UBS Global Basic Materials Conference 2010

London – June 10, 2010
Dr. Alan Hippe, CFO

Developing the future.

ThyssenKrupp

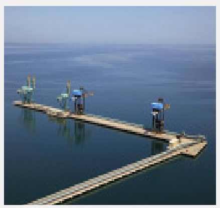
Leveraging Growth and Structural Performance

ThyssenKrupp Group – Higher Transparency

effective since October 1st, 2009

ThyssenKrupp
Sales: €40.6 bn

Steel Europe	Steel Americas	Stainless Global	Materials Services	Elevator Technology	Plant Technology	Components Technology	Marine Systems
Sales €9,570 m	Sales €0 m	Sales €4,486 m	Sales €12,815 m	Sales €5,308 m	Sales €4,450 m	Sales €4,603 m	Sales €1,594 m





Reorganization

ThyssenKrupp

Steel | Stainless | Technologies | Elevator | Services

(Sales FY 2008/09; inter-BA sales not consolidated)

Efficiency, Projects, Portfolio: Growth & Structural Performance

Efficiency

Targeted sustainable cost savings:
€1.5 - €2 bn
by FY 2010/11

Projects

Ramp-up of Americas projects
- CSA
- Steel USA
- Stainless USA

Portfolio

- Exit industrial services
- Exit civil shipbuilding
- Further divestments as soon as M&A market recovers

○ **Reducing complexity and risk**

○ **Restoring the basis for future value creation**

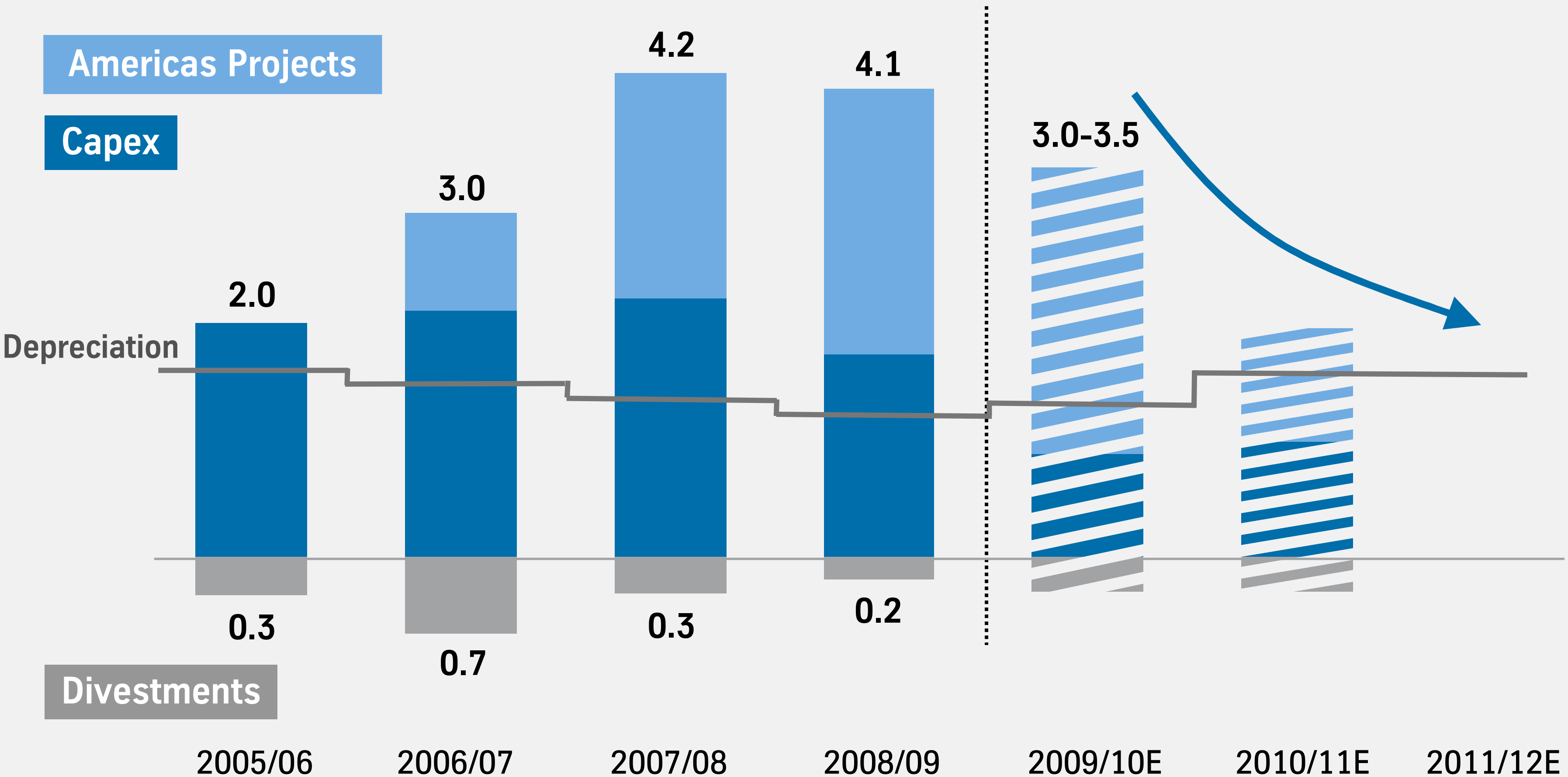
Growth | **Structural Performance**

Leveraging Growth and Structural Performance

Capex Declining – Growth to Come

Cash flows from investing activities

billion €



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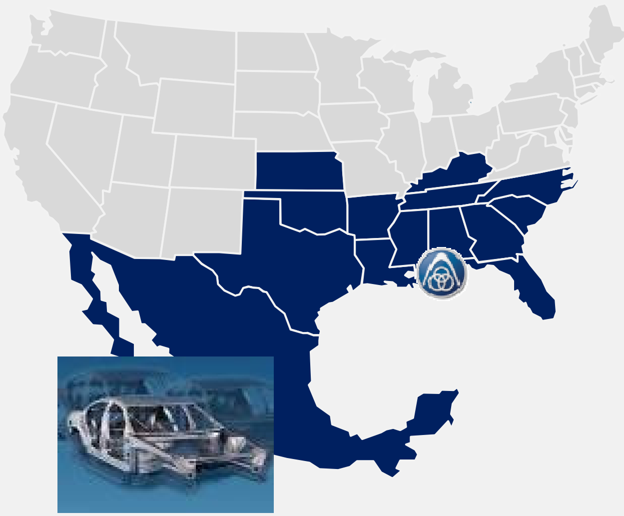
Steel Americas: The Transatlantic Concept

