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Annual Report

08/09

*All you need to know about us and
what has changed can be found here.*

		2007/2008	2008/2009	Change	Change in %
Order intake	million €	55,205	35,970	(19,235)	(35)
Sales	million €	53,426	40,563	(12,863)	(24)
EBITDA	million €	4,976	192	(4,784)	(96)
EBIT	million €	3,572	(1,663)	(5,235)	—
Earnings before taxes (EBT)	million €	3,128	(2,364)	(5,492)	—
Net income/(loss)	million €	2,276	(1,873)	(4,149)	—
Earnings per share (EPS)	€	4.59	(4.01)	(8.60)	—
Distribution	million €	603	139*	(464)	(77)
Dividend per share	€	1.30	0.30*	(1)	(77)
ROCE	%	18.3	(8,1)	(26.4)	—
ThyssenKrupp Value Added (TKVA)	million €	1,916	(3,419)	(5,335)	—
Operating cash flows	million €	3,679	3,699	20	1
Cash flows from disposals	million €	329	199	(130)	(40)
Cash flows from investments	million €	(4,227)	(4,236)	(9)	—
Free cash flow	million €	(219)	(338)	(119)	54
Net financial debt	million €	1,584	2,059	475	30
Total equity	million €	11,489	9,696	(1,793)	(16)
Gearing	%	13.8	21.2	7.4	—
Employees (September 30)		199,374	187,495	(11,879)	(6)
Germany		85,097	81,229	(3,868)	(5)
Abroad		114,277	106,266	(8,011)	(7)

* Proposal to the Annual General Meeting

The Group in brief /

Driven by ideas and innovation, ThyssenKrupp is an integrated materials and technology group offering solutions for sustainable progress worldwide and answers to many future questions, both commercial and technical. Our committed and skilled employees are meeting the challenges of the markets: High-performance materials and plants, components and systems form a mix of products and services for customers in over 80 countries. The Group managed by ThyssenKrupp AG directly or indirectly owns more than 850 companies and equity investments. Two thirds of our 2,500 production sites, offices and service bases are located outside Germany.

As an international group, we speak many languages: More than half of our employees and two thirds of our customers are located outside Germany. Key locations are to be found above all in our neighboring European countries. But we also see significant opportunities 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 the work of our plants and branches around the world. For example, our ThyssenKrupp best value enhancement program has now produced more than 10,000 projects with many new ideas to strengthen the Group and its basis for the future.

SALES	EMPLOYEES	THYSSENKRUPP BEST PROJECTS
Worldwide	Worldwide	Worldwide
€40.6 billion	187,495	10,238
100%	100%	100%
EU	EU	EU
€25.2 billion	119,481	7,167
62%	63%	70%
Germany	Germany	Germany
€13.0 billion	81,229	4,623
32%	43%	45%

Organizational structure in transition /

Up to September 30, 2009 the Group's operating business was organized in five segments: Steel, Stainless, Technologies, Elevator and Services. The segments were each led by a holding company and decided independently on their market and customer operations.

To strengthen the Group for the economic challenges in the years ahead, we introduced a new organizational structure effective October 01, 2009. "With more decentralized operational management and more centralized strategic management, we will be able to respond more quickly to new market developments and customer requirements in the future," said Executive Board Chairman Dr. Ekkehard Schulz of the new structure.

ORGANIZATIONAL STRUCTURE until September 30, 2009

Holding company

ThyssenKrupp AG

Segments

Steel

Stainless

Technologies

Elevator

Services

The new organizational structure /

At October 01, 2009 the operations of the former segments were combined in eight business areas, which together form two divisions – Materials and Technologies. The reorganization strengthens ThyssenKrupp's focus on its two strategic competency areas as an integrated materials and technology Group. The new organizational structure will allow us to cooperate quickly and intensively within the Group and increase internal and external transparency. We will be able to operate closer to the market, implement operational and strategic measures more directly, sustainably reduce costs and make the Group fit for the future.

ORGANIZATIONAL STRUCTURE since October 01, 2009

Corporate headquarters

ThyssenKrupp AG

Business areas

Materials division

Technologies division

Steel Europe	Steel Americas	Stainless Global	Materials Services	Elevator Technology	Plant Technology	Components Technology	Marine Systems
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Our business areas /

Eight business areas in two divisions focus the Group's capabilities, activities and products in materials and technologies. They integrate similar business models and geographically related business activities. The business areas are led by management boards which are responsible for operational control and ongoing business development in close consultation with the Executive Board of ThyssenKrupp AG. This link will allow more direct alignment with the overall interests of the Group and strengthen the Company for the economic challenges in the years ahead.

MATERIALS DIVISION

Steel Europe

- Premium carbon steel flat products
- From intelligent material solutions to finished parts

Steel Americas

- High-quality steel products for the American market
- Steelmaking and processing plants in Brazil and the USA

Stainless Global

- Leading global producer of stainless steel
- Supplier of high-performance materials such as nickel alloys and titanium

Materials Services

- Worldwide materials services
- Integrated supply-chain management as full service offering

TECHNOLOGIES DIVISION

Elevator Technologies

- Global supplier of mobility solutions
- Elevators, escalators, moving walks, passenger boarding bridges and stair lifts

Plant Technology

- Leading international supplier of specialty and large-scale plant construction solutions
- Plants and processes for greater environmental protection and sustainable development

Components Technology

- Components for the automotive, construction and engineering sectors
- Innovative specialist with broad and successful product range

Marine Systems

- Specialist with outstanding products and strong innovative capabilities
 - From fuel cell technology for submarines to sophisticated research vessels
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The change in our Group structure is also reflected in a revised company image. In parallel with the implementation of the reorganization, the Group has also introduced a new corporate design. Ten years after the merger, the logo and logotype have been combined in a compact, distinctive and attractive form. The new brand will draw employees and companies closer together. It stands for the quality of the Group's products and services and is an expression of the unity and strength with which we intend to shape the future.

CORPORATE MARK



Financial dates /

Important dates can also be found in our online financial calendar:

www.thyssenkrupp.com/en/investor/finanzkalender.html

If you'd like to be kept up to date with news about ThyssenKrupp, subscribe to our newsletter at

www.thyssenkrupp.com/en/newsletter/index.html

DATES

January 21, 2010 ----- -----	Annual General Meeting
January 22, 2010 ----- -----	Payment of dividend for the 2008/2009 fiscal year
February 12, 2010 ----- -----	Interim report 1st quarter 2009/2010 (October to December) Conference call with analysts and investors
May 12, 2010 ----- -----	Interim report 1st half 2009/2010 (October to March) Conference call with analysts and investors
August 13, 2010 ----- -----	Interim report 9 months 2009/2010 (October to June) Conference call with analysts and investors
November 30, 2010 ----- -----	Annual Press conference Analysts' and investors' conference
January 21, 2011 ----- -----	Annual General Meeting

ThyssenKrupp AG

August-Thyssen-Strasse 1
40211 Düsseldorf, Germany
www.thyssenkrupp.com