

Presentation ThyssenKrupp

January 2012

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

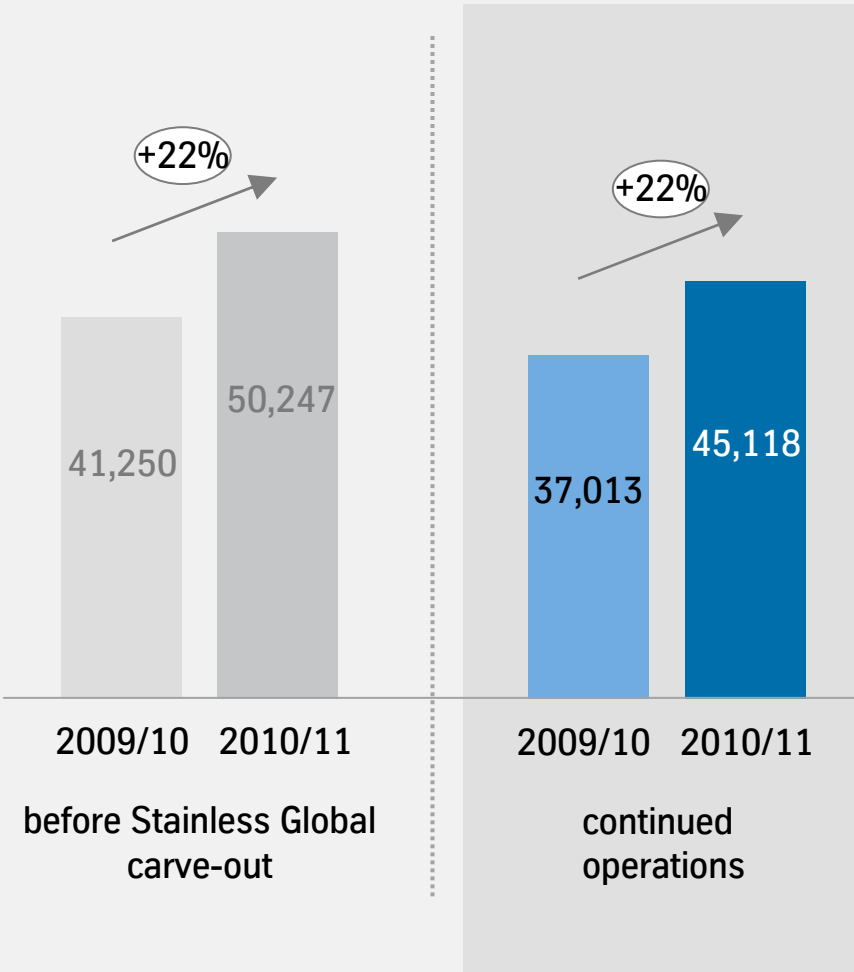
* SG: Stainless Global; AM: Steel Americas

**Proposal to General Stockholders' Meeting

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

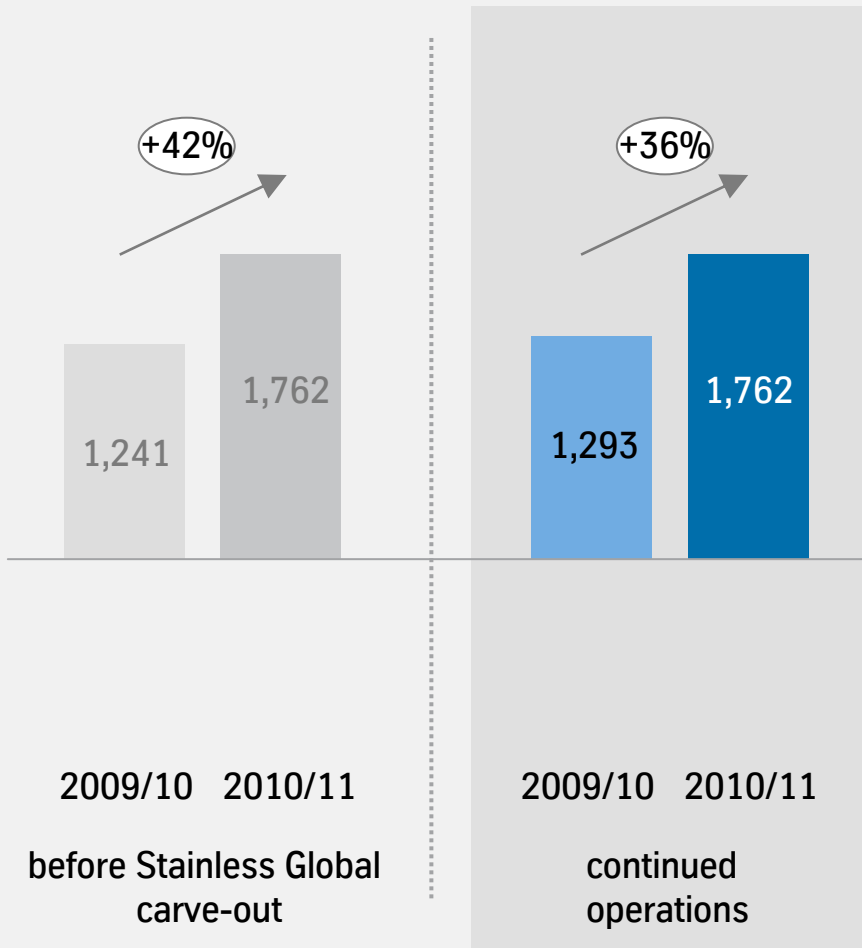
Order intake (million €)

Sales (million €)

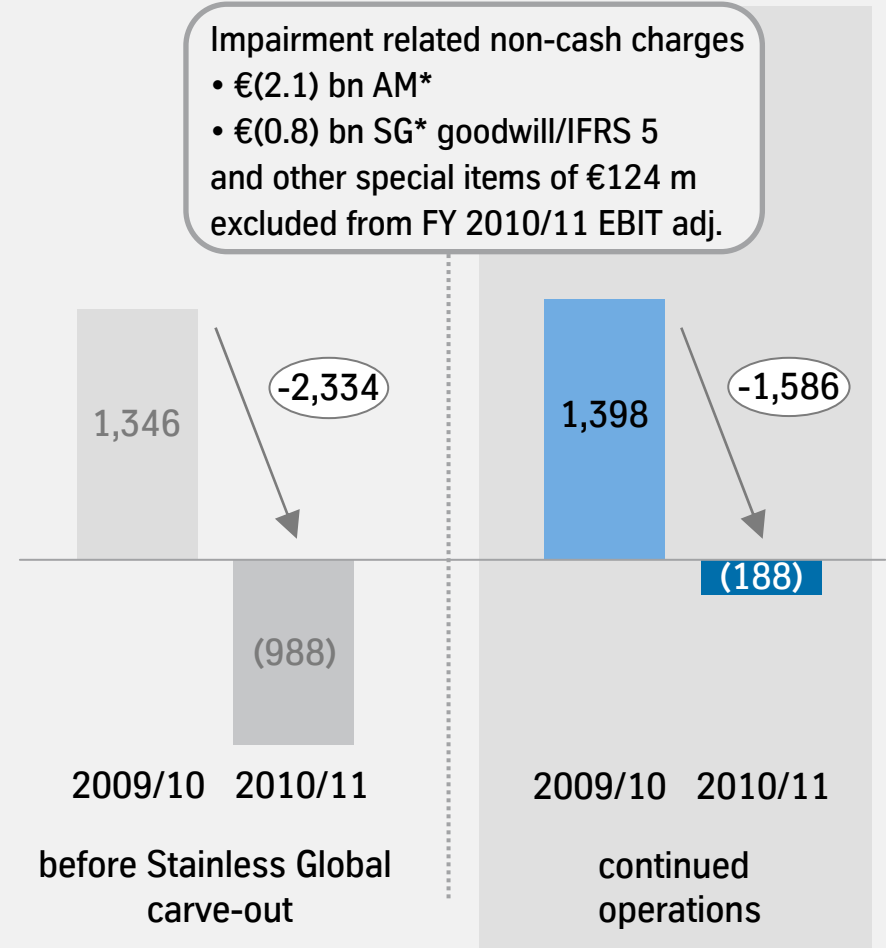


EBIT FY 2010/11 Impacted by Significant Non-Cash Charges

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 €)

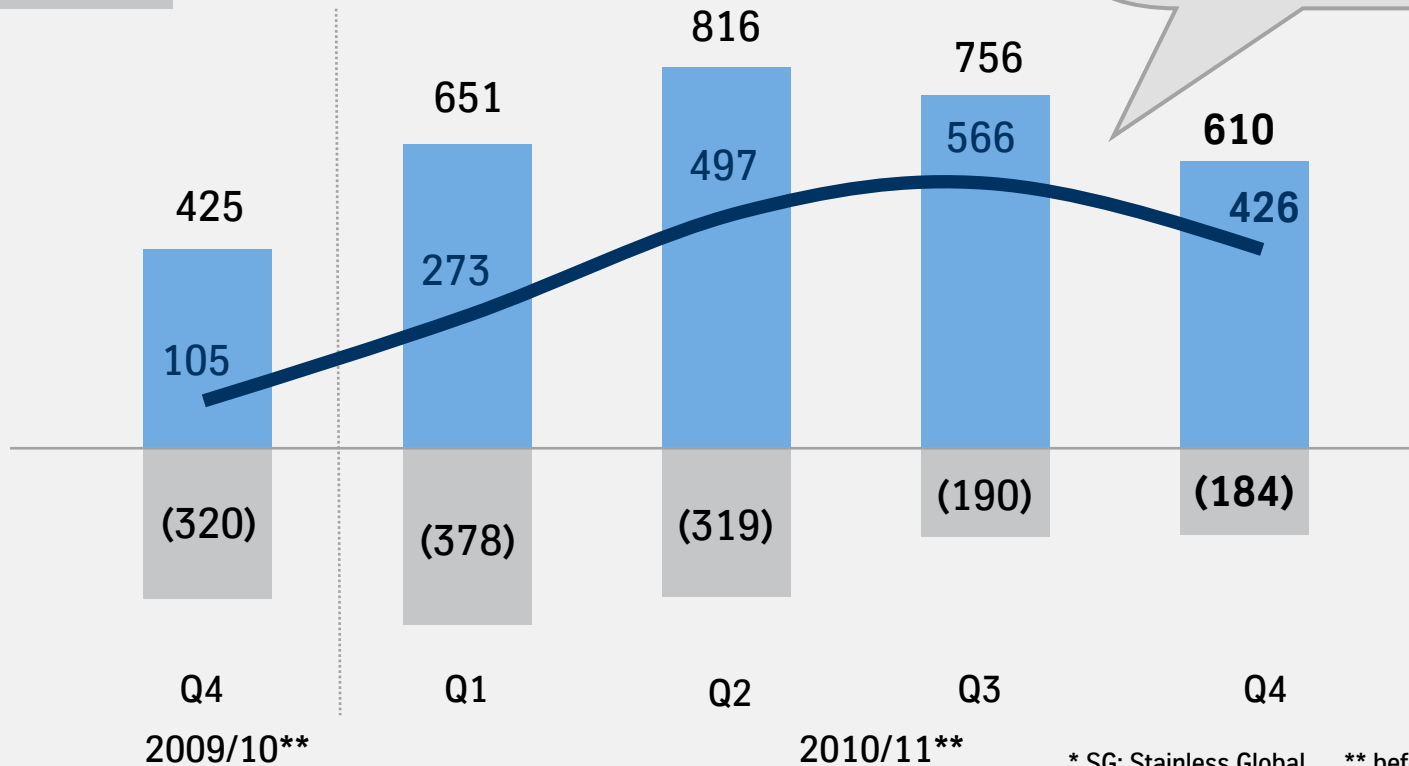
EBIT adj. Group

EBIT adj. Group
excl. Steel Americas

EBIT adj.
Steel Americas

FY: before SG* carve-out: 1,762
[continued operations: 1,762]











qoq Δ €(140) m mainly explained by:
Steel Europe €(69) m
Stainless Global €(51) m
Marine Systems €(41) m



* SG: Stainless Global

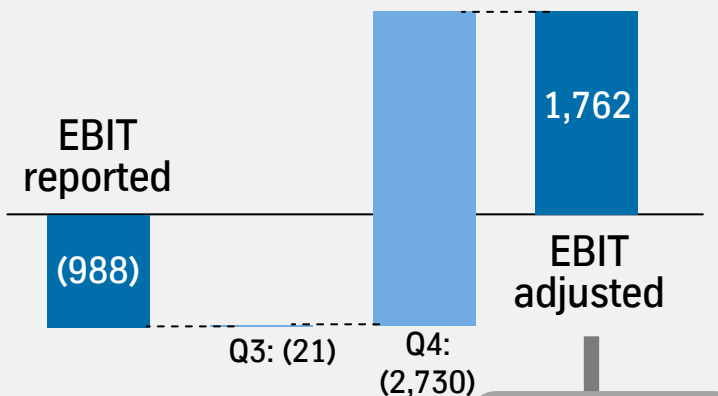
** before Stainless Global carve-out

Majority of Earnings Provided by Technologies Businesses

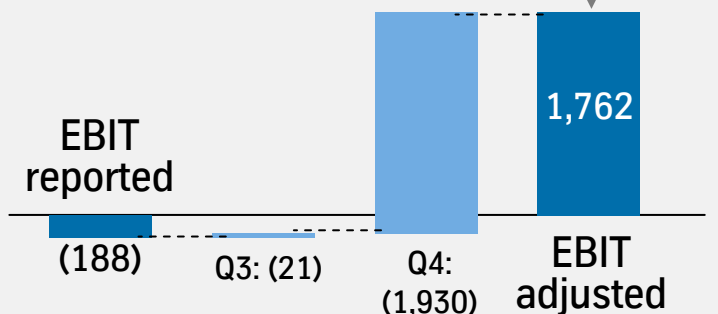
EBIT adjusted million €	2009/10		2010/11			Q4: yoy	Contribution EBIT adjusted (excl. Corp./Cons.) million €
	Q4	FY	Q3	Q4	FY		
Steel Europe	193	731	322	253	1,133		 205
%	6.6	6.8	9.2	8.3	8.8		
Steel Americas	(320)	(600)	(190)	(184)	(1,071)		
%	n.a.	n.a.	n.a.	n.a.	n.a.		Q4 2010/11
Materials Services	108	382	149	136	533		
%	3.1	3.0	3.7	3.6	3.6		
Elevator Technology	156	646	151	172	641		 443
%	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 €)

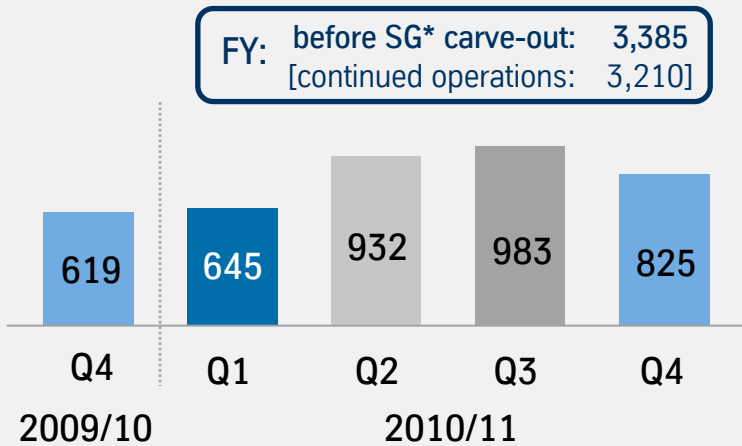
		Q3	Q4	FY
Steel Americas	• Impairment of PPE & construction in progress, for transfer taxes & inventory		(2,075)	(2,075)
Stainless Global	• Goodwill/IFRS 5 impairment		(800)	(800)
Materials Serv.	• Disposal loss Xervon		(55)	(55)
Elevator Tech.	• Partial refund of antitrust fine		160	160
Comp. Tech.	•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

Special items (million €)

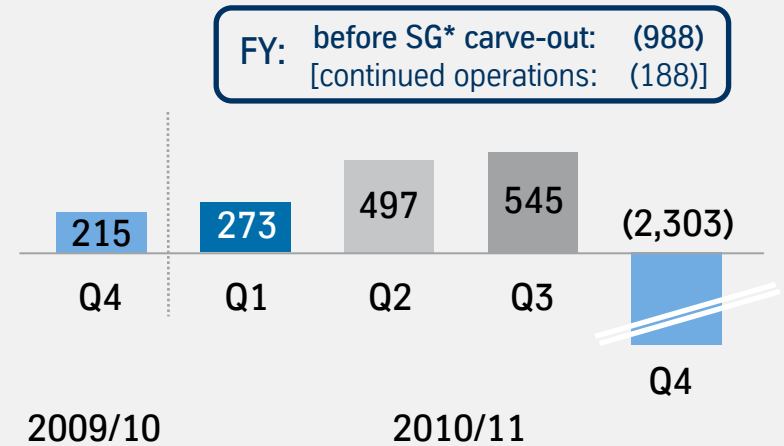
		Q3	Q4	FY
Steel Americas	• Impairment of PPE & construction in progress, for transfer taxes & inventory		(2,075)	(2,075)
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Corporate	• Provision for litigation risks	(21)		(21)
Group		(21)	(1,930)	(1,951)

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

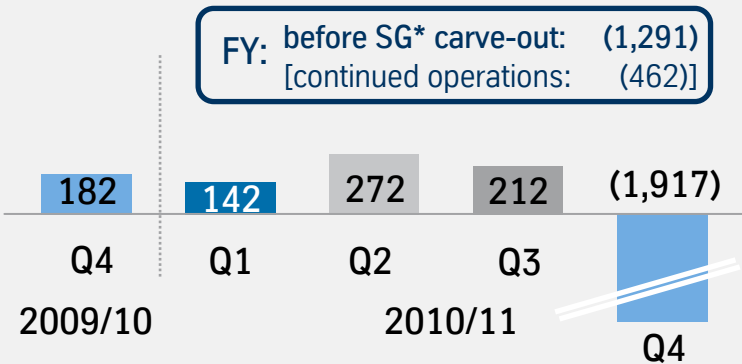
EBITDA (million €)



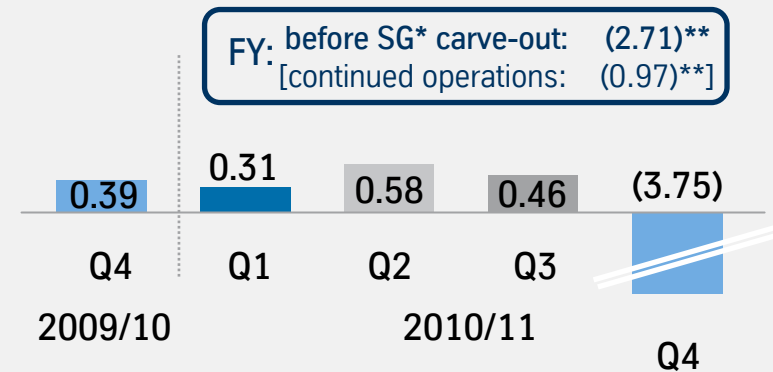
EBIT (million €)



Net income attributable to ThyssenKrupp stockholders (million €)



EPS (€)

