



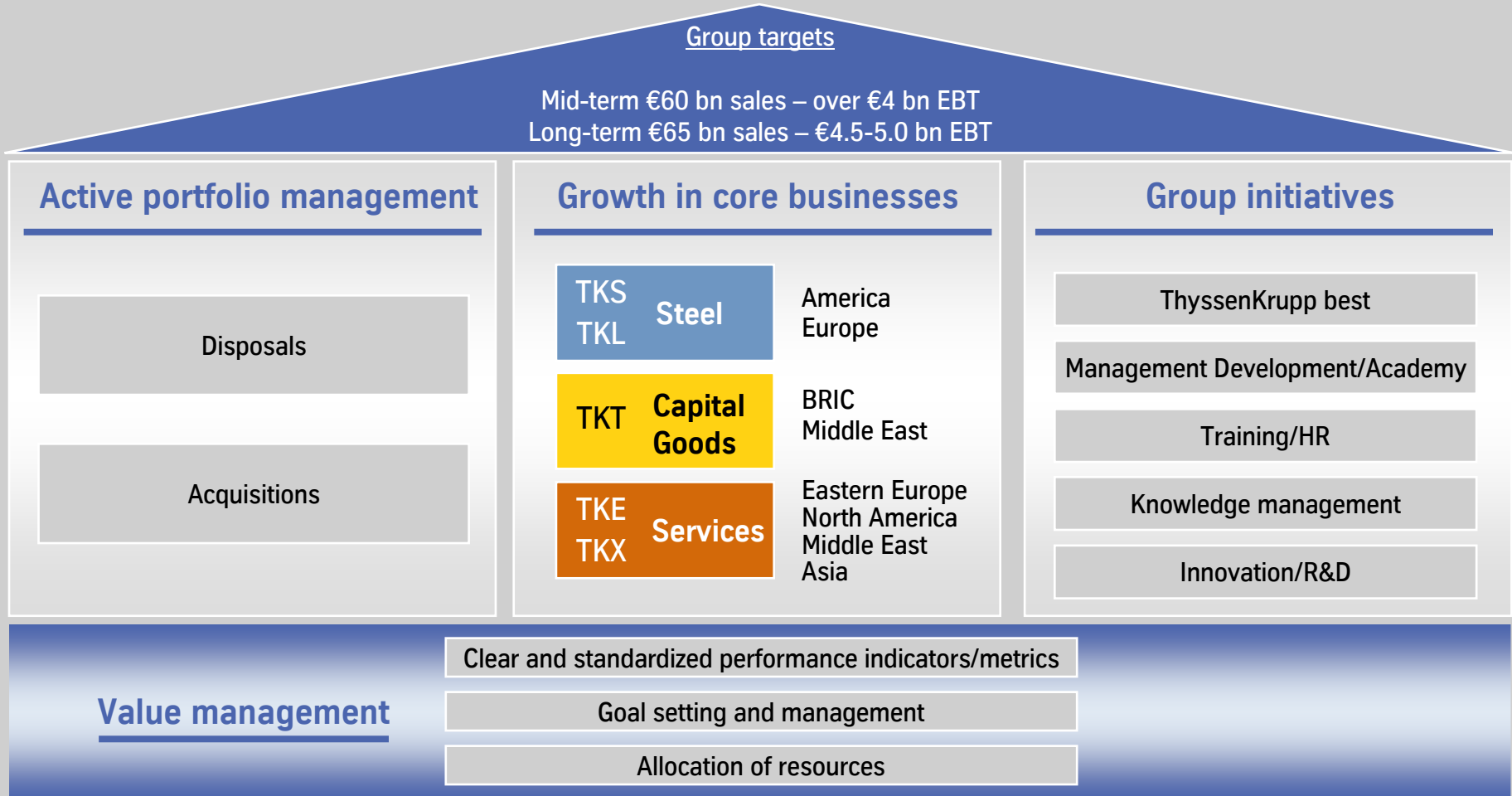
Strategic growth agenda

Düsseldorf, August 26, 2008

ThyssenKrupp



Cornerstones of ThyssenKrupp's corporate strategy



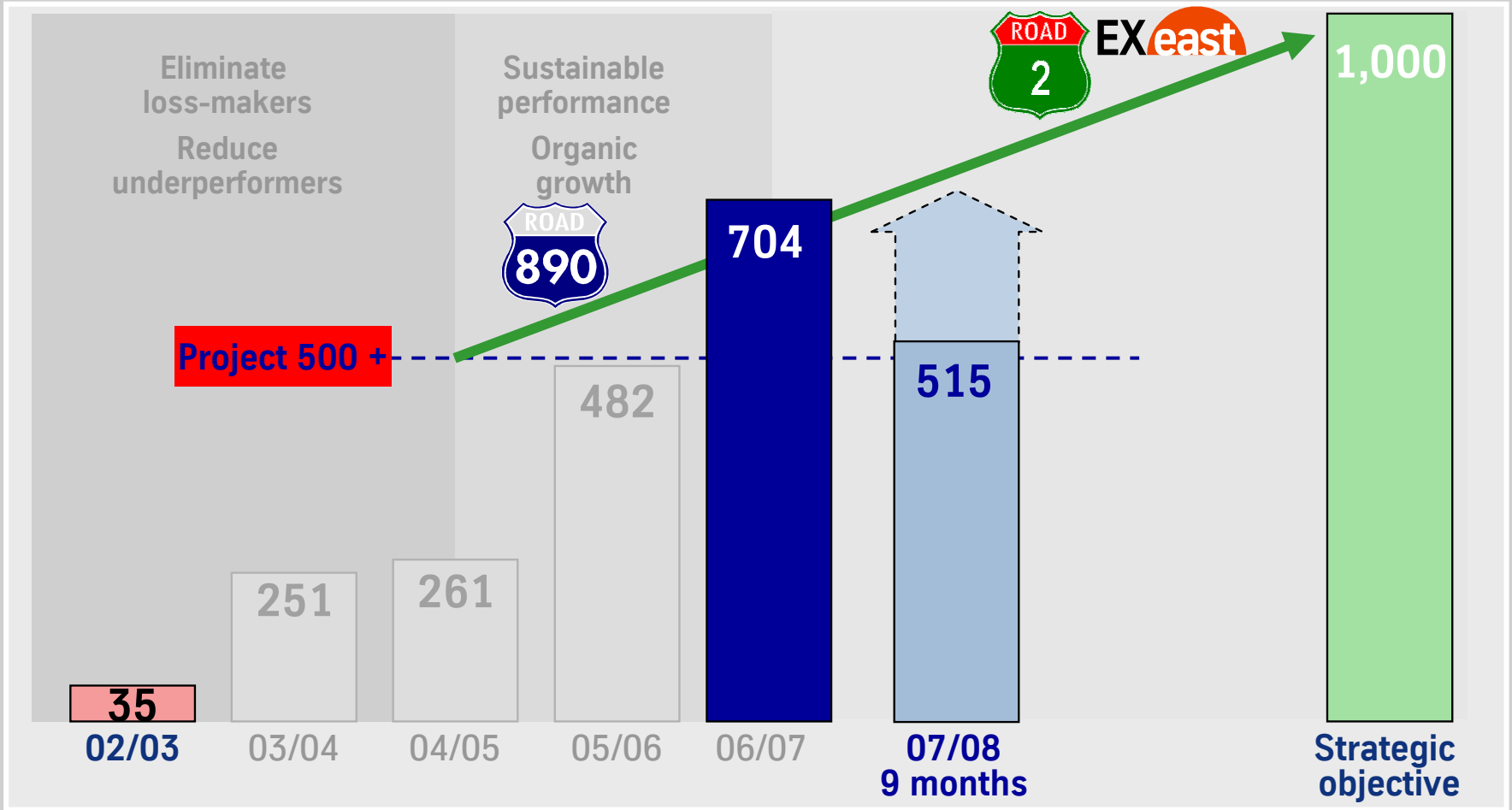


Strategic realignment of the Services segment



Strategic development of ThyssenKrupp Services

EBT million €



ThyssenKrupp



ThyssenKrupp Services – business units

Fiscal 2006/2007

ThyssenKrupp Services AG

Sales €16.7 billion • 43,012 employees

Materials Services International



Warehousing, processing, logistics, warehouse and inventory management, supply chain management, rolled steel, stainless steel, tubes, nonferrous metals, plastics

