

**Japan and ThyssenKrupp.**  
Achieving more together.



**ThyssenKrupp**



## Cover

**Think, invent & innovate!**

**Why ThyssenKrupp is one of the biggest technology groups in the world.** The future is about generating ideas and turning them into reality. At ThyssenKrupp, one of the biggest technology groups in the world, more than 184,000 people are helping develop the future with their ideas for innovative high-quality steel products, capital goods and services. More than 3,000 scientists, engineers and other specialists are involved daily in over 2,000 research and development projects aimed at achieving and maintaining leadership positions in our central areas of activity such as mobility, the environment and materials. But we don't just pursue new ideas on our own. We also work closely with our customers and a network of research facilities and universities in Germany and throughout the world.

**Transparency and responsibility – ThyssenKrupp is committed to the principles of good corporate governance.** Responsible corporate governance is central to everything we do. The framework for this is formed by laws and ethical principles, observance of which is essential for a functioning economy. We act in accordance not only with our core convictions and corporate philosophy but also with the recommendations of the German Corporate Governance Code. Our shareholders are kept informed at all times about all major transactions and are able to exercise their voting rights via the internet. Our Executive Board and Supervisory Board work together closely to ensure the sustainable success of the company and deal responsibly with risks. We secure the future of the company – also in the interests of our shareholders, employees, customers and other stakeholders – by gearing our strategies for increasing the value of the business to the long term.

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Cover photo: In an effort to generate enthusiasm for science and technology across all segments of society, ThyssenKrupp launched an initiative called "Discovering Future Technology". Part of it was an "Ideas Park", including exhibits, games and shows designed to allow people of all generations to experience innovations first-hand.

## Ladies and Gentlemen,

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ThyssenKrupp and its two predecessor companies have been closely linked with Japan for almost 150 years. The roots of our cooperation go back to the year 1859 and are characterized by the mutual exchange of knowledge and experience and by successful cooperative ventures.

Today, the Group has four subsidiaries and a representative office in Japan. Our involvement in Japan is focused on the supply of body, powertrain and chassis components for the Japanese auto industry, the manufacture of large-diameter slewing bearings for wind turbines and tunnel boring machines, and the sale and distribution of stainless steel, nickel, tubes and machine tools. We aim to further expand our activities in the country.

To support our Japanese customers in the best way possible, the Casa ThyssenKrupp Tokyo was set up in 2002. Since then, all of our companies active in Japan have been united under one roof, a single point of contact for all the products and services of the Group's six segments – Steel, Stainless, Automotive, Technologies, Elevator, and Services. In recent decades, ThyssenKrupp has been a frequent guest at trade fairs and exhibitions in Japan. In the future, we will continue to exploit every opportunity to establish and maintain contacts with Japanese customers, the Japanese public and above all with young people in order to present ThyssenKrupp as a leading technology company with more than 184,000 employees in over 70 countries on all five continents.

We firmly believe that our main strength lies in our employees. Their knowledge, ideas and commitment are key to the success of our company. Against this background, ThyssenKrupp devotes major efforts to training young people and maintains close contact with universities and research institutes – including in Japan. The development of innovative products requires close cooperation between partners in our interlinked society.

This brochure is designed to bring you closer to the world of ThyssenKrupp. We hope you will find it interesting.

Dr.-Ing. Ekkehard D.Schulz,  
Chairman of the Executive Board of ThyssenKrupp AG

## Japan and ThyssenKrupp

Page 02

Intelligence is our common raw material. Why Japan and ThyssenKrupp are ideal partners.

A country and a company – two different orders of magnitude. Yet we do have a number of things in common. Among them, alongside almost 150 years of shared history, is the fact that we both possess no raw materials in the traditional sense. That's why we have to make use of the most important raw material there is: intelligence. It's a vital natural resource that allows us to make industrial goods which are new, surprising, and fit for the future.

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## A great fit!

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**Highly developed capabilities for a highly developed market.** In a world that's growing – and, thanks to modern technologies, moving ever closer together – the themes of mobility and the environment are becoming increasingly important. More and more people are wanting to get from A to B – quickly, safely and at low cost. On the other hand, the burden on the environment has to be reduced if we want to offer future generations living space – in Japan and throughout the world.

**ThyssenKrupp offers forward-looking solutions in these key areas.** Innovative materials. Intelligent processes and services. And new technologies. As much as we are convinced of our own abilities, we do not rely on ourselves alone. Rather we seek strategic long-term partnerships, especially with companies and other partners in Japan. Japan is a highly developed market which has a major role to play in the areas of mobility, the environment and new materials. All this makes Japan a great fit for ThyssenKrupp.

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## Join us on a journey.

