

Analysts' and Investors' Conference, Fiscal Year 2006 – 2007

Villa Hügel, Essen, December 04, 2007

06—07

Agenda

Ekkehard D. Schulz, Chairman of the Executive Board

- ➔ Strongest Performance Since the Merger
- ➔ Growth Course and Portfolio Optimization
- ➔ Cornerstones of Group Strategy
- ➔ ThyssenKrupp Best
- ➔ Strong Innovation Skills
- ➔ Segment Strategies
- ➔ Opportunities for ThyssenKrupp from Megatrends
- ➔ Outlook



Strongest Performance Since the Merger

		2005/2006	2006/2007	%
EBT	million €	2,623	3,330	+ 30
Order intake	billion €	50.8	54.6	+ 8
Sales	billion €	47.1	51.7	+ 10
Earnings per share	€	3.24	4.30	+ 33
Dividend	€	1.00	1.30	+ 30
ROCE	%	17.9	20.7	
TKVA	million €	1,510	2,108	+ 40



ThyssenKrupp 2011/12: Sales €65 billion and EBT €4.5-5 billion

in billion €

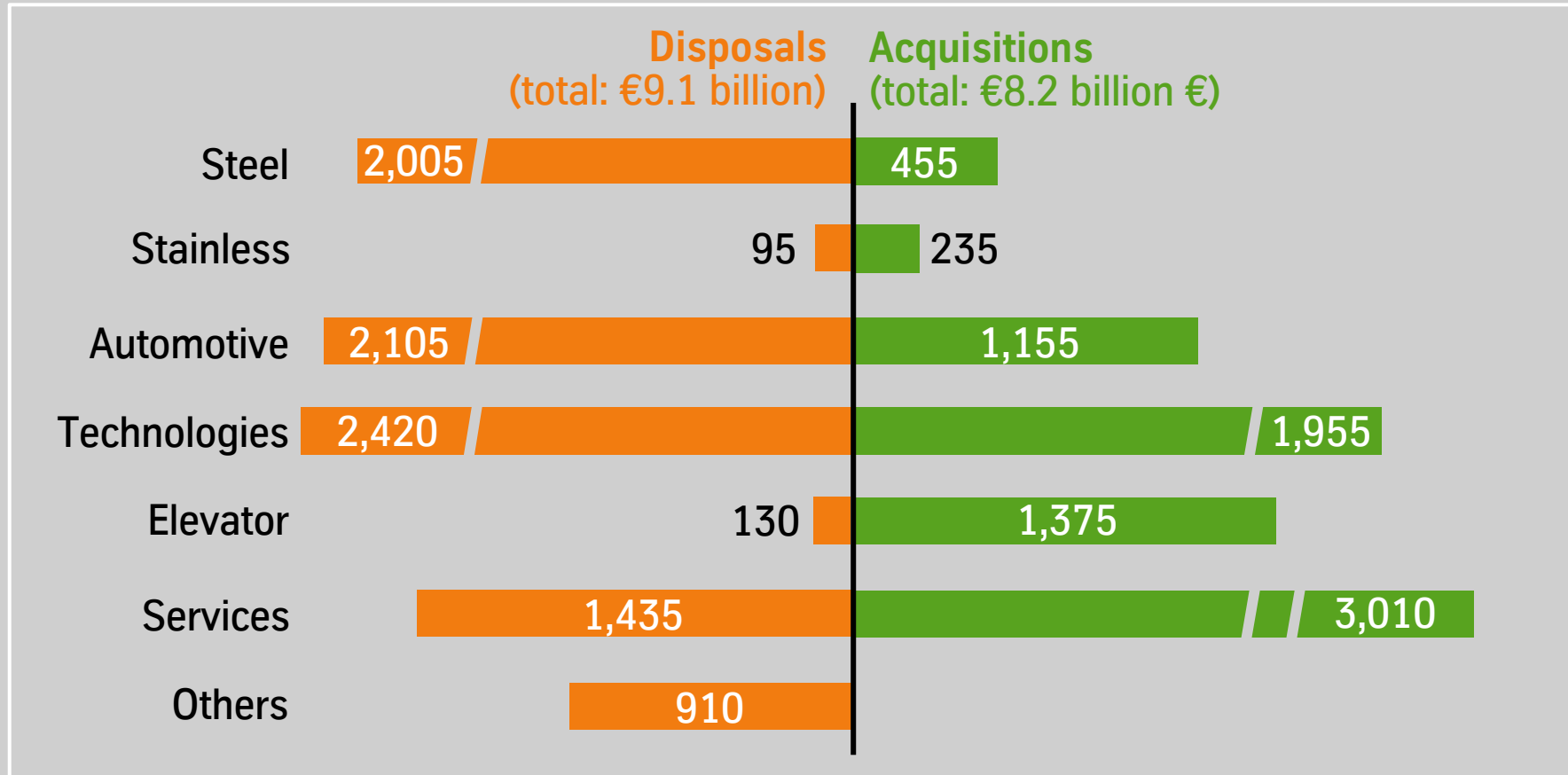
ThyssenKrupp AG Sales ~ 65 • EBT ~ 4.5-5 Investment 18-20							
Steel		Capital Goods	Services				
Steel	Stainless	Technologies	Elevator	Services			
Target EBT		1.9	1.0	0.8	0.8	0.8	
Delta sales		+4-6		+3-4		+5-6	
Sales FY 2006/07		13.2	8.7	11.5	4.7	16.7	



