



Investors' Dinner

London, October 23, 2007

Dr. Ulrich Middelman

Vice Chairman of the Executive Board of ThyssenKrupp AG

ThyssenKrupp



ThyssenKrupp Group Overview

Key figures 9 months ended June 30, 2007

ThyssenKrupp AG

Sales €38.9 bn • EBITDA €4,266 m • EBT €2,853 m • TKVA €1,930 m • Employees 189,260

Steel	Stainless	Technologies	Elevator	Services
Sales €9.9 bn EBITDA €1,939 m EBT €1,298 m TKVA €907 m Employees 38,950 • Steelmaking • Industry • Auto • Processing	Sales €7.0 bn EBITDA €1,100 m EBT €912 m TKVA €703 m Employees 12,187 • Nirosta • Acciai Speciali Terni • Mexinox • Shanghai Krupp Stainless • Stainless Int. • VDM	Sales €8.4 bn EBITDA €658 m EBT €411 m TKVA €268 m Employees 54,128 • Plant Technology • Marine Systems • Mechanical Components • Automotive Solutions • Transrapid	Sales €3.4 bn EBITDA* €(118) m EBT* €(187) m TKVA* €(274) m Employees 38,556 • 4 regional business units • Escalators/ Passenger Boarding Bridges • Accessibility	Sales €12.6 bn EBITDA €713 m EBT €550 m TKVA €385 m Employees 43,098 • Materials Services International • Materials Services North America • Industrial Services • Special Products

Inter-segment sales not consolidated

* incl. Elevator fine

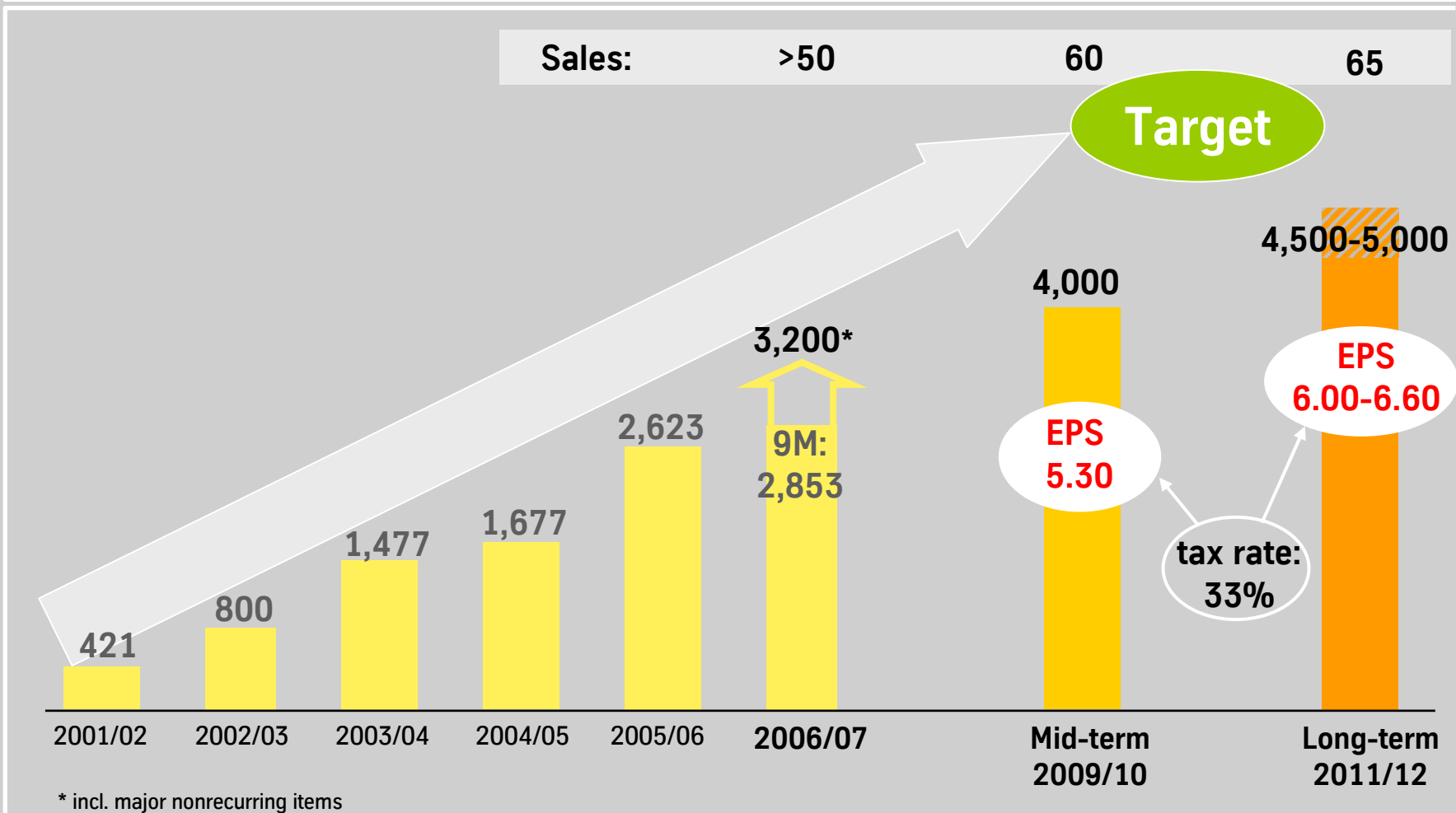
ThyssenKrupp



Group Targets 2009/10 and 2011/12

Sales, EBT and EPS (as reported)

billion € / million € / €



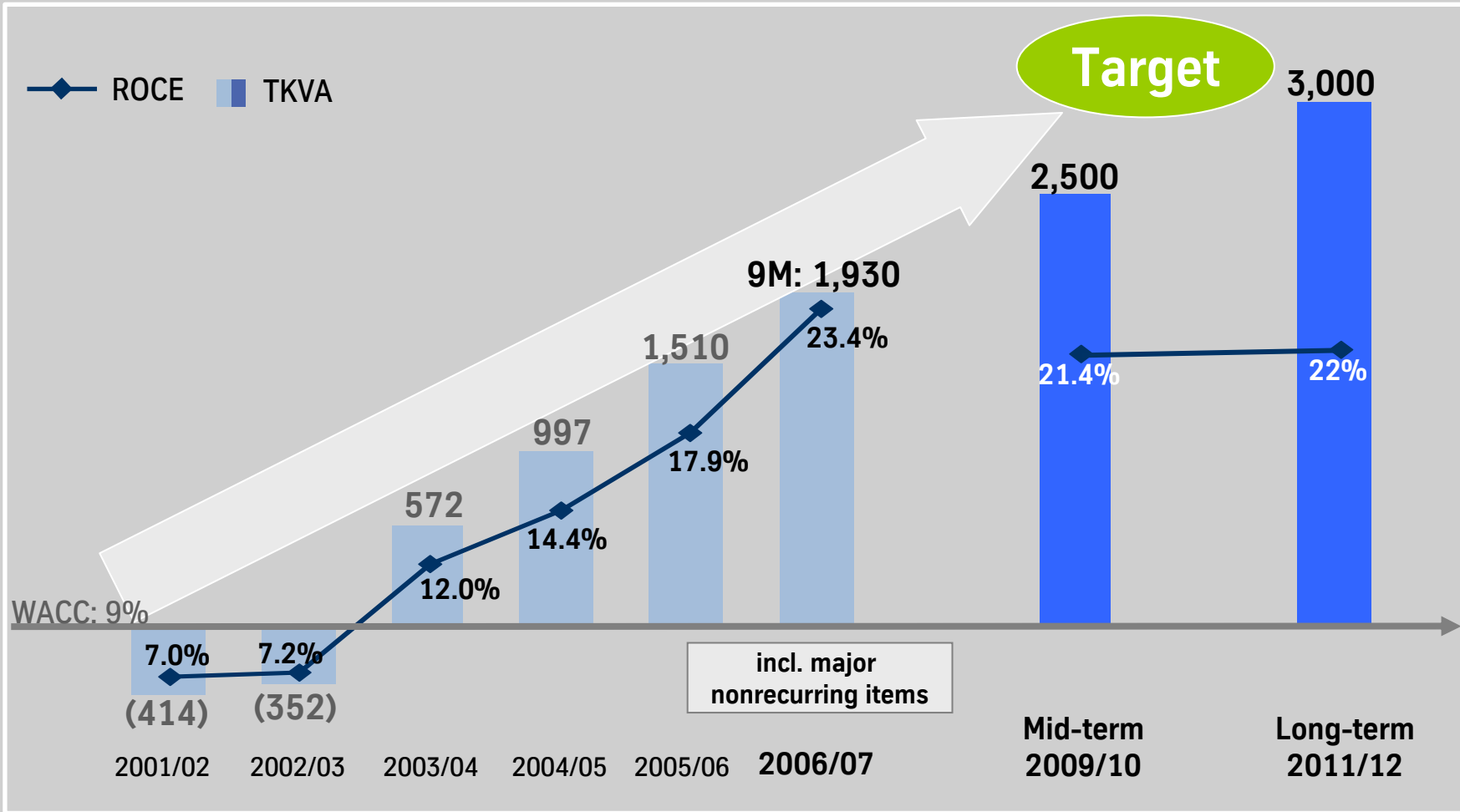
ThyssenKrupp



Wrap-Up: ThyssenKrupp Continues the Delta EVA® Story

ROCE and TKVA (incl. major nonrecurring items)

% / million €



ThyssenKrupp





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Edwin Eichler

Member of the Executive Board of ThyssenKrupp AG

ThyssenKrupp



Organization and Key Figures

ThyssenKrupp Elevator AG

	Central/ Eastern/ Northern Europe	Southern Europe/ Africa/ Middle East	Americas	Asia/ Pacific	Escalators/ Passenger Boarding Bridges	Accessi- bility
2005/06						
Sales € m	1,282	571	1,804	453	306	167
Employees	10,103	5,324	13,599	4,389	2,008	738

