

# Presentation ThyssenKrupp

May 2012

Developing the future.



**ThyssenKrupp**

# Agenda

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



# Q2 2011/12: Highlights – Continued Operations

## Demand

- Robust top line in a challenging materials pricing environment

Order intake	€11.6 bn	+15% qoq / +2% yoy
Sales	€10.6 bn	+7% qoq / -1% yoy

Book-to-bill:  
>1

## Profit

- Group EBIT with moderate sequential improvement

EBIT adjusted                      €134 m                      +61% qoq / -69% yoy

- Slight improvement at materials businesses
  - Increasing volumes, but intense price competition
  - Loss reduction at Steel Americas: progress in ramp-up, but pricing still insufficient
- Improved contribution from capital goods businesses
  - Higher at Components Technology and Marine Systems
  - Temporarily lower at Elevator Technology and Plant Technology

## Cash

- FCF cont. ops. of €(268) m with qoq +€1.5 bn and yoy +€0.5 bn improvement
- NFD increase to €6.5 bn by dividend, FCF cont. €(268) m & FCF disc. ops. of €(153) m
- Bond placement (€1.25 bn) to foster solid refinancing & further extend maturity profile

## Outlook

- FY 2011/12: EBIT adjusted in mid three-digit million euro range



# Q2 2011/12: Robust Top Line in a Challenging Materials Pricing Environment

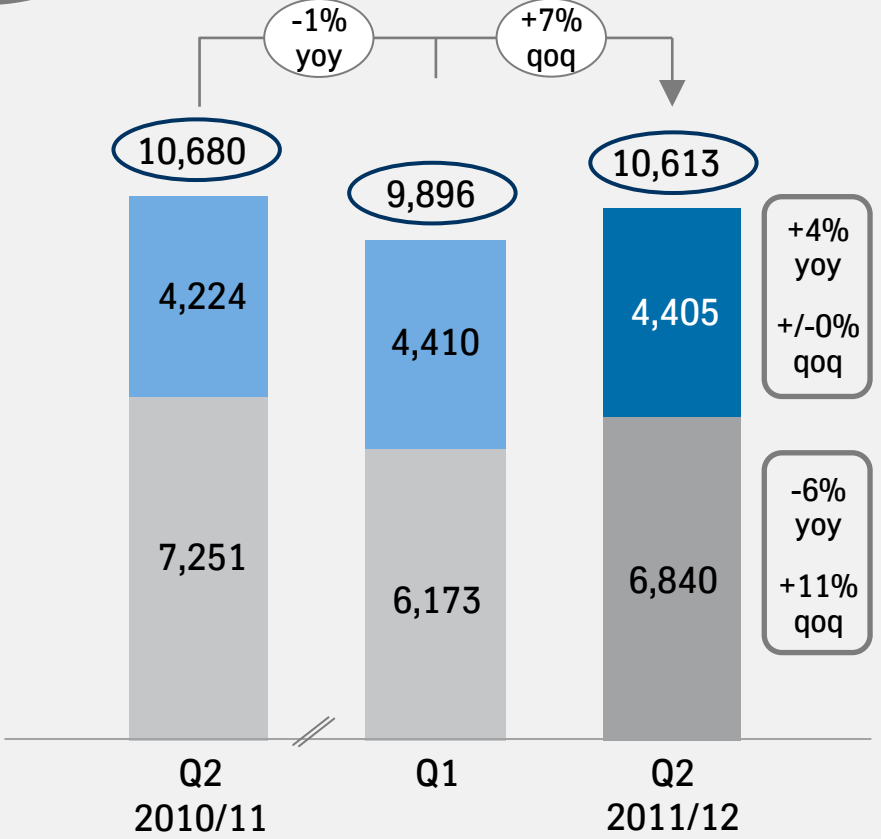
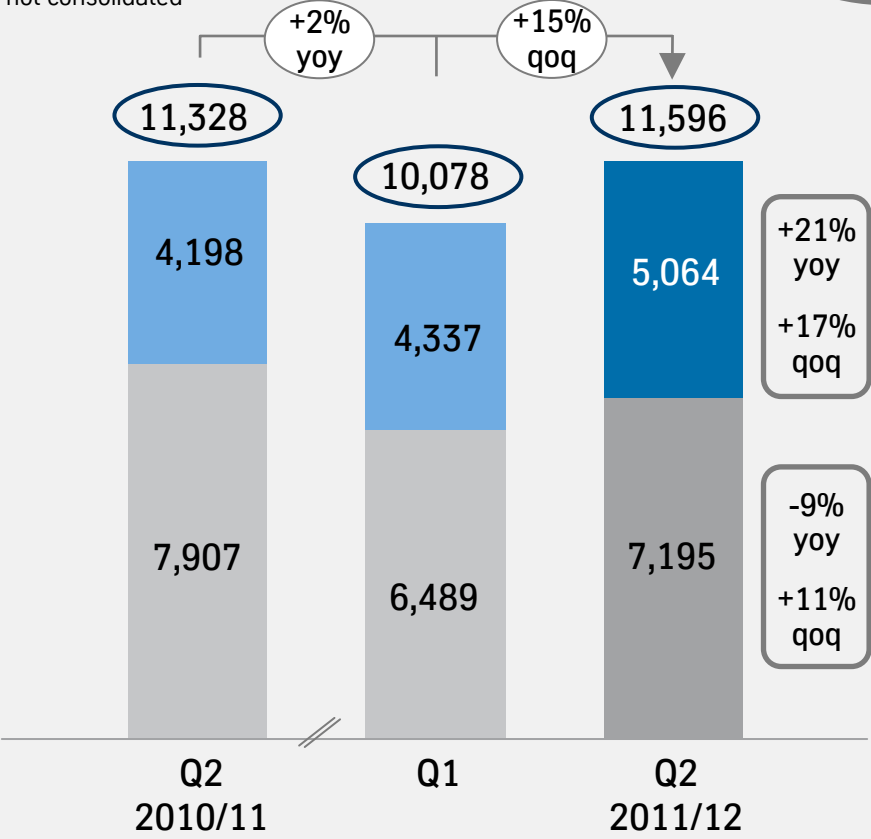
## Order intake – continued operations (million €)

## Sales – continued operations (million €)

Materials  
Capital Goods  
not consolidated

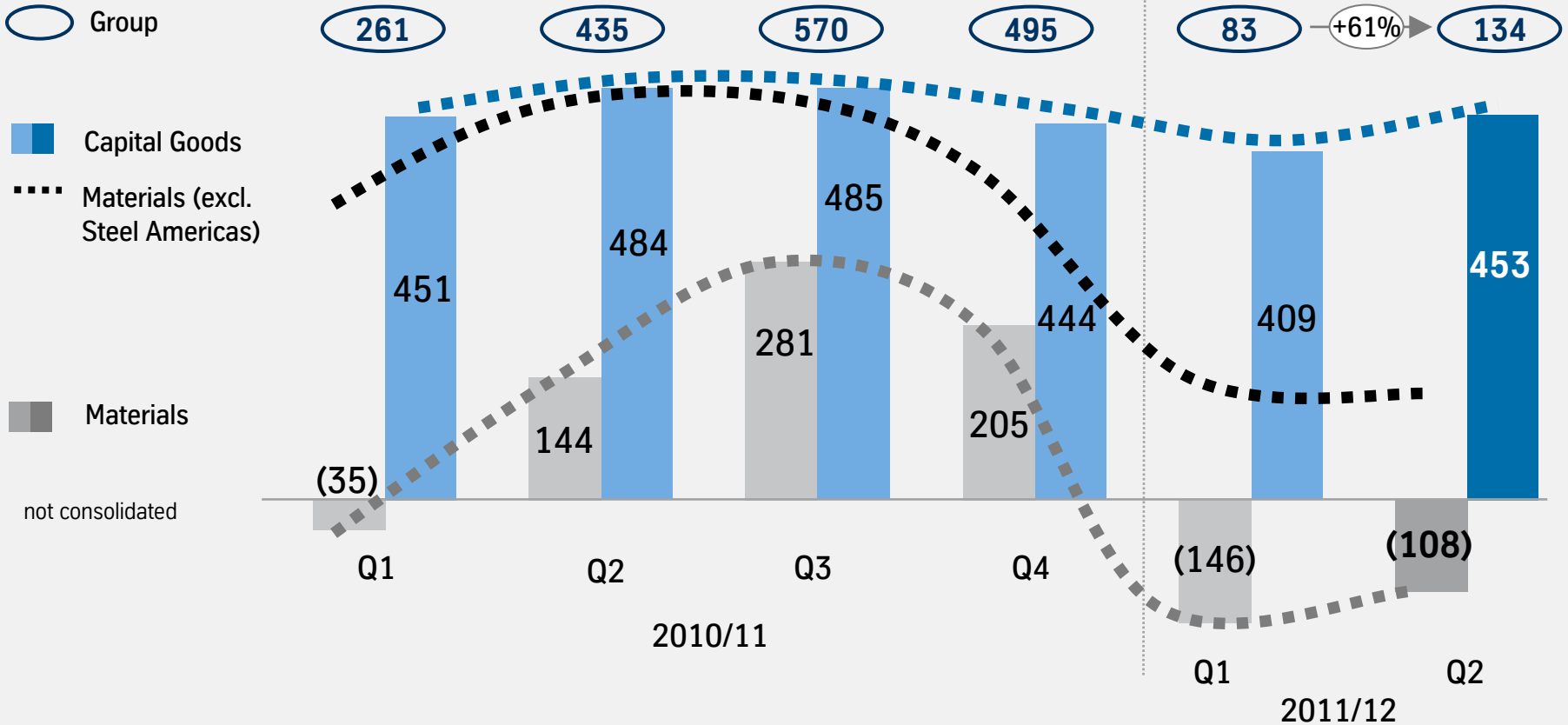
Group

Book-to-bill: >1



# Sequential Improvement at Materials and Capital Goods Businesses

EBIT adjusted – continued operations (million €)



\* Continued operations = ex Stainless Global

# ThyssenKrupp – Strategic Way Forward



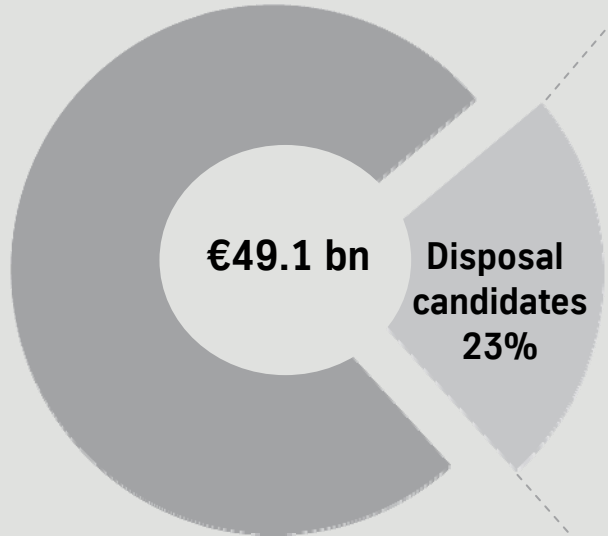
Company Positioning



# Portfolio Optimization: Geared to Reduce Volatility and Complexity

Sales FY 2010/11

(before Stainless Global carve-out, not consolidated)



Signed or closed: 90%

Initiated: 10%

Stainless Global

Sales: ~€6.7 bn

✓ signed

Metal Forming

Sales: ~€1.1 bn

✓ closed

Xervon

Sales: ~€0.7 bn

✓ closed

Blohm + Voss

(Shipyards and Services)

Sales: ~€0.4 bn

✓ closed

Waupaca

Sales: ~€1.1 bn

✓ signed

Bilstein-Group

(Automotive Systems Brazil)

✓ closed

Bilstein-Group

(Springs & Stabilizers)

Sales: ~€0.7 bn

carved-out

Tailored Blanks

Sales: ~€0.7 bn

progressing

ThyssenKrupp has already signed or closed transactions comprising ~ 90% of sales to be divested

# Assessment of Strategic Perspective for Steel Americas

## Key consideration

## Situation

Technology position



- Positive mid-term perspective: leading technology and competitive cost position achievable

Quality position



- State-of-the-art slab plant in Brazil and rolling & coating plant in Southern US

Processing efficiency



- Benchmark potential in Latin America & NAFTA after consequent optimization

Integrated slab cost advantage in NAFTA

- Decreasing cost advantages ex Brazil
  - input cost inflation (esp. labor)
  - appreciation of BRL vs USD
- Change of iron ore price level/price models

Premium margin potential

- Price premium for auto grades achievable against increasing competition
- Market entry includes significant exposure to highly price sensitive SSC and sale of excess inventory

## Next steps:

- completion of technical ramp-up and continuation of operational optimization
- challenge expected business case against **all strategic options** to potentially leverage existing strength in an alternative concept



# Change Mgmt: Mgmt Changes Complementing the Strategic Way Forward

## Corporate Center / Group Services

Technology, Innovation & Quality	Controlling & Risk	Materials Management	ThyssenKrupp Business Services
Achatz	Gesing	Holzer	Grobosch



### Steel Europe

**N.N. (CFO\*)**  
**Eichelkraut / Fischer**



### Steel Americas

**Eichler (CEO) / N.N. (CFO\*)**

TK CSA Oliveira (CEO)	TK Steel USA Dohr (CEO)
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\* acting P. Urban



### Materials Services

**Keysberg**



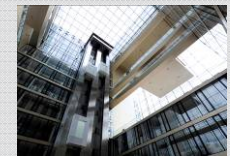
### Inoxum

**New management team  
implementing separation**

### Elevator Technology

**Schierenbeck (CEO\*\*) /  
Keles (CFO)**

\*\* as of 2013



### Plant Technology



### Components Technology

**Evers (CFO)**



### Marine Systems

**Schönewolf (CFO)**



# Outlook FY 2011/12 – Continued Operations

## Materials

## Capital Goods

H2 vs H1  
2011/12

### Moderate improvement in EBIT adjusted in H2 2011/12

- **Steel Europe:** volumes and prices influenced by continuing intense competition; earnings on H1 level
- **Steel Americas:** improvements by increased stability of the operational ramp-up set against continuing price pressure due to the market entry
- **Materials Services:** improving earnings
- **Elevator Technology:** stabilizing earnings
- **Plant Technology:** improving earnings
- **Components Technology:** current good operating levels to continue into H2
- **Marine Systems:** earnings contribution at normalized level

## Group

FY  
2011/12

- EBIT adjusted in mid three-digit million euro range
- Capex max. €2 bn



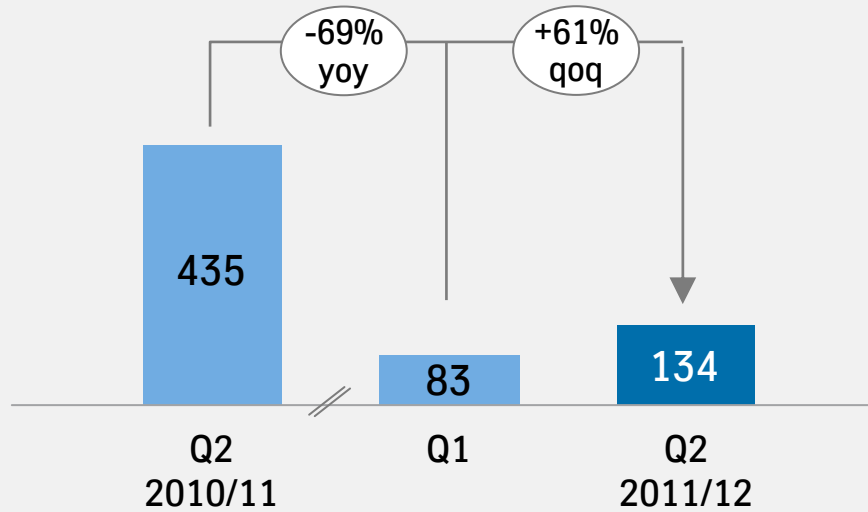
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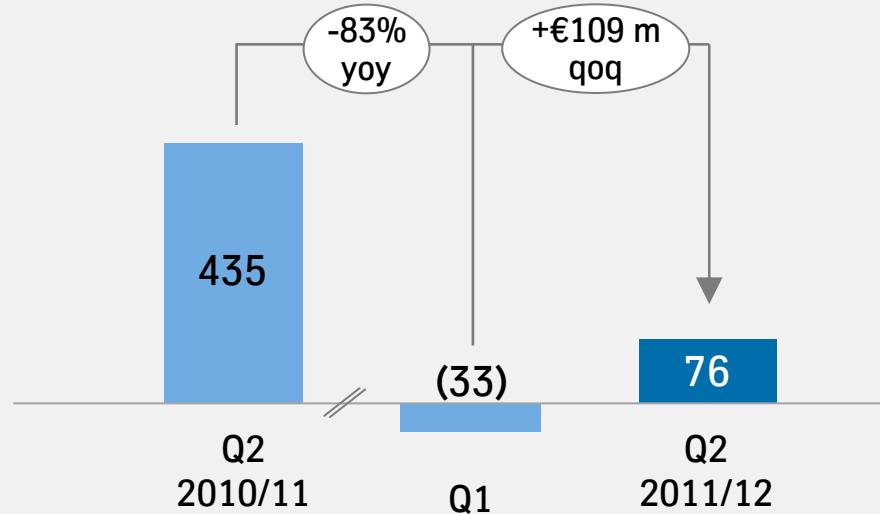


# Group EBIT with Moderate Improvement

EBIT adjusted – continued operations (million €)



EBIT – continued operations (million €)

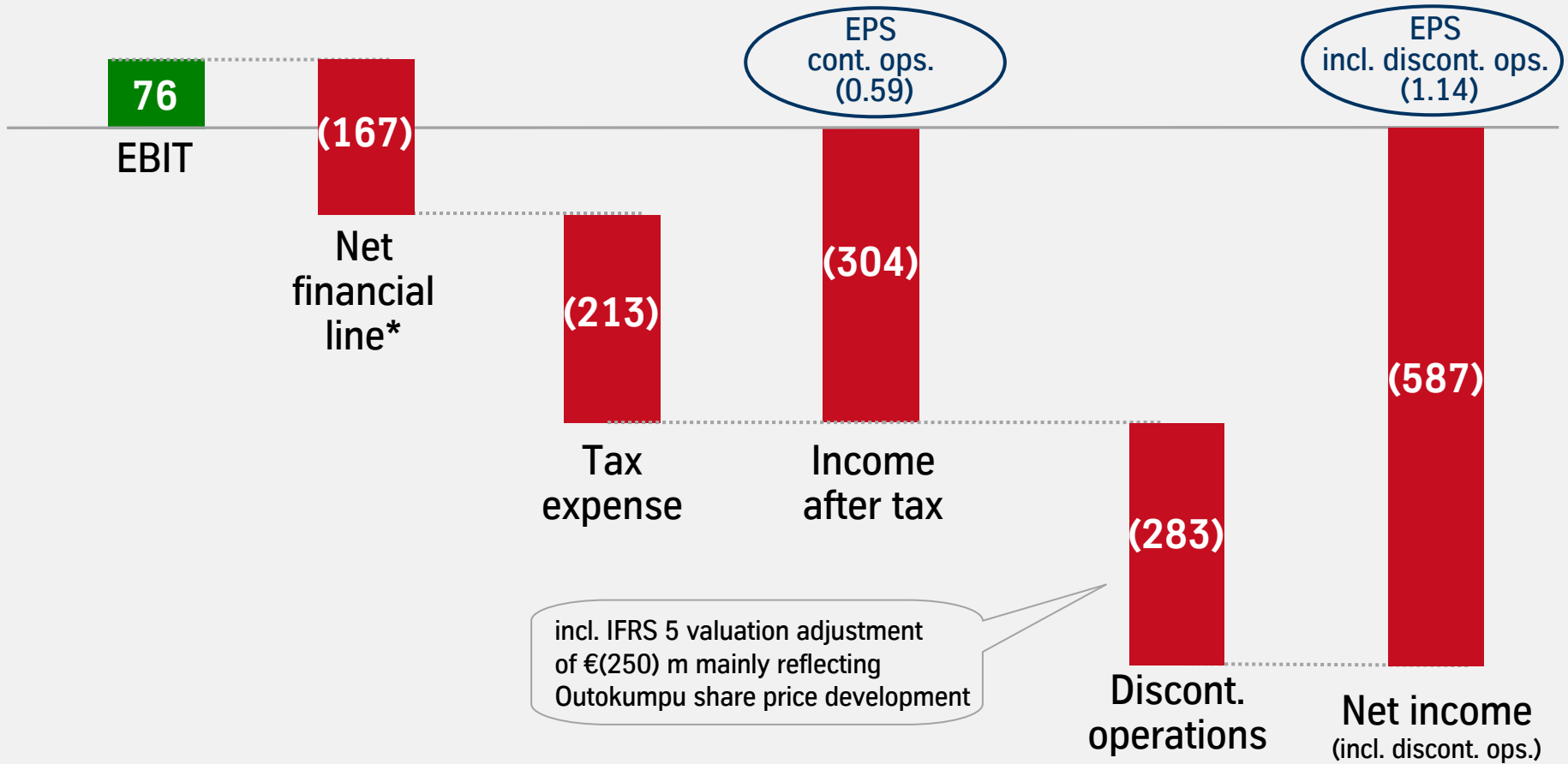


*Special items Q2 2011/12: €(58) m, mainly*

- Materials Services (16)
- Elevator Technology (14)
- Marine Systems (17)

# Subdued Profitability and Fair Value Adjustments Weighing Disproportionately on After-Tax Results

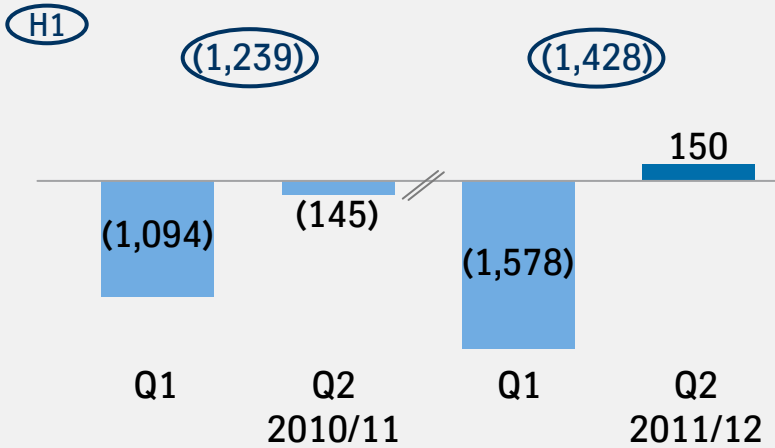
Income after tax and net income reconciliation Q2 2011/12 (million €)



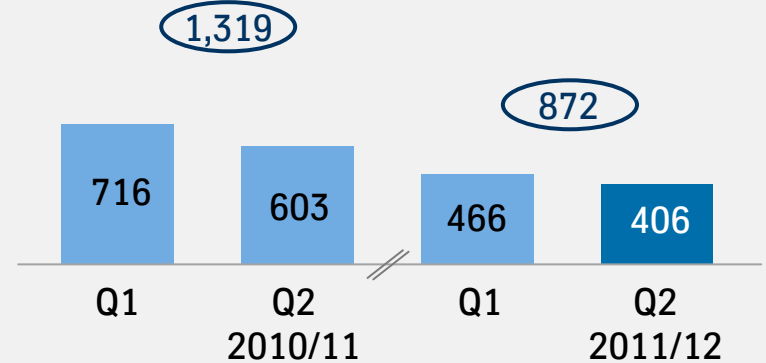
\* including depreciation on capitalized interest of €(10) m and addition of accrued interest for personnel-related provisions and other provisions of €(32) m

