

3. Steubing Investorenkonferenz

Frankfurt – 7. Juni 2011

Christian Schulte, Investor Relations

Developing the future.



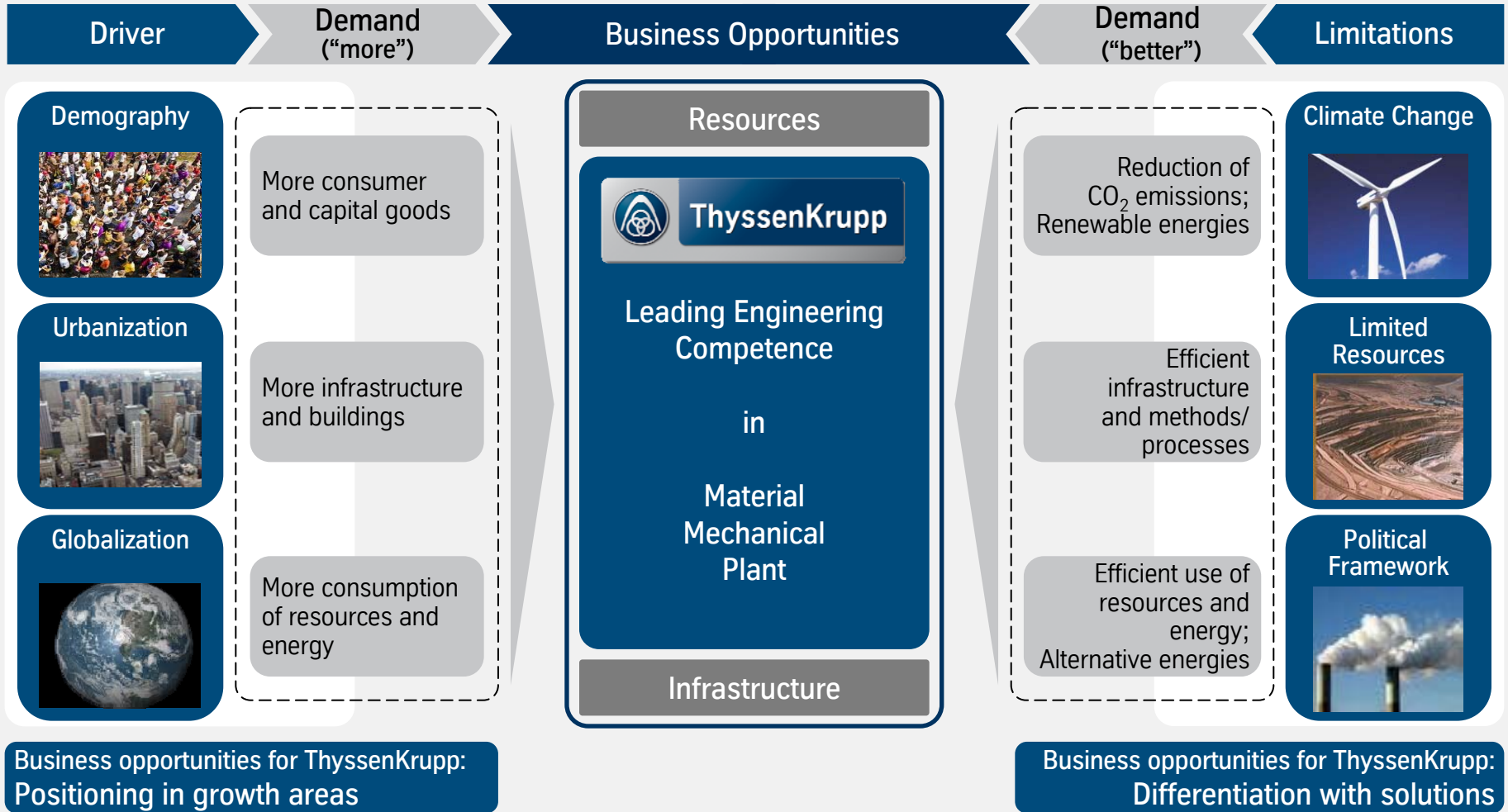
ThyssenKrupp

Agenda

- Positioning of ThyssenKrupp
- Group Performance, Financials & Outlook
- Business Area Performance



ThyssenKrupp's Leading Engineering Competence Supports Sustainable Progress Worldwide



ThyssenKrupp – Leading Engineering Competence for Sustainable Infrastructure and High Resource Efficiency



Leading Engineering Competence in Material Mechanical Plant

Examples

- Efficient production and processing of materials
- Customized materials solutions
- Materials services based on efficient IT and logistics systems
- Development and production of machinery components
- Development, production and services for elevators and escalators
- Development and production of components for the energy industry
- Plants for production of base chemicals, fertilizers and plastics
- Plants for processing of raw materials
- Global engineering and services network

Leading Engineering Competence Meets Business Opportunities from Resources & Infrastructure



ThyssenKrupp

Leading Engineering Competence in

Selected examples:

Material

Mechanical

Plant

Business Opportunities

Resources

Materials for Automotive



- Light weight, high strength, reduced CO₂ emissions

Components for Mining



- Better access to raw materials

Mining Equipment



- Better efficiency

Materials for Power Engineering



- Efficient electrical/mechanical power conversion

Components for Automotive



- Reduced fuel consumption and CO₂ emissions

Energy carrier access



- Better durability, reliability and efficiency

Materials for Aircraft



- Better supply chain management

Components for Wind Energy



- Better reliability and weight/performance ratio

Chemical Plants



- Better production yields, significant reduction of NO_x emissions

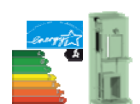
Infra-structure

Materials for Construction Equipment



- Light weight with better robustness and load-bearing capacity

Elevators & Escalators



- “Green” Elevator (Energy class “A”)

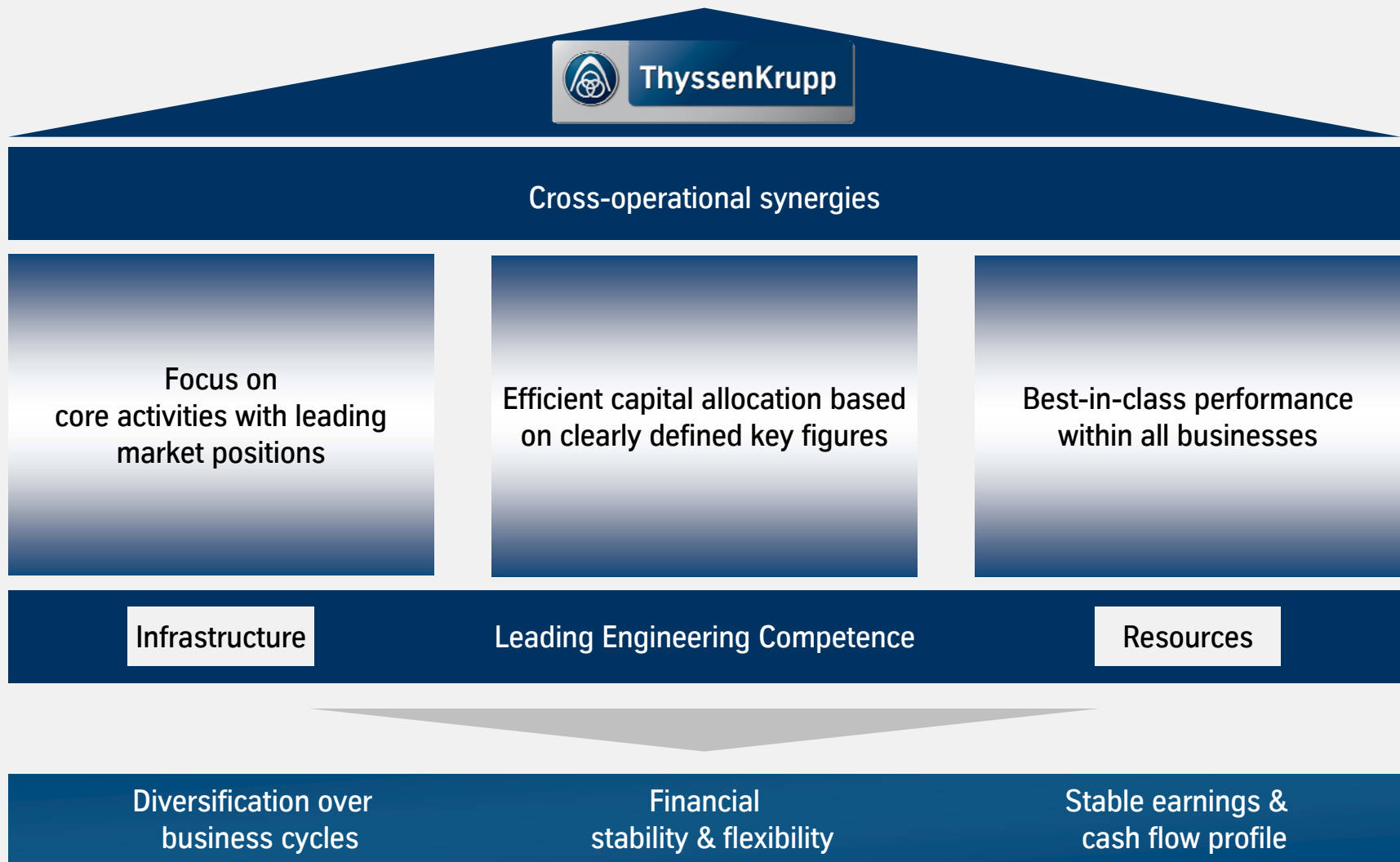
Cement Plants



- Significant reduction of CO₂ emissions

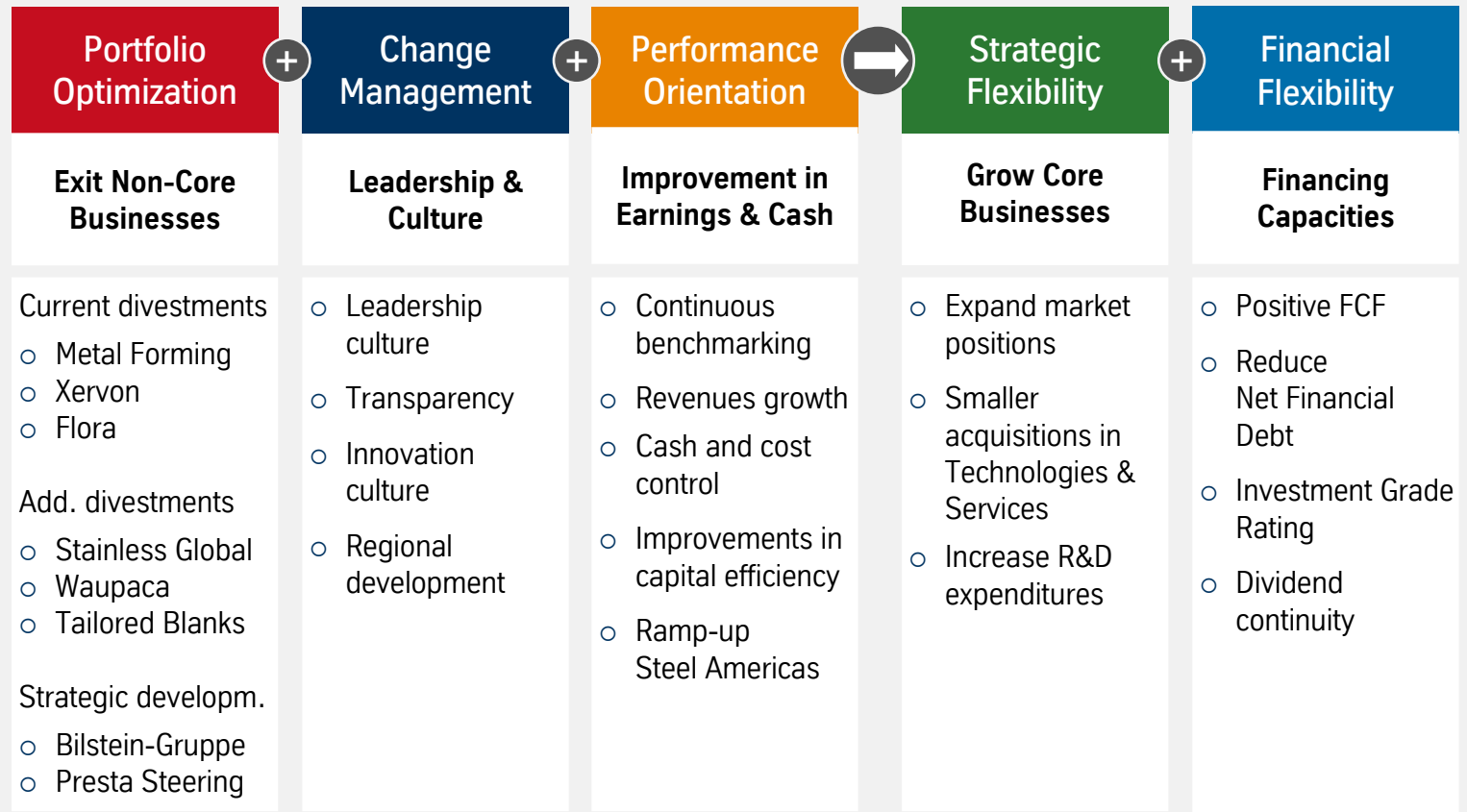


ThyssenKrupp – “Diversified Industrial Company”



Strategic Development Concept Geared to Sustainable Value Creation



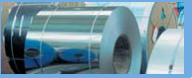






Positioning of ThyssenKrupp



Realization through corporate program



Portfolio Optimization: Exit Non-Core Businesses

| | | Current Divestments | Additional Divestments | Strategic Development |
|--------------|-----------------------|--|--|--|
| Materials | Steel Europe | Metal Forming  Sales: ~€1.1 bn; Employees: ~5,700 | Tailored Blanks  Sales: ~€0.6 bn; Employees: ~900 | |
| | Stainless Global | | Stainless Global  Sales: ~€5.9 bn; Employees: ~11,000 | |
| | Materials Services | Xervon  Sales: ~€0.7 bn; Employees: ~9,300 | | |
| Technologies | Components Technology | | Waupaca  Sales: ~€0.9 bn; Employees: ~3,000 | Presta Steering  |
| | | | Bilstein-Gruppe (Springs & Stabilizers)  | Bilstein-Gruppe (Shock absorbers)  |
| | Marine Systems | BVN / BVSS  Sales: ~€0.5 bn; Employees: ~2,100 | Bilstein-Gruppe (Automotive Systems Brazil) Sales: ~€0.7 bn; Employees: >3,000 | Consolidation to a chassis-full-service-provider Sales: ~€2.2 bn; Employees: >3,000 |

Sales: FY 2009/10; Employees: Sep 30, 2010

Sustainable Value Creation Driven by Four Comprehensive Board Initiatives

Sustainable Value Creation

- For our customers
- For our company
- For our stakeholders

Initiatives with Board Responsibility

Customers & Markets

Market intelligence and analysis
Regional development plans
Customer and service orientation
Account management & cross selling
Emerging markets

Employees & Development

Diversity/Variety
Vision/Mission/Values
Motivation and performance
Consistent valuation and development
Global talent pool and experts

Performance & Portfolio

Continuous benchmarking
Cost and complexity reduction
Improved capital efficiency
Portfolio optimization
Process excellence

Innovation & Technology

Focused IP strategy
Leading technology positions
New materials and products
New areas of innovation
Innovative engineering & service tools

Consistent performance orientation will lead to continuous improvements

Sustainable Value Creation

- For our customers
- For our company
- For our stakeholders

Growth

KPI: Revenue growth in %

Benchmark:
Growth in relevant markets

Profitability

KPI: EBIT/EBITDA margin
by BA

Benchmark:
Leading competitors

Capital Efficiency

KPI: FCF
TKVA
ROCE

Target:
Competitive performance

Transparency – Leadership & Culture – Accountability

Consistent performance orientation will lead to continuous improvements

Agenda

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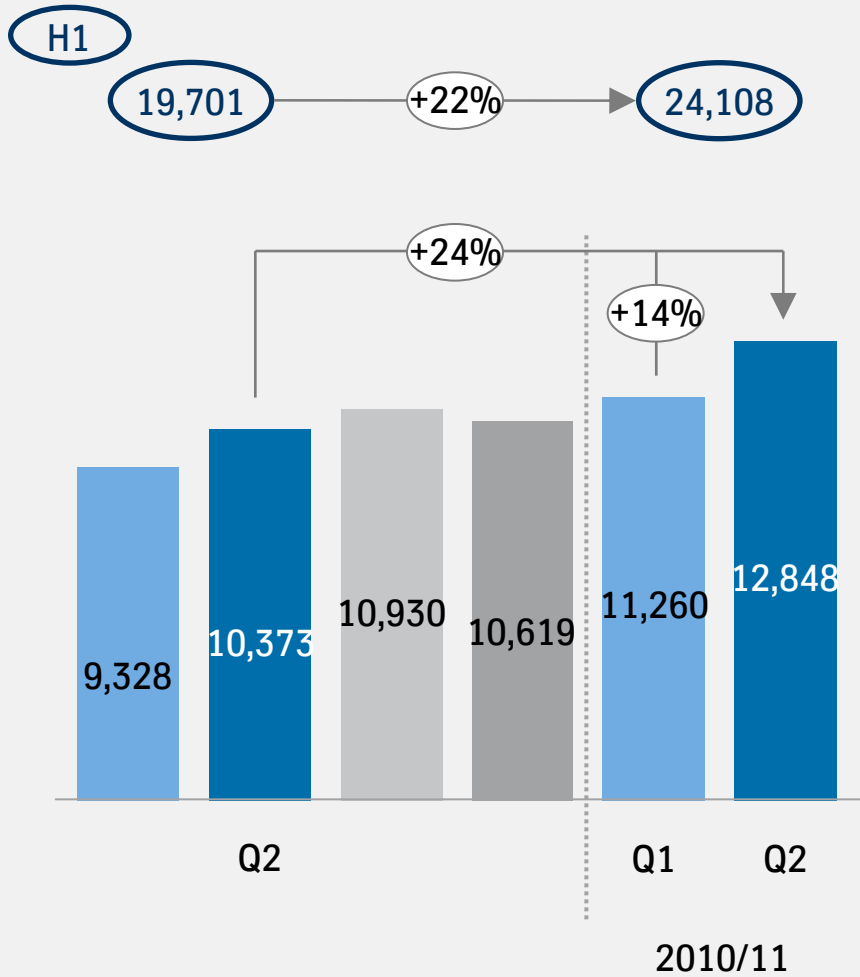


Q2 2010/11: Further Improvement of Group Earnings

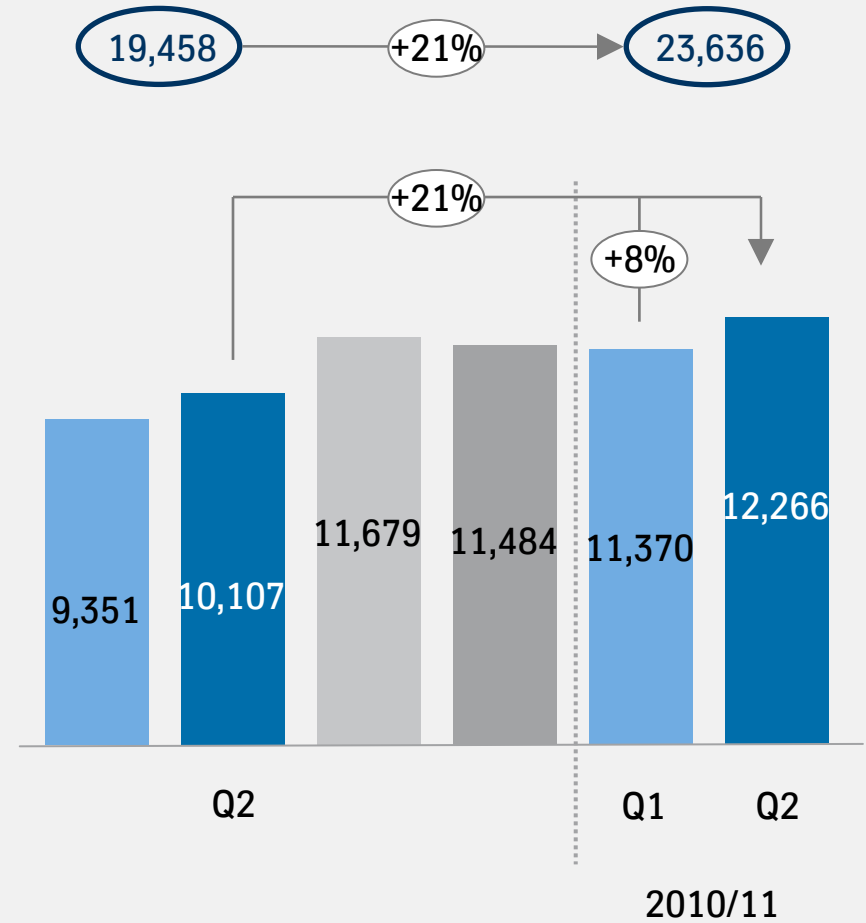
| | Q1 | Q2 | |
|---|----------|----------|--|
| <ul style="list-style-type: none"> Order intake | €11.3 bn | €12.8 bn | <ul style="list-style-type: none"> Highest order intake & sales in over 2 years Volume- and price-driven expansion Book-to-bill > 1 |
| <ul style="list-style-type: none"> Sales | €11.4 bn | €12.3 bn | |
| <ul style="list-style-type: none"> EBIT adj. | €273 m | €497 m | <ul style="list-style-type: none"> Improving structural earning power continued <ul style="list-style-type: none"> All BAs with positive EBIT (except Steel Americas) Group margin improved by 1.7 pp Progress from trough level at Steel Americas |
| <ul style="list-style-type: none"> <i>Margin</i> | 2.4% | 4.1% | |
| <ul style="list-style-type: none"> thereof Steel Americas | €(378) m | €(319) m | |
| <ul style="list-style-type: none"> Capex | €778 m | €656 m | <ul style="list-style-type: none"> Lowest level in 4 years |
| <ul style="list-style-type: none"> NFD | €5.81 bn | €6.49 bn | <ul style="list-style-type: none"> Further increase due to <ul style="list-style-type: none"> Capex and NWC for Americas projects NWC requirements for business expansion Dividend payment of €209 m Significant positive FCF in H2 expected |
| <ul style="list-style-type: none"> Confirmation of Group outlook EBIT adj. ~ €2 bn | | | |

Favorable Trading Conditions Reflected in Our Business Trend

Order intake (million €)

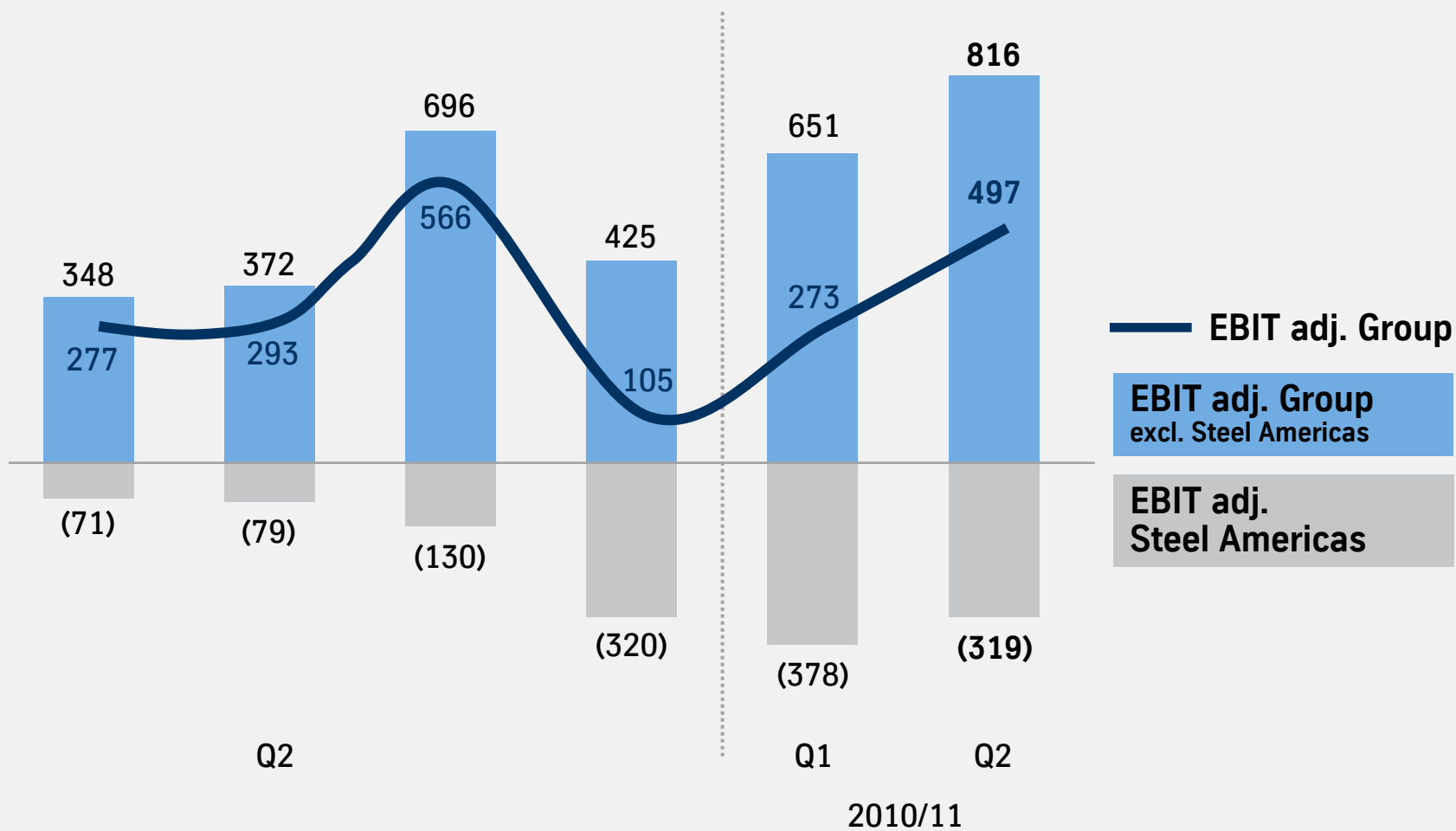


Sales (million €)



Improving Structural Earning Power

EBIT adjusted development (million €)

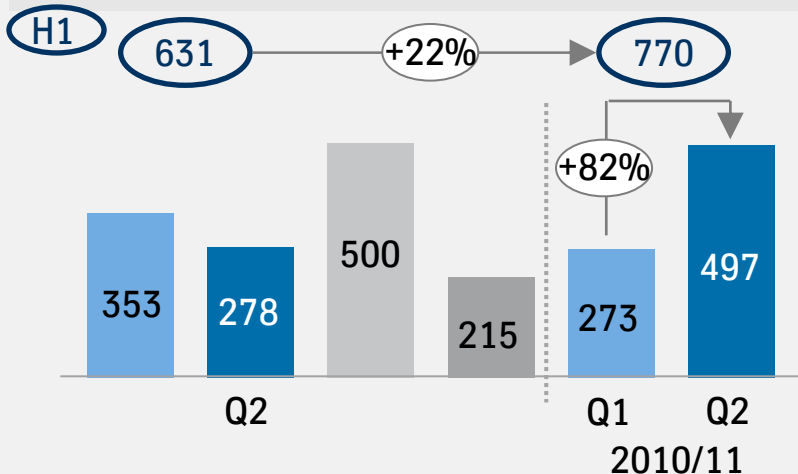


Improving Group EBIT Adjusted Margin

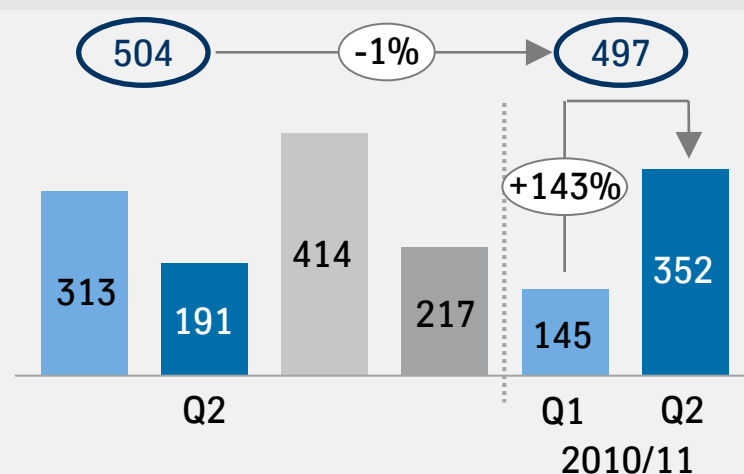
| million € | 2009/10 | 2010/11 | | yoy | Contribution to Group EBIT (excl. Corp./Cons.) |
|-----------------------|---------|---------|-------|-----|---|
| | Q2 | Q1 | Q2 | | |
| Steel Europe | 193 | 258 | 300 | | million € |
| % | 7.2 | 8.7 | 9.1 | | |
| Steel Americas | (79) | (378) | (319) | | |
| % | n.a. | n.a. | n.a. | | 203 |
| Stainless Global | (101) | 7 | 59 | | |
| % | (6.9) | 0.4 | 3.2 | | |
| Materials Services | 68 | 85 | 163 | | Q2 2010/11 |
| % | 2.4 | 2.6 | 4.4 | | |
| Elevator Technology | 163 | 171 | 147 | | |
| % | 13.3 | 13.2 | 11.6 | | 484 |
| Plant Technology | 98 | 107 | 139 | | |
| % | 10.4 | 11.9 | 14.3 | | |
| Components Technology | 73 | 127 | 114 | | |
| % | 5.4 | 7.9 | 6.4 | | |
| Marine Systems | 33 | 46 | 84 | | |
| % | 11.5 | 9.1 | 38.4 | | |
| Group | 293 | 273 | 497 | | |
| % | 2.9 | 2.4 | 4.1 | | |

