

December 2006

MAKING A DIFFERENCE
TOGETHER.



Fiscal Year 2005/2006 – Best Performance since the Merger

- **EBT increased to €2,623 million, 56% higher yoy**
 - Driven by strong performance of all segments, except Automotive
 - Already ahead of recently announced sustainable EBT target of €2.5 billion
- **Track record of value generation pursued**
 - **TKVA of €1,510 million** compared with €997 million in fiscal 2004/2005
 - **ROCE: 17.9%** compared with mid-term target of 16.0%
- **Order intake of €50.8 billion (+17%)** as solid basis for future performance
- **Income from continuing operations more than tripled at €1,704 million**
 - **Earnings per share reached €3.24** compared with €0.85 in the previous year
- **Dividend: Proposal for increase to €1.00 per share (from €0.70)** to reflect excellent business performance in fiscal 2005/2006



Outlook 2006/2007 and 2007/2008

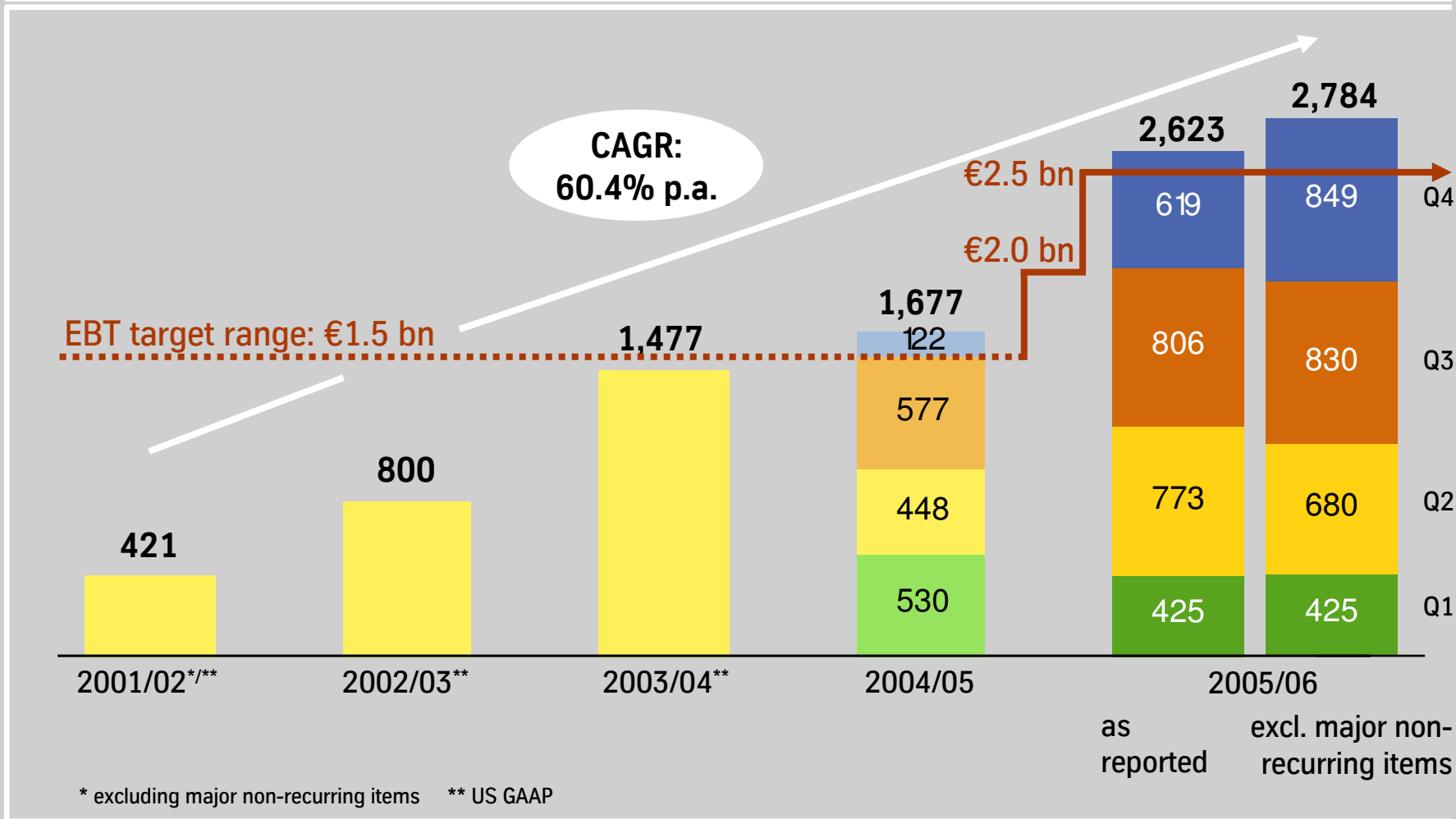
- If the economic forecasts prove accurate, we anticipate a continued positive performance in 2006/2007 and 2007/2008.
- We currently expect sales in 2006/2007 to be in the region of €47 billion.
- Based on a continued positive performance, we expect the Group's sales to remain strong in 2007/2008. We continue to intensively pursue our sales target of €50 billion.
- Our sustainable target for pre-tax earnings over the economic cycles is €2.5 billion. Having achieved this target in 2005/2006, we are confident we can exceed the performance in the current fiscal year. We aim to achieve earnings of a similar magnitude in 2007/2008.
- We will continue to pay a dividend based on our earnings performance.