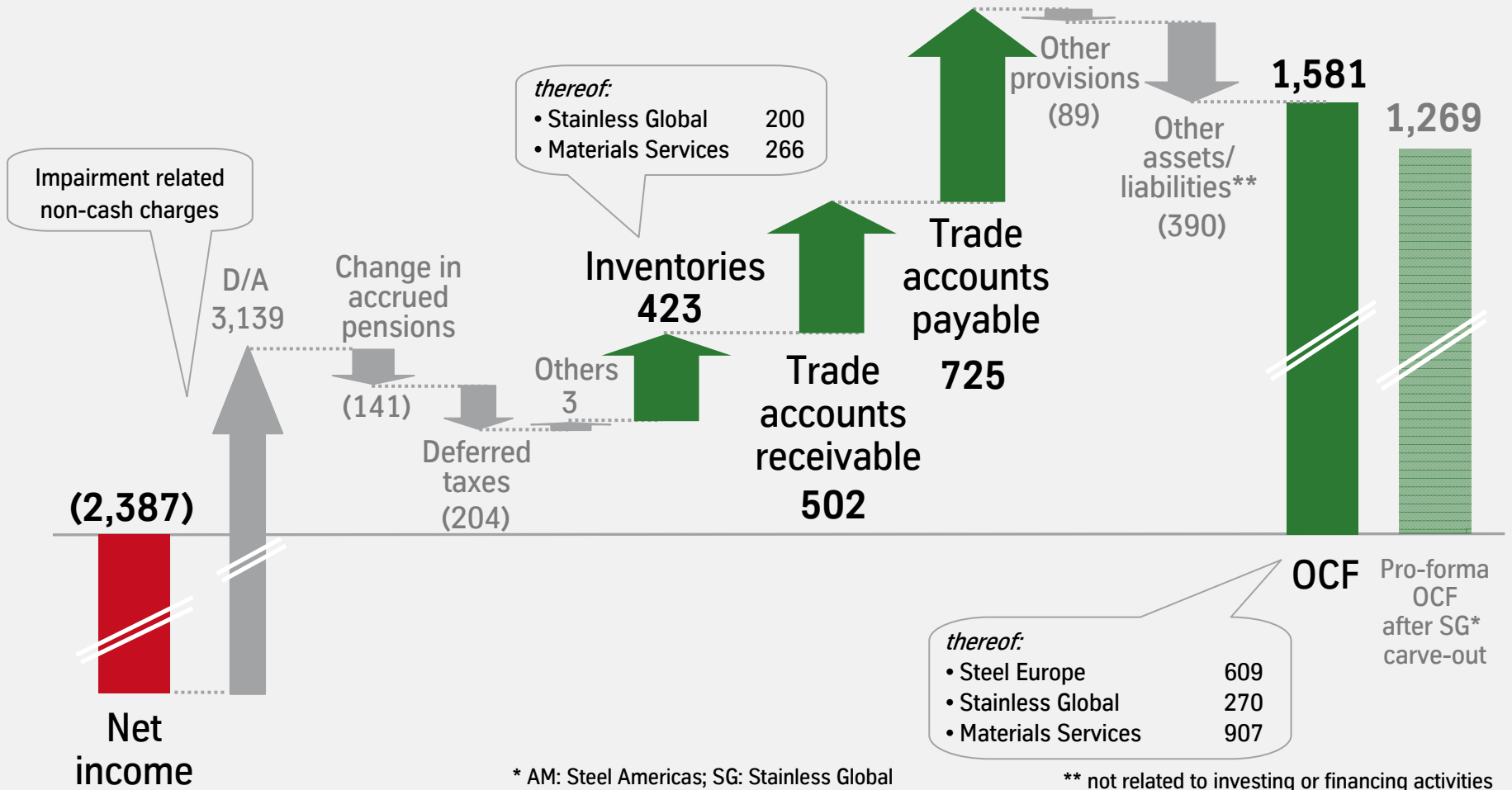


* SG: Stainless Global

** 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 €)

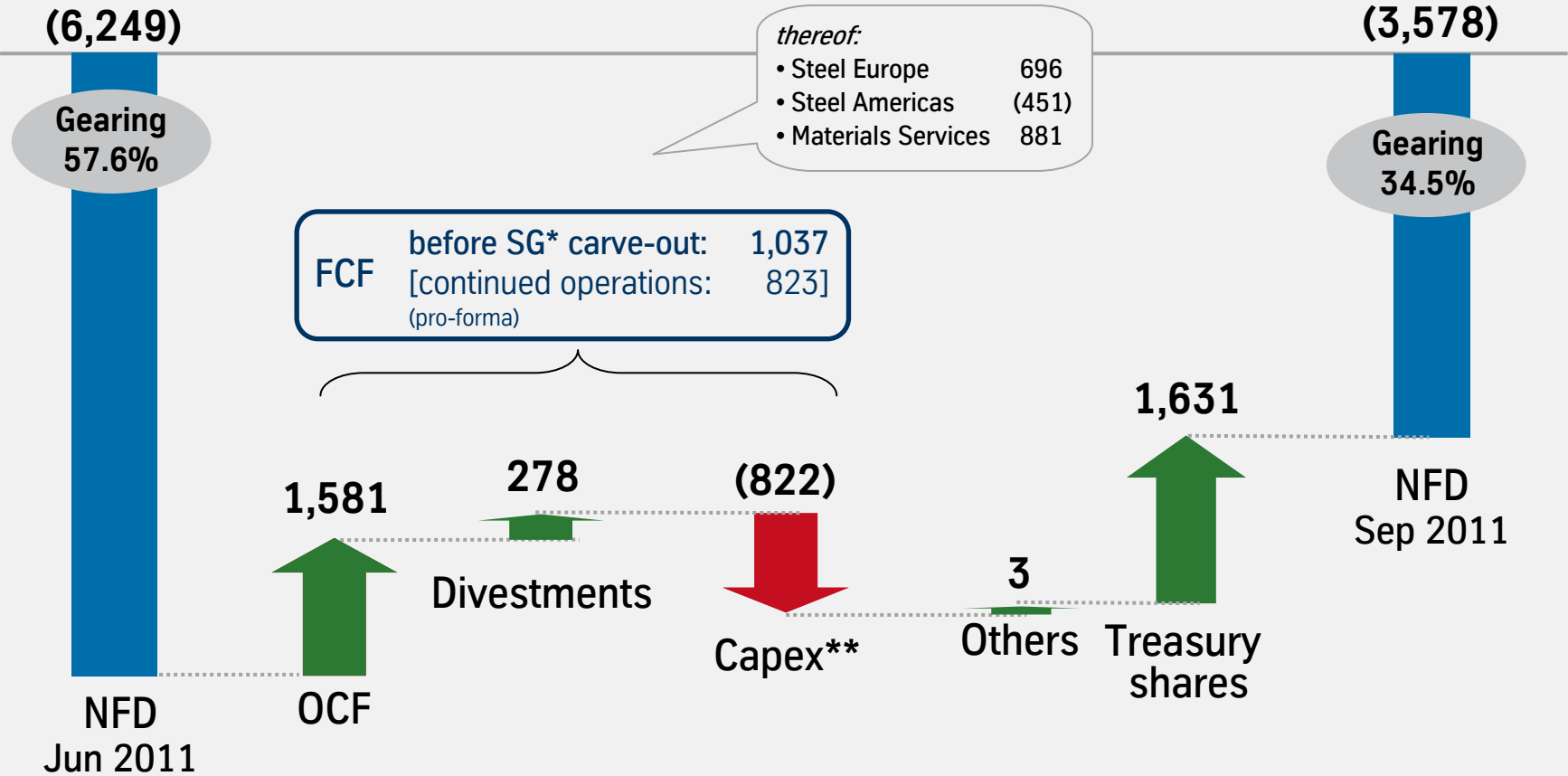


* AM: Steel Americas; SG: Stainless Global

** not related to investing or financing activities

Further Progress in Reducing NFD

Q4 2010/11 (million €)



* SG: Stainless Global

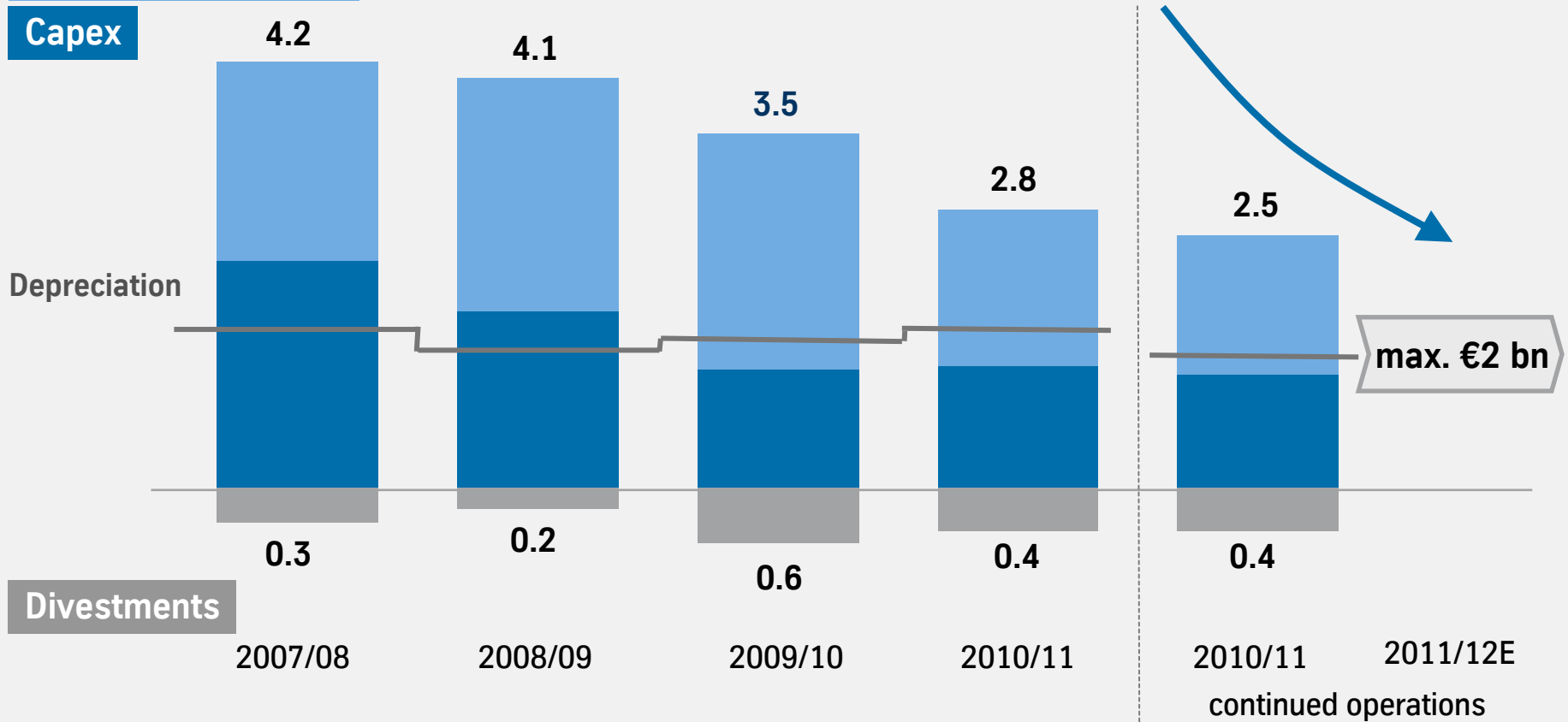
** Capex for property, plant & equipment, financial & intangible assets and financial investments

Tight Capex Management Going Forward

Cash flows from investing activities (billion €)

Steel and Stainless Americas Projects

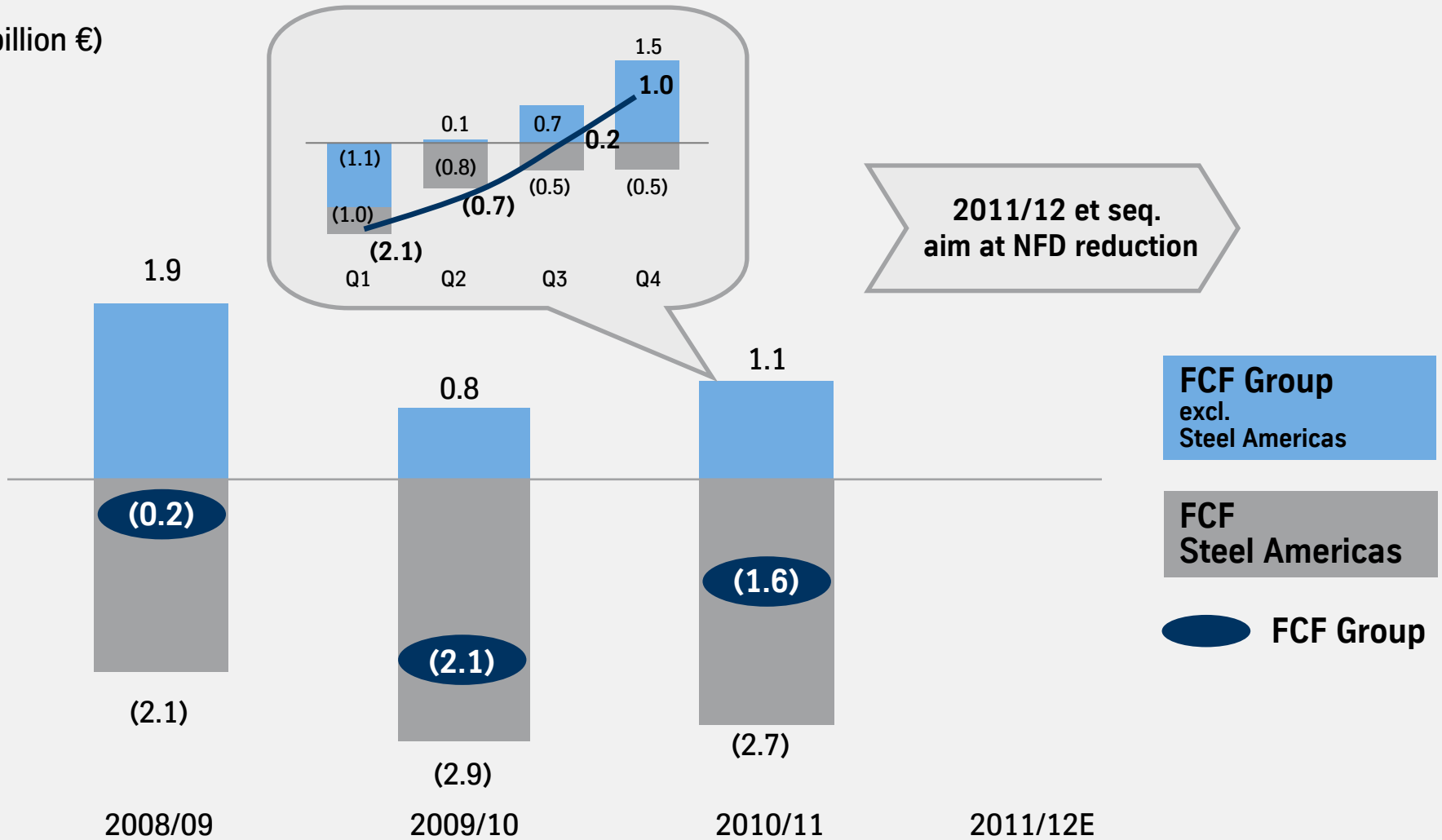
Capex



Divestments

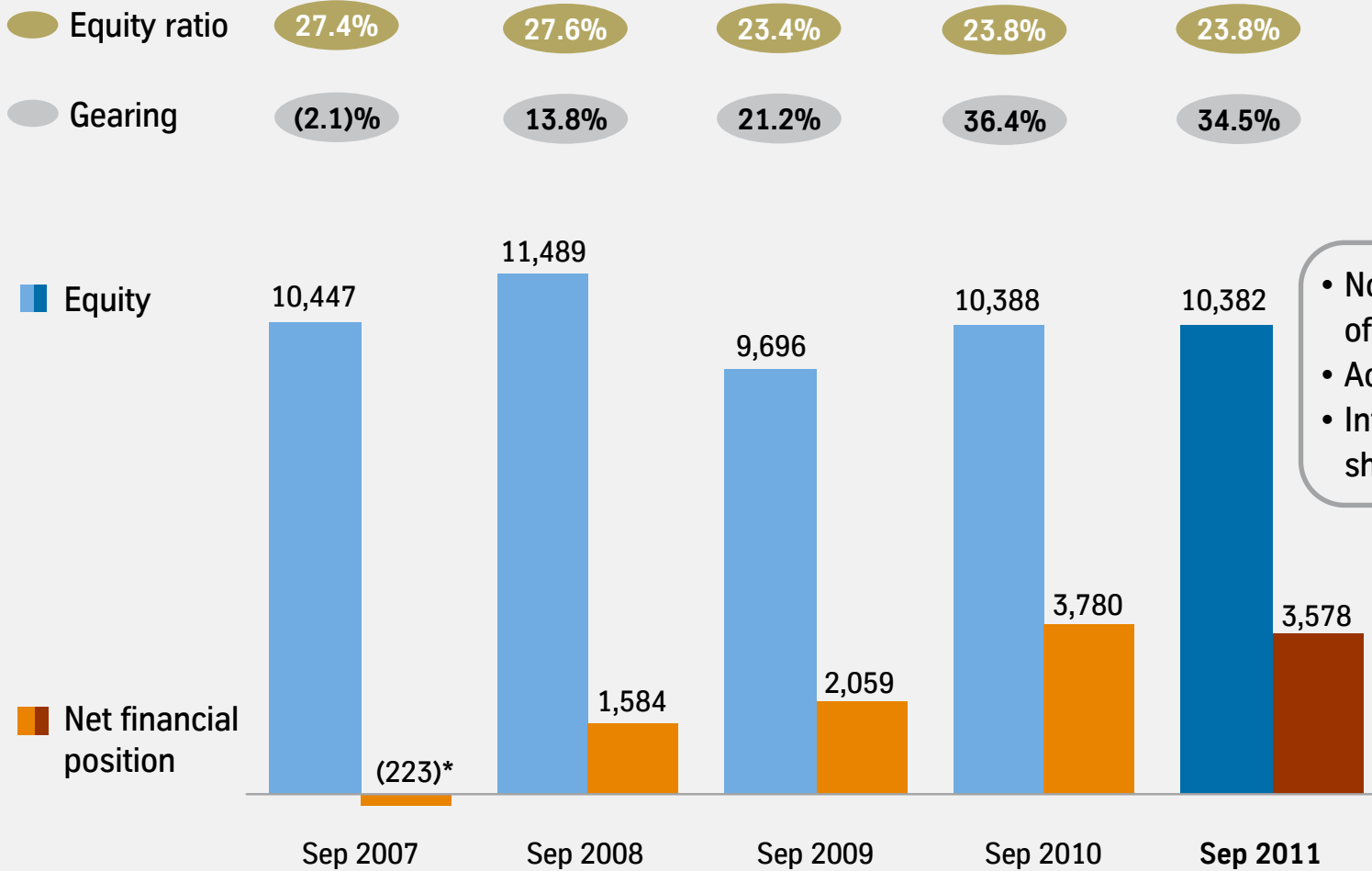
FCF Development: Focus on Progressively Improving FCF Generation

(billion €)



Slight Improvement in Gearing Despite Significant Impairment Charges

Net financial position, equity and ratios (million €)

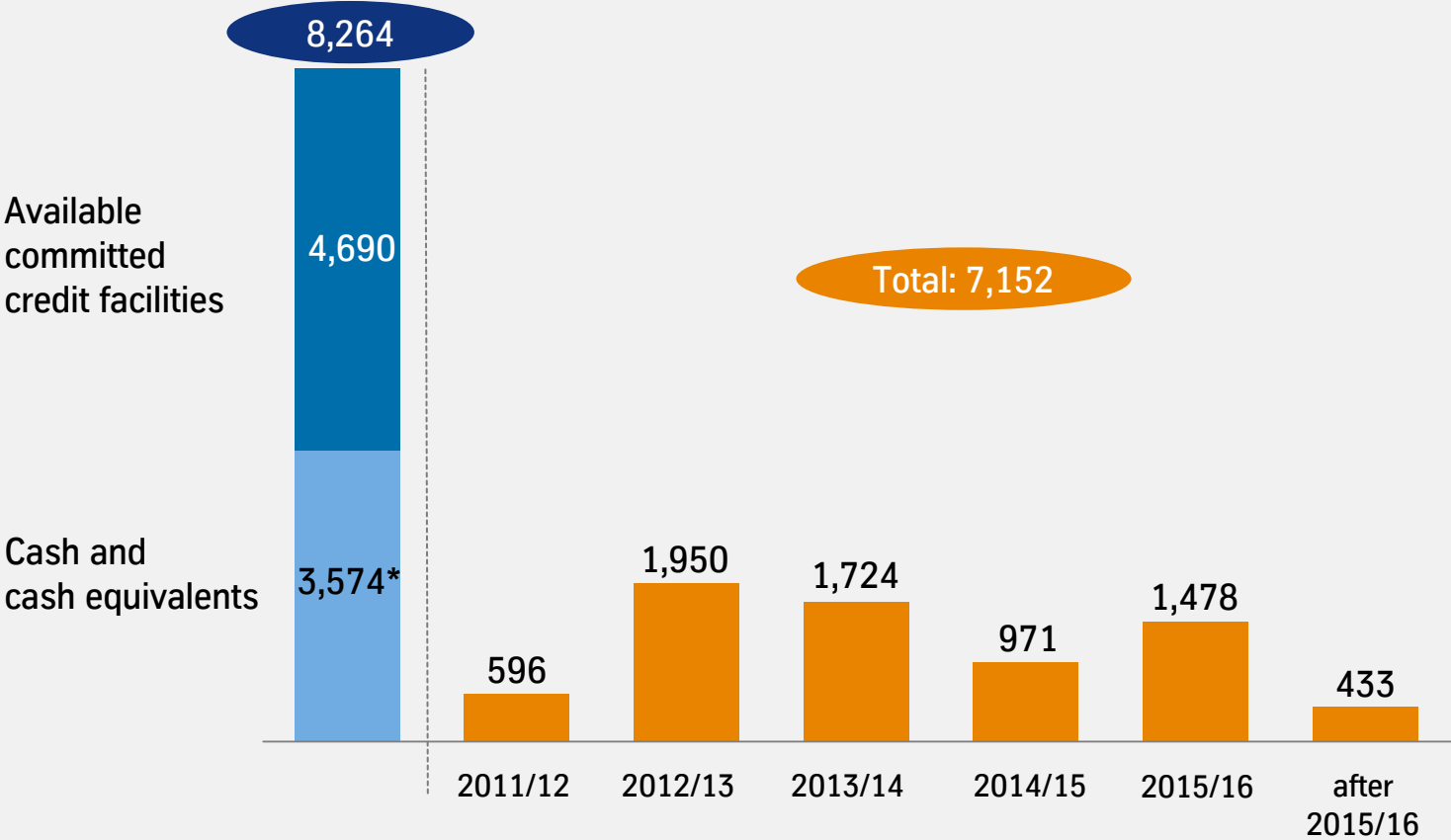


- Non-cash character of impairment charges
- Actuarial gains
- Inflows from treasury shares

* 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 €)

