

Presentation Facts & Figures

September 2014

Developing the future.



ThyssenKrupp

Agenda

○ Presentation

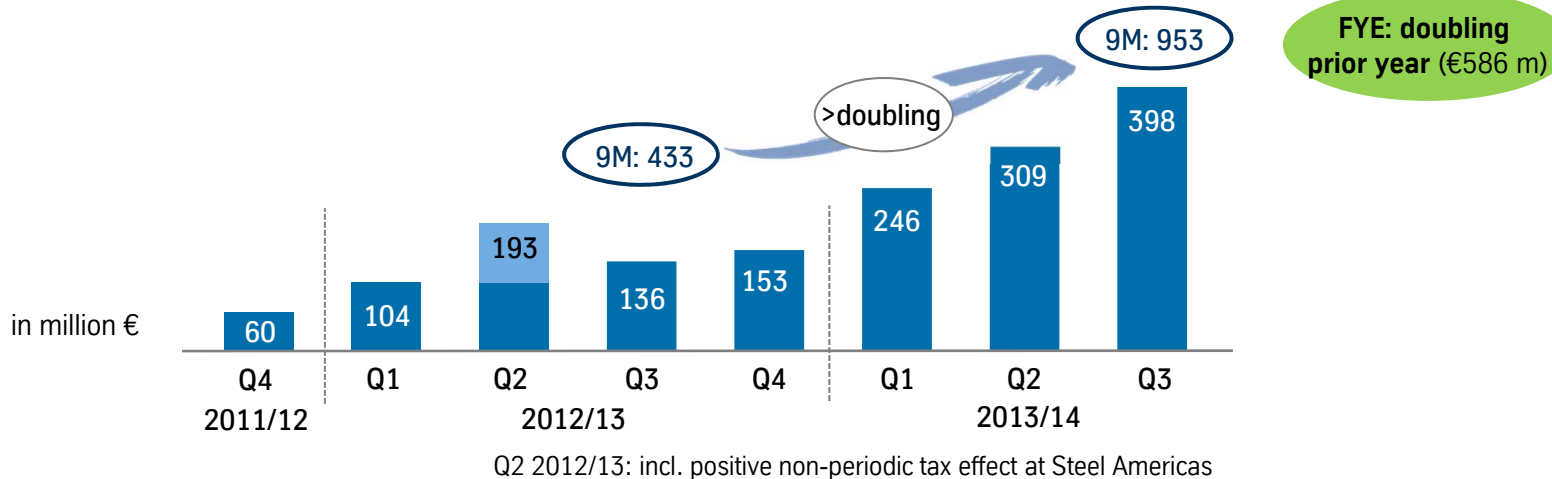
slides 2-11

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

○ Facts & Figures

slides 16-64

► 7th sequential quarterly Group EBIT adj. improvement (●impact ● ramp-up!)



► Return to positive FY EPS* after 3 years

FYE: ~breakeven
to slightly positive
Net Income*

► Sale of loss-making Swedish naval business (maintenance & repair) with disposal gain in Q4E

► Performance / attractiveness concept for AST/VDM in discussion with stakeholders

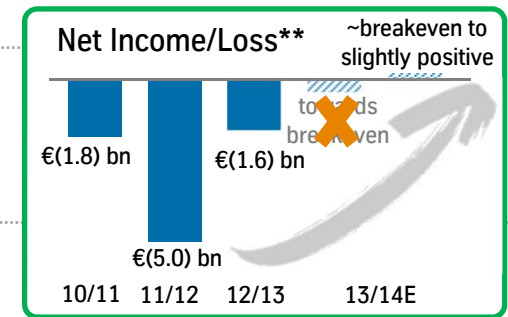
AST: • Optimization of production footprint
• Headcount reduction
• New marketing approach
with improved sales mix

VDM: • Intensified restructuring and headcount reduction
• Leveraging growth & marketing initiatives

* Full Group; attributable to ThyssenKrupp AG's stockholders

Financial Highlights in Q3

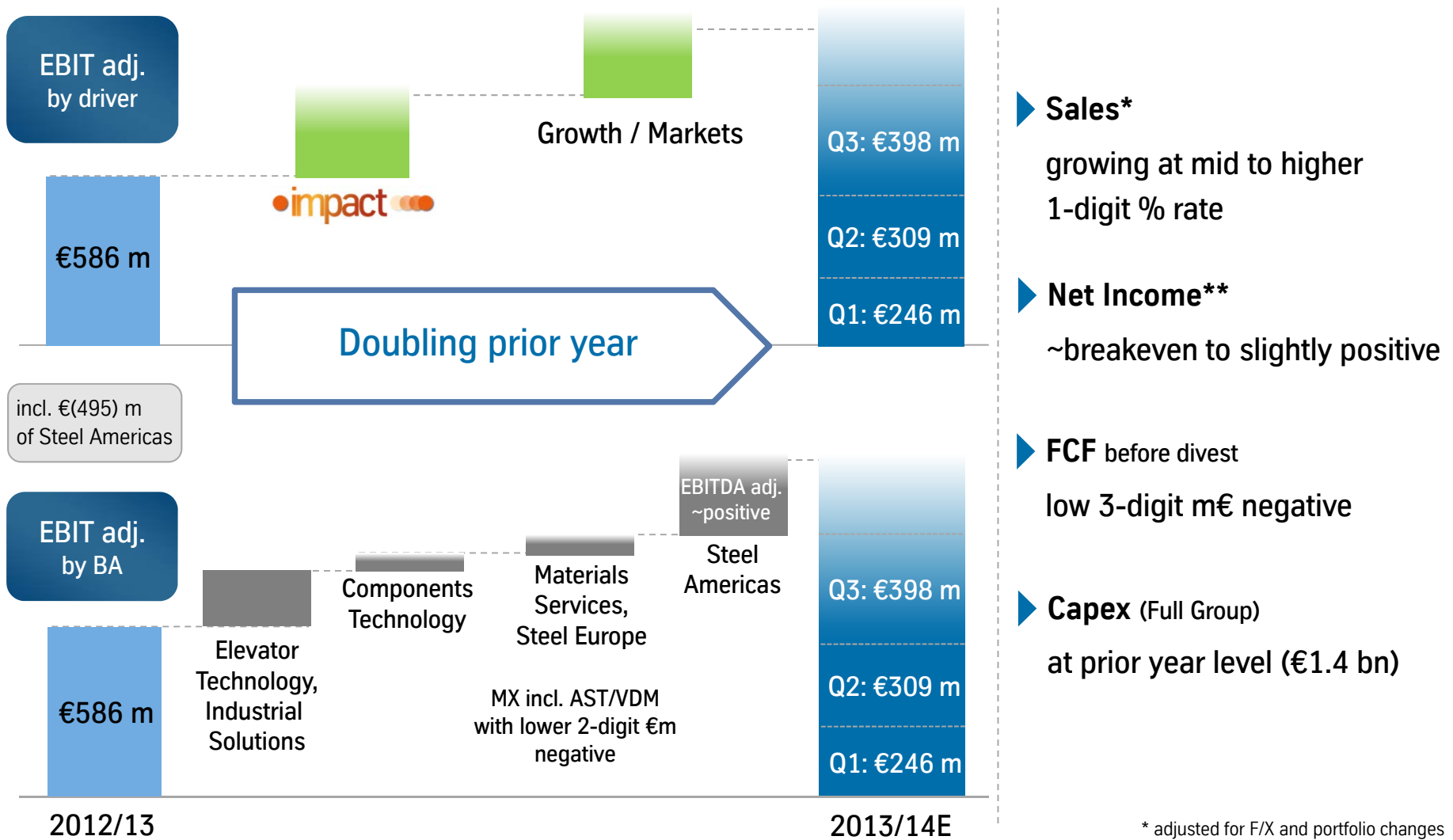
- ▶ **Order Intake**
€10.2 bn
 - Capital Goods: Q3 yoy +8% (+12%*); 9M +5% (+9%*)
 - Materials: Q3 qoq -2%; 9M +4% (+3%*)
- ▶ **EBIT adj.**
€398 m
 - Q3 yoy ~tripled and qoq +29%, 9M >doubled to €953 m
 - All Business Areas positive
- ▶ **Net Income****
€39 m
 - Positive quarterly Net Income continues
 - 9M with €243 m
- ▶ **NFD**
€4.1 bn
 - qoq broadly stable
 - yoy down by ~€1.2 bn
- ▶ **impact**
~€260 m
 - ~90% of cost savings targeted in FY achieved after 9M
 - Upgrade of FY outlook: >€850 m targeted



* adjusted for F/X and portfolio changes

** Full Group; attributable to ThyssenKrupp AG's stockholders

FY 2013/14 Outlook



* adjusted for F/X and portfolio changes

** Full Group; attributable to ThyssenKrupp AG's stockholders

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slides 2-11

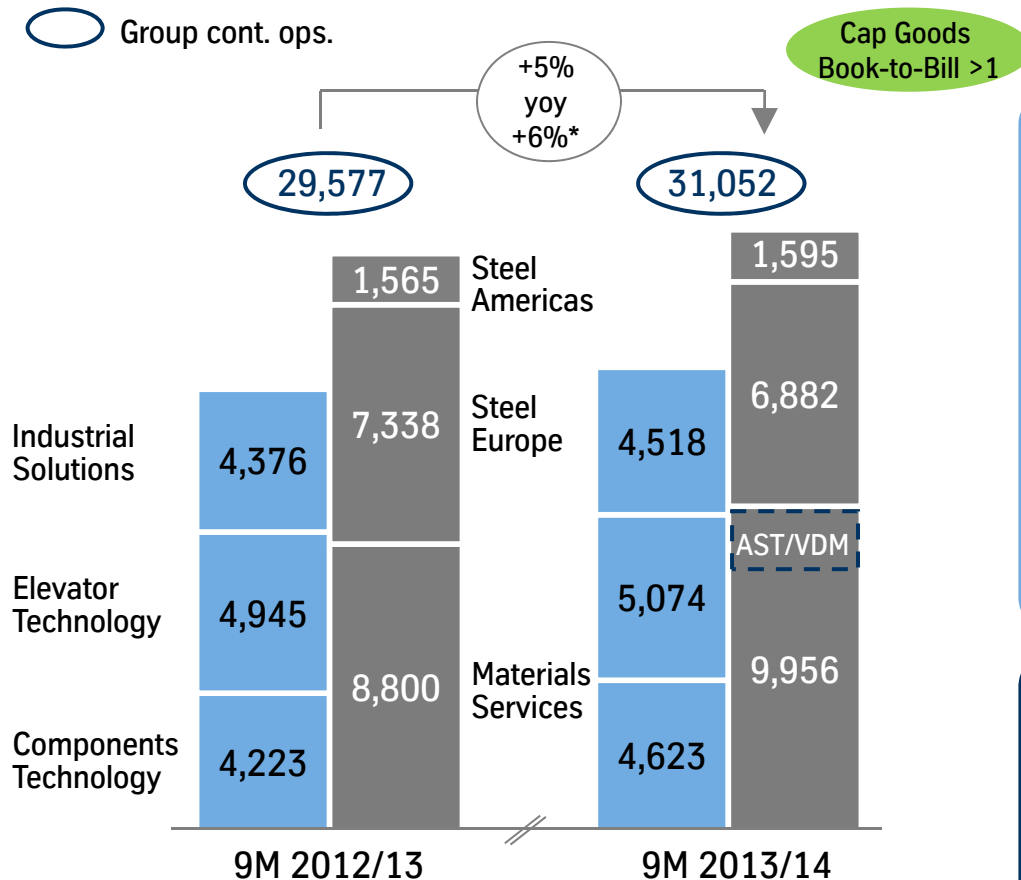
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-

○ Facts & Figures

slides 16-64

Strong Demand at Capital Goods Driving Group Orders

Order intake – continuing operations (million €)



- CT: +9% yoy (+13%*)
stronger auto but challenging truck markets;
recovery of wind energy (bearings)
- ET: +3% yoy (+7%*)
mainly from new installation in the US and
Asia Pacific; Q3 yoy negative F/X
- IS: +3% yoy (+7%*)
strong demand for cement plants
and major submarine order in Q1 13/14

Order backlog ytd +7% to €24.5 bn:

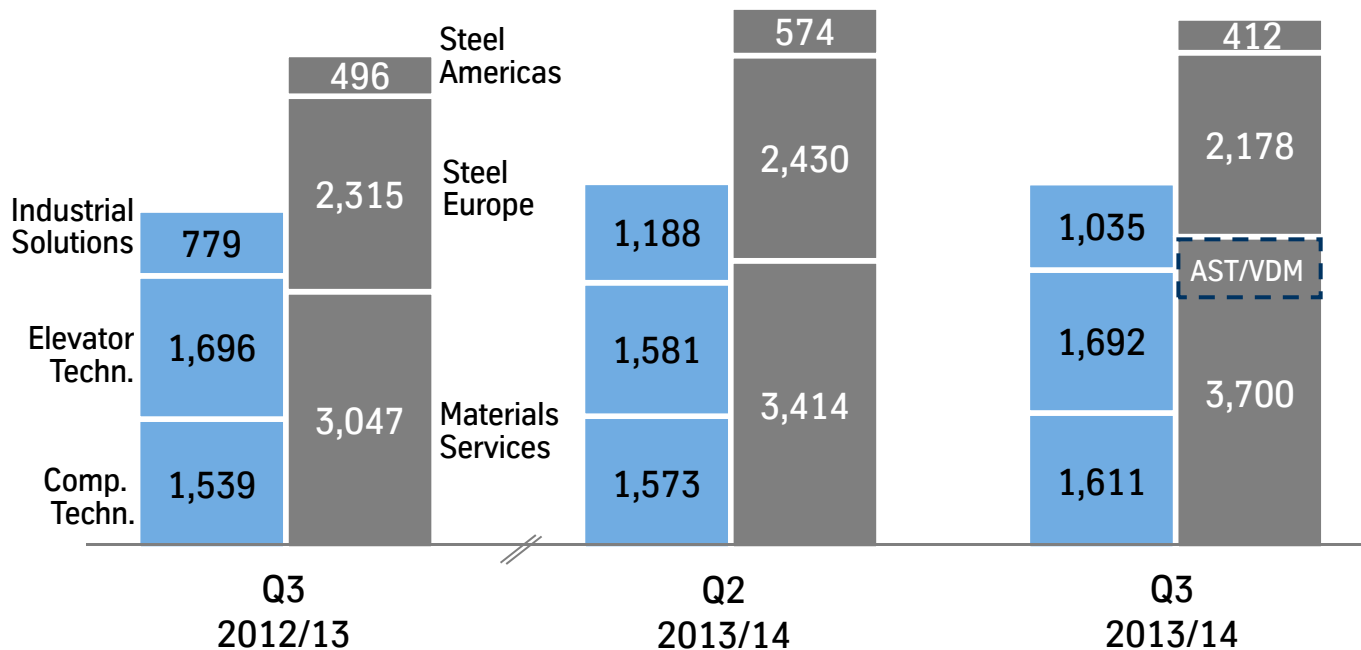
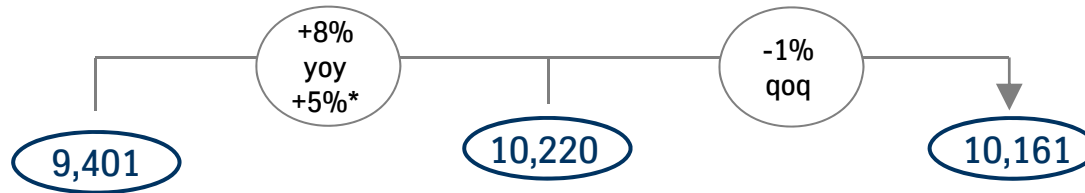
- ET: +11% ytd to €4 bn;
new record level
- IS: +/-0% ytd at €14.6 bn;
sales covered for >2 years

* adjusted for F/X and portfolio changes

Broadly Stable Materials Orders in Ongoing Challenging Markets

Order intake – continuing operations (million €)

○ Group cont. ops.



- MX: +8% qoq
AST/VDM
- SE: -10% qoq
lower volumes
- AM: -28% qoq
sale Steel USA, but
slab orders up

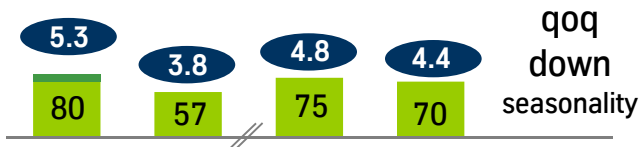
* adjusted for F/X and portfolio changes

Positive Contribution From All Business Areas in Q3

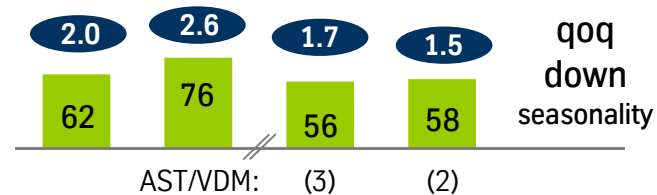
EBIT adjusted (million €); EBIT adjusted margin (%)

Comp.
Techn.

Positive non-periodic effect yoy; repair costs yoy/qoq



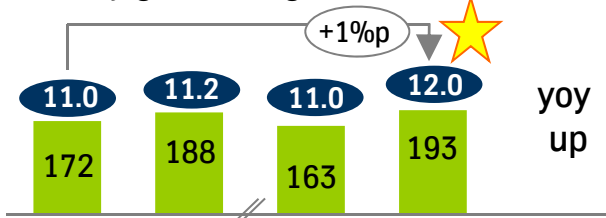
Reliable performance in challenging markets



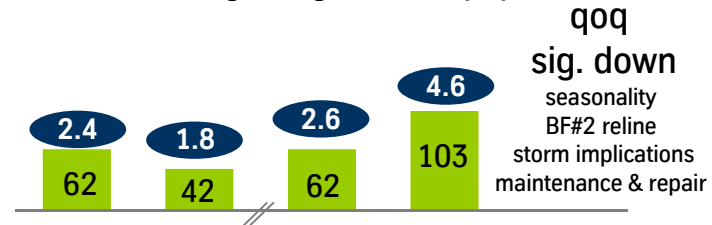
Materials
Services

Elevator
Techn.