Home & key markets



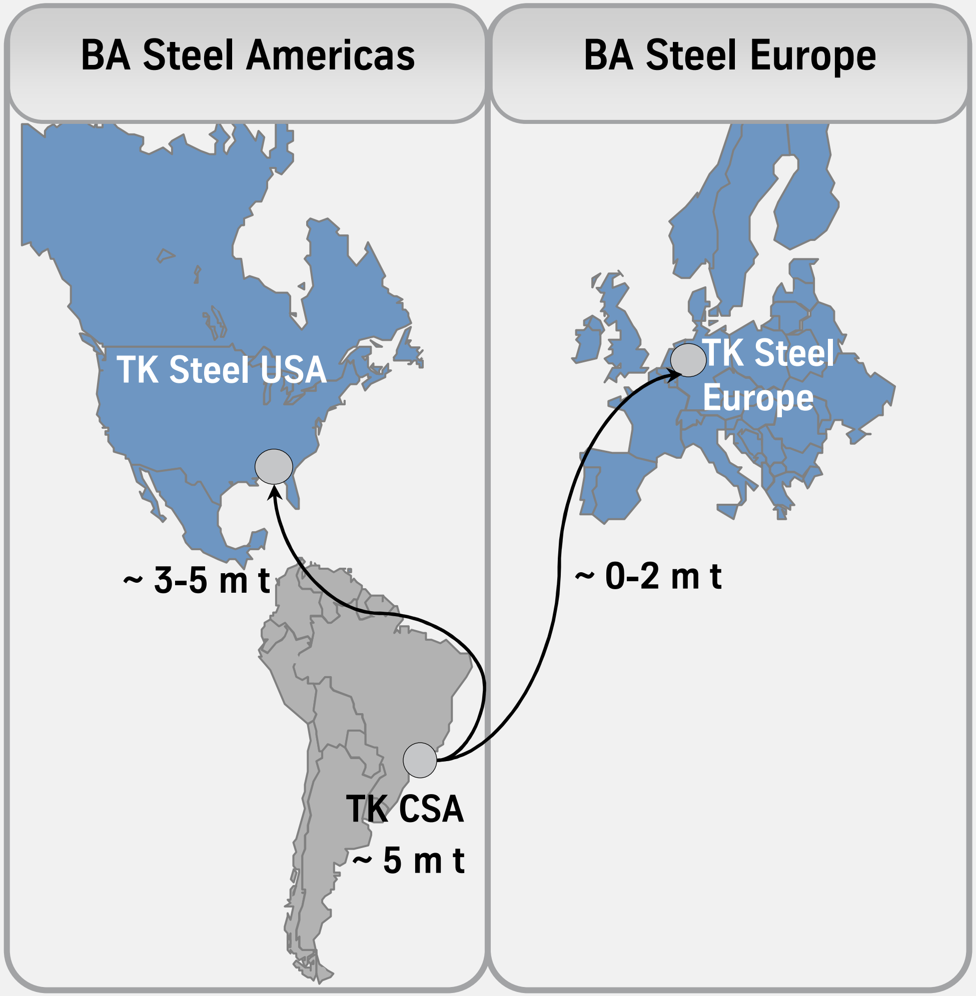
Automotive

Pipe & Tube

Appliances

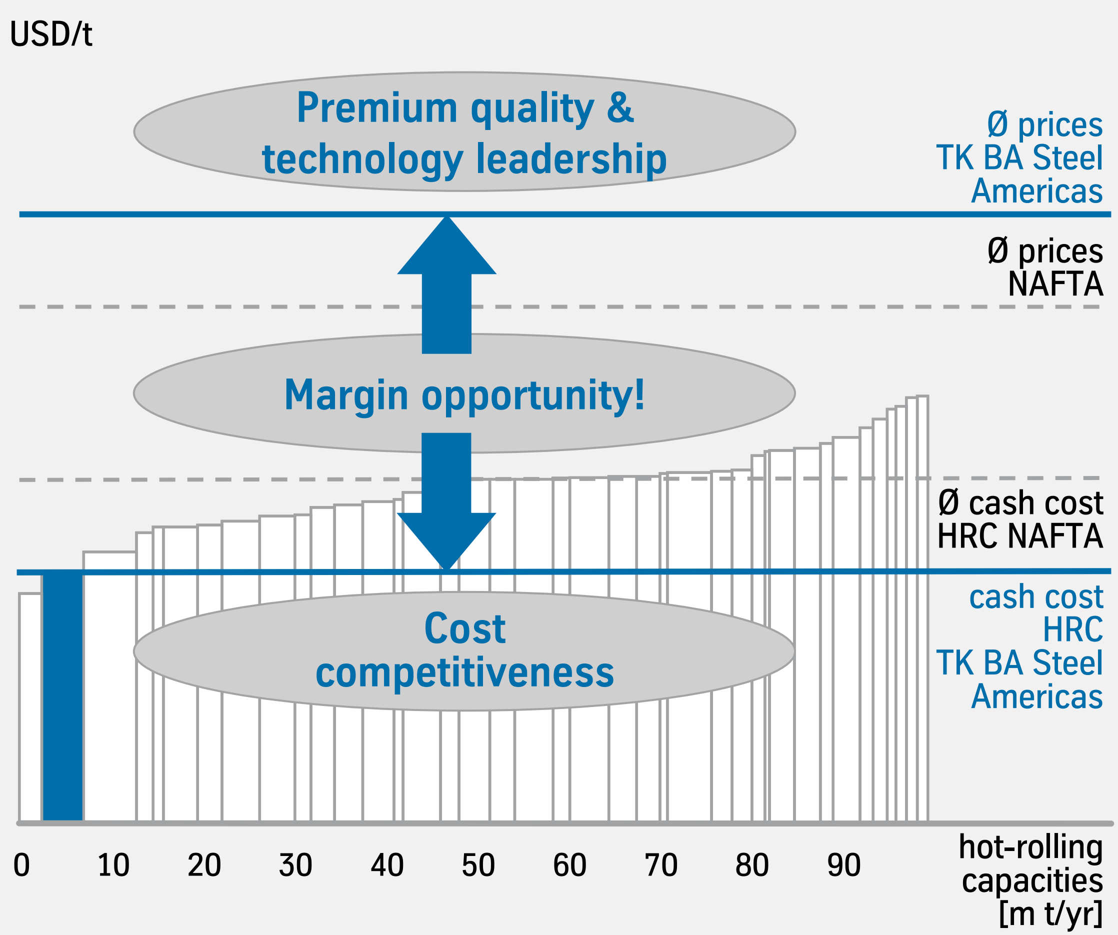
SSC

Construction



Transatlantic Strategy Based on Optimum Cost-Quality Position

Industrial cost curve 2012 (hot-rolling capacities, NAFTA) USD/t; m t/yr



Key facts

ThyssenKrupp CSA