Group in Figures (I) – EBT Track Record

EBT

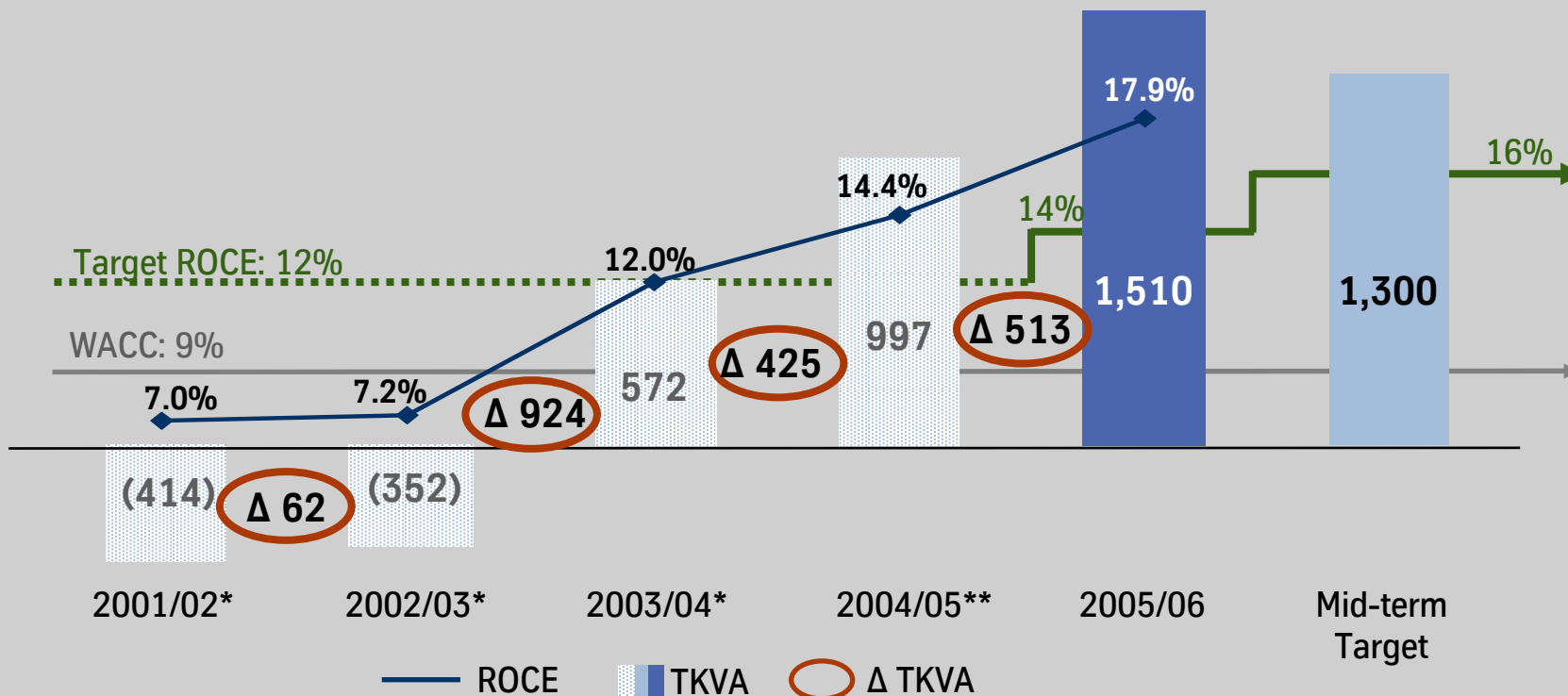
million €



Group in Figures (II) – ThyssenKrupp is a Delta EVA[®] Story

ROCE and ThyssenKrupp Value Added (incl. discontinued operations)

% / million €



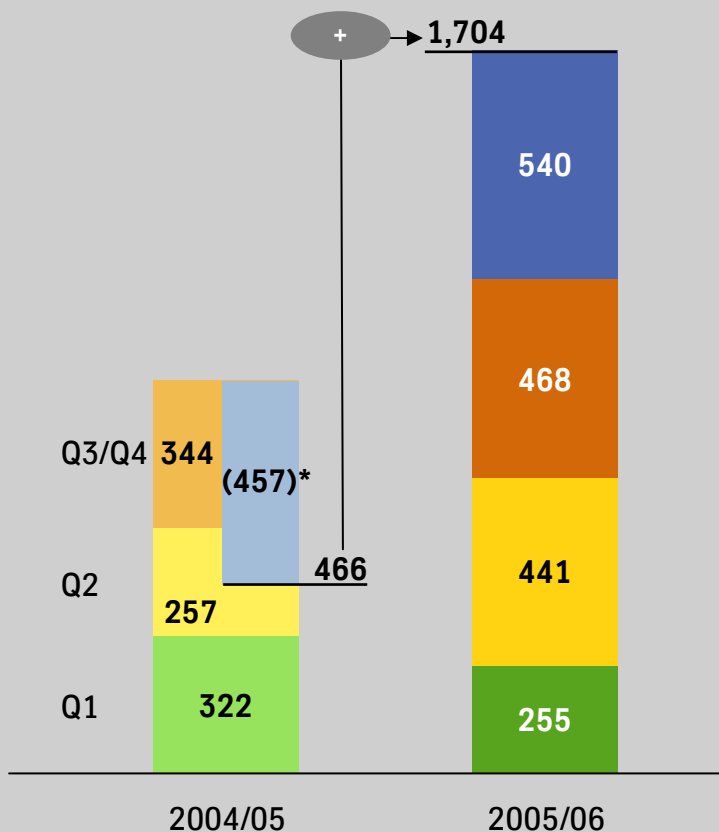
* US GAAP ** change in calculation method of value-based figures



Group in Figures (III)

