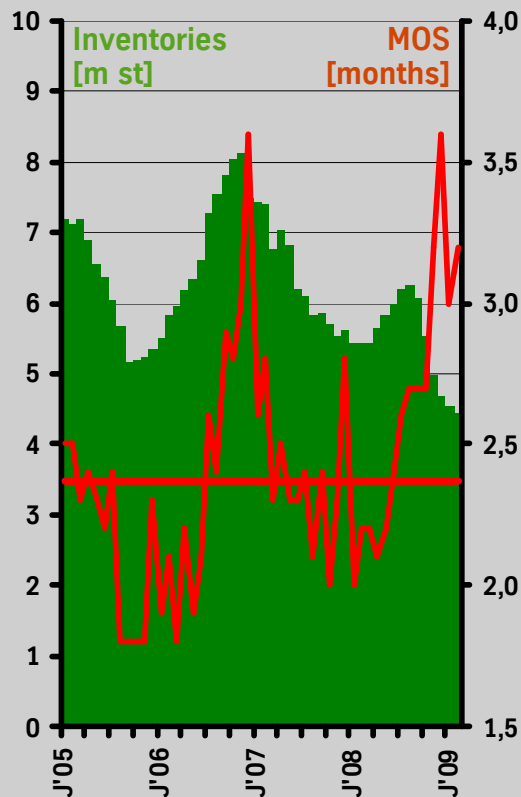
Inventories Flat Carbon Steel in Europe, USA and China

Inventories and Months of Supply - Europe



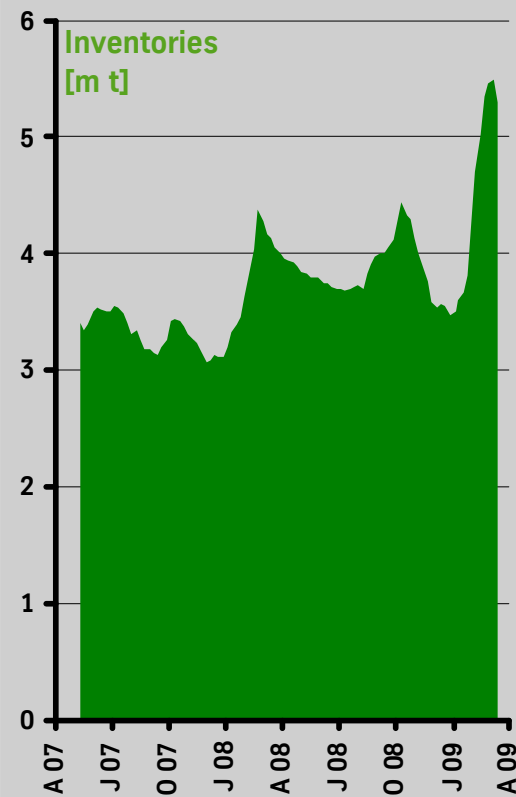
Europe: European SSC: Inventories at month' end / flat carbon steel w/o quarto

Inventories and Months of Supply - USA



USA: January MSCI inventories, carbon flat rolled

Inventories China



China: flat steel inventory at 23 major cities (HR, CR and Plate)

Source(s): TKS, EASSC, MAR, MSCI, UBS, MyS



Agenda

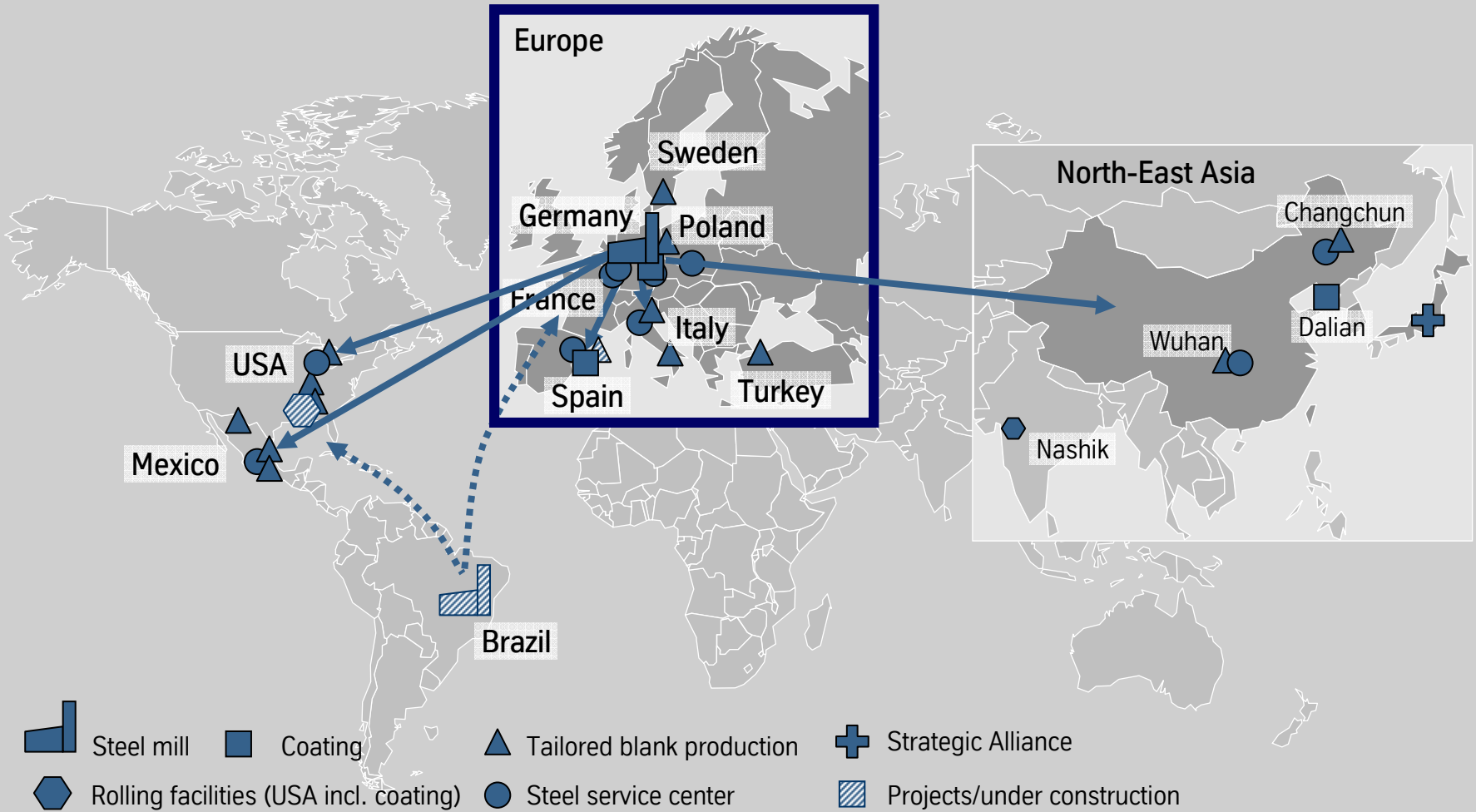
Peter Urban

Vice Chairman of the Executive Board of ThyssenKrupp Steel AG

-
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-



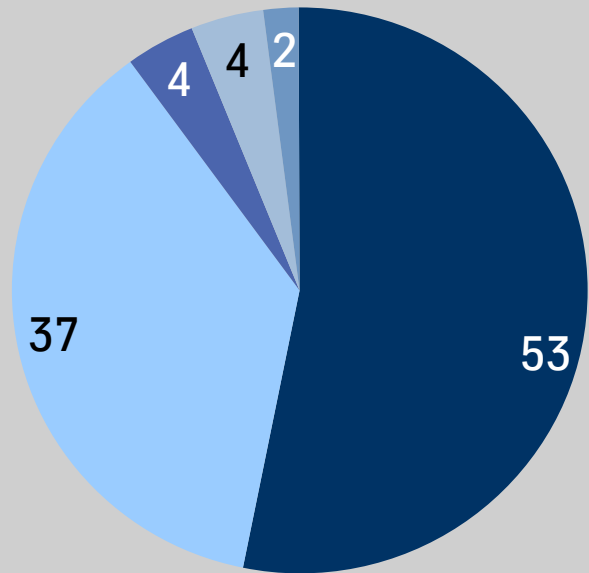
Current Focus of Business is Europe



90% of Sales Generated in European Market

Sales by Region FY 2007/08

in %



Germany

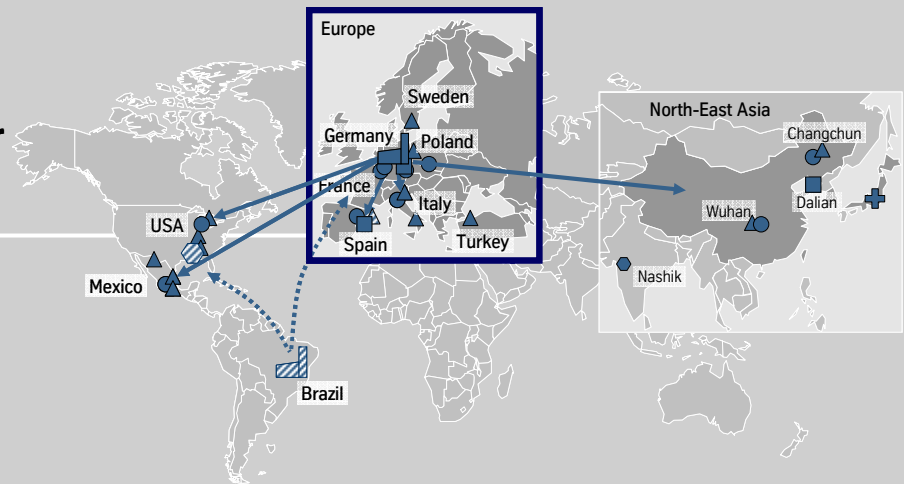
Rest of Europe w/o Germany

NAFTA

Asia

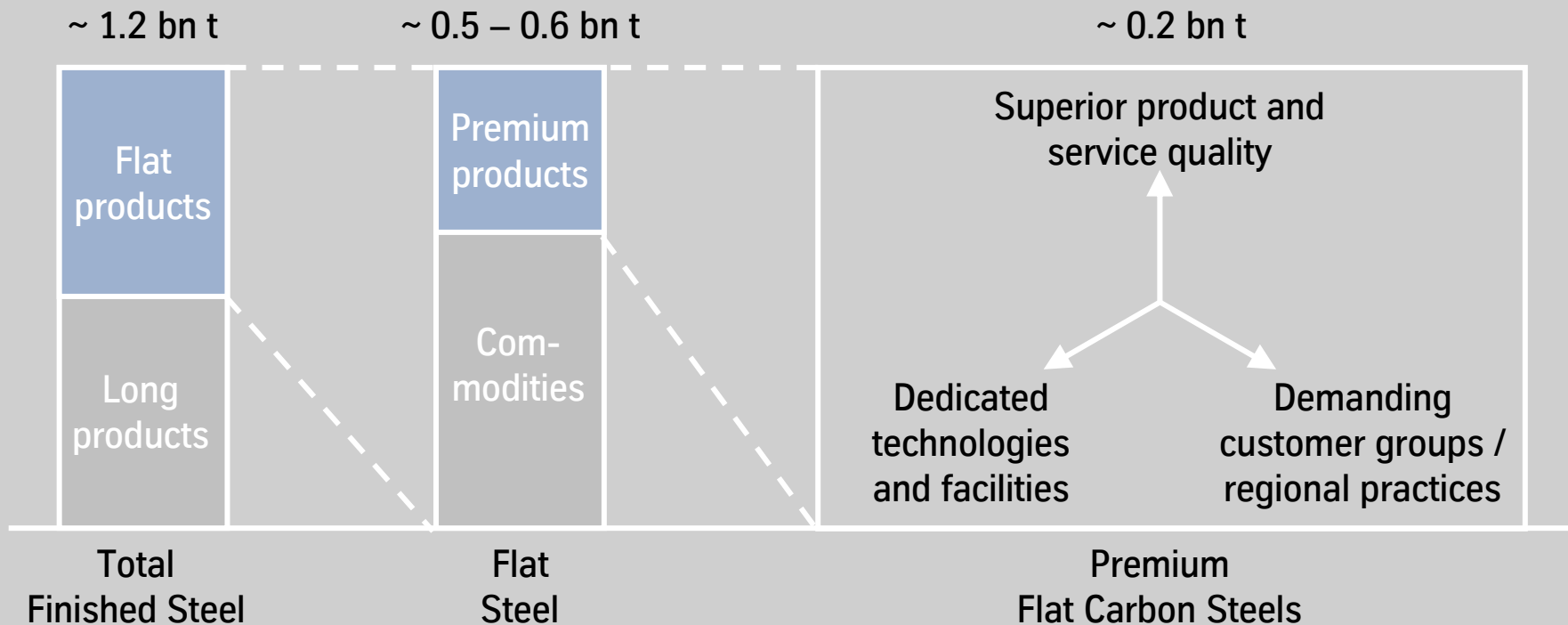
Other

90% of Sales



Geared to the Premium Flat Carbon Steel Market

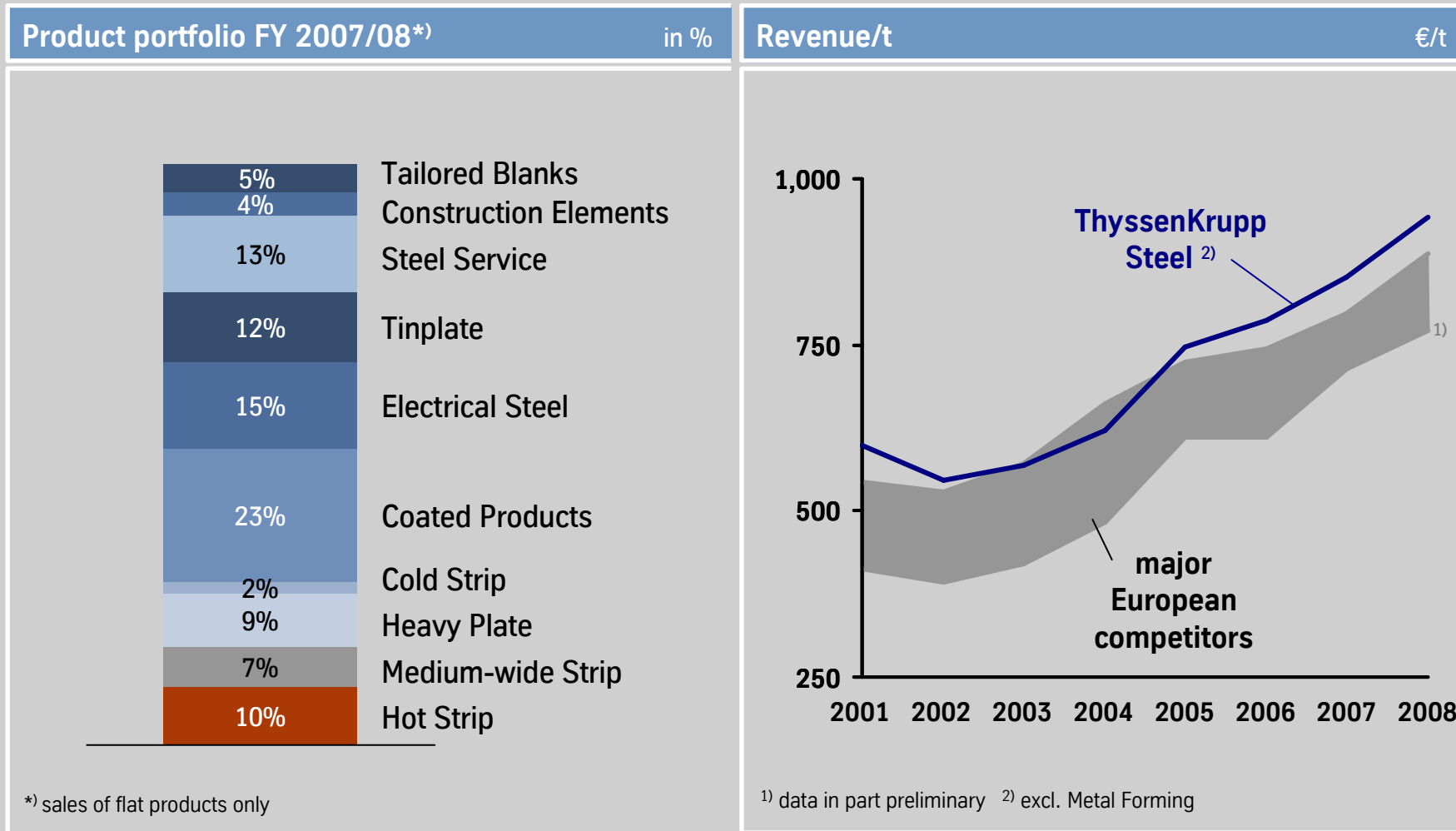
Separate market segments of the steel industry



Product and customer specific requirements and technologies provide the basis for the successful premium strategy



Premium Product Portfolio Generates Above-Average Revenues



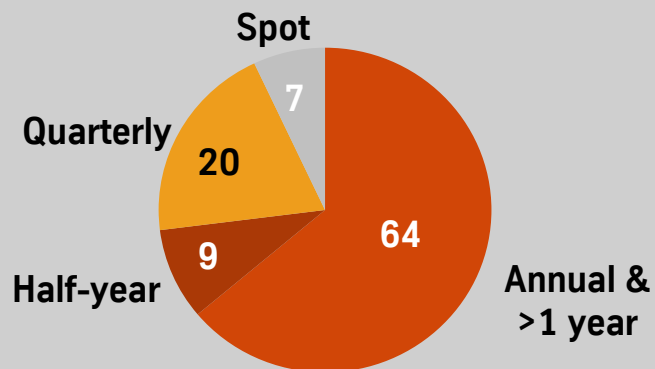
Source: Company reports, own estimates



Long Term Customer Relations Reduce Volatility

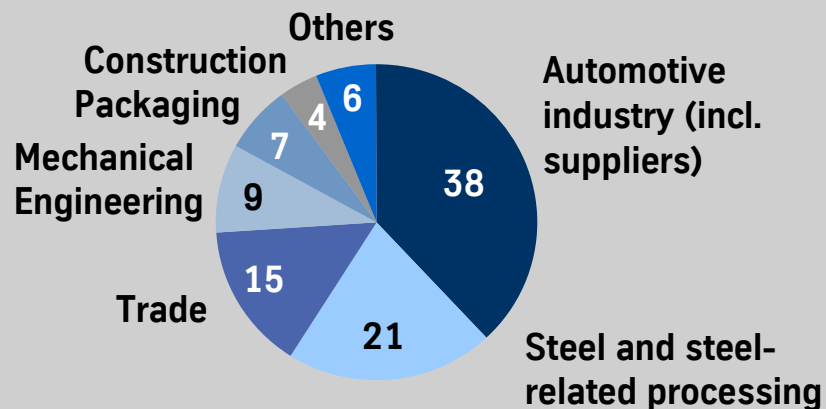
Sales by maturity FY 2007/08

in %



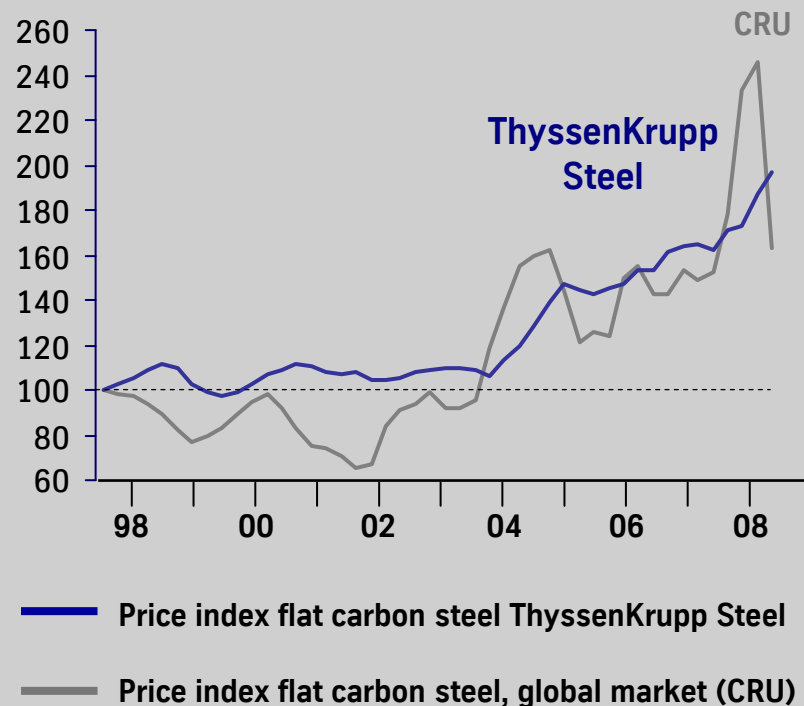
Sales by industry FY 2007/08

in %



Price index

Index (Q3 1997 = 100)

