

Presentation ThyssenKrupp

October / November 2011

Developing the future.



ThyssenKrupp

Agenda

- Group Performance, Financials and Outlook
- Business Area Performance
- Strategic Development Program at ThyssenKrupp



Q3 2010/11 Key Messages – Group

On Track to Achieve Ambitious Targets

Growth

- Highest order intake & sales in over 2 years
- Book-to-bill > 1

Profitability & Cash

- Further improvement in EBIT
- Lowest capex in over 4 years
- First positive FCF in 6 quarters
- Behind NFD peak

Execution

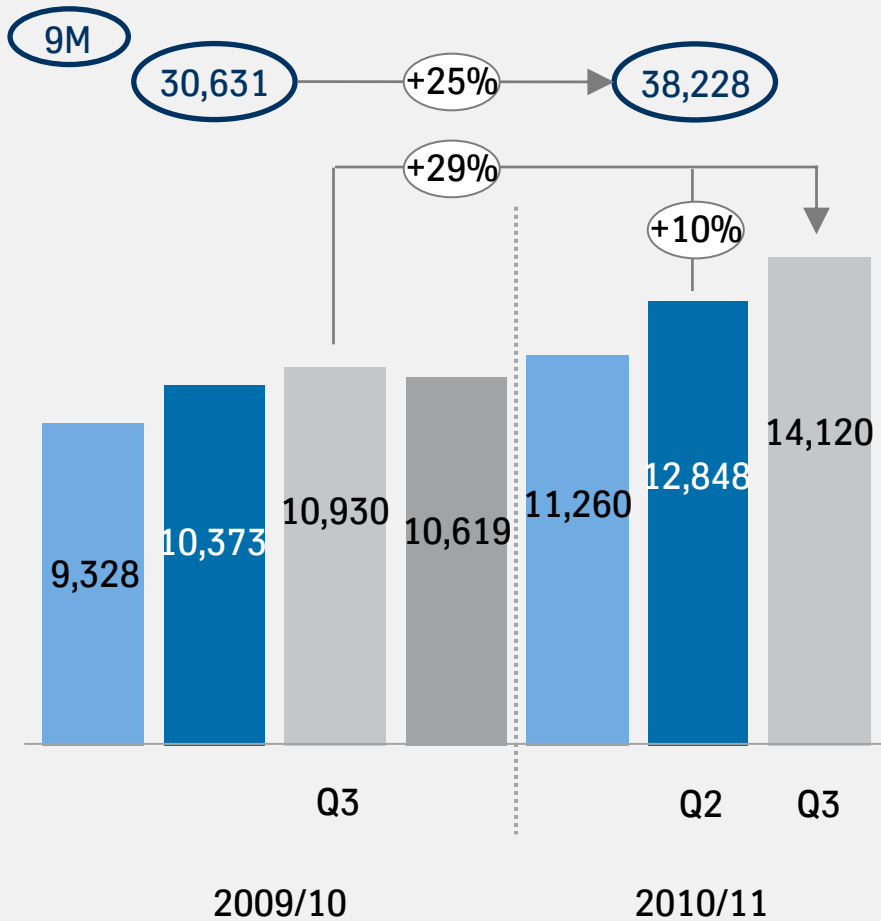
- Strategic Development in progress

Targets

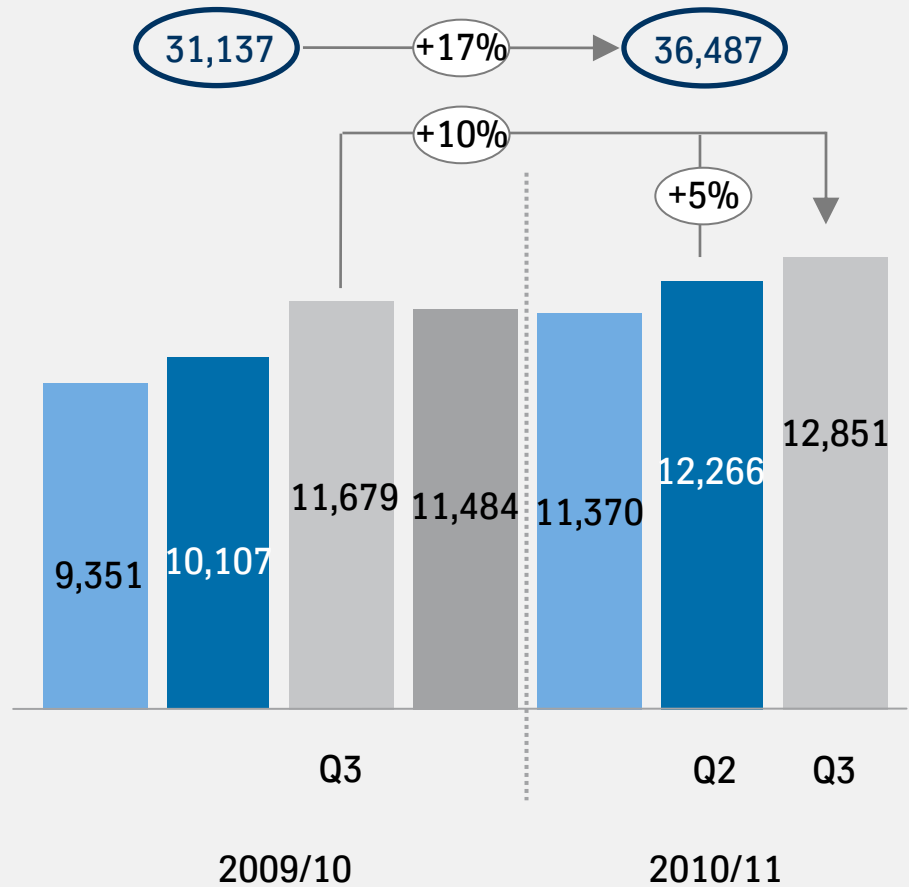
- Group EBIT adj. ~ €2 bn
- Steel Americas: Negative EBIT in higher 3-digit €m range

Favorable Trading Conditions Reflected in Our Business Trend

Order intake (million €)



Sales (million €)



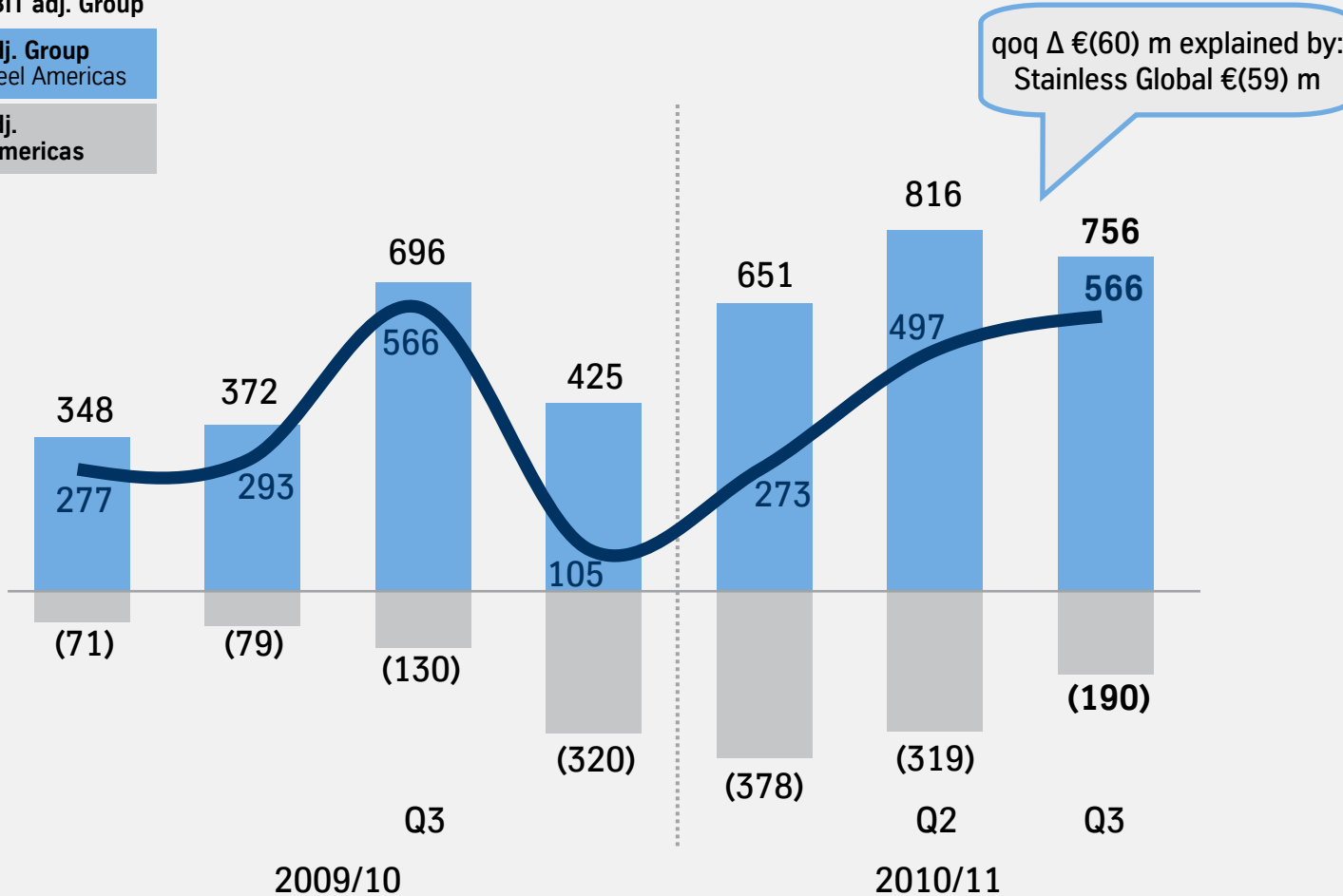
Strengthening Structural Earning Power

EBIT adjusted development (million €)

— EBIT adj. Group

EBIT adj. Group
excl. Steel Americas

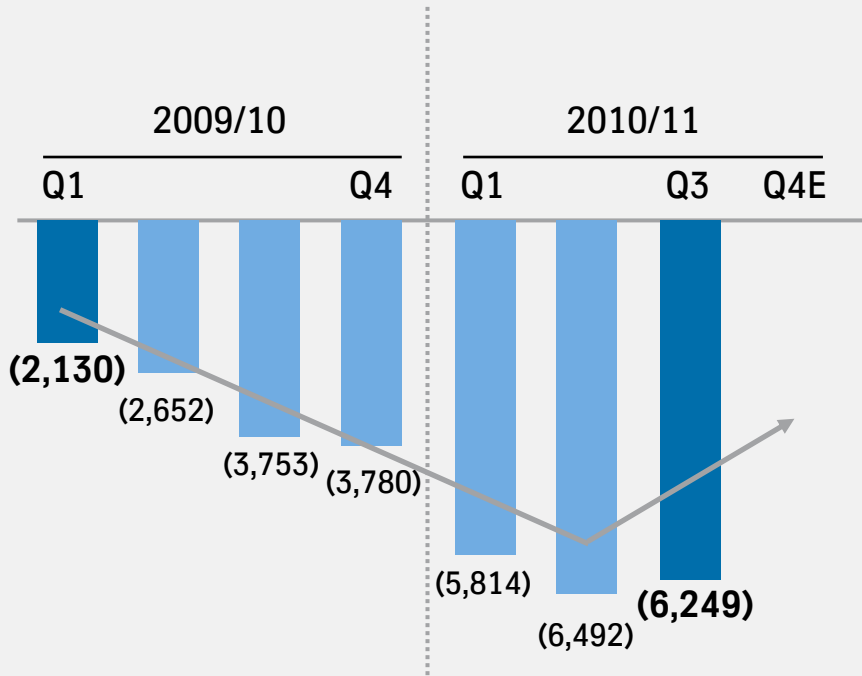
EBIT adj.
Steel Americas



Net Financial Debt (NFD): Now Behind the Peak

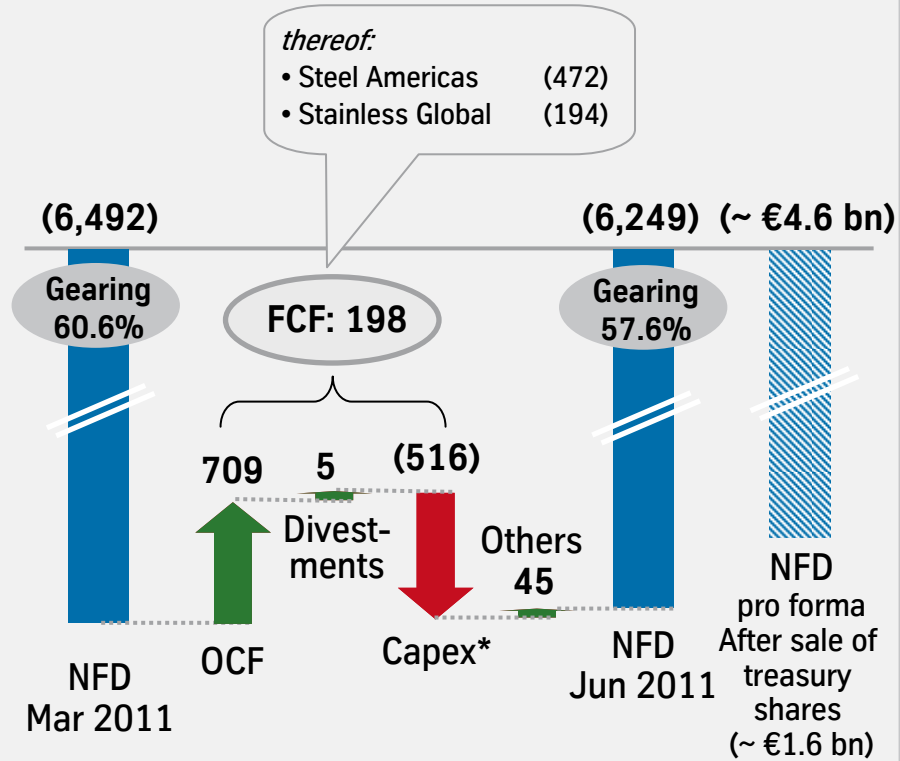
FY 2009/10 and FY 2010/11

(million €)



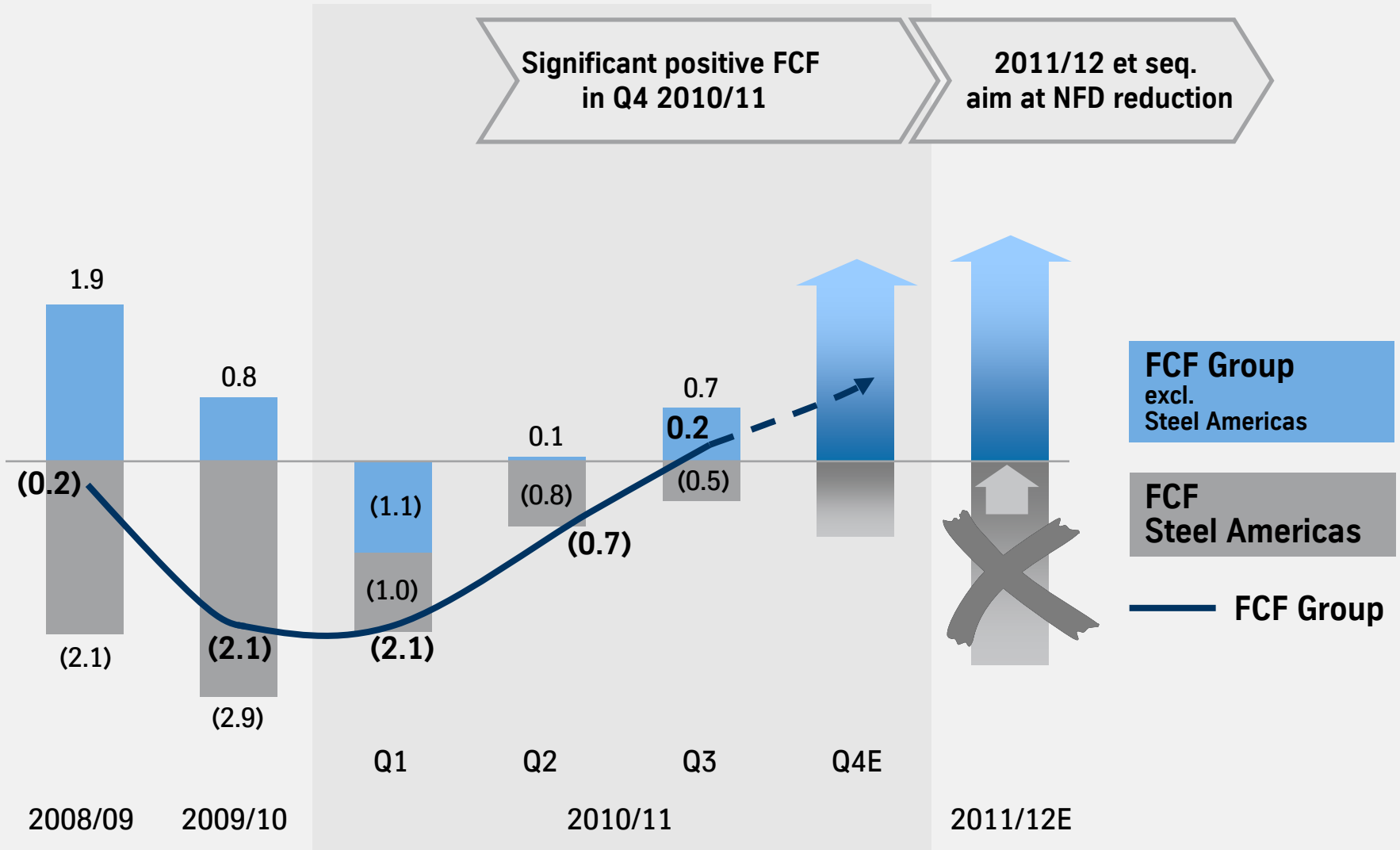
Q3 2010/11

(million €)



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

FCF Development: Focus on Progressively Improving FCF Generation



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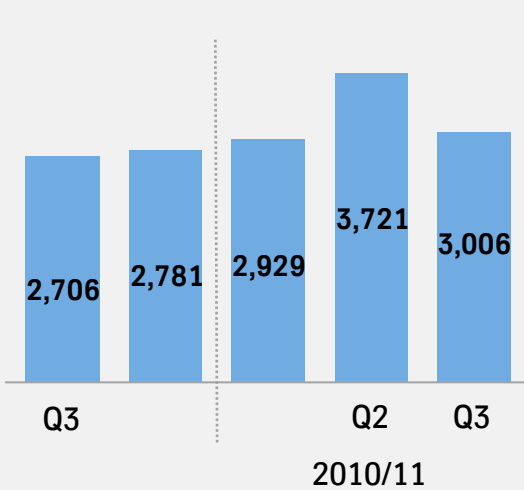


Steel Europe – Q3 2010/11 Highlights

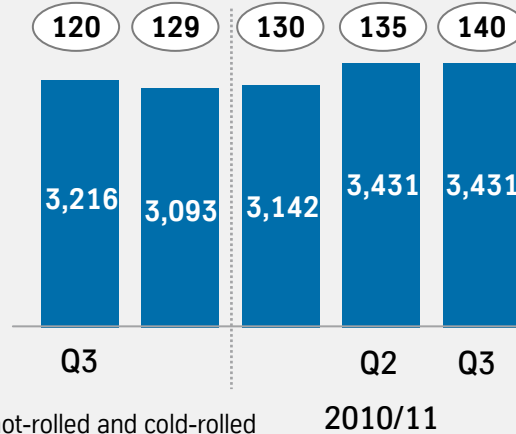
Order intake in €m

Shipments in 1,000 t

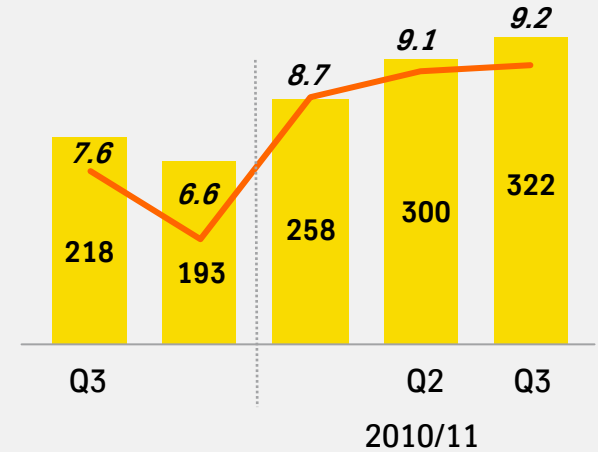
EBIT in €m; *EBIT margin in %*



Ø rev/t indexed (Q1 2004/05=100)

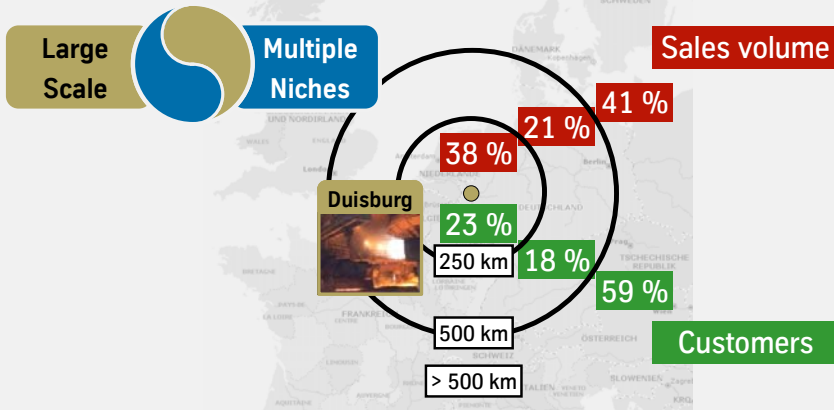


* hot-rolled and cold-rolled



Efficient operations & customer proximity

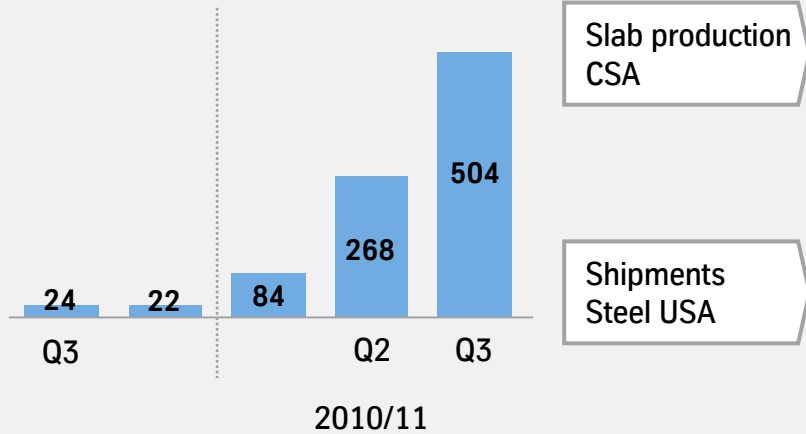
Current trading conditions



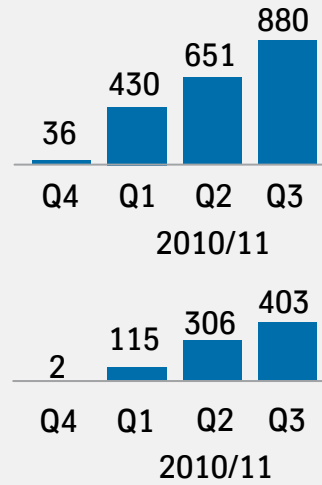
- Higher average revenues per ton and further increase of raw material costs
- Continuing robust consumption at key customer sectors
- Slowdown in orders reflecting cautious stocking into summer months and market waiting for price direction

Steel Americas – Q3 2010/11 Highlights

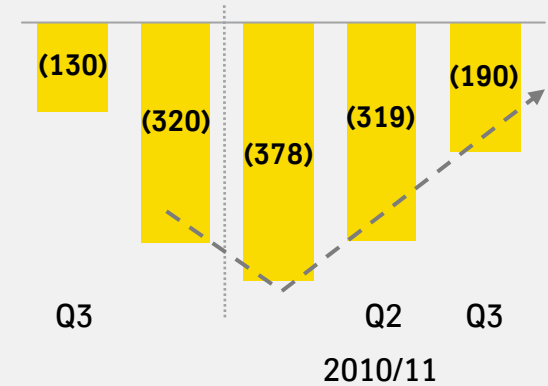
Order intake in €m



Production & shipments in 1,000 t



EBIT in €m



1st Coil from 3rd HDGL on July 15th

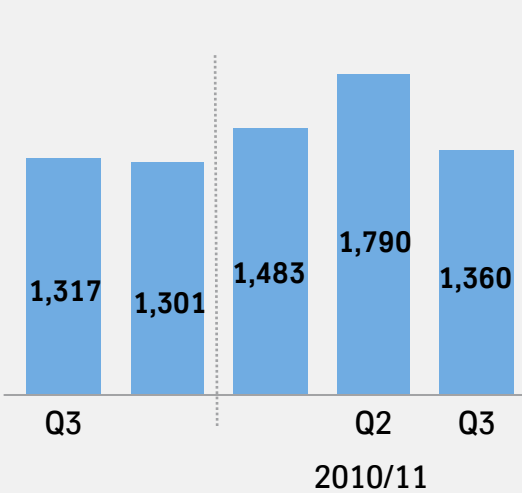


Current trading conditions

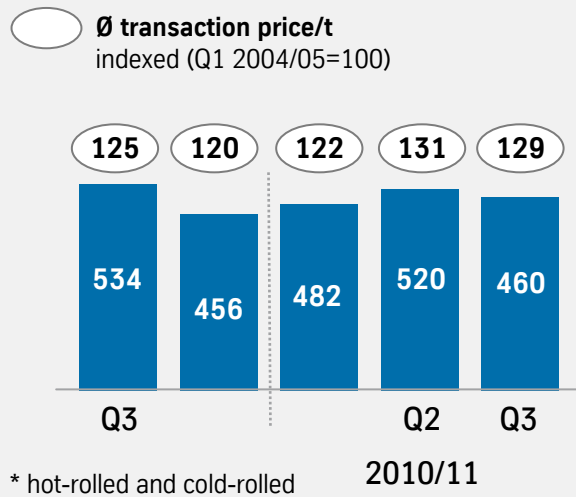
- CSA: ramp-up of coke plant battery B; continuous optimization of specific consumption rates and expansion of grade structures
- Steel USA: first volumes being tested by OEMs from the auto, pipe & tube, white & yellow goods industries
- Cont'd gradual improvement of real demand
- Service Centers with moderate inventories and low months of supply

Stainless Global – Q3 2010/11 Highlights

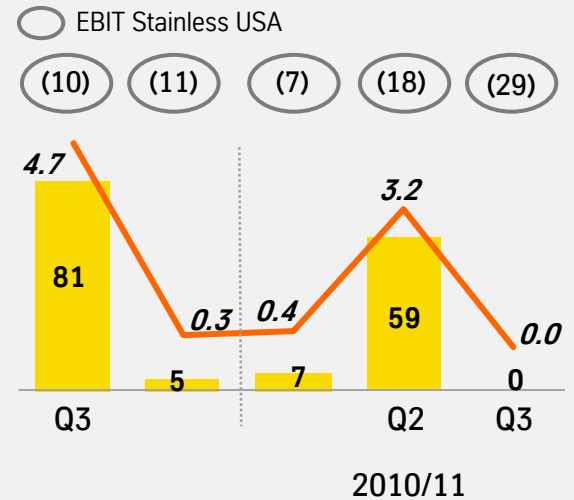
Order intake in €m



Shipments* in 1,000 t

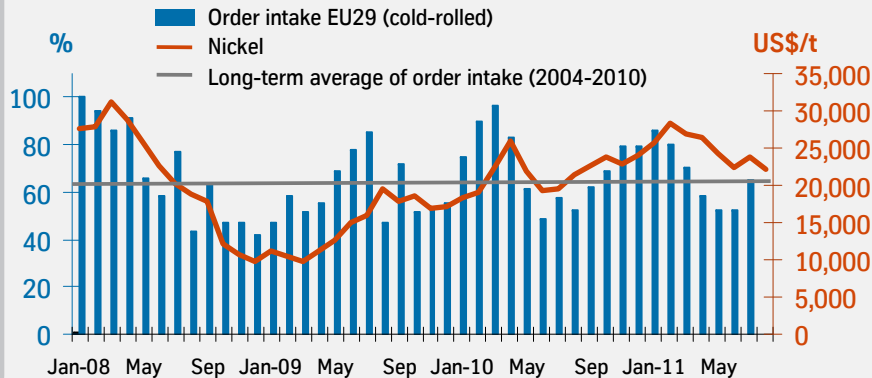


EBIT in €m; EBIT margin in %



Nickel price development and order intake

(Jan 08=100%)



