Commerzbank Sector Conference Week

Presentation, Facts & Figures

August 30, 2013

Developing the future.

ThyssenKrupp

Agenda

Developing the future.

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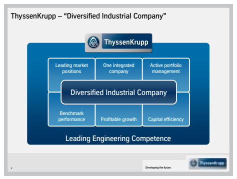
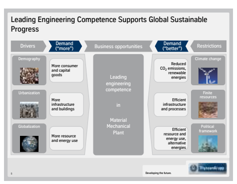
ThyssenKrupp – Strategic Way Forward

Company Positioning

Diversified Industrial Company



More & Better



Portfolio Optimization

Closed ✓
- Auto Systems Brazil
- Civil Shipbuilding
- Construction
- Inoxum
- Metal Forming
- Tailored Blanks
- Waupaca
- Xervon

Ongoing !
- Berco
- Steel Americas
- Electrical Steel (GO)
- Railway/ Construction

Change Management

- Mission Statement ("Leitbild")
- Leadership
- Network organization
- Transparency
- People
- Innovation
- Systems & processes

Performance Orientation

- Continuous benchmarking
- Profitable growth
- Cost control
- Capital efficiency
- Cash generation

Financial Stability

- Significant cash flow
- Low net financial debt
- Investment grade

Strategic Push

- Inorganic growth: Acquisitions
- Organic growth: Expand market position
- Strengthen R&D

ACT – Achieve Change @ TK

impact

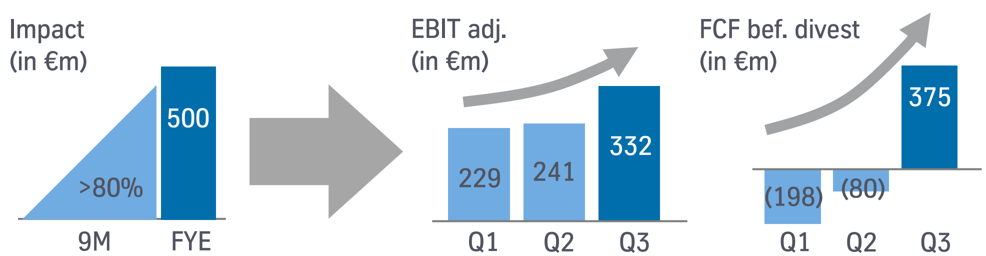
Strategic Way Forward: Update on Transformation

Company Positioning | Portfolio Optimization + Change Management + Performance Orientation ➡ Financial Stability + Strategic Push

- New Supervisory Board Chairman with compliance and corporate governance as top priority
- New and smaller Executive Board — 6 → -50% → 3
- Less Corporate and Service Functions — 26 → -35% → 17
  6 with new management
- New and less BA Executives — 32 → -44% → 18
  12 new BA Executives
- Internal amnesty program ended June 15 without major findings

- Steel Americas: intense negotiations ongoing
- Tailored Blanks: closing on July 31 with positive NFD and equity (disposal gain) effect in Q4

- impact: €2 bn cost savings / performance program
- ACT (Achieve Change @ TK): 3,000 FTE reduction (~55% Germany) decided across all core G&A functions worldwide
  15,000 → -20% → 12,000
- Performance measures showing traction



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Q3 2012/13: Well in Line with FY Outlook

FY Outlook confirmed

	Q3 2012/13	Target	qoq	
EBIT adjusted	€332 m	≥ H1 quarterly Ø of €235 m	↗	○ All BAs positive, thereof CapGoods ~80%[1)]
FCF before divest	€375 m	> H1 quarterly Ø of €(139) m	↗	○ All BAs with strong contributions
NFD[2)]	€5.3 bn		→	○ Qoq broadly stable ○ Yoy and ytd down by €0.5 bn
Order intake	€8.9 bn		↘	○ Record orders at Elevator Technology against temporary lumpiness at Industrial Solutions and weaker volumes at Steel Europe
impact	9M: ~€410 m	FY 2012/13: €500 m		○ FY target well on track

[1)] not consolidated [2)] including discont. ops.

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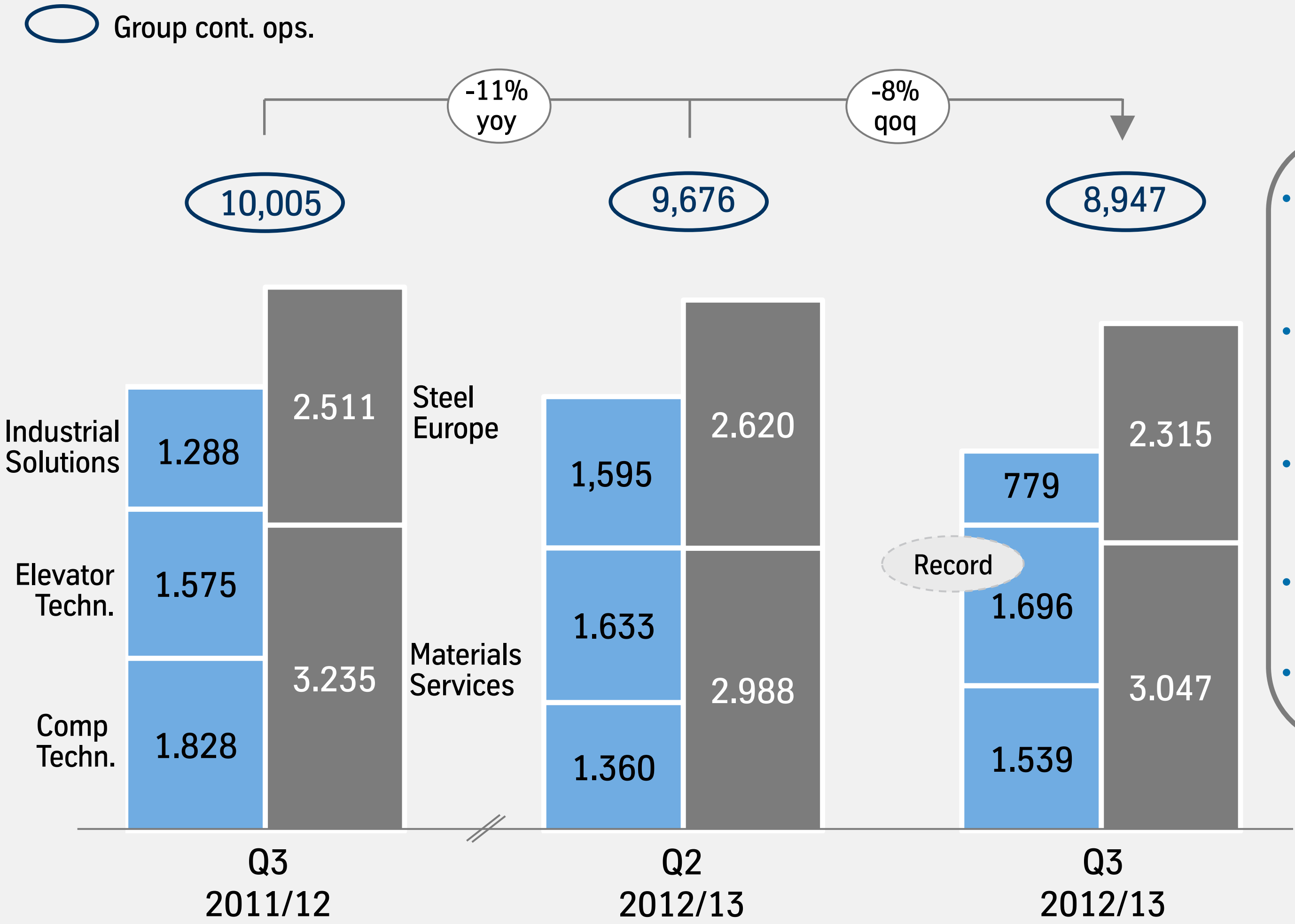
Record Orders at ET Against Lumpiness at IS and Lower Volumes at SE

Order intake – continued operations (million €)



- CT: increase qoq and yoy (adjusted for divestment effects)
- ET: again new record order intake driven by China and the US
- IS: qoq temporary decrease due to order delays
- MX: ongoing difficult trading conditions
- SE: qoq lower volumes

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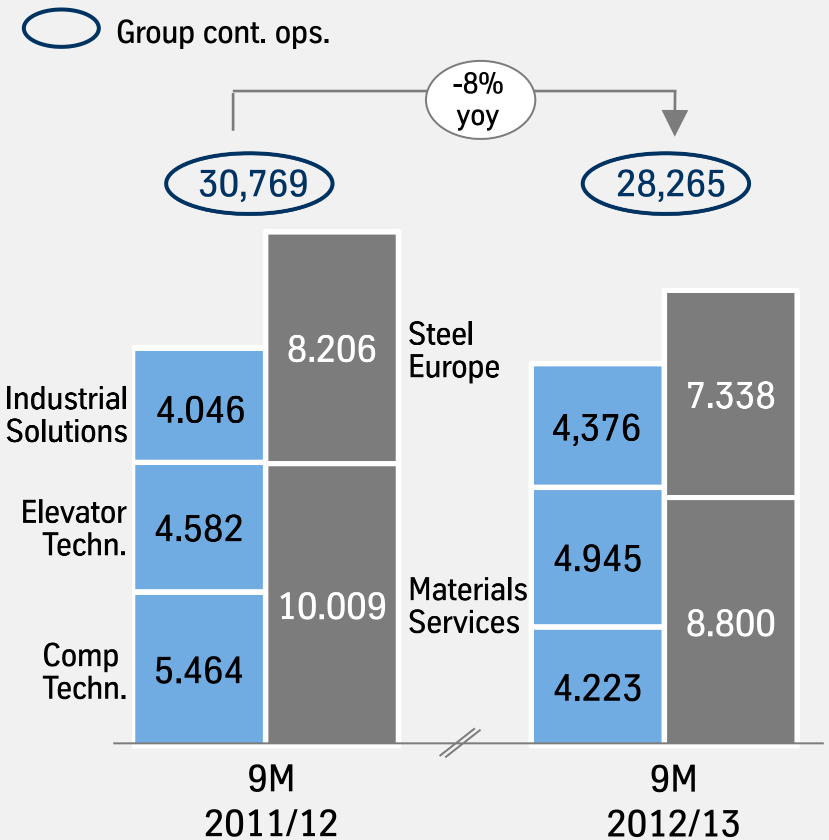
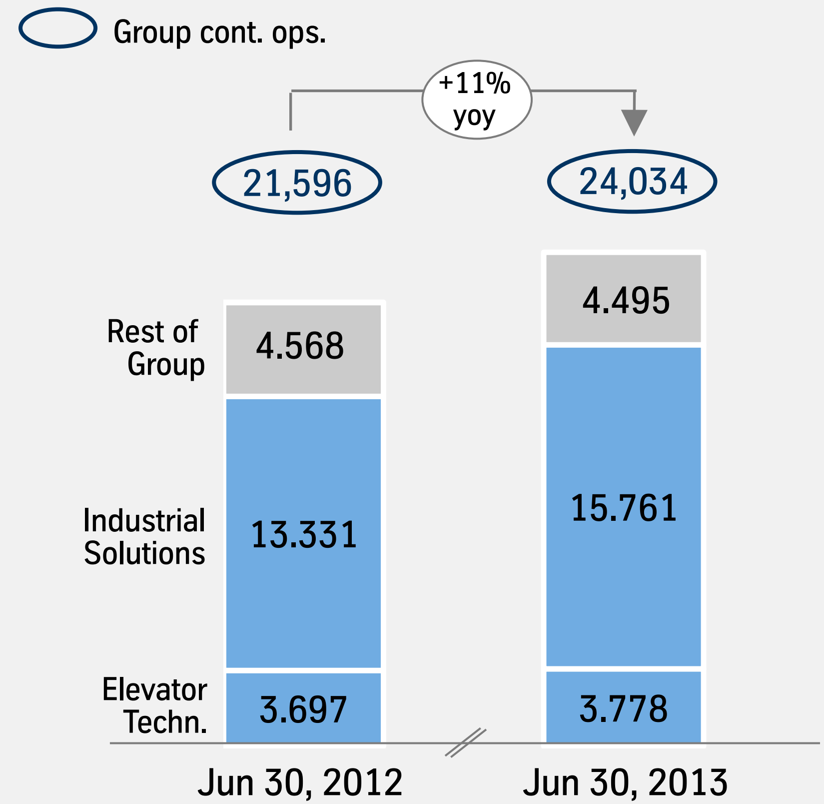
Orders ytd with CapGoods Holding up Well, Materials Weaker

Order intake – continued operations (million €)



- CT: divestment effects and weaker trading conditions
- ET: growth coming from China (NI) and the US
- IS: increase driven by petrochemical & cement plants

Order backlog – continued operations (million €)



- ET: order book supported by record orders in 9M
- IS: high order backlog driven by fertilizer & cement projects supports growth strategy

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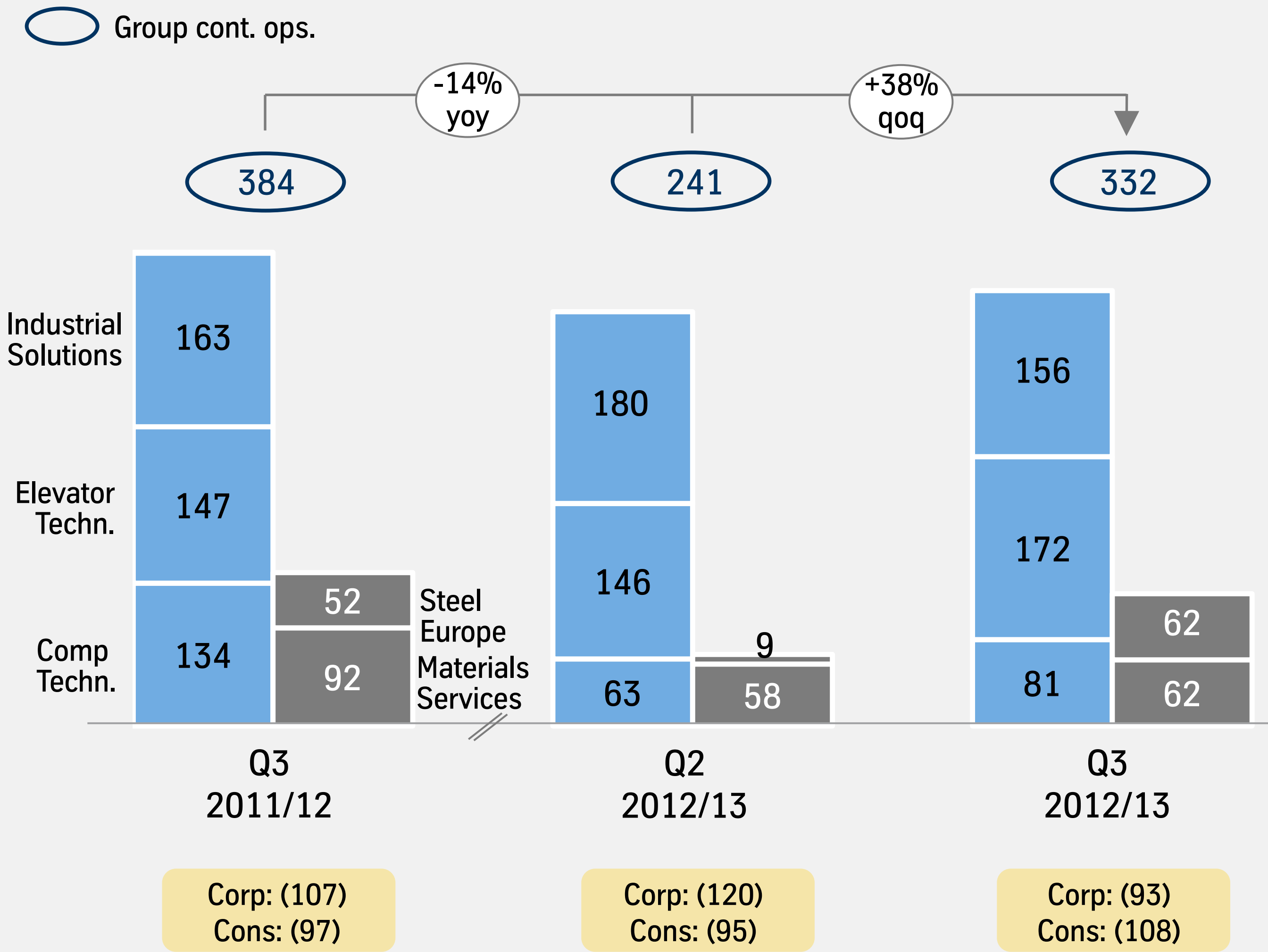
Positive EBIT Adj. Contributions from All BAs

EBIT adjusted – continued operations (million €)



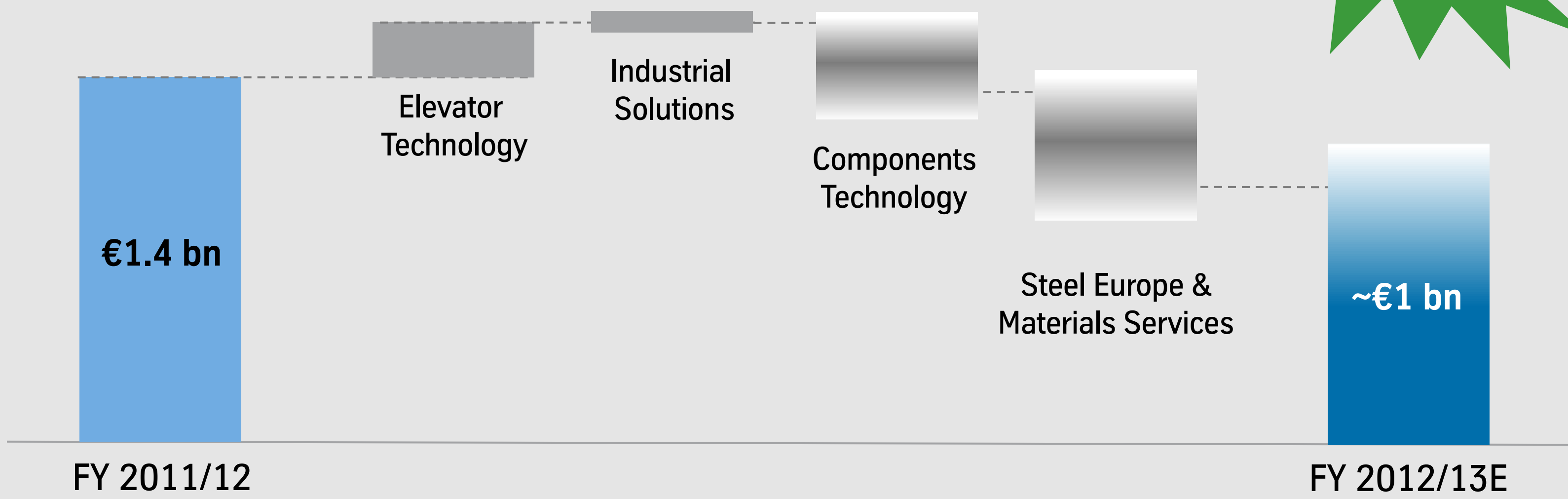
- CT: yoy divestment effects and weaker trading cond.
- ET: qoq improvement driven by positive market development in Asia and effects from restructuring
- IS: qoq temporary billing-related decrease
- MX: qoq increase mainly driven by impact measures
- SE: slightly higher volumes and ∅ rev/t

Outlook FY 2012/13 – Continued Operations Well On Track To Meet Full-Year Targets

FY Outlook confirmed

EBIT adj.