Efficiency gains and growth



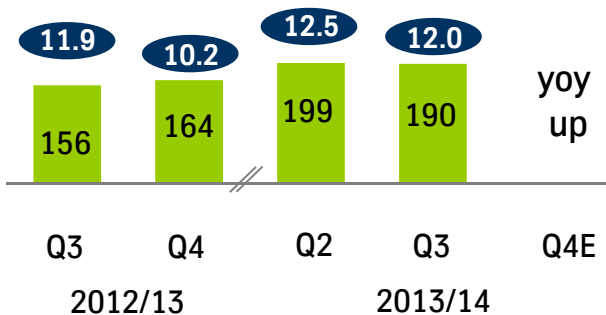
BiC reloaded gaining traction qoq



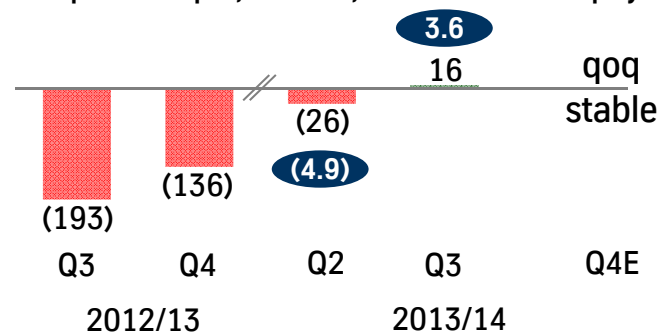
Steel
Europe

Industrial
Solutions

Confirming growth trends yoy



Improved ops., market, reimbursement paym.

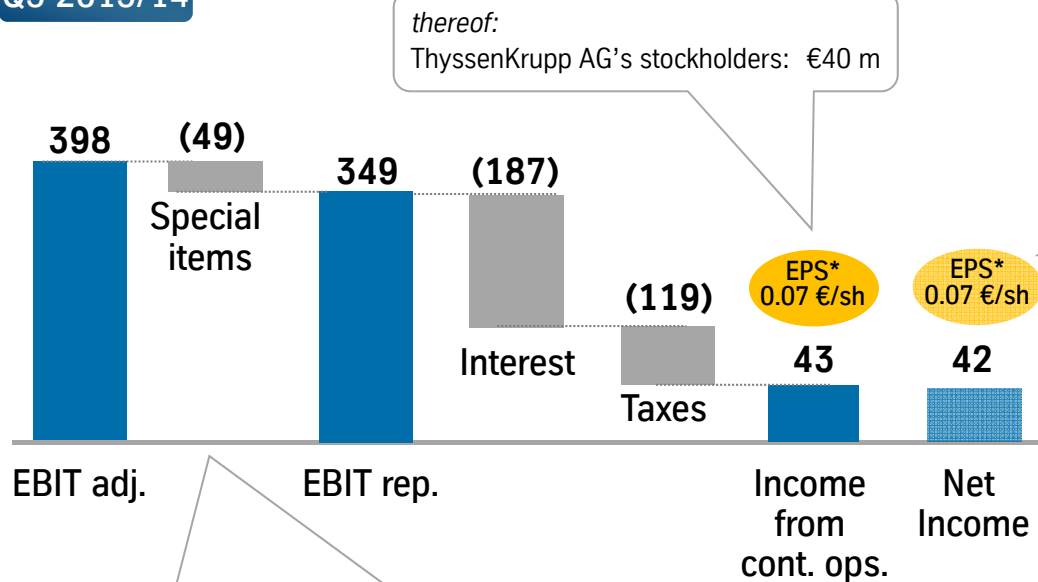


Steel
Americas
(excl. D&A for
TK Steel USA
until Q2 13/14)

Positive Net Income Continuing in Q3 and Leading to Increase in FY Outlook

Net Income reconciliation (million €)

Q3 2013/14



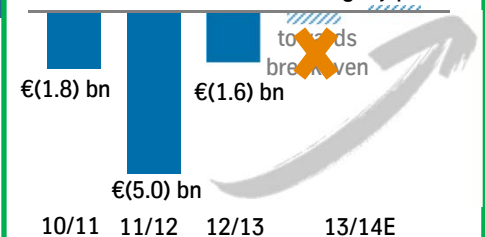
mainly:

- Several restructuring and impairment charges at Components Technology, Elevator Technology, Materials Services and Steel Europe
- Updated valuation of a long-term freight contract at Steel Americas

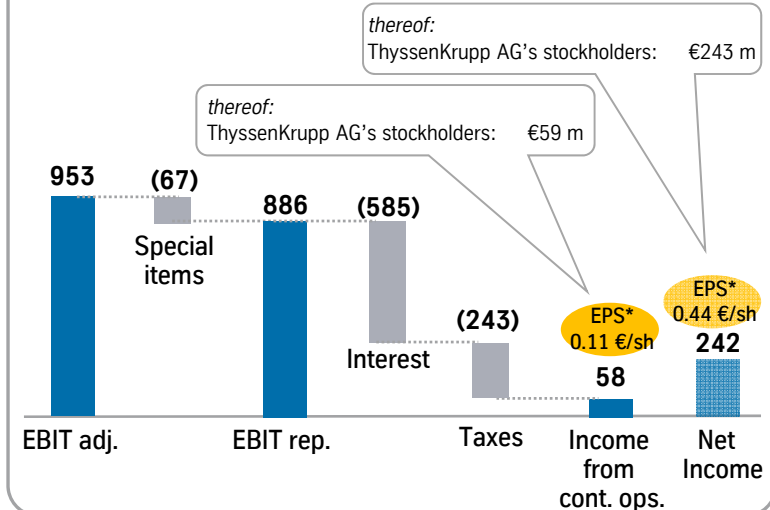
* attributable to ThyssenKrupp AG's stockholders

** Full Group; attributable to ThyssenKrupp AG's stockholders

Net Income/Loss** ~breakeven to slightly positive

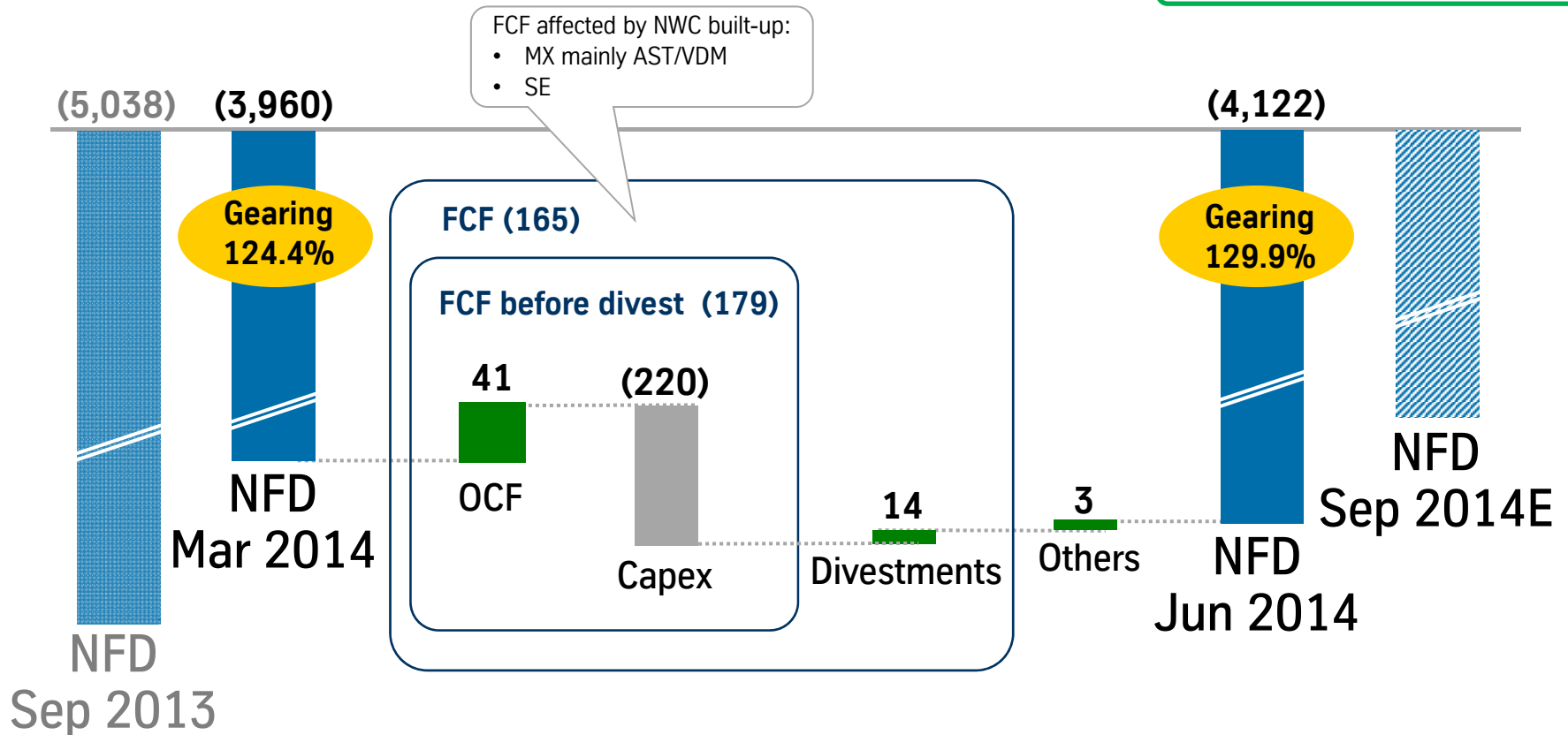


9M 2013/14 (million €)



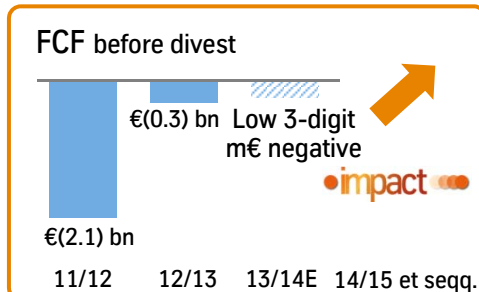
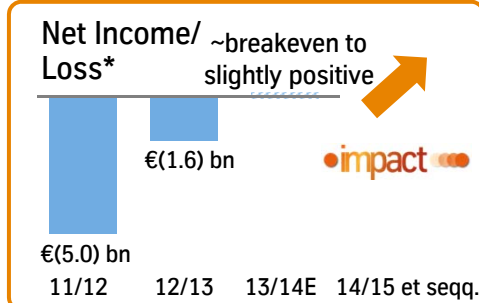
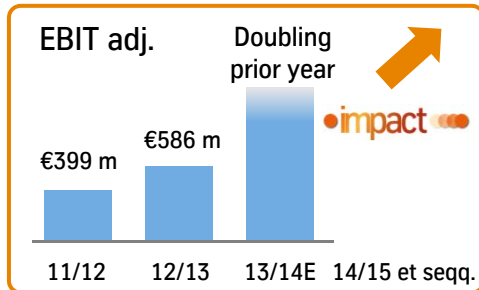
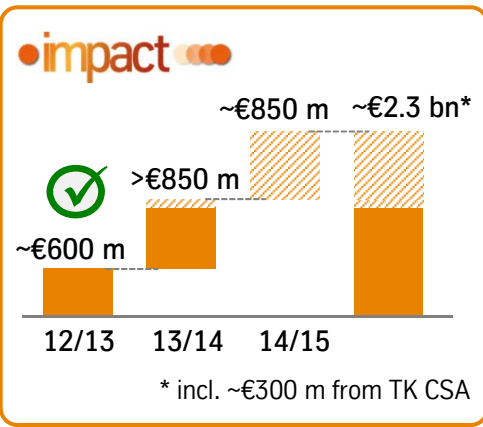
Qoq Broadly Stable NFD Despite NWC Requirements

Q3 2013/14 (million €)



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

Upside from on Performance



- CT**
 - return to previous margin levels
 - performance measures
 - ramp-up new plants in BIC
- ET**
 - close margin gap to peers
 - while leverage growth opportunities
- IS**
 - leverage growth opportunities
 - while maintain 2-digit EBIT margins**
- MX**
 - return to previous margin levels
 - performance measures
 - specialization & processing
 - AST/VDM: perform./attract. concept
- SE**
 - return to > wacc across the cycle
 - BiC Reloaded: efficiency & differentiation
- AM**
 - positive EBITDA adj. in FY 13/14
 - BCF ~breakeven during FY 14/15
- Corp**
 - reduce Corporate line
 - performance measures, e.g.



** incl. notional interest credit from excess prepayment

Financial Calendar – FY 2013/14

○ September Roadshows

Copenhagen (4th), Helsinki (5th), London (9th), New York (15th), Toronto (16th),
Luxemburg (16th)

Conferences

Commerzbank Sector Conference Week, Frankfurt (10th)

Credit Suisse Capital Goods Conference, London (17th)

Citi Industrials Conference, Boston (22nd-23rd)

Berenberg & Goldman Sachs Annual German Corporate Conference, Munich (22nd)

Baader Investment Conference, Munich (23rd)

Credit Suisse Steel & Mining Conference, London (25th)



Financial Calendar – FY 2014/15

-
- **October** **Conferences**
 - Steubing Deutsche Börse Bond & Equity Konferenz, Zurich (7th)
 - Open House Day Elevator Technology, Shanghai (15th)
 - **November** **Conference Call FY 2013/14 (20th)**
 - **December** **Capital Market Day, London (11th)**
-



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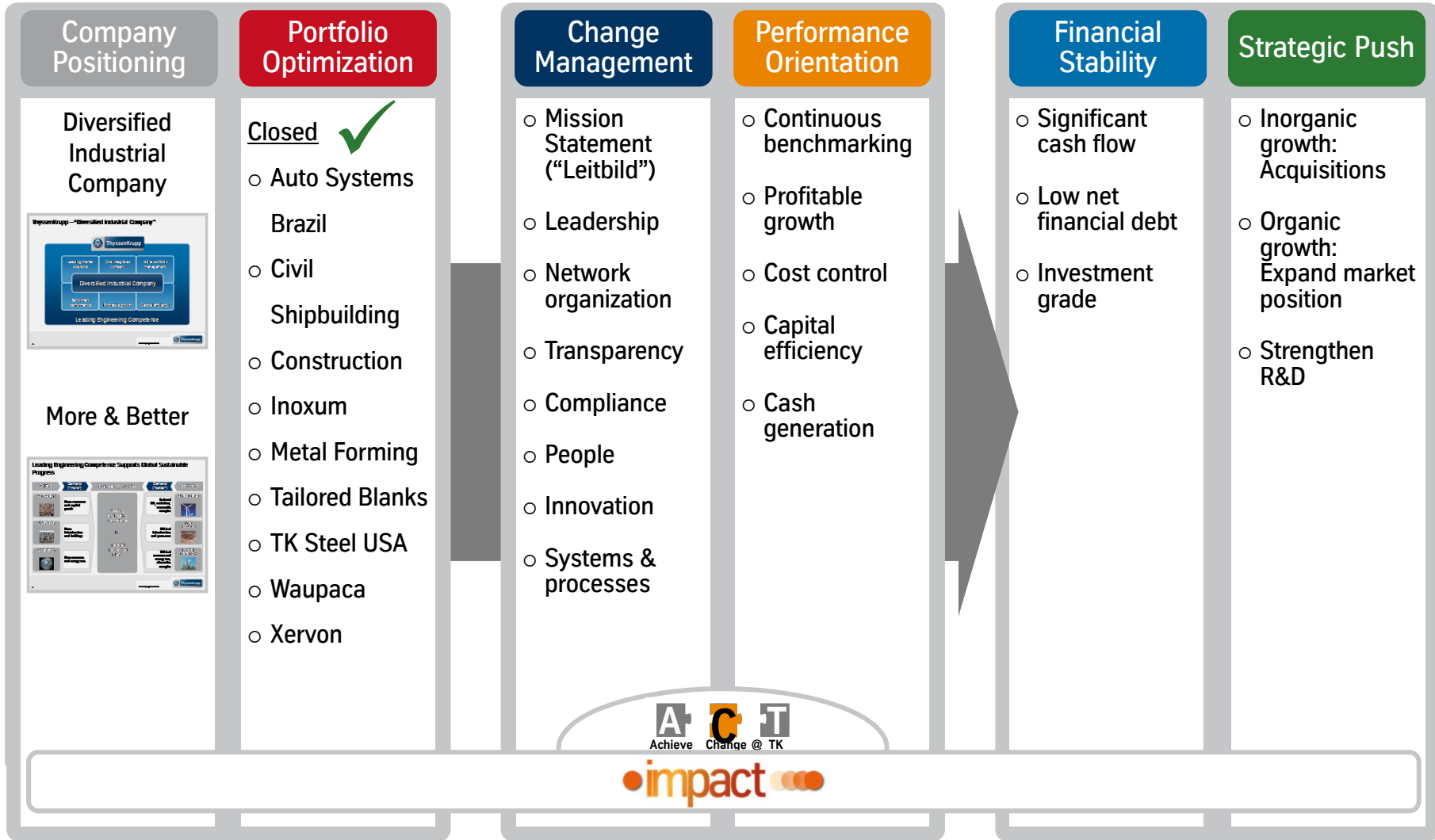


Agenda

○ Appendix



ThyssenKrupp – Strategic Way Forward



SWF: Progress in Change, Performance and Financial Situation



- New Supervisory Board Chairman with compliance and corporate governance as top priority

- New and smaller Executive Board

6 $\xrightarrow{-33\%}$ 4

- New Executive Board Member for Legal Affairs & Compliance

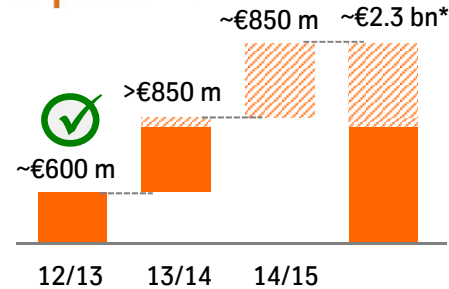
- Less Corporate and Service Functions
6 with new management

26 $\xrightarrow{-35\%}$ 17

- New and less BA Executives
12 new BA Executives

32 $\xrightarrow{-44\%}$ 18

• **impact**

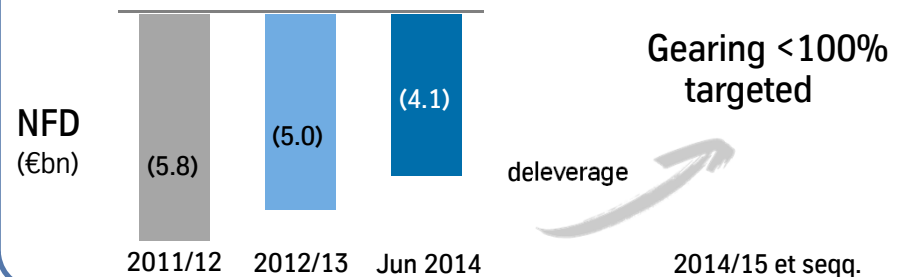


* incl. ~€300 m from TK CSA

- ~90% of cost savings targeted in FY 2013/14 achieved after 9M

Capital structure & financing supported by:

- Portfolio Optimization
- Performance Orientation



ThyssenKrupp – Continuing Operations (incl. Steel Americas, excl. AST and VDM)

ThyssenKrupp

FY 2012/13: Sales €38.6 bn • EBIT adj. €586 m • Employees 156,856

Components Technology

Sales: €5.7 bn
EBIT adj.: €240 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

Elevator Technology

€6.2 bn
€675 m

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

Industrial Solutions

€5.6 bn
€640 m

- Petrochemical complexes
- Cement plants and systems for open-pit mining & mat. handling
- Production systems for auto and aerospace industry
- Engineering & Construction of non-nuclear submarines and Naval Surface Vessels

Materials Services

€11.7 bn
€236 m

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

Steel Europe

€9.6 bn
€143 m

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

Steel Americas

€1.9 bn
€(495) m

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

Sold
Feb. 26, 2014



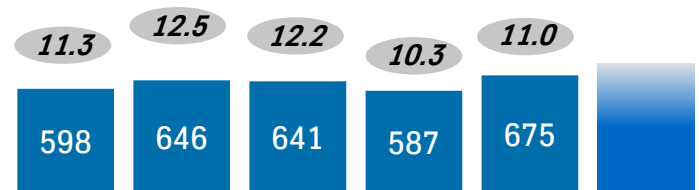
5 Year Performance Track Record and Outlook

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

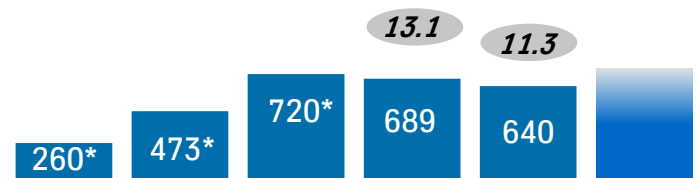
Comp.
Techn.



