Progress report (I)

- Focusing of businesses
  - Disposals with a sales volume of approx. €1.6 billion
  - Acquisitions with a total sales volume of approx. €3.4 billion
- Stronger focus on services
  - Strengthen customer ties
  - Increase value added
- Slimming down the organization
  - Number of employees at holding company and service companies reduced from 872 to current level of 542 (target by end 2001: 376)
  - New segmentation being implemented (in particular winding up the former lead companies TKMS and TKI)

Progress report (II)

- Focus on shareholder value
  - Full changeover to US GAAP for first financial statements (1998/1999)
  - Stock options program implemented (phantom stocks) (tranches issued 1999/2002 and 2000/2003)
  - Capital market-oriented value management

- Earning power improved in fiscal 1999/2000
  - EBITDA increased to around €3.4 bn* (following €2.5 bn in 1998/1999 and €3.0 bn in 1997/1998)
  - ROCE of 8.7% almost covers cost of capital (after 6.3% in prior year)

* excluding interest expense on pension accruals of approx. €0.4 bn

Progress report (III)

Changes in environment ...

- Change in capital market's valuation of steel stocks
- Tax reforms
- Market environment deteriorated in relevant sectors

... necessitate adjustments to strategic focus:

- ➡ Steel is one of the three pillars of the portfolio alongside Capital Goods and Services
- ➡ Establishment of an independent "Technologies" segment (previously referred to provisionally as "Invest")

Systematic application of value management

ThyssenKrupp Group

ThyssenKrupp AG
Group sales (consolidated): €37.2 bn

Steel

Steel
Sales: €12.7 bn
- Carbon
- Stainless

Capital Goods

Automotive
Sales: €6.1 bn
- Body
- Chassis
- Powertrain
- Systems/ Suspensions

Elevators
Sales: €3.1 bn

Technologies
Sales: €5.9 bn
- Production Systems
- Plant Technology
- Marine
- Mechanical Engineering

Services

Materials
Sales: €10.1 bn
- MaterialsServices Europe
- MaterialsServices North America
- Materials Trading

Serv
Sales: €2.0 bn
- Information Services
- Industrial Services

Sales figures 1999/2000 (segments not consolidated)

Management philosophy (I)

- Each of the six segments will be developed in line with its specific particularities
- Harness potential within the Group to optimum effect
- Intensify active portfolio management
  - ➡ even sharper focus
  - ➡ expand high-growth activities
- Strengthen focus on services throughout the Group
  - ➡ expand E-commerce activities
  - ➡ develop new service applications
- Improve technological and innovative capabilities

Management philosophy (II)

- Apply integrated control strategy with central performance measures throughout the Group

- Focus in fiscal 2000/2001 on
  - ➡ increasing operational efficiency
  - ➡ reducing net financial debt

- Systematically pursue medium-term financial targets
  - ➡ EBT > €1.5 bn
  - ➡ ROCE > 12%

Sustained increase in company value

Portfolio streamlining (total: €1.6 bn)

Disposals 1998/1999	Sales volume €600 m
Automotive	
Schalker Verein	€110 m
Elevators	
Light-duty conveyors	€110 m
MaterialsServices	
Eisenmetall Rostfrei	€25 m
Westerwälder Eisenrohstoffhandel	€25 m
Others	
Nestrans	€300 m
Krupp Binnenschiffahrt	€30 m

Disposals 1999/2000	Sales volume €805 m
Steel	
Hoesch Spundwand	€110 m
Automotive	
Walter Hundhausen	€60 m
Engineering	
GKI OFU	€40 m
Lübecker Maschinenbau	€150 m
Others	
Thyssen Rheinstahl Technik*	€200 m
Krupp Kunststofftechnik	€245 m

2000/2001

Werner & Pfleiderer	€220 m

* 50/50 joint venture with Ferrostaal, consolidated at equity (put option)

Growth in segments (total: €3.4 bn)

Acquisitions 1998/1999	Sales volume €2,230 m
Steel	
SSCs France	€70 m
Elevators	
Dover Elevators	€800 m
Elevadores Sûr	€60 m
Access Industries	€45 m
MaterialsServices	
Dr. Mertens Werkstoffdienstleistungen	€20 m
Mannesmann Handel	€1,100 m
Fischer Service Acier	€45 m
Vetchberry Steels	€20 m
FacilitiesServices	
Palmers Ltd.	€70 m

Acquisitions 1999/2000	Sales volume €1,165 m
Steel	
UGO	€90 m
EBG India	€100 m
Automotive	
Atlas Crankshaft	€45 m
Stahl Specialty	€110 m
MaterialsServices	
HEVA	€25 m
FacilitiesServices	
Raab Karcher Facility Management	€15 m
Kessler + Luch	€170 m
Commando	€30 m
Safway	€210 m
Ernst Peiniger	€200 m
HiServ	€170 m

US GAAP accounting

US GAAP accounting introduced in 1998/1999

- Full changeover to US GAAP
  - ➡ all consolidated companies stated to US GAAP
  - ➡ no reconciliation
  - ➡ internal and external reporting (Groupwide) based on US GAAP
- Thyssen/Krupp merger accounted for as an acquisition (purchase accounting)
- For reasons of time, equity valuation of RAG was based on German GAAP (HGB), resulting in a qualified audit opinion

Changes to accounting in 1999/2000

- Under US GAAP elimination of 1998/1999 audit opinion qualification requires changes to prior-year statements.
- Review of other difficult accounting areas such as
  - accrued liabilities for restructuring
  - hedging transactions
  - deferred taxes
- Valuations standardized
  - inventories, in particular under the percentage of completion method
  - useful lives of property, plant and equipment

Restatement

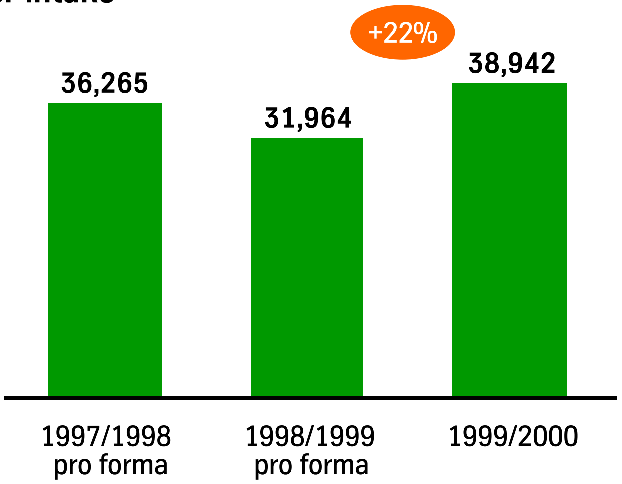
Overall changes not material:

Sales	0			0
Pre-tax income	-15	€ m	=	2.4%
Net income	-5	€ m	=	1.9%
Earnings per share	-0,01	€	=	1.8%
Stockholders' equity	+53	€ m	=	0.7%
Accruals	-106	€ m	=	1.0%

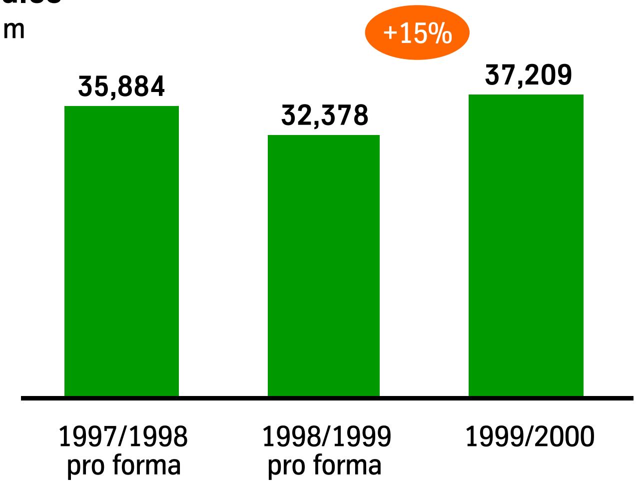
Prior-year statements were "presented fairly"

Group

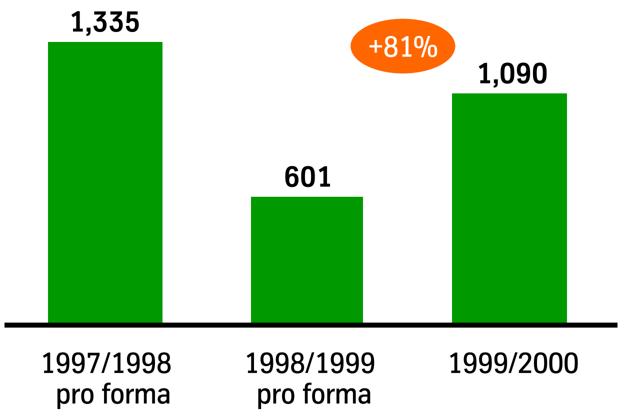
Order intake
€ m



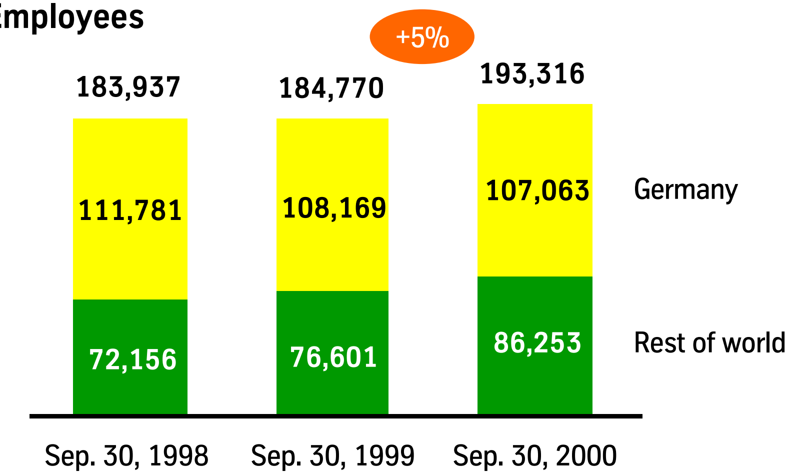
Sales
€ m



Income before taxes and minority interest
€ m



Employees

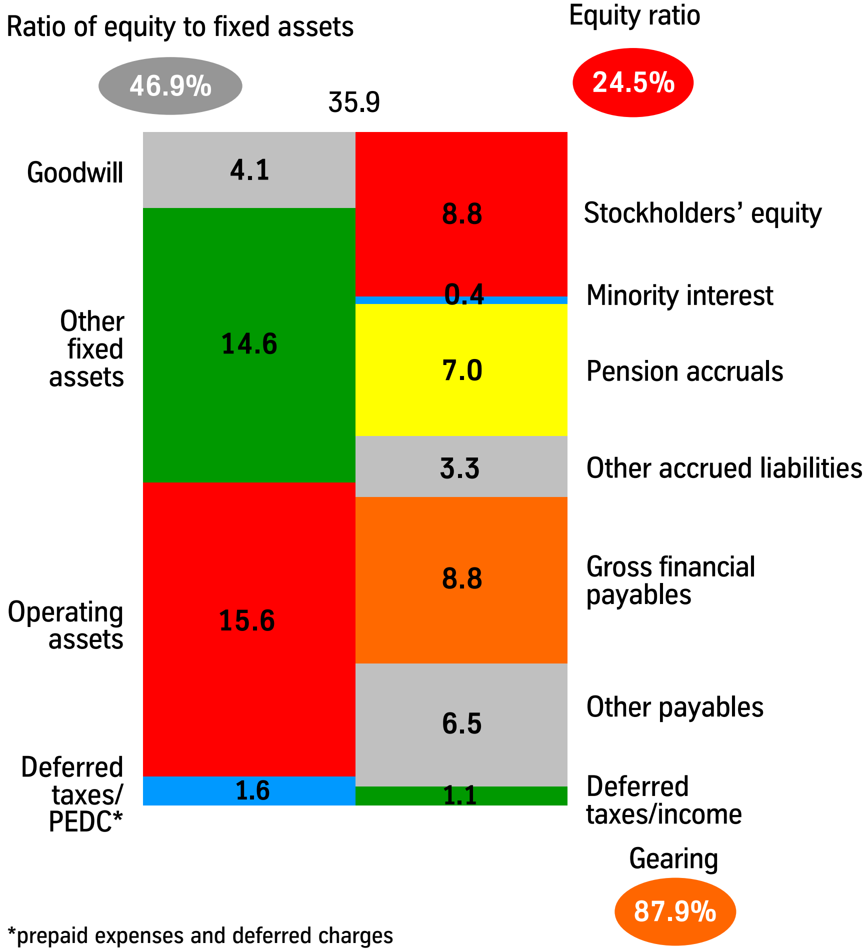


Income statement

€ m	1998/1999	1999/2000	Change in %
Net sales	29,794	37,209	24.9
Cost of sales	-24,612	-30,395	23.5
Gross margin	5,182	6,814	31.5
Selling expenses	-2,698	-2,961	9.8
General administrative expenses	-2,194	-2,435	11.0
Other operating income	867	862	-0.6
Other operating expenses	-479	-971	102.7
Gain on the disposal of subsidiaries	54	135	150.0
Income from operations	732	1,444	97.3
Financial expense, net	-123	-354	-187.8
Income before taxes and minority interest	609	1,090	79.0
Provisions for income taxes	-306	-531	73.5
Minority interest	-41	-32	-22.0
Net income	262	527	101.2

Balance sheet

Consolidated balance sheet for the year ended Sep. 30, 2000
€ bn



*prepaid expenses and deferred charges

Financial payables

€ m	Sep. 30, 1999	Sep. 30, 2000	Change
Bonds	535	529	-6
Notes payable	194	341	147
Payables to financial institutions (without notes)	5,379	6,855	1,476
Capital lease obligations	701	730	29
Other financial payables	190	296	106
Gross financial payables	6,999	8,751	1,752
Cash and cash equivalents	806	1,021	215
Net financial payables	6,193	7,730	1,537

Balance sheet

€ m	Sep. 30, 1999	Sep. 30, 2000	Change
Intangible assets, net	4,243	4,526	283
Property, plant and equipment , net	11,633	12,672	1,039
Financial assets , net	1,552	1,557	5
Fixed assets	17,428	18,755	1,327
Inventories	6,014	6,710	696
Trade accounts receivable, net	5,216	6,223	1,007
Other receivables and other assets , net	1,184	1,617	433
Securities	38	58	20
Cash and cash equivalents	768	963	195
Operating assets	13,220	15,571	2,351
Deferred taxes/prepaid expenses and deferred charges	2,065	1,562	-503
Total assets	**32,713**	**35,888**	**3,175**

€ m	Sep. 30, 1999	Sep. 30, 2000	Change
Capital stock	1,315	1,317	2
Additional paid in capital	4,668	4,673	5
Retained earnings	2,139	2,298	159
Accumulated other comprehensive income	-15	509	524
Treasury stock	-1	0	1
Total Stockholders' equity	8,106	8,797	691
Minority interest	292	399	107
Pensions	7,023	6,970	-53
Other accrued liabilities	2,989	3,298	309
Accrued liabilities	10,012	10,268	256
Financial payables	6,999	8,751	1,752
Trade accounts payable	2,828	3,168	340
Other payables	2,901	3,337	436
Payables	12,728	15,256	2,528
Deferred income taxes/ deferred income	1,575	1,168	-407
Total Stockholders' equity and liabilities	**32,713**	**35,888**	**3,175**

