Presentation
Facts & Figures

June 2014

Developing the future.

Agenda

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H1 2013/14: Progress in De-Risking Supporting Group Transformation

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

- ✓ Significantly reduced losses/cash drain at Steel Americas by sale of Steel USA, slab supply contract & operational improvements CSA (EBITDA adj. ~breakeven in 13/14)
- ✓ Termination of Outokumpu exposure through asset swap and sale of 29.9% stake
- ✓ Exit from virtually all postretirement healthcare obligations
- ✓ Settlement of Deutsche Bahn damage claims
- ✓ Strengthening of equity and further deleveraging through capital increase

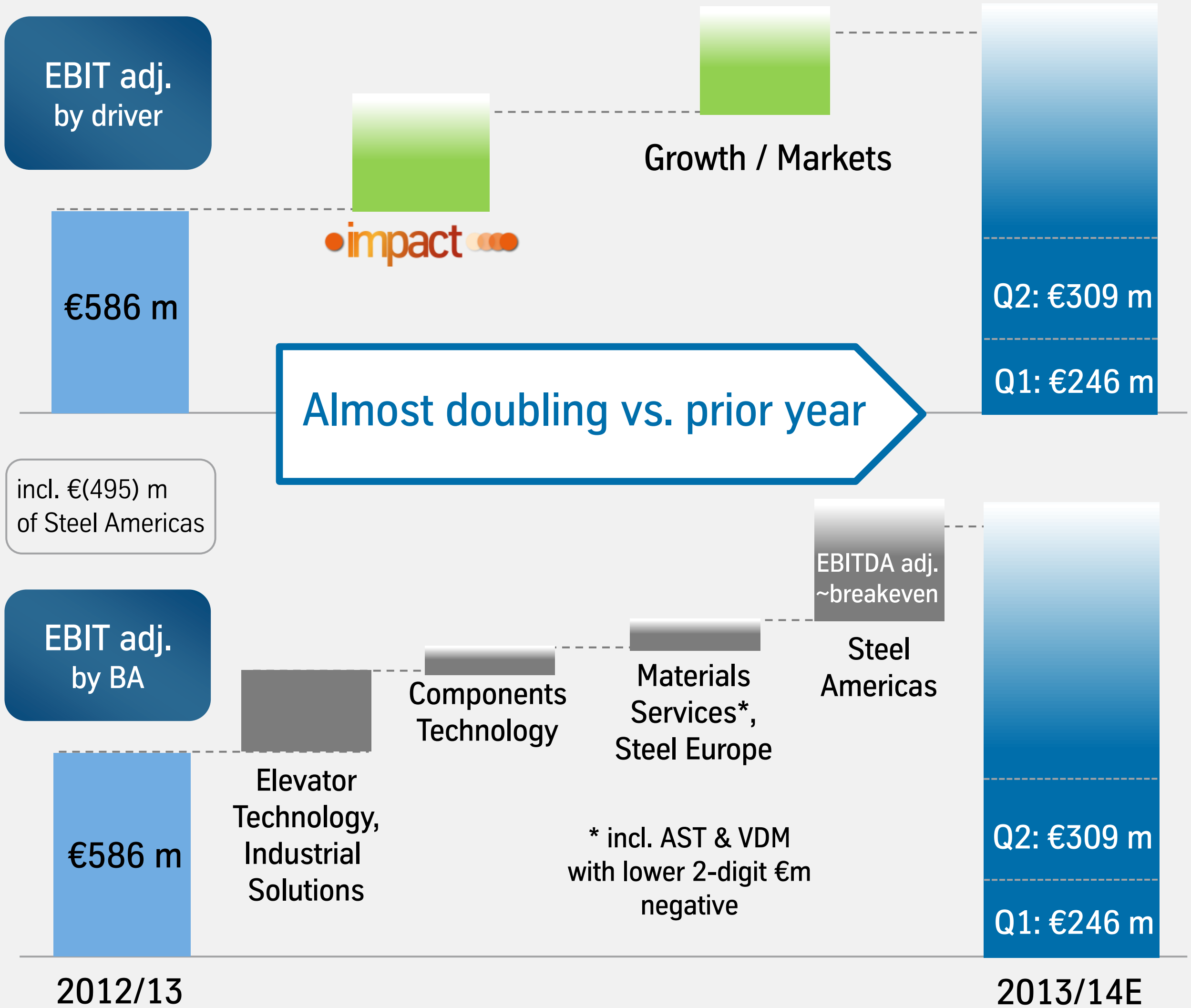
  Bond placement and new syn loan adding to solid financial situation

Financial Highlights Q2 and Outlook FY

Order Intake **€10.2 bn**	• Capital Goods: H1 yoy up by 4%; Q2 yoy broadly stable • Materials: H1 yoy up by 3%; Q2 yoy and qoq up
EBIT adjusted **€309 m**	• H1 yoy up by 87%; Q2 yoy 60% up and qoq 26% up • Positive contribution from 5 BAs; Steel Americas EBITDA adj. ~breakeven
Net Income* **€269 m**	• Return to positive quarterly Net Income • H1 with €204 m well on track to achieve FY target
NFD **€3.96 bn**	• NFD yoy down by >€1.3 bn and qoq down by ~€0.5 bn
impact **~€290 m**	• >50% of cost savings targeted in FY achieved in H1
Sales & EBIT adj. Outlook revised upwards	• Sales: up by mid to higher single-digit % (adj. for F/X and portfolio changes) • EBIT adj.: almost doubling vs. prior year (€586 m) (incl. AST & VDM)

* Full Group; attributable to ThyssenKrupp AG's stockholders

Sales* Growing at Mid to Higher 1-Digit % Rate and EBIT Almost Doubling



FCF before divest

Low 3-digit m€ negative

now including:

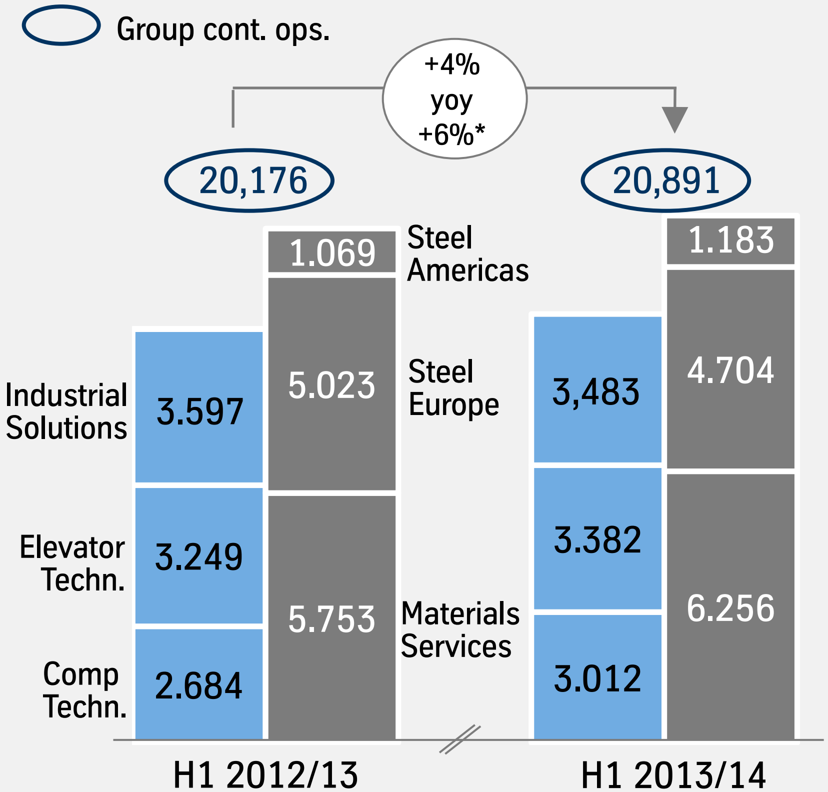
- DB settlement payment
- AST & VDM
  - NWC requirements
  - Capex requirements (Group Capex: max €1.4 bn)
- NWC increase Steel USA (compensation payment in CF from divestments)
- Higher sales growth

* adjusted for F/X and portfolio changes

Agenda

Improving Group Orders YTD

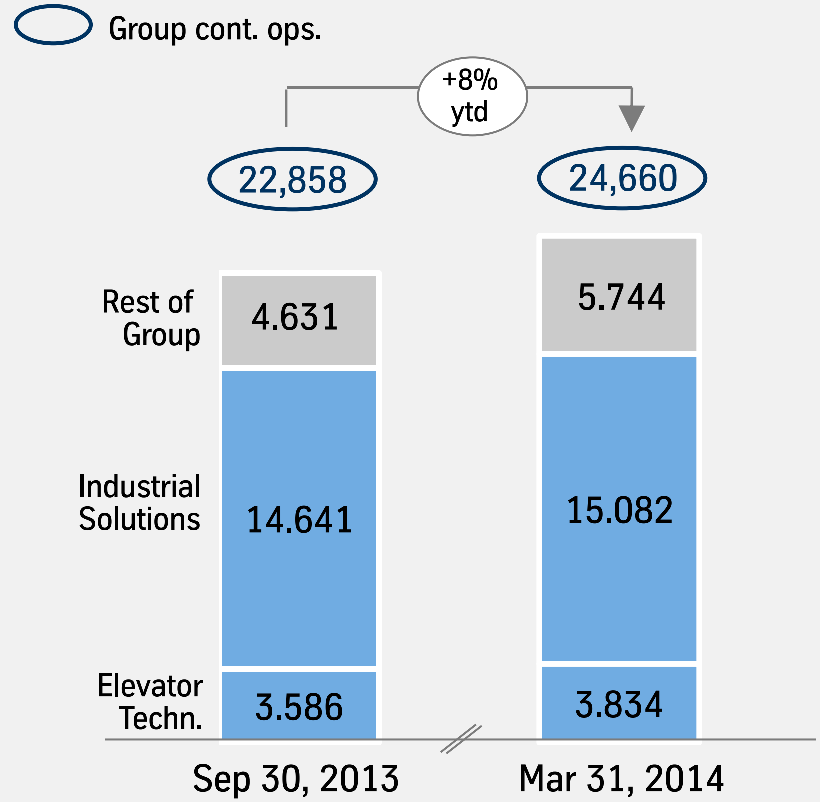
Order intake – continuing operations (million €)



- CT: stronger auto markets and recovery of wind energy
- ET: growth mainly from China (NI) and the US
- IS: relatively stable on high level

* adjusted for F/X and portfolio changes

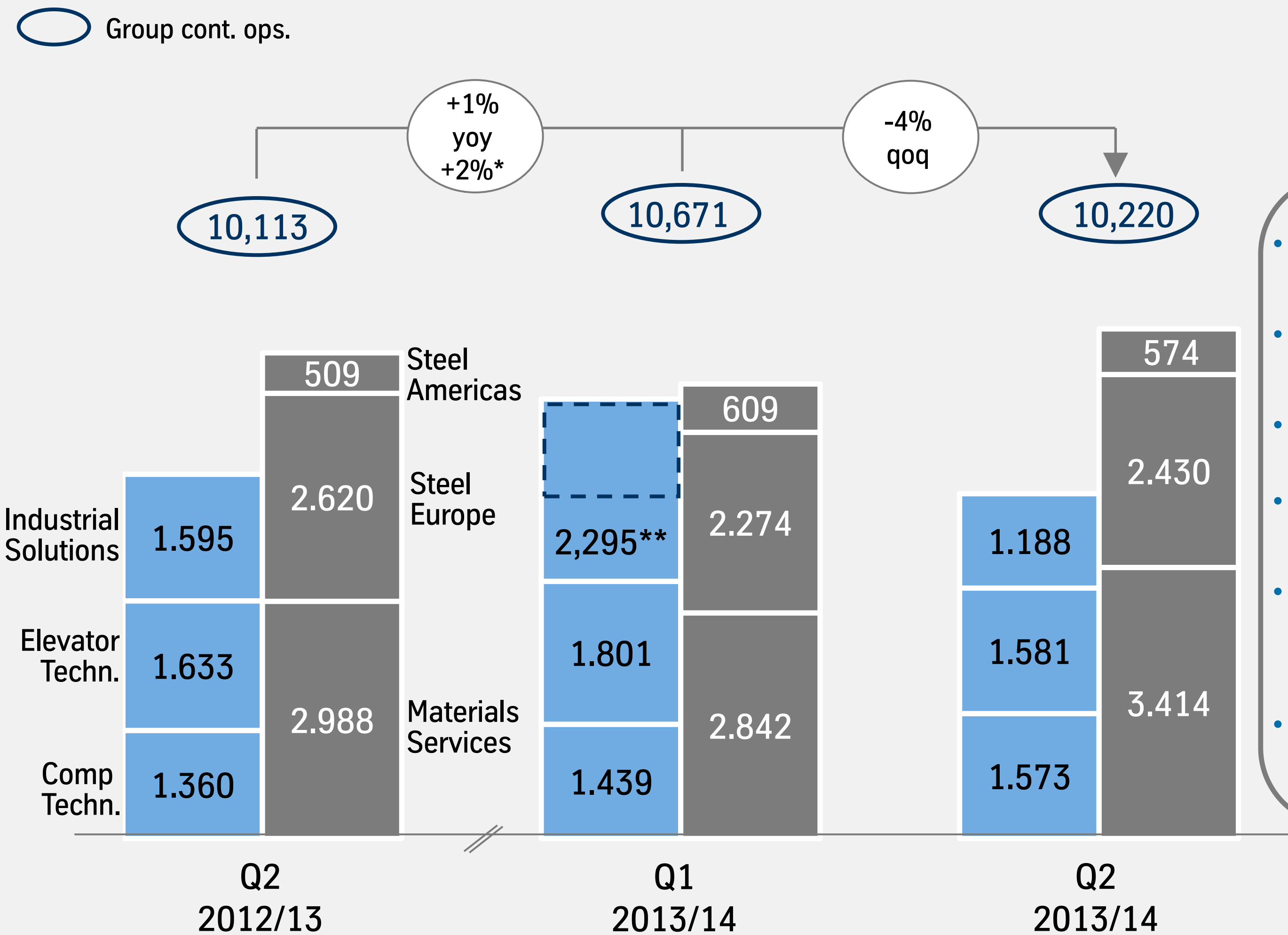
Order backlog – continuing operations (million €)



- ET: order book supported by record orders in H1
- IS: high order backlog driven by big ticket at Marine, fertilizer & cement projects

Volume Improvements Drive Order Intake at Components and Materials

Order intake – continuing operations (million €)



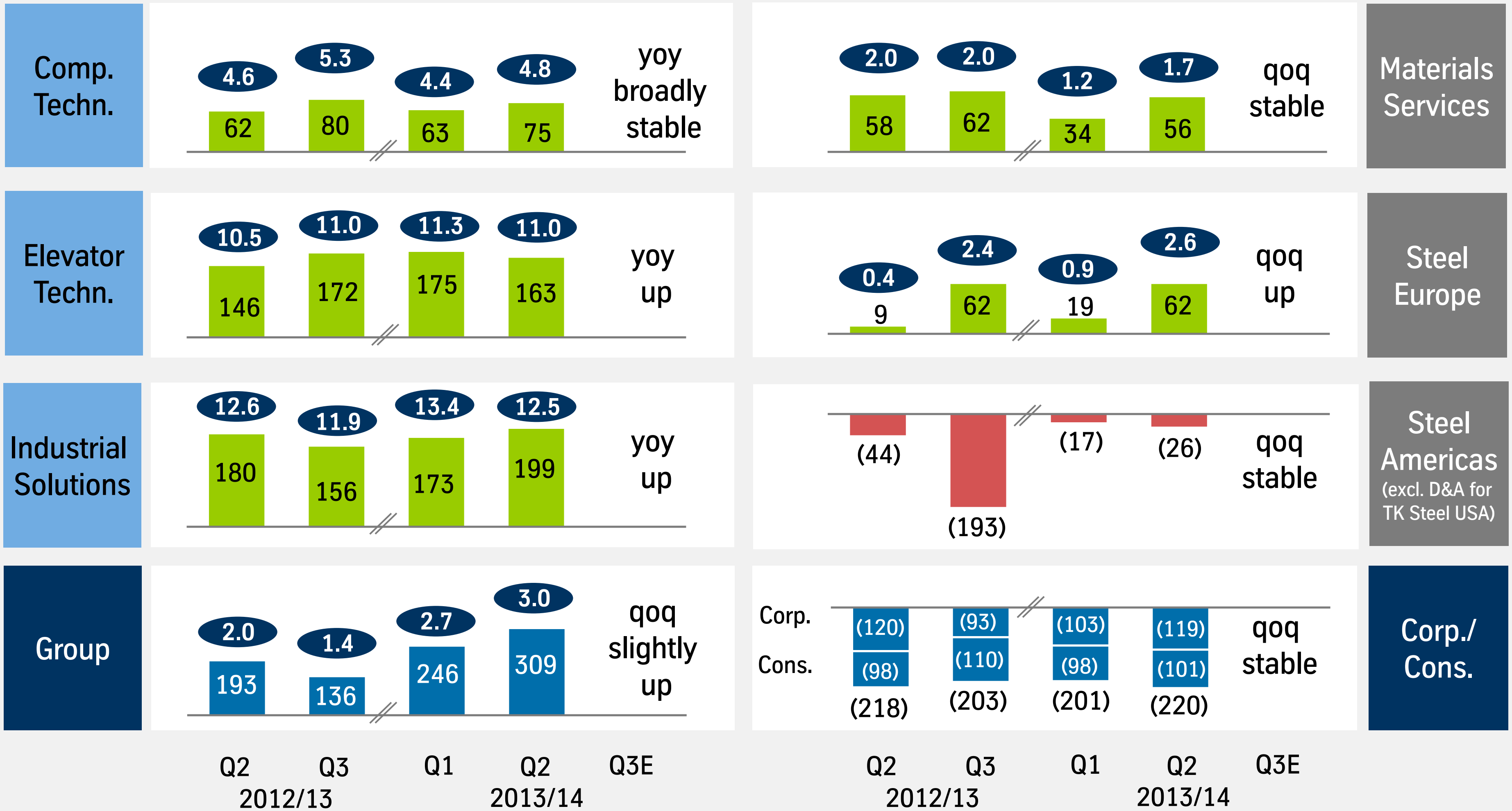
- CT: yoy recovery of European auto
- ET: yoy currency; qoq mainly seasonality effects
- IS: qoq big ticket effect

- MX: yoy and qoq higher volumes
- SE: yoy mainly divestment related lower; qoq seasonally higher volumes
- AM: yoy positive price; qoq slightly lower volumes

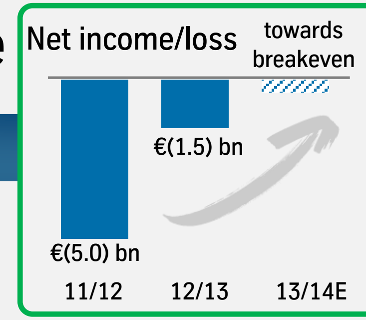
* adjusted for F/X and portfolio changes
** big ticket order

