

O N D J F M A M J J A S



Credit Suisse – Sales Force Presentation  
London, May 15, 2006

ThyssenKrupp



## Q2 2005/2006 – Overview

### Continued profitable growth

- **Order intake** increased to €12.8 billion, up 14% from a year earlier
- **Sales** rose by 11% to €11.8 billion
- **EBT** improved to €773 million from €448 million in the prior-year quarter
- **EPS** reached €0.84, compared with €0.50 in the 2nd quarter of the prior year
- **Net financial payables** at €191 million (Mar 31, 2006) were €1.78 billion less than at Mar 31, 2005 and €14 million higher than at Sep 30, 2005



# Highlights

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- Best quarter ever –  
Q2 2005/2006 EBT €680 million excluding major nonrecurring items:
  - Break fee Dofasco (€+142 million)
  - Asset impairment Automotive, Kitchener plant (€-49 million)

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- Steel as main earnings contributor (>50% of Group EBT); Technologies with major improvement in profits; Automotive hit by impairment charge

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- Lifting outlook after two very good quarters and already exceeding newly announced mid-term EBT target of €2 billion in the current fiscal year

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- Revised value indicator scheme with increased ROCE and TKVA targets for nearly all divisions, corresponding to medium-term EBT figure

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## 21 Portfolio Optimizations in 2005/2006

Steel		Services	
Special Profile operations (DE)*	Disposal	Jupiter Stomana (BG)**	Acquisition
<b>Automotive</b>		Coferal (DE)	Acquisition
Stahl Company (US)	Disposal initiated	RIP (BR)****	Acquisition
Budd Plastics division (US, MX)	Disposal initiated	Krupp Druckereibetriebe (DE)	Disposal
<b>Technologies</b>		Standardkessel (DE)	Acquisition
Atlas Elektronik (DE)***	Acquisition <sup>+</sup>	Hearn Group (CA)	Acquisition
Maerz Ofenbau (CH)	Acquisition	Metalfast (GB)	Acquisition
BVI Steam Turbine division (DE)	Disposal	VPK Metal (CA)	Acquisition
<b>Elevator</b>		Werkzeugmaschinen (DE)	Disposal <sup>+</sup>
Sun Rhine Enterprises (TW)	Acquisition		
General Elevator Maintenance (CA)	Acquisition		
Atlantic Elevator (US)	Acquisition		
KR Liften (NL)	Acquisition		
SIAR (IT)	Acquisition		
TEAM (ES)	Acquisition <sup>+</sup>		

\* 75.1% / \*\* 80% / \*\*\* 60% / \*\*\*\* 51%

<sup>+</sup> closing not yet completed



## Outlook

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- We expect the generally positive business performance to continue in the further course of the year. For fiscal year 2005/2006 we now plan sales of over €44 billion.
  - Based on the very good 1st-half performance, for the full year we are already aiming to exceed our new medium-term target for earnings before taxes – excluding major nonrecurring effects – of €2 billion.
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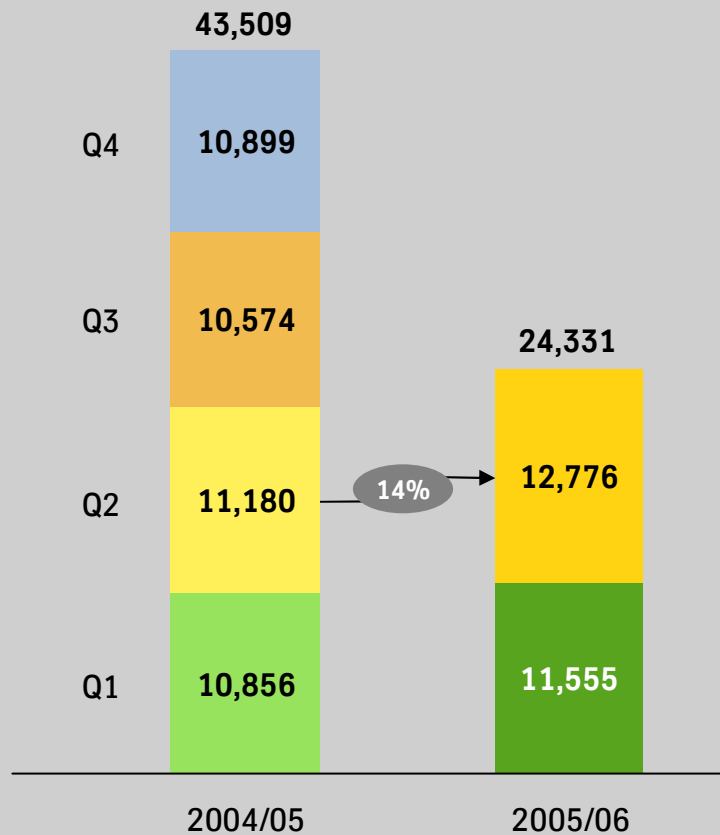
As published in the Interim Report on the 2nd Quarter 2005/2006, May 12, 2006