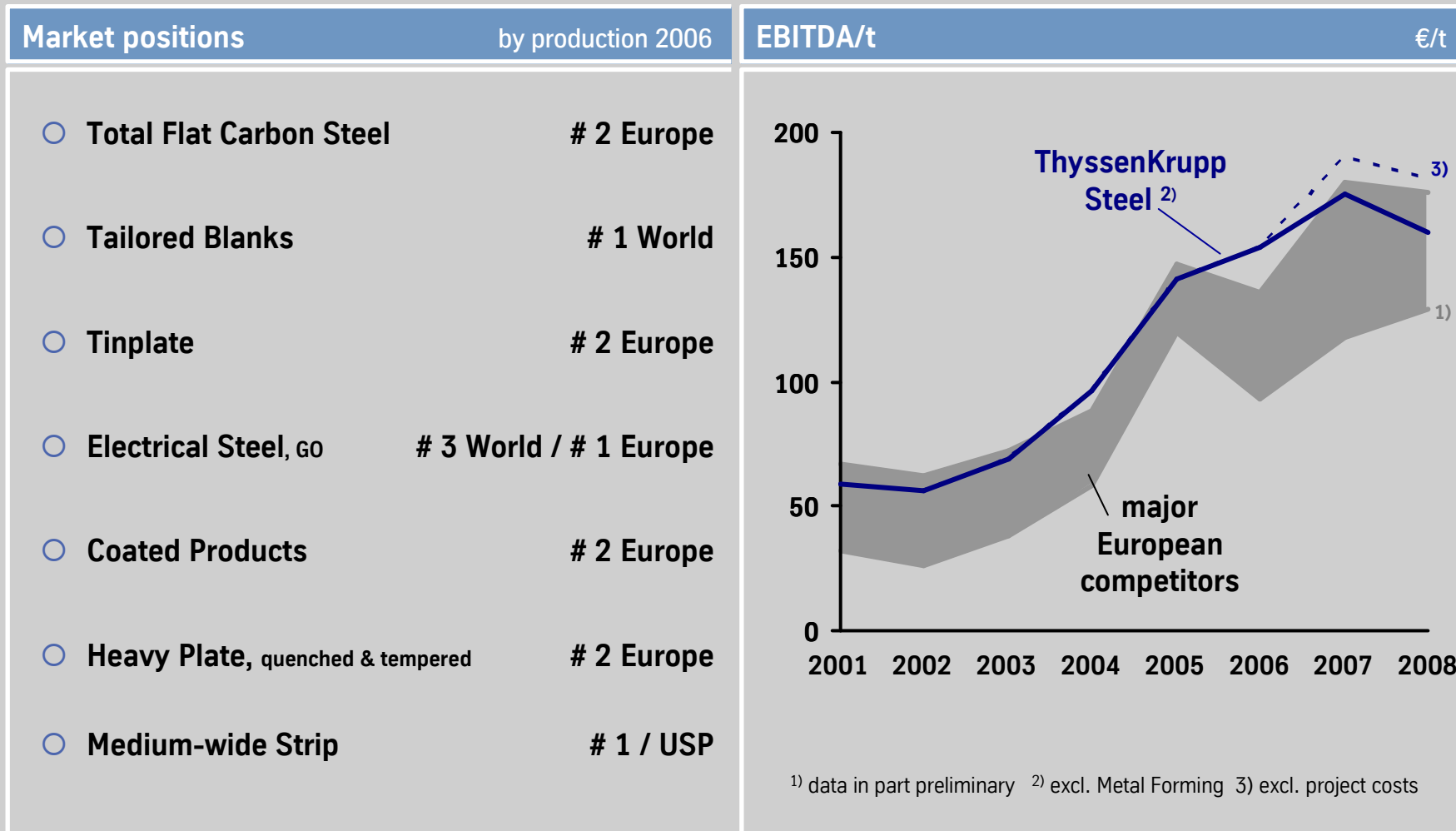


All data incl. Q4 2008

Sources: CRU and own calculations based on CRU, TKS



Top Positions in Multiple Premium Niches with Strong Profitability



Source: Company reports, own estimates



Agenda

Peter Urban

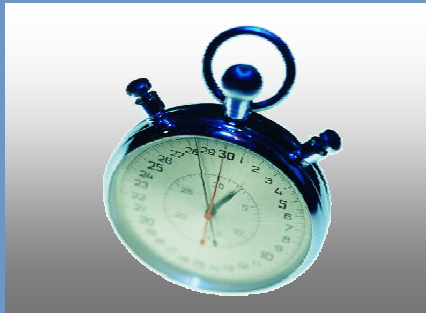
Vice Chairman of the Executive Board of ThyssenKrupp Steel AG

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Strategic Guidelines ThyssenKrupp Steel

Sustainable value growth



Efficiency
improvement

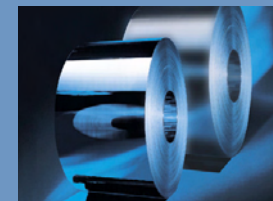


Technology
leadership

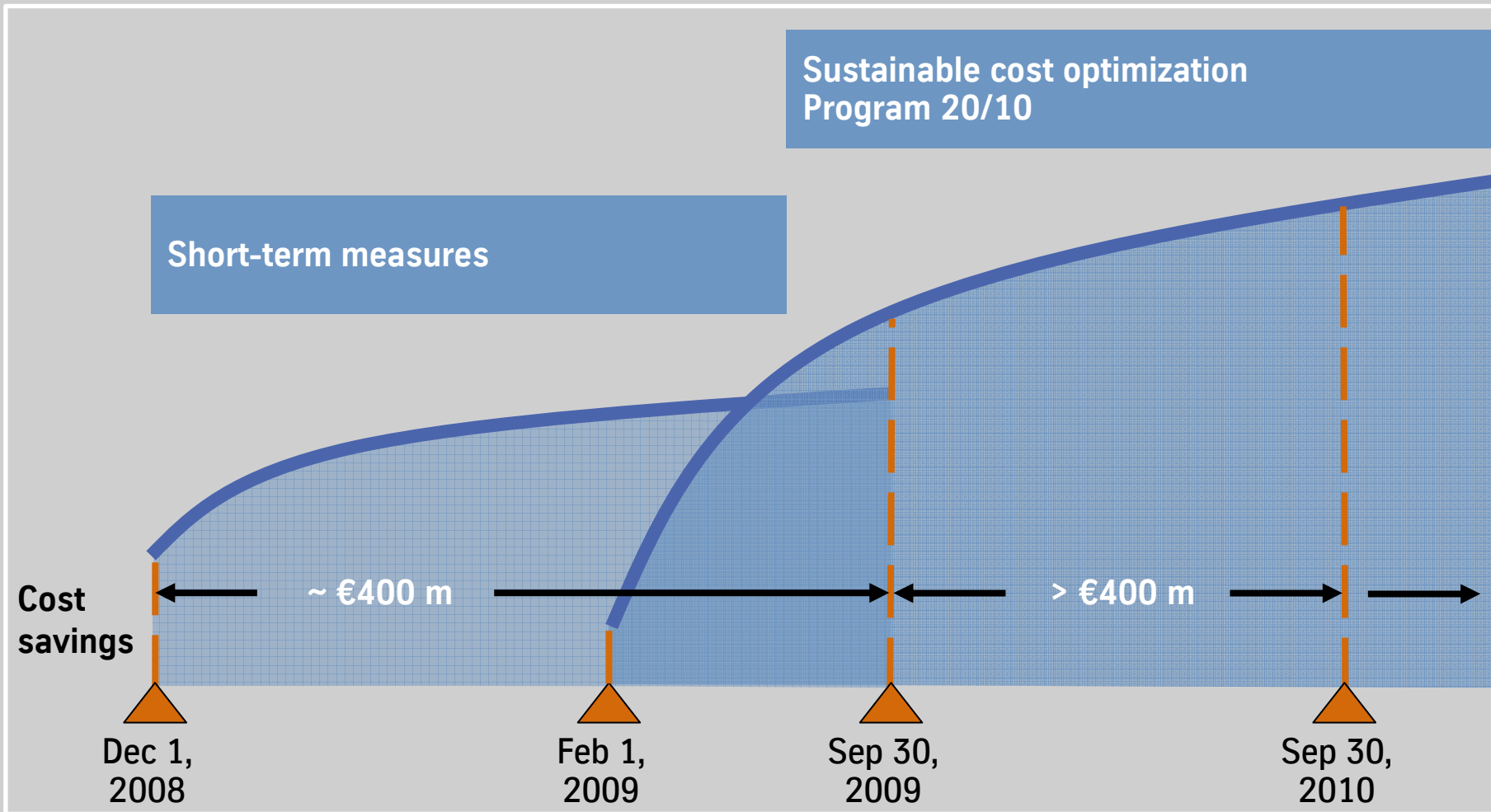


Profitable
growth

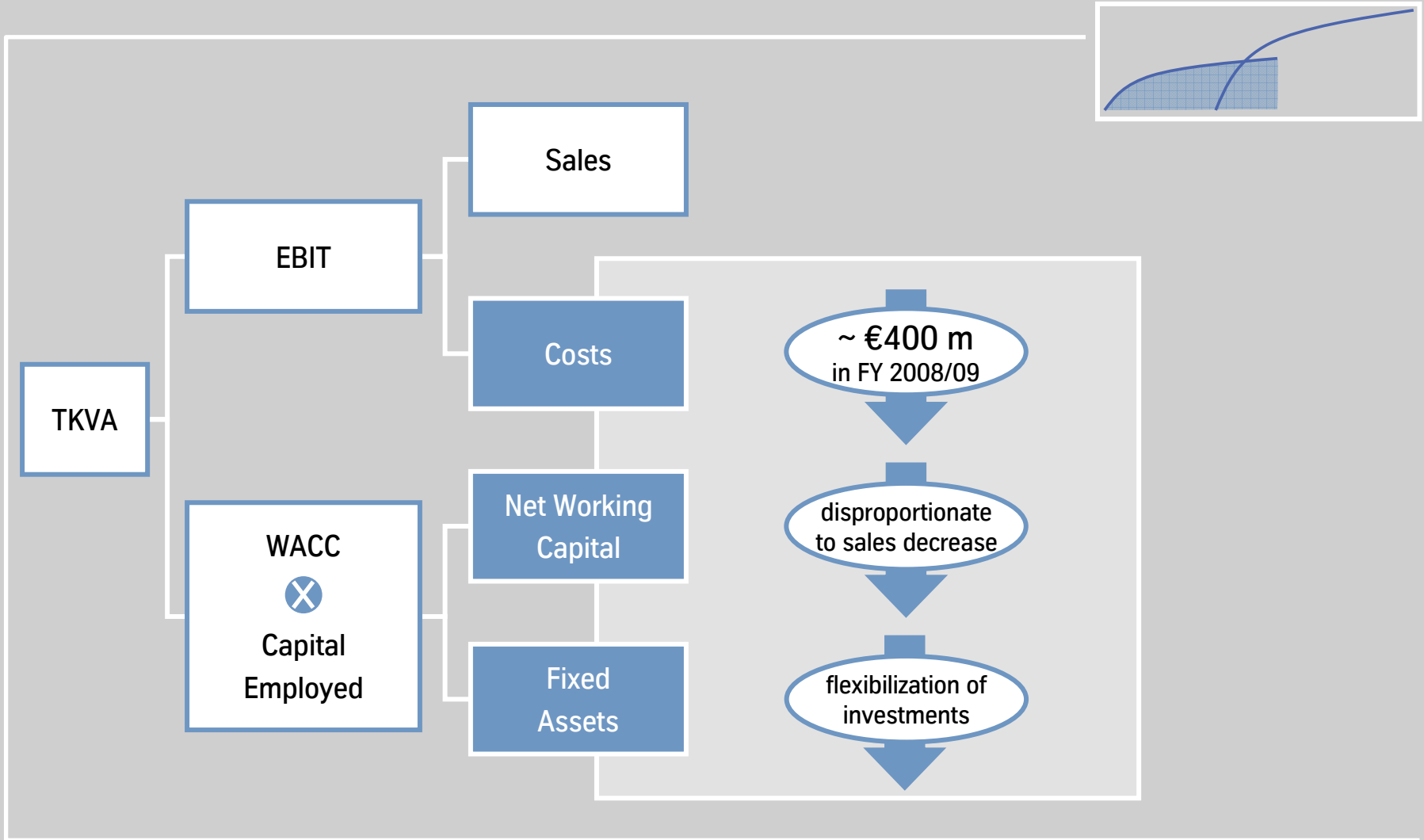
Focus on attractive markets
for premium flat steel products



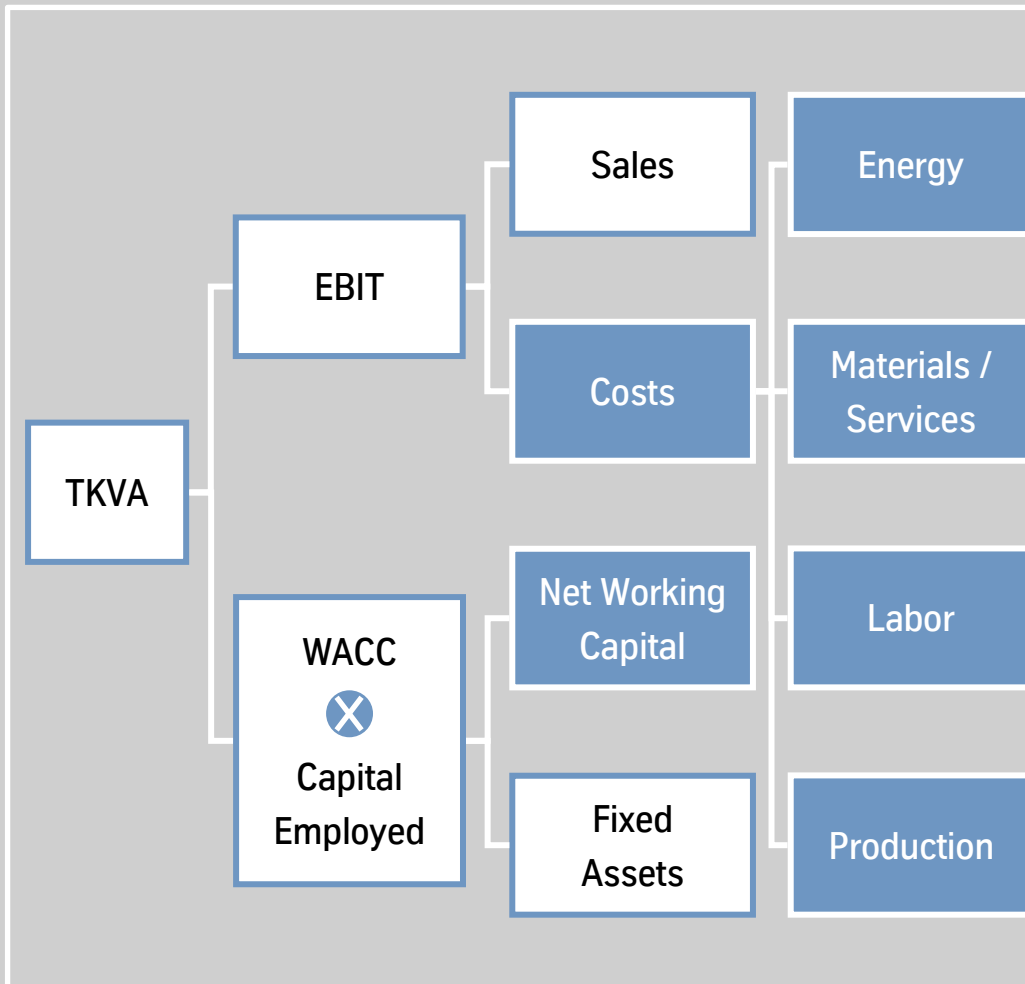
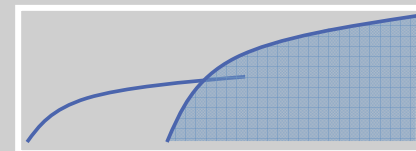
Comprehensive Measures Initiated to Cushion Current Market Freeze and to Secure Long-Term Competitiveness



Short-Term Measures Targeting Savings of ~€400 m in FY 2008/09



10 Initiatives Geared to Sustainable Cost Savings of > €400 m per year by FY 2010/11



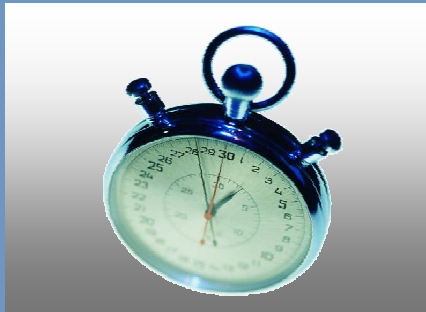
Initiatives

- 1 Product mix optimization (products, customers, costs)
- 2 Energy cost optimization (gas, electricity, steam, ...)
- 3 Raw material cost optimization (mix, sourcing, ...)
- 4 Purchasing initiative 2.0 (technical, commercial optimization)
- 5 External services (increase productivity, insourcing, ...)
- 6 Overhead efficiency (incl. non-personnel costs)
- 7 Expansion of shared services (functional and organizational scope)
- 8 Lean production (benchmarking, KPI, ...)
- 9 Production network (configuration, utilization, ...)
- 10 NWC initiative (roll-out, best practices, ...)