Earnings Improvement to Continue into H2

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

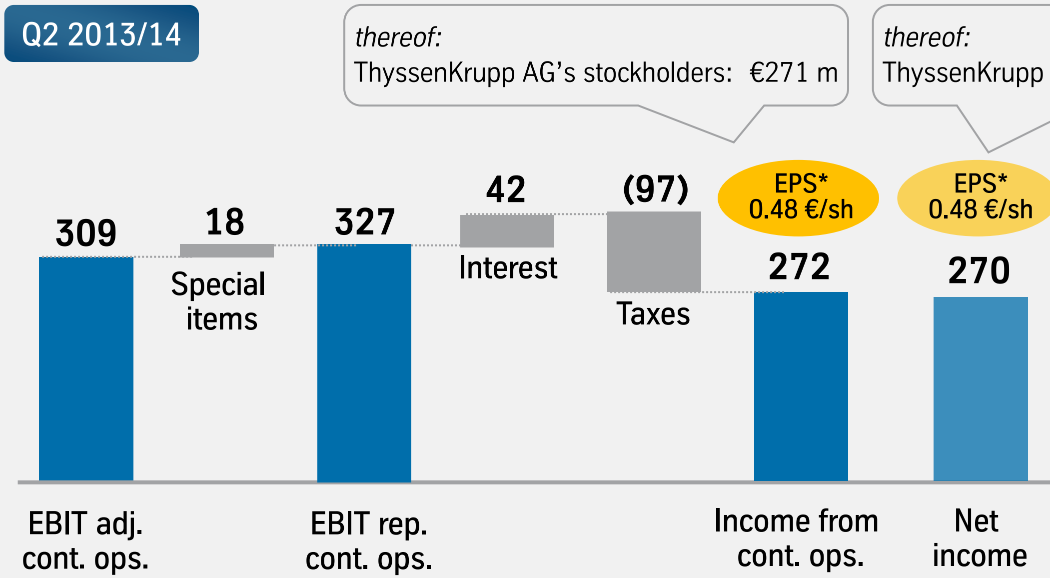


Return to Positive NI in Q2 Well in Line With Targeted Profile

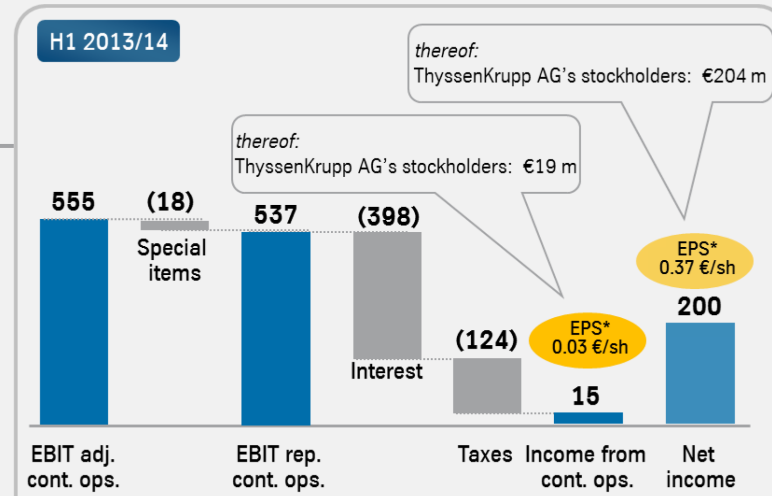


Net income reconciliation (million €)

Q2 2013/14



* attributable to ThyssenKrupp AG's stockholders



* attributable to ThyssenKrupp AG's stockholders

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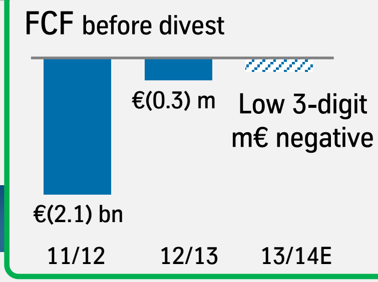
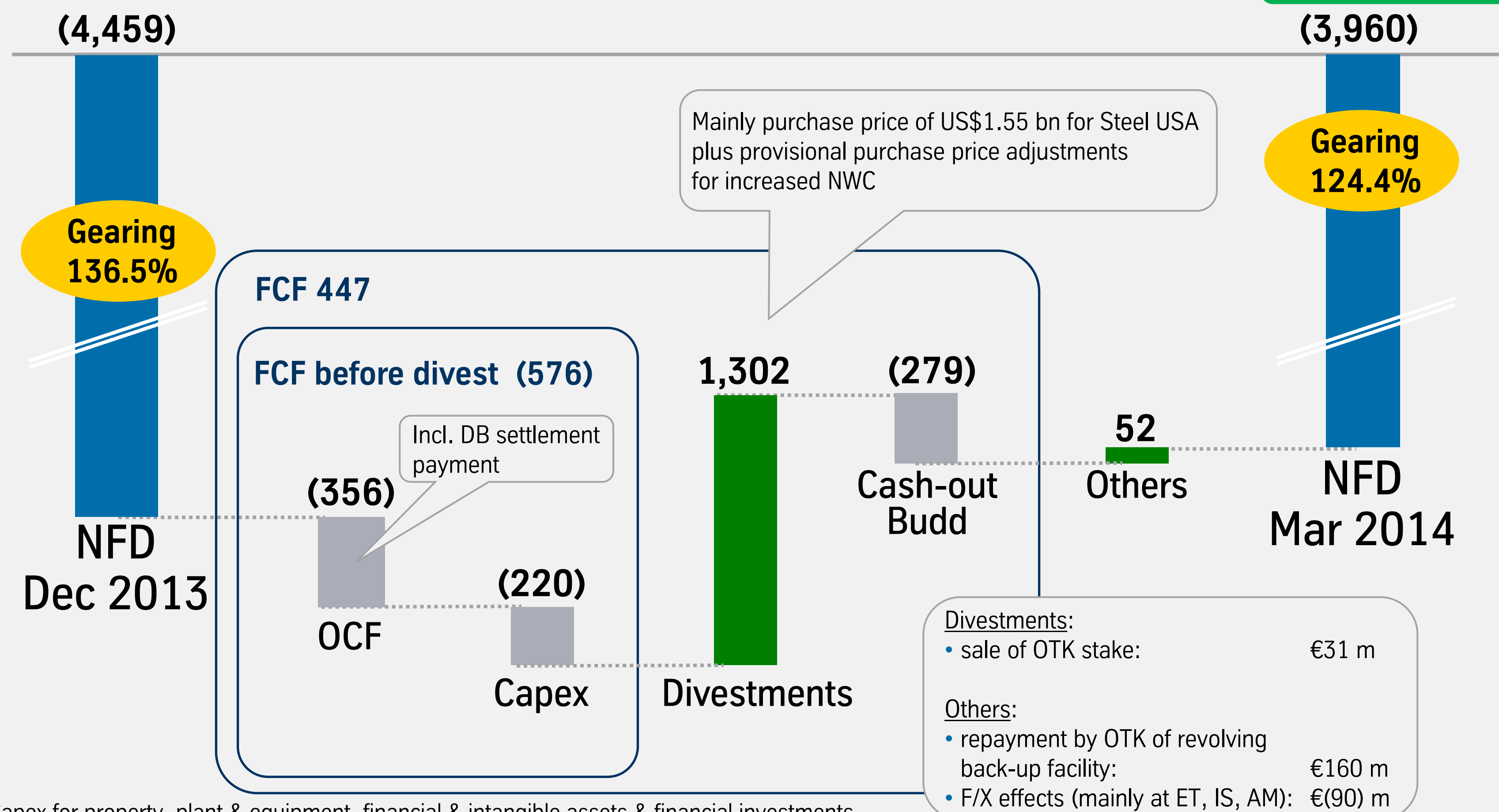
M&A More Than Compensating Legacy Cash-Out and NWC Requirements



Q2 2013/14 (million €)



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

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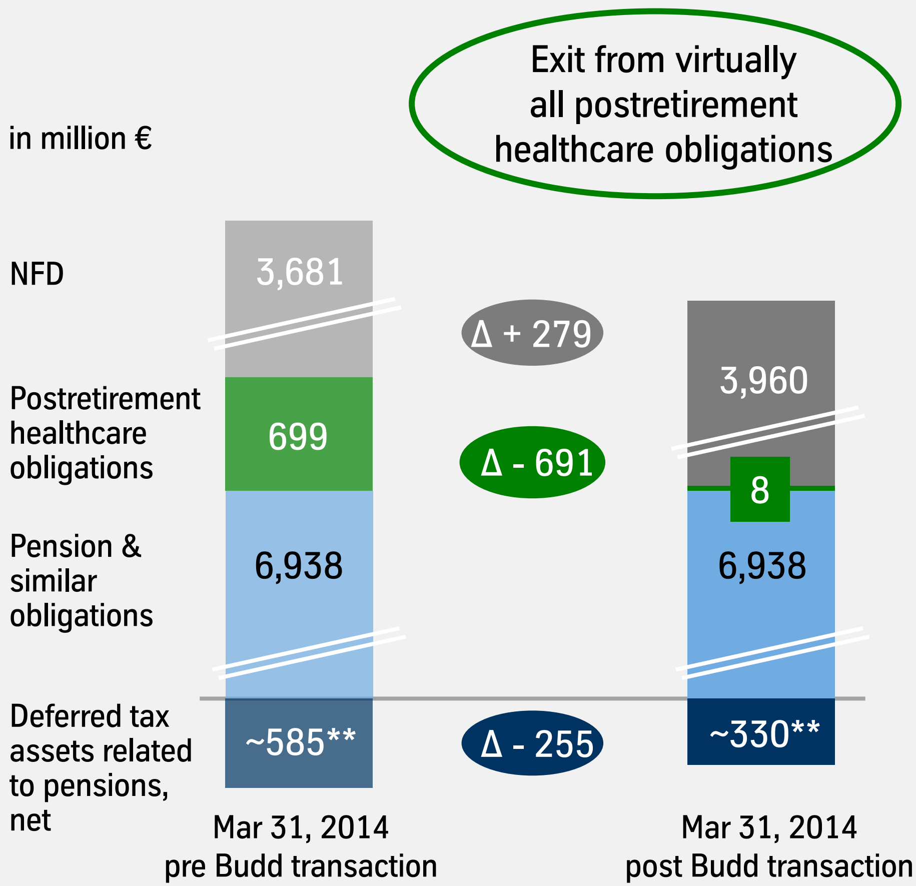
Balance Sheet Restructuring and Future Savings by Budd Chapter 11

Voluntary request by The Budd Company (pure shell company of former US auto activities) for Chapter 11 leading to deconsolidation as of March 31, 2014:



+

Exit from virtually all annual

- net periodic postretirement cost: €27 m*
- cash payments: €34 m*

* as of FY 2012/13

+

Increase in equity: €177 m

** only available on FY basis

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Value Upside from Performance & De-Risking

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

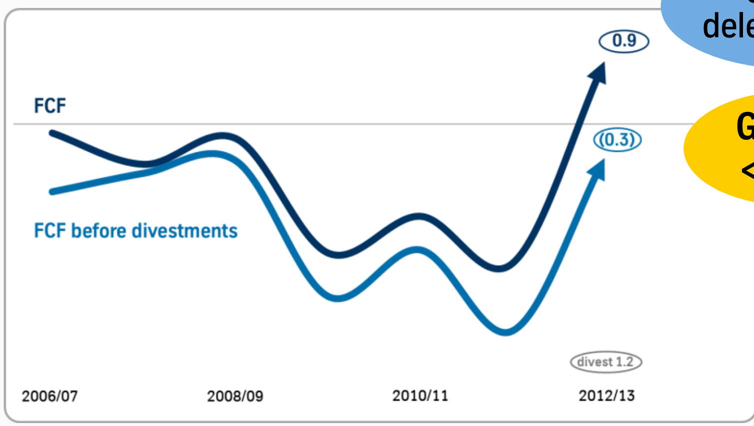
Value Upside

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

Back to FCF generation

Significant deleveraging

Gearing <100%



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

ET
- close margin gap to peers
  - while leverage growth opportunities

IS
- leverage growth opportunities
  - while maintain 2-digit EBIT margins*

MX
- return to previous margin levels
  - performance measures
  - specialization & processing
- AST & VDM: finalizing industrial concept by summer

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

AM
- EBITDA adj. ~breakeven in FY 13/14
- BCF ~breakeven during FY 14/15

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

* incl. notional interest credit from excess prepayment

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Financial Calendar – FY 2013/14

○ **June**	**Roadshows**	
	London (2nd), Warsaw (10th)	
	Conferences	
	Deutsche Bank Global Industrials and Basic Materials Conference, Chicago (4th-5th)	
	Deutsche Bank German, Swiss & Austrian Conference 2014, Berlin (12th-13th)	
○ **August**	**Conference Call Q3 2013/14 (14th)**	

Contact Details
ThyssenKrupp Investor Relations

<u>Phone numbers</u>	+49 201-844-
Dr. Claus Ehrenbeck Head of Investor Relations	-536464
Christian Schulte IR Manager (Deputy Head)	-536966
Rainer Hecker IR Manager	-538830
Sabine Sawazki IR Manager	-536420
Klaudia Kelch IR Manager	-538371

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

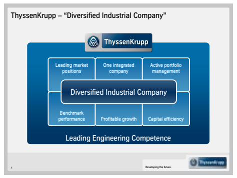
Agenda

- Appendix

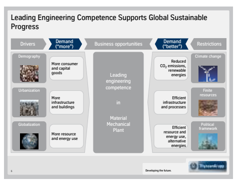
ThyssenKrupp – Strategic Way Forward

Company Positioning

Diversified Industrial Company



More & Better



Portfolio Optimization

Closed ✓

- Auto Systems Brazil
- Civil Shipbuilding
- Construction
- Inoxum
- Metal Forming
- Tailored Blanks
- TK Steel USA
- Waupaca
- Xervon

Change Management

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

Performance Orientation

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

Achieve Change @ TK

Financial Stability

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

Strategic Push

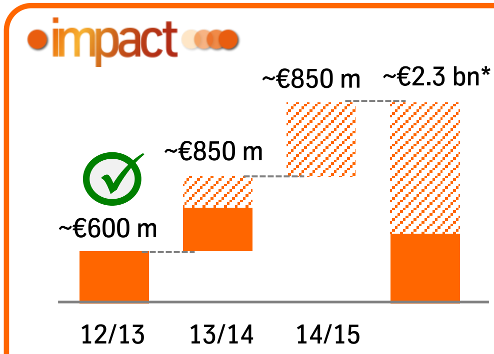
- Inorganic growth: Acquisitions
- Organic growth: Expand market position
- Strengthen R&D

impact

SWF: Progress in Change, Performance and Financial Situation

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 → -33% → 4
- New Executive Board Member for Legal Affairs & Compliance
- Less Corporate and Service Functions — 26 → -35% → 17
  6 with new management
- New and less BA Executives — 32 → -44% → 18
  12 new BA Executives

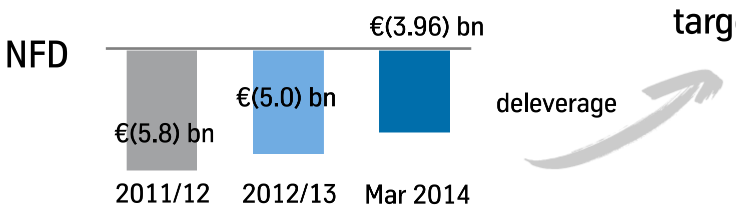


* incl. ~€300 m from TK CSA

- ~€490 m and >50% of cost savings targeted in FY 2013/14 achieved in H1

Capital structure & financing supported by:

- Portfolio Optimization
- Performance Orientation



Gearing <100% targeted

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ThyssenKrupp – Continuing Operations (incl. Steel Americas, excl. AST and VDM)

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FY 2012/13: Sales €38.6 bn • EBIT adj. €586 m • Employees 156,856

Components Technology

Sales: €5.7 bn
EBIT adj.: €240 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

€6.2 bn
€675 m

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

Industrial Solutions

€5.6 bn
€640 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

€11.7 bn
€236 m

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

Steel Europe

€9.6 bn
€143 m

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

Steel Americas

€1.9 bn
€(495) m

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

Closed Feb. 26, 2014

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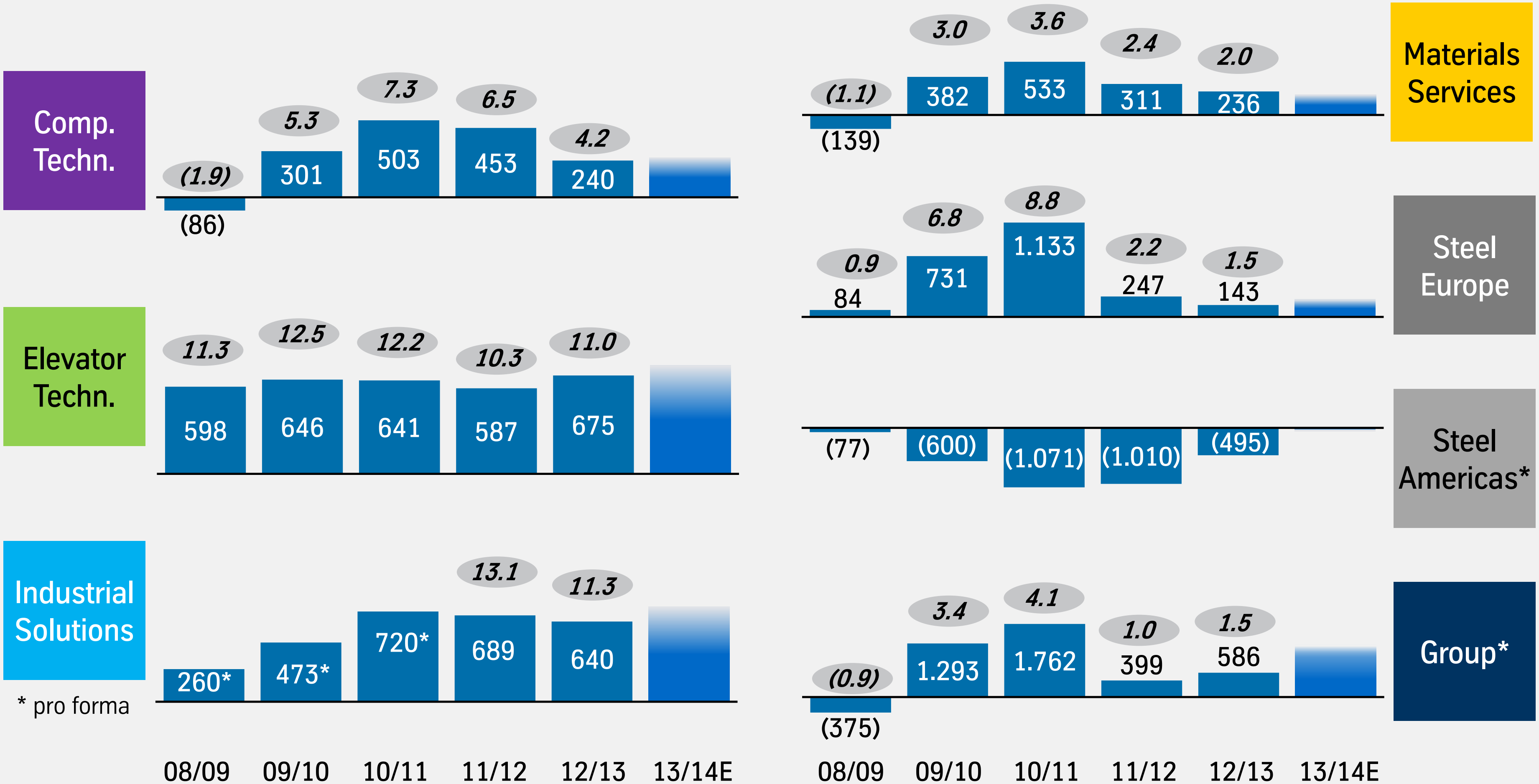
5 Year Performance Track Record and Outlook

