

Presentation ThyssenKrupp

December 2011

Developing the future.



ThyssenKrupp

Agenda

- Group Performance, Financials and Outlook
- Strategic Development Program at ThyssenKrupp
- Business Area Performance



Strong Operating Performance and Progress in Strategic Development

Profit & Cash

Sales before SG* carve-out / continued operations €49.1 bn +15% / 43.4 bn +15%

EBIT adj. before SG* carve-out / continued operations €1.8 bn +42% / 1.8 bn +36%

- thereof Steel Americas: €(1.07) bn
- 5 of 7 BAs with significant increase in EBIT contribution yoy

FCF before SG* carve-out in Q4 > €1.0 bn,
NFD decline to €3.6 bn

Impairment related non-cash charges

- €(2.1) bn AM*
- €(0.8) bn SG* goodwill/IFRS 5 and other special items of €124 m excluded from FY 2010/11 EBIT adj.

Execution

Portfolio optimization continued

Stainless Global now discontinued operation, execution timeline confirmed

Steel Americas: excess expenses reflected, measures initiated, rationale valid

- ramp-up longer and more expensive
 - FX and WACC
 - slower market recovery
- } led to €(2.1) bn impairment related non-cash charges

Outlook

Dividend continuity maintained: €0.45/share**

FY 2011/12: Limited visibility so far

Q1 2011/12: Technologies solid, start rather difficult on Materials side

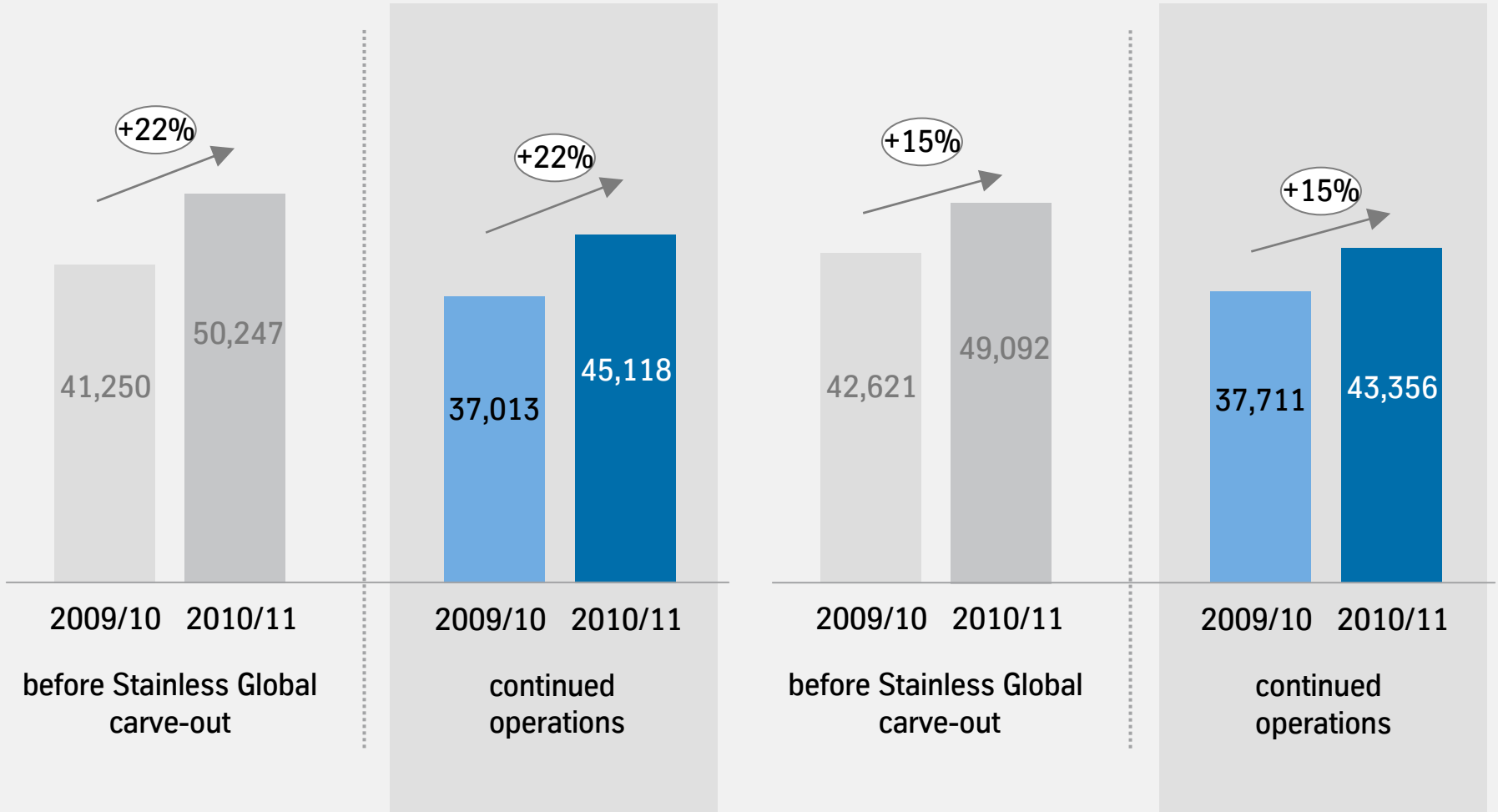
* SG: Stainless Global; AM: Steel Americas

**Proposal to General Stockholders' Meeting

Again Strong Demand For Our Products and Services in FY 2010/11

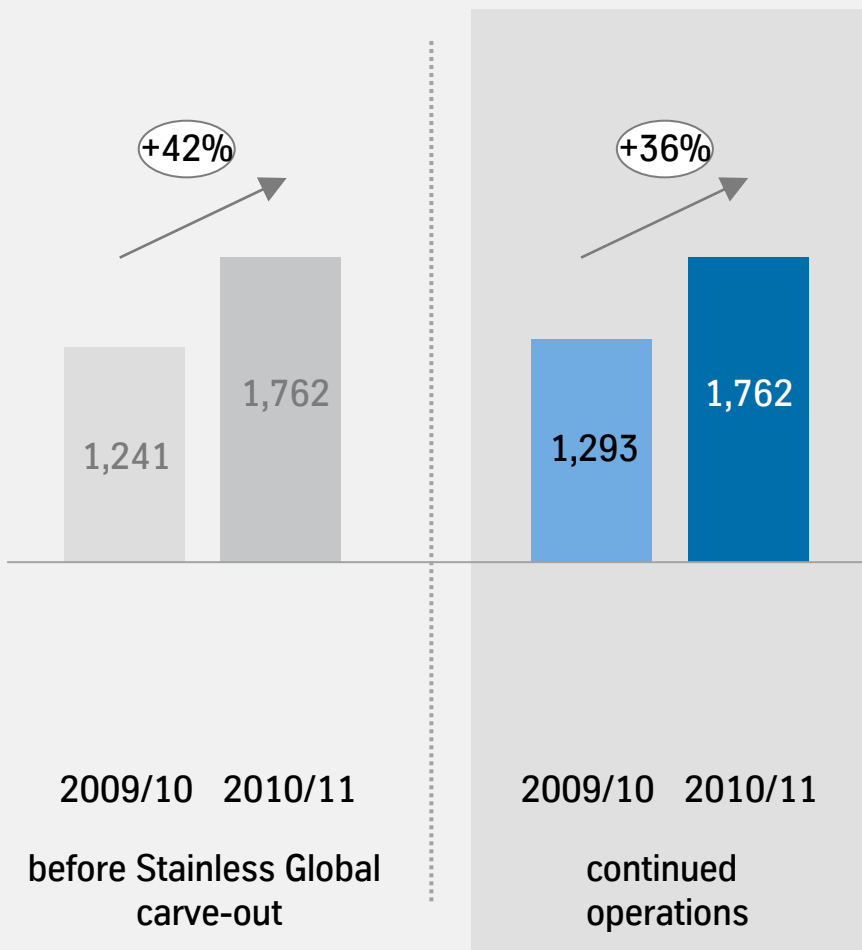
Order intake (million €)

Sales (million €)

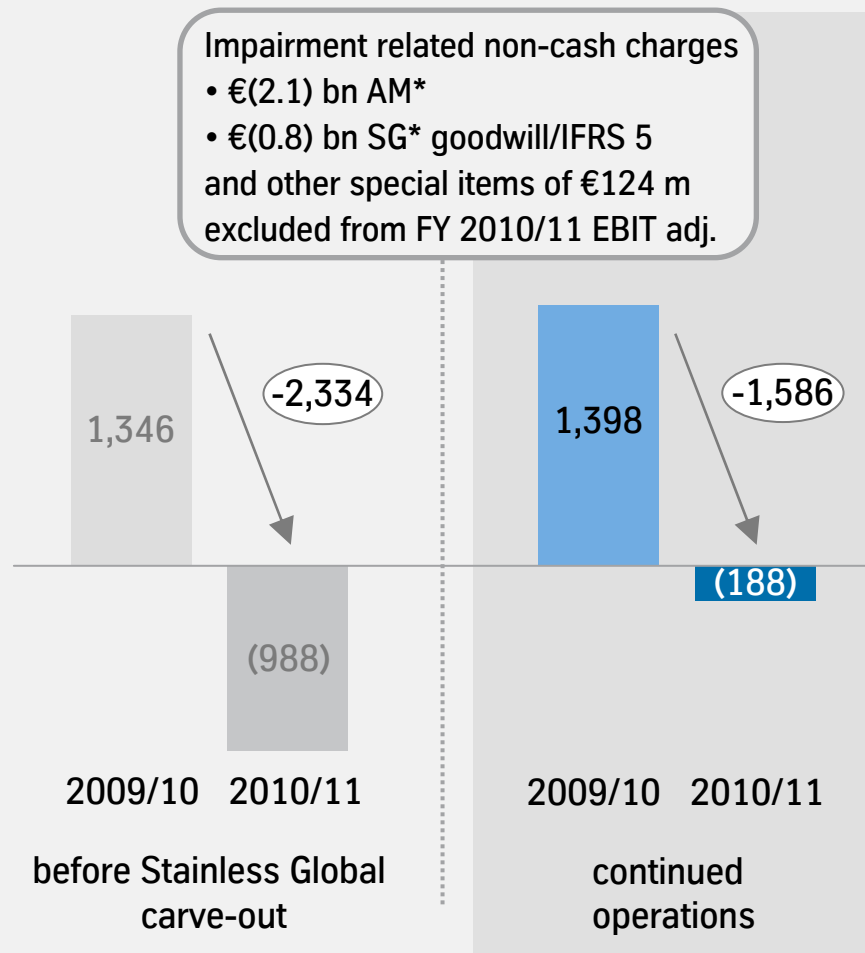


EBIT FY 2010/11 Impacted by Significant Non-Cash Charges

EBIT adjusted (million €)



EBIT (million €)



* AM: Steel Americas; SG: Stainless Global

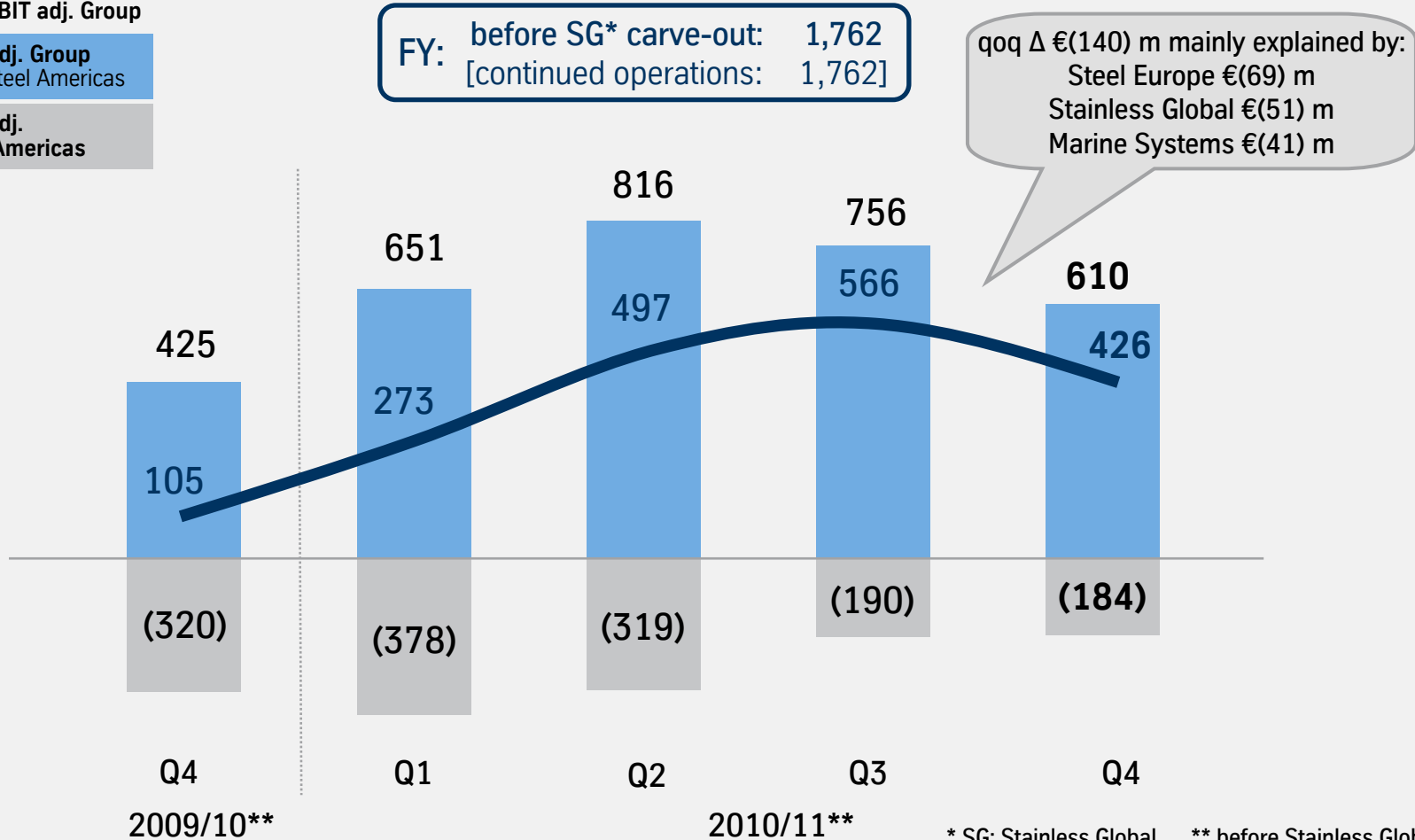
Materials Affected by Seasonality and Uncertainty Towards End of Q4

FY 2010/11 EBIT adjusted development (million €)

EBIT adj. Group

EBIT adj. Group
excl. Steel Americas

EBIT adj.
Steel Americas



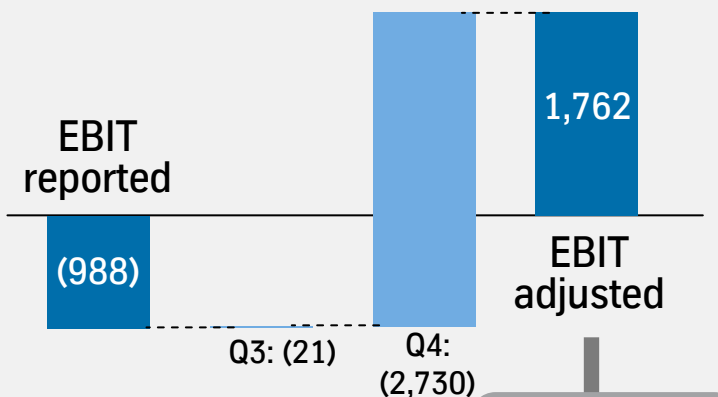
* SG: Stainless Global ** before Stainless Global carve-out

Majority of Earnings Provided by Technologies Businesses

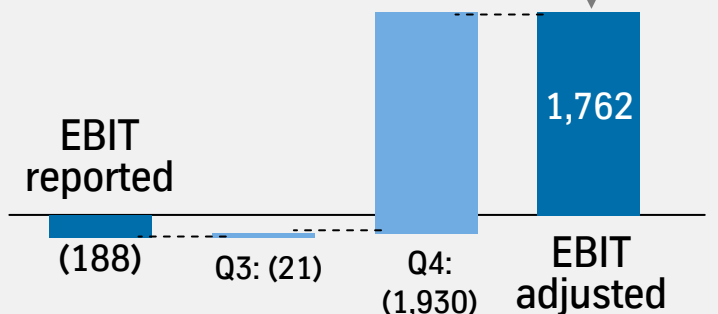
| EBIT adjusted million € | 2009/10 | | 2010/11 | | | Q4: yoy | Contribution EBIT adjusted (excl. Corp./Cons.) million € |
|----------------------------|---------|-------|---------|-------|---------|---------|--|
| | Q4 | FY | Q3 | Q4 | FY | | |
| Steel Europe | 193 | 731 | 322 | 253 | 1,133 | | 205 |
| % | 6.6 | 6.8 | 9.2 | 8.3 | 8.8 | | |
| Steel Americas | (320) | (600) | (190) | (184) | (1,071) | | Q4 2010/11 |
| % | n.a. | n.a. | n.a. | n.a. | n.a. | | |
| Materials Services | 108 | 382 | 149 | 136 | 533 | | 443 |
| % | 3.1 | 3.0 | 3.7 | 3.6 | 3.6 | | |
| Elevator Technology | 156 | 646 | 151 | 172 | 641 | | |
| % | 10.9 | 12.5 | 11.6 | 12.4 | 12.2 | | |
| Plant Technology | 102 | 401 | 131 | 129 | 506 | | |
| % | 9.6 | 10.2 | 13.9 | 10.8 | 12.6 | | |
| Components Technology | 58 | 301 | 141 | 121 | 503 | | |
| % | 3.7 | 5.3 | 7.9 | 6.9 | 7.3 | | |
| Marine Systems | (9) | 72 | 62 | 21 | 213 | | |
| % | (3.6) | 5.9 | 12.9 | 7.2 | 14.3 | | |
| Stainless Global | 5 | (57) | 0 | (51) | 15 | | |
| % | 0.3 | (1.0) | 0 | (3.0) | 0.2 | | |

Reconciliation EBIT adjusted FY 2010/11

Before Stainless Global carve-out (million €)



Continued operations (million €)



* SG: Stainless Global

Special items (million €)

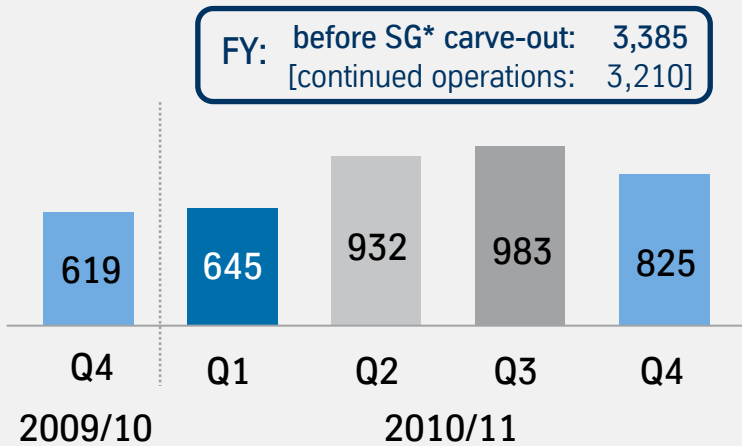
| | | Q3 | Q4 | FY |
|-------------------------|--|-------------|----------------|----------------|
| Steel Americas | • Impairment of PPE & construction in progress, for transfer taxes & inventory | | (2,075) | (2,075) |
| Stainless Global | • Goodwill/IFRS 5 impairment | | (800) | (800) |
| Materials Serv. | • Disposal loss Xervon | | (55) | (55) |
| Elevator Tech. | • Partial refund of antitrust fine | | 160 | 160 |
| Comp. Tech. | • Impairment reversal | | 40 | 40 |
| Corporate | • Provision for litigation risks | (21) | | (21) |
| Group | | (21) | (2,730) | (2,751) |

Special items (million €)

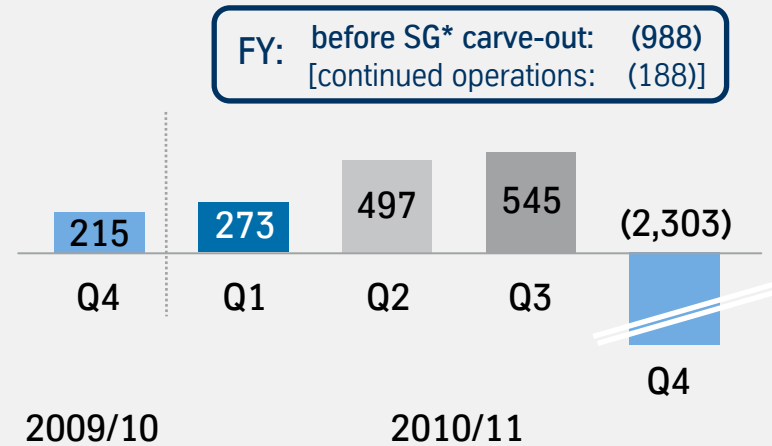
| | | Q3 | Q4 | FY |
|------------------------|--|-------------|----------------|----------------|
| Steel Americas | • Impairment of PPE & construction in progress, for transfer taxes & inventory | | (2,075) | (2,075) |
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| Elevator Tech. | • Partial refund of antitrust fine | | 160 | 160 |
| Comp.Tech. | • Impairment reversal | | 40 | 40 |
| Corporate | • Provision for litigation risks | (21) | | (21) |
| Group | | (21) | (1,930) | (1,951) |

FY 2010/11: Impacted By Significant Non-Cash Charges

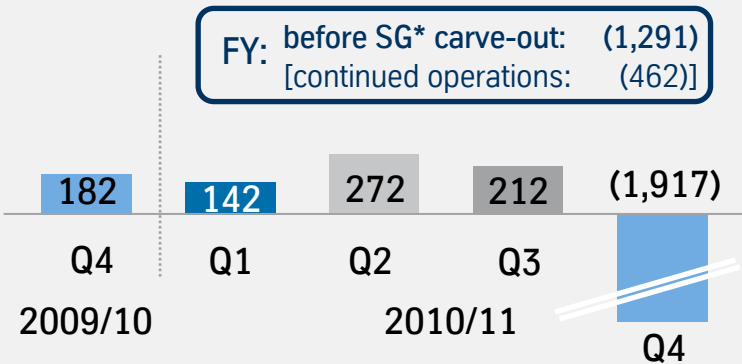
EBITDA (million €)



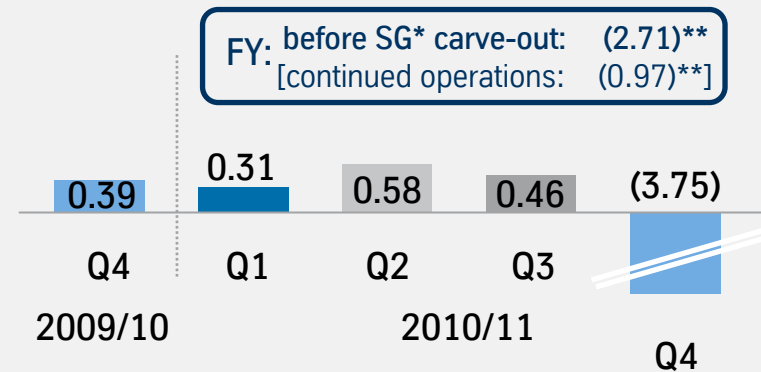
EBIT (million €)



Net income attributable to ThyssenKrupp stockholders (million €)



EPS (€)

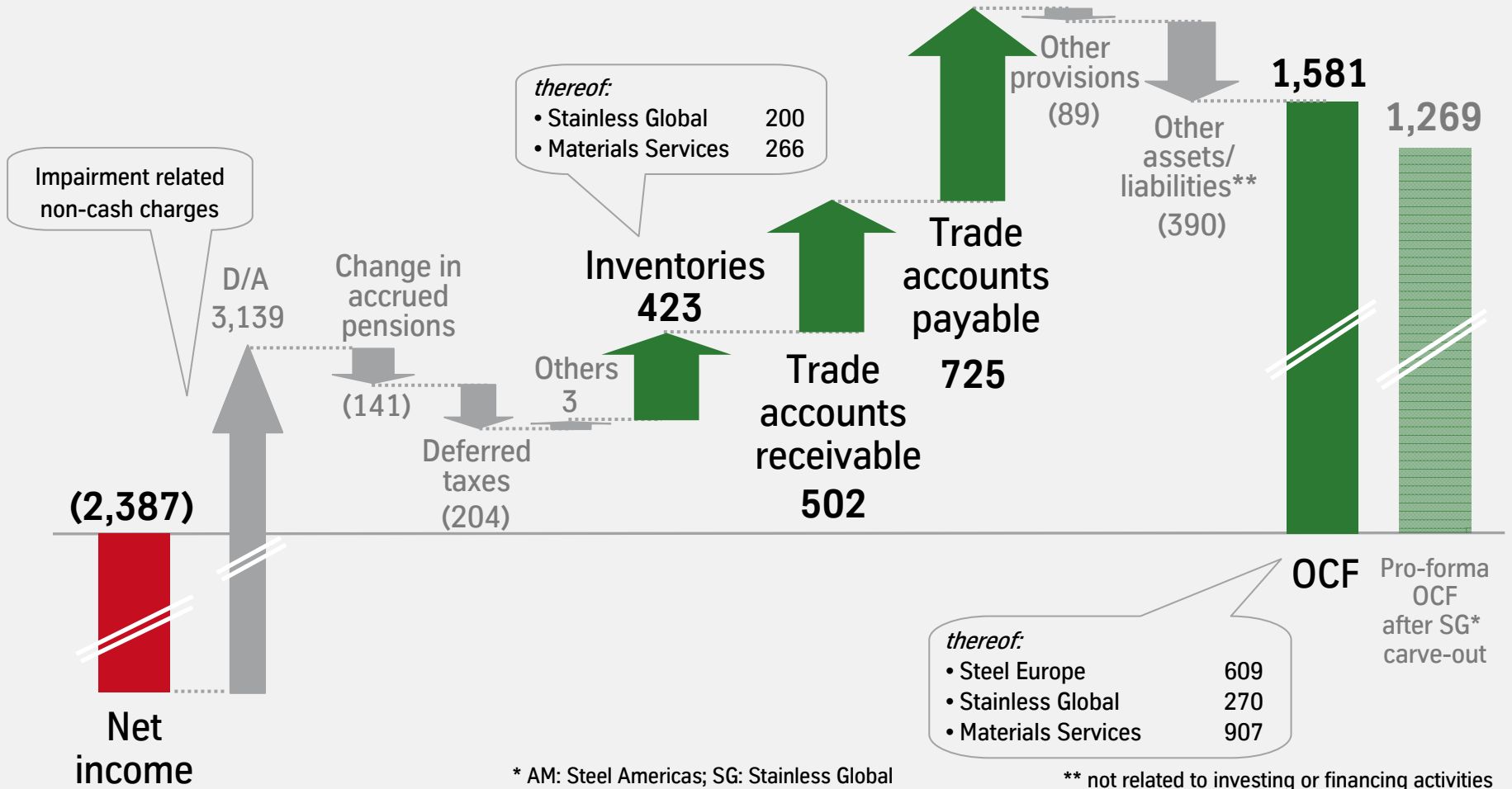


* SG: Stainless Global

** Difference to sum of quarters relates to sale of treasury shares in Q4 2010/11

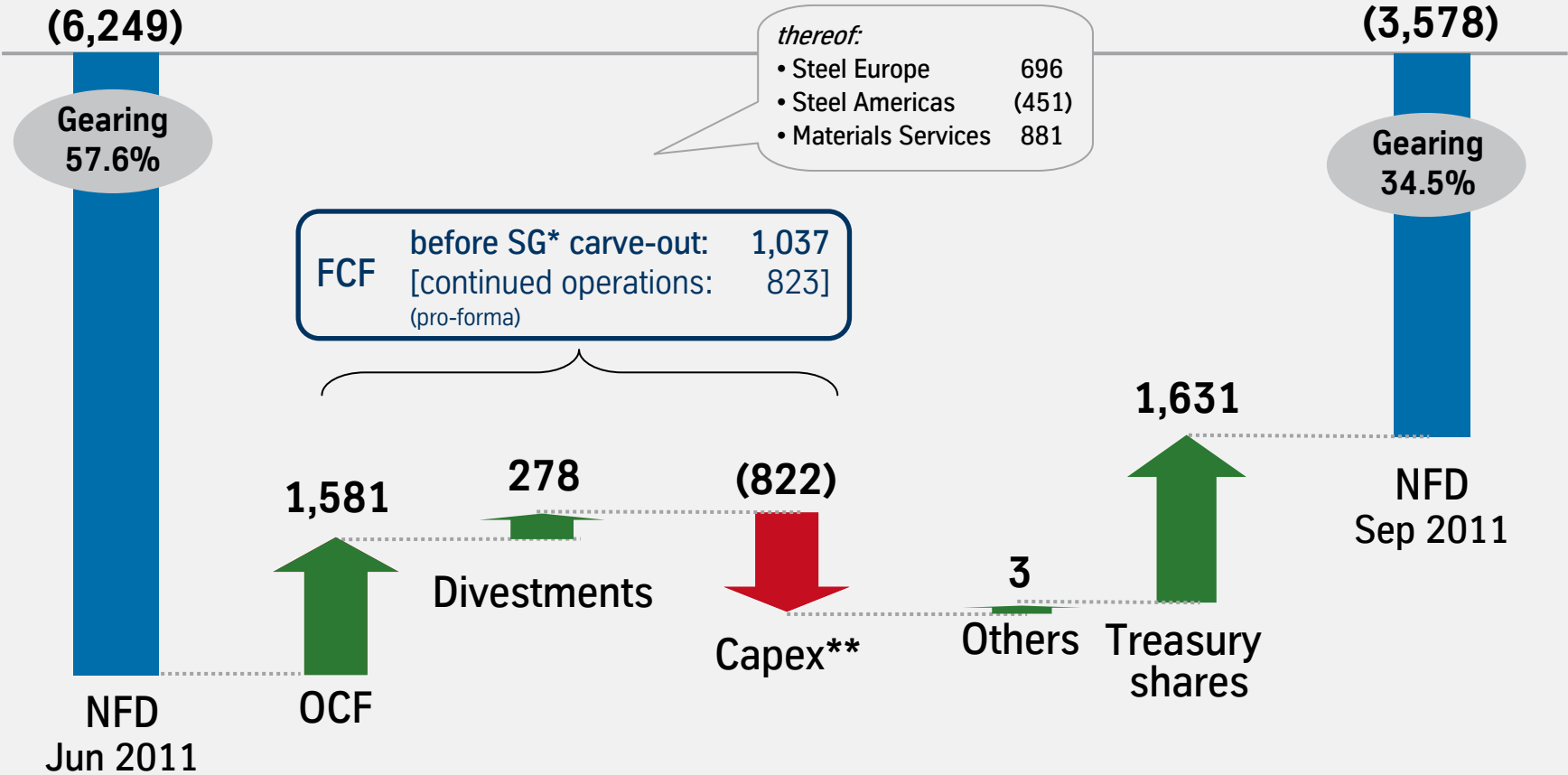
Positive OCF Driven by Strong Performance of Materials Businesses

