

# Presentation Facts & Figures

March/April 2015

Developing the future.



**ThyssenKrupp**

# Agenda

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## ○ Presentation

slides 2-14

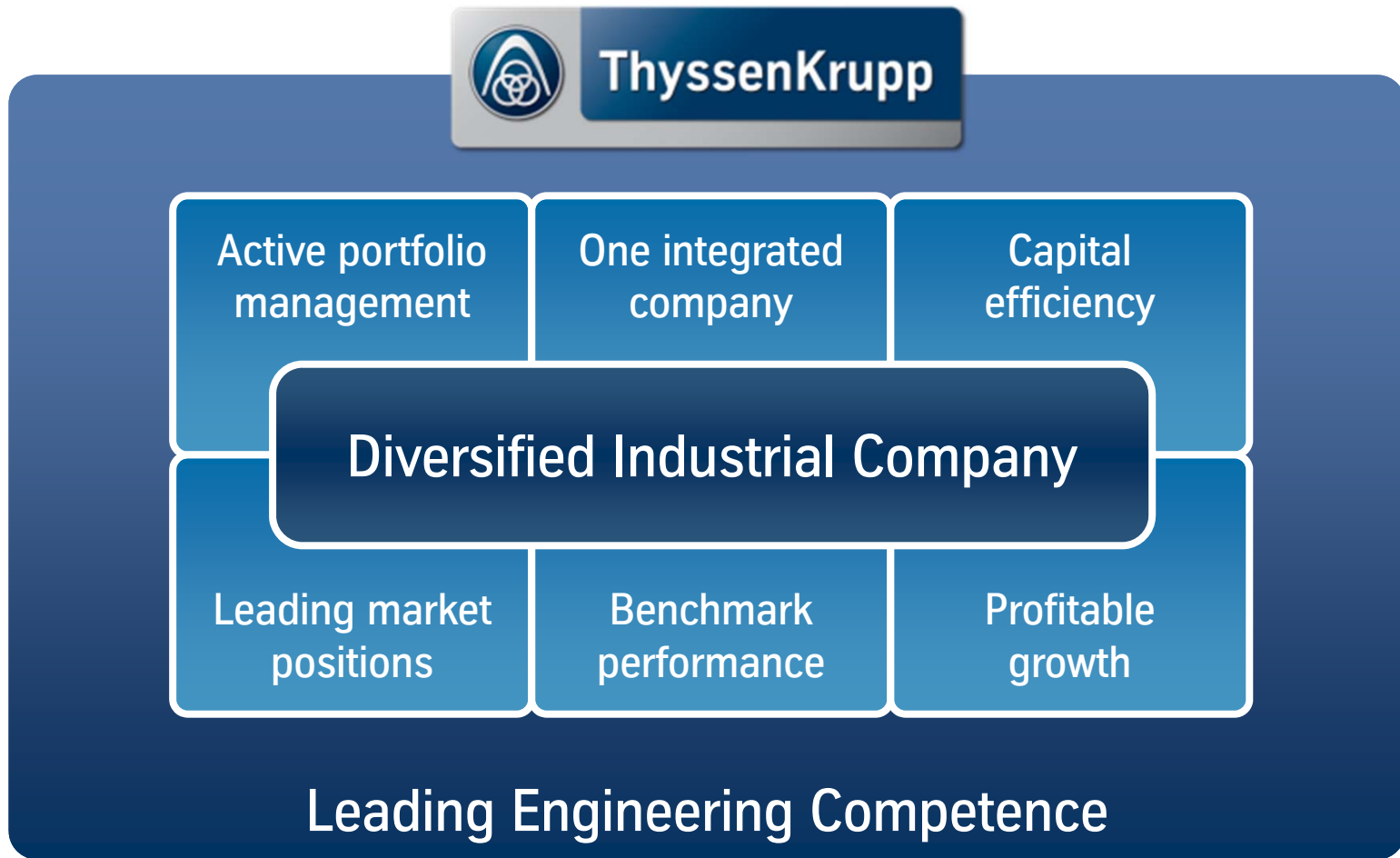
- Key Figures, Group Outlook and Strategic Way Forward
  - Group Performance and Financials
- 

## ○ Facts & Figures

slides 19-69

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# Transformation to a Diversified Industrial Group Continues



# SWF with Further Progress – All Targets for Q1 Achieved



## ▶ Significant increase in EBIT adj. yoy

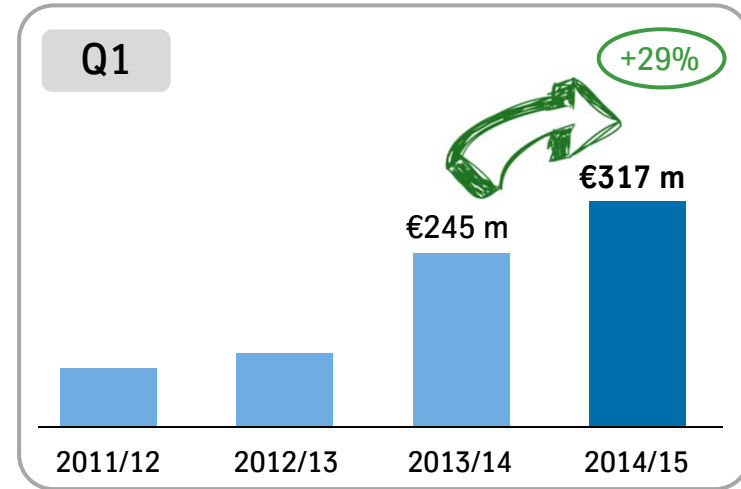
- All BAs\* with improvements yoy:
  - ET - 9 seq. quarters with earnings & margins up yoy
  - SE - significantly increased earnings & margins
  - AM - improved to break-even
- **impact**  ~30% of targeted FY cost savings in Q1

## ▶ Solid order intake with book-to-bill > 1

- CapGoods BAs ex IS increased yoy
  - ET - new record
  - IS - increase yoy ex MS big ticket (in Q1 13/14)
- Materials decreased slightly qoq (production constraints, declining prices, strike at AST)
- High order backlog with €18 bn at ET and IS secures solid basis for profitable growth

## ▶ NFD yoy down by ~€400 m; qoq up by ~€500 m due to aperiodic NWC items

- ▶ **FY Guidance:** EBIT adj. at least €1.5 bn; **confirmed**  
FCF bef. divest at least break-even



\*MX ex VDM/AST

now incl. proportionate consolidation HKM

# Financial Highlights Q1 2014/15\*

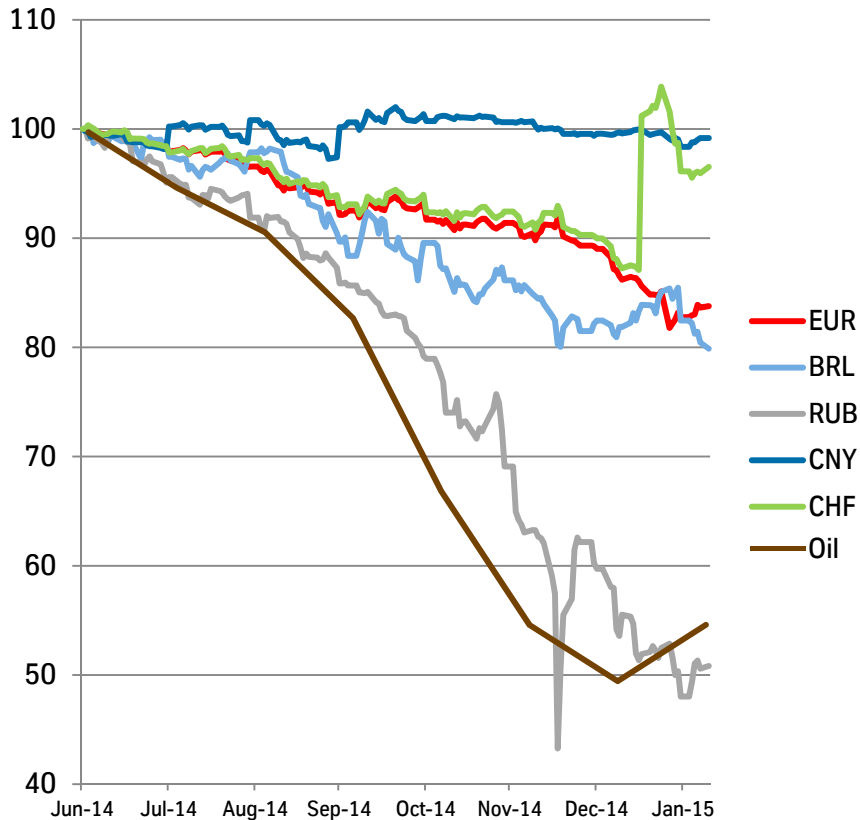
<p>▶ <b>Order Intake</b> €10.1 bn</p>	<ul style="list-style-type: none"> <li>• CapGoods: CT: +13% (+9%**) ET: +4% (+/-0%**) IS: +5% yoy ex Marine Systems / big ticket (~1.2 bn); &gt;-50% incl.</li> <li>• Materials: -4% qoq</li> </ul>
<p>Book-to-bill: &gt;1.0</p>	
<p>▶ <b>Order Backlog</b> €23.6 bn</p>	<ul style="list-style-type: none"> <li>• New record at Elevator Technology (€4.3 bn)</li> <li>• Ongoing high level at Industrial Solutions (€13.5 bn)</li> </ul>
<p>▶ <b>EBIT adj.</b> €317 m</p>	<ul style="list-style-type: none"> <li>• +29% yoy with improvements in all BAs (MX ex VDM/AST)</li> <li>• ET with 9 seq. quarters with earnings &amp; margins up yoy</li> <li>• SE sig. up and AM break-even</li> </ul>
<p>▶ <b>Net Income***</b> €43 m</p>	<ul style="list-style-type: none"> <li>• EPS: 0.09 €/share</li> </ul>
<p>▶ <b>NFD***</b> €4.2 bn</p>	<ul style="list-style-type: none"> <li>• yoy down by ~€400 m</li> <li>• qoq up by ~€500 m</li> </ul>
<p>▶ <b>FCF***</b> bef. divest €(651) m</p>	<ul style="list-style-type: none"> <li>• Seasonality and aperiodic NWC items</li> </ul>
<p>▶ <b>FY Guidance</b></p>	<ul style="list-style-type: none"> <li>• EBIT adj. at least €1.5 bn</li> <li>• FCF bef. divest at least break-even</li> </ul>

**confirmed**

\* now incl. proportionate consolidation HKM    \*\* adjusted for F/X and portfolio changes    \*\*\* Full Group

# Considerations on Recent F/X and Oil Price Movements

F/X rate developments vs USD (indexed Jun 30, 2014);  
Oil price development (in \$/barrel)

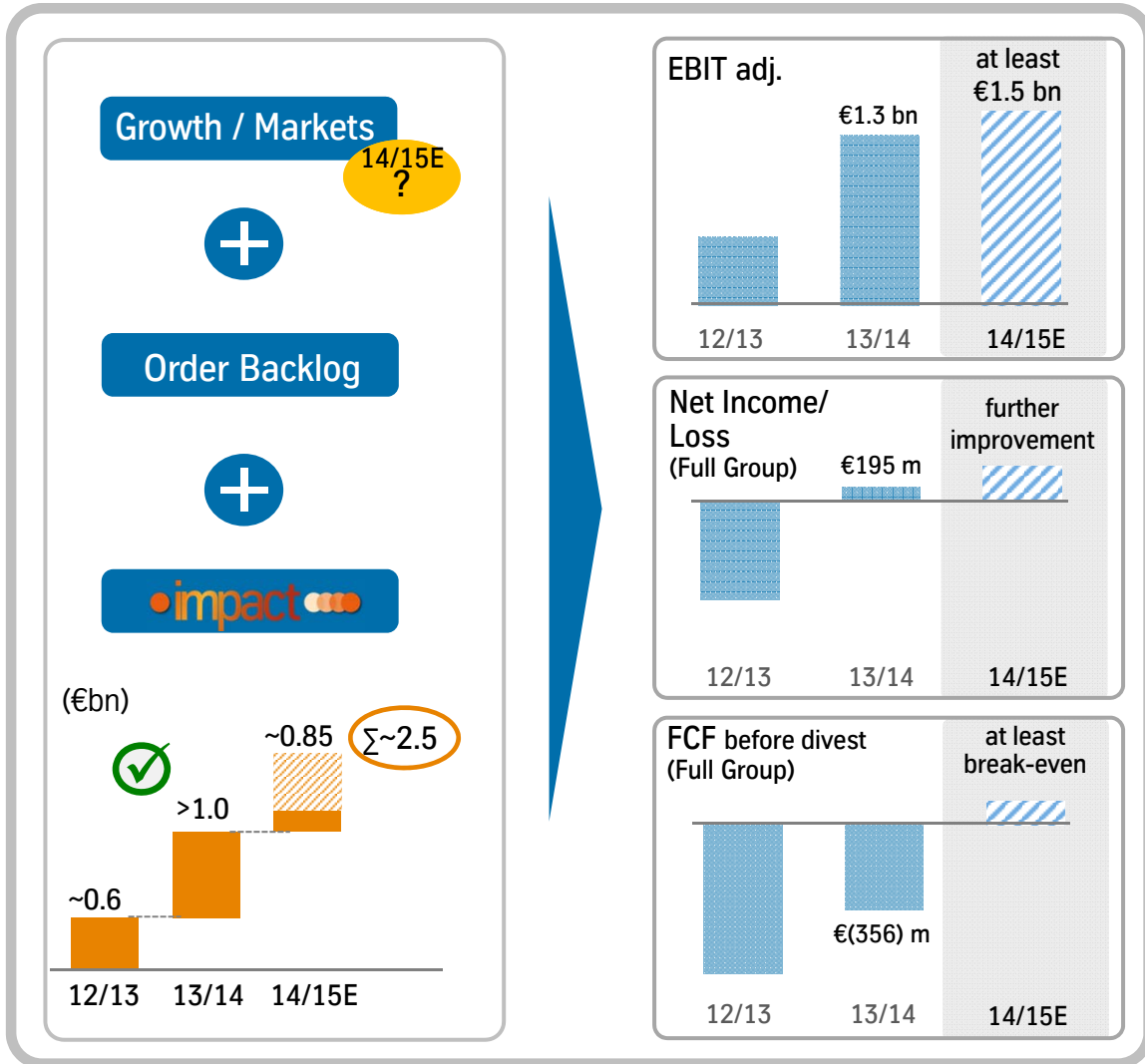


Source: F/X rates ThyssenKrupp internal database;  
Oil, average of UK Brent, Dubai and WTI

- Net positive translation effect on TKA
- Increased competitiveness of
  - TKA's export-oriented businesses
  - Most important customer groups
- Steel-imports from Russia have to be monitored; however weak EUR makes imports from other countries less attractive
- Sales exposure to Russia <<1%
- Low energy prices and interest rates should stimulate private consumption and investment decisions

**Sustainability, Duration and Intensity Not Yet Reliably Predictable**

# FY 2014/15E: EBIT adj. at least €1.5 bn, Sales Growing at 1-Digit % Rate\*



- CT** ○ Higher sales with slightly increased earnings by ramp-up new plants and efficiency/restructuring
- ET** ○ Higher sales with increased earnings & margin improvement by 0.5-0.7%-pts from efficiency/restructuring
- IS** ○ Higher sales with slightly increased earnings and stable margin at 6-7%\*\*  
\*\* excl. notional interest credit from net prepayment surplus
- MX** ○ Slightly increased earnings by efficiency/restructuring and marketing initiatives
- SE** ○ Significant increase in earnings by BiC Reloaded: differentiation & efficiency
- AM** ○ Significant improvement towards EBIT break-even driven by continued ramp-up
- Corp.** ○ Slight cost increase due to IT projects and efficiency programs

\* adjusted for F/X and portfolio changes

# Entering the Next Phase in the Transformation Journey: More Structural Growth and Less Cyclical Volatility

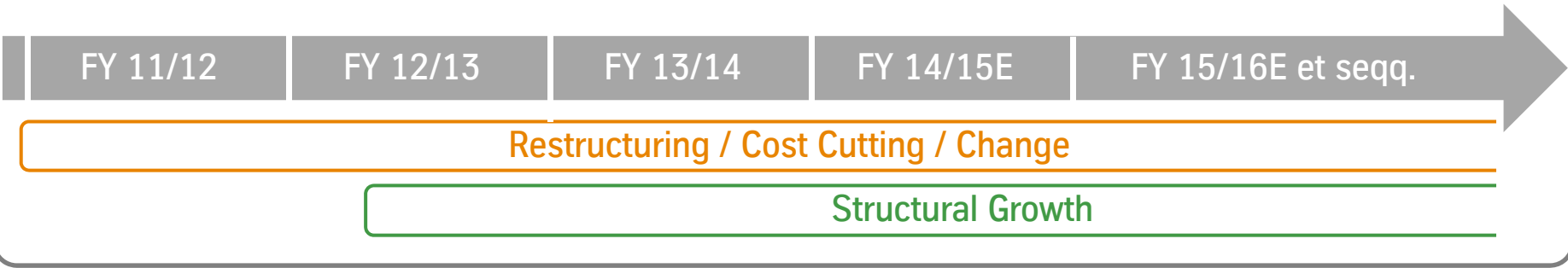
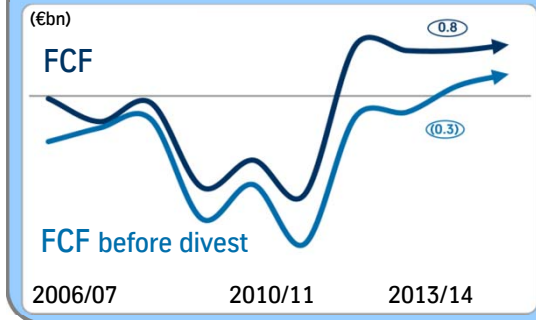


- EBIT adj.: at least €1.5 bn
- NI: further improvement
- FCF before divest: at least break-even

- Establishing EBIT adj. floor with ~€2 bn as minimum requirement
- Sustainable cash generation
- Rational capital allocation
- Performance and benchmarking
- Continuous dividend payment

- EBIT adj. doubled yoy ✓
- 1<sup>st</sup> positive NI since 3 years ✓
- Dividend payment ✓

- Burning platforms ✓
- Financial stability ✓
- Compliance ✓





# Agenda

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## ○ Presentation

slides 2-14

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- Key Figures, Group Outlook and Strategic Way Forward
  - Group Performance and Financials
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## ○ Facts & Figures

slides 19-69

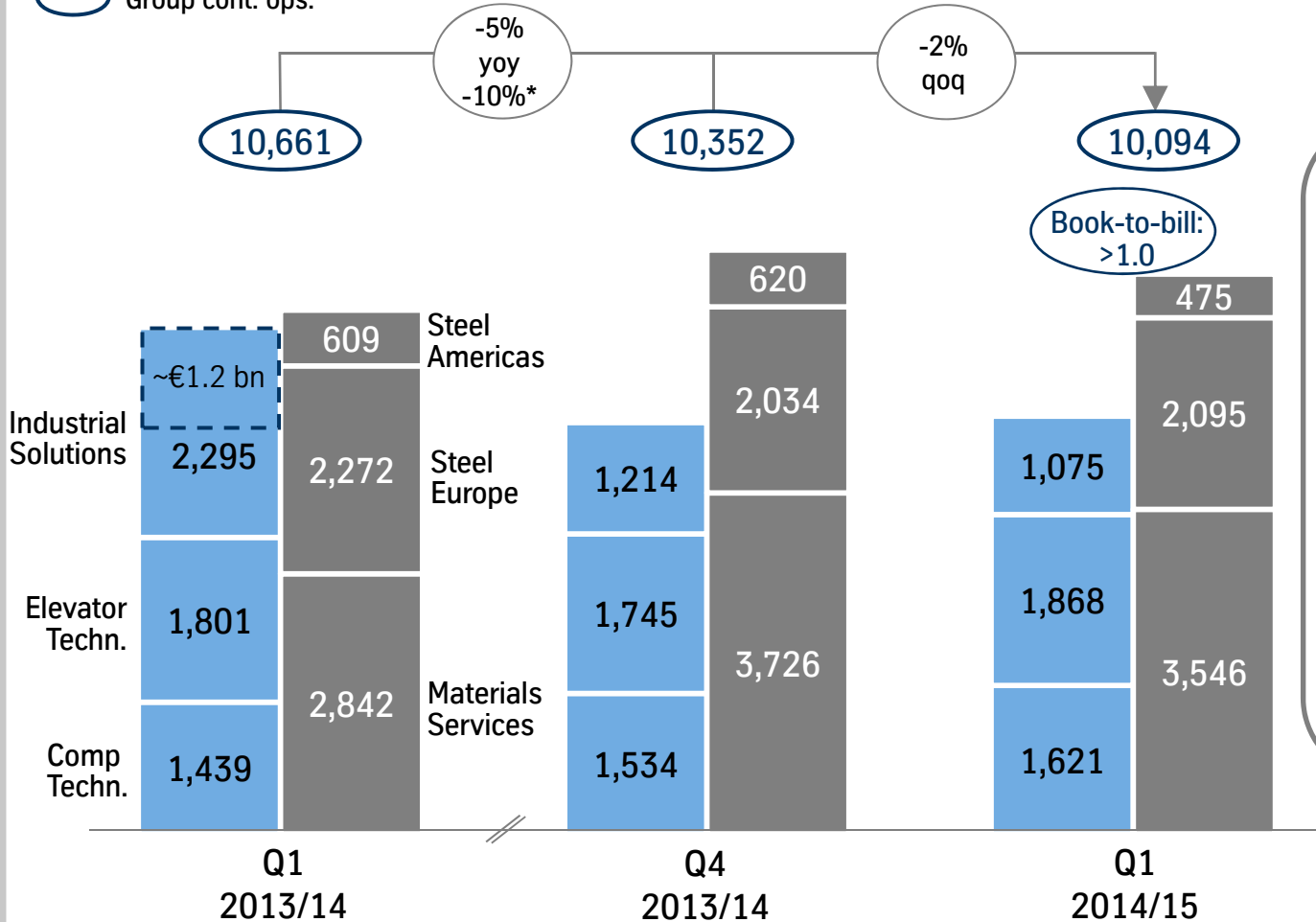
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# Solid Order Intake in Still Challenging Environment

## Order intake – continuing operations (million €)

now incl. proportionate consolidation HKM

○ Group cont. ops.



