

Presentation ThyssenKrupp

August 2007

Agenda

- Highlights, Earnings and Outlook
- Group Financials

- Investment Strategy and Acceleration of Growth

- Forward Strategy in Steel and Stainless

- Appendix



Disclaimer

“The information set forth and included in this presentation is not provided in connection with an offer or solicitation for the purchase or sale of a security and is intended for informational purposes only.

This presentation contains forward-looking statements that are subject to risks and uncertainties. Statements contained herein that are not statements of historical fact may be deemed to be forward-looking information. When we use words such as “plan,” “believe,” “expect,” “anticipate,” “intend,” “estimate,” “may” or similar expressions, we are making forward-looking statements. You should not rely on forward-looking statements because they are subject to a number of assumptions concerning future events, and are subject to a number of uncertainties and other factors, many of which are outside of our control, that could cause actual results to differ materially from those indicated. These factors include, but are not limited to, the following:

- (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.

Please note that we disclaim any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise.”



Group Overview – Q3 2006/07 Highlights (yoy)

The strongest quarter so far

| | | |
|---|-----------|----------|
| ○ Order intake | €15,552 m | +25% yoy |
| ○ Sales | €13,444 m | +11% yoy |
| ○ EBT excl. major nonrecurring items | €1,182 m* | |
| + Disposal gain commercial real estate | € 115 m | |
| - Impairment Metal Forming | € 76 m | |
| EBT as reported | €1,219 m | +51% yoy |
| ○ Outlook increased: EBT €3.6 bn excl. nonrecurring items (€3.2 bn reported) | | |
| ○ TKVA (incl. major nonrecurring items) | €884 m | +68% yoy |
| ○ EPS as reported | €1.49 | +71% yoy |
| ○ Net financial liabilities | €806 m | |

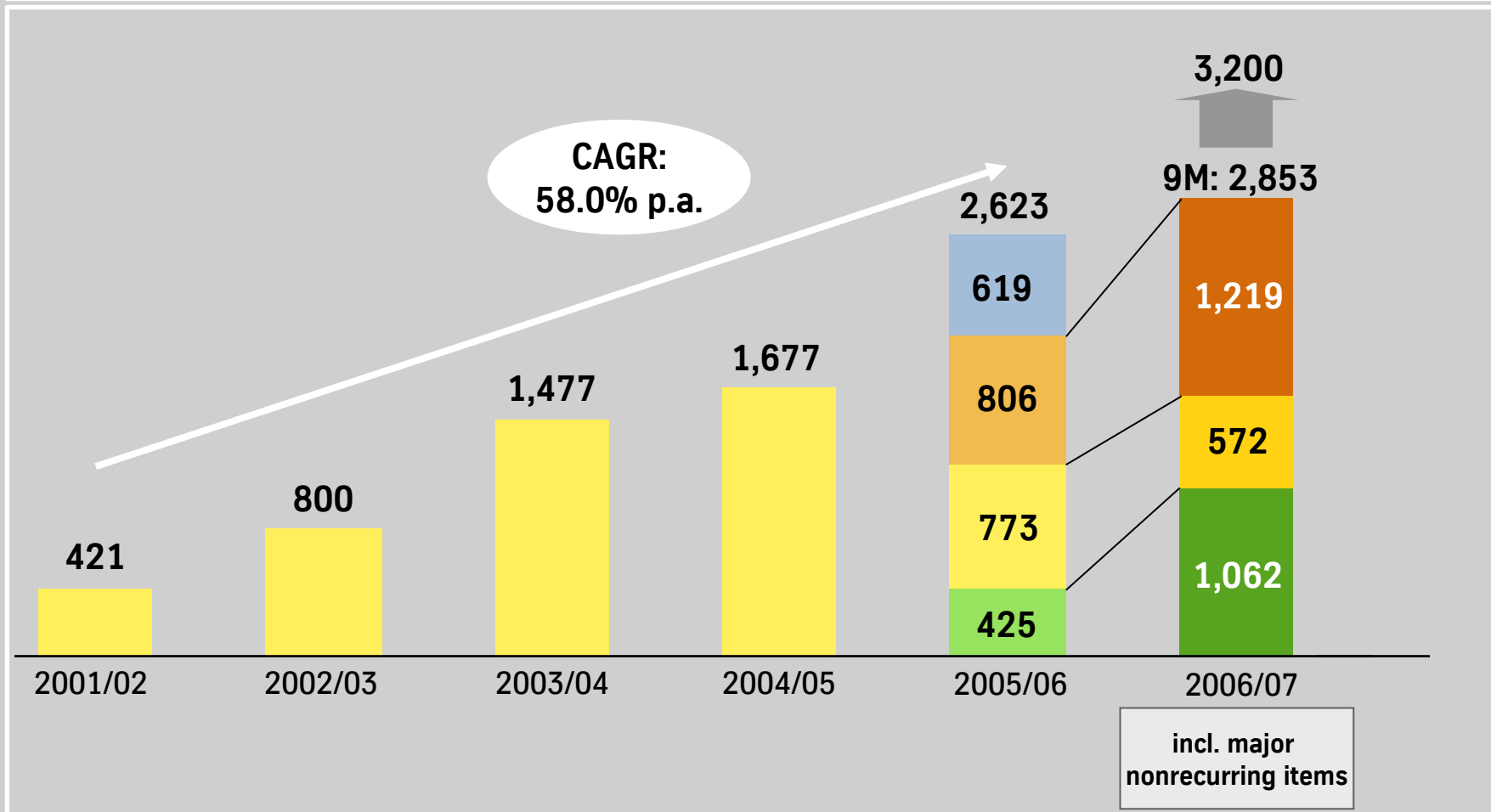
* incl. €2 m interest expense for EU fine (Elevator)



EBT Track Record

EBT (as reported)

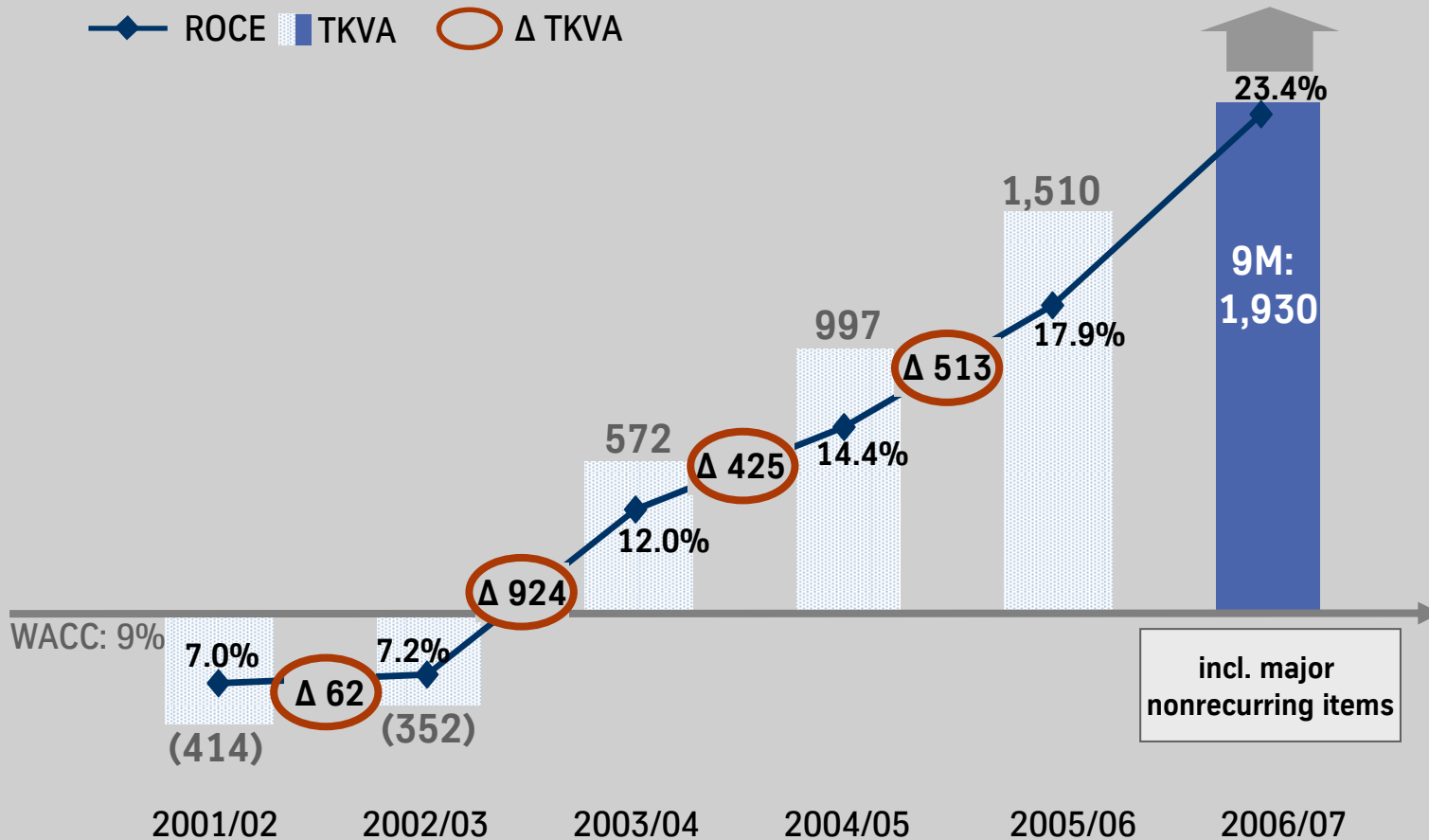
million €



ThyssenKrupp Continues the Delta EVA® Story

ROCE and TKVA (incl. major nonrecurring items)

% / million €



Segment Overview – Q3 2006/07 Highlights (yoy)

| | EBT | Comments |
|--------------|-----------|---|
| Steel | €428 m | Price and performance improvements coupled with steady high demand Metal Forming impairment charge: €76 m – excl. nonrecurring items: €504 m |
| Stainless | €296 m | Major EBT contribution: Higher base prices (yoy) and strong end user demand |
| Technologies | €155 m | Back on favorable earnings track: Plant Technology driving profit improvement |
| Elevator | €106 m | Ahead of average run rate: Business expansion and improved performance |
| Services | €218 m | Continued favorable market environment with high price and demand levels |
| Corporate | €21 m | Disposal gain commercial real estate: €115 m – excl. nonrecurring items: €(94) m |
| Group | €1,219 m* | |

* incl. €(5) m consolidation

Segment Overview – Quarterly EBT 2005/06 and 2006/07

| million € | 2005/2006 | | | | | 2006/2007 | | |
|---------------|------------|------------|------------|------------|--------------|--------------|-------------|--------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 |
| Steel | 269 | 424 | 386 | 327 | 1,406 | 399 | 471 | 428 |
| Stainless | 7 | 52 | 126 | 238 | 423 | 325 | 291 | 296 |
| Technologies | 121 | 133 | 151 | 5 | 410 | 148 | 108 | 155 |
| Elevator | 85 | 94 | 98 | 114 | 391 | 97 | (390)* | 106 |
| Services | 85 | 91 | 168 | 138 | 482 | 192 | 140 | 218 |
| Corporate | (137) | (17) | (119) | (173) | (446) | (93) | (43) | 21 |
| Consolidation | (5) | (4) | (4) | (30) | (43) | (6) | (5) | (5) |
| Group | 425 | 773 | 806 | 619 | 2,623 | 1,062 | 572* | 1,219 |

* incl. Elevator fine



Segment Outlook 2006/07 and Beyond

Steel

- Global growth remains very robust
- Production by steel users continues to grow strongly
- Due to seasonal reasons EU steel market slightly more settled

Stainless

- Underlying demand from industrial end customer demand stable
- Producers seem to be further adjusting production
- Additional profitability potential by world-class Terni project

Technologies

- Global secular trends (e.g. infrastructure, raw materials, safety) holding firm
- Very strong order book

Elevator

- Positive business development to continue
- Order intake continuously beating sales
- Expansion of global service activities contributing to sustainable earnings

Services

- Good situation on raw and industrial materials markets to continue
- High orders and sales at record level



Segment Overview – Quarterly EBT 2006/07 and Outlook 2006/07

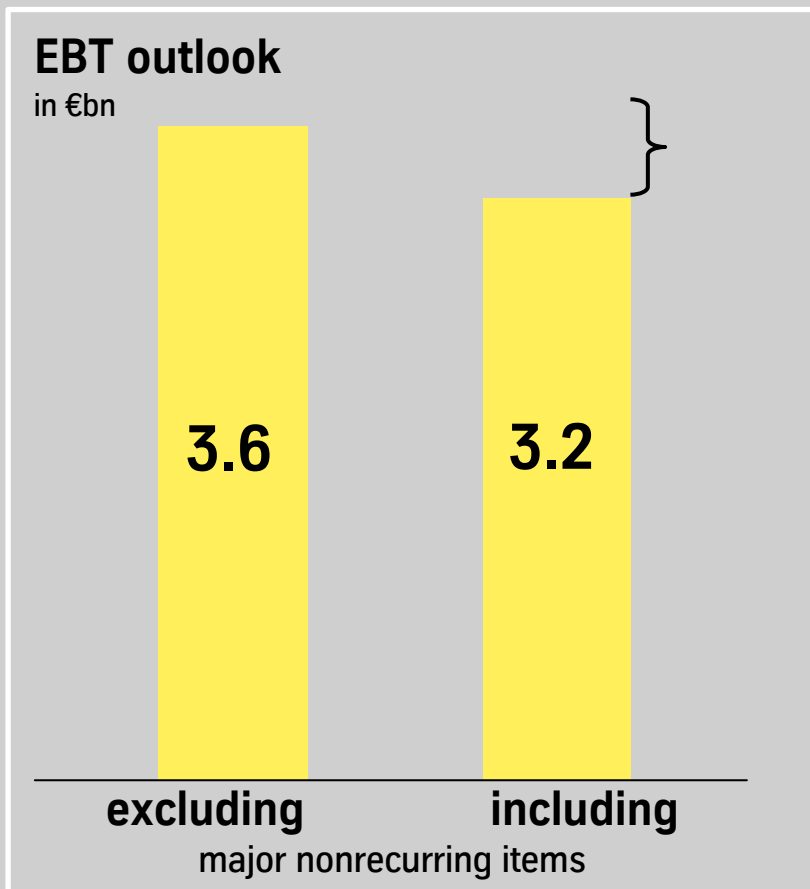
| million € | 2006/2007 | | | | |
|------------------------------------|-----------|-------|-------|----|-------|
| | Q1 | Q2 | Q3 | Q4 | FY |
| Steel | 399 | 471 | 428 | | |
| Stainless | 325 | 291 | 296 | | |
| Technologies | 148 | 108 | 155 | | |
| Elevator | 97 | (390) | 106 | | |
| Services | 192 | 140 | 218 | | |
| Corporate | (93) | (43) | 21 | | |
| Consolidation | (6) | (5) | (5) | | |
| EBT as reported | 1,062 | 572 | 1,219 | | 3,200 |
| Major nonrecurring items | -- | (480) | 37 | | |
| EBT excl. major nonrecurring items | 1,062 | 1,052 | 1,182 | | 3,600 |

⇒ Outlook increased:

EBT excluding major nonrecurring items of €3,600 m expected



Group Outlook 2006/07: EBT incl. Major Nonrecurring Items €3.2 bn



| | |
|---------------------------------|------------------|
| Major nonrecurring items | €(443) m* |
| of which: | |
| Q2 | €(480) m |
| ○ Elevator fine | €(480) m |
| Q3 | € 37 m* |
| ○ Disposal gain real estate | € 115 m |
| ○ Impairment Metal Forming | € (76) m |

* incl. €2 m interest expense for EU fine (Elevator)



