

# Open House Day Shanghai

## ThyssenKrupp Elevator Technology

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**ThyssenKrupp**

Developing the future.

# Elevator Technology: Financial key figures

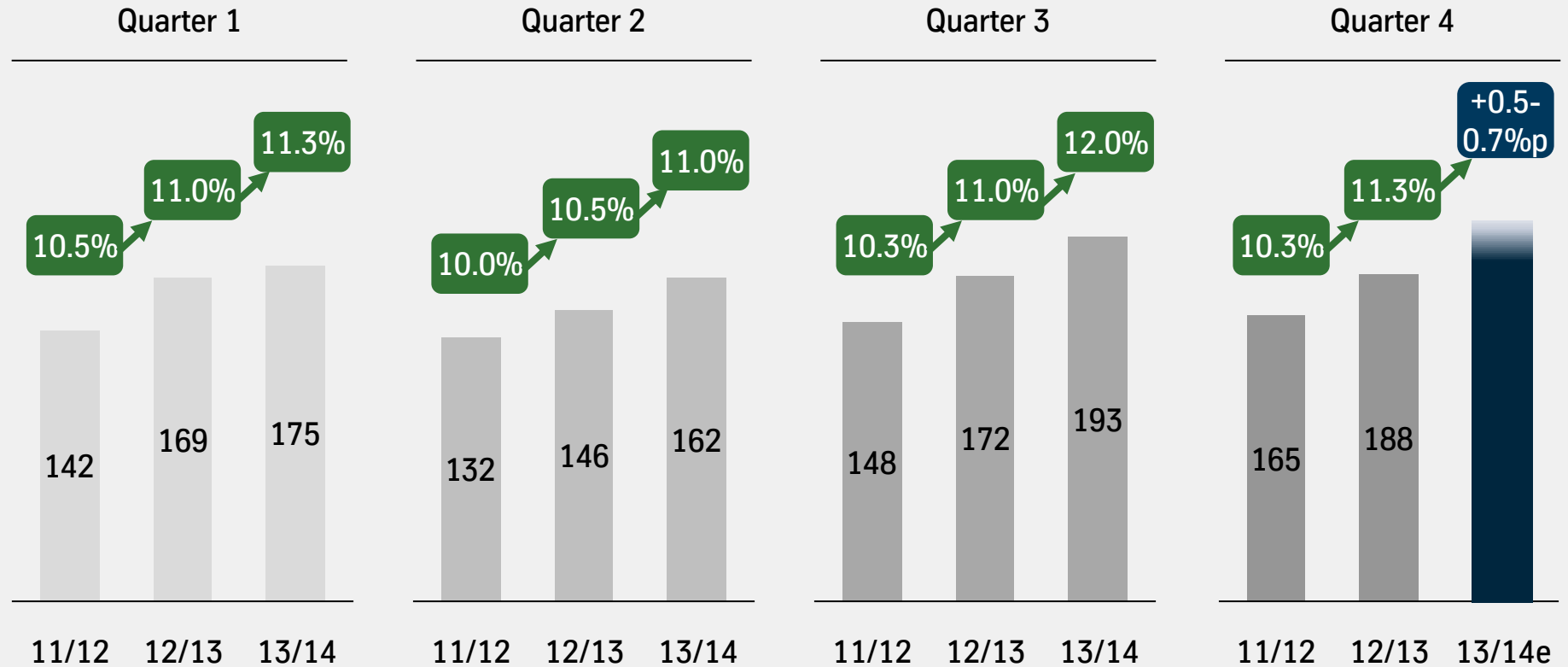


€m	FY 12/13	9M 12/13	9M 13/14	Δ 9M 12/13-13/14	FY 13/14e
Order Intake	6,520	4,945	5,074	+3%	↗
Sales	6,155	4,482	4,634	+3%	↗
EBIT adj.	675	487	531	+9%	↗
EBIT% adj.	11.0%	10.9%	11.5%	+0.6% <sub>op</sub>	0.5-0.7% <sub>op</sub>
BCF	652	534	440	-18%	→