- CT: recovery of auto markets and wind industry continues
- ET: again record order intake mainly driven by NI in Asia and North America
- IS: yoy up ex big ticket Marine Systems
- MX: qoq seasonality and strike at AST
- SE: qoq lower prices and production constraints
- AM: qoq lower prices and converter repair

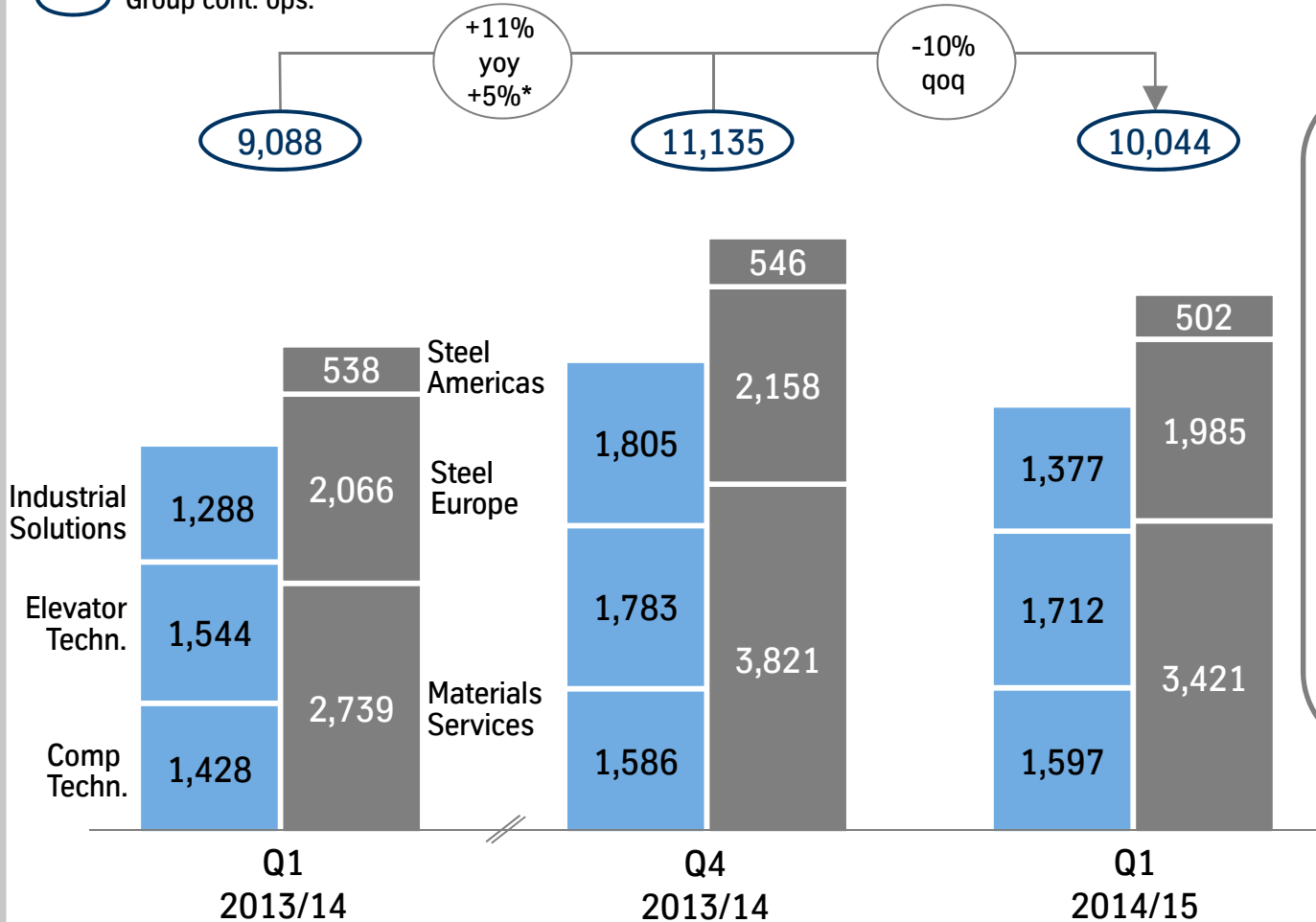
\* adjusted for F/X and portfolio changes  
 □ big ticket order

# Capital Goods Driving Organic Growth

Sales – continuing operations (million €)

now incl. proportionate consolidation HKM

○ Group cont. ops.



- CT: +8%\* yoy recovery of auto markets and wind industry continues
- ET: +7%\* yoy strong sales driven by NI in China and North America
- IS: +8%\* yoy strong sales confirming sustaining growth strategy
- Materials: qoq weaker volumes (strike at AST, seasonality, production constraints)

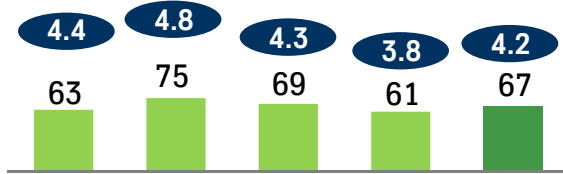
\* adjusted for F/X and portfolio changes

# All BAs with Improvements YoY (MX ex VDM/AST)

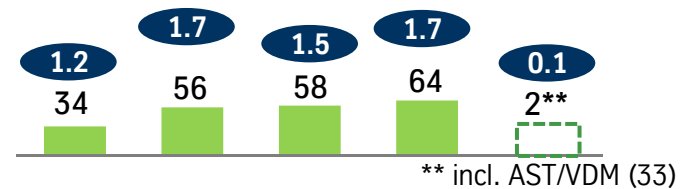
EBIT adjusted (million €); EBIT adjusted margin (%)\*

Comp.  
Techn.

Efficiency gains & growth



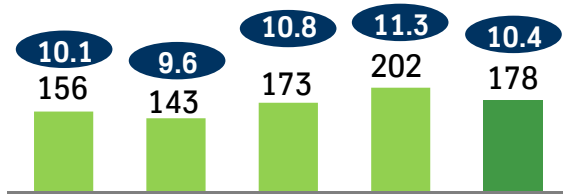
Seasonality and strike qoq



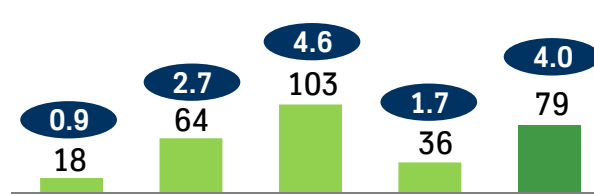
Materials  
Services

Elevator  
Techn.

Efficiency & growth yoy/seasonality & strike in F qoq



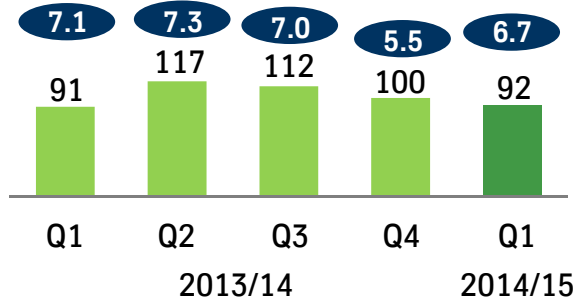
BiCR, higher production and lower raw mat qoq



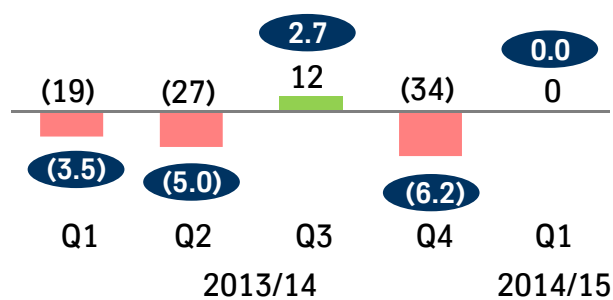
Steel  
Europe

Industrial  
Solutions

Billing-related moderate increase yoy



Efficiency and less negative F/X / tax assets qoq

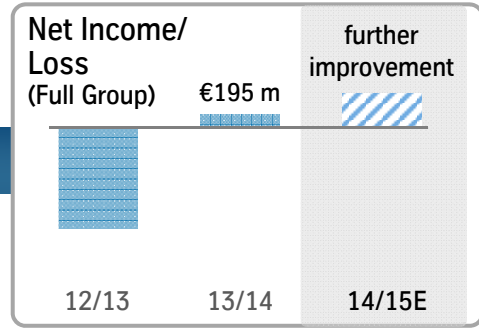
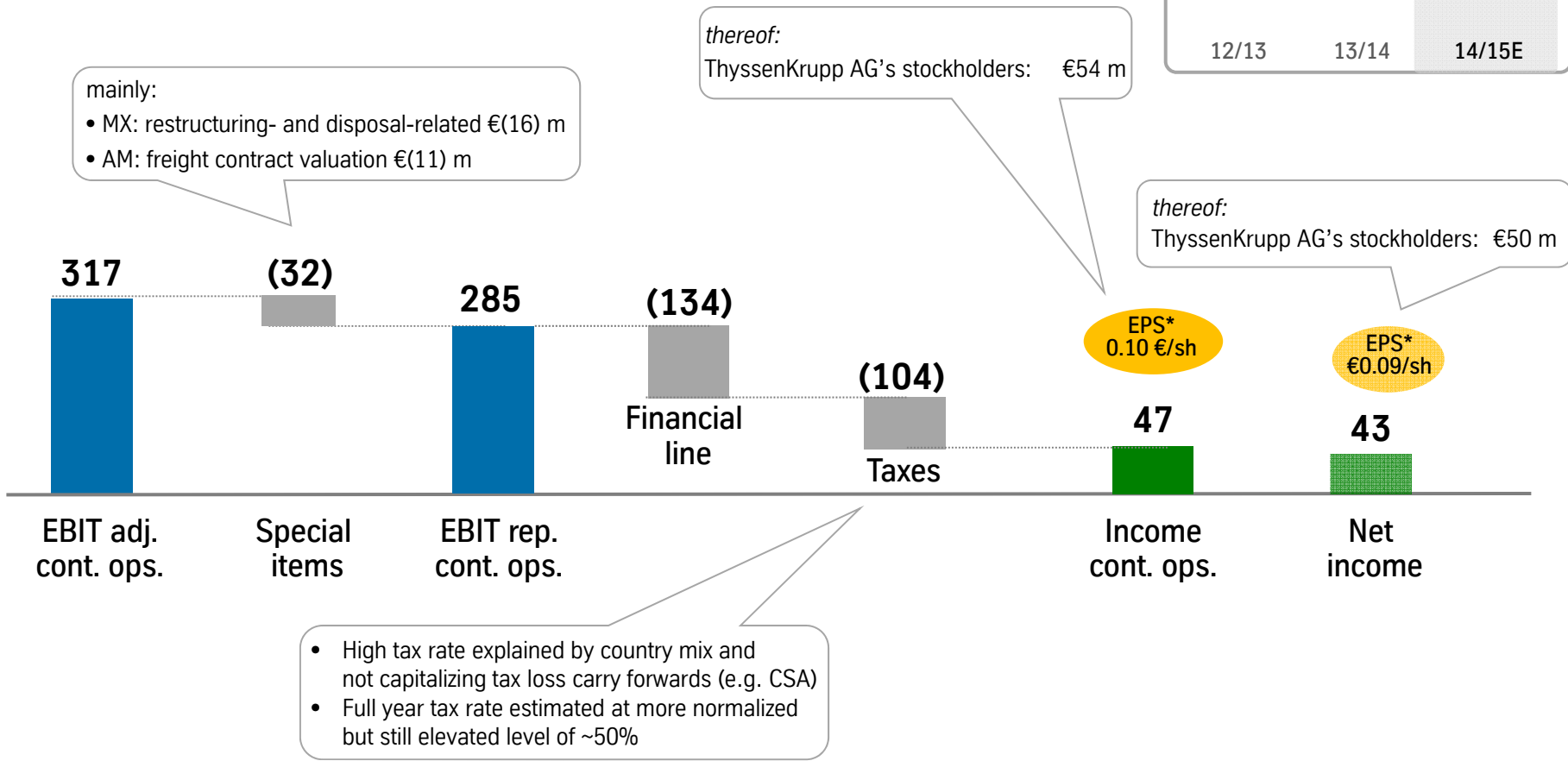


Steel  
Americas  
(excl. D&A for  
TK Steel USA  
until Q2 13/14)

\* restated for definition change and now incl. proportionate consolidation HKM

# Positive Start Bottom-Line into the New Fiscal Year

## Net income reconciliation Q1 2014/15 (million €)

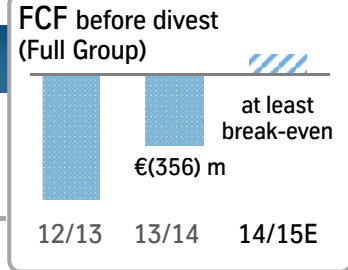


\* attributable to ThyssenKrupp AG's stockholders

# Aperiodic and Accounting Effects Impacting Gearing Temporarily

Q1 2014/15 – full group (million €)

now incl. proportionate consolidation HKM



(3,677)

Gearing  
114.9%

NFD  
Sep 2014

FCF (541)

FCF before divest (651)

Expected **aperiodic** NWC items:

- CT: higher inventory due to major repair
- IS: billing-related payment deferrals
- MX: major new contract for VDM and strike at AST
- SE: normalization of inventories after BF#2 reline

(386)

OCF

(265)

Capex

110

Divestments

(4,212)\*

Gearing  
144.9%

NFD  
Dec 2014

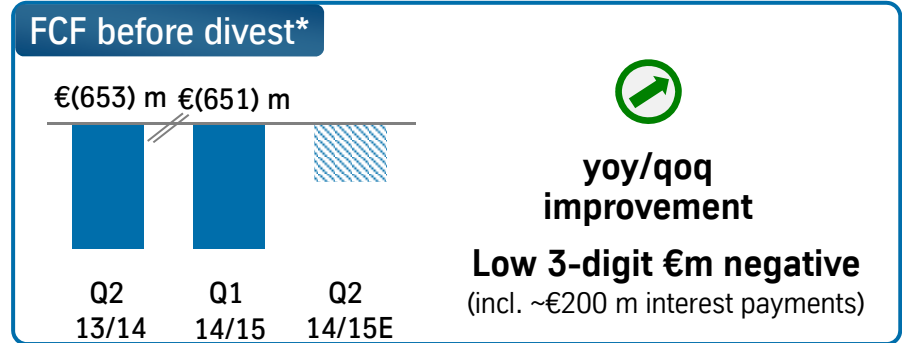
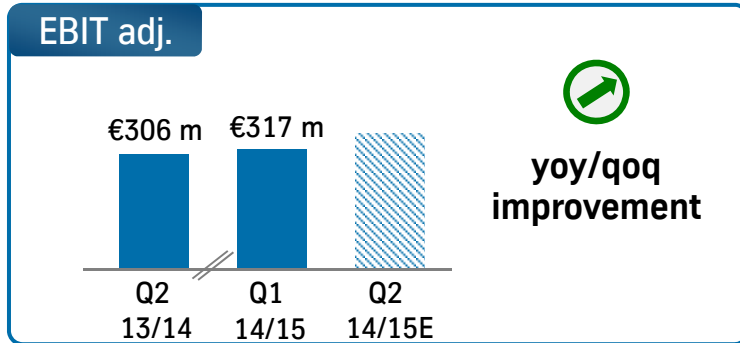
Temporary/accounting impact:

- Neg. FCF in Q1 <<0; FYE at least b/e
- Non-cash expansion of pension book value due to decline in discount rate to 2.1% (from 2.6%, Germany)

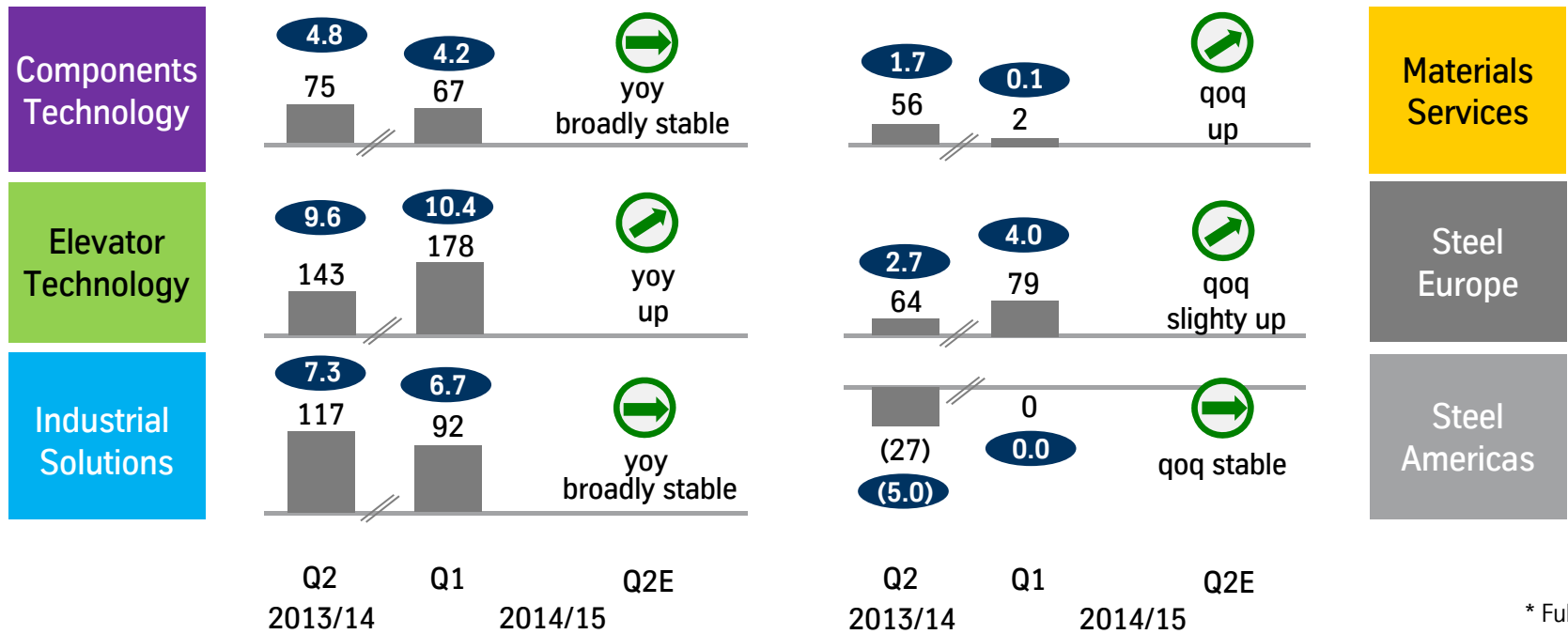
Capex for property, plant & equipment, financial & intangible assets & financial investments

\* incl. €6 m others

# Outlook Q2



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



\* Full Group

# Financial Calendar – FY 2014/15

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## ○ **March**

### **Conferences**

Citi West Coast Symposium, San Francisco (11th-12th)

Citi Global Resources Conference, London (11th)

BoAML Global Industrials & EU Autos Conference, London (18th)

Exane Basic Materials Seminar, London (24th)

Deutsche Bank Virtual ADR Conference (26th)

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## ○ **April**

### **Conferences**

Bankhaus Lampe Deutschlandkonferenz, Baden-Baden (16th)

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## ○ **May**

**Conference Call Q2 2014/15 (12th)**

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# Contact Details

## ThyssenKrupp Investor Relations

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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](mailto:ir@thyssenkrupp.com)



# Share and ADR Data

Shares outstanding

565,937,947

Type of share

No-par-value bearer shares

Voting

One share, one vote

## Share Data

Ticker Symbol

TKA

German Security Identification Number (WKN)

750 000

ISIN Number

DE0007500001

Exchange

Frankfurt, Dusseldorf

## ADR Data

Ratio (ordinary share: ADR)

1:1

ADR Structure

Sponsored-Level-I

Ticker Symbol

TKAMY

Cusip

88629Q 207

ISIN Number

US88629Q2075

Exchange

Over-the-Counter (OTC)

# Agenda

- Appendix



# ThyssenKrupp – Strategic Way Forward

Diversified Industrial

Company Positioning

More & Better  
Sustainability

## Change Management

- Mission Statement
- Governance
- Code of conduct
- Leadership
- ACT: Network organization
- Transparency
- Compliance
- Systems & processes

## People Success

- Employee survey
- Leadership Competencies
- HR Global 2020
  - Change to perform
  - Lead to engage
  - Enable to grow
- HR empowerment

## Performance Orientation

- Active portfolio management
- Continuous benchmarking
- Profitable growth
- Cost control
- Capital efficiency
- Cash generation

## Customers & Markets

- Brand ThyssenKrupp
- Market intelligence
- Sector strategies
- Customer relationships
- Sales excellence

## Financial Stability

- Balanced portfolio
- Significant cash flow
- Low NFD / Gearing <100%
- Investment grade
- Sustainable equity situation
- Supportive investor environment

