

Key data ThyssenKrupp Group

		1998/1999*	1999/2000	2000/2001
Order intake	€ m	31,964	38,942	37,869
Sales	€ m	32,378	37,209	38,008
EBITDA	€ m	2,545	3,383	3,267
EBT	€ m	601	1,090	876
EPS (normalized)	€	0.79	0.89	0.58
Employees (Sept. 30)		184,770	193,316	193,516

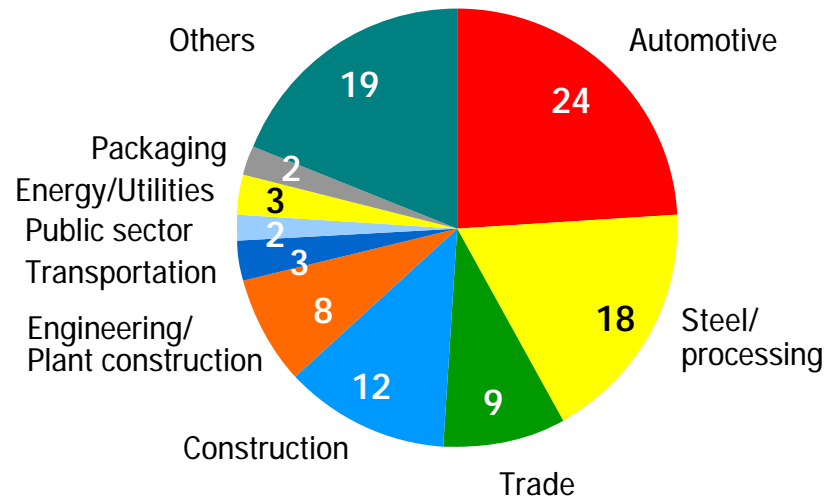
* pro forma

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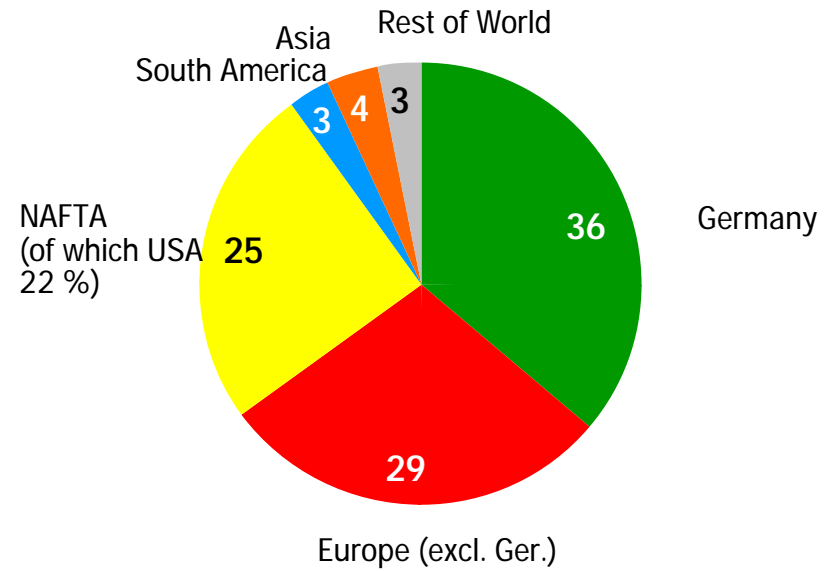