Elevator
Techn.



Industrial
Solutions

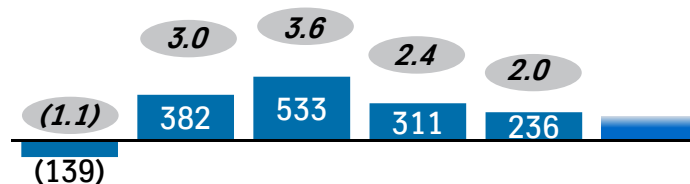


* pro forma

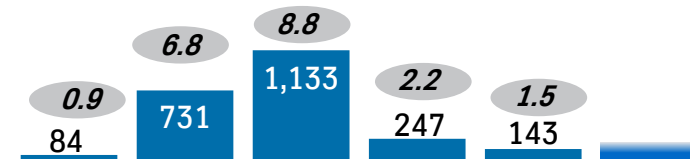
08/09 09/10 10/11 11/12 12/13 13/14E

EBIT adjusted from continuing operations excluding Inoxum, incl. notional interest credit from excess prepayment (mainly ET, IS) deducted in Group consolidation line

Materials
Services



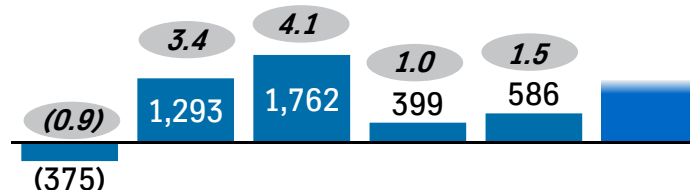
Steel
Europe



Steel
Americas*



Group*



08/09 09/10 10/11 11/12 12/13 13/14E

* 2012/13 excluding D&A for Steel USA

Systematic Benchmarking Aiming at Best-in-Class Operations

Selected Peers / Relevant Peer Segments

Components Technology



- Chassis & Powertrain: Continental; NSK (JPN); TRW (USA)
- Industry: SKF (Industrial); Titan Int'l (USA, Undercarriage)

Materials Services



- ArcelorMittal / Distribution Solutions
- Klöckner
- Reliance

Elevator Technology



- UTC / Otis
- KONE
- Schindler

Steel Europe



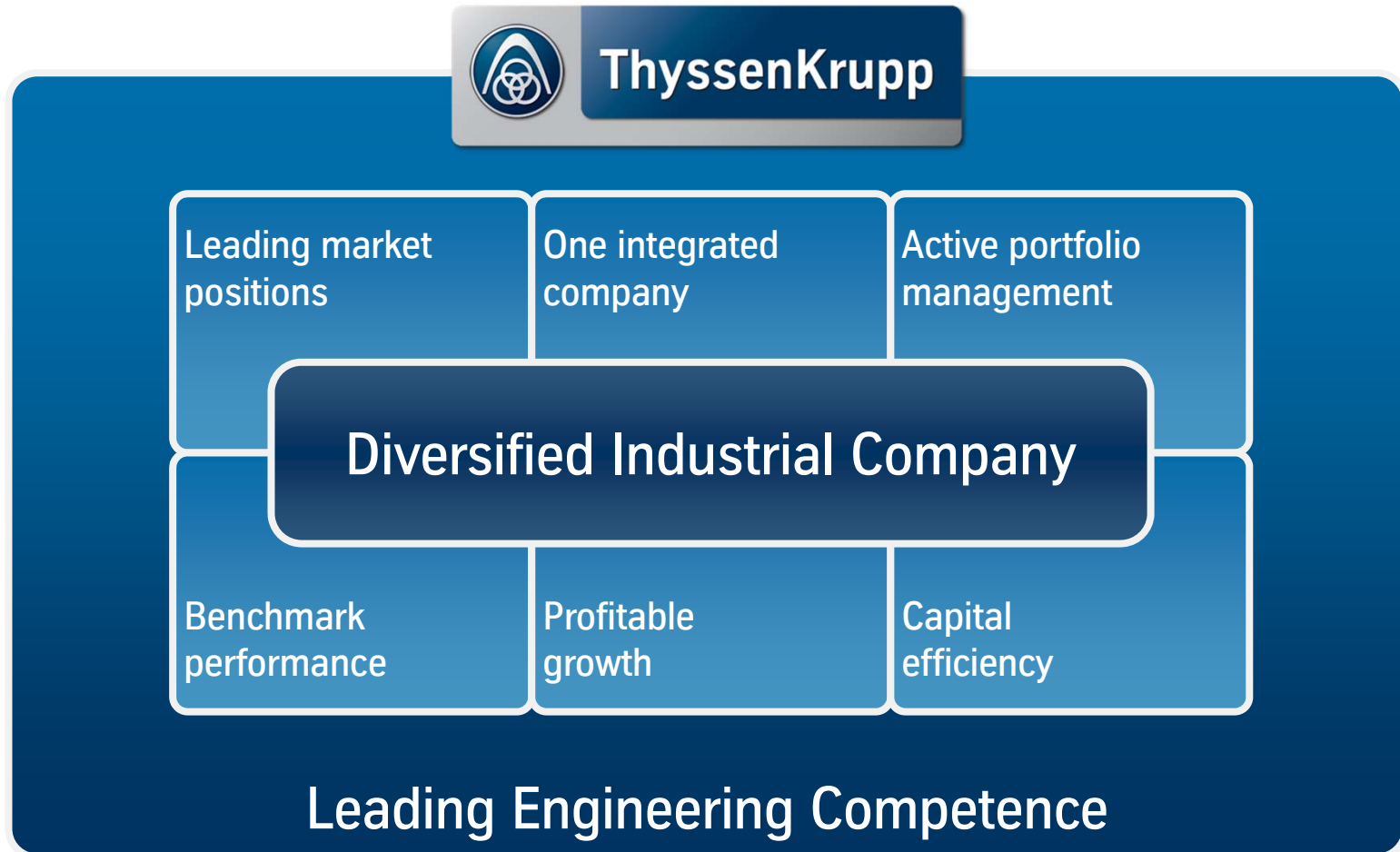
- ArcelorMittal / Flat Carbon Europe
- Salzgitter / Steel
- Tata Steel / Europe
- Voestalpine / Steel

Industrial Solutions

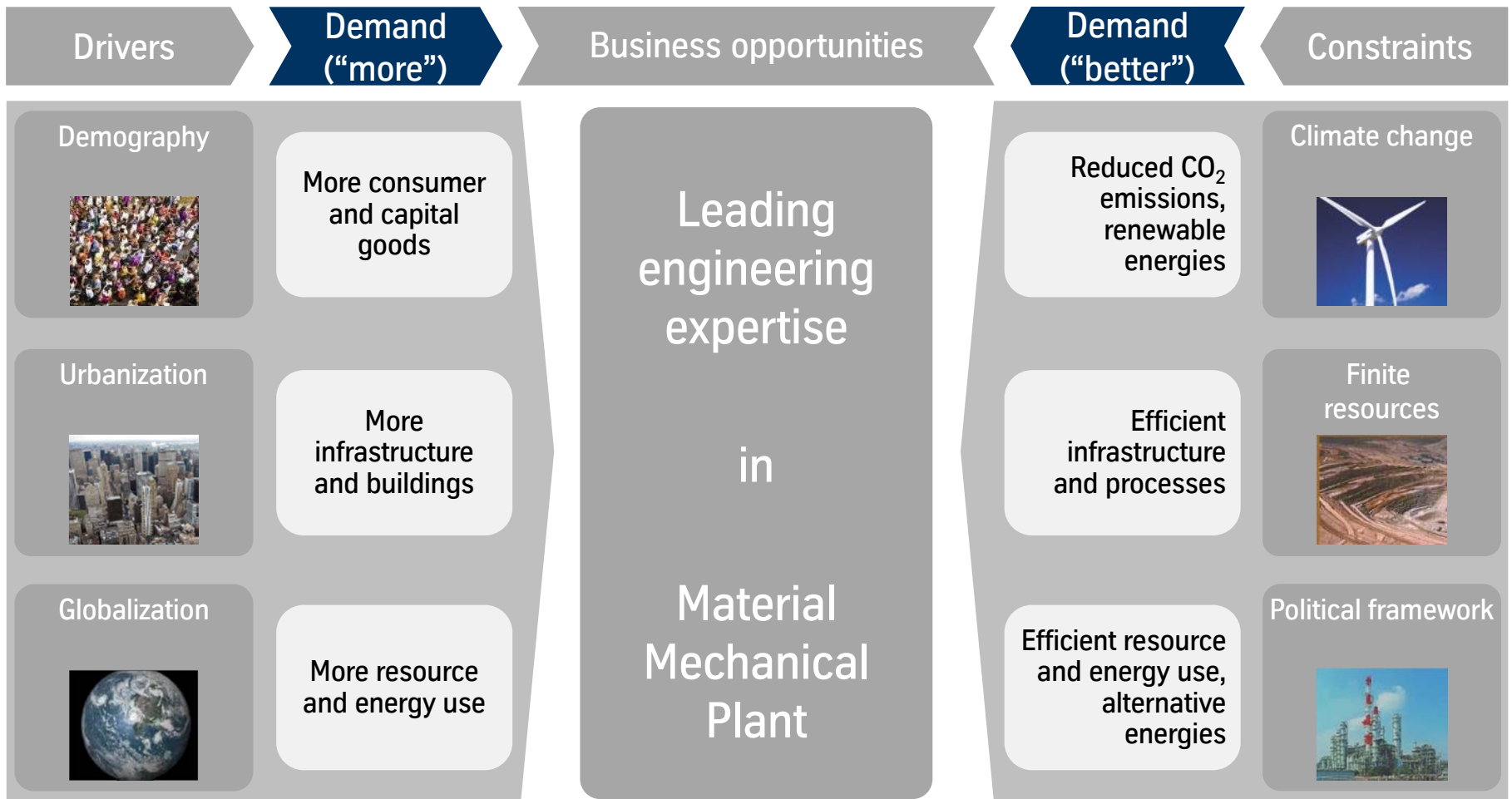


- Process Technologies (chemicals): Maire Tecnimont / Oil, Gas & Petrochem.
- Resource Technologies (mining & cement): FLSmidth, Sandvik / Mining
- System Engineering (automotive): Kuka
- Marine Systems: DCNS (F), Navantia (E), Damen (NL)

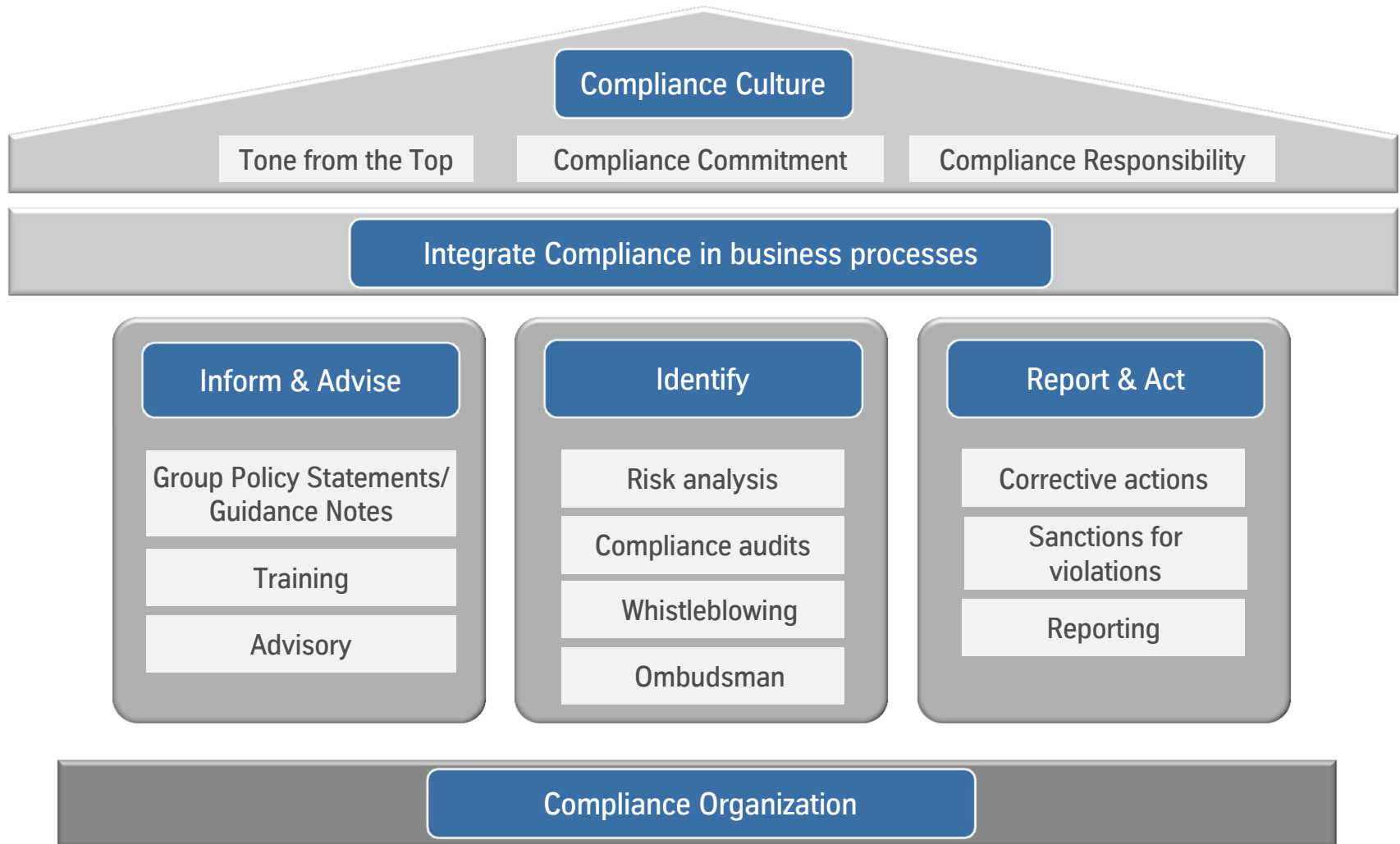
ThyssenKrupp – Diversified Industrial Group



ThyssenKrupp's Leading Engineering Competence Supports Better for More



Structure and Elements of ThyssenKrupp Compliance Program



Key Financials (I)

Cont. Ops.
(incl. Steel Americas with
Steel USA until Feb 26, 2014)

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	€m	10,063	10,113	9,401	9,059	38,636	10,671	10,220	10,161
Sales	€m	9,189	9,540	9,920	9,910	38,559	9,109	10,295	10,742
EBITDA	€m	369	226	355	204	1,154	468	598	628
EBITDA adjusted	€m	380	465	408	416	1,669	505	580	678
EBIT	€m	94	(52)	33	(684)	(609)	210	327	349
EBIT adjusted	€m	104	193	136	153	586	246	309	398
EBT	€m	(76)	(243)	(205)	(1,182)	(1,706)	(230)	369	162
EBT adjusted	€m	(66)	2	(102)	(346)	(512)	(194)	351	210
Income from cont. ops.	€m	(77)	(129)	(428)	(995)	(1,629)	(257)	272	43
attrib. to TK AG stockh.	€m	(63)	(131)	(398)	(898)	(1,490)	(252)	271	40
Earnings per share*	€	(0.13)	(0.25)	(0.77)	(1.75)	(2.90)	(0.47)	0.48	0.07

* attributable to ThyssenKrupp AG's stockholders



Key Financials (II)

Cont. Ops.
(incl. Steel Americas with
Steel USA until Feb 26, 2014)

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
TK Value Added**	€m					(1,865)			
Ø Capital Employed**	€m	17,102	16,136	15,251	14,592	14,592	12,187	12,732	12,903
Goodwill**	€m					3,493			
Capital expenditures*	€m	334	287	239	453	1,313	232	220	220
Depreciation/amort.	€m	281	282	328	1,171	2,062	263	276	286
Business cash flow	€m	(147)	190	421	8	472	30	(279)	15
Cash flow from divestm.	€m	934	50	46	192	1,221	23	1,023	14
Cash flow from investm.	€m	(334)	(287)	(239)	(453)	(1,313)	(232)	(220)	(220)
Free cash flow	€m	654	(75)	224	86	889	(62)	447	(165)
FCF before divest	€m	(280)	(125)	178	(106)	(332)	(85)	(576)	(179)
Cash and cash equivalents** (incl. short-term securities)	€m	4,276	4,738	3,731	3,833	3,833	4,076	5,045	3,525
Net financial debt**	€m	5,205	5,298	5,326	5,038	5,038	4,459	3,960	4,122
Equity	€m	4,266	4,247	3,573	2,512	2,512	3,266	3,183	3,173
Employees		154,850	155,473	155,551	156,856	156,856	156,633	160,786	160,168

* incl. financial investments

** referring to Full Group

BCF (Business Cash Flow) = FCF before interest, tax and divestments = EBITDA +/- Δ NWC – Capex +/- Other



Key Financials (III)

Full Group

(incl. Inoxum in Q1 12/13 and subsequent effects from loan note vs. asset swap in 13/14)

