

Morgan Stanley Dean Witter, Investors' Conference

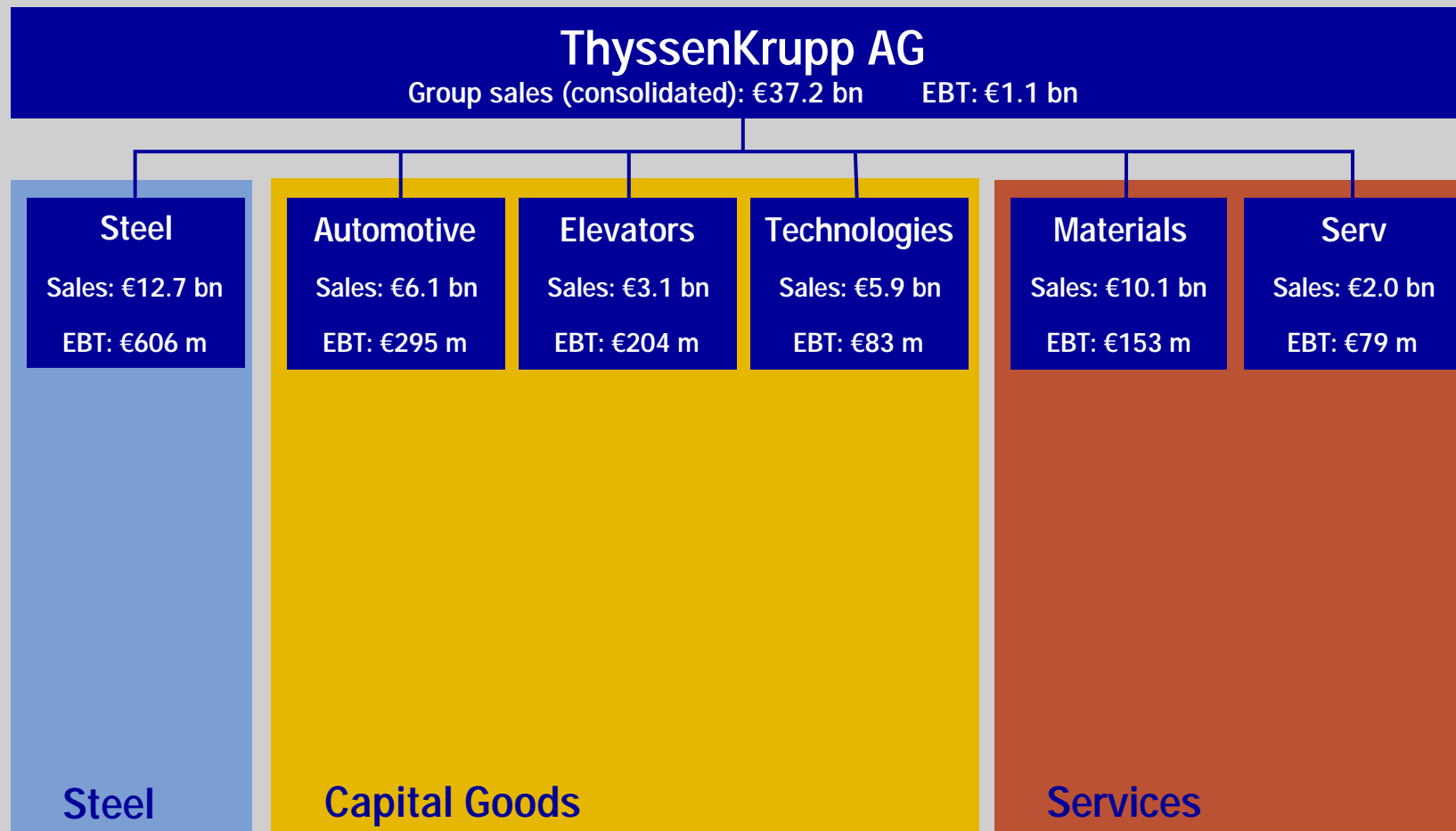
Dr. Andreas Nordmeyer
ThyssenKrupp Steel
March 22, 2001
London