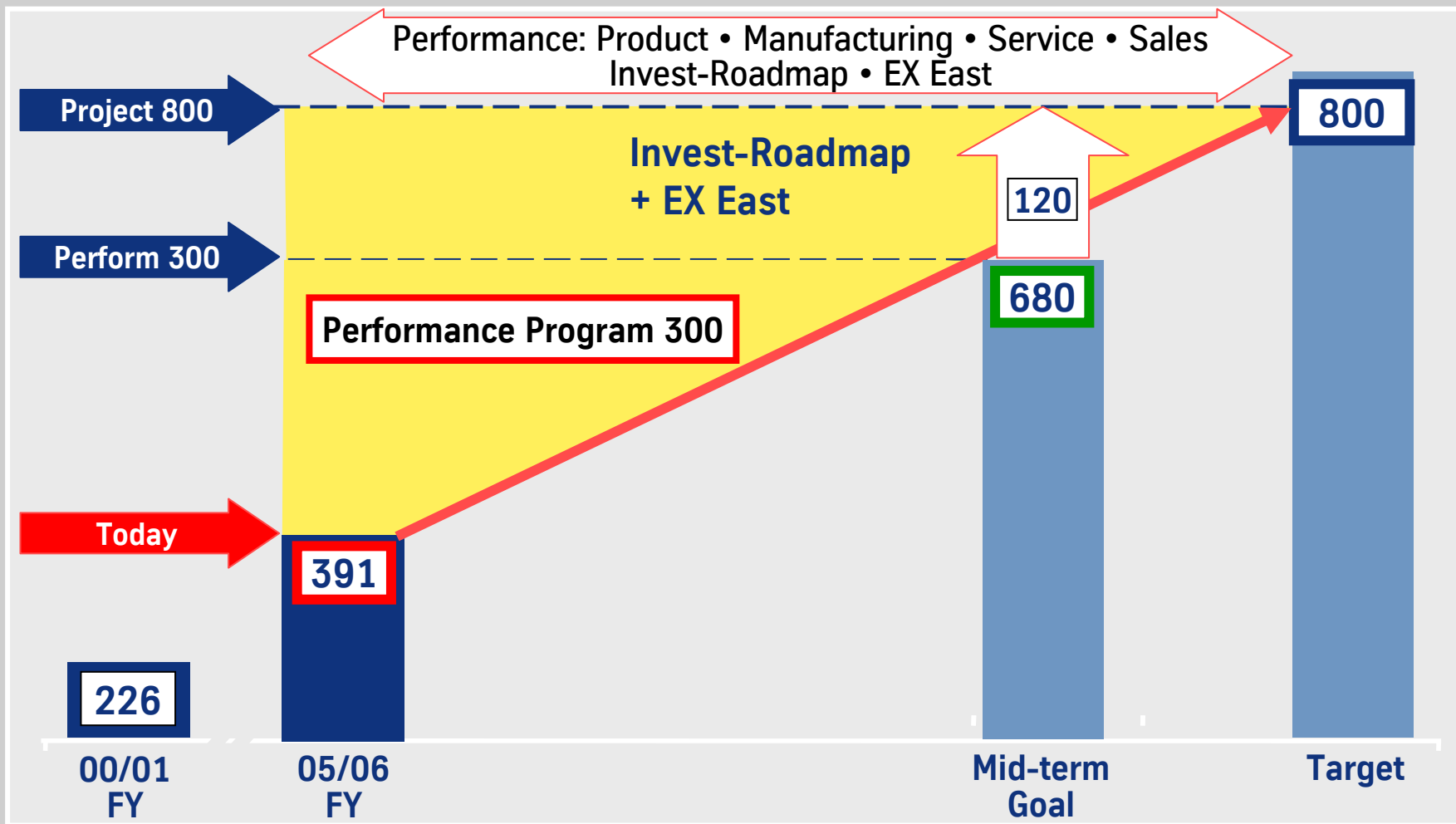
€ m	2004/05	2005/06	2005/06 9 months	2006/07 9 months
Order intake	4,151	4,690	3,637	3,919
Sales	3,773	4,298	3,132	3,350
EBT	355	391	277	269*
Employees	34,151	36,247	35,579	38,556
Service base	790,000	832,000		
TKVA	244	264		
ROCE (%)	23.6	22.6		

*excl. Elevator fine

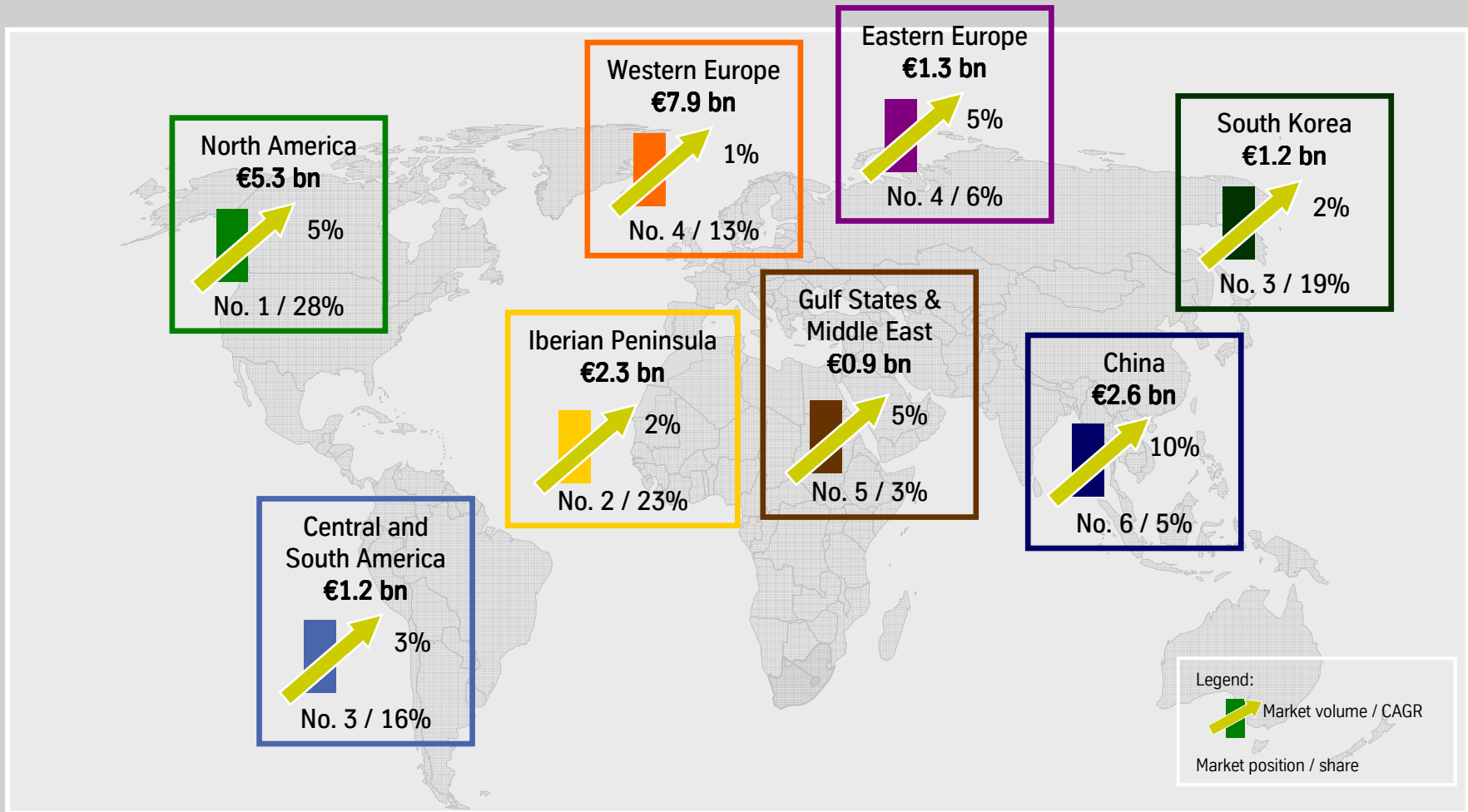
ThyssenKrupp Elevator



Performance Program 300

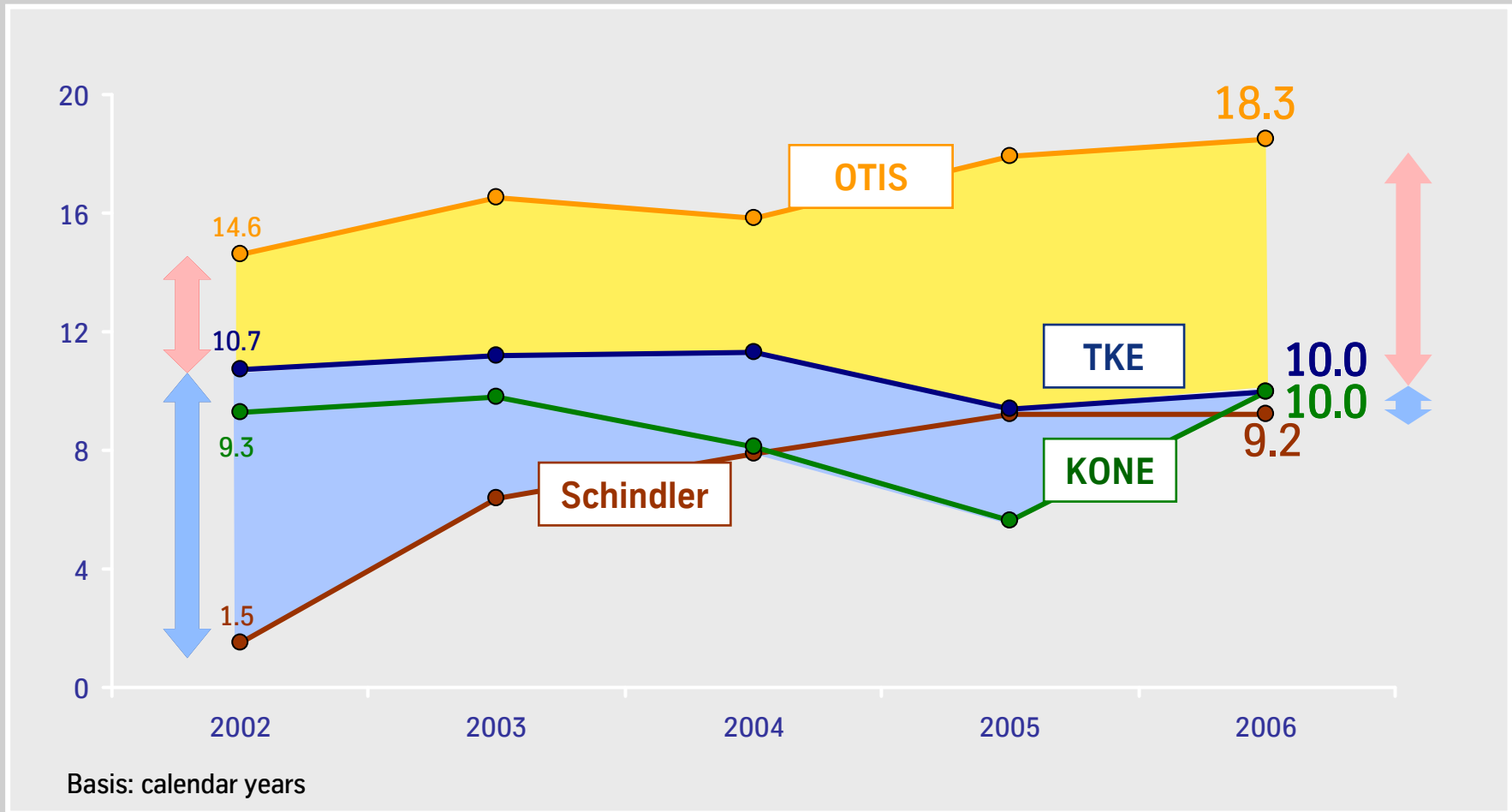


Selective Market Positions of ThyssenKrupp Elevator in 2005/06



Per EBIT Margin Comparison (%)