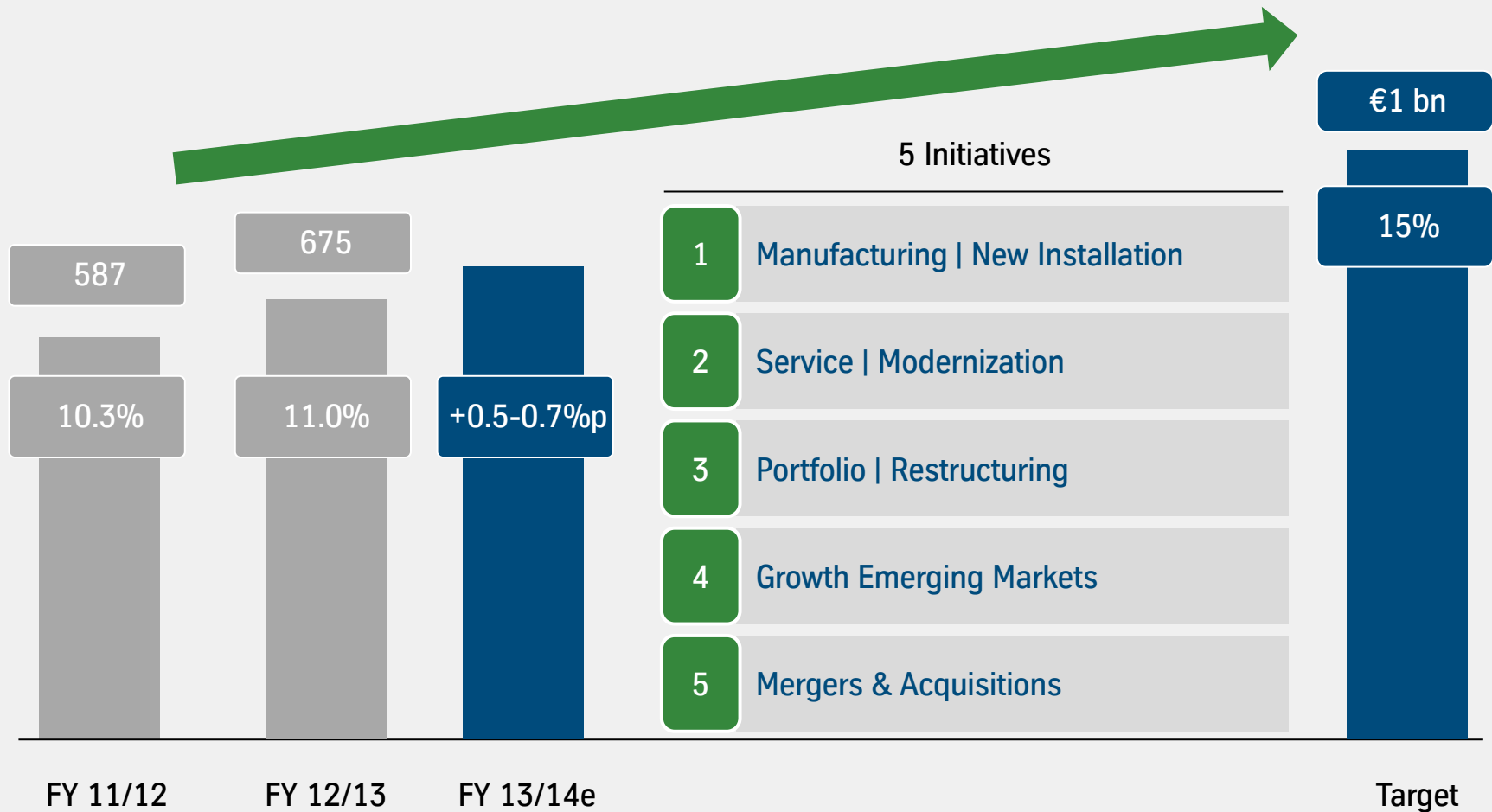
# Focus on performance

EBIT in €m

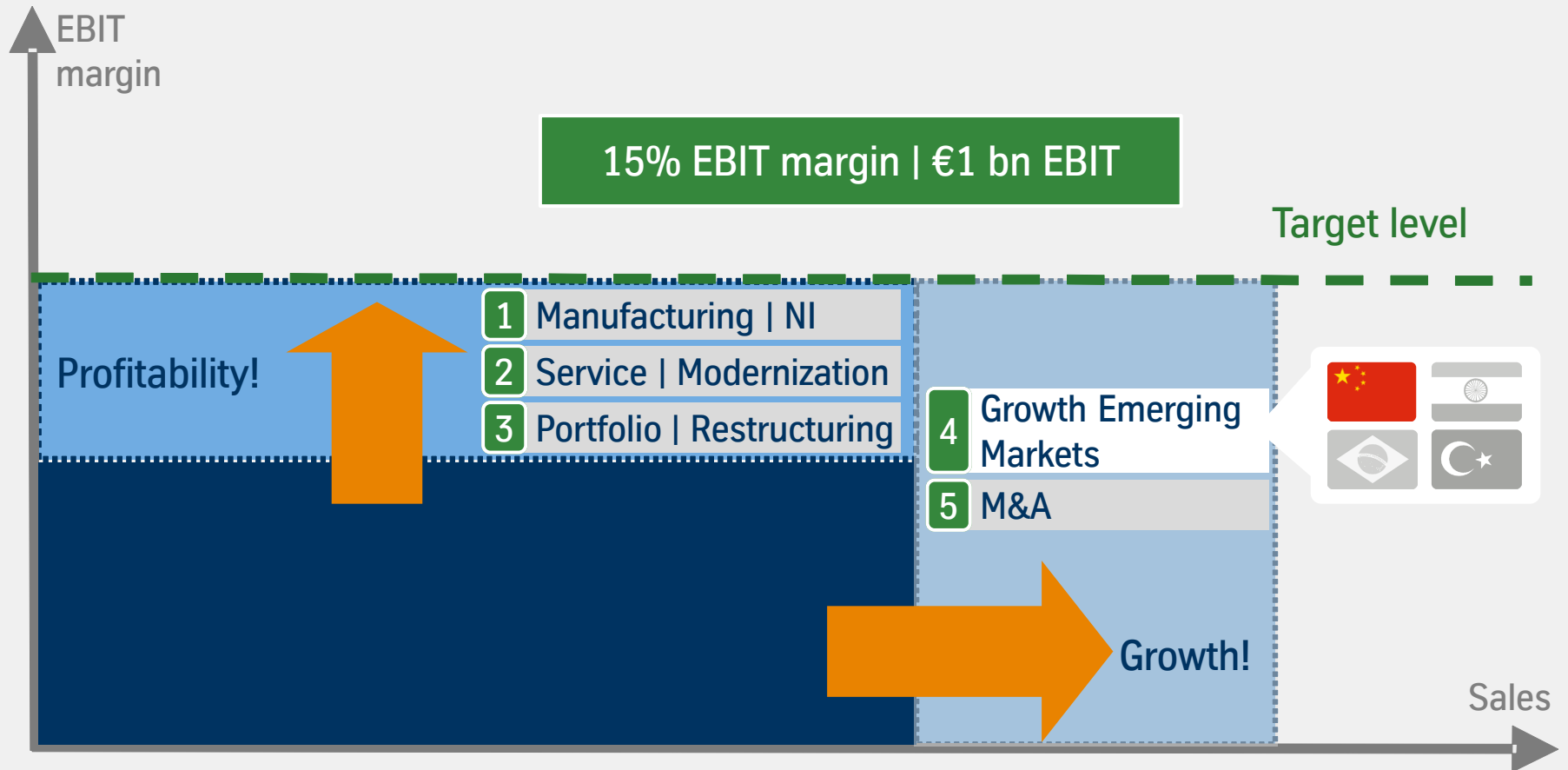


