

Remarks

by

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**Chairman of the Executive Board
ThyssenKrupp AG**

at the

press conference

on

September 04, 2009

in Düsseldorf

Check against delivery

Ladies and Gentlemen,

Our Supervisory Board meeting has just ended. I would like to inform you about the main results:

- The Supervisory Board has approved the legal and organizational implementation of the restructuring of the ThyssenKrupp Group, as resolved by the Executive Board, on the basis of the “Essen Declaration”.
- The new structure, which will be implemented effective October 1, 2009, will reduce administrative costs in the Group sustainably by up to €500 million. The savings will be made up in roughly equal parts of material and personnel costs.
- In addition, the Executive Board reported on the Groupwide action program ThyssenKrupp PLuS. The savings achievable under this program in the current fiscal year will be well in excess of €1 billion.
- The Executive Board informed the Supervisory Board about changes in the timetables for the major projects in Brazil and the USA.

Let me first briefly outline the economic background. On August 14 we presented our figures for the third quarter of the current fiscal year and gave a forecast for the full year. The figures show that the global demand slump is impacting ThyssenKrupp’s business severely. Sales and above all orders have slipped significantly in recent months. ThyssenKrupp therefore expects to end the current fiscal year with a loss before taxes and major nonrecurring items in the upper three-digit million euro range. The global recession is affecting all ThyssenKrupp’s main markets. How severely the crisis is hitting the Group is highlighted by the situation in three sectors: German crude steel production in 2009 will decrease to 31 to 33 million tons, German car production will be almost 20 percent down from the prior year, and the German machinery sector is experiencing dramatic falls in orders as many businesses review their investment decisions and cancel or postpone numerous modernization and capacity expansion projects. Due to the difficult economic situation the number of employees at ThyssenKrupp was reduced by 11,000 in the first nine months of the current fiscal year,

including 7,000 jobs outside Germany. By the end of July 2009, around 46,000 employees of the Group worldwide were affected by short-time working, including almost 30,000 in Germany.

The recent jump in economic expectations exceeds our own projections. It is true that we are seeing the first signs of bottoming and rising orders in the steel area. The trend in short-time working is slightly down. For example, there will be no short-time working at ThyssenKrupp Nirosta in the period July – September. Nevertheless: The chances of a self-sustaining economic upturn continue to be set against the risks of an economic setback and a double dip recession. In addition, the current recovery trends are mainly due to stock building. The leading market research institutes do not expect a recovery in real consumption until the second half of 2010. As always, we will give you an exact assessment of what this means for our next fiscal year when we present our financial statements at the end of the calendar year.

Ladies and gentlemen, a slump like this forces any company to take decisive action. ThyssenKrupp responded quickly and introduced both operational and structural changes. We are therefore using the crisis as an opportunity, with the aim of making the Group even more efficient in all areas.

Back at the beginning of the fiscal year we took firm and swift action by launching the Groupwide program ThyssenKrupp PLuS. The aim of the program is to achieve positive earnings and liquidity effects as well as sustainable performance improvements.

For the current fiscal year, well over €1 billion in cost-improvement measures have been initiated and implemented on schedule in the first three quarters of the fiscal year. They include reducing production and administrative costs, optimizing procurement and sales, and critically reviewing external service contracts. €550 million of the cost-improvement measures are sustainable and will not only improve earnings in fiscal 2008/2009 but retain their positive effect in the following years. Together with the savings achieved through our new organizational structure, from fiscal 2010/2011 we will have improved the Group's cost base sustainably by €1 billion.

By significantly reducing inventories and optimizing receivables management in all segments of the Group, by September 30 we will have reduced net working capital by around €2.5 billion.

In addition, all our investment projects – both the major projects of our steel and stainless businesses in America as well as the other investments in all segments – have been analyzed for possible cuts or postponements. This has led to our capital expenditures in the current fiscal year being reduced by over €1.3 billion. We expect our full-year investment spending to remain below €4.5 billion. Thanks to the stringent implementation of these liquidity-securing measures we have limited the increase in our net indebtedness. Today we expect our net indebtedness at the end of the year to be below €3.5 billion.

