

Presentation ThyssenKrupp

December 2008

Financial year

07
—
08

Agenda

- Financials 2007/08 and Outlook 2008/09
- Segment Performance

- Appendix



Fiscal Year 2007/08 Results Confirm Earnings Strength

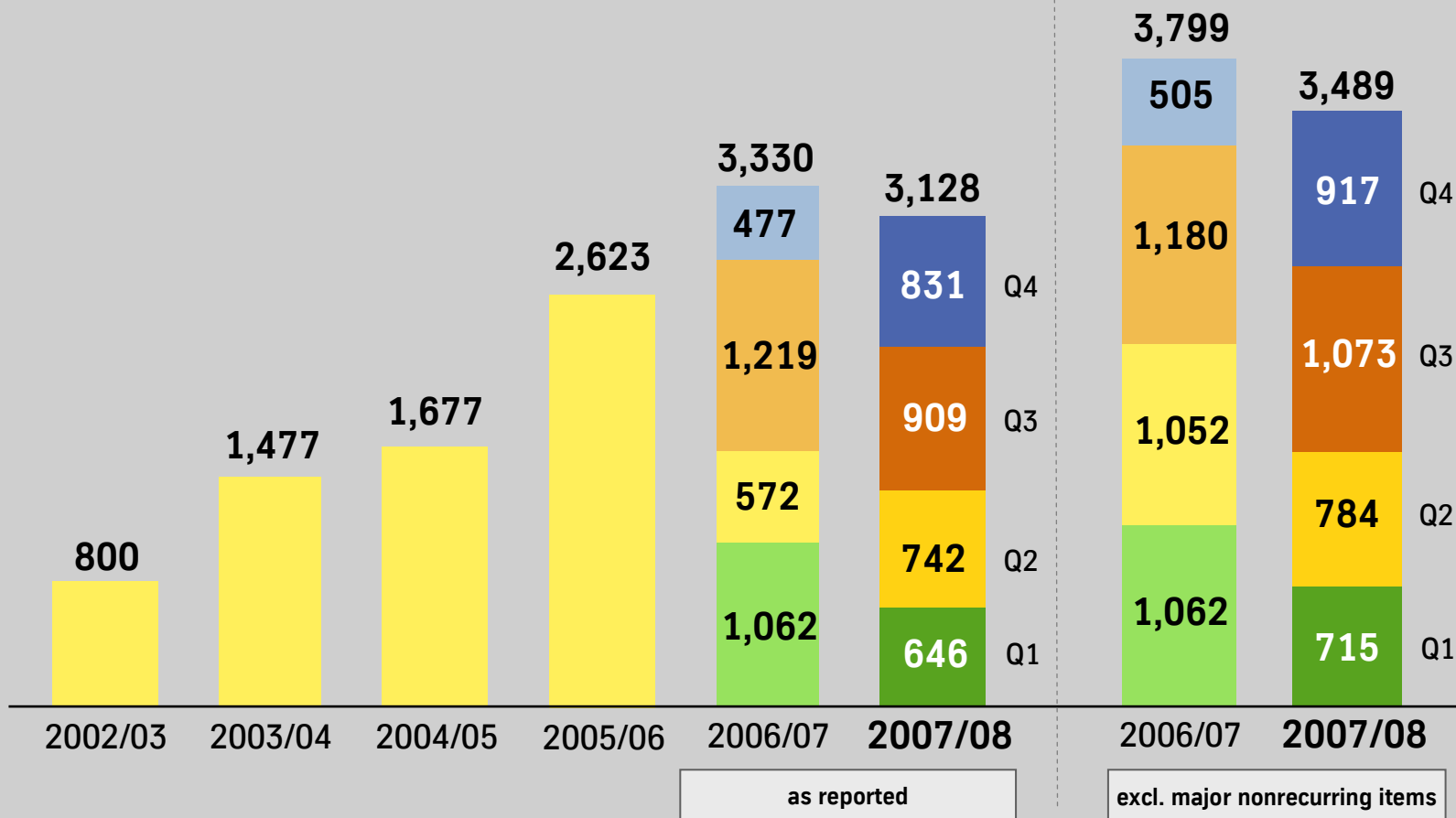
○ Order intake	€55,205 m	+1.1%
○ Sales	€53,426 m	+3.3%
○ EBT		
as reported	€3,128 m	-6.1%
excl. major nonrecurring items	€3,489 m	-8.2%
○ EPS	€4.59	+6.7%
○ TKVA / ROCE	€1,916 m / 18.3%	-9.1% / -2.4%-p.
○ Operating Cash Flow	€3,679 m	+65.7%
○ Net financial debt	€1,584 m	+€1,807 m



Group Financials – EBT Track Record

Earnings before taxes

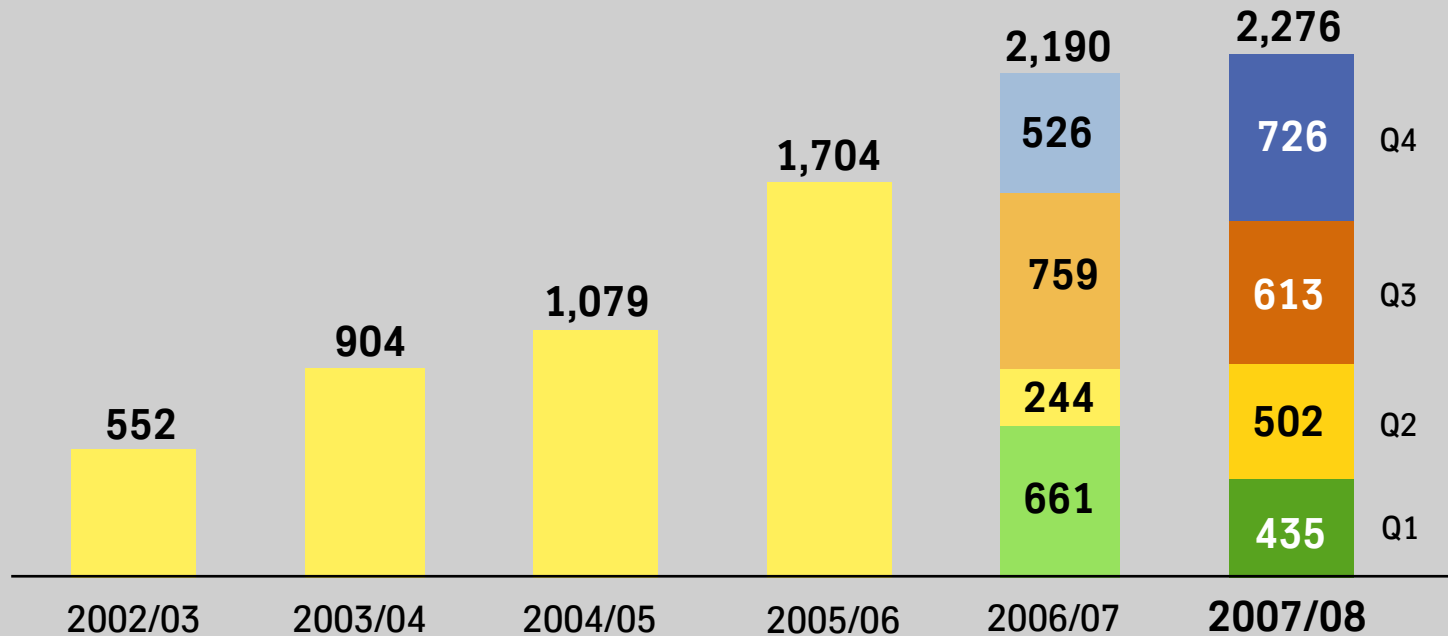
million €



Group Financials – Net Income Track Record

Net income

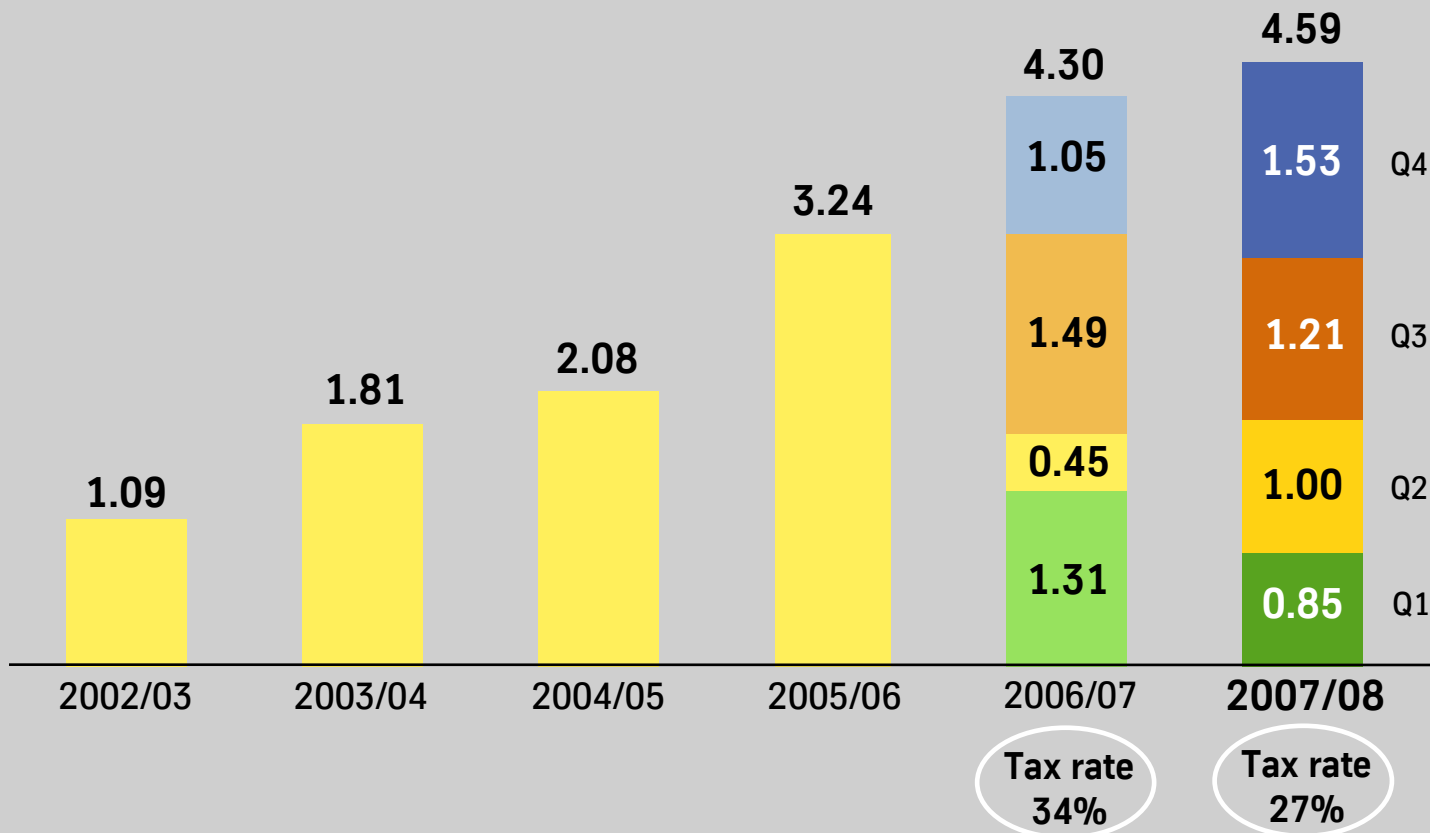
million €



Group Financials – EPS Track Record

Earnings per share

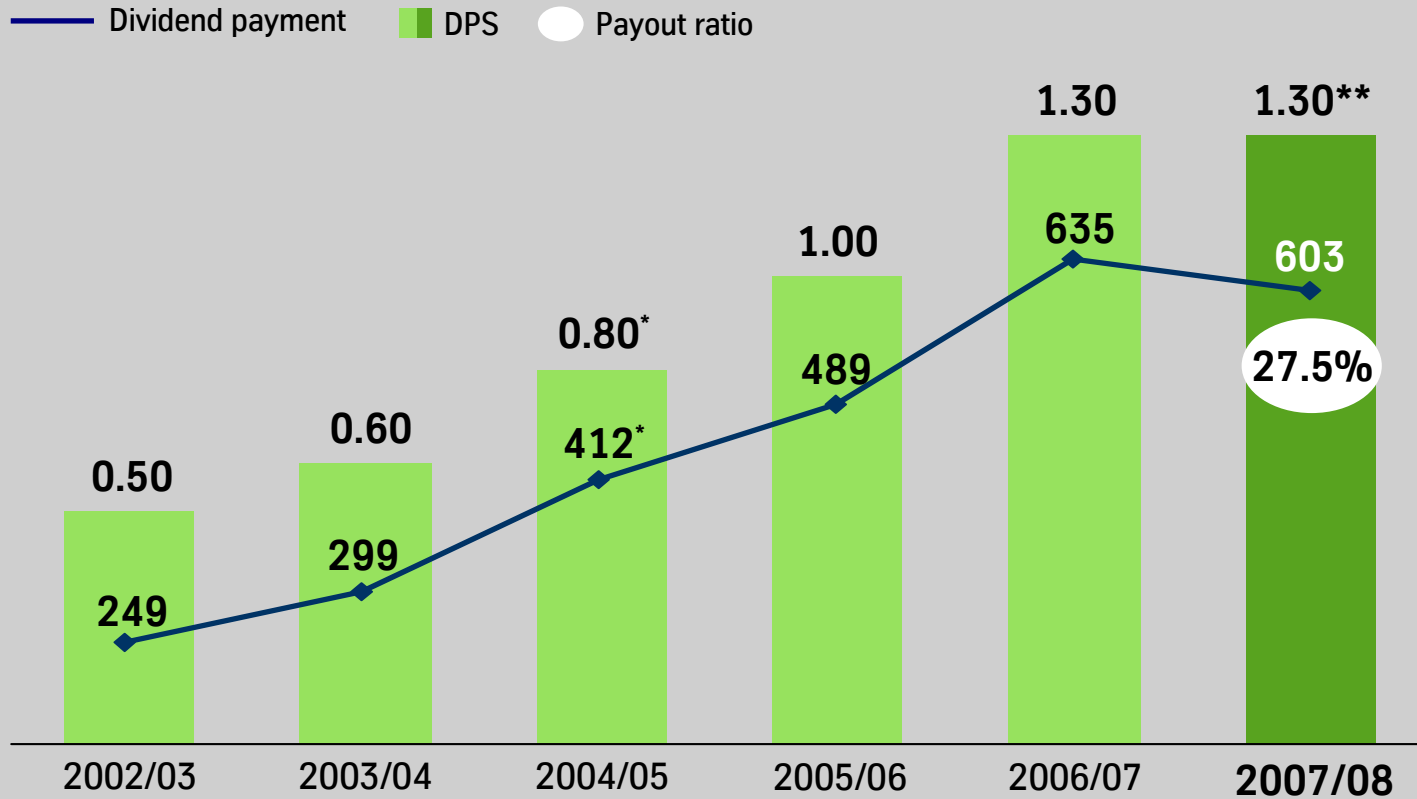
€



Group Financials – Dividend Track Record

Dividend payment, dividend per share and payout ratio

million € / € / %



* incl. special dividend of €0.10 ** proposal to AGM



Share Buybacks in 2008

- February/March 2008: 14.8 m shares / ~ 3.0% of capital stock
- July/August 2008: 10.5 m shares / ~ 2.0% of capital stock

Total shares:	514,489,044 shares
Treasury shares:	51,015,552 shares (~ 9.9% of capital stock)
Free Float:	65%

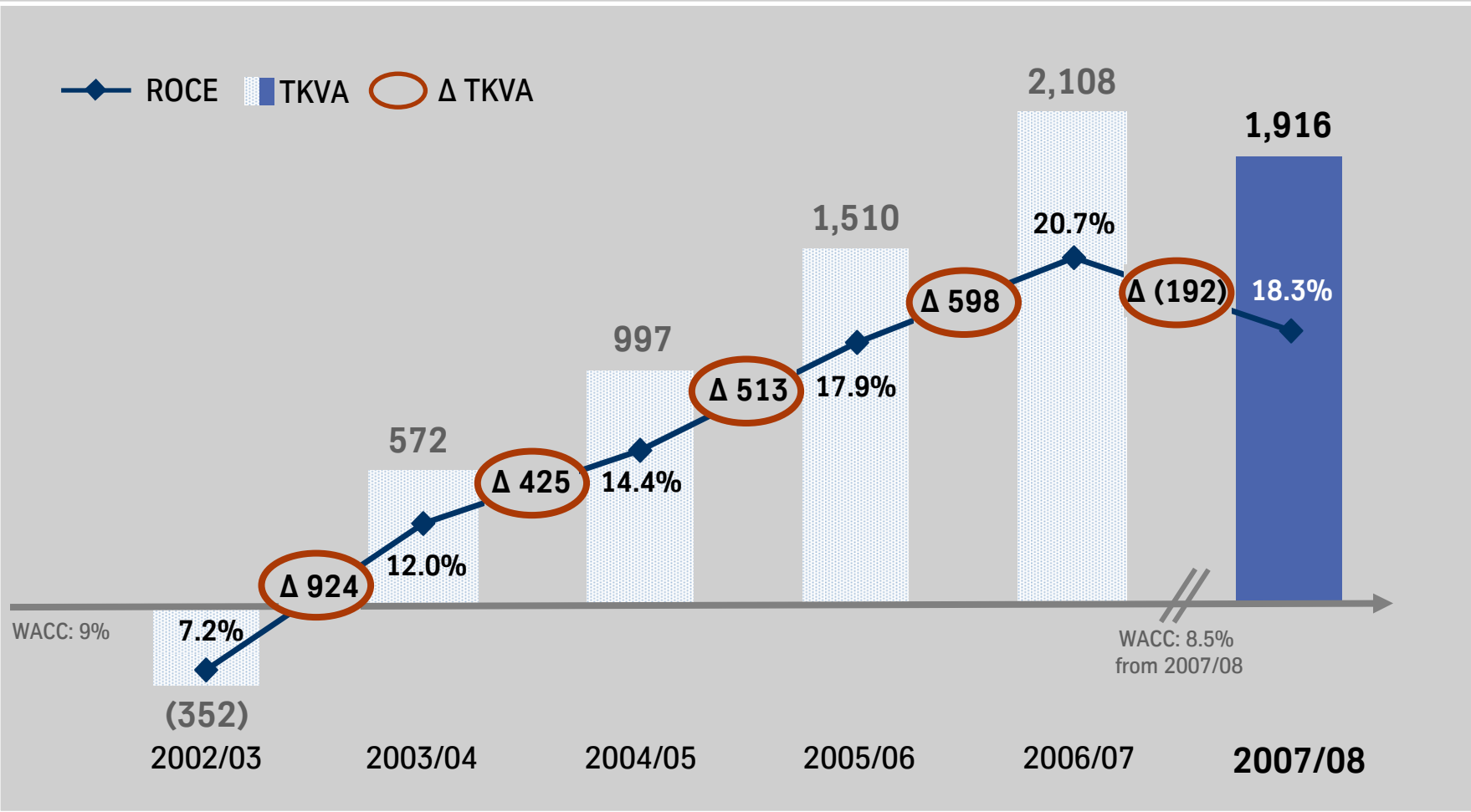
Weighted average outstanding shares FY 2007/2008:	477,750,223 shares
Outstanding shares Sep 2008:	463,473,492 shares