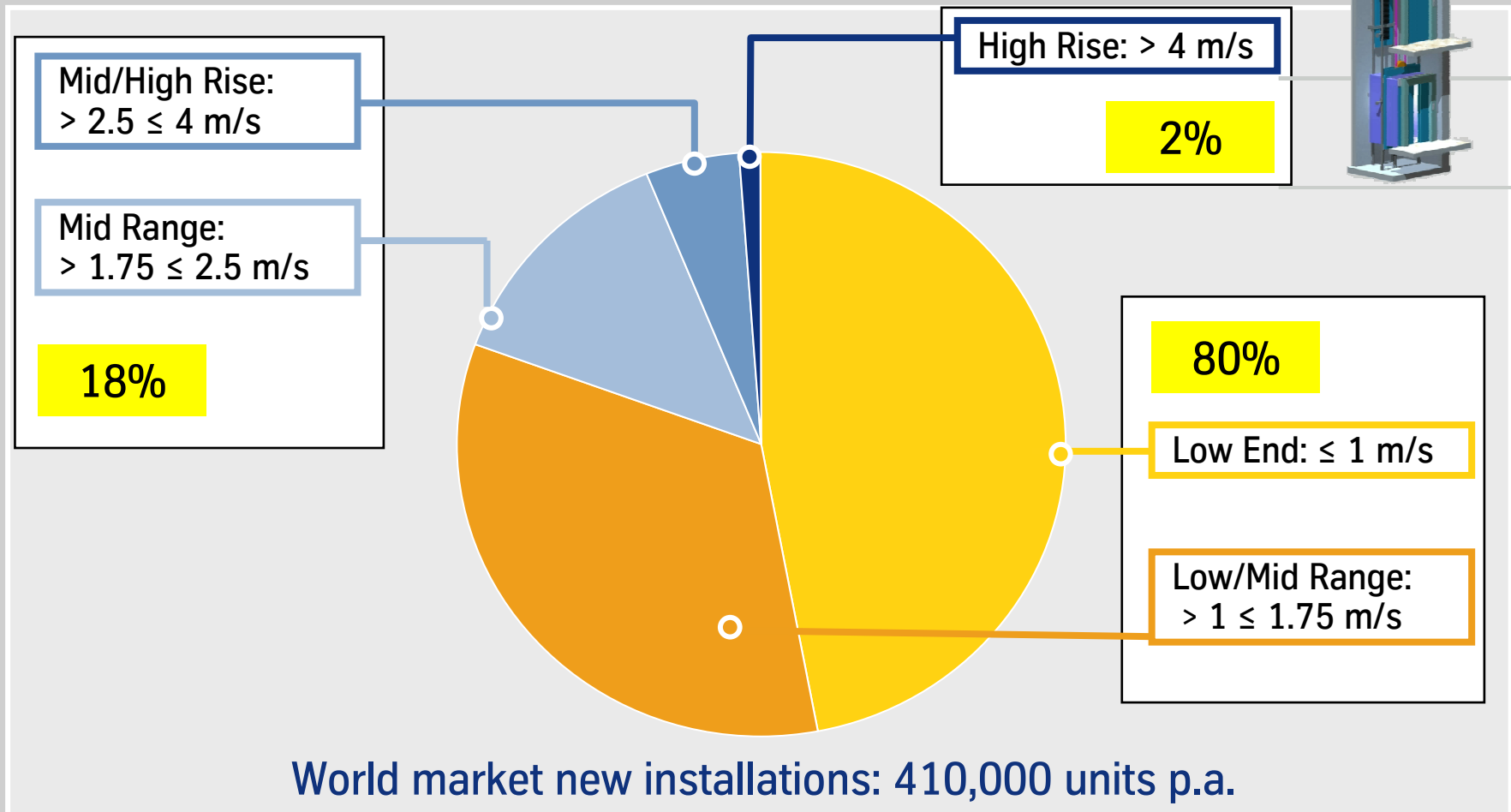
ThyssenKrupp Elevator margin stable – but “too stable”



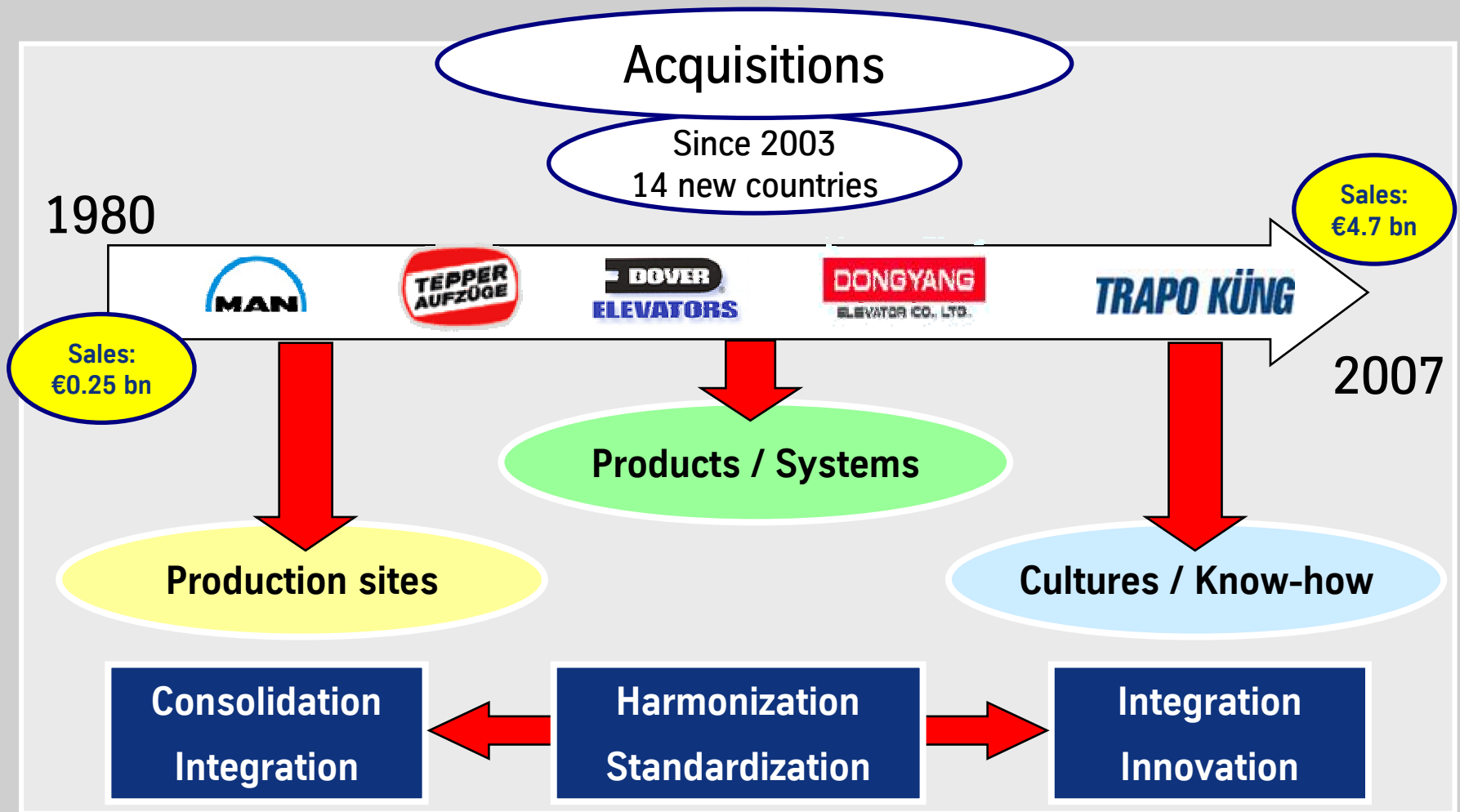
ThyssenKrupp Elevator



Elevator Market Classification

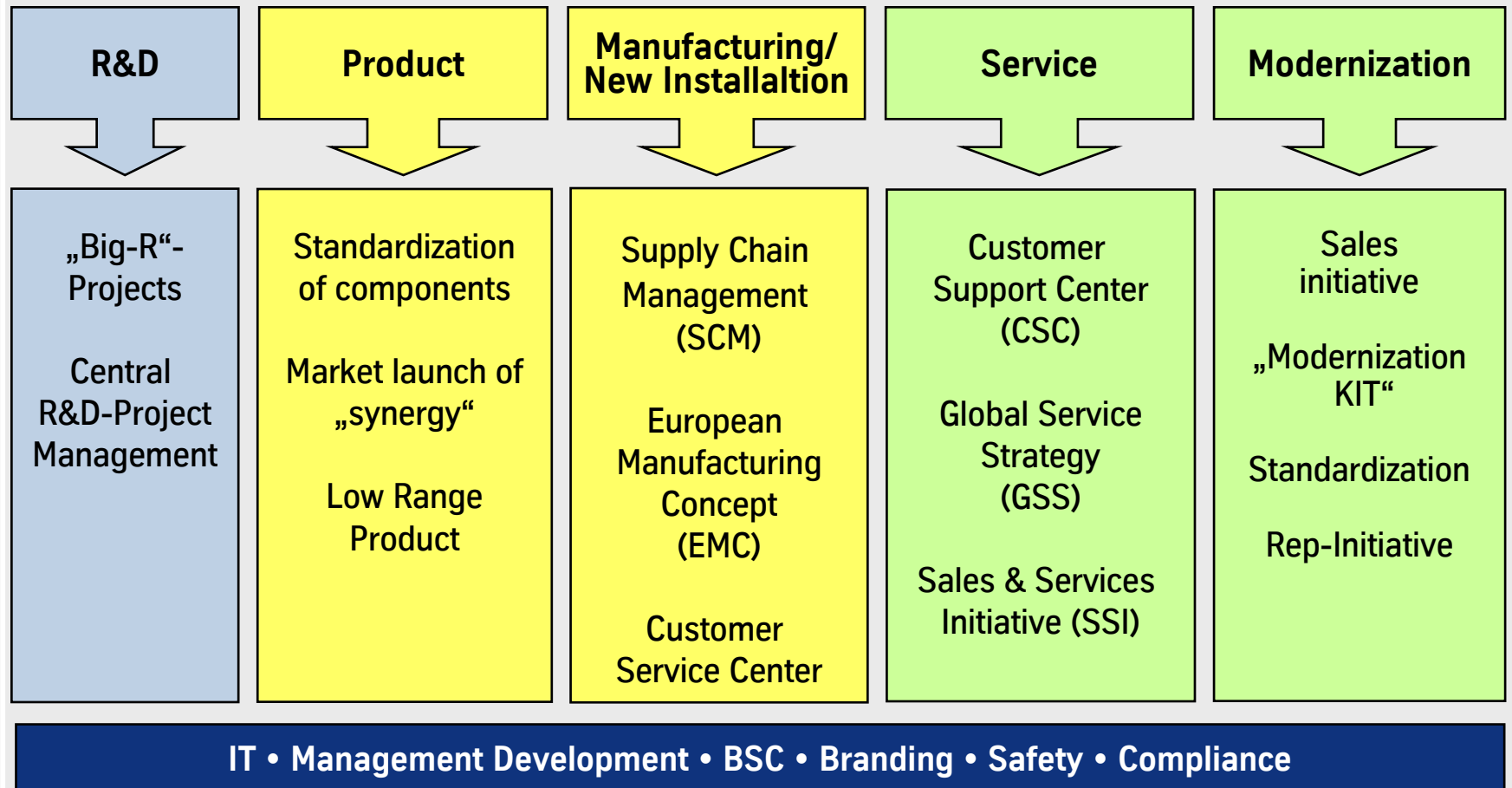


Initial Situation



Strategic Focus

Standards, Systems and Structures



Performance Program 300: Elevators

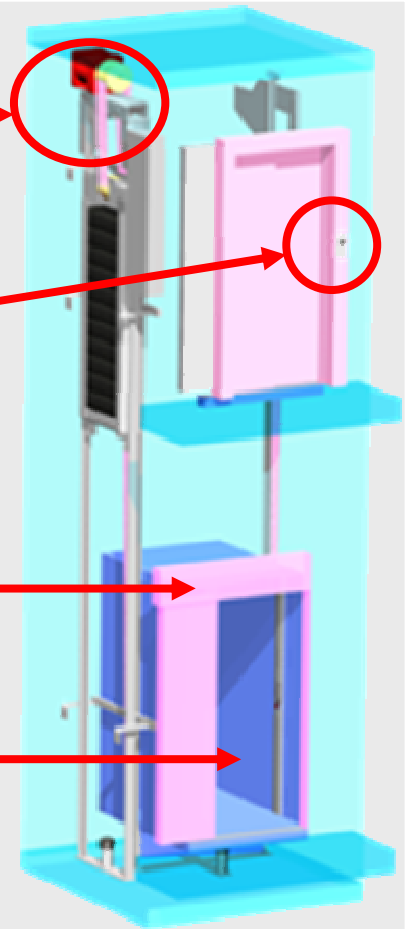
Example: worldwide standardization of components for synergy

Drive unit: standardized design
Speed governor: standardization of the basic type

