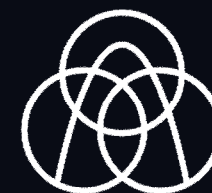


thyssenkrupp in South America

TP Event

March 1st 2018 | Vinicius Bentolila
RHQ-SATAX

engineering.tomorrow.together.



thyssenkrupp

We are a global corporation

~" 41.5 billion sales and 158,736 employees

Present in 79 countries with >2,000 locations

Headquarters located in Germany

Ultimate parent company subject to CbC-Report

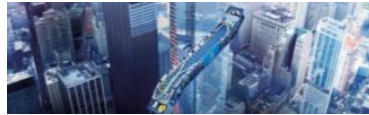


thyssenkrupp operates in 12 key industries

Automotive



Construction,
Infrastructure &
Buildings



Mining and Metals



Chemicals



Power Generation,
Transmission &
Distribution



White Goods



Food & Beverage



Aerospace



Mechanical and
Plant Engineering



Oil & Gas



Shipbuilding



Special Vehicles



Presence in South America

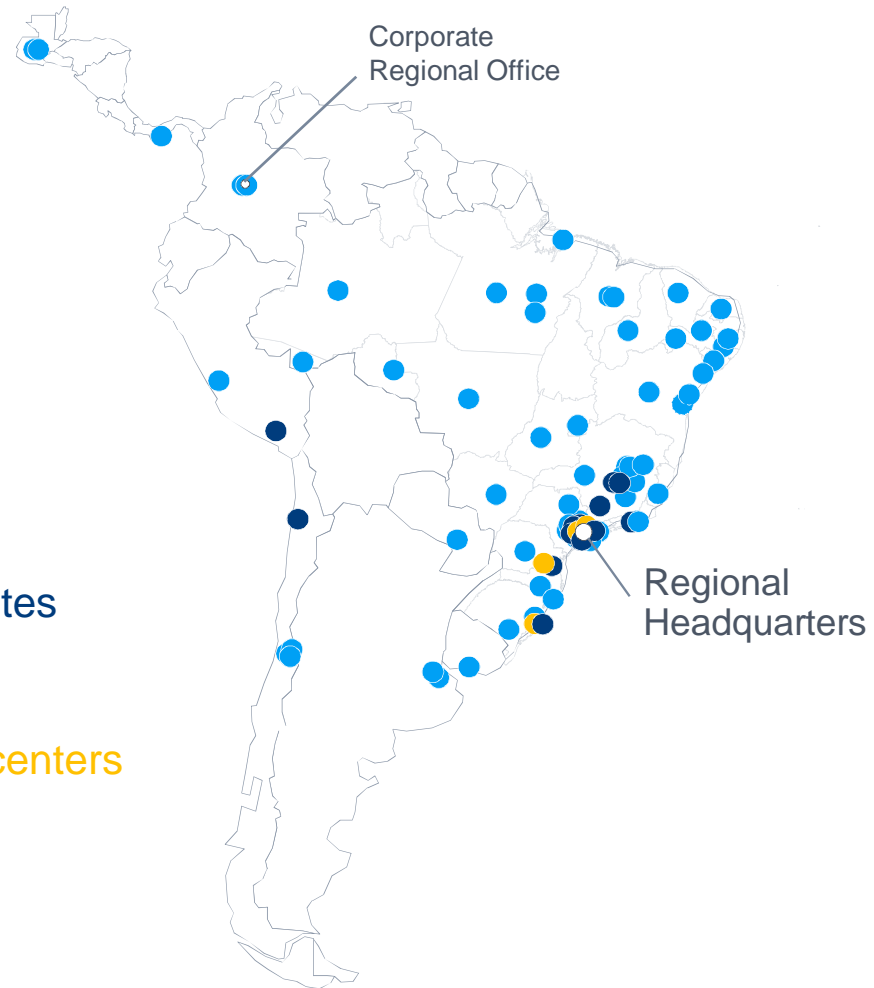
” 1.4 billion in
sales

~10,000
employees

102 regional offices

12 production sites

4 R&D centers



Decision-making: TP aspects to be analyzed before developing a project

Automotive



Components

- “ **Components** for engine, suspension and transmission
- “ Light & heavy forged machined crankshafts & con rods
- “ Springs & stabilizers