This brochure shows you examples of where the future will take us and how we can build the visions of tomorrow. Together and today.

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## Mobility

The revolution in the elevator shaft. Or how we transport almost 50 percent more people in the same space.

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More and more people need to be moved. Our elevator system TWIN is a revolutionary new concept in vertical transportation – also for the skyscrapers on the Frankfurt skyline.

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## TWIN

In major population centers, space is at a premium. Every elevator shaft built in a new property reduces usable space and thus the return on an investor's capital. On the other hand, passenger transportation capacity must be as high as possible. Conventional elevators simply don't fit the bill. Enter the TWIN.

This new elevator generation from ThyssenKrupp incorporates a completely new and revolutionary approach. It has two independent cars using the same shaft, meaning that up to 40% more passengers can be transported. Passengers key in their destination outside the car using a destination selection control system. The software dispatches the elevator which will take them to their destination fastest. Four independent safety systems ensure that nothing is left to chance and the operation of the two cars in the shaft is perfectly coordinated. But that's not all. Existing elevator shafts can be retrofitted with the TWIN system to increase capacity by almost half.

But when it comes to mobility, ThyssenKrupp operates on a far larger scale. One of the most spectacular examples is the Transrapid, the world's fastest land-based transportation system. This advanced magnetic levitation train offers maximum safety and comfort, and already successfully links Pudong Airport with Shanghai. With passenger boarding bridges such as those for the new Airbus 380 super jumbo, we enhance convenience and security at airports. The examples of innovations from ThyssenKrupp in the mobility area are numerous, so numerous that we can only touch on them briefly here. The new front axle of the Porsche Carrera with Active Ride Control is one of them. Another is the innovative Wheel to Wheel Solution steering system. The new DampMatic shock absorber system provides enhanced comfort and safety. And we offer the latest technologies for all kinds of seagoing ships, whether private yachts or luxury liners.

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**Capacity gain.** Up to 40% higher transportation capacity through two cars in one shaft. They operate independently, reliably and quickly. Also ideal for retrofitting.

**Improved logistics** With the TWIN system, one elevator shaft can be freed up for other important uses without reducing transportation capacity. The logistics of a building can be significantly enhanced.

**Convenient.** Passengers key in their destination before they enter the elevator and are automatically assigned the right car. The TWIN is used for example in Europe's tallest skyscraper, which rises 420 meters into the Moscow sky.

## Environment

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### A good turn for clean energy. How valuable a slewing bearing can be for our environment.

The impressive landscaping of the Villa Hügel Park surrounding the ancestral home of the Krupp family. This jewel, too, benefits from improved air quality.

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### Large-diameter slewing bearings

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Large-diameter slewing bearings are high-tech products. They are used for example in wind turbines. These are erected on land or at sea. When the wind blows hard, the bearings are subjected to enormous pressures. But they stand up to it, helping generate energy in all weathers, up to force seven winds, in the aggressive sea air, day and night.

ThyssenKrupp is active in other environmental areas too. They include for example catalytic converters. Their metal cores are subject to temperatures of more than 1,000 degrees. ThyssenKrupp produces Nicrofer and Aluchrom alloys which can withstand these loads and reach working temperature very quickly. With its consistent development work the company is contributing to making transportation technology even more resource- and environment-friendly. One example is diesel particulate filters. Engineers from ThyssenKrupp have developed an open system consisting of iron-chromium-aluminum alloys in which the particulates react with the nitrogen oxides to form nitrogen and carbon dioxide. And our new high-performance material Nirosta® 4539 permits even greater engine efficiency, allowing improved exhaust gas recirculation. Our scientists took a major step forward with the development of a new fuel cell generation – an important ThyssenKrupp contribution to the conservation of fossil fuels. Crofer 20 APU is the name of the new metal and it will play a key role in this forward-looking technology. Using this material it will be possible to make production-capable high-temperature fuel cells which can be used everywhere – whether in hybrid cars, in the household, or in refrigerated trucks.

**Wide range of uses.** Wind turbines are only one example of the applications of our large-diameter slewing bearings. They are also used in solar power plants, drill rigs, production platforms, deck cranes, tower cranes and tunnel boring machines.

**Energy reserves from wind.** The wind is a major potential source of energy, especially off our coasts. Wind turbines can only run effectively with large-diameter slewing bearings, such as those made by Nippon Roballo.

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## Materials

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### How we make more from less. More safety, more agility, more environmental protection, less weight: NewSteelBody.

The NewSteelBody further improves the environmental performance of the automobile. The technology was developed by ThyssenKrupp and is available to all leading auto manufacturers – on all the world's roads, including in Munich, the venue for the opening match of the 2006 Soccer World Cup.