Sales

by region 2000/2001 (location of customer)
in %



by region 2000/2001 (location of customer)
in %



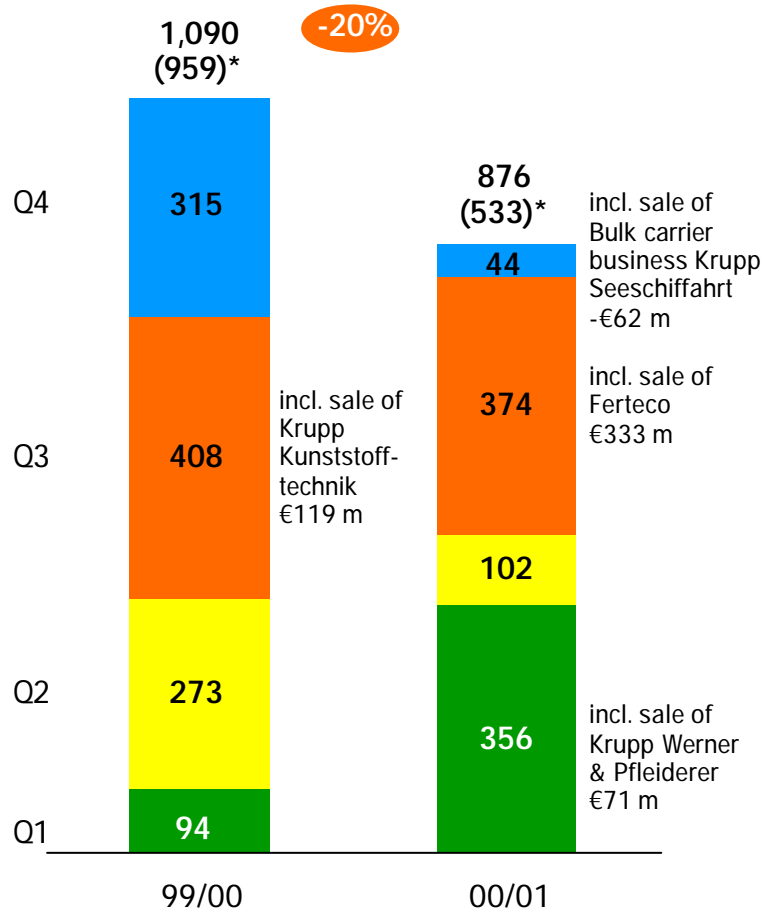
Overview of 2000/2001 (I)

- World economic slowdown increasingly impacted business performance in fiscal year 2000/2001
- Order intake at €37.9 billion already down from previous year (€38.9 billion)
- Sales at €38 billion only slightly higher than prior year
- Decrease in EBT to €876 million (prior year €1.1 billion); eliminating positive and negative non-recurring items EBT is around €500 million
- In view of decline in earnings, an adjusted dividend of €0.60 per share to be paid to increase the Group's financial strength



