



Presentation ThyssenKrupp

August/September 2009

2009

Agenda

- Group Financials
- Segment Performance
- Appendix



Achievements: Efficiency – Projects – Portfolio

Efficiency



- Cost savings > €750 m management gains ytd
- NWC release €1,523 m across all segments in Q3
- FCF generation €490 m in Q3
- Net debt reduction €565 m decrease in Q3
- Restructuring/
Impairments €440 m charges ytd

Projects



- Capex reduction < €1 bn spent in Q3
- Financing €3 bn bonds issuance ytd
- thereof €1.5 bn in Q3 -
extension of maturity profile

Portfolio



- Value crystallization MoU with Vale, increase of stake in TK CSA to 26.87% (from 10%) for €965 m
- Cash ~ €900 m at TK level
- Equity Capital infusion into TK CSA

Group Overview – Q3 2008/09 Summary

- **Difficult economic environment prevailing**
 - **First signs of stabilization towards the end of Q3**
 - **Limited visibility on real demand**
 - **Insufficient prices and volumes at materials-related businesses; inventory writedowns and windfall losses mainly at Services**
 - **Mixed picture at Technologies; continuing good performance at Elevator**
-

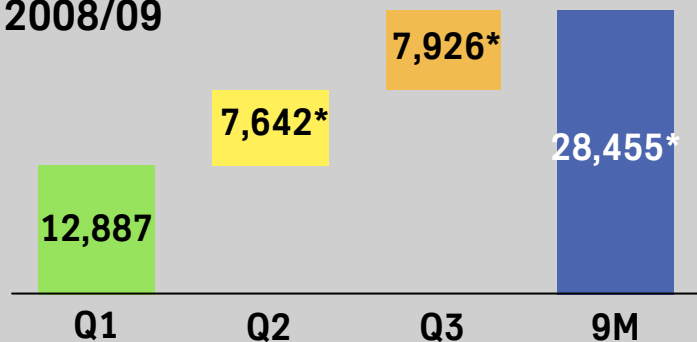


Group Financials – Order Intake and Sales

Order intake

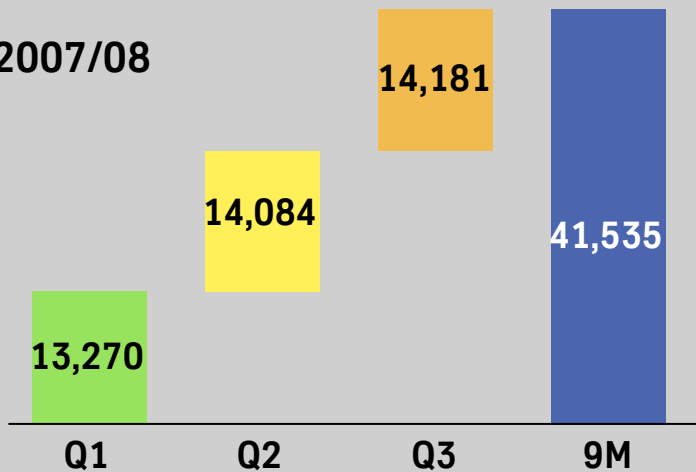
million €

2008/09



* including cancellations (container ships and mega yachts)
 Q2: ~ €100 m, Q3: ~ €500 m

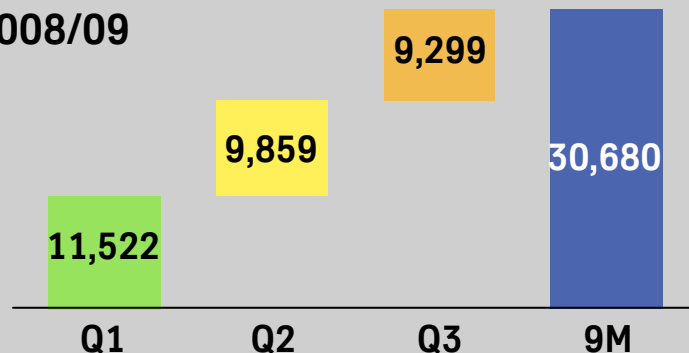
2007/08



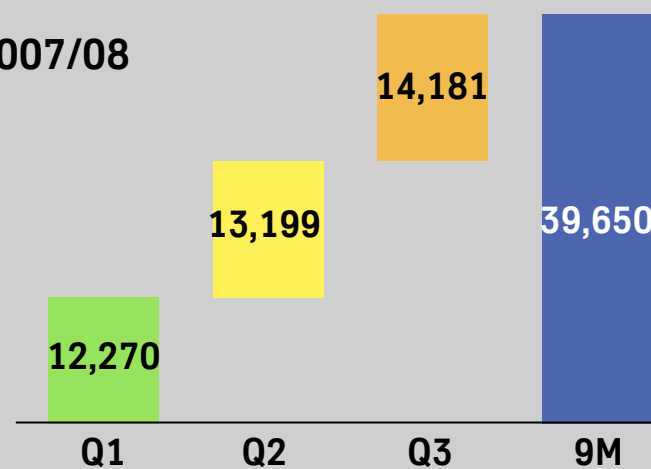
Sales

million €

2008/09



2007/08

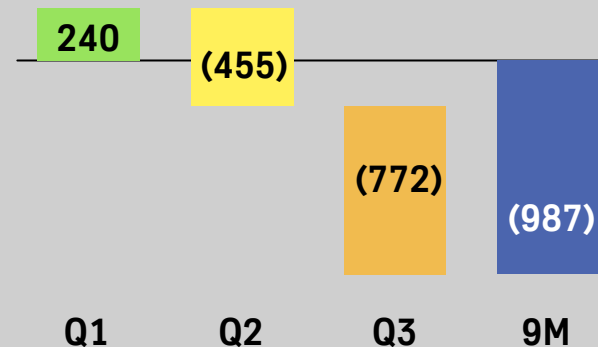


Group Financials – EBT

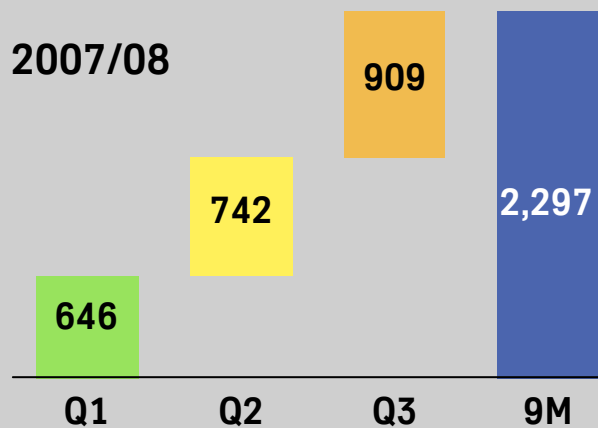
EBT as reported

million €

2008/09



2007/08



9M: inventory writedowns and windfall losses
~€970 m

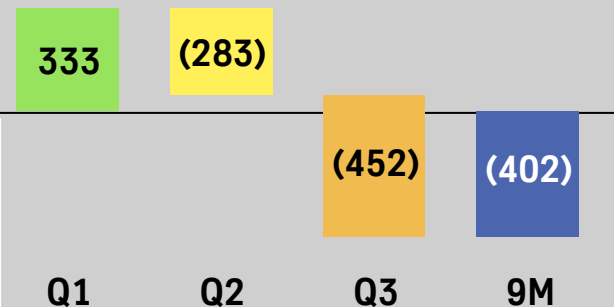
thereof (€m):

| | Q1 | Q2 | Q3 |
|-----------|-----|-----|-----|
| Stainless | 320 | 170 | - |
| Services | 110 | 130 | 110 |
| Others | 10 | 60 | 60 |

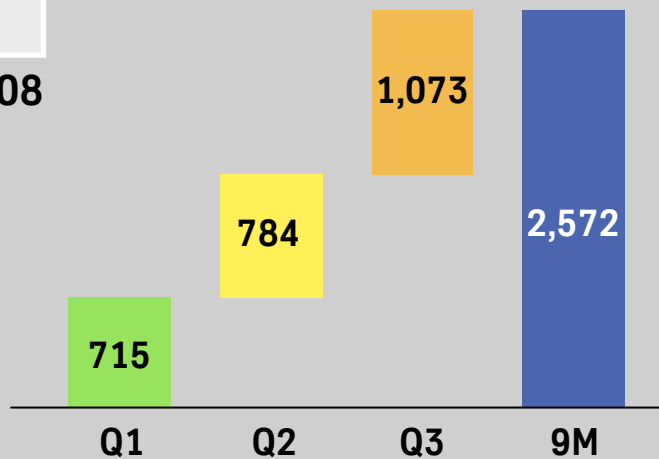
EBT before major nonrecurring items

million €

2008/09



2007/08



Segment Overview – Quarterly EBT

| million € | 2007/08 | 2008/09 | | change | |
|--|--------------|--------------|--------------|--------------|----------------|
| | Q3 | Q2 | Q3 | qoq | yoy |
| Steel | 389 | 56 | (348) | (404) | (737) |
| <i>before major nonrecurring items</i> | 534 | 86 | (183) | (269) | (717) |
| Stainless | 93 | (373) | (204) | 169 | (297) |
| <i>before major nonrecurring items</i> | 96 | (309) | (153) | 156 | (249) |
| Technologies | 201 | (105) | (187) | (82) | (388) |
| <i>before major nonrecurring items</i> | 197 | (29) | (95) | (66) | (292) |
| Elevator | 92 | 146 | 163 | 17 | 71 |
| <i>before major nonrecurring items</i> | 112 | 148 | 163 | 15 | 51 |
| Services | 248 | (78) | (123) | (45) | (371) |
| <i>before major nonrecurring items</i> | 248 | (78) | (111) | (33) | (359) |
| Corporate | (110) | (103) | (87) | 16 | 23 |
| Consolidation | (4) | 2 | 14 | 12 | 18 |
| Group | 909 | (455) | (772) | (317) | (1,681) |
| <i>Group before major nonrecurring items</i> | <i>1,073</i> | <i>(283)</i> | <i>(452)</i> | <i>(169)</i> | <i>(1,525)</i> |

Reconciliation of EBT Effects by Major Nonrecurring Items

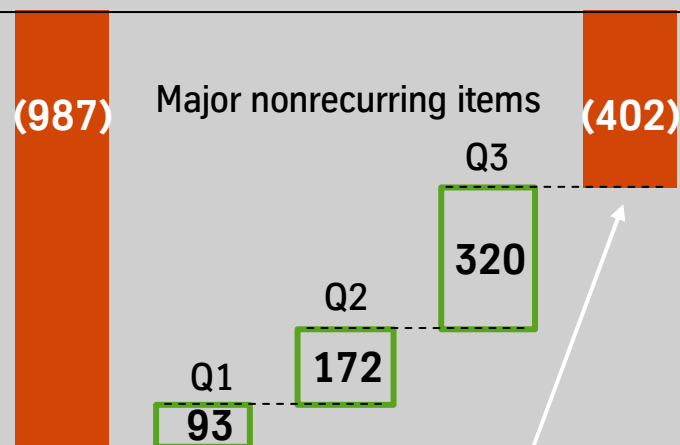
9 months 2008/09

million €

Major nonrecurring items 2008/09

million €

EBT as reported **EBT before major nonrecurring items**



including €970 m inventory writedowns and windfall losses

| | Q1 | Q2 | Q3 | 9M |
|--------------------------------------|-------------|--------------|--------------|--------------|
| • Project costs | (83) | (26) | (22) | (131) |
| thereof: | | | | |
| TK CSA, Brazil | (57) | (17) | (8) | (82) |
| Steel/Stainless Alabama | (26) | (9) | (14) | (49) |
| • Steel: - restructuring | | | (131) | (131) |
| - restructuring SSC | | | (4) | (4) |
| - impairment SSC | | (5) | | (5) |
| - restructuring Metal Forming | (8) | (3) | (11) | (22) |
| • Stainless: asset impairment | | (60) | (48) | (108) |
| • Technologies: -restructuring/disp. | | (60) | (62) | (122) |
| -asset impairment | | (16) | (30) | (46) |
| • Elevator: restructuring | (2) | (2) | | (4) |
| • Services: restructuring | | | (12) | (12) |
| Σ | (93) | (172) | (320) | (585) |