Agenda

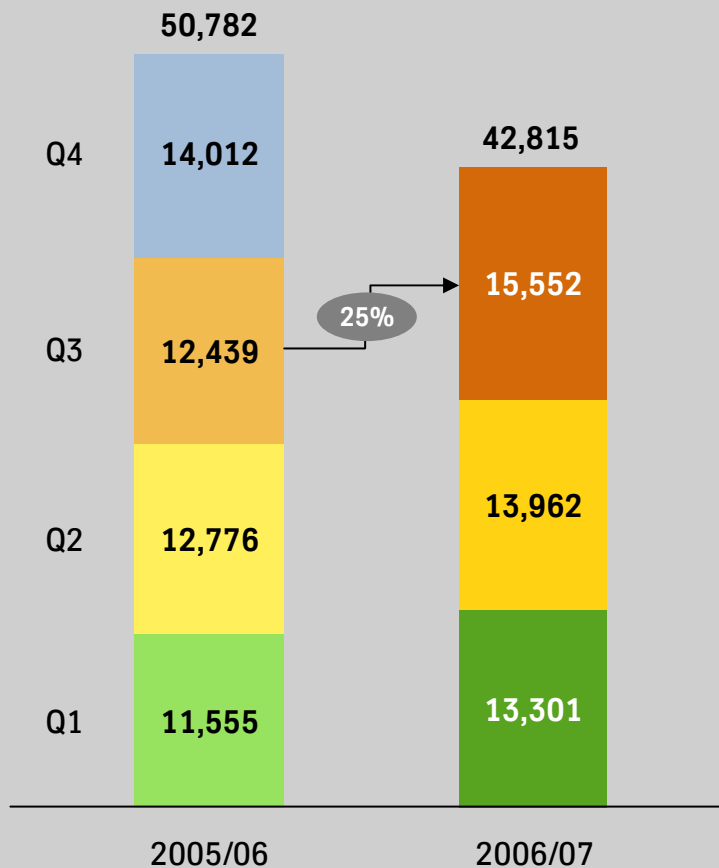
- Highlights, Earnings and Outlook
- Group Financials
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Group Financials – Order Intake and Sales

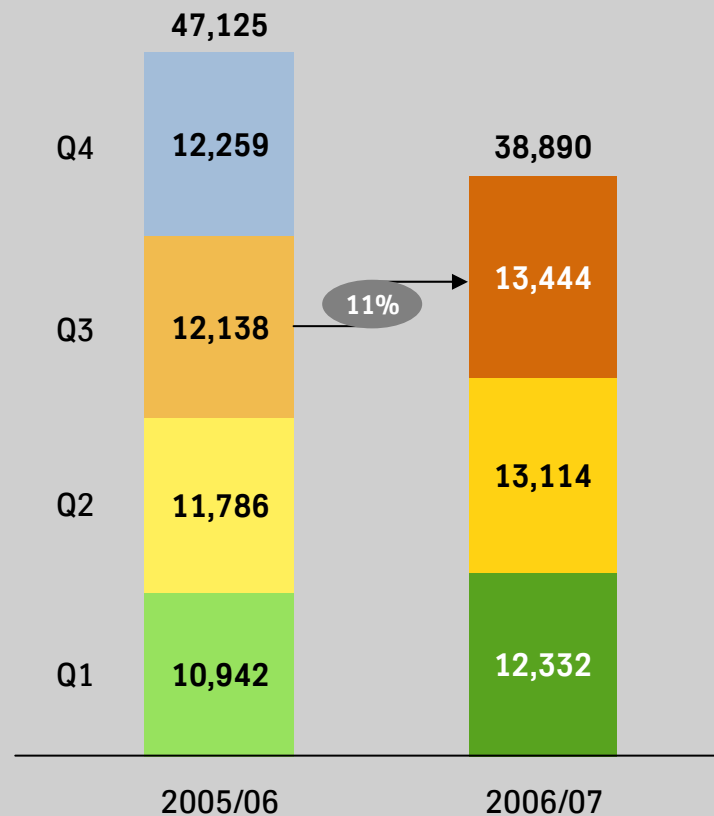
Order intake

million €



Sales

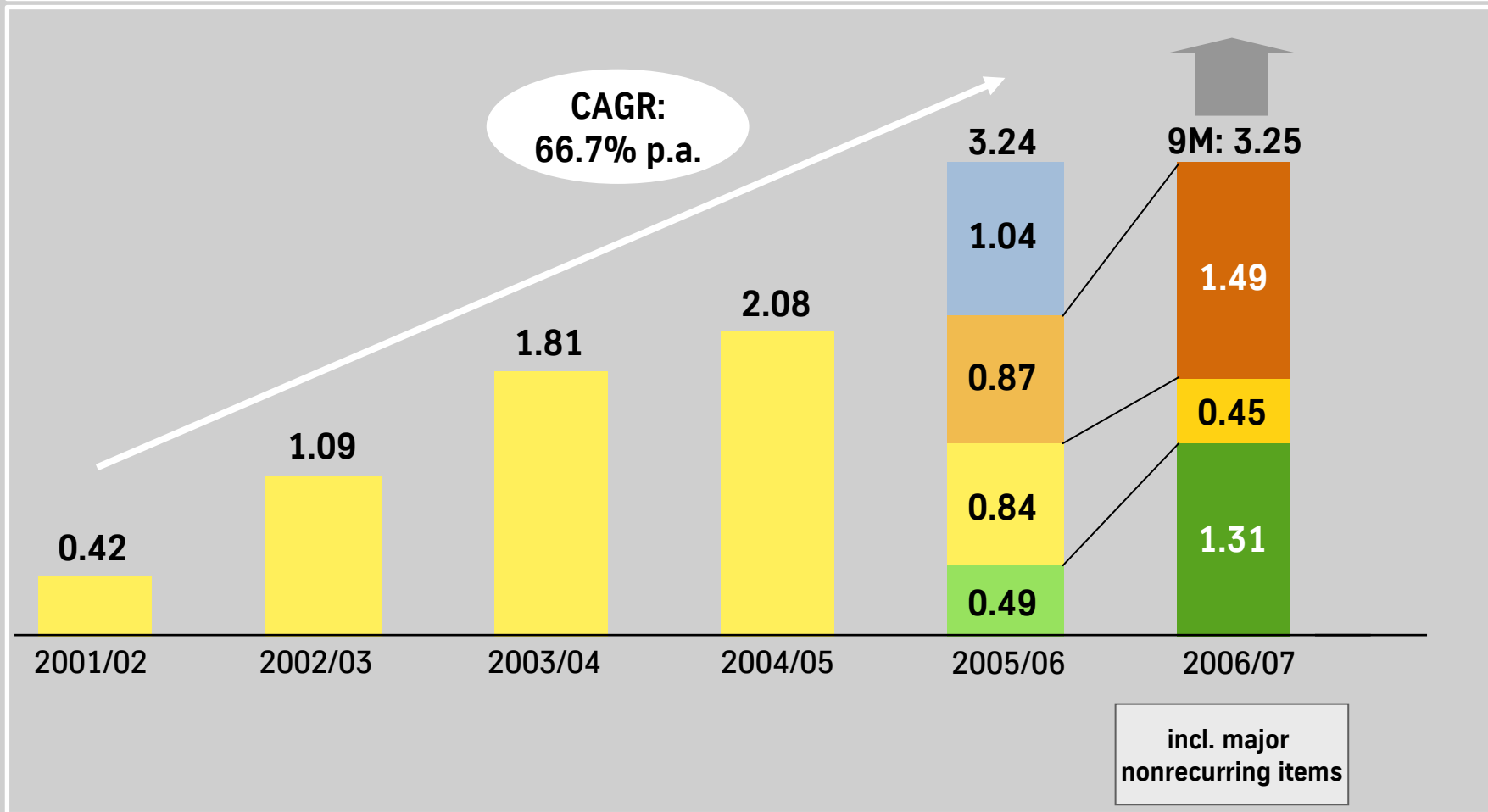
million €



Group Financials – EPS Track Record

Earnings per share (as reported)