ThyssenKrupp



ThyssenKrupp Group



Figures 1999/2000 (segments not consolidated)

ThyssenKrupp



Key data Steel 1999/2000

Steel

Sales	€12.7 bn
Employees	53,856
EBT	€606 m
EBITDA Margin	€1,675 m 13.2%
ROCE	9.5%
Total crude steel output	18.1 mt

Carbon

Sales: €7.7 bn
EBT: €435 m



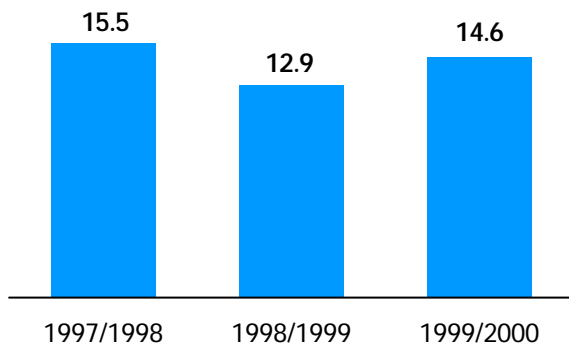
Stainless

Sales: €4.3 bn
EBT: €238 m

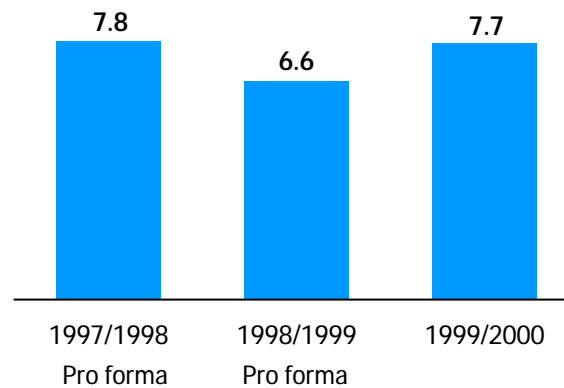


Key data Carbon

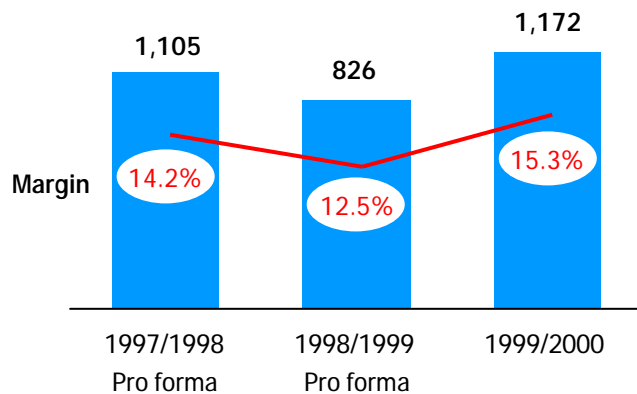
Crude steel output (mt)



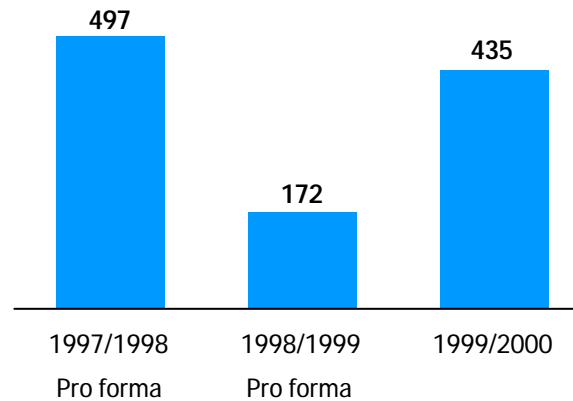
Sales (€ bn)



EBITDA* (€ m)



EBT (€ m)

