

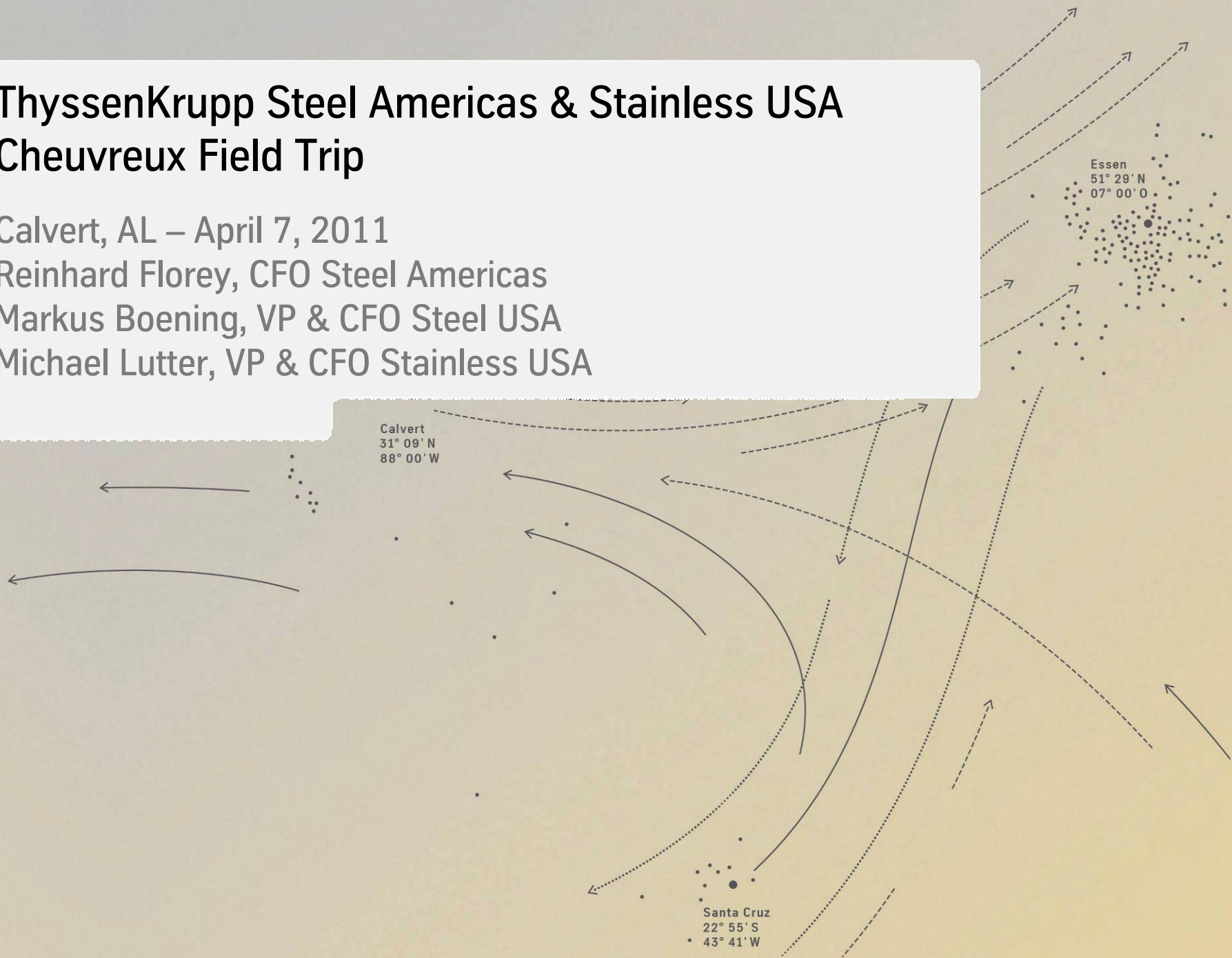
# ThyssenKrupp Steel Americas & Stainless USA Cheuvreux Field Trip

Calvert, AL – April 7, 2011

Reinhard Florey, CFO Steel Americas

Markus Boening, VP & CFO Steel USA

Michael Lutter, VP & CFO Stainless USA



# Disclaimer ThyssenKrupp AG

“The information set forth and included in this presentation is not provided in connection with an offer or solicitation for the purchase or sale of a security and is intended for informational purposes only.

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.”



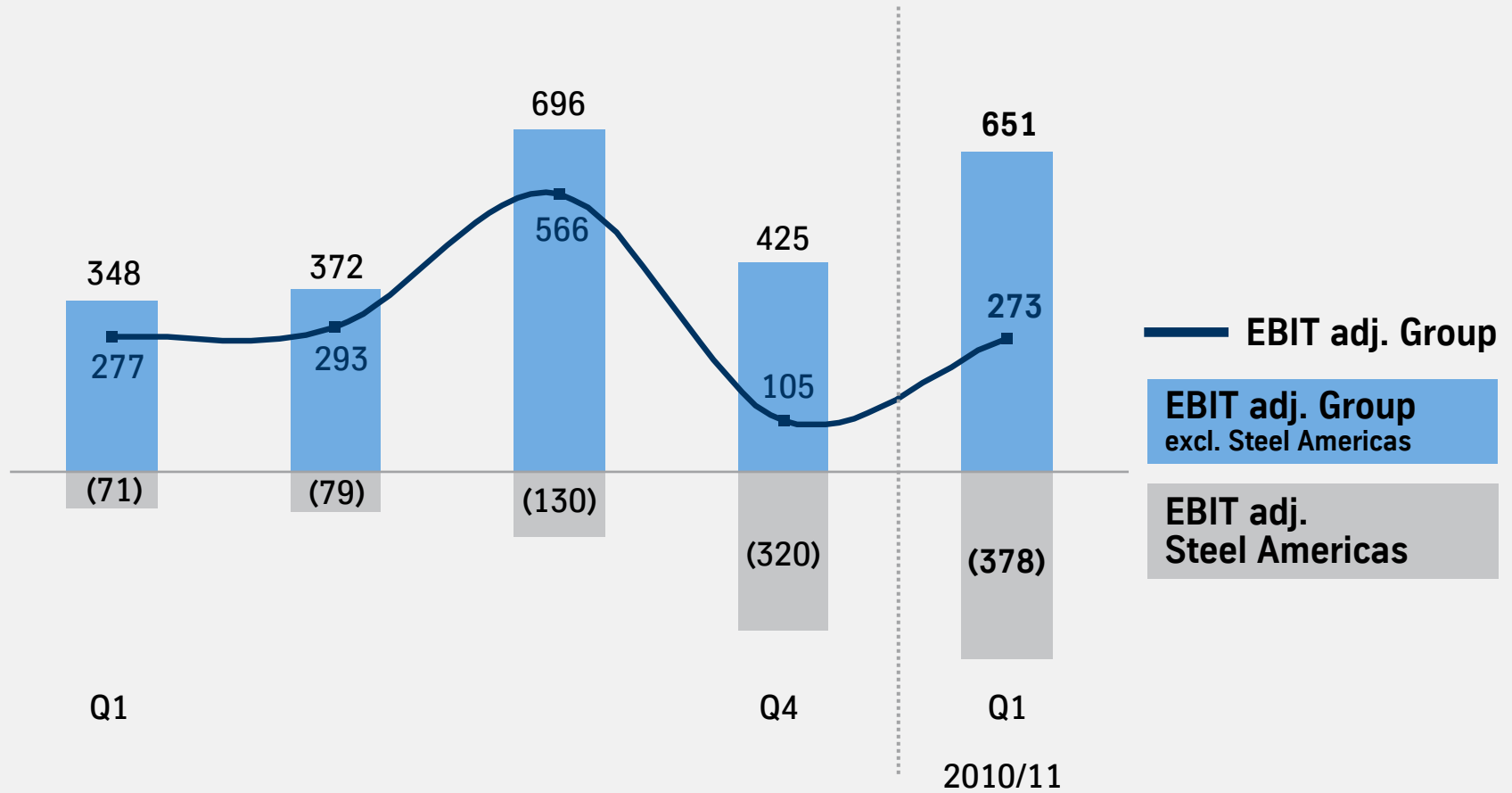
# Agenda

- ThyssenKrupp Group & Steel Americas in Q1 2010/11
- Forward Strategy Steel in Americas
  - Transatlantic Steel Concept
  - Market & Competition
- Forward Strategy Stainless USA
- Conclusion



# ThyssenKrupp Group: Improving Structural Earning Power

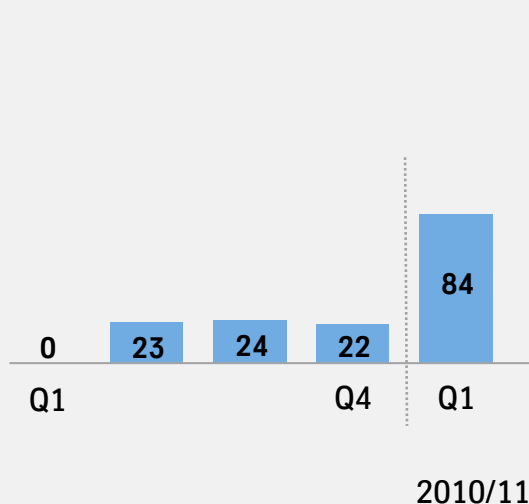
EBIT adjusted development (million €)