Sales €7.9 billion
10,658 employees

Materials Services North America



Sales €2.3 billion
3,037 employees

Industrial Services



Maintenance, production support services, outsourcing

Sales €2.0 billion
28,060 employees

Special Products



Steel and tubes, raw materials, energy and engineering

Sales €4.6 billion
1,060 employees



Market positions of the business units

ThyssenKrupp Services AG

Sales €16.7 billion • 43,012 employees

Materials Services International



**Top positions
in Germany and Europe**

**No. 4
in North America**

Materials Services North America



Industrial Services



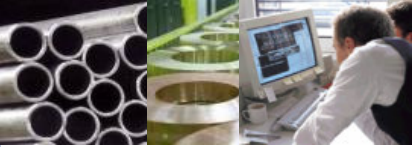



**No. 1
in Germany
Scaffold services
No.1/2 world**

Special Products



**No. 1-10
worldwide**

Success factors of the business units

Materials Services International	Materials Services North America	Industrial Services	Special Products		
					
<p>Product range</p>		<p>Service portfolio/competencies</p>		<p>Global trading and sourcing know-how</p>	
<p>Service range/logistics/SCM</p>		<p>HR management</p>		<p>Global presence</p>	
<p>Global network</p>		<p>Employee flexibility</p>		<p>High level of entrepreneurship</p>	
<p>Standards/systems/economies of scale</p>		<p>Tariffs</p>		<p>Project management</p>	
<p>Organic growth: systematic performance and growth programs, focus on specific sectors</p>		<p>Regional setup</p>		<p>Fast response/decision-making capability</p>	
<p>External growth through acquisitions in growth markets and consolidation in established markets</p>				<p>Off-take agreements</p>	



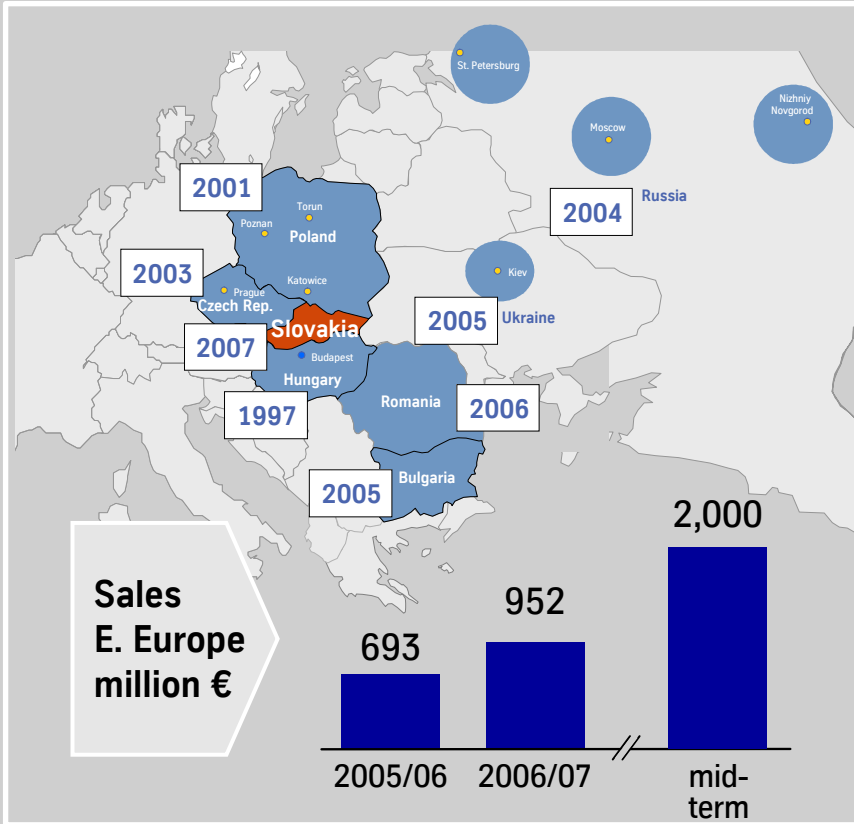
Growth strategy for Materials Services

Growth in several directions



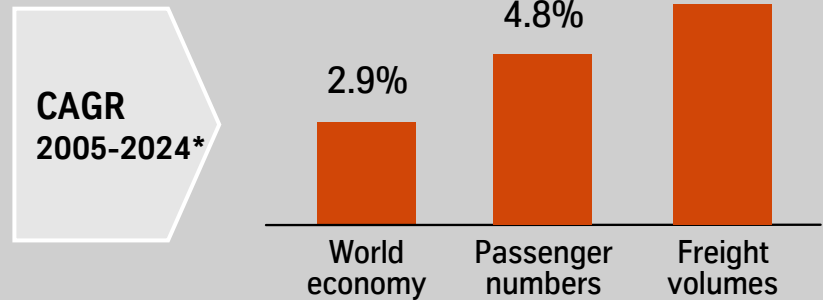
Example of growth at Materials Services

Expansion in growth regions Example: Acquisition of Ferostav, Slovakia



Expansion in growth sectors Example: Acquisition of Apollo Metals Group

- Disproportionate growth aerospace industry



- Strong demand for supply chain services
- Acquisition of Apollo is perfect geographical fit
- Total sales approx. €500 million (world no. 1)

