



Strategic reorganization of the Group

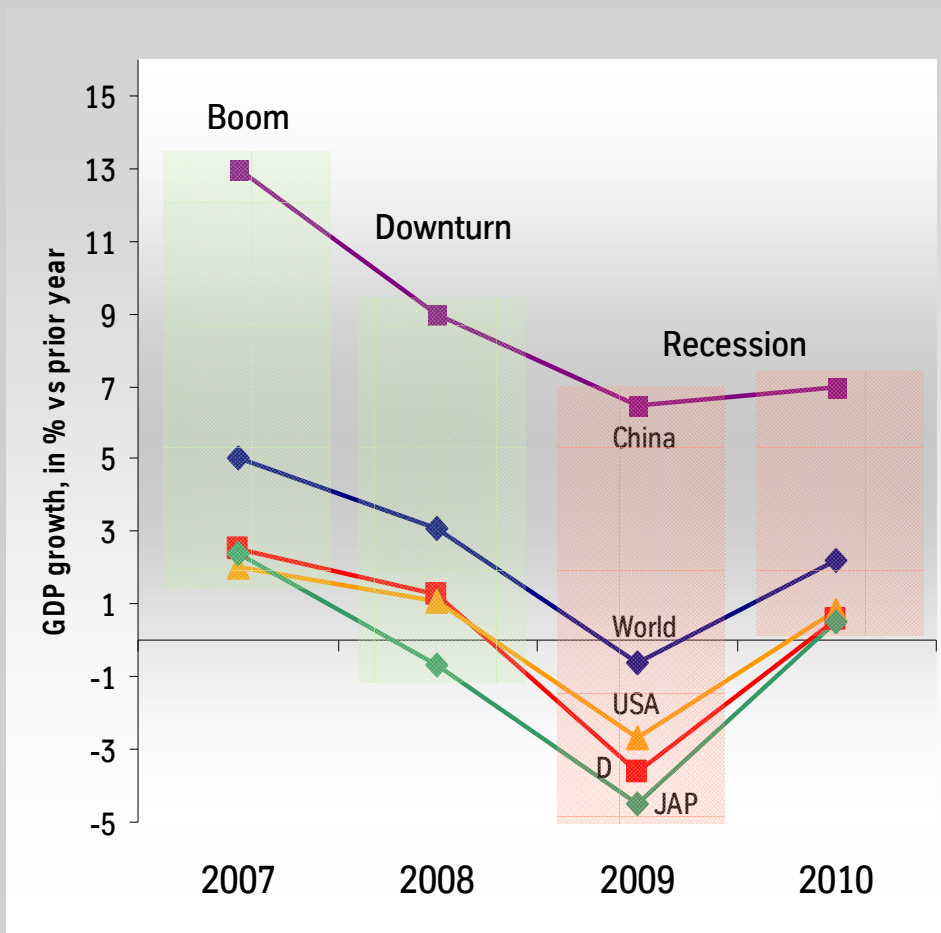
Press conference

Düsseldorf, March 27, 2009

ThyssenKrupp



World GDP to shrink in 2009; first time in post-war period



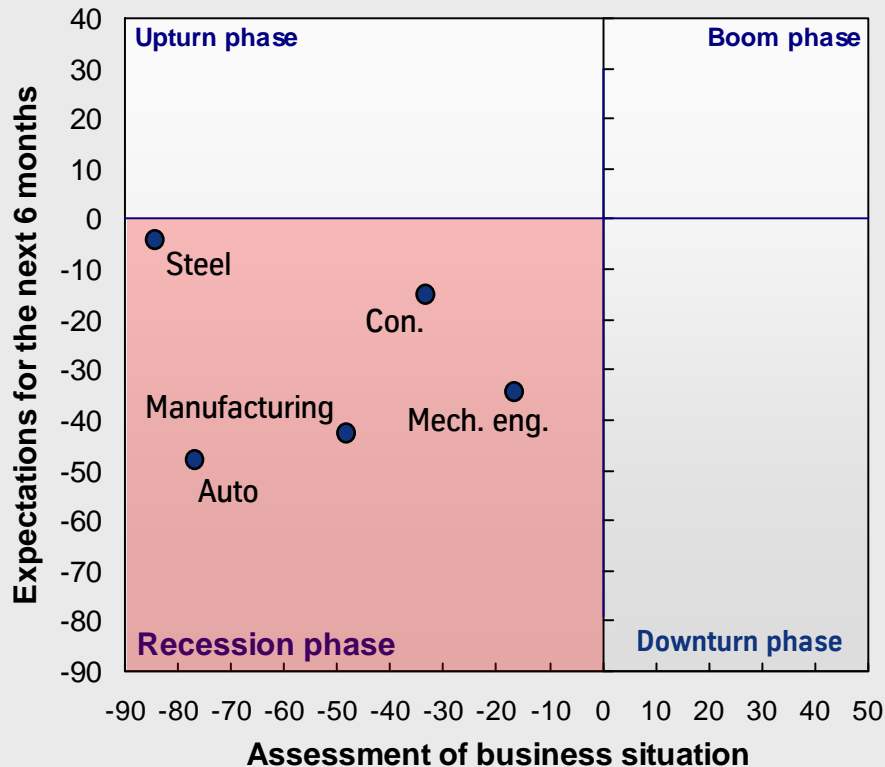
Note: World GDP measured by purchasing power parities

- Global recession worsening since start of 2009
- All regions affected: Industrialized countries with large declines, emerging economies with tangible growth slowdown