## Strategic Push

- White/adjacent spaces
- Inorganic growth / M&A
- Organic growth: Expand market positions
- Strengthen innovation & technology



# SWF: Progress in Change, Performance and Financial Situation



- New Supervisory Board Chairman with compliance and corporate governance as top priority

- New and smaller Executive Board



- New Executive Board Member for Legal Affairs & Compliance

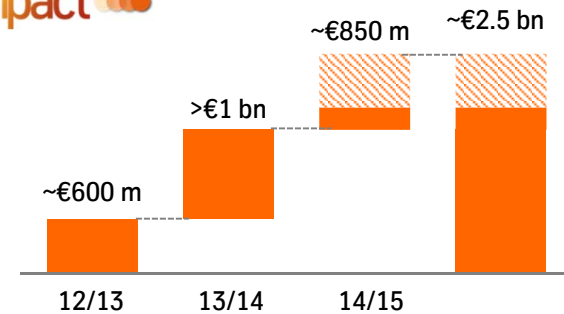
- Less Corporate and Service Functions  
6 with new management



- New and less BA Executives  
15 new BA Executives

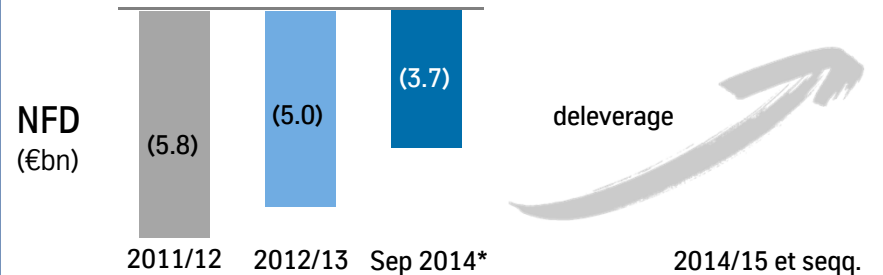


impact



Capital structure & financing supported by:

- Portfolio Optimization
- Performance Orientation



\* restated due to proportionate consolidation of HKM

# ThyssenKrupp – Continuing Operations

## ThyssenKrupp

FY 2013/14: Sales €41.2 bn • EBIT adj. €1.3 bn • Employees 162,372

### Components Technology

Sales: €6.2 bn  
EBIT adj.: €268 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

€6.4 bn  
€674 m

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

### Industrial Solutions

€6.3 bn  
€420 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

€13.7 bn  
€212 m

- Global materials distribution (carbon & stainless steel, pipes & tubes, nonferrous metals, aluminum, plastics)
- Technical and infrastructure services for production & manufacturing sectors
- Production of stainless steel flat products and high-performance materials such as nickel alloys and titanium

### Steel Europe

€8.8 bn  
€221 m

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

### Steel Americas

€2.1 bn  
€(68) m

- Premium flat carbon steels
- CSA: slab mill in Brazil, 5 m t capacity, SoP Q3 CY 2010
- Steel USA

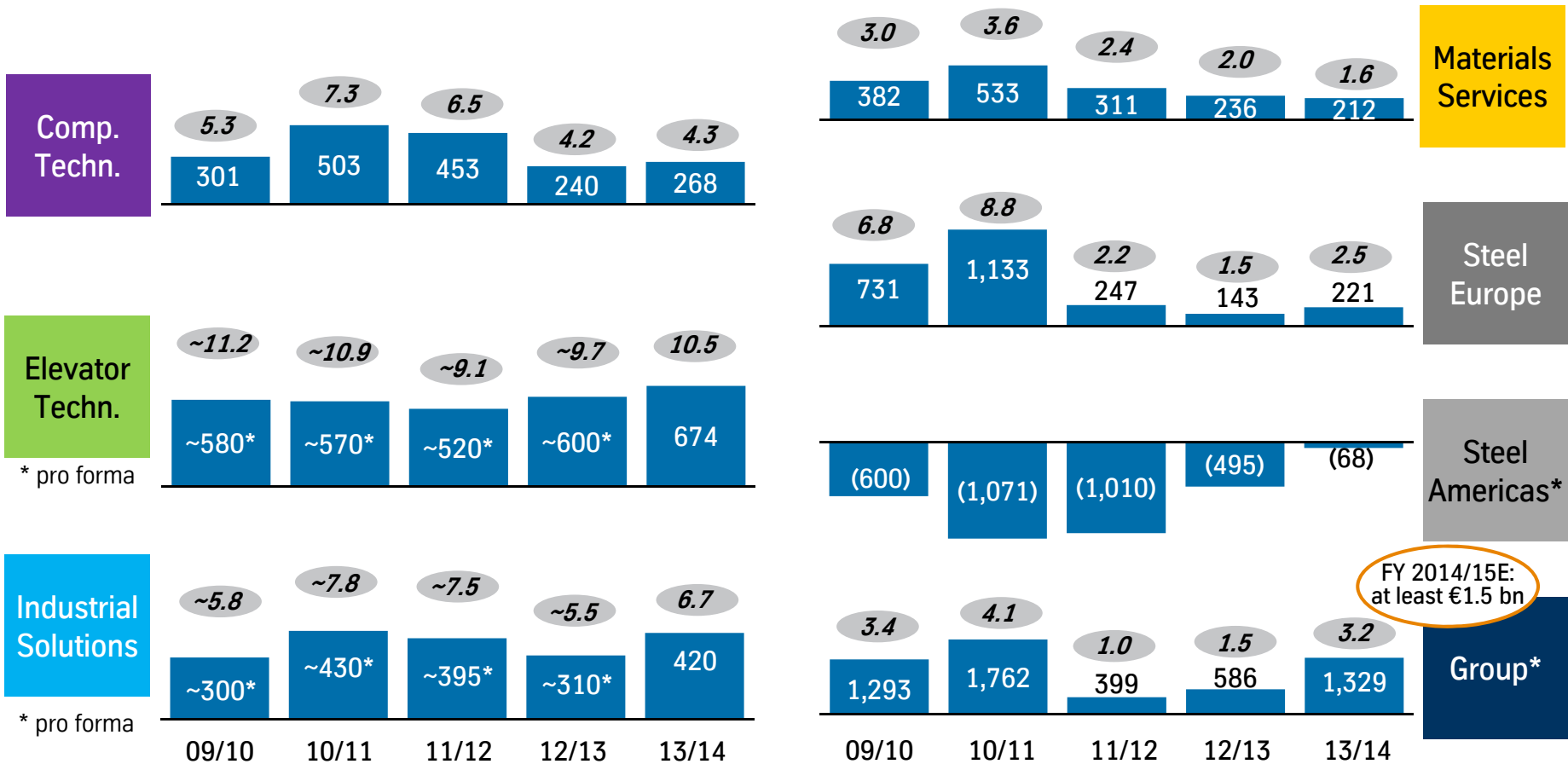
Sold  
Feb. 26, 2014

EBIT adj. with new definition – mainly: ET and IS now excl. notional interest credit from net prepayment surplus and SE and Group now with proportionate consolidation of HKM; Sales SE and Group now with proportionate consolidation of HKM



# 5 Year Performance Track Record

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



FY 2014/15E:  
at least €1.5 bn

\* 2012/13 until Q2 2013/14 excl. D&A for Steel USA

Starting 13/14 EBIT adj. with new definition – mainly:  
ET and IS now excl. notional interest credit from net prepayment surplus and SE and Group now with proportionate consolidation of HKM

# 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)

### Materials Services



- ArcelorMittal / Distribution Solutions
- Klöckner
- Reliance

### Elevator Technology



- UTC / Otis
- KONE
- Schindler

### Steel Europe



- ArcelorMittal / Europe
- Salzgitter / Strip Steel
- Tata Steel / Europe
- Voestalpine / Steel

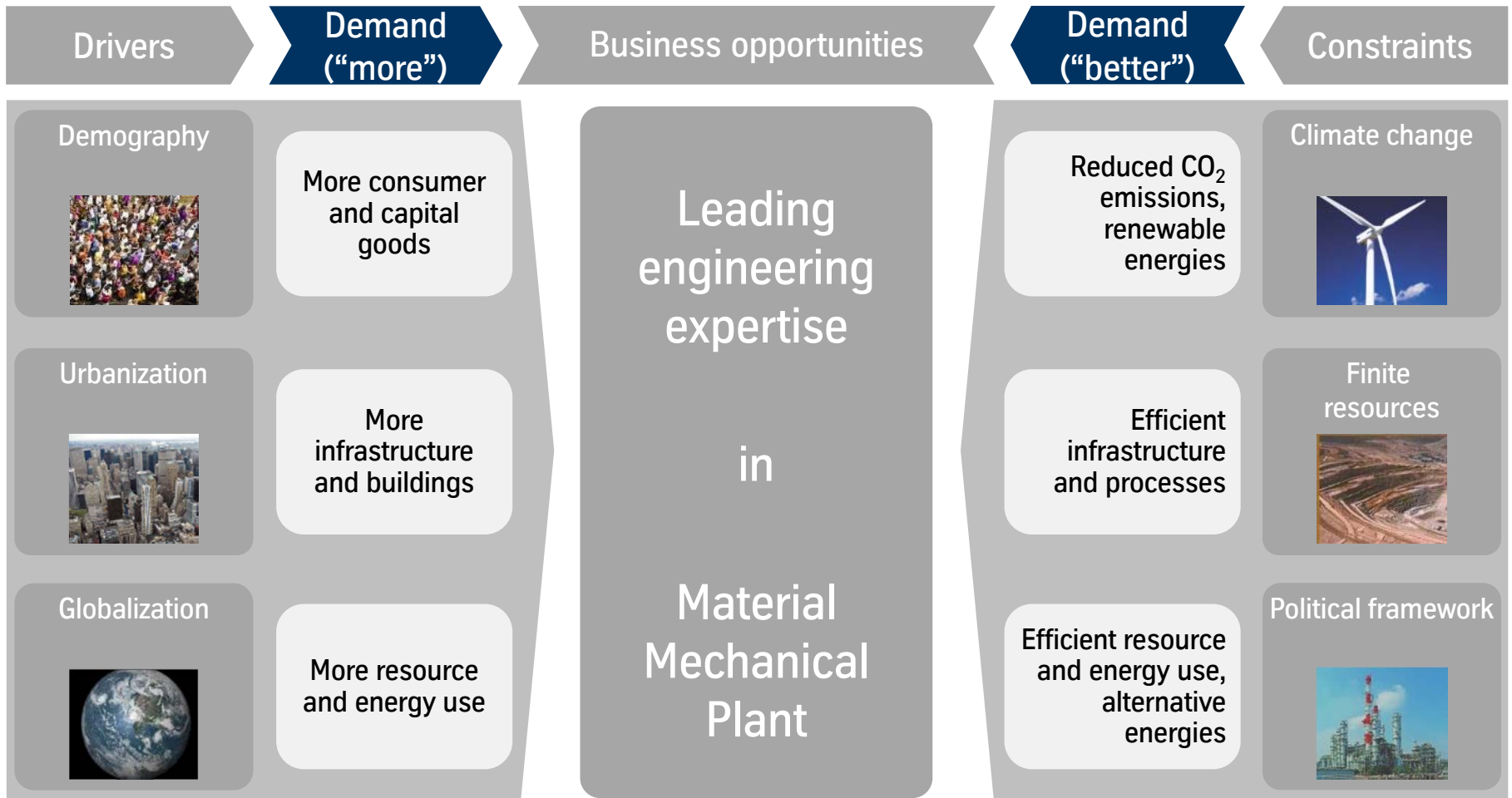
### Industrial Solutions



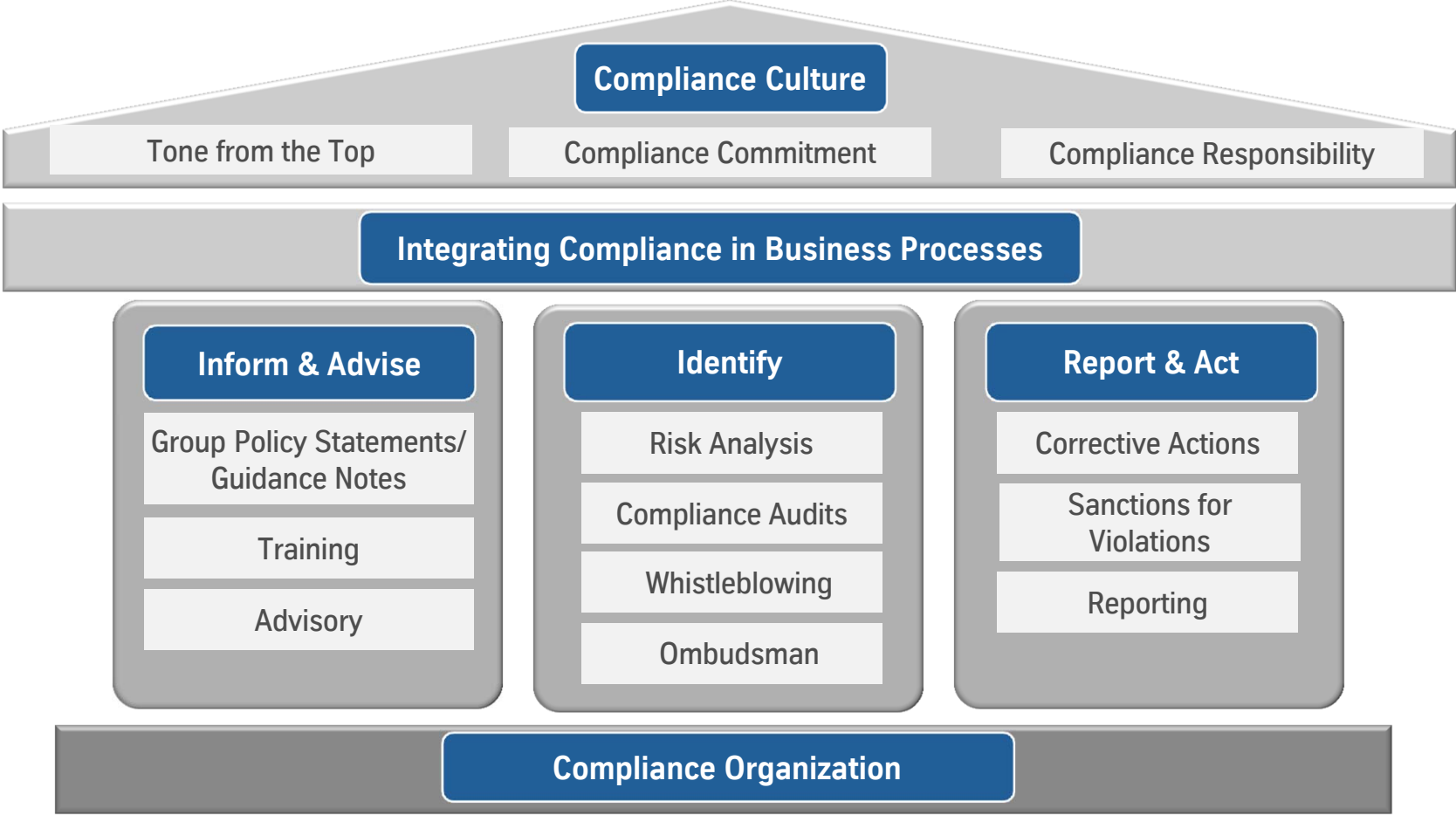
- Process Technologies (chemicals): Maire Tecnimont / Oil, Gas & Petrochem.
- Resource Technologies (mining & cement): FLSmidth, Sandvik / Mining
- System Engineering (automotive): Kuka
- Marine Systems: DCNS (F), Navantia (E), Damen (NL)



# ThyssenKrupp's Leading Engineering Competence Supports Better for More



# Structure and Elements of ThyssenKrupp Compliance Program



# Mid- to Long-Term Perspective From Strategic Way Forward



## Value Upside

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

**CT** ○ return to previous margin levels (6-8%)

- performance measures
- ramp-up new plants

Profitability

**ET** ○ close margin gap to peers

- while leverage growth opportunities
- target: 15%\* | €1 bn (EBIT adj.)

Profitability before growth

**IS** ○ sales growth by Ø 5% to €8 bn

- while maintain stable EBIT margin\* of 6-7%

Growth before profitability

**MX** ○ return to previous margin levels

- performance measures
- specialization & processing
- VDM/AST: perform./attract. concept

Profitability before growth

**SE** ○ return to > wacc across the cycle

- BiC Reloaded: efficiency & differentiation

Profitability

**AM** ○ continuous EBIT improvement

- BCF ~break-even during FY 14/15
- sustainable slab marketing concept

Profitability

**Corp.** ○ efficient corporate structure

- central projects and initiatives preparing next level of efficiency gains

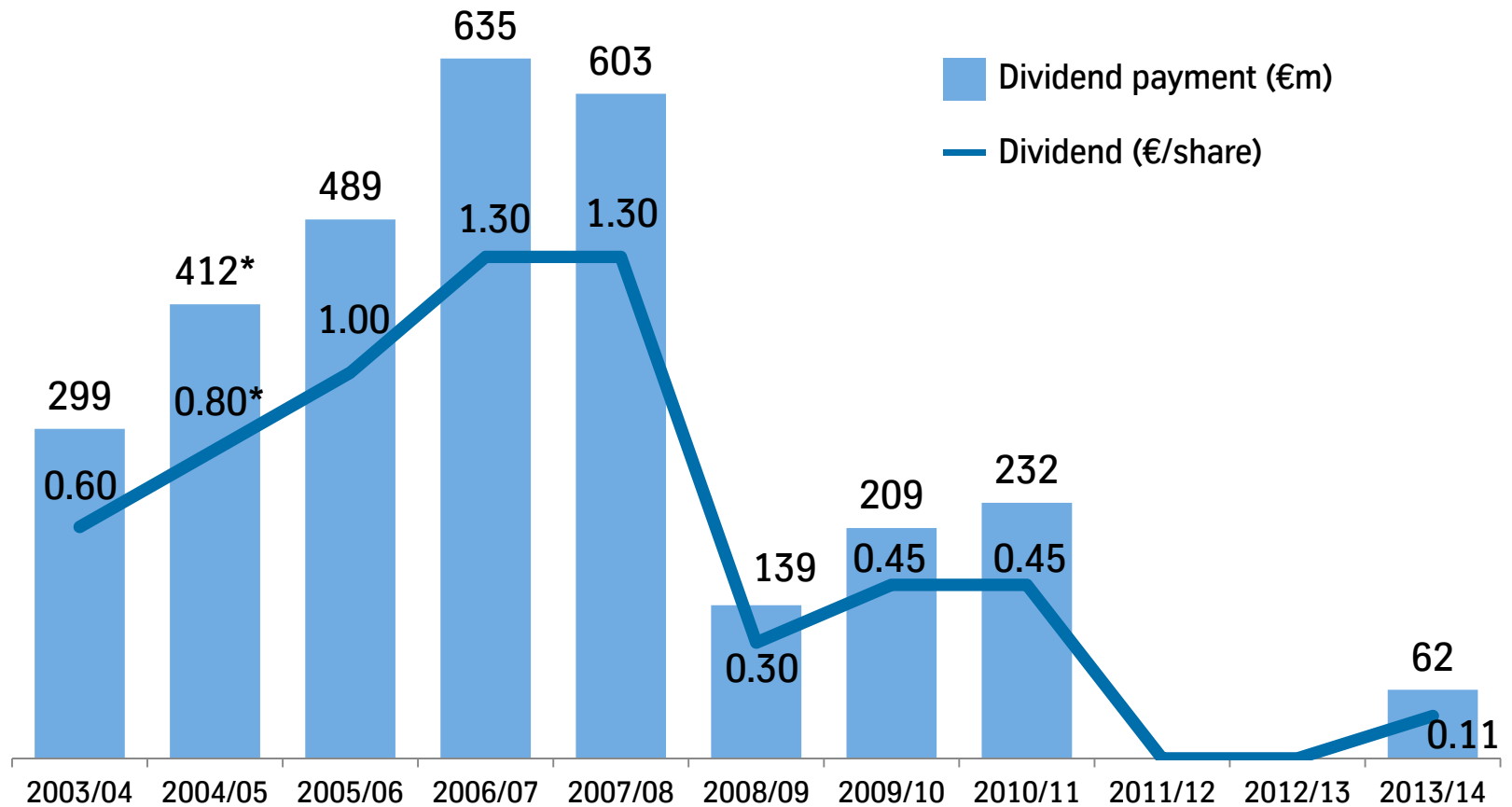
\* excl. notional interest credit from net prepayment surplus

# Impact on KPIs from Proportionate Consolidation HKM (as of Oct 1st, 2013)

KPI (in million €)	FY 2013/14 without HKM	Δ proportionate consolidation HKM	FY 2013/14 with HKM
Sales			
Group	41,304	-92	41,212
SE	8,857	-38	8,819
EBITDA adjusted			
Group	2,409	+57	2,466
SE	620	+57	677
EBIT adjusted			
Group	1,314	+15	1,329
SE	206	+15	221
Net Income*	195	-	195
NFD*	3,488	+189	3,677
FCF* before divest	(254)	-102	(356)
Pension and similar obligations*	7,354	+136	7,490

\* Full Group

# Entering the Next Phase in the Transformation Journey: Return to Dividend



\* including extra dividend of €0.10

# Key Financials (I)

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

		2013/14					2014/15
		Q1	Q2	Q3	Q4	FY	Q1
Order intake	€m	10,661	10,210	10,153	10,352	<b>41,376</b>	10,094
Sales	€m	9,088	10,269	10,720	11,135	<b>41,212</b>	10,044
EBITDA	€m	482	610	644	409	<b>2,145</b>	590
EBITDA adjusted	€m	518	593	693	661	<b>2,466</b>	623
EBIT*	€m	209	325	345	81	<b>959</b>	285
EBIT adjusted*	€m	245	306	394	384	<b>1,329</b>	317
EBT	€m	(230)	369	161	(59)	<b>242</b>	151
EBT adjusted	€m	(194)	351	210	243	<b>610</b>	183
Income from cont. ops.	€m	(257)	272	43	(49)	<b>9</b>	47
attrib. to TK AG stockh.	€m	(252)	271	40	(35)	<b>24</b>	54
Earnings per share**	€	(0.47)	0.48	0.07	(0.06)	<b>0.04</b>	0.10