# Steel Americas

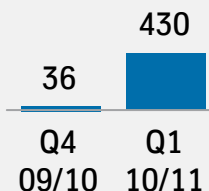
## Q1 2010/11 Highlights

Order intake in €m

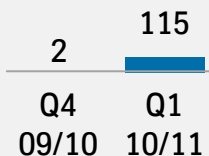


in 1,000 t/quarter

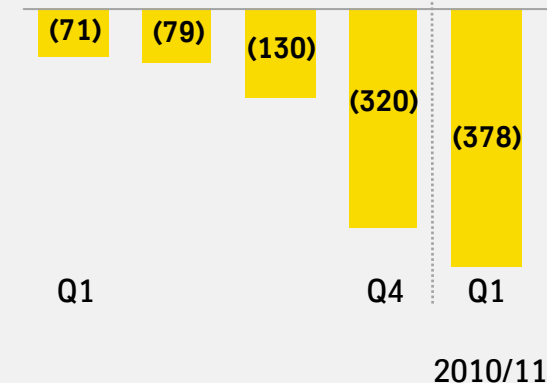
Slab production  
CSA



Shipments  
Steel USA



EBIT in €m



### Comments Q1 (qoq)

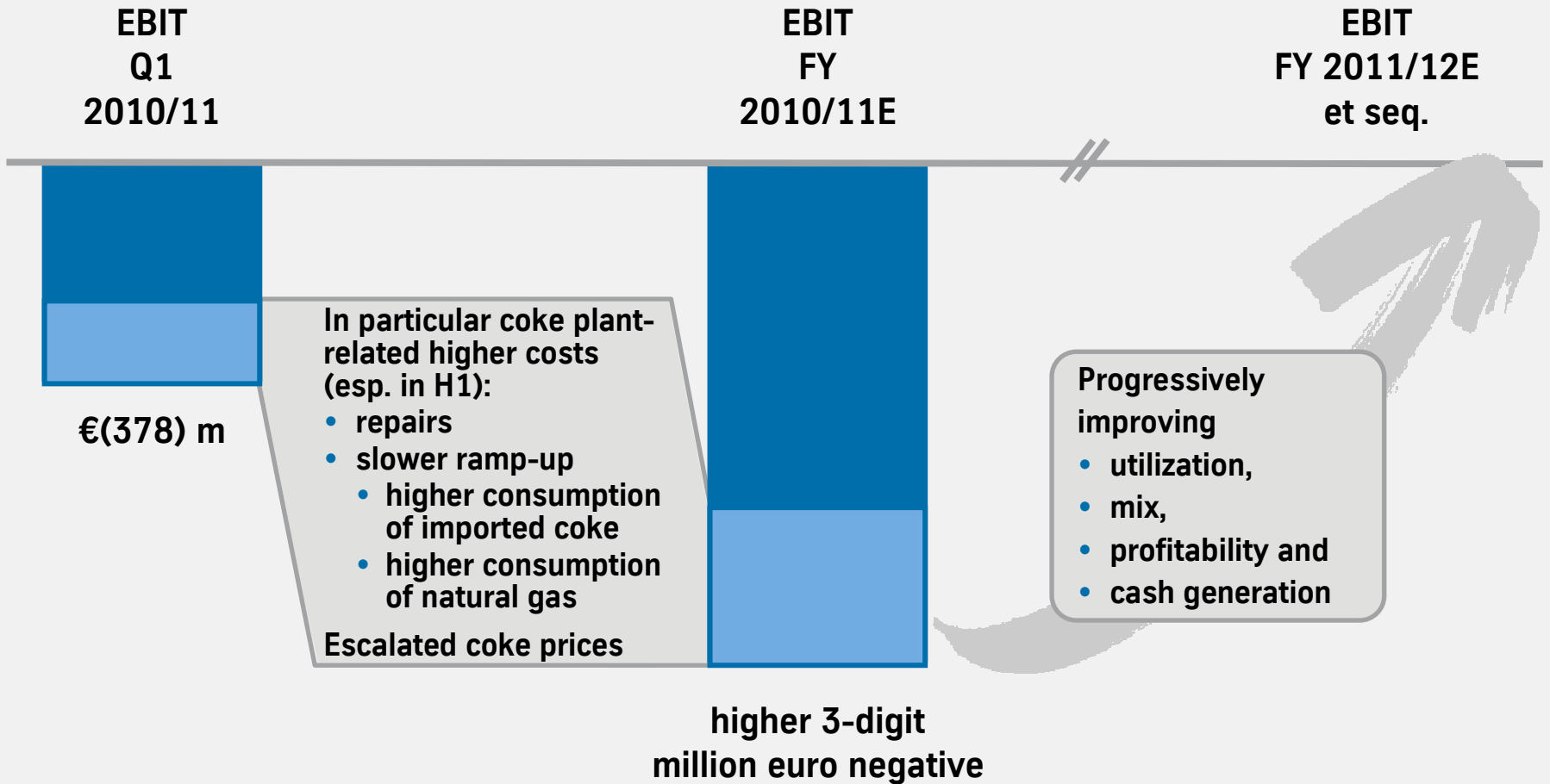
- Increasing depreciation (+Δ€27 m) in line with ramp-up curve and esp. coke plant-related higher costs could not be offset by higher volumes
- CSA: High specific consumption and high specific cost of input factors (e.g. high share of imported coke); ramp-up of coking plant slower than expected
- Steel USA: With good progress;  
Grand Opening Calvert, AL on Dec 10, 2010

### Current trading conditions

- Progressively improving utilization, mix, profitability and cash-flow profile
- CSA: Excellent slab quality (ahead of expectations); output capped to ≤70% until granting of the final operating license
- Steel USA: Very positive response from customer side about material quality
- Market fundamentals improving



# Steel Americas: Improvements from Trough Level Performance

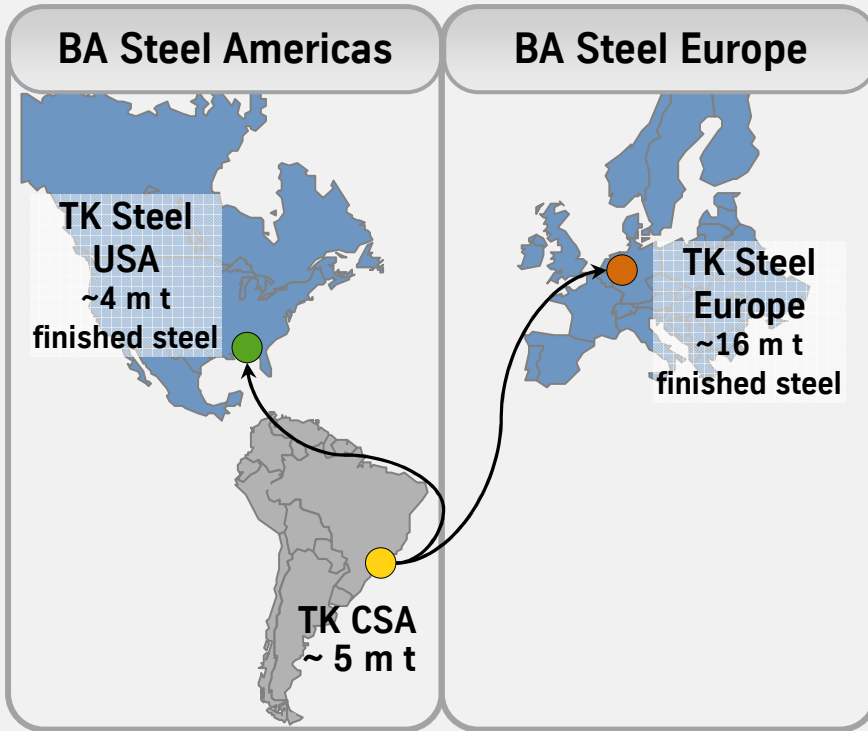


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# Transatlantic Steel Concept (I)