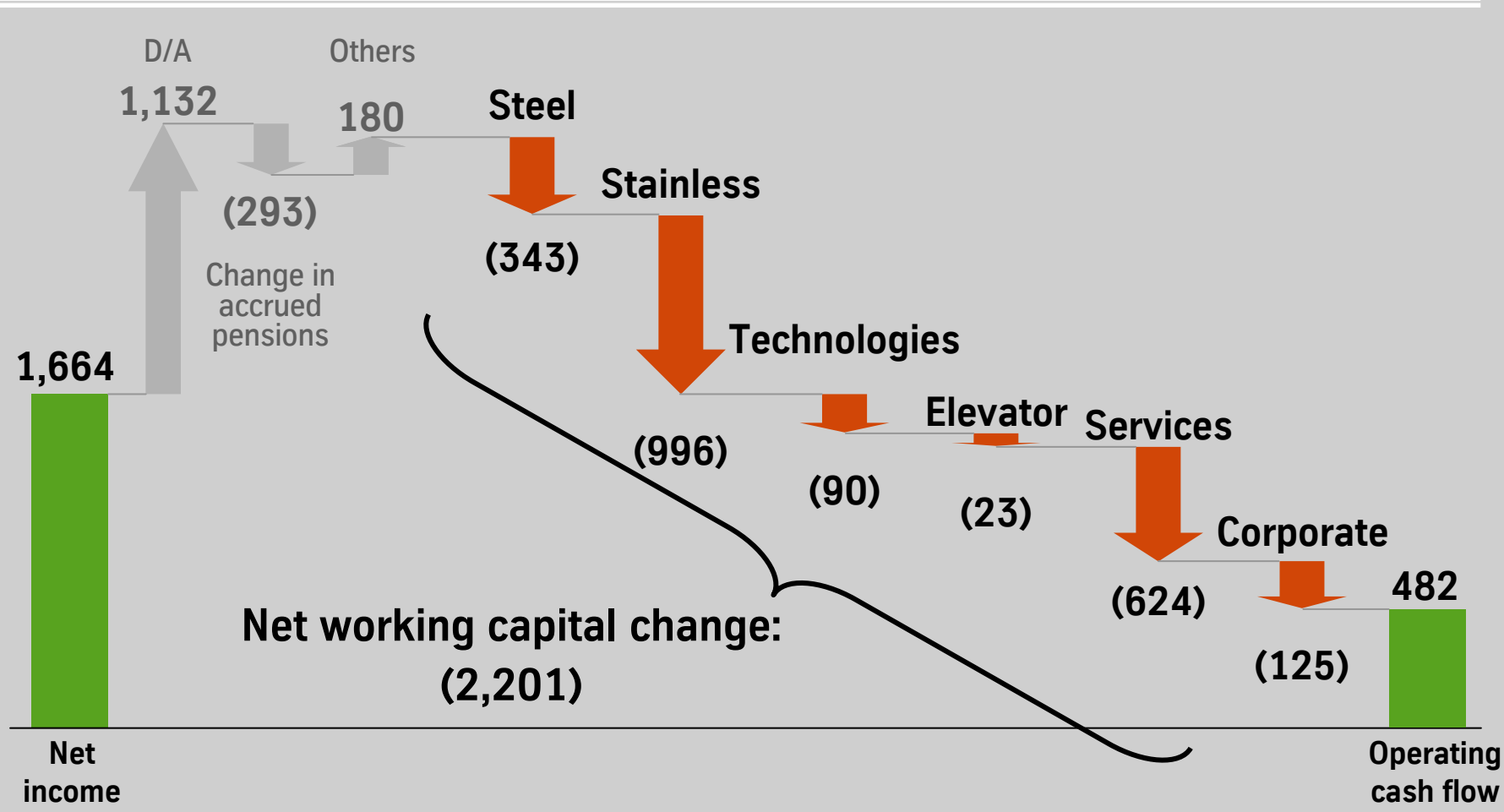
€



Group Financials – Net Income ⇒ Operating Cash Flow

Development of operating cash flow in 9M

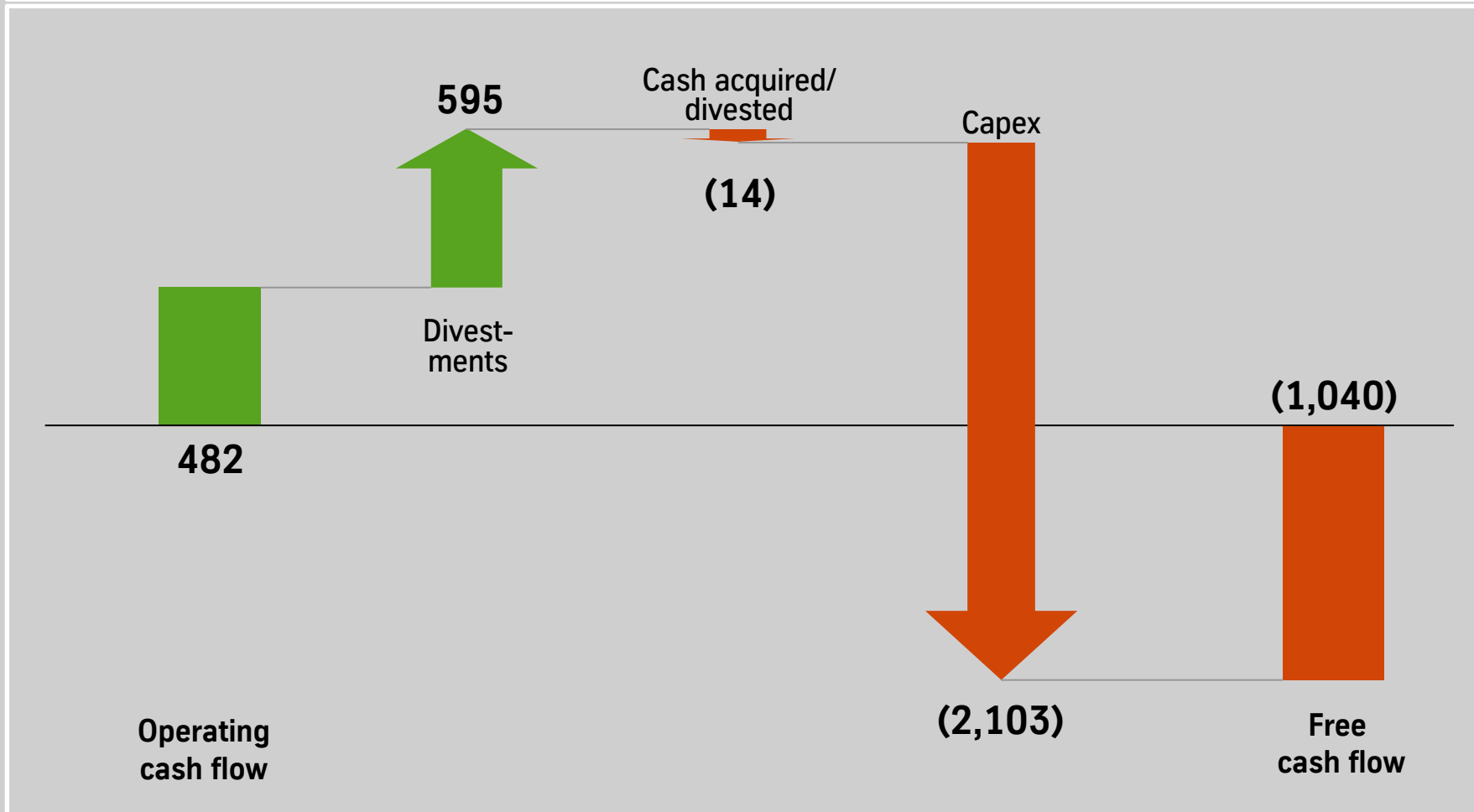
million €



Group Financials – Operating Cash Flow ⇒ Free Cash Flow

Development of free cash flow in 9M

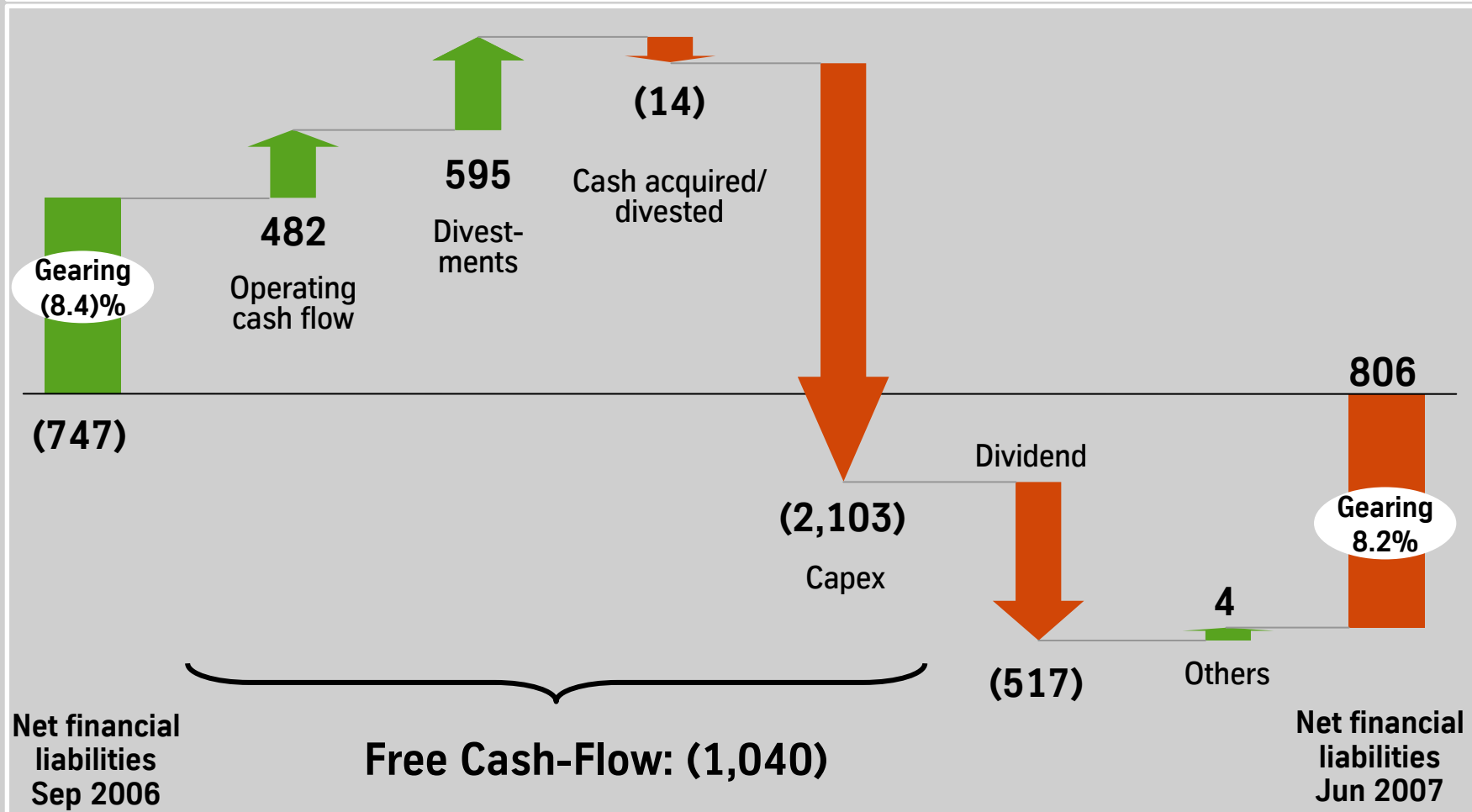
million €



Group Financials – Net Financial Liabilities

Development of net financial position in 9M

million €



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Key Drivers for Investment Strategy

International expansion of our focused business company concept

Steel

Transfer of the successful European premium strategy to the Americas growth market

Stainless

Build on and expand global leading market position by performance improvement in European core markets and expansion in NAFTA

Technologies

Strengthen cash generating activities driven by secular trends of increasing demand for infrastructure, raw materials, renewable energy, nutrition and safety

Elevator

Performance program and continuous acquisitions to bridge margin gap and optimize portfolio of maintenance contracts

Services

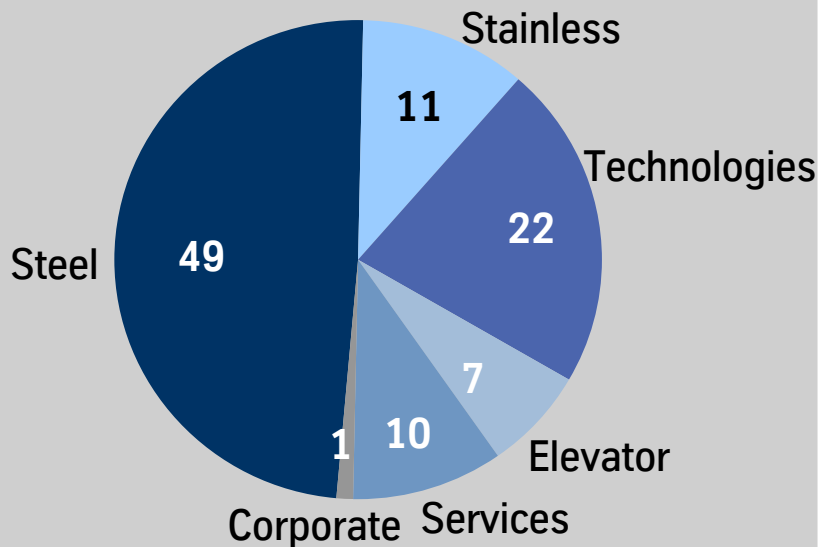
Capture growth opportunities in Materials Distribution and Industrial Services



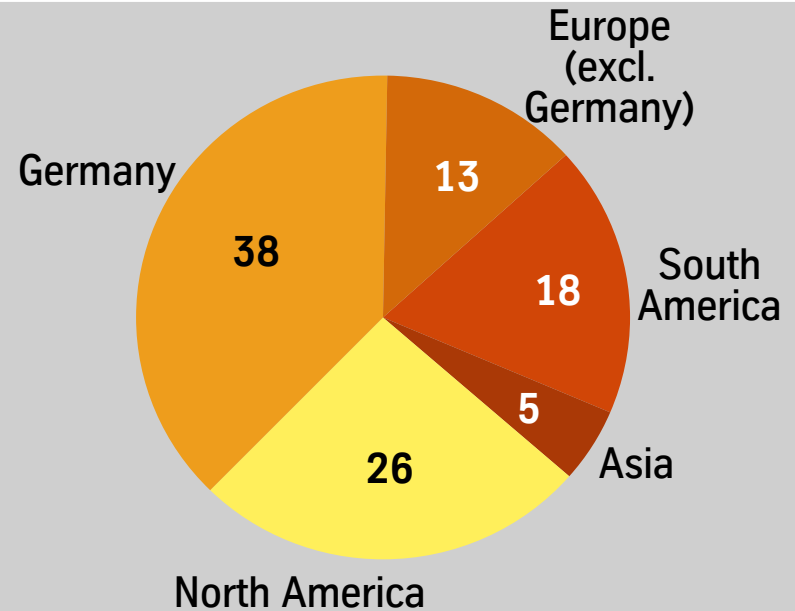
International Expansion of our Focused Business Company Concept

€18-20 billion of Capex Within 5 Years

Capex per segment (in %)



Capex per region (in %)



ThyssenKrupp Accelerates Growth by Investment Program

| | Investments 2005/06-2009/10 | Comments |
|---------------------|--------------------------------|---|
| Steel | €8.9 bn | Greenfield NAFTA, Greenfield Brazil, capacity increase Duisburg, substance-preserving and value-based investments, acquisitions |
| Stainless | €2.0 bn | Greenfield NAFTA, substance-preserving and value-based investments |
| Technologies | €4.1 bn | Project-related investments, substance-preserving and value-based investments, acquisitions |
| Elevator | €1.2 bn | Projects for efficiency improvement in new installations and services as well as growth by acquisitions |
| Services | €1.7 bn | New service centers globally and in Eastern Europe, growth in raw materials, other investments and growth by acquisitions |
| Other | up to €2.1 bn | Other investments and growth by acquisitions |
| Total | €18- 20 bn | €14-16 bn, i.e. >75% growth capex, entirely based on value-driven criteria, €4 bn substance-preserving investments* |

* 45% of the average depreciation / amortization in the segments

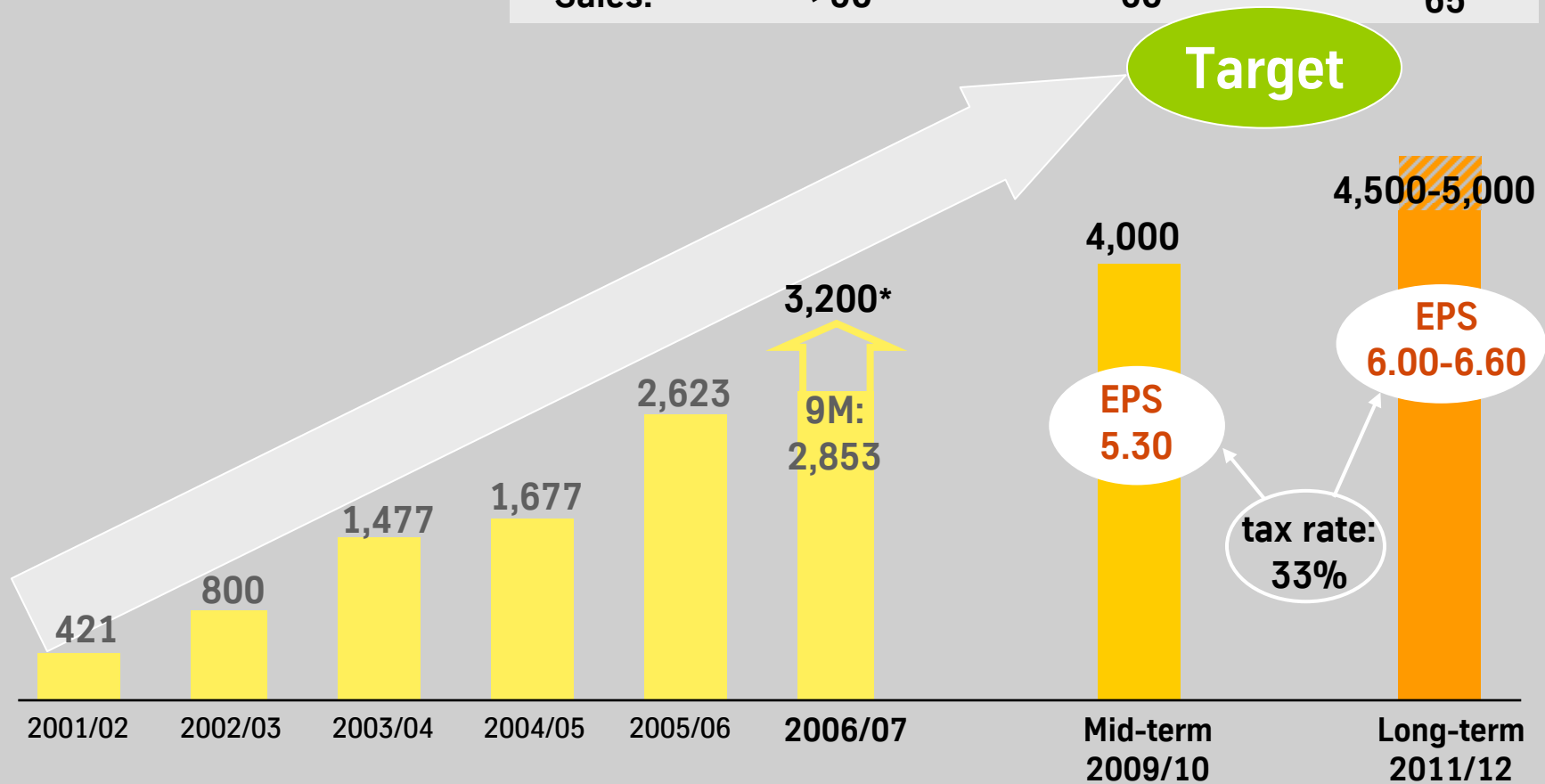


Group Targets 2009/10 and 2011/12

Sales, EBT and EPS (as reported)

billion € / million € / €

| | | | |
|---------------|---------------|-----------|-----------|
| Sales: | >50 | 60 | 65 |
|---------------|---------------|-----------|-----------|



* incl. major nonrecurring items

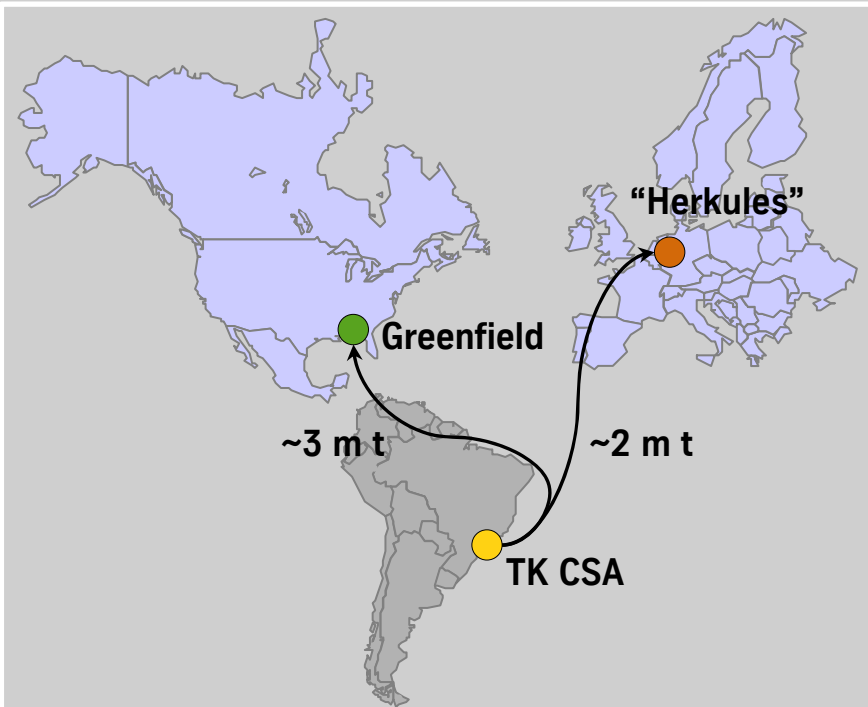


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Investment Strategy Steel: The Transatlantic Concept



Targeted major transatlantic production capacities

| Capacity in m metric tons p.a. | Brazil | NAFTA | Europe ** |
|--------------------------------|--------|-------|-----------|
| Slabs | 5 | - | 15 |
| Hot-rolled | - | 5.2* | 17.5 |
| Cold-rolled | - | 2.5 | 10 |
| Coated | - | 1.8 | 8 |

* incl. 0.9 million t for Stainless ** slabs incl. share in HKM; hot-rolled incl. heavy plate and medium-wide strip; coated incl. EG, HDG and tinplate

- Utilizing low-cost slabs from Brazil
- Build on and expand strong European market position
- Clear strategy to enter NAFTA market with focus on high value-added products

- ⇒ Significant dilution of cost base by highly competitive steel mill in Brazil
- ⇒ De-bottlenecking and modernization to process 2 m t of additional slabs from Brazil (“Herkules”)
- ⇒ Transfer of proven business model into the modern industrial center of the U.S.

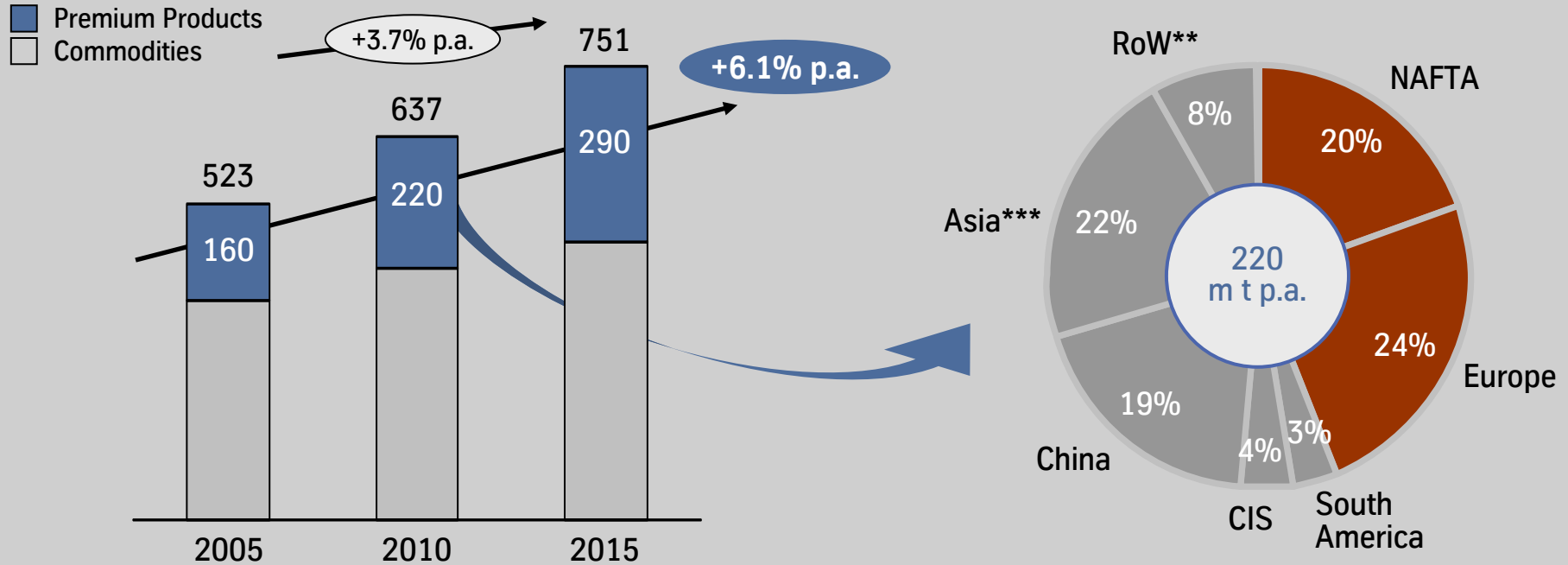


Premium Flat Carbon Steel Market with Above-Average Growth

Global Market Development: Market Forecasts up to 2015

Global Demand for Premium Products*

million tons p.a.