ThyssenKrupp Continues High-Level Value Creation

ROCE and TKVA

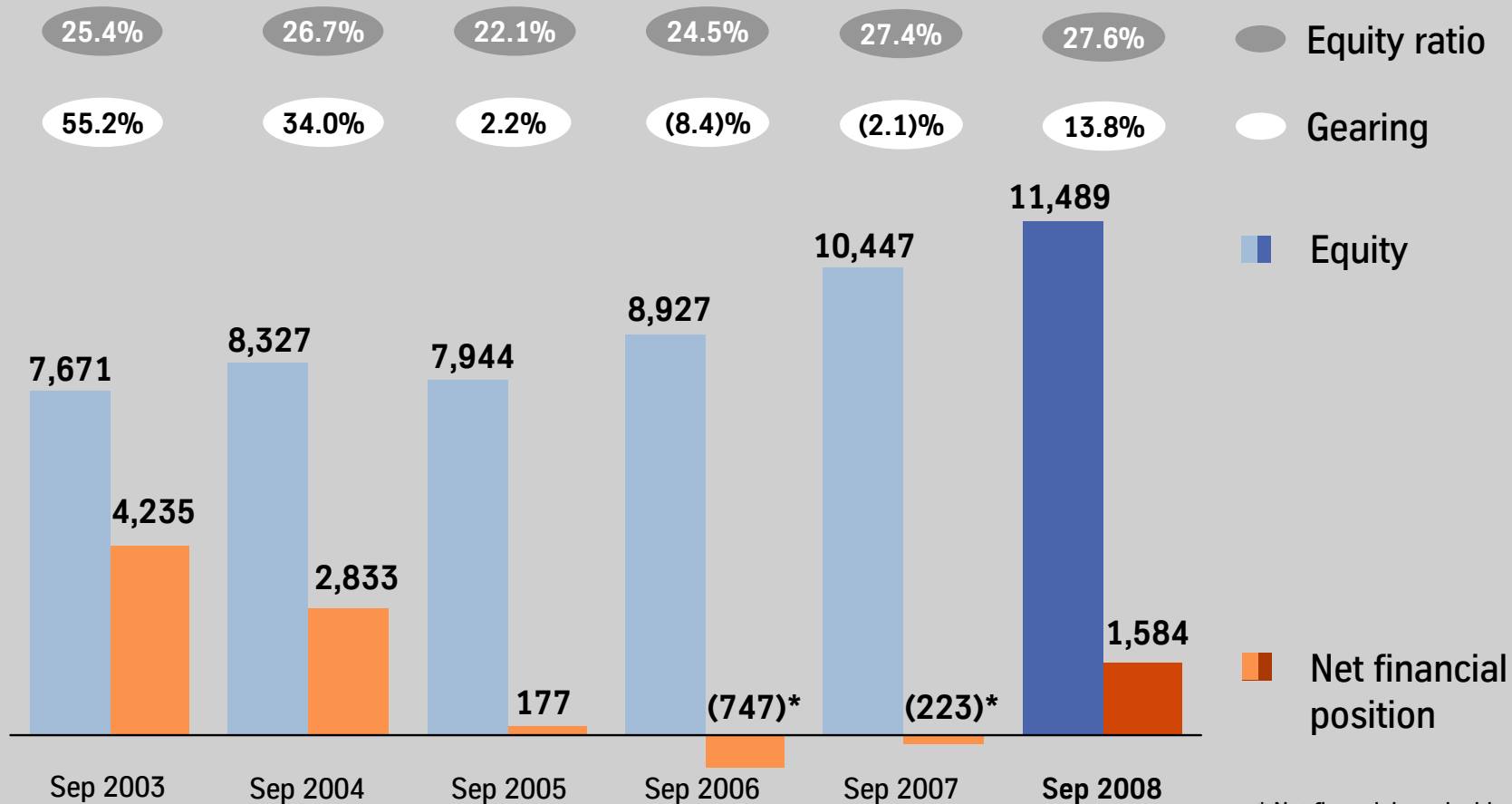
% / million €



Balance Sheet Structure

Net financial position, equity and ratios

million €



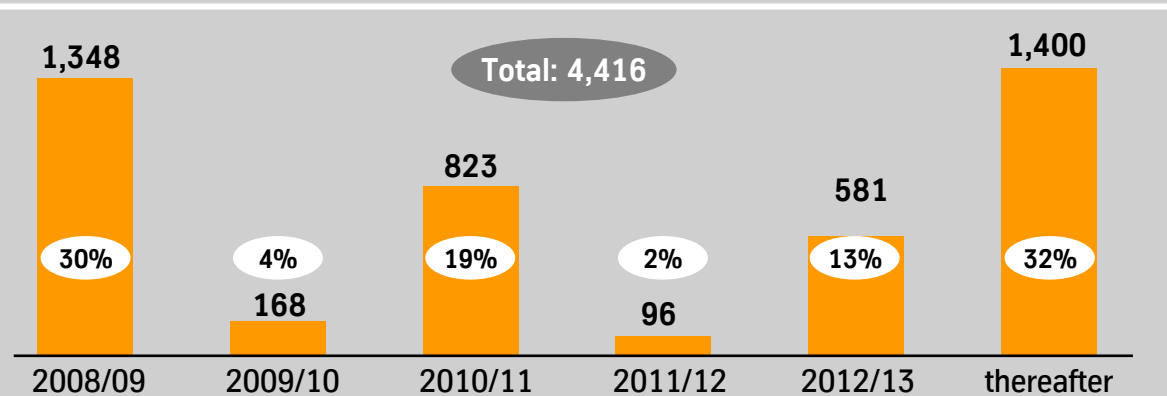
* Net financial receivables



Solid Financial Situation

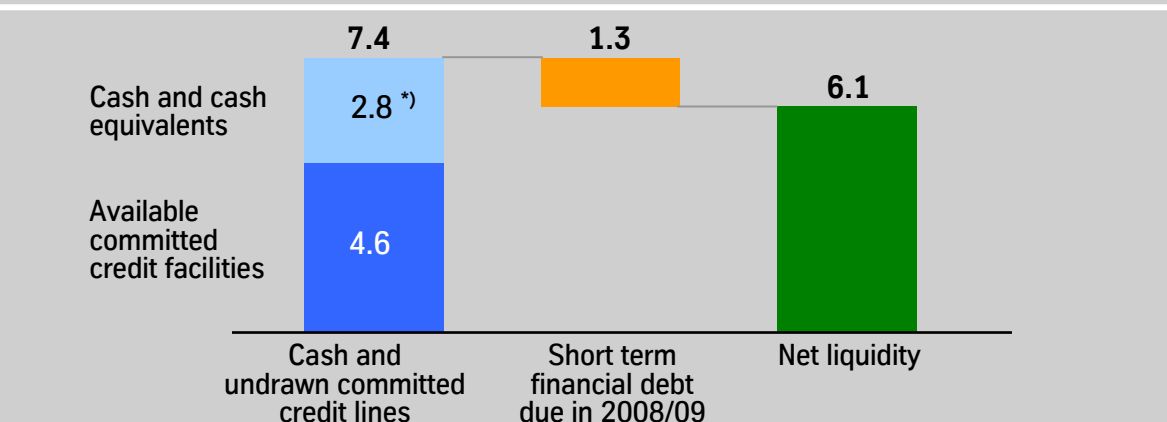
Maturity profile of gross financial debt as of Sep 30, 2008

million €



Liquidity analysis as of Sep 30, 2008

billion €



*) incl. securities of €0.1 bn

- In addition to cash and cash equivalents available committed credit facilities
 - syndicated loan maturing 2014 €2.5 bn
 - bilateral credit lines €2.1 bn
- No Commercial Paper outstanding
- No short term refinancing needs

Solid financial situation:

Net liquidity €6.1 bn



Group Outlook 2008/09

Outlook 2008/09

- **Global GDP growth < 3 % expected**
- **FY 2008/09: Sales: significant decline**
- Tax rate: ~30%**

Major nonrecurring items FY 2008/09

- Project costs
 - TK CSA, Brazil
 - Steel/Stainless Alabama
- Results from divestitures

Segment outlook

Steel

- Price and volume risks partly cushioned by long-term contract structures and multiple premium qualities

Stainless

- Lower volume demand

Technologies

- Relatively high visibility regarding revenues and earnings from project business due to high order backlog

Elevator

- High service share and high order backlog drive revenues and earnings

Services

- Price and volume risk despite broad product portfolio and high service share



Group Initiatives 2008/09

Measures to stabilize earnings and cash flow

Group initiatives

Net working capital

- Systematic net working capital initiative will lead to significant decrease of working capital

Flexibility of investments

- Screening of capex program, prioritization and postponing investments in years after FY 2008/09

Performance improvement

- Detailed project organization to create significant performance improvement, e.g. reduction of SG&A

Portfolio optimization

- Planned divestments
 - Industrial Services
 - Special Products (minority stake)

Significant cash and cost savings

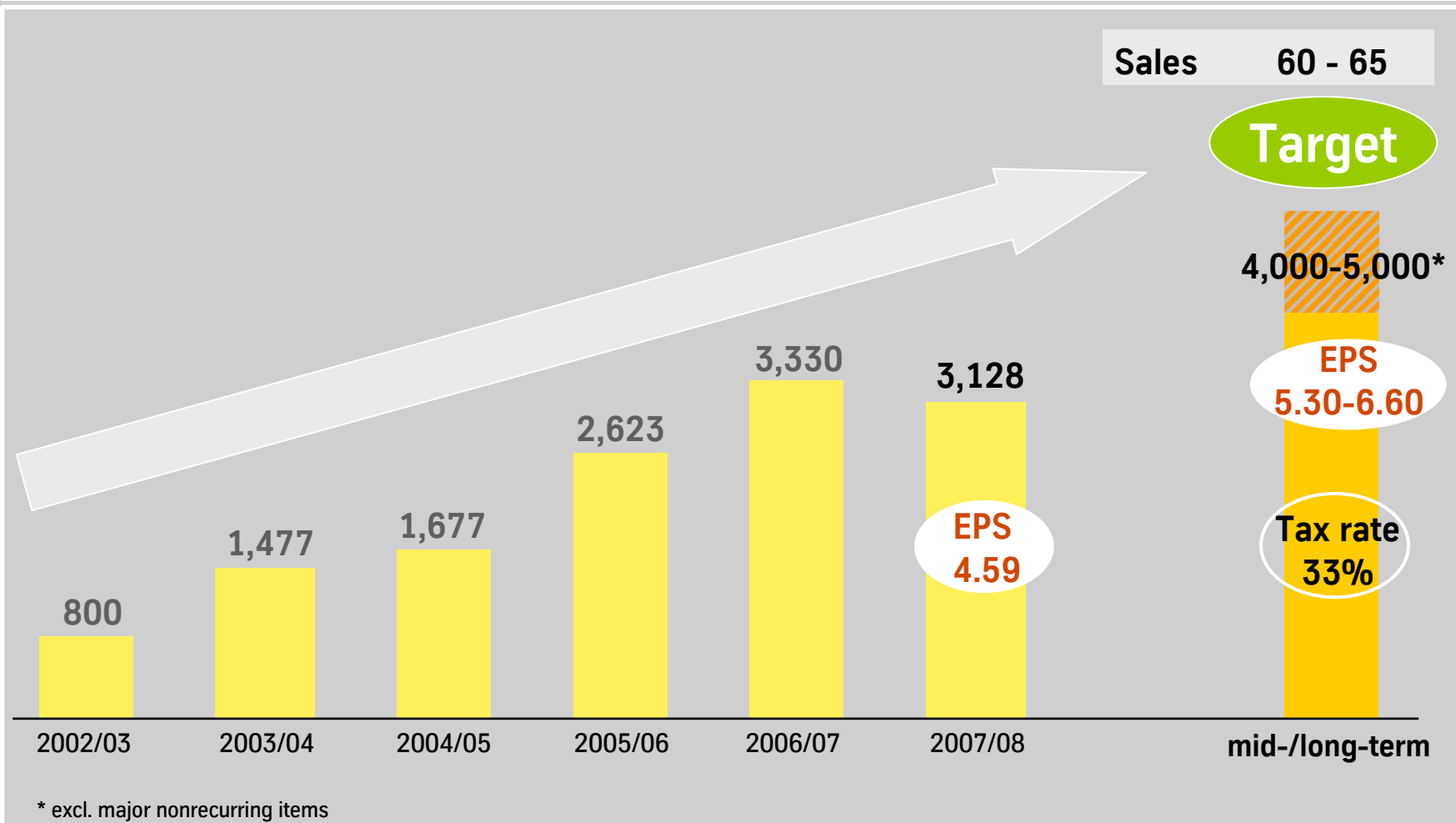
Maintain financial flexibility



Group Targets

Sales, EBT and EPS

billion € / million € / €



Agenda

- Financials 2007/08 and Outlook 2008/09
 - Segment Performance
 - Appendix
-



Segment Overview – Quarterly EBT

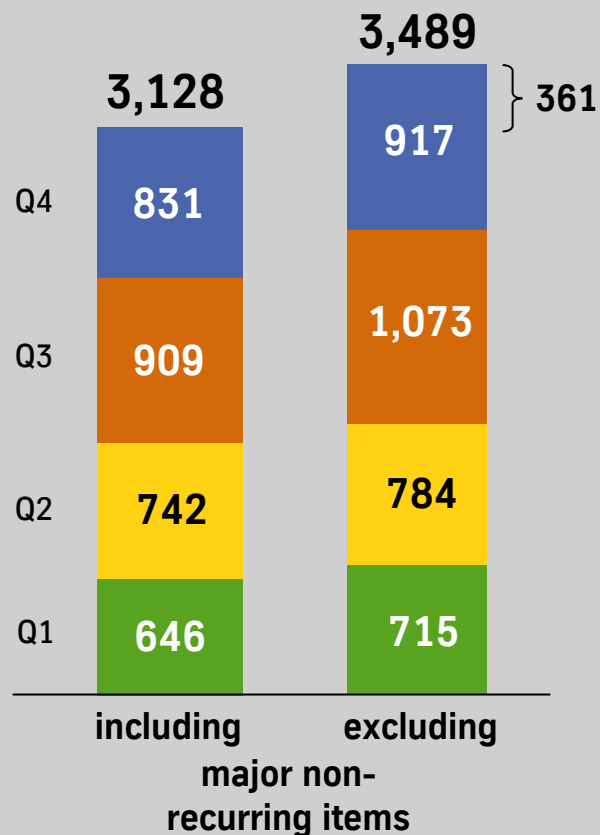
million €	2006/2007					FY	2007/2008					FY excl. major nonrecurring items
	Q1	Q2	Q3	Q4	Q1		Q2	Q3	Q4	FY		
Steel	399	471	428	364	1,662	353	396	389	402	1,540	1,885	
Stainless	325	291	296	(135)	777	(45)	38	93	40	126	144	
Technologies	148	108	155	133	544	179	186	201	175	741	710	
Elevator	97	(390)*	106	74	(113)	119	90	92	133	434	460	
Services	192	140	218	154	704	132	135	248	235	750	750	
Corporate	(93)	(43)	21	(90)	(205)	(84)	(97)	(110)	(126)	(417)	(417)	
Consolidation	(6)	(5)	(5)	(23)	(39)	(8)	(6)	(4)	(28)	(46)	(43)	
Group	1,062	572	1,219	477	3,330	646	742	909	831	3,128	3,489	

* incl. EU fine €480 m

Group 2007/08: EBT excl. Major Nonrecurring Items €3.5 bn

EBT 2007/08

million €



Major nonrecurring items 2007/08

million €

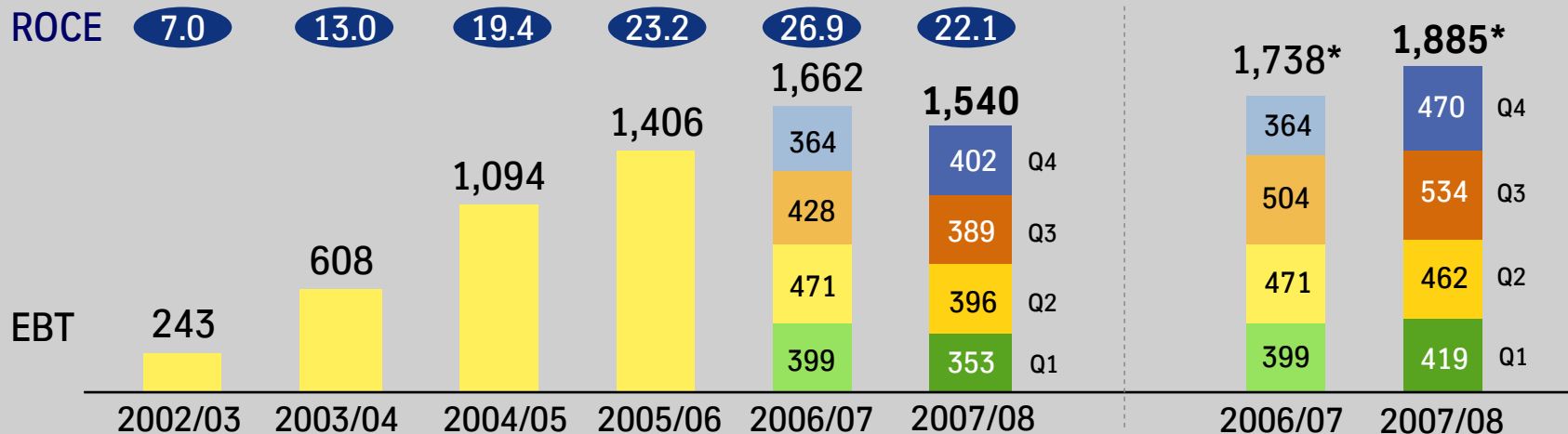
	Q1	Q2	Q3	Q4	FY
• Project costs	(68)	(60)	(34)	(108)	(270)
thereof:					
TK CSA, Brazil	(61)	(51)	(24)	(97)	(233)
Steel/Stainless Alabama	(7)	(9)	(10)	(11)	(37)
• Restructuring (Metal Form.)/ Disposal	–	(10)	(115)	32	(93)
• Technologies: disposals, restructuring	–	27	5	(5)	27
• Elevator: restructuring	–	–	(19)	(6)	(25)
Σ	(68)	(43)	(163)	(87)	(361)