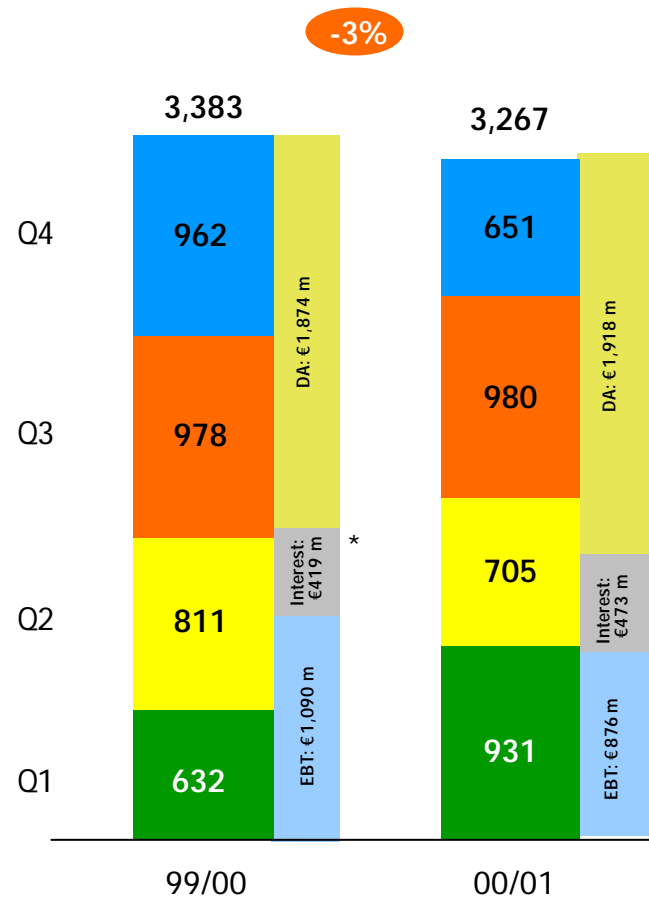
Group

EBT
€ million



* excluding non-recurring items due to portfolio changes

EBITDA*
€ million

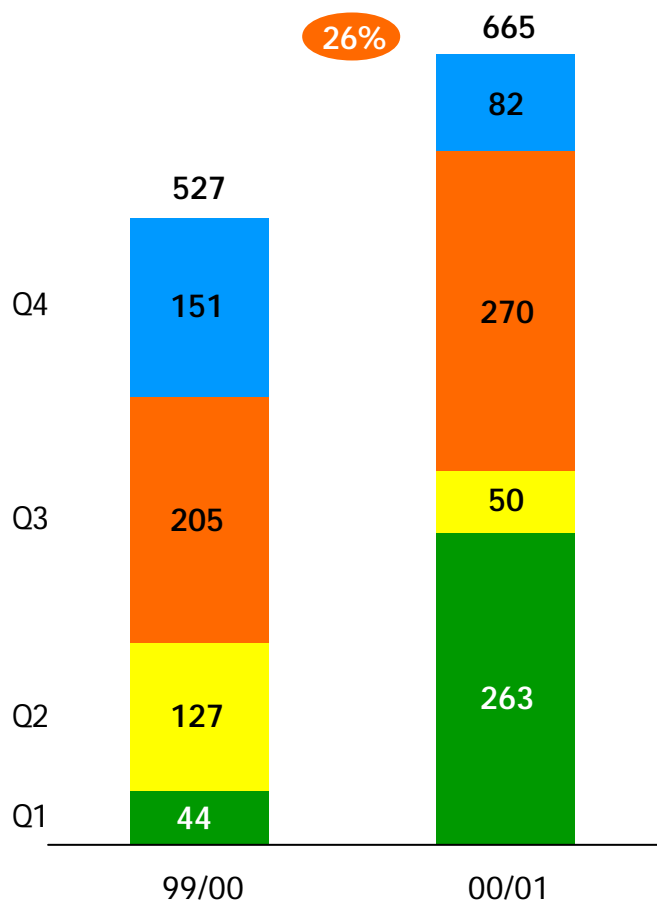


* excluding interest on accrued pension liabilities



Group

Net income € million



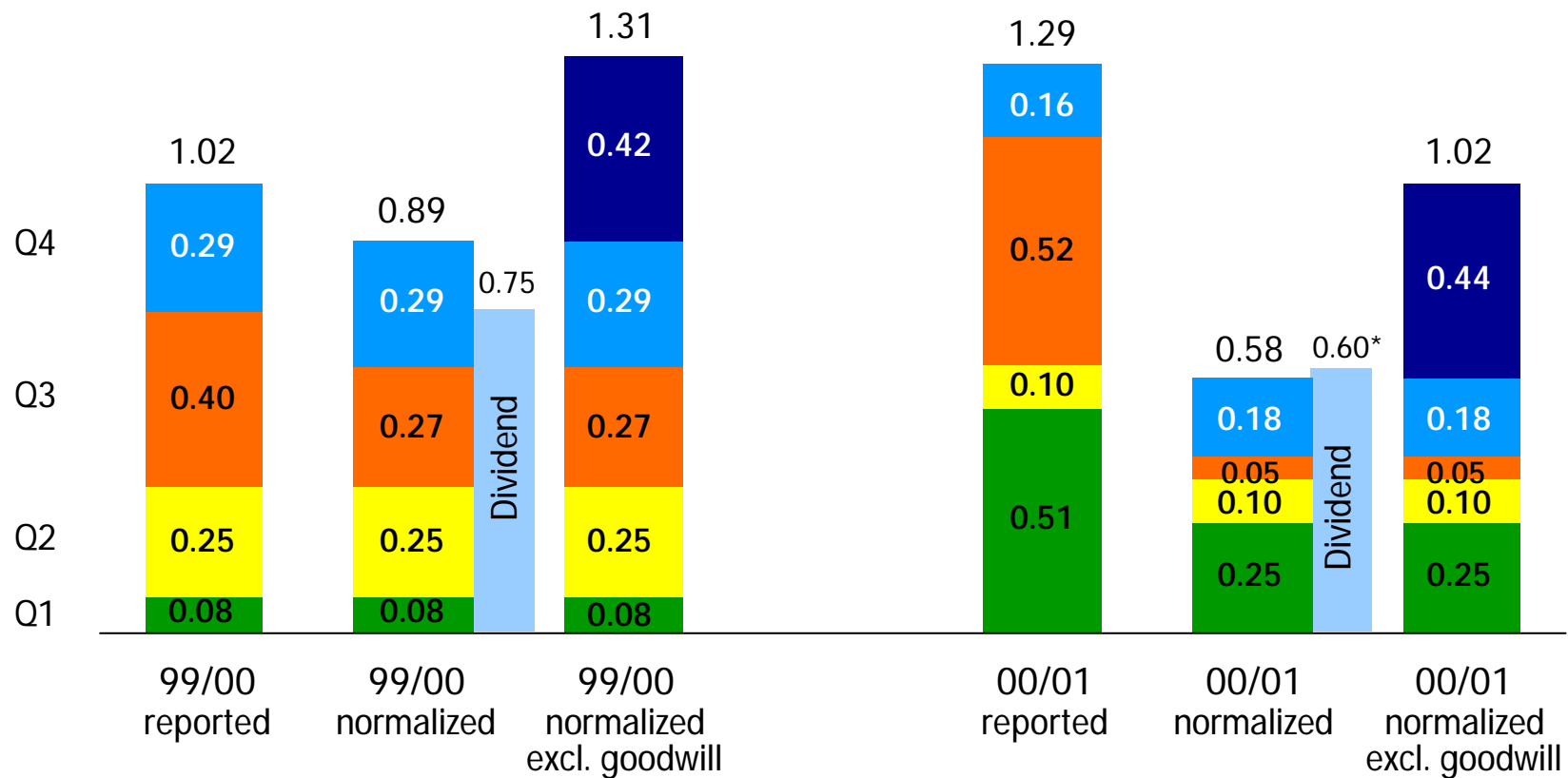
Tax rate acc. to income statement

€ million	1999/2000	2000/2001
Current income taxes	284	160
incl.: Germany	(13)	62
Foreign	297	98
Deferred taxes	247	33
incl.: Germany	229	(49)
Foreign	18	82
Total	531	193
EBT	1,090	876
Tax rate in %	49	22
Goodwill	216	228
EBT before goodwill	1,306	1,104
Tax rate before goodwill in %	41	18



Group

Earnings per share
€ per share



* Proposal to Annual Stockholders' Meeting



New Rules for Goodwill Amortization Under SFAS 141/42

- Under FASB, goodwill on acquisitions can no longer be amortized. Instead, impairment tests have to be carried out every year to determine the scale of any write-down of goodwill
- Because of its non-calendar fiscal year ThyssenKrupp is obligated to adopt SFAS 142 from fiscal year 2002/2003
- ThyssenKrupp, however, has taken the option of early adoption and will begin using SFAS 142 in fiscal year 2001/2002

Effects

- As from adoption in Q1 2001/2002 there will be no scheduled amortization of goodwill