Active Portfolio Management

Main portfolio changes since merger (as at September 30, 2007)

Sales in million €



Cornerstones of Group Strategy

in billion €

Increase in earnings level
(>2.5-3 to 4.5-5)

Active portfolio management

Disposals

Acquisitions

Growth in core businesses

Capex

Focus

10-11

TKS
TKL

Steel

America
Europe

4-5

TKT

Capital
Goods

BRIC
Middle East

3-4

TKE
TKX

Services

E. Europe
N. America
Middle East
Asia

Group initiatives/programs

TK best

Management Development/
Academy

Skill upgrading/HR

Knowledge management

Innovation/R&D

Value management

Clear and uniform indicators/metrics

Target setting and control

Resource allocation



Leading Market Positions in all Segments

Steel		
Carbon flat (hot-rolled)	(Europe)	2
Tinplate	(Europe)	3
Electrical steel		2
Coated products	(Europe)	2
Tailored blanks		1

Stainless		
Stainless flat products		1
Nickel alloys		2
Titanium	(Europe)	1
Stainless processing (forging, tubes)	(Europe)	1

Technologies		
Plant Technology		1-2
Marine Systems		1
Mechanical Components		1
Automotive Solutions		1-3

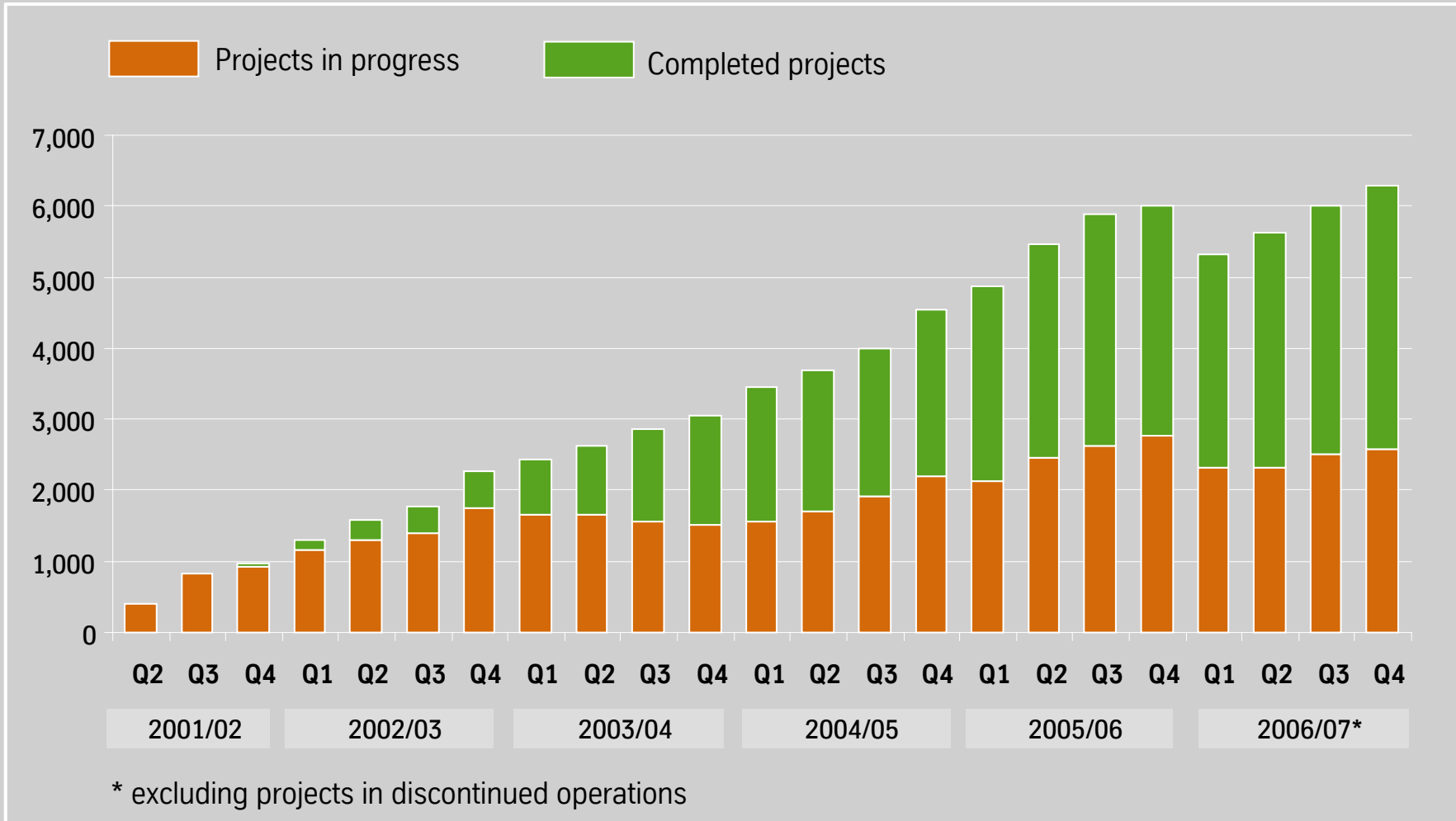
Elevator		
Elevator (elevators/escalators)		3

Services		
Mat. Services Intern.	(Europe)	1
Mat. Services NA		3
Industrial Services	(Europe)	1-3