Q4 2010/11 – before Stainless Global carve-out (million €)



Further Progress in Reducing NFD

Q4 2010/11 (million €)



* SG: Stainless Global

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

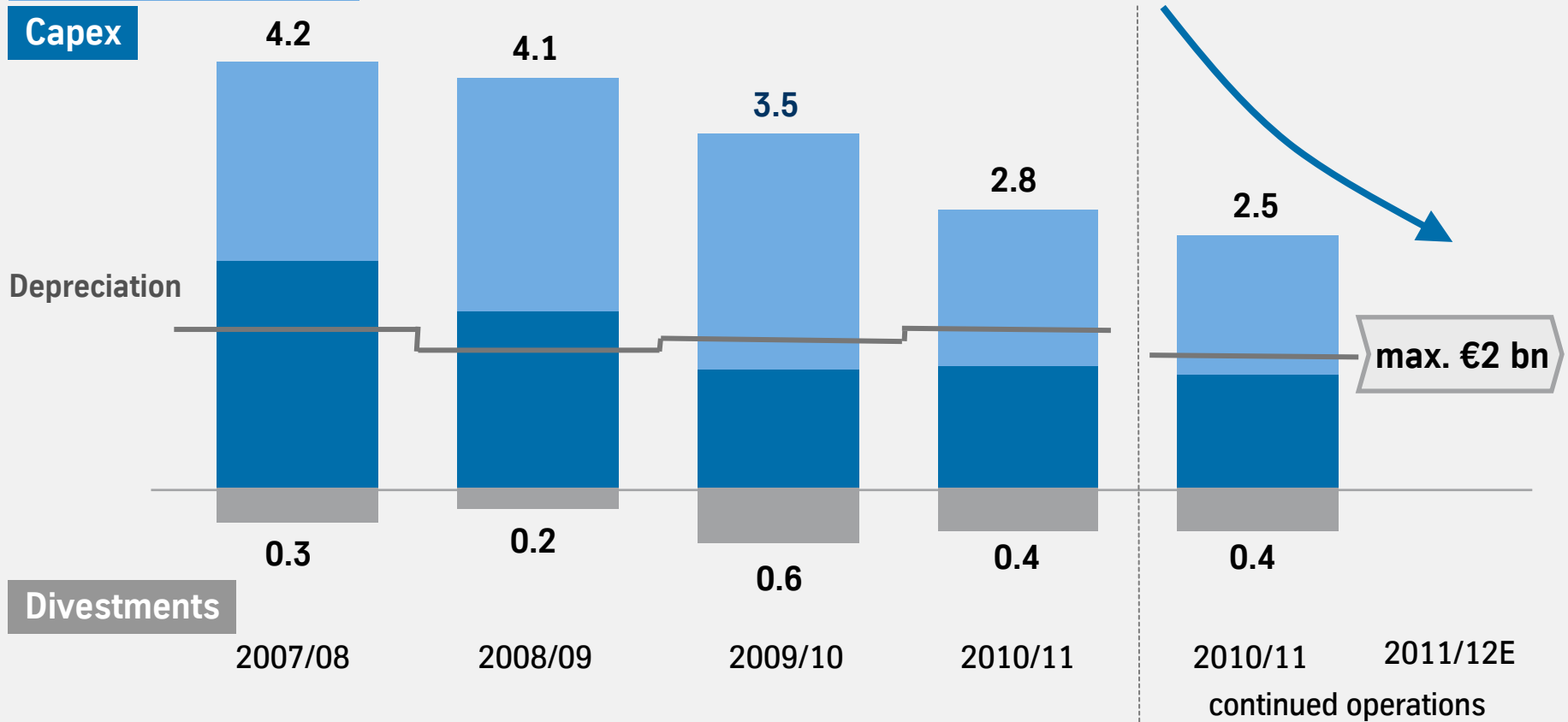


Tight Capex Management Going Forward

Cash flows from investing activities (billion €)

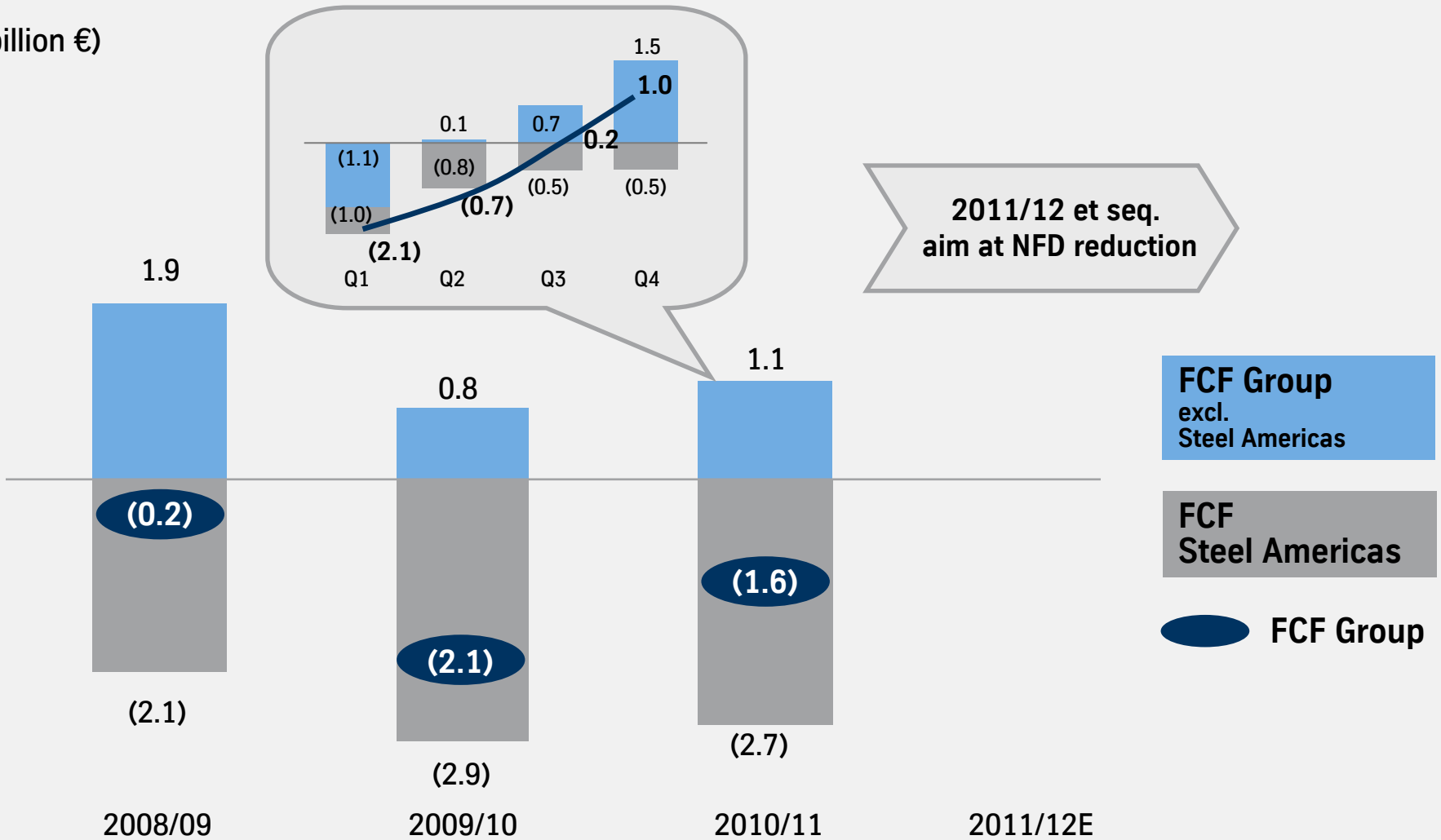
Steel and Stainless Americas Projects

Capex



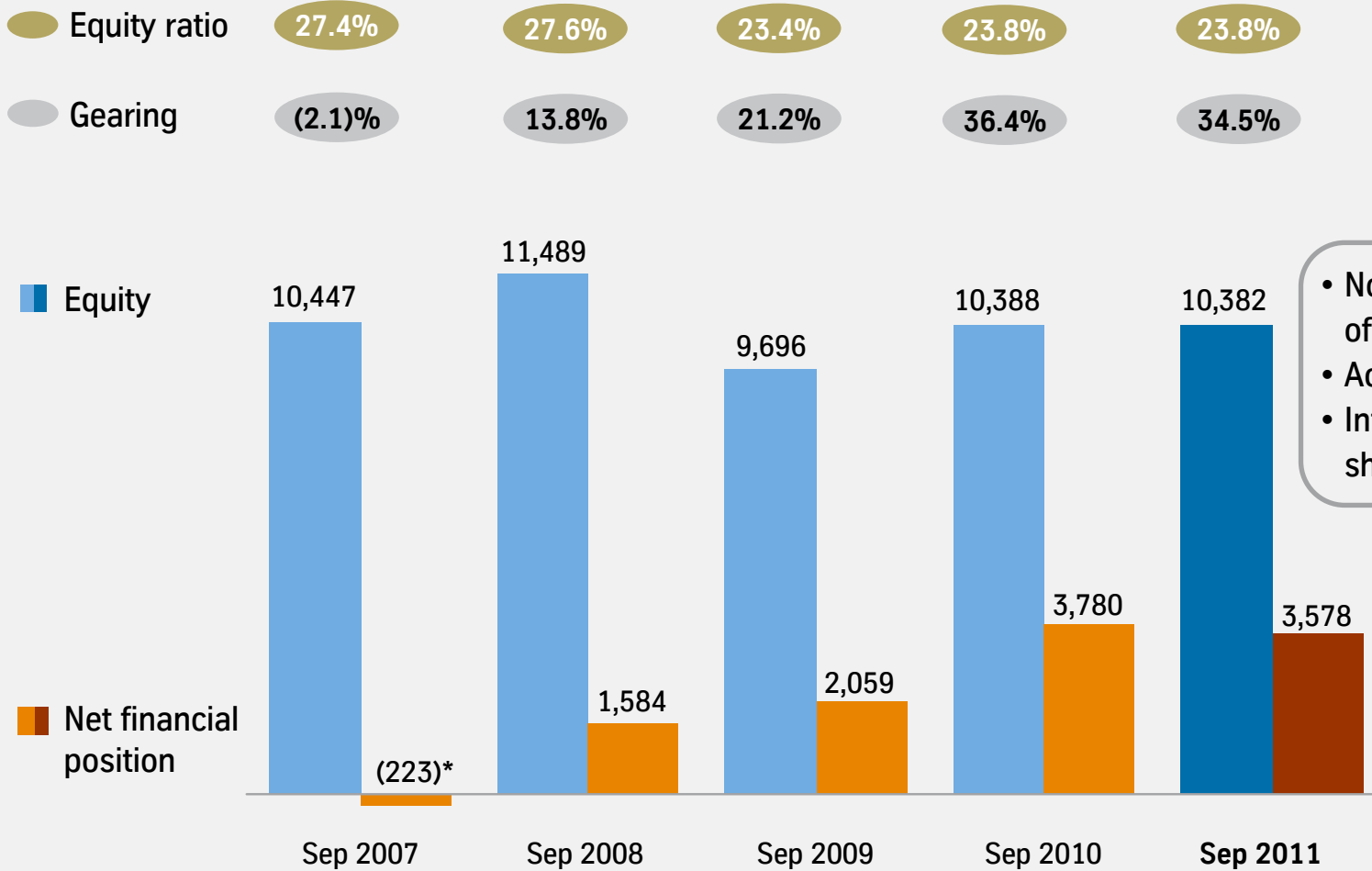
FCF Development: Focus on Progressively Improving FCF Generation

(billion €)



Slight Improvement in Gearing Despite Significant Impairment Charges

Net financial position, equity and ratios (million €)

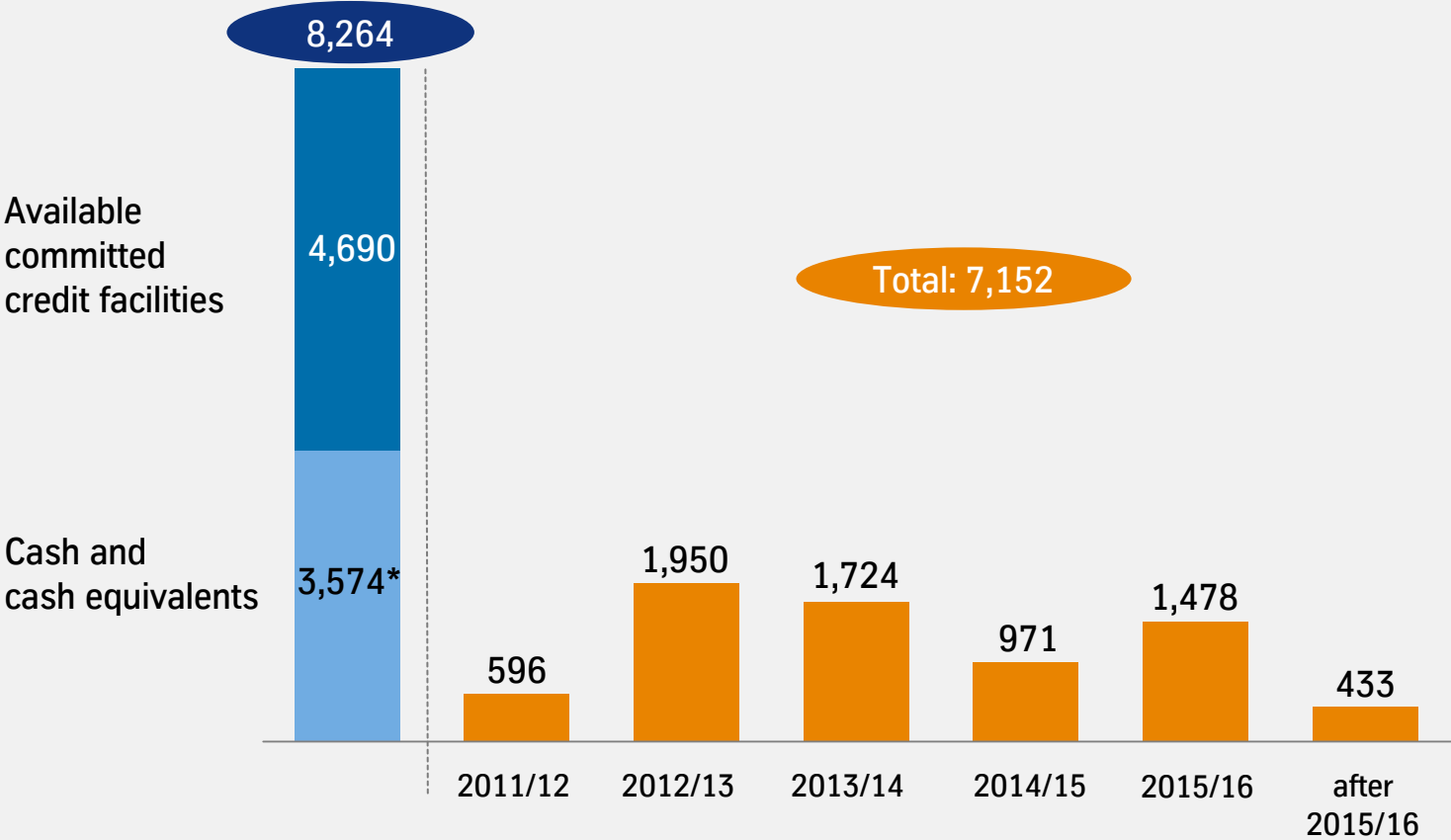


- Non-cash character of impairment charges
- Actuarial gains
- Inflows from treasury shares

* Net financial receivables

Solid Financial Situation – No Short-Term Refinancing Needs

Liquidity analysis and maturity profile of gross financial debt as of September 30, 2011 (million €)

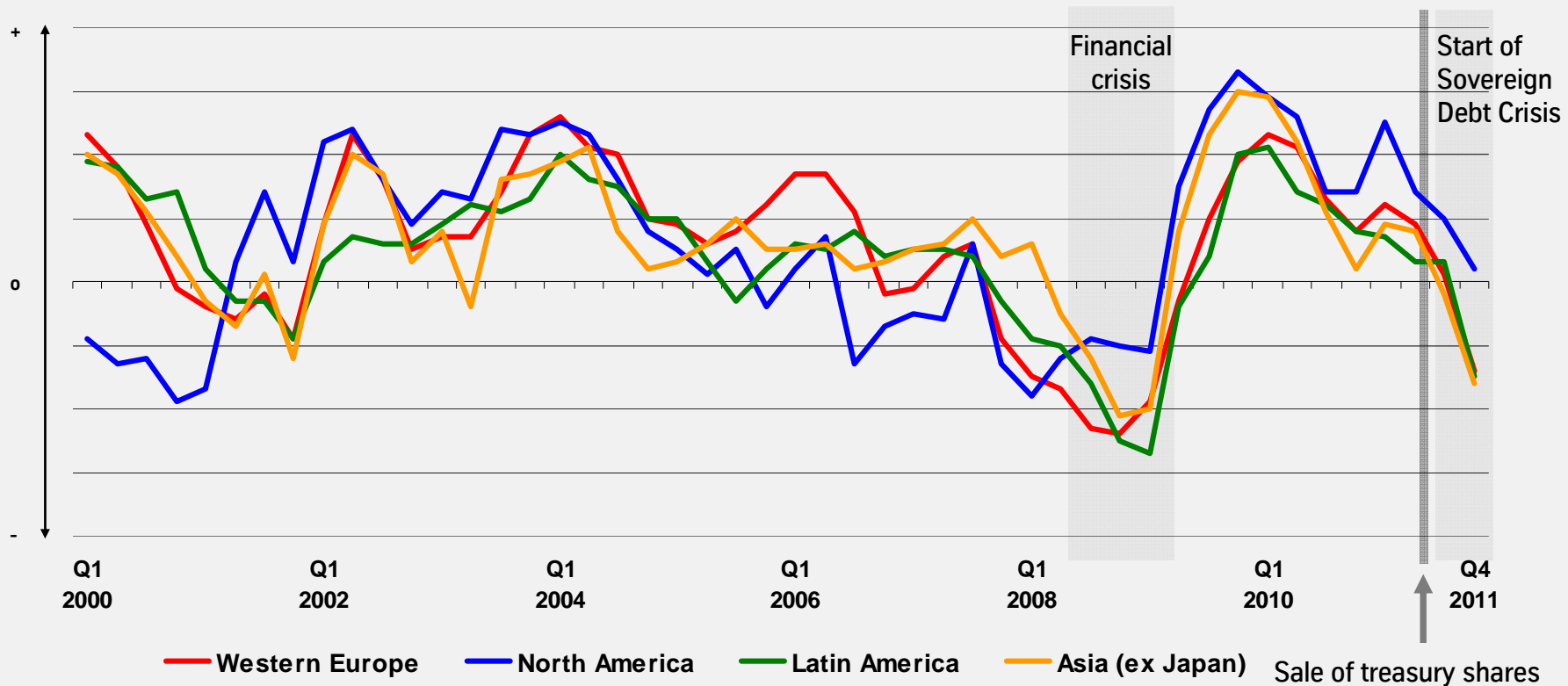


* incl. securities of €6 million

Sovereign Debt Crisis Already Led to Ripple Effects in Real Economy

Effects not assessable and crisis not solved yet

Regional Business Climate: Expectations in 6 months



Limited economic visibility does not allow for reliable full-year outlook!

Source: Ifo Institut für Wirtschaftsforschung

Presentation ThyssenKrupp
December 2011

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Developing the future.



Outlook Q1 2011/12: Technologies Solid, Start Rather Difficult on Materials Side

Materials

- SE: Supply adjustments and lower EBIT due to ongoing de-stocking and market uncertainties
- AM: Uncertainties weighing on spot market sentiment, volumes & utilization; technical difficulties in Q1; step-change only expected for FY H2
- MX: Lower tonnage sales and EBIT due to seasonal pattern; uncertain sentiment and raw materials prices softness leading to cautious buying behavior

Technologies

- ET: Solid performance in sales and EBIT based on firm order backlog and stable service business
- PT: Solid performance in sales and EBIT supported by firm order backlog
- CT: Good workload of automotive clients provide for stable sales and EBIT until end of December; continuing strong order intake
- MS: Good visibility on sales and normalized earnings level

Q1 EBIT adj. from continued operations: yoy weaker start expected



Outlook FY 2011/12 – Better Prepared Today

Leadership & Portfolio

- Strategic development – focus on core competencies
- Diversified Industrial – comprehensive performance concept
- Portfolio measures execution timeline of 12-18 months (from May 2011 on) confirmed



Profit & Cash

- Earnings contribution across all Technologies BAs secured by structural cost improvements and high order backlog
- Capex freeze decided, capex FY 2011/12E from continued operations max. €2 bn
- Peak of capex program for Steel Americas projects behind us



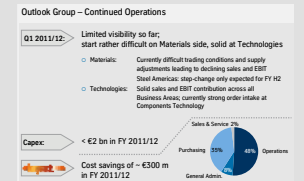
Financing

- No short-term refinancing needs
- Sufficient liquidity headroom



Operations

- Supply chain already adjusted; readiness for more
- Steel Europe: adjusting supply to order development – early relining of blast furnace #9
- Impact program leading to cost savings of €300 m in FY 11/12



Perspective FY 2011/12 – Continued Operations

Outlook

FY 2011/12: Limited visibility so far

Q1 2011/12: Technologies solid, start rather difficult on Materials side

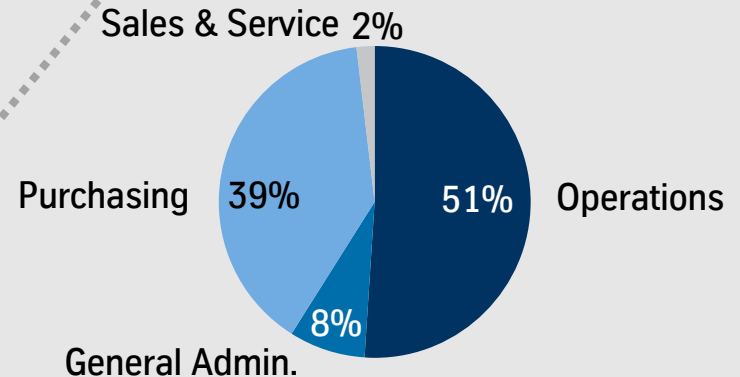
- Materials: Currently difficult trading conditions and supply adjustments leading to declining sales and EBIT; Steel Americas: step-change only expected for FY H2
- Technologies: Solid sales and EBIT contribution across all Business Areas; continuing strong order intake at Components Technology

Capex

max. €2 bn



Cost savings of ~ €300 m

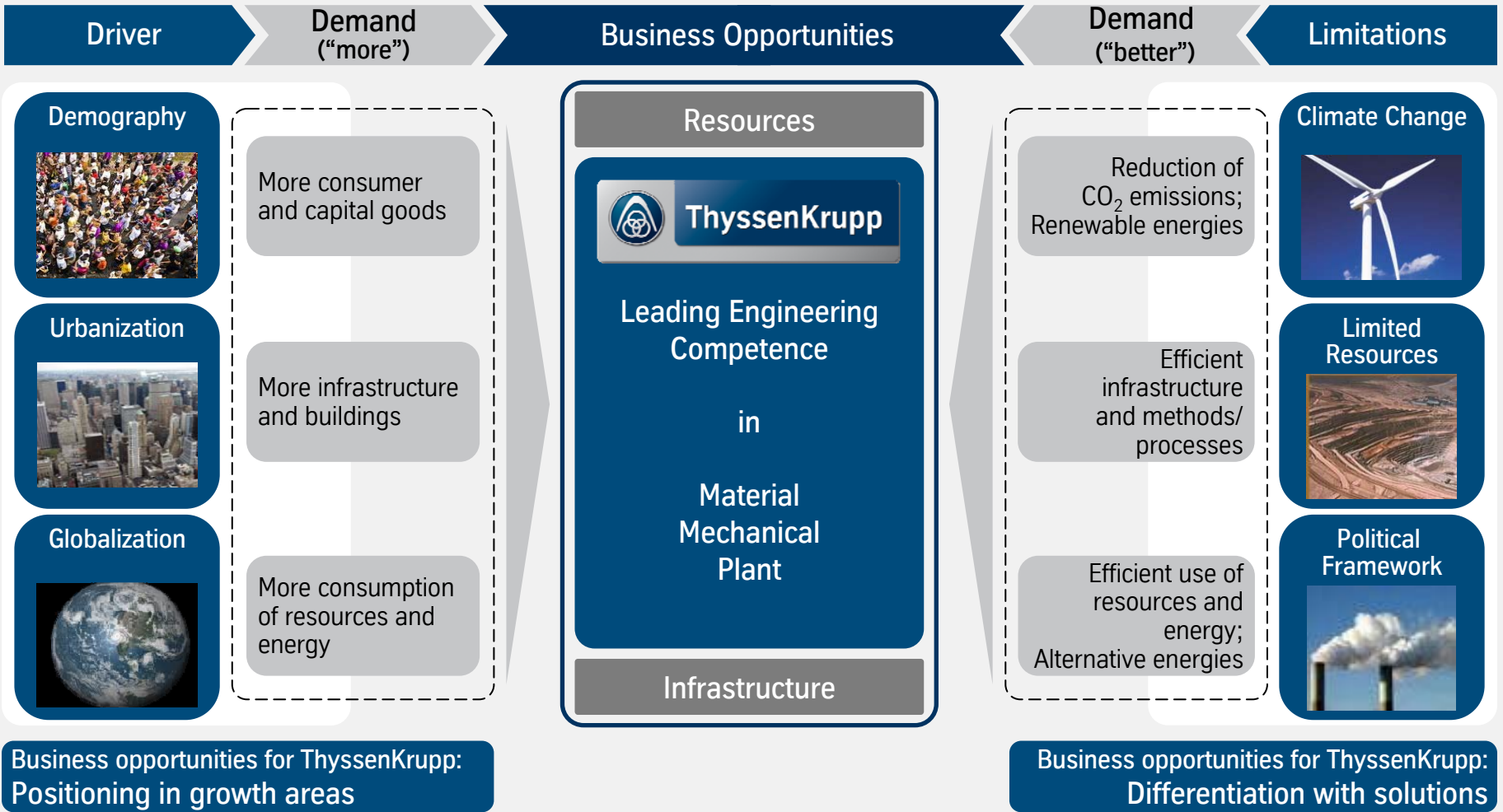


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- Group Performance, Financials and Outlook
- Strategic Development Program at ThyssenKrupp
- Business Area Performance



ThyssenKrupp's Leading Engineering Competence Supports Sustainable Progress Worldwide



Leading Engineering Competence to Create “Better” Solutions

Product/service examples



Leading engineering competence

Material



High-strength steel

Up to 40% weight reduction of automotive body parts



Electrical steel

Reduces losses in transformers to <1%



Facade elements

Up to 15% reduced heat transfer coefficient of roofs and facades



Packaging steel

Ultra-thin and 23% less CO₂ over lifetime

Mechanical



Slewing Bearings

Essential component of wind turbines



Elevators / Escalators

LEED certified energy efficiency level



Valve control systems

4.1 t less CO₂ per vehicle over lifetime



Fully mobile crushers

Up to 100,000 t less CO₂ p.a. in open pit mining

Plant



Cement Plants

Up to - 40% of direct CO₂ emissions



IRESA

Construction lines for lithium ion cells



Envinox

N₂O removal rate of 99% at fertilizer plants



Poly lactide (PLA)