Controller: reduction from 8 to 3 types
Inverter: reduction from 6 to 3 types

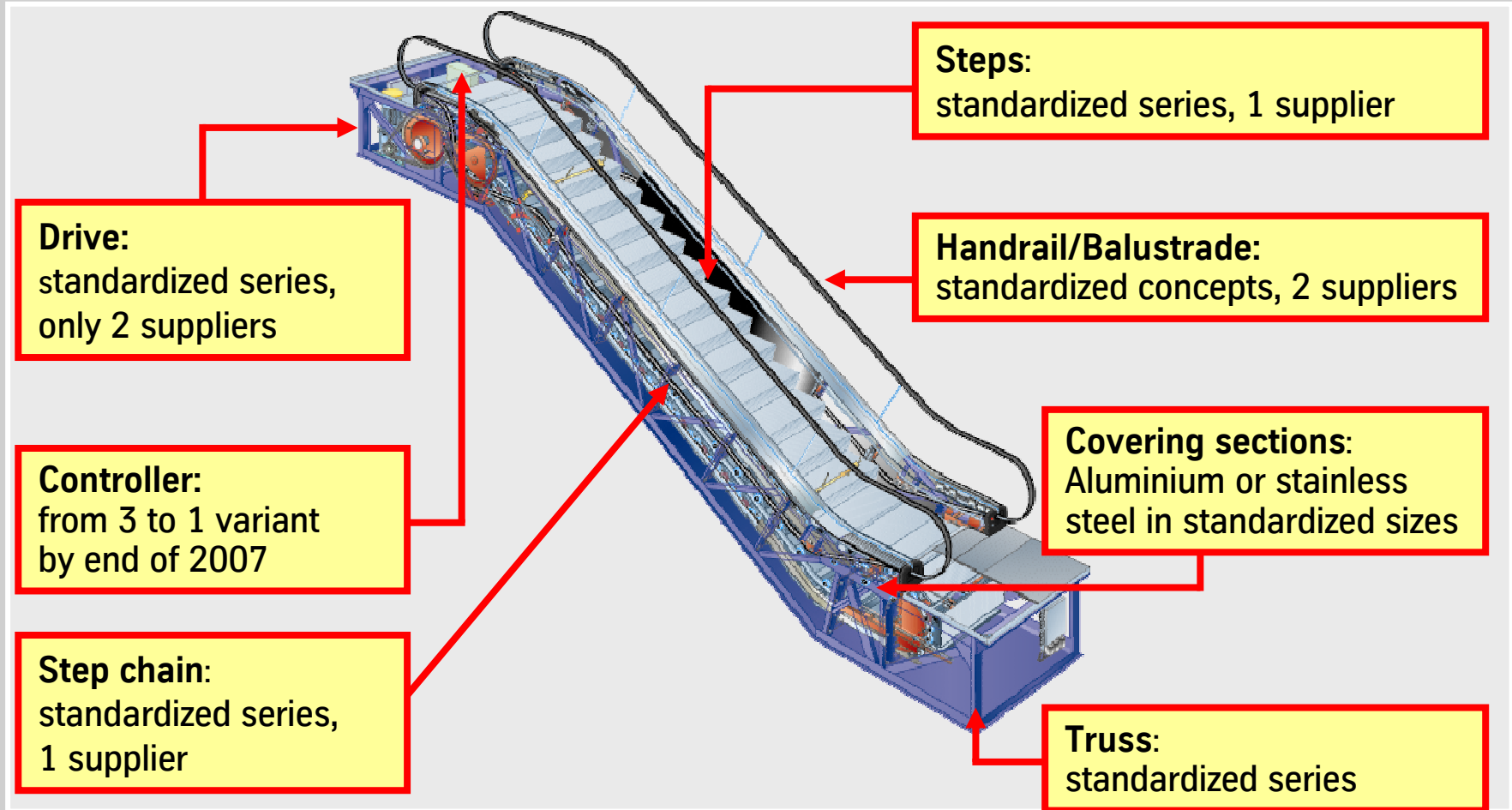
Cab door operator: standardized door operator

Shaft door: European Common Door
Elevator cab: frameless cab



Performance Program 300: Escalators

Example: worldwide standardization of components

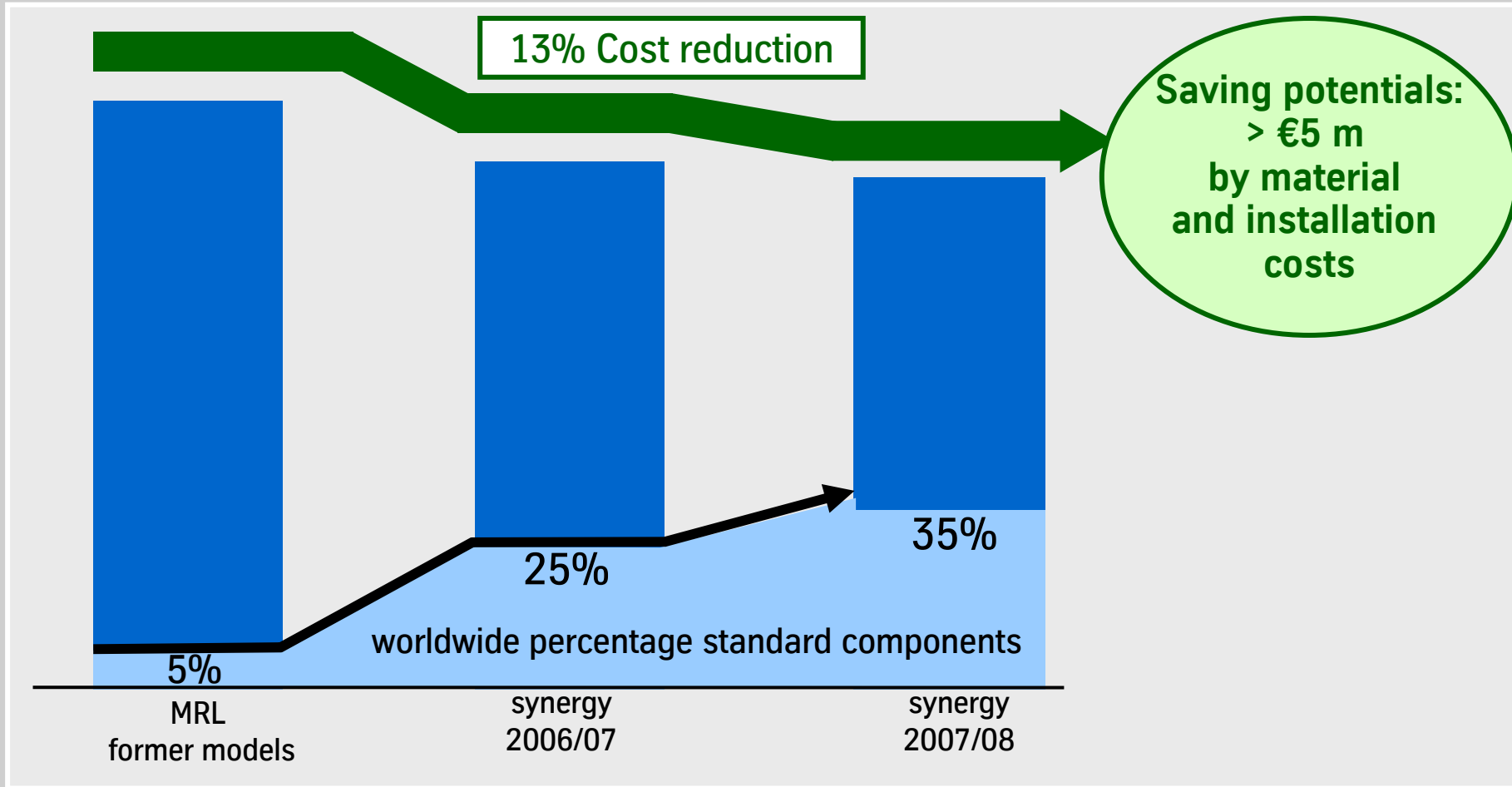


ThyssenKrupp Elevator



Performance Program 300: Elevators

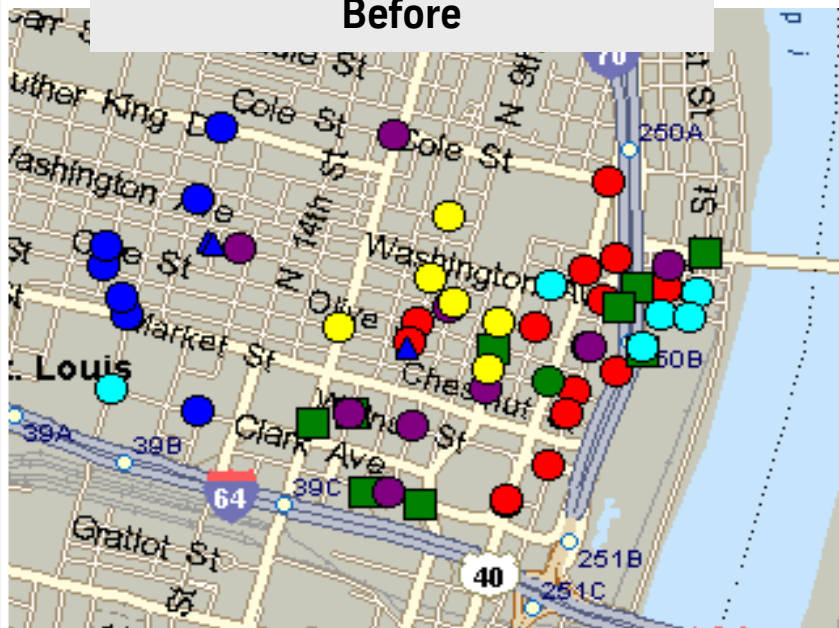
Example BU SEAME: saving potentials of MRL synergy (450kg)



Performance Program 300: Service

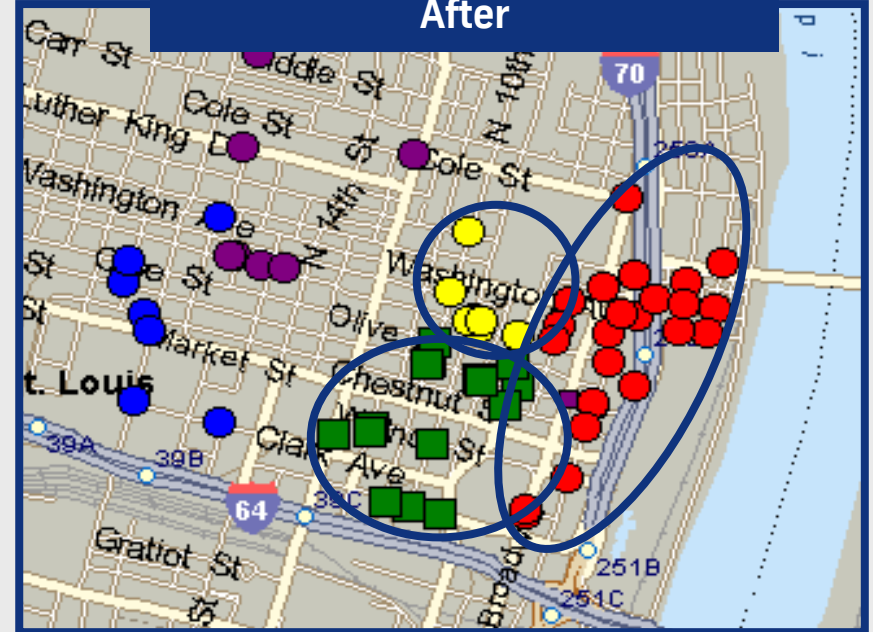
Example: Reduction non-productive time through route optimization

Before



- Long distances between customers
- Overlapping routes
- High response time in emergency situations