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### NewSteelBody

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With the NewSteelBody, ThyssenKrupp has succeeded in developing a car body which is both lighter and safer. It weighs 24% less than a conventional body but has the same or even better crash properties. As the body determines the weight of a car to a large extent, this means less energy consumption and therefore greater environmental protection, as well as outstanding occupant protection. The NewSteelBody makes use of tailored tubes, made from steels of different strength levels, as well as a high-end production process – hydroforming.

**Hydroformed tubes.** A special treat for those interested in technology. Steel can be formed not only by casting, forging, rolling, drawing or spinning. It can also be formed by water, pressed into a tube at a pressure of several thousand bar. As this tube is contained in a negative die, it conforms to the shape of the die. To ensure the water doesn't escape, huge presses with a locking force up to 54,000 metric tons are needed. Experts refer to the process as hydroforming, and it makes it possible to produce very complex shapes.

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Magnesium is playing an increasing role in efforts to make cars lighter and more environment-friendly. To explore the possibilities of this light metal, ThyssenKrupp has developed a casting/rolling technology which allows the large-scale production of magnesium strip and sheet. These flat products can be used for example to make car doors, hoods and liftgates – large parts with the potential to reduce the weight of a car substantially. Our DAVEX® technology is environmentally friendly in two senses. Thanks to their filigree and transparent looks, DAVEX® facade beams open up new aesthetic possibilities in high-quality steel architecture. This is kind not only on the eye but also on the environment, as the manufacturing process is purely mechanical and produces no emissions. Aesthetic value is also offered by the ReflectionsOne color facade range. Large industrial facilities and purpose-built structures often stick out from their environment like a sore thumb, so we have developed high-strength facade elements that bring new color to building with steel. 21 color series are available to blend buildings harmoniously into the landscape – environmental protection in the wider sense of the word.

**Tailored Tubes.** Tailored tubes are conical shaped tubes which have the same wall thickness over their entire length. When a crash occurs this shape is able to absorb the deformation energy much more effectively than for example a cylindrical steel section. The result is improved protection for the passenger cell and passengers.

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## Partnership

1+1=3. Partnerships add up to more.

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Dipl.-Ing. Bernhard Osburg, Project Manager Development NSB® ThyssenKrupp (standing, left), Dipl.-Ing. Thomas Blüchel, Adam Opel AG (standing, center) and members of the ThyssenKrupp project team. ThyssenKrupp is not just an ideas supplier for alternative steel design concepts but also a system partner with its own manufacturing capability.

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## Our close exchanges with Japan

When it comes to increasing the earning power and value of a company, short-termism is not the answer. That's why ThyssenKrupp pursues a corporate strategy geared to the long term. The theme of partnership plays an important role in this. Through personal involvement in associations and advisory bodies throughout the world, we succeed in overcoming cultural boundaries, raising awareness for problems and increasing mutual understanding.

This is an effect which can also contribute to long-term business success, providing the basis for good cooperation and creating synergies that benefit both sides.

It was therefore only logical that in 2005 JFE Steel Corporation and ThyssenKrupp set up the 50:50 joint venture JEVISE Corporation in Tokyo. Since their cooperation began in 2002, the two companies have proved very compatible, complementing each other in their product ranges and customer structures. The joint venture is aimed at promoting the involvement of the two steel suppliers in the early stages of automobile development (early vendor involvement, EVI). It means that the know-how gained by ThyssenKrupp in the European market can now be applied to the Japanese auto market. Know-how transfer and joint research and development are a vital part of this forward-looking alliance, so regular staff exchanges are key items on the agenda. Two people who played a major role in this success story are Akio Kobayashi, a JFE engineer who took part in the staff exchange, and Dr. Manfred Nagel, who piloted the establishment of JEVISE for ThyssenKrupp. Reason enough to interview the two of them about their work and experiences.

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Dr. Nagel, Senior Project Manager ThyssenKrupp Steel, 52, married, two sons

**You have been managing the partnership between ThyssenKrupp and JFE since October 2003. What are the particularly positive aspects of the collaboration?**

**Dr. Nagel:** For the first time anywhere in the world, we have combined our automobile steel ranges in a joint brochure. Backed by cross-licensing, our auto grades are now available globally. And this year we have set up JEVISE with the aim of offering our steel solutions to Japanese automotive OEMs as well.

### **What are the main advantages of this strategic alliance?**

**Dr. Nagel:** We complement each other successfully in many areas. Pooling our R&D resources allows us to develop new steel grades faster and at lower cost. Market advantages will also arise as we combine our capabilities to supply steel to global customers. Our presence in Japan will make it much easier for us to access Japanese OEMs.