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



EBIT adjusted from continuing operations excluding Inoxum, incl. notional interest credit from excess prepayment (mainly ET, IS) deducted in Group consolidation line

* 2012/13 excluding D&A for Steel USA

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Systematic Benchmarking Aiming at Best-in-Class Operations

Selected Peers / Relevant Peer Segments

Components Technology

- Chassis & Powertrain:
  Continental; NSK (JPN); TRW (USA)
- Industry:
  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

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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

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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 

Structure and Elements of ThyssenKrupp Compliance Program

Compliance Culture

- Tone from the Top
- Compliance Commitment
- Compliance Responsibility

Integrate Compliance in business processes

Inform & Advise
- Group Policy Statements/ Guidance Notes
- Training
- Advisory

Identify
- Risk analysis
- Compliance audits
- Whistleblowing
- Ombudsman

Report & Act
- Corrective actions
- Sanctions for violations
- Reporting

Compliance Organization

Key Financials (I)

Cont. Ops.
(incl. Steel Americas with Steel USA until Feb 26, 2014)

		2012/13					2013/14	
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2
Order intake	€m	10,063	10,113	9,401	9,059	**38,636**	10,671	10,220
Sales	€m	9,189	9,540	9,920	9,910	**38,559**	9,109	10,295
EBITDA	€m	369	226	356	204	**1,154**	468	598
EBITDA adjusted	€m	380	465	408	416	**1,669**	505	580
EBIT	€m	94	(52)	33	(684)	**(609)**	210	327
EBIT adjusted	€m	104	193	136	153	**586**	246	309
EBT	€m	(76)	(243)	(205)	(1,182)	**(1,706)**	(230)	369
EBT adjusted	€m	(66)	2	(102)	(346)	**(512)**	(194)	351
Net income	€m	(77)	(129)	(429)	(995)	**(1,629)**	(257)	272
attrib. to TK AG stockh.	€m	(63)	(131)	(398)	(898)	**(1,490)**	(252)	271
Earnings per share*	€	(0.13)	(0.25)	(0.77)	(1.75)	**(2.90)**	(0.45)	0.48

* attributable to ThyssenKrupp AG's stockholders

Key Financials (II)

Cont. Ops.
(incl. Steel Americas with Steel USA until Feb 26, 2014)

		2012/13					2013/14	
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2
TK Value Added**	€m					**(1,865)**		
Ø Capital Employed**	€m	18,045	16,607	15,566	14,827	**14,827**	12,187	12,732
Goodwill**	€m					**3,493**		
Capital expenditures*	€m	334	287	239	453	**1,313**	232	220
Depreciation/amort.	€m	281	282	328	1,171	**2,062**	263	276
Business cash flow	€m	(147)	190	421	8	**472**	30	(279)
Cash flow from divestm.	€m	934	50	45	192	**1,221**	23	1,023
Cash flow from investm.	€m	(334)	(287)	(239)	(453)	**(1,313)**	(232)	(220)
Free cash flow	€m	654	(75)	224	86	**889**	(62)	447
FCF before divest	€m	(280)	(125)	179	(106)	**(332)**	(85)	(576)
Cash and cash equivalents** (incl. short-term securities)	€m	4,276	4,738	3,731	3,833	**3,833**	4,076	5,045
Net financial debt**	€m	5,205	5,298	5,326	5,038	**5,038**	4,459	3,960
Equity	€m	4,266	4,247	3,573	2,512	**2,512**	3,266	3,183
Employees		154,850	155,473	155,551	156,856	**156,856**	156,633	160,786

* incl. financial investments

** referring to Full Group

BCF (Business Cash Flow) = FCF before interest, tax and divestments = EBITDA +/- Δ NWC – Capex +/- Other

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Key Financials

Full Group
(incl. Inoxum in Q1 12/13 and subsequent effects from loan note vs. asset swap in 13/14)

		2012/13					2013/14	
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2
Order intake	€m	11,202	10,113	9,401	9,059	**39,774**	10,671	10,220
Sales	€m	10,412	9,540	9,920	9,910	**39,782**	9,109	10,295
EBITDA	€m	443	223	356	190	**1,212**	655	596
EBITDA adjusted	€m	310	463	411	415	**1,600**	505	580
EBIT	€m	166	(53)	33	(698)	**(552)**	397	325
EBIT adjusted	€m	35	191	139	152	**517**	246	309
EBT	€m	(12)	(242)	(202)	(1,193)	**(1,649)**	(43)	367
EBT adjusted	€m	(143)	3	(96)	(343)	**(579)**	(194)	351
Net income	€m	(18)	(127)	(426)	(1,006)	**(1,576)**	(70)	270
attrib. to TK AG stockh.	€m	(3)	(129)	(395)	(909)	**(1,436)**	(65)	269
Earnings per share*	€	(0.01)	(0.25)	(0.76)	(1.77)	**(2.79)**	(0.11)	0.48

* attributable to ThyssenKrupp AG's stockholders

Special Items

Business Area (million €)		2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	2012/13 FY	2013/14 Q1	2013/14 Q2
CT	Impairment			(37)	(7)	**(44)**		
	Disposal effect		3	1		**4**		
	Restructuring	1	(1)	(2)	(30)	**(32)**	(7)	
	Impairment							(8)
	Others						(1)	
ET	Asset disposals						(1)	
	Impairment	1	(4)		(11)	**(14)**		
	Restructuring		(9)	(17)	(23)	**(49)**	(41)	(4)
	Others	1			(2)	**(1)**		
IS	Impairment				2	**2**		
	Restructuring	1			(10)	**(9)**		(4)
	Others		18	1	6	**25**		
MX	Disposal effect		(4)	8	(3)	**1**	10	
	Impairment			(14)	2	**(12)**		
	Rail cartel case		(207)			**(207)**		
	Restructuring	(3)		(3)	(8)	**(14)**		(17)
	Others	(1)	(4)	(2)	(3)	**(10)**	(1)	(2)
SE	Asset disposals	(1)			110	**110**		
	Impairment				(22)	**(22)**	1	1
	Restructuring		(20)	(37)	(71)	**(128)**		(14)
	Others			(10)	(31)	**(41)**		3
AM	Asset disposals				(5)	**(5)**		141
	Impairment				(586)	**(586)**		
	Others				(94)	**(94)**	18	2
Corp.	Disposal effect			(1)	(7)	**(8)**	(11)	(77)
	Impairment		(1)		(2)	**(3)**		
	Restructuring			(1)	(37)	**(38)**	(2)	(3)
	Others	(15)	(19)	12	(5)	**(27)**	(1)	
Consolidation		6		(1)	1	**7**		
Continuing operations		**(10)**	**(245)**	**(103)**	**(836)**	**(1,194)**	**(36)**	**18**
Discontinued operations		141	0	(2)	(14)	125	187	(2)
Group (incl. discontinued operations)		**131**	**(244)**	**(105)**	**(850)**	**(1,069)**	**151**	**16**

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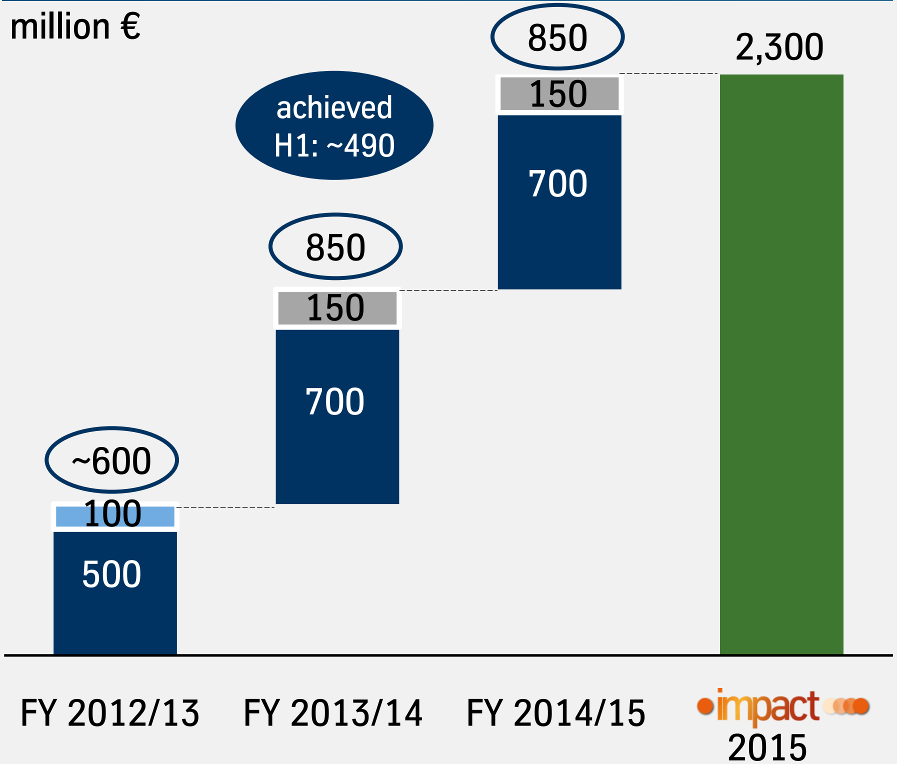
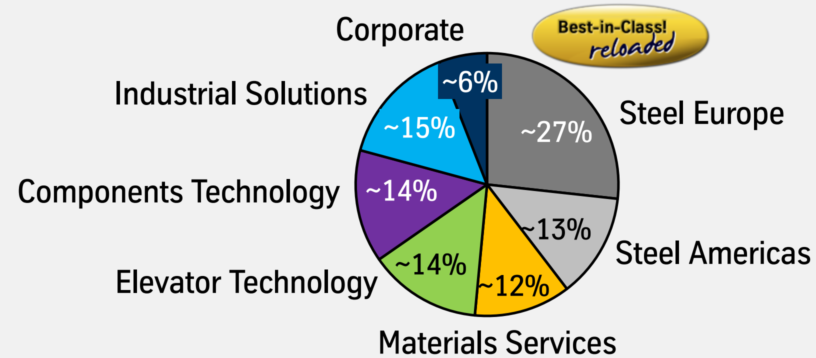
Sustainable Efficiency Gains to Support EBIT Target FY 2013/14 and Mid-Term Upside

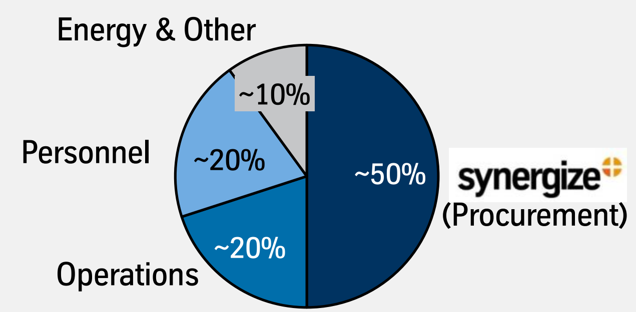
Ramp-up Efficiency Gains impact 2015



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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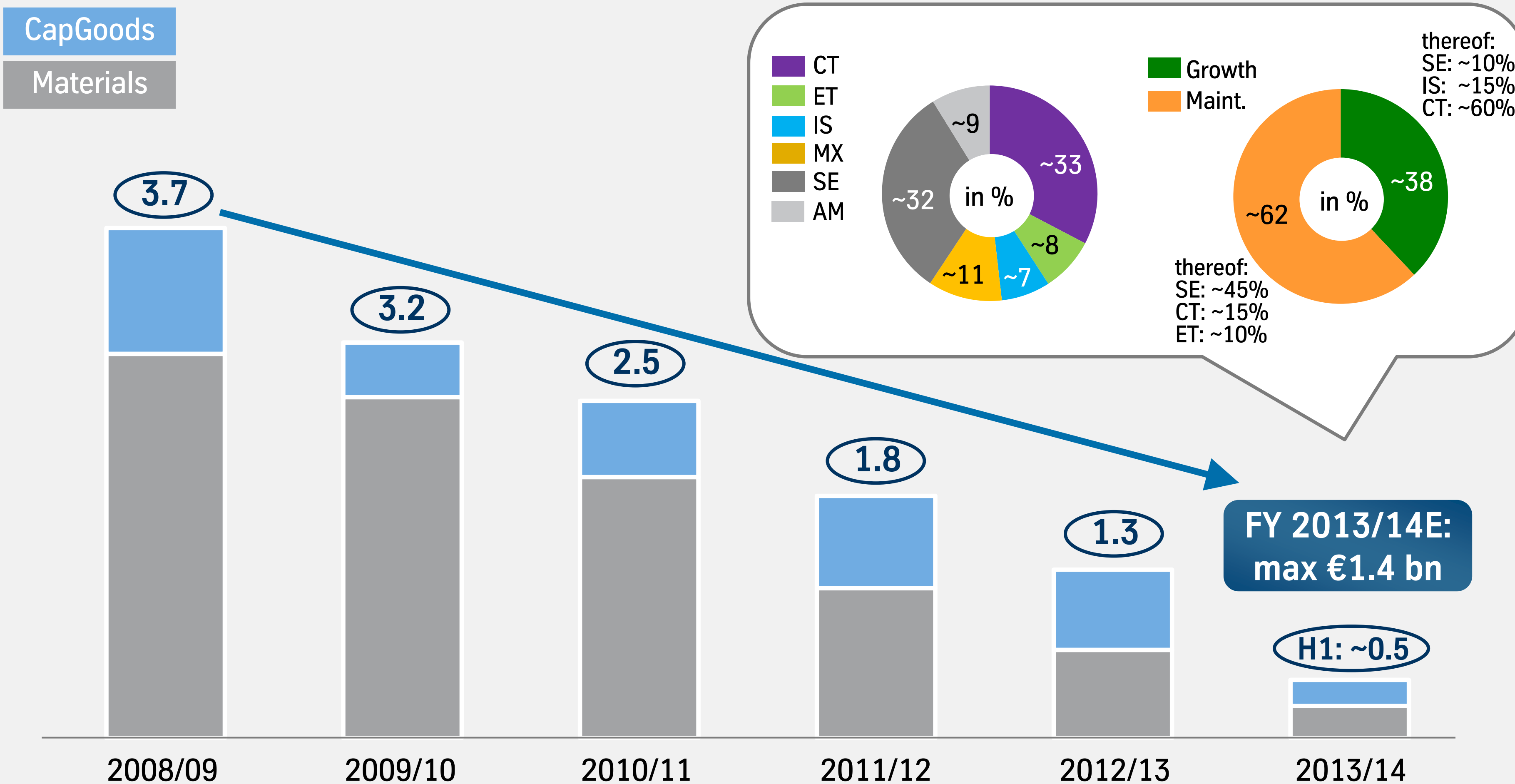
Improving Capex Allocation Geared to CapGoods Businesses

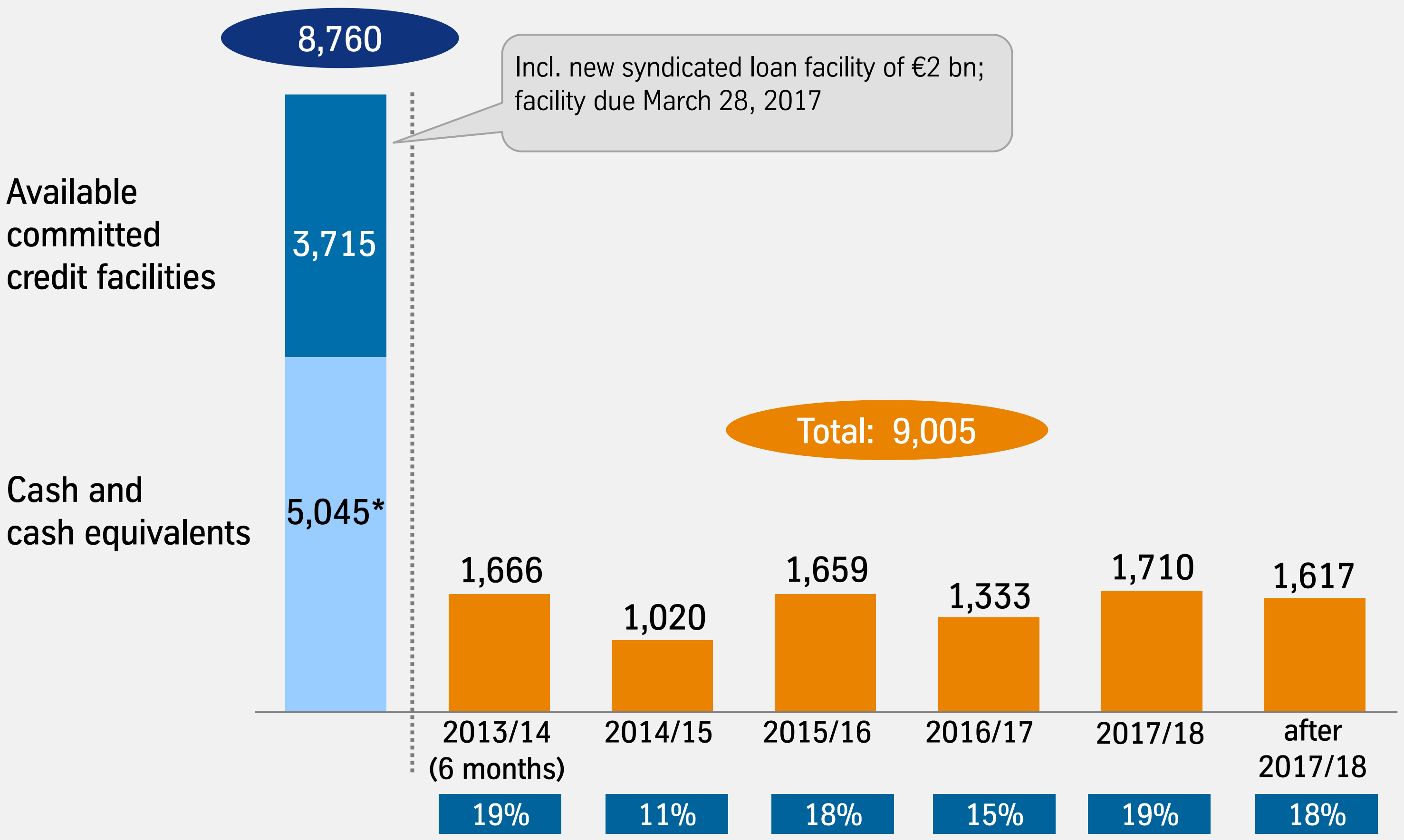
Cash flows from investing activities incl. Steel Americas (billion €)



FY 2013/14E: max €1.4 bn

Solid Financial Situation

Liquidity analysis and maturity profile of gross financial debt as of March 31, 2014 (million €)

