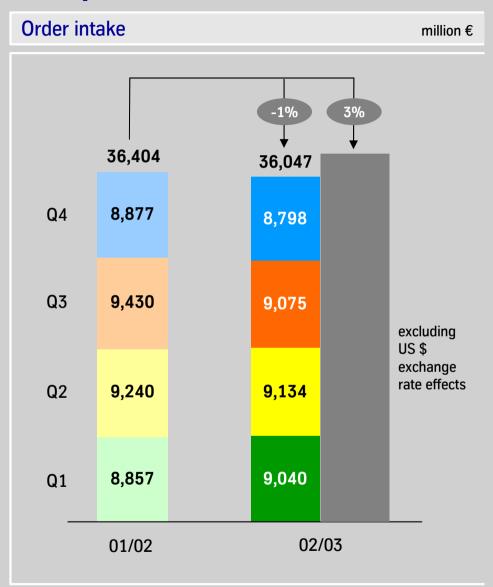
## Agenda

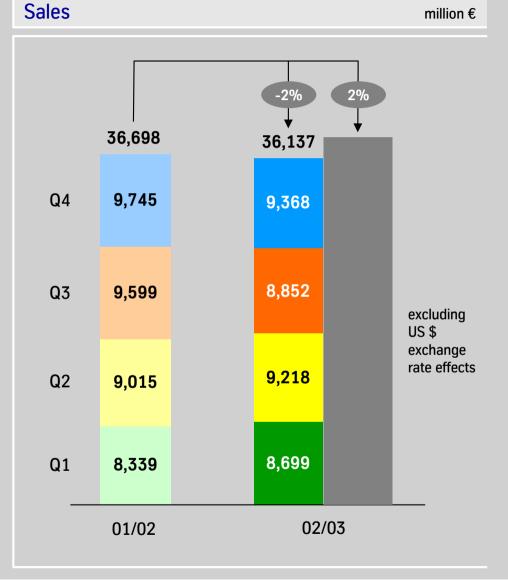
Overview Fiscal Year 2002/03 and Outlook
 Prof. Dr. Ekkehard D. Schulz
 Chairman, Executive Board of ThyssenKrupp AG

Financials, Fiscal Year 2002/03
 Dr. A. Stefan Kirsten
 Executive Board Member and CFO of ThyssenKrupp AG

Appendix



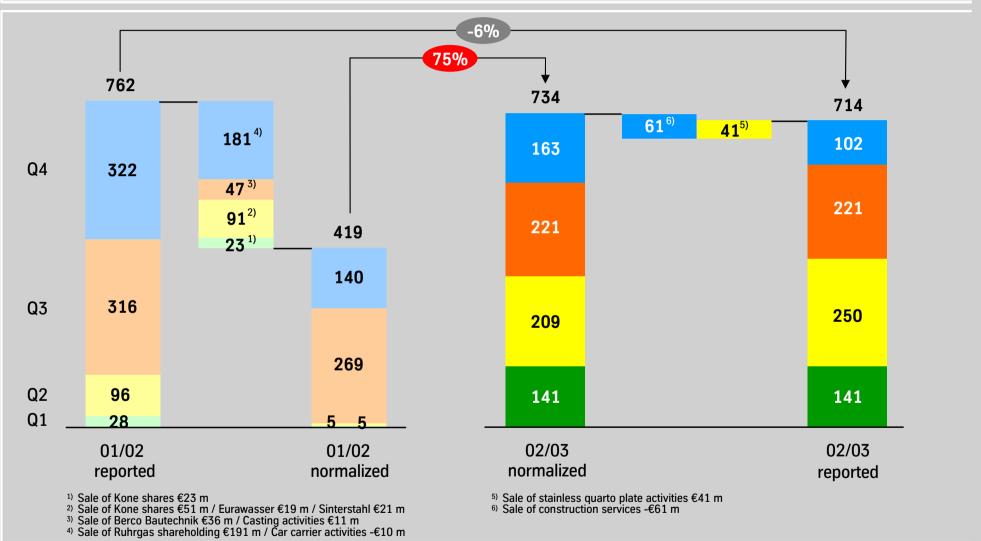






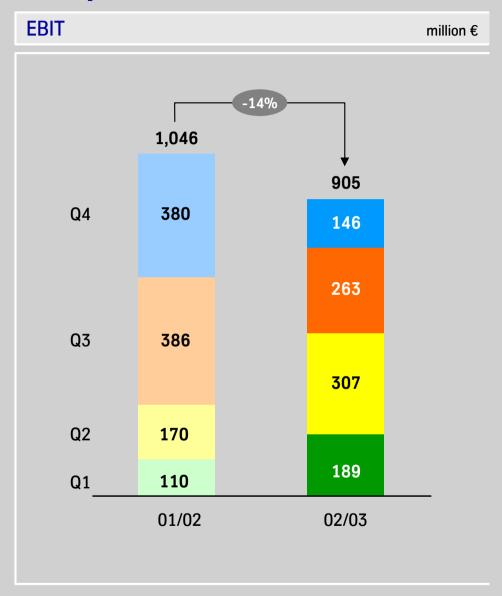


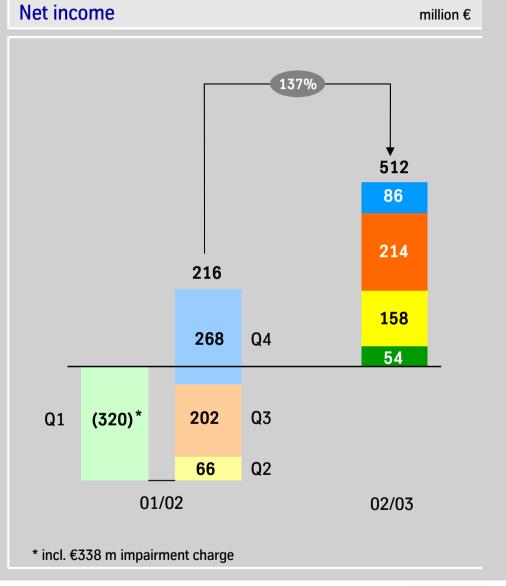












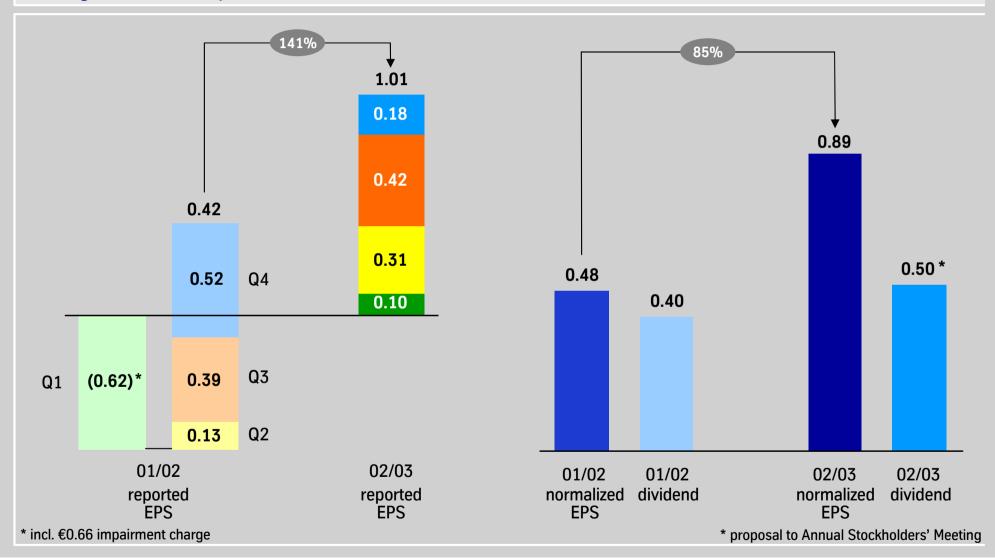




### Group

#### Earnings and dividend per share





### ThyssenKrupp



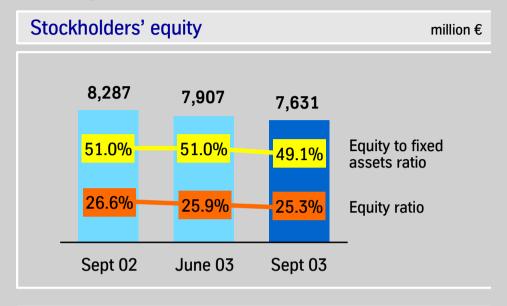
### **Income Statement**

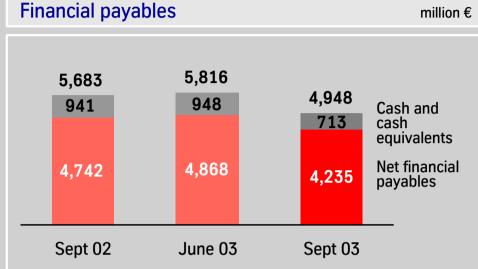
#### Financial expense, net

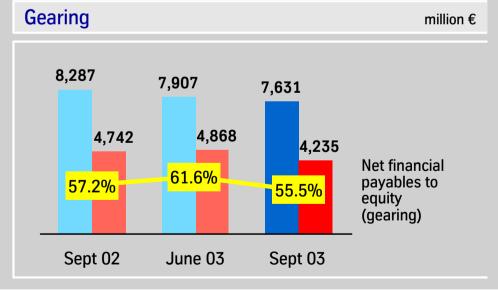
| million €                          | 2001/02 | 2002/03 |
|------------------------------------|---------|---------|
| Income from equity investments     | 263     | 58      |
| Interest expense, net              | (284)   | (191)   |
| Other financial income/(loss), net | 20      | (24)    |
|                                    |         |         |
| Total                              | (1)     | (157)   |

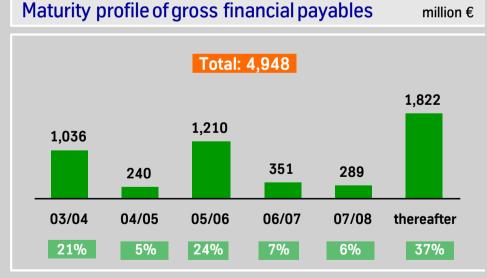
- Decrease in income from equity investments due to prior-year gains from sale of Ruhrgas investment €191 million, sale of Sinterstahl €21 million and sale of Eurawasser €19 million
- Improvement of net interest expense due to a decline in net financial payables and interest rates
- Other financial income/loss included a €74 million gain from the sale of Kone shares in prior year











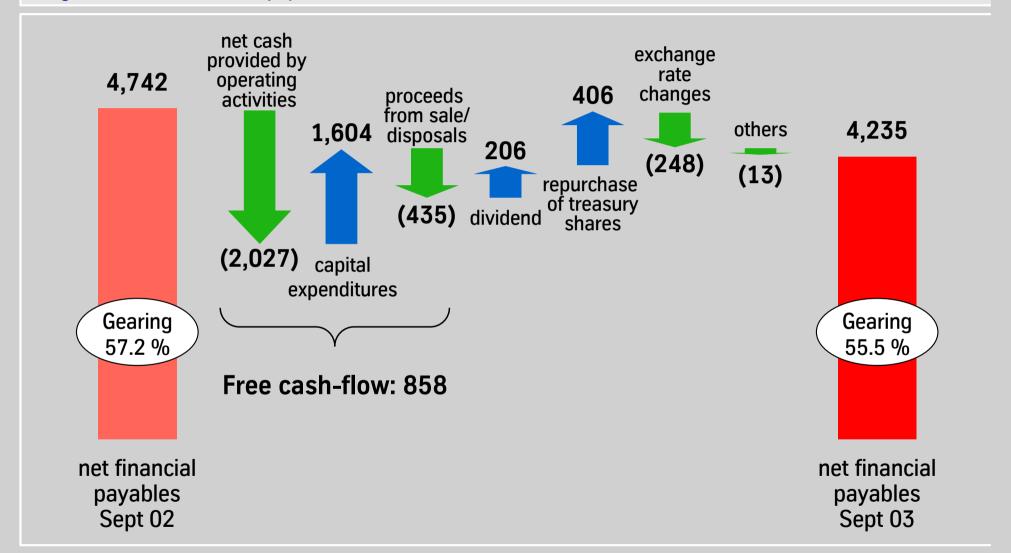




### **Balance Sheet**

#### Progression of net financial payables

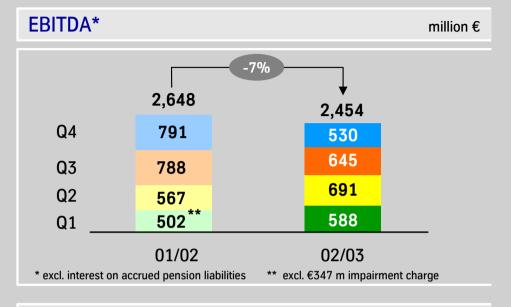
million €

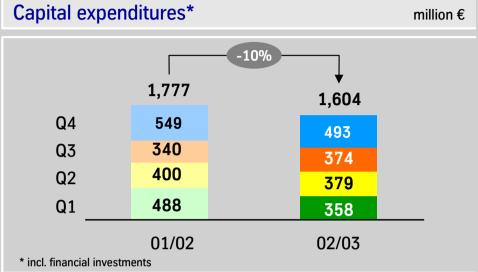


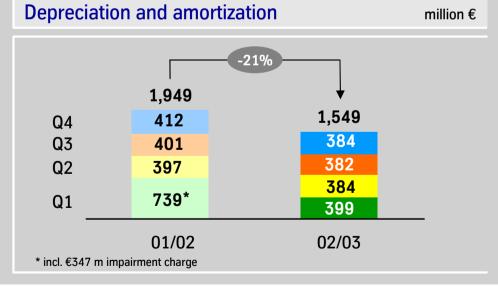


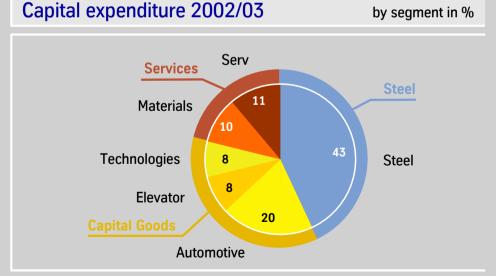


### Group









### ThyssenKrupp



# Portfolio Optimization – Disposals in 2002/03

|                     | Number of Entities | Sales  | EBT   | Net<br>Financial<br>Debt | Pension<br>Obligations | Employees |
|---------------------|--------------------|--------|-------|--------------------------|------------------------|-----------|
| 9 Months            | 11*                | €752 m | -€3 m | €155 m                   | €13 m                  | 3,707     |
| 4th Quarter         | 1                  | €167 m | €4 m  | €87 m                    | €6 m                   | 822       |
| Total               | 12                 | €919 m | €1 m  | €242 m                   | €19 m                  | 4,529     |
| Subsequent<br>Event | 1                  | €327 m | €8 m  | €1 m                     | €14 m                  | 2,177     |