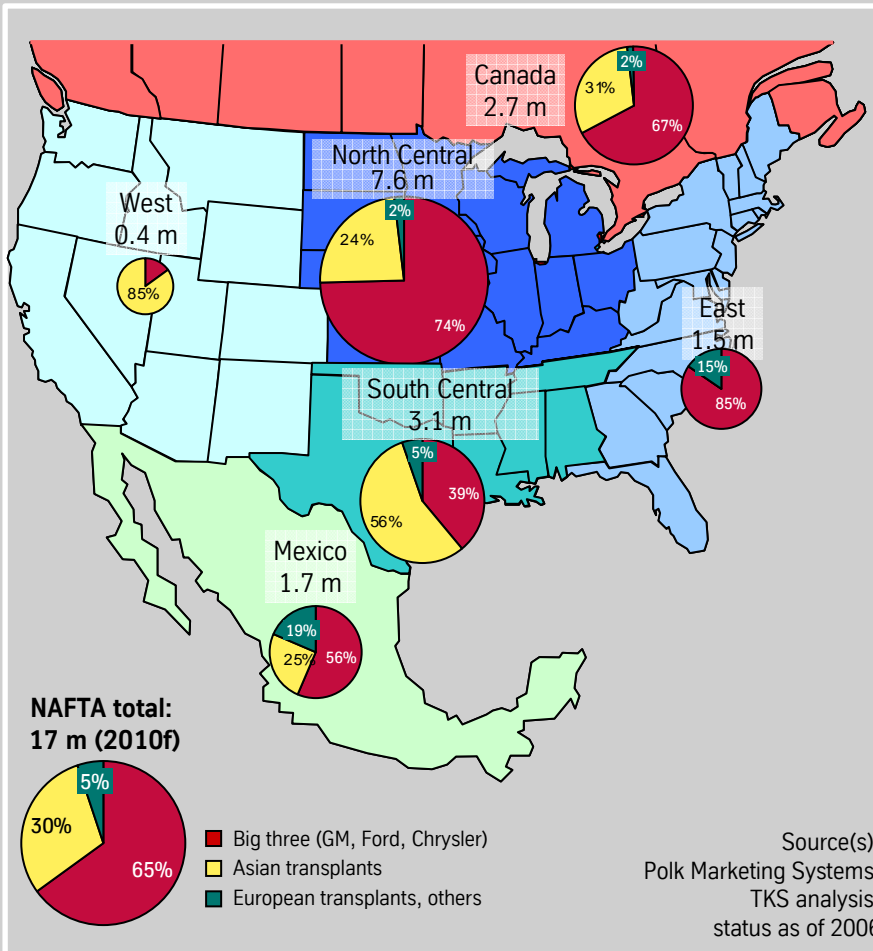
Europe and NAFTA with almost 45% Share in Global Demand for Premium Products

* Flat steel products with above-average quality requirements and technological properties ** esp. India *** esp. Japan and South Korea
 Source(s): CRU MerchantSlabMarket 2006-Q4 – absolute numbers, WSD Global Steel Product Matrix



Demanding Customers Drive Demand in Premium Products

Example: Light-vehicle production/assemblies 2010 forecast NAFTA in m units



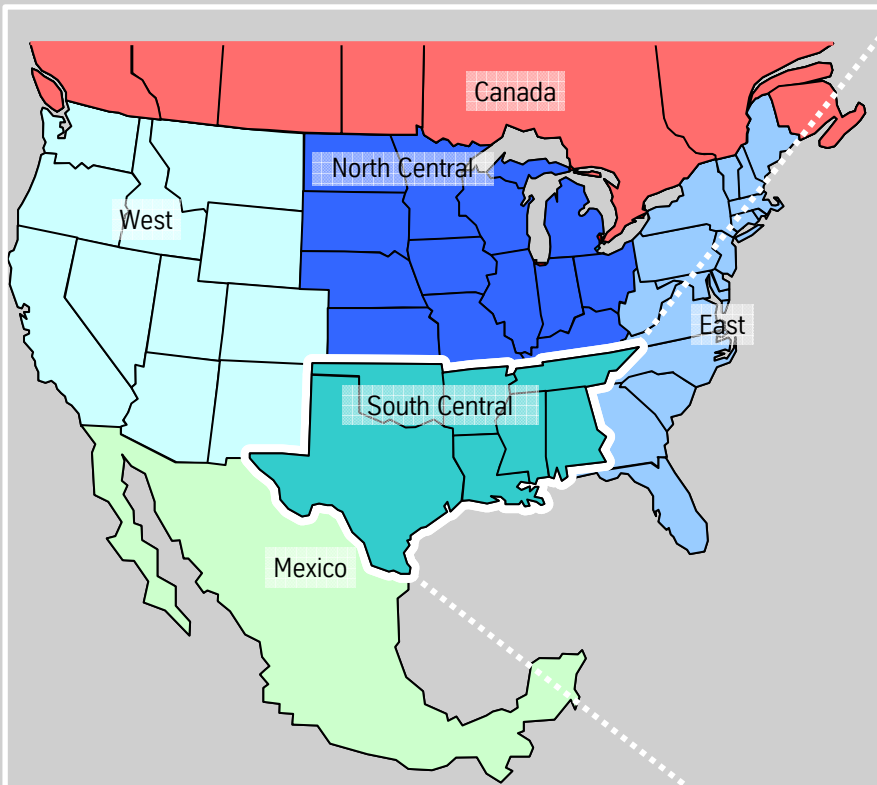
- Demanding customers from the
 - automotive
 - construction
 - engineering
 - pipe and tube
 - appliance industry
 drive demand in premium products

- South Central U.S. and Mexico exhibit strong position of growing Asian and European transplants



Southern U.S. Exhibits Growing Demand and Local Supply Shortage

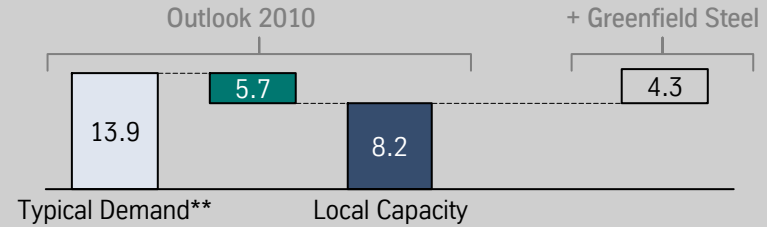
Typical demand flat carbon steel vs. local capacity south central U.S. in m t p.a.



Source(s):
TKS analysis, Metal Strategies, status as of 2006
* excl. heavy plate
** incl. intermediate products

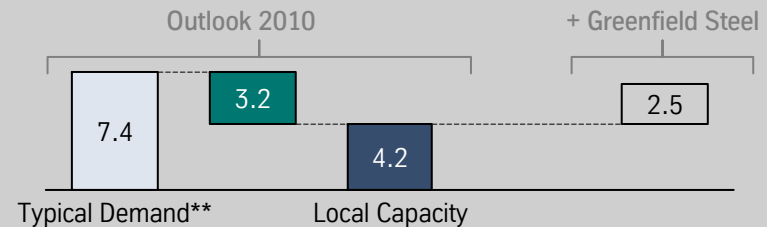
Hot-rolled*

million t p.a.



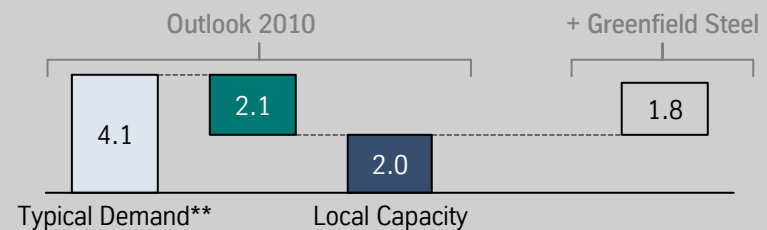
Cold-rolled

million t p.a.



Coated products

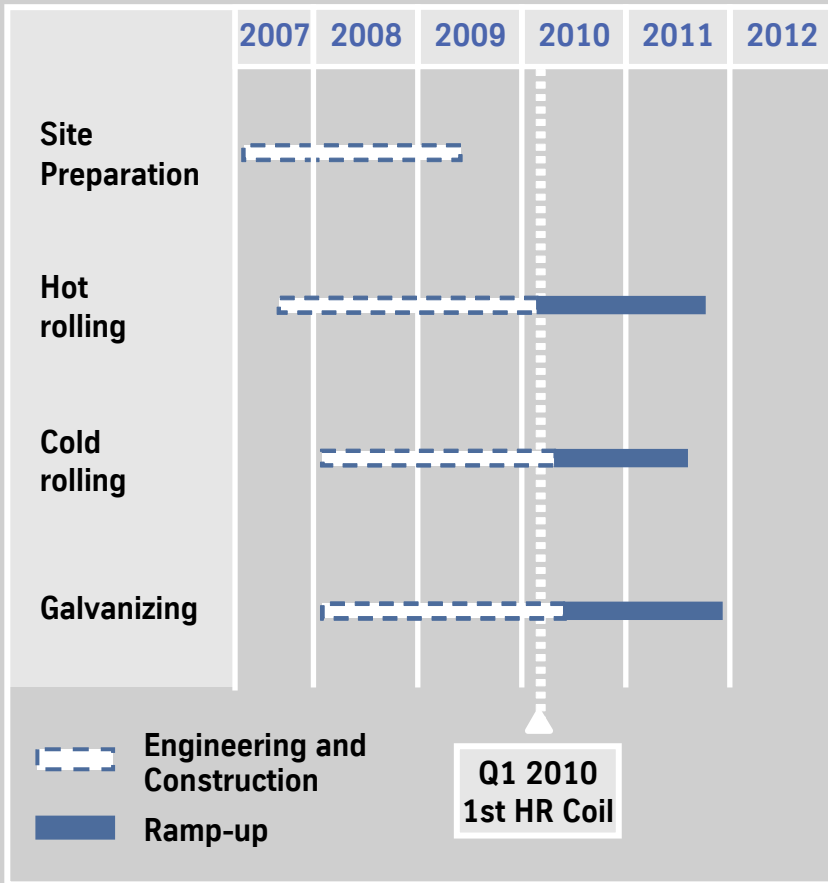
million t p.a.