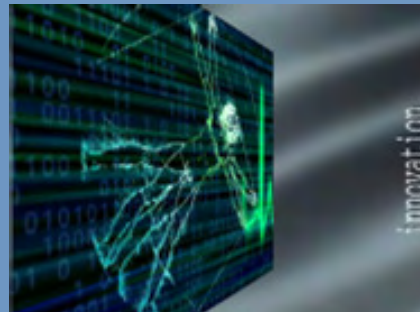


Strategic Guidelines ThyssenKrupp Steel: Technology Leadership

Sustainable value growth



**Efficiency
improvement**

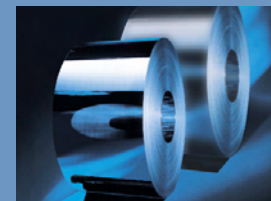


**Technology
leadership**

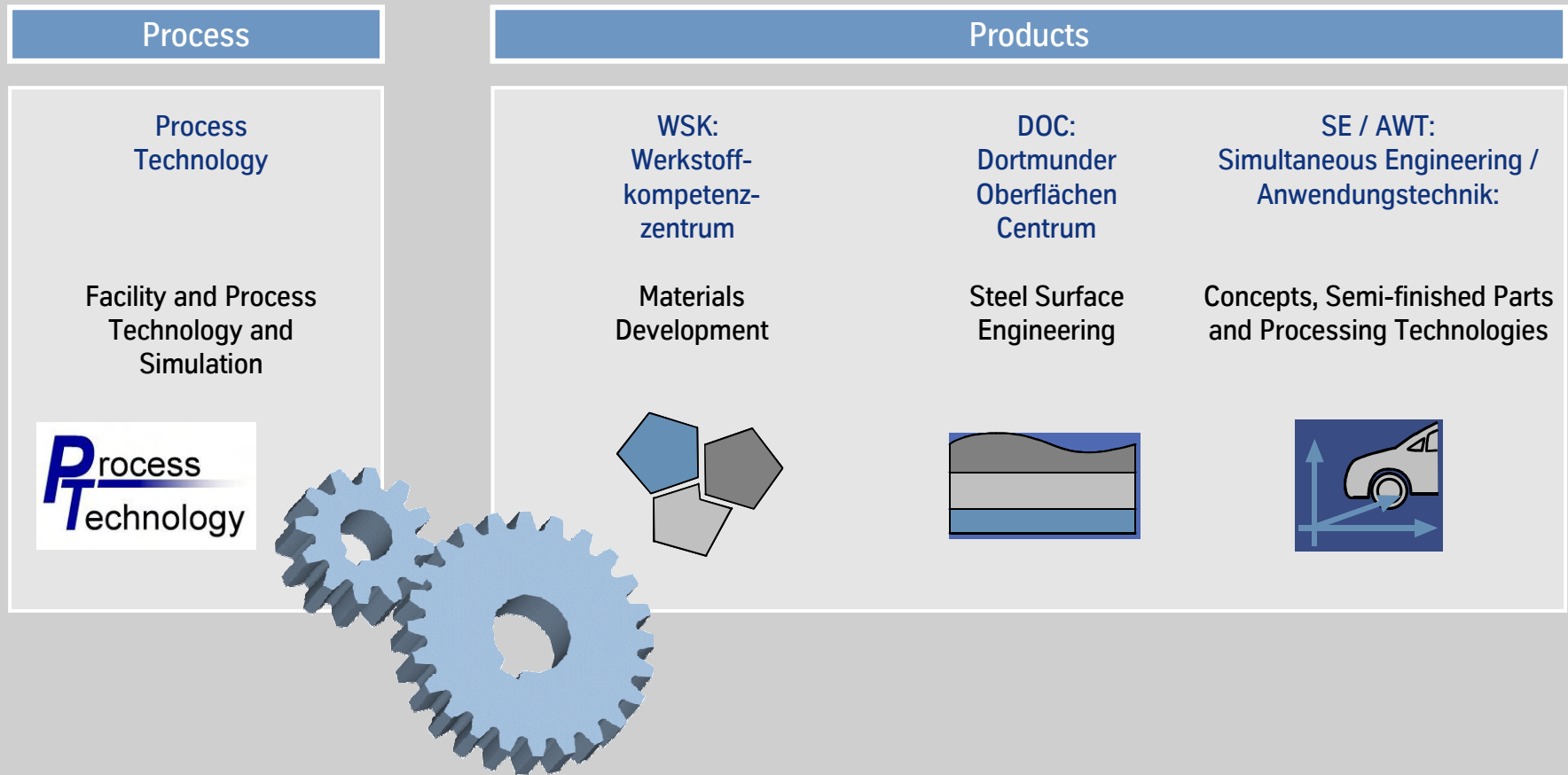


**Profitable
growth**

**Focus on attractive markets
for premium flat steel products**



Unique Network of R&D Competence Centers



► Drive premium product and service portfolio



Premium Product Portfolio Based on World-Class Facilities

World-class metallurgy enables broad portfolio with premium quality



Hot-rolled, ultrahigh-strength sheet in extremely thin gauges



Casting-rolling line

Cold-rolled, ultrahigh-strength sheet in extremely thin gauges



TAKO pickling line & tandem mill

High-quality coatings for demanding quality requirements and optimized corrosion protection

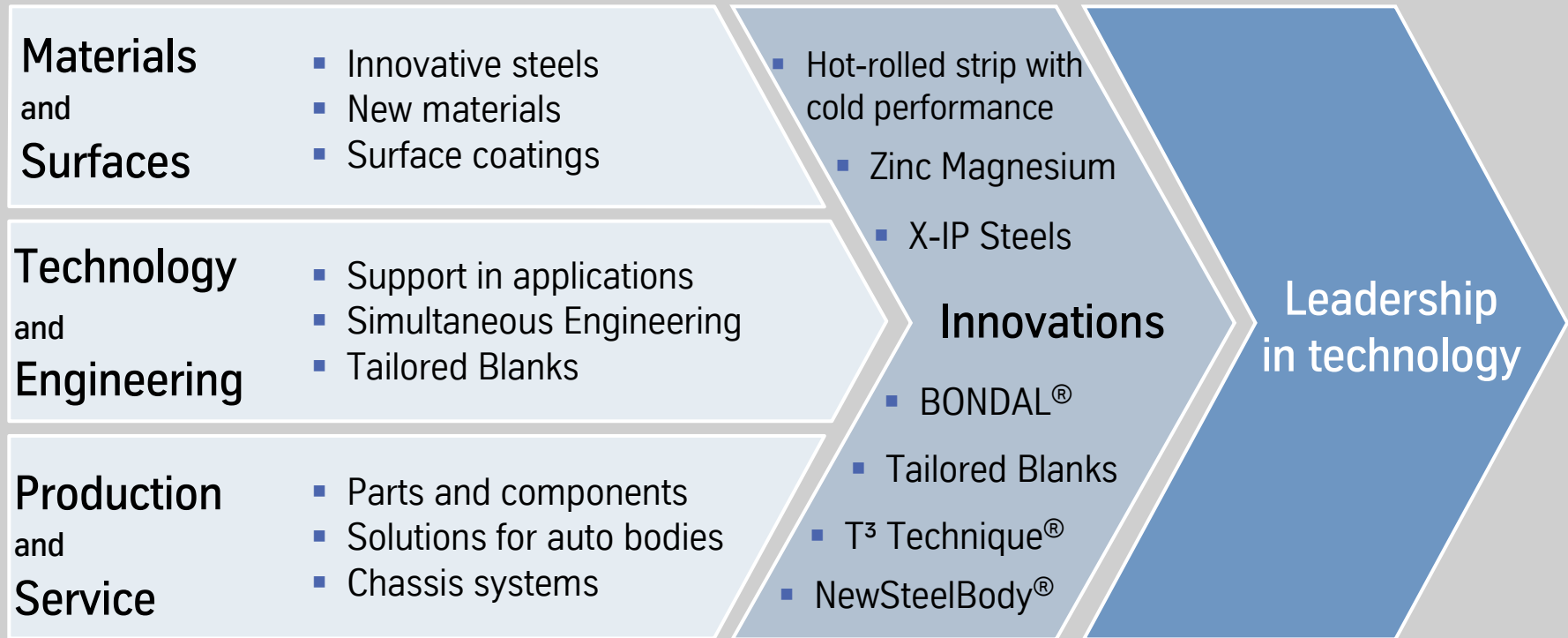


Hot-dip galvanizing/
coil coating line



Technology Leadership

Example: Strong partner to the automotive industry



► Overall competence in automobile market as a basis for leadership in technology



Example Applications for Premium Flat Carbon Steels Made by TKS

Water-quenched heavy plate for high-stress applications



Mobile cranes: Ratio of load capacity to operating weight increased to 8 : 1.

Hot strip with thicker gauges in sour gas quality



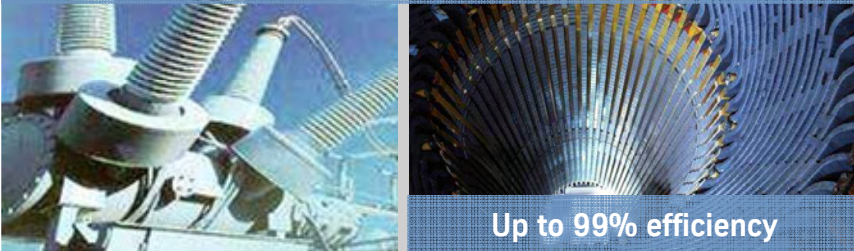
supports economic exploitation of gas and oil resources under increasingly adverse conditions

Tinplate opens up innovation potential for packaging



Can wall thicknesses of 0.07 mm place extreme demands on deep drawing properties

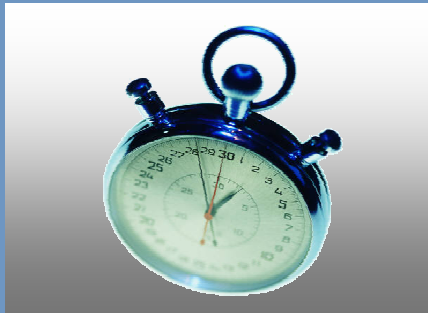
Grain-oriented electrical steel for effective energy generation



Up to 99% efficiency

Strategic Guidelines ThyssenKrupp Steel: Profitable Growth

Sustainable value growth



Efficiency
improvement

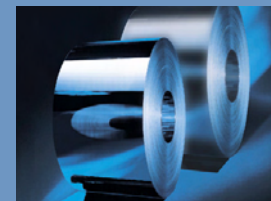


Technology
leadership

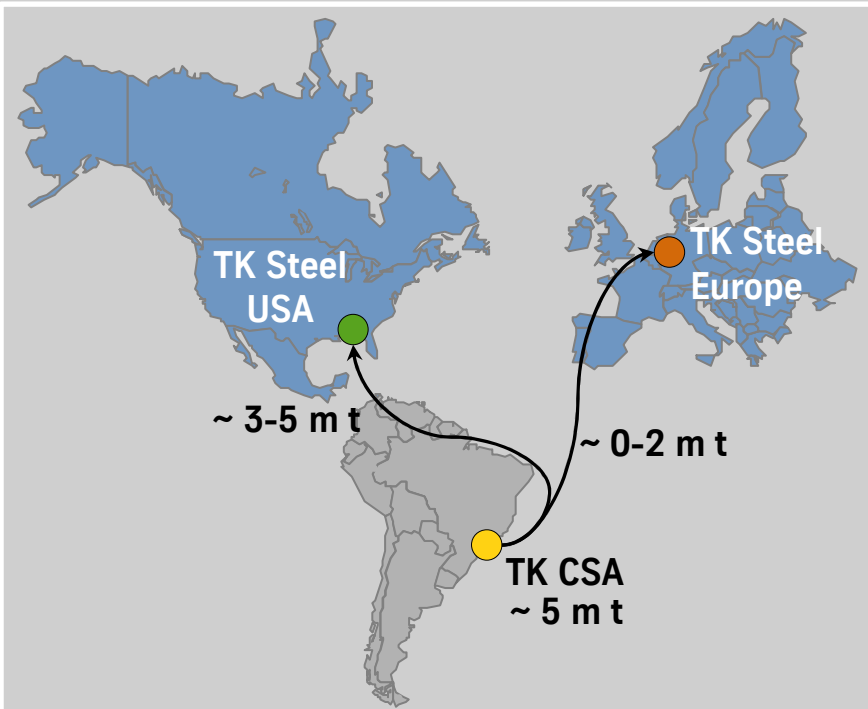


Profitable
growth

Focus on attractive markets
for premium flat steel products



Investment Strategy Steel: The Transatlantic Concept



Targeted major transatlantic production capacities

Capacity in m metric tons p.a.	Brazil	NAFTA	Europe**
Slabs	5	-	15
Hot-rolled	-	5.2*	17.5
Cold-rolled	-	2.5	10
Coated	-	1.8	8

* incl. 0.9 million t for Stainless ** slabs incl. share in HKM; hot-rolled incl. heavy plate and medium-wide strip; coated incl. EG, HDG and tinplate






















- Utilizing low-cost slabs from Brazil
- Build on and expand strong European market position
- Clear strategy to enter NAFTA market with focus on high value-added products

- ⇒ Significant dilution of cost base by highly competitive steel mill in Brazil
- ⇒ De-bottlenecking and modernization to process 2 m t of additional slabs from Brazil (“Herkules”)
- ⇒ Transfer of proven business model into the modern industrial center of the U.S.



Slab Facility in Brazil Will Create Competitive Advantages

Start of production in Q4 CY 2009

<p>Location</p>	<ul style="list-style-type: none"> • Sepetiba, Brazil • Link to ore logistics from Minas Gerais (South ore mine system of Vale) • Rail connection and captive port • Ample space for expansion 	<p>Competitive advantages</p>							
<p>Plant configuration</p>	<table border="1"> <tr> <td data-bbox="386 582 487 725">  Port </td> <td data-bbox="496 582 597 725">  Coking plant </td> <td data-bbox="607 582 708 725">  Sinter plant </td> <td data-bbox="717 582 818 725">  Blast furnace </td> <td data-bbox="828 582 929 725">  Melt-shop </td> <td data-bbox="938 582 1039 725">  Continuous caster </td> <td data-bbox="1049 582 1150 725">  Power plant </td> </tr> </table> <ul style="list-style-type: none"> • Capacity: ~ 5 million tons p.a. • Capex: ~ €4.5 billion 	 Port	 Coking plant	 Sinter plant	 Blast furnace	 Melt-shop	 Continuous caster	 Power plant	<ul style="list-style-type: none"> • High-quality, secure ore supply • Site advantages • Modern and efficient technologies and processes • Excellent logistics
 Port	 Coking plant	 Sinter plant	 Blast furnace	 Melt-shop	 Continuous caster	 Power plant			
<p>SOP</p>	<ul style="list-style-type: none"> • Q4 CY 2009 production of first slab 	<p>Outstanding cost position</p>							

Low-cost and high-quality slabs as ideal basis for further processing in Europe and North America



Full-Fledged Steel Mill Geared to Maximum Efficiency

Key facts ThyssenKrupp CSA

- 9 km² area
- ~22,000 people currently working on site
- Stockyard for iron ore: ~900,000 t
- Stockyard for coal/coke: ~800,000 t
- Clean air coking plant: ~1.9 m tpy coke and steam
- Sinter plant capacity: ~5.7 m tpy sinter
- Two blast furnaces: ~5.3 m tpy hot metal
- Steel plant: 2 x 330 t converters top and bottom blowing



- Port, about 3.5 km off-land, connected by bridge with conveyor belt for coal intake
- Port intake for 4 m tpy coal; shipment of 5 m tpy slabs



Startup of Port and Coke Plant in Q3 2009

Aerial photo coke plant



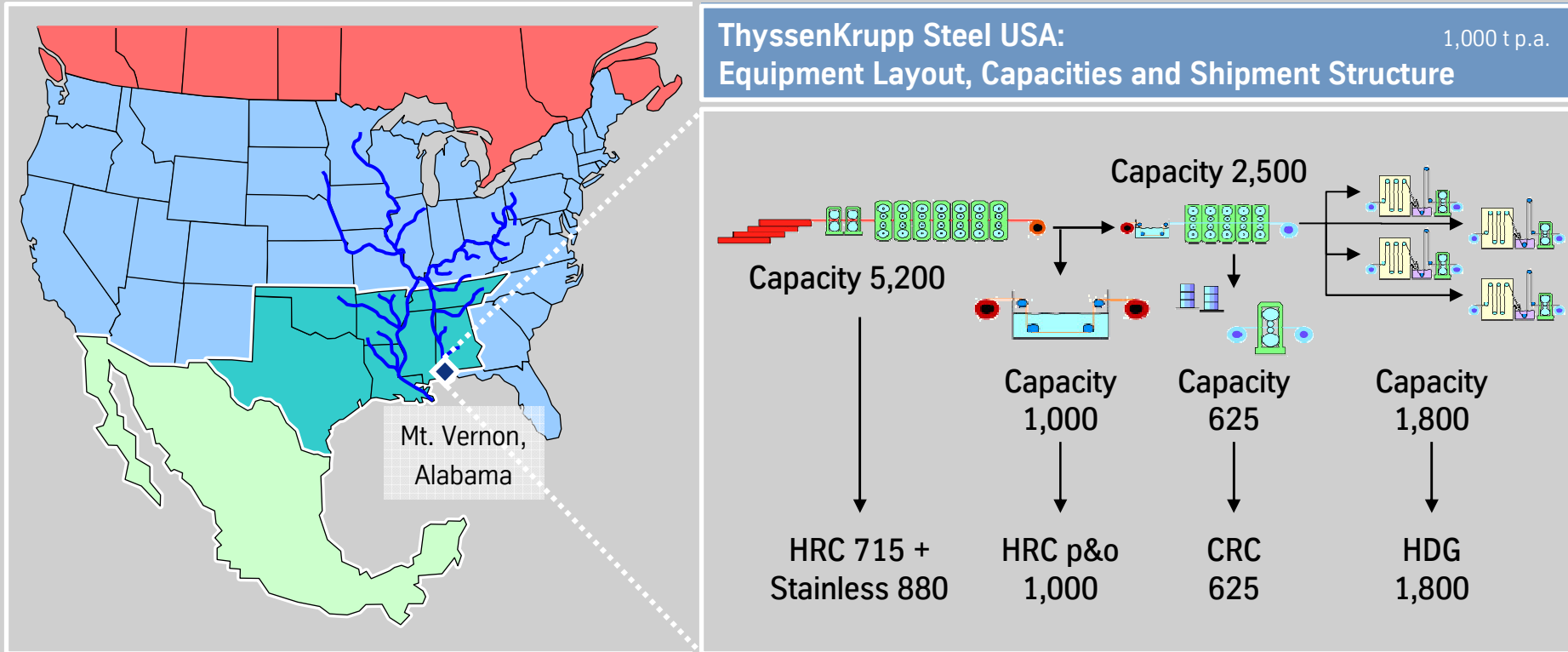
Coke plant

Blast Furnace and Melt Shop Units Start Production End of 2009



Steel: Optimum Logistics and State-of-the-Art Facilities Located at the Heart of the Modern Industrial Center of the U.S.