inci. non-consolidated entitles



# Portfolio Optimization – Major Acquisitions in 2002/03

|  | Sales   | EBT | Transaction Volume | Employees      | Status       |
|--|---------|-----|--------------------|----------------|--------------|
| Galmed, Spain  | ≈€100 m | +   | €51 m              | ≈60            | consolidated |
| Steel Hot dip galvanizer; access to high-growth Spanish automobile market; further step in internationalization of downstream activities |         |     |                    |                |              |
| Tepper Aufzüge, Germany  | ≈€40 m  | +   | €42 m              | ≈300           | consolidated |
| Elevator Biggest elevator manufacturer in NRW; further strengthening market position in Germany  |         |     |                    |                |              |
| Sofedit, France  | ≈€600 m | +   | €66 m*             | ≈ <b>4,000</b> | consolidated |
| Automotive French supplier, further strengthening position in OEM market   |         |     |                    |                |              |
| DongYang, South Korea  | ≈€200 m | +   | not disclosed      | ≈ <b>1,000</b> | closed       |
| Elevator Strengthen the segment's market position in Asia, especially in Korea   |         |     |                    |                |              |
| MB Lenk, Germany   | ≈€300 m | +   | €42 m              | <b>≈1,600</b>  | closed       |
| Automotive Competence in steering gears; further step to becoming major global player in steering systems                                |         |     |                    |                |              |

<sup>\*</sup> excl. factoring





# **Value Indicators by Segment**

|              | ROCE in % |         | WACC Target in % ROCE     |      | Capital<br>Employed* | EVA<br>in million € |         |        |
|--------------|-----------|---------|---------------------------|------|----------------------|---------------------|---------|--------|
|              | 2001/02   | 2002/03 | 2001/02<br>and<br>2002/03 | in % | in million €         | 2001/02             | 2002/03 | Change |
| Group        | 7.0       | 6.9     | 9.0                       | 12.0 | 19,496               | (413)               | (413)   | 0      |
| thereof      |           |         |                           |      |                      |                     |         |        |
| Steel        | 4.0       | 6.5     | 10.0                      | 12.0 | 8,743                | (538)               | (311)   | 227    |
| Automotive   | 5.1       | 9.6     | 9.5                       | 17.0 | 2,941                | (137)               | 2       | 139    |
| Elevator     | 20.4      | 23.6    | 9.0                       | 18.0 | 1,647                | 208                 | 241     | 33     |
| Technologies | 11.7      | 4.2     | 10.0                      | 15.0 | 1,165                | 22                  | (68)    | -90    |
| Materials    | 5.5       | 6.5     | 9.0                       | 12.0 | 2,256                | (87)                | (56)    | 31     |
| Serv         | 7.7       | (3.0)   | 9.0                       | 15.0 | 934                  | (14)                | (112)   | -98    |
| Real Estate  | 5.4       | 4.0     | 7.5                       | 9.5  | 1,782                | (39)                | (63)    | -24    |

<sup>\*</sup> average 2002/03

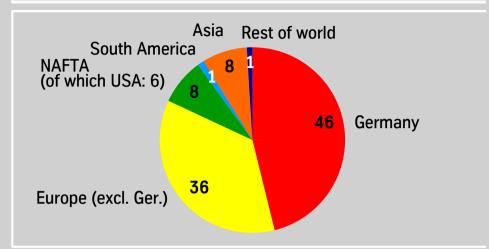


### Steel (I)

| million €  | 2001/02        | 2002/03        | Change in %   |
|--|----------------|----------------|---------------|
| Order intake   | 11,732         | 11,888         | 1.3           |
| thereof • Carbon Steel • Stainless Steel               | 6,932<br>3,949 | 6,989<br>3,962 | 0.8<br>0.3    |
| Sales<br>thereof                                       | 11,686         | 12,016         | 2.8           |
| • Carbon Steel<br>• Stainless Steel                    | 6,780<br>4,020 | 7,161<br>3,957 | 5.6<br>-1.6   |
| FOITO  | 1.070          | 1.040          | 01.0          |
| EBITDA<br>thereof                                      | 1,032          | 1,249          | 21.0          |
| <ul><li>Carbon Steel</li><li>Stainless Steel</li></ul> | 616<br>366     | 828<br>405     | 34.4<br>10.7  |
| EBIT thereof   | 277            | 483            | 74.4          |
| • Carbon Steel<br>• Stainless Steel                    | 97<br>190      | 299<br>234     | 208.3<br>23.2 |
| EBT thereof  | 167            | 384            | 129.9         |
| • Carbon Steel<br>• Stainless Steel                    | 5<br>141       | 229<br>192     | 36.2          |
|  |                |                |               |



in %



#### At a glance

- European No. 2 and world No. 6 in carbon steel flat products
- World market leader in stainless steel flat products, nickel-base alloys, electrical steel and tailored blanks
- Focus on flat products with high value added
- Profit leader in Europe through: portfolio optimization, investment policy, performance enhancement
- Site configuration unique in Europe: 17.3 mt/yr crude steel capacity in Duisburg
- Innovation leader in products and processes
- International presence further strengthened with production facilities in the world's growth markets; systematic development of global strategic alliances





# Steel (II)

|                                     | 2001/02          | 2002/03          | Change in % |
|-------------------------------------|------------------|------------------|-------------|
| Capital employed Ø €m               | 8,976            | 8,743            | -2.6        |
| ROCE in %                           | 4.0              | 6.5              | 2.5%-p.     |
| EVA million €                       | (538)            | (311)            | 42.2        |
|                                     |                  |                  |             |
| Cap. ex. million €                  | 833              | 678              | -18.6       |
| D/A million €                       | 755              | 765              | 1.3         |
| Free Cash Flow million €            | 244              | 227              | -7.0        |
|                                     |                  |                  |             |
| Employees (Sept. 30)                | 50,184           | 49,286           | -1.8        |
| • Carbon Steel<br>• Stainless Steel | 29,895<br>12,074 | 29,222<br>12,116 | -2.3<br>0.4 |

|  | 2001/02     | 2002/03     | Change in % |
|--|-------------|-------------|-------------|
| Crude steel production (mt)  | 16.7        | 17.0        | 1.8         |
| thereof • Carbon Steel • Stainless Steel                                       | 13.2<br>2.7 | 13.6<br>2.6 | 3.0<br>-3.7 |
|  |             |             |             |
| Shipments (1,000 tpm)  |             |             |             |
| TKS AG cold-rolled   | 491         | 515         | 4.9         |
| TKS AG hot-rolled  | 394         | 389         | -1.3        |
| <ul> <li>Stainless total<br/>thereof</li> <li>Stainless cold-rolled</li> </ul> | 203<br>125  | 197<br>128  | -3.0<br>2.4 |

### ThyssenKrupp



### Steel (III)

#### Steel overall

- After still stable demand in 1st half, decline in orders in early summer; due to stable prices during the weaker phase and on average higher price level than the year before, total value of order intake was higher
- O Sales up by 3%
- Retaining our "price before volume" policy continues to bear fruit
- Crude steel output 2% higher at 17.0 million tons; both Carbon and Stainless Steel had to effect shutdowns in the summer months to adjust to falling demand; excessive inventories of finished products necessitated production cutbacks in the downstream stages of the cold-rolling and hot-dip coating facilities; at Stainless Steel, production was likewise scaled back in the summer quarter
- EBT include €41 million gain on disposal of stainless quarto plate activities; improved income situation is primarily attributable to the Carbon Steel business unit

#### **Carbon Steel**

- Increase in sales mainly due to higher revenues while volumes were positive on average
- Shipments remained high well into summer; in August and September a not entirely seasonal decline was realized
- Successful price increases in several steps until April 1, 2003 at ThyssenKrupp Stahl AG; substantial price increases in yearly contracts with key customers
- EBT higher thanks to larger shipment volumes, increase in the average proceeds level as well as successfully implemented measures to improve operating performance
- Lower US dollar exchange rate more than compensated the price rises of raw materials traded in US dollars (coal, coke, ore)
- While Construction Elements posted significant losses, tinplate activities, tailored blanks and steel service activities posted increases in income; medium-wide strip recorded positive results





### Steel (IV)

#### **Stainless Steel**

- Decrease in sales of 2%; sales improvement in cold rolled-strip, reflecting higher shipments and revenues in the first half of the fiscal year; decrease in nickelbase alloys mainly attributable to unfavorable exchange rates and the continued weakness of the international aerospace industry
- Rise in EBT against the previous year of €51 million, including the proceeds from the disposal of quarto plate activities of €41 million
- After high volumes and a favorable price level for stainless flat products in Europe in the first eight months the import pressure on the European producers AST and Nirosta became increasingly stronger in the third quarter, forcing them to cut production towards the end of the fiscal year
- EBT at Nirosta showed significant increase, while AST in Italy posted EBT below the level of the previous year; Mexinox reduced income significantly; China sustained losses determined by an unfavorable price level in the local market; strong decline in income at nickel-base alloys, due to the difficult situation in key markets

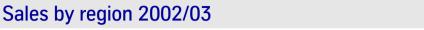
#### **Special Materials**

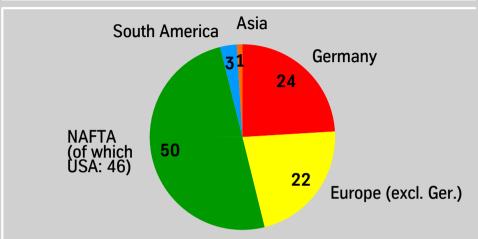
- Increased sales by a total of 5% to €1.5 billion; sales volume of non-grain-oriented electrical steel picked up, sales of stainless steel long products showed an overall improvement against the year before
- Special Materials recorded losses of €29 million, against profits of €27 million the previous year
- Losses sustained by the producers of stainless steel long products, EBT was further affected by expenses incurred for initiated restructuring measures, amounting to €17 million; Electrical Steel recorded a negative result, initiated restructuring measures causing expenses of €3 million added to the losses; Berkenhoff managed to improve its income situation



## **Automotive (I)**

|               |              | 2001/02 | 2002/03 | Change in % |
|---------------|--------------|---------|---------|-------------|
| Order intake  | million €    | 6,410   | 6,271   | -2.2        |
| Sales         | million €    | 6,337   | 6,295   | -0.7        |
| FDITDA        | :III: C      | 470     | F70     | 07.7        |
| EBITDA        | million €    | 430     | 532     | 23.7        |
| EBIT          | million €    | 103     | 215     | 108.7       |
| EBT           | million €    | 64      | 188     | 193.8       |
|               |              |         |         |             |
| Capital emplo | oyed Ø €m    | 3,122   | 2,941   | -5.8        |
| ROCE          | in %         | 5.1     | 9.6     | 4.5%-p.     |
| EVA           | million €    | (137)   | 2       | +           |
|               |              |         |         |             |
| Cap. ex.      | million €    | 452     | 319     | -29.4       |
| D/A           | million €    | 327     | 317     | -3.1        |
| Free Cash Flo | ow million € | 87      | (35)    | _           |
|               |              |         |         |             |
| Employees     | (Sept. 30)   | 38,425  | 41,414  | 7.8         |