Cash flow statement

€ m	1998/1999	1999/2000	Change
Net income	262	527	265
Minority interest	41	32	-9
Depreciation of fixed assets	1,579	1,874	295
Other non-cash items	-46	-72	-26
Changes in assets and liabilities	-257	-895	-638
Gain/loss from disposal of assets	-74	-137	-63
Cash flow from operating activities	1,505	1,329	-176
Purchase of financial assets and businesses	-1,619	-397	1,222
Cash acquired from acquisitions	369	38	-331
Capital expenditures for property, plant and equipment including intangible assets	-2,027	-2,098	-71
Proceeds from the sale of financial assets and businesses incl. cash of disposed businesses	239	389	150
Proceeds from disposals of property, plant and equipment incl. proceeds from disposals of intangible assets	220	280	60
Cash flow from investing activities	-2,818	-1,788	1,030

€ m	1998/1999	1999/2000	Change
Cash flow from investing activities	-2,818	-1,788	1,030
Increase of financial payables	1,912	995	-917
Increase of securities classified as operating assets	4	8	4
Parent company dividends including profit distributions to entities outside the Group	-381	-375	6
Other financing activities	-96	-19	77
Cash flow from financing activities	1,439	609	-830
Exchange rate changes	-2	45	47
Increase in cash and cash equivalents	124	195	71

Comparison of key figures

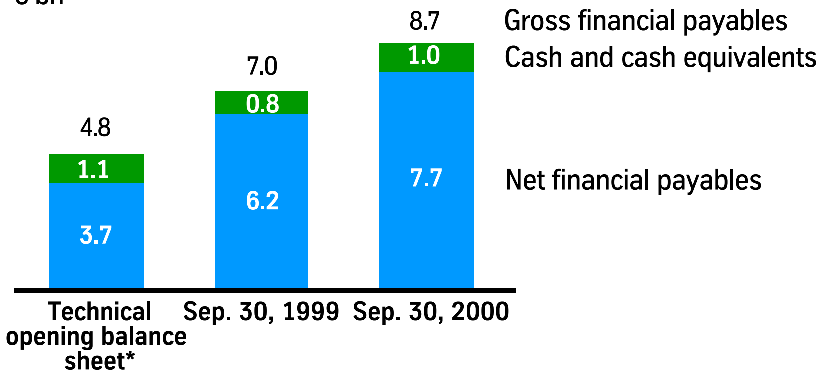
		1997/1998	1998/1999 pro forma	1998/1999	1999/2000	Change against 1998/1999 pro forma absolute	in %
Order intake	€ m	36,265	31,964	29,381	38,942	6,978	21.8
Sales	€ m	35,884	32,378	29,794	37,209	4,831	14.9
EBITDA	€ m	3,043	2,545	2,391	3,383	838	32.9
Income before taxes and minority interest (EBT)	€ m	1,335	601	609	1,090	489	81.4
Net income	€ m	695	270	262	527	257	95.2
Net income excl. non-recurrent items	€ m	749	404	396	527	123	30.5
Earnings per share	€	1.35	0.52	0.54	1.02	0.50	96.2
Normalized earnings per share	€	1.45	0.79	0.82	1.02	0.23	29.1
Normalized earnings per share, adjusted for goodwill	€	1.82	1.15	1.16	1.44	0.29	25.2
Total Stockholders' equity (Sep. 30)	€ m	7,750 *	8,106	8,106	8,797	691	8.5
Net financial payables (Sep. 30)	€ m	3,741 *	6,193	6,193	7,730	1,537	24.8
Debt to equity ratio (gearing)	%	48.3 *	76.4	76.4	87.9	11.5 percentage points	
Employees (Sep. 30)		183,937	184,770	184,770	193,316	8,546	4.6
Return on equity (before income taxes and minority interest)	%	17.2 *	7.4	7.5	12.4	5.0 percentage points	
ROCE	%	10.3	6.3	6.3	8.7	2.4 percentage points	
EVA	€ m	248	-532	-547	-72	460	86.5
Cash flow from operating activities	€ m	-	-	1,505	1,329	-176**	-11.7 **
Cash flow per share	€	-	-	3.1	2.6	-0.5**	-16.1 **
Capital investments	€ m	-	3,766	3,646	2,495	-1,271	-33.8
Depreciation/amortization	€ m	-	1,684	1,579	1,874	190	11.3

* Thyssen and Krupp excl. Dover Elevators and Mannesmann Handel ** against 1998/1999 US GAAP

Key earnings figures and financials

Financial payables

€ bn

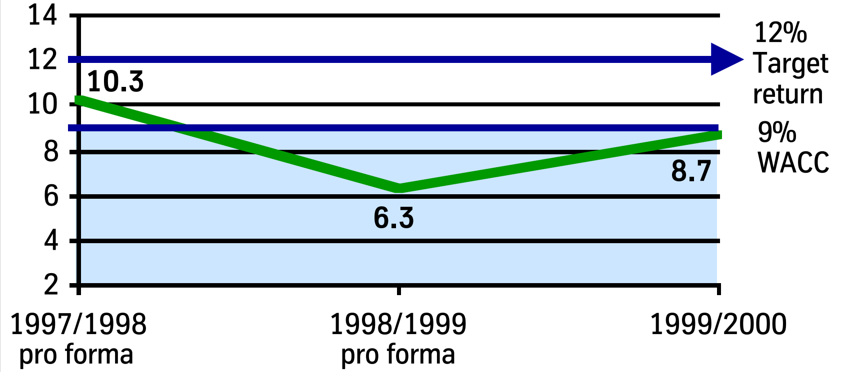


➡ reduction of net financial payables by €2 bn within the next 2 - 3 years

* Thyssen and Krupp excl. Dover Elevators and Mannesmann Handel

ROCE

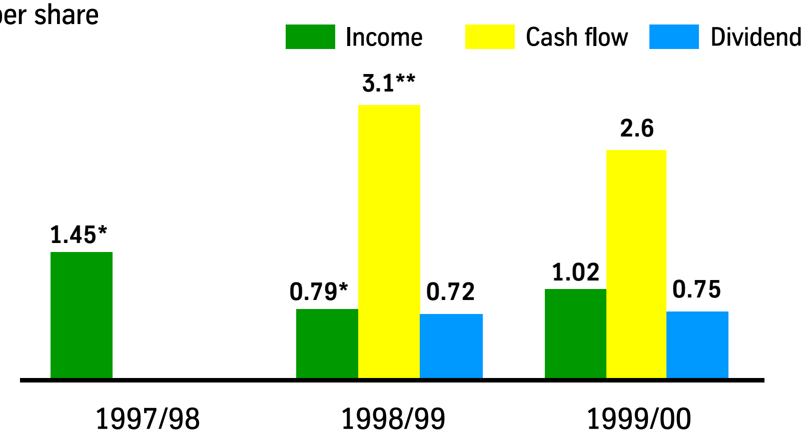
in %



Weighted average cost of capital (WACC) $\hat{=}$ maintenance of value

Key figures per share

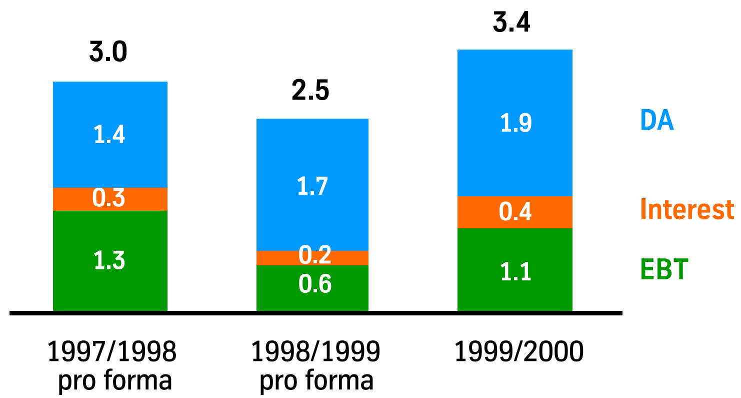
€ per share



* excl. non-recurrent items, pro forma ** US GAAP

EBITDA*

€ bn



* excl. interest on pension accruals

Segment reporting ThyssenKrupp

Segmentation

1998/1999	1999/2000	2000/2001
Steel	Steel	Steel
Automotive	Automotive	Automotive
Elevators	Elevators	Elevators
Production Systems	Production Systems	Technologies
Components	Components	
MaterialsServices	MaterialsServices	Materials
FacilitiesServices	FacilitiesServices	Serv
Real Estate	Real Estate	Real Estate
	Others:	
Engineering	Engineering	
Others	Remaining Others	
	Corporate	Corporate
Consolidation	Consolidation	Consolidation

Breakdown Others 1999/2000

- Engineering
- Remaining Others
  - Plastics Machinery
  - Shipyards
  - Civil Engineering
  - Krupp Seeschiffahrt
  - Equity companies

Breakdown Corporate 1999/2000

- Group headquarters
  - ThyssenKrupp AG
  - Thyssen Krupp Industries AG/ ThyssenKrupp Materials & Services AG
  - Service companies
- Financing companies
- National holding companies
- Inactive companies (e.g. Thyssen Stahl AG)

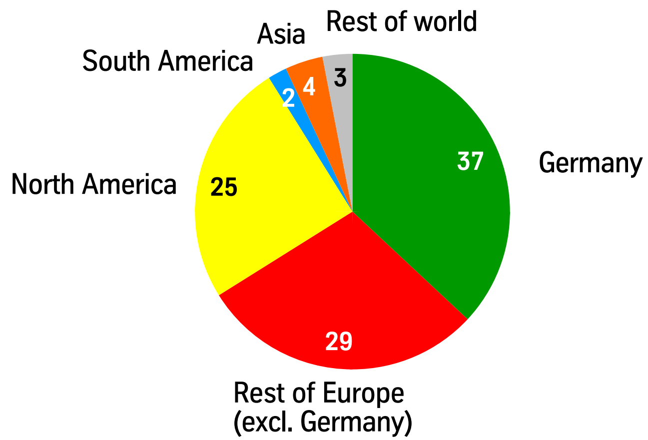
Order intake

by segment

€ m	1998/1999 pro forma	1999/2000	Change in %
Steel	10,351	13,043	26.0
Automotive	5,115	6,112	19.5
Elevators	2,758	3,232	17.2
Production Systems	1,249	1,577	26.3
Components	1,147	1,353	18.0
MaterialsServices	9,056	10,105	11.6
FacilitiesServices	1,264	2,002	58.4
Real Estate	426	369	-13.4
Others			
Engineering	1,724	1,564	-9.3
Remaining Others	1,754	2,408	37.3
Corporate	195	298	52.8
Consolidation	-3,075	-3,121	–
Total	31,964	38,942	21.8

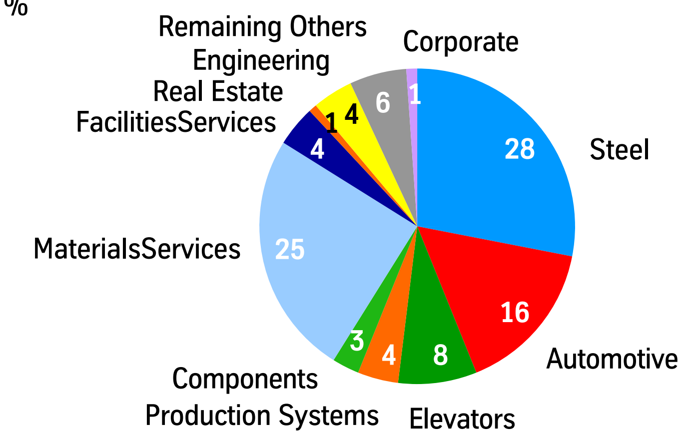
by region 1999/2000

in %



by segment 1999/2000

in %



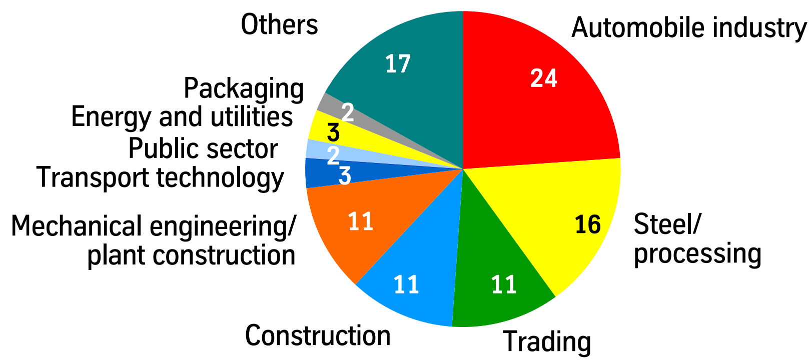
Sales

by segment

€ m	1998/1999 pro forma	1999/2000	Change in %
Steel	10,452	12,676	21.3
Automotive	5,208	6,108	17.3
Elevators	2,756	3,098	12.4
Production Systems	1,257	1,393	10.8
Components	1,184	1,325	11.9
MaterialsServices	8,886	10,135	14.1
FacilitiesServices	1,298	2,001	54.2
Real Estate	426	369	-13.4
Others			
Engineering	1,816	1,824	0.4
Remaining Others	1,852	1,616	-12.7
Corporate	256	142	-44.5
Consolidation	-3,013	-3,478	–
Total	32,378	37,209	14.9

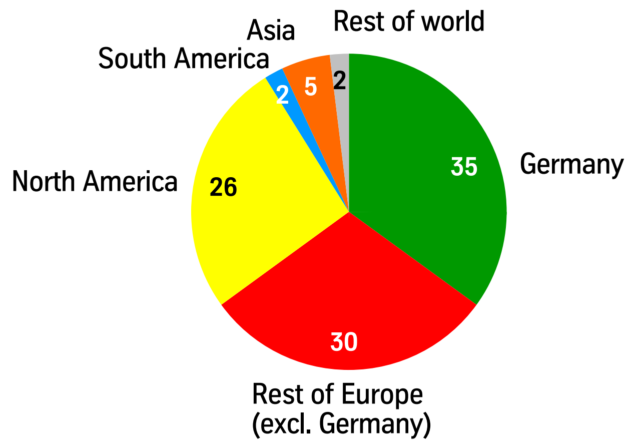
by customer group 1999/2000

in %



by region 1999/2000

in %



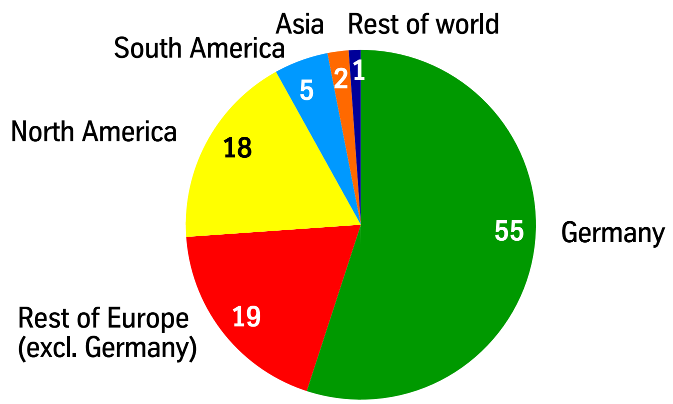
Employees

by segment

	Sep. 30, 1999	Sep. 30, 2000	Change absolute	Change in %
Steel	54,388	53,856	-532	-1.0
Automotive	37,594	39,920	2,326	6.2
Elevators	26,126	27,102	976	3.7
Production Systems	8,383	8,578	195	2.3
Components	9,191	9,841	650	7.1
MaterialsServices	12,815	13,591	776	6.1
FacilitiesServices	15,565	24,794	9,229	59.3
Real Estate	831	815	-16	-1.9
Others				
Engineering	9,594	8,049	-1,545	-16.1
Remaining Others	8,723	5,778	-2,945	-33.8
Corporate	1,560	992	-568	-36.4
of which: ThyssenKrupp AG	419	384	-35	-8.4
Total	184,770	193,316	8,546	4.6
of which: Germany	108,169	107,063	-1,106	-1.0
Rest of world	76,601	86,253	9,652	12.6

by region Sep. 30, 2000

in %



Workforce changes ThyssenKrupp AG

	Sep. 30, 1999	Sep. 30, 2000	Target end 2001
ThyssenKrupp AG	419	384	
ThyssenKrupp Dienstleistungen	188	158	
Total	607	542	376