New processing technology based on biomass



ThyssenKrupp – Strategic Way Forward

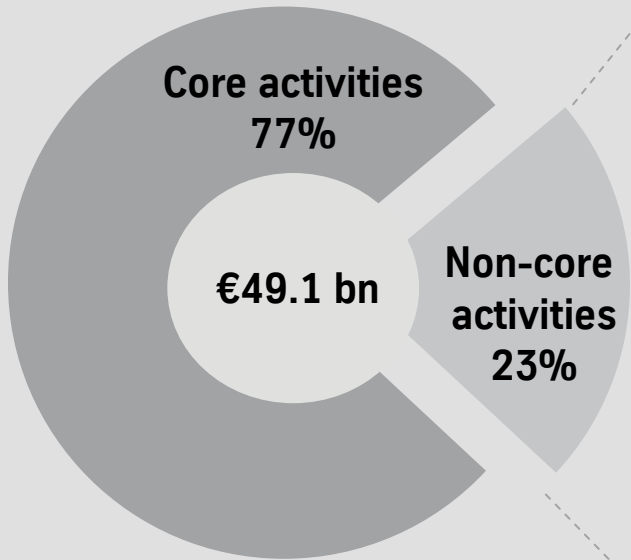


Company Positioning



Portfolio Optimization: Geared to Reduce Volatility and Complexity

Sales FY 2010/11
(before Stainless Global carve-out, not consolidated)



Waupaca
Sales: ~€1.1 bn

BVSS
Sales: ~€0.4 bn

Metal Forming
Sales: ~€1.1 bn

Tailored Blanks
Sales: ~€0.7 bn

Bilstein-Gruppe
(Springs & Stabilizers)

Bilstein-Gruppe
(Automotive Systems Brazil)
Sales: ~€0.7 bn

Xervon
Sales: ~€0.7 bn

Stainless Global
Sales: ~€6.7 bn

carved-out

closed

closed

closed

**carved-out
disc. op.**

Leadership

- **Assessment** of 2nd & 3rd management level finalized
- **Remuneration system** of 2nd & 3rd management level reviewed
- Roll-out of **LTI** (share price performance-based compensation) to 2,000 senior managers completed

Regional Development

Implementing a **new regional mgmt structure**:

- Role of **Corporate**:
 - Framework & rules, coordination & support
- Role of **Business Areas**:
 - World Entrepreneur, active support
- Role of **Regions**:
 - Country-specific coordination & support, use & development of ThyssenKrupp's image

Our Mission Statement

- We are ThyssenKrupp – The **Technology & Materials Company**
- We Meet the **Challenges of Tomorrow** with our Customers
- We Hold Ourselves to the **Highest Standards**
- We Share **Common Values**

Innovation

- **impact initiative „Innovation & Technology“** started to increase the power of innovation and thereby strengthen the technical leadership
- **New Innovation Fields**: Two new project houses under construction, further to come
- **Technology Forum** held with Management Board, members of the ThyssenKrupp Innovation and Technology Competencies Network and external Experts

Performance Orientation: Continuous Benchmarking

Aiming at Best-in-Class Operations

Steel Europe



- ArcelorMittal / Flat Carbon Europe
- Salzgitter / Steel
- Tata Steel / Europe
- Voestalpine / Steel

Steel Americas



- AK Steel
- ArcelorMittal / Flat Carbon Americas
- US Steel / Flat-Rolled
- Nucor

Stainless Global



- Acerinox
- Aperam
- Outokumpu
- Allegheny

Materials Services



- ArcelorMittal / Distribution Solutions
- Klöckner
- Reliance

Elevator Technology



- UTC / Otis
- KONE
- Schindler

Plant Technology



- Chemicals: Maire Tecnimont / Oil, Gas & Petrochem.
- Cement & Minerals: FLSmidth
- Mining Equipment: Sandvik / Mining & Construction

Components Technology



- **Automotive components:** Continental (GER); NSK (JPN); TRW (USA)
- **Industrial & construction machinery:** Kaydon (USA, Friction Control); SKF (SWE, Industrial); Titan Europe (UK, Undercarriage)

Marine Systems



- DCNS (F)
- Navantia (E)
- Damen (NL)

Steel Americas: Ramp-up Efficiency Improvement by More Comprehensive Concept

Excess Expenses Reflected

- costs:
 - ramp-up longer and more expensive than originally expected (coke plant, energy circle, fuel rate, ...)
 - R\$ exposure esp. during ramp-up; higher WACC
- market:
 - slower market recovery in US; exposure to weaker commodity segments
 - sovereign debt crisis

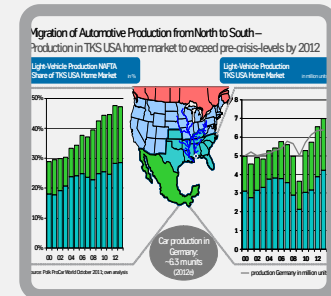
Measures Initiated

- Steel in Transition – Managing the Triangle
 - tighter coordination between continents/ management changes
 - best practice transfer
 - shift to market focus
- comprehensive optimization roadmap
 - from completing ramp-up
 - to establishing targeted mix

Rationale Unchanged

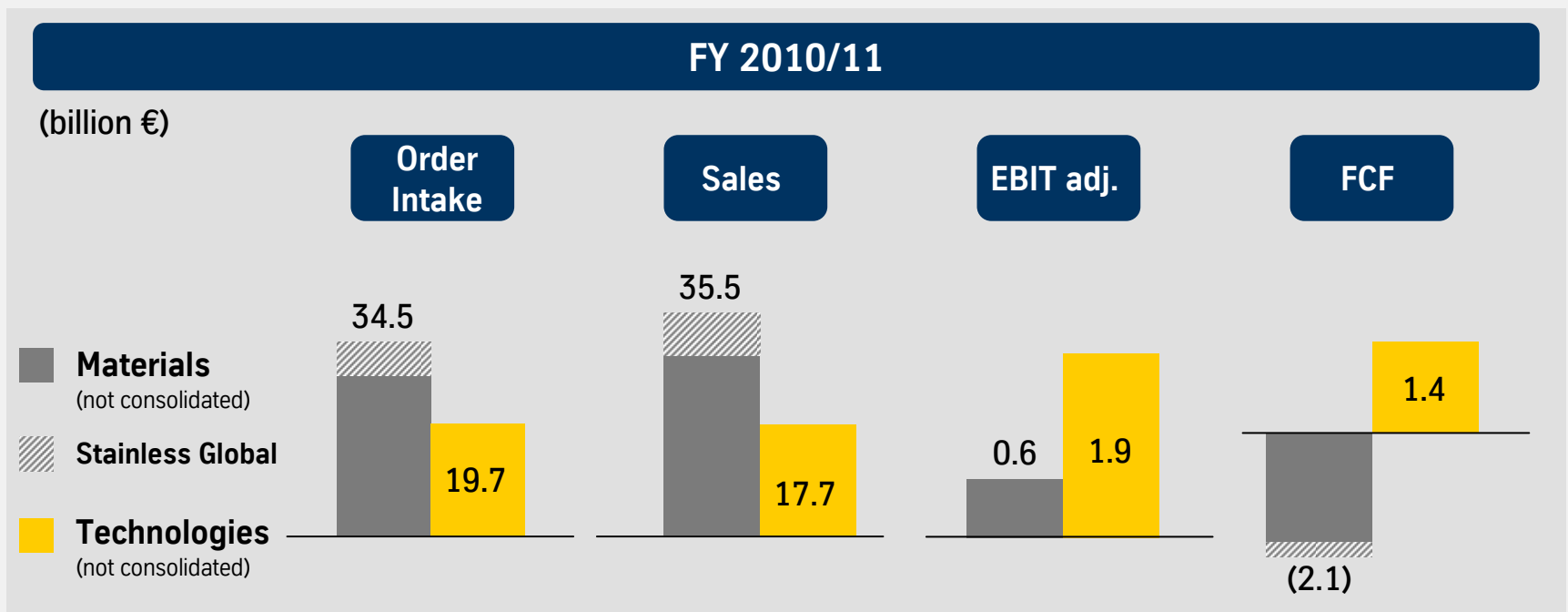
- latest studies confirm structural growth in home market
- feedback on quality from internal and external customers very positive
- feedback on mid-term volume requirements from targeted key customer groups remains very encouraging
- target remains realization of attractive growth & profit potential

€(2.1) bn
Impairment
related
non-cash
charges



ThyssenKrupp is Much More Than Steel (I)

Technologies already today stabilizing performance



- **Materials:** Earnings and cash flow performance influenced by ramp-up losses at Steel Americas and NWC build-up
- **Technologies:** High earnings, cash contribution and capital efficiency

ThyssenKrupp is Much More Than Steel (II)

ThyssenKrupp

Materials

Sales FY 2010/11 (€m):

Steel Europe: 12,814

Steel Americas: 1,139

Materials Services: 14,776

32% of total sales*

Technologies

Sales FY 2010/11 (€m):

Elevator Technology: 5,253

Plant Technology: 4,004

Components Technology: 6,908

Marine Systems: 1,493

38% of total sales*

* Sales from continued operations FY 2010/11, unconsolidated



ThyssenKrupp is Much More Than Steel (III)

Technologies With Higher Exposure to International Markets

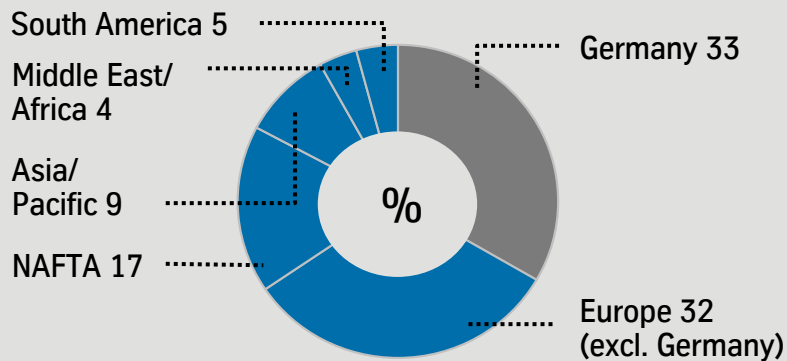
**Sales
outside Germany**

ThyssenKrupp: 67%
Technologies: 83%

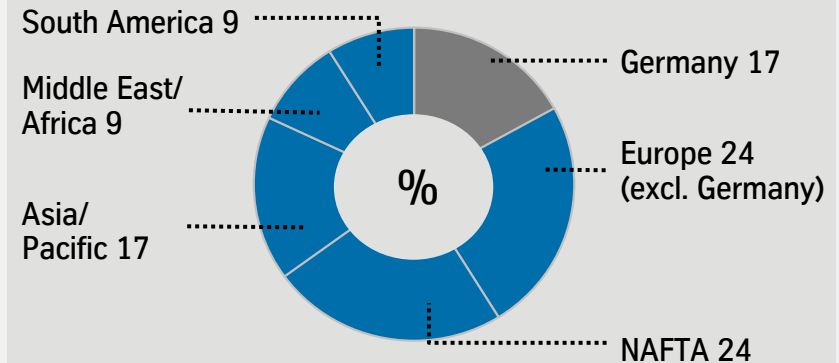
**Employees
outside Germany**

ThyssenKrupp: 62%
Technologies: 76%

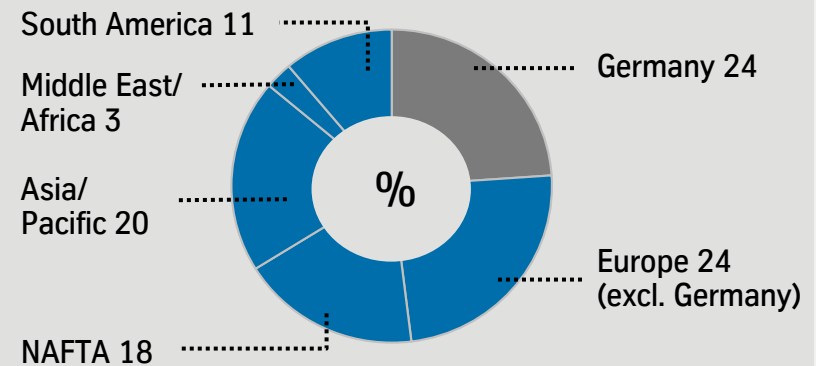
Sales by region (ThyssenKrupp Group)



Sales by region (Technologies)



Employees by region (Technologies)



Sales from continued operations FY 2010/11; Employees as of Sep 30, 2011
(figures for Technologies unconsolidated)



ThyssenKrupp – “Diversified Industrial Company”



ThyssenKrupp

Cross-operational synergies

Focus on
core activities with leading
market positions

Efficient capital allocation based
on clearly defined key figures

Best-in-class performance
within all businesses

Infrastructure

Leading Engineering Competence

Resources

Diversification over
business cycles

Financial
stability & flexibility

Stable earnings &
cash flow profile



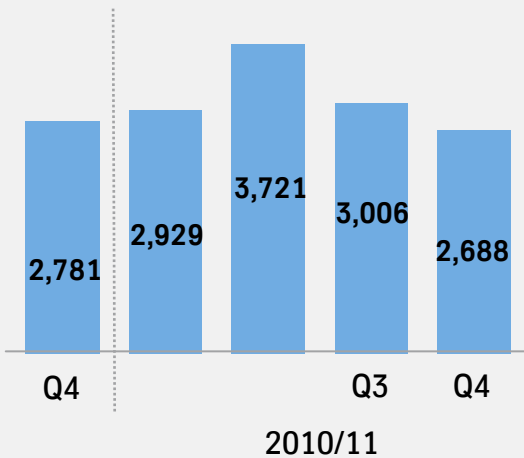
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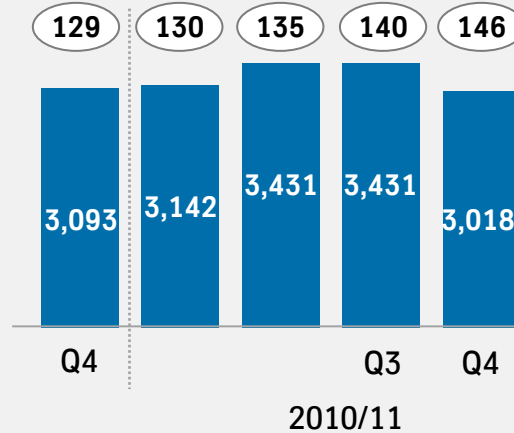
Steel Europe – Q4 2010/11 Highlights

Order intake in €m

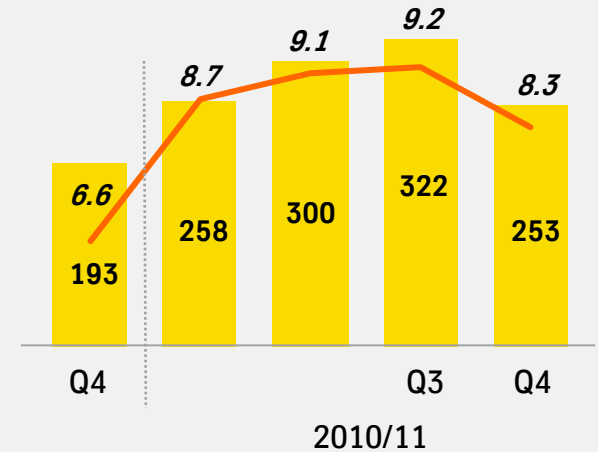


Shipments in 1,000 t

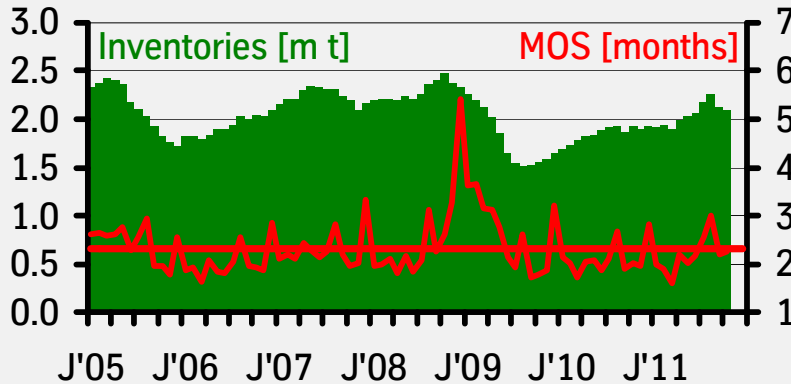
Ø rev/t indexed (Q1 2004/05=100)



EBIT in €m; EBIT margin in %



Inventories and Months of Supply - Europe



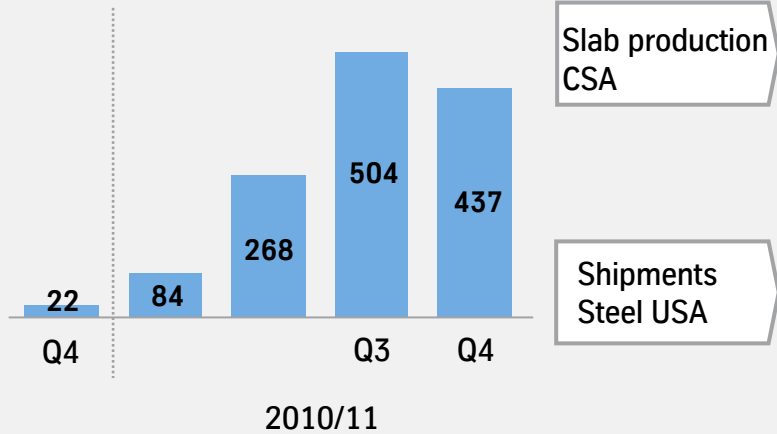
European SSC: October inventories at month end / flat carbon steel w/o quarto; Source(s): EASSC

Current trading conditions

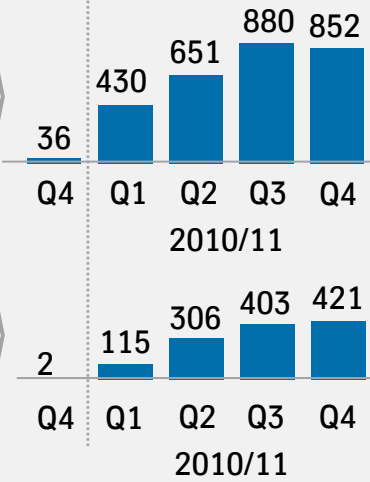
- Slowdown in orders reflecting inventory cycle and high level of customer uncertainty; SSC and traders ordering very cautiously; continuing robust consumption from auto customers
- Uncertainty and declining raw material spot prices weighing on price sentiment
- Adjusting supply to order development
- Best owner process Metal Forming closed

Steel Americas – Q4 2010/11 Highlights

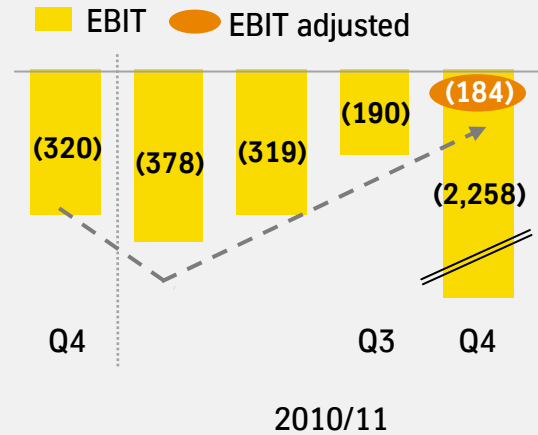
Order intake in €m



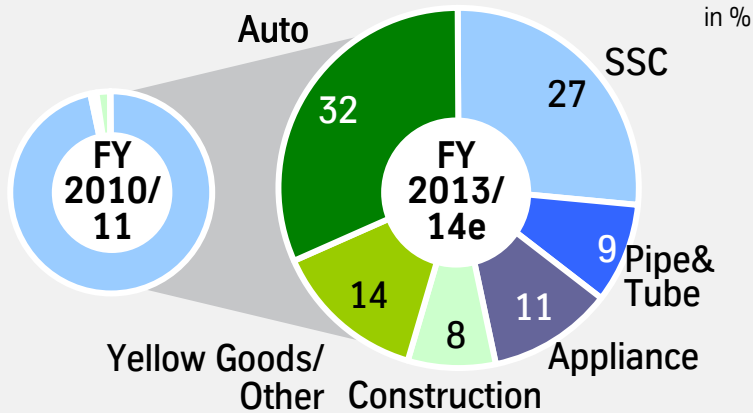
Production & shipments in 1,000 t



EBIT in €m



Actual & Planned Shipments by Customer Group Steel USA



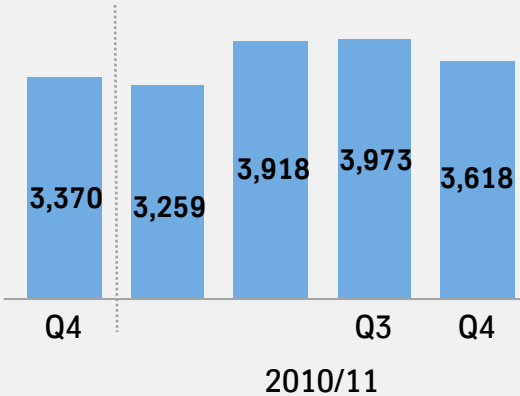
Current trading conditions

- CSA: focus on stabilizing production and integrated energy circle, cost-optimized capacity utilization, finalizing technical ramp-up; 1st push coke plant battery C and dedusting system expected in spring 2012
- Steel USA: focus on certification processes, stabilizing production, increasing prime business
- Uncertainty weighing on spot business sentiment
- Feedback from targeted key customers encouraging

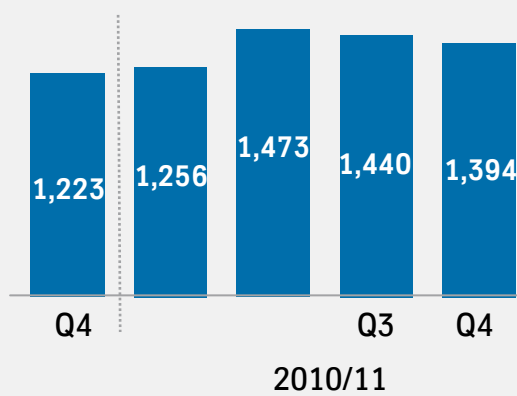
Materials Services – Q4 2010/11 Highlights

Order intake* in €m

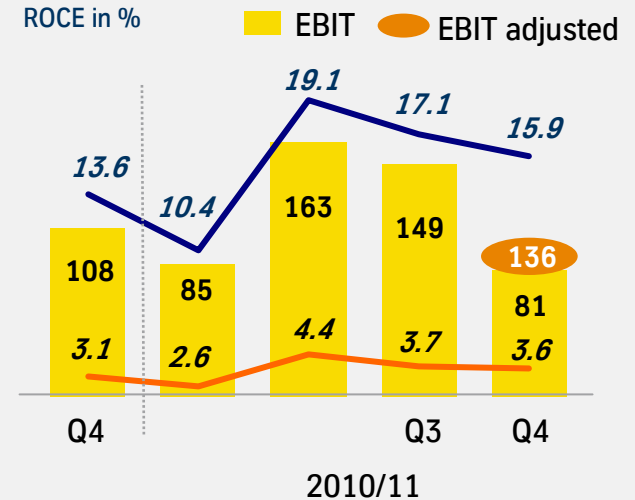
*thereof materials warehousing business ~ 60%



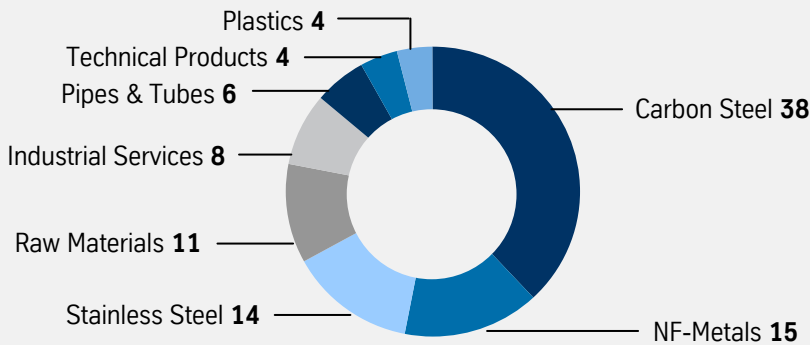
Materials warehousing shipments in 1,000 t



EBIT in €m; EBIT adj. margin in %



Sales by products/services (FY 2010/11)

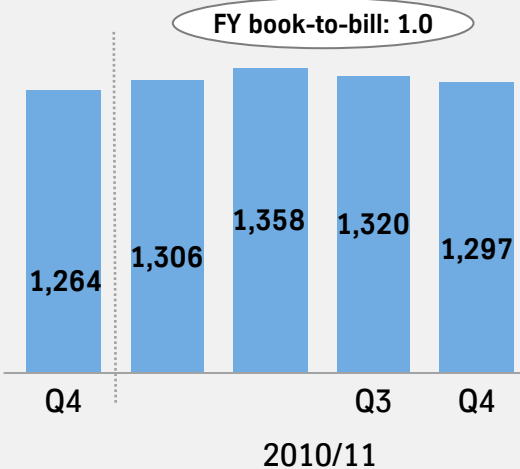


Current trading conditions

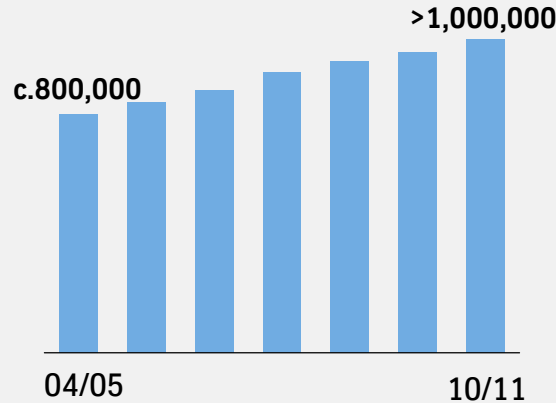
- Customers order very carefully and price consciously in light of economic environment as well as seasonal demand patterns
- Inventories in Europe and US at appropriate levels
- Softer raw materials prices
- Still good demand from aerospace customers
- Disposal loss Xervon €55 m

Elevator Technology – Q4 2010/11 Highlights

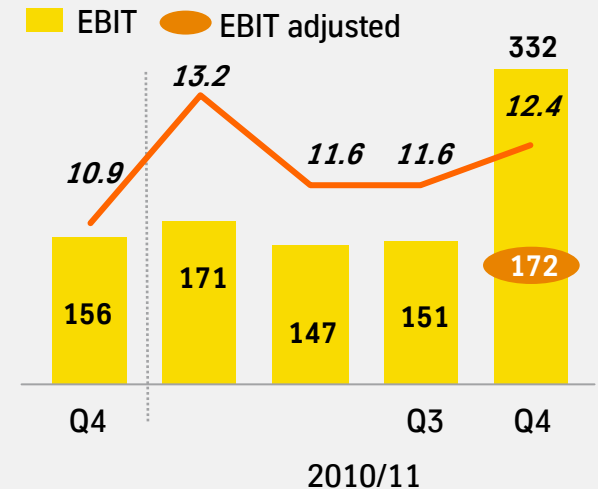
Order intake in €m



Units under Maintenance



EBIT in €m; EBIT adj. margin in %



Recent major orders



Dalian Bayshore Hotel, China

- Dalian, China (MOD)
First two TWIN elevators in China
- Bogota, Colombia (NE)
39 elevators, 20 escalators, 16 moving walks, 33 passenger boarding bridges
- Paris, France (NE)
First seven TWIN elevators in France
- Seoul, Korea (NE)
37 escalators

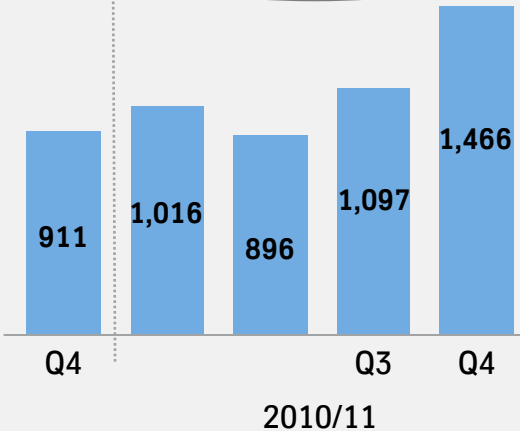
Current trading conditions

- China with strongest growth throughout all customer groups
- Brazil drives growth in Latin America
- In mature markets situation in new equipment very much unchanged: weak in Southern Europe, stable in Northern Europe, bottoming out in the US
- Modernization provides good business opportunities both in Europe and in the US
- Maintenance business constantly growing in all regions

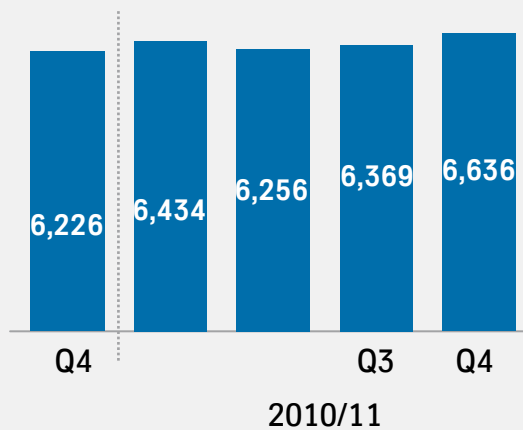
Plant Technology – Q4 2010/11 Highlights

Order intake in €m

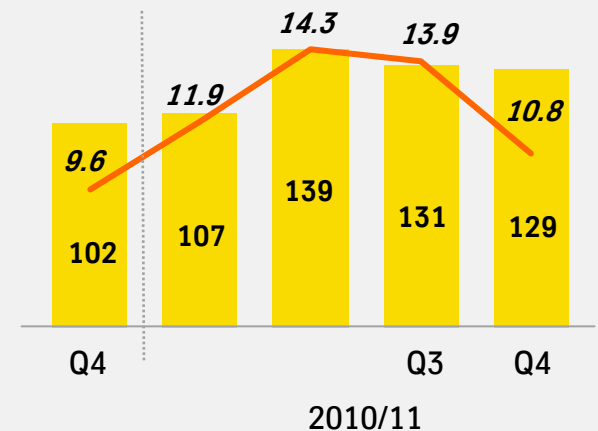
FY book-to-bill: 1.1



Order backlog in €m



EBIT in €m; EBIT margin in %



Largest order intake Q4 2010/11

Industrial Explosives Plant,
Egypt Hydrocarbon Company:



(Picture shows comparable project)

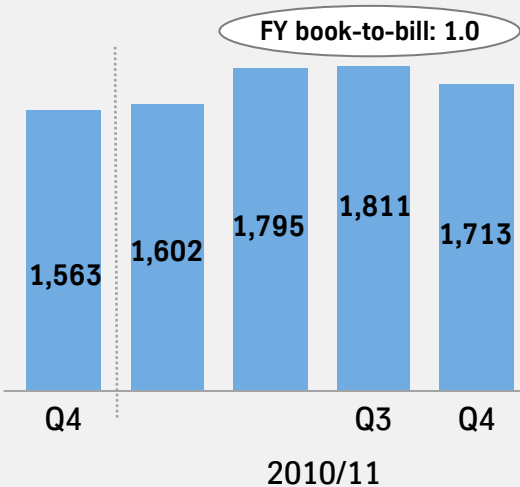
- Capacity: 350,000 tpa
- Turnkey delivery
- Order value: ~ €250 m
- Commissioning: 2014

Current trading conditions

- Further increase in order intake; record level since Q1 2008/09
- Good order intake with fertilizer, chemical and cement plants (in modernization business as well)
- New projects for battery assembly from the automotive industry and in the aerospace industry
- Return to normalized double-digit EBIT-margins after accounting-related exceptionally high levels

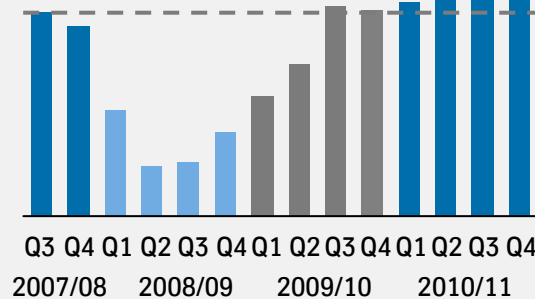
Components Technology – Q4 2010/11 Highlights

Order intake in €m

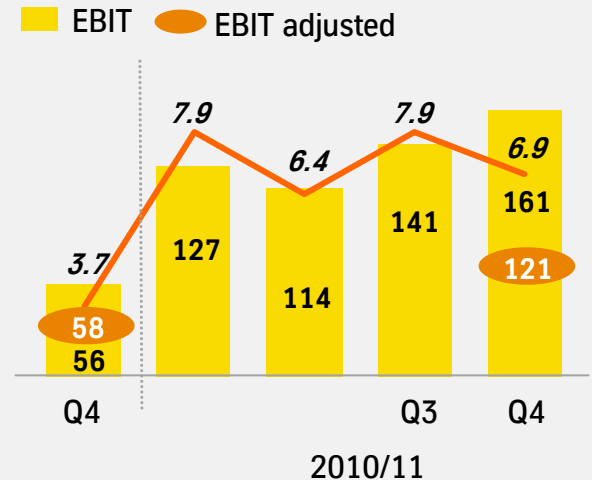


Quarterly order intake auto components

Q4 2010/11: ~20% above pre-crisis level
(average of FY 2007/08)



EBIT in €m; EBIT adj. margin in %



Reopening of iron foundry in Etowah, TN, USA



- Reopening of US facility for automotive casting components (e.g. brake drums) in Q1 2011/12 (start of production) due to increased customer demand

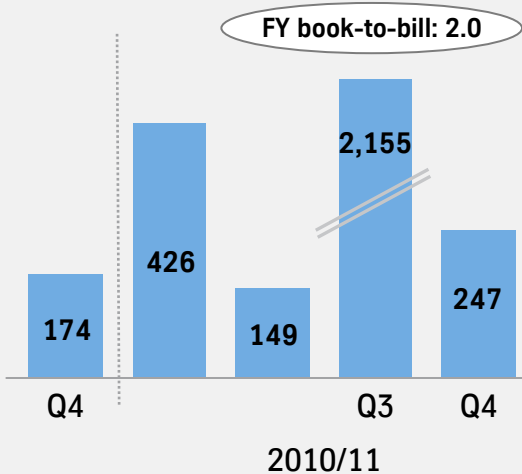
- Special item of €40 m (positive impairment reversal) in Q4 2010/11

Current trading conditions

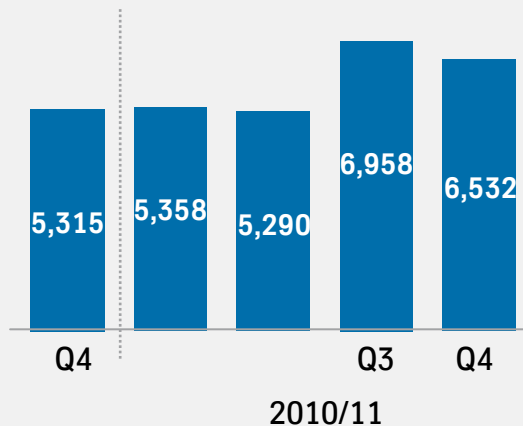
- Slight decrease in order intake and sales; demand of automotive customers still strong, but increased competition at slewing bearings for wind energy industry
- Capacity utilization especially at automotive industry on high levels and secured until end of 2011
- EBIT margin mainly impacted by development costs for new products

Marine Systems – Q4 2010/11 Highlights

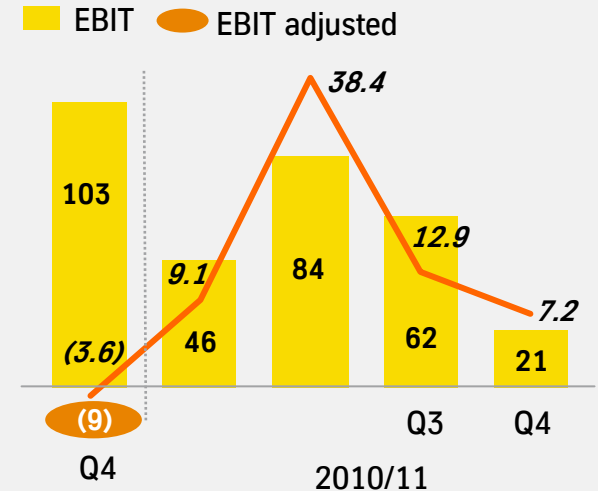
Order intake in €m



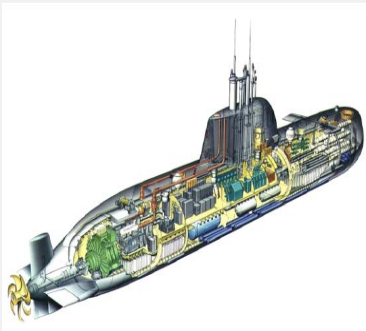
Order backlog in €m



EBIT in €m; EBIT adj. margin in %



Systems integrator of high value, highly engineered products

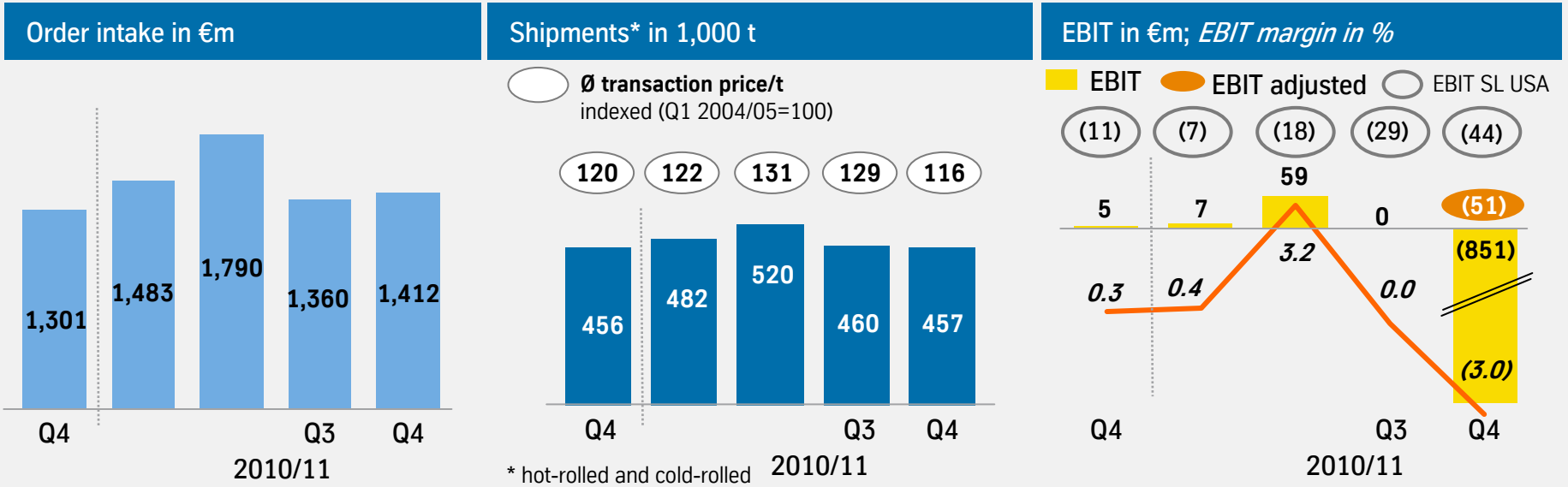


- Physical and functional integration of in total ~350,000 parts
- 1,000,000 engineering and 750,000 construction hours
- 40,000 construction documents
- From scratch to delivery in ~6 years

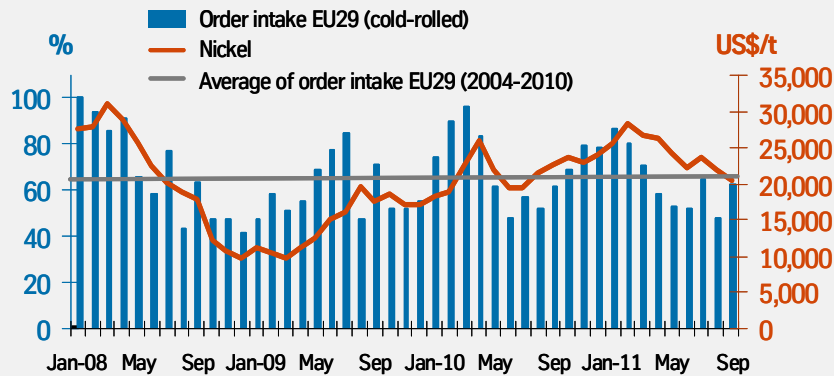
Current trading conditions

- Order intake, sales and EBIT on normal level; no effects from one-offs
- Good order intake and profit contribution in components and repair business
- Order backlog ensures business for > 4 years
- Negotiations with Algeria (frigates) close to conclusion
- Strategy unchanged to focus on naval shipbuilding (submarines and naval surface vessels) and to divest civil shipbuilding activities

Discontinued Operations: Stainless Global – Q4 2010/11 Highlights



Nickel price development & monthly order intake (EU 29) (Jan 08=100%)



Source: Eurofer; CRU September 2011, Metalprices (NICKEL) September 2011

Current trading conditions

- Increased order intake qoq due to ongoing robust demand from end customers in Germany
- Stabilization of base prices throughout the summer with decreasing alloy surcharges
- EBIT Stainless USA: €(44) m
- EBIT impacted by goodwill/IFRS 5 impairment of €(0.8) bn
- Imports during summer months at lower level, but still to be monitored

Financial Calendar – FY 2011/12

○ **December** **Roadshows**

Zurich (14th), London (15th), Frankfurt (16th), Paris (16th)

○ **January** **Conferences**

Commerzbank “German Investment Seminar”, New York (10th-11th)

CA Cheuvreux “German Corporate Conference”, Frankfurt (16th)

General Stockholders’ Meeting, Bochum (20th)

○ **February** **Conference Call Q1 2011/12 (14th)**

Contact Details

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send us a brief e-mail
with your details!
E-mail:
ir@thyssenkrupp.com



Agenda

- Appendix



ThyssenKrupp

FY 2010/11: Sales €43.4 bn • EBIT adj. €1,762 m • TKVA €(2,962) m • Employees 180,050

* The TK Group consists of ~ 800 legally independent companies, organized, existing and operating under the laws of 70 countries, ultimately led by TK AG.

Steel Europe

Sales: €12.8 bn
EBIT adj.: €1,133 m

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

Steel Americas

€1.1 bn
€(1,071) m

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

Materials Services

€14.8 bn
€533 m

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

Disc. Op. Stainless Global

€6.7 bn
€15 m

- Stainless steel flat products & high-performance materials
- Operations in Germany, Italy, Mexico and China
- Stainless steel plant project in USA

Elevator Technology

€5.3 bn
€641 m

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

Plant Technology

€4.0 bn
€506 m

- Specialty and large-scale plant construction, e.g.:
- Petrochemical complexes
- Cement plants
- Systems for open-pit mining & materials handling

Components Technology

€6.9 bn
€503 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

Marine Systems

€1.5 bn
€213 m

- Focus on naval shipbuilding:
- Engineering & Construction of non-nuclear submarines
 - Engineering of Naval Surface Vessels (frigates & corvettes)

Sales & EBIT adjusted from continued operations for FY 2010/11



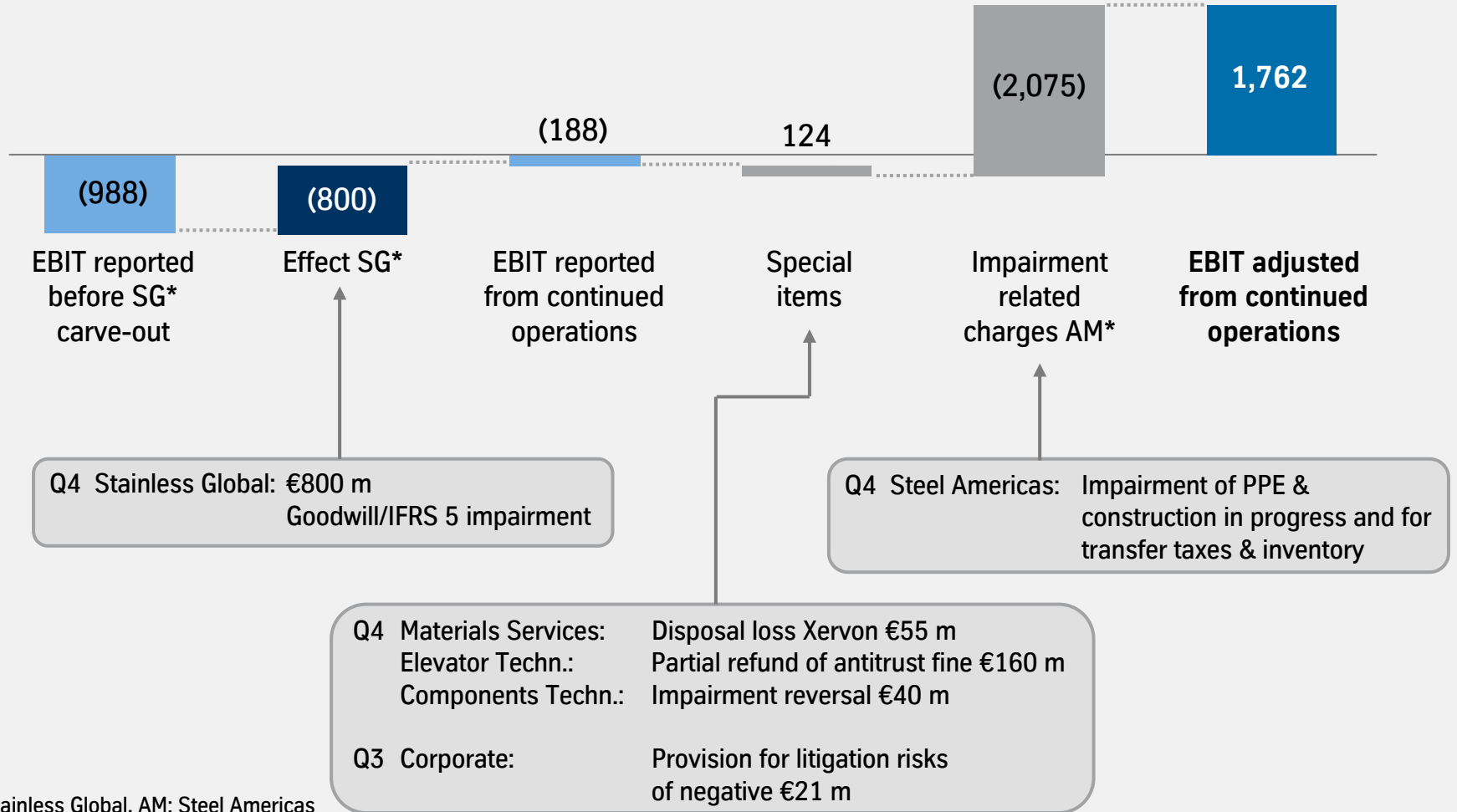
Group Overview (I)

| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|---------|----------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 9,328 | 10,373 | 10,930 | 10,619 | 41,250 | 11,260 | 12,848 | 14,120 | 12,019 | 50,247 |
| Sales | €m | 9,351 | 10,107 | 11,679 | 11,484 | 42,621 | 11,370 | 12,266 | 12,851 | 12,605 | 49,092 |
| EBITDA | €m | 683 | 622 | 845 | 619 | 2,769 | 645 | 932 | 983 | 825 | 3,385 |
| EBIT | €m | 353 | 278 | 500 | 215 | 1,346 | 273 | 497 | 545 | (2,303) | (988) |
| EBIT adjusted | €m | 277 | 293 | 566 | 105 | 1,241 | 273 | 497 | 566 | 426 | 1,762 |
| EBT | €m | 313 | 191 | 414 | 217 | 1,135 | 145 | 352 | 407 | (2,482) | (1,578) |
| EBT adjusted | €m | 237 | 206 | 480 | 107 | 1,030 | 145 | 352 | 428 | 247 | 1,172 |
| Net income* | €m | 164 | 206 | 272 | 182 | 824 | 142 | 272 | 212 | (1,917) | (1,291) |
| Earnings per share | € | 0.35 | 0.45 | 0.58 | 0.39 | 1.77 | 0.31 | 0.58 | 0.46 | (3.75) | (2.71) |
| TK Value Added | €m | | | | | (419) | | | | | (2,962) |
| Ø Capital Employed | €m | 19,446 | 19,834 | 20,379 | 20,767 | 20,767 | 22,832 | 23,400 | 23,554 | 23,223 | 23,223 |
| Goodwill | €m | 3,710 | 3,800 | 3,940 | 3,808 | 3,808 | 3,986 | 3,781 | 3,770 | 3,378 | 3,378 |

* attributable to ThyssenKrupp stockholders

Reconciliation of EBIT

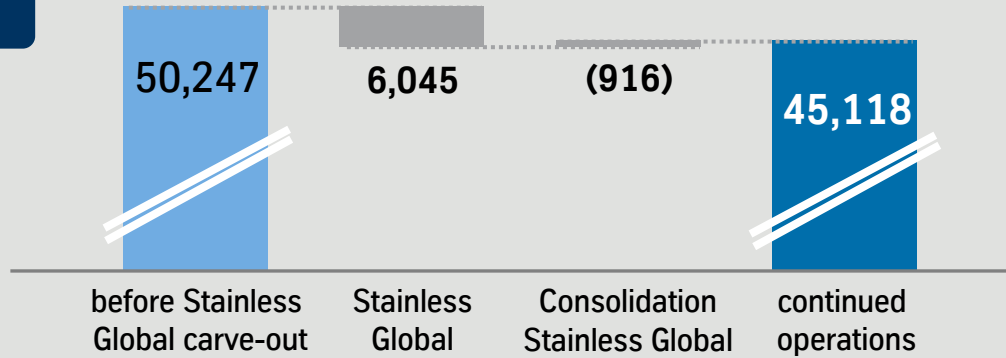
EBIT 2010/11 (million €)



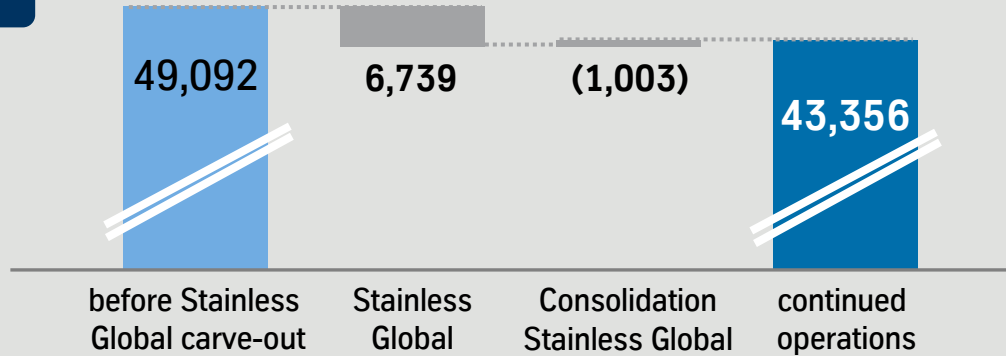
* SG: Stainless Global, AM: Steel Americas

Reconciliation of Order Intake and Sales

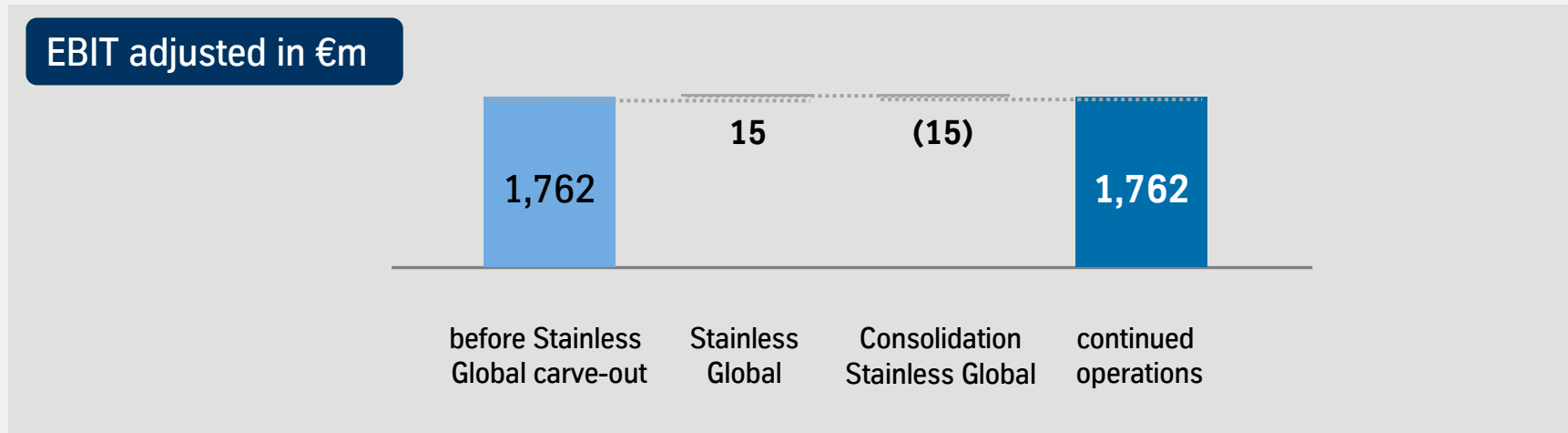
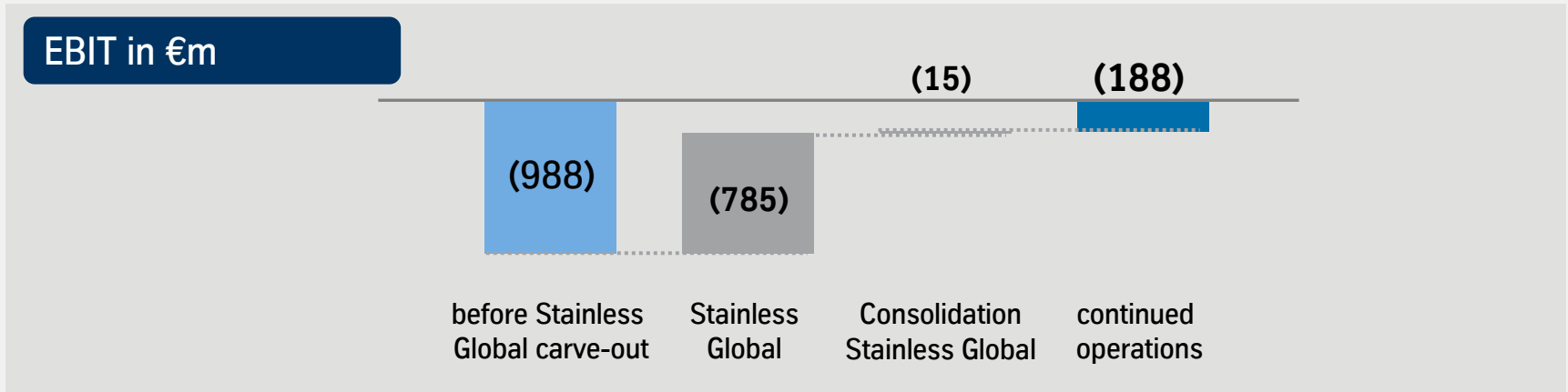
Order intake in €m



Sales in €m



Reconciliation of EBIT



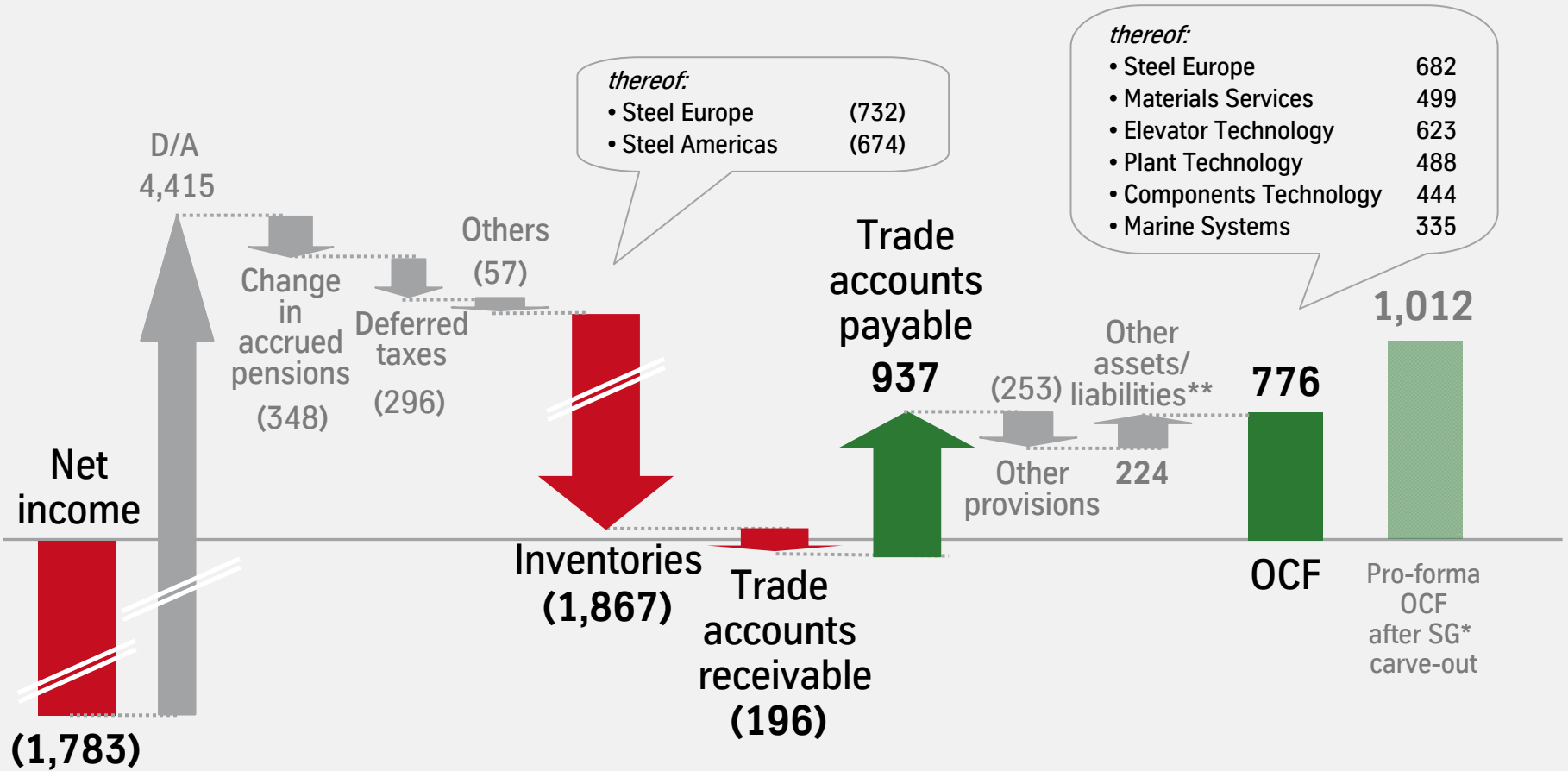
Group Overview (II)

| | 2009/10 | | | | | 2010/11 | | | | |
|--|---------|---------|---------|---------|----------------|---------|---------|---------|---------|----------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Capital expenditures* €m | 777 | 738 | 942 | 1,053 | 3,510 | 778 | 656 | 516 | 822 | 2,771 |
| Depreciation/amort. €m | 331 | 346 | 348 | 412 | 1,437 | 380 | 447 | 449 | 3,139 | 4,415 |
| Operating cash flow €m | (308) | 184 | (23) | 1,015 | 868 | (1,435) | (79) | 709 | 1,581 | 776 |
| Cash flow from divestm. €m | 488 | 17 | 15 | 32 | 552 | 125 | 17 | 5 | 278 | 424 |
| Cash flow from investm. €m | (777) | (738) | (942) | (1,053) | (3,510) | (778) | (656) | (516) | (822) | (2,771) |
| Free cash flow €m | (597) | (537) | (950) | (6) | (2,090) | (2,088) | (718) | 198 | 1,037 | (1,571) |
| Cash and cash equivalents (incl. short-term securities) €m | 5,073 | 4,614 | 3,914 | 3,681 | 3,681 | 2,869 | 2,022 | 1,877 | 3,574 | 3,574 |
| Net financial debt €m | 2,130 | 2,652 | 3,753 | 3,780 | 3,780 | 5,814 | 6,492 | 6,249 | 3,578 | 3,578 |
| Employees | 174,763 | 172,576 | 174,541 | 177,346 | 177,346 | 178,291 | 180,412 | 182,425 | 180,050 | 180,050 |