Source: Eurofer; CRU August 2011, Metalprices (NICKEL) August 2011

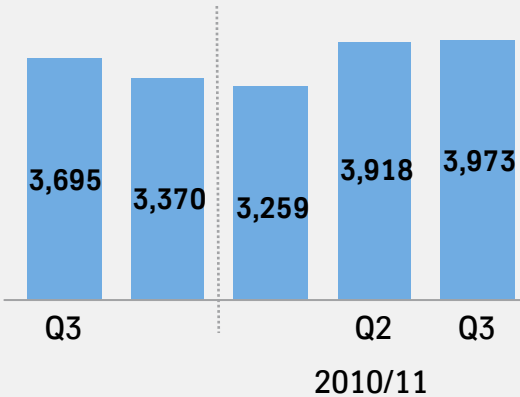
Current trading conditions

- Weaker order intake and shipments qoq driven by Ni-price decline despite robust demand from end customers
- Slightly decreasing transaction prices in Europe and Asia mainly due to lower alloy surcharges
- EBIT Stainless USA: €(29) m
- Imports (mainly from Asia) have to be monitored
- Moderate inventory levels and Christmas-driven consumption increase bode well for market recovery

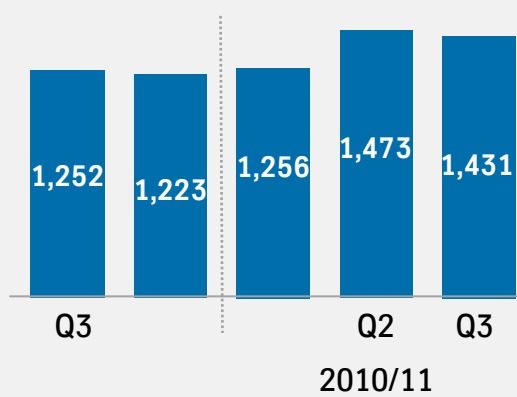
Materials Services – Q3 2010/11 Highlights

Order intake* in €m

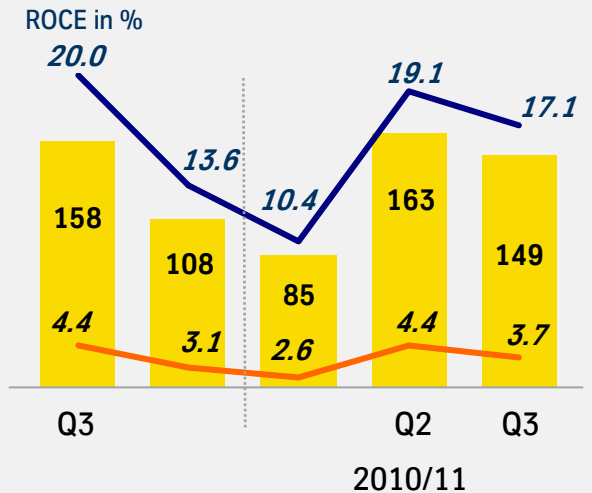
*thereof materials warehousing business ~ 60%



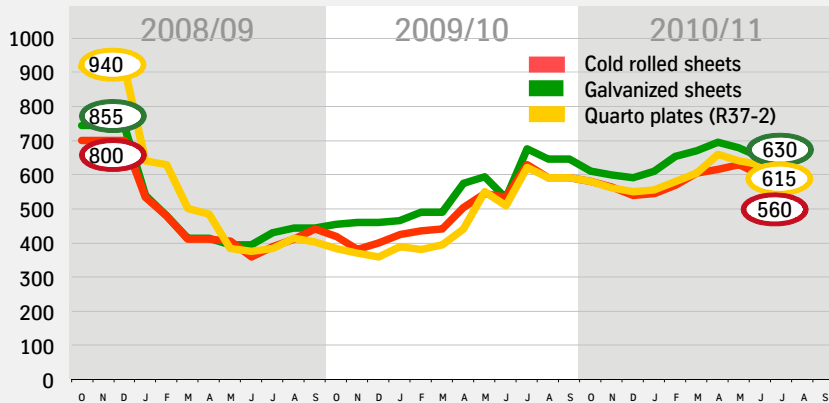
Materials warehousing shipments in 1,000 t



EBIT in €m; EBIT margin in %



Rolled steel price development (€/t)



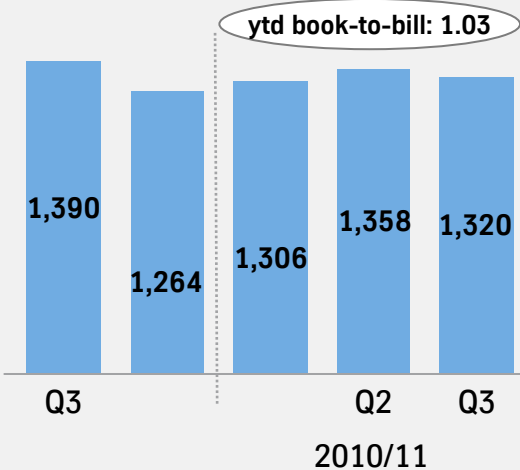
Source: Purchase Price ThyssenKrupp Materials International, Product Mgmt Rolled Steel

Current trading conditions

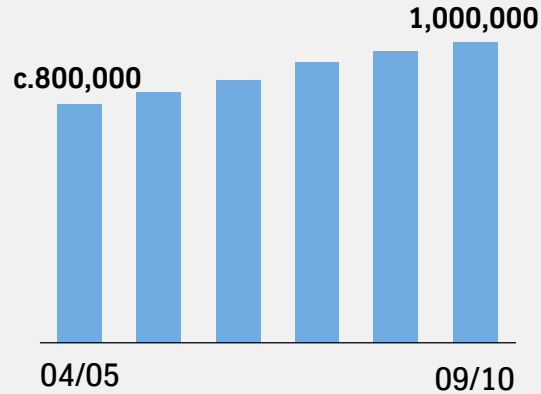
- Continuing strong demand from automotive, engineering and aerospace industry
- Ongoing robust demand from Western and Eastern Europe as well as from North America, Southern Europe more subdued
- Stable volumes, but softer pricing since April
- Uncertainty regarding further price development
- Inventories in Europe and US at moderate levels

Elevator Technology – Q3 2010/11 Highlights

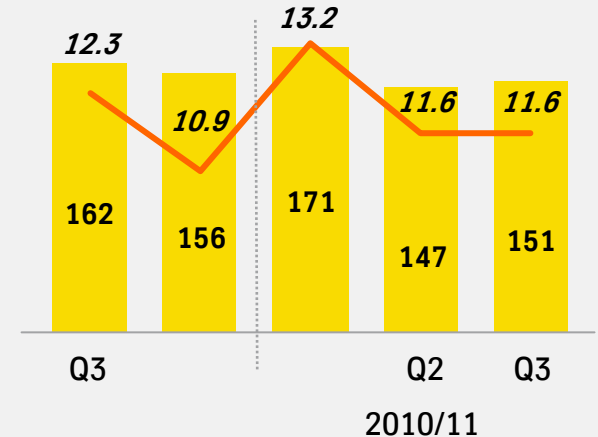
Order intake in €m



Units under Maintenance



EBIT in €m; EBIT margin in %



Recent major orders



New Parkland Hospital
Dallas, USA

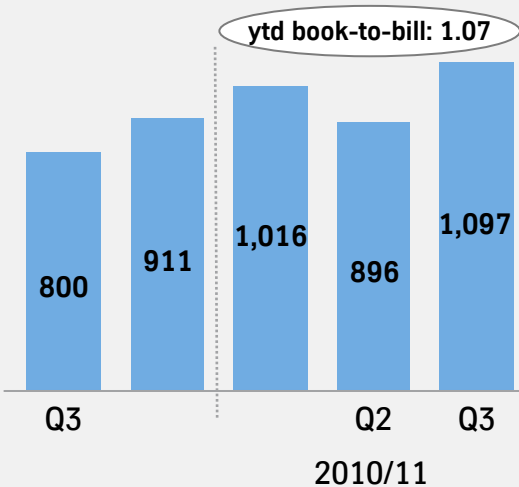
- Dalian, China (MOD)
First two TWIN elevators in China
- Xi'an Subway Line, China (NE)
133 escalators
- Metro Sofia, Bulgaria (NE)
19 elevators, 31 escalators
- New Parkland Hospital, Dallas (NE)
40 elevators
- Frankfurt Airport, Germany (NE)
18 PBB

Current trading conditions

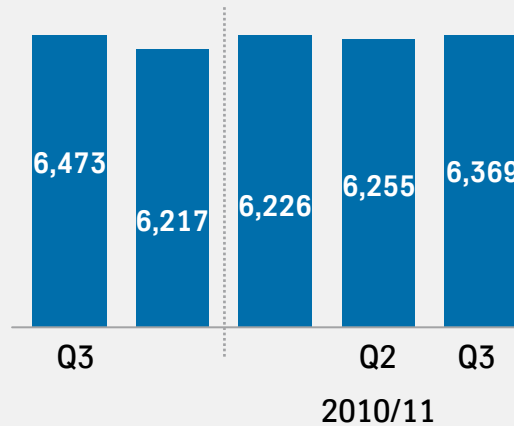
- Brazil and China remain growth drivers for new equipment
- Diverse picture for new equipment demand in Europe (stable in the north, weaker in the south)
- Recovery of US demand for new equipment with delays
- Modernization supports business growth in mature markets
- Maintenance business with growth across all regions

Plant Technology – Q3 2010/11 Highlights

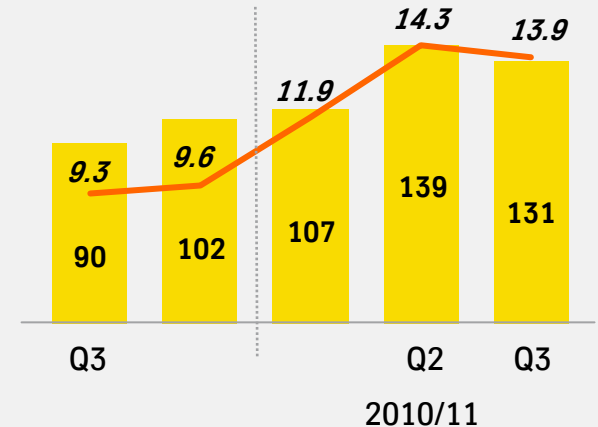
Order intake in €m



Order backlog in €m



EBIT in €m; EBIT margin in %



Largest order intake Q3 2010/11

Cement plant for Holcim, Indonesia:



- Greenfield project
- Capacity: 4,000 tpd
- Turnkey delivery
- Order value: ~ €200 m
- Commissioning: 2013

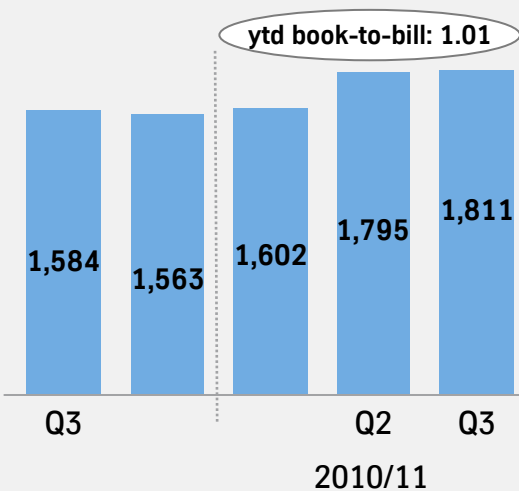
(Picture shows comparable project)

Current trading conditions

- Highest order intake since Q1 2009/10
- Strong order intake with cement plants, larger new orders from Indonesia and Mexico
- New projects awarded also from minerals industry, e.g. in Brazil and Peru
- EBIT margin at 13.9% continues on exceptionally high levels, accumulation of PoC milestones for EBIT realization of some higher-margin orders

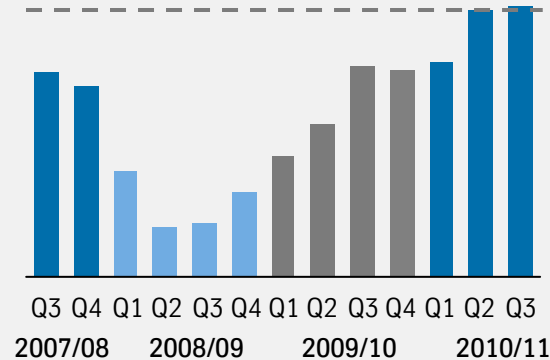
Components Technology – Q3 2010/11 Highlights

Order intake in €m

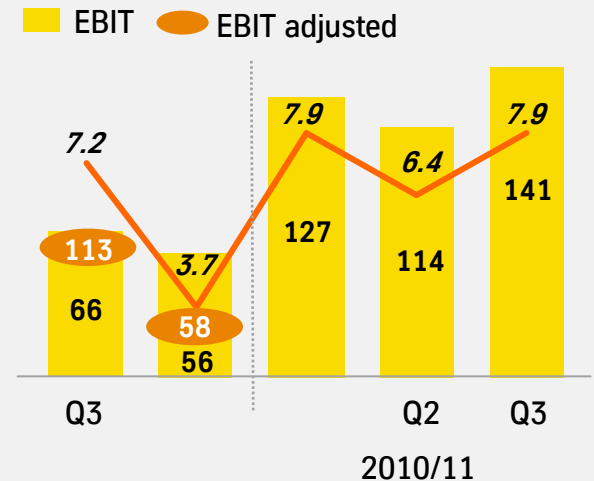


Quarterly order intake auto components

Q3 2010/11: ~20% above pre-crisis level
(average of FY 2007/08)



EBIT in €m; EBIT adj. margin in %



Reopening of iron foundry in Etowah, TN, USA



- Increasing customer orders require reopening of US facility for automotive casting components (e.g. brake drums) in Q2 2011/12

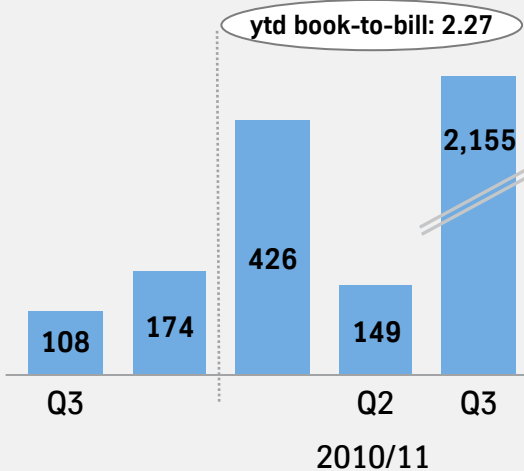
- Facility had been idled in January 2010
- Results in positive impairment reversal of ~ €40 m (will be booked as special item in Q4 2010/11)

Current trading conditions

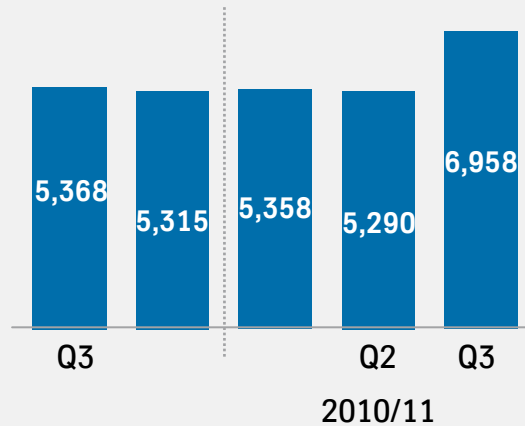
- Order intake and sales continue on high levels, supported by strong demand from automotive and industrial components
- Production especially in most of the auto supply businesses close to maximum capacity levels
- EBIT margin back to Q1 level (EBIT in Q2 was negatively impacted by ~€20 m warranty provisions)

Marine Systems – Q3 2010/11 Highlights

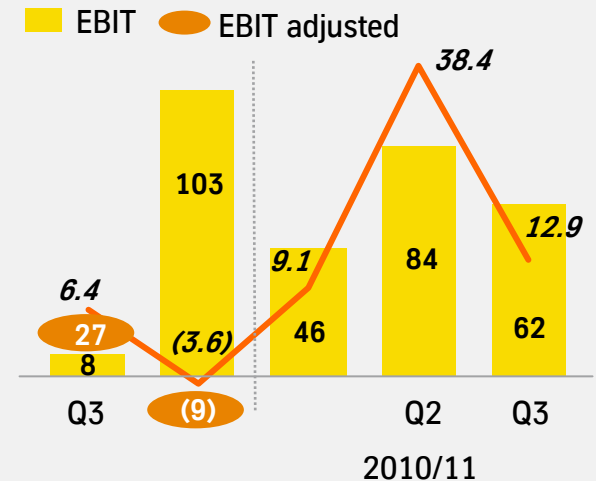
Order intake in €m



Order backlog in €m



EBIT in €m; EBIT adj. margin in %



Order intake Q3 2010/11

6 submarine material packages for class U 214



- Customer: Turkish Navy
- Order intake Q3: ~ €2 bn
- Delivery of 1st submarine: 2018
- Contribution to capacity utilization at HDW in Kiel for the next 10 years

Current trading conditions

- First sales realized for Turkish submarines
- Q3 EBIT impacted by several aperiodic items from project execution/cancellation
- Efforts with Abu Dhabi MAR ceased to form JV for naval & non-naval shipbuilding business of Blohm+Voss, Hamburg
- Strategy unchanged to focus on naval shipbuilding (submarines and naval surface vessels) and to divest civil shipbuilding activities

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- Business Area Performance
- Strategic Development Program at ThyssenKrupp













ThyssenKrupp – Strategic Way Forward



Company Positioning



Portfolio Optimization: Exit Non-Core Businesses

| | | Current Divestments | Additional Divestments | Strategic Development |
|--------------|-----------------------|--|--|--|
| Materials | Steel Europe | Metal Forming  closed 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  signed 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)  |
| | | | Bilstein-Gruppe (Automotive Systems Brazil) | Consolidation to a chassis-full-service-provider Sales: ~€2.2 bn; Employees: ~ 6,500 |
| | Marine Systems | BVSS  Sales: ~€0.5 bn; Employees: ~1,600 | BVSS  Sales: ~€0.5 bn; Employees: ~1,600 | |

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

Systematic Benchmarking Aiming at Best-in-Class Operations

Selected Peers / Relevant Peer Segments

Steel Europe



- ArcelorMittal / Flat Carbon Europe
- Salzgitter / Steel
- Tata Steel / Europe
- Voestalpine / Steel

Elevator Technology



- UTC / Otis
- KONE
- Schindler

Steel Americas



- AK Steel
- ArcelorMittal / Flat Carbon Americas
- US Steel / Flat-Rolled
- Nucor

Plant Technology



- Chemicals: Maire Tecnimont / Oil, Gas & Petrochem.
- Cement & Minerals: FLSmidth
- Mining Equipment: Sandvik / Mining & Construction

Stainless Global



- Acerinox
- Aperam
- Outokumpu
- Allegheny

Components Technology



- **Automotive components:** Continental (GER); NSK (JPN); TRW (USA)
- **Industrial & construction machinery:** Kaydon (USA, Friction Control); SKF (SWE, Industrial); Titan Europe (UK, Undercarriage)

Materials Services



- ArcelorMittal / Distribution Solutions
- Klöckner
- Reliance

Marine Systems



- DCNS (F)
- Navantia (E)
- Damen (NL)

Customers & Markets



Berlien Eichler

Performance & Portfolio



Hiesinger Kerkhoff

Sustainable Value
Creation



Hiesinger



Labonte Claassen

Innovation & Technology

People & Development

- Sale **Metal Forming**: closed July 20
- Sale **Xervon**: signed August 23
- Exit **Stainless Global**: new mgmt. lined up, banks mandated
- Sale **Waupaca & Bilstein** (springs, stabilizers): banks mandated
- Sale **Tailored Blanks**: market approach in preparation
- Sale **civil shipbuilding**: progressing
- Strat. Develop. **Bilstein/Presta Steering**: new management lined up
- Group-wide roll-out of process for **mission statement** development
- **Global Technology Forum** conducted in July with 150 top managers
- **Assessment** of 2nd & 3rd management level
- **Remuneration system** of 2nd & 3rd management level under review
- Roll-out of **LTI** (share price performance-based compensation) to 2,000 senior managers in preparation

ThyssenKrupp – “Diversified Industrial Company”



ThyssenKrupp

Cross-operational synergies

Focus on
core activities with leading
market positions

Efficient capital allocation based
on clearly defined key figures

Best-in-class performance
within all businesses

Infrastructure

Leading Engineering Competence

Resources

Diversification over
business cycles

Financial
stability & flexibility

Stable earnings &
cash flow profile



ThyssenKrupp is Much More Than Steel (I)

ThyssenKrupp

Materials

Sales 9M 2010/11 (€m):

Steel Europe: 9,763

Steel Americas: 775

Stainless Global: 5,047

Materials Services: 10,995

28% of total sales*

Technologies

Sales 9M 2010/11 (€m):

Elevator Technology: 3,864

Plant Technology: 2,809

Components Technology: 5,147

Marine Systems: 1,202

33% of total sales*

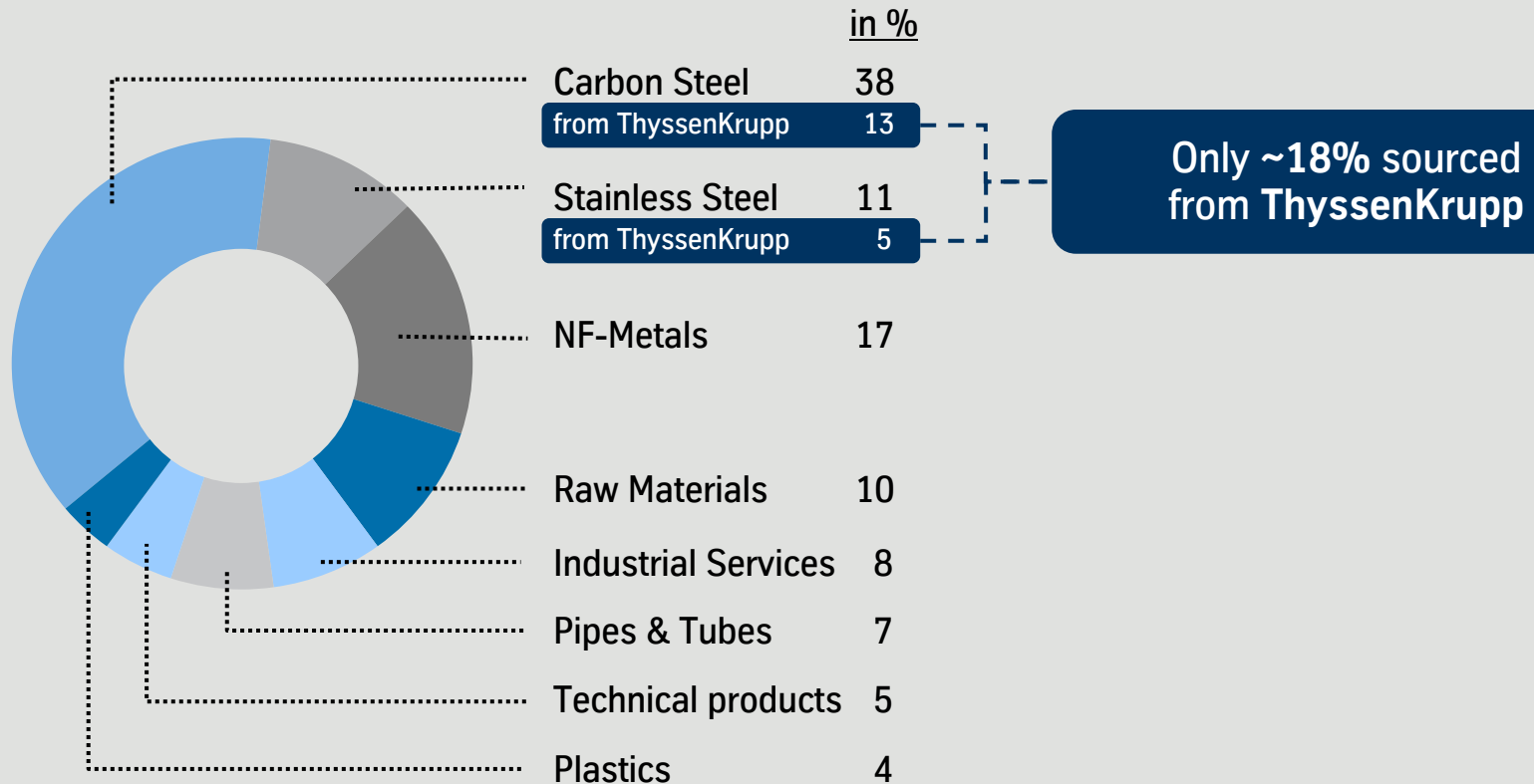
* Sales 9M 2010/11, unconsolidated



ThyssenKrupp is Much More Than Steel (II)

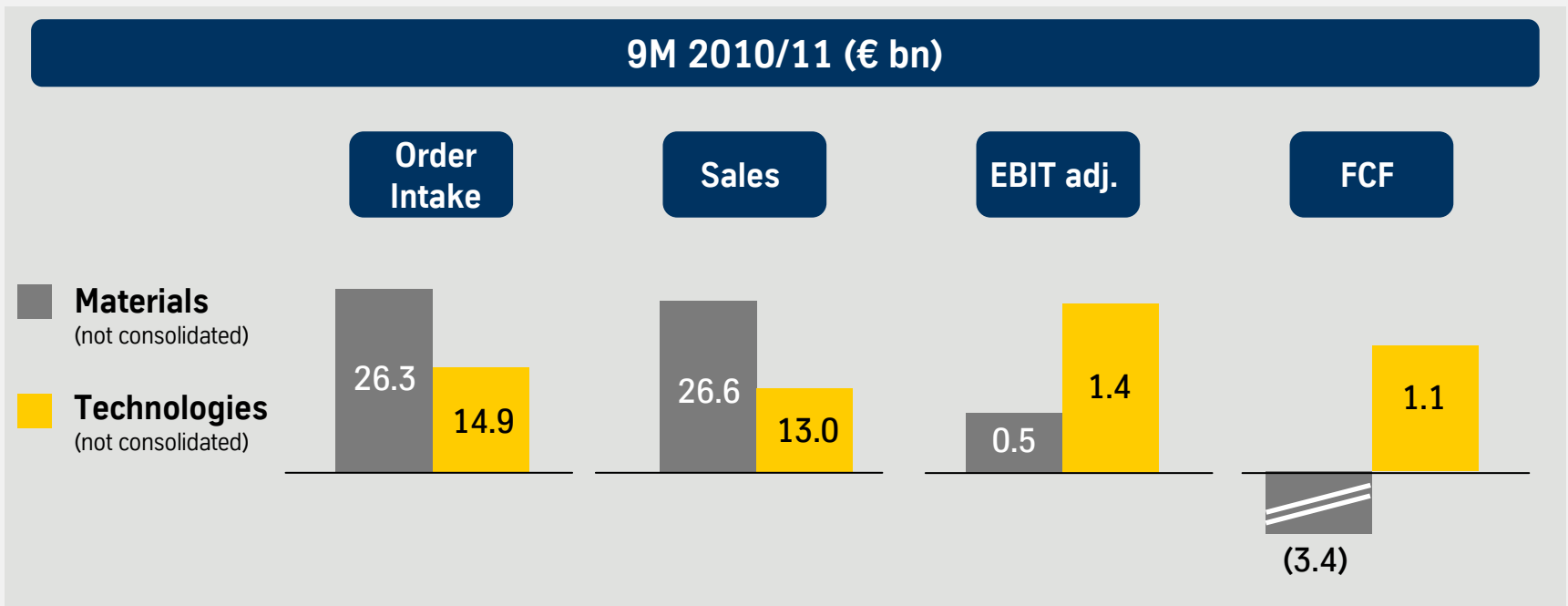
Materials Services is a Focused Service Business – Not a Sales Channel for Steel and Stainless BAs