Strong Sequential Improvement in Earnings

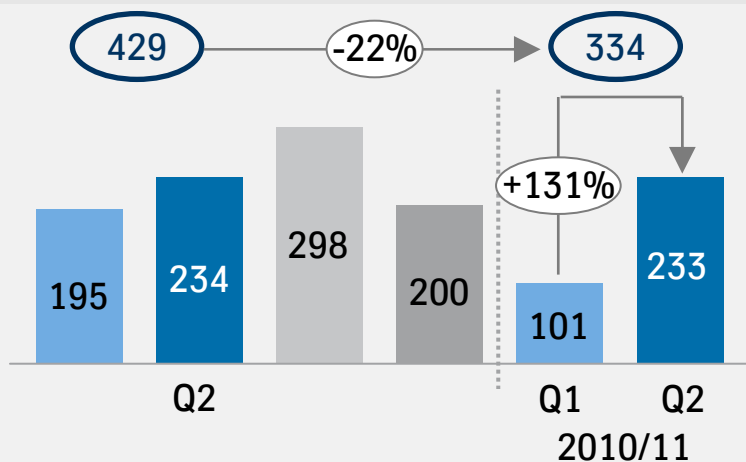
EBIT (million €)



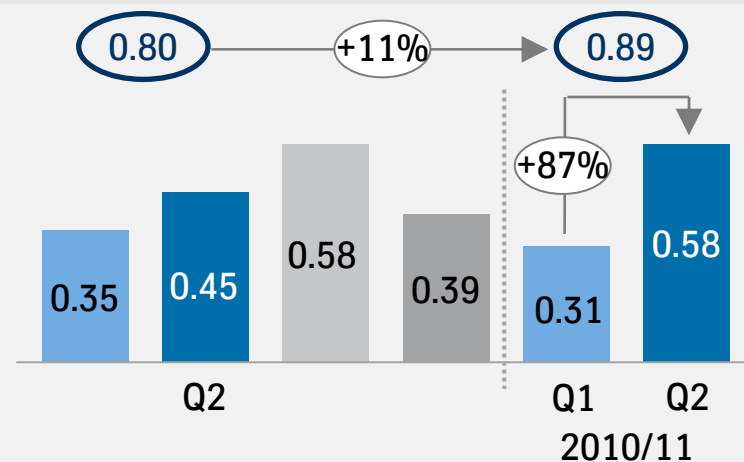
EBT (million €)



Net income (million €)

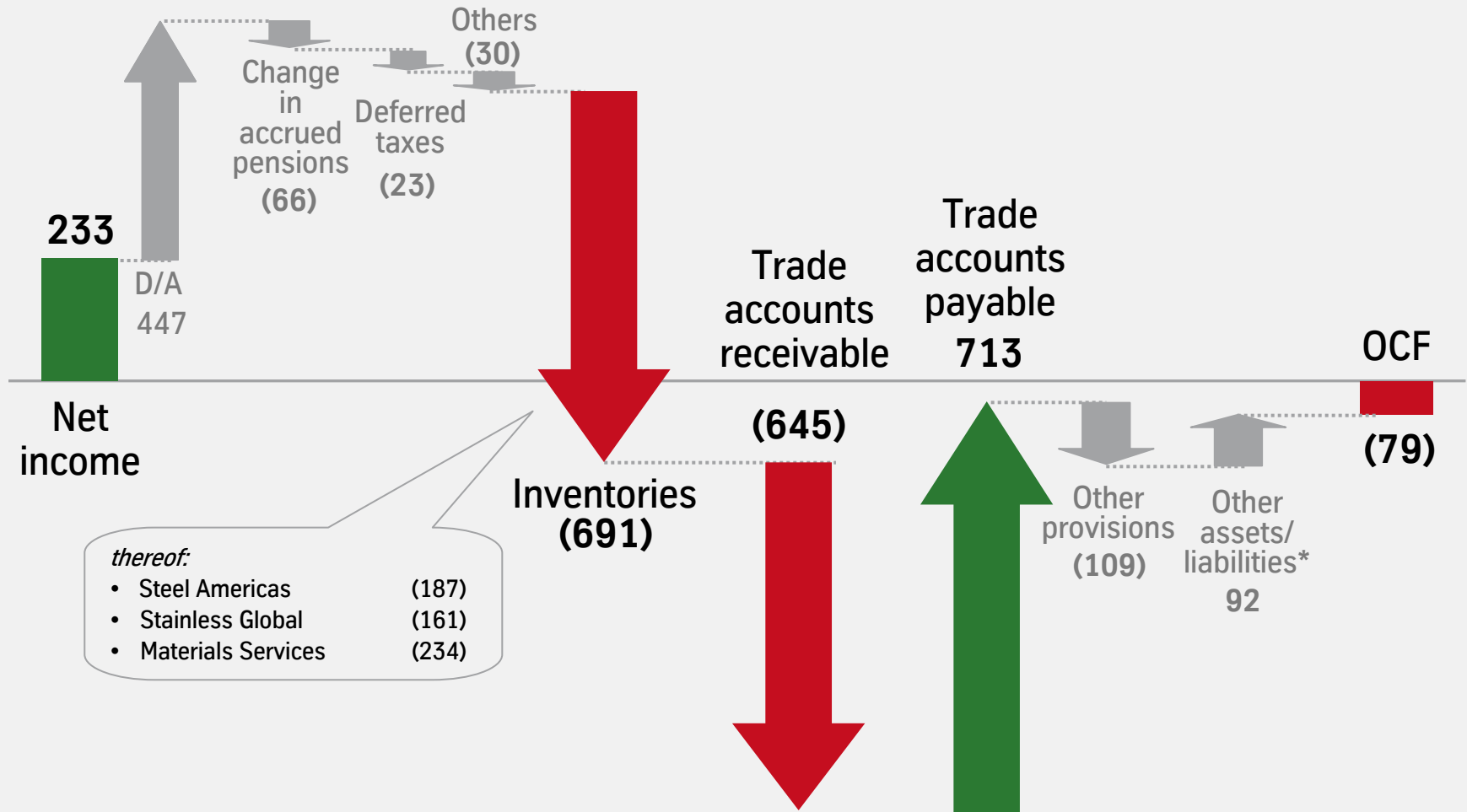


EPS (€)



Operating Cash Flow: Business Expansion Requires NWC Built-up

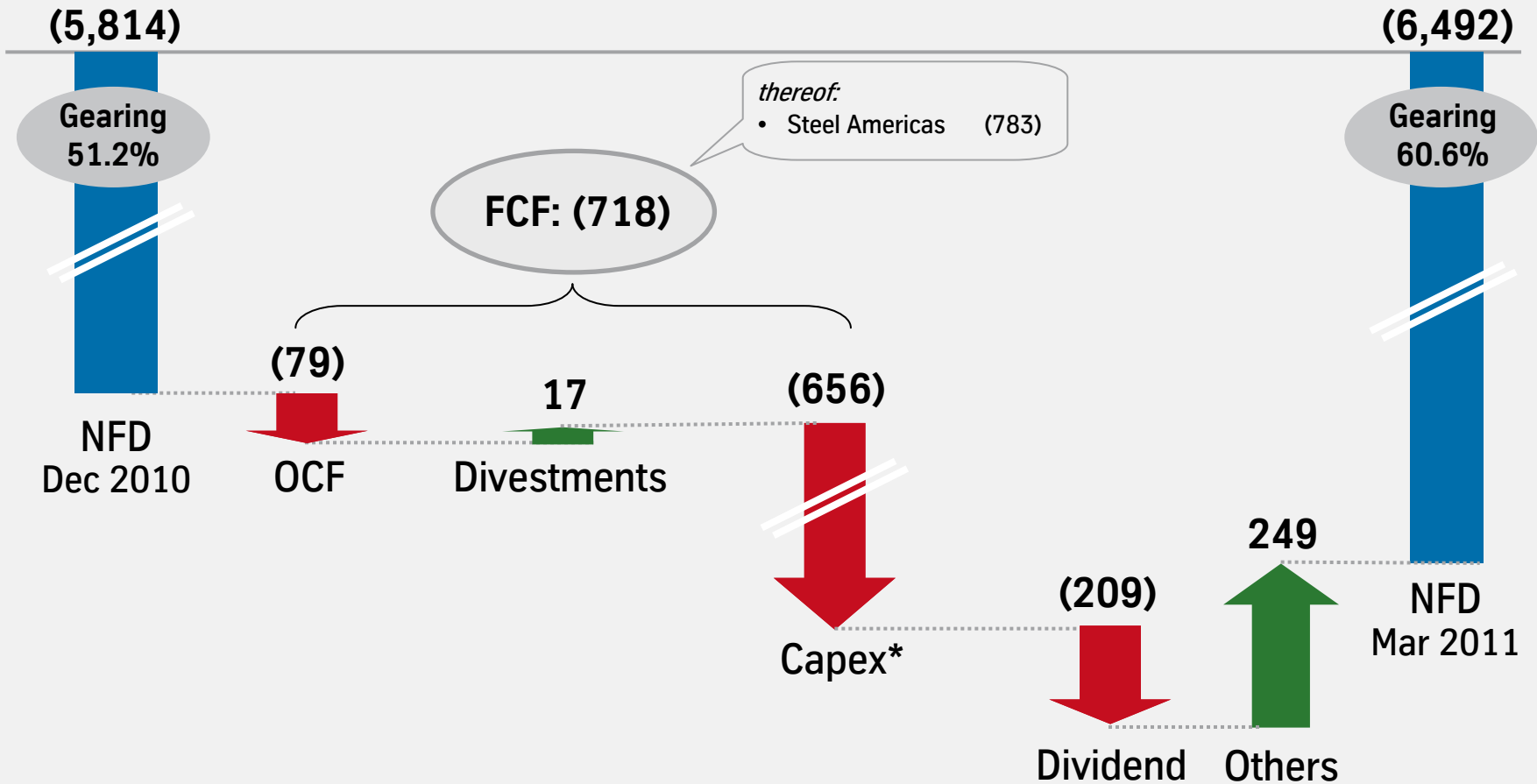
Q2 2010/11 (million €)



* not related to investing or financing activities

Net Debt Increase by Investments in Inventories and Americas Projects

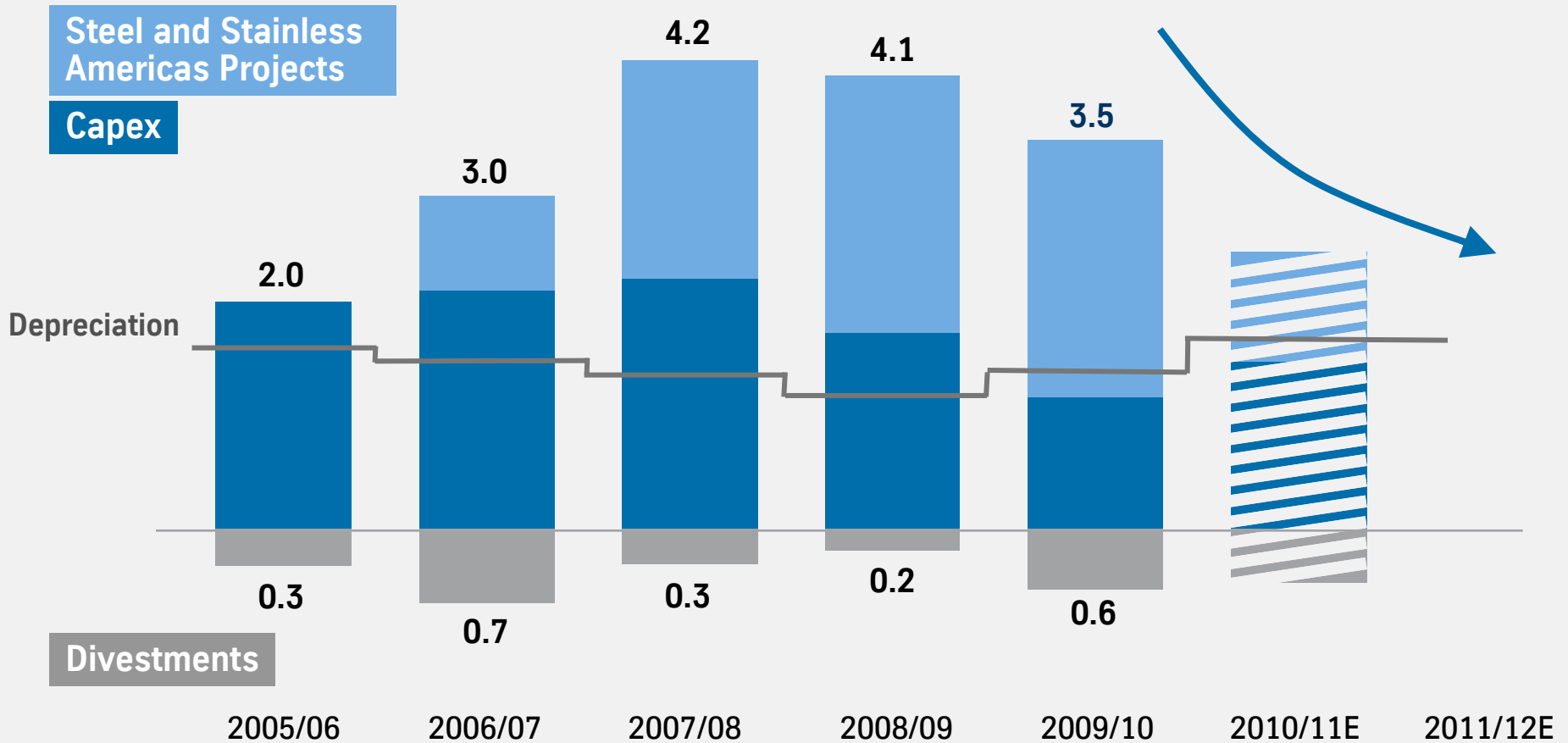
Q2 2010/11 (million €)



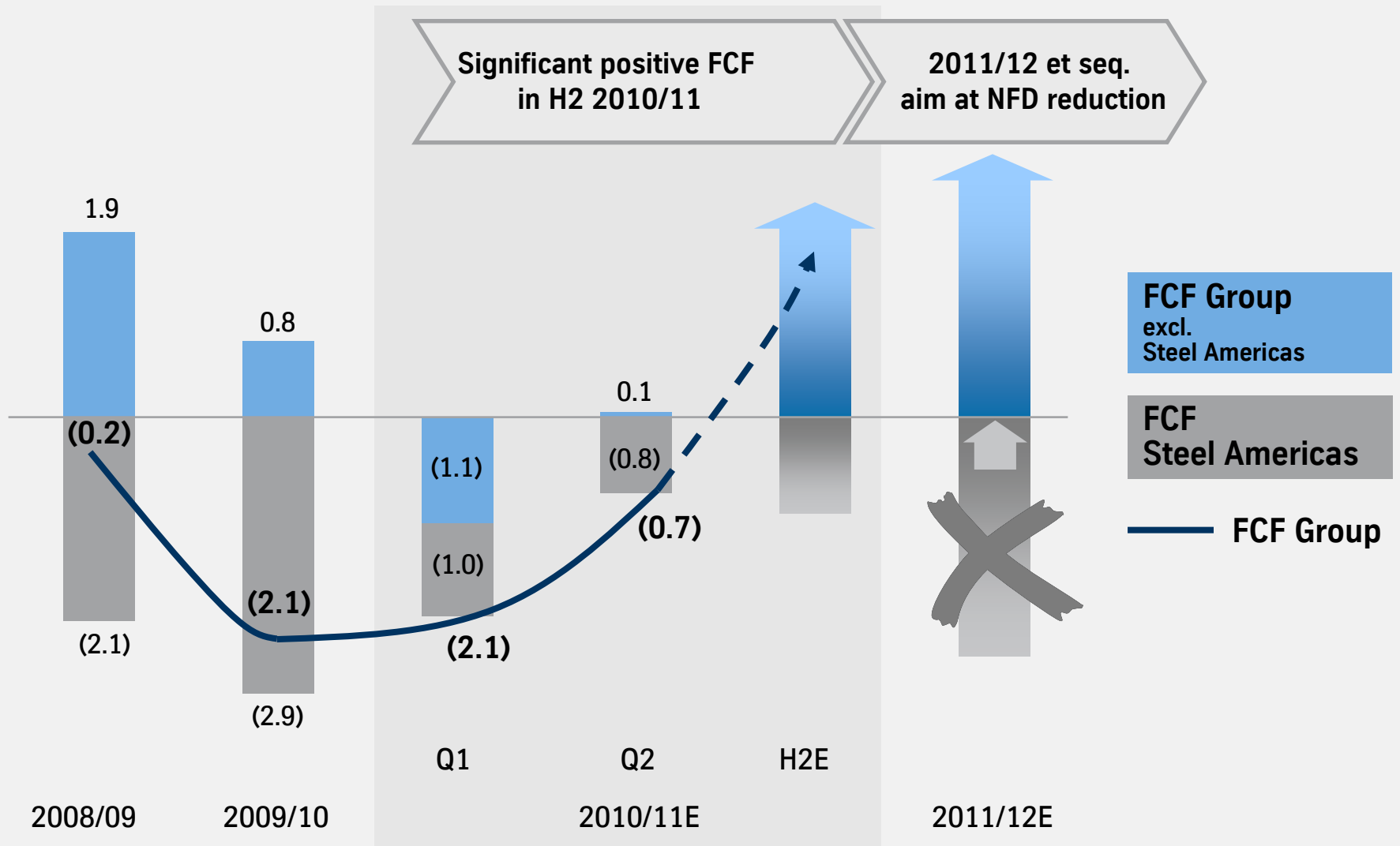
* Capex for property, plant & equipment, financial & intangible assets and financial investments

Tight Capex Management Going Forward

Cash flows from investing activities (billion €)

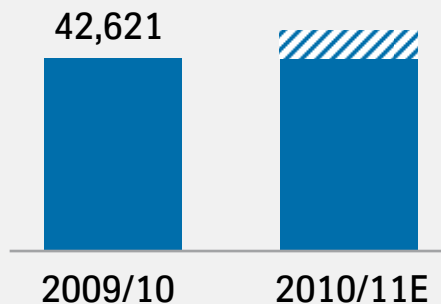


FCF Development: Focus on Progressively Improving FCF Generation



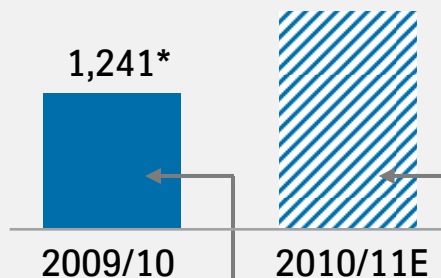
Outlook FY 2010/11 – Group

Sales
(million €)



**Increase
by 10-15%**

EBIT adjusted
(million €)



~ €2 bn*

**Steel Americas:
€(600) m***

**Steel Americas:
Higher three-digit million € negative***

* Figures are based on the modified EBIT-definition

Our Value Creation Concept



Agenda

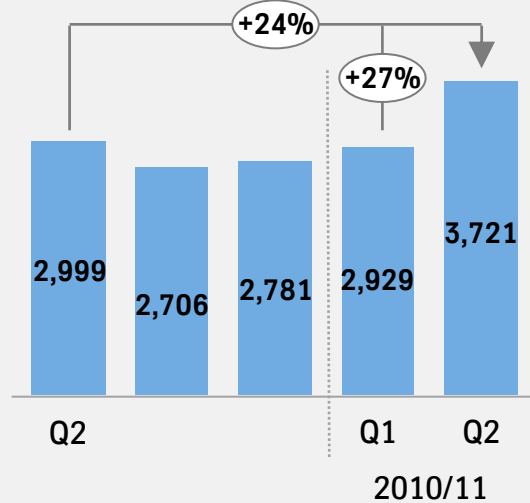
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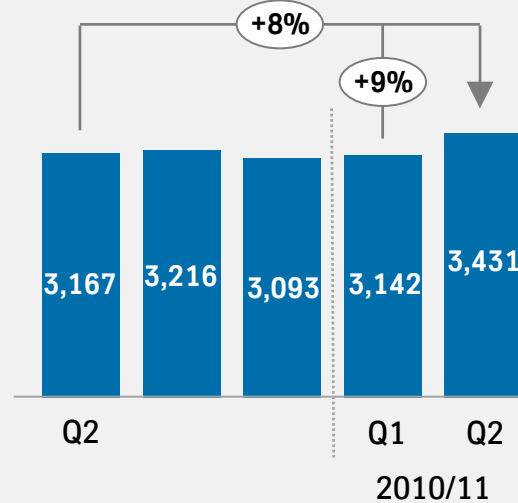
Steel Europe

Q2 2010/11 Highlights

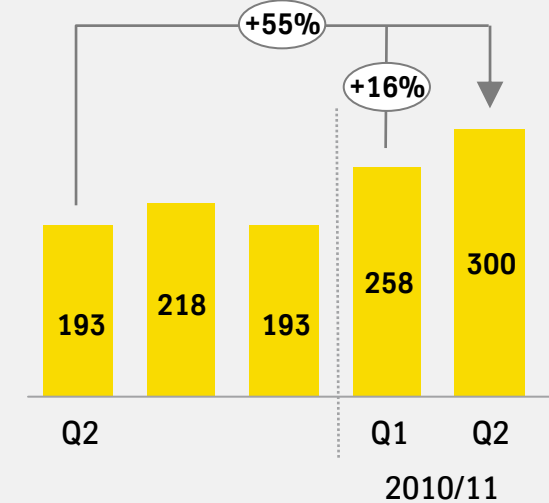
Order intake in €m



Shipments in 1,000 t/quarter



EBIT in €m



Comments Q2 (qoq)

- Increased earnings as higher shipments, higher average revenues per ton and efficiency gains more than offset higher raw material costs
- Continuing high capacity utilization
- Highest order intake since first half 2008

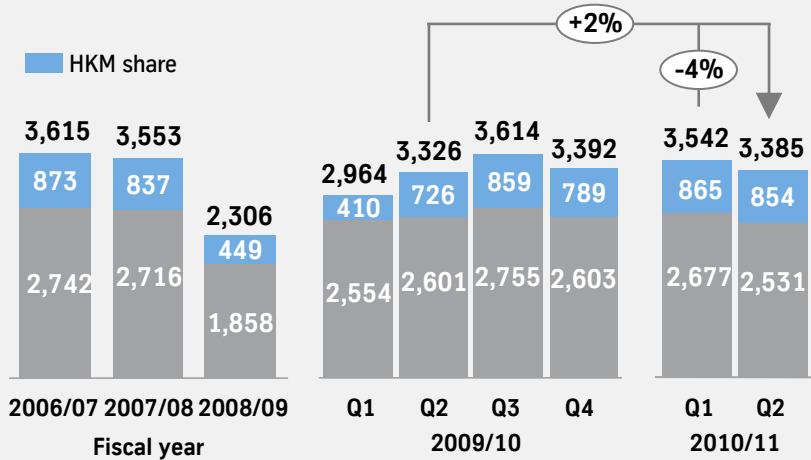
Current trading conditions

- High utilization, higher average revenues per ton and massive increase of raw material prices
- Continuing robust demand from key customer groups
- Best owner process Metal Forming signed

Steel Europe: Output, Shipments and Revenues per Metric Ton

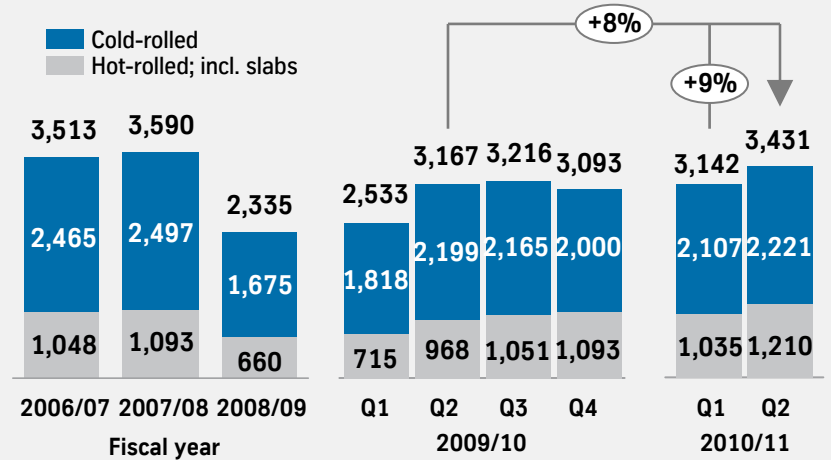
Crude steel output (incl. share in HKM)

1,000 t/quarter



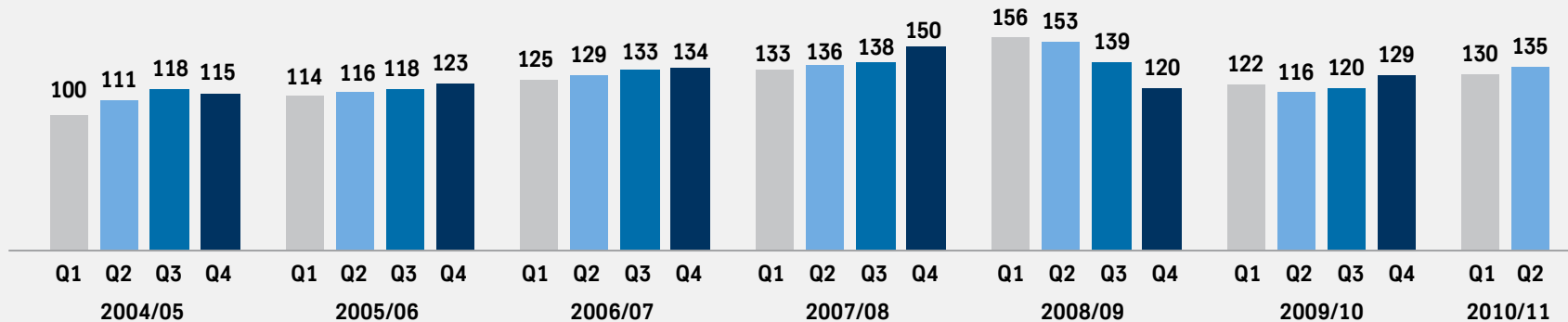
Shipments*: Hot-rolled and cold-rolled products

1,000 t/quarter



Average revenues per ton*, indexed

Q1 2004/2005 = 100

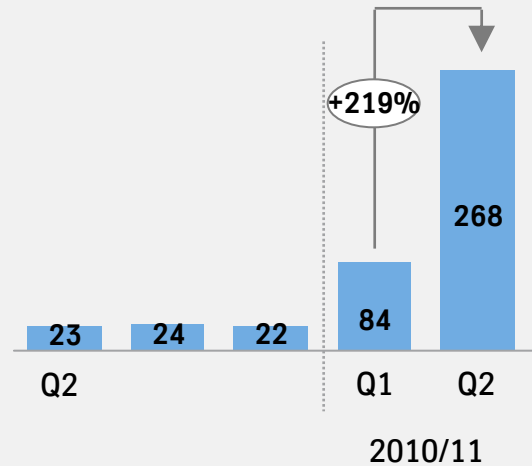


* shipments and average revenues per ton until FY 2007/08 relate to former Steel segment