### **What are the strengths of Japanese companies, managers and staff?**

**Dr. Nagel:** Teamwork and the proven ability to expand into global growth markets. Japanese auto manufacturers have been very successful in setting up transplants in the growth markets in the NAFTA region and Asia and now produce more vehicles there than in Japan.

### **Where do you see the strengths of German companies?**

**Dr. Nagel:** The enormous engineering capacities and excellent research facilities of German companies are major assets. In the auto sector, innovative engineering continues to be a German strength.

### **You have almost daily contact with Japan. How does the exchange with JFE's Japanese managers work?**

**Dr. Nagel:** Thanks to my three years of working in Japan I am familiar with the Japanese mentality and way of working. Our daily dealings with one another are characterized by personal trust and the desire to achieve things together. The differences in approach are very interesting and instructive – different perspectives usually lead to a better assessment of the situation.

Akio Kobayashi, engineer at JFE Corporation, born 1966, married

### **What did you like most about the exchange program?**

**Dr. Kobayashi:** Living and working in a foreign country. It was something I had never done before.

### **What was your function?**

**Dr. Kobayashi:** I was responsible for analyzing test results and developing new sheet steels at the Auto Division's Center of Excellence for Materials.

### **How did you enjoy working with your new colleagues?**

**Dr. Kobayashi:** All my German colleagues and supervisors were very friendly and supportive. As I do not speak any German, they arranged everything for me. Thanks to their support I had no problems at all with my work.

### **What new experience did you gain, both on a personal and business level?**

**Dr. Kobayashi:** I was very impressed by the precise simulation techniques at ThyssenKrupp. They are extremely close to reality. I also like the way my German colleagues believe so strongly in what they're doing.

### **What do you think you brought to your colleagues at ThyssenKrupp?**

**Dr. Kobayashi:** I invited my colleagues to Japanese restaurants and showed them a little of the Japanese culture. I was very pleased that they liked the cuisine and the atmosphere.

### **What are the main differences or similarities as far as work is concerned?**

**Dr. Kobayashi:** What we do is basically the same – mechanical testing and microstructural examinations. The instruments we use are very similar.

### **What do you miss most about Germany?**

**Dr. Kobayashi:** I would like to return to Germany one day, I enjoyed life there very much. One main reason of course is that it costs so little, comparatively speaking, to go to see the Berlin Philharmonic Orchestra.

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## Commitment

ThyssenKrupp careers begin at university. We maintain close contacts with German and foreign universities.

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Stefanie Mersmann, a graduate of RWTH Aachen technical university and ThyssenKrupp scholarship holder, discovered her talent for engineering early – as did we.

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## Education

A key factor in the success of any company competing on the world market is its employees. Their skills are a major ingredient of every product and service we provide. Their knowledge and commitment, ideas and creativity are vital to the competitiveness of ThyssenKrupp. That's why we place so much emphasis on education and training. Education is an investment in the future and part of our long-term strategy, to which there is no alternative.

**Training and development.** We attach great importance to training and developing our employees and try to promote the innovative skills of each and every one of them. In Germany alone, we provide vocational training to roughly 4,500 young people in over 70 occupations each year. As learning is a lifelong process and a guarantee for the success of ThyssenKrupp, we also provide further training opportunities for all our employees. The same principles apply to employees in our roughly 600 companies outside Germany, contributing to securing training standards in the respective countries.

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**Commitment starts at school.** ThyssenKrupp is committed to introducing students at a very early stage to subjects which are important to our technology group. This includes our support for the "do camping" project, under which each summer 11th and 12th grade students from various cities take part in engineering projects at a major German university. They camp on the university campus, get to meet young engineers, visit our plants and in this way learn more about the fascinating world of technology.

**Supporting young talent.** A particular focus is on seeking and supporting young talent from engineering disciplines such as mechanical and electrical engineering, materials science and process engineering. But IT specialists, industrial engineers and economists also find very interesting fields of work in our company. The demand is great. That's why for many years we have maintained close contacts with German and foreign universities. Guest lectures by ThyssenKrupp managers support university programs and internships give students the opportunity to gain initial experience.

We thus make a commitment at an early stage towards contacting talented students and winning them for a career at ThyssenKrupp – with increasing success. ThyssenKrupp enjoys a very good reputation and with its worldwide network of companies has a wide variety of interesting jobs to offer.

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**Trainee programs or on-the-job training** lay the foundation for successful career development, giving graduates the skills to take on challenging and interesting tasks. A special development program for future managers teaches management skills, enabling us to fill leadership positions from within the company wherever possible.