Materials Services: Sales by products/services (2009/10)



ThyssenKrupp is Much More Than Steel (III)

Technologies With Significant EBIT and FCF Contribution



- **Materials:** Earnings and cash flow performance influenced by ramp-up losses at Steel Americas and NWC build-up
- **Technologies:** High earnings, cash contribution and capital efficiency

ThyssenKrupp is Much More Than Steel (IV)

Technologies With Higher Exposure to International Markets

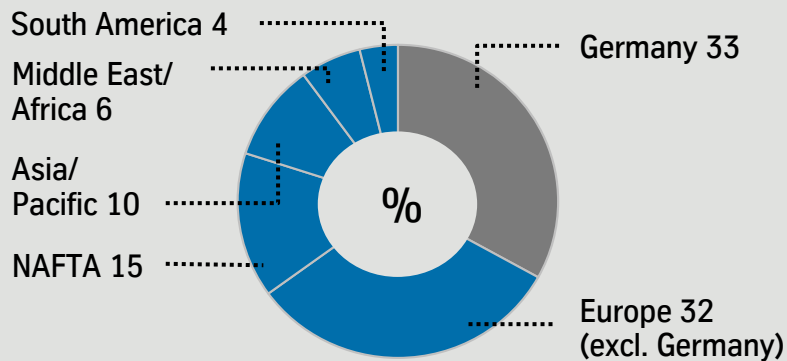
**Sales
outside Germany**

ThyssenKrupp: 67%
Technologies: 83%

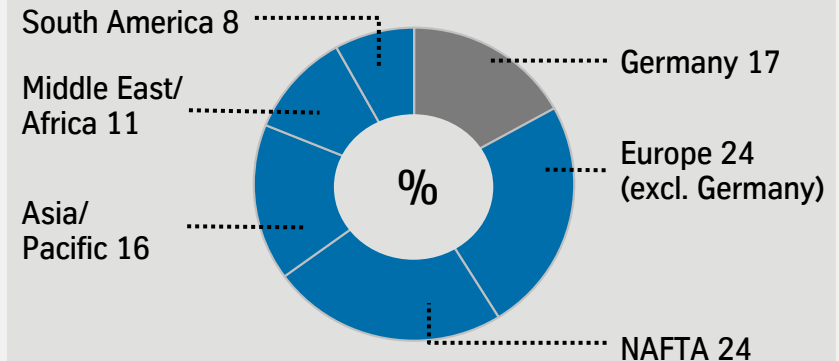
**Employees
outside Germany**

ThyssenKrupp: 60%
Technologies: 76%

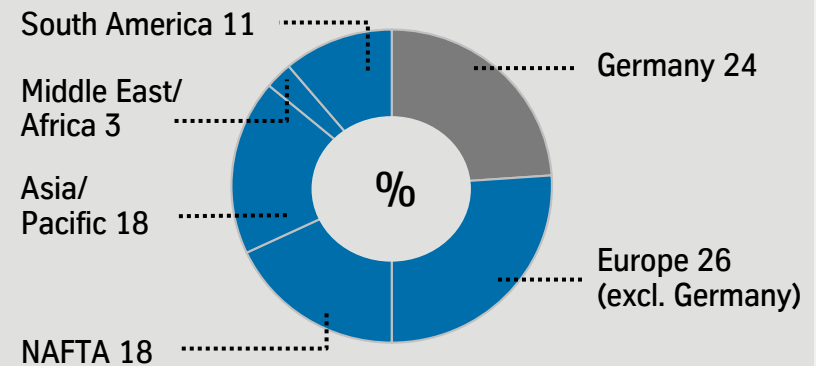
Sales* by region (ThyssenKrupp Group)



Sales* by region (Technologies)



Employees* by region (Technologies)



* Sales FY 2009/10; Employees as of Sep 30, 2010
(figures for Technologies unconsolidated)

ThyssenKrupp is Much More Than Steel (V)

Division Technologies



Elevator



Plant



Components



Marine

-
- **December 7th** **Capital Markets Day Technologies**
ThyssenKrupp Quarter, Essen
-

Financial Calendar – FY 2011/12

○ **October** **Conferences**

Commerzbank “Corporate Days”, London (20th)

○ **November** **Conferences**

Deutsche Bank “BRICS Metals & Mining Conference”, London (3rd)

○ **December** **Conference Call FY 2010/11 (6th)**

Capital Markets Day “Technologies”, Essen (7th)

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To be added to the
IR mailing list,
send us a brief e-mail
with your details!

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Agenda

- Appendix



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



Group Overview (I)

| | | 2009/10 | | | | | 2010/11 | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 9,328 | 10,373 | 10,930 | 10,619 | 41,250 | 11,260 | 12,848 | 14,120 |
| Sales | €m | 9,351 | 10,107 | 11,679 | 11,484 | 42,621 | 11,370 | 12,266 | 12,851 |
| EBITDA | €m | 683 | 622 | 845 | 619 | 2,769 | 645 | 932 | 983 |
| EBIT | €m | 353 | 278 | 500 | 215 | 1,346 | 273 | 497 | 545 |
| EBIT adjusted | €m | 277 | 293 | 566 | 105 | 1,241 | 273 | 497 | 566 |
| EBT | €m | 313 | 191 | 414 | 217 | 1,135 | 145 | 352 | 407 |
| EBT adjusted | €m | 237 | 206 | 480 | 107 | 1,030 | 145 | 352 | 428 |
| Net income | €m | 195 | 234 | 298 | 200 | 927 | 101 | 233 | 270 |
| Earnings per share | € | 0.35 | 0.45 | 0.58 | 0.39 | 1.77 | 0.31 | 0.58 | 0.46 |
| TK Value Added | €m | | | | | (419) | | | |
| Ø Capital Employed | €m | 19,446 | 19,834 | 20,379 | 20,767 | 20,767 | 22,832 | 23,400 | 23,554 |
| Goodwill | €m | 3,710 | 3,800 | 3,940 | 3,808 | 3,808 | 3,986 | 3,781 | 3,770 |

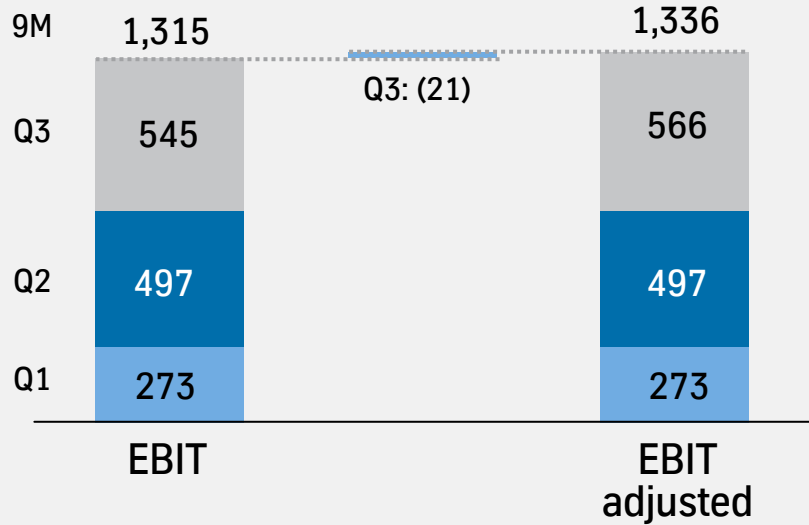
Group Overview (II)

| | 2009/10 | | | | | 2010/11 | | |
|--|---------|---------|---------|---------|----------------|---------|---------|---------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Capital expenditures* €m | 777 | 738 | 942 | 1,053 | 3,510 | 778 | 656 | 516 |
| Depreciation/amort. €m | 331 | 346 | 348 | 412 | 1,437 | 380 | 447 | 449 |
| Operating cash flow €m | (308) | 184 | (23) | 1,015 | 868 | (1,435) | (79) | 709 |
| Cash flow from divestm. €m | 488 | 17 | 15 | 32 | 552 | 125 | 17 | 5 |
| Cash flow from investm. €m | (777) | (738) | (942) | (1,053) | (3,510) | (778) | (656) | (516) |
| Free cash flow €m | (597) | (537) | (950) | (6) | (2,090) | (2,088) | (718) | 198 |
| Cash and cash equivalents (incl. short-term securities) €m | 5,073 | 4,614 | 3,914 | 3,681 | 3,681 | 2,869 | 2,022 | 1,877 |
| Net financial debt €m | 2,130 | 2,652 | 3,753 | 3,780 | 3,780 | 5,814 | 6,492 | 6,249 |
| Employees | 174,763 | 172,576 | 174,541 | 177,346 | 177,346 | 178,291 | 180,412 | 182,425 |

* incl. financial investments

Reconciliation of EBIT Adjusted by Special Items

EBIT 2010/11 (million €)

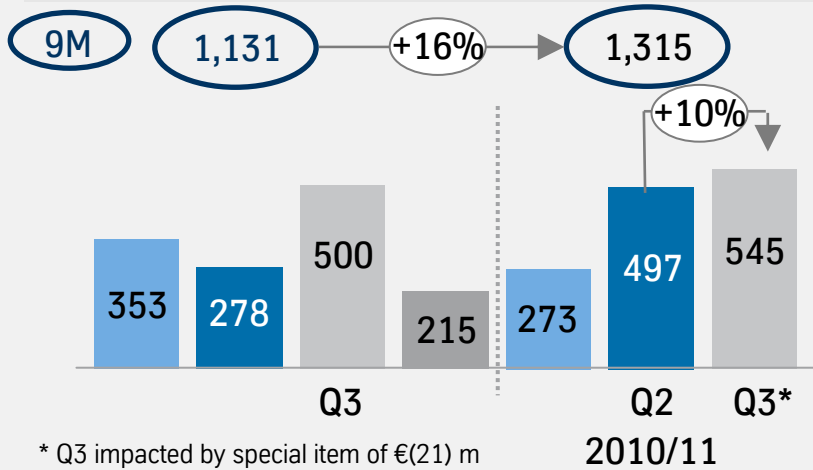


Special items (million €)

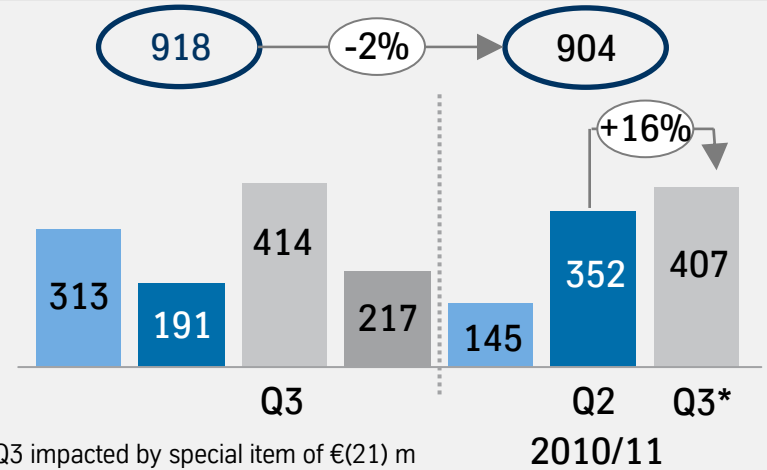
| | Q1 | Q2 | Q3 |
|---|----|----|------|
| Corporate | | | (21) |
| • Retroactive purchase price adjustment | | | (21) |
| Group | - | - | (21) |

Further Improvements in EBIT

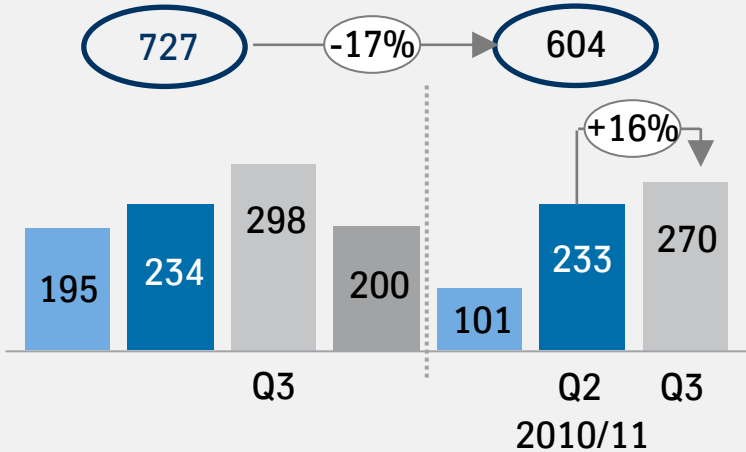
EBIT (million €)



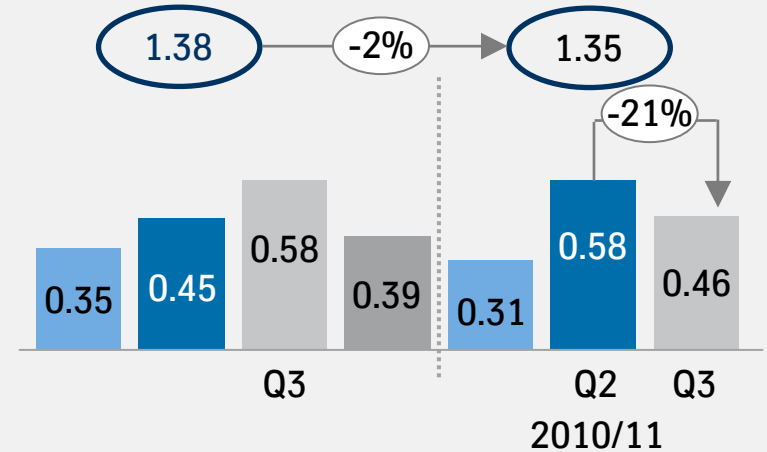
EBT (million €)



Net income (million €)

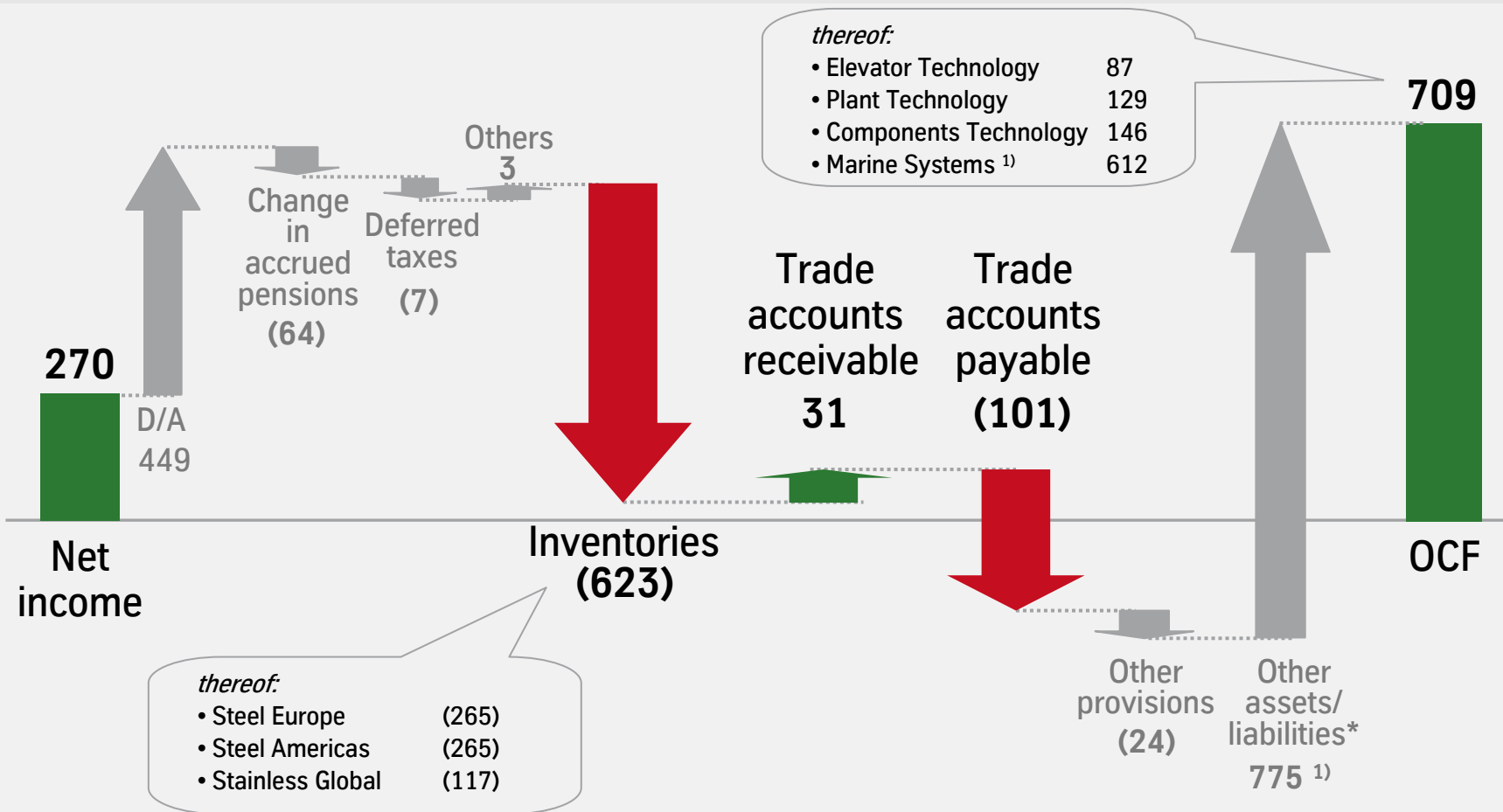


EPS (€)



Positive OCF Driven by Strong Performance of Technologies Businesses

Q3 2010/11 (million €)

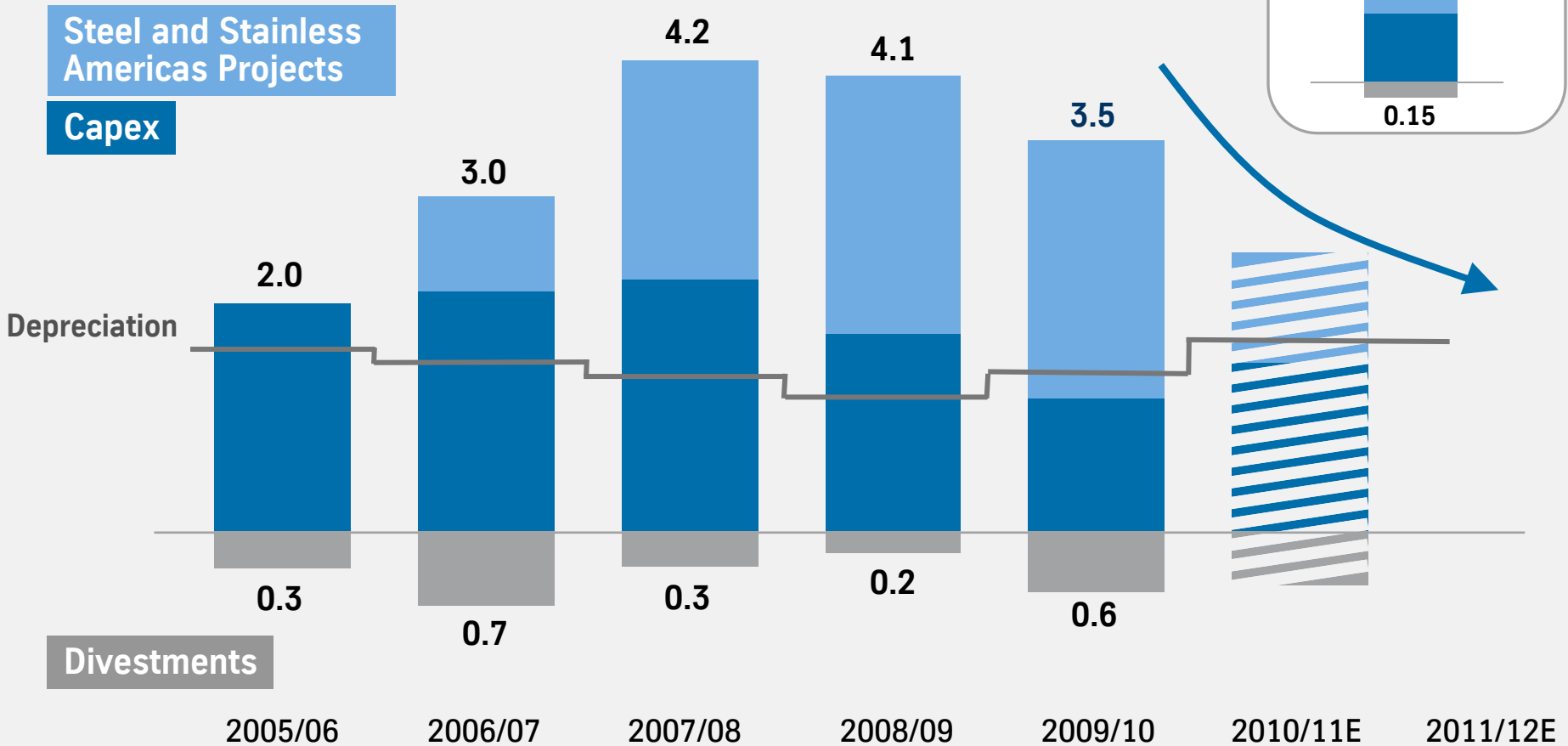


* not related to investing or financing activities

¹⁾ including prepayments mainly from submarine order

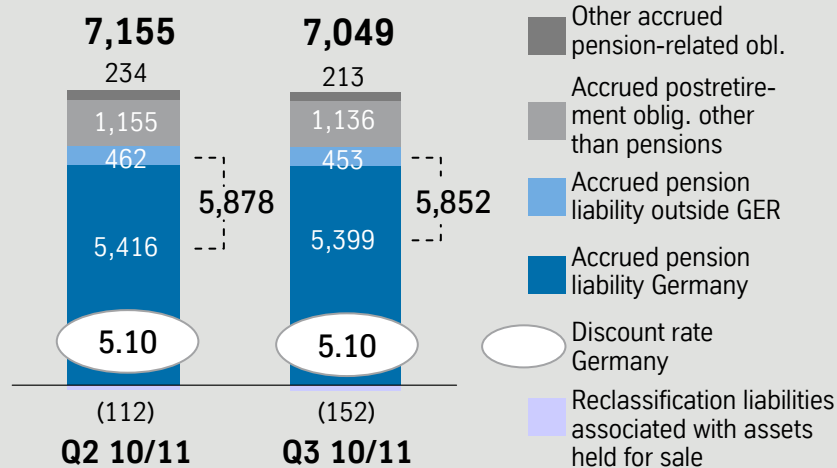
Tight Capex Management Going Forward

Cash flows from investing activities (billion €)



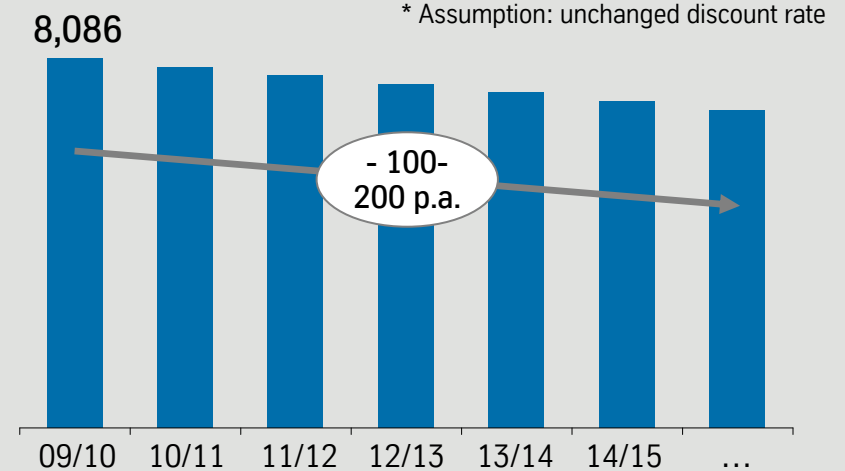
Pension and Similar Obligations: Further Decrease in Q3

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 Q3 mainly driven by cash-out for pension payments and change disposal group
- >90% of pension provision in Germany; German pension system requires no mandatory funding of plan assets

Expected Normalized* Development of Accrued Pension and Similar Obligations (in € m)

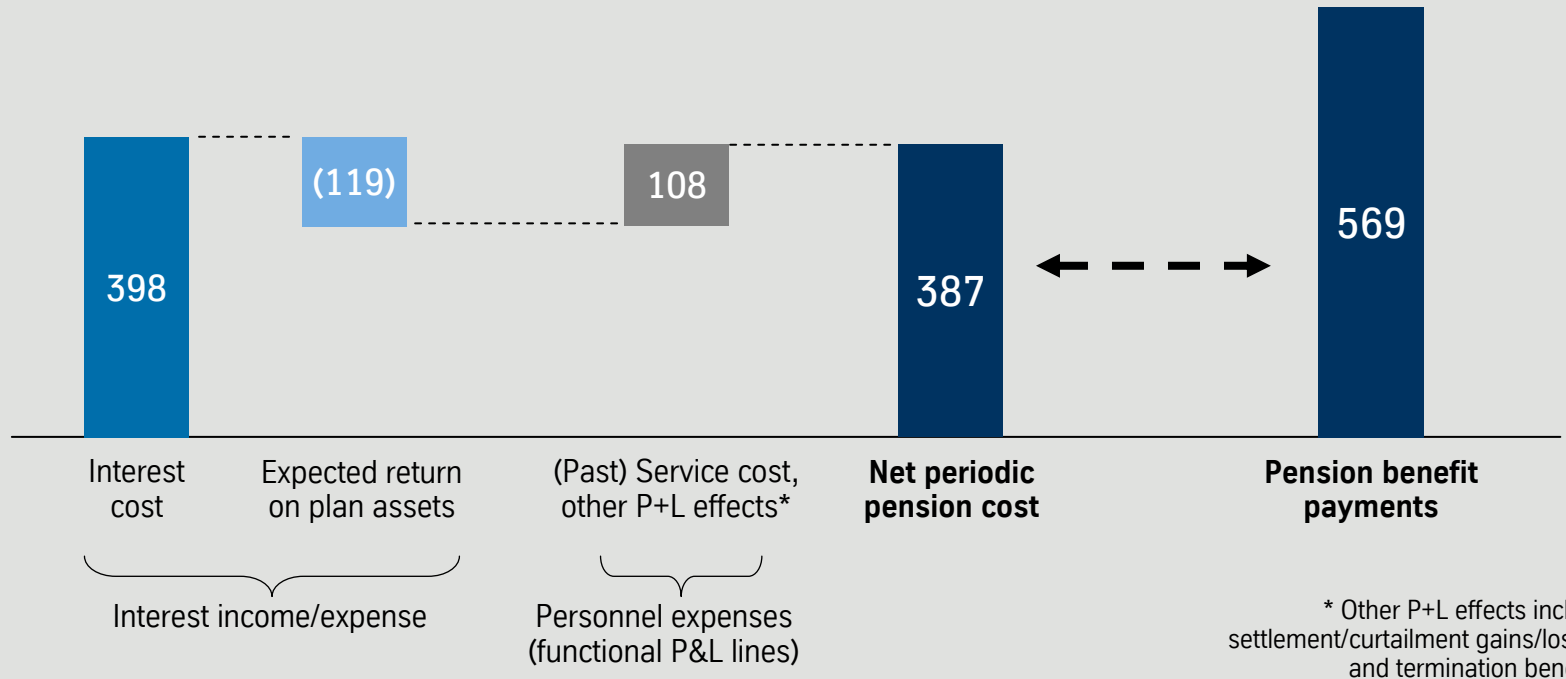


- Number of plan participants steadily decreasing
- >70% of obligations owed to retired employees, average age ~73 years
- Declining pension obligations over time (short-term variation possible, mainly due to change in discount rate)
- Declining cash-out from pension benefit payments in medium to long term (2009/10: €569 m; exp. 10 year average from 2010/11 onwards: €557 m)