Continuous improvement of profitability

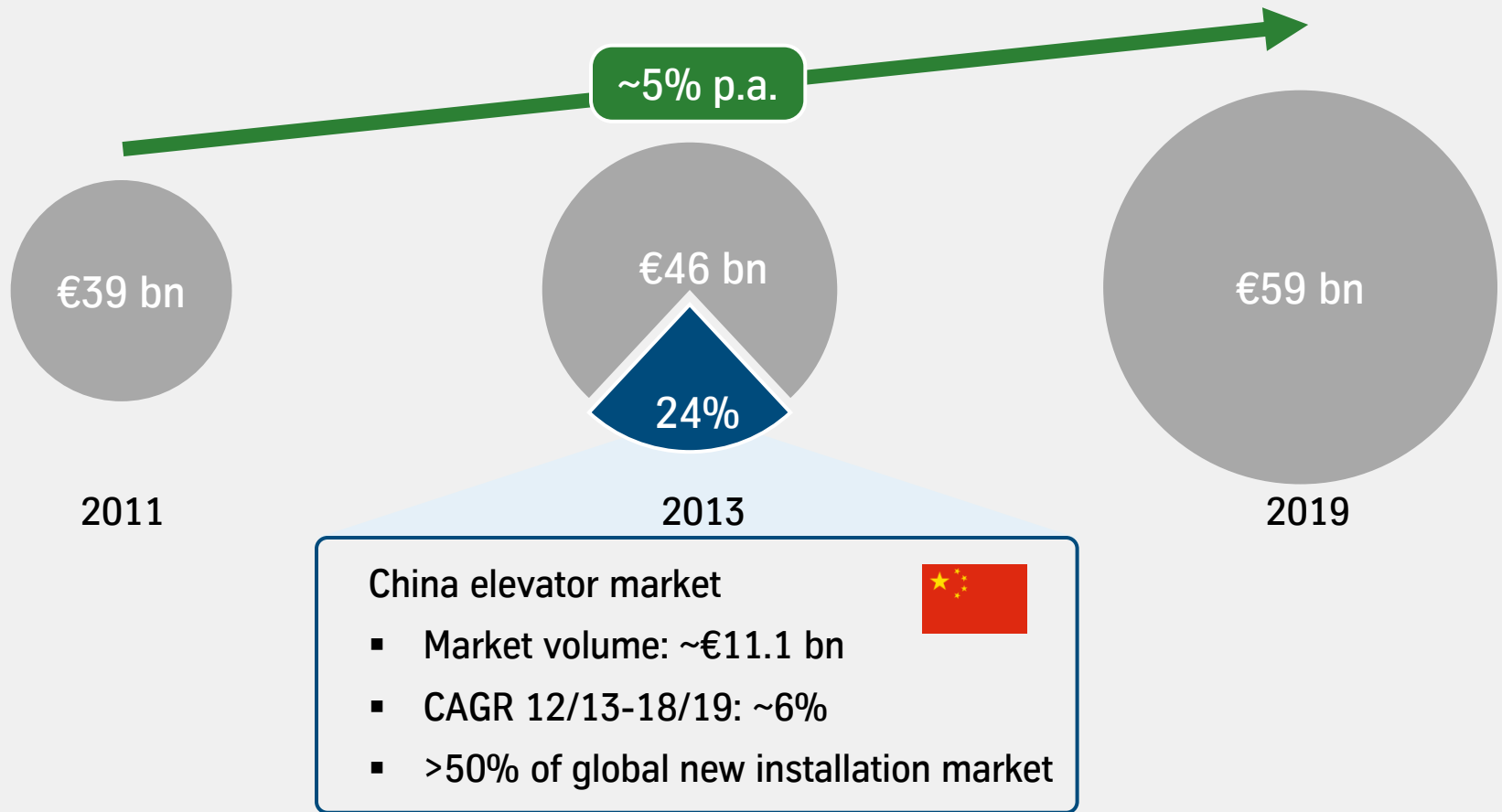
# Five initiatives to reach performance and growth target