- In the 2001/2002 financial statements the effects of using the impairment test for the first time will be treated as „changes in accounting principles“ and shown separately in the income statement. They will be eliminated in EPS
- From fiscal year 2002/2003 any impairment will reduce operating earnings



Overview of 1st quarter ending December 31, 2001

- Sharp 11% drop in sales to €8.3 bn; orders down 7% to €8.9 bn
- Significant decrease in earnings from €414 m to €28 m (excl. goodwill amortization)
- EPS down to €0.03, normalized EPS -€0.01
- Seasonal increase in net financial payables to €7.2 bn (Sept. 30, 2001: €6.4 bn; Dec. 31, 2000: €8.5 bn)

Note: As SFAS 142 is being applied for the first time in the current fiscal year, for comparative purposes, goodwill amortization has been removed from the prior-year period figures



Outlook

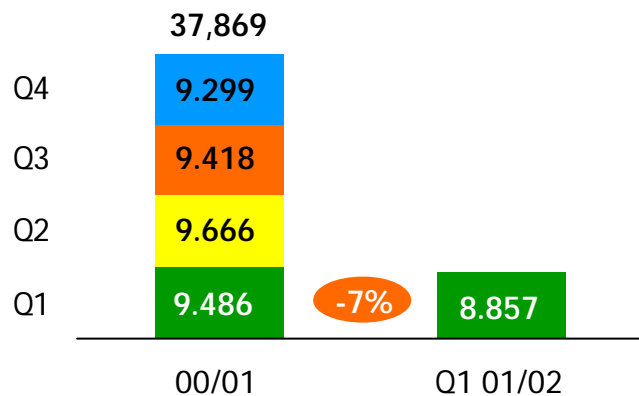
- With the economic slowdown likely to continue for the time being, the situation is expected to remain difficult in the subsequent quarters of the fiscal year
- It is increasingly unlikely that we will match the prior-year sales figure
- From the present perspective, earnings before taxes (following the elimination of goodwill amortization) will be approx. €0.5 bn - excluding any non-recurring effects. This does not include goodwill impairment due to the adoption of SFAS 142, which may exceed the previous goodwill amortization of over €200 m