**International exchange programs** are very important for ThyssenKrupp. As well as know-how transfer, these programs promote inter-cultural understanding, the ability to identify global relationships and an awareness of the company's international reach. In our Automotive segment, for example, we give motivated and dedicated employees the opportunity to work abroad for six months to develop their skills in a foreign environment. And in the Stainless segment we offer young management staff the opportunity to meet up for a week once a year to exchange experience and network with their colleagues from other parts of the world.

## Japan and ThyssenKrupp – a long history

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The shared history of Japan and ThyssenKrupp dates back to the year 1859. Since then, there has been a varied exchange of knowledge, experience and staff.

In the early 1950s economic relations are resumed after the Second World War. In 1953 Crown Prince Tsugo No Mija Akihito, son of Emperor Hirohito, visits August Thyssen-Hütte AG in Duisburg. (top)

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In April 1962, Alfried Krupp von Bohlen und Halbach is awarded an honorary doctorate in economics by Sophia University in Tokyo (right)

**1859.** Prussian envoy Friedrich Graf zu Eulenburg takes a Krupp-made rolling machine as a gift to Japan. This first step prepares the ground for the Prussian-Japanese Trade Agreement concluded in 1861.

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**1865.** Krupp supplies guns and military equipment to Japan. In 1870, Krupp sends Friedrich Peil as a general representative to Japan. Business relations are further deepened.

**1873.** Krupp quickly builds a good reputation in Japan. In 1873, an initial 15-strong Japanese delegation arrives at the Krupp Works in Essen. Japan gains so much trust in the company that a Japanese apprentice Fukatsu is sent to Germany from 1874 to 1876.

**1867.** In an effort to modernize his country the young Emperor Mutsuhito steps up economic contacts with other industrialized nations. Against this background, other predecessor companies of today's ThyssenKrupp Group establish close business relations with Japan.

**1875.** The Japanese Foreign Minister Shuzo Aoki visits various production facilities at the invitation of the company. He is so impressed by the capabilities of the Krupp Works that first extensive rail deliveries soon follow.

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**1894.** Princes Komatsu and Yamashina of the Imperial Family visit the Krupp Works in Essen and are guests at Villa Hügel, the home of the Krupp family. Japan's first modern steel mill is built in Yawata with the major support of Gutehoffnungshütte (later Thyssen Niederrhein AG).

**1910.** The company Koppers (later Krupp Koppers) builds 60 newly designed coke ovens for Miike Mitsui Mining Co. From 1903 to 1937, the company Henschel & Sohn (later Thyssen Henschel) supplies 120 locomotives and 1,200 tons of rails to the land of the rising sun.

**1921.** Wilhelm Landgraf sets up a Krupp representative office in Tokyo. The company Dr. C. Otto & Comp. (later part of the Thyssen group) builds coking plants in Japan up to the 1950s. In 1925 Prince Asaka, the brother-in-law of the Emperor, visits the Krupp Works and is a guest at Villa Hügel.

**1953.** Crown prince Tsugo No Mija Akihito visits August Thyssen-Hütte AG in Duisburg. Thyssen and Krupp recognize the industrial potential of Japan and intensify their relations with Japanese steel manufacturers and politicians.

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**1959.** Alfried Krupp von Bohlen und Halbach pays a five-week visit to the country and in 1961 donates 500,000 D-mark (333.3 million yen) to Sophia University. In 1962 he receives an honorary doctorate from Sophia University in Tokyo. Günther Sohl, chairman of August-Thyssen-Hütte AG, undertakes numerous visits to Japan from 1961, intensifying the cooperation between the two countries.

**1965.** Krupp establishes Nippon Roballo, which develops into Japan's leading manufacturer of large-diameter slewing bearings. The rail line between Tokyo and Haneda airport is built under licenses belonging to the Krupp company Alweg GmbH. Japan (28 million tons) now produces almost as much steel as Germany (33 million tons).

**1971.** Nippon Steel Corp. and August-Thyssen-Hütte AG agree a comprehensive exchange of information in the technical, commercial and sociopolitical areas. In Germany, interest in Japanese culture grows significantly: in 1972 the exhibition "Ukiyo-e: Art from Japan" is staged at Villa Hügel.

**Page 33 bottom** **1973.** Krupp Maschinenfabriken Essen grants a license to Ube Industries Ltd., Tokyo, to build various rolling mills for steel and nonferrous metals. Ube Industries thus becomes one of Krupp's most important partners in Asia.

**1984.** Both Thyssen and Krupp take part in the German Exhibition in Japan. The exhibition is a major success and underlines the fruitful partnership between German and Japanese companies. In 1988, Günter Sohl receives the Order of the Sacred Treasure, Japan's highest award.