Pre-merger figure as per Merger Report: 872

Income

EBT by segment

€ m	1998/1999 pro forma	1999/2000	Change in %
Steel	277	606	118.8
Automotive	291	295	1.4
Elevators	142	204	43.7
Production Systems	-10	-82	-720.0
Components	76	85	11.8
MaterialsServices	80	153	91.3
FacilitiesServices	67	79	17.9
Real Estate	56	58	3.6
Others			
Engineering	-3	0	–
Remaining Others	68	133	95.6
Corporate	-393	-331	15.8
Consolidation	-50	-110	–
Total	601	1.090	81.4

EBT segment Others

€ m		1998/1999 pro forma	1999/2000	Change in %
Engineering		-3	0	–
Remaining Others		68	133	95.6
of which:	Plastics Machinery	33	108	227.3
	Shipyards	42	28	-33.3
	Civil Engineering	-16	-43	-168.8
	Seeschiffahrt	1	7	600.0
	Equity companies	8	33	312.5
Others		65	133	104.6

Earnings per share

€ m	1998/1999 pro forma	1999/2000	Change in %
Income before income taxes	601	1,090	81.4
income taxes	-309	-531	71.8
Subtotal	292	559	91.4
minority interest	-22	-32	45.5
Consolidated net income	270	527	95.2
Earnings per share (in €) (514,489,044 shares)	0.52	1.02	96.2
EPS excl. non-recurrent items (in €)	0.79	1.02	29.1

EBITDA by segment

€ m	1998/1999 pro forma	1999/2000	Change in %
Steel	1,231	1,675	36.1
Automotive	590	648	9.8
Elevators	298	385	29.2
Production Systems	87	43	-50.6
Components	161	196	21.7
MaterialsServices	204	338	65.7
FacilitiesServices	202	241	19.3
Real Estate	121	127	5.0
Others			
Engineering	16	12	-25.0
Remaining Others	123	202	64.2
Corporate	-422	-370	12.3
Consolidation	-66	-114	–
Total	2,545	3,383	32.9

Key figures by segment 1999/2000

	Order intake (€ m)	Sales (€ m)	EBITDA (€ m)	EBIT (€ m)	EBT (€ m)	Employees (on Sep. 30, 2000)
Steel	13,043	12,676	1,675	789	606	53,856
Automotive	6,112	6,108	648	350	295	39,920
Elevators	3,232	3,098	385	283	204	27,102
Production Systems	1,577	1,393	43	-26	-82	8,578
Components	1,353	1,325	196	106	85	9,841
MaterialsServices	10,105	10,135	338	247	153	13,591
FacilitiesServices	2,002	2,001	241	102	79	24,794
Real Estate	369	369	127	79	58	815
Others						
Engineering	1,564	1,824	12	-33	0	8,049
Remaining Others	2,408	1,616	202	136	133	5,778
Corporate	298	142	-370	-414	-331	992
Consolidation	-3,121	-3,478	-114	-110	-110	–
Total	38,942	37,209	3,383	1,509	1,090	193,316

Taxes

Tax rate according to income statement

€ m		1998/1999	1999/2000
Current income taxes		242	284
of which:	Germany	22	-13
	Rest of world	220	297
Deferred taxes		64	247
of which:	Germany	66	229
	Rest of world	-2	18
Total		306	531
EBT		609	1,090
Tax rate in %		50	49
Goodwill		164	216
EBT before goodwill		773	1,306
Tax rate before goodwill in %		40	41

- Domestic ThyssenKrupp subsidiaries in fiscal 1998/1999 and 1999/2000 were subject to a theoretical corporation tax rate - profit retention rate of 40% plus 5.5% solidarity contribution - of 42.2%. Added to this comes an effective trade tax rate of 10.2%. This works out at an overall tax rate of 52.4%.
- Foreign subsidiaries are subject to the respective national tax rates (e.g. USA approx. 44%, European average approx. 35%).
- The effective tax rate is strongly impacted by goodwill amortization, which is not recognized for tax purposes but reduces income.
- Deferred taxes are generally recognized for temporary differences between the book values of assets in the tax balance sheet and in the US GAAP balance sheet (valued at the tax rates applicable at the probable time of elimination of the differences).
- In 2000/2001 the tax rate will again be 50% (after goodwill) (eliminating the effects of tax reforms) and thereafter fall to around 43% due to reduced domestic tax rates.

Corporate tax reform

Periods in which corporate tax reforms will take effect at ThyssenKrupp

- Due to our non-calendar fiscal year, the standard corporation tax rate of 25% introduced as part of the corporate tax reform only applies at ThyssenKrupp as from October 1, 2001, i.e. as from the 2001/2002 fiscal year.
- Under the corporate tax reform, the sale of shareholdings in German corporations to other German corporations will be tax free after December 31, 2001. For companies with a non-calendar fiscal year this applies for the first time in the financial year ending in 2002 of the company sold. For ThyssenKrupp shareholdings this tax exemption therefore applies for the first time from October 1, 2002.
- The extended depreciation periods and the restrictions on declining-balance depreciation will apply to assets added from January 1, 2001.

Exceptional tax charges resulting from corporate tax reforms

- 15% point reduction in corporation tax rate:
  The income-relevant reduction of net deferred taxes relates inter alia to the deferred tax assets for loss carryforwards taxed at 40%; like deferred tax liabilities, these must be recalculated at a rate of 25%.

  ➡ As the corporate tax reform legislation did not come into effect until after September 30, 2000, it will first apply to deferred taxes (reduction in deferred tax assets and liabilities) in the 2000/2001 fiscal year.

- Change to assessment basis:
  - Declining-balance depreciation for movable assets reduced from 30% to 20% and factory buildings from 4% to 3% (for additions as of January 1, 2001)
  - Planned extension of depreciation periods (from January 1, 2001)

Effects of currency fluctuations

Charge to earnings of Corporate from currency hedging transactions

- All domestic subsidiaries are obliged to offer foreign currency positions from their basic business transactions to a central clearing organization. The offered positions are grouped by maturity for each currency (netting) and globally hedged via banks (portfolio or macro-hedge).
- Under US GAAP, external currency derivatives which are not clearly allocable to specific accounts receivable and payable are recognized at fair value. Changes in fair value between two balance sheet dates are included in income at Corporate.
- With a surplus of exports, the strong increase in the US dollar in connection with the valuation of currency derivatives and foreign currency positions at market value resulted in a charge of around €60 million at Corporate in fiscal 1999/2000.
- In fiscal 2000/2001, application for the first time of SFAS 133 to currency derivatives and foreign currency positions will result in a shift in the reporting of income from Corporate to the individual operating segments. The application of this new standard is not expected to have any material impact on the income of the Group as a whole.

Development of USD exchange rate

	1998/1999	1999/2000
Exchange rate (ave. of fiscal year) 1 € = ... USD	1.10	0.96
	Sep. 30, 1999	**Sep. 30, 2000**
Exchange rate (balance-sheet date) 1 € = ... USD	1.07	0.88

This affects:

Foreign currency positions of German companies:
- These are translated at the rate on the balance-sheet date and not - as under HGB - at the hedged rate.

Foreign currency statements:
- Income statements of companies accounting in foreign currency are translated at the average rate.
- Balance sheets are translated at the balance-sheet date.
- Differences between average rates and rates on balance-sheet date are recorded in stockholders' equity with no income statement effect.

Impact of the USD exchange rate

- Automotive and Elevators in particular generated a significant portion of their sales and earnings in the USA.
  A strong USD has a generally positive impact.
- Steel purchases a significant percentage of its raw materials in USD. The negative effect of a strong USD outweighs the positive effects of sales billed in USD.
- Overall in fiscal 1999/2000 the negative effects from the Steel business outweigh the positive effects from Automotive and Elevators

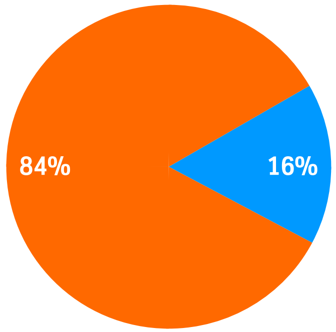
"Free cash flow"

by segment

€ m	1998/1999	1999/2000	Change
Steel	131	74	-57
Automotive	150	-327	-477
Elevators	-1,117	102	1,219
Production Systems	-221	51	272
Components	-12	5	17
MaterialsServices	-337	-285	52
FacilitiesServices	24	-170	-194
Real Estate	91	45	-46
Others			
Engineering	61	-87	-148
Remaining Others	24	173	149
Corporate	-107	-40	67
Total	-1,313	-459	854

Capital investments

Group 1999/2000



by segment

€ m	1998/1999 pro forma	1999/2000	Change in %
Steel	1,221	985	-19.3
Automotive	436	676	55.1
Elevators	1,259	59	-95.3
Production Systems	62	60	-3.2
Components	129	88	-31.8
MaterialsServices	193	139	-28.0
FacilitiesServices	150	339	126.0
Real Estate	60	31	-48.3
Others			
Engineering	26	25	-3.9
Remaining Others	40	146	265.0
Corporate	236	11	-95.3
Consolidation	-46	-64	–
Total	3,766	2,495	-33.8

Depreciation/amortization

by segment

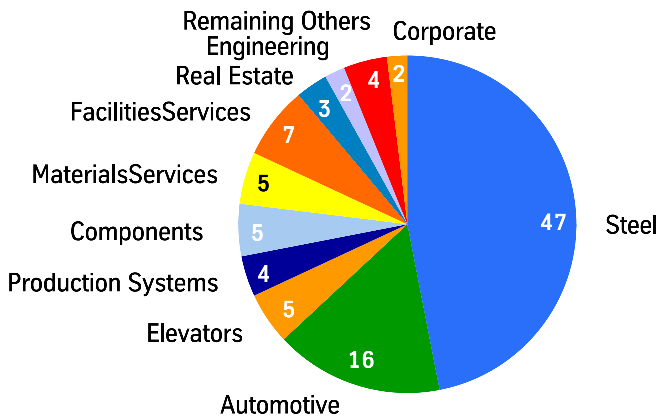
€ m	1998/1999 pro forma	1999/2000	Change
Steel	802	886	84
Automotive	251	298	47
Elevators	90	102	12
Production Systems	61	69	8
Components	71	90	19
MaterialsServices	67	91	24
FacilitiesServices	144	139	-5
Real Estate	45	48	3
Others			
Engineering	50	45	-5
Remaining Others	56	66	10
Corporate	47	44	-3
Consolidation	–	-4	-4
Total	1.684	1.874	190

Goodwill by segment

€ m	1998/1999 pro forma	1999/2000	Change
Steel	52	56	4
Automotive	18	24	6
Elevators	39	49	10
Production Systems	22	24	2
Components	10	11	1
MaterialsServices	13	18	5
FacilitiesServices	7	13	6
Real Estate	–	2	2
Others			
Engineering	14	14	–
Remaining Others	10	3	-7
Corporate	3	2	-1
Consolidation	–	–	–
Total	188	216	28

by segment 1999/2000

in %



Writedown periods under US GAAP

Goodwill amortization:

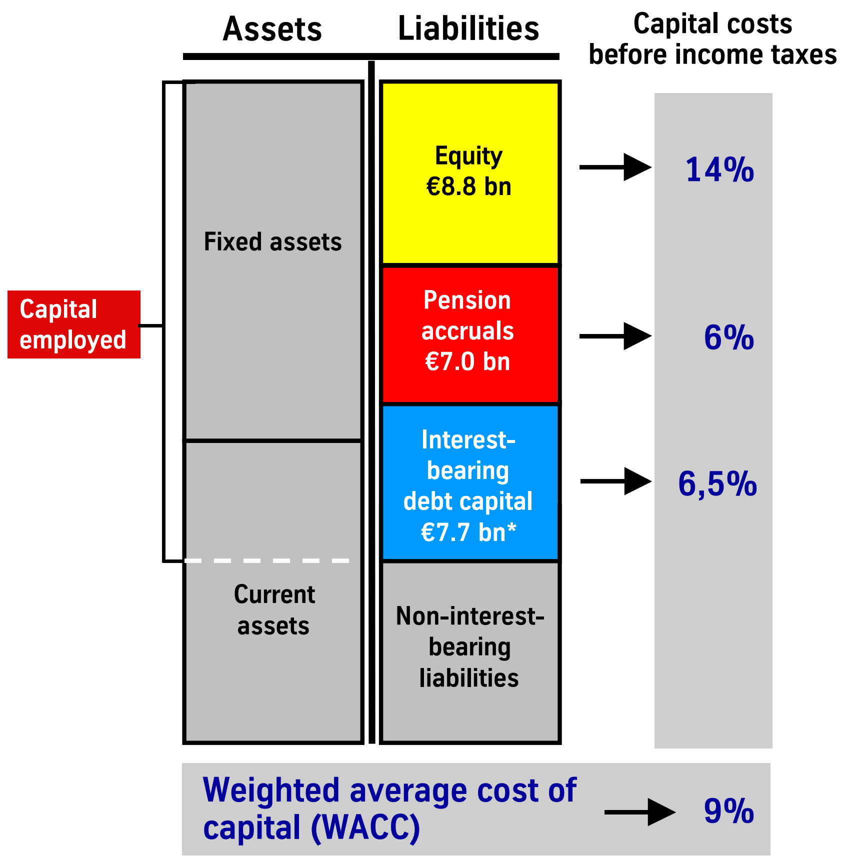
- Generally: 20 years by straight-line method
- Exception:
  a) Elevators 30 years straight-line
  (due to long-term customer retention)
  b) Information Services 10 years straight-line

Property, plant and equipment:

- Generally straight-line depreciation

ROCE/EVA

Capital costs and capital employed in the Group at Sep. 30, 2000



* Net financial payables

Definition

$$\text{ROCE} = \frac{\text{Income before income taxes and minority interest } +/- \text{ interest income/expense} + \text{pension accrual interest}}{\text{Fixed assets} + \text{net working capital} \;\widehat{=}\; \text{Capital Employed*}}$$

EVA = (ROCE minus WACC) x Capital Employed*

* annual average

Group

		1998/1999 pro forma	1999/2000
Return on equity (before income taxes)	%	7.4	12.4
ROCE	%	6.3	8.7
EVA	€ m	-532	-72

Capital employed*/WACC

€ in million	1998/1999 pro forma	1999/2000	in % 1998/1999 and 1999/2000 WACC
	Capital Employed		
Steel	8,909	9,161	9.5
Automotive	2,336	2,801	10.5
Elevators	1,481	1,790	10.5
Production Systems	975	1,085	10.5
Components	844	909	10.5
MaterialsServices	2,145	2,505	9.5
FacilitiesServices	609	892	9.5
Real Estate	1,786	1,797	7.5
Others			
Engineering**	202	232	14.0
Remaining Others	628	676	10.5
Group	20,020	22,263	9.0

* annual average ** Capital employed is equivalent to average stockholders' equity

ROCE

by segment

in %	1998/1999 pro forma	1999/2000	Change percentage points
Steel	5.7	9.5	3.8
Automotive	16.6	14.3	-2.3
Elevators	14.3	16.0	1.7
Production Systems	3.0	-2.1	-5.1
Components	11.4	12.6	1.2
MaterialsServices	6.9	10.5	3.6
FacilitiesServices	11.7	12.0	0.3
Real Estate	4.4	4.7	0.3
Others			
Engineering	6.0	0.0	-6.0
Remaining Others	15.0	22.0	7.0
Group	6.3	8.7	2.4