Pension Obligations: TK with Mature Pension Schemes

Net Periodic Pension Cost vs. Pension Benefit Payments

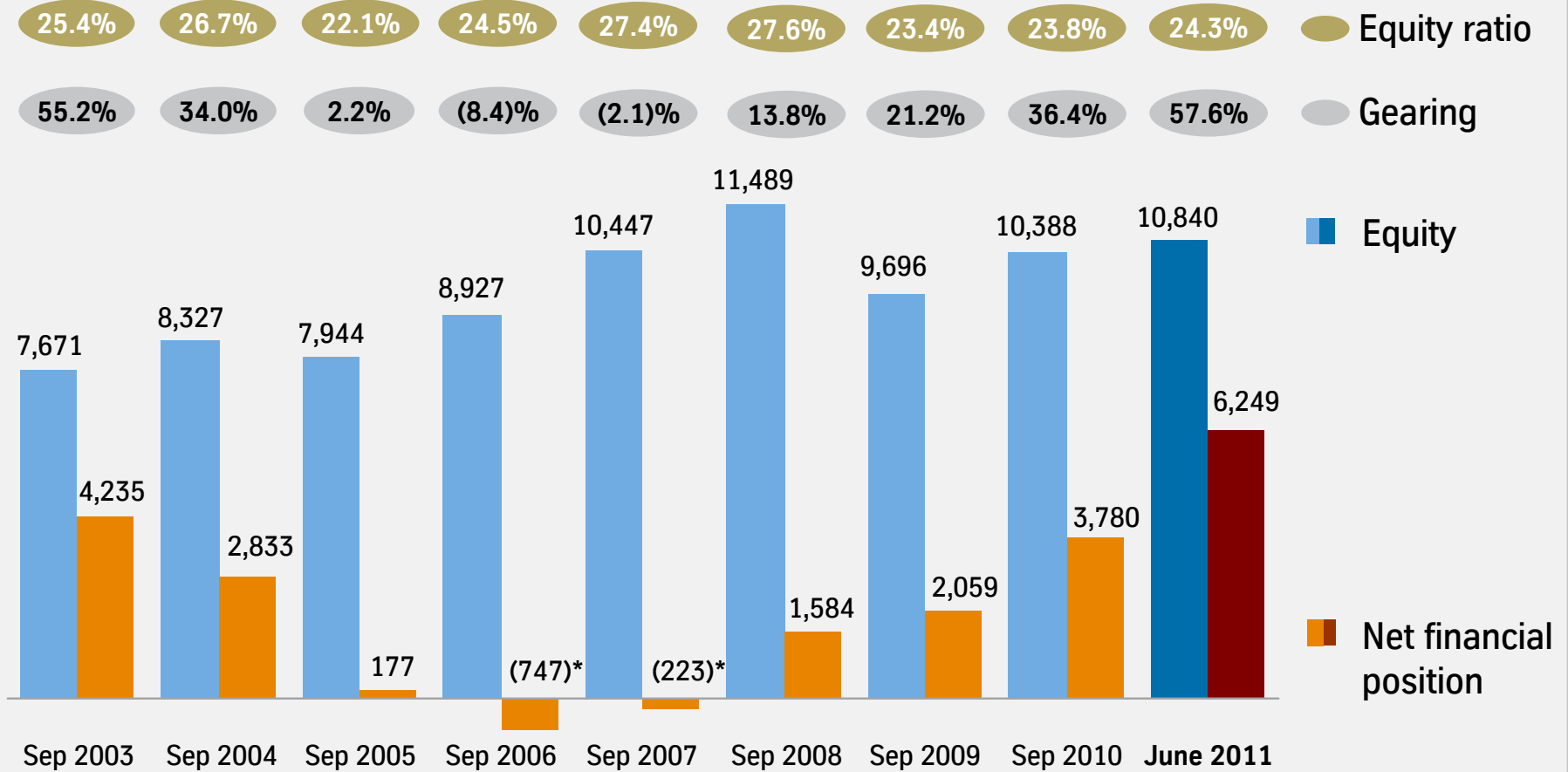
(Defined Benefit Obligations; FY 2009/10; in € m)



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

Balance Sheet Structure

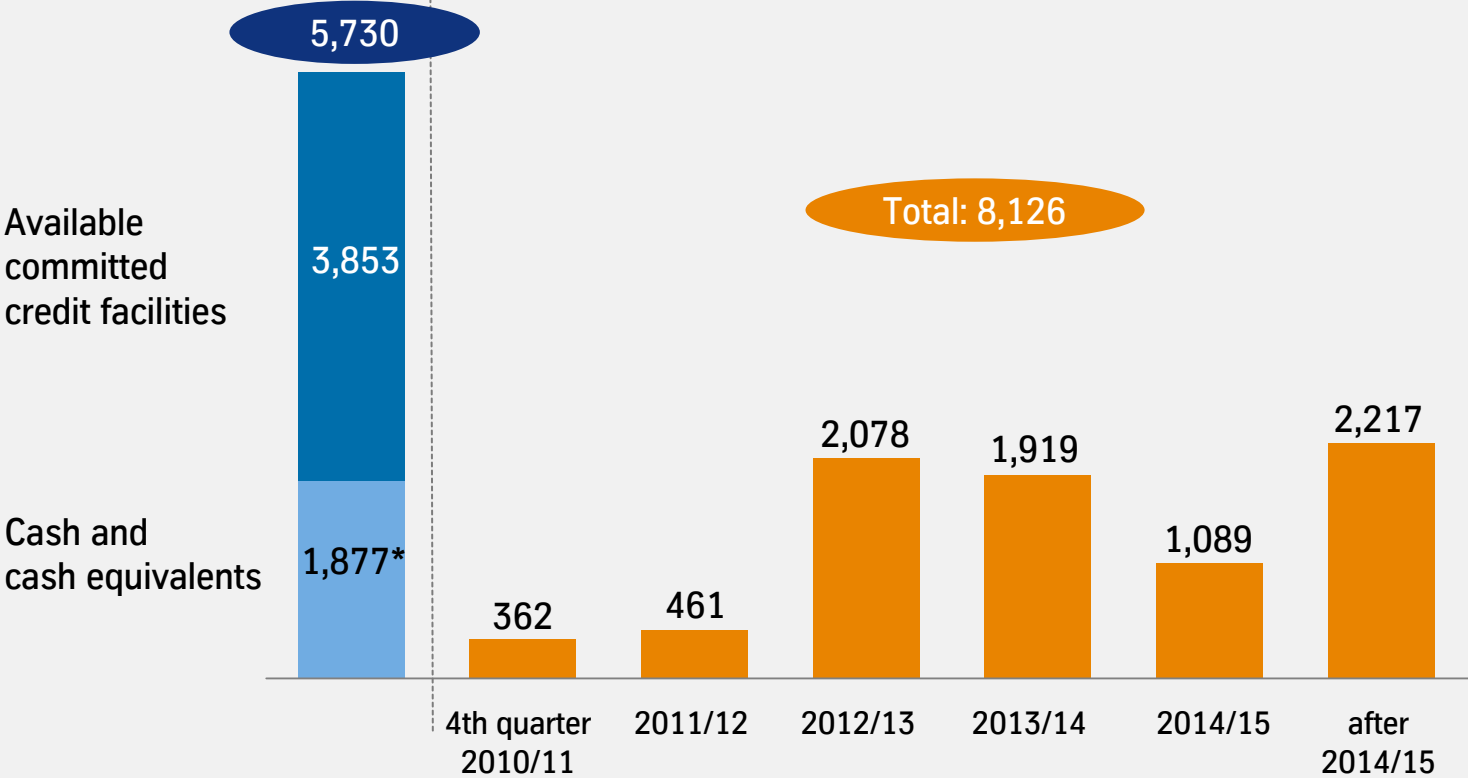
Net financial position, equity and ratios (million €)



* Net financial receivables

Solid Financial Situation – No Short-Term Refinancing Needs

Liquidity analysis and maturity profile of gross financial debt as of June 30, 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, mainly from strategic core business as system integrator in naval shipbuilding (submarines and naval surface vessels)

Steel Europe

Key figures

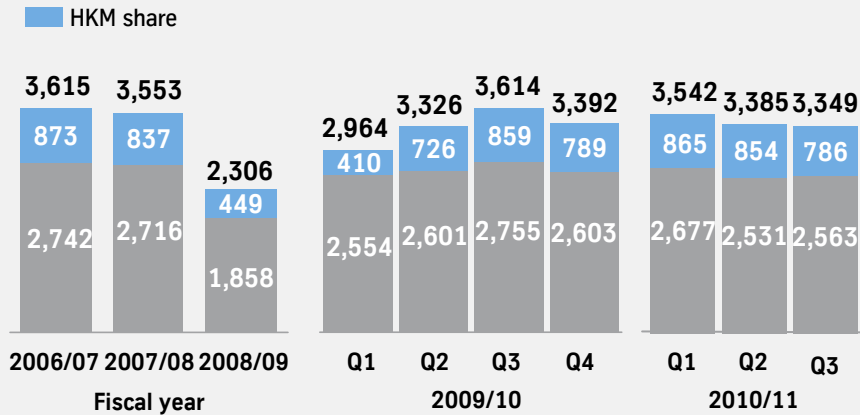
| | | 2009/10 | | | | | 2010/11 | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 2,500 | 2,999 | 2,706 | 2,781 | 10,986 | 2,929 | 3,721 | 3,006 |
| Sales | €m | 2,281 | 2,667 | 2,887 | 2,935 | 10,770 | 2,958 | 3,287 | 3,518 |
| EBITDA | €m | 274 | 339 | 359 | 329 | 1,301 | 399 | 439 | 458 |
| EBIT | €m | 127 | 193 | 218 | 193 | 731 | 258 | 300 | 322 |
| EBIT adjusted | €m | 127 | 193 | 218 | 193 | 731 | 258 | 300 | 322 |
| TK Value Added | €m | | | | | 248 | | | |
| Ø Capital Employed | €m | 5,070 | 5,212 | 5,320 | 5,370 | 5,370 | 5,695 | 5,797 | 5,830 |
| OCF | €m | (123) | 235 | 152 | 329 | 593 | (433) | 322 | 184 |
| CF from divestm. | €m | 3 | (1) | 3 | 4 | 10 | 0 | 14 | 1 |
| CF for investm. | €m | (39) | (67) | (54) | (126) | (286) | (100) | (84) | (94) |
| FCF | €m | (159) | 166 | 102 | 208 | 316 | (533) | 252 | 91 |
| Employees | | 35,582 | 34,872 | 34,434 | 34,711 | 34,711 | 34,204 | 33,917 | 33,702 |



Steel Europe: Output, Shipments and Revenues per Metric Ton

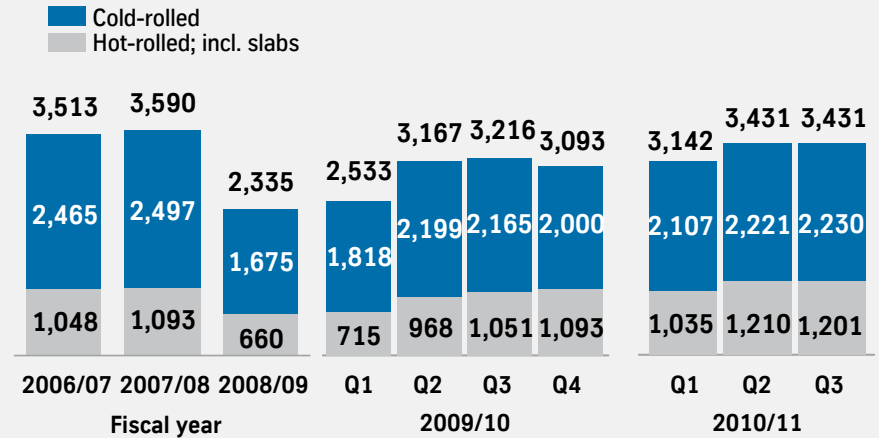
Crude steel output (incl. share in HKM)

1,000 t/quarter



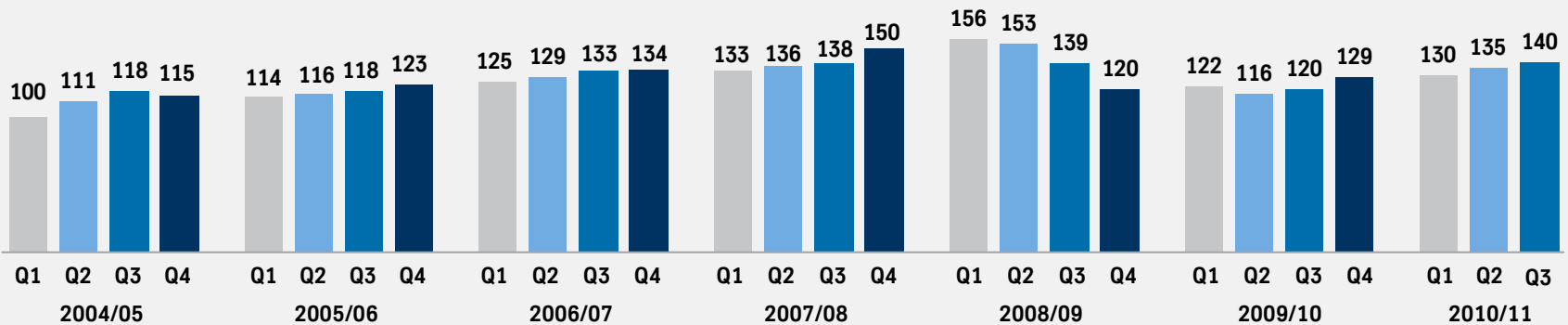
Shipments*: Hot-rolled and cold-rolled products

1,000 t/quarter



Average revenues per ton*, indexed

Q1 2004/2005 = 100



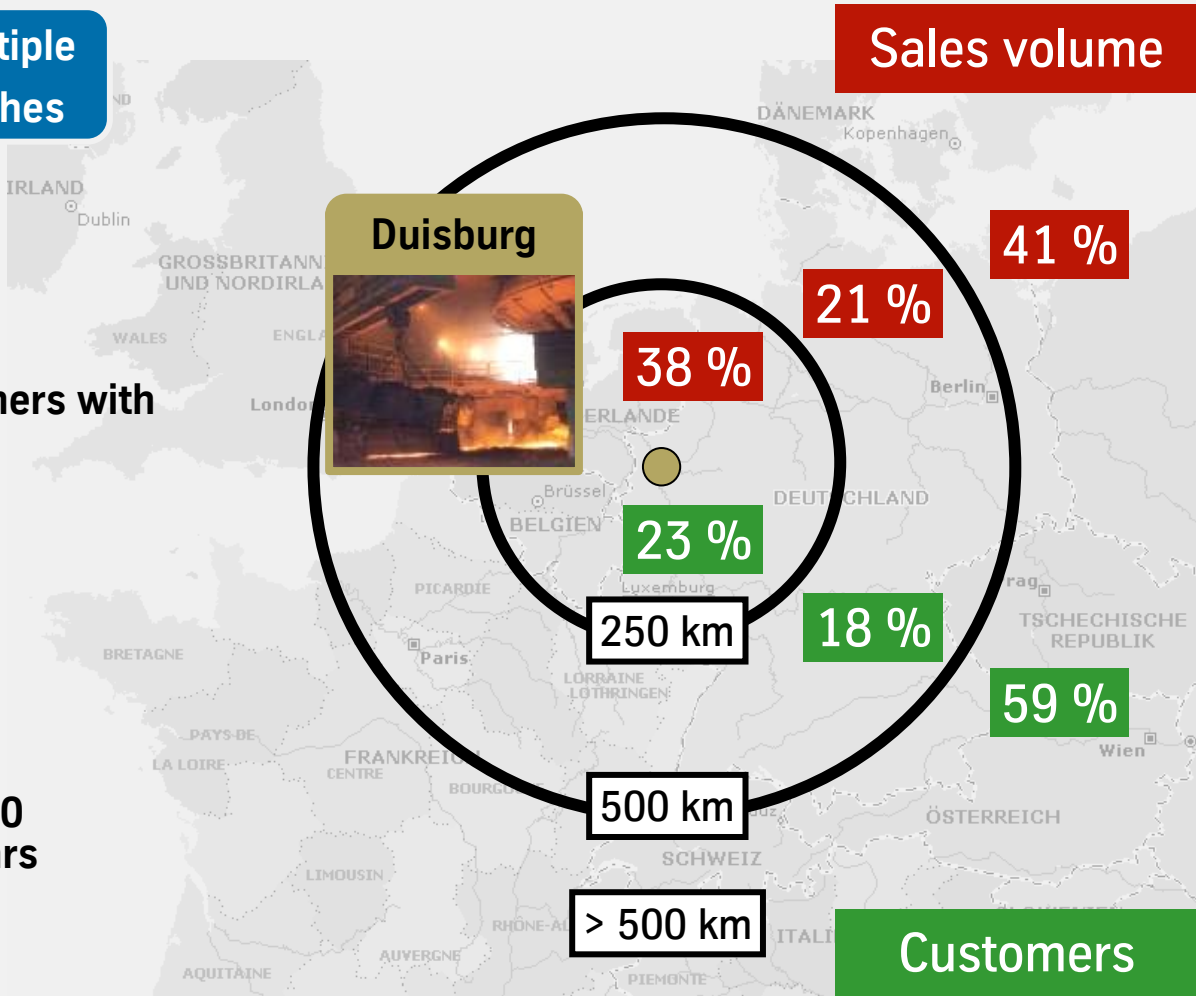
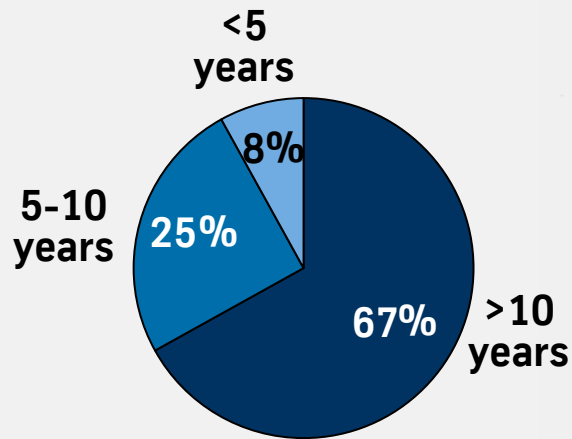
* shipments and average revenues per ton until FY 2007/08 relate to former Steel segment

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:



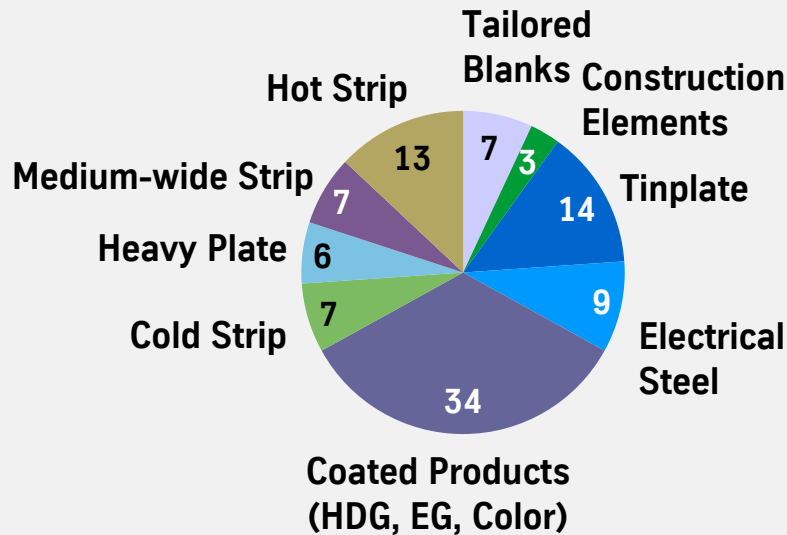
Premium Product Mix and Attractive Customer Portfolio

Business Model ThyssenKrupp Steel Europe (II)



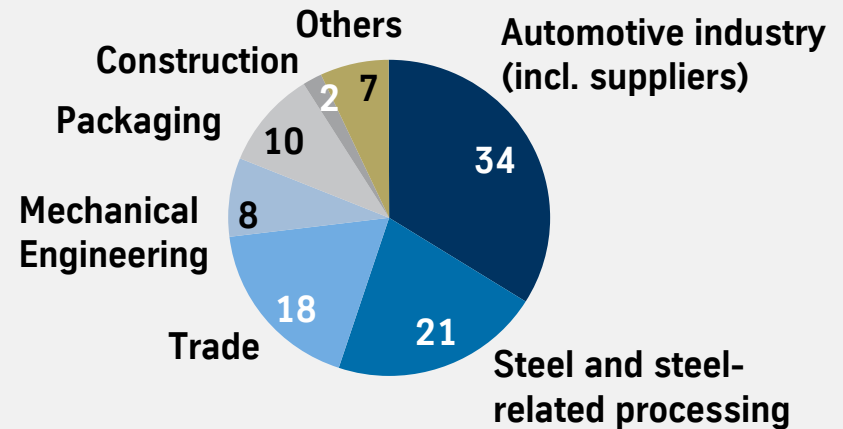
Premium Product Mix Steel Europe FY 2009/10

in % of sales



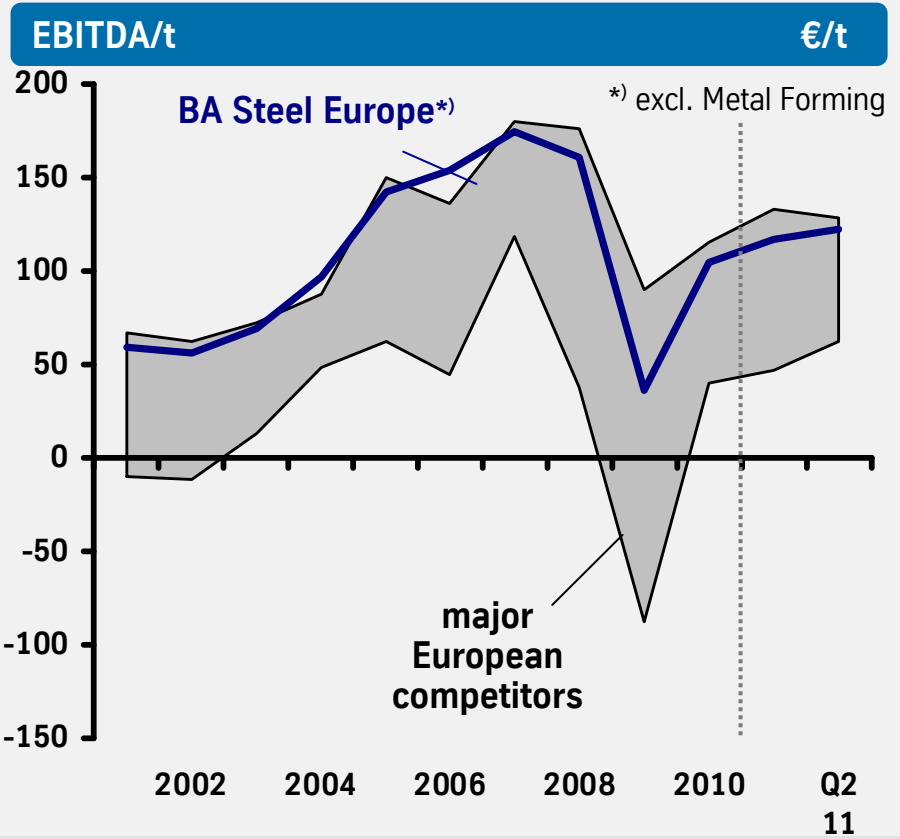
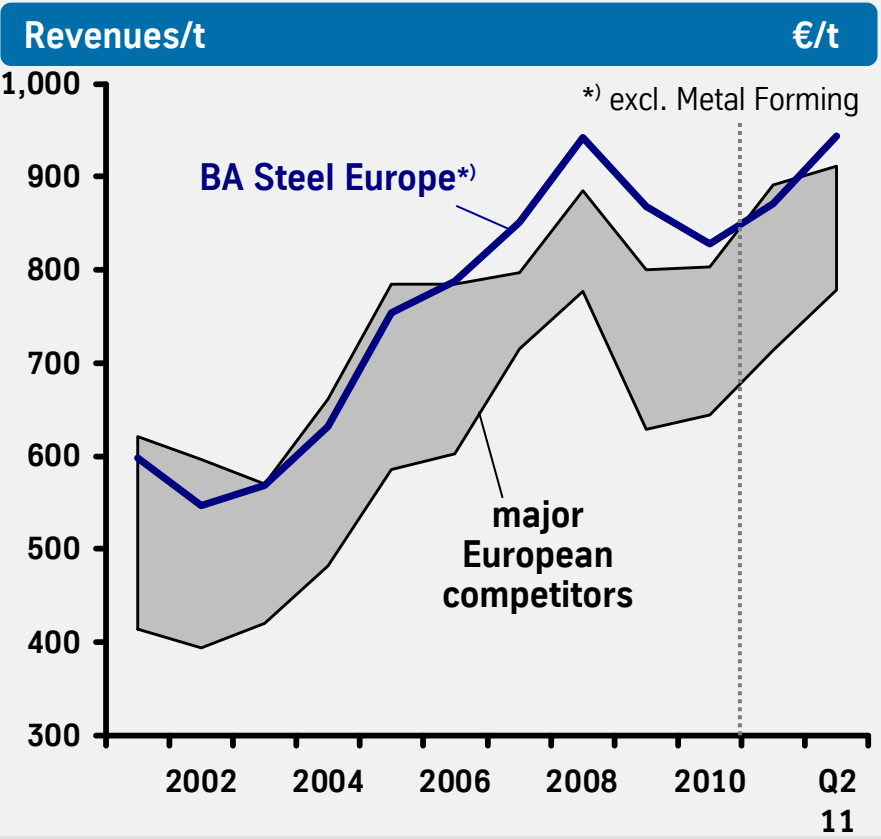
Sales by Industry Steel Europe FY 2009/10

in % of sales



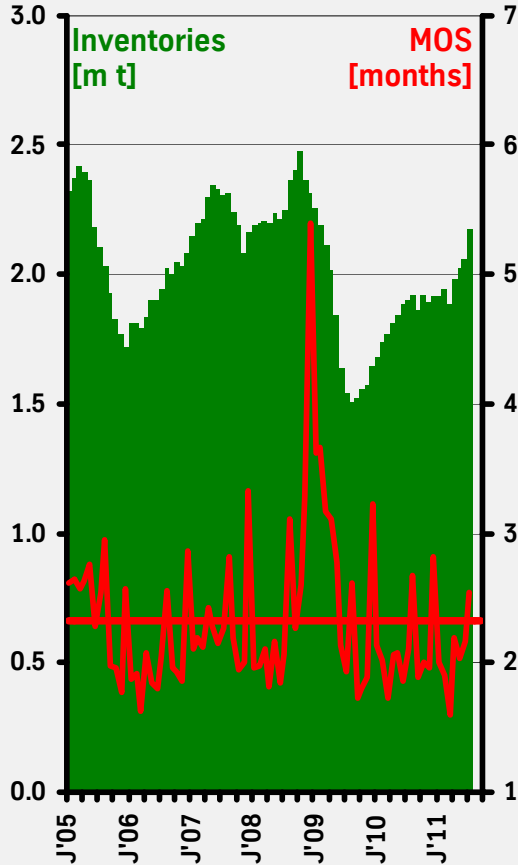
Above-Average Revenues & Margins

Business Model ThyssenKrupp Steel Europe (III)



Steel: Inventories and Months of Supply

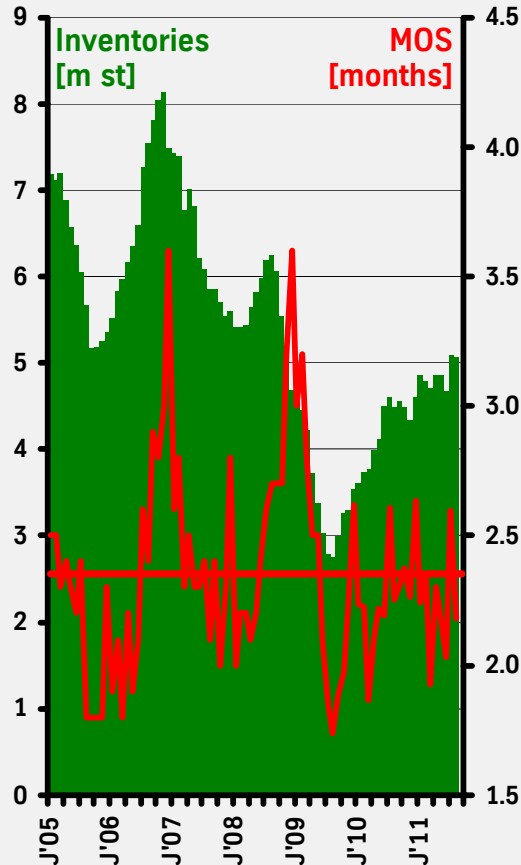
Inventories and Months of Supply - Europe