# Cash Flow Profile with Significant Sequential Improvement

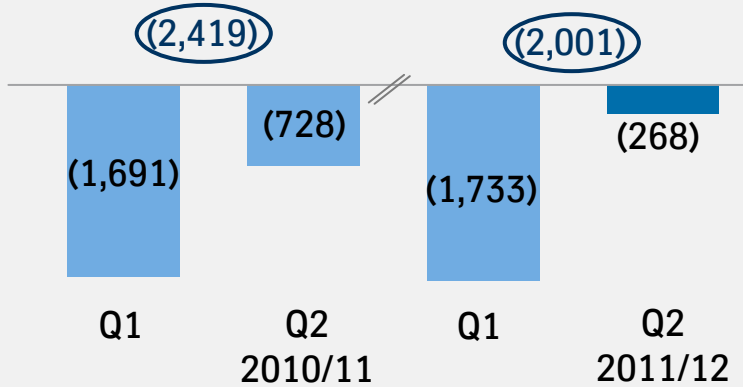
OCF – continued operations (million €)



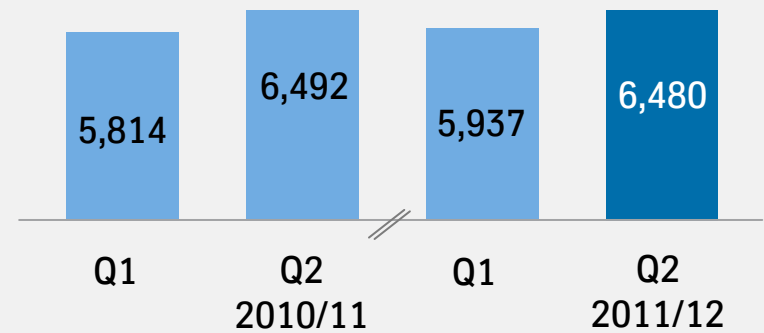
Capex – continued operations (million €)



FCF – continued operations (million €)

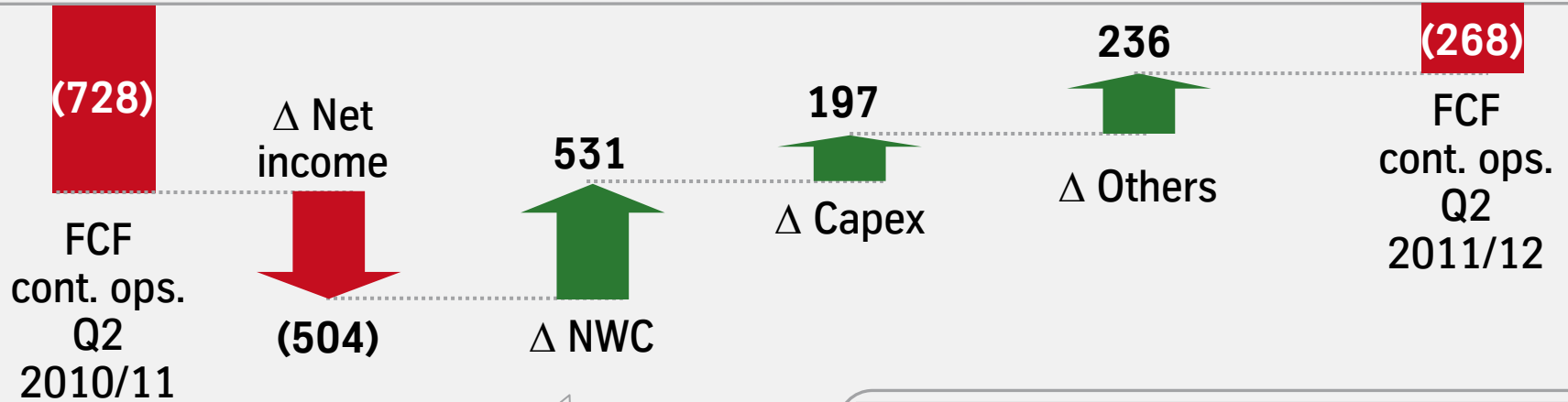


Net financial debt – incl. discount. ops. (million €)



# FCF Less Negative Despite Lower Earnings Given Reduced Investments in NWC and Lower Capex

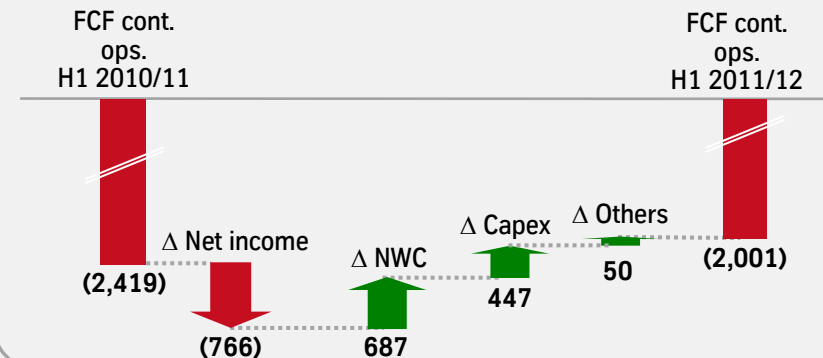
FCF reconciliation Q2 2010/11 vs Q2 2011/12 (million €)



thereof:

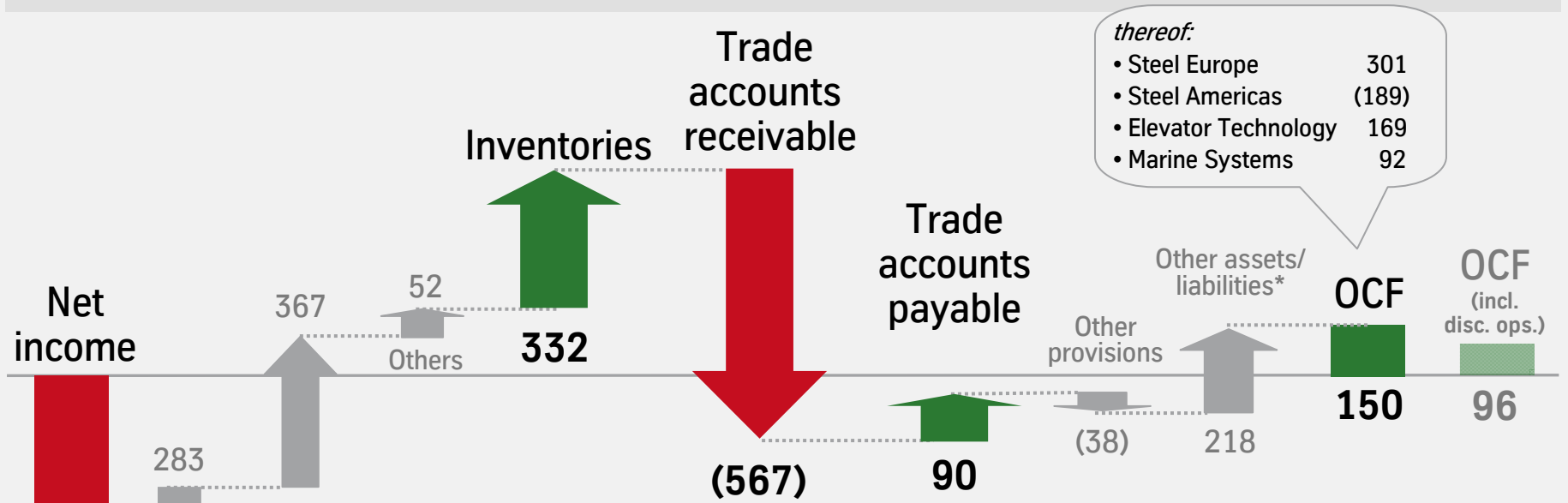
• Δ inventories	862
• Δ receivables	49
• Δ payables	(380)

H1 2010/11 vs. H1 2011/12 (million €)



# OCF Supported by Release of Inventories

Q2 2011/12 (million €)



thereof:

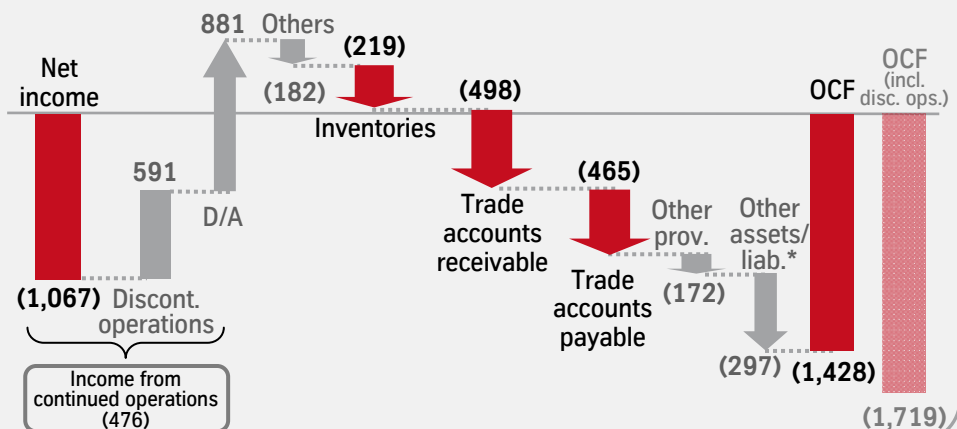
- Steel Europe 301
- Steel Americas (189)
- Elevator Technology 169
- Marine Systems 92

(587) Discont. operations

Income from continued operations (304)

\* not related to investing or financing activities

H1 2011/12 (million €)

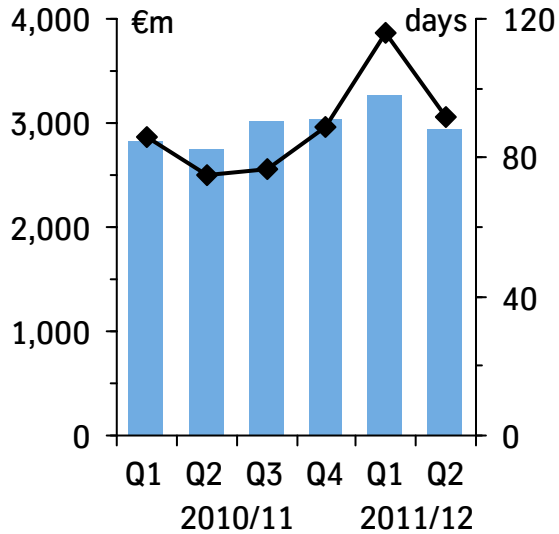


Income from continued operations (476)



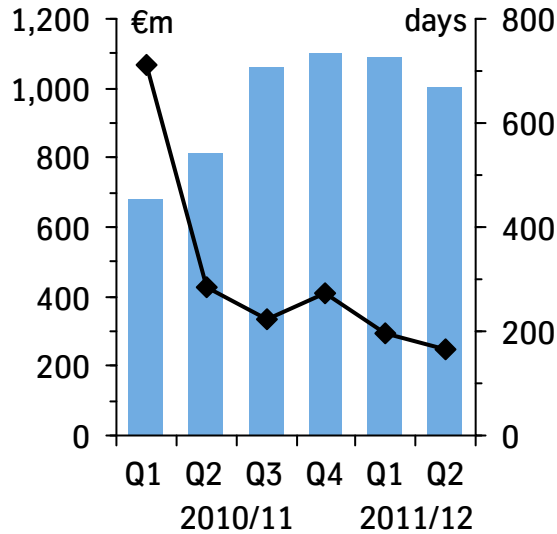
# Declining Inventories Across All Materials-Related Businesses

## Steel Europe Inventories



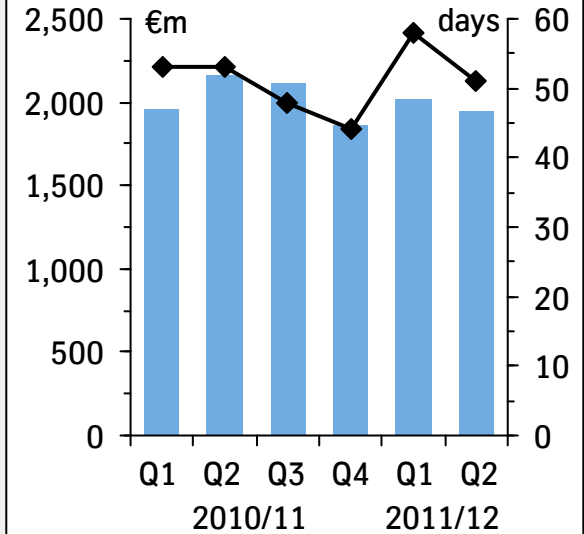
- Qoq inventories down by ~1.3 m t
  - ~1 m t ore, coal and coke
  - ~0.3 m t slabs & finished prod.
- Cash conversion partially delayed/cushioned by
  - higher receivables following reduction of finished products
  - reduction of payables reflecting reduced raw material purchases

## Steel Americas Inventories



- Qoq slabs & finished products inventories down by ~80 kt
  - improving internal logistics
  - sale of stock at Steel USA

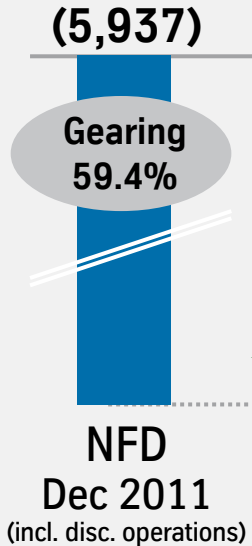
## Materials Services Inventories



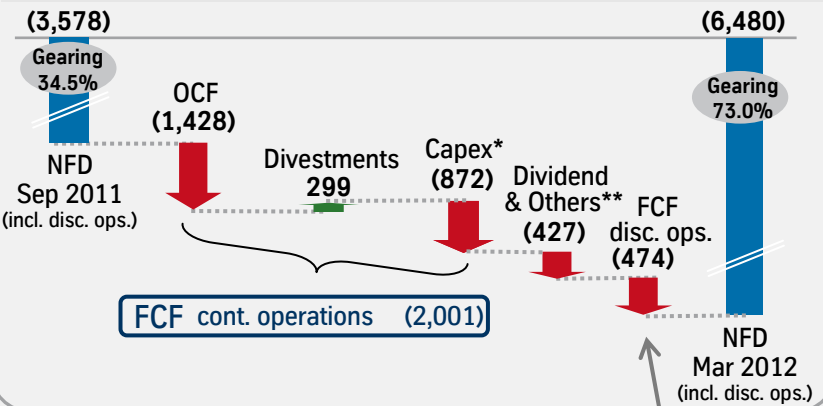
- Qoq inventories down by ~70 kt
  - mainly raw materials reflecting lower demand from the mills

# Increase in NFD due to Increase in NWC, Americas Ramp-Up and Dividend

Q2 2011/12 (million €)



H1 2011/12 (million €)



add. to loan note

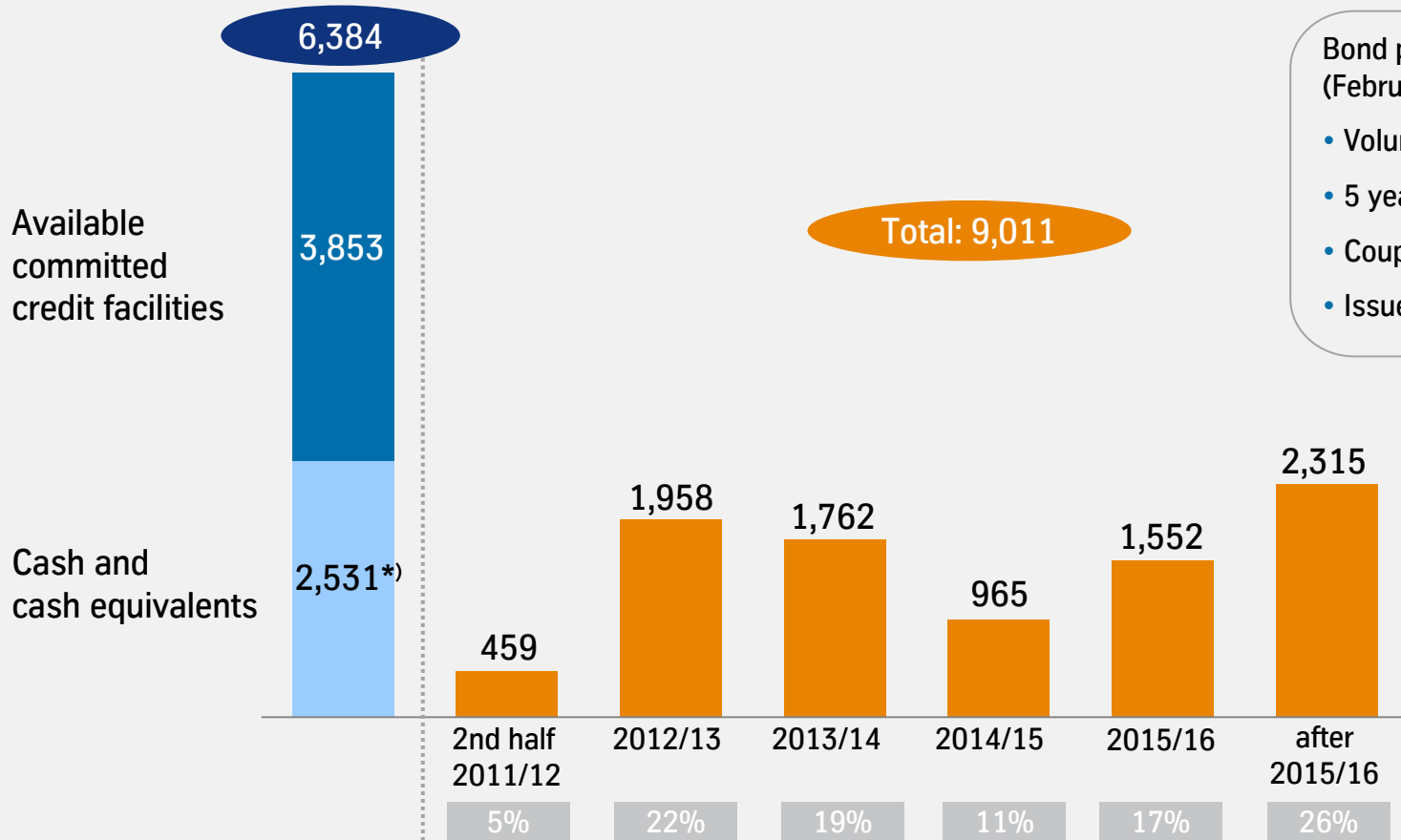
\* Capex for property, plant & equipment, financial & intangible assets and financial investments

\*\* Dividend payment of €232 m

# Solid Financial Situation

## Liquidity analysis and maturity profile of gross financial debt as of March 31, 2012

(million €)



\*) incl. securities of €6 million

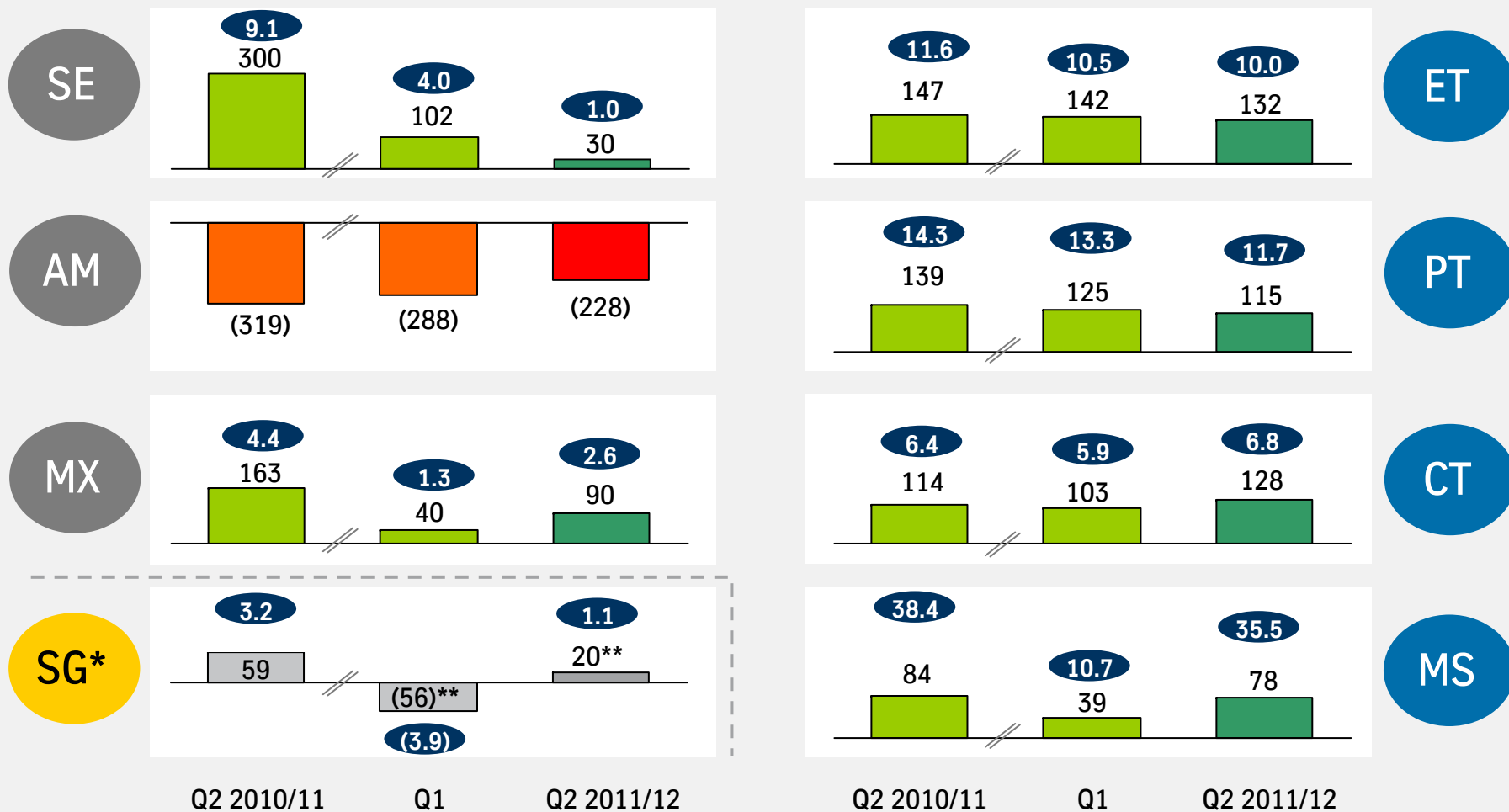
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# All Continued Operations with Positive EBIT Performance (Except AM)

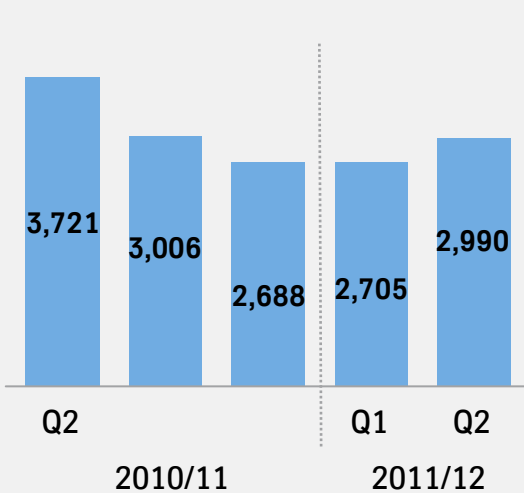
EBIT adjusted (million €); EBIT adjusted margin (%)



\* Inoxum \*\* Q1 and Q2 2011/12 EBIT excl. regular depreciation charges of €46 m and €48 m respectively