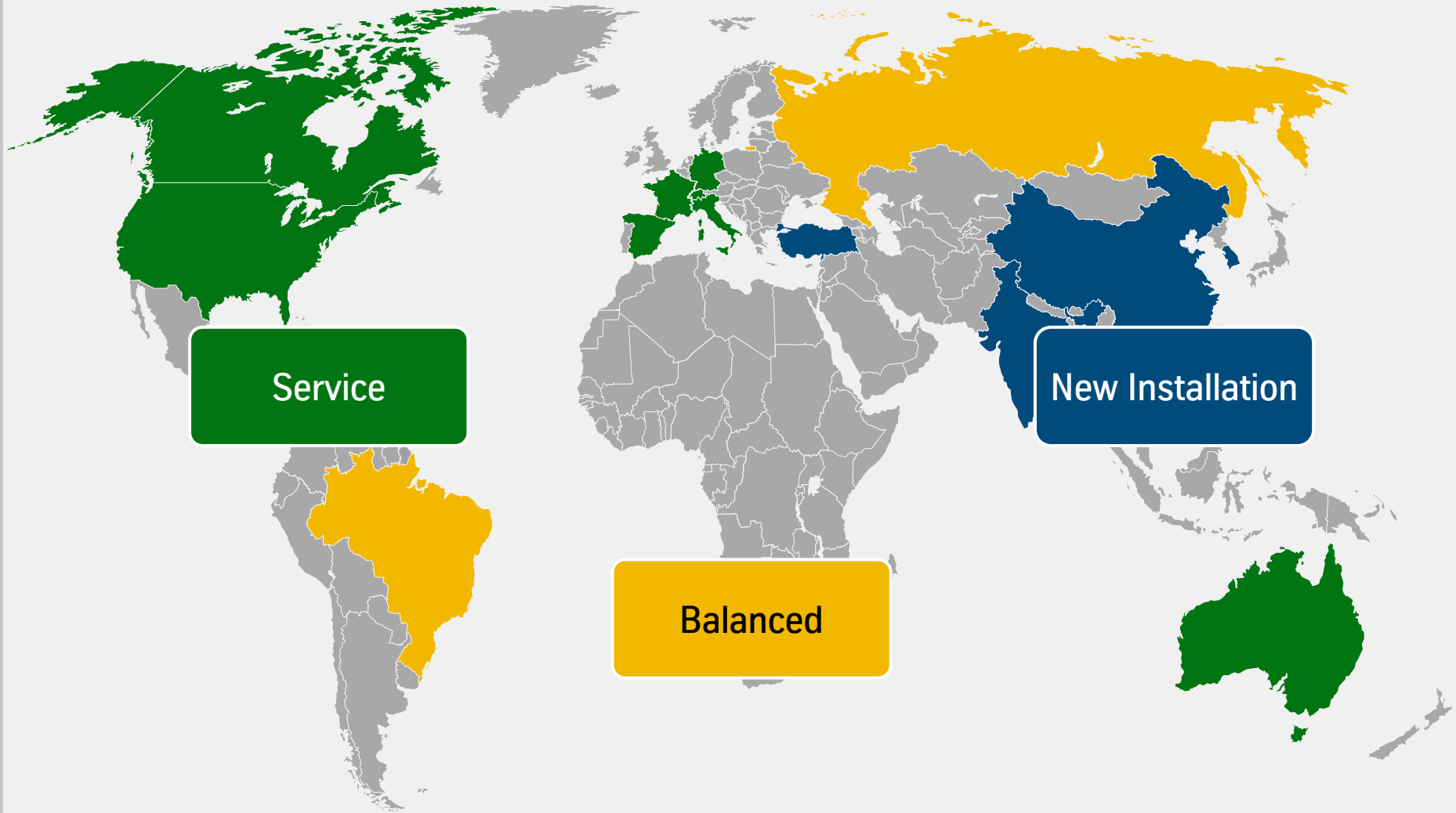
# Our strategy



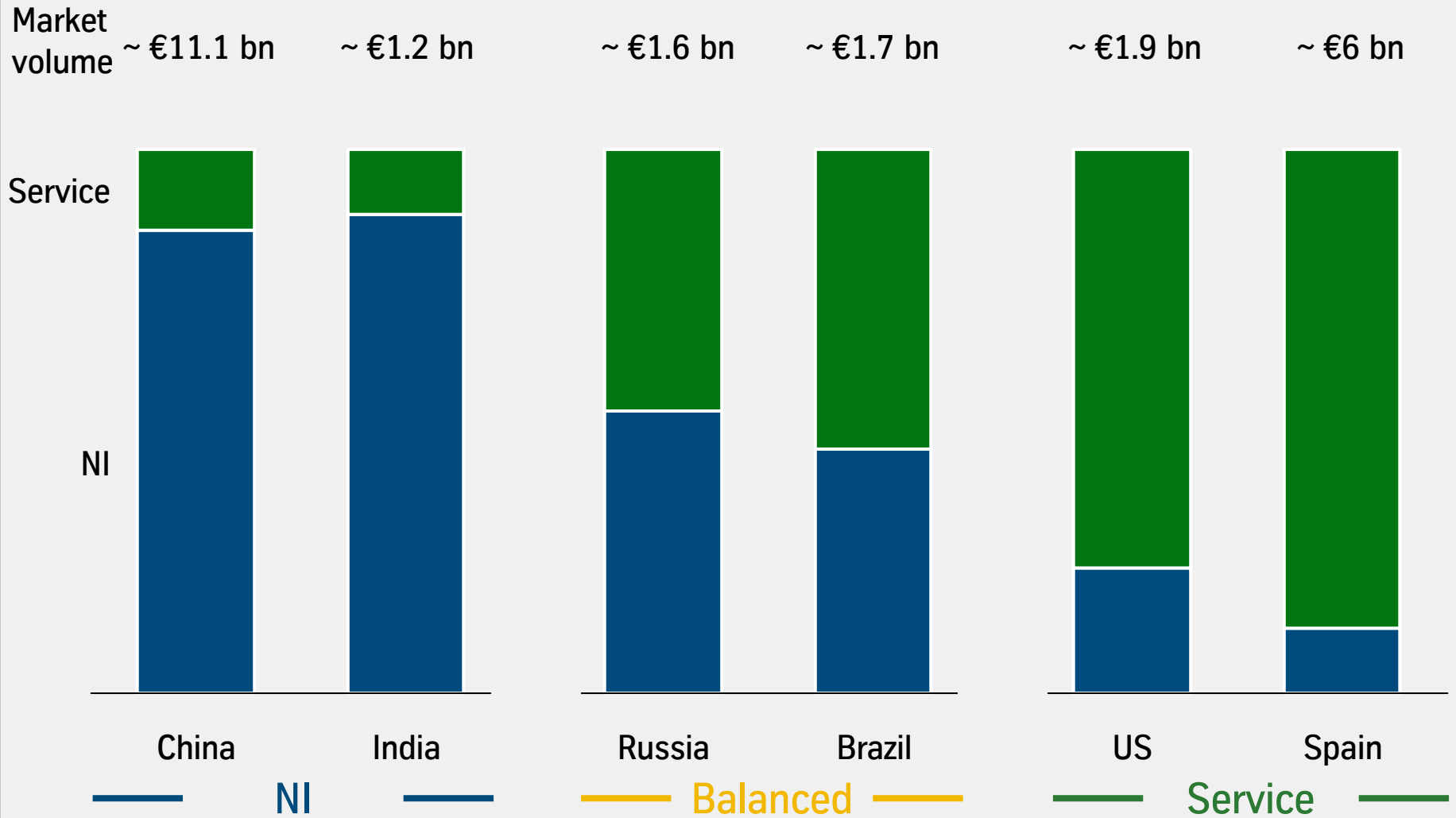
# World elevator market



# Regional market drivers



# Today's new installation is tomorrow's service





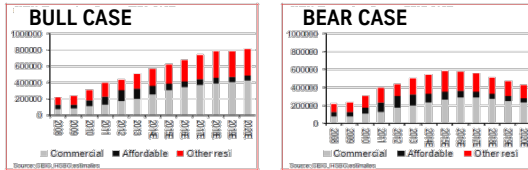
