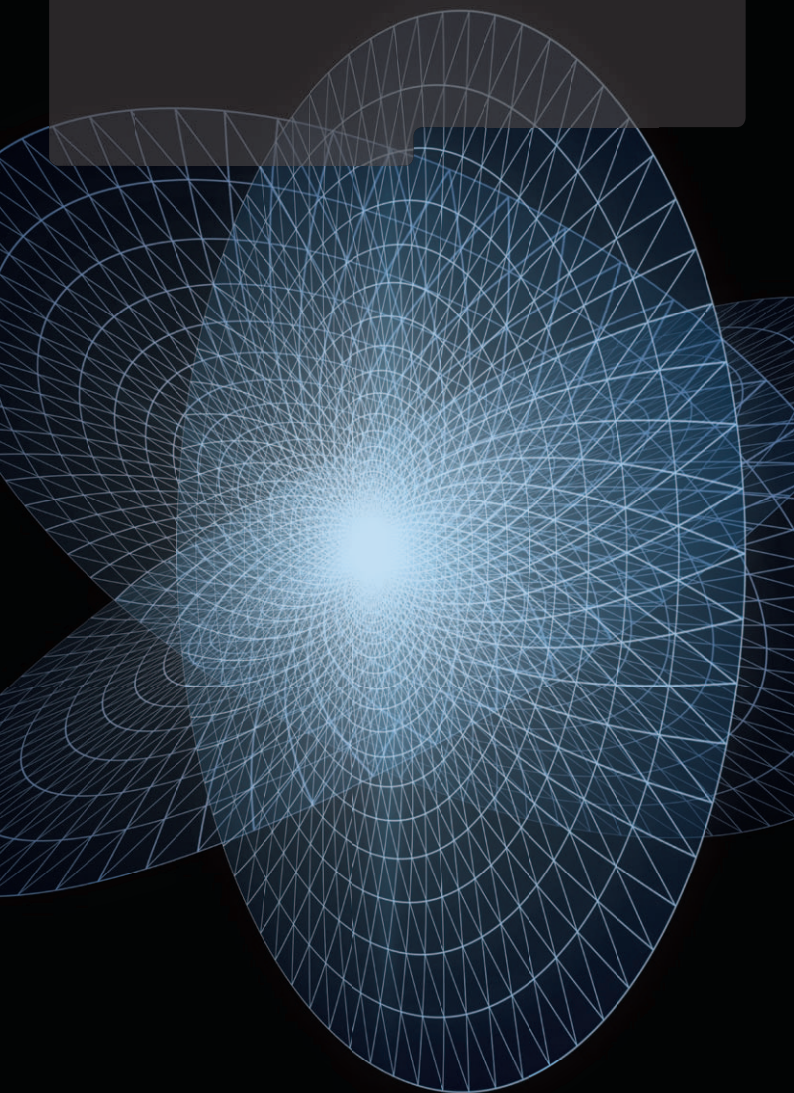


ThyssenKrupp overview 2010/2011

# Facts



Developing the future.



**ThyssenKrupp**

# Figures

		2009/2010	2010/2011
Order intake	million €	41,250	50,247
Sales	million €	42,621	49,092
EBITDA	million €	2,769	3,385
EBIT	million €	1,346	(988)
EBIT margin	%	3.2	(2.0)
Adjusted EBIT	million €	1,241	1,762
Adjusted EBIT margin	%	2.9	3.6
EBT	million €	1,135	(1,578)
Adjusted EBT	million €	1,030	1,172
Operating cash flows	million €	868	776
Cash flows from disposals	million €	553	424
Cash flows for investments	million €	(3,512)	(2,771)
Free cash flow	million €	(2,091)	(1,571)
Employees (September 30)		177,346	180,050
Germany		71,072	69,122
Abroad		106,274	110,928
Net income	million €	927	(1,783)
Earnings per share	€	1.77	(2.71)
Distribution	million €	209	232*
Dividend per share	€	0.45	0.45*
ROCE	%	6.5	(4.3)
ThyssenKrupp Value Added	million €	(419)	(2,962)
Net financial debt	million €	3,780	3,578
Total equity	million €	10,388	10,382
Gearing	%	36.4	34.5

\*Proposal to the Annual General Meeting

<b>Total Group</b>		<b>Continuing operations</b>			
<b>Change</b>	<b>Change in %</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>Change</b>	<b>Change in %</b>
8,997	22	37,013	45,118	8,105	22
6,471	15	37,711	43,356	5,645	15
616	22	2,660	3,210	550	21
(2,334)	--	1,398	(188)	(1,586)	--
(5.2)	—	3.7	(0.4)	(4.1)	—
521	42	1,293	1,762	469	36
0.7	—	3.4	4.1	0.7	—
(2,713)	--	1,206	(751)	(1,957)	--
142	14	1,100	1,199	99	9
(92)	(11)	1,031	1,012	(19)	(2)
(129)	(23)	547	423	(124)	(23)
741	21	(3,168)	(2,505)	663	21
520	25	(1,590)	(1,070)	520	33
2,704	2	166,111	168,560	2,449	1
(1,950)	(3)	65,240	63,211	(2,029)	(3)
4,654	4	100,871	105,349	4,478	4
(2,710)	--				
(4.48)	--				
23	11				
0	0				
(10.8)	—				
(2,543)	--				
(202)	(5)				
(6)	0				
(1.9)	—				