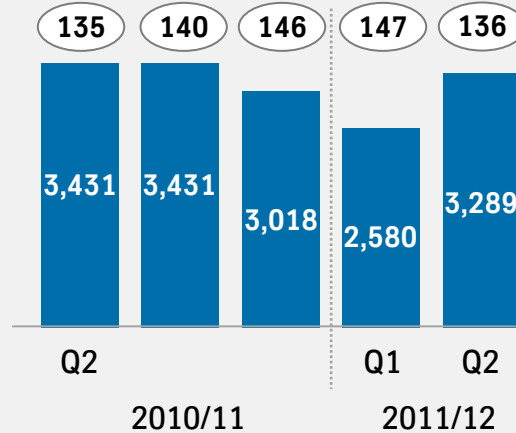
# Steel Europe – Q2 2011/12 Highlights

Order intake in €m

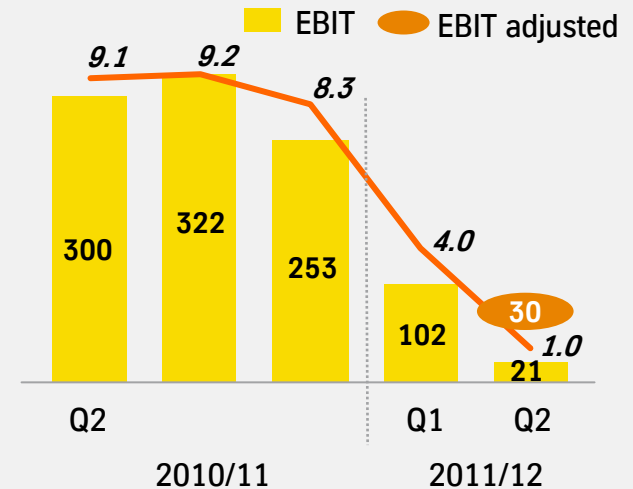


Shipments in 1,000 t

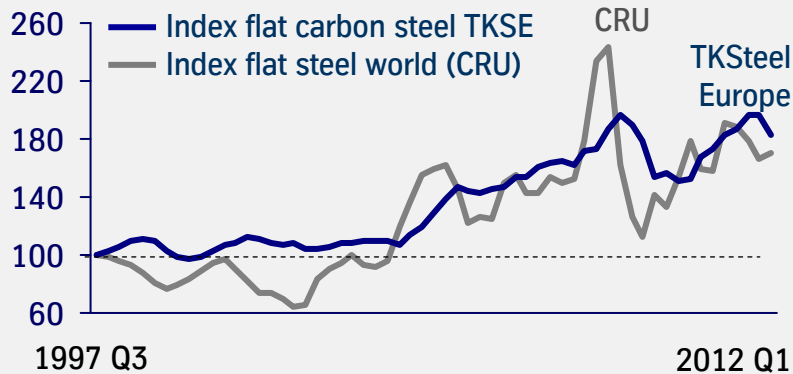
Ø rev/t indexed (Q1 2004/05=100)



EBIT in €m; EBIT adj. margin in %



Price development flat carbon steel; Index (Q3 1997 = 100)

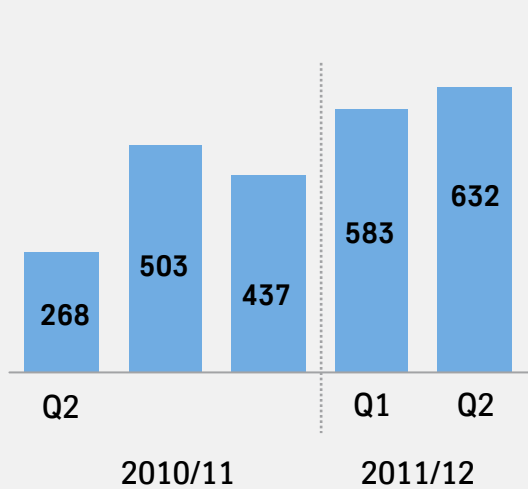


Current trading conditions

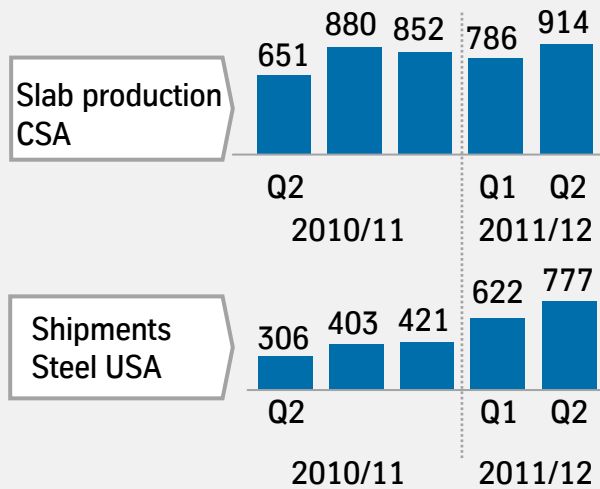
- Decrease in EBIT in fiscal Q2 as lower Ø revenues/t could not be compensated by higher volumes and lower costs
- Expectation fiscal H2: volume and price development reflecting intense competition with EBIT adj. on H1 level
- Unsatisfactory pricing env't and demand below peak periods; currently no need to restart relined BF#9 in June

# Steel Americas – Q2 2011/12 Highlights

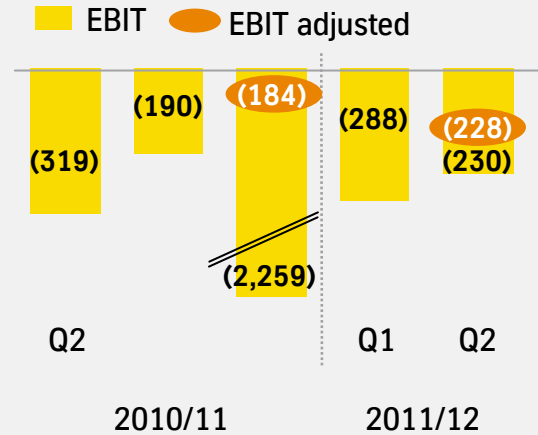
## Order intake in €m



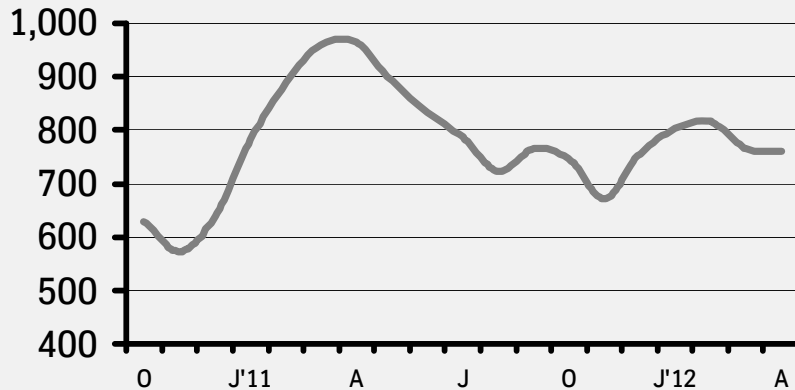
## Production & shipments in 1,000 t



## EBIT in €m



## Hot Rolled Black CRU Price in \$/t



Source: CRU: US Midwest, TKS USA CRU Price Monitor

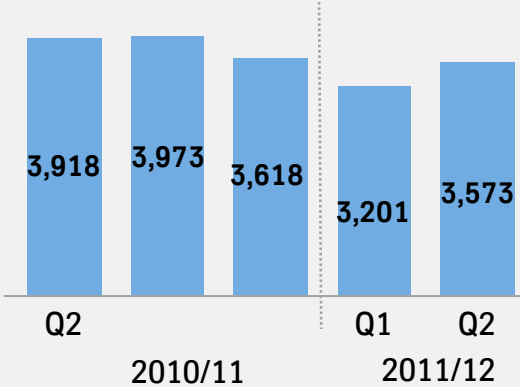
## Current trading conditions

- Technical ramp-up progressing: Coke battery C with 1<sup>st</sup> push end of fiscal Q2, first sizeable production volumes in April, 80% utilization expected by September; completion of technical ramp-up phase expected in fiscal Q4
- Pricing conditions remain challenging: Certification processes with encouraging progress, however, current performance still virtually completely driven by highly competitive commodity business

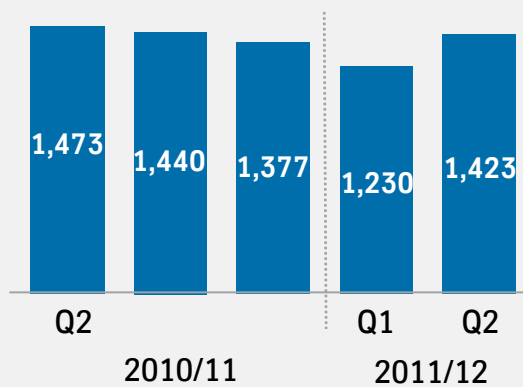
# Materials Services – Q2 2011/12 Highlights

## Order intake\* in €m

\*thereof materials warehousing business ~ 60%

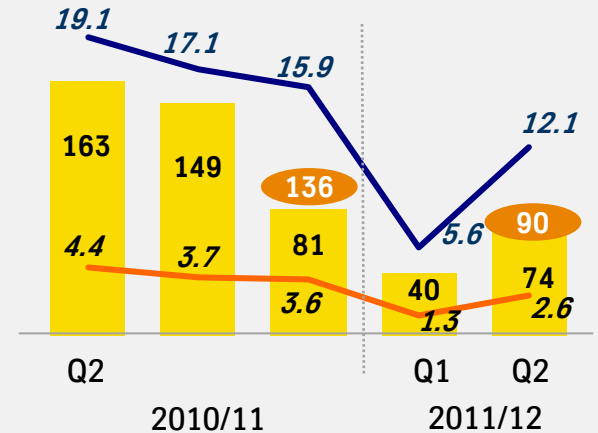


## Materials warehousing shipments in 1,000 t

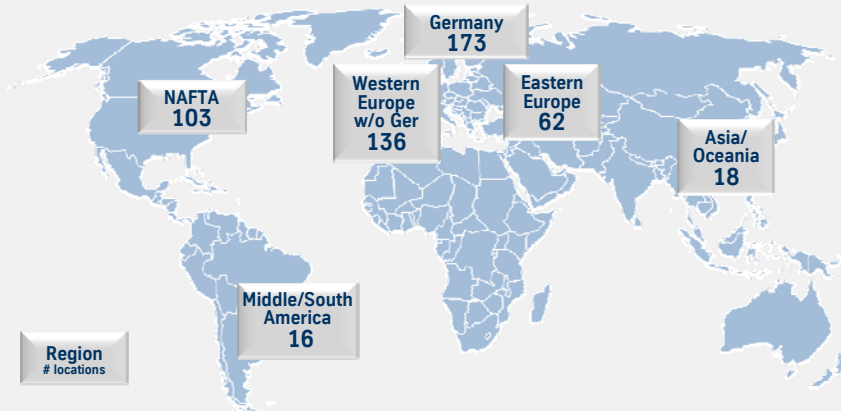


## EBIT in €m; EBIT adj. margin in %

ROCE in %    ■ EBIT    ● EBIT adjusted



## Key performance factor: global presence



## Current trading conditions

- Challenging environment for prices and volumes
- Customers continue to act very cautiously considering prices and inventories
- Good demand from aerospace customers
- Volumes in Raw Materials trading impacted by lower utilization of customers (e.g. steel industry)

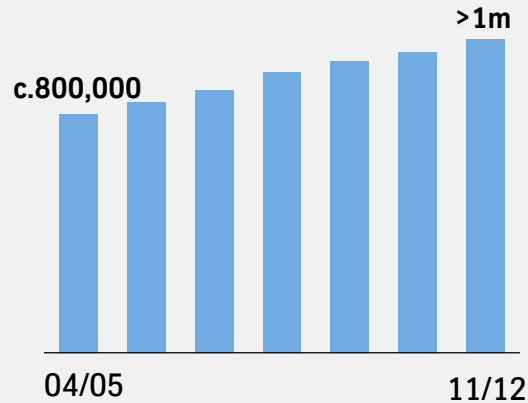


# Elevator Technology – Q2 2011/12 Highlights

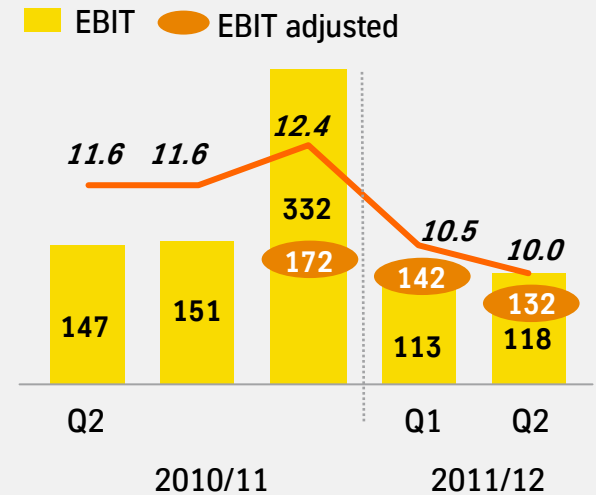
## Order intake in €m



## Units under Maintenance



## EBIT in €m; EBIT adj. margin in %



## FY 2011/12 profitability impacted by:

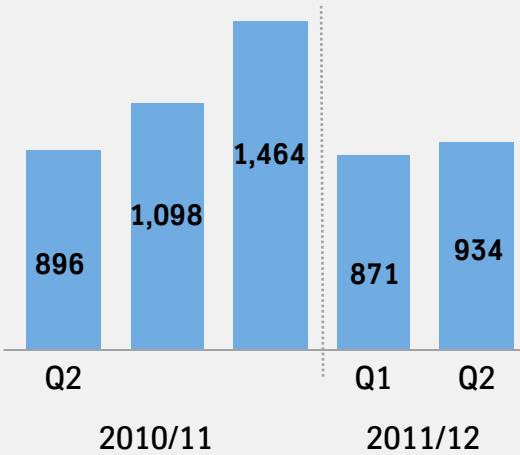
- Americas: normalization of margins on lower level after favorable backlog from pre-crisis has been worked down  
ACC: market in the US still depressed after crisis
- SEAME: weak demand and pricing in Southern Europe
- Escalators: temporarily weaker order intake leads to lower utilization
- EBIT in FY 2011/12 will be lower vs. FY 2010/11; EBIT margin will be around 10%

## Current trading conditions

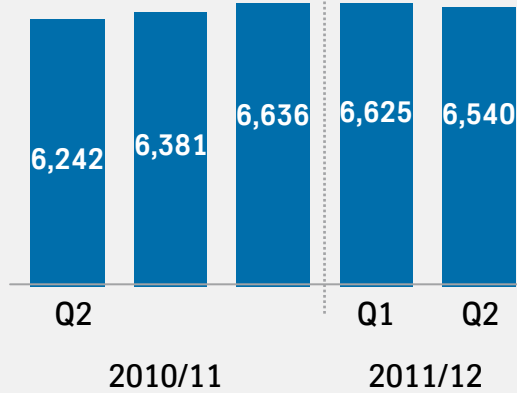
- Competitive pricing environment in all business lines and regions
- NI demand: sustainable strong growth in China, stability in Northern Europe, improvements in US markets
- Modernization supports business in Europe and North America
- Maintenance portfolio growing constantly on a worldwide scale

# Plant Technology – Q2 2011/12 Highlights

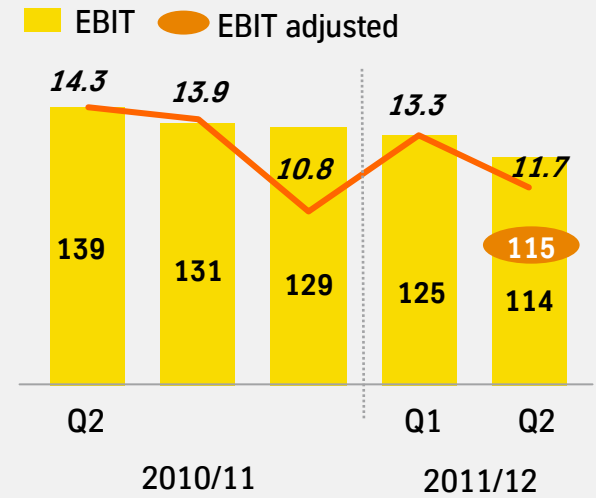
## Order intake in €m



## Order backlog in €m



## EBIT in €m; EBIT adj. margin in %



## Major order intake Q2 2011/12

8 Polycoms and 6 ball mills, copper mine, South America:



- Capacity: up to 240,000 tons per day
- Order value: ~ €85 m
- Commissioning: 2014

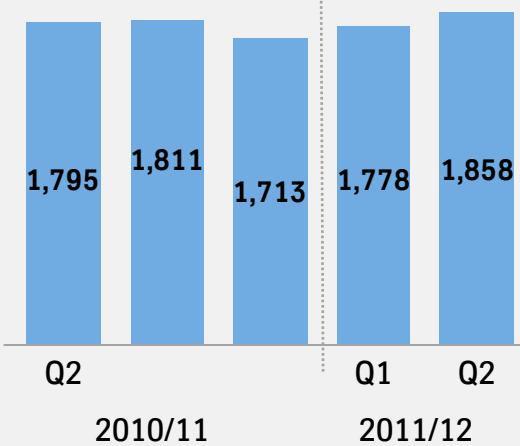
(Picture shows comparable project)

## Current trading conditions

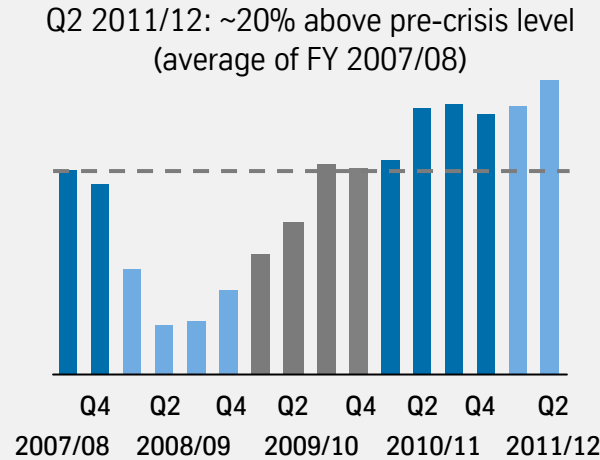
- Ongoing strong demand from the minerals & mining and the automotive industry, project delays at chemical plants
- EBIT margin at normalized double-digit level after completion of some high-margin projects in Q1
- Further increase of order backlog to secure > 1.5 years of sales

# Components Technology – Q2 2011/12 Highlights

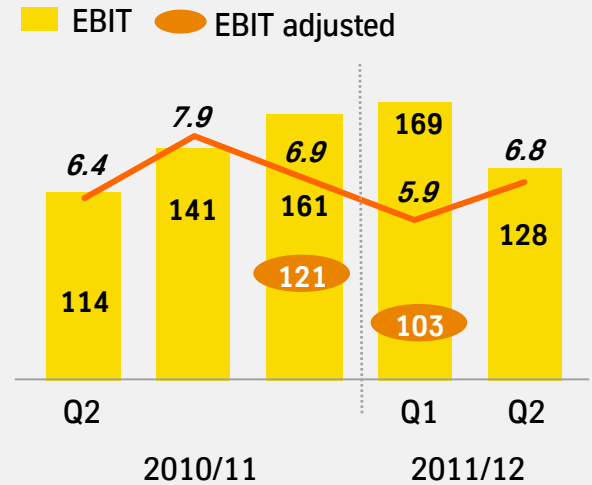
## Order intake in €m



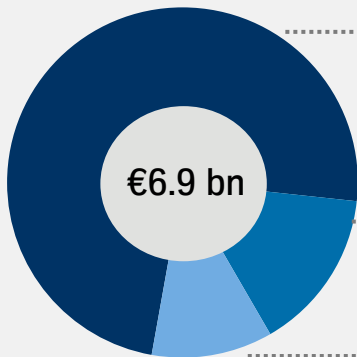
## Quarterly order intake auto components



## EBIT in €m; EBIT adj. margin in %



## Sales by end markets FY 2010/11



Automotive, other vehicle manufacturing 73%

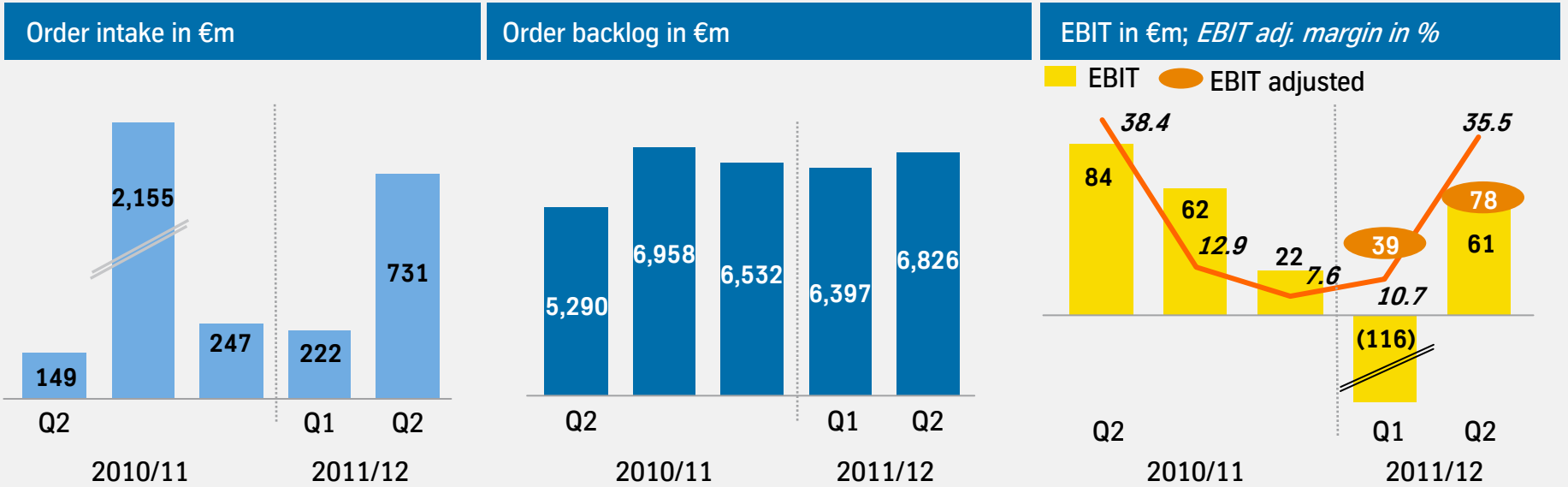
Industrial and construction machinery 16%

Energy industry & utilities; others 11%





## Current trading conditions

- Further increase in order intake and sales due to strong demand from automotive customers (mainly mid-size and premium segment) and general machinery industry
- Wind energy industry still impacted by slower growth and weak demand in China
- EBIT margin adj. in H1 with effects from higher development costs for new products, costs for reopening of iron foundry in the US and ramp-up costs for new plants in India & China; Q2 margin higher qoq and yoy
- Sale of Waupaca (May 14) **signed**

# Marine Systems – Q2 2011/12 Highlights



## Target organizational structure achieved

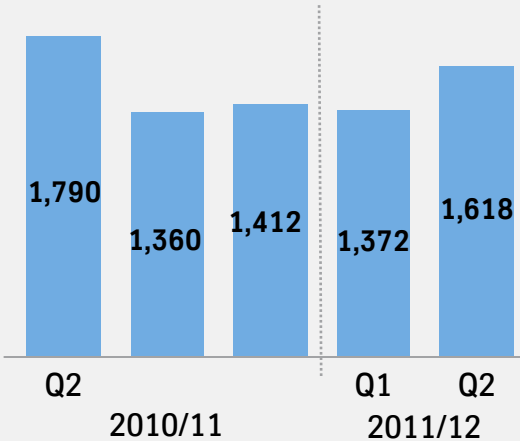
Business Area Marine Systems		
Kockums (KAB)	Howaldtswerke - Deutsche Werft (HDW)	Blohm + Voss Naval (BVN)
Karlskrona / Malmö (SWE)	Kiel	Hamburg
 		