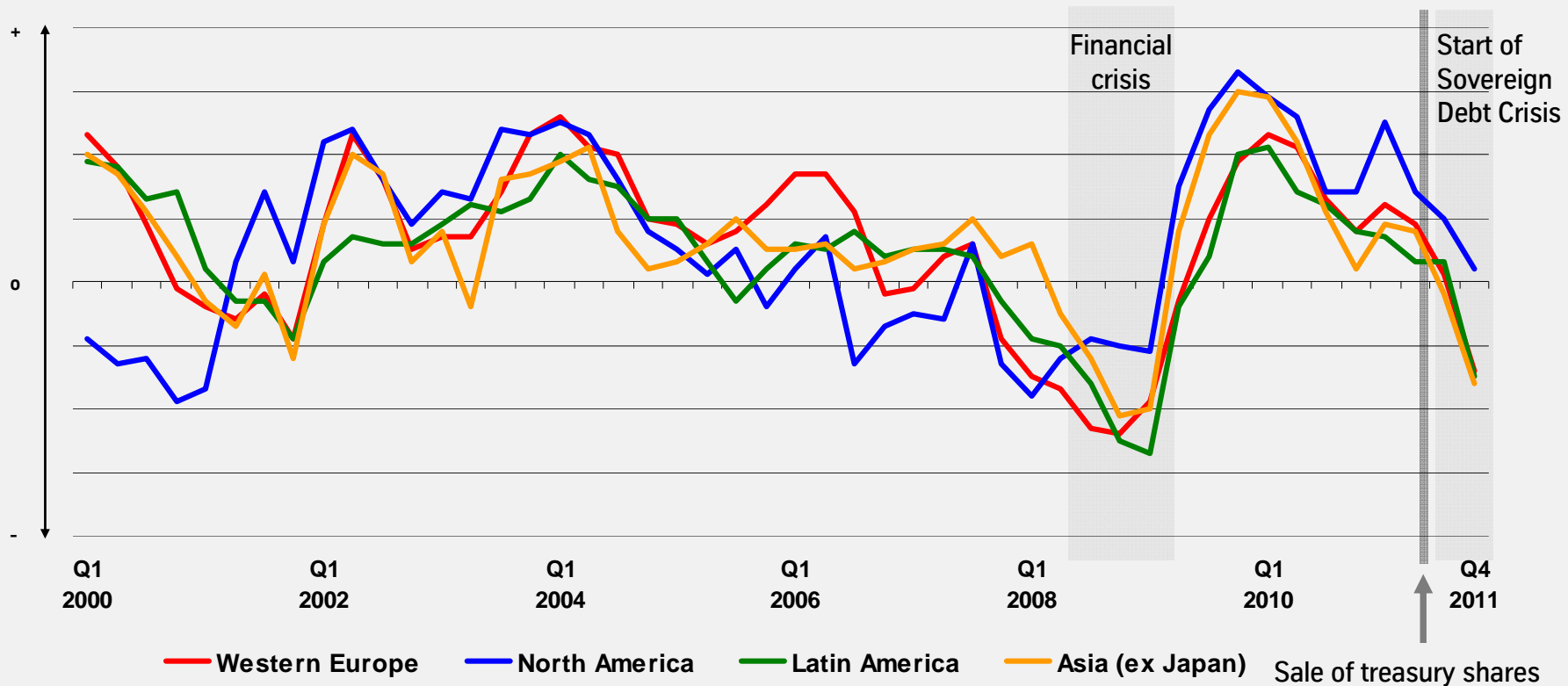


* incl. securities of €6 million

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
January 2012

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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



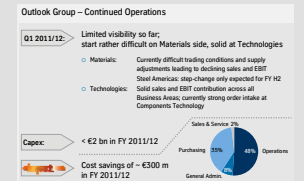
Financing

- 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

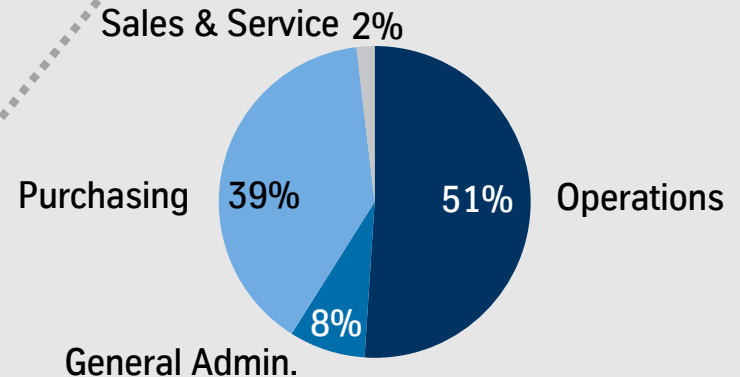
- Materials: Currently difficult trading conditions and supply adjustments leading to declining sales and EBIT; Steel Americas: step-change only expected for FY H2
- Technologies: Solid sales and EBIT contribution across all Business Areas; continuing strong order intake at Components Technology

Capex

max. €2 bn



Cost savings of ~ €300 m

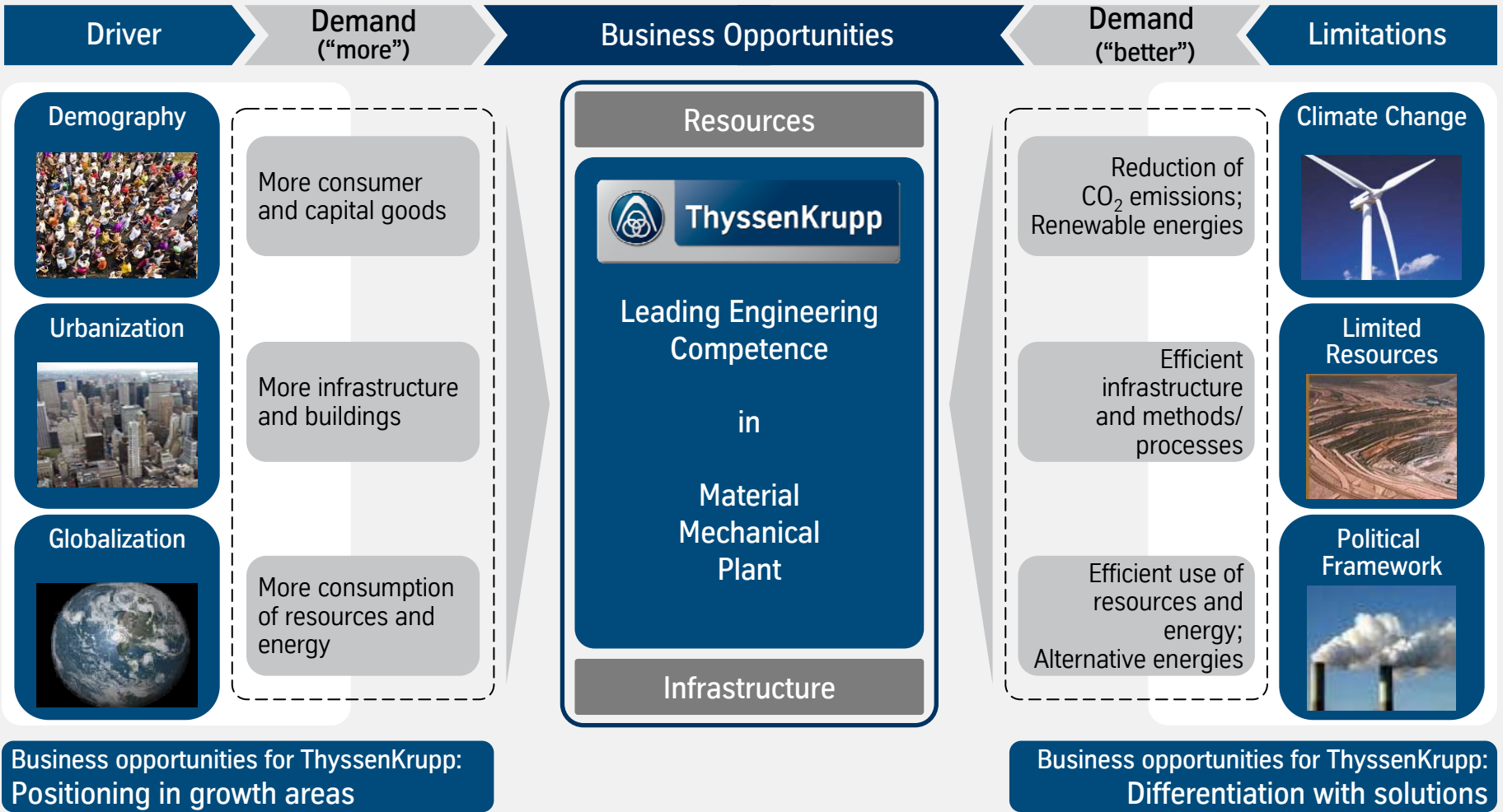


Agenda

- 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



Polylactide (PLA)

New processing technology based on biomass



ThyssenKrupp – Strategic Way Forward

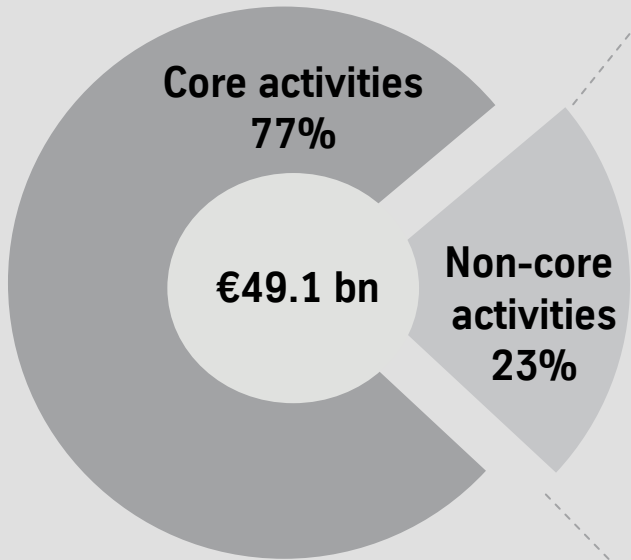


Company Positioning



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) **carved-out**

Bilstein-Gruppe
(Automotive Systems Brazil) **closed**

Sales: ~€0.7 bn

Xervon
Sales: ~€0.7 bn **closed**

Stainless Global
Sales: ~€6.7 bn **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

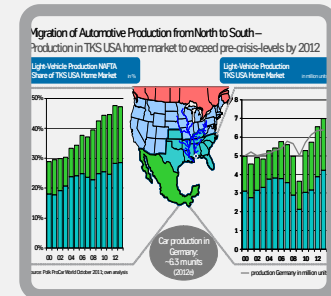
Measures Initiated

- 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

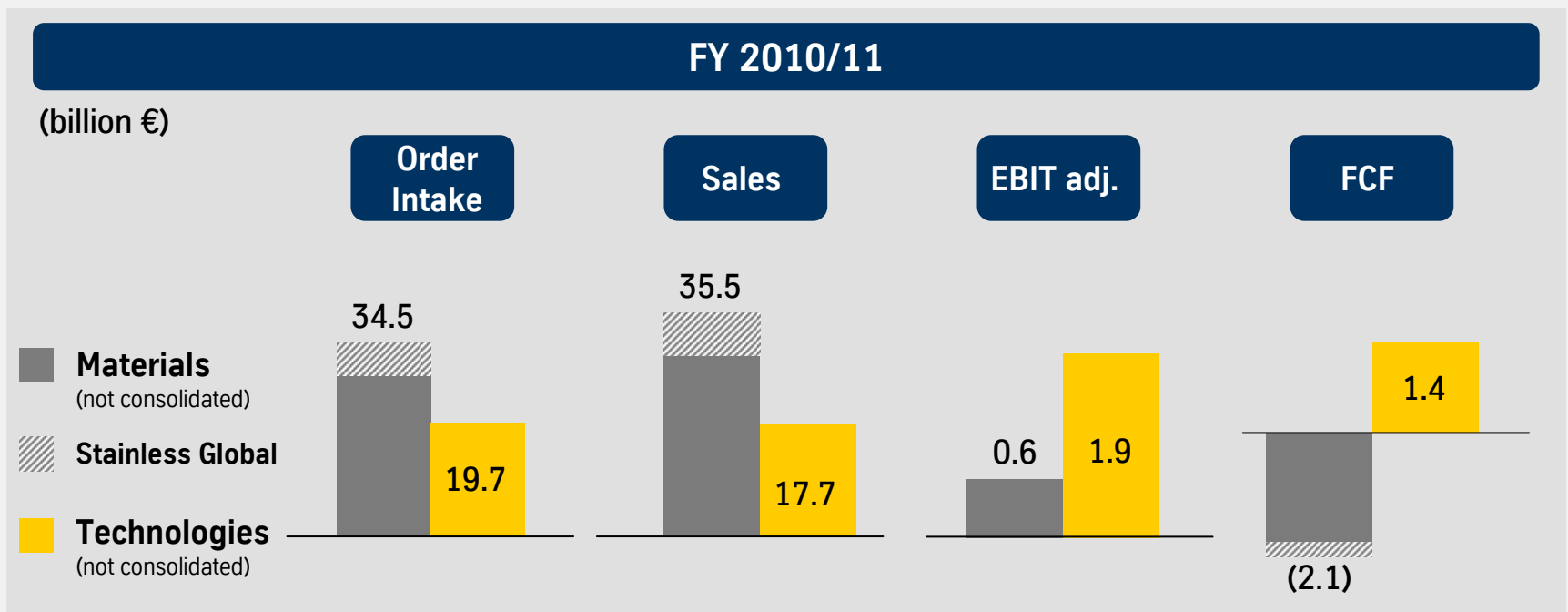
- latest studies confirm structural growth in home market
- feedback on quality from internal and external customers very positive
- feedback on mid-term volume requirements from targeted key customer groups remains very encouraging
- target remains realization of attractive growth & profit potential

€(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

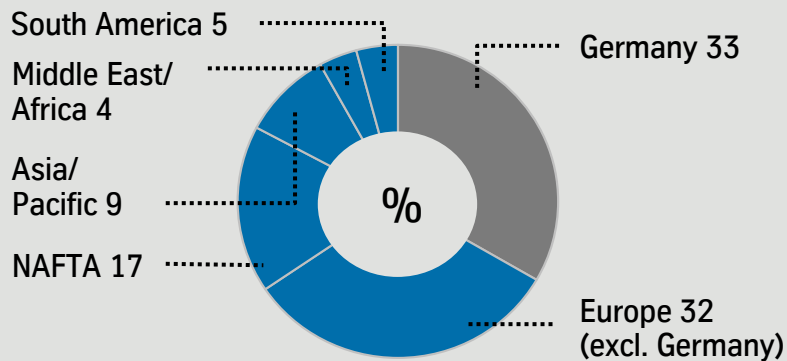
**Sales
outside Germany**

ThyssenKrupp: 67%
Technologies: 83%

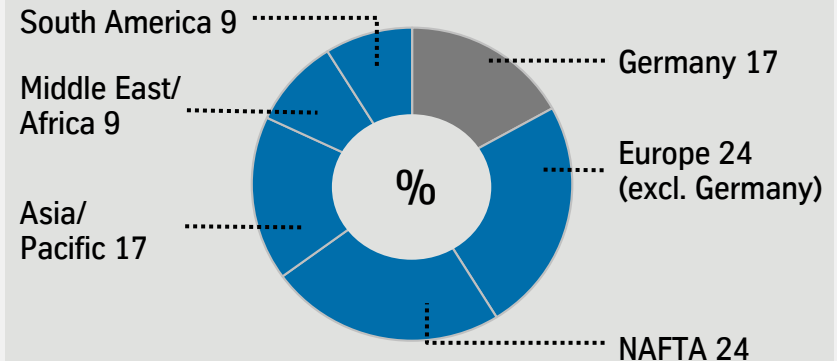
**Employees
outside Germany**

ThyssenKrupp: 62%
Technologies: 76%

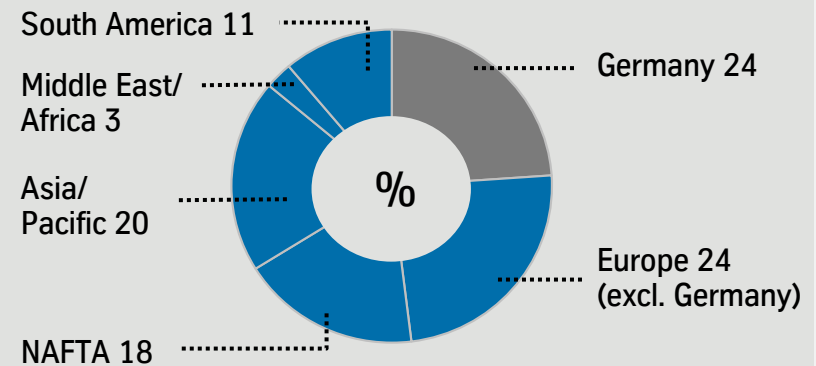
Sales by region (ThyssenKrupp Group)



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



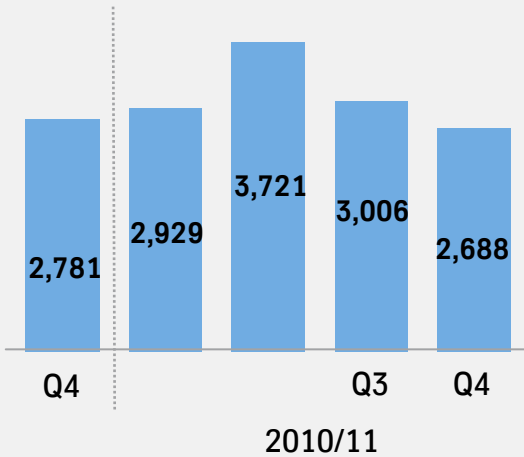
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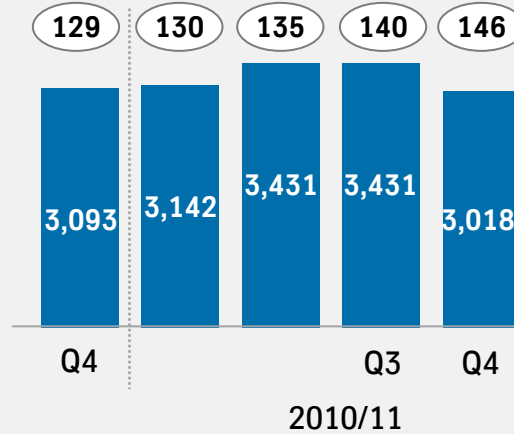
Steel Europe – Q4 2010/11 Highlights

Order intake in €m

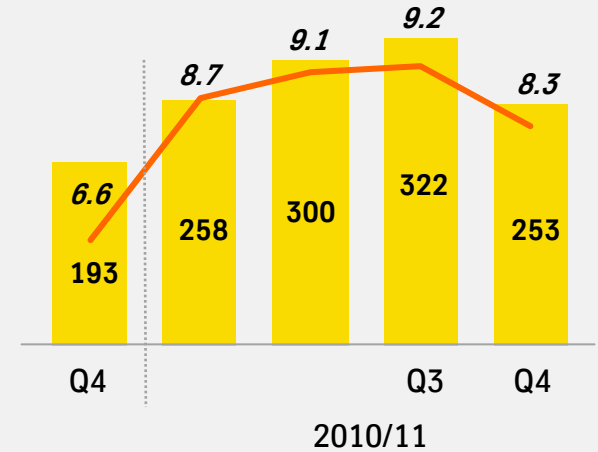


Shipments in 1,000 t

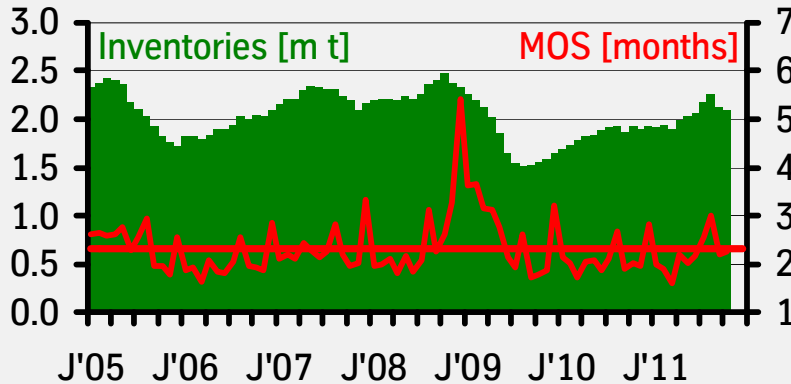
Ø rev/t indexed (Q1 2004/05=100)



EBIT in €m; EBIT margin in %



Inventories and Months of Supply - Europe



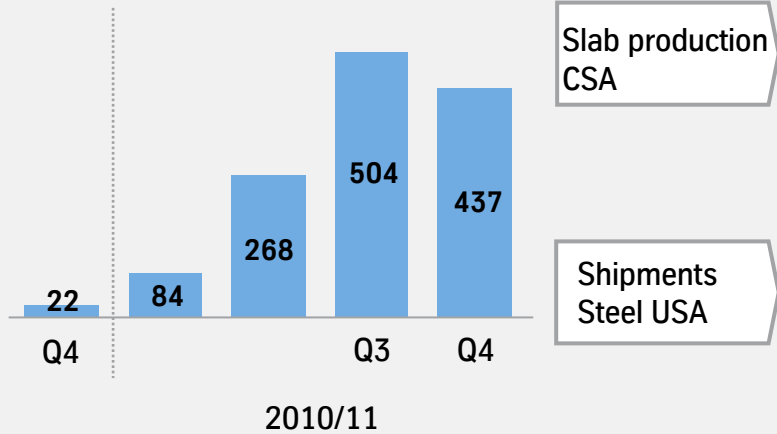
European SSC: October inventories at month end / flat carbon steel w/o quarto; Source(s): EASSC

Current trading conditions

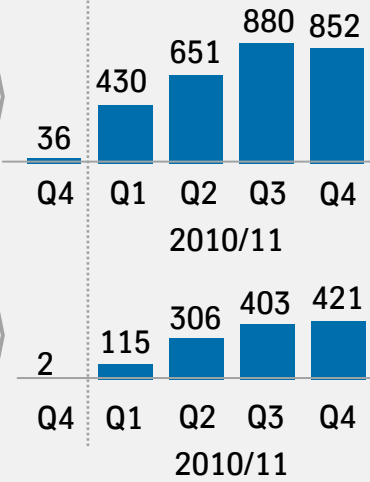
- Slowdown in orders reflecting inventory cycle and high level of customer uncertainty; SSC and traders ordering very cautiously; continuing robust consumption from auto customers
- Uncertainty and declining raw material spot prices weighing on price sentiment
- Adjusting supply to order development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