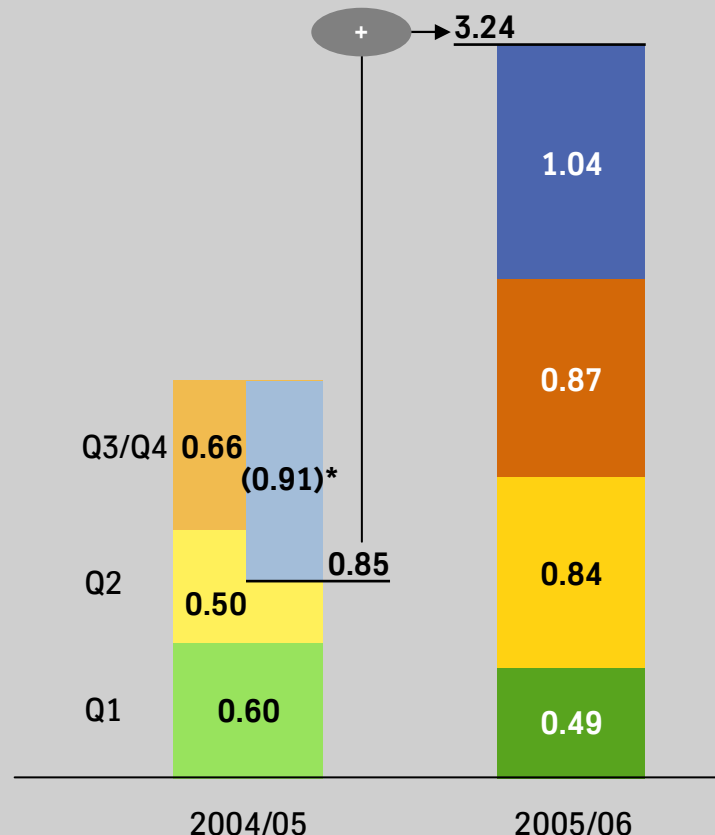
Income from continuing operations

million €



Earnings per share from continuing operations

€

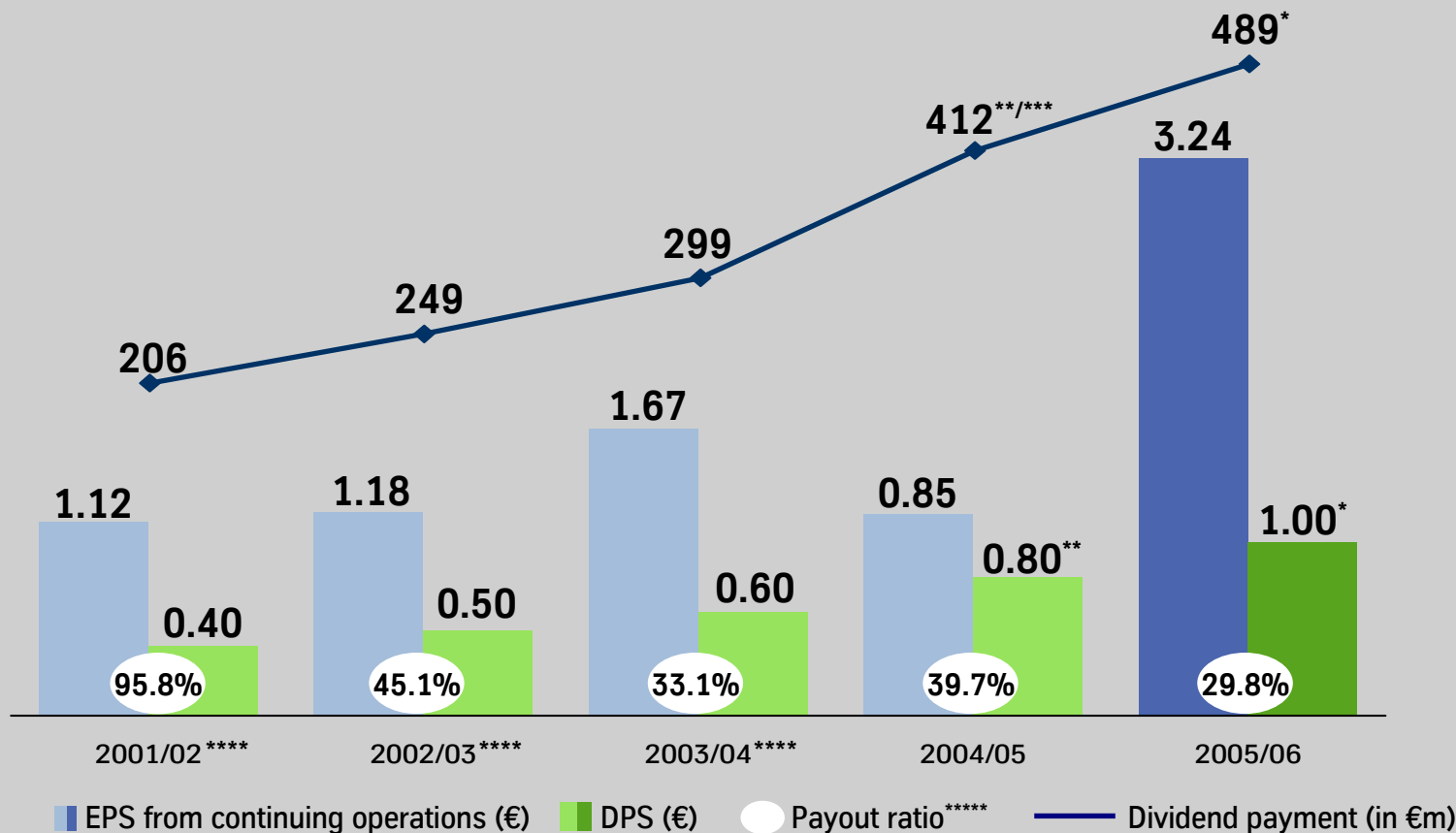


* mainly due to RAG impairment (€474 million)



Group in Figures (IV) – Dividend Payment

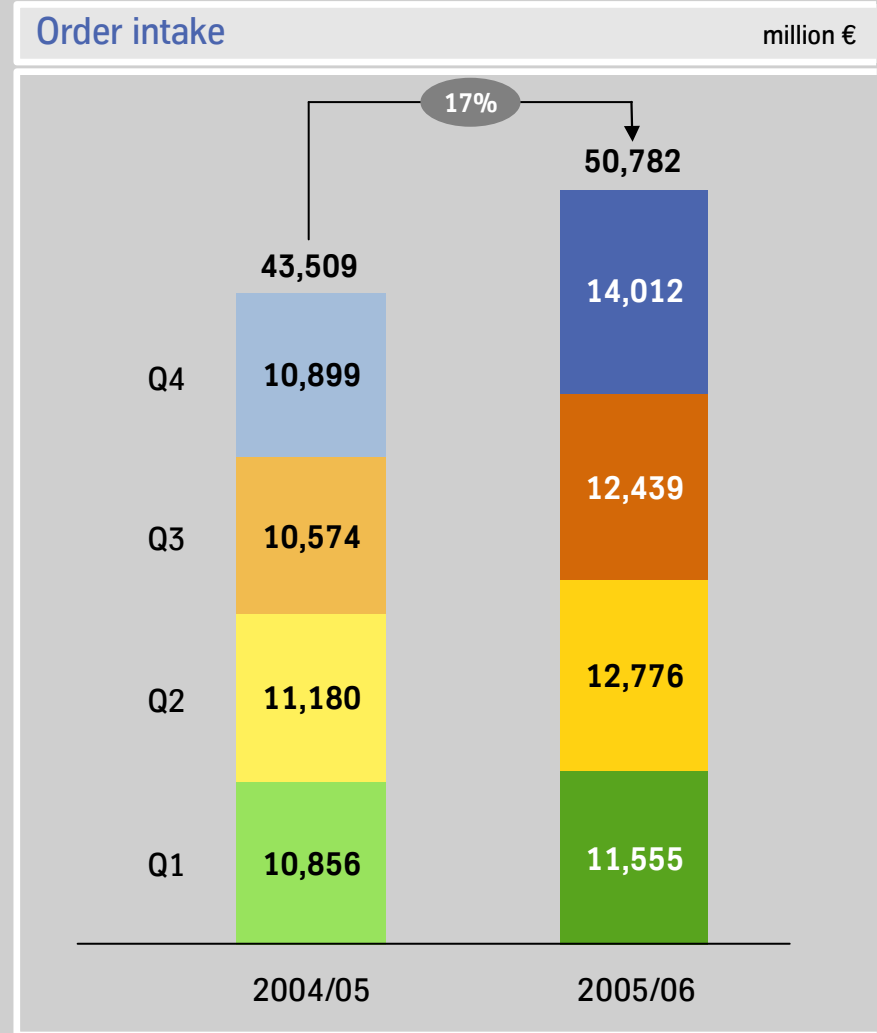
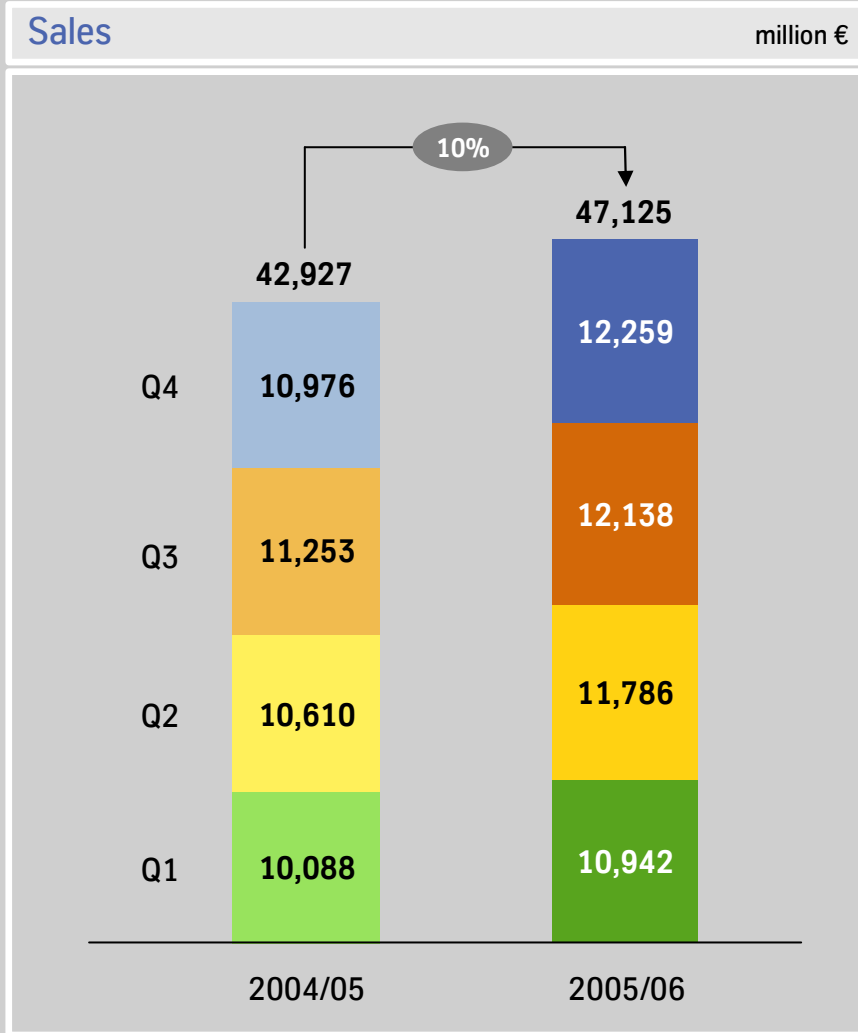
Earnings per share, dividend, payout ratio and dividend payment



*proposal to AGM **incl. special dividend of €0.10 ***excl. minorities ****US GAAP *****payout ratio related to net income incl. discount'd operations