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	€m	11,202	10,113	9,401	9,059	39,774	10,671	10,220	10,161
Sales	€m	10,412	9,540	9,920	9,910	39,782	9,109	10,295	10,742
EBITDA	€m	443	223	356	190	1,212	655	596	628
EBITDA adjusted	€m	310	463	411	415	1,600	505	580	678
EBIT	€m	166	(53)	33	(698)	(552)	397	325	348
EBIT adjusted	€m	35	191	139	152	517	246	309	398
EBT	€m	(12)	(242)	(201)	(1,193)	(1,649)	(43)	367	161
EBT adjusted	€m	(143)	3	(96)	(343)	(579)	(194)	351	168
Capital expenditures	€m	433	286	239	453	1,411	232	220	220
Net income	€m	(18)	(127)	(425)	(1,006)	(1,576)	(70)	270	42
attrib. to TK AG stockh.	€m	(3)	(129)	(395)	(909)	(1,436)	(65)	269	39
Earnings per share*	€	(0.01)	(0.25)	(0.76)	(1.77)	(2.79)	(0.12)	0.48	0.07

* attributable to ThyssenKrupp AG's stockholders

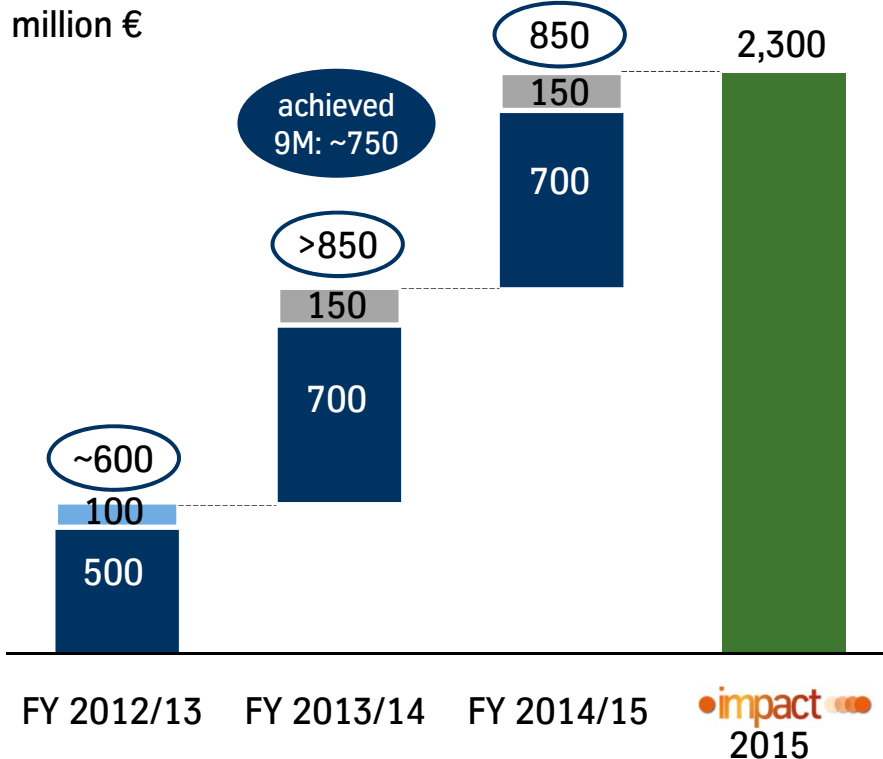


Special Items

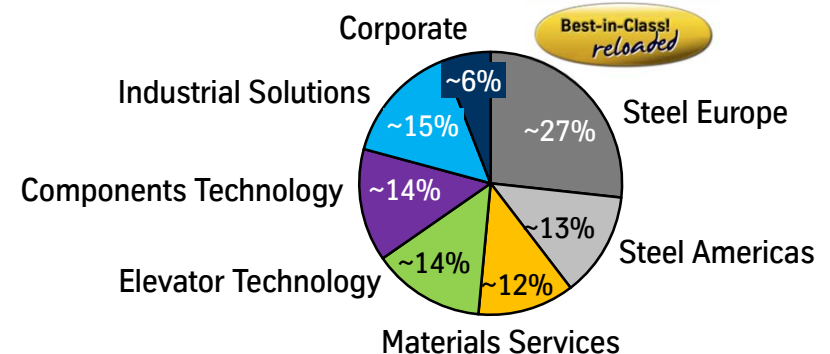
Business Area (million €)		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
CT	Disposal effect		3	1		4			
	Impairment			(37)	(7)	(44)		(8)	
	Restructuring	1	(1)	(2)	(30)	(32)	(7)		(4)
	Others						(1)		(1)
ET	Asset disposals						(1)		
	Impairment	1	(4)		(11)	(14)			
	Restructuring		(9)	(17)	(23)	(49)	(41)	(4)	(9)
	Others	1			(2)	(1)			
IS	Impairment				2	2			
	Restructuring	1			(10)	(9)		(4)	
	Others		18	1	6	25			
MX	Disposal effect		(4)	8	(3)	1	10		
	Impairment			(14)	2	(12)			
	Rail cartel case		(207)			(207)			
	Restructuring	(3)		(3)	(8)	(14)		(17)	2
	Others	(1)	(4)	(2)	(3)	(10)	(1)	(2)	(16)
SE	Asset disposals	(1)			110	110			
	Impairment				(22)	(22)	1	1	1
	Restructuring		(20)	(37)	(71)	(128)		(14)	(9)
	Others			(10)	(31)	(41)		3	(3)
AM	Asset disposals				(5)	(5)		141	
	Impairment				(586)	(586)			
	Others				(94)	(94)	18	2	(8)
Corp.	Disposal effect			(1)	(7)	(8)	(11)	(77)	2
	Impairment		(1)		(2)	(3)			
	Restructuring			(1)	(37)	(38)	(2)	(3)	(4)
	Others	(15)	(19)	12	(5)	(27)	(1)		
Consolidation		6		(1)	1	7			
Continuing operations		(10)	(245)	(103)	(836)	(1,194)	(36)	18	(49)
Discontinued operations		141	0	(2)	(14)	125	187	(2)	(1)
Group (incl. discontinued operations)		131	(244)	(105)	(850)	(1,069)	151	16	(50)

Sustainable Efficiency Gains to Support EBIT Target FY 2013/14 and Mid-Term Upside

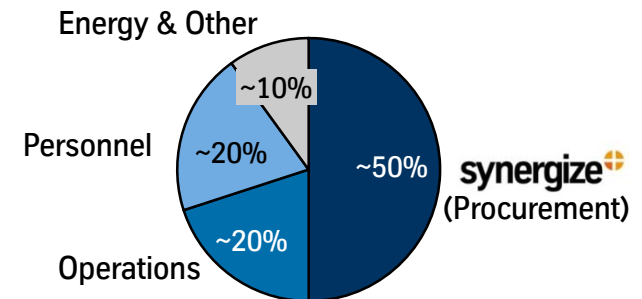
Ramp-up Efficiency Gains 2015




Efficiency Gains 2015 by Business Area



Efficiency Gains 2015 by Categories



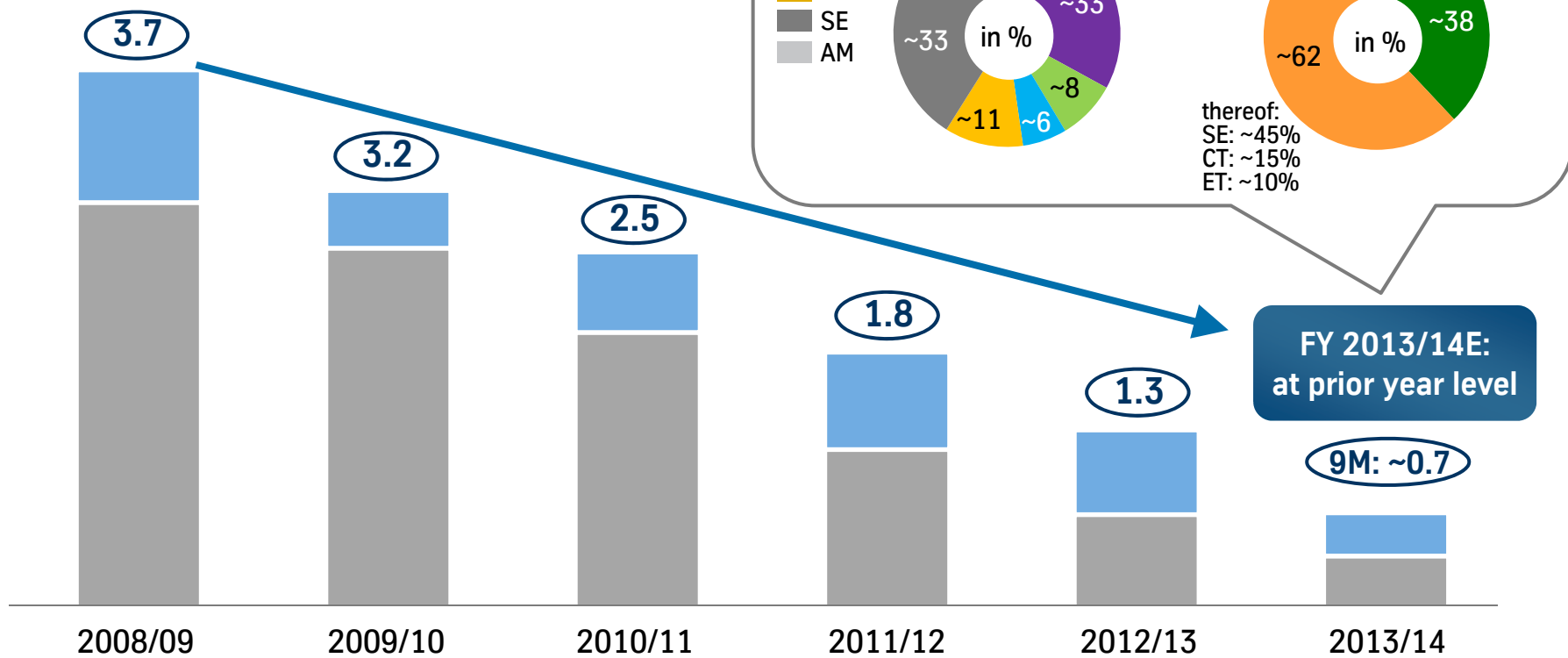
50% contribution to efficiency target from 
especially by tapping unaddressed bundling potentials and pulling cross-functional levers

Improving Capex Allocation Geared to CapGoods Businesses

Cash flows from investing activities incl. Steel Americas (billion €)

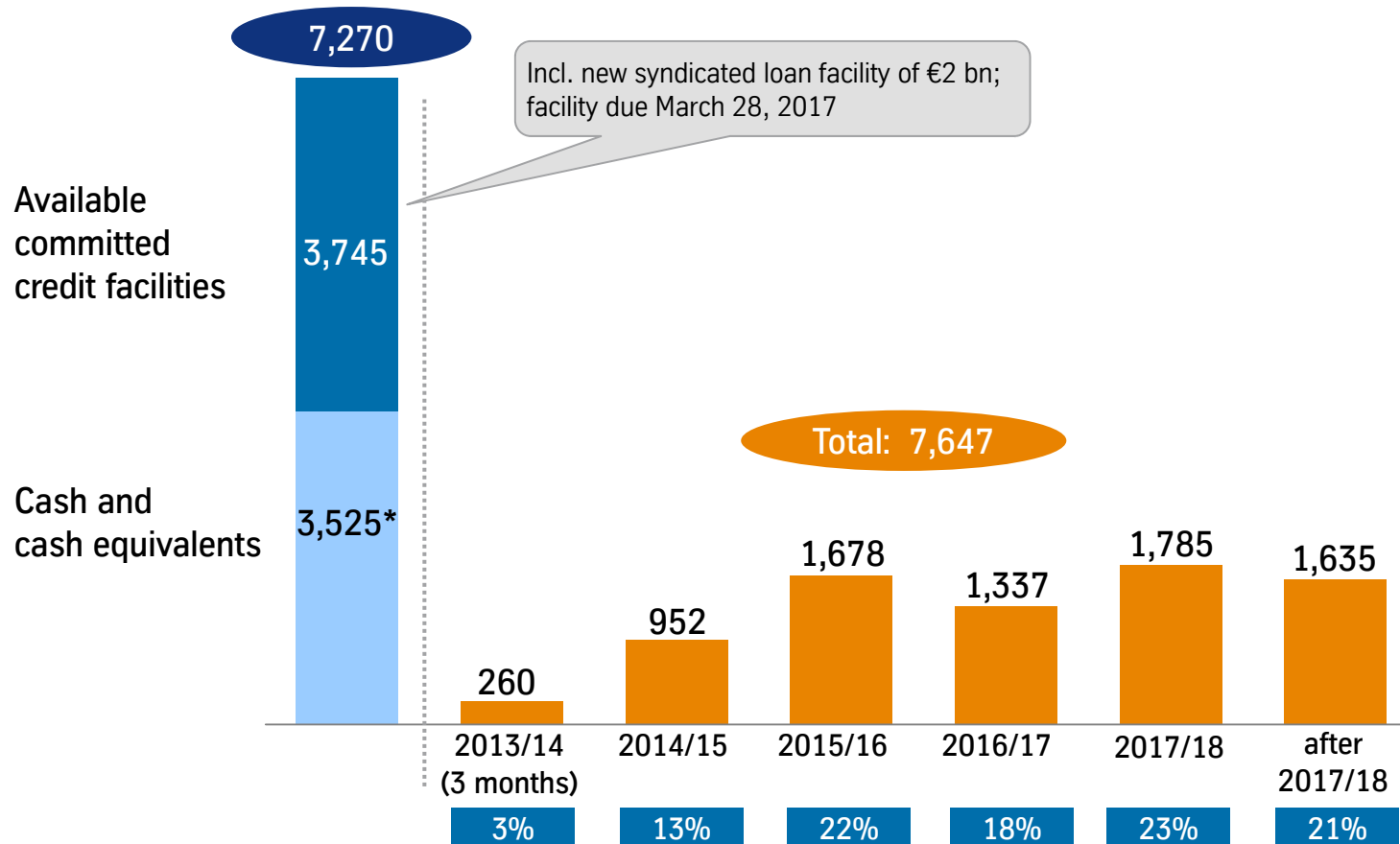
CapGoods

Materials



Solid Financial Situation

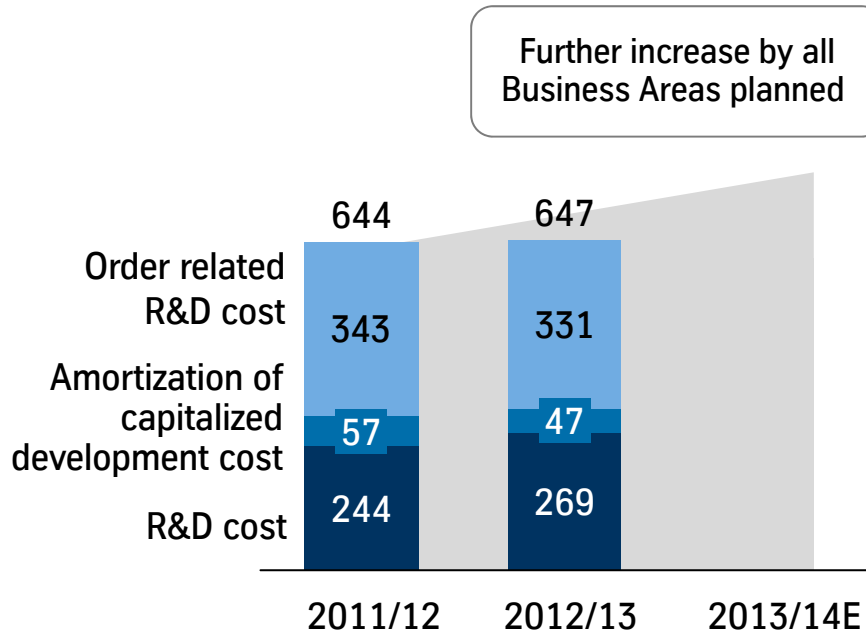
Liquidity analysis and maturity profile of gross financial debt as of June 30, 2014 (million €)



* incl. securities of €5 m

Change in Innovation Ambition

R&D expenses TK Group



R&D and innovation characterized by ambition for sustainable technological differentiation

Note: Group w/o Inoxum increased R&D expenses by €20 m or 3.2%

The InCar[®]plus Project 2013/2014



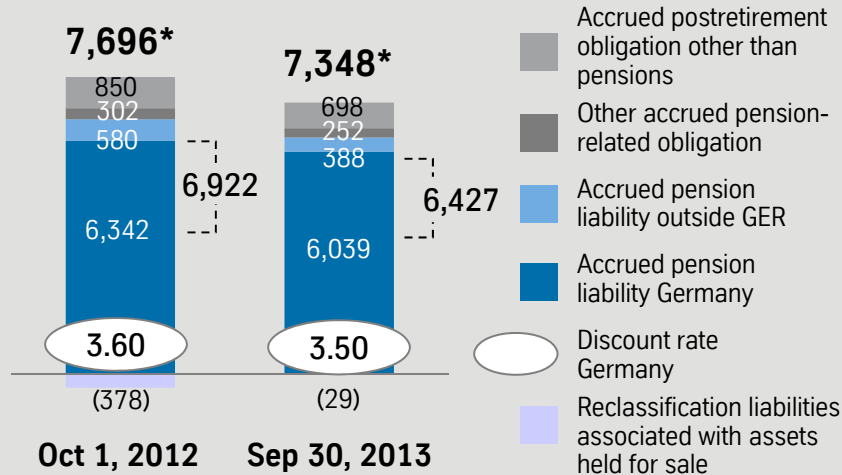
Highlights:

- 30 projects with more than 40 individual solutions
- Green, cost-competitive, lightweight, high-performing
- **Body:**
Innovative steel technologies for economical lightweight design
- **Powertrain:**
Optimized internal combustion engines and efficient electric drives for the mobility of tomorrow
- **Chassis & Steering:**
Comfort and safety – performance driver for more functionality, while retaining lightweight design targets