After

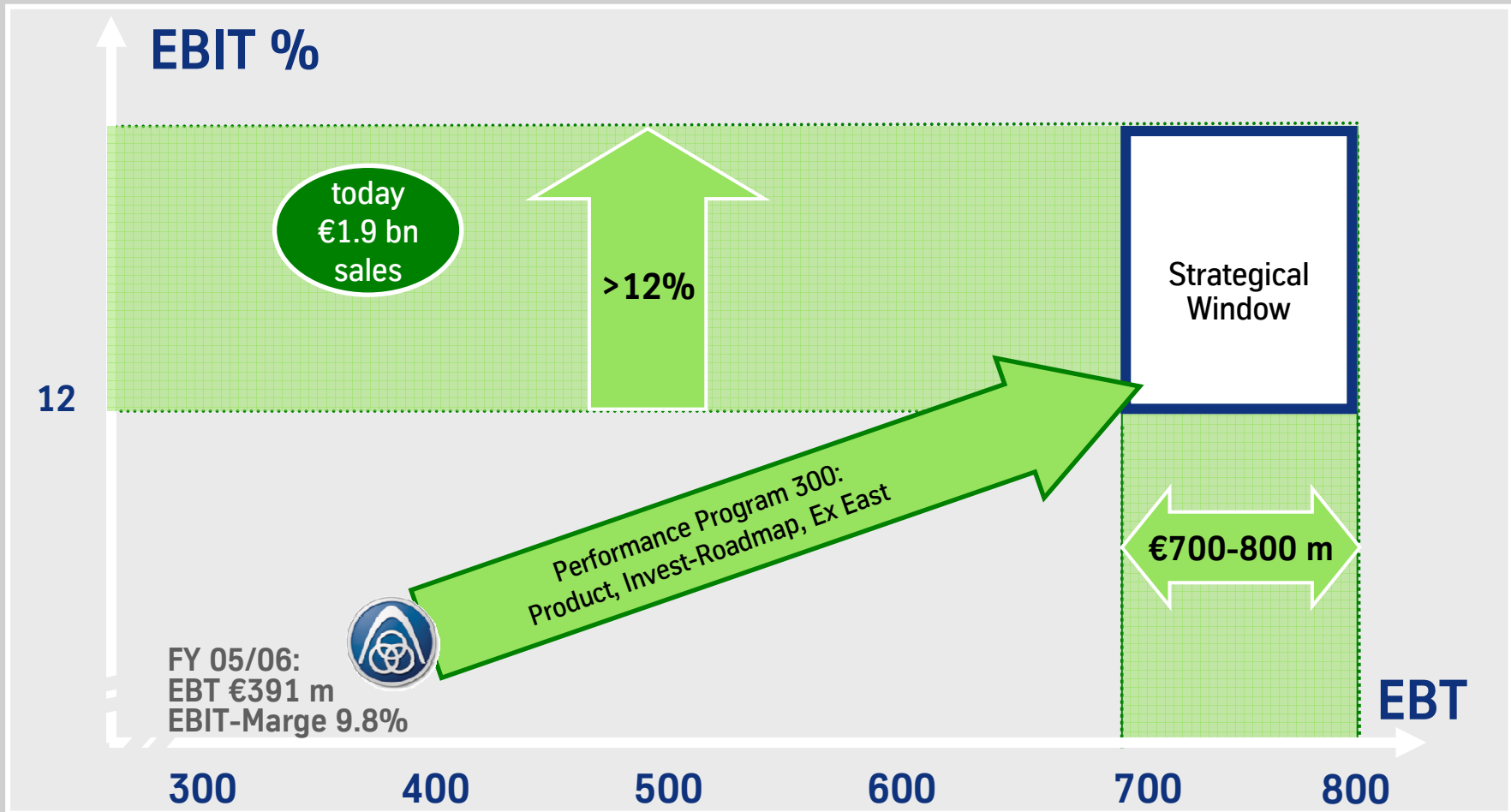


- Reduction of travelling time
- Improvement of reliability
- Higher customer satisfaction

Target: complement and expand service portfolio

Conclusion

Significant rise of EBIT-margin



Milestone Project

“Freedom Tower”, New York City

At the site of the former World Trade Center

- ➔ Building height: 541 m
- ➔ 105 floors
- ➔ 71 elevators (max. speed: 9 m/s)
- ➔ 9 escalators
- ➔ Long term maintenance contract
- ➔ Contract volume: approx. US\$ 150 million
- ➔ Completion: December 2011



ThyssenKrupp Elevator



ThyssenKrupp Services – a Focused Segment

Value oriented services in materials procurement and production processes for industrial clients



Materials Distribution and Services

Industrial and Technical Services

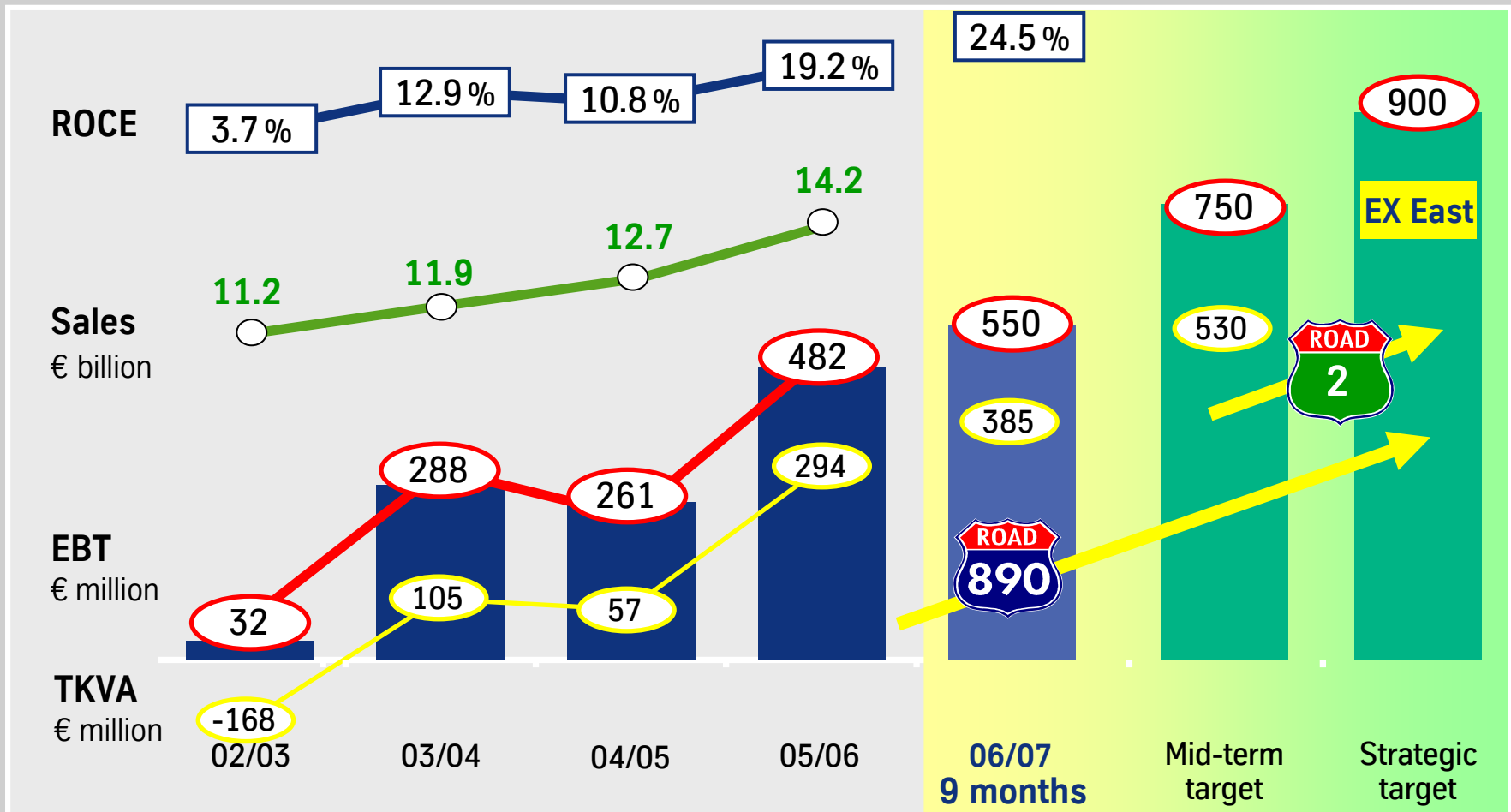
Trading, Logistics, Warehousing, Processing, Comprehensive Services, Project Management, Business Process Outsourcing, Worldwide Network, “People’s Business”

ThyssenKrupp Services



Services Figures Reach All Time High in 2006/07

Value driver for the group with ambitious targets



ThyssenKrupp Services



The Success of the Services Segment is Based on Three Pillars

World market leader for materials and industrial services

1 Business model

- One stop shopping concept, unique portfolio in products and services
 - 150,000 product items (rolled steel share below 50%)
 - **NOT** a sales organization for Steel and Stainless segments
 - Services are driving growth
- Worldwide presence and broad customer base
 - 650 locations in 50 countries
 - 300,000 customers
- Economies of scale

2 Growth strategy

- Customer penetration, strengthening of current service competences, expansion into new service areas
- Geographical expansion into attractive economic regions
- Profitable expansion into „new“ sectors
- Invest roadmap



3 Performance

- Consistent efficiency improvement,
- Continuation of performance programs
 - purchasing, logistics, administration, sales

Reduced volatility by high stock turn rate, optimized logistics, materials management and IT systems

Sustainable value driver for the ThyssenKrupp Group

Expansion services (reducing volatility, long-term customer relationships) within the Group



1 ThyssenKrupp Services Business Model

One stop shopping for the producing and processing industry

Customer's value chain



Value oriented services across the customer's value chain

Supply Chain Management
Outsourcing
Processing Logistics Process Support
Integrated Materials Supply Maintenance Services

Materials Services



Operating Services



Technical Services



ThyssenKrupp Services



1 Unique Portfolio in Products and Services

Sales by products/services (%), 2005/06

ThyssenKrupp Services

Value oriented services in materials procurement and production processes for industrial clients

