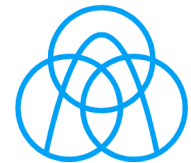


Presentation

Ticker: TKA (Share) TKAMY (ADR)

February 2016

engineering.tomorrow.together.



thyssenkrupp

Agenda

Presentation

slides 03-22

- Quarterly Update – Q1
- Group Overview

Facts & Figures

slides 24-60



Q1: CapGoods growth and powerful 'impact' stabilize Group profit; Materials in very challenging environment

Strong progress in group growth perspective

- CapGoods (CT, ET, IS) order intake +13% yoy (+9%)¹⁾; btb >1
- IS with largest cement plant order ever
- Big projects in advanced negotiation
- Major contract wins for electric steering systems

Group's CapGoods activities with 8% yoy higher profit

- Sales and technology initiatives
- 'impact' program on track

Materials strongly impacted by import and margin pressure

FY outlook maintained; recovery of Materials environment for H2 required

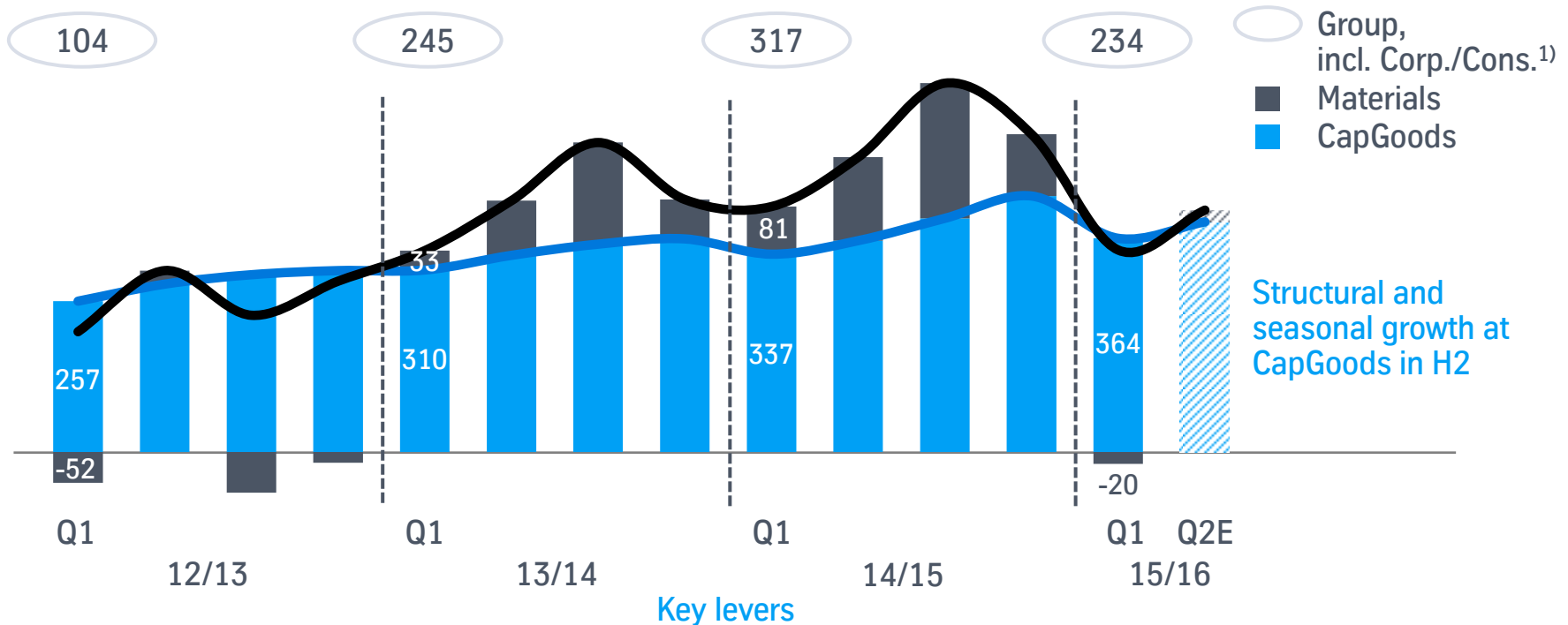
¹⁾ adjusted for F/X and portfolio changes



CapGoods with continuing overproportionate profit contribution

Strategic Way Forward and 'impact' execution

EBIT adj. (€ mn)



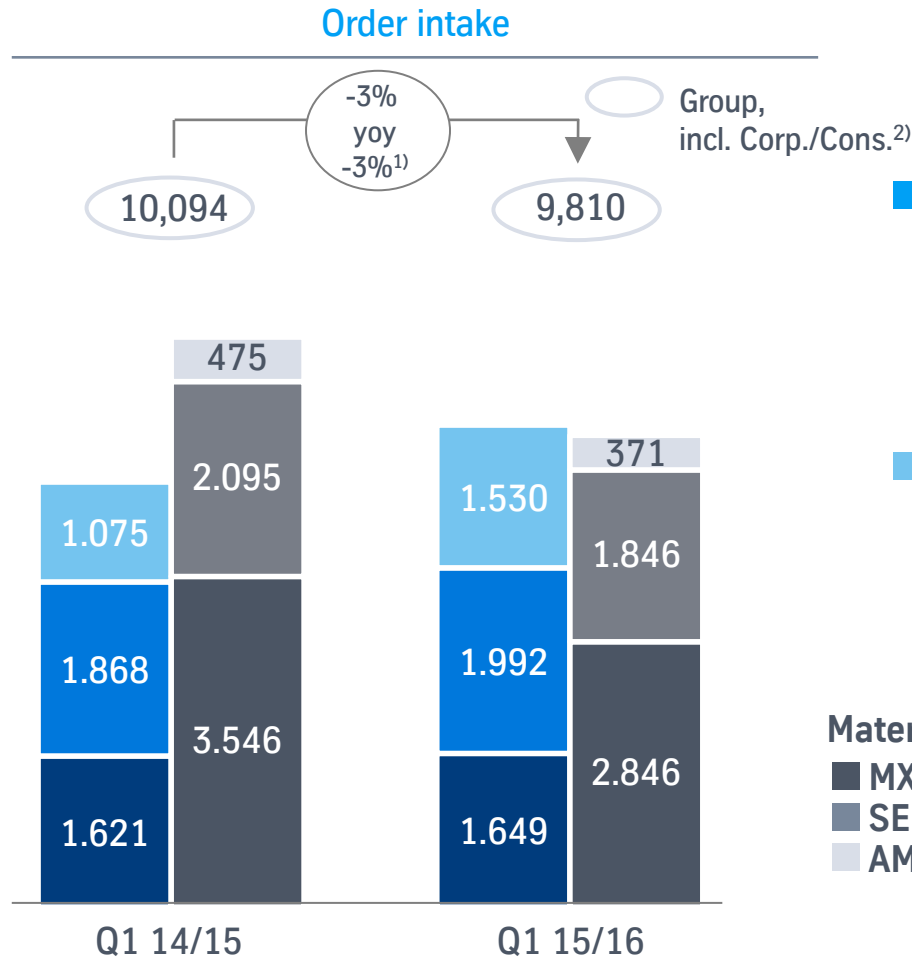
- 'impact' incl. BA specific programs
- High quality order backlog
- More service and aftermarket business to complement engineering and technology expertise
- Growth programs: CT - tech shift in steering; ET - sales initiative; IS - regional approach

¹⁾ Corp./Cons. Q1: (101), (98), (101), (110)



Growing orders at CapGoods, price pressure and de-stocking at Materials

[€ mn]



- **CT:**
 - yoy up by 2% (-3%)¹⁾
 - Robust LV with re-accelerated growth in China but Brazil weak; positive development wind energy business; trucks and construction equipment weak
 - Major contract wins (€7 bn) for electric steering systems (+€2.5 bn since CMD in Dec.)

- **ET:**
 - yoy up by 7% (+2%)¹⁾
 - Record order backlog
 - Strong demand in new installations (NI) in US, Middle East and Asia; NI units in China above prior year (incl. Marohn)

- **IS:**
 - yoy up by 42% (+41%)¹⁾
 - Biggest ever cement plant order at Resource Tech and high o/i at SY
 - btb > 1; big projects in advanced negotiation

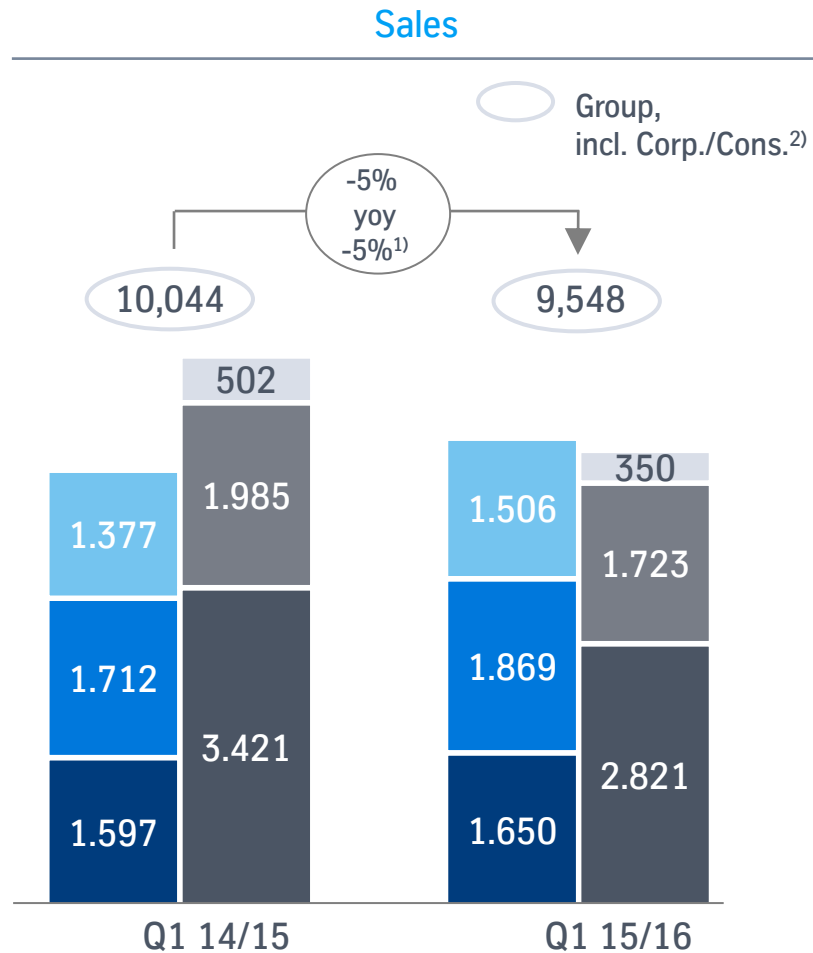
- Materials:**
- **MX**
 - **SE**
 - **AM**
 - yoy down by 17% (-13%)¹⁾
 - high import and price pressure, accelerated de-stocking, selective order intake
 - Unsustainable market environment
 - Disposal VDM

¹⁾ Adjusted for F/X and portfolio changes | ²⁾ Corp./Cons. Q1: (586), (425)



Growing sales at CapGoods, global footprint vs. price pressure and de-stocking at Materials

[€ mn]



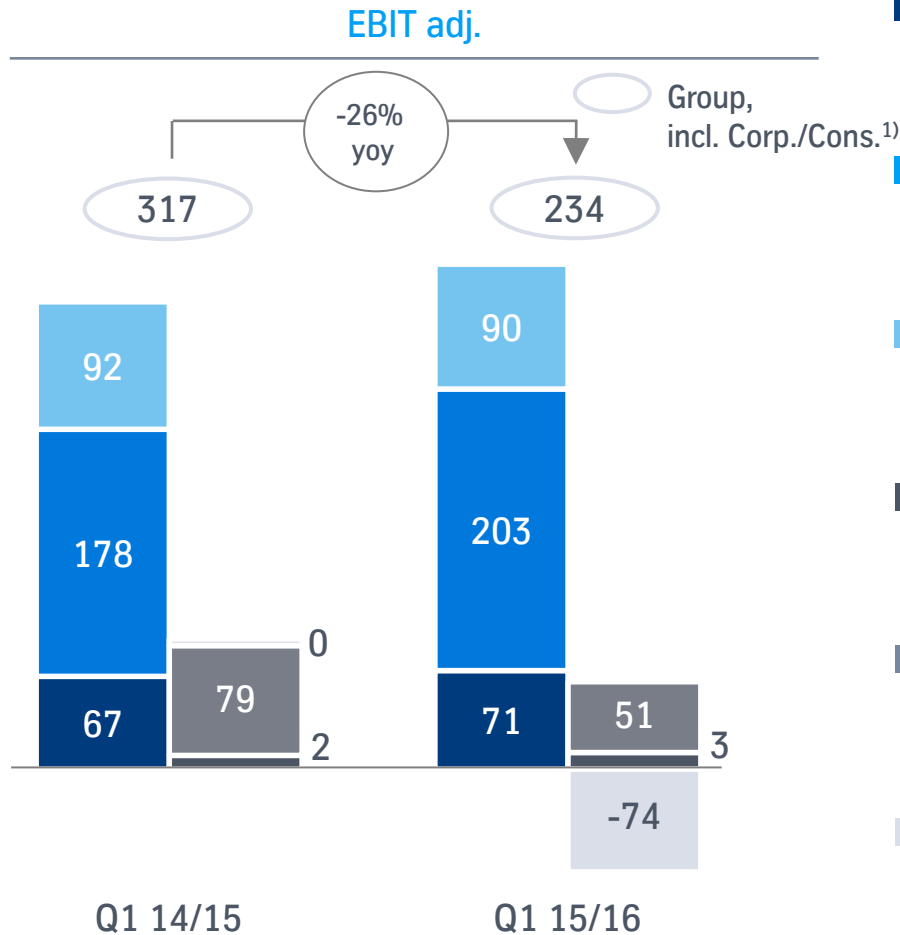
- **CT:**
 - yoy up by 3% (-1%)¹⁾
 - LV robust in USA and W. Europe, re-accelerated growth in China; truck weak; positive development for wind turbines, esp. in Europe, Brazil and China
- **ET:**
 - yoy up by 9% (+4%)¹⁾
 - Clear growth driven by US, China and South Korea cushioned by positive F/X effects; Europe on prior year level
- **IS:**
 - yoy up by 9% (+8%)¹⁾
 - Higher contribution from all BUs (ex. Process Tech, project-related slightly lower)
- **MX:**
 - yoy down by 18% (-12%)¹⁾
 - Strong price and competitive pressure; VDM and RIP sold in prior year; growth at Aerospace and AST (absence of strike)
- **SE:**
 - yoy down by 13% (-12%)¹⁾
 - Lower prices and volumes reflecting increasing import pressure and corresponding custom. caution
- **AM:**
 - yoy down by 30% (-29%)¹⁾
 - Increased price pressure in the USA and South America

¹⁾ Adjusted for F/X and portfolio changes | ²⁾ Corp./Cons. Q1: (550), (372)



EBIT growth at CapGoods vs. margin pressure at Materials

[€ mn]