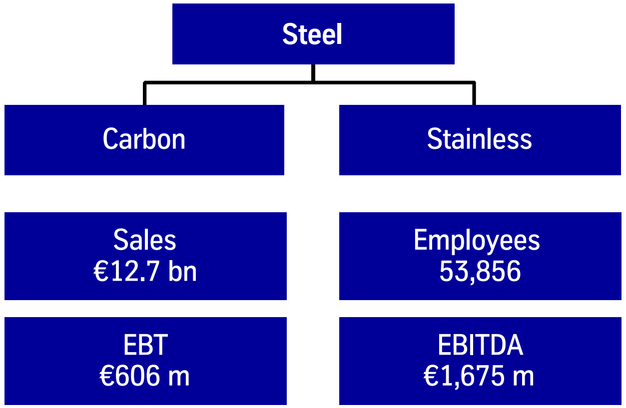
EVA

by segment

€ m	1998/1999 pro forma	1999/2000	Change in %
Steel	-339.0	-4.2	98.8
Automotive	142.5	107.0	-24.9
Elevators	56.4	98.9	75.4
Production Systems	-73.2	-137.0	-87.2
Components	7.4	18.8	154.1
MaterialsServices	-55.3	26.1	147.2
FacilitiesServices	13.2	22.7	72.0
Real Estate	-55.7	-50.6	9.2
Others			
Engineering	-16.1	-33.7	-109.3
Remaining Others	28.0	78.0	178.6
Group	-531.7	-72.5	86.4

Steel

Key figures 1999/2000



Sales

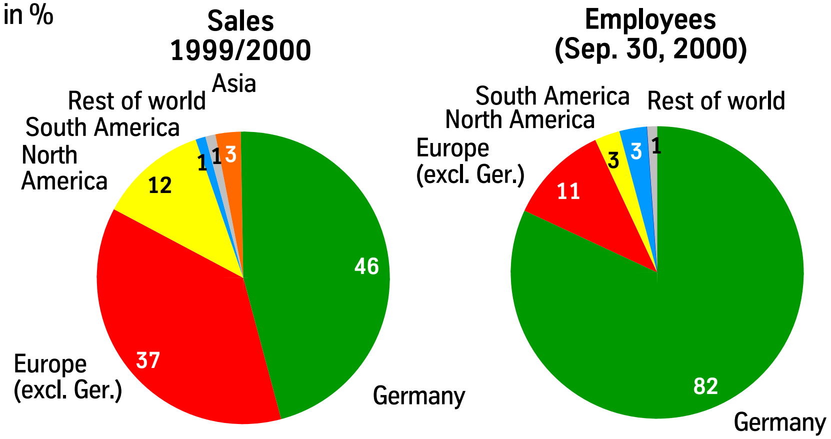
€ m	1998/1999 pro forma	1999/2000	Change in %
Carbon	6,585	7,658	16.3
Stainless	3,198	4,314	34.9
Investments/Consolidation	669	704	5.2
Total	10,452	12,676	21.3

Order intake

€ m	1998/1999 pro forma	1999/2000	Change in %
Carbon	6,453	7,773	20.5
Stainless	3,243	4,422	36.4
Investments/Consolidation	655	848	29.5
Total	10,351	13,043	26.0

Sales and employees by region

in %



Steel

Steel income

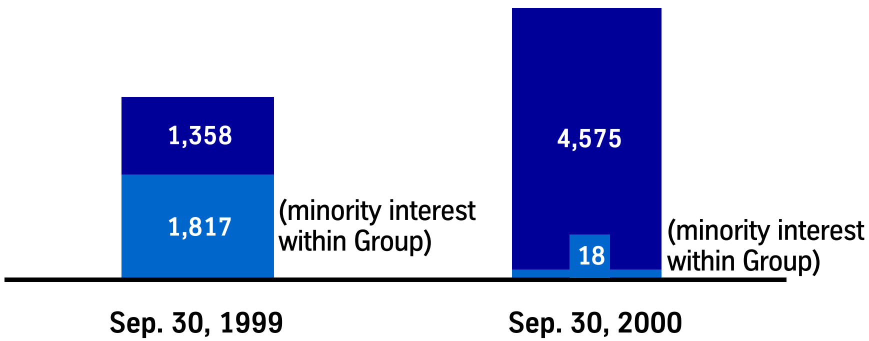
€ m	1998/1999 pro forma	1999/2000	Change in %
Carbon	172 [1]	435 [2]	152.9
Stainless	110	238	116.4
Investments/TK Steel AG/ Consolidation	-5	-67 [3]	-
Total	277 [1]	606	118.8

[1] includes compensation payment of €116 m (consolidated at Group level)

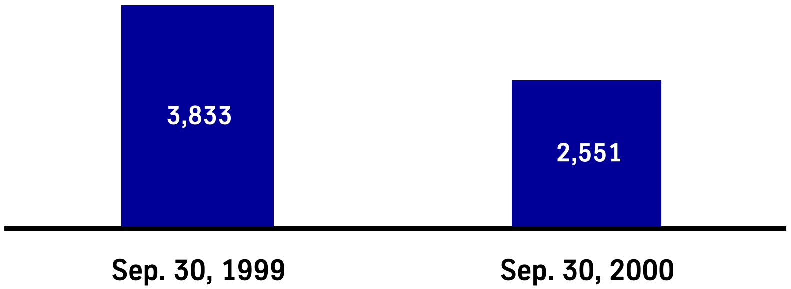
[2] includes compensation payment of €43 m

[3] includes compensation payment expense at Steel (Note: no further compensation payment as of 2nd half 1999/2000)

Changes in capital structure



Change in stockholders' equity in € m



Change in net financial payables in € m

Sep. 30, 1999	Sep. 30, 2000
Gearing 121%*	Gearing 56%*
Pension accruals €1.2 bn	Pension accruals €1.3 bn

* incl. minority interest within Group

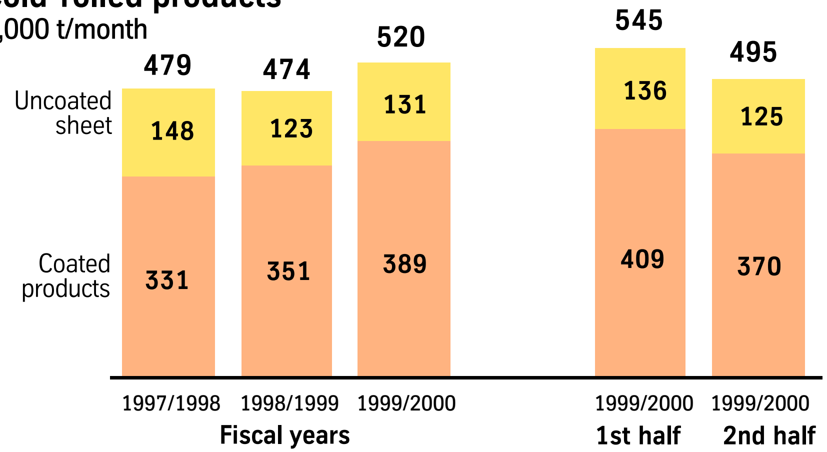
Key figures ThyssenKrupp Steel

		ThyssenKrupp Steel			of which: Carbon			of which: Stainless		
	FY	97/98 pro forma	98/99 pro forma	99/00	97/98 pro forma	98/99 pro forma	99/00	97/98 pro forma	98/99 pro forma	99/00
Sales	€ bn	12.3	10.5	12.7	7.8	6.6	7.7	3.5	3.2	4.3
EBITDA*	€ m	1,529	1,231[1]	1,675[3]	1,105	826[1]	1,172[2]	366	341	488
of sales		12.4%	11.8%	13.2%	14.2%	12.5%	15.3%	10.4%	10.7%	11.3%
EBIT*	€ m	818	429[1]	789[3]	594	266[1]	545[2]	215	166	290
of sales		6.7%	4.1%	6.2%	7.6%	4.0%	7.1%	6.1%	5.2%	6.7%
EBT	€ m	667	277[1]	606[3]	497	172[1]	435[2]	150	110	238
of sales		5.4%	2.7%	4.8%	6.4%	2.6%	5.7%	4.2%	3.4%	5.5%
Crude steel output	mt	18.7	16.1	18.1	15.5	12.9	14.6	2.5	2.6	2.7
Employees	(Sep. 30)	56,140	54,388	53,856	37,817	36,419	36,670	12,391	12,155	12,121

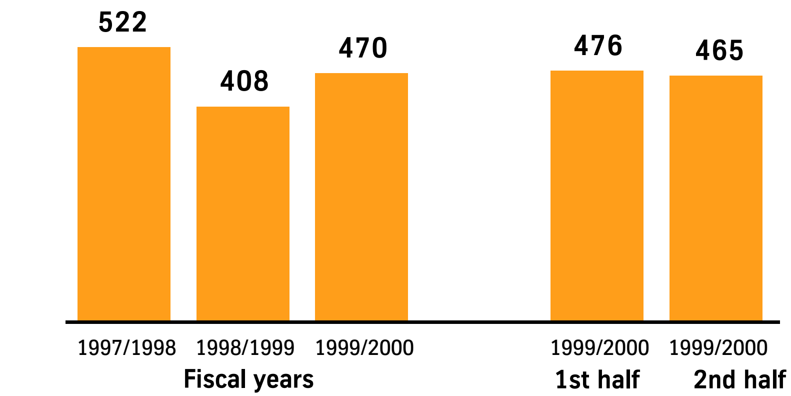
* excl. interest expense on pension accruals
[1] including €116 m compensation payment (consolidated at Group level)
[2] including €43 m compensation payment (as of 2nd half 1999/2000 no more compensation payments)
[3] including compensation payment expense at Steel

Carbon: shipments and revenues

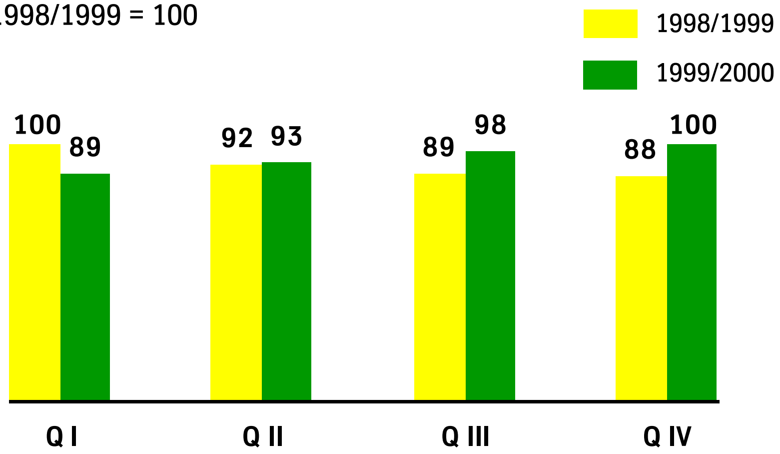
Shipments Thyssen Krupp Stahl AG Cold-rolled products
1,000 t/month



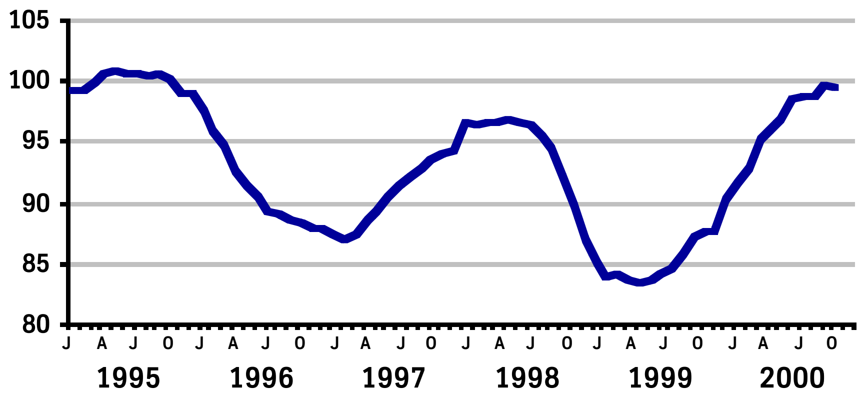
Shipments Thyssen Krupp Stahl AG Hot-rolled products (excl. quarto plate)
1,000 t/month



Thyssen Krupp Stahl AG: average revenues per ton
Q1 1998/1999 = 100



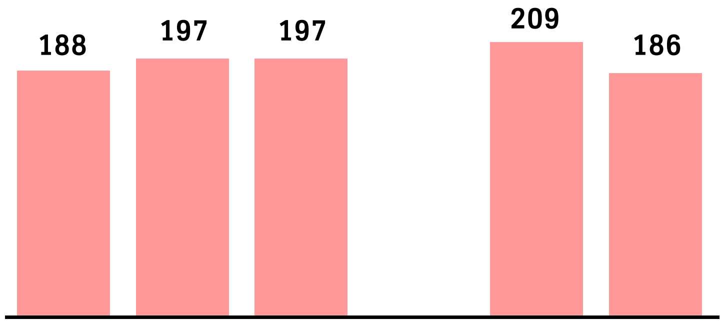
Rolled-steel prices (Germany)
Index 1995 = 100



Stainless: shipments and revenues

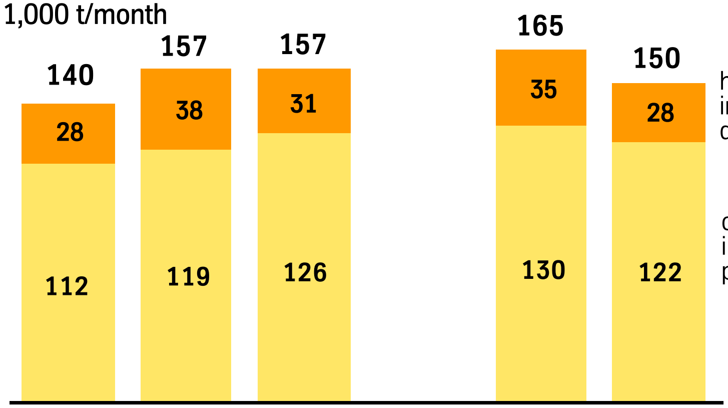
Total shipments Krupp Thyssen Stainless

1,000 t/month



Stainless flat shipments Krupp Thyssen Stainless

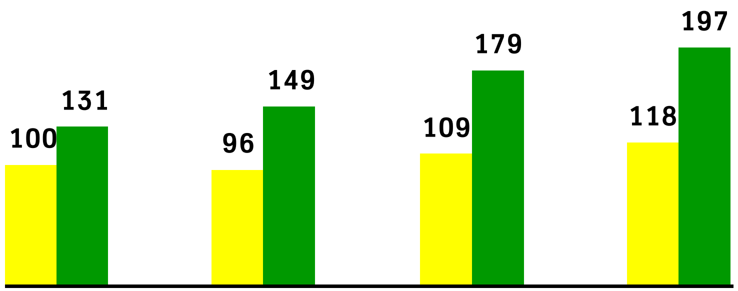
1,000 t/month



Krupp Thyssen Stainless: revenues per ton cold strip 4301

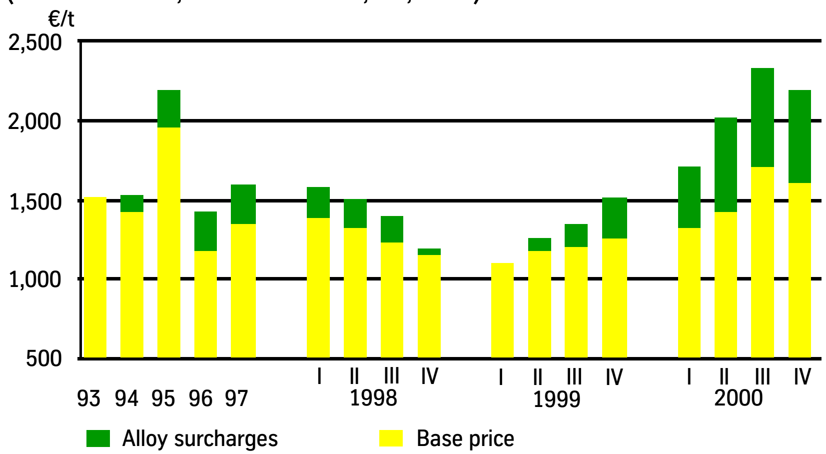
Q1 1998/1999 = 100

(incl. alloy surcharge)