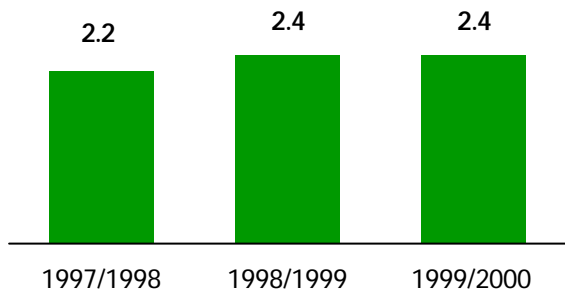


*excl. interest expense on pension accruals

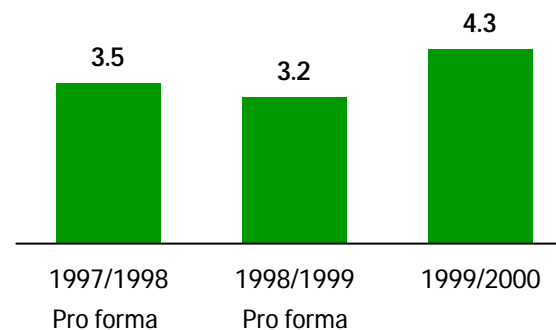


Key data Stainless

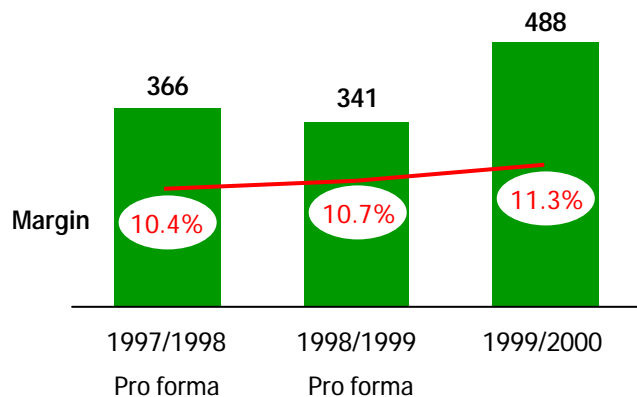
Total shipments (mt)



Sales (€ bn)

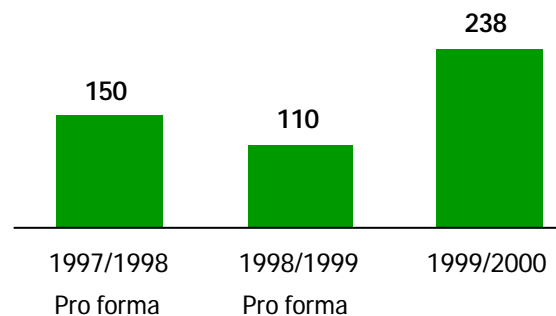


EBITDA* (€ m)



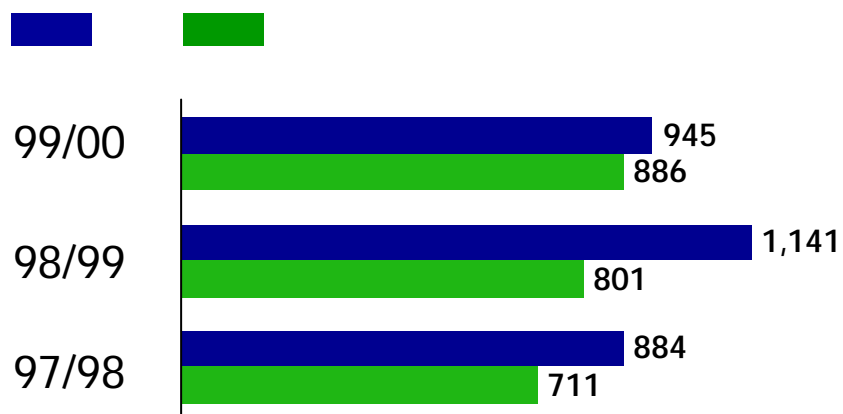
*excl. interest expense on pension accruals

EBT (€ m)



Financial key data Steel

CAPEX / depreciation (€ m)



- Increased investment in high-growth products
- Investment to achieve a lasting improvement in cost positions

Balance sheet as at Sept. 30, 2000

Assets (€ bn)