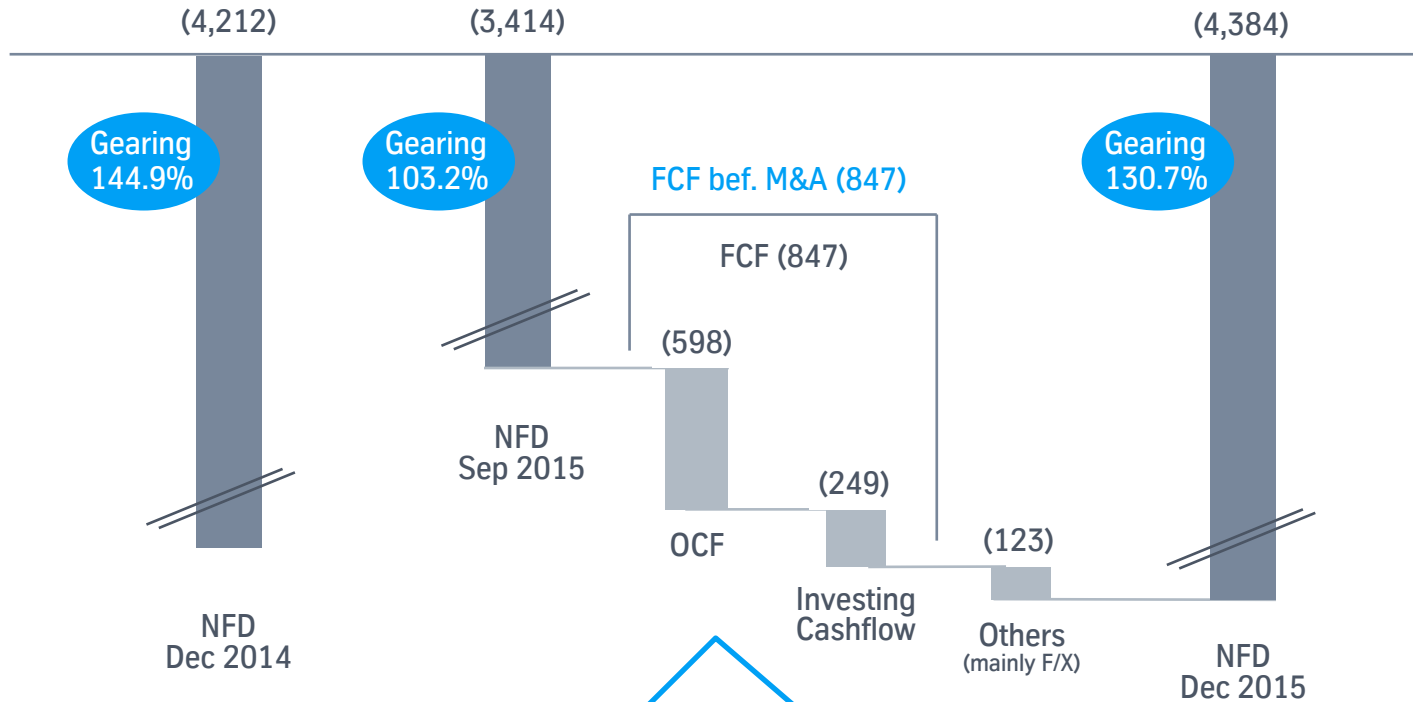
- **CT:**
 - yoy up by 6%
 - operational improvements and growth, in particular in Steering and Bearings
- **ET:**
 - yoy up by 14%
 - 13 seq. quarters with earnings and margins up yoy
- **IS:**
 - yoy flat
 - Margin within target range, upside for Q2-Q4 secured by high quality order backlog
- **MX:**
 - yoy flat
 - volume and price pressure, €30 mn windfall losses, disposal VDM vs. progress at AST
- **SE:**
 - yoy down by 36%
 - volume and price pressure vs. efficiencies and positive mix effects
- **AM:**
 - yoy down by €74 mn
 - sig. lower prices vs. higher vol. and efficiencies; neg. sales tax asset effect of €(20) mn

¹⁾ Corp./Cons. Q1: (101), (110)



NFD development with seasonality, Gearing lower yoy

Full group [€ mn]



- Temporary NWC increase
- Lower earnings with negative net income
- Payout timing in project business

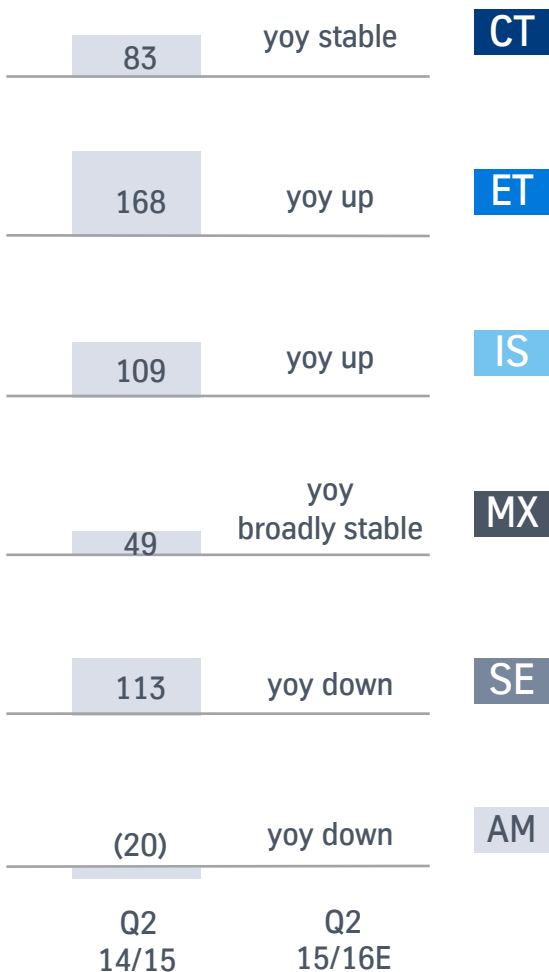


Outlook 15/16E – CapGoods yoy higher, Materials require recovery in H2

€850 mn 'impact' gains targeted with € 3-digit mn contribution by each BA

Q2E: group yoy lower, qoq up

EBIT adj. [€ mn]



FYE: €1.6 – 1.9 bn

EBIT at least on prior year level

Sales growth with margin improvement by 0.5-0.7%-pts

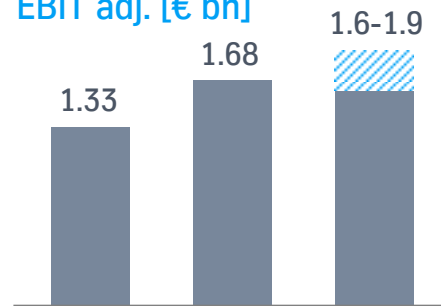
Sales and EBIT on prior year level, margin at 6-7%

Striving for EBIT on prior year level

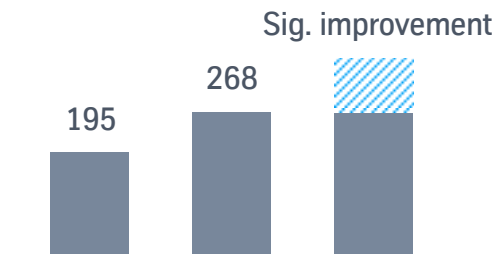
Striving for EBIT on prior year level

Striving for EBIT on prior year level

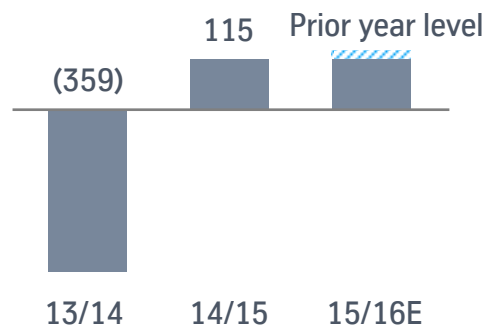
EBIT adj. [€ bn]



Net Income [€ mn]



FCF before M&A [€ mn]



Financial Calendar

February

Roadshows

London (16th)

March

Conferences

Citi West Coast Symposium, San Francisco (08th-09th)

Citi Global Resources Conference, London (09th)

BoAML Global Industrials & EU Auto Conference, London (17th)

April

Conferences

Exane BNP Paribas 11th annual Basic Materials Conference, London (07th)

Bankhaus Lampe Deutschlandkonferenz, Baden-Baden (14th)

May

Conference call 1st half 2015/16 (10th)

August

Conference call 9 months 2015/16 (11th)

November

Conference call fiscal year 2015/16 (24th)

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Agenda

Presentation

slides 03-22

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- Group Overview

Facts & Figures

slides 24-60



Diversified Industrial group with 6 Business Areas (3 CapGoods, 3 Materials)

Sales €42.8 bn; EBIT adj. €1.7 bn

Components Technology (CT)

€6.8 bn
€313 mn

Automotive components

- Powertrain; Chassis

Industrial components

- Slewing bearings; seamless rings
- Undercarriages for crawler equipment

Elevator Technology (ET)

€7.2 bn
€794 mn

- Elevators
- Escalators & moving walks
- Passenger boarding bridges

Industrial Solutions (IS)

€6.3 bn
€424 mn

- Chemical/Petrochemical plants
- Cement plants
- Mining & mat. handling equipment
- Production systems for auto and aerospace industry
- Submarines¹⁾; Naval Vessels

Materials Services (MX)

€14.3 bn
€206 mn

- Industrial materials distribution
- Raw materials trading
- Technical and infrastructure services for production
- Stainless steel production (AST)

Steel Europe (SE)

€8.7 bn
€492 mn

- Premium flat carbon steels
- Innovative material solutions for e.g. automotive industry

Steel Americas (AM)

€1.8 bn
€(138) mn

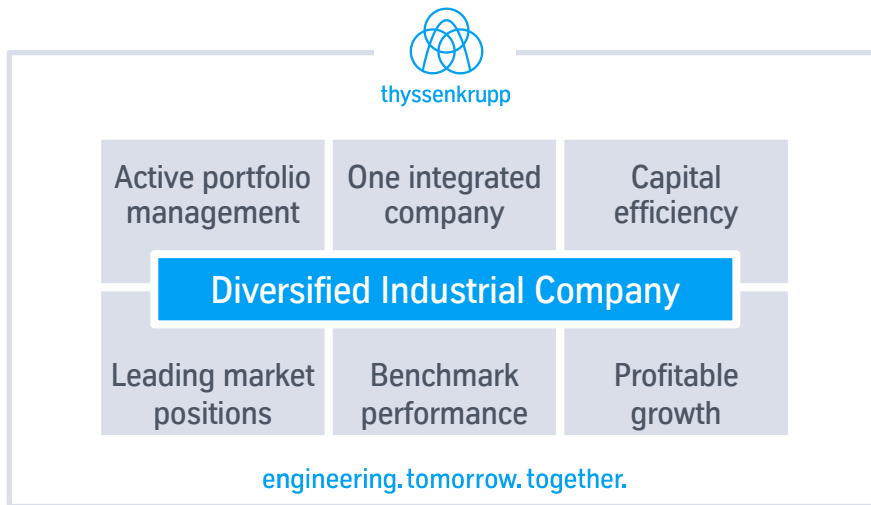
- Premium slab production (CSA)

Financial figures 2014/15 | ¹⁾ non-nuclear



Value opportunity from group transformation

Strategic positioning



Leading Engineering Competence

Perspective from Strategic Way Forward (SWF)

- Transformation to a global Diversified Industrial aiming for benchmark performance and strong “Verbund” synergies
- Customer focus and cultural change for operational excellence
- Ambitious performance plans in execution at every Business Area
- Powerful efficiency program (**impact**) and strong group initiatives
- Innovation focus to push competitiveness and capture new business opportunities

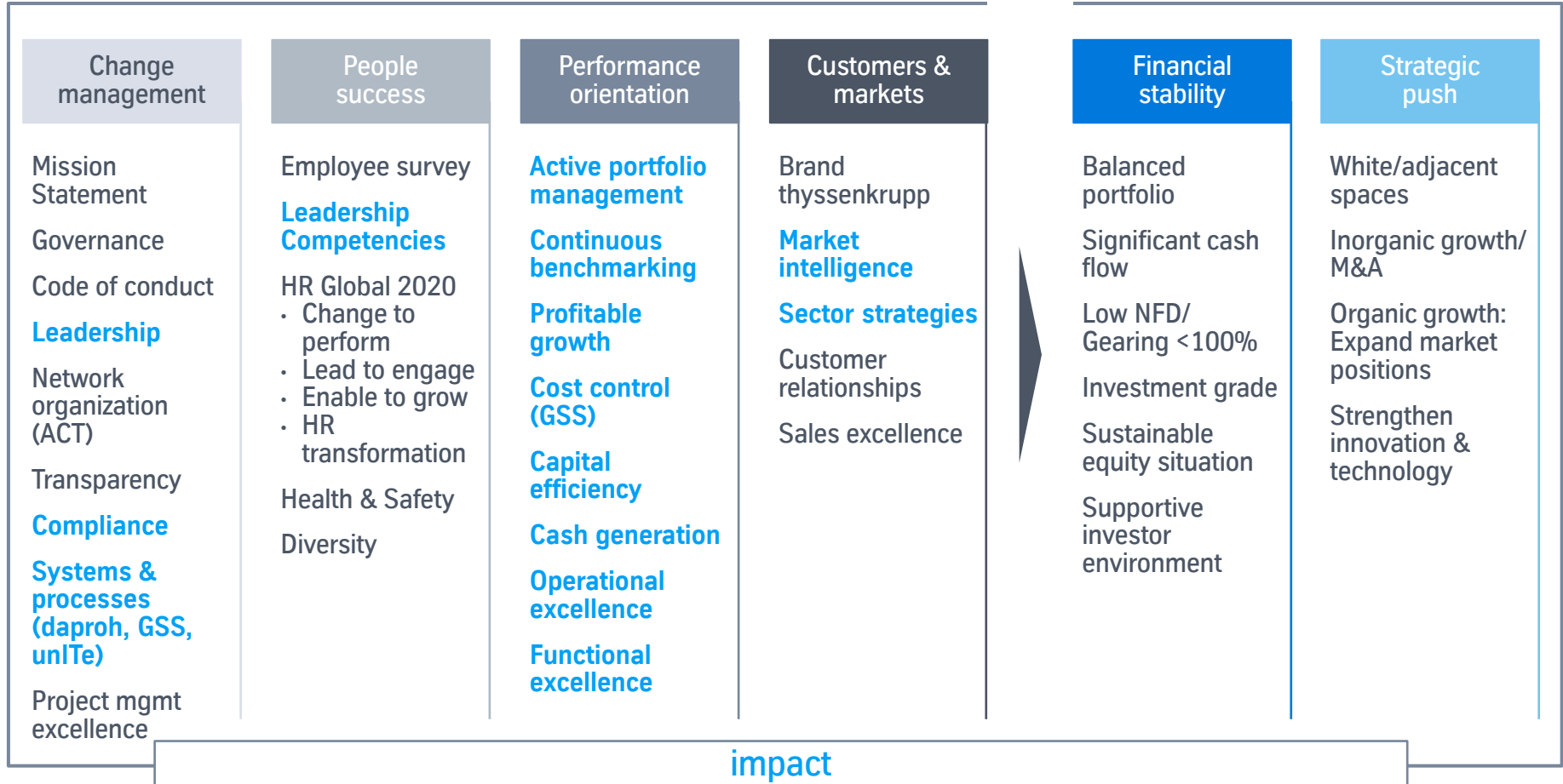


Strategic Way Forward

Concept for group transformation, change and performance improvement

Diversified
Industrial Company

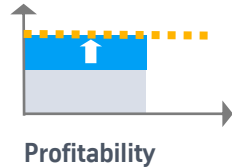
More & Better
Sustainability



Financial targets – performance plans in execution across tk Group

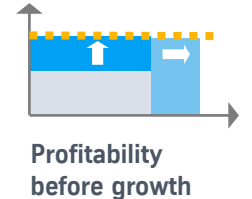
Components Technology

- Achieve margin level of 6-8%
 - Efficiency gains
 - Ramp-up new plants
 - Grow with large platforms



