

Remarks

by

**Dr. Ekkehard Schulz**

Chairman of the Executive Board  
of ThyssenKrupp AG

at the

**9th Annual General Meeting**

on January 18, 2008


in Bochum.

Check against delivery.

Dear Stockholders,

Ladies and Gentlemen,

On behalf of my Executive Board colleagues, I would like to welcome you to the ninth Annual General Meeting of ThyssenKrupp AG here at the RuhrCongress Center in Bochum.

<b>Annual General Meeting January 18, 2008</b>
➤ FY 2006/2007 and outlook
➤ Business review
➤ Innovations and business opportunities from global megatrends
ThyssenKrupp 

I am pleased to once again be able to present to you today outstanding results achieved by our Company – the best in the history of our Group. As a result of organic growth, strategic acquisitions and a sharper focus on customers and services, record results were achieved in almost all areas, especially for TKVA and earnings. Our expectations and targets were significantly exceeded.


But today as well as reporting on the past I shall also be looking ahead. What challenges will ThyssenKrupp face in the next few years and how do we intend to safeguard our future? Global megatrends represent areas of key global challenge. The employees of ThyssenKrupp are already developing intelligent solutions to deliver answers to the questions of tomorrow.

## Fiscal 2006/2007

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**Expectations and targets clearly exceeded**

		2005/2006	2006/2007	%
Order intake	billion €	50.8	54.6	+ 8
Sales	billion €	47.1	51.7	+ 10
EBT	million €	2,623	3,330	+ 27
Earnings per share	€	3.24	4.30	+ 33
TK Value Added	million €	1,510	2,108	+ 40
ROCE	%	17.9	20.7	
Net financial receivables	million €	747	223	- 70

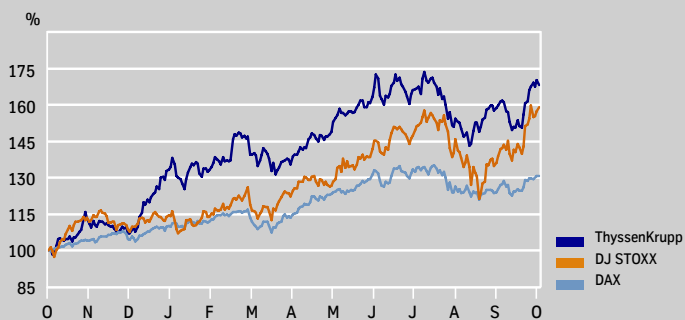
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Ladies and Gentlemen, let me begin by reminding you of the highlights of the past fiscal year:

- Order intake and sales showed a greater improvement in 2006/2007 than we expected a year ago. Order intake climbed to 54.6 billion euros, 8 percent higher than a year earlier. Group sales rose by 10 percent to 51.7 billion euros.
- ThyssenKrupp achieved record earnings of 3,330 million euros. That's an improvement of 707 million euros, or 27 percent. Earnings therefore improved for the fifth year in succession. Excluding major nonrecurring items such as the EU fine on Elevator, our earnings before taxes and major nonrecurring items would have reached 3,799 million euros.
- Earnings per share increased from 3.24 euros to 4.30 euros. That's a rise of 33 percent.
- The central performance indicator for value-based management in the Group is ThyssenKrupp Value Added. It improved in 2006/2007 by 40 percent to 2.1 billion euros.
- ROCE – return on capital employed - increased from 17.9 percent to 20.7 percent. This means that the costs of capital of 9 percent were again exceeded. The improvement in profitability and ThyssenKrupp Value Added is due to the large increase in operating earnings on the basis of a successfully optimized business portfolio.
- The Group's financing basis is exceptionally solid: Net financial receivables of 223 million euros were reported at September 30, 2007, compared with 747 million euros a year earlier.

### ThyssenKrupp stock performance

Comparison with DAX and DJ STOXX indexed, Oct 1, 2006 to Oct 1, 2007



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- ThyssenKrupp's stock gained almost 70 percent in fiscal 2006/2007. The DAX improved by only 31 percent, DJ Stoxx by only 14 percent. In July 2007, shortly before the real estate crisis began in the USA, the share price reached an all-time high of 46.14 euros. I would like to thank you, our Shareholders, for continuing to support ThyssenKrupp and keeping faith with the Company in the past year. Your trust has been rewarded.

### Proposed payout ratio of 30 %

Successful performance permits significantly higher dividend distribution to stockholders:

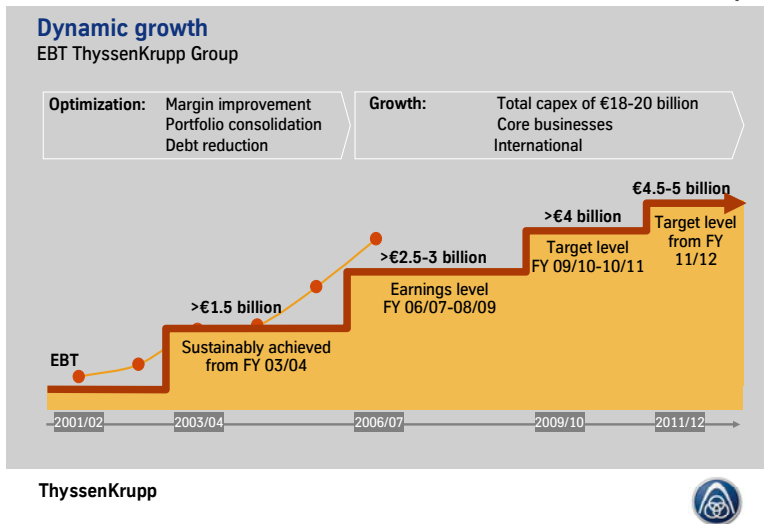
- Proposed dividend increase from €1.00 to €1.30 per share
- Dividend total of €635 million equals payout ratio of 30.2 %
- Payout ratio of at least 30 % in future



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- Ladies and Gentlemen, in response to the very successful performance of the past fiscal year, the Supervisory Board and the Executive Board recommend to you a significant increase in the dividend from 1.00 euro to 1.30 euro per share. That's an increase of 30 percent. This means that a total of 635 million euros is to be used to pay a dividend to you, our shareholders. The payout ratio is thus 30.2 percent. In view of the earning power and level of income achieved by the Group of over 3 billion euros, we aim to achieve a payout ratio of at least 30 percent in the future. This also demonstrates our confidence in the growth strategy we have introduced.