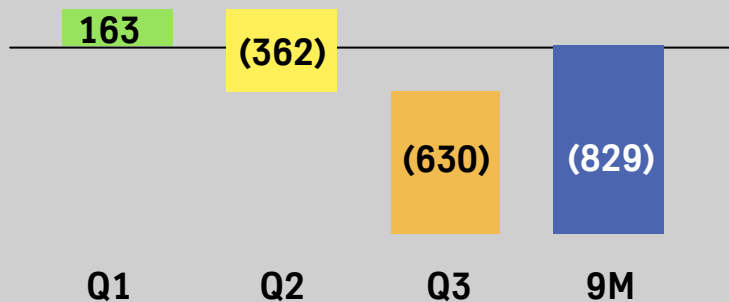


Group Financials – Net Income and EPS

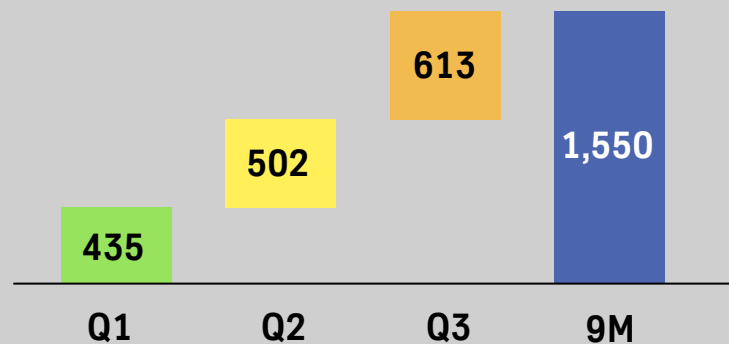
Net Income

million €

2008/09



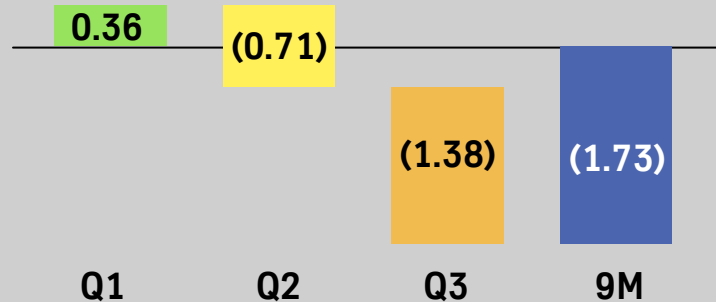
2007/08



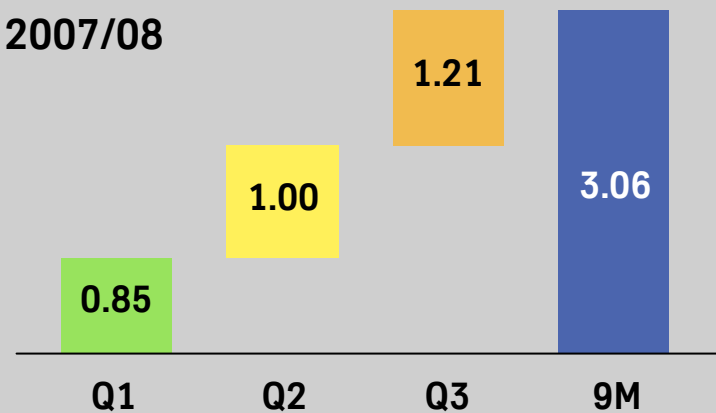
EPS

€

2008/09



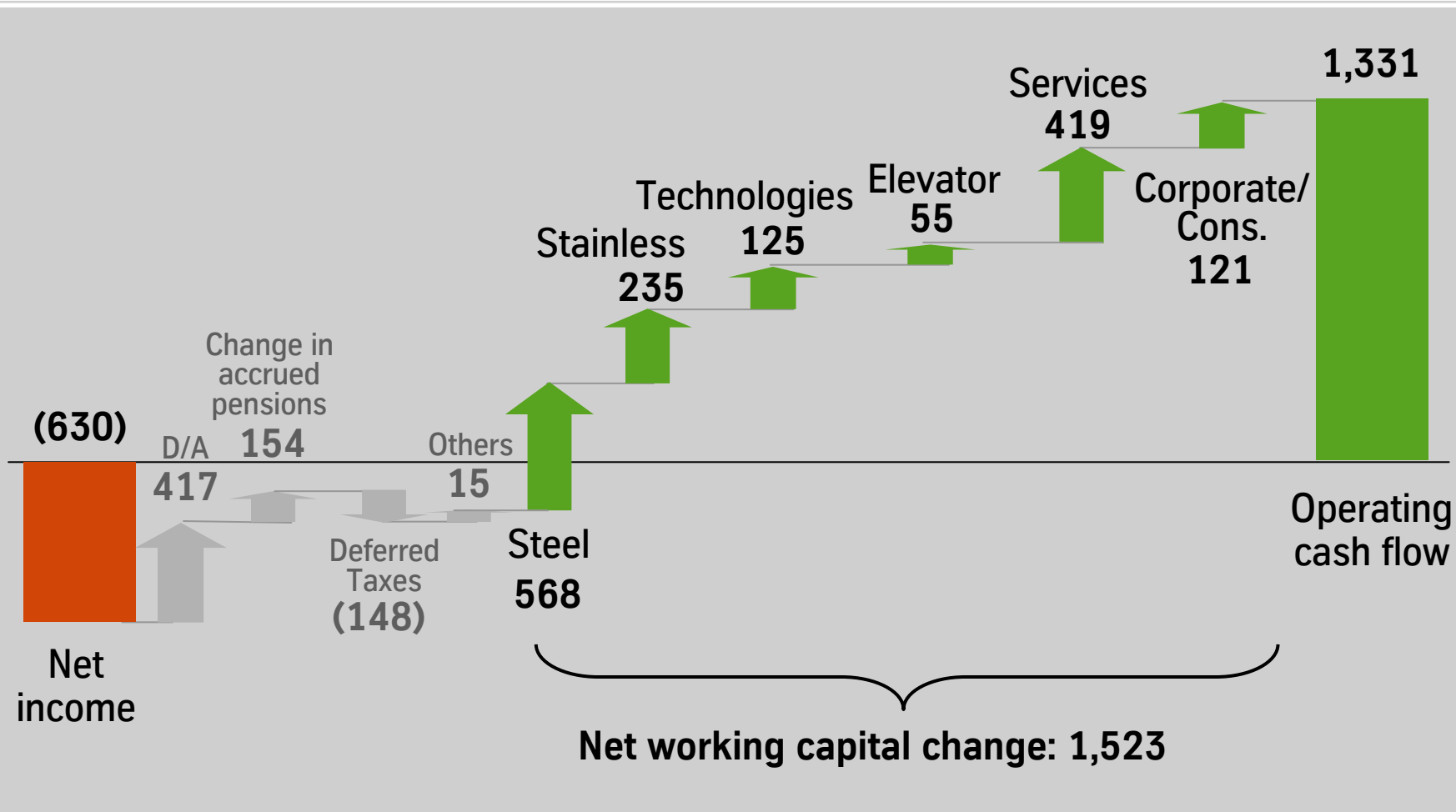
2007/08



Group Financials – Net Income ⇒ Operating Cash Flow

Development of operating cash flow in Q3 2008/09

million €



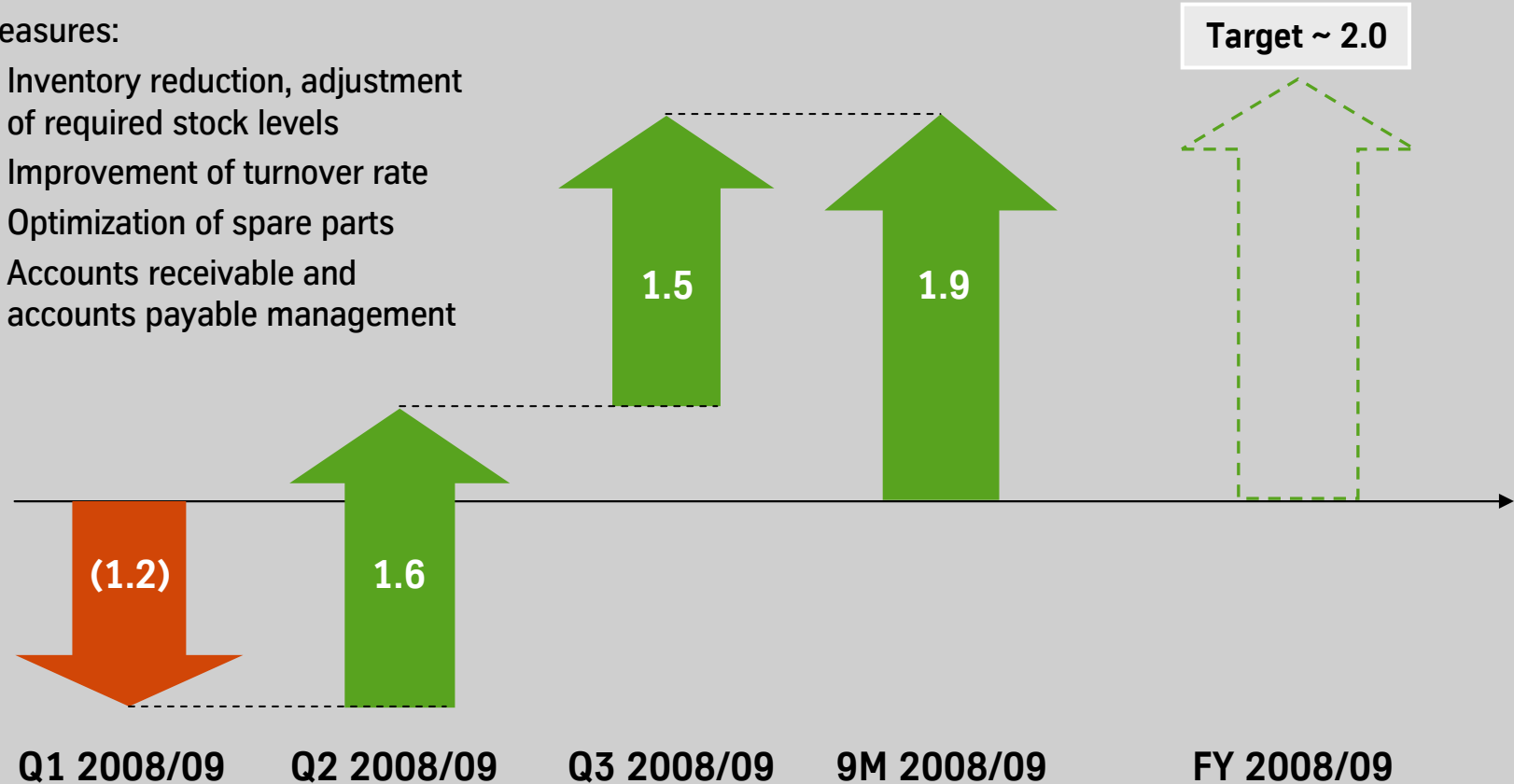
Efficiency Improvement – NWC Release

Development of net working capital

billion €

Measures:

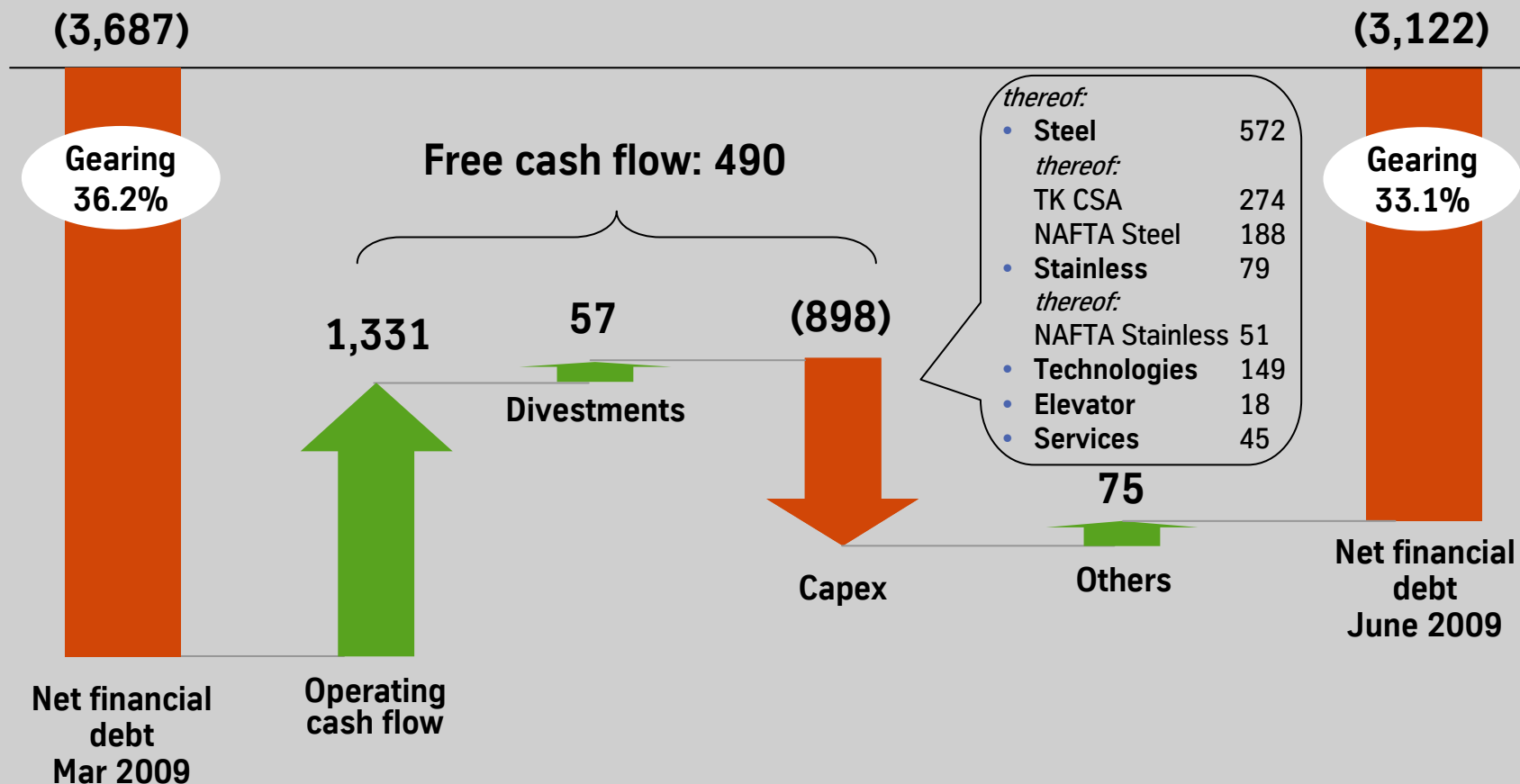
- Inventory reduction, adjustment of required stock levels
- Improvement of turnover rate
- Optimization of spare parts
- Accounts receivable and accounts payable management



Group Financials – Net Financial Debt

Development of net financial debt in Q3 2008/09

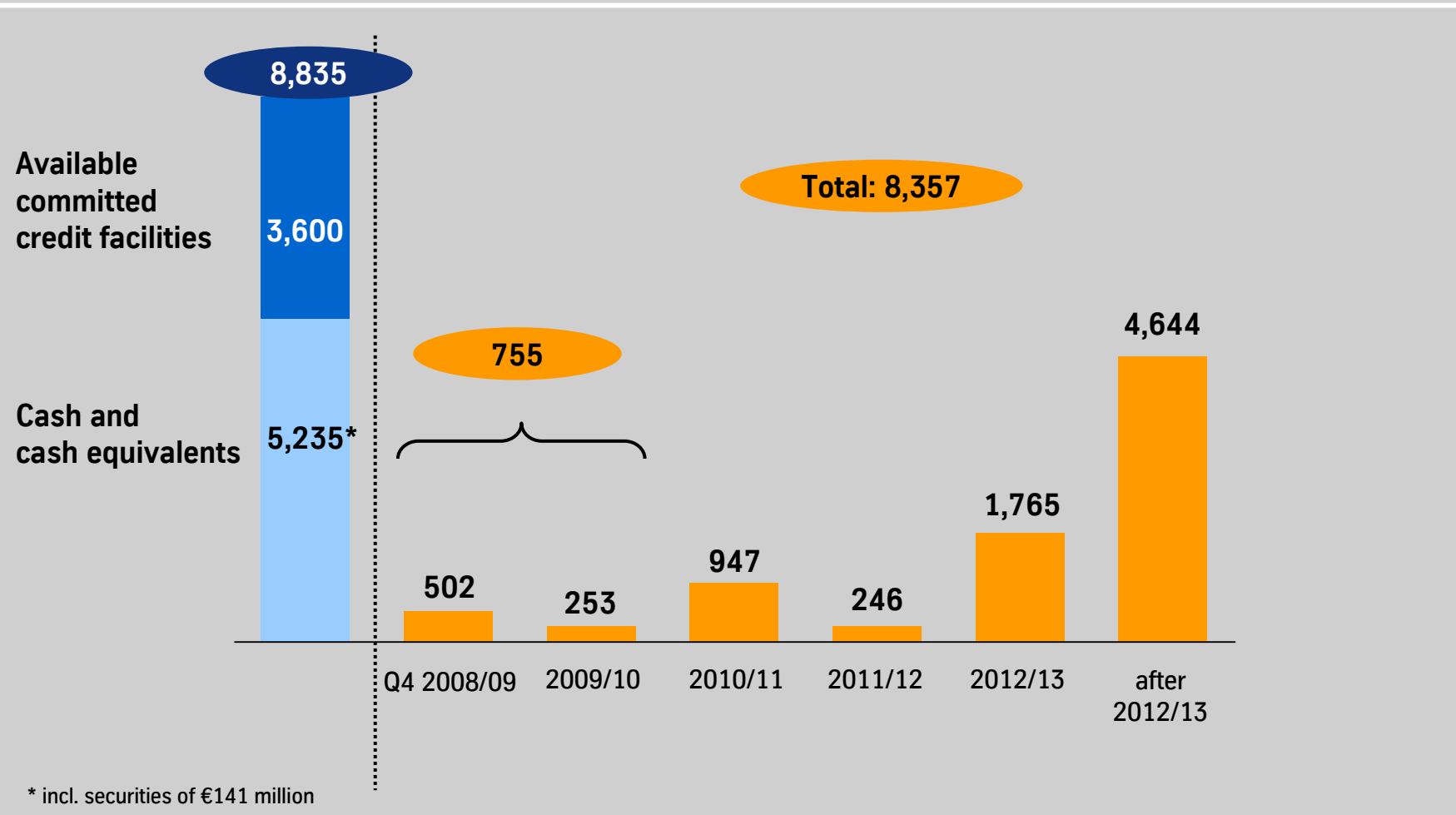
million €



Solid Financial Situation – No Short-Term Refinancing Needs

Liquidity analysis and maturity profile of gross financial debt as of June 30, 2009

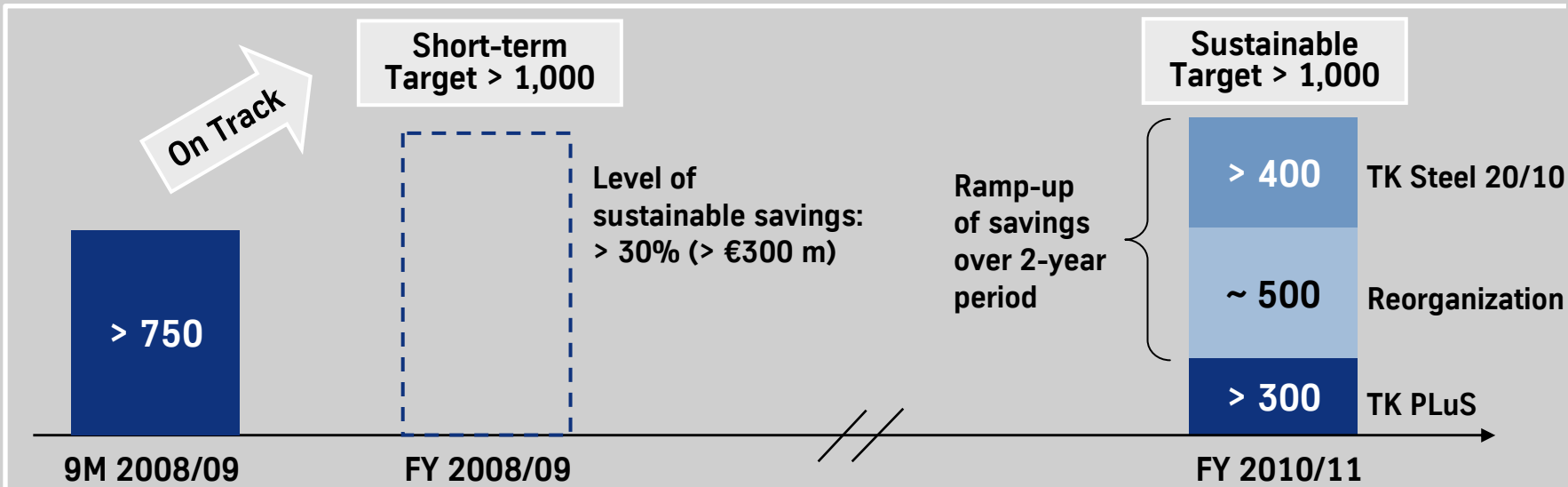
million €



Efficiency Improvement – Cost Savings

Overview and progress of cost savings

million €



TK PLuS:
> €1 bn in FY 2008/09

- Detailed project organization to create significant performance improvement across all cost categories and segments

Reorganization:
~ €500 m by FY 2010/11

- Core targets: execution-oriented, stringent, direct
- Leaner organizational structure with fewer organizational levels
- More efficient structures in administrative areas, introduction of Shared Services

TK Steel 20/10:
> €400 m by FY 2010/11

- 10 initiatives, e.g. two modules to curtail labor costs in administration and production
- Social compensation plan providing reduction of ~ 2,000 jobs by Sep 2010