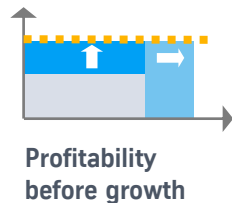
Materials Services

- Return to previous margin levels
 - Efficiency gains
 - Specialization & processing
- AST: performance concept



Elevator Technology

- Target: 15% | >€1 bn (EBIT adj.)
 - Efficiency gains and growth opportunities



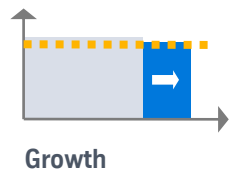
Steel Europe

- ROCE > wacc across the cycle
 - efficiency gains & differentiation



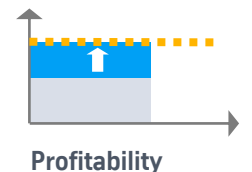
Industrial Solutions

- Long term sales growth by Ø ~5% to €8 bn
 - Maintain EBIT margin of 6-7%



Steel Americas

- Continuous improvements with positive EBIT contributions

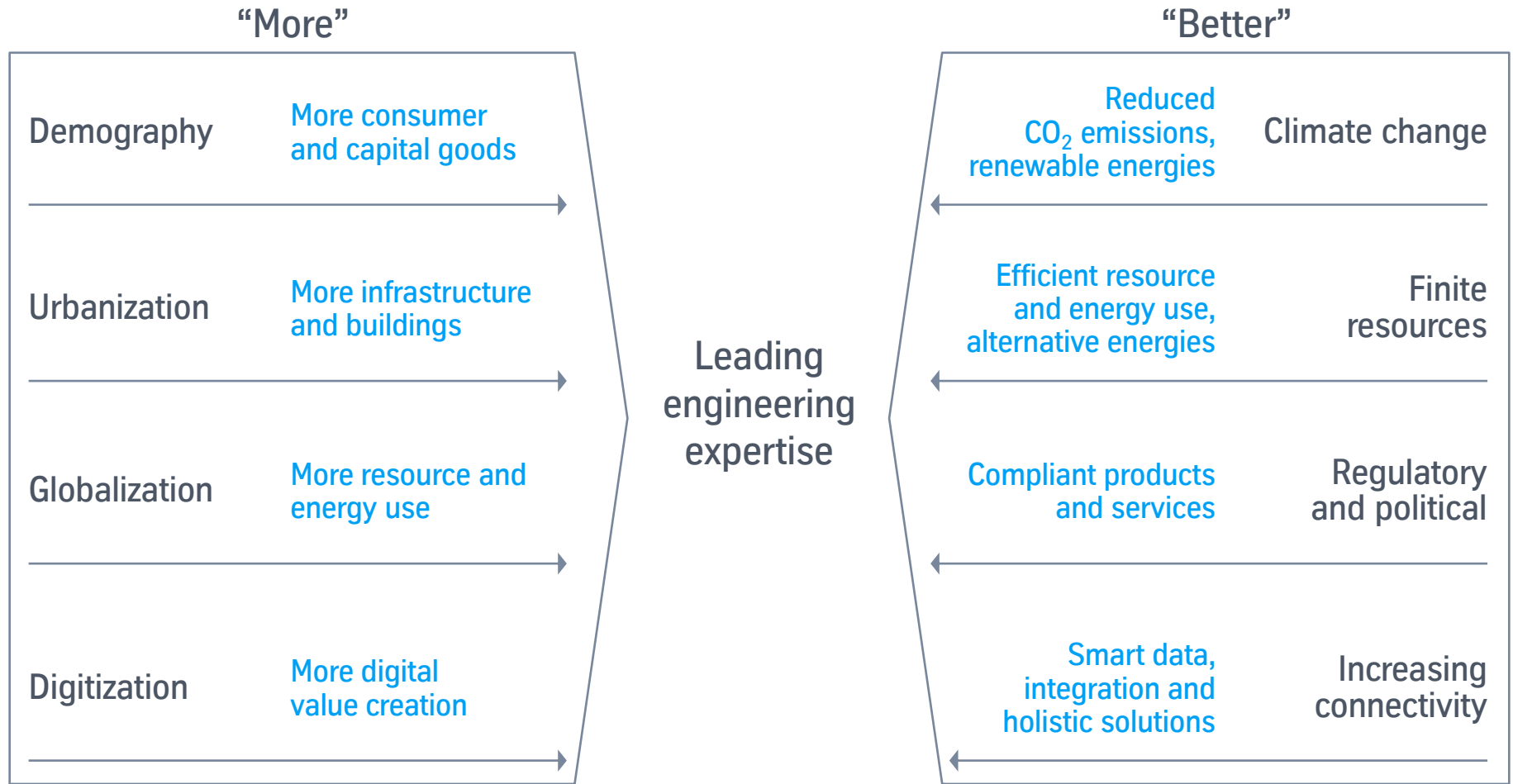


Corporate

- Efficient corporate structure
- Central projects and initiatives preparing next level of efficiency gains



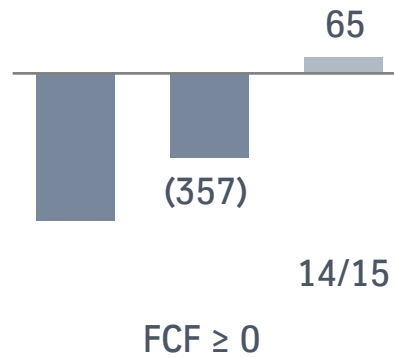
Our leading engineering expertise supports “better” for “more”



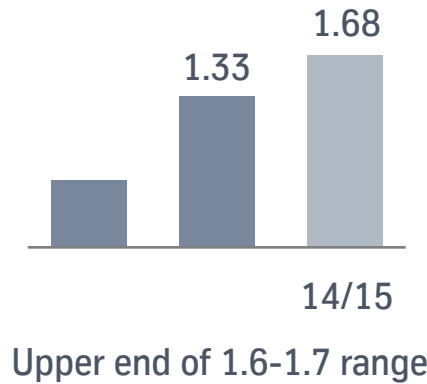
Key FY targets achieved

Stringent execution of Strategic Way Forward and operational excellence

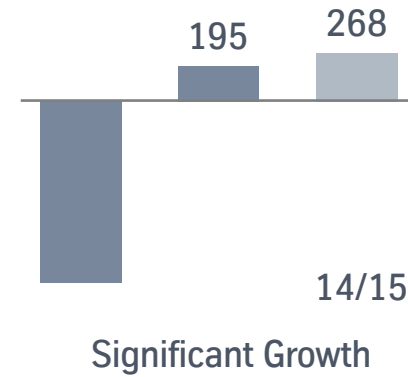
FCF before divest (€ mn)



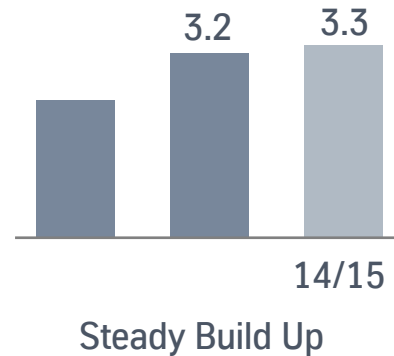
EBIT adj. (€ bn)



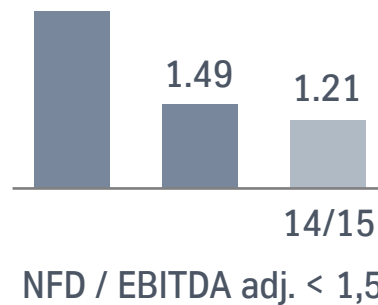
Net Income / Loss (€ mn)



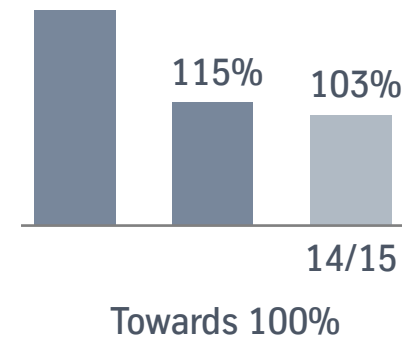
Equity (€ bn)



NFD / EBITDA adj.

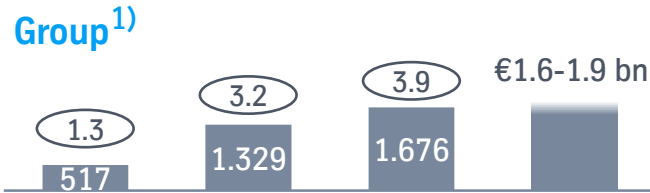


Gearing

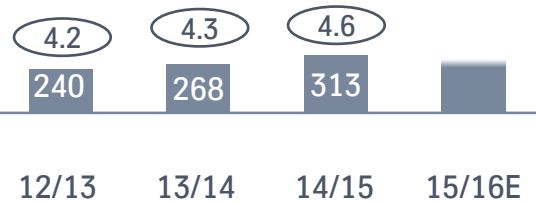


EBIT track record of Group and Business Areas

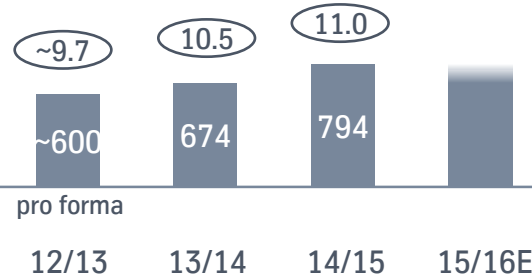
EBIT adj. [€ mn]; EBIT adj. margin [%]



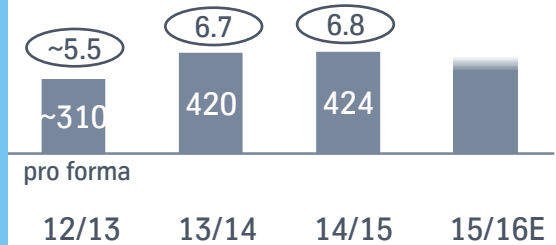
Components Technology



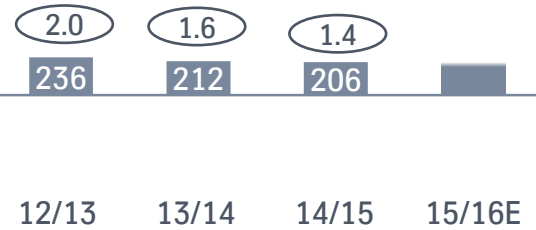
Elevator Technology



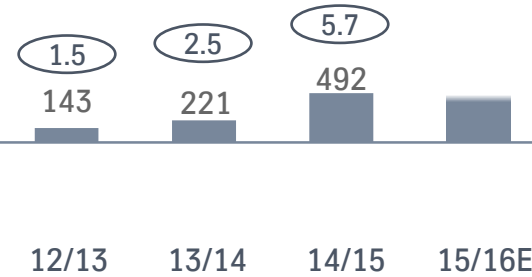
Industrial Solutions



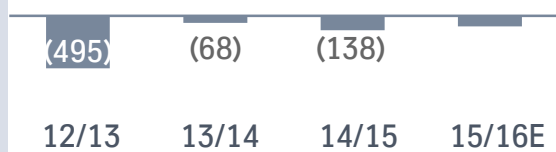
Materials Services



Steel Europe



Steel Americas¹⁾



Starting 13/14 EBIT adj. with new definition: ET and IS now excl. notional interest credit from net prepayment surplus and SE and Group now with proportionate consolidation of HKM

¹⁾ 2012/13 until Q2 2013/14 excl. D&A for Steel USA



Value opportunity from innovation pipeline

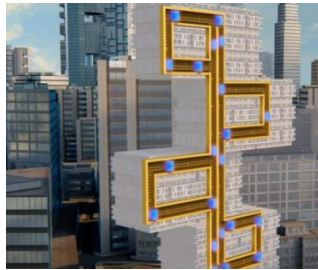
“More”

Demography



Sustainable mobility
InCar Plus

Urbanization



Ropeless elevator
MULTI

Globalization



Energy storage
Redox-flow

Digitization



System
integration

“Better”

Climate
change



Bearings
Wind energy

Finite
resources



Waste
gasification

Regulation
& politics



CO₂ to
chemicals

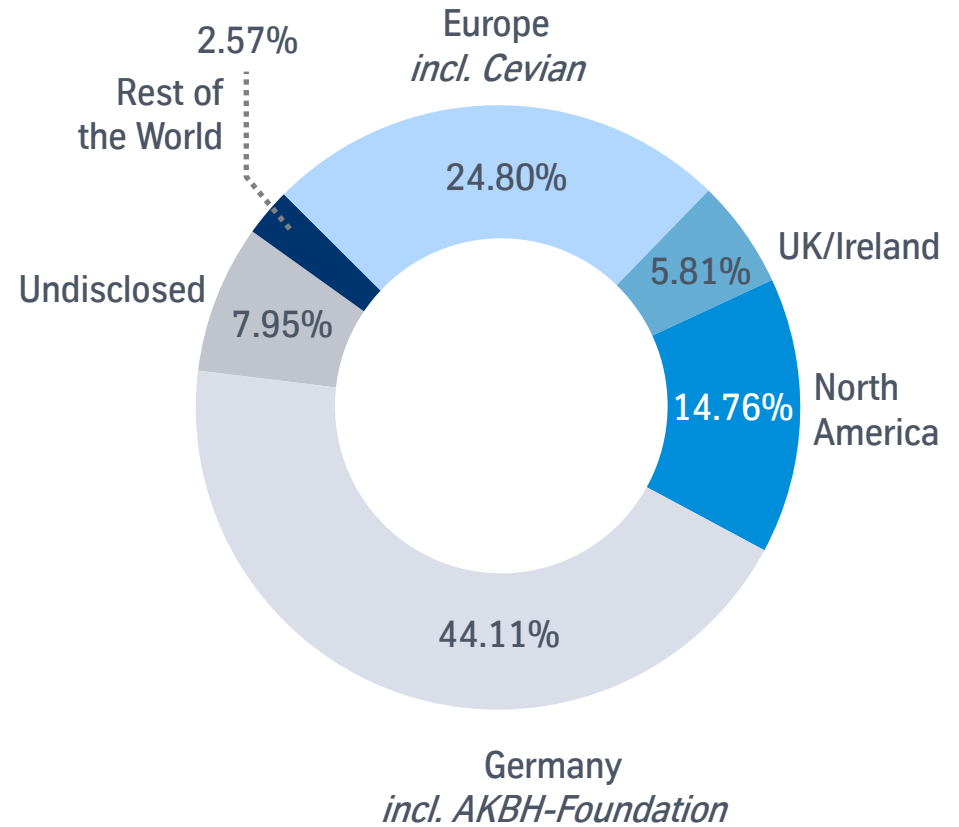
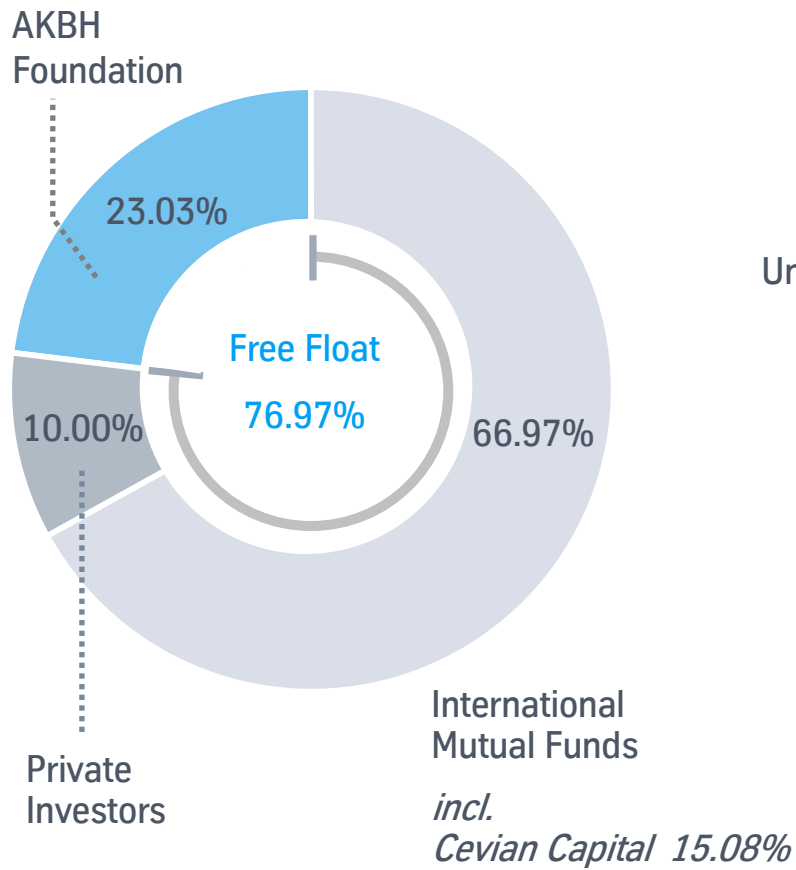
Increasing
connectivity