## 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.



# Transatlantic Steel Concept (II)

## Network

Steel

Materials

Technologies



## Quality

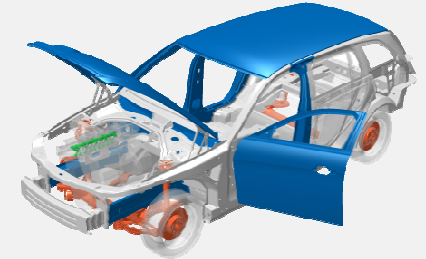
Technology

Innovation

Service



# InCar



## Efficiency

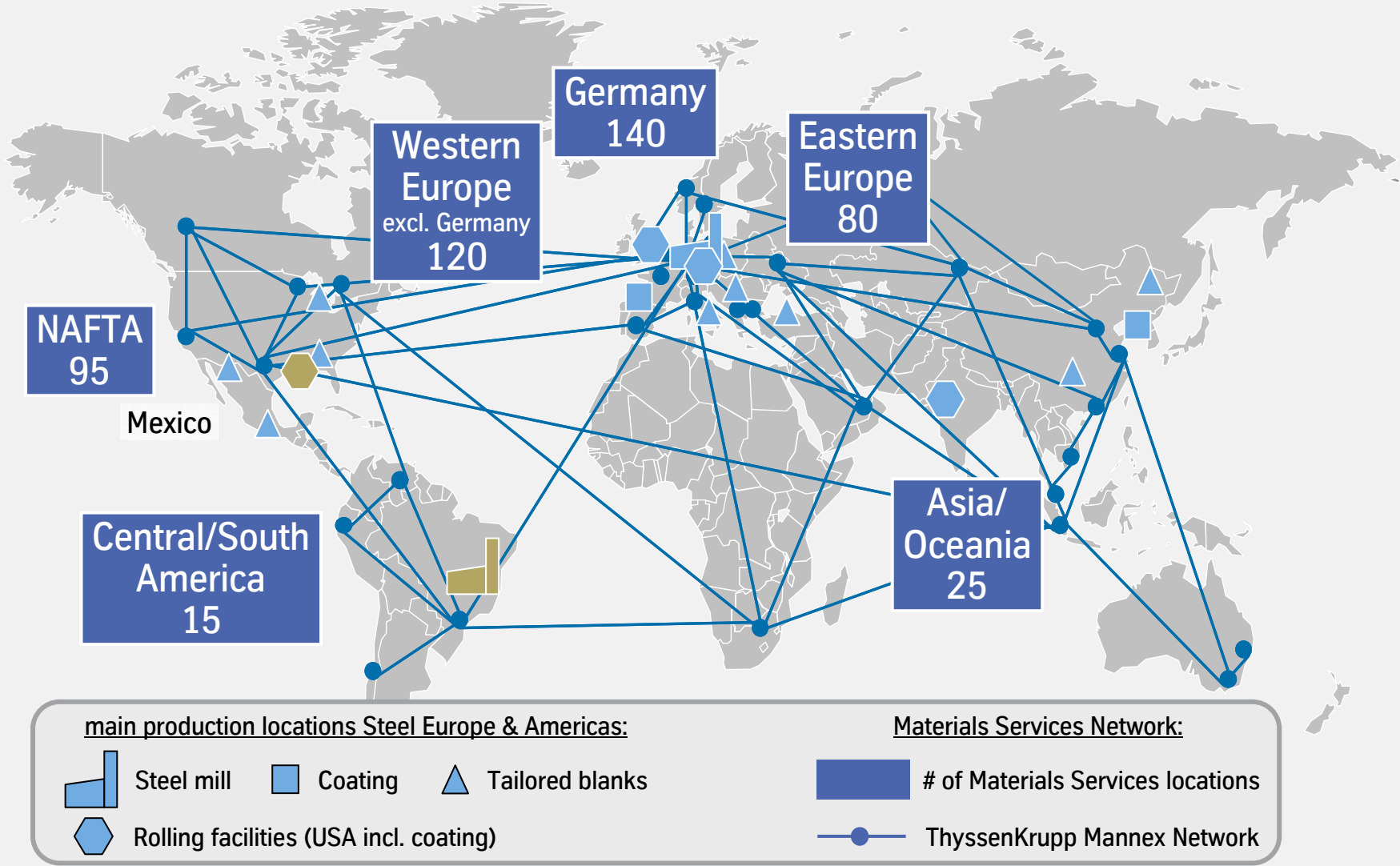
Raw materials logistics

Production

Outbound logistics



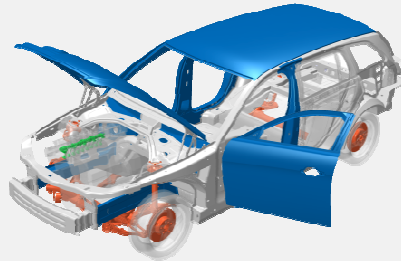
# Steel Expansion into the Americas Backed by Global Materials Services Network



# Steel Expansion into the Americas Based on Premium Quality Leveraging Unique Service Portfolio and Product Mix

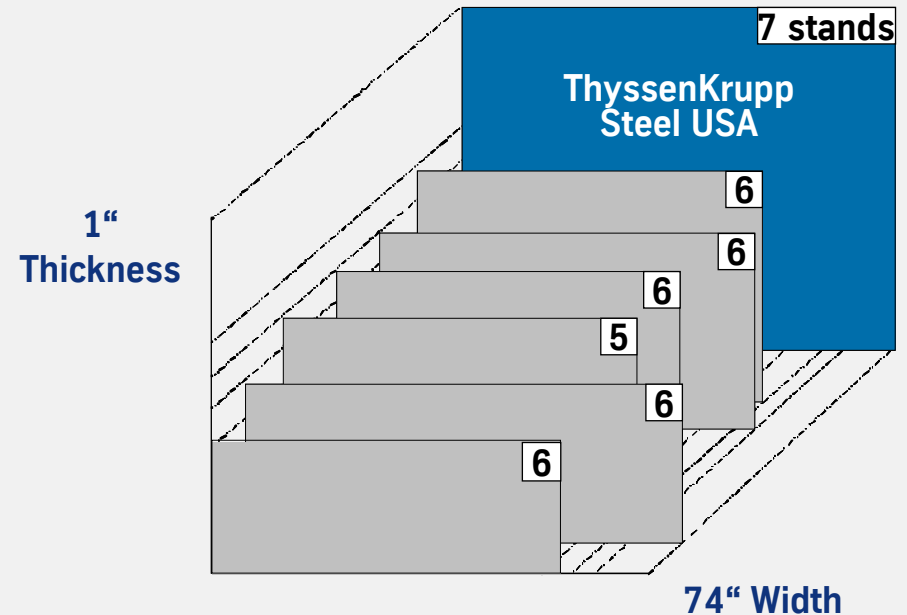
## Service Portfolio: Example InCar Project

InCar



- High demand for ThyssenKrupp quality
  - Local Tech Center with US and German engineers
  - Development of future material concepts
  - Innovative technical support from Customer Technical Service
- InCar InCar project – toolbox for optimized weight/cost/safety solutions – rolled out to NAFTA customer base

## Product Mix: Example Hot Strip Mill Capabilities



- 74" width – e.g., large diameter pipes
- 1" thickness – e.g., coiled plate market entry
- 7 stands – e.g.,
  - superior defect free surface and
  - more consistent mechanical properties
  - tight tolerances and superior gauge control



# Steel Expansion into the Americas Based on Most Efficient Operations

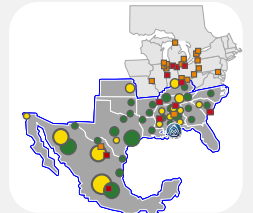
## ThyssenKrupp CSA

- highly efficient inbound logistics
- highly efficient intraplant logistics and optimum plant layout
- state-of-the-art slab production facilities; highly efficient energy supply network
- highly efficient outbound / interplant logistics



## ThyssenKrupp Steel USA

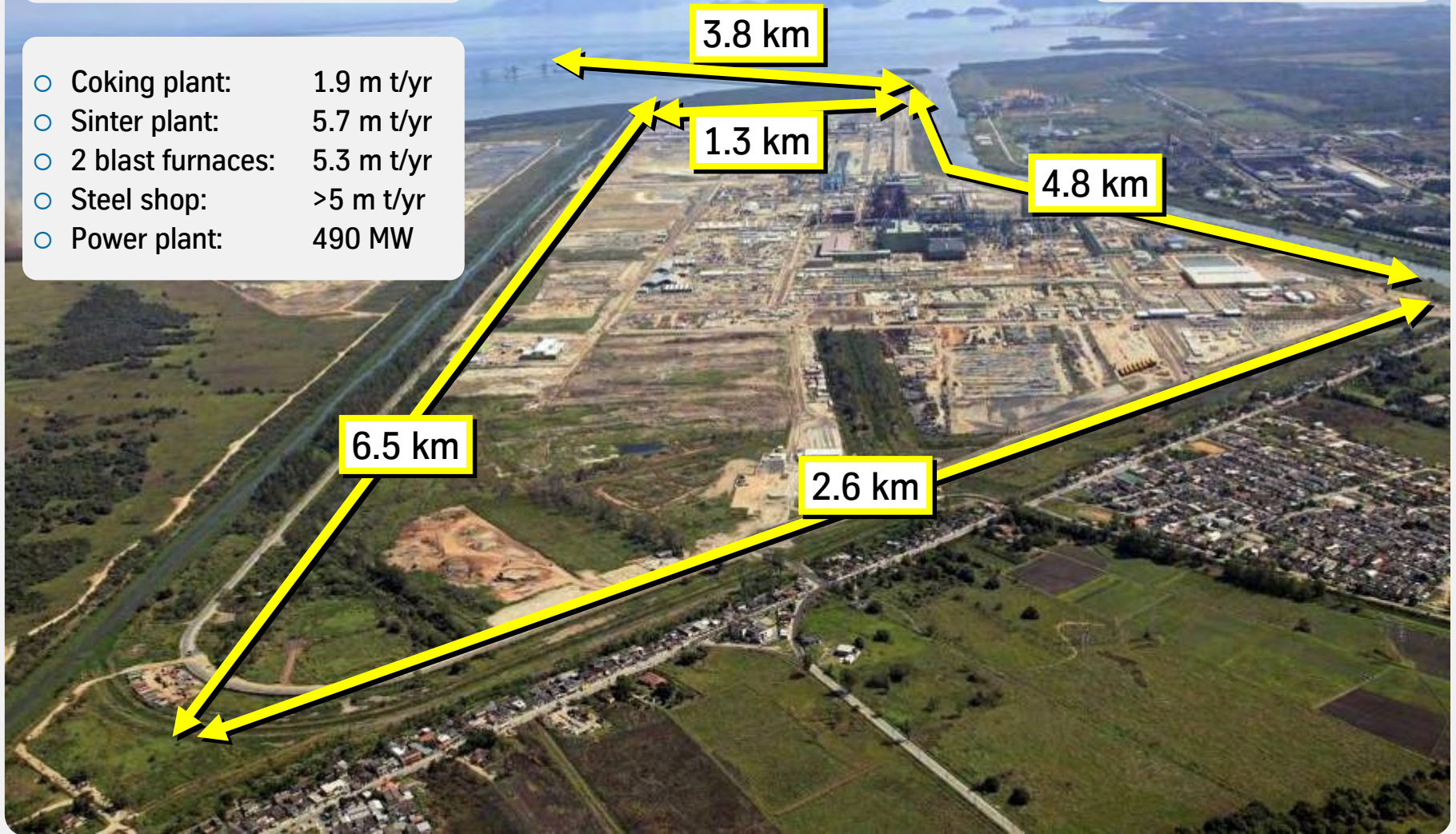
- highly efficient inbound logistics
- highly efficient intraplant logistics and optimum plant layout
- state-of-the-art rolling and coating facilities
- highly efficient outbound logistics