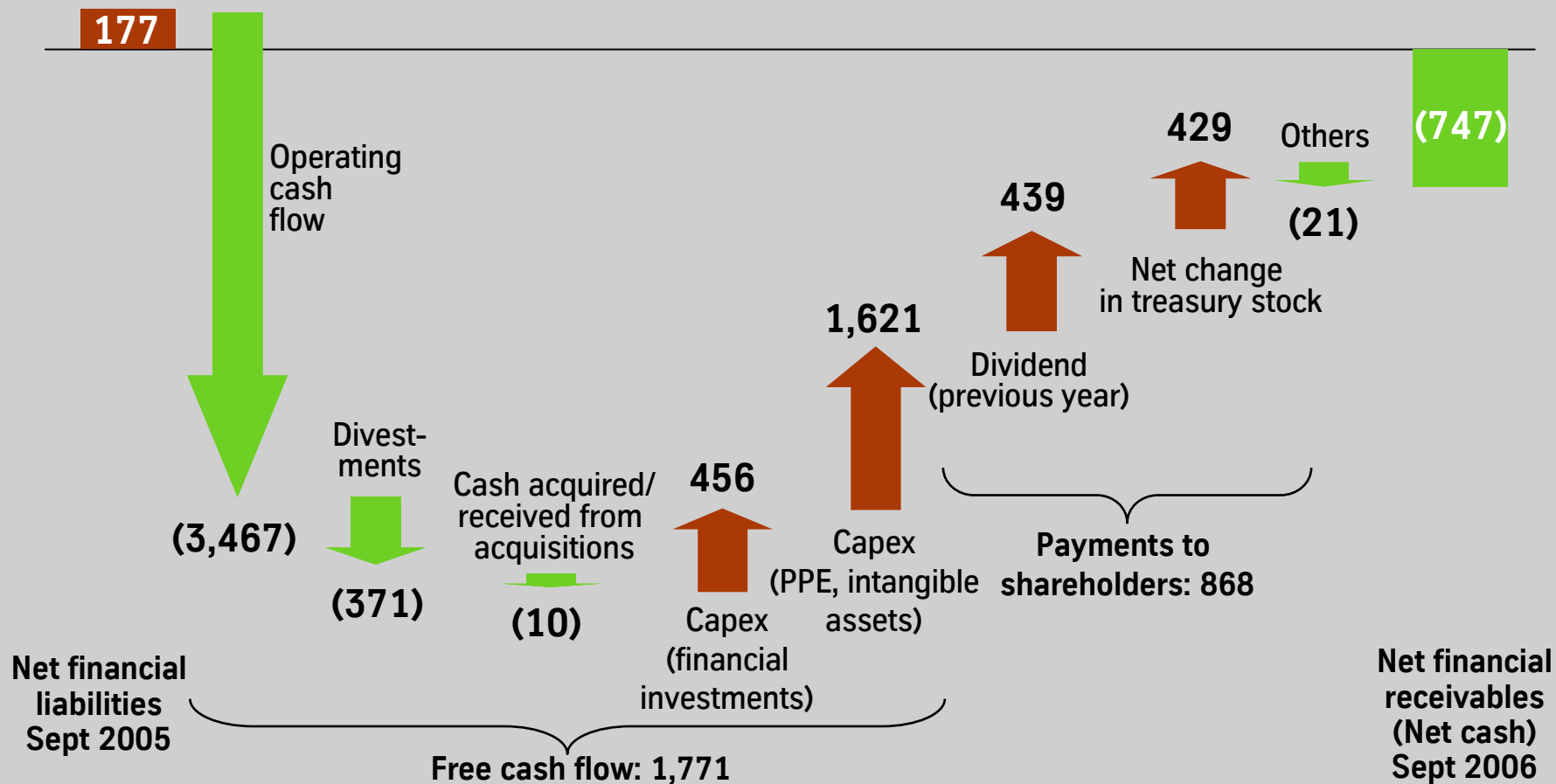
Group in Figures (V)



Group Overview – From Net Financial Liabilities to Net Cash

Progression of net financial position

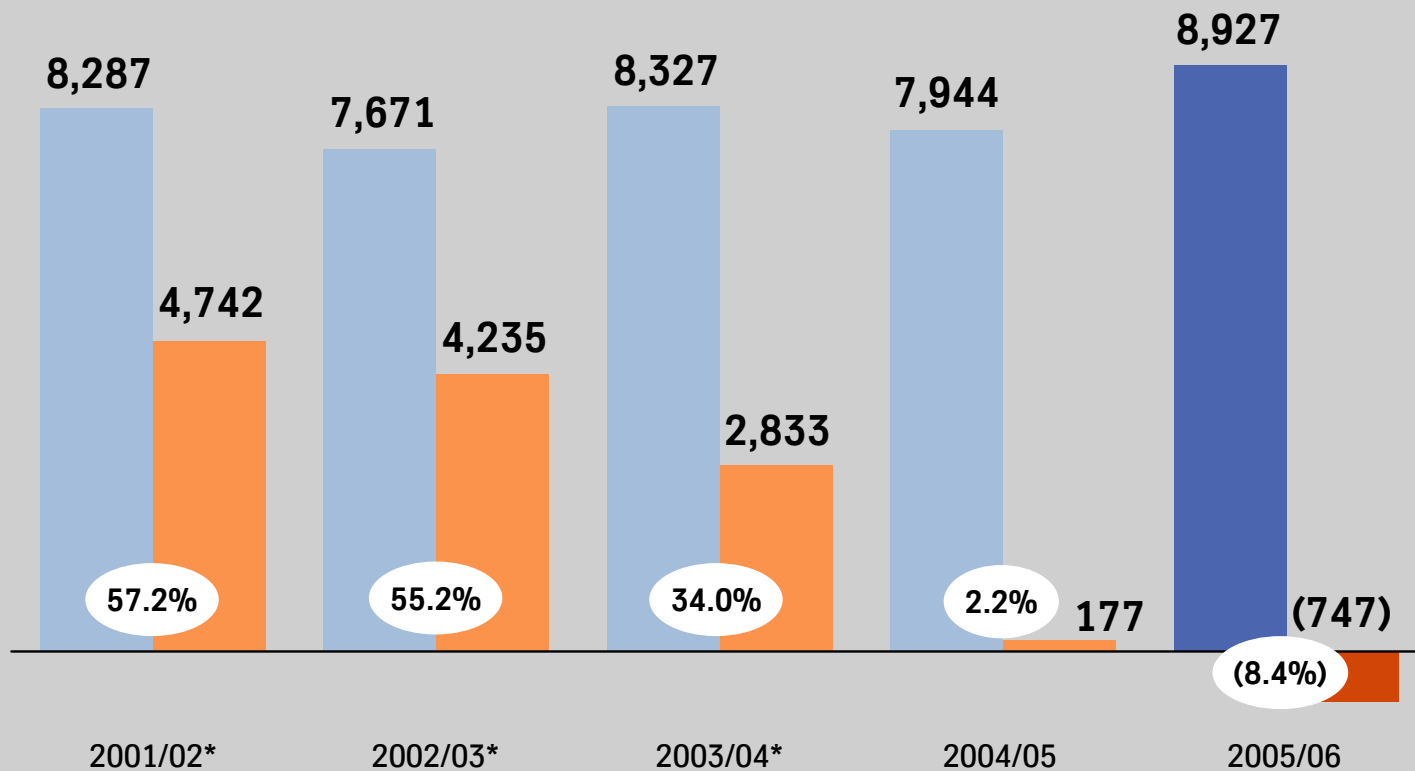
million €



Group Overview – Gearing

Ratio of net financial liabilities to equity (gearing)