\* definition change

\*\* attributable to ThyssenKrupp AG's stockholders

KPIs restated due to proportionate consolidation of HKM

# Key Financials (II)

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

		2013/14				FY	2014/15
		Q1	Q2	Q3	Q4		Q1
TK Value Added*	€m					<b>(282)</b>	
Ø Capital Employed*	€m	15,492	16,126	16,123	15,853	<b>15,853</b>	15,767
Goodwill**	€m					<b>3,574</b>	
Depreciation/amort.	€m	273	276	286	308	<b>1,143</b>	305
Business cash flow	€m	(98)	(357)	111	722	<b>377</b>	(546)
Cash flow from divestm.	€m	26	1,020	15	(7)	<b>1,054</b>	110
Cash flow from investm.	€m	(248)	(301)	(239)	(471)	<b>(1,259)</b>	(265)
Free cash flow	€m	(183)	369	(69)	580	<b>697</b>	(537)
FCF before divest	€m	(209)	(651)	(84)	587	<b>(357)</b>	(647)
Cash and cash equivalents** (incl. short-term securities)	€m	4,122	5,053	3,614	4,044	<b>4,044</b>	3,658
Net financial debt**	€m	4,599	4,178	4,243	3,677	<b>3,677</b>	4,212
Equity	€m	3,266	3,183	3,173	3,199	<b>3,199</b>	2,907
Employees		158,234	162,411	161,786	162,372	<b>162,372</b>	155,407

KPIs restated due to proportionate consolidation of HKM

\* definition change  
\*\* referring to Full Group  
\*\*\* incl. financial investments

# Key Financials (III)

**Full Group**  
(Cont. ops. +  
Inoxum effects until Q2 13/14)

		2013/14					2014/15
		Q1	Q2	Q3	Q4	FY	Q1
Order intake	€m	10,661	10,210	10,153	10,352	<b>41,376</b>	10,094
Sales	€m	9,088	10,269	10,720	11,135	<b>41,212</b>	10,044
EBITDA	€m	669	608	643	410	<b>2,330</b>	587
EBITDA adjusted	€m	518	593	693	661	<b>2,466</b>	623
EBIT*	€m	396	322	344	82	<b>1,145</b>	281
EBIT adjusted*	€m	245	306	394	384	<b>1,329</b>	317
EBT	€m	(43)	367	161	(57)	<b>428</b>	147
EBT adjusted	€m	(194)	351	210	243	<b>610</b>	183
Net income	€m	(70)	270	42	(47)	<b>195</b>	43
attrib. to TK AG stockh.	€m	(65)	269	39	(33)	<b>210</b>	50
Earnings per share**	€	(0.12)	0.48	0.07	(0.06)	<b>0.38</b>	0.09
FCF	€m	(183)	369	(69)	580	<b>696</b>	(541)
FCF before divest	€m	(209)	(653)	(83)	587	<b>(356)</b>	(651)

\* definition change

\*\* attributable to ThyssenKrupp AG's stockholders

KPIs restated due to proportionate consolidation of HKM

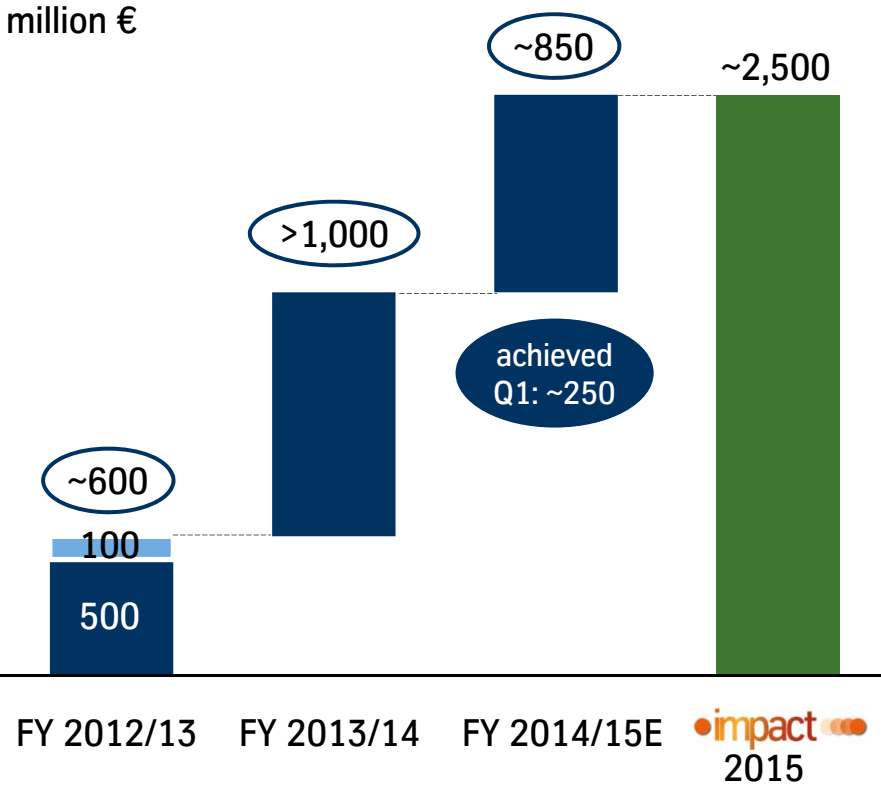


# Special Items

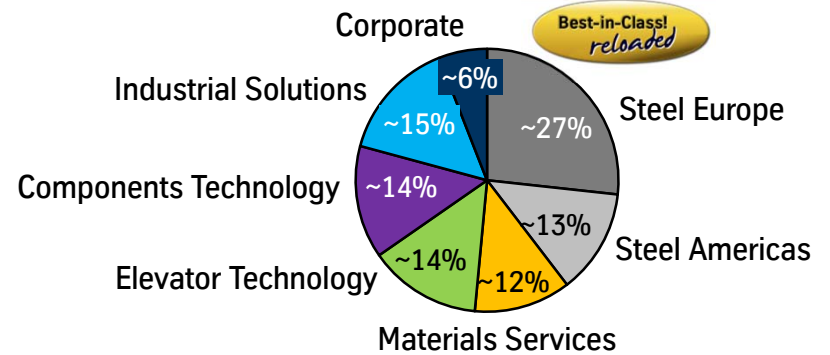
Business Area (million €)		2013/14				FY	2014/15 Q1
		Q1	Q2	Q3	Q4		
CT	Disposal effect				2	2	
	Impairment						
	Restructuring	(7)		(4)	(14)	(25)	
	Others	(1)	(8)	(1)	(1)	(11)	
ET	Disposal effect	(1)			1		
	Impairment				(11)	(11)	
	Restructuring	(41)	(4)	(9)	(57)	(111)	(1)
	Others				(73)	(73)	(1)
IS	Disposal effect				17	17	3
	Impairment				(2)	(2)	
	Restructuring		(4)		(6)	(10)	
	Others				(3)	(3)	
MX	Disposal effect	10			1	11	(10)
	Impairment				(28)	(28)	
	Restructuring		(17)	2	(46)	(61)	(3)
	Others	(1)	(2)	(16)	(16)	(35)	(3)
SE	Disposal effect						
	Impairment	1	1	1		3	1
	Restructuring		(14)	(9)	(4)	(27)	
	Others		3	(3)			
AM	Disposal effect		141			141	
	Impairment				(9)	(9)	
	Others	18	2	(8)	(12)	0	(11)
Corp.	Disposal effect	(11)	(77)	2	(35)	(122)	(3)
	Impairment				(1)	(1)	
	Restructuring	(2)	(3)	(4)	(4)	(12)	(1)
	Others	(1)			(2)	(2)	(1)
Consolidation					1	1	
<b>Continuing operations</b>		<b>(36)</b>	<b>18</b>	<b>(49)</b>	<b>(301)</b>	<b>(368)</b>	<b>(32)</b>
Discontinued operations		187	(2)	(1)	2	186	(4)
<b>Group (incl. discontinued operations)</b>		<b>151</b>	<b>16</b>	<b>(50)</b>	<b>(299)</b>	<b>(182)</b>	<b>(36)</b>

# Sustainable Efficiency Gains to Support EBIT Target FY 2014/15E

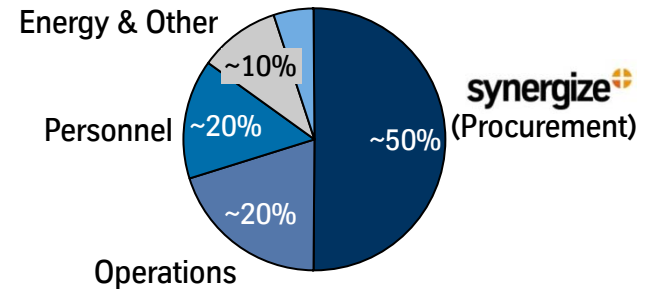
## Ramp-up Efficiency Gains **impact** 2015



## Efficiency Gains **impact** 2015 by Business Area






## Efficiency Gains **impact** 2015 by Categories

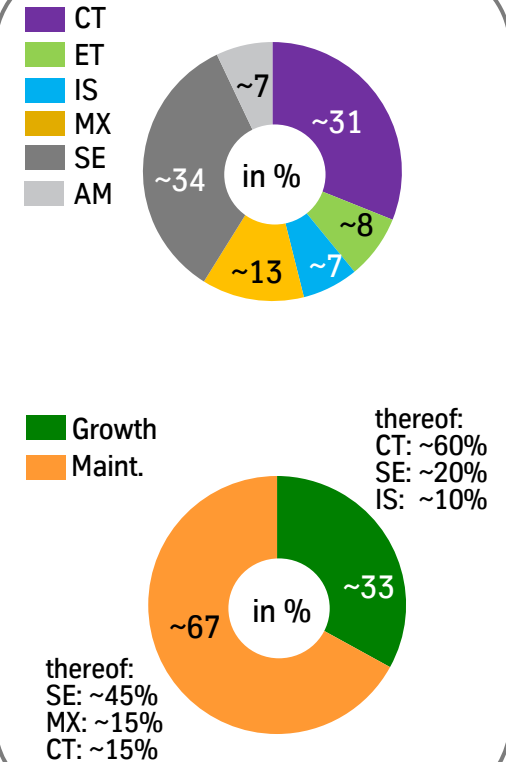
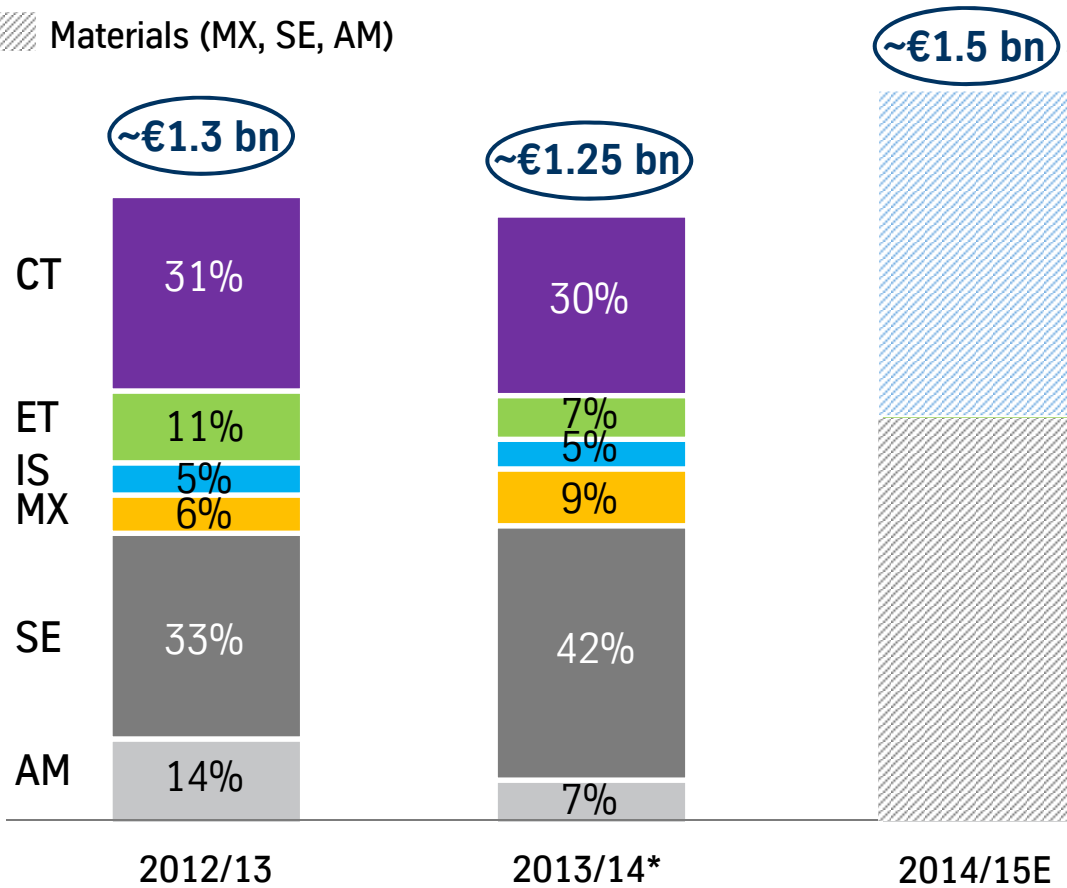


50% contribution to efficiency target from **synergize** especially by tapping unaddressed bundling potentials and pulling cross-functional levers

# Capex Allocation

## Cash flows from investing activities – continuing operations

 CapGoods (CT, ET, IS)     Group cont. ops.  
 Materials (MX, SE, AM)

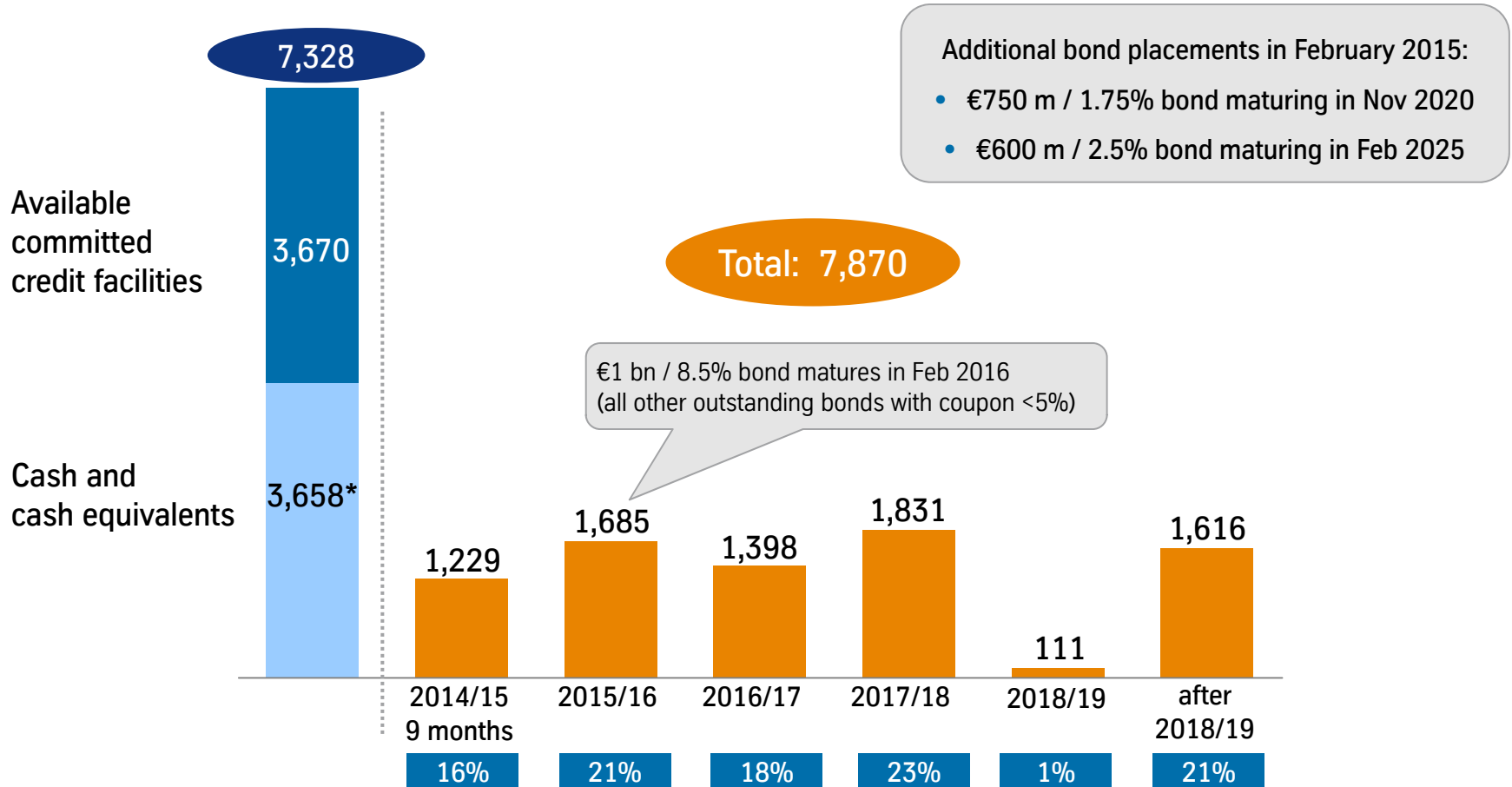


Business Area shares referring to capex excl. Corporate

\* restated due to proportionate consolidation of HKM

# Solid Financial Situation

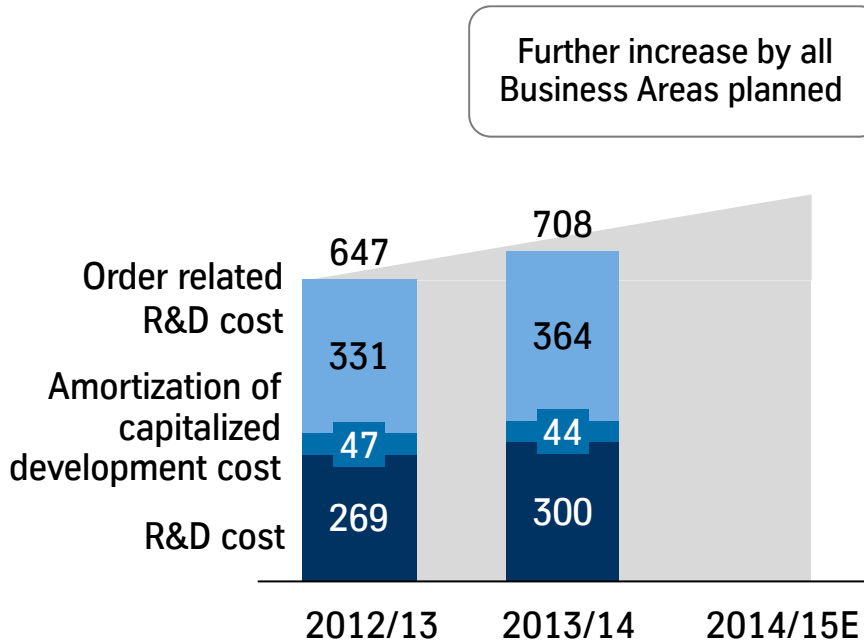
Liquidity analysis and maturity profile of gross financial debt as of December 31, 2014 (million €)



\* incl. securities of €6 m

# Innovation as Key Element in Diversified Industrial Concept

## R&D expenses TK Group (in €m)



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

## The InCar<sup>®</sup> plus Project 2013/2014



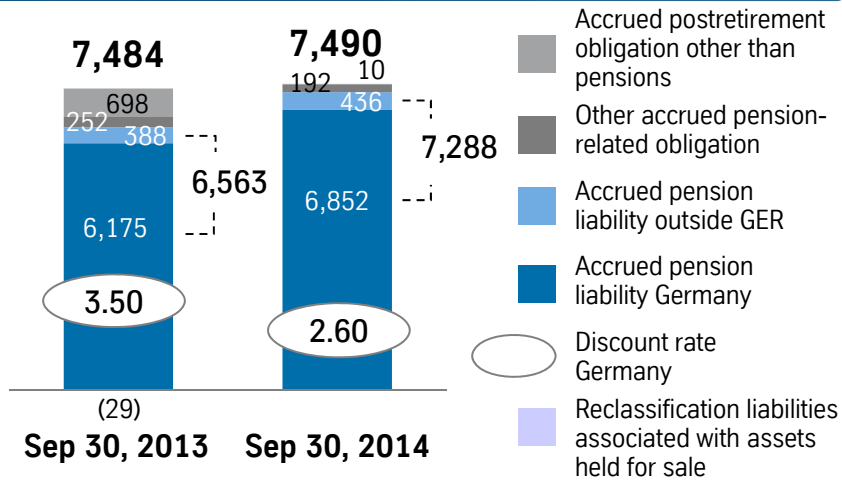
### Highlights:

- 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



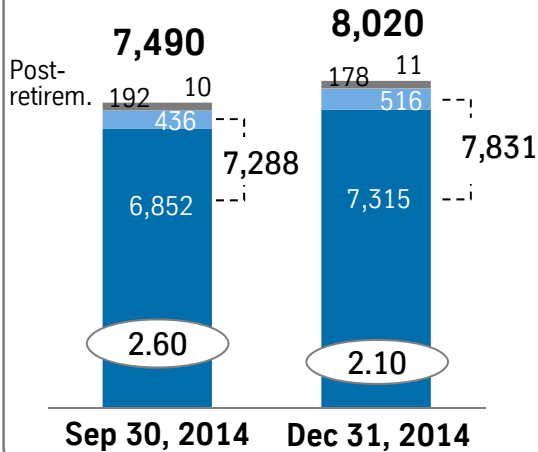
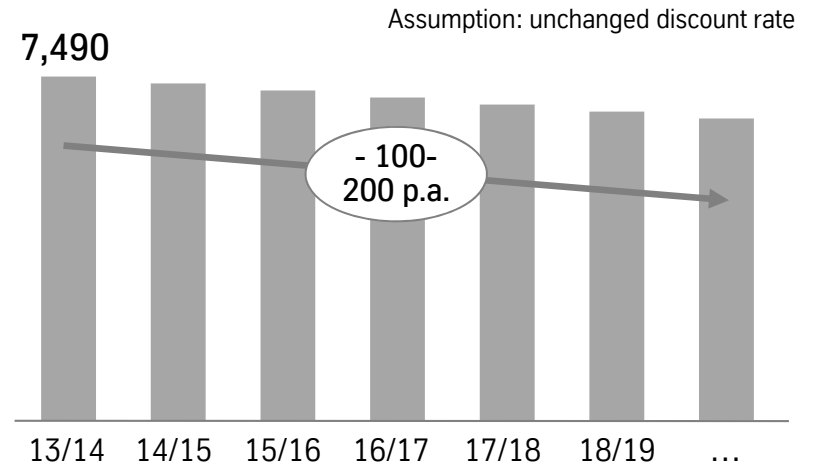
# Accrued Pension and Similar Obligations

## Accrued pension and similar obligations (in €m)



2013 and 2014 reflecting IAS 19R adjustments and proportionate consolidation HKM

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

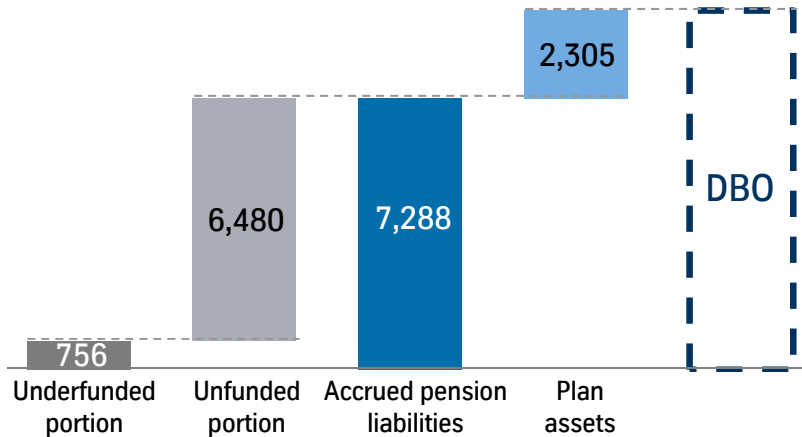


- “Patient” long-term debt, no immediate redemption in one go
- Interest cost independent of ratings, covenants etc.
- German discount rate aligned to interest rate for AA-rated corporate bonds and discounts rate of other German companies
- Yoy increase in accrued pension liability mainly driven by decrease in German discount rate
- Yoy decrease in postretirement obligation due to deconsolidation of Budd company
- Number of plan participants steadily decreasing
- 64% of obligations owed to retired employees, average age ~74 years

13/14 restated due to proportionate consolidation HKM

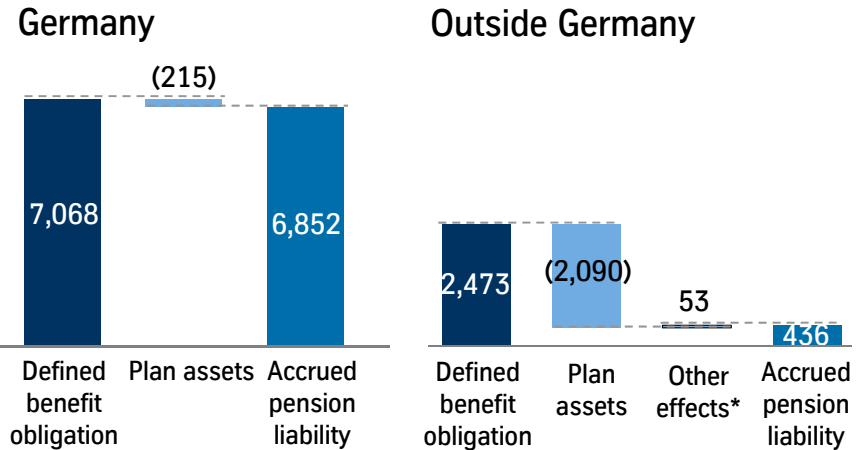
# Majority of Pension Plans Subject to German Pension Accounting

## Funded status of defined benefit obligation (FY 2013/14, 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

## Development of accrued pension liabilities (FY 2013/14, in €m)



- Plan assets outside Germany mainly attributable to USA (~37%) and UK (~31%)
- Plan asset classes include national and international stocks, fixed income securities of governments and non-governmental organizations, real estate as well as highly diversified funds

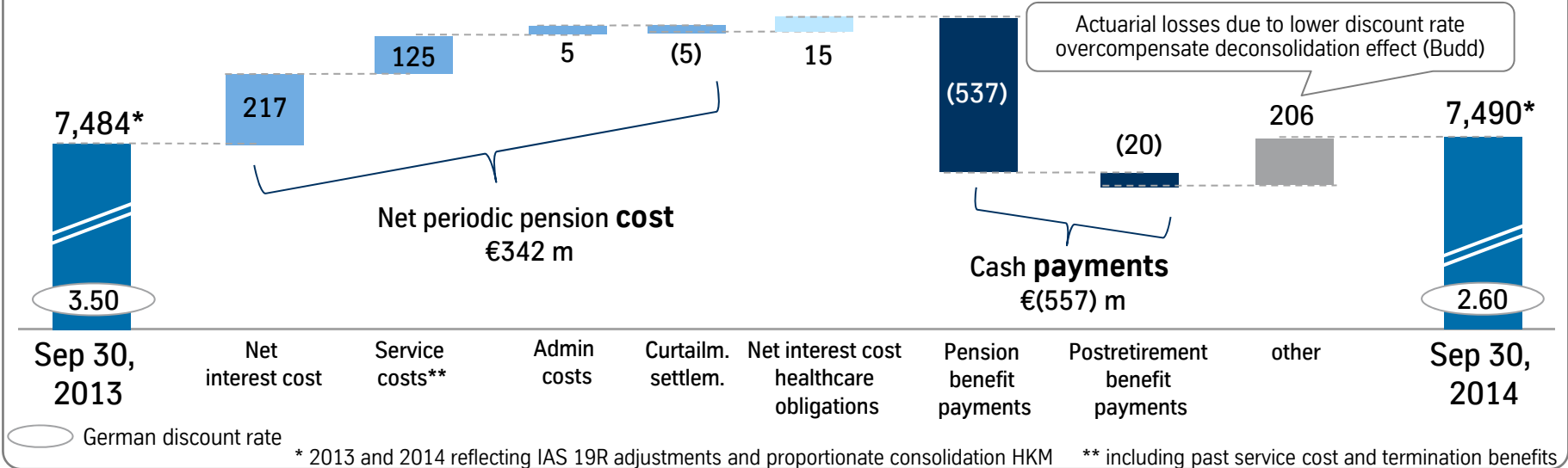
\* e.g. asset ceiling outside Germany

13/14 restated due to proportionate consolidation HKM

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

# Mature Pension Schemes: Benefit Payments Higher Than Costs

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



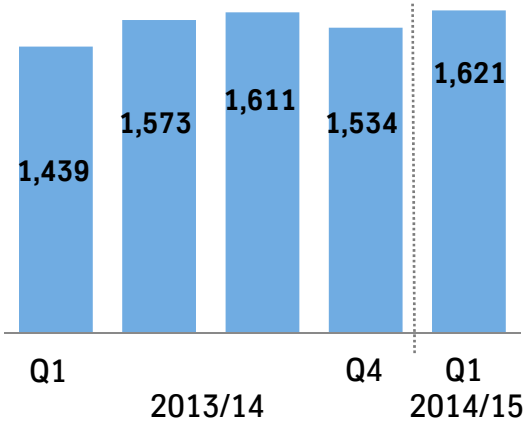
	Interest income/expense	Personnel expenses	Interest in/exp			
P&L <sup>1)</sup>				-	-	-
in EBIT	-	✓	-	-	-	-
below EBIT	✓ (in "I")	-	✓ (in "I")	-	-	-
other compr. income	-	-	-	-	-	(✓) (partly in actuarial gains/losses)
Cash Flow Statement	Included in "changes in accrued pension & similar obligations" (mainly net periodic costs – payments)					

<sup>1)</sup> additionally personnel expenses include €124 m net periodic pension cost for defined contribution plans  
 Accrued pension liability and accrued postretirement obligation other than pensions referring to defined benefit plans

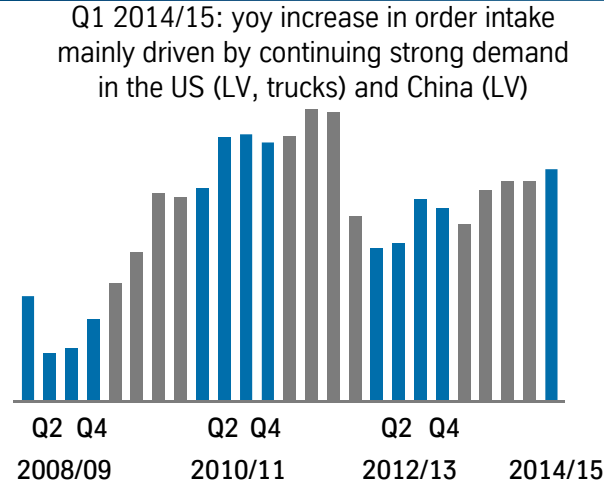


# Components Technology – Q1 2014/15 Highlights

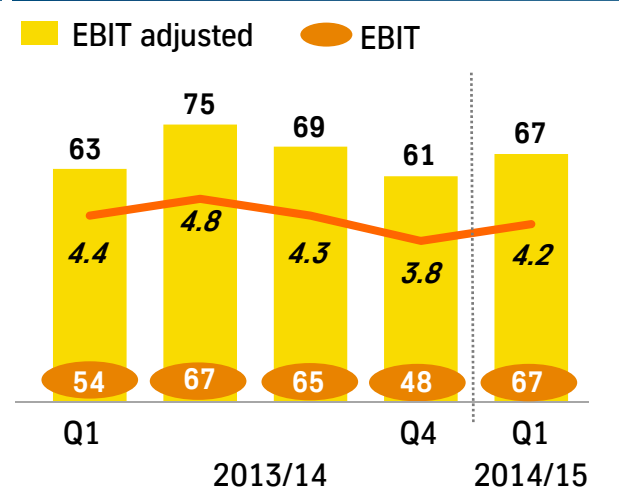
## Order intake in €m



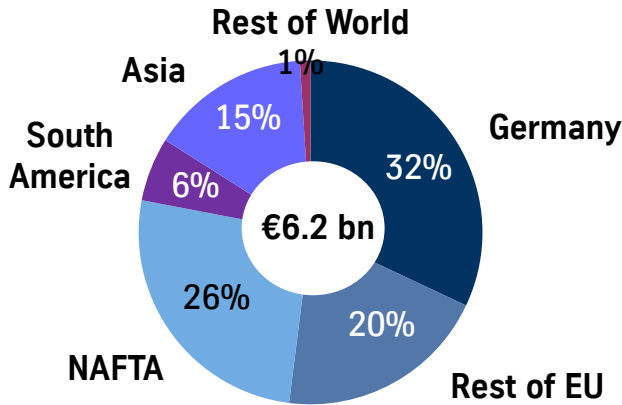
## Quarterly order intake auto components



## EBIT in €m; EBIT adj. margin in %



## Sales by region – FY 2013/14



## Current trading conditions

- Order activity in Q1 remains on high level (+13% yoy)
  - **Light vehicles:** ongoing positive development in China and the US; further recovery in Western Europe
  - **Trucks:** ongoing difficult market conditions (except for the US)
  - **Industrial components:** improved business environment for wind turbines (especially in China); no significant improvement in construction equipment market
- EBIT adj. with increase of 6% yoy; ongoing efficiency programs with positive impact

## Key figures

		2013/14				FY	2014/15
		Q1	Q2	Q3	Q4		Q1
Order intake	€m	1,439	1,573	1,611	1,534	<b>6,157</b>	1,621
Sales	€m	1,428	1,555	1,603	1,586	<b>6,172</b>	1,597
EBITDA	€m	121	136	135	123	<b>514</b>	140
EBITDA adjusted	€m	129	144	139	135	<b>547</b>	140
EBIT*	€m	54	67	65	48	<b>234</b>	67
EBIT adjusted*	€m	63	75	69	61	<b>268</b>	67
EBIT adj. margin*	%	4.4	4.8	4.3	3.8	<b>4.3</b>	4.2
TK Value Added*	€m					<b>(44)</b>	
Ø Capital Employed*	€m	3,006	3,028	3,057	3,092	<b>3,092</b>	3,342
BCF	€m	(41)	1	7	50	<b>16</b>	(128)
CF from divestm.	€m	2	0	1	4	<b>7</b>	1
CF for investm.	€m	(65)	(73)	(75)	(143)	<b>(356)</b>	(74)
Employees		28,057	28,354	28,500	28,941	<b>28,941</b>	29,162

\* definition change

# Components Technology – Overview

## Eight Business Units in Three Clusters

Sales: €6,172 m; Employees: 28,941

**CHASSIS**  
(~60% of sales)

**STEERING**

**DAMPERS**

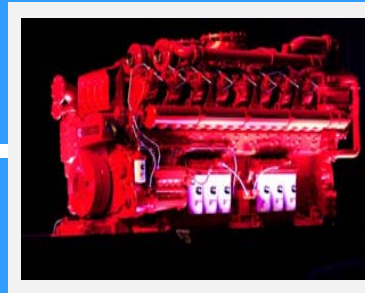


**SYSTEMS**

**SPRINGS &  
STABILIZERS**

**POWERTRAIN**  
(~20% of sales)

**CAMSHAFTS**



**FORGED &  
MACHINED  
COMPONENTS**

**INDUSTRY**  
(~20% of sales)

**BEARINGS**

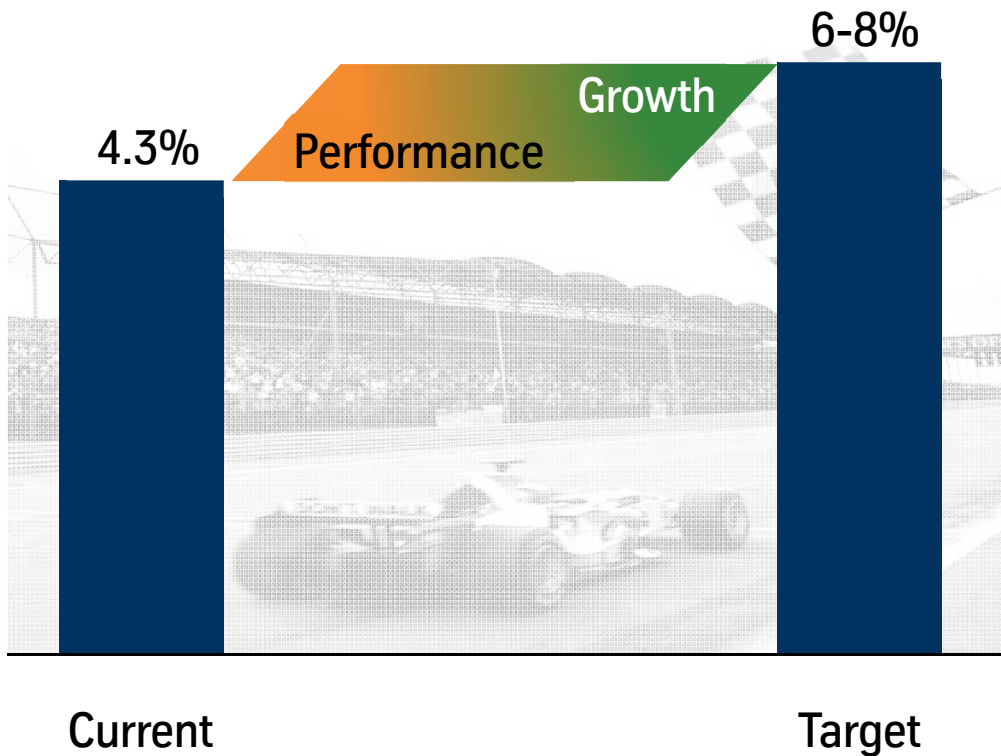


**UNDERCARRIAGES**

\* Sales: FY 2013/14; Employees: Sep 30, 2014



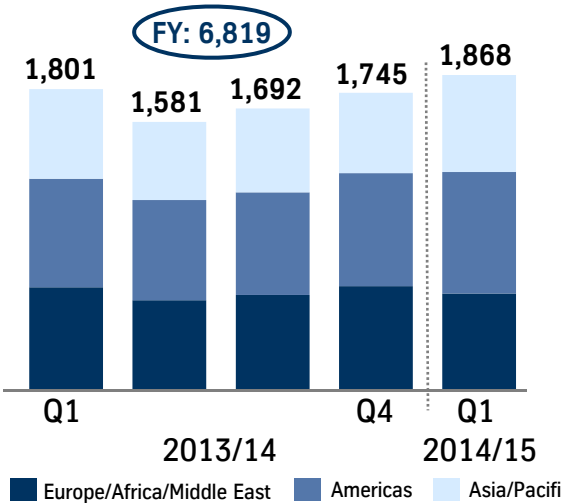
EBIT adj. margin (%)



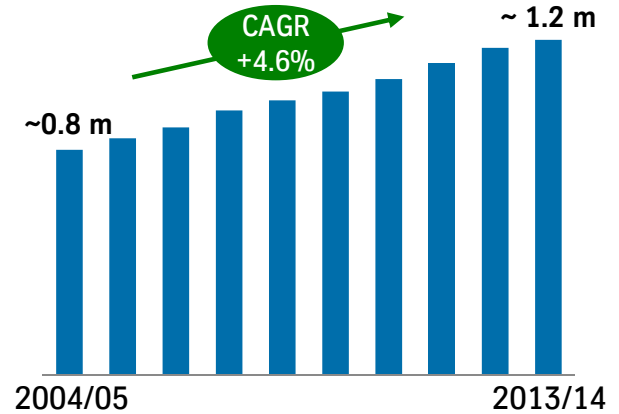
- ▶ Radical improvement of appearance and perception
- ▶ Step change in quality and cost position
- ▶ Wave of innovations for growth markets
- ▶ Streamlining of processes and structures

# Elevator Technology – Q1 2014/15 Highlights

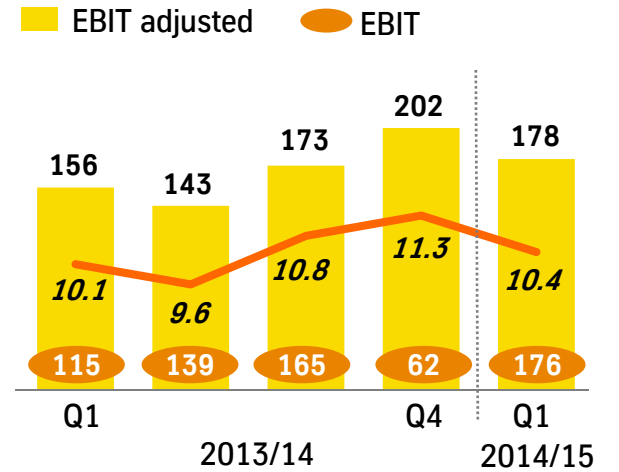
## Order intake in €m



## Units under Maintenance

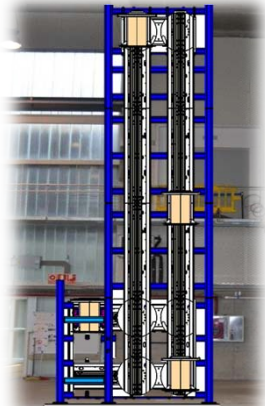


## EBIT\* in €m; EBIT\* adj. margin in %



\* now excl. notional interest credit from net prepayment surplus

## New product: MULTI – First ropeless elevator



- **High flexibility:** Horizontal as well as vertical movement possible
- **Product scope:** No restrictions on building height or shape
- **Joint R&D:** Exchanger module developed together **ET** **CT** with Components Technology; extra light cabins developed with TK Tech Center Carbon Composites, Dresden
- **Unique technology:** Linear motor technology based on Transrapid

## Current trading conditions

- **Order backlog** €4.3 bn again at record level (+13% yoy)
- **Order intake** in Q1 yoy up +4% driven by new installation (Q1: adj. for F/X +/-0% yoy)
- **New installation:** demand driven by A/P (China, Korea) as well as US (with tailwind from F/X); Southern Europe and France weak
- **Modernization:** negatively impacted by strike in France
- **Maintenance:** mature markets in e.g. S-Europe and USA stay competitive
- **Q1 margin improvement** by 0.3%-pt yoy reflecting numerous measures of performance improvement program
- **Q1 margin** impacted by restructuring of factory in France