Mining and Metals

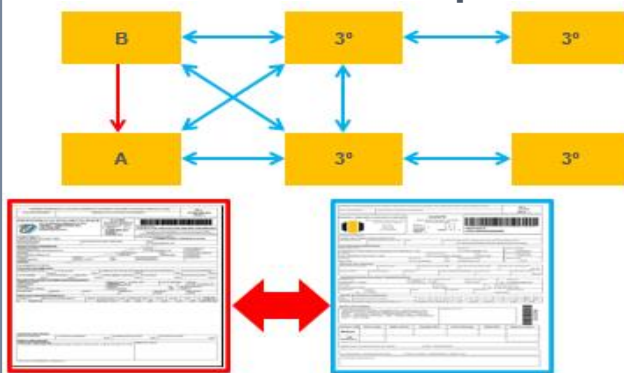


Systems

- “ Open-cast mining systems and equipment for various minerals. e.g. coal, lignite, nickel, phosphate, iron-ore, bauxite, limestone, zinc etc.
- “ **Material handling systems** from individual machines to complete solutions for mining and metallurgical plants

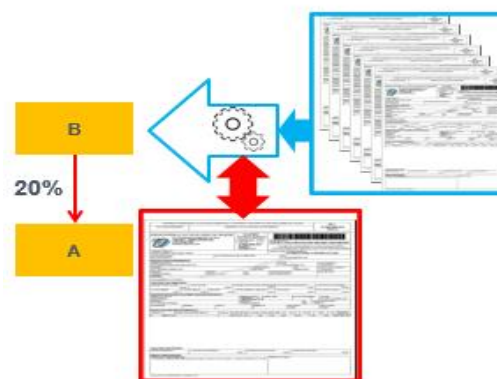
CUP Method

Restriction of comparable



C+ Method

Restriction of documentation



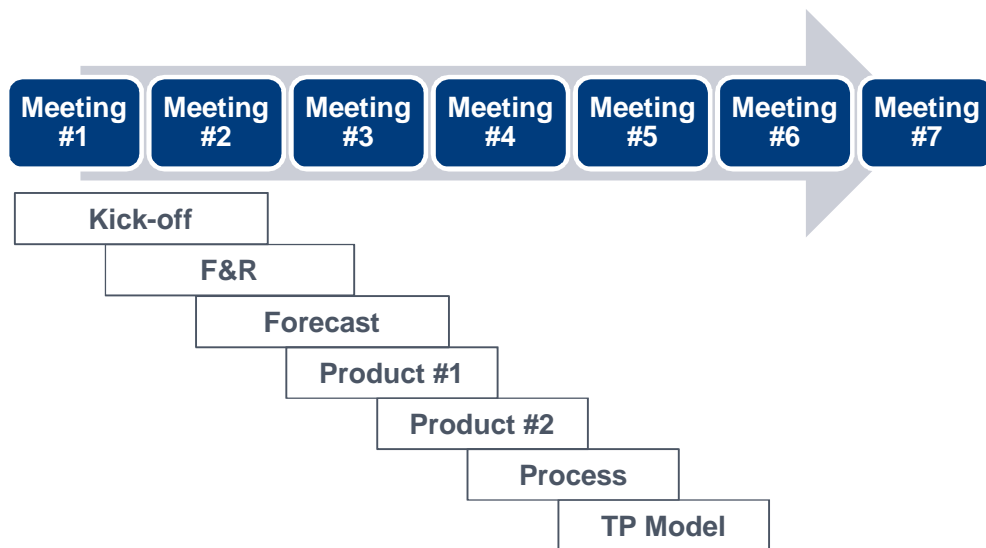
Resale Minus Method

High fixed margins



Decision-making: TP aspects to be analyzed while implementing a project

Efforts to implement a TP model



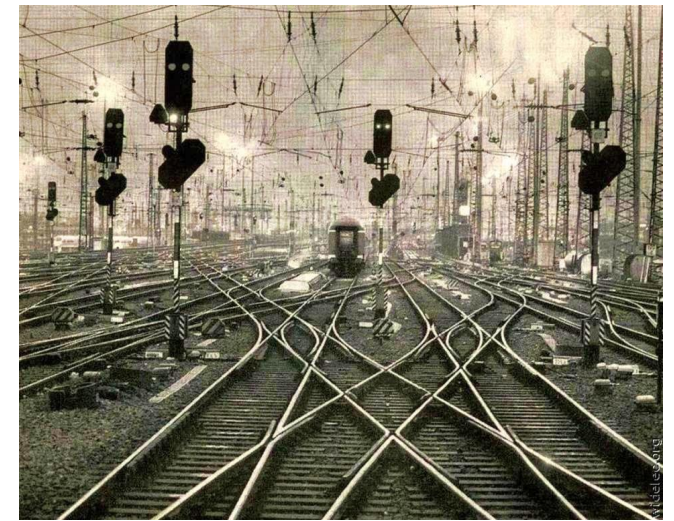
Pecex experience



Decision-making: TP aspects and impacts on the business



Jurisdictions in SA with a
OECD convergent TP model
could attract more external
investments



Brazilian divergent model could
result in an problem for new
investments or even to keep
current business