* Source: Airbus



Materials Services projects

North America



- Acquisitions to strengthen market position in rolled steel and tubes

Eastern Europe



- Market entry in Slovenia, Croatia, Serbia
- Expansion in Poland, Russia, Bulgaria, Slovakia

Asia

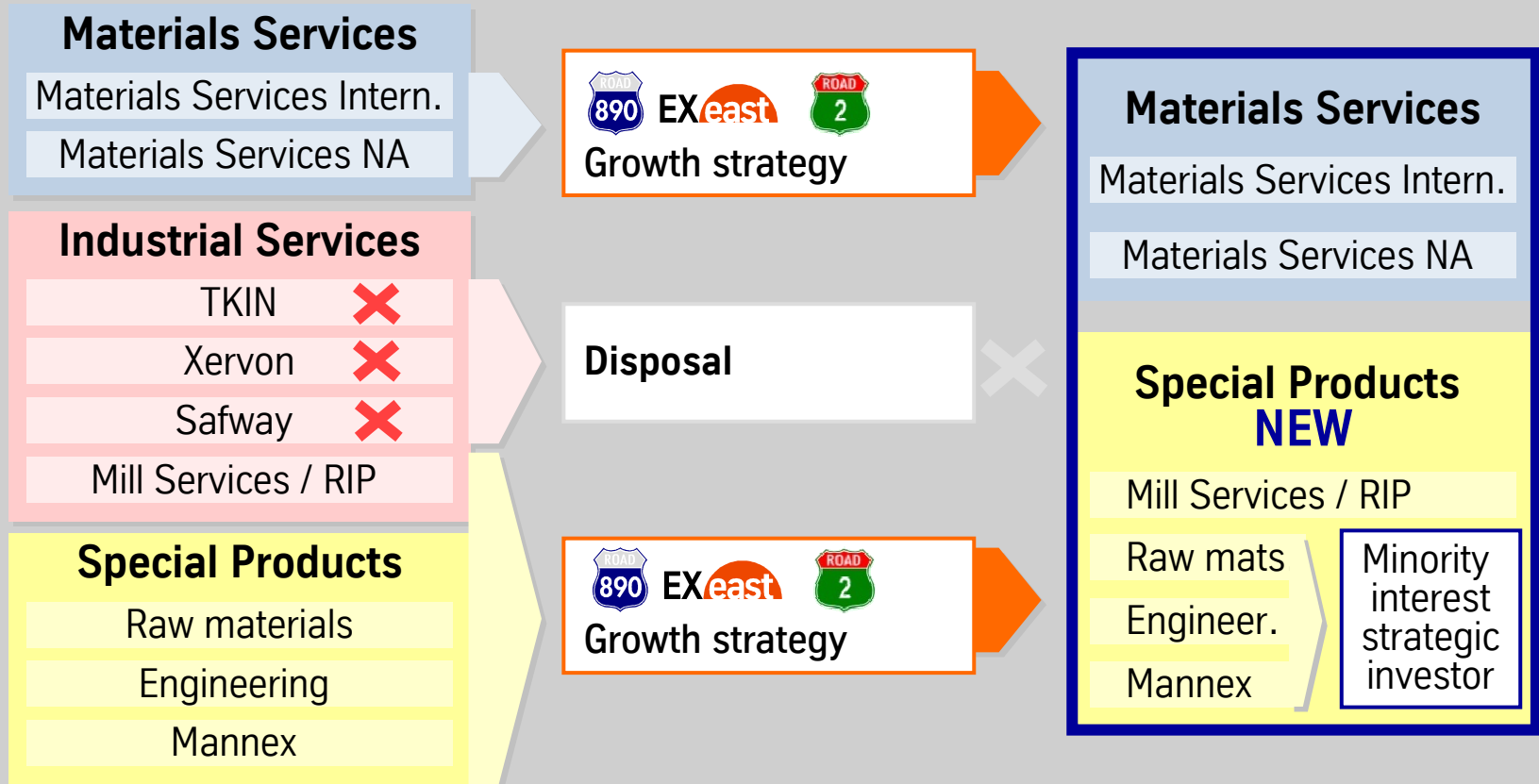


- Market entry in China for rolled steel, stainless steel & nonferrous metals (focus on aerospace)
- Strengthen market position in Southeast Asia (Thailand, Singapore, Vietnam)