The figures underline the outstanding performance of ThyssenKrupp. Our business performed better in fiscal 2006/2007 than we expected a year ago. As a result, we have achieved our targets sooner than planned. Sustainable earnings before taxes exceeded our planned figure of 2.5 billion euros by a considerable 33 percent. Although this is expected to return to normal in fiscal year 2007/2008, we aim to sustain our high rate of growth. Our strong earnings and solid financial structure give ThyssenKrupp sufficient scope for further growth. The ramp-up of our activities in Brazil and the USA will provide further impetus for a higher level of earnings. But I will come back to this later.

### Outlook 2007/2008

**Outlook FY 2007/2008**

- Positive performance expected overall
- As expected, earnings in the first quarter lower than a year earlier at around € 700 million before major nonrecurring items
- Sales of altogether € 53 billion,  
Earnings before taxes and major nonrecurring items of over € 3 billion

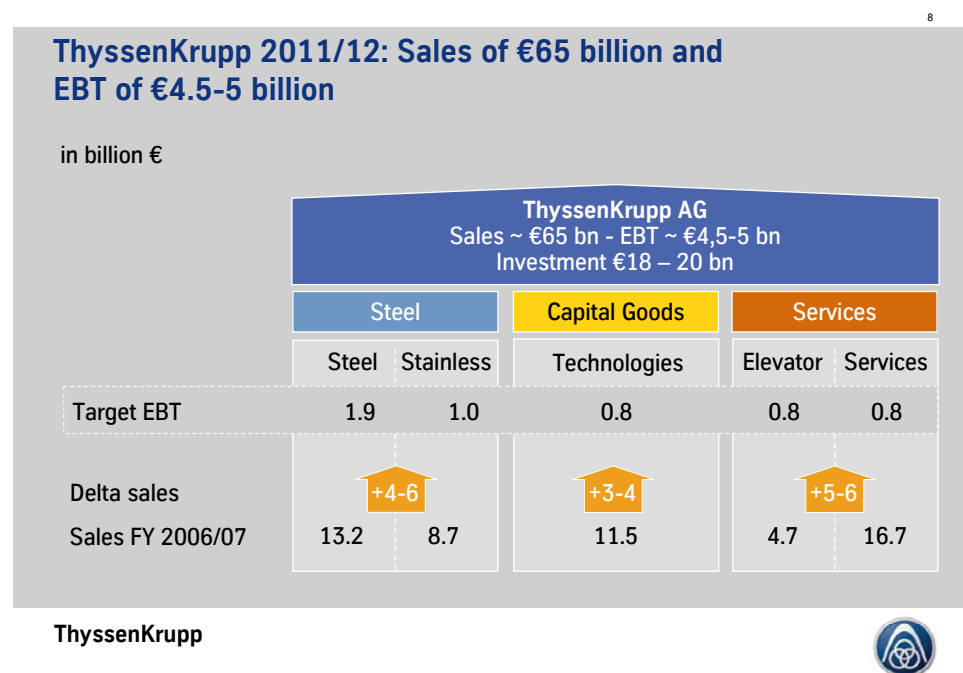
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If the economy behaves as expected, we anticipate a continued positive performance overall in 2007/2008 and 2008/2009. Risks may arise from the development of exchange rates, in particular the euro / US-dollar rate, as well as energy and raw material costs.

As expected, earnings before major nonrecurring items in the first quarter of the current fiscal year will be lower than a year earlier at around 700 million euros. Initial figures available to us confirm this. The prior-year quarter was boosted by exceptionally strong demand and very high base prices for stainless steel which are absent this time in the Stainless and Services segments. We are ahead of budget in the first quarter and fully in line with our planning for the current fiscal year.

For 2007/2008 we plan to achieve earnings before taxes and major nonrecurring items, including start-up costs for the steel mills in Brazil and the USA, of over 3 billion euros. As things stand at present, we expect sales in the current fiscal year to be in the region of 53 billion euros. In the past few days the UNO, World Bank and World Economic Forum have warned of an impending downturn in the global economy in 2008. If these fears proved true, this would have a negative impact on our activities. For 2008/2009 we expect sales to remain positive provided no unforeseen economic slump impacts our business. For 2008/2009 we expect the positive trend in sales to be reflected in earnings.

Mid-term and long-term outlook



Our mid-term sales target is 60 billion euros, while our sustainable goal for earnings before taxes and major nonrecurring items is 4 billion euros. In the longer term, especially after the startup of the steel mills of Steel and Stainless in North America and the investments of the other segments in other regions, our sales target is in the region of 65 billion euros and our target for earnings before taxes and major nonrecurring items is 4.5 to 5.0 billion euros.

## Employees

### Employees

Employee share program:

- 82,000 employees in Germany had the opportunity to acquire ThyssenKrupp shares on special terms
- Participation rate of 56 %
- Employee share program also in France, UK, Spain

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This outstanding performance reflects our further enhanced earning power and the lively demand for ThyssenKrupp products and services. Of course we owe this above all to our employees who delivered an outstanding performance in the past year. On behalf of the entire Executive Board I would like to thank them and the workforce representatives for the strong commitment they show in contributing to the company's success.

In April 2007 around 82,000 employees in Germany had a fifth opportunity to acquire ThyssenKrupp shares on special terms. With a participation rate of 56 percent, the program once again met with a very good response. This high level of participation underlines the employees' confidence in the performance of their company. Employees in the rest of Europe are also regularly included in employee share programs, e.g. in France, the United Kingdom and Spain.