Revenues stainless cold-rolled 4301, W. Europe

(X5 CrNi 18 - 10, 2 x 1250 x 2000, IIIc, trade)



Steel: current situation (I)

Carbon

- **Casting-rolling mill Duisburg-Bruckhausen**
  Ramping up continuously since April 1999;
  Target output of 2 m tpy will be achieved shortly

- **Hüttenwerk Krupp-Mannesmann, HKM**
  New continuous slab caster and relined blast furnace B started operation;
  Full capacity will probably be achieved in spring 2001

- **Closures in Dortmund**
  Closure of steelmaking and hot strip operations expected before end of 1st half 2001;
  Relocation of tinplate production to Andernach expected to be completed before end of 1st half 2001

- **Pickling line/tandem mill link in Beeckerwerth**
  Construction of new tandem mill on schedule;
  link with existing pickling line in 1st half 2000/2001

- **Reduced capacity at TKS**
  Due to investments and conversion work, crude steel and hot strip capacities will be reduced by approx. 300,000 t (8-10%) in 2nd quarter 2000/2001

Carbon

- **Dortmunder Oberflächen-Centrum, DOC**
  Inaugurated on December 4, 2000

- **Tailored blanks Wolfsburg**
  First phase commissioned;
  target production 10 million tailored blanks from 2001

- **GalvaSud, Brazil**
  New hot-dip galvanizing facility commissioned Dec. 15, 2000

- **Acquisition of EBG India (sheet and electrical steel)**
  Planned capacity expansion from 200,000 to 300,000 tpy

- **New Schwelgern coking plant**
  Negotiations on operator model for coking plant completed;
  Foundation stone laid on July 26, 2000;
  construction proceeding to schedule

- **E-commerce, internet auctions TKS**
  First flat steel producer in Europe to start online selling (February 2000);
  Following initial success, expansion to two auctions per week for registered customers

Steel: current situation (II)

Stainless

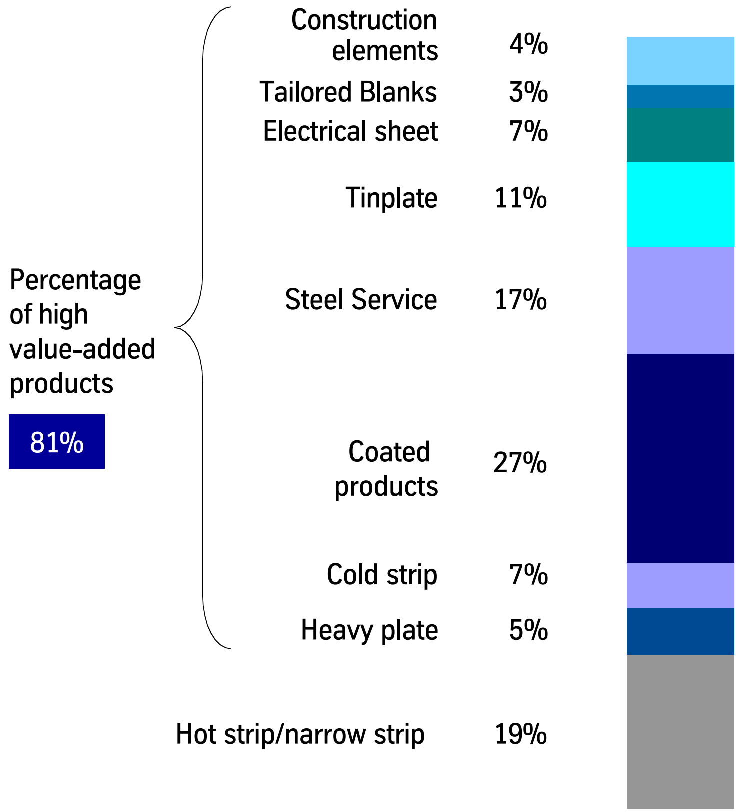
- **Strip caster KTN, Krefeld**
  To date approx. 70 heats cast on pre-industrial strip caster in reproducible quality and forwarded to downstream processing operations for test purposes
- **Joint Venture Shanghai Krupp Stainless (SKS), China**
  First phase cold rolling mill 72,000 tpy.:
  Basic structure completed November 2000;
  Production start-up planned for end 2001
- **Expansion cold strip capacity AST, Terni**
  Increase by 80,000 tpy from 2001 through construction of a new bright annealing line and a new cold rolling stand
- **Expansion of stainless hot strip capacity AST, Terni**
  Increase by 600,000 tpy by 2002/2003 through construction of a second AOD converter and a thin slab caster
- **New production facility in the USA**
  technical and economic feasibility studies; project work continued

Steel

- **Progress on portfolio streamlining**
  HSP: sold to Salzgitter AG
  KEP: constructive negotiations with potential buyers
  EWK: Discussions with Böhler Uddeholm stopped
  Ferteco: In connection with restructuring TKS is also reviewing its continued involvement in the Brazilian iron ore mine
- **New websites for sales "Steel24-7.com" and procurement "BuyForMetals.com"**
  All partners have granted approval;
  projects will now be implemented
- **Integration of supply chain management systems**
- **Investments/depreciation 1999/2000**
  Investments:
  Carbon approx. €680 m, Stainless approx. €265 m
  Depreciation:
  Carbon approx. €627 m, Stainless approx. €199 m

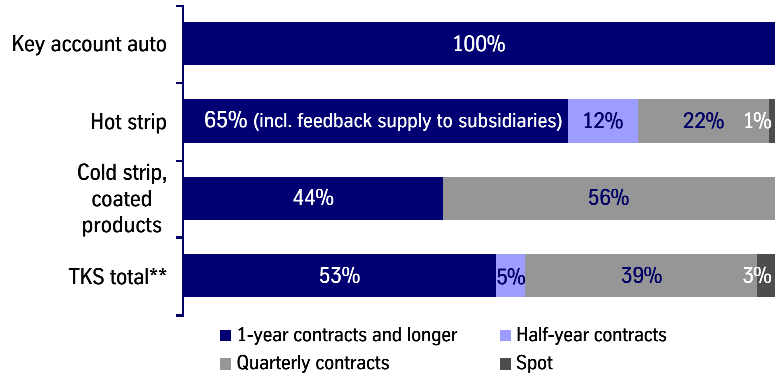
Advantages of TK Steel limit earnings volatility

TKS group focuses on high value-added products



Sales structure FY 1999/2000 (flat steel products only)

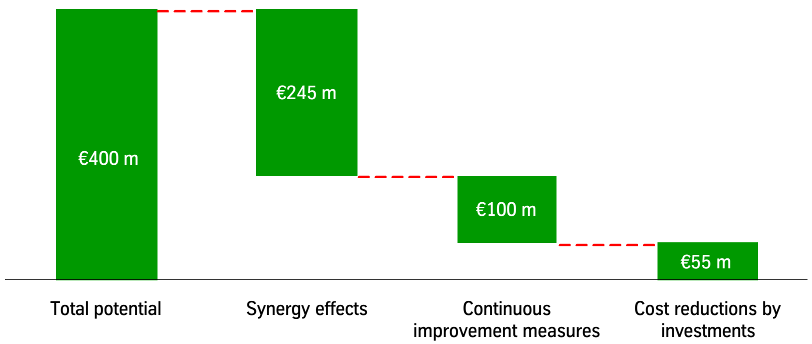
Long-term contracts stabilize the business of TKS*



* Shipment structure FY 1999/2000 ** including heavy plate

Targeted improvements in cost structure

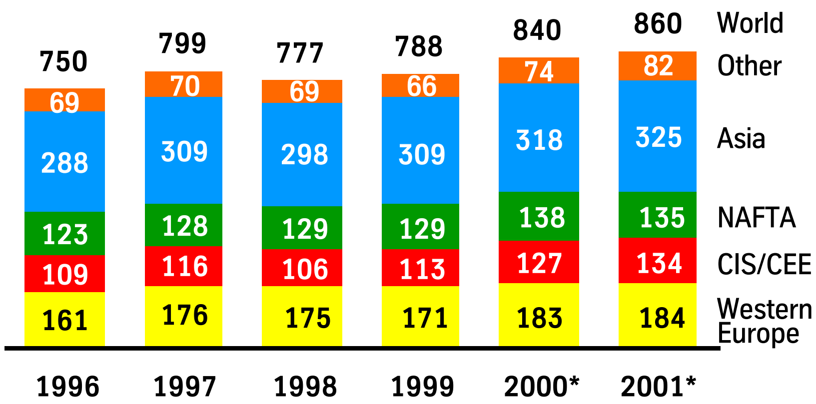
Annual cost reductions targeted to be realized in full by 2001/2002



* compared to FY 1998/1999

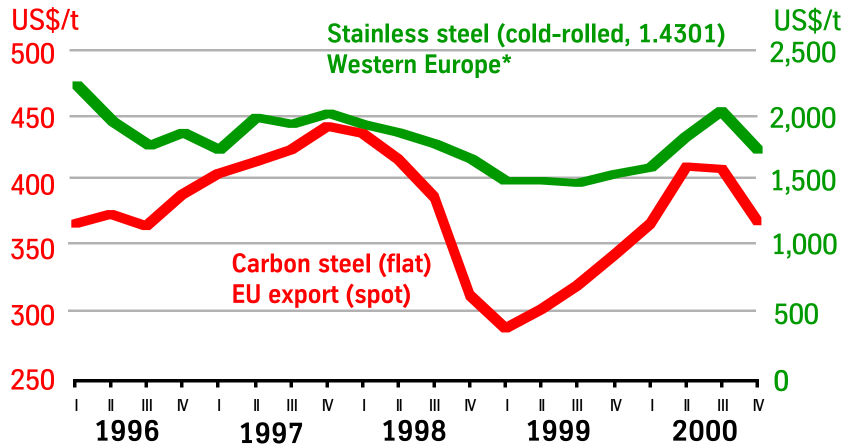
Steel industry (I)

Crude steel output, world 1996-2001



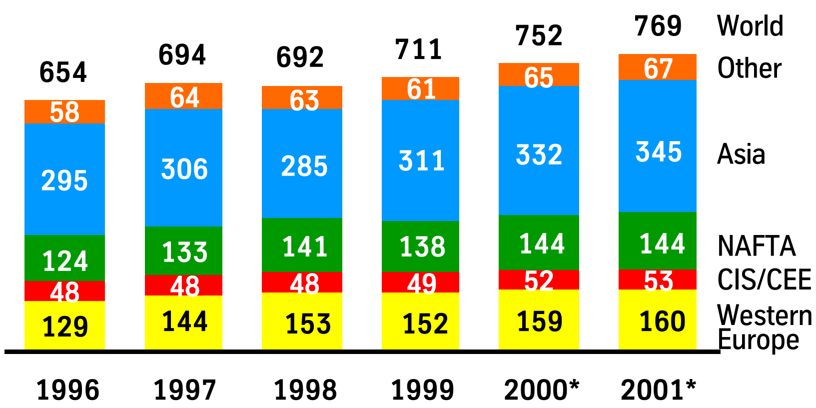
* estimate (December 2000)

Steel prices



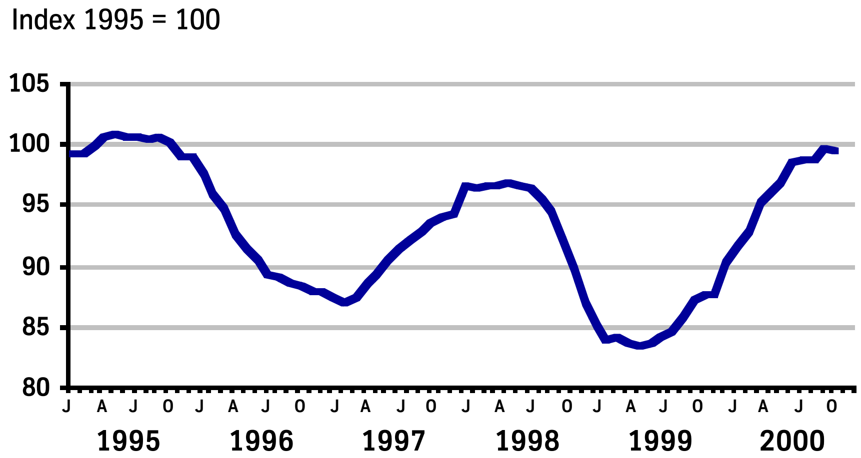
* incl. alloy surcharge/Nickel price steady at USD7,500/t

Steel market supply, world 1996-2001



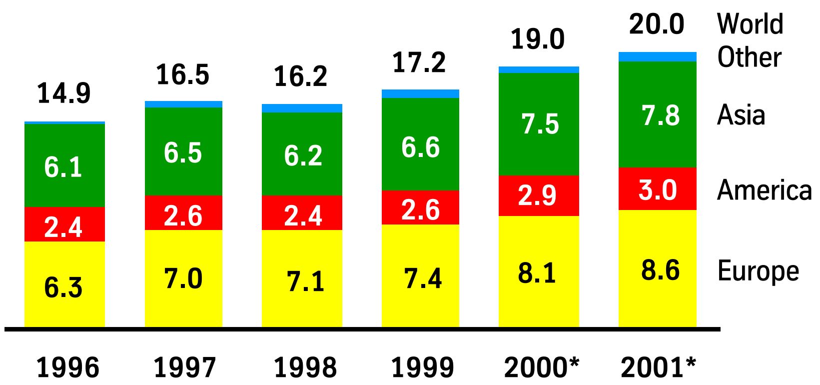
* estimate (December 2000)

Rolled-steel prices (Germany)



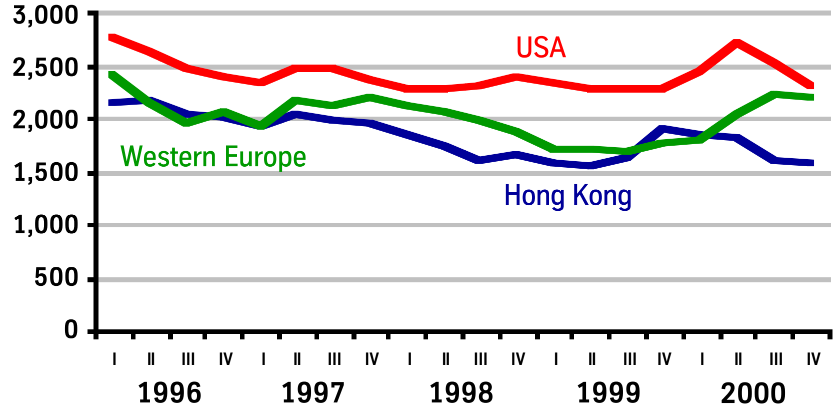
Steel industry (II)