More than **150,000** product **items**

Steel share **below 50%**,
continuing to decline

NOT a sales organization for
Steel and Stainless segments

About **300,000** **customers**
worldwide

Services are driving **growth**

ThyssenKrupp
Products **12.0%**

Stainless Steel **13**
– from TK 3.0%

Carbon Steel **29**
– from TK 9.0%

Pipes & Tubes **9**

12 NF-Metals

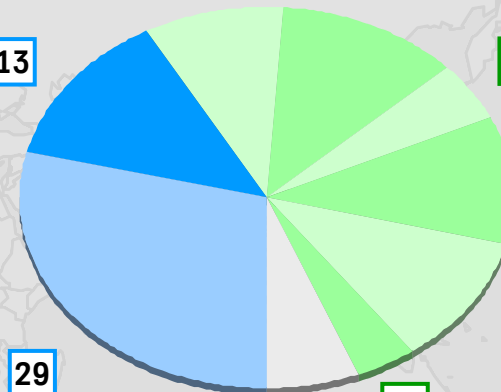
5 Plastics

11 Raw
Materials

11 Industrial
Services

4 Technical Products

Other **6**



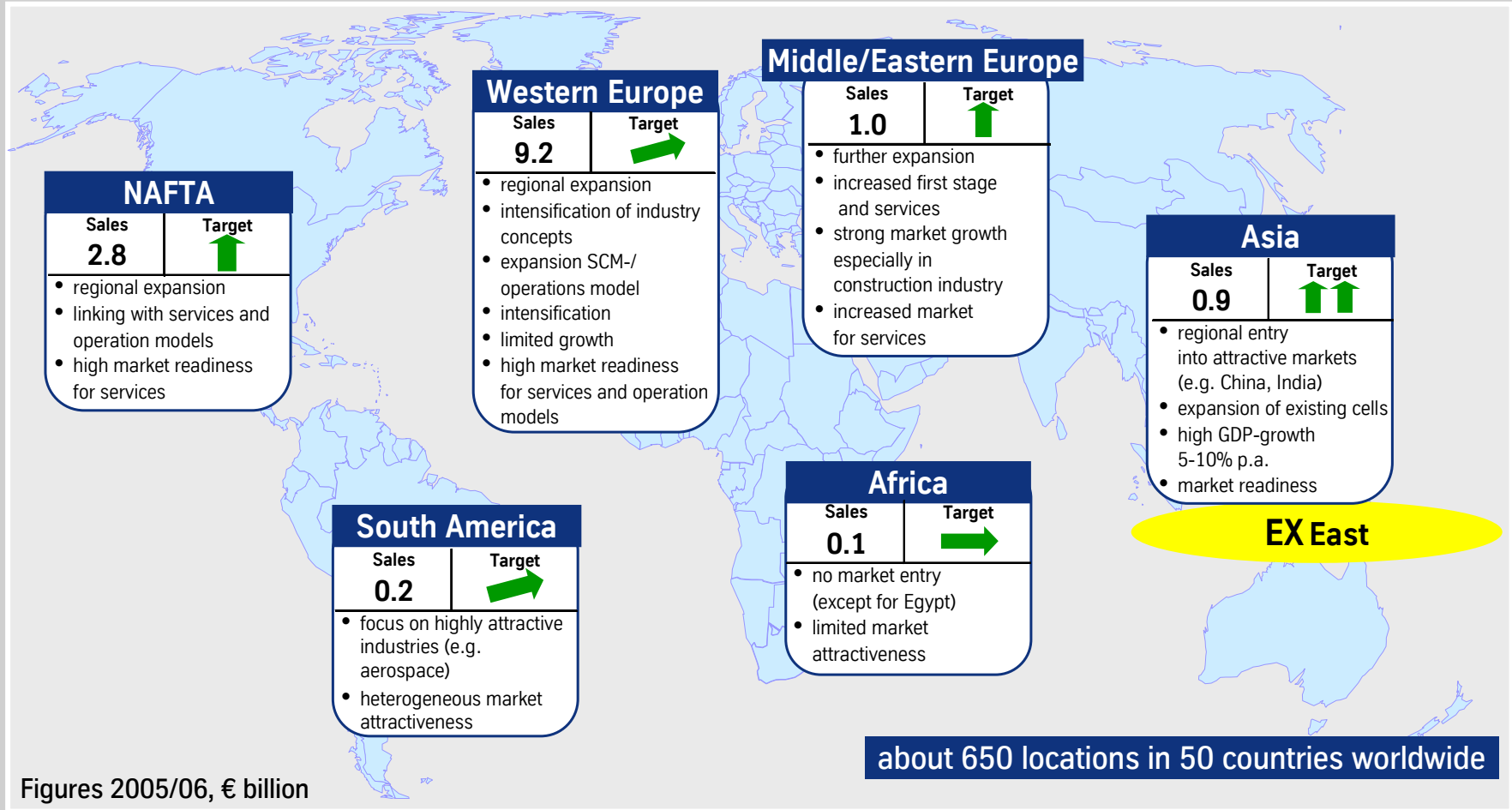
ThyssenKrupp Services





2 Growth Strategy

Geographical expansion into attractive economic regions





2 Growth Strategy

Acquisitions since 2005 generate profitable growth

Schöbel Technik & Service	Western Europe	Industrial services, aerospace industry
Tesycó	Eastern Europe	Industrial services, automotive industry
RIP	South America	Industrial services chemical, automotive
Standardkessel Energy Serv.	Western Europe	Industrial services for the energy industry
Hearn	NAFTA	Industrial and logistics services, auto
Brouwer Shipping	Western Europe	Raw materials logistics
Ferostav - Slovakia	Eastern Europe	Materials services
Online Metals	NAFTA	Materials services
JV Vietnam	Asia	Materials services
Stokvis Plastics	Western Europe	Materials services (plastics)
Alcoa Aerospace Service	NAFTA	Materials services (NF-metals, aerospace)
Metalfast UK	Western Europe	Materials services (NF-metals)
VPK Metals	NAFTA	Materials services (NF-metals)

Total Sales > €500 million

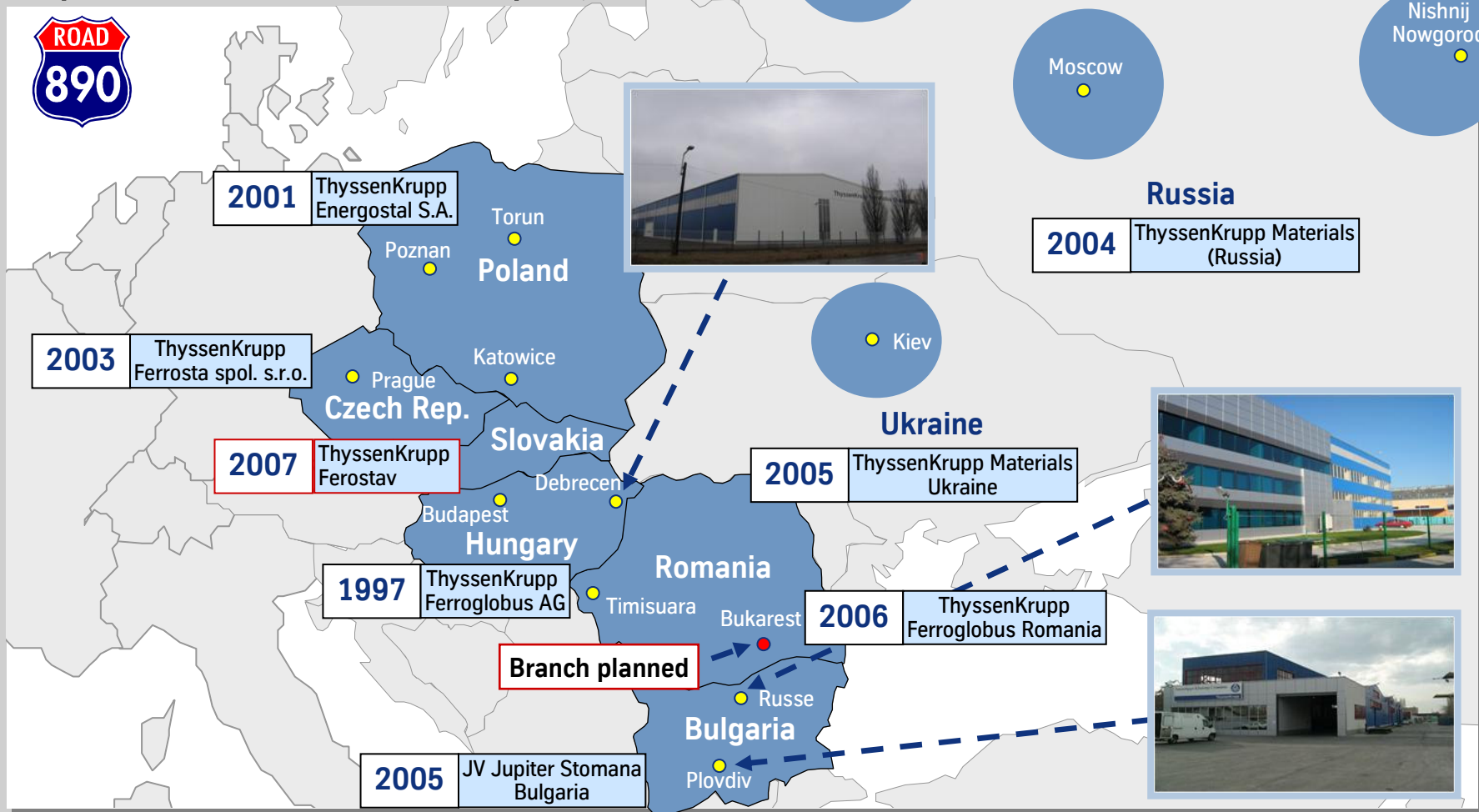
Further acquisitions
in progress

ThyssenKrupp Services



2 Growth Strategy

Organic growth, new branches, acquisitions in Eastern Europe

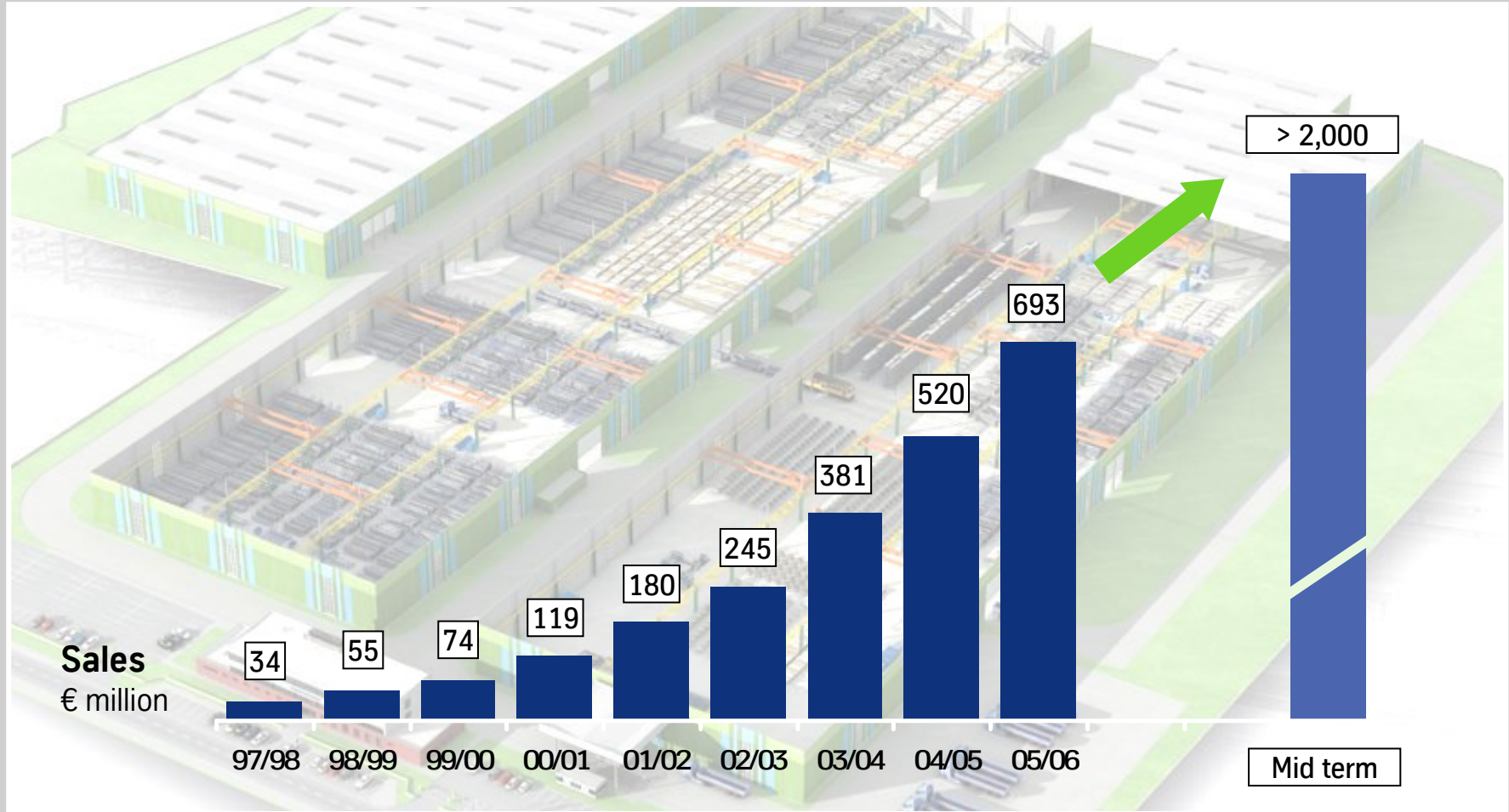


ThyssenKrupp Services



2 Growth Strategy

Continued strong growth in Eastern Europe: “Strategic Gap” to be closed by ongoing strategic projects and network synergies