# ThyssenKrupp CSA

Sepetiba Bay, Santa Cruz,  
Rio de Janeiro, Brazil

- Coking plant: 1.9 m t/yr
- Sinter plant: 5.7 m t/yr
- 2 blast furnaces: 5.3 m t/yr
- Steel shop: >5 m t/yr
- Power plant: 490 MW





ThyssenKrupp CSA

Chevreux Field Trip  
Calvert, AL- April 7, 2011



# Iron Ore Inbound Logistics



Cheuvreux Field Trip  
Calvert, AL- April 7, 2011

# Blast Furnaces



Chevreux Field Trip  
Calvert, AL- April 7, 2011





# Steel Plant



# Power Plant

490 MW

Steam Turbine

Gas Turbine

Gas Turbine

- fueled by
  - blast furnace and converter gases
  - steam from the coking plant and the melt shop
- ~200 MW used internally

# Interplant Logistics

Sepetiba Bay, Santa Cruz,  
Rio de Janeiro, Brazil



River Terminal Calvert, AL, USA



# ThyssenKrupp Steel USA

Site on the Tombigbee River,  
Calvert, AL, USA

- Hot strip mill: >5 m t/yr
  - up to 74" width / 1" thickness,
  - 7 stands
- Tandem/cold strip line: 2.5 m t/yr
- 4 galvanizing lines: 1.8 m t/yr

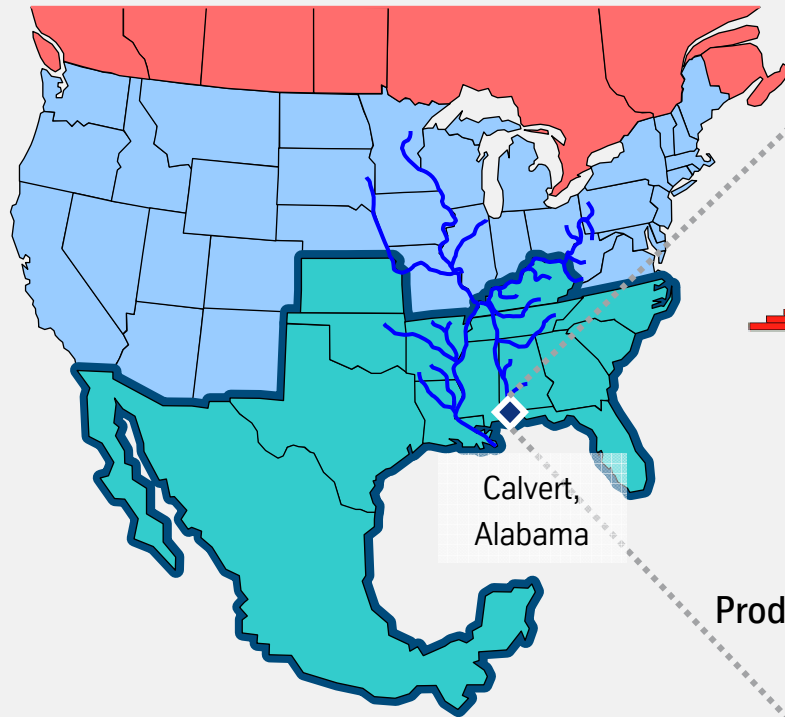
3.0 km

1.5 km



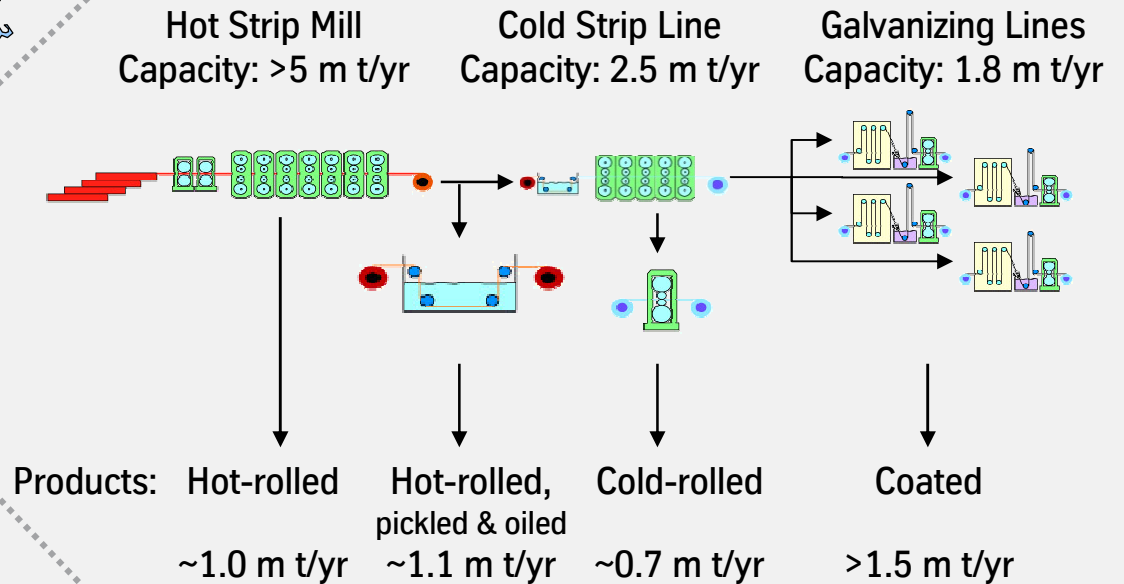
# TK Steel USA: Optimum Logistics and State-of-the-Art Facilities

Located at the heart of the modern industrial center of the U.S.



## ThyssenKrupp Steel USA: Equipment Layout, Capacities and Shipment Structure

million tons per year



**Geared to demanding customers from the automotive, service center, pipe & tube, construction and appliances industry**

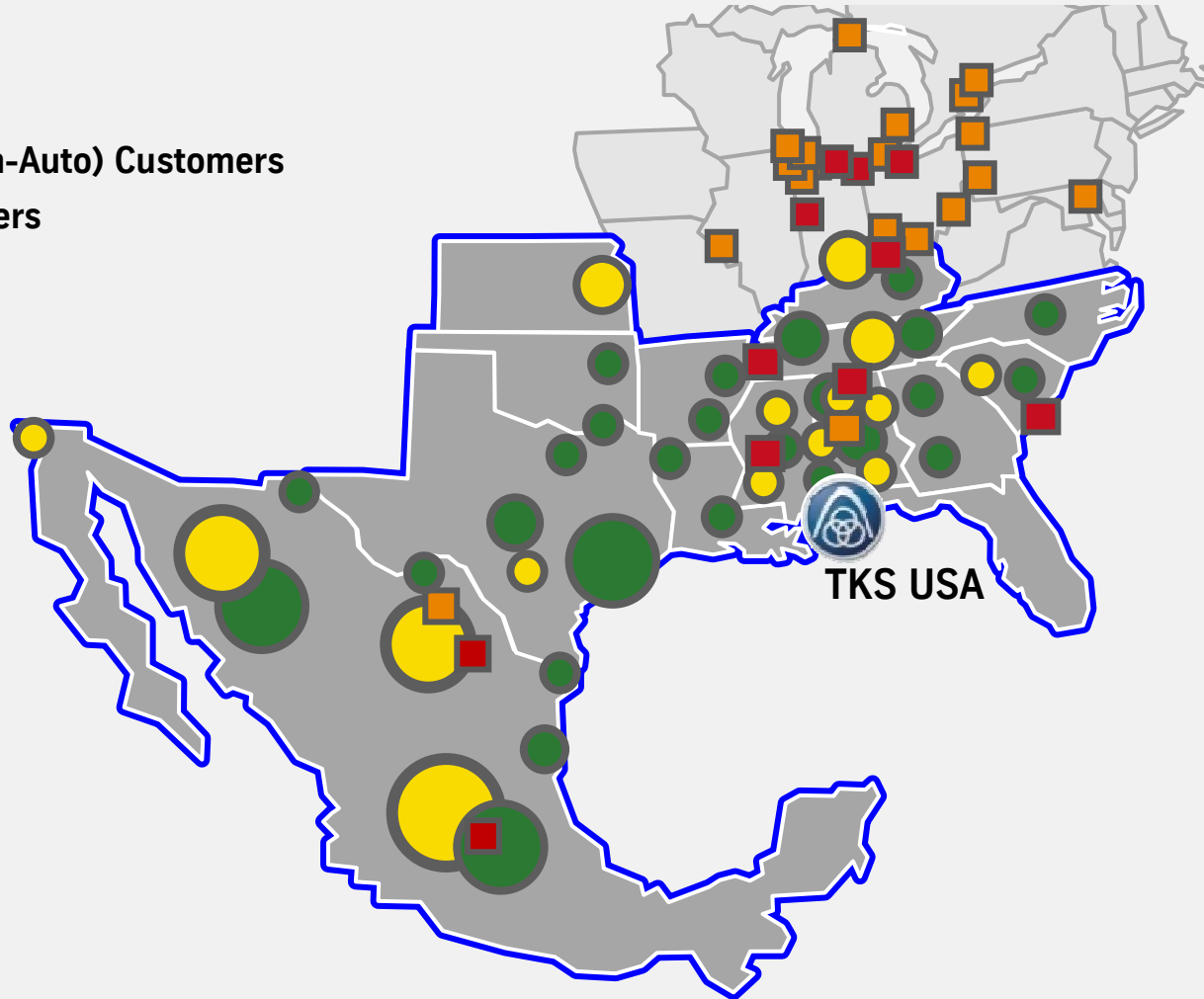
# Well Positioned in Southeastern United States with Proximity to Mexico