million €



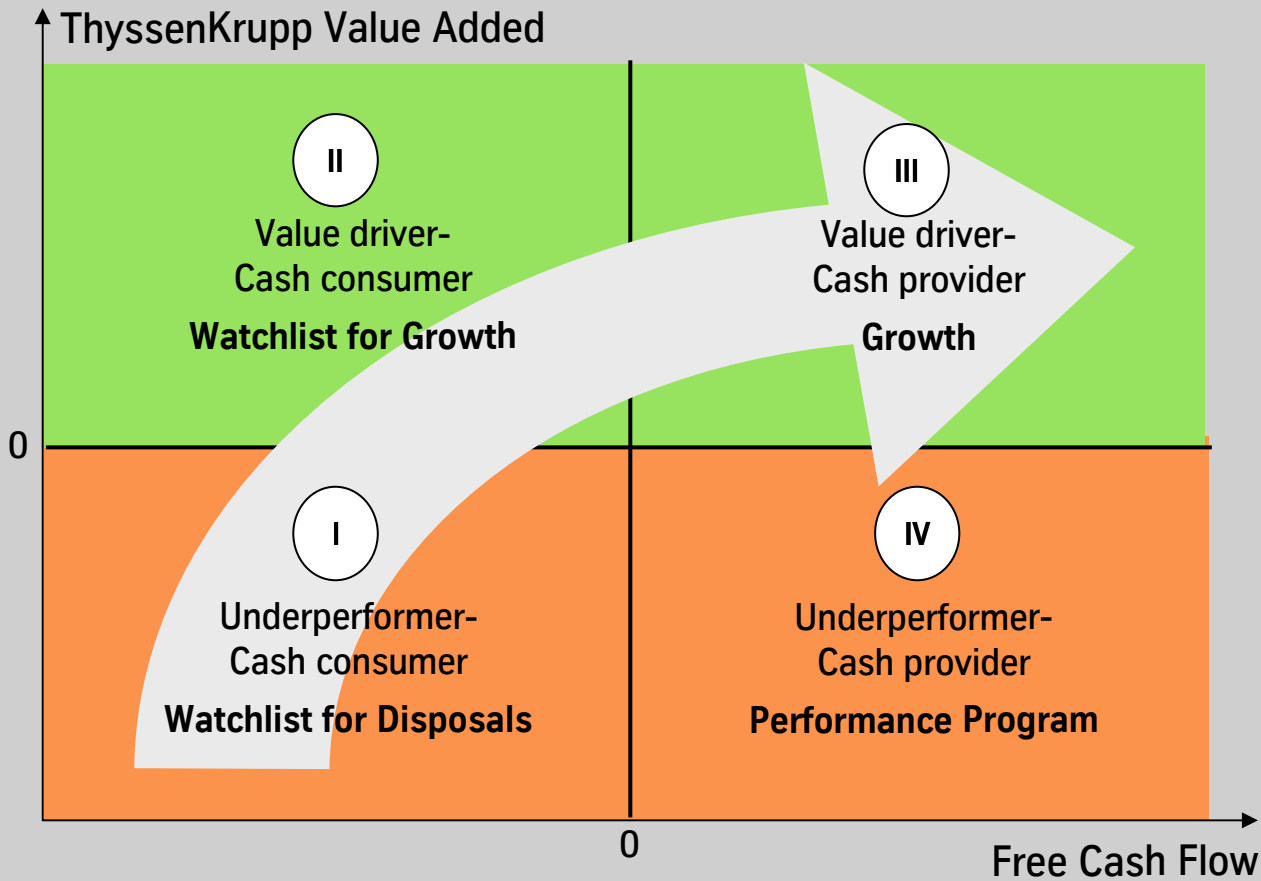
* US GAAP

■ Equity ■ Net financial liabilities ○ Gearing



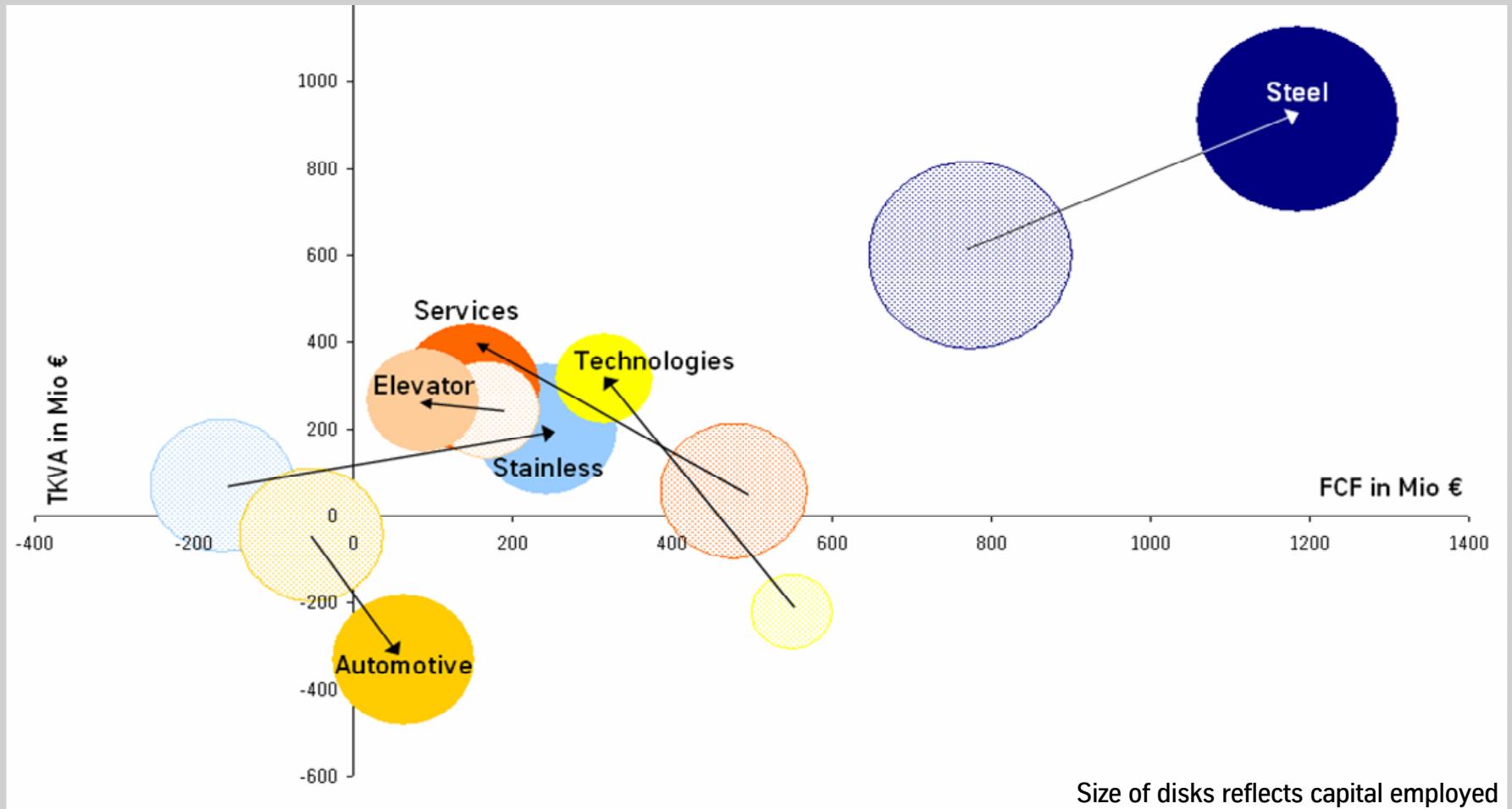
Free Cash Flow / ThyssenKrupp Value Added Matrix

Balanced business portfolio



Group Overview – Value Drivers and Cash Providers

Development from fiscal year 2004/2005 to fiscal year 2005/2006



ThyssenKrupp Group 2005/2006

ThyssenKrupp AG

Group sales €47.1 billion • EBT €2,623 million • TKVA €1,510 million • Free cash flow €1,771 million

