

Presentation Facts & Figures

Ticker: TKA (Share) TKAMY (ADR)

January 2016

engineering.tomorrow.together.



thyssenkrupp

Agenda

Presentation

slides 03-14

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

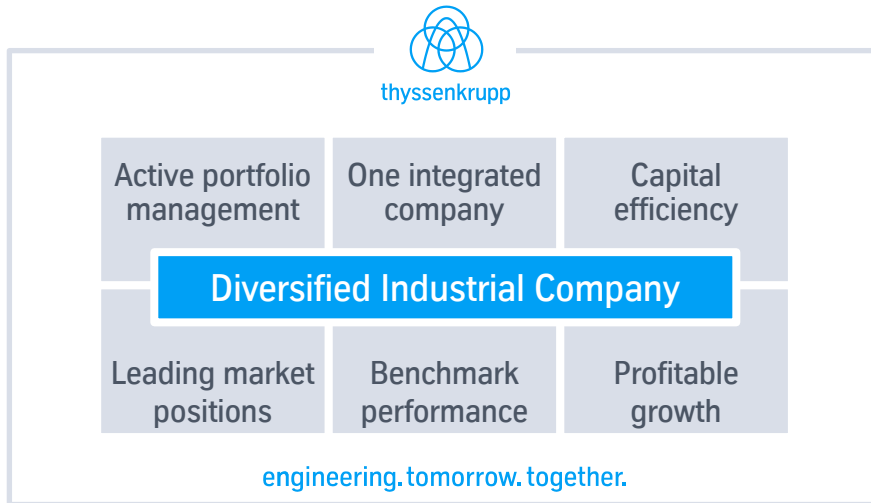
Facts & Figures

slides 18-60



Value opportunity from group transformation

Strategic positioning



Leading Engineering Competence

Perspective

- Transformation to a global Diversified Industrial aiming for high margins and stable earnings growth
- Cultural change for much better operational performance
- Powerful efficiency program  impact
- Increasing innovation efforts to push competitiveness and growth



New brand positioning: Value perspective, growth, efficient structure and open dialogue

Strategic
Way
Forward

Diversified
Industrial
Company

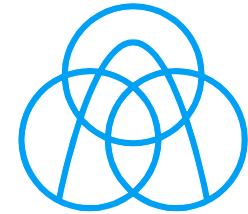
Synergies/
Impact

Values

Brand Promise

we advance our customers by

1. Understanding current and future customer/market needs
2. Delivering competitive products, services and solutions
3. Creating relevant technology and business innovations
4. Leading the way
5. Acting as a reliable partner
6. Empowering and exciting people
7. Building on strong experience



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engineering.
tomorrow.
together.

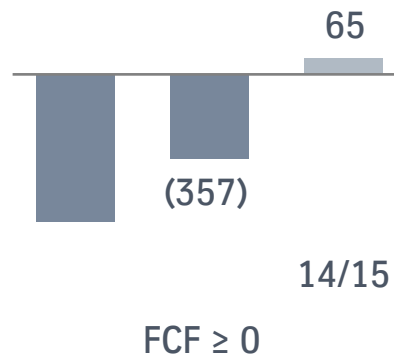
- Right point in time after visible progress in SWF
- Catalyst to accelerate change and performance culture
- Cost efficient approach



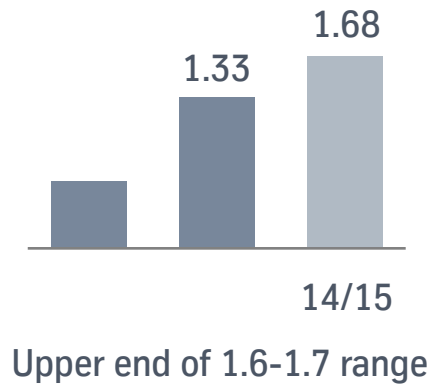
Key FY targets achieved

Stringent execution of Strategic Way Forward and operational excellence

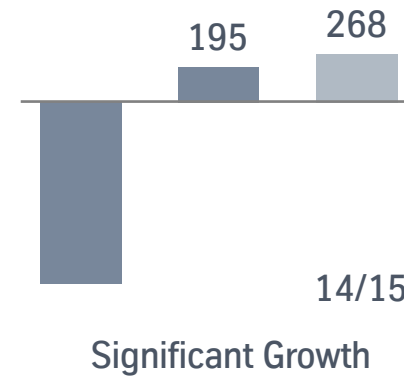
FCF before divest (€ mn)



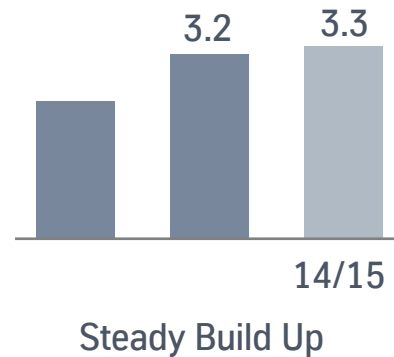
EBIT adj. (€ bn)



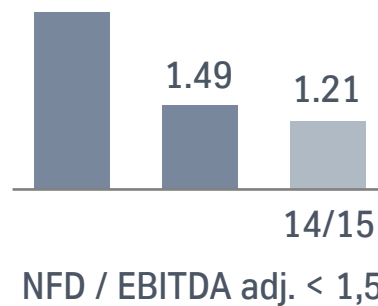
Net Income / Loss (€ mn)



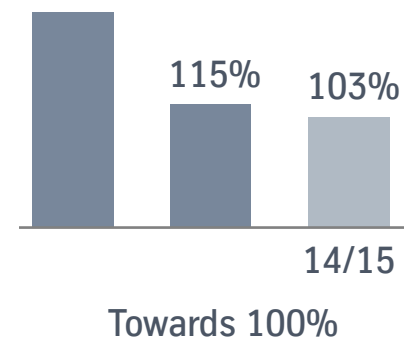
Equity (€ bn)



NFD / EBITDA adj.

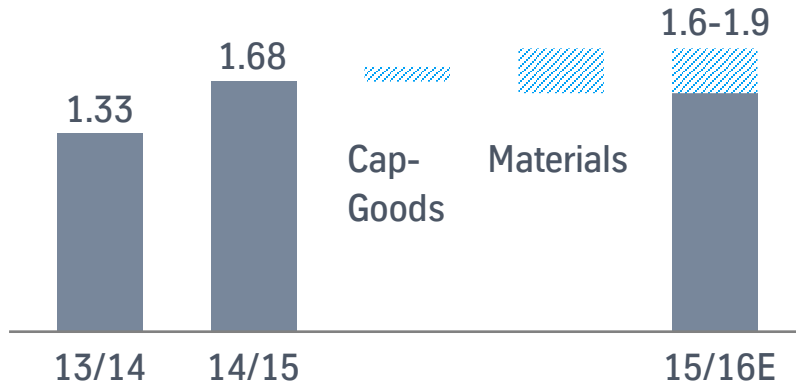


Gearing



15/16E: Continuation of structural progress in volatile trading conditions

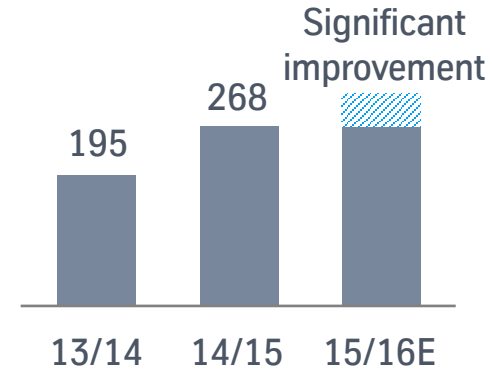
EBIT adj. [€ bn]



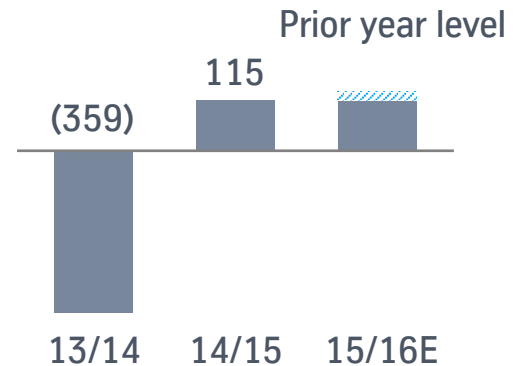
Upside at CapGoods - in particular ET – and uncertainty at Materials (striving to overcompensate adverse market effects)

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

Net Income (Full Group) [€ mn]



FCF before M&A (Full Group) [€ mn]



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Facts & Figures

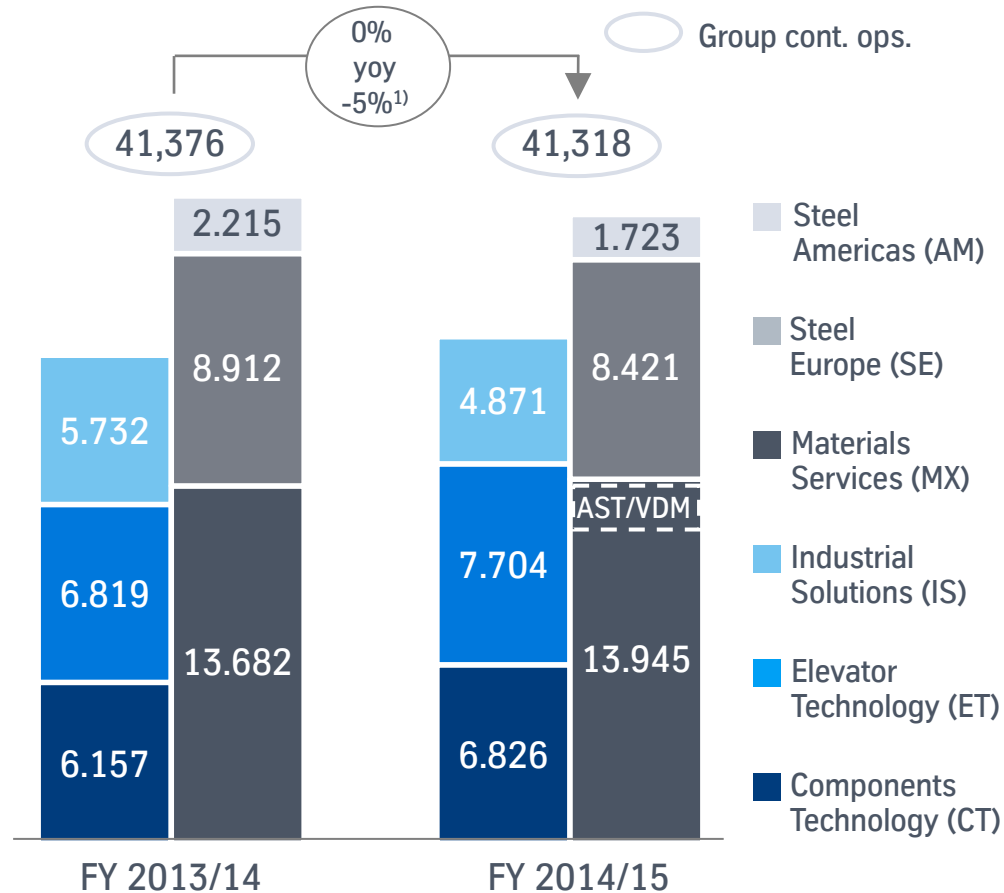
slides 18-60



Solid Orders benefit from Components, Elevator and global footprint

[€ mn]

Order intake – continuing operations



CT: • yoy up by 11% (+4%)¹⁾

Light vehicle robust (USA, West. Eur.), CHN slowing in H2, truck weak, wind energy business strong (CHN, BRA, IND)

ET: • yoy up by 13% (+3%)¹⁾

Highest ever with strong contribution from USA, South Korea, Middle East

IS: • yoy down by 15% (-16%)¹⁾

Big tickets at MS and Cement in prior year; ongoing customer reluctance at chemicals and mining due to oil and raw materials price development;

- Q4 strong due to corvette order at Marine

Mat BA: • yoy down by 3% (-7%)¹⁾

mainly weaker (raw) material prices and lower volumes at SE partly cushioned by F/X and portfolio effects

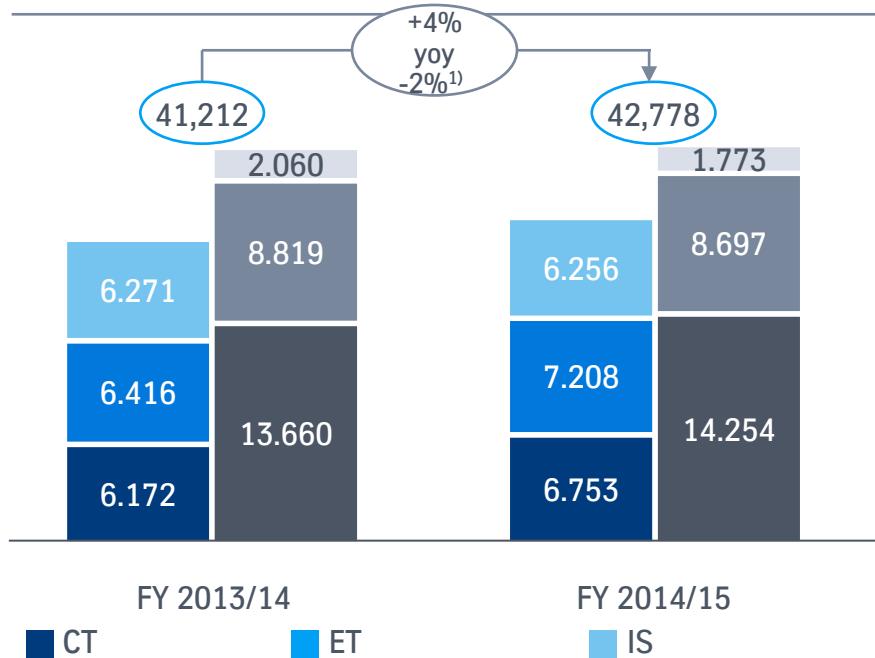
¹⁾ Adjusted for F/X and portfolio changes



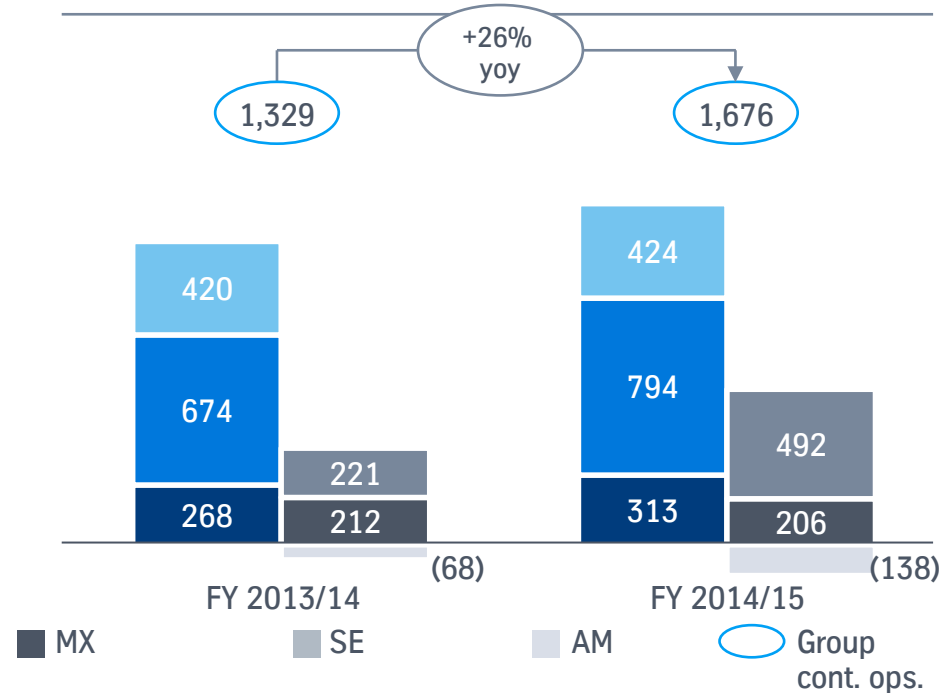
Sig. increase in EBIT adj. by growth at CapGoods and efficiency gains

[€ mn]

Sales – continuing operations



EBIT adj. – continuing operations



CT solid automotive markets and strong wind energy business
ET growth driven by US, China, South Korea and positive F/X
Materials yoy weaker (raw) material prices largely compensated by higher shipments (MX, SE), positive F/X and portfolio effects

CT/ET increase in all quarters yoy; efficiency gains & growth
MX ~flat despite strike at AST and falling prices; efficiency & restr.
SE >doubled EBIT & margin; efficiency, higher volumes
AM yoy down due to F/X effects on sales tax asset; BCF b/e!