- Customer sectors with massive production collapses on broad front
- No self-sustaining global upturn in 2010



From early to late cycle industries, all sectors are in recession

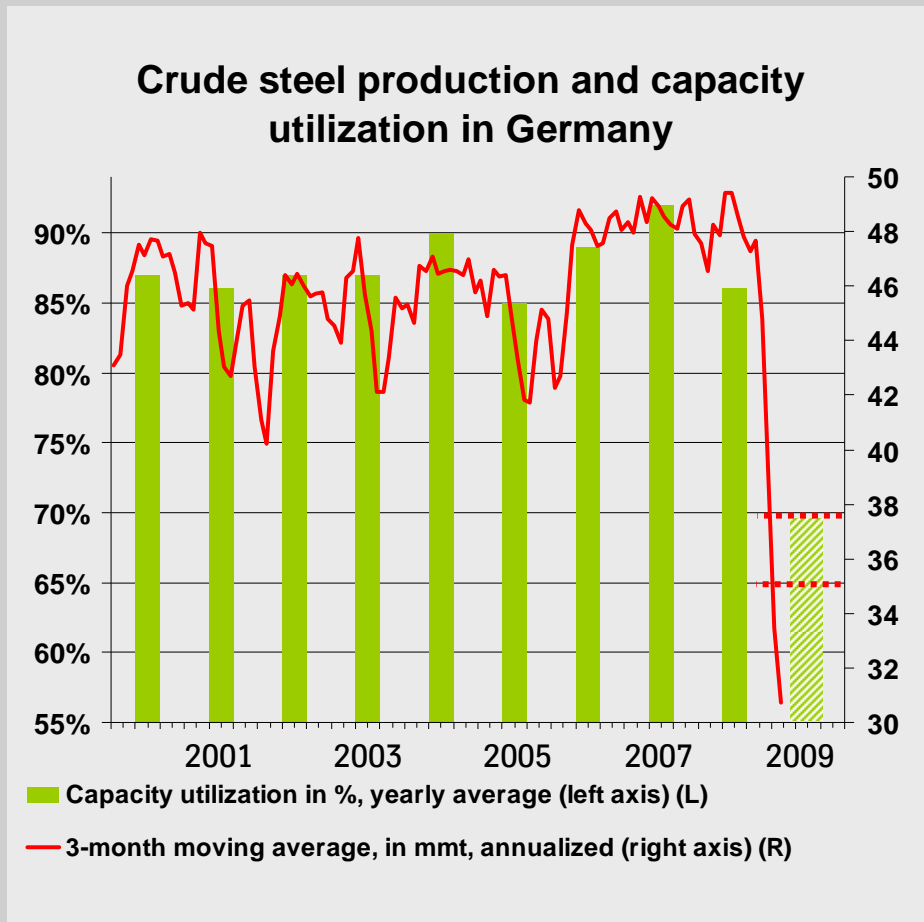
ifo Business Survey – German manufacturing industry, balances of opinion



last value: February 2009; based on approx. 7,000 reports from companies in industry, construction, wholesale and retail.