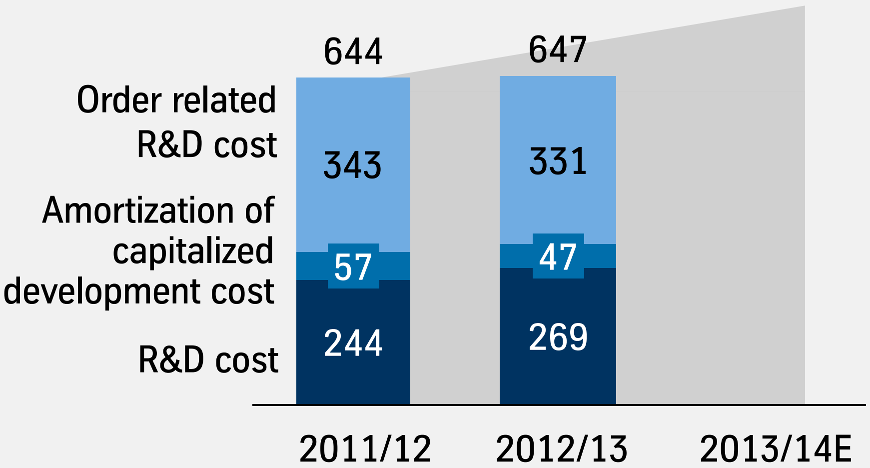


* incl. securities of €6 m

Change in Innovation Ambition

R&D expenses TK Group

Further increase by all Business Areas planned

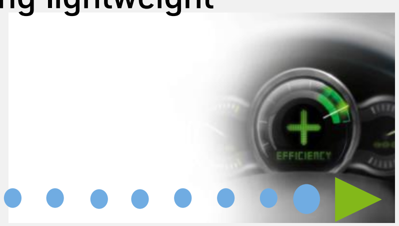


R&D and innovation characterized by ambition for sustainable technological differentiation

Note: Group w/o Inoxum increased R&D expenses by €20 m or 3.2%

The InCar® *plus* Project 2013/2014

- Highlights:
  - 30 projects with more than 40 individual solutions
  - Green, cost-competitive, lightweight, high-performing
  - **Body:** Innovative steel technologies for economical lightweight design
  - **Powertrain:** Optimized internal combustion engines and efficient electric drives for the mobility of tomorrow
  - **Chassis & Steering:** Comfort and safety – performance driver for more functionality, while retaining lightweight design targets



Start: Oct 2011 **End: Sep 2014** Results as of fall 2014

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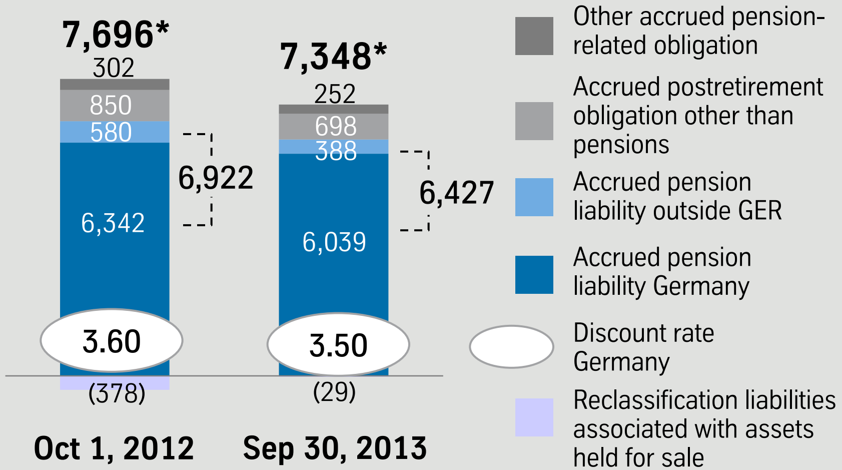
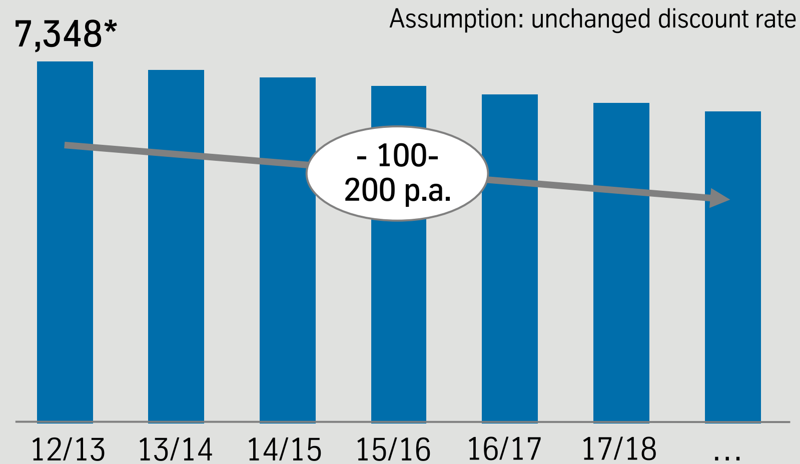
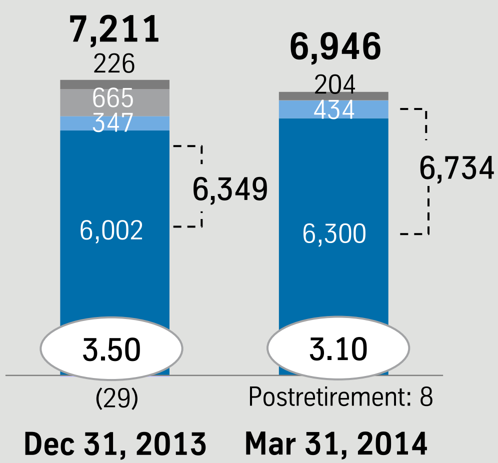
Accrued Pension and Similar Obligations

Accrued pension and similar obligations (in €m)



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



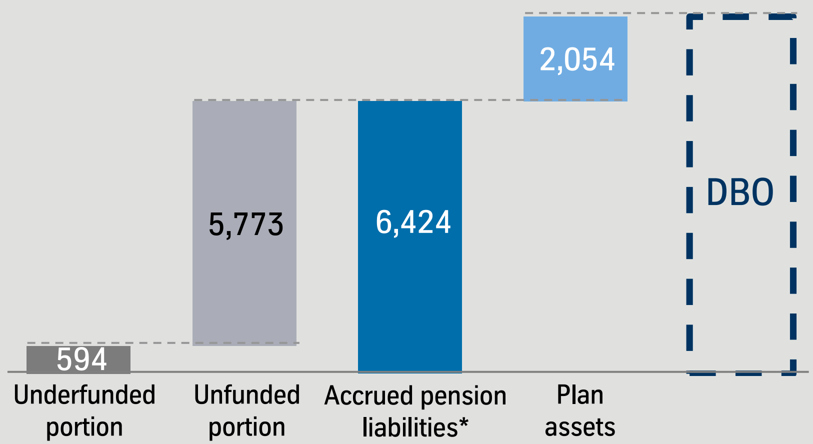


- "Patient" long-term debt, no immediate redemption in one go
- Interest cost independent of ratings, covenants etc.
- German discount rate aligned to interest rate for AA-rated corporate bonds and discounts rate of other German companies
- Yoy decrease in accrued pension liability mainly driven by increased discount rate outside Germany and divestment of Inoxum
- Qoq increase in accrued pension liability due to lower discount rate overcompensated by removal of virtually all postretirement obligations in connection with deconsolidation of The Budd Company
- Number of plan participants steadily decreasing
- 66% of obligations owed to retired employees, average age ~75 years

* Figures have been adjusted due to the adoption of IAS 19R

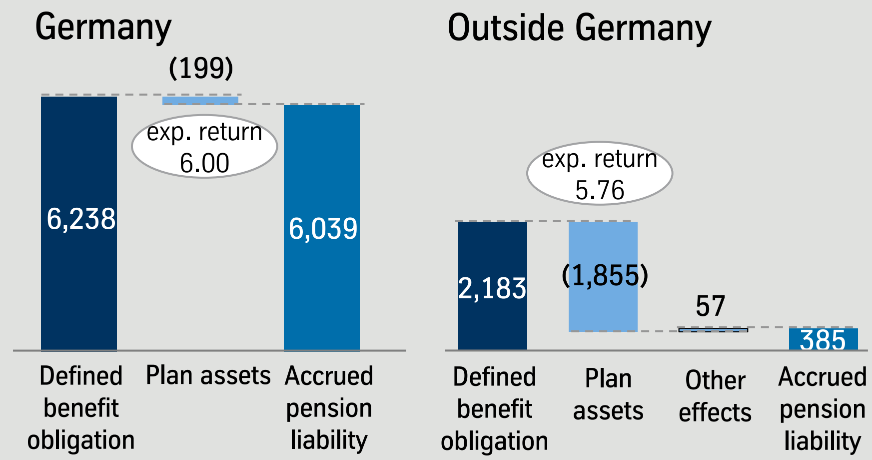
Majority of Pension Plans in Germany

Funded status of defined benefit obligation
(FY 2012/13, in €m)



* incl. other effects of €57 m

Development of accrued pension liabilities
(FY 2012/13, 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 (~37%) and UK (~30%)
- Plan asset classes include national and international stocks, fixed income, government and non-government securities and real estate

Accrued pension liability and accrued postretirement obligation other than pensions referring to defined benefit plans

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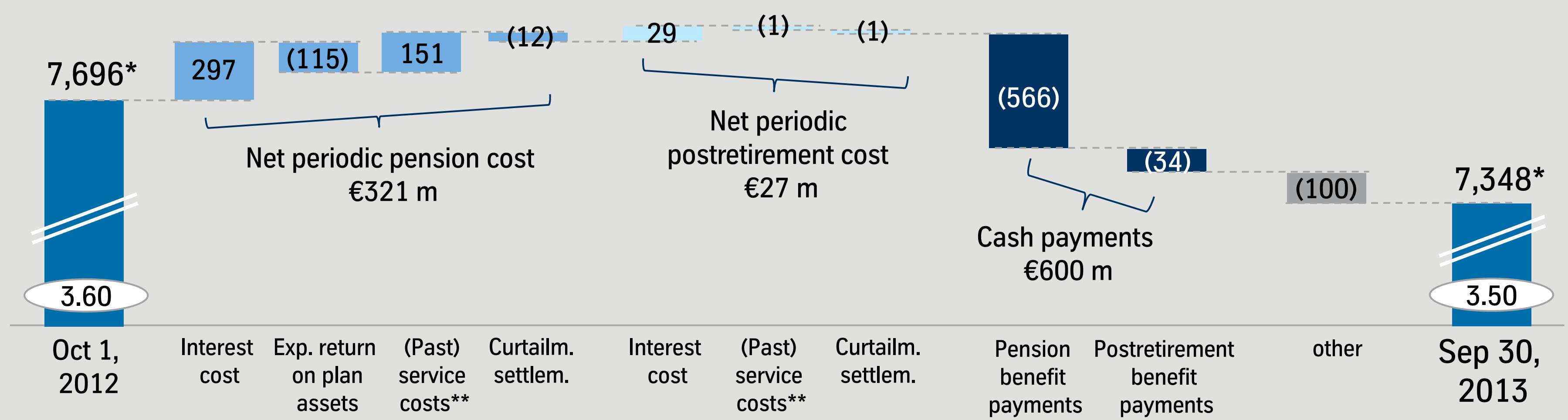
Mature Pension Schemes: Benefit Payments Higher Than Costs

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



German discount rate * adjusted to reflect IAS 19R adjustments ** and other P&L effects including termination benefits

	Interest cost	Exp. return on plan assets	(Past) service costs**	Curtailm. settlem.	Interest cost	(Past) service costs**	Curtailm. settlem.	Pension benefit payments	Postretirement benefit payments	other
P&L[1]	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)

[1] additionally personnel expenses include €127 m net periodic pension cost for defined contribution plans
Accrued pension liability and accrued postretirement obligation other than pensions referring to defined benefit plans

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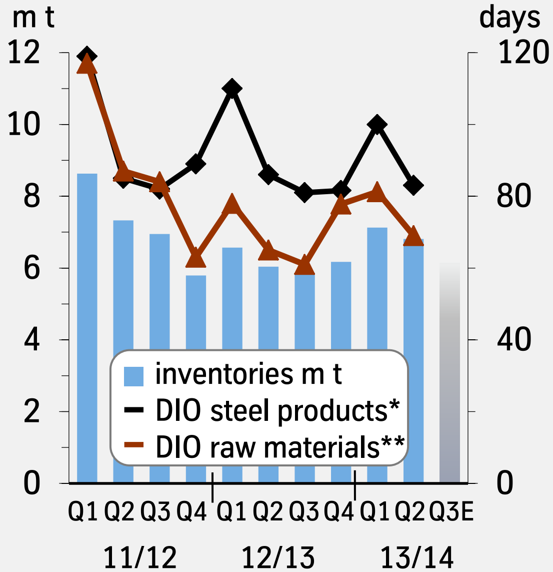
Continuing Tight Inventory Management at All Materials BAs

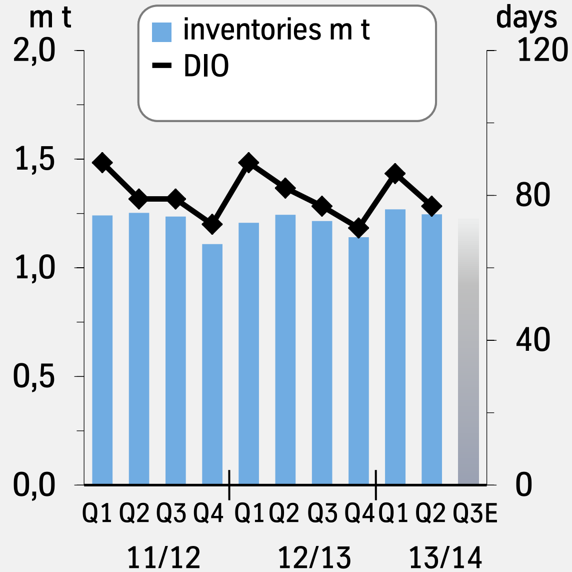
Steel Europe Inventories



- DIO raw materials decreased in Q2 due to lower stock of iron ore/ coking coal and higher crude steel production
- DIO steel production qoq decreased due to seasonally higher shipments
- Lower inventories in Q3E

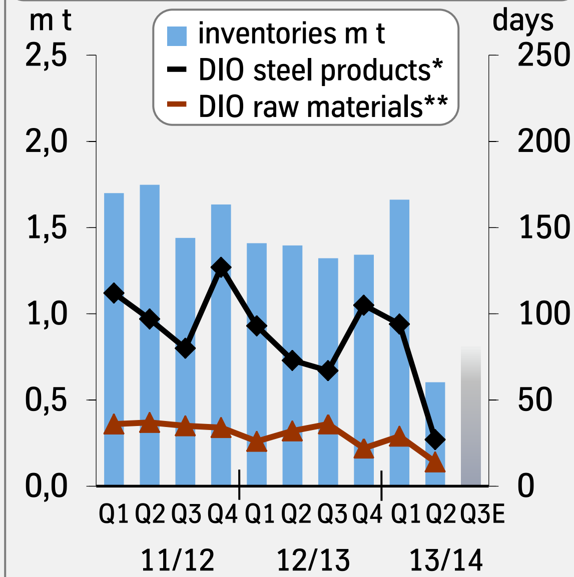
Materials Services Inventories

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



- Qoq seasonal slight decrease of inventories
- DIO broadly at same level (QoQ and YoY) expected in Q3E

Steel Americas Inventories



- Decrease DIO steel products in Q2 due to lower stock of finished goods (deconsolidation of TKS USA) but stable shipments***
- Decrease DIO raw materials related to reduction of inventory
- Stable inventories in Q3E

* 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)

*** Shipments structurally adjusted by TKS USA, thus only shipment of slabs in Q2 13/14

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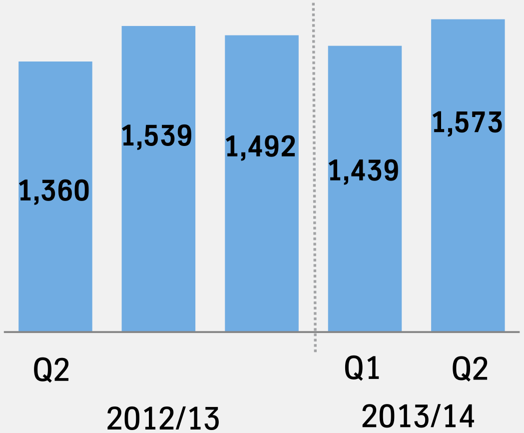
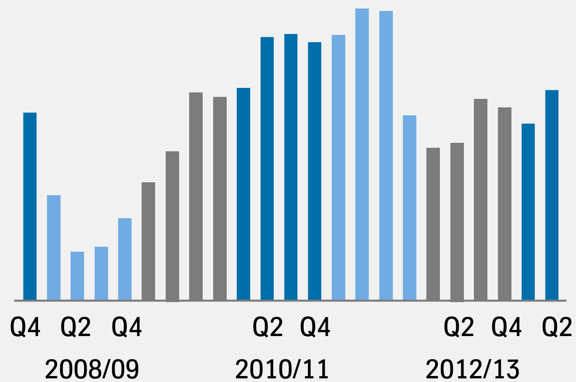
Components Technology – Q2 2013/14 Highlights

Order intake in €m

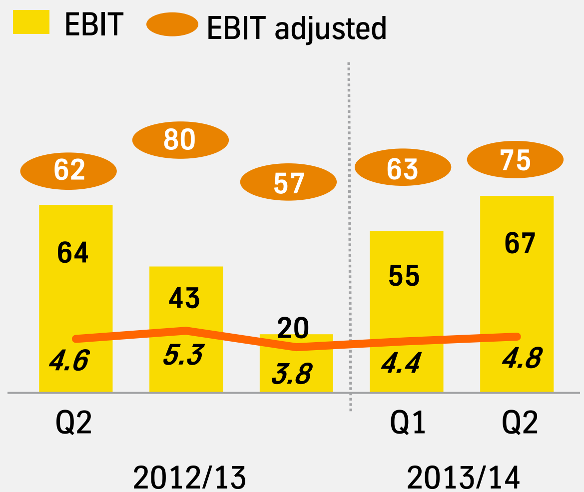


Quarterly order intake auto components

Q2 2013/14: qoq/yoy increased order intake driven by continuing high demand from the US and China

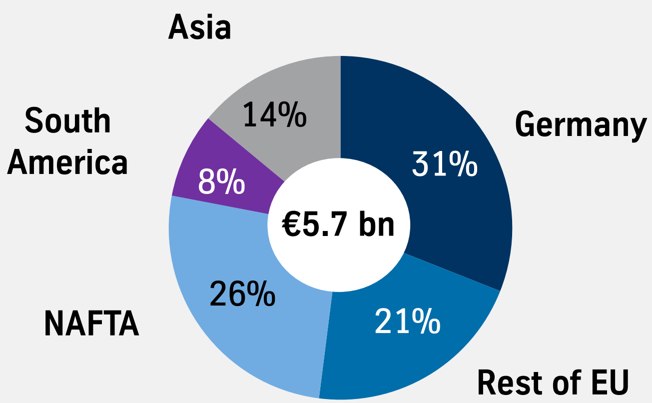


EBIT in €m; *EBIT adj. margin in %*



Restated figures due to reclassification of the former disposal group Berco

Sales by region – FY 2012/13



Current trading conditions

- Increasing order activity (+9% qoq, +16% yoy)
  - **Light vehicles**: continuing high demand from the US and China; stabilizing of European markets
  - **Trucks**: market at low level with first signs of recovery
  - **Industrial components**: further improving business activity for wind turbines (especially in China); construction equipment market still challenging
- EBIT adj. margin qoq and yoy up to 4.8% mainly benefitting from restructuring and efficiency measures