¹⁾ Adjusted for F/X and portfolio changes

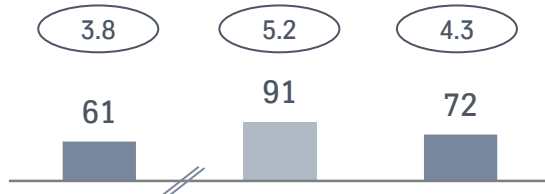


Q4 yoy: Strong performance in more challenging trading conditions

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

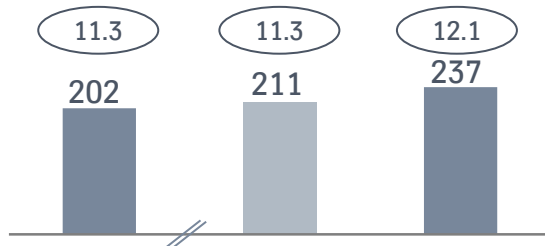
CT

Op. improvement & growth vs. challenging markets



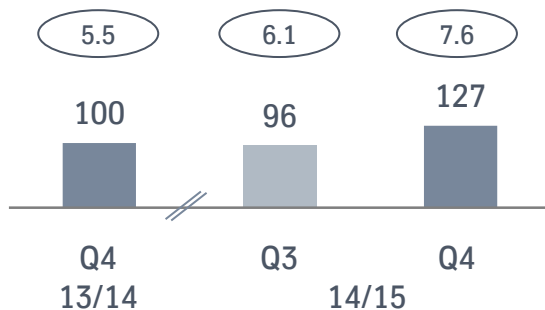
ET

Margin improv. from efficiencies & growth



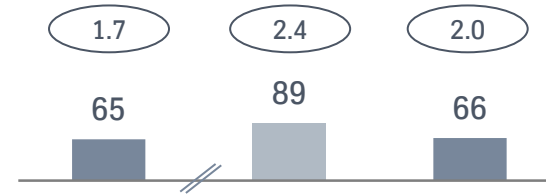
IS

Leveraged synergies & enhanced cost savings



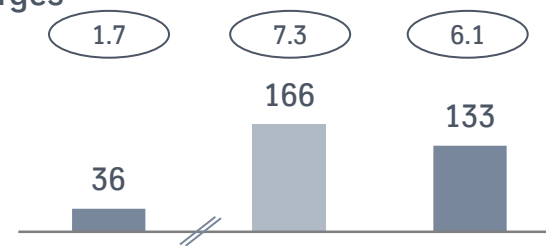
MX

Efficiencies & AST progress vs. high competition & price pressure



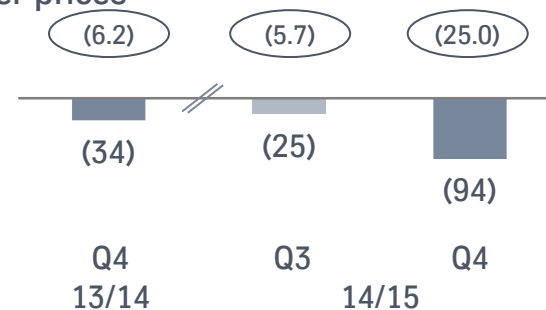
SE

Efficiencies & temp. lower depreciation charges



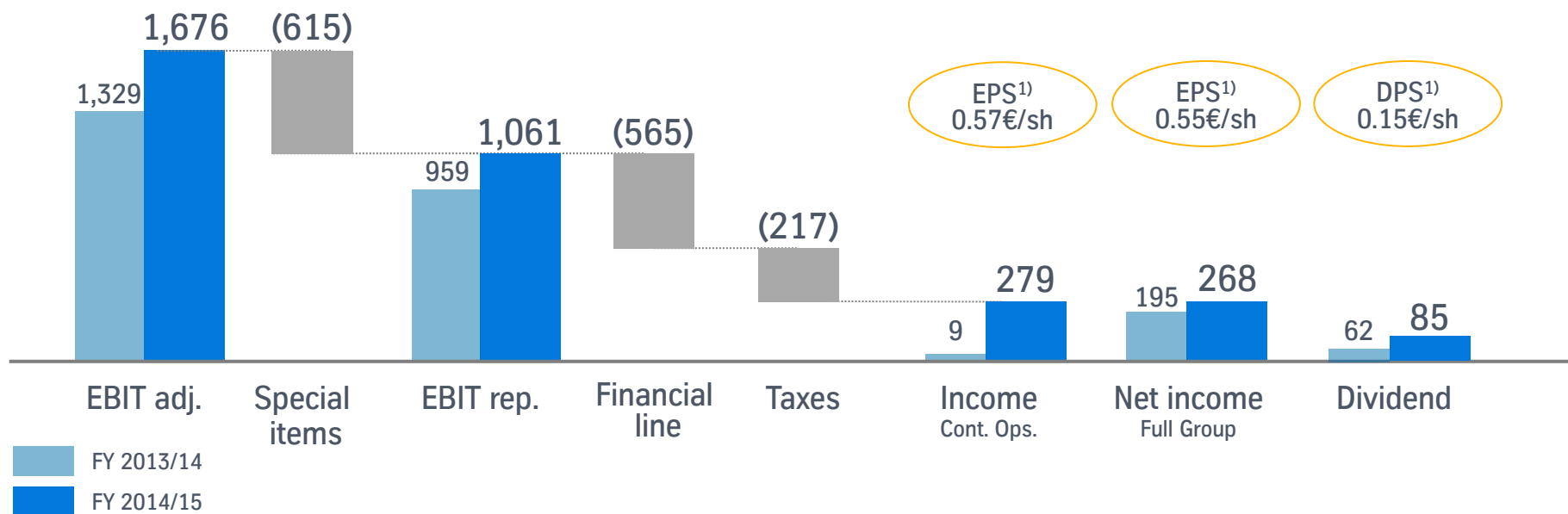
AM

Op. progress vs. neg. F/X effects & lower prices



EBIT improvement leads to growth in Net Income; higher Dividend proposed

Net income reconciliation FY 2014/15 [€ mn]



Special items yoy increase in special items from (370) mainly attributable to VDM divestment and increase in provision related to Budd Company settlement agreement (largely reversed in tax line)

Financial line yoy improvement from (716) by lower financing costs (expected to decline further) and net interest cost pensions

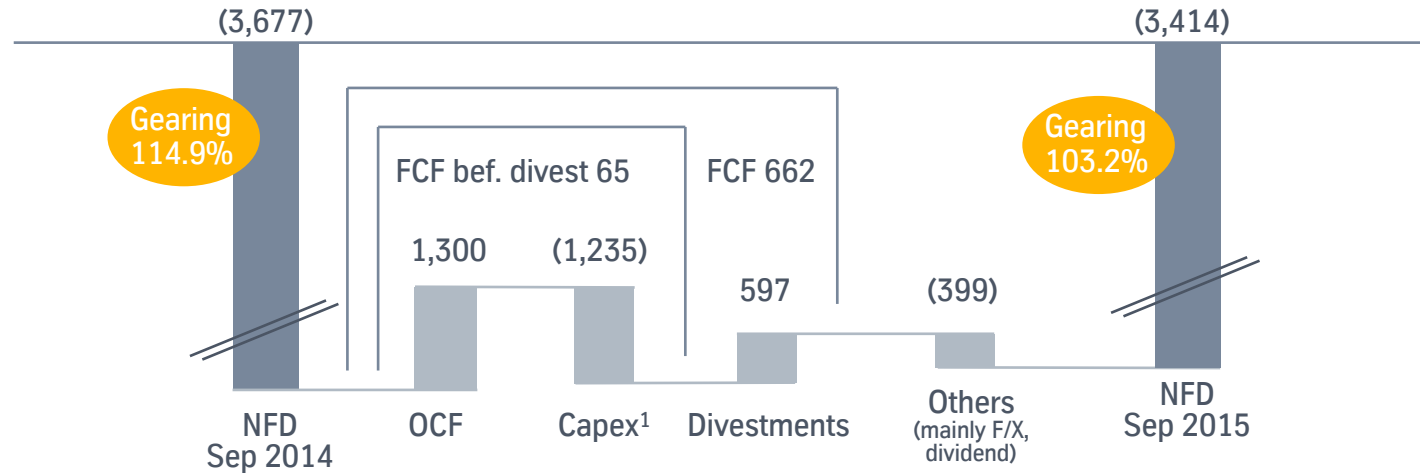
Net Income full group prior year includes positive contribution from discontinued operations

¹⁾ attributable to ThyssenKrupp AG's stockholders



Further deleverage of Group balance sheet

FY 2014/15 – full group [€ mn]

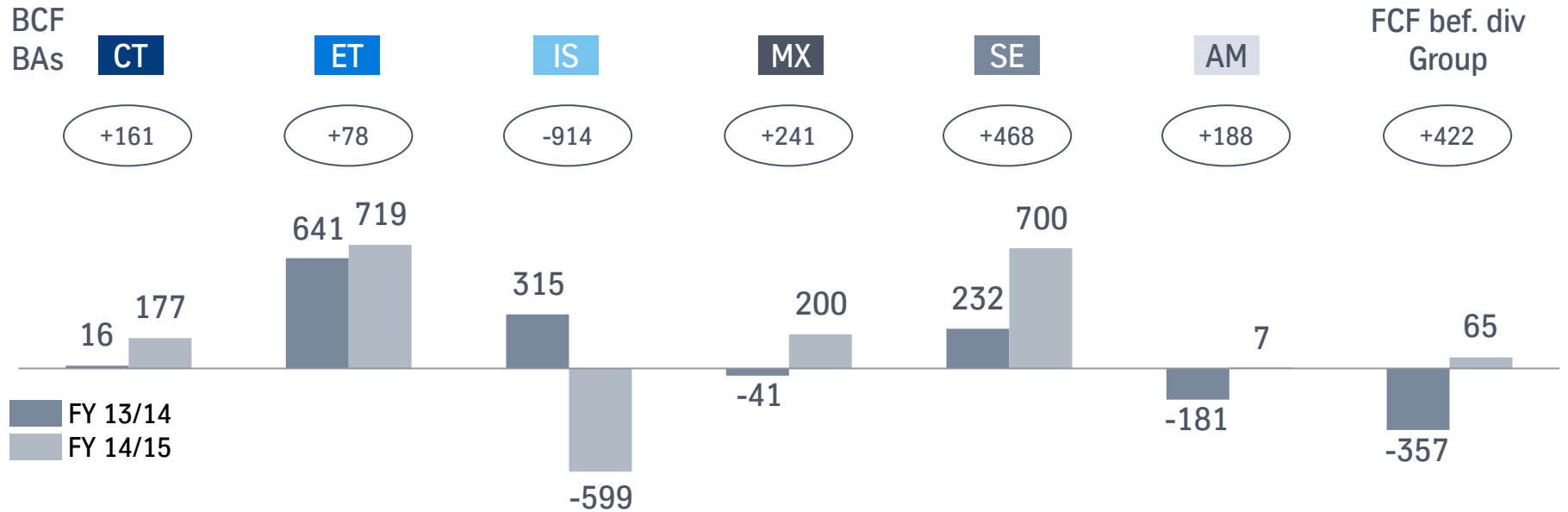


¹ Capex for property, plant & equipment, financial & intangible assets & financial investments

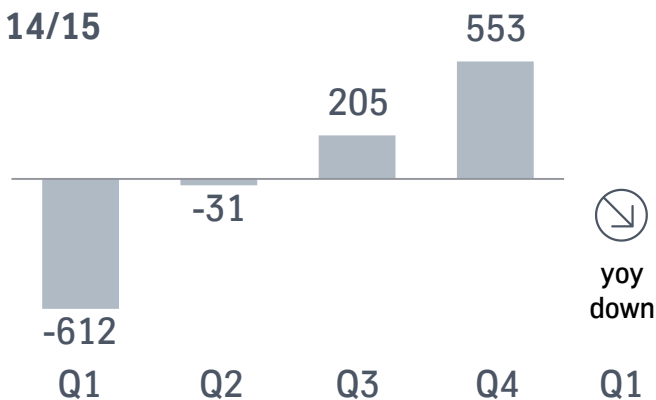


Cash Flow: Headwinds at Industrial Solutions compensated by all other BAs

FY 2014/15 – full group [€ mn]