Submarines / Naval Surface Vessels	Submarines	Naval Surface Vessels

## Current trading conditions

- Market environment for submarines challenging due to political unrest in MENA region
- Earnings impacted by special items of €(17) m resulting mainly from the sale of civil shipbuilding operations
- Sale of civil shipbuilding activities to Star Capital closed

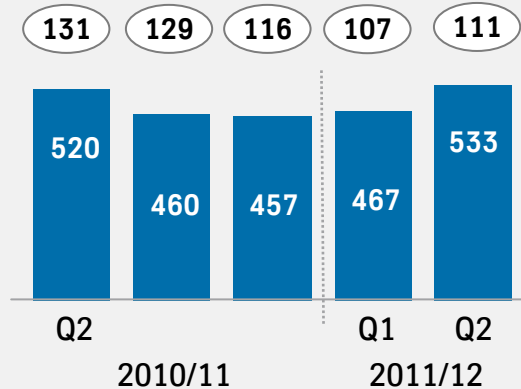
# Discontinued Operations: Stainless Global – Q2 2011/12 Highlights

Order intake in €m

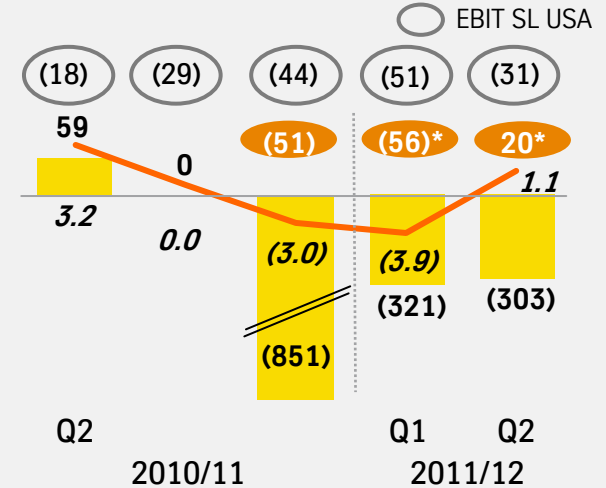


Shipments\* in 1,000 t

○ Ø transaction price/t \* hot-rolled and cold-rolled indexed (Q1 2004/05=100)

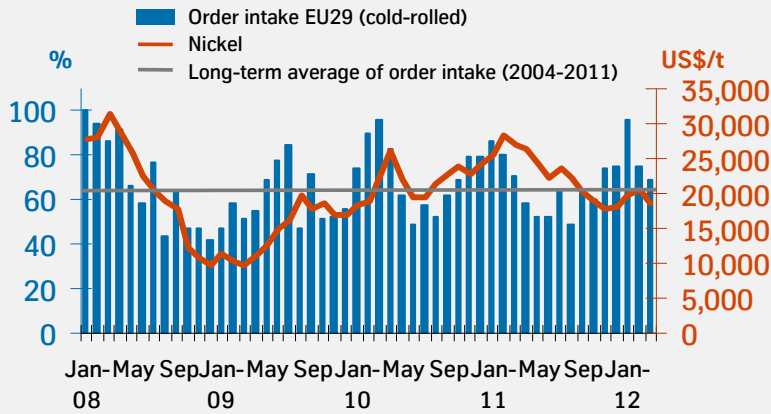


EBIT in €m; EBIT adj. margin in %



\* Q1 and Q2 2011/12 EBIT excl. regular depreciation charges of €46 m and €48 m respectively

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



Source: Eurofer; CRU April 2012, Metalprices (NICKEL) April 2012

## Current trading conditions

- Ongoing robust demand in Germany from end customers, especially automotive and pipe & tube; some weakness observable in white goods industry
- Increased order intake qoq due to pick-up in demand since beginning of 2012
- Higher average transaction prices qoq, but decreasing alloy surcharges since April (weaker nickel price)
- Special items of €(323) m, mainly €(250) m impairment charges from Inoxum transaction
- EBIT Stainless USA: €(31) m

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# Perspective FY 2011/12 – Continued Operations

## Outlook

H2 2011/12: EBIT adjusted moderately higher vs. H1:  
contribution from **capital goods businesses** stable at high level;  
**Steel Europe**: volumes and prices influenced by continuing intense competition; earnings on H1 level  
**Steel Americas**: improvements by increased stability of the operational ramp-up set against continuing price pressure due to the market entry  
**Materials Services**: improving earnings

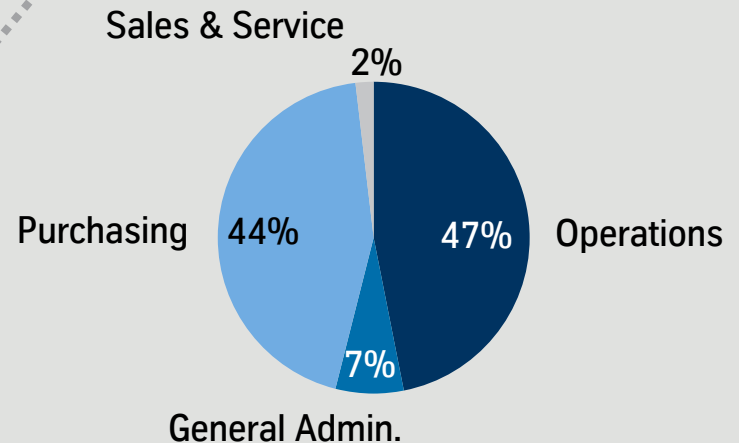
FY 2011/12: EBIT adjusted in mid three-digit million euro range

## Capex

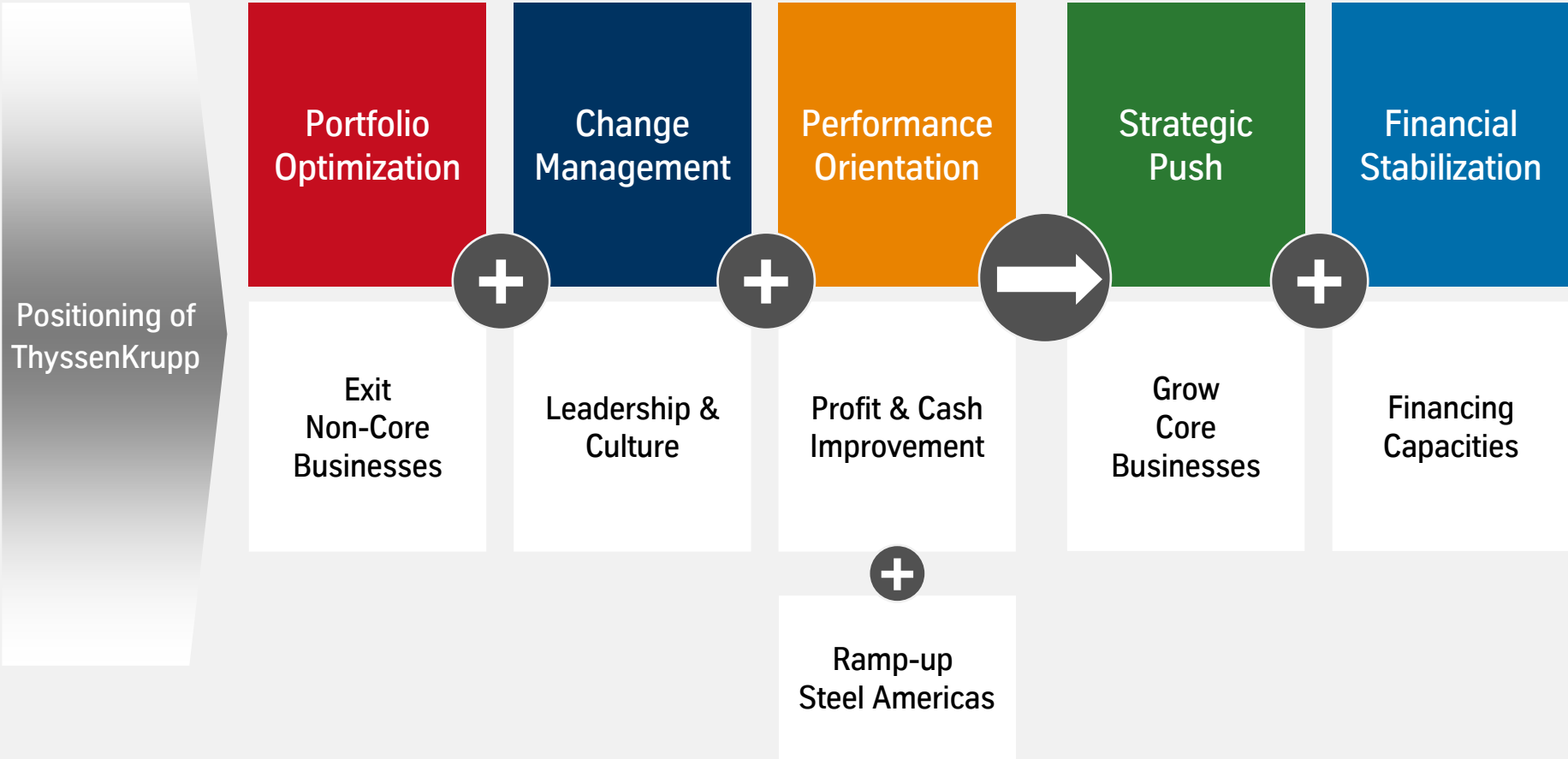
max. €2 bn



Cost savings of ~ €300 m  
(~50% have been realized already)



# Our Value Creation Program





# Financial Calendar – FY 2011/12

- **May**            **Roadshows**  
London (21st), Oslo (21st), Luxemburg (22nd), Brussels (23rd), Paris (24th),  
Madrid (29th), The Netherlands (30th), US West Coast (30th-31st)
- **June**            **Roadshows**  
New York, Boston (7th-8th)
- **July**            **Roadshows**  
Zurich (3rd)
- **August**        **Conference Call Q3 2011/12 (10th)**

# Contact Details

## ThyssenKrupp Corporate Center Investor Relations



### Phone numbers

+49 201-844-

Dr. Claus Ehrenbeck  
Head of Investor Relations

-536464

Rainer Hecker  
Senior IR Manager

-538830

Stefanie Bensch  
Assistant

-536480

Christian Schulte  
Senior IR Manager

-536966

Iris aus der Wieschen  
Team Assistant

-536367

Sabine Sawazki  
IR Manager

-536420

Ute Kaatz  
Event Manager

-536466

Klaudia Kelch  
IR Manager

-538371

Hartmut Eimers  
IR Manager

-538382

Cornelius Thiele  
Junior IR Manager

-536309

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

E-mail:  
[ir@thyssenkrupp.com](mailto:ir@thyssenkrupp.com)

# Agenda

- Appendix

# 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

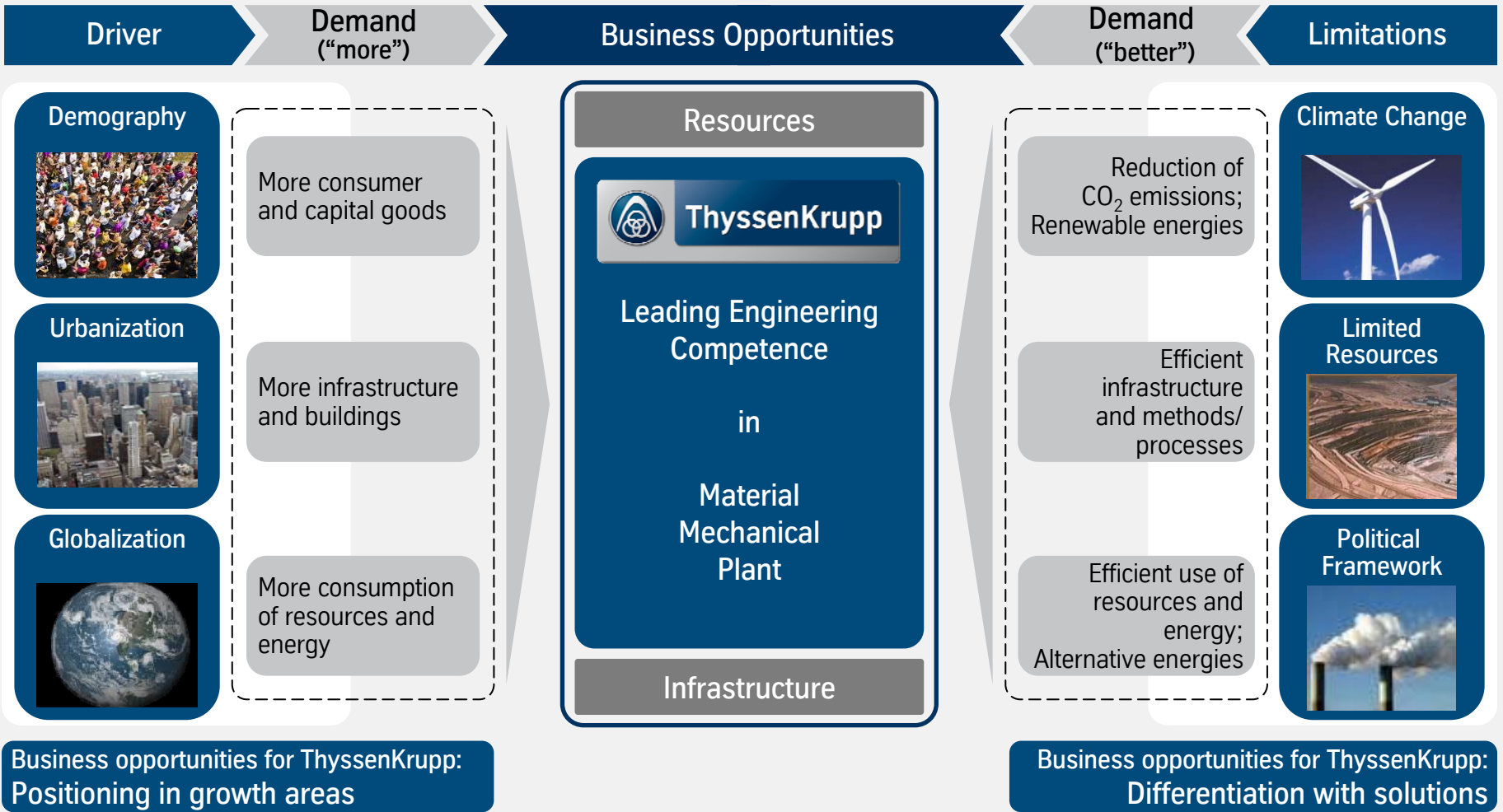
Diversification over  
business cycles

Financial  
stability & flexibility

Stable earnings &  
cash flow profile



# 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 CO<sub>2</sub> over lifetime

#### Mechanical



##### Slewing Bearings

Essential component of wind turbines



##### Elevators / Escalators

LEED certified energy efficiency level



##### Valve control systems

4.1 t less CO<sub>2</sub> per vehicle over lifetime



##### Fully mobile crushers

Up to 100,000 t less CO<sub>2</sub> p.a. in open pit mining

#### Plant



##### Cement Plants

Up to - 40% of direct CO<sub>2</sub> emissions



##### IRESA

Construction lines for lithium ion cells



##### Envinox

N<sub>2</sub>O removal rate of 99% at fertilizer plants



##### Poly lactide (PLA)

New processing technology based on biomass

## 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
- Production systems for auto and aerospace industry

### 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)

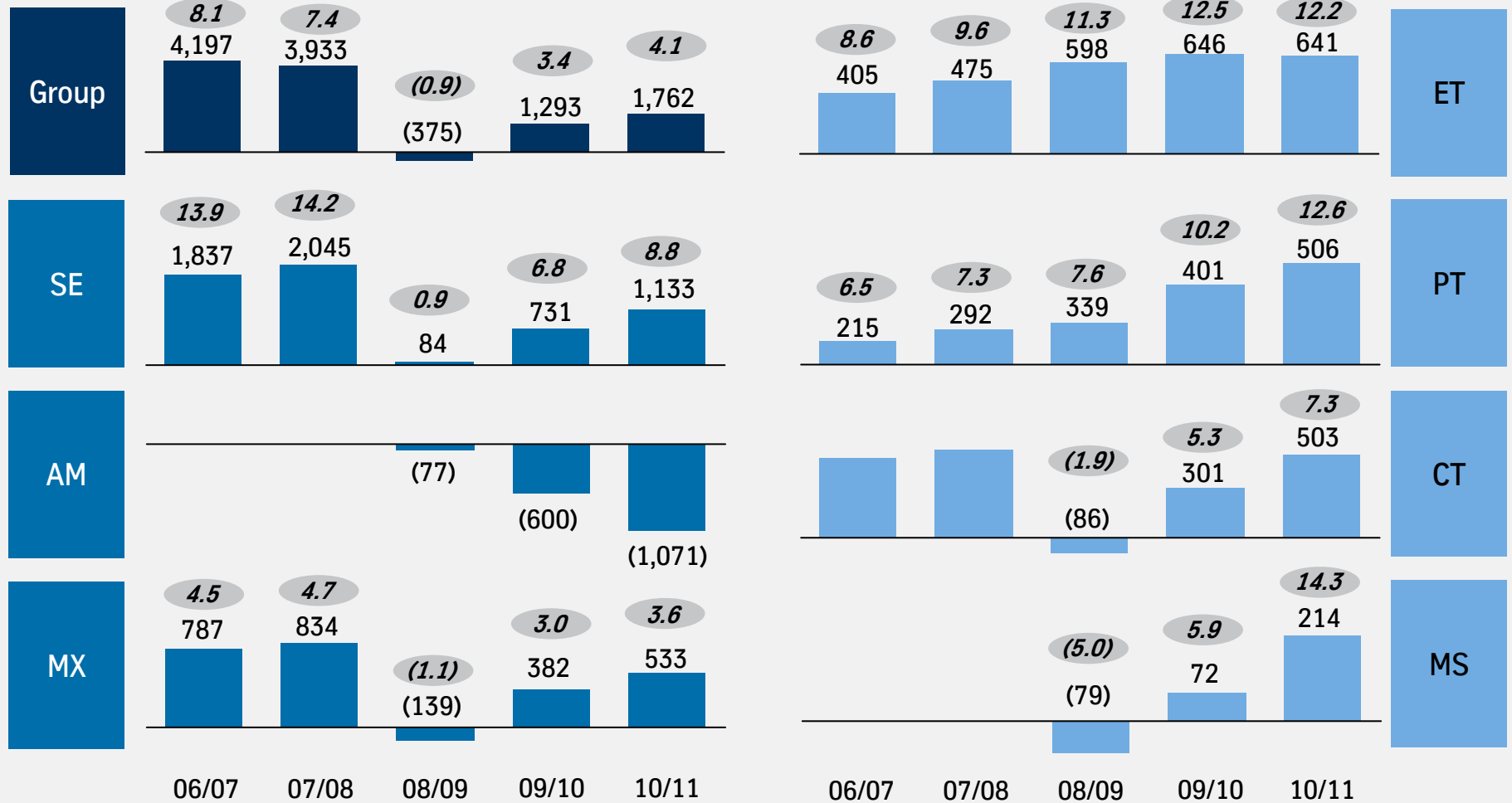
Sales & EBIT adjusted from continued operations for FY 2010/11



# 5 Year Performance Track Record

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

Continued operations and new EBIT definition from FY 2009/10 on SE, MX and ET 2006/07 and 2007/08 referring to old organizational structure





# Portfolio Optimization: Well on Track After 12 Months

Already signed or closed transactions comprising ~ 90% of sales to be divested



# Systematic Benchmarking Aiming at Best-in-Class Operations

## Selected Peers / Relevant Peer Segments

### Steel Europe



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

### Elevator Technology



- UTC / Otis
- KONE
- Schindler

### Steel Americas



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

### Plant Technology



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

### Materials Services



- ArcelorMittal / Distribution Solutions
- Klöckner
- Reliance

### Components Technology



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

### Stainless Global/Inoxum



- Acerinox
- Aperam
- Outokumpu
- Allegheny

### Marine Systems



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

# Group Overview (I) – Continued Operations

		2010/11					2011/12	
		Q1	Q2	Q3	Q4	FY	Q1	Q2
Order intake	€m	9,997	11,328	12,984	10,809	<b>45,118</b>	10,078	11,596
Sales	€m	10,020	10,680	11,506	11,150	<b>43,356</b>	9,896	10,613
EBITDA	€m	592	827	944	846	<b>3,209</b>	471	432
EBIT	€m	261	435	549	(1,435)	<b>(190)</b>	(33)	76
EBIT adjusted	€m	261	435	570	495	<b>1,761</b>	83	134
EBT	€m	136	297	419	(1,603)	<b>(751)</b>	(183)	(91)
EBT adjusted	€m	136	297	440	327	<b>1,200</b>	(66)	(34)
Income after tax	€m	90	200				(172)	(304)
Earnings per share	€	0.29	0.51				(0.30)	(0.59)



# Group Overview (I) – Incl. Discontinued Operations

		2010/11					2011/12	
		Q1	Q2	Q3	Q4	FY	Q1	Q2
Order intake	€m	11,260	12,848	14,120	12,019	<b>50,247</b>	11,260	13,008
Sales	€m	11,370	12,266	12,851	12,605	<b>49,092</b>	11,138	12,155
EBITDA	€m	645	932	983	825	<b>3,385</b>	412	424
EBIT	€m	273	497	545	(2,303)	<b>(988)</b>	(357)	(228)
EBIT adjusted	€m	273	497	566	427	<b>1,763</b>	25	152
EBT	€m	145	352	407	(2,482)	<b>(1,578)</b>	(513)	(402)
EBT adjusted	€m	145	352	428	248	<b>1,173</b>	(131)	(22)
Net income*	€m	142	272	211	(1,917)	<b>(1,291)</b>	(460)	(587)
Earnings per share	€	0.31	0.58	0.46	(4.06)	<b>(2.71)</b>	(0.89)	(1.14)
TK Value Added	€m					<b>(2,962)</b>		
Ø Capital Employed	€m	22,832	23,400	23,554	23,223	<b>23,223</b>	24,536	23,329
Goodwill	€m					<b>3,378</b>		

\* attributable to ThyssenKrupp stockholders

# Group Overview (II) – Continued Operations

	2010/11					2011/12	
	Q1	Q2	Q3	Q4	FY	Q1	Q2
Capital expenditures* €m	716	603			<b>2,508</b>	466	406
Depreciation/amort. €m	340	401			<b>3,441</b>	514	367
Operating cash flow €m	(1,094)	(145)			<b>1,012</b>	(1,578)	150
Cash flow from divestm. €m	119	20			<b>423</b>	311	(12)
Cash flow from investm. €m	(716)	(603)			<b>(2,508)</b>	(466)	(406)
Free cash flow €m	(1,691)	(728)			<b>(1,070)</b>	(1,733)	(268)
Cash and cash equivalents** (incl. short-term securities) €m	2,869	2,022	1,877	3,574	<b>3,574</b>	1,980	2,531
Net financial debt** €m	5,814	6,492	6,249	3,578	<b>3,578</b>	5,937	6,480
Employees	167,095	169,120	171,086	168,560	<b>168,560</b>	159,682	159,009

