

Business Area Components Technology

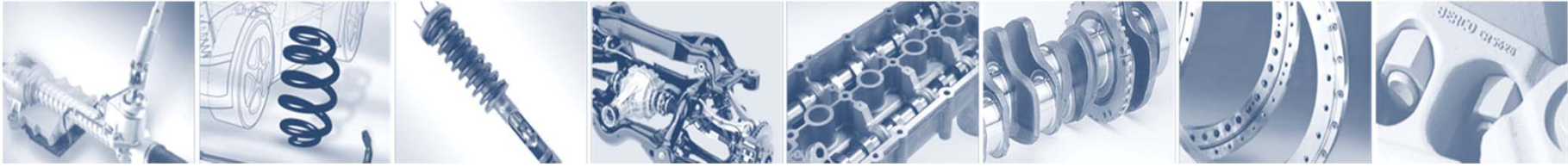
March 2015



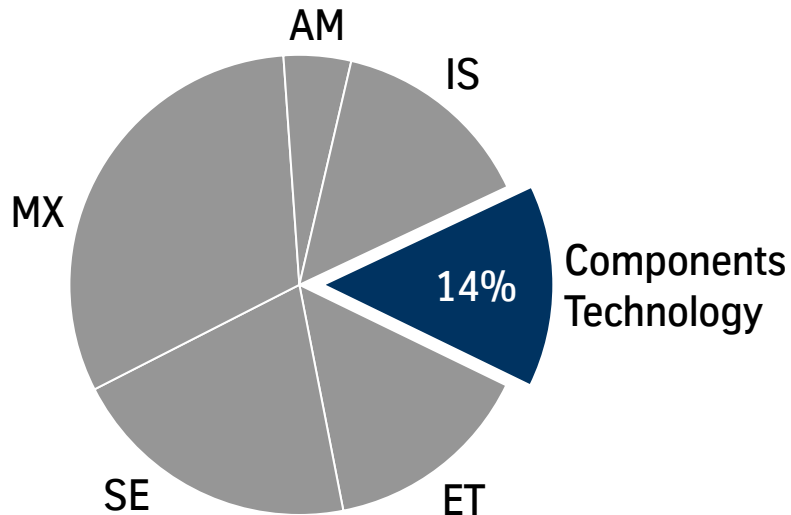
ThyssenKrupp

Developing the future.

Components Technology within ThyssenKrupp



Sales share¹



1. Share of TK sales FY 2013/14

€6.2 bn sales – 28,941 employees

We stand for...

- **Mission critical components** for global automotive and industry customers
- **Steady stream of innovations** to provide solutions for leading OEMs
- **Best-in-class processes** and **global production** footprint
- Profitable growth and **continuous improvement**



Leading Market Positions



Light vehicles

9 out of 10
premium light
vehicles are driven
by our components



Heavy duty
vehicles

1 out of 3
heavy duty vehicles
is powered by our
crankshafts



Construction
equipment

1 out of 5
track-driven civil
vehicles is equipped
with our products

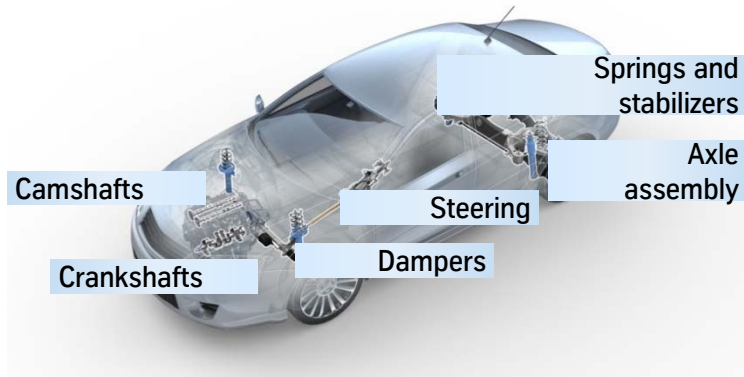


Wind power

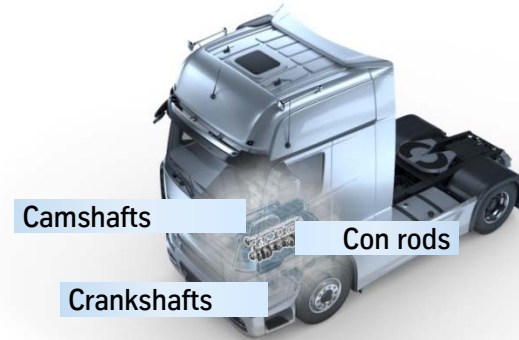
9 out of TOP 10
wind turbine
manufacturers rely
on Components
Technology