## 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.

# Successful Transition From Project Phase to Operations

1<sup>st</sup> Tap Blast Furnace #1



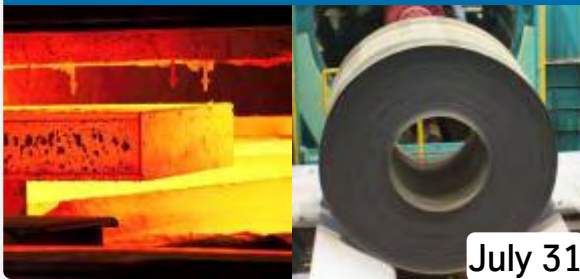
1<sup>st</sup> Slab



1<sup>st</sup> Slab Shpmts to Ger / to the US



1<sup>st</sup> HRC



1<sup>st</sup> CRC



1<sup>st</sup> CSA Slabs Arriving in Mobile



1<sup>st</sup> Push Coke Plant



1<sup>st</sup> Sales



1<sup>st</sup> HDG



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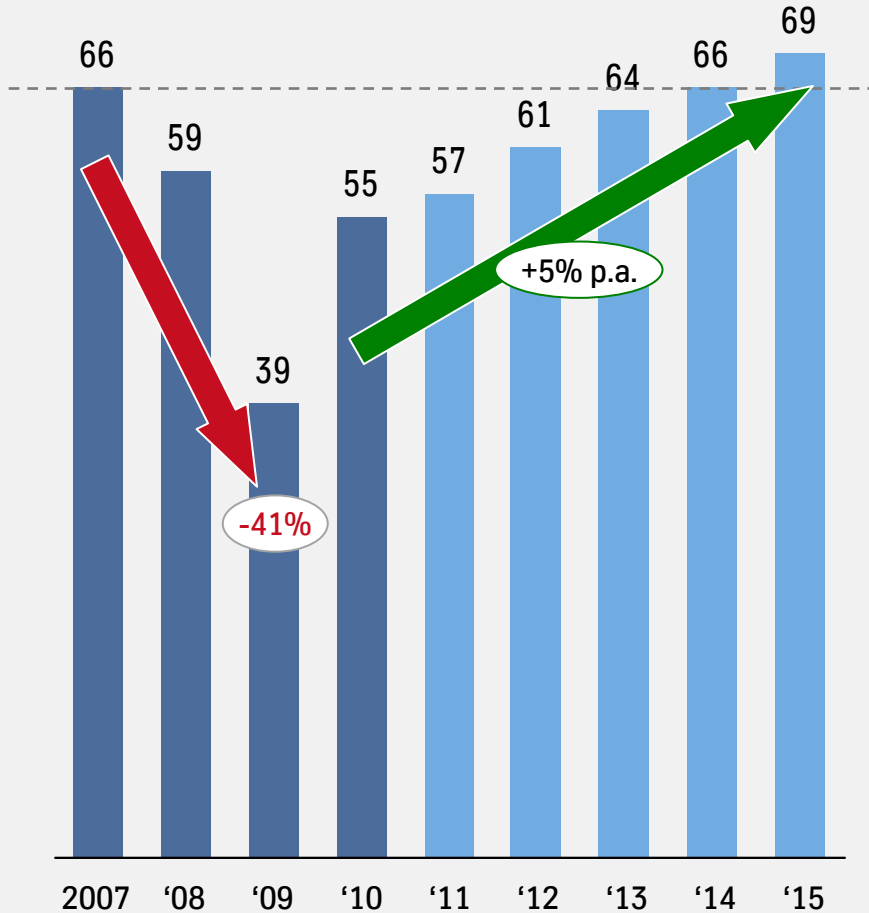




# Improving Market Conditions for NAFTA Flat Carbon Steels

## Dynamic Recovery of Consumption

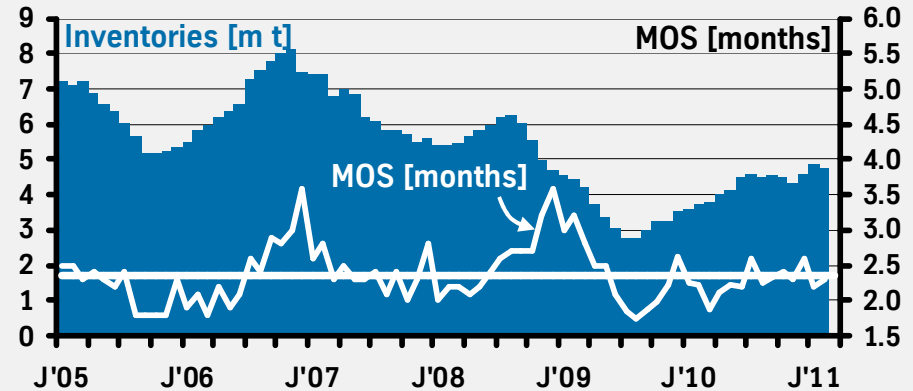
Appar. Cons. flat carbon steel (HRC, CRC, HDG) NAFTA in m t/yr