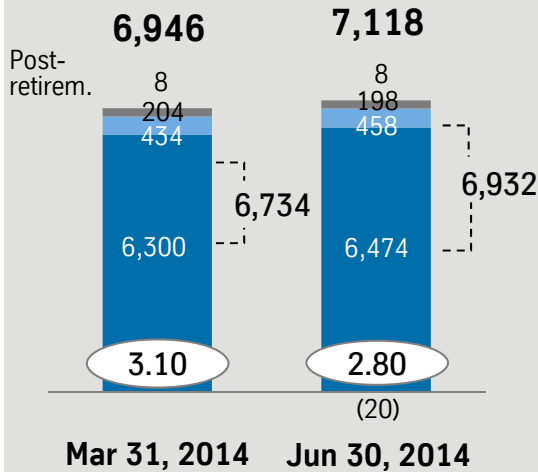
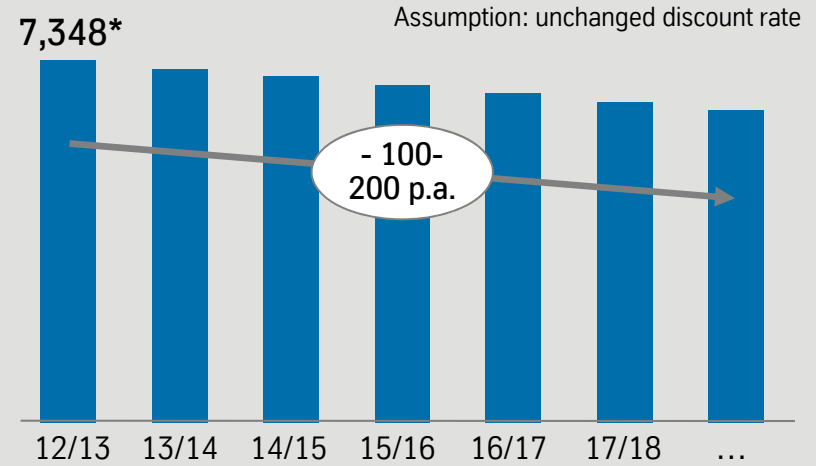


Accrued Pension and Similar Obligations

Accrued pension and similar obligations (in €m)



Accrued pension & similar obligations expected to decrease over time (in €m)

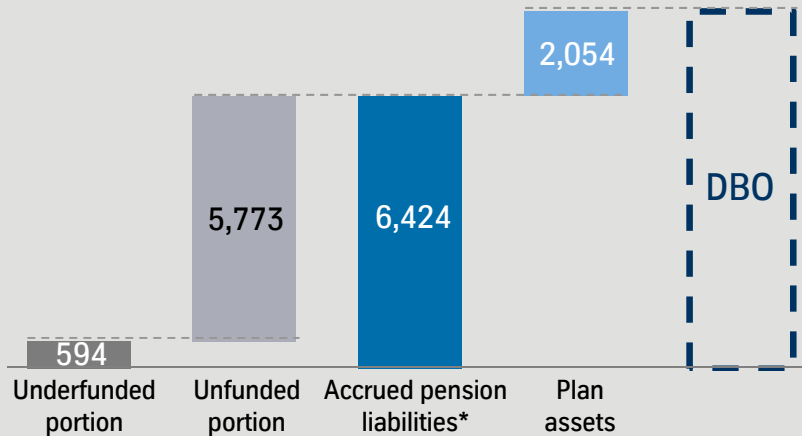


- “Patient” long-term debt, no immediate redemption in one go
- Interest cost independent of ratings, covenants etc.
- German discount rate aligned to interest rate for AA-rated corporate bonds and discounts rate of other German companies
- Yoy decrease in accrued pension liability mainly driven by increased discount rate outside Germany and divestment of Inoxum
- Qoq increase in accrued pension liability due to lower German discount rate
- Number of plan participants steadily decreasing
- 66% of obligations owed to retired employees, average age ~75 years

* Figures have been adjusted due to the adoption of IAS 19R

Majority of Pension Plans in Germany

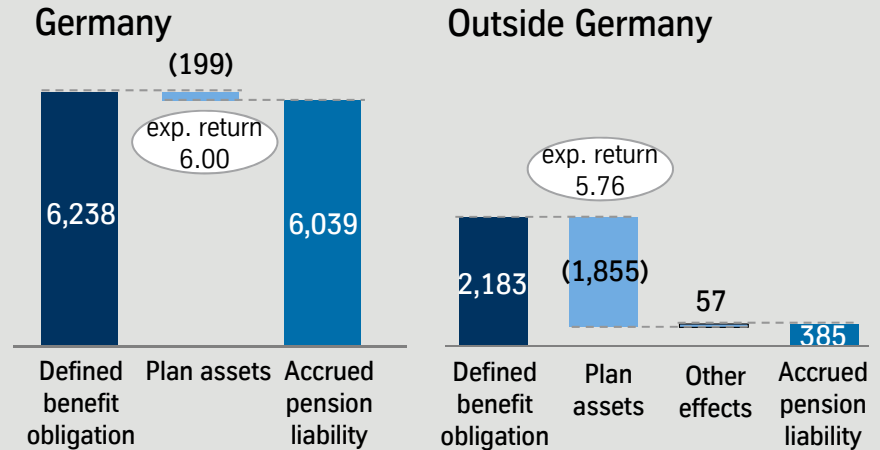
Funded status of defined benefit obligation (FY 2012/13, in €m)



* incl. other effects of €57 m

- 98% of the unfunded portion can be found in Germany since the German pension system requires no mandatory funding of pension obligations with plan assets; funding is mainly done by ThyssenKrupp's operating assets

Development of accrued pension liabilities (FY 2012/13, in €m)

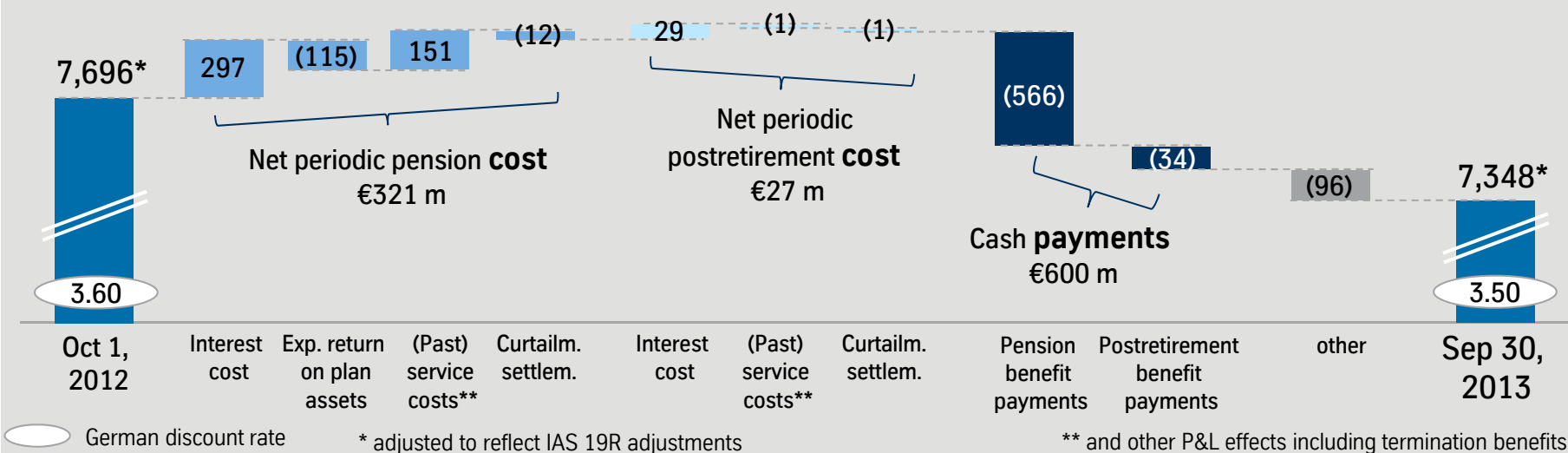


- Plan assets outside Germany mainly attributable to USA (~37%) and UK (~30%)
- Plan asset classes include national and international stocks, fixed income, government and non-government securities and real estate

Accrued pension liability and accrued postretirement obligation other than pensions referring to defined benefit plans

Mature Pension Schemes: Benefit Payments Higher Than Costs

Elements of Change in Accrued Pensions and Similar Obligations (in €m) / Position in Key Financial Statements



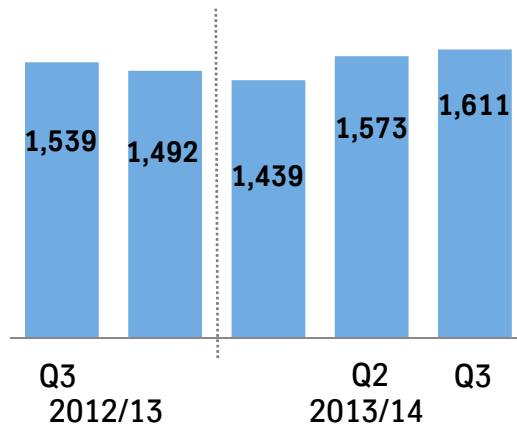
P&L ¹⁾	Interest income/expense	Personnel expenses	Interest in/exp	Personnel expenses			
in EBIT	–	–	✓	✓	–	–	–
below EBIT	✓ (in "I")	✓ (in "I")	–	–	✓ (in "I")	–	–
other compr. income	–	–	–	–	–	–	(✓) (partly in actuarial gains/losses)
Cash Flow Statement	Included in "changes in accrued pension & similar obligations" (mainly net periodic costs – payments)						

¹⁾ additionally personnel expenses include €127 m net periodic pension cost for defined contribution plans
Accrued pension liability and accrued postretirement obligation other than pensions referring to defined benefit plans

Components Technology – Q3 2013/14 Highlights

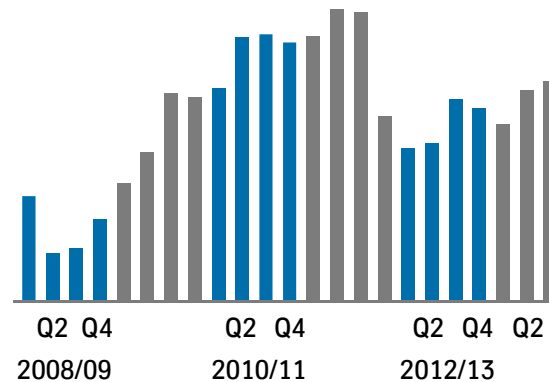
CT

Order intake in €m

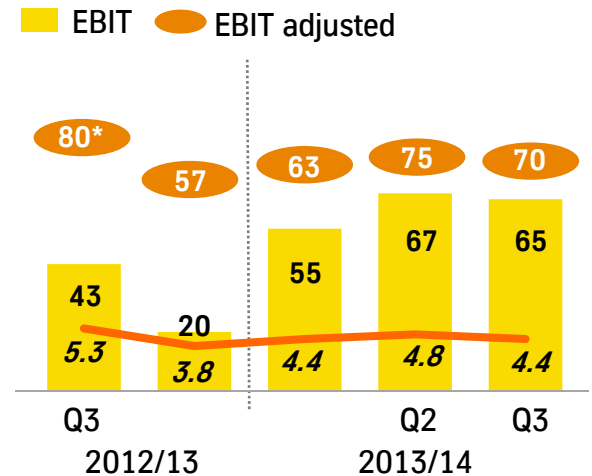


Quarterly order intake auto components

Q3 2013/14: qoq/yoy higher order intake driven by continuing strong demand for LV in the US and China



EBIT in €m; EBIT adj. margin in %



Strengthening differentiation:
Leveraging ThyssenKrupp Group synergies

InCar[®]plus



InCar[®]plus results
release
September 2014

Current trading conditions

- Continuing good order activity in Q3 (+2% qoq; +5% yoy)
 - Light vehicles:** ongoing positive development in China and the US; further recovery in Western Europe (at low level)
 - Trucks:** ongoing weak markets with slight recovery in the US
 - Industrial components:** further improving business activity for wind turbines (especially in China); construction equipment market still challenging
- yoy underlying (w/o non-periodic effects) EBIT adj. broadly stable
- Q3 2013/14 affected by repair/maintenance costs at Powertrain (Forged & Machined Components)



Key figures

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	€m	1,324	1,360	1,539	1,492	5,715	1,439	1,573	1,611
Sales	€m	1,345	1,360	1,517	1,490	5,712	1,428	1,555	1,603
EBITDA	€m	108	130	145	95	478	120	136	135
EBITDA adjusted	€m	107	129	145	126	506	129	144	139
EBIT	€m	42	64	43	20	168	55	67	65
EBIT adjusted	€m	41	62	80	57	240	63	75	70
EBIT adj. margin	%	3.0	4.6	5.3	3.8	4.2	4.4	4.8	4.4
TK Value Added	€m					(100)			
Ø Capital Employed	€m	2,896	2,959	2,988	2,978	2,978	2,867	2,856	2,871
BCF	€m	(103)	(82)	102	161	78	(41)	1	7
CF from divestm.	€m	2	6	1	5	14	2	0	0
CF for investm.	€m	(124)	(85)	(77)	(103)	(389)	(65)	(73)	(74)
Employees		27,789	27,698	27,562	27,737	27,737	28,057	28,354	28,500

BCF (Business Cash Flow) = FCF before interest, tax and divestments
 = EBITDA +/- Δ NWC – Capex +/- Other

Components Technology – Overview

Eight Business Units in Three Clusters

CT

Sales: €5,712 m; Employees: 27,737

CHASSIS (~60% of sales)

STEERING

DAMPERS

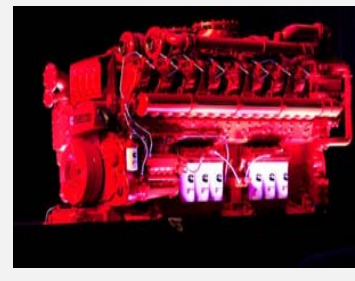


SYSTEMS

SPRINGS &
STABILIZERS

POWERTRAIN (~20% of sales)

CAMSHAFTS



FORGED &
MACHINED
COMPONENTS

INDUSTRY (~20% of sales)

BEARINGS



UNDERCARRIAGES

Note: Sales and employees as of FY 2012/13 and Sep 30, 2013

Future Customer Challenges Create Business Opportunities

Leveraging Technology Base and Global Presence

CT

Future Challenges



Strategic Actions Components Technology

Realign Footprint

- Explore market opportunities: Strong global presence, ongoing actions to optimize footprint
- Global footprint to ensure proximity to customers

Increase Performance

- Focus on process efficiency, highest quality standards and customer service
- Close cooperation leveraging entire Group
- BA- and Group-wide programs accelerate learning curve in all business units
- Cost efficiency and restructuring

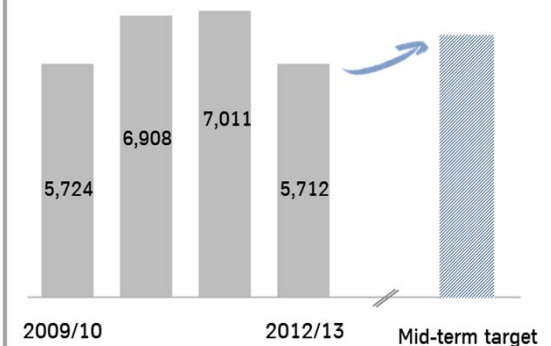
Differentiate

- Support environmental targets: Ongoing innovations for less weight and CO₂-reduction (e.g. cylinder head module)
- Strong R&D pipeline within our three business segments (e.g. InCar^{plus} for automotive innovations)

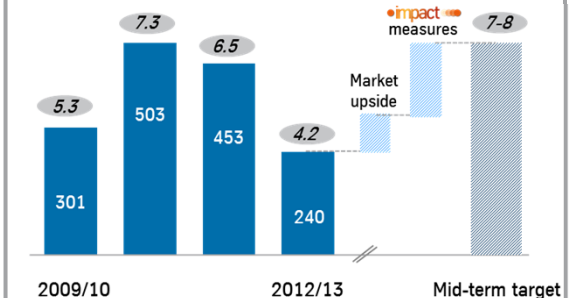


Strongest Performance Lever

Sales (million €)



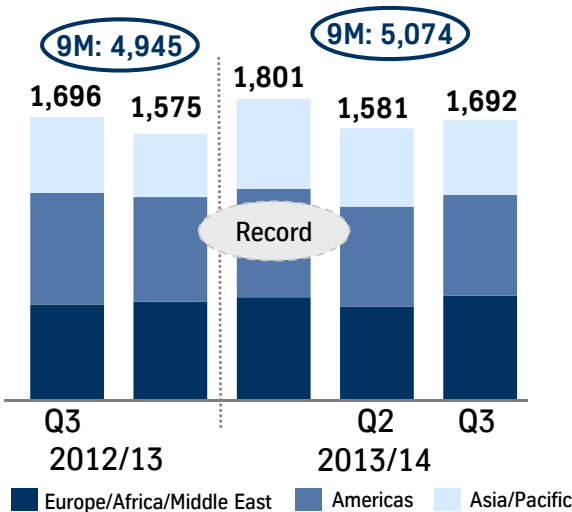
EBIT adj., EBIT adj. margin (million €, %)



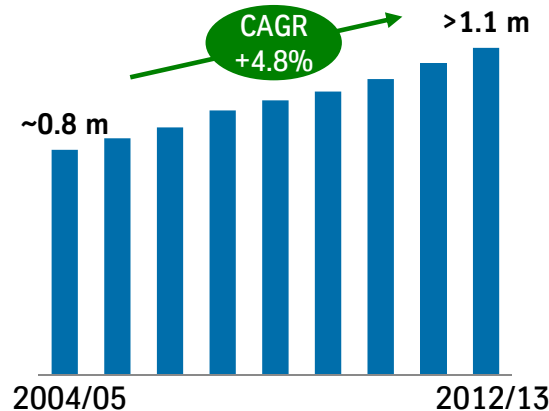
Elevator Technology – Q3 2013/14 Highlights

ET

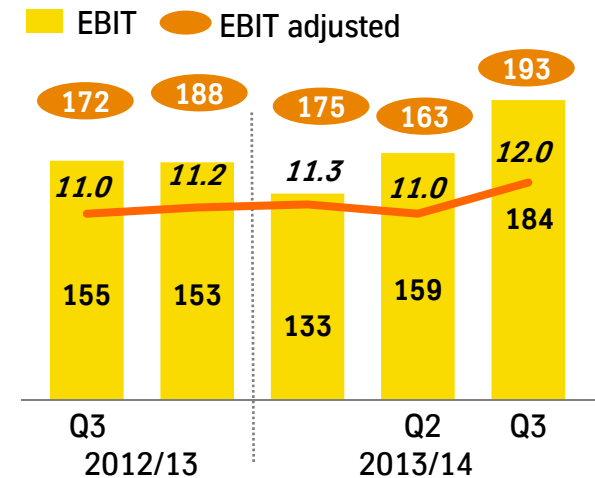
Order intake in €m



Units under Maintenance



EBIT in €m; EBIT adj. margin in %



New project: Shenzhen Metro Line 7 in China



- Supply of 137 heavy duty escalators
- Installation in 16 stations of Metro Line 7 in Shenzhen
- Completion in December 2016

Together with 73 escalators at Shenzhen North Station railway hub, total number of installed elevators and escalators at Shenzhen's metro network is 888 units

Current trading conditions

- **Order backlog** €4 bn at new record level
- **Order intake** in Q3 yoy up (+4%) if adjusted for F/X
 - **New installation:** ongoing strong demand from US and A/P (China, South Korea); Europe weakening in Spain and France
 - **Modernization:** driven by Europe and Americas
 - **Maintenance:** esp. in Southern Europe very competitive; however constantly growing service portfolio worldwide
- **Margin improvement** by 1%p qoq and yoy reflects both efficiency gains and operational progress