Mission Critical Components in Chassis, Powertrain and for Industrial Applications (Examples)

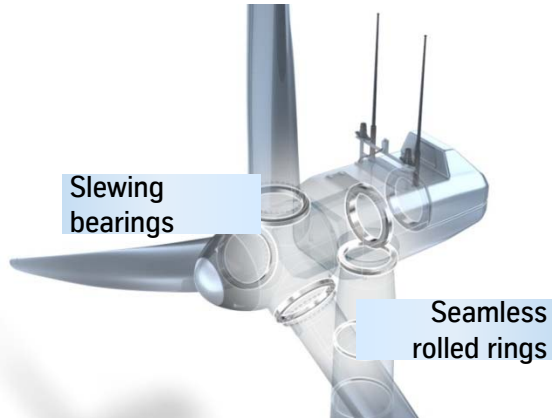
Our products in light vehicles



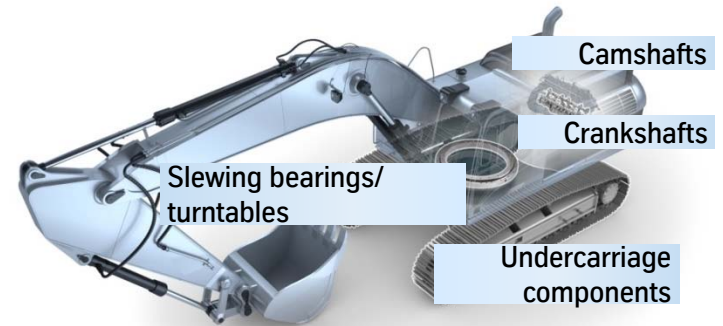
Our products in heavy duty vehicles



Our products for renewable energy



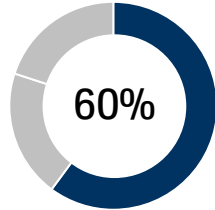
Our products for construction equipment



Product Portfolio Components Technology

Sales share in %

Chassis



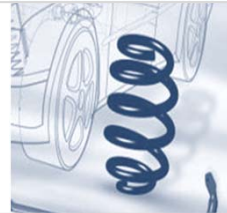
Steering



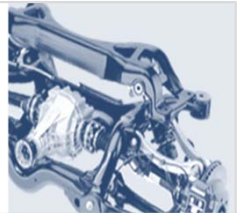
Dampers



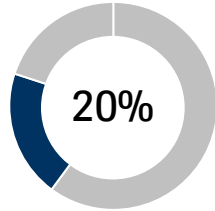
Springs and Stabilizers



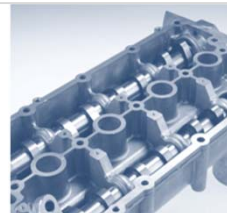
Axle assembly



Powertrain



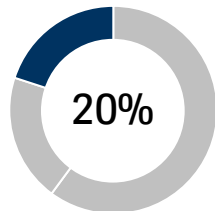
Assembled camshafts



Forged crankshafts and drivetrain components



Industry



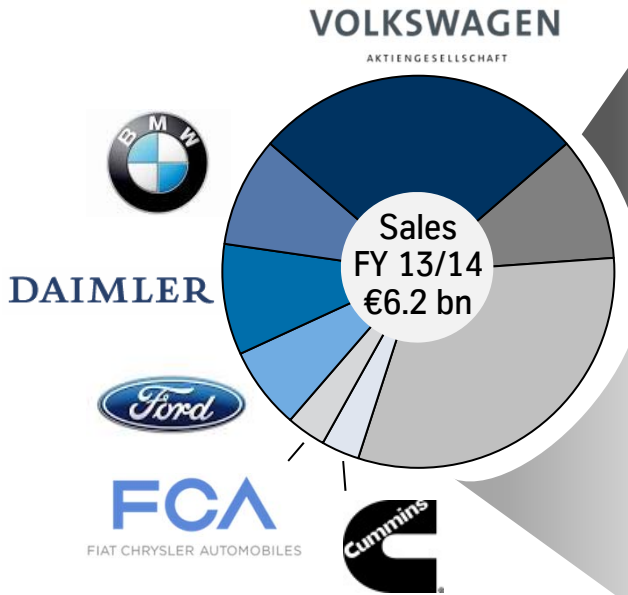
Seamless rolled rings and slewing bearings