#### At a glance

- 80% of sales from TOP 3 positions
- Sales growth to €10 billion through organic growth and acquisitions
- Technology leadership in product and process technologies
- Materials capabilities: processing of all key materials like iron, steel, aluminum, magnesium, plastic
- Parallel expansion of component and system business capabilities
- Further participation of outsourcing trends of automobile manufacturers
- Expansion of presence in Asia and increase in deliveries to Asian OEMs





in %

### **Automotive (II)**

- Sales down despite continued weak demand on key automobile markets and unfavorable exchange rate conditions; eliminating exchange rate effects, sales would have been 8% higher
- Positive factors were the growth in systems business, the ramp-up of a foundry in the USA, and increased sales from operating business
- Prior-year EBT included non-recurring effects from disposals of Sinterstahl and non-automotive casting activities of in total €33 milion; eliminating these effects normalized EBT increased by €157 million
- Prior-year earnings were influenced by restructuring costs of €149 million, the reporting year included €21 million
- Rise in pension and health care expenditure and less favorable exchange rates negatively influenced earnings
- Acquisition of French supplier Sofedit in July 2003; further strengthening position in French market for body and chassis stampings and assemblies
- Contract signed in October 2003 to acquire 60% of Mercedes-Benz Lenkungen GmbH (MBLenk); strengthing position in steering gears and complete steering systems

#### Chassis

- Increase in sales particulary due to expansion of the systems business and higher call-off orders for individual vehicle models
- Increase in EBT also due to restructuring and costcutting measures

#### **Body**

- Decrease in sales; alongside the expiry of orders for individual vehicle models, this mainly reflects a drop in demand at the North American plants
- Turnaround after prior-year loss mainly as a result of lower restructuring costs; the effects of the rise in pension and health care expenditure were significantly offset by the effects of the cost reduction measures; Sofedit reported a profit (consolidated July 1, 2003) in the fourth quarter

#### **Powertrain**

- Further increase in sales from high demand in forged crankshafts thanks to continuing diesel boom, increased demand for steering columns and steering systems as well as the expansion of the camshaft business
- Again biggest contributor to earnings; higher EBT mainly from increases in sales and improvement of productivity



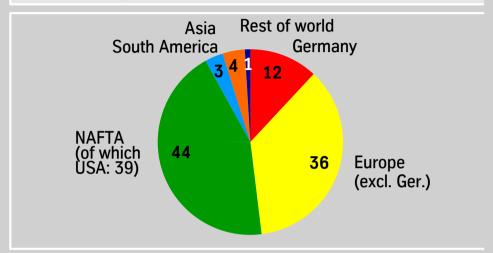


### Elevator (I)

|               |              | 2001/02 | 2002/03 | Change in % |
|---------------|--------------|---------|---------|-------------|
| Order intake  | million €    | 3,615   | 3,367   | -6.9        |
| Sales         | million €    | 3,500   | 3,365   | -3.9        |
| EBITDA        | million €    | 418     | 426     | 1.9         |
| EBIT          | million €    | 366     | 381     | 4.1         |
| EBT           | million €    | 317     | 355     | 12.0        |
| Capital emplo | oyed Ø €m    | 1,826   | 1,647   | -9.8        |
| ROCE          | in %         | 20.4    | 23.6    | 3.2%-p.     |
| EVA           | million €    | 208     | 241     | 15.9        |
| Cap. ex.      | million €    | 91      | 132     | 45.1        |
| D/A           | million €    | 52      | 45      | -13.5       |
| Free Cash Flo | ow million € | 321     | 230     | -28.4       |
| Employees     | (Sept. 30)   | 28,768  | 29,689  | 3.2         |



in %



#### At a glance

- No. 3 on world market, top global market positions
- 700,000 service contracts worldwide
- Full range of products and services from a single source
- Strong service network benefiting from full maintenance products
- 50% of segment sales through services
- Increase market share globally and locally, especially in Asia
- Growth to continue through further acquisitions and even stronger focus on services





### Elevator (II)

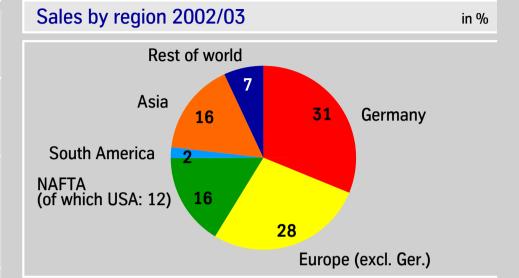
- New installations declined due to weak economic situation, in particular in construction sector; services business again performed much better
- Reductions in order intake and sales were due to negative exchange rate effects; excluding these effects order intake would have increased by 0.5%, sales by appr. 3%
- Increase in EBT by €38 million especially generated in the European business units and at Accessibility
- Further improvement of leading positions in Europe and Asia by several acquisitions, e.g.: Josef Tepper Aufzüge GmbH & Co. KG, effective April 1, 2003 and a 75% stake in the Korean DongYang Group, effective October 1, 2003
- Germany/Austria/Switzerland: order intake at prioryear level; growth in sales thanks to the inclusion of Tepper Aufzüge and an improvement in Austrian business
- France/Benelux: with decreased order intake steady sales in a tough market
- Germany/Austria/Switzerland and France/Benelux benefited from completion of reorganization measures and efficiency enhancements and reported earnings improvement

- Spain/Portugal/Latin America: without exchange rate influences order intake level with prior-year and increase in sales; further improvements in high level EBT
- North America/Australia: drop in sales especially due to exchange rate influences; weaker new installations business was largely offset by strong modernization business; measured in local currencies profits increased; on a euro basis earnings level with previous year
- Other Countries: Positions were strengthened in Eastern Europe and China; higher order intake and sales; decrease in earnings mainly due to decline in margins in Great Britain and impairment expenses of operating assets in an East European country; Asia reported an increase in EBT
- Passenger Boarding Bridges: increase in order intake following the receipt of a major order; due to continuing difficulties in the aviation industry sales virtually unchanged; these difficulties resulted in a small loss
- Accessibility: stable order intake and sales; positive effects from restructuring measures led to a positive EBT after a prior-year loss



### **Technologies (I)**

|                                       | 2001/02 | 2002/03 | Change in % |
|---------------------------------------|---------|---------|-------------|
| Order intake million €                | 5,304   | 4,984   | -6.0        |
| Sales million €                       | 5,806   | 5,382   | -7.3        |
|                                       |         |         |             |
| EBITDA million €                      | 267     | 159     | -40.4       |
| EBIT million €                        | 97      | (5)     | _           |
| EBT million €                         | 112     | 42      | -62.5       |
|                                       |         |         |             |
| Capital employed Ø €m                 | 1,297   | 1,165   | -10.2       |
| ROCE in %                             | 11.7    | 4.2     | -7.5%-р.    |
| EVA million €                         | 22      | (68)    | _           |
|                                       |         |         |             |
| Cap. ex. million €                    | 181     | 133     | -26.5       |
| D/A million €                         | 436*    | 164     | -62.4       |
| Free Cash Flow million €              | 75      | 531     | +           |
|                                       |         |         |             |
| Employees (Sept. 30)                  | 32,781  | 29,871  | -8.9        |
| * incl. €266 million impairment charg | ie      |         |             |



#### At a glance

- Portfolio with strong regional and global market positions
- High technological competencies throughout product portfolio
- World market leader in large-diameter bearings, e.g. for general engineering applications as well as solar and wind power plants
- World market leader for engine, transmission, axle and steering assembly systems
- Technology leader in body-in-white equipment





# **Technologies (II)**

- In a tough market environment order intake decreased by 6%, sales by 7%
- EBT decreased by €70 million; prior-year figures included a positive extraordinary effect of €36 million from the disposal of Berco Bautechnik; earnings were hit by weak economic environment, restructuring costs, expenses for the processing of old contracts, higher contract costs incurred by Transrapid Shanghai and rising price pressure
- Disposals of Polymer, Henschel and Otto India did not result in significant gains; as of October 7, 2003 disposal of Novoferm at carrying amount (all Mechanical Engineering)

#### **Production Systems**

- Sustained downturn in systems business for machine tools led to declining order intake and sales
- This, follow up production costs and ongoing restructurings resulted in further losses

#### **Plant Technology**

- Higher oder intake mainly attributable to a €450 million order at Uhde to build a fertilizer complex in Saudi Arabia
- Sales up despite negative exchange rate effects; considerable increase in EBT

#### Marine

- Decline in order intake due to deferral of international shipbuilding orders; sales were lower
- EBT at previous-year's level

#### **Mechanical Engineering**

- Order intake and sales did not match previous-year figures
- EBT below prior-year level, which was favored by a positive extraordinary effect from the disposal of Berco Bautechnik; large-diameter bearing business at Rothe Erde and Industrial Technologies posted stable earnings; Transrapid reported higher contract costs; turbine component activities posted losses due to decreased demand for power generation and aero engine applications; lower earnings at Berco (construction equipment components)

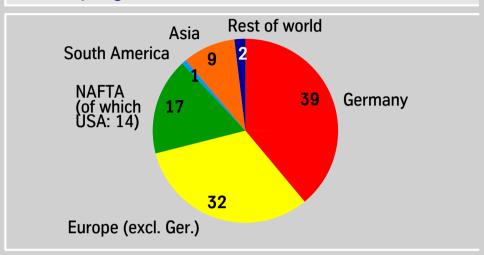


### Materials (I)

|                     |                  | 2001/02 | 2002/03 | Change in % |
|---------------------|------------------|---------|---------|-------------|
| Order intake        | million €        | 8,886   | 9,081   | 2.2         |
| Sales               | million €        | 8,875   | 8,895   | 0.2         |
| EBITDA              | million €        | 191     | 204     | 6.8         |
| EBIT                | million €        | 116     | 127     | 9.5         |
| EBT                 | million €        | 72      | 90      | 25.0        |
|                     |                  |         |         |             |
| Capital emplo       | oyed Ø €m        | 2,468   | 2,256   | -8.6        |
| ROCE                | in %             | 5.5     | 6.5     | 1.0%-p.     |
| EVA                 | million €        | (87)    | (56)    | 35.6        |
|                     |                  |         |         |             |
| Cap. ex.            | million €        | 69      | 164     | 137.7       |
| D/A                 | million €        | 90*     | 77      | -14.4       |
| Free Cash Flo       | ow million €     | 262     | 73      | -72.1       |
|                     |                  |         |         |             |
| Employees           | (Sept. 30)       | 13,743  | 13,720  | -0.2        |
| * incl. €15 million | impairment charg | e       |         |             |



in %



#### At a glance

- One of the world's leading full-range suppliers of carbon and stainless steel, tubes, nonferrous metals and plastics
- Leading materials service provider in Germany and Europe and one of the leading suppliers of special products in North America
- Merger with Serv segment
- Services: Materials and applications advice, warehousing, processing, project and inventory management, just-intime logistics





### Materials (II)

- Despite the difficult market environment and considerable price pressure in a tough market, sales at prior-year level
- Despite the weak market environment as well as restructuring expenses, value adjustments and currency effects, Materials increased EBT by €18 million

#### **Materials Services Europe**

- Sales grew, mainly thanks to the warehouse and service business; positive momentum from Eastern Europe – the service business successfully expanded; positive development in European plastics activities
- Earnings improved
- Extensive new programs have been introduced for the entire range in Germany and several Western European countries to further enhance the efficiency of the warehousing and logistics organization

#### **Materials Services North America**

- Strengthened position in difficult market conditions; excluding exchange rate effects sales matched prior-year figures
- Excluding exchange rate effects Materials Services
   North America almost matched prior year level
   EBT; value allowances in the trading business
   were compensated for, to a large extent, by
   improving the warehousing and servicing business.