# Group in Figures (I)

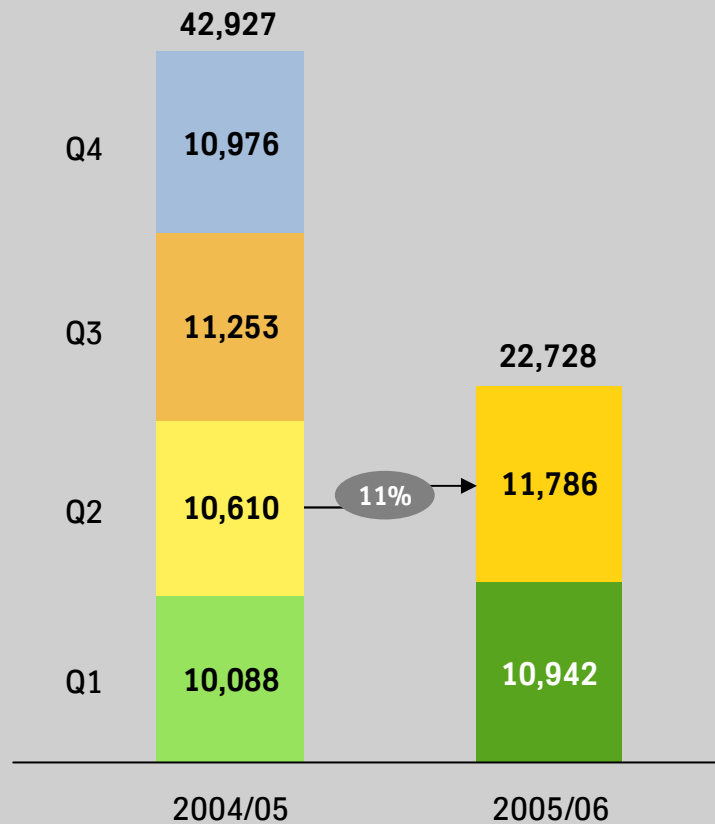
## Order intake

million €



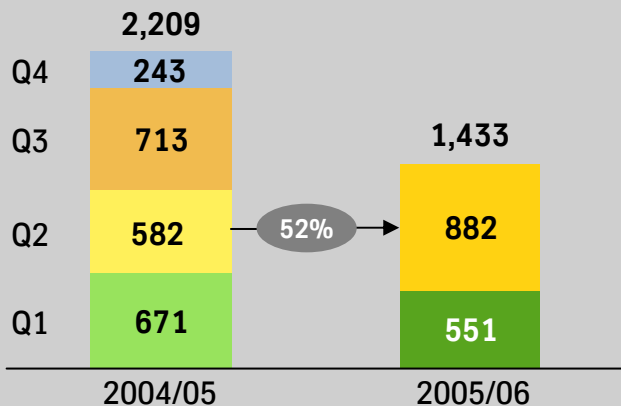
## Sales

million €

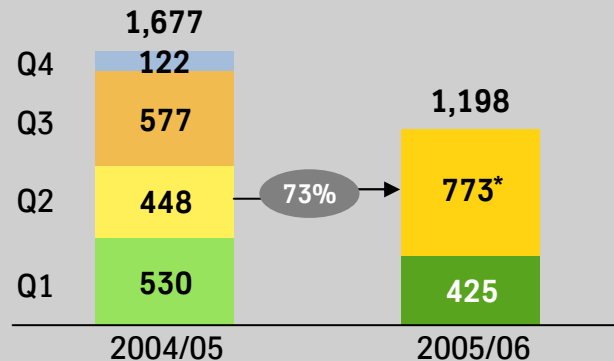


# Group in Figures (II)

**EBIT** million €

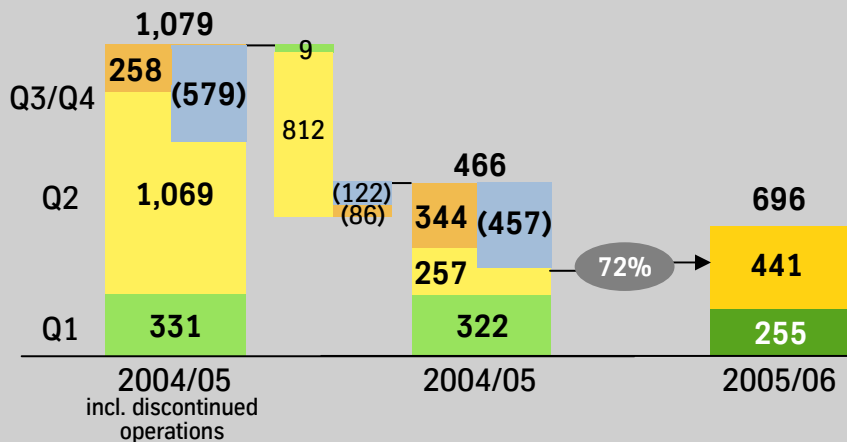


**EBT** million €

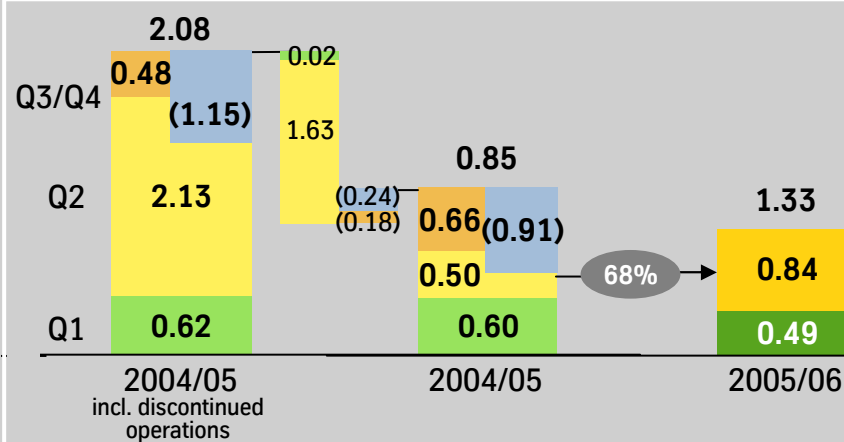


\* incl. break fee Dofasco €+142m and asset impairment Kitchener €-49m