FCF bef. M&A 14/15

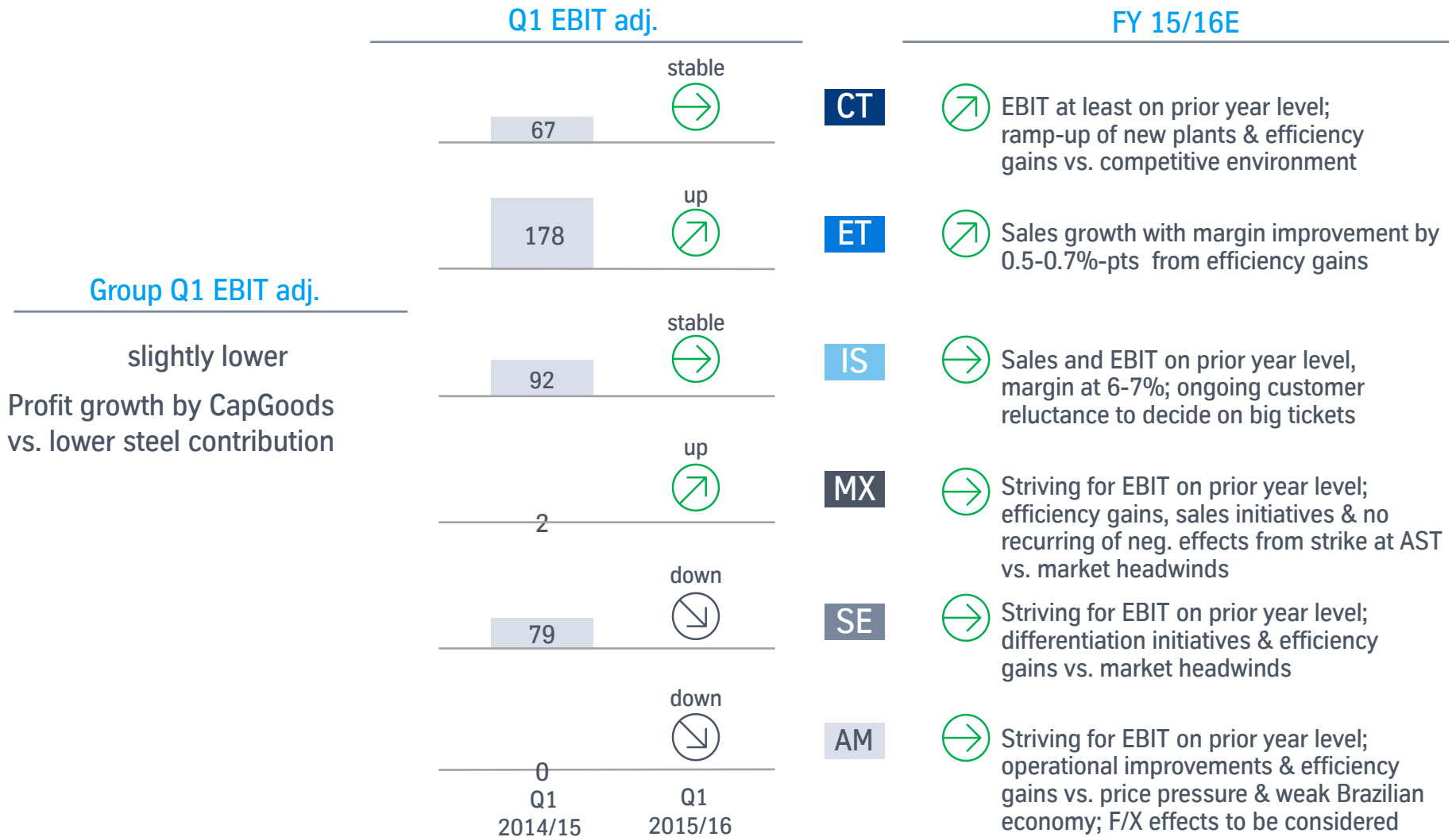


- FY 14/15 target achieved by disciplined NWC-measures across all BAs
- FY 15/16 with significant improvement at IS vs. one-offs NWC reduction in FY 14/15 leading to strong NWC build-up in Q1



Outlook Q1 15/16E

yoy EBIT adj. upside at CapGoods vs. market headwinds at Materials



Financial Calendar

January

Conferences

Commerzbank German Investment Seminar, New York (11th-12th)

UniCredit Kepler Cheuvreux German Corporate Conference, Frankfurt (19th-20th)

February

Roadshows

London (16th)

IR contact: +49 201-844-536480 | ir@thyssenkrupp.com



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

Appendix

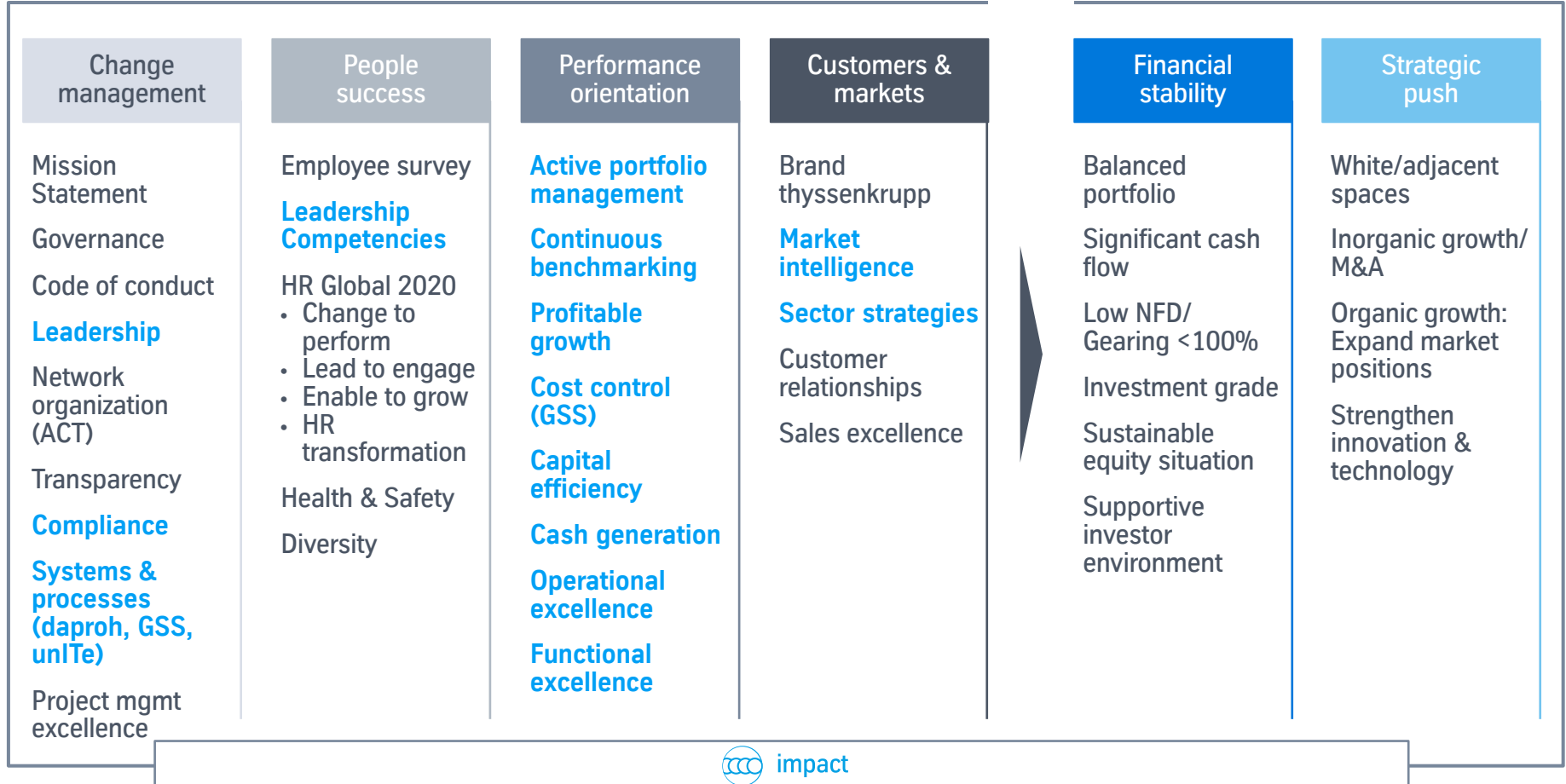


thyssenkrupp – Strategic Way Forward

Concept for performance improvement

Diversified
Industrial Company

More & Better
Sustainability



thyssenkrupp – Group overview¹⁾

Sales €42.8 bn; EBIT adj. €1.7 bn

Components Technology

Sales €6.8 bn
EBIT adj. €313 mn

Automotive components

- Powertrain; Chassis

Industrial components

- Slewing bearings; seamless rings
- Undercarriages for crawler equipment

Elevator Technology

€7.2 bn
€794 mn

- Elevators
- Escalators & moving walks
- Passenger boarding bridges

Industrial Solutions

€6.3 bn
€424 mn

- Chemical/Petrochemical plants
- Cement plants
- Mining & mat. handling equipment
- Production systems for auto and aerospace industry
- Submarines²⁾; Naval Vessels

Materials Services

€14.3 bn
€206 mn

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

Steel Europe

€8.7 bn
€492 mn

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

Steel Americas

€1.8 bn
€(138) mn

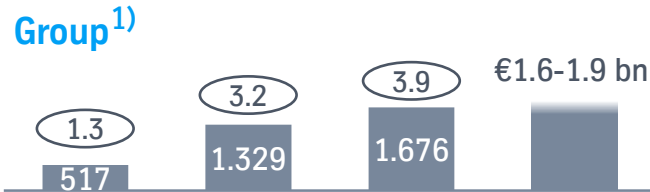
- Premium slab production (CSA)

¹⁾ Financial figures 2014/15 | ²⁾ non-nuclear

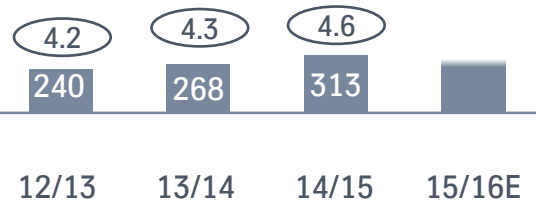


EBIT track record of Group and Business Areas

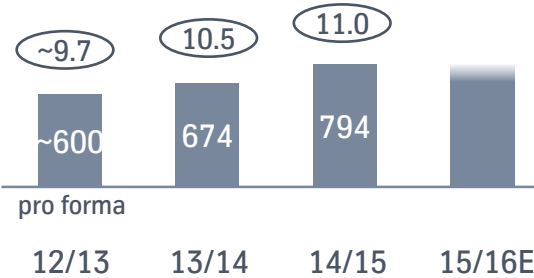
EBIT adj. [€ mn]; EBIT adj. margin [%]



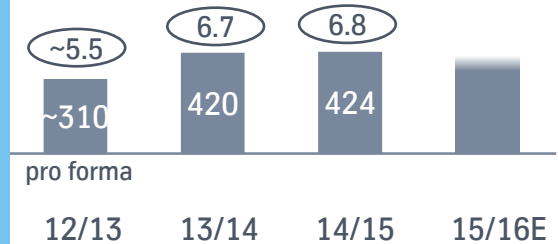
Components Technology



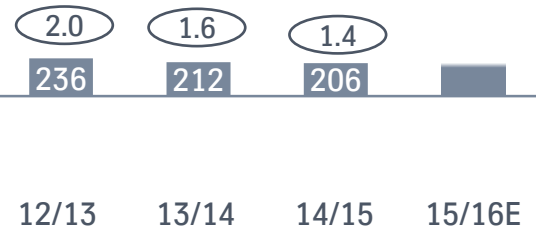
Elevator Technology



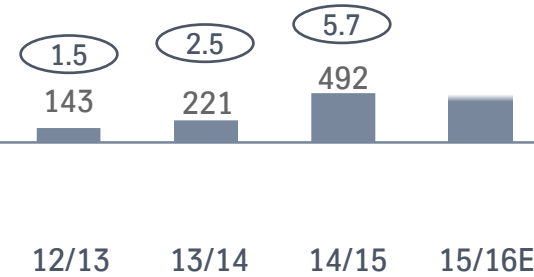
Industrial Solutions



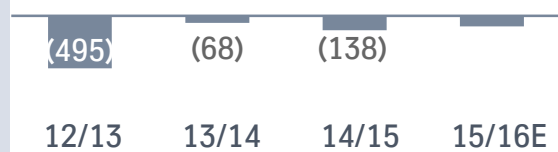
Materials Services



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



Financial performance targets set for all Business Areas

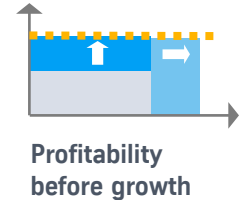
Components Technology

- 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: perform./attract. concept



Elevator Technology

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



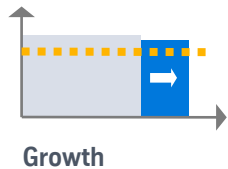
Steel Europe

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



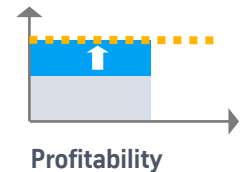
Industrial Solutions

- 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



Systematic benchmarking aiming at best-in-class operations

Selected peers/relevant peer segments

Components Technology

- Automotive
 - Steering: Bosch Automotive Steering Systems; ZF/TRW; NSK
 - Camshafts: Seojin Cam, Linamar
 - Crankshafts: Bharat Forge; CIE Galfor; Sumitomo
 - Axle, damper & suspension systems: ZF/TRW; Tenneco; Mubea, NHK Springs, Benteler
- Slewing bearings and seamless rings: IMO; SKF; Forgital Group
- Undercarriages and undercarriage components: Titan International

Elevator Technology

- UTC/Otis
- KONE
- Schindler
- Mitsubishi
- Fujitec
- Toshiba
- Hitachi

Industrial Solutions

- Process Technologies: Snamprogetti/Saipem; MaireTecnimont; Technip; Fluor; Asahi Kasei
- Resource Technologies: Sinoma; FLS; KHD Humboldt Wedag; Takraf; FAM; Sandvik; Metso; Outotec
- System Engineering: KUKA; EDAG; Comau
- Marine Systems: DCNS; Navantia; Admiralty; Fincantieri; Lürssen; BVT; Damen