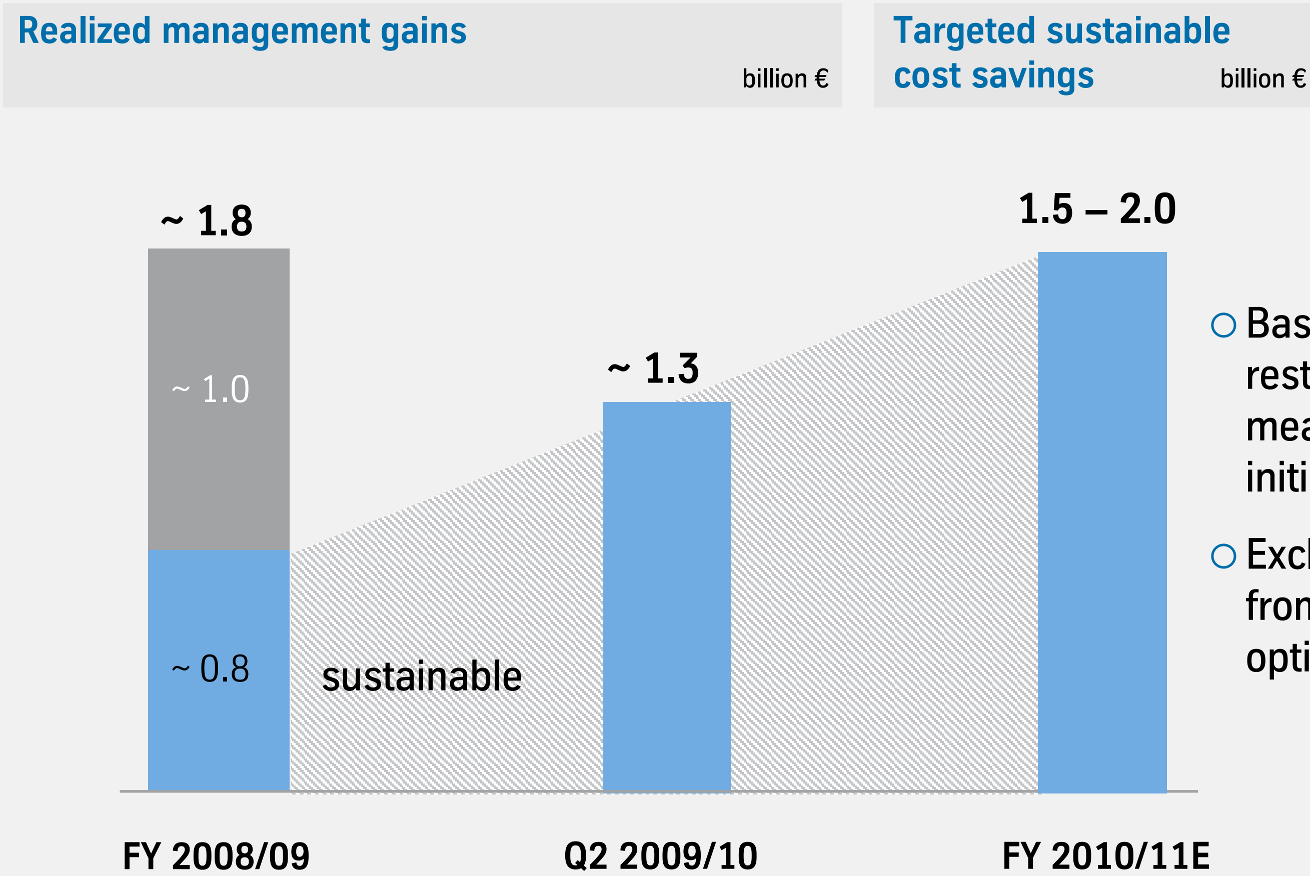
- Sepetiba Bay, Santa Cruz, Rio de Janeiro, Brazil
- Coking plant: 1.9 m t/yr of coke
- Sinter plant: 5.7 m t/yr of sinter
- 2 blast furnaces: 5.3 m t/yr of hot metal
- Steel shop: >5 m t/yr of slabs
- Power plant: 490 MW
- Capex budget: €5.2 bn
- Total cash-out: €5.9 bn
- 1st slab: Q3 CY 2010