Steel Americas – Q4 2010/11 Highlights

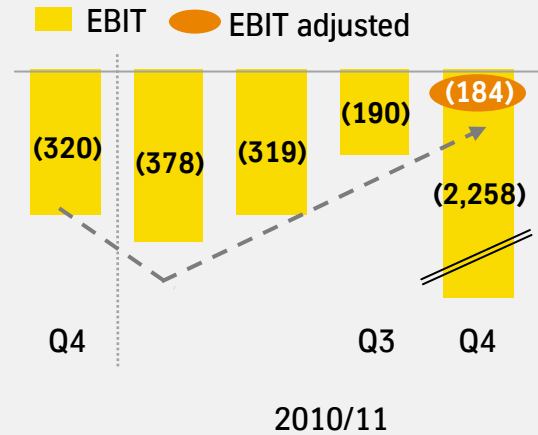
Order intake in €m



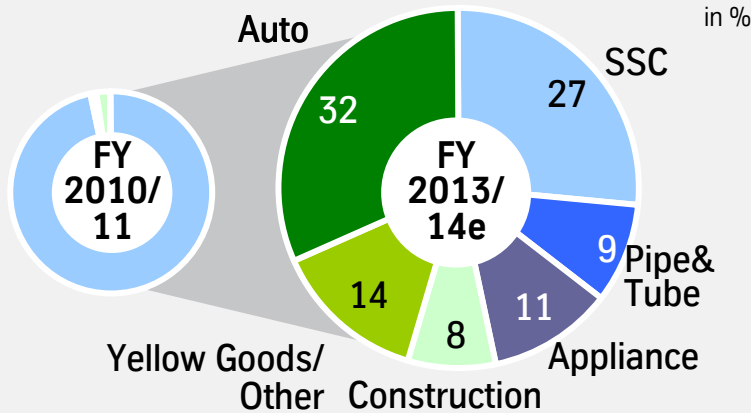
Production & shipments in 1,000 t



EBIT in €m



Actual & Planned Shipments by Customer Group Steel USA



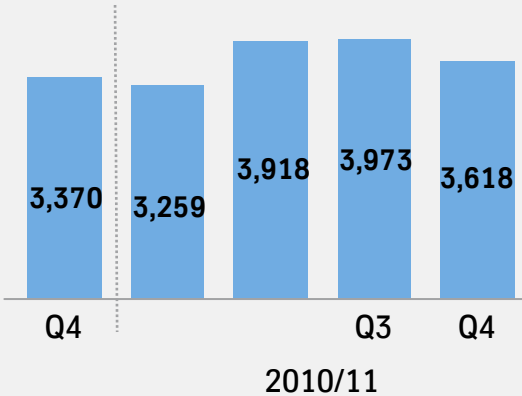
Current trading conditions

- 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

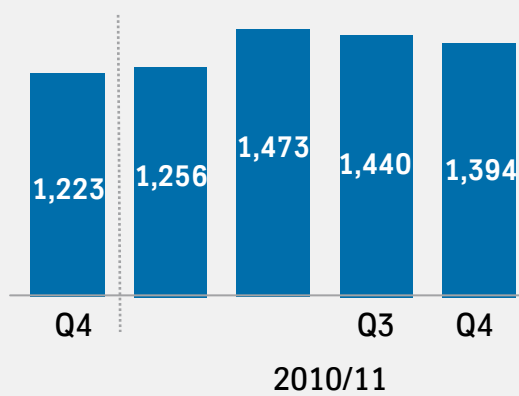
Materials Services – Q4 2010/11 Highlights

Order intake* in €m

*thereof materials warehousing business ~ 60%



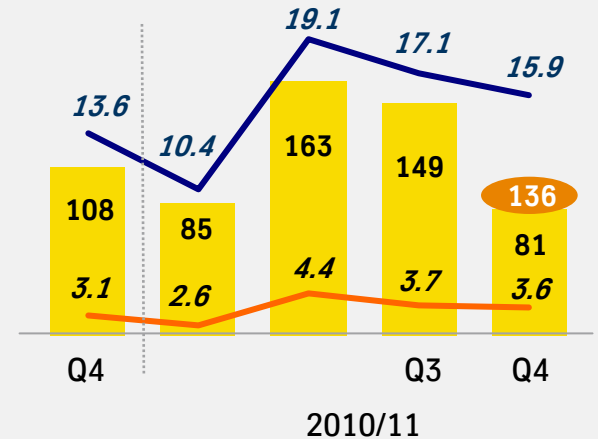
Materials warehousing shipments in 1,000 t



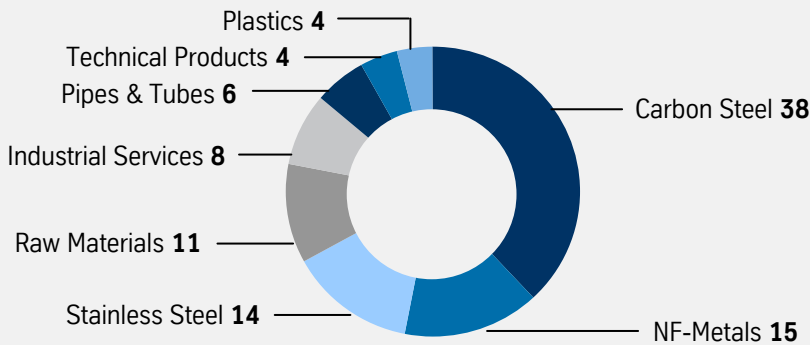
EBIT in €m; EBIT adj. margin in %

ROCE in %

■ EBIT ● EBIT adjusted



Sales by products/services (FY 2010/11)

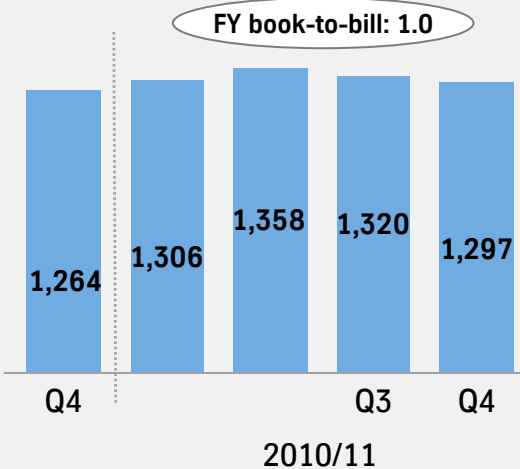


Current trading conditions

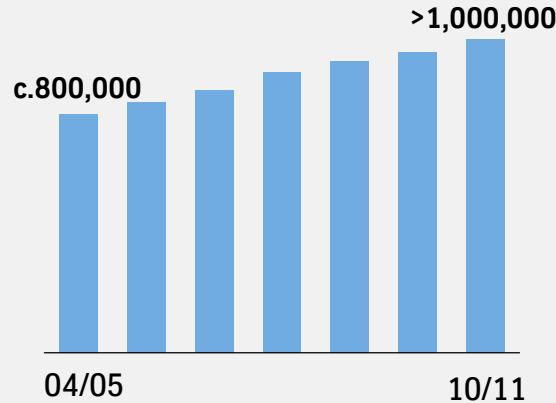
- Customers order very carefully and price consciously in light of economic environment as well as seasonal demand patterns
- Inventories in Europe and US at appropriate levels
- Softer raw materials prices
- Still good demand from aerospace customers
- Disposal loss Xervon €55 m

Elevator Technology – Q4 2010/11 Highlights

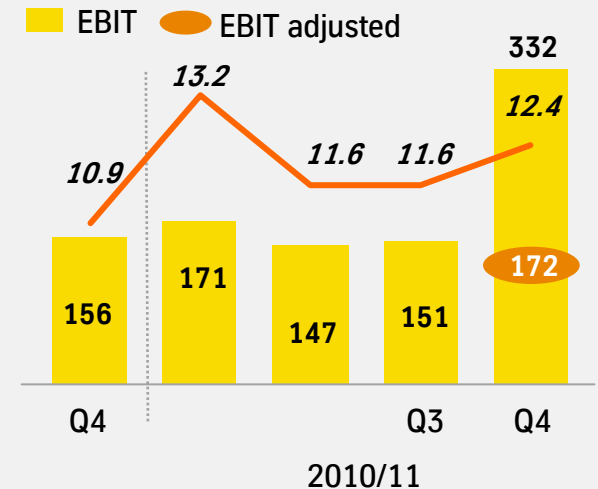
Order intake in €m



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

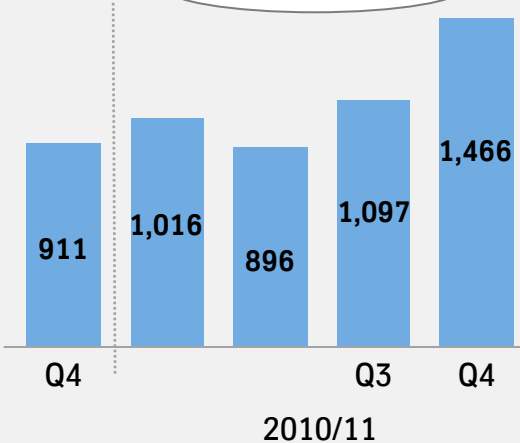
Current trading conditions

- 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

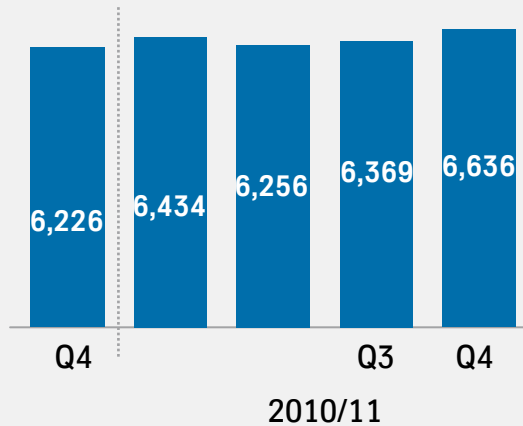
Plant Technology – Q4 2010/11 Highlights

Order intake in €m

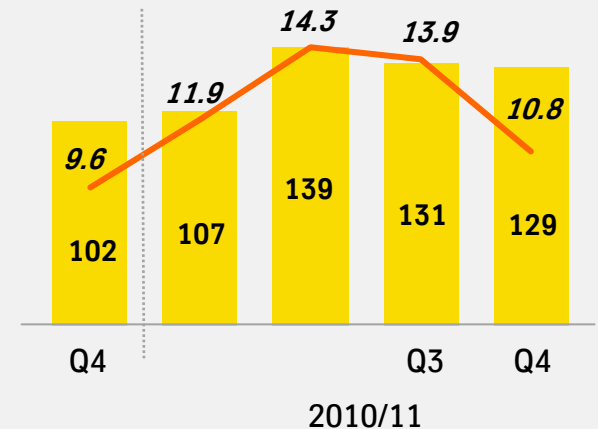
FY book-to-bill: 1.1



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)

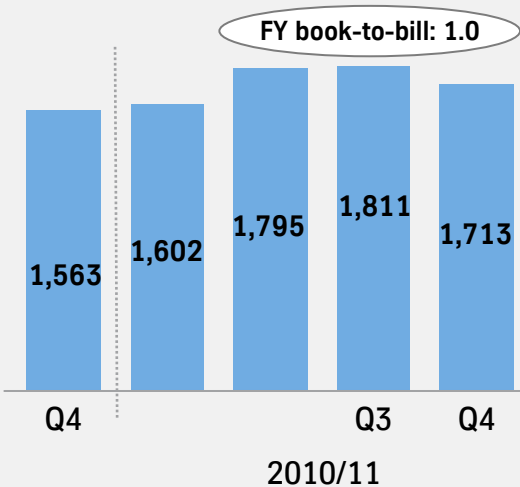
- Capacity: 350,000 tpa
- Turnkey delivery
- Order value: ~ €250 m
- Commissioning: 2014

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

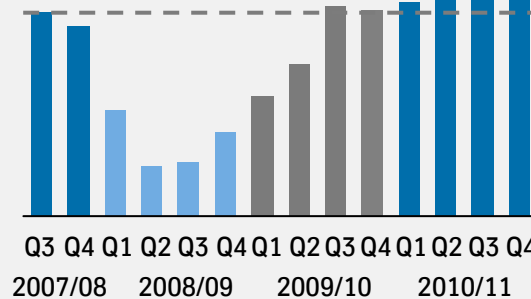
Components Technology – Q4 2010/11 Highlights

Order intake in €m

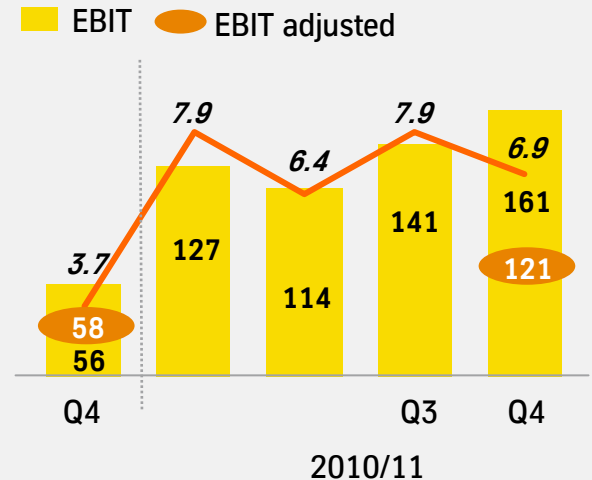


Quarterly order intake auto components

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

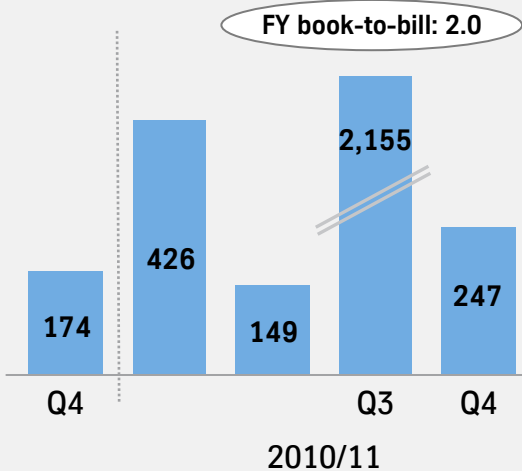
- Special item of €40 m (positive impairment reversal) in Q4 2010/11

Current trading conditions

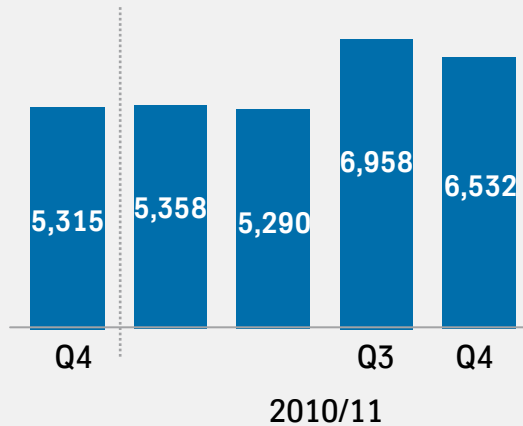
- Slight decrease in order intake and sales; demand of automotive customers still strong, but increased competition at slewing bearings for wind energy industry
- Capacity utilization especially at automotive industry on high levels and secured until end of 2011
- EBIT margin mainly impacted by development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

Marine Systems – Q4 2010/11 Highlights

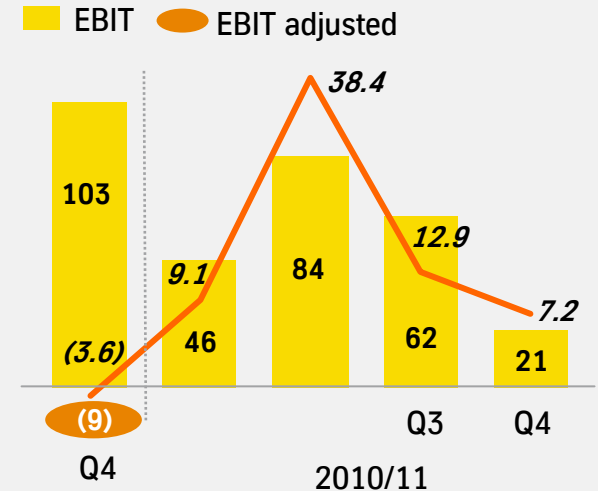
Order intake in €m



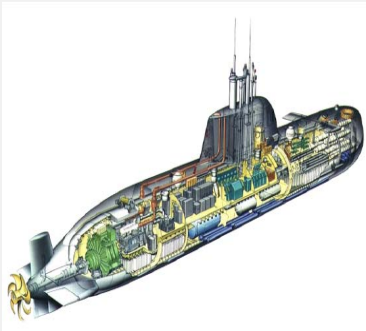
Order backlog in €m



EBIT in €m; EBIT adj. margin in %



Systems integrator of high value, highly engineered products

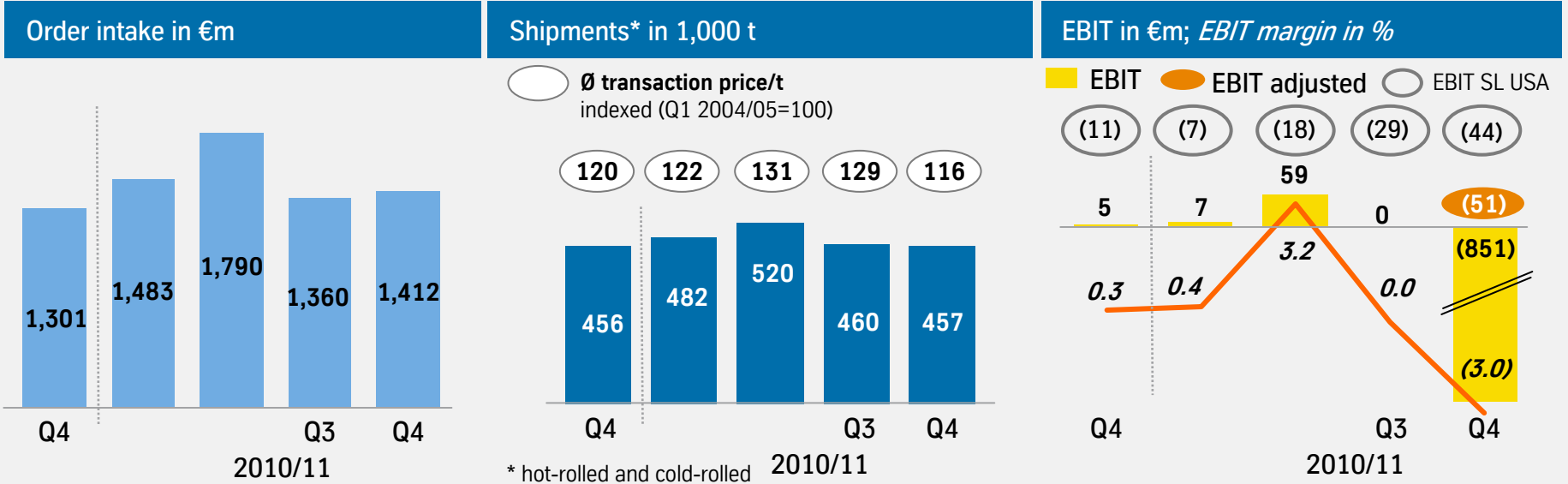


- Physical and functional integration of in total ~350,000 parts
- 1,000,000 engineering and 750,000 construction hours
- 40,000 construction documents
- From scratch to delivery in ~6 years

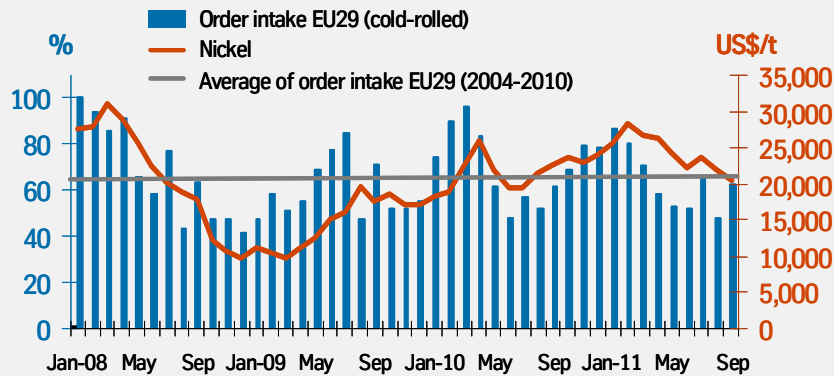
Current trading conditions

- 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)
- Divestment of civil shipbuilding activities signed

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

○ 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)

Roadshows

Frankfurt (15th), London (16th)



Contact Details

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IR mailing list,
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)

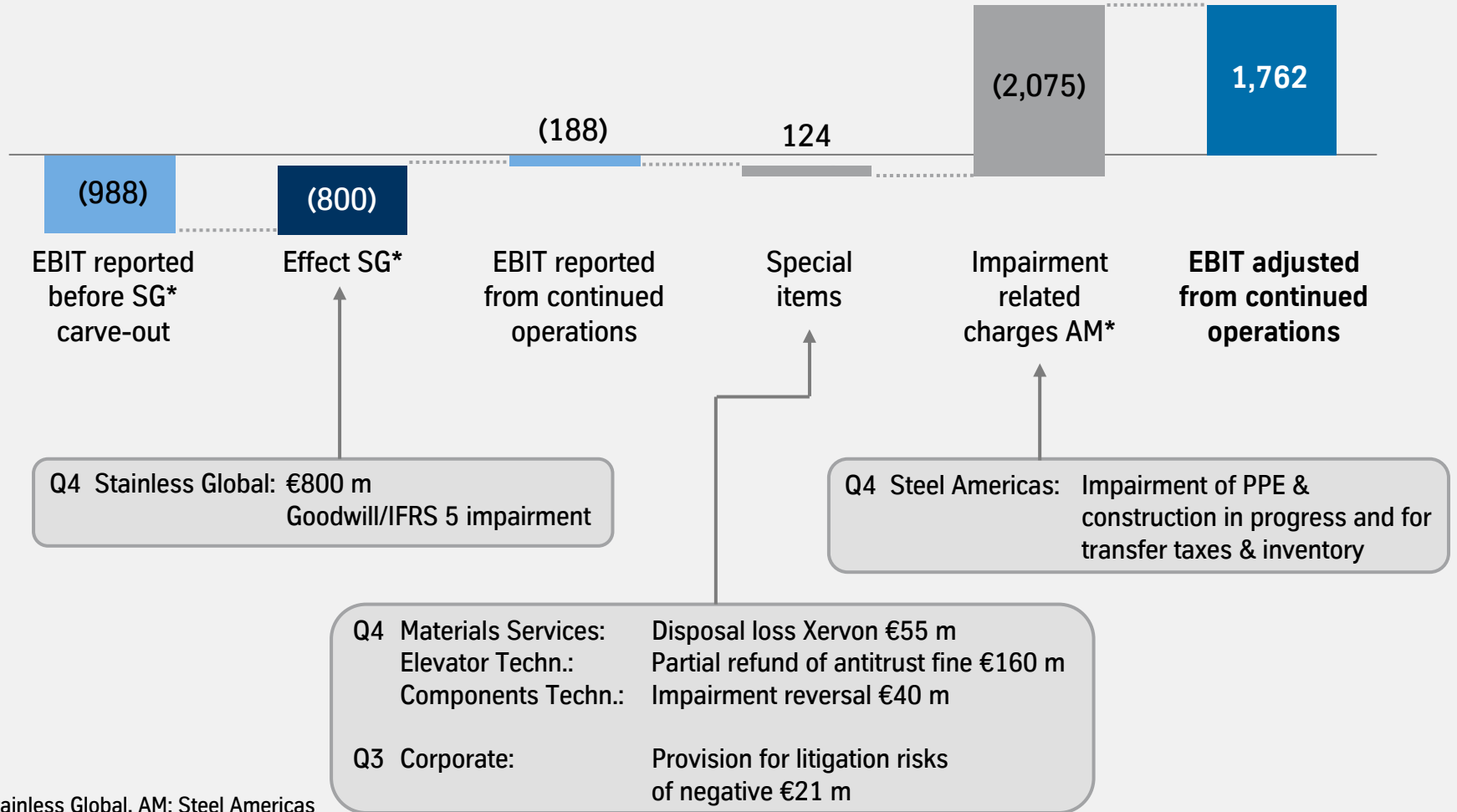
		2009/10					2010/11				
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	€m	9,328	10,373	10,930	10,619	41,250	11,260	12,848	14,120	12,019	50,247
Sales	€m	9,351	10,107	11,679	11,484	42,621	11,370	12,266	12,851	12,605	49,092
EBITDA	€m	683	622	845	619	2,769	645	932	983	825	3,385
EBIT	€m	353	278	500	215	1,346	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