- Group: ~€1 bn **9M: €802 m**



impact

- €500 m **9M: ~€410 m**

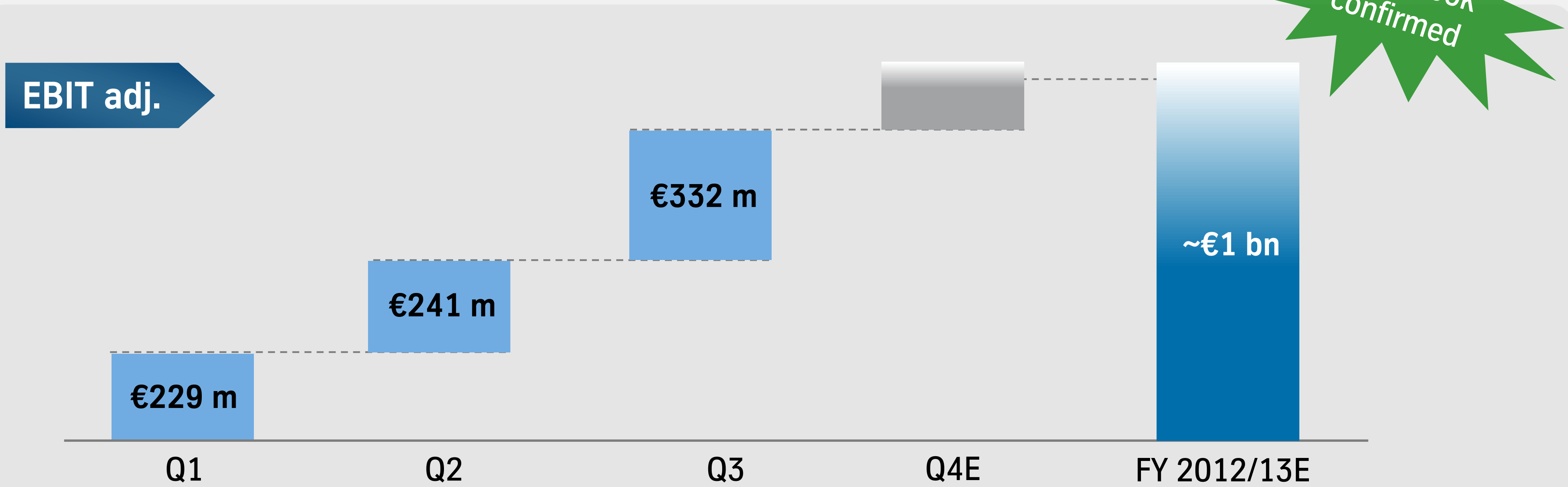
Capex

- max €1.4 bn **9M: €733 m**

FCF

- significant improvement to ~ breakeven before divestments **9M: €97 m**

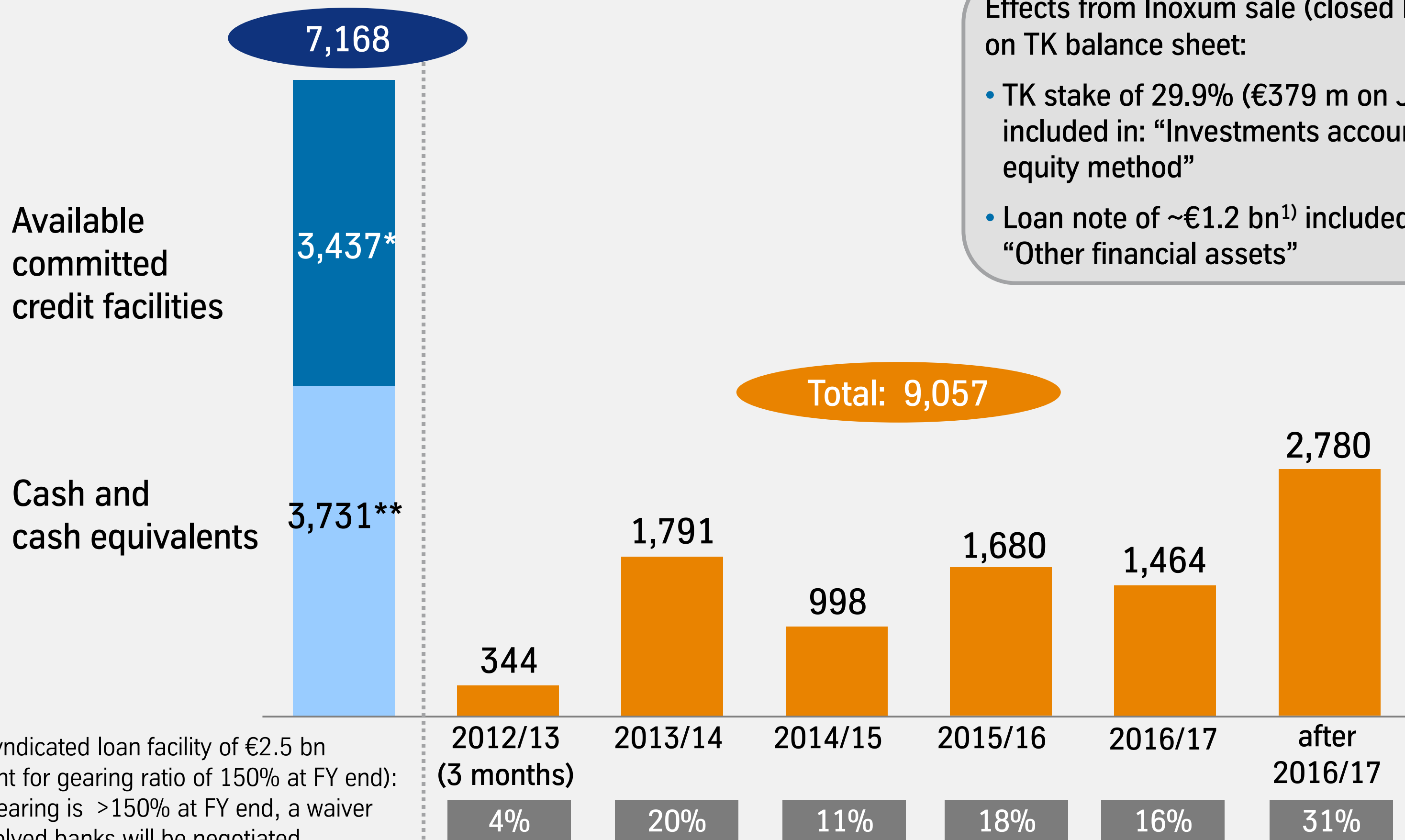
Expectations for FY 2012/13 – Continued Operations Well On Track To Meet Full-Year Targets



- Components Technology: slight decrease expected
- Elevator Technology: further improvement
- Industrial Solutions: improvement based on expected billing profile
- Materials Services: stable
- Steel Europe: qoq slightly lower volumes and Ø rev/t
- impact 2015: €500 m for FY

Solid Financial Situation

Liquidity analysis and maturity profile of gross financial debt as of June 30, 2013 (million €)



Effects from Inoxum sale (closed Dec 2012) on TK balance sheet:

- TK stake of 29.9% (€379 m on June 30, 2013) included in: “Investments accounted for using the equity method”
- Loan note of ~€1.2 bn[1)] included in: “Other financial assets”

* incl. syndicated loan facility of €2.5 bn (covenant for gearing ratio of 150% at FY end): only if gearing is >150% at FY end, a waiver with involved banks will be negotiated

** incl. securities of €5 m

1) subject to final adjustment after settlement of remedy divestment

Beyond Steel Americas: Value Upside and Increased Strategic Flexibility

Company Positioning | Portfolio Optimization + Change Management + Performance Orientation ➔ Financial Stability + Strategic Push

Value Upside

- Cultural change and leadership
- Performance and benchmarking ambition
- Rational allocation of capital

CT
- return to previous margin levels
  - performance measures
  - ramping new plants in BIC

ET
- closing margin gap to peers
  - while leveraging growth opportunities

IS
- leveraging growth opportunities
  - while maintaining 2-digit EBIT margins

MX
- return to previous margin levels
  - performance measures
  - specialization & processing

SE
- return to wacc across the cycle
  - BIC reloaded: efficiency & differentiation

Corp
- reducing Corporate line
  - performance measures, e.g.

  A C T Achieve Change @ TK

Financial Calendar – FY 2012/13

- **August**

  Roadshows

  Frankfurt (15th), London (28th), Paris (29th)

  Conferences

  Commerzbank Sector Conference Week 2013, Frankfurt (30th)

- **September**

  Roadshows

  Mid West (11th-13th)

  Conferences

  Davy Industrials Conference, New York (10th)

  Credit Suisse Pan European Capital Goods Conference 2013, London (12th)

  Deutsche Bank German Corporate Conference, San Francisco (16th)

  UBS Best of Germany Conference, New York (17th-18th)

  Credit Suisse Global Steel and Mining Conference, London (19th)

  Berenberg Bank & Goldman Sachs German Corp. Conference, Munich (24th)

  Baader Bank Investment Conference, Munich (25th)

Financial Calendar – FY 2013/14

- **November** **Conference Call FY 2012/13 (21st)**
- **December** **Capital Markets Day, London (6th)**

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To be added to the IR mailing list, send us a brief e-mail with your details!
E-mail: ir@thyssenkrupp.com

Agenda

ThyssenKrupp Group – Continued Operations*

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FY 2011/12: Sales €40.1 bn • EBIT adj. €1,382 m • Employees 152,123

Components Technology

Sales: €7.0 bn
EBIT adj.: €453 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

Elevator Technology

€5.7 bn
€587 m

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

Industrial Solutions

€5.3 bn
€688 m

- Petrochemical complexes
- Cement plants and systems for open-pit mining & mat. handling
- Production systems for auto and aerospace industry
- Engineering & Construction of non-nuclear submarines and Naval Surface Vessels

Materials Services

€13.2 bn
€311 m

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

Steel Europe

€11.0 bn
€247 m

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

Disc. Op. Steel Americas

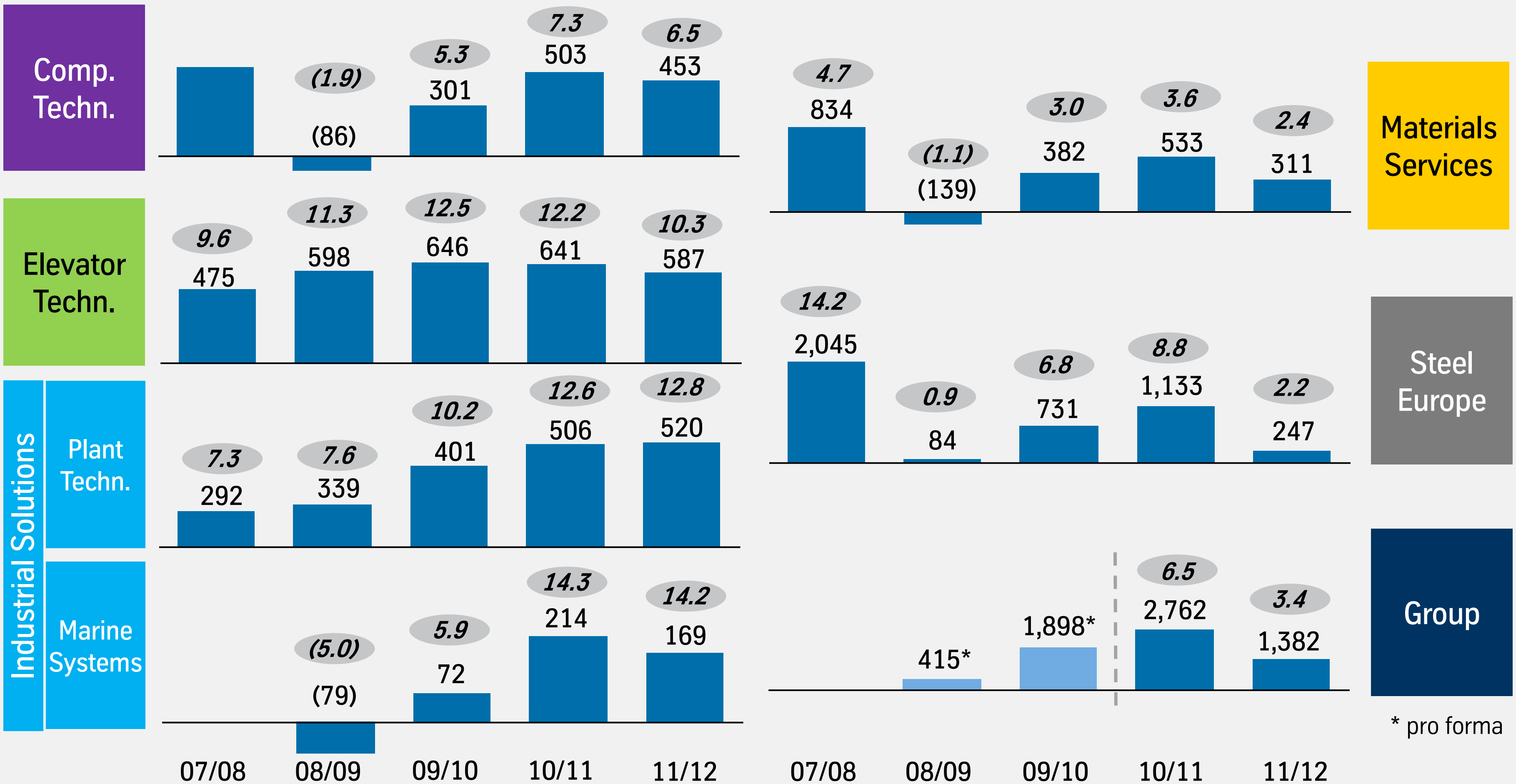
€2.0 bn
€(1,010) m

- 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

* Continued operations excluding Inoxum and Steel Americas

5 Year Performance Track Record

EBIT adjusted, *EBIT adjusted margin* (million €, %)



EBIT adjusted from continued operations excluding Inoxum and Steel Americas

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ThyssenKrupp – Diversified Industrial Group

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Leading market positions

One integrated company

Active portfolio management

Diversified Industrial Company

Benchmark performance

Profitable growth

Capital efficiency

Leading Engineering Competence

ThyssenKrupp's Leading Engineering Competence Supports Better for More

Drivers	Demand ("more")	Business opportunities	Demand ("better")	Constraints
Demography 	More consumer and capital goods	Leading engineering expertise in Material Mechanical Plant	Reduced CO_2 emissions, renewable energies	Climate change 
Urbanization 	More infrastructure and buildings		Efficient infrastructure and processes	Finite resources 
Globalization 	More resource and energy use		Efficient resource and energy use, alternative energies	Political framework 

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Systematic Benchmarking Aiming at Best-in-Class Operations

Selected Peers / Relevant Peer Segments

Components Technology

- **Automotive components:** Continental; NSK (JPN); TRW (USA)
- **Industrial & construction machinery:** Kaydon (USA, Friction Control); SKF (Industrial); Titan Int'l (USA, Undercarriage)

Elevator Technology

- UTC / Otis
- KONE
- Schindler

Industrial Solutions

- Process Technologies (chemicals): Maire Tecnimont / Oil, Gas & Petrochem.
- Resource Technologies (mining & cement): FLSmidth, Sandvik / Mining
- System Engineering (automotive): Kuka
- Marine Systems: DCNS (F), Navantia (E), Damen (NL)

Materials Services

- ArcelorMittal / Distribution Solutions
- Klöckner
- Reliance

Steel Europe

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

Disc. Op. Steel Americas

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

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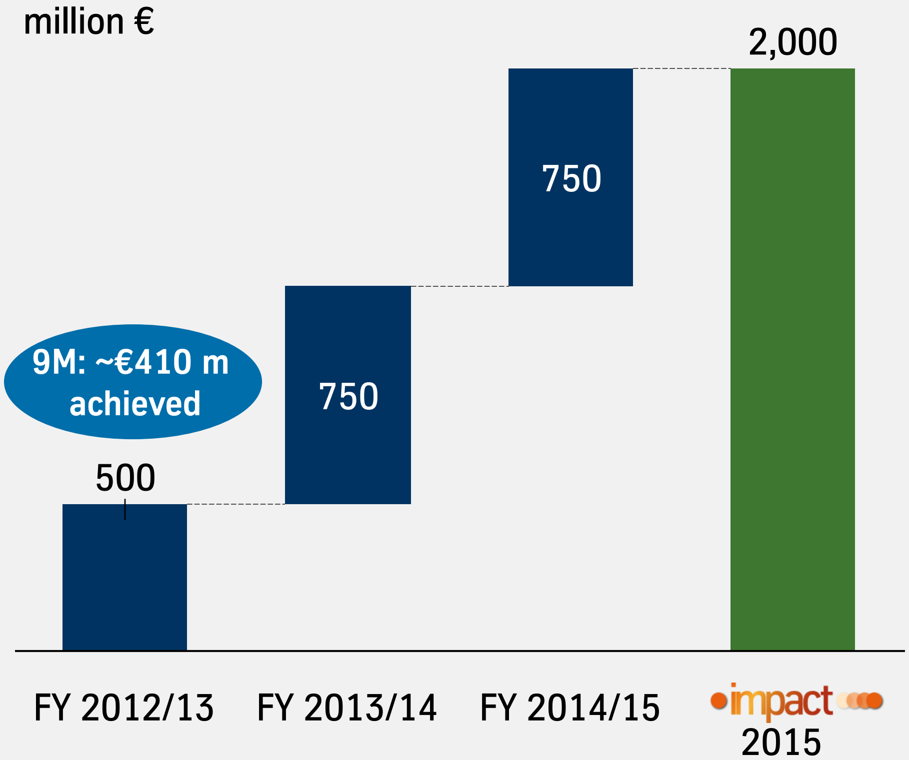
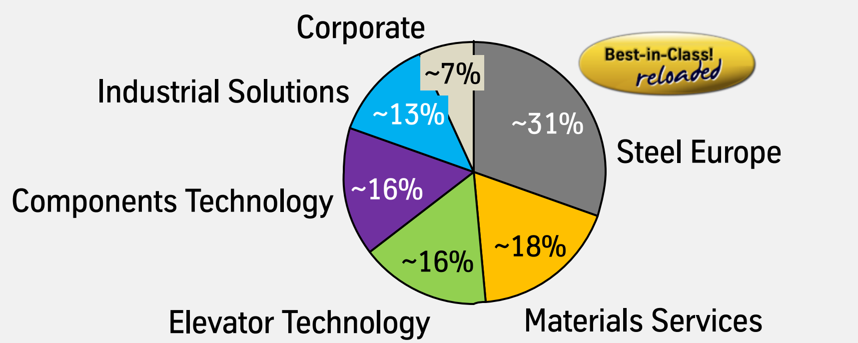
Sustainable Efficiency Gains to Support EBIT Target FY 2012/13 and Mid-Term Upside