# How sustainable is Chinese construction market growth?

## Diverse views on Chinese Market



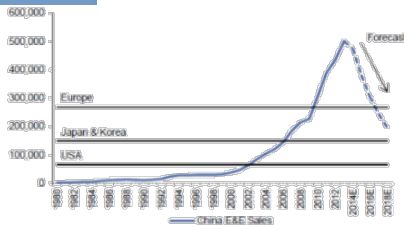
Global Research

Chinese elevator demand model suggests decline towards 400,000 (20% below 2013) units unless Inventory of unfinished projects will be orderly unwound



Goldman Sachs

“...however we believe Chinese E&E demand is at unsustainable levels”

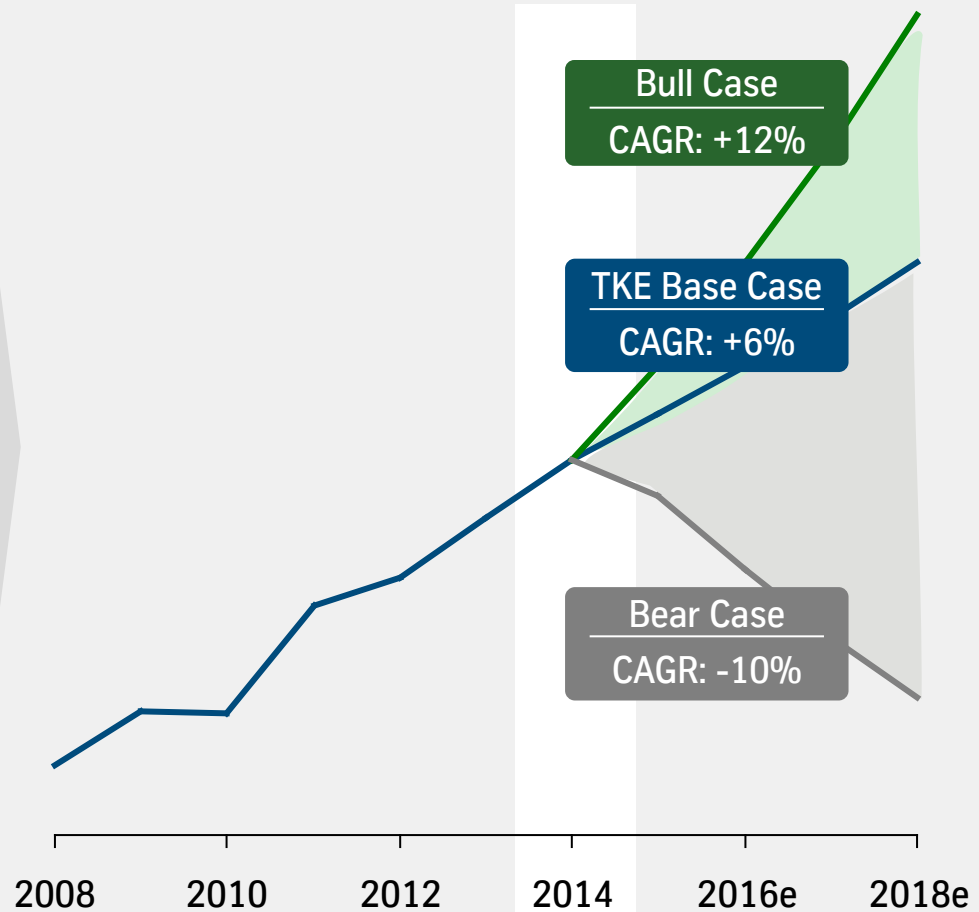


“With expected higher elevator penetration rates, we estimate elevator demand will increase c15% each year”.