Start of production in spring 2010; Capex: \$3.25 bn



Geared to demanding customers from the automotive, construction, engineering, pipe and tube and appliance industry

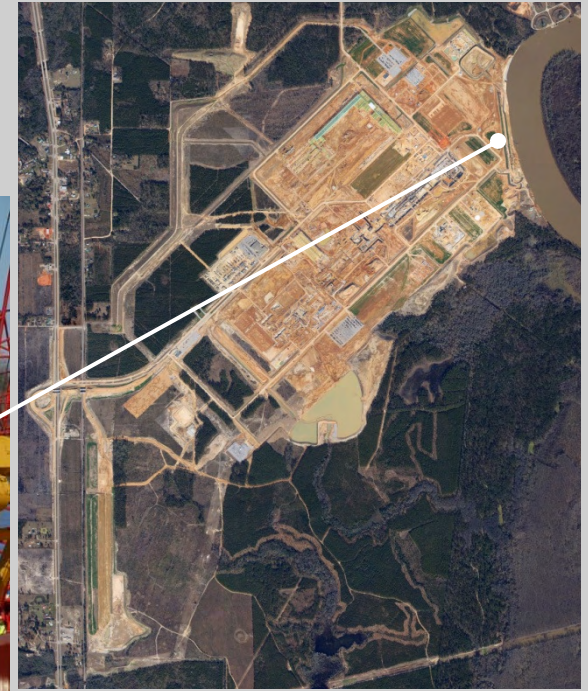


ThyssenKrupp Steel USA: Implementation Making Good Progress

- Capex: \$3.25 bn
- Orders placed for hot- and cold-rolling mill, coating and inspection lines, ... (~\$2.6 bn)
- River terminal: piling of 1st pier
- HRM: foundation work, arrival of first equipment
- CRM: steel construction tandem mill
- Coating lines: foundation work, steel construction
- Sales concept developed
- Recruiting proceeds to schedule



River Terminal: Piling Work



Hot-Rolling Mill: Foundation Work



Cold-Rolling Mill and Coating Lines



**Cold-rolling mill:
foundation work**



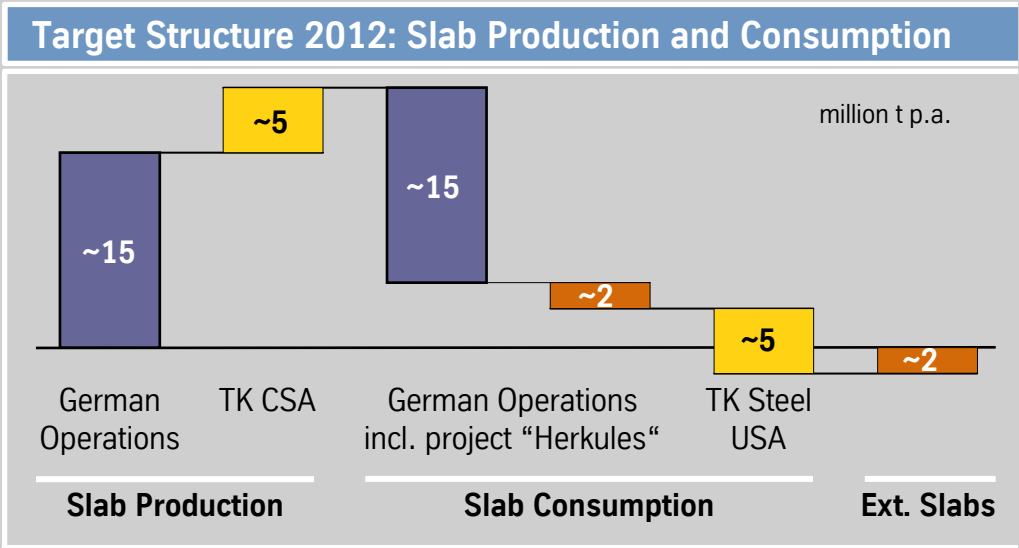
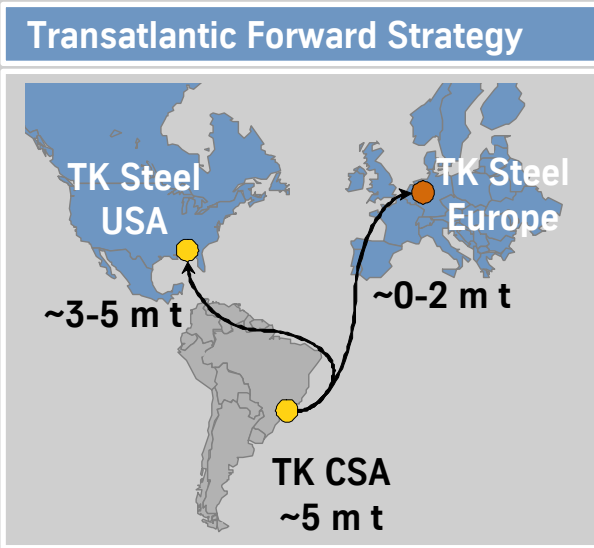
**Coating lines:
foundation work**

NAFTA Sales and Marketing Approach Well Advanced



- Sales organization established
- Potential customers for ramp-up phase and steady state identified and approached
- High interest in specifying joint business perspectives
 - Volume potentials by customer for ramp-up phase defined
 - Planned shipment volume in FY 2009/10: ~500,000 t
 - Continuous ramp-up and smooth penetration expected
- High demand for ThyssenKrupp quality
 - Local Tech Center with US and German engineers established
 - Development of future material concepts for specific target customers has started
- Successful positioning of ThyssenKrupp Steel as premium supplier

Growth Complemented by Significant Cost Dilution and Flexibility

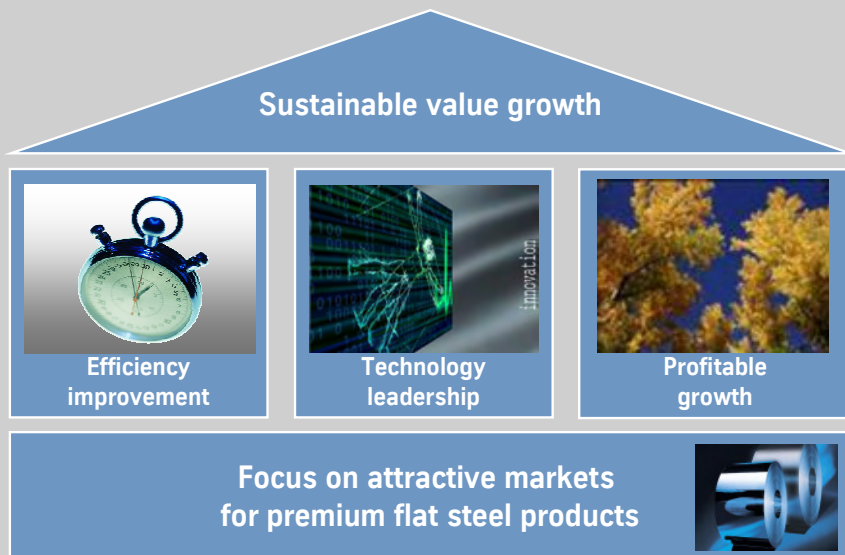


- Significant cost dilution ⇒ based on 5 m t of high-quality and low-cost slabs from TK CSA
- Optimized sourcing of external slabs ⇒ based on logistics cost and availability (adjust slab supply ex CSA to Europe and U.S.)
- Optimized cost degression through mini cycles ⇒ based on adjustment of external slab purchases (at optimized utilization of own upstream facilities)
- Increased strategic flexibility ⇒ based on transatlantic production network



Major Transformation Based on Cost Optimization and Growth

Strategy Implementation Based on Proven Business Model



- Comprehensive cost cutting initiated
 - Short-term measures: ~€0.4 bn (in FY 08/09; predominantly one-time effects)
 - Program 20/10: >€0.4 bn/yr (by FY 10/11; sustainable savings)

- Growth Capex
 - Forward Strategy Europe: €0.4 bn
 - Forward Strategy NAFTA: \$3.25 bn
 - Forward Strategy Brazil: €4.5 bn

- Committed to
 - Reliable and significant profit contribution
 - Drive value for the Group!

Developing the future. ThyssenKrupp Steel.



Agenda

- **Group Overview and Strategy**
Ulrich Middelman
Vice Chairman of the Executive Board of ThyssenKrupp AG
- **ThyssenKrupp Steel**
Peter Urban
Vice Chairman of the Executive Board of ThyssenKrupp Steel AG
- **ThyssenKrupp Services and ThyssenKrupp Elevator**
Edwin Eichler
Member of the Executive Board of ThyssenKrupp AG



ThyssenKrupp Elevator Organization

ThyssenKrupp Elevator AG

Sales €4.9 bn • EBT €434 million • Employees 42,992

	Central/ Eastern/ Northern Europe	Southern Europe/ Africa/ Middle East	Americas	Asia/ Pacific	Escalators/ Passenger Boarding Bridges	Accessi- bility
2007/08						
Sales €m*	1,482	827	1,892	495	332	215
Employees	11,251	7,335	14,754	5,955	2,404	1,180



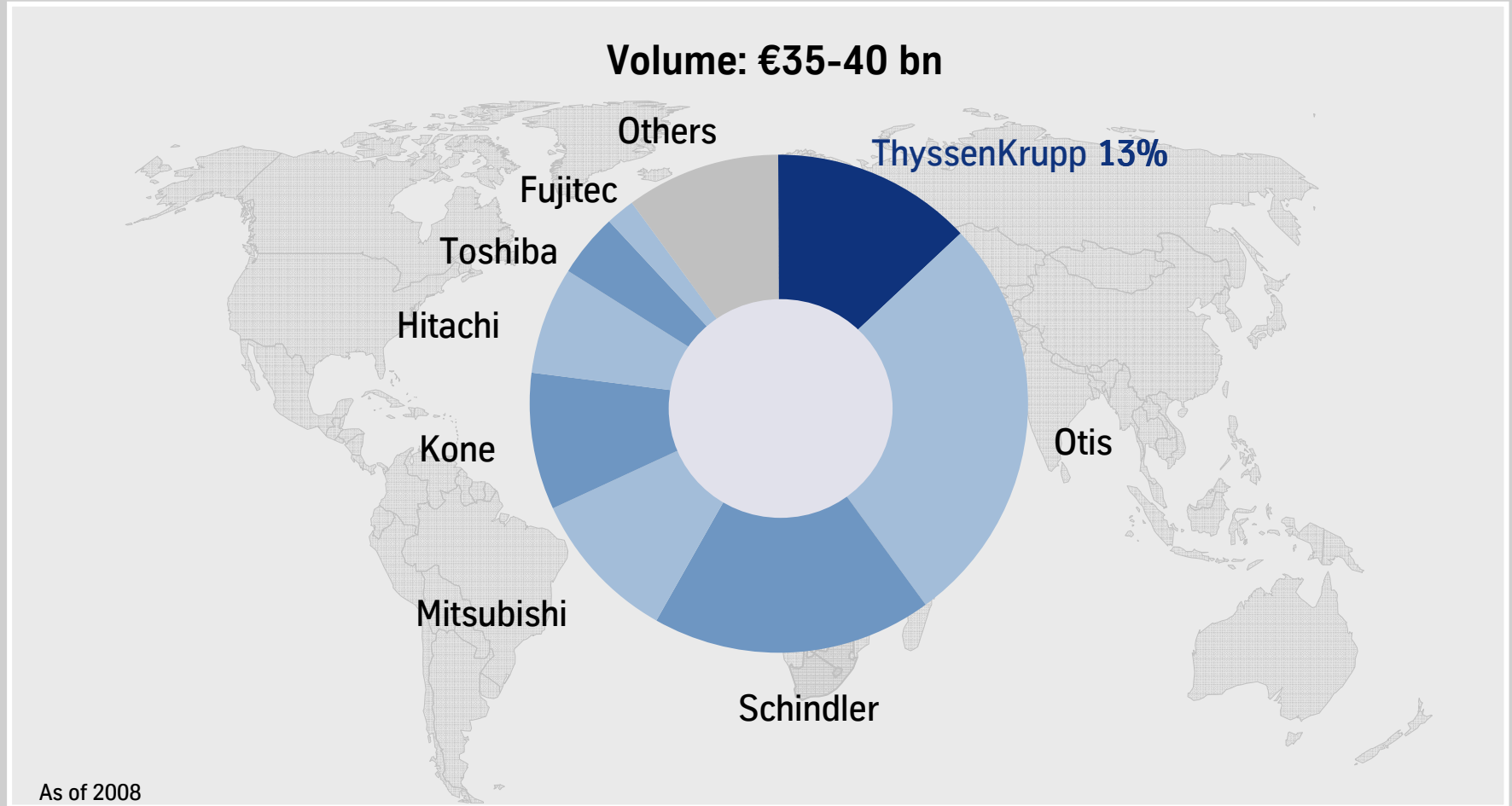
Service base: 930,000 units

*not consolidated



Elevator: World Market

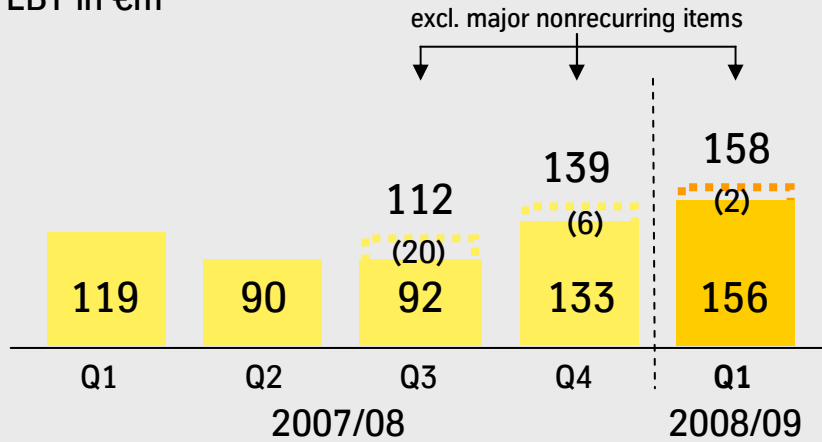
Market shares of overall market for elevators and escalators (estimation)