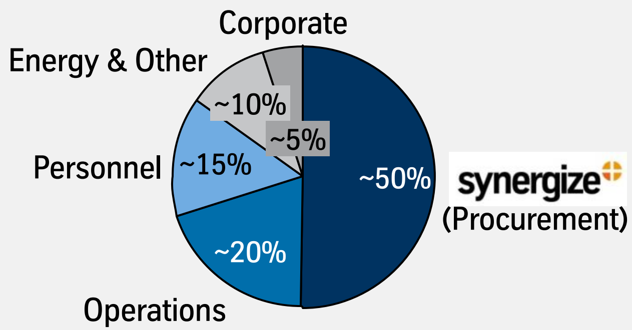
Ramp-up Efficiency Gains impact 2015



Efficiency Gains impact 2015 by Business Area



Efficiency Gains impact 2015 by Categories



50% contribution to efficiency target from synergize especially by tapping unaddressed bundling potentials and pulling cross-functional levers

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Structural Elements of ThyssenKrupp Compliance Program

Change Management

Audited based on IDW PS 980 Compliance Standard

Temporary Amnesty offering

Compliance Culture

Integration of compliance into business processes

Inform

- Corporate & behavioral guidelines
- Training
- Compliance consulting

Identify

- Risk profile
- Compliance audits
- Whistleblower Hotline

Report & Act

- Reporting system
- Penalties for breach

Compliance Organization

- Management priority
- Focus on cultural and behavioral changes

Group Overview (I)

		2011/12					2012/13		
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2	Q3
Order intake	€m	9,677	11,087	10,005	11,557	**42,326**	9,642	9,676	8,947
Sales	€m	9,596	10,195	10,362	9,970	**40,124**	8,837	9,102	9,503
EBITDA	€m	676	571	830	351	**2,427**	458	240	521
EBITDA adjusted	€m	637	591	655	504	**2,386**	469	479	573
EBIT	€m	256	305	558	(143)	**976**	219	(4)	229
EBIT adjusted	€m	372	361	384	265	**1,382**	229	241	332
EBT	€m	102	149	376	(311)	**315**	66	(176)	14
EBT adjusted	€m	218	205	201	97	**721**	76	69	117
Net income cont. ops.	€m	54	(138)	403	(431)	**(112)**	33	(77)	(218)
attrib. to TK AG stockh.	€m	41	(164)	390	(461)	**(194)**	29	(89)	(238)
EPS* cont. ops.	€	0.08	(0.32)	0.76	(0.90)	**(0.38)**	0.06	(0.18)	(0.46)
Net income Group**	€m	(480)	(587)	87	(4,062)	**(5,042)**	30	(852)	(383)
attrib. to TK AG stockh.	€m	(460)	(587)	109	(3,730)	**(4,668)**	35	(656)	(362)
EPS* Group**	€	(0.89)	(1.14)	0.21	(7.25)	**(9.07)**	0.07	(1.28)	(0.70)

* attributable to ThyssenKrupp AG's stockholders

** FY 2011/12 and Q1 2012/13 including Inoxum and Steel Americas, from Q2 2012/13 on including Steel Americas

Group Overview (II)

		2011/12					2012/13		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
TK Value Added	€m					**(6,197)**			
Ø Capital Employed**	€m	24,536	23,329	22,701	21,488	**21,488**	16,928	15,800	14,805
Goodwill	€m					**3,550**			
Capital expenditures*	€m	314	246	245	480	**1,285**	276	245	212
Depreciation/amort.	€m	423	269	273	492	**1,457**	242	246	295
Operating cash flow	€m	(1,327)	195	926	274	**68**	78	165	587
Cash flow from divestm.	€m	311	(12)	435	118	**852**	934	49	46
Cash flow from investm.	€m	(314)	(246)	(245)	(480)	**(1,285)**	(276)	(245)	(212)
Free cash flow	€m	(1,330)	(63)	1,116	(88)	**(365)**	736	(31)	421
Cash and cash equivalents** (incl. short-term securities)	€m	1,980	2,531	3,101	2,353	**2,353**	4,276	4,738	3,731
Net financial debt**	€m	5,937	6,480	5,800	5,800	**5,800**	5,205	5,298	5,326
Equity	€m	10,000	8,872	9,088	4,526	**4,526**	4,235	3,575	2,868
Employees		155,601	154,751	151,352	152,123	**152,123**	150,860	151,405	151,451

* incl. financial investments

** FY 2011/12 including Inoxum <u>and</u> Steel Americas, from Q1 2012/13 on including Steel Americas

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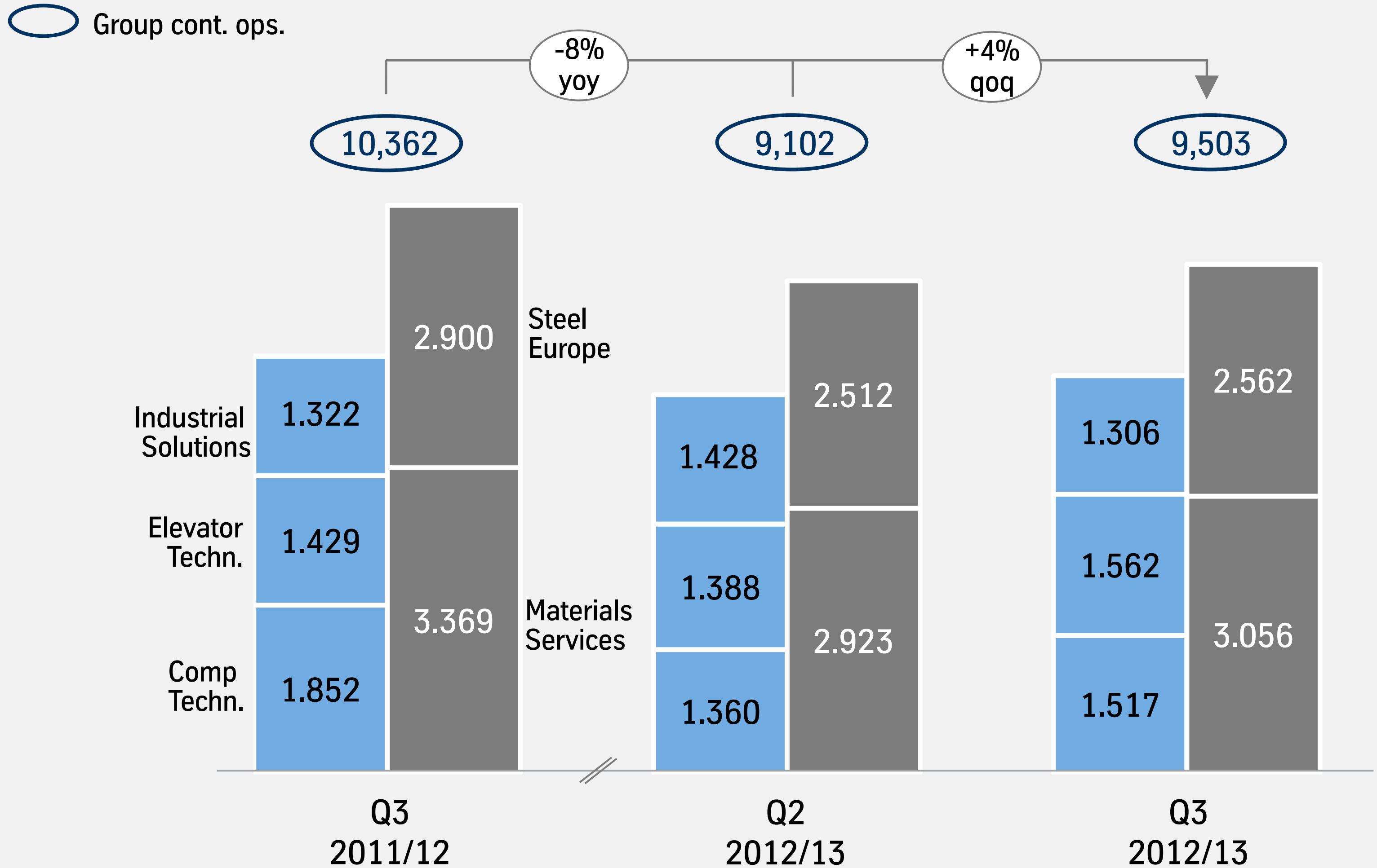
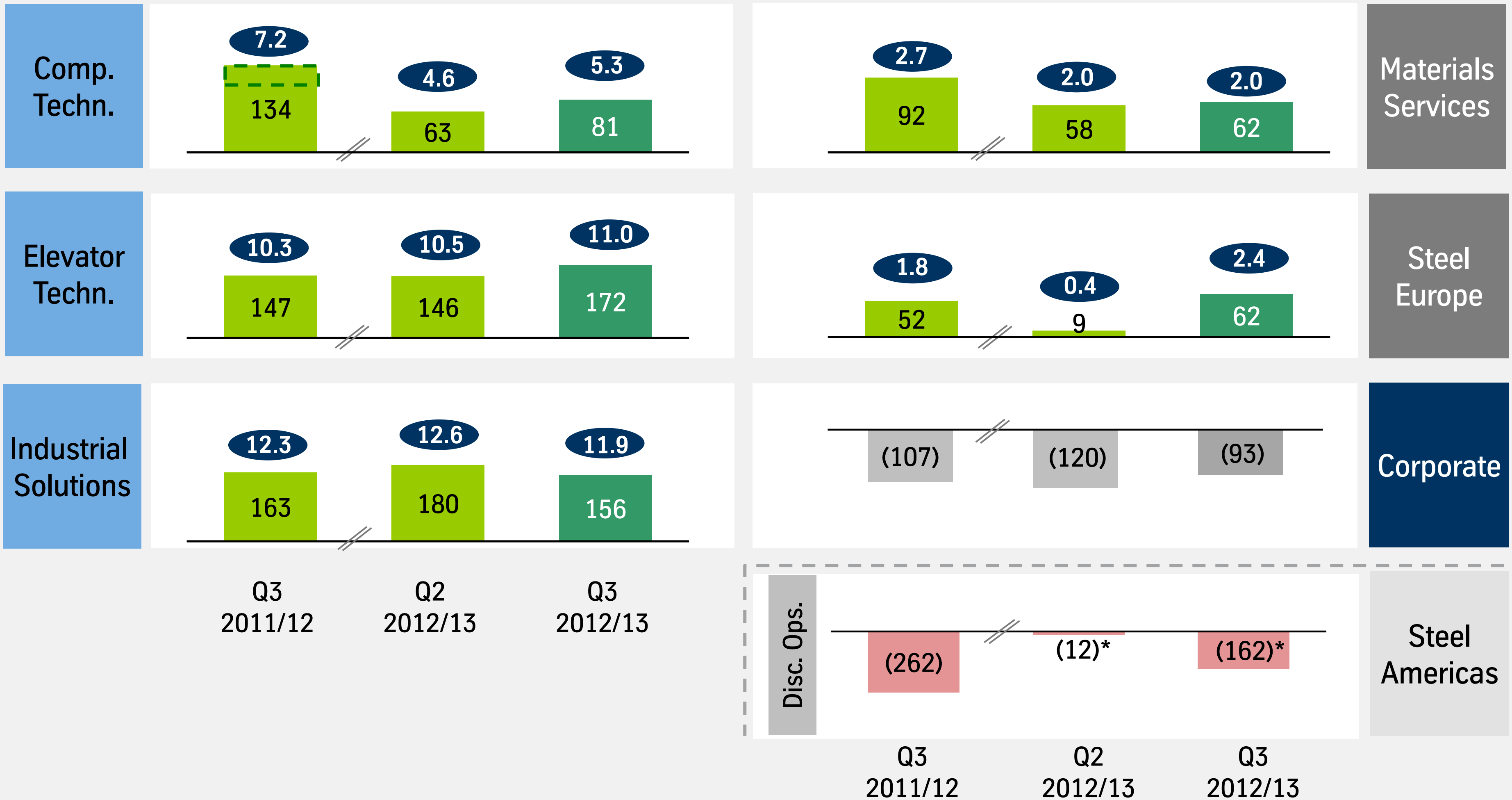
Increased Sales QoQ Despite Challenging Environment

Sales – continued operations (million €)



All Cont'd BAs with Cont'd Positive EBIT Performance

EBIT adjusted (million €); **EBIT adjusted margin** (%)



Waupaca (divested in Q3 2011/12)

* Q1 2012/13 EBIT excl. regular depreciation charges of €103 m, Q2 of €102 m, Q3 of €104 m

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Special Items

Business Area (million €)	2011/12 Q1	Q2	Q3	Q4	FY	2012/13 Q1	Q2	Q3
Components Technology								
Disposal Auto Systems (Brazil) & Healthcare savings Waupaca	66				**66**			
Impairment			(13)	(137)	**(150)**			(37)
Disposal effect			338		**338**		3	1
Restructuring				(25)	**(25)**	1	(1)	(2)
Others				(1)	**(1)**			
Elevator Technology								
Impairment				(86)	**(86)**	1	(4)	
Restructuring	(29)	(14)	(13)	(19)	**(75)**		(9)	(17)
Others				(38)	**(38)**	1		
Industrial Solution								
Impairment	(155)	(18)		(11)	**(184)**			
Restructuring				12	**12**	1		
Others			1	(11)	**(11)**		18	1
Materials Services								
Disposal effect							(4)	8
Impairment		(16)		(17)	**(34)**			(14)
Rail cartel case			(133)		**(133)**		(207)	
Restructuring				(13)	**(13)**	(3)		(3)
Others				(4)	**(4)**	(1)	(4)	(2)
Steel Europe								
Asset disposals		(9)	(5)	(45)	**(59)**	(1)		
Restructuring							(20)	(37)
Others								(10)
Corporate								
Disposal effect								(1)
Impairment				(3)	**(3)**		(1)	
Restructuring				(3)	**(3)**			(1)
Others	2	1	1	(7)	**(3)**	(15)	(19)	12
Consolidation								
Others						6		(1)
Continued operations	**(116)**	**(56)**	**175**	**(408)**	**(406)**	**(10)**	**(245)**	**(103)**
Steel Americas		(2)	(1)	(3,734)	**(3,737)**		(683)	
Stainless Global	(265)	(298)	(122)	169	**(516)**	141		
others								(2)
Group (incl. discontinued operations)	**(381)**	**(380)**	**50**	**(3,977)**	**(4,688)**	**130**	**(927)**	**(105)**

Group figures for FY 2011/12 and Q1 2012/13 including Inoxum and Steel Americas,
from Q2 2012/13 on including Steel Americas

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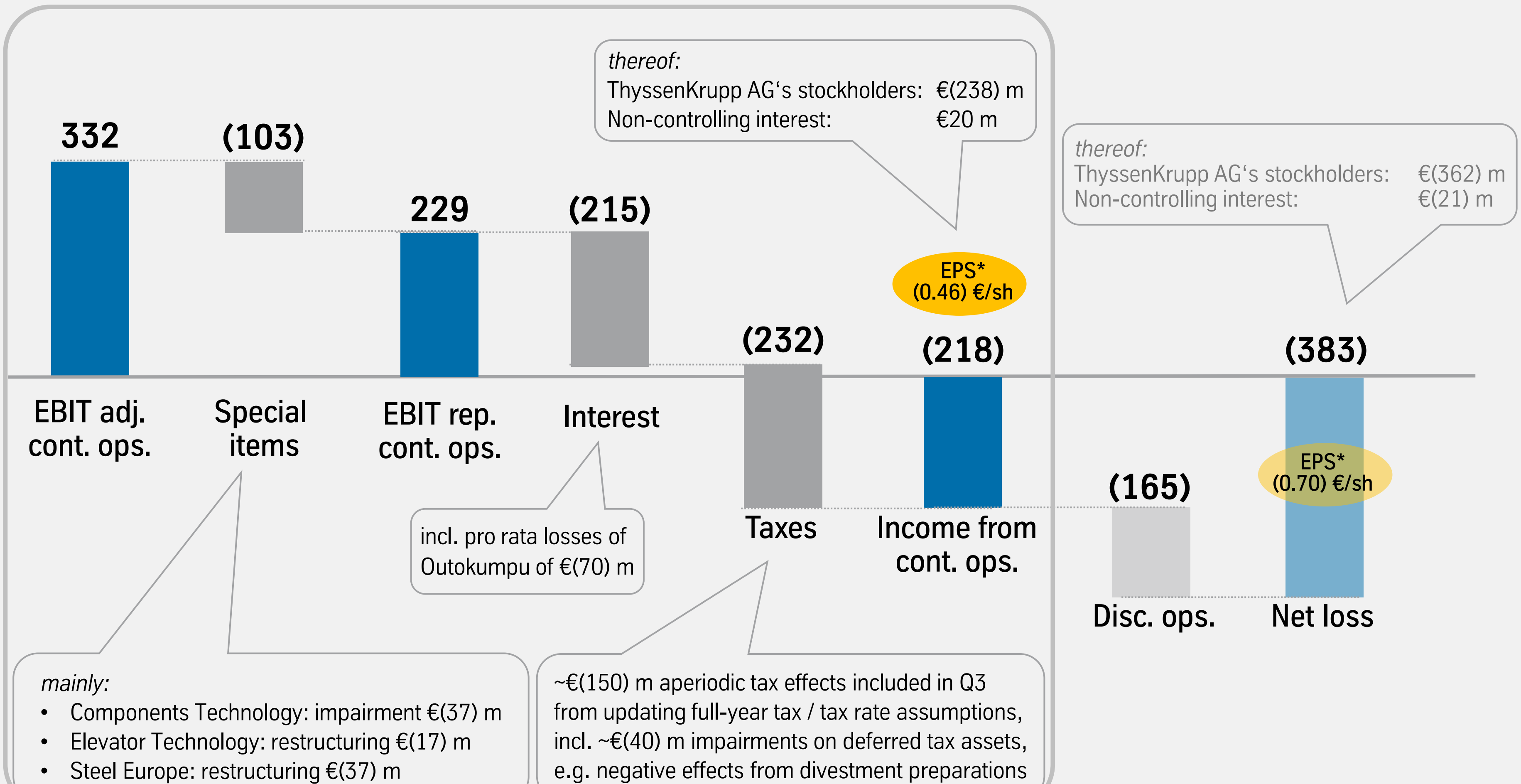
Net Loss in Q3 Mainly Impacted by Disproportionate Tax Effect

Net loss reconciliation continued operations (million €)