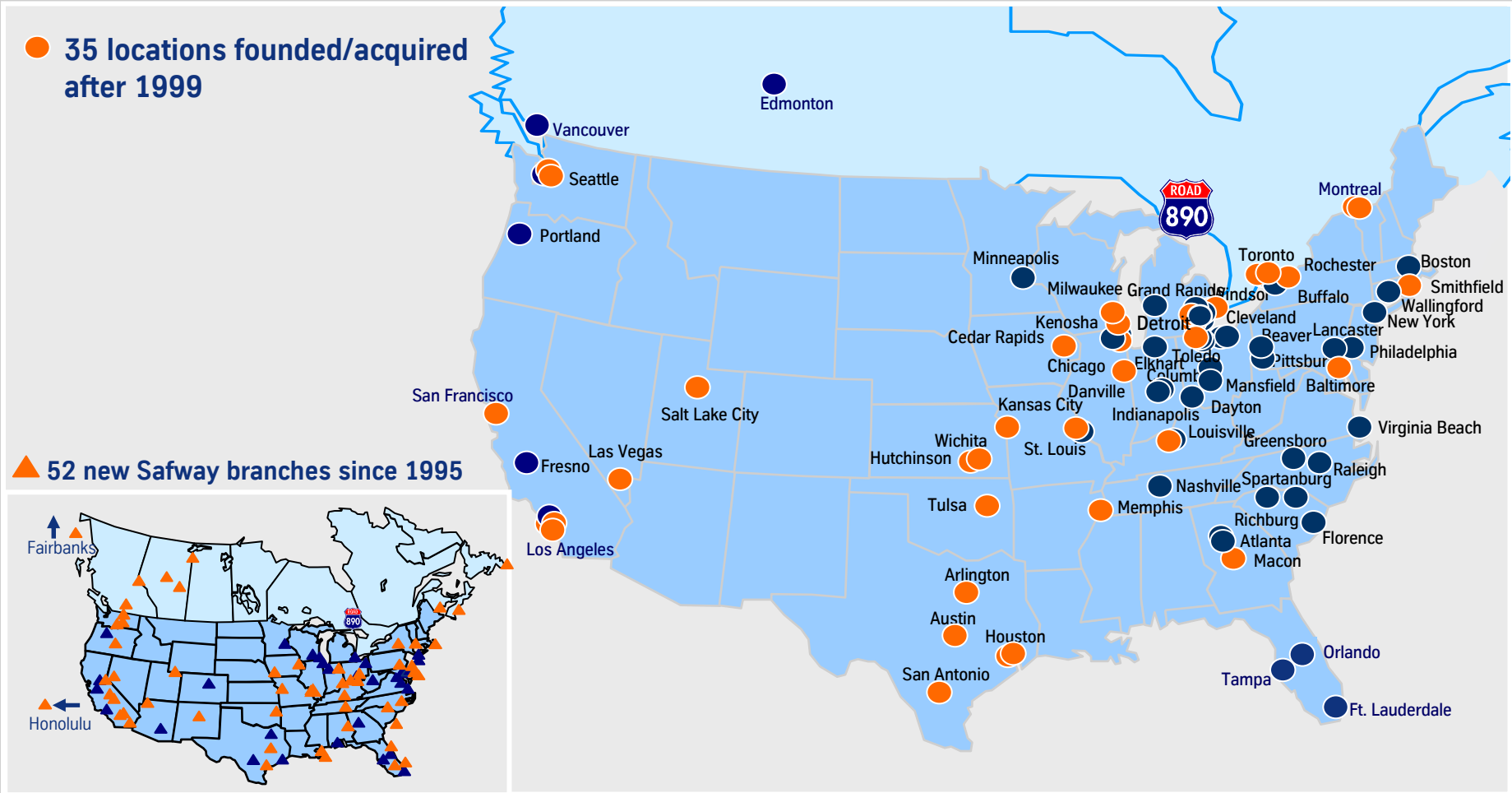


2 Growth Strategy North America

Organic growth, new branches, acquisitions Materials Services NA

● 35 locations founded/acquired after 1999

▲ 52 new Safway branches since 1995

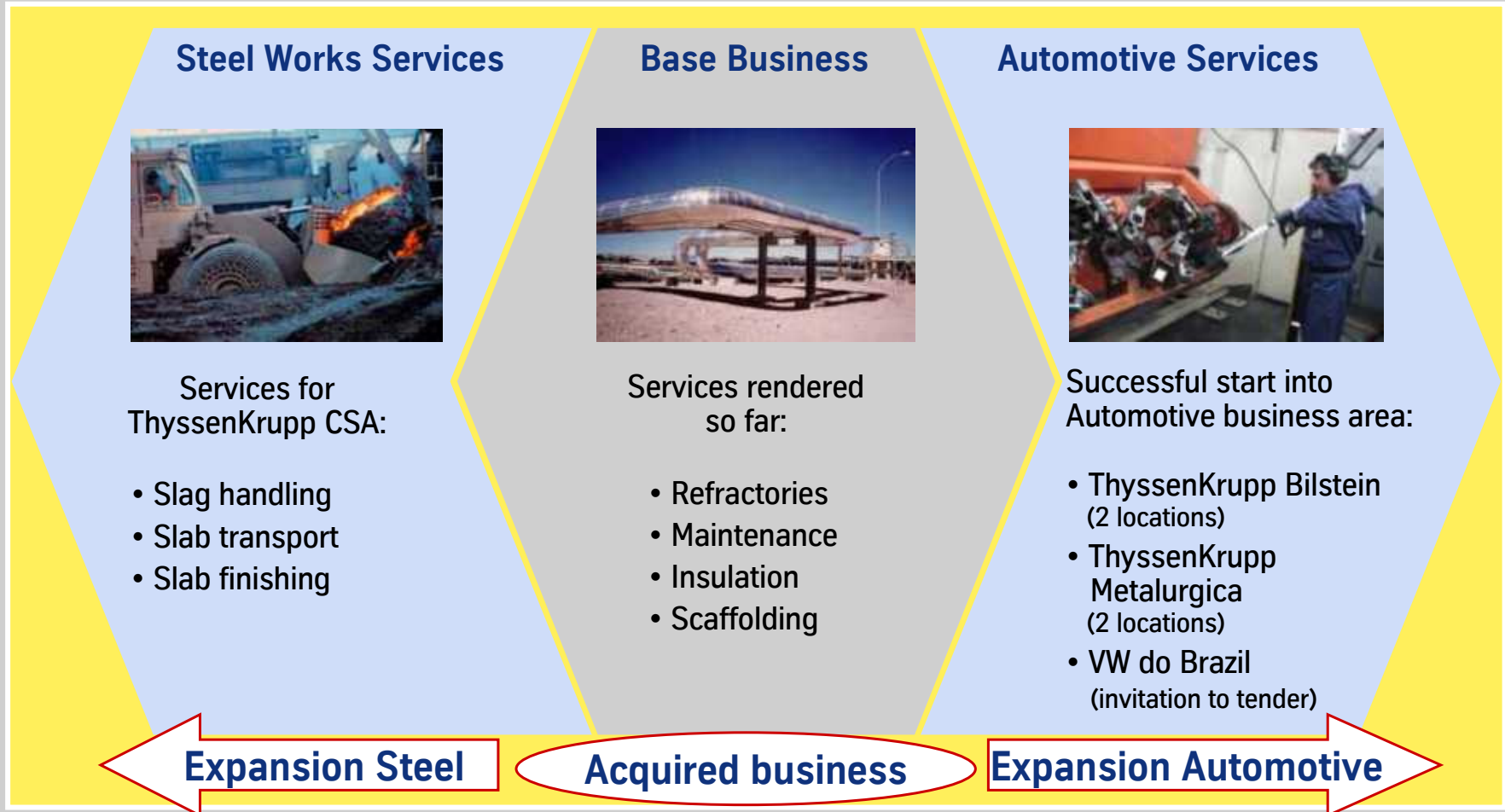


ThyssenKrupp Services



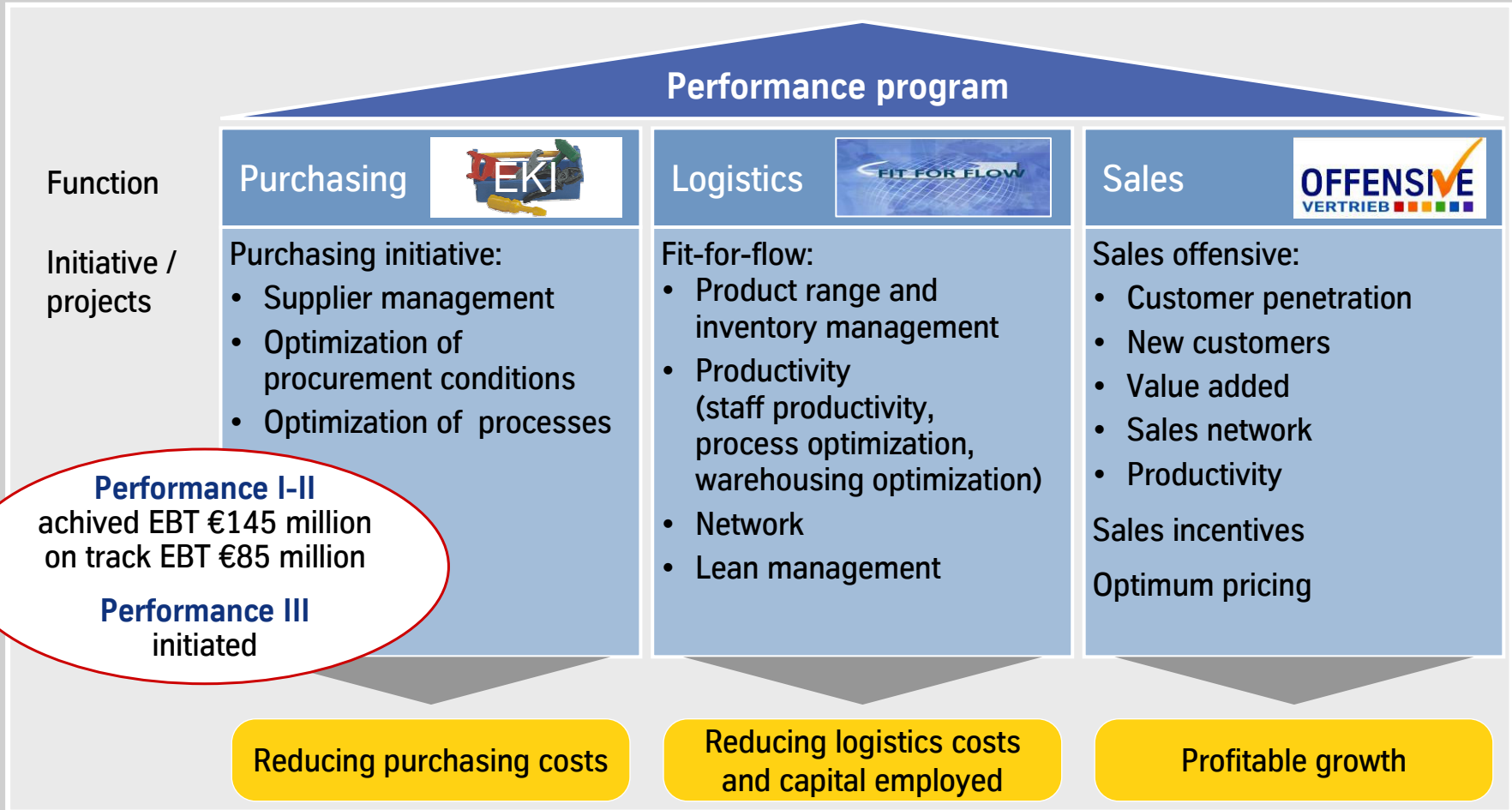
2 Growth Strategy – Sector and Regional Synergies of our New Company RIP