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Components Technology

Key figures

		2012/13					2013/14	
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2
Order intake	€m	1,324	1,360	1,539	1,492	**5,715**	1,439	1,573
Sales	€m	1,345	1,360	1,517	1,490	**5,712**	1,428	1,555
EBITDA	€m	108	130	145	95	**478**	120	136
EBITDA adjusted	€m	107	129	145	126	**506**	129	144
EBIT	€m	42	64	43	20	**168**	55	67
EBIT adjusted	€m	41	62	80	57	**240**	63	75
EBIT adj. margin	%	3.0	4.6	5.3	3.8	**4.2**	4.4	4.8
TK Value Added	€m					**(100)**		
Ø Capital Employed	€m	2,896	2,959	2,988	2,978	**2,978**	2,867	2,856
BCF	€m	(103)	(82)	102	161	**78**	(41)	1
CF from divestm.	€m	2	6	1	5	**14**	2	0
CF for investm.	€m	(124)	(85)	(77)	(103)	**(389)**	(65)	(73)
Employees		27,789	27,698	27,562	27,737	**27,737**	28,057	28,354

BCF (Business Cash Flow) = FCF before interest, tax and divestments
= EBITDA +/- Δ NWC – Capex +/- Other

Overview Business Area Components Technology

Eight Business Units in Three Clusters

Sales: €5,712 m; Employees: 27,737

CHASSIS
(~60% of sales)

STEERING

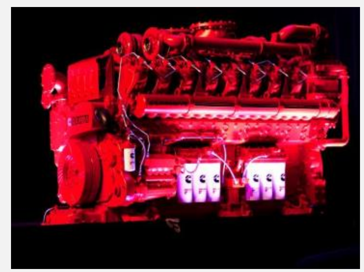
DAMPERS

SYSTEMS

SPRINGS & STABILIZERS

POWERTRAIN
(~20% of sales)

CAMSHAFTS



FORGED & MACHINED COMPONENTS

INDUSTRY
(~20% of sales)

BEARINGS

UNDERCARRIAGES

Note: Sales and employees as of FY 2012/13 and Sep 30, 2013

Future Customer Challenges Create Business Opportunities

Leveraging Technology Base and Global Presence

Future Challenges

- Demand
- Sustainability
- Functionality
- Glocalization
- Competition
- Product/ Technology

Strategic Actions Components Technology

Realign Footprint

- Explore market opportunities: Strong global presence, ongoing actions to optimize footprint
- Global footprint to ensure proximity to customers

Increase Performance

- Focus on process efficiency, highest quality standards and customer service
- Close cooperation leveraging entire Group
- BA- and Group-wide programs accelerate learning curve in all business units
- Cost efficiency and restructuring

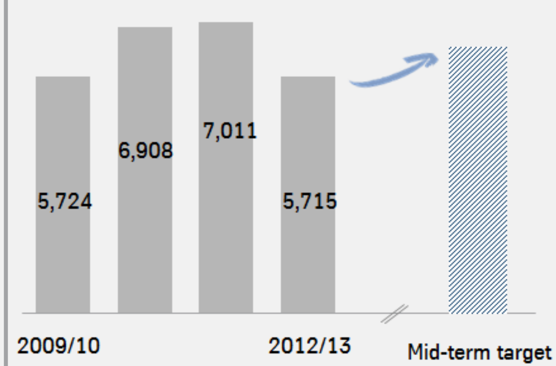
Differentiate

- Support environmental targets: Ongoing innovations for less weight and CO_2-reduction (e.g. cylinder head module)
- Strong R&D pipeline within our three business segments (e.g. InCar*plus* for automotive innovations)

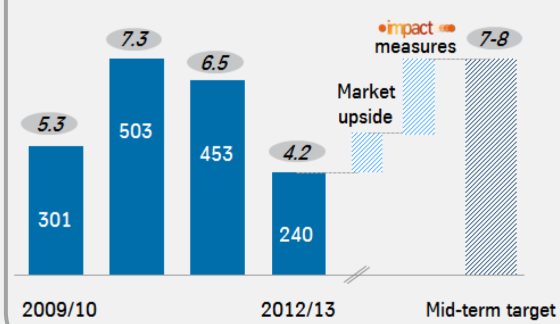
impact

Strongest Performance Lever

Sales (million €)



EBIT adj., ***EBIT adj. margin*** (million €, %)



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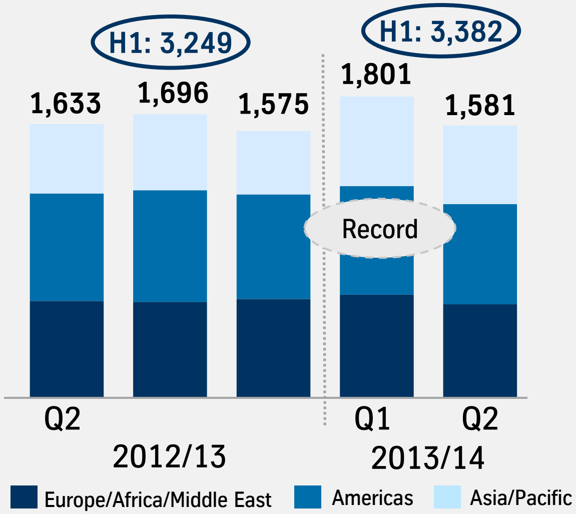
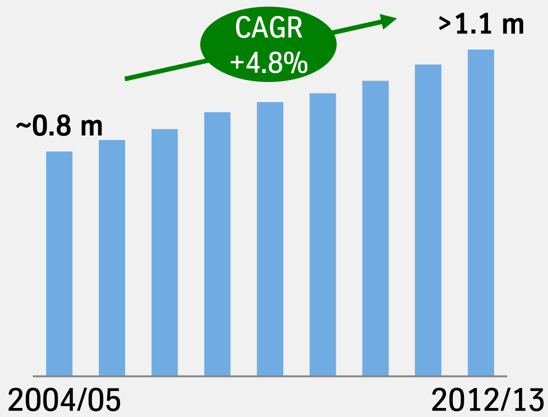
Elevator Technology – Q2 2013/14 Highlights

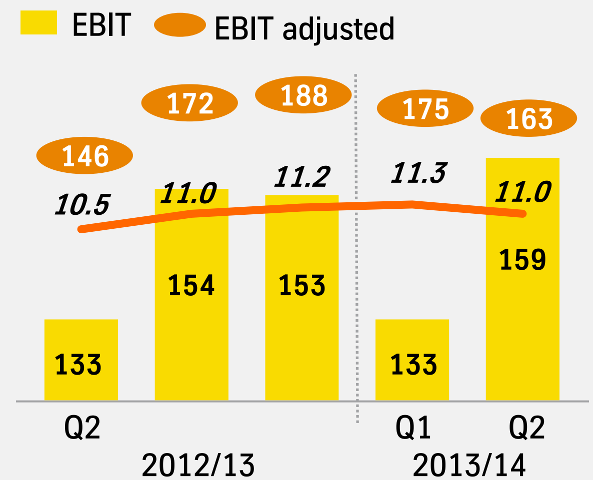
Order intake in €m



Units under Maintenance



EBIT in €m; *EBIT adj. margin in %*



Planned Test Tower in Rottweil, Germany

New test tower to foster innovations and certify elevators for mid and high-rise buildings before and while the buildings are being constructed, thus reducing installation times:

- High speed elevators (test speed up to 18 m/s)
- Energy efficient solutions

Test shafts: 9; Tower height: 244 m

Current trading conditions

- **Order backlog** with €3.8 bn remains on record level
- **Order intake** in Q2 impacted by seasonality and negative FX effects
  - **New installation:** strong demand from China, US and South Korea; Europe stable despite delays in larger projects; weak demand in Spain and France
  - **Modernization:** in line with expectations
  - **Maintenance:** service portfolio growing, but with continued price pressure
- **Margin improvements** reflect success of performance program (yoy); qoq margin impacted by seasonality

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Elevator Technology

Key figures

		2012/13					2013/14	
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2
Order intake	€m	1,616	1,633	1,696	1,575	**6,520**	1,801	1,581
Sales	€m	1,532	1,388	1,562	1,673	**6,155**	1,544	1,481
EBITDA	€m	190	159	179	176	**703**	152	177
EBITDA adjusted	€m	188	166	197	201	**753**	194	181
EBIT	€m	171	133	154	153	**611**	133	159
EBIT adjusted	€m	169	146	172	188	**675**	175	163
EBIT adj. margin	%	11.0	10.5	11.0	11.2	**11.0**	11.3	11.0
TK Value Added	€m					**423**		
Ø Capital Employed	€m	2,359	2,371	2,372	2,353	**2,353**	2,271	2,271
BCF	€m	74	257	203	118	**652**	51	230
CF from divestm.	€m	3	3	1	2	**9**	1	0
CF for investm.	€m	(23)	(20)	(25)	(76)	**(144)**	(14)	(19)
Employees		47,897	48,150	48,488	49,112	**49,112**	49,348	49,316

BCF (Business Cash Flow) = FCF before interest, tax and divestments
= EBITDA +/- Δ NWC – Capex +/- Other

Overview Business Area Elevator Technology

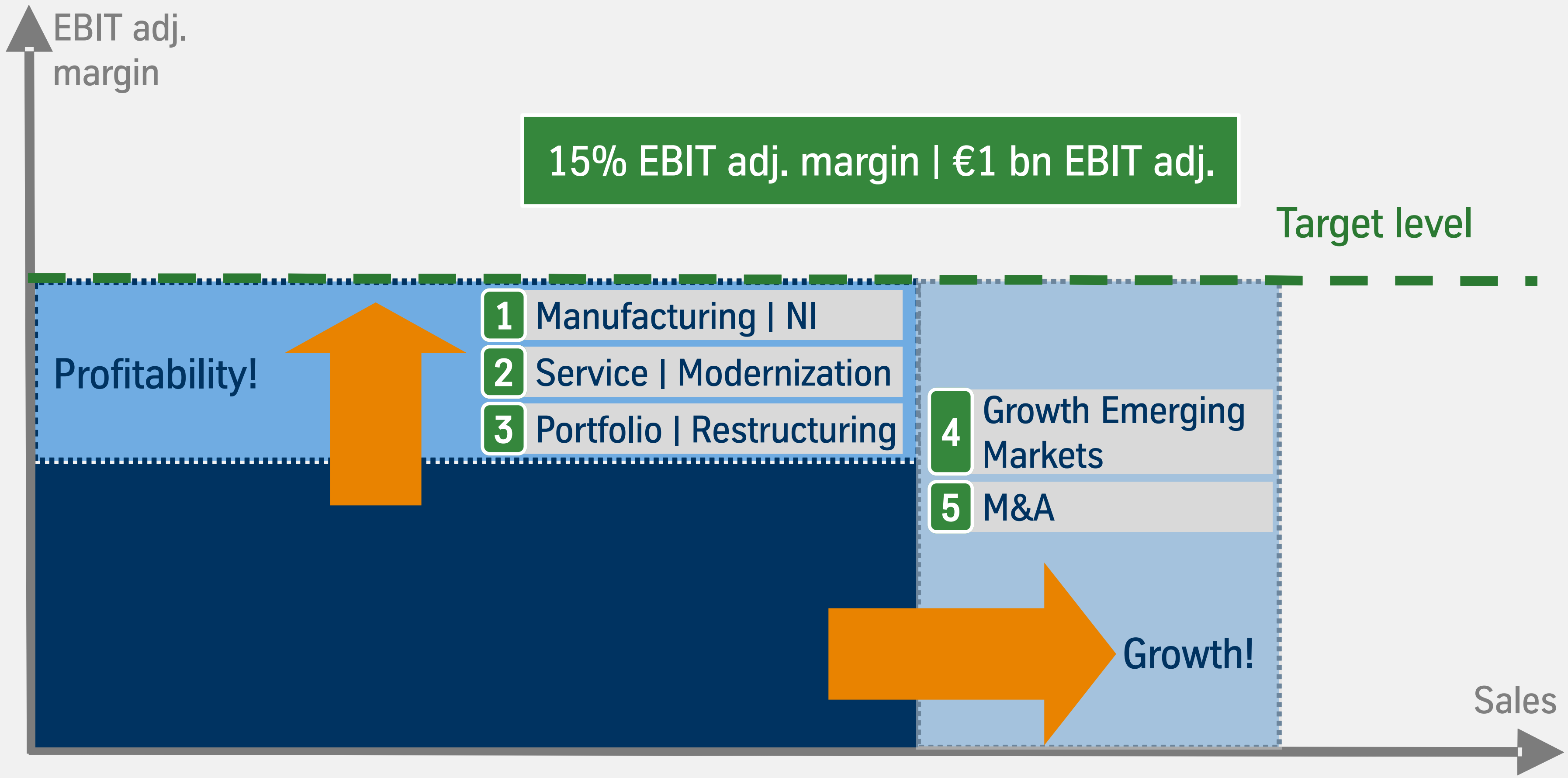
Elevator Technology
Sales*: €6,155 m; Employees*: 49,112

Operating Unit	Central/Eastern/ Northern Europe	Southern Europe/ Africa/Middle East	Americas	Asia/Pacific	Access Solutions
					 
Products/ Services	Elevators/Escalators new installation, service and modernization				Home elevators, stair lifts, Passenger Boarding Bridges

Service base: >1,100,000 units

* Sales: FY 2012/13; Employees: Sep. 30, 2013

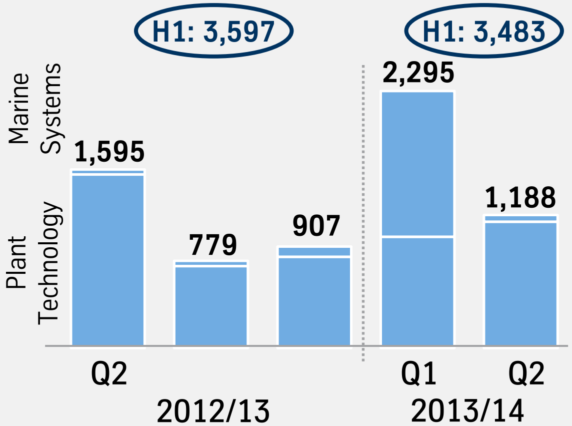
Five Initiatives to Improve Performance and Push Growth



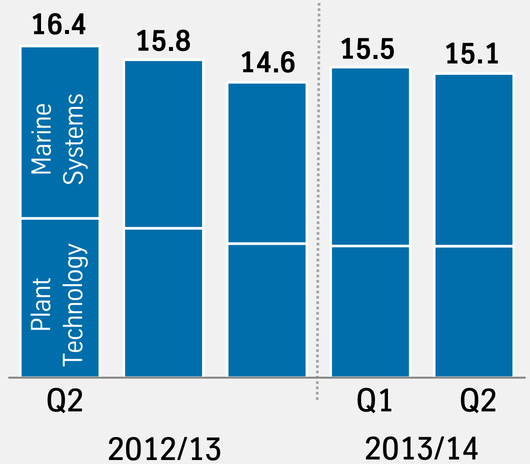
Industrial Solutions – Q2 2013/14 Highlights

Order intake in €m

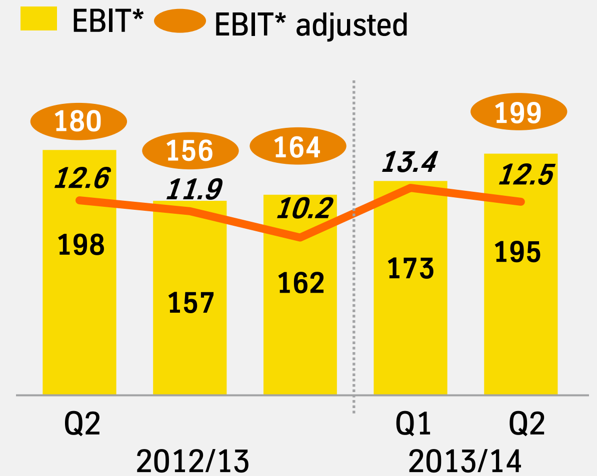
Q2 12/13 included 2 cement plants with ~€350 m,
Q1 13/14 big ticket MS, Q2 13/14 major cement plant order



Order backlog in €bn



EBIT* in €m; *EBIT* adj. margin in %*



* incl. notional interest credit from excess prepayment

Major order intake Q2 2013/14

Turnkey cement complex for Société des Ciments de Ain El Kebira, Algeria:

(Comparable project)

- Combining technological expertise & strong presence in growth markets
- Cement clinker plant with 6,000 t/d
- Raw material processing, clinker manufacture and cement loading and laboratory automation system for quality assurance and monitoring
- Order value mid 3-digit €m range, SOP in 2016

Current trading conditions

- H1 order intake virtually stable on high level
- Upward order trend at plant engineering businesses continuing with chemicals and cement orders compensating for ongoing softer new installation demand in mining
  - Demand for fertilizer plants leading to follow-up order in Hungary
  - Sustained high infrastructure demand for cement plants resulting in another turnkey cement plant order in the emerging markets
  - Demand for service & maintenance in addition to stable oil sands business cushioning order intake at mining
- Further increase in earnings driven by billing of fertilizer projects and efficiency gains in all businesses leading to record EBIT adj.