We remain committed to implementing the strategic investments of the Steel and Stainless segments. However, here too we are reacting flexibly to the economic framework conditions. Today we informed the Supervisory Board of our decision:

In line with steel market conditions we have revised the ramp-up schedule for our plant in Brazil, which will produce 5 million tons of slab per year. The first production line will start operation in mid-2010 with one blast furnace and one steelmaking converter. The second line with the second blast furnace and second converter is currently projected to go into operation in 2011. We remain flexible in our planning so that we can react quickly to possible market changes. The plant in Alabama will begin production in spring next year. It will initially be supplied with slabs from Germany.

The Supervisory Board of ThyssenKrupp AG today approved the increase in Vale's shareholding in CSA. The Brazilian iron ore producer Vale S.A. will raise its stake in ThyssenKrupp CSA Siderúrgica do Atlântico Ltda. from around 10% to 26.87% through a capital infusion of €965 million. This step underlines the value of our investment and confirms our industrial strategy. It further strengthens the platform for a long-term strategic partnership between Vale and ThyssenKrupp. At the same time the move strengthens our balance sheet by increasing equity by €1.4 billion.

We also informed the Supervisory Board of our decision regarding an optimized, flexible startup of the stainless steel mill of ThyssenKrupp Stainless USA. In January 2009 a decision was made to delay the investments for the stainless mill in Calvert (Alabama). Originally the cold rolling mill was scheduled to begin production at the end of 2010 and the meltshop in early 2012. In light of the current market situation we have revised our plans. The cold rolling mill will start production, initially with a reduced cold-rolled capacity of around 100,000 tons per year, in the second half of 2010. The start of installation of other production lines is on schedule. Here we are allowing ourselves the greatest possible flexibility. This also applies to the startup of the meltshop, which can be delayed by up to 24 months. This means that the scale of the overall project will be retained, as we continue to believe that after economic recovery in the USA the NAFTA market offers promising opportunities for the market and technology leader in the stainless steel sector.

Ladies and gentlemen, as reported, we have examined various possibilities for consolidation in the Stainless area in recent weeks. We have come to the following conclusion: The cooperation options we considered were opposed by clear valuation issues and conditions. These possible options would therefore not have created value for our stockholders. For this reason the Executive Board has informed the Supervisory Board that it intends to develop the Group's stainless steel business strategically on a stand-alone basis. Together with the employee side a plan is being worked out to adapt and flexibilize our cost structures and position the stainless business better for the future.

Ladies and gentlemen, at its meeting on May 13, 2009 the Supervisory Board of ThyssenKrupp AG approved the overall plan for the new Group structure.

The "Materials" division consists of the business areas

- Steel Europe
- Steel Americas
- Stainless Global
- Materials Services

The “Technologies” division will comprise the business areas

- Elevator Technology
- Plant Technology
- Components Technology
- Marine Systems

The names of the divisions describe the strategic focus of the four business areas in them and mark out the Group’s areas of competency. The establishment of a shared services center was also resolved.

To help us develop the new organizational structures and create the necessary transparency we carried out a standard Groupwide analysis of activities of all segments and ThyssenKrupp AG. The activity analysis provided the data base for the design of the new organizational structure.

At today’s Supervisory Board meeting, the Executive Board presented the legal and organizational implementation and further details of the new Group structure to the Supervisory Board. As part of the project organization, a “monitoring committee” was set up in May comprising works council members from the areas affected and representatives of executive employees. This committee was kept regularly informed about project progress and details of the reorganization.

I would now like to present the key points of the reorganized ThyssenKrupp Group:

- In the new structure, ThyssenKrupp will remain an integrated materials and technology group and a value-based conglomerate.
- In the future, operational management of the Group will be more decentralized and strategic management more centralized. The Group’s operations will be combined in the eight business areas, which will be tied directly to ThyssenKrupp AG. This will strengthen the responsible business areas and operating units and, through the elimination of the current segments as interim holding companies, move them closer to the corporate center. Fewer units and

fewer levels will speed up and improve cooperation in the Group and provide for greater internal and external transparency.