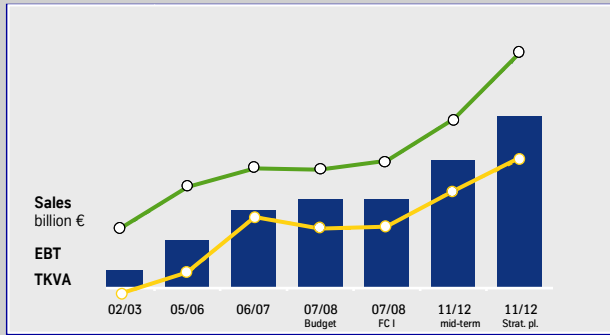
High capital expenditure required

Focus on industrial materials and raw materials

Management capacities and investment funds to be focused on accelerated growth in raw and industrial materials



Growth BU Industrial Services



Profitable growth in Industrial Services can also be realized in the future

Acquisition targets

- major targets in trades **more broadly diversified**
- aggressive growth only with **portfolio expansion**
- **high purchase prices**

Economies of scale

- order-related and **regionally decentralized**
- little possibility for networking across regions; **no cross selling** with other BUs
- business model not yet realizable in **E. Europe & Asia**

Complexity

- **national** labor law parameters
- diversity of individual activities requires **disproportionate management effort**

Accelerated growth to €3 billion sales requires new portfolio and organizational structures

Best owner with clear focus on Industrial Services



Special Products business unit as international service provider of raw and industrial materials, tech. products and systems



Key figures

Sales €4.6 billion

Employees 1,060

Market position

Top positions
on the world market

- Back-to-back trading with rolled steel and tubes
- Supply of technical products and equipment
- Trading with metallurgical raw materials, minerals and coke
- Production and supply of industrial gases
- System solutions for railways, harbor construction and flood protection
- **Customer-specific global purchasing, distribution and service, financing, logistics solutions, engineering/ consulting, exclusive off-take agreements**

Top positions on the world market



- **ThyssenKrupp Mannex**
(rolled steel, tubes)

- **ThyssenKrupp GfT Gleistechnik**
(railway equipment)

- **ThyssenKrupp GfT Bautechnik**
(sheet piling technology)

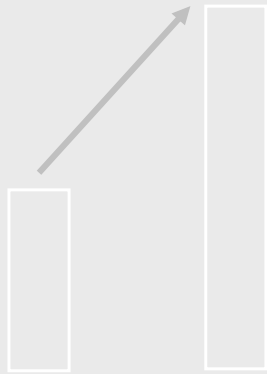
- **ThyssenKrupp Metallurgie/ ThyssenKrupp MinEnergy**
(metallurgical products/ minerals, coke)



Growth strategy Special Products

Strategic growth

Raw materials strategy

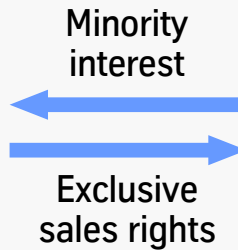


Acquisition of long-term exclusive sales rights (off-take agreements), secured through minority interests

- additional business opportunities through supply of starting material and cross-selling



Raw materials producer



Special Products



Result

Customer retention through long-term contracts on the basis of secured supplies

Organic growth

In particular further internationalization of engineering business



Special Products projects

Mannex



EXeast

Minority interests and exclusive marketing rights for rolled steel and large-diameter tube, focusing on Europe & Asia

Raw materials



EXeast

Minority interests and exclusive marketing rights for nonferrous metals & coke/coal

Engineering



Expansion to system provider in rail equipment and sheet piling

High capital expenditure required



Summary

ThyssenKrupp Services

- Focusing of segment on raw and industrial materials

- Disposal of Industrial Services

- Strategic partner for Special Products

- Continuation of growth strategy

Strategic goal

EBT €1 bn