**1999.** The companies Thyssen and Krupp merge, combining their good relations with Japan. ThyssenKrupp today has more than 100 employees and five locations in Japan. In December 2002, the Group's companies in Tokyo are combined in the Casa ThyssenKrupp Tokyo. In 2002, JFE Steel Corp. and ThyssenKrupp Stahl AG sign a wide-ranging cooperation agreement.

**2005.** JFE Steel Corp. and ThyssenKrupp Stahl AG set up a joint venture – the JEVISE Corporation – in order to expand their EVI activities. EVI stands for early vendor involvement in the development of new automobiles. The joint venture is based in Tokyo.

## ThyssenKrupp locations in Japan

### At your service. One country, five locations

ThyssenKrupp is active in Japan at five locations: Hakui, Hiroshima, Kitakyushu, Tokyo and Toyota City. Whereas Hakui and Kitakyushu are production locations of Nippon Roballo, Hiroshima and Tokyo are project management and support offices. In Tokyo, all customers have access to the full product range of ThyssenKrupp via the Group representative office Casa Tokyo. The individual locations are described briefly below.

**Hakui.** Here in Ishikawa Prefecture, Nippon Roballo has been producing large-diameter slewing bearings in sizes from 0.6 to 3 meters for Japan and the Asian market since 1988.

**Hiroshima.** This city is home to an important location of ThyssenKrupp Automotive. The office coordinates in particular all activities concerned with Mazda, including logistical issues, quality management and business development.

**Kitakyushu.** The second production location of Nippon Roballo. Until 2000, the plant was operated by Nippon Steel, manufacturing large-diameter bearings under license from ThyssenKrupp. Since then the company has been a wholly owned subsidiary of ThyssenKrupp specializing in the production of very large bearings in diameters of 2.5 meters to over 5 meters.

**Tokio.** The Group's activities throughout the country are coordinated from the Japanese capital. All segments of ThyssenKrupp are represented in the Casa Tokyo. This central office is a source of information for customers and gives them access to ThyssenKrupp's full range of products and services.

**Toyota City.** Established in late 2005, the engineering and sales office in Toyota City is responsible for customers and partners of ThyssenKrupp Automotive in the Nagoya area. Equipped with the latest CAD facilities and globally linked with other locations of ThyssenKrupp Automotive, staff from the office can respond quickly to requests for information and submit innovative proposals.

**Hakui City, Ishikawa.** Nippon Roballo Ltd.

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**Hiroshima.** ThyssenKrupp Automotive Japan Co. Ltd., Presta Division

**Kitakyushu City, Fukuoka.** Nippon Roballo Ltd.

**Tokio.** Casa ThyssenKrupp Tokyo:

ThyssenKrupp AG, Group Representative for Japan

ThyssenKrupp Steel AG, Japan Representative Office

ThyssenKrupp VDM Japan K.K.

ThyssenKrupp Automotive Japan Co. Ltd.

Nippon Roballo Co. Ltd.

ThyssenKrupp Commerce Japan Ltd.

**Toyota City.** ThyssenKrupp Automotive Japan Co. Ltd.

- Production/service/engineering companies
- Representative Office

## ThyssenKrupp made in Japan

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View inside the factory building of Nippon Roballo, which has been successful in Japan for 40 years.

## Casa Tokyo

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### Welcome. The ThyssenKrupp management team in Tokyo.

Takeshi Kurihara, Managing Director ThyssenKrupp VDM Japan K.K.

Nicolaus Boltze, Managing Director ThyssenKrupp Automotive Japan Co. Ltd.

Raimund Frese, ThyssenKrupp Group Representative Japan and President ThyssenKrupp Commerce Japan Ltd.

Tsutomu Tomita, President Nippon Roballo Ltd.

Isao Yagi, Managing Director ThyssenKrupp Automotive Japan Co. Ltd.

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In order to be able to offer customers the full range of technologies, products and services, Casa ThyssenKrupp Tokyo was set up in Tokyo in 2002 with departments responsible for Steel, Automotive and Technologies. The head office combines not just our Japanese activities but our complete worldwide product range.

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The ThyssenKrupp Steel AG Delegate Office is our bridgehead to the Japanese steel industry. The office maintains important contacts in Japan, aimed at exchanging information and working together in third countries.

ThyssenKrupp VDM markets and distributes high-performance materials from Japan. The product range includes plate, wire, strip, tube material and forgings made of nickel-base alloys and special stainless steels as well as products made from soft magnetic alloys, stamped and bent components. These ThyssenKrupp VDM materials meet demand for high-quality products in all key industries.

ThyssenKrupp Commerce Japan acts as a trading house and aims to satisfy customers in Japan with a full range of export and import activities for steel products, raw materials and machinery.