## Key figures

		2013/14					2014/15
		Q1	Q2	Q3	Q4	FY	Q1
Order intake	€m	1,801	1,581	1,692	1,745	<b>6,819</b>	1,868
Sales	€m	1,544	1,480	1,609	1,783	<b>6,416</b>	1,712
EBITDA*	€m	133	157	184	91	<b>566</b>	195
EBITDA adjusted*	€m	175	161	192	219	<b>748</b>	196
EBIT*	€m	115	139	165	62	<b>480</b>	176
EBIT adjusted*	€m	156	143	173	202	<b>674</b>	178
EBIT adj. margin*	%	10.1	9.6	10.8	11.3	<b>10.5</b>	10.4
TK Value Added*	€m					<b>376</b>	
Ø Capital Employed*	€m	1,353	1,334	1,315	1,294	<b>1,294</b>	1,248
BCF	€m	51	230	159	201	<b>641</b>	56
CF from divestm.	€m	1	1	0	2	<b>4</b>	2
CF for investm.	€m	(14)	(20)	(21)	(33)	<b>(87)</b>	(29)
Employees		49,348	49,316	49,707	50,282	<b>50,282</b>	51,044

\* definition change

## Elevator Technology

Sales\*: €6,416 m; Employees\*: 50,282

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

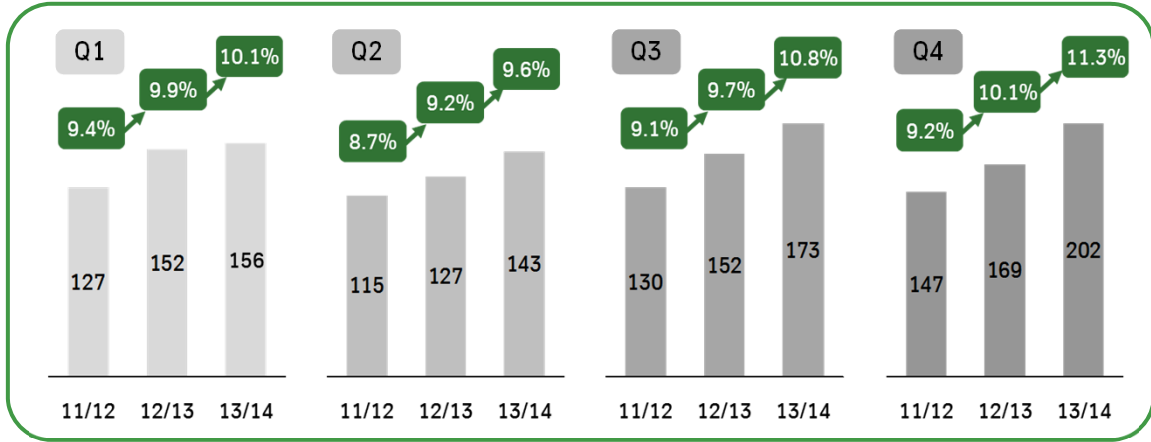
Home elevators,  
stair lifts,  
Passenger  
Boarding  
Bridges

## Service base: ~1,200,000 units

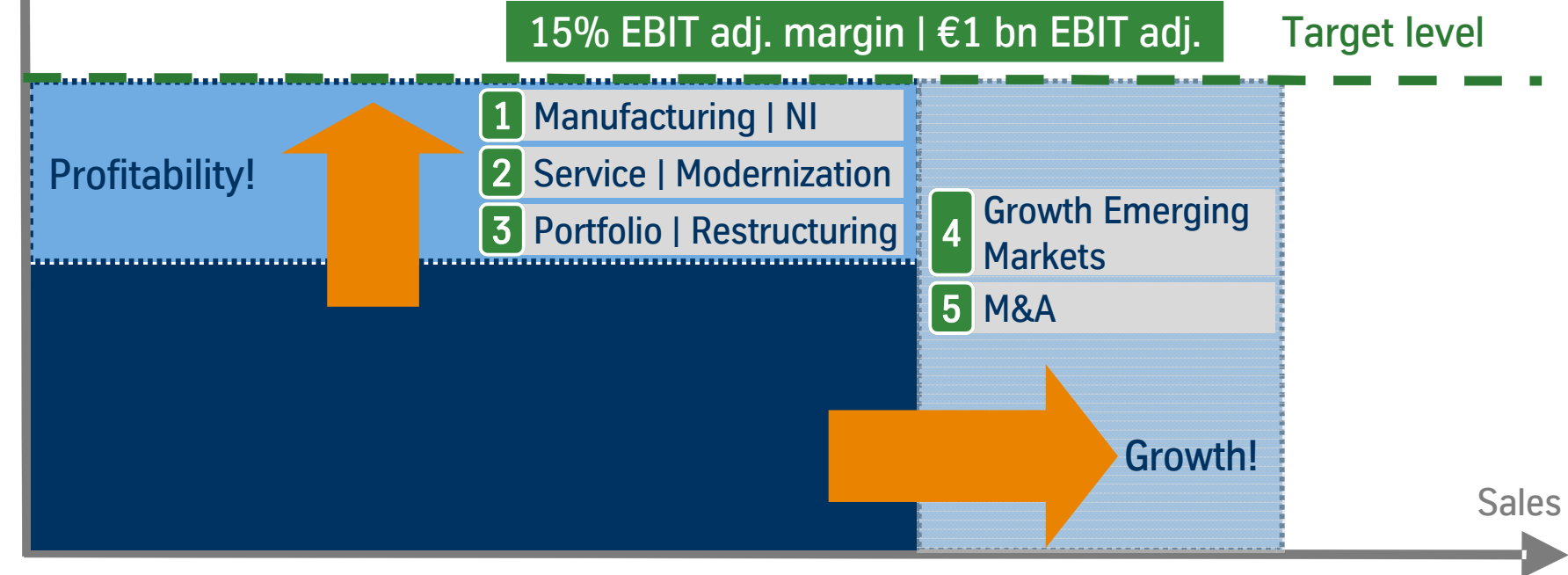
\* Sales: FY 2013/14; Employees: Sep 30, 2014

# Five Initiatives to Improve Performance and Push Growth

ET



EBIT adj. margin



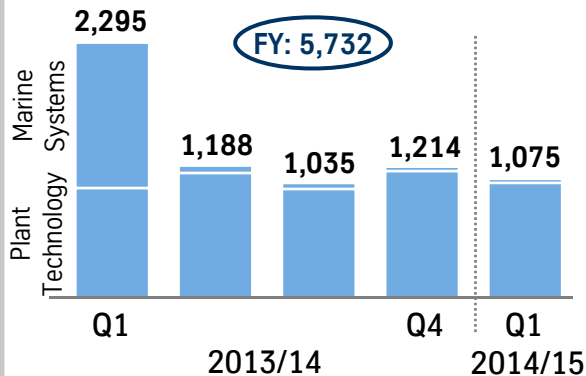


# Industrial Solutions – Q1 2014/15 Highlights

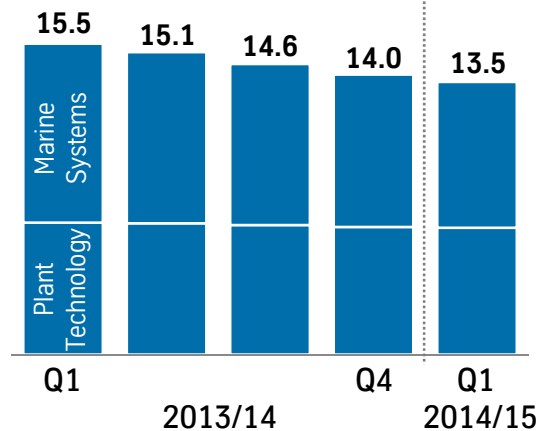
IS

## Order intake in €m

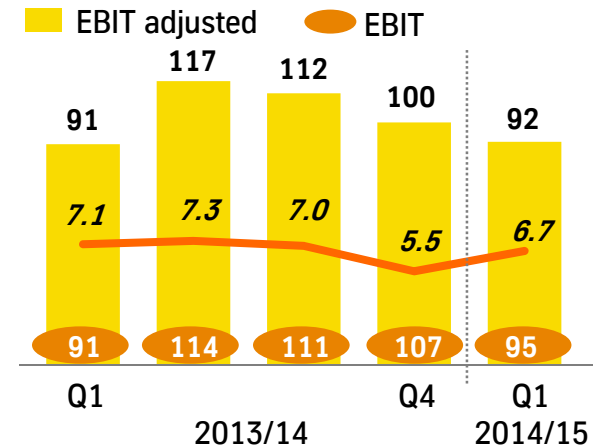
Q1 2013/14 big ticket MS



## Order backlog in €bn



## EBIT\* in €m; EBIT\* adj. margin in %



\* now excl. notional interest credit from net prepayment surplus

## Major order Q1 2014/15

### Cement plant for McInnis Cement, Canada:



(Comparable project)

- Representing the most technologically advanced and environmentally sound plant of its kind
- Cement clinker plant with 6,000 t/d
- POLCID proprietary process control system and POLAB laboratory automation system for quality assurance and monitoring
- Order value in high 2-digit €m range, SOP in 2016

## Current trading conditions

- Q1 orders ex MS / big ticket effect up by ~5% yoy, backlog covers >2x sales
  - **chemicals:** interest for fertilizer & polymer plants esp. from US continues
  - **cement:** sustained high demand for cement plants driven by infrastructure growth in EM as well as low US energy prices
  - **mining:** ongoing lower customer new installation demand; but high order backlog and growing service & repair business secure solid performance
  - good conditions in the **auto plant market** (esp. in US, Europe and China) as well as project chances from the aerospace industry
  - **Marine Systems** benefited from smaller and reliable service orders
- EBIT adj. with slight increase yoy however billing-related lower margin yoy

## Key figures

		2013/14					2014/15
		Q1	Q2	Q3	Q4	FY	Q1
Order intake	€m	2,295	1,188	1,035	1,214	<b>5,732</b>	1,075
Sales	€m	1,288	1,592	1,585	1,805	<b>6,271</b>	1,377
EBITDA*	€m	105	129	126	124	<b>484</b>	107
EBITDA adjusted*	€m	105	132	126	116	<b>480</b>	104
EBIT*	€m	91	114	111	107	<b>422</b>	95
EBIT adjusted*	€m	91	117	112	100	<b>420</b>	92
EBIT adj. margin*	%	7.1	7.3	7.0	5.5	<b>6.7</b>	6.7
TK Value Added*	€m					<b>603</b>	
Ø Capital Employed*	€m	(2,151)	(2,152)	(2,131)	(2,126)	<b>(2,126)</b>	(1,963)
BCF	€m	264	(29)	27	53	<b>315</b>	(232)
CF from divestm.	€m	1	0	0	(18)	<b>(17)</b>	5
CF for investm.	€m	(11)	(12)	(15)	(21)	<b>(58)</b>	(12)
Employees		18,982	19,081	19,065	18,546	<b>18,546</b>	18,690

\* definition change

## Industrial Solutions

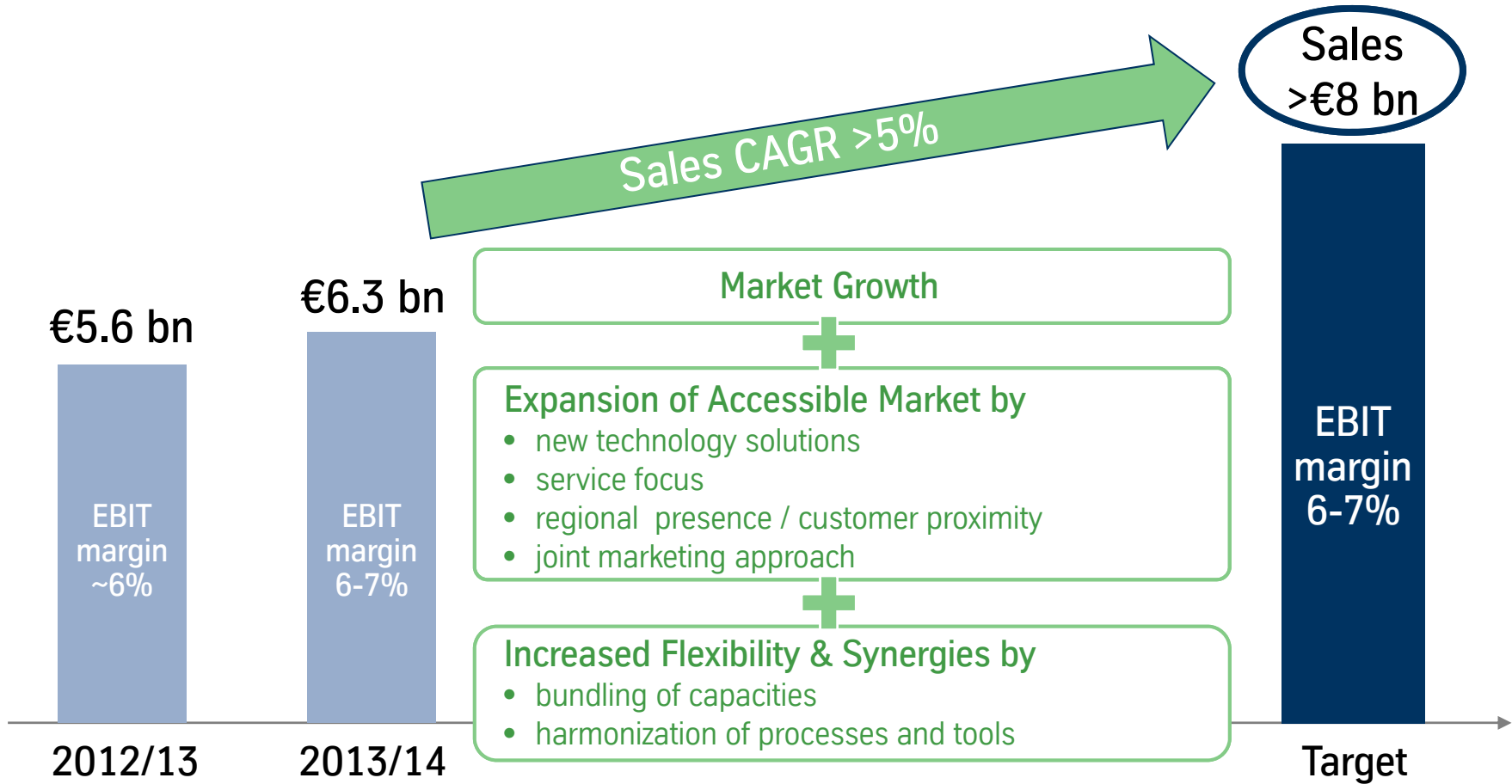
Order intake: €5,732 m | Sales: €6,271 m | Employees: 18,546

Unit	Process Technologies	Resource Technologies	Marine Systems	System Engineering
Market	Chemicals 	Mining 	Submarines 	Automotive 
	Fertilizer 	Cement 	Naval Surface Vessels 	Aerospace 
Sales (m€)	~1,600	~2,200	~1,800	~800
Employees	~5,500	~5,900	~3,300	~3,700

Order intake, sales and employees as of FY 2013/14 and Sep 30, 2014

# Enhancing Growth Across All Regions & Becoming a Global Leading Player

IS

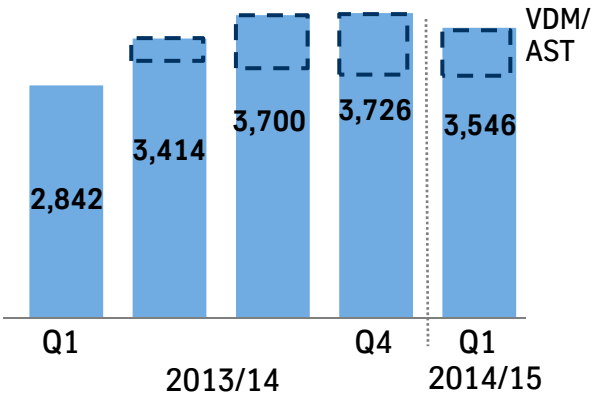


**Global EP/EPC & Service Provider with Strong Technological Expertise**

# Materials Services – Q1 2014/15 Highlights

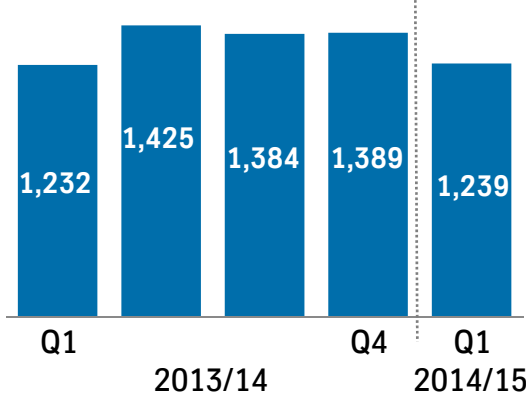
## Order intake\* in €m

\* thereof materials warehousing business ~60%



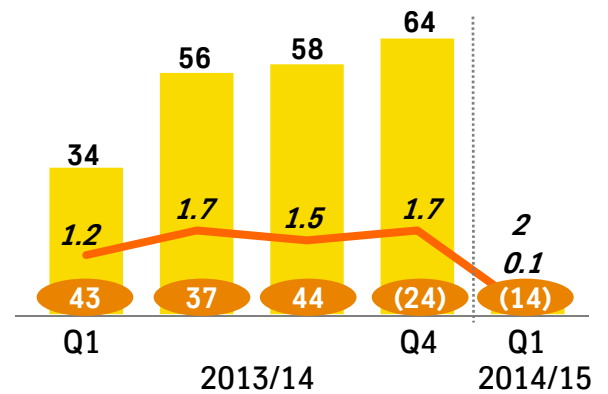
## Materials warehousing shipments in 1,000 t

excl. VDM/AST shipments



## EBIT in €m; EBIT adj. margin in %

EBIT adjusted (yellow bars), EBIT (orange circles)



## Current stage of VDM/AST

- **VDM:**
  - new organizational setup (incl. reduction of 135 FTE)
  - optimization and focusing of sales processes
- **AST:**
  - cost reduction of >€100 m p.a. targeted and on track
  - strengthening of CR line
  - strengthening of EAF 1 and closure of EAF 2 in 2015/16
  - reduction of >300 people of which >290 have already left the company
  - all relevant stakeholders agreed to performance concept

## Current trading conditions

- Challenging and highly competitive environment, decreasing prices
- Shipments of materials and raw materials increased in Q1 by 2% yoy to 3.2 mt due to constant sales initiatives
- Order intake in Q1 +6% yoy on comparable basis (ex VDM/AST) driven by trading business and materials warehousing business in NA
- VDM/AST contribute ~€500 m to order intake and sales; AST affected by impact from strike in Italy
- Earnings slightly up yoy excluding VDM/AST
  - VDM/AST with EBIT adj. contribution of €(33) m

## Key figures

		2013/14				FY	2014/15
		Q1	Q2	Q3	Q4		Q1
Order intake	€m	2,842	3,414	3,700	3,726	<b>13,682</b>	3,546
thereof Special Materials			288	731	599	<b>1,618</b>	546
Sales	€m	2,739	3,320	3,780	3,821	<b>13,660</b>	3,421
thereof Special Materials			266	763	689	<b>1,718</b>	522
EBITDA	€m	62	66	88	24	<b>239</b>	27
EBITDA adjusted	€m	54	85	102	85	<b>325</b>	44
thereof Special Materials			4	21	(4)	<b>22</b>	(12)
EBIT*	€m	43	37	44	(24)	<b>100</b>	(14)
EBIT adjusted*	€m	34	56	58	64	<b>212</b>	2
thereof Special Materials			(3)	(2)	(19)	<b>(24)</b>	(33)
EBIT adj. margin*	%	1.2	1.7	1.5	1.7	<b>1.6</b>	0.1
thereof Special Materials			(1.1)	(0.3)	(2.8)	<b>(1.4)</b>	(6.3)
TK Value Added*	€m					<b>(297)</b>	
Ø Capital Employed*	€m	3,673	4,114	4,405	4,405	<b>4,405</b>	4,685
BCF	€m	(236)	(67)	(87)	349	<b>(41)</b>	(92)
thereof Special Materials			(1)	(43)	15	<b>(30)</b>	(85)
CF from divestm.	€m	19	1	3	7	<b>30</b>	94
CF for investm.	€m	(13)	(17)	(28)	(55)	<b>(113)</b>	(22)
Employees		25,128	30,653	30,467	30,289	<b>30,289</b>	22,423