US Greenfield Project: Start of Production in Q1 2010

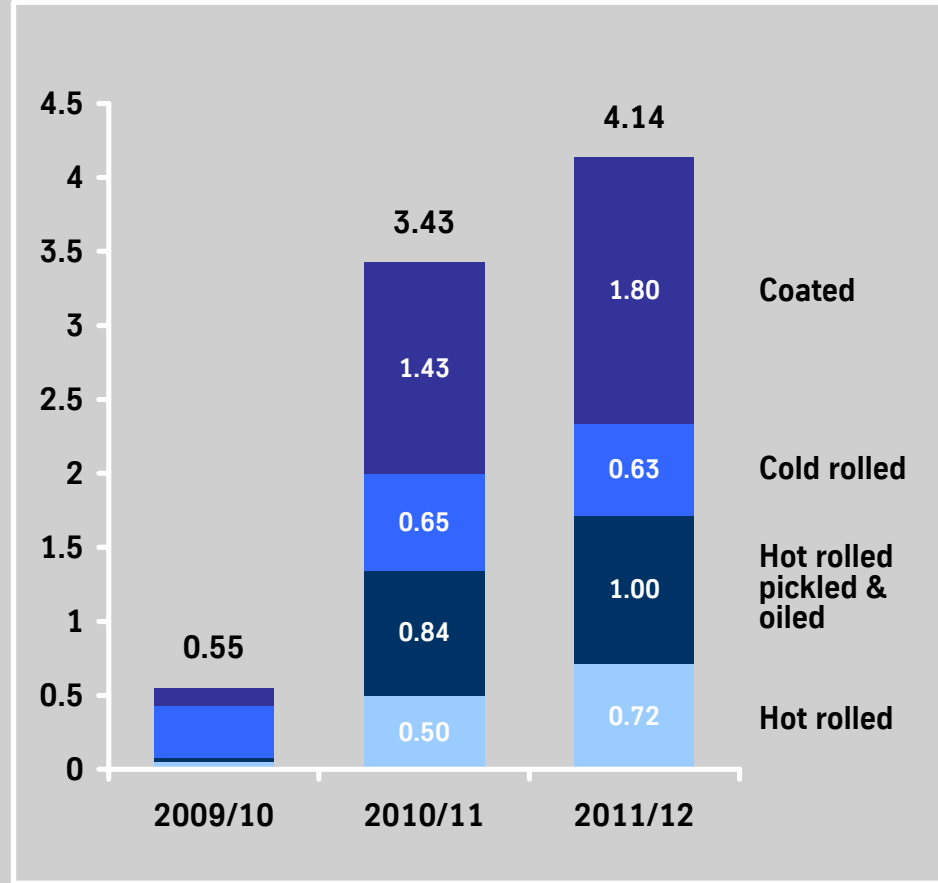
Capex: €2.3 bn; IRR ≥ 15%

Ramp up

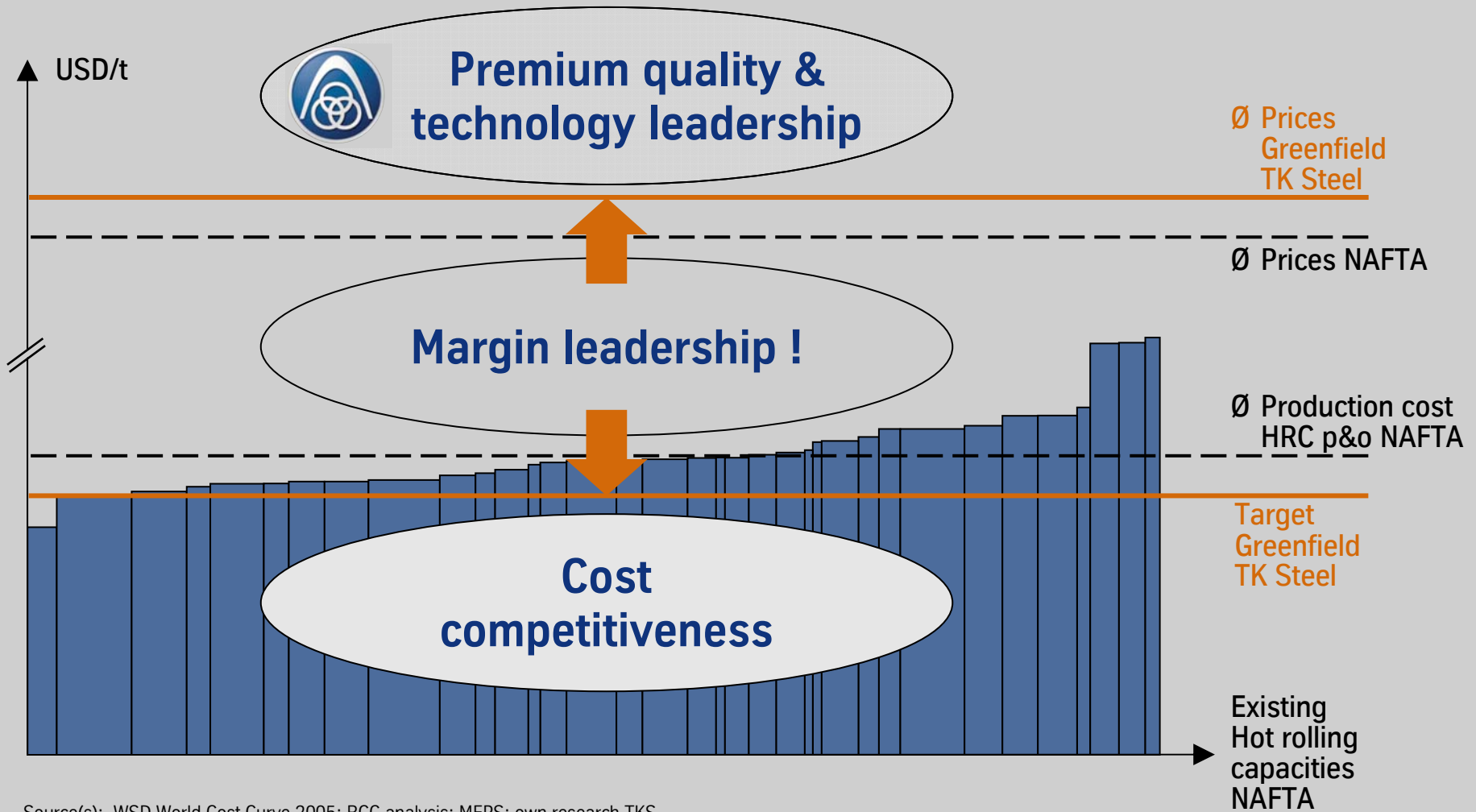


Shipments

million metric t/year



Transatlantic Strategy Leads to Premium Prices and Lowest Costs



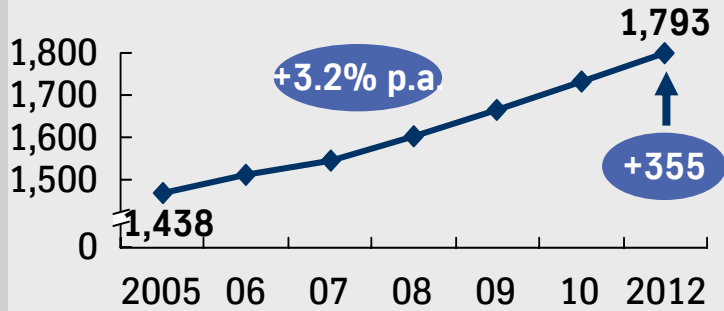
Source(s): WSD World Cost Curve 2005; BCG analysis; MEPS; own research TKS



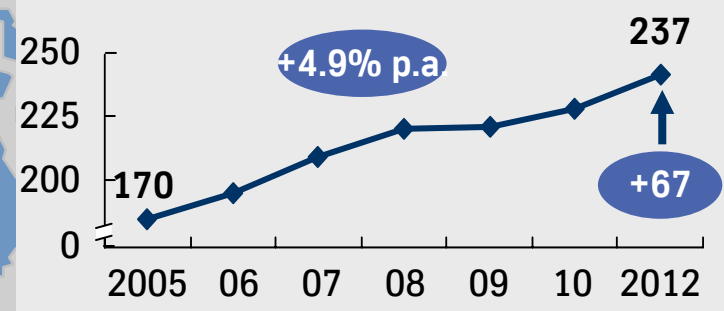
Stainless: Attractive Growth Prospects for Demand in NAFTA Region

in 1,000 tons p.a.

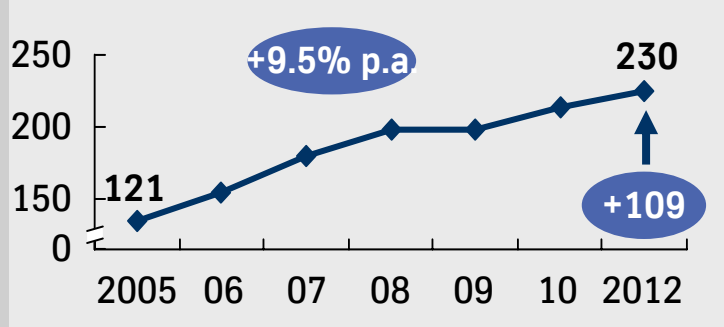
Market Development CR Flat USA



Market Development CR Flat Canada

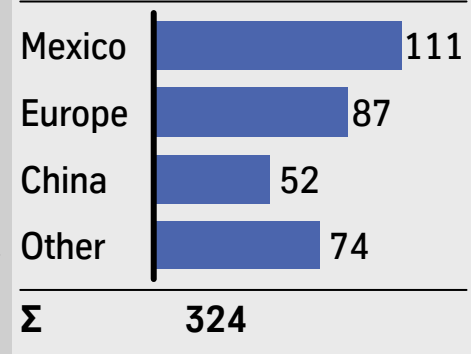


Market Development CR Flat Mexico



Total increase NAFTA demand: ~530,000 t p.a. (2005-2012)

Imports into the USA 2005



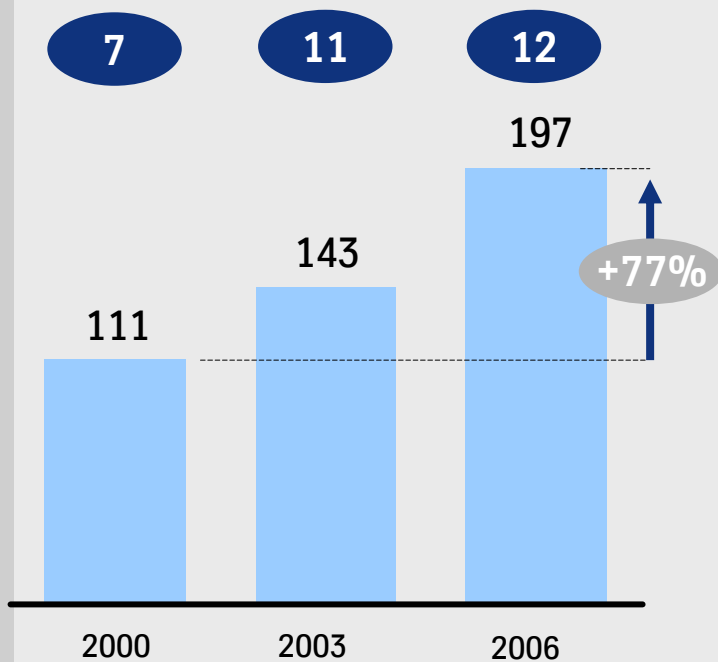
Source: McKinsey 08/2006, ThyssenKrupp Stainless



Stainless NAFTA Activities Very Successful to Date

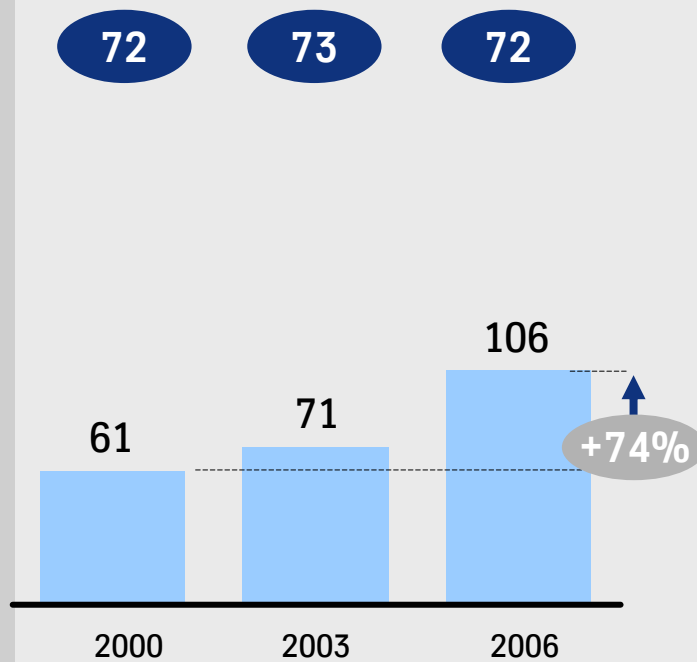
Deliveries to the USA almost doubled in spite of capacity restrictions and anti-dumping measures

Deliveries USA and market share
in 1,000 t p.a. / in %



Undisputed market leadership in the fast-growing Mexican market

Deliveries Mexico and market share
in 1,000 t p.a. / in %



Source: ThyssenKrupp Stainless

■ Cold-rolled deliveries

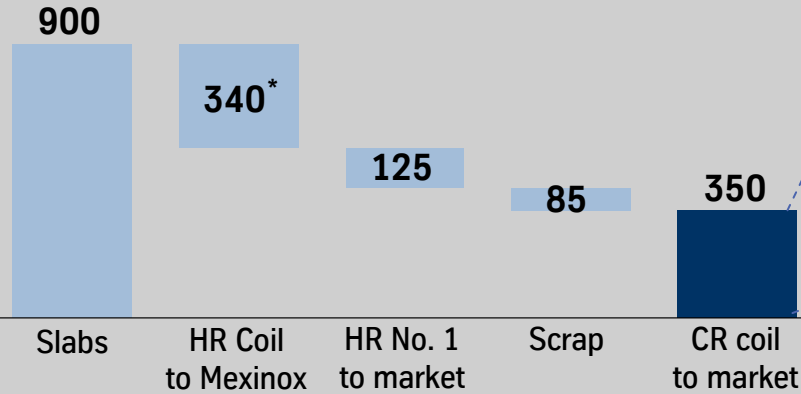
● Cold-rolled market share



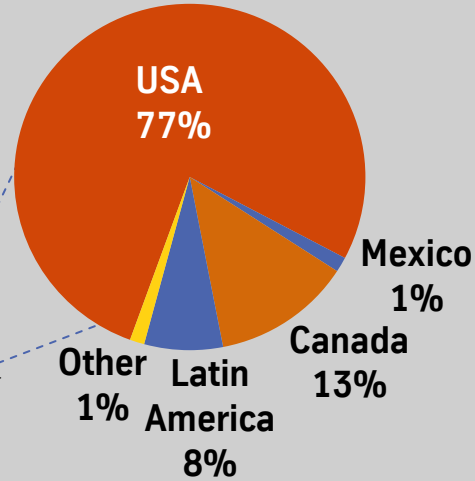
Investment Strategy Stainless Steel: The Concept...

... in the US: Participation in market growth and displacement of imports

Production/deliveries in 1,000 tons p.a.



* of which 270,000 tons p.a. at present delivered from Europe



- Broad product portfolio incl. 72" width
- Focus on ferritics at Mexinox

... in Europe

- Strengthening of Italian operations (volume, quality and finishing/processing capabilities)
- Increase of finishing and processing capabilities in Germany
- Upgrading of profitable forging business by installing new manipulator and furnaces
- Installation of a VOD converter in order to produce new stainless steel grades

Major global production capacity

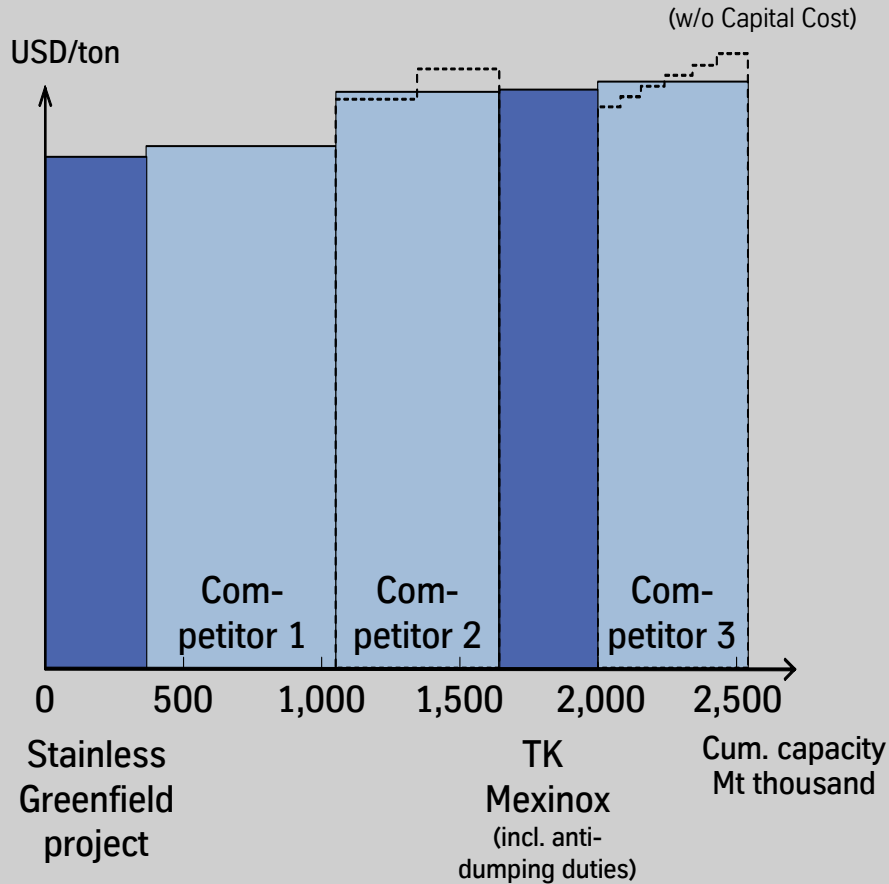
| Stainless capacity in 1,000 tons p.a. | USA* | Mexico* | Europe | China |
|---------------------------------------|-------|---------|--------|-------|
| Slabs | 1,000 | -- | 2,800 | -- |
| Hot-rolled** | 950 | -- | 2,700 | -- |
| Cold-rolled | 350 | 300 | 1,600 | 300 |

* targeted ** incl. for rerolling



Stainless Greenfield Plant Drives Value for the Group

Production costs for CR 304 2B in NAFTA



Source: McKinsey cost model

Value-Driven Forward Strategy

- Capex Forward Strategy NAFTA

€0.8 bn

- Return hurdle for growth investments

IRR ≥ 15%

- ⇒ **Reliable and significant profit contribution driving value for the Group !**



Stainless Forward Strategy to Boost Competitiveness and Profitability

Developing Terni into a world-class integrated stainless steel mill

- Additional profitability potential by world-class Terni project targeted
- Total capex to be spend: €300 m*; return hurdle (IRR) of $\geq 15\%$
- Build on and expand leading position in Europe's second-largest stainless steel market Italy
- Product and service portfolio to be further optimized, e.g.
 - high-quality ferritics
 - enlargement of finishing capabilities / increase in end user business
- Relocation of production from Turin to Terni by end of FY 2007/08:
Cold-rolling capacity Terni old: 380,000 t p.a.
Terni new: 630,000 t p.a.;
further measures to increase cold-rolling capacity to up to 700,000 t p.a.