Industrial Solutions

Key figures

		2012/13					2013/14	
		Q1	Q2	Q3	Q4	FY	Q1	Q2
Order intake	€m	2,002	1,595	779	907	**5,283**	2,295	1,188
Sales	€m	1,306	1,428	1,306	1,602	**5,641**	1,288	1,593
EBITDA	€m	155	210	174	179	**718**	186	211
EBITDA adjusted	€m	155	191	174	183	**702**	186	214
EBIT	€m	141	198	157	162	**658**	173	195
EBIT adjusted	€m	140	180	156	164	**640**	173	199
EBIT adj. margin	%	10.7	12.6	11.9	10.2	**11.3**	13.4	12.5
TK Value Added	€m					**525**		
Ø Capital Employed	€m	1,488	1,478	1,462	1,472	**1,472**	1,523	1,485
BCF	€m	277	344	158	(255)	**524**	264	(29)
CF from divestm.	€m	1	3	2	13	**19**	1	(1)
CF for investm.	€m	(8)	(10)	(14)	(32)	**(64)**	(11)	(11)
Employees		18,176	18,427	18,660	18,841	**18,841**	18,982	19,081

BCF (Business Cash Flow) = FCF before interest, tax and divestments
= EBITDA +/- Δ NWC – Capex +/- Other

Engineering Powerhouse Within ThyssenKrupp Industrial Solutions

ThyssenKrupp Industrial Solutions
(Sales: €5,641 m; Employees: 18,841)

Engineering (E) → Procurement (P) → Construction (C) & Services (S)

Know-how transfer based on common value chain

70% of employees have an engineering / technical degree

Business Units	Marine Systems	Process Technologies	Resource Technologies	System Engineering
				
Products & Services with market positions (#)	▪ Non-nuclear submarines (#1) ▪ Naval surface vessels frigates & corvettes	Plants for: ▪ Nitrogen Fertilizers (#1) ▪ Electrolysis (#1) ▪ Coke Technology (#1) ▪ Oil & Gas / Polymers	Plants & equipment for: ▪ Open Pit Mining (#1) ▪ Cement industry (#3)	Production systems for: ▪ Automotive industry (#2) ▪ Aerospace industry
Sales (€m) Employees	**~1,300 ~4,050**	**~1,400 ~5,400**	**~2,100 ~5,700**	**~800 ~3,650**

Note: Sales and employees as of FY 2012/13 and Sep 30, 2013

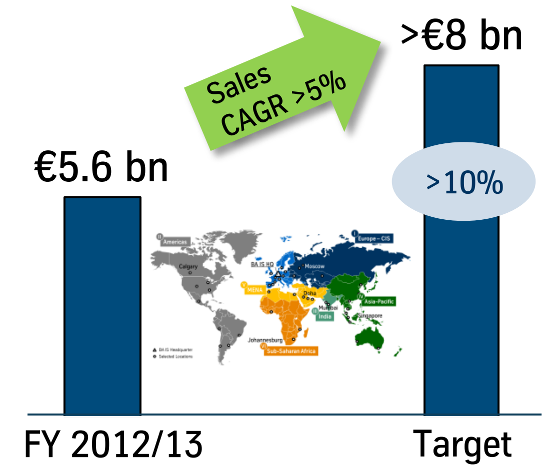
Enhancing Global Growth & Becoming a Global Leading Player

1. **Leveraging Growth**
   EPC, Technology & Innovation, Service, M&A

2. **Integration & Regionalization**
   Regional Clusters, Joint Customer Marketing

3. **People**
   Global Mobility, Recruiting

4. **Performance**
   Risk Management, Cultural Change, impact



€8 bn sales with double-digit EBIT margin*

* incl. notional interest credit from excess prepayment

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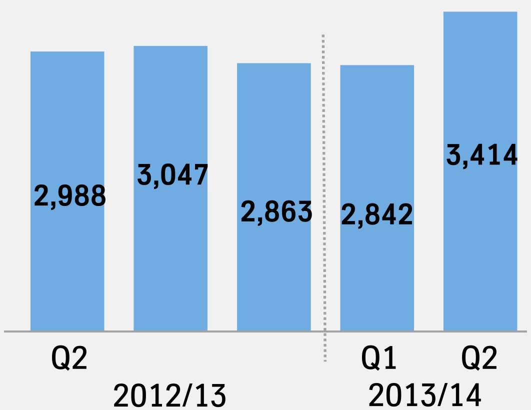
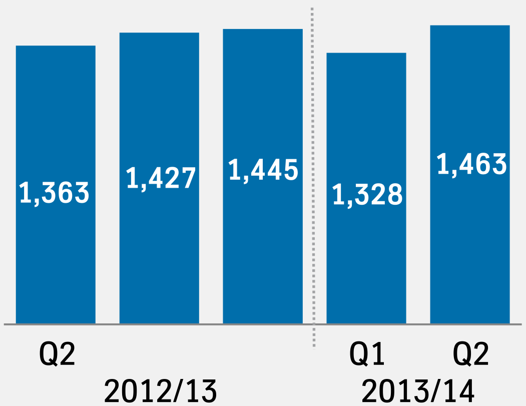
Materials Services – Q2 2013/14 Highlights

Order intake* in €m

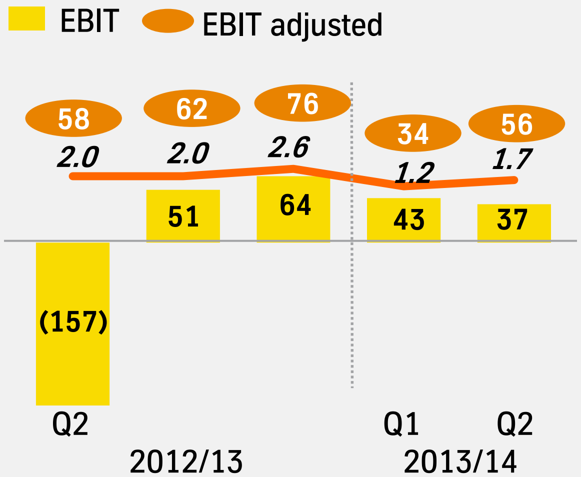
*thereof materials warehousing business ~60%



Materials warehousing shipments in 1,000 t



EBIT in €m; *EBIT adj. margin in %*



Integration of AST & VDM (since Feb 28, 2014)

Materials Services

- Metals Services
- Special Services
- Special Materials
  - VDM
  - AST
  - Distribution AST

AST & VDM: finalizing industrial concept by summer

Current trading conditions

- Shipments follow typical seasonal pattern (+10% qoq)
- Order intake increased on a comparable basis by 10%; AST & VDM contribute ~€300 m to order intake
- Pricing environment still unsatisfying; prices for all relevant materials on average below prior year level
- Stable earnings in both Q2 and H1 yoy
  - Sales initiatives and performance programs contribute positively
  - AST & VDM with slightly negative EBIT contribution of €(3) m

Developing the future.

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Materials Services

Key figures

		2012/13					2013/14	
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2
Order intake	€m	2,765	2,988	3,047	2,863	**11,663**	2,842	3,414
thereof Special Materials								288
Sales	€m	2,815	2,923	3,056	2,906	**11,700**	2,739	3,320
thereof Special Materials								266
EBITDA	€m	59	(134)	87	85	**96**	62	66
EBITDA adjusted	€m	63	80	84	99	**326**	54	85
thereof Special Materials								4
EBIT	€m	36	(157)	51	64	**(6)**	43	37
EBIT adjusted	€m	40	58	62	76	**236**	34	56
thereof Special Materials								(3)
EBIT adj. margin	%	1.4	2.0	2.0	2.6	**2.0**	1.2	1.7
thereof Special Materials								(1.1)
TK Value Added	€m					**(258)**		
Ø Capital Employed	€m	2,913	2,925	2,881	2,808	**2,808**	2,562	3,017
thereof Special Materials								357
BCF	€m	(175)	(29)	136	258	**190**	(236)	(67)
thereof Special Materials								(1)
CF from divestm.	€m	2	8	34	5	**49**	19	1
CF for investm.	€m	(19)	(13)	(8)	(36)	**(76)**	(13)	(16)
Employees		26,280	26,230	25,994	26,978	**26,978**	25,128	30,653

BCF (Business Cash Flow)
= FCF before interest, tax and divestments
= EBITDA +/- Δ NWC – Capex +/- Other

Link Between Industrial and Raw Materials Producers and Customers

Materials Services: Sales: €11,700 m; Employees: 26,978

Producers

Only 10% of supply from ThyssenKrupp

Materials Services

Warehousing / Service Center business

- Distribution
- Value added services
- Supply chain management
- Project management

Trading

Production

- Stainless steel (AST)
- High performance alloys (VDM)

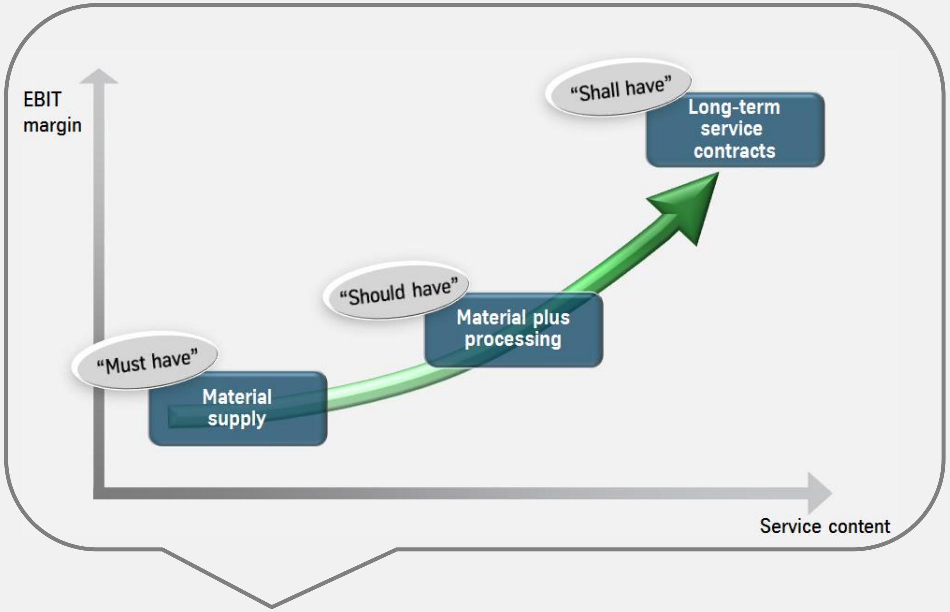
(since Feb 28, 2014)

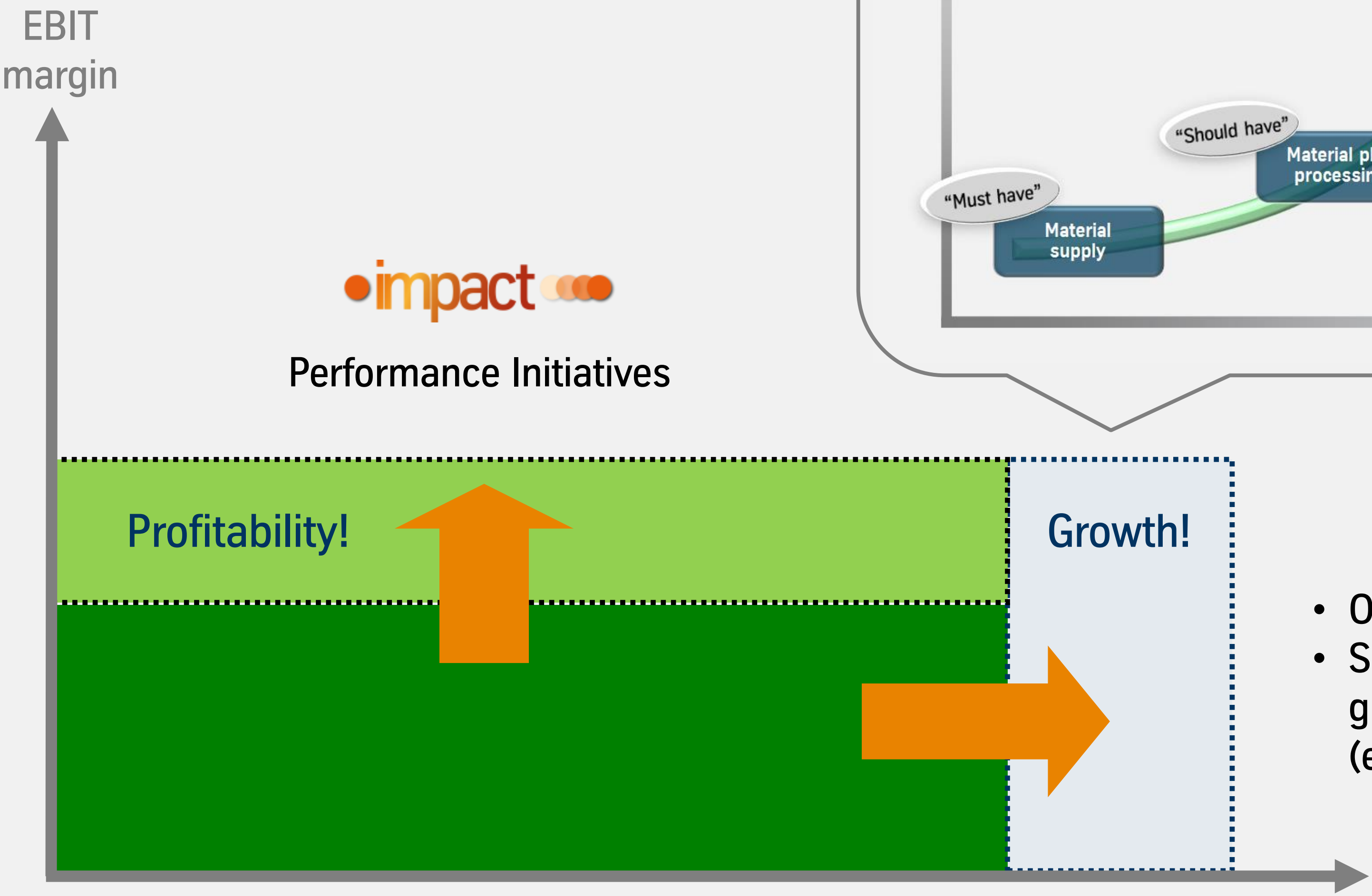
Customers

250,000 worldwide

Note: Sales and employees as of FY 2012/13 and Sep 30, 2013

Materials Services Performance and Growth Levers
Performance Before Growth!

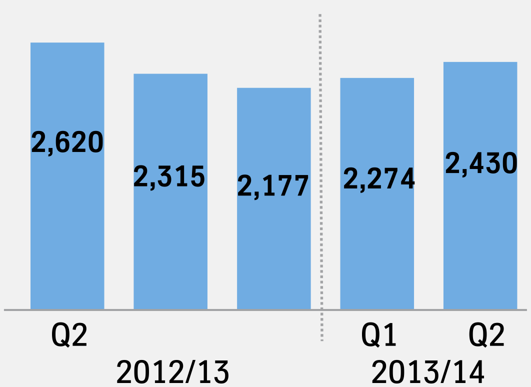




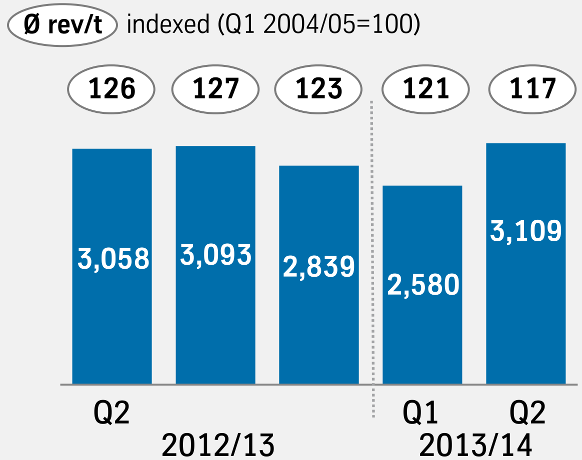
- Organic growth
- Selected smaller growth investments (e.g. USA, Europe)

Steel Europe – Q2 2013/14 Highlights

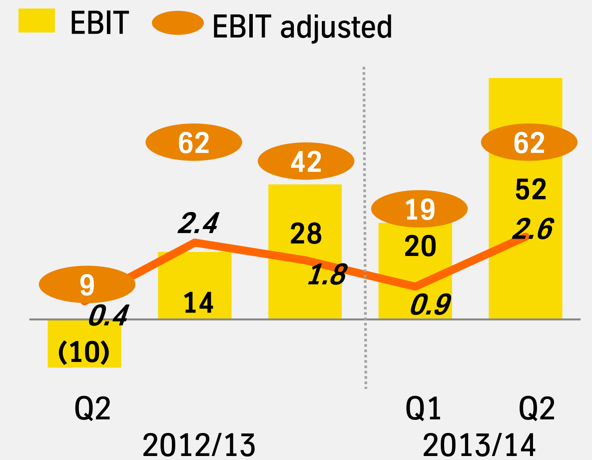
Order intake in €m



Shipments in 1,000 t



EBIT in €m; *EBIT adj. margin in %*



Strengthening differentiation: more efficient corrosion protection in exposed quality

ZM EcoProtect® & ZM PrimeProtect®

with significant advantages over pure zinc coatings

- world's first zinc-magnesium coatings in exposed quality
- sig. higher corrosion protection for flat surfaces, cut edges and creep around scratches
- coating thickness can be reduced by one third or 2 kg of zinc / mid-size car
- ideal for components exposed to particularly high corrosion risks
- harder surface, less abrasion in the die → reduced cleaning intervals
- easier to weld

Current trading conditions

- Qoq higher EBIT adj. as lower Ø rev/t were more than compensated by esp. higher shipments (+20%) and efficiency gains from "Best-in-Class Reloaded" program; steel production up in preparation for planned BF#2 reline
- Against background of inadequate selling prices and earnings, focus remains on "Best-in-Class Reloaded": cost-reduction measures, intensified sales efforts and differentiation initiatives; divestment process of grain-oriented electrical steel activities
- Expectation fiscal Q3: qoq higher EBIT adj. reflecting higher Ø rev/t, higher shipments and efficiency gains

Developing the future.