Undercarriage systems and components



Our Customers: Leading Global Players



Further automotive customers

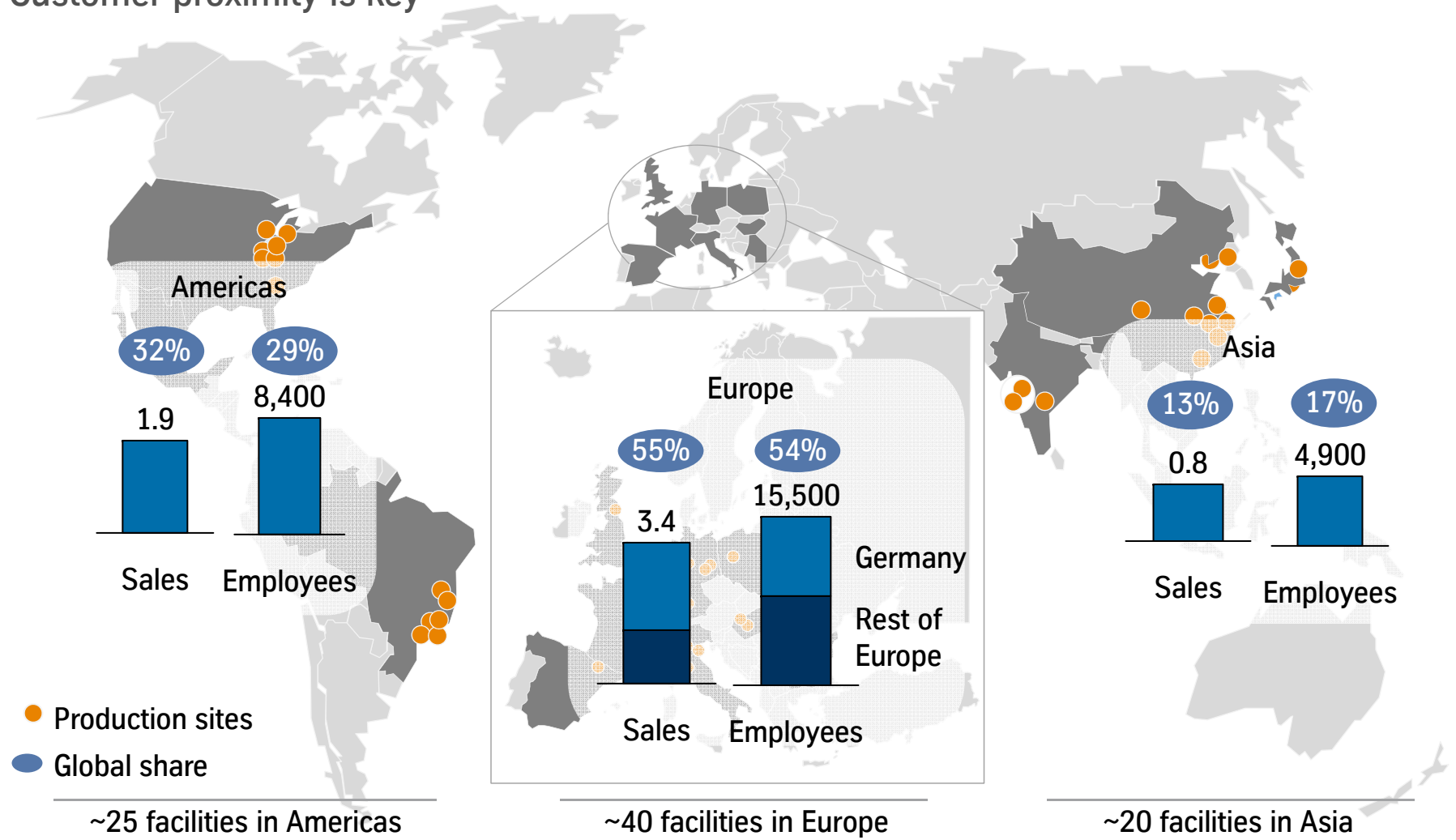


Further industry customers