Materials Services

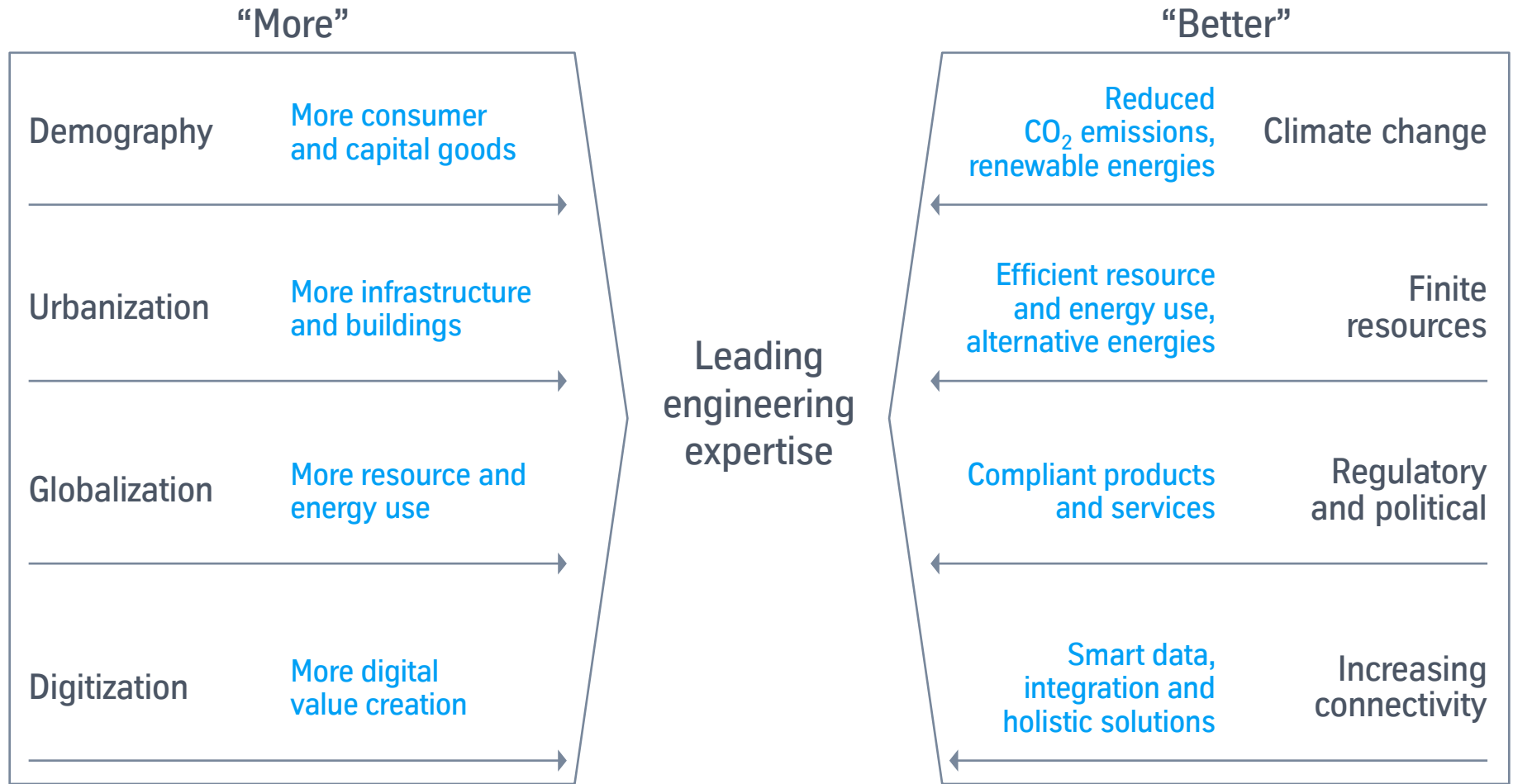
- Materials Distribution:
 - Klöckner; Salzgitter Trading; Reliance
- Special Services:
 - Glencore: Stemcor; Reliance; AM Castle; Vink; Sunclear
- Special Materials
 - Acerinox; Aperam; Outokumpu

Steel Europe

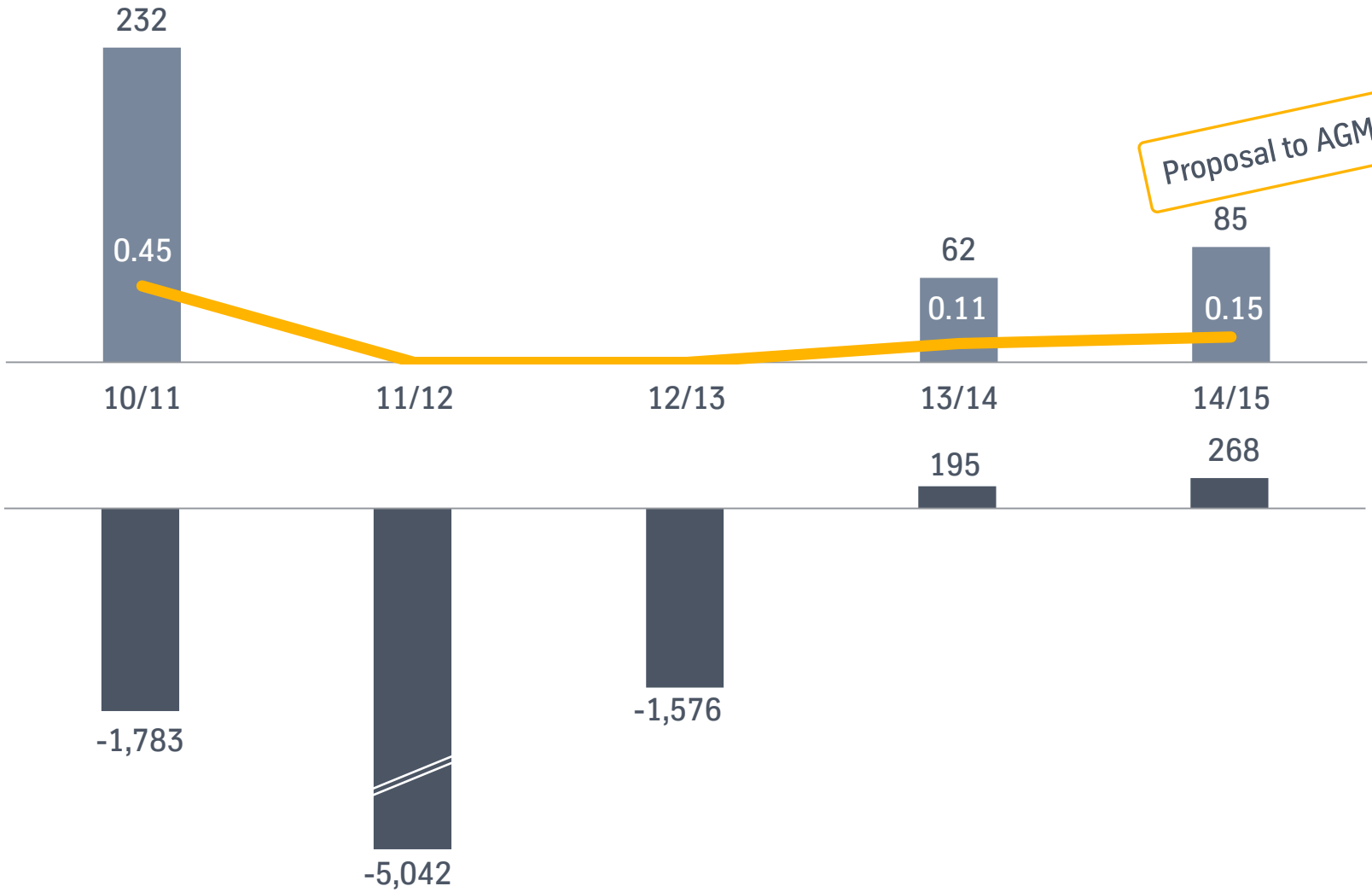
- ArcelorMittal Europe
- Salzgitter Strip Steel
- Tata Steel Europe
- Voestalpine Steel Division



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



Dividend re-established when net income recovered



Proposal to AGM

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



Key financials (I)

[€ mn]

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

	2013/14					2014/15				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	10,661	10,210	10,153	10,352	41,376	10,094	10,406	10,647	10,170	41,318
Sales	9,088	10,269	10,720	11,135	41,212	10,044	10,995	11,178	10,561	42,778
EBITDA	482	610	644	409	2,145	590	678	796	392	2,456
EBITDA adjusted	518	593	693	661	2,466	622	707	841	691	2,861
EBIT ¹⁾	209	324	345	81	959	285	201	494	82	1,061
EBIT adjusted ¹⁾	245	306	394	384	1,329	317	405	539	415	1,676
EBT	(230)	369	162	(57)	243	151	64	356	(76)	496
Income from cont. ops.	(257)	272	43	(49)	9	47	47	191	(6)	279
attrib. to TK AG stockh.	(252)	271	40	(33)	26	54	50	199	17	320
Earnings per share ²⁾ (€)	(0.47)	0.48	0.07	(0.06)	0.05	0.10	0.09	0.35	0.03	0.57

KPIs restated due to proportionate consolidation of HKM | ¹⁾ Definition change | ²⁾ attributable to thyssenkrupp AG's stockholders



Key financials (II)

[€ mn]

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

	2013/14				FY	2014/15				
	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	FY
TK Value Added ¹⁾					(282)					(399)
Ø Capital Employed ¹⁾	15,492	16,126	16,123	15,853	15,853	15,676	16,015	16,202	16,106	16,106
Operating cash flow	39	(361)	154	1,071	903	(382)	214	450	1,029	1,311
Cash flow from divestm.	26	1,020	16	(8)	1,054	110	24	50	413	597
Cash flow from investm.	(248)	(290)	(239)	(483)	(1,260)	(265)	(267)	(243)	(460)	(1,235)
Free cash flow	(183)	369	(69)	580	697	(537)	(29)	257	982	673
FCF before divest	(209)	(651)	(85)	588	(357)	(647)	(53)	207	568	76
FCF before M&A					(359)	(608)	(29)	205	558	126
Cash and cash equivalents ²⁾ (incl. short-term securities)	4,122	5,053	3,614	4,044	4,044	3,658	3,909	4,049	4,541	4,541
Net financial debt ²⁾	4,599	4,178	4,243	3,677	3,677	4,212	4,633	4,388	3,414	3,414
Equity	3,266	3,182	3,172	3,199	3,199	2,907	2,863	3,538	3,307	3,307
Employees	158,234	162,411	161,786	162,372	162,372	155,407	155,697	155,984	154,906	154,906

KPIs restated due to proportionate consolidation of HKM | ¹⁾ Definition change | ²⁾ referring to Full Group



Key financials (III)

[€ mn]

Full Group
(Cont. ops. + Inoxum effects)

	2013/14					2014/15				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	10,661	10,210	10,153	10,352	41,376	10,094	10,406	10,647	10,170	41,318
Sales	9,088	10,269	10,720	11,135	41,212	10,044	10,995	11,178	10,561	42,778
EBITDA	669	608	643	410	2,330	587	675	796	388	2,445
EBITDA adjusted	518	593	693	661	2,466	622	707	841	691	2,861
EBIT ¹⁾	396	322	344	82	1,145	281	199	493	77	1,050
EBIT adjusted ¹⁾	245	306	394	384	1,329	317	405	539	415	1,676
EBT	(43)	367	161	(56)	429	147	62	356	(80)	485
Net income	(70)	270	42	(47)	195	43	45	191	(12)	268
attrib. to TK AG stockh.	(65)	269	40	(32)	212	50	48	199	12	309
Earnings per share ²⁾ (€)	(0.12)	0.48	0.07	(0.06)	0.38	0.09	0.09	0.35	0.02	0.55
FCF	(183)	369	(69)	580	697	(541)	(31)	257	977	662
FCF before divest	(209)	(651)	(85)	587	(357)	(651)	(55)	206	563	65
FCF before M&A					(359)	(612)	(31)	205	553	115

¹⁾ Definition change | ²⁾ 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

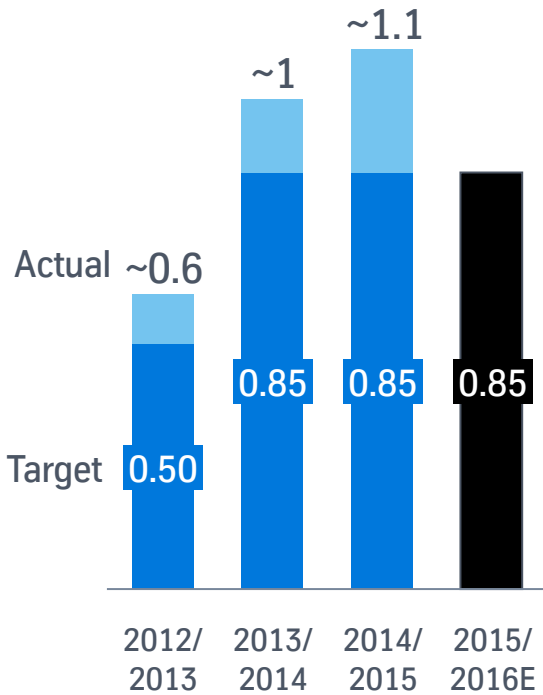
[€ mn]

Business Area		2013/14					2014/15				
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
CT	Disposal effect				2	2				5	5
	Impairment							(1)	(11)	(12)	
	Restructuring	(7)		(4)	(14)	(25)	(1)	(10)	(11)		
	Others	(1)	(8)	(1)	(1)	(11)	(2)		1	(1)	
ET	Disposal effect	(1)			1				(3)	(3)	
	Impairment				(11)	(11)			(46)	(46)	
	Restructuring	(41)	(4)	(9)	(57)	(111)	(1)	(6)	(9)	(37)	
	Others				(73)	(73)	(1)	(4)	(3)	(38)	
InS	Disposal effect				17	17	3		1		
	Impairment				(2)	(2)					
	Restructuring		(4)		(6)	(10)		(1)	(1)	(7)	
	Others				(3)	(3)			5	(1)	
MX	Disposal effect	10			1	11	(10)	(1)		3	
	Impairment				(28)	(28)		(174)	7	(10)	
	Restructuring		(17)	2	(46)	(61)	(3)		(2)	(7)	
	Others	(1)	(2)	(16)	(16)	(35)	(3)	(11)	(5)	(28)	
SE	Disposal effect									57	
	Impairment	1	1	1		3	1		(4)	(3)	
	Restructuring		(14)	(9)	(4)	(27)			(12)	(2)	
	Others		3	(3)						(18)	
AM	Disposal effect		141			141					
	Impairment				(9)	(9)					
	Others	18	2	(8)	(12)	0	(11)	1	(2)	3	
Corp.	Disposal effect	(11)	(77)	2	(35)	(122)	(3)	(4)	(4)	(1)	
	Impairment				(1)	(1)				(3)	
	Restructuring	(2)	(3)	(4)	(4)	(12)	(1)	(4)	(4)	(21)	
	Others	(1)			(2)	(2)	(1)			(189)	
Consolidation					1	1		4	(2)	1	
Continuing operations		(36)	18	(49)	(301)	(368)	(32)	(204)	(45)	(334)	
Discontinued operations		187	(2)	(1)	2	186	(4)	(2)	(1)	(4)	
Group (incl. discontinued operations)		151	16	(50)	(299)	(182)	(36)	(206)	(46)	(338)	



€850 mn additional impact effects targeted for FY2015/2016

[€mn / %]



~50% from synergize+

New performance program with 6 modules initiated

- Blast furnace
- Steel plant
- Maintenance
- Procurement
- SG&A
- Pricing

New performance program

- Raw materials
- Procurement
- Energy
- Logistics
- Quality & CIP

Continued high focus on performance measures

- Procurement excellence
- Restructurings/site consolidations
- Logistics & network optimizations
- Process optimization
- Freight cost reduction
- Pricing excellence