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Steel Europe

Key figures

		2012/13					2013/14	
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2
Order intake	€m	2,403	2,620	2,315	2,177	**9,515**	2,274	2,430
Sales	€m	2,253	2,512	2,562	2,293	**9,620**	2,074	2,389
EBITDA	€m	142	98	119	154	**512**	126	158
EBITDA adjusted	€m	142	118	166	146	**572**	126	168
EBIT	€m	29	(10)	14	28	**62**	20	52
EBIT adjusted	€m	30	9	62	42	**143**	19	62
EBIT adj. margin	%	1.3	0.4	2.4	1.8	**1.5**	0.9	2.6
TK Value Added	€m					**(432)**		
Ø Capital Employed	€m	5,387	5,351	5,291	5,198	**5,198**	4,669	4,605
BCF	€m	15	97	173	(5)	**280**	182	59
CF from divestm.	€m	2	1	5	159	**167**	0	(3)
CF for investm.	€m	(94)	(105)	(74)	(136)	**(409)**	(91)	(63)
Employees		27,629	27,773	27,609	26,961	**26,961**	26,658	26,397

BCF (Business Cash Flow) = FCF before interest, tax and divestments
= EBITDA +/- Δ NWC – Capex +/- Other

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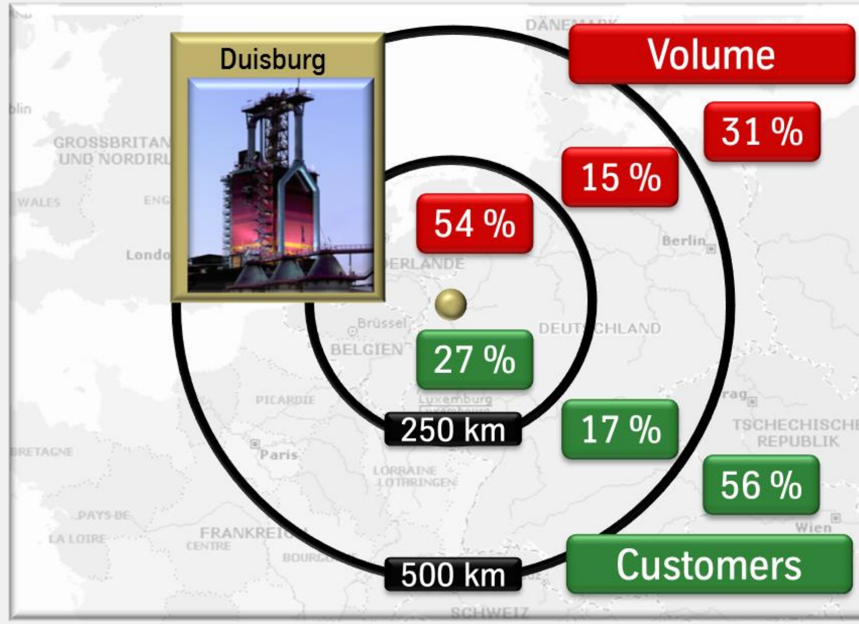
Overview Business Area Steel Europe

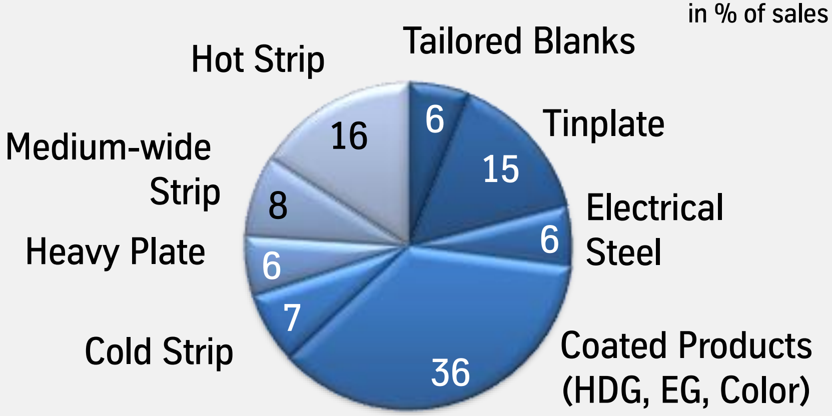
Key Figures Steel Europe

		2008/09	2009/10	2010/11	2011/12	2012/13
Sales	€m	9,570	10,770	12,814	10,992	9,620
Crude steel	kt	9,226	13,296	13,247	11,860	11,646
Shipments	kt	9,341	12,009	13,022	12,009	11,519
EBITDA	€m	487	1,301	1,670	659	513
EBIT	€m	(134)	731	1,133	188	62
EBIT adj	€m	84	731	1,133	247	143
Empl. (Sep 30)	#	36,416	34,711	28,843	27,761	26,961



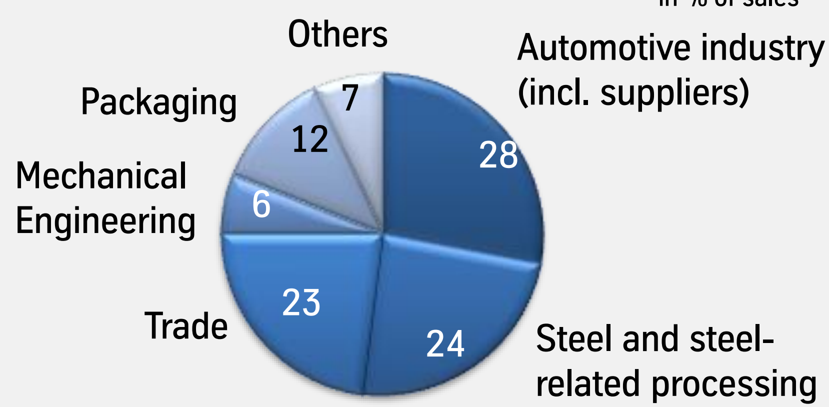
Product Mix Steel Europe FY 2012/13

in % of sales



Sales by Industry Steel Europe FY 2012/13

in % of sales



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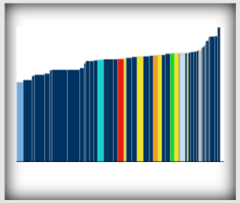
Best-in-Class! reloaded

Program Geared to Achieve +ve ∅TKVA Over the Cycle

Comprehensive market & competition review

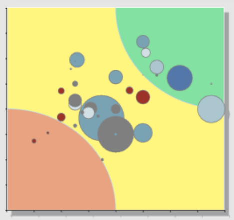
Costs



- structural adjustments
- operational improvements
- exit non-core activities

>€500 m/yr
gross EBIT effects by FY 2014/15

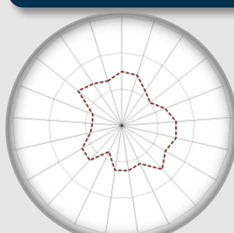
Mix



- expand attractive niches
- adjust Capex strategy

~€150 m/yr
gross EBIT effects by FY 2014/15

Differentiation

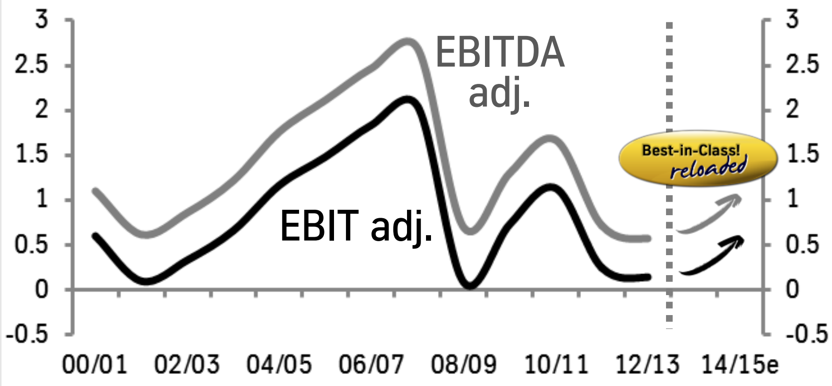


- innovation initiative
- time-to-market
- delivery performance

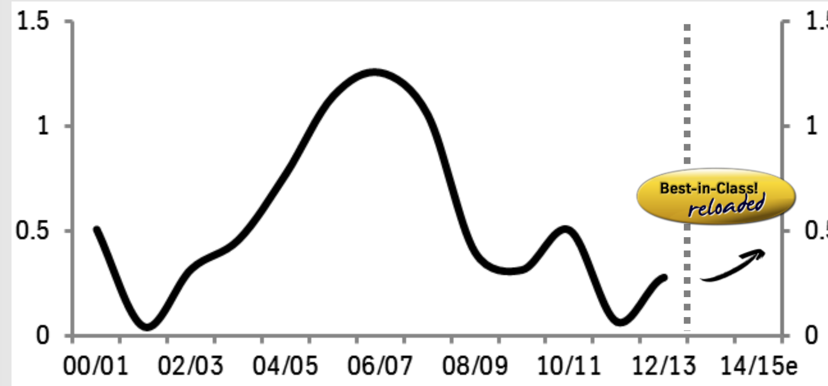
from **capacities** to **customers**

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

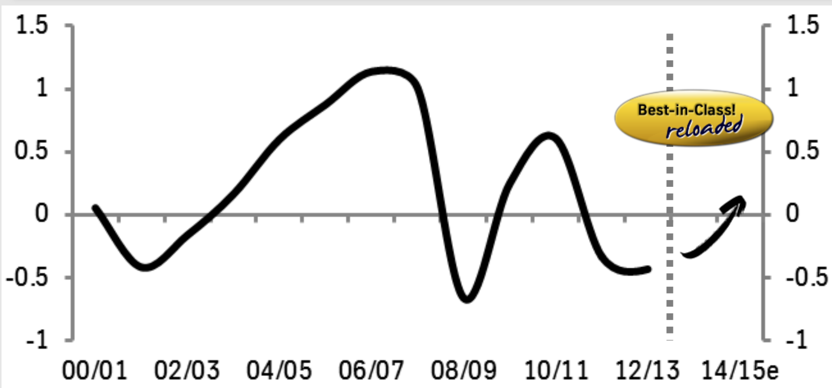
EBIT adj. / EBITDA adj. * — in € bn



Business Cash-Flow** — in € bn



TKVA — in € bn

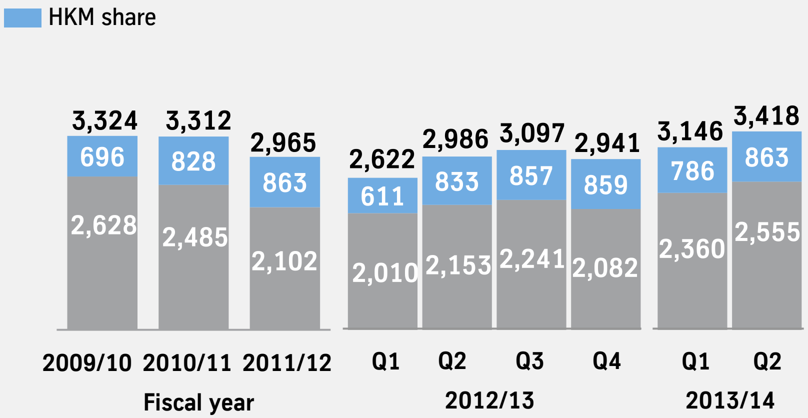


- historically with manageable volatility
  - sig +ve EBIT adj. / BCF in upcycle
  - ≠ -ve EBIT adj. / BCF in downcycle
  - +ve ∅TKVA over the cycle
- "Best-in-Class Reloaded" program to
  - meet Group requirements and
  - tackle steel market challenges

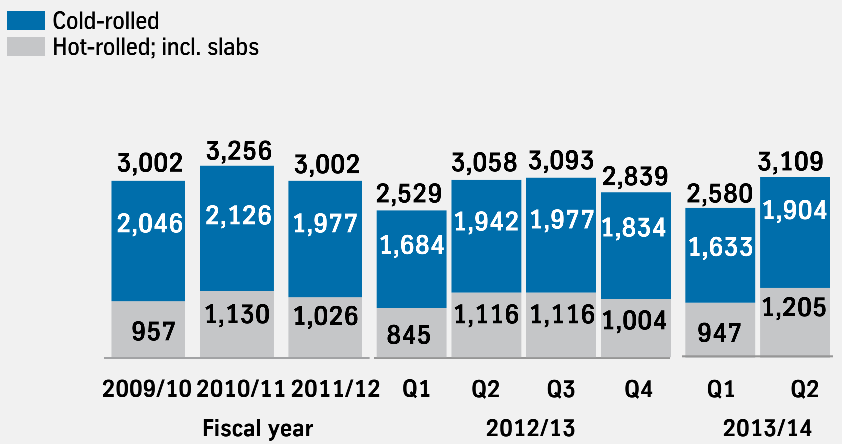
* EBIT(DA) as reported until 2005/06
** FCF until 2010/11;
excl. –ve FCF Steel Americas projects

Steel Europe: Output, Shipments and Revenues per Metric Ton

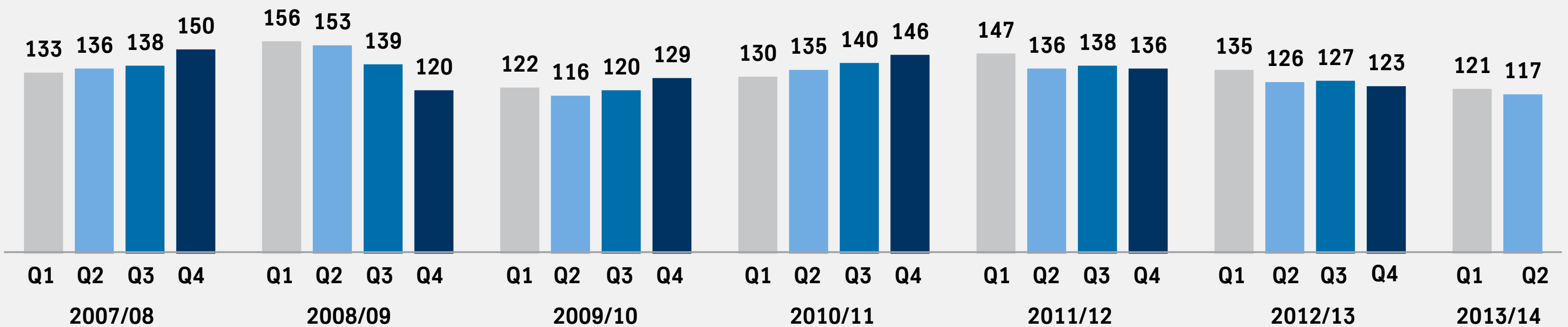
Crude steel output (incl. share in HKM) 1,000 t/quarter



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

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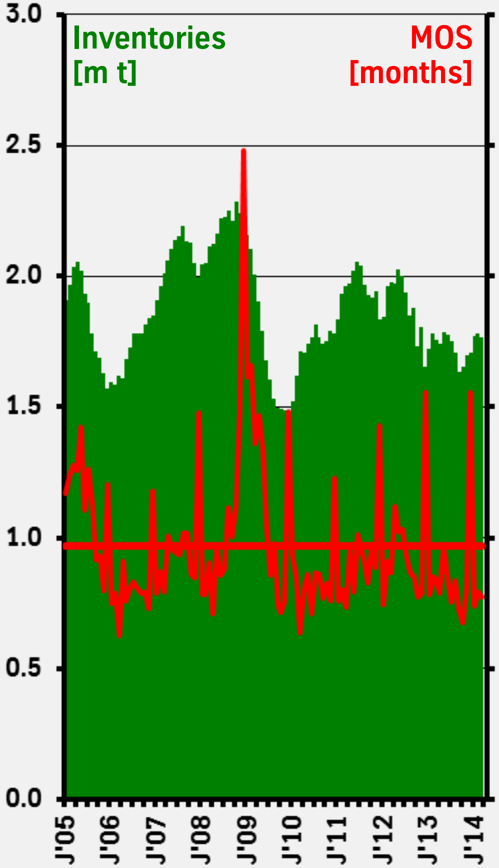
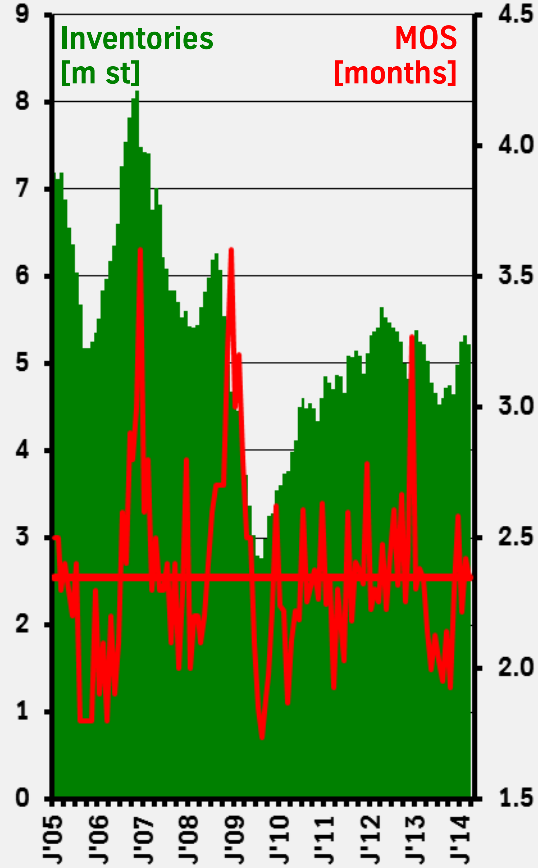
Steel: Inventories and Months of Supply

Inventories and Months of Supply - Germany



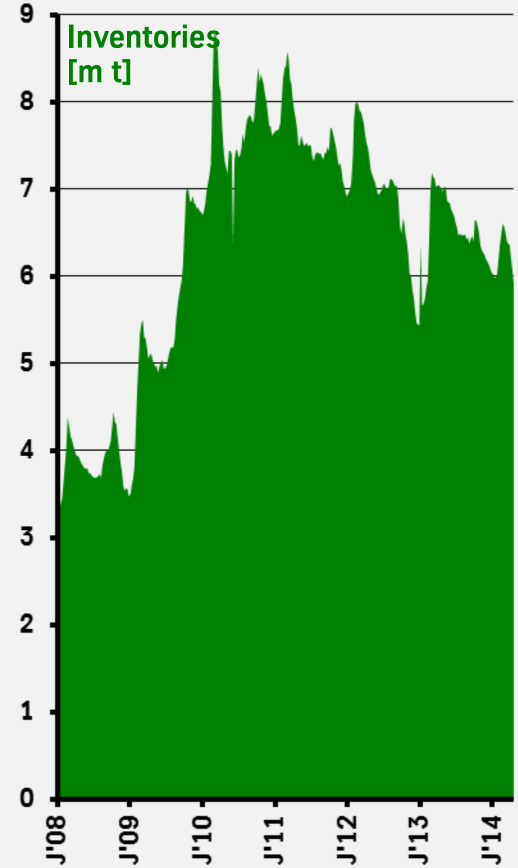
Germany: German Steel Traders: March inventories at month end / rolled steel w/o stainless

Inventories and Months of Supply - USA



USA: March MSCI inventories, carbon flat-rolled

Inventories China



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

Source(s): BDS, MSCI, UBS, MySteel

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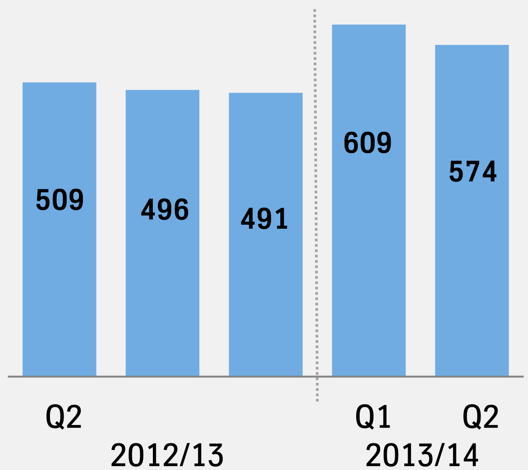
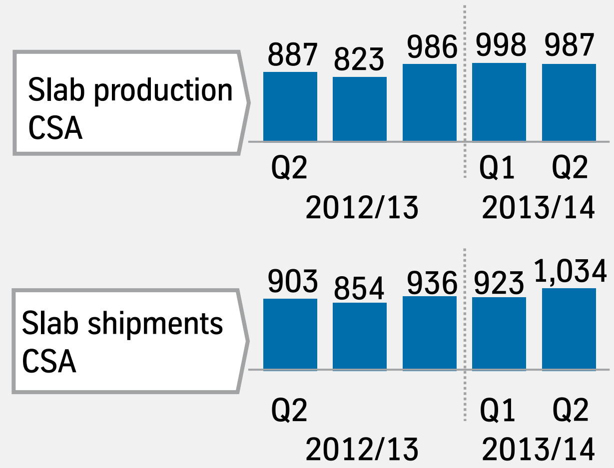
Steel Americas – Q2 2013/14 Highlights