* attributable to ThyssenKrupp AG's stockholders

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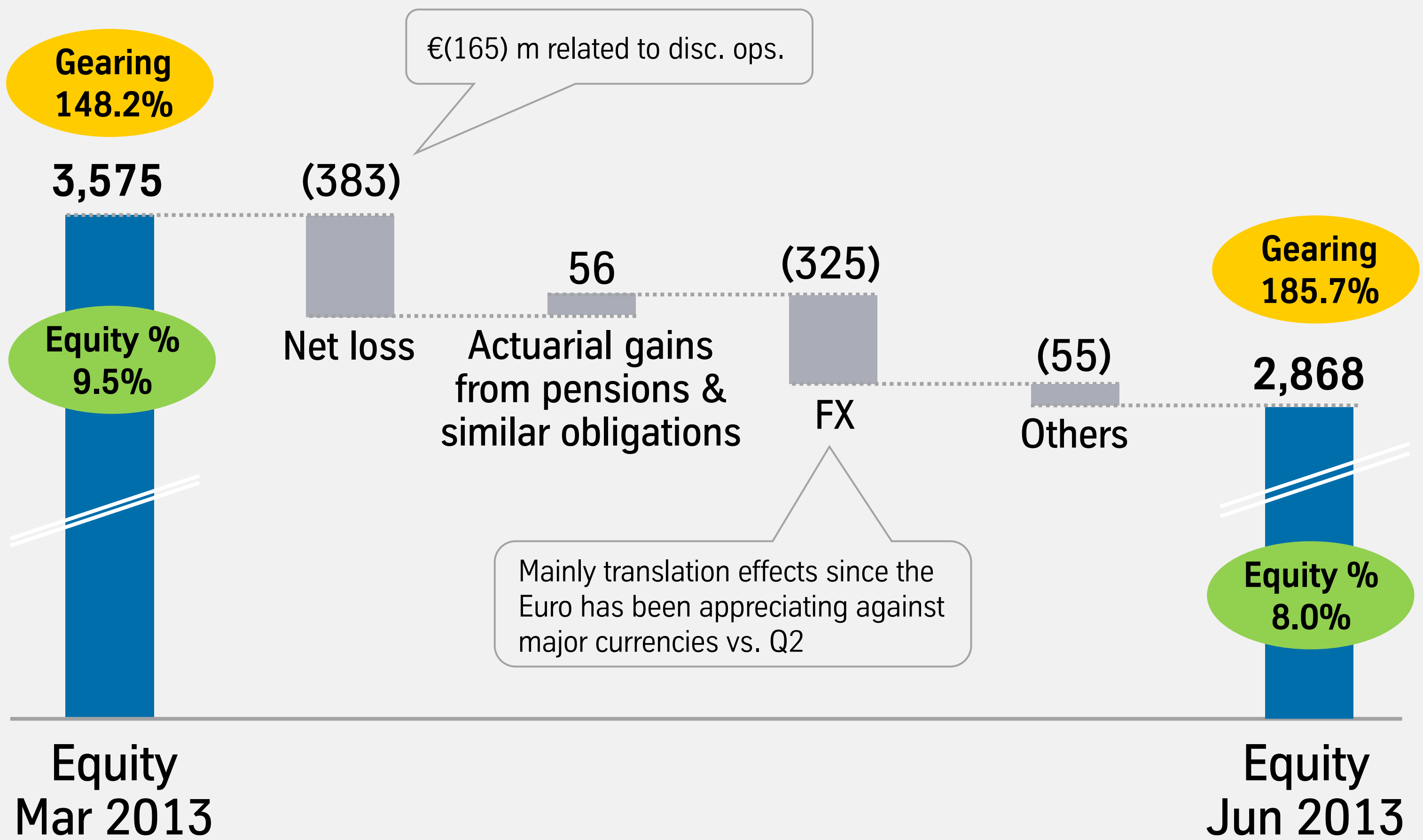
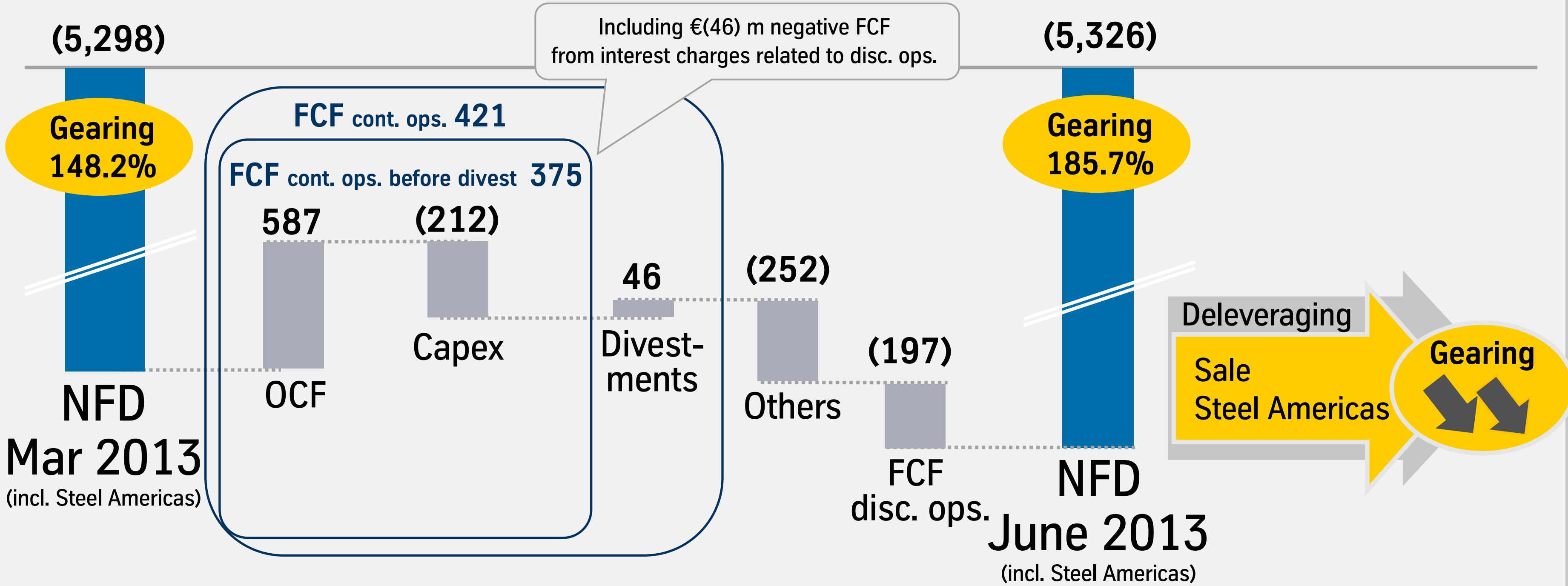
Equity Reflecting Net Loss and Negative FX-Effects

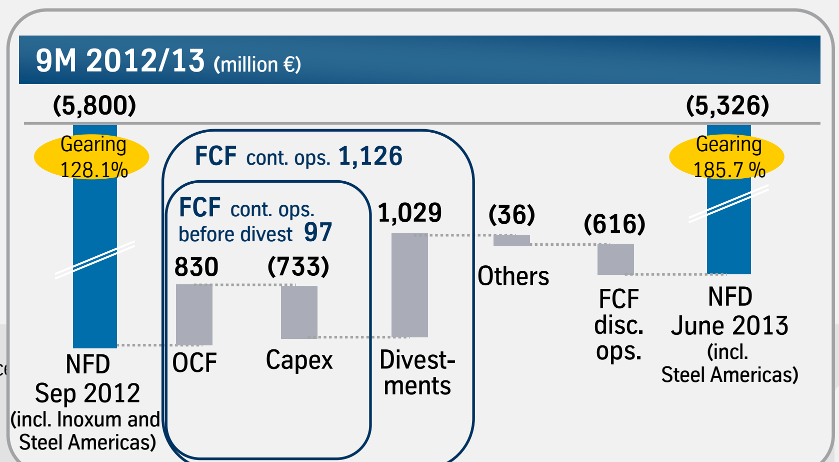
Equity reconciliation (million €)



Positive OCF Supports Stable NFD Development

Q3 2012/13 (million €)





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

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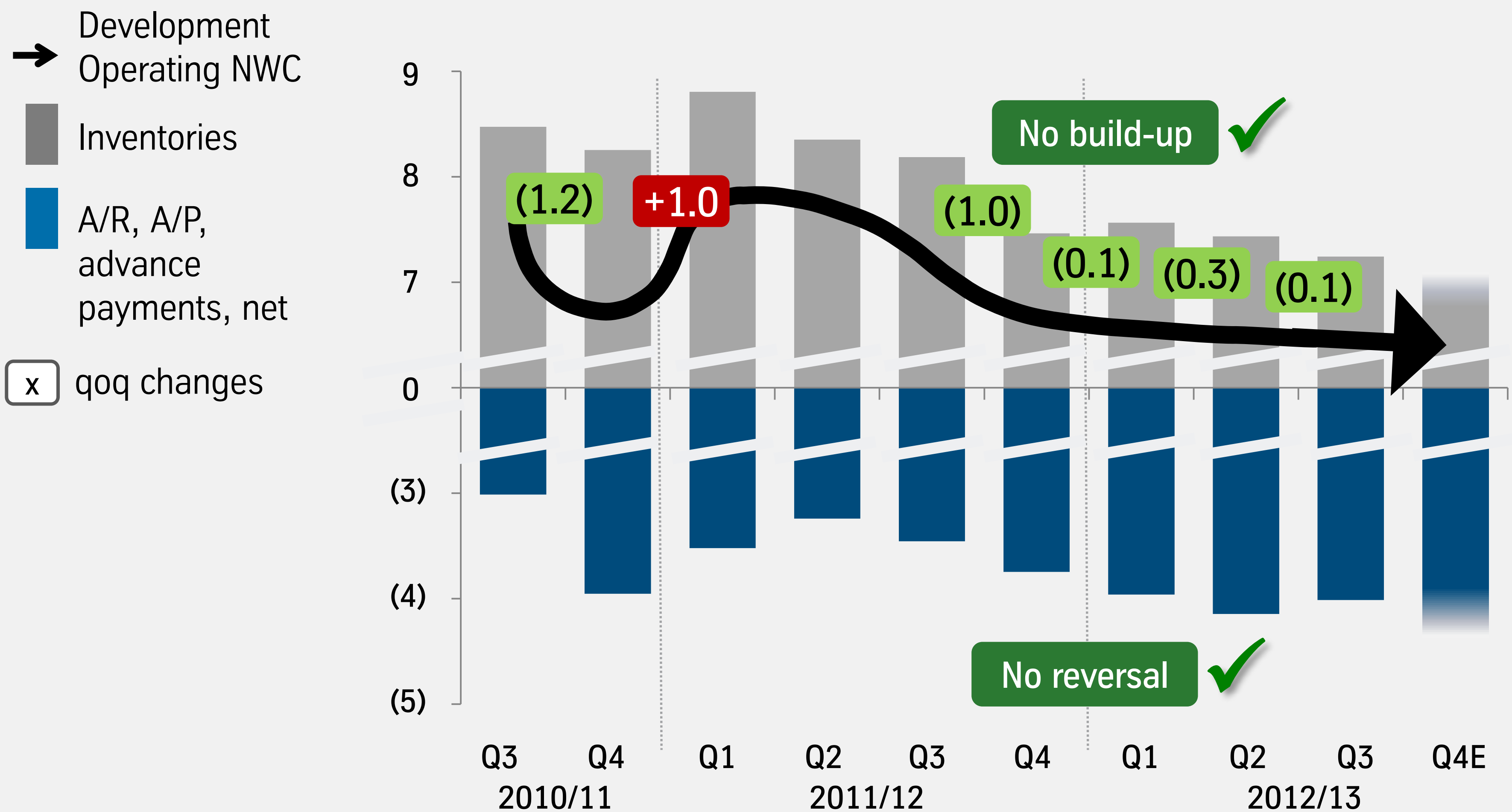
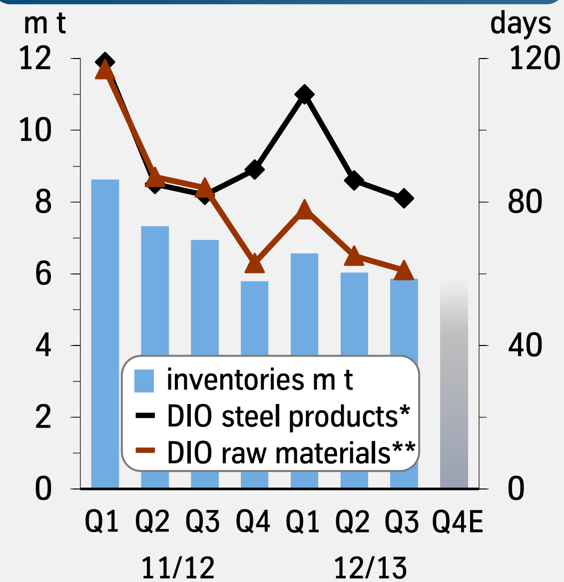
Continuing Tight NWC Management with Reduced Volatility and Increased Efficiency

Development Operating NWC TK Group incl. Steel Americas (billion €)



Continuing Tight Inventory Management at All Materials BAs

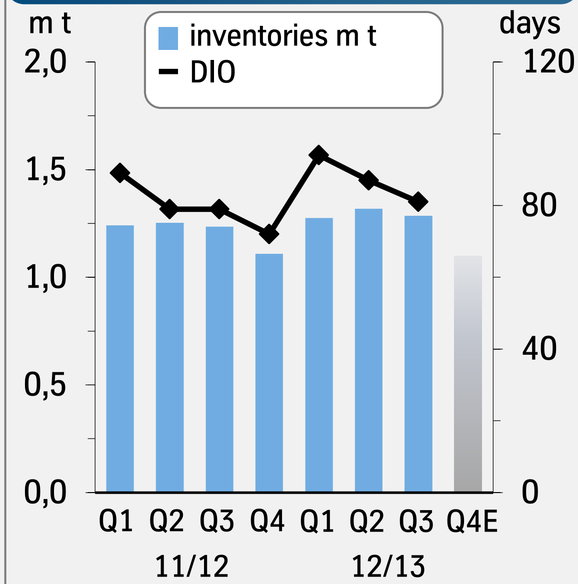
Steel Europe Inventories



- Decrease in DIO due to tight inventory management
- Qoq inventories further down close to historical low levels of Q4‘11/12
- Inventories yoy down by ~ 1.1 m t
  - ~0.9 m t ore, coal and coke
  - ~0.2 m t (un)finished products
- Tight mgmt to continue in Q4

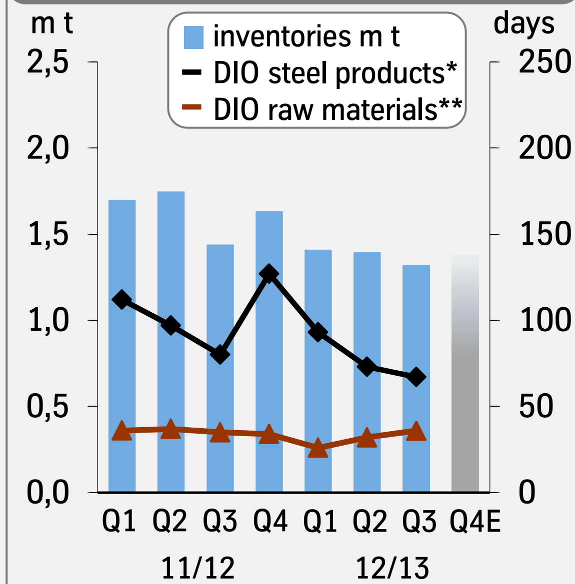
Materials Services Inventories

(Metals Services, only warehous. bus., ex Mannex)



- Qoq slight, mainly volume based decrease of inventories
- Further reduction of DIO and further reduction of inventories in Q4 expected

Steel Americas Inventories



- Inventories yoy down by ~ 0.1 m t
- Qoq reduction of slab inventory levels reflecting reduced production at CSA
- Increase of slab inventories expected with normalization of operations

* slabs, unfinished/finished products to shipments; simplified assumption: no yield loss

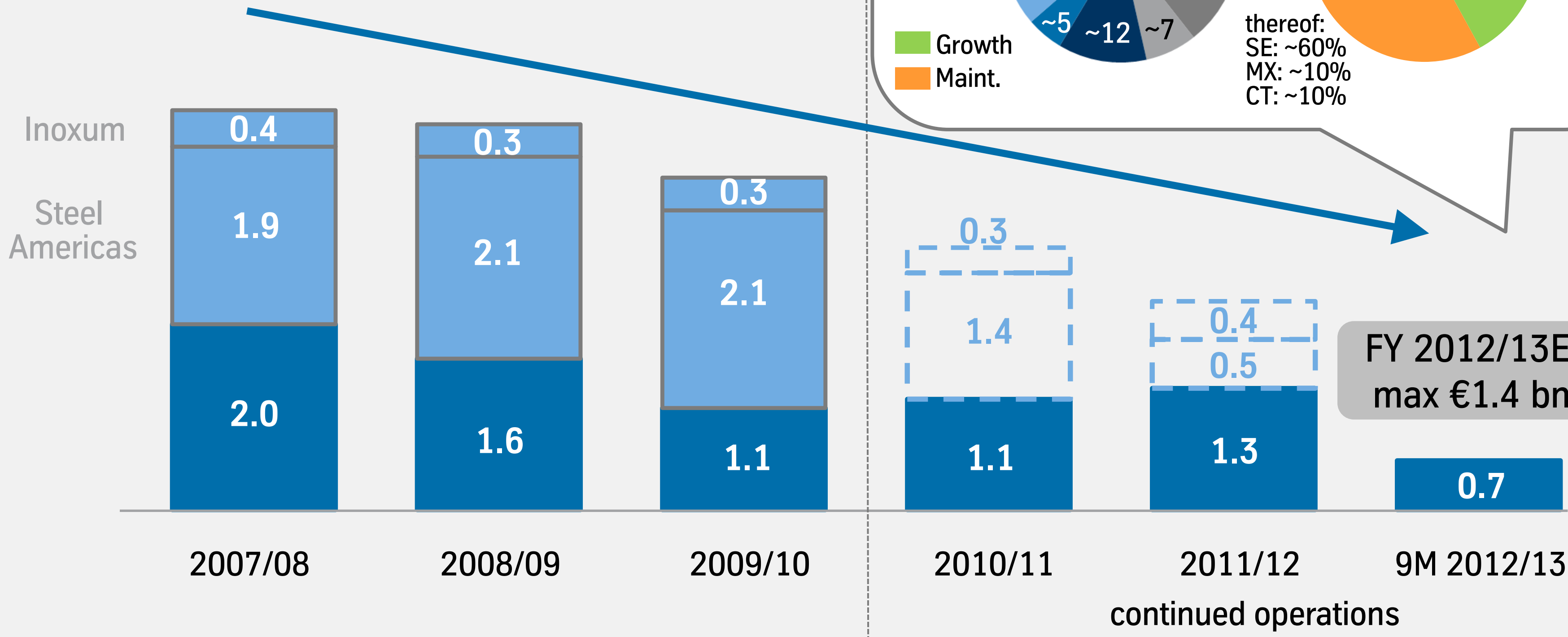
** raw materials to crude steel production; simplified assumption: 1 t crude steel ~ 2 t of ore (~1.5 t) and coke/coal (~0.5 t)

More Structured Capital Allocation Going Forward

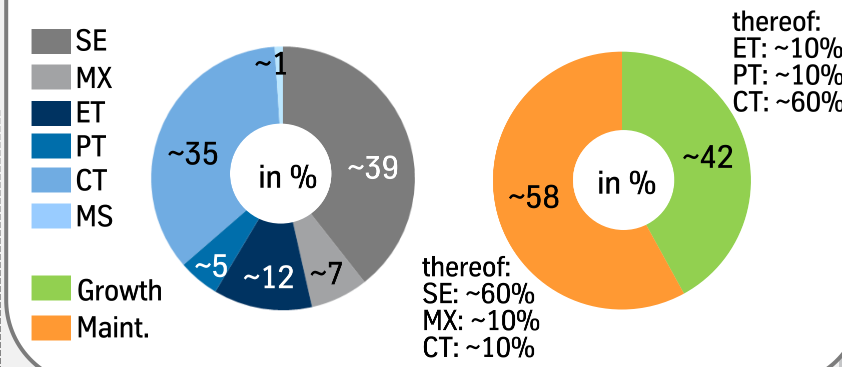
Cash flows from investing activities (billion €)

Steel Americas and Inoxum (now disc. ops.)