Steel Americas

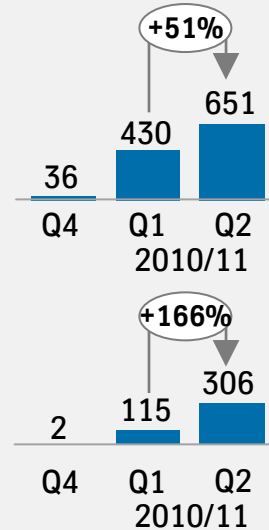
Q2 2010/11 Highlights

Order intake in €m

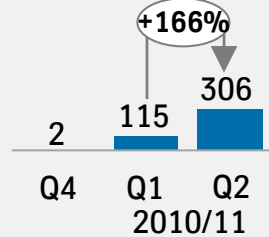


in 1,000 t/quarter

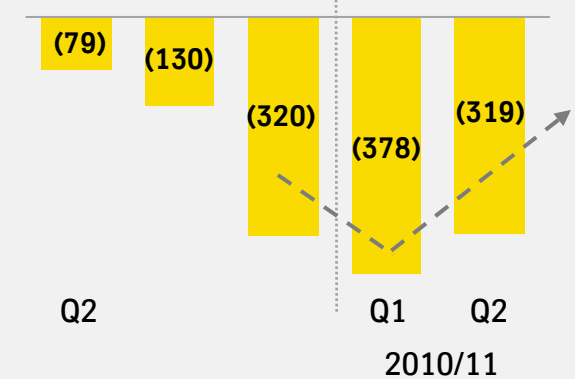
Slab production
CSA



Shipments
Steel USA



EBIT in €m



Comments Q2 (qoq)

- EBIT improvement vs. trough level Q1: Higher depreciation more than offset by lower ramp-up costs and higher volumes
- CSA with improving but still high specific consumption and high specific cost of input factors
- Steel USA making good progress; HDGL #1 with 1st coil on March 31; CAL with 1st coil on April 19

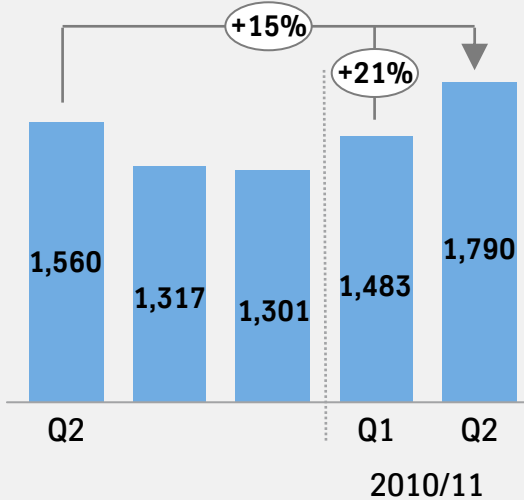
Current trading conditions

- Progressively improving utilization, mix, profitability and cash-flow profile
- CSA: Excellent slab quality (ahead of expectations); coke plant battery B with 1st push on April 22
- Steel USA: Very positive response from customers about material quality; intense joint efforts to speed up certification period
- Cont'd gradual improvement of real demand; SSC's with low inventories and months of supply

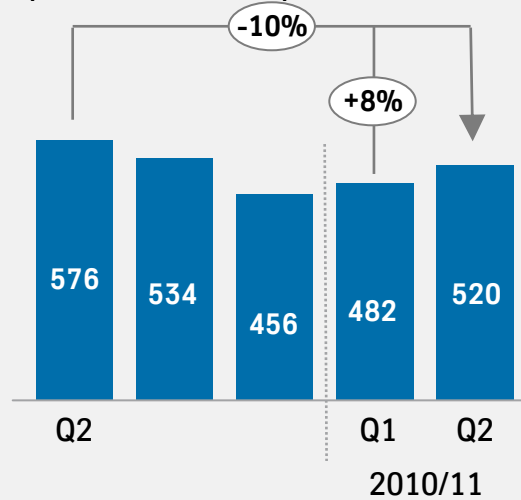
Stainless Global

Q2 2010/11 Highlights

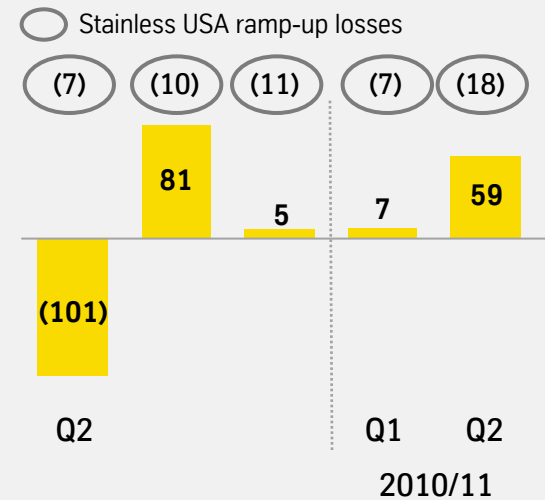
Order intake in €m



Shipments in 1,000 t/quarter



EBIT in €m



Comments Q2 (qoq)

- Further increase in earnings with higher shipments and capacity utilization as well as stronger transaction prices
- EBIT negatively impacted by Stainless USA ramp-up losses
- Highest order intake since Q2 2007/08

Current trading conditions

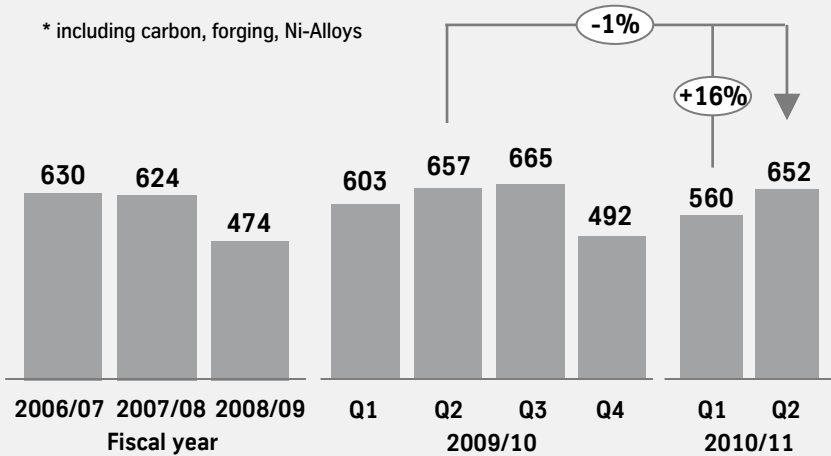
- Ongoing robust demand from end customers in Germany; nickel-price- and FX-related uncertainties at traders/SSC's
- Stabilization of base prices with slightly decreasing alloy surcharge
- Imports have to be monitored

Stainless Global: Output, Shipments and Average Transaction Price

Crude steel output*

1,000 t/quarter

* including carbon, forging, Ni-Alloys



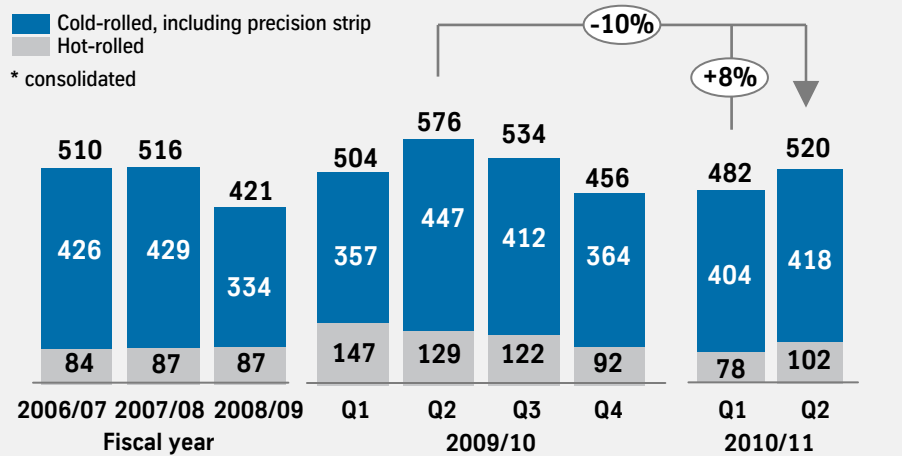
Shipments Stainless*: Hot-rolled and cold-rolled products

1,000t/quarter

■ Cold-rolled, including precision strip

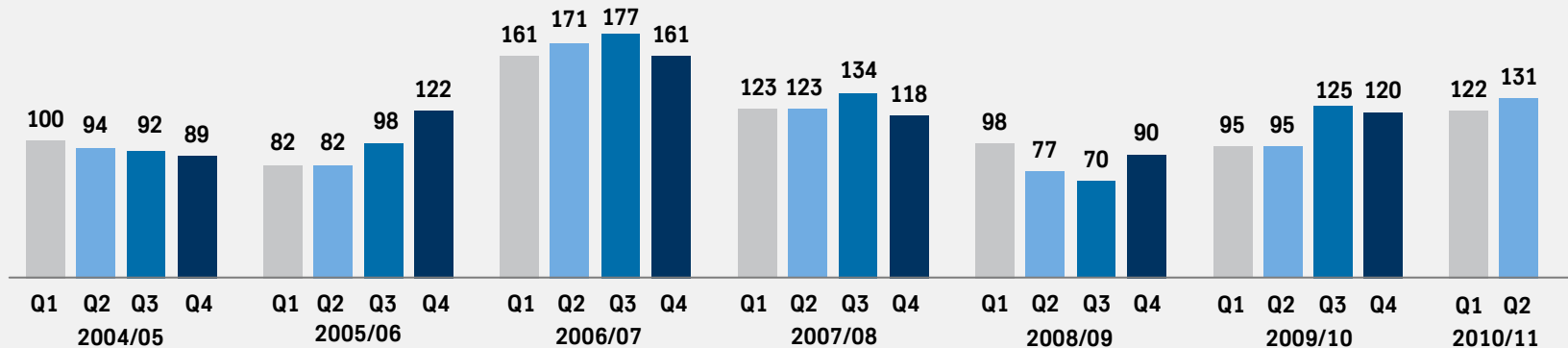
■ Hot-rolled

* consolidated



Average transaction price per ton, indexed

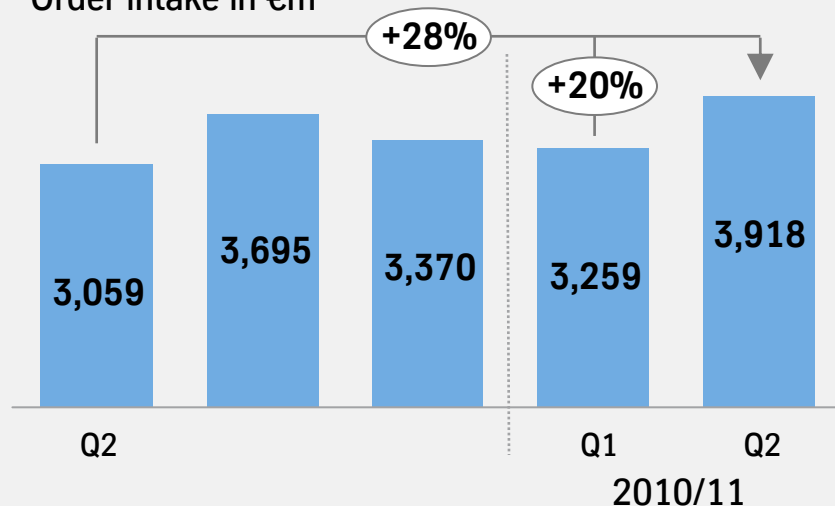
Q1 2004/2005 = 100



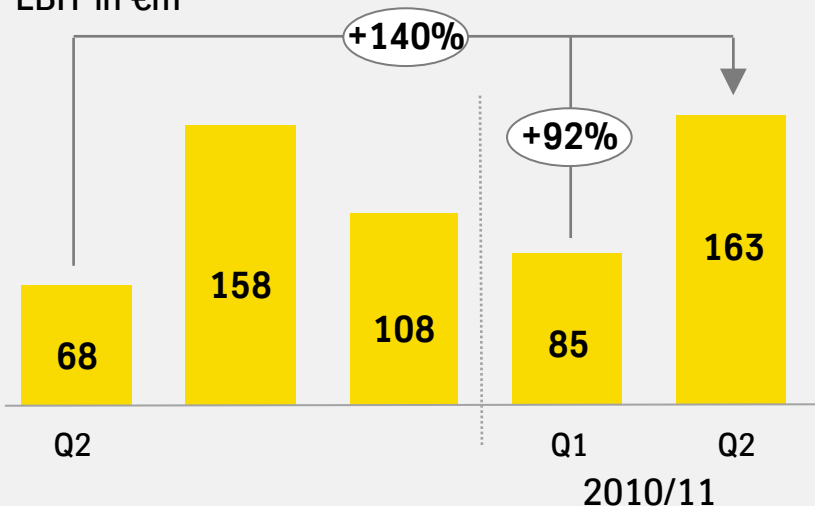
Materials Services

Q2 2010/11 Highlights

Order intake in €m



EBIT in €m



Comments Q2 (qoq)

- Increased order intake in materials distribution and processing-related services especially in Germany and Eastern Europe
- Continuing strong demand from automotive, engineering and aerospace industry
- Improvement in volumes and prices throughout almost all product groups leading to higher earnings and margin expansion

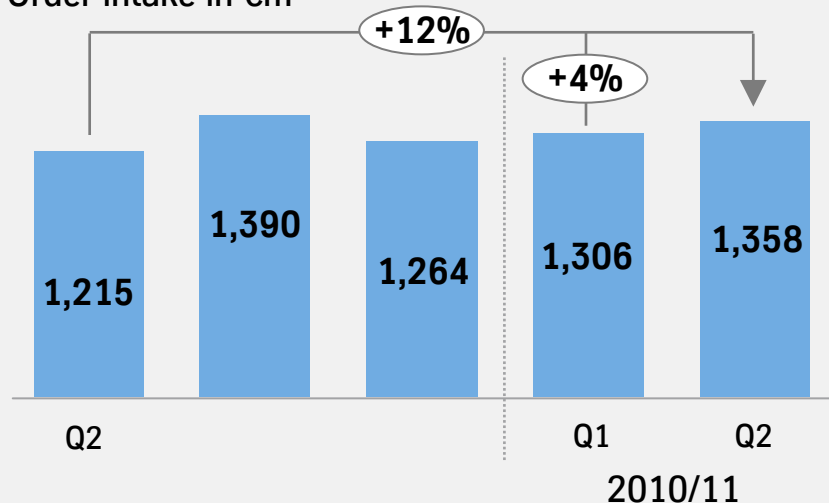
Current trading conditions

- Ongoing strong demand from key customer groups
- Inventories in Europe and US at moderate levels
- Cautious buying behavior following massive price increases; downside capped by high/rising raw material prices

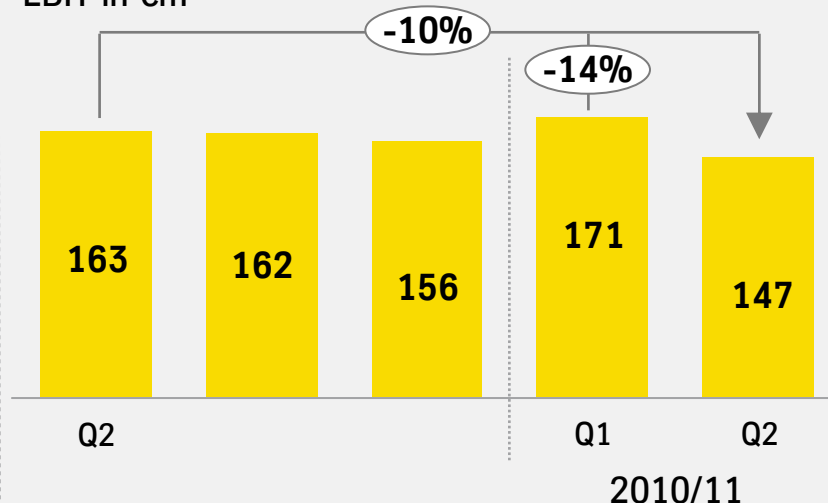
Elevator Technology

Q2 2010/11 Highlights

Order intake in €m



EBIT in €m



Comments Q2 (qoq)

- Order intake growth, most pronounced in the US
- Stable sales with some seasonality in Europe and Asia
- EBIT and margin with temporary effects from seasonality and lower margin new installations (US)

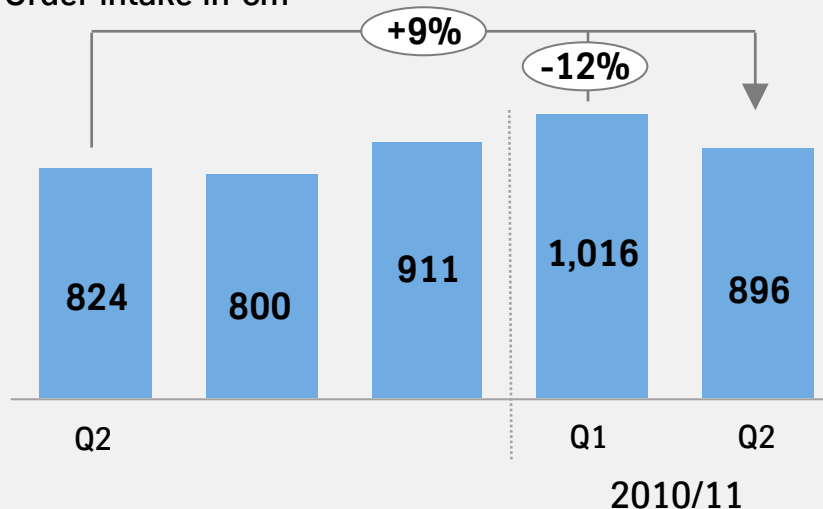
Current trading conditions

- Improving environment for new equipment in most regions
- China and Brazil remain growth drivers
- Margins re-strengthening also through higher sales
- Modernization supports business growth in mature markets
- Maintenance business constantly growing

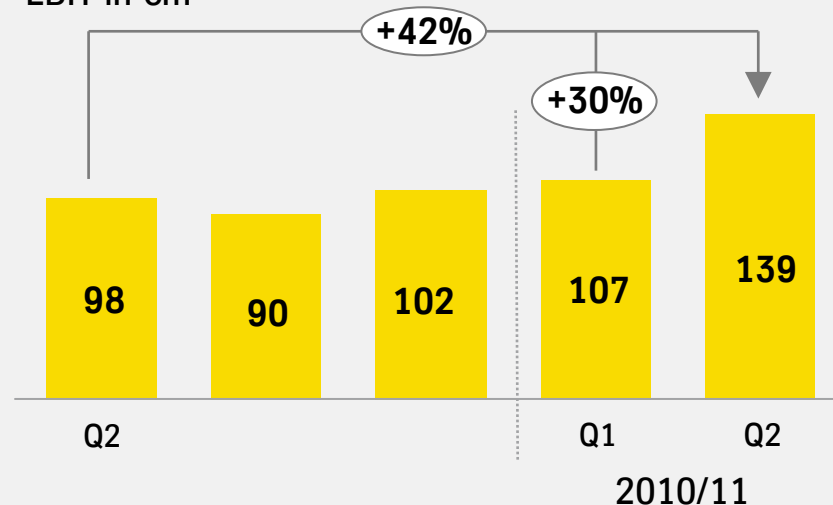
Plant Technology

Q2 2010/11 Highlights

Order intake in €m



EBIT in €m



Comments Q2 (qoq)

- Strong order intake with production systems for auto industry (large orders from GM and VW)
- Project pipeline promising, especially for cement plant and mining equipment businesses
- Record EBIT margin for BA Plant Technology (14.3%), strong performance across all businesses

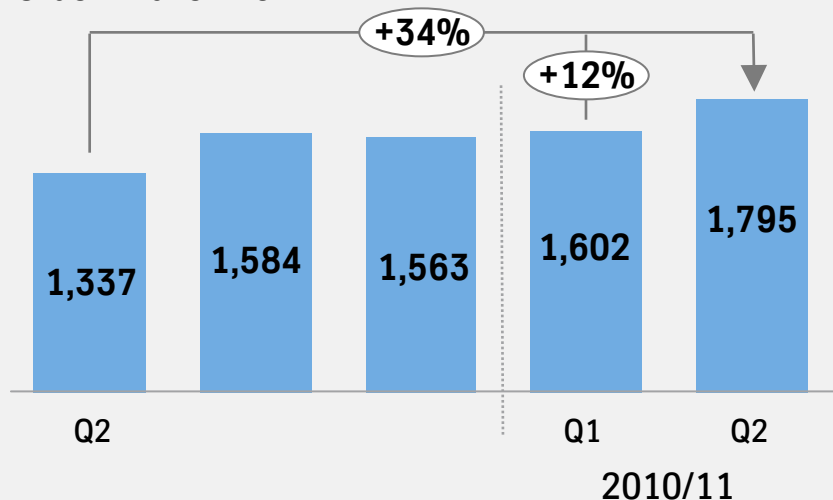
Current trading conditions

- Only limited impact of Middle East unrest, virtually all employees back on sites
- No cancellations of projects, delays in contract awarding possible (Egypt and Algeria)
- Upgrade of FY earnings outlook: Increase vs. FY 2009/10 (€401 m) expected (previous: stable)
- Order backlog of €6.4 bn (1.6x sales)

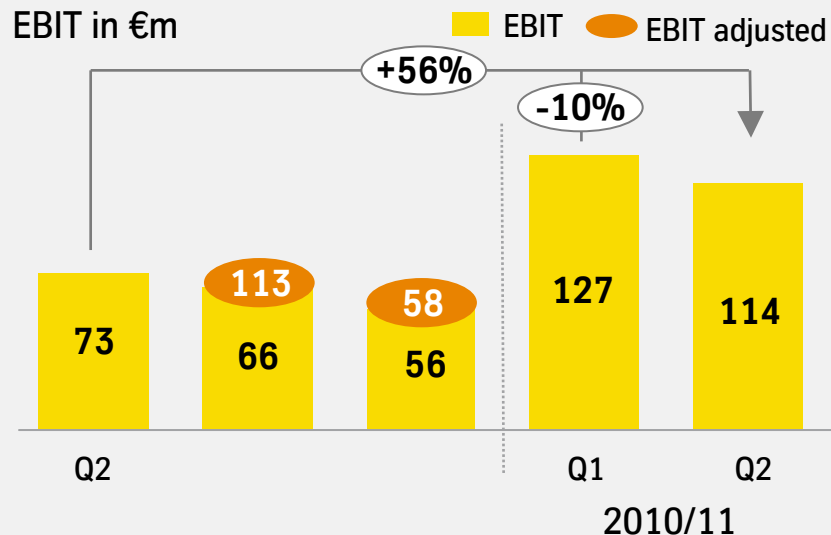
Components Technology

Q2 2010/11 Highlights

Order intake in €m



EBIT in €m



Comments Q2 (qoq)

- Order intake in auto supply business further increased, ~20% higher vs. average pre-crisis levels in FY 2007/08
- Strongest order intake in construction equipment and slewing bearings business for more than 2 years, recovery mainly driven by emerging markets
- EBIT negatively impacted by ~€20 m warranty provisions

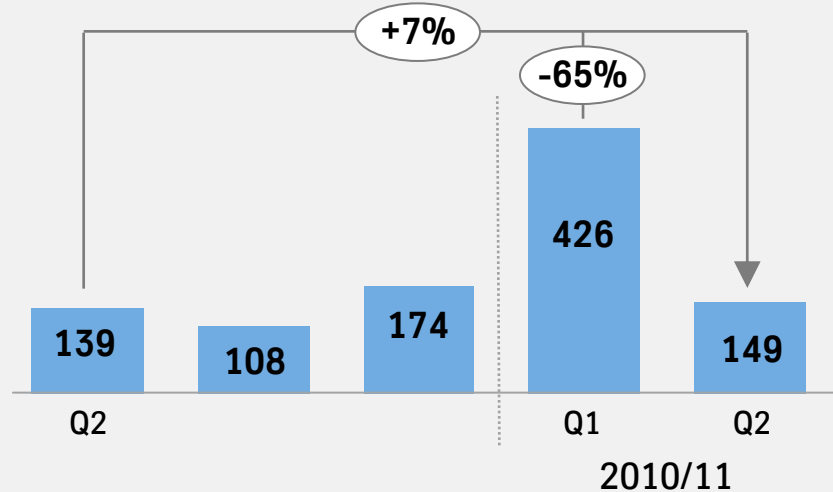
Current trading conditions

- Global auto production expected to continue at stable high level
- Japan earthquake and potential supply chain disruptions not yet affecting order situation
- EBIT margin expected to return to Q1 range in the next quarters

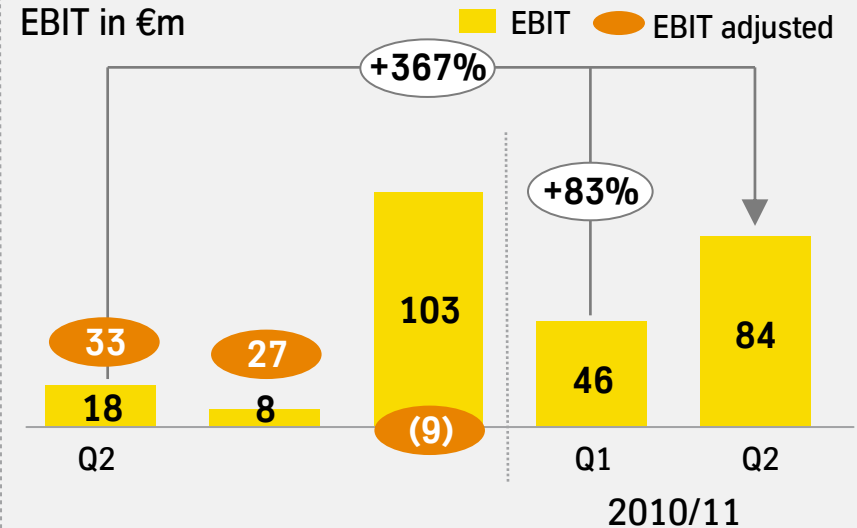
Marine Systems

Q2 2010/11 Highlights

Order intake in €m



EBIT in €m



Comments Q2 (qoq)

- Resumption/completion of Greek submarine orders resulting in positive effects on EBIT (~€30 m)
- Warranty provision release in naval surface vessel business with positive EBIT effect of ~€25 m
- Good order intake and positive earnings in components and repair business

Current trading conditions

- Order backlog of ~€5.3 bn (mainly in submarine business) supporting sales and earnings development in FY 2010/11
- Continuing underutilization in shipbuilding

Agenda

- Appendix



Financial Calendar – FY 2010/11

-
- **May**
 - Roadshows**
London (18th), Frankfurt (18th), New York (26th), Boston (27th)
 - Conferences**
Cheuvreux “Pan-Europe Conference”, London (17th)
Deutsche Bank “German & Austrian Corporate Conference”, Frankfurt (19th-20th)
UBS “Nordic Senior Investor Day”, Stockholm (25th)

 - **June**
 - Conferences**
Steubing “Kapitalmarktkonferenz”, Frankfurt (7th)
UBS “Global Basic Materials Conference”, London (9th)
Cheuvreux “One-stop-shop Event”, Amsterdam (24th)

 - **August**
 - 3rd Quarter 2010/11 (12th)**
-

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Sabine Berger
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Ute Kaatz
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Klaudia Kelch
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Hartmut Eimers
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IR Manager

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IR mailing list,
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E-mail:
ir@thyssenkrupp.com



ThyssenKrupp Group

ThyssenKrupp*

FY 2009/10: Sales €42.6 bn • EBIT* €1,346 m • TKVA €(419) m • Employees 177,346

* The TK Group consists of >800 legally independent companies, organized, existing and operating under the laws of 70 countries, ultimately led by TK AG.