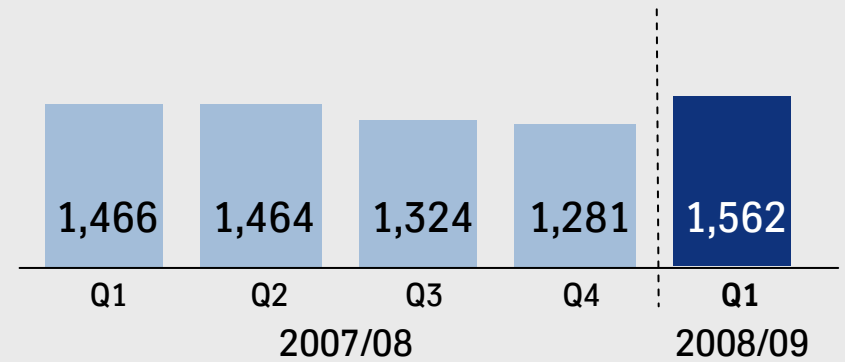
Elevator Track Record

Highlights

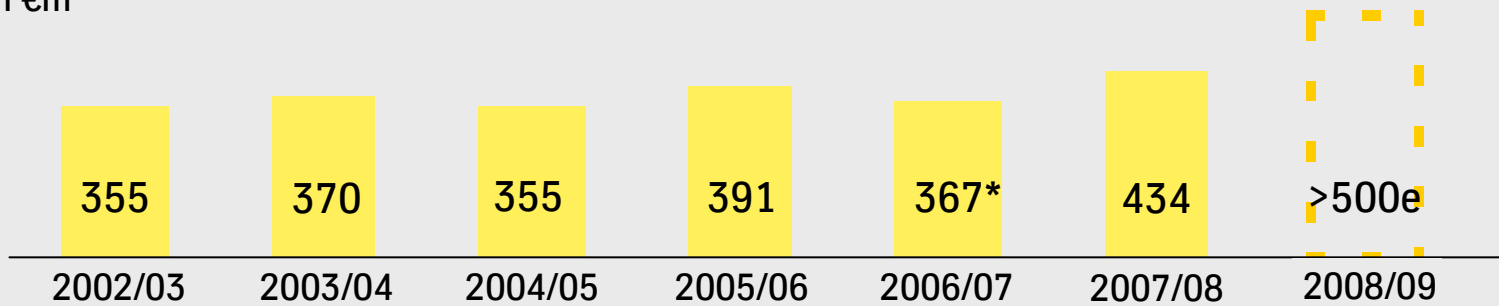
EBT in €m



Order intake in €m



EBT in €m

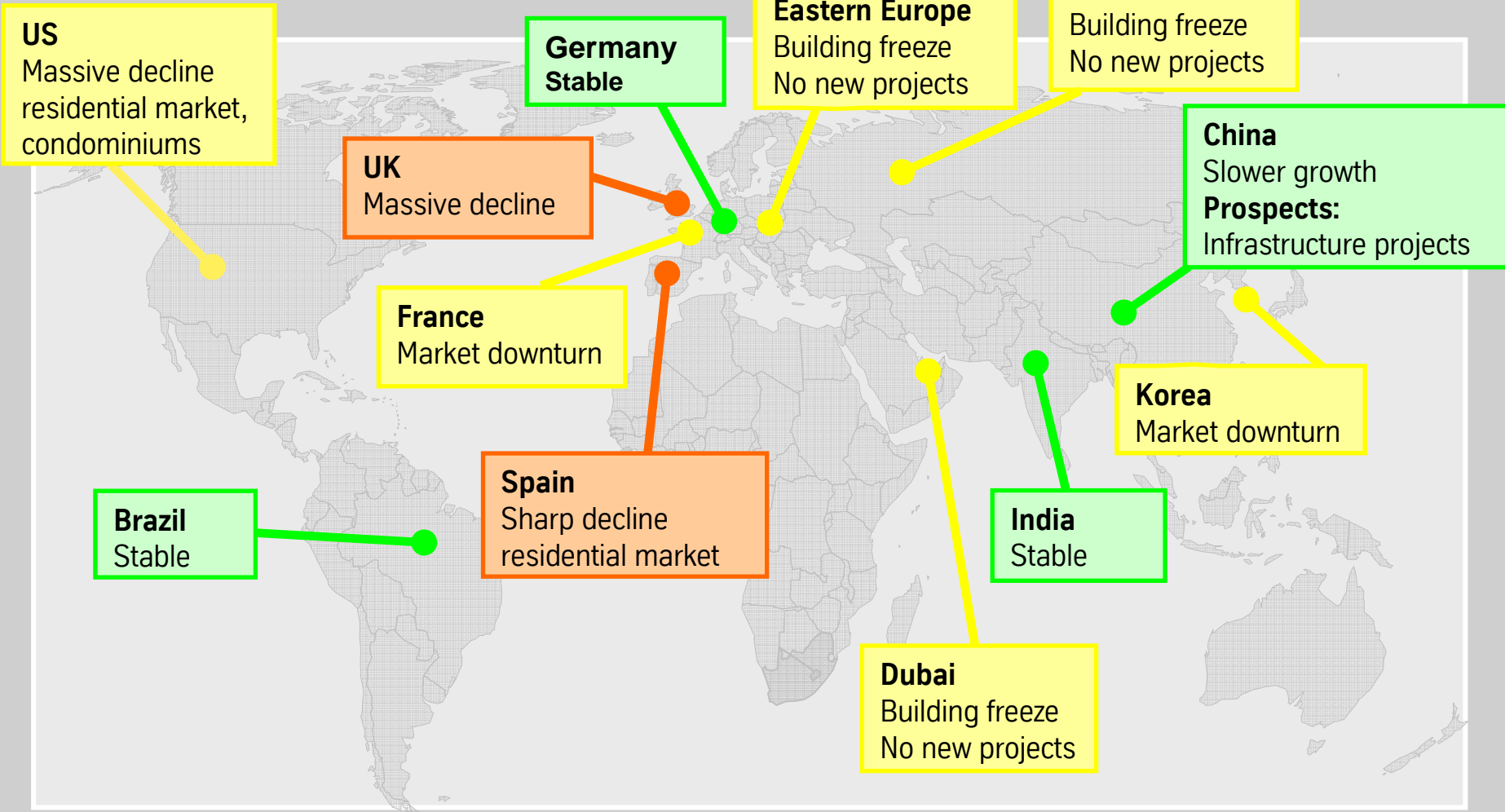


* excl. EU fine €480 m



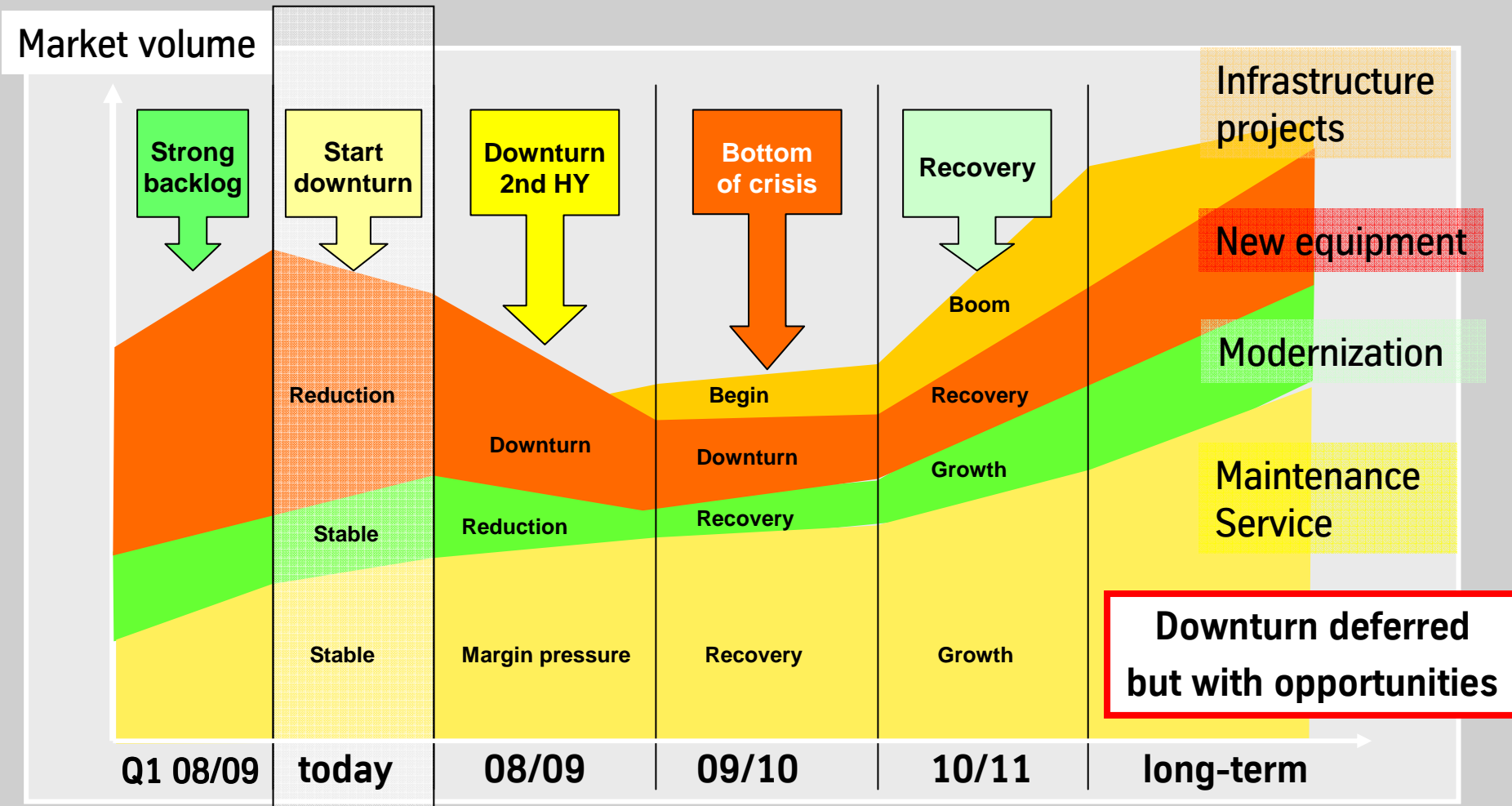
New Installation Business

Present Regional Market Development

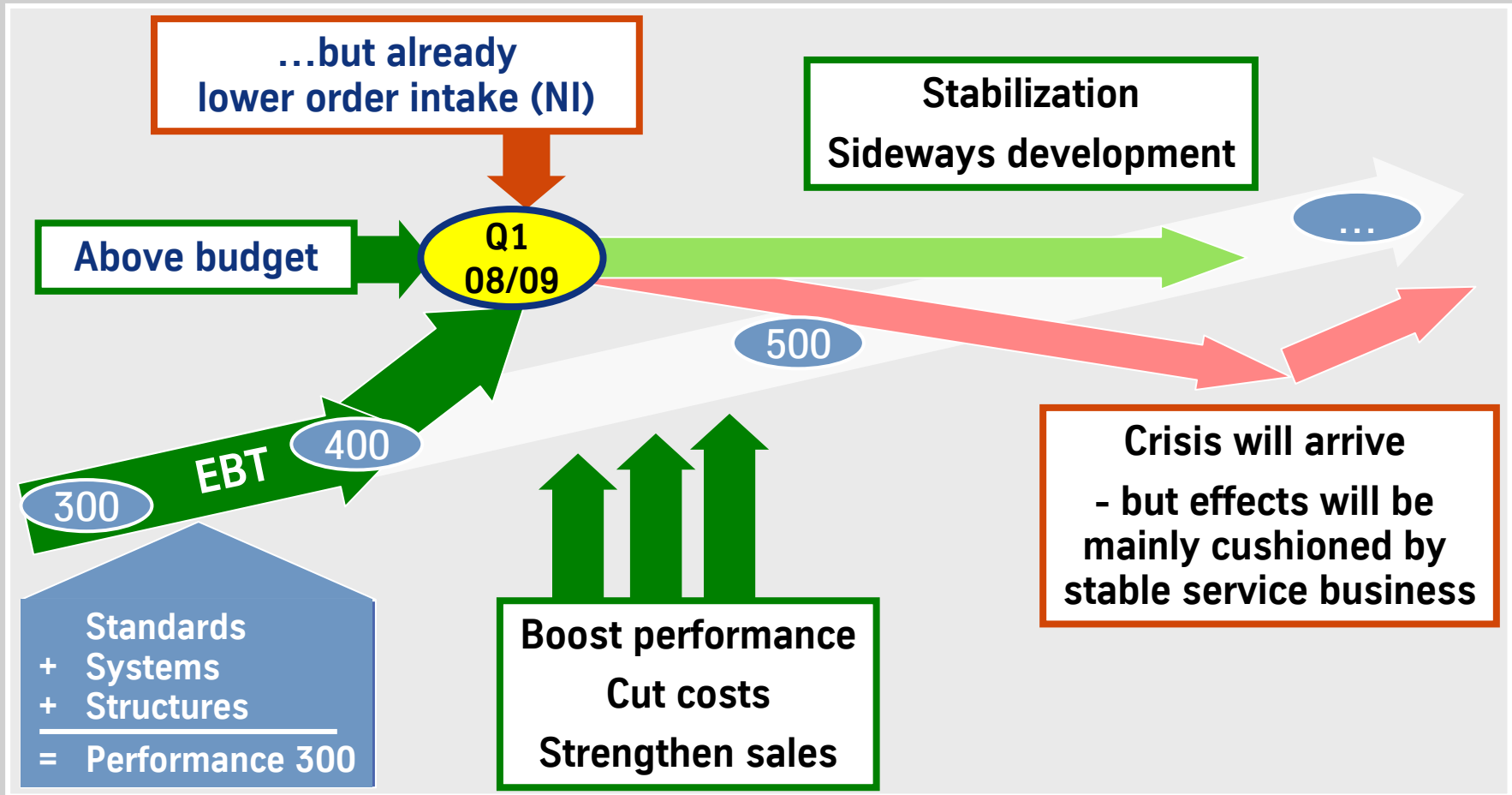


Global Financial Crisis

Impact on market volume over time

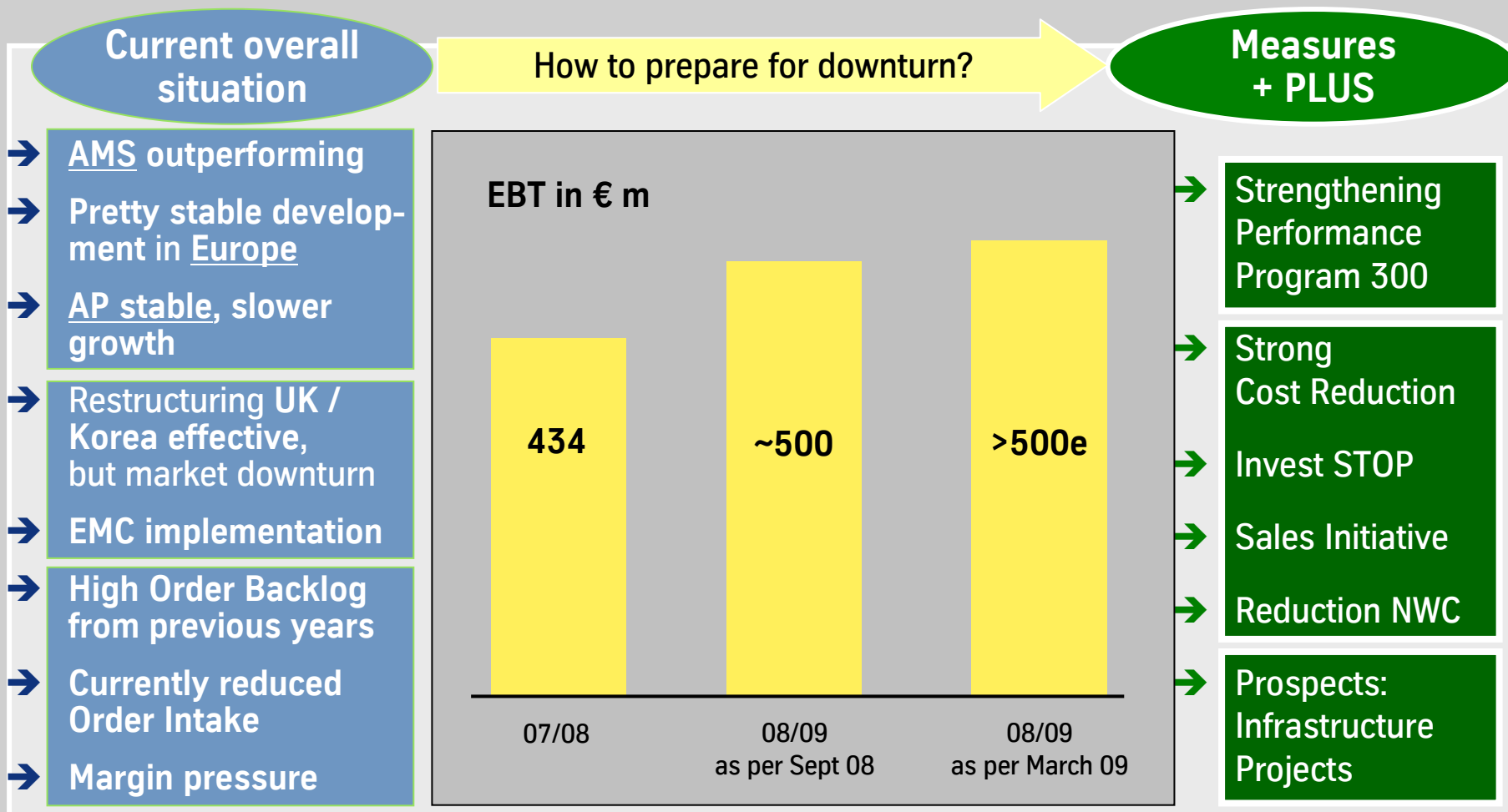


Global Financial Crisis Influence on Elevator Segment



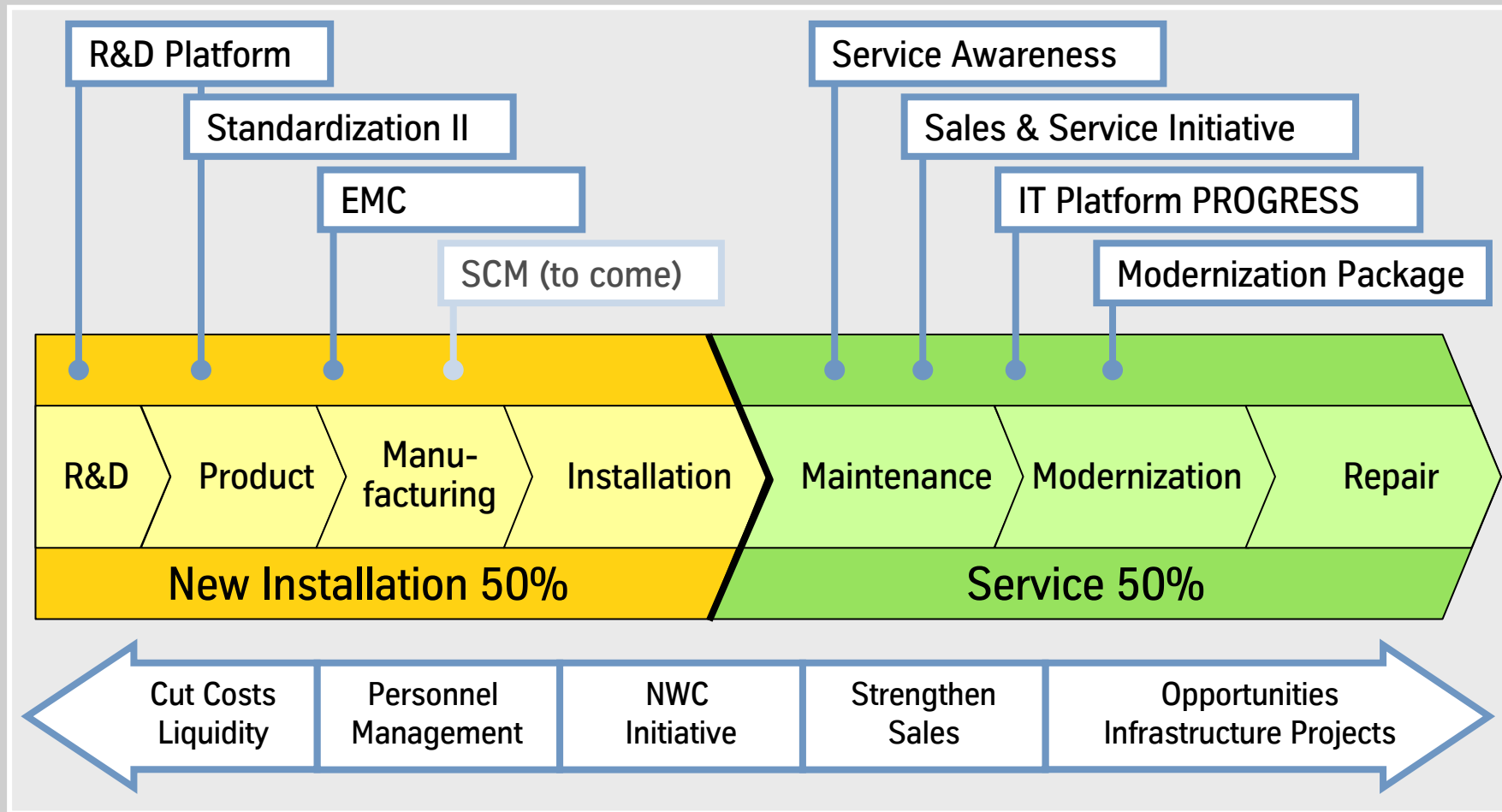
Elevator: Overview development

Actual measures to overcome the crisis



Elevator: Performance Program 300

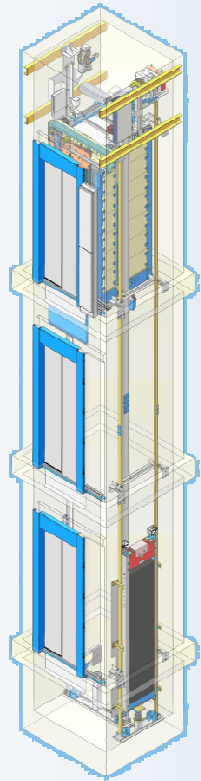
Standards, Systems and Structures



Elevator: Performance Program 300 Standardization II

Platform for market **Cluster A**
= based on **Synergy layout**

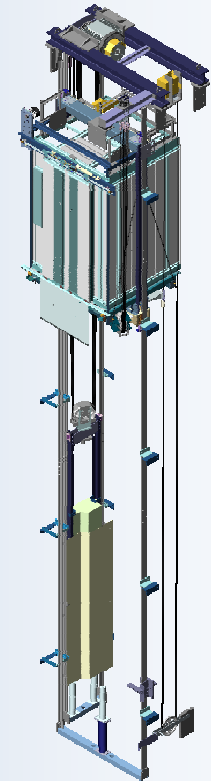
Platform for market **Cluster B**
= based on **Evolution layout**



Target for Platforms A and B defined

Key driver
for Platform A is
product cost

Key driver
for Platform B is
**managing product
complexity at
lowest possible
product cost**



Elevator: Performance Program 300

RENEW Initiative, BU Southern Europe, Africa & Middle East

Specialized sales unit for after-sales services
 Individual targets for own and third-party portfolio

Support Activities → Tool Boxes

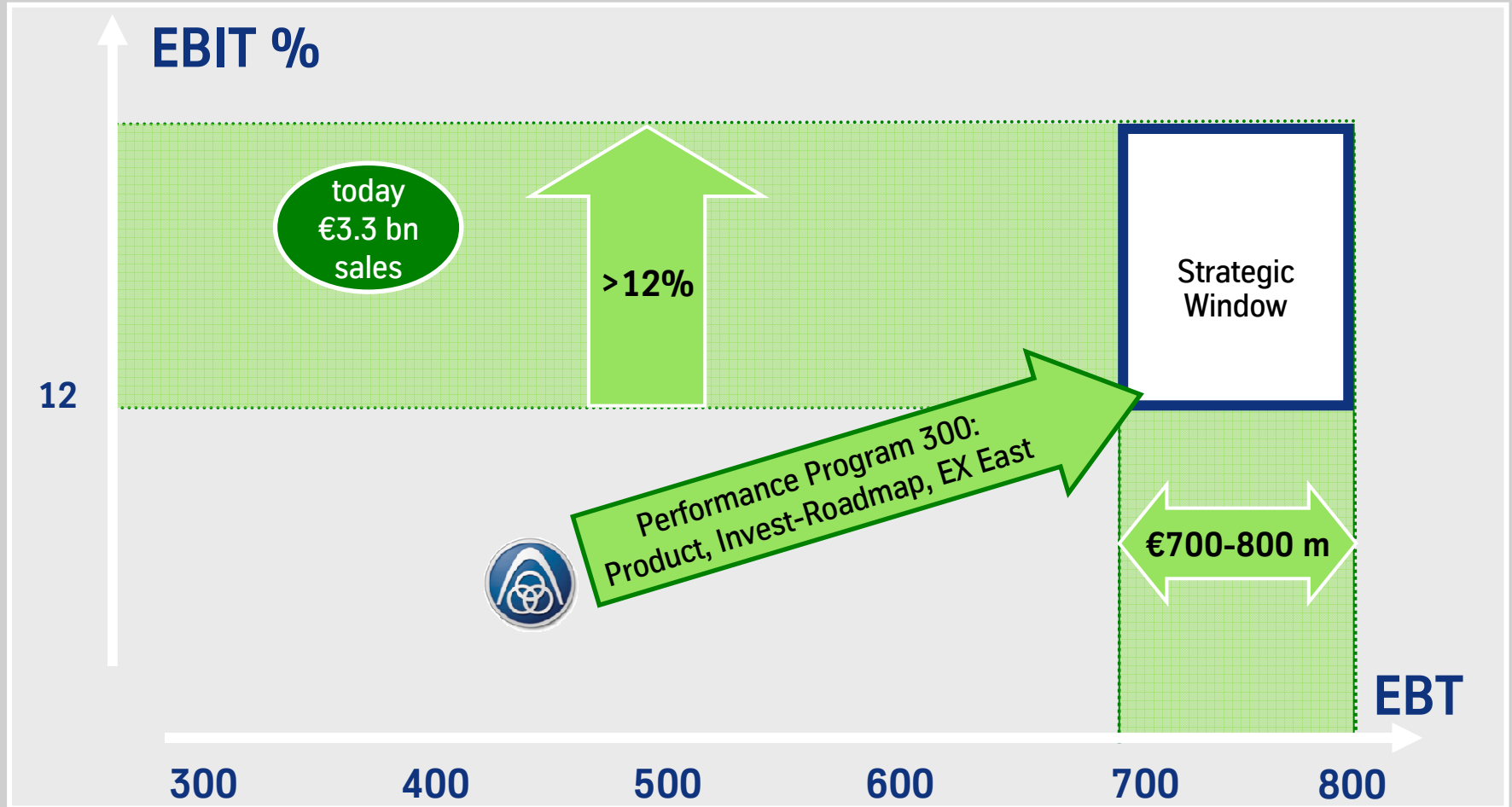


FY 05/06 – FY 09/10: Sales increase: €132 m • EBT: €33.5 m (in total)