1, 2, 3 Market position



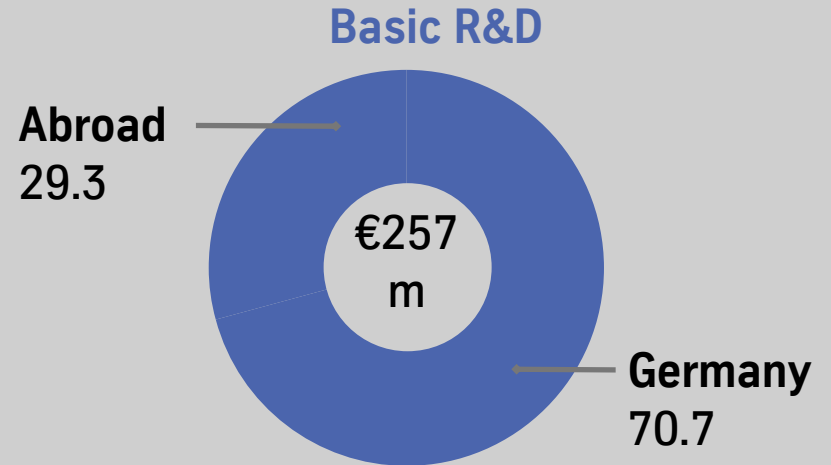
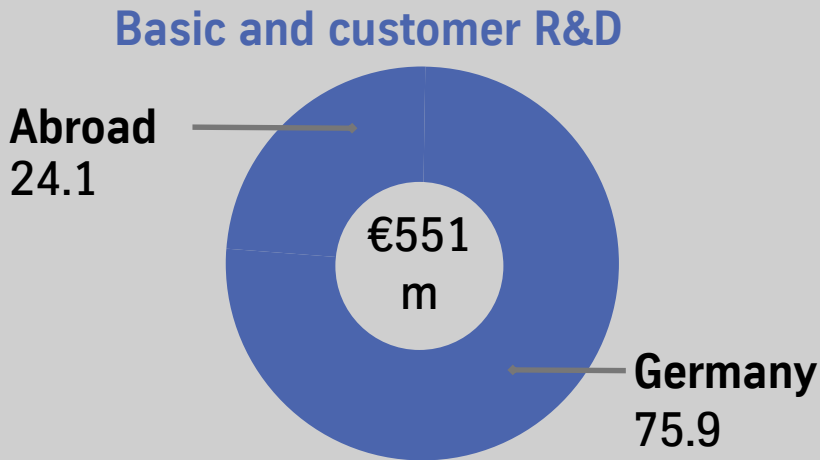
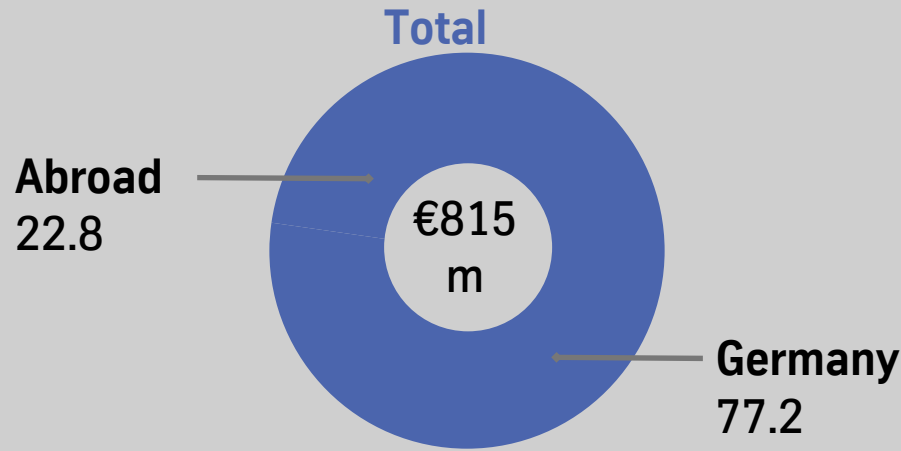
ThyssenKrupp Best Projects Worldwide