ThyssenKrupp Steel USA

- Site on the Tombigbee River, Mobile Cty, AL, USA
- Hot strip mill: >5 m t/yr
  - up to 74” width / 1” thickness, 7 stands
- Tandem/cold line: 2.5 m t/yr
- 4 galvanizing lines: 1.8 m t/yr
- Capex budget: $3.6 bn
- Total cash-out: $3.8 bn
- 1st coil: mid CY 2010

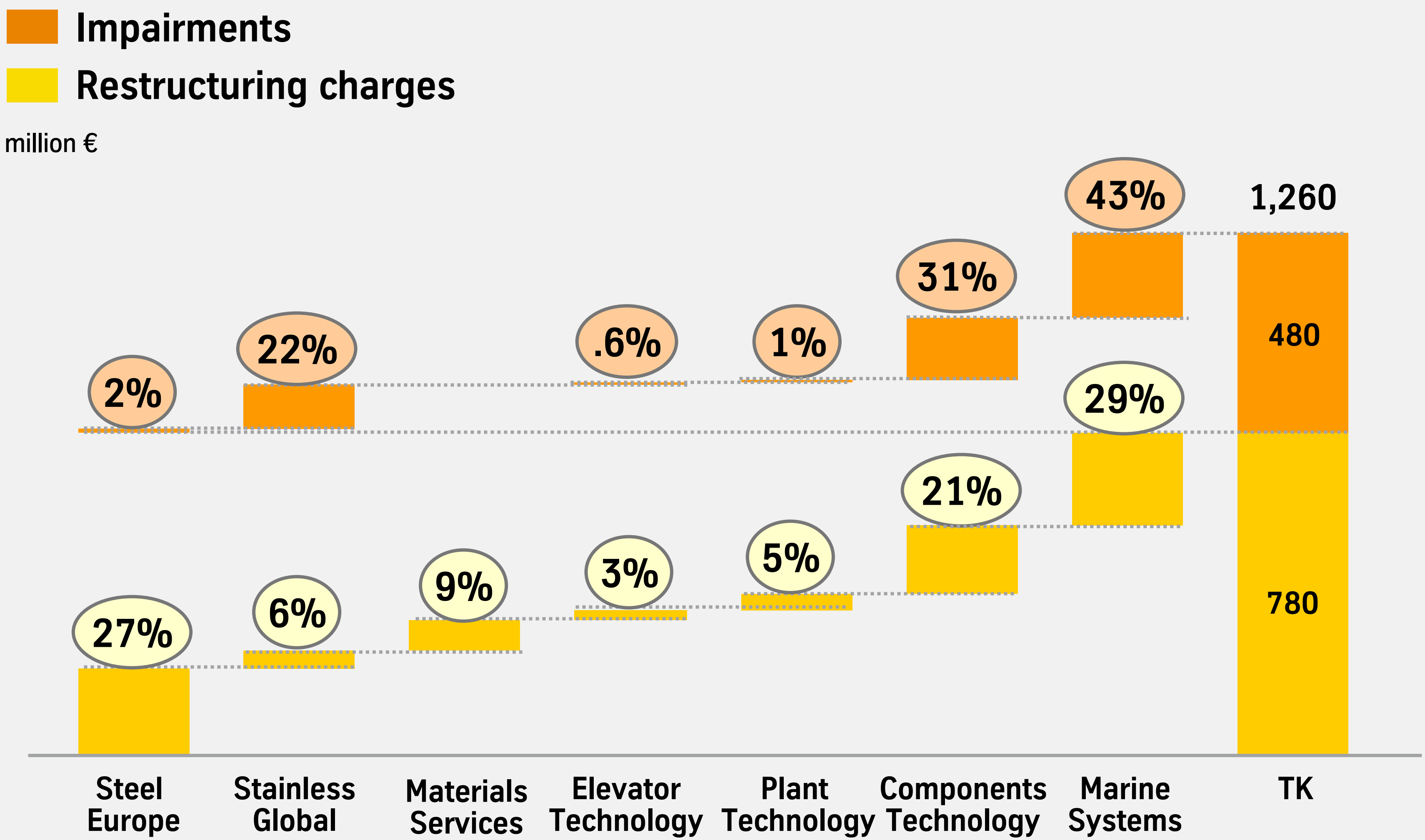
Leveraging Growth and Structural Performance