Steel: Value Drivers

EBT / ROCE track record

million € / %



2003/04-2004/05 in the Group structure valid at that time

* excl. major nonrecurring items

Comments FY 2007/08

- Q4: Excellent results with lower volumes, higher costs partially compensated by higher prices and efficiency gains
- FY: Excl. major nonrecurring items EBT at record level; substantial rise in raw material costs compensated by higher prices and volumes as well as by significant efficiency gains

Outlook

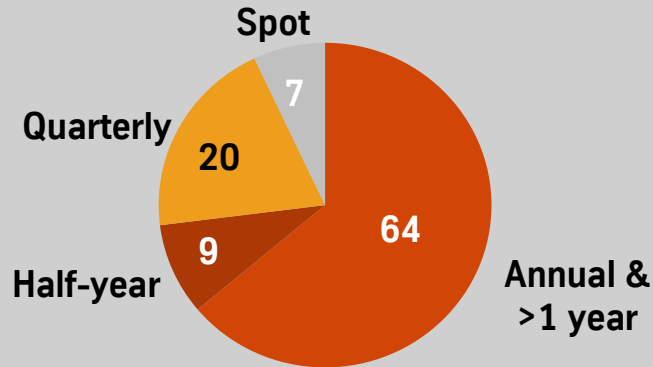
- FY 08/09: Decrease in real and apparent demand in Europe anticipated
- Better relative performance expected due to strength of business model (premium grades, contract structure, multiple niche strategy)
- Mid-term growth perspectives for the industry remain intact



Steel: Long Term Customer Relations Establish Lower Volatility

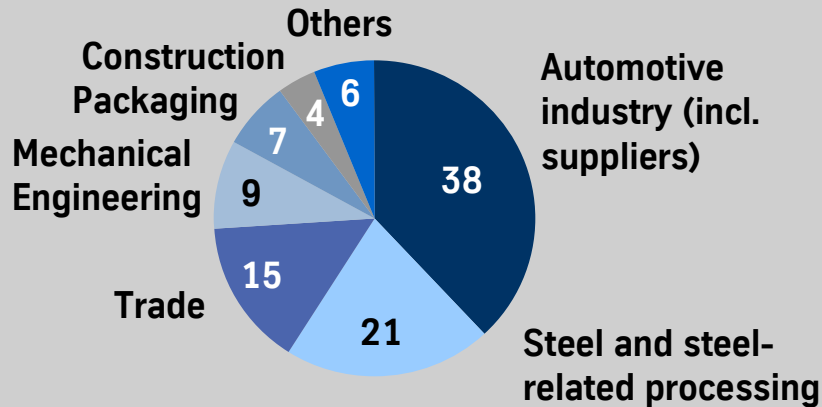
Sales by Maturity FY 2007/08

in %



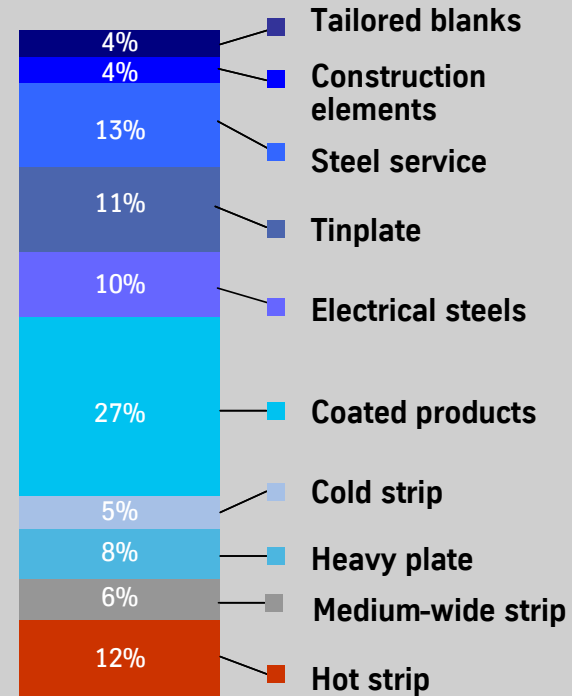
Sales by Industry FY 2007/08

in %



Product Portfolio Steel FY 2006/07*)

in %



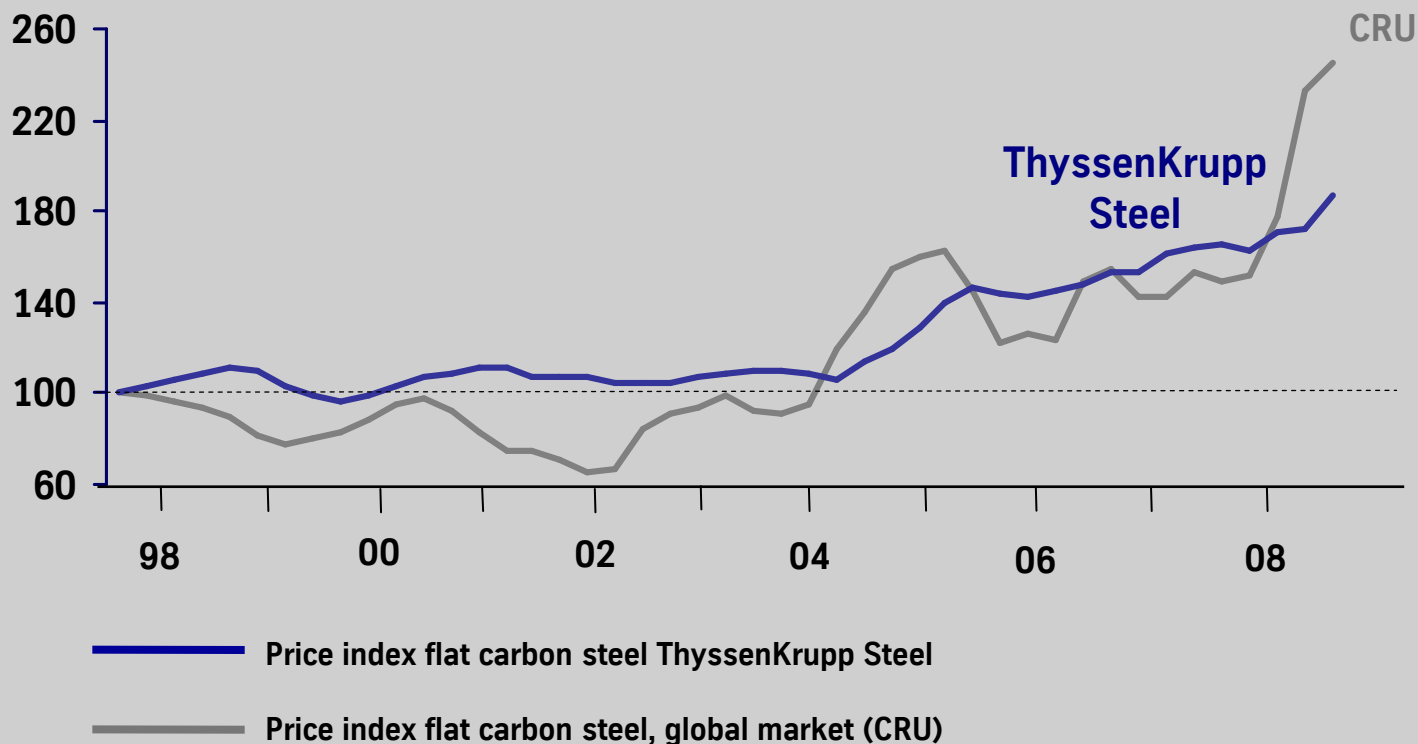
*) sales of flat products only



Steel: Large-Scale, Multiple-Niche Approach Based on Premium Product Portfolio and Long-Term Customer Relations

Price Index

Index (Q3 1997 = 100)

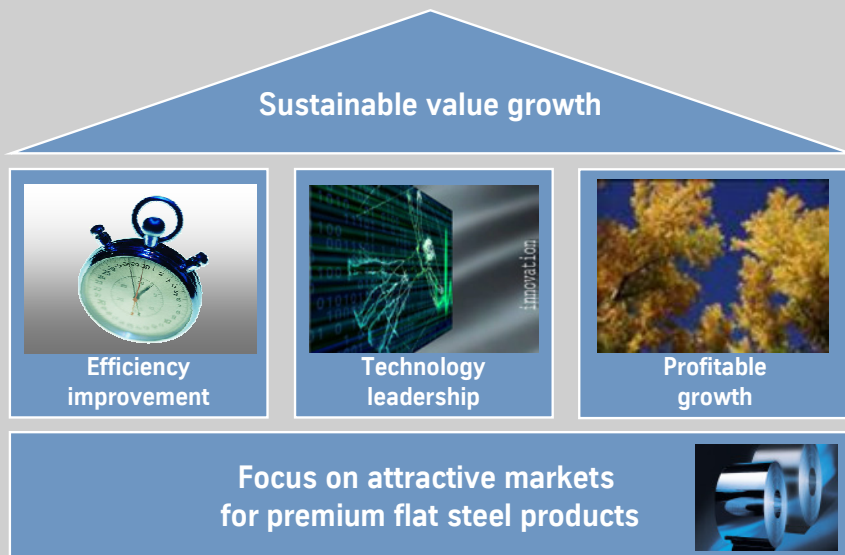


All data incl. Q3 2008
Sources: CRU and own calculations based on CRU, TKS



Steel: Forward Strategy Creates Potential For Significant Value Growth

Strong Organic Growth Based on Proven Business Model



- Capex
 - Forward Strategy Europe: €0.4 bn
 - Forward Strategy NAFTA: \$3.25 bn
 - Forward Strategy Brazil: €4.5 bn

- Return hurdle for growth investments } ~ 15 %

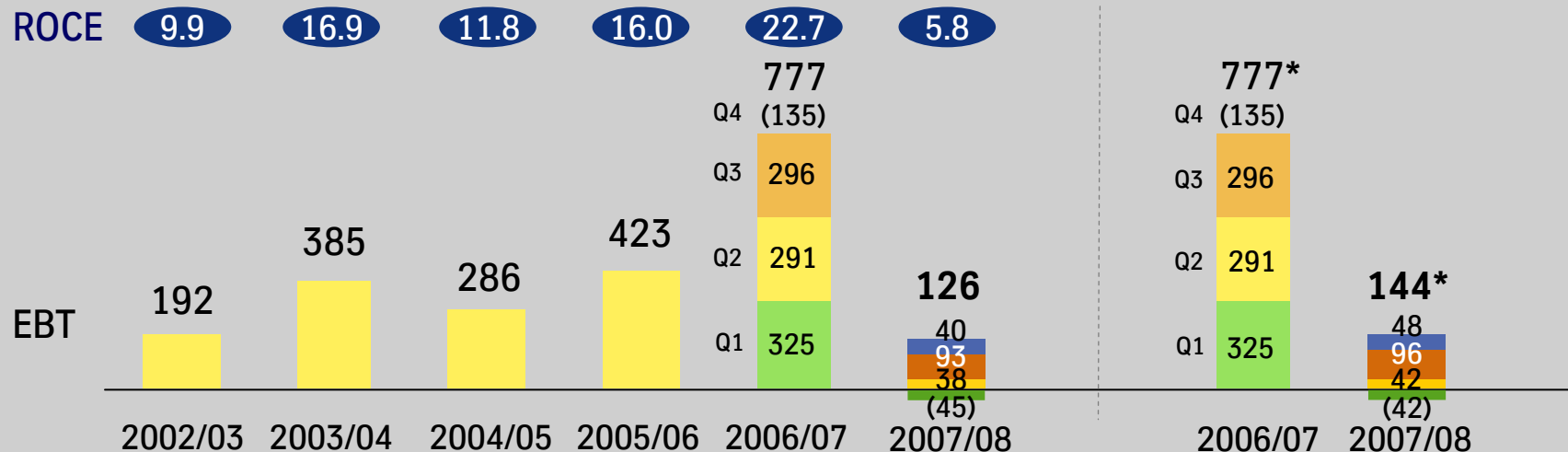
- Committed to
 - Reliable and significant profit contribution
 - Drive value for the Group !

Leveraging upstream scale and downstream excellence !

Stainless: Value Drivers

EBT / ROCE track record

million € / %



2003/04-2004/05 in the Group structure valid at that time

* excl. major nonrecurring items

Comments FY 2007/08

- Q4: Occurring buying resistance due to low nickel price and decreasing base prices
- FY: Lower earnings level due to lower base prices and lower capacity utilization in Q1 and Q4 partly compensated by efficient inventory management and hedging; shipments on higher level

Outlook

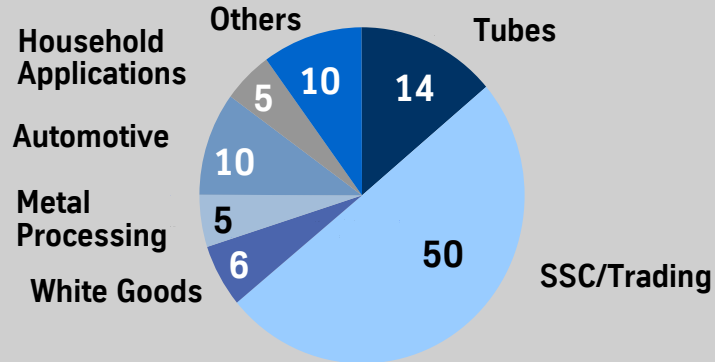
- FY 08/09: Challenging economic environment; low inventories, low base prices
- Mid-term perspective: Return to long-term average demand growth trend



Stainless: Increasing Non-Volatile Customer Bases

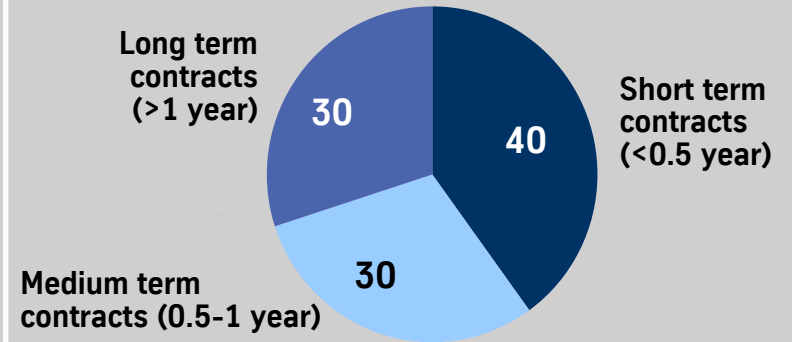
Sales Structure within ThyssenKrupp Stainless Group

Stainless Steel Sales by Customer Group



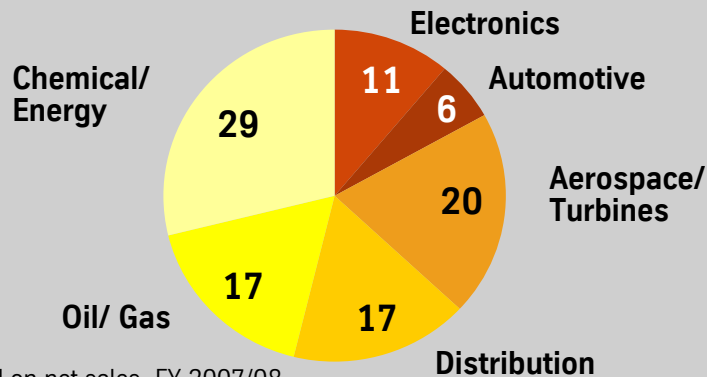
based on net sales, FY 2007/08

Stainless Steel Contract Structure



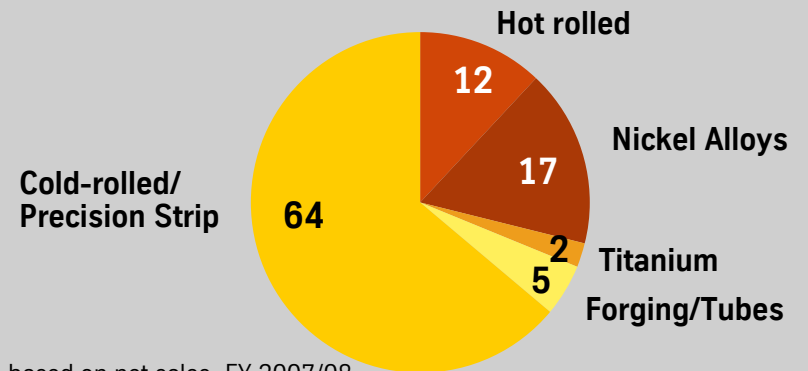
based on ThyssenKrupp Nirosta Shipments 2007/08