Key figures

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	€m	1,616	1,633	1,696	1,575	6,520	1,801	1,581	1,692
Sales	€m	1,532	1,388	1,562	1,673	6,155	1,544	1,481	1,609
EBITDA	€m	190	159	179	176	703	152	177	204
EBITDA adjusted	€m	188	166	197	201	753	194	181	212
EBIT	€m	171	133	155	153	611	133	159	184
EBIT adjusted	€m	169	146	172	188	675	175	163	193
EBIT adj. margin	%	11.0	10.5	11.0	11.2	11.0	11.3	11.0	12.0
TK Value Added	€m					423			
Ø Capital Employed	€m	2,359	2,371	2,372	2,353	2,353	2,271	2,271	2,262
BCF	€m	74	257	203	118	652	51	230	159
CF from divestm.	€m	3	3	1	2	9	1	0	0
CF for investm.	€m	(23)	(20)	(25)	(76)	(144)	(14)	(19)	(21)
Employees		47,897	48,150	48,488	49,112	49,112	49,348	49,316	49,707

BCF (Business Cash Flow) = FCF before interest, tax and divestments
= EBITDA +/- Δ NWC – Capex +/- Other

Elevator Technology

Sales*: €6,155 m; Employees*: 49,112

Operating
Unit

Central/Eastern/
Northern Europe

Southern Europe/
Africa/Middle East

Americas

Asia/Pacific

Access
Solutions



Products/
Services

Elevators/Escalators new installation,
service and modernization

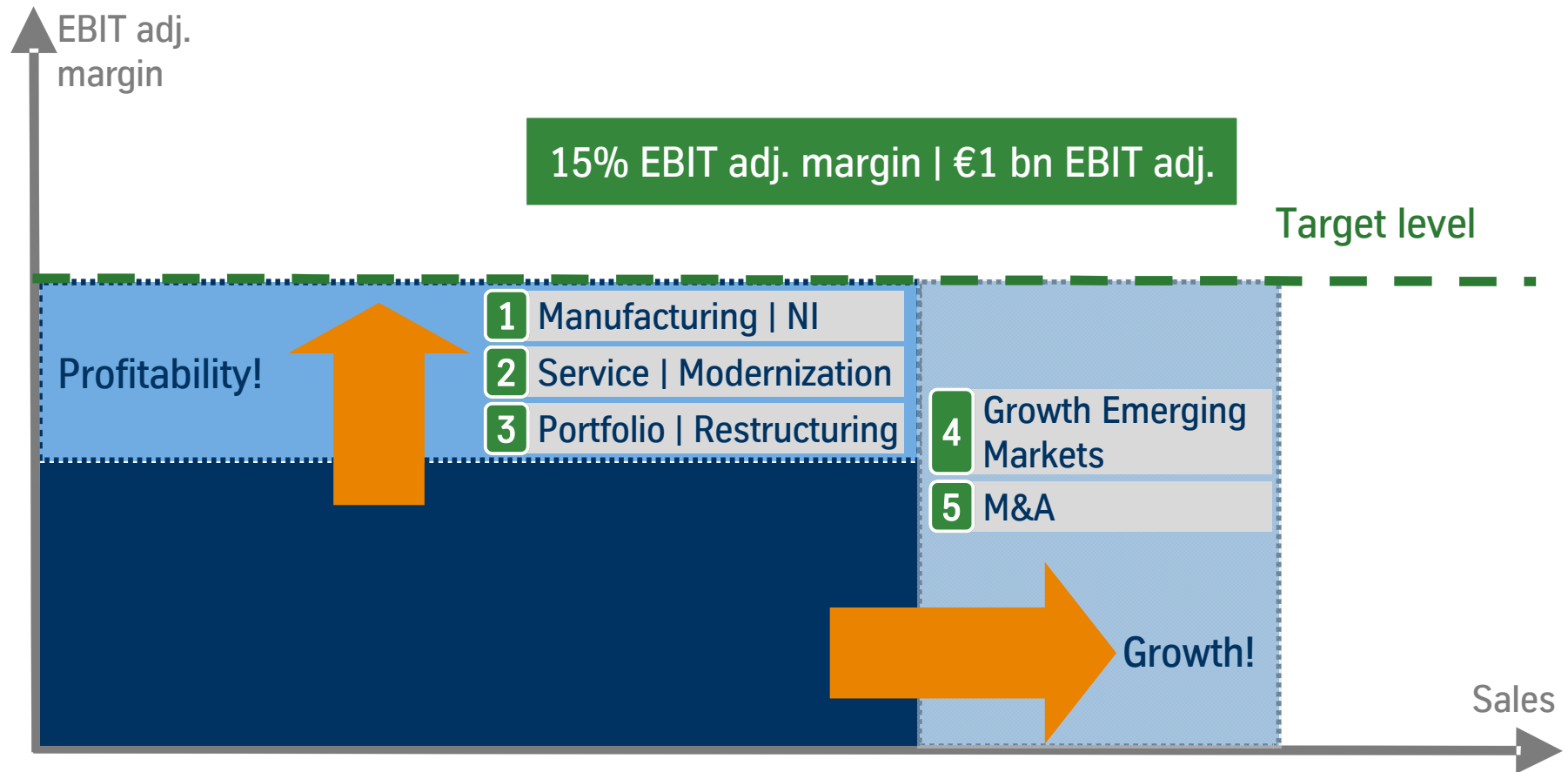
Home elevators,
stair lifts,
Passenger
Boarding
Bridges

Service base: >1,100,000 units

* Sales: FY 2012/13; Employees: Sep. 30, 2013

Five Initiatives to Improve Performance and Push Growth

ET

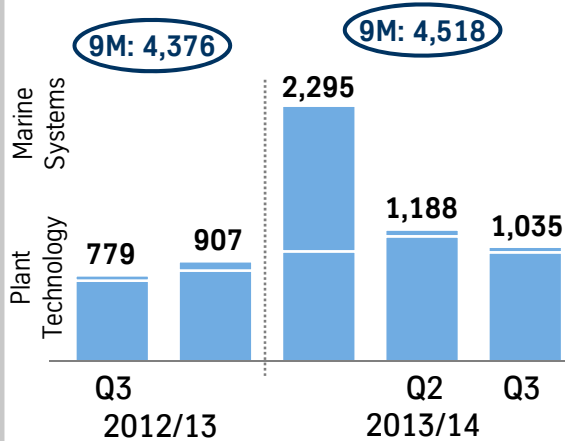


Industrial Solutions – Q3 2013/14 Highlights

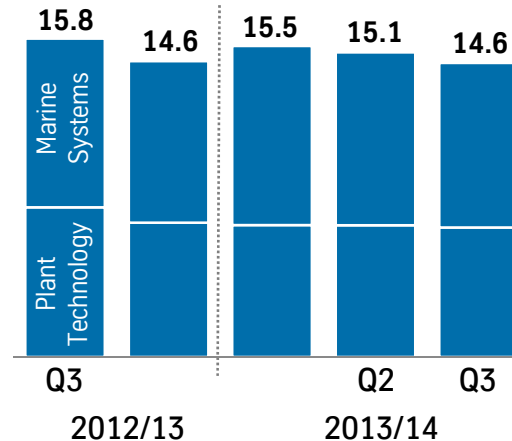
IS

Order intake in €m

Q1 13/14 big ticket MS, Q2 13/14 major cement plant

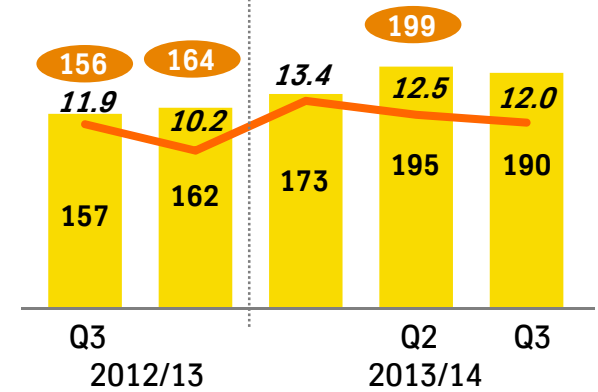


Order backlog in €bn



EBIT* in €m; EBIT* adj. margin in %

■ EBIT* ● EBIT* adjusted



* incl. notional interest credit from excess prepayment

Major orders Q3 2013/14

2 cement plants in our growth markets:



(Comparable project)

- 2 cement plants for Saudi Arabia and Bolivia
- Orders include engineering and construction of main production line as well as related offsites & utilities
- SoP: 2016

Current trading conditions

- Positive momentum continues, 9M OI +7% (adj. for F/X):
 - **chemicals:** reliable smaller-sized orders; interest for fertilizer and polymer plants and associated offsites & utilities
 - **cement:** sustained high demand for cement plants driven by infrastructure growth in emerging markets
 - **mining:** ongoing lower customer new installation demand cushioned by comp. & service and stable oil sands business
 - big ticket for Marine Systems
- EBIT adj. on high level further driven by billing of fertilizer projects and efficiency gains across all businesses



Key figures

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	€m	2,002	1,595	779	907	5,283	2,295	1,188	1,035
Sales	€m	1,306	1,428	1,306	1,602	5,641	1,288	1,593	1,585
EBITDA	€m	155	210	174	179	718	186	211	204
EBITDA adjusted	€m	155	191	174	183	702	186	214	205
EBIT	€m	141	198	157	162	658	173	195	190
EBIT adjusted	€m	140	180	156	164	640	173	199	190
EBIT adj. margin	%	10.7	12.6	11.9	10.2	11.3	13.4	12.5	12.0
TK Value Added	€m					525			
Ø Capital Employed	€m	1,488	1,478	1,462	1,472	1,472	1,523	1,485	1,445
BCF	€m	277	344	158	(255)	524	264	(29)	28
CF from divestm.	€m	1	3	2	13	19	1	(1)	1
CF for investm.	€m	(8)	(10)	(14)	(32)	(64)	(11)	(11)	(16)
Employees		18,176	18,427	18,660	18,841	18,841	18,982	19,081	19,065

BCF (Business Cash Flow) = FCF before interest, tax and divestments
 = EBITDA +/- Δ NWC – Capex +/- Other

ThyssenKrupp Industrial Solutions

(Sales: €5,641 m; Employees: 18,841)





Engineering (E)

Procurement (P)

Construction (C) &
Services (S)

Know-how transfer based on common value chain

70% of employees have an engineering / technical degree

Business Units	Marine Systems	Process Technologies	Resource Technologies	System Engineering
				
Products & Services with market positions (#)	<ul style="list-style-type: none"> Non-nuclear submarines (#1) Naval surface vessels frigates & corvettes 	Plants for: <ul style="list-style-type: none"> Nitrogen Fertilizers (#1) Electrolysis (#1) Coke Technology (#1) Oil & Gas / Polymers 	Plants & equipment for: <ul style="list-style-type: none"> Open Pit Mining (#1) Cement industry (#3) 	Production systems for: <ul style="list-style-type: none"> Automotive industry (#2) Aerospace industry
Sales (€m)	~1,300	~1,400	~2,100	~800
Employees	~4,050	~5,400	~5,700	~3,650

Note: Sales and employees as of FY 2012/13 and Sep 30, 2013

Enhancing Global Growth & Becoming a Global Leading Player

IS

1

Leveraging Growth

EPC, Technology & Innovation, Service, M&A

2

Integration & Regionalization

Regional Clusters, Joint Customer Marketing

3

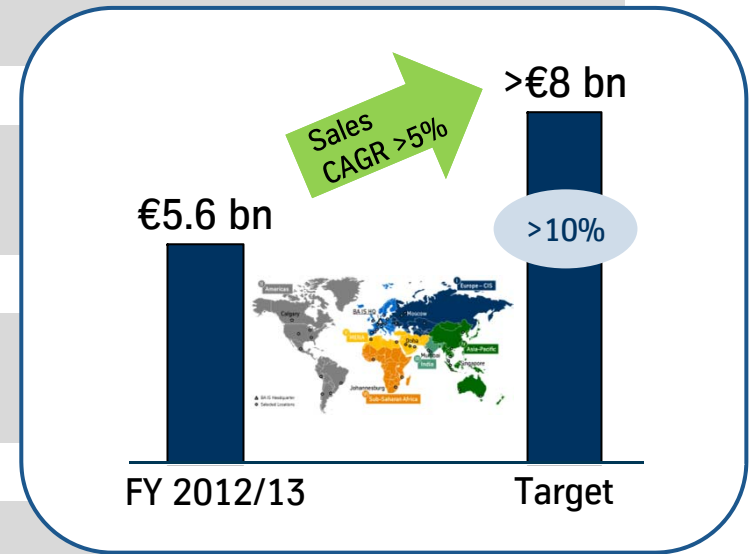
People

Global Mobility, Recruiting

4

Performance

Risk Management, Cultural Change, **impact**



€8 bn sales with double-digit EBIT margin*

* incl. notional interest credit from excess prepayment

Materials Services – Q3 2013/14 Highlights

MX

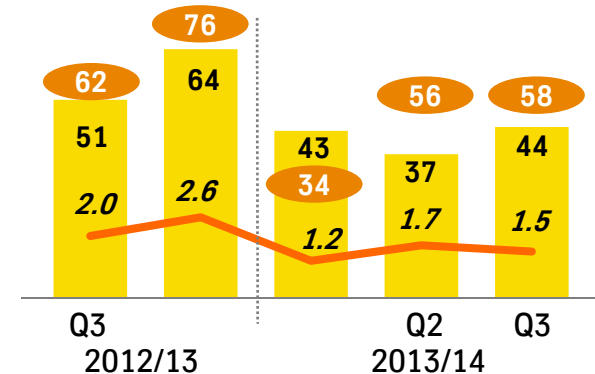
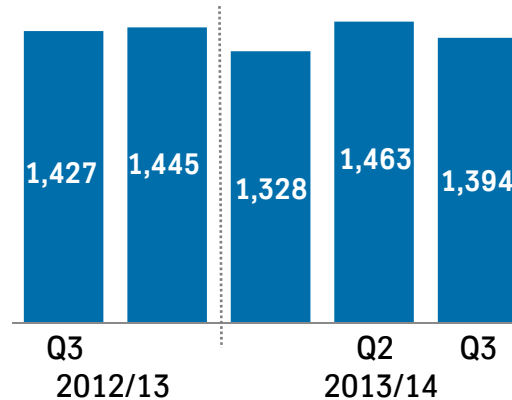
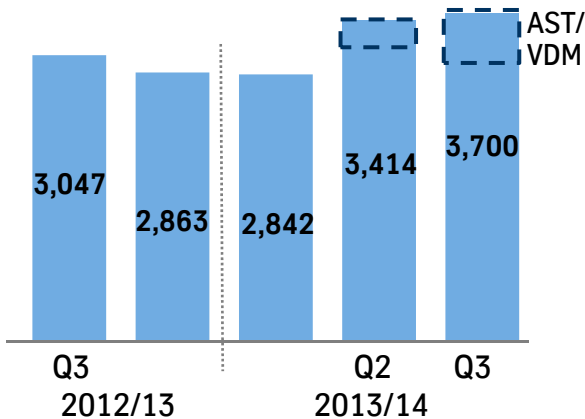
Order intake* in €m

Materials warehousing shipments in 1,000 t

EBIT in €m; *EBIT adj. margin in %*

*thereof materials warehousing business ~60%

■ EBIT ● EBIT adjusted



Integration of AST/VDM (since Feb 28, 2014)

Current trading conditions

Materials Services

Metals
Services

Special
Services

Special
Materials

VDM

AST

Distribution
AST

Performance / attractiveness concept for AST/VDM
in discussion with stakeholders

- Shipments in 9M +5% yoy
- Order intake in Q3 -1% yoy on comparable basis due to pricing and product mix
AST/VDM contribute ~€700 m to order intake and sales
- Pricing environment still unsatisfying; prices for nearly all relevant materials on average below prior year
- Broadly stable earnings in Q3 yoy
 - Sales initiatives and performance programs pay off
 - AST/VDM with EBIT contribution of €(2) m



Key figures

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	€m	2,765	2,988	3,047	2,863	11,663	2,842	3,414	3,700
thereof Special Materials								288	731
Sales	€m	2,815	2,923	3,056	2,906	11,700	2,739	3,320	3,780
thereof Special Materials								266	763
EBITDA	€m	59	(134)	87	85	96	62	66	88
EBITDA adjusted	€m	63	80	84	99	326	54	85	102
thereof Special Materials								4	21
EBIT	€m	36	(157)	51	64	(6)	43	37	44
EBIT adjusted	€m	40	58	62	76	236	34	56	58
thereof Special Materials								(3)	(2)
EBIT adj. margin	%	1.4	2.0	2.0	2.6	2.0	1.2	1.7	1.5
thereof Special Materials								(1.1)	(0.3)
TK Value Added	€m					(258)			
Ø Capital Employed	€m	2,913	2,925	2,881	2,808	2,808	2,562	3,017	3,312
thereof Special Materials								357	583
BCF	€m	(175)	(29)	136	258	190	(236)	(67)	(87)
thereof Special Materials								(1)	(43)
CF from divestm.	€m	2	8	34	5	49	19	1	4
CF for investm.	€m	(19)	(13)	(8)	(36)	(76)	(13)	(16)	(26)
Employees		26,280	26,230	25,994	26,978	26,978	25,128	30,653	30,467

BCF (Business Cash Flow)
 = FCF before interest, tax and divestm.
 = EBITDA +/- Δ NWC – Capex +/- Other

Link Between Industrial and Raw Materials Producers and Customers

MX

Materials Services:

Sales: €11,700 m; Employees: 26,978

Producers



Materials Services



Customers



Note: Sales and employees as of FY 2012/13 and Sep 30, 2013

Materials Services – Performance and Growth Levers

Performance Before Growth!