Efficiency Improvement – Targeted Sustainable Cost Savings

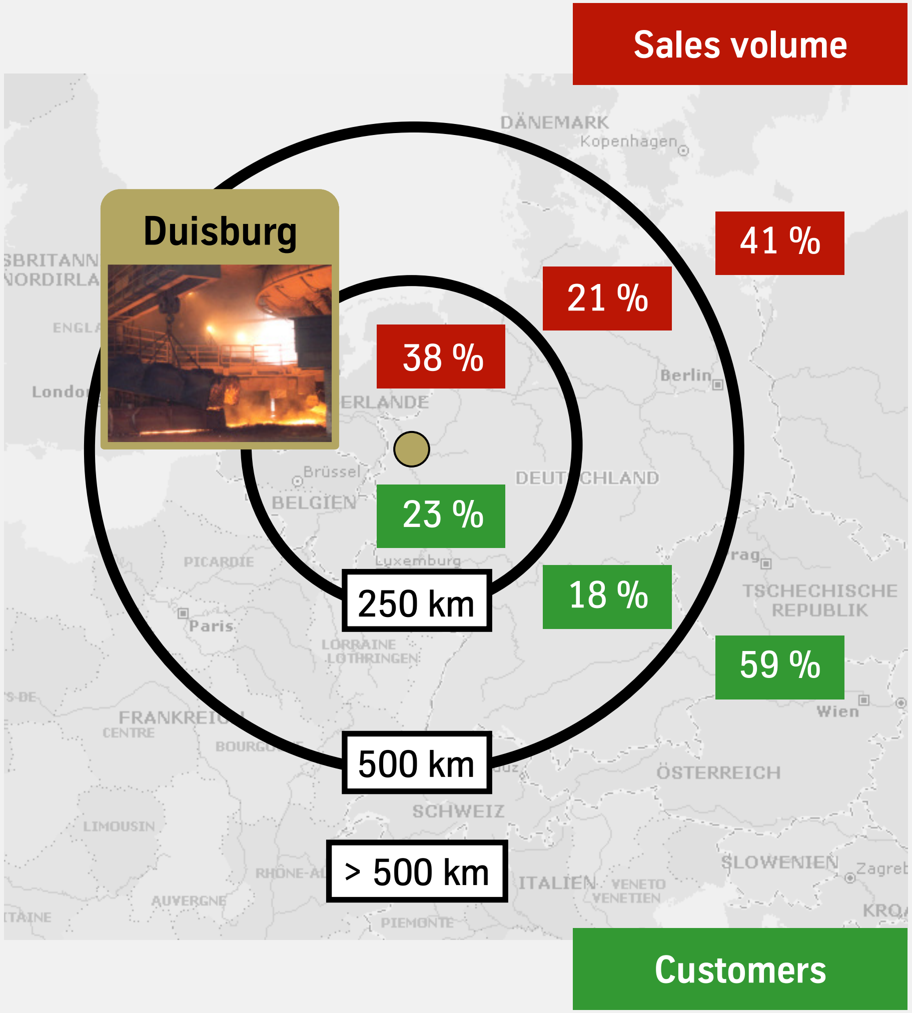


- Based on existing restructuring measures/ initiatives
- Excluding effects from portfolio optimization

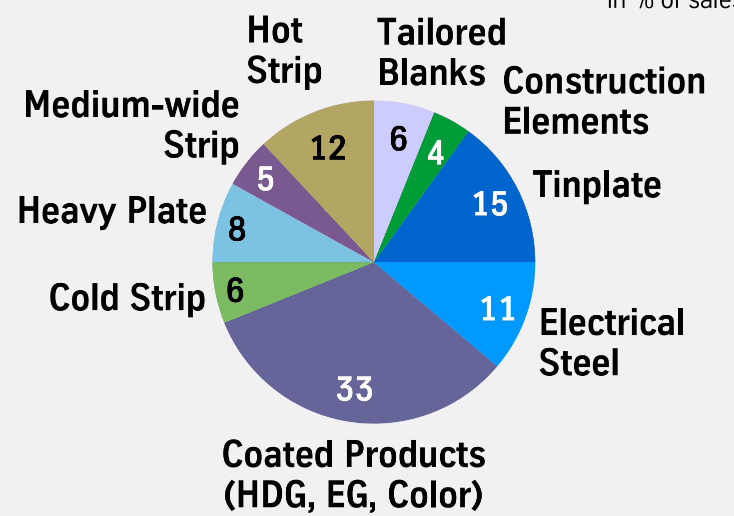
Efficiency Improvement – Restructuring & Impairments FY 2008/09



Steel Europe: Large-Scale, Multiple-Niche Approach Complemented by Comprehensive Performance Program



Premium Product Mix Steel Europe FY 2008/09



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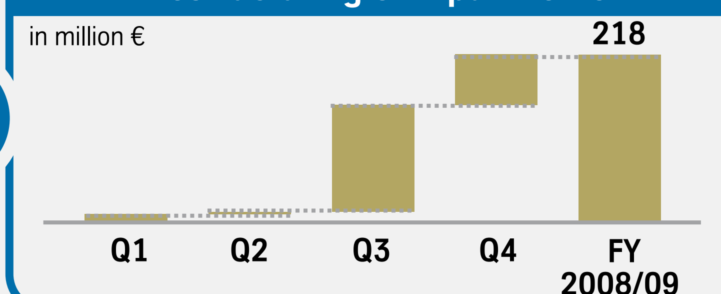
Restructuring & Impairments