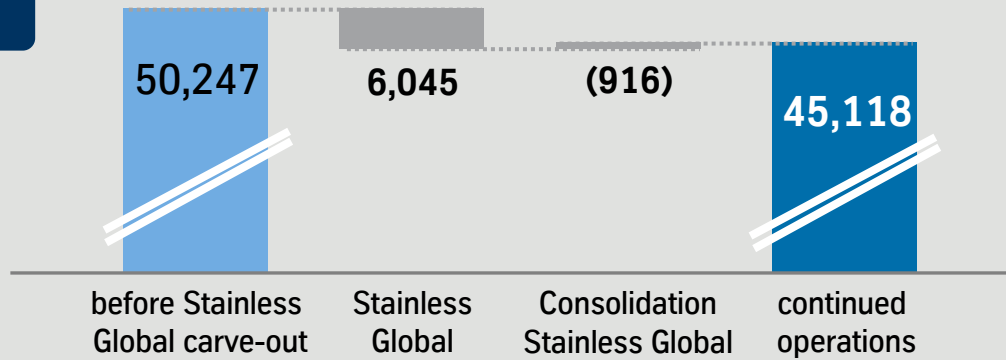
EBIT 2010/11 (million €)



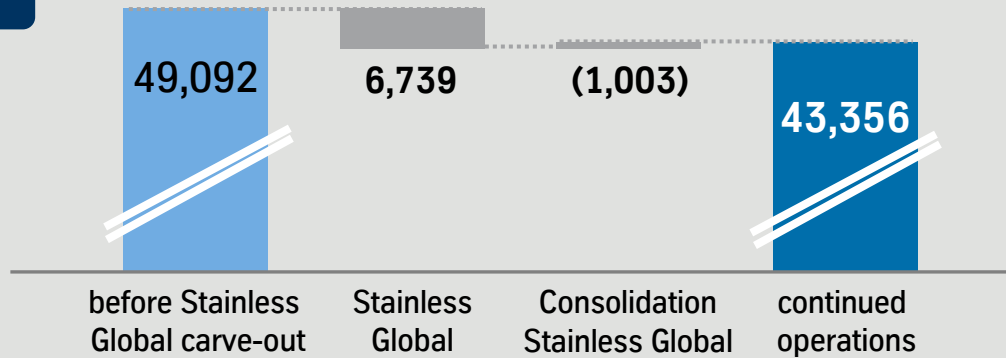
* SG: Stainless Global, AM: Steel Americas

Reconciliation of Order Intake and Sales

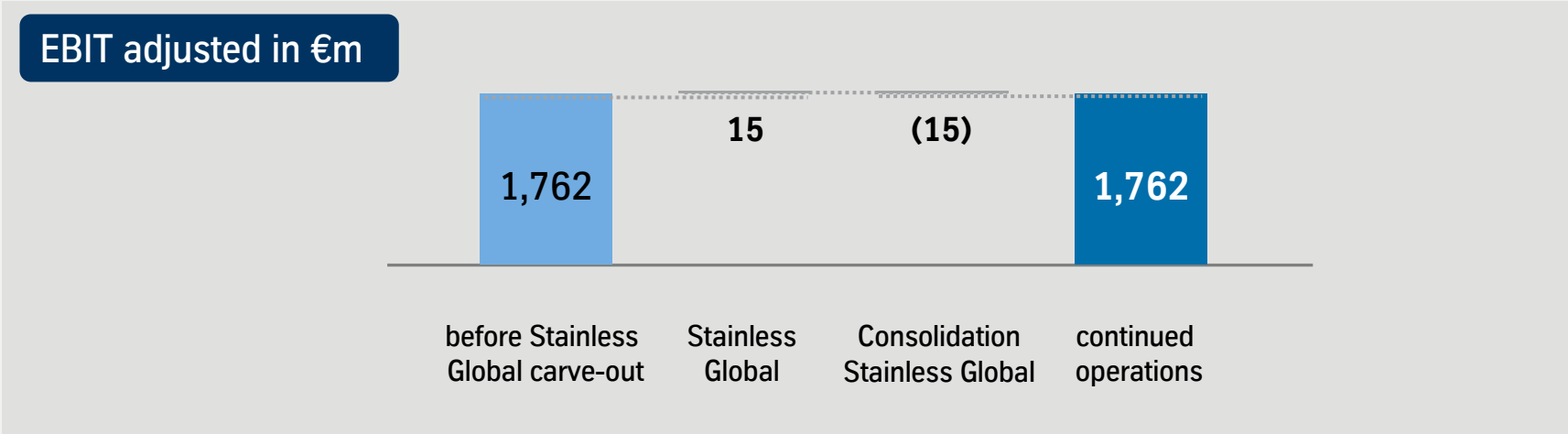
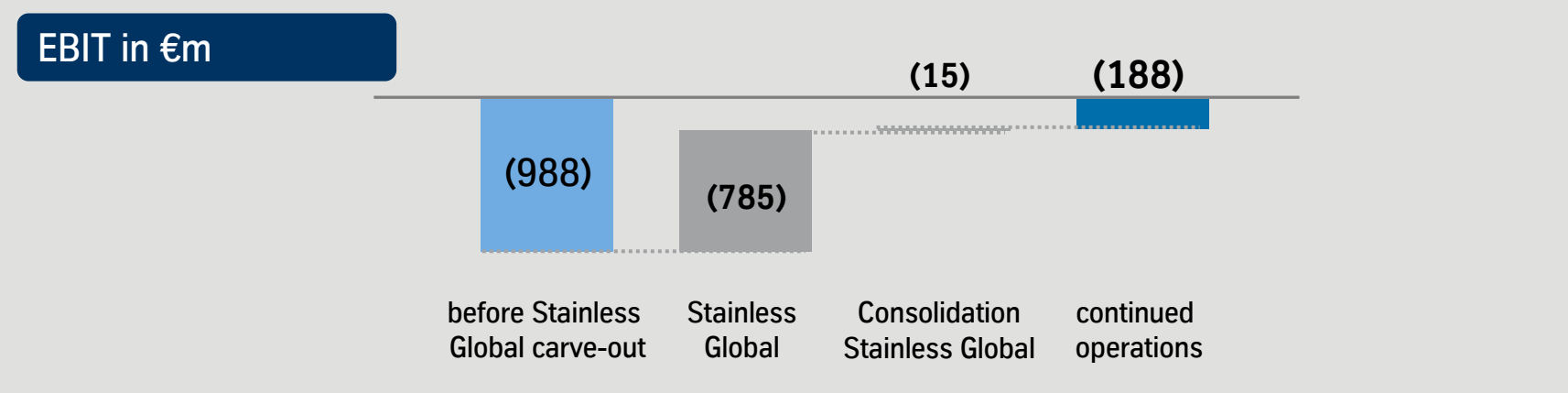
Order intake in €m



Sales in €m



Reconciliation of EBIT



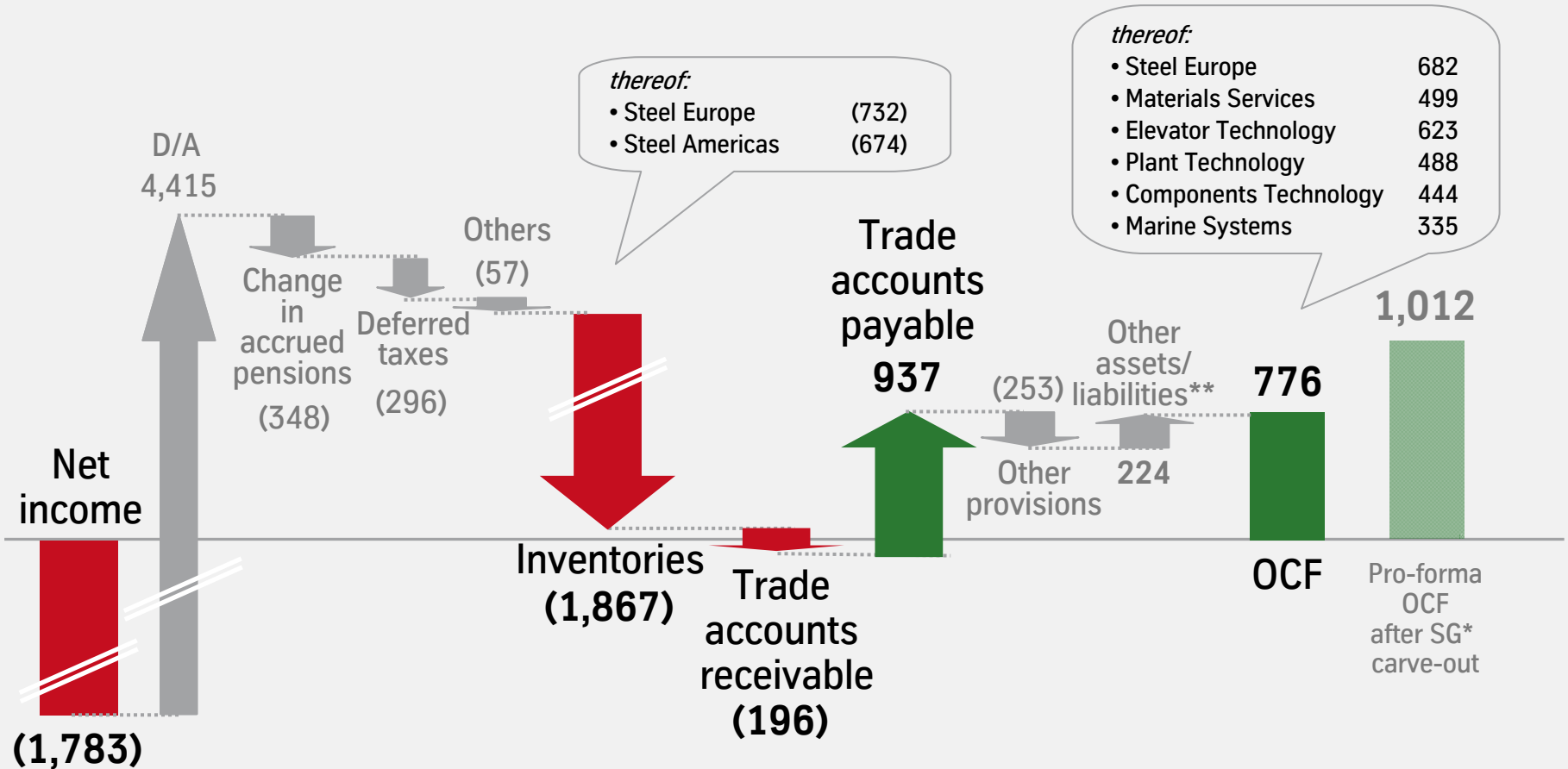
Group Overview (II)

	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 €)

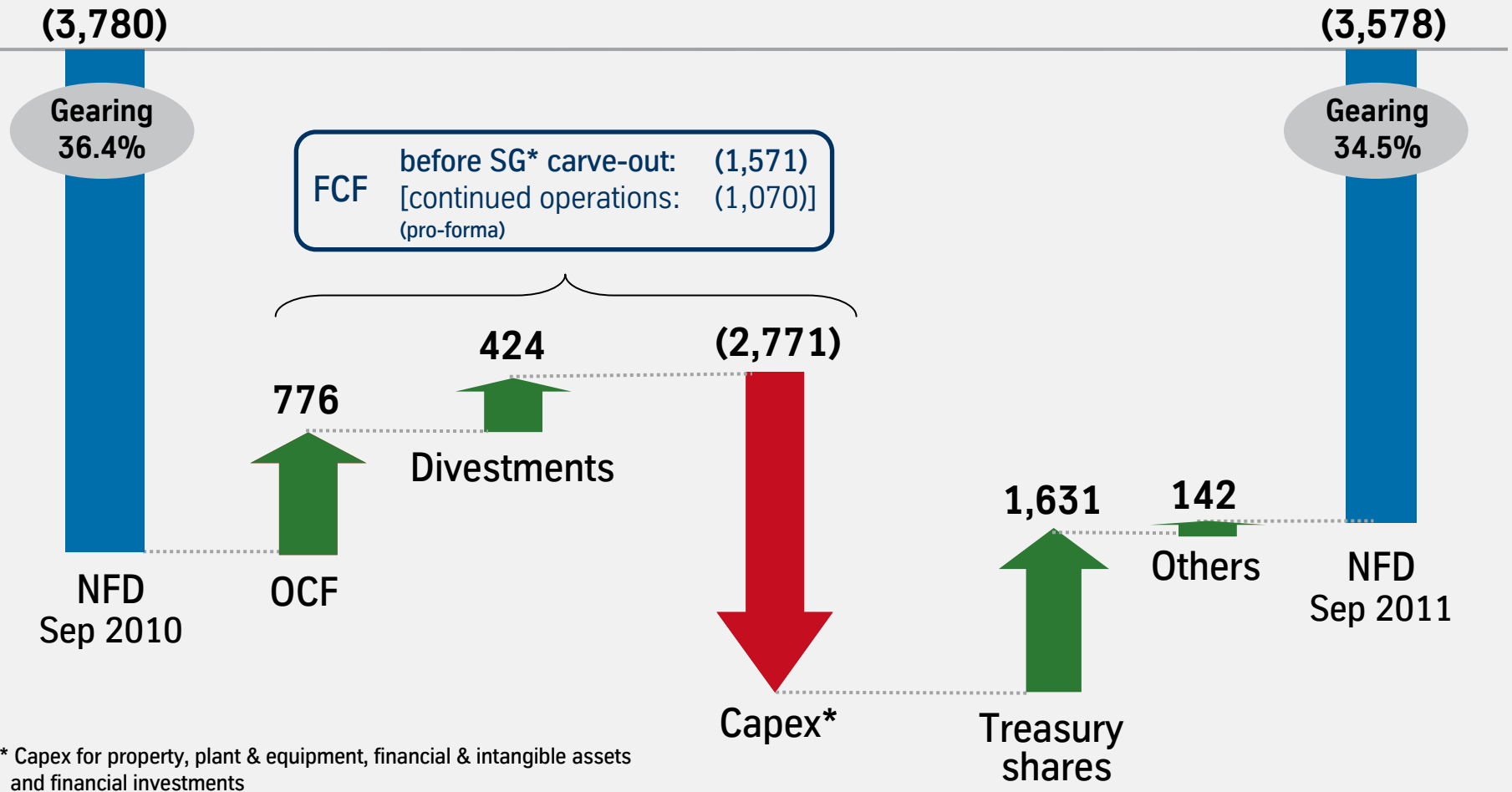


* SG: Stainless Global

** not related to investing or financing activities

NFD: Now Behind the Peak

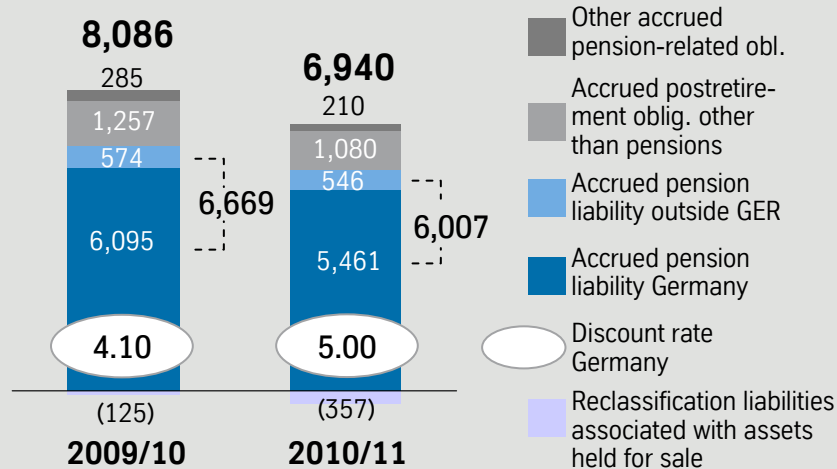
FY 2010/11 (million €)



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

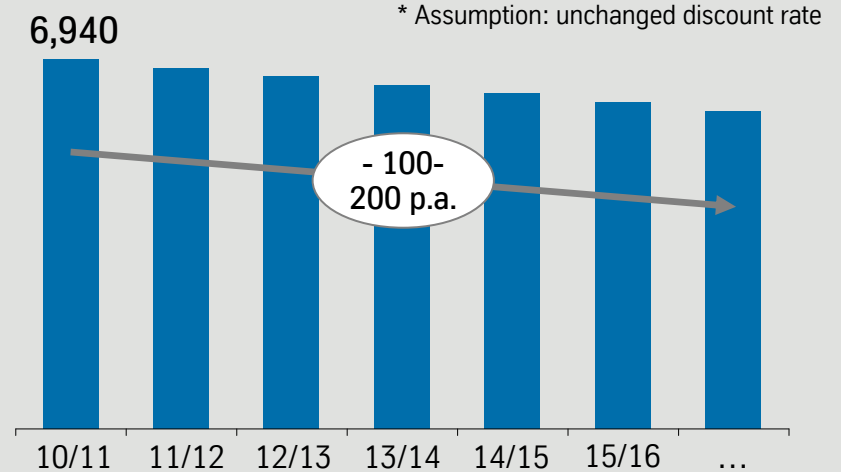
Pension and Similar Obligations: Further Decrease in Q4

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)



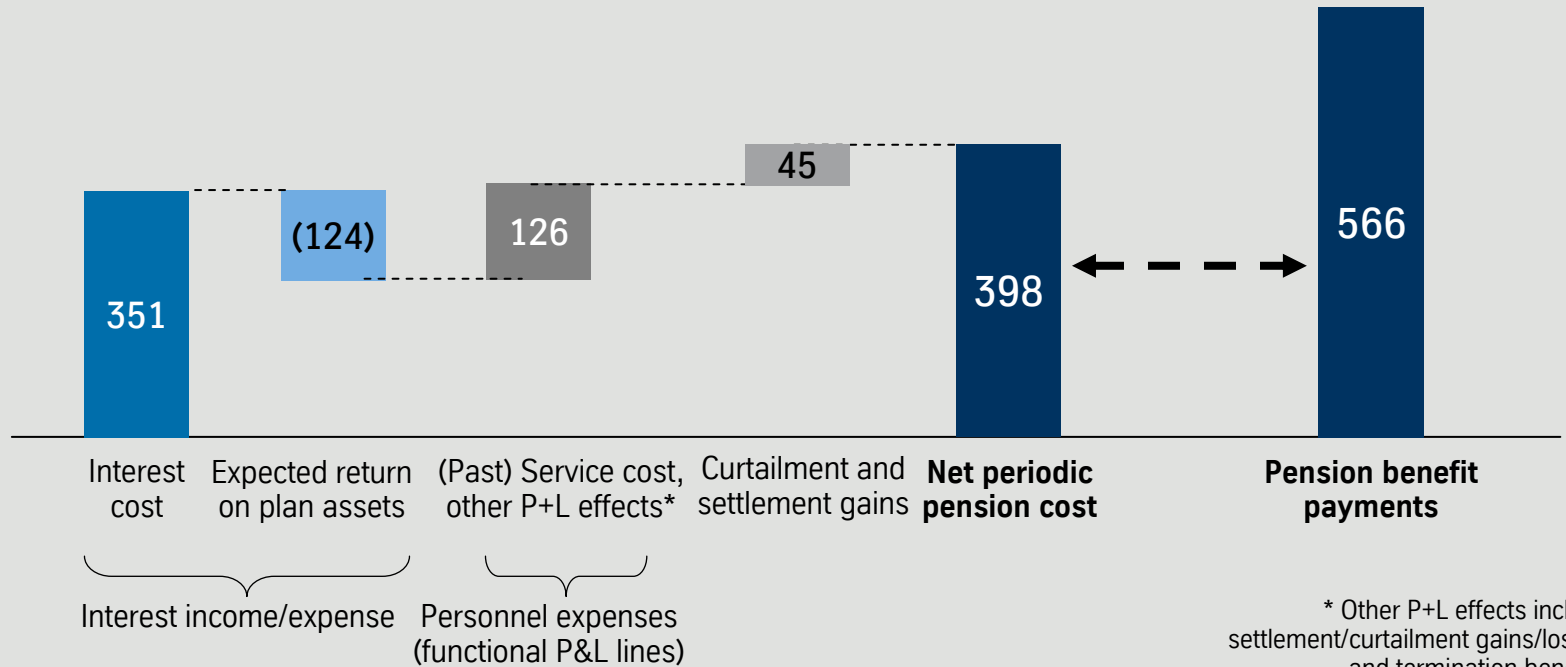
- Number of plan participants steadily decreasing
- 69% of obligations owed to retired employees, average age ~74 years
- Declining pension obligations over time (short-term variation possible, mainly due to change in discount rate)
- Declining cash-out from pension benefit payments in medium to long 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