Nickel Alloy Sales by Customer Group



based on net sales, FY 2007/08

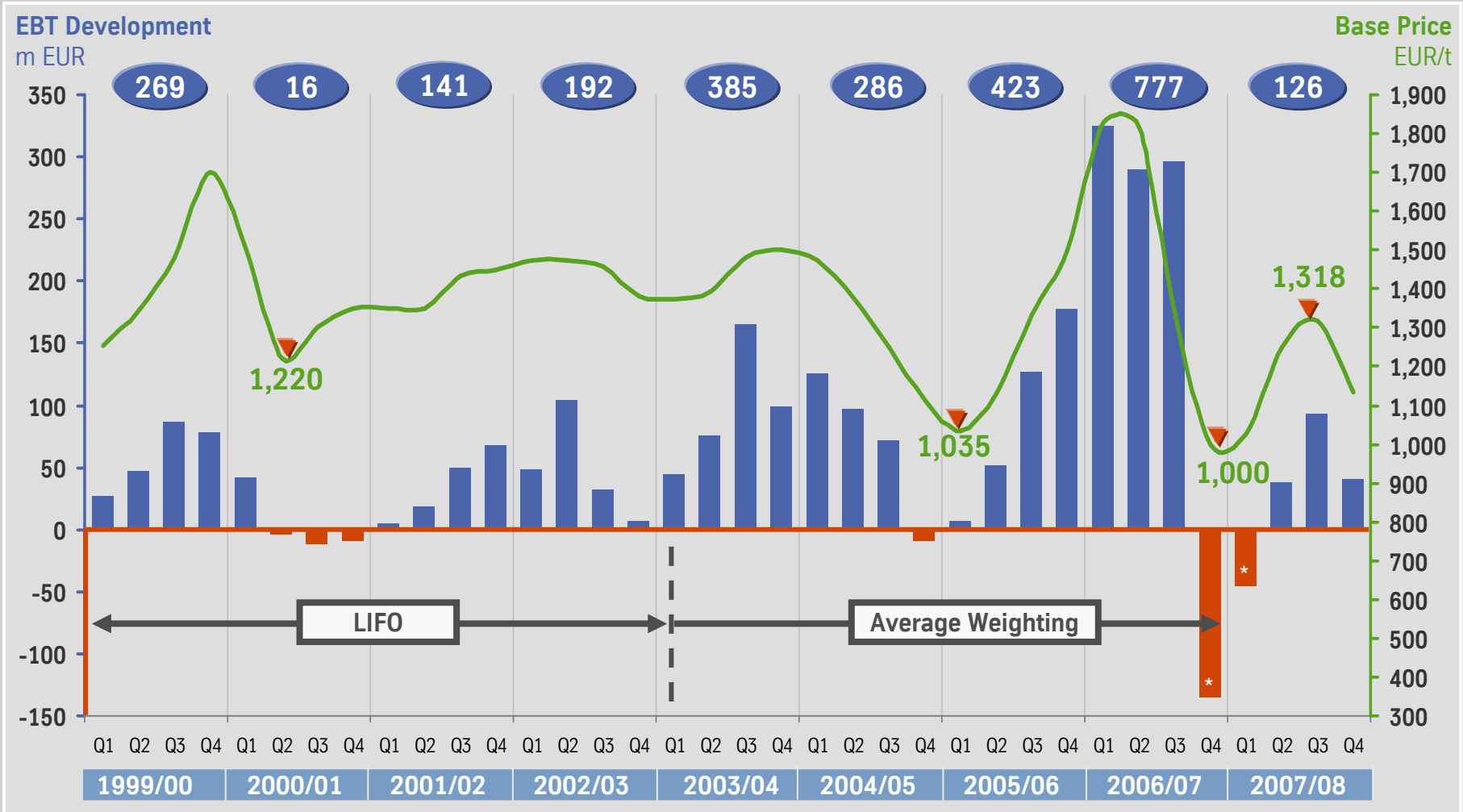
Stainless Product Portfolio



based on net sales, FY 2007/08



Stainless: EBT Development

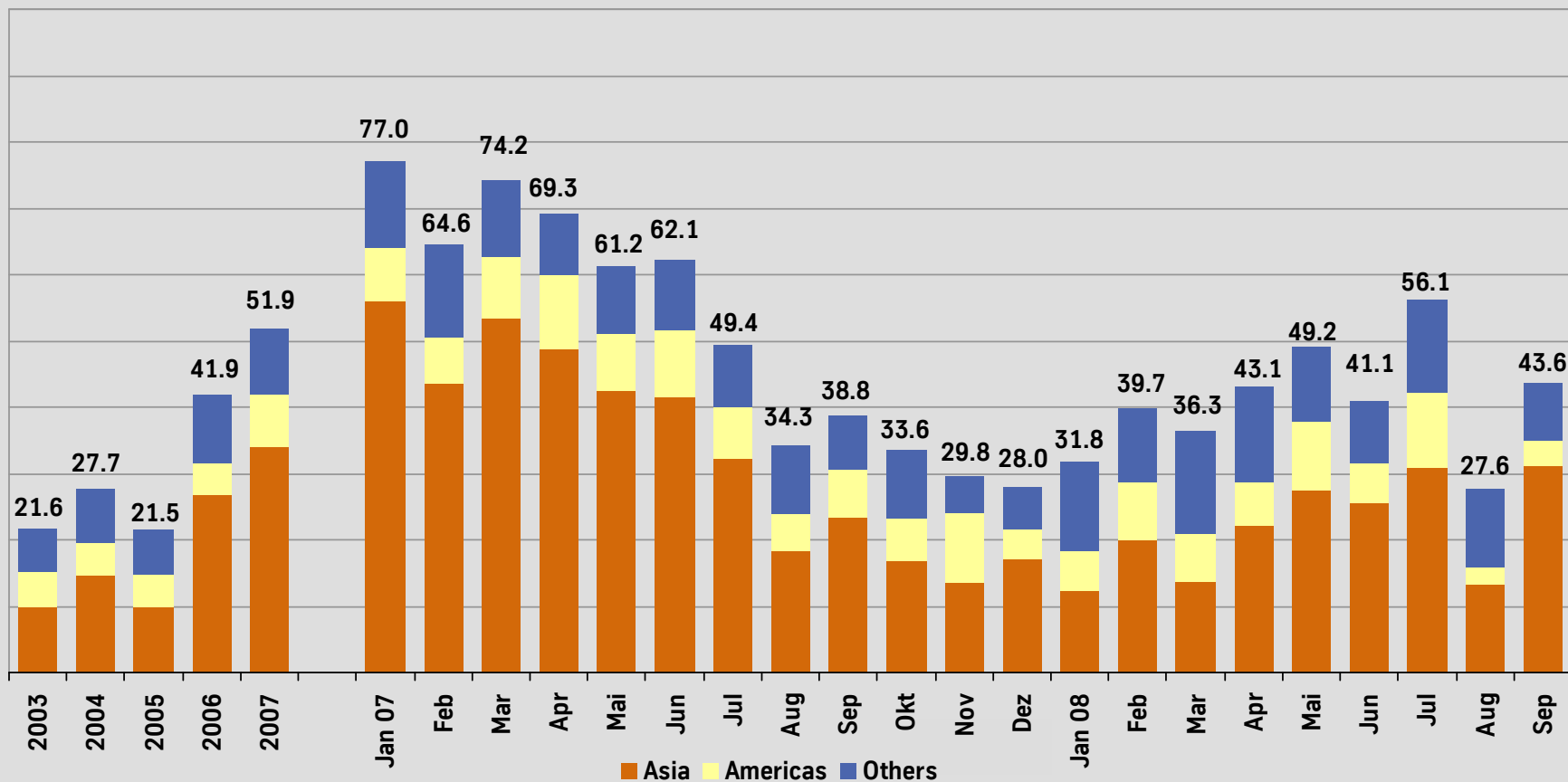


* devaluation of inventories



Stainless: Cold-Rolled Imports from Third Countries

[000t/month]



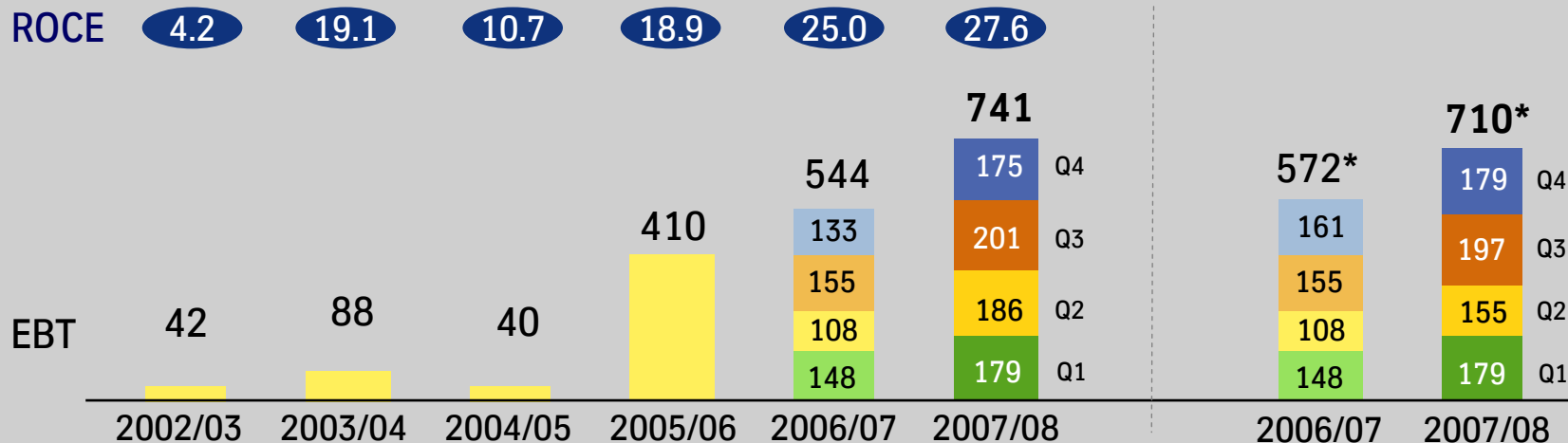
Source: Eurofer November 2008, TKL



Technologies: Value Drivers

EBT / ROCE track record

million € / %



2003/04-2004/05 in the Group structure valid at that time

* excl. major nonrecurring items

Comments FY 2007/08

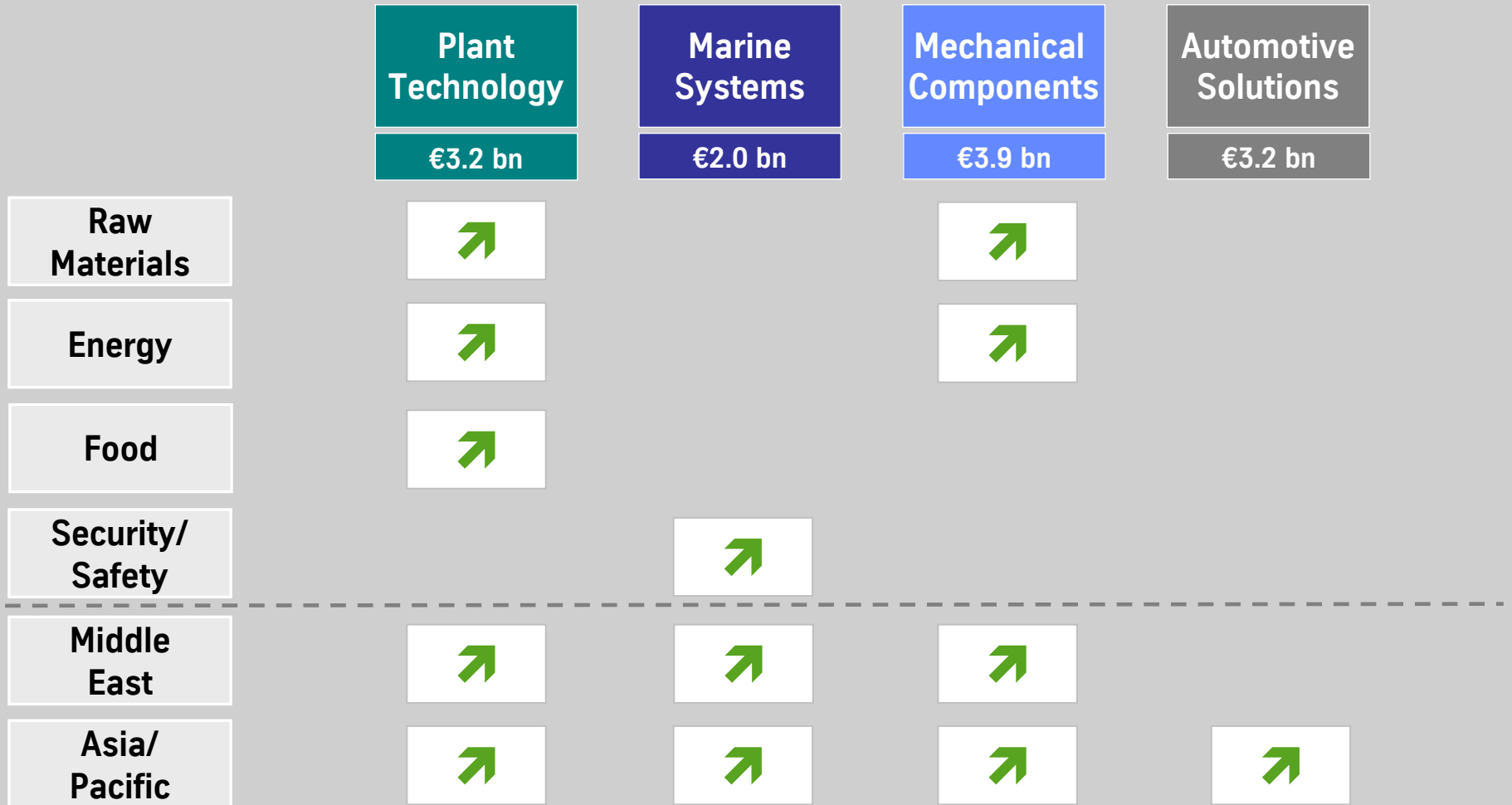
- Q4: Extraordinary EBT performance continued with strong contribution from all Business Units
- FY: Earnings on record level mainly driven by Plant Technology and Mechanical Components; focus on high margin business due to continued portfolio optimization
- Increasing global demand for fertilizers; highest order intake in Asia/Pacific and BRIC countries

Outlook

- FY 08/09: In spite of financial crisis stable business performance expected due to well balanced portfolio
- High visibility due to strong order book (€16.1 bn at Sep 30, 2008) with high earnings quality
- Global trends (especially energy, security and food) continue to drive business



Technologies: Strategic Concept



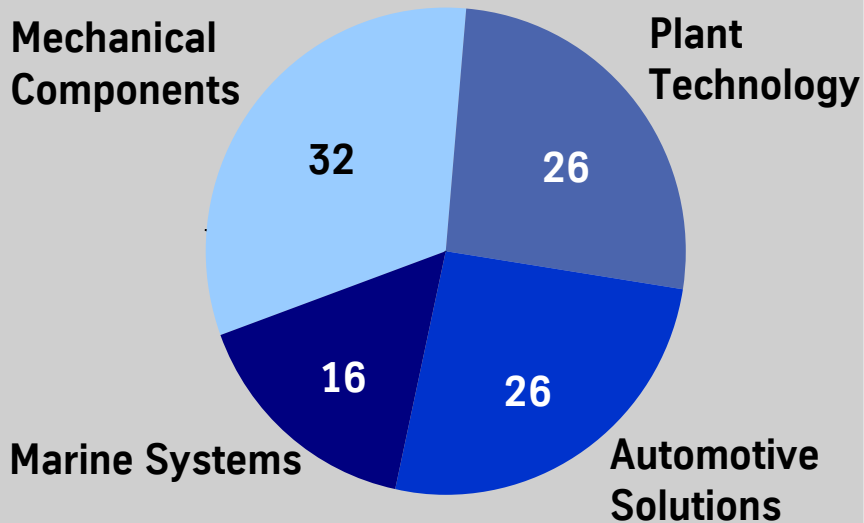
Sales for FY 2007/08



Technologies: High Sales Coverage by Orders in Hand

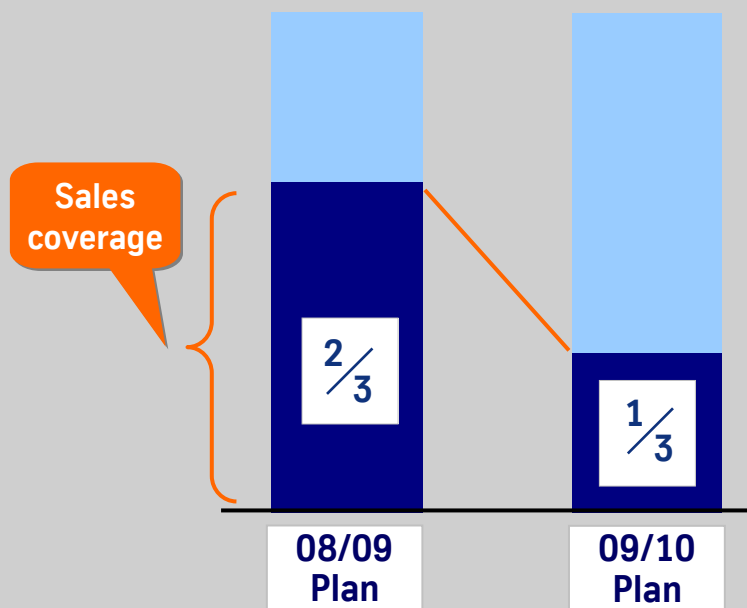
Sales by business unit

in %




Sales coverage

■ Sales cover from orders in hand (Sep 30, 2008)
 ■ Order intake



Technologies: Impact of the financial crisis on business in 08/09 limited

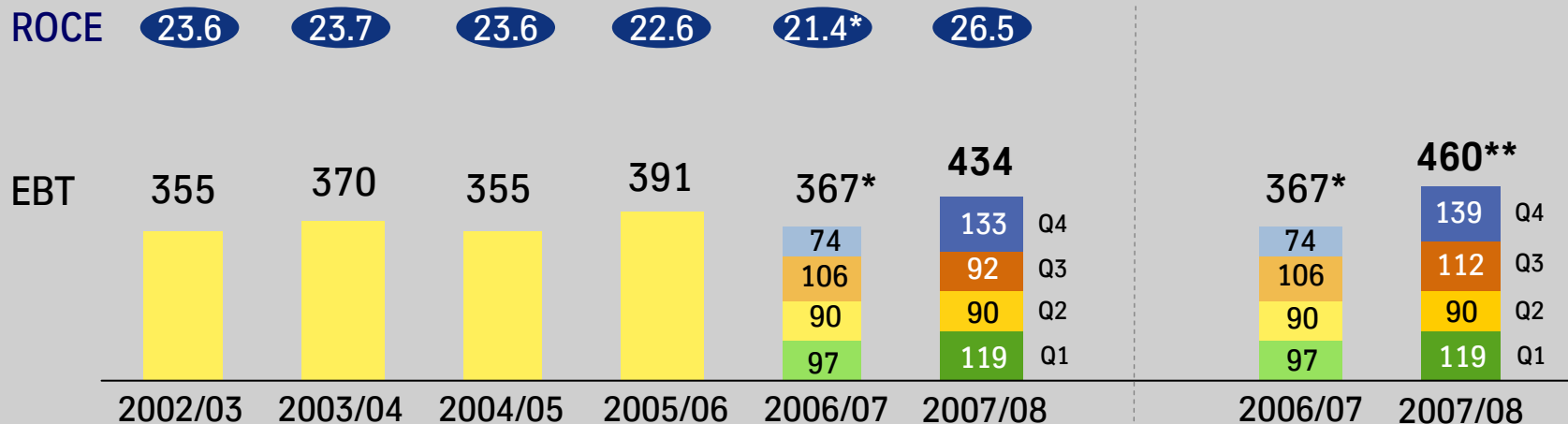
Mega-trends/orders on hand € bn	Impact by financial crisis ?	Save ?
Environment/wind energy 1.5	No: Electricity is a basic need, governmental protection	✓
Food/raw material 2.5	No: Increasing world population while stocks are low	✓
Marine 7.5	No: Customers are mainly public, long term oriented	✓
Infrastructure 1.5	Yes: But Customers are mainly public, long term oriented	?
Emerging markets 1.5	No: Ex. Middle East, Customers with high liquidity	✓
Automotive 1.0	Yes: Decreasing demand expected worldwide	?
	TKT = Not immune but very resistant	✓