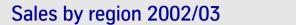
#### **Special Products**

- Stable sales
- Again reported higher income and made the biggest contribution to segment earnings

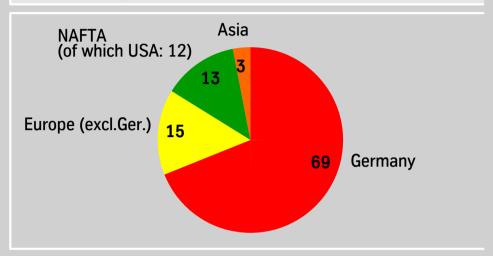


### Serv (I)

|                     |                  | 2001/02 | 2002/03 | Change in % |
|---------------------|------------------|---------|---------|-------------|
| Order intake        | million €        | 2,540   | 2,439   | -4.0        |
| Sales               | million €        | 2,549   | 2,381   | -6.6        |
| EBITDA              | million €        | 211     | 69      | -67.3       |
| EBIT                | million €        | 72      | (39)    | -           |
| EBT                 | million €        | 52      | (58)    | -           |
|                     |                  |         |         |             |
| Capital emplo       | oyed Ø €m        | 1,071   | 934     | -12.8       |
| ROCE                | in %             | 7.7     | (3.0)   | -10.7%-р.   |
| EVA                 | million €        | (14)    | (112)   | -           |
|                     |                  |         |         |             |
| Cap. ex.            | million €        | 161     | 173     | 7.5         |
| D/A                 | million €        | 205*    | 108     | -47.3       |
| Free Cash Flo       | ow million €     | 152     | 152     | 0.0         |
|                     |                  |         |         |             |
| Employees           | (Sept. 30)       | 25,932  | 24,767  | -4.5        |
| * incl. €66 million | impairment charg | je      |         |             |



in %



#### At a glance

- After portfolio streamlining the new "Industrial Services" will offer: industrial services incl. maintenance of plant and machinery as well as a wide range of production-related services, scaffold services, as well as technical, infrastructural and commercial facility management for key automotive, steel, chemical and petrochemical sectors
- Merger with Materials segment
- Number one maintenance operation in Germany, among the leaders in Europe
- Number one worldwide in scaffolding services





### Serv (II)

- Decline in orders and sales reflects the still difficult market particulary in the construction sector; one-off effects from the closure and disposal of individual activities additionally impacted sales negatively
- Following prior-year profit, Serv reported a loss of €58 million; a loss of €61 million resulted from the disposal of the US and European formwork and scaffolding activities; prior-year EBT included a non-recurring effect from sale of Eurawasser of €19 million; on a normalized basis EBT decreased from €33 million to €3 million

#### **Industrial Services**

- Decrease in sales; in particular the industrial scaffold services were impacted by the weak construction sector; the disposal of the environmental activities at the beginning of the fiscal year also contributed to the sales decline
- Decline in earnings due to weak economic situation, strong competitive pressure as well as the changed euro-dollar relation; still the biggest contributor to segment's earnings

#### **Construction Services**

- Sales again decreased; with the sale of the North American and European formwork and scaffolding activities in August the business unit was closed down by the end of the fiscal year
- Until these disposals in the fourth quarter the business unit reported operating losses

#### **Facilities Services**

- Sales increase mainly due to growth in the energy contracting business
- Improved earnings due to restructuring, but still negative EBT

#### **Information Services**

- Lower sales due to the closure of the media services activities and the weaker printing activities; the basic IT services business achieved higher sales
- EBT nearly doubled, in particular the IT services business has made progress



### **Real Estate/Corporate**

#### Real Estate

8% increase in sales; at €60 million, earnings are €20 million lower than last year; main source of income again Residential Real Estate

### Corporate

| <b>EBT</b> million €            | 2001/02 | 2002/03 |  |
|---------------------------------|---------|---------|--|
| Corporate center administration | (95)    | (88)    |  |
| Pension expenses                | (206)   | (218)   |  |
| Other                           | (44)    | (21)    |  |
| Normalized earnings             | (345)   | (327)   |  |
| Disposals of investments        | 255     | (5)     |  |
| Total                           | (90)    | (332)   |  |

- Pension expenses mainly relate to pension obligations of the former Thyssen Stahl, Krupp Stahl and Krupp Hoesch Stahl, which are not assigned to the Steel segment
- Disposal loss of €5 million on the sale of Böhler Thyssen Schweißtechnik; previous year's figure included disposal gains of €265 million (sale of Kone shares €74 million; sale of indirect Ruhrgas AG holding €191 million) and a disposal loss of €10 million on the sale of Car Carrier business of Krupp Seeschiffahrt





# Financial Calendar (I)

| <ul> <li>January 23, 2004</li> </ul>                      | Annual Stockholders' Meeting   |
|---|--|
| <ul><li>January 26, 2004</li></ul>                        | Dividend payment for fiscal 2002/03                                      |
| <ul><li>January 26 to</li><li>February 12, 2004</li></ul> | Quiet Period   |
| <ul><li>February 13, 2004</li></ul>                       | Interim report 1st quarter 2003/04 (October to December) Conference Call |
| <ul><li>April 27 to<br/>May 13, 2004</li></ul>            | Quiet Period   |
| O May 14, 2004  | Interim report 2nd quarter 2003/04 (January to March)                    |
| O May 17, 2004  | Analysts' meeting  |
|   |  |





# Financial Calendar (II)

| <ul><li>July 23 to<br/>August 11, 2004</li></ul>      | Quiet Period   |
|---|--|
| O August 12, 2004                                     | Interim report 3rd quarter 2003/04 (April to June) Conference Call |
| <ul><li>October 25 to<br/>November 30, 2004</li></ul> | Quiet Period   |
| O December 1, 2004                                    | Annual press conference<br>Analysts' meeting                       |
| <ul><li>January 21, 2005</li></ul>                    | Annual Stockholders' Meeting                                       |
| <ul><li>January 24, 2005</li></ul>                    | Dividend payment for fiscal 2003/04                                |



# How to contact ThyssenKrupp Investor Relations

#### Analysts and institutional investors:

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- Internet: www.thyssenkrupp.com

To be added to the IR mailing list, send us a brief e-mail with your details!





## Agenda

- Overview Fiscal Year 2002/03 and Outlook
   Prof. Dr. Ekkehard D. Schulz
   Chairman, Executive Board of ThyssenKrupp AG
- Financials, Fiscal Year 2002/03
   Dr. A. Stefan Kirsten
   Executive Board Member and CFO of ThyssenKrupp AG
- Appendix



# **Group Overview (I)**

|                |    | FY      |         |        |             |  |
|----------------|----|---------|---------|--------|-------------|--|
|                |    | 2001/02 | 2002/03 | Change | Change in % |  |
| Order intake   | €m | 36,404  | 36,047  | -357   | -1.0        |  |
| Sales          | €m | 36,698  | 36,137  | -561   | -1.5        |  |
| EBITDA         | €m | 2,648   | 2,454   | -194   | -7.3        |  |
| EBIT           | €m | 1,046   | 905     | -141   | -13.5       |  |
| EBT            | €m | 762     | 714     | -48    | -6.3        |  |
| Normalized EBT | €m | 419     | 734     | 315    | 75.2        |  |
| Net income     | €m | 216     | 512     | 296    | 137.0       |  |
| Basic EPS      | €  | 0.42    | 1.01    | 0.59   | 140.5       |  |
| Normalized EPS | €  | 0.48    | 0.89    | 0.41   | 85.4        |  |





# **Group Overview (II)**

|                      |      | FY      |         |          |             |  |
|----------------------|------|---------|---------|----------|-------------|--|
|                      |      | 2001/02 | 2002/03 | Change   | Change in % |  |
| Capital employed     | Ø€m  | 21,001  | 19,496  | -1,505   | -7.2        |  |
| ROCE                 | in % | 7.0     | 6.9     | -0.1%-р. | -1.4        |  |
| EVA                  | €m   | (413)   | (413)   | 0        | 0.0         |  |
| Capex                | €m   | 1,777   | 1,604   | -173     | -9.7        |  |
| Deprec./amort.       | €m   | 1,949   | 1,549   | -400     | -20.5       |  |
| Net cash from        |      |         |         |          |             |  |
| operating activities | €m   | 2,454   | 2,027   | -427     | -17.4       |  |
| Free cash flow       | €m   | 1,908   | 858     | -1,050   | -55.0       |  |
| Employees (Sept. 3   | 0)   | 191,254 | 190,102 | -1,152   | -0.6        |  |





# **Group – Earnings per share**

| €   | Q 1   | Q 2    | Q 3    | Q 4    | 2002/03 |
|---|-------|--------|--------|--------|---------|
| Reported EPS  | 0.10  | 0.31   | 0.42   | 0.18   | 1.01    |
| Adoption of SFAS 143  | 0.06  | (0.05) |        |        | 0.01    |
| Disposals: • quarto plate activities  |       | (0.04) |        |        | (0.04)  |
| <ul> <li>construction services</li> </ul>                                       |       |        |        | 0.10   | 0.10    |
| Tax effect due to share repurchase  |       |        | (0.19) |        | (0.19)  |
| Normalized EPS  | 0.16  | 0.22   | 0.23   | 0.28   | 0.89    |
| Number of shares in million   | 514.5 | 514.5  | 504.1* | 497.6* | 507.7 * |
| * difference in number of shares due to share repurchase in 3rd quarter 2002/03 |       |        |        |        |         |