Customer-related R&D is Focus for ThyssenKrupp

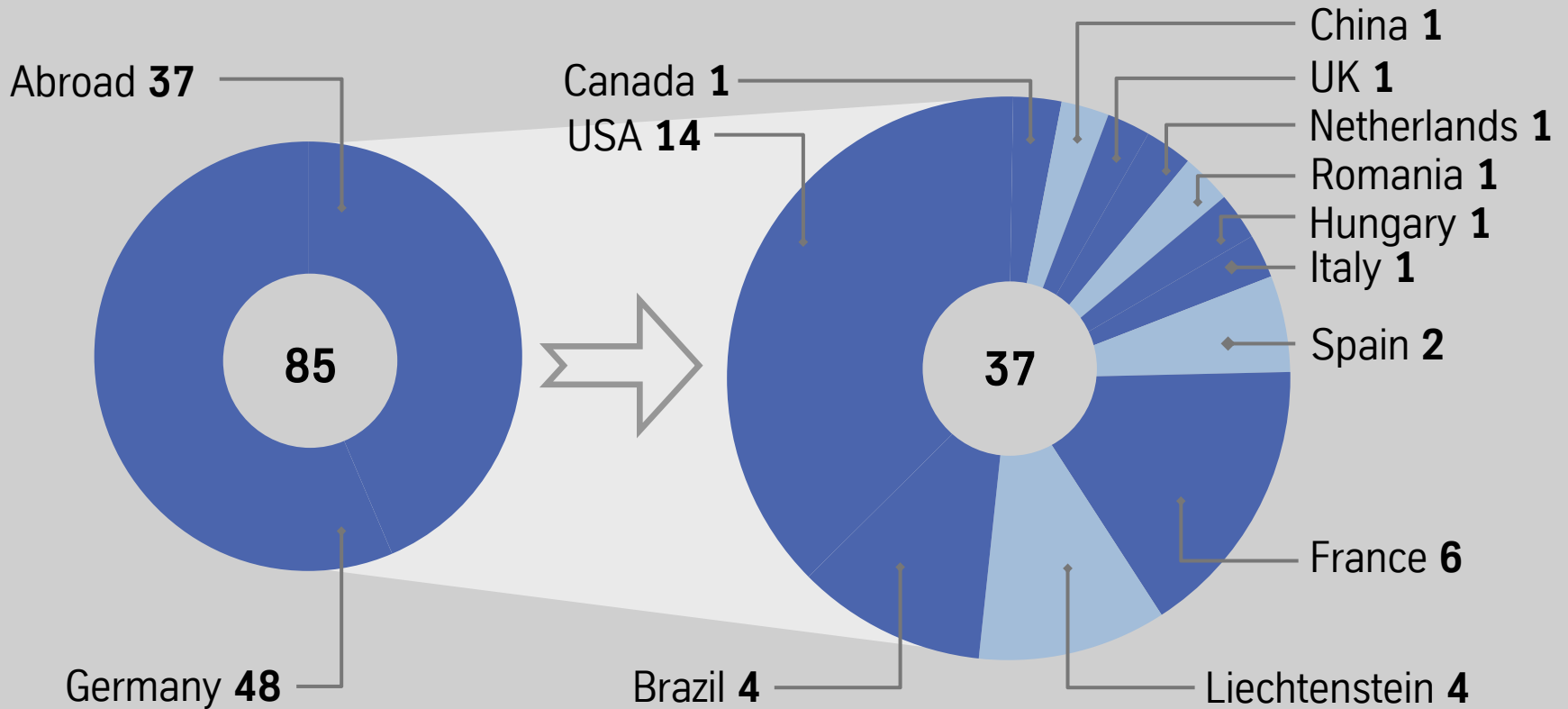
Innovation spending in FY 2006/2007

Figures in %



R&D Centers Around the World

Analysis of ThyssenKrupp R&D centers by country



Strong Innovation Skills

Steel and Technologies

- Research and development initiative “InCar”
- Innovative solution for automobile cockpit

Stainless

- Raw material-saving stainless flat products

Technologies

- Plant technology as engine for innovations
- Innovative naval shipbuilding

Elevator

- TurboTrack as ground-breaking innovation

Services

- New processes and systems for environmental area



Segment Strategies

Steel and Stainless

- Organic growth
- Capex of €10-11 billion
- Slab facility in Brazil
- Joint Steel-Stainless steel plant in Alabama



TK CSA – Major Challenges, Well on Track (I)



TK CSA – Major Challenges, Well on Track (II)

- All main works on schedule
- Since October over 9,000 people at work each day on the construction sites
- Move of all employees to plant site carried out on schedule
- Training programs in Germany and Brazil on schedule