**Net income** million €



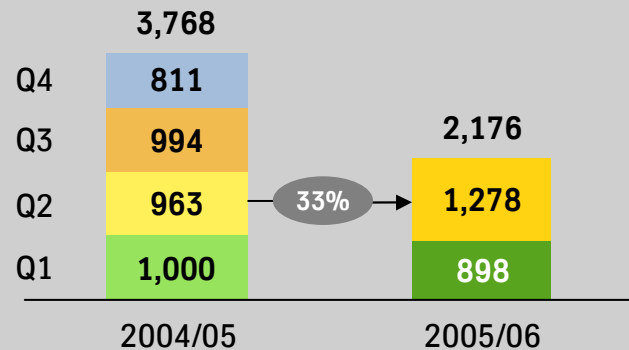
**Earnings per share** €



## Group in Figures (III)

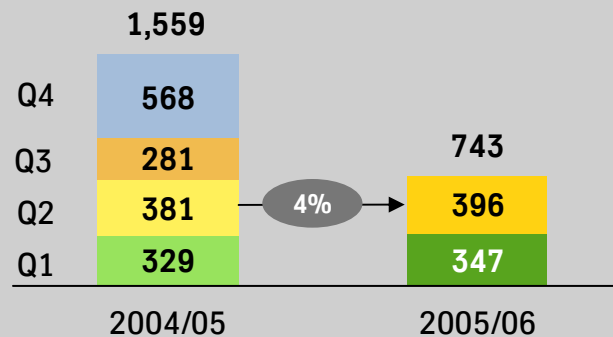
### EBITDA

million €



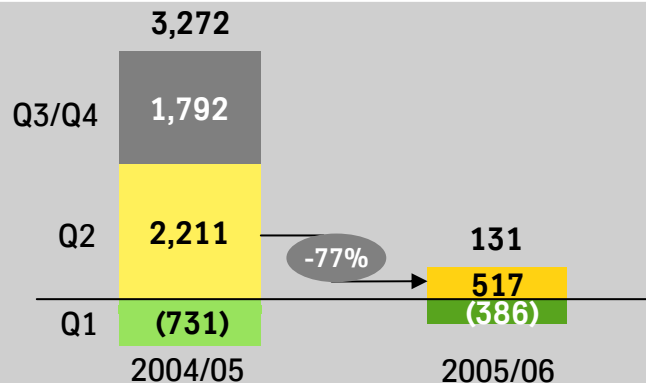
### Depreciation and amortization

million €



### Free cash flow\*

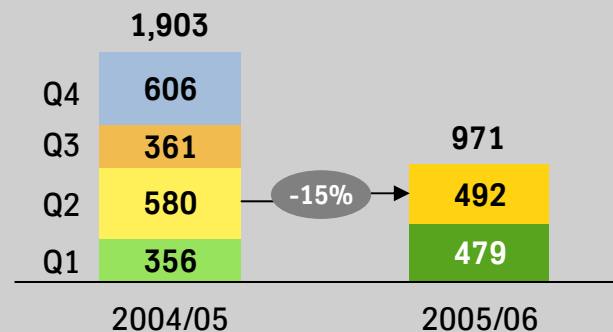
million €



\* figures not adjusted for discontinued operations