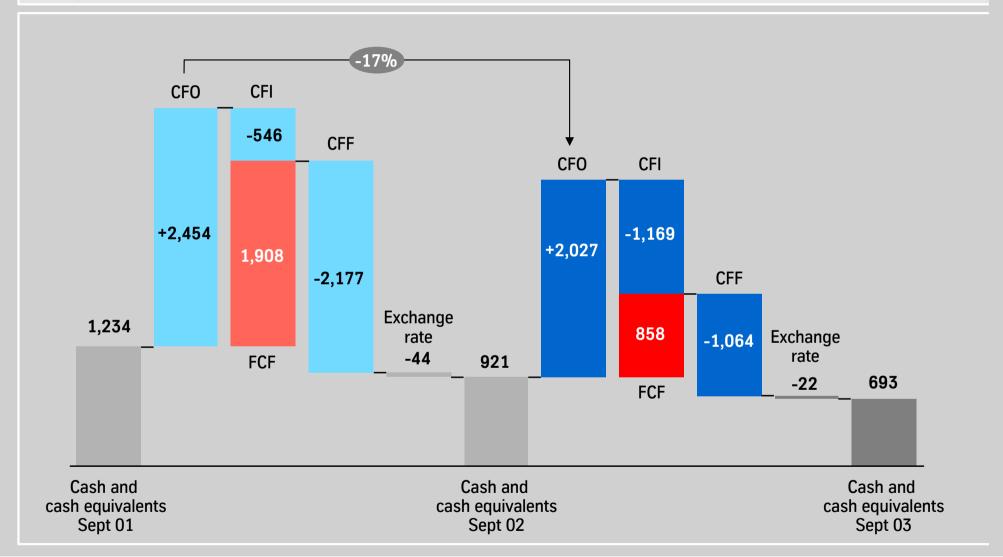




### **Cash Flow Statement**

#### Change in cash and cash equivalents

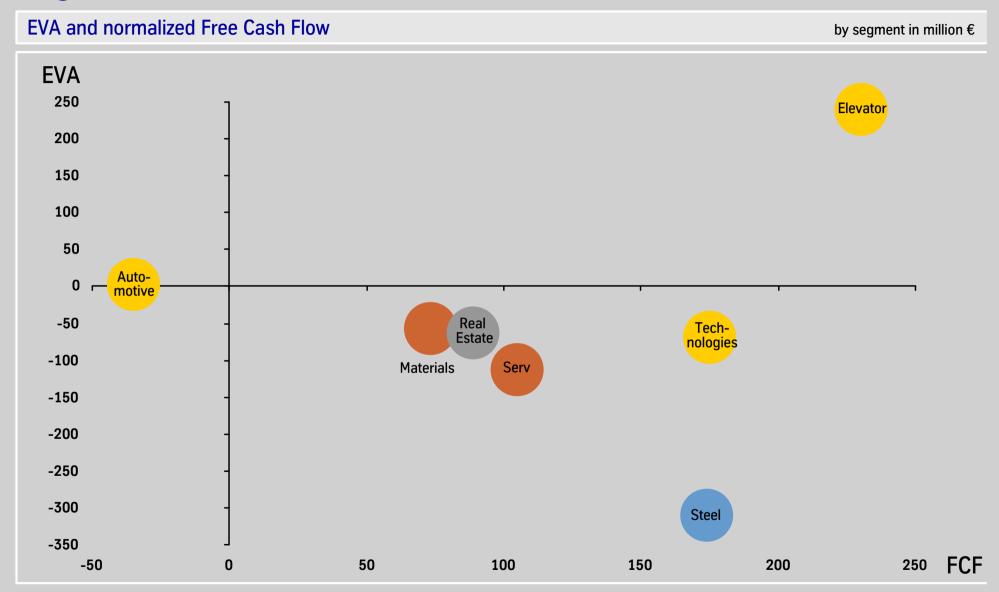
million €







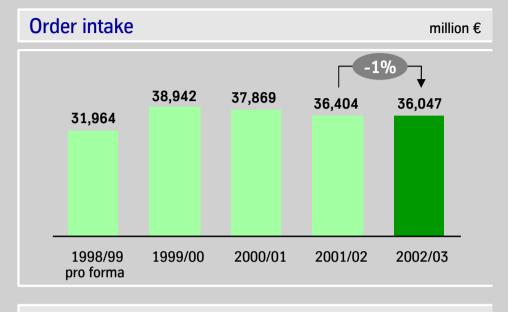
# **Segment Overview**

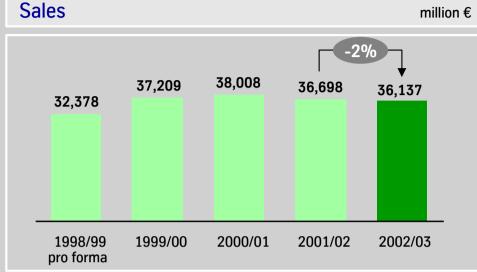


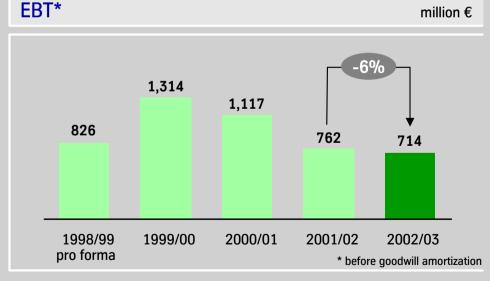


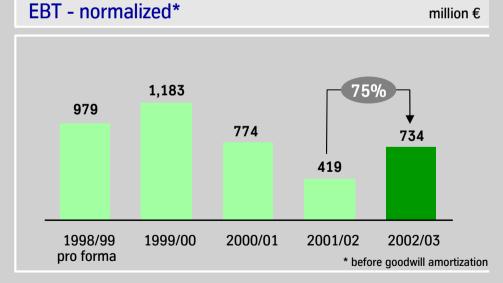


# **Group – Multi-Year Overview (I)**





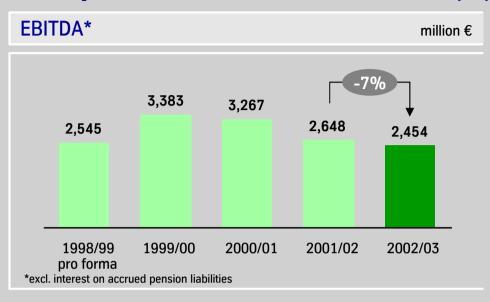


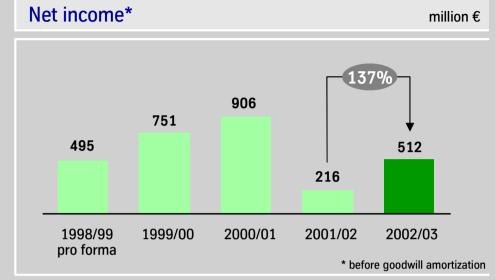






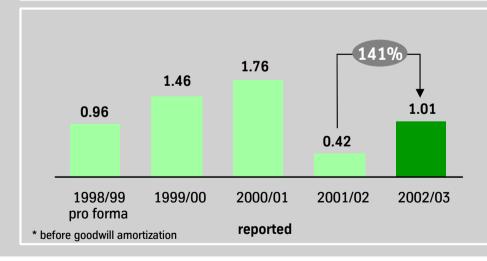
## **Group – Multi-Year Overview (II)**

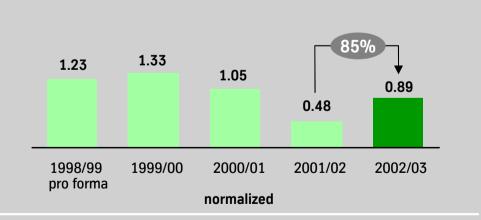




## Earnings per share\*





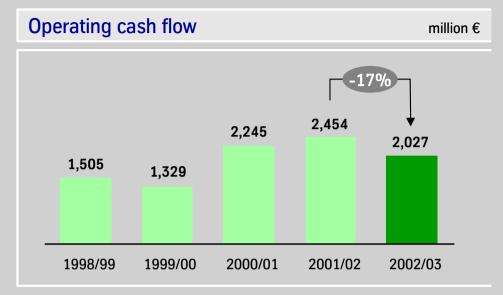


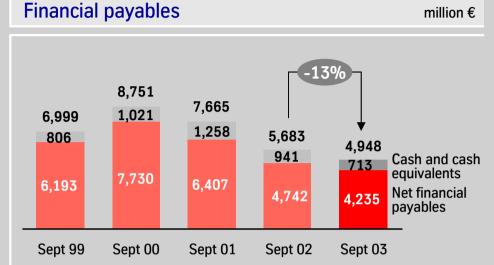


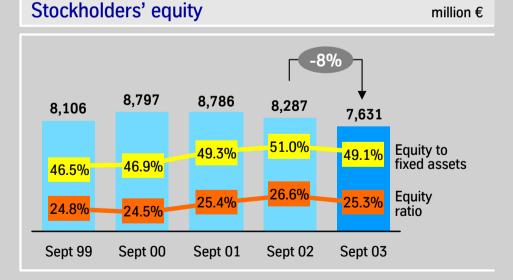


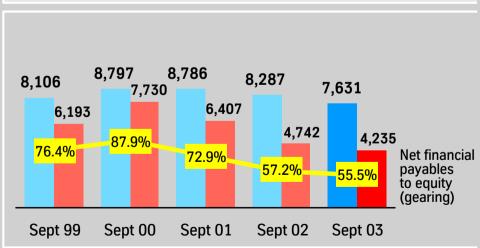
Gearing

## **Group – Multi-Year Overview (III)**









## **ThyssenKrupp**



million €

# **ThyssenKrupp Pension Obligations (I)**

# Accrual-backed (unfunded) pension obligations

mainly in Germany

Sept 02 Sept 03 PBO: €5,900 million €6,024 million

Financed by accruals (covered by fixed assets)

"internal funding"

## **Funded pension obligations**

mainly in the UK/USA

Sept 02 Sept 03 PBO: €1,924 million €1,939 million

Financed by fund assets

"external funding"





# **Accrued Pension and Similar Obligations (II)**

# Accrued pension and similar obligations according to the balance sheet as of:

## **Analysis of pension obligations by segment:**

|                                   | Sept 02  | Sept 03  |
|-----------------------------------|----------|----------|
| Unfunded pension plans            | €5,960 m | €6,034 m |
| Funded pension plans              | €263 m   | €563 m   |
| Pension obligations               | €6,223 m | €6,597 m |
| Health care obligations           | €567 m   | €517 m   |
| Other pension-related obligations | €275 m   | €287 m   |
| Total                             | €7,065 m | €7,401 m |

|  | Sept 02  | Sept 03   |
|--|--|---|
| Steel Automotive Elevator Technologies Materials Serv Real Estate Corporate* | €1,242 m<br>€492 m<br>€83 m<br>€799 m<br>€309 m<br>€160 m<br>€40 m<br>€3,098 m | €1,185 m<br>€711 m<br>€123 m<br>€859 m<br>€324 m<br>€170 m<br>€41 m |
| Corporate  | £3,096 III   | £3,104 III  |
| Total  | €6,223 m   | €6,597 m  |
|  |  |   |



<sup>\*</sup> legacy obligations

# **Unfunded Pension Plans (III)**

| 0 | Regional analysis of unfu (pension liability)                           | Sept 02<br>nded plans             | Sept 03                            |
|---|---|-----------------------------------|------------------------------------|
|   | Germany<br>Italy<br>Austria<br>Mexico                                   | €5,854 m<br>€94 m<br>€10m<br>€2 m | €5,932 m<br>€89 m<br>€11 m<br>€2 m |
|   | Total   | €5,960 m                          | €6,034 m                           |
| 0 | Net pension expense<br>(personnel expense)<br>of which<br>Interest cost | €437 m                            | €437 m                             |
|   | Service cost  | €64 m                             | €63 m                              |
| 0 | Total pension payments of which in Germany                              | €444 m<br>€408 m                  | €435 m<br>€417 m                   |

|   |                          | Sept 02  | Sept 03  |
|---|--------------------------|----------|----------|
| 0 | Plans valued effective   | July 1   | July 1   |
| 0 | PBO:                     | €5,900 m | €6,024 m |
| 0 | Discount rate (weighted) | 5.90%    | 5.17%    |

Valued based on the valid 1998 Heubeck tables

 Pension payments (Germany) have reached their peak at a level of >€400 million; after 2007 a reduction to
 <€400 million is expected</li>



# **Funded Pension Plans (IV)**

|   |   | Sept 02 | Sept 03 |
|---|---|---------|---------|
| 0 | Change in AOCI (accumulate other comprehensive income after taxes): |         | €345 m  |
| 0 | Accrued liability in the consolidated balance sheet                 | €263 m  | €563 m  |
| 0 | Net pension expense (personnel expense)                             | €23 m   | €31 m   |
| 0 | Total payment cost for<br>ThyssenKrupp                              | €42 m   | €58 m   |

|   | 0 .00          | 0 . 0=       |
|---|----------------|--------------|
|   | Sept 02        | Sept 03      |
| <ul> <li>Valued effective</li> </ul>  | July 1         | July 1       |
| <ul> <li>PBO funded pension plans</li> </ul>  | €1,924 m       | €1,939 m     |
| <ul> <li>Expected return on plan asso</li> </ul>  | ets 9.03%      | 8.16%        |
| <ul> <li>Fair value of plan assets</li> </ul>   | €1,616 m       | €1,356 m     |
| <ul> <li>Decline in plan assets results<br/>pension liabilities from €263<br/>2003 and from €94 million to</li> </ul> | million to €56 | 3 million in |



of which interest cost of which service cost

# Health Care and Other Pension-Related Obligations (V)

€57 m

€13 m

# Health care obligations Sept 02 Sept 03 US and Canadian plans €567 m €517 m Net expense €83 m €86 m

€44 m

€10 m

- Payments for health care obligations
   €65 m
   €51 m
- PBO increased by €136 million to €1,008 million in 2003 and by €258 million to €872 million in 2002.
   Reason for increase in 2003: 1.2%-point decrease in discount rate
- Accrued liability is virtually unchanged; in the coming years we expect an increase in amortization of actuarial loss (expense in income statement)

| Other pension-related obligations   |         |         |
|---|---------|---------|
|   | Sept 02 | Sept 03 |
| <ul> <li>Liability accrued for other<br/>pension-related obligations<br/>consisting mainly of:</li> </ul> | €275 m  | €287 m  |
| Partial/early retirement  | €90 m   | €119 m  |
| <ul> <li>Termination benefits Steel</li> </ul>  | €90 m   | €53 m   |
| <ul> <li>Pensionssicherungsverein</li> </ul>  | € 52 m  | €53 m   |
| <ul> <li>Pension-related obligations France</li> </ul>  | € 21 m  | €27 m   |
| <ul><li>Expense</li></ul>   | €49 m   | €139 m  |



# **Segment Overview – Order Intake**

| million €                              | 01/02                             | 02/03                             | Change                      | Change<br>in %              | Change in % excluding US \$ exchange rate effects |
|--|-----------------------------------|-----------------------------------|-----------------------------|-----------------------------|---|
| Steel Automotive Elevator Technologies | 11,732<br>6,410<br>3,615<br>5,304 | 11,888<br>6,271<br>3,367<br>4,984 | 156<br>-139<br>-248<br>-320 | 1.3<br>-2.2<br>-6.9<br>-6.0 | 2.4<br>6.4<br>-0.5<br>-3.9                        |
| Materials Serv Real Estate Corporate   | 8,886<br>2,540<br>320<br>45       | 9,081<br>2,439<br>345<br>26       | 195<br>-101<br>25<br>-19    | 2.2<br>-4.0<br>7.8<br>-42.2 | 5.0<br>-1.9                                       |
| Consolidation Group                    | (2,448)<br>36,404                 | (2,354)<br>36,047                 | 94<br>-357                  | 3.8<br>-1.0                 | 2.7   |





# **Segment Overview – Sales**

| million €   | 01/02  | 02/03  | Change  | Change<br>in %   | Change in % excluding US \$ exchange rate effects |
|---|--|--|---|--|---|
| Steel Automotive Elevator Technologies Materials Serv Real Estate Corporate | 11,686<br>6,337<br>3,500<br>5,806<br>8,875<br>2,549<br>320<br>45 | 12,016<br>6,295<br>3,365<br>5,382<br>8,895<br>2,381<br>345<br>26 | 330<br>-42<br>-135<br>-424<br>20<br>-168<br>25<br>-19 | 2.8<br>-0.7<br>-3.9<br>-7.3<br>0.2<br>-6.6<br>7.8<br>-42.2 | 3.9<br>8.0<br>2.9<br>-5.3<br>3.1<br>-4.6          |
| Consolidation   | (2,420)  | (2,568)  | -148  | -6.1   |   |
| Group   | 36,698   | 36,137   | -561  | -1.5   | 2.1   |





# **Segment Overview – EBT**

| million €     | 01/02 | 02/03 | Change | Change<br>in % | Change in % excluding US \$ exchange rate effects |
|---------------|-------|-------|--------|----------------|---|
| Steel         | 167   | 384   | 217    | 129.9          | 131.1   |
| Automotive    | 64    | 188   | 124    | 193.8          | 207.8   |
| Elevator      | 317   | 355   | 38     | 12.0           | 18.9  |
| Technologies  | 112   | 42    | -70    | -62.5          | -79.5   |
| Materials     | 72    | 90    | 18     | 25.0           | 29.2  |
| Serv          | 52    | (58)  | -110   | _              | -   |
| Real Estate   | 80    | 60    | -20    | -25.0          |   |
| Corporate     | (90)  | (332) | -242   | -              |   |
| Consolidation | (12)  | (15)  | -3     | -25.0          |   |
| Group         | 762   | 714   | -48    | -6.3           | -3.9  |