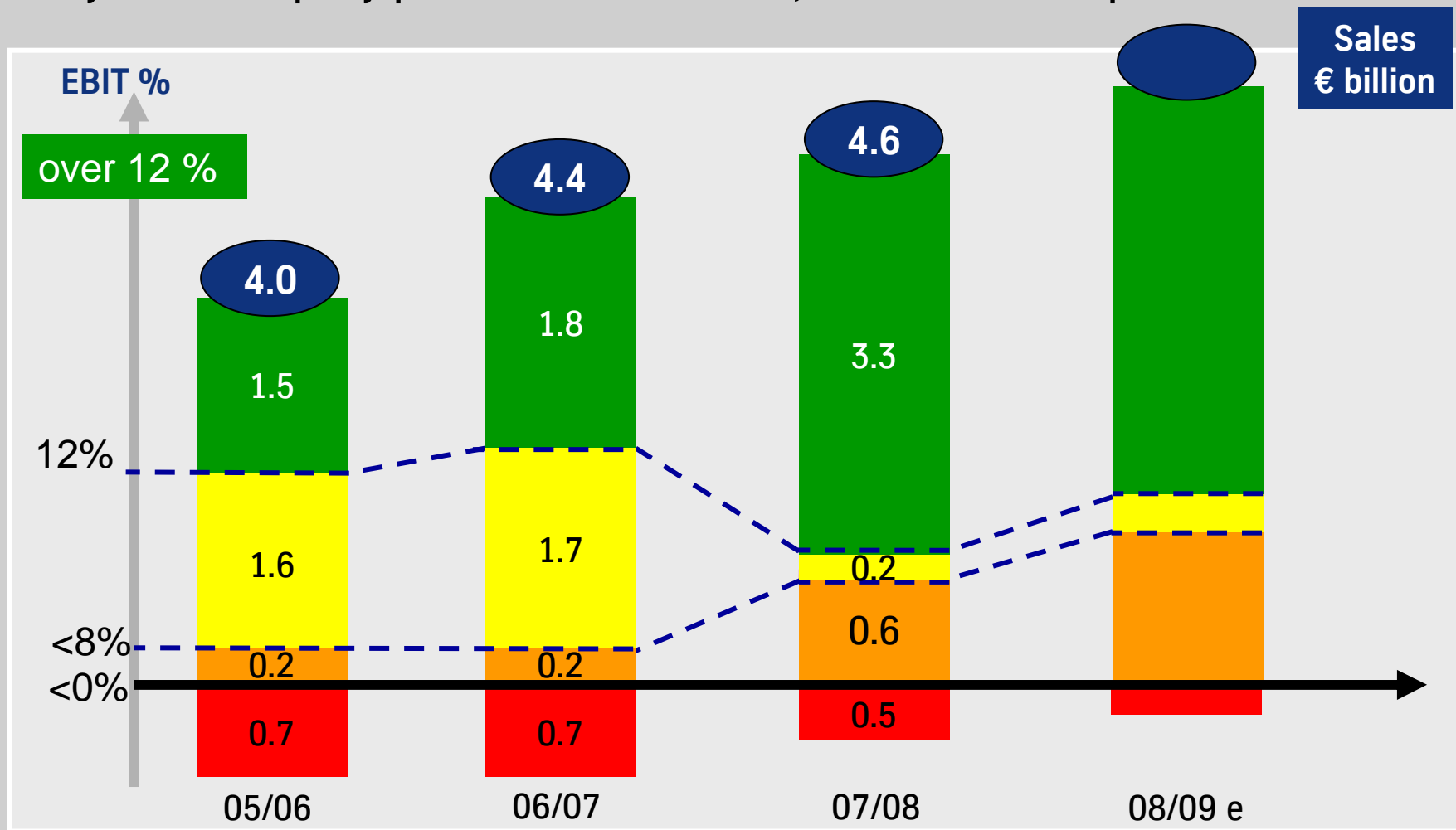
Elevator: Definition of Clear Profitability Targets

Significant rise of EBIT-margin

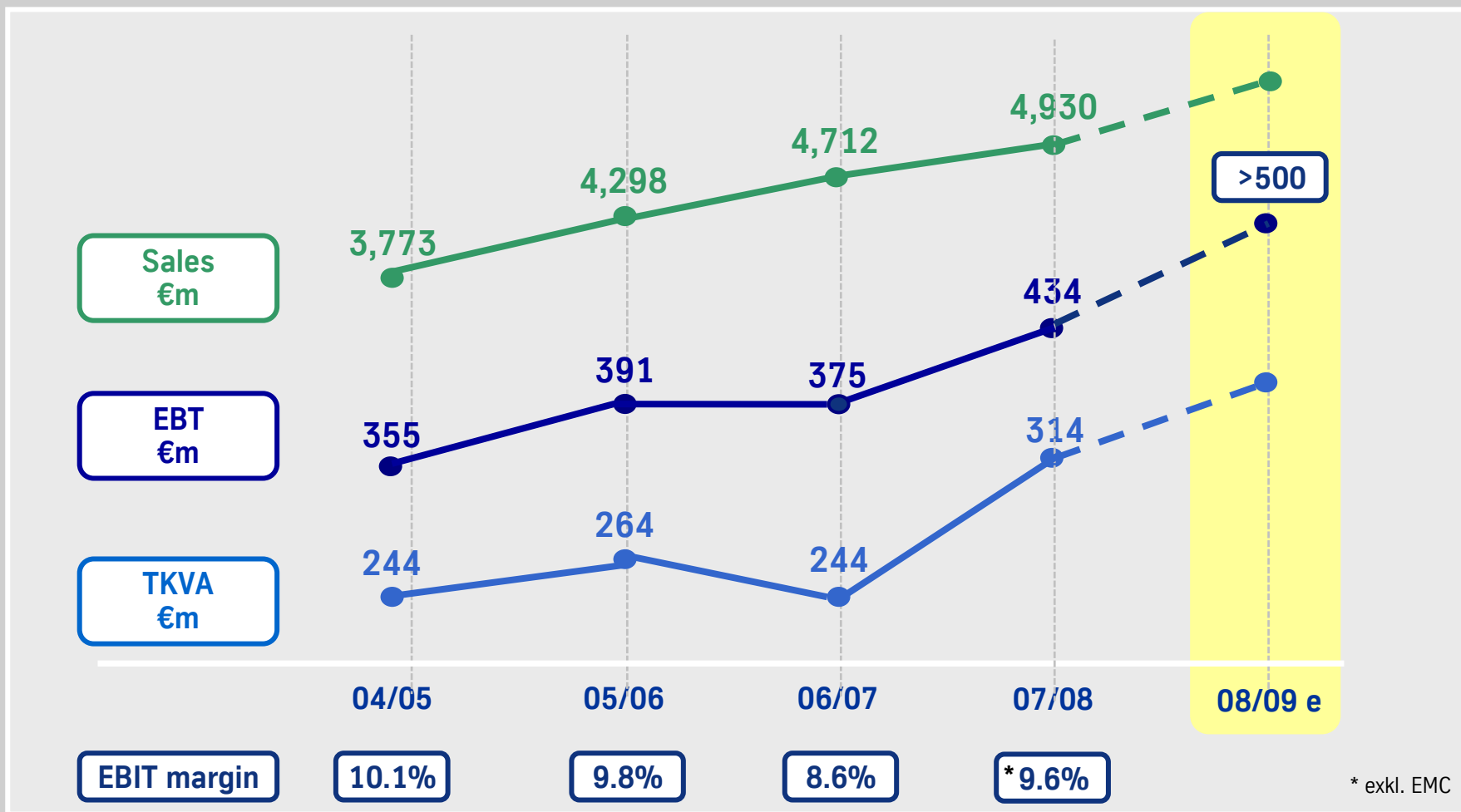


Elevator: Continuous Margin Improvement

Analysis of company portfolio (without ACC, ES/PBB and Corp./Cons.)

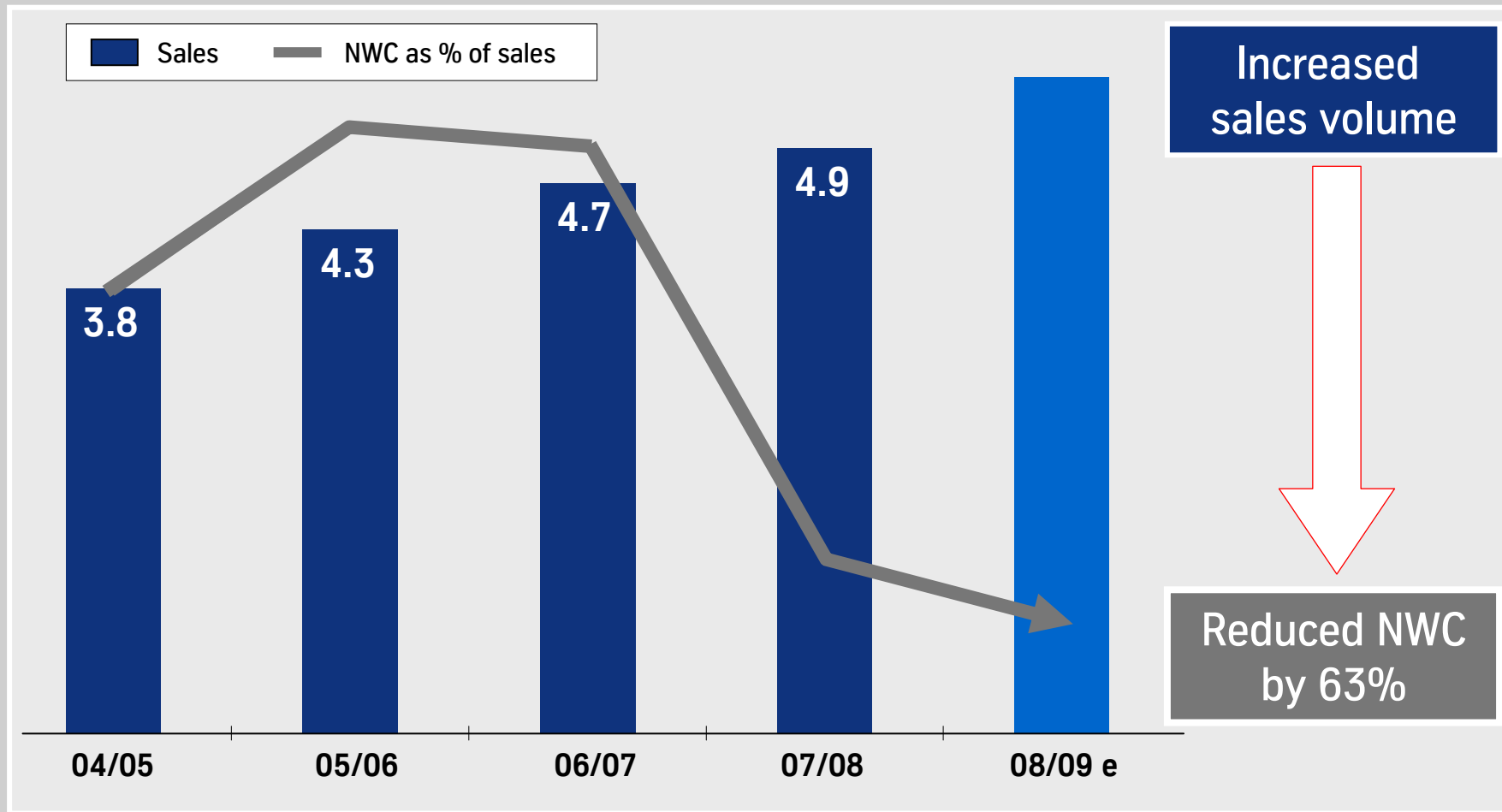


Elevator: Development of Key Data FY 2004/05 → 2008/09



Elevator: NWC Management

Development of sales (billion €) and NWC as % of sales



Elevator: New Important Orders, Q1 2008/09

Metro Lines



NI	Rome, Italy	41 elevators 88 escalators
NI	Shenzhen, China	94 escalators
NI	Sao Paulo, Brazil	65 escalators
Mod	Madrid, Spain	181 escalators
Mod	Barcelona, Spain	37 escalators

NI = New installation • Mod = Modernization

Elevator: New Important Orders, Q1 2008/09

Buildings



NI	Queen City Square Cincinnati, USA	28 elevators 2 escalators
NI	MDACC Building Houston, USA	32 elevators 8 escalators
NI	Latifa Towers Dubai, UAE	19 elevators (incl. 2 TWINs)
NI	Seo-Myeon Residential Busan, Korea	55 elevators 13 escalators
NI	Kölner Verkehrsbetriebe Cologne, Germany	13 elevators 63 escalators

NI = New installation

Elevator: Opportunities in the Financial Crisis: Infrastructure Projects

Worldwide: Airports, metros, hospitals, other public buildings

China

Airport projects in China
Planned construction completion by 2010



37 Airports Sep., 2008 - 2010
51 planned 2011-2020

USA

**“stimulus package”
Infrastructure program**

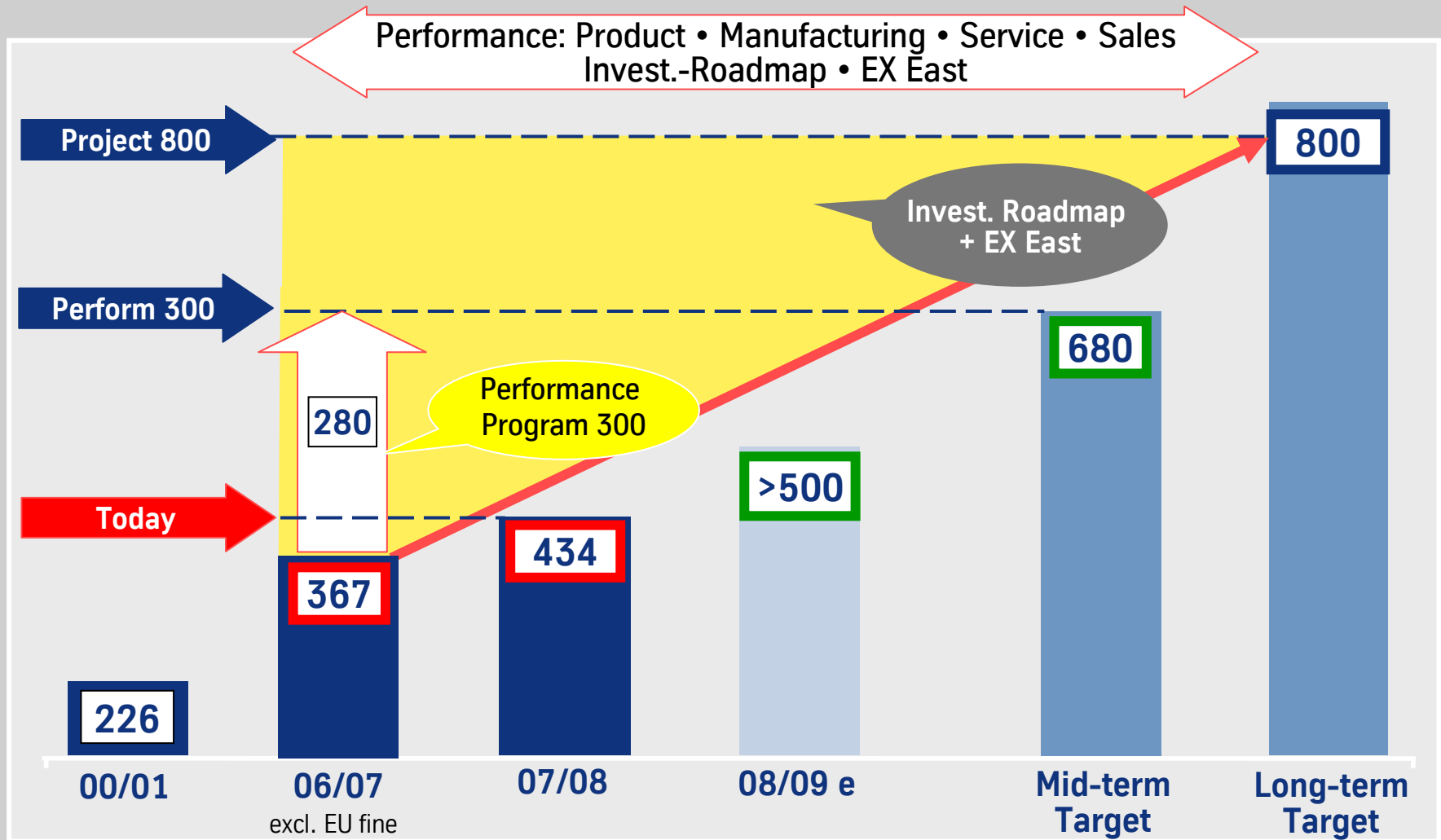


Positive effects from:

- Infrastructure projects (stations, airports)
- Public buildings, especially hospitals



Elevator: Performance Program 300

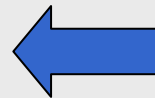


Elevator: Conclusions

Impetus
from backlog



Time to prepare
for downturn



Effect
Perform 300



EBT in 08/09 e: €>500m
EBT in 09/10: Stabilization

ThyssenKrupp



We will reach base camp and survive the storm!