Stainless production, world 1996-2001
million t ingot



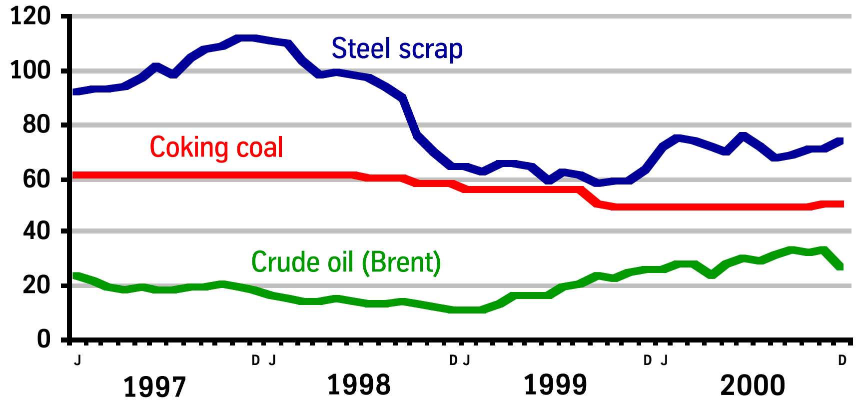
* estimate, Par. & Co (Oct. 2000)

Stainless cold-rolled prices by region*
US$/t

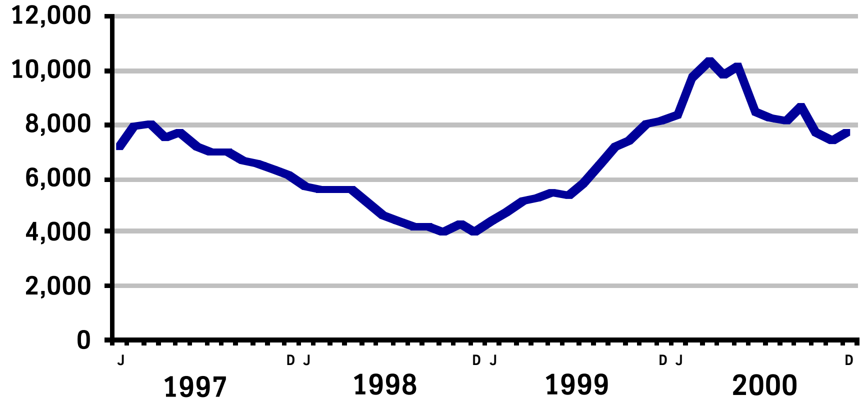


* Standard grade 1.4301 incl. alloy surcharge/Nickel price steady at USD7,500/t

Raw materials prices world market
US$/t or b



Nickel prices
US$/t spot market



Automotive

Key figures 1999/2000

Automotive

- Body
- Chassis
- Powertrain
- Systems/Suspensions

Sales €6.1 bn

Employees 39,920

EBT €295 m

EBITDA €648 m

Sales

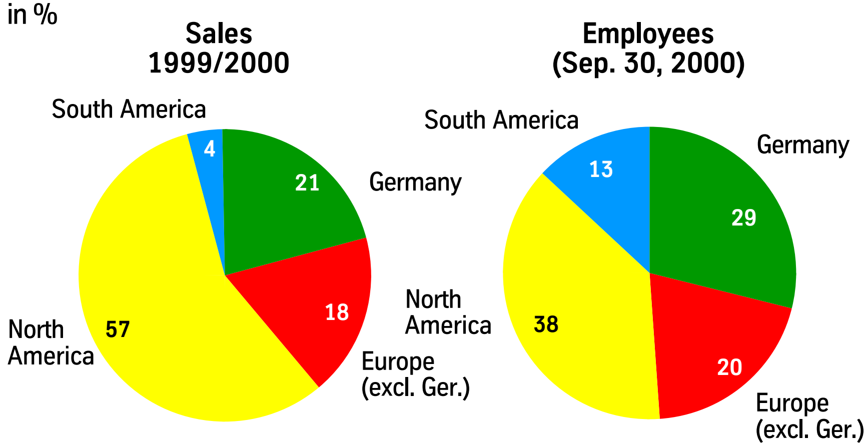
€ m	1998/1999 pro forma	1999/2000	Change in %
Body	1,198	1,454	21.4
Chassis	1,826	2,255	23.5
Powertrain	1,316	1,538	16.9
Systems/Suspensions	834	889	6.6
Consolidation/Others	34	-28	–
Total	5,208	6,108	17.3

Order intake

€ m	1998/1999 pro forma	1999/2000	Change in %
Body	1,189	1,457	22.5
Chassis	1,785	2,165	21.3
Powertrain	1,514	1,514	–
Systems/Suspensions	782	1,007	28.8
Consolidation/Others	-155	-31	–
Total	5,115	6,112	19.5

Sales and employees by region

in %



ThyssenKrupp

Automotive

Overview

- Already world number 1 in most businesses
- Organic sales growth to €7.5 bn by 2003/04
  - Faster growth than market
  - Expand market share
  - Participate in OEM outsourcing process
- Further sales growth to €10 bn through acquisitions
  - Stronger presence in Asia and South America
  - Expand systems business, electronics and engineering capabilities

E-commerce

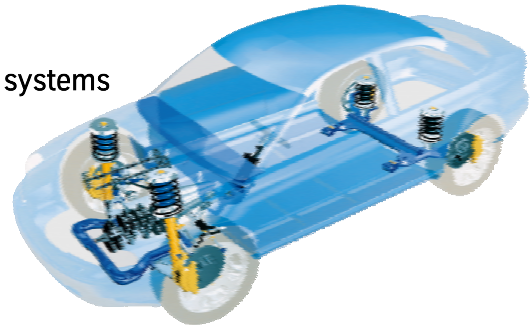
- Active participation/interest in Covisint and SupplyOn (Bosch E-commerce platform)
- Procurement:
  - Reversed auctions with Free Markets (Bilstein/Presta)
- Sales:
  - Participate in OEM auctions (e.g. Fabco)
  - Direct sales to local distributors and workshops (e.g. Bilstein)

Services

- Engineering services in product development and production
- Services in systems business:
  - Systems development
  - Supplier management
  - Assembly and logistics services
- After-sales service:
  - for plant and equipment
  - spares and accessories for end users (e.g. shock absorbers)

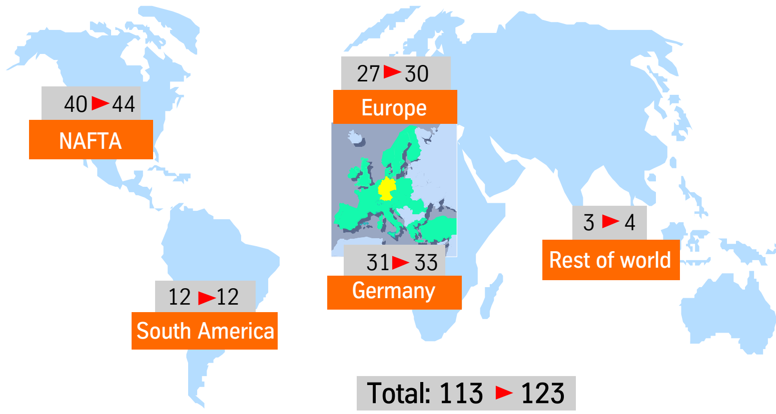
Core development areas

- Aluminum vehicles
- Safety products
- Compact design
- Engine management systems
- Active suspension
- Steer by wire



New production sites

September 30, 1999 ► September 30, 2000



Automotive

Importance of systems business for TKA

- OEMs are increasingly outsourcing complete systems
- Suppliers without systems capability will lose tier-1 status and components orders as responsibility for components purchasing transfers to systems suppliers who will use their own sources

Requirements:

- Engineering capability, i.e. adequate resources for the key engineering services
- Assumption of full responsibility for complex assemblies - e.g. complete chassis
- Mastery of electronics for gradual integration of separate systems and subsystems

Mechatronics

Automotive

TKA Mechatronics GmbH, Munich

- Joint venture between TKA (51%) and Thyssen Transrapid System GmbH (49%)
- 60 employees at Munich and Kassel locations
- Extend capabilities in engineering and production of mechanical assemblies for active suspension and steering systems

➡ Technology transfer to drive product innovation through in-house know-how

Krupp Presta Huizhong Automotive Shanghai Co. Ltd.

- Joint venture between Krupp Presta (60%) and SHAC (40%)
- Production of high-tech steering columns in a new plant to be built in Pu Dong

BV Chassis Systems, Troy (MI), USA

- Joint venture between ThyssenKrupp Automotive (51%) and Visteon (49%)
- Production of complete axle modules

p.a.d. Ingenieurbüro, Neckarsulm

- Agreement reached on close cooperation
- 310 employees at 6 locations in Germany and Spain
- Activities:
  Body, interiors and engine development at Krupp Automotive Systems GmbH

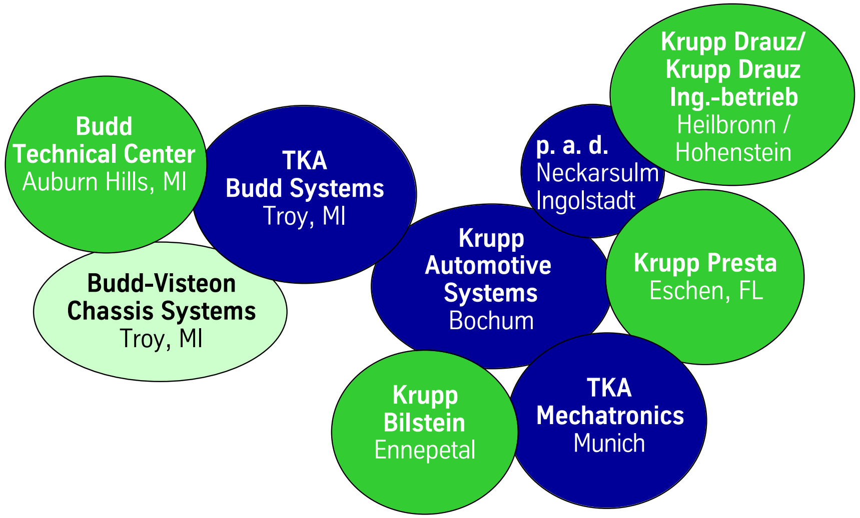
➡ - Expand engineering and service capabilities of Krupp Automotive Systems GmbH
- Krupp Drauz advances to full-range supplier of systems technology by adding design to bodymaking activities

Aims of current joint ventures

- Expand engineering and development capacities
- Pool electronics expertise
- Move into attractive new markets
- Intensify customer relations

Automotive

Progress in systems/systems engineering



Employees (Nov. 2000)	
Engineering/electronics	1,073
Total	5,281

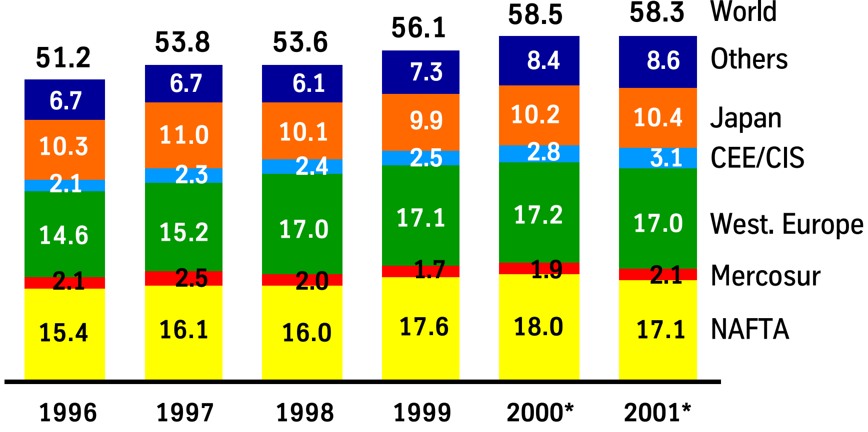
In many activities TKA already has what it takes to be a successful systems supplier

- Technology leadership
- Materials capability
- Leading market positions
- Engineering capability (in some areas)
- Electronics capability (in some areas)
- Assembly and logistics capability
- Project management capability
- Competitive costs
- Close to customers worldwide

Further expand systems and electronics capabilities

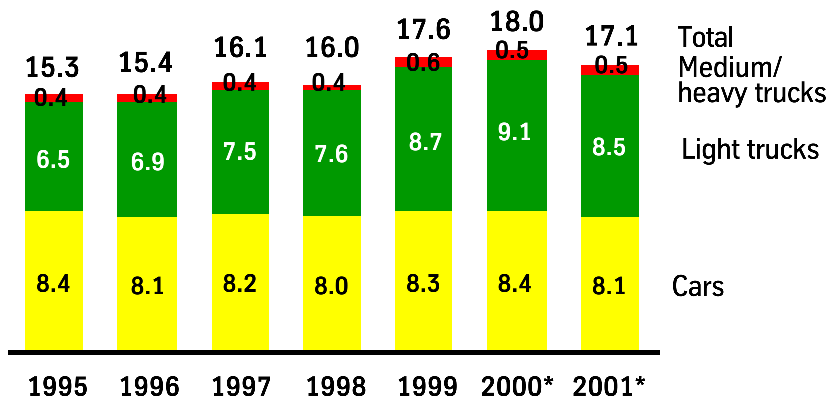
Automobile industry (I)

World vehicle output
million cars + trucks



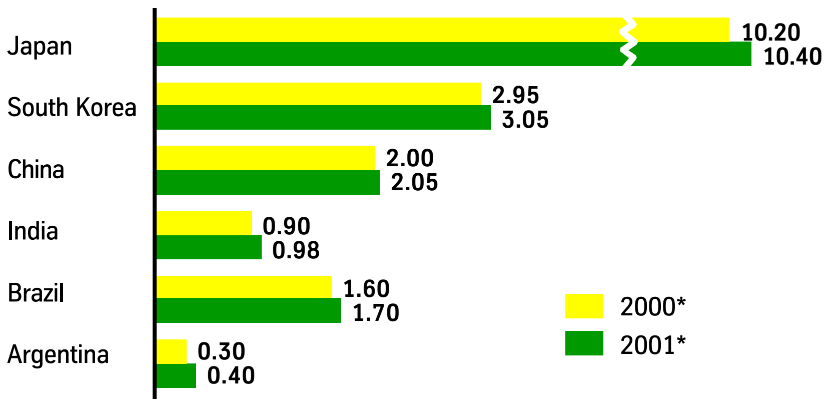
* estimate

Vehicle output NAFTA
million cars + trucks



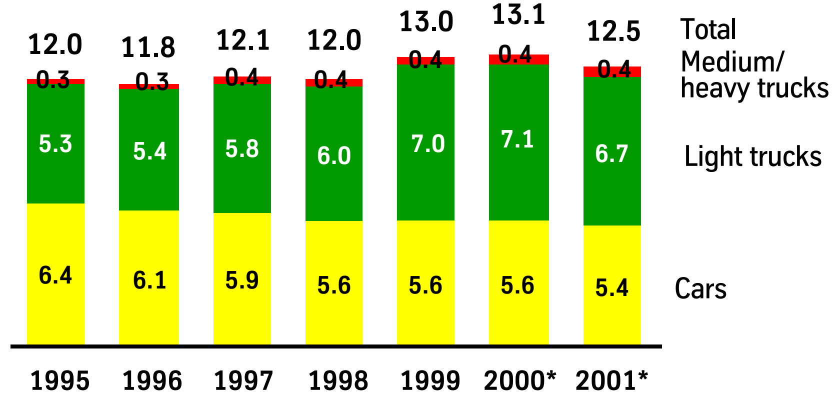
* estimate

Vehicle output Asia and Latin America
million cars + trucks



* estimate

Vehicle output USA
million cars + trucks

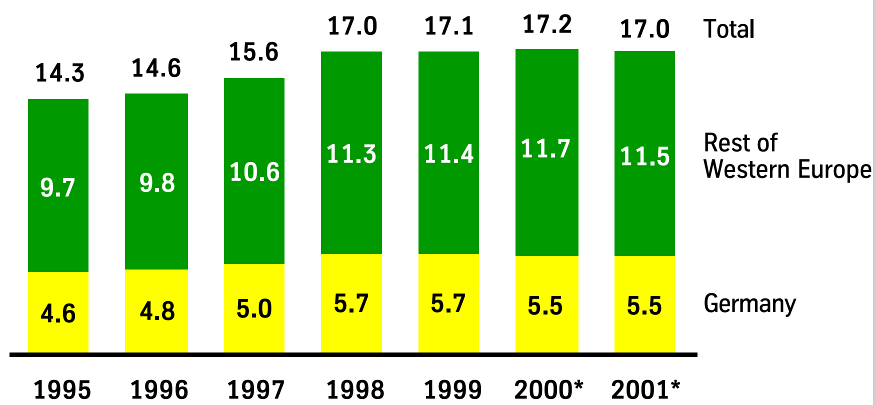


* estimate

Automobile industry (II)