\* incl. financial investments

\*\* incl. discontinued operations

# Special Items

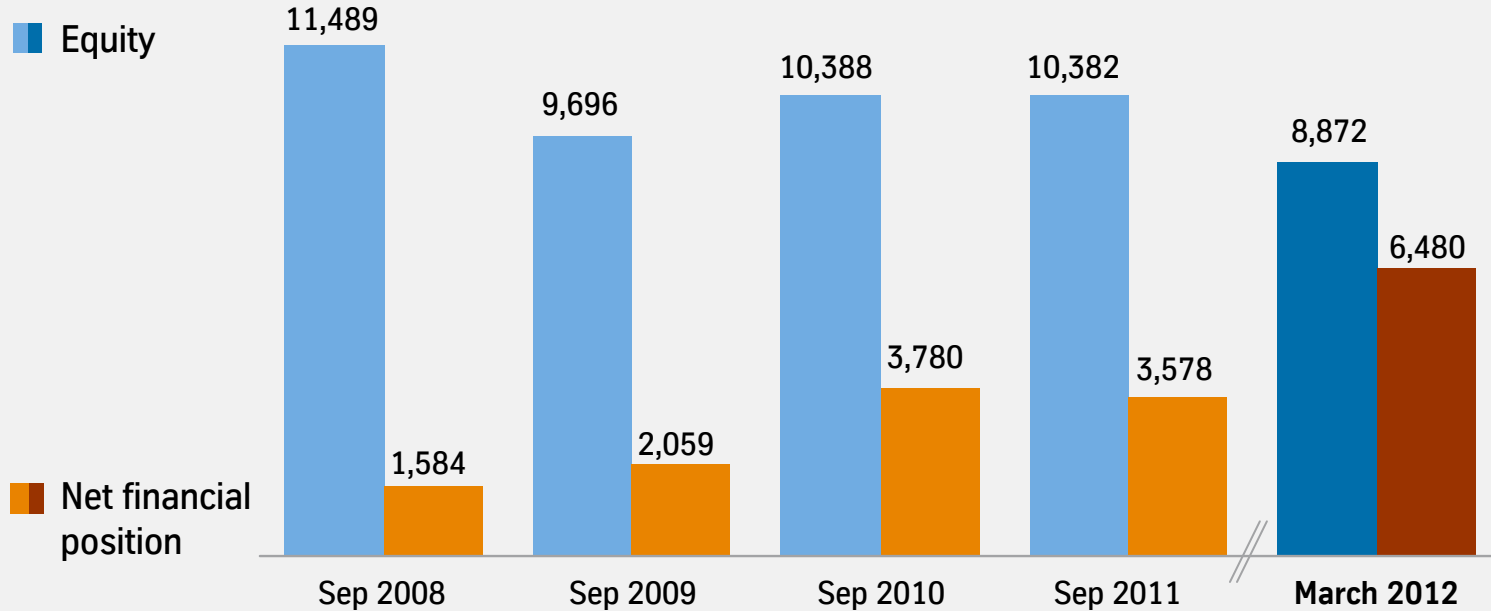
Business Area (million €)	2010/11					2011/12	
	Q1	Q2	Q3	Q4	FY	Q1	Q2
<b>Steel Europe</b>							
Asset disposals							(9)
<b>Steel Americas:</b>							
Impairment related charges				(2,075)	<b>(2,075)</b>		
Asset disposal							(2)
<b>Materials Services:</b>							
Disposal Xervon				(55)	<b>(55)</b>		
Impairment							(16)
<b>Elevator Technology:</b>							
Refund anti-trust fine				160	<b>160</b>		
Restructuring						(29)	(14)
<b>Plant Technology</b>							
Impairment							(1)
<b>Components Technology:</b>							
Impairment Waupaca				40	<b>40</b>		
Disposal Auto Systems (Brazil) & Healthcare savings Waupaca						66	
<b>Marine Systems:</b>							
Impairment						(155)	(17)
<b>Corporate:</b>							
Provision for litigation risks			(21)		<b>(21)</b>		
Others						2	1
<b>Continued operations</b>			<b>(21)</b>	<b>(1,930)</b>	<b>(1,951)</b>	<b>(116)</b>	<b>(58)</b>
<b>Stainless Global:</b>							
Goodwill impairment/IFRS 5 charge				(800)	<b>(800)</b>	(265)	(250)
Impairment							(48)
Others							(24)
<b>Group (incl. Stainless Global)</b>			<b>(21)</b>	<b>(2,730)</b>	<b>(2,751)</b>	<b>(381)</b>	<b>(380)</b>



# Increase in NFD due to Increase in NWC, Americas Ramp-Up and Dividend

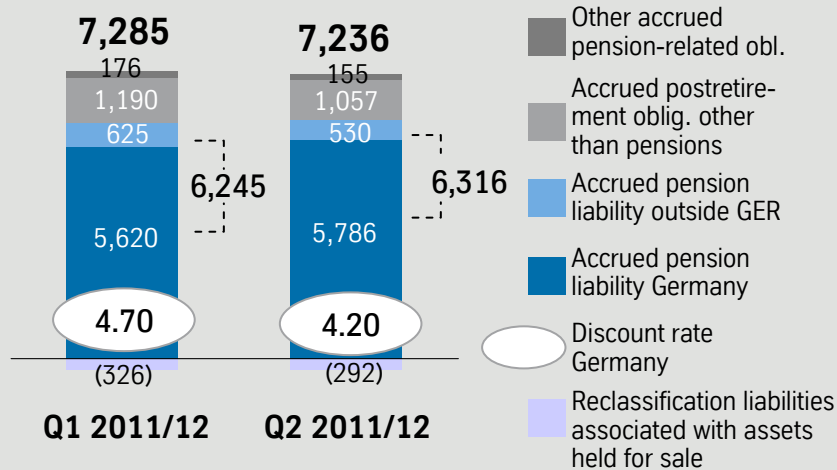
## Net financial position, equity and ratios (million €)

	Sep 2008	Sep 2009	Sep 2010	Sep 2011	March 2012
Equity ratio	27.6%	23.4%	23.8%	23.8%	20.7%
Gearing	13.8%	21.2%	36.4%	34.5%	73.0%



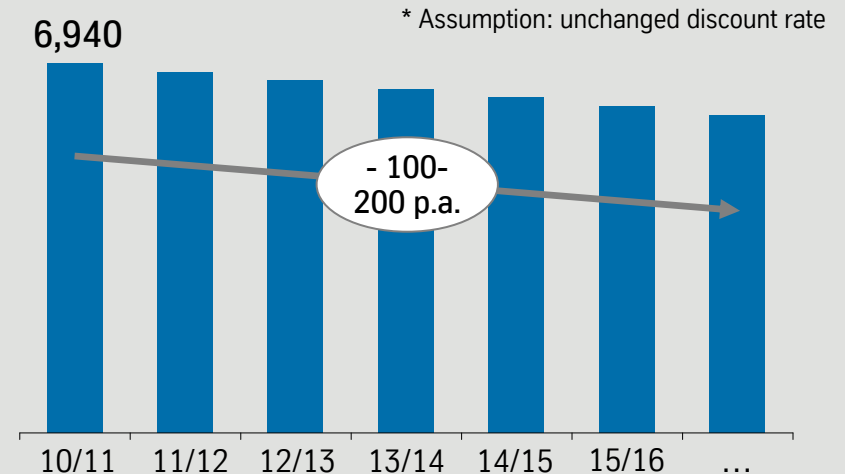
# Pension and Similar Obligations

## 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
- Increase in accrued pension liability to €6.3 bn in Q2 mainly driven by decrease in German discount rate
- ~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)

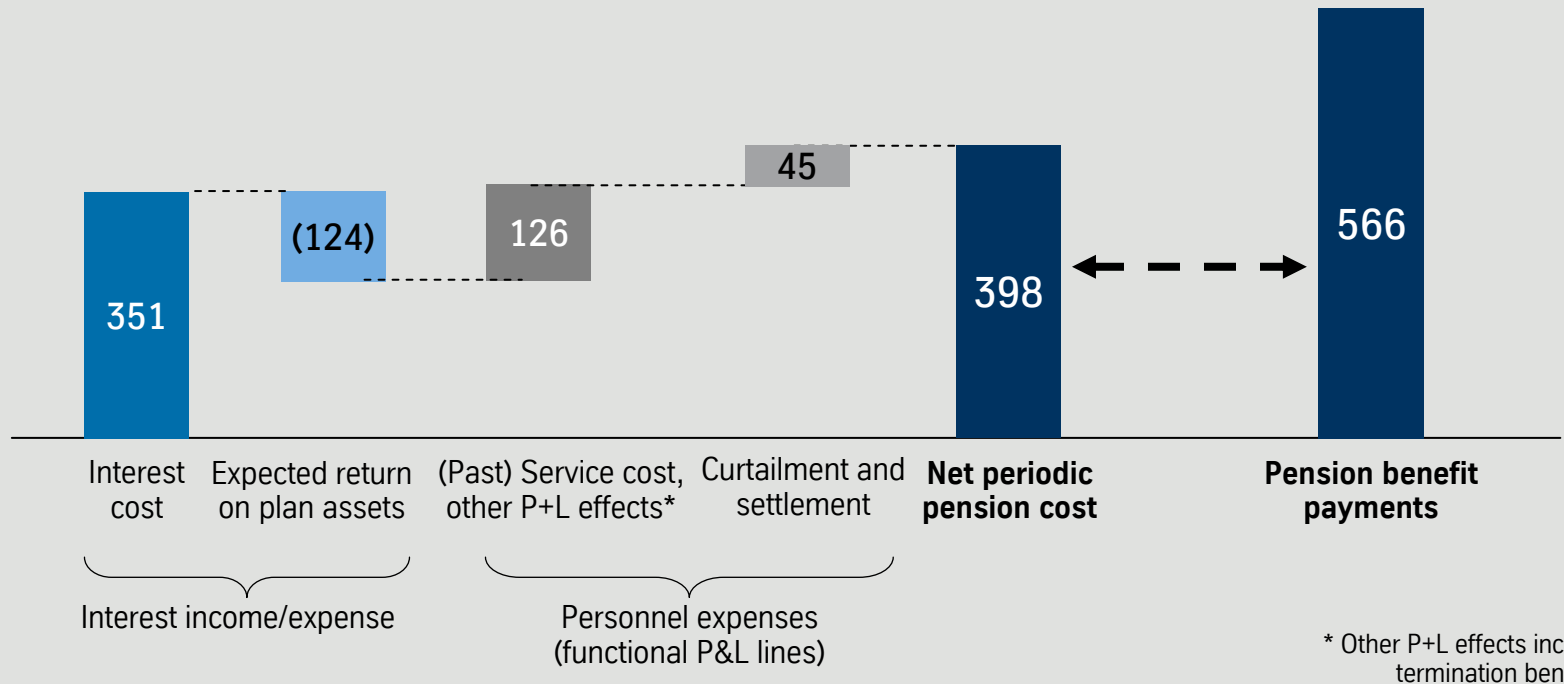


# Pension Obligations: ThyssenKrupp with Mature Pension Schemes

## 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

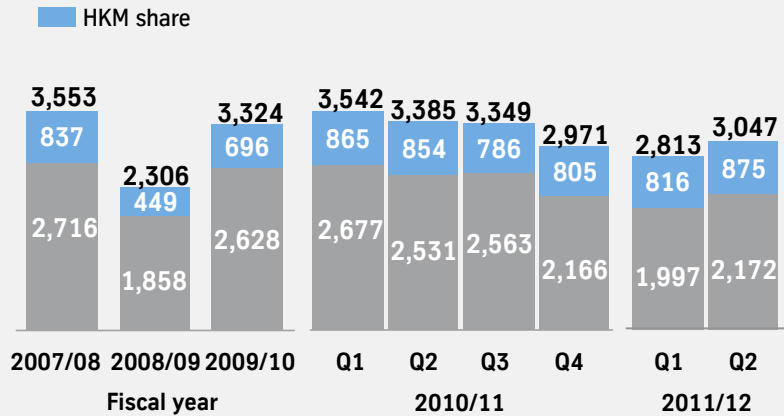
		2010/11				FY	2011/12	
		Q1	Q2	Q3	Q4		Q1	Q2
Order intake	€m	2,929	3,721	3,006	2,688	<b>12,344</b>	2,705	2,990
Sales	€m	2,958	3,287	3,518	3,051	<b>12,814</b>	2,530	2,886
EBITDA	€m	399	439	458	374	<b>1,670</b>	225	142
EBIT	€m	258	300	322	253	<b>1,133</b>	102	21
EBIT adjusted	€m	258	300	322	253	<b>1,133</b>	102	30
TK Value Added	€m					<b>609</b>		
Ø Capital Employed	€m	5,695	5,797	5,830	5,822	<b>5,822</b>	5,874	5,936
OCF	€m	(433)	323	184	608	<b>682</b>	(632)	301
CF from divestm.	€m	0	14	0	242	<b>256</b>	25	(5)
CF for investm.	€m	(100)	(84)	(93)	(154)	<b>(431)</b>	(101)	(106)
FCF	€m	(533)	253	91	696	<b>506</b>	(708)	190
Employees		34,204	33,917	33,702	28,843	<b>28,843</b>	28,273	28,137



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

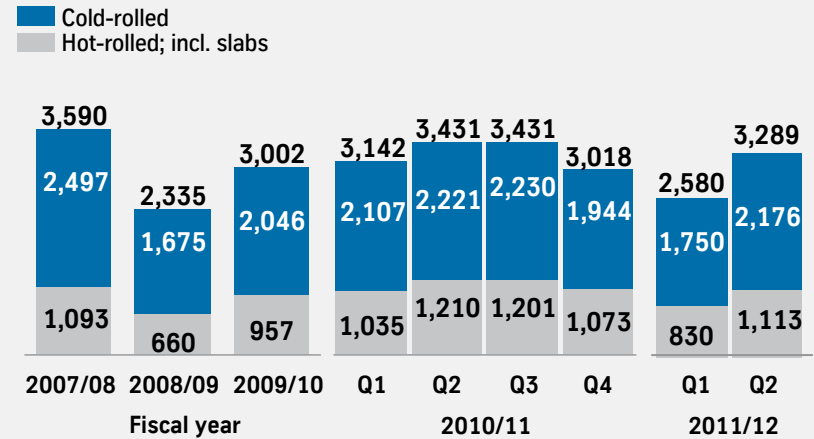
Crude steel output (incl. share in HKM)

1,000 t/quarter



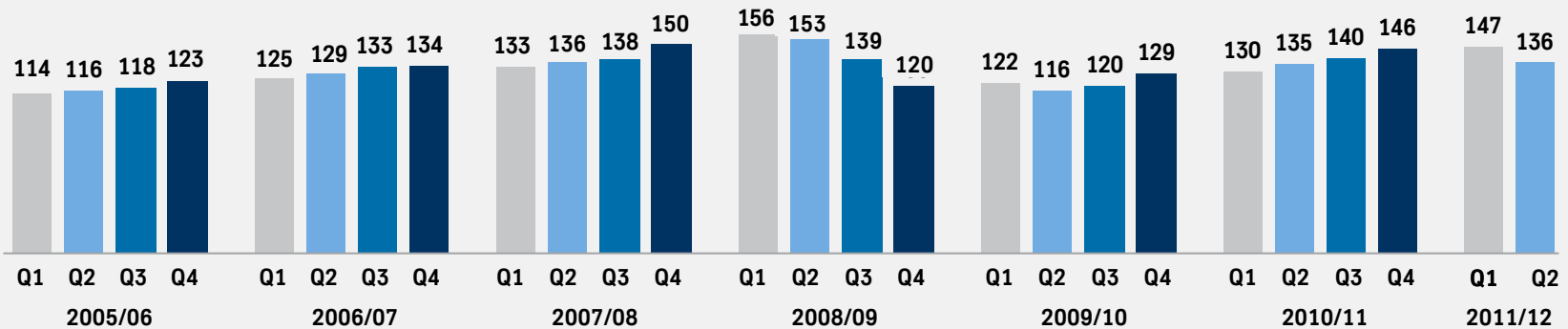
Shipments\*: Hot-rolled and cold-rolled products

1,000 t/quarter



Average revenues per ton\*, indexed

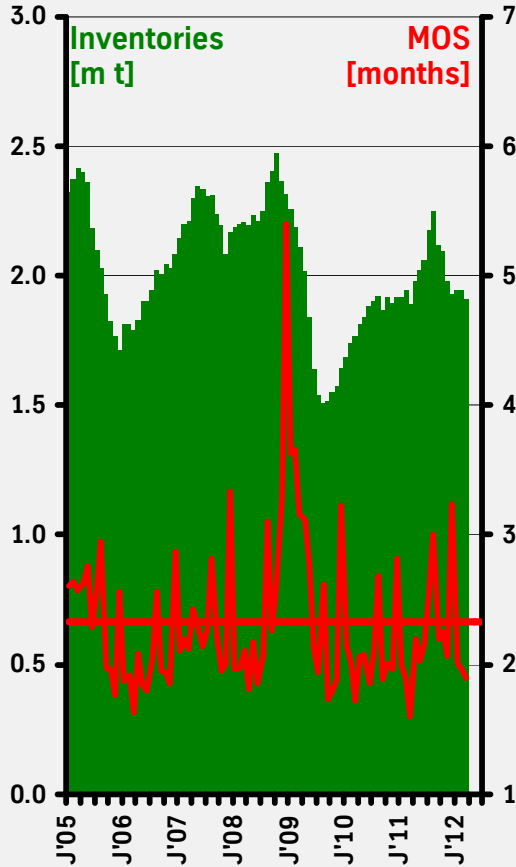
Q1 2004/2005 = 100



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

# Steel: Inventories and Months of Supply

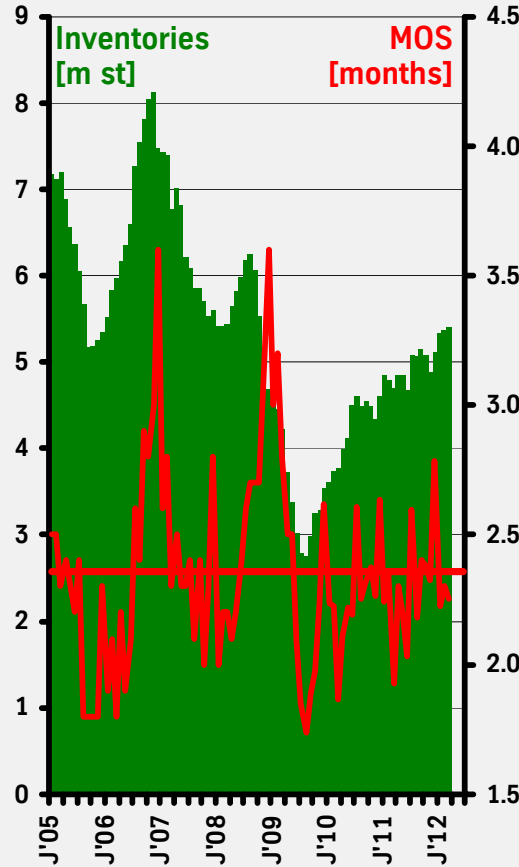
## Inventories and Months of Supply - Europe



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

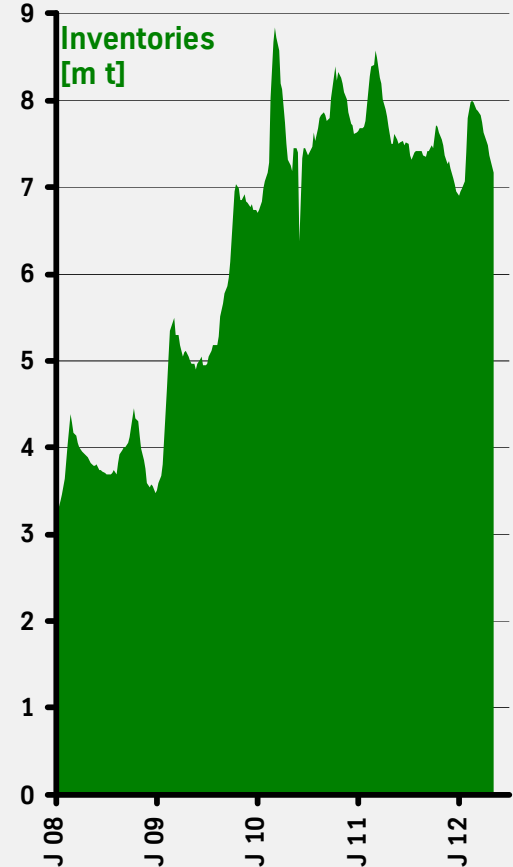
Source(s): EASSC, MSCI, UBS, MySteel

## Inventories and Months of Supply - USA



USA: March MSCI inventories, carbon flat-rolled

## Inventories China



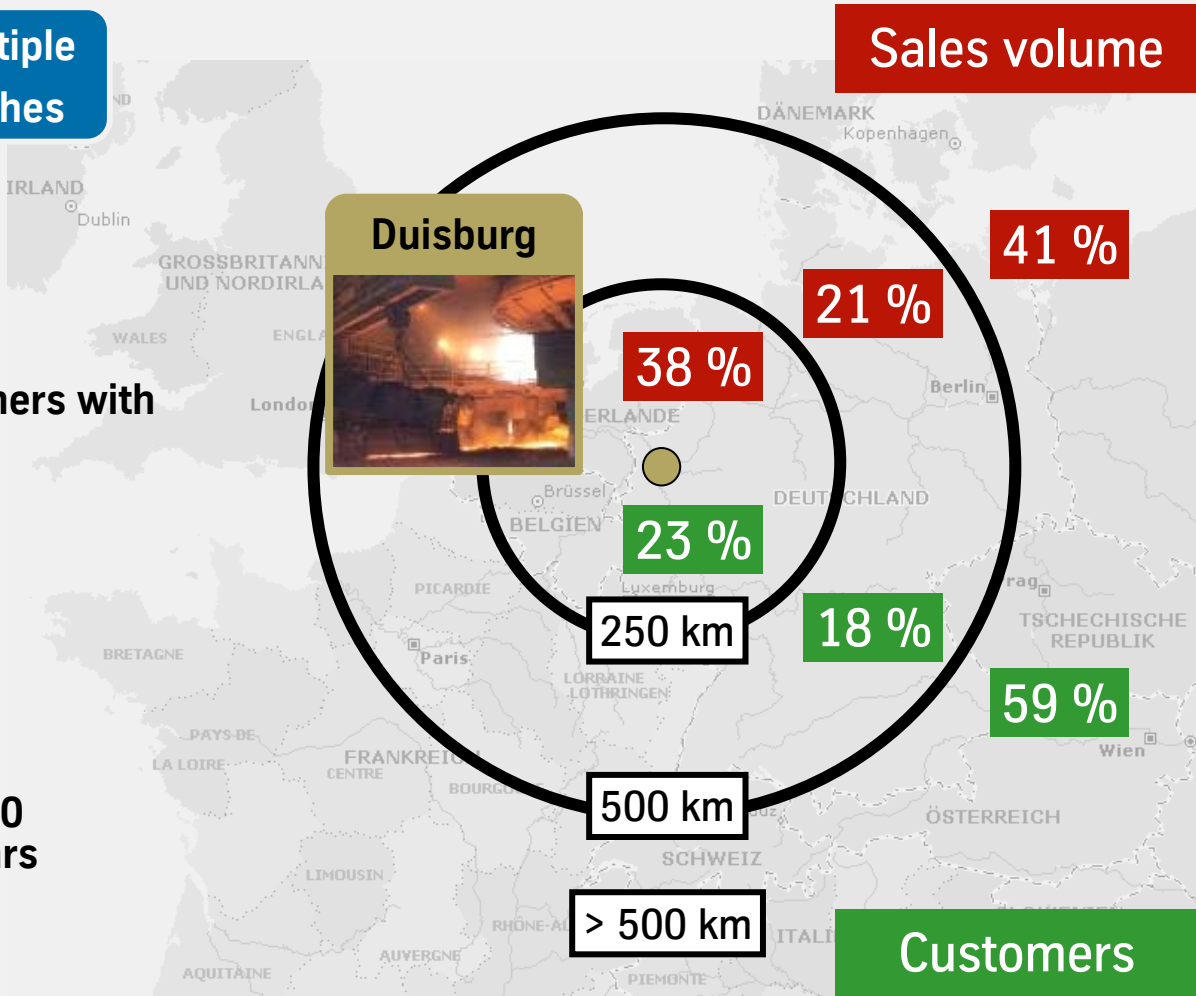
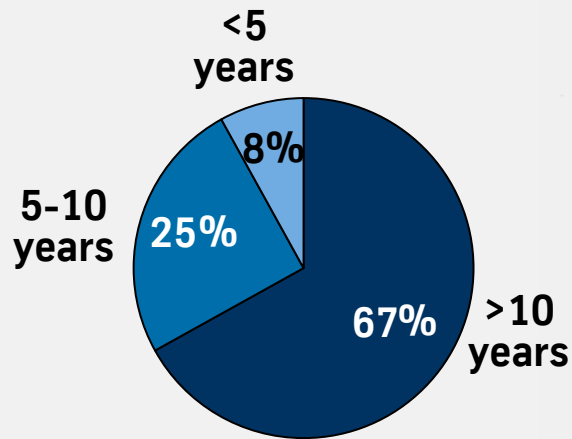
China: flat steel inventory in 23 major cities (HR, CR and Plate)