800

700

FY08/09

>500e



FY07/08

434

390

355

-113
(incl. EU-fine)

FY06/07

ThyssenKrupp Services – Business Units

Figures 2007/2008

ThyssenKrupp Services AG

Sales €17.3 bn • EBT €750 million • Employees 46,486

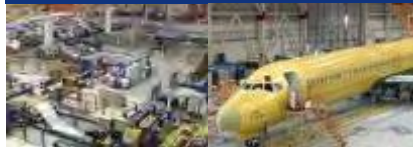
Materials Services International



Warehousing, processing, logistics, materials and inventory management, supply chain management
 steel, stainless steel, NF-metals, pipes and tubes, plastics

Sales €8.5 billion
 Employees 11,889

Materials Services North America



Sales €1.8 billion
 Employees 3,048

Industrial Services



Operating and maintenance services, production support, intraplant logistics, outsourcing

Sales €2.1 billion
 Employees 30,181

For Sale

Special Products



Trading, logistics, project management
 steel and pipes, raw materials, energy and technics

Sales €4.9 billion
 Employees 1,178



Services: Unique Portfolio in Products and Services

Sales by products/services (%), 2007/08

More than **150,000** product items

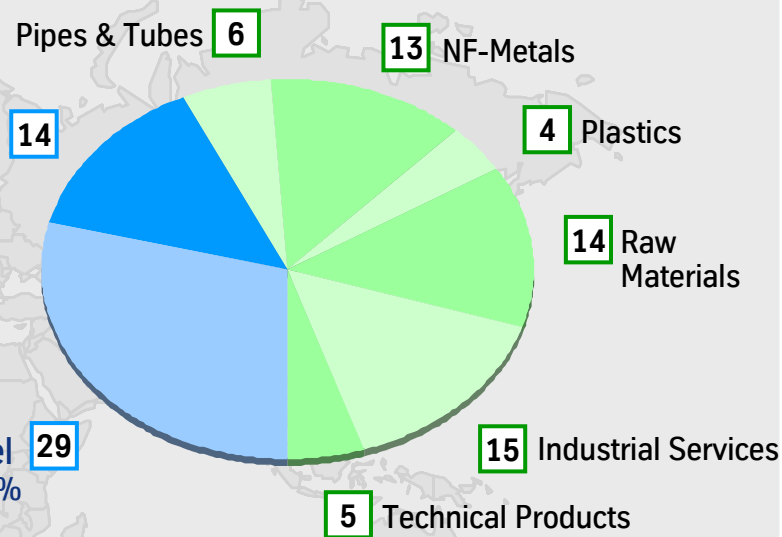
Steel share below 50%, continuing to decline

Independent sourcing, not a sales organization for Steel and Stainless segments

About **300,000** customers worldwide

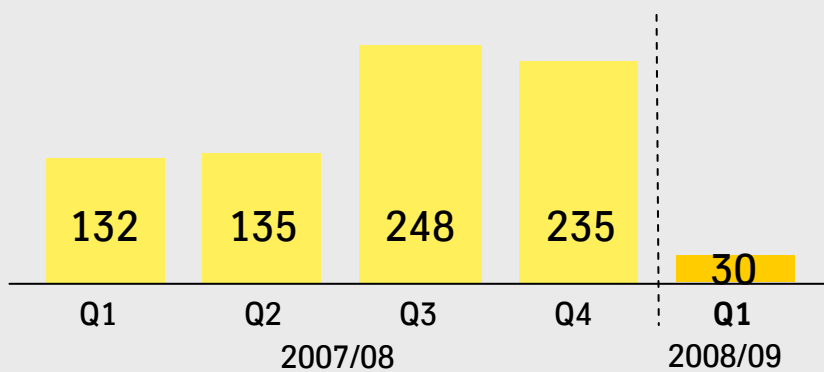
Services are driving growth

ThyssenKrupp Products 12.5%

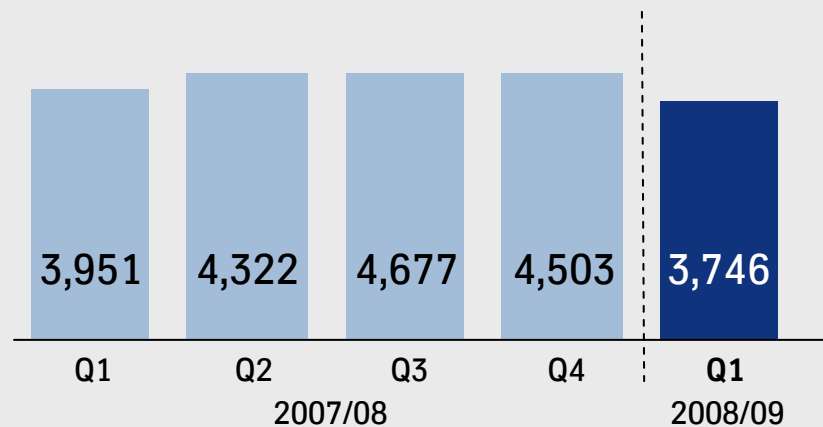


Services: Track Record Highlights

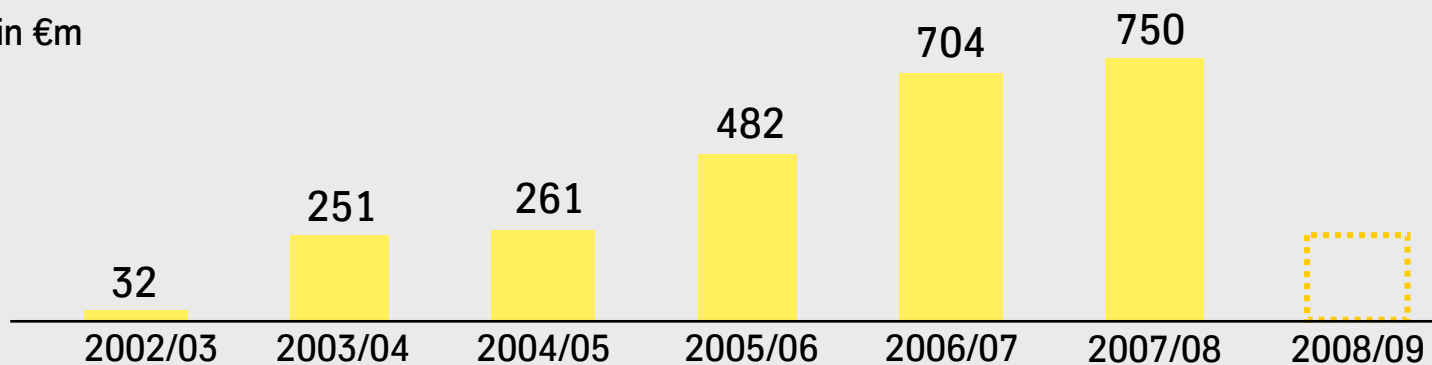
EBT in €m



Order intake in €m

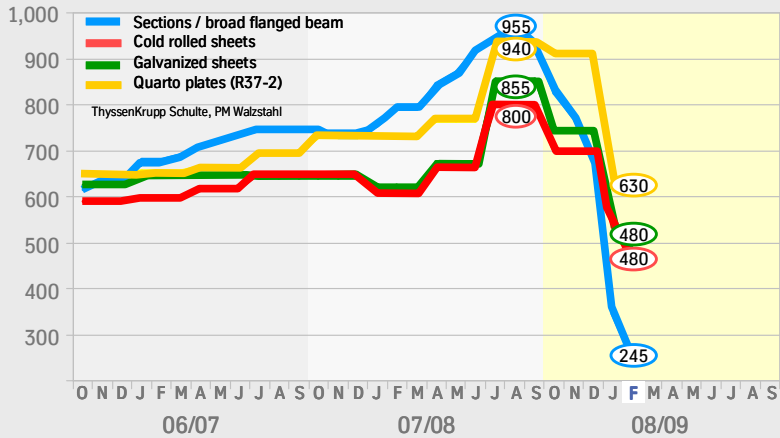


EBT in €m

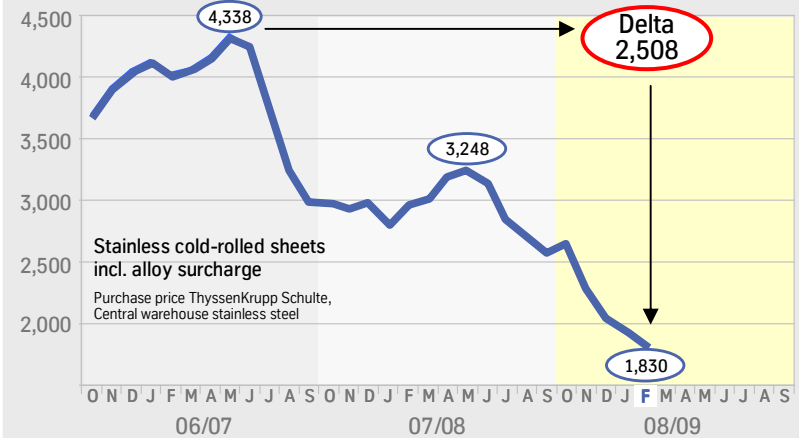


Price Developments

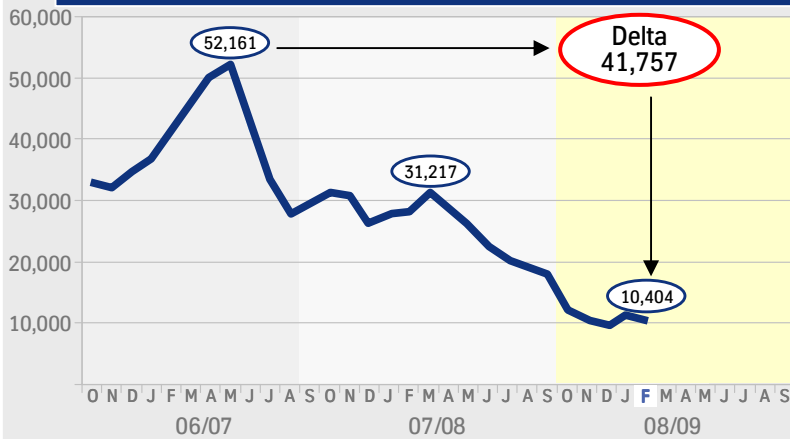
Carbon Steel €/t



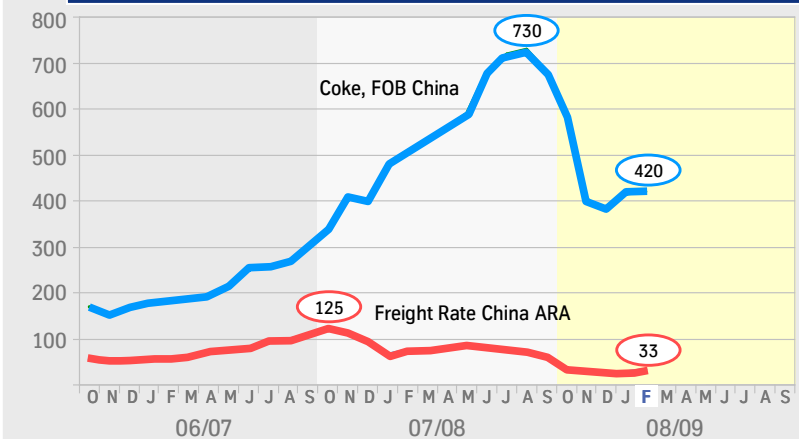
Stainless Steel €/t



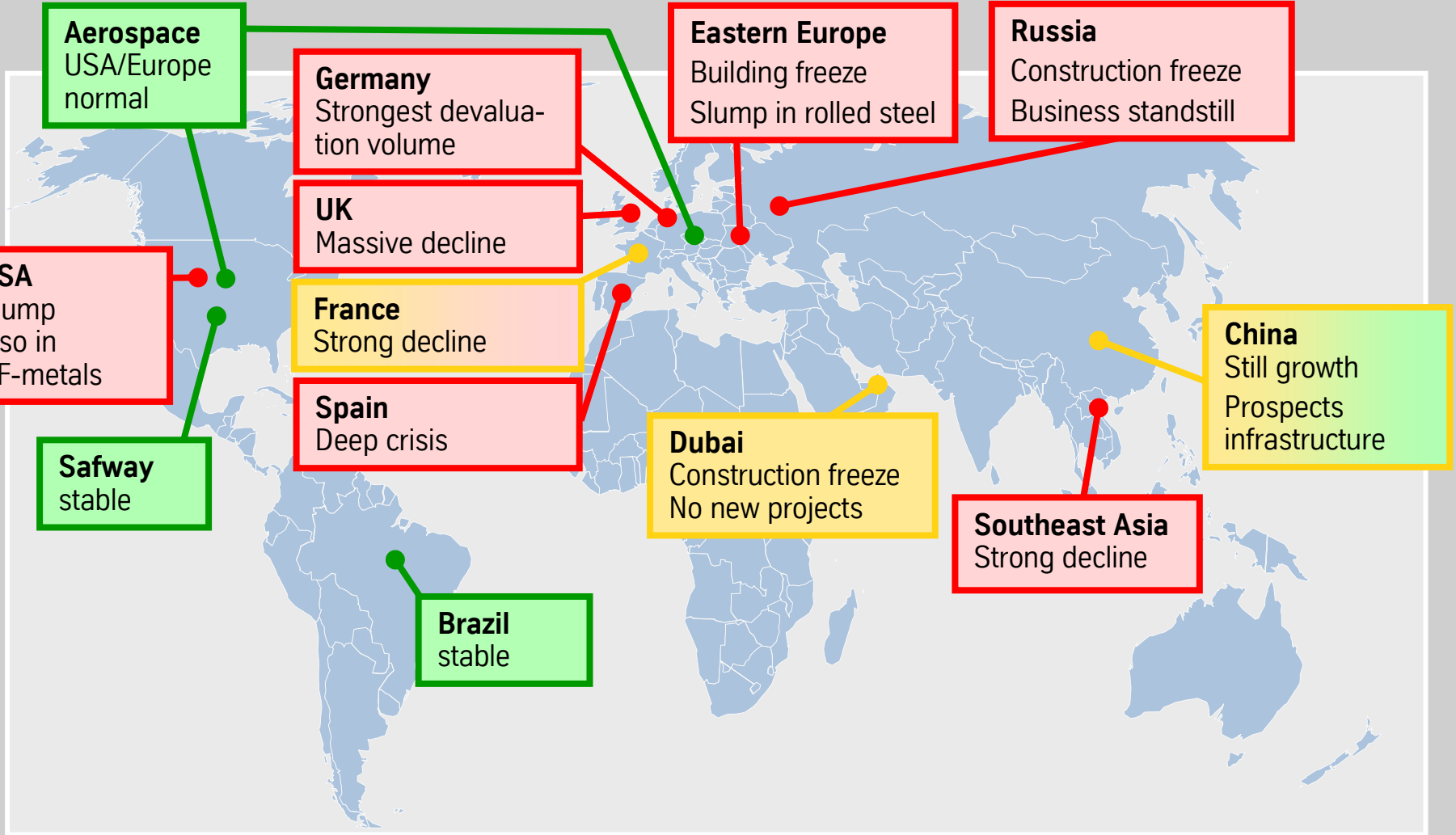
Nickel US\$/t (monthly average)



Coke, Freight Rate China US\$/t



Present Regional Market Development



Market Environment

Selected Sectors in Germany



Mechanical engineering

-42%

Collapse in orders in January 2009 vs 2008, biggest drop since 1958



Steel industry

-47%

Collapse in orders in 4th quarter 2008 compared to 2007, biggest drop since 1945



Commercial vehicles

-57%

Decline in output in January - February 2009 vs. prior year



Auto industry (cars)

-41%

Decline in output in January - February 2009 vs. prior year



Construction industry

-24%

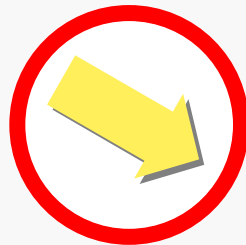
Order intake January 2009 vs 2008, effect of stimulus programs?!



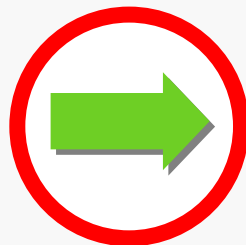
Impact of Crisis on Services Business Units



- Limited credits and credit insurances for customers
- Dramatic sales drop
- Extreme price meltdown
- High **inventory devaluation**
- **Cash generator** of the segment



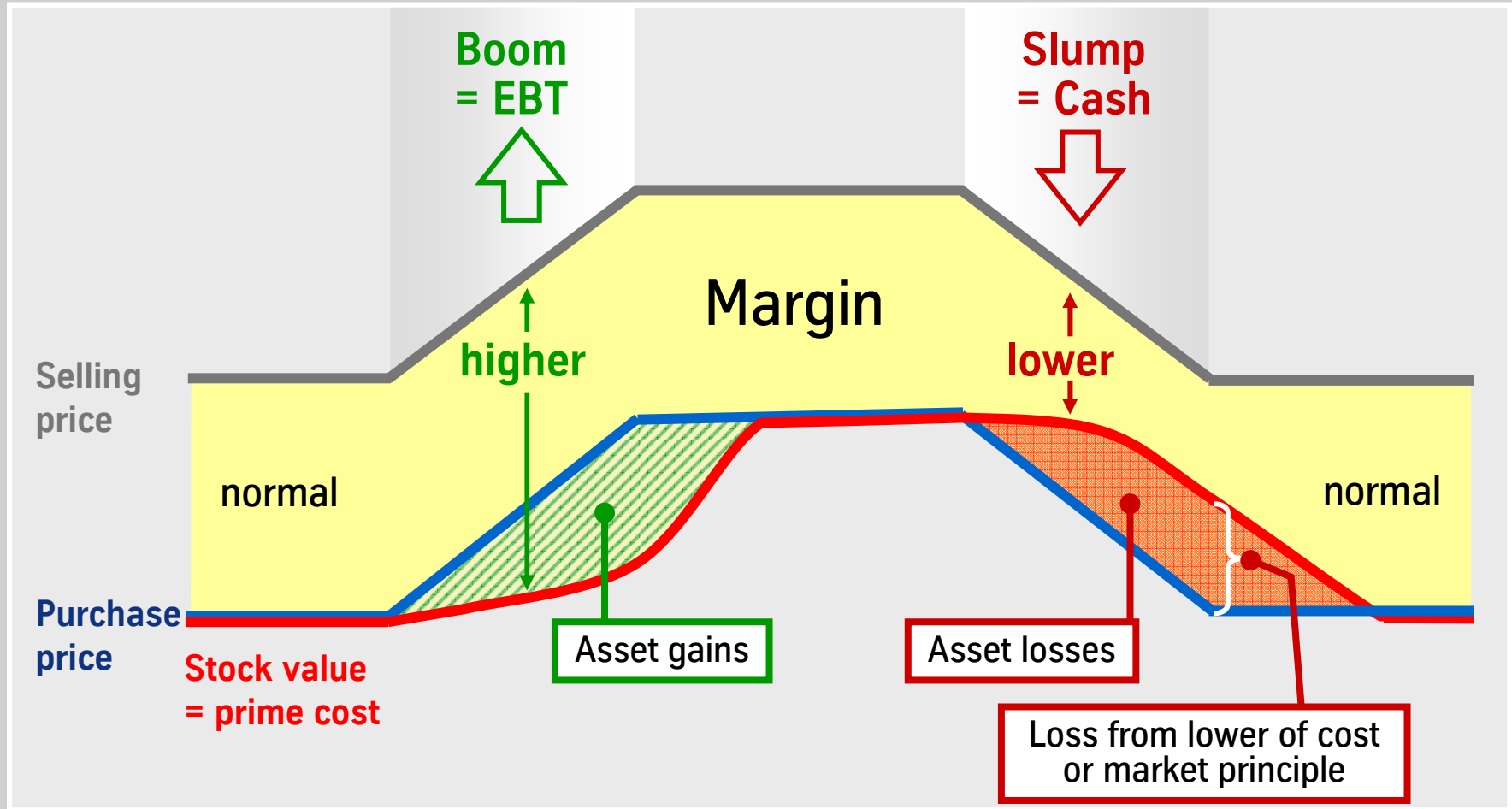
- Dramatic sales drop in trading of rolled steel, pipes/tubes, raw materials, minerals, slump in prices
- Small and flexible team
- Civil engineering and rail systems profit from expenditure in infrastructure
- Industrial services Brazil excellent



- Good capacities in the energy and petrochemical industries, especially North America
- Decrease above all in the automotive industry and its suppliers
- Number of employees mostly corresponds to general employment rate

Materials Services Business Model

Change in earnings from cyclic market/price developments



Nearly Every Region, Every Industry Hit by the Economic Crisis

Break down of complete value chains, standstill of parts of the economy

How to react?