Steel Europe

Sales: €10.8 bn
EBIT*: €731 m

- Premium flat carbon steels
- Large-scale, multiple niche approach
- Long-term customer relations
- Technology leadership in products and processes

Steel Americas

€68 m
€(600) m

- Premium flat carbon steels
- CSA: slab mill in Brazil, 5 m t capacity, SoP Q3 CY 2010
- Steel USA: processing plant (hot / cold rolling and coating), SoP Jul. 31, 2010

Stainless Global

€5.9 bn
€(57) m

- Stainless steel flat products & high-performance materials
- Operations in Germany, Italy, Mexico and China
- Stainless steel plant project in USA

Materials Services

€12.8 bn
€463 m

- Global materials distribution (carbon & stainless steel, pipes & tubes, nonferrous metals, aluminum, plastics)
- Technical and infrastructure services for production & manufacturing sectors

Elevator Technology

€5.2 bn
€646 m

- Elevators
- Escalators & moving walks
- Passenger boarding bridges
- Stair lifts, home elevator
- Maintenance, Repair & Modernization

Plant Technology

€3.9 bn
€401 m

- Specialty and large-scale plant construction, e.g.:
- Petrochemical complexes
- Cement plants
- Systems for open-pit mining & materials handling

Components Technology

€5.7 bn
€252 m

- Components for the automotive industry (e.g. crankshafts, axle modules, steering systems)
- Large-diameter bearings & rings (e.g. for wind energy)
- Undercarriages for tracked earthmoving machinery

Marine Systems

€1.2 bn
€145 m

- Focus on naval shipbuilding:
- Engineering & Construction of non-nuclear submarines
 - Engineering of Naval Surface Vessels (frigates & corvettes)

* Modified EBIT-definition

Sales & EBIT* for FY 2009/10



Future Concept for Additional Divestments & Strategic Development

Stainless Global



Waupaca



Tailored Blanks



Bilstein-Gruppe/ Presta Steering



Next steps

- Investigation of all exit options

- "Best owner" solution to finance strategic development

- "Best owner" solution to finance strategic development

- Consolidation Bilstein-Gruppe & Presta Steering
- Sale of springs & stabilizers
- Investigation of strategic partnerships

Advantages & Strategic Options

- Higher flexibility for partnerships & market consolidation
- Benefit of further potential for growth and cost savings

- Higher strategic & financial flexibility with current market consolidation in the US
- Utilization of growth potential outside of the US

- Development of new locations to follow OEMs on new production sites
- Utilization of further cost saving potential

- Competence bundling for integrated chassis solutions
- Partnerships to utilize complementary customer and technology structures

Group Overview (I)

| | | 2009/10 | | | | | 2010/11 | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Order intake | €m | 9,328 | 10,373 | 10,930 | 10,619 | 41,250 | 11,260 | 12,848 |
| Sales | €m | 9,351 | 10,107 | 11,679 | 11,484 | 42,621 | 11,370 | 12,266 |
| EBITDA | €m | 683 | 622 | 845 | 619 | 2,769 | 645 | 932 |
| EBIT | €m | 353 | 278 | 500 | 215 | 1,346 | 273 | 497 |
| EBIT adjusted | €m | 277 | 293 | 566 | 105 | 1,241 | 273 | 497 |
| EBT | €m | 313 | 191 | 414 | 217 | 1,135 | 145 | 352 |
| EBT adjusted | €m | 237 | 206 | 480 | 107 | 1,030 | 145 | 352 |
| Net income | €m | 195 | 234 | 298 | 200 | 927 | 101 | 233 |
| Earnings per share | € | 0.35 | 0.45 | 0.58 | 0.39 | 1.77 | 0.31 | 0.58 |
| TK Value Added | €m | | | | | (419) | | |
| Ø Capital Employed | €m | 19,446 | 19,834 | 20,379 | 20,767 | 20,767 | 22,832 | 23,400 |
| Goodwill | €m | 3,710 | 3,800 | 3,940 | 3,808 | 3,808 | 3,986 | 3,781 |

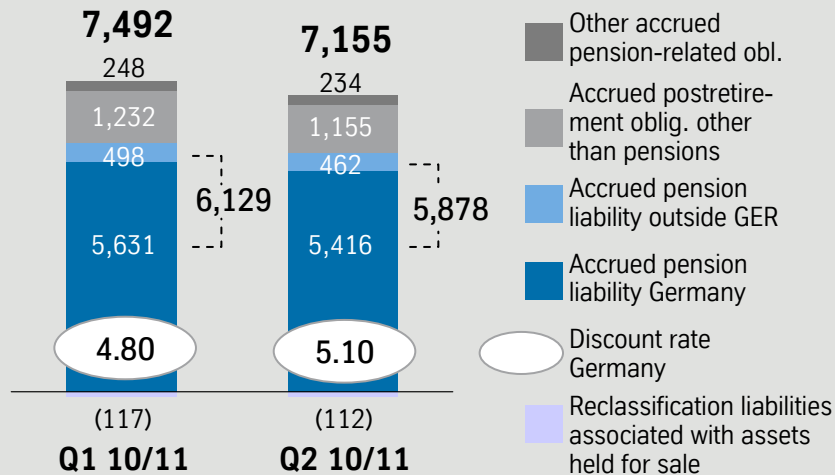
Group Overview (II)

| | 2009/10 | | | | | 2010/11 | |
|--|---------|---------|---------|---------|----------------|---------|---------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Capital expenditures* €m | 777 | 738 | 942 | 1,053 | 3,510 | 778 | 656 |
| Depreciation/amort. €m | 331 | 346 | 349 | 412 | 1,437 | 380 | 447 |
| Operating cash flow €m | (308) | 184 | (23) | 1,015 | 868 | (1,435) | (79) |
| Cash flow from divestm. €m | 488 | 17 | 15 | 32 | 552 | 125 | 17 |
| Cash flow from investm. €m | (777) | (738) | (942) | (1,052) | (3,510) | (778) | (656) |
| Free cash flow €m | (597) | (537) | (950) | (6) | (2,090) | (2,088) | (718) |
| Cash and cash equivalents (incl. short-term securities) €m | 5,073 | 4,614 | 3,914 | 3,681 | 3,681 | 2,869 | 2,022 |
| Net financial debt €m | 2,131 | 2,652 | 3,753 | 3,780 | 3,780 | 5,814 | 6,492 |
| Employees | 174,763 | 172,576 | 174,541 | 177,346 | 177,346 | 178,291 | 180,412 |

* incl. financial investments

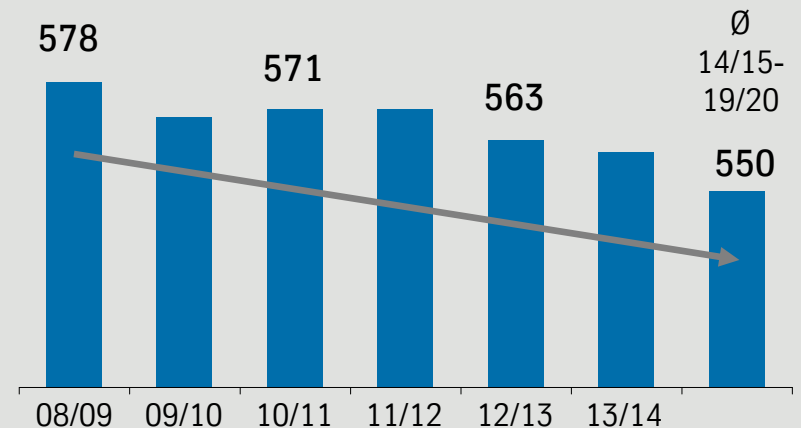
Pension and Similar Obligations: Further Decrease in Q2

Accrued Pension and Similar Obligations (in € m)



- “Patient” long-term debt, no immediate redemption in one go
- Interest cost independent of ratings, covenants etc.
- Mainly funded by TK’s operating assets
- Decrease in pension obligations in Q2 mainly driven by higher discount rate (actuarial gains), no cash impact
- >90% of pension provision in Germany; German pension system requires no mandatory funding of plan assets

(Estimated Future) Pension Benefit Payments (in € m)

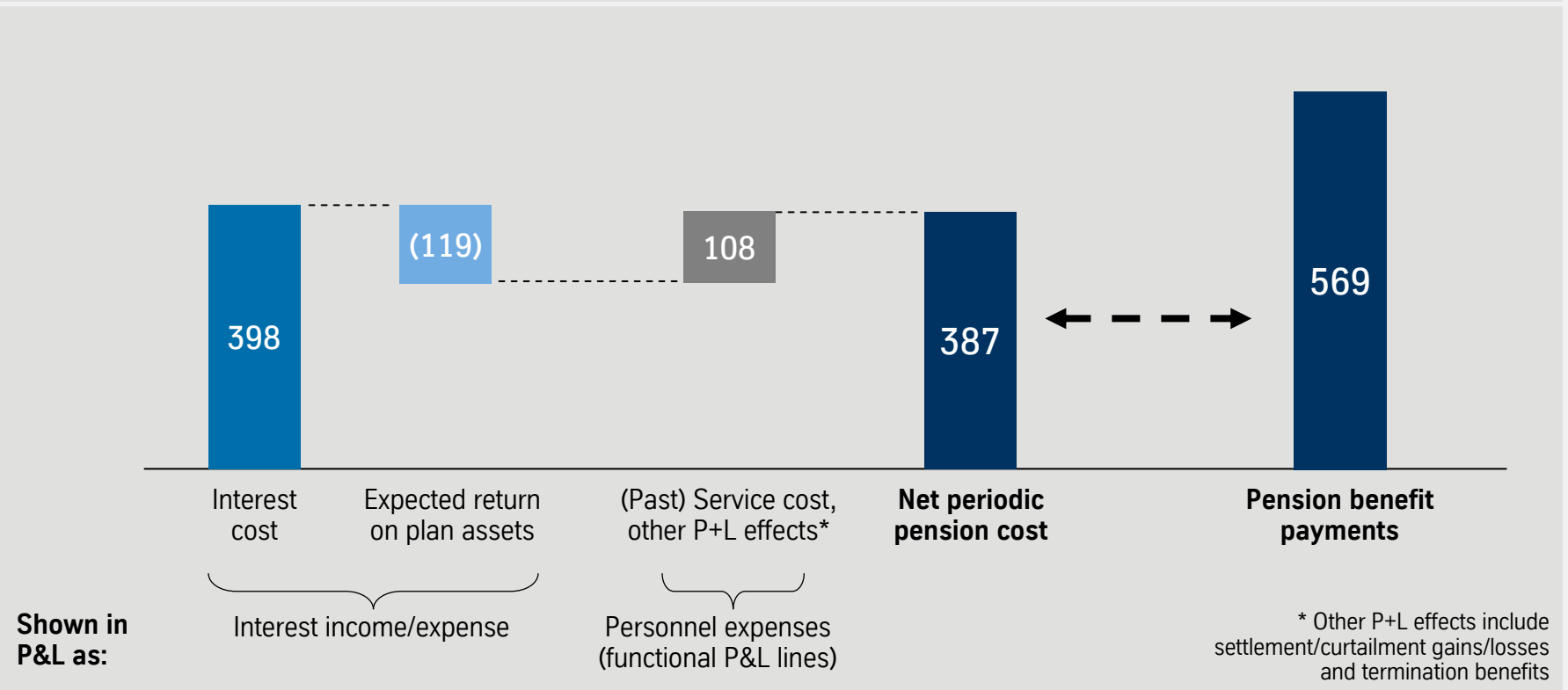


- Declining cash-out from pension benefit payments in medium to long term
- Number of plan participants steadily decreasing
- >70% of obligations owed to retired employees, average age ~73 years
- Declining pension obligations over time (short-term variation possible, mainly due to change in discount rate)

Pension Obligations: TK with Mature Pension Schemes

Net Periodic Pension Cost vs. Pension Benefit Payments

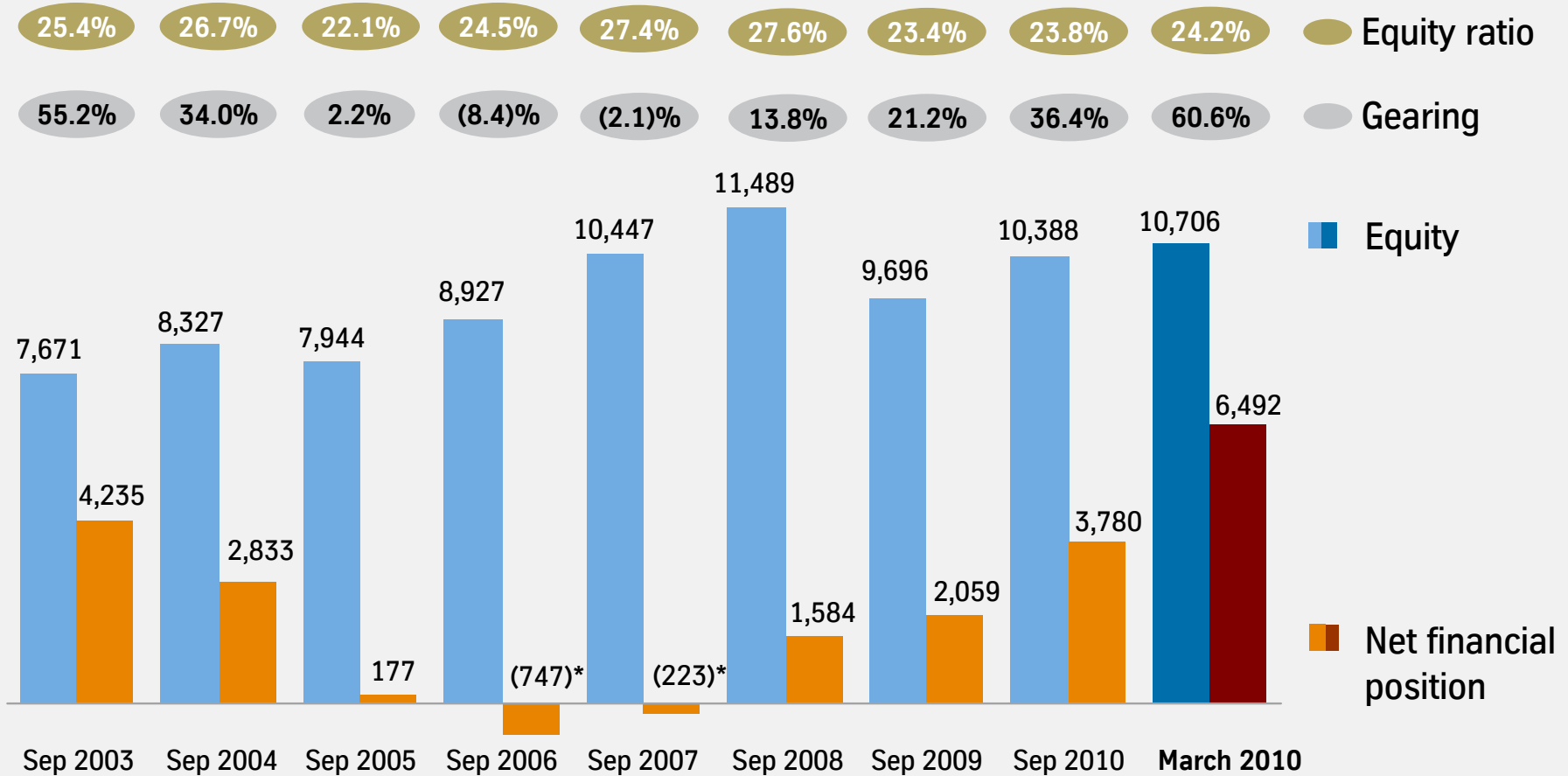
(Defined Benefit Obligations; FY 2009/10; in € m)



**Pension payments higher than pension cost:
Indicator for mature pension schemes**

Balance Sheet Structure

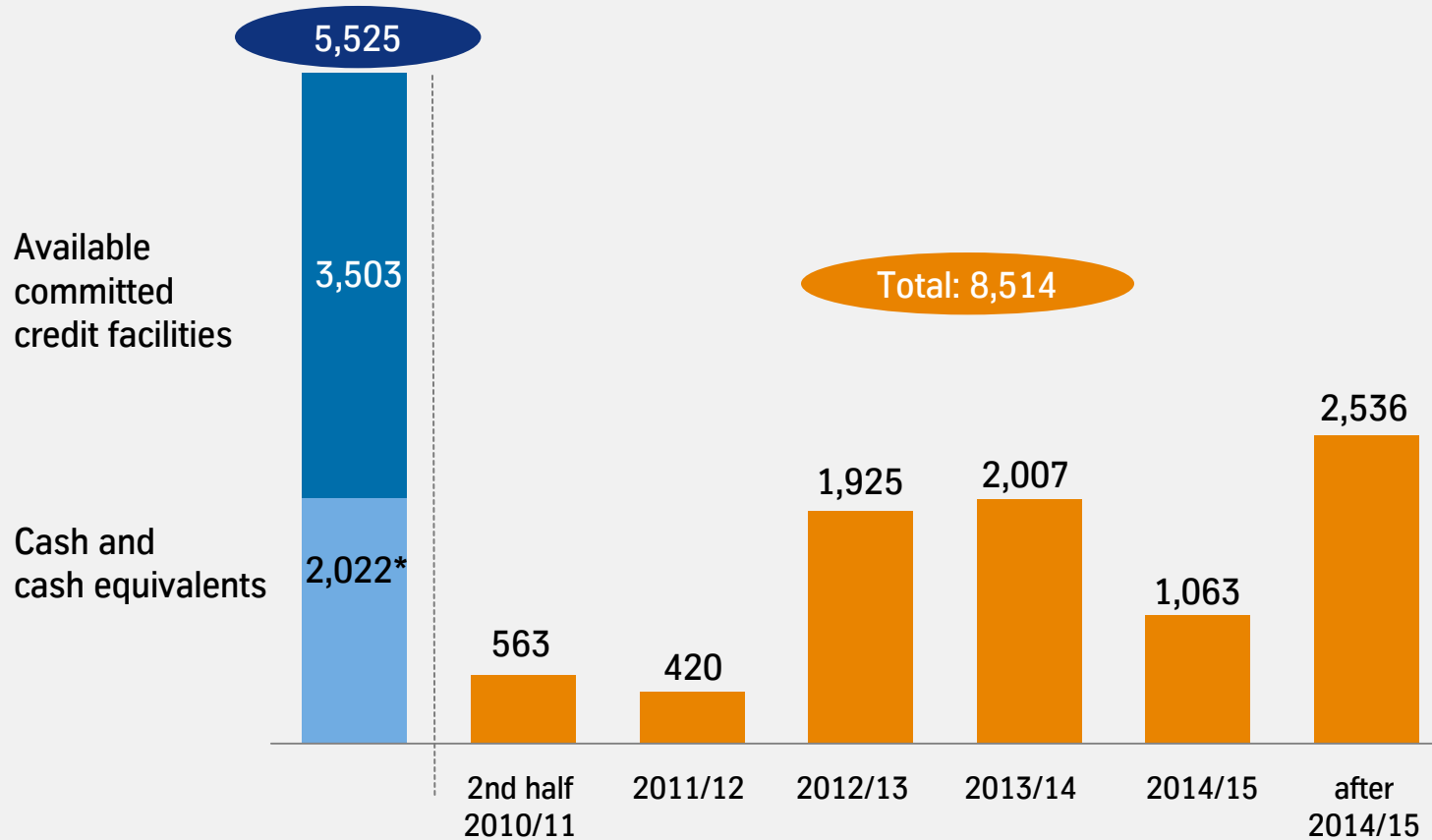
Net financial position, equity and ratios (million €)



* Net financial receivables

Solid Financial Situation – No Short-Term Refinancing Needs

Liquidity analysis and maturity profile of gross financial debt as of March 31, 2011 (million €)



* incl. securities of €6 million

ThyssenKrupp Rating

| | Long term- rating | Short term- rating | Outlook |
|-------------------|----------------------|-----------------------|---------|
| Standard & Poor's | BB+ | B | stable |
| Moody's | Baa3 | Prime-3 | stable |
| Fitch | BBB- | F3 | stable |

**Restoring / maintaining investment grade status
with all three rating agencies is key!**

Outlook FY 2010/11 – Business Areas

Steel Europe



Continuing good capacity utilization; improvement in shipments and average selling prices

Steel Americas



Negative EBIT in the higher 3-digit million € range, mainly due to higher depreciation, startup losses for the new plants and higher expenditures for input materials at CSA; to improve as the ramp-up progresses

Stainless Global



Improvement in volumes and base prices

Materials Services



Improvement in volumes and selling prices

Elevator Technology



Continuing high earnings contribution thanks to high orders in hand and steady maintenance business

Plant Technology



Rising earnings and stable sales from high order backlog in project business; rising order intake

Components Technology



Increased sales and earnings from components for the automotive, construction and machinery sectors

Marine Systems



Positive earnings contribution from remaining business with submarines and naval surface vessels

Steel Europe

Key figures

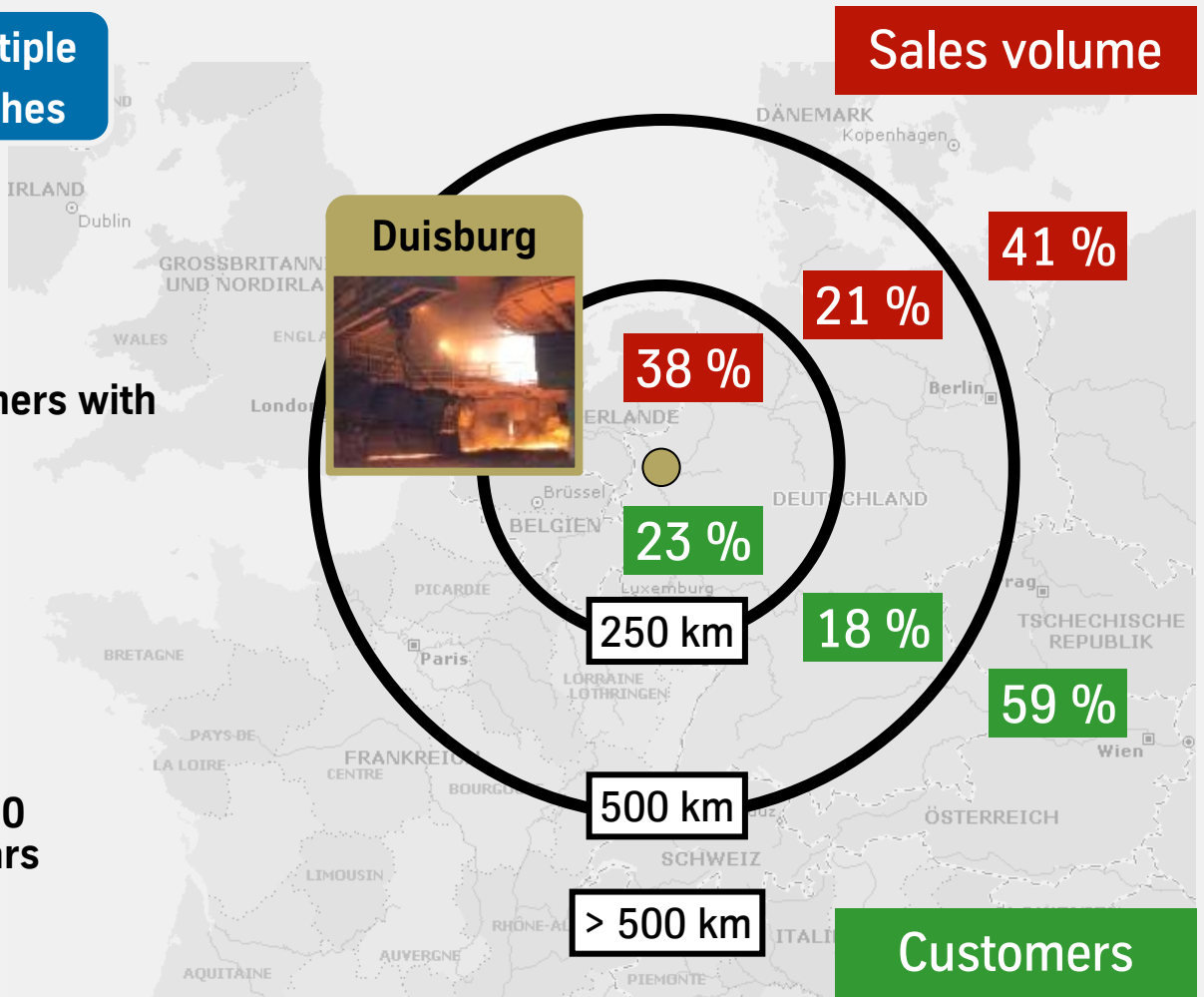
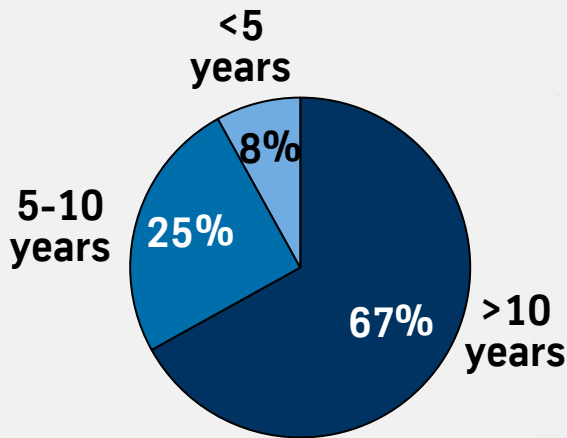
| | | 2009/10 | | | | FY | 2010/11 | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|
| | | Q1 | Q2 | Q3 | Q4 | | Q1 | Q2 |
| Order intake | €m | 2,500 | 2,999 | 2,706 | 2,781 | 10,986 | 2,929 | 3,721 |
| Sales | €m | 2,281 | 2,667 | 2,887 | 2,935 | 10,770 | 2,958 | 3,287 |
| EBITDA | €m | 274 | 339 | 359 | 329 | 1,301 | 399 | 439 |
| EBIT | €m | 127 | 193 | 218 | 193 | 731 | 258 | 300 |
| EBIT adjusted | €m | 127 | 193 | 218 | 193 | 731 | 258 | 300 |
| TK Value Added | €m | | | | | 248 | | |
| Ø Capital Employed | €m | 5,070 | 5,212 | 5,320 | 5,370 | 5,370 | 5,695 | 5,797 |
| OCF | €m | (123) | 235 | 152 | 329 | 593 | (433) | 322 |
| CF from divestm. | €m | 3 | (1) | 3 | 4 | 10 | 0 | 14 |
| CF for investm. | €m | (39) | (67) | (54) | (126) | (286) | (100) | (84) |
| FCF | €m | (159) | 166 | 102 | 208 | 316 | (533) | 252 |
| Employees | | 35,582 | 34,872 | 34,434 | 34,711 | 34,711 | 34,204 | 33,917 |

Efficient Operations & Customer Proximity

Business Model ThyssenKrupp Steel Europe (I)



- Sustained economies of scale
- Optimum plant configuration
- Short distances to key customers with long-standing relations:



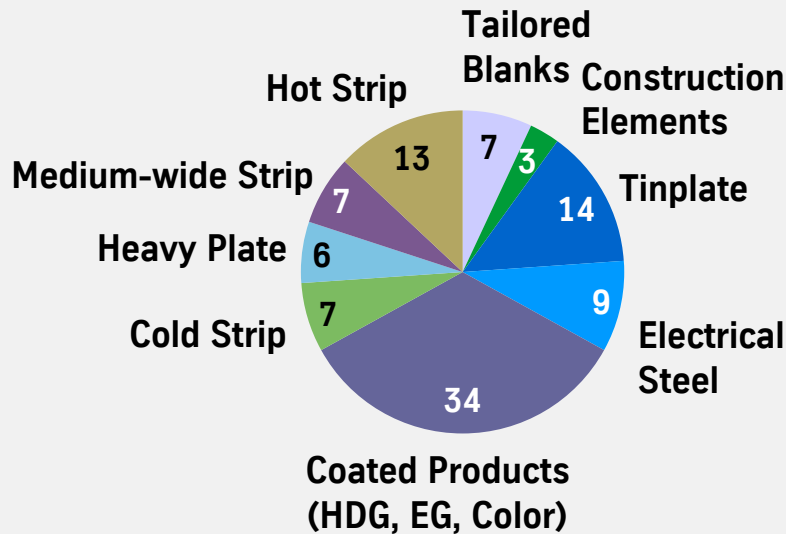
Premium Product Mix and Attractive Customer Portfolio

Business Model ThyssenKrupp Steel Europe (II)