\* definition change

# Link Between Industrial and Raw Materials Producers and Customers

MX

Materials Services: Sales: €13,660 m; Employees: 30,289

Producers



Materials Services



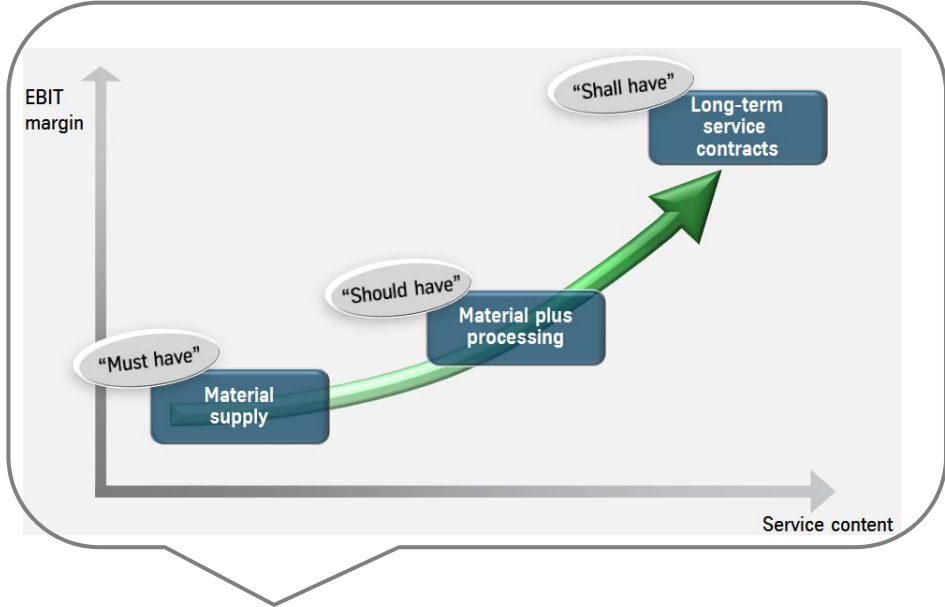
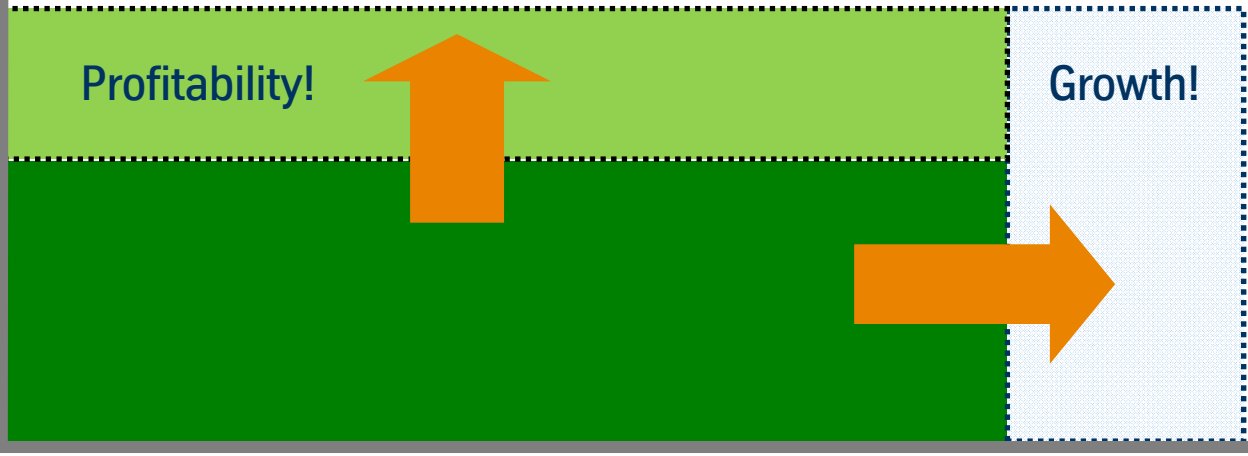
Customers



\* Sales: FY 2013/14; Employees: Sep 30, 2014

# Materials Services – Performance and Growth Levers

## Performance Before Growth!

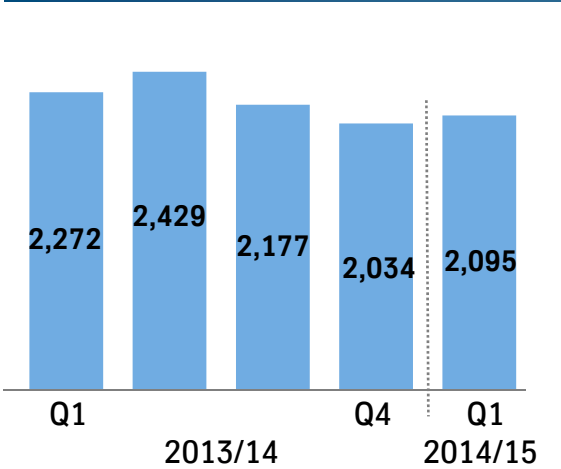


- Organic growth
- Selected smaller growth investments (e.g. USA, Europe)

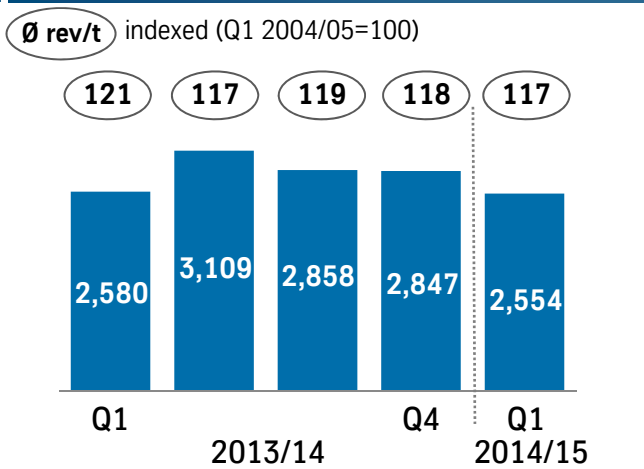


# Steel Europe – Q1 2014/15 Highlights

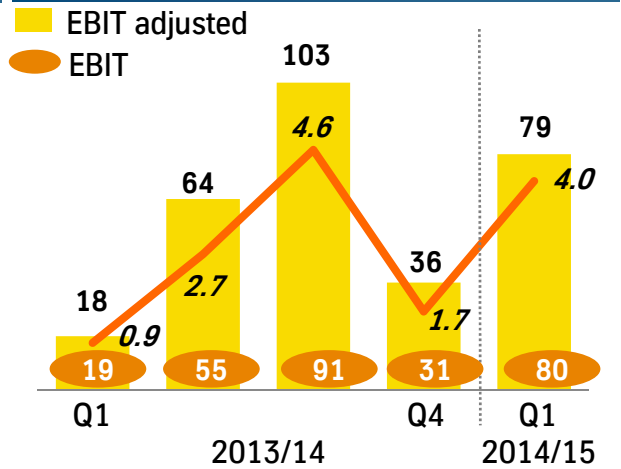
Order intake\* in €m



Shipments in 1,000 t



EBIT\* in €m; EBIT\* adj. margin in %



## Strengthening differentiation: TetraFlex – innovative concept for steel wind turbine towers

- Enabling hub heights >120 m
- Increasing heights with stronger and more constant wind drive full-load hours and electricity generation
- Lower material, transportation and assembly costs
- Patent applications filed for concept and individual components



## Current trading conditions

- Qoq higher EBIT adj. reflecting mainly higher production volumes following restart of BF#2, improved fixed cost dilution, lower maintenance & repair and raw material costs as well as efficiency gains from “Best-in-Class Reloaded”; reduced weekly working hours for pay-scale employees has become effective Oct 1, 2014
- Orders, production and shipments affected by production constraints caused by delayed completion of modernization of continuous caster#1/restart of BF#2
- Expectation fiscal Q2 2014/15: qoq slightly higher EBIT adj., higher volumes, lower Ø selling prices

\* restated due to proportionate consolidation of HKM

## Key figures

		2013/14					2014/15
		Q1	Q2	Q3	Q4	FY	Q1
Order intake	€m	2,272	2,429	2,177	2,034	<b>8,912</b>	2,095
Sales	€m	2,066	2,377	2,218	2,158	<b>8,819</b>	1,985
EBITDA	€m	137	172	206	133	<b>648</b>	199
EBITDA adjusted	€m	137	182	219	139	<b>677</b>	199
EBIT	€m	19	55	91	31	<b>195</b>	80
EBIT adjusted*	€m	18	64	103	36	<b>221</b>	79
EBIT adj. margin*	%	0.9	2.7	4.6	1.7	<b>2.5</b>	4.0
TK Value Added*	€m					<b>(309)</b>	
Ø Capital Employed*	€m	5,240	5,272	5,298	5,308	<b>5,308</b>	5,384
BCF	€m	58	(22)	56	139	<b>232</b>	(129)
CF from divestm.	€m	0	(2)	(4)	(21)	<b>(27)</b>	5
CF for investm.	€m	(105)	(125)	(111)	(164)	<b>(506)</b>	(100)
Employees		28,259	28,022	27,665	27,858	<b>27,858</b>	27,740

\* definition change

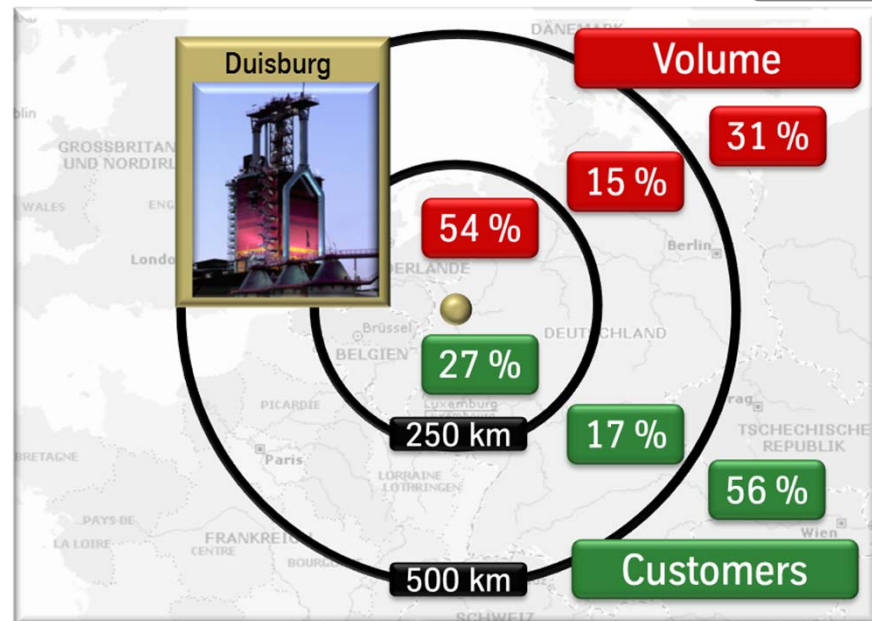
KPIs restated due to proportionate consolidation of HKM

# Overview Business Area Steel Europe

## Key Figures Steel Europe\*

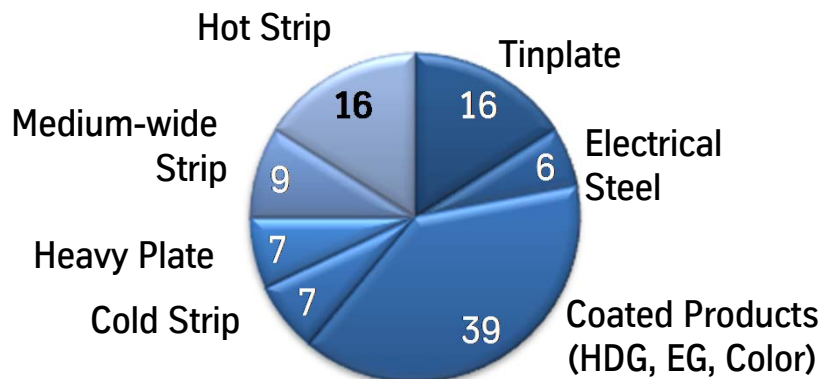
		2009/10	2010/11	2011/12	2012/13	2013/14
Sales	€m	10,770	12,814	10,992	9,620	8,819
Crude steel	kt	13,296	13,247	11,860	11,646	12,249
Shipments	kt	12,009	13,022	12,009	11,519	11,393
EBITDA	€m	1,301	1,670	659	512	648
EBIT	€m	731	1,133	188	62	195
EBIT adj.	€m	731	1,133	247	143	221
Empl. (Sep 30)#		34,711	28,843	27,761	26,961	27,858

\* 13/14 after definition change / proportionate consolidation HKM



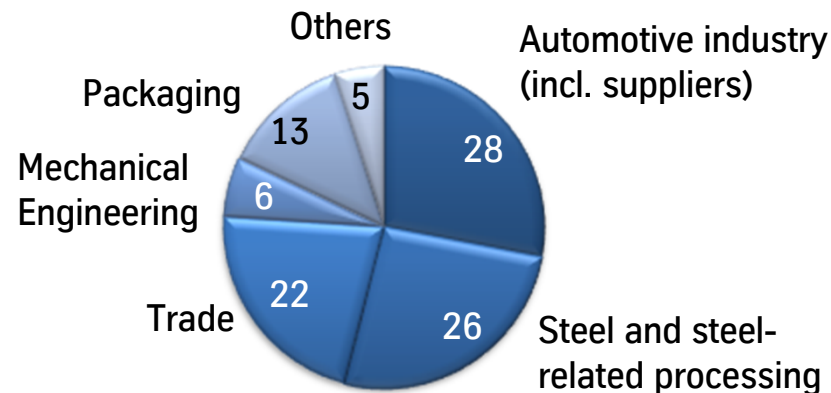
## Product Mix Steel Europe FY 2013/14

in % of net revenues



## Sales by Industry Steel Europe FY 2013/14

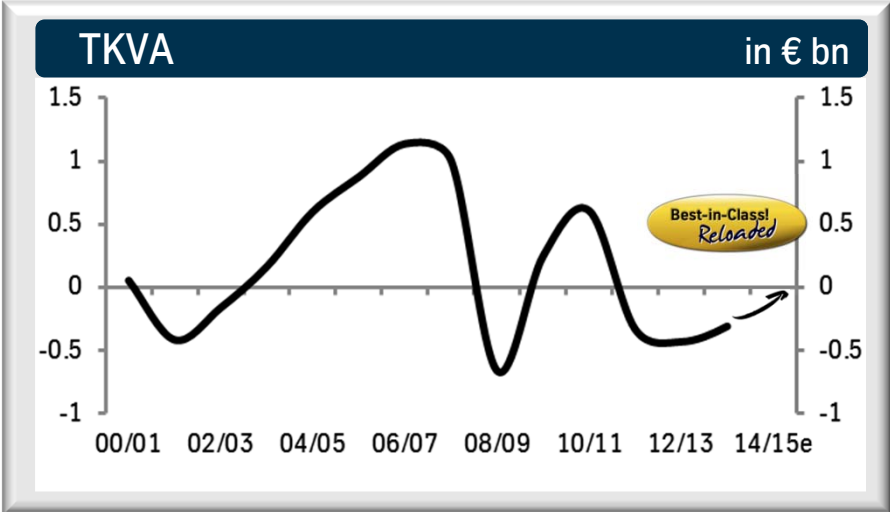
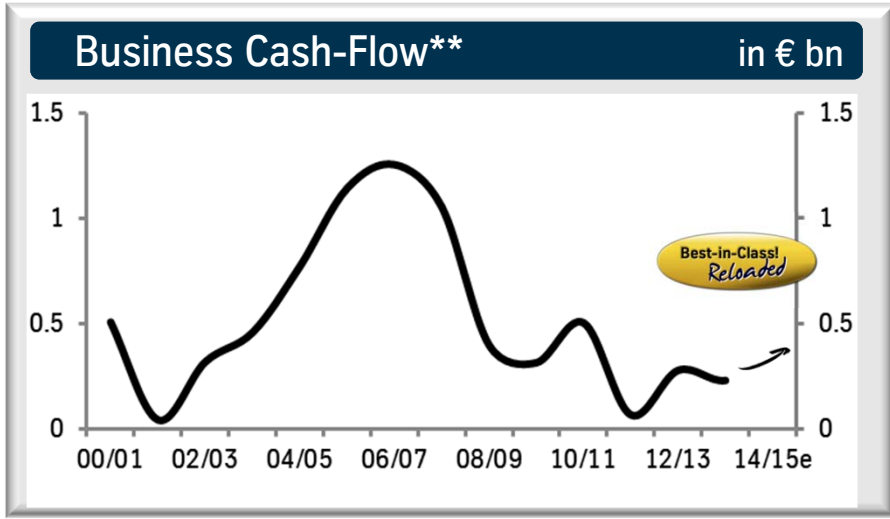
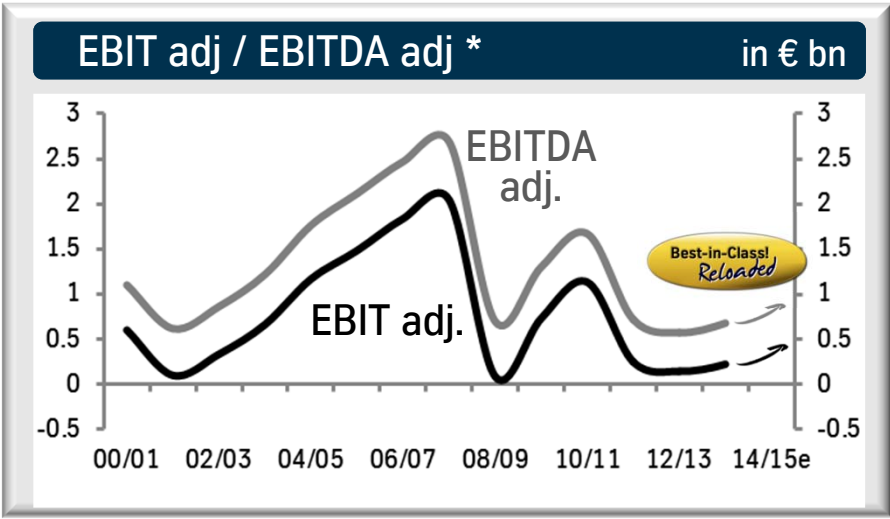
in % of net revenues



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

- Costs
- Mix
- Differentiation

SE

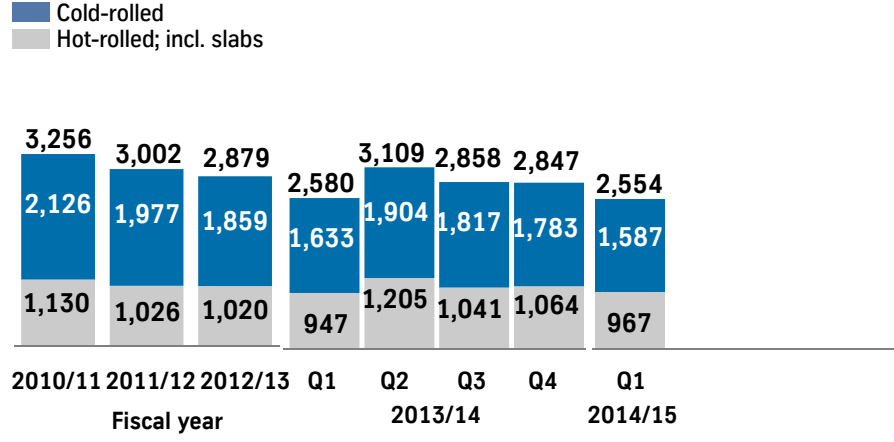
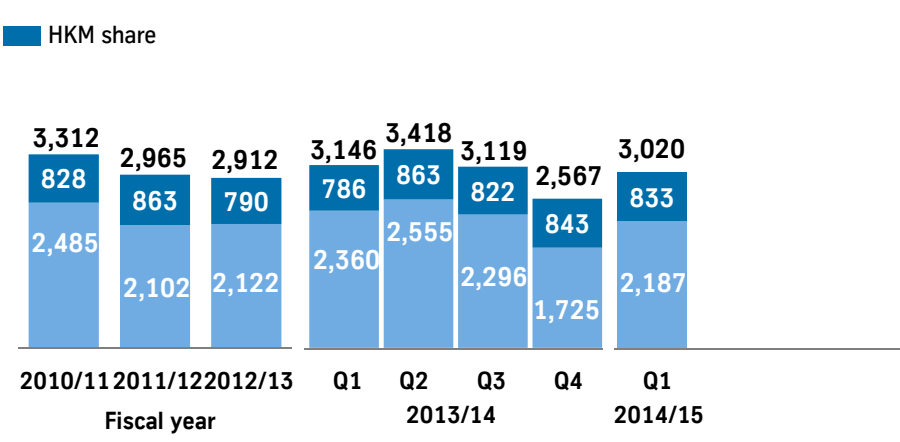


- historically with manageable volatility
  - sig +ve EBIT adj / BCF in upcycle
  - ≠ -ve EBIT adj / BCF in downcycle
  - +ve  $\emptyset$  TKVA over the cycle
- “Best-in-Class Reloaded” program to
  - meet Group requirements and
  - tackle steel market challenges

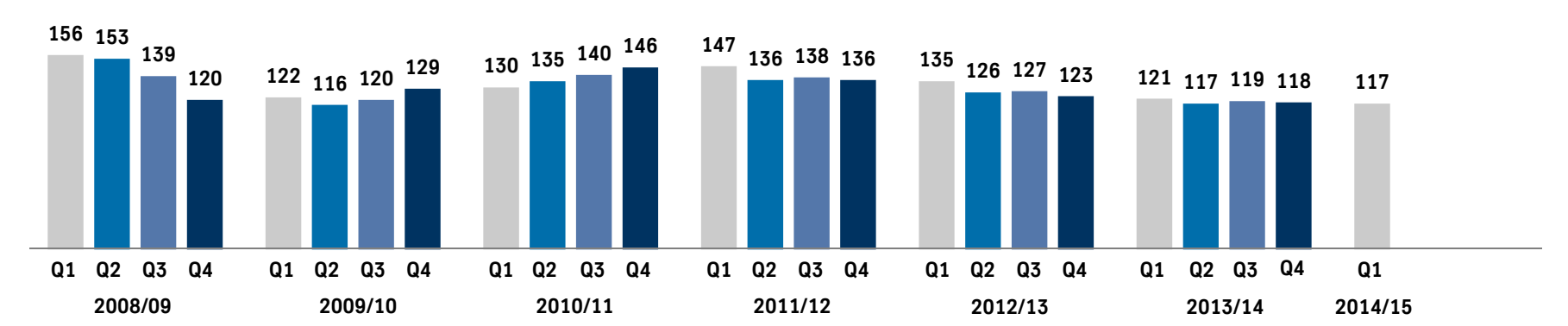
# Steel Europe: Output, Shipments and Revenues per Metric Ton