Autonomous
driving



Shareholder structure



Source: WpHG Announcements; thyssenkrupp Shareholder ID 09/2015



Strategic Way Forward with clear value perspective for our investors

We have a plan

We established a track record

We continuously move forward

impact is an essential driver of our progress

We focus on innovation

We are committed to long-term value generation



Share and ADR Data

- Shares outstanding 565,937,947
 - Type of share No-par-value bearer shares
 - Voting One share, one vote
-

Share Data

- Ticker Symbol TKA
 - German Security Identification Number (WKN) 750 000
 - ISIN Number DE0007500001
 - Exchange Frankfurt, Dusseldorf
-

ADR Data

- Ratio (ordinary share:ADR) 1:1
- ADR Structure Sponsored-Level-I
- Ticker Symbol TKAMY
- Cusip 88629Q 207
- ISIN Number US88629Q2075
- Exchange Over-the-Counter (OTC)
- Depository bank: Deutsche Bank Trust Company Americas E-mail: adr@db.com
- Phone: +1 212 250 9100 (New York); +44 207 547 6500 (London) Website: www.adr.db.com



Agenda

Facts & Figures



Key financials (I)

[€ mn]

Continuing operations

	Q1	Q2	2014/15		FY	2015/16
			Q3	Q4		Q1
Order intake	10,094	10,406	10,647	10,170	41,318	9,810
Sales	10,044	10,995	11,178	10,561	42,778	9,548
EBITDA	590	678	796	392	2,456	489
EBITDA adjusted	622	707	841	691	2,861	527
EBIT	285	201	494	82	1,061	193
EBIT adjusted	317	405	539	415	1,676	234
EBT	151	64	356	(76)	496	34
Income from cont. ops.	47	47	191	(6)	279	(54)
attrib. to TK AG stockh.	54	50	199	17	320	(23)
Earnings per share ¹⁾ (€)	0.10	0.09	0.35	0.03	0.57	(0.04)

¹⁾ attributable to thyssenkrupp AG's stockholders



Key financials (II)

[€ mn]

Continuing operations

	Q1	Q2	2014/15 Q3	Q4	FY	2015/16 Q1
TK Value Added					(399)	
Ø Capital Employed	15,676	16,015	16,202	16,106	16,106	15,474
Operating cash flow	(382)	214	450	1,029	1,311	(598)
Cash flow from divestm.	110	24	50	413	597	5
Cash flow from investm.	(265)	(267)	(243)	(460)	(1,235)	(254)
Free cash flow	(537)	(29)	257	982	673	(847)
FCF before divest	(647)	(53)	207	568	76	
FCF before M&A	(609)	(29)	205	558	126	(847)
Cash and cash equivalents ¹⁾ (incl. short-term securities)	3,658	3,909	4,049	4,541	4,541	3,655
Net financial debt ¹⁾	4,212	4,633	4,388	3,414	3,414	4,384
Equity	2,907	2,863	3,538	3,307	3,307	3,355
Employees	155,407	155,697	155,984	154,906	154,906	155,387

¹⁾ referring to Full Group



Key financials (III)

[€ mn]

Full Group

	Q1	Q2	2014/15		FY	2015/16
	Q1	Q2	Q3	Q4		Q1
Order intake	10,094	10,406	10,647	10,170	41,318	9,810
Sales	10,044	10,995	11,178	10,561	42,778	9,548
EBITDA	587	675	796	388	2,445	489
EBITDA adjusted	622	707	841	691	2,861	527
EBIT	281	199	493	77	1,050	193
EBIT adjusted	317	405	539	415	1,676	234
EBT	147	62	356	(80)	485	34
Net income	43	45	191	(12)	268	(54)
attrib. to TK AG stockh.	50	48	199	12	309	(23)
Earnings per share ¹⁾ (€)	0.09	0.09	0.35	0.02	0.55	(0.04)
FCF	(541)	(31)	257	977	662	(847)
FCF before divest	(651)	(55)	206	563	65	
FCF before M&A	(612)	(31)	205	553	115	(847)

¹⁾ attributable to thyssenkrupp AG's stockholders



Sales by region FY 2014/15

[%]

	Components Technology	Elevator Technology	Industrial Solutions	Materials Services	Steel Europe	Steel Americas	thyssenkrupp Group
Worldwide (€mn)	6,753	7,208	6,256	14,254	8,697	1,773	42,778
Germany	30.9	8.3	11.3	30.8	56.9	14.3	27.1
Europe (excl. Germany)	20.2	21.8	13.3	40.7	30.3	0.0	27.1
North and Central America	27.6	33.1	19.2	20.2	4.6	68.6	23.0
thereof USA	20.1	27.9	10.1	16.8	3.6	68.6	18.3
South America	3.9	6.2	7.9	1.4	1.7	17.0	4.2
Asia/Pacific	16.8	28.6	25.2	5.7	4.2	0.0	13.9
thereof China	13.7	18.0	4.1	2.0	2.2	0.0	6.9
Africa	0.5	1.0	20.4	0.6	2.1	0.0	3.9



Special Items

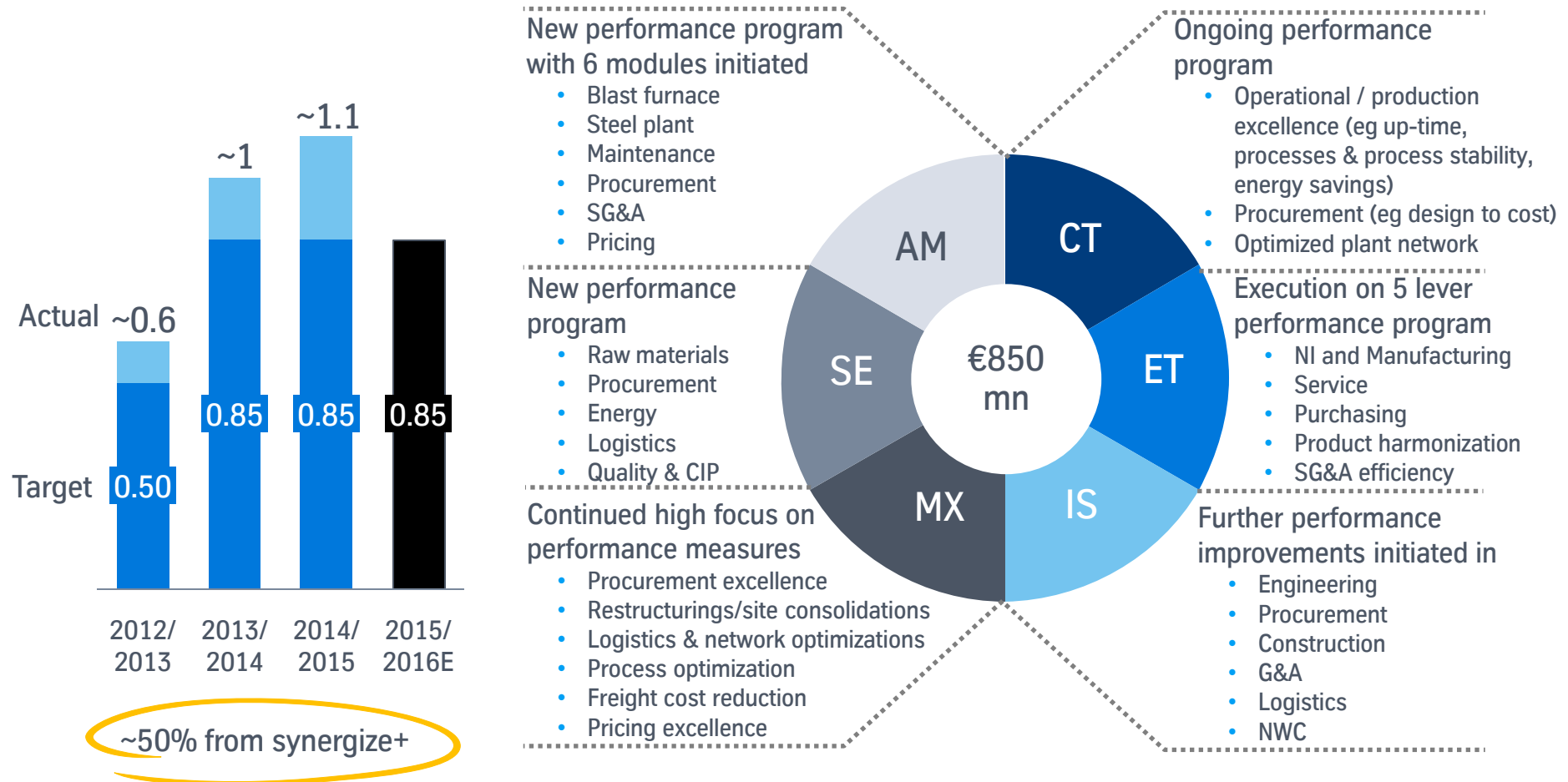
[€ mn]

Business Area		2014/15				FY	2015/16
		Q1	Q2	Q3	Q4		Q1
CT	Disposal effect				5	5	
	Impairment		(1)		(11)	(12)	
	Restructuring		(1)	(10)		(11)	
	Others		(2)		1	(1)	
ET	Disposal effect				(3)	(3)	
	Impairment				(46)	(46)	(4)
	Restructuring	(1)	(6)	(9)	(21)	(37)	(5)
	Others	(1)	(4)	(3)	(38)	(46)	(1)
IS	Disposal effect	3		1		4	
	Impairment						
	Restructuring		(1)	(1)	(5)	(7)	
	Others			5	(1)	4	
MX	Disposal effect	(10)	(1)		3	(8)	
	Impairment		(174)	7	(10)	(178)	1
	Restructuring	(3)		(2)	(7)	(12)	(1)
	Others	(3)	(11)	(5)	(28)	(46)	(4)
SE	Disposal effect				57	57	
	Impairment	1		(4)		(3)	
	Restructuring			(12)	(2)	(14)	(1)
	Others				(18)	(18)	
AM	Disposal effect						
	Impairment						
	Others	(11)	1	(2)	3	(9)	(10)
Corp.	Disposal effect	(3)	(4)	(4)	(1)	(12)	(4)
	Impairment				(3)	(3)	
	Restructuring	(1)	(4)	(4)	(21)	(31)	(1)
	Others	(1)			(189)	(189)	(10)
Consolidation			4	(2)	1	1	
Continuing operations		(32)	(204)	(45)	(334)	(615)	(41)
Discontinued operations		(4)	(2)	(1)	(4)	(11)	
Group (incl. discontinued operations)		(36)	(206)	(46)	(338)	(626)	(41)



€850 mn additional impact effects targeted for FY 2015/16

[€mn / %]



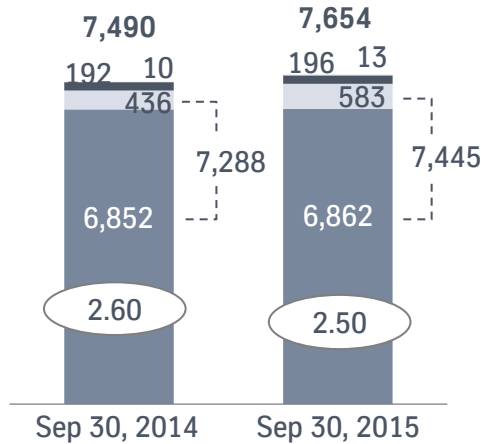
All business areas with triple-digit mn contributions to impact target



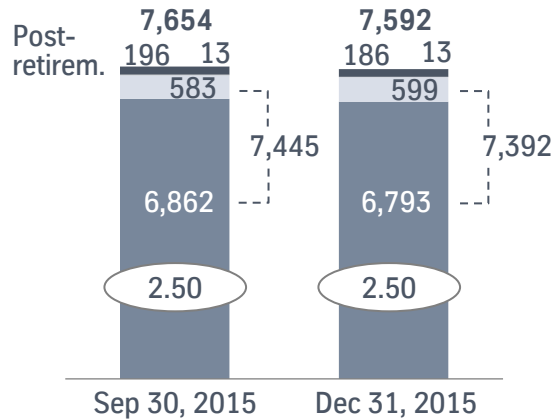
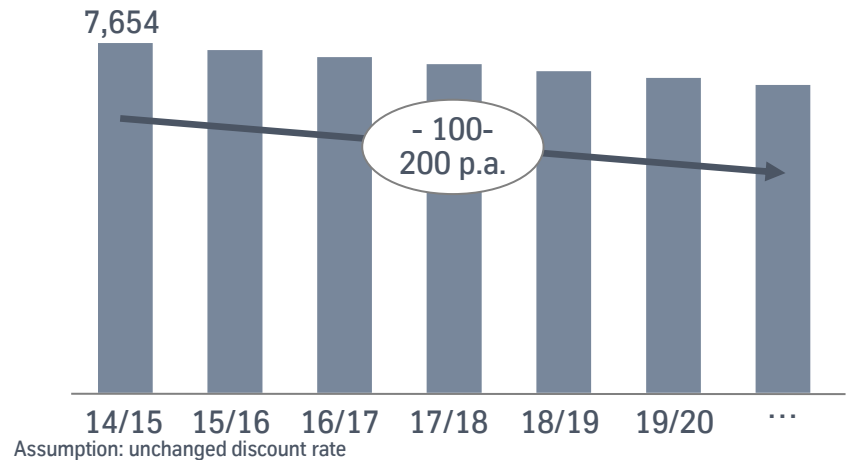
Accrued pension and similar obligations

[€ mn]