Group

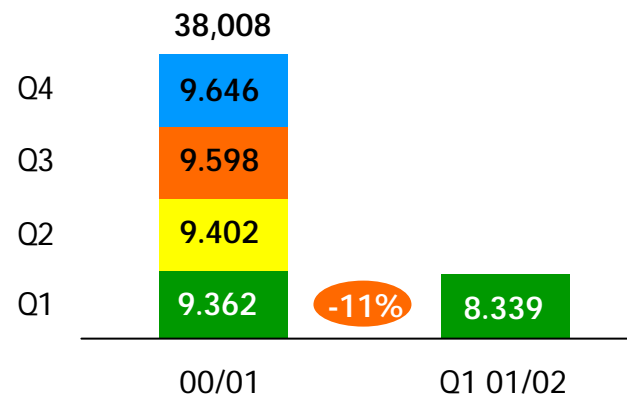
Order intake

€ m



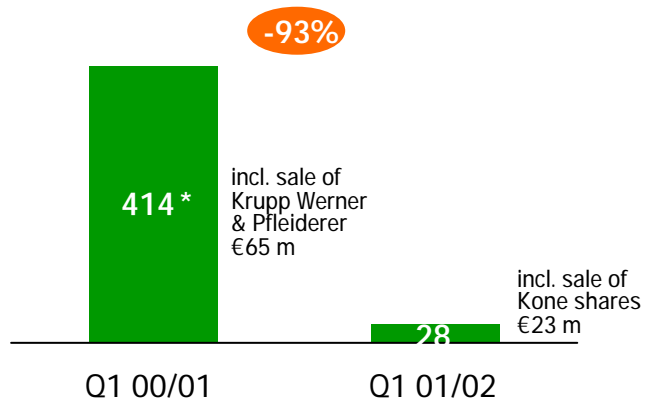
Sales

€ m



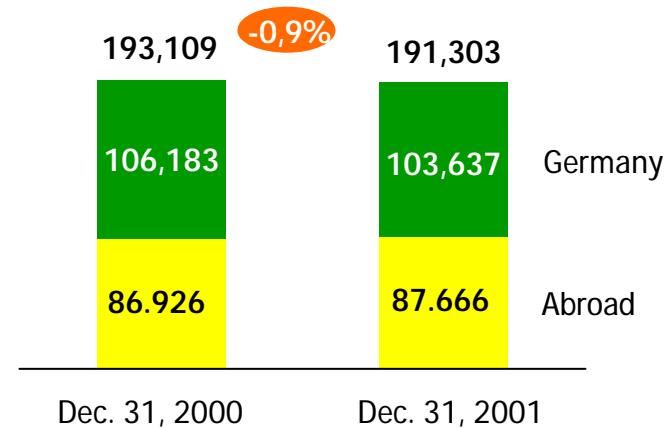
EBT

€ m



* before goodwill amortization €58 m

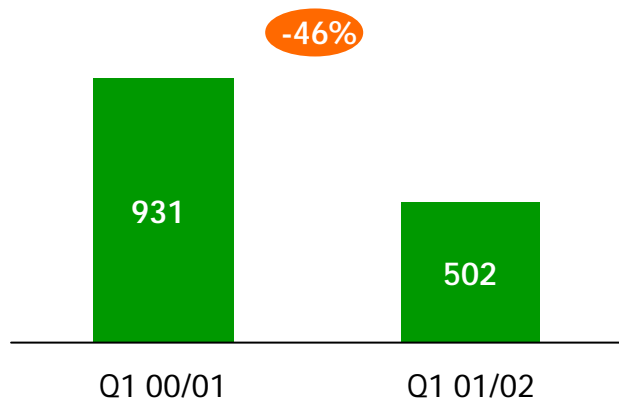
Employees



Group

EBITDA*

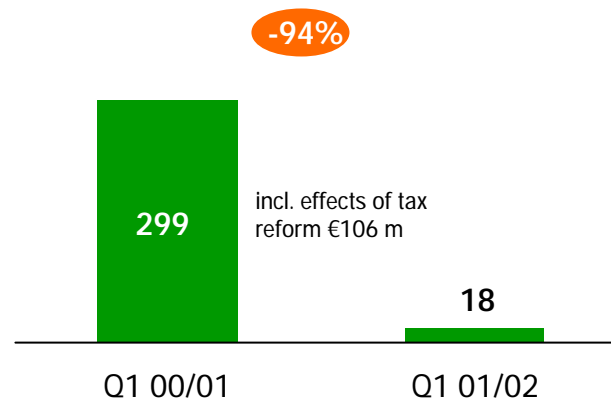
€ m



* excl. interest on pension accruals

Net income

€ m



Earnings per share

€ per share



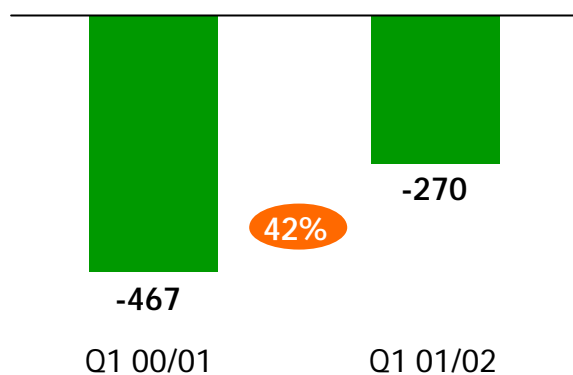
* before goodwill amortization (€0.11)



Group

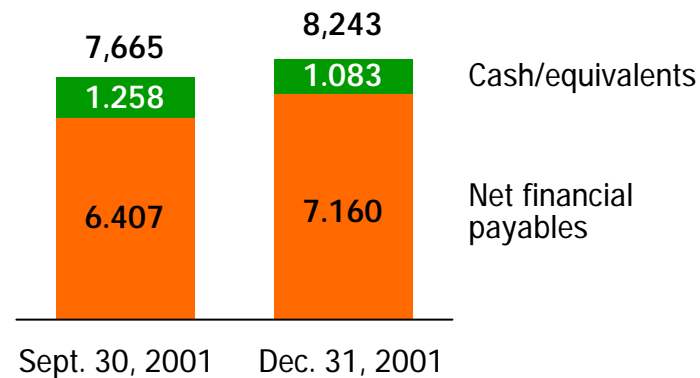