### Capital expenditures\*

million €



\* incl. financial investments; figures not adjusted for discontinued operations

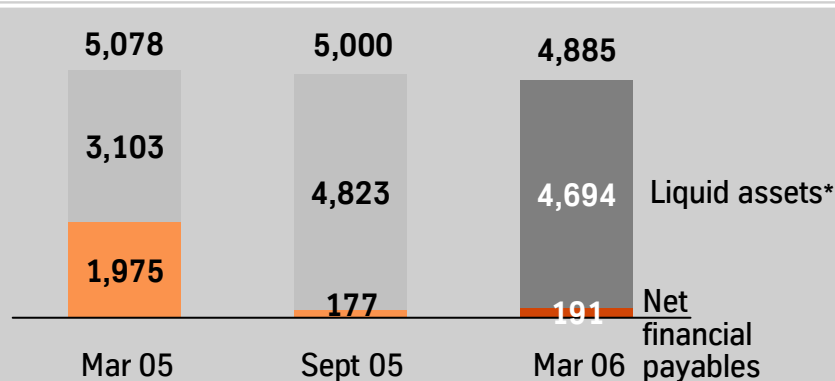




# Group in Figures (IV)

## Financial liabilities

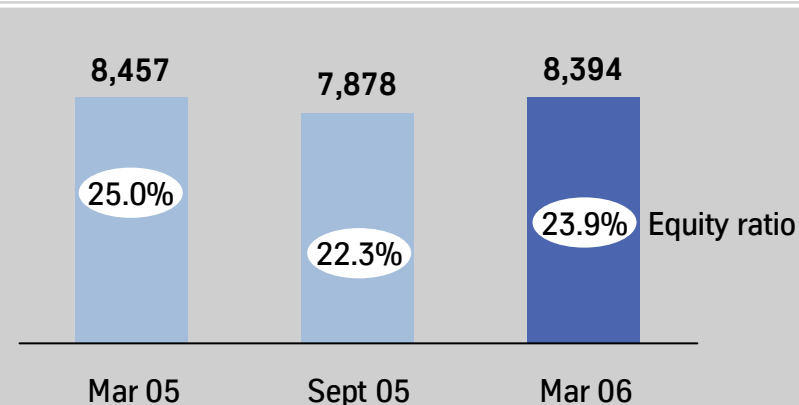
million €



\* cash and cash equivalents, marketable securities

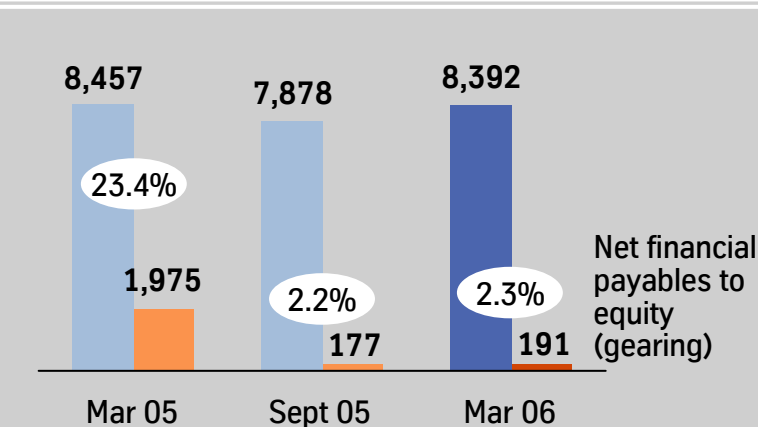
## Stockholders' equity

million €