Source: TKSE, TKAM, CRU, MSCI, Steelfacts

## Moderate to Low Inventories

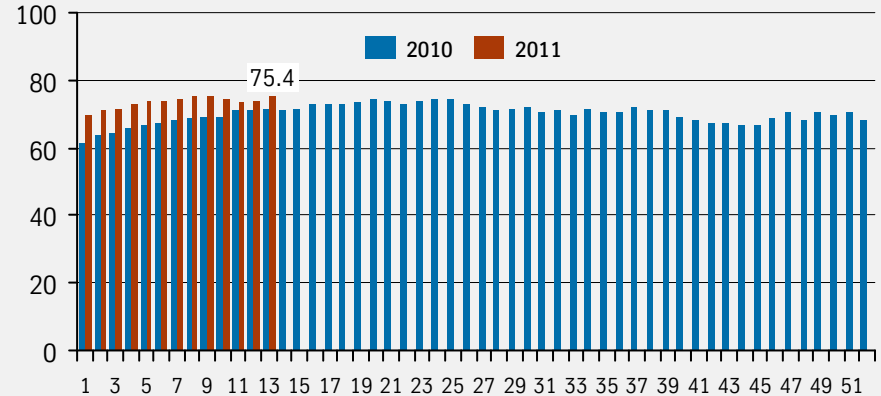
US inventories and months of supply



USA: February MSCI inventories, carbon flat-rolled

## Progressive Improvement of Utilization

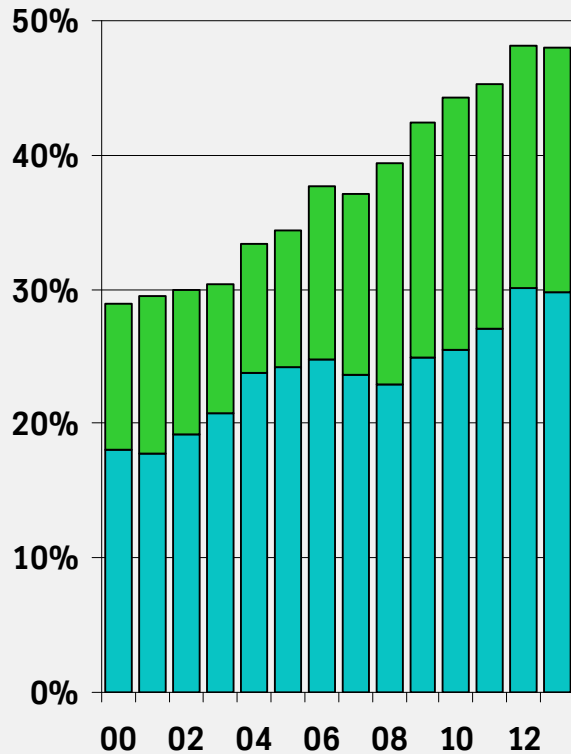
Weekly capacity utilization rates in %



# 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

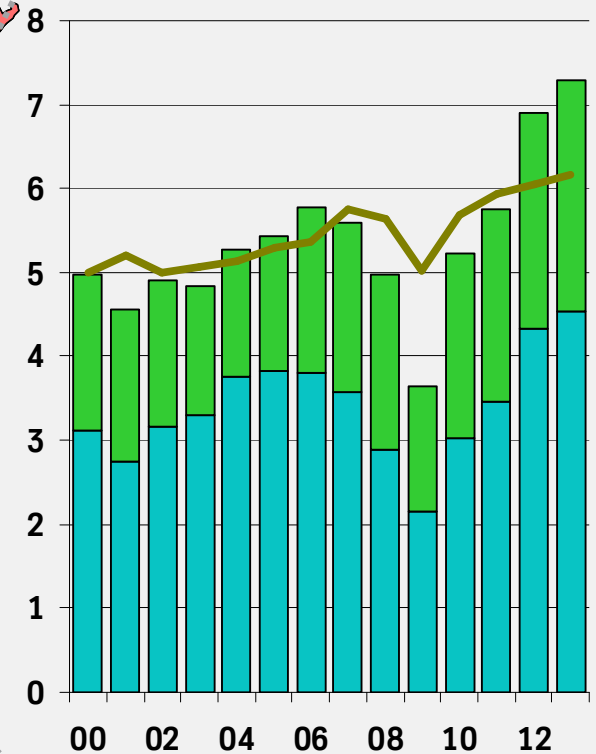
in %



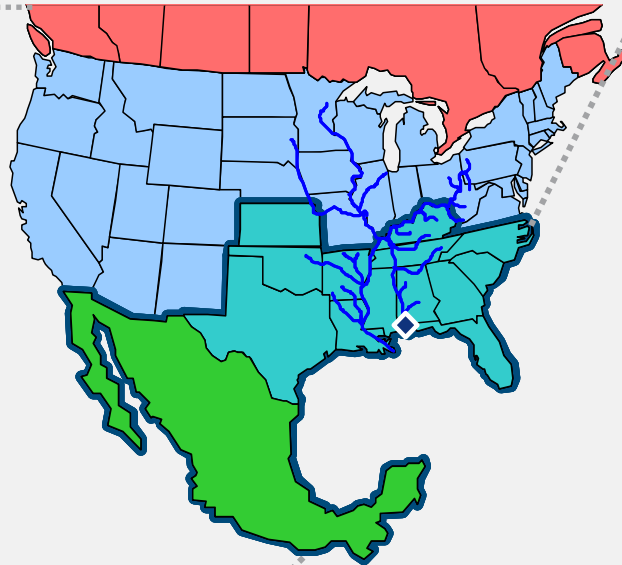
Source: Polk ProCar World October 2010; own analysis

Light-Vehicle Production  
TKS USA Home Market

in million units



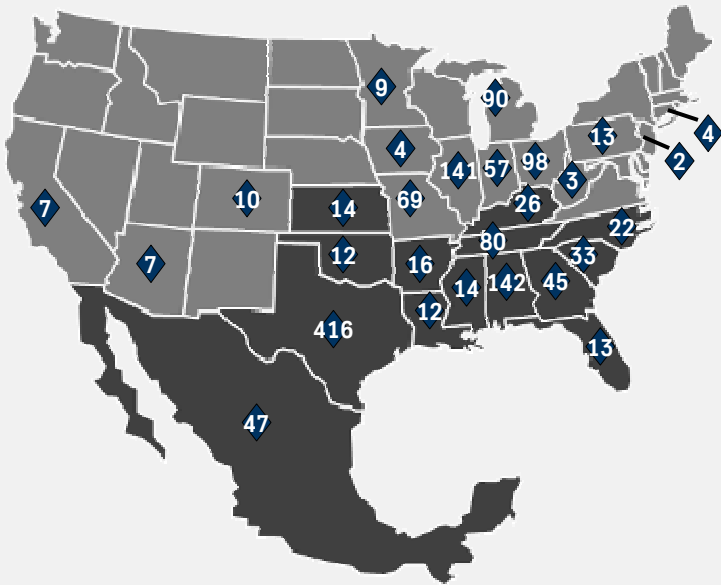
— production Germany in million units



Car production in  
Germany:  
~5.7 m units  
(2010e)

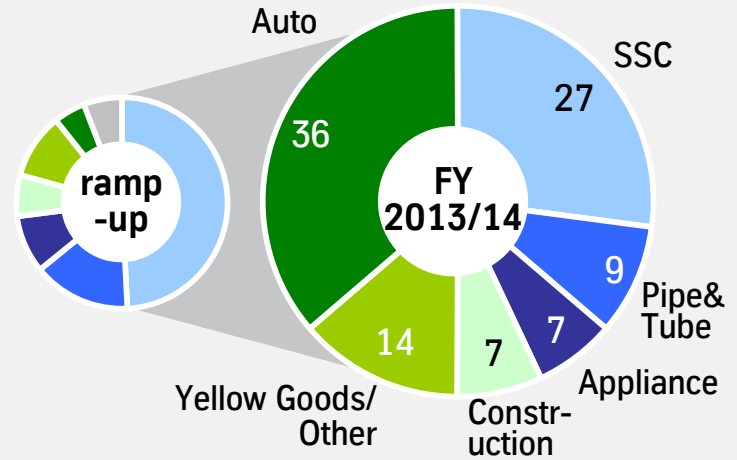
# Comprehensive Customer Development Activities Geared to Market-Oriented Ramp-up at ThyssenKrupp Steel USA

Around 1,500 customers visits



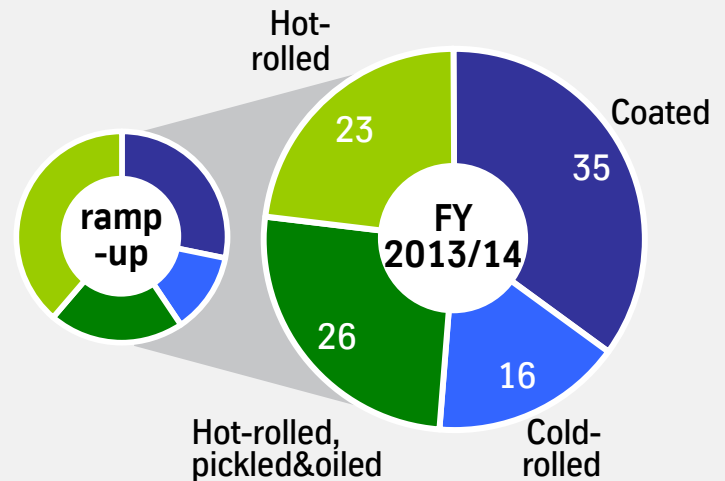
Shipments  
by  
Customer  
Industries

%



Shipments  
by Product  
Mix

%



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- 
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  - Forward Strategy Stainless USA

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  - Conclusion

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# Organizational Overview

## Stainless Global

Sales: €5,901 m Employees: 11,235

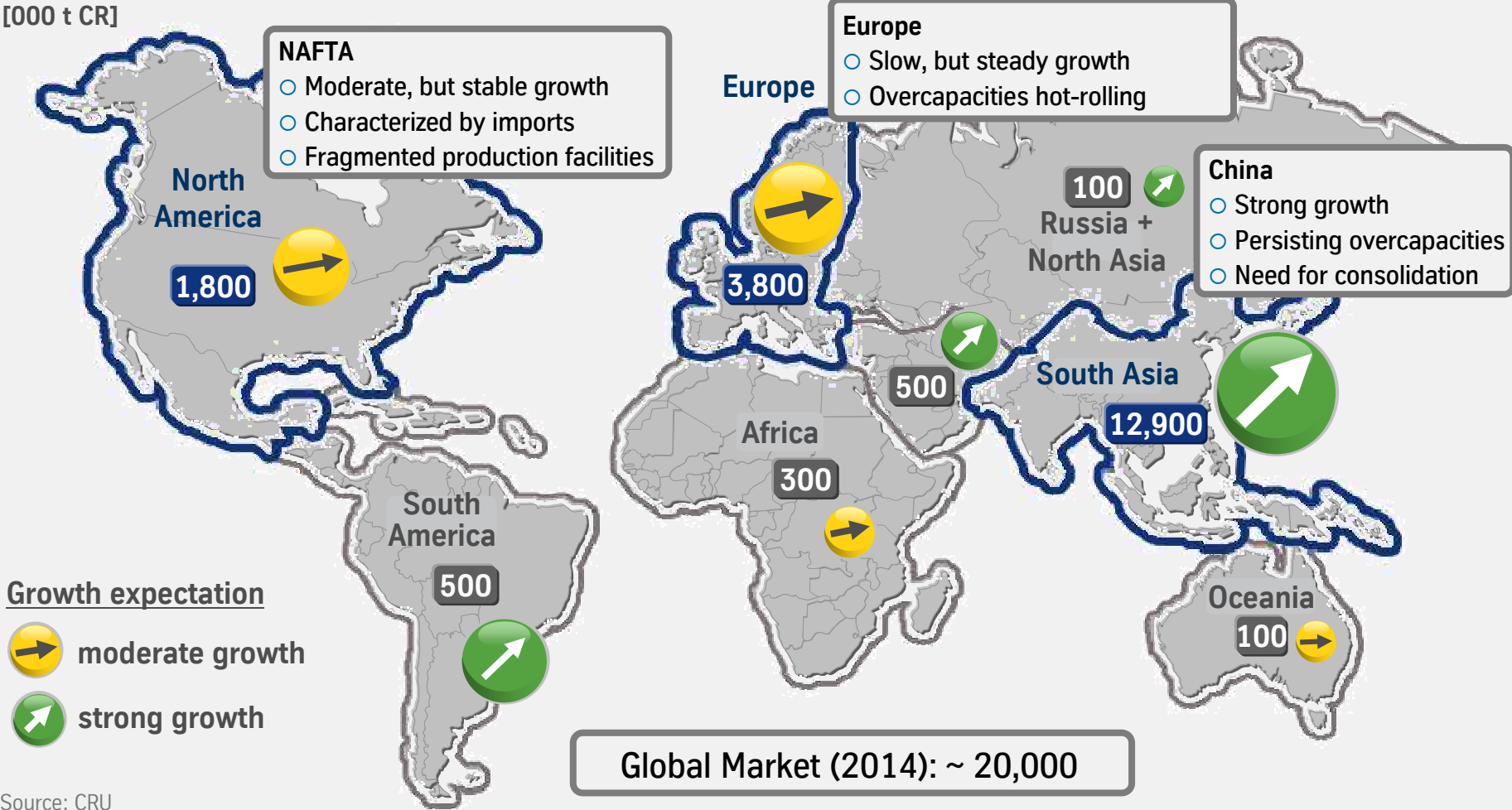
Operating Unit	ThyssenKrupp Nirosta	ThyssenKrupp Acciai Speciali Terni	ThyssenKrupp Mexinox	Shanghai Krupp Stainless	ThyssenKrupp Stainless USA	ThyssenKrupp VDM	ThyssenKrupp Stainless International
							