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

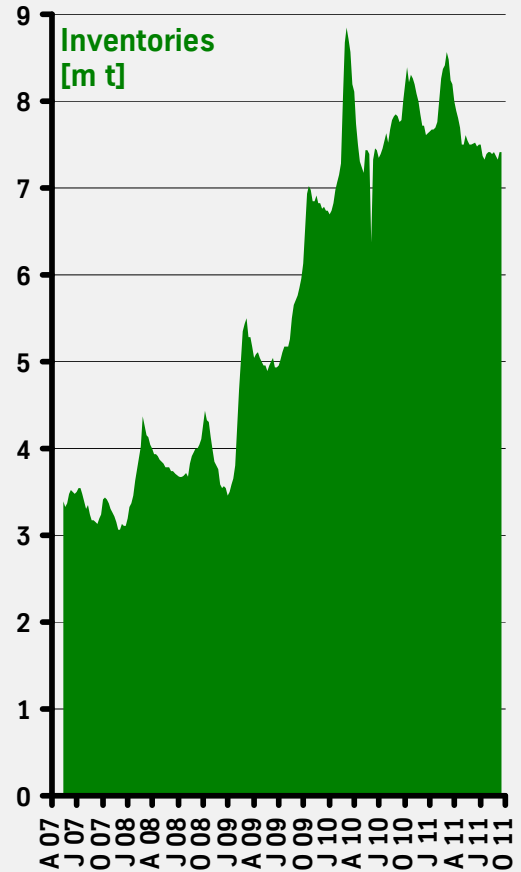
Source(s): TKS, EASSC, Credit Suisse, MSCI, UBS, MySteel

Inventories and Months of Supply - USA



USA: August MSCI inventories, carbon flat-rolled

Inventories China



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

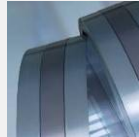
Steel Europe: Portfolio Optimization

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:**



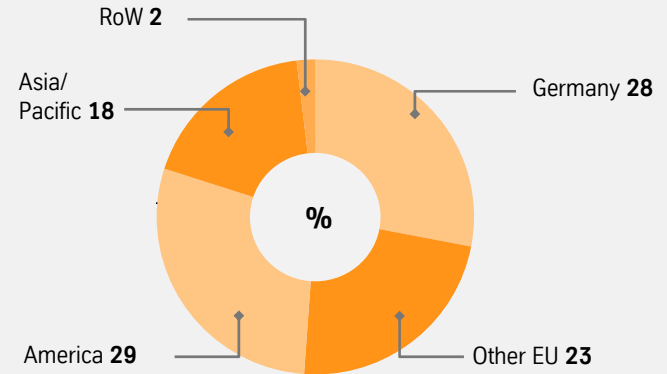
DAIMLER



FAW



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

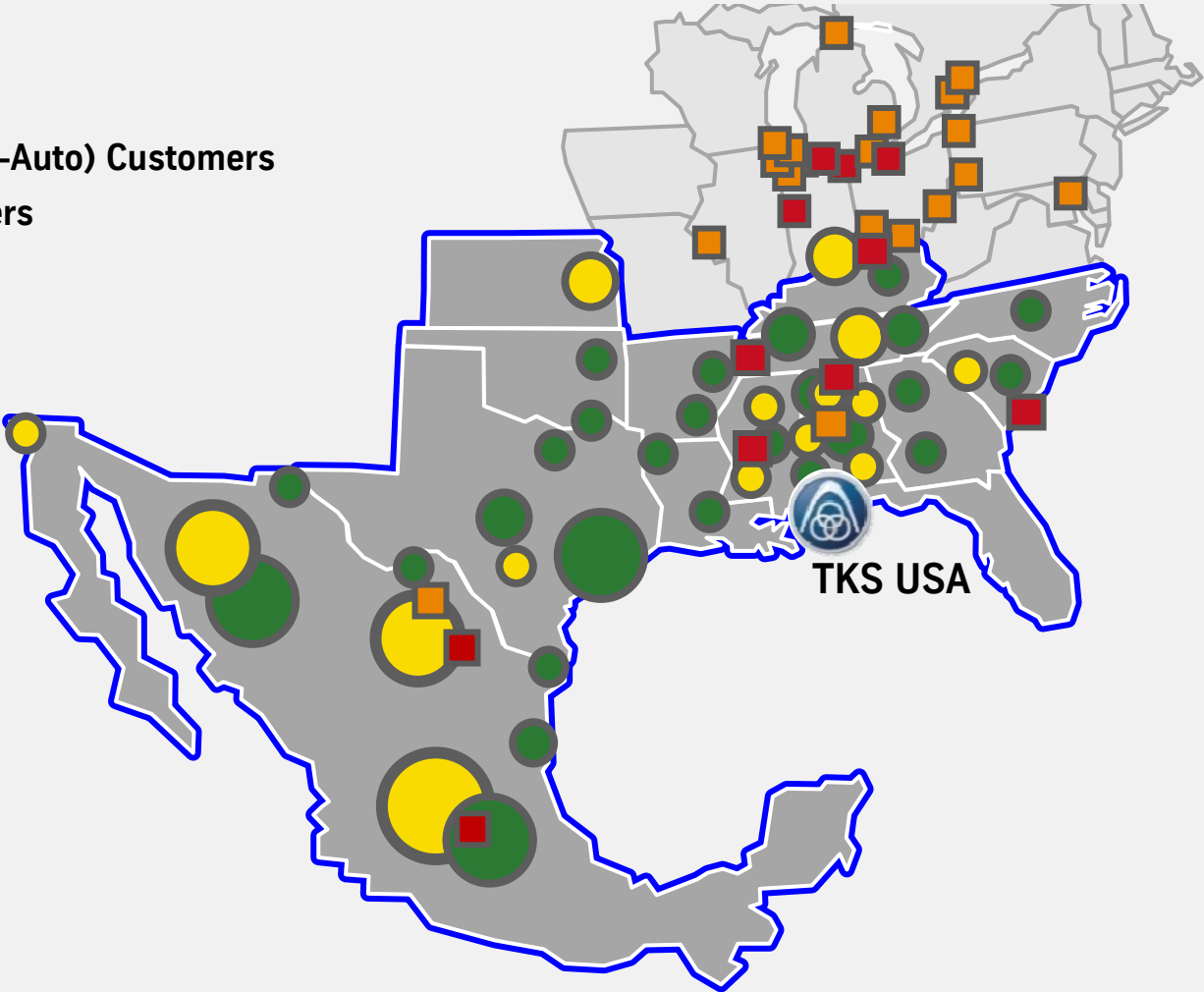
Key figures

| | | 2009/10 | | | | | 2010/11 | | |
|--------------------|----|---------|-------|-------|-------|----------------|---------|-------|-------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 0 | 23 | 24 | 22 | 69 | 84 | 268 | 504 |
| Sales | €m | 0 | 23 | 24 | 21 | 68 | 86 | 260 | 429 |
| EBITDA | €m | (70) | (78) | (119) | (297) | (564) | (328) | (211) | (95) |
| EBIT | €m | (71) | (79) | (130) | (320) | (600) | (378) | (319) | (190) |
| EBIT adjusted | €m | (71) | (79) | (130) | (320) | (600) | (378) | (319) | (190) |
| TK Value Added | €m | | | | | (1,111) | | | |
| Ø Capital Employed | €m | 4,620 | 5,006 | 5,359 | 5,678 | 5,678 | 7,230 | 7,430 | 7,524 |
| OCF | €m | (171) | (93) | (221) | (361) | (847) | (585) | (360) | (269) |
| CF from divestm. | €m | 2 | 1 | 5 | (4) | 4 | 90 | 1 | (6) |
| CF for investm. | €m | (455) | (447) | (622) | (530) | (2,054) | (477) | (424) | (197) |
| FCF | €m | (624) | (539) | (839) | (895) | (2,897) | (972) | (783) | (472) |
| Employees | | 1,794 | 2,256 | 2,876 | 3,319 | 3,319 | 3,571 | 3,748 | 3,995 |

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

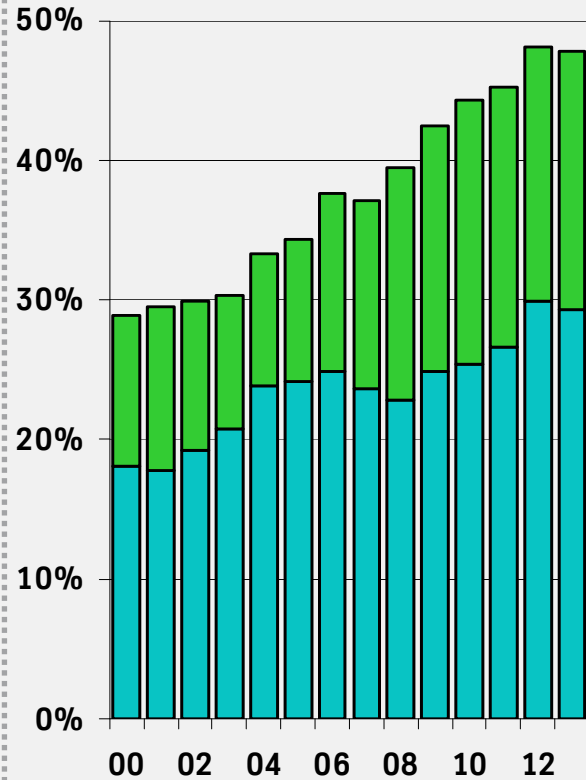


- 1) Size of Industry and Auto bubbles reflect the approximate number of customer locations in the given area.
- 2) Includes all steelmaking (EAF, BF) locations, excluding West Coast of U.S. and Canada.

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

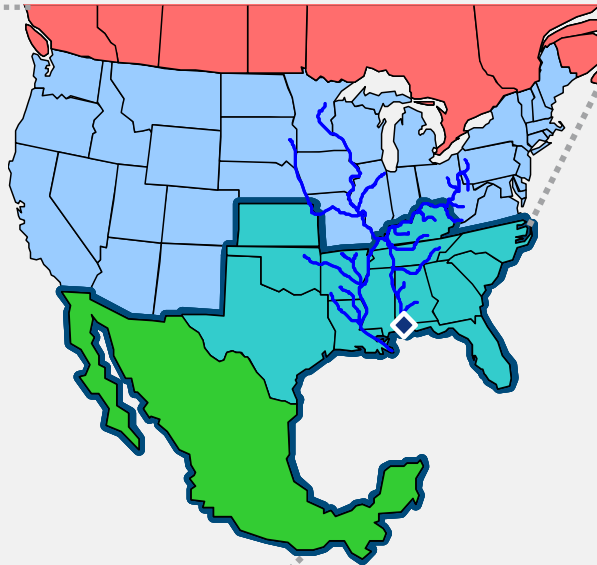
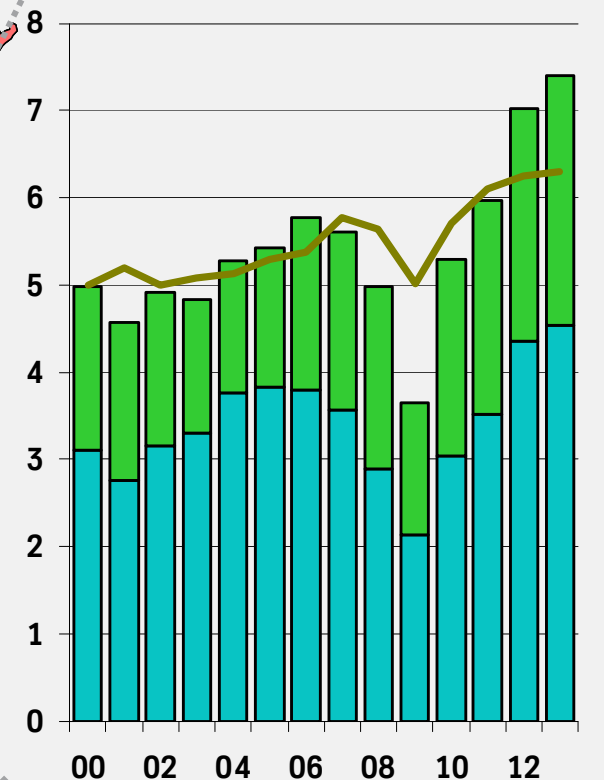
Light-Vehicle Production NAFTA
Share of TKS USA Home Market

in %



Light-Vehicle Production
TKS USA Home Market

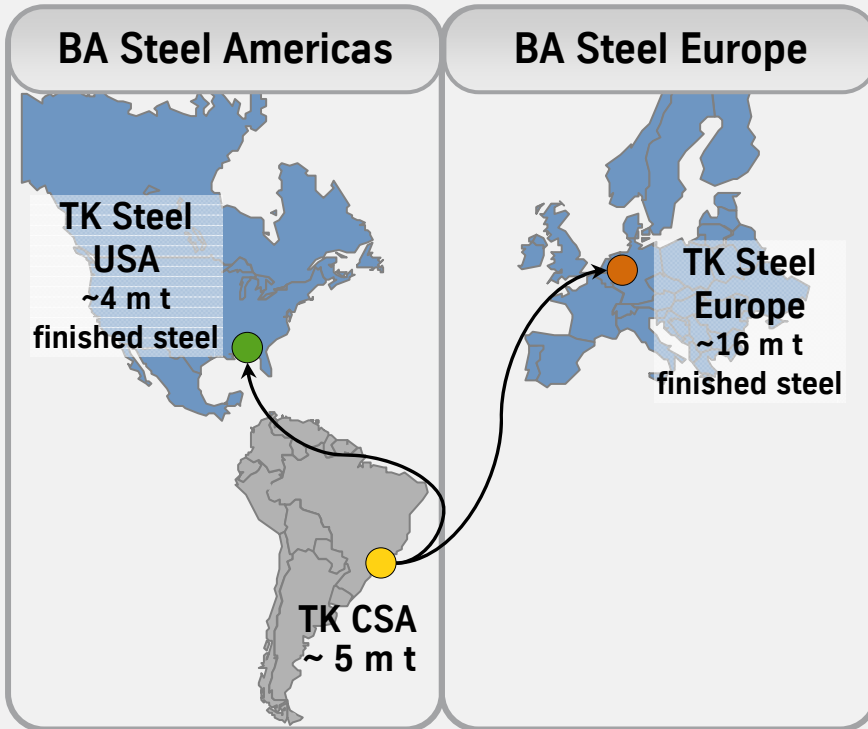
in million units



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

Source: Polk ProCar World April 2011; own analysis

Transatlantic Steel Concept



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 | - | >1.5 | 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

Current Focus on Trials/Qualifications

schematic

Gain customer order for approval process

Establish / document technical set-up in full compliance with product- and customer-specific requirements

Trial production and product testing (inhouse / outside lab); document coil to coil consistency

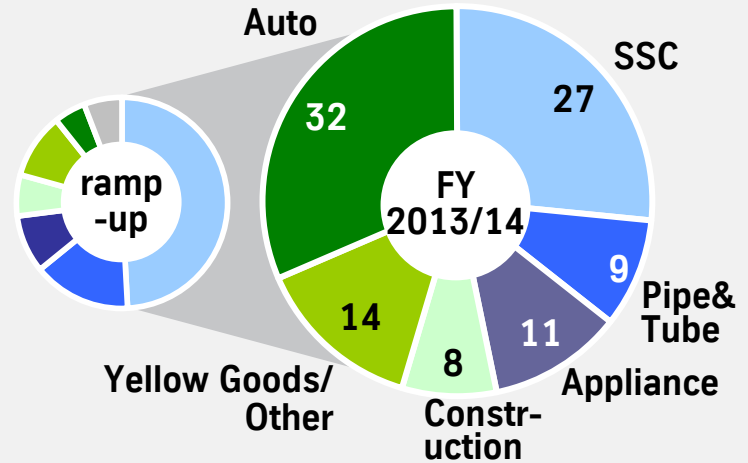
Shipment of qualification samples and provision of performance data to customer

Customer approval / certification

Gain customer / model series share
- in current model cycle
- with start of next model cycle

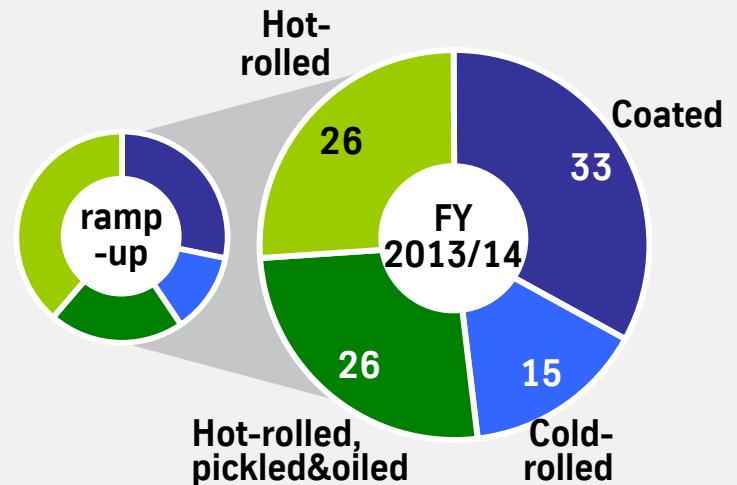
Planned Shipments by Customer Industries

%



Planned Shipments by Product Mix

%



Stainless Global

Key figures

| | | 2009/10 | | | | | 2010/11 | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 943 | 1,560 | 1,317 | 1,301 | 5,121 | 1,483 | 1,790 | 1,360 |
| Sales | €m | 1,210 | 1,461 | 1,708 | 1,522 | 5,901 | 1,605 | 1,856 | 1,586 |
| EBITDA | €m | (4) | (60) | 121 | 46 | 103 | 48 | 103 | 43 |
| EBIT | €m | (42) | (101) | 81 | 5 | (57) | 7 | 59 | 0 |
| EBIT adjusted | €m | (42) | (101) | 81 | 5 | (57) | 7 | 59 | 0 |
| TK Value Added | €m | | | | | (323) | | | |
| Ø Capital Employed | €m | 2,789 | 2,795 | 2,864 | 2,948 | 2,948 | 3,362 | 3,414 | 3,442 |
| OCF | €m | (100) | 88 | (261) | 57 | (216) | (308) | 82 | (139) |
| CF from divestm. | €m | 0 | 1 | 1 | 3 | 6 | 6 | (4) | 0 |
| CF for investm. | €m | (68) | (87) | (87) | (101) | (344) | (62) | (52) | (55) |
| FCF | €m | (168) | 3 | (348) | (41) | (554) | (364) | 26 | (194) |
| Employees | | 11,597 | 11,235 | 11,150 | 11,235 | 11,235 | 11,196 | 11,292 | 11,339 |

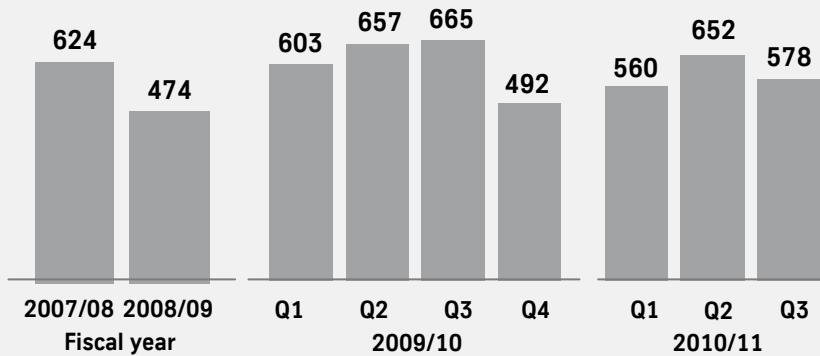


Stainless Global: Output, Shipments and Average Transaction Price

Crude steel output*

1,000 t/quarter

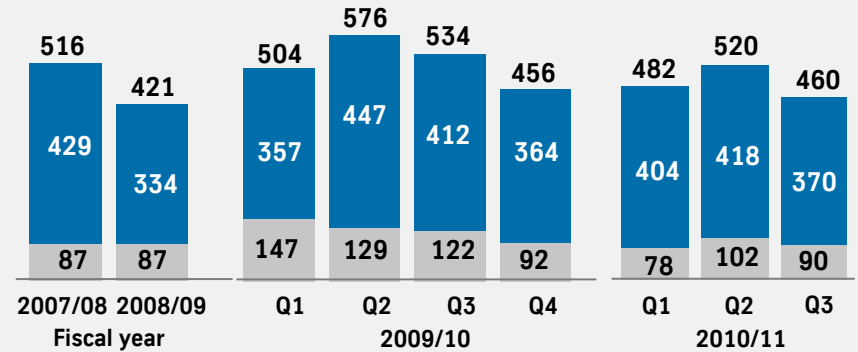
* including carbon, forging, Ni-Alloys



Shipments Stainless*: Hot-rolled and cold-rolled products 1,000t/quarter

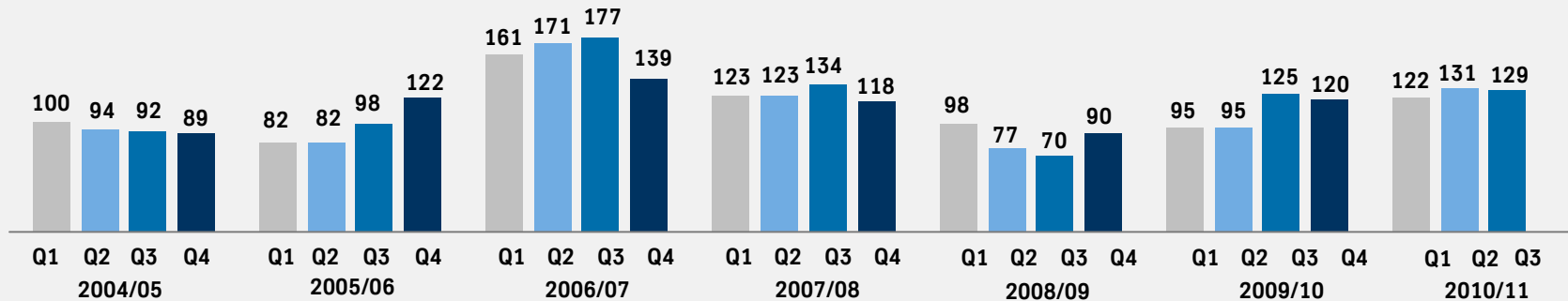
■ Cold-rolled, including precision strip
■ Hot-rolled

* consolidated



Average transaction price* per ton, indexed

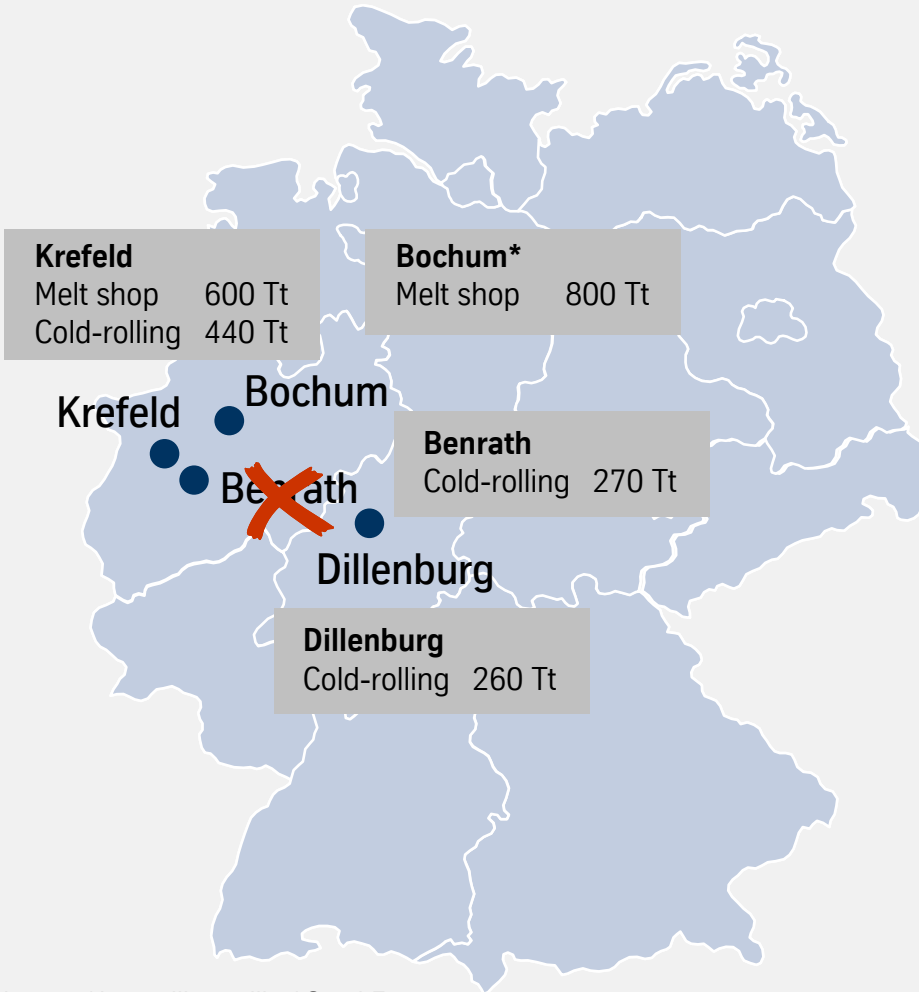
Q1 2004/2005 = 100



* Base Price Germany, Traders/SSC, and alloy surcharge 304 (1.4301), 2 mm sheet

Secure and Consolidate – Step 1: Relocate Benrath to Krefeld

TK Stainless production footprint in Germany



Effects from relocation concept of Benrath production to Krefeld site

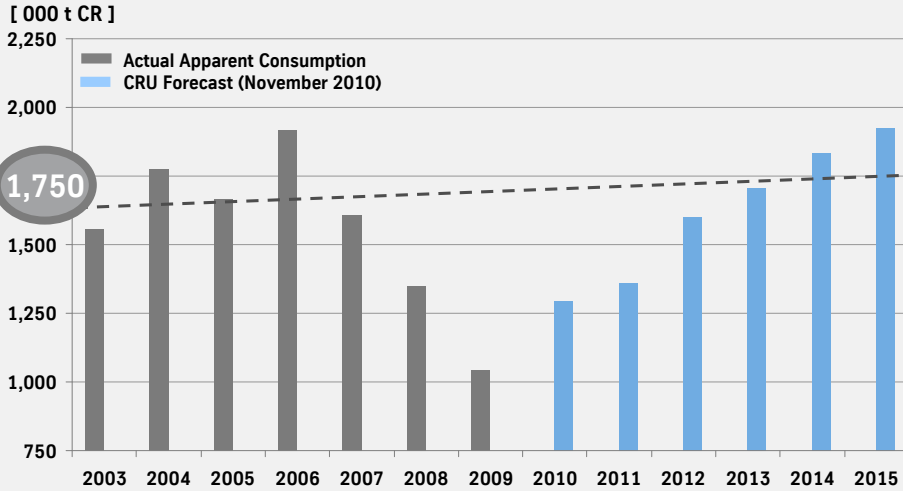
- Forward strategy on ferritics
 - high product quality
 - global market leader
- Significant cost reduction/synergies
 - specific processing costs (e.g. specific energy consumption)
 - production and location costs
 - logistics costs

EBITDA effect

- Target: mid-term double-digit-million € EBITDA benefit

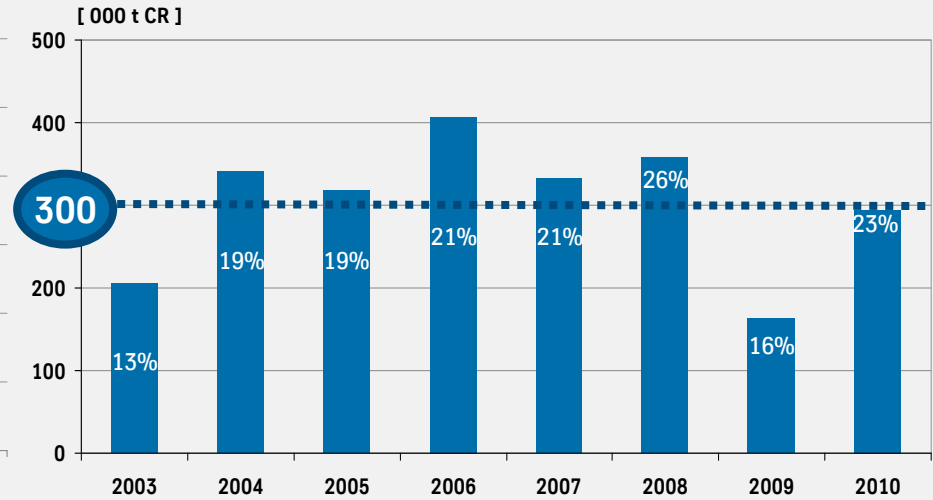
Structural Market Logic for TK Stainless USA