The personal commitment of our 191,000 employees throughout the world helps ensure that our customers, investors and other business partners decide in favor of ThyssenKrupp. A good working atmosphere, outstanding training and education opportunities as well as performance-related compensation are key prerequisites for skilled and motivated employees. By tradition we attach great importance to training the skilled workers of tomorrow. We know how important good training is for the future of young people, which is why we always provide apprenticeship training beyond our own needs. We continue to participate in the training pact between government and industry. In the past fiscal year alone we created more than 200 additional apprenticeship places in Germany and offered numerous initial training placements. Our efforts have been worth it: Around 60 percent of

the young people who have so far completed an initial training placement were subsequently offered an apprenticeship contract.

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**“Discover Future Technology” initiative: Ideas Park**



- 260,000 visitors 2004 in Gelsenkirchen and 2006 in Hanover
- To be continued in Stuttgart from May 17 to 25, 2008
- 200 exhibits on seven themes
- 100 partners (industry associations, initiatives, universities, companies, media)
- 400 engineers, scientists, inventors and students

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Our efforts to attract young people to technology-based careers are also bearing fruit. At last year's meeting I presented our “Discover future technology” initiative. Over 260,000 visitors came to the Ideas Park events in Gelsenkirchen in 2004 and Hanover in 2006 to discover technical innovations and develop their own ideas for the future. The Ideas Park is designed to make technology understandable and entertaining, to show the many ways in which knowledge and technology can positively influence our lives and illustrate how important technology is for modern societies. We will be visiting the Stuttgart exhibition center with the Ideas Park from May 17 to 25, 2008. Some 400 engineers, researchers, inventors and students will be on hand to answer your questions. They will explain their ideas and show first-hand how innovations are developed. An extensive program of workshops, interactive experiments and lectures are directed specifically at young people. I would like to invite you all to attend.

## ThyssenKrupp Quarter

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**New ThyssenKrupp Quarter in Essen**



- Concentration of headquarters on Duisburg and Essen
- Optimization of decision-making lines and administrative costs
- Groundbreaking ceremony on July 12, 2007
- First departments to move in 2009

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Ladies and Gentlemen,

The plans announced last year to concentrate our head office functions in Essen and Duisburg are beginning to take concrete shape. By combining the Düsseldorf, Essen and Bochum locations, we will optimize decision-making paths and make more efficient use of office space. By concentrating the head offices and applying modern, energy-saving architectural design principles, we aim to significantly reduce our administrative and operating expenses.

Construction work on the new Quarter in Essen started with the symbolic ground-breaking on July 12, 2007. Under our plans for the various building phases, the first departments will begin work there in 2009.

ThyssenKrupp has its roots in Essen and Duisburg. The outstanding architecture of the campus we are moving to in Essen will strengthen our identity. 2,000 ThyssenKrupp employees already work in Essen. When we move to the new quarter this figure will almost double. By relocating we are underlining our commitment to the Rhine-Ruhr region. The region is home to a dense university landscape and outstanding cultural sites, and we must not forget its sports clubs and facilities. It also has a strong backbone of small and medium-sized businesses with leading positions in materials, IT, media, medical technology and services.

## Business review

<b>Annual General Meeting January 18, 2008</b>
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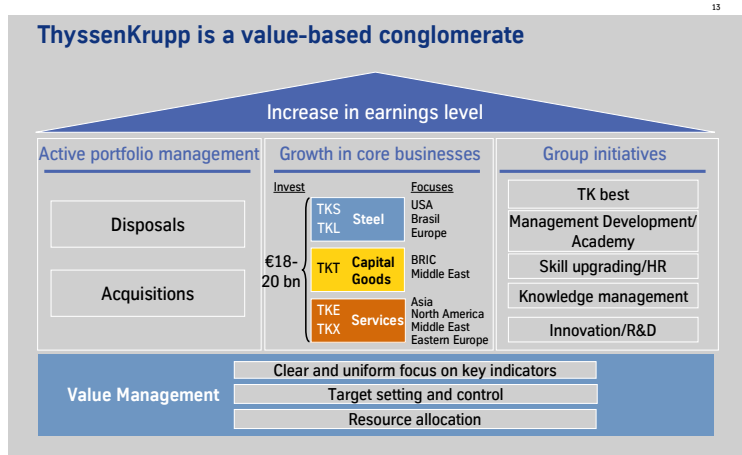
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Ladies and Gentlemen,

ThyssenKrupp is on a sustainable growth track. We are a value-based conglomerate with diverse and very profitable activities. That is our success strategy. Business is generally characterized by different economic cycles in the various sectors and regional markets and by product cycles. As a diversified enterprise, ThyssenKrupp is in a position to offset these business cycles thanks to its optimized portfolio of activities.

The strategic model of the conglomerate has now won over even the skeptics. A look at our stock's performance over the past few years confirms this.



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For the success of a conglomerate, the targeted management and control of all activities is of key importance. Our strategy is centered on a clear and uniform value management system.

On this basis we systematically and continuously increase the value of the enterprise. What matters therefore is not the number of businesses but how they are managed.

Our value management system is based on a system of target setting, business management and efficient resource allocation. This is the platform for our three strategic pillars aimed at increasing the level of earnings:

1. Active portfolio management: We continued the process of portfolio optimization in the reporting year. Altogether since the merger of Thyssen and Krupp we have sold companies with sales of 9.1 billion euros and acquired others with sales of 8.2 billion euros. We will systematically continue this process and if necessary take appropriate steps to further optimize the Group's portfolio.
2. Growth in our core businesses: Over the next few years we will implement an investment program with a volume of up to 20 billion euros. Over 5 billion euros of this has already been invested, above all in the Steel and Stainless projects in Brazil and the USA. Investment in the Technologies, Elevator and Services segments will focus on the regions of Asia, the Middle East and Eastern Europe.
3. Group initiatives: One of the most important initiatives within the Group is the value enhancement program ThyssenKrupp best. The goal is to improve the Group's performance and profitability. For six years now, the program has been part of our continuous improvement process. 3,700 projects have been successfully completed. In 2006/2007 alone, 1,330 new projects were launched. In addition, we continue to intensively pursue our Group initiatives in the area of human resources. These include the management development program, ThyssenKrupp Academy and employee skills upgrading schemes as well as the initiatives on knowledge management and our research and development activities.