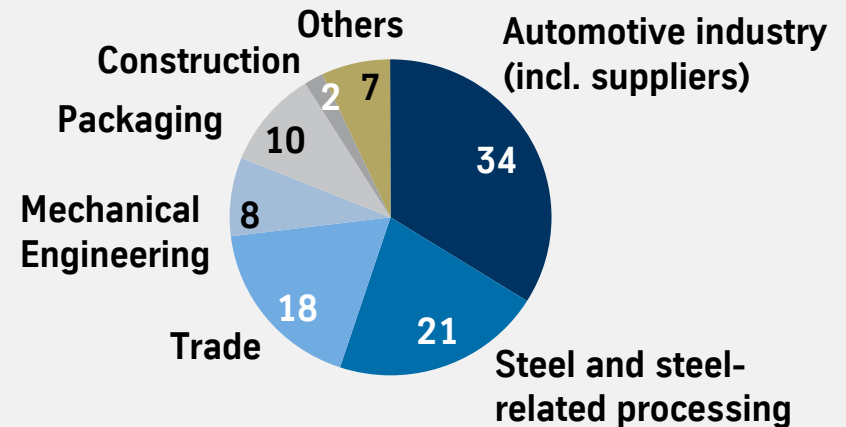
Premium Product Mix Steel Europe FY 2009/10

in % of sales



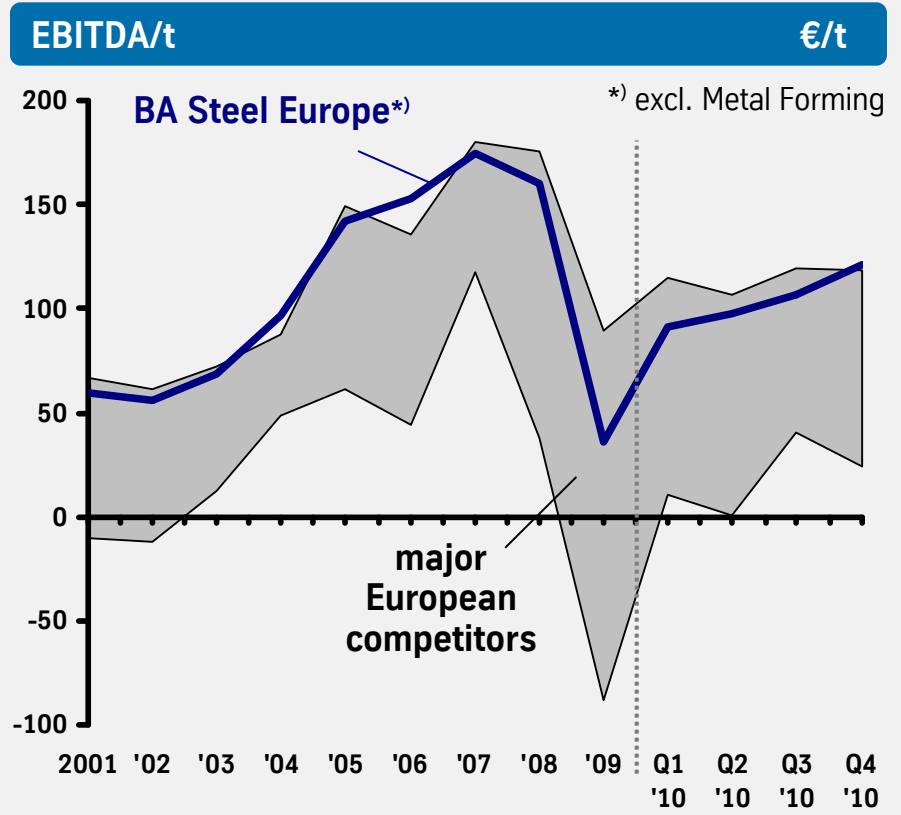
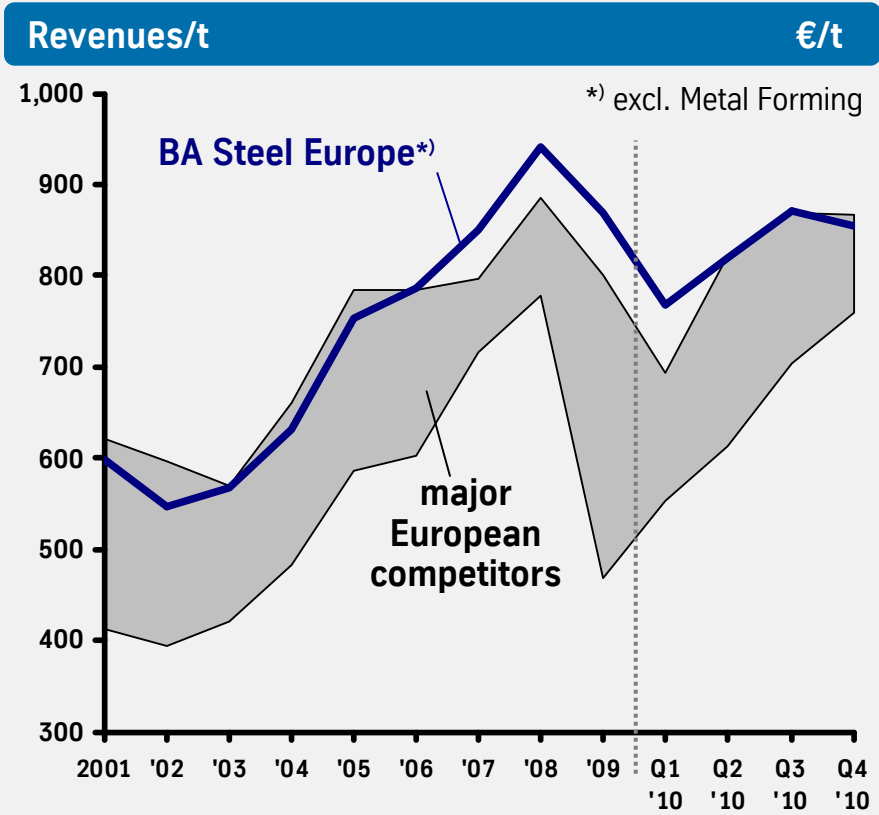
Sales by Industry Steel Europe FY 2009/10

in % of sales



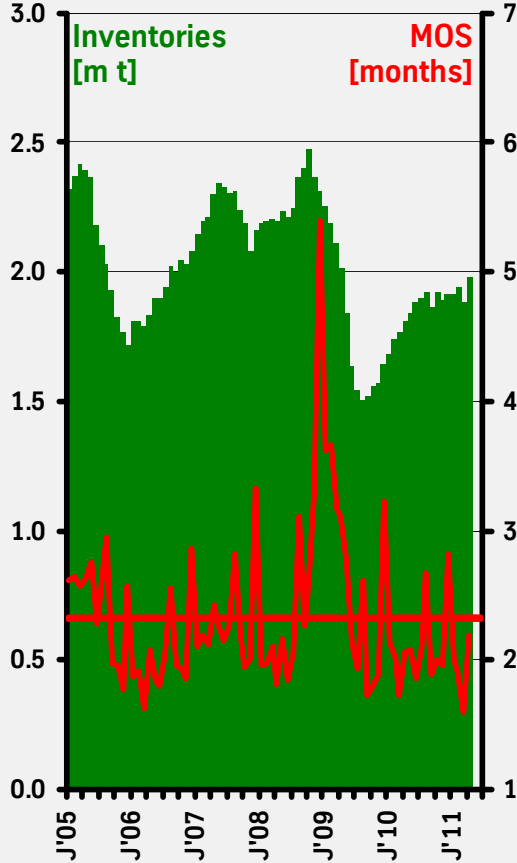
Above-Average Revenues & Margins

Business Model ThyssenKrupp Steel Europe (III)



Steel: Inventories and Months of Supply

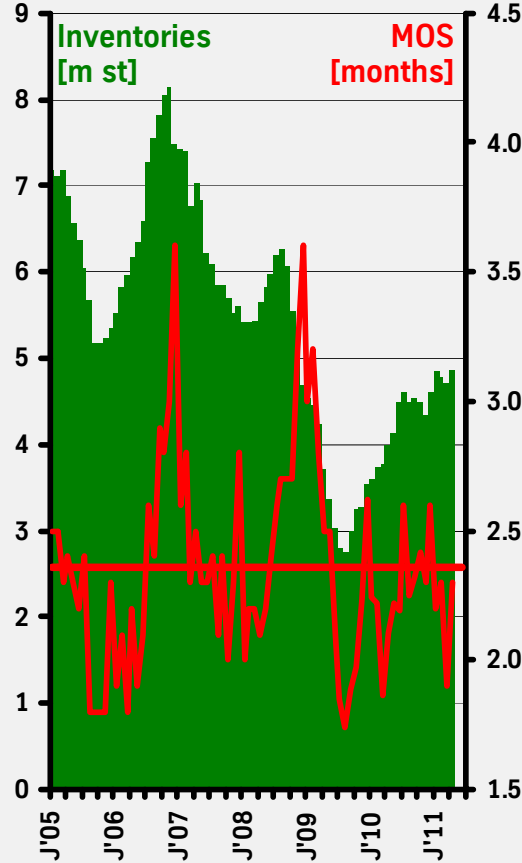
Inventories and Months of Supply - Europe



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

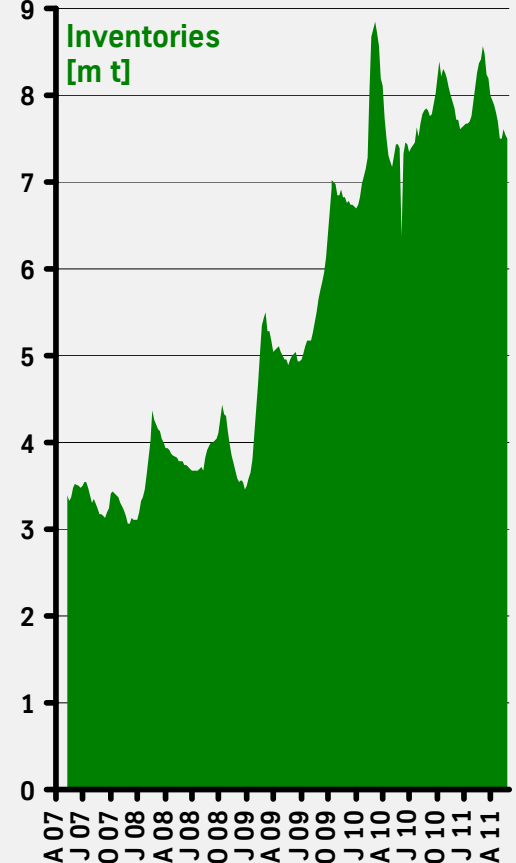
Source(s): TKS, EASSC, Credit Suisse, MSCI, UBS, MySteel

Inventories and Months of Supply - USA



USA: April MSCI inventories, carbon flat-rolled

Inventories China



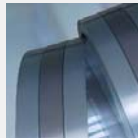
China: flat steel inventory in 23 major cities (HR, CR and Plate)

Steel Europe: Portfolio Optimization

ThyssenKrupp Tailored Blanks

Company & Products

- **Pioneer, technology and world market leader for laser-welded blanks for the automotive industry** (joining of individual steel sheets of different thickness, strength and coating)
- **USP in Tailored Strips technology** (coils from strips with different thickness, finish or grade, incl. stainless)



- **Application examples** in the automotive industry:



Side panels



Doors



Wheel arches



Side members



Floors

- **Sales** (FY 2009/10): €0.6 bn
- **Employees** (30.09.2010): 900
- Customer examples:



DAIMLER



FAW



GM



OPEL

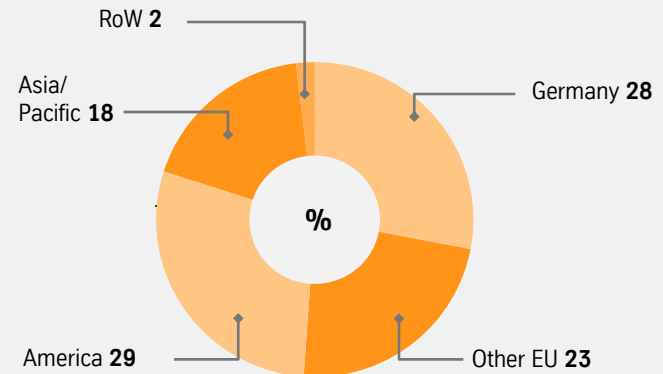


NISSAN



VW

Sales by region



Production locations: 13 in 7 countries

USA
(Monroe/MI,
Prattville/AL)

Mexico
(Puebla, Saltillo,
Hermosillo)

China
(Wuhan,
Changchun)

Italy
(San Gillio/Turin,
Tito Scalo/Neapel)

Germany
(Duisburg,
Gelsenkirchen)

Sweden
(Olofström)

Turkey
(Nilüfer/Bursa)



Steel Americas

Key figures

| | | 2009/10 | | | | 2010/11 | | |
|--------------------|----|---------|-------|-------|-------|----------------|-------|-------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Order intake | €m | 0 | 23 | 24 | 22 | 69 | 84 | 268 |
| Sales | €m | 0 | 23 | 24 | 21 | 68 | 86 | 260 |
| EBITDA | €m | (70) | (78) | (119) | (297) | (564) | (328) | (211) |
| EBIT | €m | (71) | (79) | (130) | (320) | (600) | (378) | (319) |
| EBIT adjusted | €m | (71) | (79) | (130) | (320) | (600) | (378) | (319) |
| TK Value Added | €m | | | | | (1,111) | | |
| Ø Capital Employed | €m | 4,620 | 5,006 | 5,359 | 5,678 | 5,678 | 7,230 | 7,430 |
| OCF | €m | (171) | (93) | (221) | (361) | (847) | (585) | (360) |
| CF from divestm. | €m | 2 | 1 | 5 | (4) | 4 | 90 | 1 |
| CF for investm. | €m | (455) | (447) | (622) | (530) | (2,054) | (477) | (424) |
| FCF | €m | (624) | (539) | (839) | (895) | (2,897) | (972) | (783) |
| Employees | | 1,794 | 2,256 | 2,876 | 3,319 | 3,319 | 3,571 | 3,748 |

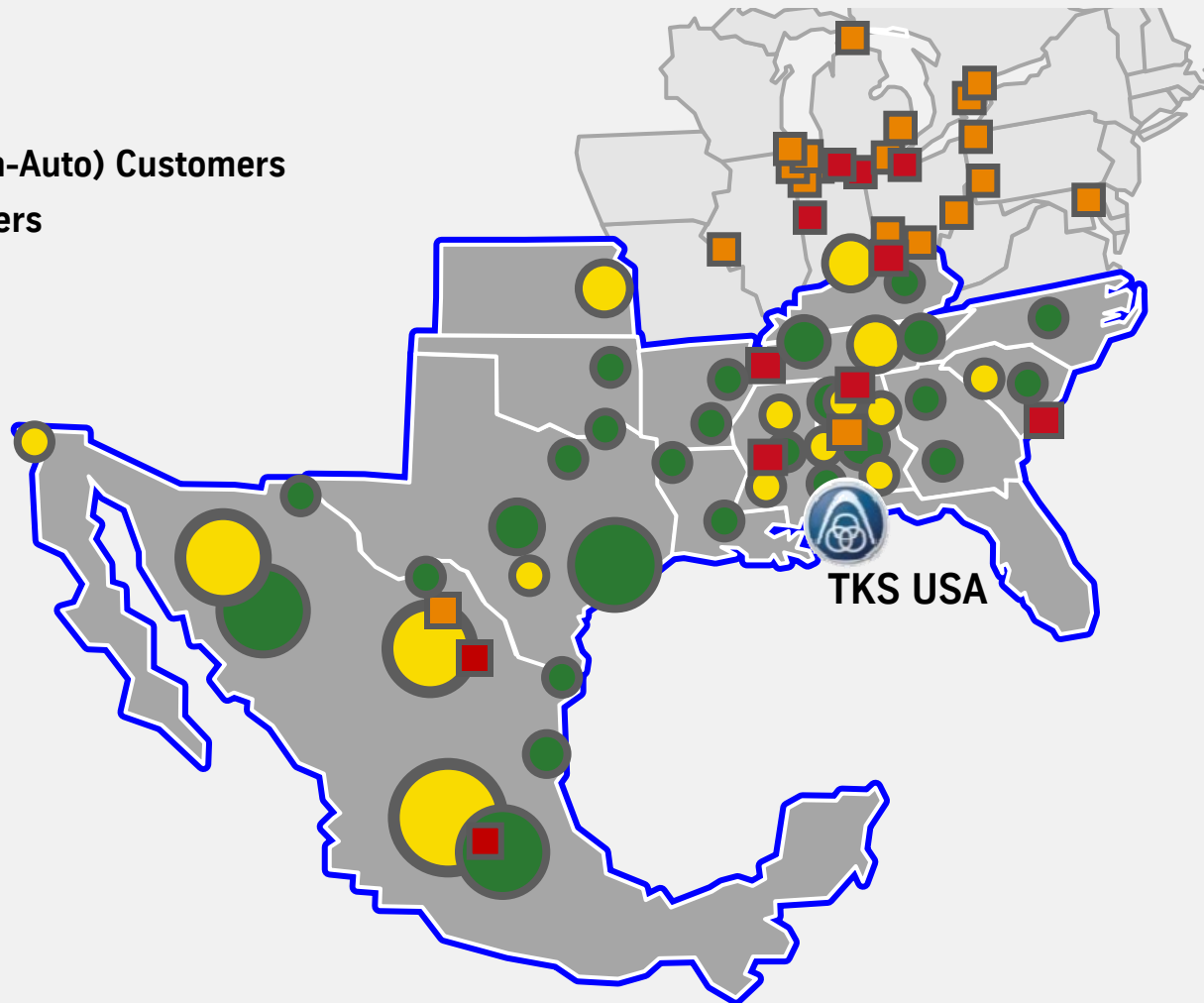
Well Positioned in Southeastern United States with Proximity to Mexico

Geographic position of TKS USA, our home market and BF & EAF competitors

■ Mini-Mill
■ Blast Furnace

● Industry (Non-Auto) Customers

● Auto Customers

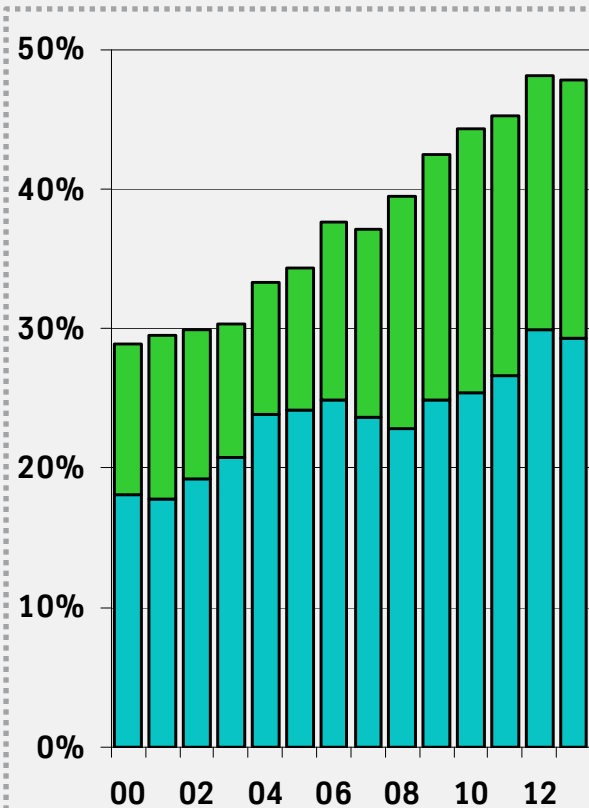


- 1) Size of Industry and Auto bubbles reflect the approximate number of customer locations in the given area.
- 2) Includes all steelmaking (EAF, BF) locations, excluding West Coast of U.S. and Canada.

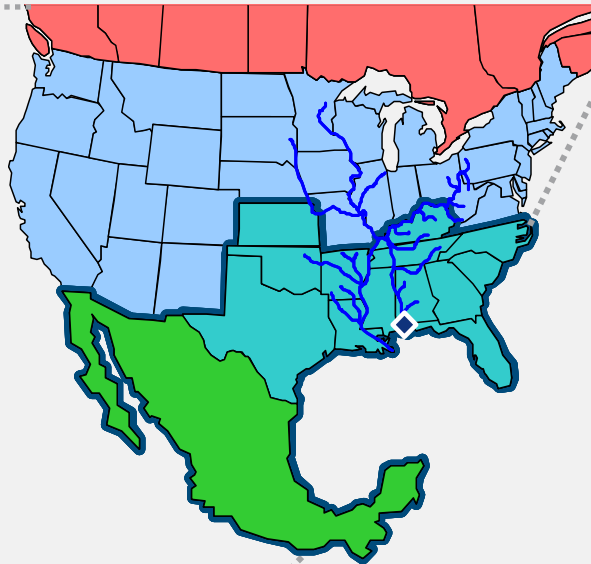
Migration of Automotive Production from North to South – Production in TKS USA home market to exceed pre-crisis-levels by 2012

Light-Vehicle Production NAFTA
Share of TKS USA Home Market

in %



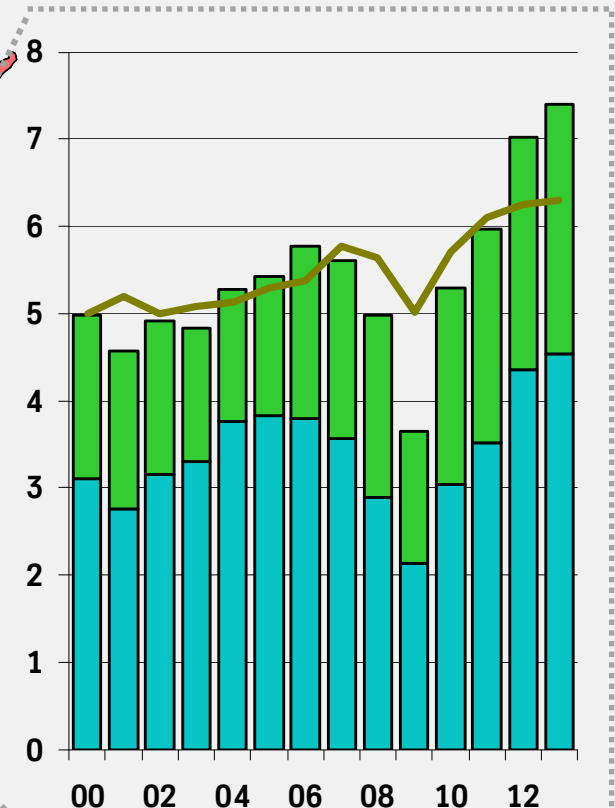
Source: Polk ProCar World April 2011; own analysis



Car production in
Germany:
~6.1 m units
(2011e)

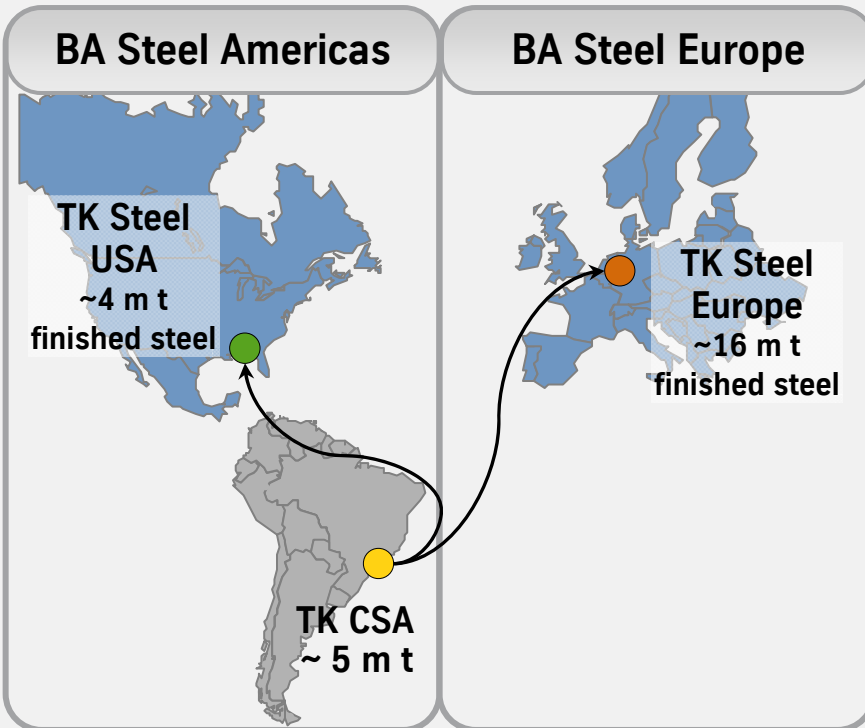
Light-Vehicle Production
TKS USA Home Market

in million units



— production Germany in million units

Transatlantic Steel Concept (I)



Targeted major transatlantic production capacities

| Capacity in m metric tons p.a. | Steel Americas | | Steel Europe** |
|--------------------------------|----------------|-------|----------------|
| | Brazil | NAFTA | |
| Slabs | >5 | - | 15 |
| Hot-rolled | - | >5* | 17 |
| Cold-rolled | - | 2.5 | 10 |
| Coated | - | 1.8 | 8 |

* incl. ~1 million t for Stainless ** slabs incl. share in HKM; hot-rolled incl. heavy plate and medium-wide strip; coated incl. EG, HDG and tinplate

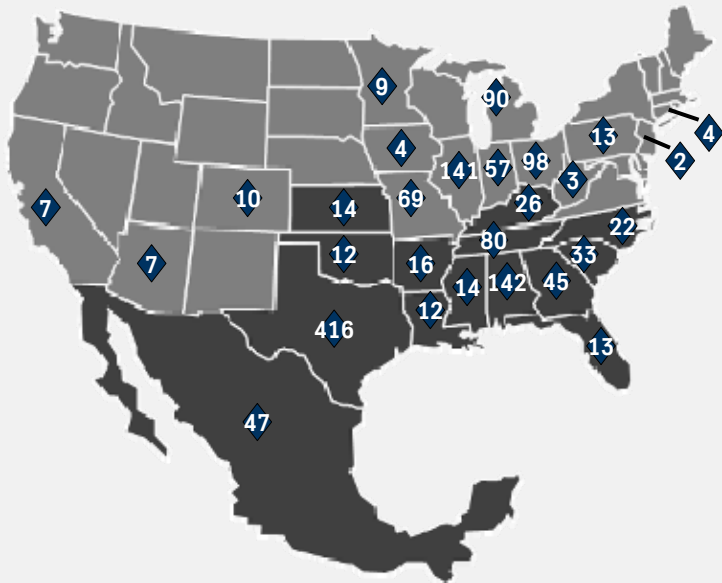
- Production cost advantage from production in Brazil
- Build on and expand strong European market position in premium flat carbon steels
- Transfer of proven business model into the modern industrial center of the U.S.