Elevator: Value Drivers

EBT / ROCE track record

million € / %



2003/04-2004/05 in the Group structure valid at that time

* excl. EU fine €480 m

** excl. major nonrecurring items

Comments FY 2007/08

- Q4: Well on track with normalized quarterly earnings level
- FY: Very strong US activities, stable development in Europe, restructuring charges
- Strong EBT despite higher materials prices

Outlook

- FY 08/09: Significant earnings contribution through Performance Program 300, flanked by high order backlog
- Mid-term business profitability supported by performance program and growing services portion

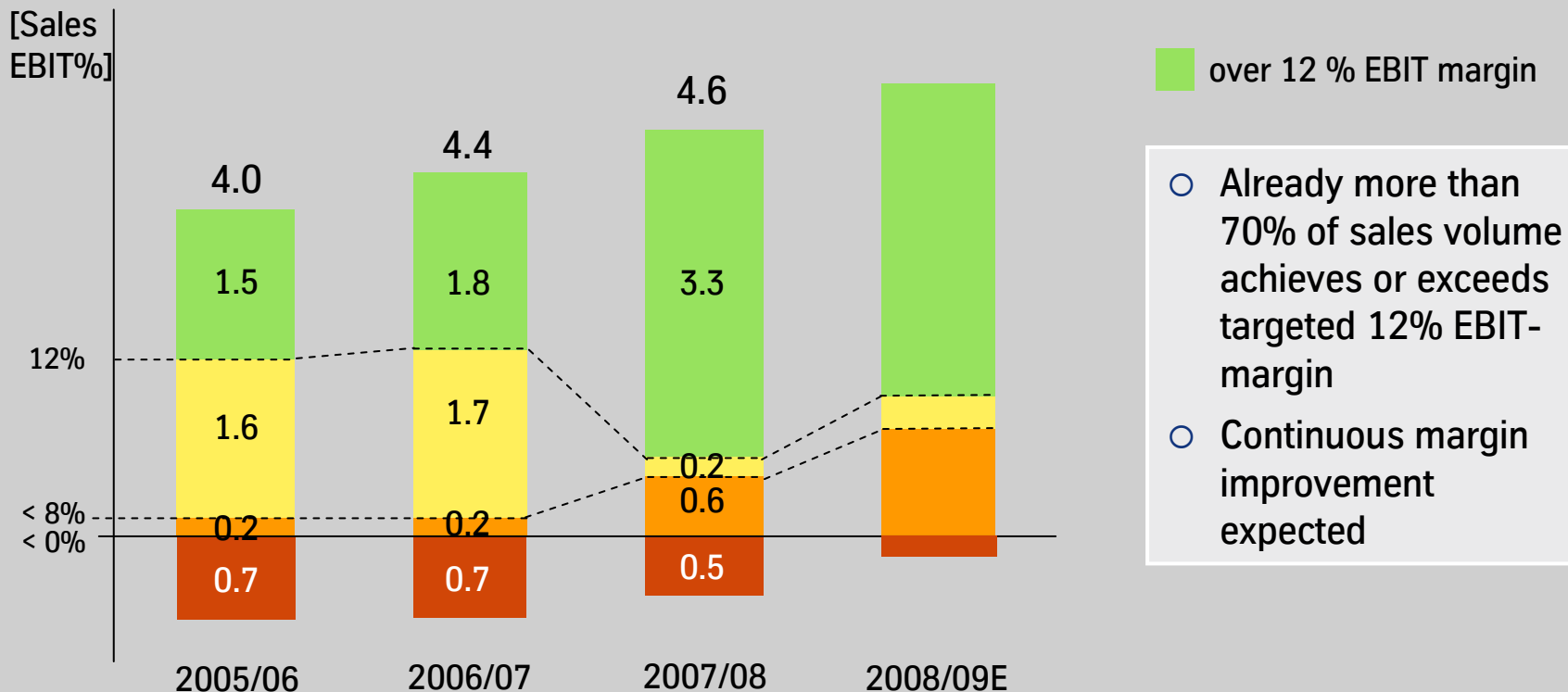


Elevator: Continuous Margin Improvement

Analysis of company portfolio (without ACC, ES/PBB and Corp./Cons.)

Sales / EBIT %

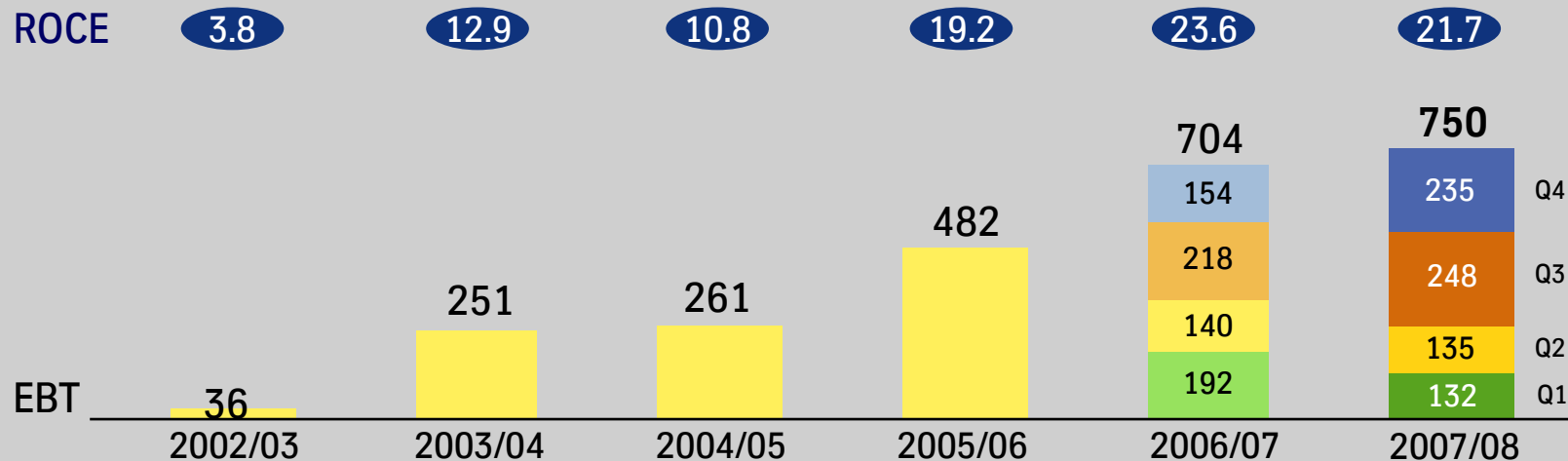
billion € / %



Services: Value Drivers

EBT / ROCE track record

million € / %



2003/04-2004/05 in the Group structure valid at that time

Comments FY 2007/08

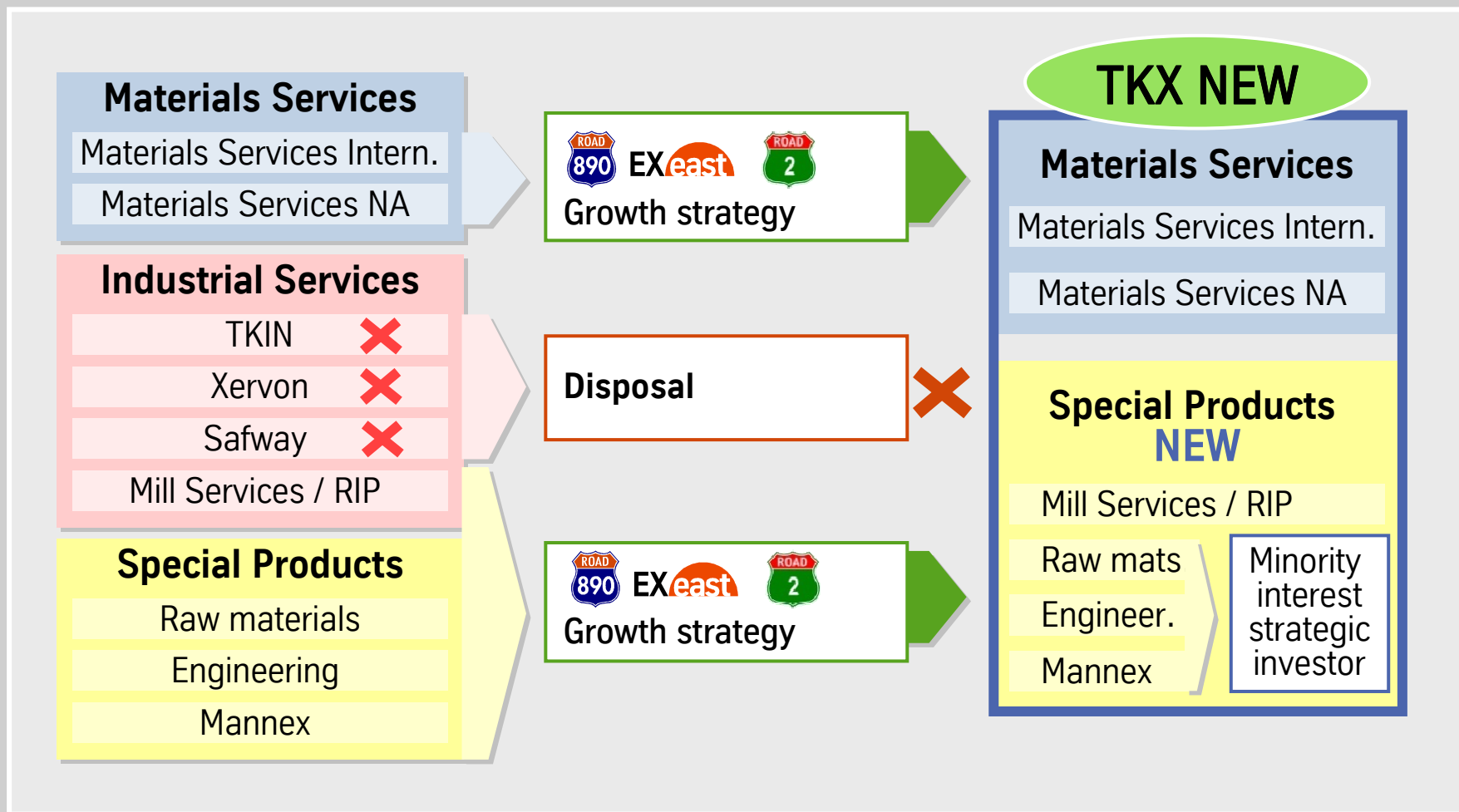
- Q4: Strong EBT development mainly driven by Materials Services International with high volumes and high prices especially in business with rolled steel and pipes/tubes
- FY: Boom in materials demand led to extraordinary business development
- Successful integration of Apollo Group and positioning of ThyssenKrupp Aerospace
- Announcement of Industrial Services divestment

Outlook

- FY 08/09: Challenging market environment anticipated
- Mid-term further improvement of business performance by focusing on materials businesses

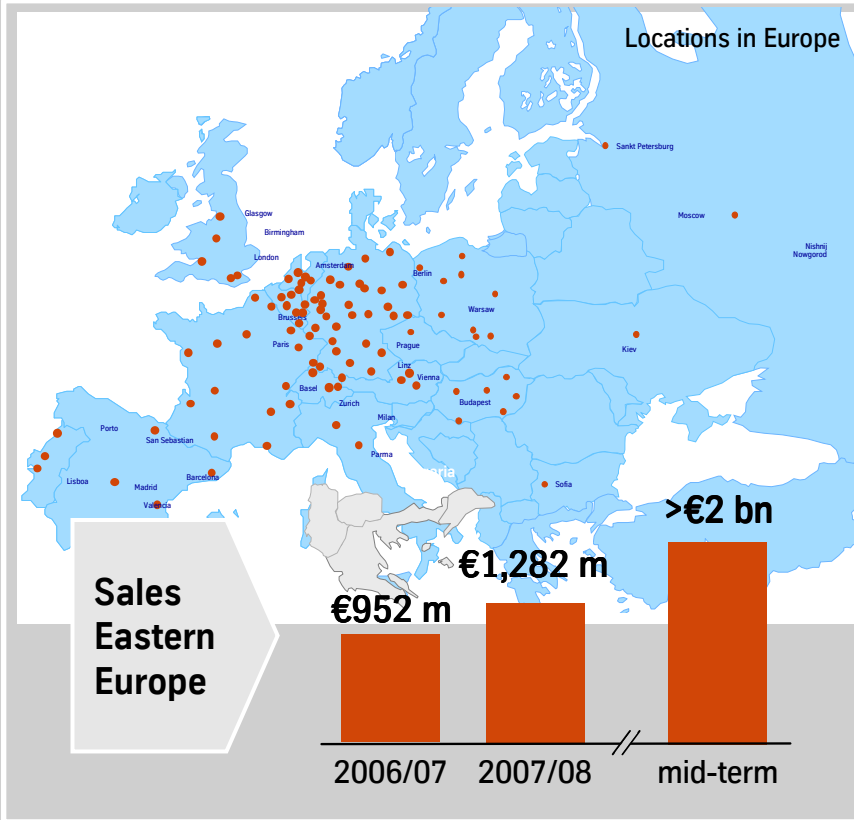


Services: Focus on Materials Services and Special Products



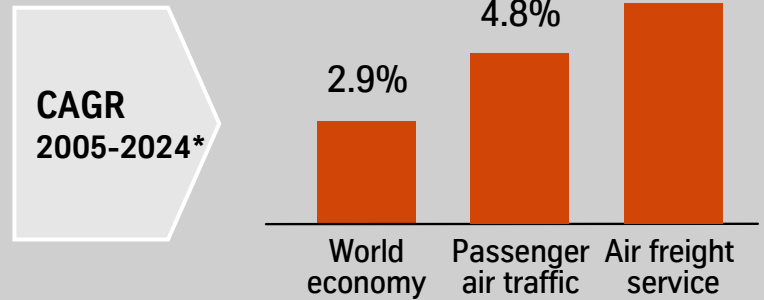
Services: Strategic Concept

Expansion in growth regions Example: Eastern Europe



Expansion in growth sectors and services Example: Acquisition of Apollo Metals Group

- Disproportionate growth of aerospace industries



- High demand for supply chain services
- Combined pro-forma sales of ~€0.5 bn, 1,200 employees, 30 service centres in North and South America, Europe, Asia

* Source: Airbus



Financial Calendar – 2009

- | | |
|--|--|
| ○ January 23, 2009 | Annual General Meeting, Bochum/Germany |
| ○ January 26, 2009
to February 12, 2009 | Quiet Period |
| ○ February 13, 2009 | Interim Report 1st quarter 2008/09 (Oct to Dec)
Conference call with analysts and investors |
| ○ April 26, 2009
to May 12, 2009 | Quiet Period |
| ○ May 13, 2009 | Interim Report 1st half 2008/09 (Oct to Mar) |
| ○ July 26, 2009
to August 13, 2009 | Quiet Period |
| ○ August 14, 2009 | Interim Report 9 months 2008/09 (Oct to Jun)
Conference call with analysts and investors |
| ○ October 22, 2009
to November 26, 2009 | Quiet Period |
| ○ November 27, 2009 | Analysts' and Investors' Conference, Essen/Germany
Annual Press Conference, Essen/Germany |