Accrued pension and similar obligations



Accrued pension & similar obligations expected to decrease over time



- “Patient” long-term debt, no immediate redemption in one go
- German discount rate aligned to interest rate for AA-rated corporate bonds
- Fluctuation in accrued pension liability mainly driven by actuarial gains and losses (i.e. discount rate, rate of pension progression, mortality probability)
- Germany accounts for 92% of accrued pension liability; 68% of obligations owed to retired employees, average age ~78 years

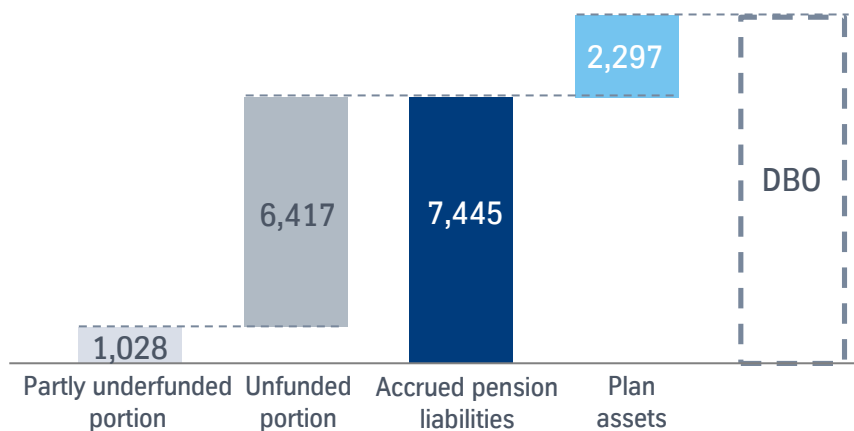
Accrued postretirement obligation other than pensions
 Other accrued pension-related obligation
 Accrued pension liability outside GER
 Accrued pension liability Germany
 Discount rate Germany



Germany accounts for majority of pension plans

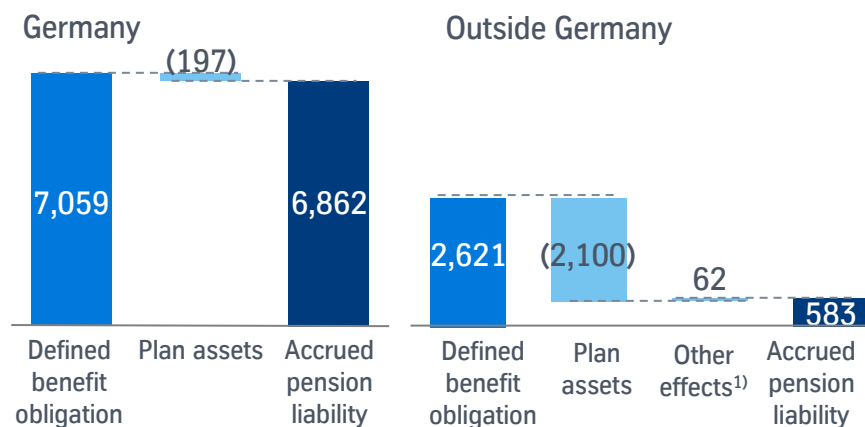
[FY 2014/15; € mn]

Funded status of defined benefit obligation



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

Development of accrued pension liabilities



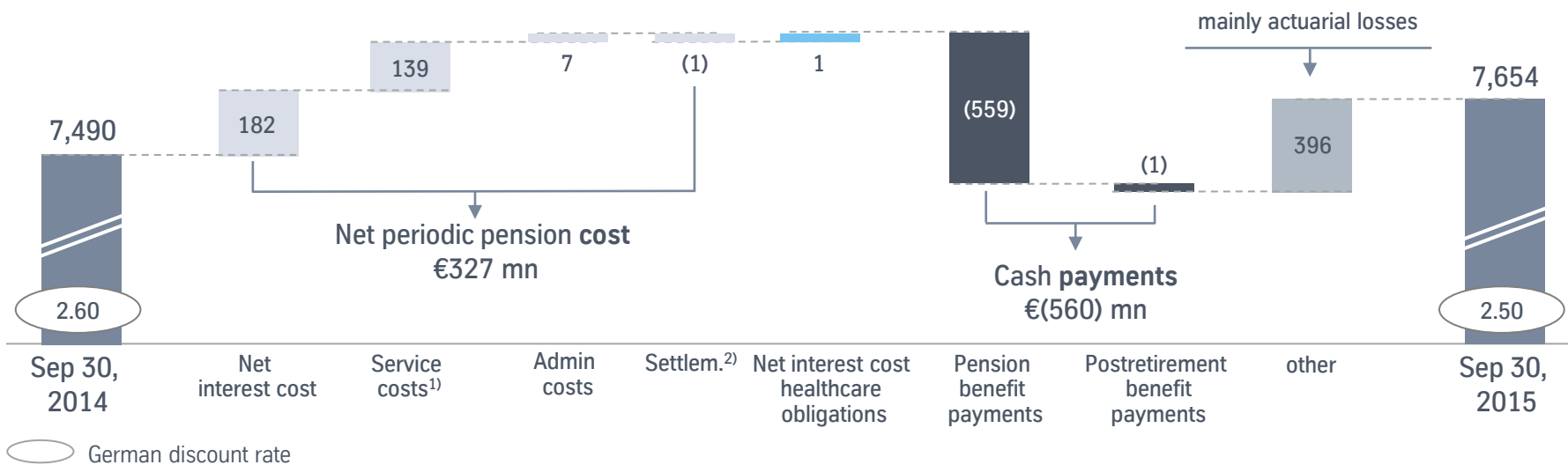
- Plan assets outside Germany mainly attributable to UK (~33%) and USA (~30%)
- Plan asset classes include national and international stocks, fixed income securities of governments and non-governmental organizations, real estate as well as highly diversified funds

Accrued pension liability and accrued postretirement obligation other than pensions referring to defined benefit plans | ¹⁾ e.g. asset ceiling outside Germany



Mature pension schemes: benefit payments higher than costs

Reconciliation of accrued pensions and similar obligations & effects in key financial statements [€ mn]



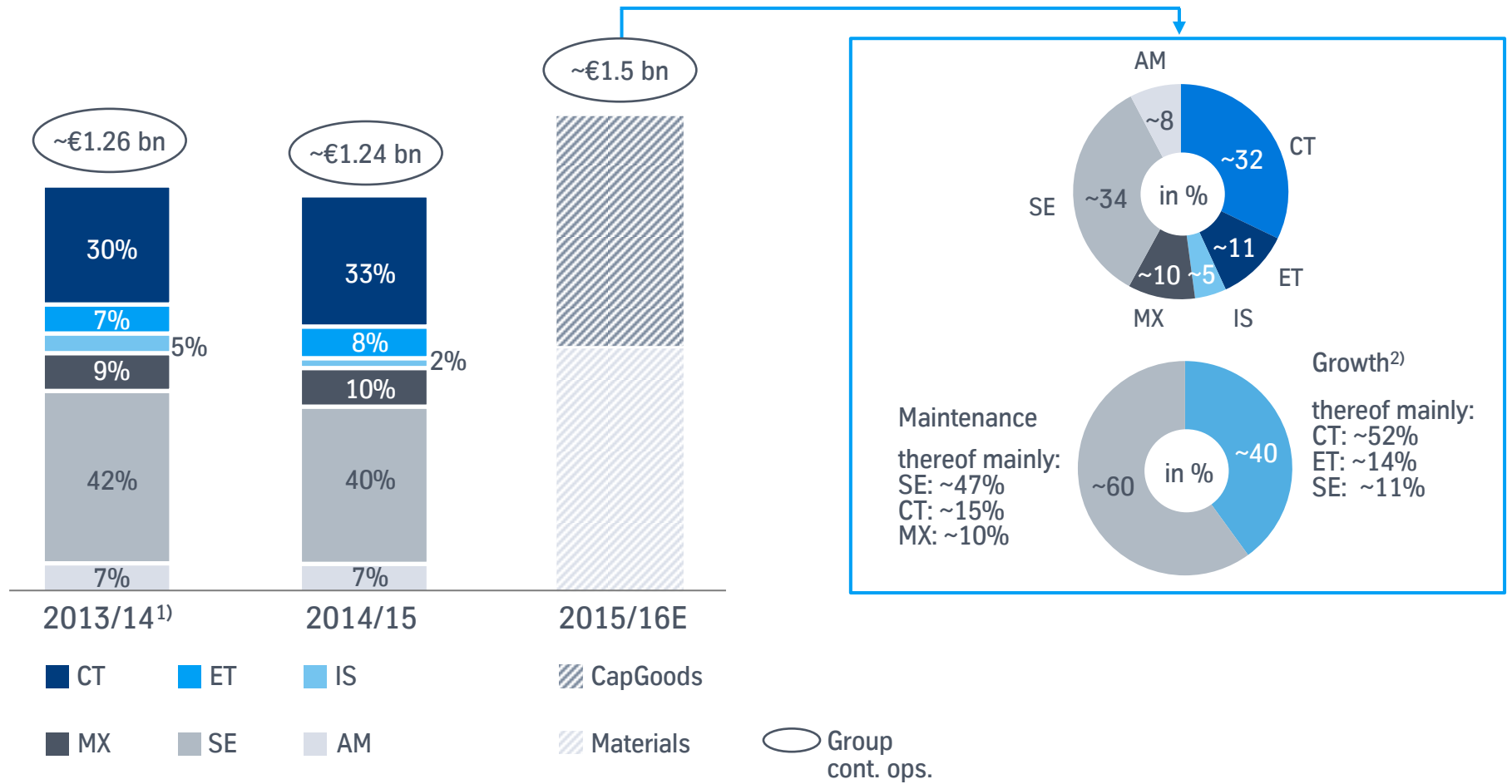
P&L ³⁾	Interest income/expense	Personnel expenses	Interest in/exp	-	-	-
in EBIT	-	✓	-	-	-	-
below EBIT	✓ (in "I")	-	✓ (in "I")	-	-	-
other compr. income	-	-	-	-	-	(✓) (partly in actuarial gains/losses)
Cash Flow Statement	Included in "changes in accrued pension & similar obligations" (mainly net periodic costs – payments)					

¹⁾ including past service cost and curtailments | ²⁾ including termination benefits | ³⁾ additional personnel expenses include €143 mn net periodic pension cost for defined contribution plans



Capex allocation

Cash flows from investing activities – continuing operations

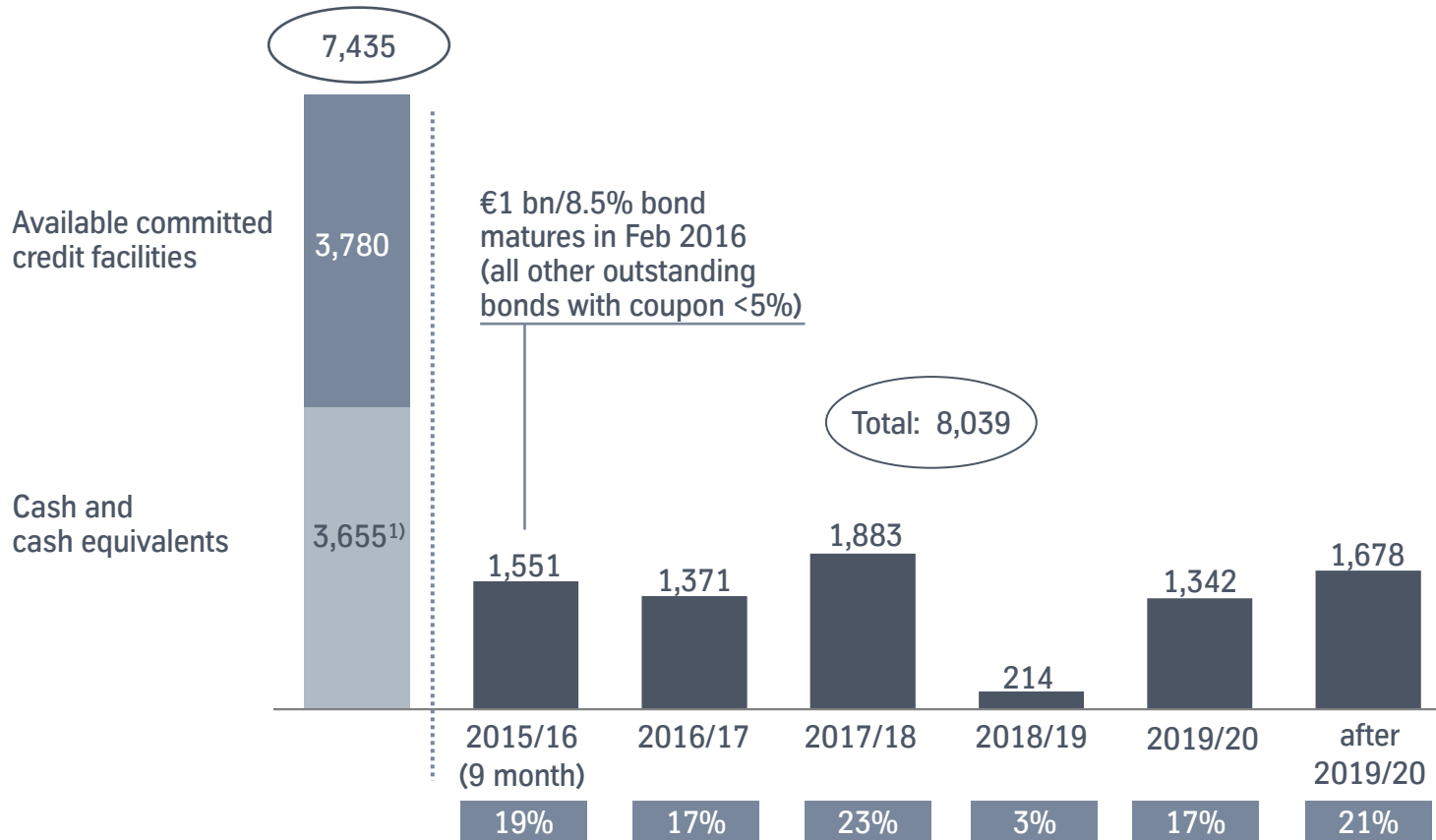


Business Area shares referring to capex excl. Corporate | ¹⁾ Restated due to proportionate consolidation of HKM | ²⁾ including order related investments