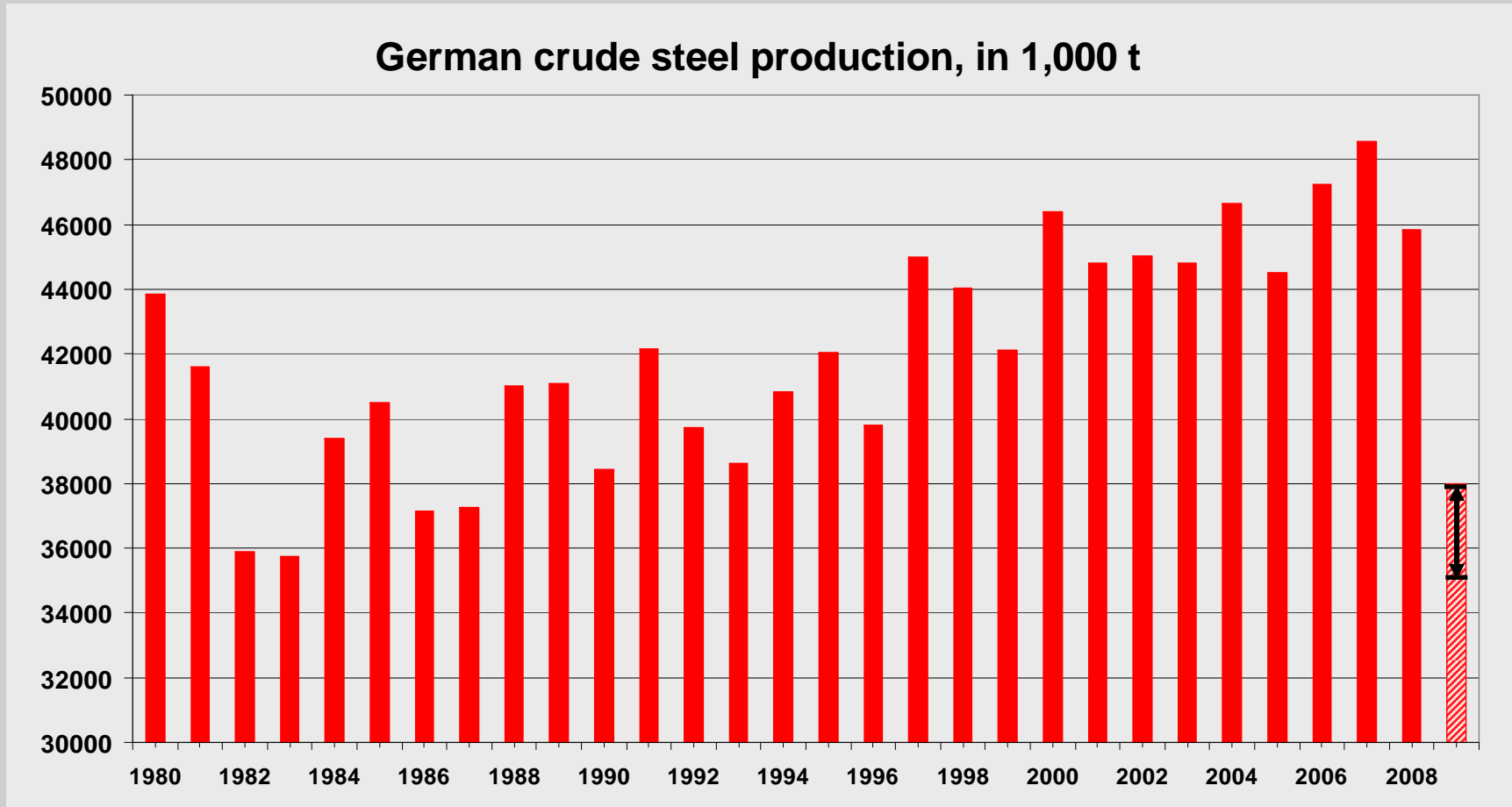
- The downturn in the manufacturing industry is happening at an unprecedented pace
- Particularly dramatic assessment of the situation for auto and steel. Less negative expectations for steel do not mean a trend reversal
- Mechanical engineering following the general trend with a time lag due to high order backlogs
- Construction industry is less pessimistic due to high order backlogs and hope for stimulus programs