How to Contact ThyssenKrupp Investor Relations

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

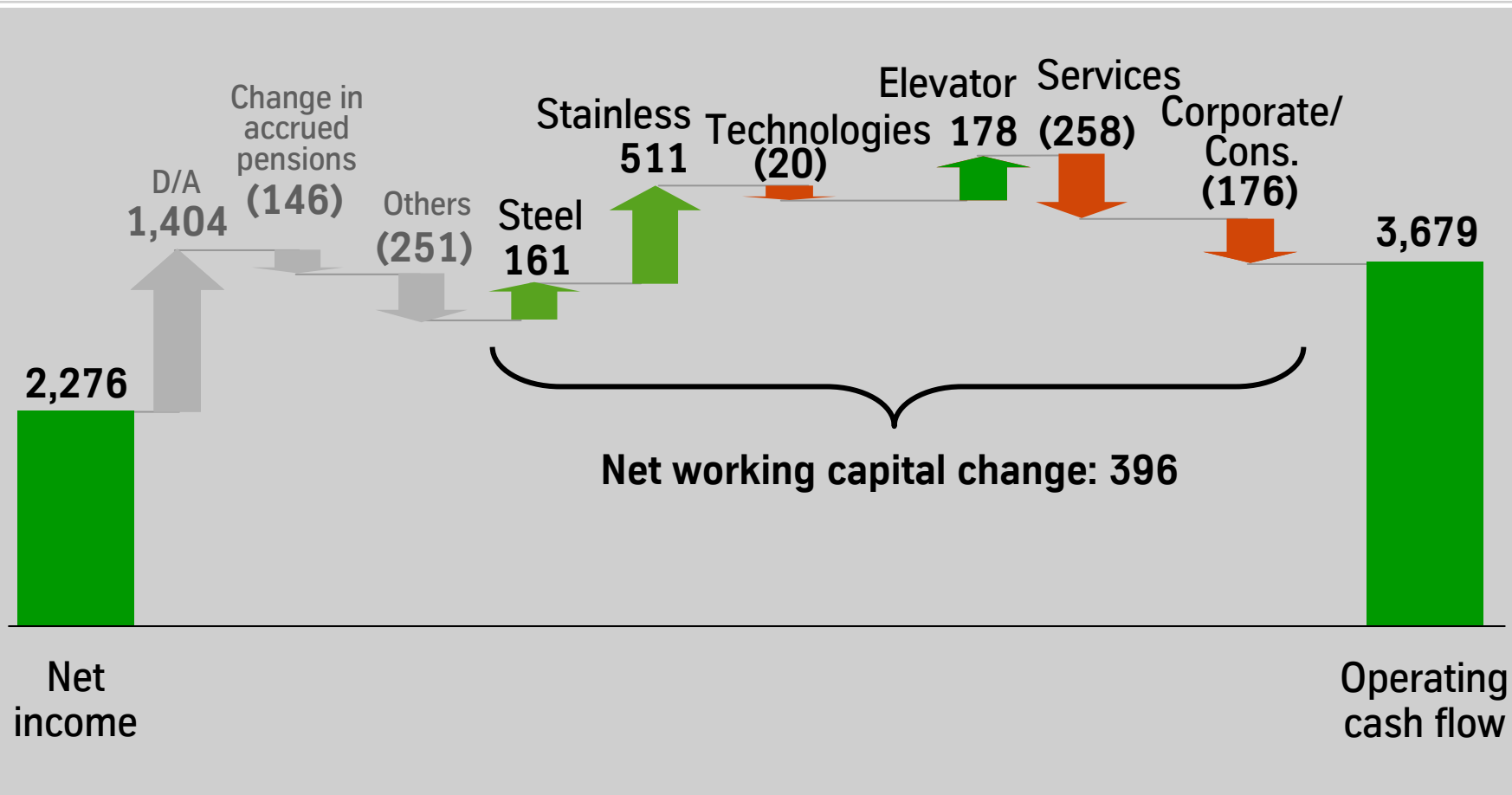
Appendix



Group Financials – Net Income ⇒ Operating Cash Flow

Development of operating cash flow in FY 2007/08

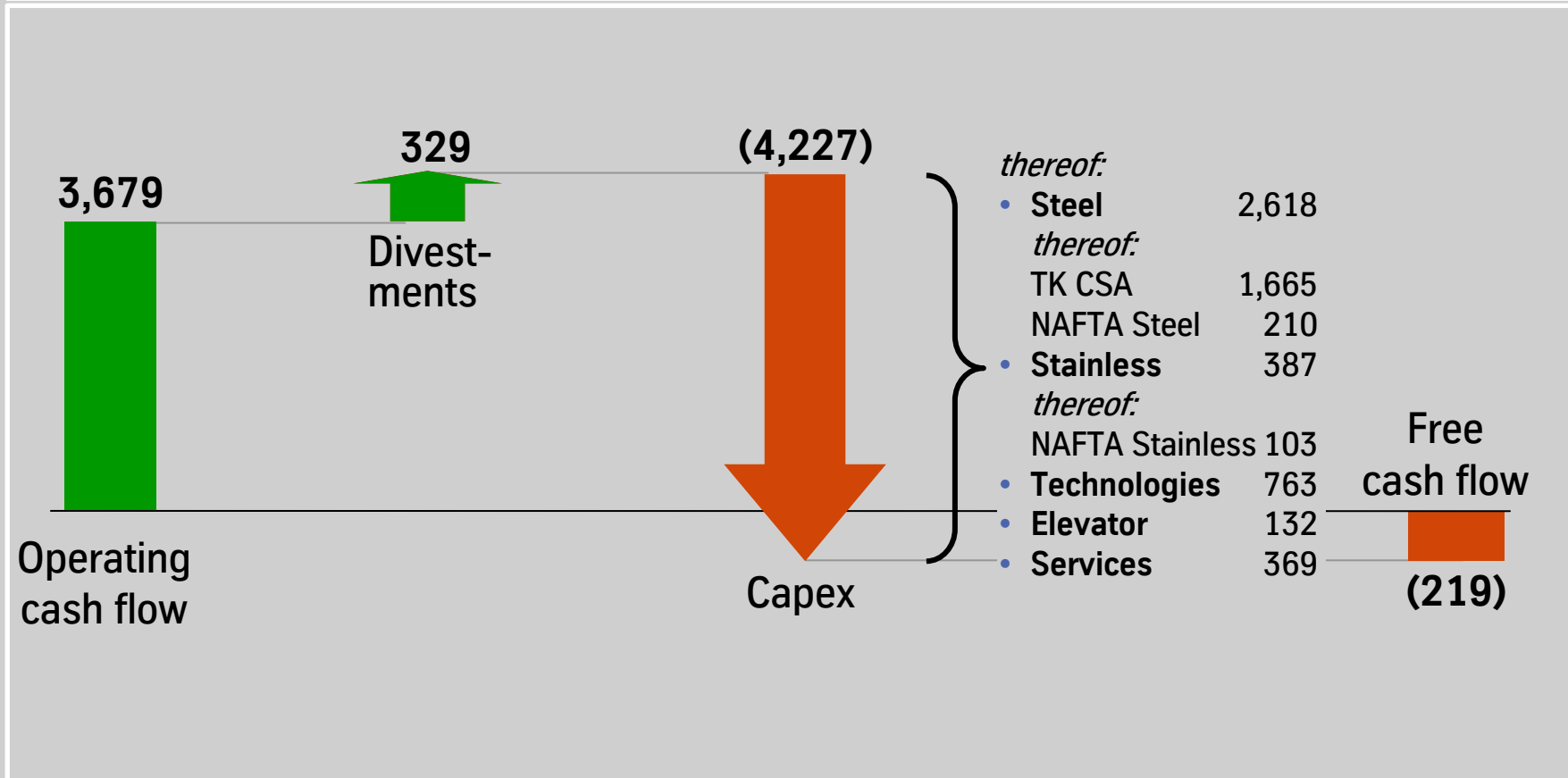
million €



Group Financials – Operating Cash Flow ⇒ Free Cash Flow

Development of free cash flow in FY 2007/08

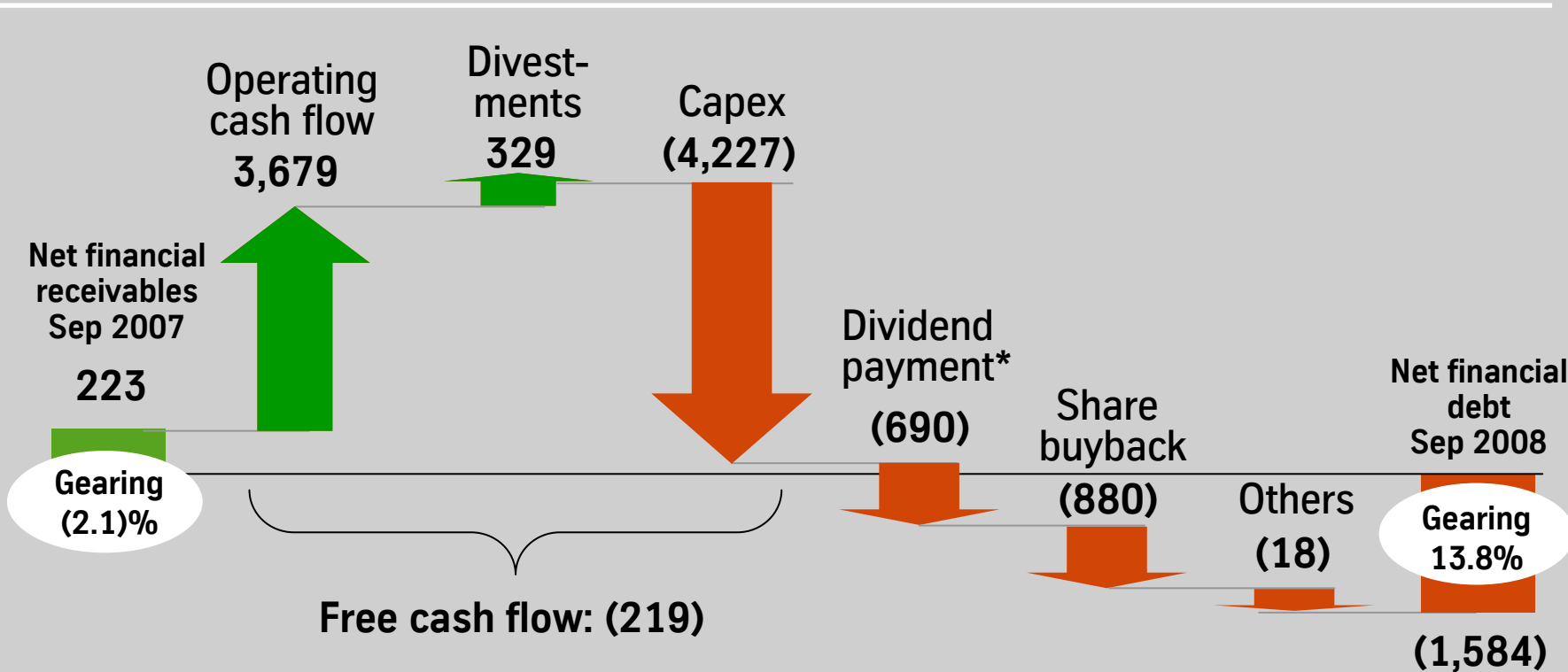
million €



Group Financials – Net Financial Position

Development of net financial position in FY 2007/08

million €



* incl. minorities



Group Overview (I)

		2006/2007				FY	2007/2008				FY
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Order intake	€m	13,301	13,962	15,552	11,790	54,605	13,270	14,084	14,181	13,670	55,205
Sales	€m	12,332	13,114	13,444	12,833	51,723	12,270	13,199	14,181	13,776	53,426
EBITDA	€m	1,507	1,031	1,728	988	5,254	1,083	1,197	1,366	1,330	4,976
EBIT	€m	1,161	677	1,298	592	3,728	748	849	1,019	956	3,572
EBT	€m	1,062	572	1,219	477	3,330	646	742	909	831	3,128
Net income	€m	661	244	759	526	2,190	435	502	613	726	2,276
Earnings per share	€	1.31	0.45	1.49	1.05	4.30	0.85	1.00	1.21	1.53	4.59
TK Value Added	€m	773	273	884	178	2,108	353	438	600	525	1,916
ROCE	%	26.9	20.9	23.4	20.7	20.7	16.1	16.9	18.2	18.3	18.3

ROCE: based on 3, 6, 9 and 12 months respectively



Group Overview (II)

		2006/2007				FY	2007/2008				FY
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Capital expenditures*	€m	832	549	717	899	2,997	889	1,014	975	1,349	4,227
Depreciation/amort.	€m	346	354	431	396	1,527	335	349	346	374	1,404
Operating cash flow	€m	(569)	501	550	1,738	2,220	(170)	1,003	676	2,170	3,679
+ Cash flow from divestments	€m	254	58	264	97	673	40	80	107	102	329
- Cash flow from investments	€m	832	549	717	899	2,997	889	1,014	975	1,349	4,227
Free cash flow	€m	(1,146)	9	97	936	(104)	(1,018)	68	(192)	923	(219)
Net financial debt	€m	391	897	806	(223)	(223)	859	1,988	2,127	1,584	1,584
Employees		184,240	187,919	189,260	191,350	191,350	193,137	195,828	198,033	199,374	199,374

* incl. financial investments



Steel: Segment Overview

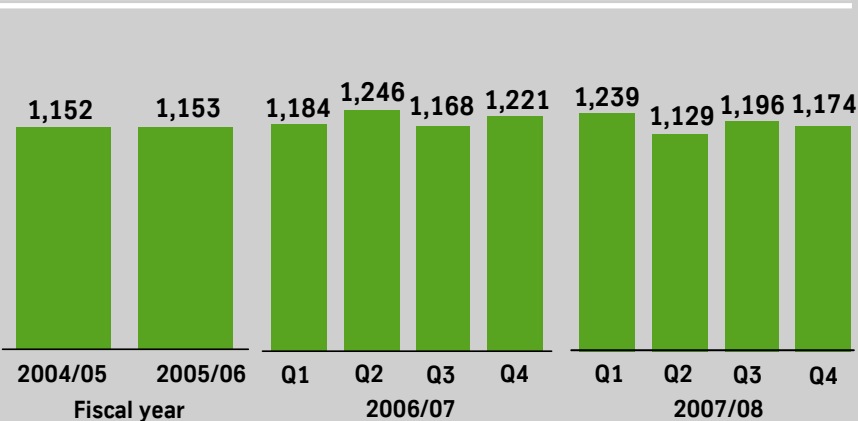
Steel											
		2006/2007				FY	2007/2008				FY
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Order intake	€m	3,123	3,510	3,262	2,823	12,718	3,188	3,986	3,765	3,260	14,199
Sales	€m	3,118	3,389	3,413	3,289	13,209	3,214	3,639	3,902	3,603	14,358
EBITDA	€m	589	680	670	531	2,470	561	599	587	599	2,346
EBIT	€m	426	508	440	387	1,761	392	434	426	448	1,700
EBT	€m	399	471	428	364	1,662	353	396	389	402	1,540
TK Value Added	€m	276	350	281	231	1,138	236	263	246	262	1,007
ROCE	%	27.0	28.8	27.9	26.9	26.9	22.6	22.8	22.2	22.1	22.1
OCF	€m	39	309	585	965	1,898	(330)	352	555	908	1,485
+ CF from divestm.	€m	9	25	(2)	11	43	(3)	25	(31)	89	80
- CF for investm.	€m	498	288	310	563	1,659	632	577	533	878	2,620
FCF	€m	(450)	46	273	413	282	(965)	(200)	(9)	119	(1,055)
Employees		38,837	39,005	38,950	39,559	39,559	39,922	40,636	40,733	41,311	41,311

ROCE: based on 3, 6, 9 and 12 months respectively

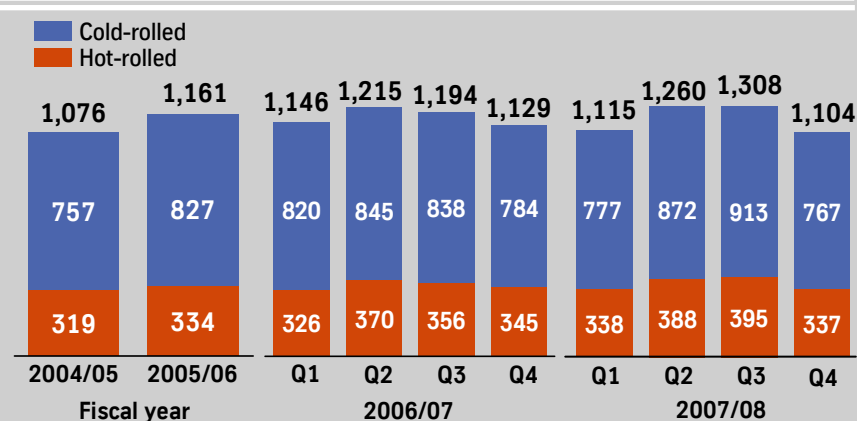


Steel: Output, Shipments and Revenues per Metric Ton

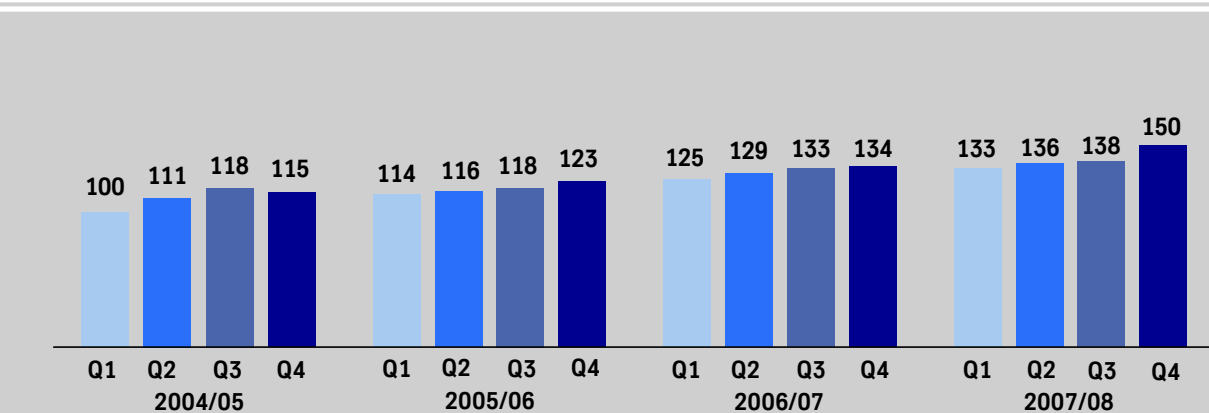
Crude steel output (TKS incl. share in HKM) 1,000 t/month



Shipments: Hot-rolled and cold-rolled products 1,000t/month



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



Stainless: Segment Overview

Stainless											
		2006/2007				FY	2007/2008				FY
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Order intake	€m	1,913	2,185	1,943	1,643	7,684	2,150	2,001	1,732	1,577	7,460
Sales	€m	1,971	2,407	2,608	1,762	8,748	1,838	1,955	1,933	1,694	7,420
EBITDA	€m	380	351	369	(66)	1,034	8	98	154	103	363
EBIT	€m	343	313	318	(103)	871	(23)	60	115	62	214
EBT	€m	325	291	296	(135)	777	(45)	38	93	40	126
TK Value Added	€m	263	220	220	(196)	507	(107)	(23)	31	(20)	(119)
ROCE	%	40.5	36.0	34.2	22.7	22.7	(2.4)	2.0	5.4	5.8	5.8
OCF	€m	(392)	(107)	264	463	228	(169)	243	119	365	558
+ CF from divestm.	€m	6	2	4	4	16	3	2	0	20	25
- CF for investm.	€m	55	71	103	99	328	47	168	60	113	388
FCF	€m	(441)	(176)	165	368	(84)	(213)	77	59	272	195
Employees		12,221	12,218	12,187	12,182	12,182	12,075	12,042	12,037	12,212	12,212

ROCE: based on 3, 6, 9 and 12 months respectively

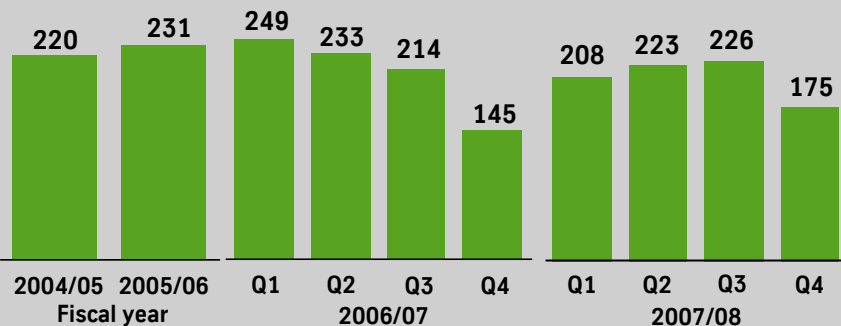


Stainless: Output, Shipments and Revenues per Metric Ton

Crude steel output*

1,000 t/month

* including carbon, forging, Ni-Alloys



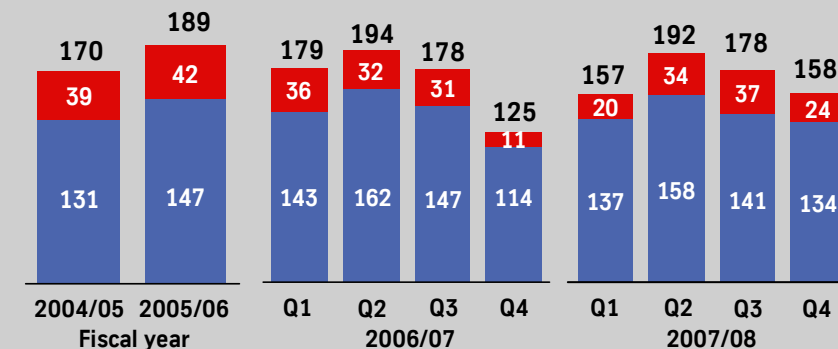
Shipments*: Hot-rolled and cold-rolled products