Capex cont. ops*



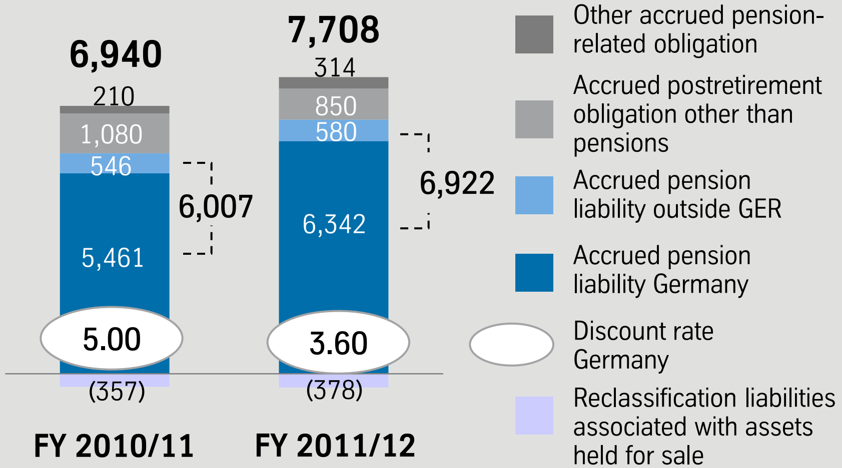
Growth Capex Geared to Capital Goods Businesses in the Future
FY 2012/13E: max €1.4 bn



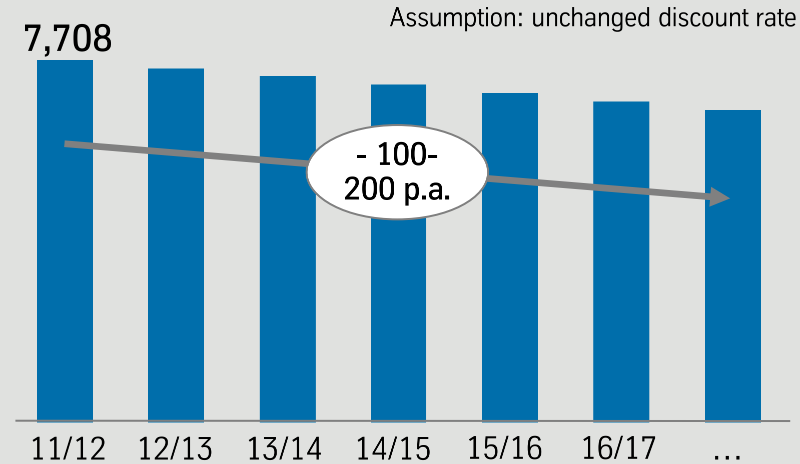
* before 2010/11 pro forma

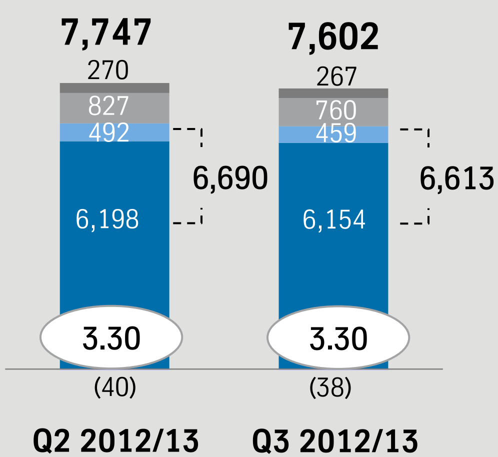
Accrued Pension and Similar Obligations

Accrued pension and similar obligations (in €m)



Accrued pension & similar obligations expected to decrease over time (in €m)





- "Patient" long-term debt, no immediate redemption in one go
- Interest cost independent of ratings, covenants etc.
- German discount rate aligned to interest rate for AA-rated corporate bonds and discounts rate of other German companies
- Yoy increase in accrued pension liability mainly driven by decrease in discount rates
- Number of plan participants steadily decreasing
- 66% of obligations owed to retired employees, average age ~74 years

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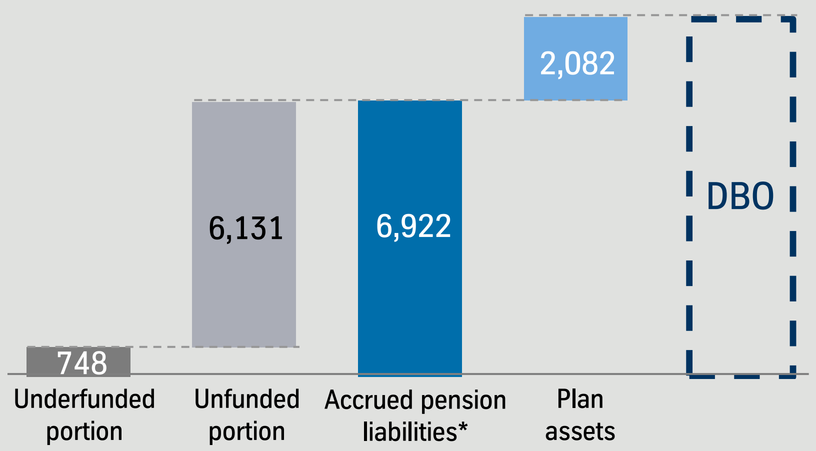
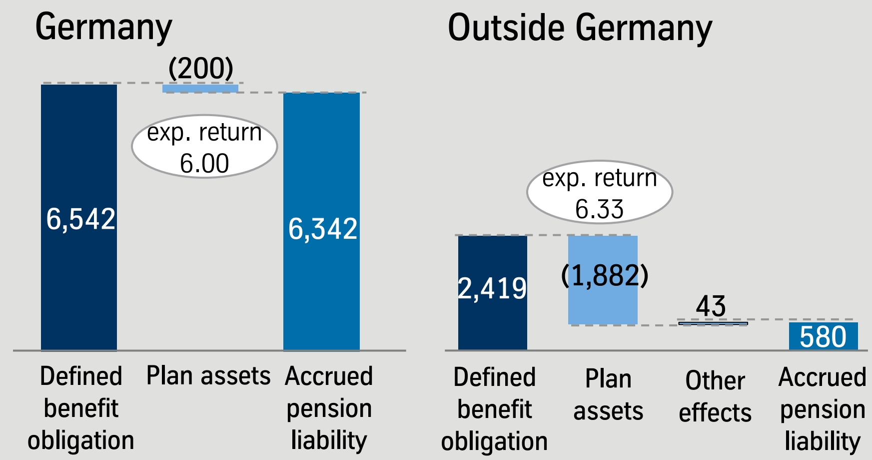
Majority of Pension Plans in Germany

Funded status of defined benefit obligation
(FY 2011/12, in €m)



* incl. other effects of €43 m

Development of accrued pension liabilities
(FY 2011/12, in €m)



- 98% of the unfunded portion can be found in Germany since the German pension system requires no mandatory funding of pension obligations with plan assets; funding is mainly done by ThyssenKrupp's operating assets

- Plan assets outside Germany mainly attributable to USA (~40%) and UK (~30%)
- Plan asset classes include national and international stocks, fixed income, government and non-government securities and real estate

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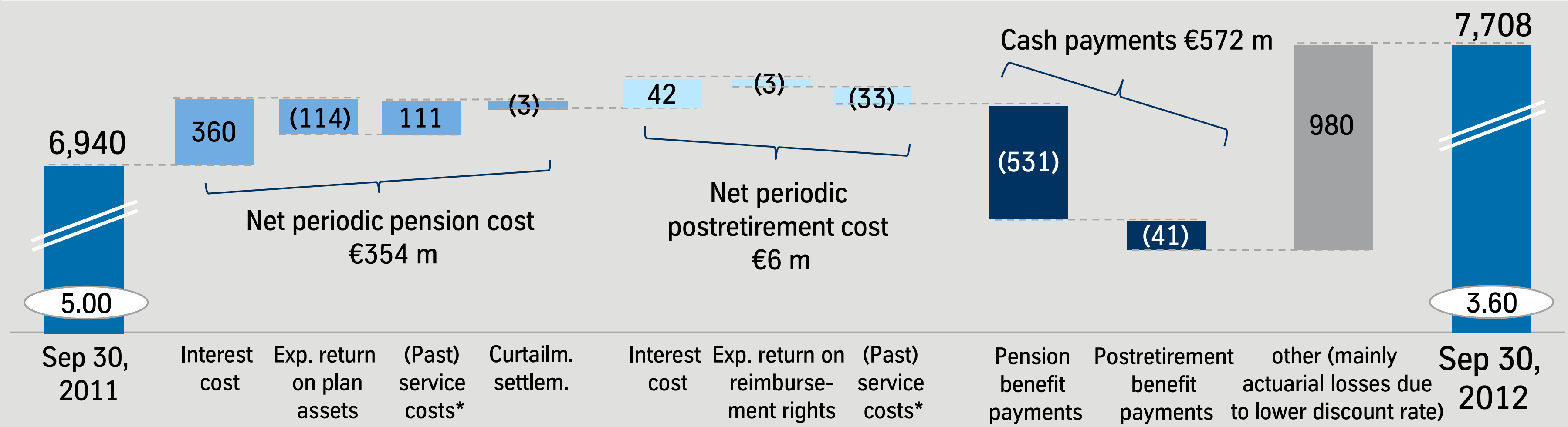
Mature Pension Schemes: Benefit Payments Higher Than Costs

Elements of Change in Accrued Pensions and Similar Obligations (in €m) / Position in Key Financial Statements



* and other P&L effects including termination benefits

	Interest cost	Exp. return on plan assets	(Past) service costs*	Curtailm. settlem.	Interest cost	Exp. return on reimbursement rights	(Past) service costs*	Pension benefit payments	Postretirement benefit payments	other
P&L	Interest income/expense		Personnel expenses		Interest in/exp	Personnel expenses		–	–	–
Cash Flow Statement	Included in “changes in accrued pension & similar obligations” (mainly net periodic costs – payments)									
in EBIT	–	–	✓	✓	–	✓	✓	–	–	–
below EBIT	✓ (in “I“)	✓ (in “I“)	–	–	✓ (in “I“)	–	–	–	–	–
other compr. income	–	–	–	–	–	–	–	–	–	(✓) (partly in actuarial gains/losses)

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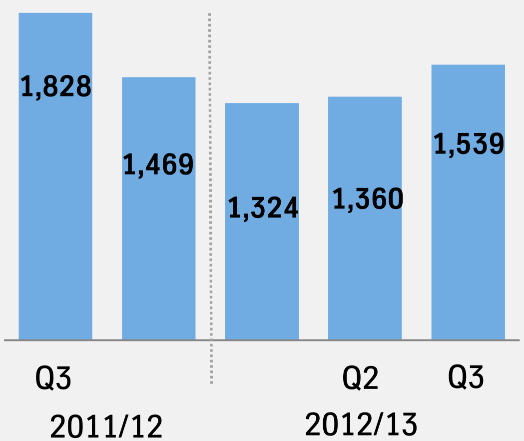
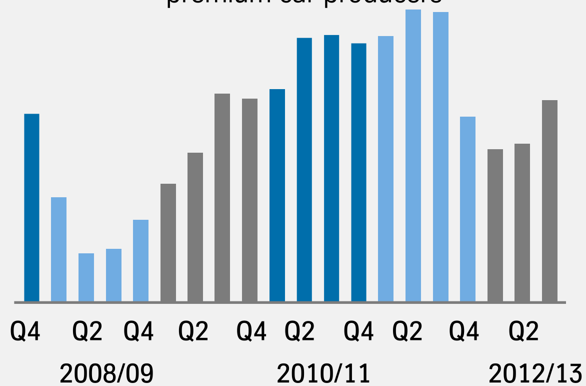
Components Technology – Q3 2012/13 Highlights

Order intake in €m

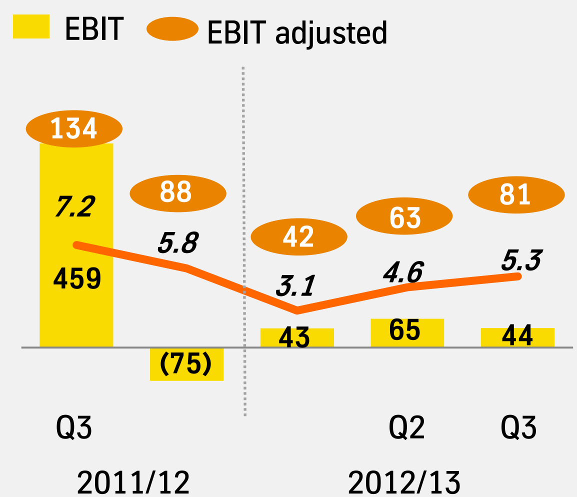


Quarterly order intake auto components

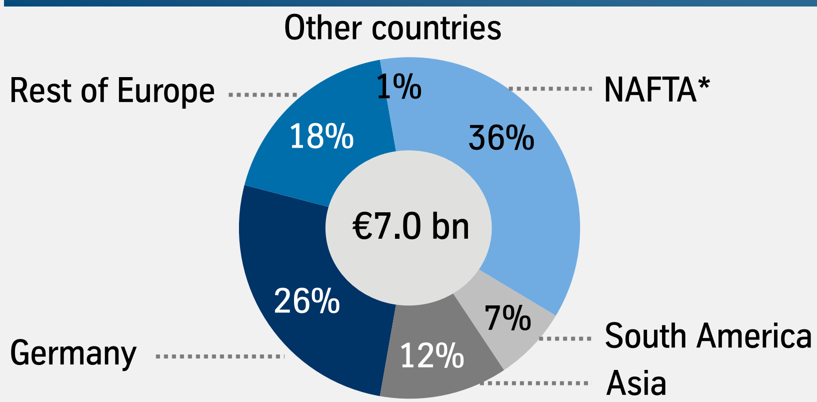
Q3 2012/13: increased orders driven by the US, China and Brazil and by high exposure to premium car producers



EBIT in €m; *EBIT adj. margin in %*



74% of sales generated abroad (FY 2011/12)



* incl. Waupaca (divested in Q3 2011/12) with sales of ~€1 bn

Current trading conditions

- Qoq increased order intake and sales:
  - **Light vehicles**: growth driven by the US, China and Brazil as well as by high exposure to premium car producers; Western European markets still weak
  - **Trucks**: increased activity on low levels
  - **Industrial components:** challenging business environment remains; ongoing highly competitive wind market (China)
- Adjusted EBIT margin increased to 5.3% supported by further effects coming from internal restructuring (Springs & Stabilizers) and efficiency measures;
  EBIT includes ramp-up related costs for new plants and products

Components Technology

Key figures

		2011/12					2012/13		
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2	Q3
Order intake	€m	1,778	1,858	1,828	1,469	**6,933**	1,324	1,360	1,539
Sales	€m	1,753	1,880	1,852	1,526	**7,011**	1,345	1,360	1,517
EBITDA	€m	243	203	548	135	**1,129**	108	130	145
EBITDA adjusted	€m	178	203	209	160	**750**	107	129	145
EBIT	€m	169	128	459	(75)	**681**	43	65	44
EBIT adjusted	€m	103	128	134	88	**453**	42	63	81
EBIT adj. margin	%	5.9	6.8	7.2	5.8	**6.5**	3.1	4.6	5.3
TK Value Added	€m					**401**			
Ø Capital Employed	€m	3,075	3,142	3,140	3,112	**3,112**	2,897	2,960	2,990
OCF	€m	(121)	64	143	183	**269**	(47)	(9)	148
CF from divestm.	€m	77	2	432	4	**515**	2	6	1
CF for investm.	€m	(95)	(83)	(109)	(133)	**(420)**	(124)	(85)	(77)
FCF	€m	(139)	(17)	466	54	**364**	(169)	(88)	72
Employees		30,936	31,304	27,775	28,011	**28,011**	27,789	27,698	27,562

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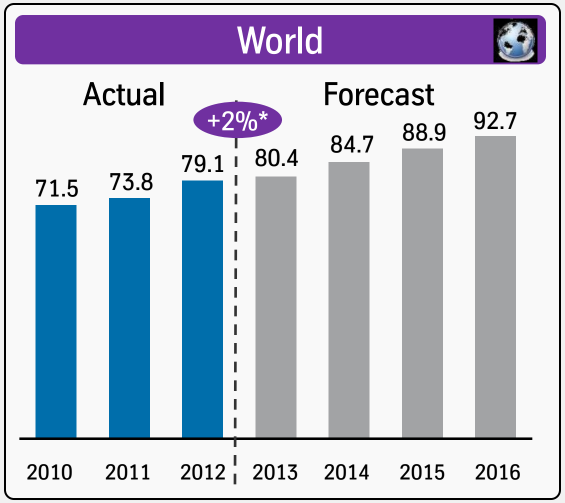
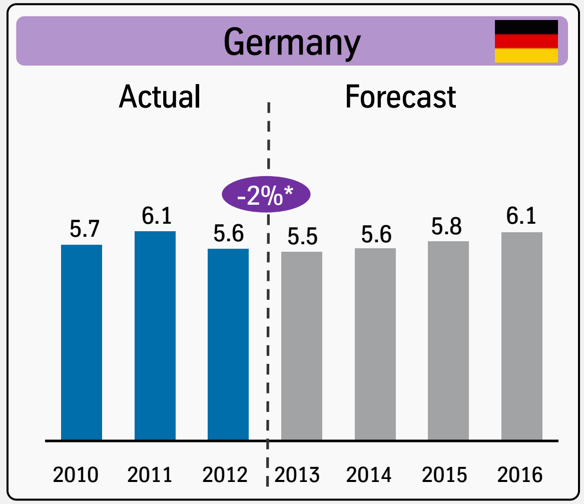
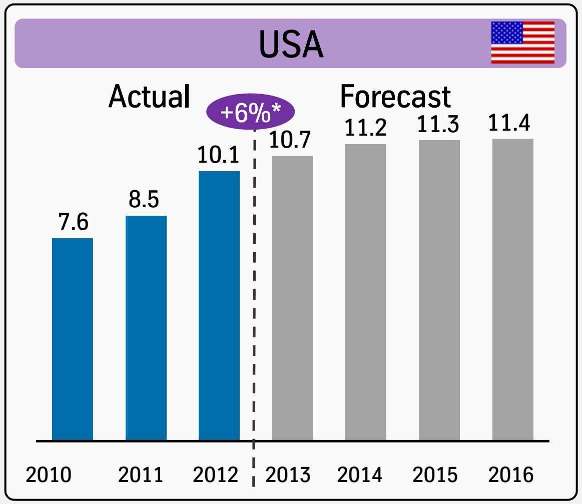
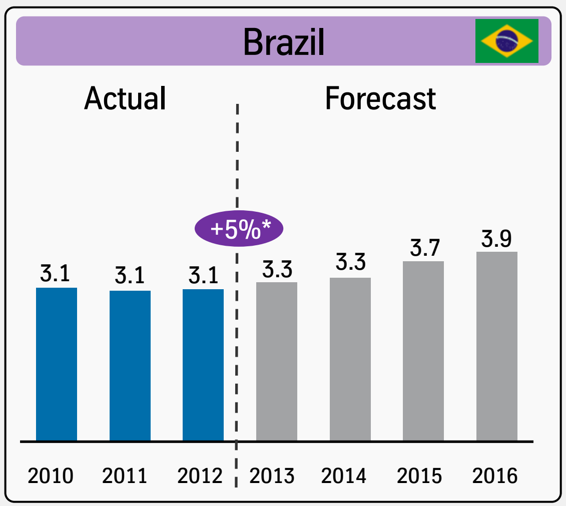
Components Technology: Annual Production of Light Vehicles (in million)