# **Order Intake by Quarter**

| million €     |       | 2001/02 |       |       | 2002/03 |       |       |       |
|---------------|-------|---------|-------|-------|---------|-------|-------|-------|
|               | Q 1   | Q 2     | Q 3   | Q 4   | Q 1     | Q 2   | Q 3   | Q 4   |
| Steel         | 2,607 | 3,123   | 3,071 | 2,931 | 2,937   | 3,299 | 2,853 | 2,799 |
| Automotive    | 1,457 | 1,584   | 1,821 | 1,548 | 1,511   | 1,596 | 1,502 | 1,662 |
| Elevator      | 954   | 976     | 881   | 804   | 954     | 836   | 830   | 747   |
| Technologies  | 1,671 | 978     | 1,372 | 1,283 | 1,338   | 1,068 | 1,453 | 1,125 |
| Materials     | 1,945 | 2,532   | 2,178 | 2,231 | 2,155   | 2,358 | 2,241 | 2,327 |
| Serv          | 639   | 659     | 622   | 620   | 650     | 521   | 668   | 600   |
| Real Estate   | 77    | 90      | 76    | 77    | 78      | 84    | 77    | 106   |
| Corporate     | 16    | 15      | 8     | 6     | 9       | 8     | 4     | 5     |
| Consolidation | (509) | (717)   | (599) | (623) | (592)   | (636) | (553) | (573) |
| Group         | 8,857 | 9,240   | 9,430 | 8,877 | 9,040   | 9,134 | 9,075 | 8,798 |





# **Sales by Quarter**

| million €     |       | 2001/02 |       |       | 2002/03 |       |       |       |
|---------------|-------|---------|-------|-------|---------|-------|-------|-------|
|               | Q 1   | Q 2     | Q 3   | Q 4   | Q 1     | Q 2   | Q 3   | Q 4   |
| Steel         | 2,632 | 2,919   | 3,095 | 3,040 | 2,792   | 3,222 | 3,035 | 2,967 |
| Automotive    | 1,445 | 1,633   | 1,682 | 1,577 | 1,492   | 1,601 | 1,534 | 1,668 |
| Elevator      | 850   | 864     | 879   | 907   | 820     | 812   | 816   | 917   |
| Technologies  | 1,278 | 1,374   | 1,458 | 1,696 | 1,363   | 1,336 | 1,183 | 1,500 |
| Materials     | 2,003 | 2,145   | 2,377 | 2,350 | 2,144   | 2,246 | 2,262 | 2,243 |
| Serv          | 600   | 586     | 621   | 742   | 597     | 566   | 575   | 643   |
| Real Estate   | 77    | 90      | 76    | 77    | 78      | 84    | 77    | 106   |
| Corporate     | 16    | 15      | 8     | 6     | 9       | 8     | 4     | 5     |
| Consolidation | (562) | (611)   | (597) | (650) | (596)   | (657) | (634) | (681) |
| Group         | 8,339 | 9,015   | 9,599 | 9,745 | 8,699   | 9,218 | 8,852 | 9,368 |





# **EBITDA by Quarter**

| million €     | 2001/02 |      |      | 2002/03 |      |      |      |      |
|---------------|---------|------|------|---------|------|------|------|------|
|               | Q 1     | Q 2  | Q 3  | Q 4     | Q 1  | Q 2  | Q 3  | Q 4  |
| Steel         | 186     | 179  | 332  | 335     | 290  | 368  | 348  | 243  |
| Automotive    | 94      | 152  | 167  | 17      | 122  | 123  | 136  | 151  |
| Elevator      | 100     | 98   | 112  | 108     | 104  | 99   | 98   | 125  |
| Technologies  | 33      | 33   | 116  | 85      | 30   | 41   | 30   | 58   |
| Materials     | 27      | 39   | 65   | 60      | 44   | 53   | 55   | 52   |
| Serv          | 60      | 48   | 41   | 62      | 44   | 23   | 26   | (24) |
| Real Estate   | 43      | 34   | 32   | 32      | 34   | 34   | 27   | 23   |
| Corporate     | (42)    | (20) | (78) | 153     | (77) | (49) | (69) | (93) |
| Consolidation | 1       | 4    | 1    | (61)    | (3)  | (1)  | (6)  | (5)  |
| Group         | 502     | 567  | 788  | 791     | 588  | 691  | 645  | 530  |





# **EBIT by Quarter**

| million €     |      | 2001/02 |      |      | 2002/03 |      |      |      |
|---------------|------|---------|------|------|---------|------|------|------|
|               | Q 1  | Q 2     | Q 3  | Q 4  | Q 1     | Q 2  | Q 3  | Q 4  |
| Steel         | (1)  | (12)    | 146  | 144  | 97      | 178  | 151  | 57   |
| Automotive    | 14   | 74      | 86   | (71) | 28      | 53   | 63   | 71   |
| Elevator      | 88   | 78      | 98   | 102  | 93      | 88   | 84   | 116  |
| Technologies  | (10) | (10)    | 72   | 45   | (14)    | 3    | (9)  | 15   |
| Materials     | 8    | 21      | 47   | 40   | 25      | 36   | 35   | 31   |
| Serv          | 24   | 16      | 11   | 21   | 16      | (5)  | 0    | (50) |
| Real Estate   | 32   | 23      | 21   | 19   | 23      | 22   | 14   | 8    |
| Corporate     | (46) | (20)    | (99) | 97   | (76)    | (66) | (71) | (95) |
| Consolidation | 1    | 0       | 4    | (17) | (3)     | (2)  | (4)  | (7)  |
| Group         | 110  | 170     | 386  | 380  | 189     | 307  | 263  | 146  |





# **EBT by Quarter**

| million €     | 2001/02 |      |       | 2002/03 |      |      |      |      |
|---------------|---------|------|-------|---------|------|------|------|------|
|               | Q 1     | Q 2  | Q 3   | Q 4     | Q 1  | Q 2  | Q 3  | Q 4  |
| Steel         | (26)    | (39) | 121   | 111     | 72   | 157  | 124  | 31   |
| Automotive    | 1       | 66   | 77    | (80)    | 20   | 47   | 58   | 63   |
| Elevator      | 72      | 66   | 86    | 93      | 81   | 83   | 81   | 110  |
| Technologies  | (7)     | (4)  | 78    | 45      | (4)  | 15   | 1    | 30   |
| Materials     | (5)     | 10   | 35    | 32      | 14   | 26   | 27   | 23   |
| Serv          | 17      | 12   | 6     | 17      | 9    | (7)  | (2)  | (58) |
| Real Estate   | 28      | 19   | 17    | 16      | 20   | 21   | 12   | 7    |
| Corporate     | (53)    | (37) | (103) | 103     | (68) | (91) | (74) | (99) |
| Consolidation | 1       | 3    | (1)   | (15)    | (3)  | (1)  | (6)  | (5)  |
| Group         | 28      | 96   | 316   | 322     | 141  | 250  | 221  | 102  |





# **Year-on-year Comparison of Highlights by Segment**

| million €     | 2001/02         |         |        |       | 2002/03 |                 |         |        |       |       |
|---------------|-----------------|---------|--------|-------|---------|-----------------|---------|--------|-------|-------|
|               | Order<br>intake | Sales   | EBITDA | EBIT  | EBT     | Order<br>intake | Sales   | EBITDA | EBIT  | EBT   |
| Steel         | 11,732          | 11,686  | 1,032  | 277   | 167     | 11,888          | 12,016  | 1,249  | 483   | 384   |
| Automotive    | 6,410           | 6,337   | 430    | 103   | 64      | 6,271           | 6,295   | 532    | 215   | 188   |
| Elevator      | 3,615           | 3,500   | 418    | 366   | 317     | 3,367           | 3,365   | 426    | 381   | 355   |
| Technologies  | 5,304           | 5,806   | 267    | 97    | 112     | 4,984           | 5,382   | 159    | (5)   | 42    |
| Materials     | 8,886           | 8,875   | 191    | 116   | 72      | 9,081           | 8,895   | 204    | 127   | 90    |
| Serv          | 2,540           | 2,549   | 211    | 72    | 52      | 2,439           | 2,381   | 69     | (39)  | (58)  |
| Real Estate   | 320             | 320     | 141    | 95    | 80      | 345             | 345     | 118    | 67    | 60    |
| Corporate     | 45              | 45      | 13     | (68)  | (90)    | 26              | 26      | (288)  | (308) | (332) |
| Consolidation | (2,448)         | (2,420) | (55)   | (12)  | (12)    | (2,354)         | (2,568) | (15)   | (16)  | (15)  |
| Group         | 36,404          | 36,698  | 2,648  | 1,046 | 762     | 36,047          | 36,137  | 2,454  | 905   | 714   |





# Order Intake and Sales by Business Unit (I)

#### Steel Order intake million € 2001/02 2002/03 Change in % Carbon Steel 6,932 6,989 8.0 Stainless Steel 3,949 3,962 0.3 **Special Materials** 1,352 1,496 10.7 Consolidation -11.6 (501)(559)Total 11,732 11,888 1.3

| Sales             |         |         | million €   |
|-------------------|---------|---------|-------------|
|                   | 2001/02 | 2002/03 | Change in % |
| Carbon Steel      | 6,780   | 7,161   | 5.6         |
| Stainless Steel   | 4,020   | 3,957   | -1.6        |
| Special Materials | 1,443   | 1,514   | 4.9         |
| Consolidation     | (557)   | (616)   | -10.6       |
| Total             | 11,686  | 12,016  | 2.8         |

| Oudering      |         |         |                |
|---------------|---------|---------|----------------|
| Order intake  |         |         | million €      |
|               | 2001/02 | 2002/03 | Change<br>in % |
| Chassis       | 2,688   | 2,796   | 4.1            |
| Body          | 1,821   | 1,578   | -13.3          |
| Powertrain    | 1,889   | 1,926   | 2.0            |
| Consolidation | 12      | (29)    | -              |
| Total         | 6,410   | 6,271   | -2.2           |

**Automotive** 

| Sales         |         |         | million €      |
|---------------|---------|---------|----------------|
|               | 2001/02 | 2002/03 | Change<br>in % |
| Chassis       | 2,711   | 2,764   | 2.0            |
| Body          | 1,751   | 1,685   | -3.8           |
| Powertrain    | 1,862   | 1,877   | 0.8            |
| Consolidation | 13      | (31)    | -              |
| Total         | 6,337   | 6,295   | 0.7            |
|               |         |         |                |





# Order Intake and Sales by Business Unit (II)

## Elevator

| Order intake | million € |
|--------------|-----------|
|--------------|-----------|

|  | 2001/02   | 2002/03  | Change<br>in %                                       |
|--|---|--|--|
| Germany/Austria/Switzerland<br>France/Benelux<br>Spain/Portugal/South America<br>North America/Australia<br>Rest of World<br>Passenger Boarding Bridges<br>Accessibility | 584<br>401<br>595<br>1,653<br>334<br>42<br>111<br>(105) | 583<br>398<br>543<br>1,402<br>356<br>88<br>111 | -0.2<br>-0.8<br>-8.7<br>-15.2<br>6.6<br>109.5<br>0.0 |
| Total  | 3,615   | 3,367  | -6.9   |

| Sales | million € |
|-------|-----------|
| Sales | million € |

|  | 2001/02  | 2002/03  | Change<br>in %                                    |
|--|--|--|---|
| Germany/Austria/Switzerland<br>France/Benelux<br>Spain/Portugal/South America<br>North America/Australia<br>Rest of World<br>Passenger Boarding Bridges<br>Accessibility | 552<br>384<br>497<br>1,676<br>313<br>78<br>108 | 603<br>394<br>529<br>1,438<br>361<br>77<br>108 | 9.2<br>2.6<br>6.4<br>-14.2<br>15.3<br>-1.3<br>0.0 |
| Total  | 3,500  | 3,365  | -3.9  |

## **Technologies**

| Order intake  |                                |                                | million €                      |
|---|--------------------------------|--------------------------------|--------------------------------|
|   | 2001/02                        | 2002/03                        | Change<br>in %                 |
| Production Systems Plant Technology Marine Mechanical Engineering Consolidation | 1,380<br>1,393<br>733<br>1,770 | 1,184<br>1,772<br>289<br>1,716 | -14.2<br>27.2<br>-60.6<br>-3.1 |
| Total   | 5,304                          | 4,984                          | -6.0                           |

|   | 2001/02                        | 2002/03                        | Change in %                   |
|---|--------------------------------|--------------------------------|-------------------------------|
| Production Systems Plant Technology Marine Mechanical Engineering | 1,390<br>1,418<br>911<br>2,065 | 1,250<br>1,452<br>884<br>1,776 | -10.1<br>2.4<br>-3.0<br>-14.0 |
| Consolidation   | 22                             | 20                             | -9.1                          |
| Total   | 5,806                          | 5,382                          | -7.3                          |