- Continuation of recruitment plans with over 100 new employees per month
- Further intensification of work to improve health and safety on the site



US Greenfield Making Continuing Good Progress

Significant progress in site preparation / first contracts placed

- Priority 1 site preparation measures completed.
Priority 2 and 3 in progress
- Continuation of engineering, especially infrastructure engineering
- Air permit issued August 17, 2007 and Section 10/404 approval October 12, 2007
- Hot-rolled and cold-rolled line contracts awarded
- Customer contacts systematically intensified by visits
- Management team completed
- Recruitment intensified; training concepts in development
- IT systems being implemented
- Foundation stone laying on November 2, 2007



Segment Strategies

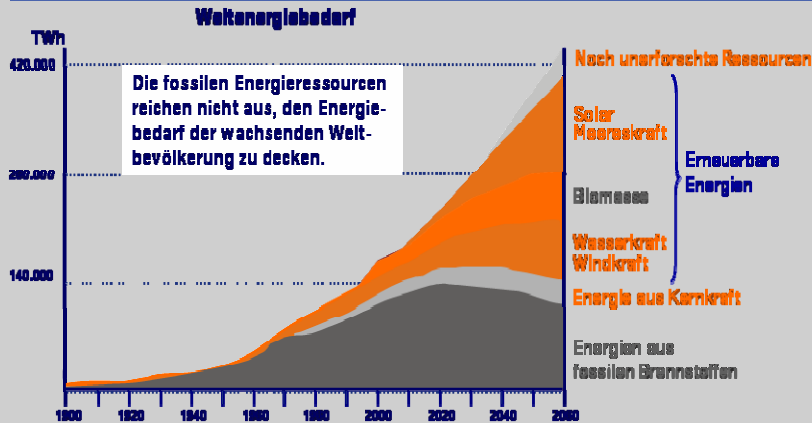
Technologies, Elevator and Services

- Combination of organic growth and acquisitions
- Growth at Technologies through the megatrends climate, environment, infrastructure and mobility
- Global service strategy at Elevator
- Materials services business at Services