- The reorganization will facilitate a stronger focusing of business activity and leaner and more efficient structures which will allow us to operate closer to the market and implement operational and strategic measures more directly.
- Dividing ThyssenKrupp Steel AG into the business areas Steel Europe and Steel Americas will give the Executive Board more direct access to the central, strategic investments for our major projects in Brazil and North America. The reorganization will focus and strengthen our materials competencies and services along the value chain – purchasing, production, sales and services.
- The division of ThyssenKrupp Technologies AG into the business areas Plant Technology, Components Technology and Marine Systems will allow better management and focus our technological capabilities in the area of global megatrends.
- At the same time, the new reporting structure in the eight business areas will improve the transparency of the whole Group, in particular toward the capital market. In the future the financial results of the eight business areas will be reported externally. This will enable the capital market to better understand and assess the activities of the individual business areas. For example, CSA and Compass are combined in one business area “Steel Americas” in the new structure. Their financial results will be reported directly to the capital market in the future.
- ThyssenKrupp Business Services (previously referred to as Shared Services) will be the name for the service units which as of October 1 will provide one-stop services for the whole Group, i.e. Group companies, business areas and corporate center. These services will include standardizable processes such as areas of accounting, IT and payroll.

- The business areas will be led by management teams which, in close consultation with the Executive Board of ThyssenKrupp AG, will be responsible for the operational control and ongoing business development of the business areas. This close link will allow more direct alignment with the overall interests of the Group.

At this point, the printout of the speech in your press kit contains further details on the business areas, which I will not read out here.

- ThyssenKrupp AG Executive Board member Edwin Eichler will be responsible for the business areas Steel Europe, Steel Americas, Stainless Global and Materials Services which make up the Materials division.
- Edwin Eichler will also act as CEO of the Steel Europe business area and the new Steel Americas business area. Today's ThyssenKrupp Steel AG will be renamed ThyssenKrupp Steel Europe AG and will remain subject to iron and steel codetermination ('Montanmitbestimmung').
- Clemens Iller will be CEO of the Stainless Global business area. The merger of ThyssenKrupp Nirosta GmbH into ThyssenKrupp Stainless AG has been registered and is thus already legally effective. By October 1, 2009 the merged company will be renamed ThyssenKrupp Nirosta GmbH and will act as the flagship of the Stainless Global business area.
- CEO of the future Materials Services business area will be Joachim Limberg. The current ThyssenKrupp Services AG will be converted into a GmbH (limited liability company) and continued under the new name ThyssenKrupp Materials International GmbH.
- ThyssenKrupp AG Executive Board member Dr. Olaf Berlien will be responsible for the Elevator Technology, Plant Technology, Component Technology and Marine Systems business areas making up the Technologies division. The present holding company ThyssenKrupp Technologies AG will cease to exist.

- Dr. Olaf Berlien will also act as CEO of the Elevator Technology business area. ThyssenKrupp Elevator AG will continue in the same legal form.
- Dr. Niclas Müller will be CEO of the Plant Technology business area.
- Dr. Karsten Kroos will be responsible for the Components Technology business area which will bring together our components specialists in the automotive and construction machinery sectors.
- Dr. Christoph Atzpodien will continue as CEO of the Marine Systems business area.

(Speech continues)

The new structure, which will be implemented effective October 1, 2009, will reduce the Group's administrative costs sustainably by up to €500 million. The savings will be made up in roughly equal parts of material and personnel costs.

The reduction in material costs will be achieved for example by Groupwide optimization of IT costs. In addition, the restructuring and consolidation of functions will significantly enhance purchasing efficiency, allowing costs for external consultants to be lowered substantially across the Group. In parallel with the establishment of the new structure we will gradually implement the measures necessary to achieve the personnel savings.

All decisions will be made with a high level of responsibility toward the affected employees and in compliance with the "Essen Declaration" and the "Joint Agreement on the Restructuring".

Ladies and Gentlemen, as you can see we will be pulling tighter together in the Group from October 1. The new structure will facilitate and require a new culture of cooperation. Even more than in the past, this culture will be characterized by freedom for entrepreneurial thinking and actions, focused on the overall interests of the Group.

Transparency and trusting dialogue will take on further importance. We will therefore be encouraging and demanding openness and cooperation even more strongly than in the past with the goal of achieving the optimum for the Group.

The corporate center at ThyssenKrupp AG and the business services will be positioned as customer-oriented, dependable partners to the business areas. The business areas will be freed of administrative duties, allowing them to concentrate on their operating business. This will create effective cooperation between corporate center, business areas and business services.

I am confident that the Group's new organizational structure will provide the ideal conditions to master the current economic challenges. We are making ThyssenKrupp fit for the future.