Massive collapse in crude steel production and capacity utilization has continued and worsened

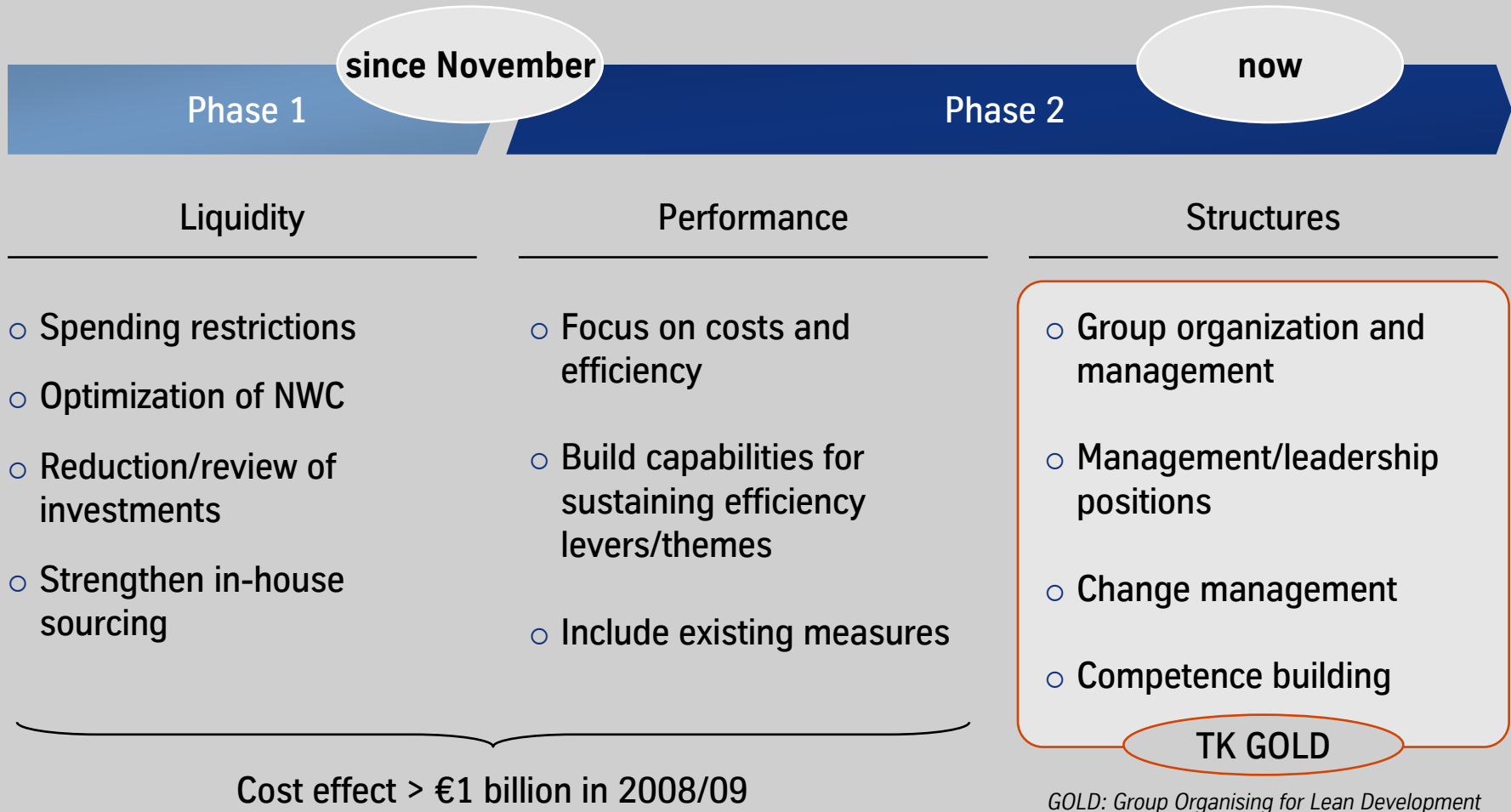


- Production in each of the last 3 months 33% down year-on-year
- Volume and price pressure continues unabated
- Destocking not yet over
- 20% decline in rolled steel market supply expected in 2009
- With expected production in 2009 between 35 and 38 mmt (depending on import rate), average capacity utilization < 70%
- Decline in global crude steel production in February by 22% versus prior year