MX

EBIT
margin



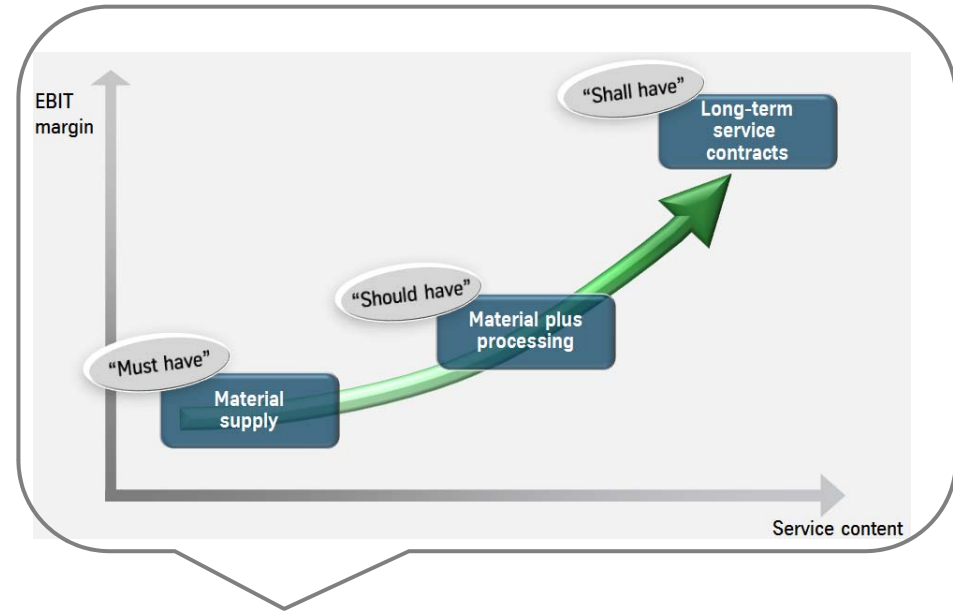
Performance Initiatives

Profitability!

Growth!

Sales

- Organic growth
- Selected smaller growth investments (e.g. USA, Europe)



Steel Europe – Q3 2013/14 Highlights

SE

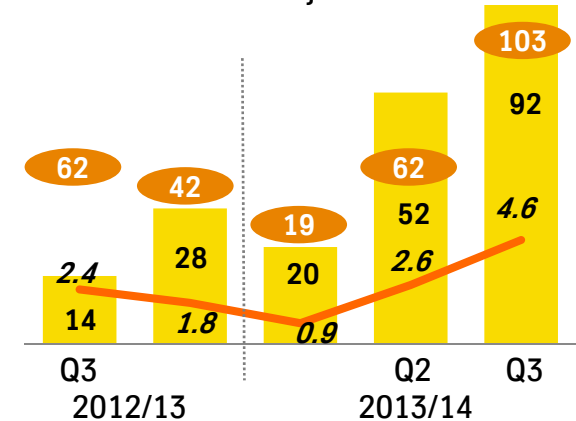
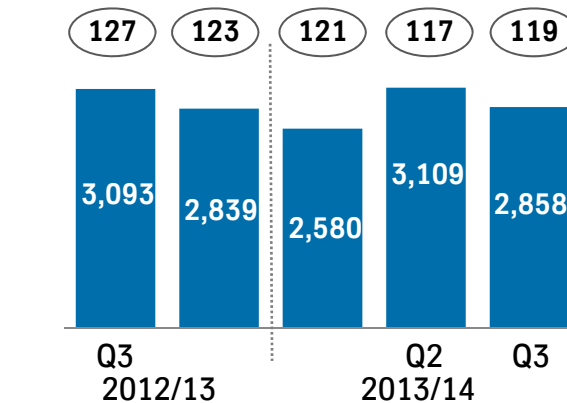
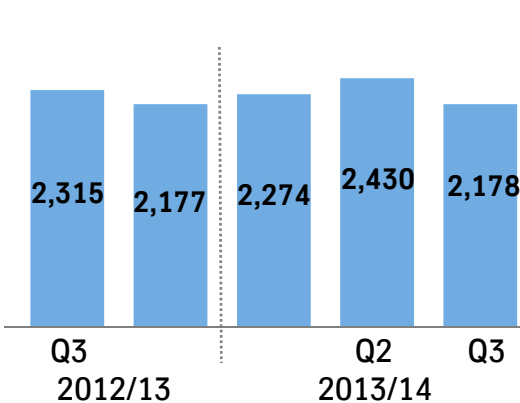
Order intake in €m

Shipments in 1,000 t

EBIT in €m; *EBIT adj. margin in %*

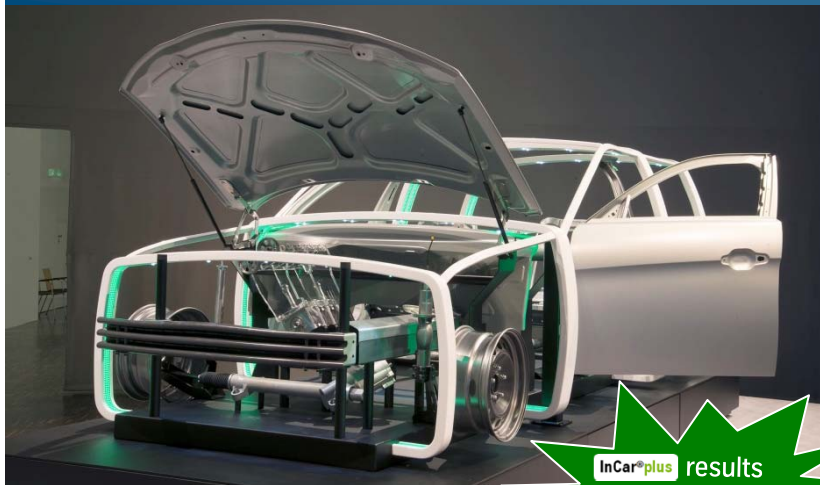
Ø rev/t indexed (Q1 2004/05=100)

■ EBIT ■ EBIT adjusted



Strengthening differentiation:
Leveraging ThyssenKrupp Group synergies

InCar[®]plus



InCar[®]plus results
release
September 2014

Current trading conditions

- Qoq higher EBIT adj. as weaker shipments from production and logistics constraints (severe weather impact on railway logistics) were more than compensated by slightly higher Ø rev/t and lower raw material costs
- BF#2 reline and further/complementary Capex/maintenance and repair projects progressing to schedule
- Expectation fiscal Q4: qoq significantly lower EBIT adj. with lower production volumes (BF#2 reline), less fixed cost dilution, higher maintenance and repair costs, storm-related lag effects on shipments
- Against background of inadequate selling prices and earnings, focus remains on "Best-in-Class Reloaded"



Key figures

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	€m	2,403	2,620	2,315	2,177	9,515	2,274	2,430	2,178
Sales	€m	2,253	2,512	2,562	2,293	9,620	2,074	2,389	2,228
EBITDA	€m	142	98	119	154	512	126	158	192
EBITDA adjusted	€m	142	118	166	146	572	126	168	205
EBIT	€m	29	(10)	14	28	62	20	52	92
EBIT adjusted	€m	30	9	62	42	143	19	62	103
EBIT adj. margin	%	1.3	0.4	2.4	1.8	1.5	0.9	2.6	4.6
TK Value Added	€m					(432)			
Ø Capital Employed	€m	5,387	5,351	5,291	5,198	5,198	4,669	4,605	4,595
BCF	€m	15	97	173	(5)	280	182	59	(41)
CF from divestm.	€m	2	1	5	159	167	0	(3)	(4)
CF for investm.	€m	(94)	(105)	(74)	(136)	(409)	(91)	(63)	(95)
Employees		27,629	27,773	27,609	26,961	26,961	26,658	26,397	26,047

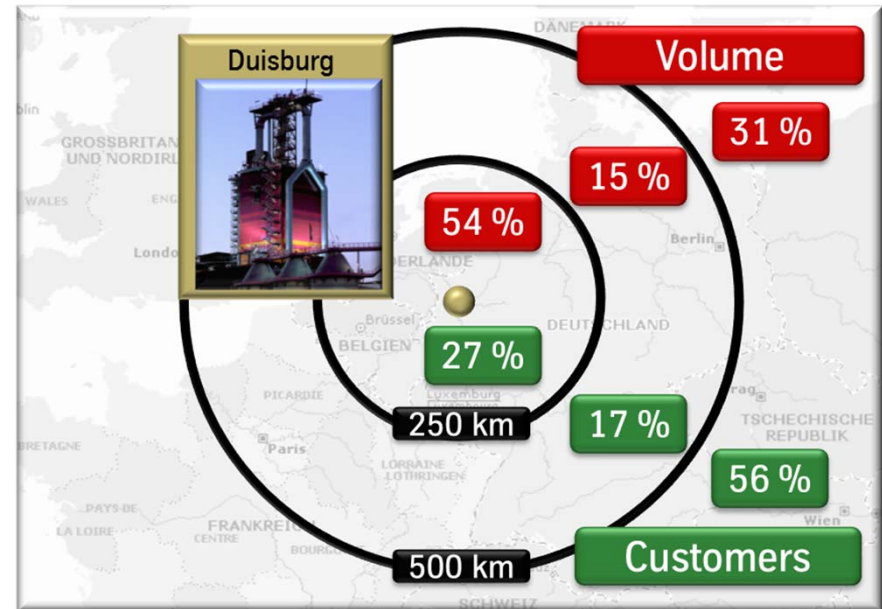
BCF (Business Cash Flow) = FCF before interest, tax and divestments
= EBITDA +/- Δ NWC – Capex +/- Other

Steel Europe – Overview

SE

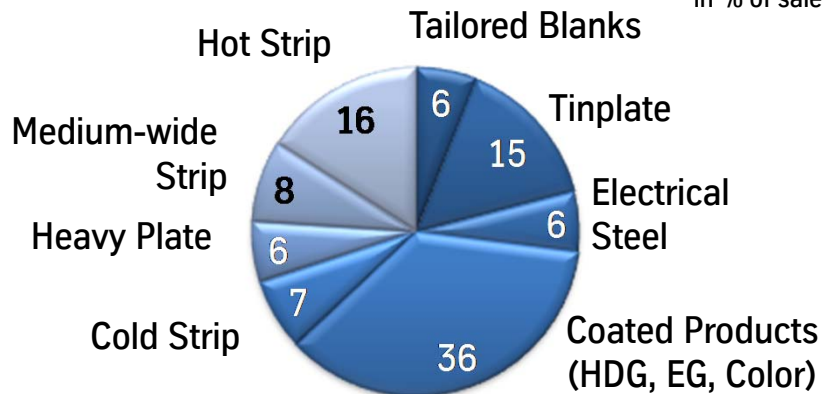
Key Figures Steel Europe

		2008/09	2009/10	2010/11	2011/12	2012/13
Sales	€m	9,570	10,770	12,814	10,992	9,620
Crude steel	kt	9,226	13,296	13,247	11,860	11,646
Shipments	kt	9,341	12,009	13,022	12,009	11,519
EBITDA	€m	487	1,301	1,670	659	513
EBIT	€m	(134)	731	1,133	188	62
EBIT adj	€m	84	731	1,133	247	143
Empl. (Sep 30) #		36,416	34,711	28,843	27,761	26,961



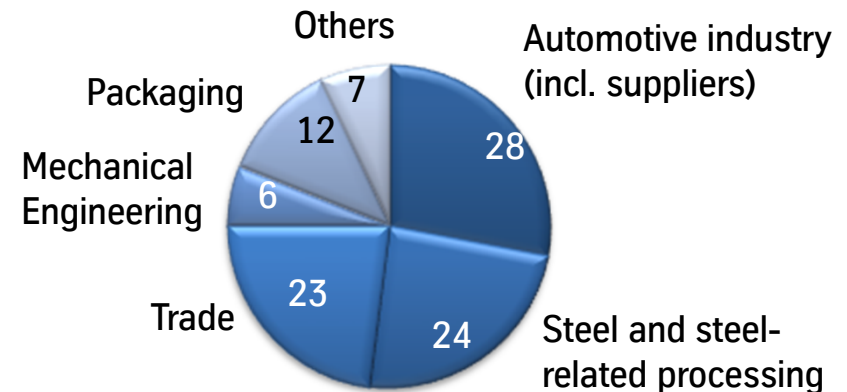
Product Mix Steel Europe FY 2012/13

in % of sales



Sales by Industry Steel Europe FY 2012/13

in % of sales

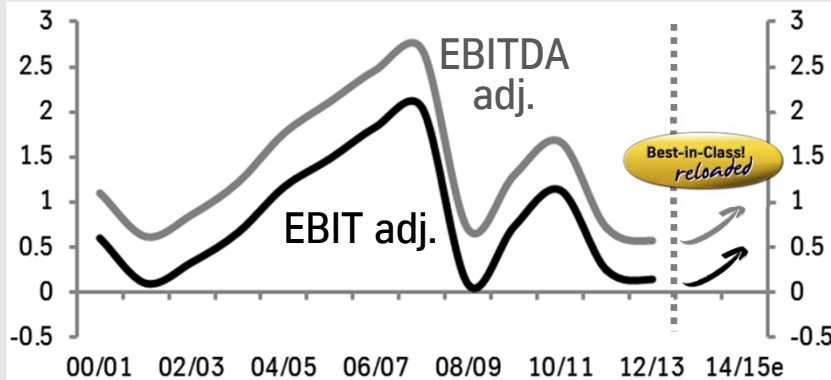


Comprehensive Cost & Differentiation Program Geared to Sustainable Improvement of Profit and Cash Flow Profile

SE

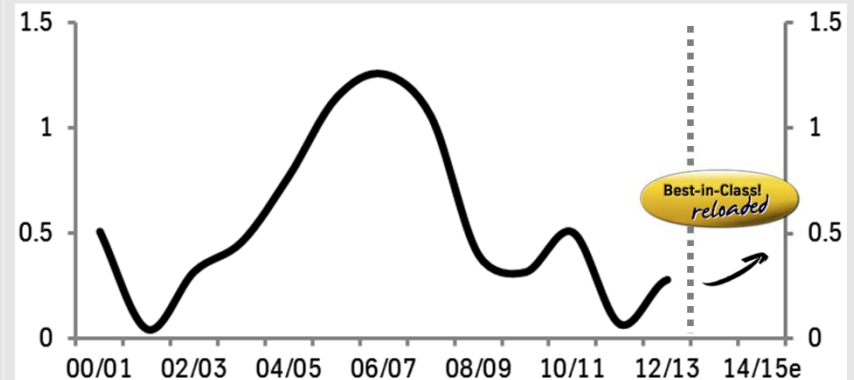
EBIT adj / EBITDA adj *

in € bn



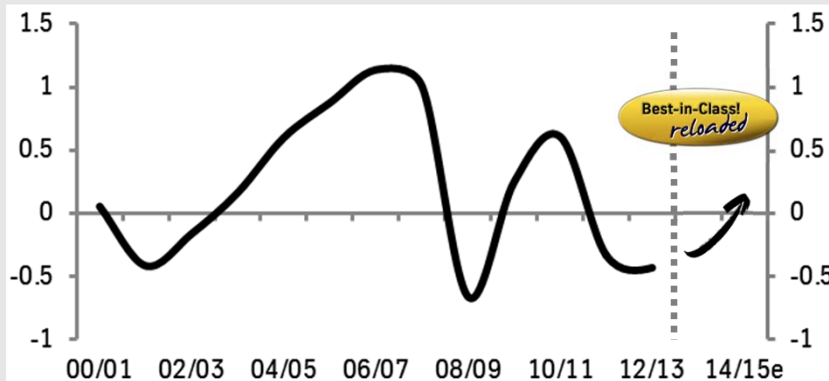
Business Cash-Flow**

in € bn



TKVA

in € bn



- historically with manageable volatility
 - sig +ve EBIT adj / BCF in upcycle
 - ≠ -ve EBIT adj / BCF in downcycle
 - +ve Δ TKVA over the cycle
- “Best-in-Class Reloaded” program to
 - meet Group requirements and
 - tackle steel market challenges



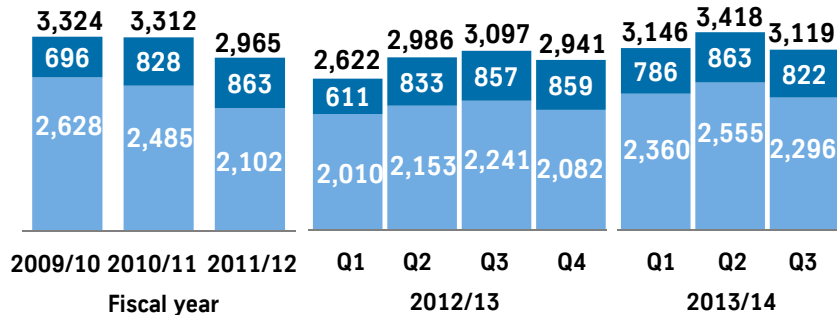
Steel Europe: Output, Shipments and Revenues per Metric Ton

SE

Crude steel output (incl. share in HKM)

1,000 t/quarter

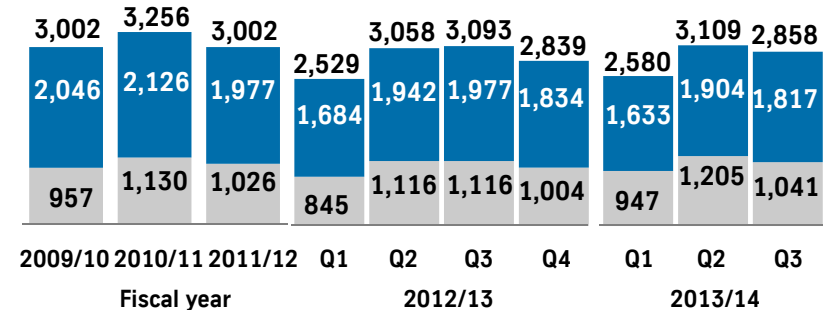
■ HKM share



Shipments*: Hot-rolled and cold-rolled products

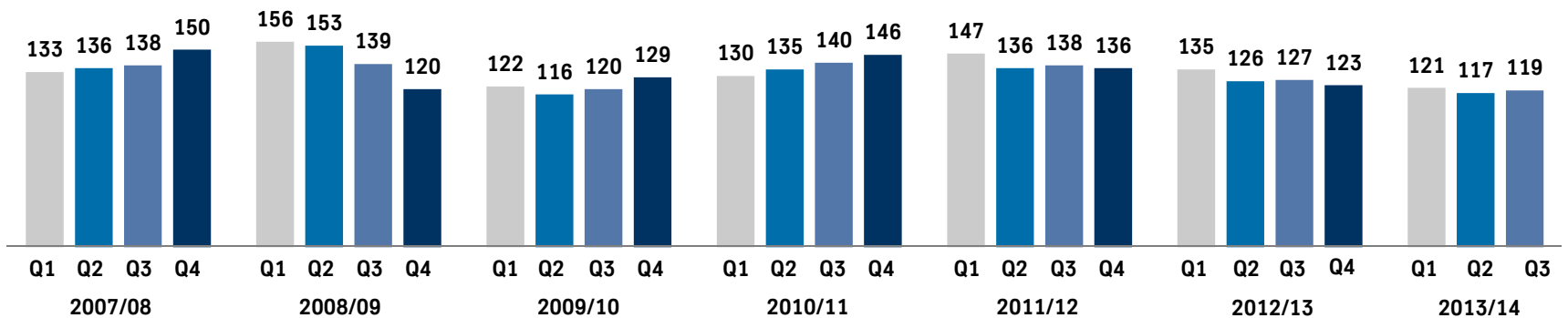
1,000 t/quarter

■ Cold-rolled
■ Hot-rolled; incl. slabs



Average revenues per ton*, indexed

Q1 2004/2005 = 100



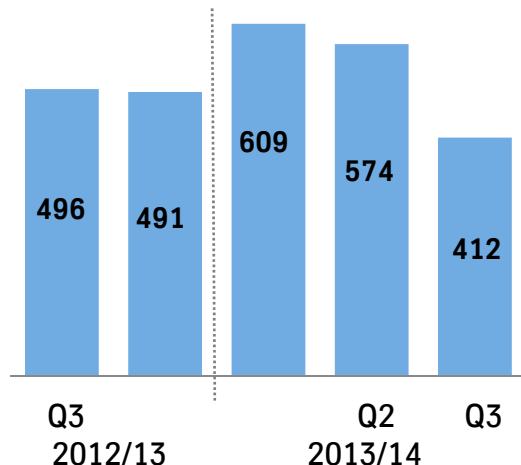
* shipments and average revenues per ton until FY 2007/08 relate to former Steel segment