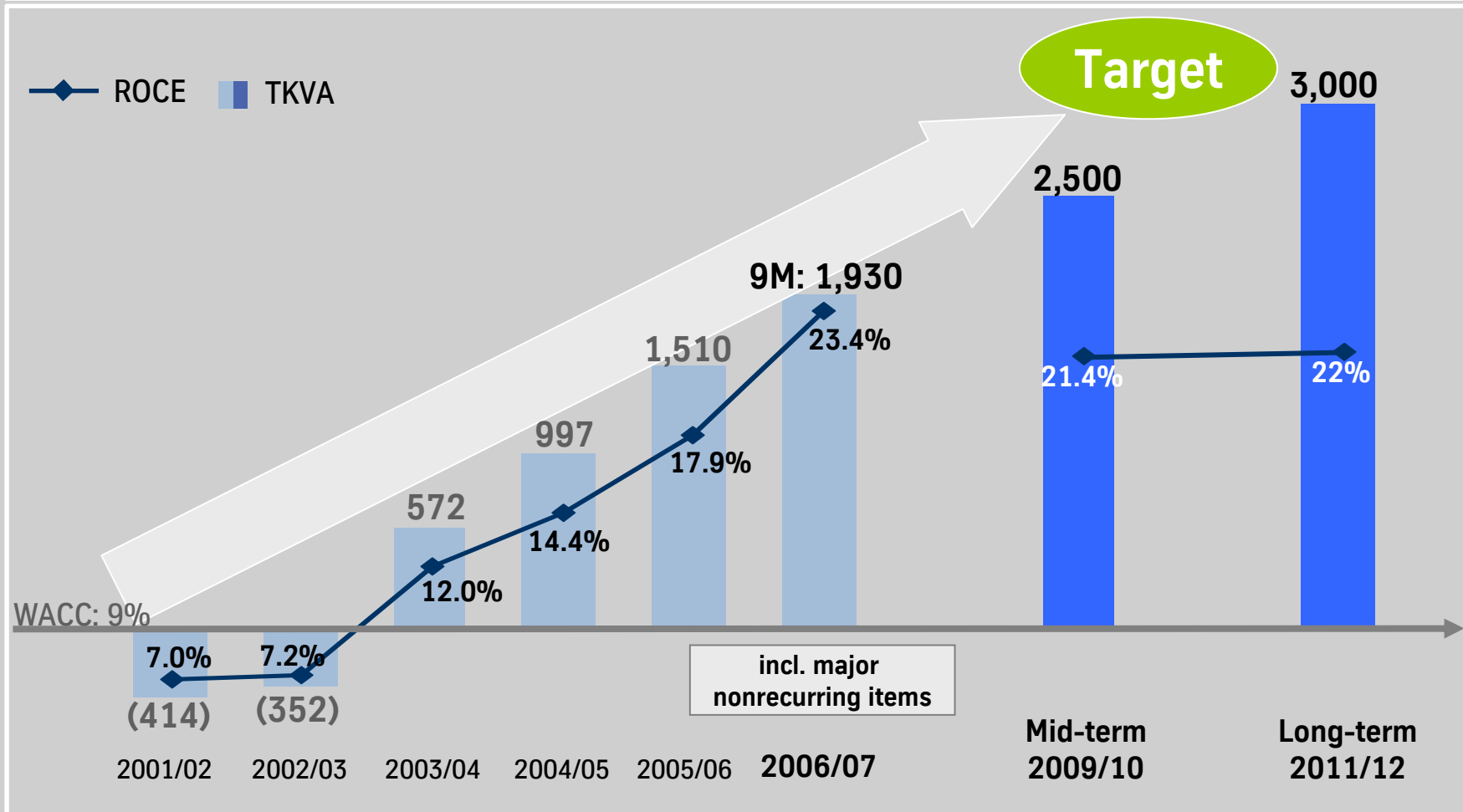
* since 2005



Wrap-Up: ThyssenKrupp Continues the Delta EVA[®] Story

ROCE and TKVA (incl. major nonrecurring items)

% / million €



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Financial Calendar 2007 and 2008

-
- October 24, 2007 to December 3, 2007 Quiet Period
 - December 4, 2007 Annual Press Conference, Essen/Germany
Analysts' and Investors' Conference, Essen/Germany
 - January 18, 2008 Annual General Meeting, Bochum/Germany
 - January 24, 2008 to February 12, 2008 Quiet Period
 - February 13, 2008 Interim Report 1st quarter 2007/08 (Oct to Dec)
Conference call with analysts and investors
-



Financial Calendar 2008

-
- April 23, 2008
to May 13, 2008 Quiet Period

 - May 14, 2008
May 16, 2008 Interim Report 2nd quarter 2007/08 (Jan to Mar)
Analysts' and Investors' Conference, London/UK

 - July 24, 2008
to August 13, 2008 Quiet Period

 - August 14, 2008 Interim Report 3rd quarter 2007/08 (Apr to Jun)
Conference call with analysts and investors
-



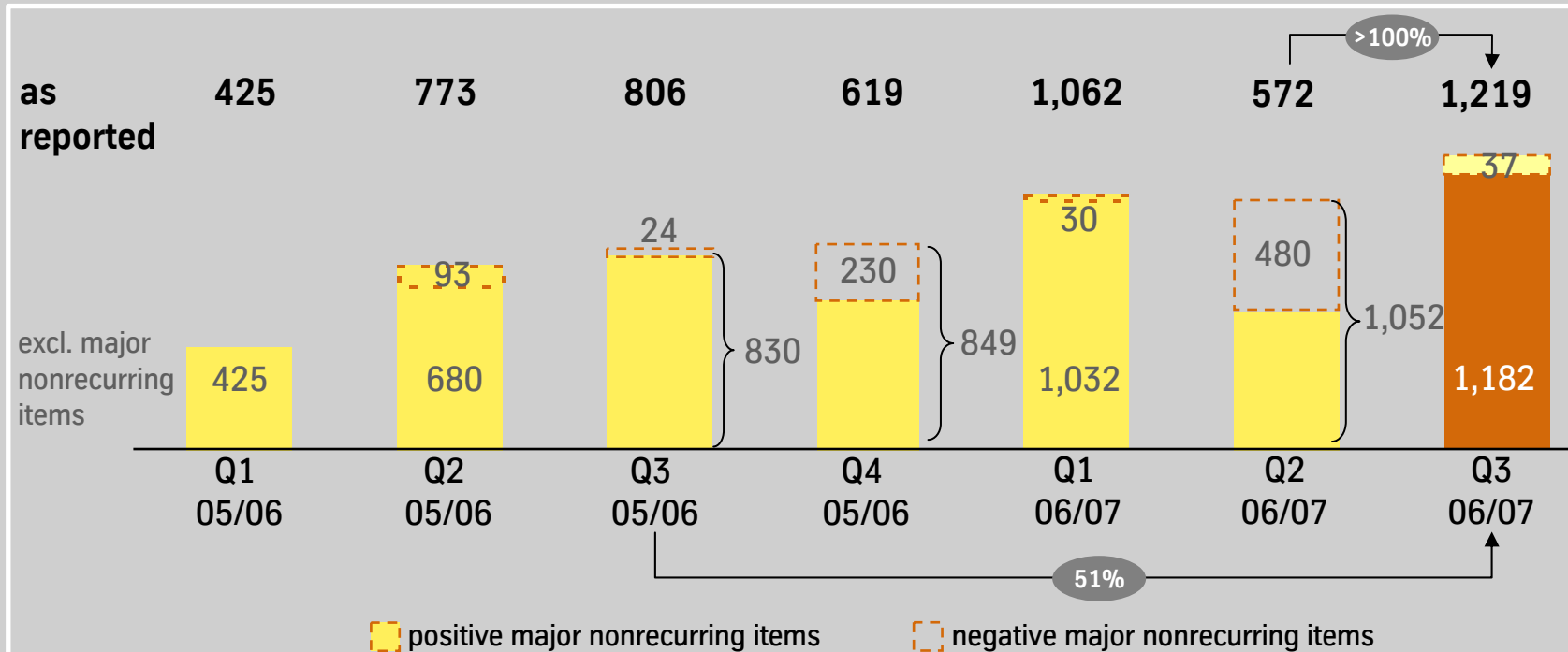
How to Contact ThyssenKrupp Investor Relations

Institutional Investors and Analysts:

- Phone: +49 211 824-36464
- Fax: +49 211 824-36467
- E-mail: ir@thyssenkrupp.com
- Internet: www.thyssenkrupp.com

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

Group in Figures: Quarterly EBT Development and Analysis



YoY

- Clear increase, driven by all segments, especially Stainless (+>100%) and Services (+30%)
- Major nonrecurring items:
 Impairment Metal Forming (€76 m)
 Disposal gain real estate (€115 m)

QoQ

- Pronounced increase as Q2 was negatively impacted by Elevator fine (€480 m)
- Excluding all major nonrecurring items EBT is still more than 10% higher



Disposal of Real Estate Portfolio – Key Facts

-
- Disposal gain: €115 m (Q3 2006/07)

 - Buyer: Consortium of RREEF Global Opportunities Fund II / Harder & Partner, Hockenheim / Habacker Holding, Düsseldorf

 - Portfolio: 25 real estate assets, comprising office buildings and other commercially used assets in Germany; including location of corporate headquarters in Düsseldorf (“Dreischeibenhaus”)



Steel: Segment Overview (I)

Steel

| | | 3rd quarter | | | |
|--------------------|----|-------------|---------|---------|----------|
| | | 2005/06 | 2006/07 | Change | Change % |
| Order intake | €m | 3,144 | 3,262 | 118 | 3.8 |
| Sales | €m | 3,151 | 3,413 | 262 | 8.3 |
| EBITDA | €m | 563 | 670 | 107 | 19.0 |
| EBIT | €m | 403 | 440 | 37 | 9.2 |
| EBT | €m | 386 | 428 | 42 | 10.9 |
| TK Value Added* | €m | 679 | 907 | 228 | 33.6 |
| ROCE* | % | 23.5 | 27.9 | 4.4%-p. | 18.7 |
| OCF | €m | 551 | 585 | 34 | 6.2 |
| CF from divestm. | €m | (122) | (2) | -- | -- |
| CF for investm. | €m | | (310) | -- | -- |
| FCF | €m | 429 | 273 | -156 | -36.4 |
| Employees (Jun 30) | | 38,384 | 38,950 | 566 | 1.5 |

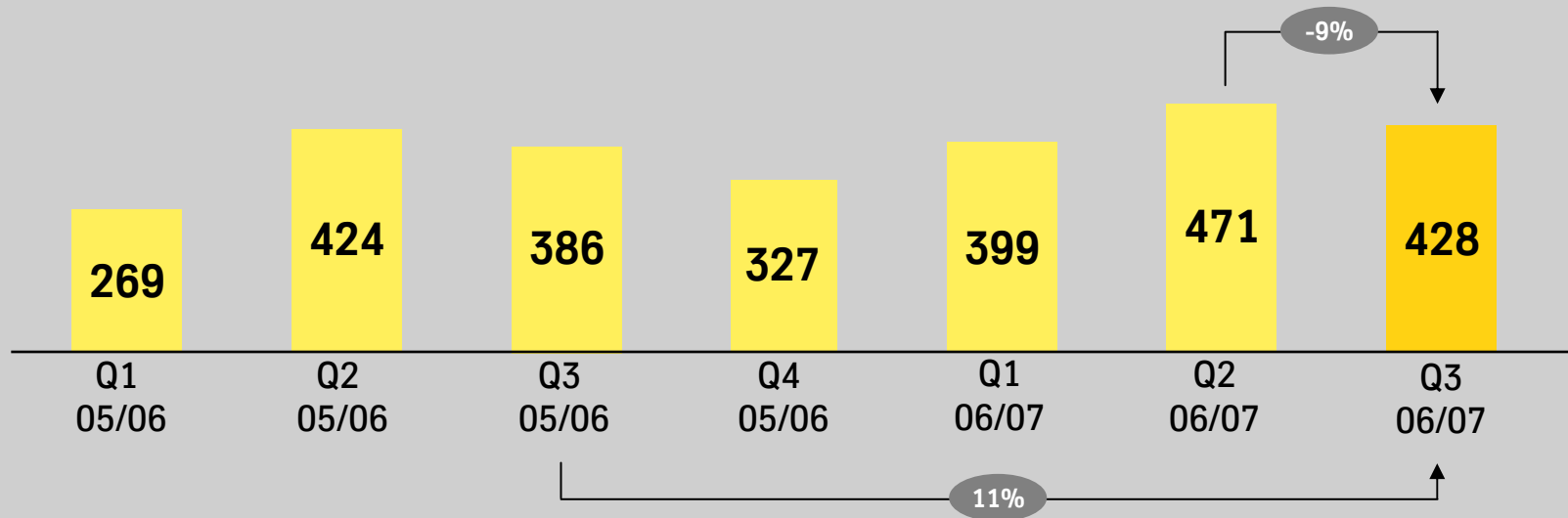
* accumulated

- Positive economic environment further benefiting global steel markets; above-trend production growth at European steel users continued
- Crude steel output and shipments stable yoy; hot-rolled capacities: maximum utilization ensured by external slab sourcing
- Higher average revenues per ton feeding through top and bottom line
- Further preparation of European activities with regard to announced forward strategy ("Herkules" project)
- Site preparation has kicked off for Alabama steel plant; construction of Brazilian slab plant proceeding to schedule and budget



Steel: Segment Overview (II)

EBT development and analysis



YoY

- Negative impact due to impairment for Metal Forming (€76 m); excluding this effect quarterly EBT: €504 m
- Higher average revenues per ton at steady high demand
- BU Industry: main contribution (>50%)

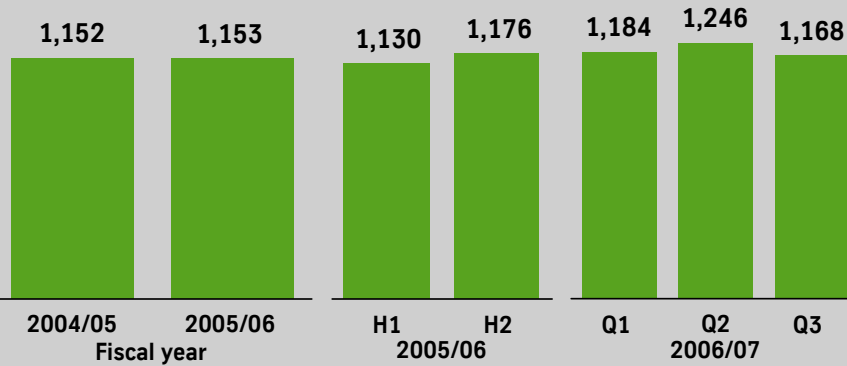
QoQ

- Negative impact due to impairment for Metal Forming (€76 m); excluding this effect quarterly EBT: €504 m
- Efficiency enhancement: underlying driver for performance improvement

Steel: Output, Shipments and Revenues per Metric Ton

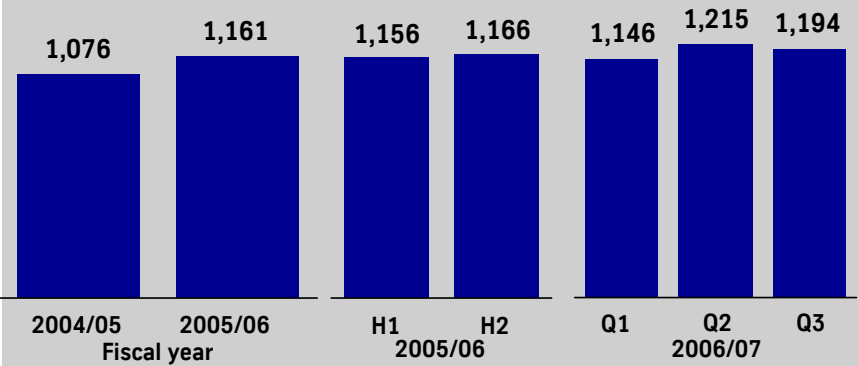
Crude steel output

1,000 t/months



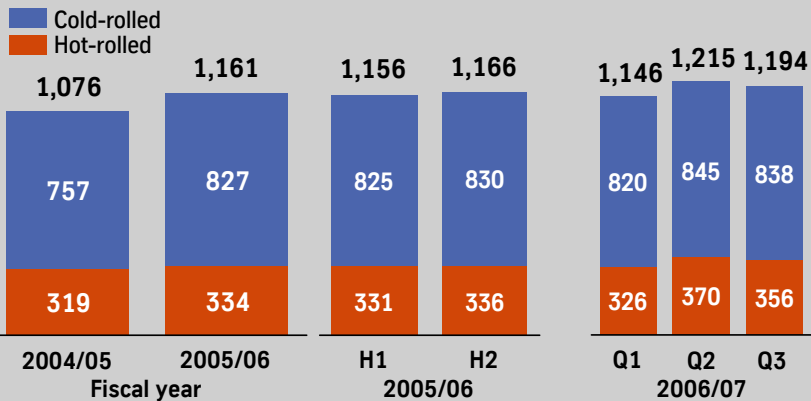
Total shipments

1,000 t/months



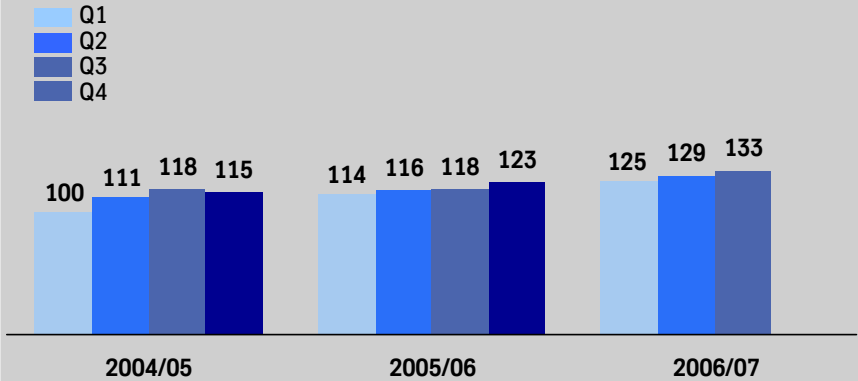
Shipments: Hot-rolled and cold-rolled products