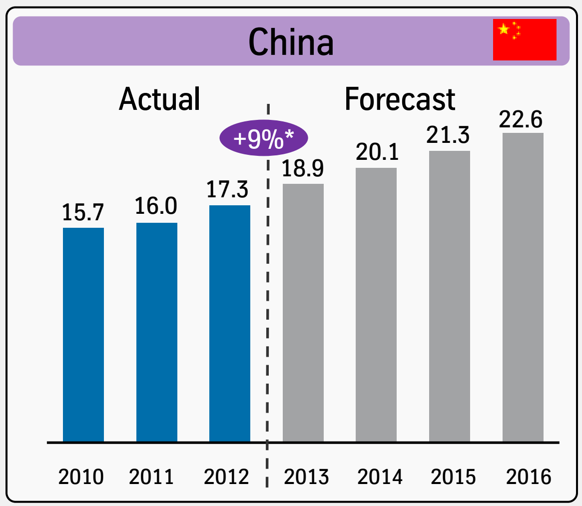
Passenger Cars and Light Commercial Vehicles











* Expected growth rate 2013 vs. 2012

Source: Polk ProCar World, April 2013

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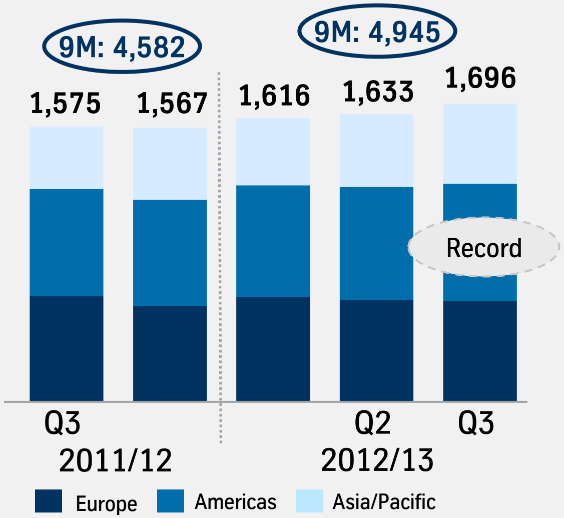
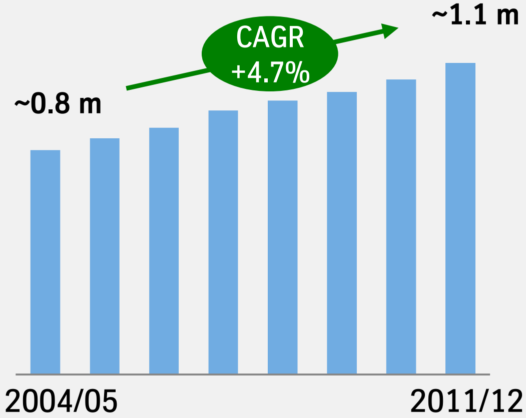
Elevator Technology – Q3 2012/13 Highlights

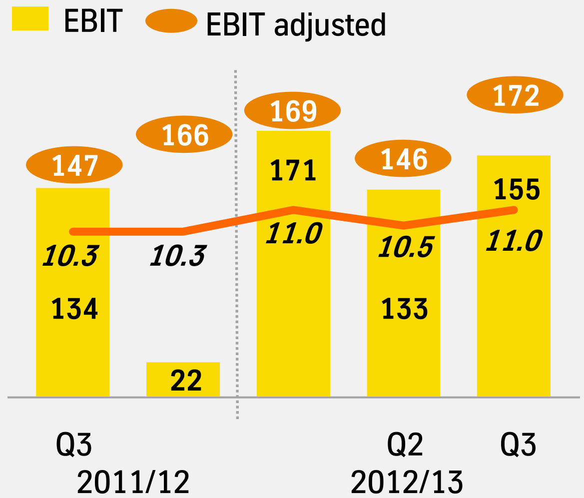
Order intake in €m



Units under Maintenance



EBIT in €m; *EBIT adj. margin in %*



Major order intake 9M 2012/13

- **"Marmaray" railroad project in Istanbul, Turkey**
- 191 elevators; numerous panoramic cabins
- 155 escalators in heavy-duty commercial design
- Further proof of expertise in demanding projects

Current trading conditions

- **Order backlog** with €3.8 bn on very high level (+2% yoy)
- Order intake (+8% yoy) with again record number
  - **New installation:** constant strong demand from China, Americas developing well, demand in Europe stable
  - **Modernization:** solid contribution across all regions
  - **Maintenance:** stable demand and service portfolio growing
- **Margin improvement** mirrors restructuring efforts; in Q3 further restructuring in Southern Europe initiated (€17 m)

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Elevator Technology

Key figures

		2011/12					2012/13		
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2	Q3
Order intake	€m	1,466	1,541	1,575	1,567	**6,149**	1,616	1,633	1,696
Sales	€m	1,348	1,322	1,429	1,607	**5,705**	1,532	1,388	1,562
EBITDA	€m	132	139	156	118	**545**	190	159	179
EBITDA adjusted	€m	161	149	168	175	**651**	188	166	197
EBIT	€m	113	118	134	22	**387**	171	133	155
EBIT adjusted	€m	142	132	147	166	**587**	169	146	172
EBIT adj. margin	%	10.5	10.0	10.3	10.3	**10.3**	11.0	10.5	11.0
TK Value Added	€m					**193**			
Ø Capital Employed	€m	2,322	2,393	2,425	2,427	**2,427**	2,359	2,371	2,372
OCF	€m	(49)	169	89	127	**336**	123	265	169
CF from divestm.	€m	2	0	0	4	**6**	3	3	1
CF for investm.	€m	(77)	(26)	(17)	(58)	**(178)**	(23)	(20)	(25)
FCF	€m	(124)	143	72	73	**164**	103	248	145
Employees		46,581	46,605	46,656	47,561	**47,561**	47,897	48,150	48,488

Initiatives on Our Way to Close the Margin Gap

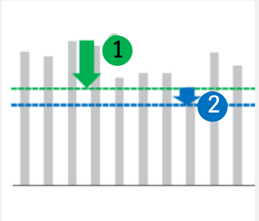
1. **Manufacturing / New Installation:**
   Lean plants, optimize installation time
2. **Service Modernization:**
   Service Excellence, modernization kits
3. **Performance & Growth Emerging Markets:**
   Profitable growth in China, India, Brazil and Russia
4. **Portfolio / Underperformer:**
   Standard Elevator / turnaround / exit countries
5. **M&A:**
   Additions to service portfolio

Each initiative with defined contribution to margin improvement

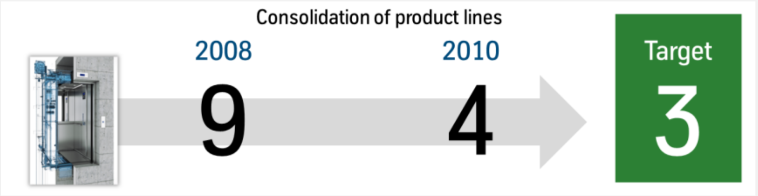
Contributions to EBIT Margin Expansion

Manufacturing / New Installation: Optimization

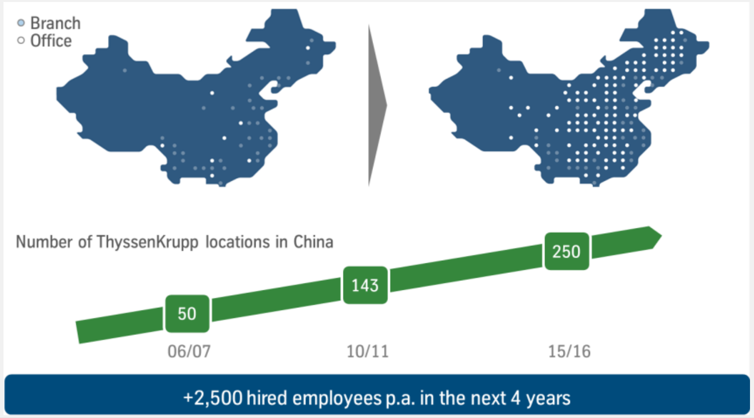
- Lean Plants: Technology Park
  - 2 Factories
  - + Test Tower
  - Multi-Purpose Facility
- Reduce installation time:
  1. To benchmark level
  2. Further improvement



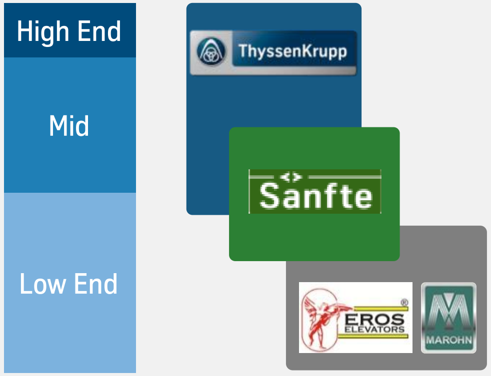
Portfolio: Standardization



Growth: Expanding footprint in China



Multi-Brand: Strategy in China and India



1st Brand
= Latest Technology

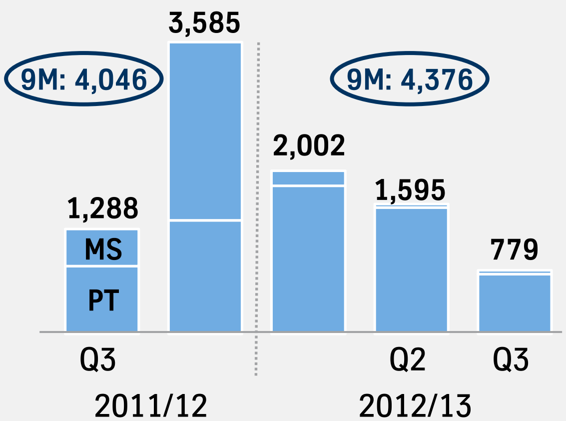
2nd Brand
= Proven Technology

3rd Brand
= Independent Product

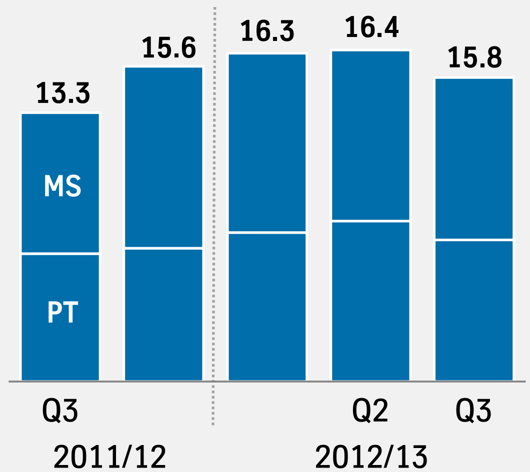
Industrial Solutions – Q3 2012/13 Highlights

Order intake in €m

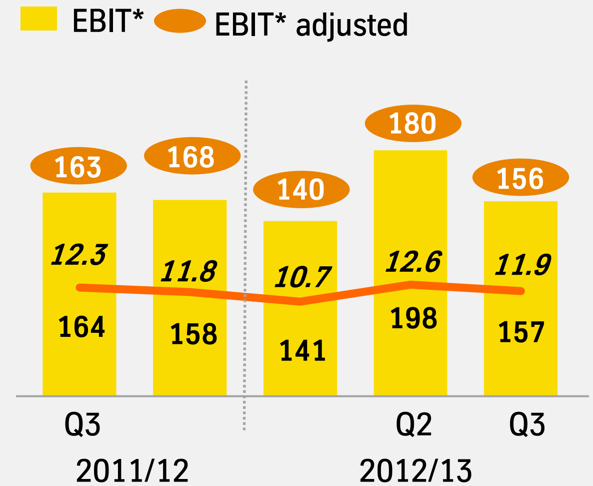
Q4 11/12 included ~€2 bn MS order , Q1 12/13 a ~€1 bn fertilizer plant, Q2 12/13 2 cement plants with ~€350 m



Order backlog in €bn



EBIT* in €m; *EBIT* adj. margin in %*



* incl. imputed interest rate on prepayments

Major order intake 9M 2012/13

Liquid fertilizer plant for OCI Construction Group, USA:

(Comparable project)

- 1st new sizeable fertilizer complex to be built in the US in almost 25 years (SoP 2015)
- Engineering of 6 process plants and a urea granulation plant as well as supply of required process equipment and machinery
- With a daily capacity of 4,300 t largest single-train UAN plant in the world
- Order value: ~ €190 m

Current trading conditions

- 9M order intake +8% driven by continuing high demand for **petrochemical plants** in the US due to low natural gas prices and ongoing high order activity from the **auto industry**
- Demand for **cement plants** supported by infrastructure growth; **mining equipment** affected by weaker new installation and more competitive markets however stable orders due to balanced product portfolio with increasing share of service and repair business
- Temporary billing-related decrease in EBIT, margin comfortably above BA-target of >10%

Industrial Solutions

Key figures

		2011/12					2012/13		
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2	Q3
Order intake	€m	1,093	1,665	1,288	3,585	**7,631**	2,002	1,595	779
Sales	€m	1,309	1,202	1,322	1,424	**5,257**	1,306	1,428	1,306
EBITDA	€m	180	190	177	183	**730**	155	210	174
EBITDA adjusted	€m	179	193	177	182	**731**	155	191	174
EBIT	€m	9	175	164	158	**506**	141	198	157
EBIT adjusted	€m	164	193	163	168	**688**	140	180	156
EBIT adj. margin	%	12.5	16.1	12.3	11.8	**13.1**	10.7	12.6	11.9
TK Value Added	€m					**374**			
Ø Capital Employed	€m	1,541	1,509	1,475	1,469	**1,469**	1,488	1,478	1,462
OCF	€m	(211)	143	370	(130)	**172**	236	352	178
CF from divestm.	€m	1	(28)	0	10	**(17)**	1	3	2
CF for investm.	€m	(17)	(9)	(18)	(43)	**(87)**	(8)	(10)	(14)
FCF	€m	(227)	106	352	(163)	**68**	229	345	166
Employees		19,087	17,687	17,886	18,111	**18,111**	18,176	18,427	18,660

Industrial Solutions: Selected Orders 9M 2012/13

Chemicals

Q1: Fertilizer complexes for CF Industries Holding, USA

- Largest order within the last years
- Iowa: ammonia, urea and urea granulation plant
- Louisiana: ammonia, urea and urea granulation plant as well as nitric acid and an urea ammonium nitrate plant
- Order value: >€1 bn

Mining & Cement

Q2: Cement complex for Holcim, Indonesia

- Indonesian cement market expected to grow at a double-digit rate in 2013
- Follow-up contract for second plant; each plant with a cement production capacity of 1.7 million tons per year
- Supply of state-of-the-art equipment covering raw material preparation, clinker production, cement loading and fuel preparation
- Order value ~€200 m, SOP in 2015

Automotive

Q2: Assembly lines for passenger plane MS-21, Russia

- Largest order from aerospace industry in history
- Assembly lines for fuselage shells and primary structures for new aircraft type MS-21
- Customer: IRKUT, Russia
- Order value: ~€25 m
- SOP: 2014

Marine Systems

Q1: Modernization of submarines

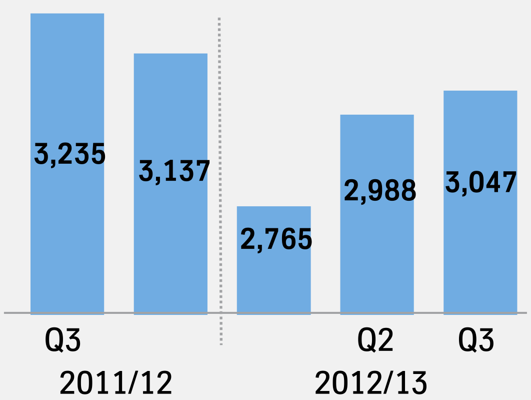
- Modernization of two submarines class U206A for the Columbian Navy
- Order intake: ~€60 m
- Delivery: 01/2015

Pictures show comparable projects

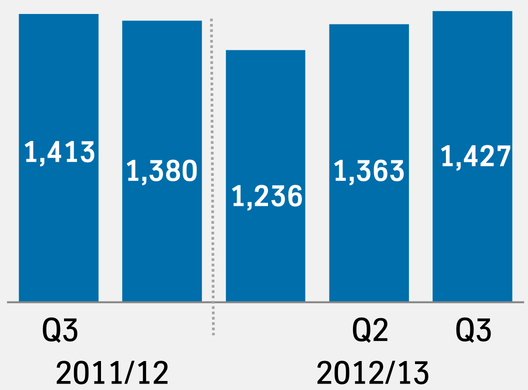
Materials Services – Q3 2012/13 Highlights

Order intake* in €m

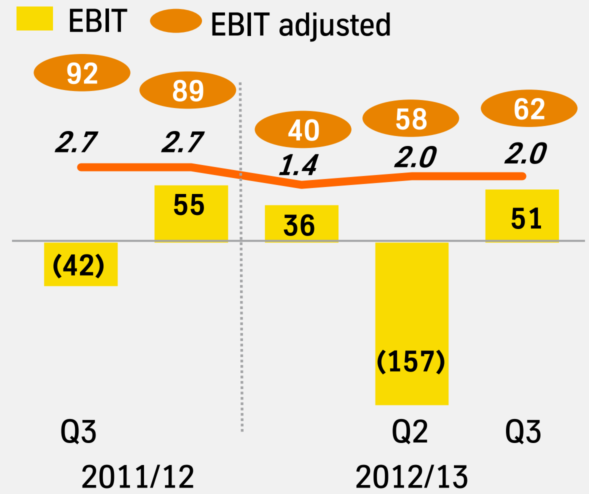
*thereof materials warehousing business ~ 60%



Materials warehousing shipments in 1,000 t



EBIT in €m; *EBIT adj. margin in %*



Update on strategy and de-risking

- **Divestment** of Railway/Construction on track
  - Sales (total): €400 m; employees: 800
  - Rationale: focusing and complexity reduction
- **Rail cartel fine**
  - €88 m fine relates to private market and turnouts, now fully and finally settled
  - Fine is covered by provisions already recognized in Q2; cash effective in Q4

Current trading conditions

- Strict cost management, competitive business model and sales initiatives support very **stable EBIT adj.**
- Q3 with slight **improvement in order intake** (+2% qoq) and shipments (+~5% qoq) but below prior year level
- Challenging environment with unsatisfying prices
- **Inventories** remain on a very low level (“new normal”), customers order very carefully
- Aerospace business developing very well with new locations in North Africa and in France

Developing the future.