Our Production Network: Prepared for Growth

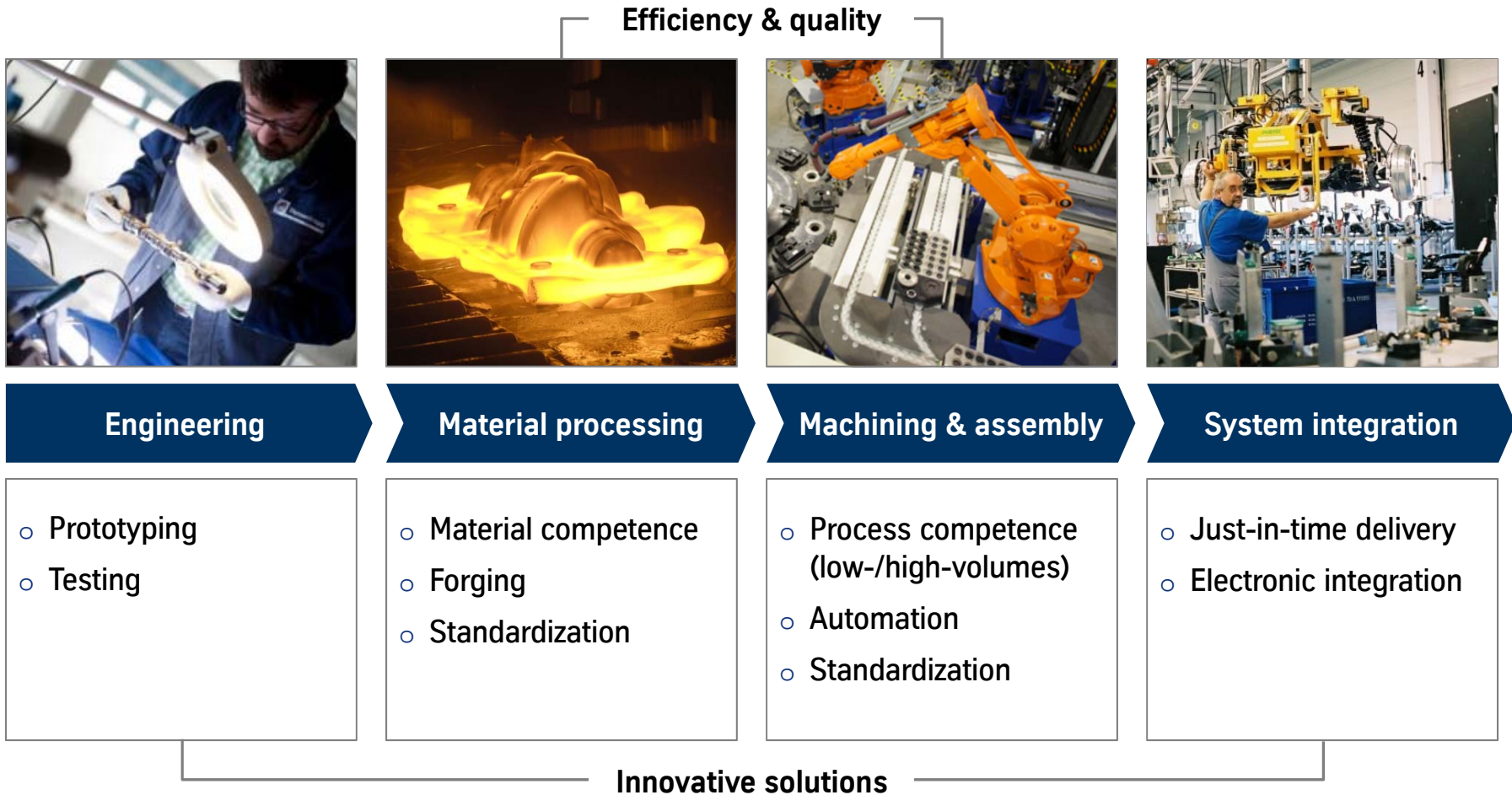
Customer proximity is key



Note: Employees as of Sep 30, 2014; external sales FY 2013/14 in €bn; local companies