Ongoing performance program

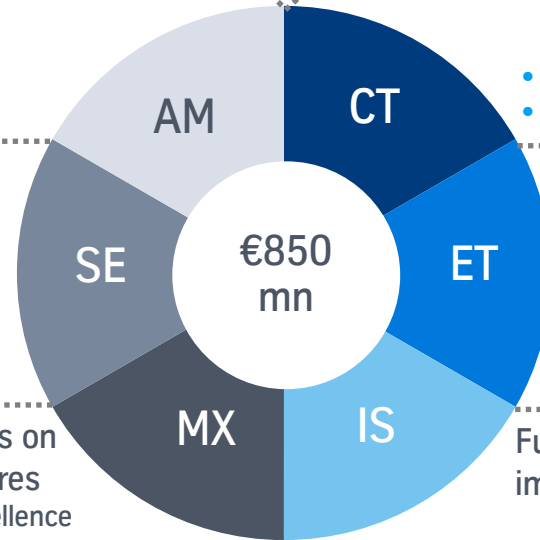
- Operational / production excellence (eg up-time, processes & process stability, energy savings)
- Procurement (eg design to cost)
- Optimized plant network

Execution on 5 lever performance program

- NI and Manufacturing
- Service
- Purchasing
- Product harmonization
- SG&A efficiency

Further performance improvements initiated in

- Engineering
- Procurement
- Construction
- G&A
- Logistics
- NWC

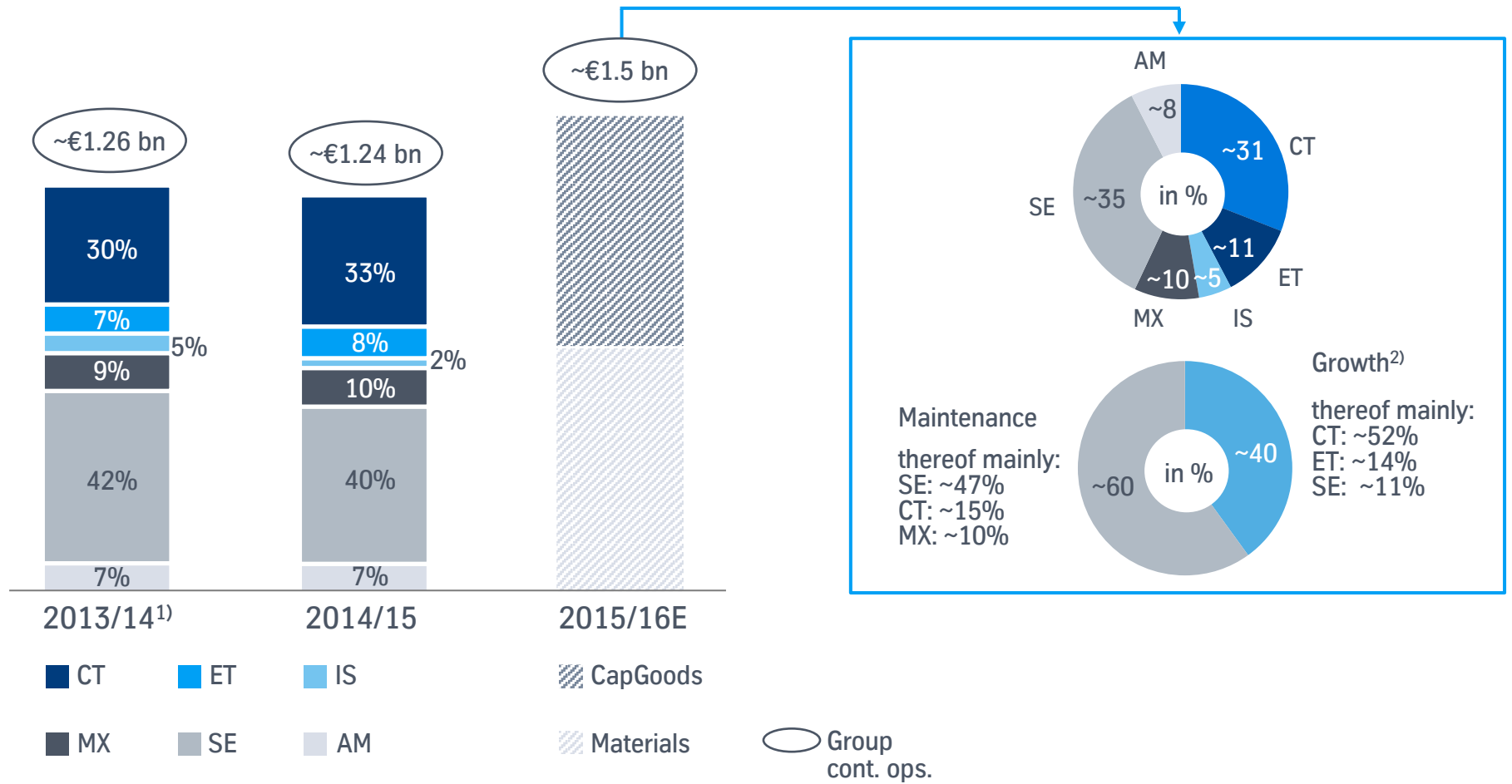


All business areas with triple-digit mn contributions to impact target



Capex allocation

Cash flows from investing activities – continuing operations

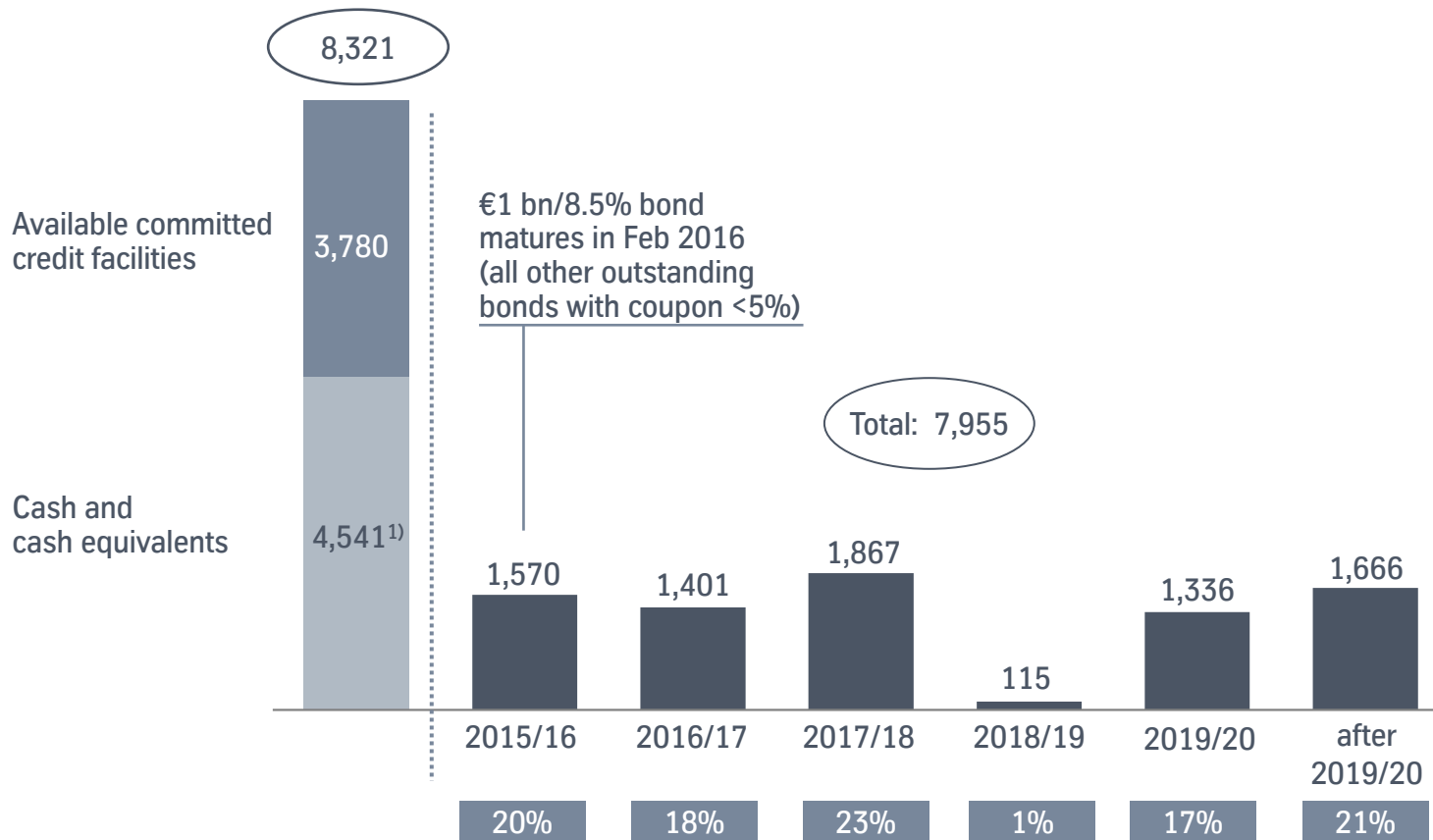


Business Area shares referring to capex excl. Corporate | ¹⁾ Restated due to proportionate consolidation of HKM | ²⁾ including order related investments



Solid financial situation

Liquidity analysis and maturity profile of gross financial debt as of September 30, 2015
[€ mn]

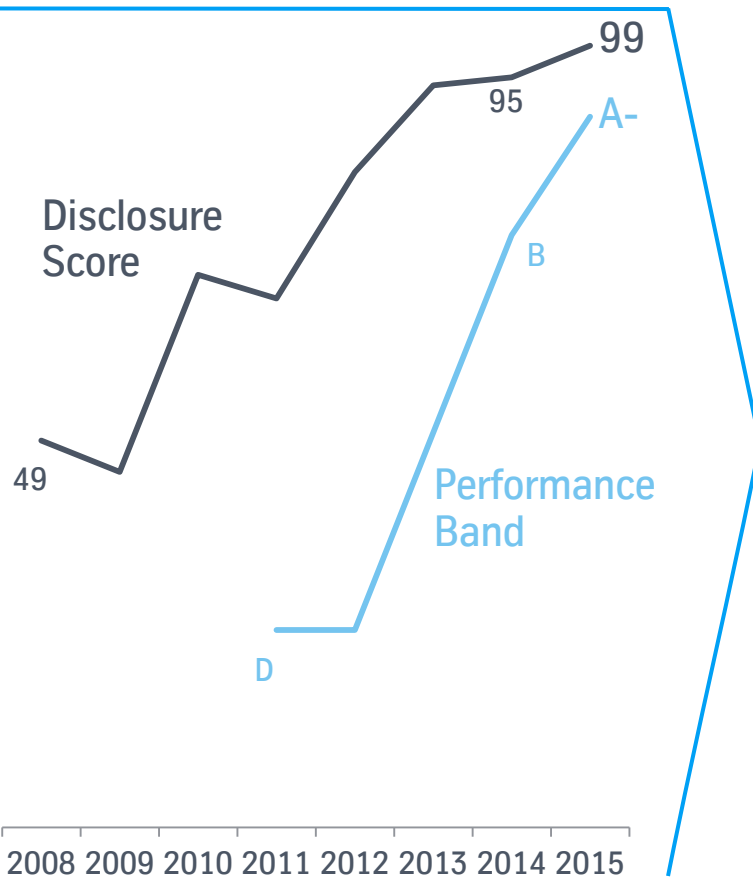


¹⁾ Incl. securities of €5 mn



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

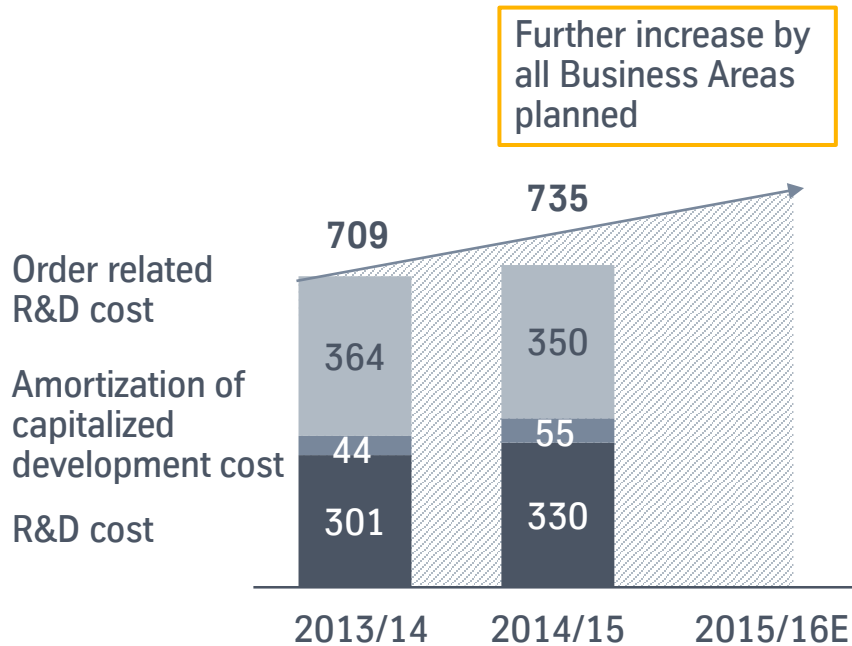
¹⁾ Germany, Austria, Switzerland



Innovation as key element in Diversified Industrial concept

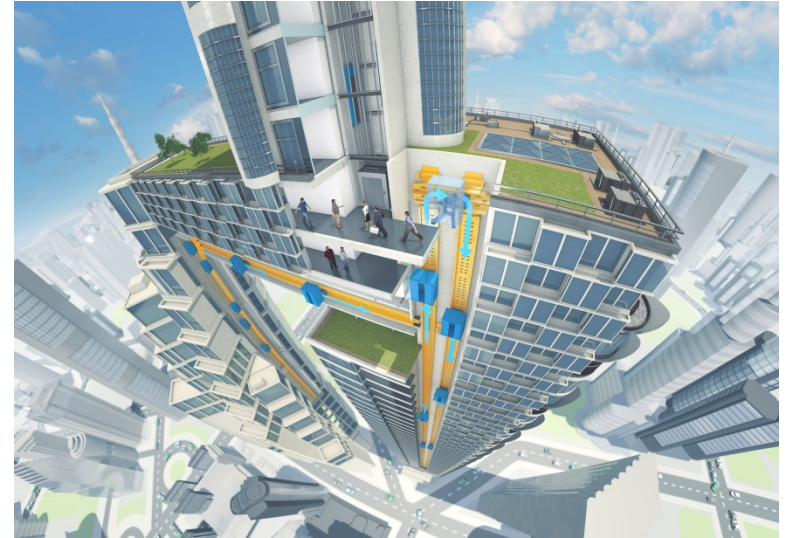
[€ mn]