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Materials Services

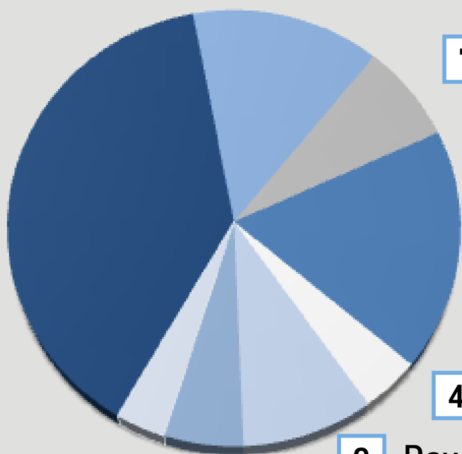
Key figures

		2011/12					2012/13		
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2	Q3
Order intake	€m	3,201	3,573	3,235	3,137	**13,146**	2,765	2,988	3,047
Sales	€m	3,145	3,408	3,369	3,243	**13,165**	2,815	2,923	3,056
EBITDA	€m	65	98	(20)	96	**240**	59	(134)	87
EBITDA adjusted	€m	65	98	130	113	**406**	63	80	84
EBIT	€m	40	74	(42)	55	**127**	36	(157)	51
EBIT adjusted	€m	40	90	92	89	**311**	40	58	62
EBIT adj. margin	%	1.3	2.6	2.7	2.7	**2.4**	1.4	2.0	2.0
TK Value Added	€m					**(123)**			
Ø Capital Employed	€m	2,861	2,966	2,971	2,945	**2,945**	2,913	2,925	2,881
OCF	€m	(441)	23	11	232	**(175)**	(206)	(28)	106
CF from divestm.	€m	197	42	2	1	**242**	2	8	34
CF for investm.	€m	(17)	(18)	(16)	(40)	**(91)**	(19)	(13)	(8)
FCF	€m	(261)	47	(3)	193	**(24)**	(223)	(33)	132
Employees		27,910	28,123	27,945	27,595	**27,595**	26,280	26,230	25,994

Unique Portfolio in Products and Services

Sales by products/services (%), FY 2011/12

Materials + **Services**



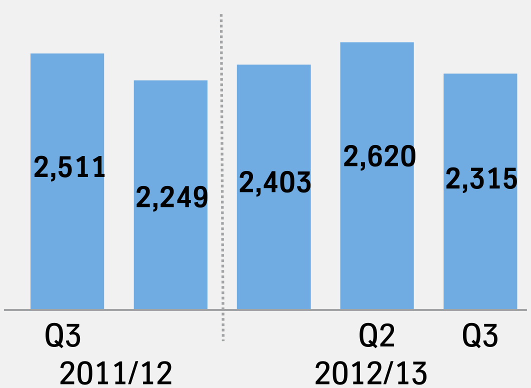
More than **150,000 product items**

About **250,000 customers** worldwide

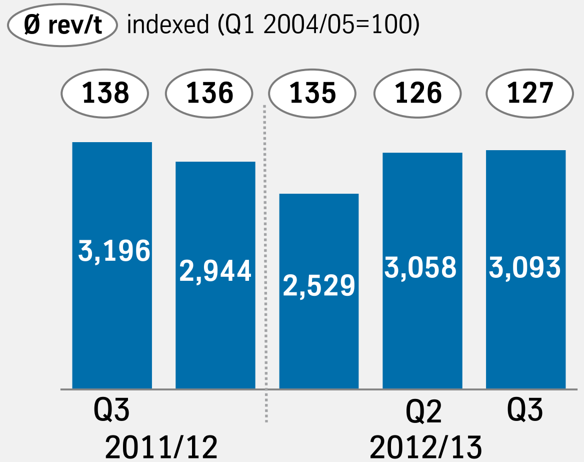
- trading
- warehousing
- processing
- logistics
- materials & inventory management
- supply chain management
- project management
- mill services
- operating and maintenance services

Steel Europe – Q3 2012/13 Highlights

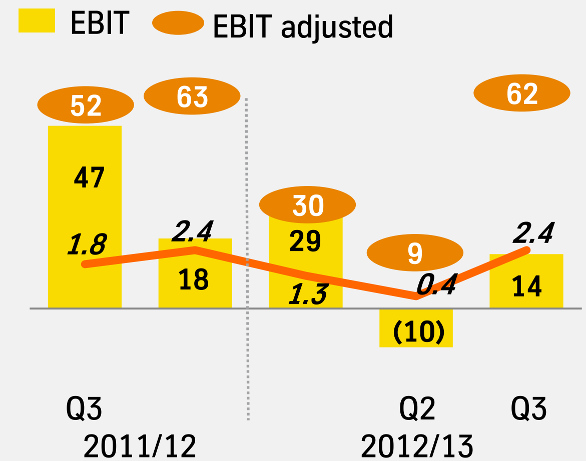
Order intake in €m



Shipments in 1,000 t



EBIT in €m; *EBIT adj. margin in %*



Strengthening Differentiation: Medium-Wide Strip

- Upgrade of specialized medium-wide strip mill completed and successfully ramped
- €30 m Capex to reinforce leading position with further improvmt of strip quality and ~25% capacity increase to ~1.3 m t/yr by 2015

- TK medium-wide strip offers:
  - extraordinary tight tolerances similar to cold rolled strip
  - superior surface quality
  - uniform material properties
  - optimum shaping properties even in higher strength steels
  - customized batch sizes

Current trading conditions

- Qoq EBIT adj. up in fiscal Q3 reflecting slightly higher shipments and Ø revenues/t; solid FCF generation
- Expectation fiscal Q4: qoq slightly lower volumes and lower Ø rev/t reflecting weak European price sentiment having troughed only in July
- Inventories/months supply at SSC and end customers at moderate levels, boding well for current slight upward trend in steel spot prices
- BiC reloaded progressing: further restructuring provisions booked in Q3 (€37 m), social plan related to closure of Galmed plant in Sagunto/Spain agreed, measures under implementation
- Divestment of tailored blanks activities closed on July 31, 2013

Steel Europe

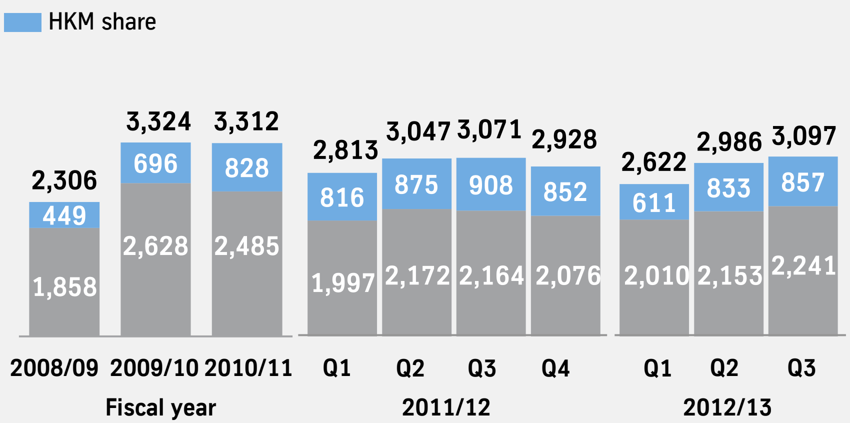
Key figures

		2011/12					2012/13		
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2	Q3
Order intake	€m	2,705	2,990	2,511	2,249	**10,455**	2,403	2,620	2,315
Sales	€m	2,530	2,886	2,900	2,676	**10,992**	2,253	2,512	2,562
EBITDA	€m	225	142	163	129	**659**	142	98	119
EBITDA adjusted	€m	225	150	168	174	**717**	142	118	166
EBIT	€m	102	21	47	18	**188**	29	(10)	14
EBIT adjusted	€m	102	30	52	63	**247**	30	9	62
EBIT adj. margin	%	4.0	1.0	1.8	2.4	**2.2**	1.3	0.4	2.4
TK Value Added	€m					**(332)**			
Ø Capital Employed	€m	5,874	5,936	5,865	5,773	**5,773**	5,387	5,351	5,291
OCF	€m	(632)	301	401	239	**309**	29	195	237
CF from divestm.	€m	25	(5)	(4)	76	**92**	2	1	5
CF for investm.	€m	(101)	(106)	(90)	(208)	**(505)**	(94)	(105)	(74)
FCF	€m	(708)	190	307	107	**(104)**	(63)	91	168
Employees		28,273	28,137	28,104	27,761	**27,761**	27,629	27,773	27,609

Steel Europe: Output, Shipments and Revenues per Metric Ton

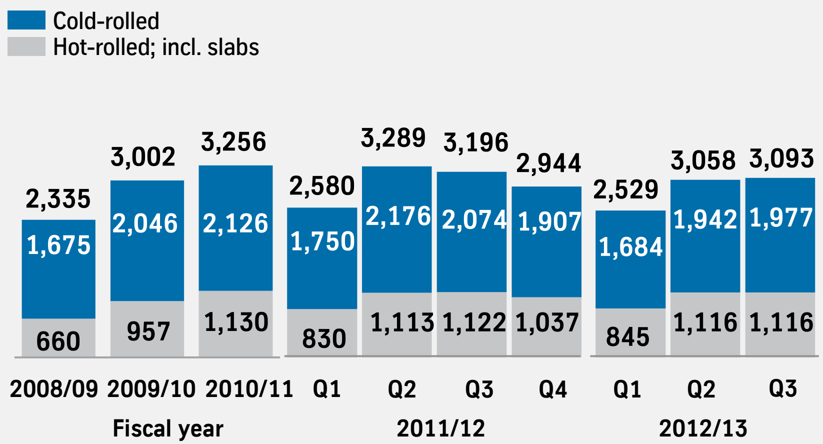
Crude steel output (incl. share in HKM)

1,000 t/quarter



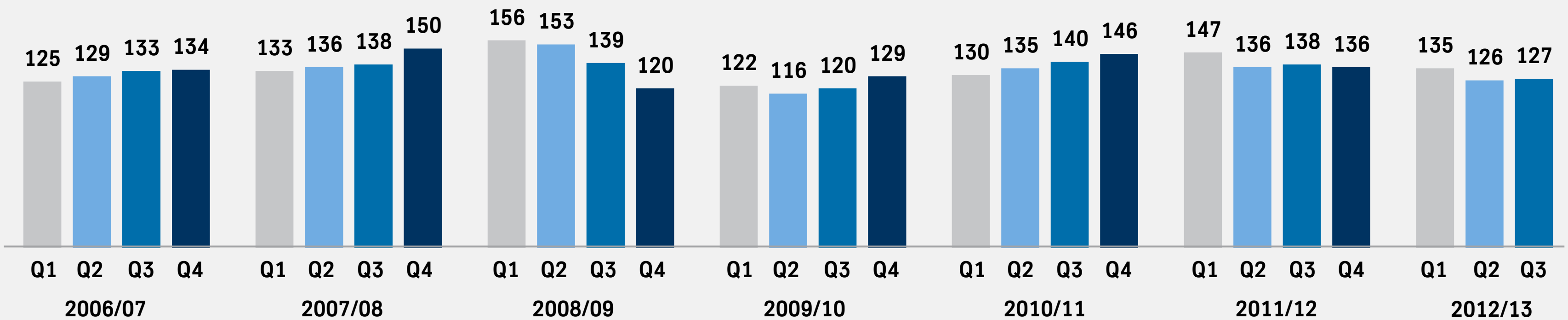
Shipments*: Hot-rolled and cold-rolled products

1,000 t/quarter



Average revenues per ton*, indexed

Q1 2004/2005 = 100



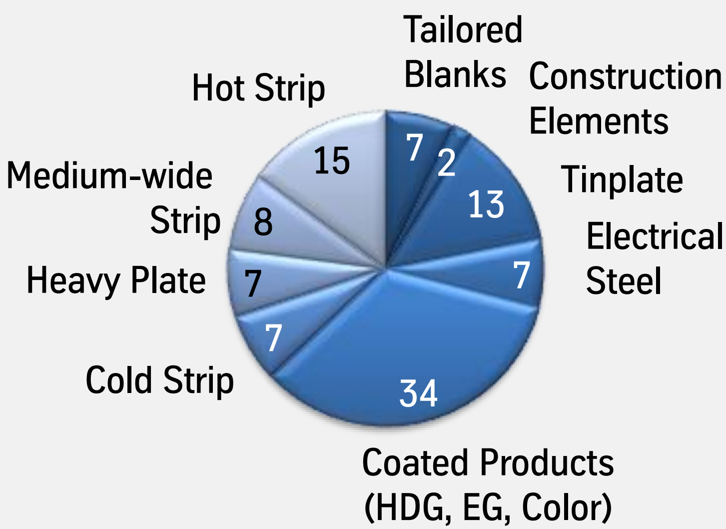
* shipments and average revenues per ton until FY 2007/08 relate to former Steel segment

Premium Product Mix and Attractive Customer Portfolio

Business Model ThyssenKrupp Steel Europe

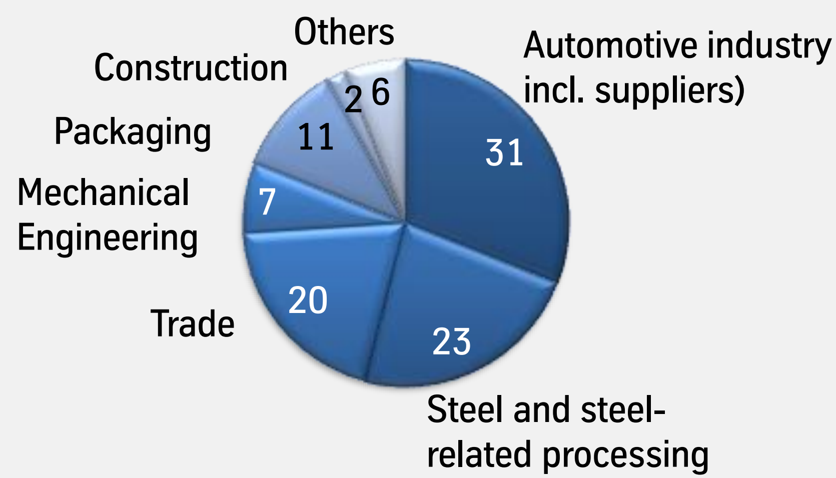
Product Mix Steel Europe FY 2011/12

in % of sales



Sales by Industry Steel Europe FY 2011/12

in % of sales



Developing the future.

€500 m Performance Program "BiC – reloaded" at Steel Europe to Meet Group Requirements and Tackle Steel Market Challenges

Group Requirements

Best-in-Class! reloaded

Steel Market Challenges

Strategic Way Forward

- Performance
- Benchmarking

- sustainable profitability & positive FCF
- positive ∅TKVA over the cycle
- leading position vs best in class peers

Market & Competition Review | Production & Process Review

- Structural & operating adjustments needed for viability of core upstream facilities
- Closure or divestment of:
  - CRM / EGL / HDGL Neuwied
  - 1 HDGL Galmed, Spain
  - 1 OrgCL Duisburg
  - 1 EGL Dortmund
  - GO Electrical Steel
- €500 m EBIT effects by FY 2014/15 as contribution to impact 2015
- incl. reduction of >2,000 employees; further ~1,800 by pot. divestments

Reinforce & secure existing strong competitive position as premium flat carbon steel supplier

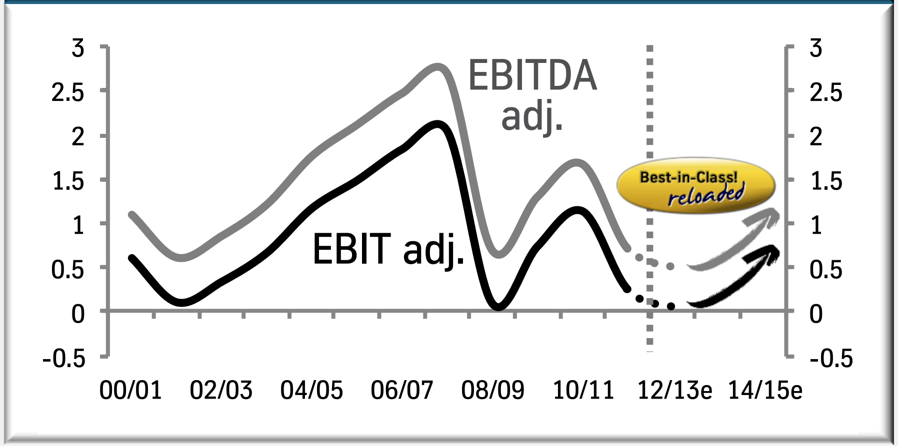
Increasingly difficult trading conditions

- high and volatile energy & raw material prices
- high economic uncertainties
- significantly reduced consumption levels & low growth esp. in South-West-Europe

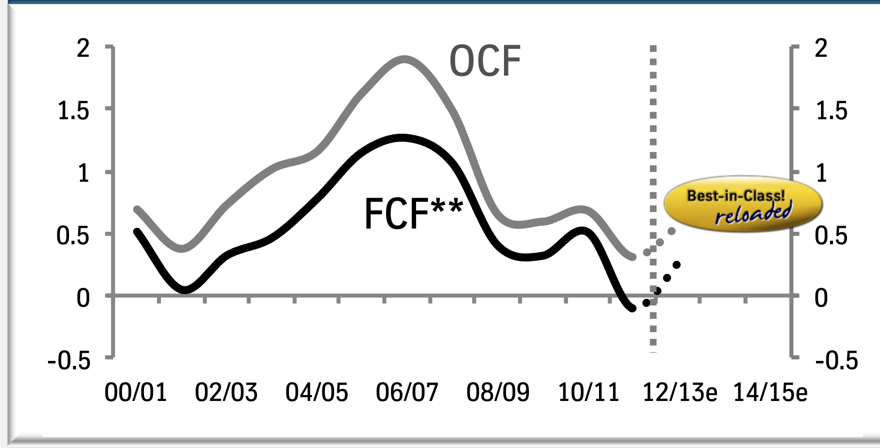
CRM = cold-rolling mill
EGL = electrolytic galvanizing line
HDGL = hot dip galvanizing line
OrgCL = organic coating line
GO ES = grain-oriented electrical steel