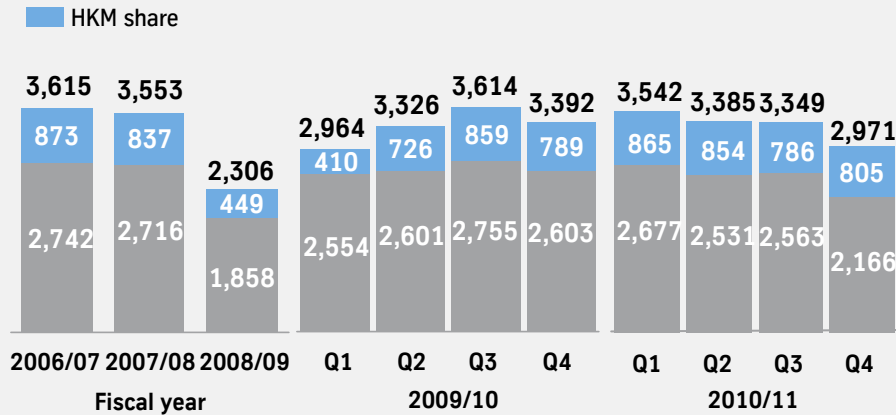
		2009/10					2010/11				
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	€m	2,500	2,999	2,706	2,781	10,986	2,929	3,721	3,006	2,688	12,344
Sales	€m	2,281	2,667	2,887	2,935	10,770	2,958	3,287	3,518	3,051	12,814
EBITDA	€m	274	339	359	329	1,301	399	439	458	374	1,670
EBIT	€m	127	193	218	193	731	258	300	322	253	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

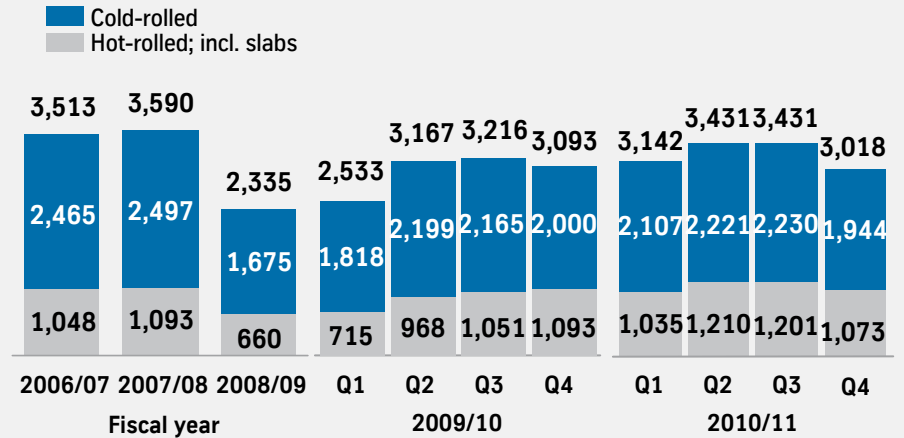
Crude steel output (incl. share in HKM)

1,000 t/quarter



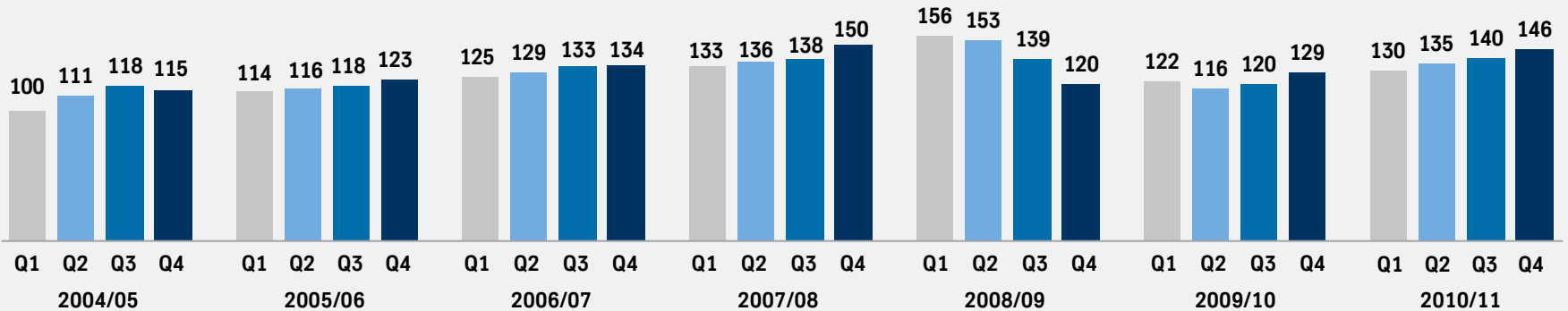
Shipments*: Hot-rolled and cold-rolled products

1,000 t/quarter



Average revenues per ton*, indexed

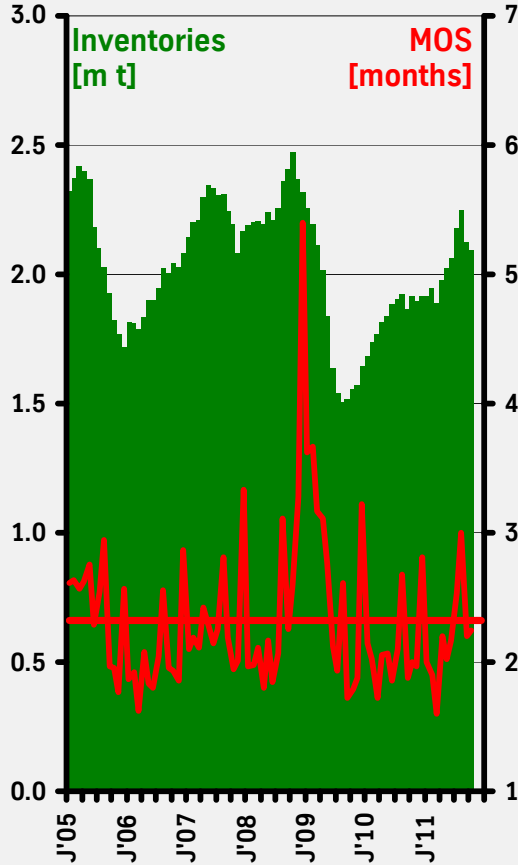
Q1 2004/2005 = 100



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

Steel: Inventories and Months of Supply

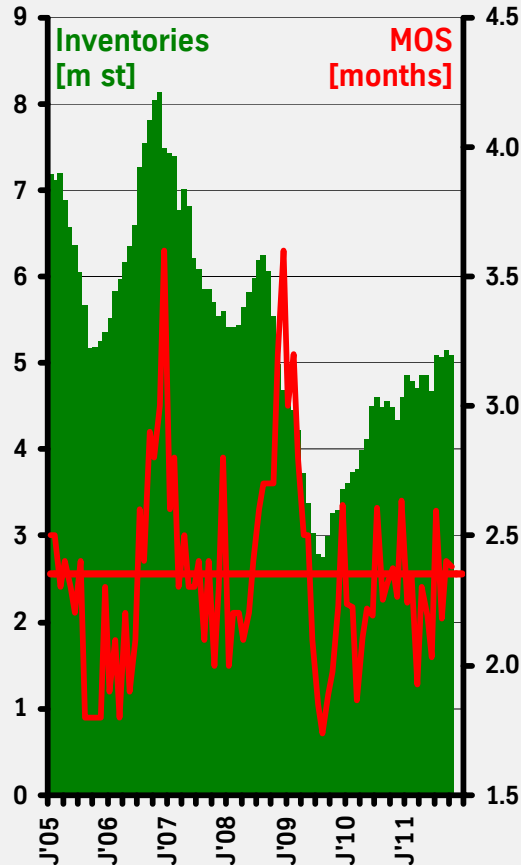
Inventories and Months of Supply - Europe



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

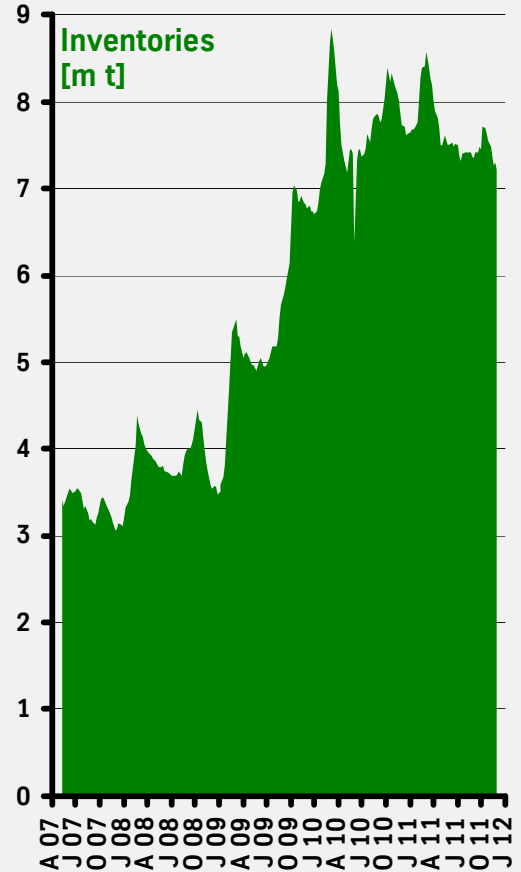
Source(s): EASSC, MSCI, UBS, MySteel

Inventories and Months of Supply - USA



USA: October MSCI inventories, carbon flat-rolled

Inventories China



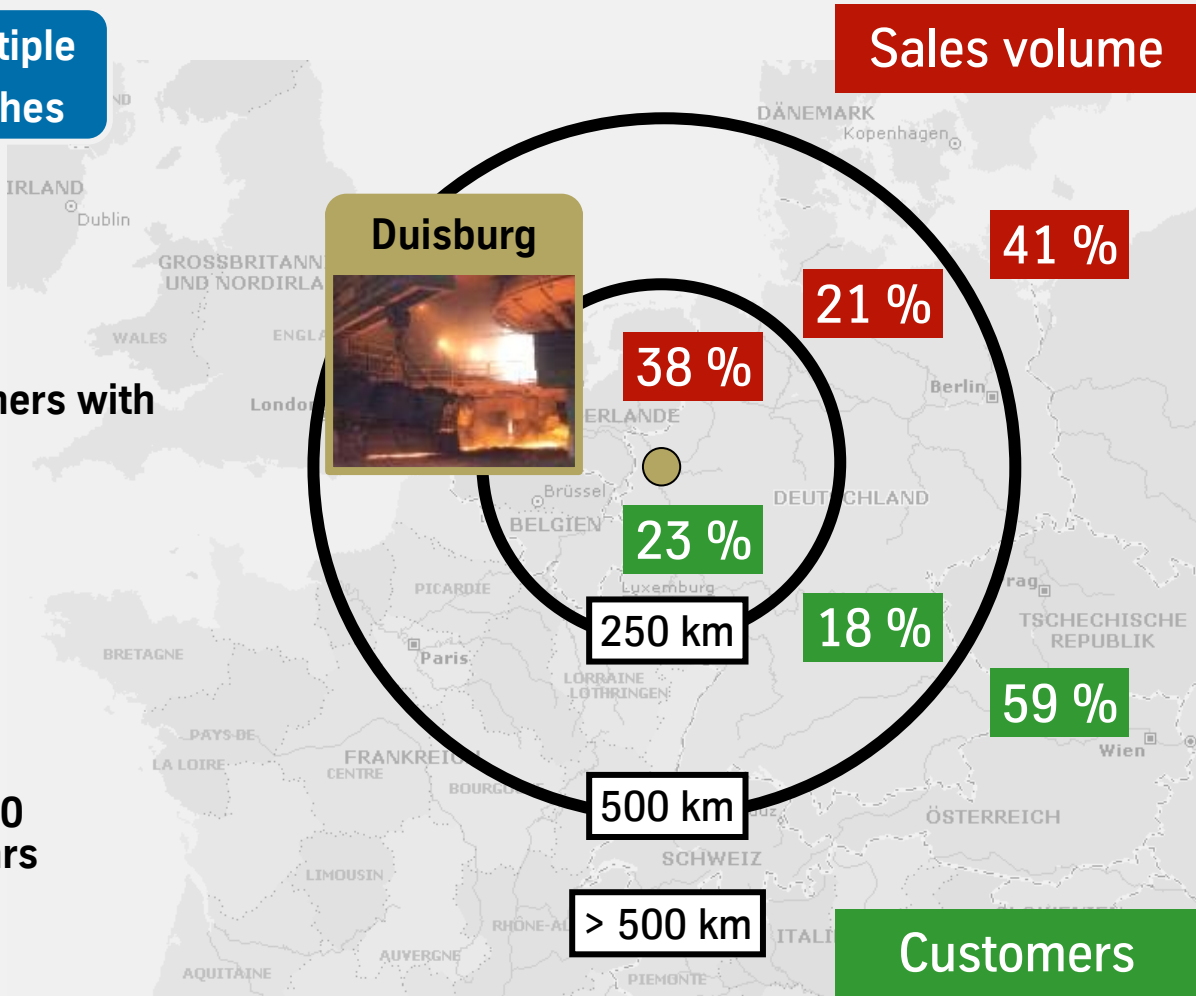
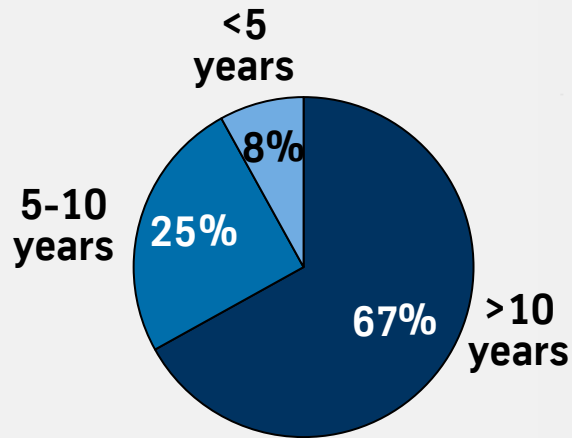
China: flat steel inventory in 23 major cities (HR, CR and Plate)

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:



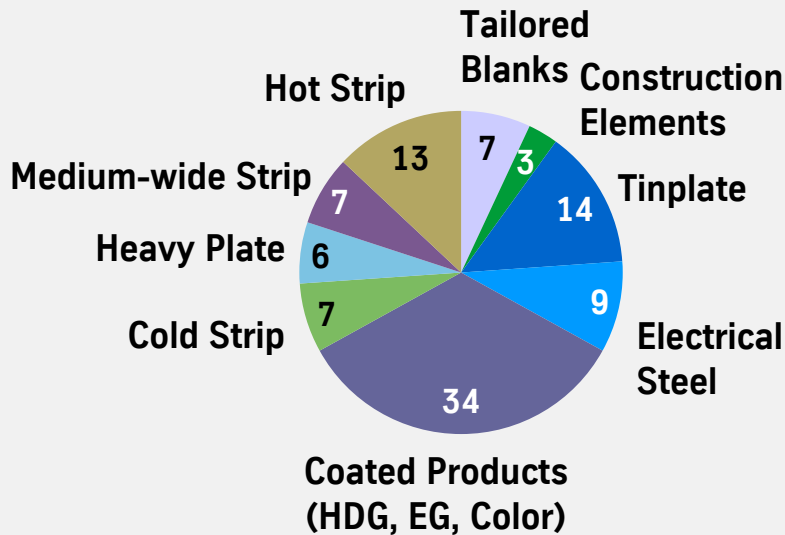
Premium Product Mix and Attractive Customer Portfolio

Business Model ThyssenKrupp Steel Europe (II)



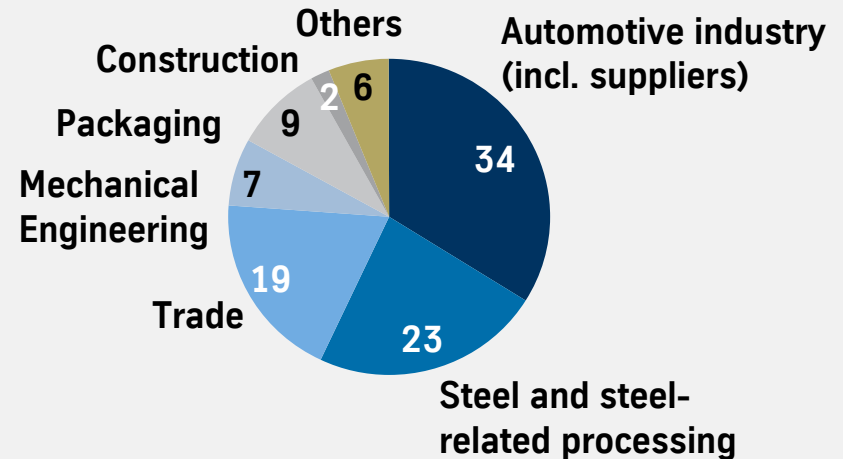
Premium Product Mix Steel Europe FY 2009/10

in % of sales



Sales by Industry Steel Europe FY 2010/11

in % of sales

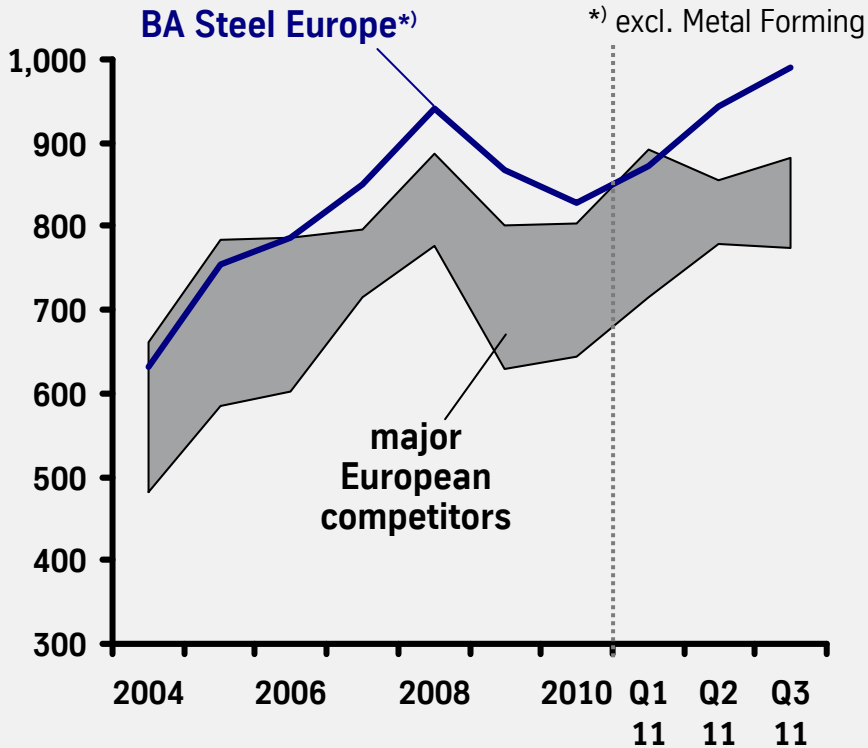


Above-Average Revenues & Margins

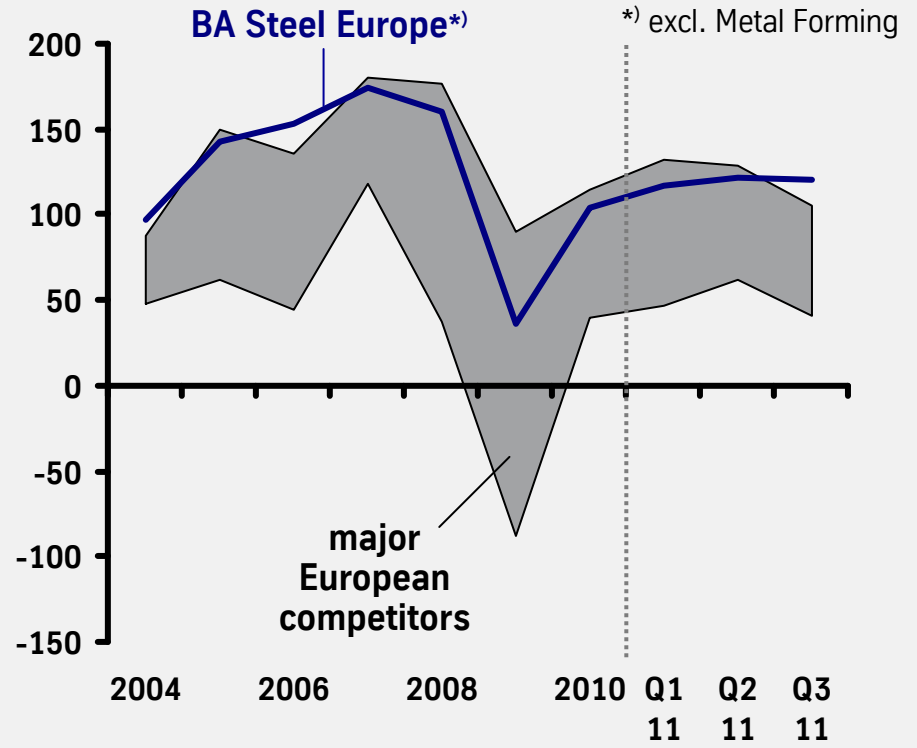
Business Model ThyssenKrupp Steel Europe (III)