Moderate, but stable growth of NAFTA stainless demand



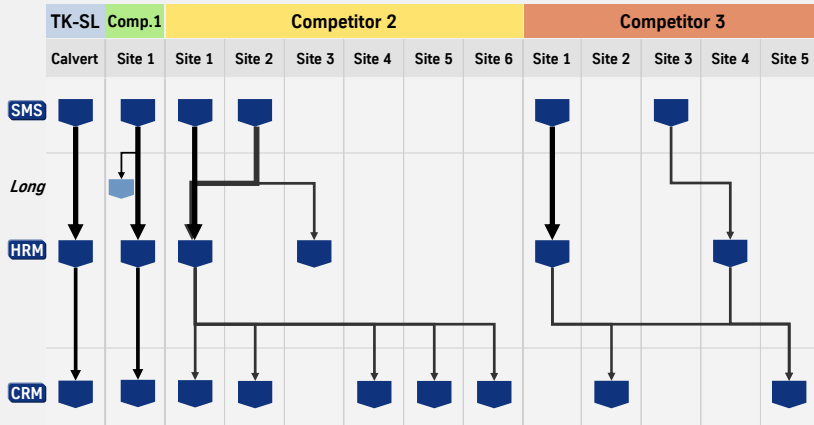
Source: CRU November 2010

Imports reflect structural supply gap in NAFTA

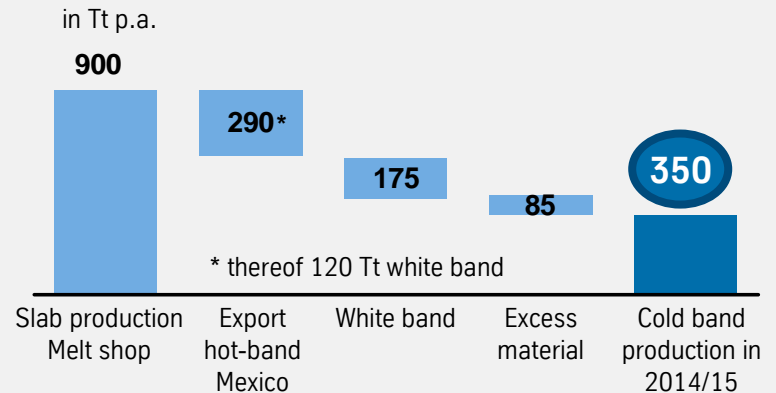


Source: Foreign Trade Statistics March 2011

Majority of existing US stainless facilities fragmented



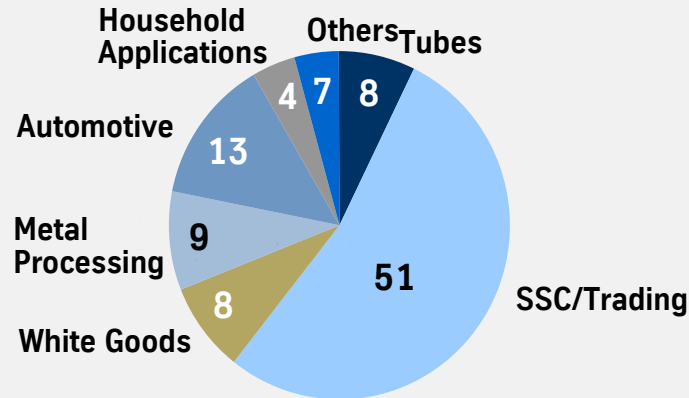
Industrial concept TK Stainless USA



Increasing Non-Volatile Customer Bases

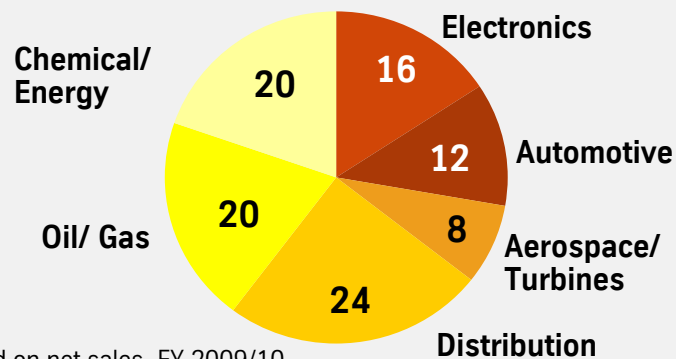
Sales structure within ThyssenKrupp Stainless

Stainless Steel Sales by Customer Group



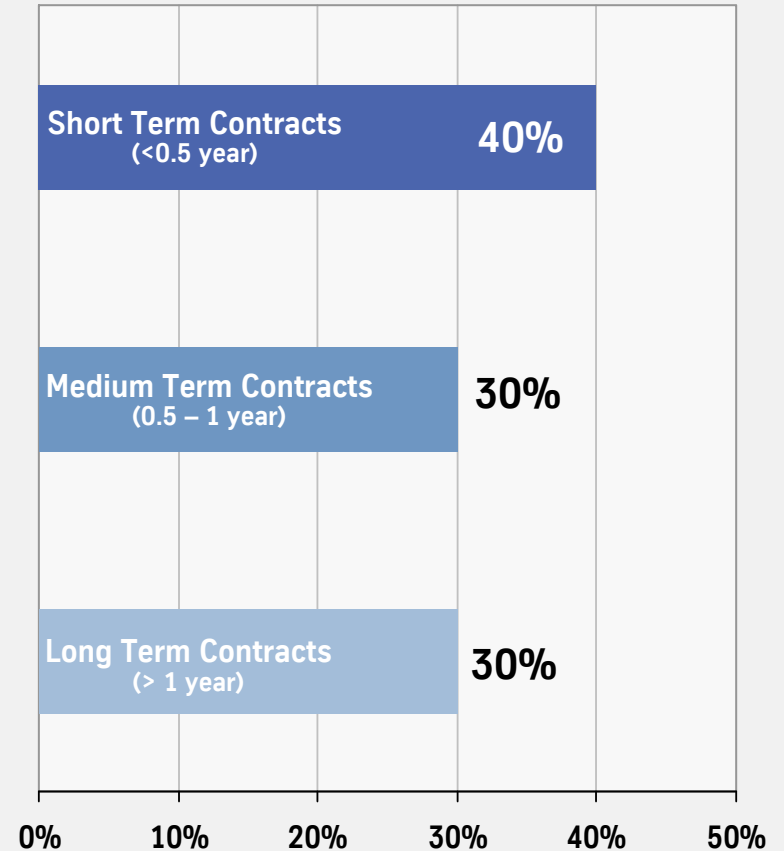
based on shipments, FY 2009/10

Nickel Alloy Sales by Customer Group



based on net sales, FY 2009/10

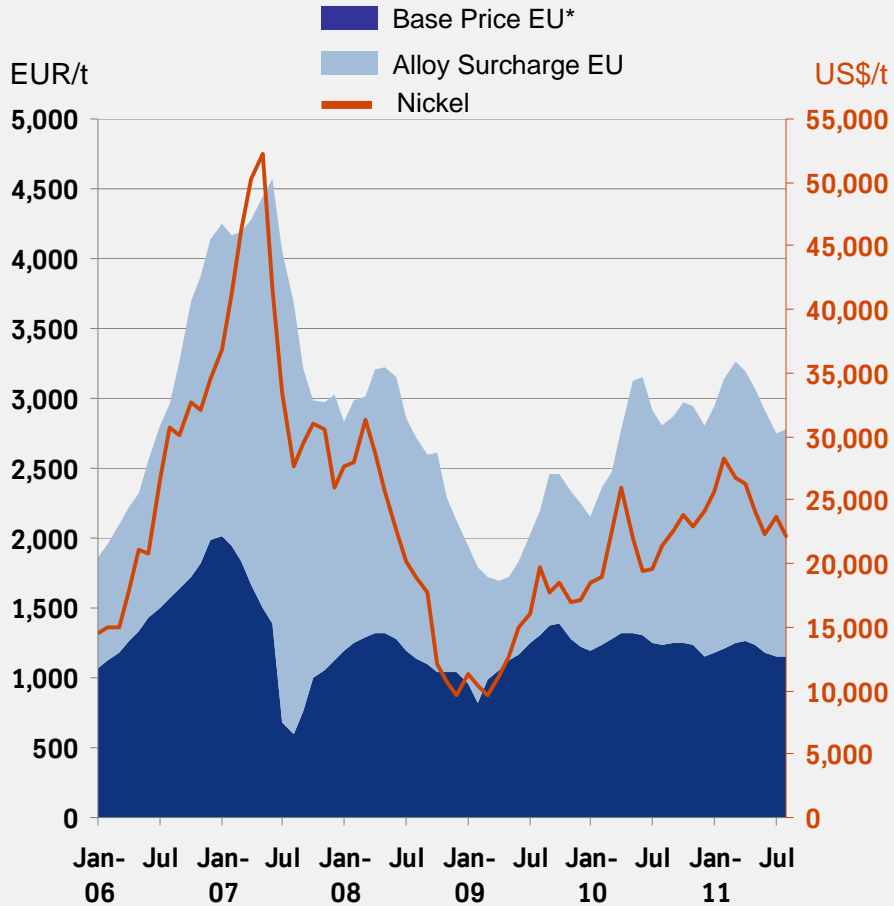
General Stainless Steel Contract Structure



based on ThyssenKrupp Nirosta Shipments 2009/10

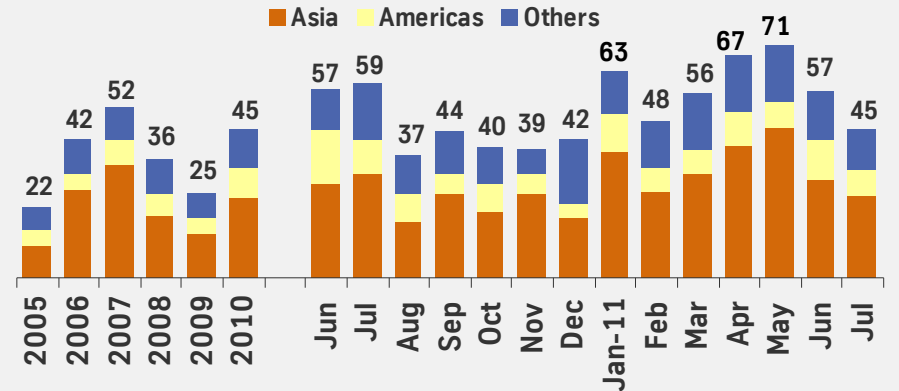
Stainless Global: Price Development and Import Situation

Development of base price, alloy surcharge and nickel price



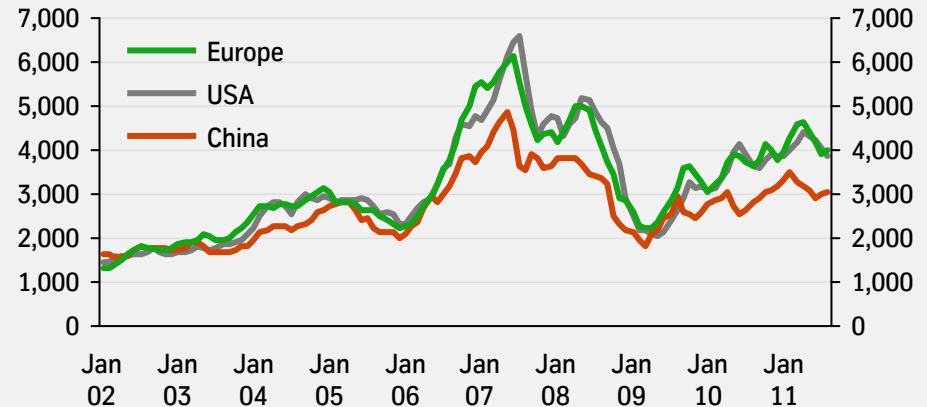
* Base Price Germany, Traders/SSC, 304 (1.4301), 2 mm sheet
Source: CRU September 2011, Metalprices (NICKEL) September 2011

Cold-rolled imports from third countries into EU [000t/month]



Source: Eurofer September 2011, SL-NR V-BDG

Regional price development* (US-\$)



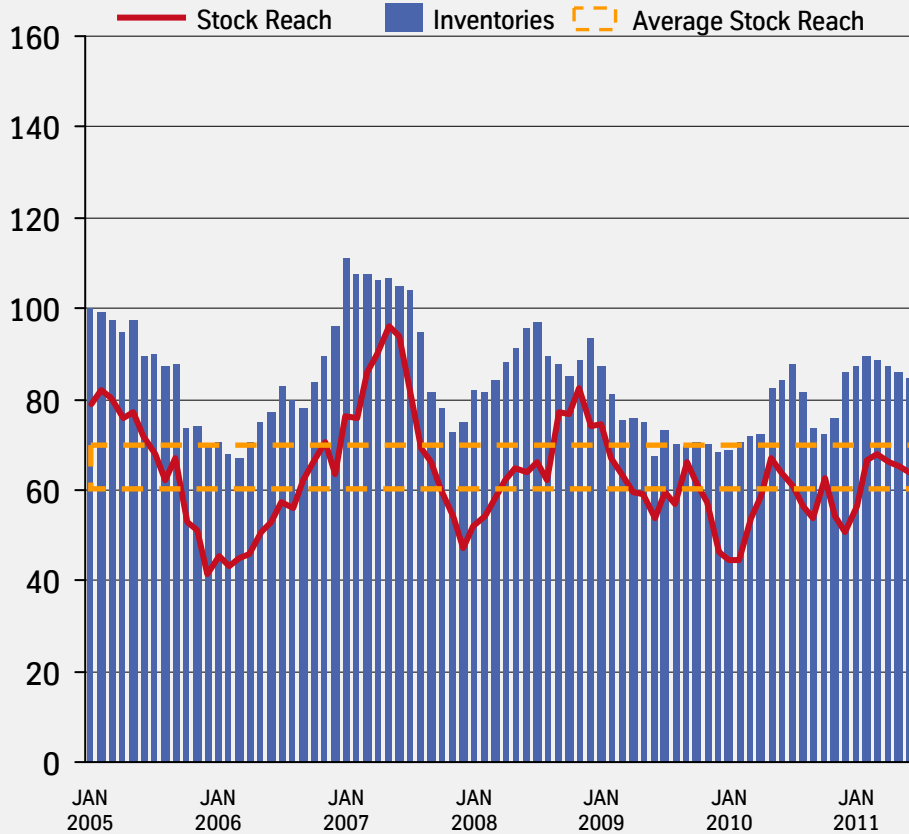
* AISI 304 (1.4301) CR Flat, 2 mm
Source: CRU September 2011 (EU+USA), SL-SKS September 2011 (Wuxi Market prices CHINA)

Stainless: Inventories and Stock Reach

Germany (cold-rolled products)

Stock level: INDEX Jan 2005 = 100

Stock Reach: Calendar Days

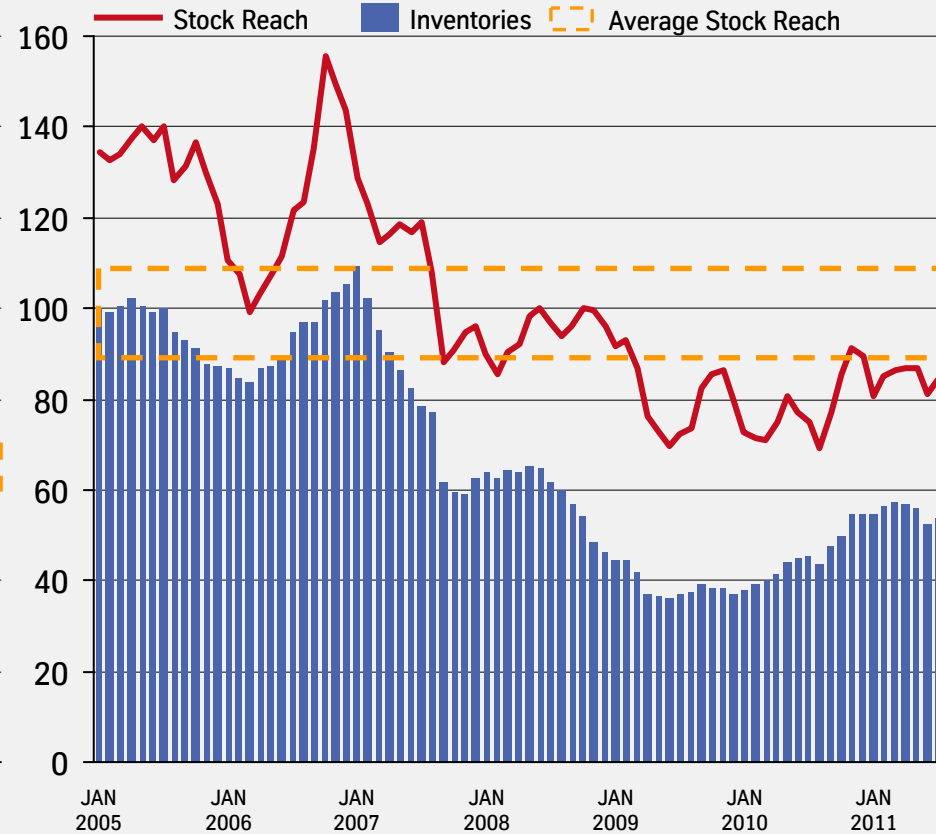


Source: EHV July 2011

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

Stock level: INDEX Jan 2005 = 100

Stock Reach: Calendar Days



Source: MSCI July 2011

Materials Services

Key figures

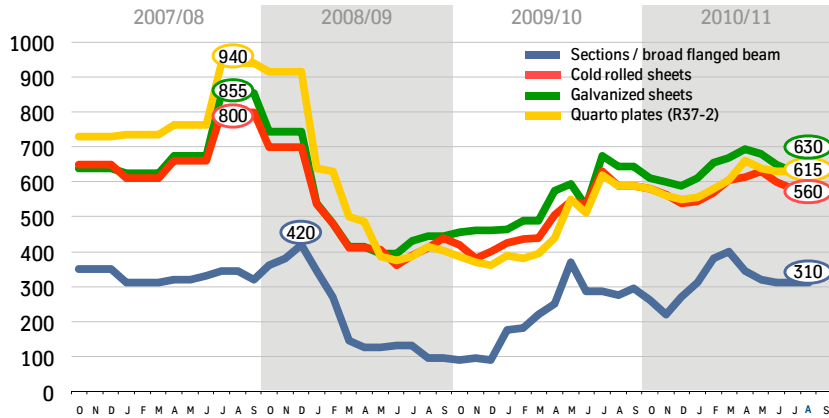
| | | 2009/10 | | | | | 2010/11 | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 2,681 | 3,059 | 3,695 | 3,370 | 12,805 | 3,259 | 3,918 | 3,973 |
| Sales | €m | 2,760 | 2,881 | 3,598 | 3,524 | 12,763 | 3,311 | 3,704 | 3,980 |
| EBITDA | €m | 168 | 101 | 191 | 150 | 610 | 117 | 197 | 181 |
| EBIT | €m | 129 | 68 | 158 | 108 | 463 | 85 | 163 | 149 |
| EBIT adjusted | €m | 48 | 68 | 158 | 108 | 382 | 85 | 163 | 149 |
| TK Value Added | €m | | | | | 193 | | | |
| Ø Capital Employed | €m | 3,146 | 3,094 | 3,165 | 3,179 | 3,179 | 3,273 | 3,422 | 3,485 |
| OCF | €m | (82) | (102) | (25) | 538 | 330 | (497) | 103 | (14) |
| CF from divestm. | €m | 308 | 3 | 1 | 21 | 335 | 10 | 14 | (1) |
| CF for investm. | €m | (90) | (20) | (28) | (49) | (188) | (64) | (22) | (18) |
| FCF | €m | 136 | (118) | (53) | 510 | 477 | (551) | 95 | (33) |
| Employees | | 31,972 | 31,482 | 32,096 | 33,856 | 33,856 | 34,196 | 35,391 | 35,440 |



Materials Services: Price Development

Rolled Steel

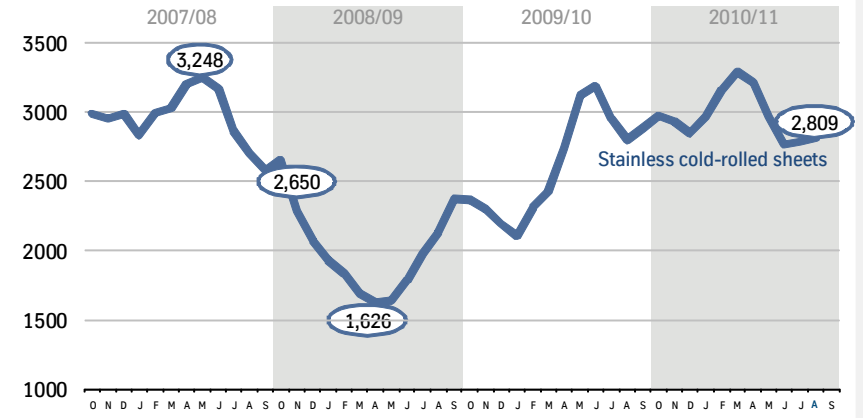
€/t



Source: Purchase Price ThyssenKrupp Materials International, PM Rolled Steel

Stainless Steel

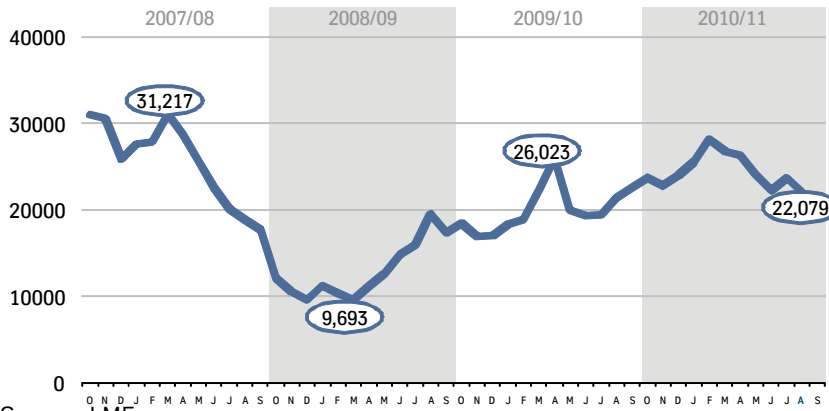
€/t



Source: Purchase Price ThyssenKrupp Materials International, PM Stainless Steel

Nickel

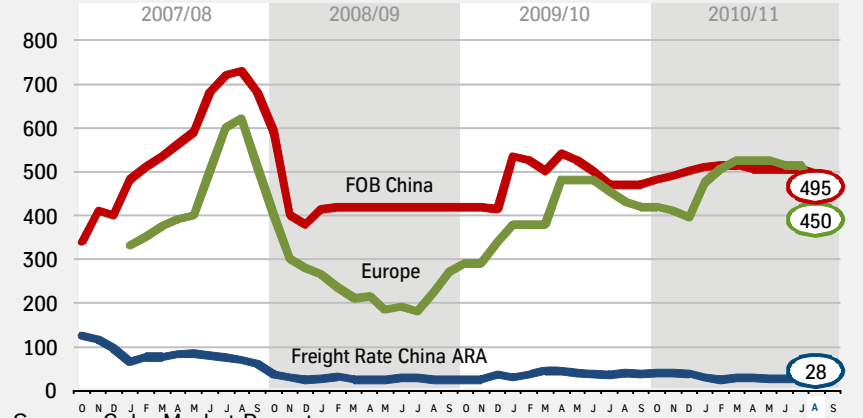
US\$/t (monthly average)



Source: LME

Coke, Freight rate China

US\$/t



Source: Coke Market Report



Elevator Technology

Key figures

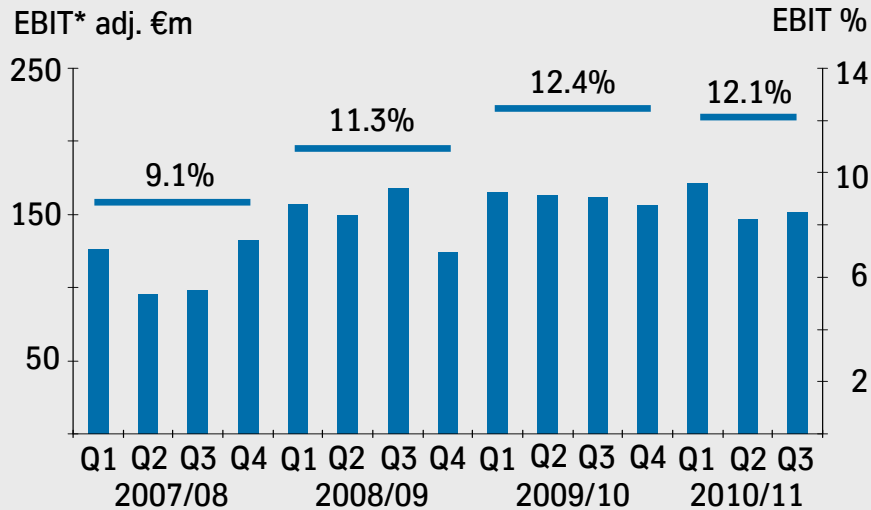
| | | 2009/10 | | | | | 2010/11 | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 1,230 | 1,215 | 1,390 | 1,264 | 5,099 | 1,306 | 1,358 | 1,320 |
| Sales | €m | 1,226 | 1,221 | 1,313 | 1,428 | 5,188 | 1,299 | 1,267 | 1,298 |
| EBITDA | €m | 182 | 180 | 180 | 185 | 727 | 189 | 165 | 168 |
| EBIT | €m | 165 | 163 | 162 | 156 | 646 | 171 | 147 | 151 |
| EBIT adjusted | €m | 165 | 163 | 162 | 156 | 646 | 171 | 147 | 151 |
| TK Value Added | €m | | | | | 461 | | | |
| Ø Capital Employed | €m | 2,208 | 2,254 | 2,301 | 2,307 | 2,307 | 2,249 | 2,272 | 2,260 |
| OCF | €m | 87 | 238 | 74 | 165 | 563 | 53 | 168 | 87 |
| CF from divestm. | €m | 3 | (1) | 1 | 2 | 4 | 3 | 2 | (1) |
| CF for investm. | €m | (15) | (8) | (20) | (36) | (78) | (18) | (16) | (26) |
| FCF | €m | 75 | 229 | 56 | 131 | 490 | 38 | 154 | 60 |
| Employees | | 42,926 | 42,787 | 43,066 | 44,024 | 44,024 | 44,489 | 44,937 | 45,603 |



Strategic Direction of Elevator Technology

Performance Improvement

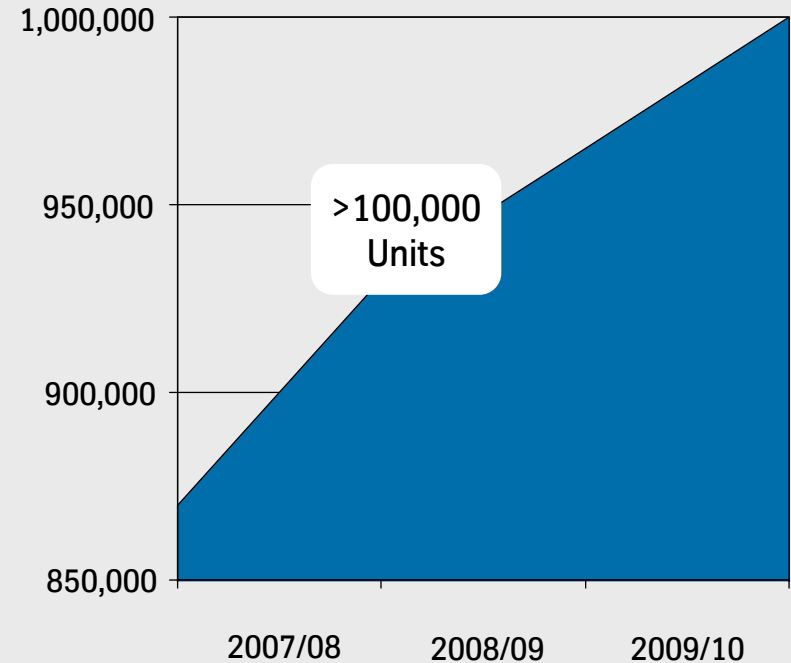
- Efficient and global production network
- Harmonized product portfolio based on global platforms
- Focus on Service & Modernization
- Standardization of processes