Comprehensive Cost & Differentiation Program Geared to Sustainable Improvement of Profit and Cash Flow Profile

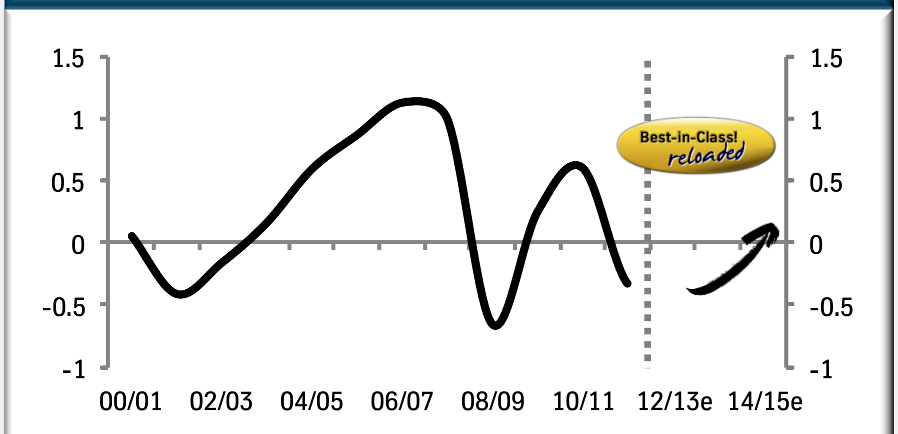
EBIT adj / EBITDA adj * in € bn



OCF / FCF** in € bn



TKVA in € bn



- historically with manageable volatility
  - sig +ve EBIT adj / FCF in upcycle
  - ≠ -ve EBIT adj / FCF in downcycle
  - +ve ∅TKVA over the cycle
- €500 m "BiC – reloaded" program to
  - meet Group requirements and
  - tackle steel market challenges
- complemented by comprehensive differentiation strategy

* EBIT(DA) as reported until 2005/06
** excl. –ve FCF Steel Americas projects

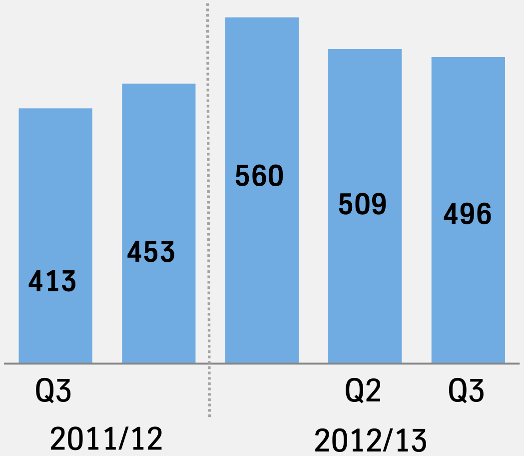
Corporate: Overview

Corporate

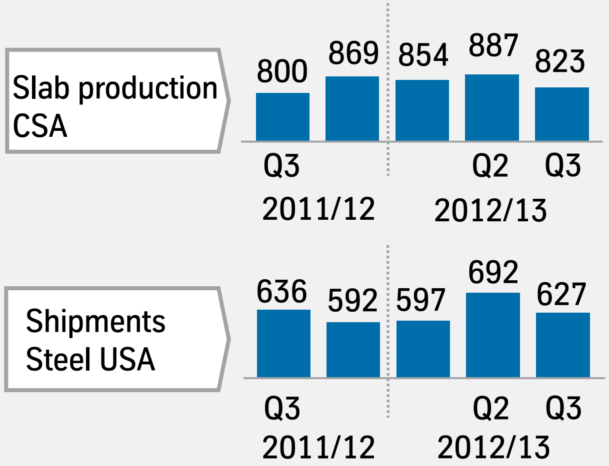
		2011/12					2012/13		
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2	Q3
Order intake	€m	33	39	34	52	**158**	55	43	43
Sales	€m	35	37	34	52	**158**	55	43	43
EBITDA	€m	(88)	(108)	(96)	(159)	**(452)**	(102)	(128)	(73)
EBITDA adjusted	€m	(90)	(109)	(97)	(149)	**(446)**	(88)	(110)	(83)
EBIT	€m	(99)	(119)	(106)	(171)	**(495)**	(112)	(139)	(83)
EBIT adjusted	€m	(101)	(120)	(107)	(158)	**(487)**	(97)	(120)	(93)
OCF	€m	221	(340)	1	(244)	**(362)**	49	(503)	(176)
Employees		2,814	2,895	2,986	3,084	**3,084**	3,089	3,127	3,138

BA Steel Americas – Q3 2012/13 Highlights (disc. ops.)

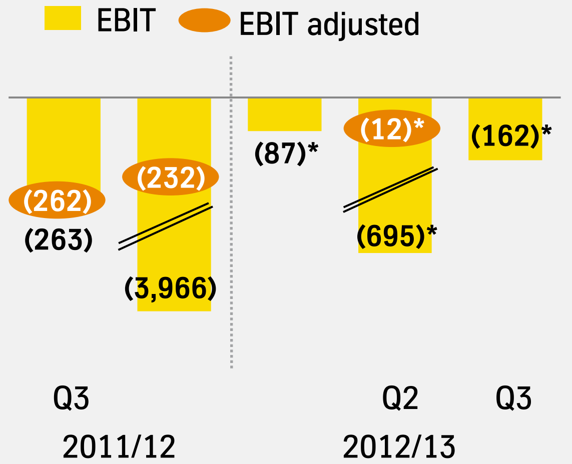
Order intake in €m



Production & shipments in 1,000 t

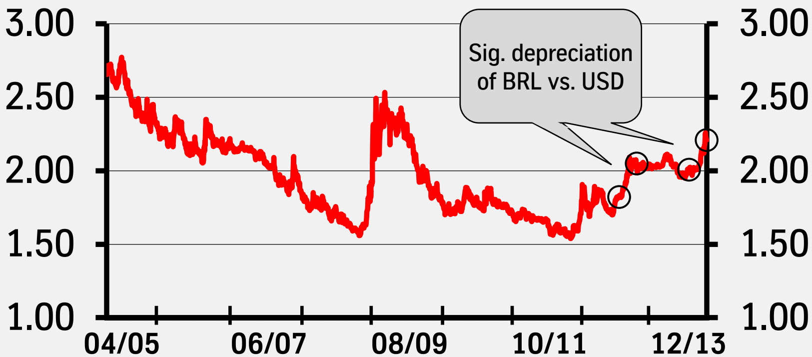


EBIT in €m



* Q1, Q2, Q3 12/13 EBIT excl. regular depreciation charges of €103 m, €102 m, €104 m resp.

BRL/USD



- Similar to Q3 last FY, EBIT Q3'12/13 influenced by negative translation effects related to R$-based sales tax credits

Current trading conditions

- Qoq higher adj. losses reflecting an unscheduled several week-long stoppage of blast furnace #2 at CSA, negative translation effects related to R$-based sales tax credits as well as aperiodic tax effects in fiscal Q2 (reflecting successful intensified marketing of slabs to Brazilian customers)
- CSA: BF#2 gone back into operation and is currently in the ramp-up phase with temporarily increased fuel rate / specific coke consumption in the beginning of Q4
- Steel USA: cont'd challenging env't above all in SSC business; however, pricing troughed and auto exposure increasing

Developing the future.

ThyssenKrupp

BA Steel Americas (disc. ops.)

Key figures

		2011/12					2012/13		
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2	Q3
Order intake	€m	583	632	413	453	**2,081**	560	509	496
Sales	€m	498	546	543	427	**2,014**	488	501	473
EBITDA	€m	(205)	(140)	(170)	(214)	**(729)**	(87)	(12)	(162)
EBITDA adjusted	€m	(205)	(138)	(170)	(125)	**(637)**	(87)	(12)	(162)
EBIT *	€m	(288)	(230)	(263)	(3,966)	**(4,747)**	(87)	(695)	(162)
EBIT adjusted *	€m	(288)	(228)	(262)	(232)	**(1,010)**	(87)	(12)	(162)
TK Value Added	€m					**(5,359)**			
Ø Capital Employed	€m	6,624	6,726	6,778	6,802	**6,802**	3,069	2,959	2,837
OCF	€m	(364)	(189)	(99)	(132)	**(784)**	(146)	(83)	(251)
CF from divestm.	€m	0	0	1	(1)	**0**	0	0	1
CF for investm.	€m	(152)	(160)	(80)	(123)	**(515)**	(52)	(42)	(28)
FCF	€m	(516)	(349)	(178)	(256)	**(1,299)**	(198)	(125)	(278)
Employees		4,081	4,258	4,236	3,992	**3,992**	3,990	4,068	4,100

* Q1, Q2, Q3 2012/13 EBIT excl. regular depreciation charges of €103 m, €102 m, €104 m resp.

ThyssenKrupp-specific Key Figures: Reconciliation of EBIT Q3 2012/13

P&L Structure

Net sales		**9,503**
-	Cost of sales [1]	(8,099)
-	SG&A [1], R&D	(1,243)
+/-	Other income/expense	43
+/-	Other gains/losses	1
=	**Income from operations**	**205**
+/-	Income from companies using equity method	(58)
+/-	Finance income/expense incl. capitalized interest exp. of €4 m	(133)
=	**EBT**	**14**

EBIT definition

Net sales		**9,503**
-	Cost of sales [1]	(8,099)
-	SG&A [1], R&D	(1,243)
+/-	Other income/expense	43
+/-	Other gains/losses	1
+/-	Income from companies using equity method	(58)
+	Adjustm. for depreciation on cap. interest	4
+/-	Adjustm. for oper. items in fin. income/expense[2]	78
=	**EBIT**	**229**
+/-	Finance income/expense incl. capitalized interest exp. of €4 m	(133)
-	Depreciation on capitalized interest	(4)
+/-	Operating items in fin. income/expense[2]	(78)
=	**EBT**	**14**

1) incl. depreciation on capitalized interest expenses of €(4) m
2) incl. pro rata losses of Outokumpu of €(70) m

ThyssenKrupp Rating

	Long term-rating	Short term-rating	Outlook
Standard & Poor's	BB	B	negative
Moody's	Ba1	Not Prime	negative
Fitch	BBB-	F3	negative

Management Compensation Aligned with Shareholder Interest

Variable

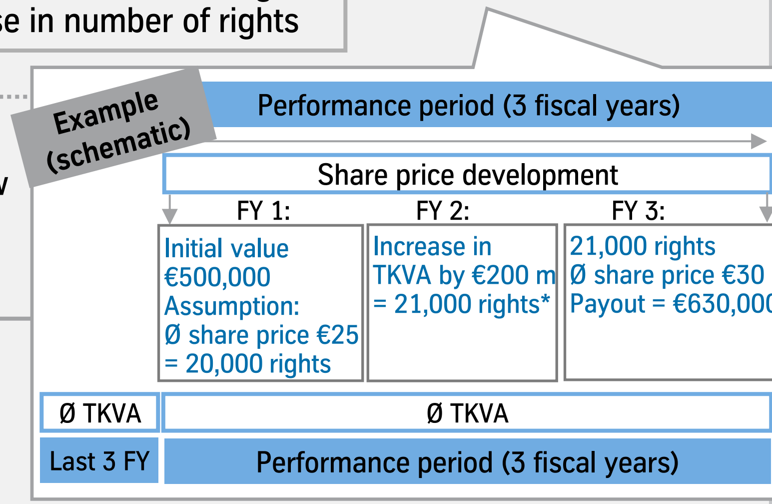
Performance bonus

- Group Board: 50% Group EBIT / 50% ROCE,
  25% paid out as phantom stock* with 3 years holding requirement
- BA Board: 30% Group EBIT, FCF and TKVA / 70% BA EBIT, BCF and TKVA,
  20% paid out as phantom stock* with 3 years holding requirement

Long Term Incentive plan

- TKVA and share price
- Payout limited to three times the initial value (max. €1.5 m for an ordinary Group Board member

Reduction in Ø TKVA by €200 m = 10% reduction in number of rights
Increase in Ø TKVA by €200 m = 5% increase in number of rights



Additional bonus
For Group Board only

- Group cash-flow-related targets
- Target definition and approval each year anew
- 55% paid out as phantom stock*
  with 3 years holding requirement

Fixed

Fixed compensation

- €670,000 annually for each ordinary Group Board member

+

Additional benefits & Pension plans

- E.g. insurance premiums or private use of a company car (taxable)
- Pensions for existing board members based on a percentage of final fixed salary or in relation to final pay (“defined benefit”); new board members participate in a contribution based pension scheme (Group Board since 2013 / BA Board since 2003)

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

*upside and downside

Developing the future.

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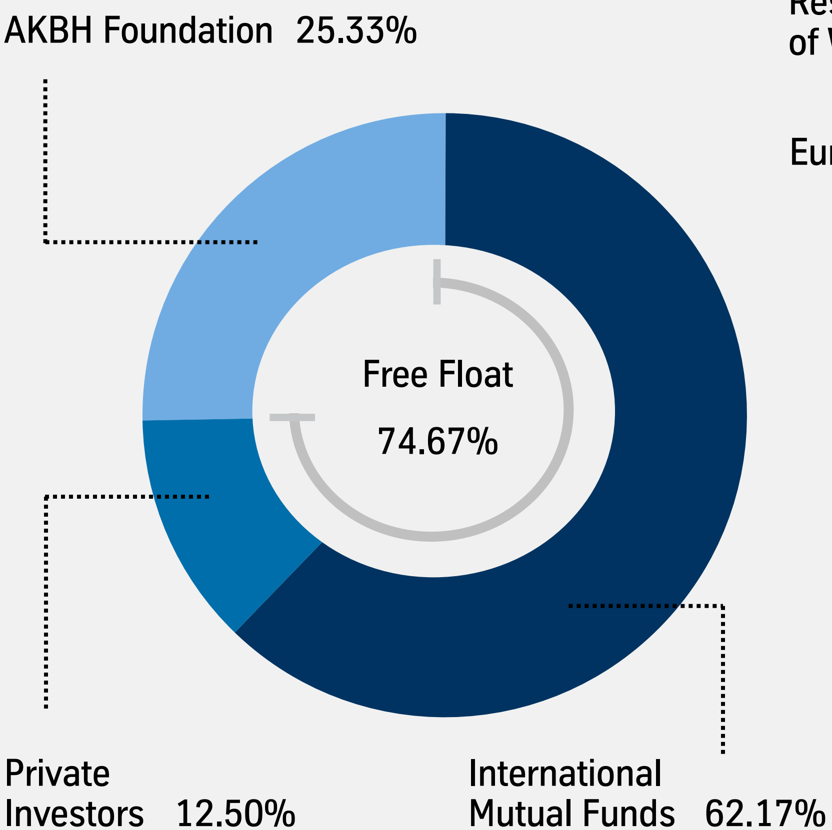
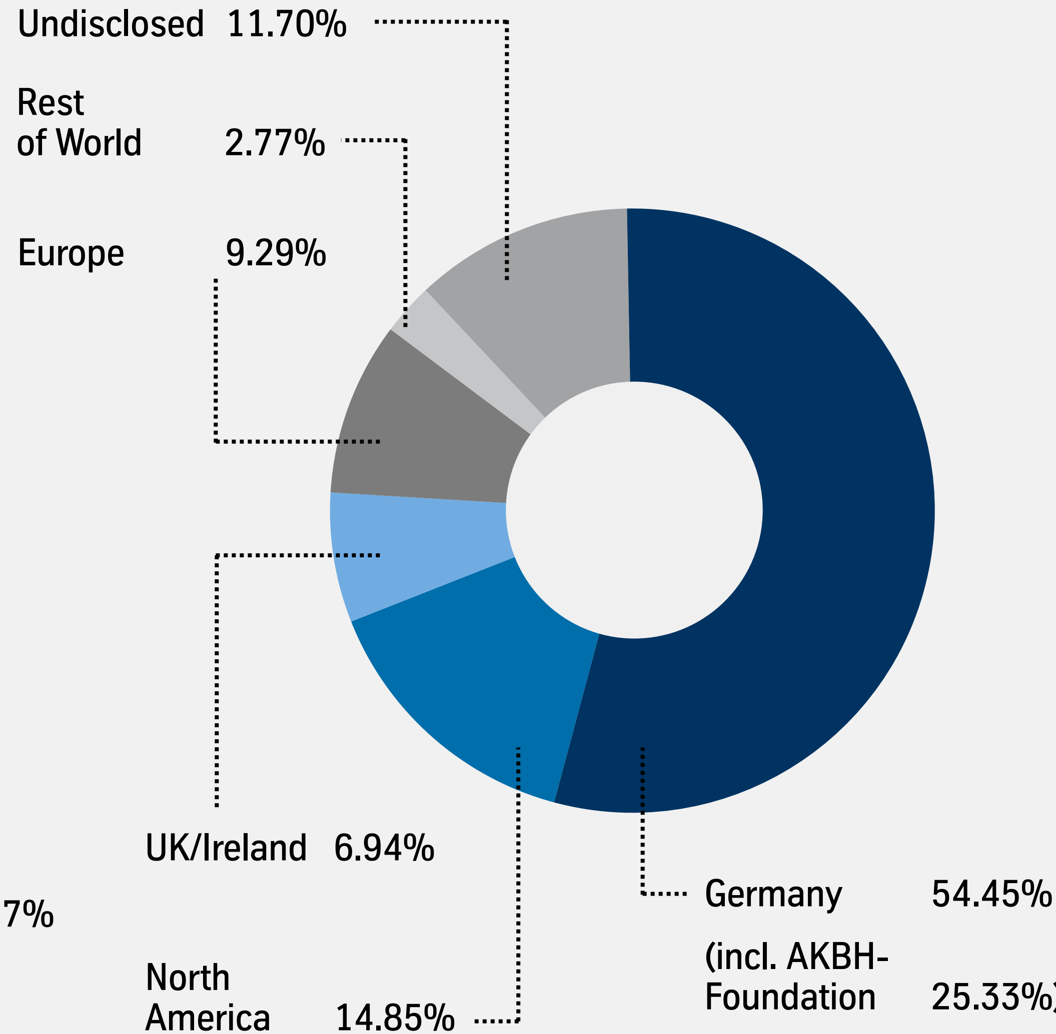
Shareholder Structure





Source: ThyssenKrupp Shareholder ID 12/2012, ThyssenKrupp AGM registrations

Our Mission Statement

We are ThyssenKrupp – The Technology & Materials Company.

Competence and diversity, global reach, and tradition form the basis of our worldwide market leadership. We create value for customers, employees and shareholders.

We Meet the Challenges of Tomorrow with our Customers.

We are customer-focused. We develop innovative products and services that create sustainable infrastructures and promote efficient use of resources.

We Hold Ourselves to the Highest Standards.

We engage as entrepreneurs, with confidence, a passion to perform, and courage, aiming to be best in class. This is based on the dedication and performance of every team member. Employee development is especially important. Employee health and workplace safety have top priority.

We Share Common Values.

We serve the interests of the Group. Our interactions are based on transparency and mutual respect. Integrity, credibility, reliability and consistency define everything we do. Compliance is a must. We are a responsible corporate citizen.

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.
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