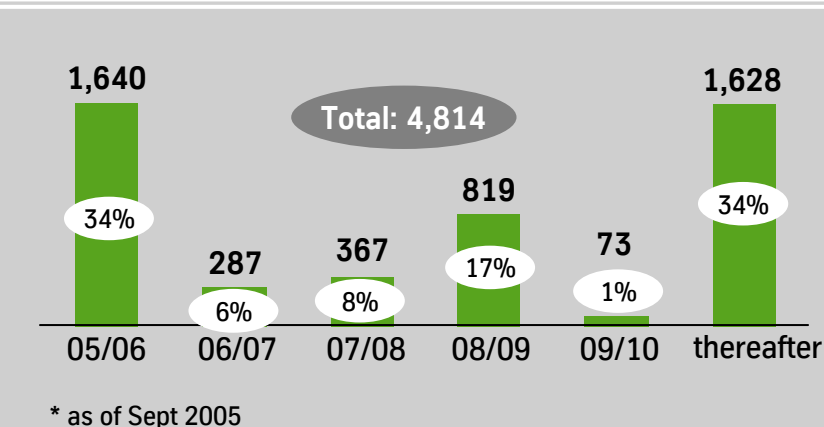
## Gearing

million €



## Maturity profile of gross financial payables\*

million €



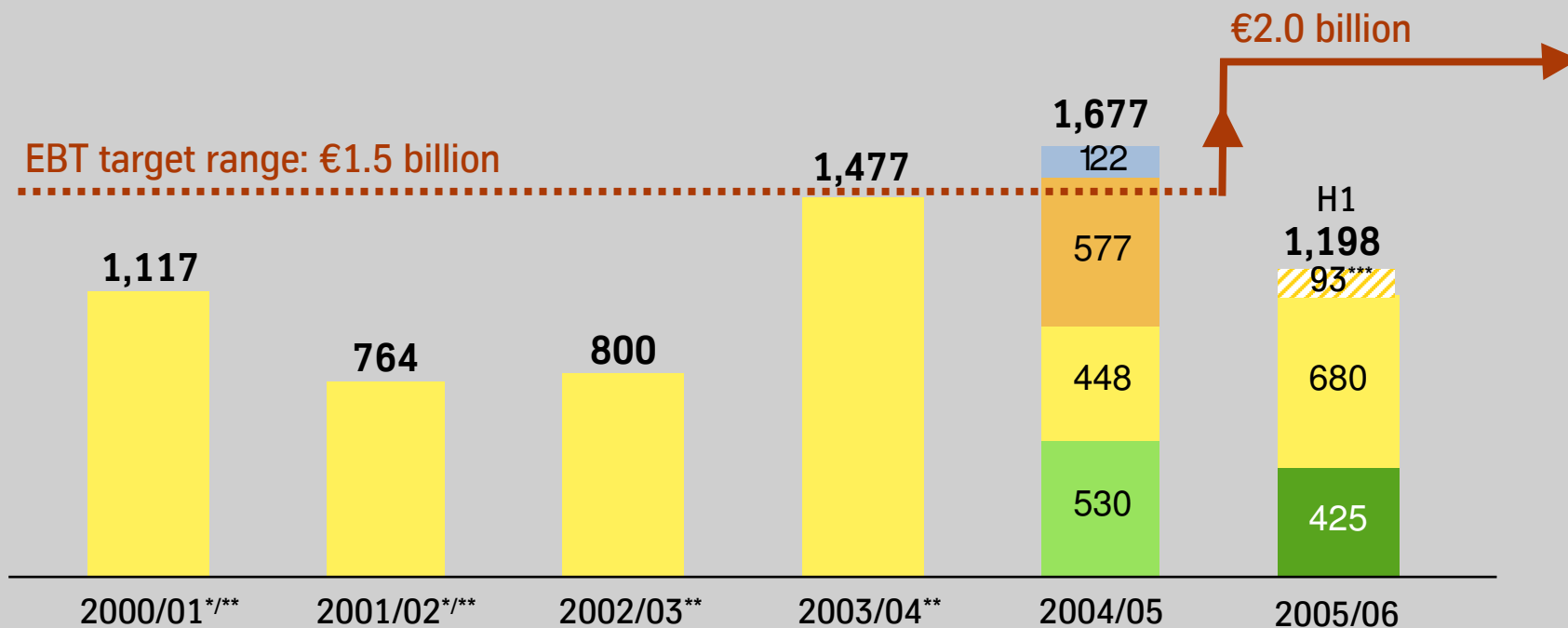
\* as of Sept 2005



# EBT – Track Record and Mid-term Target

EBT

million €



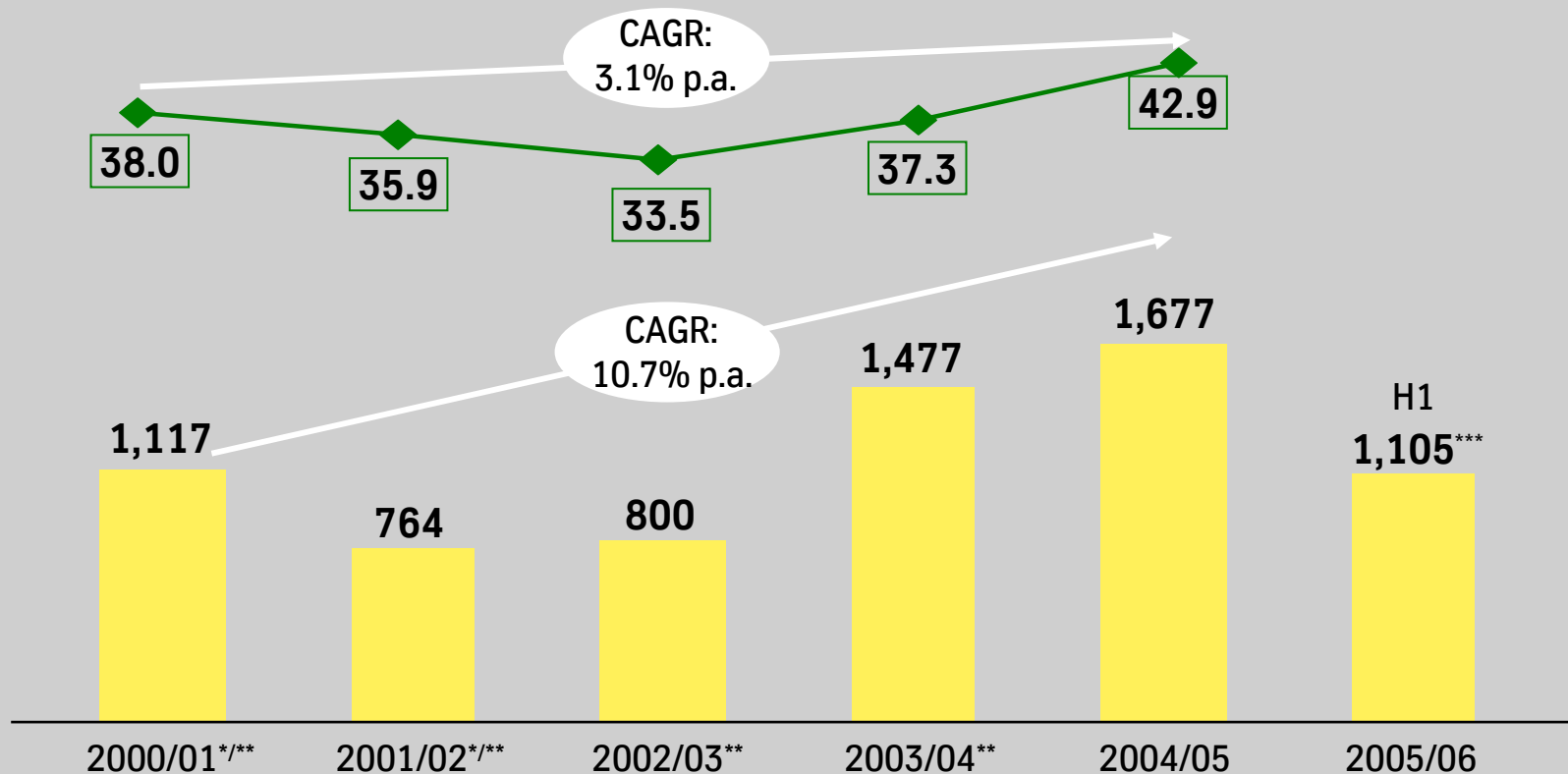
\* not adjusted for discontinued operations    \*\* US GAAP    \*\*\* break fee Dofasco €+142m and asset impairment Kitchener €-49m