* New definition since Q1 2009/10

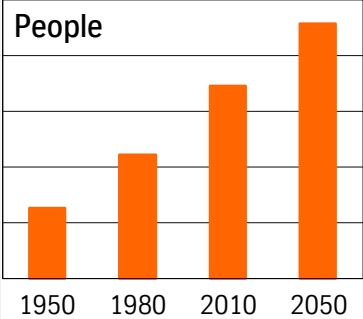
Growth of Service Business

Units under maintenance



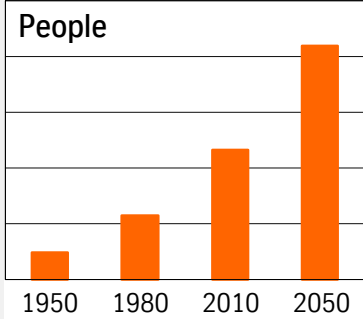
Fundamental Trends for Demand in the Elevator Industry

1 Population Growth



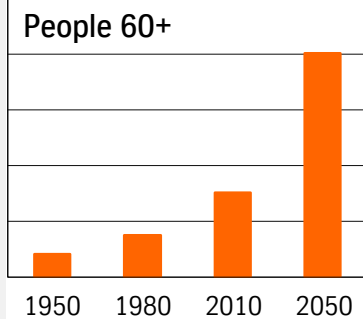
2.5 bn → 9.1 bn

2 Urbanization



0.7 bn → 6.3 bn

3 Aging



0.2 bn → 2.0 bn

4 Safety/ Energy efficiency



SNEL Regulation*





More people demand for safe transportation within a building





Source: United Nations

* Safety Norm of Existing Lifts

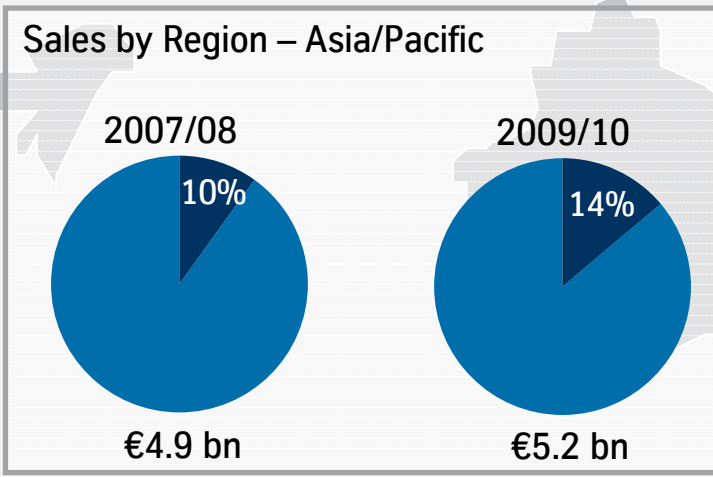
Growth Markets India & China

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



> 700
Projects planned



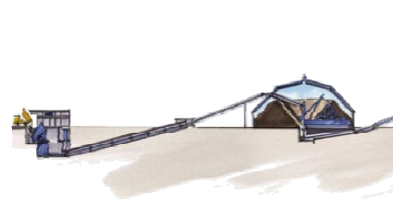
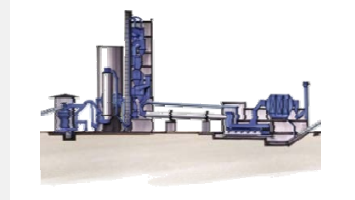
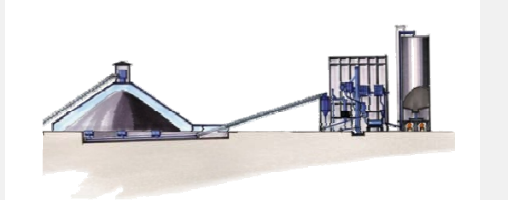
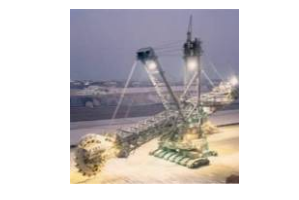



Plant Technology

Key figures

| | | 2009/10 | | | | | 2010/11 | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 1,324 | 824 | 800 | 911 | 3,859 | 1,016 | 896 | 1,097 |
| Sales | €m | 954 | 940 | 970 | 1,067 | 3,931 | 897 | 969 | 943 |
| EBITDA | €m | 119 | 106 | 99 | 116 | 440 | 115 | 148 | 149 |
| EBIT | €m | 111 | 98 | 90 | 102 | 401 | 107 | 139 | 131 |
| EBIT adjusted | €m | 111 | 98 | 90 | 102 | 401 | 107 | 139 | 131 |
| Ø Capital Employed | €m | 333 | 368 | 378 | 365 | 365 | 303 | 329 | 239 |
| OCF | €m | 114 | 161 | 250 | 91 | 618 | 118 | (26) | 129 |
| CF from divestm. | €m | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 1 |
| CF for investm. | €m | (5) | (6) | (6) | (15) | (32) | (7) | (9) | (10) |
| FCF | €m | 109 | 155 | 246 | 78 | 588 | 111 | (35) | 120 |
| Employees | | 12,977 | 12,934 | 12,975 | 12,972 | 12,972 | 13,001 | 13,026 | 13,194 |



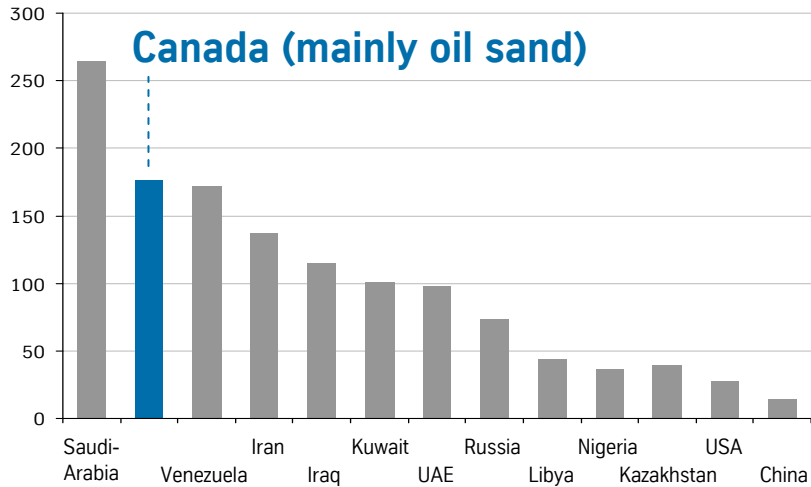
Plant Technology: Technology Portfolio Offering Growth Potential

| 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 | <div style="display: flex; justify-content: space-around;"> Raw material preparation Clinker production Cement manufacturing </div> | | | | Cement plants: No.3 |
| |  |  |  | | |
| | Förder-technik | <div style="display: flex; justify-content: space-around;"> Mining Handling Processing Handling </div> | | | |
|  | |  |  |  | |

Plant Technology: Growth Trend Oil Sand Mining

Global Crude Oil Reserves by Country

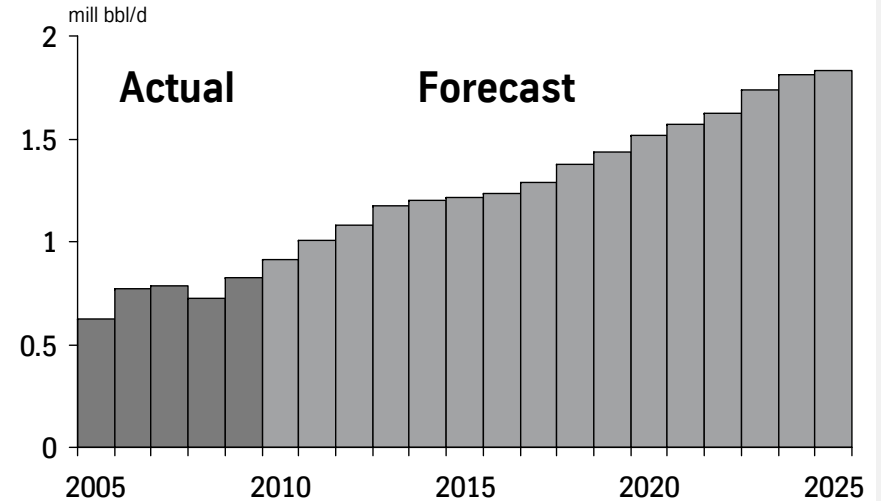
(bn barrels)



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 Q3 2010/11

Chemical Plants

Polymere plant



- Continuous poly condensation plant
- Capacity: 1,200 mtpd
- Customer: IBN Rushd, Saudi Arabia
- Order volume: < €50 m
- Commissioning: 2013

Cement

Cement plant



- Greenfield project, turnkey delivery
- Capacity: 4,000 tpd
- Customer: Holcim, Indonesia
- Order volume: ~ €200 m
- Commissioning: 2013

Minerals

Grinding plants



- For coal and limestone grinding
- Customer: Samarco, Brazil
- 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 | Q3 |
| Order intake | €m | 1,169 | 1,337 | 1,584 | 1,563 | 5,653 | 1,602 | 1,795 | 1,811 |
| Sales | €m | 1,237 | 1,344 | 1,568 | 1,575 | 5,724 | 1,599 | 1,769 | 1,779 |
| EBITDA | €m | 124 | 144 | 144 | 154 | 566 | 196 | 186 | 220 |
| EBIT | €m | 57 | 73 | 66 | 56 | 252 | 127 | 114 | 141 |
| EBIT adjusted | €m | 57 | 73 | 113 | 58 | 301 | 127 | 114 | 141 |
| TK Value Added | €m | | | | | 14 | | | |
| Ø Capital Employed | €m | 2,575 | 2,603 | 2,641 | 2,647 | 2,647 | 2,688 | 2,734 | 2,760 |
| OCF | €m | 70 | 80 | 211 | 189 | 551 | (25) | 46 | 146 |
| CF from divestm. | €m | 2 | 9 | (3) | 4 | 12 | 4 | 1 | 4 |
| CF for investm. | €m | (64) | (50) | (47) | (125) | (288) | (33) | (55) | (90) |
| FCF | €m | 8 | 38 | 161 | 67 | 275 | (54) | (8) | 60 |
| Employees | | 27,997 | 27,894 | 28,860 | 29,144 | 29,144 | 29,649 | 30,080 | 31,049 |



Components Technology: Order Intake above Pre-Crisis Levels

COMPONENTS TECHNOLOGY

Automotive Components

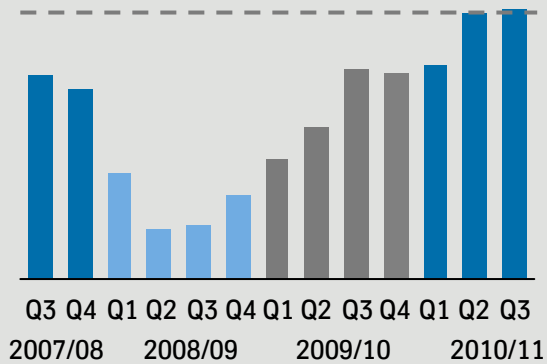
Passenger Cars/
Light Comm. Vehicles



Heavy
Commercial Vehicles



Quarterly Order Intake



Industrial & Construction Machinery

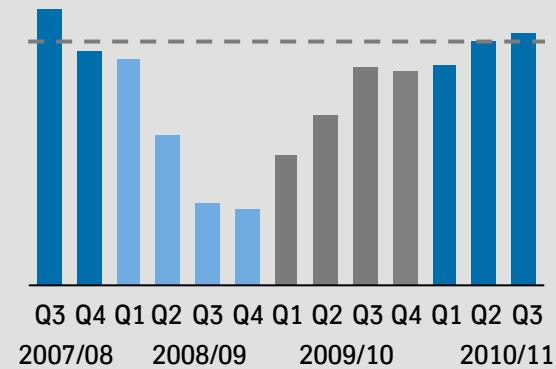
Undercarriages for
tracked/crawler equipm.



Large-diameter
bearings & rings

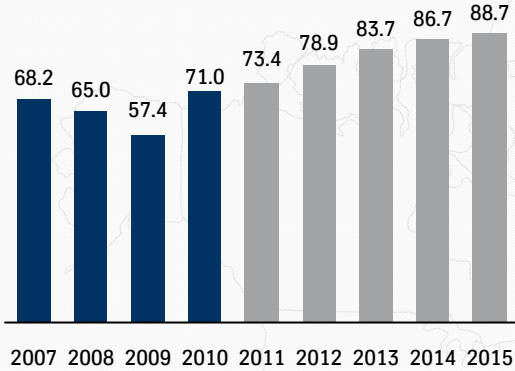


Quarterly Order Intake

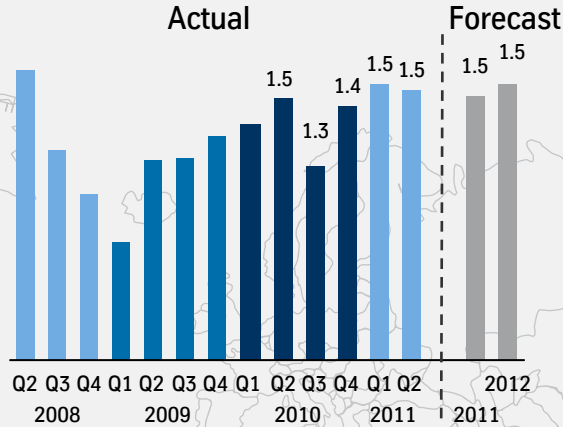


Components Technology: Quarterly production of passenger vehicles [million]

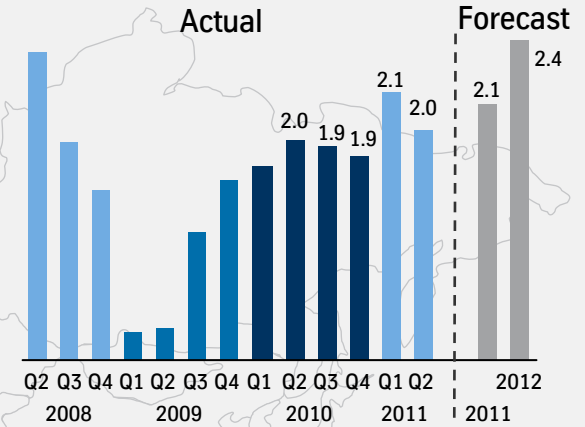
World (annual production PV & LCV)



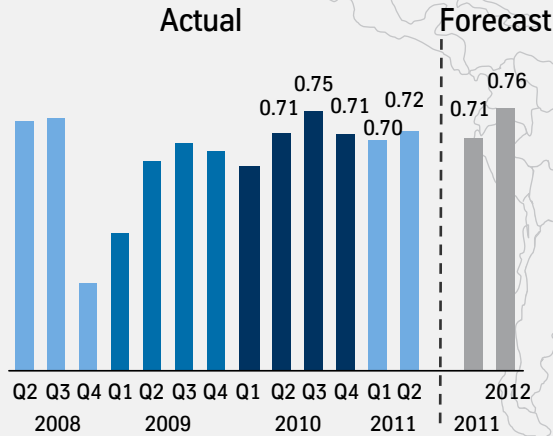
Germany (quarterly production)



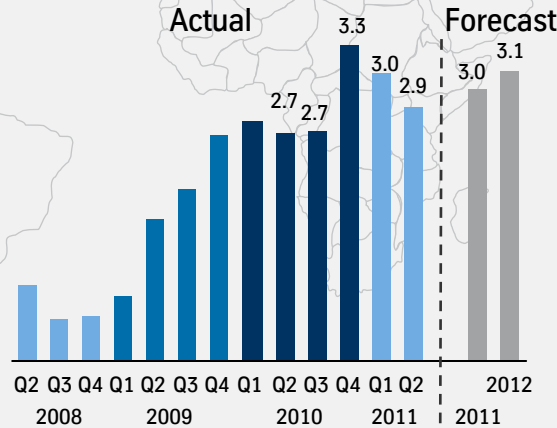
USA (LCV; quarterly production)



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



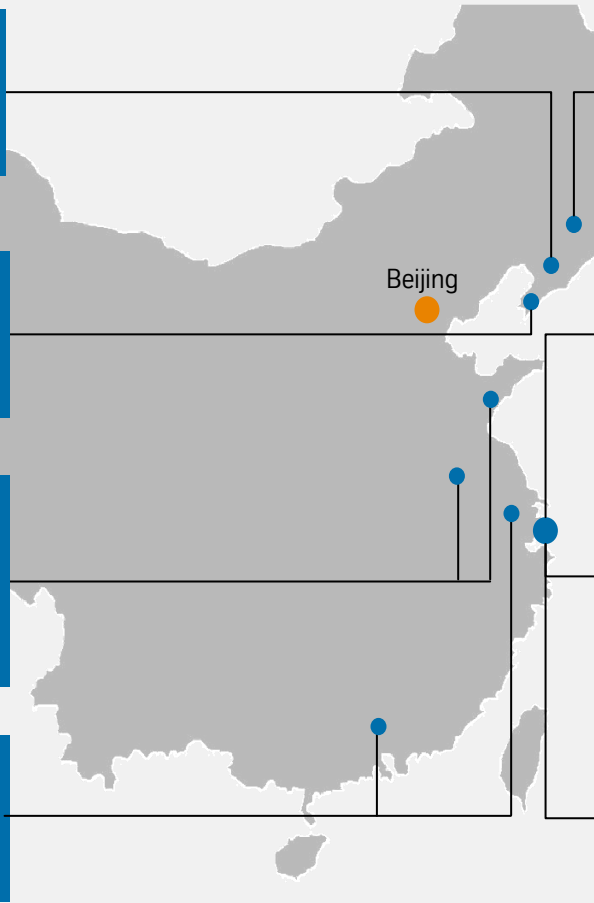
Xuzhou and Qingdao

**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

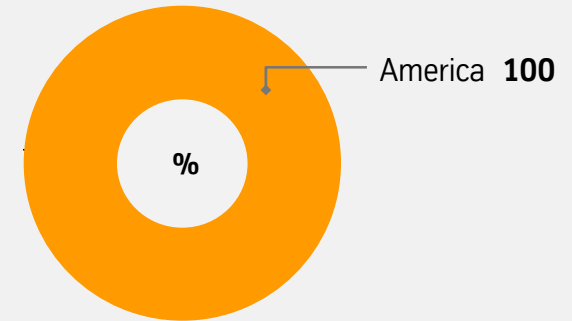


Flywheels

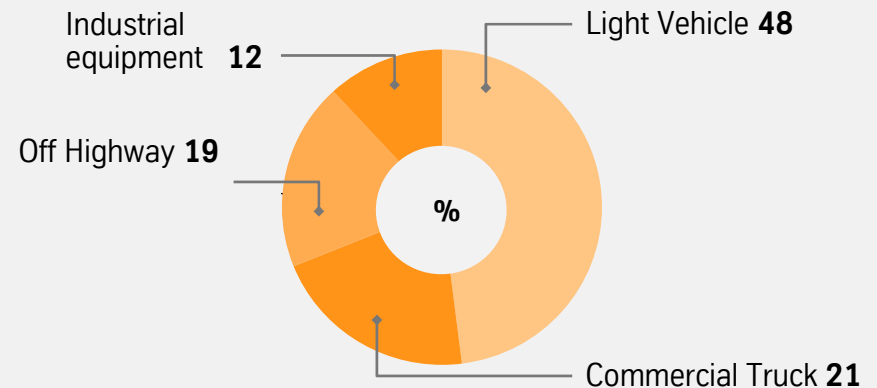
- Worldwide industry best practices (vertical molding on own WaupacaMatic machines) and large capacity melting capabilities

- **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

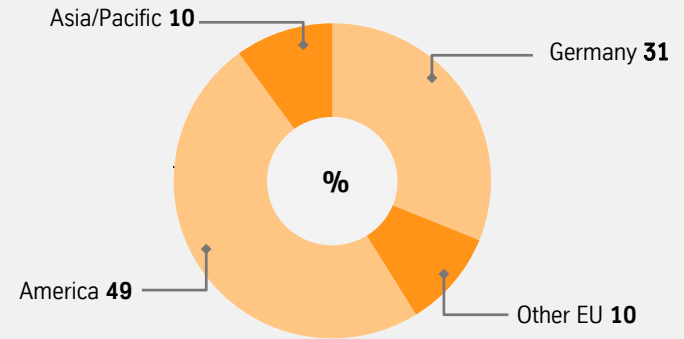


Stabilizers

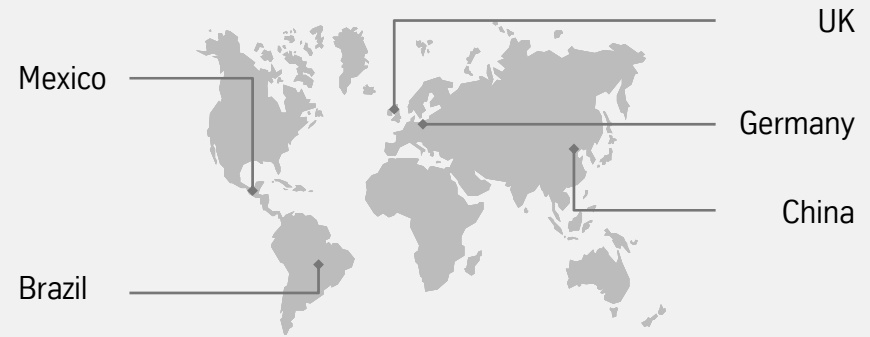
- **Sales** (FY 2009/10): ~ €0.5 bn
- **Employees** (30.09.2010): ~ 2,500
- **Customers:** virtually all manufacturers of passenger and commercial vehicles, examples:



Sales by region



Production locations



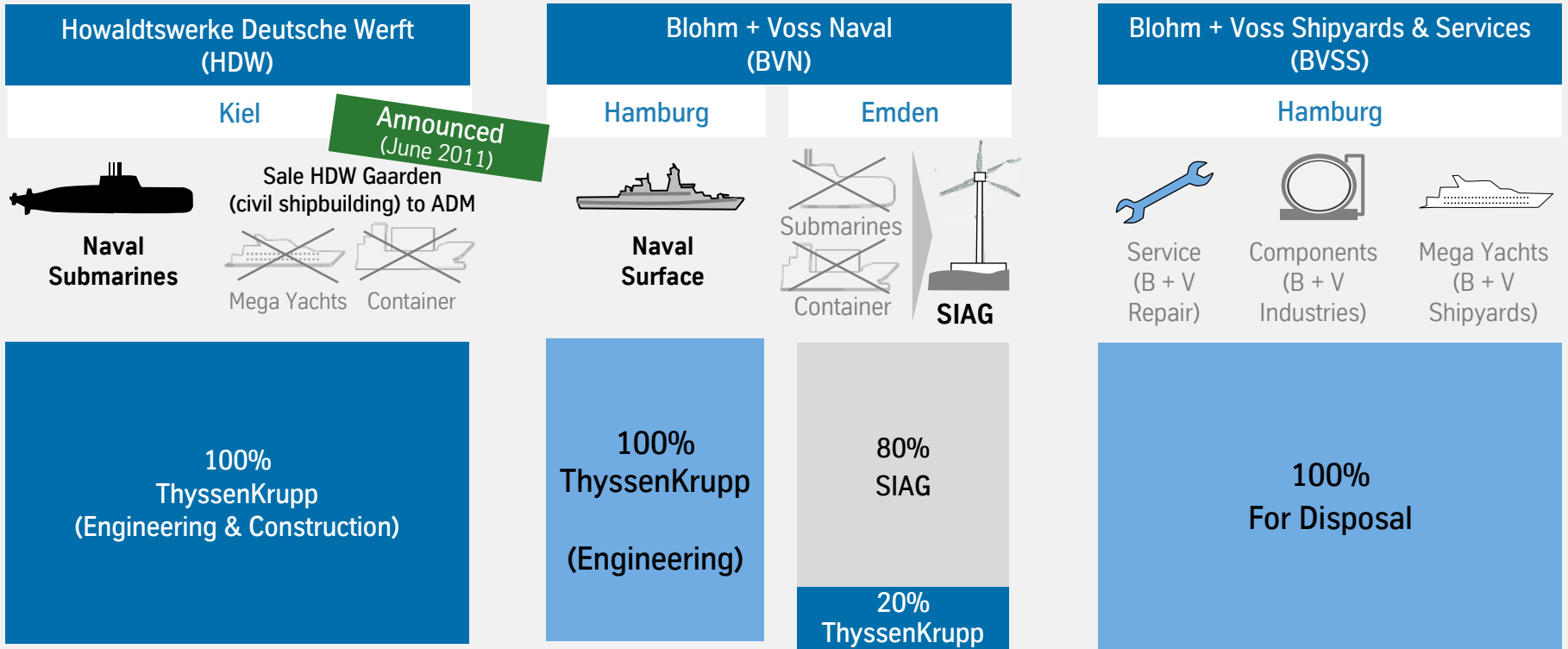
Marine Systems

Key figures

| | | 2009/10 | | | | FY | 2010/11 | | |
|--------------------|----|---------|-------|-------|-------|--------------|---------|-------|-------|
| | | Q1 | Q2 | Q3 | Q4 | | Q1 | Q2 | Q3 |
| Order intake | €m | 110 | 139 | 108 | 174 | 531 | 426 | 149 | 2,155 |
| Sales | €m | 254 | 287 | 423 | 247 | 1,211 | 504 | 219 | 479 |
| EBITDA | €m | 21 | 33 | 19 | 106 | 179 | 51 | 87 | 71 |
| EBIT | €m | 16 | 18 | 8 | 103 | 145 | 46 | 84 | 62 |
| EBIT adjusted | €m | 21 | 33 | 27 | (9) | 72 | 46 | 84 | 62 |
| Ø Capital Employed | €m | 1,151 | 1,159 | 1,165 | 1,174 | 1,174 | 1,289 | 1,335 | 1,344 |
| OCF | €m | (124) | 145 | (83) | 31 | (31) | (26) | 48 | 612 |
| CF from divestm. | €m | 0 | 2 | 0 | 0 | 2 | 11 | 5 | 0 |
| CF for investm. | €m | (2) | (1) | (1) | (4) | (8) | (1) | (3) | (3) |
| FCF | €m | (126) | 146 | (84) | 27 | (36) | (16) | 50 | 609 |
| Employees | | 7,593 | 6,669 | 6,588 | 5,488 | 5,488 | 5,407 | 5,372 | 5,398 |

Marine Systems: Target Structure

Exit from civil shipbuilding; focus on naval engineering and submarines



Corporate: Overview

| | | Corporate | | | | | Corporate | | |
|--------------|----|-----------|-------|-------|-------|--------------|-----------|-------|-------|
| | | 2009/10 | | | | | 2010/11 | | |
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 31 | 31 | 32 | 38 | 132 | 31 | 33 | 32 |
| Sales | €m | 31 | 31 | 32 | 37 | 131 | 31 | 33 | 32 |
| EBITDA | €m | (58) | (58) | (69) | (61) | (246) | (78) | (102) | (109) |
| EBIT | €m | (65) | (71) | (75) | (80) | (291) | (88) | (111) | (120) |
| OCF | €m | (203) | (624) | 23 | (22) | (827) | 257 | (452) | (18) |
| Employees | | 2,325 | 2,447 | 2,496 | 2,597 | 2,597 | 2,578 | 2,649 | 2,705 |