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



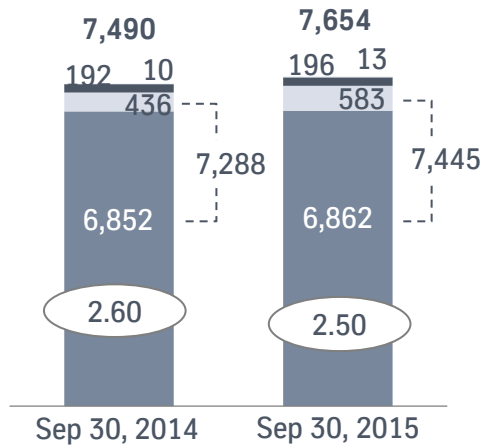
- Horizontal as well as vertical movement possible
- Less passenger queuing and waiting time
- No restrictions on building height or shape
- Joint R&D: Exchanger module developed together with Components Technology; extra light cabins developed with TK Tech Center Carbon Composites, Dresden
- Linear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



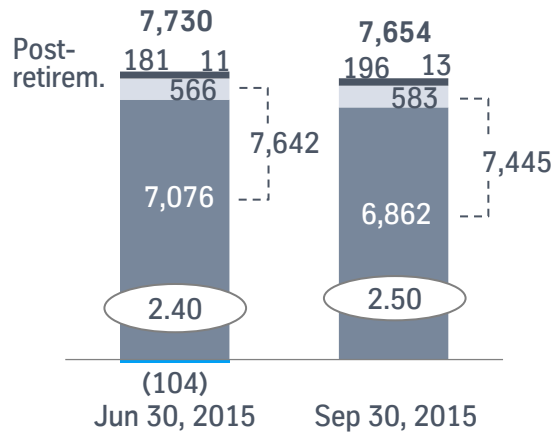
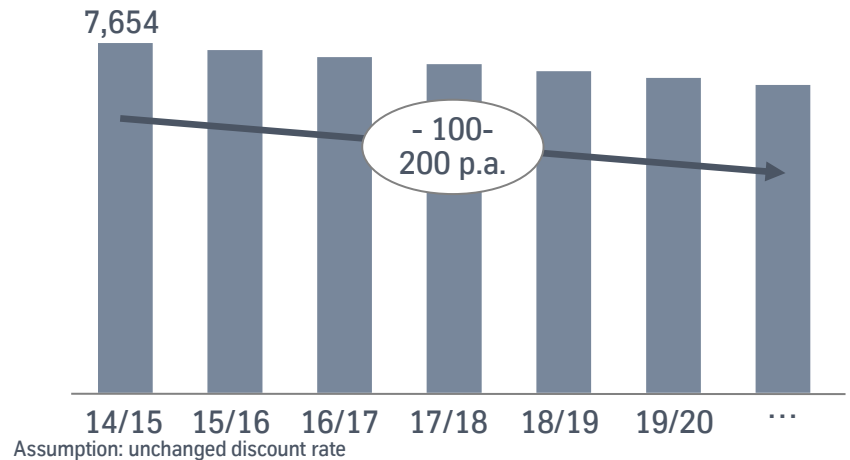
Accrued pension and similar obligations

[€ 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
 Reclassification liabilities associated with assets held for sale
 Discount rate Germany

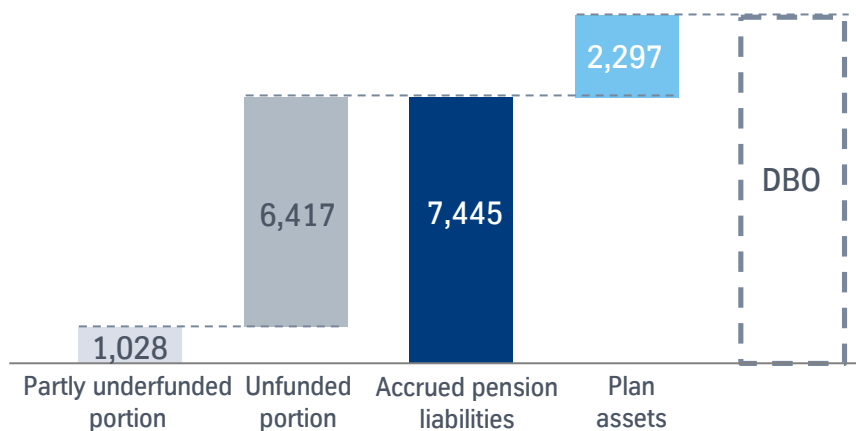
13/14 restated due to proportionate consolidation HKM



Germany accounts for majority of pension plans

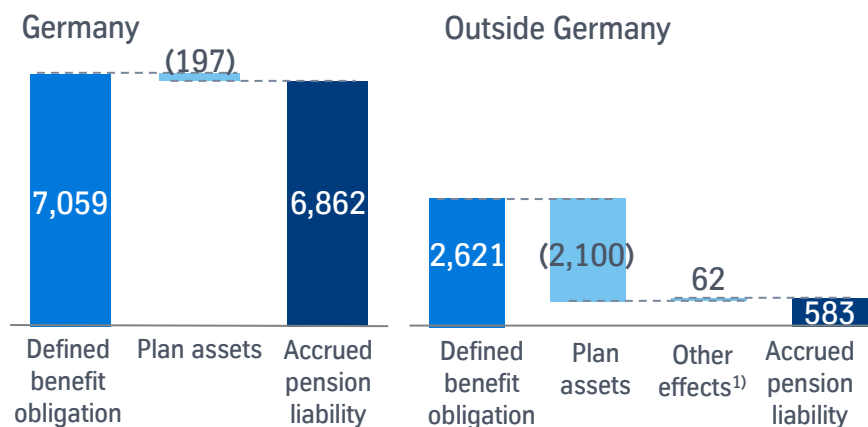
[FY 2014/15; € mn]

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



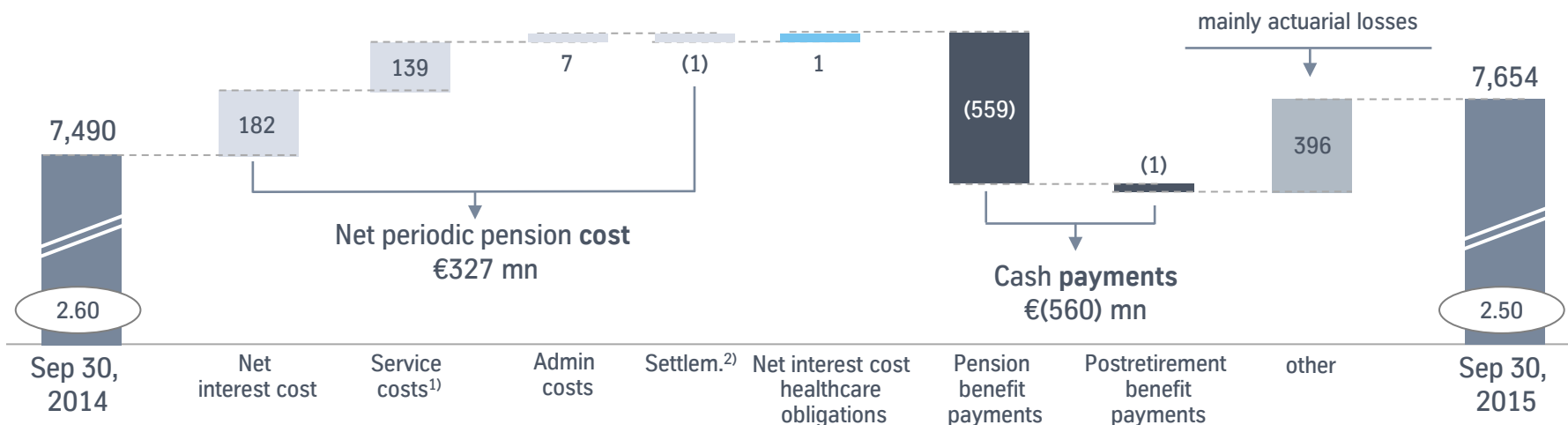
- Plan assets outside Germany mainly attributable to UK (~33%) and USA (~30%)
- Plan asset classes include national and international stocks, fixed income securities of governments and non-governmental organizations, real estate as well as highly diversified funds

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]



○ German discount rate

	Interest income/expense	Personnel expenses	Interest in/exp			
P&L ³⁾				-	-	-
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



Components Technology

	2013/14					2014/15				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	1,439	1,573	1,611	1,534	6,157	1,621	1,763	1,743	1,699	6,826
Sales	1,428	1,555	1,603	1,586	6,172	1,597	1,732	1,758	1,666	6,753
EBITDA	121	136	135	123	514	140	159	159	158	615
EBITDA adjusted	129	144	139	135	547	140	162	168	152	622
EBIT ¹⁾	54	67	66	47	234	67	79	81	67	294
EBIT adjusted ¹⁾	63	75	69	61	268	67	83	91	72	313
EBIT adj. margin ¹⁾ (%)	4.4	4.8	4.3	3.8	4.3	4.2	4.8	5.2	4.3	4.6
tk Value Added ¹⁾					(44)					(23)
Ø Capital Employed ¹⁾	3,007	3,028	3,057	3,092	3,092	3,342	3,460	3,533	3,530	3,530
BCF	(41)	1	7	50	16	(128)	25	77	202	177
CF from divestm.	2	0	1	4	7	1	(1)	3	6	9
CF for investm.	(65)	(73)	(75)	(143)	(356)	(74)	(70)	(105)	(143)	(392)
Employees	28,057	28,354	28,500	28,941	28,941	29,162	29,431	29,464	29,627	29,627

¹⁾ Definition change

Current trading conditions

Orders - solid growth on high level; FY & Q4 +11% yoy; ex F/X +4%

- Powertrain/Chassis (LV): robust demand in USA and Western Europe; China with growth but slowdown in H2; Brazil still weak
- Powertrain (HV): growth in USA overcompensated by challenging environment, esp. in China and Brazil
- Industrial components: strong demand for wind turbines (esp. China, Brazil and India); construction equipment still weak

EBIT adj. - strong increase FY +17% yoy; Q4 +18% yoy) driven by operational improvements 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

Industrie
(~20% of sales)

Bearings



Undercarriages

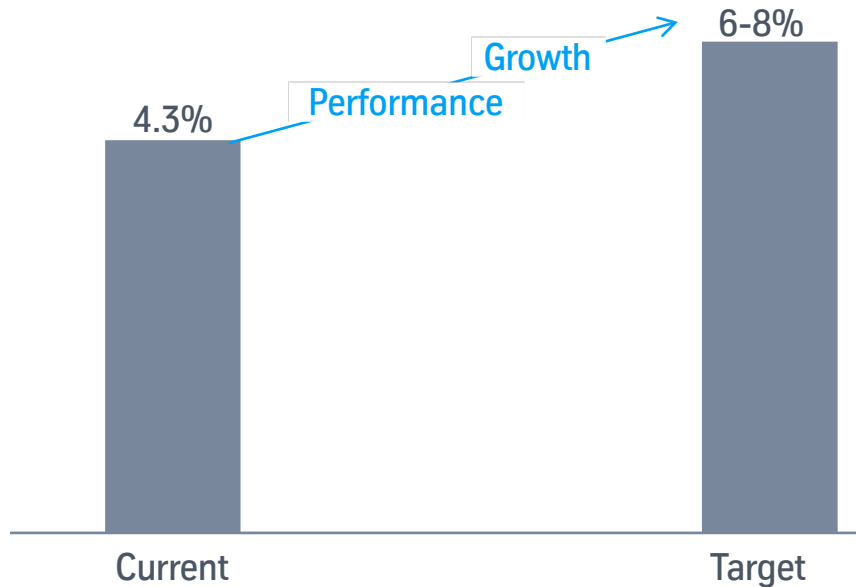
Sales²⁾: €6,753 mn

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




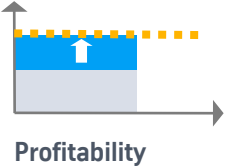
Pacing to margin increase and topline growth

EBIT adj. margin [%]



Return to previous margin levels (6-8%)

- Efficiency gains  pace
- Ramp-up new plants



- Step change in quality and cost position
- Streamlining of processes and structures
- Ramp-up of new products / innovations for growth markets (e.g. cylinder head cover modules, electric power steering systems)
- Radical improvement of appearance and perception



Elevator Technology

	2013/14					2014/15				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	1,801	1,581	1,692	1,745	6,819	1,868	1,890	2,051	1,895	7,704
Sales	1,544	1,481	1,609	1,783	6,416	1,712	1,661	1,876	1,960	7,208
EBITDA ¹⁾	133	157	184	91	565	194	177	220	167	759
EBITDA adjusted ¹⁾	175	161	192	219	748	196	187	233	257	873
EBIT ¹⁾	115	138	165	62	480	176	158	199	130	662
EBIT adjusted ¹⁾	156	143	173	202	674	178	168	211	237	794
EBIT adj. margin ¹⁾ (%)	10.1	9.6	10.8	11.3	10.5	10.4	10.1	11.3	12.1	11.0
tk Value Added ¹⁾					376					559
Ø Capital Employed ¹⁾	1,353	1,334	1,315	1,294	1,294	1,248	1,287	1,297	1,289	1,289
BCF	51	230	159	201	641	56	245	199	220	719
CF from divestm.	1	1	0	2	4	2	0	0	0	2
CF for investm.	(14)	(19)	(21)	(32)	(87)	(29)	(23)	(24)	(13)	(89)
Employees	49,348	49,316	49,707	50,282	50,282	51,044	51,001	51,184	51,335	51,335






¹⁾ Definition change

Current trading conditions

- **Order backlog** at €4.9 bn on record level (+19% yoy)
- **Order intake** in Q4 yoy up +8.6% driven by new inst. (Q4: ex F/X +1% yoy; FY: +13% yoy; ex F/X +3%)
- New installation driven by US (incl. pos. F/X) and South Korea; China market broadly flat
- **Modernization:** negatively impacted by market development in France
- **Maintenance:** markets in Europe and USA remain competitive
- **Q4 and FY EBIT adj. margin** improvement supports target range of +0.5-0.7% p.a.