Steel		Stainless		Automotive		Technologies		Elevator		Services	
Sales	€10.7 bn	Sales	€6.4 bn	Sales	€8.0 bn	Sales	€6.0 bn	Sales	€4.3 bn	Sales	€14.2 bn
EBT	€1,417 m	EBT	€423 m	EBT	€(174) m	EBT	€357 m	EBT	€391 m	EBT	€482 m
TKVA	€913 m	TKVA	€199 m	TKVA	€(331) m	TKVA	€316 m	TKVA	€264 m	TKVA	€294 m
FCF	€1,185 m	FCF	€243 m	FCF	€63 m	FCF	€316 m	FCF	€87 m	FCF	€147 m
<ul style="list-style-type: none"> • Steelmaking • Industry • Auto • Processing 		<ul style="list-style-type: none"> • Nirosta • Acciai Speciali Terni • Mexinox • Shanghai Krupp Stainless • Stainless Int. • VDM 		<ul style="list-style-type: none"> • Body • Chassis • Powertrain 		<ul style="list-style-type: none"> • Plant Technology • Marine Systems • Mechanical Engineering • Transrapid 		<ul style="list-style-type: none"> • 4 regional business units • Escalators/ Passenger Boarding Bridges • Accessibility 		<ul style="list-style-type: none"> • Materials Services Europe • Materials Services North America • Industrial Services • Special Products 	
Steel				Capital Goods				Services			

Inter-segment sales not consolidated

ThyssenKrupp



Segment Overview – Steel

Highlights

- With TKVA of €913 million highest value added in the ThyssenKrupp Group
- Announced price increases generally accepted by customers; aiming at favorable outcome of annual contract negotiations
- Continued strong demand and higher average revenues per ton with positive impact top and bottom line, but lower-quality imports increasing
- Growth projects in Brazil and NAFTA on track
- Margin leadership in Europe



Segment Overview – Stainless

Highlights

- Earnings situation significantly improved since beginning of calendar year 2006
- Supply shortages and surging demand fueled base price increases
- Strong order book pointing to continued favorable development at least for the first half of fiscal 2006/07; order stop for spot inquiries
- Irrespective of significant imports into Southern Europe customer inventories at normal level
- Production shortfalls at Nirosta plant due to fire counterbalanced by inter-company support



Segment Overview – Automotive

Highlights

- Restructuring of North American activities concluded:
 - Sale of Body&Chassis North America to Martinrea Int. – deal is signed
Impairment in 2005/06: €98 million
 - Sale of TK Stahl and Budd Plastics in H2 05/06 with minor gain (€35 million)
 - Other impairments/related costs (Kitchener, Detroit): €87 million
- Restructuring of EU activities continued, mainly Drauz Nothelfer
 - Impairment in 2005/06: €73 million
 - Other impairments/related costs: €80 million
- With transfer of remaining activities to the Technologies division stronger focus on component business
- Maintaining transparency by continued reporting for the remaining Automotive business throughout the near future



Segment Overview – Technologies

Highlights

- Clear increase in order intake reflecting continuing strong business environment and top 1-3 market positions of business activities
- Significant rise in EBT (Δ +€317 m) clearly attributable to management efforts and success – a strong argument for the integration of the remaining Automotive business
- Solid trend of stable and sustainable earnings and value generation, with all business units contributing
- Integration of HDW into ThyssenKrupp Marine Systems nearing successful completion



Segment Overview – Elevator

Highlights

- Rise in order intake and sales mainly driven by small and medium-sized projects and new installations especially in the US; services business as sustainable contributor both top and bottom line
- Overall efficiency measures and expansion of service activities to successfully counterbalance pricing pressure
- Continued difficult business environment in South Korea: weak new installations market requires effective restructuring measures, which are underway
- New CEO as of Oct 1, 2006: Edwin Eichler heading Services and Elevator as the two most service-intensive businesses



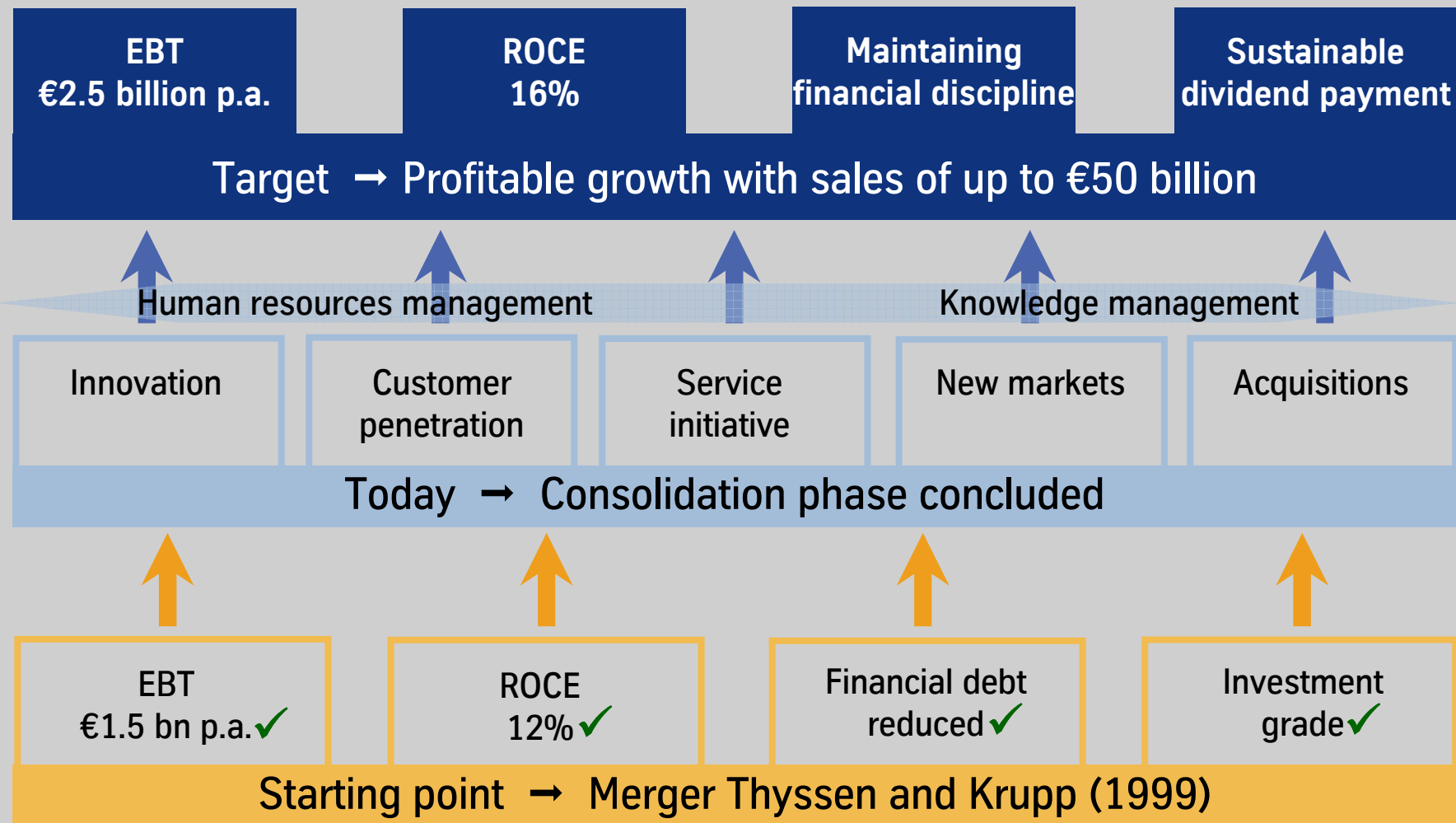
Segment Overview – Services

Highlights

- Record year with very strong top and bottom lines, driven by internal programs and initiatives as well as booming material markets
- Significant rise in Δ TKVA reflects remarkable turnaround in the last two years
- Future high and stable earnings and value added on the back of successful restructuring, efficiency enhancement as well as selective acquisitions and regional expansion of activities, e.g.
 - Hearn group, US/CA (Materials Services North America)
 - RIP group, BR (Industrial Services)
 - Service Center Dabrowa Górnicza, PL (Materials Services Europe)