As part of our Strategic Way Forward, ThyssenKrupp will divest its stainless steel and high-performance materials business. The carve-out of the Stainless Global business area was completed effective September 30, 2011; it is therefore reported as a discontinued operation in accordance with IFRS. The new entity is called Inoxum. The continuing operations of the Group comprise the seven remaining business areas and Corporate.

# The Group in brief

At ThyssenKrupp 180,000 employees in around 80 countries work with passion and expertise to develop solutions for sustainable progress. Their skills and commitment are the basis of our success. In fiscal year 2010/2011 ThyssenKrupp generated sales of €49 billion.

For us, innovations and technical progress are key factors in managing global growth and using finite resources in a sustainable way. With our engineering expertise in the areas of “Material”, “Mechanical” and “Plant”, we enable our customers to gain an edge in the global market and manufacture innovative products in a cost- and resource-efficient way.

The basis for this is responsible corporate governance geared towards long-term value growth. In an ever-changing business environment we are continuously evolving our company to enable us to meet the global challenges of the future with innovative solutions.

## Sales in billion €

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Worldwide  
100%

**49.1**

EU  
62%

**30.4**

Germany  
33%

**16.2**

## Employees

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**180,050**

Worldwide  
100%

**100,884**

EU  
56%

**69,122**

Germany  
38%

# Worldwide

As an international group, we speak many languages: More than half of our employees and two thirds of our customers are based outside Germany. Key locations are to be found above all in our neighboring European countries. But we also see significant opportunities for the future in North America, Asia and the emerging nations of other regions.

Dynamism, performance and a willingness to improve on tried and tested solutions are features characterizing our work worldwide. Our high-performance materials, plants, components and systems are valued by customers in around 80 countries. The Group headed by ThyssenKrupp AG owns, directly or indirectly, almost 780 companies and equity interests. More than 70% of our total 2,200 production sites, offices and service bases are located outside Germany.

## Innovations worldwide

---

**7,800**

Existing patents

**3,000**

Research and  
development staff

**524**

R&D expenditure  
in million €

# Meeting global demand for “more” and

Demographic change

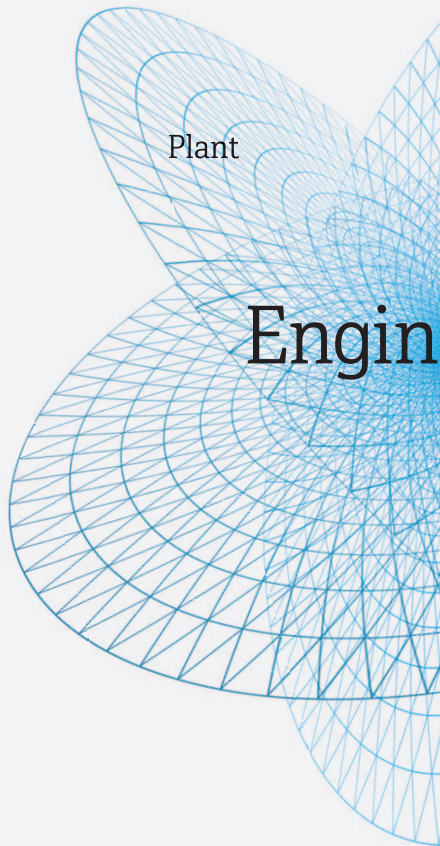
**More** consumer  
and capital goods

Urbanization

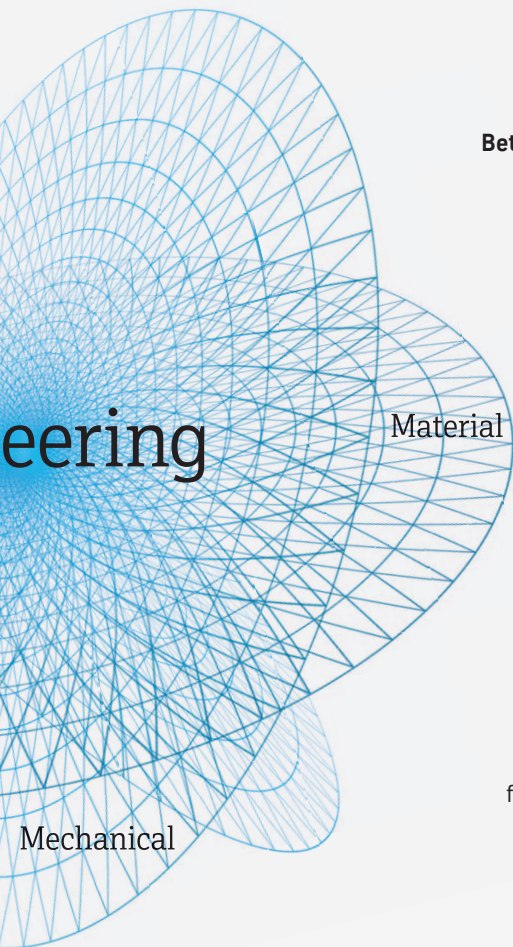
**More** infrastructure  
and buildings

Globalization

**More** resource and  
energy use



and “**better**” with engineering.