Products/ Services	Stainless Steel	Stainless Steel Processing	Stainless Steel	Stainless Steel	Stainless Steel	Nickel Alloys and Titanium	Distribution Stainless Steel
Sales (€m)	2,454	2,408	450	220	0	796	985
Employees	4,259	2,874	1,203	495	268	1,788	348

(FY 2009/10; Inter-OU sales not consolidated)

Cheuvreux Field Trip  
Calvert, AL- April 7, 2011

# Global Stainless Steel Industry – NAFTA, Europe and Asia represent 95% of Global Consumption

[000 t CR]

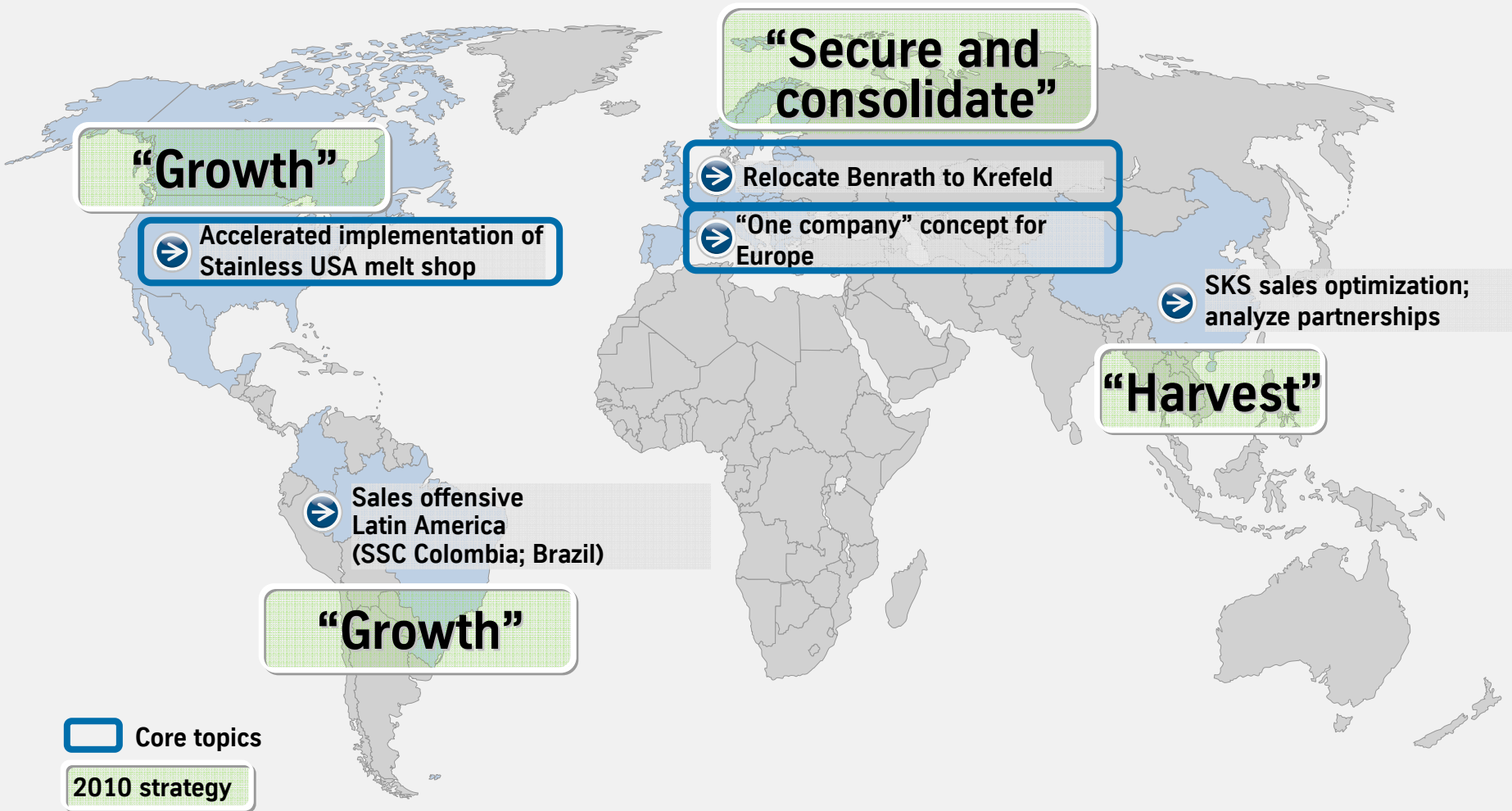


Source: CRU

Cheuvreux Field Trip  
Calvert, AL – April 7, 2011

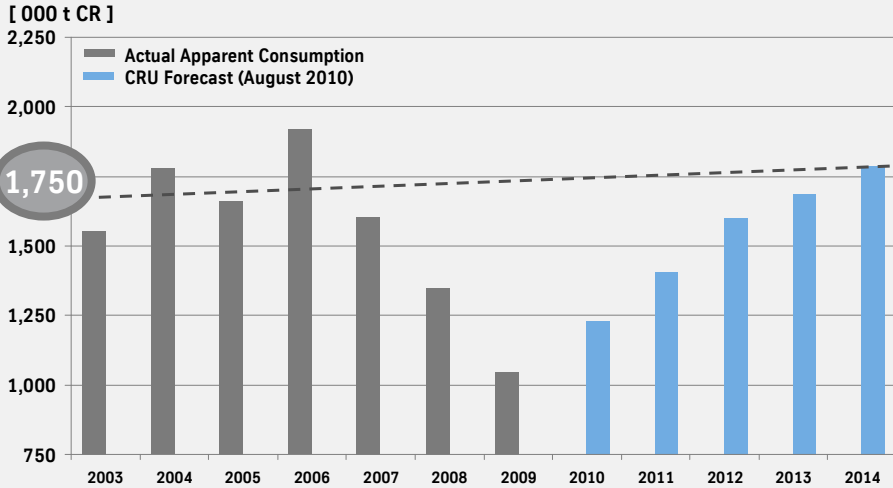
# Strategic Repositioning of TK Stainless Global

## Regional focuses of Stainless strategy and measures



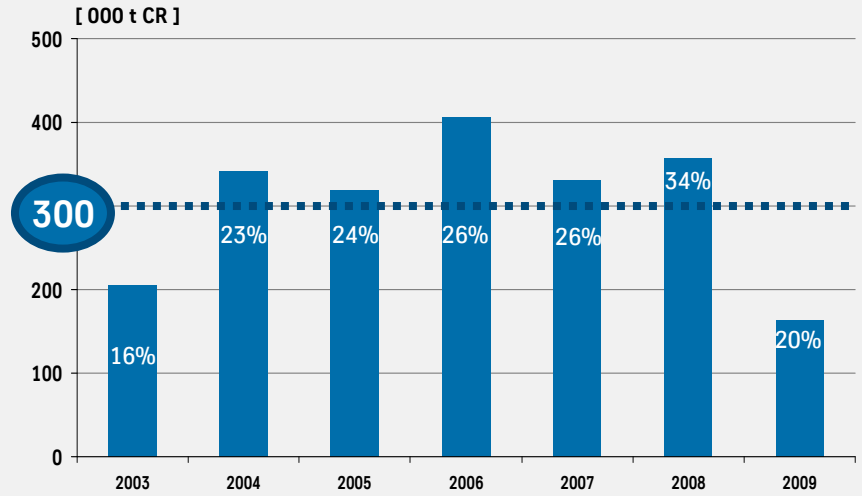
# Structural Market Logic for Stainless USA