ThyssenKrupp Automotive Japan sees itself as a local contact for the Japanese auto industry. Thanks to this presence on the ground, engineers can better understand customer requirements and supply them with the full ThyssenKrupp Automotive product range. In projects requiring constant support, ThyssenKrupp engineers are deployed directly in the customer's plant to support project implementation.

Nippon Roballo engineers in Tokyo develop and design large-diameter slewing bearings adapted to a wide variety of applications and customer requirements. The bearings are produced at plants in Hakui and Kitakyushu.

All our employees in Tokyo pursue the same goal of providing the best-possible quality and service on a local basis. If you have any questions or need any information – no matter how detailed – you are always welcome here.

The head of the Group representative office is Mr. Raimund Frese.

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(top left)

Masaki Abe, born 1946, Vice President ThyssenKrupp Commerce Japan, married, two children: "I coordinate the work of Casa ThyssenKrupp and promote exports of our machine components. My aim is for our employees to identify with the company and develop a strong feeling of togetherness."

(top right)

Ritsuko Izawa, born 1976, assistant at ThyssenKrupp Automotive Japan, married: "Japan and Germany are two very demanding markets. That's why I am delighted whenever I can contribute to the success of a deal. Sometime I will also learn to speak German fluently. But you will have to come by to find out."

(bottom left)

Gori Aoki, born 1946, Nippon Roballo sales manager, married, two children. "My aims are as simple as they are complex. I want my customers to be as satisfied as possible - with the quality of our work, with our prices and with our delivery performance. And because we're successful in all this I am a very satisfied person. It is as simple and as complex as that."

Yoshinari Nakaya, born 1958, Nippon Roballo technical manager, married, three children. "Producing large-diameter bearings that meet customer requirements perfectly is my job and my vocation. That's why I'm still doing this job with the same enthusiasm as I did 15 years ago when I started working for Nippon Roballo."

(bottom right)

Hiroshi Takahashi, born 1948, General Manager ThyssenKrupp Commerce Japan, married, two children: "I work hard to open the Japanese market for ThyssenKrupp, whether it's the traditional steel market, the automotive market or the elevator sector. I will continue to do my best in the future."

**Page 42****Nippon Roballo**

Precision slewing bearings in XXL sizes. Our production location Nippon Roballo.

**Page 43**

Weighing up to 25 tons and measuring up to 5 meters in diameter, our Japanese-made large-diameter bearings represent precision craftsmanship on a gigantic scale.

**Page 44**

Hideki Yamada, Manufacturing Dept. Hakui Plant Finished Process Team Leader  
 Michinori Yoshida, Controlling Manager  
 Tsutomu Tomita, President  
 Kiyotoshi Fuchigami, Director of Manufacturing Dept.  
 Katsuhiko Kubo, Manufacturing Dept. Hakui Plant Drilling Team  
 Tomoharu Kinoshita, Manufacturing Dept. Hakui Plant Pre-Machining Team  
 (left to right)

**Page 45**

Katsumi Morisaki, Manufacturing Dept. Kyushu Plant Turning Team

When it comes to seamless rolled rings and bearings in diameters of up to 5 meters, Nippon Roballo is the number one address in Japan. Bearings in diameters up to eight meters can also be supplied from our production in Germany. The success of this ThyssenKrupp company, founded in 1965 and now employing 90 people, is based on precision manufacturing, which can only be achieved using high-tech processes and electronic control of the complete process right through to final inspection. To guarantee perfect quality, the up to 25 ton bearings are tested in our research and test centers using the latest technology under the toughest conditions. The uses of Nippon Roballo's products are varied and demanding, including wind turbines, tunnel boring machines, turbines, generators, hydraulic motors, offshore equipment and many other areas subject to extreme physical conditions. The company is spread over three locations. The head office is in Tokyo while the production facilities are in Kitakyushu and Hakui.

## ThyssenKrupp worldwide

Over 70 countries, over 184,000 employees worldwide. The worldwide activities of ThyssenKrupp.

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The ThyssenKrupp Group stands on four strong pillars. Steel, capital goods and services are three of them. The fourth is people. We have more than 184,000 employees in over 70 countries. Our operations are organized in six segments: Steel, Stainless, Automotive, Elevator, Technologies and Services. The aim is to maintain and expand our good positions in these areas and in the international market - including in Japan.

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**Steel.** We hold leading international positions in particularly demanding areas involving high value-added products. With innovative steel grades and new technologies we are meeting our goal of supplying intelligent systems solutions providing high customer value. Highly efficient facilities enable us to manufacture innovative products at low cost. As well as traditional areas such as automotive, we are also active in the construction sector and in steel-based Solartech energy roofs.

**Stainless.** ThyssenKrupp is a world market leader in this area. However, this leading position can only be maintained through innovation, close monitoring of market trends and intensive cooperation with customers. With its elegant looks, durability and environmental compatibility, stainless steel is used in architecture, household appliances, capital goods and the auto sector.