Solid financial situation

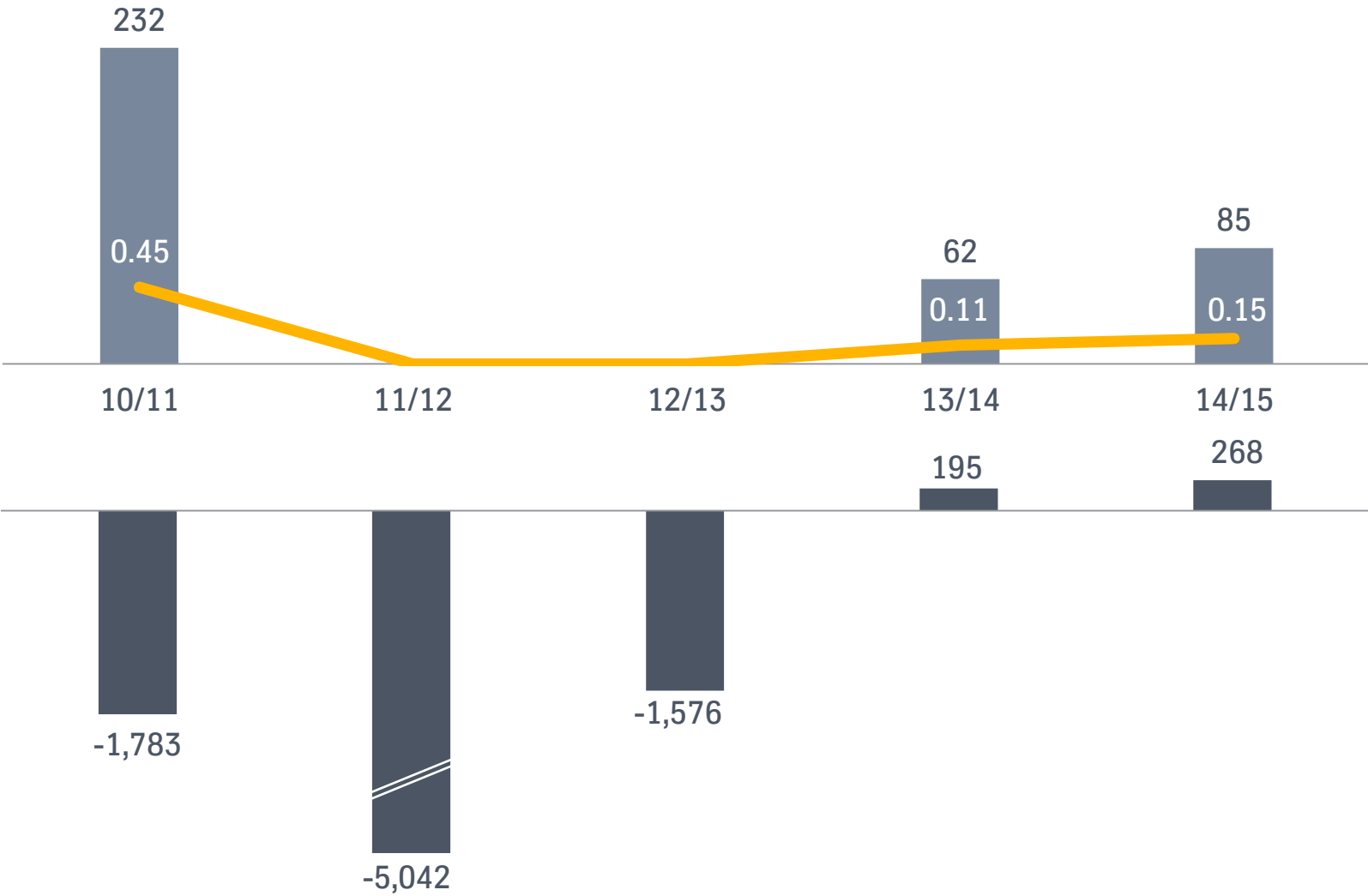
Liquidity analysis and maturity profile of gross financial debt as of December 31, 2015
[€ mn]



¹⁾ Incl. securities of €7 mn



Dividend re-established when net income recovered



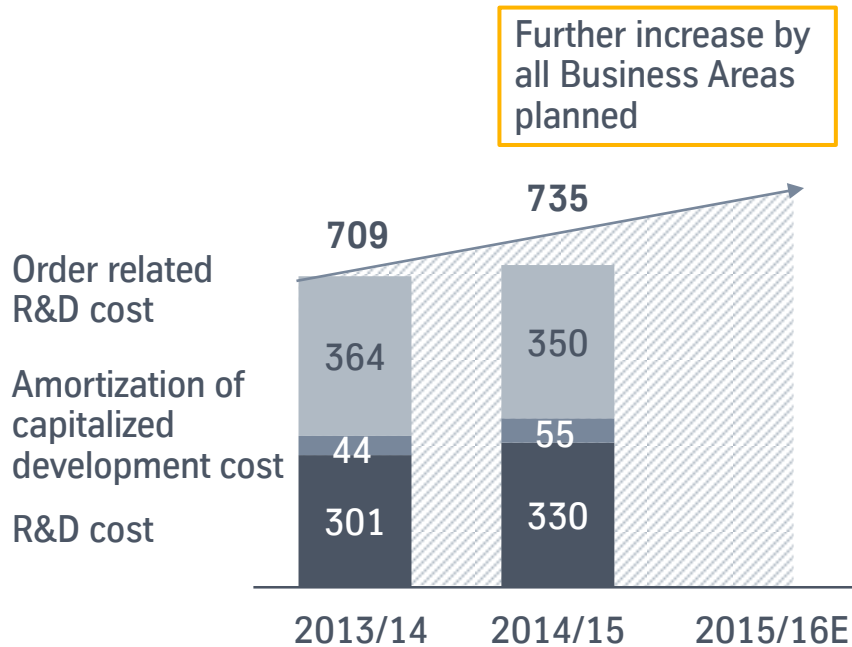
Net income [€mn]
 Dividend payment [€mn]
 Dividend [€/share]



Innovation as key element in Diversified Industrial concept

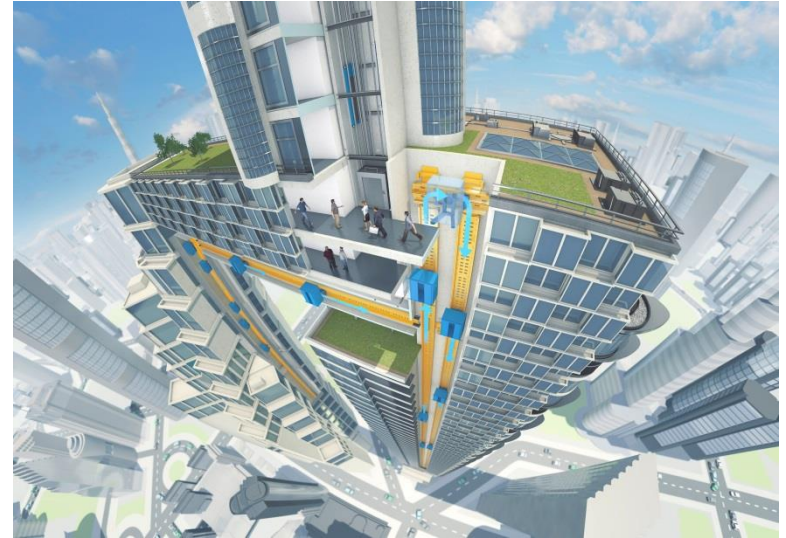
[€ mn]

R&D expenses tk group [€mn]



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

MULTI – World's first rope-free elevator system



- Horizontal as well as vertical movement possible
- Less passenger queuing and waiting time
- No restrictions on building height or shape
- Joint R&D: Exchanger module developed together with Components Technology; extra light cabins developed with TK Tech Center Carbon Composites, Dresden
- Linear motor technology based on Transrapid



Systematic benchmarking aiming at best-in-class operations

Selected peers/relevant peer segments

Components Technology

- Automotive
 - Steering: Bosch Automotive Steering Systems; ZF/TRW; NSK¹⁾
 - Camshafts: Seojin Cam, Linamar¹⁾
 - Crankshafts: Bharat Forge¹⁾; CIE Galfor¹⁾; Sumitomo¹⁾
 - Axle, damper & suspension systems: ZF/TRW; Tenneco¹⁾; Mubea, NHK Springs¹⁾, Benteler
- Slewing bearings and seamless rings: IMO; SKF¹⁾; Forgital Group
- Undercarriages and undercarriage components: Titan International¹⁾

Elevator Technology

- UTC/Otis¹⁾
- KONE¹⁾
- Schindler¹⁾
- Mitsubishi¹⁾
- Fujitec¹⁾
- Toshiba¹⁾
- Hitachi¹⁾

Industrial Solutions

- Process Technologies: Snamprogetti/Saipem¹⁾; MaireTecnimont¹⁾; Technip¹⁾; Fluor¹⁾; Asahi Kasei¹⁾
- Resource Technologies: Sinoma¹⁾; FLS¹⁾; KHD Humboldt Wedag; Takraf; FAM; Sandvik¹⁾; Metso¹⁾; Outotec¹⁾
- System Engineering: KUKA¹⁾; EDAG¹⁾; Comau
- Marine Systems: DCNS; Navantia; Admiralty; Fincantieri¹⁾; Lürssen; BVT; Damen

Materials Services

- Materials Distribution:
 - Klöckner¹⁾; Salzgitter Trading¹⁾; Reliance¹⁾
- Special Services:
 - Glencore¹⁾; Stemcor; Reliance¹⁾; AM Castle¹⁾; Vink; Sunclear
- Special Materials
 - Acerinox¹⁾; Aperam¹⁾; Outokumpu¹⁾

Steel Europe

- ArcelorMittal Europe¹⁾
- Salzgitter Strip Steel¹⁾
- Tata Steel Europe¹⁾
- Voestalpine Steel Division¹⁾

¹⁾ Listed peers



Components Technology

[€ mn]

	2014/15				2015/16	
	Q1	Q2	Q3	Q4	FY	Q1
Order intake	1,621	1,763	1,743	1,699	6,826	1,649
Sales	1,597	1,732	1,758	1,666	6,753	1,650
EBITDA	140	159	159	158	615	149
EBITDA adjusted	140	162	168	152	622	149
EBIT	67	79	81	67	294	71
EBIT adjusted	67	83	91	72	313	71
EBIT adj. margin (%)	4.2	4.8	5.2	4.3	4.6	4.3
tk Value Added					(23)	
Ø Capital Employed	3,342	3,460	3,533	3,530	3,530	3,505
BCF	(120)	53	77	209	219	(155)
CF from divestm.	1	(1)	3	6	9	0
CF for investm.	(74)	(70)	(105)	(143)	(392)	(78)
Employees	29,162	29,431	29,464	29,627	29,627	29,772

Current trading conditions

Sales – growth despite challenging markets; **Q1** +3% yoy; ex F/X -1%

- Powertrain/Chassis (LV): robust demand in USA and W. Europe; re-accelerated growth in China; Brazil still weak
- Powertrain (HV): challenging environment, esp. in China and Brazil; slowing demand in USA
- Industrial components: positive development for wind turbines, esp. in Europe, Brazil and China; construction equipment still weak

EBIT adj. – solid increase Q1 +6% yoy; operational improvements, cost discipline and growth



Components Technology – overview

Eight Business Units in three clusters

Chassis (~60% of sales)

Steering



Dampers



Automotive Systems¹⁾



Springs & Stabilizers

Powertrain (~20% of sales)

Camshafts



Forging & Machining

Industry (~20% of sales)

Bearings



Undercarriages

Sales²⁾: €6,753 mn


¹⁾ Assembly and JIS delivery for OEMs | ²⁾ Sales: FY 2014/15

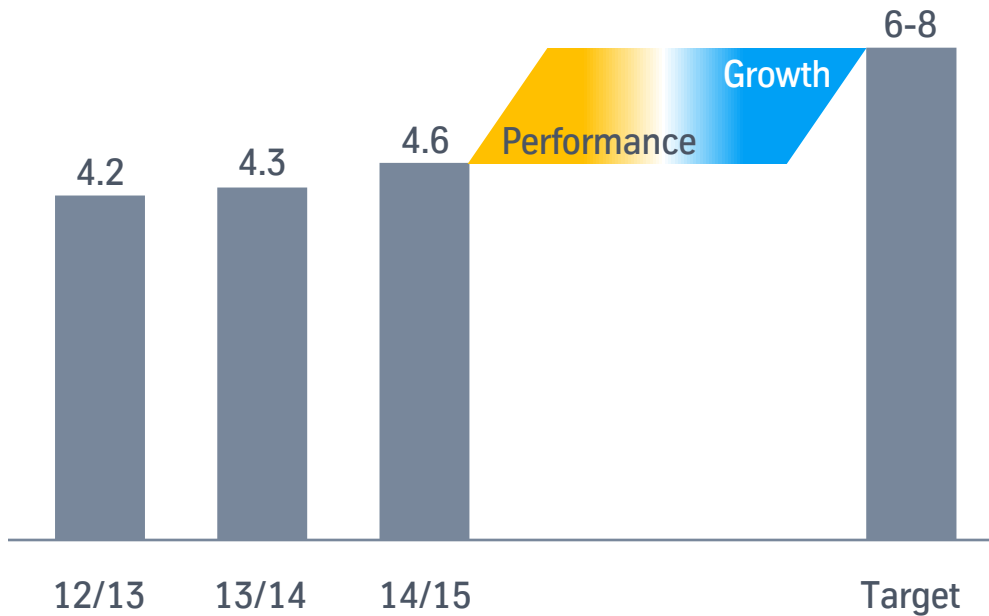


Performance and growth – key levers for margin expansion

EBIT adj. margin [%]

Achieve margin level of 6-8%

- Efficiency gains  pace
- Ramp-up new plants
- Grow with large platforms



- Strong customer portfolio and steady stream of innovations for tomorrow's mobility trends
- Ramp-up of innovative solutions for growth markets (e.g. cylinder head cover modules, electric power steering systems)
- Expanding global network close to customers
- Best-in-class engineering and streamlining of processes and structures
- Management commitment and performance culture for cash and value generation



Elevator Technology

[€ mn]

	2014/15				2015/16	
	Q1	Q2	Q3	Q4	FY	Q1
Order intake	1,868	1,890	2,051	1,895	7,704	1,992
Sales	1,712	1,661	1,876	1,960	7,208	1,869
EBITDA	194	177	220	167	759	214
EBITDA adjusted	196	187	233	257	873	220
EBIT	176	158	199	130	662	193
EBIT adjusted	178	168	211	237	794	203
EBIT adj. margin (%)	10.4	10.1	11.3	12.1	11.0	10.9
tk Value Added					559	
Ø Capital Employed	1,248	1,287	1,297	1,289	1,289	1,267
BCF	87	240	209	148	684	48
CF from divestm.	1	0	2	0	3	1
CF for investm.	(28)	(23)	(21)	(15)	(87)	(21)
Employees	51,044	51,001	51,184	51,335	51,335	51,644

Current trading conditions

- **Order backlog (excl. Service)** on new record level at €5.1 bn (+18% yoy)
- **Order intake in Q1** yoy up +6.6% driven by new inst. (Q1: ex F/X +1% yoy)
- **New installation** driven by US (incl. pos. F/X), South Korea and Middle East; NI units in China above prior year (incl. majority stake Marohn)
- **Modernization:** positively impacted by market development in USA
- **Maintenance:** markets in Europe and USA remain competitive; market in China with promising growth
- **Q1 EBIT adj. margin** improvement fully in-line with target range of +0.5-0.7% p.a.