Net cash from normal operations

€ m



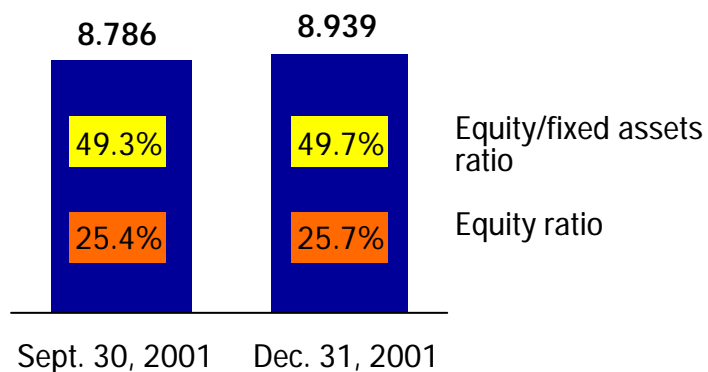
Financial payables

€ m



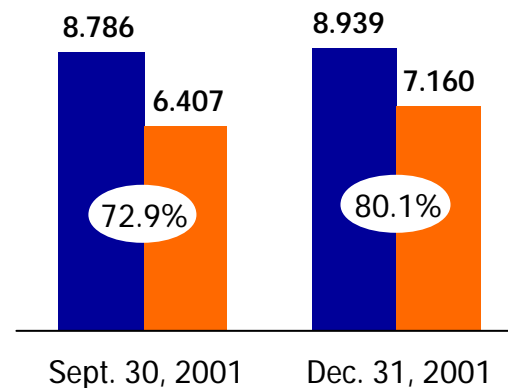
Stockholders' equity

€ m



Gearing

€ m



Key data by segment 1st quarter ending Dec. 31, 2001

€ million	1st quarter ending Dec. 31, 2001		
	Order intake	Sales	EBT
Steel	2,607	2,632	(26)
Automotive	1,457	1,445	1
Elevator	954	850	72
Technologies	1,671	1,278	(7)
Materials	1,945	2,003	(5)
Serv	639	600	17
Real Estate	77	77	28
Corporate	16	16	(53)
Consolidation	(509)	(562)	1
Total	8,857	8,339	28