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

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

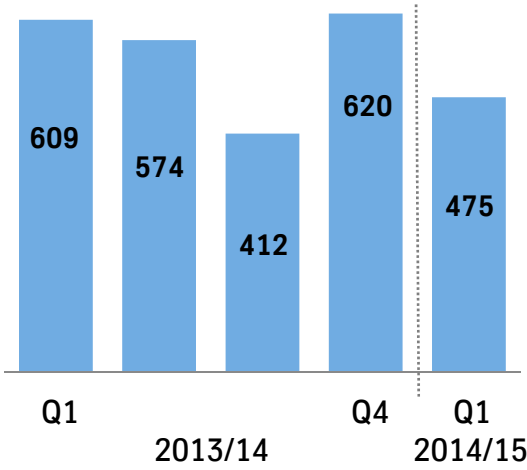


**Average revenues per ton\*, indexed** Q1 2004/2005 = 100

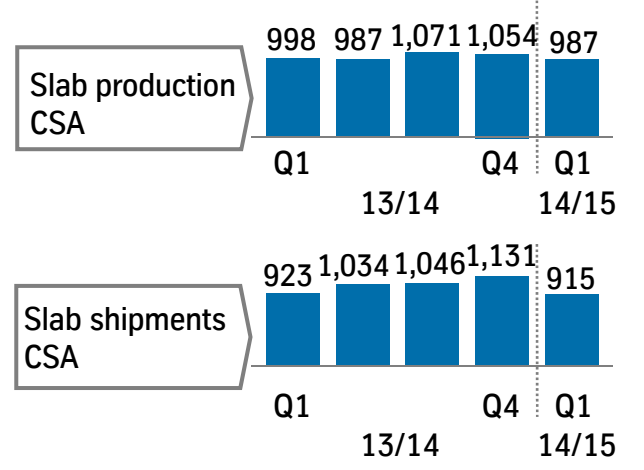


# Steel Americas – Q1 2014/15 Highlights

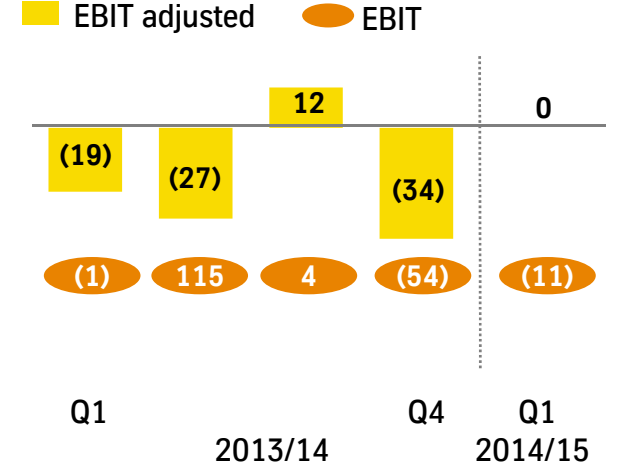
## Order intake in €m



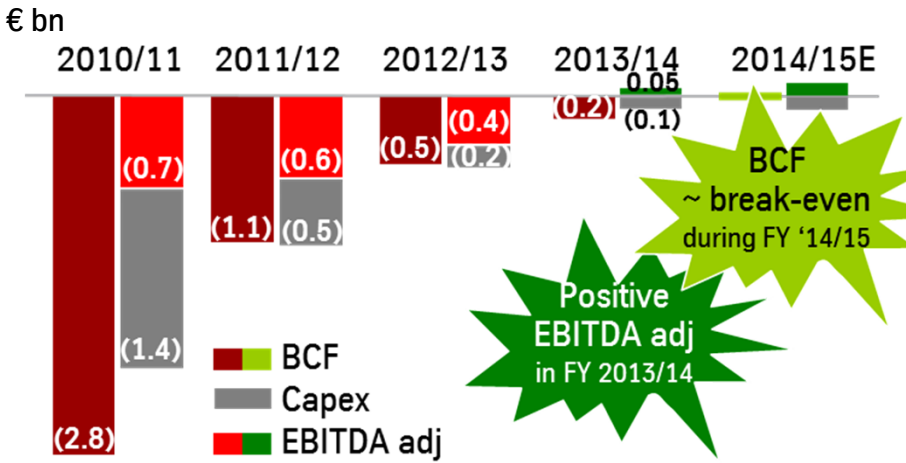
## Production & shipments in 1,000 t



## EBIT in €m



## Positive EBITDA Achieved; Cash Break-Even Targeted in FY'14/15



## Current trading conditions

- Qoq higher EBIT adj. despite lower production and shipment volumes (converter repair/downtime in November) reflecting impact measures, lower raw material costs and less negative translation effects related to R\$-based sales tax assets
- Special items in Q1: €(11) m from updated valuation of a long-term freight contract
- Expectation fiscal Q2 2014/15: qoq stable EBIT adj., higher volumes, lower ∅ selling prices

## Key figures

		2013/14					2014/15
		Q1	Q2	Q3	Q4	FY	Q1
Order intake	€m	609	574	412	620	<b>2,215</b>	475
Sales	€m	538	535	441	546	<b>2,060</b>	502
EBITDA	€m	29	143	33	(16)	<b>188</b>	21
EBITDA adjusted	€m	10	1	40	(4)	<b>48</b>	32
EBIT	€m	(1)	115	4	(54)	<b>64</b>	(11)
EBIT adjusted*	€m	(19)	(27)	12	(34)	<b>(68)</b>	0
EBIT adj. margin*	%	(3.5)	(5.0)	2.7	(6.2)	<b>(3.3)</b>	0.0
TK Value Added*	€m					<b>(273)</b>	
Ø Capital Employed*	€m	3,136	3,146	2,964	2,746	<b>2,746</b>	2,101
BCF	€m	(178)	(151)	84	64	<b>(181)</b>	(23)
CF from divestm.	€m	0	1,263	6	2	<b>1,271</b>	1
CF for investm.	€m	(22)	(33)	(3)	(31)	<b>(89)</b>	(10)
Employees		5,491	4,037	3,446	3,466	<b>3,466</b>	3,348

\* definition change

**Exit TK Steel USA**

Sale to MT/NSSMY *divested*

Price: \$1.55 bn

TKS USA  
Alabama

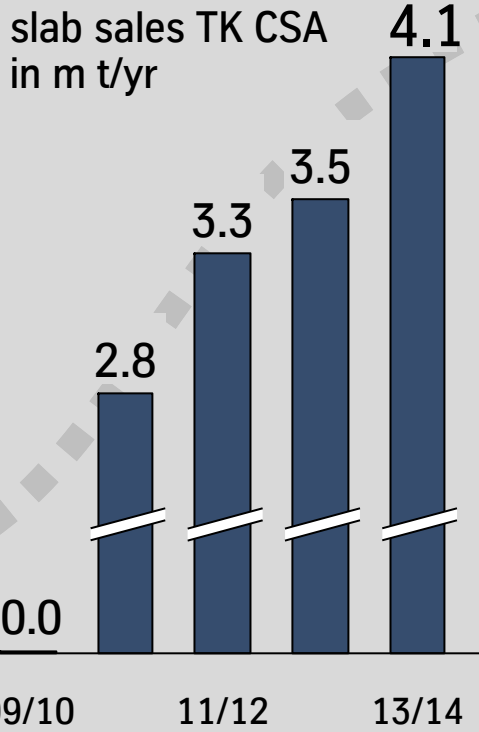
**Shift in market focus TK CSA**

Slab supply contract

- 2 mt/yr until Sep 2019
- @ [HRC MidWest minus]

TK CSA  
Brazil

**Current focus on operating improvements in Brazil**

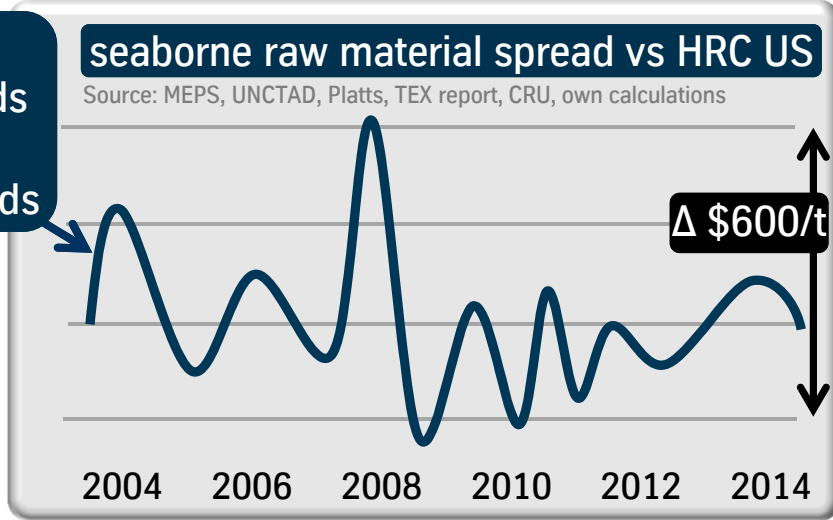
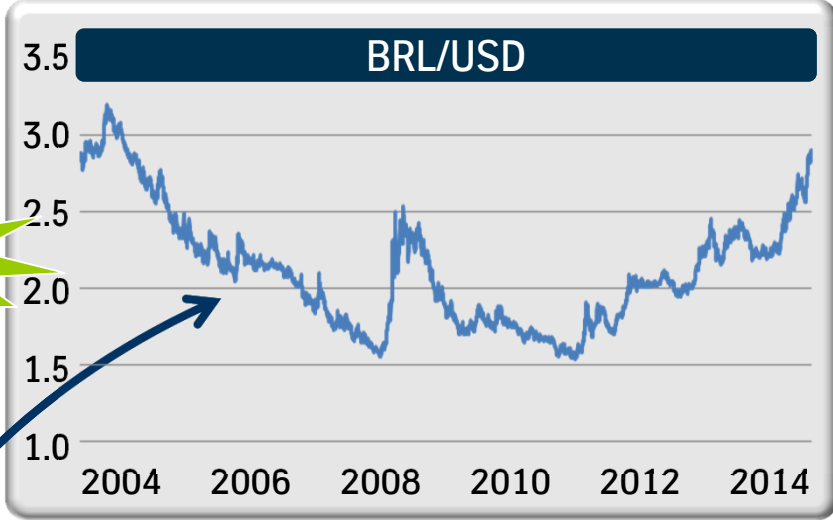
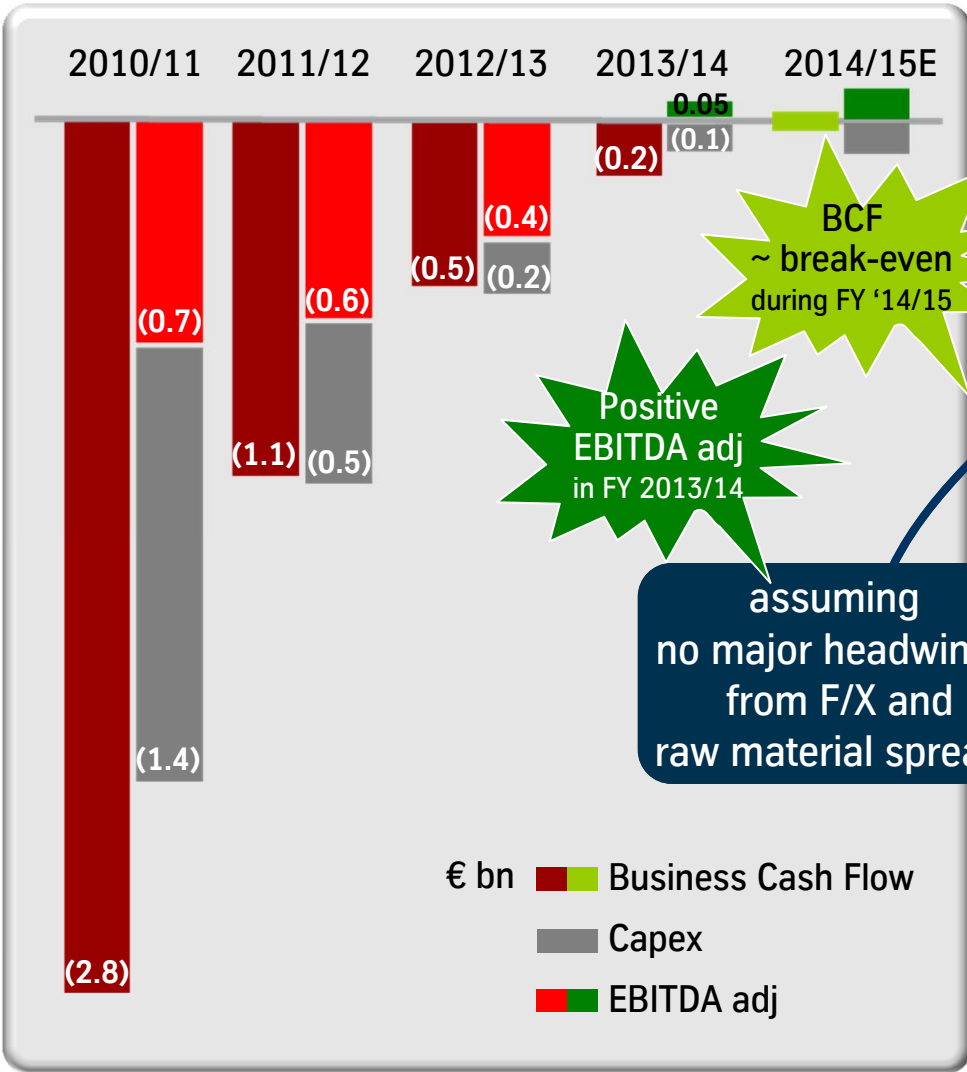


- stabilization & continuous ramp-up
- efficiency imprvmnts
- implement sales orga and develop customer base complementing
- 40% load from slab supply to Alabama

**Mid-term solution outside of TK portfolio feasible**



# Positive EBITDA in FY'13/14, Cash Break-Even Targeted in FY'14/15



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

# Corporate: Overview

## Key figures

		2013/14				FY	2014/15
		Q1	Q2	Q3	Q4		Q1
Order intake	€m	42	43	41	51	<b>177</b>	47
Sales	€m	42	43	41	51	<b>177</b>	45
EBITDA	€m	(107)	(188)	(130)	(88)	<b>(513)</b>	(96)
EBITDA adjusted	€m	(94)	(108)	(127)	(47)	<b>(377)</b>	(91)
EBIT*	€m	(116)	(199)	(139)	(108)	<b>(563)</b>	(107)
EBIT adjusted*	€m	(104)	(119)	(136)	(67)	<b>(426)</b>	(102)
BCF	€m	(30)	(302)	(118)	(150)	<b>(600)</b>	9
Employees		2,969	2,948	2,936	2,990	<b>2,990</b>	3,000

\* definition change



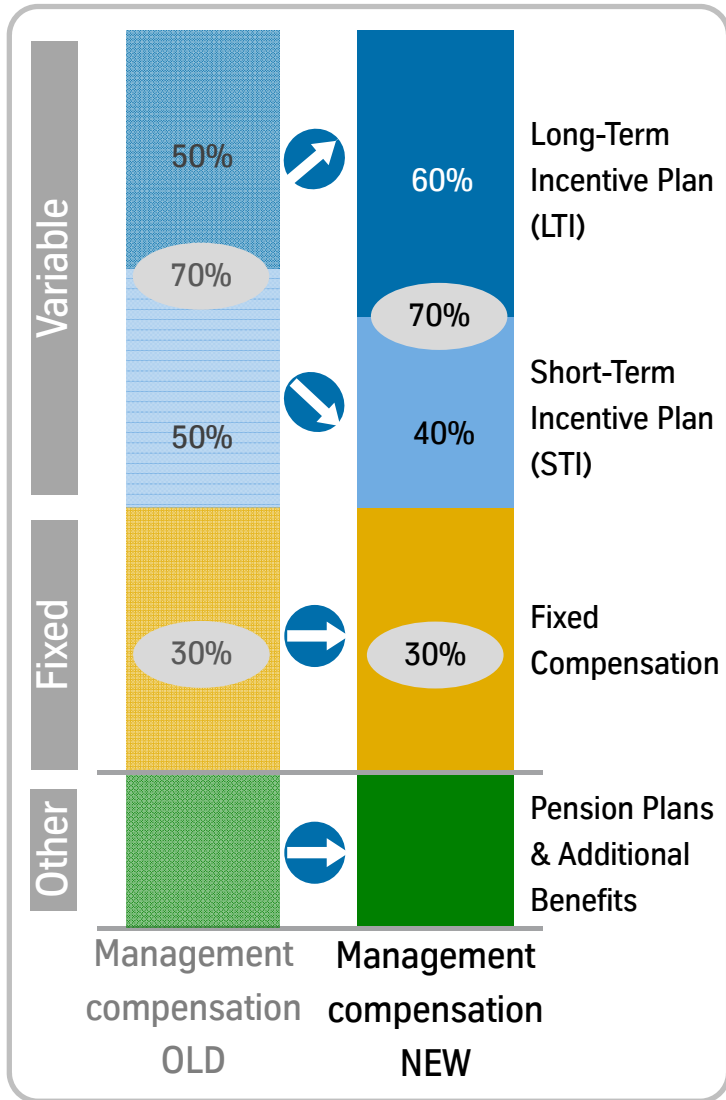
# ThyssenKrupp Rating

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



# Enhanced Management Compensation: Strengthening of LTI

Valid as of  
FY 2014/15



- LTI: Share price, TKVA (target TKVA = 0)
  - Payout now limited to 250% of initial value (formerly: 300%)

Increase of €20 m Ø TKVA (if TKVA >0) = 1% increase in number of rights  
Reduction of €10 m Ø TKVA (if TKVA <0) = 1% reduction in number of rights

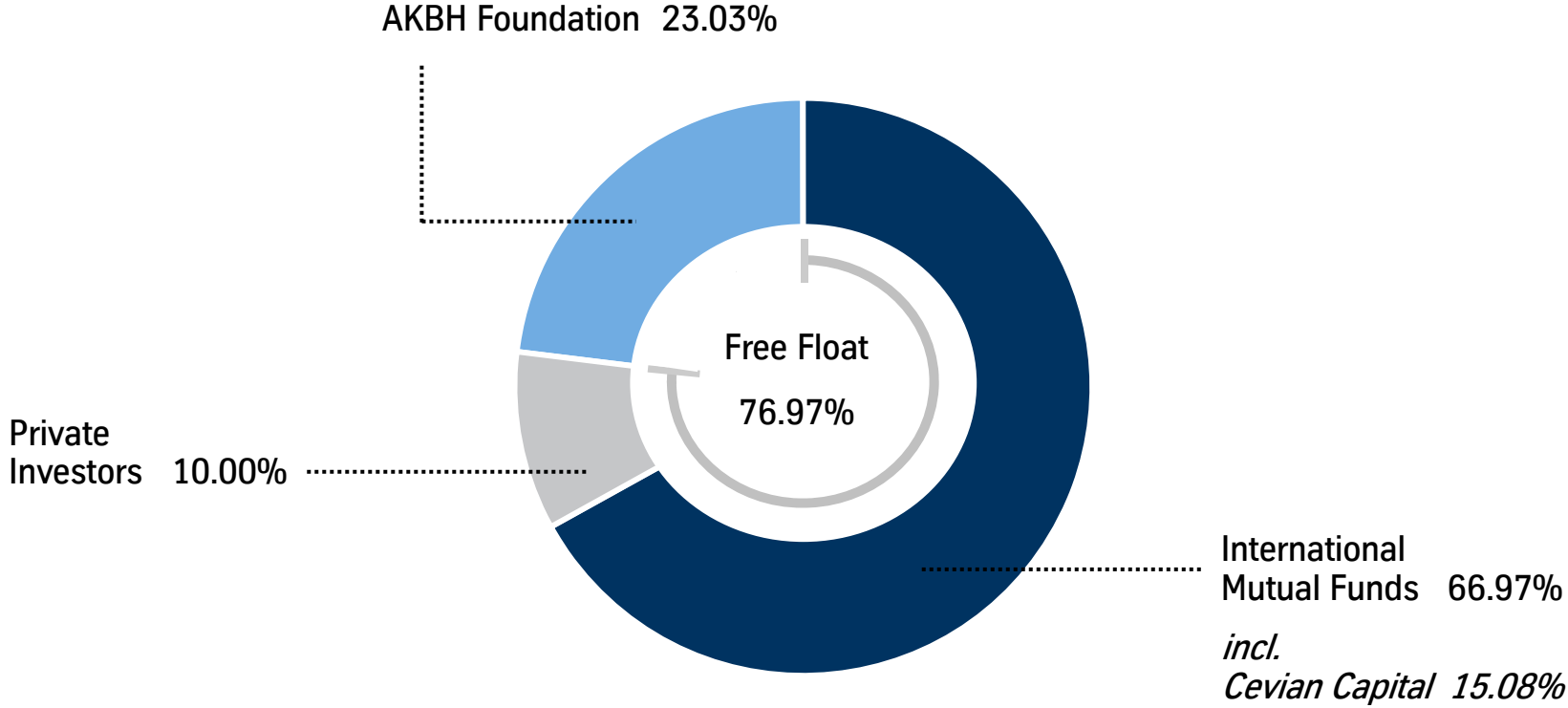
- STI: annual performance bonus (additional bonus skipped)
  - 40% Group EBIT / 20% ROCE / 40% FCF before divest
  - Payout now limited to 200% of target amount (formerly: 300%)
- Payout multiplied with a sustainability and discretionary factor (0.8-1.2x)
  - 50% sustainability: employee/ customer satisfaction, environmental, compliance, diversity, innovation
  - 50% discretionary: set each year anew by Supervisory Board
- BA Board: 30% Group EBIT, FCF before divest, TKVA / 70% BA EBIT, BCF, TKVA, 20% paid out as phantom stock with 3 years holding requirement

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

- 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 for CEO = €8 m /  
ordinary Group Board member = €4 m

# Shareholder Structure



Source: WpHG Announcements; ThyssenKrupp Shareholder ID 09/2014

# 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.”