1,000t/months



Average revenues per ton

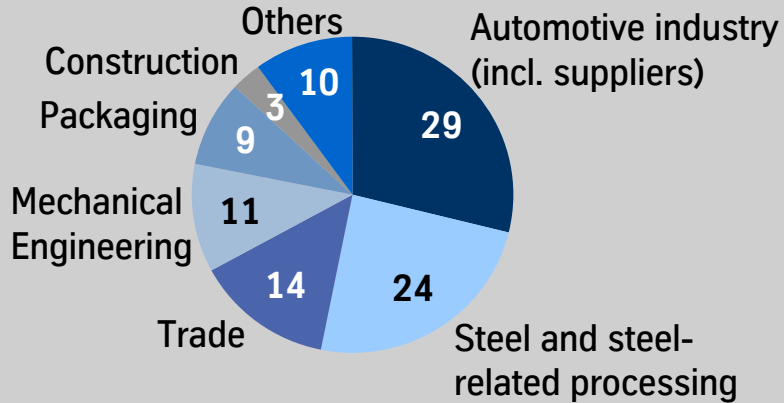
Q1 2004/2005 = 100



High Quality Requirements and Long-Term Relationships

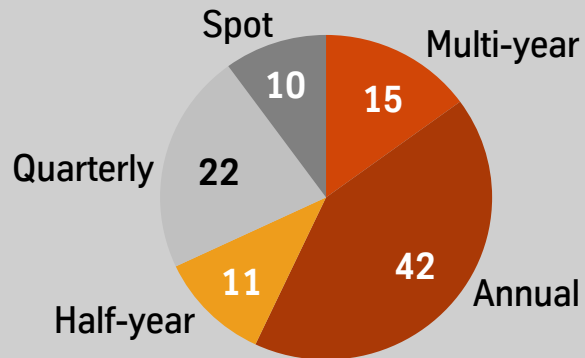
Sales by Industry

in %, FY 2005/06



Sales by Maturity/Contracts

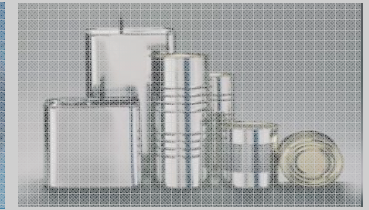
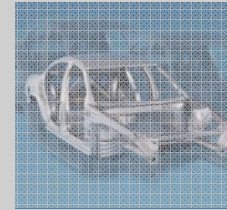
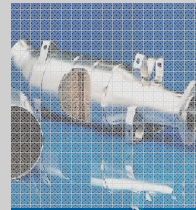
in %, FY 2005/06



Key Drivers of ThyssenKrupp Steel

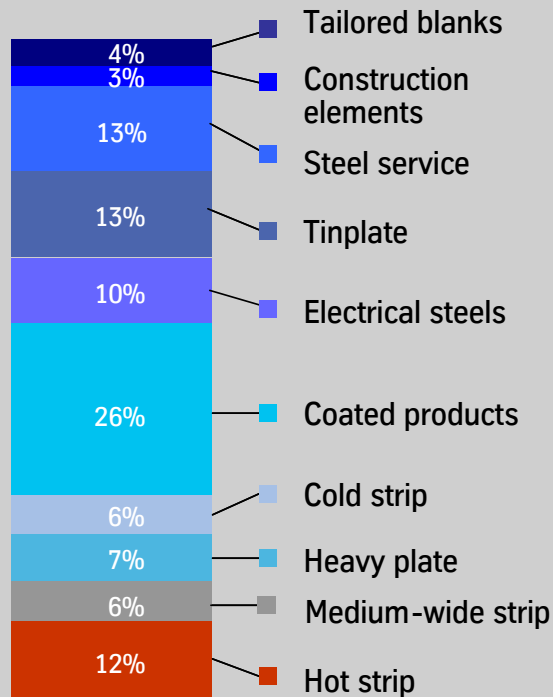
- Customer relationship in focus: Long-term relationships foster sustainable value performance
- About 60% long-term contract exposure as an indicator of reliability and trustworthiness
- Short-term business is not an opportunity business

⇒ Price premium over the cycle



High Value Added Products Strengthen Market Position

Product Portfolio Steel FY 2005/06* in %



* sales of flat products only

Market Positions

by production 2005

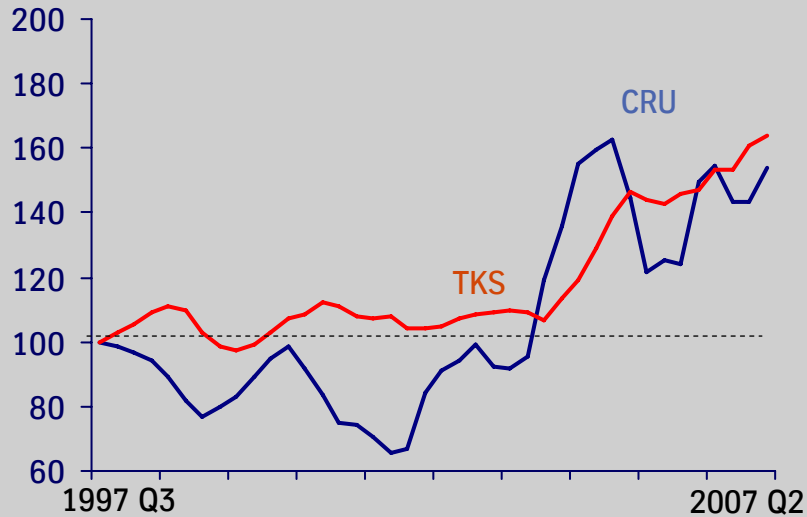
- Total Flat Carbon Steel # 2 Europe
- Tinplate # 3 Europe
- Electrical Steel (GO / NO) # 2 World / # 1 Europe
- Coated Products # 2 Europe
- Tailored Blanks # 1 World



Premium Over the Cycle and Lower Volatility

Price Indices Flat Steels

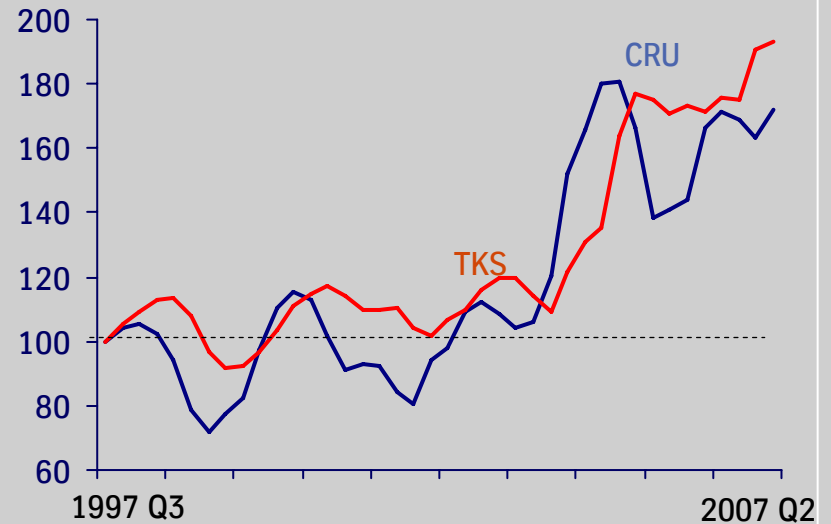
Index (Q3 1997 = 100)



- Price index flat steel world (CRU)
- Price index flat carbon steel ThyssenKrupp Steel AG

Price Indices Flat Steels

Index (Q3 1997 = 100)



- Price index hot rolled, German market (CRU)
- Price index hot rolled, ThyssenKrupp Steel AG (external customers only)

All data incl. calendar Q2 2007

Sources: CRU and own calculations based on CRU, TKS



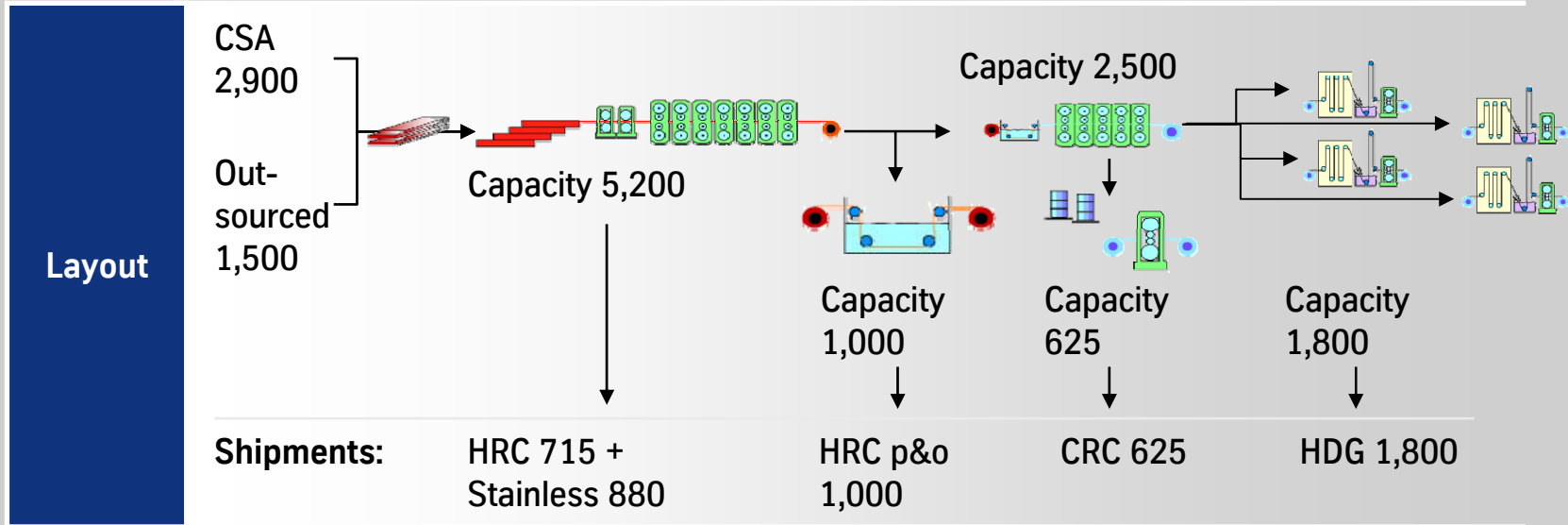
Ideal Basis For Market- and Profit-Driven Forward Strategy

Mt. Vernon, Alabama



US Greenfield Project Steel: Equipment Layout and Capacities

in 1,000 t p.a.



Stainless: Segment Overview (I)

Stainless

| | | 3rd quarter | | | |
|--------------------|----|-------------|---------|----------|----------|
| | | 2005/06 | 2006/07 | Change | Change % |
| Order intake | €m | 1,921 | 1,943 | 22 | 1.1 |
| Sales | €m | 1,650 | 2,608 | 958 | 58.1 |
| EBITDA | €m | 215 | 369 | 154 | 71.6 |
| EBIT | €m | 143 | 318 | 175 | + |
| EBT | €m | 126 | 296 | 170 | + |
| TK Value Added* | €m | 17 | 703 | 686 | + |
| ROCE* | % | 10.2 | 34.2 | 24.0%-p. | + |
| OCF | €m | 173 | 264 | 91 | 52.6 |
| CF from divestm. | €m | 1 | 4 | 3 | + |
| CF for investm. | €m | (35) | (103) | -68 | -- |
| FCF | €m | 139 | 165 | 26 | 18.7 |
| Employees (Jun 30) | | 12,138 | 12,187 | 49 | 0.4 |

* accumulated

- Underlying end consumer demand strong
- Continuing high imports as well as still high distributor inventories and nickel-triggered slump in demand especially from service centers resulting in lower order volumes and declining base prices
- Value of orders and sales further impacted by high alloy surcharge (esp. nickel)
- Crude steel output lower yoy (-12%) and qoq (-8%); declining shipments mainly for hot-rolled strip
- Competitive position further strengthened by more ferritics and new finishing operations/ higher value-added products in Terni

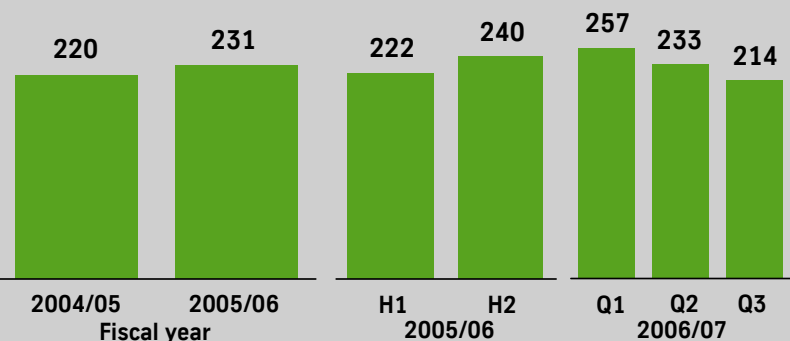


Stainless: Output, Shipments and Revenues per Metric Ton

Crude steel output*

1,000 t/months

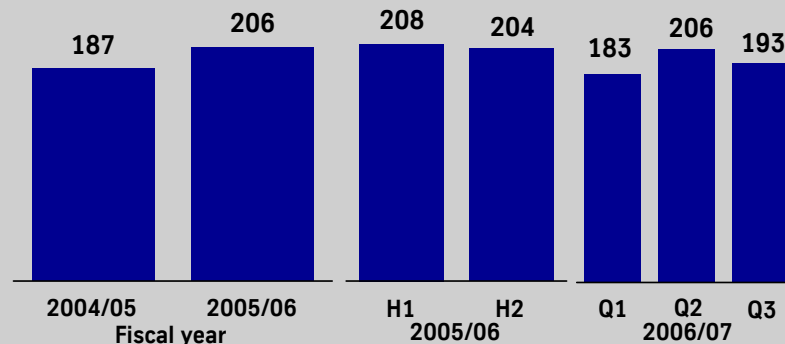
* including carbon, forging, Ni-Alloys



Total shipments*

1,000 t/months

* including carbon, forging, Ni-Alloys and consolidated

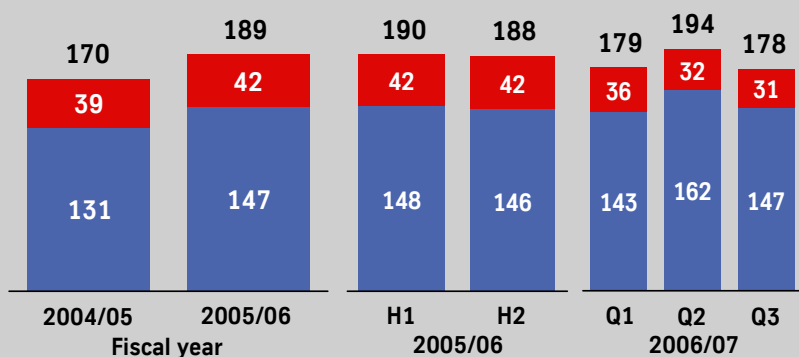


Shipments*: Hot-rolled and cold-rolled products

1,000t/months

* not consolidated

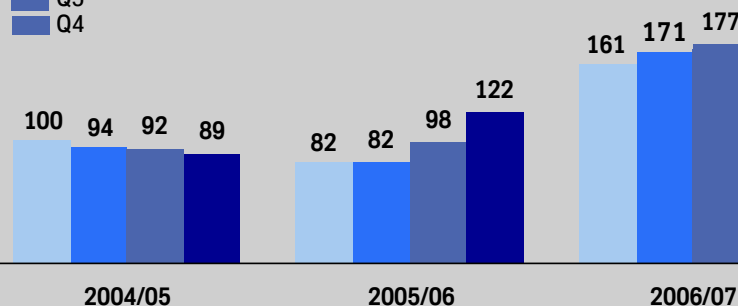
Hot-rolled, including slabs
Cold-rolled, including precision strip