* incl. financial investments

Positive OCF Driven by Strong Performance of Almost all Business Areas

FY 2010/11 (million €)

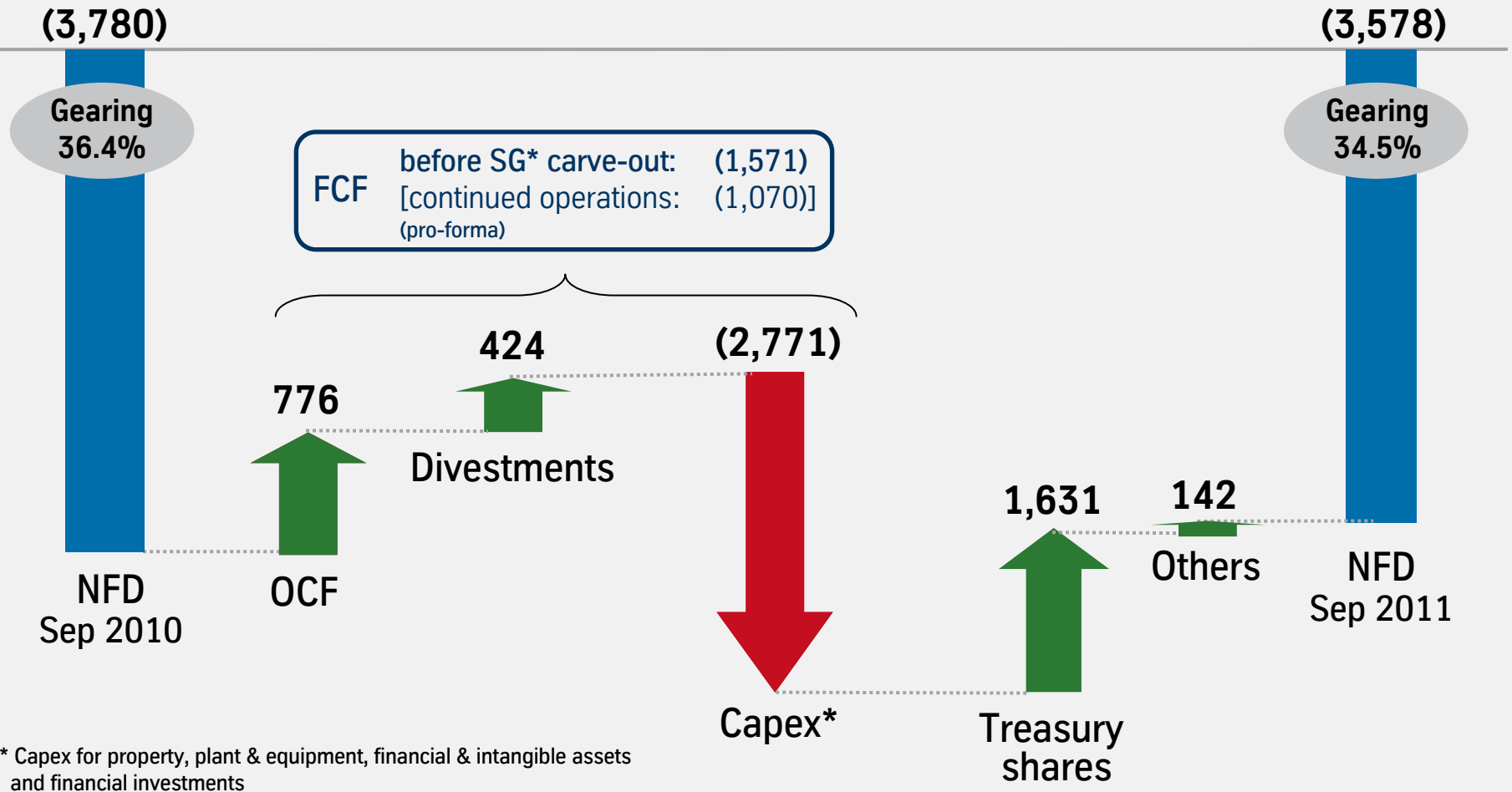


* SG: Stainless Global

** not related to investing or financing activities

NFD: Now Behind the Peak

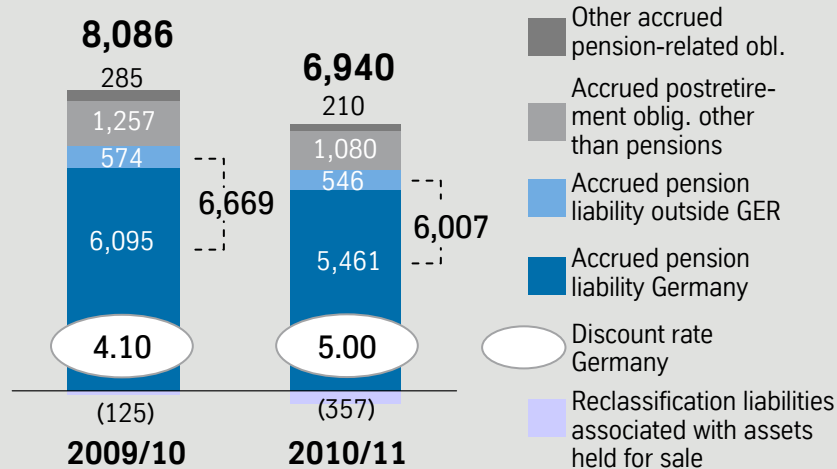
FY 2010/11 (million €)



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

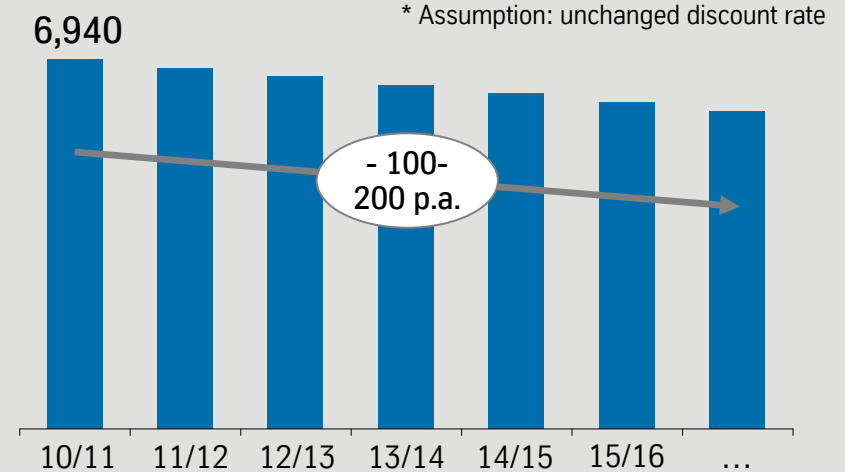
Pension and Similar Obligations: Further Decrease in Q4

Accrued Pension and Similar Obligations (in € m)



- “Patient” long-term debt, no immediate redemption in one go
- Interest cost independent of ratings, covenants etc.
- Mainly funded by TK’s operating assets
- Decrease in pension obligations in FY mainly driven by change in German discount rate and in disposal group
- >90% of pension provision in Germany; German pension system requires no mandatory funding of plan assets

Expected Normalized* Development of Accrued Pension and Similar Obligations (in € m)



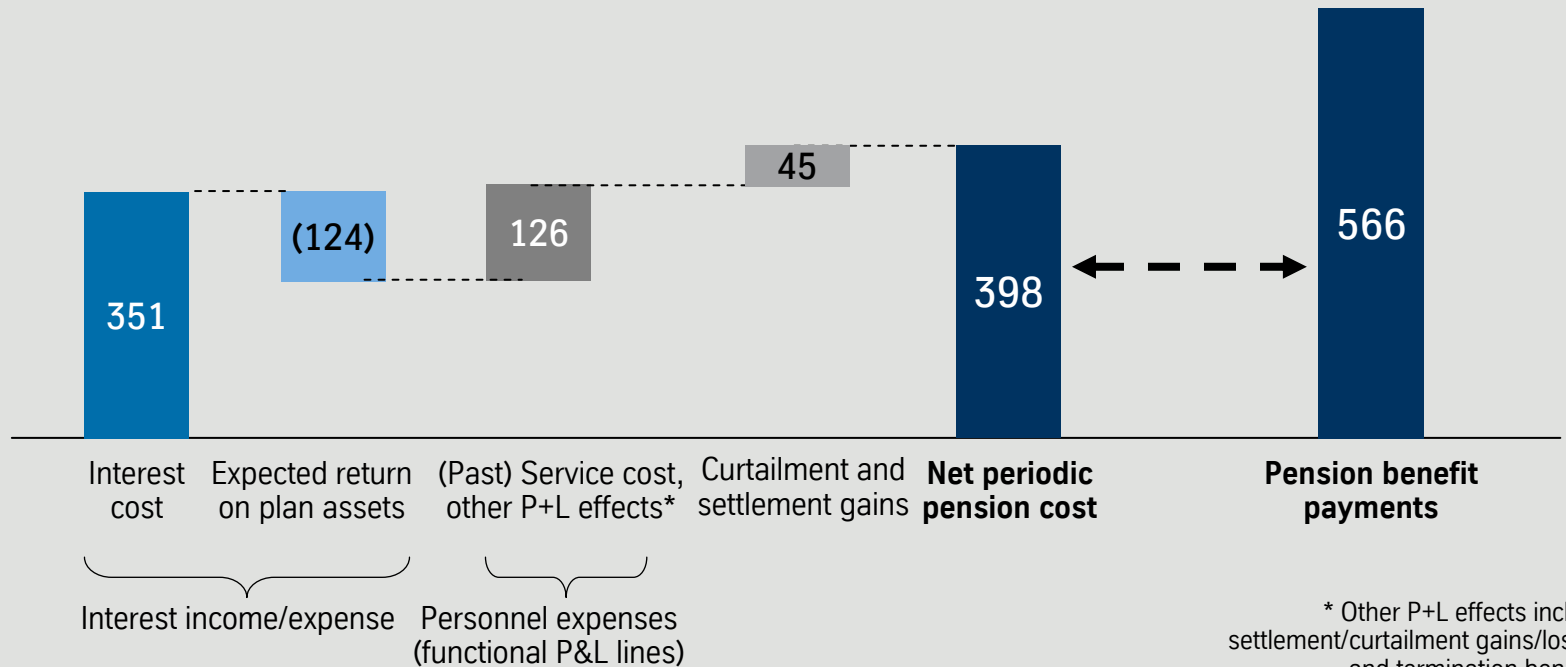
- Number of plan participants steadily decreasing
- 69% of obligations owed to retired employees, average age ~74 years
- Declining pension obligations over time (short-term variation possible, mainly due to change in discount rate)
- Declining cash-out from pension benefit payments in medium to long term (2010/11: €566 m; exp. 10 year average from 2011/12 onwards: €535 m)

Pension Obligations: ThyssenKrupp with Mature Pension Schemes

Net Periodic Pension Cost vs. Pension Benefit Payments

(Defined Benefit Obligations*; FY 2010/11; in € m)

* including continued and discontinued operations



**Pension payments higher than pension cost:
Indicator for mature pension schemes**

ThyssenKrupp Rating

| | Long term- rating | Short term- rating | Outlook |
|-------------------|----------------------|-----------------------|---------|
| Standard & Poor's | BB+ | B | stable |
| Moody's | Baa3 | Prime-3 | stable |
| Fitch | BBB- | F3 | stable |

**Restoring / maintaining investment grade status
with all three rating agencies is key!**

Steel Europe

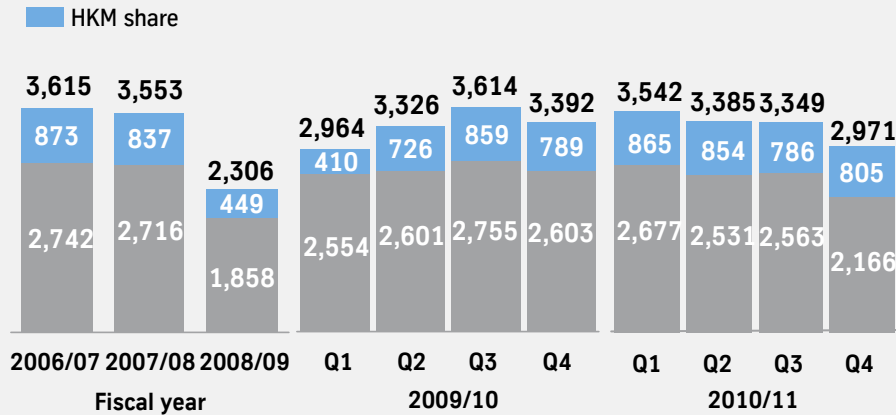
Key figures

| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|--------|---------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 2,500 | 2,999 | 2,706 | 2,781 | 10,986 | 2,929 | 3,721 | 3,006 | 2,688 | 12,344 |
| Sales | €m | 2,281 | 2,667 | 2,887 | 2,935 | 10,770 | 2,958 | 3,287 | 3,518 | 3,051 | 12,814 |
| EBITDA | €m | 274 | 339 | 359 | 329 | 1,301 | 399 | 439 | 458 | 374 | 1,670 |
| EBIT | €m | 127 | 193 | 218 | 193 | 731 | 258 | 300 | 322 | 253 | 1,133 |
| EBIT adjusted | €m | 127 | 193 | 218 | 193 | 731 | 258 | 300 | 322 | 253 | 1,133 |
| TK Value Added | €m | | | | | 248 | | | | | 609 |
| Ø Capital Employed | €m | 5,070 | 5,212 | 5,320 | 5,370 | 5,370 | 5,695 | 5,797 | 5,830 | 5,822 | 5,822 |
| OCF | €m | (123) | 235 | 152 | 329 | 593 | (433) | 322 | 184 | 609 | 682 |
| CF from divestm. | €m | 3 | (1) | 3 | 4 | 10 | 0 | 14 | 1 | 241 | 256 |
| CF for investm. | €m | (39) | (67) | (54) | (126) | (286) | (100) | (84) | (94) | (154) | (432) |
| FCF | €m | (159) | 166 | 102 | 208 | 316 | (533) | 252 | 91 | 696 | 506 |
| Employees | | 35,582 | 34,872 | 34,434 | 34,711 | 34,711 | 34,204 | 33,917 | 33,702 | 28,843 | 28,843 |

Steel Europe: Output, Shipments and Revenues per Metric Ton

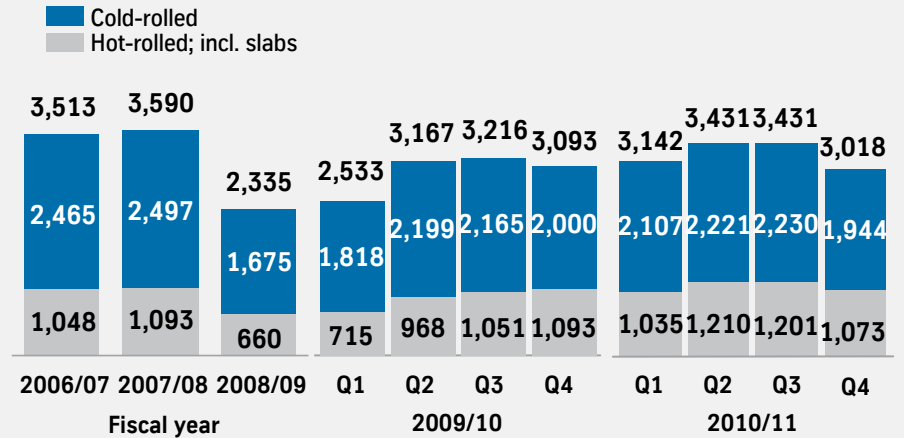
Crude steel output (incl. share in HKM)

1,000 t/quarter



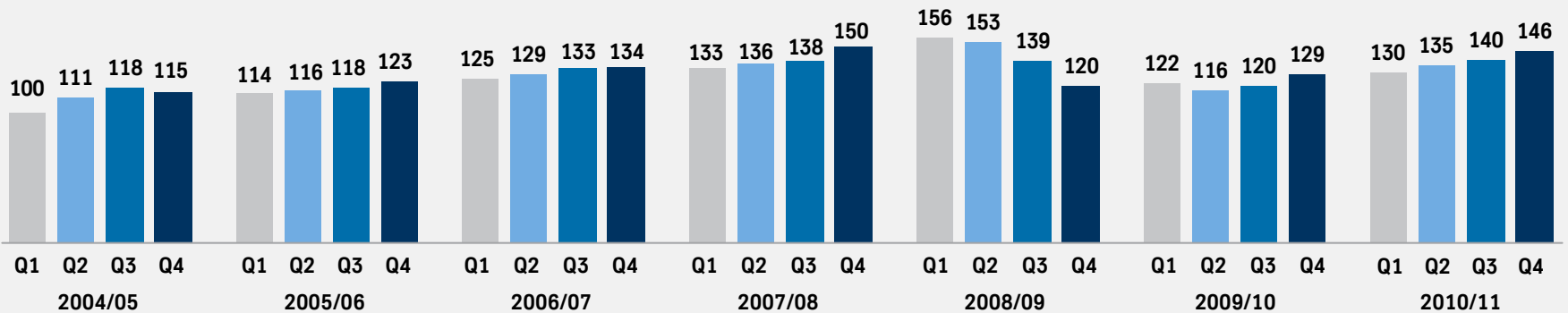
Shipments*: Hot-rolled and cold-rolled products

1,000 t/quarter



Average revenues per ton*, indexed

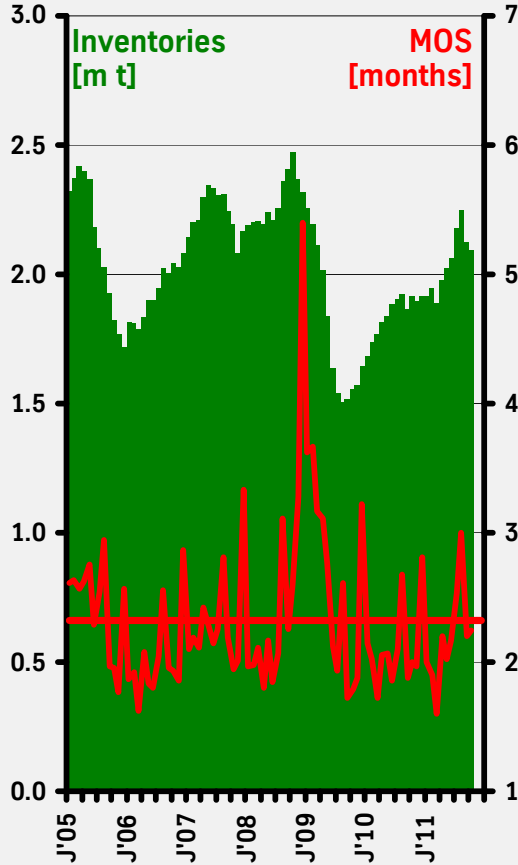
Q1 2004/2005 = 100



* shipments and average revenues per ton until FY 2007/08 relate to former Steel segment

Steel: Inventories and Months of Supply

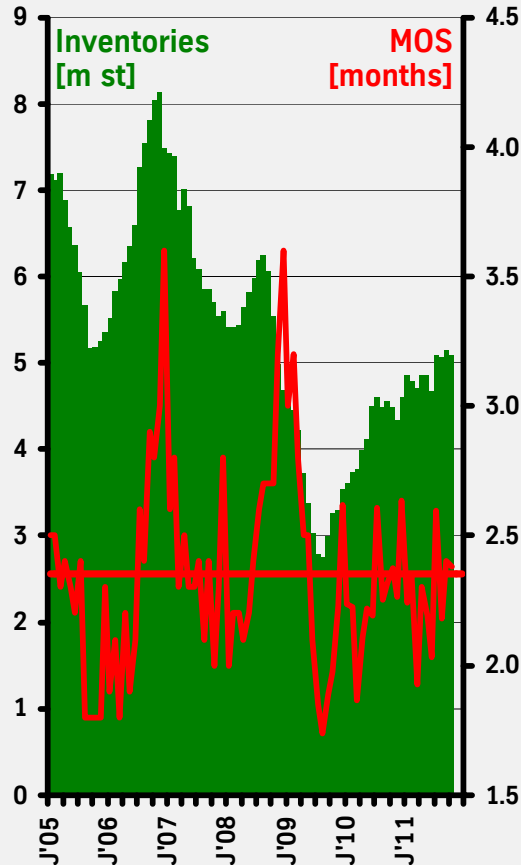
Inventories and Months of Supply - Europe



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

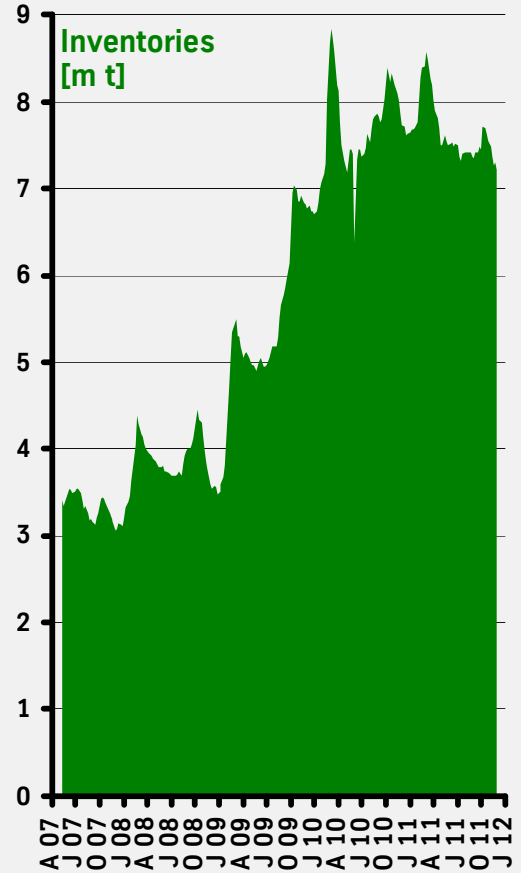
Source(s): EASSC, MSCI, UBS, MySteel

Inventories and Months of Supply - USA



USA: October MSCI inventories, carbon flat-rolled

Inventories China



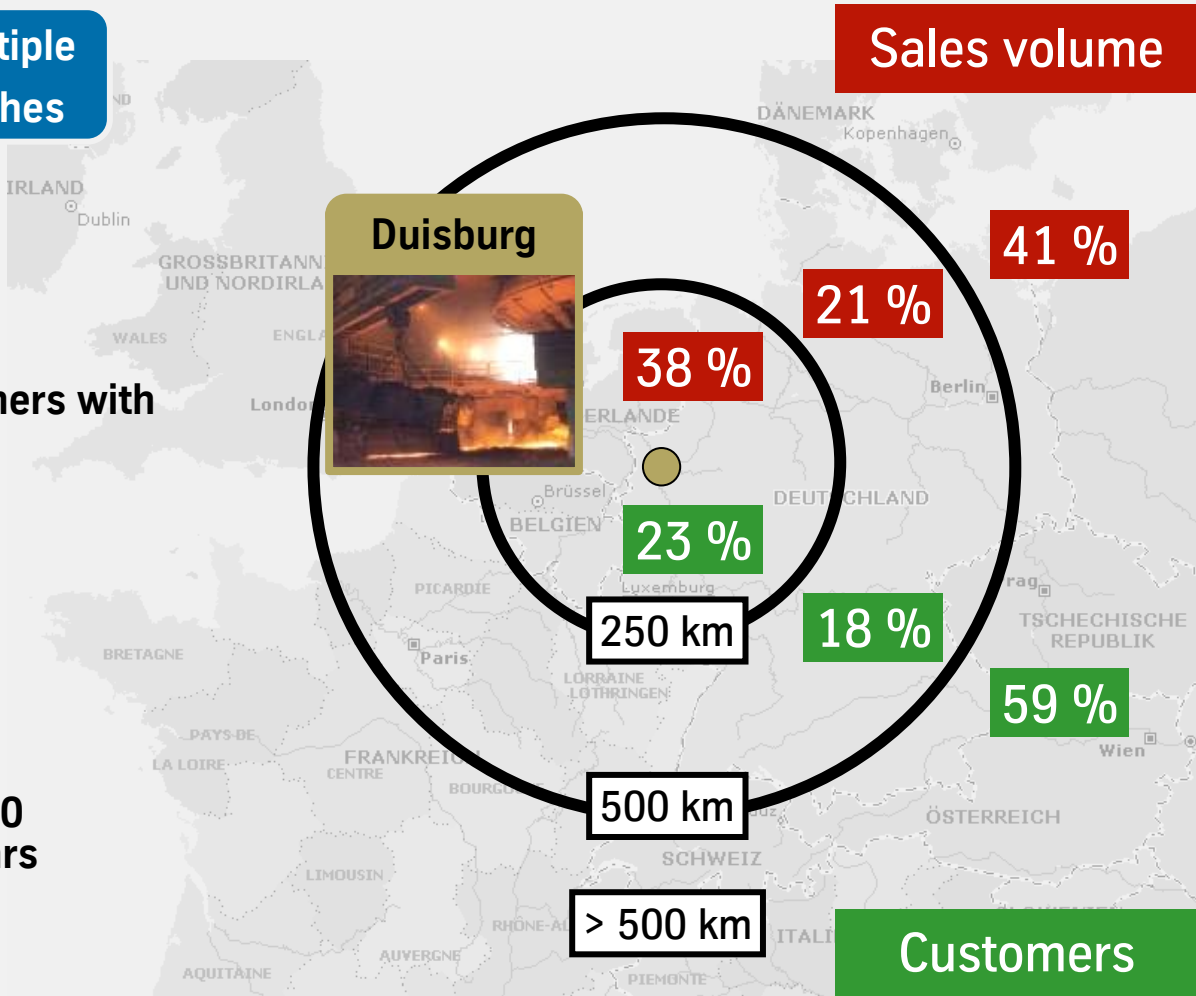
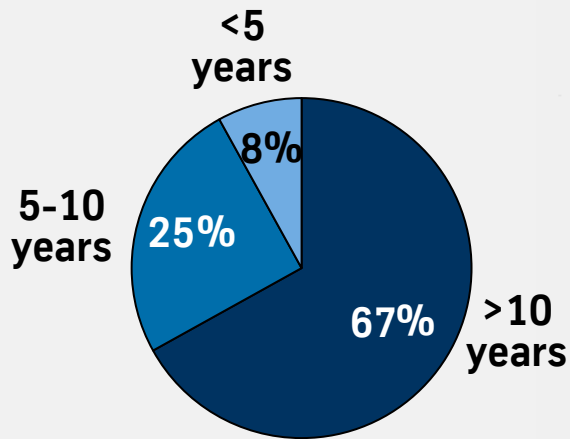
China: flat steel inventory in 23 major cities (HR, CR and Plate)

Efficient Operations & Customer Proximity

Business Model ThyssenKrupp Steel Europe (I)



- Sustained economies of scale
- Optimum plant configuration
- Short distances to key customers with long-standing relations:



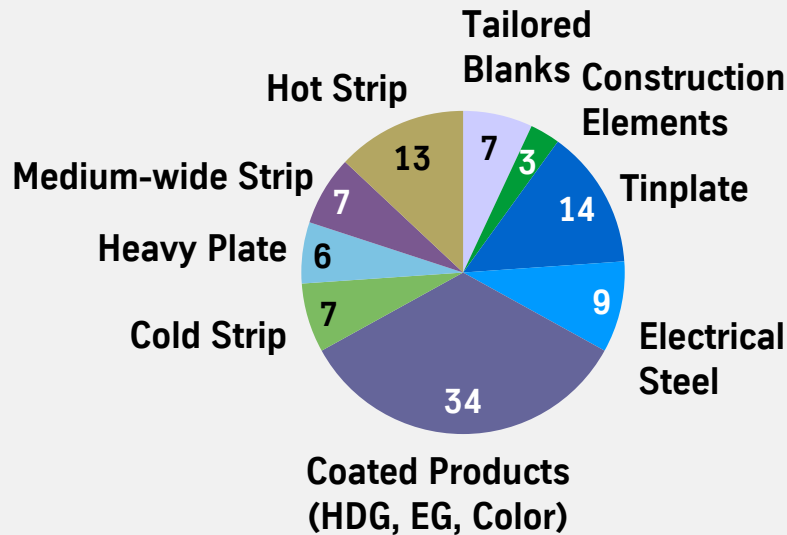
Premium Product Mix and Attractive Customer Portfolio

Business Model ThyssenKrupp Steel Europe (II)