# Efficiency Enhancement – Track Record

Sales and EBT

billion € / million €



\* not adjusted for discontinued operations

\*\* US GAAP

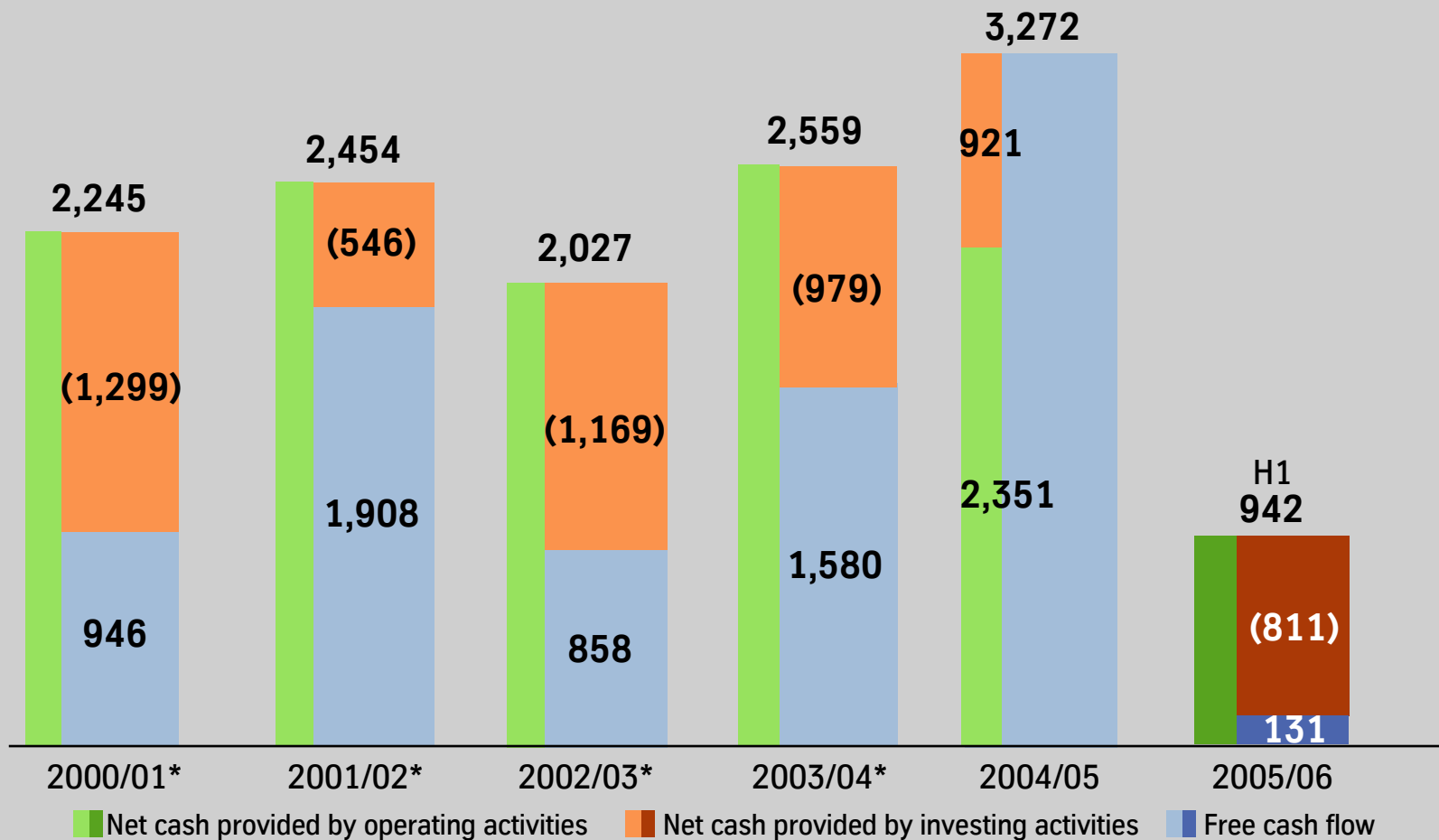
\*\*\* before nonrecurring items



# Cash Flow – Track Record

Net cash provided by operating and investing activities, free cash flow

million €



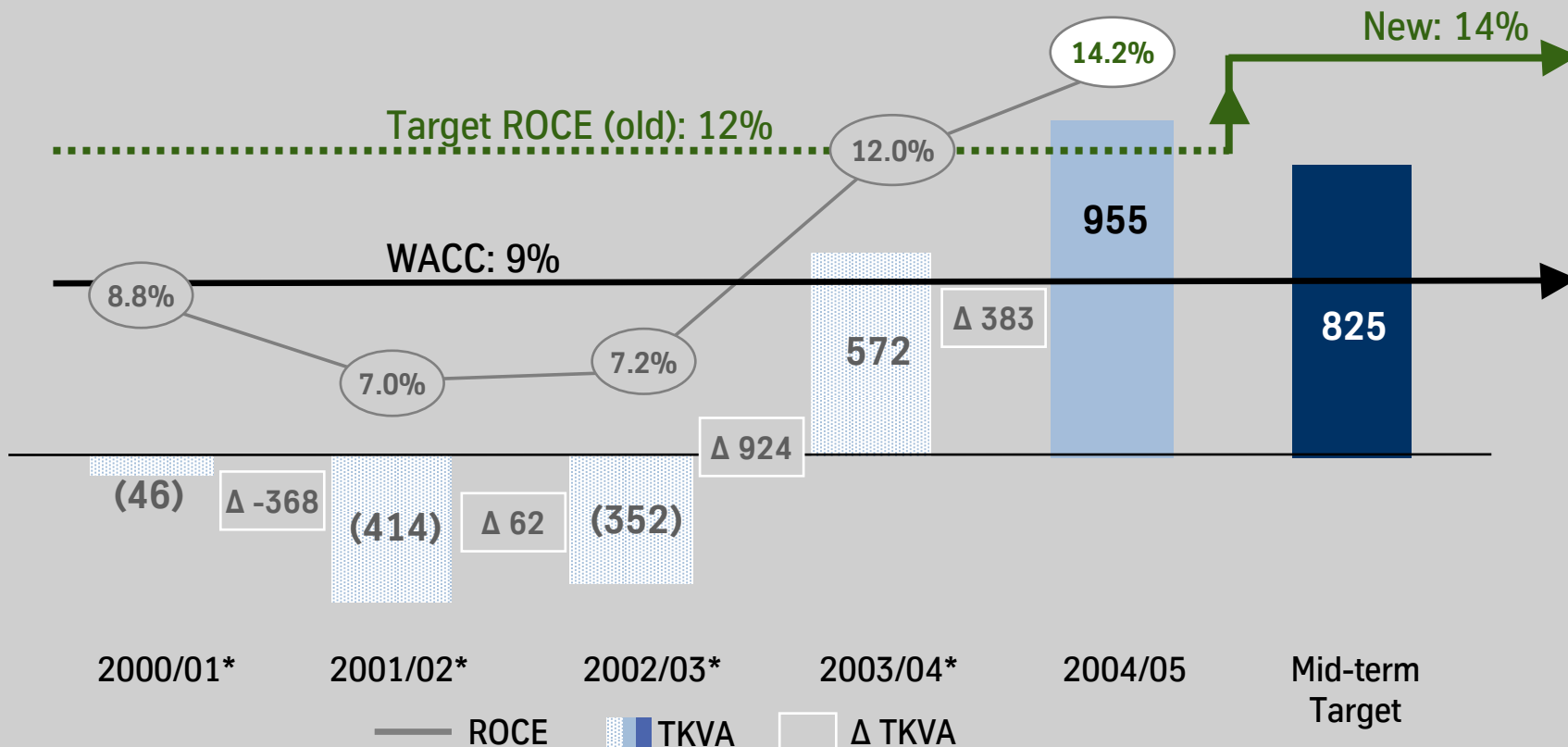
\* US GAAP



# Value Indicators – Track Record and Mid-term Target

## ROCE and ThyssenKrupp Value Added

% / million €



\* US GAAP



## Value Indicators by Segment – Mid-term Targets

	Capital Employed in million € Ø 2004/05	WACC in %	ROCE in %		TKVA in million €		EBT in million €	
			2004/05	Target	2004/05	Target	2004/05	Target
Group	18,391	9.0	14.2	14.0	955	825	1,677	2,000
thereof								
Steel	5,965	9.5	19.4	16.5	593	410	1,094	950
Stainless	2,996	9.5	11.8	13.5	68	110	286	320
Automotive	2,982	9.5	7.9	16.5	-47	200	118	340
Technologies	435	9.5	-15.3*	30.0	-204*	270	40	320
Elevator	1,613	8.5	23.3	27.0	238	330	355	450
Services	3,089	9.0	10.6	14.0	50	160	261	375

All figures incl. discontinued operations except EBT.

\* impacted by disposal loss of MetalCutting



# Overview of Segment Strategies

## Steel

- Clear strategy to enter NAFTA market with focus on high value-added products
- Secure growth opportunities by utilizing low-cost slabs from Brazil
- Expand strong European market position

## Stainless

- Further concentration on high-quality stainless steel products and nickel-base alloys
- Customer focus through strong delivery performance and distribution network
- Downstream expansion in high-profit growth markets

## Automotive

- Focus more on consolidation, especially restructuring of North American activities
- Strengthen global market position for competitive products
- Screening future growth opportunities: business in Asia/with Asian OEMs

## Technologies

- Strengthen 3 highly profitable business units and expansion of service business
- Focus on activities with clear growth potential
- Sustainable value creation and generation of cash flow

## Elevator

- Continuing growth through further acquisitions
- Increasing market share globally and locally, especially Asia and Eastern Europe
- Developing and introducing innovative products and focus on modernization business

## Services

- Growth through integrated services to further dampen volatility of business
- Expansion through organic growth and acquisitions, especially Eastern Europe and North America



