Agenda

Ekkehard D. Schulz, Chairman of the Executive Board

- Key Figures of 2007/08
- Business Model and Strategy Overview
- Portfolio Management
- ThyssenKrupp best
- Research and Development
- Outlook

ThyssenKrupp
2007/08 Earnings Again at High Level

EBT [bn €]

ThyssenKrupp
## Strong Figures in All Dimensions

Key figures FY 2007/08 by comparison

<table>
<thead>
<tr>
<th></th>
<th>2005/06</th>
<th>2006/07</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBT (before major nonrec. items) million €</td>
<td>2,623</td>
<td>3,799</td>
<td>3,489</td>
</tr>
<tr>
<td>EBT (as reported) million €</td>
<td>2,623</td>
<td>3,330</td>
<td>3,128</td>
</tr>
<tr>
<td>Order intake billion €</td>
<td>50.8</td>
<td>54.6</td>
<td>55.2</td>
</tr>
<tr>
<td>Sales billion €</td>
<td>47.1</td>
<td>51.7</td>
<td>53.4</td>
</tr>
<tr>
<td>Earnings per share €</td>
<td>3.24</td>
<td>4.30</td>
<td>4.59</td>
</tr>
<tr>
<td>Share price (Sep 30)</td>
<td>26.57</td>
<td>44.66</td>
<td>21.03</td>
</tr>
<tr>
<td>Dividend €</td>
<td>1.00</td>
<td>1.30</td>
<td>1.30*</td>
</tr>
<tr>
<td>Employees (Sep 30)</td>
<td>187,586</td>
<td>191,350</td>
<td>199,374</td>
</tr>
</tbody>
</table>

* proposal to AGM

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All Segments Contributed to Another Excellent Result
EBT [million €]

EBT 07/08

EBT 06/07

Steel 1,662
Stainless 777
Technologies 544
Elevator (113)
Services 704
Corporate / consolidation (244)
ThyssenKrupp 3,330
Reasons for Our Success

☑ Permanent active portfolio management

☑ Continuous process improvements

☑ Focused conglomerate structure with high resistance against current market turmoil

☑ Products and services – high quality, high technological standard, customized supply
Trough for ThyssenKrupp Customer Industries in 2009
Economic outlook for major industries

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Moderate Economic Recovery after Recession in 2010 Expected
[GDP, real, annual percentage change]

2009 – Global Recession

<table>
<thead>
<tr>
<th>Country</th>
<th>GDP, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>-0.6%</td>
</tr>
<tr>
<td>USA</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Japan</td>
<td>-0.3%</td>
</tr>
<tr>
<td>Brazil</td>
<td>2.7%</td>
</tr>
<tr>
<td>Russia</td>
<td>3.5%</td>
</tr>
<tr>
<td>India</td>
<td>5.8%</td>
</tr>
<tr>
<td>China</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

2010 – Moderate Recovery

<table>
<thead>
<tr>
<th>Country</th>
<th>GDP, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>0.5%</td>
</tr>
<tr>
<td>USA</td>
<td>0.5%</td>
</tr>
<tr>
<td>Japan</td>
<td>0.7%</td>
</tr>
<tr>
<td>Brazil</td>
<td>3.3%</td>
</tr>
<tr>
<td>Russia</td>
<td>4.4%</td>
</tr>
<tr>
<td>India</td>
<td>6.0%</td>
</tr>
<tr>
<td>China</td>
<td>7.3%</td>
</tr>
</tbody>
</table>

Sources: Own analysis, Global Insight
Long-term Group Strategy

Sustained Increase of Earnings

Active portfolio management
- Divestments
- Acquisitions

Growth in core businesses
- TKS Steel Americas Europe
- TKT Capital Goods BRIC Middle East
- TKE Services Eastern Europe North America Middle East Asia

Group initiatives/measures
- TK best
- Management Development
- Training/HR
- Innovation/R&D

Value management
- Clear and consistent performance orientation
- Target setting and controlling
- Allocation of resources

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Recession Expected to Have Significant Influence – Segment Steel Basically Well-Positioned

- Focus on high quality flat steel with price premium

- Current decline in steel consumption requires production adjustments, internal optimization and efficiency improvements

- High share of long-term contracts

- Long-term growth trend halted, but fundamentally unchanged

Source: CRU

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Transatlantic Growth Strategy

Steel

Strategic logic ThyssenKrupp Steel

- Expanding transatlantic market activities
- Securing high quality standards
- Improving cost situation
- Participating in global long-term growth

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CSA – Constructing the New Steel Site in Brazil

Realization of transatlantic growth strategy
- Supply for European and North American production sites with cost-efficient and high-quality slabs
- Waterfront location – Atlantic ocean
- Slab capacity nearly 5 million t/a
- Start of production expected at the end of 2009

Expected investment volume €4.5 bn
- High global demand for steel mills and downstream units
- Internalization of further works – power supply and slab logistics
- Layout optimization for prospective capacity increase
Alabama – Joint Steel and Processing Mill of Steel and Stainless Segments