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:**



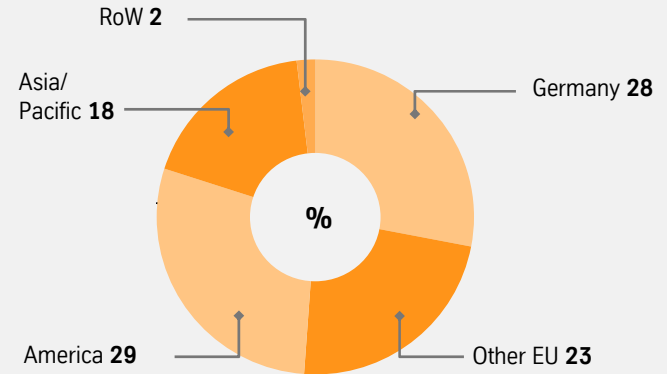
DAIMLER



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

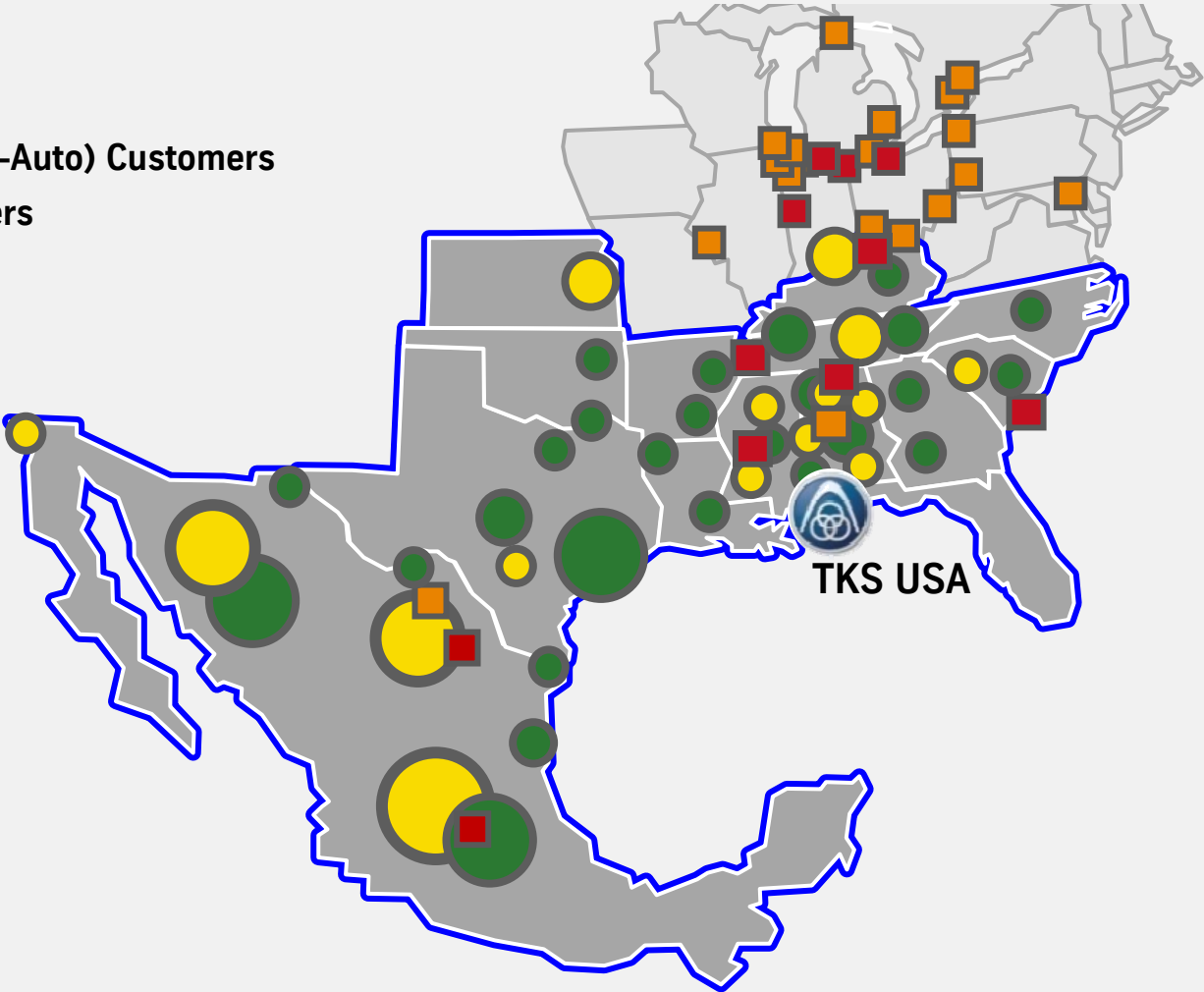
		2009/10					2010/11				
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	€m	0	23	24	22	69	84	268	504	437	1,293
Sales	€m	0	23	24	21	68	86	260	429	364	1,139
EBITDA	€m	(70)	(78)	(119)	(297)	(564)	(328)	(211)	(95)	(252)	(886)
EBIT	€m	(71)	(79)	(130)	(320)	(600)	(378)	(319)	(190)	(2,258)	(3,145)
EBIT adjusted	€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

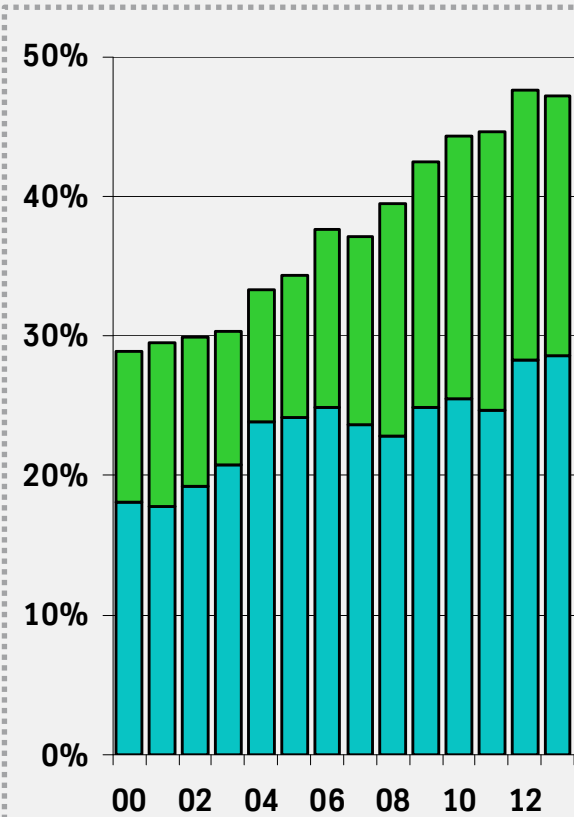


- 1) Size of Industry and Auto bubbles reflect the approximate number of customer locations in the given area.
- 2) Includes all steelmaking (EAF, BF) locations, excluding West Coast of U.S. and Canada.

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

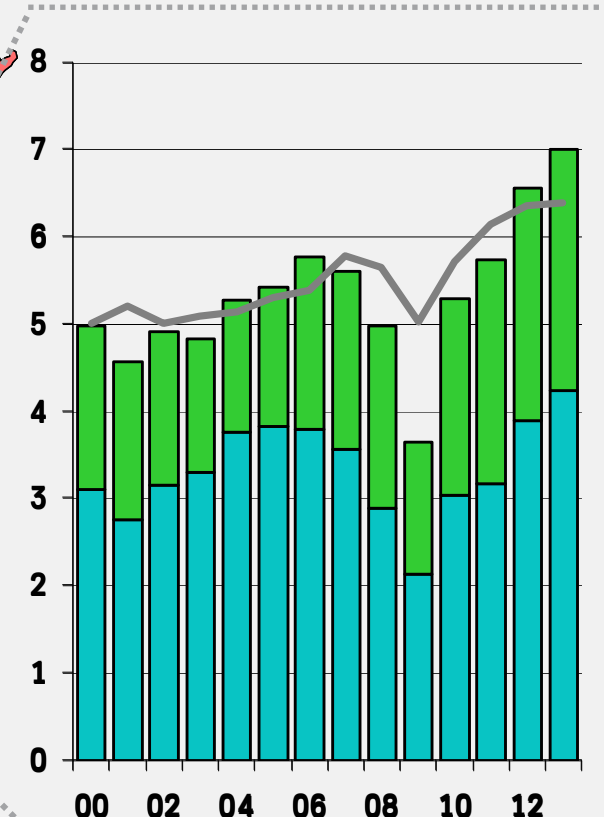
in %



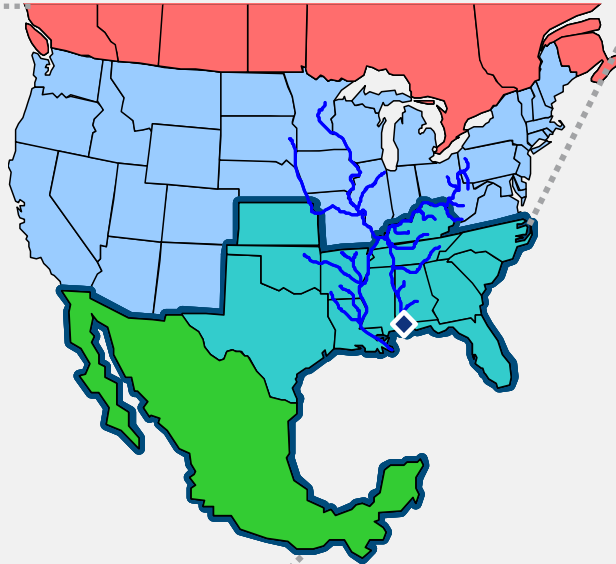
Source: Polk ProCar World October 2011; own analysis

Light-Vehicle Production
TKS USA Home Market

in million units

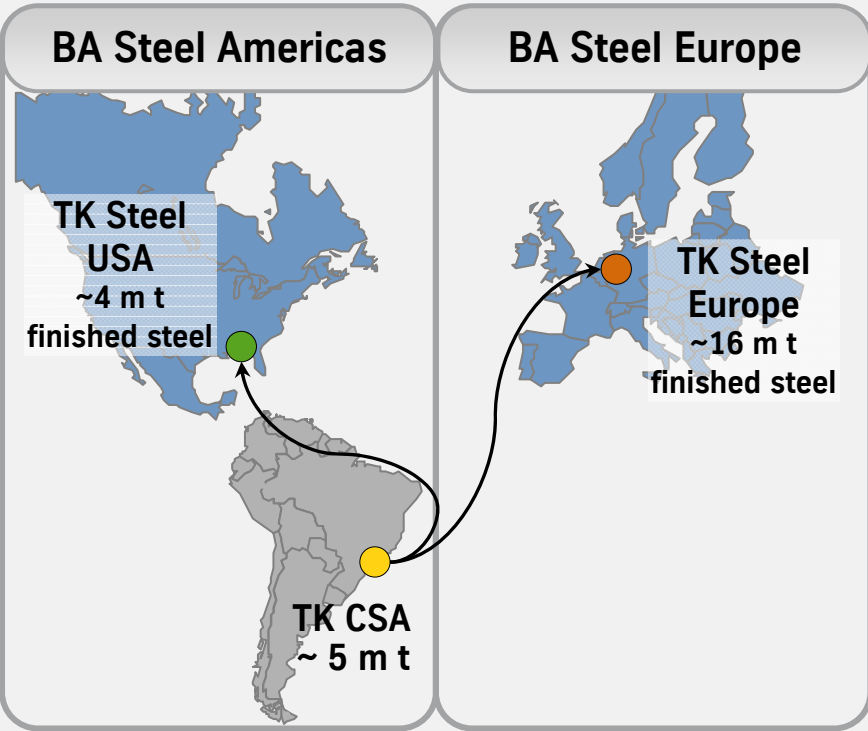


— production Germany in million units



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

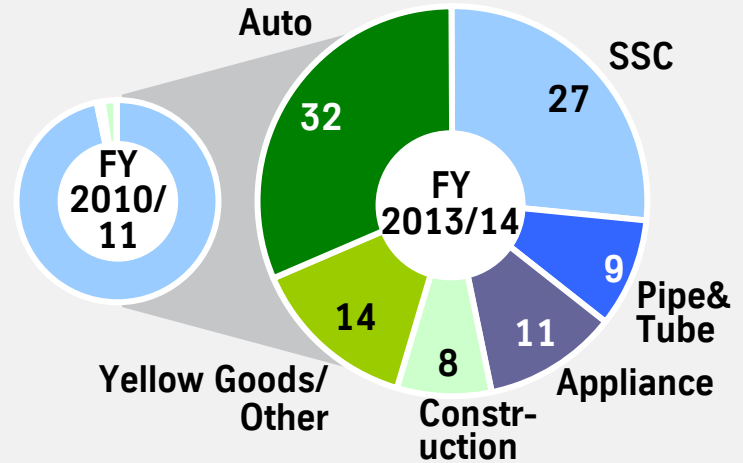
Trial production and product testing (inhouse / outside lab); document coil to coil consistency

Shipment of qualification samples and provision of performance data to customer

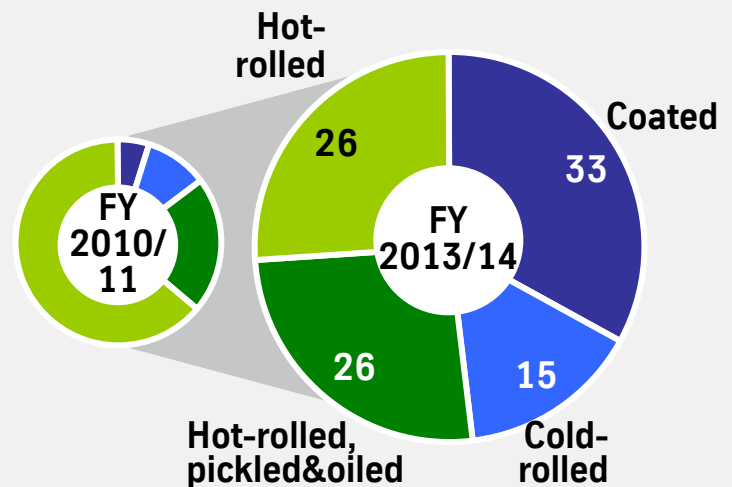
Customer approval / certification

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

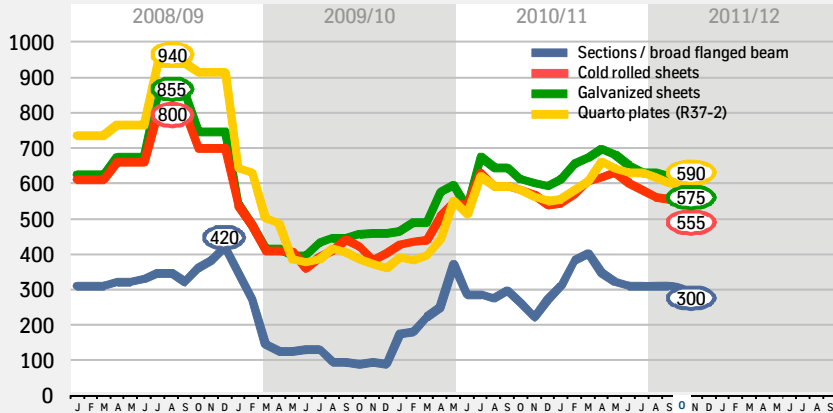
		2009/10					2010/11				
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	€m	2,681	3,059	3,695	3,370	12,805	3,259	3,918	3,973	3,618	14,768
Sales	€m	2,760	2,881	3,598	3,524	12,763	3,311	3,704	3,980	3,781	14,776
EBITDA	€m	168	101	191	150	610	117	197	181	166	661
EBIT	€m	129	68	158	108	463	85	163	149	81	478
EBIT 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

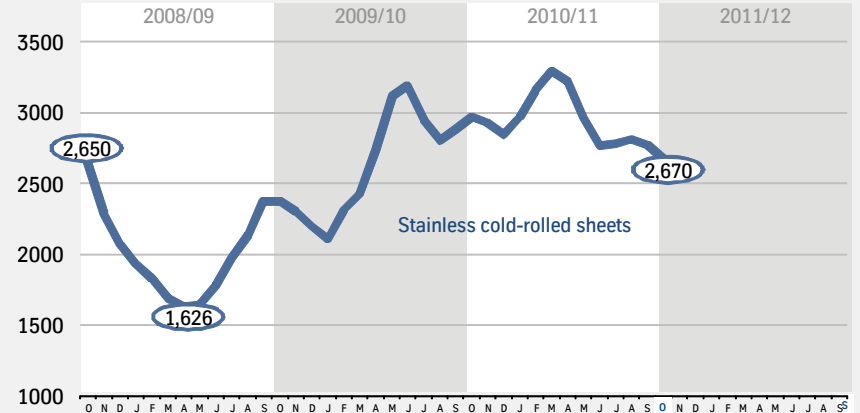
€/t



Source: Purchase Price ThyssenKrupp Materials International, PM Rolled Steel

Stainless Steel

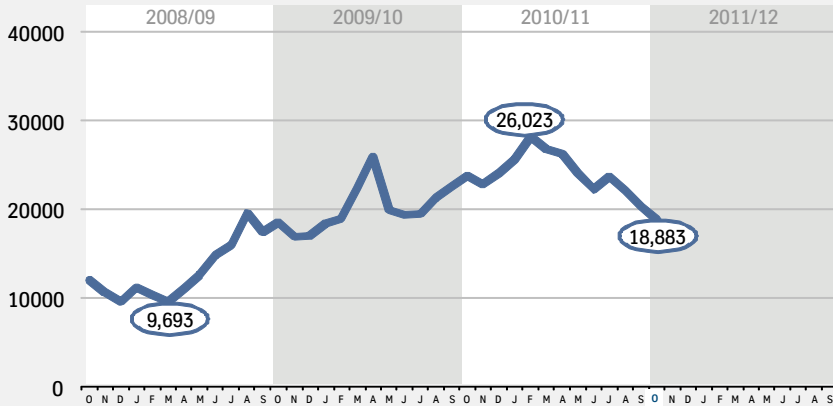
€/t



Source: Purchase Price ThyssenKrupp Materials International, PM Stainless Steel

Nickel

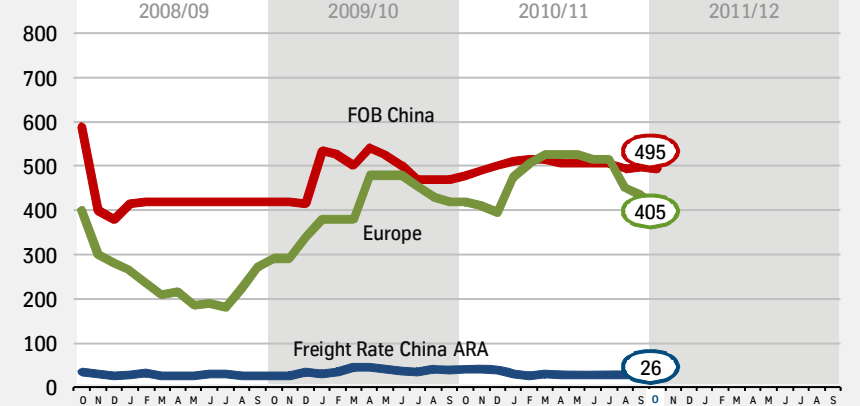
US\$/t (monthly average)



Source: LME

Coke, Freight rate China

US\$/t



Source: Coke Market Report



Elevator Technology

Key figures

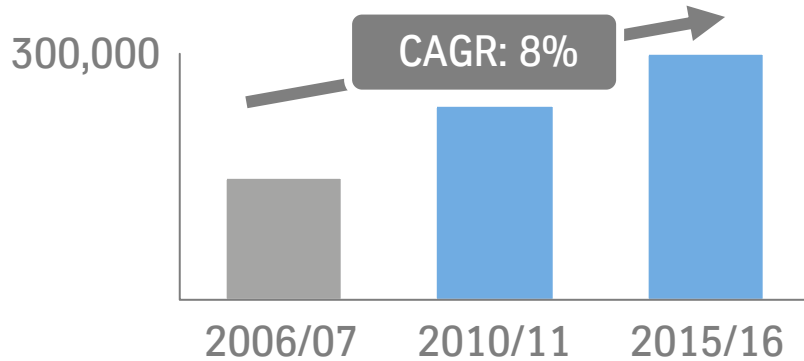
		2009/10					2010/11				
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	€m	1,230	1,215	1,390	1,264	5,099	1,306	1,358	1,320	1,297	5,281
Sales	€m	1,226	1,221	1,313	1,428	5,188	1,299	1,267	1,298	1,389	5,253
EBITDA	€m	182	180	180	185	727	189	165	168	353	875
EBIT	€m	165	163	162	156	646	171	147	151	332	801
EBIT 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