Our Strength: Integrated Value Chain

Focus on efficient, robust processes and innovative solutions

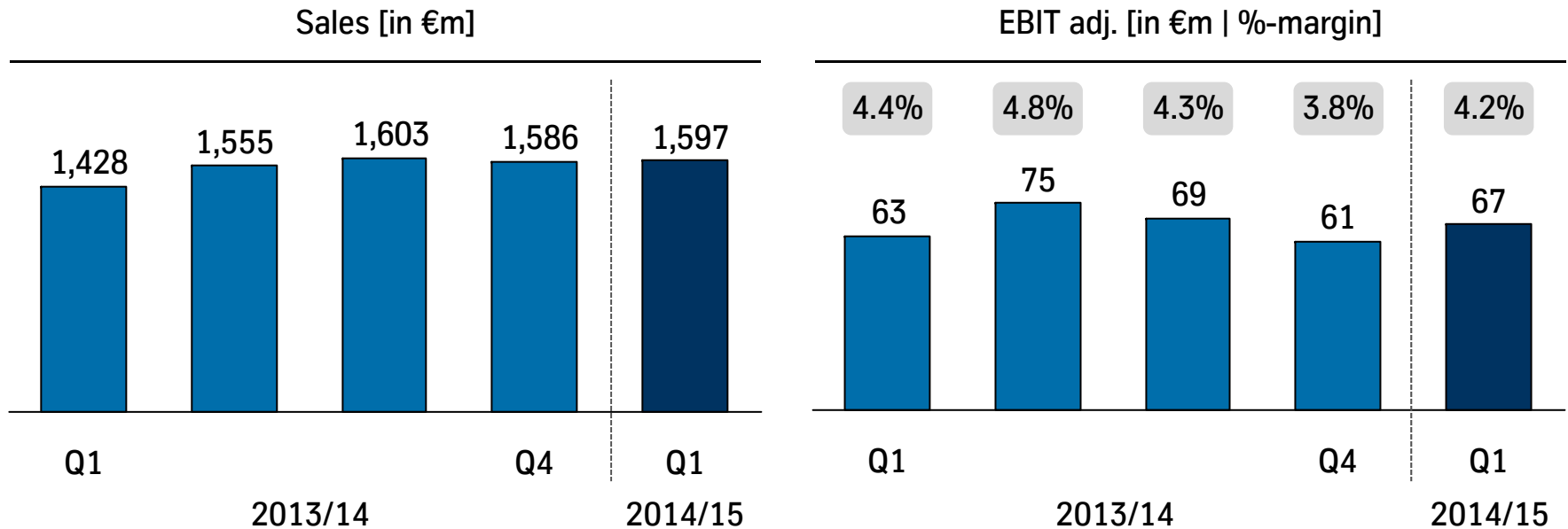


Key Figures 2013/14

in million €	FY 12/13	FY 13/14	Δ	Outlook FY 14/15
Sales	5,712	6,172		
EBIT adj.	240	269		
EBIT adj. %	4.2%	4.4%		
BCF¹	78	16		
Employees	27,737	28,941		
			Sales development +8%	Sales increase
			EBIT adj. development +12%	EBIT adj. improvement

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

Positive Development in Q1 2014/15



Current trading conditions:

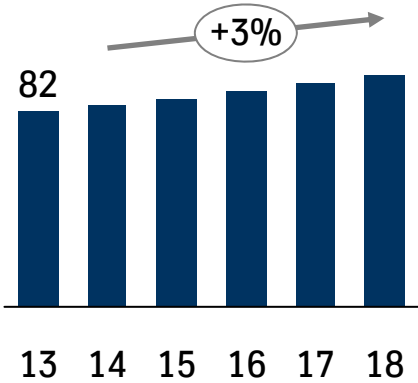
- Qoq despite adverse seasonal effects slight increase of order intake and sales:
 - **Light vehicles:** strong demand from the US and China; further recovery in Western Europe
 - **Trucks:** ongoing weak environment for trucks (only US with positive momentum)
 - **Industrial components:** further recovery of wind energy China; construction equipment market still challenging
- EBIT adj. margin increased to 4.2% supported by benefits from restructuring and efficiency measures

Overall Growth in Major Markets Expected

Light vehicles



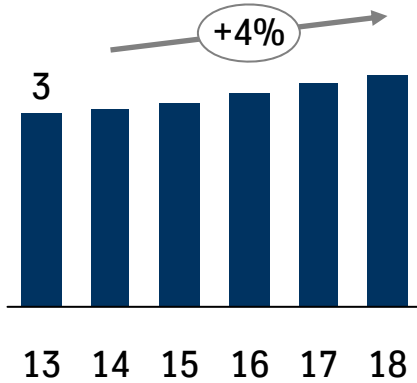
Produced units¹
[Mio #]