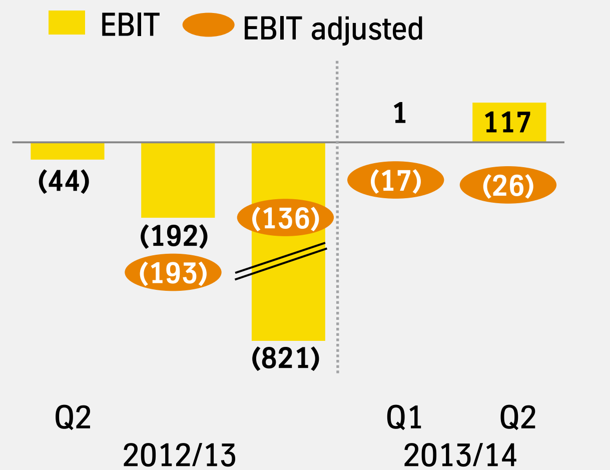
Order intake in €m



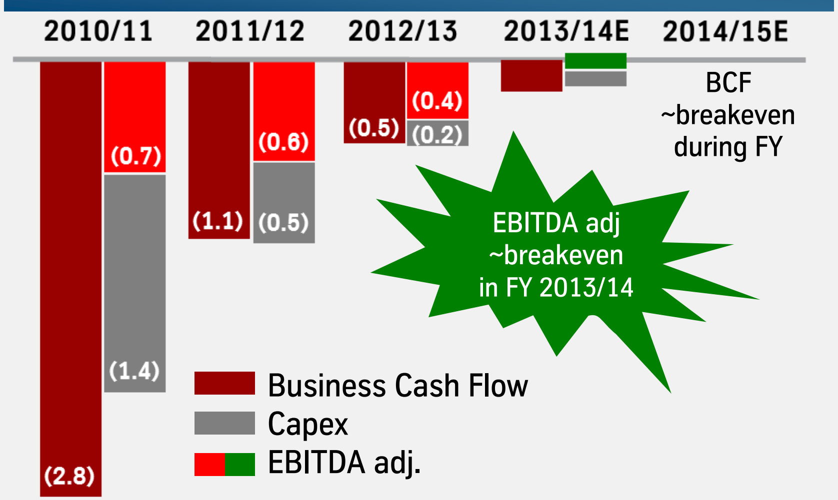
Production & shipments in 1,000 t



EBIT in €m



Focus on cash and earnings improvements in € bn



Current trading conditions

- Sale of Steel USA closed on Feb 26, 2014; financials included in Steel Americas figures until end of February
- qoq EBIT adj. in fiscal Q2 slightly more negative: weaker performance at Steel USA (until closing) partly compensated by operational improvements and positive F/X effects at CSA; yoy EBIT adj. in fiscal Q2 improved despite a positive non-period tax effect of €102 m in the prior-year quarter
- Positive special items in Q2: €141 m disposal gain, €2 m from updated valuation of a long-term freight contract
- EBITDA adj. ~breakeven expected in current FY

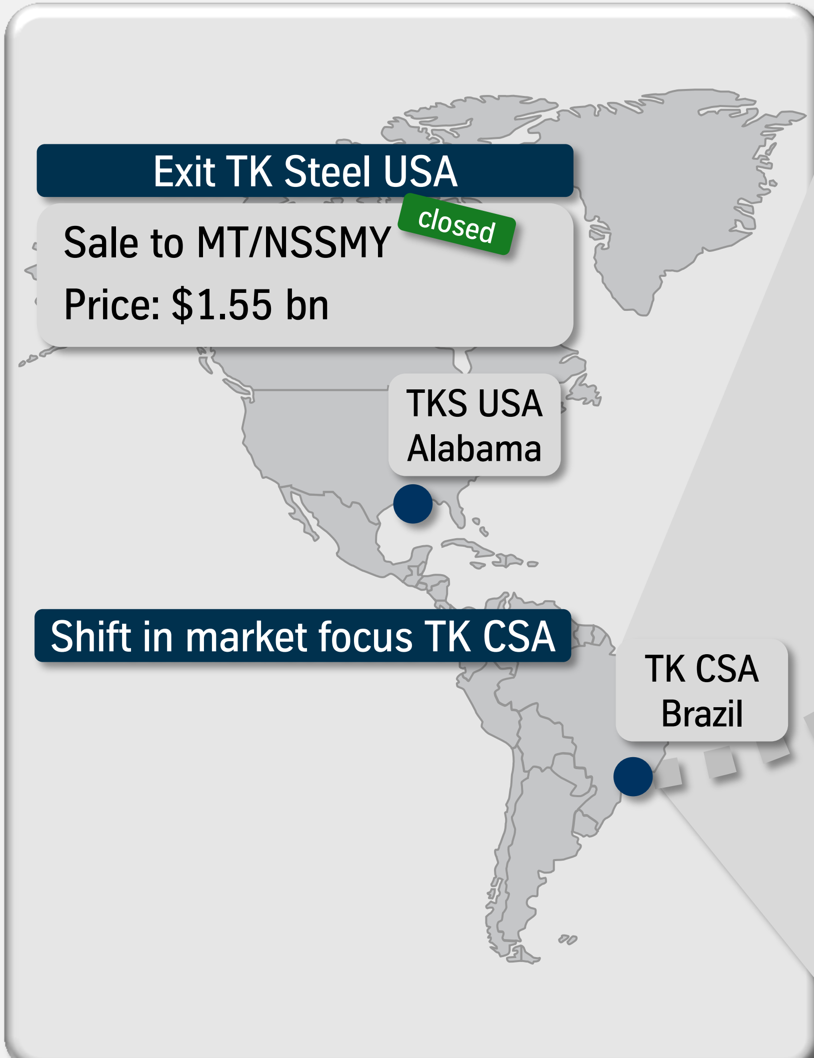
Steel Americas

Key figures

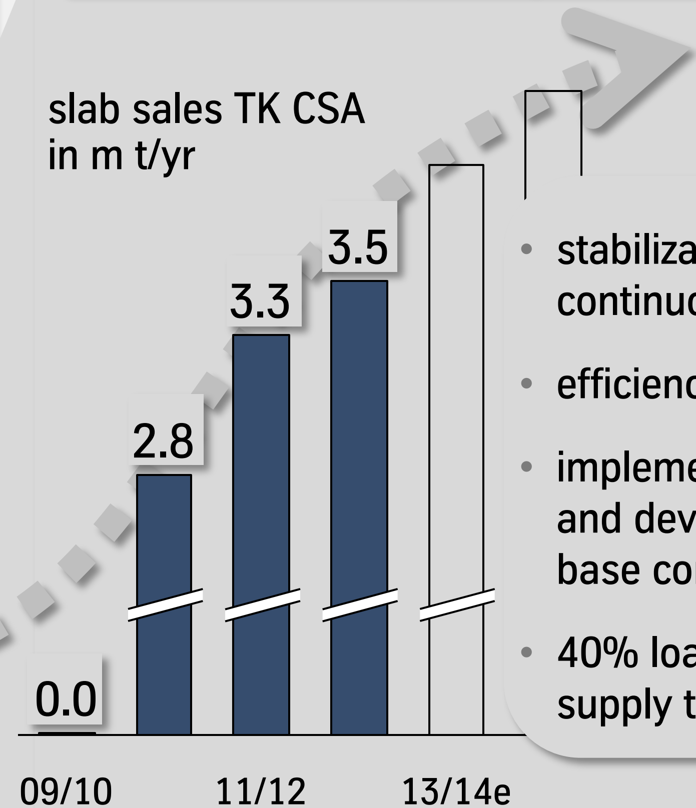
		2012/13					2013/14	
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2
Order intake	€m	560	509	496	491	**2,056**	609	574
Sales	€m	488	501	472	406	**1,867**	538	535
EBITDA	€m	(87)	(12)	(162)	(205)	**(467)**	29	143
EBITDA adjusted	€m	(87)	(12)	(162)	(106)	**(368)**	10	1
EBIT	€m	(122)	(44)	(192)	(821)	**(1,180)**	1	117
EBIT adjusted	€m	(122)	(44)	(193)	(136)	**(495)**	(17)	(26)
TK Value Added	€m					**(1,291)**		
Ø Capital Employed	€m	3,244	3,296	3,284	3,202	**3,202**	2,789	2,820
BCF	€m	(142)	(71)	(220)	(100)	**(533)**	(178)	(151)
CF from divestm.	€m	0	0	1	4	**5**	0	1,263
CF for investm.	€m	(52)	(42)	(28)	(48)	**(170)**	(22)	(33)
Employees		3,990	4,068	4,100	4,112	**4,112**	5,491	4,037

BCF (Business Cash Flow) = FCF before interest, tax and divestments
= EBITDA +/- ∆ NWC – Capex +/- Other

Steel Americas: TKS USA Divested And Forward Strategy TK CSA Defined



Current focus on operating improvements in Brazil



- stabilization & continuous ramp-up
- efficiency imprvmts
- implement sales orga and develop customer base complementing
- 40% load from slab supply to Alabama

Mid-term solution outside of TK portfolio feasible

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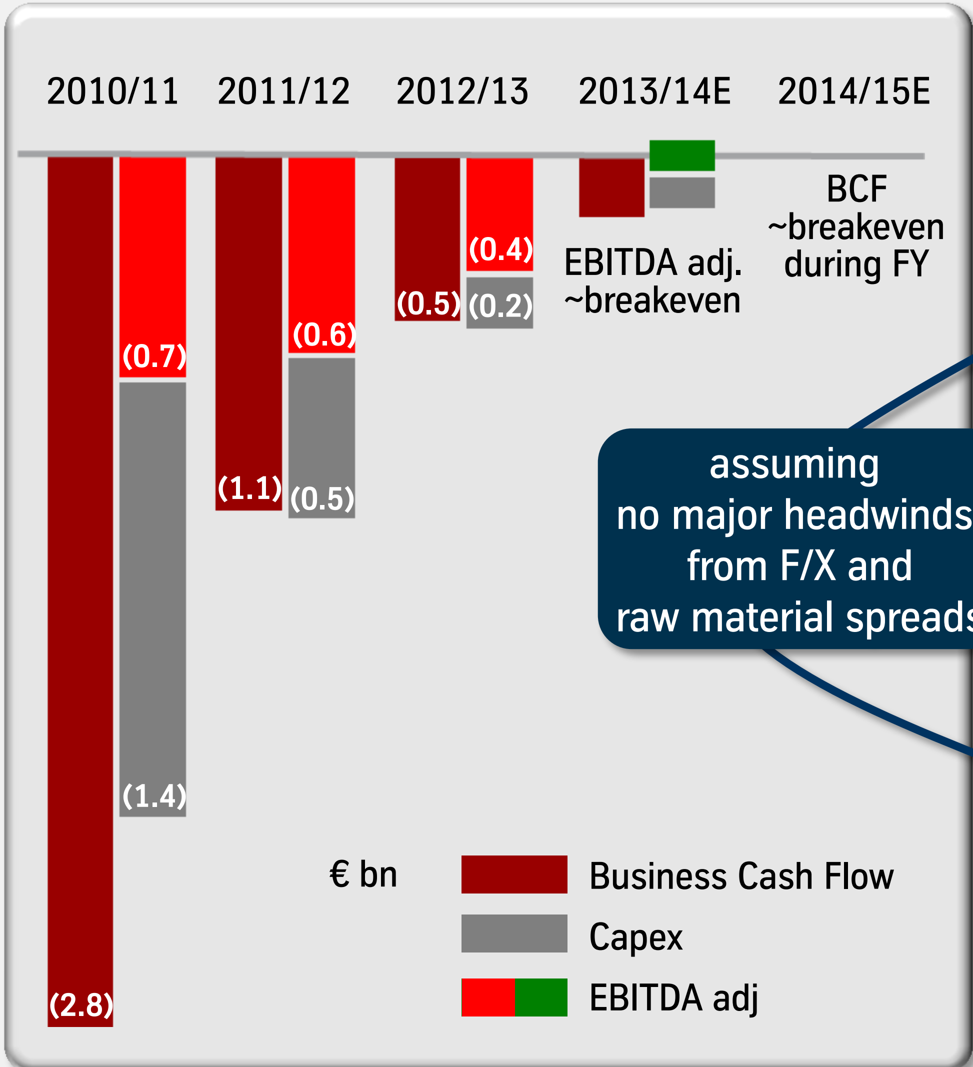
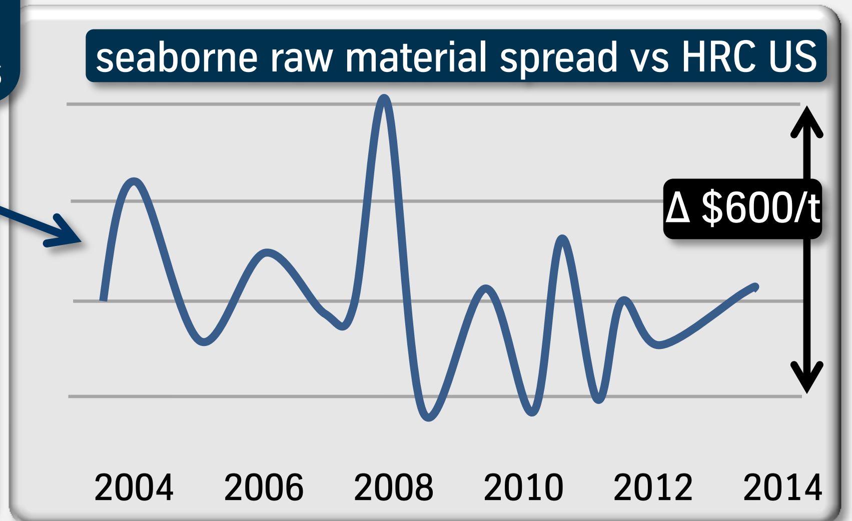
EBITDA Breakeven Targeted in FY 2013/14, Cash B/E in FY 2014/15



assuming
no major headwinds
from F/X and
raw material spreads



Corporate: Overview

Corporate

		2012/13					2013/14	
		Q1	Q2	Q3	Q4	**FY**	Q1	Q2
Order intake	€m	55	43	43	49	**190**	42	43
Sales	€m	55	43	43	49	**190**	42	42
EBITDA	€m	(102)	(128)	(73)	(154)	**(458)**	(107)	(188)
EBITDA adjusted	€m	(88)	(110)	(83)	(105)	**(386)**	(94)	(108)
EBIT	€m	(112)	(139)	(83)	(166)	**(500)**	(116)	(199)
EBIT adjusted	€m	(97)	(120)	(93)	(115)	**(425)**	(103)	(119)
BCF	€m	(153)	(296)	(141)	(156)	**(746)**	(30)	(302)
Employees		3,089	3,127	3,138	3,115	**3,115**	2,969	2,948

BCF (Business Cash Flow) = FCF before interest, tax and divestments
= EBITDA +/- Δ NWC – Capex +/- Other

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ThyssenKrupp Rating

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

Management Compensation Aligned with Shareholder Interest

Variable

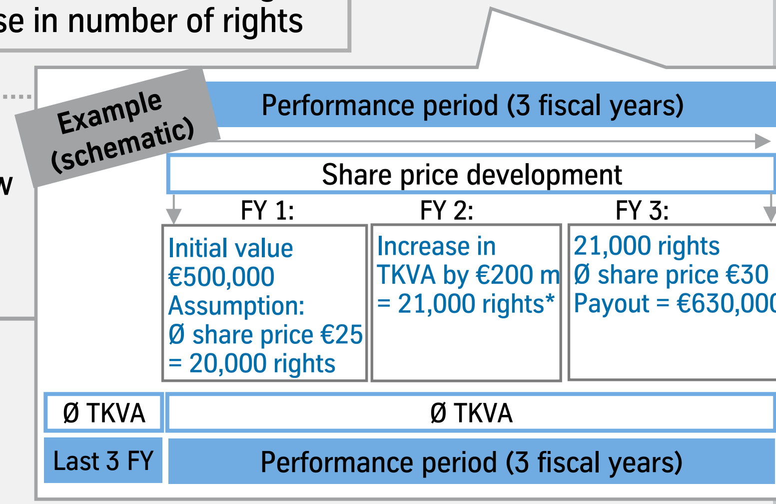
Performance bonus

- 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

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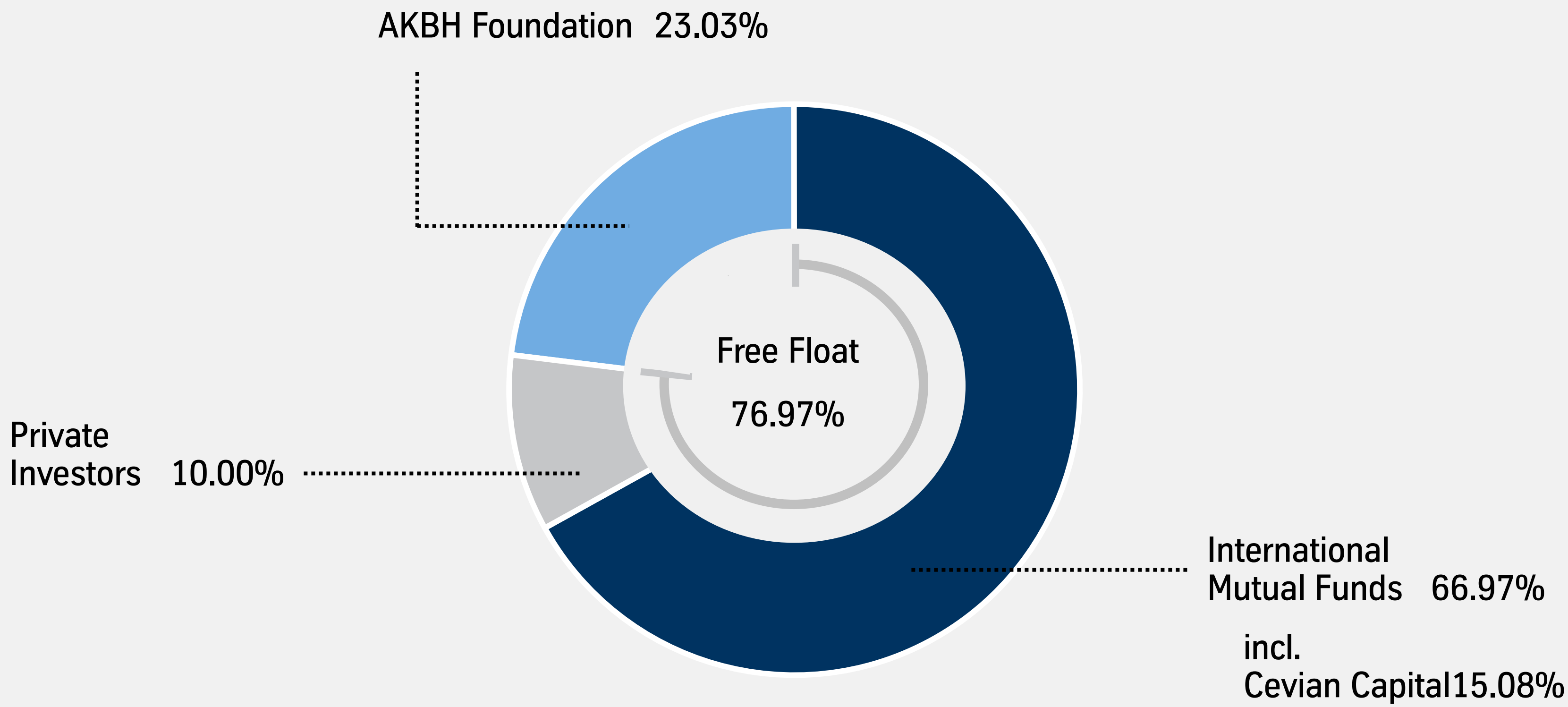
Shareholder Structure



Source: WpHG Announcements; ThyssenKrupp Shareholder ID 03/2014

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.
Please note that we disclaim any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise.”