ThyssenKrupp CSA

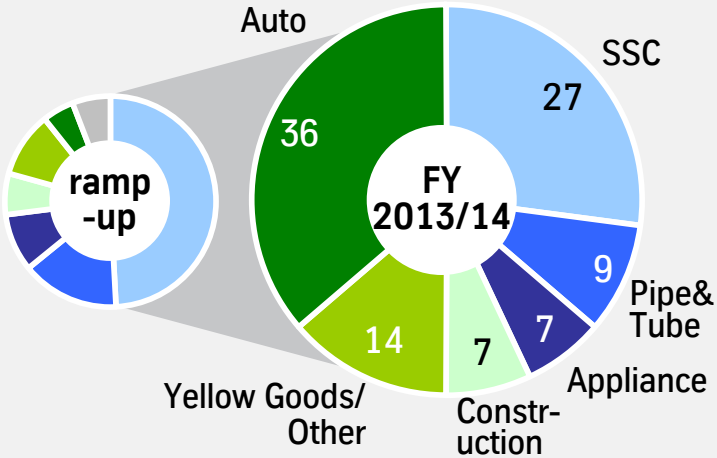
Comprehensive Customer Development Activities Geared to Market-Oriented Ramp-up at ThyssenKrupp Steel USA

Around 1,500 customers visits



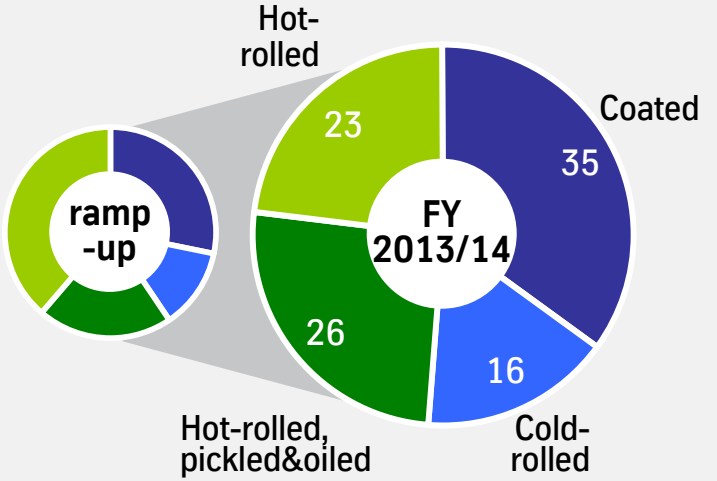
Shipments by Customer Industries

%



Shipments by Product Mix

%



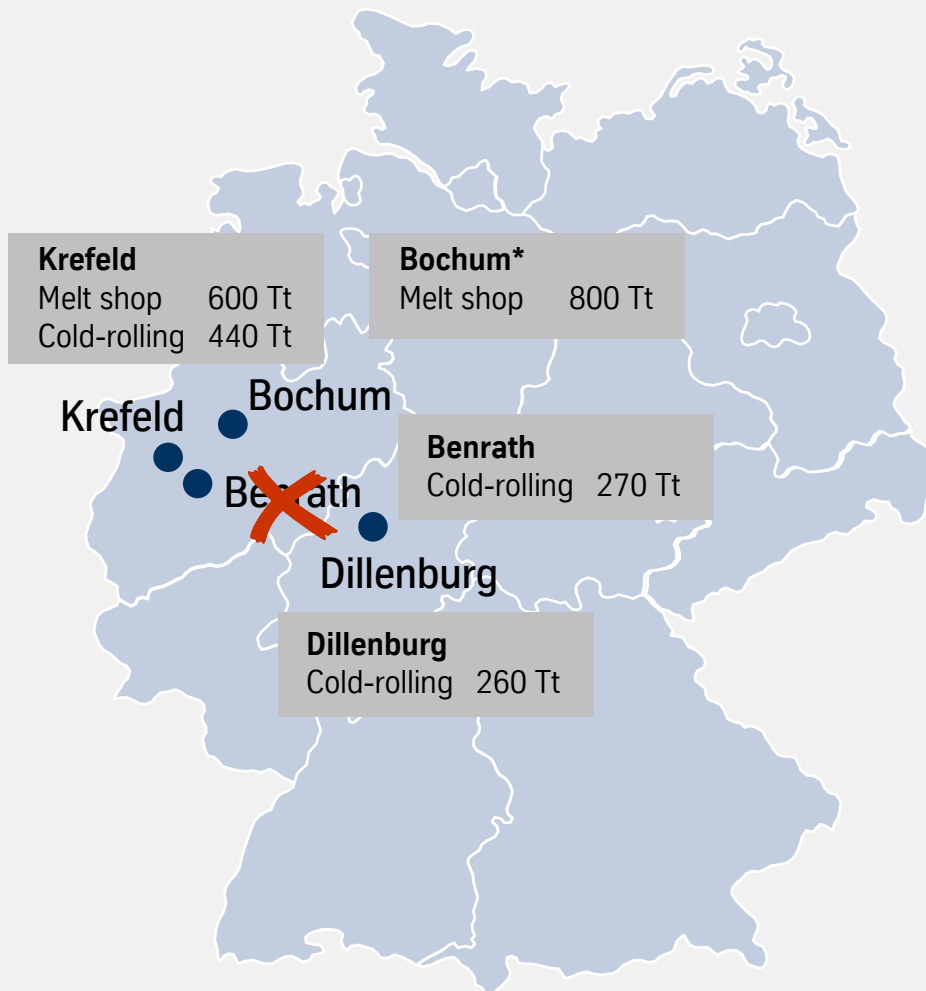
Stainless Global

Key figures

| | | 2009/10 | | | | FY | 2010/11 | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|
| | | Q1 | Q2 | Q3 | Q4 | | Q1 | Q2 |
| Order intake | €m | 943 | 1,560 | 1,317 | 1,301 | 5,121 | 1,483 | 1,790 |
| Sales | €m | 1,210 | 1,461 | 1,708 | 1,522 | 5,901 | 1,605 | 1,856 |
| EBITDA | €m | (4) | (60) | 121 | 46 | 103 | 48 | 103 |
| EBIT | €m | (42) | (101) | 81 | 5 | (57) | 7 | 59 |
| EBIT adjusted | €m | (42) | (101) | 81 | 5 | (57) | 7 | 59 |
| TK Value Added | €m | | | | | (323) | | |
| Ø Capital Employed | €m | 2,789 | 2,795 | 2,864 | 2,948 | 2,948 | 3,362 | 3,414 |
| OCF | €m | (100) | 88 | (261) | 57 | (216) | (308) | 82 |
| CF from divestm. | €m | 0 | 1 | 1 | 3 | 6 | 6 | (4) |
| CF for investm. | €m | (68) | (87) | (87) | (101) | (344) | (62) | (52) |
| FCF | €m | (168) | 3 | (348) | (41) | (554) | (364) | 26 |
| Employees | | 11,597 | 11,235 | 11,150 | 11,235 | 11,235 | 11,196 | 11,292 |

Secure and Consolidate – Step 1: Relocate Benrath to Krefeld

TK Stainless production footprint in Germany



* use of hot-rolling mill of Steel Europe

Effects from relocation concept of Benrath production to Krefeld site

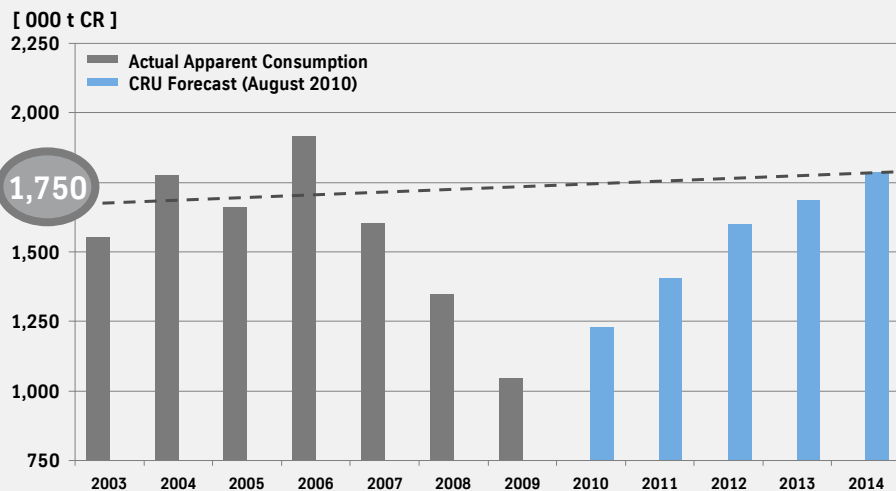
- Forward strategy on ferritics
 - high product quality
 - global market leader
- Required Capex: ~€240 m
- Significant cost reduction/synergies
 - specific processing costs (e.g. specific energy consumption)
 - production and location costs
 - logistics costs

EBITDA effect

- Mid to higher double-digit-million € EBITDA benefit by FY 2014/15

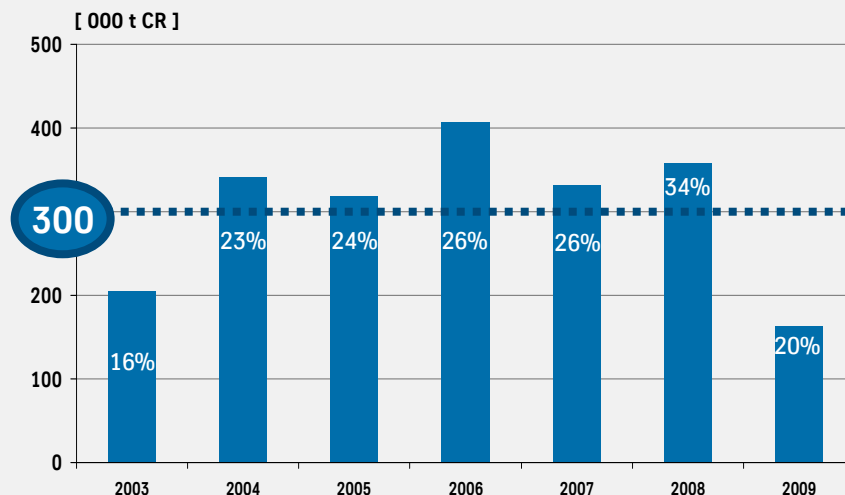
Structural Market Logic for TK Stainless USA

Moderate, but stable growth of NAFTA stainless demand



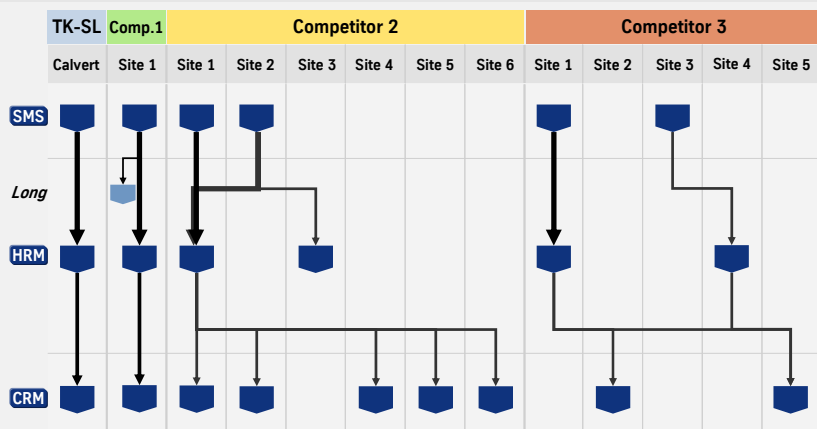
Source: CRU

Imports reflect structural supply gap in the US

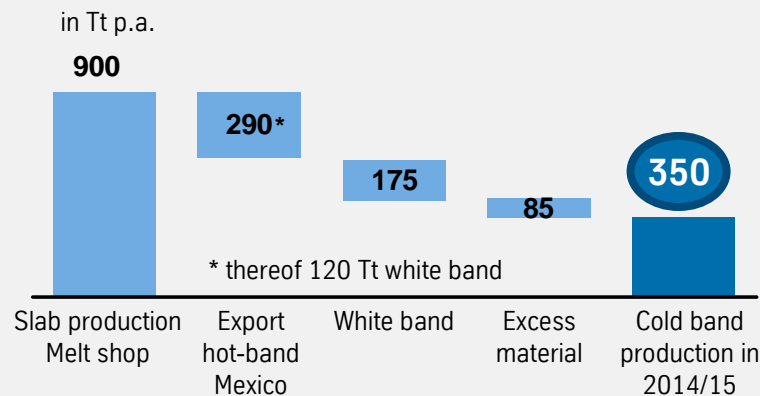


Source: Foreign Trade Statistics, CRU

Majority of existing US stainless facilities fragmented



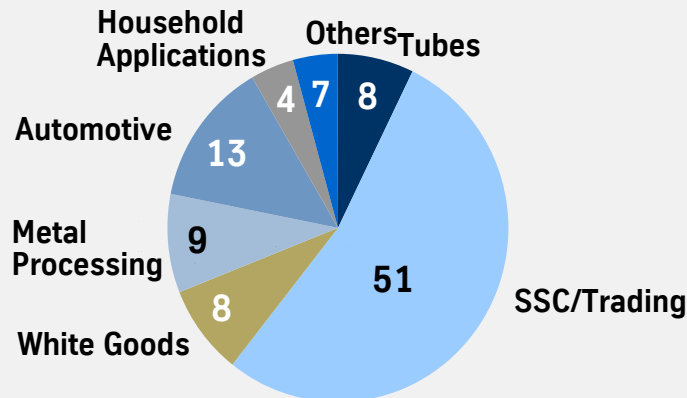
Industrial concept TK Stainless USA



Increasing Non-Volatile Customer Bases

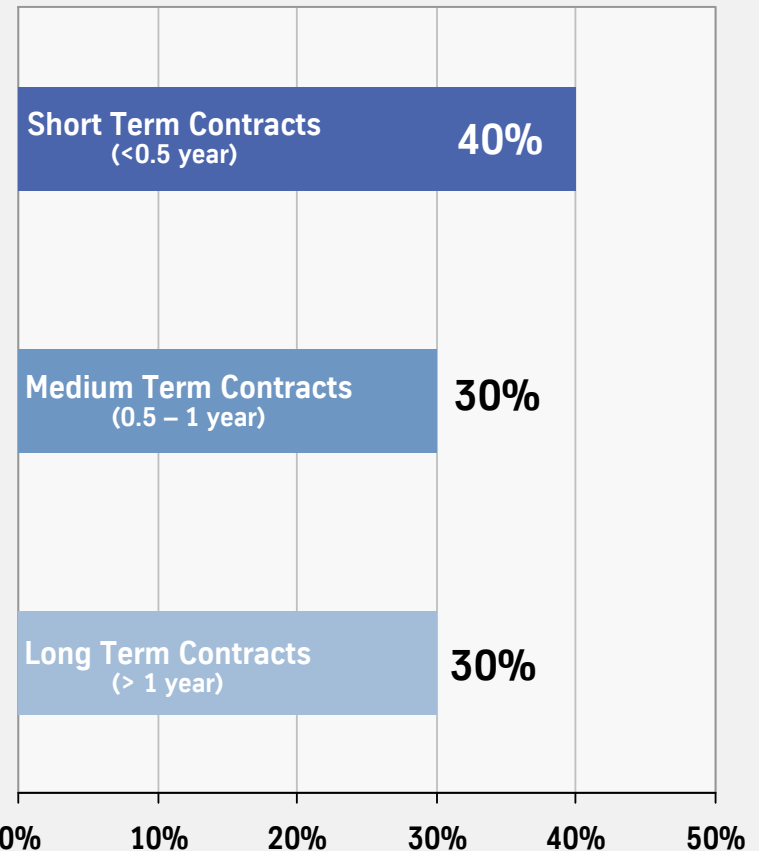
Sales structure within ThyssenKrupp Stainless

Stainless Steel Sales by Customer Group



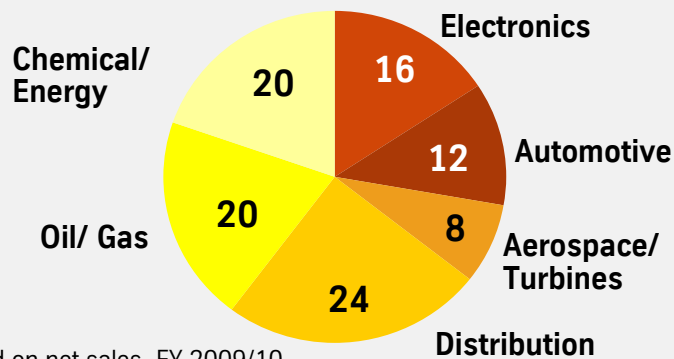
based on shipments, FY 2009/10

General Stainless Steel Contract Structure



based on ThyssenKrupp Nirosta Shipments 2009/10

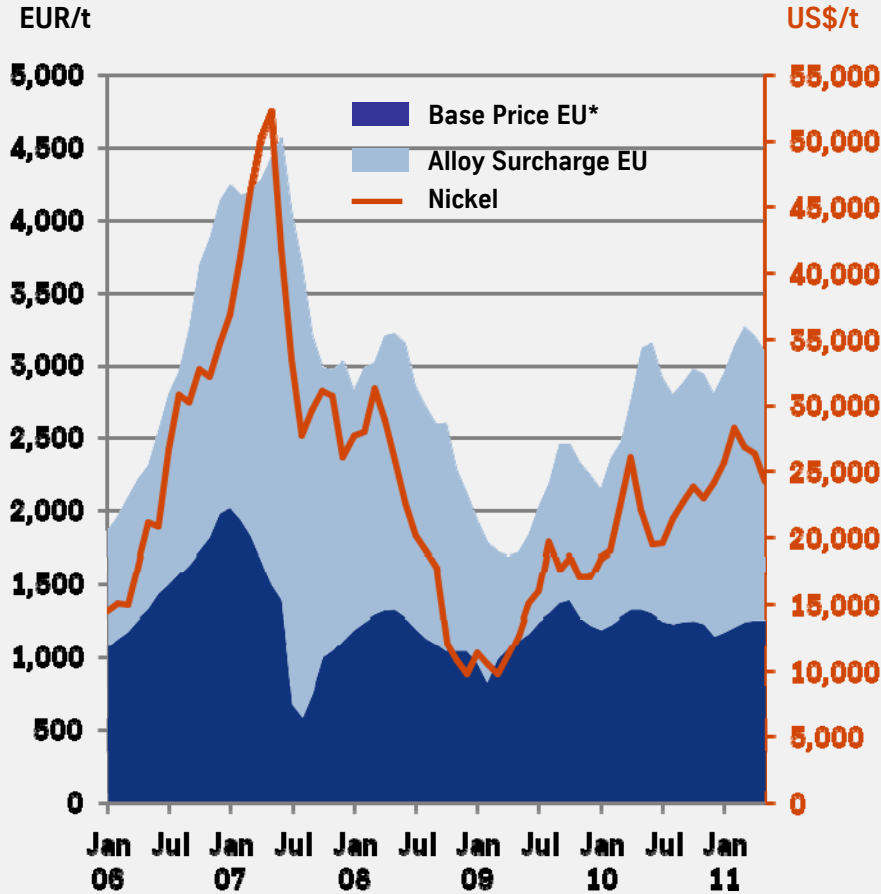
Nickel Alloy Sales by Customer Group



based on net sales, FY 2009/10

Stainless Global: Price Development and Import Situation

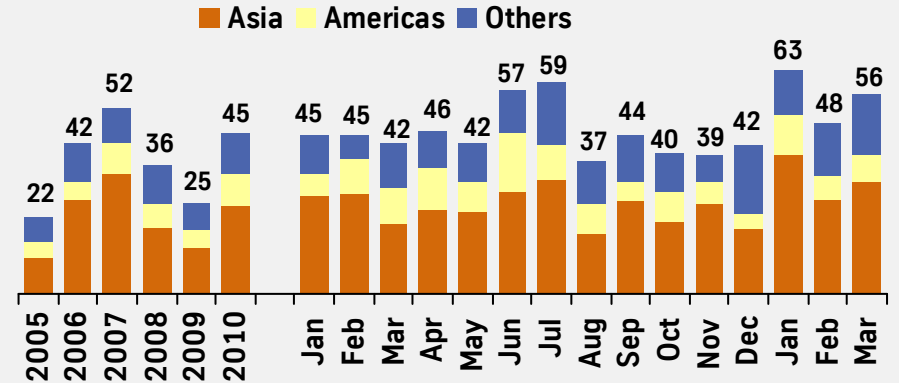
Price development: recovery gaining sustainability



* Base Price Germany, Traders/SSC, 304, 2 mm sheet
Source: CRU May 2011, Metalprices (NICKEL) May 2011

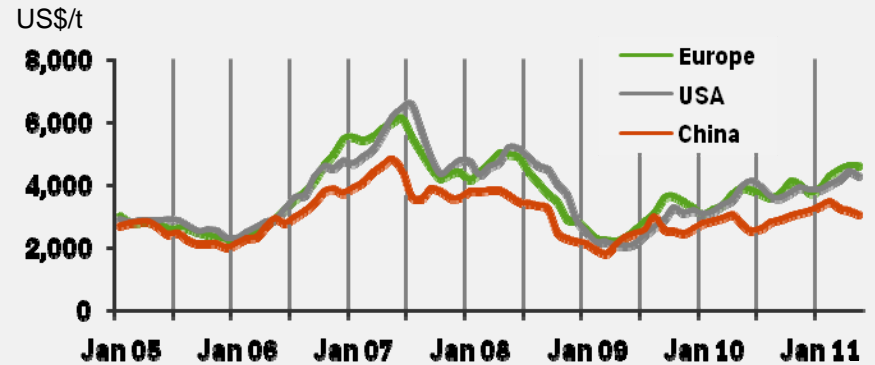
Cold-rolled imports from third countries

[000t/month]



Source: Eurofer May 2011, SL-NR VV-BDG

Regional price development*



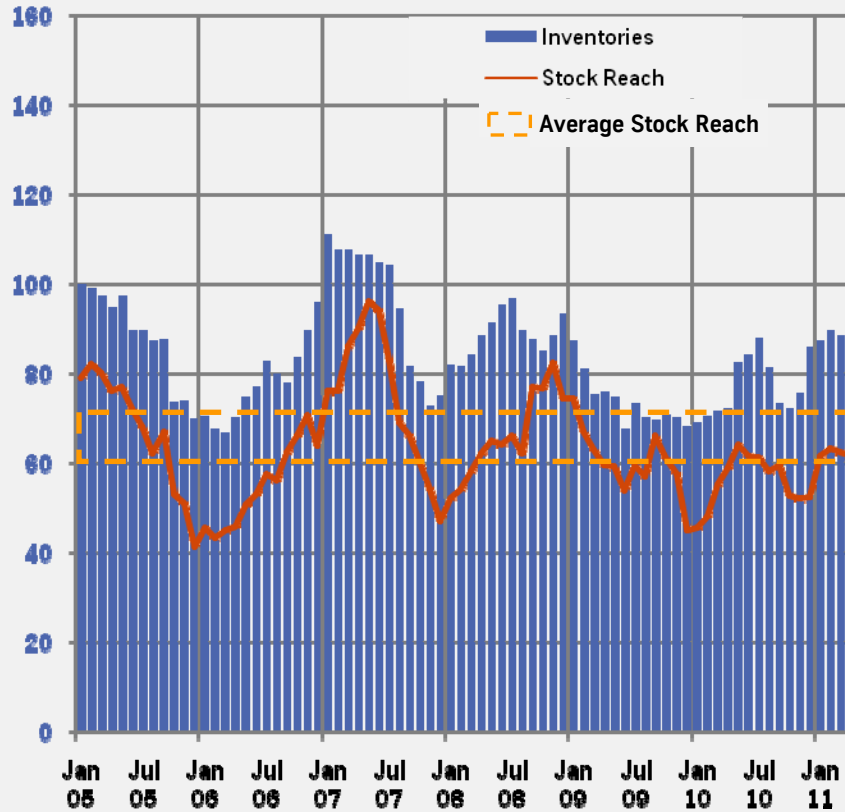
* AISI 304 (1.4301) CR Flat, 2 mm
Source: CRU May 2011 (EU+USA), SL-SKS May 2011 (Wuxi Market prices CHINA)

Stainless: Inventories and Stock Reach

Germany (cold-rolled products)

Stock level: INDEX Jan 2005 = 100

Stock Reach: Calendar Days

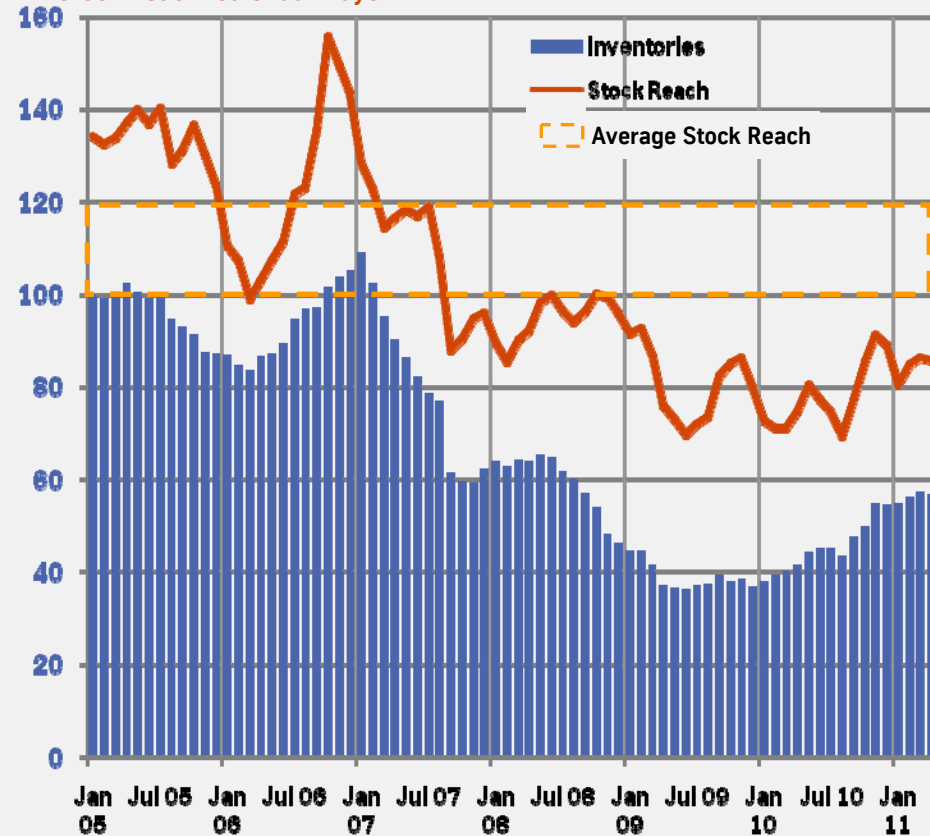


Source: EHV May 2011

USA (hot- and cold-rolled products all shapes)

Stock level: INDEX Jan 2005 = 100

Stock Reach: Calendar Days



Source: MSCI May 2011

Materials Services

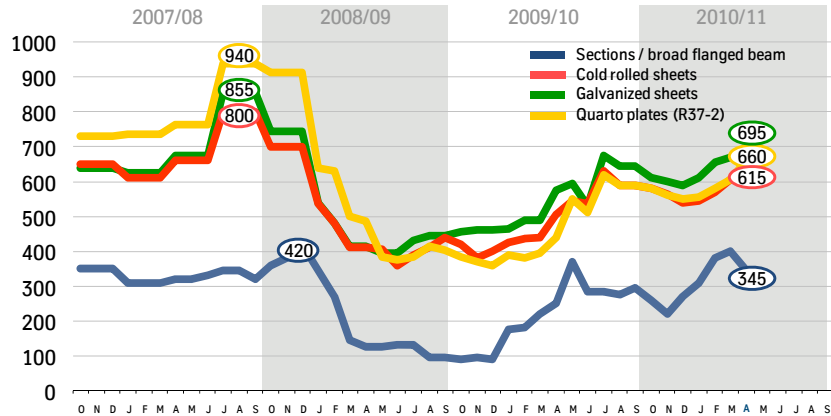
Key figures

| | | 2009/10 | | | | FY | 2010/11 | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|
| | | Q1 | Q2 | Q3 | Q4 | | Q1 | Q2 |
| Order intake | €m | 2,681 | 3,059 | 3,695 | 3,370 | 12,805 | 3,259 | 3,918 |
| Sales | €m | 2,760 | 2,881 | 3,598 | 3,524 | 12,763 | 3,311 | 3,704 |
| EBITDA | €m | 168 | 101 | 191 | 150 | 610 | 117 | 197 |
| EBIT | €m | 129 | 68 | 158 | 108 | 463 | 85 | 163 |
| EBIT adjusted | €m | 48 | 68 | 158 | 108 | 382 | 85 | 163 |
| TK Value Added | €m | | | | | 193 | | |
| ∅ Capital Employed | €m | 3,146 | 3,094 | 3,165 | 3,179 | 3,179 | 3,273 | 3,422 |
| OCF | €m | (82) | (102) | (25) | 538 | 330 | (497) | 103 |
| CF from divestm. | €m | 308 | 3 | 1 | 21 | 335 | 10 | 14 |
| CF for investm. | €m | (90) | (20) | (28) | (49) | (188) | (64) | (22) |
| FCF | €m | 136 | (118) | (53) | 510 | 477 | (551) | 95 |
| Employees | | 31,972 | 31,482 | 32,096 | 33,856 | 33,856 | 34,196 | 35,391 |

Materials Services: Price Development

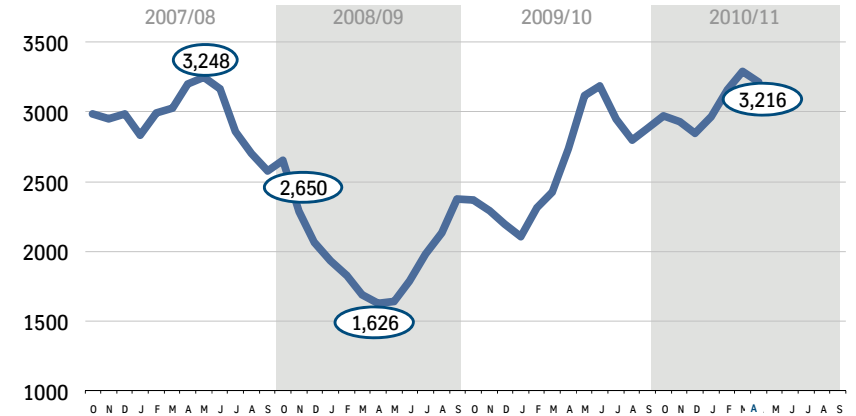
Rolled Steel

€/t



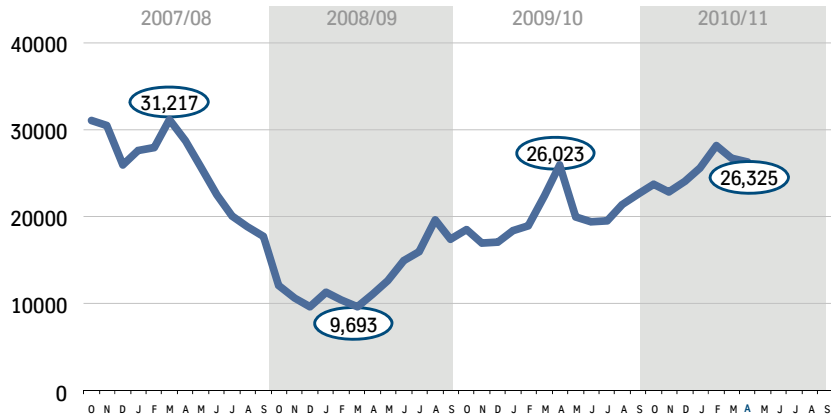
Stainless Steel

€/t



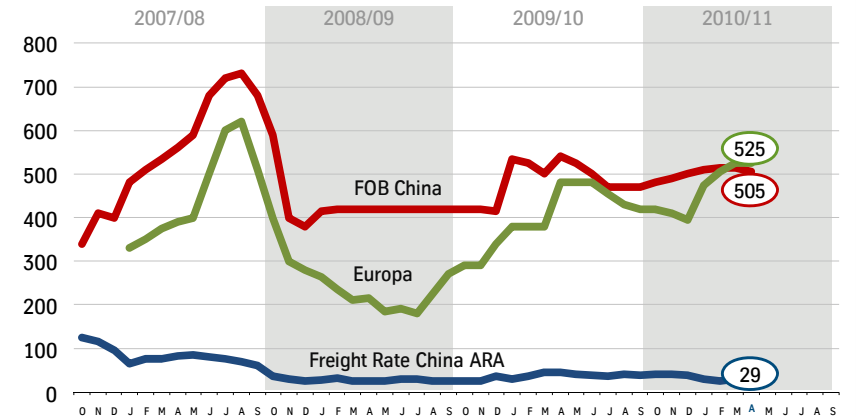
Nickel

US\$/t (monthly average)