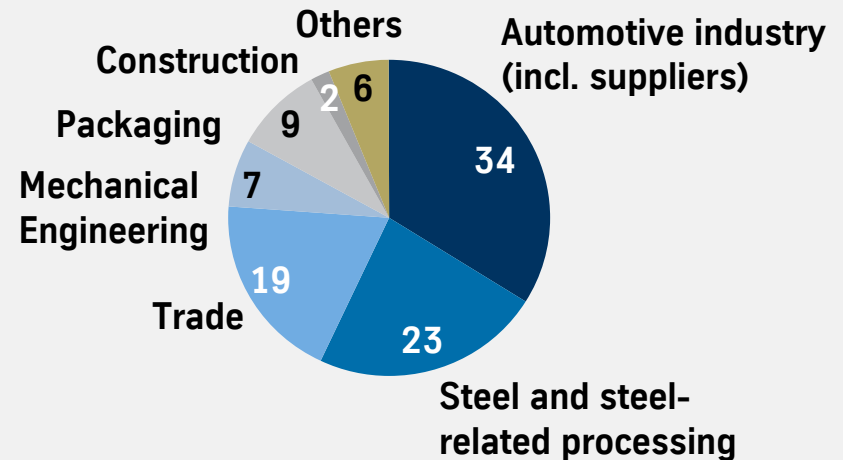
Premium Product Mix Steel Europe FY 2009/10

in % of sales



Sales by Industry Steel Europe FY 2010/11

in % of sales

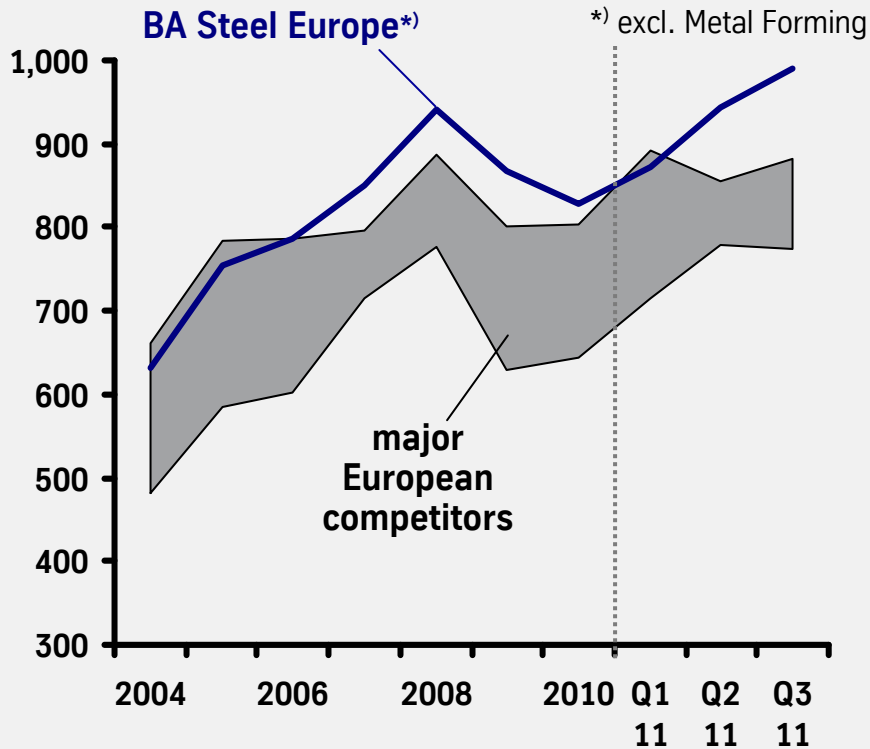


Above-Average Revenues & Margins

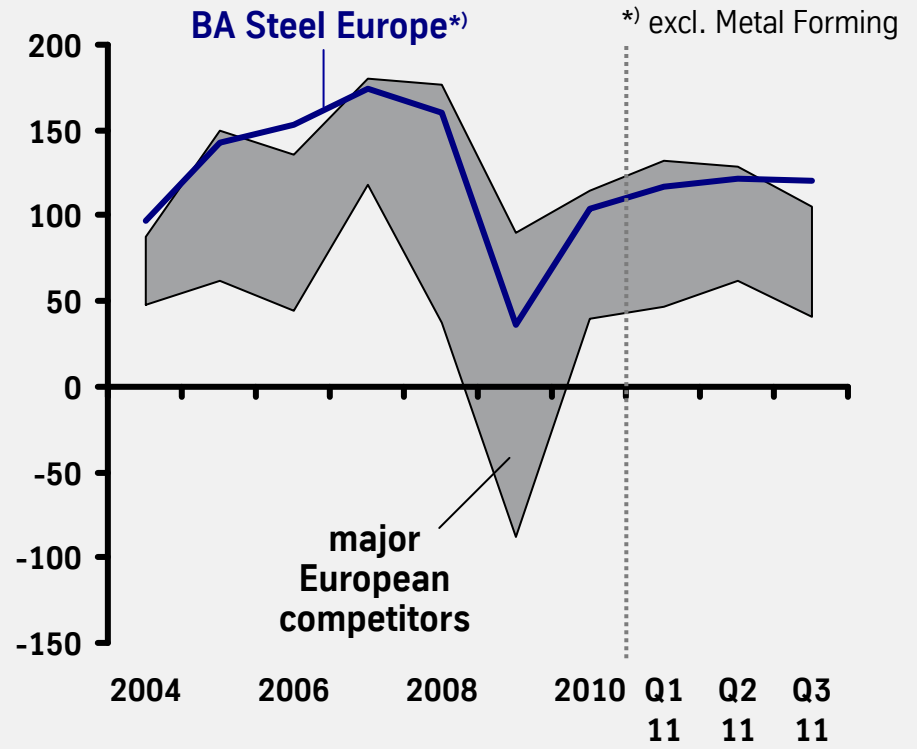
Business Model ThyssenKrupp Steel Europe (III)



Revenues/t €/t



EBITDA/t €/t



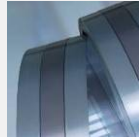
Steel Europe: Portfolio Optimization

ThyssenKrupp Tailored Blanks

Company & Products

- **Pioneer, technology and world market leader for laser-welded blanks for the automotive industry** (joining of individual steel sheets of different thickness, strength and coating)

- **USP in Tailored Strips technology** (coils from strips with different thickness, finish or grade, incl. stainless)



- **Application examples** in the automotive industry:



Side panels



Doors



Wheel arches



Side members



Floors

- **Sales** (FY 2010/11): €0.7 bn
- **Employees** (30.09.2010): 900
- **Customer examples:**



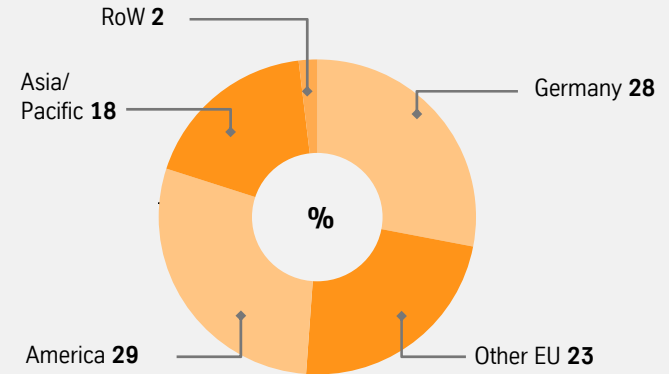
DAIMLER



FAW



Sales by region



Production locations: 13 in 7 countries

USA
(Monroe/MI,
Prattville/AL)

Mexico
(Puebla, Saltillo,
Hermosillo)

China
(Wuhan,
Changchun)

Italy
(San Gillio/Turin,
Tito Scalo/Neapel)

Germany
(Duisburg,
Gelsenkirchen)

Sweden
(Olofström)

Turkey
(Nilüfer/Bursa)



Steel Americas

Key figures

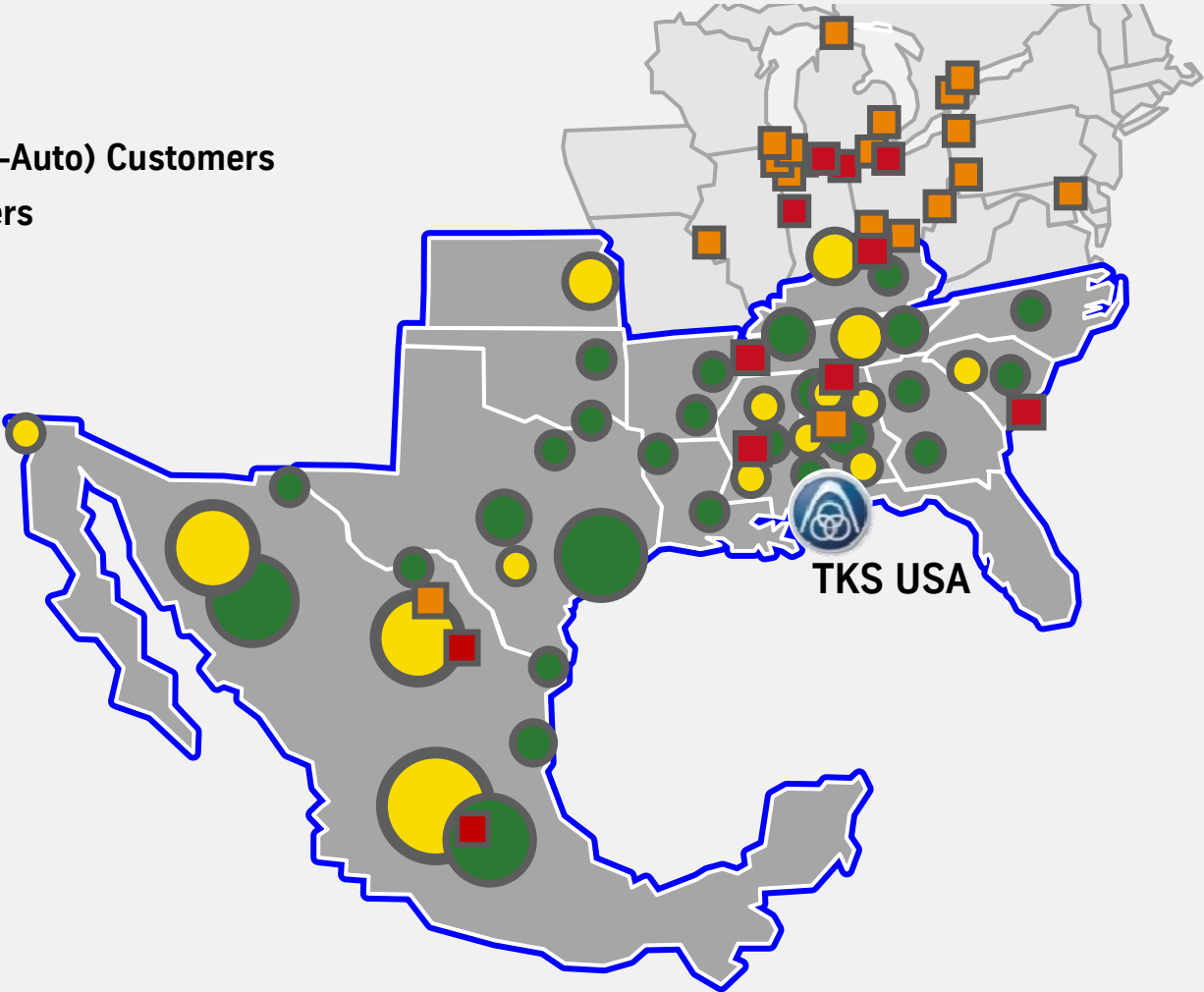
| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------------|----|---------|-------|-------|-------|----------------|---------|-------|-------|---------|----------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 0 | 23 | 24 | 22 | 69 | 84 | 268 | 504 | 437 | 1,293 |
| Sales | €m | 0 | 23 | 24 | 21 | 68 | 86 | 260 | 429 | 364 | 1,139 |
| EBITDA | €m | (70) | (78) | (119) | (297) | (564) | (328) | (211) | (95) | (252) | (886) |
| EBIT | €m | (71) | (79) | (130) | (320) | (600) | (378) | (319) | (190) | (2,258) | (3,145) |
| EBIT adjusted | €m | (71) | (79) | (130) | (320) | (600) | (378) | (319) | (190) | (184) | (1,071) |
| TK Value Added | €m | | | | | (1,111) | | | | | (3,813) |
| Ø Capital Employed | €m | 4,620 | 5,006 | 5,359 | 5,678 | 5,678 | 7,230 | 7,430 | 7,524 | 7,416 | 7,416 |
| OCF | €m | (171) | (93) | (221) | (361) | (847) | (585) | (360) | (269) | (175) | (1,389) |
| CF from divestm. | €m | 2 | 1 | 5 | (4) | 4 | 90 | 1 | (6) | (5) | 80 |
| CF for investm. | €m | (455) | (447) | (622) | (530) | (2,054) | (477) | (424) | (197) | (271) | (1,369) |
| FCF | €m | (624) | (539) | (839) | (895) | (2,897) | (972) | (783) | (472) | (451) | (2,678) |
| Employees | | 1,794 | 2,256 | 2,876 | 3,319 | 3,319 | 3,571 | 3,748 | 3,995 | 4,060 | 4,060 |



Well Positioned in Southeastern United States with Proximity to Mexico

Geographic position of TKS USA, our home market and BF & EAF competitors

- Mini-Mill
- Blast Furnace
- Industry (Non-Auto) Customers
- Auto Customers

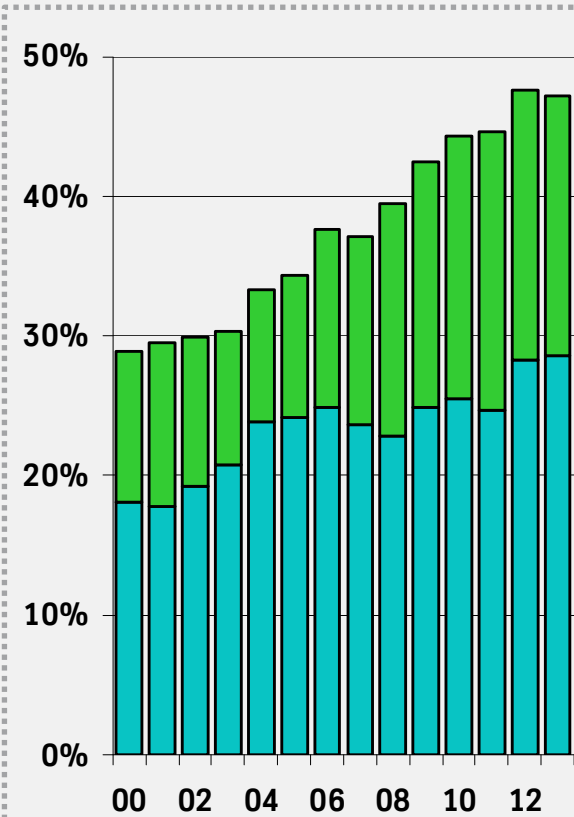


- 1) Size of Industry and Auto bubbles reflect the approximate number of customer locations in the given area.
- 2) Includes all steelmaking (EAF, BF) locations, excluding West Coast of U.S. and Canada.

Migration of Automotive Production from North to South – Production in TKS USA home market to exceed pre-crisis-levels by 2012

Light-Vehicle Production NAFTA
Share of TKS USA Home Market

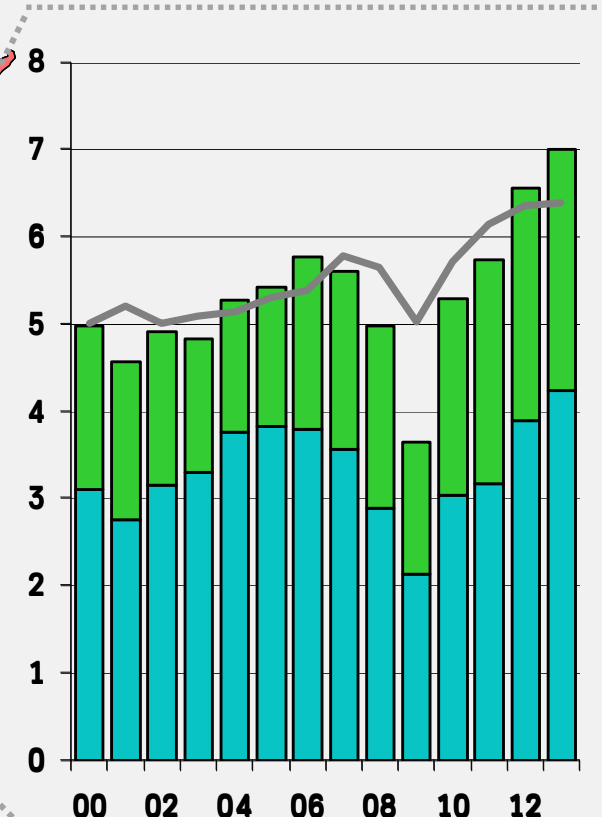
in %



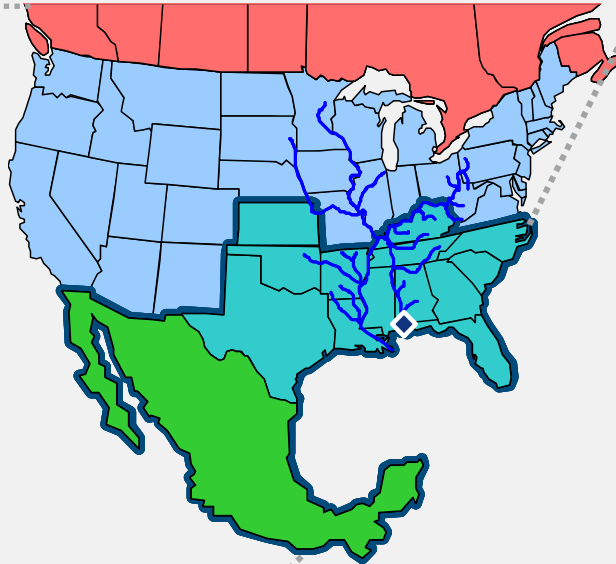
Source: Polk ProCar World October 2011; own analysis

Light-Vehicle Production
TKS USA Home Market

in million units

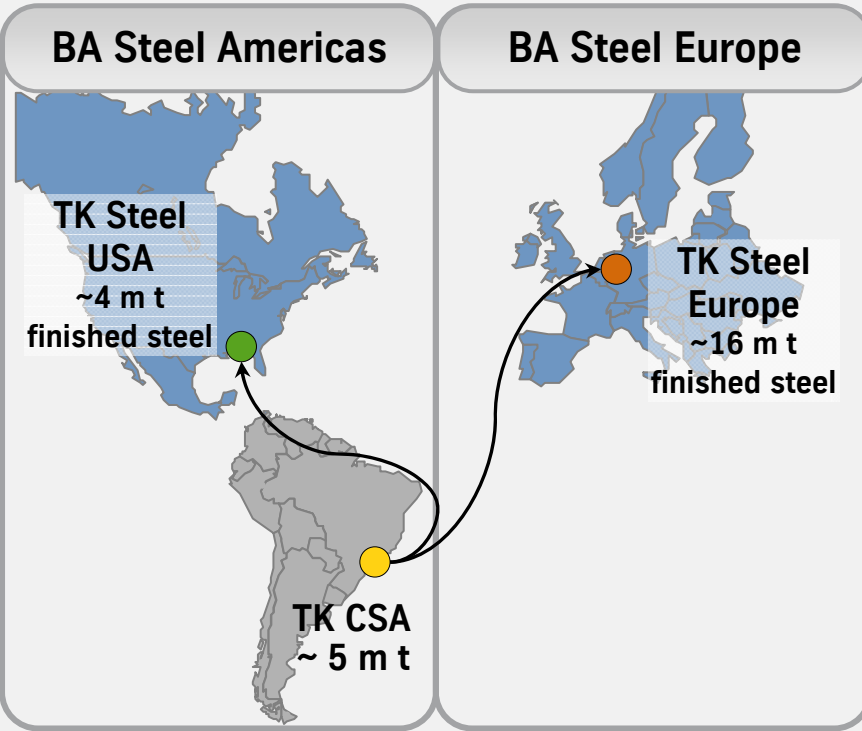


— production Germany in million units



Car production in
Germany:
~6.3 m units
(2012e)

Steel Americas: Transatlantic Steel Concept



Targeted major transatlantic production capacities

| Capacity in m metric tons p.a. | Steel Americas | | Steel Europe** |
|--------------------------------|----------------|-------|----------------|
| | Brazil | NAFTA | |
| Slabs | >5 | - | 15 |
| Hot-rolled | - | >5* | 17 |
| Cold-rolled | - | 2.5 | 10 |
| Coated | - | >1.5 | 8 |

* incl. ~1 million t for Stainless ** slabs incl. share in HKM; hot-rolled incl. heavy plate and medium-wide strip; coated incl. EG, HDG and tinplate

- Production cost advantage from production in Brazil
- Build on and expand strong European market position in premium flat carbon steels
- Transfer of proven business model into the modern industrial center of the U.S.



ThyssenKrupp CSA



Comprehensive Customer Development Activities

Geared to Market-Oriented Ramp-up at ThyssenKrupp Steel USA

Current Focus on Trials/Qualifications

schematic

Gain customer order for approval process

Establish / document technical set-up in full compliance with product- and customer-specific requirements

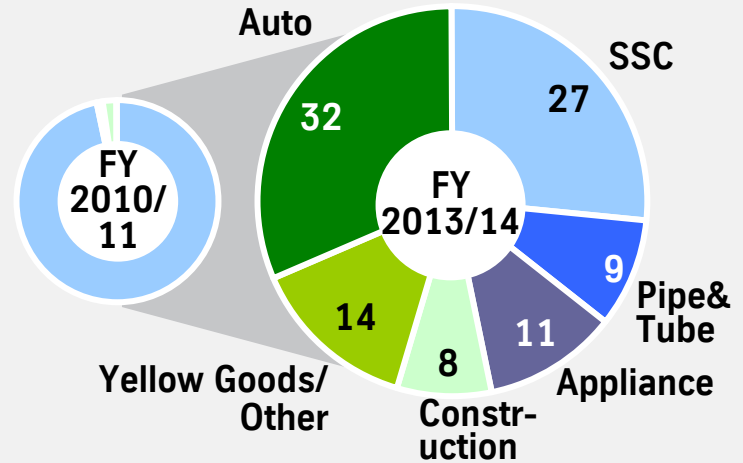
Trial production and product testing (inhouse / outside lab); document coil to coil consistency

Shipment of qualification samples and provision of performance data to customer

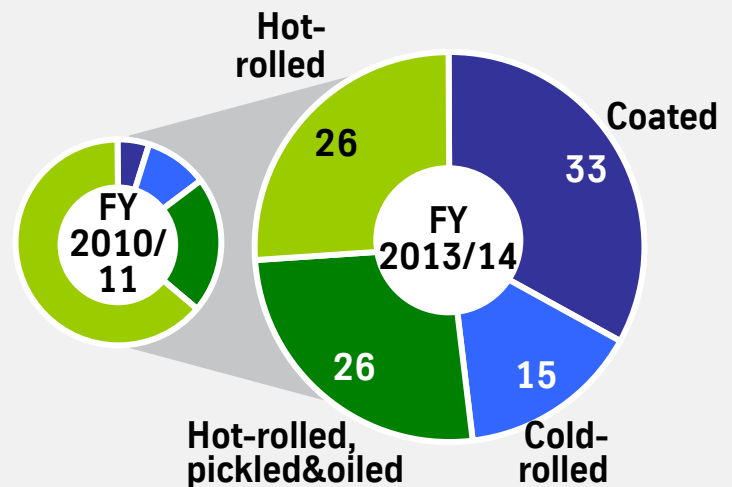
Customer approval / certification

Gain customer / model series share
- in current model cycle
- with start of next model cycle

Planned Shipments by Customer Industries %



Planned Shipments by Product Mix %



Materials Services

Key figures

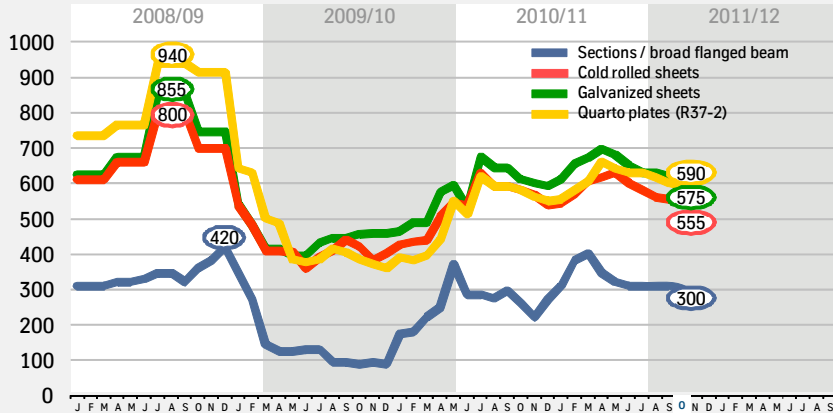
| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|--------|---------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 2,681 | 3,059 | 3,695 | 3,370 | 12,805 | 3,259 | 3,918 | 3,973 | 3,618 | 14,768 |
| Sales | €m | 2,760 | 2,881 | 3,598 | 3,524 | 12,763 | 3,311 | 3,704 | 3,980 | 3,781 | 14,776 |
| EBITDA | €m | 168 | 101 | 191 | 150 | 610 | 117 | 197 | 181 | 166 | 661 |
| EBIT | €m | 129 | 68 | 158 | 108 | 463 | 85 | 163 | 149 | 81 | 478 |
| EBIT adjusted | €m | 48 | 68 | 158 | 108 | 382 | 85 | 163 | 149 | 136 | 533 |
| TK Value Added | €m | | | | | 193 | | | | | 186 |
| Ø Capital Employed | €m | 3,146 | 3,094 | 3,165 | 3,179 | 3,179 | 3,273 | 3,422 | 3,485 | 3,430 | 3,430 |
| OCF | €m | (82) | (102) | (25) | 538 | 330 | (497) | 103 | (14) | 907 | 499 |
| CF from divestm. | €m | 308 | 3 | 1 | 21 | 335 | 10 | 14 | (1) | 6 | 29 |
| CF for investm. | €m | (90) | (20) | (28) | (49) | (188) | (64) | (22) | (18) | (32) | (136) |
| FCF | €m | 136 | (118) | (53) | 510 | 477 | (551) | 95 | (33) | 881 | 392 |
| Employees | | 31,972 | 31,482 | 32,096 | 33,856 | 33,856 | 34,196 | 35,391 | 35,440 | 36,568 | 36,568 |



Materials Services: Price Development

Rolled Steel

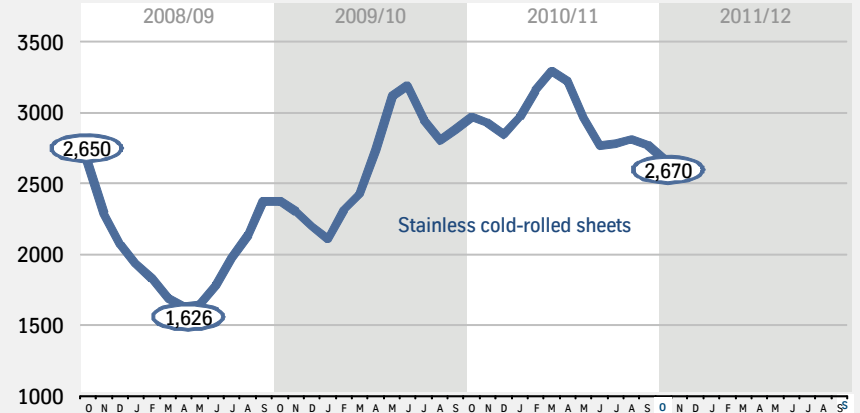
€/t



Source: Purchase Price ThyssenKrupp Materials International, PM Rolled Steel

Stainless Steel

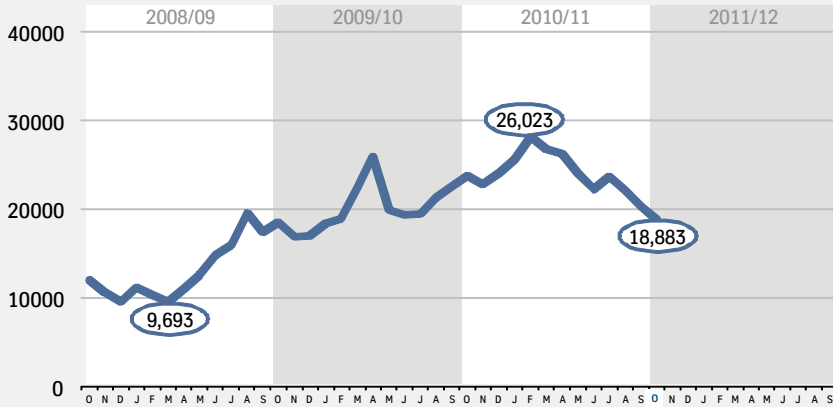
€/t



Source: Purchase Price ThyssenKrupp Materials International, PM Stainless Steel

Nickel

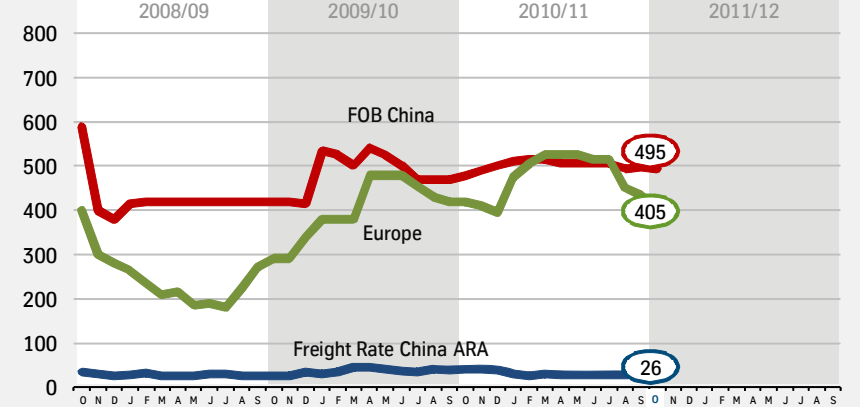
US\$/t (monthly average)