ThyssenKrupp – Shifting Gears towards Profitable Growth



Overview of Segment Strategies

Steel

- Clear strategy to enter NAFTA market with focus on high value-added products
- Secure growth opportunities by utilizing low-cost slabs from Brazil
- Expand strong European market position

Stainless

- Further concentration on high-quality stainless steel products and nickel alloys
- Customer focus through strong delivery performance and distribution network
- Downstream expansion in high-profit growth markets

Technologies

- Strengthen highly profitable business units and expansion of service business
- Sustainable value creation and generation of cash flow
- Integration of the Automotive operations and bringing them back on track

Elevator

- Continuing growth through further acquisitions
- Increasing market share globally and locally, especially Asia and Eastern Europe
- Developing and introducing innovative products and focus on modernization business

Services

- Growth through integrated services to further dampen volatility of business
- Expansion through organic growth and acquisitions, especially Eastern Europe and North America



Value Indicators by Segment – Mid-term Targets

	Capital Employed in million € ave. 2005/06	WACC in %	ROCE in %		TKVA in million €		EBT in million €	
			2005/06	Target	2005/06	Target	2005/06	Target
Group	17,056	9.0	17.9	16.0	1,510	1,300*	2,623	2,500*
thereof								
Steel	5,937	9.5	24.9	17.5	913	470	1,417	1,000
Stainless	3,048	9.5	16.0	18.5	199	260	423	475
Technologies	1,427	9.5	31.6	24.0	316	470	357	655
Elevator	1,876	8.5	22.6	25.0	264	325	391	450
Services	2,884	9.0	19.2	14.5	294	210	482	440

All figures incl. discontinued operations (except EBT).

* including risk buffer and Corporate (pensions etc.), excluding Dofasco/greenfield

Medium-Term: Profitable Growth Across all Businesses

ThyssenKrupp AG
Sales: ~€50 billion • EBT: €2.5 billion

Product-oriented businesses Sales: ~€30 billion	Service-oriented businesses Sales: ~€20 billion
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	Steel		Capital Goods		Services	
	Steel	Stainless	Technologies		Elevator	Services
Objective			12-14			
Sales	11-12	6-7	655		~5	13-14
EBT	1,000	475	655		450	440
2005/06			Technologies old			
Sales	10.7	6.4	6.0		4.3	14.2
EBT	1,417	423	357		391	482
			Automotive old			
			(174)			

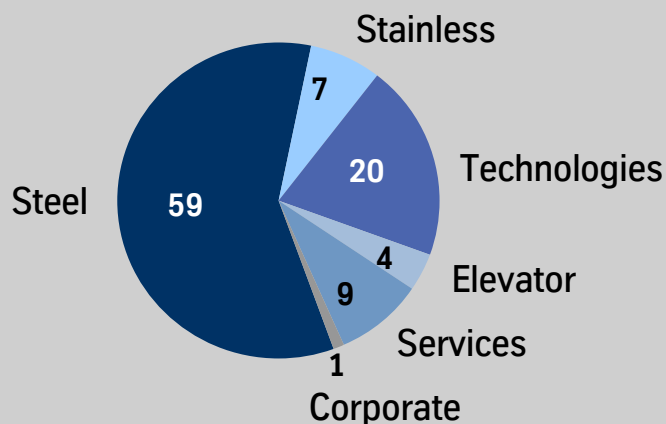
Sales in €bn; not consolidated; EBT in €m



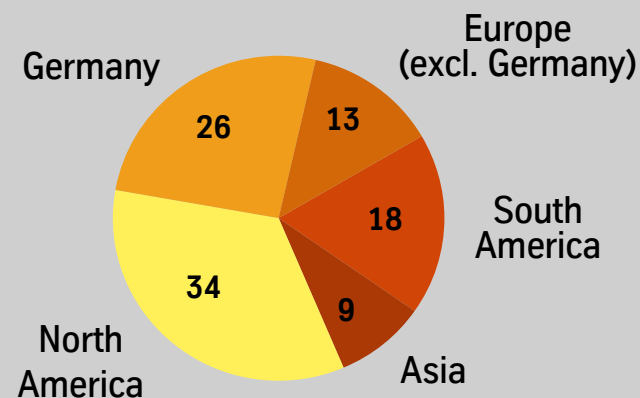
Growth Strategy – Allocation of Capital Expenditures

Capex spending 2005/06 - 2009/10 (in %)