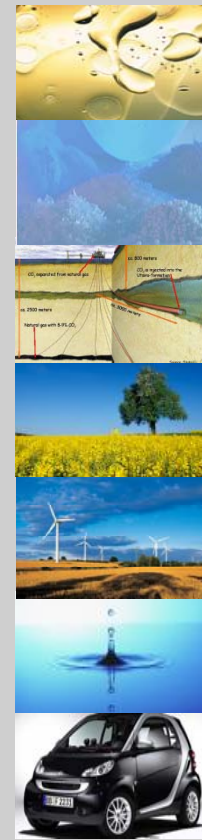
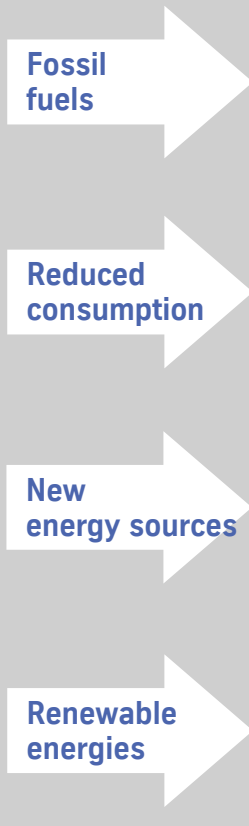


Opportunities for Technologies: Resource Efficiency – Increasing Need for Alternative Energy Supply Offers Potential

Increasing energy demand

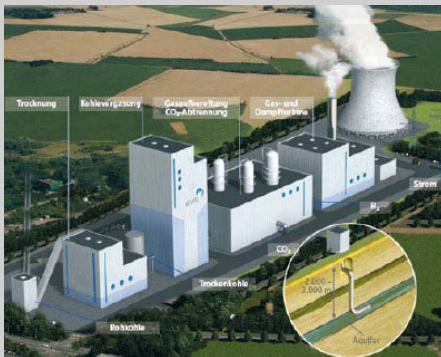


Opportunities for ThyssenKrupp



- Oil sands / oil slate
- Polyester from lactic acid
- Coal gasification
- Efficient combustion
- CO₂ scrubbing
- Bioethanol / biodiesel
- Wind power
- Hydrogen / fuel cell
- Emission-reducing auto components

Global warming through CO₂ emissions



- Increasing need for technologies to reduce emissions
- CO₂-free power plant
- New concepts for the eco-compatible storage of CO₂