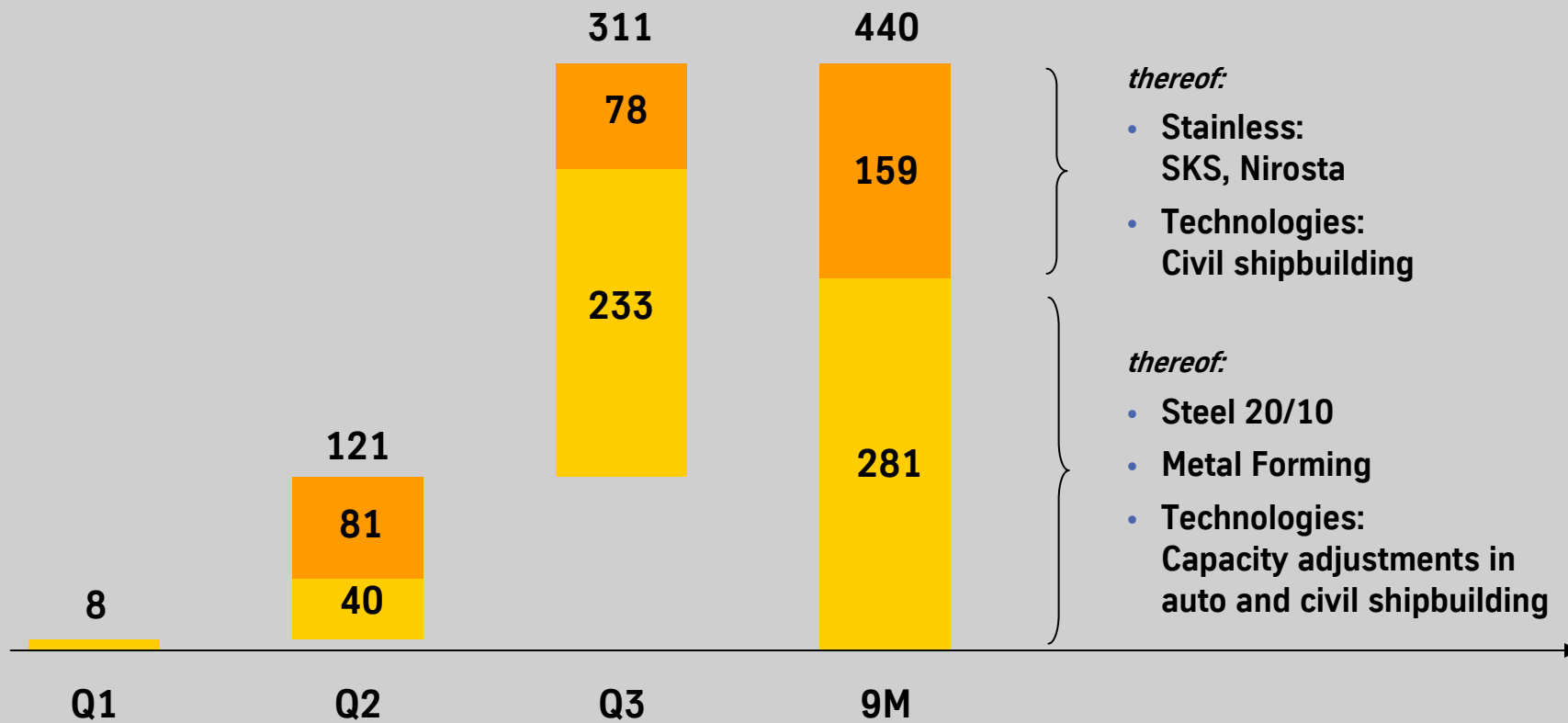


Efficiency Improvement – Restructuring and Impairments

Efforts for future cost savings gaining momentum – restructuring payback period 12 to 24 months

million €

■ Impairments
■ Restructuring



MoU with Vale S.A. on TK CSA

- Vale increases stake in TK CSA from 10% to 26.87% (TK: 73.13%)
- Capital increase at TK CSA by €965 m
- Operating business activity and industrial leadership solely with ThyssenKrupp
- Closing expected by September 2009

- ⇒ Crystallization of TK CSA value (~ €5.6 bn)
- ⇒ Strengthening of TK balance sheet
 - Equity through capital infusion
 - Net debt reduction through ~ €900 m cash inflow



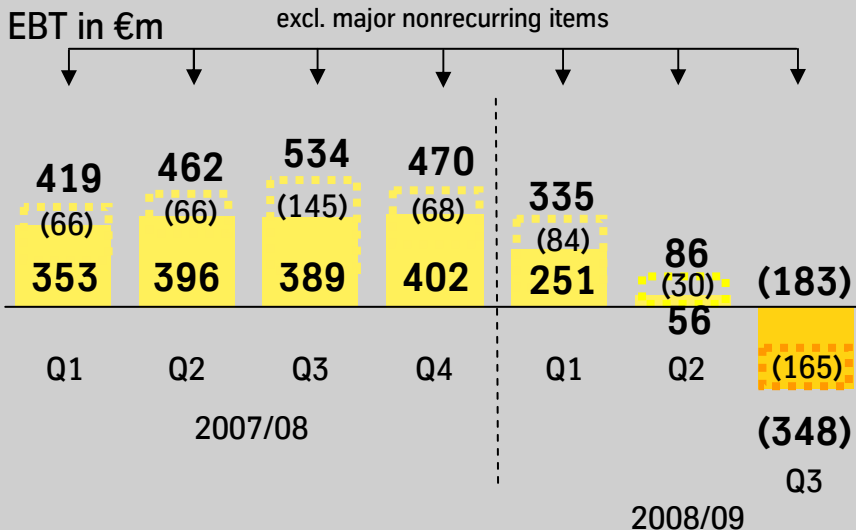
Agenda

- Group Financials
 - Segment Performance
 - Appendix
-

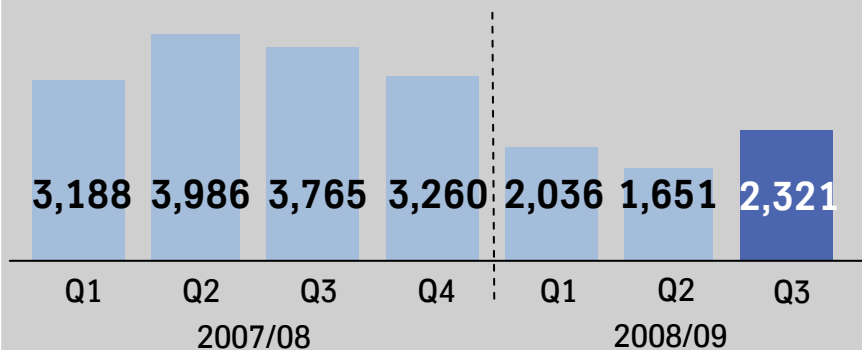


Steel

Q3 2008/09 Highlights



Order intake in €m



Comments Q3 2008/09

- Massive production cuts
- Decreasing average revenues/ton
- Shipments slightly up from very low level
- Stabilization of order intake towards the end of Q3
- Progress on Program 20/10

Outlook

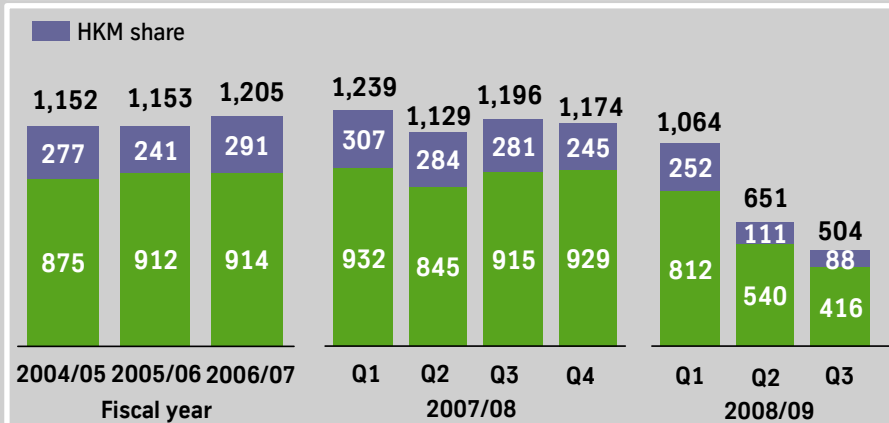
- Declining average revenues/ton
- Improving orders as de-stocking comes to an end
- Gradual recovery of capacity utilization vs. Q3
- Benefit from lower raw material prices from beginning of next fiscal year
- Further restructuring charges expected



Steel: Output, Shipments and Revenues per Metric Ton

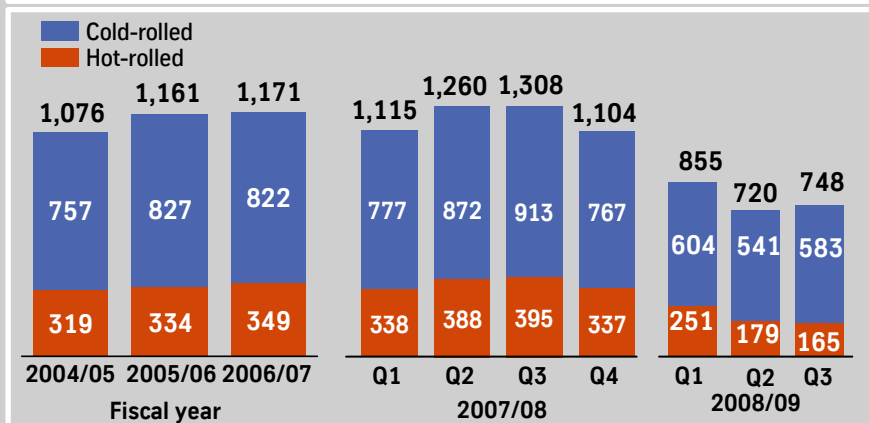
Crude steel output (TKS incl. share in HKM)

1,000 t/month



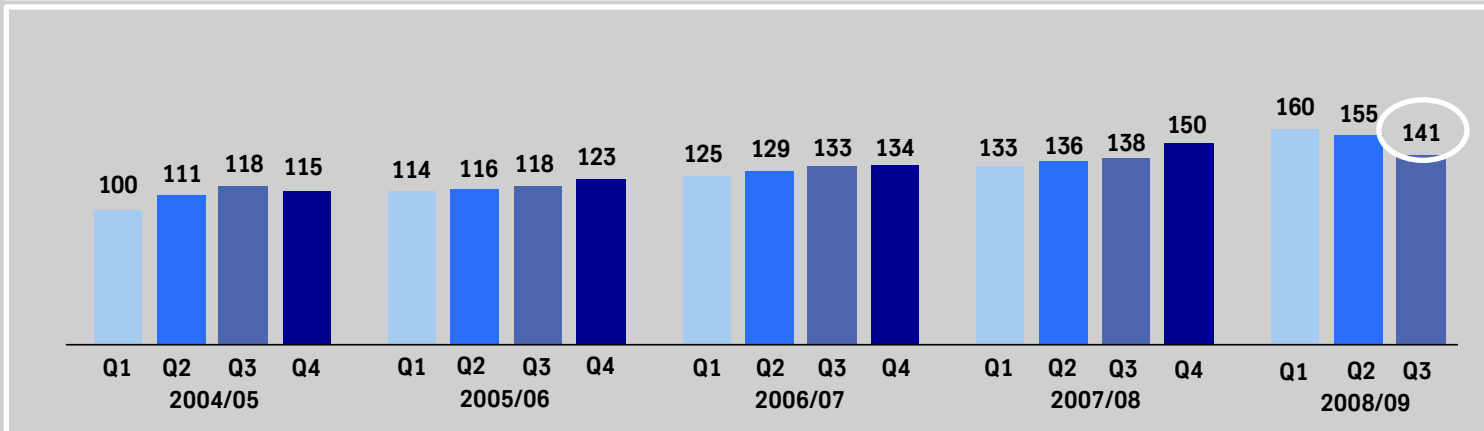
Shipments: Hot-rolled and cold-rolled products

1,000 t/month



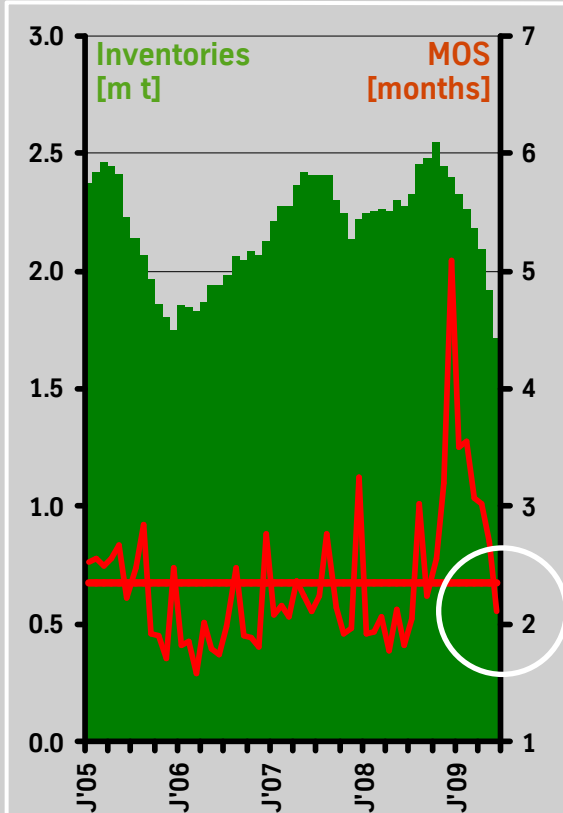
Average revenues per ton, indexed

Q1 2004/2005 = 100



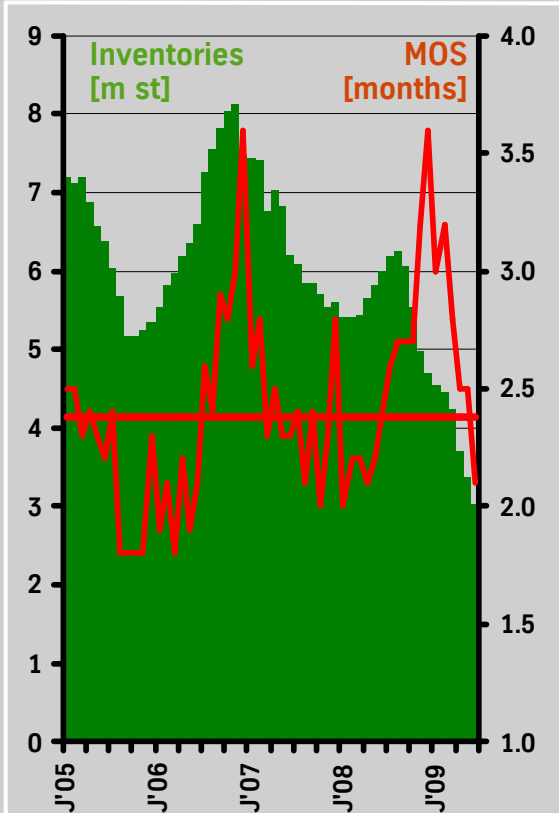
Inventories and Months of Supply

Inventories and Months of Supply - Europe



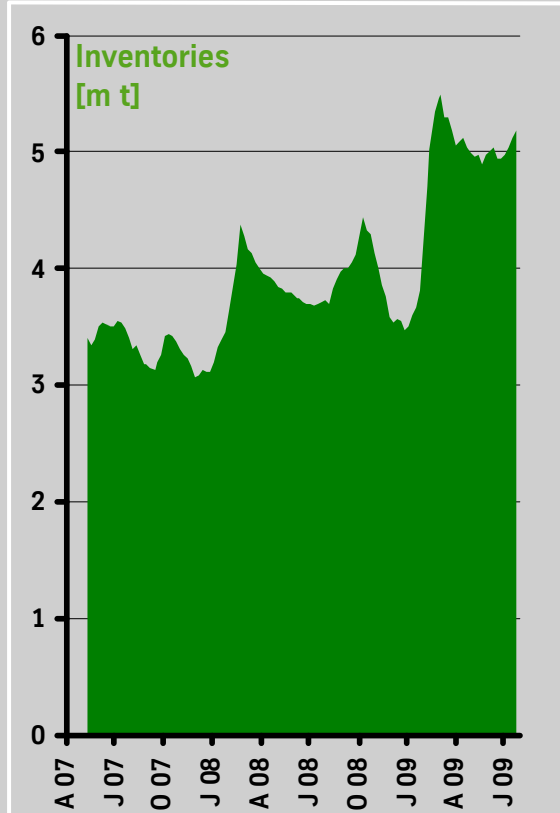
Europe: European SSC: Inventories at month end / flat carbon steel w/o quarto

Inventories and Months of Supply - USA



USA: June MSCI inventories, carbon flat rolled

Inventories China

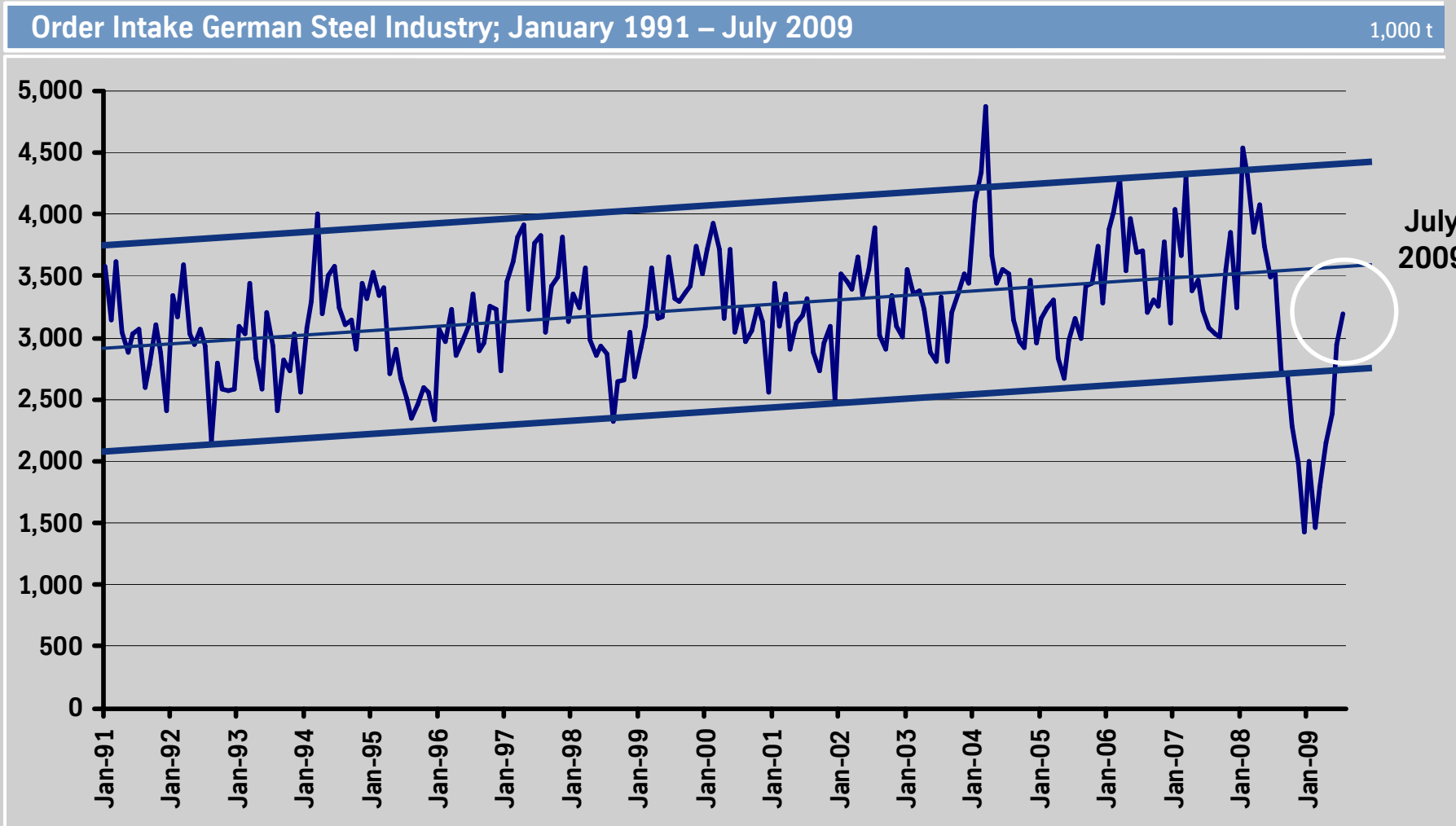


China: flat steel inventory in 23 major cities (HR, CR and Plate)