Ladies and Gentlemen,

I would now like to review business in the individual segments of the Group. We performed successfully again in fiscal year 2006/2007 and were able to improve the efficiency of all segments in a generally favorable business climate.

## Steel segment

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### Steel on growth track




		2005/2006	2006/2007
Order intake	m €	➡ 12,343	➡ 12,718
Sales	m €	➡ 12,087	➡ 13,209
Earnings before taxes (EBT)	m €	➡ 1,406	➡ 1,662

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Steel remained on growth track in fiscal 2006/2007 and continued to perform very successfully. Demand for premium flat-rolled carbon steel was extremely strong. Order intake increased by 3 percent to 12.7 billion euros for price reasons. Sales again increased strongly by 9 percent to 13.2 billion euros. With a profit of 1,662 million euros, we again achieved record results. They include restructuring expenditure of 76 million euros for the Metal Forming business. With shipments at a high level, a cost-related rise in steel prices, and efficiency improvements, we further increased our profit.

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### Steel: Construction of steel mill in Brazil on schedule



- All main work on schedule
- Since October over 9,000 working on building sites each day
- Training programs in Germany and Brazil running to schedule
- Further intensification of work to improve health and safety on building site

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Steel is working systematically on the implementation of its transatlantic growth strategy. The steel mill project of ThyssenKrupp CSA in Brazil is on schedule. The building of the new slab facility is proceeding according to plan. Around half of the Steel segment's total investment of 1.6 billion euros in 2006/2007 was spent on the steel mill project in Brazil. On completion in early 2009, the 5 million ton capacity plant will supply the European and North American production locations with low-cost slab.

**Steel and Stainless:**  
**Good progress on construction of new steel complex in USA**

- Site preparation measures completed
- Continuation of engineering, especially infrastructure engineering
- Hot-rolled and cold-rolled line contracts awarded
- Customer contacts systematically intensified
- Management team completed
- Recruitment intensified
- Groundbreaking on November 2, 2007

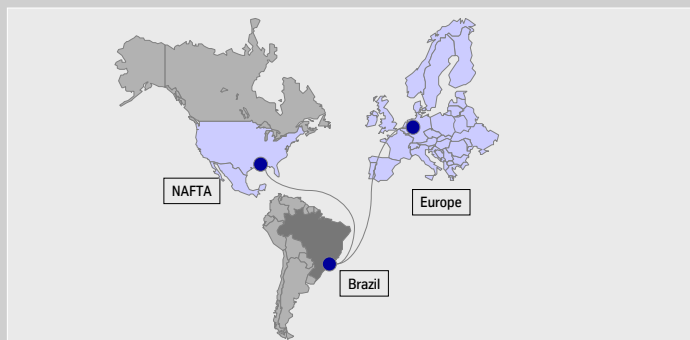


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In Calvert in the US state of Alabama, work on the construction of a new joint complex for the Steel and Stainless segments began on schedule with the groundbreaking ceremony in November. Situated on the Tombigbee river and close to the coast, the plant will have excellent transport links both for the incoming supply of slab and for the delivery of finished products to our customers. With hot-rolling, cold-rolling and coating capacities, the new complex will produce high-quality flat products from slab supplied by the Brazilian operation. On completion in 2010, the 5 million ton capacity wide hot strip mill will be the most modern and efficient plant of its kind in the world. The Steel and Stainless segments will use this site as a base from which to serve the markets in the NAFTA region.

**Steel: Strengthening position in European home market**



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And we're also investing in Germany. At ThyssenKrupp Steel AG, investment focused further on modernizing the ironmaking facilities in Duisburg. The main item was the construction of the new blast furnace 8, which was blown-in on December 13 last year. Both the expansion of the German sites and the overseas investment projects will strengthen the segment's position on the European market.


## Stainless segment

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### Stainless: Expansion of international position




		2005/2006	2006/2007
Order intake	m €	➡ 7,292	➡ 7,684
Sales	m €	➡ 6,437	➡ 8,748
Earnings before taxes (EBT)	m €	➡ 423	➡ 777

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The value of new orders in the Stainless segment reached 7.7 billion euros, up 5 percent from the prior year. Sales increased by 36 percent to 8.7 billion euros. Stainless recorded a substantial increase in earnings before taxes to 777 million euros, its highest-ever profit. In the prior year the figure was 423 million euros. The increase was due to an unusually high base price level, the positive impact of nickel prices up to mid-2007, and the successful implementation of programs to increase efficiency at the operating companies.

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### Stainless: growth strategy



- Expansion of world market position as competitive materials specialist
- Optimization of global sales and service center network
- Expansion of NAFTA market presence with integrated stainless steel production plant at Calvert, Alabama location
- Optimization of European mills

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The segment has focused its growth strategy above all on optimizing its worldwide sales and service center network and – like the Steel segment – expanding its market presence in the NAFTA region. An integrated stainless steel production operation is being built in Calvert, Alabama, which will use the hot rolling facilities of ThyssenKrupp Steel. The plant will produce around 1 million tons of stainless steel per year to supply customers on the US market, where

the Stainless group has occupied a strong position for many years. Hot-rolled coil from the plant will also be supplied to ThyssenKrupp Mexinox in Mexico.

In addition to expanding its market position in North America, the Stainless segment is also focusing on optimizing its European operations. For example, Acciai Speciali Terni in Italy is expanding its Terni location into an integrated stainless steel mill capable of competing at world level.

Ladies and Gentlemen,

In December last year, seven employees of ThyssenKrupp Acciai Speciali Terni lost their lives as a result of a tragic accident in our cold-rolling mill in Turin.


Our deepest sympathies and condolences go out to the families of the victims. We will make every effort to clarify the cause of the accident. Not only do we owe this to those who have died, we also have a responsibility for the future. Our health and safety policies state that health and safety rank equally alongside product quality and business success as a corporate goal. The safety of our employees throughout the world is always our top priority.