Fixed assets	6.9
Operating assets	6.7
Deferred taxes	0.1
Total	13.7

Equity/liabilities (€ bn)

Equity	4.6
Minority share	0.2
Accruals	2.0
Payables	6.1
Deferred taxes	0.8
Total	13.7

- Net gearing 56%
- Cash flow €1.3 bn



Market positions Steel

	Production 1000t/yr	Ranking	
		Europe	World
Flat steel products (HR), all grades	15,600	# 2	# 4
Carbon: Sales €7.7 bn			
• Flat carbon steel (HR)	13,600	# 2	# 4
• Electrical sheet	770	# 1	# 2
• Tinplate	910	# 3	# 5
• Tailored blanks	340	# 1	# 1
Stainless: Sales €4.3 bn			
• Stainless steel flat (CR)	1,500	# 1	# 1
• Nickel base alloys	38	# 1	# 2

1999 data



Value based management

- Clear performance measures to control allocation of resources
 - Minimum: cover cost of capital
 - WACC defined as 9.5%
 - Achieved in 1999/2000
 - Target: generate positive EVA (ROCE > 12%)
- Active portfolio management with optimized resource allocation

ThyssenKrupp Steel is aiming for a sustained increase in company value



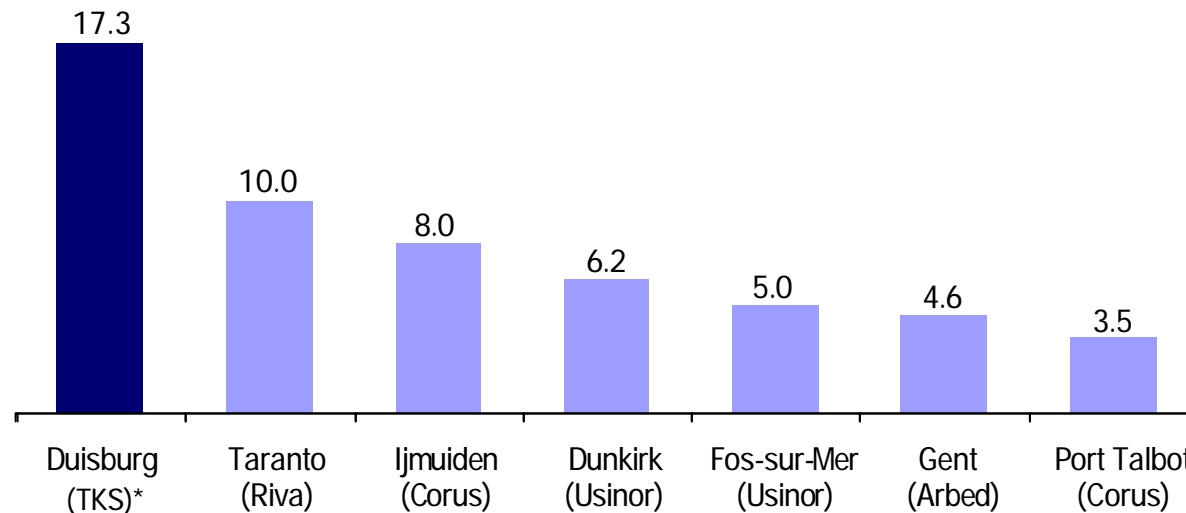
Flat carbon steel plant configuration unique in Europe

- Total capacity of 17 mt/yr in one city
- All cold-rolling activities within 150 km
- Excellence in downstream specialization and logistics
- Substantial economies of scale in metallurgy and hot-rolling
- Significant increase in productivity



Sustained synergies of almost €300 m being realized on schedule

Crude steel capacities (mt/yr)