Source(s): TKS, EASSC, MAR, MSCI, UBS, MySteel



After Massive Drop, Order Intake Showing Signs of Stabilization

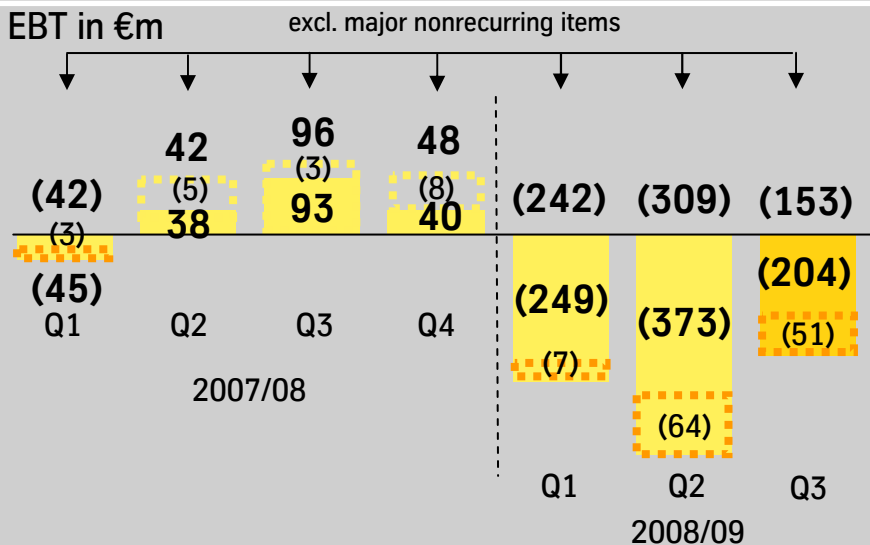


Source: WV

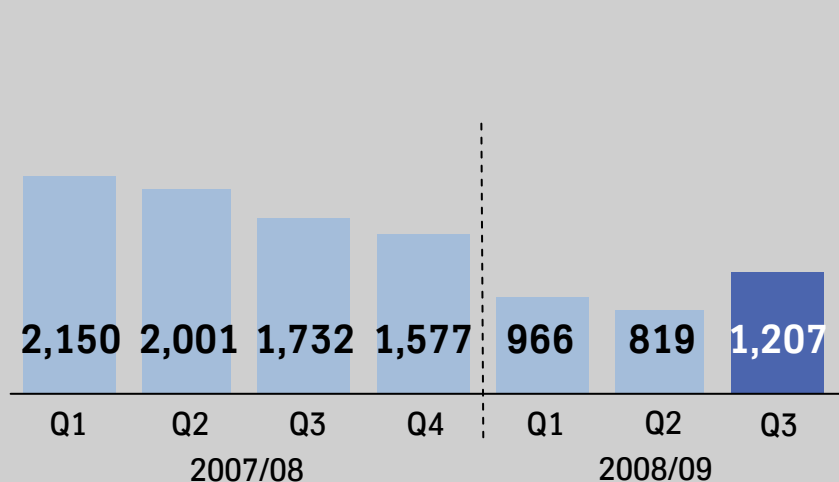


Stainless

Q3 2008/09 Highlights



Order intake in €m



Comments Q3 2008/09

- Continuing recovery of base prices from lower levels, but lower transaction prices due to lower alloy surcharges
- Increasing capacity utilization due to re-stocking in NAFTA and Europe
- Accelerated order activity towards the end of Q3

Outlook

- Stabilization of volumes
- Increasing transaction prices through higher base prices and higher alloy surcharges
- Restructuring charges expected

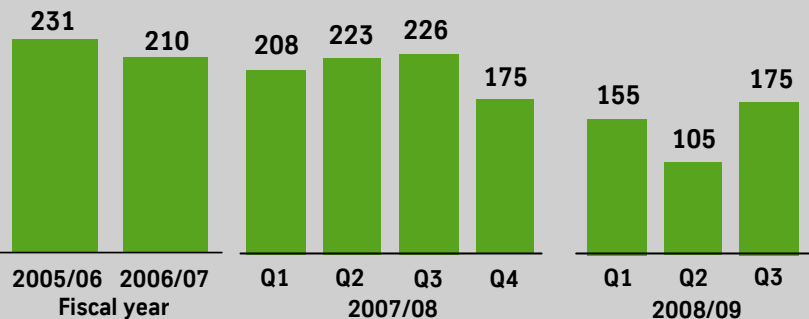


Stainless: Output, Shipments and Revenues per Metric Ton

Crude steel output*

1,000 t/month

* including carbon, forging, Ni-Alloys



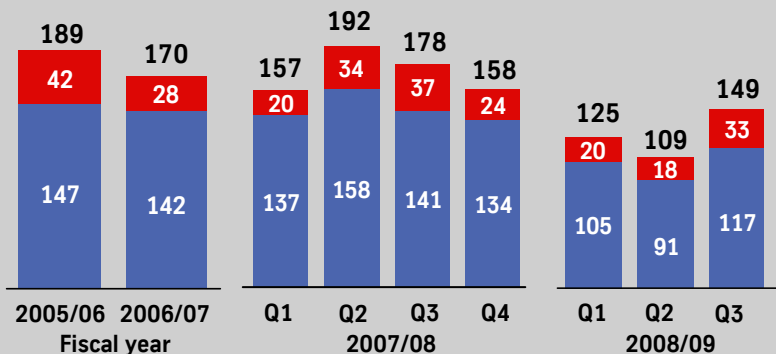
Shipments*: Hot-rolled and cold-rolled products

1,000t/month

Hot-rolled, including slabs

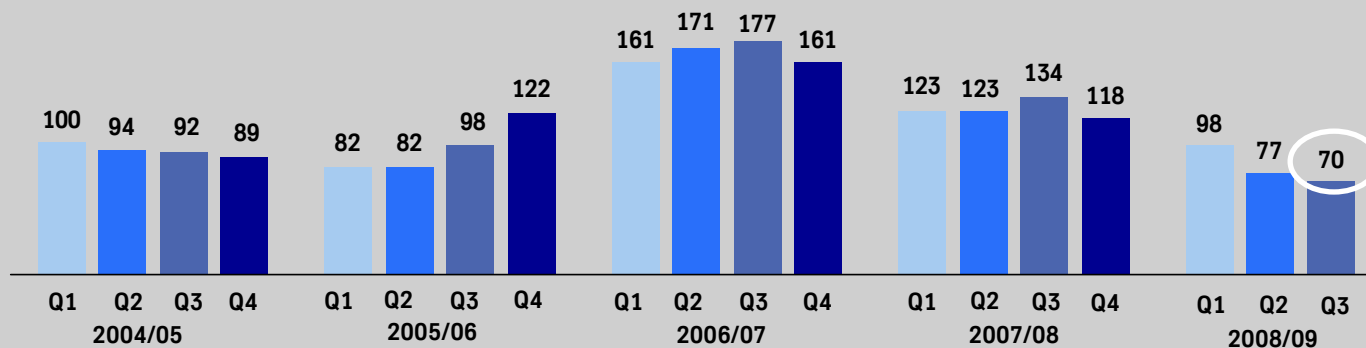
Cold-rolled, including precision strip

* not consolidated



Average revenues per ton, indexed

Q1 2004/2005 = 100

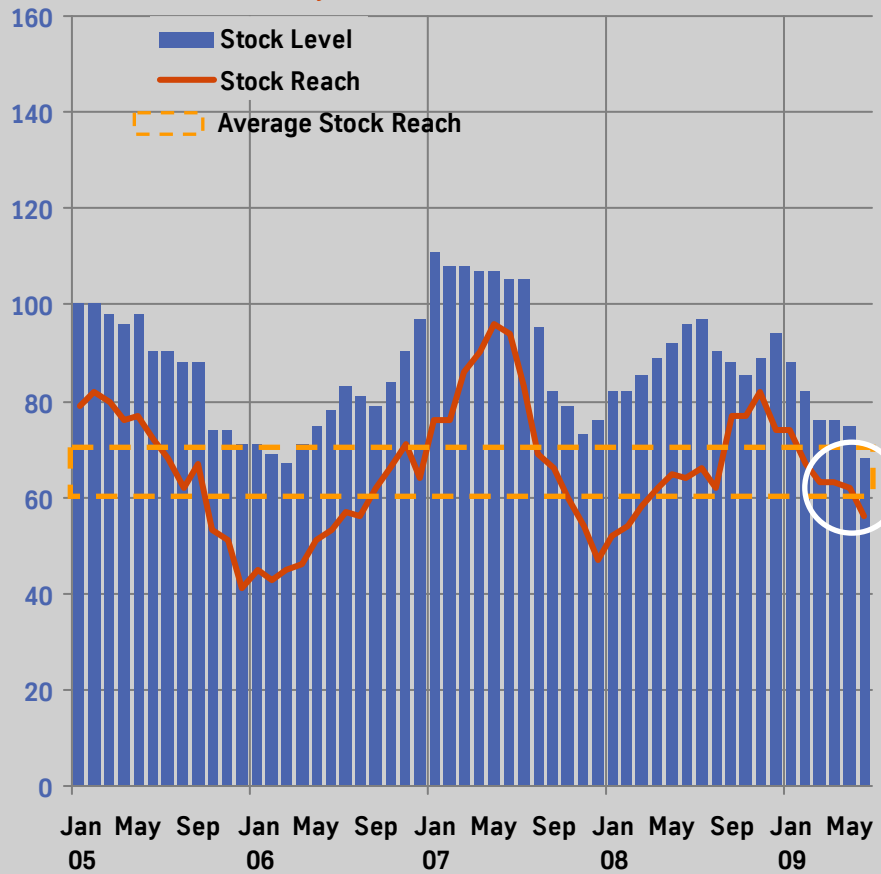


Market Situation Cold-Rolled Products

Germany

Stock level: INDEX Jan 2005 = 100

Stock Reach: Calendar Days

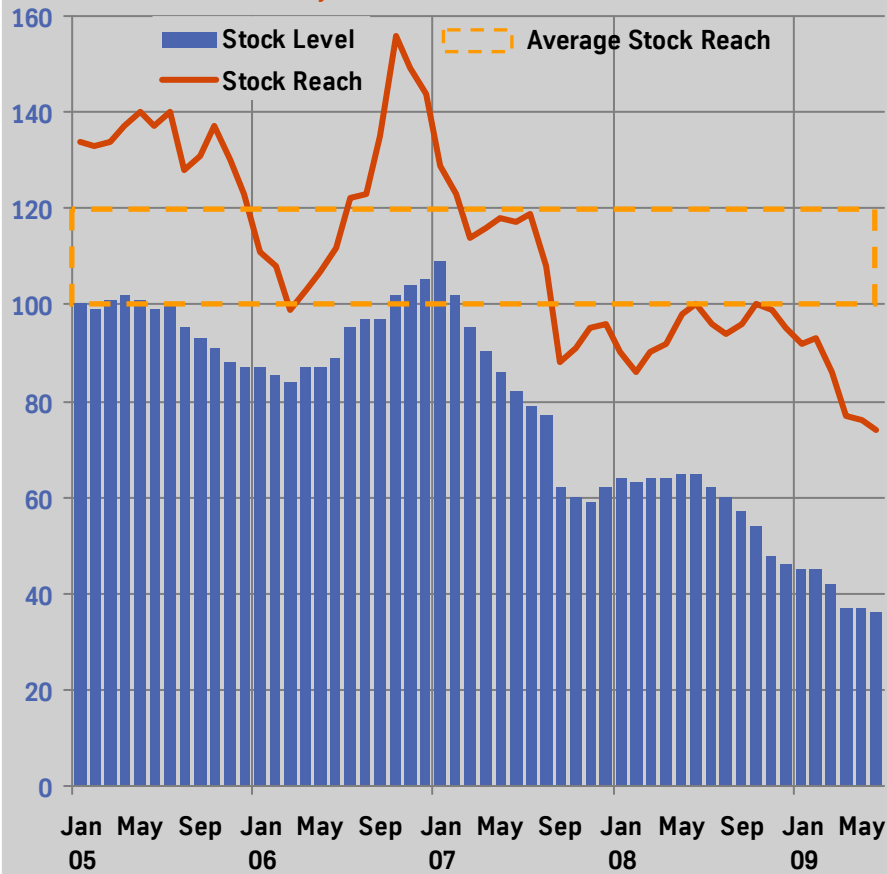


Source: EHV July 2009

USA

Stock level: INDEX Jan 2005 = 100

Stock Reach: Calendar Days

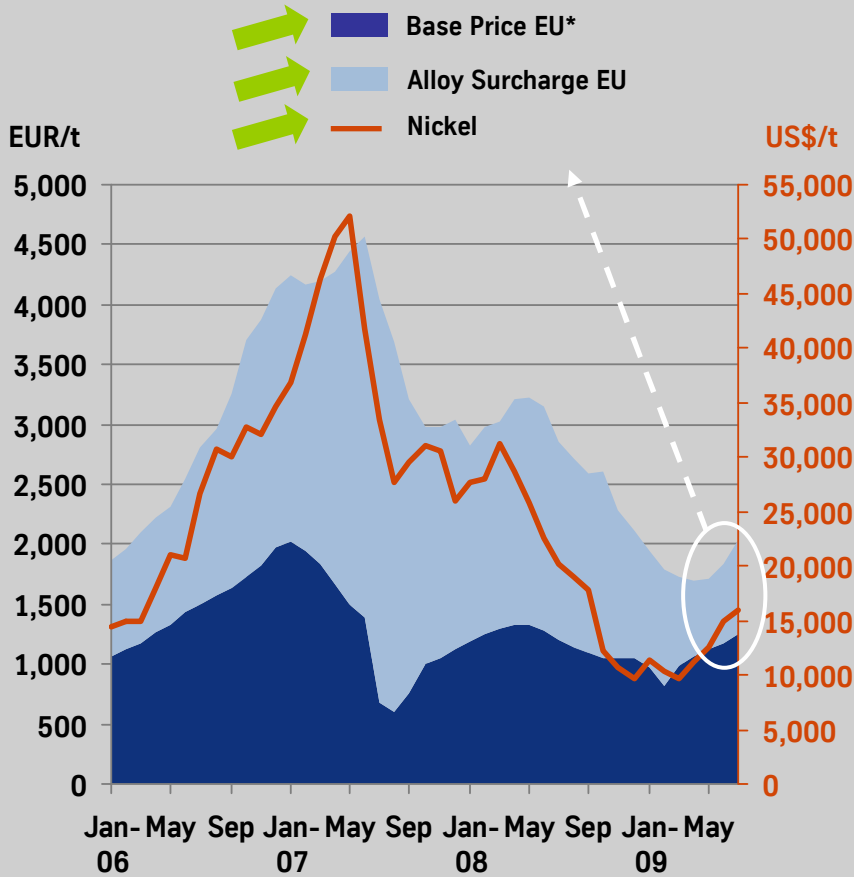


Source: MSCI July 2009; shipments and inventory all shapes



Price Development and Import Situation

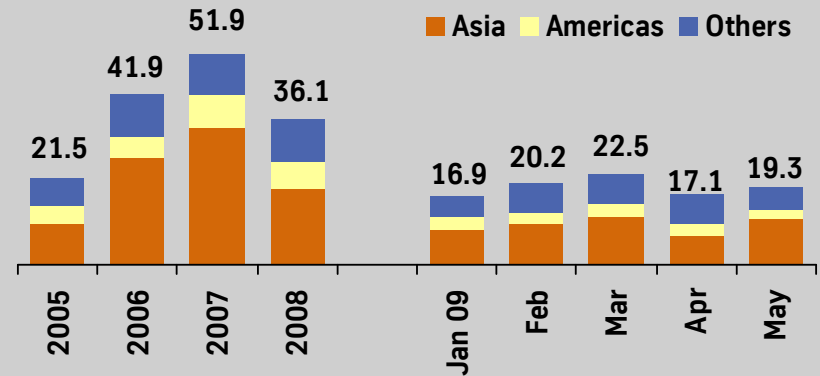
Price development: recovery gaining sustainability



* Base Price Germany, Traders/SSC, 304, 2mm sheet
Source: CRU August 2009, Metalprices (NICKEL) August 2009

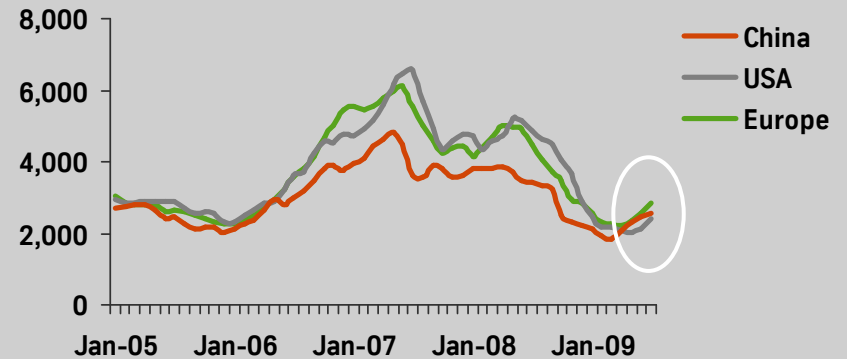
Cold-rolled imports from third countries