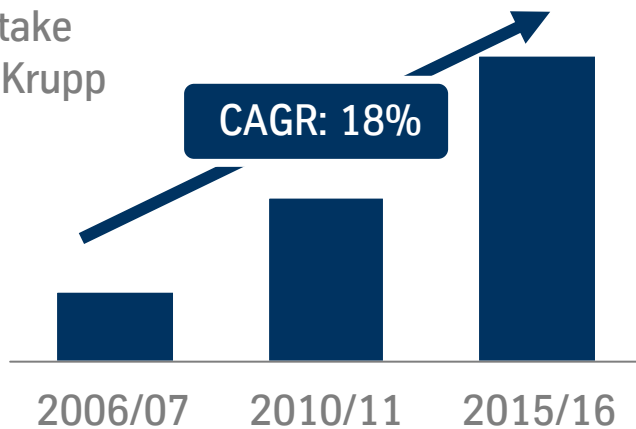
Market (in units)¹



Number of projects planned today

Airports	Railway Stations	Subway Systems
~100	>400	~200

Order Intake ThyssenKrupp



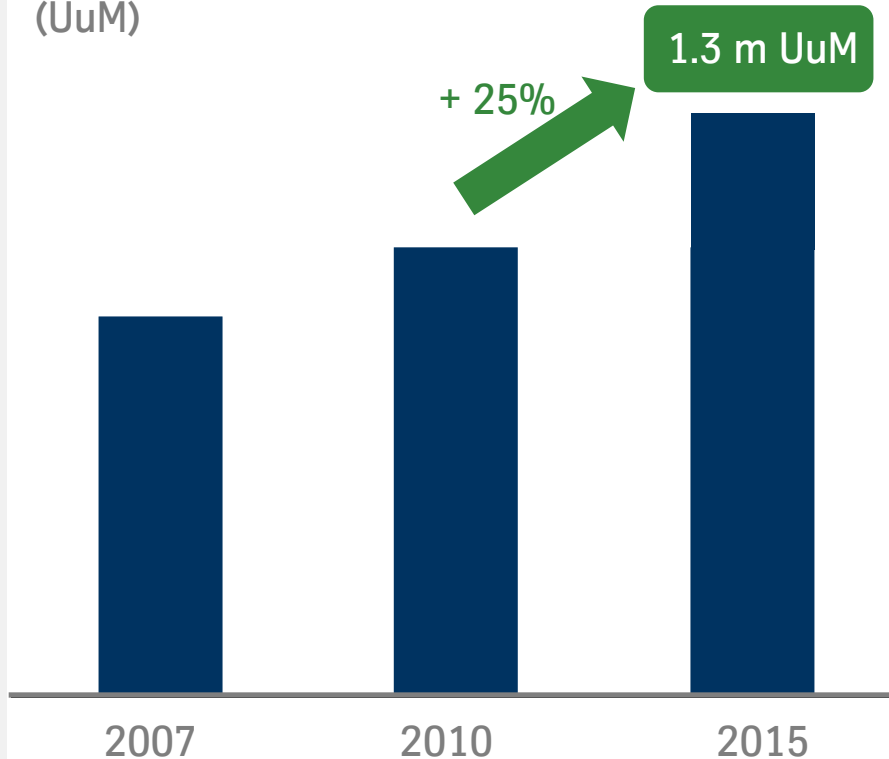
Eton Hotel, Dalian, China

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

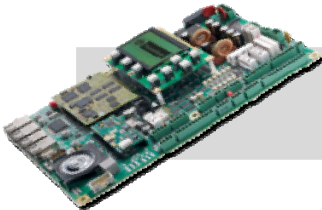
Outlook

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				Cement plants: No.3	
					
Minerals					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

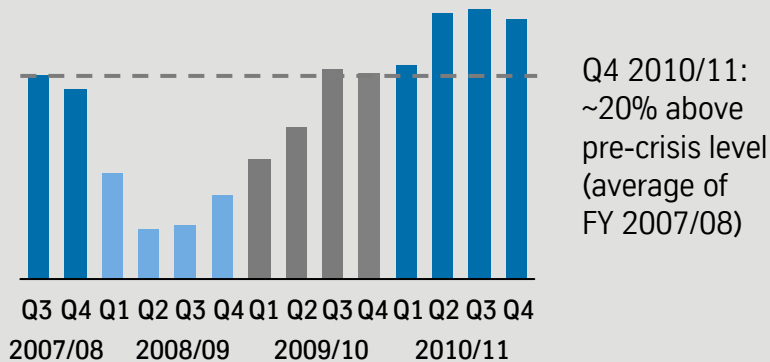
Passenger Cars/
Light Comm. Vehicles



Heavy
Commercial Vehicles



Quarterly Order Intake



Industrial & Construction Machinery

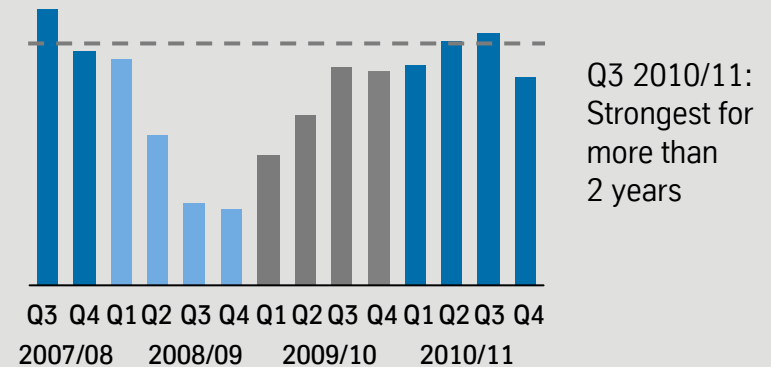
Undercarriages for
tracked/crawler equipm.



Large-diameter
bearings & rings

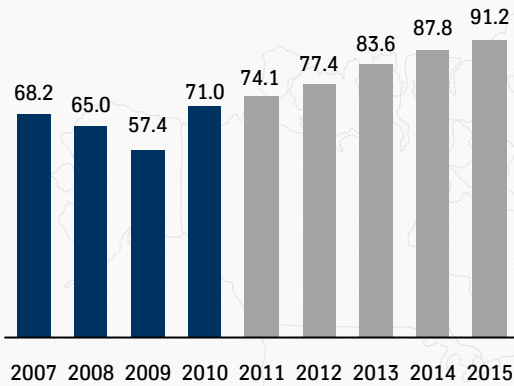


Quarterly Order Intake

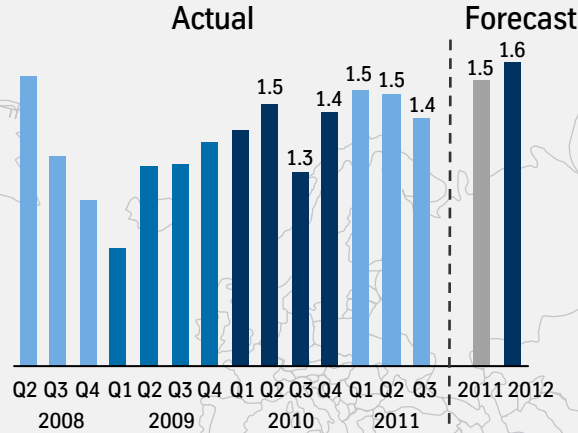


Components Technology: Quarterly production of passenger vehicles [million]

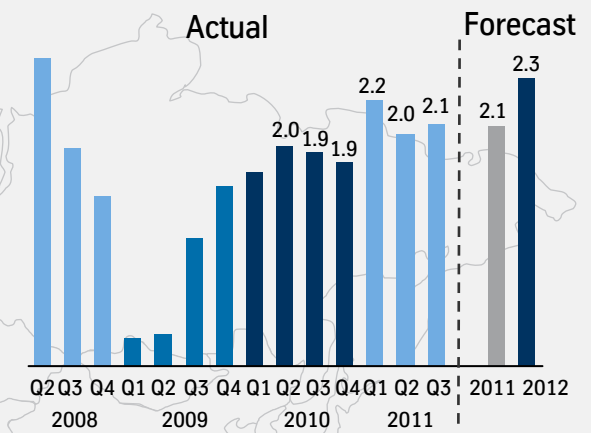
World (annual production PV & LCV)



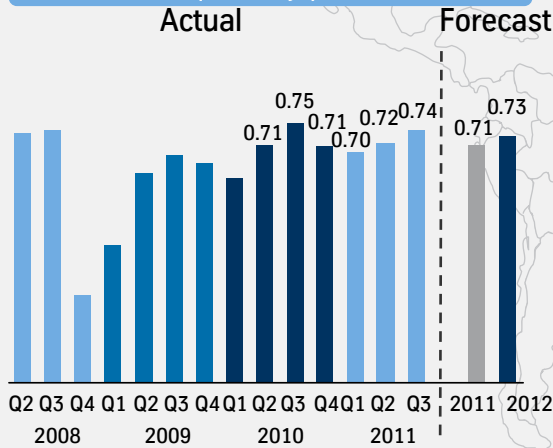
Germany (quarterly production)



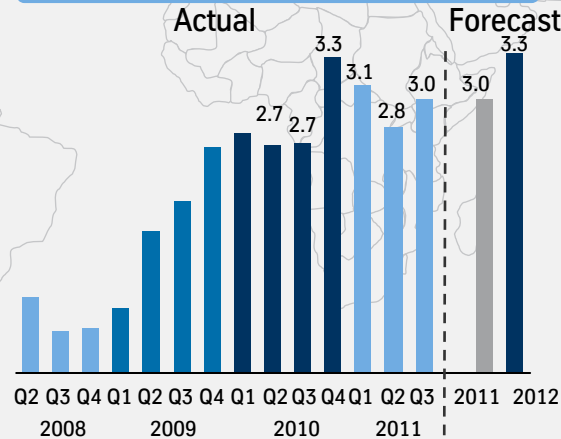
USA (LCV; quarterly production)



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



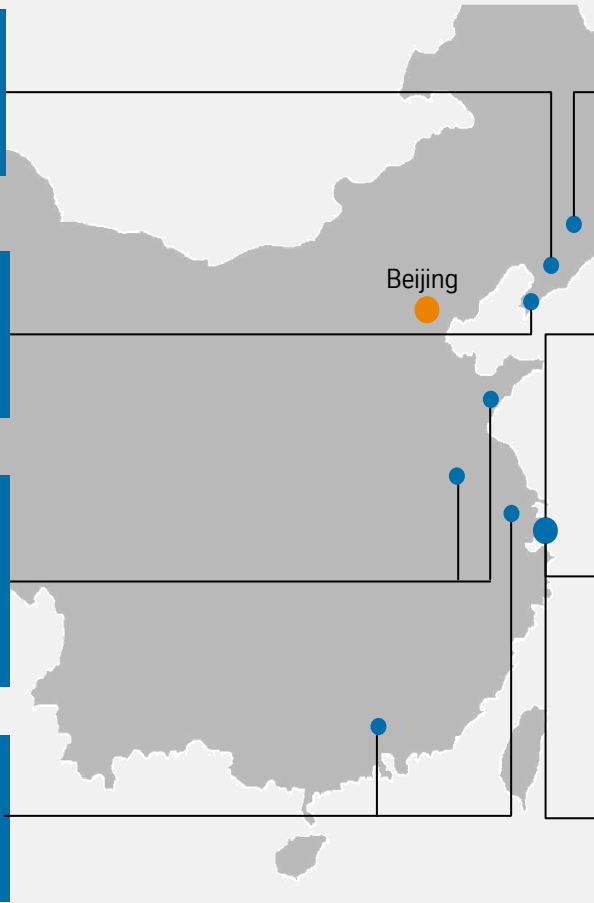
Xuzhou and Qingdao

**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



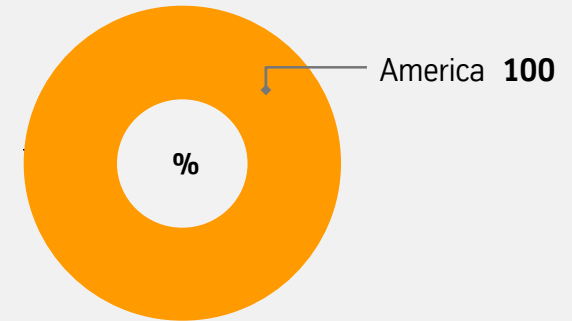
Housings



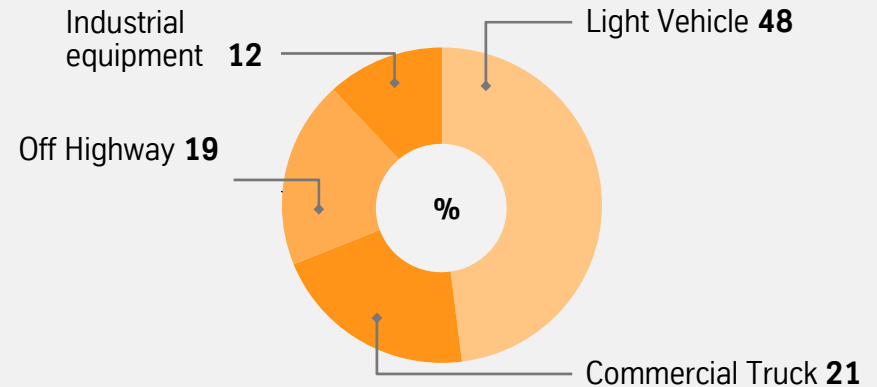
Flywheels

- 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

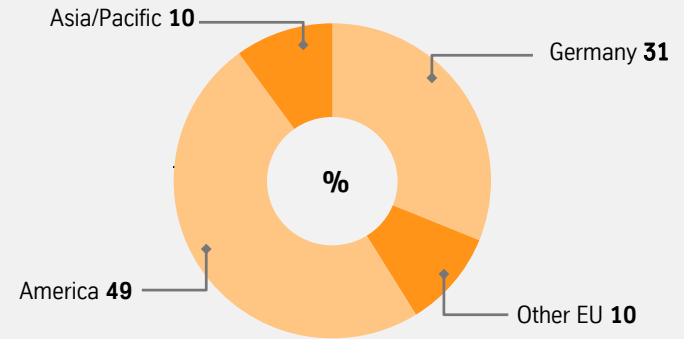
- **Sales** (FY 2010/11): ~ €0.5 bn
- **Employees** (Sep 30, 2011): ~ 2,500
- **Customers:** virtually all manufacturers of passenger and commercial vehicles, examples:



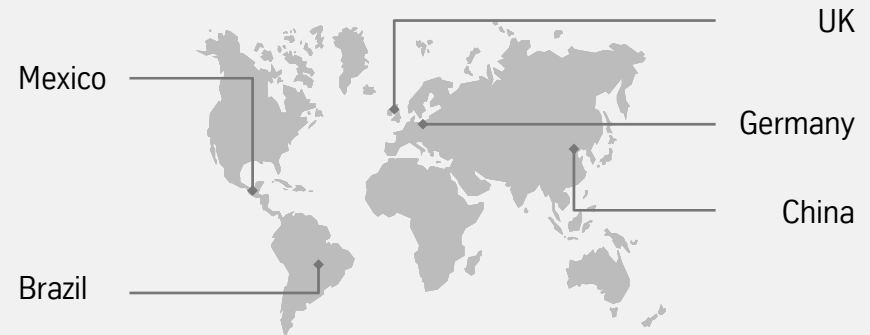
DAIMLER



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

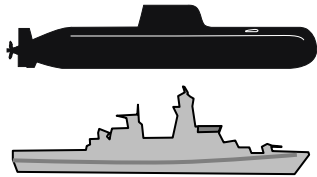


Marine Systems: Focused Organization

Business Area Marine Systems

Kockums (KAB)

Karlskrona / Malmö (SWE)



Submarines /
Naval Surface Vessels

Howaldtswerke - Deutsche Werft (HDW)

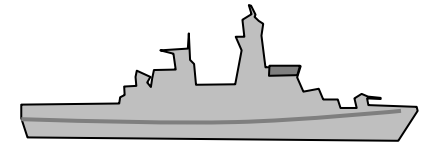
Kiel



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

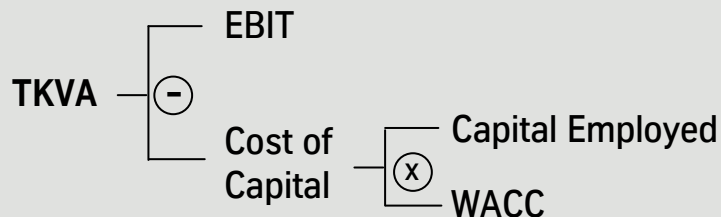
EBIT / EBT adjusted (= Key Performance Indicator of ThyssenKrupp)

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



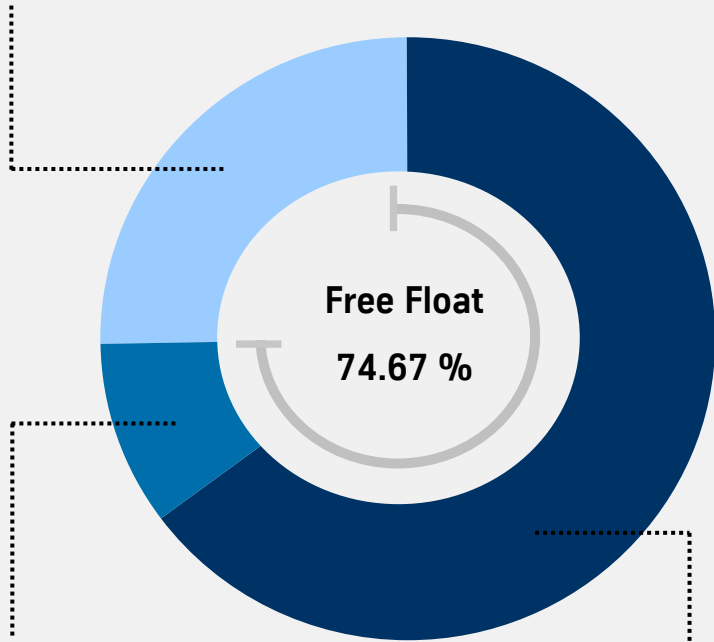
- Reported only on full-year basis

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%

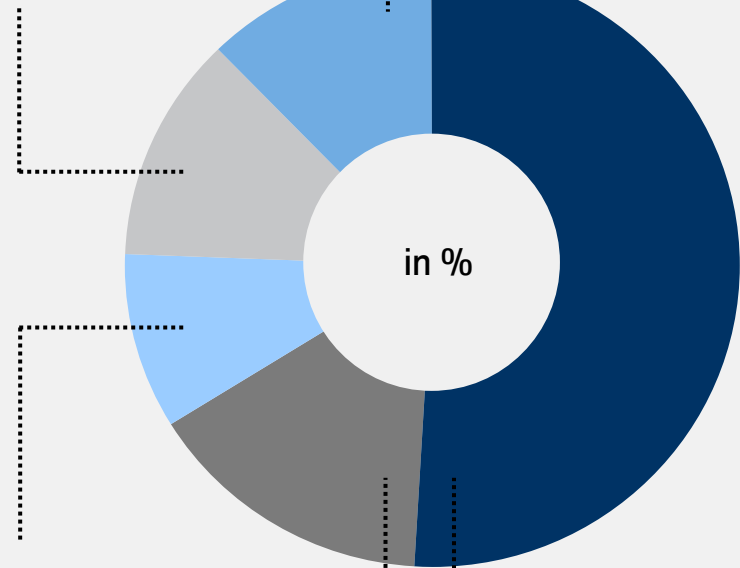


Private Investors 10.00%

International Mutual Funds 64.67%

Rest of World 12.11

Europe 12.23



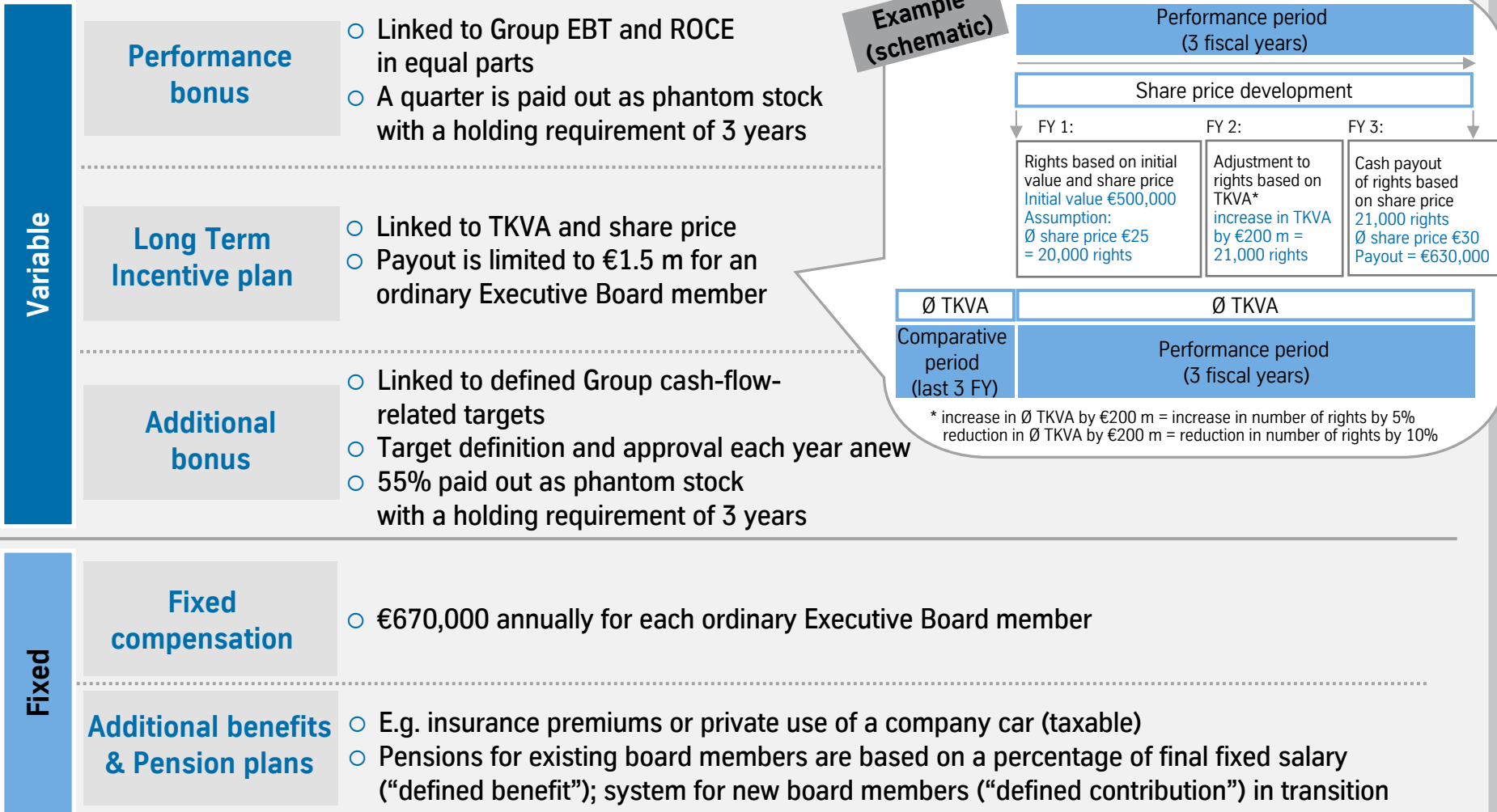
UK/Ireland 9.42

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.”