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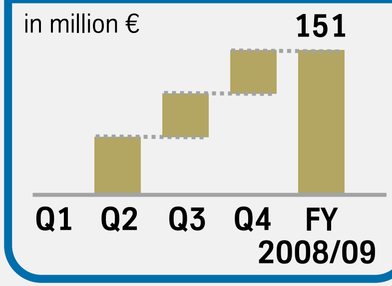
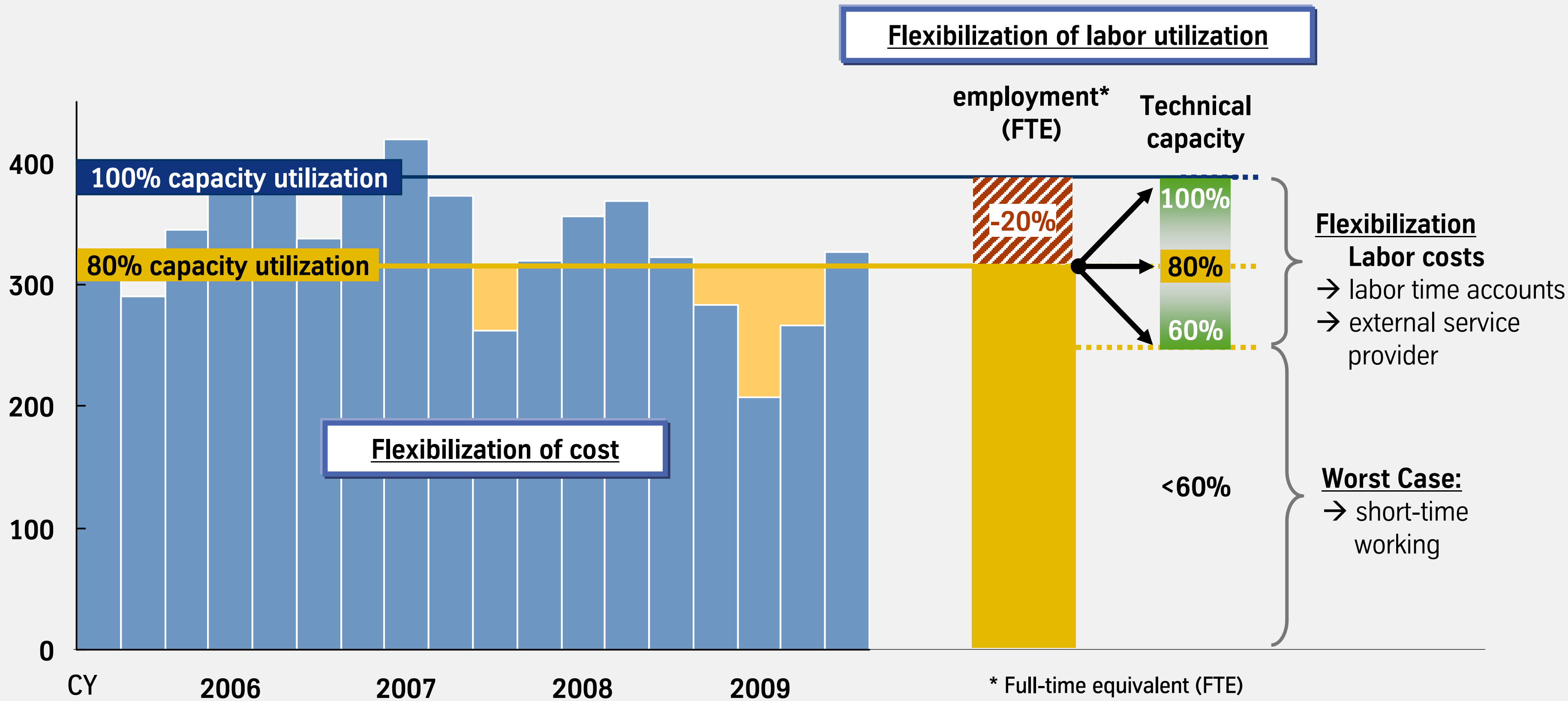
Stainless Global: Flexibilization of Cost Base

Restr. & Impairments



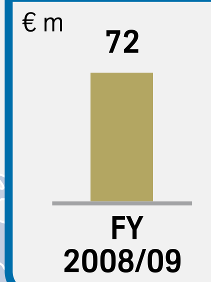
European cold-rolling production of Stainless Global [1,000t/quarter]

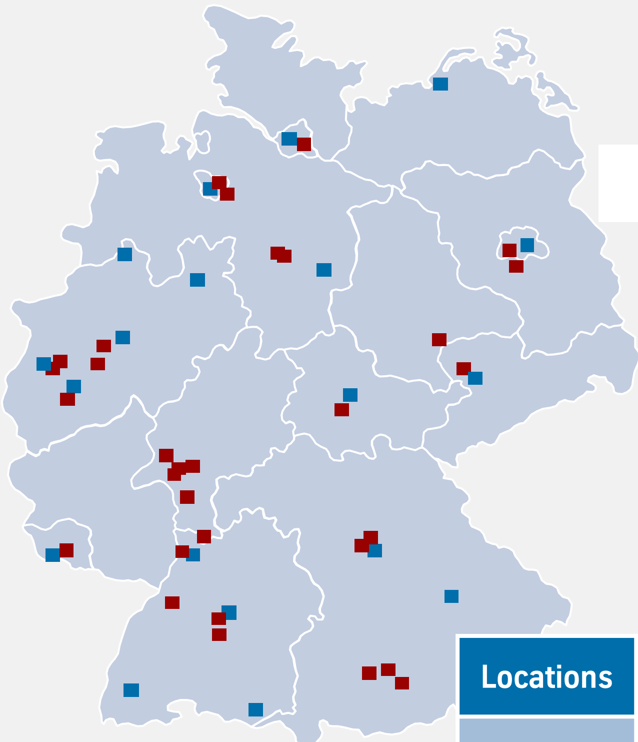


* Full-time equivalent (FTE)

Materials Services: Elimination of Structural Overcapacities in Plastics and NF Metals

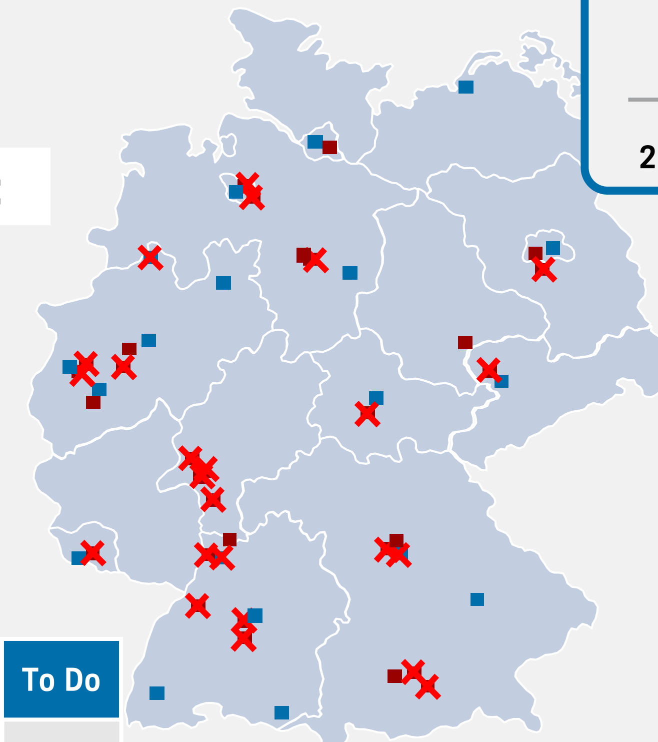
Restructuring & Impairments





Example Plastics:

-24 ✓



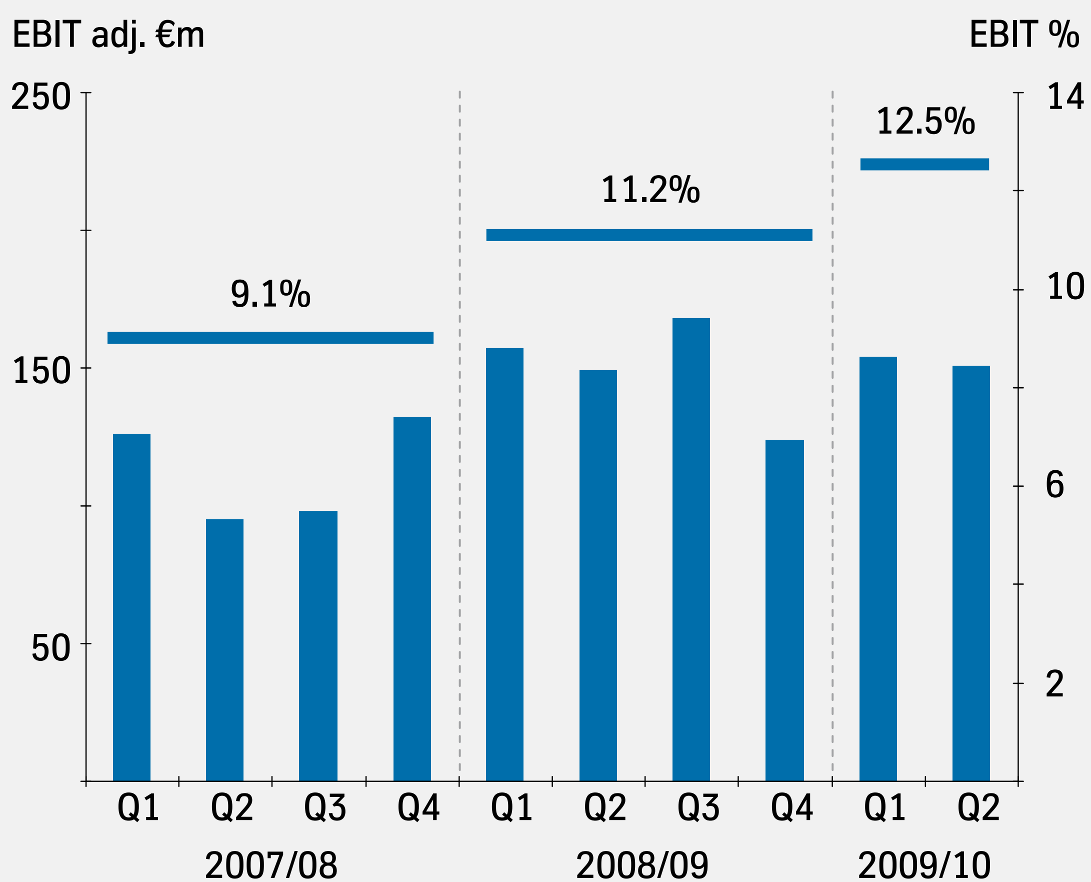
Locations	Start	Target	Δ	To Do
Plastics	50	26	-24	✓
NF metals	45	36	-9	✓

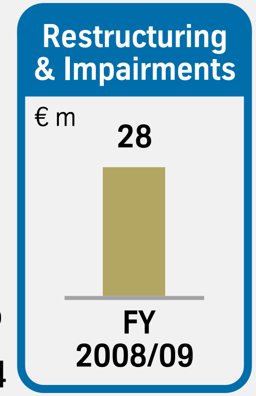
■ ThyssenKrupp Schulte (Plastics)
■ Kunststoff Service Partner

Performance Improvement at Elevator Technology

Performance Improvement

- Efficient and global production network
- Harmonized product portfolio based on global platforms
- Focus on Service & Modernization
- Standardization of processes
- Contract density





Components Technology: Elimination of Structural Overcapacities

North America

Closure:
- crankshaft plant
- two production plants for steering components (Q2 2009/10)

Idling:
- plant for gray iron castings (Dec 2009)

South America

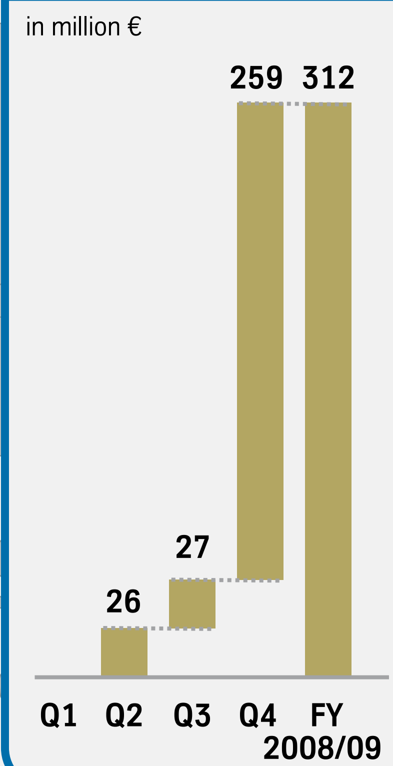
Idling:
- production lines for crankshaft production (Dec 2009)

Europe

Closure:
- crankshafts production site (Oct 2009)
- two additional crankshaft production lines (until mid 2010)
- crankshaft machining plant (in process)

Q2 2009/10: Announcement closure of German plant for chassis components

Restr. & Impairments



- **End of production in 10 plants and several production lines**
- **Further restructuring measures under review**