Heavy duty vehicles



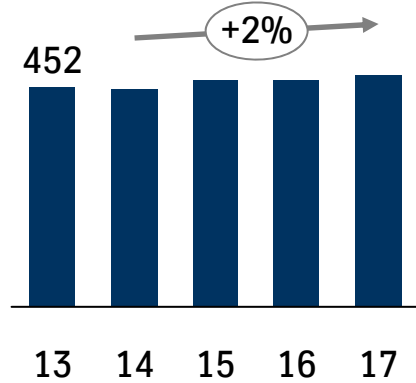
Produced units²
[Mio #]



Construction equipment



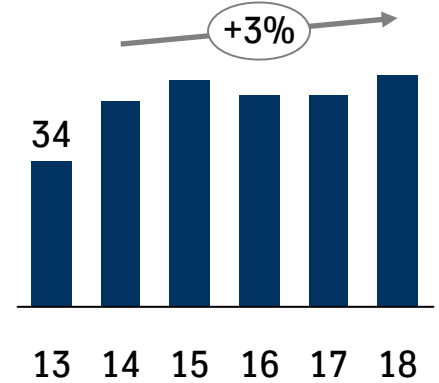
Sold units³
[k #]



Wind power



Connected capacity⁴
[GW]



% Compound annual growth rate

1. Volume 2014 IHS LV global production (09/2014)
3. Volume 2014 Off-Highway Research until 2017 (08/2014)

2. Volume 2014 IHS HV global forecast (08/2014)
4. Volume 2014 MAKE Consulting (Q3/2014)

Mission Critical Solutions for Sustainable Mobility

2020
CO₂ targets



<95 g/km



105 g/km



107 g/km



115 g/km

Internal combustion engines

Otto



Diesel



Hybrids

Plug-in Hybrid



Range Extender



Electric vehicles

Fuel Cell



BEV¹

Optimization levers for internal combustion engines

Variability

Friction reduction

Downsizing

Weight reduction

Optimization lever

Range extension

Our products (examples)



Presta²
cylinder head
module



High
performance
crankshaft



Eccentric
shaft



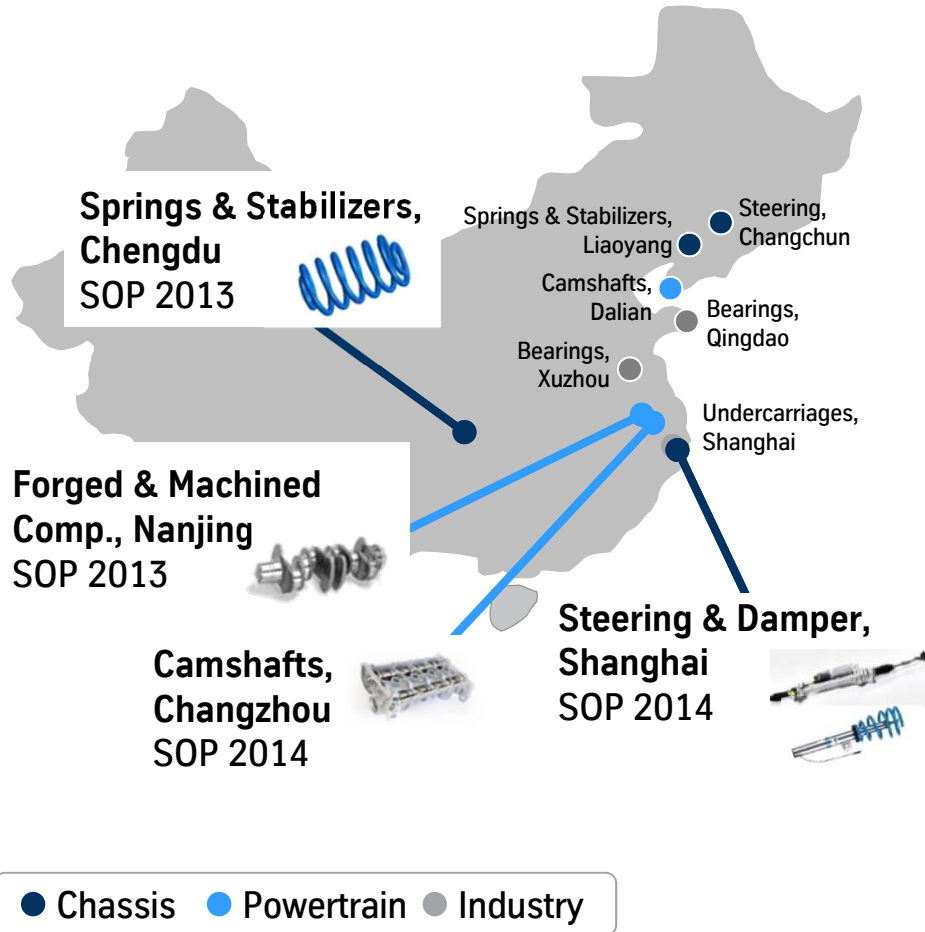
Rotor
shaft

Our products (example)