Steel

		1st quarter ending	
		Dec. 31, 2000	Dec. 31, 2001
Order intake	€ m	2,912	2,607
• Carbon Steel		1,666	1,531
• Stainless Steel		965	890
Sales	€ m	3,140	2,632
• Carbon Steel		1,878	1,539
• Stainless Steel		999	889
EBT	€ m	198	(26)
• Carbon Steel		101	(44)
• Stainless Steel		69	5
Employees (Dec. 31)		53,999	50,962
• Carbon Steel		33,565	30,721
• Stainless Steel		12,432	12,620
Crude steel output (mt)		4.3	3.8
Shipments (1,000 tpm)			
• TKS cold-rolled		454	449
• TKS hot-rolled		421	343
• Stainless total		178	193
• Stainless cold-rolled		114	117

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Targets Unchanged

Medium term targets (excluding effects of SFAS 141/42):

EBITDA > €4 bn

EBT > €1.5 bn

ROCE > 12%

EVA > €0.5 bn

Gearing approx. 60%

Net financial payables ≈ €5.5 bn



ThyssenKrupp has the potential to achieve these financial targets



Value Indicators by Segment

	ROCE in %		WACC in %	Target ROCE in %	Capital employed* in € m	EVA in € m	
	1999/2000	2000/2001	1999/2000 and 2000/2001			1999/2000	2000/2001
Steel	9.1	9.1	10.0	12.0	9,261	(83)	(81)
Automotive	14.1	8.5	9.5	17.0	3,242	129	(33)
Elevator	16.0	15.6	9.0	18.0	1,992	125	132
Technologies	7.7	10.7	10.0	15.0	1,716	(48)	12
Materials	9.1	5.3	9.0	12.0	2,835	3	(104)
Serv	11.4	(1.0)	9.0	15.0	1,168	22	(117)
Real Estate	4.5	5.8	7.5	9.5	1,860	(54)	(32)
Group	8.7	7.7	9.0	12.0	22,913	(72)	(298)

* annual average 2000/2001

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Continuation of Strategy

- ThyssenKrupp will continue to focus on three areas:
Steel, Capital Goods and Services
- These three areas will be systematically grown by:
 - active portfolio management;
balance of cash providers and value drivers
 - organic growth



Focused industrial group



Focus on Core Activities

Best practice – examples

- Strategic growth in Elevator segment
Acquisitions: Dover Elevators, Elevadores Sûr, Access Industries etc.
 - ➔ Continuous sales and earnings growth
EBT 1996/97 < €100 m
EBT 2000/01 > €200 m

- Disposal of marginal activities in Steel segment
Sale of Ferteco iron ore mine
 - ➔ Capital employed reduced by €0.7 bn
 - ➔ Disposal gain of €0.3 bn

Successful portfolio management



Elements of Strategy

- Development of technically advanced products
- High technological capabilities and innovative strength
 - ➔ 3,000 engineers in 30 R&D centers
 - ➔ approx. €670 m for R&D projects in the Group
- Optimal utilization of potential in the Group
 - ➔ Harness cross-selling effects
 - ➔ Technological developments across segments
 - ➔ Groupwide access to know-how through knowledge management
- Intensified customer focus
- Stronger Groupwide service focus
 - ➔ Development of new service applications



Levers to Harness Value Adding Potential

- Strengthen leading market positions
- Further increase in productivity
- Implementation of ThyssenKrupp best



Further Increase in Productivity

- Further restructuring of problem areas
- Improvements at underperformers
- Achievement of synergy targets
- Personnel adjustments



Continuous productivity improvements of min. 2% p.a.



ThyssenKrupp best

- Better utilization of ThyssenKrupp's potential leads to:
 - Higher margins
 - Increasing capital productivity
 - Sustainable competitiveness
 - Value-adding growth
- Inventorization identified 408 action areas
- Groupwide roll-out from January 2002: more than 1,000 projects



business excellence in service and technology



ThyssenKrupp – Clear Strategy Geared to the Future

- ThyssenKrupp pursues a value-based strategy
- There is significant potential within the Group
- ThyssenKrupp has clearly defined financial targets
- Concrete actions to raise productivity
- ThyssenKrupp best enables better utilization of potential