[000t/Month]



Source: Eurofer July 2009, TKL

Regional price development*

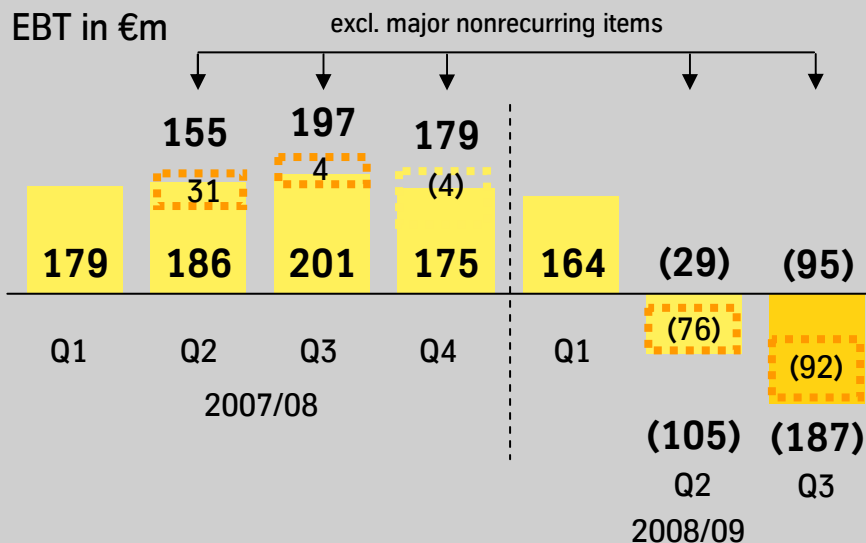


* AISI 304 (1.4301) CR Flat, 2 mm
Source: CRU August 2009 (EU+USA), TKL-SKS August 2009 (Wuxi Market prices CHINA)



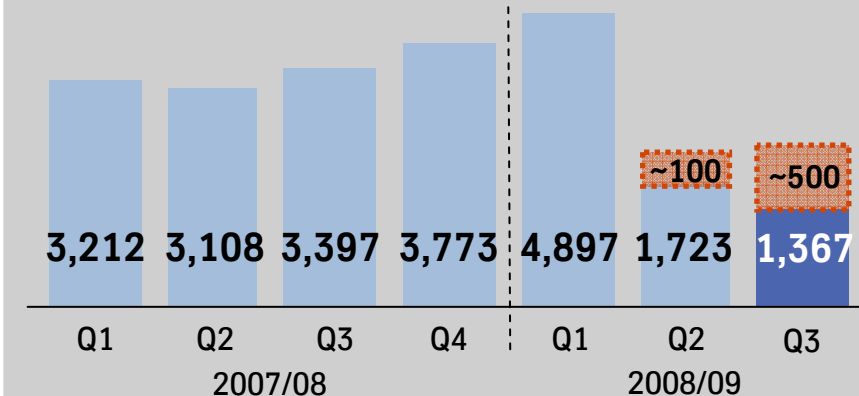
Technologies

Q3 2008/09 Highlights



Order intake in €m

Impact major cancellations Marine Systems (container ships and mega yachts)



Comments Q3 2008/09

- Solid performance at Plant Technology, naval shipbuilding and wind energy business
- Persisting underutilization in automotive & construction equipment business
- Cancellations and higher project costs in civil shipbuilding and with mega yachts
- Restructuring charges and asset impairments at automotive and civil shipbuilding businesses

Outlook

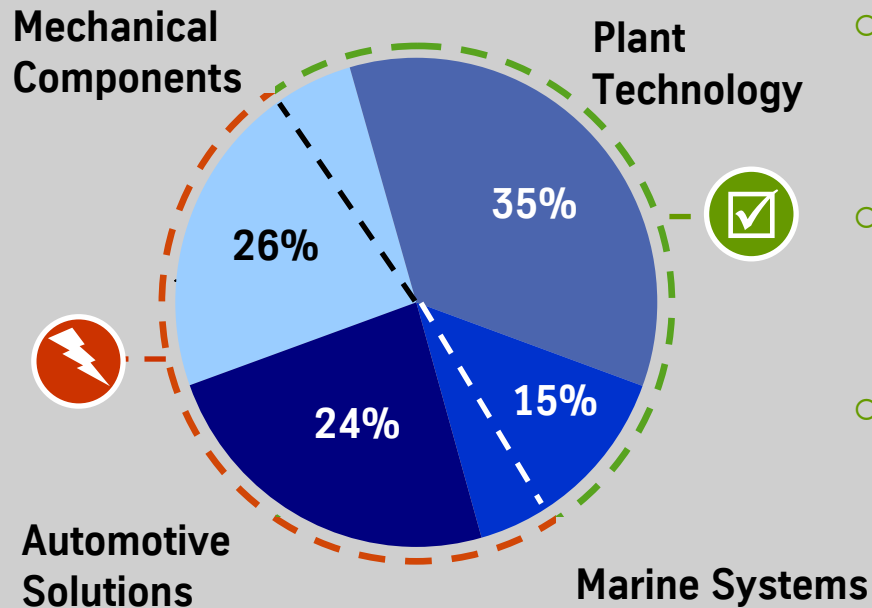
- Order backlog still at 1.4x sales of last 12 months
- High earnings visibility at Plant Technology and naval shipbuilding business
- Pick-up of new order inquiry activity in Plant Technology
- Further significant restructuring charges expected



Automotive & Civil Shipbuilding Overcompensating Stable Businesses

Sales by business unit (9M 2008/09)

- Difficult market environment for automotive and civil shipbuilding business prevailing
- Measures taken to adapt to lower demand
- > €70m restructuring charges booked in Q3
- Further significant restructuring measures foreseeable



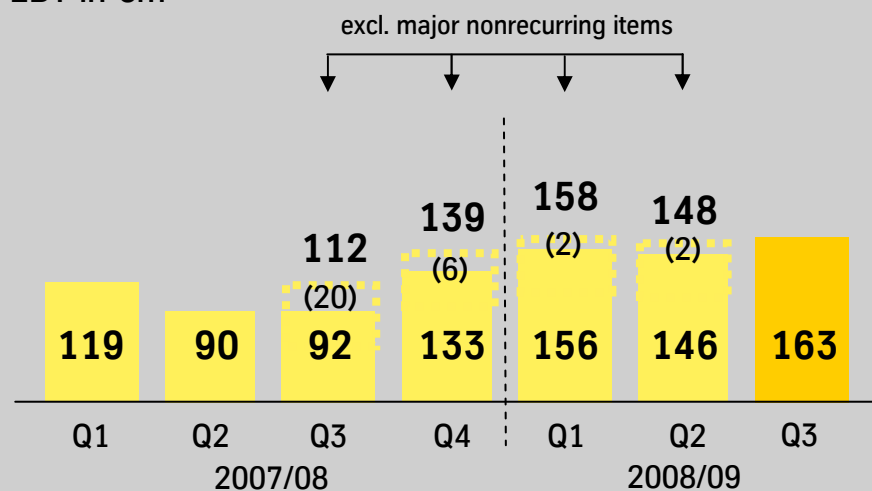
- Plant Technology with 9M sales and earnings above FY 2007/08; order backlog ~ 2 years
- Naval shipbuilding with large orders for submarines; order backlog > 4 years
- Wind energy business with ongoing positive performance



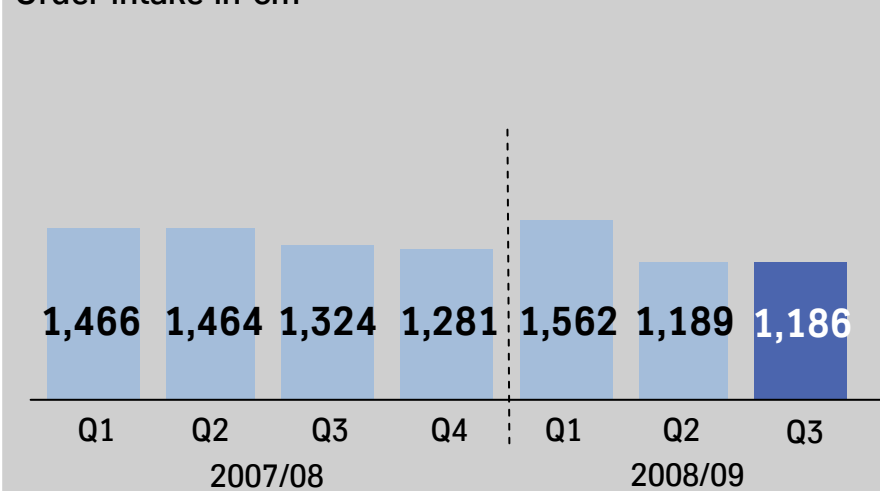
Elevator

Q3 2008/09 Highlights

EBT in €m



Order intake in €m



Comments Q3 2008/09

- Continuing strong EBT development mainly driven by efficiency gains and increased sales level
- High order backlog, but slowdown of new installation business mainly in North America, UK, Russia and some parts of Asia

Outlook

- Strong earnings due to highly effective performance program and high services share
- Slowdown of new installation business due to economic environment



New Important Orders (9M 2008/09) – Buildings



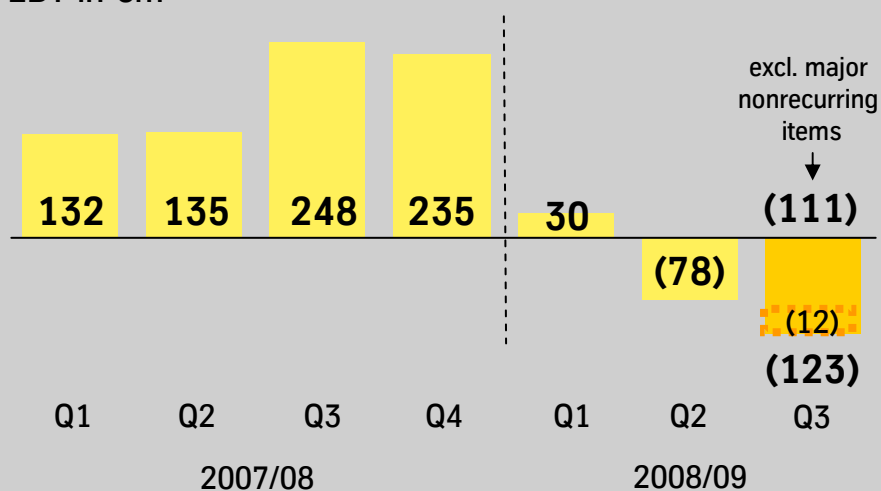
| | | |
|----|---|---|
| NI | PalaisQuartier Frankfurt, Germany | 48 elevators (incl. 1 TWIN) 28 escalators |
| NI | Deutsche Börse Eschborn, Germany | 15 elevators |
| NI | University of Kentucky Lexington, USA | 24 elevators |
| NI | Latifa Towers Dubai, UAE | 19 elevators (incl. 2 TWINS) |
| NI | Seo-Myeon Residential Busan, South Korea | 55 elevators 13 escalators |

NI = New installation

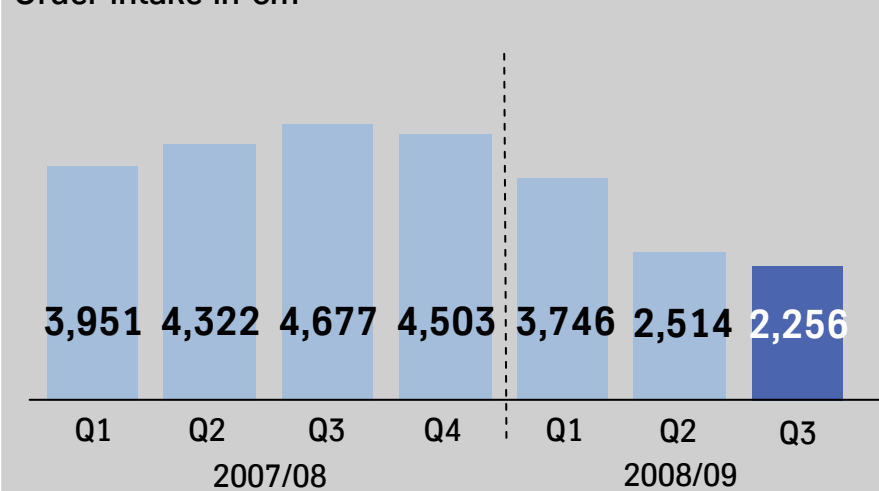
Services

Q3 2008/09 Highlights

EBT in €m



Order intake in €m



Comments Q3 2008/09

- Further drop in carbon steel spot prices at the beginning of Q3
- Decline in prices in (raw) materials trading and materials distribution business stopped
- Insufficient volumes and persisting buying resistance
- De-stocking completed

Outlook

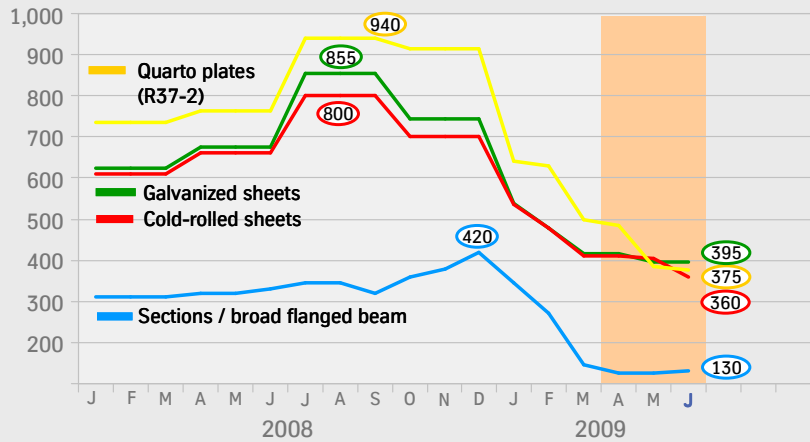
- Stabilization of prices and volumes expected
- Industrial Services predominantly stable
- Construction and rail equipment activities begin to suffer from financing problems of foreign customers
- Restructuring charges expected



Services: Price Developments

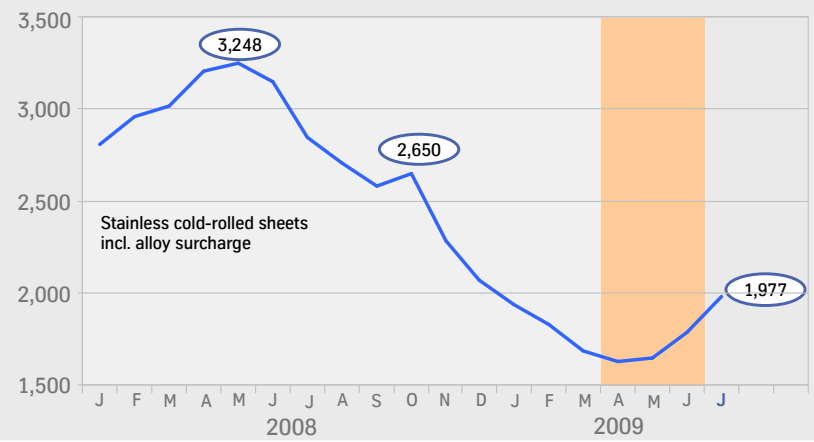
Rolled Steel

€/t



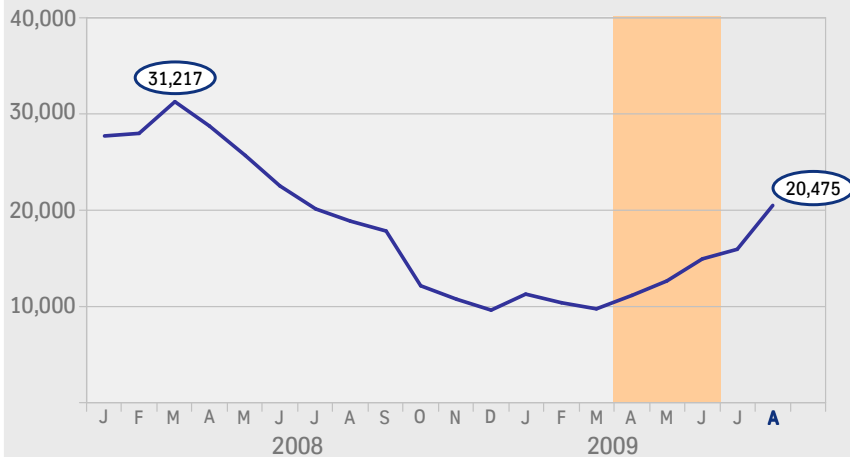
Stainless Steel

€/t



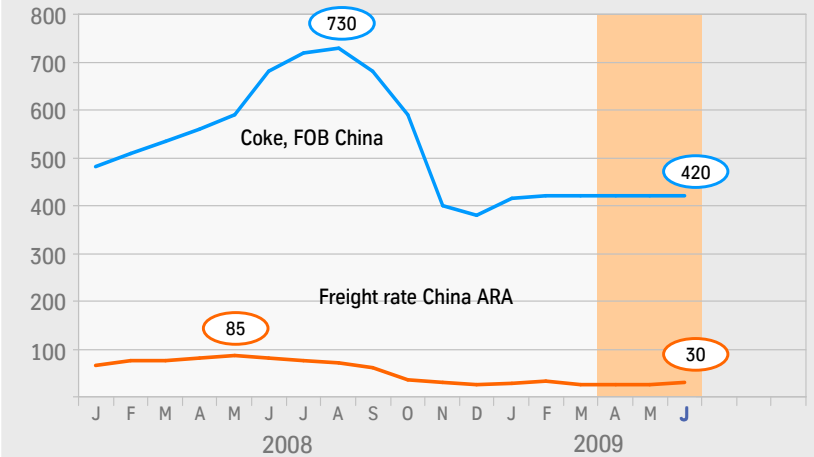
Nickel

US\$/t (monthly average)