# Order Intake and Sales by Business Unit (III)

## Materials

| Order intake   |                                 |                                 | million €                   |
|--|---------------------------------|---------------------------------|-----------------------------|
|  | 2001/02                         | 2002/03                         | Change<br>in %              |
| MaterialsServices Europe MaterialsServices North America Special Products  Consolidation | 4,615<br>1,453<br>2,899<br>(81) | 4,759<br>1,331<br>3,060<br>(69) | 3.1<br>-8.4<br>5.6<br>-14.8 |
| Total  | 8,886                           | 9,081                           | 2.2                         |

| Sales  |                                 |                                 | million €           |
|--|---------------------------------|---------------------------------|---------------------|
|  | 2001/02                         | 2002/03                         | Change<br>in %      |
| MaterialsServices Europe MaterialsServices North America Special Products  Consolidation | 4,619<br>1,453<br>2,886<br>(83) | 4,762<br>1,331<br>2,874<br>(72) | 3.1<br>-8.4<br>-0.4 |
| Total  | 8,875                           | 8,895                           | 0.2                 |

|   | Δ | n | v |
|---|---|---|---|
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| Order intake   |                                    |                                    | million €                      |
|--|------------------------------------|------------------------------------|--------------------------------|
|  | 2001/02                            | 2002/03                            | Change<br>in %                 |
| Industrial Services Construction Services Facilities Services Information Services Consolidation | 1,597<br>199<br>293<br>474<br>(23) | 1,367<br>143<br>476<br>473<br>(20) | -14.4<br>-28.1<br>62.5<br>-0.2 |
| Total  | 2,540                              | 2,439                              | -4.0                           |

| Sales | million € |
|-------|-----------|
|-------|-----------|

|                       | 2001/02 | 2002/03 | Change in % |
|-----------------------|---------|---------|-------------|
| Industrial Services   | 1,593   | 1,453   | -8.8        |
| Construction Services | 199     | 143     | -28.1       |
| Facilities Services   | 308     | 332     | 7.8         |
| Information Services  | 472     | 469     | -0.6        |
| Consolidation         | (23)    | (16)    | 30.4        |
| Total                 | 2,549   | 2,381   | -6.6        |





# Net financial payables by segment

| million €    | Sept 02 | Sept 03 | Change | Change in % |
|--------------|---------|---------|--------|-------------|
| Steel        | 2,485   | 2,249   | -236   | -9.5        |
| Automotive   | 1,197   | 1,178   | -19    | -1.6        |
| Elevator     | 819     | 502     | -317   | -38.7       |
| Technologies | (355)   | (1,057) | -702   | -197.8      |
| Materials    | 1,145   | 1,002   | -143   | -12.5       |
| Serv         | 492     | 291     | -201   | -40.9       |
| Real Estate  | 410     | 355     | -55    | -13.4       |
| Corporate    | (1,451) | (285)   | 1.166  | 80.4        |
| Group        | 4,742   | 4,235   | -507   | -10.7       |





## **Income Statement – Taxes**

| Tax rate acc. to income statement  |  | million €                              |
|--|--|--|
|  | 2001/02                                | 2002/03                                |
| Current income taxes incl.: Germany Foreign  Deferred taxes incl.: Germany Foreign | 193<br>27<br>166<br>(18)<br>(51)<br>33 | 115<br>(23)<br>138<br>37<br>(22)<br>59 |
| Total  | 175                                    | 152                                    |
| EBT  | 762                                    | 714                                    |
| Tax rate in %  | 23.0                                   | 21.3                                   |

#### 2002/03:

- In 2002/03 low tax rate was influenced by the partial tax deductibility of the payment for the acquisition of treasury stock in the amount of €96 m (2001/02 was influenced by tax-free disposal gains)
- New German corporate income tax law sets a statutory income tax rate of 26.5% (in order to help support the victims of last year's flood in East Germany) plus a solidarity surcharge of 5.5%. On top of this there is an effective trade tax of 12.75%, giving a total tax rate of 40.71%. Beginning in 2004, the applicable tax rate is again 25% (plus a solidarity surcharge of 5.5% and trade tax of 13.04%), giving a total tax rate of 39.42% again
- For foreign companies, the respective country-specific tax rates have been used
- Tax loss carryforwards amount to €3.2 bn. According to tax legislation tax losses in the amount of €2.8 bn may be carried forward indefinitely and in unlimited amounts. An amount of €0.4 bn of the tax loss carryforwards will expire over the period through 2023 if not utilized

#### 2003/04:

- Based on current tax legislation and taking into account ongoing tax optimization measures, the tax rate in the future will be around 35%
- In October 2003, German Parliament's lower house (Bundestag) accepted new tax legislation which is subject to approval by Parliament's upper house (Bundesrat). This new tax legislation proposes various changes to business taxation for 2004. The legislative procedure is not yet completed



# **Depreciation**

# **Capital Expenditures Free Cash Flow**

## by segment

| million €                               | 2001/02 | 2002/03 |  |
|---|---------|---------|--|
| Steel                                   | 755     | 765     |  |
| Automotive                              | 327     | 317     |  |
| Elevator                                | 52      | 45      |  |
| Technologies                            | 436     | 164     |  |
| Materials                               | 90      | 77      |  |
| Serv                                    | 205     | 108     |  |
| Real Estate                             | 46      | 52      |  |
| Corporate                               | 38      | 21      |  |
| Consolidation                           | 0       | 0       |  |
| Group                                   | 1,949*  | 1,549   |  |
| * incl. impairment charges €347 million |         |         |  |

| by | segm | ent |
|----|------|-----|
|    |      |     |

| million €     | 2001/02 | 2002/03 |
|---------------|---------|---------|
| Steel         | 833     | 678     |
| Automotive    | 452     | 319     |
| Elevator      | 91      | 132     |
| Technologies  | 181     | 133     |
| Materials     | 69      | 164     |
| Serv          | 161     | 173     |
| Real Estate   | 37      | 45      |
| Corporate     | 52      | 29      |
| Consolidation | (99)    | (69)    |
| Group         | 1,777   | 1,604   |

| hv  | segment |  |
|-----|---------|--|
| IJУ | ocyment |  |

| million €                   | 2001/02 | 2002/03 |
|-----------------------------|---------|---------|
| Steel                       | 244     | 227     |
| Automotive                  | 87      | (35)    |
| Elevator                    | 321     | 230     |
| Technologies                | 75      | 531     |
| Materials                   | 262     | 73      |
| Serv                        | 152     | 152     |
| Real Estate                 | 197     | 89      |
| Corporate/<br>Consolidation | 570     | (409)   |
| Group                       | 1,908   | 858     |
|                             |         |         |

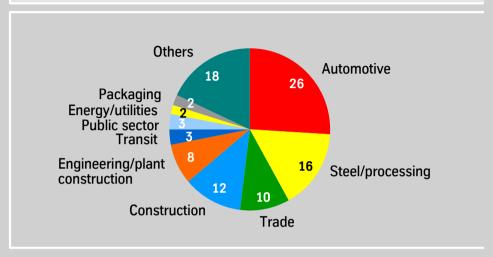




## **Sales**

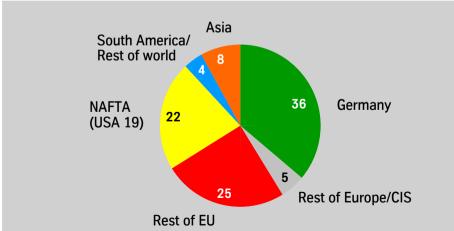
## by customer group 2002/03





## by region 2002/03 (location of customer)





# **Employees**

## by segment

|                        | Sept 02 | Sept 03 | Chang<br>absolute | _     |
|------------------------|---------|---------|-------------------|-------|
| Steel                  | 50,184  | 49,286  | -898              | -1.8  |
| Automotive             | 38,425  | 41,414  | 2,989             | 7.8   |
| Elevator               | 28,768  | 29,689  | 921               | 3.2   |
| Technologies           | 32,781  | 29,871  | -2,910            | -8.9  |
| Materials              | 13,743  | 13,720  | -23               | -0.2  |
| Serv                   | 25,932  | 24,767  | -1,165            | -4.5  |
| Real Estate            | 745     | 638     | -107              | -14.4 |
| Corporate              | 676     | 717     | 41                | 6.1   |
| incl.: ThyssenKrupp AG | 383     | 414     | 31                | 8.1   |
| Group                  | 191,254 | 190,102 | -1,152            | -0.6  |
| thereof: Germany       | 102,850 | 99,523  | -3,327            | -3.2  |
| Abroad                 | 88,404  | 90,579  | 2,175             | -2.5  |

## ThyssenKrupp



## **Overall Economic Situation (I)**

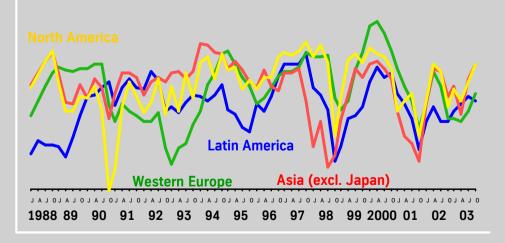
## **Gross domestic product**

|            |  | 2001 | 2002      | 2003*     | 2004 |
|------------|--|------|-----------|-----------|------|
|            |  |      | Real, cha | ange in % | )    |
| World      |  | 1.3  | 2.4       | 2.4       | 3.3  |
| Euro z     | one                                      | 1.7  | 0.9       | 0.5       | 1.7  |
| Germa      | ny                                       | 8.0  | 0.2       | 0.0       | 1.5  |
| France     |  | 2.2  | 1.2       | 0.2       | 1.6  |
| Italy      |  | 1.8  | 0.4       | 0.3       | 1.5  |
| Spain      |  | 2.7  | 2.0       | 2.2       | 2.7  |
| UK         |  | 2.1  | 1.9       | 2.0       | 2.5  |
| USA        |  | 0.3  | 2.4       | 2.8       | 4.0  |
| Canad      | a  | 1.9  | 3.3       | 2.0       | 3.0  |
| Mexico     | )  | -0.3 | 0.9       | 1.4       | 3.6  |
| Japan      |  | 0.4  | 0.2       | 2.5       | 1.8  |
| Russia     |  | 5.0  | 4.3       | 6.0       | 4.5  |
| Centra     | I/Eastern Europe (CEE)                   | 3.1  | 3.0       | 3.6       | 4.3  |
| Emerg      | ing/developing countries                 | 3.1  | 3.7       | 4.2       | 5.1  |
| incl.:     | China                                    | 7.3  | 8.0       | 8.5       | 8.0  |
|            | Asia (excl. Japan/China)                 | 2.6  | 4.7       | 4.1       | 5.0  |
|            | Brazil                                   | 1.4  | 1.5       | 8.0       | 2.8  |
|            | Latin America<br>(excl. Mexico & Brazil) | -0.1 | -3.6      | 1.1       | 4.0  |
| World      | trade                                    | -2.9 | 3.2       | 3.5       | 7.5  |
| * estimate |  |      |           |           |      |
|            |  |      |           |           |      |

#### Global economic climate



#### International economic climate



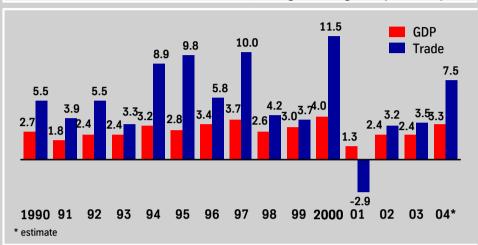




## **Overall Economic Situation (II)**

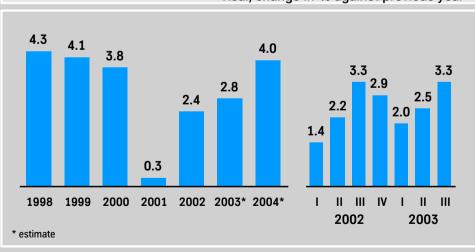
## World GDP and foreign trade

Real, change in % against previous year



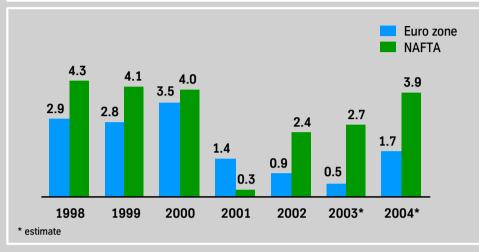
## **Gross domestic product USA**

Real, change in % against previous year



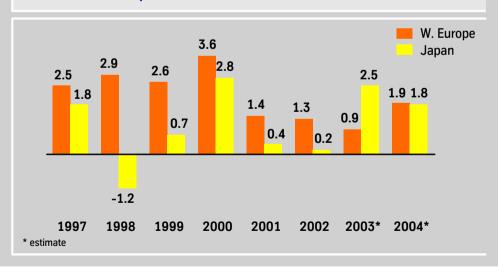
#### Gross domestic product euro zone - NAFTA