1,000t/month

Hot-rolled, including slabs

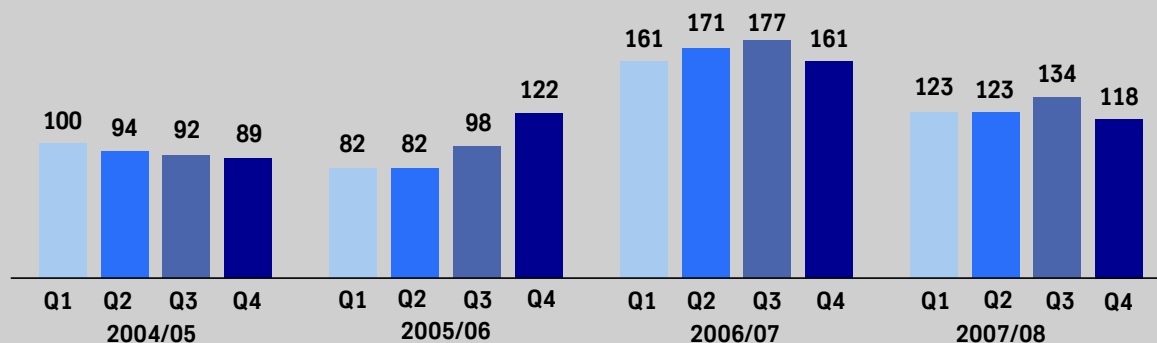
Cold-rolled, including precision strip

* not consolidated

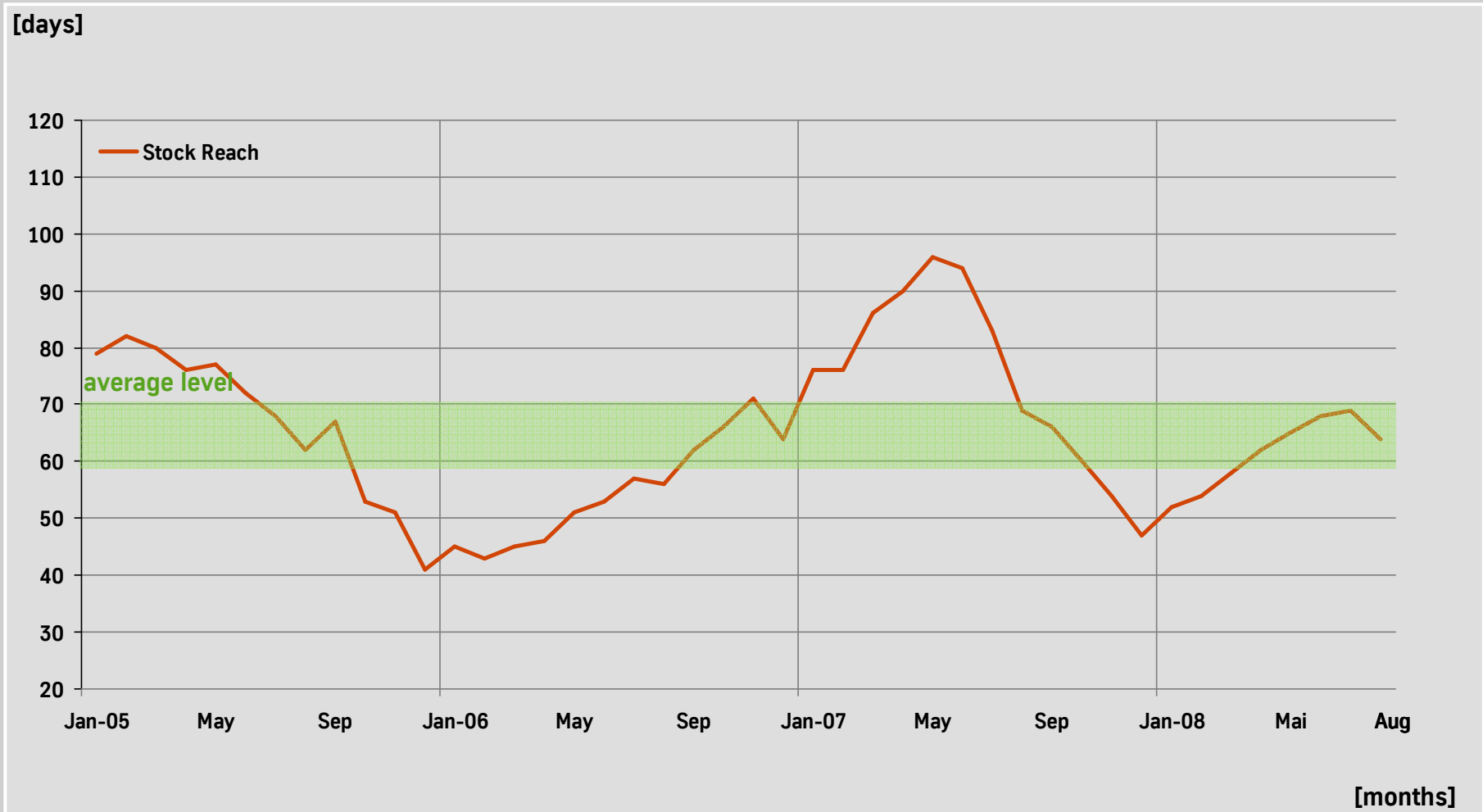


Average revenues per ton, indexed

Q1 2004/2005 = 100



Stainless: Cold-Rolled Stock Reach



Source: Edelstahlhandels-Vereinigung (EHV) Oct 2008



Technologies: Segment Overview

Technologies

		2006/2007				FY	2007/2008				FY
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Order intake	€m	3,428	3,083	5,700	2,633	14,844	3,212	3,108	3,397	3,773	13,490
Sales	€m	2,792	2,804	2,815	3,112	11,523	2,822	3,029	3,357	3,204	12,412
EBITDA	€m	229	199	230	230	888	256	261	272	257	1,046
EBIT	€m	144	104	147	123	518	170	178	188	142	678
EBT	€m	148	108	155	133	544	179	186	201	175	741
TK Value Added	€m	102	61	105	80	348	127	135	145	95	502
ROCE	%	28.2	24.6	25.9	25.0	25.0	28.9	29.4	29.8	27.6	27.6
OCF	€m	(40)	295	117	255	627	22	326	117	201	666
+ CF from divestm.	€m	58	74	34	13	179	46	118	36	51	251
- CF for investm.	€m	126	153	138	164	581	160	171	153	278	762
FCF	€m	(108)	216	13	104	225	(91)	272	0	(26)	155
Employees		52,954	53,274	54,128	54,762	54,762	55,567	53,637	54,334	54,043	54,043

ROCE: based on 3, 6, 9 and 12 months respectively



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

Business Unit

• Operating Group

former TK Automotive

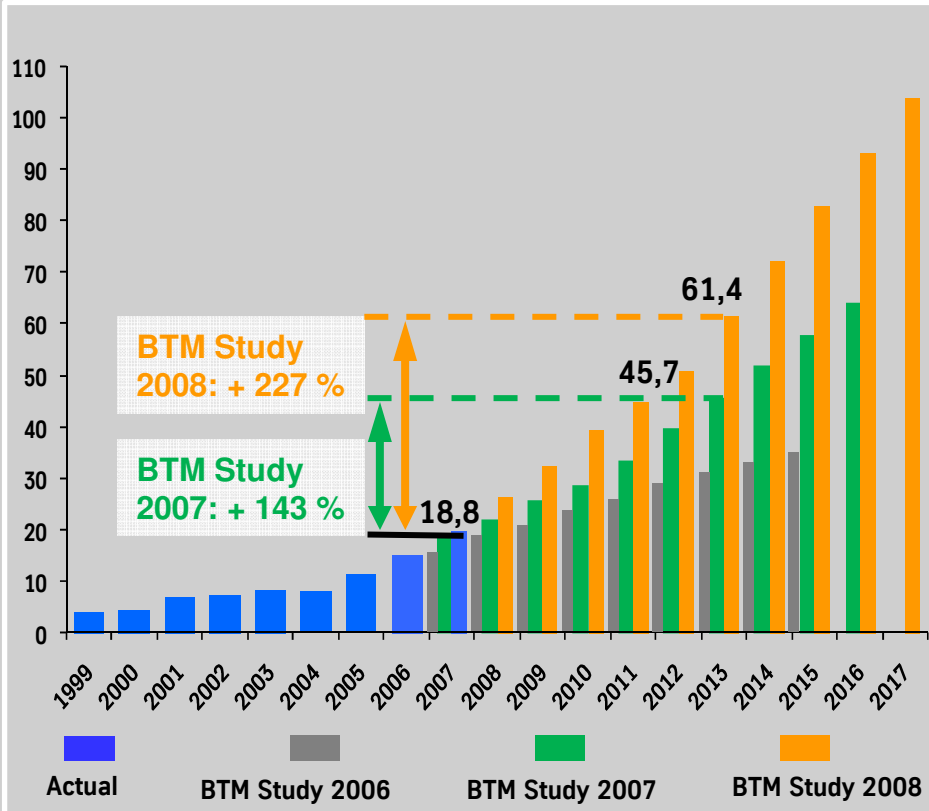
Sales for FY 2007/08, inter-segment sales not consolidated

ThyssenKrupp



Technologies: Growth of Wind Energy in BRIC Countries

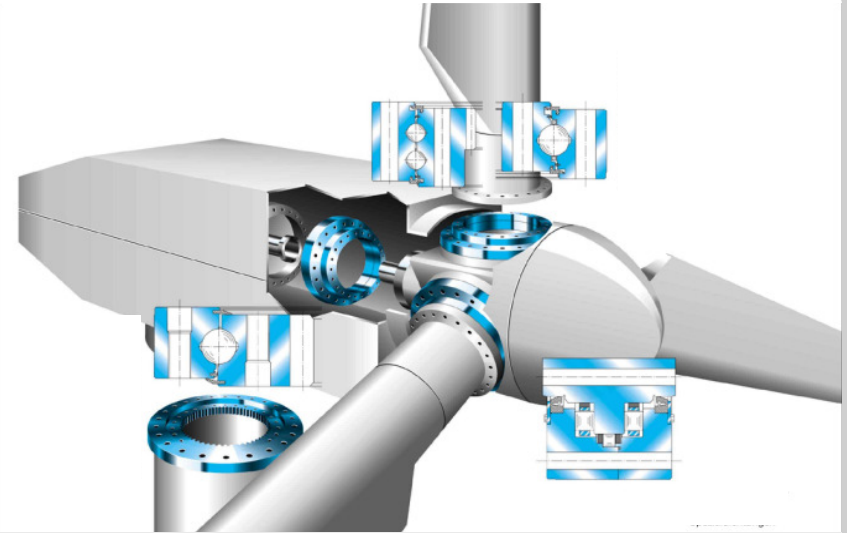
New installed capacity for wind energy GW/yr



CAGR (2007-2017)_{BTM2008} = ~18%

BTM = Birger T. Madsen, Consult Danish Energy Agency

Bearings in wind energy plants



- **ThyssenKrupp components are essential for wind turbines**
- ⇒ **5 bearings are needed for every wind turbine**



Elevator: Segment Overview

Elevator

		2006/2007				FY	2007/2008				FY
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Order intake	€m	1,299	1,311	1,309	1,362	5,281	1,466	1,464	1,324	1,281	5,535
Sales	€m	1,083	1,088	1,179	1,362	4,712	1,184	1,164	1,211	1,371	4,930
EBITDA	€m	118	(367)*	131	130	12	134	112	113	150	509
EBIT	€m	104	(382)*	114	89	(75)	126	94	98	132	450
EBT	€m	97	(390)*	106	74	(113)	119	90	92	133	434
TK Value Added	€m	64	(419)*	81	48	(226)	89	60	66	99	314
ROCE	%	21.7	(31.1)*	(12.6)	(4.2)	(4.2)	27.6	24.7	24.7	26.5	26.5
OCF	€m	(27)	172	(448)*	70	(233)	49	196	131	149	525
+ CF from divestm.	€m	17	14	7	63	101	2	(1)	1	6	8
- CF for investm.	€m	27	18	34	43	122	17	35	49	31	132
FCF	€m	(37)	168	(475)	90	(254)	34	160	83	125	402
Employees		37,279	37,758	38,556	39,501	39,501	40,191	40,873	42,108	42,992	42,992

* incl. EU fine €480 m

ROCE: based on 3, 6, 9 and 12 months respectively



Services: Segment Overview

Services

		2006/2007				FY	2007/2008				FY
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Order intake	€m	4,207	4,592	4,122	3,902	16,823	3,951	4,322	4,677	4,503	17,453
Sales	€m	3,972	4,334	4,308	4,097	16,711	3,867	4,232	4,603	4,634	17,336
EBITDA	€m	245	197	271	234	947	190	195	306	297	988
EBIT	€m	212	160	237	178	787	153	156	268	257	834
EBT	€m	192	140	218	154	704	132	135	248	235	750
TK Value Added	€m	142	84	159	102	487	79	75	183	171	508
ROCE	%	27.2	23.0	24.5	23.6	23.6	17.5	16.9	20.4	21.7	21.7
OCF	€m	(327)	77	83	498	331	(421)	115	(80)	579	193
+ CF from divestm.	€m	21	18	9	40	88	12	10	29	20	71
- CF for investm.	€m	80	65	61	73	279	70	169	55	75	369
FCF	€m	(386)	30	31	465	140	(479)	(44)	(106)	524	(105)
Employees		40,690	43,411	43,098	43,012	43,012	43,054	46,318	46,506	46,486	46,486

ROCE: based on 3, 6, 9 and 12 months respectively



Top Management Compensation

Strongly Linked to Value Creation and Stock Price Performance*

Mid Term Incentive Plan (MTI)
payments**

33%

dependent upon

- TKVA
- stock price

Bonus

49%

dependent upon***

- EBT
- ROCE

Base

18%

adjusted every
third year

Fringe benefits: company pension, company car plus driver, insurances

* average of payments in fiscal years 2004/05, 2005/06, 2006/07, 2007/08

** payments in 2004/05, 2005/06, 2006/07, 2007/08 (MTI 1st, 2nd and 3th installment, LTMI 4th and 5th installment)

*** since fiscal year 06/07: part of the bonus paid to the chairmen of the segment holding company executive boards depends on their segment's key indicators (EBT, ROCE)



Directors' Dealings Confirm Management Confidence

⇒ Accumulated volume of around €4.7 m

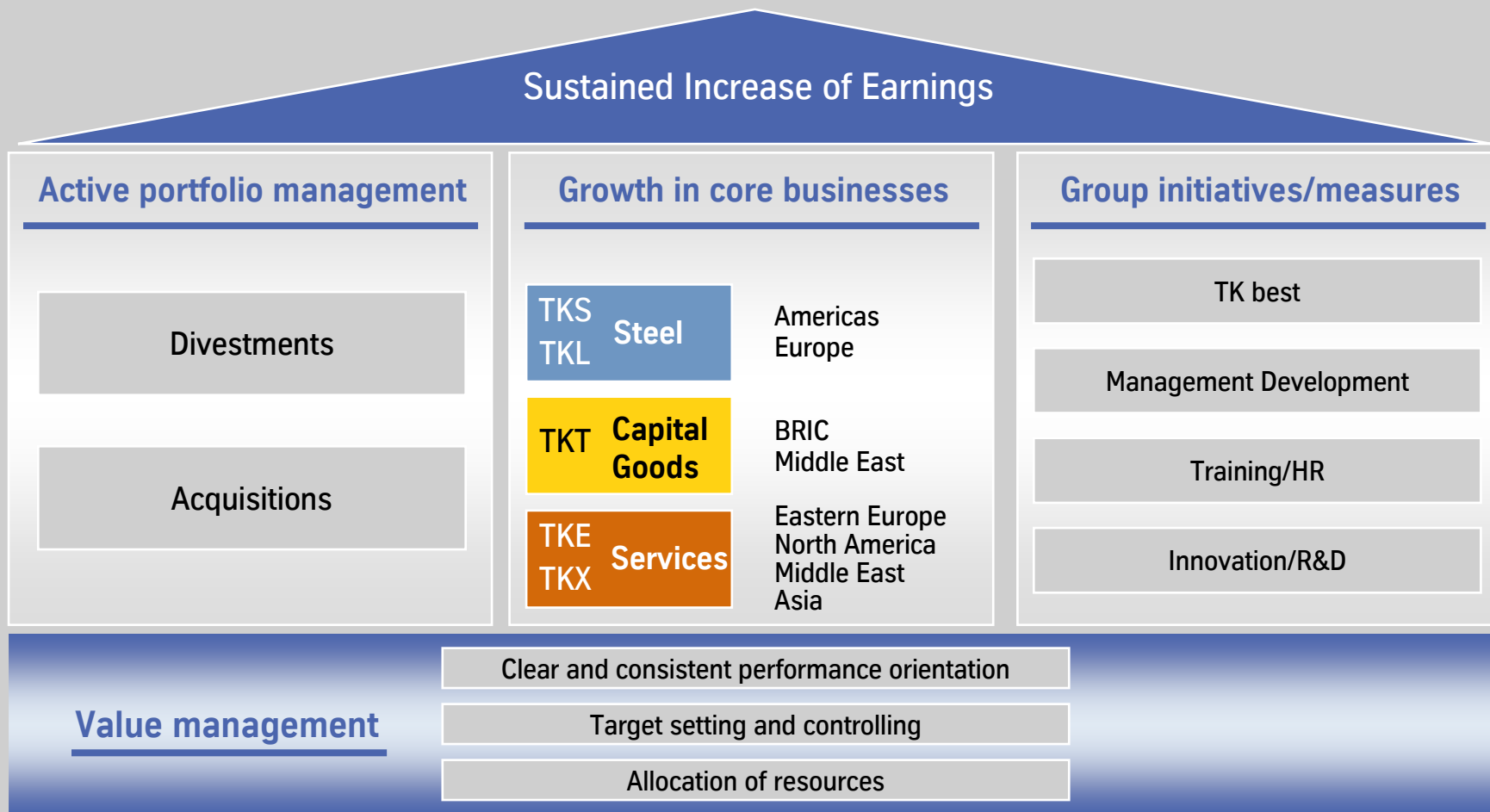
Directors' Dealings in fiscal year 2006/07 – 2008/09

Notifying Party	Function	Number of certificates	Volume of Transaction
Dr.-Ing. Ekkehard Schulz	Executive Board member	63,484	€ 1,894,650.02
Dr. Ulrich Middelmann	Executive Board member	39,400	€ 851,733.13
Dr. Olaf Berlien	Executive Board member	14,550	€ 303,866.99
Edwin Eichler	Executive Board member	17,950	€ 701,486.00
Jürgen H. Fechter	Executive Board member	30,000	€ 439,372.50
Dr. Karl-Ulrich Köhler	Executive Board member	7,800	€ 146,689.14
Ralph Labonte	Executive Board member	12,925	€ 346,860.03
Dr.-Ing. Klaus T. Müller	Supervisory Board Member	1,700	€ 27,343.73
Prof. Dr. Bernhard Pellens	Supervisory Board member	800	€ 30,400.00

Note: For prompt information on Directors' Dealings please refer to the ThyssenKrupp website.