Coke, Freight rate China

US\$/t



Group Outlook 2008/09

EBT
before major
nonrecurring
items

High three-digit million € negative including:
substantial inventory writedowns and windfall losses

EBT
as reported

Impacted by:

- Significant restructuring and impairment charges to achieve major cost savings in the future
- Project costs for the new steel plants

Capex

< €4.5 bn

Net debt

<< €4.0 bn



Summary

- **Difficult economic environment prevailing**
 - **First signs of economic stabilization towards the end of Q3**
 - **Limited visibility on real demand**
 - **Major progress in “Efficiency – Projects – Portfolio”**
 - **Payback of restructuring within 12 to 24 months**
 - **Increasing visibility of value contribution by TK CSA and transatlantic steel concept**
-



Financial Calendar – 2009/2010

-
- **October 22, 2009 to November 26, 2009** **Quiet Period**
 - **November 27, 2009** **Analysts' and Investors' Conference, Essen/Germany**
Annual Press Conference, Essen/Germany
 - **January 21, 2010** **Annual General Meeting, Bochum/Germany**
 - **February 12, 2010** **Interim Report 1st quarter 2009/10 (Oct to Dec)**
Conference Call with analysts and investors
 - **May 12, 2010** **Interim Report 1st half 2009/10 (Oct to Mar)**
Conference Call with analysts and investors
 - **August 13, 2010** **Interim Report 9 months 2009/10 (Oct to Jun)**
Conference Call with analysts and investors
-



How to Contact ThyssenKrupp AG Investor Relations

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- Phone: +49 211 824-36464
- Fax: +49 211 824-36467
- E-mail: ir@thyssenkrupp.com
- Internet: www.thyssenkrupp.com

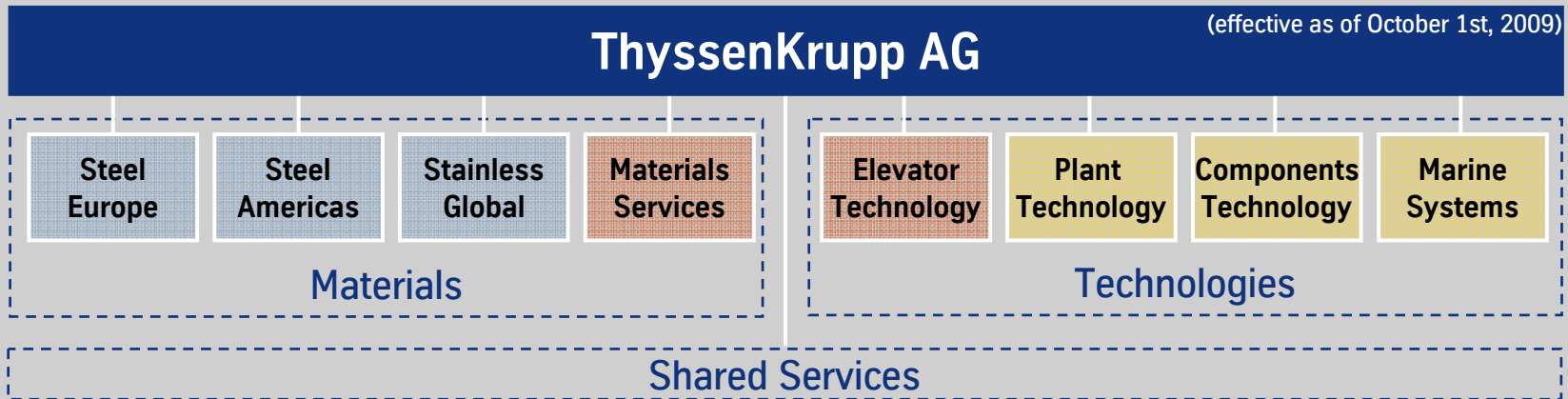
To be added to the IR mailing list, send us a brief e-mail with your details!

Using the Crisis as an Opportunity



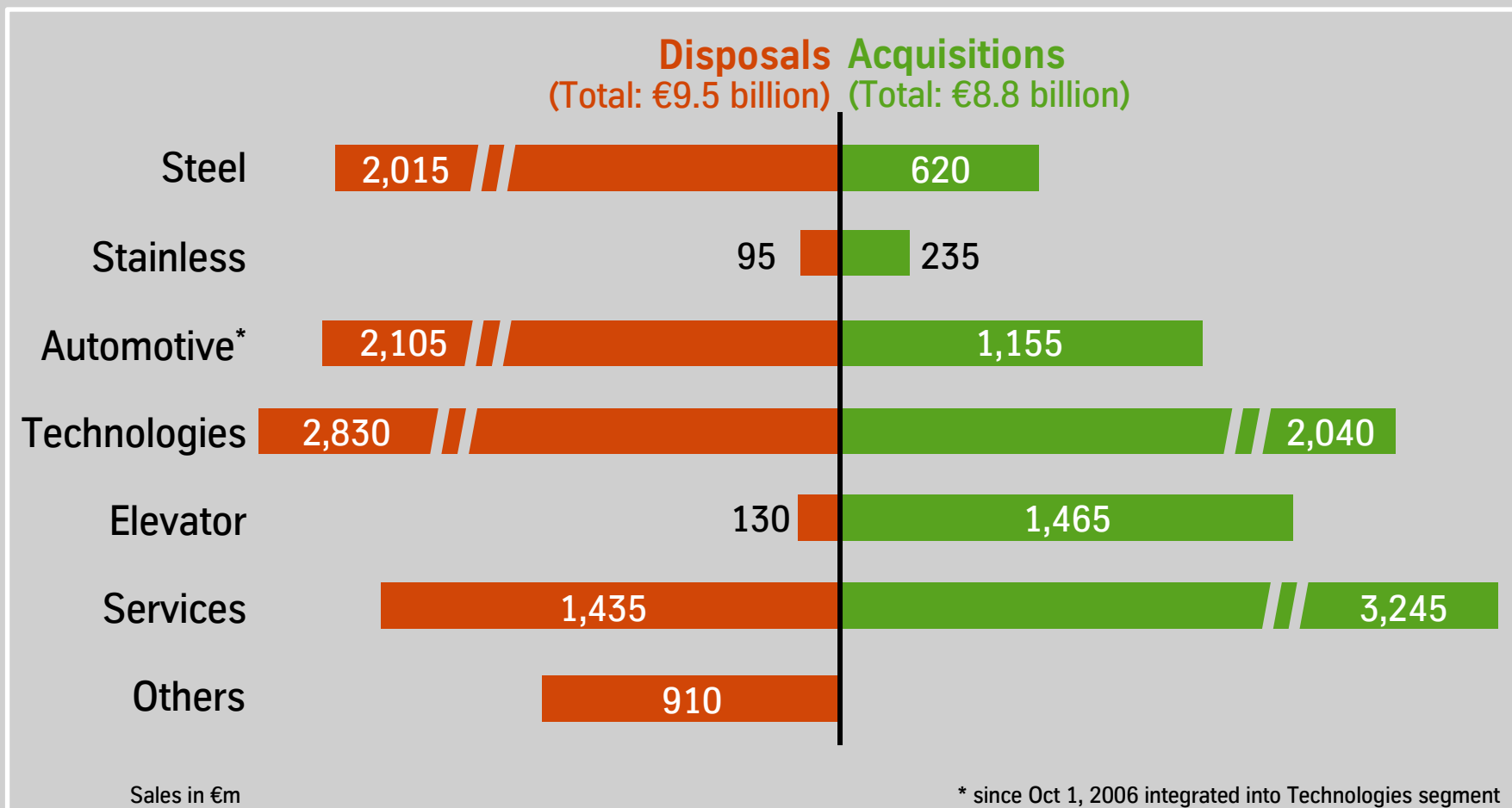
Reorganization

- Strategically centralized and operationally decentralized
- Sustainable cost savings of ~ €0.5 billion per year
- Greater internal and external transparency



Active Portfolio Management at ThyssenKrupp

Significant change in portfolio since the merger (as at June 30, 2009)



Group Overview (I)

| | | 2006/07 | 2007/08 | | | | | 2008/09 | | |
|--------------------|----|---------------|---------|--------|--------|--------|---------------|---------|--------|---------|
| | | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 54,605 | 13,270 | 14,084 | 14,181 | 13,670 | 55,205 | 12,887 | 7,642 | 7,926 |
| Sales | €m | 51,723 | 12,270 | 13,199 | 14,181 | 13,776 | 53,426 | 11,522 | 9,859 | 9,299 |
| EBITDA | €m | 5,254 | 1,083 | 1,197 | 1,366 | 1,330 | 4,976 | 764 | 142 | (180) |
| EBIT | €m | 3,728 | 748 | 849 | 1,019 | 956 | 3,572 | 407 | (276) | (597) |
| EBT | €m | 3,330 | 646 | 742 | 909 | 831 | 3,128 | 240 | (455) | (772) |
| Net income | €m | 2,190 | 435 | 502 | 613 | 726 | 2,276 | 163 | (362) | (630) |
| Earnings per share | € | 4.30 | 0.85 | 1.00 | 1.21 | 1.53 | 4.59 | 0.36 | (0.71) | (1.38) |
| TK Value Added | €m | 2,108 | 353 | 438 | 600 | 525 | 1,916 | (39) | (734) | (1,030) |
| ROCE | % | 20.7 | 16.1 | 16.9 | 18.2 | 18.3 | 18.3 | 7.8 | 1.2 | (3.0) |
| Capital Employed | €m | 18,000 | 18,581 | 18,955 | 19,211 | 19,478 | 19,478 | 21,025 | 21,270 | 20,975 |
| Goodwill | €m | 3,795 | 3,791 | 3,755 | 3,779 | 3,858 | 3,858 | 3,846 | 3,942 | 3,927 |

ROCE based on 3, 6, 9 and 12 months



Major Nonrecurring Items

| | 2006/07 | | | | | 2007/08 | | | | | 2008/09 | | |
|-------------------------------|----------|--------------|-----------|-------------|--------------|-------------|-------------|--------------|-------------|--------------|-------------|--------------|--------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Project costs: | | | | | | (68) | (60) | (34) | (108) | (270) | (83) | (26) | (22) |
| <i>thereof:</i> | | | | | | | | | | | | | |
| TK CSA | | | | | | (61) | (51) | (24) | (97) | (233) | (57) | (17) | (8) |
| NAFTA Steel/Stainless | | | | | | (7) | (9) | (10) | (11) | (37) | (26) | (9) | (14) |
| Steel: | | | | | | | | | | | | | |
| Restructuring | | | | | | | | | | | | | (131) |
| Restructuring SSC | | | | | | | | | | | | | (4) |
| Impairment SSC | | | | | | | | | | | | (5) | |
| Restr./disposal Metal Forming | | | | | | | (10) | (115) | 32 | (93) | (8) | (3) | (11) |
| Impairment Metal Forming | | | (76) | | (76) | | | | | | | | |
| Stainless: | | | | | | | | | | | | | |
| Asset impairment | | | | | | | | | | | | (60) | (48) |
| Technologies: | | | | | | | | | | | | | |
| Restructuring/disposals | | | | | | | 27 | 5 | (5) | 27 | | (60) | (62) |
| Restructuring Drauz Nothelfer | | | | (28) | (28) | | | | | | | | |
| Asset Impairment | | | | | | | | | | | | (16) | (30) |
| Elevator: | | | | | | | | | | | | | |
| Restructuring | | | | | | | | (19) | (6) | (25) | (2) | (2) | |
| EU fine | | (480) | | | (480) | | | | | | | | |
| Services: | | | | | | | | | | | | | |
| Restructuring | | | | | | | | | | | | | (12) |
| Corporate: | | | | | | | | | | | | | |
| Disposal gain real estate | | | 115 | | 115 | | | | | | | | |
| Group | - | (480) | 39 | (28) | (469) | (68) | (43) | (163) | (87) | (361) | (93) | (172) | (320) |



Group Overview (II)

| | | 2006/07 | 2007/08 | | | | FY | 2008/09 | | |
|--|----|----------------|---------|---------|---------|---------|----------------|---------|---------|---------|
| | | FY | Q1 | Q2 | Q3 | Q4 | | Q1 | Q2 | Q3 |
| Capital expenditures* | €m | 2,997 | 889 | 1,014 | 975 | 1,349 | 4,227 | 1,105 | 1,090 | 898 |
| Depreciation/amort. | €m | 1,527 | 335 | 349 | 346 | 374 | 1,404 | 357 | 418 | 417 |
| Operating cash flow | €m | 2,220 | (170) | 1,003 | 676 | 2,170 | 3,679 | (860) | 1,483 | 1,331 |
| + Cash flow from divestments | €m | 673 | 40 | 80 | 107 | 102 | 329 | 106 | 26 | 57 |
| - Cash flow from investments | €m | 2,997 | 889 | 1,014 | 975 | 1,349 | 4,227 | 1,105 | 1,090 | 898 |
| Free cash flow | €m | (104) | (1,018) | 68 | (192) | 923 | (219) | (1,859) | 419 | 490 |
| Cash and cash equivalents (incl. short-term securities) | €m | 3,861 | 2,612 | 2,130 | 2,882 | 2,832 | 2,832 | 3,439 | 3,820 | 5,235 |
| Total debt (excl. pensions) | €m | 20,488 | 19,641 | 21,139 | 23,423 | 23,603 | 23,603 | 24,076 | 24,150 | 24,668 |
| Net financial debt | €m | (223) | 859 | 1,988 | 2,127 | 1,584 | 1,584 | 3,514 | 3,687 | 3,122 |
| Employees | | 191,350 | 193,137 | 195,828 | 198,033 | 199,374 | 199,374 | 197,175 | 192,521 | 188,501 |