Vehicle output Western Europe

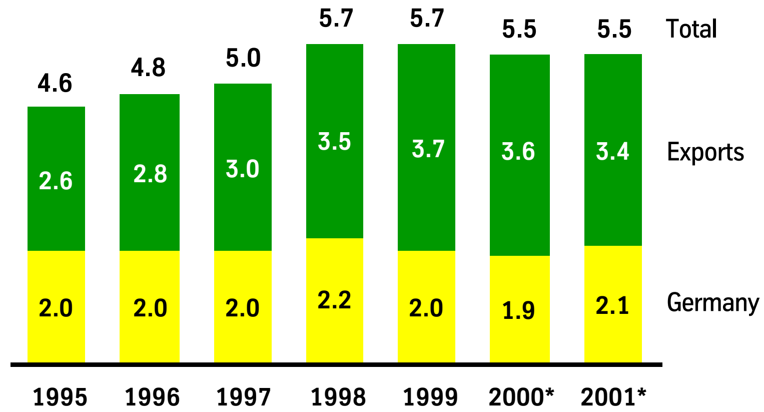
million cars + trucks



* estimate

Vehicle output Germany

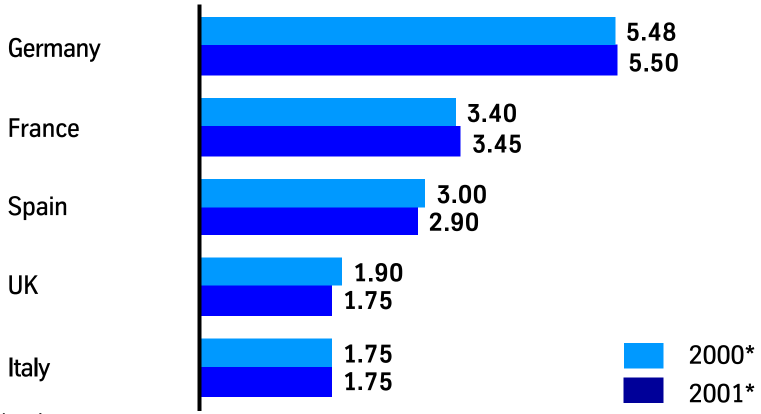
million cars + trucks



* estimate

Vehicle production Western Europe

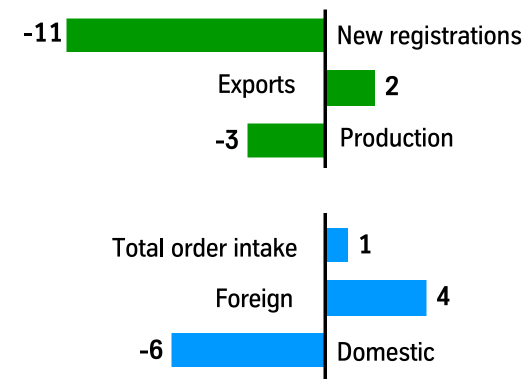
million cars + trucks



* estimate

German vehicle output (cars) January to Nov. 2000

Change in % against corresponding prior-year period



Elevators

Key figures 1999/2000

Elevators

- Germany
- France/Belgium
- Spain/Portugal/Latin America
- North America/Australia
- Rest of world

Sales
€3.1 bn

Employees
27,102

EBT
€204 m

EBITDA
€385 m

Sales

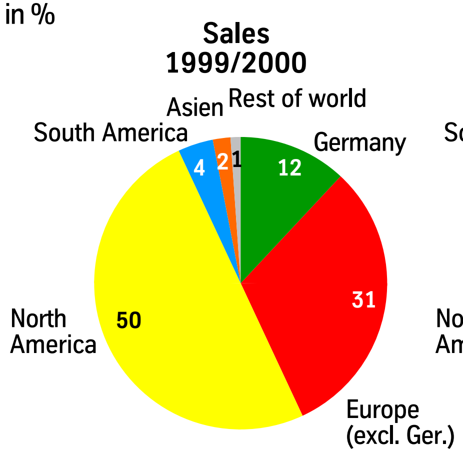
€ m	1998/1999 pro forma	1999/2000	Change in %
Germany	438	402	-8.2
France/Belgium	292	288	-1.4
Spain/Portugal/Latin America	379	516	36.2
North America/Australia	1,332	1,527	14.6
Rest of world	315	365	15.9
Consolidation	–	–	–
Total	2,756	3,098	12.4

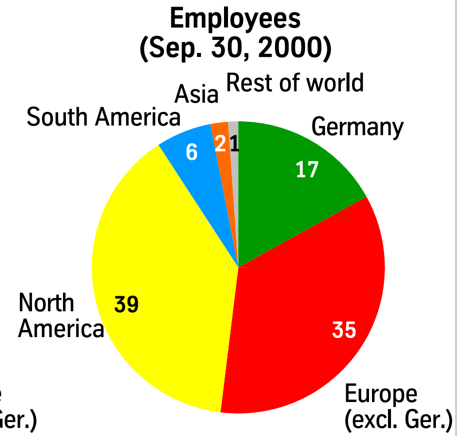
Order intake

€ m	1998/1999 pro forma	1999/2000	Change in %
Germany	417	412	-1.2
France/Belgium	301	311	3.3
Spain/Portugal/Latin America	375	567	51.2
North America/Australia	1,379	1,585	14.9
Rest of world	286	357	24.8
Consolidation	–	–	–
Total	2,758	3,232	17.2

Sales and employees by region

in %





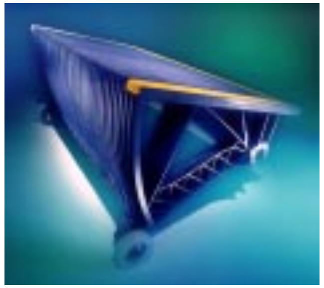
Elevators – full range from a single source

Elevators

- Traction elevators
  - with/without gears
  - with/without machine room
  - with/without shaft pit
- Hydraulic elevators
- Freight elevators

Escalators/moving walkways

- Escalators for all applications
- Suspended elevators (London Underwriting Centre, London)
- Elevators with plastic steps
- Moving walkways for all applications



Accessibility products

- Stair lifts for all households
- Platform lifts in buildings for wheelchairs
- Elevators for private residential buildings
- Special elevators for handicapped persons

Passenger boarding bridges

- Passenger boarding bridges for all applications
- Innovative glass-encased boarding bridges
- Options: air conditioning, power etc. supplies to aircraft

Elevators

Overview

- Stable top 3 position (world)
- More and more maintenance, repair and modernization services
- Previous growth process to continue through acquisitions and even stronger service orientation

E-commerce

- Establish a sales platform for elevator components
- Product configurator to process inquiries for escalators
- DP communication system "Serkom" (**Ser**vice **com**munication) makes it easier to identify malfunctions and speeds up maintenance and repair; also, spare parts can be ordered and sold more efficiently

Services

- Services - e.g. maintenance, repair, modernization and remote monitoring of elevators and escalators - account for around 50% of sales
- Permanent maintenance teams on site at customers (e.g. Munich airport)
- Full service agreements (if appropriate with performance guarantee)
- Worldwide service organization

  ➡ New installations and modernization are the key to services

Highlights

- Escalators for subway projects:
  - MetroCity in Turkey
  - Metro Bilbao and Madrid
- Passenger boarding bridges for Ben Gurion (Israel), Zurich, San Francisco, Houston/Texas and San Diego/California airports
- Major projects: Allianz, VW's "Gläserne Manufaktur" in Dresden, Aventis head office, Toronto airport
- Maintenance contract for Empire State Building, New York

Outlook

- Potential for success enhanced following integration of Dover Elevators and Elevadores Sûr
- Concentrate accessibility activities in one business group and realize synergies with Access Industries
- Run passenger boarding bridge activities as independent business group
- Continuous growth in all businesses (real growth and gains in market share)

Technologies

Key figures 1999/2000

Technologies

- Production Systems
- Plant Technology
- Marine
- Mechanical Engineering

Sales €5,9 bn

Employees 31,001

EBT €83 m

EBITDA €353 m

Sales

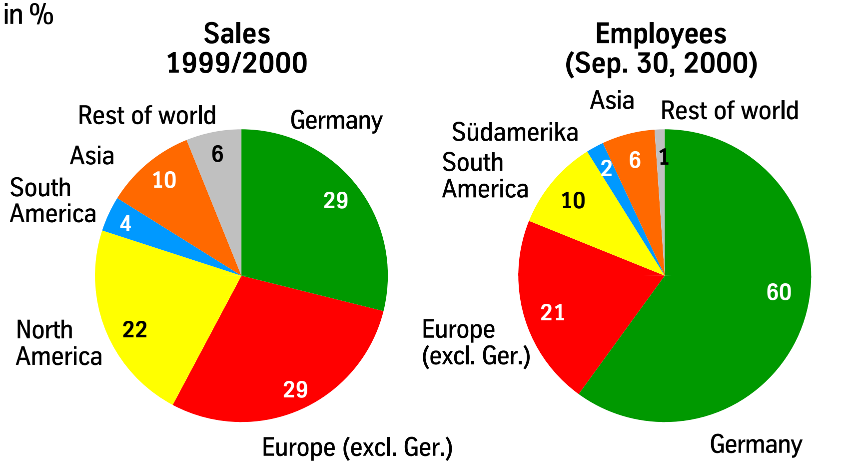
€ m	1998/1999 pro forma	1999/2000	Change in %
Production Systems	1,257	1,393	10.8
Plant Technology	1,623	1,661	2.3
Marine	668	779	16.6
Mechanical Engineering	2,067	2,120	2.6
Consolidation/Others	-11	-19	–
Total	5,604	5,934	5.9

Order intake

€ m	1998/1999 pro forma	1999/2000	Change in %
Production Systems	1,249	1,577	26.3
Plant Technology	1,547	1,401	-9.4
Marine	583	1,578	170.7
Mechanical Engineering	1,992	2,140	7.4
Consolidation/Others	-7	–	–
Total	5,364	6,696	24.8

Sales and employees by region

in %



Technologies

Current portfolio

	Sales 1999/2000 € bn
● Production Systems	1.4
Metal Cutting	
Autobody Manufacturing Systems	
Assembly Plant	
● Plant Technology	1.6
Krupp Uhde [1]	
Krupp Polysius	
Krupp Fördertechnik	
ThyssenKrupp EnCoke	
● Marine	0.8
● Mechanical Engineering	2.1
Thyssen Polymer	
Hoesch Rothe Erde	
Berco	
Novoferm	
Civil Engineering [2]	

[1] incl. Krupp Industries India
[2] incl. Plastics Machinery and B+V Industrie (formerly Engineering)

Management philosophy

- Pool activities in mechanical engineering and systems technology under same management
- Portfolio with strong regional and global market positions in relevant technologies
- Activities characterized by very high share of engineering in relation to overall value added
- Continued development requires maintenance and expansion of technological capabilities
- Activities in portfolio will be developed in line with capabilities

➡ Higher EVA to be achieved through tight portfolio management

Production Systems

Key figures 1999/2000

Production Systems

Metal Cutting | Autobody Manufacturing Systems | Assembly Plant

Sales €1.4 bn | Employees 8,578

EBT* -€85 m | EBITDA €40 m

* new segmentation

Sales

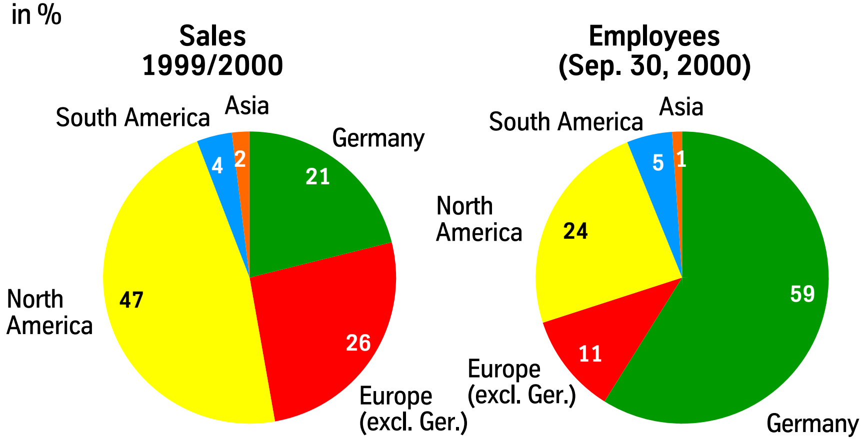
€ m	1998/1999 pro forma	1999/2000	Change in %
Metal Cutting	758	717	-5.4
Autobody Manufacturing Systems	261	262	0.4
Assembly Plant	238	414	74.0
Consolidation	–	–	–
Total	1,257	1,393	10.8

Order intake

€ m	1998/1999 pro forma	1999/2000	Change in %
Metal Cutting	660	897	35.9
Autobody Manufacturing Systems	266	319	19.9
Assembly Plant	323	361	11.8
Consolidation	–	–	–
Total	1,249	1,577	26.3

Sales and employees by region

in %



Production Systems

- Restructuring measures in the Metal Cutting unit were extended into a worldwide reorganization program with:
  - ➡ Radical consequences for local managements
  - ➡ Changes in project management
  - ➡ Alignment of sites in Germany, the UK and in the USA
- Profit situation improved:
  - ➡ Positive impact of the restructuring measures: Metal Cutting losses in 1999/2000 are lower than expected
  - ➡ Profit expectations for the Assembly Plant and Autobody Manufacturing Systems units are fully met
  - ➡ Production Systems is expected to break even in fiscal 2000/2001
  - ➡ Assembly Plant and Autobody Manufacturing Systems will improve further on a high level
- Order backlogs high:
  - ➡ Full capacity utilization in the Assembly Plant and Autobody Manufacturing Systems units
  - ➡ New orders (€180 million) from Ford for the Metal Cutting unit

Plant Technology

Key figures 1999/2000

Plant Technology

- Krupp Uhde*
- Krupp Polysius
- Krupp Fördertechnik
- ThyssenKrupp EnCoke

Sales €1,7 bn

Employees 7,075

EBT €4 m

EBITDA €1 m

* including Krupp Industries India

Sales

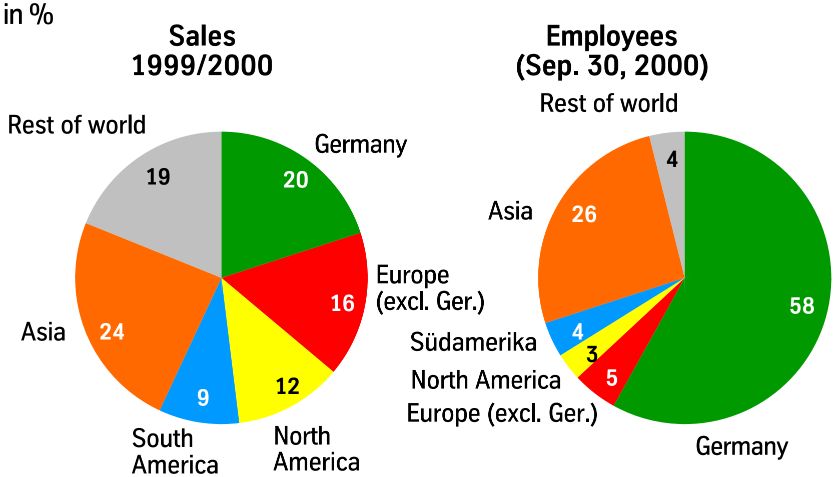
€ m	1998/1999 pro forma	1999/2000	Change in %
Krupp Uhde	667	737	10.5
Krupp Polysius	382	410	7.3
Krupp Fördertechnik	393	329	-16.3
ThyssenKrupp EnCoke	189	188	-0.5
Consolidation/Others	-8	-3	–
Total	1,623	1,661	2.3