Real, change in % against previous year



#### **Gross domestic product**

Index 1995 = 100

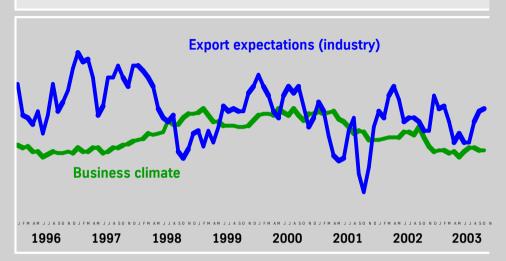




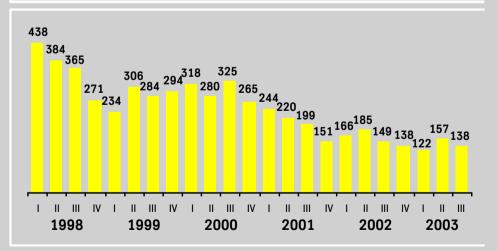


## **Capital goods industry**

## **Economic climate Germany**



# Domestic consumption metal-cutting machine tools USA million US\$, monthly average



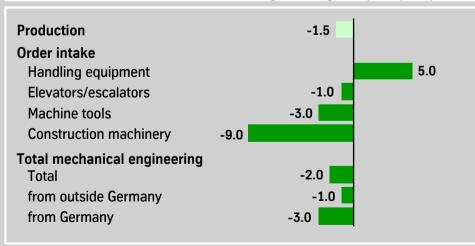
## Gross capital investment 2003 and 2004\*

Real, change in % against previous year



#### Mechanical engineering Germany; January - Sept 2003

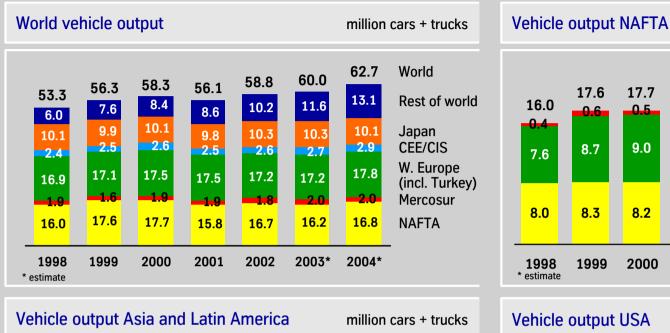
Real, change in % against prior-year period

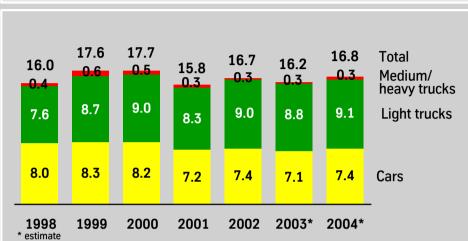


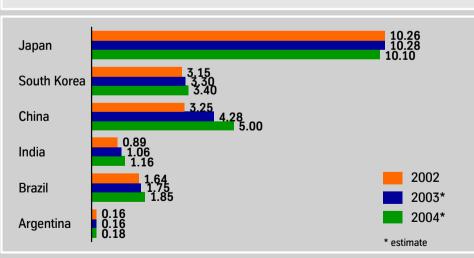


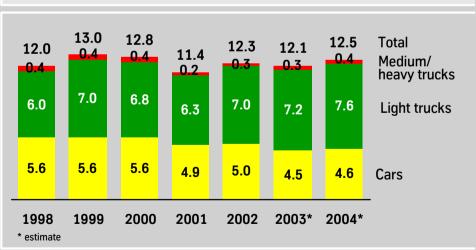


## **Automobile industry (I)**











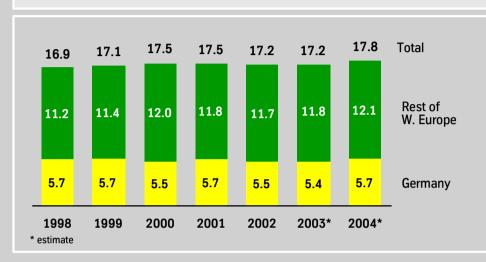


million cars + trucks

million cars + trucks

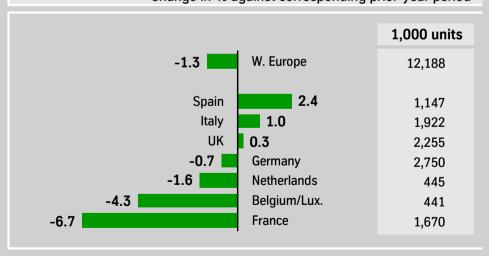
## **Automobile industry (II)**

Vehicle output Western Europe (incl. Turkey) million cars + trucks



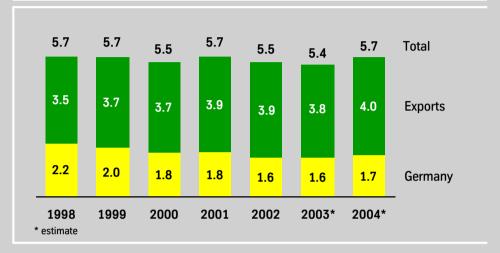
New car registrations Jan. - Sept 2003 W. Europe (excl. Turkey)

Change in % against corresponding prior-year period



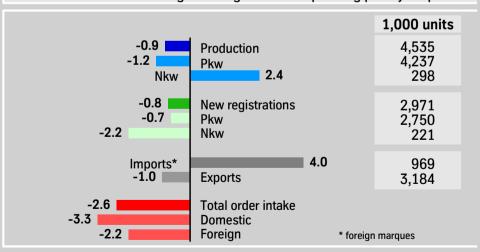
#### **Vehicle output Germany**

million cars + trucks



#### German vehicle output (cars) Jan. - Oct. 2003

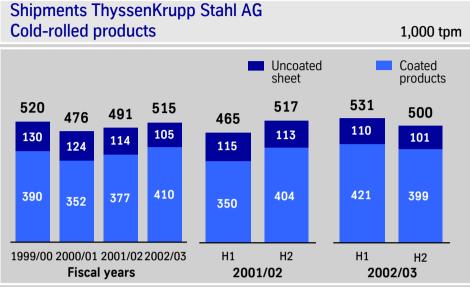
Change in % against corresponding prior-year period

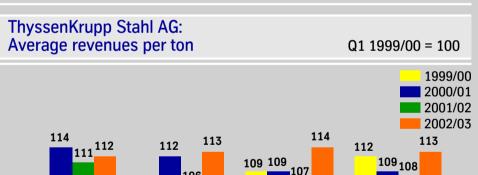


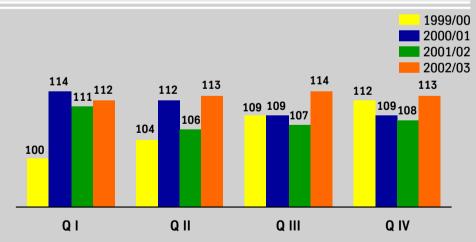




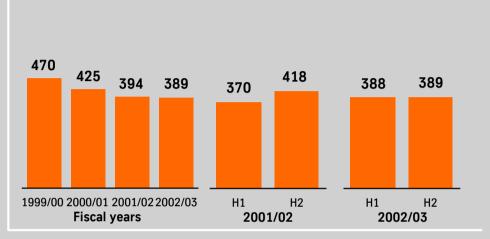
## **Carbon Steel: Shipments and Revenues**



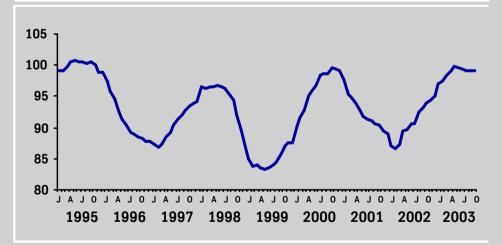








Rolled steel prices (domestic sales) Germany (incl. stainless steel) 



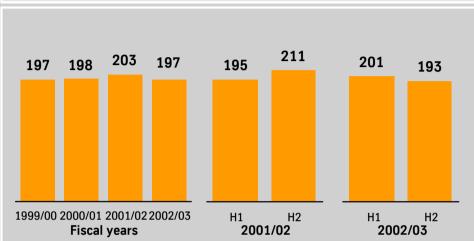




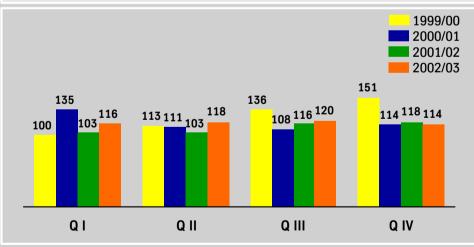
## Stainless steel: Shipments and Revenues



1,000 tpm

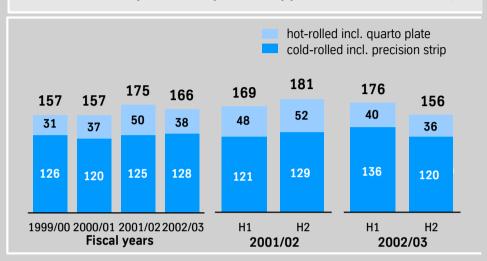


ThyssenKrupp Stainless: Revenues per ton cold strip 4301 (incl. alloy surcharge) Q1 1999/00 = 100



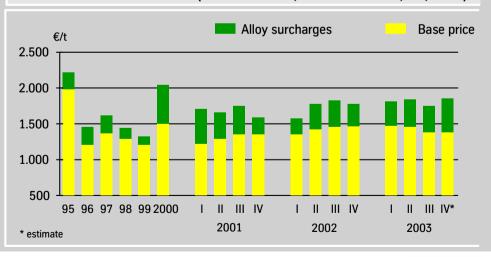
## Stainless flat shipments ThyssenKrupp Stainless

1,000 tpm



## Revenues stainless cold-rolled 4301, Western Europe

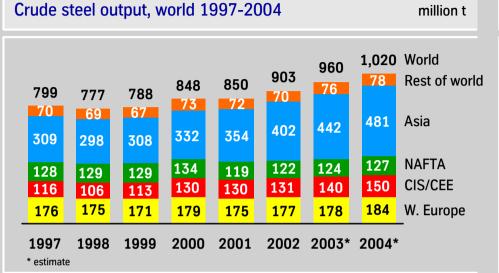
(X5 CrNi 18 - 10, 2 x 1250 x 2000, IIIc, trade)



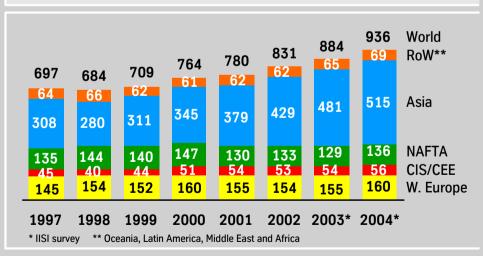




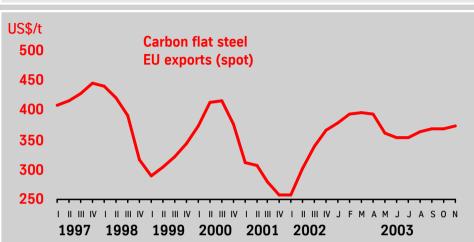
# Steel industry (I)







## Steel prices



#### Raw material prices, world market

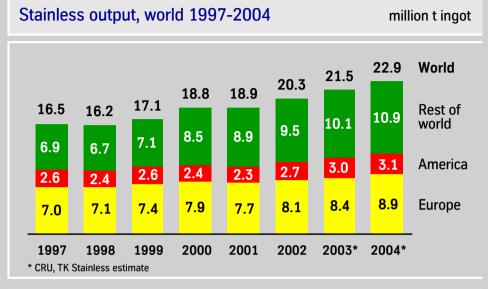
US\$/t or b





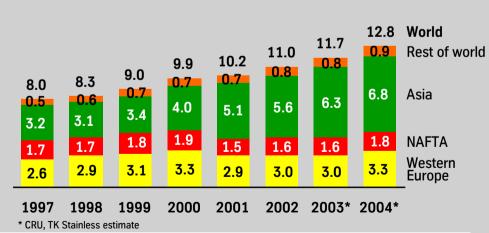


## Steel industry (II)



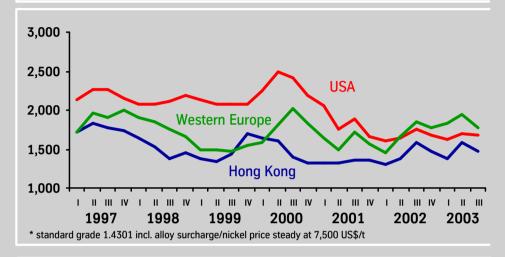


million t/year



#### Stainless cold-rolled prices by region\*

US\$/t



## **Nickel prices**

US\$/t spot market







## **Disclaimer**

This presentation contains certain statements that are neither reported financial results nor other historical information. These statements are forward-looking statements and are subject to risk and uncertainties that could cause actual results to differ materially from those expressed in the forward-looking statements. Many of these risks and uncertainties relate to factors that are beyond ThyssenKrupp's ability to control or estimate precisely, such as future market and economic conditions, the behavior of other market participants, the ability to successfully integrate acquired businesses and achieve anticipated synergies and the actions of government regulators. Readers are cautioned not to place undue reliance on these forward-looking statements, which apply only as of the date of this presentation. ThyssenKrupp does not undertake any obligation to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of these materials.