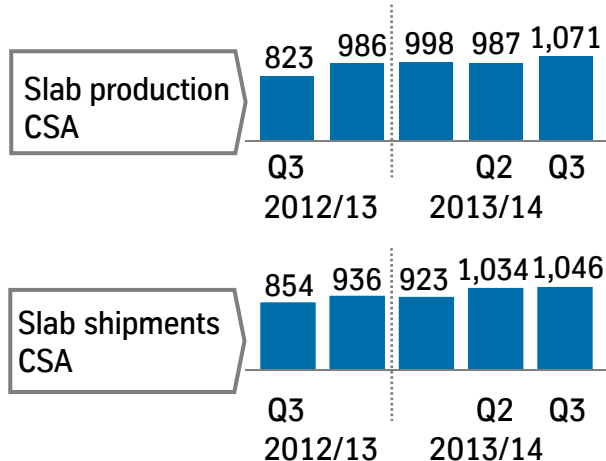
Steel Americas – Q3 2013/14 Highlights

AM

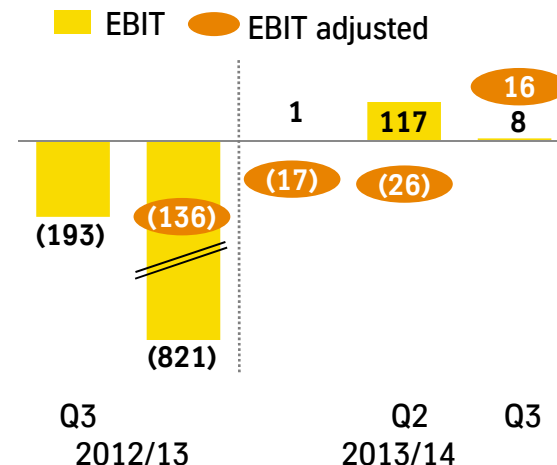
Order intake in €m



Production & shipments in 1,000 t

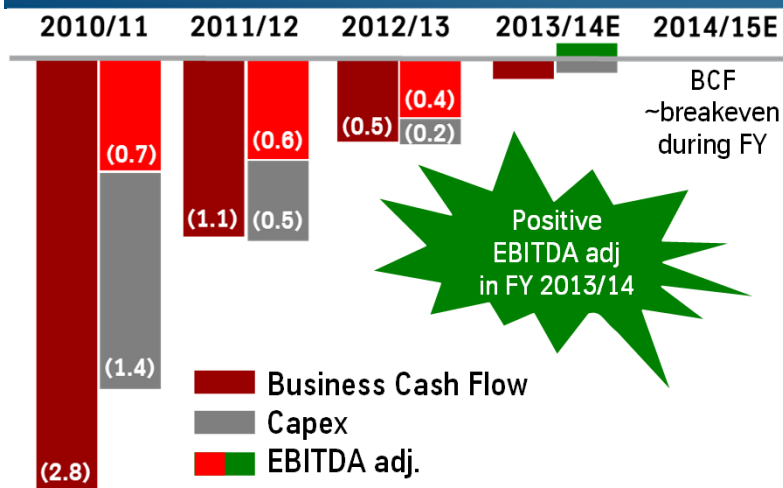


EBIT in €m



Focus on cash and earnings improvements

in € bn



Current trading conditions

- Qoq EBIT adj. up in fiscal Q3 reflecting higher and more efficient utilization, optimization of costs such as the structural improvement of fuel rate, lower raw material cost and higher Ø rev/t with favorable US prices as well as reimbursement payment (BF#2 damage in May 2013)
- Special items in Q3: €(8) m from updated valuation of a long-term freight contract
- Positive EBITDA adj. expected in current FY
- Sale of Steel USA closed on Feb 26, 2014; financials included in Steel Americas figures until end of February



Key figures

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	€m	560	509	496	491	2,056	609	574	412
Sales	€m	488	501	473	406	1,867	538	535	441
EBITDA	€m	(87)	(12)	(162)	(205)	(467)	29	143	33
EBITDA adjusted	€m	(87)	(12)	(162)	(106)	(368)	10	1	40
EBIT	€m	(122)	(44)	(193)	(821)	(1,180)	1	117	8
EBIT adjusted	€m	(122)	(44)	(193)	(136)	(495)	(17)	(26)	16
EBIT adj. margin	€m	n.a.	n.a.	n.a.	n.a.	n.a.	(3.2)	(4.9)	3.6
TK Value Added	€m					(1,291)			
Ø Capital Employed	€m	3,244	3,296	3,284	3,202	3,202	2,789	2,820	2,660
BCF	€m	(142)	(71)	(220)	(100)	(533)	(178)	(151)	84
CF from divestm.	€m	0	0	1	4	5	0	1,263	6
CF for investm.	€m	(52)	(42)	(28)	(48)	(170)	(22)	(33)	(3)
Employees		3,990	4,068	4,100	4,112	4,112	5,491	4,037	3,446

BCF (Business Cash Flow) = FCF before interest, tax and divestments
= EBITDA +/- Δ NWC – Capex +/- Other

Exit TK Steel USA

Sale to MT/NSSMY **sold**

Price: \$1.55 bn

TKS USA
Alabama

Shift in market focus TK CSA

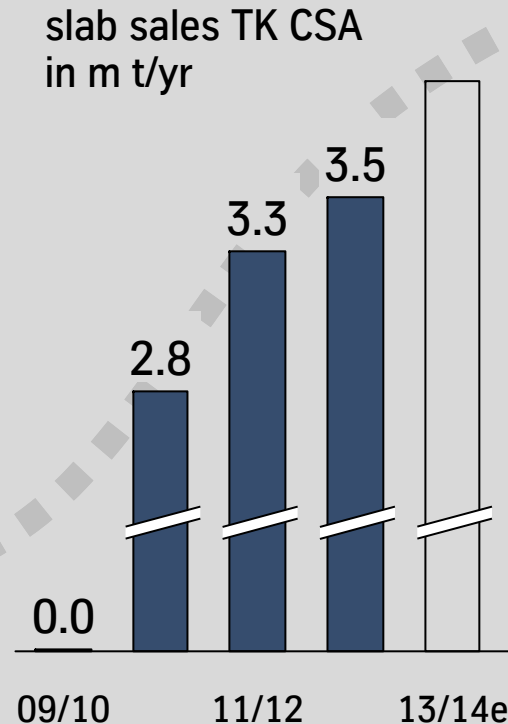
Slab supply contract

- 2 mt/yr until Sep 2019
- @ [HRC MidWest minus]

TK CSA
Brazil

Current focus on operating improvements in Brazil

slab sales TK CSA
in m t/yr

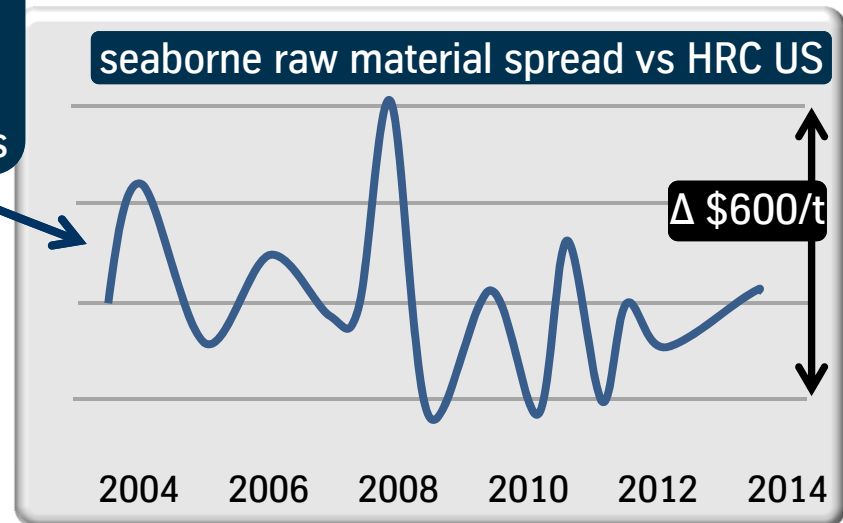
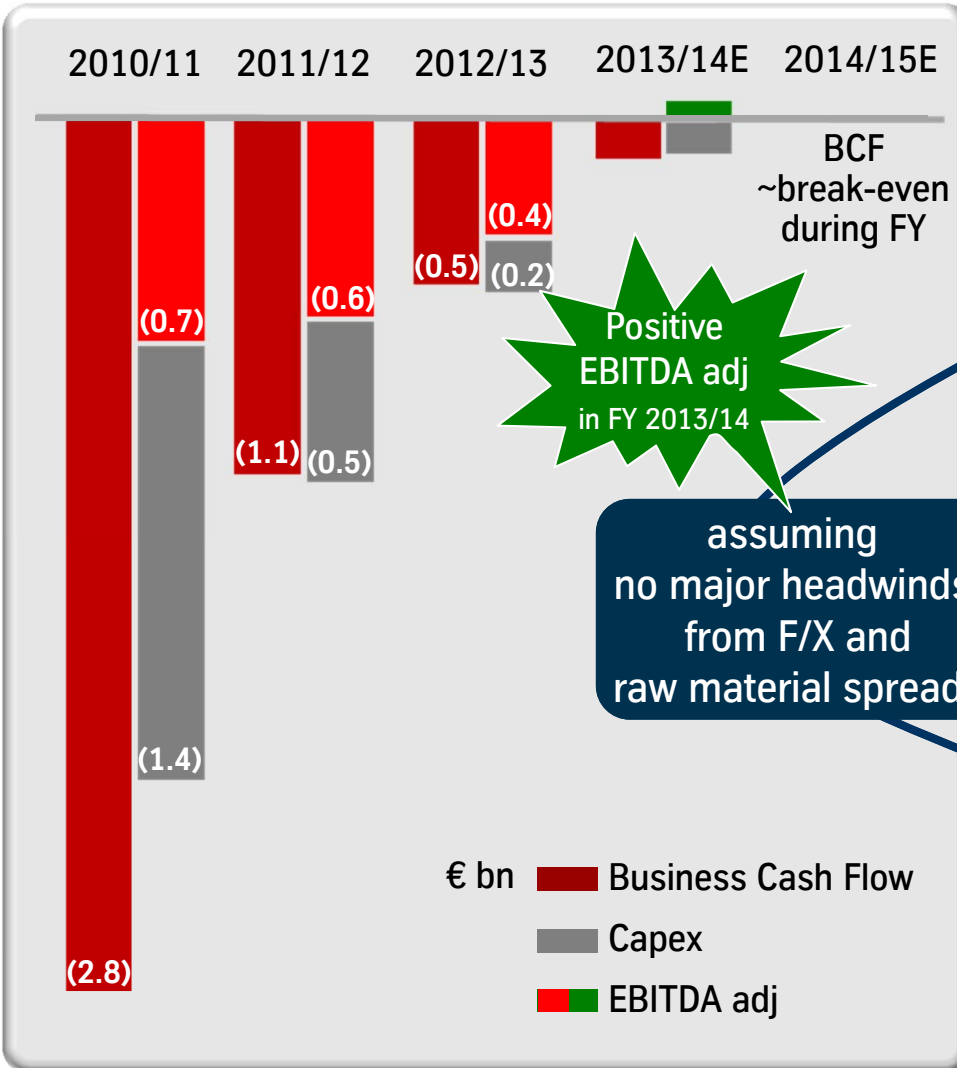


- stabilization & continuous ramp-up
- efficiency imprvmts
- implement sales orga and develop customer base complementing
- 40% load from slab supply to Alabama

Mid-term solution outside of TK portfolio feasible

EBITDA +ve Expected in FY'13/14, Cash b/e Targeted in FY'14/15

AM



Corporate – Overview

Corporate

		2012/13					2013/14		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	€m	55	43	43	49	190	42	43	41
Sales	€m	55	43	43	49	190	42	42	42
EBITDA	€m	(102)	(128)	(73)	(154)	(458)	(107)	(188)	(130)
EBITDA adjusted	€m	(88)	(110)	(83)	(105)	(386)	(94)	(108)	(127)
EBIT	€m	(112)	(139)	(83)	(166)	(500)	(116)	(199)	(138)
EBIT adjusted	€m	(97)	(120)	(93)	(115)	(425)	(103)	(119)	(136)
BCF	€m	(153)	(296)	(141)	(156)	(746)	(30)	(302)	(118)
Employees		3,089	3,127	3,138	3,115	3,115	2,969	2,948	2,936

BCF (Business Cash Flow) = FCF before interest, tax and divestments
 = EBITDA +/- Δ NWC – Capex +/- Other

ThyssenKrupp Rating

	Long term- rating	Short term- rating	Outlook
Standard & Poor's	BB	B	negative
Moody's	Ba1	Not Prime	negative
Fitch	BB+	B	negative



Management Compensation Aligned with Shareholder Interest

Variable

Performance bonus

- Group Board: 50% Group EBIT / 50% ROCE, 25% paid out as phantom stock* with 3 years holding requirement
- BA Board: 30% Group EBIT, FCF and TKVA / 70% BA EBIT, BCF and TKVA, 20% paid out as phantom stock* with 3 years holding requirement

Long Term Incentive plan

- TKVA and share price
 - Payout limited to three times the initial value (max. €1.5 m for an ordinary Group Board member)
- Reduction in Ø TKVA by €200 m = 10% reduction in number of rights
Increase in Ø TKVA by €200 m = 5% increase in number of rights

Additional bonus

For Group Board only

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

Example (schematic)

Performance period (3 fiscal years)

Share price development

FY 1:

FY 2:

FY 3:

Initial value
€500,000
Assumption:
Ø share price €25
= 20,000 rights

Increase in
TKVA by €200 m
= 21,000 rights*

21,000 rights
Ø share price €30
Payout = €630,000

Ø TKVA

Ø TKVA

Last 3 FY

Performance period (3 fiscal years)

Fixed

Fixed compensation

+

Additional benefits & Pension plans

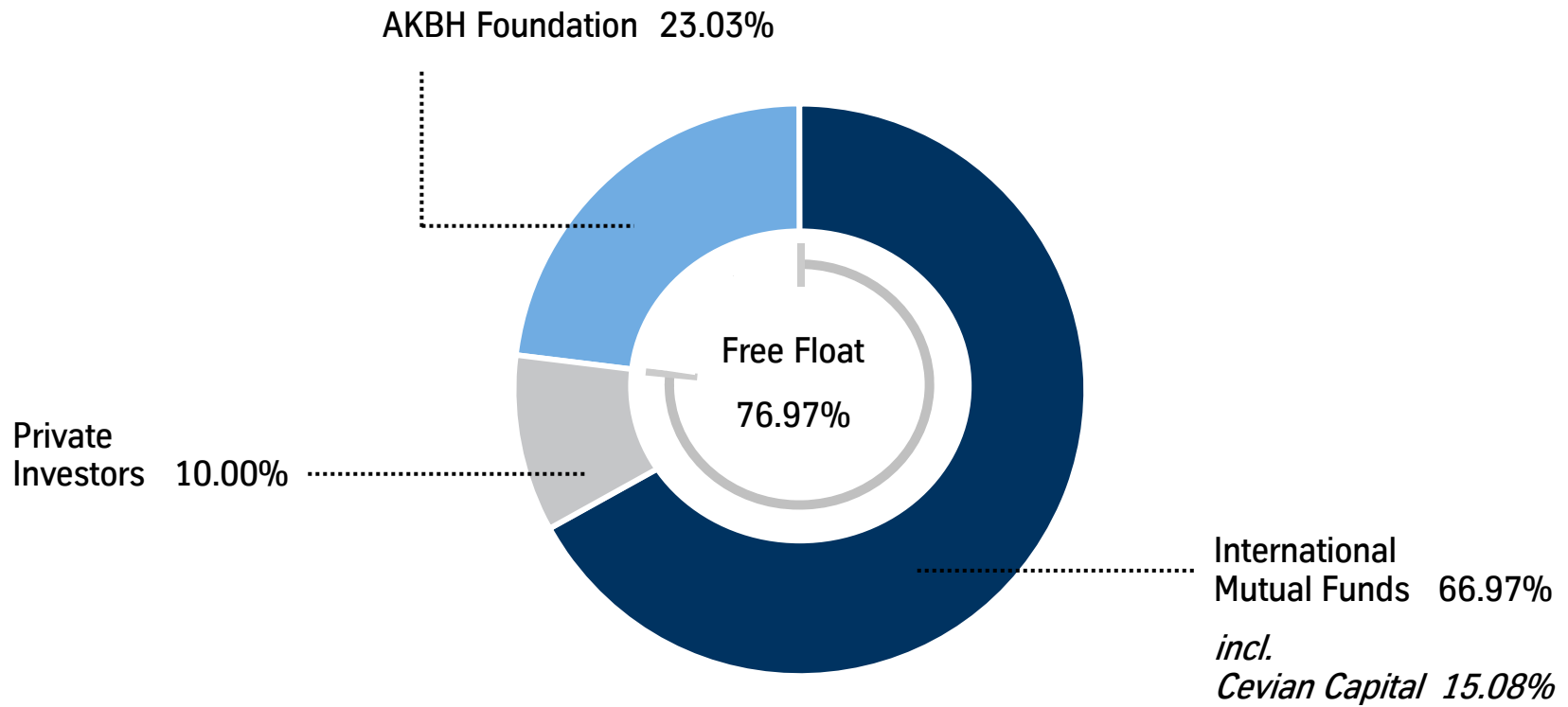
- €670,000 annually for each ordinary Group Board member
- E.g. insurance premiums or private use of a company car (taxable)
- Pensions for existing board members based on a percentage of final fixed salary or in relation to final pay ("defined benefit"); new board members participate in a contribution based pension scheme (Group Board since 2013 / BA Board since 2003)

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

*upside and downside



Shareholder Structure



Source: WpHG Announcements; ThyssenKrupp Shareholder ID 03/2014

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.



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“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.”