Source: LME

Coke, Freight rate China

US\$/t



Source: Coke Market Report

Elevator Technology

Key figures

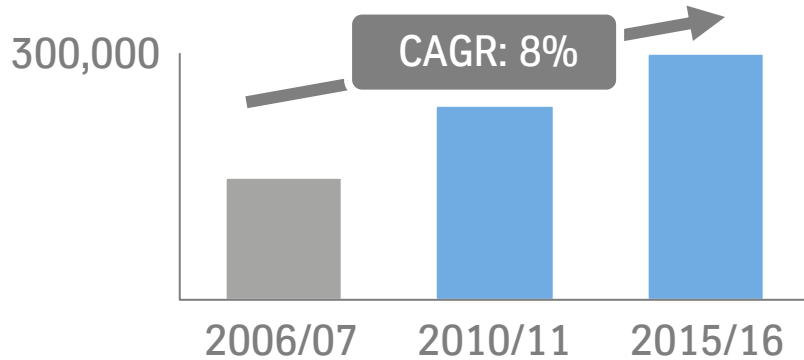
| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|--------|---------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 1,230 | 1,215 | 1,390 | 1,264 | 5,099 | 1,306 | 1,358 | 1,320 | 1,297 | 5,281 |
| Sales | €m | 1,226 | 1,221 | 1,313 | 1,428 | 5,188 | 1,299 | 1,267 | 1,298 | 1,389 | 5,253 |
| EBITDA | €m | 182 | 180 | 180 | 185 | 727 | 189 | 165 | 168 | 353 | 875 |
| EBIT | €m | 165 | 163 | 162 | 156 | 646 | 171 | 147 | 151 | 332 | 801 |
| EBIT adjusted | €m | 165 | 163 | 162 | 156 | 646 | 171 | 147 | 151 | 172 | 641 |
| TK Value Added | €m | | | | | 461 | | | | | 621 |
| Ø Capital Employed | €m | 2,208 | 2,254 | 2,301 | 2,307 | 2,307 | 2,249 | 2,272 | 2,260 | 2,243 | 2,243 |
| OCF | €m | 87 | 238 | 74 | 165 | 563 | 53 | 168 | 87 | 315 | 623 |
| CF from divestm. | €m | 3 | (1) | 1 | 2 | 4 | 3 | 2 | (1) | (3) | 2 |
| CF for investm. | €m | (15) | (8) | (20) | (36) | (78) | (18) | (16) | (26) | (73) | (134) |
| FCF | €m | 75 | 229 | 56 | 131 | 490 | 38 | 154 | 60 | 239 | 491 |
| Employees | | 42,926 | 42,787 | 43,066 | 44,024 | 44,024 | 44,489 | 44,937 | 45,603 | 46,243 | 46,243 |



Elevator Technology: Focus on China – We Are Growing Faster Than the Market



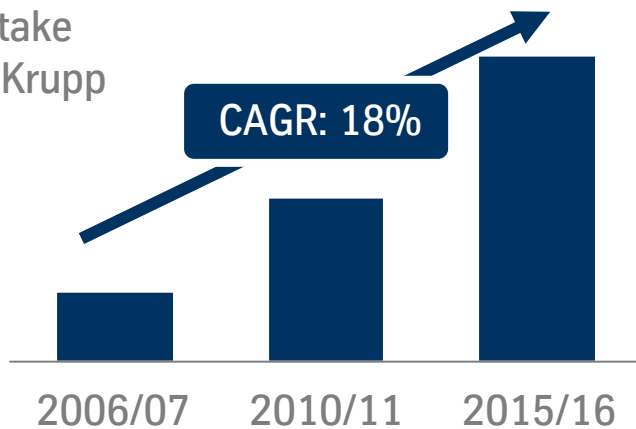
Market (in units)¹



Number of projects planned today

| Airports | Railway Stations | Subway Systems |
|----------|------------------|----------------|
| ~100 | >400 | ~200 |

Order Intake ThyssenKrupp



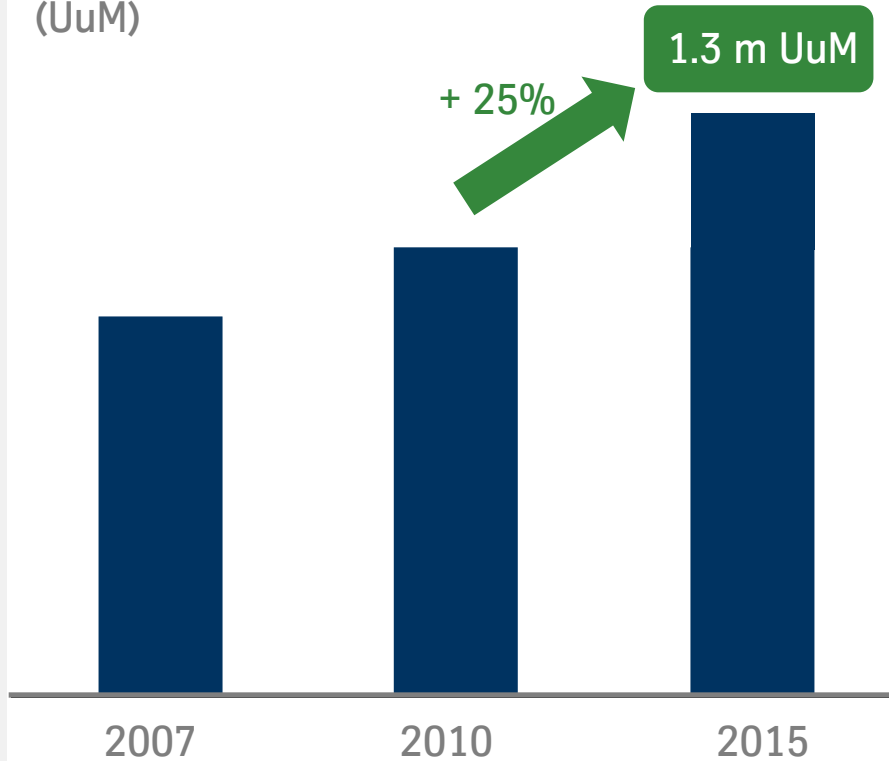
Eton Hotel, Dalian, China

1) Source: China Elevator Association

Elevator Technology: Delivering Higher Levels of Service Excellence and Efficiency

Targets

Units under Maintenance (UuM)



Highlights

Continuous improvement of service quality



Innovative new service tools

- GPS routing and tracking via ERP
- Integrated workflow via mobile devices
- Online tracking for customers

Elevator Technology: Optimize Manufacturing Lines and Streamlining Platforms

Consolidation of product lines

2008

2010



9

4

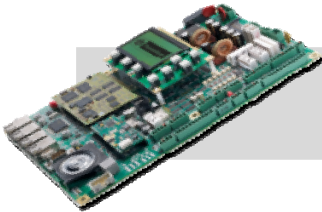
Outlook

3

Controller standardization

2005

2009



15

10

Outlook


3

Plant Technology

Key figures

| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|--------|---------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 1,324 | 824 | 800 | 911 | 3,859 | 1,016 | 896 | 1,097 | 1,466 | 4,475 |
| Sales | €m | 954 | 940 | 970 | 1,067 | 3,931 | 897 | 969 | 943 | 1,195 | 4,004 |
| EBITDA | €m | 119 | 106 | 99 | 116 | 440 | 115 | 148 | 149 | 138 | 550 |
| EBIT | €m | 111 | 98 | 90 | 102 | 401 | 107 | 139 | 131 | 129 | 506 |
| EBIT adjusted | €m | 111 | 98 | 90 | 102 | 401 | 107 | 139 | 131 | 129 | 506 |
| Ø Capital Employed | €m | 333 | 368 | 378 | 365 | 365 | 303 | 329 | 239 | 245 | 245 |
| OCF | €m | 114 | 161 | 250 | 91 | 618 | 118 | (26) | 129 | 267 | 488 |
| CF from divestm. | €m | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 1 | 0 | 1 |
| CF for investm. | €m | (5) | (6) | (6) | (15) | (32) | (7) | (9) | (10) | (21) | (47) |
| FCF | €m | 109 | 155 | 246 | 78 | 588 | 111 | (35) | 120 | 246 | 442 |
| Employees | | 12,977 | 12,934 | 12,975 | 12,972 | 12,972 | 13,001 | 13,026 | 13,194 | 13,478 | 13,478 |

Plant Technology: Technology Portfolio Offering Growth Potential

| Markets | Technologies | | | Market Positions | |
|-----------|---|---|--|---|---|
| Chemicals | Conversion Technologies | Customer Products |  | Fertilizers: No.1 Polymers: No.2 Coke Plant Tech.: No.1 Electrolysis: No.1 | |
| | Gas Reforming | Fertilizers | | | |
| | Oil Refining | Organic Chemicals & Polymers | | | |
| | Biotechnology | Biopolymers | | | |
| | Gasification | Electric Power; Fuel | | | |
| | Coke Plant Technologies | Steel | | | |
| | Electrolysis | Inorganic & Organic Chemicals | | | |
| Cement | Raw material preparation → Clinker production → Cement manufacturing | | | Cement plants: No.3 | |
| |  |  |  | | |
| | | | | | |
| Minerals | Mining → Handling → Processing → Handling | | | | Mining and Materials Handling Equipment: No.1 |
| |  |  |  |  | |
| | | | | | |
| | | | | | |

Plant Technology: Reference Projects

Oil sand mining & processing plant
Canada
Order intake: 2010



Fertilizer complex (ammonia & urea)
SORFERT, Algeria
Order intake: 2007
Construction time: ~5 yrs



4 fully mobile crushing plants in open pit coal mine
China Power Investm. Group
Order intake: 2009

Engine assembly line
FORD, United Kingdom
Order intake: 2008



Bodyshop Production Lines and Service contract
Volkswagen, Russia
Order intake: 2008

3,300 tpd turnkey cement plant
HONDUVER, Honduras
Order intake: 2006
Construction time: ~3 yrs



2,100 tpd cement production line
OHORONGOFA, Namibia
Order intake: 2008
Construction Time: ~3 yrs



300,000 tpy low-density polyethylene (LDPE) plant
QAPCO, Qatar
Order intake: 2009
Construction time: ~3 yrs

Plant Technology: Selected Orders Q4 2010/11

Chemical Plants

Industrial Explosives Plant



- Capacity: 350,000 tpa
- Customer: Egypt Hydrocarbon Company
- Order volume: ~ €250 m
- Commissioning: 2014

Cement

Cement plant



- Cement grinding and dispatch terminal
- Customer: Tabuk Cement Company, Saudi Arabia
- Order volume: ~ €40 m
- Commissioning: 2013

Mining

Coal handling system



- Handling system including site dumper and conveyors
- Customer: JSC Nakhodka Trade Sea Port, Russia
- Order volume: ~ €10 m
- Commissioning: 2012/2013

(Pictures show comparable projects)

Components Technology

Key figures

| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|--------|---------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 1,169 | 1,337 | 1,584 | 1,563 | 5,653 | 1,602 | 1,795 | 1,811 | 1,713 | 6,921 |
| Sales | €m | 1,237 | 1,344 | 1,568 | 1,575 | 5,724 | 1,599 | 1,769 | 1,779 | 1,761 | 6,908 |
| EBITDA | €m | 124 | 144 | 144 | 154 | 566 | 196 | 186 | 220 | 178 | 780 |
| EBIT | €m | 57 | 73 | 66 | 56 | 252 | 127 | 114 | 141 | 161 | 543 |
| EBIT adjusted | €m | 57 | 73 | 113 | 58 | 301 | 127 | 114 | 141 | 121 | 503 |
| TK Value Added | €m | | | | | 14 | | | | | 291 |
| Ø Capital Employed | €m | 2,575 | 2,603 | 2,641 | 2,647 | 2,647 | 2,688 | 2,734 | 2,760 | 2,796 | 2,796 |
| OCF | €m | 70 | 80 | 211 | 189 | 551 | (25) | 46 | 146 | 277 | 444 |
| CF from divestm. | €m | 2 | 9 | (3) | 4 | 12 | 4 | 1 | 4 | (1) | 8 |
| CF for investm. | €m | (64) | (50) | (47) | (125) | (288) | (33) | (55) | (90) | (183) | (361) |
| FCF | €m | 8 | 38 | 161 | 67 | 275 | (54) | (8) | 60 | 93 | 91 |
| Employees | | 27,997 | 27,894 | 28,860 | 29,144 | 29,144 | 29,649 | 30,080 | 31,049 | 31,270 | 31,270 |

Components Technology: Order Intake above Pre-Crisis Levels

COMPONENTS TECHNOLOGY

Automotive Components

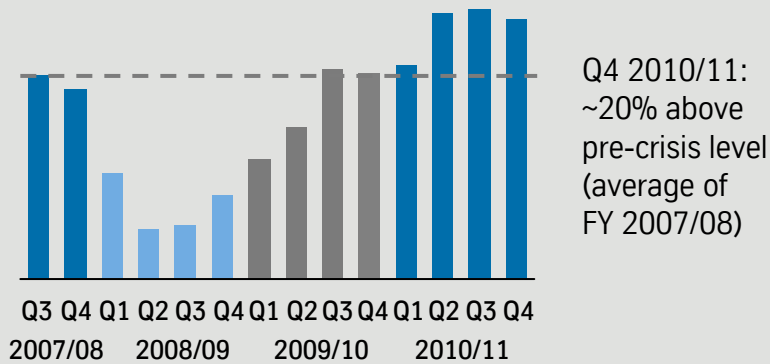
Passenger Cars/
Light Comm. Vehicles



Heavy
Commercial Vehicles



Quarterly Order Intake



Industrial & Construction Machinery

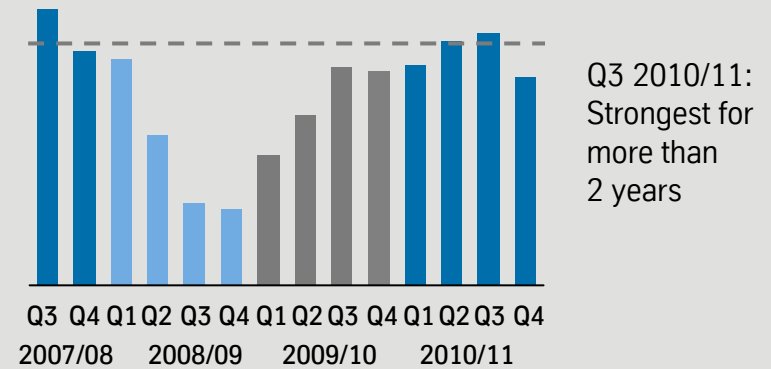
Undercarriages for
tracked/crawler equipm.



Large-diameter
bearings & rings

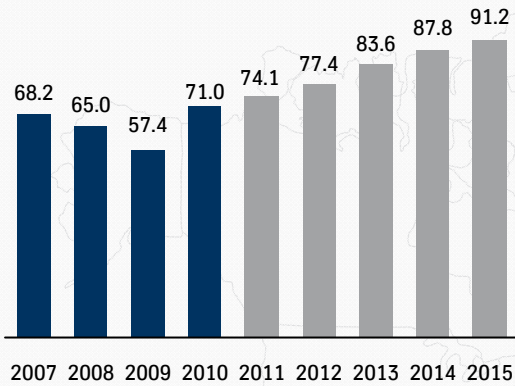


Quarterly Order Intake

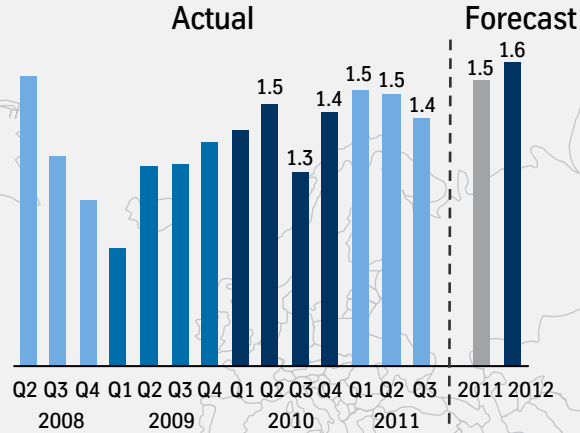


Components Technology: Quarterly production of passenger vehicles [million]

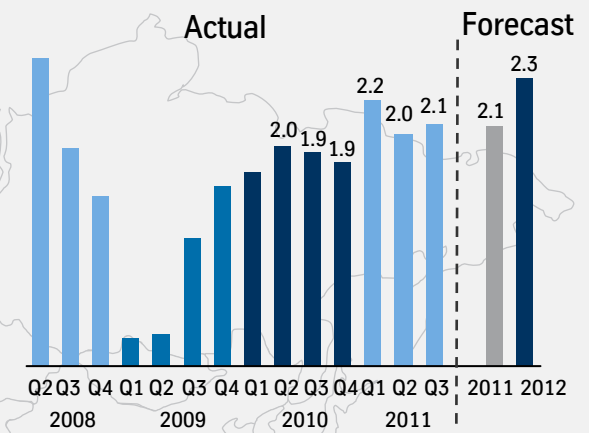
World (annual production PV & LCV)



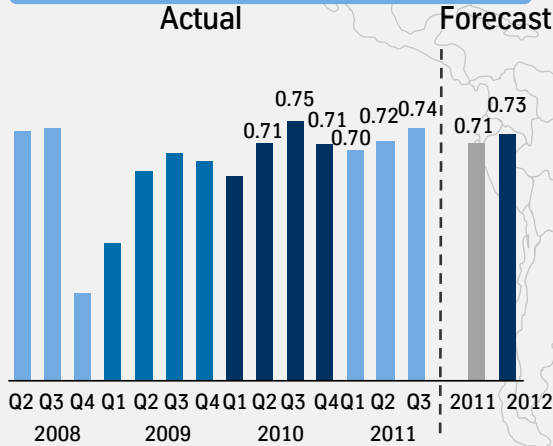
Germany (quarterly production)



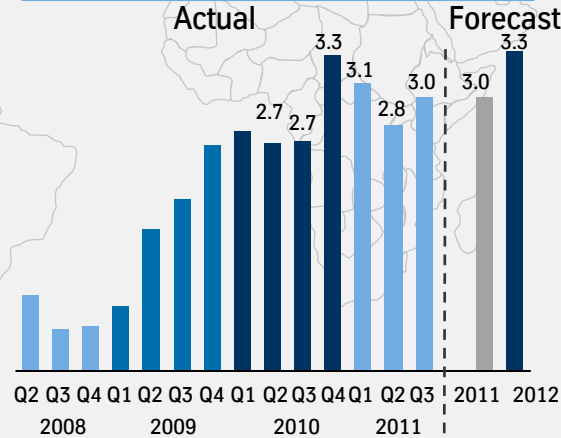
USA (LCV; quarterly production)



Brazil (quarterly production)



China (quarterly production)



Source: Polk;
(linear breakdown of 2011 & 2012 estimates on quarterly basis)

Components Technology: Strong Presence and Local Production in China



Liaoyang

Products: Coil Springs/
Stabilizers



Dalian

Product: Camshafts



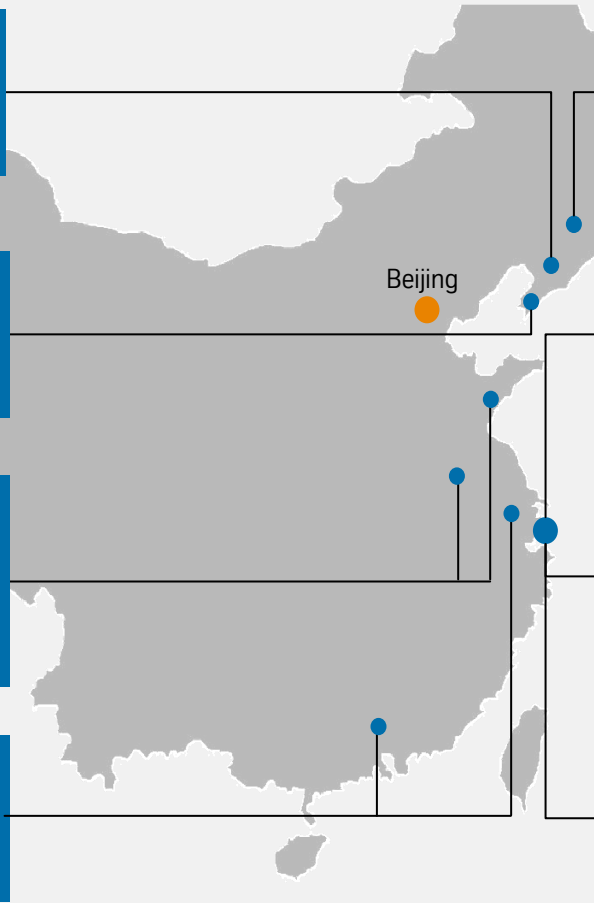
Xuzhou and Qingdao

**Slewing bearings with
diameters of 200 to 5,000
millimeters**



Huizhou and Nanjing

Product: Crankshafts



Changchun

Product: Steering
columns



Shanghai

Products: Undercarriages
and components for
construction vehicles



Shanghai

Products: Cold forging,
I-Shafts
Services: R&D-Center



Shanghai

Products: Steering
Columns,
Steering Gears



Sales share China:
~ 10%

Sales growth FY 2010/11 (vs. FY 2009/10):
24%



Components Technology: Portfolio Optimization

ThyssenKrupp Waupaca

Company & Products

- Largest global producer for **gray, ductile and compacted graphite iron castings** for the automotive, agricultural and construction industry

Product examples:



Brake drums



Brake rotors



Differential carriers



Housings

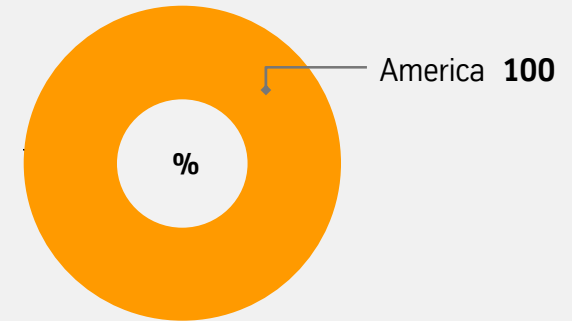


Flywheels

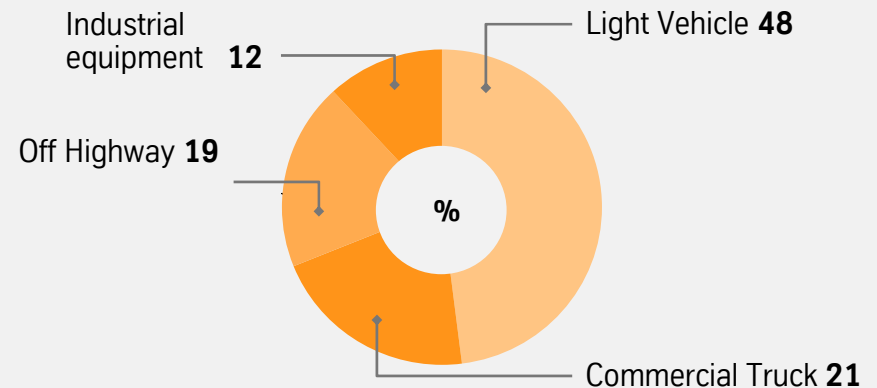
- Worldwide industry best practices (vertical molding on own WaupacaMatic machines) and large capacity melting capabilities

- **Sales** (FY 2010/11): ~ €1.1 bn
- **Employees** (Sep 30, 2011): ~ 3,300
- **Diversified customer and industry base** with >450 customers and >9,000 different parts
- **Locations:**
6 plants in USA (3 x Waupaca, WI; Marinette, WI; Tell City, IN; Etowah, EN), of which 5 in operation

Sales by region



Sales by customer group



Components Technology: Portfolio Optimization

ThyssenKrupp Bilstein – Divison Coil Springs & Stabilizers

Divison & Products

- Global Top 3 solution provider for vertical- and side load compensation
- Global Top 3 solution provider for roll stabilization

Product examples:



Coil springs

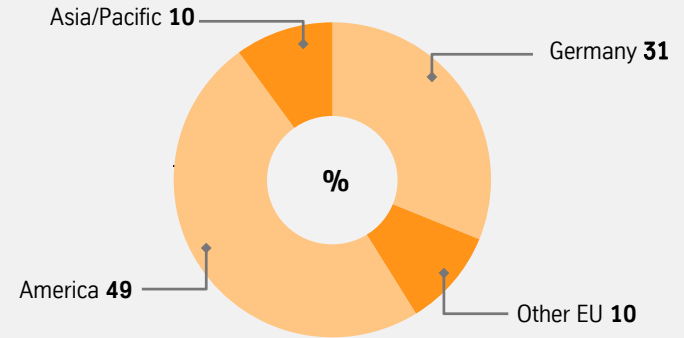


Stabilizers

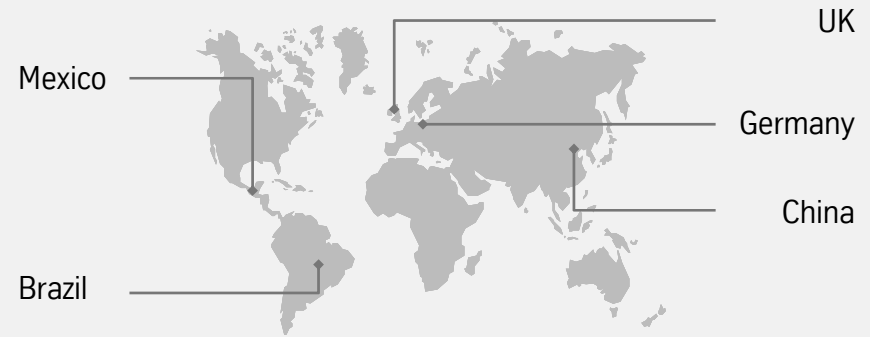
- **Sales** (FY 2010/11): ~ €0.5 bn
- **Employees** (Sep 30, 2011): ~ 2,500
- **Customers:** virtually all manufacturers of passenger and commercial vehicles, examples:



Sales by region



Production locations



Marine Systems

Key figures

| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------------|----|---------|-------|-------|-------|--------------|---------|-------|-------|-------|--------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 110 | 139 | 108 | 174 | 531 | 426 | 149 | 2,155 | 247 | 2,977 |
| Sales | €m | 254 | 287 | 423 | 247 | 1,211 | 504 | 219 | 479 | 291 | 1,493 |
| EBITDA | €m | 21 | 33 | 19 | 106 | 179 | 51 | 87 | 71 | 28 | 237 |
| EBIT | €m | 16 | 18 | 8 | 103 | 145 | 46 | 84 | 62 | 21 | 213 |
| EBIT adjusted | €m | 21 | 33 | 27 | (9) | 72 | 46 | 84 | 62 | 21 | 213 |
| Ø Capital Employed | €m | 1,151 | 1,159 | 1,165 | 1,174 | 1,174 | 1,289 | 1,335 | 1,344 | 1,334 | 1,334 |
| OCF | €m | (124) | 145 | (83) | 31 | (31) | (26) | 48 | 612 | (299) | 335 |
| CF from divestm. | €m | 0 | 2 | 0 | 0 | 2 | 11 | 5 | 0 | 0 | 16 |
| CF for investm. | €m | (2) | (1) | (1) | (4) | (8) | (1) | (3) | (3) | (7) | (14) |
| FCF | €m | (126) | 146 | (84) | 27 | (36) | (16) | 50 | 609 | (306) | 337 |
| Employees | | 7,593 | 6,669 | 6,588 | 5,488 | 5,488 | 5,407 | 5,372 | 5,398 | 5,295 | 5,295 |

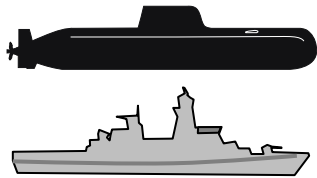


Marine Systems: Focused Organization

Business Area Marine Systems

Kockums (KAB)

Karlskrona / Malmö (SWE)



Submarines /
Naval Surface Vessels

Howaldtswerke - Deutsche Werft (HDW)

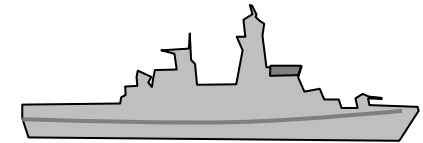
Kiel



Submarines

Blohm + Voss Naval (BVN)

Hamburg



Naval Surface Vessels

Sales (€m)*: 1,304

Employees*: 3,521

* Sales: FY 2010/11 (not consolidated); Employees: Sep 30, 2011

Stainless Global (Discontinued Operation)

Key figures

| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------------|----|---------|--------|--------|--------|---------------|---------|--------|--------|--------|----------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 943 | 1,560 | 1,317 | 1,301 | 5,121 | 1,483 | 1,790 | 1,360 | 1,412 | 6,045 |
| Sales | €m | 1,210 | 1,461 | 1,708 | 1,522 | 5,901 | 1,605 | 1,856 | 1,586 | 1,692 | 6,739 |
| EBITDA | €m | (4) | (60) | 121 | 46 | 103 | 48 | 103 | 43 | (6) | 188 |
| EBIT | €m | (42) | (101) | 81 | 5 | (57) | 7 | 59 | 0 | (851) | (785) |
| EBIT adjusted | €m | (42) | (101) | 81 | 5 | (57) | 7 | 59 | 0 | (51) | 15 |
| TK Value Added | €m | | | | | (323) | | | | | (1,087) |
| Ø Capital Employed | €m | 2,789 | 2,795 | 2,864 | 2,948 | 2,948 | 3,362 | 3,414 | 3,442 | 3,356 | 3,356 |
| OCF | €m | (100) | 88 | (261) | 57 | (216) | (308) | 82 | (139) | 270 | (95) |
| CF from divestm. | €m | 0 | 1 | 1 | 3 | 6 | 6 | (4) | 0 | 0 | 2 |
| CF for investm. | €m | (68) | (87) | (87) | (101) | (344) | (62) | (52) | (55) | (98) | (267) |
| FCF | €m | (168) | 3 | (348) | (41) | (554) | (364) | 26 | (194) | 172 | (360) |
| Employees | | 11,597 | 11,235 | 11,150 | 11,235 | 11,235 | 11,196 | 11,292 | 11,339 | 11,490 | 11,490 |