# 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:



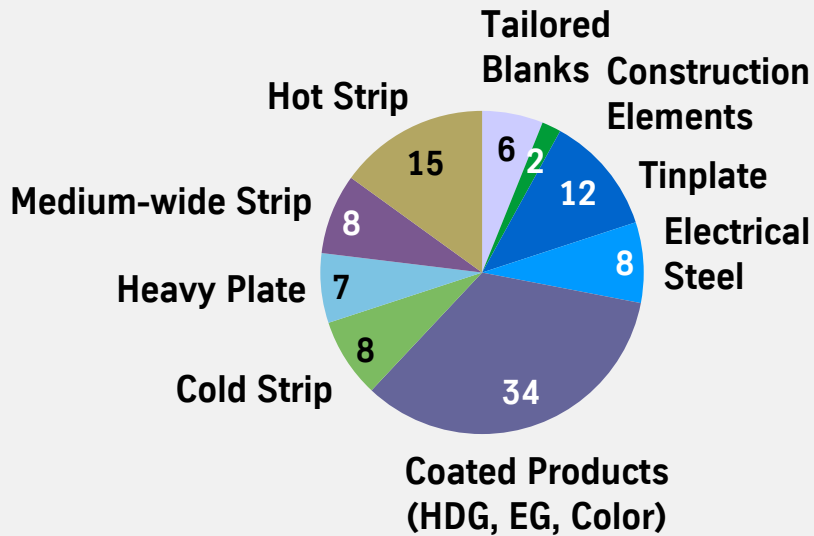
# Premium Product Mix and Attractive Customer Portfolio

## Business Model ThyssenKrupp Steel Europe (II)



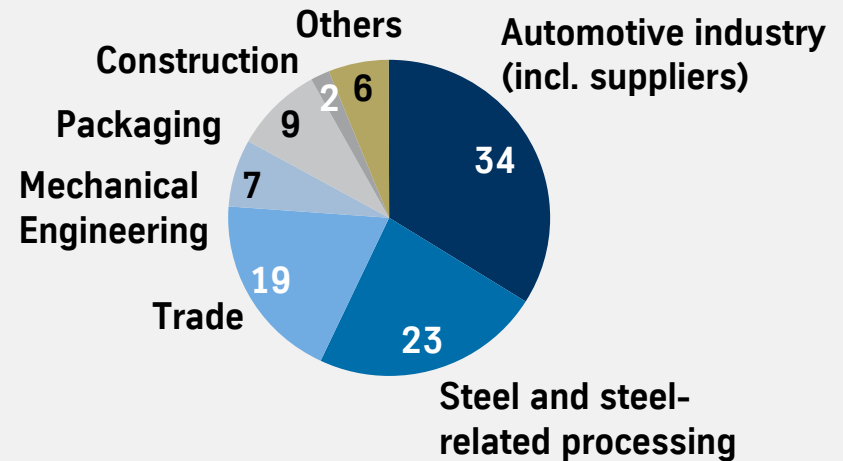
**Premium Product Mix Steel Europe FY 2010/11**

in % of sales



**Sales by Industry Steel Europe FY 2010/11**

in % of sales



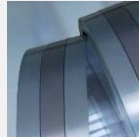
# Steel Europe: Portfolio Optimization

## 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** (Sep 30, 2011): ~ 900
- **Customer examples:**



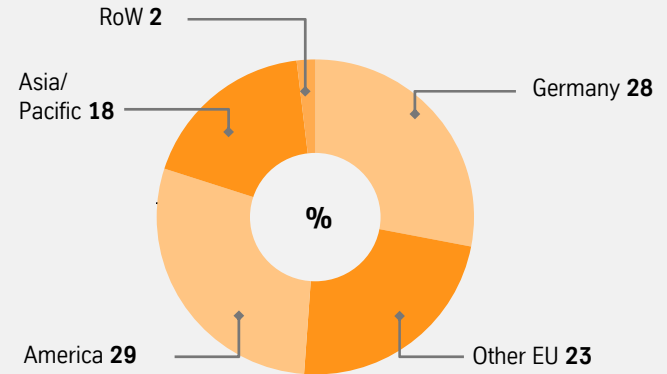
DAIMLER



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

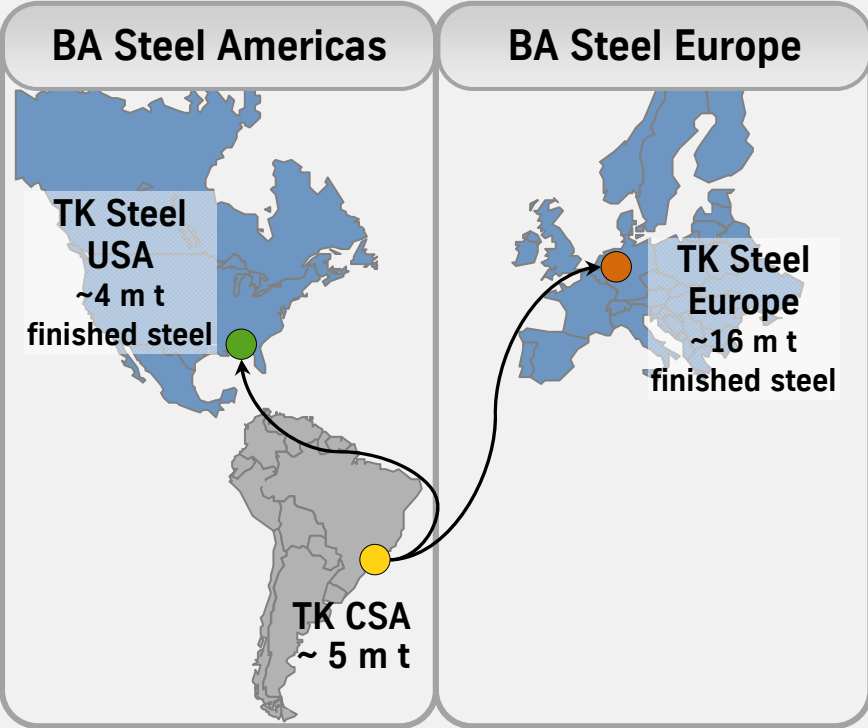
## Key figures

		2010/11					2011/12	
		Q1	Q2	Q3	Q4	FY	Q1	Q2
Order intake	€m	84	268	503	437	<b>1,293</b>	583	632
Sales	€m	86	260	429	364	<b>1,139</b>	498	546
EBITDA	€m	(328)	(211)	(95)	(252)	<b>(886)</b>	(205)	(139)
EBIT	€m	(378)	(319)	(190)	(2,259)	<b>(3,146)</b>	(288)	(230)
EBIT adjusted	€m	(378)	(319)	(190)	(184)	<b>(1,071)</b>	(288)	(228)
TK Value Added	€m					<b>(3,813)</b>		
Ø Capital Employed	€m	7,230	7,430	7,524	7,416	<b>7,416</b>	6,624	6,726
OCF	€m	(585)	(361)	(269)	(174)	<b>(1,389)</b>	(364)	(189)
CF from divestm.	€m	90	1	(6)	(5)	<b>80</b>	0	0
CF for investm.	€m	(477)	(424)	(197)	(271)	<b>(1,369)</b>	(152)	(160)
FCF	€m	(972)	(783)	(472)	(450)	<b>(2,678)</b>	(516)	(349)
Employees		3,571	3,748	3,995	4,060	<b>4,060</b>	4,081	4,258



# Steel Americas: Transatlantic Steel Concept (I)

**under strategic review**



## Targeted major transatlantic production capacities

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

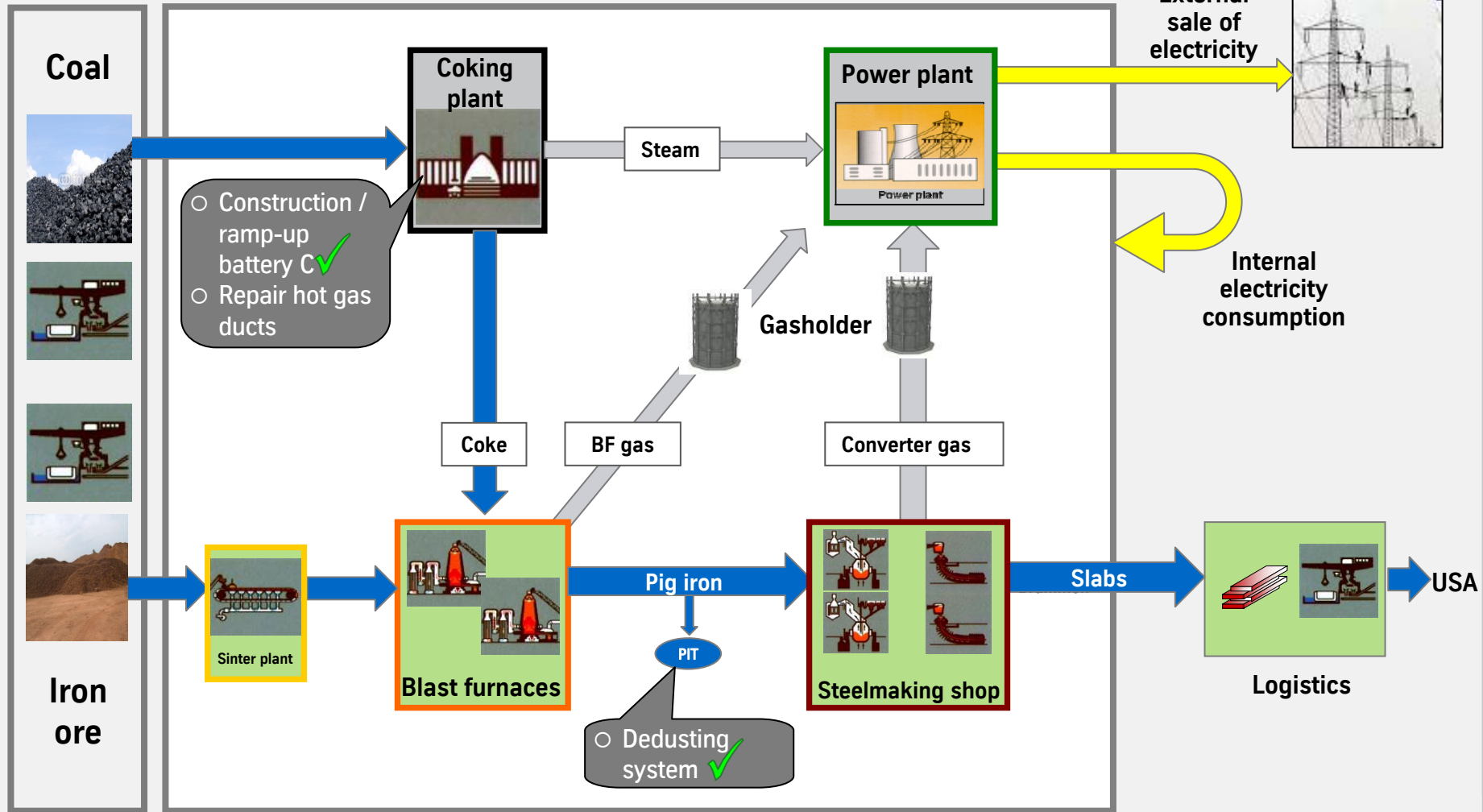
\* incl. ~1 million t for Stainless    \*\* slabs incl. share in HKM; hot-rolled incl. heavy plate and medium-wide strip; coated incl. EG, HDG and tinplate

- 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.

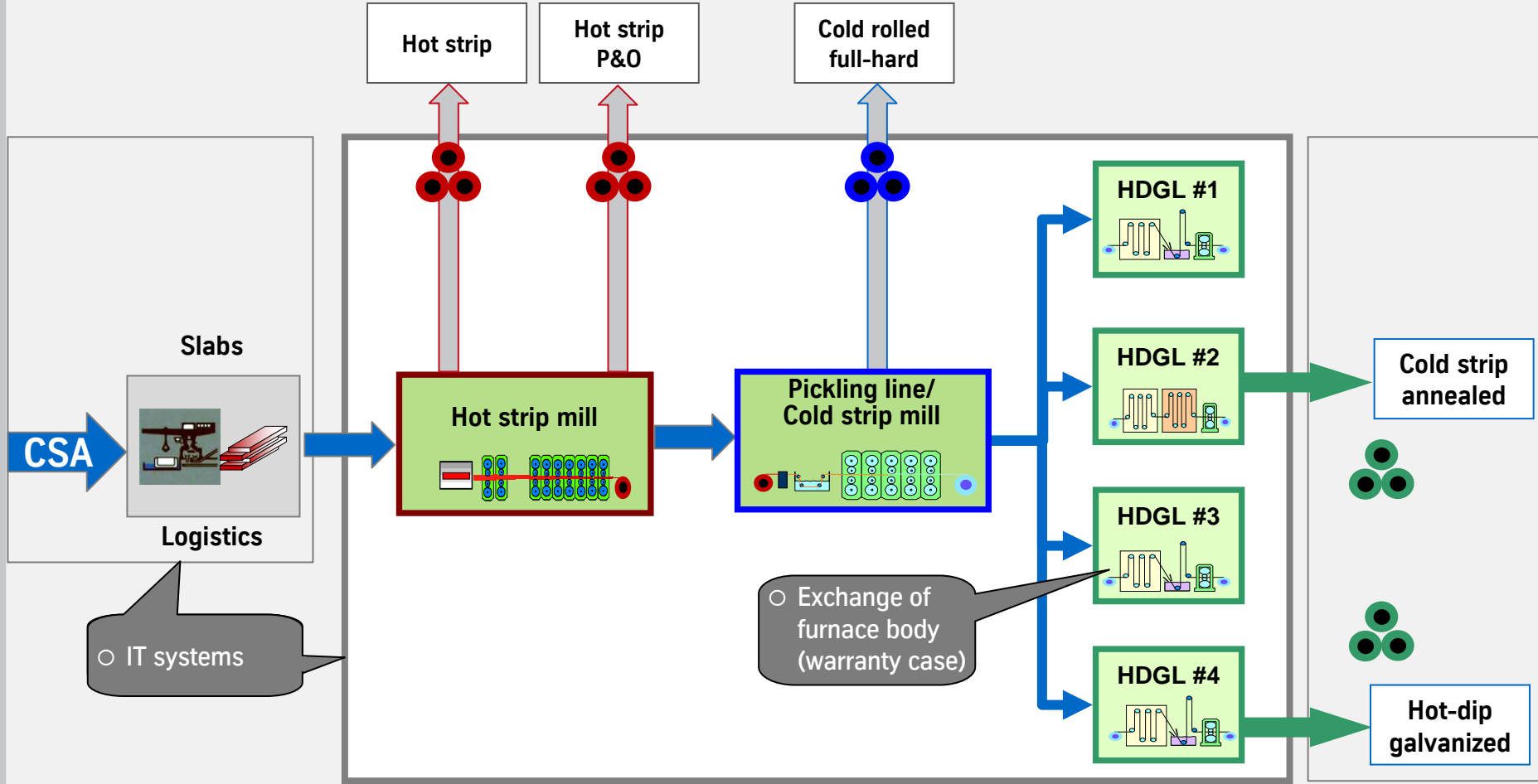
# Steel Americas: Brazil

Raw materials

Integrated steel mill



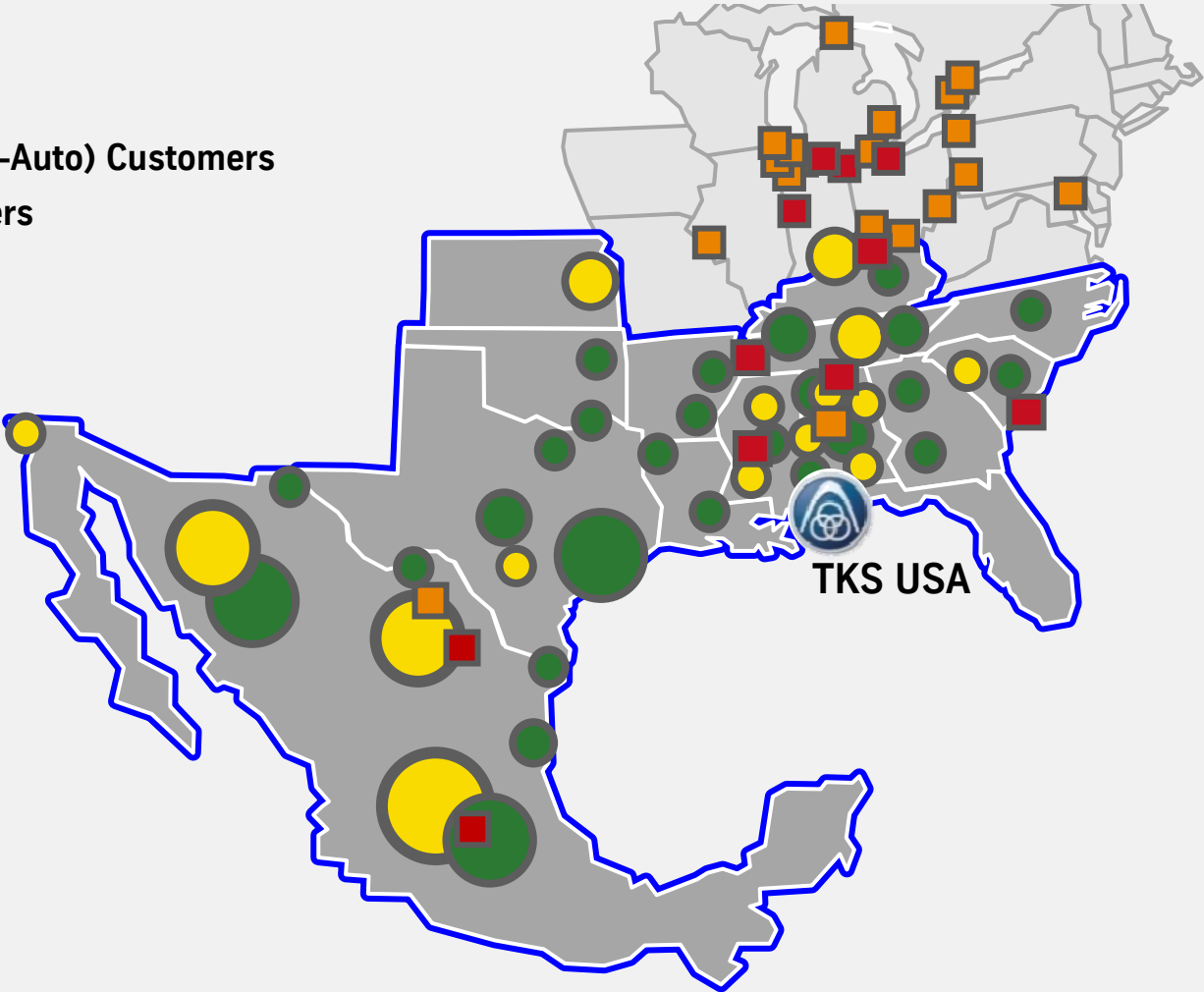
# Steel Americas: USA



# 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

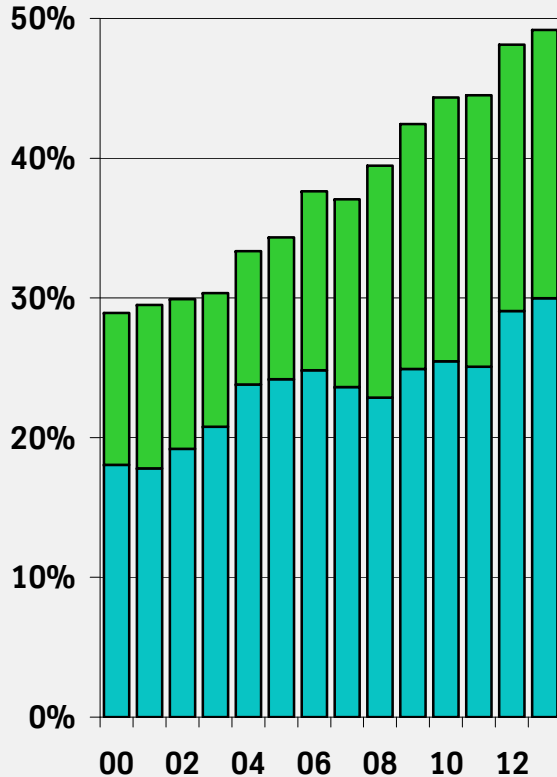


- 1) Size of Industry and Auto bubbles reflect the approximate number of customer locations in the given area.
- 2) Includes all steelmaking (EAF, BF) locations, excluding West Coast of U.S. and Canada.