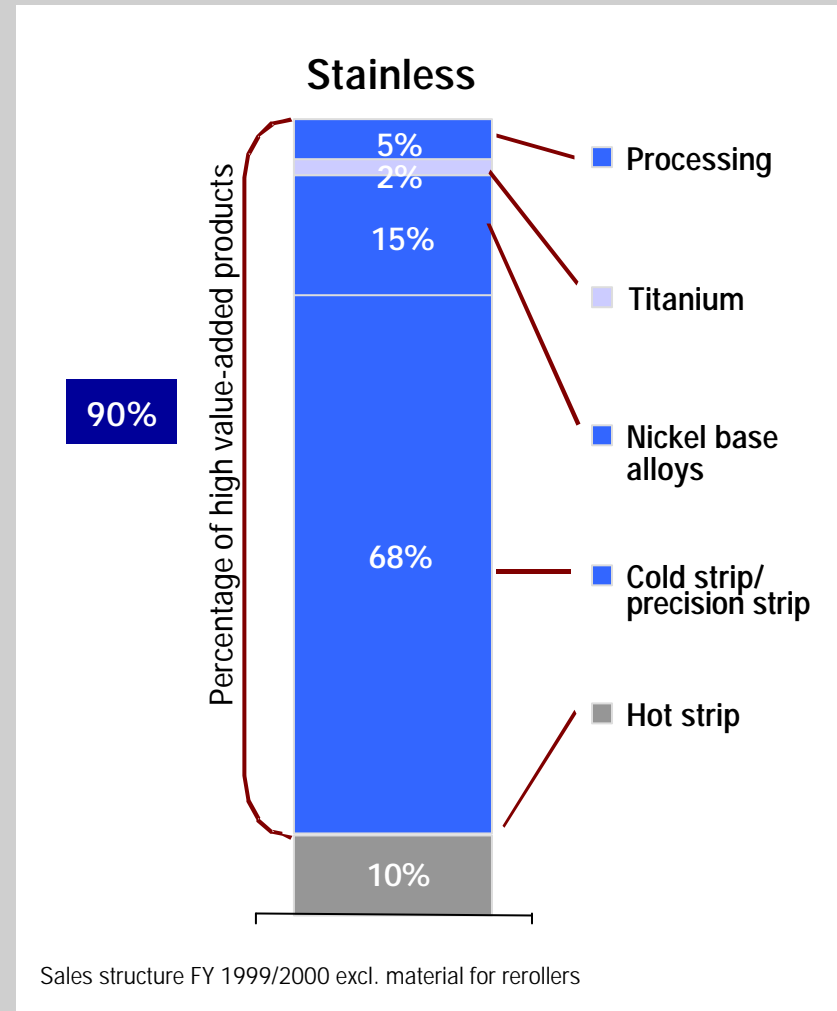
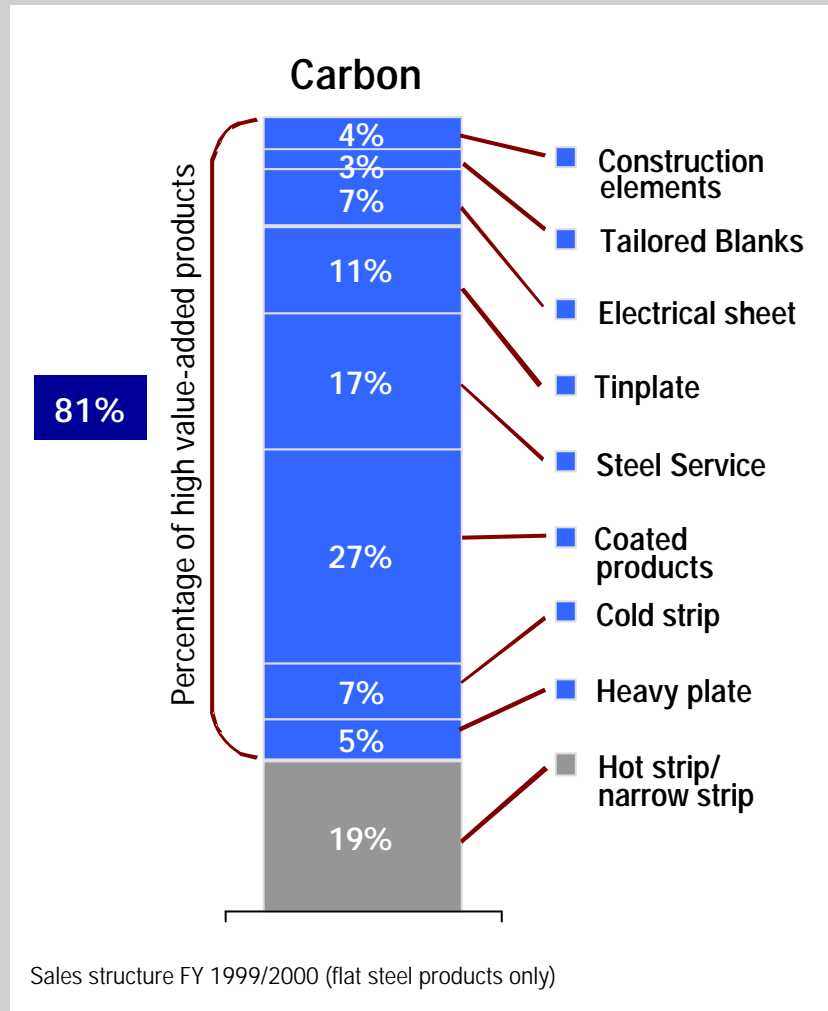