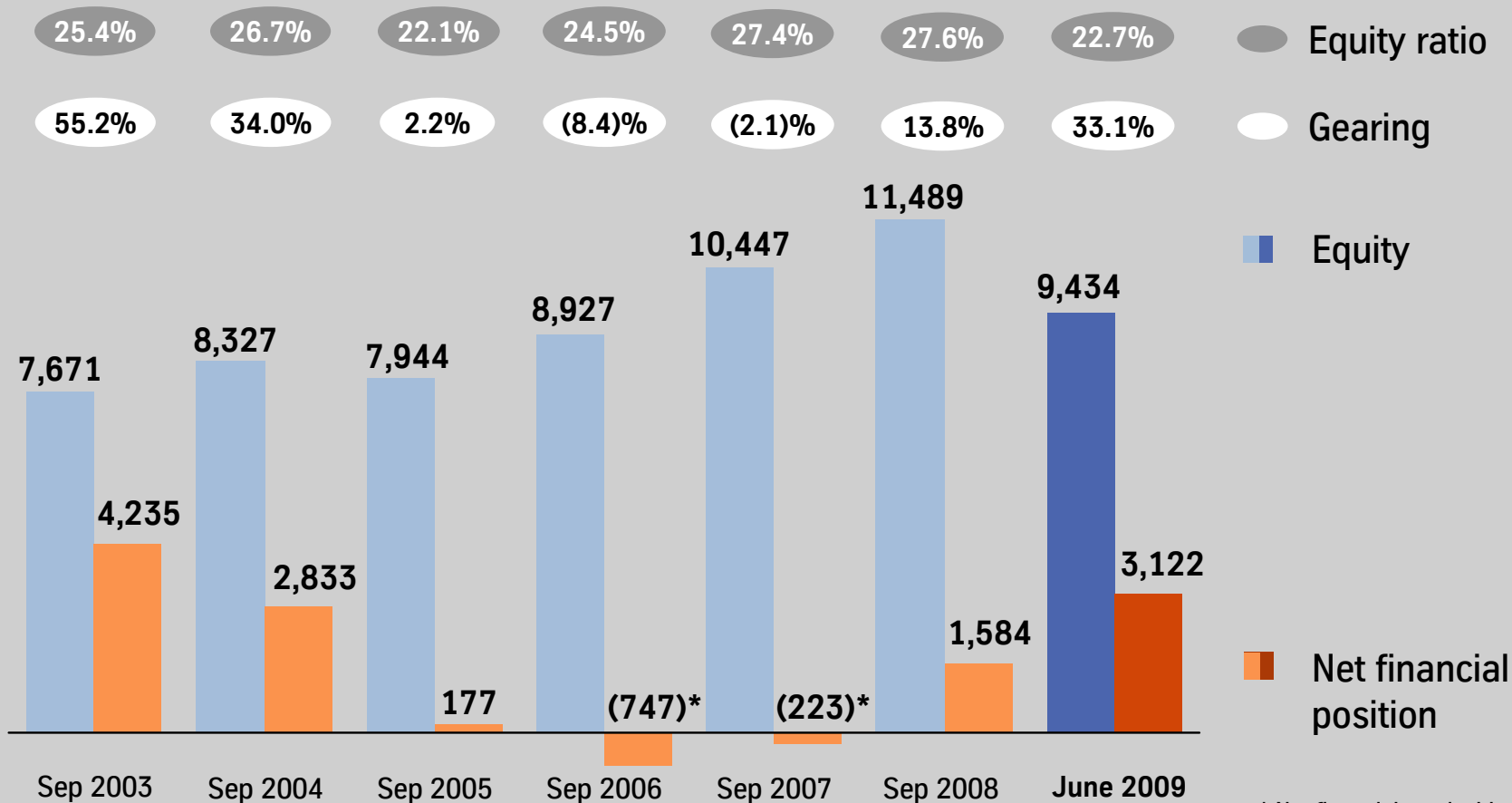
* incl. financial investments



Balance Sheet Structure

Net financial position, equity and ratios

million €



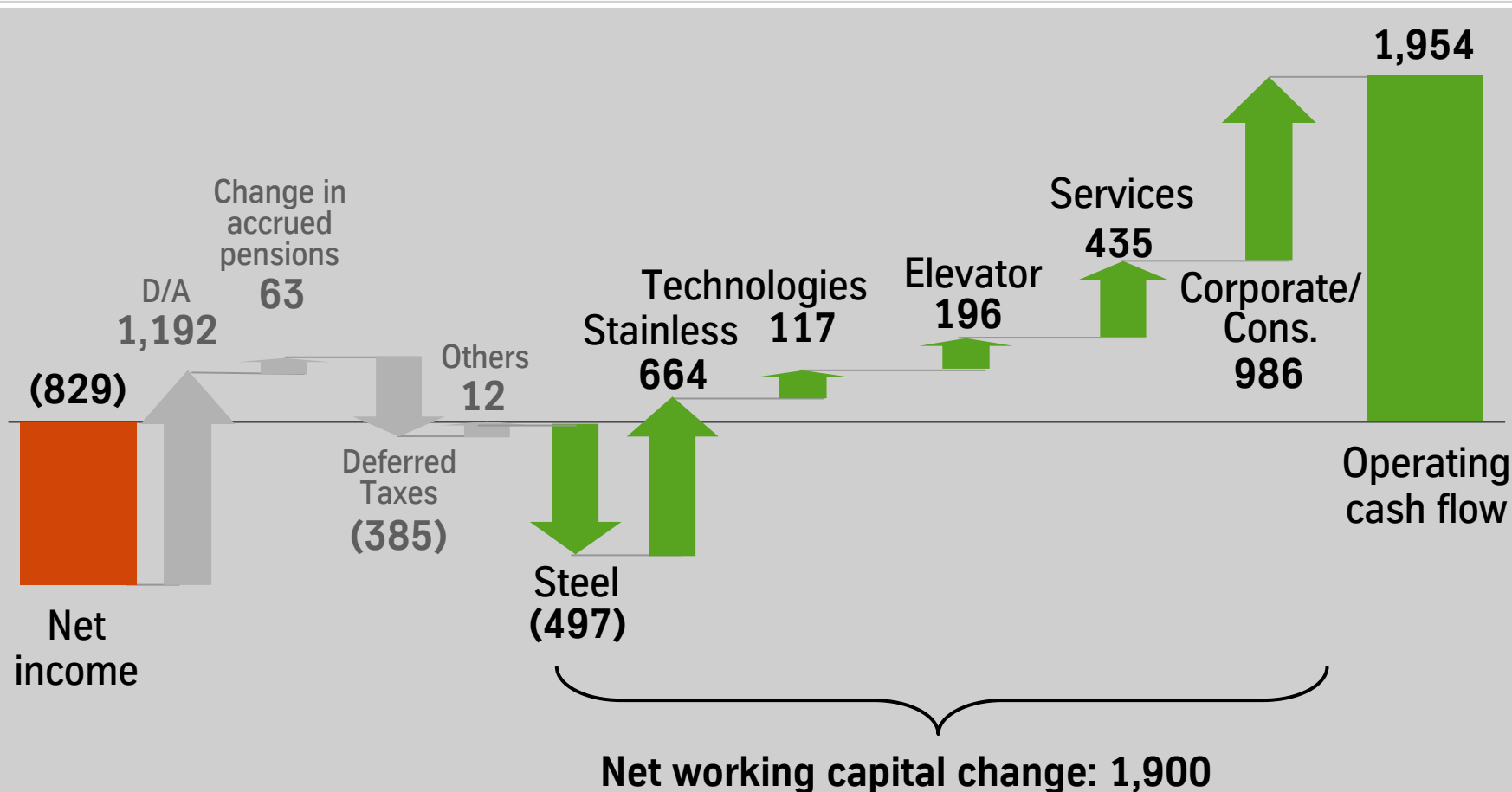
* Net financial receivables



Group Financials – Net Income ⇒ Operating Cash Flow

Development of operating cash flow in 9M 2008/09

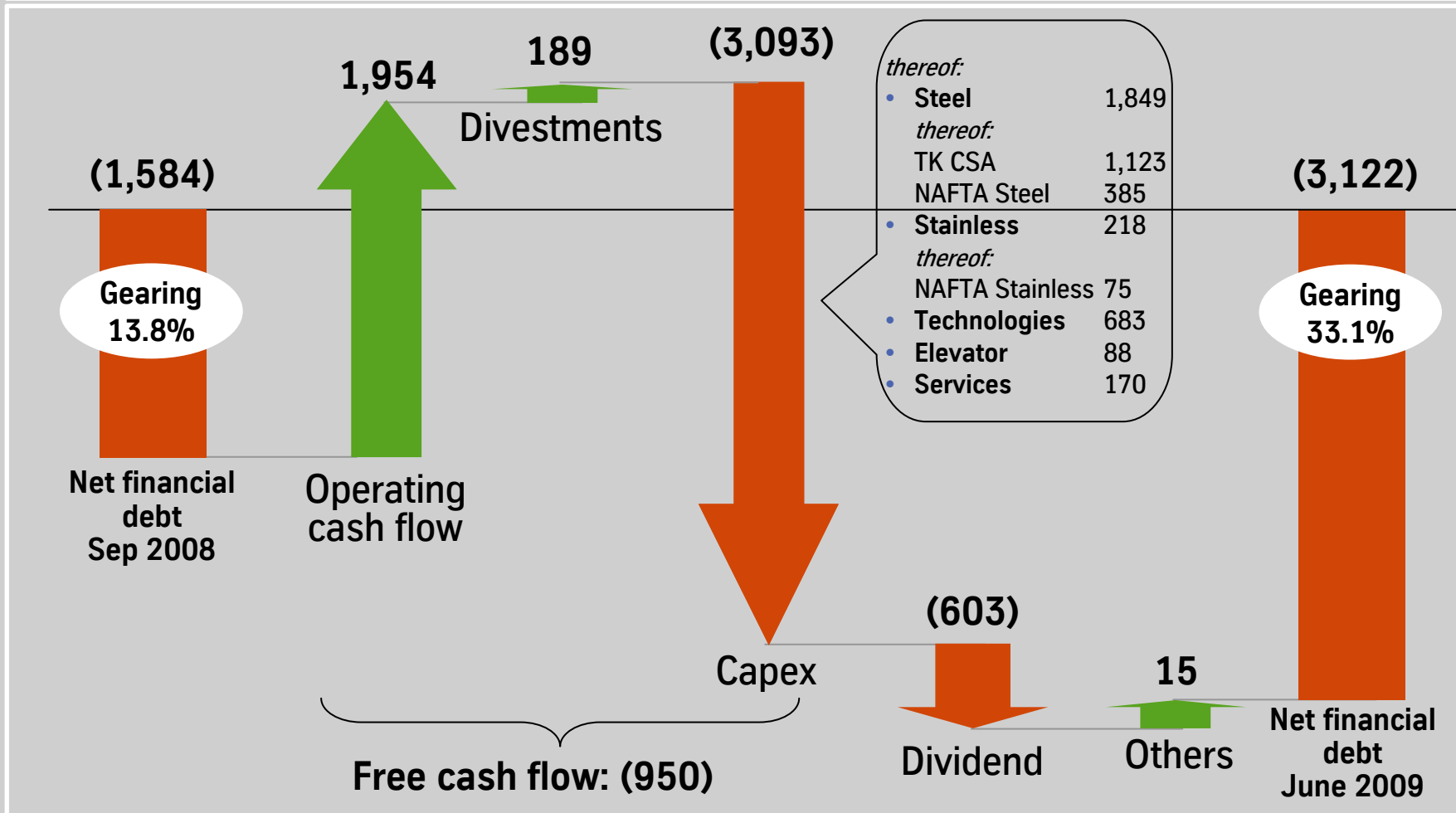
million €



Group Financials – Net Financial Debt

Development of net financial debt in 9M 2008/09

million €



Steel: Segment Overview

| Steel | | | | | | | | | | |
|--------------------|----|---------------|---------|--------|--------|--------|----------------|---------|--------|--------|
| | | 2006/07 | 2007/08 | | | | | 2008/09 | | |
| | | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 12,718 | 3,188 | 3,986 | 3,765 | 3,260 | 14,199 | 2,036 | 1,651 | 2,321 |
| Sales | €m | 13,209 | 3,214 | 3,639 | 3,902 | 3,603 | 14,358 | 2,925 | 2,405 | 2,272 |
| EBITDA | €m | 2,470 | 561 | 599 | 587 | 599 | 2,346 | 475 | 255 | (144) |
| EBIT | €m | 1,761 | 392 | 434 | 426 | 448 | 1,700 | 309 | 103 | (295) |
| EBT | €m | 1,662 | 353 | 396 | 389 | 402 | 1,540 | 251 | 56 | (348) |
| TK Value Added | €m | 1,138 | 236 | 263 | 246 | 262 | 1,007 | 107 | (121) | (522) |
| ROCE | % | 26.9 | 22.6 | 22.8 | 22.2 | 22.1 | 22.1 | 13.7 | 8.7 | 1.6 |
| Capital Employed | €m | 6,557 | 6,928 | 7,265 | 7,509 | 7,697 | 7,697 | 8,999 | 9,460 | 9,671 |
| OCF | €m | 1,898 | (330) | 352 | 555 | 908 | 1,485 | (779) | 223 | 586 |
| + CF from divestm. | €m | 43 | (3) | 25 | (31) | 89 | 80 | (1) | 20 | (7) |
| - CF for investm. | €m | 1,659 | 632 | 577 | 533 | 878 | 2,620 | 714 | 563 | 572 |
| FCF | €m | 282 | (965) | (200) | (9) | 119 | (1,055) | (1,494) | (320) | 7 |
| Employees | | 39,559 | 39,922 | 40,636 | 40,733 | 41,311 | 41,311 | 40,753 | 40,071 | 39,321 |

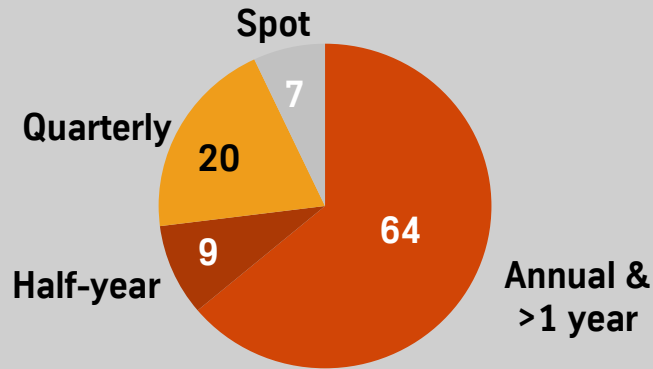
ROCE based on 3, 6, 9 and 12 months



Long Term Customer Relations Reduce Volatility

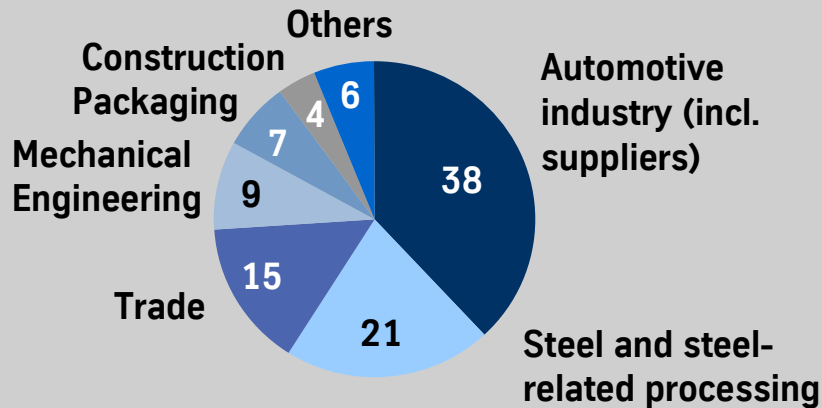
Sales by maturity FY 2007/08

in %



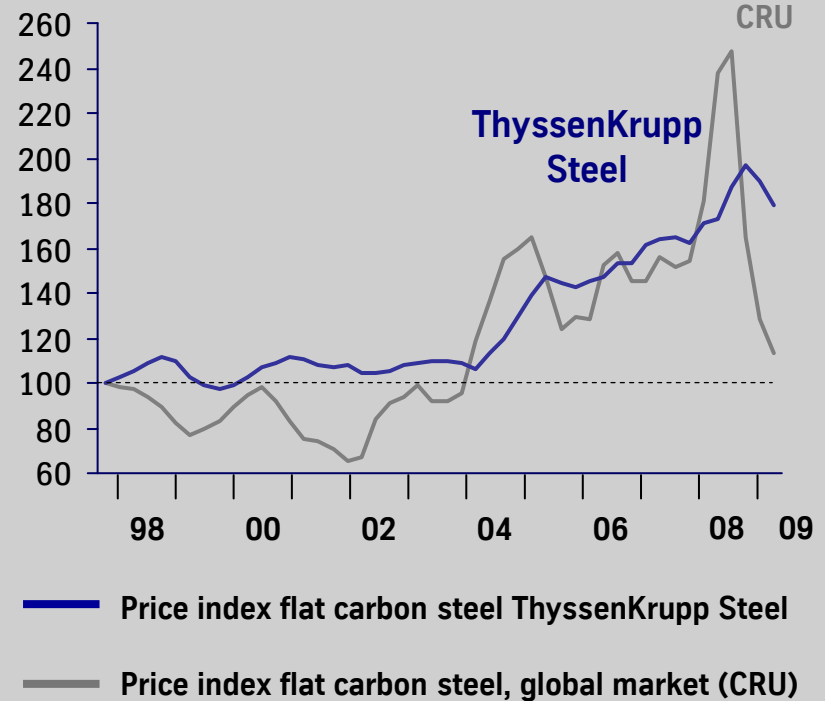
Sales by industry FY 2007/08

in %



Price index

Index (Q3 1997 = 100)

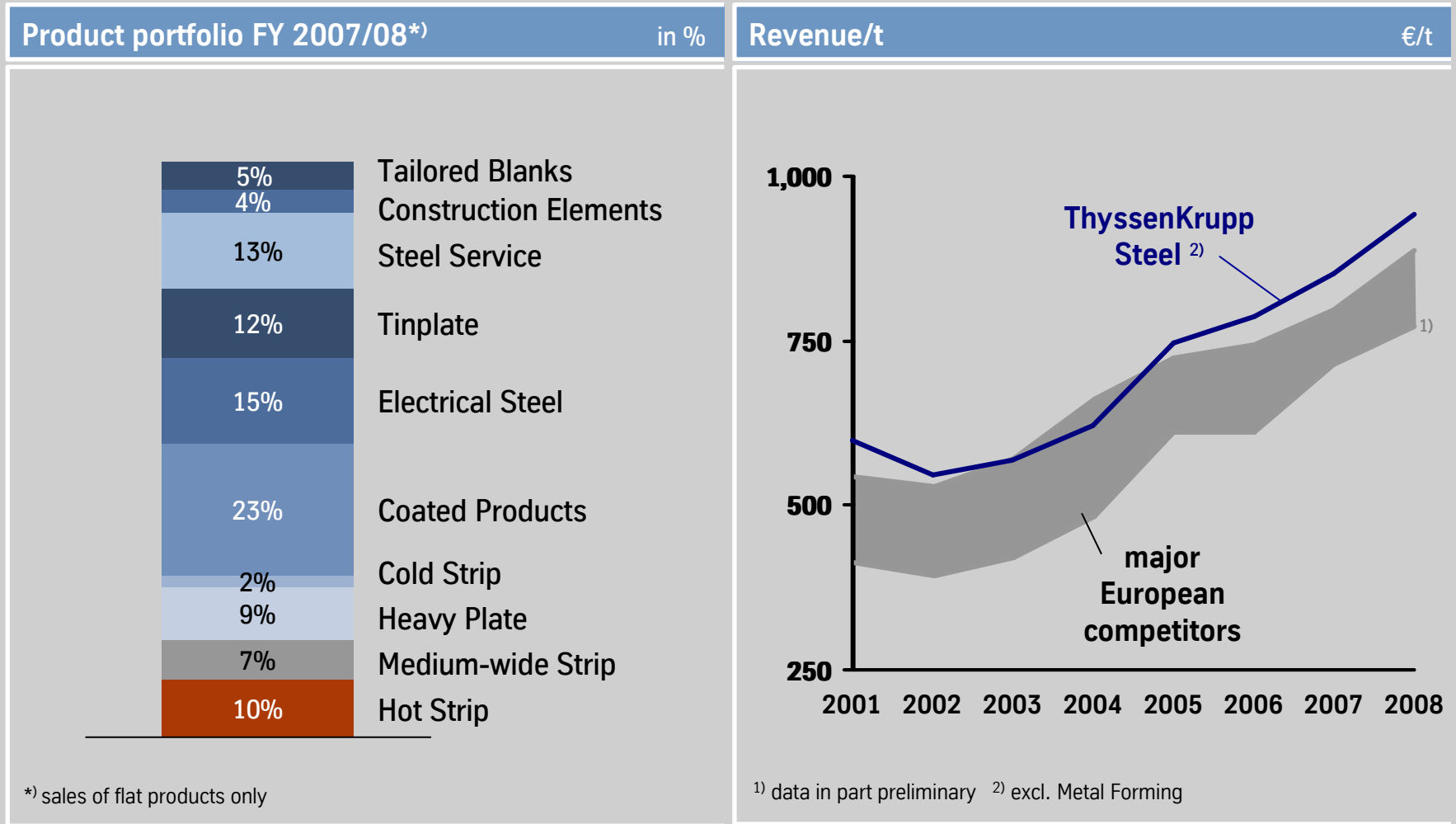


All data incl. Q2 2009

Sources: CRU and own calculations based on CRU, TKS



Premium Product Portfolio Generates Above-Average Revenues



Source: Company reports, own estimates



Stainless: Segment Overview

| Stainless | | | | | | | | | | | |
|--------------------|----|---------------|---------|--------|--------|--------|---------------|---------|--------|--------|--|
| | | 2006/07 | 2007/08 | | | | | 2008/09 | | | |
| | | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | |
| Order intake | €m | 7,684 | 2,150 | 2,001 | 1,732 | 1,577 | 7,460 | 966 | 819 | 1,207 | |
| Sales | €m | 8,748 | 1,838 | 1,955 | 1,933 | 1,694 | 7,420 | 1,173 | 988 | 1,030 | |
| EBITDA | €m | 1,034 | 8 | 98 | 154 | 103 | 363 | (189) | (251) | (98) | |
| EBIT | €m | 871 | (23) | 60 | 115 | 62 | 214 | (228) | (351) | (185) | |
| EBT | €m | 777 | (45) | 38 | 93 | 40 | 126 | (249) | (373) | (204) | |
| TK Value Added | €m | 507 | (107) | (23) | 31 | (20) | (119) | (310) | (428) | (254) | |
| ROCE | % | 22.7 | (2.4) | 2.0 | 5.4 | 5.8 | 5.8 | (25.1) | (32.7) | (30.2) | |
| Capital Employed | €m | 3,827 | 3,732 | 3,728 | 3,715 | 3,698 | 3,698 | 3,636 | 3,542 | 3,376 | |
| OCF | €m | 228 | (169) | 243 | 119 | 365 | 558 | (325) | 256 | 119 | |
| + CF from divestm. | €m | 16 | 3 | 2 | 0 | 20 | 25 | 2 | 2 | 5 | |
| - CF for investm. | €m | 328 | 47 | 168 | 60 | 113 | 388 | 92 | 46 | 79 | |
| FCF | €m | (84) | (213) | 77 | 59 | 272 | 195 | (415) | 212 | 45 | |
| Employees | | 12,182 | 12,075 | 12,042 | 12,037 | 12,212 | 12,212 | 12,167 | 12,079 | 11,869 | |