“We believe the fundamentals of the Chinese new equipment market will deteriorate”.

## Different Cases for Market Development



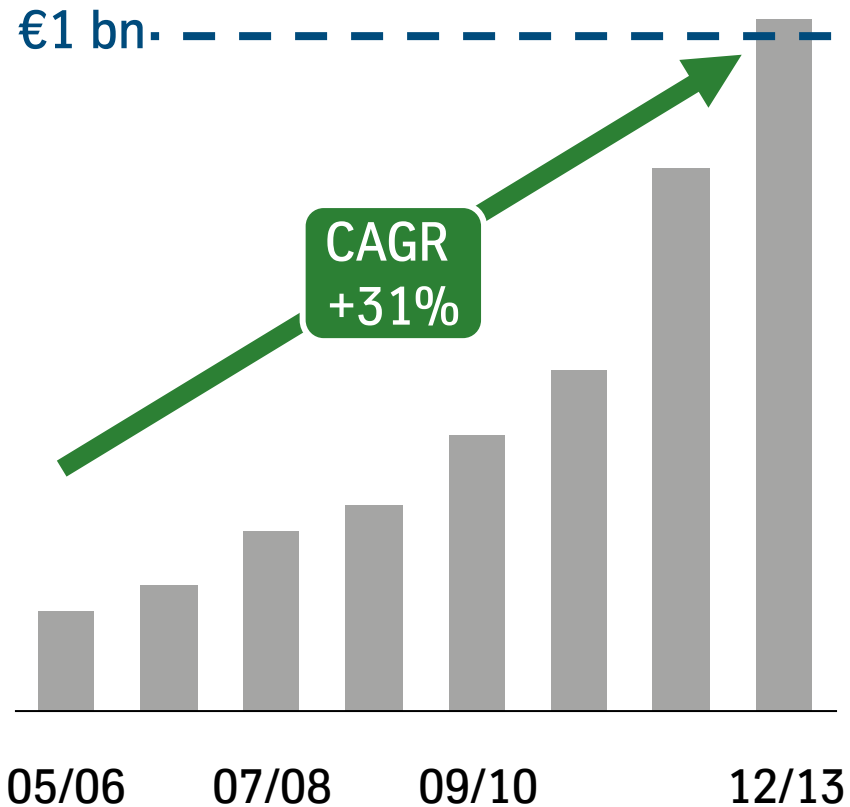
# Elevator Technology in China



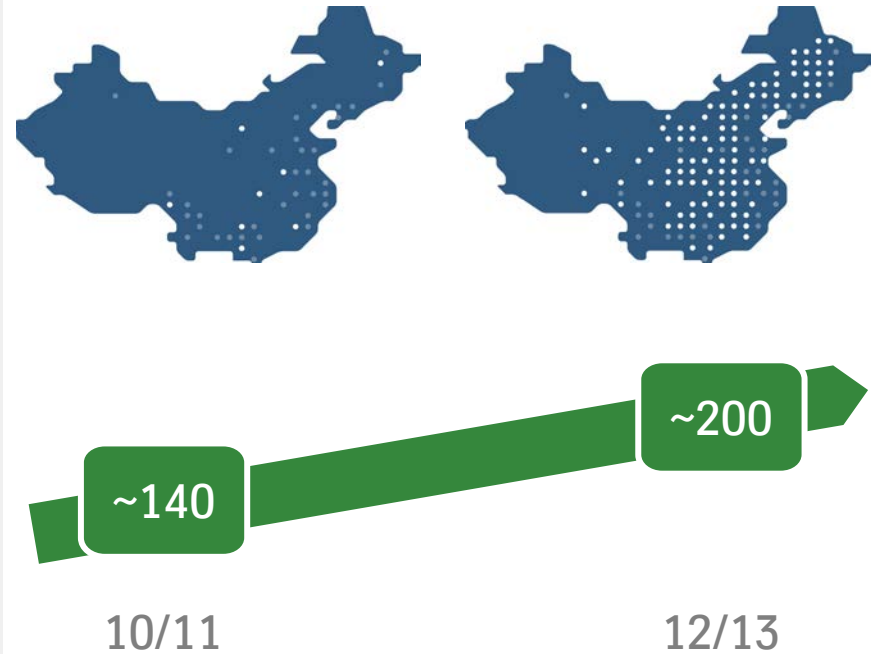
Second largest contributor to order intake