Corporate: Overview

Corporate

| | | 2009/10 | | | | | 2010/11 | | | | |
|--------------|----|---------|-------|-------|-------|--------------|---------|-------|-------|-------|--------------|
| | | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Order intake | €m | 31 | 31 | 32 | 38 | 132 | 31 | 33 | 32 | 47 | 143 |
| Sales | €m | 31 | 31 | 32 | 37 | 131 | 31 | 33 | 32 | 47 | 143 |
| EBITDA | €m | (58) | (58) | (69) | (61) | (246) | (78) | (102) | (109) | (37) | (326) |
| EBIT | €m | (65) | (71) | (75) | (80) | (291) | (88) | (111) | (120) | (58) | (377) |
| OCF | €m | (203) | (624) | 23 | (22) | (827) | 257 | (452) | (18) | (553) | (766) |
| Employees | | 2,325 | 2,447 | 2,496 | 2,597 | 2,597 | 2,578 | 2,649 | 2,705 | 2,803 | 2,803 |

Business Area Overview – Quarterly Order Intake

| million € | 2009/10 | | | | | 2010/11 | | | | |
|-----------------------|--------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|----------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Steel Europe | 2,500 | 2,999 | 2,706 | 2,781 | 10,986 | 2,929 | 3,721 | 3,006 | 2,688 | 12,344 |
| Steel Americas | 0 | 23 | 24 | 22 | 69 | 84 | 268 | 504 | 437 | 1,293 |
| Stainless Global | 943 | 1,560 | 1,317 | 1,301 | 5,121 | 1,483 | 1,790 | 1,360 | 1,412 | 6,045 |
| Materials Services | 2,681 | 3,059 | 3,695 | 3,370 | 12,805 | 3,259 | 3,918 | 3,973 | 3,618 | 14,768 |
| Elevator Technology | 1,230 | 1,215 | 1,390 | 1,264 | 5,099 | 1,306 | 1,358 | 1,320 | 1,297 | 5,281 |
| Plant Technology | 1,324 | 824 | 800 | 911 | 3,859 | 1,016 | 896 | 1,097 | 1,466 | 4,475 |
| Components Technology | 1,169 | 1,337 | 1,584 | 1,563 | 5,653 | 1,602 | 1,795 | 1,811 | 1,713 | 6,921 |
| Marine Systems | 110 | 139 | 108 | 174 | 531 | 426 | 149 | 2,155 | 247 | 2,977 |
| Corporate | 31 | 31 | 32 | 38 | 132 | 31 | 33 | 32 | 47 | 143 |
| Consolidation | (660) | (814) | (726) | (805) | (3,005) | (876) | (1,080) | (1,138) | (906) | (4,000) |
| Group | 9,328 | 10,373 | 10,930 | 10,619 | 41,250 | 11,260 | 12,848 | 14,120 | 12,019 | 50,247 |



Business Area Overview – Quarterly Sales

| million € | 2009/10 | | | | | 2010/11 | | | | |
|-----------------------|--------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|----------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Steel Europe | 2,281 | 2,667 | 2,887 | 2,935 | 10,770 | 2,958 | 3,287 | 3,518 | 3,051 | 12,814 |
| Steel Americas | 0 | 23 | 24 | 21 | 68 | 86 | 260 | 429 | 364 | 1,139 |
| Stainless Global | 1,210 | 1,461 | 1,708 | 1,522 | 5,901 | 1,605 | 1,856 | 1,586 | 1,692 | 6,739 |
| Materials Services | 2,760 | 2,881 | 3,598 | 3,524 | 12,763 | 3,311 | 3,704 | 3,980 | 3,781 | 14,776 |
| Elevator Technology | 1,226 | 1,221 | 1,313 | 1,428 | 5,188 | 1,299 | 1,267 | 1,298 | 1,389 | 5,253 |
| Plant Technology | 954 | 940 | 970 | 1,067 | 3,931 | 897 | 969 | 943 | 1,195 | 4,004 |
| Components Technology | 1,237 | 1,344 | 1,568 | 1,575 | 5,724 | 1,599 | 1,769 | 1,779 | 1,761 | 6,908 |
| Marine Systems | 254 | 287 | 423 | 247 | 1,211 | 504 | 219 | 479 | 291 | 1,493 |
| Corporate | 31 | 31 | 32 | 37 | 131 | 31 | 33 | 32 | 47 | 143 |
| Consolidation | (602) | (748) | (844) | (872) | (3,066) | (920) | (1,098) | (1,193) | (966) | (4,177) |
| Group | 9,351 | 10,107 | 11,679 | 11,484 | 42,621 | 11,370 | 12,266 | 12,851 | 12,605 | 49,092 |

Business Area Overview – Quarterly EBITDA and Margin

| million € | 2009/10 | | | | | 2010/11 | | | | |
|-----------------------|-------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|-------------|--------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Steel Europe | 274 | 339 | 359 | 329 | 1,301 | 399 | 439 | 458 | 374 | 1,670 |
| % | 12.0 | 12.7 | 12.4 | 11.2 | 12.1 | 13.5 | 13.4 | 13.0 | 12.3 | 13.0 |
| Steel Americas | (70) | (78) | (119) | (297) | (564) | (328) | (211) | (95) | (252) | (886) |
| % | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> |
| Stainless Global | (4) | (60) | 121 | 46 | 103 | 48 | 103 | 43 | (6) | 188 |
| % | (0.3) | (4.1) | 7.1 | 3.0 | 1.7 | 3.0 | 5.5 | 2.7 | (0.4) | 2.8 |
| Materials Services | 168 | 101 | 191 | 150 | 610 | 117 | 197 | 181 | 166 | 661 |
| % | 6.1 | 3.5 | 5.3 | 4.3 | 4.8 | 3.5 | 5.3 | 4.5 | 4.4 | 4.5 |
| Elevator Technology | 182 | 180 | 180 | 185 | 727 | 189 | 165 | 168 | 353 | 875 |
| % | 14.8 | 14.7 | 13.7 | 13.0 | 14.0 | 14.5 | 13.0 | 12.9 | 25.4 | 16.7 |
| Plant Technology | 119 | 106 | 99 | 116 | 440 | 115 | 148 | 149 | 138 | 550 |
| % | 12.5 | 11.3 | 10.2 | 10.9 | 11.2 | 12.8 | 15.3 | 15.8 | 11.5 | 13.7 |
| Components Technology | 124 | 144 | 144 | 154 | 566 | 196 | 186 | 220 | 178 | 780 |
| % | 10.0 | 10.7 | 9.2 | 9.8 | 9.9 | 12.3 | 10.5 | 12.4 | 10.1 | 11.3 |
| Marine Systems | 21 | 33 | 19 | 106 | 179 | 51 | 87 | 71 | 28 | 237 |
| % | 8.3 | 11.5 | 4.5 | 42.9 | 14.8 | 10.1 | 39.7 | 14.8 | 9.6 | 15.9 |
| Corporate | (58) | (58) | (69) | (61) | (246) | (78) | (102) | (109) | (37) | (326) |
| Consolidation | (73) | (85) | (80) | (109) | (347) | (64) | (80) | (103) | (117) | (364) |
| Group | 683 | 622 | 845 | 619 | 2,769 | 645 | 932 | 983 | 825 | 3,385 |
| % | 7.3 | 6.2 | 7.2 | 5.4 | 6.5 | 5.7 | 7.6 | 7.6 | 6.5 | 6.9 |



Business Area Overview – Quarterly EBIT and Margin

| million € | 2009/10 | | | | | 2010/11 | | | | |
|-----------------------|-------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|----------------|----------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Steel Europe | 127 | 193 | 218 | 193 | 731 | 258 | 300 | 322 | 253 | 1,133 |
| % | 5.6 | 7.2 | 7.6 | 6.6 | 6.8 | 8.7 | 9.1 | 9.2 | 8.3 | 8.8 |
| Steel Americas | (71) | (79) | (130) | (320) | (600) | (378) | (319) | (190) | (2,258) | (3,145) |
| % | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> |
| Stainless Global | (42) | (101) | 81 | 5 | (57) | 7 | 59 | 0 | (851) | (785) |
| % | (3.5) | (6.9) | 4.7 | 0.3 | (1.0) | 0.4 | 3.2 | 0 | (50.3) | (11.6) |
| Materials Services | 129 | 68 | 158 | 108 | 463 | 85 | 163 | 149 | 81 | 478 |
| % | 4.7 | 2.4 | 4.4 | 3.1 | 3.6 | 2.6 | 4.4 | 3.7 | 2.1 | 3.2 |
| Elevator Technology | 165 | 163 | 162 | 156 | 646 | 171 | 147 | 151 | 332 | 801 |
| % | 13.5 | 13.3 | 12.3 | 10.9 | 12.5 | 13.2 | 11.6 | 11.6 | 23.9 | 15.2 |
| Plant Technology | 111 | 98 | 90 | 102 | 401 | 107 | 139 | 131 | 129 | 506 |
| % | 11.6 | 10.4 | 9.3 | 9.6 | 10.2 | 11.9 | 14.3 | 13.9 | 10.8 | 12.6 |
| Components Technology | 57 | 73 | 66 | 56 | 252 | 127 | 114 | 141 | 161 | 543 |
| % | 4.6 | 5.4 | 4.2 | 3.6 | 4.4 | 7.9 | 6.4 | 7.9 | 9.1 | 7.9 |
| Marine Systems | 16 | 18 | 8 | 103 | 145 | 46 | 84 | 62 | 21 | 213 |
| % | 6.3 | 6.3 | 1.9 | 41.7 | 12.0 | 9.1 | 38.4 | 12.9 | 7.2 | 14.3 |
| Corporate | (65) | (71) | (75) | (80) | (291) | (88) | (111) | (120) | (58) | (377) |
| Consolidation | (74) | (84) | (78) | (108) | (344) | (62) | (79) | (101) | (113) | (355) |
| Group | 353 | 278 | 500 | 215 | 1,346 | 273 | 497 | 545 | (2,303) | (988) |
| % | 3.8 | 2.8 | 4.3 | 1.9 | 3.2 | 2.4 | 4.1 | 4.2 | (18.3) | (2.0) |



Business Area Overview – Quarterly EBIT adjusted and Margin

| million € | 2009/10 | | | | | 2010/11 | | | | |
|-------------------------|-------------|-------------|-------------|-------------|--------------------|-------------|-------------|-------------|-------------|--------------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Steel Europe | 127 | 193 | 218 | 193 | 731 | 258 | 300 | 322 | 253 | 1,133 |
| % | 5.6 | 7.2 | 7.6 | 6.6 | 6.8 | 8.7 | 9.1 | 9.2 | 8.3 | 8.8 |
| Steel Americas | (71) | (79) | (130) | (320) | (600) | (378) | (319) | (190) | (184) | (1,071) |
| % | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> | <i>n.a.</i> |
| Stainless Global | (42) | (101) | 81 | 5 | (57) | 7 | 59 | 0 | (51) | 15 |
| % | (3.5) | (6.9) | 4.7 | 0.3 | (1.0) | 0.4 | 3.2 | 0.0 | (3.0) | 0.2 |
| Materials Services | 48 | 68 | 158 | 108 | 382 | 85 | 163 | 149 | 136 | 533 |
| % | 1.7 | 2.4 | 4.4 | 3.1 | 3.0 | 2.6 | 4.4 | 3.7 | 3.6 | 3.6 |
| Elevator Technology | 165 | 163 | 162 | 156 | 646 | 171 | 147 | 151 | 172 | 641 |
| % | 13.5 | 13.3 | 12.3 | 10.9 | 12.5 | 13.2 | 11.6 | 11.6 | 12.4 | 12.2 |
| Plant Technology | 111 | 98 | 90 | 102 | 401 | 107 | 139 | 131 | 129 | 506 |
| % | 11.6 | 10.4 | 9.3 | 9.6 | 10.2 | 11.9 | 14.3 | 13.9 | 10.8 | 12.6 |
| Components Technology | 57 | 73 | 113 | 58 | 301 | 127 | 114 | 141 | 121 | 503 |
| % | 4.6 | 5.4 | 7.2 | 3.7 | 5.3 | 7.9 | 6.4 | 7.9 | 6.9 | 7.3 |
| Marine Systems | 21 | 33 | 27 | (9) | 72 | 46 | 84 | 62 | 21 | 213 |
| % | 8.3 | 11.5 | 6.4 | (3.6) | 5.9 | 9.1 | 38.4 | 12.9 | 7.2 | 14.3 |
| Corporate Consolidation | (65) | (71) | (75) | (80) | (291) | (88) | (111) | (99) | (58) | (356) |
| | (74) | (84) | (78) | (108) | (344) | (62) | (79) | (101) | (113) | (355) |
| Group | 277 | 293 | 566 | 105 | 1,241 | 273 | 497 | 566 | 426 | 1,762 |
| % | 3.0 | 2.9 | 4.8 | 0.9 | 2.9 | 2.4 | 4.1 | 4.4 | 3.4 | 3.6 |

Business Area Overview – Quarterly Operating Cash Flow

| million € | 2009/10 | | | | | 2010/11 | | | | |
|-----------------------|--------------|------------|-------------|--------------|--------------|----------------|-------------|------------|--------------|----------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Steel Europe | (123) | 235 | 152 | 329 | 593 | (433) | 322 | 184 | 609 | 682 |
| Steel Americas | (171) | (93) | (221) | (361) | (847) | (585) | (360) | (269) | (175) | (1,389) |
| Stainless Global | (100) | 88 | (261) | 57 | (216) | (308) | 82 | (139) | 270 | (95) |
| Materials Services | (82) | (102) | (25) | 538 | 330 | (497) | 103 | (14) | 907 | 499 |
| Elevator Technology | 87 | 238 | 74 | 165 | 563 | 53 | 168 | 87 | 315 | 623 |
| Plant Technology | 114 | 161 | 250 | 91 | 618 | 118 | (26) | 129 | 267 | 488 |
| Components Technology | 70 | 80 | 211 | 189 | 551 | (25) | 46 | 146 | 277 | 444 |
| Marine Systems | (124) | 145 | (83) | 31 | (31) | (26) | 48 | 612 | (299) | 335 |
| Corp./Cons. | 21 | (568) | (122) | (23) | (692) | 268 | (462) | (27) | (590) | (811) |
| Group | (308) | 184 | (23) | 1,015 | 868 | (1,435) | (79) | 709 | 1,581 | 776 |

Business Area Overview (I)

| | Order Intake (€m) | | Sales (€m) | | Employees | |
|-----------------------|-------------------|---------------|---------------|---------------|----------------|----------------|
| | FY 2009/10 | FY 2010/11 | FY 2009/10 | FY 2010/11 | FY 2009/10 | FY 2010/11 |
| Steel Europe | 10,986 | 12,344 | 10,770 | 12,814 | 34,711 | 28,843 |
| Steel Americas | 69 | 1,293 | 68 | 1,139 | 3,319 | 4,060 |
| Stainless Global | 5,121 | 6,045 | 5,901 | 6,739 | 11,235 | 11,490 |
| Materials Services | 12,805 | 14,768 | 12,763 | 14,776 | 33,856 | 36,568 |
| Elevator Technology | 5,099 | 5,281 | 5,188 | 5,253 | 44,024 | 46,243 |
| Plant Technology | 3,859 | 4,475 | 3,931 | 4,004 | 12,972 | 13,478 |
| Components Technology | 5,653 | 6,921 | 5,724 | 6,908 | 29,144 | 31,270 |
| Marine Systems | 531 | 2,977 | 1,211 | 1,493 | 5,488 | 5,295 |
| Corporate | 132 | 143 | 131 | 143 | 2,597 | 2,803 |
| Consolidation | (3,005) | (4,000) | (3,066) | (4,177) | - | - |
| Group | 41,250 | 50,247 | 42,621 | 49,092 | 177,346 | 180,050 |

Business Area Overview (II)

| | EBITDA (€m) | | EBIT (€m) | | EBIT adjusted (€m) | |
|-----------------------|--------------|--------------|--------------|--------------|--------------------|--------------|
| | FY 2009/10 | FY 2010/11 | FY 2009/10 | FY 2010/11 | FY 2009/10 | FY 2010/11 |
| Steel Europe | 1,301 | 1,670 | 731 | 1,133 | 731 | 1,133 |
| Steel Americas | (564) | (886) | (600) | (3,145) | (600) | (1,071) |
| Stainless Global | 103 | 188 | (57) | (785) | (57) | 15 |
| Materials Services | 610 | 661 | 463 | 478 | 382 | 533 |
| Elevator Technology | 727 | 875 | 646 | 801 | 646 | 641 |
| Plant Technology | 440 | 550 | 401 | 506 | 401 | 506 |
| Components Technology | 566 | 780 | 252 | 543 | 301 | 503 |
| Marine Systems | 179 | 237 | 145 | 213 | 72 | 213 |
| Corporate | (246) | (326) | (291) | (377) | (291) | (356) |
| Consolidation | (347) | (364) | (344) | (355) | (344) | (355) |
| Group | 2,769 | 3,385 | 1,346 | (988) | 1,241 | 1,762 |

Special Items

| Business Area (million €) | 2009/10 | | | | | 2010/11 | | | | |
|--------------------------------|-----------|-------------|-------------|------------|-------------|---------|----|-------------|----------------|----------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Steel Americas: | | | | | | | | | | |
| Impairment related charges | | | | | | | | | (2,075) | (2,075) |
| Stainless Global: | | | | | | | | | | |
| Goodwill/IFRS 5 impairment | | | | | | | | | (800) | (800) |
| Materials Services: | | | | | | | | | | |
| Disposal gain TKIN and Safway | 81 | | | | 81 | | | | | |
| Disposal loss Xervon | | | | | | | | | (55) | (55) |
| Elevator Technology: | | | | | | | | | | |
| Partial refund antitrust fine | | | | | | | | | 160 | 160 |
| Components Technology: | | | | | | | | | | |
| Restructuring Bilstein | | | (26) | (5) | (31) | | | | | |
| Restructuring Berco | | | (17) | 2 | (15) | | | | | |
| Restructuring total | | | (43) | (3) | (46) | | | | | |
| Impairment Bilstein | | | (3) | 1 | (2) | | | | | |
| Impairment Berco | | | (1) | | (1) | | | | | |
| Impairment Waupaca | | | | | | | | | 40 | 40 |
| Impairment total | | | (4) | 1 | (3) | | | | 40 | 40 |
| Marine Systems: | | | | | | | | | | |
| Hellenic Shipyards | (5) | (15) | (19) | 112 | 73 | | | | | |
| Corporate: | | | | | | | | | | |
| Provision for litigation risks | | | | | | | | (21) | | (21) |
| ThyssenKrupp | | | | | | | | | | |
| Restructuring total | | | (43) | (3) | (46) | | | | | |
| Impairment total | | | (4) | 1 | (3) | | | | (2,835) | (2,835) |
| Special Items | 76 | (15) | (66) | 110 | 105 | - | - | (21) | (2,730) | (2,751) |

ThyssenKrupp-specific Key Figures (I): EBIT Definition

FY 2010/11*: Reconciliation “Income from operations” (P&L Structure) to EBIT

P&L Structure

| | |
|---|---------------|
| Net sales | 43,356 |
| - Cost of sales ¹⁾ | (38,616) |
| - SG&A ¹⁾ | (4,923) |
| +/- Other operating income/expenses | (74) |
| +/- Gain/loss on disposal of subsidiaries | (27) |
| = Income from operations | (284) |
| +/- Income from companies using equity method | 71 |
| +/- Interest income/expense incl. capitalized interest exp. of €56 m | (574) |
| +/- Other financial income/expense | 36 |
| = EBT | (751) |

EBIT definition

| | |
|---|---------------|
| Net sales | 43,356 |
| - Cost of sales ¹⁾ | (38,616) |
| - SG&A ¹⁾ | (4,923) |
| +/- Other operating income/expenses | (74) |
| +/- Gain/loss on disposal of subsidiaries | (27) |
| +/- Income from companies using equity method | 71 |
| +/- Operating items in other fin. income/expense ²⁾ | (26) |
| + Adjustm. for depreciation on cap. interest | 51 |
| = EBIT | (188) |
| +/- Interest income/expense incl. capitalized interest exp. of €56 m | (574) |
| - Depreciation on capitalized interest | 51 |
| +/- Other financial income/expense | 62 |
| = EBT | (751) |

1) incl. depreciation on capitalized interest expenses of €(51) m

2) Mainly: Interest from long-term provisions, net;
Income from other investments

* Figures from continued operations

ThyssenKrupp-specific Key Figures (II): EBIT/EBT adjusted & TKVA

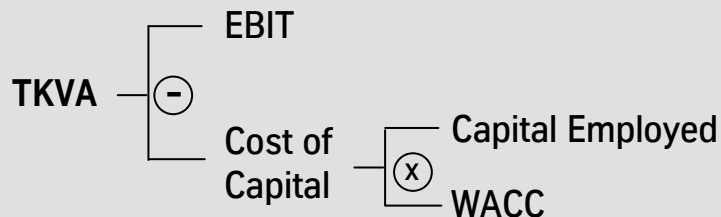
EBIT / EBT adjusted (= Key Performance Indicator of ThyssenKrupp)

Earnings adjusted for special, nonrecurring items:

- Special items to be eliminated include disposal gains/losses, restructuring expense, impairment losses, other non-operating expense and other non-operating income. These special items are positive or negative effects that occur only once or infrequently, are of material importance due to their type or amount and thus affect the results of our operating activities.

ThyssenKrupp Value Added (TKVA)

- Measurement of value added in a period at all levels of the Group



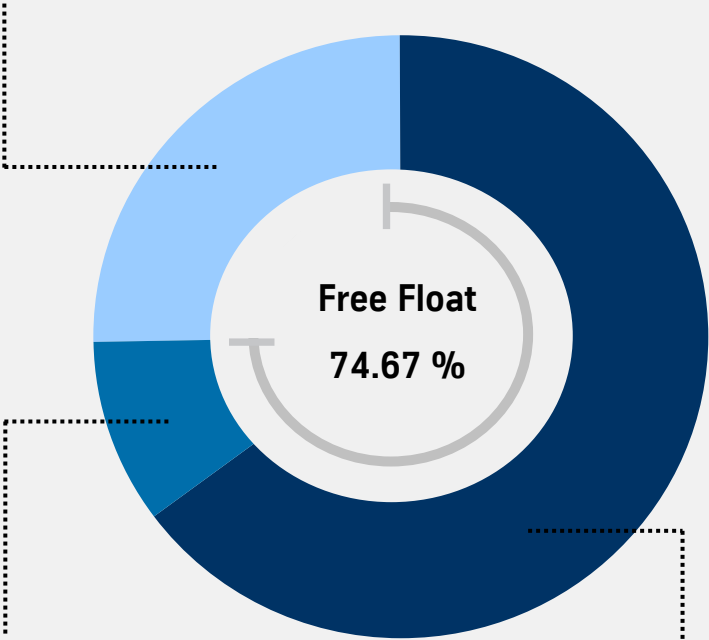
- Reported only on full-year basis

EBIT & Capital Employed at Business Area level:

- **EBIT** increased by an imputed income contribution calculated by assigning a return to the **average net advance payments surplus** equal to the WACC for the business areas
- **Capital Employed** is also increased by the amount of the net advance payments surpluses
- Imputed income contributions in EBIT and increases to Capital Employed are eliminated at Group level during consolidation and therefore **not included in the Group's key figures**

Shareholder Structure

AKBH Foundation 25.33%

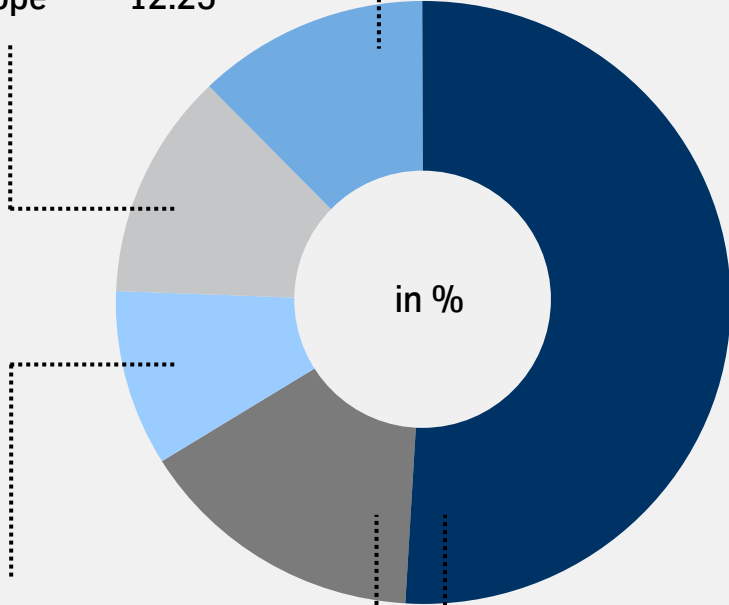


Private Investors 10.00%

International Mutual Funds 64.67%

Rest of World 12.11

Europe 12.23



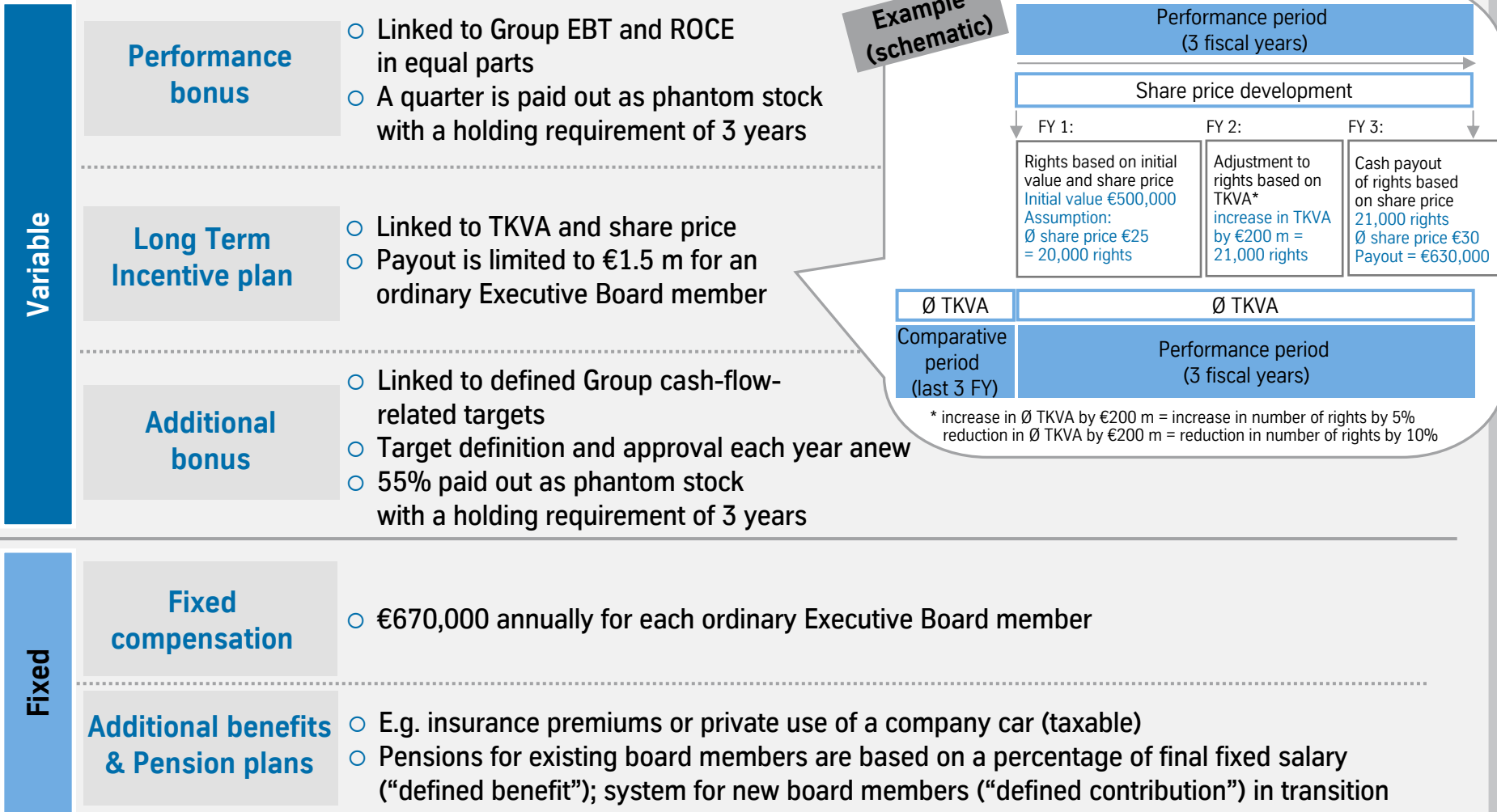
UK/Ireland 9.42

North America 15.31

Germany (incl. AKBH-Foundation) 50.93

Source: ThyssenKrupp Shareholder ID 09/2011, ThyssenKrupp AGM registrations

Compensation for the Executive Board at ThyssenKrupp



⇒ [Ceiling total compensation (excl. pensions)] = [fixed compensation] x 6

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.”