Elevator Technology – overview

Unit

Europe Africa

Americas

Asia Pacific

Access
Solutions



Sales¹⁾

(~25% of sales)

(~40% of sales)

(~30% of sales)

(~5% of sales)

Products &
services

Elevators/Escalators new installation, service and modernization

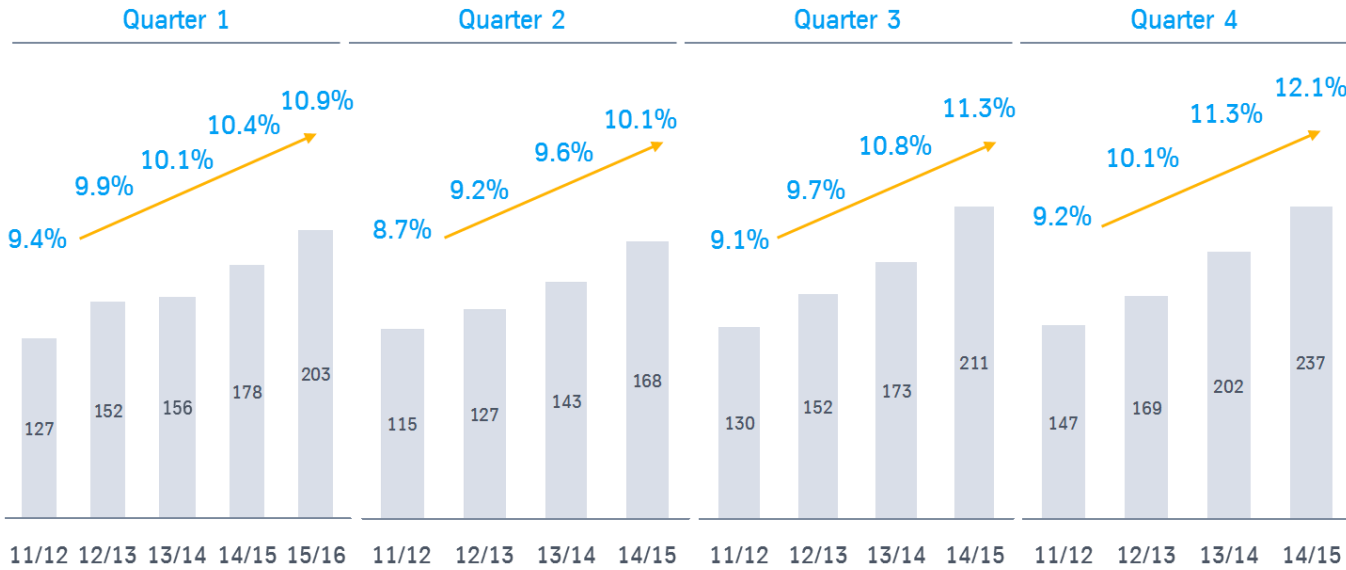
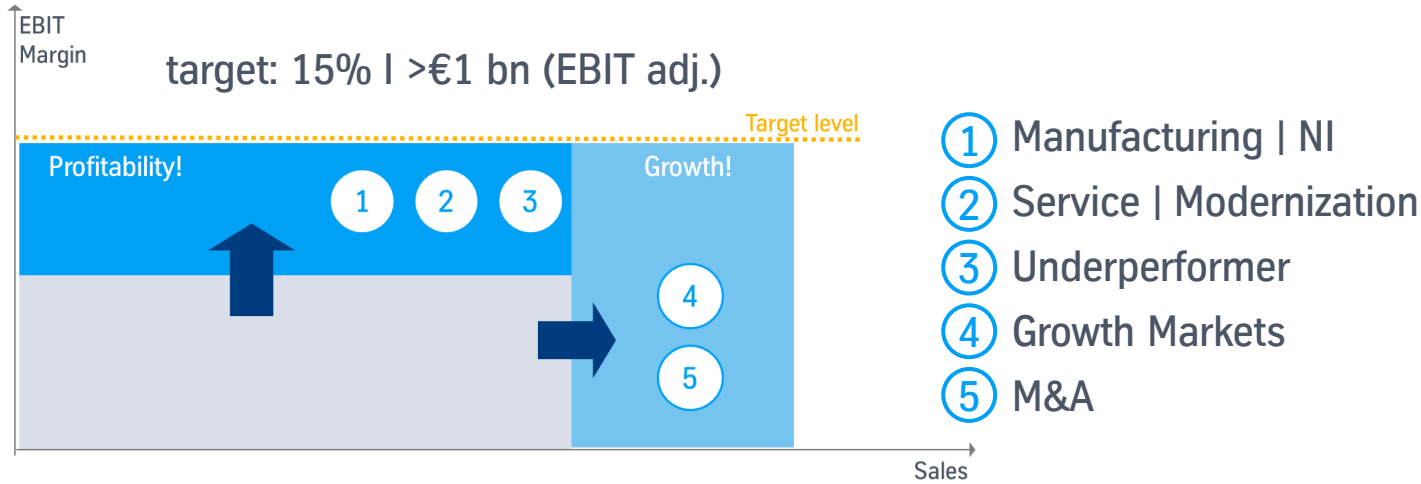
Home elevators, stair lifts,
Passenger Boarding Bridges

Sales¹⁾: €7,208 mn; Service base: >1,200,000 units

¹⁾ Sales FY 2014/15



Five initiatives to improve performance and push growth



Industrial Solutions

[€ mn]

	2014/15				2015/16	
	Q1	Q2	Q3	Q4	FY	Q1
Order intake	1,075	742	1,334	1,720	4,871	1,530
Sales	1,377	1,633	1,574	1,672	6,256	1,506
EBITDA	107	124	117	141	488	104
EBITDA adjusted	104	124	111	148	487	105
EBIT	95	108	101	120	425	90
EBIT adjusted	92	109	96	127	424	90
EBIT adj. margin (%)	6.7	6.7	6.1	7.6	6.8	6.0
tk Value Added					557	
Ø Capital Employed	(1,963)	(1,819)	(1,681)	(1,554)	(1,554)	(944)
BCF	(213)	(121)	(162)	(64)	(560)	(223)
CF from divestm.	5	0	7	(2)	10	1
CF for investm.	(12)	(19)	37	(28)	(22)	(15)
Employees	18,690	18,761	19,148	19,388	19,388	19,518

Current trading conditions

Strong Q1 order intake and book-to-bill > 1; high o/i at Resource Tech and SY



- Chemicals: customer reluctance due to oil- and commodity price slumps; nevertheless big projects in advanced negotiation
- Resource Tech: biggest ever cement plant order from Yamama Cement; several mid-size cement/mining orders
- System Engineering: strong underlying demand for auto plants (esp. Europe, Asia); project awarded for body-in-white systems from a leading German automotive manufacturer
- Marine Systems: submission of documents for Australian submarine program “SEA 1000”

Q1 EBIT adj. within target range of 6 to 7% supported by “impact” measures, integration of core plant tech business, optimization of purchasing process; flexible and efficient management of capacities

Cash Flow burdened by payout timing of backlog projects



Industrial Solutions – engineering powerhouse within thyssenkrupp

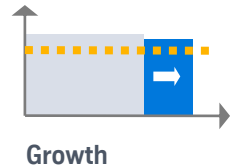
Unit	Process Technologies	Resource Technologies	Marine Systems	System Engineering
		Mining	Submarines	Automotive
	 Fertilizers	 	 	
Market	 Electrolysis	Cement	Naval Surface Vessels	Aerospace
	 Gasification	 	 	
	 Coking Plants			
	 Oil & Gas			
Sales ¹⁾ [€ mn]	~1,500	~2,200	~1,700	~900

¹⁾ Sales: FY 2014/15



Enhancing growth across all regions & becoming a global leading player

- Long term sales growth by \emptyset ~5% to €8 bn
- Maintain EBIT margin of 6-7%



Sales CAGR ~5%

Market Growth



Expansion of Accessible Market by

- new technology solutions service focus
- regional presence/customer proximity
- joint marketing approach



Increased Flexibility & Synergies by

- bundling of capacities
- harmonization of processes and tools

€6.3 bn

EBIT
margin
6-7%

2014/15

Sales
>€8 bn

Target

Global EP/EPC & Service Provider with Strong Technological Expertise



Volume KPI's of Materials Businesses

			2011/12	2012/13	2013/14	2014/15				2015/16	
			FY	FY	FY	Q1	Q2	Q3	Q4	FY	Q1
MX	Warehousing shipments ¹⁾	kt	5,470	5,300	5,592	1,279	1,480	1,433	1,379	5,571	1,275
	Shipments AST ²⁾	kt	-	-	537	106	210	234	196	747	190
SE	Crude Steel	kt	11,860	11,646	12,249	3,020	3,189	3,153	3,031	12,393	2,883
	Steel Europe AG	kt	8,408	8,487	8,936	2,187	2,398	2,462	2,229	9,276	2,214
	HKM	kt	3,452	3,160	3,313	833	790	691	802	3,117	669
	Shipments	kt	12,009	11,519	11,393	2,554	3,155	3,052	2,964	11,725	2,359
	Cold-rolled	kt	7,906	7,437	7,137	1,587	1,928	1,856	1,811	7,182	1,515
	Hot-rolled	kt	4,103	4,082	4,256	967	1,228	1,196	1,153	4,543	845
	Average Steel revenues per ton ³⁾		122	127	119	117	113	114	112	114	113
AM	Slab production CSA	kt	3,369	3,550	4,110	987	900	1,021	1,097	4,005	1,112
	Slab shipments AM	kt	3,401	3,457	4,194	1,029	821	963	1,036	3,849	1,061
	USD/EUR	Aver.	1.30	1.31	1.36	1.25	1.13	1.10	1.11	1.15	1.10
	USD/EUR	Clos.	1.29	1.35	1.26	1.22	1.08	1.12	1.12	1.12	1.09
	BRL/USD	Aver.	1.88	2.10	2.29	2.54	2.85	3.08	3.52	2.98	3.85
	BRL/USD	Clos.	1.86	2.03	2.45	2.66	3.25	3.10	4.00	4.00	3.90

¹⁾ Excl. AST/VDM shipments | ²⁾ Included at MX since March '14 | ³⁾ Indexed: Q1 2004/2005 = 100



Materials Services

[€ mn]

	2014/15				2015/16	
	Q1	Q2	Q3	Q4	FY	Q1
Order intake	3,546	3,723	3,572	3,104	13,945	2,846
thereof Special Materials	546	729	736	424	2,435	386
Sales	3,421	3,794	3,778	3,261	14,254	2,821
thereof Special Materials	522	733	818	514	2,587	362
EBITDA	27	79	121	58	285	29
EBITDA adjusted	44	89	122	99	354	35
thereof Special Materials	(12)	34	53	22	97	12
EBIT	(14)	(137)	89	24	(38)	(1)
EBIT adjusted	2	49	89	66	206	3
thereof Special Materials	(33)	14	34	16	30	2
EBIT adj. margin (%)	0.1	1.3	2.4	2.0	1.4	0.1
thereof Special Materials	(6.3)	1.9	4.2	3.1	1.2	0.5
tk Value Added					(449)	
Ø Capital Employed	4,685	4,672	4,661	4,566	4,566	4,017
BCF	(84)	(18)	97	318	313	(188)
thereof Special Materials	(89)	31	24	72	39	(6)
CF from divestm.	94	0	2	298	394	1
CF for investm.	(22)	(22)	(23)	(48)	(115)	(14)
Employees	22,423	22,418	22,347	20,226	20,226	20,009

Current trading conditions

Very challenging materials environment: significant price fall and margin pressure; VDM (closing end of July '15) and RIP (closing Dec. 4, '14) sold in prior year

Sales Q1 lower yoy - except Aerospace and AST: strong price and competitive pressure; Aerospace growth in business with new customers and new long-term contracts; AST absence of strike improved production and higher sales

EBIT adj. Q1 at prior level: Sale of VDM/RIP and weaker distribution/service business compensated by improvements at AST; extensive package of measures under way to stabilize earnings



Link between industrial and raw materials producers and customers

Materials Distribution

Carbon Steel
Stainless Steel
NF metals

Trading
Warehousing
Processing
Logistics/
Supply Chain
Management



Special Services

Plastics
Aerospace
Raw Materials

Trading
Warehousing
Processing
Logistics/
Supply Chain
Management



Special Materials

Stainless steel

Production (AST)
and Distribution

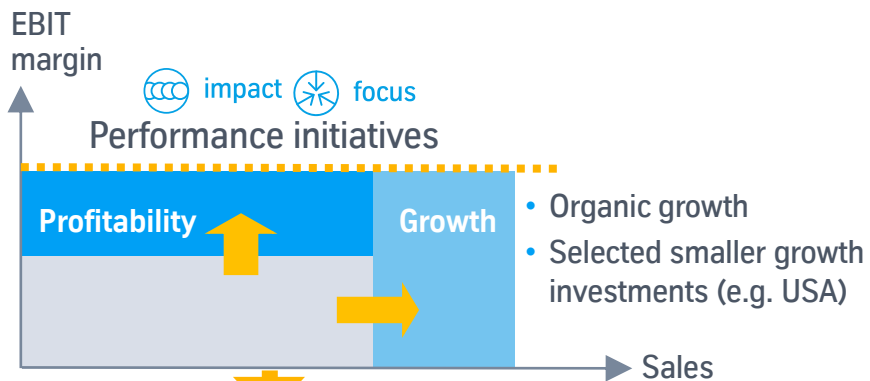


Sales¹⁾: €14,254 mn | Shipments: 13.9 mn tons | Customers: 250,000

¹⁾ incl. VDM, sold as of July 31, 2015



Materials Services – performance and growth levers



Return to previous margin levels

- Organization & process efficiency
- Cash & cost management
- Specialization & processing
- Turnaround AST
- Active business establishment & expansion
- Digitization



Steel Europe

[€ mn]

	2014/15				2015/16	
	Q1	Q2	Q3	Q4	FY	Q1
Order intake	2,095	2,394	2,050	1,883	8,421	1,846
Sales	1,985	2,260	2,287	2,165	8,697	1,723
EBITDA	199	217	259	249	924	156
EBITDA adjusted	198	217	276	208	899	156
EBIT	80	113	150	171	514	50
EBIT adjusted	79	113	166	133	492	51
EBIT adj. margin (%)	4.0	5.0	7.3	6.2	5.7	2.9
tk Value Added					14	
Ø Capital Employed	5,384	5,376	5,324	5,265	5,265	5,087
BCF	(176)	371	186	292	673	(231)
CF from divestm.	4	1	(1)	92	97	(2)
CF for investm.	(100)	(95)	(96)	(166)	(458)	(86)
Employees	27,740	27,481	27,273	27,601	27,601	27,493

Current trading conditions

EU carbon flat steel market under increasing import pressure, especially from China; German steel distributors destocking into calendar year end, real consumption stable overall

Order intake and sales yoy down due to lower prices and volumes reflecting increasing import pressure and corresponding customer caution adding to seasonal destocking as well as selective o/i and selective reduction of shipments

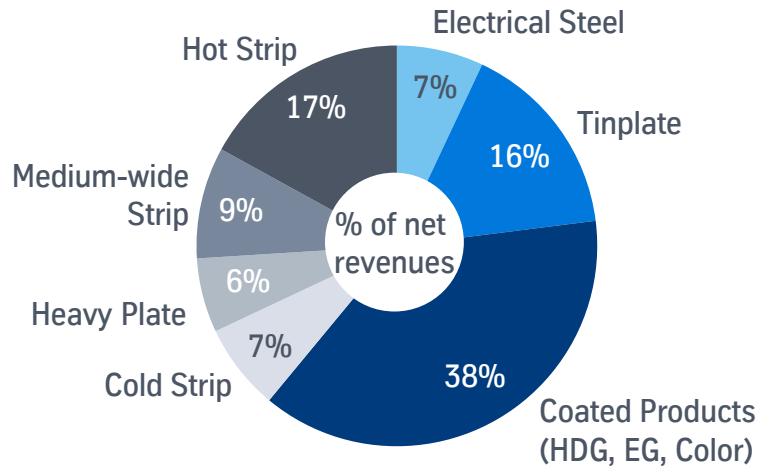
EBIT adj. Q1 lower yoy: lower volumes and prices cannot be compensated by efficiency gains and positive product mix effects