Steel + Stainless

Joint project of segments Steel and Stainless
- Processing of Brazilian slabs to high-quality flat products for premium segments in NAFTA region
- Target: cost/quality leadership in North American stainless market
- Ideal site on Tombigbee River
- Hot-rolled capacity will be over 5 million t/a
- Start of production expected in 2010

Profitability ensured
- Tight market situation in international plant construction
- Budget for TKS of USD 3.25 bn and for TKL of USD 1.4 bn

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Stainless with Focus on Premium Materials

- Globally positioned specialist for stainless flat products and high-performance alloys
- Service initiative strengthens customer loyalty
- Expansion of NAFTA market position – optimization of delivery chains as major strategic goal
- Current market turmoil leads to a difficult start for the new fiscal year

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High Level of Cold-Rolled Imports from Third Countries
Imports to EU-27 [000t/month]

Source: Eurofer November 2008
Global Trends as Major Growth Driver

- Global trends and emerging markets as growth driver
- Innovative plants contributing to environmental protection – EnviNOx®
- Currently significant order backlog of €16 bn
- Weak performance of automotive activities in the current market turmoil

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Stable Business – Continuous Improvements – Sustainable Growth

- Worldwide TOP 3 in the elevator and escalator market
- Performance program – targeting further margin improvement to >12%
- Product innovation, e.g. TWIN elevator
- High share of service business – low volatility

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Successful Strategy with Attractive Growth Opportunities

- Continuous growth of Materials Services in Asia – consolidation within established markets
- Profitable expansion of Special Products through minority investments and strategic partner
- Superior growth opportunities for Industrial Services through best owner
- Risk compensation through broad product portfolio and global presence

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### Active Portfolio Management Successfully Continued

#### Substantial acquisitions / divestments

- **TKS:** Tailored Blanks (North America), Bertrandt
- **TKT:** Precision Forging, Nobiskrug
- **TKE:** Various small acquisitions
- **TKX:** Apollo Metals

#### Acquisitions / divestments since merger (as at 1 October 2008)

<table>
<thead>
<tr>
<th></th>
<th>Divestments (Total: €9.5 bn)</th>
<th>Acquisitions (Total: €8.7 bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TKS</td>
<td>2,005</td>
<td>620</td>
</tr>
<tr>
<td>TKL</td>
<td>95</td>
<td>235</td>
</tr>
<tr>
<td>TKA*</td>
<td>2,105</td>
<td>1,155</td>
</tr>
<tr>
<td>TKT</td>
<td>2,815</td>
<td>2,040</td>
</tr>
<tr>
<td>TKE</td>
<td>130</td>
<td>1,450</td>
</tr>
<tr>
<td>TKX</td>
<td>1,435</td>
<td>3,245</td>
</tr>
<tr>
<td>Other</td>
<td>910</td>
<td></td>
</tr>
</tbody>
</table>

*Sales in m €  * as of 1 October 2006 integrated into Technologies segment

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Continuous Value Enhancement through ThyssenKrupp best
More than 1,100 Projects started in FY 2007/08

As at beginning of November 2008

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### Customer Oriented Research & Development

**ICAMS: Interdisciplinary Centre for Advanced Materials Simulation**
- Max-Planck-Institut für Eisenforschung
- Ruhr-Universität Bochum
- RWTH Aachen University
- State North Rhine-Westphalia
- Bayer MaterialScience / Bayer Technology Services
- Bosch
- Salzgitter Mannesmann Forschung
- ThyssenKrupp

**InCar: Research and development for automotive innovations and products**
- **InCar**
  - Know-how crosslinking of all group companies with automotive competence
  - Pool for ideas and solutions for Body, Chassis and Powertrain
  - Development of parts, assemblies and systems
  - Start: IAA 2007
  - Results: IAA 2009

**EnviNOx®: Abatement of harmful nitric oxides N₂O and NOₓ**
- One metric ton of nitrous oxide (N₂O) has the same effect on global warming as 310 metric tons of CO₂
- 98% nitric oxide removal rate from nitric acid plants through EnviNOx® process
- No impairment of production process and product quality

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Outlook

- International financial crisis will have considerable impact on economic development in 2008/09

- Increasing uncertainties on financial and real markets permit no quantifiable forecast at this stage

- Accelerated implementation of efficiency improvement measures and associated structural changes

- Return to our growth path after the recession
Our Growth Path

EBT [bn €]

<table>
<thead>
<tr>
<th>Year</th>
<th>EBT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002/03</td>
<td>0.8</td>
</tr>
<tr>
<td>2003/04</td>
<td>1.5</td>
</tr>
<tr>
<td>2004/05</td>
<td>1.7</td>
</tr>
<tr>
<td>2005/06</td>
<td>2.6</td>
</tr>
<tr>
<td>2006/07</td>
<td>3.3</td>
</tr>
<tr>
<td>2007/08</td>
<td>3.1</td>
</tr>
<tr>
<td>Medium-/Long-term</td>
<td>4.0-5.0*</td>
</tr>
</tbody>
</table>

* excl. major nonrecurring items
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(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.
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