* 100% HKM

Source: ECSC - questionnaire 2-61, company publications



Concentration on high value-added and innovative flat products



Advanced application-oriented R&D

Dortmunder OberflächenCentrum, DOC (inaugurated December 4, 2000)

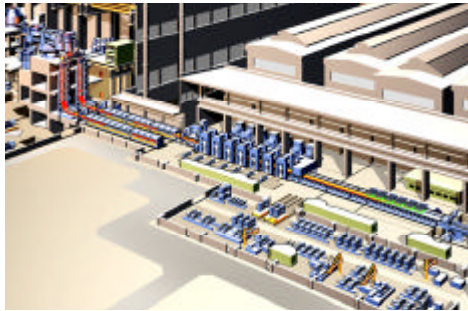
- Europe's biggest surface engineering research center for flat steel (total investment approx. €20 m)
- Objective: Efficient development and implementation of innovative surface engineering technologies
- Partners: Thyssen Krupp Stahl AG, Fraunhofer-Gesellschaft (application-oriented institutes) and plantmaker SMS-Demag as industrial partner

Strengthen innovative capacities



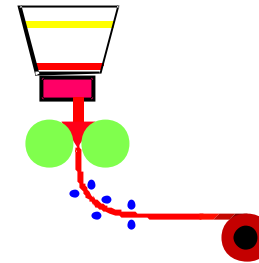
Leading role in innovative production technologies

Thin-slab casting and rolling plants Duisburg and Terni



- Suitable for carbon and stainless steels
- Clear shortening of process route
- New product segments
- Duisburg plant in operation since April 1999
- Terni plant under construction