- Postpone Growth



- Cut Costs

- Adjust the Organization

- Concentrate on Sales

- Motivate People

- Release Working Capital

- Generate Cash

Keep on track
with strategy



Services: Mission Statement as Construction Kit for Measures



Market

- Sales initiatives, markets/regions
- Outsourcing
- Reverse factoring program



People

- Flexible HR management
- Short time work/training
- Work force reduction



Organization

- Adjustment of organization, warehousing, logistics, and administration



Profitability

- Inventories, debt, net working capital
- Performance programs



Services Crisis Management: Cost Reduction

59 measure packages

- Personnel
- Material costs
- Reducing M&R
- Reducing/optimizing transport, logistics
- Reducing administration
- Reducing locations
- Optimization sourcing
- Assets
- NWC initiative
- Investments
- Portfolio

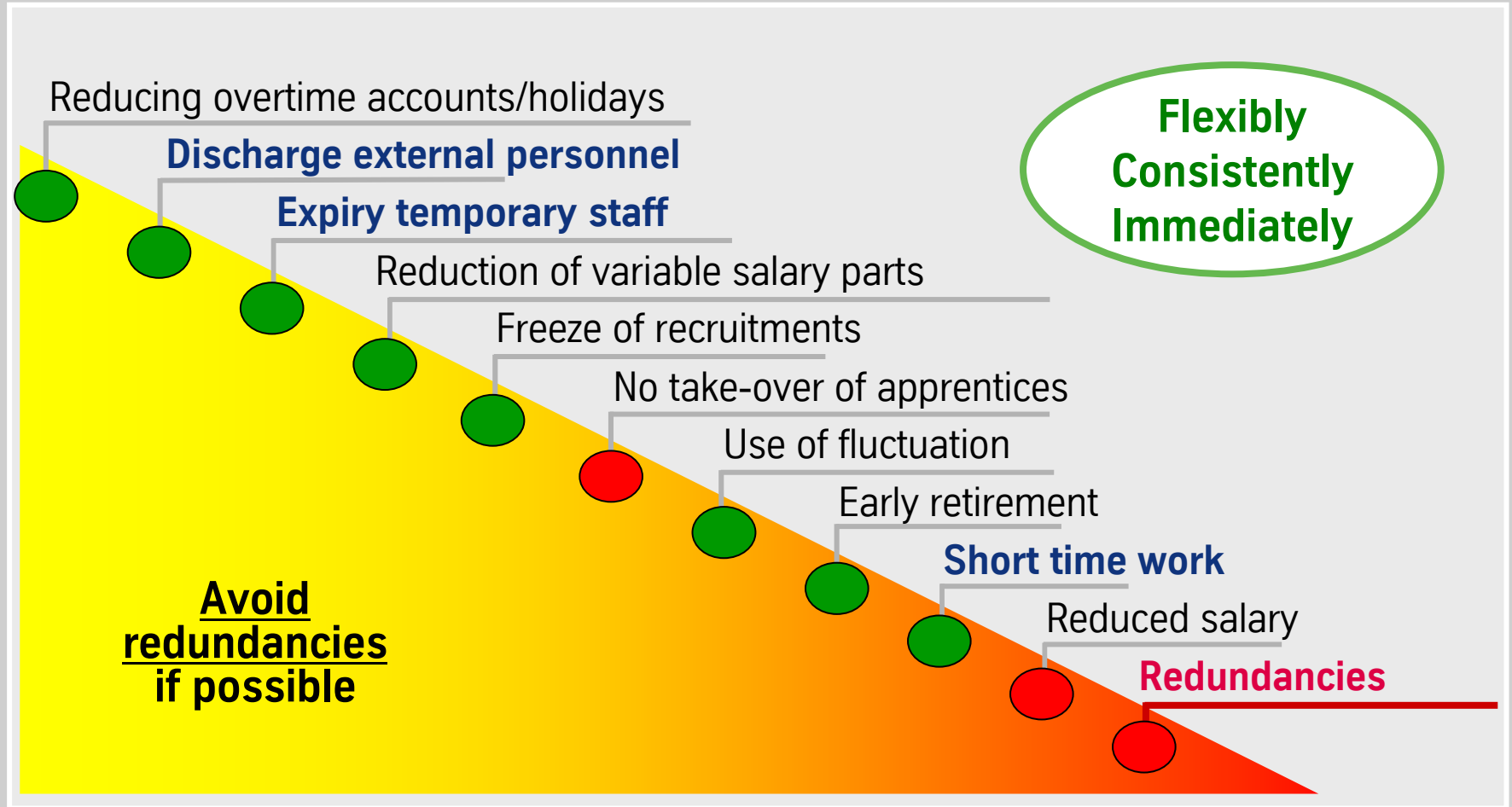
ThyssenKrupp PLUS Program

Effect on EBT
>€200 million

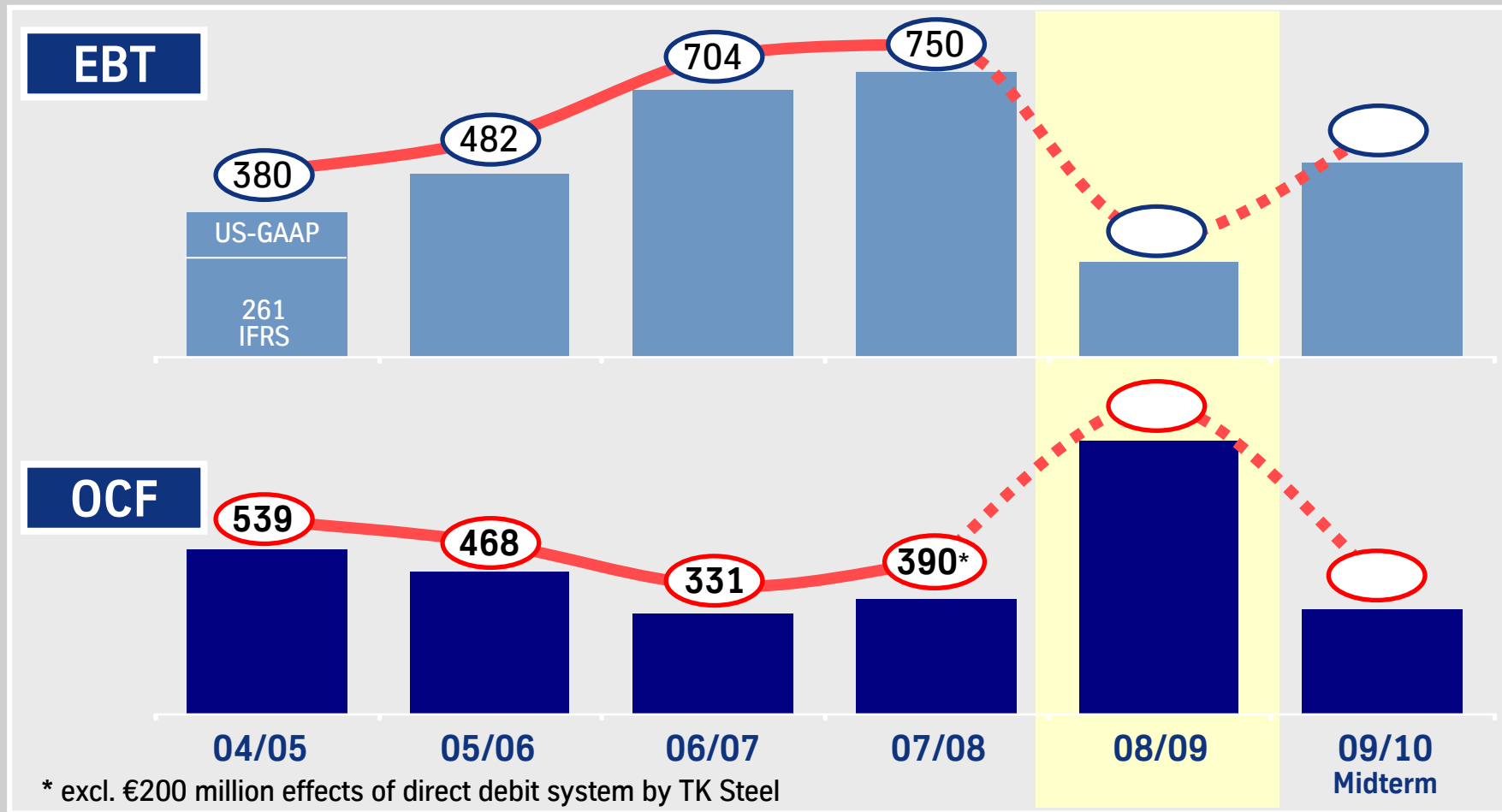
Reducing NWC
>€800 million



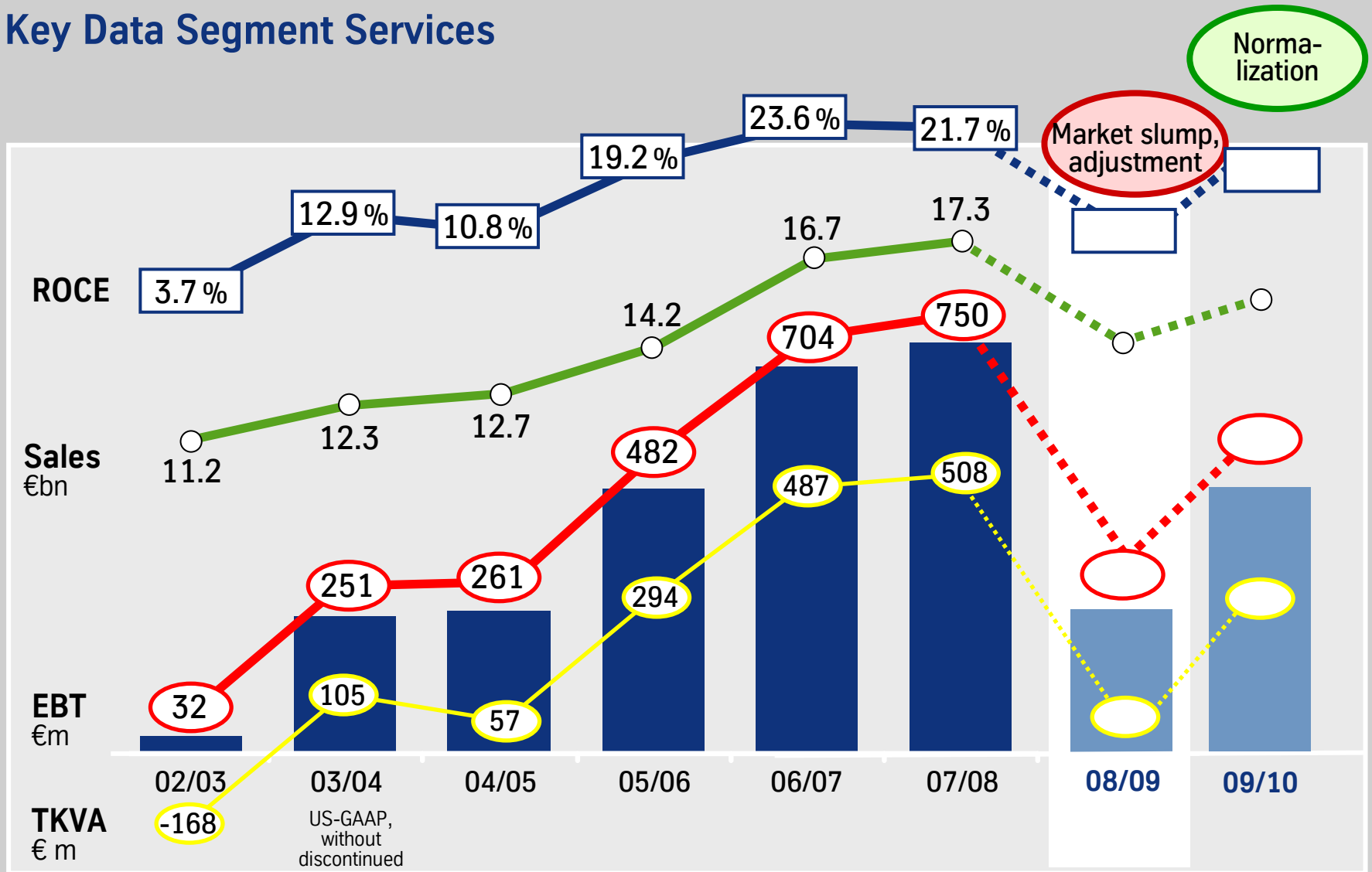
Services: The Whole Spectrum of Personnel Measures



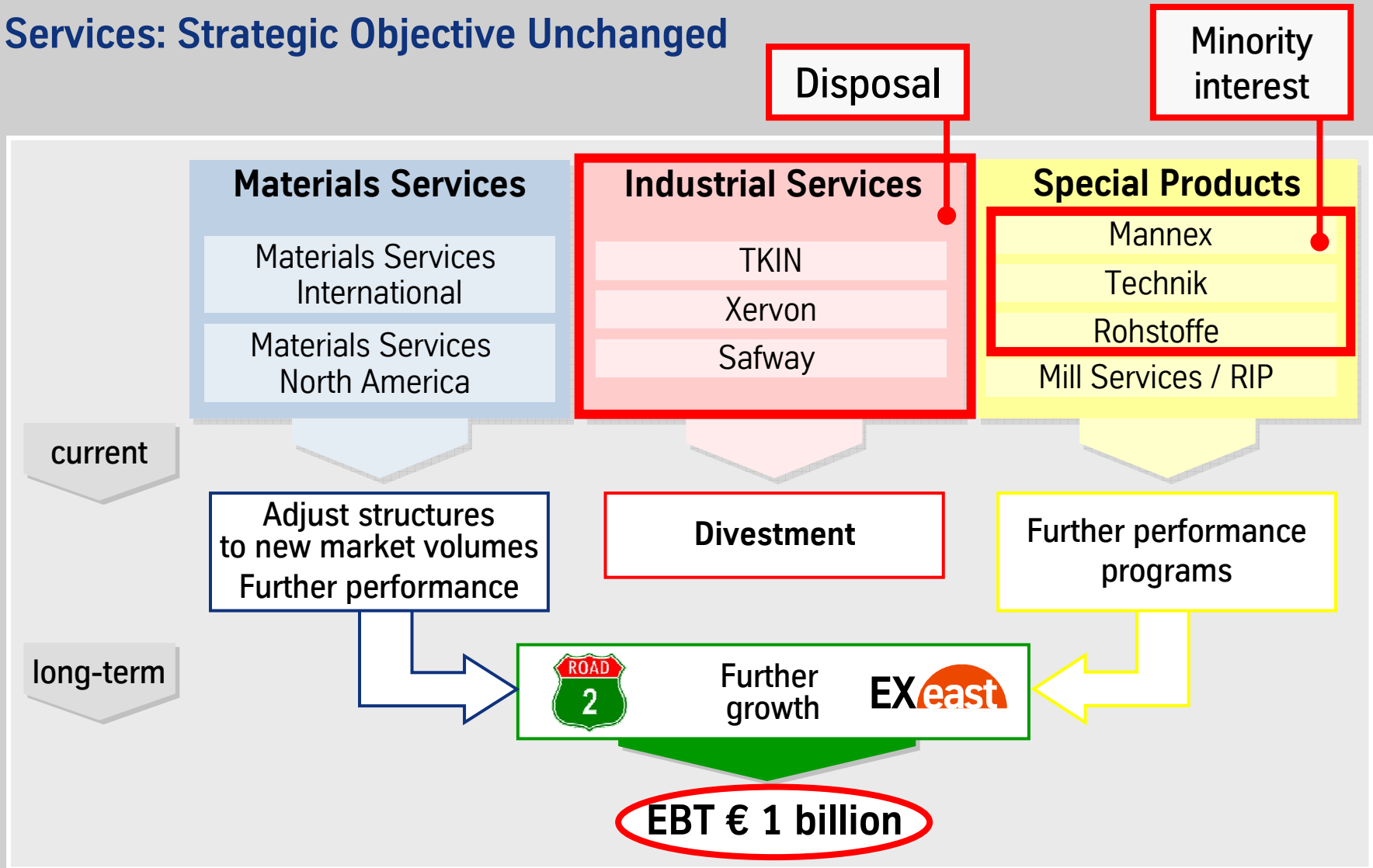
Services: Development EBT/OCF in € million



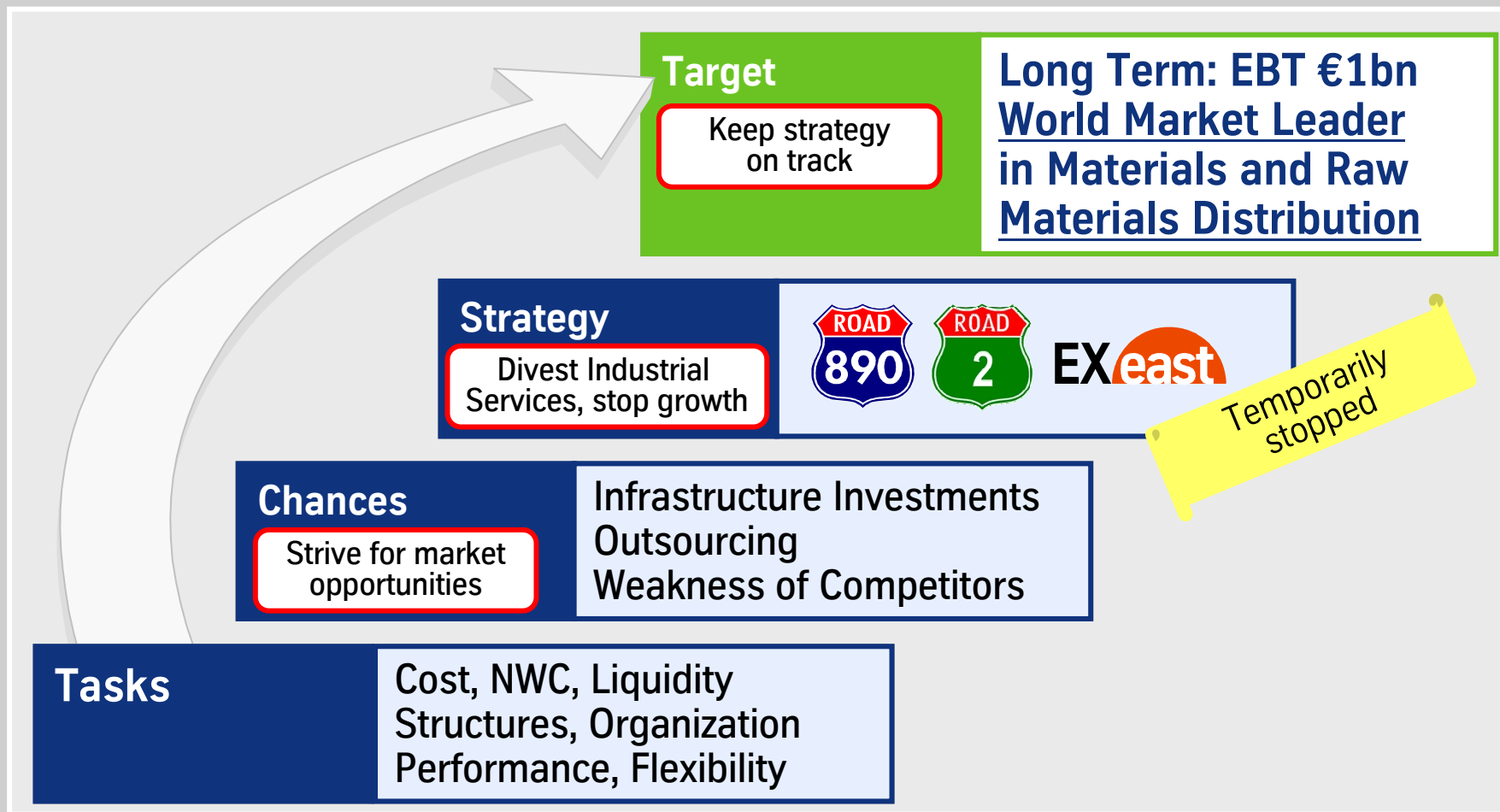
Key Data Segment Services



Services: Strategic Objective Unchanged



Services: Our Tasks, Our Chances, Our Strategy, Our Targets



Being prepared for the storm!!!

Keep strategy on track

Quick adjustment
Consequent cost cutback

Inform:
openly
completely
clearly

Focus cash!!

Be unshakably on target!!!