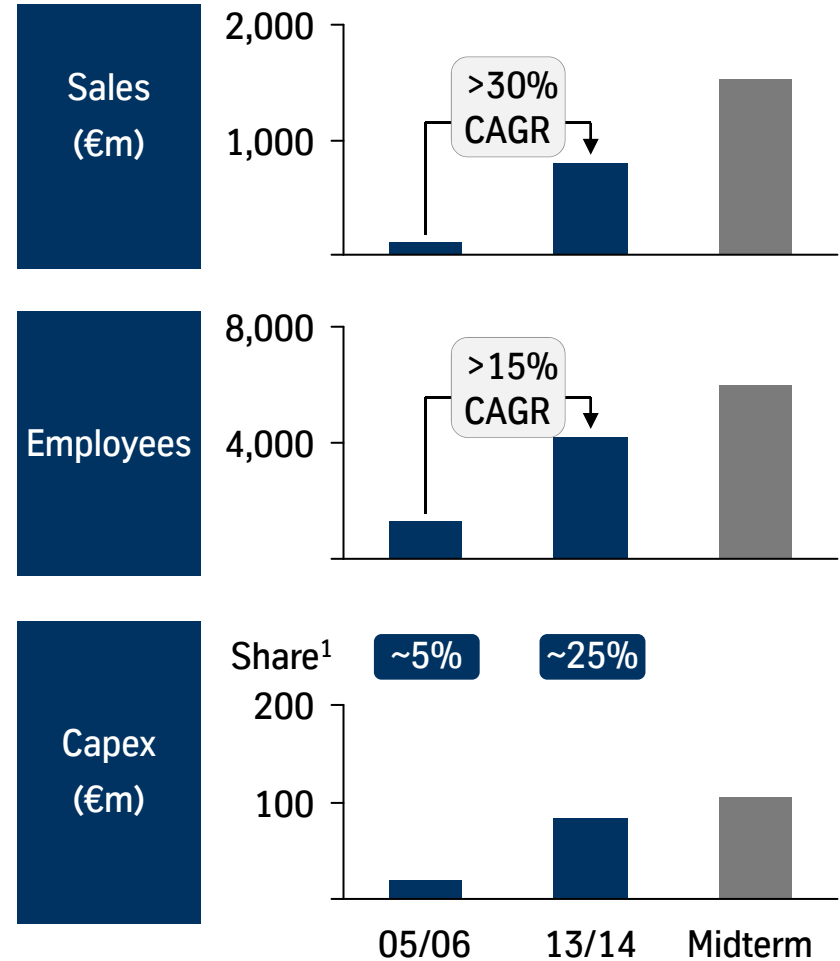
1. Battery electric vehicle



Profitable Growth in Emerging Markets – Example China

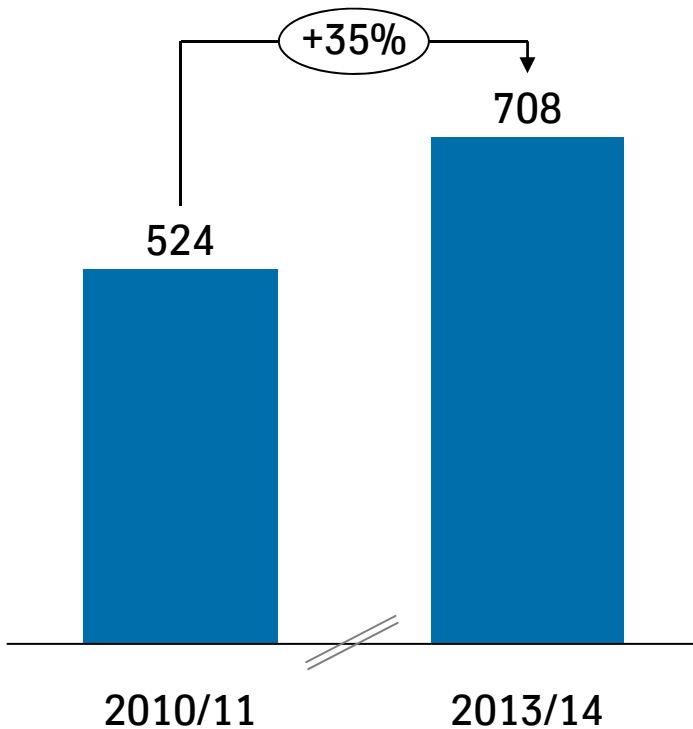


1. CAPEX share of total BA CT



InCar®plus – Solutions for Major Automotive Trends

ThyssenKrupp R&D spend (in million €)