Last comparable decline in crude steel production was in the early 80s



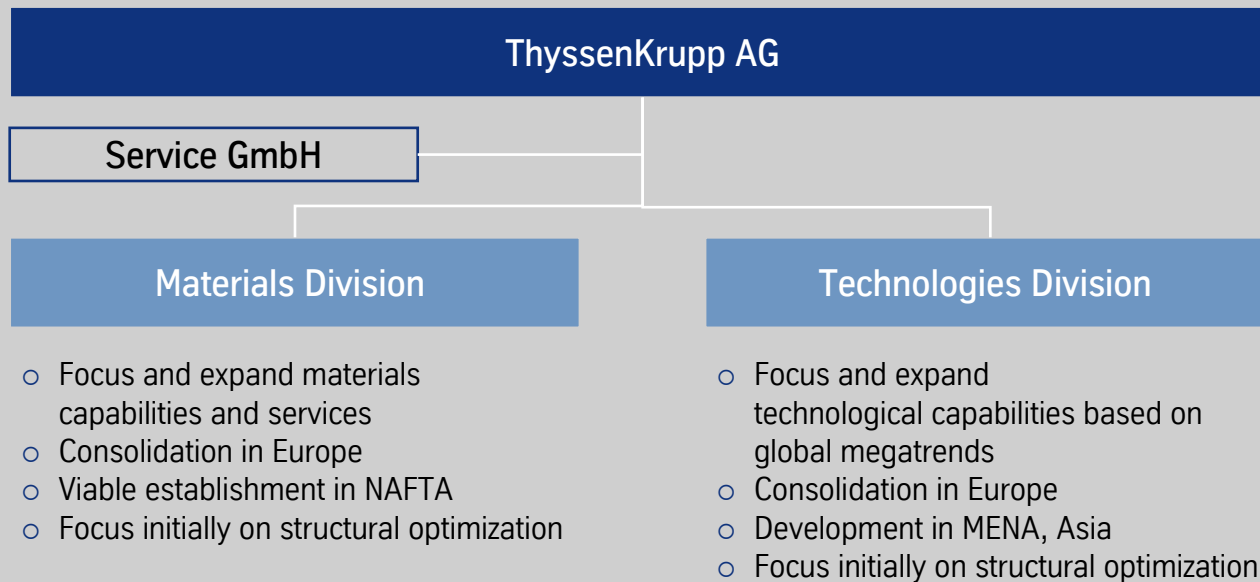
Further measures necessary – TK PLuS phase 2



Strategic reorganization: New “2 divisions” model

- Strong corporate center
- Strategic development as integrated materials and technology group
- Value-based management
- Active portfolio management
- Selective growth
- Focused corporate initiatives

- Focus services (Shared Services) Groupwide
- Profit Center



Cornerstones of ThyssenKrupp Group strategy