Elevator Technology – overview

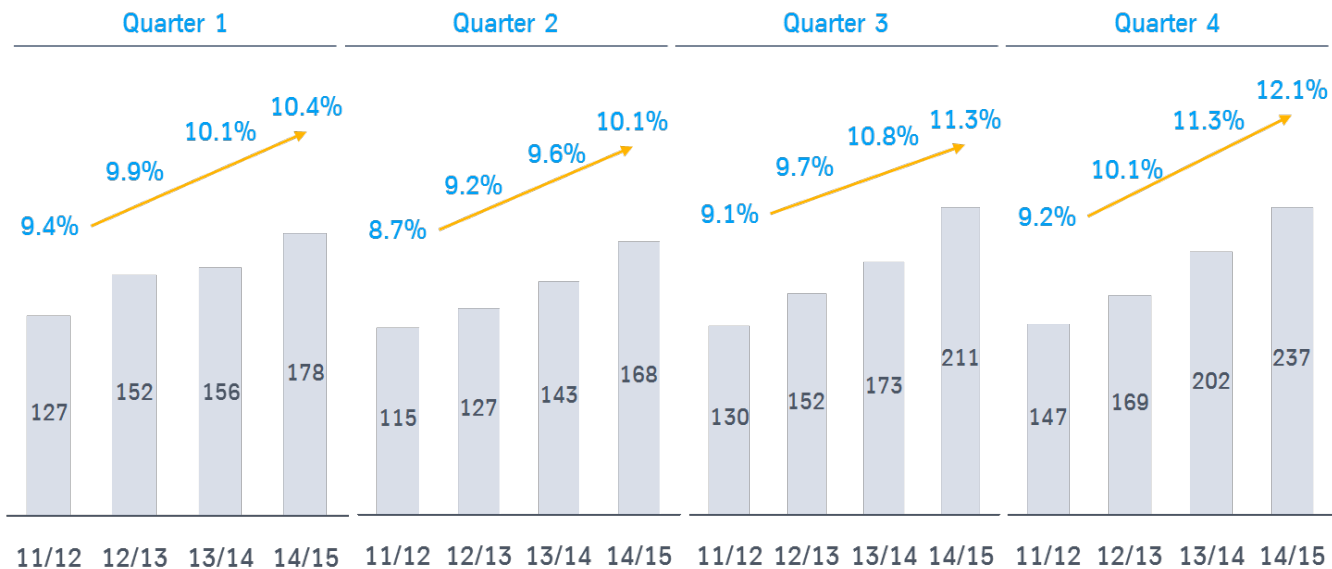
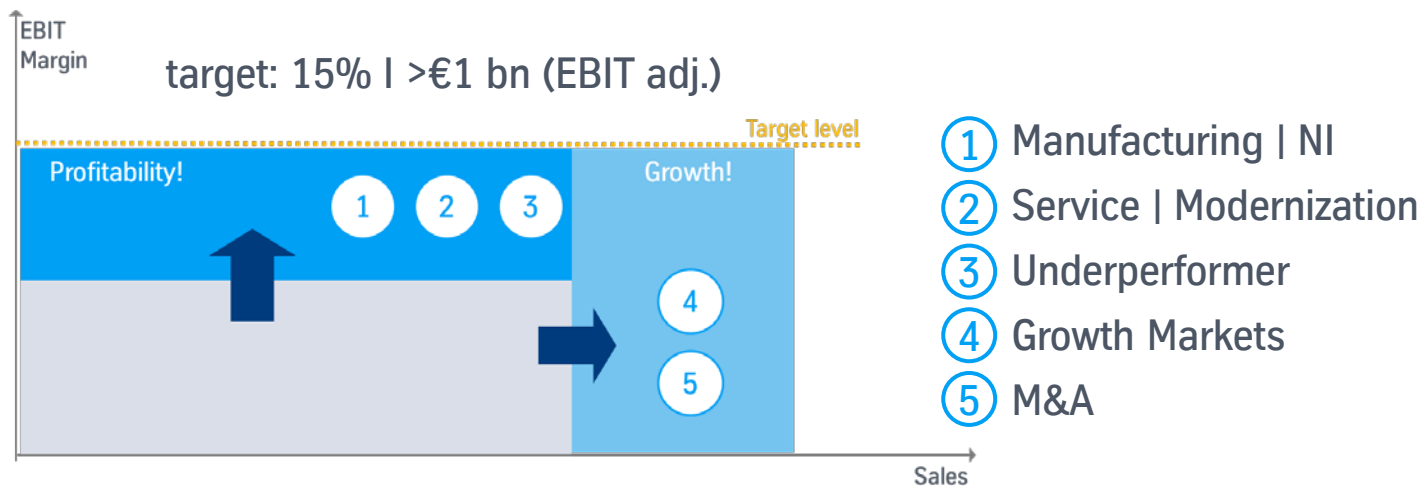
Unit	Europe Africa	Americas	Asia Pacific	Access Solutions
				 
Sales ¹⁾	(~25% of sales)	(~40% of sales)	(~30% of sales)	(~5% of sales)
Products & services	Elevators/Escalators new installation, service and modernization			Home elevators, stair lifts, Passenger Boarding Bridges

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]

	2013/14					2014/15				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	2,295	1,188	1,035	1,214	5,732	1,075	742	1,334	1,720	4,871
Sales	1,288	1,593	1,585	1,805	6,271	1,377	1,633	1,574	1,672	6,256
EBITDA ¹⁾	105	129	126	124	484	107	124	117	141	488
EBITDA adjusted ¹⁾	105	132	126	116	480	104	124	111	148	487
EBIT ¹⁾	91	114	111	107	422	95	108	101	120	425
EBIT adjusted ¹⁾	91	117	112	100	420	92	109	96	127	424
EBIT adj. margin ¹⁾ (%)	7.1	7.3	7.1	5.5	6.7	6.7	6.7	6.1	7.6	6.8
tk Value Added ¹⁾					603					557
Ø Capital Employed ¹⁾	(2,151)	(2,152)	(2,131)	(2,126)	(2,126)	(1,963)	(1,819)	(1,681)	(1,554)	(1,554)
BCF	264	(30)	27	53	315	(232)	(193)	(124)	(49)	(599)
CF from divestm.	1	0	0	(18)	(17)	5	0	7	(2)	10
CF for investm.	(11)	(12)	(15)	(21)	(59)	(12)	(19)	37	(28)	(22)
Employees	18,982	19,081	19,065	18,546	18,546	18,690	18,761	19,148	19,388	19,388

¹⁾ Definition change

Current trading conditions

FY order intake yoy down, big tickets in prior year (2 subs, 1 cement plant); market situation with challenges; strong **Q4** driven by resource tech and corvette order at MS

- Chemicals: interest for fertilizer & polymer plants esp. from US continues but oil/gas prices uncertainty leads to order delays
- Cement: sustained high interest for cement plants from EM, USA and South America
- Mining: ongoing lower greenfield activity; but high demand for efficiency and availability-improving products
- Strong demand for auto plants (esp. in USA, Europe, China) and enhanced technology transfer to aerospace ind.

FY EBIT adj. yoy slightly up to 6.8%; leveraged synergies by further integration of plant tech business, optimization of purchasing process and new implemented cost savings program; Q4 EBIT adj. billing related higher

Cash Flow burdened by lower order intake given customer reluctance to place big orders



Industrial Solutions – engineering powerhouse within thyssenkrupp

Unit

Process Technologies

Resource Technologies

Marine Systems

System Engineering

Market

Fertilizers

Polymers

Mining

Submarines

Automotive



Cement

Naval Surface Vessels

Aerospace

Sales¹⁾
[€ mn]

~1,500

~2,200

~1,700

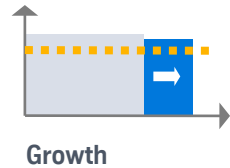
~900

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					
			FY	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
MX	Warehousing shipments ¹⁾	kt	5,470	5,300	1,267	1,473	1,427	1,426	5,592	1,279	1,480	1,433	1,379	5,571
	Shipments AST ²⁾	kt	-	-	-	96	253	188	537	106	210	234	196	747
SE	Crude Steel	kt	11,860	11,646	3,146	3,418	3,119	2,567	12,249	3,020	3,189	3,153	3,031	12,393
	Steel Europe AG	kt	8,408	8,487	2,360	2,555	2,296	1,725	8,936	2,187	2,398	2,462	2,229	9,276
	HKM	kt	3,452	3,160	786	863	822	843	3,313	833	790	691	802	3,117
	Shipments	kt	12,009	11,519	2,580	3,109	2,858	2,847	11,393	2,554	3,155	3,052	2,964	11,725
	Cold-rolled	kt	7,906	7,437	1,633	1,904	1,817	1,783	7,137	1,587	1,928	1,856	1,811	7,182
	Hot-rolled	kt	4,103	4,082	947	1,205	1,041	1,064	4,256	967	1,228	1,196	1,153	4,543
	Average revenues per ton ³⁾		122	127	121	117	119	118	119	117	113	114	112	114
AM	Slab production CSA	kt	3,369	3,550	998	987	1,071	1,054	4,110	987	900	1,021	1,097	4,005
	Slab shipments CSA	kt	3,305	3,526	923	1,034	1,046	1,131	4,134	915	967	964	1,129	3,976
	USD/EUR	Aver.	1.30	1.31	1.36	1.37	1.37	1.33	1.36	1.25	1.13	1.10	1.11	1.15
	USD/EUR	Clos.	1.29	1.35	1.38	1.38	1.37	1.26	1.26	1.22	1.08	1.12	1.12	1.12
	BRL/USD	Aver.	1.88	2.10	2.28	2.37	2.23	2.27	2.29	2.54	2.85	3.08	3.52	2.98
	BRL/USD	Clos.	1.86	2.03	2.34	2.27	2.20	2.45	2.45	2.66	3.25	3.10	4.00	4.00

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



Materials Services

[€ mn]

	2013/14					2014/15				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	2,842	3,414	3,700	3,726	13,682	3,546	3,723	3,572	3,104	13,945
thereof Special Materials		288	731	599	1,618	546	729	736	424	2,435
Sales	2,739	3,320	3,780	3,821	13,660	3,421	3,794	3,778	3,261	14,254
thereof Special Materials		266	763	689	1,718	522	733	818	514	2,587
EBITDA	63	66	88	24	240	27	79	121	58	285
EBITDA adjusted	54	85	102	85	325	44	89	122	99	354
thereof Special Materials		4	21	(4)	22	(12)	34	53	22	97
EBIT ¹⁾	43	36	44	(24)	100	(14)	(137)	89	24	(38)
EBIT adjusted ¹⁾	34	56	58	65	212	2	49	89	66	206
thereof Special Materials		(3)	(2)	(19)	(24)	(33)	14	34	16	30
EBIT adj. margin ¹⁾ (%)	1.2	1.7	1.5	1.7	1.6	0.1	1.3	2.4	2.0	1.4
thereof Special Materials		(1.1)	(0.2)	(2.8)	(1.4)	(6.3)	1.9	4.2	3.1	1.2
tk Value Added ¹⁾					(297)					(449)
Ø Capital Employed ¹⁾	3,673	4,114	4,405	4,405	4,405	4,685	4,672	4,661	4,566	4,566
BCF	(236)	(68)	(86)	349	(41)	(92)	(61)	67	286	200
thereof Special Materials		(1)	(43)	15	(30)	(85)	14	6	90	26
CF from divestm.	19	1	3	7	30	94	6	2	300	402
CF for investm.	(13)	(16)	(26)	(49)	(104)	(22)	(22)	(23)	(48)	(115)
Employees	25,128	30,653	30,467	30,289	30,289	22,423	22,418	22,347	20,226	20,226

¹⁾ Definition change

[Current trading conditions](#)

Weak prices; challenging and highly competitive environment

Sales Q4: Yoy down by 15%, lower prices and portfolio effects (closing of VDM transaction end of July) only slightly cushioned by positive F/X effects; qoq lower due to seasonality and sale of VDM

EBIT adj. Q4: Yoy slight improvement as significant price pressure was cushioned by efficiency and sales initiatives and more than compensated by structural progress at Special Materials, especially at AST

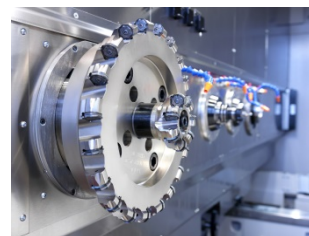


Link between industrial and raw materials producers and customers

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

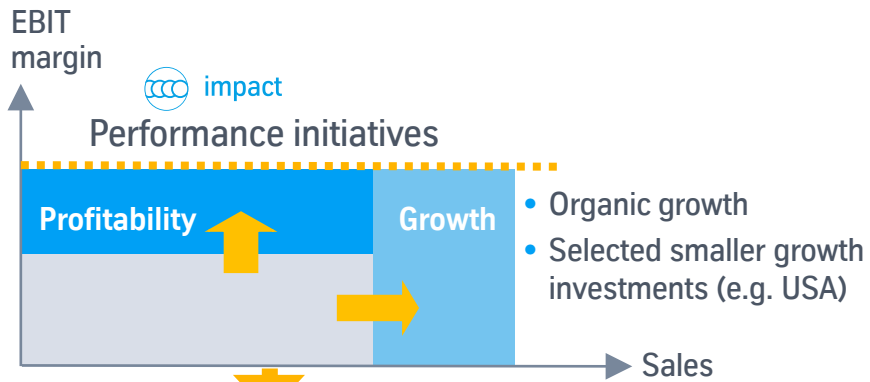


Sales¹⁾: €14,254 mn | Shipments: 13.9 mn tons | Customers: 250,000

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]	2013/14					2014/15				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	2,272	2,429	2,177	2,034	8,912	2,095	2,394	2,050	1,883	8,421
Sales	2,066	2,377	2,219	2,157	8,819	1,985	2,260	2,287	2,165	8,697
EBITDA	137	172	206	133	648	199	217	259	249	924
EBITDA adjusted	137	182	219	139	677	198	217	276	208	899
EBIT*	19	54	91	31	195	80	113	150	171	514
EBIT adjusted ¹⁾	18	64	103	36	221	79	113	166	133	492
EBIT adj. margin ¹⁾ (%)	0.9	2.7	4.6	1.7	2.5	4.0	5.0	7.3	6.2	5.7
tk Value Added ¹⁾					(309)					14
Ø Capital Employed ¹⁾	5,240	5,272	5,298	5,308	5,308	5,384	5,376	5,324	5,265	5,265
BCF	58	(22)	56	139	232	(129)	363	168	298	700
CF from divestm.	0	(3)	(4)	(21)	(27)	4	1	(1)	92	97
CF for investm.	(105)	(129)	(113)	(168)	(515)	(100)	(95)	(96)	(166)	(458)
Employees	28,259	28,022	27,665	27,858	27,858	27,740	27,481	27,273	27,601	27,601

KPIs restated due to proportionate consolidation of HKM | ¹⁾ Definition change

Current trading conditions

Orders Q4: Yoy as well as qoq lower volumes with price pressure and corresponding customer reluctance adding to seasonality

Sales Q4: Yoy slightly up as lower Ø rev/ton were more than compensated by higher shipments; qoq seasonally lower shipments

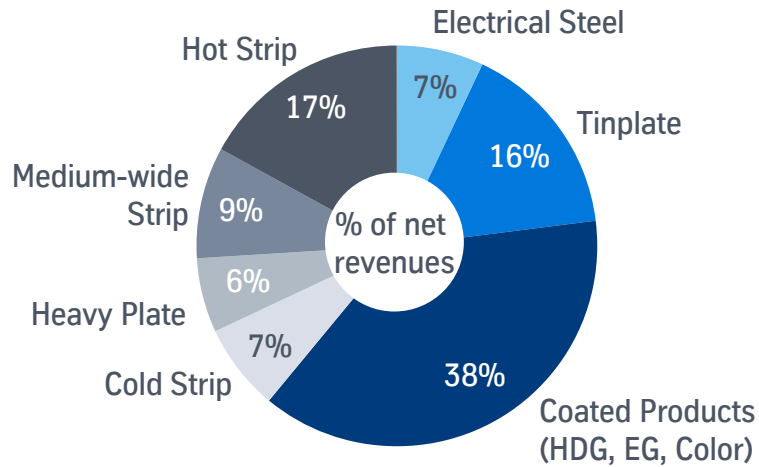
EBIT adj. Q4: Yoy significantly up as efficiency gains from BIC reloaded, higher production and higher shipments and temporarily lower depreciation charges more than compensated for weaker prices