Coke, Freight rate China

US\$/t



Elevator Technology

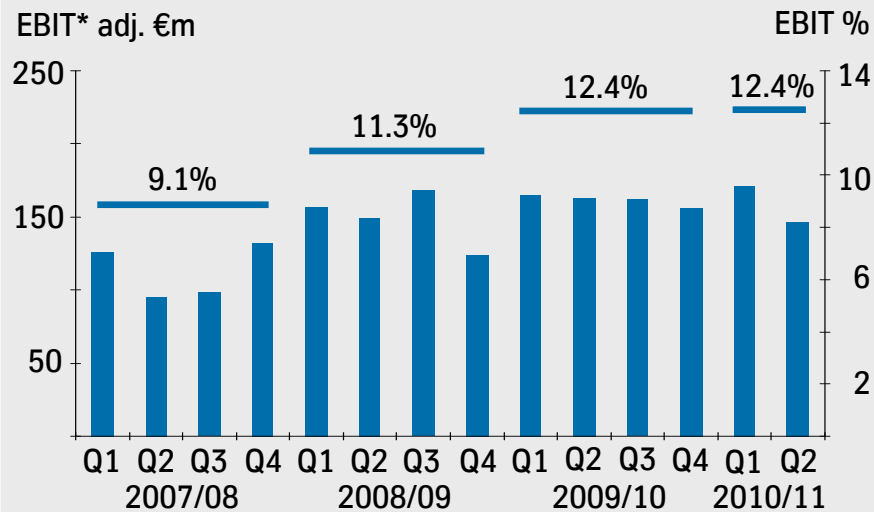
Key figures

| | | 2009/10 | | | | FY | 2010/11 | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|
| | | Q1 | Q2 | Q3 | Q4 | | Q1 | Q2 |
| Order intake | €m | 1,230 | 1,215 | 1,390 | 1,264 | 5,099 | 1,306 | 1,358 |
| Sales | €m | 1,226 | 1,221 | 1,313 | 1,428 | 5,188 | 1,299 | 1,267 |
| EBITDA | €m | 182 | 180 | 180 | 185 | 727 | 189 | 165 |
| EBIT | €m | 165 | 163 | 162 | 156 | 646 | 171 | 147 |
| EBIT adjusted | €m | 165 | 163 | 162 | 156 | 646 | 171 | 147 |
| TK Value Added | €m | | | | | 461 | | |
| Ø Capital Employed | €m | 2,208 | 2,254 | 2,301 | 2,307 | 2,307 | 2,249 | 2,272 |
| OCF | €m | 87 | 238 | 74 | 165 | 563 | 52 | 168 |
| CF from divestm. | €m | 3 | (1) | 1 | 2 | 4 | 3 | 2 |
| CF for investm. | €m | (15) | (8) | (20) | (36) | (78) | (18) | (16) |
| FCF | €m | 75 | 229 | 56 | 131 | 490 | 38 | 154 |
| Employees | | 42,926 | 42,787 | 43,066 | 44,024 | 44,024 | 44,489 | 44,937 |

Strategic Direction of Elevator Technology

Performance Improvement

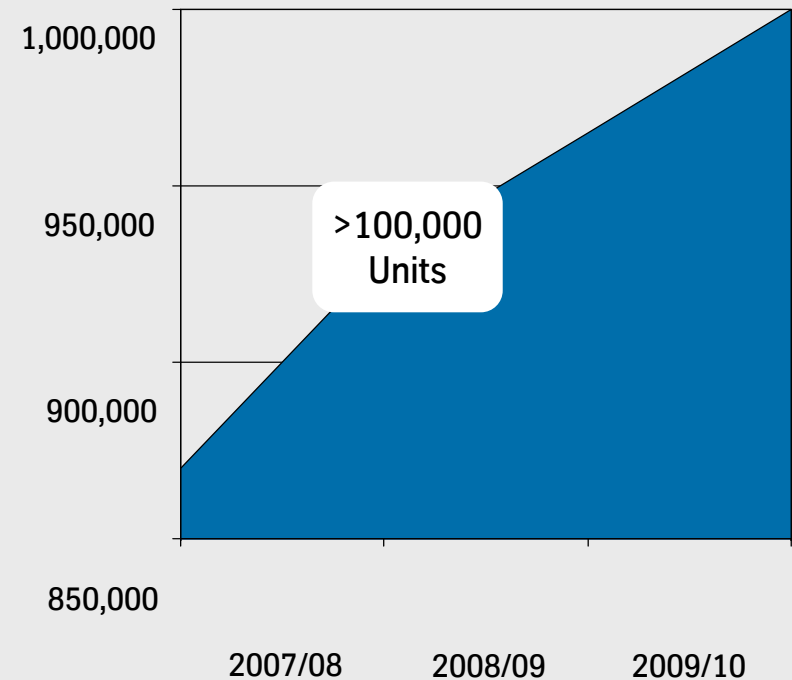
- Efficient and global production network
- Harmonized product portfolio based on global platforms
- Focus on Service & Modernization
- Standardization of processes



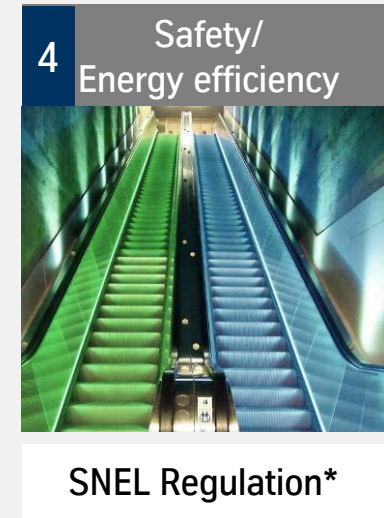
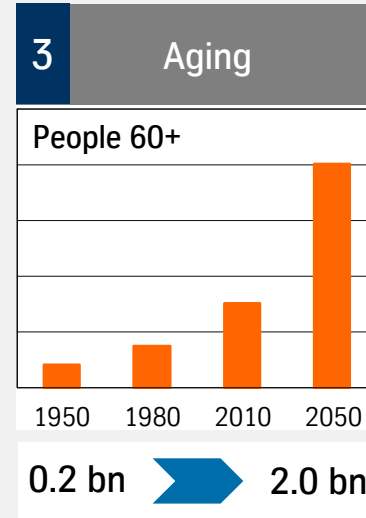
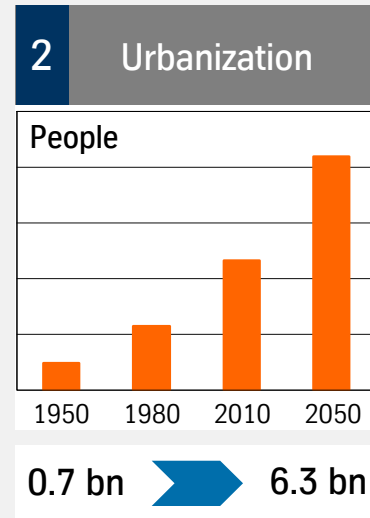
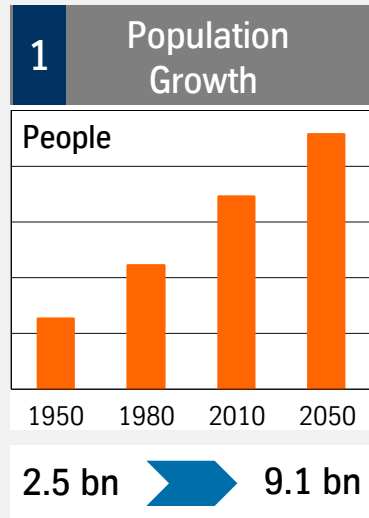
* New definition since Q1 2009/10

Growth of Service Business

Units under maintenance



Fundamental Trends for Demand in the Elevator Industry







More people demand for safe transportation within a building





Source: United Nations

* Safety Norm of Existing Lifts

Growth Markets India & China

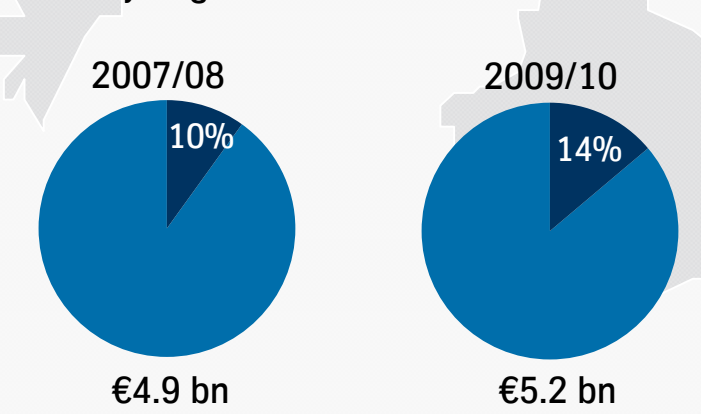
Infrastructure projects provide growth opportunities until 2019/20

| India | |  | |
|--------------------|---|---|---|
| |  Airports |  Railway Stations |  Subway Systems |
| Number of projects | 100 | 150 | 100 |

| China | |  | |
|--------------------|---|---|---|
| |  Airports |  Railway Stations |  Subway Systems |
| Number of projects | ~100 | >400 | ~200 |

350
Projects planned

Sales by Region – Asia/Pacific




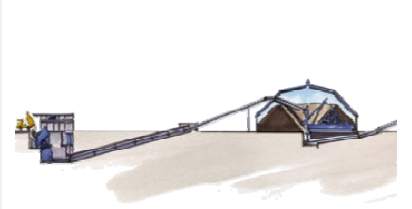
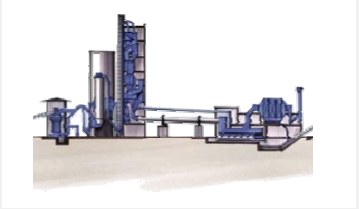
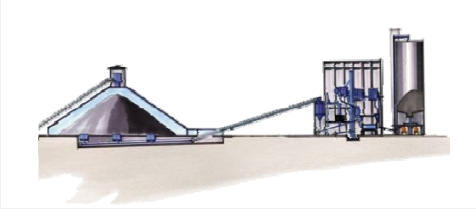




> 700
Projects planned

Plant Technology

Key figures

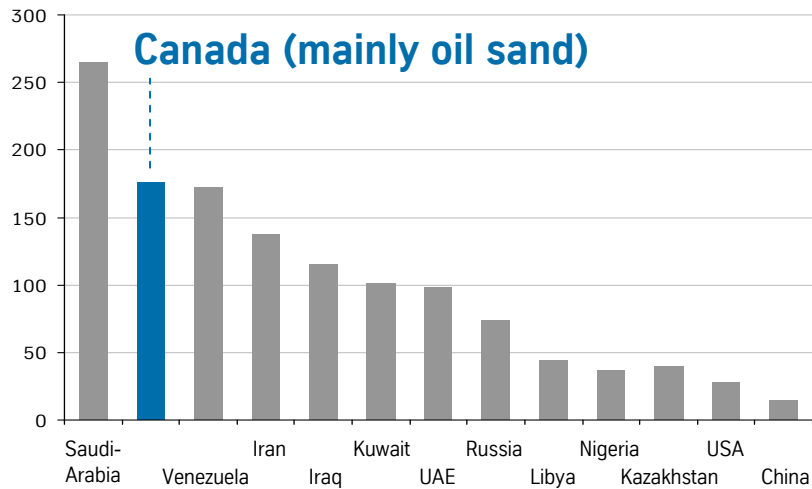
| | | 2009/10 | | | | 2010/11 | | |
|--------------------|----|---------|--------|--------|--------|---------------|--------|--------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Order intake | €m | 1,324 | 824 | 800 | 911 | 3,859 | 1,016 | 896 |
| Sales | €m | 954 | 940 | 970 | 1,067 | 3,931 | 897 | 969 |
| EBITDA | €m | 119 | 106 | 99 | 116 | 440 | 115 | 148 |
| EBIT | €m | 111 | 98 | 90 | 102 | 401 | 107 | 139 |
| EBIT adjusted | €m | 111 | 98 | 90 | 102 | 401 | 107 | 139 |
| Ø Capital Employed | €m | 333 | 368 | 378 | 365 | 365 | 303 | 329 |
| OCF | €m | 114 | 161 | 250 | 91 | 618 | 118 | (26) |
| CF from divestm. | €m | 0 | 0 | 0 | 1 | 2 | 0 | 0 |
| CF for investm. | €m | (5) | (6) | (6) | (15) | (32) | (7) | (9) |
| FCF | €m | 109 | 155 | 246 | 78 | 588 | 111 | (35) |
| Employees | | 12,977 | 12,934 | 12,975 | 12,972 | 12,972 | 13,001 | 13,026 |

Plant Technology: Technology Portfolio Offering Growth Potential

| OU | Technologies | | Market Positions | | |
|---|--|--|---|--|---|
| Uhde | Conversion Technologies | Customer Products | Fertilizers: No.1 Polymers: No.2 Coke Plant Tech.: No.1 Electrolysis: No.1 | | |
| | Gas & Oil Refining | Fertilizers, Org. Chemicals & Polymers | | | |
| | Biotechnology | Biopolymers | | | |
| | Gasification | Electric Power; Fuel | | | |
| | Coke Plant Technologies | Steel | | | |
| | Electrolysis | Inorganic & Organic Chemicals | | | |
|  | | | | | |
| Polysius | Raw material preparation → Clinker production → Cement manufacturing | | | Cement plants: No.3 | |
| |  |  |  | | |
| | | | | | |
| Förder-technik | Mining → Handling → Processing → Handling | | | | Mining and Materials Handling Equipment: No.1 |
| |  |  |  |  | |
| | | | | | |
| | | | | | |

Plant Technology: Growth Trend Oil Sand Mining

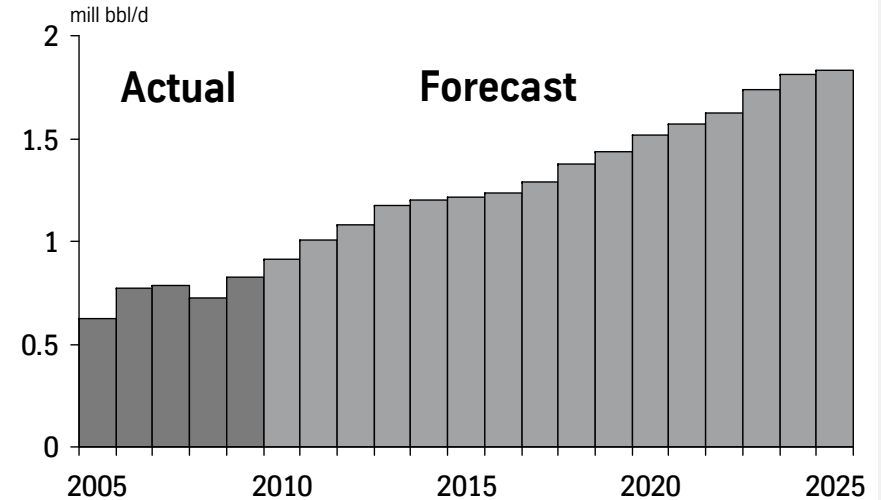
Global Crude Oil Reserves by Country (bn barrels)



Source: BP Statistical Review of World Energy, June 2010

- Mineable oil sand reserves in Canada:
~ 170 bn barrel
- State-of-the-art technology crucial for efficiency
- Plant Technology (Fördertechnik) as main supplier for ore preparation plants

Bitumen Production in Canadian Open-Pit Mines



Source: Canadian Association of Petroleum Producers, Crude Oil, June 2010



Rotary breaker for oil sand mining

Plant Technology: Selected Orders Q2 2010/11

Chemical Plants

Construction of
new coke oven battery



- Phase 3
- Capacity: 5.4 Mio t
- Customer: Hyundai Steel Company, South Korea
- Order volume: ~ €100 m
- Commissioning: 2013

Minerals

15 ball mills



- Grinding of phosphate rock
- Capacity: 50 t/h - 700 t/h
- Customer: OCP S.A., Morocco
- Order volume: ~ €50 m
- Commissioning: 2013

Mining Equipment

Scraper-type reclaimer



- For loading back-stored sulfur granulate onto a conveyor belt
- Customer: Techint, UAE
- Order volume: < €50 m
- Commissioning: 2013

(Pictures show comparable projects)

Components Technology

Key figures

| | | 2009/10 | | | | FY | 2010/11 | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|
| | | Q1 | Q2 | Q3 | Q4 | | Q1 | Q2 |
| Order intake | €m | 1,169 | 1,337 | 1,584 | 1,563 | 5,653 | 1,602 | 1,795 |
| Sales | €m | 1,237 | 1,344 | 1,568 | 1,575 | 5,724 | 1,599 | 1,769 |
| EBITDA | €m | 124 | 144 | 144 | 154 | 566 | 196 | 186 |
| EBIT | €m | 57 | 73 | 66 | 56 | 252 | 127 | 114 |
| EBIT adjusted | €m | 57 | 73 | 113 | 58 | 301 | 127 | 114 |
| TK Value Added | €m | | | | | 14 | | |
| Ø Capital Employed | €m | 2,575 | 2,603 | 2,641 | 2,647 | 2,647 | 2,688 | 2,734 |
| OCF | €m | 70 | 80 | 211 | 189 | 551 | (25) | 46 |
| CF from divestm. | €m | 2 | 9 | (3) | 4 | 12 | 4 | 1 |
| CF for investm. | €m | (64) | (50) | (47) | (125) | (288) | (33) | (55) |
| FCF | €m | 8 | 38 | 161 | 67 | 275 | (54) | (8) |
| Employees | | 27,997 | 27,894 | 28,860 | 29,144 | 29,144 | 29,649 | 30,080 |

Components Technology: Order Intake above Pre-Crisis Levels

COMPONENTS TECHNOLOGY

Automotive Components

Passenger Cars/
Light Comm. Vehicles



Heavy
Commercial Vehicles



Industrial & Construction Machinery

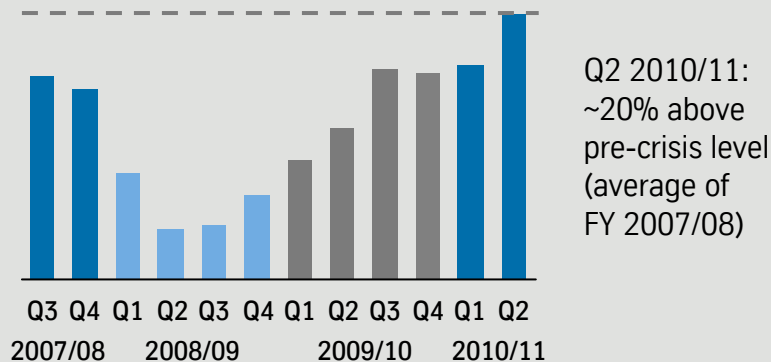
Undercarriages for
tracked/crawler equipm.



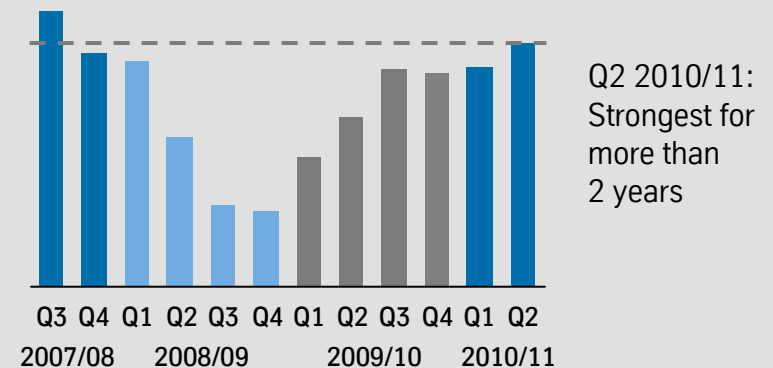
Large-diameter
bearings & rings



Quarterly Order Intake

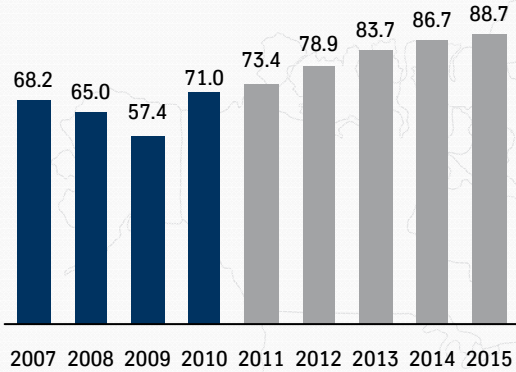


Quarterly Order Intake

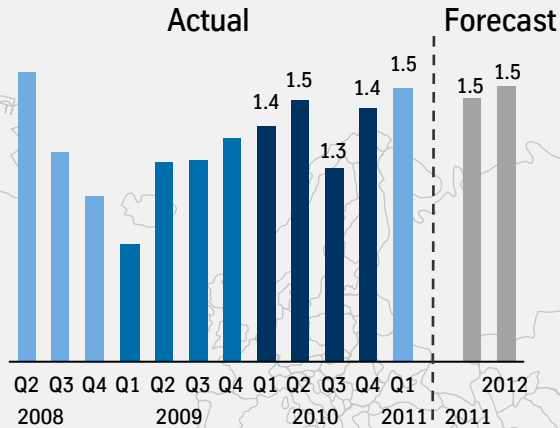


Components Technology: Quarterly production of passenger vehicles [million]

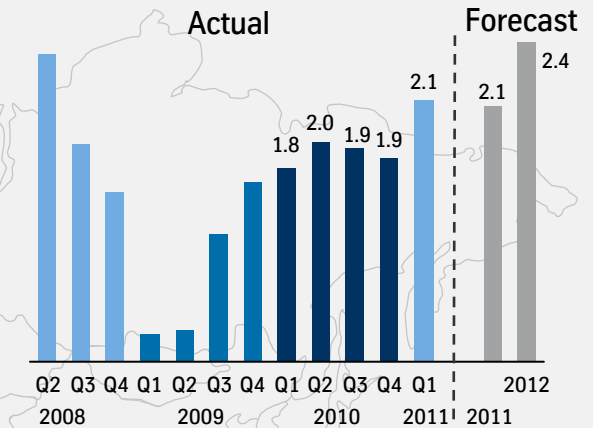
World (annual production PV & LCV)



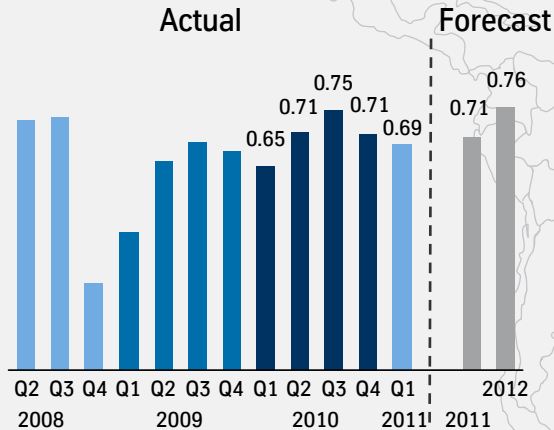
Germany (quarterly production)



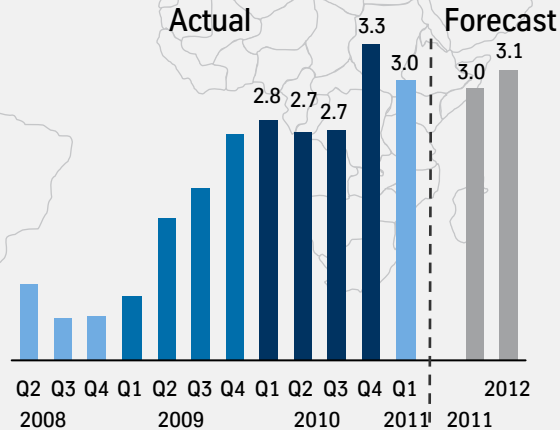
USA (LCV; quarterly production)



Brazil (quarterly production)



China (quarterly production)



Source: Polk;
(linear breakdown of 2011 & 2012 estimates on quarterly basis)



Components Technology: Strong Presence and Local Production in China



Liaoyang
Products: Coil Springs/
Stabilizers



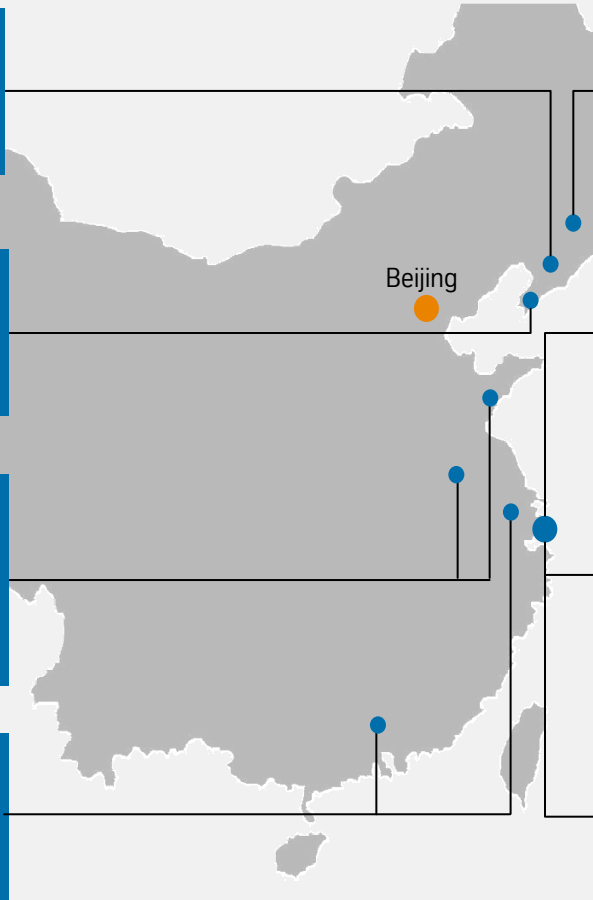
Dalian
Product: Camshafts



Xuzhou and Qingdao
Slewing bearings with
diameters of 200 to 5,000
millimeters



Huizhou and Nanjing
Product: Crankshafts



Changchun
Product: Steering
columns



Shanghai
Products: Undercarriages
and components for
construction vehicles



Shanghai
Products: Cold forging,
I-Shafts
Services: R&D-Center



Shanghai
Products: Steering
Columns,
Steering Gears



**Sales share China:
>10%**

**Sales growth FY 2009/10:
50%**

**EBIT margin China:
above CT average**

Components Technology: Portfolio Optimization

ThyssenKrupp Waupaca

Company & Products

- Largest global producer for **gray, ductile and compacted graphite iron castings** for the automotive, agricultural and construction industry
- Product examples:**



Brake drums



Brake rotors



Differential carriers



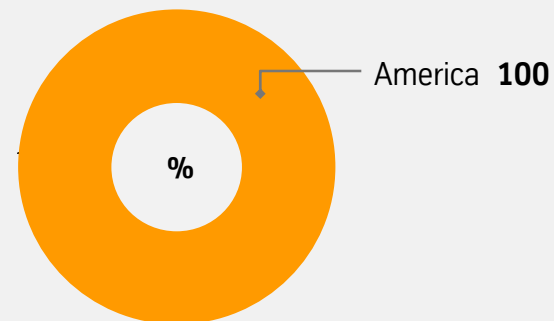
Housings



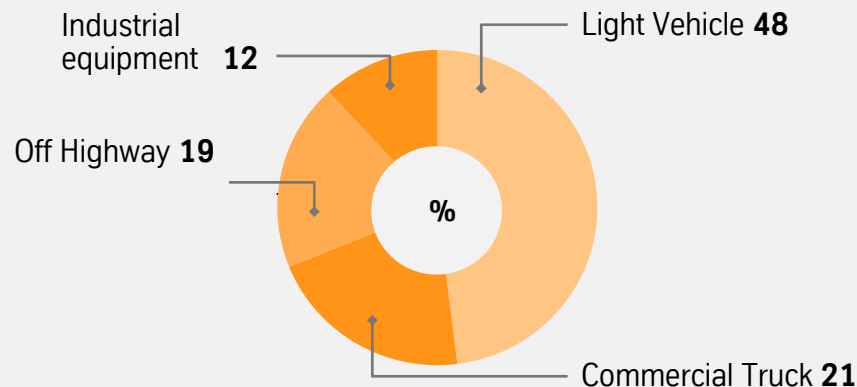
Flywheels

- Worldwide industry best practices (vertical molding on own WaupacaMatic machines) and large capacity melting capabilities
- **Sales** (FY 2009/10): ~ €0.9 bn
- **Employees** (30.09.2010): ~ 3,000
- **Diversified customer and industry base** with >450 customers and >9,000 different parts
- **Locations:**
6 plants in USA (3 x Waupaca, WI; Marinette, WI; Tell City, IN; Etowah, EN), of which 5 in operation