For this reason we launched an initiative to improve health and safety in 2005. The tragic accident in Turin shows that we must not relax our efforts. We have required all executives to take part in a training program currently under way. In an initial step, over 2,000 executives have completed their training at our largest location Germany. This was carried out in close cooperation with the employers' accident insurance associations. On the basis of this experience the program is to be rolled out in other countries this year. Safety is and will remain a management task in the ThyssenKrupp Group.


## Technologies segment

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**Technologies: Dynamic growth unbroken**

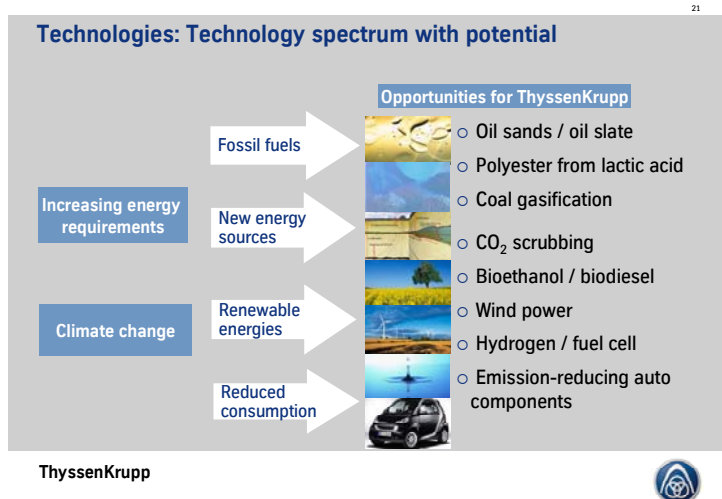


		2005/2006	2006/2007
Order intake	m €	➡ 13,160	➡ 14,844
Sales	m €	➡ 11,366	➡ 11,523
Earnings before taxes (EBT)	m €	➡ 410	➡ 544

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The extremely positive performance of the Technologies segment continued unabated in fiscal 2006/2007. At 14.8 billion euros, order intake significantly exceeded the already high prior-year level. Sales at 11.5 billion euros were also higher, despite business disposals and the negative impact of exchange rate effects. The pleasing order trend pushed orders in hand to around 15 billion euros. This means that more than a full year's sales are already secured for the segment. Earnings at Technologies increased by 33 percent to 544 million euros, easily exceeding our target. The business units Plant Technology and Automotive Solutions played a major part in this increase. The biggest earnings contribution was again generated by the Mechanical Components business unit.

The disposal of the body and chassis operations of ThyssenKrupp Budd with sales of around 1 billion euros was completed in the first quarter of the fiscal year, completing our withdrawal from the loss-making North American body and chassis business.




Global megatrends hold significant business potential for the Technologies segment. For example, considerable growth opportunities are available to the segment in the mining and processing of raw materials, as strong demand is forecast for the coming years. I will come back to the subject of global megatrends and the opportunities they present for ThyssenKrupp later.

### Elevator segment

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### Elevator: Expansion continues



		2005/2006	2006/2007
Order intake	m €	➡ 4,690	➡ 5,281
Sales	m €	➡ 4,298	➡ 4,712
Earnings before taxes (EBT)	m €	➡ 391	➡ -113

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Elevator continued its expansion in both the new installation and service businesses in 2006/2007, despite negative exchange rate effects. Order intake increased by 13 percent to 5.3 billion euros. Sales climbed by 10 percent to 4.7 billion euros.

The segment made a loss of 113 million euros in the reporting year compared to a profit of 391 million euros last year. This is due to the impact of the fine imposed by the EU commission for alleged anticompetitive behavior at national level in the Benelux countries and

in Germany on the market for elevators and escalators. Excluding this effect, and despite negative exchange rate effects, Elevator almost equaled its prior-year earnings with a profit of 367 million euros.

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### Elevator: Growth strategy Asia

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



⇒ Bottom line: Above-average growth!

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The Elevator segment aims to expand its current world market position on a sustained basis. An increasingly dense network of branches close to customers is designed to secure the current level of business. Growth opportunities lie for example in Asia, where Elevator expects the economic expansion to yield many new orders. The global service strategy, which ensures consistently high standards in the maintenance of elevators and escalators worldwide, also holds good prospects. We have initiated a performance program with which we aim to achieve a significant improvement in profitability in the medium term. To further develop the Asian markets, a high-ranking team headed by Mr. Eichler is currently working directly in China. They are cooperating closely with a corresponding team from the Services segment which is likewise based in China.

### Services segment

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### Services: Another record year

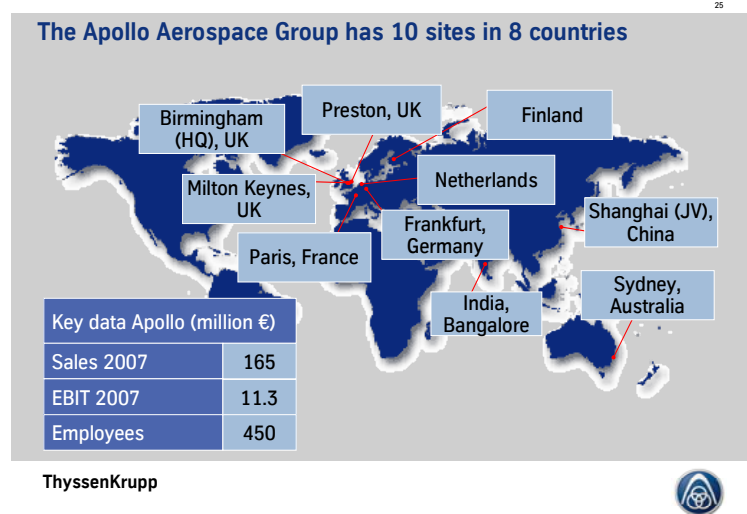


		2005/2006	2006/2007
Order intake	m €	⇒ 14,602	⇒ 16,823
Sales	m €	⇒ 14,204	⇒ 16,711
Earnings before taxes (EBT)	m €	⇒ 482	⇒ 704

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In fiscal 2006/2007 the Services segment achieved record sales and earnings. Order intake rose by over 2 billion euros to 16.8 billion euros. Sales increased by 18 percent to 16.7 billion euros, while earnings rose by 46 percent to 704 million euros.