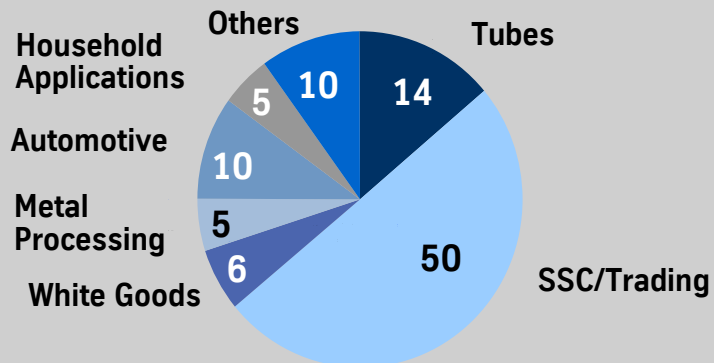
ROCE based on 3, 6, 9 and 12 months



Stainless: Increasing Non-Volatile Customer Bases

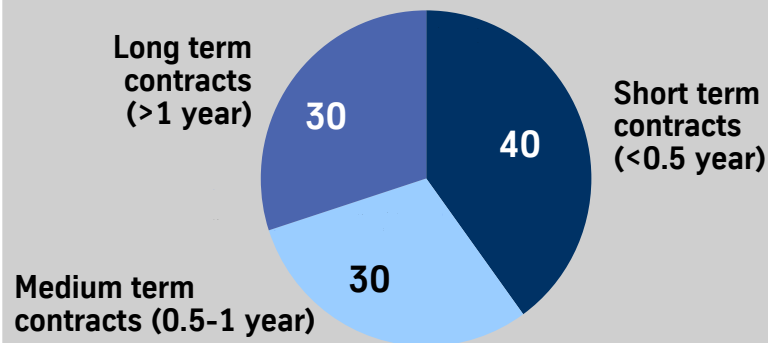
Sales Structure within ThyssenKrupp Stainless Group

Stainless Steel Sales by Customer Group



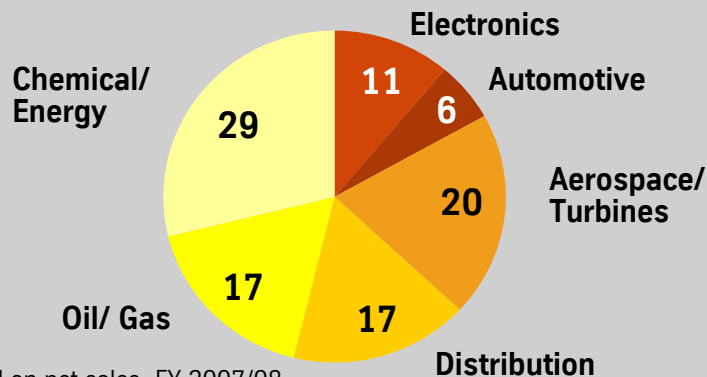
based on net sales, FY 2007/08

Stainless Steel Contract Structure



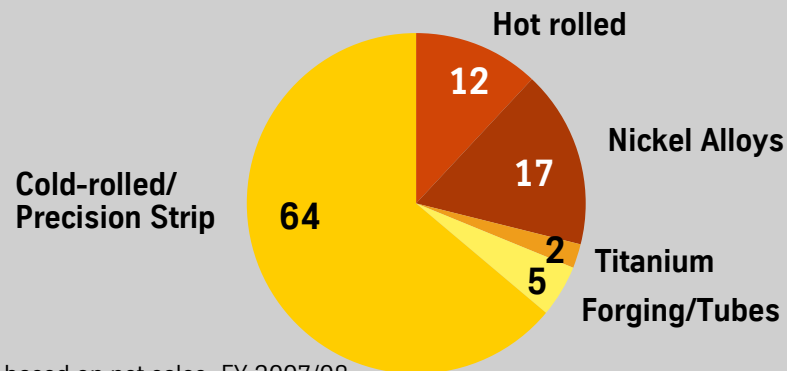
based on ThyssenKrupp Nirosta Shipments 2007/08

Nickel Alloy Sales by Customer Group



based on net sales, FY 2007/08

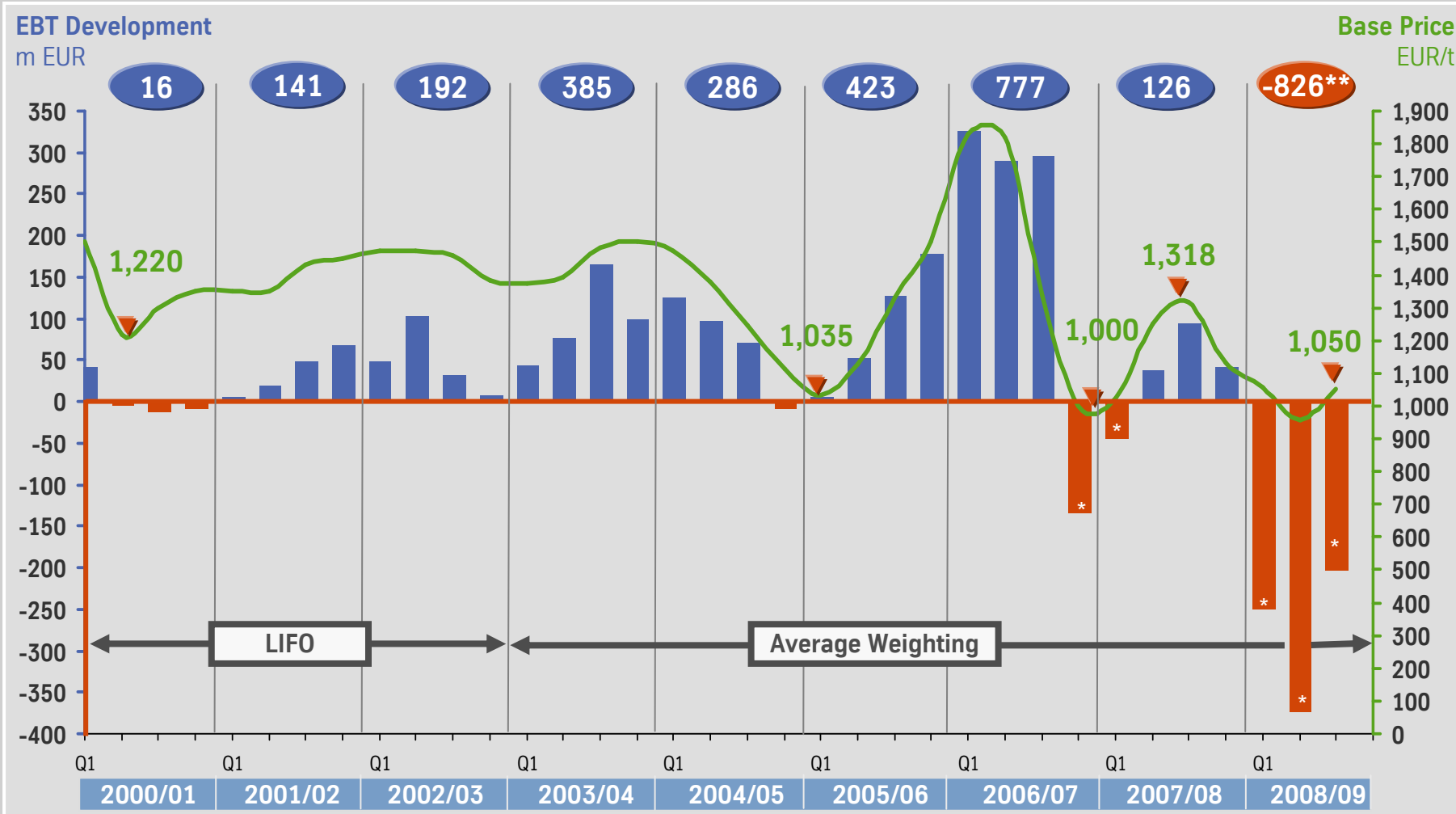
Stainless Product Portfolio



based on net sales, FY 2007/08



Stainless: EBT Development



* devaluation of inventories ** 9M 2008/09



Technologies: Segment Overview

Technologies

| | | 2006/07 | 2007/08 | | | | | 2008/09 | | |
|--------------------|----|---------------|---------|--------|--------|--------|---------------|---------|--------|--------|
| | | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 14,844 | 3,212 | 3,108 | 3,397 | 3,773 | 13,490 | 4,897 | 1,723 | 1,367 |
| Sales | €m | 11,523 | 2,822 | 3,029 | 3,357 | 3,204 | 12,412 | 2,921 | 2,656 | 2,483 |
| EBITDA | €m | 888 | 256 | 261 | 272 | 257 | 1,046 | 245 | 5 | (55) |
| EBIT | €m | 518 | 170 | 178 | 188 | 142 | 678 | 154 | (99) | (173) |
| EBT | €m | 544 | 179 | 186 | 201 | 175 | 741 | 164 | (105) | (187) |
| TK Value Added | €m | 348 | 127 | 135 | 145 | 95 | 502 | 100 | (158) | (229) |
| ROCE | % | 25.0 | 28.9 | 29.4 | 29.8 | 27.6 | 27.6 | 22.5 | 5.0 | (4.6) |
| Capital Employed | €m | 2,239 | 1,915 | 1,914 | 1,904 | 1,960 | 1,960 | 2,399 | 2,507 | 2,504 |
| OCF | €m | 627 | 22 | 326 | 117 | 201 | 666 | (113) | 267 | 49 |
| + CF from divestm. | €m | 179 | 46 | 118 | 36 | 51 | 251 | 18 | 43 | 36 |
| - CF for investm. | €m | 581 | 160 | 171 | 153 | 278 | 762 | 173 | 361 | 149 |
| FCF | €m | 225 | (91) | 272 | 0 | (26) | 155 | (268) | (52) | (64) |
| Employees | | 54,762 | 55,567 | 53,637 | 54,334 | 54,043 | 54,043 | 53,167 | 50,978 | 49,349 |

ROCE based on 3, 6, 9 and 12 months



Technologies: Organizational Overview*

ThyssenKrupp Technologies AG

Sales: €12.4 bn



Plant Technology

Sales: €3.2 bn

Transrapid



Marine Systems

Sales: €2.0 bn



Mechanical Components

Sales: €3.9 bn



Automotive Solutions

Sales: €3.2 bn

- Uhde
- Polysius
- Fördertechnik

- Naval
- Shipyards & Services

- Rothe Erde
- Berco

- Presta Camshafts
- Forging Group
- Waupaca
- System Engineering
- Presta Steering
- Bilstein Group

for sale

for sale

Business Unit

• Operating Group

former TK Automotive

Sales for FY 2007/08, inter-segment sales not consolidated

* until Sep 30, 2009



Elevator: Segment Overview

Elevator

| | | 2006/07 | 2007/08 | | | | | 2008/09 | | |
|--------------------|----|---------------|---------|--------|--------|--------|---------------|---------|--------|--------|
| | | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 5,281 | 1,466 | 1,464 | 1,324 | 1,281 | 5,535 | 1,562 | 1,189 | 1,186 |
| Sales | €m | 4,712 | 1,184 | 1,164 | 1,211 | 1,371 | 4,930 | 1,343 | 1,293 | 1,328 |
| EBITDA | €m | 491* | 134 | 112 | 113 | 150 | 509 | 173 | 164 | 183 |
| EBIT | €m | 405* | 126 | 94 | 98 | 132 | 450 | 157 | 148 | 167 |
| EBT | €m | 367* | 119 | 90 | 92 | 133 | 434 | 156 | 146 | 163 |
| TK Value Added | €m | 244* | 89 | 60 | 66 | 99 | 314 | 124 | 116 | 136 |
| ROCE | % | 21.4* | 27.6 | 24.7 | 24.7 | 26.5 | 26.5 | 38.1 | 37.2 | 39.4 |
| Capital Employed | €m | 1,896* | 1,822 | 1,783 | 1,718 | 1,695 | 1,695 | 1,646 | 1,639 | 1,596 |
| OCF | €m | 247* | 49 | 196 | 131 | 149 | 525 | 72 | 287 | 167 |
| + CF from divestm. | €m | 103 | 2 | (1) | 1 | 6 | 8 | 9 | 4 | 2 |
| - CF for investm. | €m | 124 | 17 | 35 | 49 | 31 | 132 | 33 | 36 | 18 |
| FCF | €m | 226 | 34 | 160 | 83 | 124 | 401 | 48 | 254 | 151 |
| Employees | | 39,501 | 40,191 | 40,873 | 42,108 | 42,992 | 42,992 | 43,599 | 43,306 | 42,761 |

ROCE based on 3, 6, 9 and 12 months

* excl. EU fine €480 m



Services: Segment Overview

Services

| | | 2006/07 | 2007/08 | | | | | 2008/09 | | |
|--------------------|----|---------------|---------|--------|--------|--------|---------------|---------|--------|--------|
| | | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | 16,823 | 3,951 | 4,322 | 4,677 | 4,503 | 17,453 | 3,746 | 2,514 | 2,256 |
| Sales | €m | 16,711 | 3,867 | 4,232 | 4,603 | 4,634 | 17,336 | 3,726 | 2,903 | 2,539 |
| EBITDA | €m | 947 | 190 | 195 | 306 | 297 | 988 | 94 | (21) | (62) |
| EBIT | €m | 787 | 153 | 156 | 268 | 257 | 834 | 54 | (60) | (101) |
| EBT | €m | 704 | 132 | 135 | 248 | 235 | 750 | 30 | (78) | (123) |
| TK Value Added | €m | 487 | 79 | 75 | 183 | 171 | 508 | (29) | (143) | (173) |
| ROCE | % | 23.6 | 17.5 | 16.9 | 20.4 | 21.7 | 21.7 | 5.5 | (0.3) | (3.8) |
| Capital Employed | €m | 3,330 | 3,487 | 3,659 | 3,768 | 3,834 | 3,834 | 3,931 | 3,907 | 3,726 |
| OCF | €m | 331 | (421) | 115 | (80) | 579 | 193 | (221) | 205 | 326 |
| + CF from divestm. | €m | 88 | 12 | 10 | 29 | 20 | 71 | 38 | 4 | 12 |
| - CF for investm. | €m | 279 | 70 | 169 | 55 | 75 | 369 | 68 | 57 | 45 |
| FCF | €m | 140 | (479) | (44) | (106) | 524 | (105) | (251) | 151 | 293 |
| Employees | | 43,012 | 43,054 | 46,318 | 46,506 | 46,486 | 46,486 | 45,173 | 44,512 | 43,620 |

ROCE based on 3, 6, 9 and 12 months



Corporate/Consolidation: Overview

Corporate/Consolidation

| | | 2006/07 | 2007/08 | | | | | 2008/09 | | |
|-----------------------|----|----------------|---------|-------|-------|-------|----------------|---------|-------|-------|
| | | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Order intake | €m | (2,745) | (697) | (797) | (714) | (724) | (2,932) | (320) | (254) | (411) |
| Sales | €m | (3,180) | (655) | (820) | (825) | (730) | (3,030) | (566) | (386) | (353) |
| EBITDA | €m | (97) | (66) | (68) | (66) | (76) | (276) | (34) | (10) | (4) |
| EBIT | €m | (134) | (70) | (73) | (76) | (85) | (304) | (39) | (17) | (10) |
| EBT | €m | (244) | (92) | (103) | (114) | (154) | (463) | (112) | (101) | (73) |
| OCF | €m | (631) | 679 | (229) | (166) | (32) | 252 | 506 | 246 | 83 |
| + CF from divestm. | €m | 246 | (19) | (75) | 73 | (82) | (103) | 38 | (44) | 9 |
| - CF for investm. | €m | 30 | (36) | (107) | 126 | (27) | (44) | 25 | 28 | 34 |
| FCF | €m | (415) | 696 | (197) | (219) | (87) | 193 | 519 | 174 | 58 |
| Employees (Corporate) | | 2,334 | 2,328 | 2,322 | 2,315 | 2,330 | 2,330 | 2,316 | 1,575 | 1,581 |

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.”