Sales by region



Sales by customer group



Components Technology: Portfolio Optimization

ThyssenKrupp Bilstein – Divison Coil Springs & Stabilizers

Divison & Products

- Global Top 3 solution provider for vertical- and side load compensation
- Global Top 3 solution provider for roll stabilization

Product examples:



Coil springs



Stabilizers

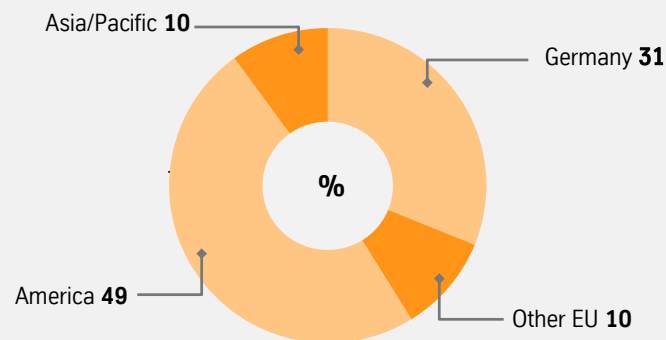
- **Sales** (FY 2009/10): ~ €0.5 bn
- **Employees** (30.09.2010): ~ 2,500
- **Customers:** virtually all manufacturers of passenger and commercial vehicles, examples:



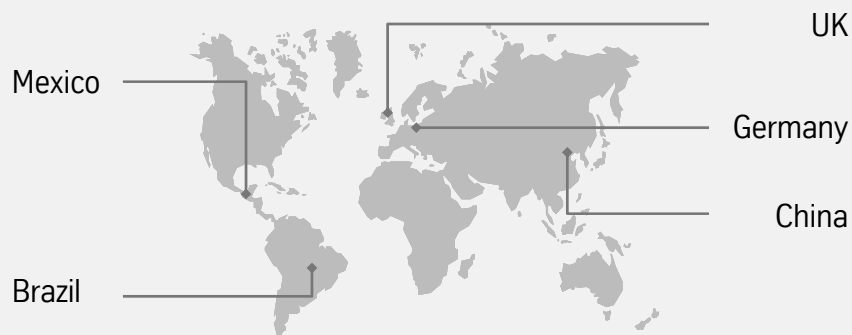
DAIMLER



Sales by region



Production locations



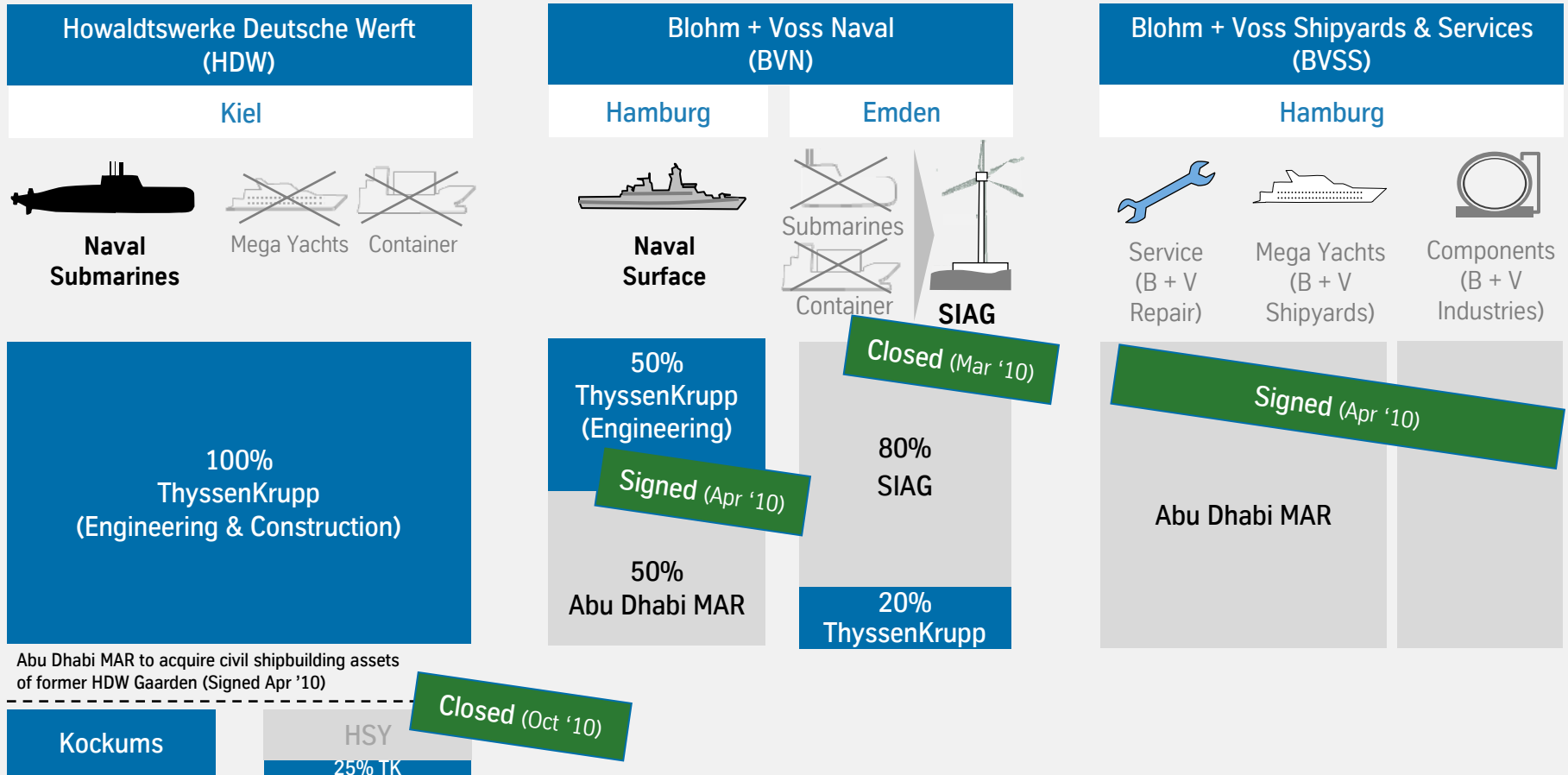
Marine Systems

Key figures

| | | 2009/10 | | | | 2010/11 | | |
|--------------------|----|---------|-------|-------|-------|--------------|-------|-------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Order intake | €m | 110 | 139 | 108 | 174 | 531 | 426 | 149 |
| Sales | €m | 254 | 287 | 423 | 247 | 1,211 | 504 | 219 |
| EBITDA | €m | 21 | 33 | 19 | 106 | 179 | 51 | 87 |
| EBIT | €m | 16 | 18 | 8 | 103 | 145 | 46 | 84 |
| EBIT adjusted | €m | 21 | 33 | 27 | (9) | 72 | 46 | 84 |
| Ø Capital Employed | €m | 1,151 | 1,159 | 1,165 | 1,174 | 1,174 | 1,289 | 1,335 |
| OCF | €m | (124) | 145 | (83) | 31 | (31) | (26) | 48 |
| CF from divestm. | €m | 0 | 2 | 0 | 0 | 2 | 11 | 5 |
| CF for investm. | €m | (2) | (1) | (1) | (4) | (8) | (1) | (3) |
| FCF | €m | (126) | 146 | (84) | 27 | (36) | (16) | 50 |
| Employees | | 7,593 | 6,669 | 6,588 | 5,488 | 5,488 | 5,407 | 5,372 |

Marine Systems: Target Structure

Exit from civil shipbuilding; focus on naval engineering and submarines



Abu Dhabi MAR to acquire civil shipbuilding assets of former HDW Gaarden (Signed Apr '10)

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

Corporate: Overview

| | | 2009/10 | | | | | 2010/11 | |
|--------------|----|---------|-------|-------|-------|--------------|---------|-------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Order intake | €m | 31 | 31 | 32 | 38 | 132 | 31 | 33 |
| Sales | €m | 31 | 31 | 32 | 37 | 131 | 31 | 33 |
| EBITDA | €m | (58) | (58) | (69) | (61) | (246) | (78) | (102) |
| EBIT | €m | (65) | (71) | (75) | (80) | (291) | (88) | (111) |
| OCF | €m | (203) | (624) | 23 | (22) | (827) | 257 | (452) |
| Employees | | 2,325 | 2,447 | 2,496 | 2,597 | 2,597 | 2,578 | 2,649 |



Business Area Overview – Quarterly Order Intake

| million € | 2009/10 | | | | | 2010/11 | |
|-----------------------|--------------|---------------|---------------|---------------|----------------|---------------|---------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Steel Europe | 2,500 | 2,999 | 2,706 | 2,781 | 10,986 | 2,929 | 3,721 |
| Steel Americas | 0 | 23 | 24 | 22 | 69 | 84 | 268 |
| Stainless Global | 943 | 1,560 | 1,317 | 1,301 | 5,121 | 1,483 | 1,790 |
| Materials Services | 2,681 | 3,059 | 3,695 | 3,370 | 12,805 | 3,259 | 3,918 |
| Elevator Technology | 1,230 | 1,215 | 1,390 | 1,264 | 5,099 | 1,306 | 1,358 |
| Plant Technology | 1,324 | 824 | 800 | 911 | 3,859 | 1,016 | 896 |
| Components Technology | 1,169 | 1,337 | 1,584 | 1,563 | 5,653 | 1,602 | 1,795 |
| Marine Systems | 110 | 139 | 108 | 174 | 531 | 426 | 149 |
| Corporate | 31 | 31 | 32 | 38 | 132 | 31 | 33 |
| Consolidation | (660) | (814) | (726) | (805) | (3,005) | (876) | (1,080) |
| Group | 9,328 | 10,373 | 10,930 | 10,619 | 41,250 | 11,260 | 12,848 |

Business Area Overview – Quarterly Sales

| million € | 2009/10 | | | | | 2010/11 | |
|-----------------------|--------------|---------------|---------------|---------------|----------------|---------------|---------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Steel Europe | 2,281 | 2,667 | 2,887 | 2,935 | 10,770 | 2,958 | 3,287 |
| Steel Americas | 0 | 23 | 24 | 21 | 68 | 86 | 260 |
| Stainless Global | 1,210 | 1,461 | 1,708 | 1,522 | 5,901 | 1,605 | 1,856 |
| Materials Services | 2,760 | 2,881 | 3,598 | 3,524 | 12,763 | 3,311 | 3,704 |
| Elevator Technology | 1,226 | 1,221 | 1,313 | 1,428 | 5,188 | 1,299 | 1,267 |
| Plant Technology | 954 | 940 | 970 | 1,067 | 3,931 | 897 | 969 |
| Components Technology | 1,237 | 1,344 | 1,568 | 1,575 | 5,724 | 1,599 | 1,769 |
| Marine Systems | 254 | 287 | 423 | 247 | 1,211 | 504 | 219 |
| Corporate | 31 | 31 | 32 | 37 | 131 | 31 | 33 |
| Consolidation | (602) | (748) | (844) | (872) | (3,066) | (920) | (1,098) |
| Group | 9,351 | 10,107 | 11,679 | 11,484 | 42,621 | 11,370 | 12,266 |

Business Area Overview – Quarterly EBITDA

| million € | 2009/10 | | | | | 2010/11 | |
|-----------------------|------------|------------|------------|------------|--------------|------------|------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Steel Europe | 274 | 339 | 359 | 329 | 1,301 | 399 | 439 |
| Steel Americas | (70) | (78) | (119) | (297) | (564) | (328) | (211) |
| Stainless Global | (4) | (60) | 121 | 46 | 103 | 48 | 103 |
| Materials Services | 168 | 101 | 191 | 150 | 610 | 117 | 197 |
| Elevator Technology | 182 | 180 | 180 | 185 | 727 | 189 | 165 |
| Plant Technology | 119 | 106 | 99 | 116 | 440 | 115 | 148 |
| Components Technology | 124 | 144 | 144 | 154 | 566 | 196 | 186 |
| Marine Systems | 21 | 33 | 19 | 106 | 179 | 51 | 87 |
| Corporate | (58) | (58) | (69) | (61) | (246) | (78) | (102) |
| Consolidation | (73) | (85) | (80) | (109) | (347) | (64) | (80) |
| Group | 683 | 622 | 845 | 619 | 2,769 | 645 | 932 |

Business Area Overview – Quarterly EBIT

| million € | 2009/10 | | | | | 2010/11 | |
|------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Steel Europe | 127 | 193 | 218 | 193 | 731 | 258 | 300 |
| <i>adjusted</i> | <i>127</i> | <i>193</i> | <i>218</i> | <i>193</i> | 731 | <i>258</i> | <i>300</i> |
| Steel Americas | (71) | (79) | (130) | (320) | (600) | (378) | (319) |
| <i>adjusted</i> | <i>(71)</i> | <i>(79)</i> | <i>(130)</i> | <i>(320)</i> | (600) | <i>(378)</i> | <i>(319)</i> |
| Stainless Global | (42) | (101) | 81 | 5 | (57) | 7 | 59 |
| <i>adjusted</i> | <i>(42)</i> | <i>(101)</i> | <i>81</i> | <i>5</i> | (57) | <i>7</i> | <i>59</i> |
| Materials Services | 129 | 68 | 158 | 108 | 463 | 85 | 163 |
| <i>adjusted</i> | <i>48</i> | <i>68</i> | <i>158</i> | <i>108</i> | 382 | <i>85</i> | <i>163</i> |
| Elevator Technology | 165 | 163 | 162 | 156 | 646 | 171 | 147 |
| <i>adjusted</i> | <i>165</i> | <i>163</i> | <i>162</i> | <i>156</i> | 646 | <i>171</i> | <i>147</i> |
| Plant Technology | 111 | 98 | 90 | 102 | 401 | 107 | 139 |
| <i>adjusted</i> | <i>111</i> | <i>98</i> | <i>90</i> | <i>102</i> | 401 | <i>107</i> | <i>139</i> |
| Components Technology | 57 | 73 | 66 | 56 | 252 | 127 | 114 |
| <i>adjusted</i> | <i>57</i> | <i>73</i> | <i>113</i> | <i>58</i> | 301 | <i>127</i> | <i>114</i> |
| Marine Systems | 16 | 18 | 8 | 103 | 145 | 46 | 84 |
| <i>adjusted</i> | <i>21</i> | <i>33</i> | <i>27</i> | <i>(9)</i> | 72 | <i>46</i> | <i>84</i> |
| Corporate | (65) | (71) | (75) | (80) | (291) | (88) | (111) |
| Consolidation | (74) | (84) | (78) | (108) | (344) | (62) | (79) |
| Group | 353 | 278 | 500 | 215 | 1,346 | 273 | 497 |
| <i>adjusted</i> | <i>277</i> | <i>293</i> | <i>566</i> | <i>105</i> | <i>1,241</i> | <i>273</i> | <i>497</i> |

Quarterly EBIT adjusted and Margin

| million € | 2009/10 | | | | | 2010/11 | |
|-----------------------|--------------|--------------|-------------|--------------|--------------|-------------|-------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Steel Europe | 127 | 193 | 218 | 193 | 731 | 258 | 300 |
| % | 5.6 | 7.2 | 7.6 | 6.6 | 6.8 | 8.7 | 9.1 |
| Steel Americas | (71) | (79) | (130) | (320) | (600) | (378) | (319) |
| % | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> |
| Stainless Global | (42) | (101) | 81 | 5 | (57) | 7 | 59 |
| % | (3.5) | (6.9) | 4.7 | 0.3 | (1.0) | 0.4 | 3.2 |
| Materials Services | 48 | 68 | 158 | 108 | 382 | 85 | 163 |
| % | 1.7 | 2.4 | 4.4 | 3.1 | 3.0 | 2.6 | 4.4 |
| Elevator Technology | 165 | 163 | 162 | 156 | 646 | 171 | 147 |
| % | 13.5 | 13.3 | 12.3 | 10.9 | 12.5 | 13.2 | 11.6 |
| Plant Technology | 111 | 98 | 90 | 102 | 401 | 107 | 139 |
| % | 11.6 | 10.4 | 9.3 | 9.6 | 10.2 | 11.9 | 14.3 |
| Components Technology | 57 | 73 | 113 | 58 | 301 | 127 | 114 |
| % | 4.6 | 5.4 | 7.2 | 3.7 | 5.3 | 7.9 | 6.4 |
| Marine Systems | 21 | 33 | 27 | (9) | 72 | 46 | 84 |
| % | 8.3 | 11.5 | 6.4 | (3.6) | 5.9 | 9.1 | 38.4 |
| Group | 277 | 293 | 566 | 105 | 1,241 | 273 | 497 |
| % | 3.0 | 2.9 | 4.8 | 0.9 | 2.9 | 2.4 | 4.1 |

Business Area Overview – Quarterly Operating Cash Flow

| million € | 2009/10 | | | | | 2010/11 | |
|-----------------------|--------------|------------|-------------|--------------|--------------|----------------|-------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Steel Europe | (123) | 235 | 152 | 329 | 593 | (433) | 322 |
| Steel Americas | (171) | (93) | (221) | (361) | (847) | (585) | (360) |
| Stainless Global | (100) | 88 | (261) | 57 | (216) | (308) | 82 |
| Materials Services | (82) | (102) | (25) | 538 | 330 | (497) | 103 |
| Elevator Technology | 87 | 238 | 74 | 165 | 563 | 53 | 168 |
| Plant Technology | 114 | 161 | 250 | 91 | 618 | 118 | (26) |
| Components Technology | 70 | 80 | 211 | 189 | 551 | (25) | 46 |
| Marine Systems | (124) | 145 | (83) | 31 | (31) | (26) | 48 |
| Corp./Cons. | 21 | (568) | (122) | (23) | (692) | 268 | (462) |
| Group | (308) | 184 | (23) | 1,015 | 868 | (1,435) | (79) |

Business Area Overview (I)

| | Order Intake (€m) | | Sales (€m) | | Employees | |
|-----------------------|-------------------|---------------|---------------|---------------|----------------|----------------|
| | H1 2009/10 | H1 2010/11 | H1 2009/10 | H1 2010/11 | H1 2009/10 | H1 2010/11 |
| Steel Europe | 5,499 | 6,650 | 4,948 | 6,245 | 34,872 | 33,917 |
| Steel Americas | 23 | 352 | 23 | 346 | 2,256 | 3,748 |
| Stainless Global | 2,503 | 3,273 | 2,671 | 3,461 | 11,235 | 11,292 |
| Materials Services | 5,740 | 7,177 | 5,641 | 7,015 | 31,482 | 35,391 |
| Elevator Technology | 2,445 | 2,664 | 2,447 | 2,566 | 42,787 | 44,937 |
| Plant Technology | 2,148 | 1,912 | 1,894 | 1,866 | 12,934 | 13,026 |
| Components Technology | 2,506 | 3,397 | 2,581 | 3,368 | 27,894 | 30,080 |
| Marine Systems | 249 | 575 | 541 | 723 | 6,669 | 5,372 |
| Corporate | 62 | 64 | 62 | 64 | 2,447 | 2,649 |
| Consolidation | (1,474) | (1,956) | (1,350) | (2,018) | - | - |
| Group | 19,701 | 24,108 | 19,458 | 23,636 | 172,576 | 180,412 |



Business Area Overview (II)

| | EBITDA (€m) | | EBIT (€m) | |
|-----------------------|--------------|--------------|------------|------------|
| | H1 2009/10 | H1 2010/11 | H1 2009/10 | H1 2010/11 |
| Steel Europe | 613 | 838 | 320 | 558 |
| Steel Americas | (148) | (539) | (150) | (697) |
| Stainless Global | (64) | 151 | (143) | 66 |
| Materials Services | 269 | 314 | 197 | 248 |
| Elevator Technology | 362 | 354 | 328 | 318 |
| Plant Technology | 225 | 263 | 209 | 246 |
| Components Technology | 268 | 382 | 130 | 241 |
| Marine Systems | 54 | 138 | 34 | 130 |
| Corporate | (116) | (180) | (136) | (199) |
| Consolidation | (158) | (144) | (158) | (141) |
| Group | 1,305 | 1,577 | 631 | 770 |

Special Items

| Business Area (million €) | 2009/10 | | | | | 2010/11 | |
|-------------------------------|-----------|-------------|-------------|------------|------------|---------|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 |
| Materials Services: | | | | | | | |
| Disposal Gain TKIN and Safway | 81 | | | | 81 | | |
| Components Technology: | | | | | | | |
| Restructuring Bilstein | | | (26) | (5) | (31) | | |
| Restructuring Berco | | | (17) | 2 | (15) | | |
| Restructuring total | | | (43) | (3) | (46) | | |
| Impairment Bilstein | | | (3) | 1 | (2) | | |
| Impairment Berco | | | (1) | | (1) | | |
| Impairment total | | | (4) | 1 | (3) | | |
| Marine Systems: | | | | | | | |
| Hellenic Shipyards | (5) | (15) | (19) | 112 | 73 | | |
| ThyssenKrupp | | | | | | | |
| Restructuring total | | | (43) | (3) | (46) | | |
| Impairment total | | | (4) | 1 | (3) | | |
| Special Items | 76 | (15) | (66) | 110 | 105 | - | - |

ThyssenKrupp-specific Key Figures (I): EBIT Definition

Q2 2010/11: Reconciliation “Income from operations” (P&L Structure) to EBIT

P&L Structure

| | |
|---|---------------|
| Net sales | 12,266 |
| - Cost of sales ¹⁾ | (10,488) |
| - SG&A ¹⁾ | (1,323) |
| +/- Other operating income/expenses | 12 |
| +/- Gain/loss on disposal of subsidiaries | (1) |
| = Income from operations | 466 |
| +/- Income from companies using equity method | 31 |
| +/- Interest income/expense incl. capitalized interest exp. of €14 m | (151) |
| +/- Other financial income/expense | 6 |
| = EBT | 352 |

EBIT definition

| | |
|---|---------------|
| Net sales | 12,266 |
| - Cost of sales ¹⁾ | (10,488) |
| - SG&A ¹⁾ | (1,323) |
| +/- Other operating income/expenses | 12 |
| +/- Gain/loss on disposal of subsidiaries | (1) |
| +/- Income from companies using equity method | 31 |
| +/- Operating items in other fin. income/expense ²⁾ | (10) |
| + Adjustm. for depreciation on cap. interest | 10 |
| = EBIT | 497 |
| +/- Interest income/expense incl. capitalized interest exp. of €14 m | (151) |
| - Depreciation on capitalized interest | (10) |
| +/- Other financial income/expense | 16 |
| = EBT | 352 |

1) incl. depreciation on capitalized interest expenses of €(10) m

2) Mainly: Interest from long-term provisions, net;
Income from other investments

ThyssenKrupp-specific Key Figures (I): EBIT Definition

H1 2010/11: Reconciliation “Income from operations” (P&L Structure) to EBIT

P&L Structure

| | |
|---|---------------|
| Net sales | 23,636 |
| - Cost of sales ¹⁾ | (20,303) |
| - SG&A ¹⁾ | (2,606) |
| +/- Other operating income/expenses | (9) |
| +/- Gain/loss on disposal of subsidiaries | 2 |
| = Income from operations | 720 |
| +/- Income from companies using equity method | 47 |
| +/- Interest income/expense incl. capitalized interest exp. of €59 m | (263) |
| +/- Other financial income/expense | (7) |
| = EBT | 497 |

EBIT definition

| | |
|---|---------------|
| Net sales | 23,636 |
| - Cost of sales ¹⁾ | (20,303) |
| - SG&A ¹⁾ | (2,606) |
| +/- Other operating income/expenses | (9) |
| +/- Gain/loss on disposal of subsidiaries | 2 |
| +/- Income from companies using equity method | 47 |
| +/- Operating items in other fin. income/expense ²⁾ | (16) |
| + Adjustm. for depreciation on cap. interest | 19 |
| = EBIT | 770 |
| +/- Interest income/expense incl. capitalized interest exp. of €59 m | (263) |
| - Depreciation on capitalized interest | (19) |
| +/- Other financial income/expense | 9 |
| = EBT | 497 |

1) incl. depreciation on capitalized interest expenses of €(19) m

2) Mainly: Interest from long-term provisions, net;
Income from other investments

ThyssenKrupp-specific Key Figures (II): EBIT/EBT adjusted & TKVA

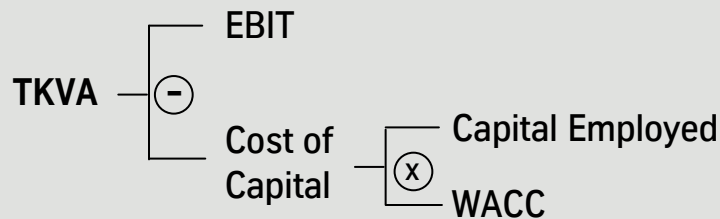
EBIT / EBT adjusted (= Key Performance Indicator of ThyssenKrupp)

Earnings adjusted for special, nonrecurring items:

- Special items to be eliminated include disposal gains/losses, restructuring expense, impairment losses, other non-operating expense and other non-operating income. These special items are positive or negative effects that occur only once or infrequently, are of material importance due to their type or amount and thus affect the results of our operating activities.

ThyssenKrupp Value Added (TKVA)

- Measurement of value added in a period at all levels of the Group

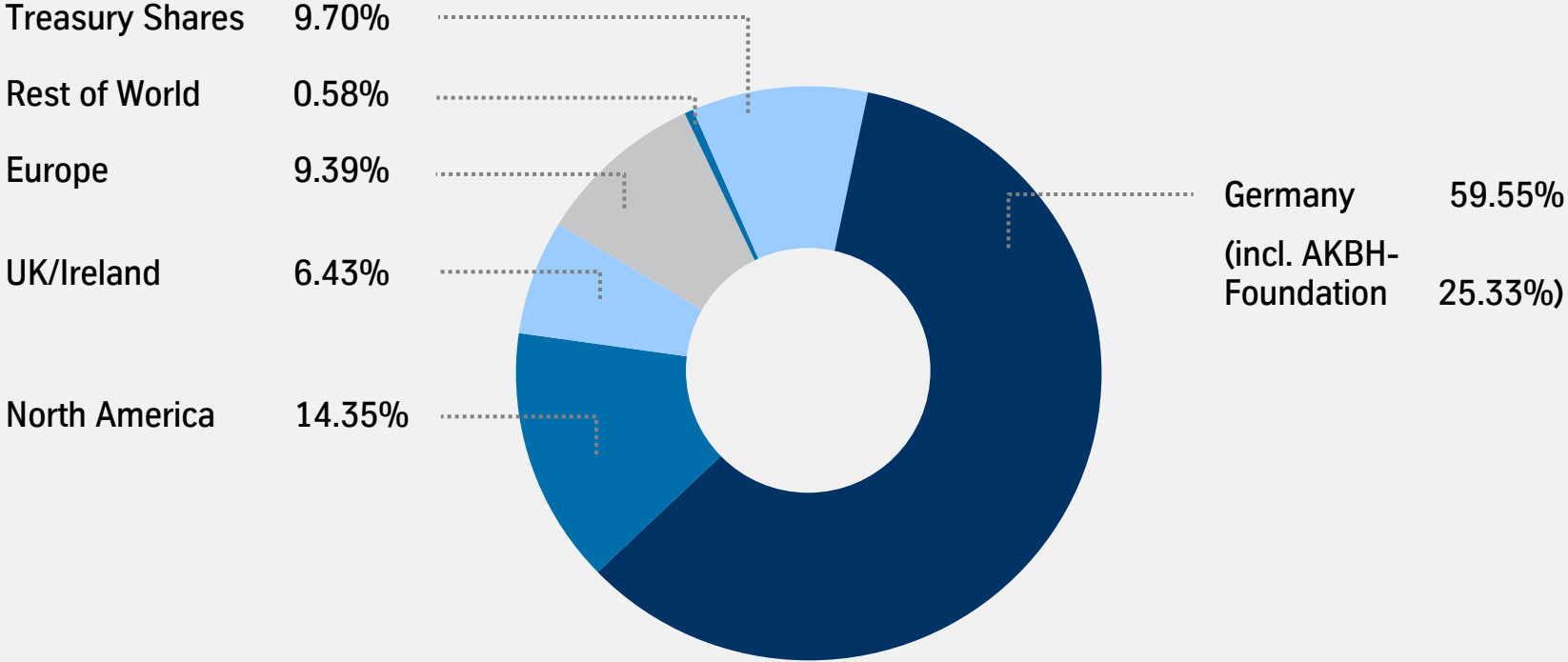


- Reported only on full-year basis

EBIT & Capital Employed at Business Area level:

- **EBIT** increased by an imputed income contribution calculated by assigning a return to the **average net advance payments surplus** equal to the WACC for the business areas
- **Capital Employed** is also increased by the amount of the net advance payments surpluses
- Imputed income contributions in EBIT and increases to Capital Employed are eliminated at Group level during consolidation and therefore **not included in the Group's key figures**

Shareholder Structure – by Region



Source: ThyssenKrupp Shareholder ID 03/2011, ThyssenKrupp AGM registrations

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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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