Business Area Overview – Quarterly Order Intake

| million € | 2009/10 | | | | | 2010/11 | | |
|-----------------------|--------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Steel Europe | 2,500 | 2,999 | 2,706 | 2,781 | 10,986 | 2,929 | 3,721 | 3,006 |
| Steel Americas | 0 | 23 | 24 | 22 | 69 | 84 | 268 | 504 |
| Stainless Global | 943 | 1,560 | 1,317 | 1,301 | 5,121 | 1,483 | 1,790 | 1,360 |
| Materials Services | 2,681 | 3,059 | 3,695 | 3,370 | 12,805 | 3,259 | 3,918 | 3,973 |
| Elevator Technology | 1,230 | 1,215 | 1,390 | 1,264 | 5,099 | 1,306 | 1,358 | 1,320 |
| Plant Technology | 1,324 | 824 | 800 | 911 | 3,859 | 1,016 | 896 | 1,097 |
| Components Technology | 1,169 | 1,337 | 1,584 | 1,563 | 5,653 | 1,602 | 1,795 | 1,811 |
| Marine Systems | 110 | 139 | 108 | 174 | 531 | 426 | 149 | 2,155 |
| Corporate | 31 | 31 | 32 | 38 | 132 | 31 | 33 | 32 |
| Consolidation | (660) | (814) | (726) | (805) | (3,005) | (876) | (1,080) | (1,138) |
| Group | 9,328 | 10,373 | 10,930 | 10,619 | 41,250 | 11,260 | 12,848 | 14,120 |



Business Area Overview – Quarterly Sales

| million € | 2009/10 | | | | | 2010/11 | | |
|-----------------------|--------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Steel Europe | 2,281 | 2,667 | 2,887 | 2,935 | 10,770 | 2,958 | 3,287 | 3,518 |
| Steel Americas | 0 | 23 | 24 | 21 | 68 | 86 | 260 | 429 |
| Stainless Global | 1,210 | 1,461 | 1,708 | 1,522 | 5,901 | 1,605 | 1,856 | 1,586 |
| Materials Services | 2,760 | 2,881 | 3,598 | 3,524 | 12,763 | 3,311 | 3,704 | 3,980 |
| Elevator Technology | 1,226 | 1,221 | 1,313 | 1,428 | 5,188 | 1,299 | 1,267 | 1,298 |
| Plant Technology | 954 | 940 | 970 | 1,067 | 3,931 | 897 | 969 | 943 |
| Components Technology | 1,237 | 1,344 | 1,568 | 1,575 | 5,724 | 1,599 | 1,769 | 1,779 |
| Marine Systems | 254 | 287 | 423 | 247 | 1,211 | 504 | 219 | 479 |
| Corporate | 31 | 31 | 32 | 37 | 131 | 31 | 33 | 32 |
| Consolidation | (602) | (748) | (844) | (872) | (3,066) | (920) | (1,098) | (1,193) |
| Group | 9,351 | 10,107 | 11,679 | 11,484 | 42,621 | 11,370 | 12,266 | 12,851 |



Business Area Overview – Quarterly EBITDA and Margin

| million € | 2009/10 | | | | | 2010/11 | | |
|-----------------------|-------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Steel Europe | 274 | 339 | 359 | 329 | 1,301 | 399 | 439 | 458 |
| % | 12.0 | 12.7 | 12.4 | 11.2 | 12.1 | 13.5 | 13.4 | 13.0 |
| Steel Americas | (70) | (78) | (119) | (297) | (564) | (328) | (211) | (95) |
| % | <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> | <i>n.a.</i> |
| Stainless Global | (4) | (60) | 121 | 46 | 103 | 48 | 103 | 43 |
| % | (0.3) | (4.1) | 7.1 | 3.0 | 1.7 | 3.0 | 5.5 | 2.7 |
| Materials Services | 168 | 101 | 191 | 150 | 610 | 117 | 197 | 181 |
| % | 6.1 | 3.5 | 5.3 | 4.3 | 4.8 | 3.5 | 5.3 | 4.5 |
| Elevator Technology | 182 | 180 | 180 | 185 | 727 | 189 | 165 | 168 |
| % | 14.8 | 14.7 | 13.7 | 13.0 | 14.0 | 14.5 | 13.0 | 12.9 |
| Plant Technology | 119 | 106 | 99 | 116 | 440 | 115 | 148 | 149 |
| % | 12.5 | 11.3 | 10.2 | 10.9 | 11.2 | 12.8 | 15.3 | 15.8 |
| Components Technology | 124 | 144 | 144 | 154 | 566 | 196 | 186 | 220 |
| % | 10.0 | 10.7 | 9.2 | 9.8 | 9.9 | 12.3 | 10.5 | 12.4 |
| Marine Systems | 21 | 33 | 19 | 106 | 179 | 51 | 87 | 71 |
| % | 8.3 | 11.5 | 4.5 | 42.9 | 14.8 | 10.1 | 39.7 | 14.8 |
| Corporate | (58) | (58) | (69) | (61) | (246) | (78) | (102) | (109) |
| Consolidation | (73) | (85) | (80) | (109) | (347) | (64) | (80) | (103) |
| Group | 683 | 622 | 845 | 619 | 2,769 | 645 | 932 | 983 |
| % | 7.3 | 6.2 | 7.2 | 5.4 | 6.5 | 5.7 | 7.6 | 7.6 |

Business Area Overview – Quarterly EBIT and Margin

| million € | 2009/10 | | | | | 2010/11 | | |
|-----------------------|------------|------------|------------|------------|--------------|------------|------------|------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Steel Europe | 127 | 193 | 218 | 193 | 731 | 258 | 300 | 322 |
| % | 5.6 | 7.2 | 7.6 | 6.6 | 6.8 | 8.7 | 9.1 | 9.2 |
| Steel Americas | (71) | (79) | (130) | (320) | (600) | (378) | (319) | (190) |
| % | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| Stainless Global | (42) | (101) | 81 | 5 | (57) | 7 | 59 | 0 |
| % | (3.5) | (6.9) | 4.7 | 0.3 | (1.0) | 0.4 | 3.2 | 0 |
| Materials Services | 129 | 68 | 158 | 108 | 463 | 85 | 163 | 149 |
| % | 4.7 | 2.4 | 4.4 | 3.1 | 3.6 | 2.6 | 4.4 | 3.7 |
| Elevator Technology | 165 | 163 | 162 | 156 | 646 | 171 | 147 | 151 |
| % | 13.5 | 13.3 | 12.3 | 10.9 | 12.5 | 13.2 | 11.6 | 11.6 |
| Plant Technology | 111 | 98 | 90 | 102 | 401 | 107 | 139 | 131 |
| % | 11.6 | 10.4 | 9.3 | 9.6 | 10.2 | 11.9 | 14.3 | 13.9 |
| Components Technology | 57 | 73 | 66 | 56 | 252 | 127 | 114 | 141 |
| % | 4.6 | 5.4 | 4.2 | 3.6 | 4.4 | 7.9 | 6.4 | 7.9 |
| Marine Systems | 16 | 18 | 8 | 103 | 145 | 46 | 84 | 62 |
| % | 6.3 | 6.3 | 1.9 | 41.7 | 12.0 | 9.1 | 38.4 | 12.9 |
| Corporate | (65) | (71) | (75) | (80) | (291) | (88) | (111) | (120) |
| Consolidation | (74) | (84) | (78) | (108) | (344) | (62) | (79) | (101) |
| Group | 353 | 278 | 500 | 215 | 1,346 | 273 | 497 | 545 |
| % | 3.8 | 2.8 | 4.3 | 1.9 | 3.2 | 2.4 | 4.1 | 4.2 |



Business Area Overview – Quarterly EBIT adjusted and Margin

| million € | 2009/10 | | | | | 2010/11 | | |
|-----------------------|-------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Steel Europe | 127 | 193 | 218 | 193 | 731 | 258 | 300 | 322 |
| % | 5.6 | 7.2 | 7.6 | 6.6 | 6.8 | 8.7 | 9.1 | 9.2 |
| Steel Americas | (71) | (79) | (130) | (320) | (600) | (378) | (319) | (190) |
| % | <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> | <i>n.a.</i> |
| Stainless Global | (42) | (101) | 81 | 5 | (57) | 7 | 59 | 0 |
| % | (3.5) | (6.9) | 4.7 | 0.3 | (1.0) | 0.4 | 3.2 | 0.0 |
| Materials Services | 48 | 68 | 158 | 108 | 382 | 85 | 163 | 149 |
| % | 1.7 | 2.4 | 4.4 | 3.1 | 3.0 | 2.6 | 4.4 | 3.7 |
| Elevator Technology | 165 | 163 | 162 | 156 | 646 | 171 | 147 | 151 |
| % | 13.5 | 13.3 | 12.3 | 10.9 | 12.5 | 13.2 | 11.6 | 11.6 |
| Plant Technology | 111 | 98 | 90 | 102 | 401 | 107 | 139 | 131 |
| % | 11.6 | 10.4 | 9.3 | 9.6 | 10.2 | 11.9 | 14.3 | 13.9 |
| Components Technology | 57 | 73 | 113 | 58 | 301 | 127 | 114 | 141 |
| % | 4.6 | 5.4 | 7.2 | 3.7 | 5.3 | 7.9 | 6.4 | 7.9 |
| Marine Systems | 21 | 33 | 27 | (9) | 72 | 46 | 84 | 62 |
| % | 8.3 | 11.5 | 6.4 | (3.6) | 5.9 | 9.1 | 38.4 | 12.9 |
| Corporate | (65) | (71) | (75) | (80) | (291) | (88) | (111) | (99) |
| Consolidation | (74) | (84) | (78) | (108) | (344) | (62) | (79) | (101) |
| Group | 277 | 293 | 566 | 105 | 1,241 | 273 | 497 | 566 |
| % | 3.0 | 2.9 | 4.8 | 0.9 | 2.9 | 2.4 | 4.1 | 4.4 |

Business Area Overview – Quarterly Operating Cash Flow

| million € | 2009/10 | | | | | 2010/11 | | |
|-----------------------|--------------|------------|-------------|--------------|--------------|----------------|-------------|------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Steel Europe | (123) | 235 | 152 | 329 | 593 | (433) | 322 | 184 |
| Steel Americas | (171) | (93) | (221) | (361) | (847) | (585) | (360) | (269) |
| Stainless Global | (100) | 88 | (261) | 57 | (216) | (308) | 82 | (139) |
| Materials Services | (82) | (102) | (25) | 538 | 330 | (497) | 103 | (14) |
| Elevator Technology | 87 | 238 | 74 | 165 | 563 | 53 | 168 | 87 |
| Plant Technology | 114 | 161 | 250 | 91 | 618 | 118 | (26) | 129 |
| Components Technology | 70 | 80 | 211 | 189 | 551 | (25) | 46 | 146 |
| Marine Systems | (124) | 145 | (83) | 31 | (31) | (26) | 48 | 612 |
| Corp./Cons. | 21 | (568) | (122) | (23) | (692) | 268 | (462) | (27) |
| Group | (308) | 184 | (23) | 1,015 | 868 | (1,435) | (79) | 709 |

Business Area Overview (I)

| | Order Intake (€m) | | Sales (€m) | | Employees | |
|-----------------------|-------------------|---------------|---------------|---------------|----------------|----------------|
| | 9M 2009/10 | 9M 2010/11 | 9M 2009/10 | 9M 2010/11 | 9M 2009/10 | 9M 2010/11 |
| Steel Europe | 8,205 | 9,656 | 7,835 | 9,763 | 34,434 | 33,702 |
| Steel Americas | 47 | 856 | 47 | 775 | 2,876 | 3,995 |
| Stainless Global | 3,820 | 4,633 | 4,379 | 5,047 | 11,150 | 11,339 |
| Materials Services | 9,435 | 11,150 | 9,239 | 10,995 | 32,096 | 35,440 |
| Elevator Technology | 3,835 | 3,984 | 3,760 | 3,864 | 43,066 | 45,603 |
| Plant Technology | 2,948 | 3,009 | 2,864 | 2,809 | 12,975 | 13,194 |
| Components Technology | 4,090 | 5,208 | 4,149 | 5,147 | 28,860 | 31,049 |
| Marine Systems | 357 | 2,730 | 964 | 1,202 | 6,588 | 5,398 |
| Corporate | 94 | 96 | 94 | 96 | 2,496 | 2,705 |
| Consolidation | (2,200) | (3,094) | (2,194) | (3,211) | - | - |
| Group | 30,631 | 38,228 | 31,137 | 36,487 | 174,541 | 182,425 |

Business Area Overview (II)

| | EBITDA (€m) | | EBIT (€m) | |
|-----------------------|---------------|---------------|---------------|---------------|
| | 9M 2009/10 | 9M 2010/11 | 9M 2009/10 | 9M 2010/11 |
| Steel Europe | 972 | 1,296 | 538 | 880 |
| Steel Americas | (267) | (634) | (280) | (887) |
| Stainless Global | 57 | 194 | (62) | 66 |
| Materials Services | 460 | 495 | 355 | 397 |
| Elevator Technology | 542 | 522 | 490 | 469 |
| Plant Technology | 324 | 412 | 299 | 377 |
| Components Technology | 412 | 602 | 196 | 382 |
| Marine Systems | 73 | 209 | 42 | 192 |
| Corporate | (185) | (289) | (211) | (319) |
| Consolidation | (238) | (247) | (236) | (242) |
| Group | 2,150 | 2,560 | 1,131 | 1,315 |



Special Items

| Business Area (million €) | 2009/10 | | | | | 2010/11 | | |
|-------------------------------|-----------|-------------|-------------|------------|-------------|---------|----|-------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| 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 | | | |
| Corporate: | | | | | | | | (21) |
| ThyssenKrupp | | | | | | | | |
| Restructuring total | | | (43) | (3) | (46) | | | |
| Impairment total | | | (4) | 1 | (3) | | | |
| Special Items | 76 | (15) | (66) | 110 | 105 | - | - | (21) |

ThyssenKrupp-specific Key Figures (I): EBIT Definition

Q3 2010/11: Reconciliation “Income from operations” (P&L Structure) to EBIT

P&L Structure

| | |
|---|---------------|
| Net sales | 12,851 |
| - Cost of sales ¹⁾ | (10,947) |
| - SG&A ¹⁾ | (1,313) |
| +/- Other operating income/expenses | (48) |
| +/- Gain/loss on disposal of subsidiaries | (20) |
| = Income from operations | 523 |
| +/- Income from companies using equity method | 19 |
| +/- Interest income/expense incl. capitalized interest exp. of €12 m | (154) |
| +/- Other financial income/expense | 19 |
| = EBT | 407 |

EBIT definition

| | |
|---|---------------|
| Net sales | 12,851 |
| - Cost of sales ¹⁾ | (10,947) |
| - SG&A ¹⁾ | (1,313) |
| +/- Other operating income/expenses | (48) |
| +/- Gain/loss on disposal of subsidiaries | (20) |
| +/- Income from companies using equity method | 19 |
| +/- Operating items in other fin. income/expense ²⁾ | (9) |
| + Adjustm. for depreciation on cap. interest | 12 |
| = EBIT | 545 |
| +/- Interest income/expense incl. capitalized interest exp. of €12 m | (154) |
| - Depreciation on capitalized interest | (12) |
| +/- Other financial income/expense | 28 |
| = EBT | 407 |

1) incl. depreciation on capitalized interest expenses of €(12) m

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

ThyssenKrupp-specific Key Figures (I): EBIT Definition

9M 2010/11: Reconciliation “Income from operations” (P&L Structure) to EBIT

P&L Structure

| | |
|---|---------------|
| Net sales | 36,487 |
| - Cost of sales ¹⁾ | (31,250) |
| - SG&A ¹⁾ | (3,919) |
| +/- Other operating income/expenses | (57) |
| +/- Gain/loss on disposal of subsidiaries | (18) |
| = Income from operations | 1,243 |
| +/- Income from companies using equity method | 66 |
| +/- Interest income/expense incl. capitalized interest exp. of €71 m | (417) |
| +/- Other financial income/expense | 12 |
| = EBT | 904 |

EBIT definition

| | |
|---|---------------|
| Net sales | 36,487 |
| - Cost of sales ¹⁾ | (31,250) |
| - SG&A ¹⁾ | (3,919) |
| +/- Other operating income/expenses | (57) |
| +/- Gain/loss on disposal of subsidiaries | (18) |
| +/- Income from companies using equity method | 66 |
| +/- Operating items in other fin. income/expense ²⁾ | (25) |
| + Adjustm. for depreciation on cap. interest | 31 |
| = EBIT | 1,315 |
| +/- Interest income/expense incl. capitalized interest exp. of €71 m | (417) |
| - Depreciation on capitalized interest | (31) |
| +/- Other financial income/expense | 37 |
| = EBT | 904 |

1) incl. depreciation on capitalized interest expenses of €(31) m

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

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

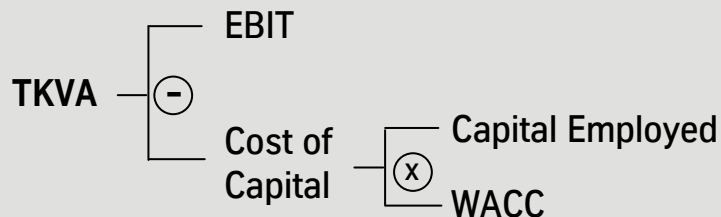
EBIT / EBT adjusted (= Key Performance Indicator of ThyssenKrupp)

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

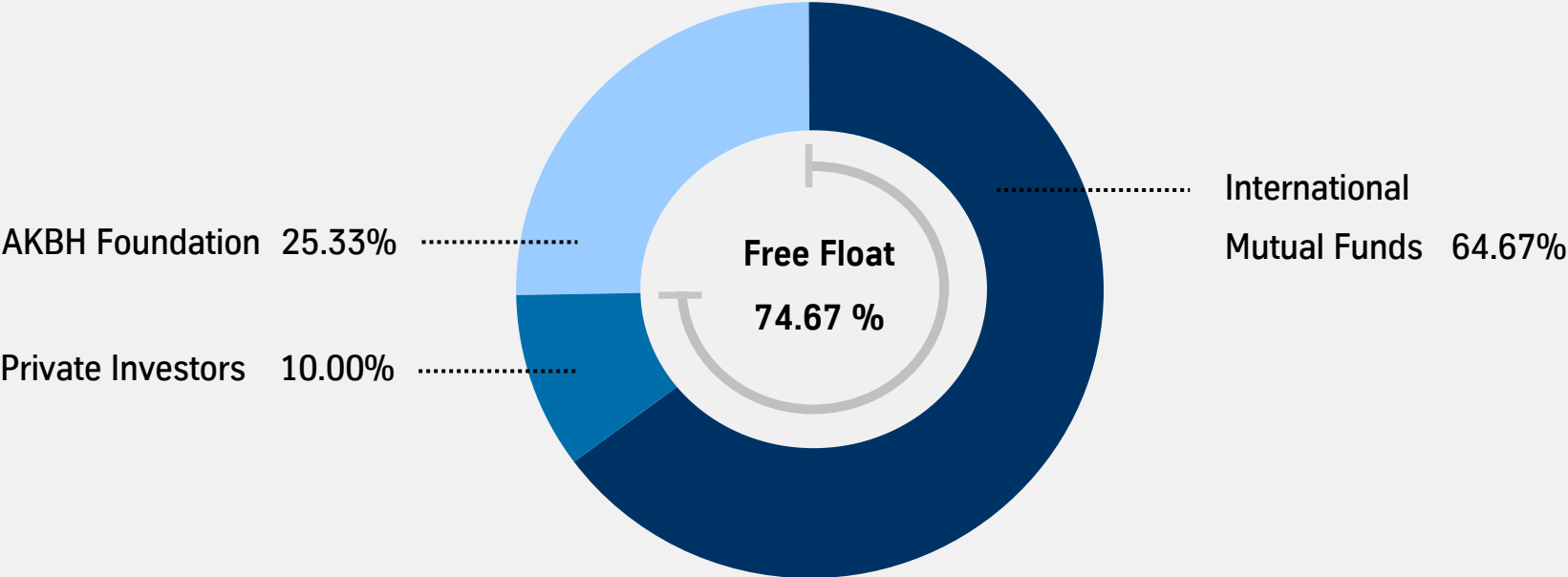


- Reported only on full-year basis

EBIT & Capital Employed at Business Area level:

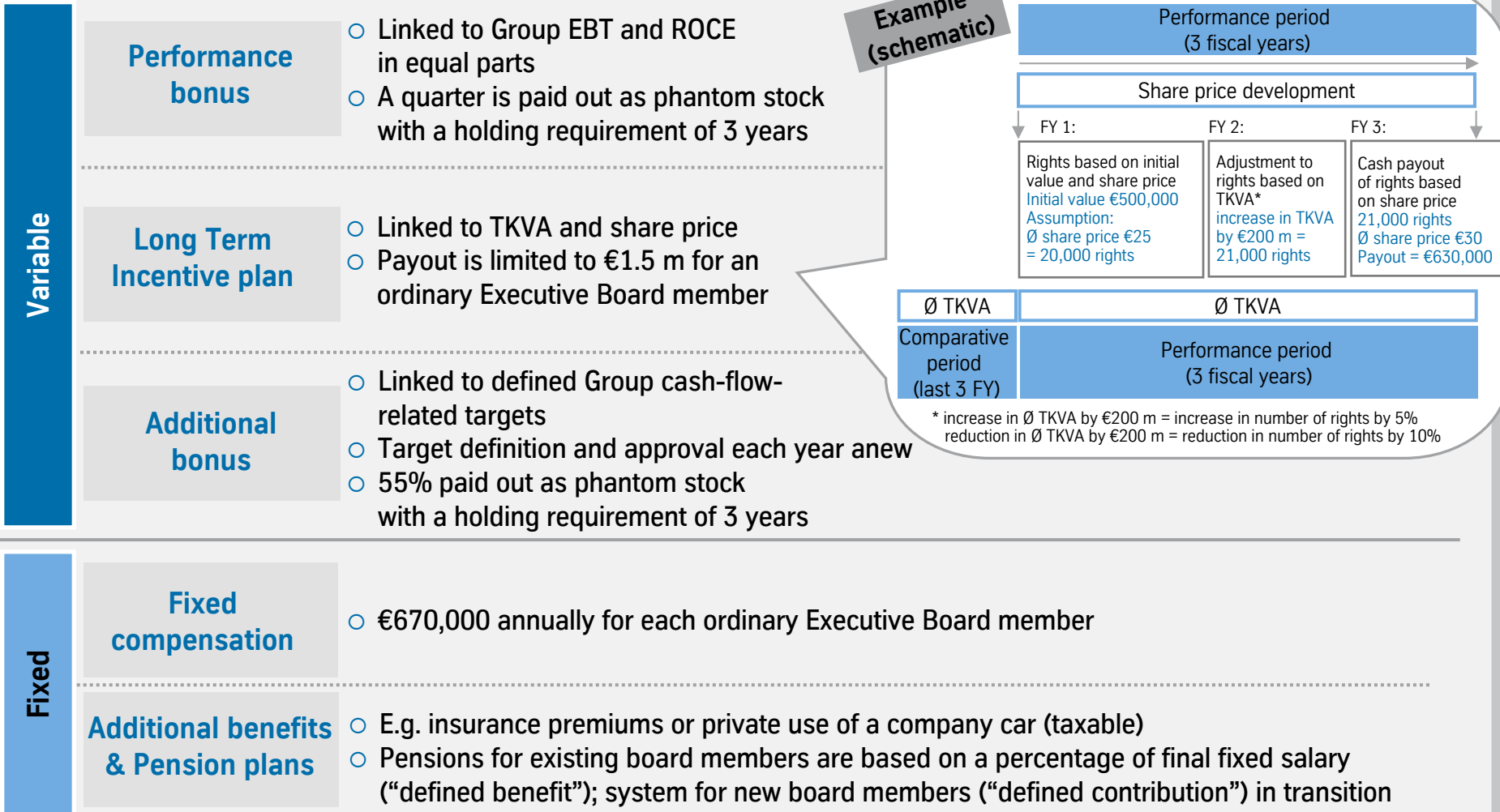
- **EBIT** increased by an imputed income contribution calculated by assigning a return to the **average net advance payments surplus** equal to the WACC for the business areas
- **Capital Employed** is also increased by the amount of the net advance payments surpluses
- Imputed income contributions 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



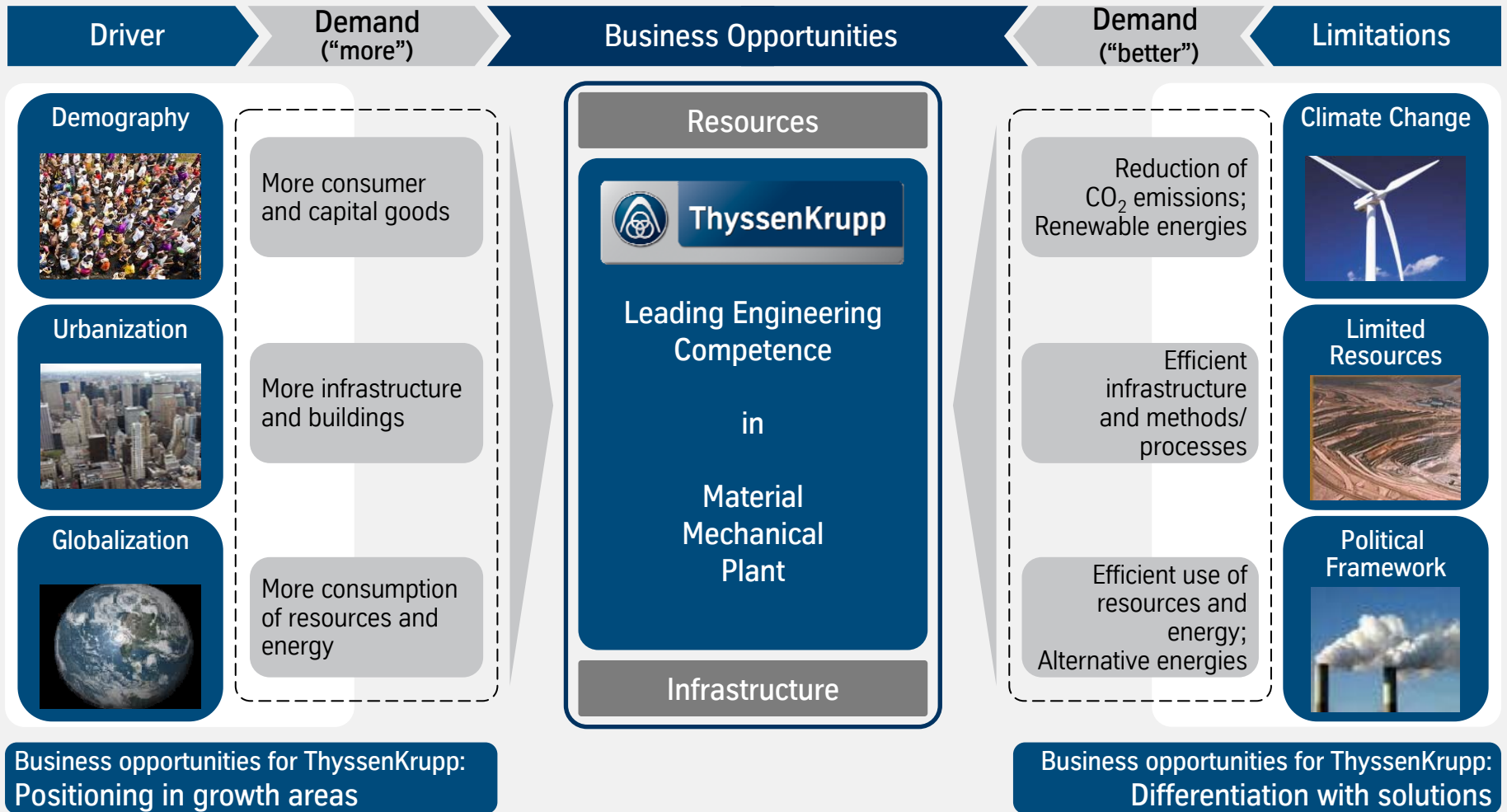
Source: ThyssenKrupp Shareholder ID 03/2011, ThyssenKrupp AGM registrations

Compensation for the Executive Board at ThyssenKrupp



⇒ [Ceiling total compensation (excl. pensions)] = [fixed compensation] x 6

ThyssenKrupp's Leading Engineering Competence Supports Sustainable Progress Worldwide



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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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