# China growth well on track

Order Intake China in € m



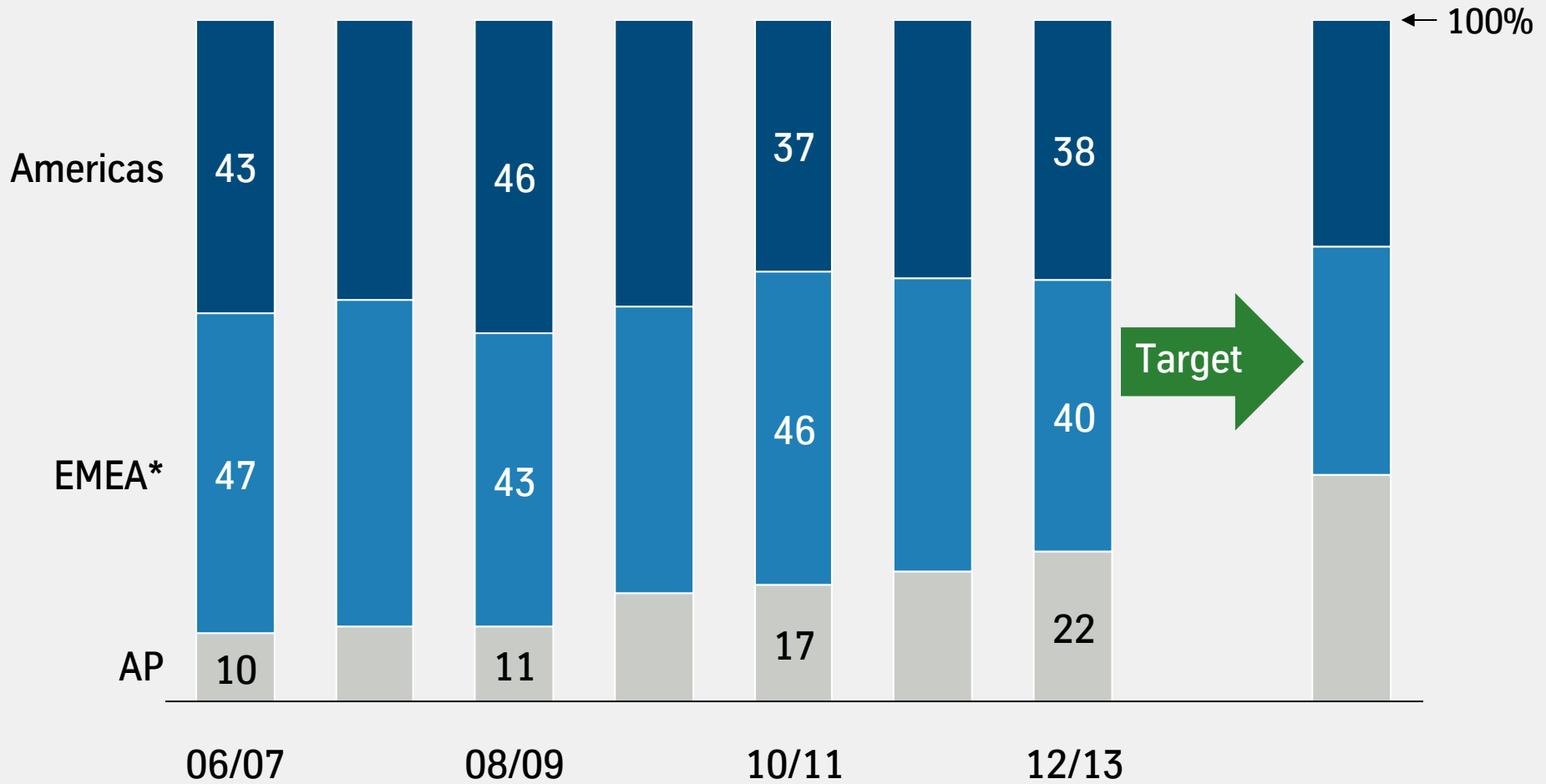
Locations in China



New office every 2 weeks

# Increasingly balanced regional footprint

Sales in %



# Clear targets for business in China

## Growth

Improve market position

Top 3

Increase market coverage

>250  
locations

Active multi-brand strategy



Increase service business (in RMB)

>20%  
y-o-y

## Performance

No margin dilution for BA

$\leq -1\%$

MFG footprint (new facilities)

>5%  
y-o-y

Flexible capacity set-up



Increase conversion rate

>60%

## Manage profitable growth



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Developing the future.



**ThyssenKrupp**



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