# 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

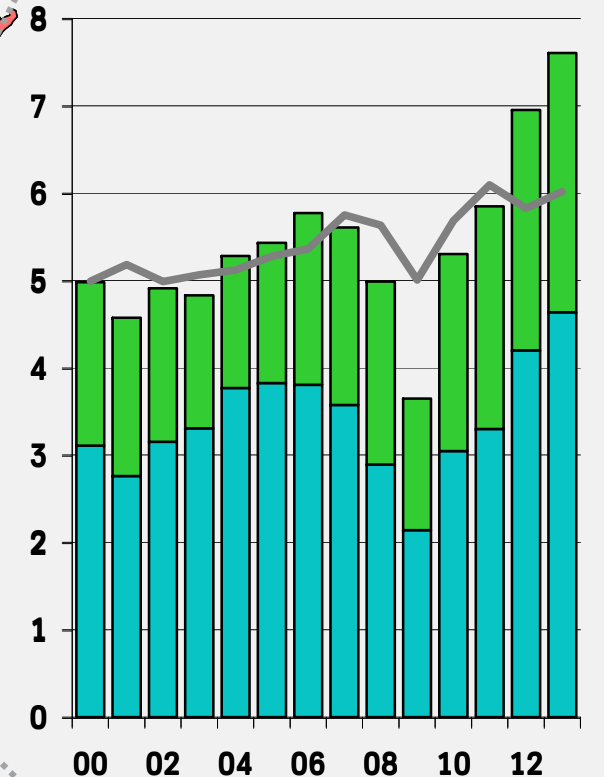
in %



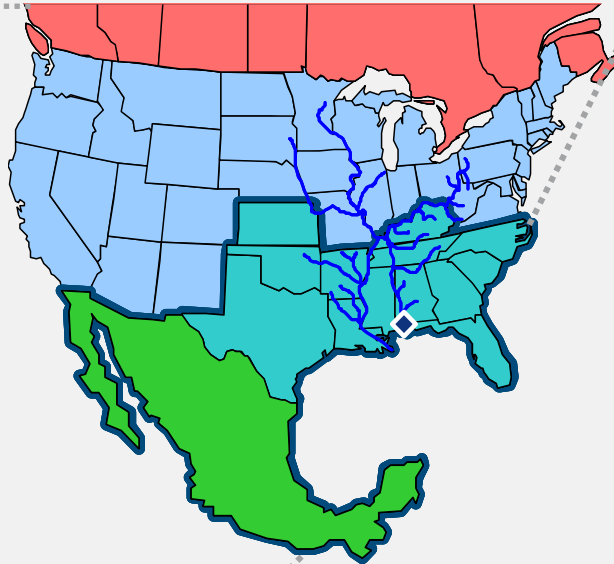
Source: Polk ProCar World April 2012; own analysis

Light-Vehicle Production  
TKS USA Home Market

in million units



— production Germany in million units



Car production in  
Germany:  
~6.0 m units  
(2013e)

# 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

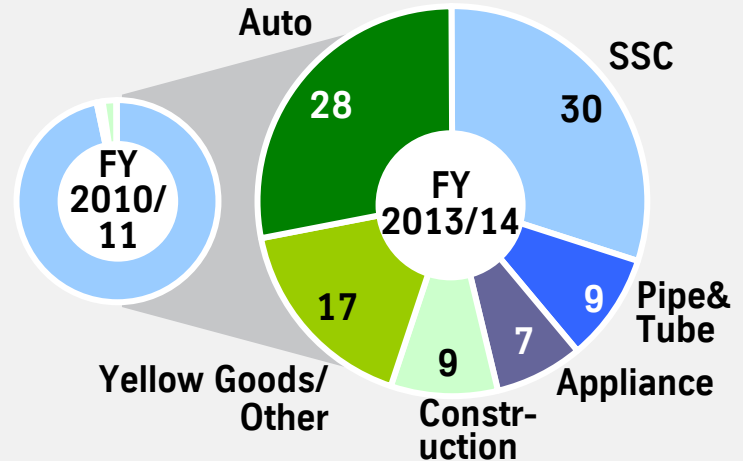
Trial production and product testing (inhouse / outside lab); document coil to coil consistency

Shipment of qualification samples and provision of performance data to customer

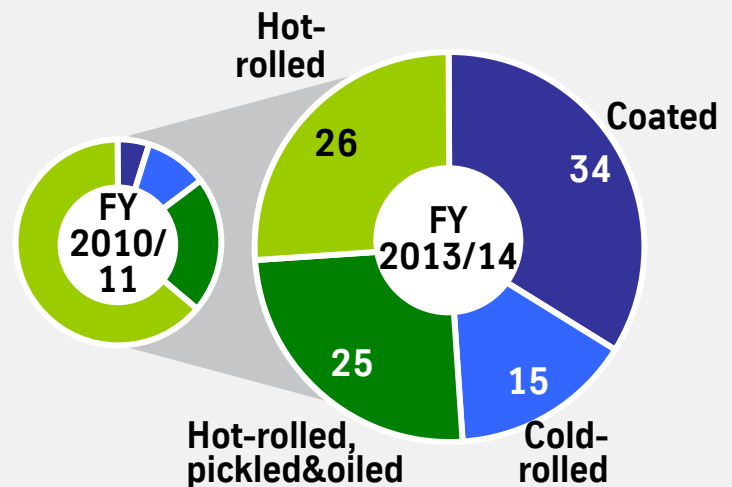
Customer approval / certification

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

		2010/11				FY	2011/12	
		Q1	Q2	Q3	Q4		Q1	Q2
Order intake	€m	3,259	3,918	3,973	3,618	<b>14,768</b>	3,201	3,573
Sales	€m	3,311	3,704	3,980	3,781	<b>14,776</b>	3,145	3,408
EBITDA	€m	117	197	181	166	<b>661</b>	65	99
EBIT	€m	85	163	149	81	<b>478</b>	40	74
EBIT adjusted	€m	85	163	149	136	<b>533</b>	40	90
TK Value Added	€m					<b>186</b>		
Ø Capital Employed	€m	3,273	3,422	3,485	3,430	<b>3,430</b>	2,861	2,966
OCF	€m	(497)	104	(16)	907	<b>498</b>	(441)	23
CF from divestm.	€m	10	14	0	6	<b>30</b>	197	42
CF for investm.	€m	(64)	(22)	(18)	(32)	<b>(136)</b>	(17)	(18)
FCF	€m	(551)	96	(34)	881	<b>392</b>	(261)	47
Employees		34,196	35,391	35,440	36,568	<b>36,568</b>	27,910	28,123

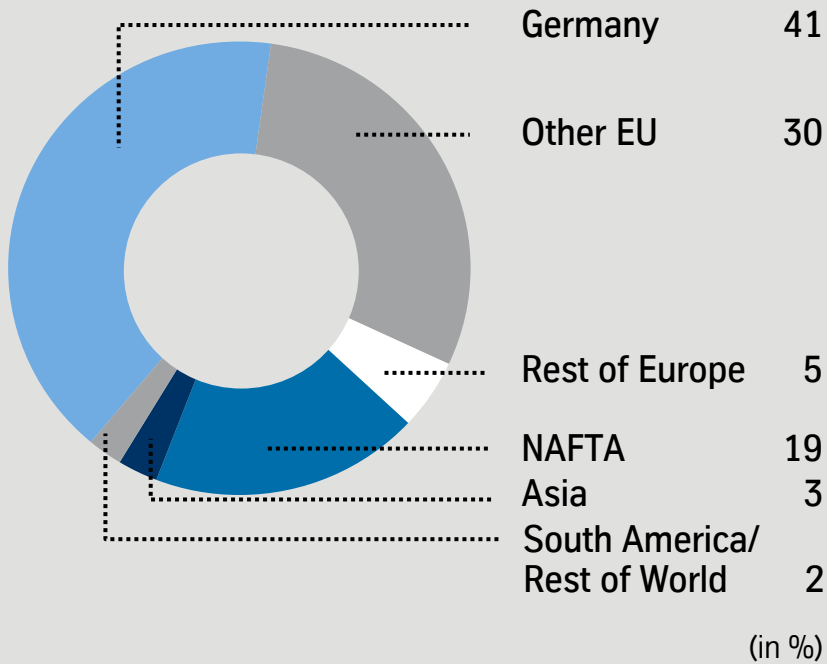




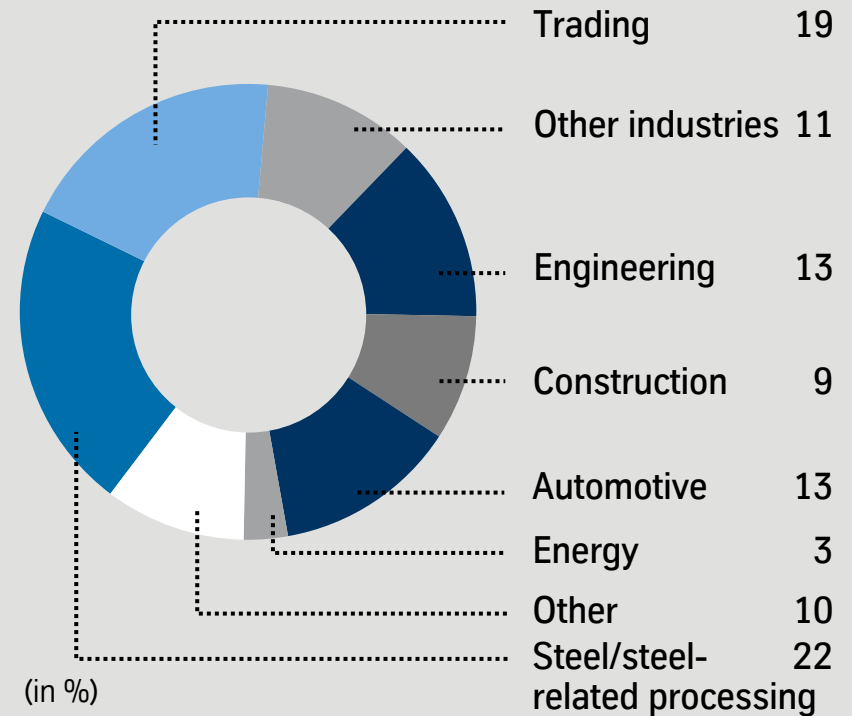
# Sales by Region & Customer Groups 2010/11

(Total: €14.8bn)

## Sales by Region



## Sales by Customer Groups



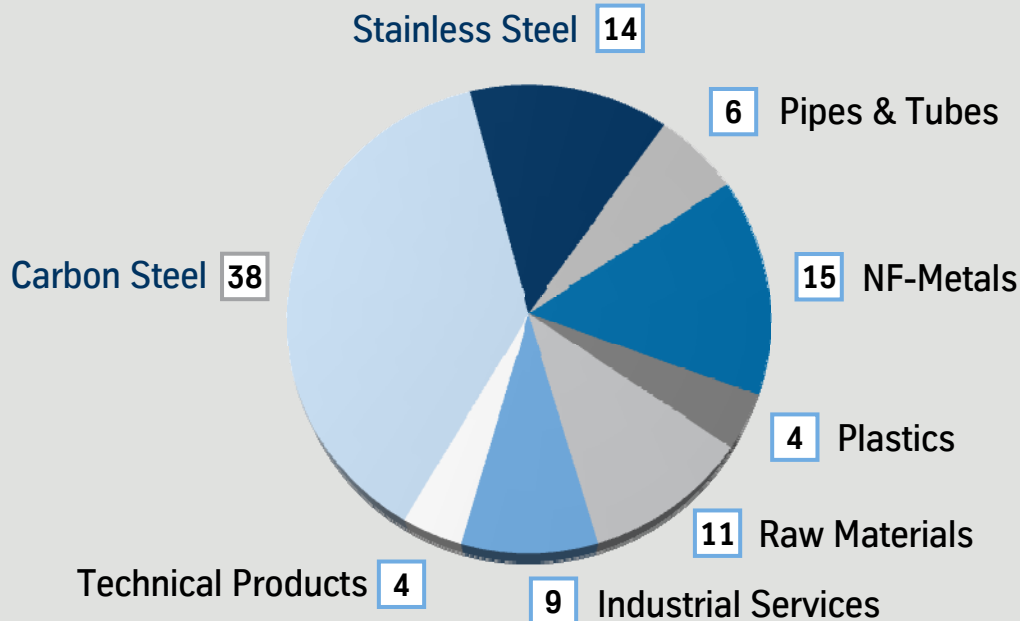
# Unique Portfolio in Products and Services

## Sales by products/services (%), FY 2010/11

Materials



Services



- trading
- warehousing
- processing
- logistics
- materials & inventory management
- supply chain management
- project management
- operating and maintenance services

More than **150,000 product items**

About **250,000 customers** worldwide



# Elevator Technology

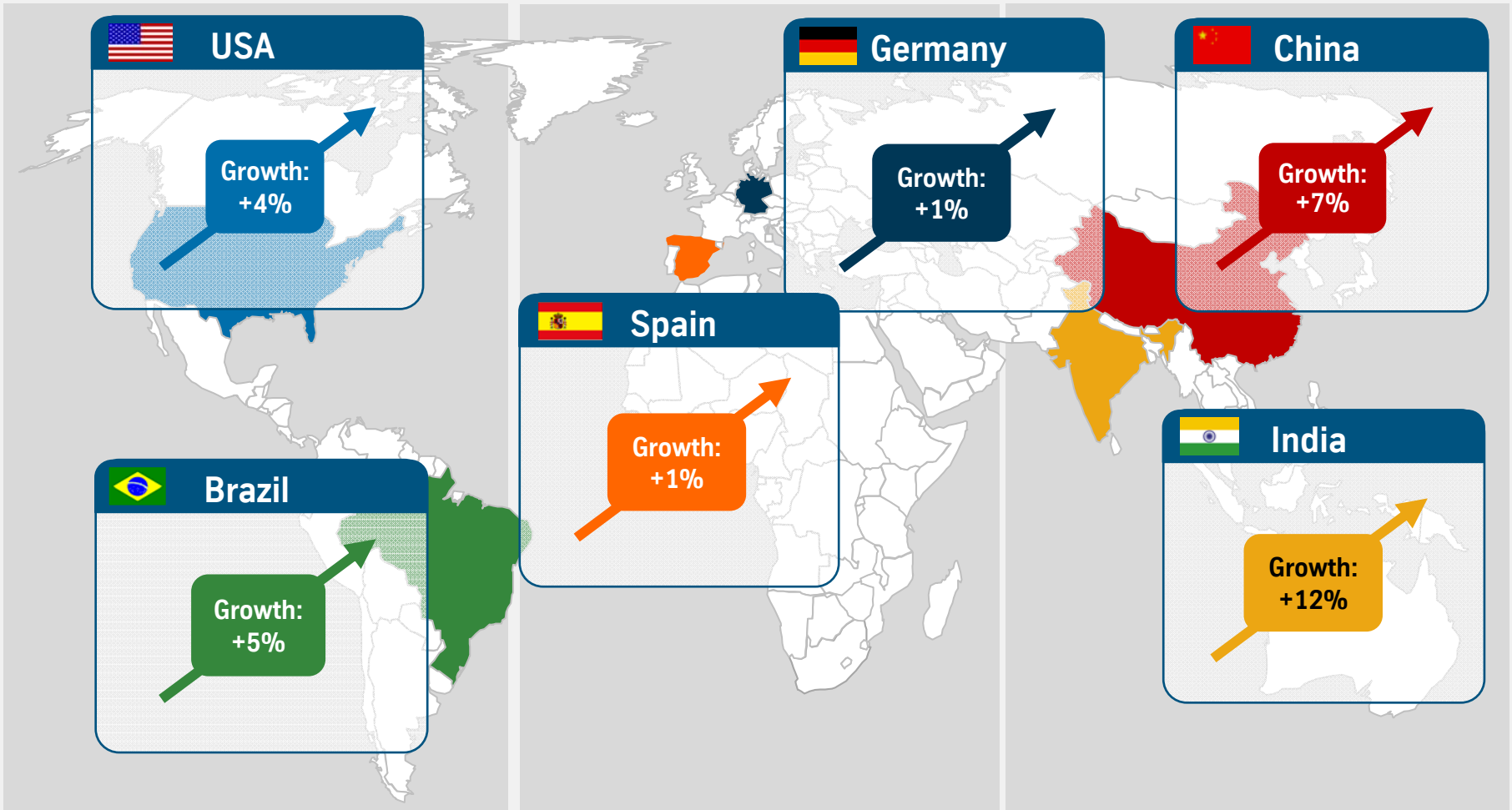
## Key figures

		2010/11				FY	2011/12	
		Q1	Q2	Q3	Q4		Q1	Q2
Order intake	€m	1,306	1,358	1,320	1,297	<b>5,281</b>	1,466	1,541
Sales	€m	1,299	1,267	1,298	1,389	<b>5,253</b>	1,348	1,322
EBITDA	€m	189	165	168	353	<b>875</b>	132	139
EBIT	€m	171	147	151	332	<b>801</b>	113	118
EBIT adjusted	€m	171	147	151	172	<b>641</b>	142	132
TK Value Added	€m					<b>621</b>		
Ø Capital Employed	€m	2,249	2,272	2,259	2,243	<b>2,243</b>	2,322	2,393
OCF	€m	52	168	87	315	<b>623</b>	(49)	169
CF from divestm.	€m	3	3	1	3	<b>10</b>	2	0
CF for investm.	€m	(18)	(16)	(28)	(79)	<b>(142)</b>	(77)	(26)
FCF	€m	38	155	60	239	<b>491</b>	(124)	143
Employees		44,489	44,937	45,603	46,243	<b>46,243</b>	46,581	46,605



# Regional Market Growth in Key Regions of Elevator Technology

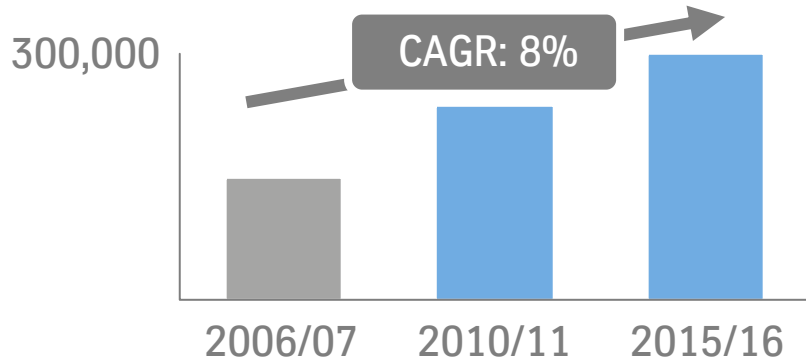
Growth over 5 years p.a.






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



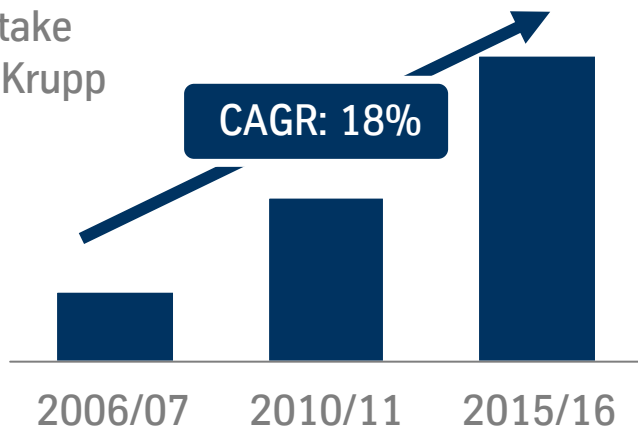
Market (in units)<sup>1</sup>



Number of projects planned today

			
	Airports	Railway Stations	Subway Systems
	~100	>400	~200

Order Intake ThyssenKrupp

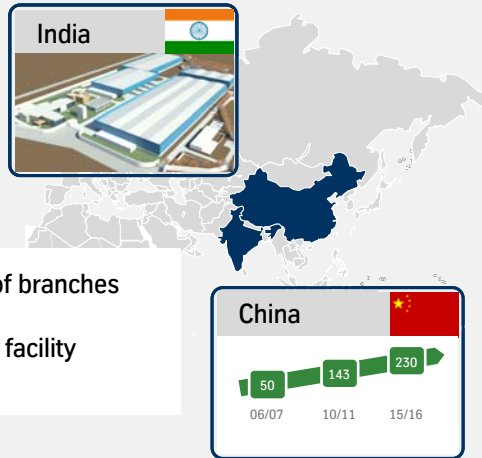


Eton Hotel, Dalian, China

1) Source: China Elevator Association

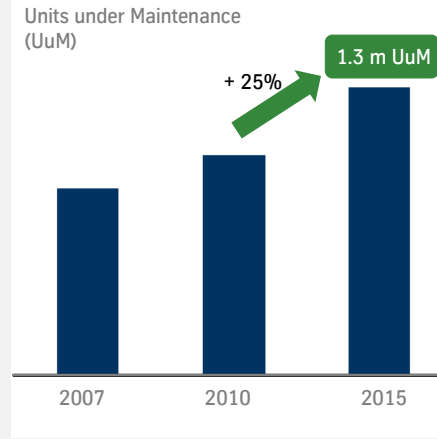
# Initiatives Contribute to Grow EBIT Margin to 15%

## 1 Asia Initiative: Focus on fast growing markets



- **China:** Increase number of branches by >50% by 2015
- **India:** New multi-purpose facility under construction

## 2 Service Initiative



Continuous improvement of service quality

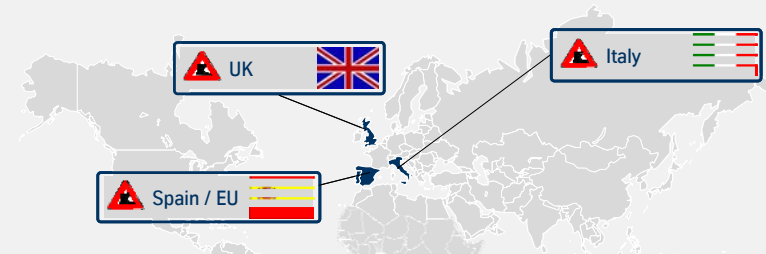
Innovative new service tools

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

## 3 Acquisition of Service Portfolios

Mature TKE Markets		Young TKE Markets
Strong Foothold	Room to Develop	Growth & Start-ups
EU 7 Acquisitions  US 2 Acquisitions	EU 6 Acquisitions	China & India 2 Joint Ventures  Turkey 2 Acquisitions

## 4 Optimization Manufacturing & New Installation



- **CENE:** Increase of efficiency and structural optimization of manufacturing and overhead reduction with focus on Germany
- **SEAME:** Alignment of structure to changed market conditions with focus on Spain
- **Total volume:** €50 m of restructuring expenses in 2011/12

# Plant Technology

## Key figures

		2010/11				FY	2011/12	
		Q1	Q2	Q3	Q4		Q1	Q2
Order intake	€m	1,016	896	1,098	1,464	<b>4,474</b>	871	934
Sales	€m	897	969	943	1,195	<b>4,004</b>	943	983
EBITDA	€m	115	148	149	138	<b>550</b>	134	125
EBIT	€m	107	139	131	129	<b>506</b>	125	114
EBIT adjusted	€m	107	139	131	129	<b>506</b>	125	115
Ø Capital Employed	€m	303	329	239	245	<b>245</b>	300	326
OCF	€m	118	(26)	129	267	<b>488</b>	(116)	51
CF from divestm.	€m	0	0	1	0	<b>2</b>	1	1
CF for investm.	€m	(7)	(9)	(10)	(21)	<b>(48)</b>	(15)	(6)
FCF	€m	111	(35)	120	247	<b>442</b>	(130)	46
Employees		13,001	13,026	13,194	13,478	<b>13,478</b>	13,786	13,956



# Plant Technology: Technology Portfolio Offering Growth Potential

## Markets

## Technologies

## Market Positions

### Chemicals

#### Conversion Technologies

- Gas Reforming
- Oil Refining
- Biotechnology
- Gasification
- Coke Plant Technologies
- Electrolysis

#### Customer Products

- Fertilizers
- Organic Chemicals & Polymers
- Biopolymers
- Electric Power; Fuel
- Steel
- Inorganic & Organic Chemicals



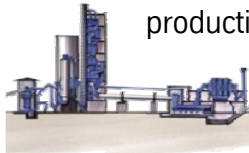
Fertilizers: **No.1**  
 Polymers: **No.2**  
 Electrolysis: **No.1**  
 Coke Plant Tech.: **No.1**

### Cement

#### Raw material preparation



#### Clinker production



#### Cement manufacturing



Cement plants: **No.3**

### Mining

#### Mining



#### Handling



#### Processing



#### Handling



Mining and Materials Handling Equipment: **No.1**



# Plant Technology: Reference Projects

Oil sand mining & processing plant  
Canada



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



4 fully mobile crushing plants  
in open pit coal mine  
China Power Investm. Group

Engine assembly line  
FORD, United Kingdom



Bodyshop Production Lines  
and Service contract  
Volkswagen, Russia

3,300 tpd  
turnkey cement plant  
HONDURAS, Honduras  
Construction time: ~3 yrs



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



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

# Plant Technology: Selected Orders H1 2011/12

## Mining Equipment

### Semi-mobile Primary Crushing Systems



- Copper mine, Zambia
- Capacity: 3,600 tons per hour
- Customer: Kalumbila Minerals
- Order volume: ~ €40 m
- Commissioning: 2014

## Minerals

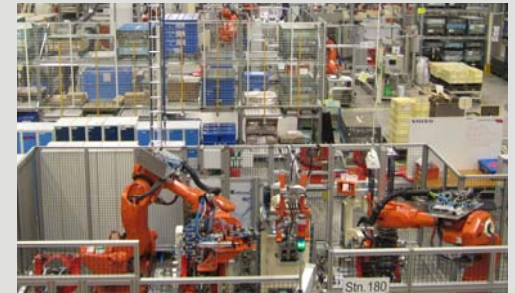
### Polycoms and Ball Mills



- Copper mine, South America
- Capacity: up to 240,000 tons per day
- Order volume: ~ €85 m
- Commissioning: 2014

## System Engineering

### New Block Assembly Line



- Turnkey project
- Customer: Volvo
- Order volume: ~ €40 m
- Commissioning: 2013

(Pictures show comparable projects)

# Components Technology

## Key figures

		2010/11				FY	2011/12	
		Q1	Q2	Q3	Q4		Q1	Q2
Order intake	€m	1,602	1,795	1,811	1,713	<b>6,921</b>	1,778	1,858
Sales	€m	1,599	1,769	1,779	1,761	<b>6,908</b>	1,753	1,880
EBITDA	€m	196	186	220	178	<b>780</b>	243	203
EBIT	€m	127	114	141	161	<b>543</b>	169	128
EBIT adjusted	€m	127	114	141	121	<b>503</b>	103	128
TK Value Added	€m					<b>291</b>		
Ø Capital Employed	€m	2,688	2,734	2,760	2,796	<b>2,796</b>	3,075	3,142
OCF	€m	(25)	46	146	277	<b>444</b>	(121)	64
CF from divestm.	€m	4	1	4	(1)	<b>7</b>	77	2
CF for investm.	€m	(33)	(54)	(90)	(183)	<b>(361)</b>	(95)	(83)
FCF	€m	(54)	(8)	60	92	<b>91</b>	(139)	(17)
Employees		29,649	30,080	31,049	31,270	<b>31,270</b>	30,936	31,304



# Components Technology: Order Intake above Pre-Crisis Levels

## COMPONENTS TECHNOLOGY

### Automotive Components

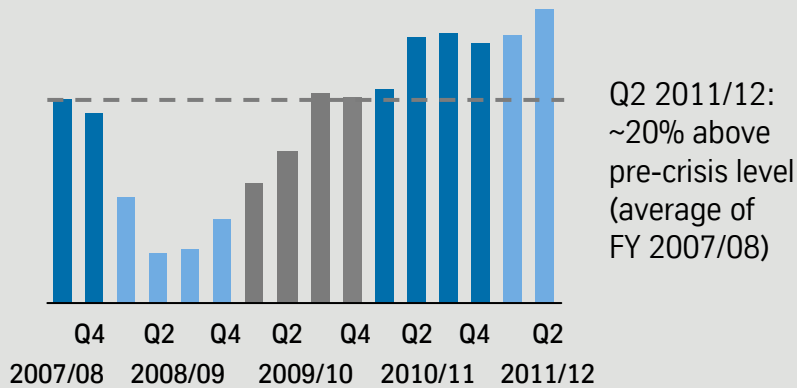
Passenger Cars/  
Light Comm. Vehicles



Heavy  
Commercial Vehicles



#### Quarterly Order Intake



### Industrial & Construction Machinery

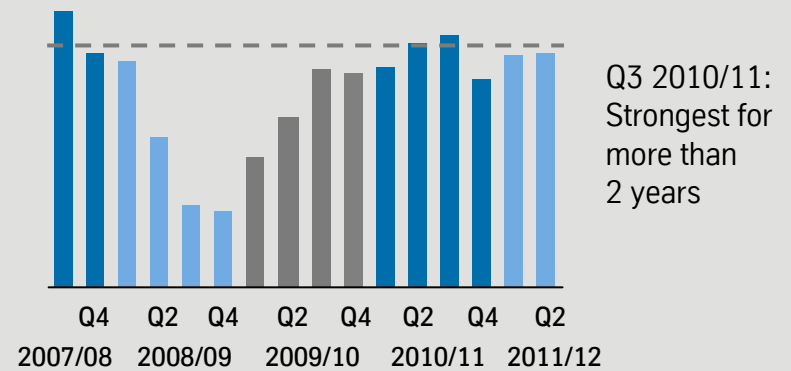
Undercarriages for  
tracked/crawler equipm.