The portfolio was further focused on the core activities of materials services, industrial process services and the supply of raw materials to the manufacturing industry. To strengthen its materials services business for the aerospace industry, Services acquired the aerospace service business of Alcoa. This business specializes in the storage and distribution of aluminum materials and in high-quality processing services for aircraft manufacturers. This enabled the segment to expand its already successfully established materials services for the aerospace industry in North America. Just in December last year, Services acquired all the shares in the British Apollo Metals Group, making it a global service provider for the aerospace industry.

In the Industrial Services business, the segment performs complex technical services for its customers. We are benefiting from a trend among many international customers to outsource demanding tasks to renowned service providers offering intelligent problem-solving services. Key regions for the further development of Services are the markets of Asia, the Middle East and Eastern Europe.

Ladies and Gentlemen,

Our growth strategy is paying dividends. In the past fiscal year all five segments improved their global market positions, in part significantly, and expanded their business. The basis for this is the wide range of products and services which have three things in common – they offer high quality and advanced technology and are tailored to customers' requirements. We

will continue to build on this in the future, in Europe as well as in American and Asia. We aim to strengthen our position in all key markets. Steel and Stainless will take a major step forwards in Brazil and the USA with the building of the new facilities. Technologies, Elevator and Services are focusing in particular on the growth markets of Asia.

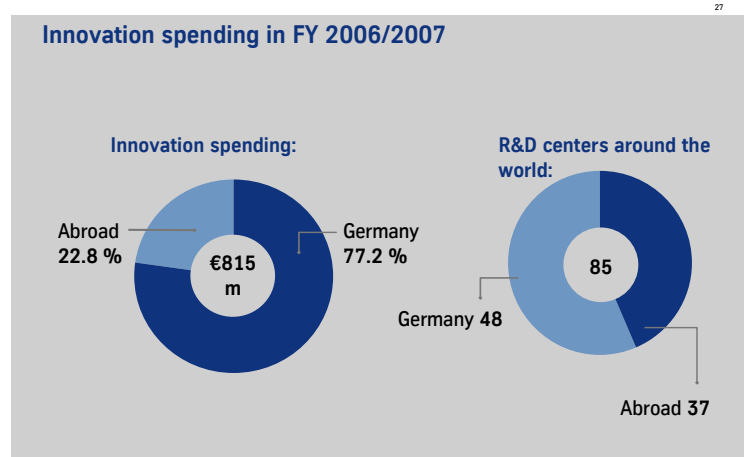
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### Innovations and business opportunities from the global megatrends



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Ladies and Gentlemen,

In the next few years we will continue our growth. Our innovation capabilities are a key factor in this. In the past fiscal year we increased our spending on innovation by almost 10 percent to 815 million euros. In the current fiscal year we will again invest more in R&D to develop and improve our products and processes. More than 3,300 people working at the Group's 85 development centers and departments around the world have worked on our products and processes.

In 2000 we launched the Innovation Contest to further improve the innovation climate and promote the translation of ideas into promising products and services. Over eight years to date it has attracted 353 entries and awarded prizes to 33 projects. In 2007 alone, 74 projects were entered by employees from all Group segments, with an increasing share of international entries.

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### Interdisciplinary Centre for Advanced Materials Simulation ICAMS

**Partners**

- Max-Planck-Institut für Eisenforschung
- Ruhr University Bochum
- Aachen Technical University
- Bayer Material Science/ Bayer Technology Services
- Bosch
- Salzgitter Mannesmann Research
- ThyssenKrupp

Advanced Materials Simulation: Crash simulation example

Length

Time

Bottom up

Top down

Finite elements

Grain structure

Grain boundaries, orientation

Inclusions, multiphase systems

Crystal plasticity

Structure and dynamics of dislocations

Chemical bonds/electron structure

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To meet our customers' requirements as fully as possible, our R&D activities are also carried out in cooperation with external scientists. An example of this is the establishment of the Interdisciplinary Centre for Advanced Materials Simulation (ICAMS), a research institute based at the Ruhr University in Bochum. The aim of this institute is to develop new materials using innovative simulation methods. Physicists, chemists, mathematicians and engineers will conduct interdisciplinary research at the center. At the same time, in their university teaching duties they will foster a new generation of materials engineers who will be equally at home with the laws of physics as with the development of new steels.

## Megatrends

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### Global megatrends

Megatrends	Challenges
Population growth	<b>Global population:</b> 9 bn people by 2050
Urbanization	<b>Megacities:</b> 22 cities with population of over 10 million by 2015
Mobility	<b>Transport:</b> Car sales around 100 m units by 2020; container handling +100 % by 2015
Climate change/ shortage of resources	<b>Energy requ.:</b> Over 55 % increase by 2030; CO <sub>2</sub> emissions +50 % by 2030
	<b>Water consumption:</b> +140 % by 2050 (from 2000)

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In the coming years and decades, innovations and forward-looking products will increasingly be determined by global megatrends. The effects of climate change, resource shortages, population growth and urbanization, to mention just a few of these megatrends, are a constant subject of debate. Just a few figures by way of illustration:

- By 2050 the world's population will increase to 9 billion
- By 2015 there will be 22 megacities, i.e. cities with a population of over 10 million
- By 2030 energy requirements will increase by 55 percent, CO2 emissions by 50 percent.

These developments will create great opportunities for the products and processes of ThyssenKrupp. I would like to present some of them to you:

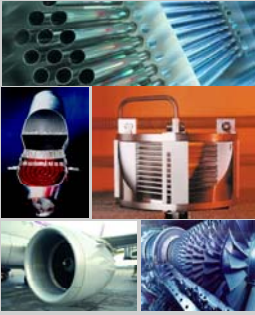
### Resource efficiency:

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**ThyssenKrupp leader in high-performance materials of stainless steel, nickel and titanium for technologies of tomorrow**

**Applications**

- Chemical and petrochemical sectors
- Medical technology
- Offshore technology for oil and gas extraction
- Aerospace
- Catalytic converter materials for auto industry
- Materials for seawater desalination units
- Materials for energy technology (e.g. fuel cells)



ThyssenKrupp



Drinking water is an essential commodity. But only one in 3,333 drops of the earth's water can be used as drinking water. Unicef estimates that a billion people have no access to clean water. And that figure is rising constantly, partly due to the increasing demand for water in fast-growing, densely populated cities. Seawater desalination units require laser-welded heat-exchanger tubes of material from ThyssenKrupp Stainless as well as longitudinally welded titanium tubes. The very low wall thicknesses of these tubes ensure maximum efficiency. Despite this they display extreme resistance to aggressive saltwater – thanks to the specially developed stainless steel alloy from Nirosta.