Marine Systems: Elimination of Structural Overcapacities
Exit From Civil Shipbuilding; Focus on Naval Engineering & Submarines

Howaldtswerke Deutsche Werft (HDW)	Blohm + Voss Nordseewerke (BVN)		Blohm + Voss Shipyards & Services (BVSS)			
Kiel	Hamburg	Emden	Hamburg			
Naval Submarines; ~~Mega Yachts~~; ~~Container~~	Naval Surface	~~Submarines~~; ~~Container~~ → SIAG	Service (B + V Repair)	Components (B + V Industries)	Mega Yachts (B + V Shipyards)	
100% ThyssenKrupp (Engineering & Construction)	50% ThyssenKrupp (Engineering) / 50% Abu Dhabi MAR	20% ThyssenKrupp / 80% SIAG	20% ThyssenKrupp / 80% Abu Dhabi MAR			100% Abu Dhabi MAR
	Signed (Apr '10)	Closed (Mar '10)	Signed (Apr '10)			

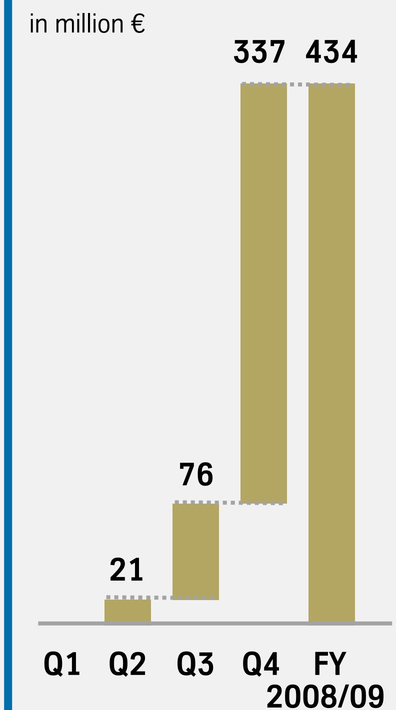
Abu Dhabi MAR to acquire civil shipbuilding assets of former HDW Gaarden

Kockums

HSY

Framework Agrm't Signed (Mar '10)

Restructuring & Impairments



Targeted workforce reduction of 60% to ~ 3,500 (from ~ 8,300 as of Sep 30, 2008)

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Leveraging Growth and Structural Performance

- Group Overview
- Leveraging Growth
- Leveraging Structural Performance
- Perspective

Quarterly EBIT Adjusted and Margin

million €	2008/09 Q1	2008/09 Q2	2008/09 Q3	2008/09 Q4	2009/10 Q1	2009/10 Q2
Steel Europe	371	131	(156)	(262)	126	179
%	*13.0*	*5.6*	*(7.3)*	*(11.7)*	*5.5*	*6.7*
Steel Americas	(42)	0	9	(44)	37	7
%	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*	*n.a.*
Stainless Global	(228)	(291)	(139)	(55)	(41)	(102)
%	*(19.4)*	*(29.5)*	*(13.5)*	*(4.2)*	*(3.4)*	*(7.0)*
Materials Services	54	(88)	(106)	1	48	70
%	*1.4*	*(2.8)*	*(3.9)*	*0.0*	*1.7*	*2.4*
Elevator Technology	157	149	168	124	154	151
%	*11.7*	*11.5*	*12.7*	*9.2*	*12.6*	*12.4*
Plant Technology	72	62	50	24	82	59
%	*6.7*	*5.2*	*4.5*	*2.2*	*8.6*	*6.3*
Components Technology	66	(7)	(60)	(85)	57	73
%	*5.1*	*(0.6)*	*(5.6)*	*(7.4)*	*4.6*	*5.4*
Marine Systems	32	(45)	(27)	(39)	(1)	11
%	*5.9*	*(12.1)*	*(8.4)*	*(11.0)*	*(0.4)*	*3.8*
Group	**416**	**(112)**	**(289)**	**(390)**	**402**	**368**
%	***3.6***	***(1.1)***	***(3.1)***	***(3.9)***	***4.3***	***3.6***

Expectations H2 2009/10 – Business Areas

Steel Europe

Significant raw material price increases

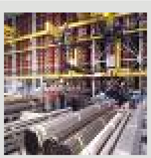
Steel Americas

Start-up losses from Americas projects

Stainless Global

Stabilization of volumes, improving prices

Materials Services



Upside from volumes and prices

Elevator Technology

Strength in modernization and services business

Plant Technology

Good earnings visibility

Components Technology

Relatively robust European automotive markets despite expiration of government programs

Marine Systems

Increasing underutilization until closing of M&A transactions

Outlook FY 2009/10 – Return to Profitability

Sales

Moderate stabilization

Significant improvement in earnings, despite negative impact of Americas projects:

EBT adjusted

Low three-digit million € positive,
incl. project costs, startup losses, depreciation and interest expenses of Americas projects **(mid-range three-digit million €)**

EBIT adjusted

High three-digit million € positive,
incl. project costs, startup losses and depreciation of Americas projects

The Way Forward to Sustainable Value Creation

FY 2008/09	FY 2009/10	FY 2010/11 et seq.
Liquidity	**Profitability** **EBT > 0**	**Value Creation** **TKVA and FCF > 0**
○ Operating cash flow: €3.7 bn ○ Capex reduction: < €4.3 bn spent ○ €3 bn bonds issued ○ Increase of Vale stake in CSA to 26.87% (from 10%) for €965 m ○ Divestments at Industrial Services	○ Strong cost control ○ Realization of sustainable cost savings: €1.5 - €2.0 bn targeted in FY 2010/11 ○ Continued reduction of structural overcapacities ○ Increased external transparency and benchmarking	○ Strong cost control ○ Startup of Steel & Stainless Americas with high degree of flexibility ○ Focus on FCF generation ○ Portfolio under review

Growth | **Structural Performance**

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(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.
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