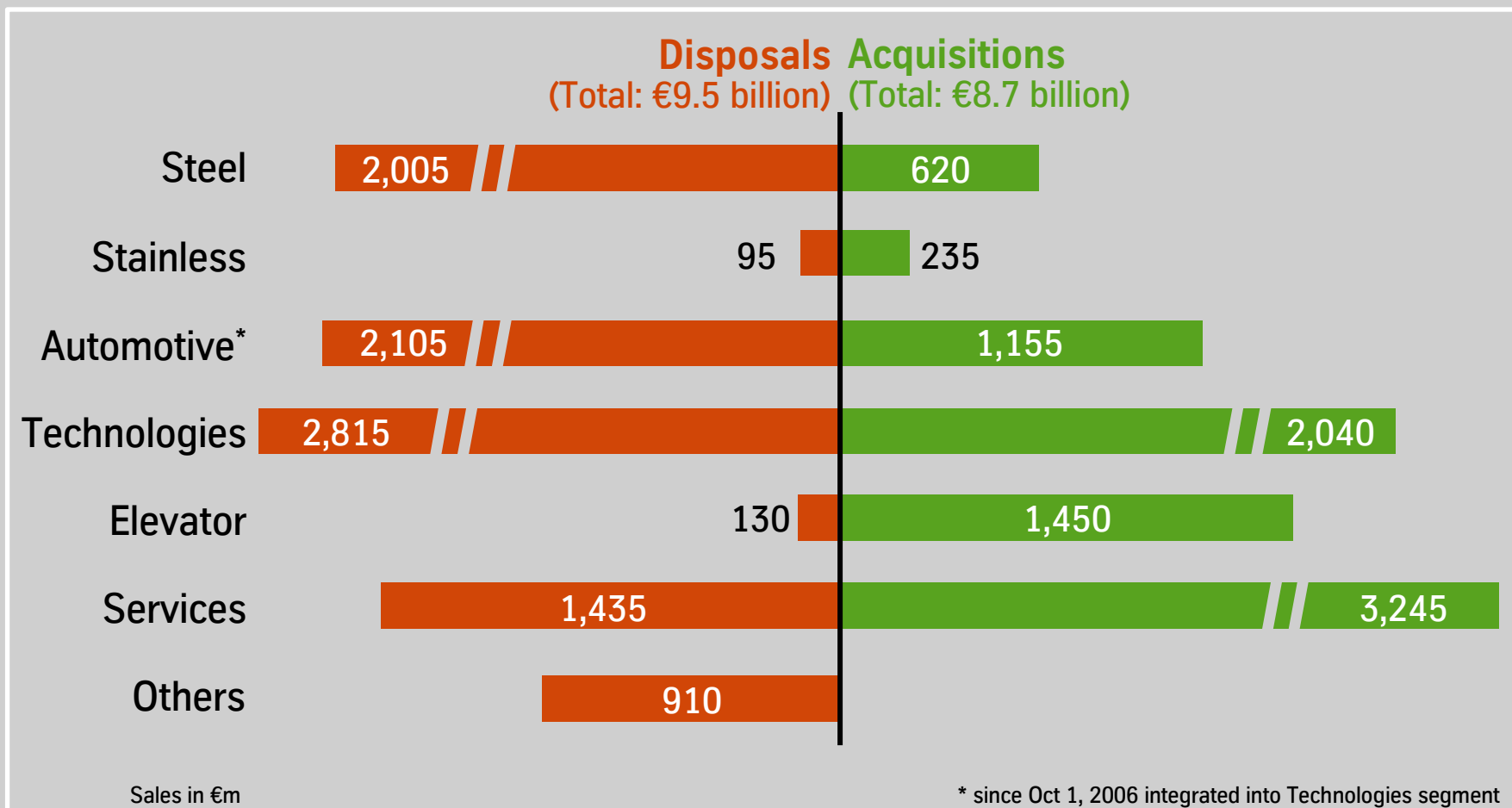


Cornerstones of the ThyssenKrupp Group's Strategy



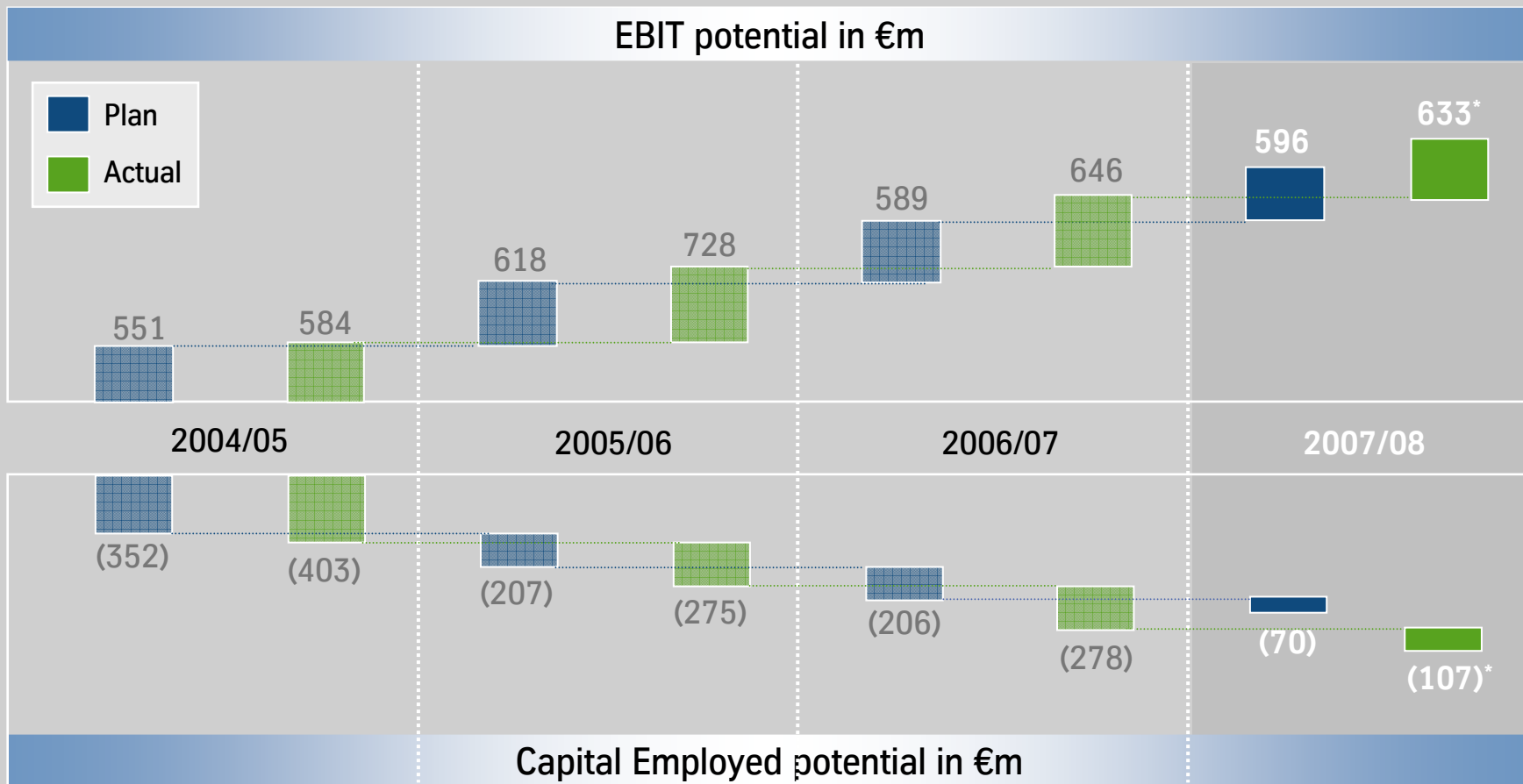
Active Portfolio Management at ThyssenKrupp

Significant change in portfolio since the merger (as at 1 October, 2008)



Ramp-up of Project Potentials

Again significant contribution to ThyssenKrupp's success

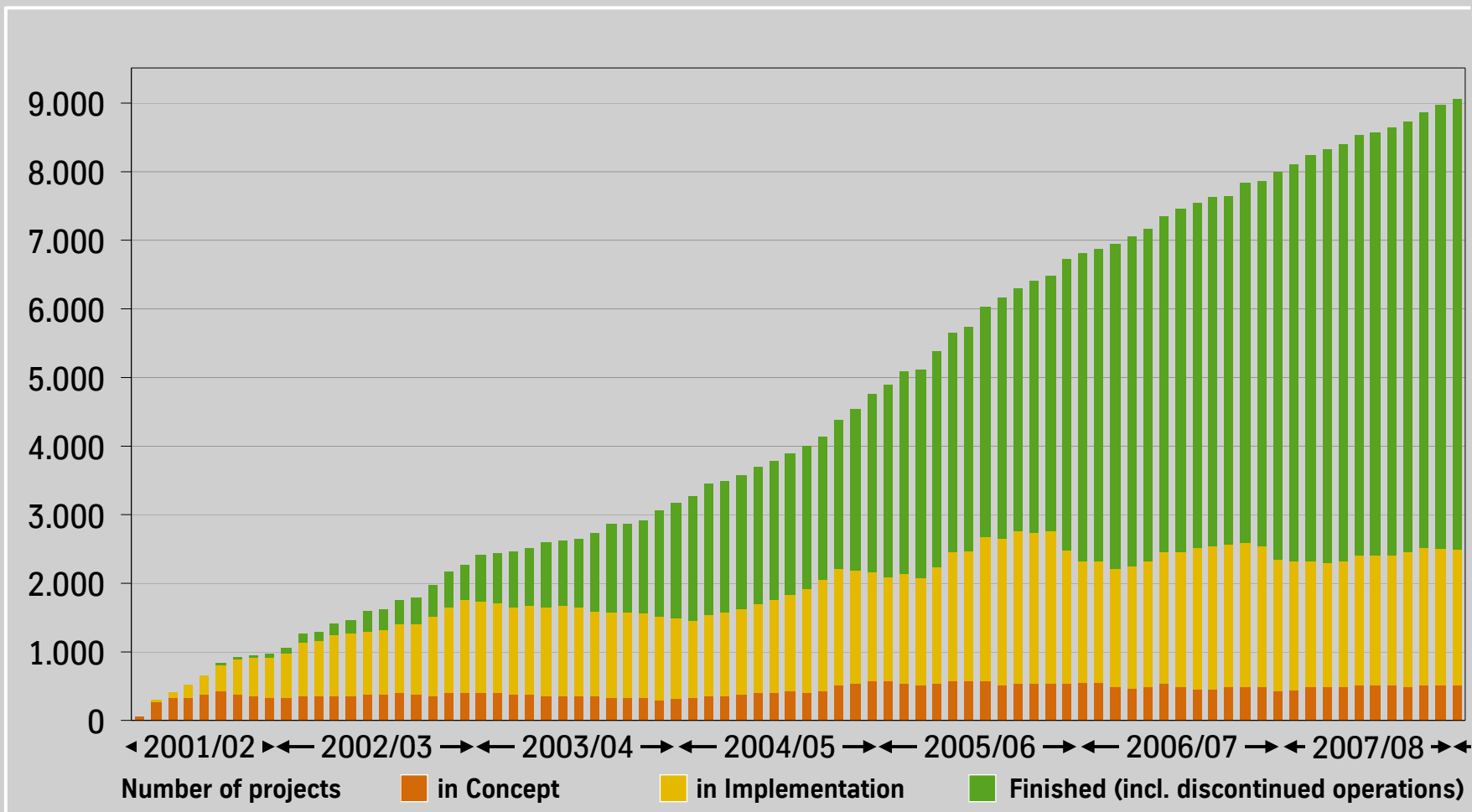


* Actuals preliminary



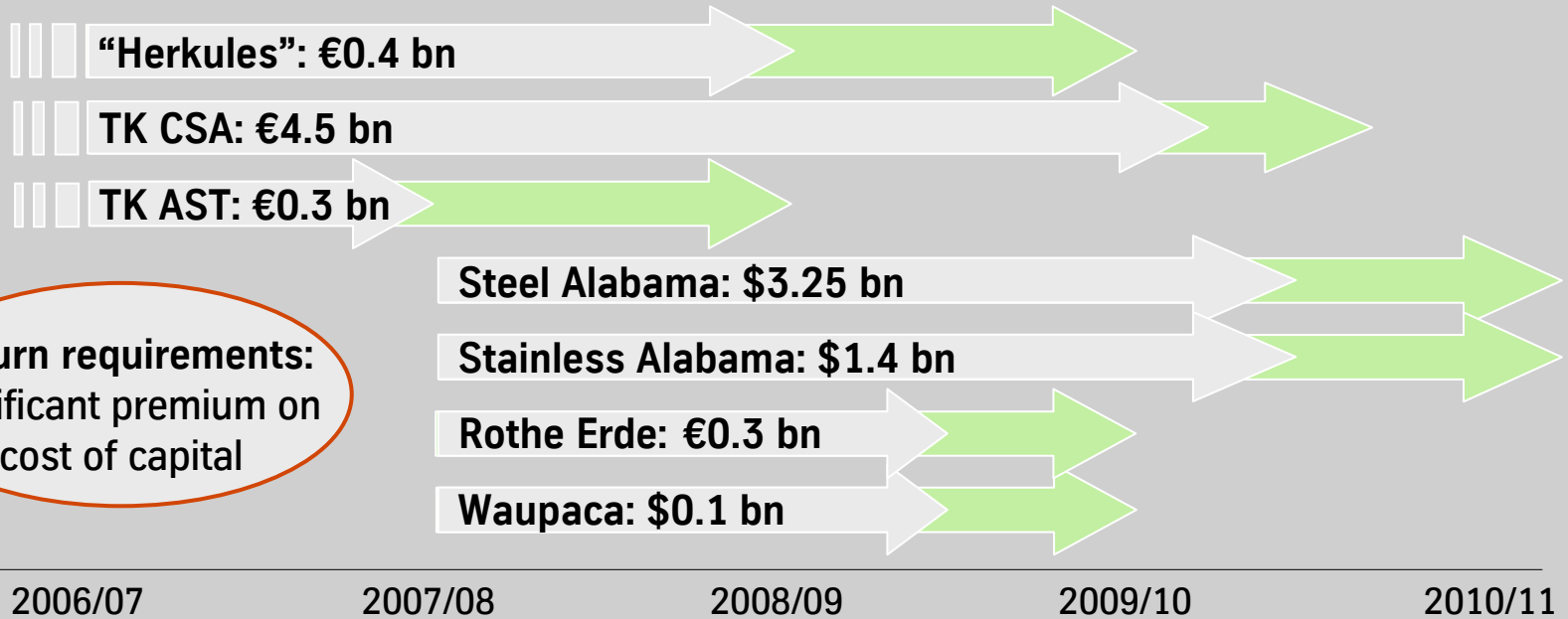
Philosophy of Permanent Value Enhancement

More than 1,000 projects launched in fiscal year 2007/08



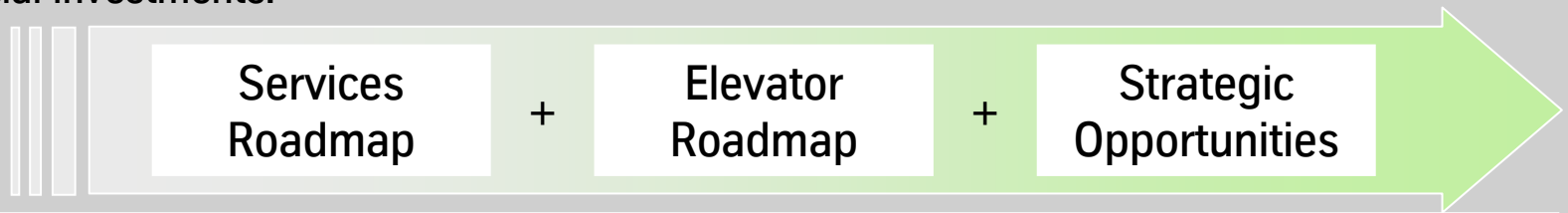
Timeframe for Selected Capital Expenditures to Drive Earnings

Fixed assets investments:



Return requirements:
significant premium on
cost of capital

Financial investments:



Disclaimer

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This presentation contains forward-looking statements that are subject to risks and uncertainties. Statements contained herein that are not statements of historical fact may be deemed to be forward-looking information. When we use words such as “plan,” “believe,” “expect,” “anticipate,” “intend,” “estimate,” “may” or similar expressions, we are making forward-looking statements. You should not rely on forward-looking statements because they are subject to a number of assumptions concerning future events, and are subject to a number of uncertainties and other factors, many of which are outside of our control, that could cause actual results to differ materially from those indicated. These factors include, but are not limited to, the following:

- (i) market risks: principally economic price and volume developments,
- (ii) dependence on performance of major customers and industries,
- (iii) our level of debt, management of interest rate risk and hedging against commodity price risks;
- (iv) costs associated with, and regulation relating to, our pension liabilities and healthcare measures,
- (v) environmental protection and remediation of real estate and associated with rising standards for real estate environmental protection,
- (vi) volatility of steel prices and dependence on the automotive industry,
- (vii) availability of raw materials;
- (viii) inflation, interest rate levels and fluctuations in exchange rates;
- (ix) general economic, political and business conditions and existing and future governmental regulation; and
- (x) the effects of competition.

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