Large-diameter  
bearings & rings

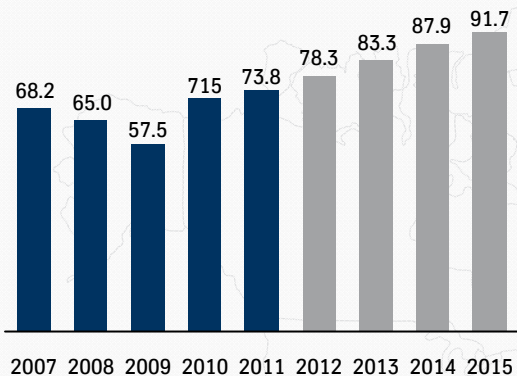


#### Quarterly Order Intake

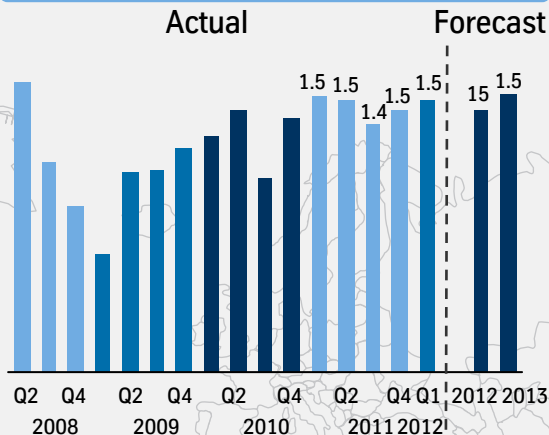


# Components Technology: Quarterly production of passenger vehicles (million)

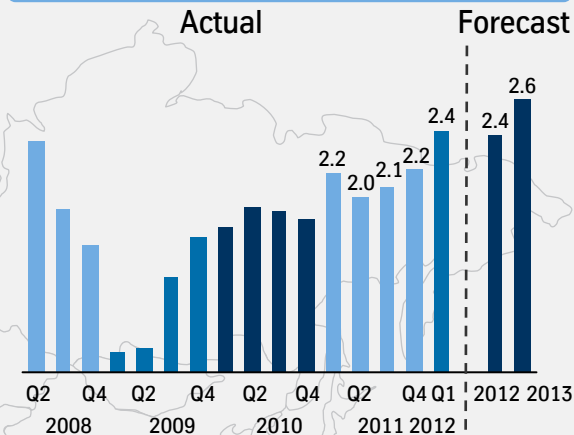
World (annual production PV & LCV)



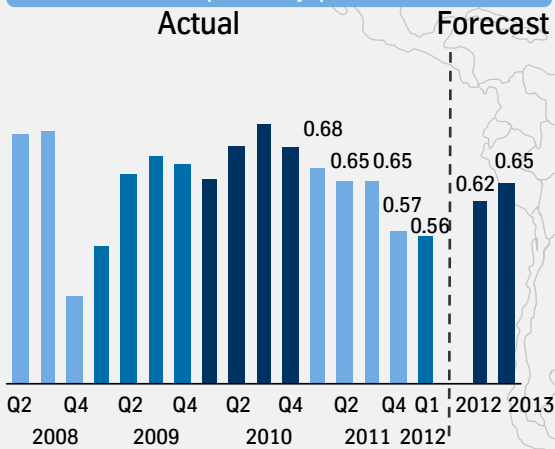
Germany (quarterly production)



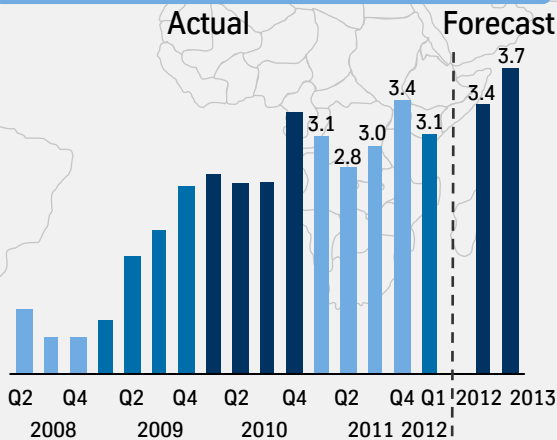
USA (LCV; quarterly production)



Brazil (quarterly production)



China (quarterly production)



Source: Polk;  
(linear breakdown of 2012 & 2013 estimates on quarterly basis)

# Components Technology: Strong Presence and Local Production in China



**Liaoyang**

**Products:** Coil Springs/  
Stabilizers



**Dalian**

**Product:** Camshafts



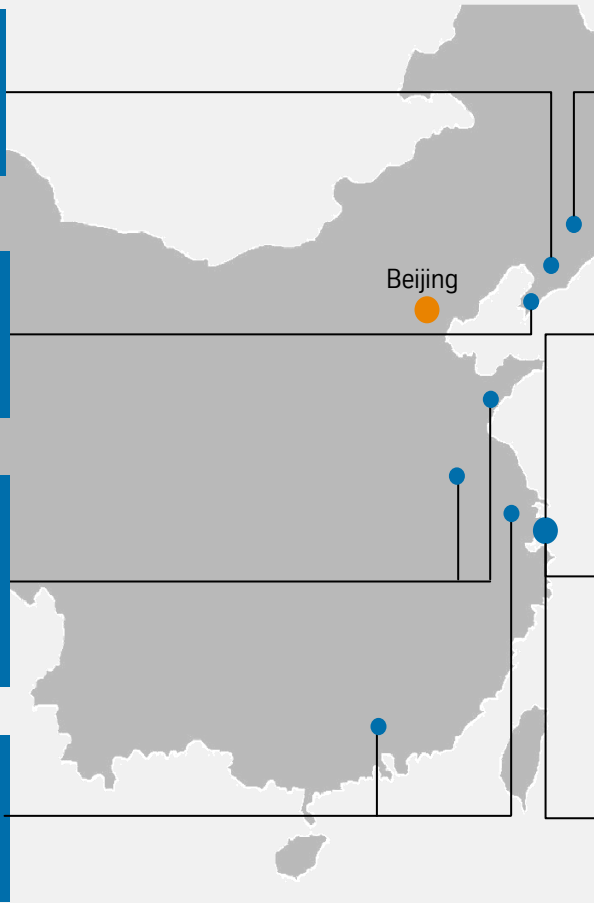
**Xuzhou and Qingdao**

**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

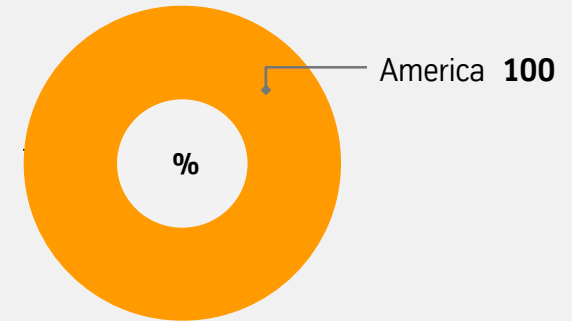


Flywheels

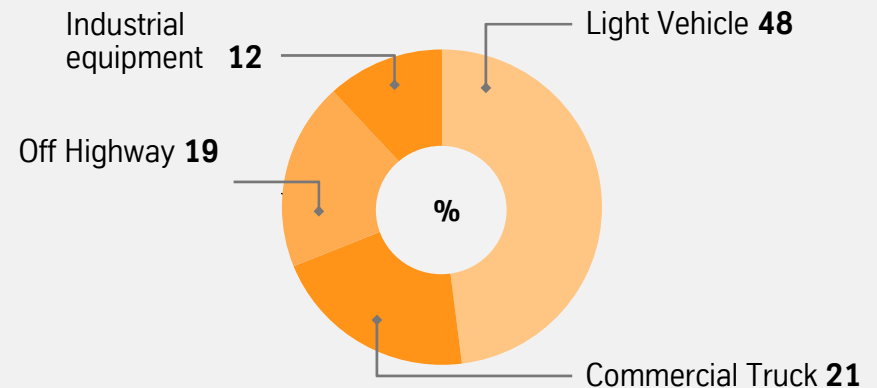
- Worldwide industry best practices (vertical molding on own WaupacaMatic machines) and large capacity melting capabilities

- **Sales** (FY 2010/11): ~ €1.1 bn
- **Employees** (Sep 30, 2011): ~ 3,000
- **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, TN)

### Sales by region



### Sales by customer group



# Components Technology: Portfolio Optimization

## ThyssenKrupp Bilstein – Division 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

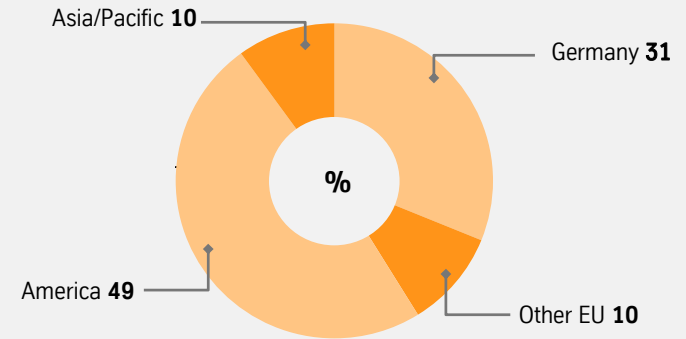


Stabilizers

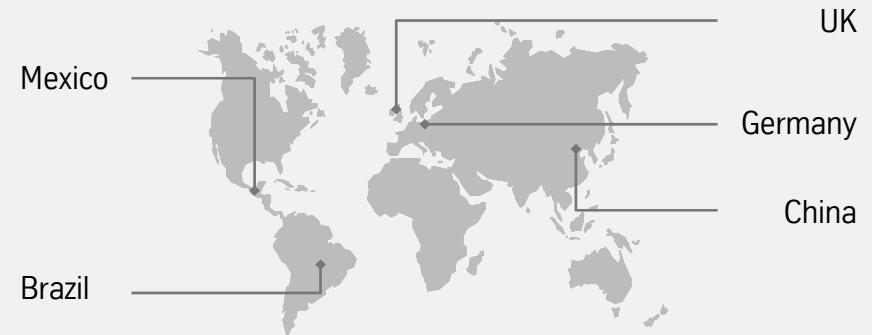
- **Sales** (FY 2010/11): ~ €0.5 bn
- **Employees** (Sep 30, 2011): ~ 2,500
- **Customers:** virtually all manufacturers of passenger and commercial vehicles, examples:



### Sales by region



### Production locations





# Marine Systems

## Key figures

		2010/11					2011/12	
		Q1	Q2	Q3	Q4	FY	Q1	Q2
Order intake	€m	426	149	2,155	247	<b>2,977</b>	222	731
Sales	€m	504	219	479	291	<b>1,493</b>	366	220
EBITDA	€m	51	87	71	28	<b>237</b>	45	66
EBIT	€m	46	84	62	22	<b>214</b>	(116)	61
EBIT adjusted	€m	46	84	62	22	<b>214</b>	39	78
Ø Capital Employed	€m	1,289	1,335	1,344	1,334	<b>1,334</b>	1,241	1,184
OCF	€m	(25)	47	613	(300)	<b>334</b>	(94)	92
CF from divestm.	€m	11	5	0	0	<b>16</b>	0	(30)
CF for investm.	€m	(1)	(3)	(4)	(6)	<b>(14)</b>	(2)	(3)
FCF	€m	(16)	50	609	(306)	<b>337</b>	(96)	59
Employees		5,407	5,372	5,398	5,295	<b>5,295</b>	5,301	3,731

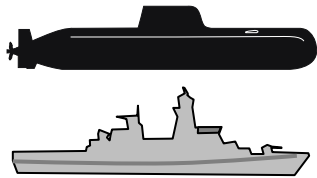


# Marine Systems: Focused Organization – FY 2011/12

## Business Area Marine Systems

Kockums (KAB)

Karlskrona / Malmö (SWE)



Submarines /  
Naval Surface Vessels

Howaldtswerke - Deutsche Werft (HDW)

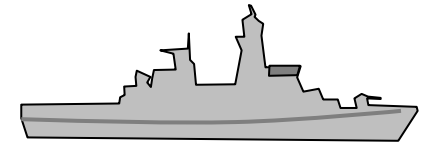
Kiel



Submarines

Blohm + Voss Naval (BVN)

Hamburg



Naval Surface Vessels

Sales (€m): ~ 1,200

Employees: ~ 3,900

# Discontinued Operations: Stainless Global

## Key figures

		2010/11				FY	2011/12	
		Q1	Q2	Q3	Q4		Q1	Q2
Order intake	€m	1,483	1,790	1,360	1,412	<b>6,045</b>	1,372	1,618
Sales	€m	1,605	1,856	1,586	1,692	<b>6,739</b>	1,438	1,768
EBITDA	€m	48	103	43	(6)	<b>188</b>	(57)	(7)
EBIT	€m	7	59	0	(851)	<b>(785)</b>	(321)	(303)
EBIT adjusted	€m	7	59	0	(51)	<b>15</b>	(56)	20
TK Value Added	€m					<b>(1,087)</b>		
∅ Capital Employed	€m	3,362	3,414	3,442	3,355	<b>3,355</b>	2,870	2,700
OCF	€m	(308)	83	(139)	270	<b>(95)</b>	(215)	(64)
CF from divestm.	€m	6	(4)	0	0	<b>1</b>	1	(32)
CF for investm.	€m	(61)	(52)	(54)	(99)	<b>(266)</b>	(85)	(98)
Employees		11,196	11,292	11,339	11,490	<b>11,490</b>	11,630	11,771

# Corporate: Overview

		Corporate						
		2010/11					2011/12	
		Q1	Q2	Q3	Q4	FY	Q1	Q2
Order intake	€m	31	33	32	47	<b>143</b>	33	39
Sales	€m	31	33	32	47	<b>143</b>	35	37
EBITDA	€m	(78)	(102)	(109)	(37)	<b>(326)</b>	(88)	(109)
EBIT	€m	(88)	(111)	(120)	(58)	<b>(377)</b>	(99)	(119)
OCF	€m	258	(452)	(18)	(553)	<b>(766)</b>	221	(340)
Employees		2,578	2,649	2,705	2,803	<b>2,803</b>	2,814	2,895

# ThyssenKrupp-specific Key Figures (I): EBIT Definition

## Q2 2011/12: Reconciliation “Income from operations” (P&L Structure) to EBIT

### P&L Structure

<b>Net sales</b>	<b>10,613</b>
- Cost of sales <sup>1)</sup>	(9,326)
- SG&A <sup>1)</sup> , R&D	(1,289)
+/- Other income/expense	2
+/- Other gains/losses	29
<b>= Income from operations</b>	<b>29</b>

+/- Income from companies using equity method 5

+/- Finance income/expense (125)  
incl. capitalized interest exp. of €11 m

**= EBT (91)**

### EBIT definition

<b>Net sales</b>	<b>10,613</b>
- Cost of sales <sup>1)</sup>	(9,326)
- SG&A <sup>1)</sup> , R&D	(1,289)
+/- Other income/expense	2
+/- Other gains/losses	29

+/- Income from companies using equity method 5

+ Adjustm. for depreciation on cap. interest 10

+ Adjustm. for addition of accrued interest for personnel-related provisions / other provisions 32

**= EBIT 76**

+/- Finance income/expense (125)  
incl. capitalized interest exp. of €11 m

- Depreciation on capitalized interest (10)

- Addition of accrued interest for personnel-related provisions / other provisions (32)

**= EBT (91)**

1) incl. depreciation on capitalized interest expenses of €(10) m

# Compensation for the Executive Board at ThyssenKrupp

## Variable

### Performance bonus

- Linked to Group EBT and ROCE in equal parts
- A quarter is paid out as phantom stock with a holding requirement of 3 years

### Long Term Incentive plan

- Linked to TKVA and share price
- Payout is limited to €1.5 m for an ordinary Executive Board member

### Additional bonus

- Linked to defined Group cash-flow-related targets
- Target definition and approval each year anew
- 55% paid out as phantom stock with a holding requirement of 3 years

## Fixed

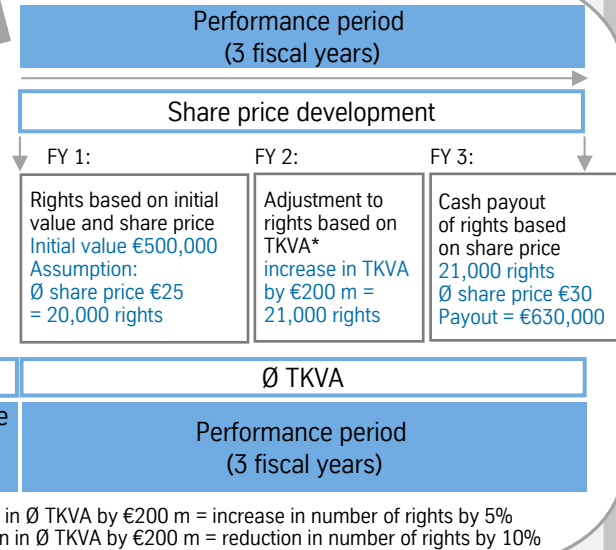
### Fixed compensation

- €670,000 annually for each ordinary Executive Board member

### Additional benefits & Pension plans

- E.g. insurance premiums or private use of a company car (taxable)
- Pensions for existing board members are based on a percentage of final fixed salary (“defined benefit”); system for new board members (“defined contribution”) in transition

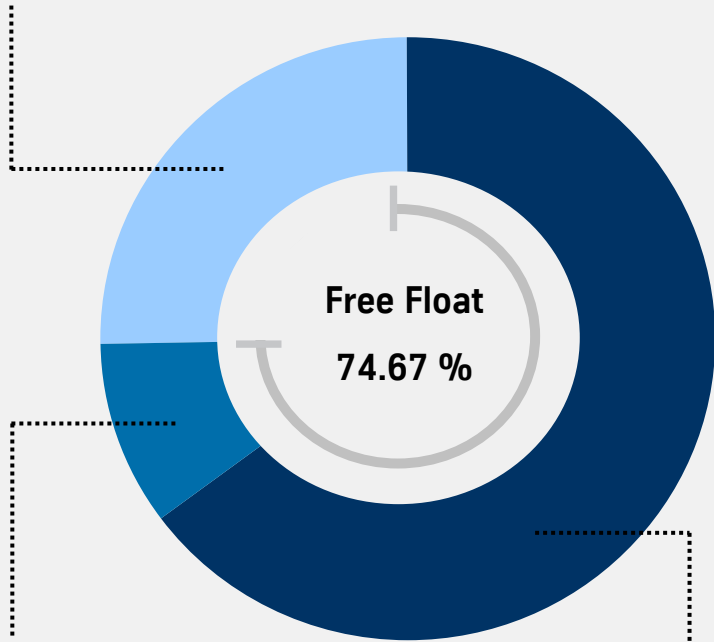
Example (schematic)



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

# Shareholder Structure

AKBH Foundation 25.33%

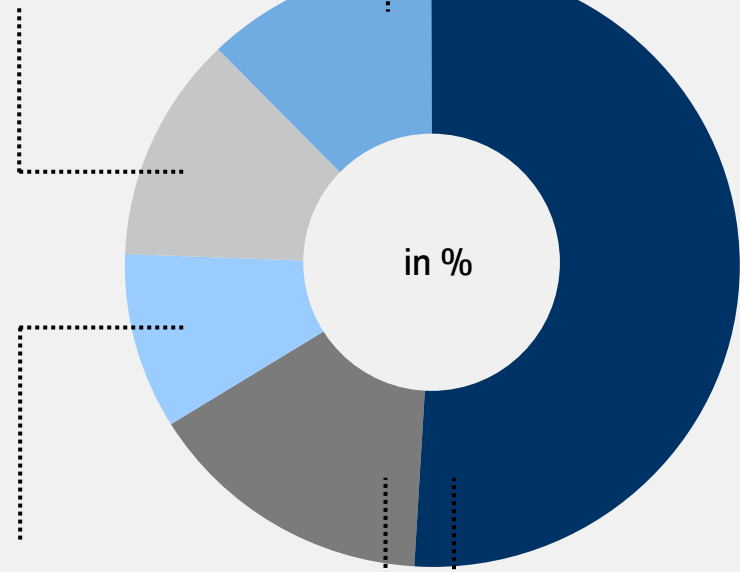


Private Investors 10.00%

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

# 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.”