Climate change

**Better** ways of reducing  
CO<sub>2</sub> emissions

Finite  
resources

**Better**  
methods and  
processes

Political  
framework conditions

**Better** protection  
for the environment

# Our capabilities

Our engineering competencies are focused in three areas – Material, Mechanical and Plant – reflecting ThyssenKrupp's broad capabilities. In each of these complementary areas we offer state-of-the-art, innovative solutions.

## Material

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We combine efficient materials manufacturing and processing with customer-specific solutions right through to distribution, and provide services on the basis of powerful IT and logistics systems.

Our high-tech materials for the machinery, energy and automotive sectors set new standards in resource efficiency and environmental protection. They also display outstanding properties.

ThyssenKrupp's quality products give our customers a key market edge in many sectors.

## Mechanical

---

We design and manufacture components for the automotive, machinery, energy and construction sectors, and provide end-to-end solutions for infrastructure and mobility, including elevators, escalators and moving walks.

Our components ensure maximum efficiency and smooth operation, while reducing environmental impact and resource use. Wherever mechanical components are required, ThyssenKrupp offers top-level solutions.

## Plant

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With our global engineering and service network we design and build plants for the production of plastics and fertilizers and processing of raw materials.

Our plants save resources, reduce pollution and guarantee operators maximum efficiency. With its advanced technologies ThyssenKrupp makes a key contribution to cost-efficient plant operation in the chemical and raw materials industries.

# Capital stock

Our capital stock amounts to €1,317,091,952.64. It is divided into 514,489,044 no-par value bearer shares. The shares are evidenced in global certificates. Each share grants one vote.

## Shares

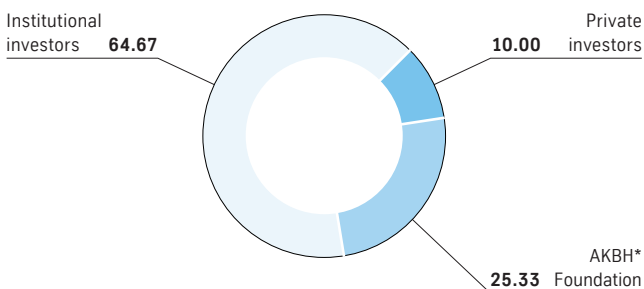
ThyssenKrupp's shares have been listed on the following stock exchanges since March 25, 1999:

<b>Stock exchanges</b>	<b>Securities identification number</b>
Frankfurt (Prime Standard), Düsseldorf	DE0007500001

<b>Symbols</b>		
Stock exchange	Frankfurt, Düsseldorf	TKA
Reuters	Frankfurt Stock Exchange	TKAG.F
	Xetra trading	TKAG.DE
Bloomberg	Xetra trading	TKA GY

## Shareholder structure by investor group

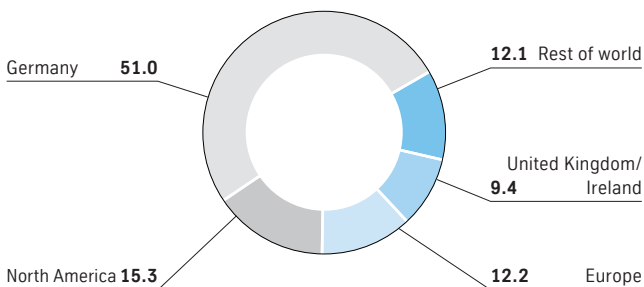
### Share of the capital stock in %



\* Alfried Krupp von Bohlen und Halbach Foundation

## Shareholder structure by region

### Share of the capital stock in %



# Our 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.

# Financial dates

Important dates can also be found in our online financial calendar:  
[www.thyssenkrupp.com/en/investor/finanzkalender.html](http://www.thyssenkrupp.com/en/investor/finanzkalender.html)

**01/20/2012**

Annual General Meeting

**01/23/2012**

Payment of dividend for the  
2010/2011 fiscal year

**02/14/2012**

Interim report  
1st quarter 2011/2012  
(October to December)  
Conference call with analysts  
and investors

**05/15/2012**

Interim report  
1st half 2011/2012  
(October to March)  
Conference call with analysts  
and investors

**08/10/2012**

Interim report  
9 months 2011/2012  
(October to June)  
Conference call with analysts  
and investors

**11/22/2012**

Annual press conference  
Analysts' and investors'  
conference

**01/18/2013**

Annual General Meeting

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