“one steel” program launched to secure long-term competitiveness

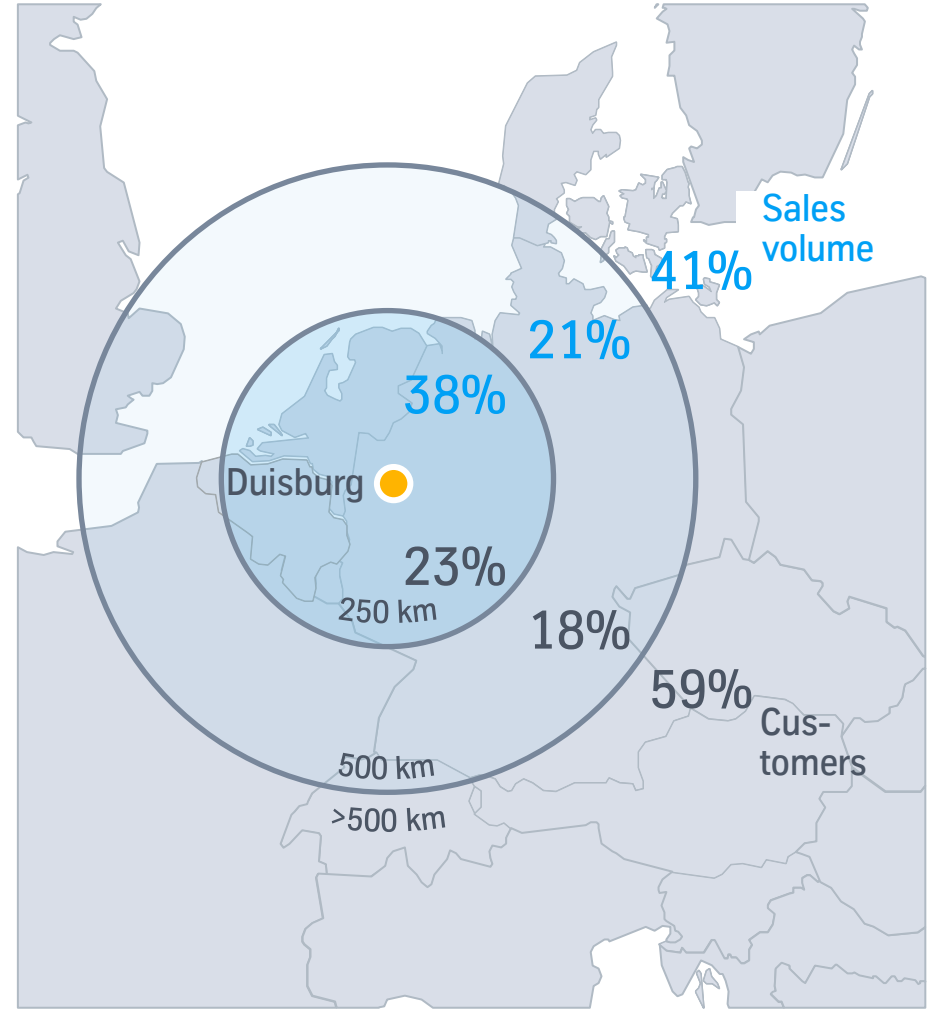
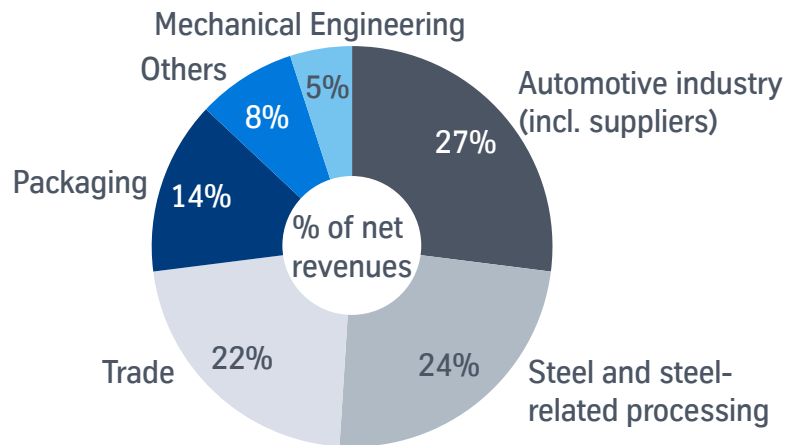


Overview Business Area Steel Europe

Product mix FY 2014/15



Sales by industry FY 2014/15



Steel Americas

[€ mn]

	2014/15				2015/16	
	Q1	Q2	Q3	Q4	FY	Q1
Order intake	475	420	519	308	1,723	371
Sales	502	453	441	376	1,773	350
EBITDA	21	17	8	(53)	(7)	(47)
EBITDA adjusted	32	15	11	(57)	1	(37)
EBIT	(11)	(19)	(27)	(90)	(147)	(84)
EBIT adjusted	0	(20)	(25)	(94)	(138)	(74)
EBIT adj. margin (%)	0.0	(4.4)	(5.7)	(24.9)	(7.8)	(21.2)
tk Value Added					(374)	
Ø Capital Employed	2,101	2,150	2,178	2,167	2,167	2,113
BCF	(1)	5	15	(57)	(37)	(70)
CF from divestm.	1	0	0	1	2	0
CF for investm.	(10)	(14)	(15)	(48)	(86)	(30)
Employees	3,348	3,562	3,689	3,725	3,725	3,783

Current trading conditions

Production Q1: Further improved to highest level since start of operations

Sales Q1: Yoy decline on slightly higher shipment volumes as a result of increased price pressure in the USA and South America; Good progress with building further long-term customer relationships

Adjusted EBIT Q1 lower yoy in difficult price environment: Higher shipments, efficiency gains and production volumes outweighed by negative price effects; Adjusted EBIT impacted by €20 million negative closing-date effects on input tax credits

New efficiency program “UP” (“Ultimate Performance”) launched aiming at sustainable improvement in slab costs



US assets divested and forward strategy TK CSA defined

US assets divested

Sale to MT/NSSMY
 Price: \$1.55 bn
 Sale closed in Feb 2014

Shift in market focus TK CSA

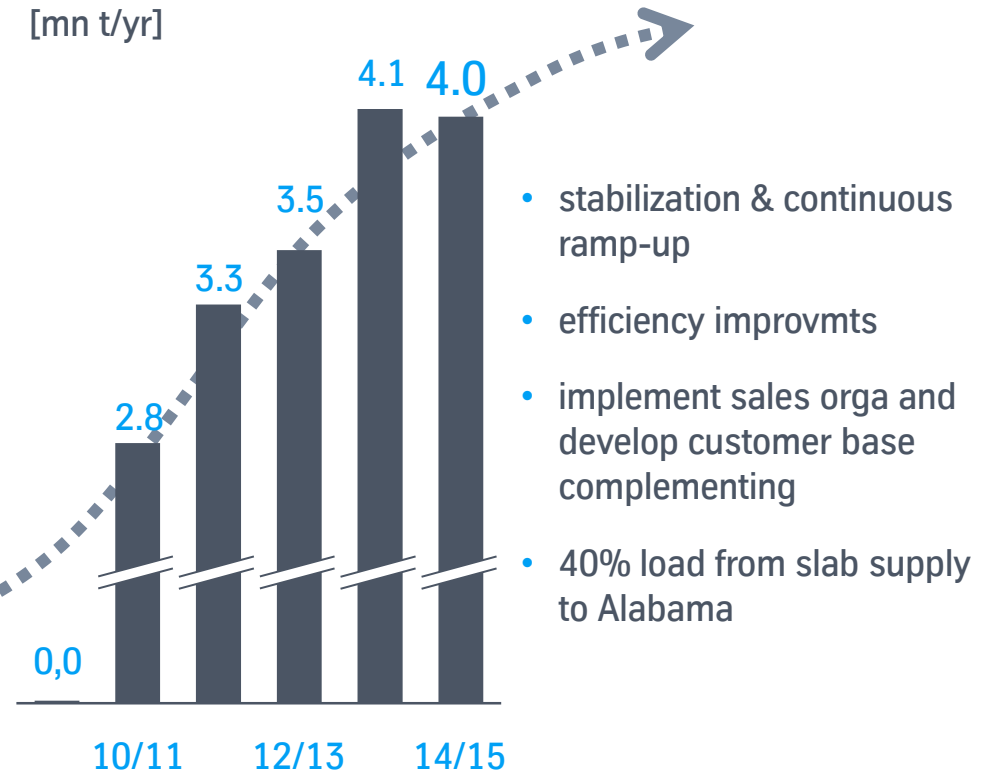
Slab supply contract

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



Current focus on operating improvements in Brazil

slab sales TK CSA
 [mn t/yr]



Mid-term solution outside of TK portfolio feasible



Corporate

[€ mn]

	2014/15				2015/16	
	Q1	Q2	Q3	Q4	FY	Q1
Order intake	47	49	44	56	196	57
Sales	45	48	46	55	194	60
EBITDA	(96)	(96)	(87)	(322)	(601)	(121)
EBITDA adjusted	(91)	(88)	(79)	(112)	(369)	(106)
EBIT	(107)	(107)	(98)	(337)	(649)	(132)
EBIT adjusted	(102)	(99)	(90)	(124)	(414)	(117)
BCF ¹⁾	98	(166)	(21)	(83)	(172)	217
Employees	3,000	3,043	2,879	3,004	3,004	3,168

¹⁾ now for Corporate and BAs: pension and related payouts excluded, service costs (non-cash) included, reversal in group consolidation;
from FY15/16: higher payments from all BAs to Corporate for group trade mark

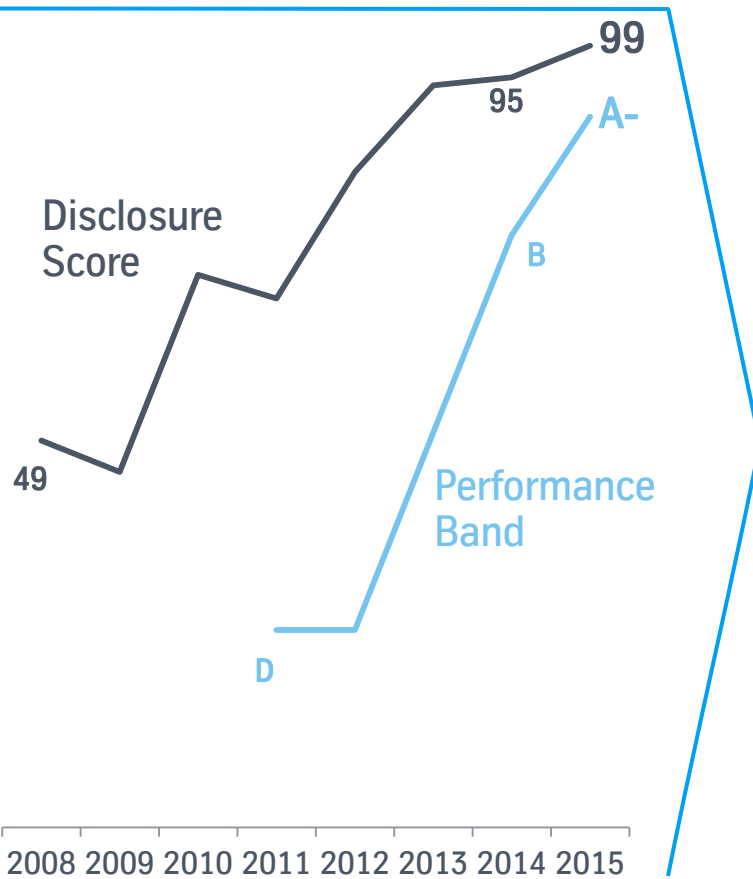
Group initiatives are managed centrally at Corporate and aim to increase competitiveness, customer proximity and cost efficiencies:

- “daproh”: group-wide one harmonized ERP landscape (instead of >200) with automated end-to-end processes (13 business models, 9 templates); improved data quality to speed-up decision making and enable better operational performance; digitalization and industry 4.0 readiness
- “uniTe”: Transformation of IT infrastructure into one global wide area network with 5 cloud-based data centers (replacing 500+IT domains) to enable higher service quality and a significant improved IT security with cost savings at the same time
- “GSS”: Bundling of accounting, IT, real estate and HR workflows in 6 shared service centers for process and cost efficiency



We are recognized for leading in active climate change management and disclosure – a proof point for our “more & better” positioning

thyssenkrupp Carbon Disclosure Project Rating



Ranking



TOP 5: Sector Leader “Energy & Materials” DACH region¹⁾



TOP 10: Index Leader DAX



TOP 10% in disclosure: Leadership Index DACH region¹⁾ since 2012

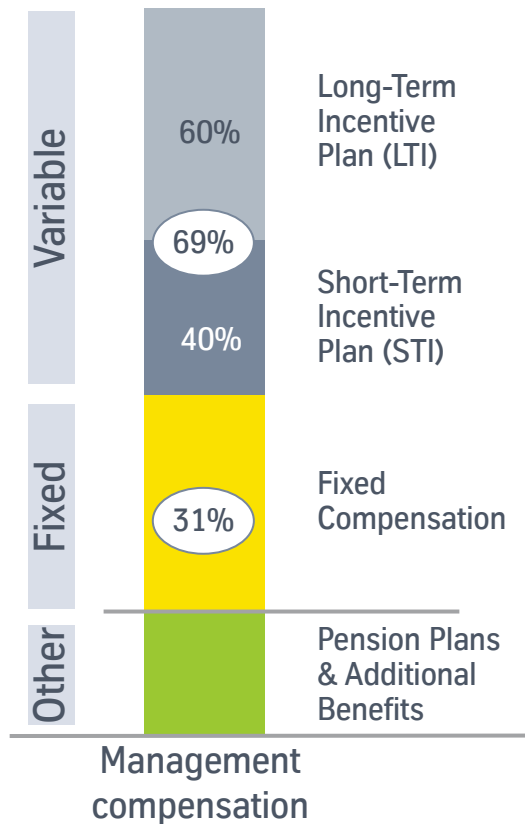
Insights

- Climate Change fully embedded in business strategy
- 0.8 Mio. t CO₂ efficiency gains since FY 13/14
- Target of 3.5 TWh energy efficiency gains until FY 19/20 (GEEP)
- Intensive Carbon Footprinting

¹⁾ Germany, Austria, Switzerland



Enhanced management compensation: strengthening of LTI



- **LTI:** Share price, TKVA (target TKVA = 0); payout limited to 250% of initial value

Increase of €20 mn Ø TKVA (if TKVA >0) = 1% increase in number of rights
 Reduction of €10 mn Ø TKVA (if TKVA <0) = 1% reduction in number of rights

- **STI:** annual performance bonus
- Group Board:
 - 40% Group EBIT/20% ROCE/40% FCF before M&A
 - Payout limited to 200% of target amount
 - Payout multiplied with a sustainability and discretionary factor (0.8-1.2x)
- BA Board: 20% Group EBIT, FCF before M&A, TKVA; 80% BA EBIT, BCF, TKVA
- **Fixed:** €700,000 annually for each ordinary Group Board member



thyssenkrupp rating

	Long-term Rating	Short-term Rating	Outlook
Standard & Poor's	BB	B	stable
Moody's	Ba2	Not Prime	stable
Fitch	BB+	B	stable



Reconciliation of EBIT Q1 15/16 from Group p&l

P&L structure

Net sales	9,548
Cost of sales	(8,015)
SG&A, R&D	(1,341)
Other income/expense	8
Other gains/losses	10
= Income from operations	211

Income from companies using equity method 16

Finance income/expense (194)

= EBT 34

EBIT definition

Net sales	9,548
Cost of sales	(8,015)
SG&A, R&D	(1,341)
Other income/expense	8
Other gains/losses	10
Income from companies using equity method	16
Adjustm. for oper. items in fin. income/expense	(35)
= EBIT	193

Operating items in fin. income/expense 35

= EBT 34



OUR values &

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.”