Average revenues per ton

Q1 2004/2005 = 100

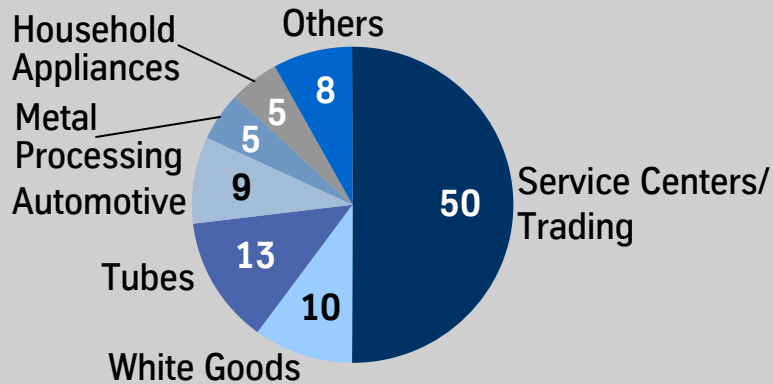
Q1
Q2
Q3
Q4



ThyssenKrupp Stainless: Differentiation from Competition

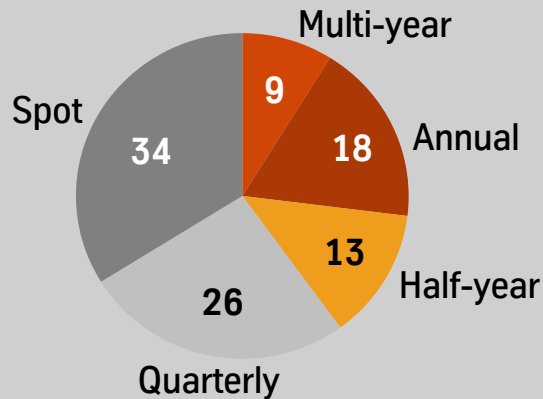
Sales by Industry

in %, FY 2005/06



Sales by Maturity/Contracts

in %, FY 2005/06

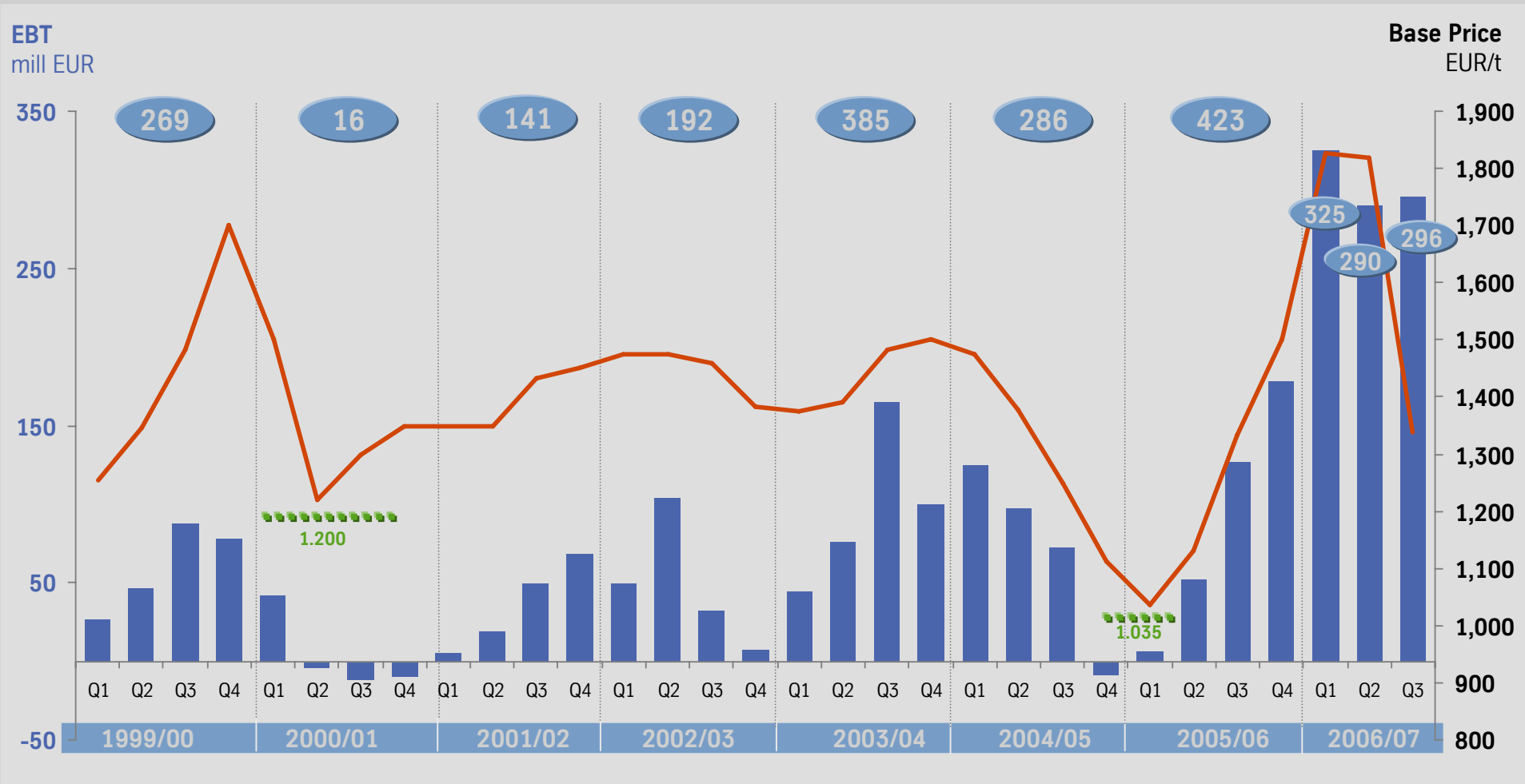


Key Drivers of ThyssenKrupp Stainless

- Higher predictability of business through a comparatively higher exposure to longer-term contracts
- Strong focus on ferritic grades
- Well-known brand “ThyssenKrupp” and additional globally established product brands – benchmark for product quality
- Highly innovative products and services
- Powerful worldwide service center network



EBT Development ThyssenKrupp Stainless



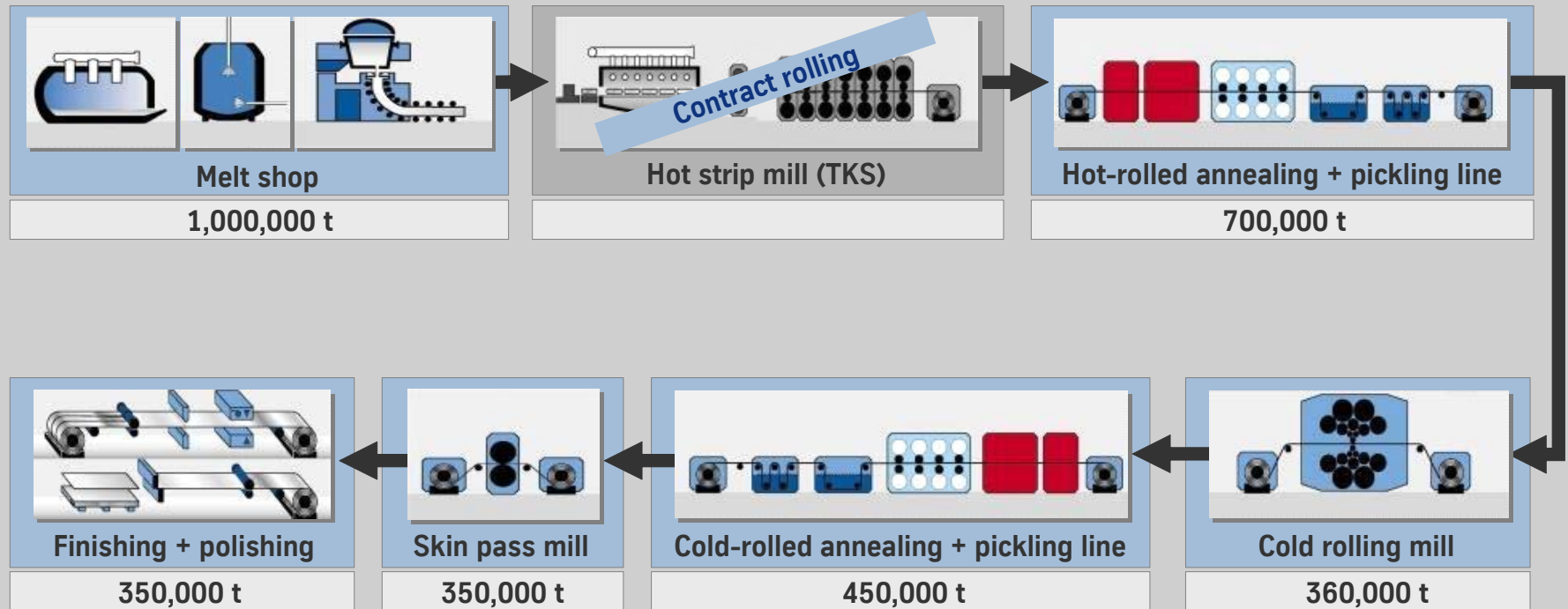
30 Jul 2007 - Source: TKL

ThyssenKrupp

- EBT / quarter
- Base Price Germany (Austenitic 2mm Trade/SSC)
- EBT per year



US Greenfield Project Stainless: Equipment Layout and Capacities



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Technologies: Segment Overview (I)

Technologies

| | | 3rd quarter | | | |
|--------------------|----|-------------|---------|---------|----------|
| | | 2005/06 | 2006/07 | Change | Change % |
| Order intake | €m | 2,688 | 5,700 | 3,012 | + |
| Sales | €m | 2,835 | 2,815 | -20 | -0.7 |
| EBITDA | €m | 228 | 230 | 2 | 0.9 |
| EBIT | €m | 151 | 147 | -4 | -2.6 |
| EBT | €m | 151 | 155 | 4 | 2.6 |
| TK Value Added* | €m | 267 | 268 | 1 | 0.4 |
| ROCE* | % | 25.2 | 25.9 | 0.7%-p. | 2.8 |
| OCF | €m | 148 | 117 | -31 | -20.9 |
| CF from divestm. | €m | (56) | 34 | -- | -- |
| CF for investm. | €m | | (137) | -- | -- |
| FCF | €m | 92 | 14 | -78 | -84.8 |
| Employees (Jun 30) | | 55,201 | 54,128 | -1,073 | -1.9 |

* accumulated

- Global economic growth positively impacting demand for infrastructure, energy and raw materials
- Order intake doubled with strongest contribution by Plant Technology (e.g. major order for fertilizer plant in Egypt) and Marine Systems (F125 frigate program)
- Excellent visibility: Order book: €16 bn at the end of June; 50% of next year's sales already booked
- Complementary acquisitions to expand service activities for the cement industry (kiln service/repair company) and strengthen position of Berco (construction equipment components) in Italy



Organizational Overview Technologies

ThyssenKrupp Technologies AG

Sales old: €6.0 bn • Sales new: ~€11 bn

Olaf Berlien, Chairman

Plant Technology

Sales: €2.3 bn

Transrapid

Olaf Berlien

- Uhde
- Polysius
- Fördertechnik

Marine Systems

Sales: €1.9 bn

H.-Chr. Atzpodien

- Surface Vessels
- Submarine
- Marine Services

Mechanical Components

Sales old: €1.8 bn

Sales new: €4.1 bn

Wolfram Mörsdorf
Vice Chairman

- Rothe Erde
- Berco
- Presta Camshafts
- TKMCL/Gerlach
- Präzisionsschmiede
- Waupaca
- Sales&Technical Center

Automotive Solutions

Sales old: --

Sales new: €3.0 bn

Karsten Kroos

- Assembly Plant (Krause)
- Presta Steering
- Bilstein Suspension
- Drauz Nothelfer

Business Unit

• Operating Group

former TK Automotive

Sales as at FY 2005/06



Elevator: Segment Overview (I)

Elevator

| | | 3rd quarter | | | |
|--------------------|----|-------------|---------|-----------|----------|
| | | 2005/06 | 2006/07 | Change | Change % |
| Order intake | €m | 1,173 | 1,309 | 136 | 11.6 |
| Sales | €m | 1,070 | 1,179 | 109 | 10.2 |
| EBITDA | €m | 119 | 131 | 12 | 10.1 |
| EBIT | €m | 105 | 114 | 9 | 8.6 |
| EBT | €m | 98 | 106 | 8 | 8.2 |
| TK Value Added* | €m | 182 | (274) | -456 | -- |
| ROCE* | % | 21.4 | (12.6) | -34.0%-p. | -- |
| OCF | €m | 12 | (448) | -460 | -- |
| CF from divestm. | €m | 22 | 7 | -15 | -68.2 |
| CF for investm. | €m | (40) | (34) | 6 | -15.0 |
| FCF | €m | (6) | (475) | -469 | -- |
| Employees (Jun 30) | | 35,579 | 38,556 | 2,977 | 8.4 |

- Growth in global construction industry continuously driven by Asia and CEE; German construction sector clearly recovering, mainly for commercial projects
- Higher order intake and sales driven by new installations, especially in North America (non-residential construction) and China, as well as expansion of service activities in all regions
- By region, strong demand even in Spain (new installations, service) and France (modernization) as well as for passenger boarding bridges (growth in air traffic)
- Acquisition of Croatian elevator company to expand market position in Eastern Europe

* accumulated, incl. Elevator fine



Services: Segment Overview (I)

Services

| | | 3rd quarter | | | |
|--------------------|----|-------------|---------|---------|----------|
| | | 2005/06 | 2006/07 | Change | Change % |
| Order intake | €m | 3,841 | 4,122 | 281 | 7.3 |
| Sales | €m | 3,821 | 4,308 | 487 | 12.7 |
| EBITDA | €m | 218 | 271 | 53 | 24.3 |
| EBIT | €m | 185 | 237 | 52 | 28.1 |
| EBT | €m | 168 | 218 | 50 | 29.8 |
| TK Value Added | €m | 201 | 385 | 184 | 91.5 |
| ROCE | % | 18.3 | 24.5 | 6.2%-p. | 33.9 |
| OCF | €m | 254 | 83 | -171 | -67.3 |
| CF from divestm. | €m | 12 | 9 | -3 | -25.0 |
| CF for investm. | €m | (67) | (61) | 6 | + |
| FCF | €m | 199 | 31 | -168 | -84.4 |
| Employees (Jun 30) | | 38,830 | 43,098 | 4,268 | 11.0 |

- Favorable situation on raw and industrial materials markets reflected top and bottom line; moreover, expansion of distribution activities as well as acquired/established businesses contributing
- Business with nonferrous metals remains at high level in the US
- Industrial Services with further growth in almost all sectors and regions
- “Invest-Roadmap 890+” further pursued: Acquisition of one of Slovakia’s biggest steel distributors as part of the Eastern Europe growth strategy



Investment Grade Rating with Every Rating Agency is Key

The underlying principle for all our growth initiatives

High degree of flexibility due to

- Cash (€2.7 bn as of Jun 30, 2007)
- Available credit lines (€4.3 bn as of Sep 30, 2006)
- Treasury stock (25.7 m shares at market value* of €1,017 m)
- Authorized capital (€500 m)
- Estimated OCF (approx. €18 bn from 2005/06 - 2009/10)

and

- **Continuous revision of current business portfolio remains top priority for management**

* as at August 8, 2007



Investment Conclusion

- Strong commitment to sustainable profit and cash generation as well as value enhancement across business cycles

- Value creation for shareholders not only by profitable growth initiatives, but also by stable and sustainable dividend payment

- Continuation of systematic value management by concentrating only on high-performance business areas and active portfolio management

- Further expansion of service orientation as well as fostering technological and innovative capabilities



Disclaimer

“The information set forth and included in this presentation is not provided in connection with an offer or solicitation for the purchase or sale of a security and is intended for informational purposes only.

This presentation contains forward-looking statements that are subject to risks and uncertainties. Statements contained herein that are not statements of historical fact may be deemed to be forward-looking information. When we use words such as “plan,” “believe,” “expect,” “anticipate,” “intend,” “estimate,” “may” or similar expressions, we are making forward-looking statements. You should not rely on forward-looking statements because they are subject to a number of assumptions concerning future events, and are subject to a number of uncertainties and other factors, many of which are outside of our control, that could cause actual results to differ materially from those indicated. These factors include, but are not limited to, the following:

- (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.

Please note that we disclaim any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise.”