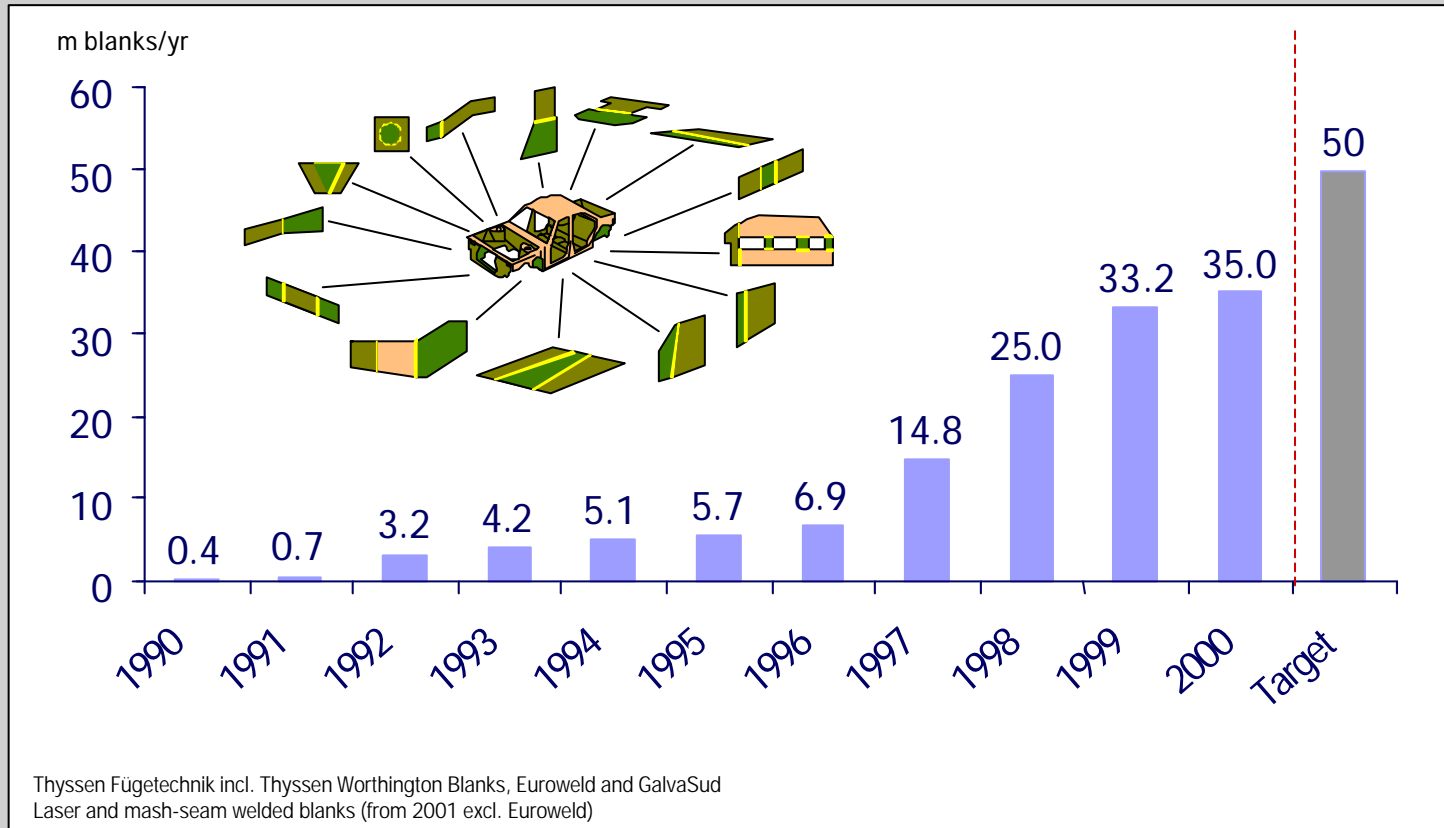
Strip-casting plants Krefeld and Terni



- Shortest process route to date
- Potential for development of new materials
- Krefeld pre-industrial plant in operation since December 1999
- Terni pilot plant for further process development



Innovative products: Pioneer and market leader in Tailored Blanks



Two new internet market places

Joint venture founding partners

Arbed Group
Corus Group
Usinor
ThyssenKrupp Steel

Purchasing:



The partners have

- total shipments of approx. 80 million t/year (rolled steel products)
- combined purchasing volume of considerably more than €20 billion/year

Sales:



ThyssenKrupp



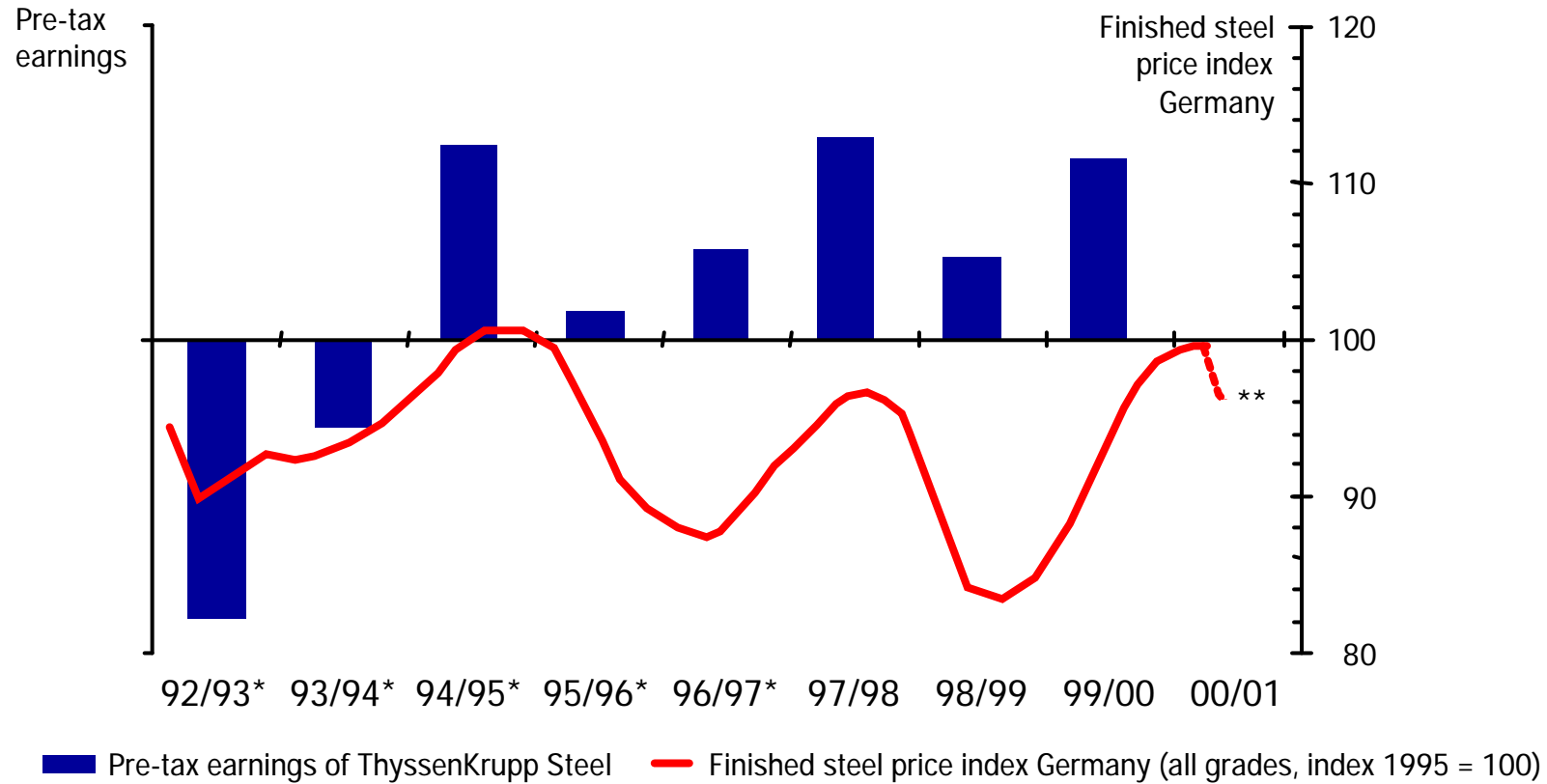
Internationalization is making progress

- Expand worldwide presence in Stainless
e.g. JV Shanghai Krupp Stainless, China and
increase access to US market (at planning stage)
- Strengthen downstream activities in Carbon worldwide,
e.g. JV GalvaSud, Brazil and JV TADUXIN mit ANSC, China
- Worldwide expansion strategy, e.g. in Electrical steel and
cold rolled sheet JV EBG India
- Examine possibility of strategic alliances



Positive earnings even in downward steel cycle trend

Pre-tax earnings relative to finished steel price index



*Aggregated earnings of predecessor companies according to HGB (German Accounting Principles) **Trend

ThyssenKrupp



Success drivers at ThyssenKrupp Steel

- Powerful unit after successful merger
- Optimum site concentration for carbon steel metallurgy
- Expand technology leadership
- Strengthen innovativeness
- Increase international alignment
- Strict value-based company management
- Further optimize product portfolio

ThyssenKrupp Steel is pursuing a clear strategy for lasting value growth