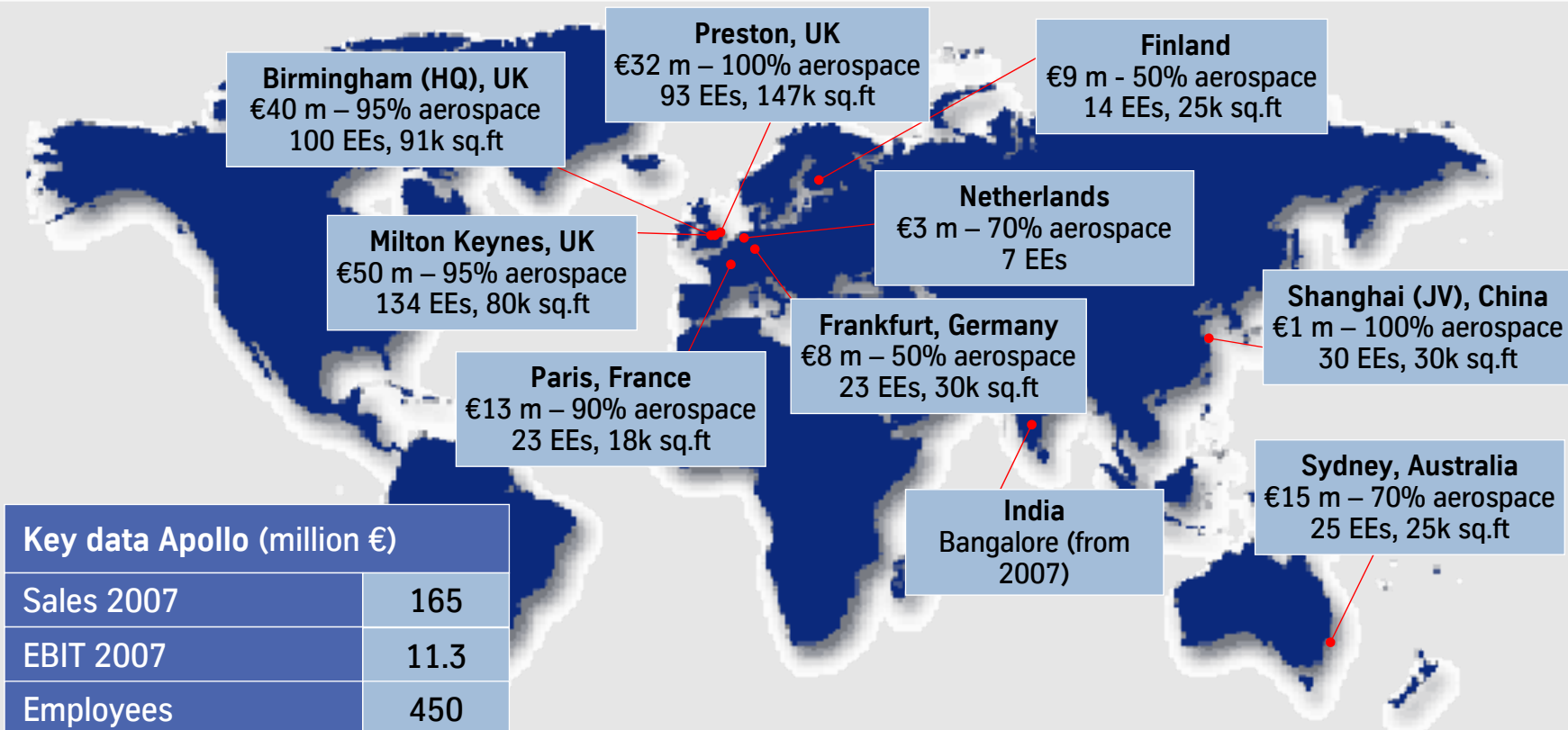
Growth Strategy Asia

- Doubling of new installations business
- Increased marketing major projects
- Denser branch network focused on “Inside China”
- Training offensive staff / managers



➔ **Conclusion: Above-average growth!**

The Apollo Aerospace Group Has 10 Sites in 8 Countries



Key data Apollo (million €)	
Sales 2007	165
EBIT 2007	11.3
Employees	450
Transaction volume	105
Goodwill (before PPA)	49



ThyssenKrupp: Leading with New, Innovative Technologies



Innovative products (examples)

- Equipment for mining and transporting raw materials
- Technologies for processing raw materials
- Recyclable high-performance materials for innovative applications
- Auto light weighting

Resource-conserving processes (examples)

- Major reduction of CO₂ emissions in steel production
- Energy-efficient production processes
- Waste gas-reduced chemical processes, e.g. EnviNOx[®]

Initiatives (examples)

- Interdisciplinary Centre for Advanced Materials Simulation (ICAMS)
- Dortmunder OberflächenCentrum (DOC)
- Ideas Park



Outlook

- ThyssenKrupp expects generally positive performance
- Sales expectation €53 billion
- Earnings expectation* over €3 billion

* before taxes and major nonrecurring items



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- (i) market risks: principally economic price and volume developments,
- (ii) dependence on performance of major customers and industries,
- (iii) our level of debt, management of interest rate risk and hedging against commodity price risks;
- (iv) costs associated with, and regulation relating to, our pension liabilities and healthcare measures,
- (v) environmental protection and remediation of real estate and associated with rising standards for real estate environmental protection,
- (vi) volatility of steel prices and dependence on the automotive industry,
- (vii) availability of raw materials;
- (viii) inflation, interest rate levels and fluctuations in exchange rates;
- (ix) general economic, political and business conditions and existing and future governmental regulation; and
- (x) the effects of competition.

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