## Moderate, but stable growth of NAFTA stainless demand



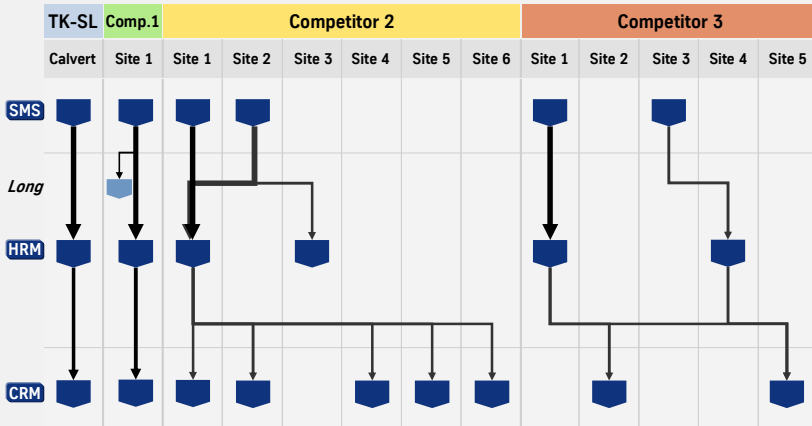
Source: CRU

## Imports reflect structural supply gap in the US

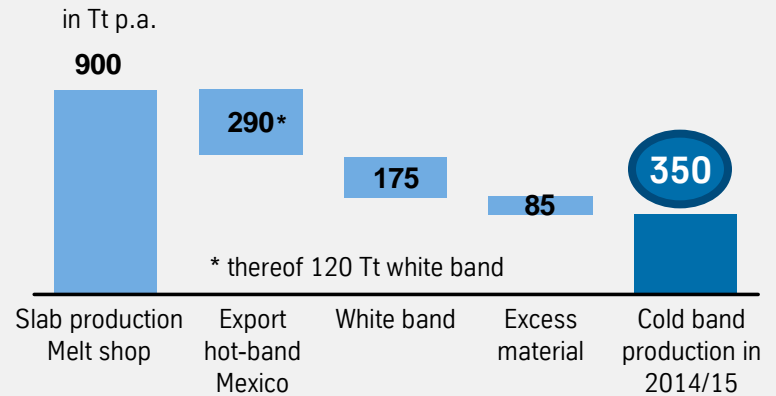


Source: Foreign Trade Statistics, CRU

## Majority of existing US stainless facilities fragmented



## Industrial concept TK Stainless USA



Cheuvreux Field Trip  
Calvert, AL- April 7, 2011



# TK to Fill Current Supply Gap by Intensifying Existing Customer Relations and Leveraging Superior Customer Benefits

Leveraging existing market presence:



Canada:  
USA: } >10%



Mexico: >70%

Site on the Tombigbee River, Calvert, AL, USA

- Melt shop 900,000 t/p.a.
- 1st cold-rolling mill (64" width) 140,000 t/p.a.
- Total cold-rolling capacity 350,000 t/p.a.

Cold-rolling mill Stainless

Melt shop Stainless

Leveraging superior customer benefits:

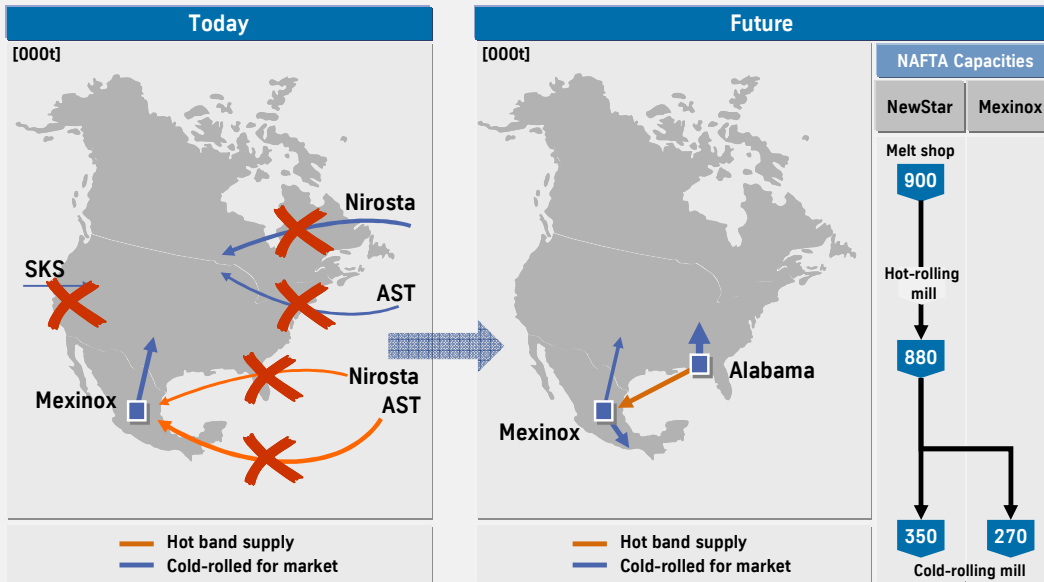
- Broad product portfolio (incl. 72")
- Increase share of ferritics
- Cost-competitive commodity steels
- Customer proximity

Accelerated installation and ramp-up by 2012



# Integrated Stainless Plant in the US will Provide Step Change with Optimized Logistics and Efficient Operations

## Optimized NAFTA concept



- Ideal location for supplying the US, Mexico, Canada and Latin America
- Port of Mobile, Alabama, provides highly efficient access to scrap
- Competitive energy costs
- Flexible workforce
- Synergies with Mexinox
  - hot band supply
  - complementary product mix and Steel Americas
  - infrastructure
  - administration

Market

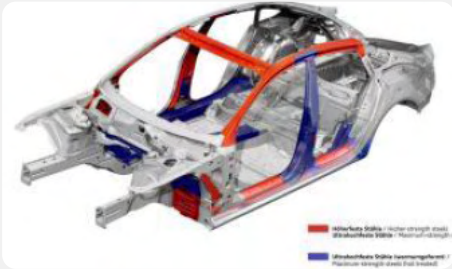
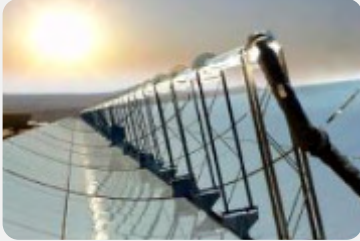
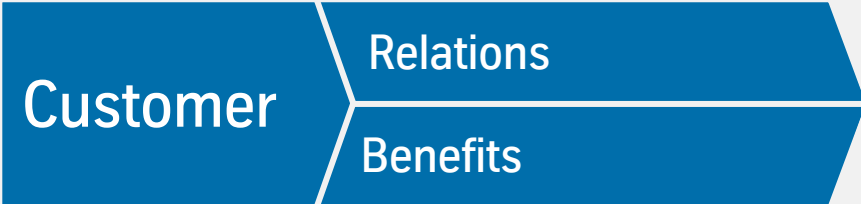
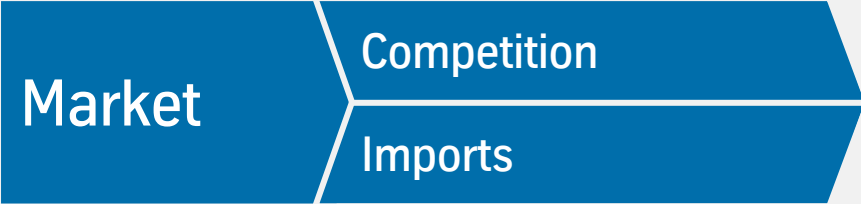
Customer

Efficiency

- Market- and customer-oriented expansion of existing NAFTA presence
- Leveraging synergies within existing supply network
- Complemented by most efficient logistics and operations

Significant margin opportunity for the Group

# Stainless Global – Strategy and Key Factors



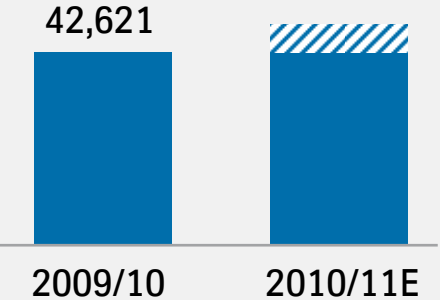
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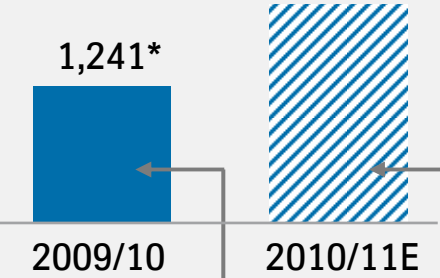
# Outlook FY 2010/11 – ThyssenKrupp Group

**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

# Focus on Progressively Improving FCF Generation

## Free cash flow development (billion €)

FCF target more challenging due to:

- NWC expansion
  - Rising demand
  - Higher raw material costs
- Cost increases Steel Americas



Target 2010/11:  
FCF break-even

2011/12 et seq.  
FCF > 0