European market impacted by significant import pressure; China's growing production surplus is being diverted massively into exports, resulting in regional supply overhangs and sharply falling prices worldwide

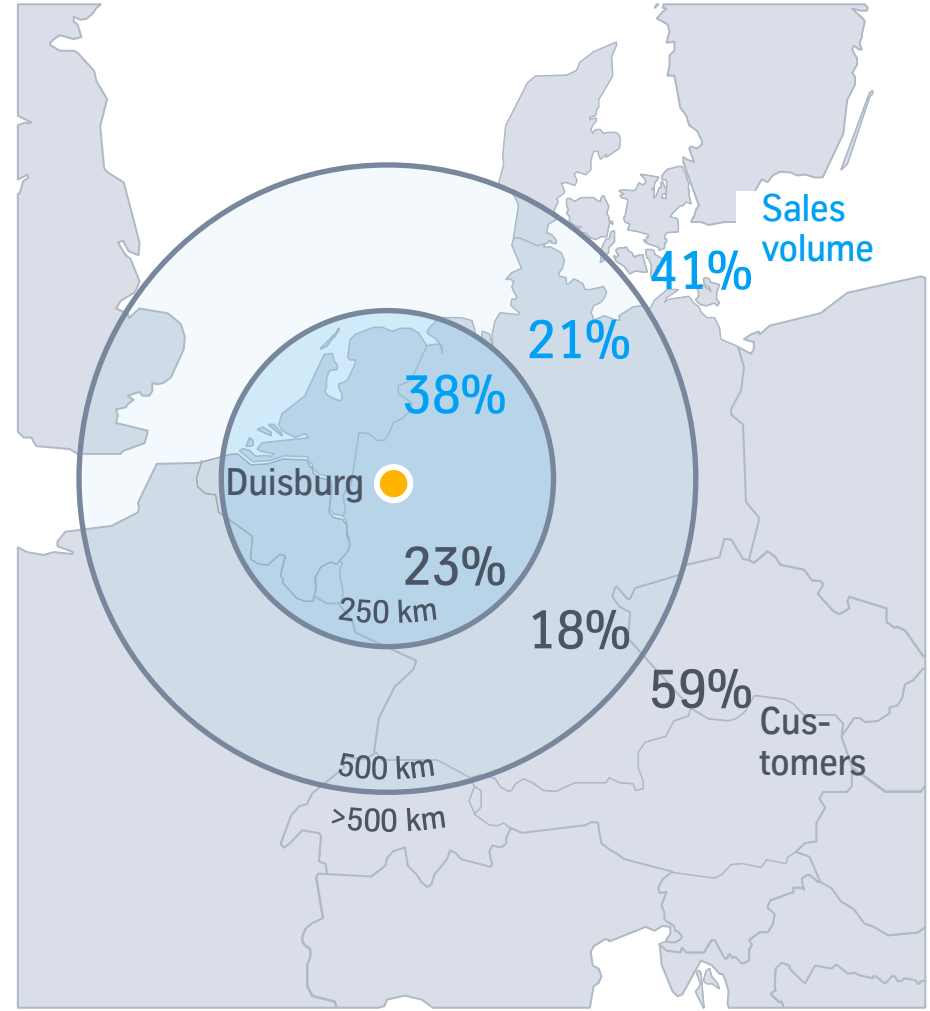
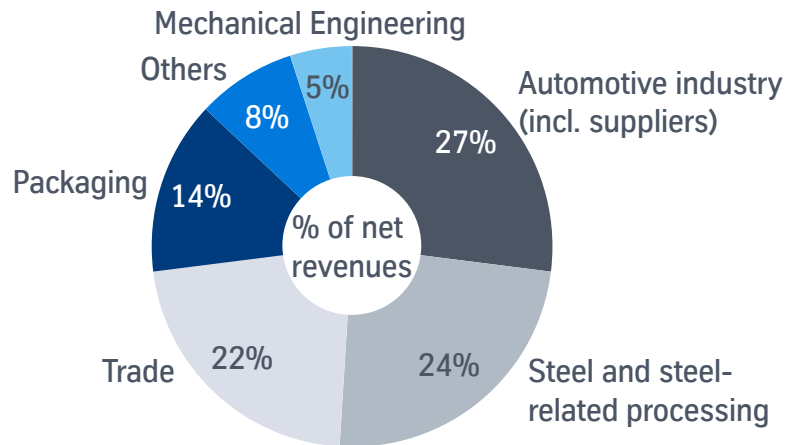


Overview Business Area Steel Europe

Product mix FY 2014/15



Sales by industry FY 2014/15



Steel Americas

[€ mn]

	2013/14					2014/15				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	609	574	412	620	2,215	475	420	519	308	1,723
Sales	538	535	441	546	2,060	502	453	441	376	1,773
EBITDA	29	143	33	(16)	188	21	17	8	(53)	(7)
EBITDA adjusted	10	1	40	(4)	48	32	15	11	(57)	1
EBIT	(1)	115	4	(54)	64	(11)	(19)	(27)	(90)	(147)
EBIT adjusted ¹⁾	(19)	(27)	12	(34)	(68)	0	(20)	(25)	(94)	(138)
EBIT adj. margin ¹⁾ (%)	(3.5)	(5.0)	2.7	(6.2)	(3.3)	0.0	(4.4)	(5.7)	(24.9)	(7.8)
tk Value Added ¹⁾					(225)					(374)
Ø Capital Employed ¹⁾	3,136	3,146	2,964	2,746	2,745	2,101	2,150	2,178	2,167	2,167
BCF	(178)	(150)	83	64	(181)	(23)	20	37	(28)	7
CF from divestm.	0	1,262	7	1	1,270	1	0	0	1	2
CF for investm.	(22)	(33)	(3)	(30)	(88)	(10)	(14)	(15)	(48)	(86)
Employees	5,491	4,037	3,446	3,466	3,466	3,348	3,562	3,689	3,725	3,725

¹⁾ Definition change

Current trading conditions

Production Q4: Much improved to highest level since start of operations

Sales Q4: Yoy and qoq significantly down reflecting significantly lower prices

EBIT adj. Q4: Significantly impacted by negative F/X effects on the sales tax assets; excluding this, qoq significant operational progress close to break even

First time **BCF** break even in FY 14/15 despite intense price pressure and temporary production constraints also due to water shortage in Brazil



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

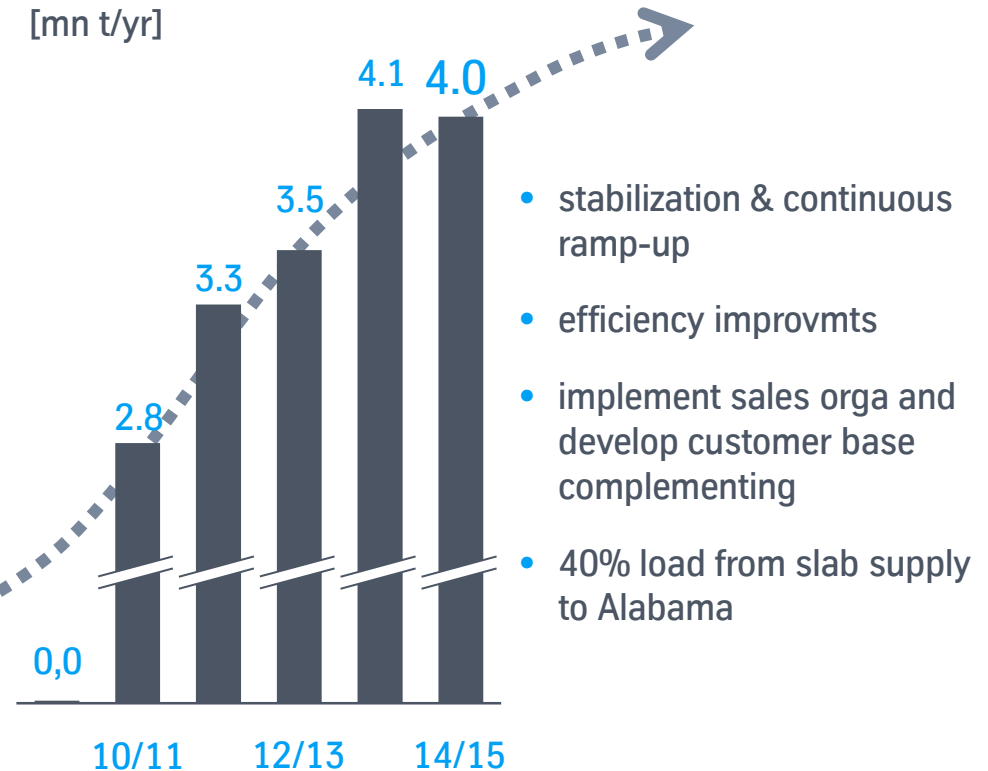
Slab supply contract

- 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]

	2013/14					2014/15				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Order intake	42	43	41	52	177	47	49	44	56	196
Sales	42	42	42	52	177	45	48	46	55	194
EBITDA	(107)	(189)	(130)	(88)	(514)	(96)	(96)	(87)	(322)	(601)
EBITDA adjusted	(94)	(109)	(127)	(48)	(378)	(91)	(88)	(79)	(112)	(369)
EBIT ¹⁾	(116)	(199)	(139)	(108)	(563)	(107)	(107)	(98)	(337)	(649)
EBIT adjusted ¹⁾	(104)	(118)	(137)	(67)	(426)	(102)	(99)	(90)	(124)	(414)
BCF	(30)	(302)	(118)	(150)	(600)	9	(184)	(138)	(195)	(507)
Employees	2,969	2,948	2,936	2,990	2,990	3,000	3,043	2,879	3,004	3,004

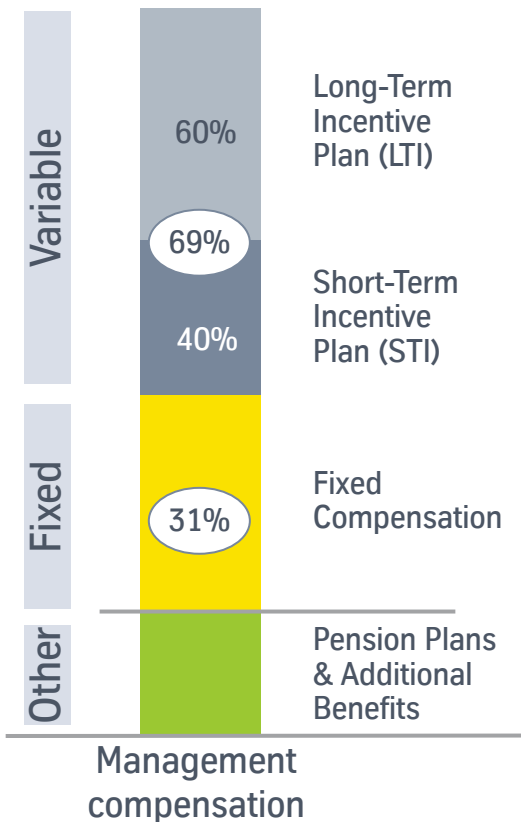
¹⁾ Definition change

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
- “unTe”: 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



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

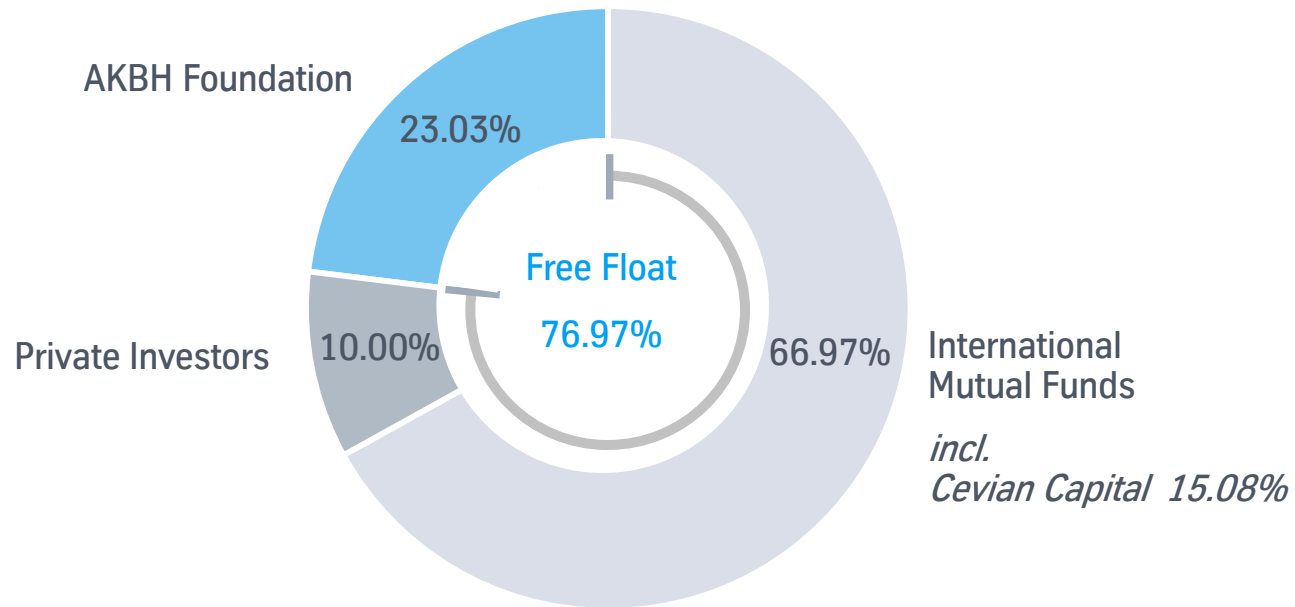


thyssenkrupp rating

	Long-term Rating	Short-term Rating	Out- look
Standard & Poor's	BB	B	stable
Moody's	Ba1	Not Prime	negative
Fitch	BB+	B	stable



Shareholder structure



Source: WpHG Announcements; thyssenkrupp Shareholder ID 09/2015



Reconciliation of EBIT FY 2014/15 from Group p&l

P&L structure

Net sales	42,778
Cost of sales	(35,904)
SG&A, R&D	(5,610)
Other income/expense	(87)
Other gains/losses	(223)
= Income from operations	954

Income from companies using equity method 33

Finance income/expense (491)

= EBT 496

EBIT definition

Net sales	42,778
Cost of sales	(35,904)
SG&A, R&D	(5,610)
Other income/expense	(87)
Other gains/losses	(223)

Income from companies using equity method 33

Adjustm. for oper. items in fin. income/expense 74

= EBIT 1,061

Finance income/expense (491)

Operating items in fin. income/expense (74)

= EBT 496



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.”