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### Mining & handling: Technologies for sustainable energy supplies



- Oil sand reserves of approx. 300 bn barrels
- Tech. progress and increasing oil price have made mining very profitable
- Deposits in Canada can secure current world demand for oil for several decades



ThyssenKrupp

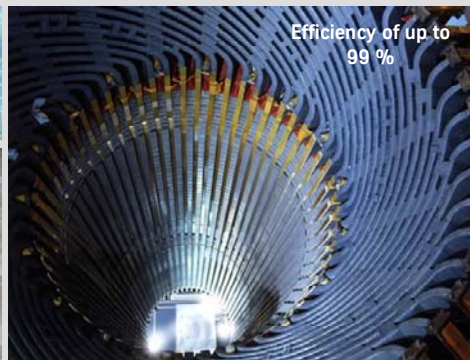


One ton of oil sands contains roughly 80 liters of oil. To extract it, the Horizon Oil Sands Project in Canada requires ore crushers capable of breaking up frozen materials at temperatures as low as minus 50°C. These machines, along with interim storage facilities, conveyors and oil sands processing equipment, are engineered, supplied and assembled by ThyssenKrupp Technologies. Mining oil sands causes great wear to materials: 25 years ago, the excavator teeth used for this would be worn smooth after just 8 hours. Thanks to advanced steel alloys, the excavator and crusher teeth on today's equipment now last six months.

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### Efficient energy generation

Electrical steel for electric generators



ThyssenKrupp



The efficiency of electric generators is particularly dependent on the magnetic properties of electrical steel, a highly specialized steel grade. ThyssenKrupp Steel uses innovative casting and rolling technologies to produce electrical steel. As a result, energy losses are reduced by up to 19 percent. In addition to its silicon and aluminum content, a key factor for the magnetic properties of electrical steel is the high-precision addition of alloying elements. High efficiency means low energy losses – which helps conserve resources and protect the environment.

## Climate change

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**Innovative catalytic converters for cars**  
Metallic foil

**Advantages**

- 25 µm thin foil reaches operating temperature more quickly, allows faster preheating and increases effective surface area
- Increased service life due to development of new alloy "Aluchrom7Al YHF"
- Emissions reduced in cold start phase



Coiled substrate of a heated catalytic converter made of Aluchrom® foil

ThyssenKrupp




80 percent of pollution from cars is emitted during cold starting. Innovative catalytic converters reach operating temperature in just twelve seconds and thus drastically shorten the cold start phase. For these catalytic converters, ThyssenKrupp has developed an ultra-thin, electrically heated metallic foil.

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**Use of solar energy – ThyssenKrupp Solartec®**  
Electricity generating facade

**ThyssenKrupp Solartec®**

- Innovative facade and roof system for solar power generation (photovoltaic)
- Suitable for houses and apartment blocks as well as industrial and commercial buildings




Combination Solartec® / ReflectionsOne®:  
Facade of TKS hot slitting facility in Duisburg




Solartec® roof system:  
Osnabrück University building

ThyssenKrupp



ThyssenKrupp Solartec from Hoesch Bausysteme is a complete roof and facade system which features UNISO LAR solar film laminated onto a sheet steel substrate. Improved sensitivity to blue-green light ensures high energy yields even under diffuse light conditions. This increases the system's energy yield and reduces its dependency on the angle of incidence of the sun's rays. So although our summers in Central Europe are not blessed with as much sunshine as, say, Southern Europe, we can now use ThyssenKrupp Solartec to generate electricity from sunlight here too. The system can be employed effectively not only on roofs but also on facades. The elements can be mounted directly on roofs or facades without the need for additional substructures or fixtures.

### Uhde: EnviNOx – reducing the greenhouse effect

EnviNOx facility	Environmental contribution
	<ul style="list-style-type: none"><li>○ Nitric acid production is one of the main sources of laughing gas. The world's 300 production plants emit approx. 400,000 t N<sub>2</sub>O</li><li>○ Laughing gas has a roughly 300 times stronger greenhouse effect than CO<sub>2</sub></li><li>○ Nitrous oxide emissions account for around 5% of the greenhouse effect</li></ul> <p>→ EnviNOx removes the N<sub>2</sub>O almost completely</p> <p>→ Facilities built to date have reduced emissions by the equivalent of 5 million tons of CO<sub>2</sub> emissions (3.3 million diesel cars)</p>

ThyssenKrupp



A positive example of an effective measure to counter climate change is the world's first EnviNOx plant built by Uhde. It removes around 98 percent of the harmful laughing gas emissions, N<sub>2</sub>O and nitrous oxides NO<sub>x</sub>, from the nitric acid plant, making harmless a greenhouse gas that is 300 times more harmful than CO<sub>2</sub>. If all the world's nitric acid plants operated with the EnviNOx process, emissions would be reduced by the equivalent of 120 million tons of CO<sub>2</sub> per year. That's roughly the amount emitted annually by 30 million cars traveling an average 20,000 kilometers.

### Reducing CO<sub>2</sub> emissions

Increasing the efficiency of conventional power plants

- The efficiency of a combined heat and power plant is key to its emission levels
- ThyssenKrupp develops and realizes concepts to reduce primary energy consumption by around 10% with a corresponding effect on CO<sub>2</sub> emissions
- Efficient gas and turbine technology in combined heat and power plant
- Use of heat generated in electricity generation



Modernized combined heat/ power plant in Würzburg



ThyssenKrupp



The efficiency of a combined heat and power plant is key to its emission levels. That's why ThyssenKrupp Xervon Energy develops and realizes concepts which help reduce primary energy consumption and CO<sub>2</sub> emissions by around 10 percent. Compared with a modern coal-fired power plant, a single combined heat and power station reduces emissions by around 50,000 tons of CO<sub>2</sub> per year.