R&D and innovation for sustainable technological differentiation

ThyssenKrupp
InCar®plus

Highlights

- ▶ 30 projects with over 40 individual solutions
- ▶ Lightweight, cost-competitive, green, high-performing

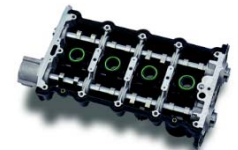
Body

- ▶ Innovative steel solutions for lightweight design



Powertrain

- ▶ Optimized internal combustion engines and electric drives



Hybrid cylinder head module

Chassis and Steering

- ▶ Comfort and safety – more functionality and lightweight design



Column-EPS

Driving Best-in-Class Processes in all our Plants

Regular performance scans

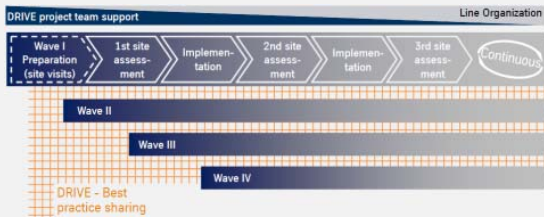


Expert network



EBIT contribution already in FY 2013/14

Plant optimization program



Common KPI-system

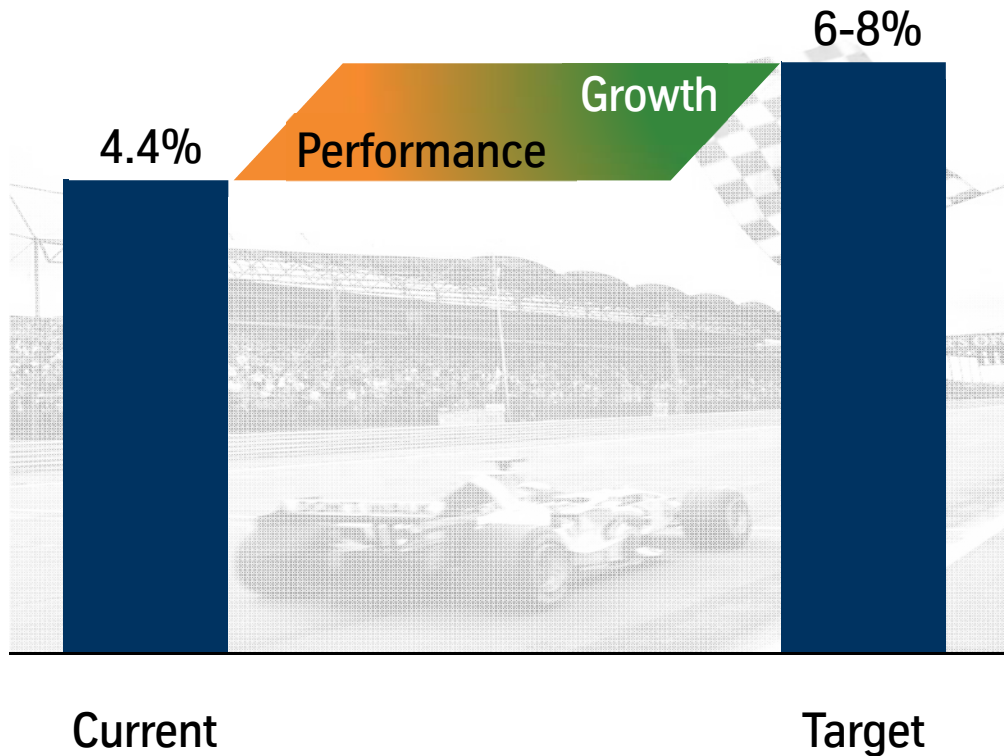


Improvement programs in all plants completed within next two years

Pacing to Margin Increase and Topline Growth



EBIT adj. margin (%)



- ▶ Radical improvement of appearance and perception
- ▶ Step change in quality and cost position
- ▶ Wave of innovations for growth markets
- ▶ Streamlining of processes and structures

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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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