Order intake

€ m	1998/1999 pro forma	1999/2000	Change in %
Krupp Uhde	814	412	-49.4
Krupp Polysius	376	427	13.6
Krupp Fördertechnik	274	423	54.4
ThyssenKrupp EnCoke	101	155	53.5
Consolidation/Others	-18	-16	–
Total	1,547	1,401	-9.4

Sales and employees by region

in %



Marine

Key figures 1999/2000

Marine

ThyssenKrupp Werften

Sales €779 m	Employees 2,889
EBT €28 m	EBITDA €26 m

Outlook

- High order backlog of around €3.2 bn
- High demand for naval vessels
- Competitive structure following completion of reorganization
- Continue to harness high innovation and development potential

Order intake

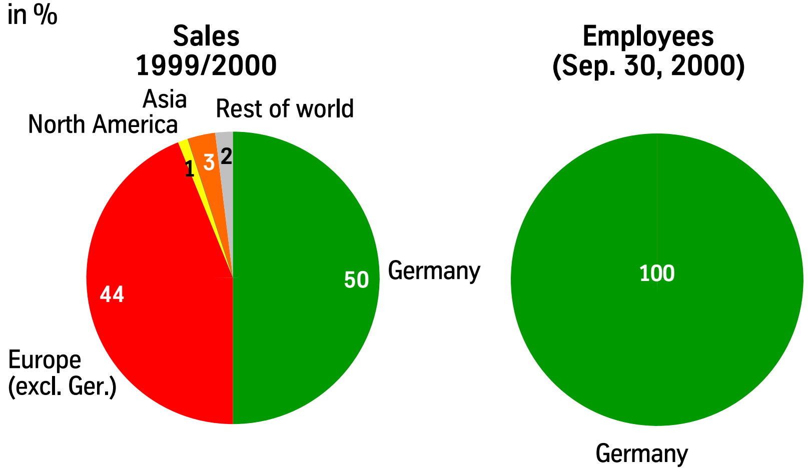
€ m	1998/1999 pro forma	1999/2000	Change in %
ThyssenKrupp Werften	583	1,578	170.7

Sales

€ m	1998/1999 pro forma	1999/2000	Change in %
ThyssenKrupp Werften	668	779	16.6

Sales and employees by region

in %



Mechanical Engineering

Mechanical Engineering 1999/2000

Mechanical Engineering

Thyssen Polymer | Hoesch Rothe Erde | Berco | Novoferm | Civil Engineering

Sales €2.1 bn

Employees 12,459

EBT €152 m

EBITDA €288 m

Sales

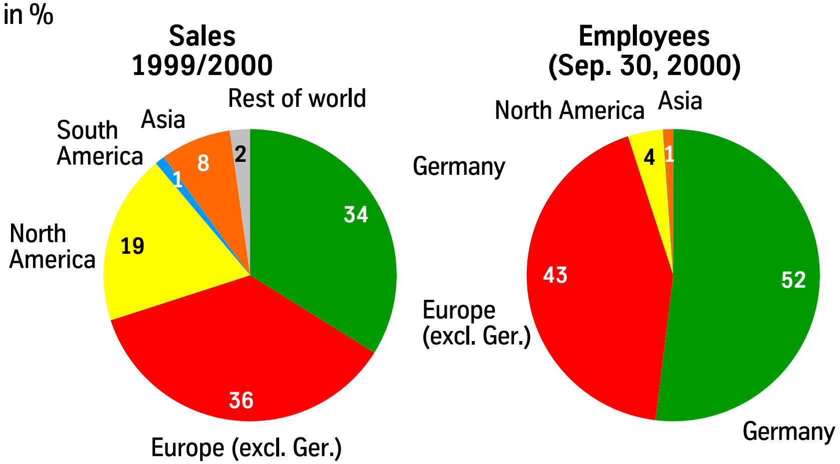
€ m	1998/1999 pro forma	1999/2000	Change in %
Thyssen Polymer	140	177	26.4
Hoesch Rothe Erde	345	372	7.8
Berco	392	434	10.7
Novoferm	307	342	11.4
Civil Engineering	883	795	-10.0
Total	2,067	2,120	2.6

Order intake

€ m	1998/1999 pro forma	1999/2000	Change in %
Thyssen Polymer	141	176	24.8
Hoesch Rothe Erde	333	385	15.6
Berco	360	449	24.7
Novoferm	313	344	9.9
Civil Engineering	845	786	-7.0
Total	1,992	2,140	7.4

Sales and employees by region

in %



Mechanical Engineering

Overview

Thyssen Polymer:
- Further gain in market share

Hoesch Rothe Erde:
- Strong demand from wind energy plant construction

Berco:
- Higher sales in a difficult environment

Novoferm:
- Expand market position through continuing internationalization





E-commerce/services

- Procurement processes for materials and supplies reorganized (Hoesch Rothe Erde)
- Product presentation with technical description and preselection of large-diameter bearings (Hoesch Rothe Erde)
- Website designed for specific target groups (Novoferm)

Outlook

- High returns and good cash positions at Polymer, Novoferm, Berco and Hoesch Rothe Erde
- Emphasis on measures to further improve cost and production structures
- Interesting new Transrapid projects could generate growth and assist market penetration and establishment as means of transport

Materials

Key figures 1999/2000

Materials

- MaterialsServices Europe
- MaterialsServices North America
- MaterialsServices Trading

Sales €10.1 bn	Employees 13,591
EBT €153 m	EBITDA €338 m

Sales

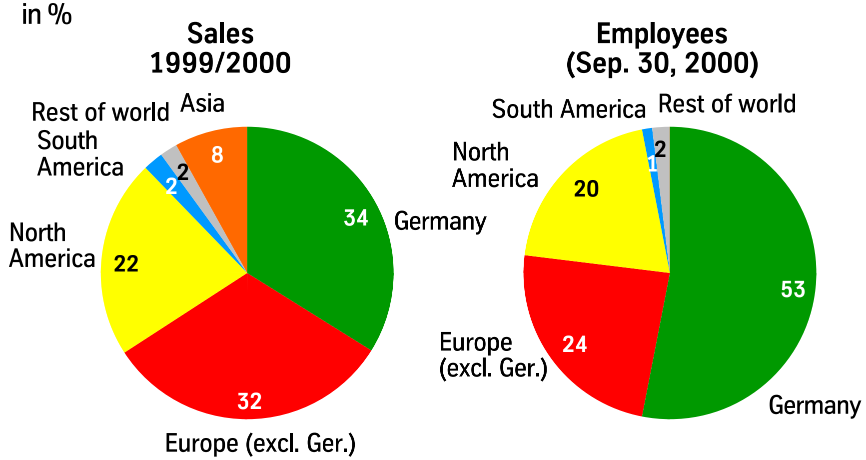
€ m	1998/1999 pro forma	1999/2000	Change in %
MaterialsServices Europe	4,561	5,015	10.0
MaterialsServices North America	1,553	1,948	25.4
MaterialsServices Trading	2,898	3,368	16.2
Consolidation	-126	-196	–
Total	8,886	10,135	14.1

Order intake

€ m	1998/1999 pro forma	1999/2000	Change in %
MaterialsServices Europe	4,645	5,091	9.6
MaterialsServices North America	1,555	1,948	25.3
MaterialsServices Trading	2,951	3,201	8.5
Consolidation	-95	-135	–
Total	9,056	10,105	11.6

Sales and employees by region

in %



Materials

Overview

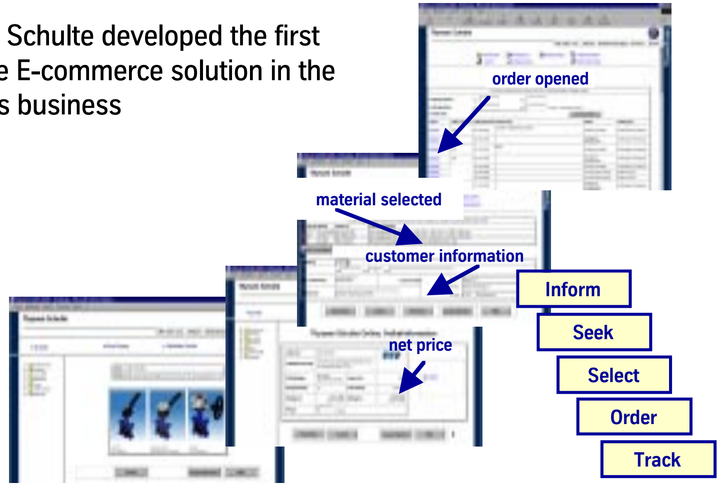
- Expand warehouse and service business (share of sales currently around 70%; value added: €1.5 bn), e.g. just-in-time orders, inventory management, project management
- Systematically expand Europe-wide warehouse and service organization for plastics trading, e.g. through establishment of joint venture Thyssen Röhm Kunststoffe.
- Thyssen Inc. (USA) has an interest in a joint venture to develop an online marketplace for special metals (Metalspektrum)
- Online shopping at Thyssen Schulte

Objectives Materials

- Further expand market position in Western and Eastern Europe, focus on warehouse and service business for specialty materials, stainless steels, nonferrous metals and associated services.
- Increase share of services in materials business in Europe, North America and overseas; reduce of less profitable pure trading business (share in 1999/2000 around 30%).
- Expand plastics warehouse and service business in North America along the lines of Thyssen Schulte or Thyssen Röhm Kunststoffe.
- Further develop E-business solutions for customers and suppliers.

Online shopping at Thyssen Schulte since July 2000

Thyssen Schulte developed the first complete E-commerce solution in the materials business



- The integrated E-commerce solution for materials business is designed as an electronically controlled information, sales and transaction channel.
- Strengthen market position in warehouse and service business through internet-based business platforms, which are offered parallel to conventional business processes and will be further developed.
- As Germany's leading materials warehouse and service company, Thyssen Schulte is geared to a broad range of customers and services and handles 2.1 million orders per year covering 4.8 million individual items.
- Promote "one-stop shopping" business
- New marketing platform
- Plans for further modules and expansion with higher service share (e.g. interactivity, electronic sector/customer marketing).

Serv

Key figures 1999/2000

Serv

- Information Services
  - Sales €2.0 bn
  - EBT €79 m
- Industrial Services
  - Employees 24,794
  - EBITDA €241 m

Sales

€ m	1998/1999 pro forma	1999/2000	Change in %
Information Services	271	363	34.0
Industrial Services	1,030	1,641	59.3
Consolidation	-3	-3	–
Total	1,298	2,001	54.2

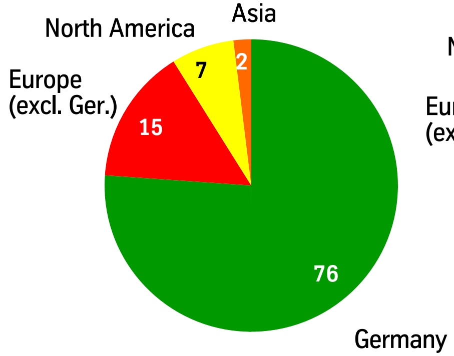
Order intake

€ m	1998/1999 pro forma	1999/2000	Change in %
Information Services	273	362	32.6
Industrial Services	1,004	1,640	63.3
Consolidation	-13	–	–
Total	1,264	2,002	58.4

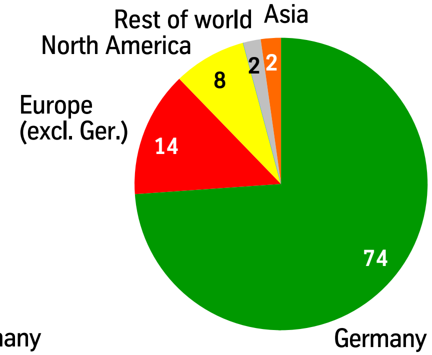
Sales and employees by region

in %

Sales (1999/2000)



Employees (Sep. 30, 2000)

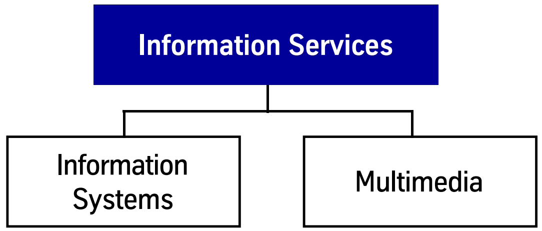


Serv

Overview

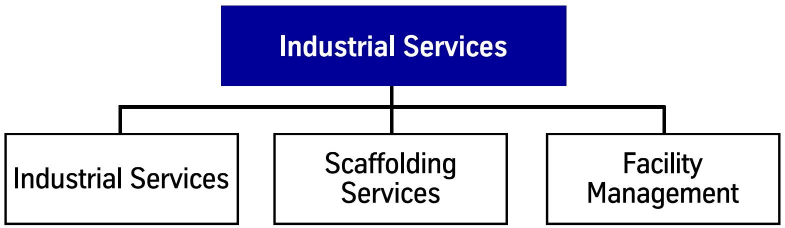
- Germany's third biggest vendor-independent systems house
- German market leader in industrial services, world market leader in scaffolding services, strong position on German facility management market
- With Industrial Services and Information Services, Serv offers pure services with high value added
- Internationalization progressing rapidly:
  - Foreign share of sales doubled to 25%
  - Foreign share of workforce up to 25%
  - 100 locations added worldwide

ThyssenKrupp Information Services



- Comprehensive service structure
- €0.5 bn sales in 2001

ThyssenKrupp Industrial Services



- Round off range of services through acquisitions
- Focus on sector solutions through integration

Objectives

- Consolidate and integrate acquisitions (short term)
- Internal and targeted external growth
- Expand outside Germany
- Further develop business solutions (automotive, steel, chemicals, health care)
- Expand range of services in all businesses

➡ Consolidate position as top European service provider with full range of services for industry

Outlook

Economic outlook

- World economy will continue to grow, but pace of growth slowing
- Worldwide demand for steel expected to increase further
- World automobile production will remain at a high level: growth mainly in Asia and Latin America; volumes in North America will probably fall short of the high level in 2000
- German construction industry still depressed
- Worldwide high growth in investment will bring about a strong recovery in the mechanical engineering sector

ThyssenKrupp

- The encouraging business performance to date will continue. For fiscal 2000/2001 we are planning a sales increase - excluding effects from portfolio changes - of 5%.
- The positive earnings trend will continue in 2000/2001. Our target for EBT is the good 1997/1998 figure of €1.3 billion.
- Once again payment of an appropriate dividend.

Financial calendar

March 2, 2001	Annual Stockholders' Meeting
March 5, 2001	Dividend payment for fiscal 1999/2000
May 30, 2001	Interim Report 1st half 2000/2001 (October to March)
June 6, 2001	Analysts' meeting
August 28, 2001	Interim Report 3rd quarter 2000/2001 (October to June)
Beginning of Dec. 2001	Initial overview of fiscal 2000/2001
January 15, 2002	• Annual press conference • Analysts' meeting
February 28, 2002	Interim Report 1st quarter 2001/2002 (October to December)
March 1, 2002	Annual Stockholders' Meeting