# Objective: Profitable Growth Across all Businesses

**ThyssenKrupp AG**  
Sales: up to €50 billion EBT: €2 billion

**Product-oriented businesses**  
Sales: ~ €30 billion

**Service-oriented businesses**  
Sales: ~ €20 billion

**Steel**

Steel  
Stainless

	Sales	EBT
Objective*	16 – 17	1,270
	↑	↑
2004/05*	15.1	1,380

**Capital Goods**

Automotive  
Technologies  
Elevator

	Sales	EBT
Objective*	19 – 21	1,110
	↑	↑
2004/05*	17.4	513

**Services**

Materials and  
Industrial Services

	Sales	EBT
Objective*	12 – 13	375
	↑	↑
2004/05*	12.7	261

\* sales in €bn, EBT in €m





# How to Contact ThyssenKrupp Investor Relations

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

# Appendix

**ThyssenKrupp**



# ThyssenKrupp Group 2004/2005

## ThyssenKrupp AG

Group sales €42.9 billion • EBT €1,677 million • TKVA\* €955 • Employees 185,932

Steel		Stainless		Automotive		Technologies		Elevator		Services	
Sales	€9.6 bn	Sales	€5.6 bn	Sales	€7.9 bn	Sales	€5.8 bn	Sales	€3.8 bn	Sales	€12.7 bn
EBT	€1,094 m	EBT	€286 m	EBT	€118 m	EBT	€40 m	EBT	€355 m	EBT	€261 m
TKVA	€593 m	TKVA	€68 m	TKVA	€-47 m	TKVA	€-204 m**	TKVA	€238 m	TKVA	€50 m
Empl.	31,634	Empl.	12,201	Empl.	43,537	Empl.	28,042	Empl.	34,151	Empl.	35,067
<ul style="list-style-type: none"> <li>• Steelmaking</li> <li>• Industry</li> <li>• Auto</li> <li>• Processing</li> </ul>		<ul style="list-style-type: none"> <li>• Nirosta</li> <li>• Acciai Speciali Terni</li> <li>• Mexinox</li> <li>• Shanghai Krupp Stainless</li> <li>• Stainless Int.</li> <li>• VDM</li> </ul>		<ul style="list-style-type: none"> <li>• Chassis</li> <li>• Body</li> <li>• Powertrain</li> </ul>		<ul style="list-style-type: none"> <li>• Plant Technology</li> <li>• Marine Systems</li> <li>• Mechanical Engineering</li> <li>• Transrapid</li> </ul>		<ul style="list-style-type: none"> <li>• 4 regional business units</li> <li>• Accessibility</li> <li>• Escalators/ Passenger Boarding Bridges</li> </ul>		<ul style="list-style-type: none"> <li>• Materials Services Europe</li> <li>• Materials Services North America</li> <li>• Industrial Services</li> <li>• Special Products</li> </ul>	
<b>Steel</b>				<b>Capital Goods</b>				<b>Services</b>			

Inter-segment sales unconsolidated; employees as at Sept 30, 2005 \* ThyssenKrupp Value Added \*\* impacted by disposal loss of MetalCutting

ThyssenKrupp



## Segment Overview by Quarter (I)

	2nd quarter 2004/2005			2nd quarter 2005/2006		
	Order intake in €m	Sales in €m	Employees (Mar 31)	Order intake in €m	Sales in €m	Employees (Mar 31)
Steel	2,372	2,359	31,390	2,945	2,711	30,294
Stainless	1,388	1,385	12,328	2,096	1,626	12,143
<i>Special Materials</i>	258	209	2,553	--	--	--
Automotive	1,927	1,964	44,221	2,064	2,165	42,610
Technologies	1,732	1,466	29,015	1,503	1,456	27,469
Elevator	1,071	863	32,943	1,203	1,054	35,109
Services	3,136	3,077	33,234	3,752	3,383	39,016
Corporate	33	33	1,246	35	35	1,356
Consolidation	(737)	(746)	--	(822)	(644)	--
<b>Group</b>	<b>11,180</b>	<b>10,610</b>	<b>186,930</b>	<b>12,776</b>	<b>11,786</b>	<b>187,997</b>



## Segment Overview by Quarter (II)

million €	2nd quarter 2004/2005			2nd quarter 2005/2006		
	EBITDA	EBIT	EBT	EBITDA	EBIT	EBT
Steel	416	275	258	575	433	416
Stainless	149	114	97	105	69	52
<i>Special Materials</i>	<i>(9)</i>	<i>(52)</i>	<i>(54)</i>	--	--	--
Automotive	168	94	67	153	20	(10)
Technologies	52	11	15	106	71	85
Elevator	89	76	71	114	101	94
Services	123	95	78	138	108	91
Corporate	(62)	(26)	(79)	87	78	49
Consolidation	37	(5)	(5)	0	2	(4)
<b>Group</b>	<b>963</b>	<b>582</b>	<b>448</b>	<b>1,278</b>	<b>882</b>	<b>773</b>



## Segment Overview – Quarterly Sales for 2004/2005 and 2005/2006

million €	2004/2005					2005/2006	
	Q1	Q2	Q3	Q4	FY	Q1	Q2
Steel	2,292	2,359	2,508	2,409	9,568	2,484	2,711
Stainless	1,304	1,385	1,566	1,317	5,572	1,352	1,626
<i>Special Materials</i>	178	209	1	1	389	--	--
Automotive	1,864	1,964	2,057	1,982	7,867	1,972	2,165
Technologies	1,133	1,466	1,542	1,624	5,765	1,603	1,456
Elevator	877	863	942	1,091	3,773	1,008	1,054
Services	3,198	3,077	3,327	3,076	12,678	3,066	3,383
Corporate	34	33	29	42	138	36	35
Consolidation	(792)	(746)	(719)	(566)	(2,823)	(579)	(644)
<b>Group</b>	<b>10,088</b>	<b>10,610</b>	<b>11,253</b>	<b>10,976</b>	<b>42,927</b>	<b>10,942</b>	<b>11,786</b>



## Segment Overview – Quarterly EBT for 2004/2005 and 2005/2006

million €	2004/2005					2005/2006	
	Q1	Q2	Q3	Q4	FY	Q1	Q2
Steel	252	258	367	217	1,094	272	416
Stainless	125	97	72	(8)	286	7	52
<i>Special Materials</i>	4	(54)	0	(19)	(69)	--	--
Automotive	24	67	43	(16)	118	0	(10)
Technologies	47	15	33	(55)	40	92	85
Elevator	98	71	79	107	355	85	94
Services	92	78	102	(11)	261	85	91
Corporate	(102)	(79)	(116)	(85)	(382)	(111)	49
Consolidation	(10)	(5)	(3)	(8)	(26)	(5)	(4)
<b>Group</b>	<b>530</b>	<b>448</b>	<b>577</b>	<b>122</b>	<b>1,677</b>	<b>425</b>	<b>773</b>



## Disclaimer

In this presentation all figures are prepared in accordance with IFRS. Moreover the figures in the income statement refer to continuing operations unless otherwise stated.

**Due to the conversion process figures included here should be seen as provisional as the IASB may still enact provisions that could be applied retroactively. The audit of the restated figures will be in conjunction with the audit of the full financial statements under IFRS for the fiscal year ending September 30, 2006.**

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 risks 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.