**Automotive.** As a systems supplier and development partner we produce components and systems for the international auto industry. We offer our customers tailored solutions extending from design and factory planning through to complex systems for the body, chassis and powertrain areas. More and more cars all over the world rely on our products.

**Technologies.** Ships, chemical plants, wind power, Transrapid: we offer our customers progress in many areas. We hold leading world market positions which are based above all on innovative systems which we continue to advance in cooperation with our customers, enabling us to meet demanding special requirements. As an international engineering contractor our capabilities also include related plant services.

**Elevator.** Reaching ever new heights, our elevators are cost-efficient, high-performance people-moving systems. As the third-largest elevator company in the world we are technology and quality leaders not just in elevators but also in escalators, moving walks, passenger boarding bridges and stair lifts. Our TWIN elevator system marks a new era in elevator design, offering speed, safety and up to 40% higher passenger capacity.

**Services.** We specialize in supply and process services for the production and manufacturing industries. They include maintenance and repair, production support, in-plant logistics, scaffold services as well as technical services for facility construction and maintenance. Our commitment and the reliability of our services enable customers to concentrate on their core business.

ThyssenKrupp companies and products hold leading positions on many international markets. This is also reflected in the figures. The Group generates 66% of its sales outside Germany. Around 93,000 employees work for 600 foreign subsidiaries – that's one in two jobs outside Germany. Our particular interest is focused on the Asian market. This market offers major growth potential which our capabilities and good customer relationships will allow us to tap systematically. We regard Japan as an ideal partner.

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**North America**

Canada  
Mexico  
USA

**Central America**

Costa Rica  
Guatemala  
Cuba  
Puerto Rico

**South America**

Argentina  
Brazil  
Chile  
Ecuador

**Africa**

Egypt  
Kenya  
Morocco  
South Africa  
Tunisia

**Europe**

Belgium  
Bosnia-Herzegovina  
Bulgaria  
Denmark

Germany  
Finland  
France  
Greece  
United Kingdom  
Ireland  
Italy  
Croatia  
Liechtenstein  
Lithuania  
Luxembourg  
Macedonia  
Netherlands  
Norway  
Austria  
Poland  
Portugal  
Romania  
Russia  
Sweden  
Switzerland  
Serbia and Montenegro  
Serbian Republic  
Slovenia  
Spain  
Czech Republic  
Ukraine  
Hungary  
Cyprus

**Asia/Pacific**

**Middle East**  
Bangladesh  
P.R.China  
India  
Indonesia  
Israel  
Japan  
Jordan  
Kazakhstan  
Qatar  
Korea (South)  
Kuwait  
Lebanon  
Malaysia  
Pakistan  
Philippines  
Saudi Arabia  
Singapore  
Taiwan  
Thailand  
Turkey  
Uzbekistan  
United Arab Emirates  
Vietnam

**Oceania**

Australia  
New Zealand

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**Group Representative Office**

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Flyer page 1

**Japan and ThyssenKrupp.  
Achieving more together.**

Flyer page 2

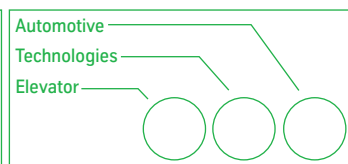
**ThyssenKrupp in brief**

ThyssenKrupp is a global concern with business activities focused on the areas of Steel, Capital Goods and Services. We have over 184,000 employees in more than 70 countries developing innovative products and services to meet the challenges of the future. In all six segments – Steel, Stainless, Automotive, Technologies, Elevator and Services – they provide high-quality solutions to people’s needs and our customers’ requirements.

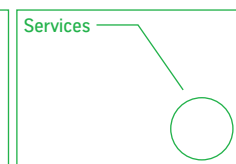
**STEEL**



**CAPITAL GOODS**



**SERVICES**



## The Group in figures

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		2002/2003	2003/2004	Change
Order intake	million €	35,105	<b>41,017</b>	+17%
Sales	million €	35,327	<b>39,342</b>	+11%
EBITDA	million €	2,455	<b>3,258</b>	+33%
EBIT	million €	958	<b>1,798</b>	+88%
EBT	million €	774	<b>1,580</b>	+104%
Employees (September 30)		184,157	<b>184,358</b>	201

## ThyssenKrupp in Japan

		2002/2003	2003/2004	Change
Order intake	million €	79	<b>120</b>	+52%
Sales	million €	84	<b>121</b>	+44%
Employees (September 30)		111	<b>113</b>	2

## ThyssenKrupp in Japan Addresses

Flyer page 3

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