Consistent advancement of scope of services in Brazil guarantee further growth



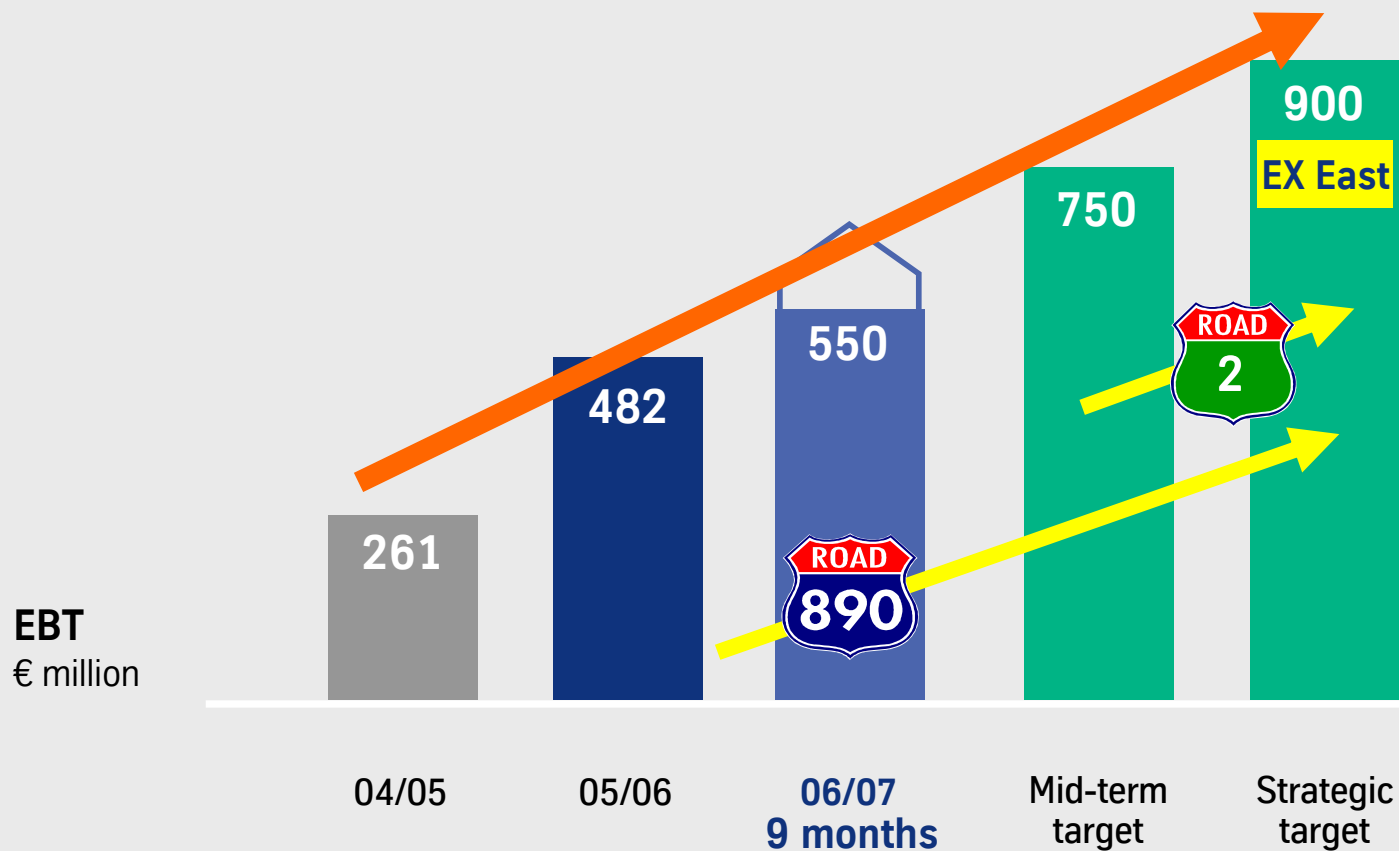
3 Performance

Consistent efficiency improvement, continuation of performance programs



Services Figures Reach All Time High in 2006/07

Value driver for the Group with ambitious targets



EX *East*



Strategic Task Force

**ThyssenKrupp Elevator and ThyssenKrupp Services
in Hong Kong, October 2007 - May 2008**

ThyssenKrupp



Focus on the Development of an Asia Strategy for ThyssenKrupp Elevator and ThyssenKrupp Services

Direction of strategic thrust

ThyssenKrupp Elevator (TKE)

How to expand the Asian (mainly Chinese) network to **300 – 500 branches**?

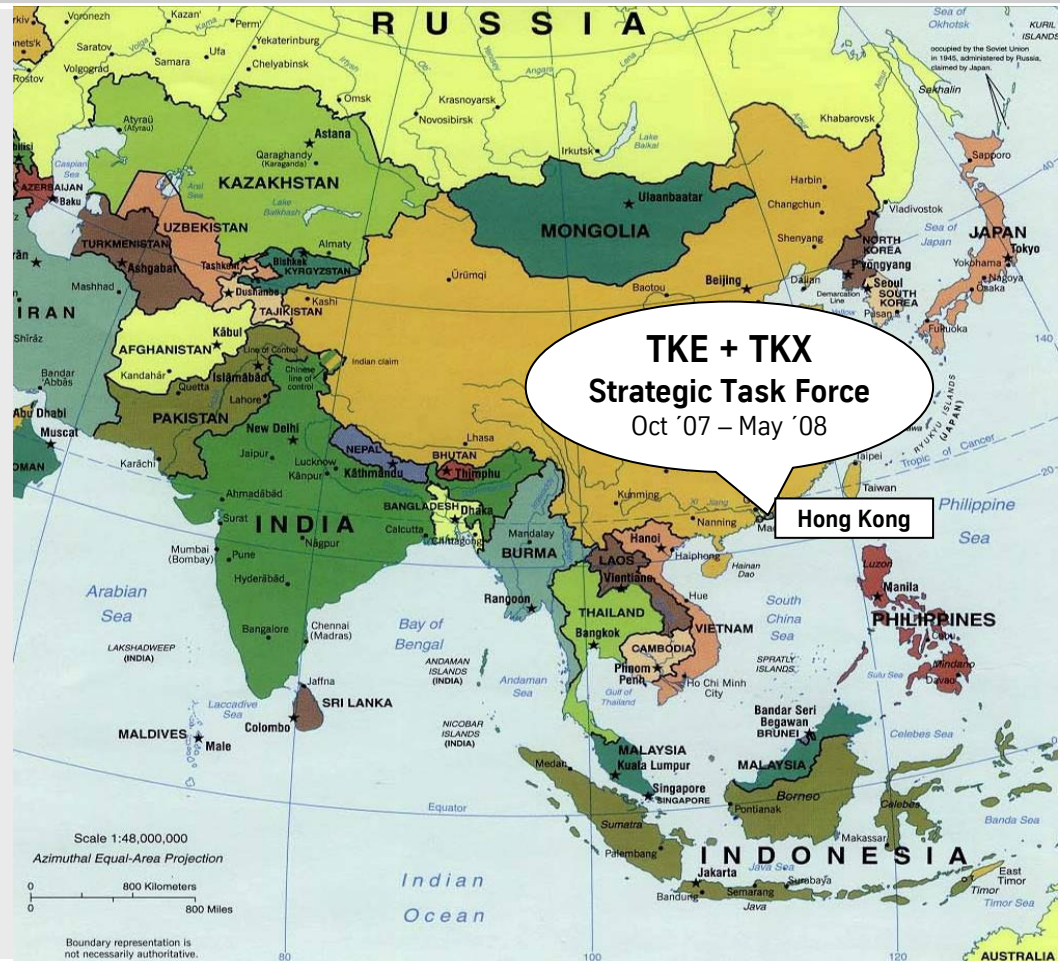
Are strategic **partnerships** achievable?

ThyssenKrupp Services (TKX)

How to strategically develop the successful **Materials Services** business within Asia?

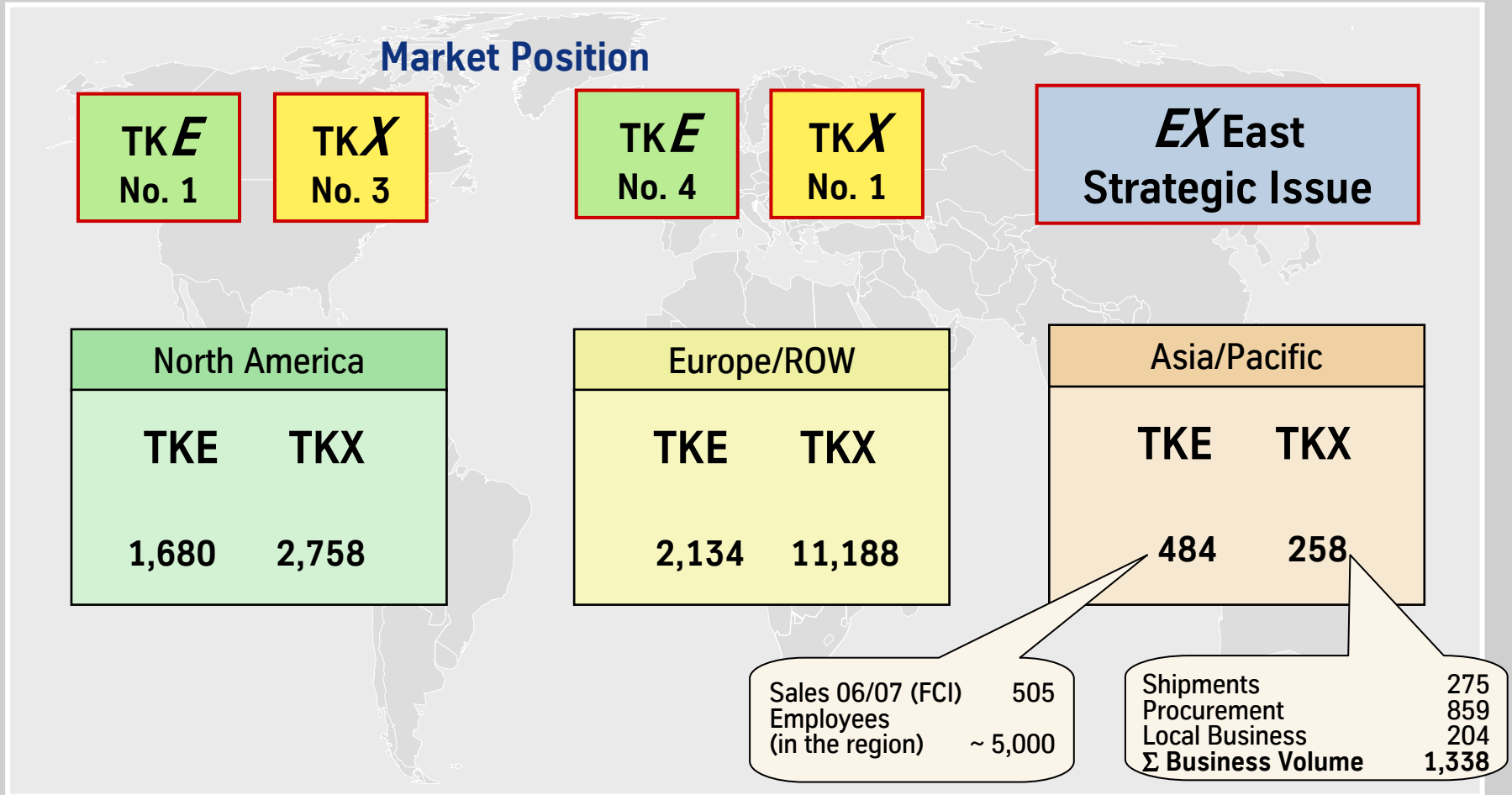
Can **raw materials trading, pipe/tube business and technical services** be expanded more rapidly in Asia?

How many additional
€ billion sales are possible?



ThyssenKrupp Elevator and ThyssenKrupp Services

Sales 05/06 per region in € million



ThyssenKrupp



Regional Strategy Asia

Regional + administrative structure of the People's Republic of China (PRC)



Beijing International Airport, Terminal 3



90 moving walks, 16 elevators, 10 escalators

Shanghai Pudong Airport Extension



67 horizontal moving walks up to 70 m length

Shenzhen Metro Line No. 2



141 escalators, 64 elevators

ThyssenKrupp Elevator orders

ThyssenKrupp