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### MOSE project – flood protection in Venice

Huge barrier to protect Venice from flooding



- Construction of three gates which rise up when floods threaten:
- 45,000 t sheet pile walls and piling pipe together with equipment
- Combination of engineering know-how, environmentally friendly materials and modern equipment.

ThyssenKrupp



The consequences of climate change are already making themselves felt today. These include increased flooding of coastal areas. To protect against this, ThyssenKrupp Services is helping the city of Venice, for example, with the supply of 45,000 tons of sheet pile walls and piling pipe for a gigantic barrier to protect the world heritage site from flooding. The barrier is scheduled to go into operation by 2014.

### Mobility and urbanization


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### Megatrend mobility and urbanization

TurboTrack – revolutionary passenger transportation system


Passenger transportation system with three speed zones:

- Step-on/step-off zone 0.65 m/s
- High-speed zone 2 m/s
- High capacity: approx. 14,000 passengers per hour
- Time saving: longer distances covered in shorter time



Toronto Airport/Canada Handrail

1st prize in ThyssenKrupp Innovation Contest 2007



Overall length: up to 1.5 km

ThyssenKrupp



The Turbo Track is a revolutionary passenger transportation system from ThyssenKrupp Elevator, which is being used for the first time at Toronto Airport. Thanks to patented folding and overlapping pallets it moves at three times the speed of a conventional moving walk for most of the time. Its speed is only reduced at the beginning and end to allow passengers to get on and off in comfort. The high-speed system is suitable for distances of up to 1,500 meters. The speed increases to 7.2 kilometers per hour, more than twice average walking speed.

### Megatrend mobility and urbanization

Passenger boarding bridges for the new Airbus A380

- Lift height of hydraulic bridge increased from 5.40 m to 8.20 m
- Unique passenger boarding bridge docks at both decks of an A380 and therefore reduces boarding and disembarking time



New, height-adjustable apron drive bridge for the Airbus A380

ThyssenKrupp



The Airbus A380 is the first plane with two full-length decks. To allow passengers to get on and off quickly, ThyssenKrupp has developed an innovative passenger bridge which docks at both decks and so reduces boarding times to 34 minutes. Huge engineering effort went into increasing the lift height of hydraulic passenger bridges from 5.4 to 8.2 meters.

### InCar: Not ONE solution – LOTS of them

Individual solutions for various customer requirements

- Brings together full automotive expertise from all areas of ThyssenKrupp
- Manufacturer-independent reference structure
- Modular system with component and assembly solutions tailored to requirements
- Synergies through cooperation between body, chassis and drivetrain units
- Presentation of results at IAA 2009
- InCar project to be continued beyond 2009

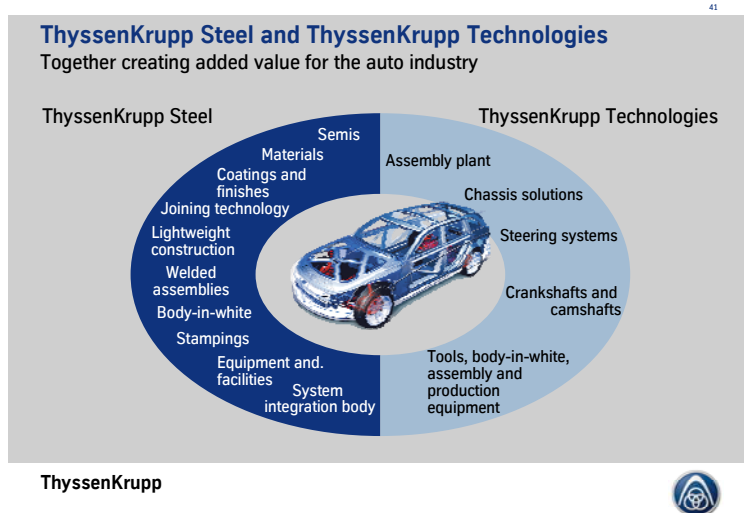


**InCar**  
The innovative solution building kit for the automotive industry

ThyssenKrupp



InCar, our wide-ranging research and development offensive for innovations in automotive construction, was unveiled to the public at last year's Frankfurt Motor Show (IAA). This cross-segment project brings together the full automotive expertise of the Steel and Technologies segments. InCar is designed as a solutions and ideas pool for body, chassis and powertrain products.



We offer our customers a wide range of solutions featuring innovative parts and assemblies, each providing significant improvements in terms of weight, cost efficiency or performance. It is the sum of our capabilities in the various areas of the Group which makes InCar so valuable. The innovations from the InCar program will be on display as finished products at the 2009 Frankfurt Motor Show.

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### ThyssenKrupp

- ThyssenKrupp has set itself ambitious targets.
- Target by 2012: sales of €65 bn  
EBT before major nonrecurring items of €4.5 to €5.0 bn
- ThyssenKrupp is a value-based conglomerate with the three strategic pillars steel, industrial goods and services.

ThyssenKrupp

Ladies and Gentlemen,

ThyssenKrupp has set itself ambitious targets. By around 2012 we aim to achieve sales of 65 billion euros and earnings before taxes and major nonrecurring items of 4.5 to 5.0 billion euros. We will achieve these targets as a focused conglomerate supported by three pillars: Steel, Capital Goods, and Services. These are the three key areas of activities to which the

Group's five segments are allocated. They also stand for the past and future success of our Company.

All our business activities are characterized by a common theme – responsibility for the Company and its future. This also means responsibility towards our customers, towards our employees and towards society as a whole. Central to all this is of course our responsibility towards you, our stockholders. We want to ensure your investment in ThyssenKrupp remains profitable on a sustained basis so as to justify the confidence you place in us. Stay with the Company – the future of ThyssenKrupp is worth it.

Thank you for your attention.