Capex per segment



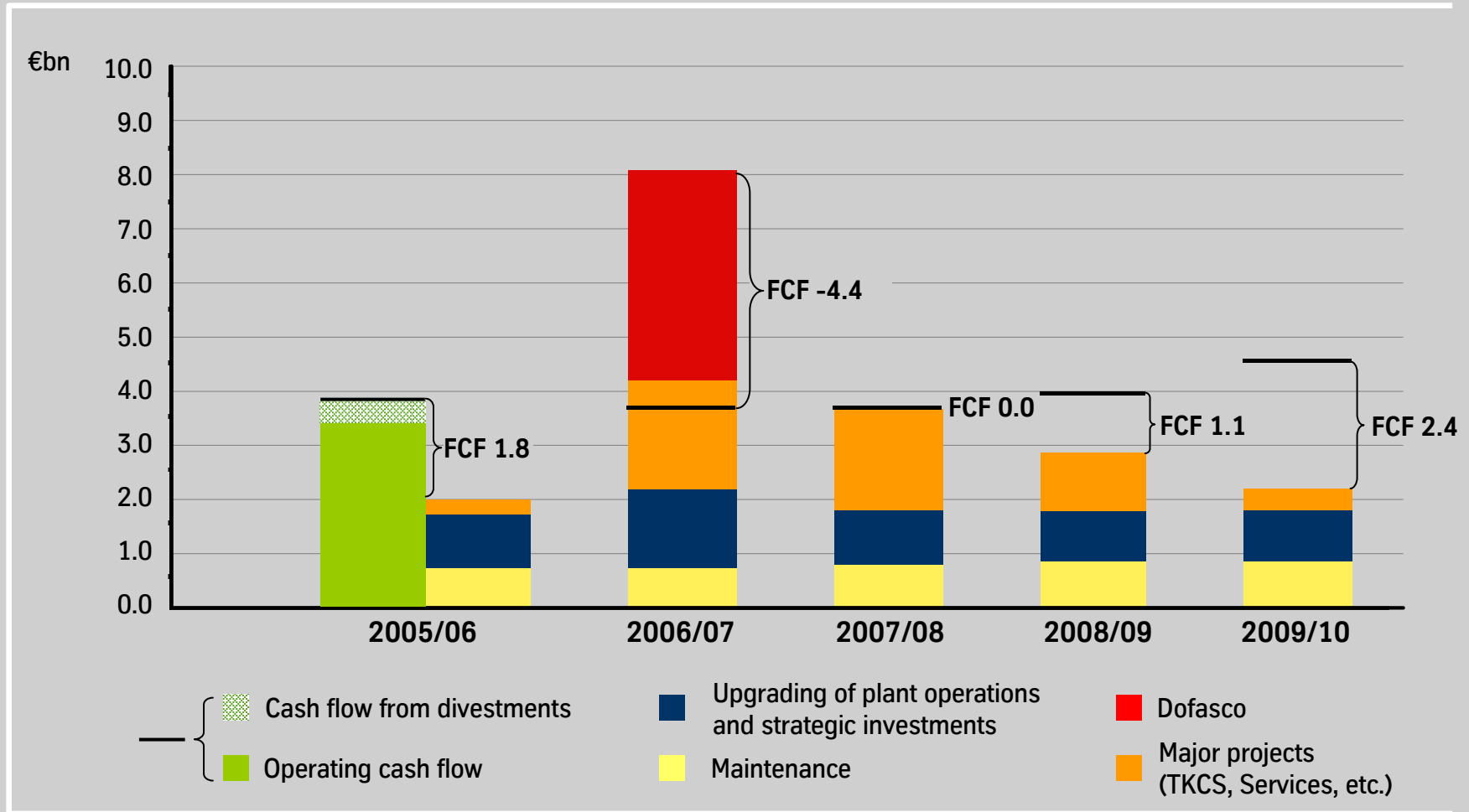
Capex per region



⇒ Capital expenditures: €17-20 billion within five years

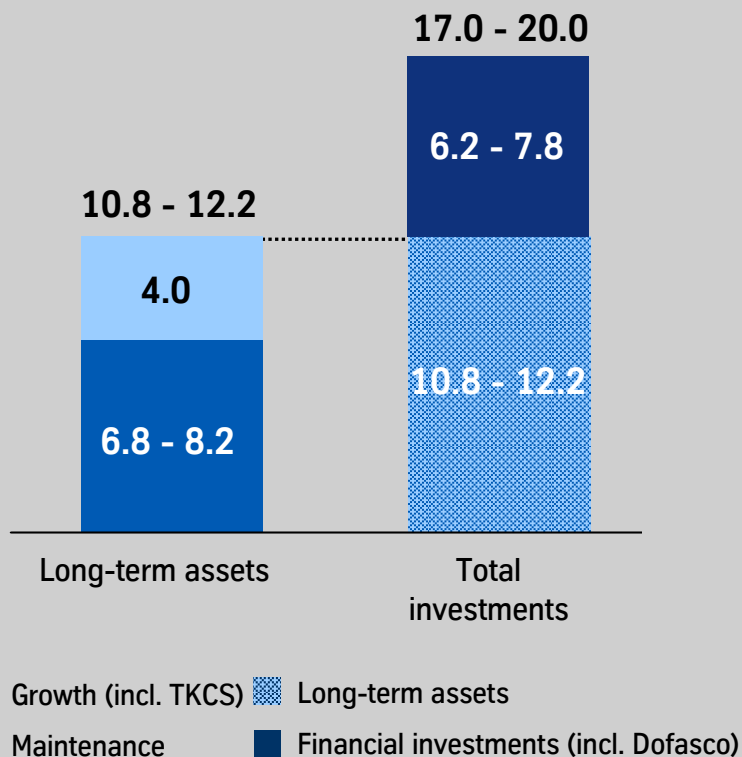
⇒ Thereof €4 billion for maintenance (mainly related to Steel/Stainless)

Growth Strategy – Development of Cash Flows



Growth Strategy – Investment Overview

Investment Plan (2005/06 - 2009/10)



Breakdown of Investments (2005/06 - 2009/10)

Long-term assets	in € billion
Growth	
• TKCS (Brazil)	3.0
• Capacity increase Duisburg	0.4
• TK Services	0.4
• Other	3.0 - 4.4
Subtotal	6.8 - 8.2
Maintenance (esp. Steel)	
	4.0
Total	10.8 - 12.2
Financial investments	
• Dofasco*	3.9
• TK Services	0.5
• Other	1.8 - 3.4
Total	6.2 - 7.8
Total investments	17.0 - 20.0

⇒ Well-balanced mix between organic growth and acquisitions

* price of equity

Investment Grade Rating with Every Rating Agency is Key

The underlying principle for all our growth initiatives

High degree of flexibility due to

- Cash (€4.4 billion as of Sept 30, 2006)
- Available credit lines (€4.3 billion as of Sept 30, 2006)
- Treasury stock (25.7 million shares at cost of €697 million)
- Proposed authorized capital (€500 million)
- Estimated OCF (approx. €19 billion from 2005/06 - 2009/10)
- Continuous revision of current business portfolio

⇒ **Solid basis for our growth initiatives built on a stable investment grade rating!**



Investment Conclusion

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

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

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

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



Financial Calendar 2007

- January 19, 2007 Annual General Meeting (Bochum, Germany)
- January 24, 2007
to February 12, 2007 Quiet Period
- February 13, 2007 Interim Report 1st quarter 2006/2007 (Oct to Dec)
Conference call with analysts and investors
- March 20/21, 2007 ThyssenKrupp Field Day: Services
(Krakow/Katowice, Poland)
- April 24, 2007
to May 10, 2007 Quiet Period
- May 11, 2007 Interim Report 2nd quarter 2006/2007 (Jan to Mar)



Financial Calendar 2007/2008

- May 15, 2007 Analysts' and Investors' Meeting (London, UK)

- July 24, 2007 Quiet Period
to August 9, 2007

- August 10, 2007 Interim Report 3rd quarter 2006/2007 (Apr to Jun)
Conference call with analysts and investors

- October 25, 2007 Quiet Period
to December 3, 2007

- December 4, 2007 Annual Press Conference
Analysts' and Investors' Meeting

- January 18, 2008 Annual General Meeting



How to Contact ThyssenKrupp Investor Relations

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

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

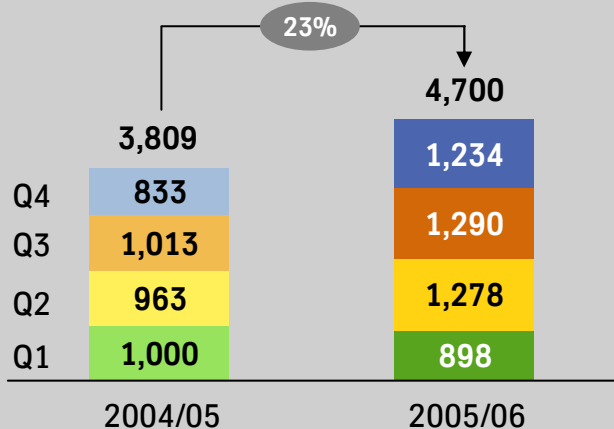
Appendix



Group in Figures

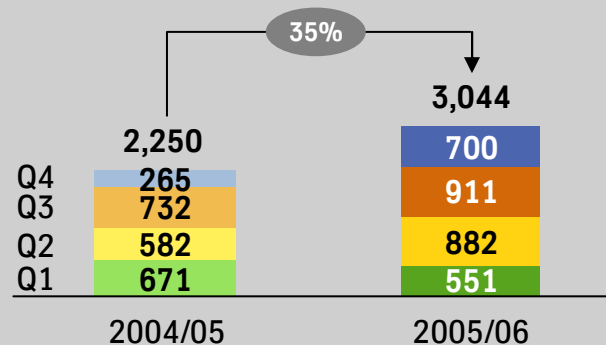
EBITDA

million €



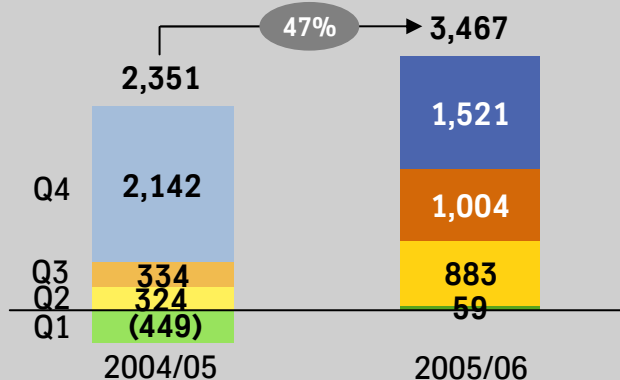
EBIT

million €



Operating cash flow*

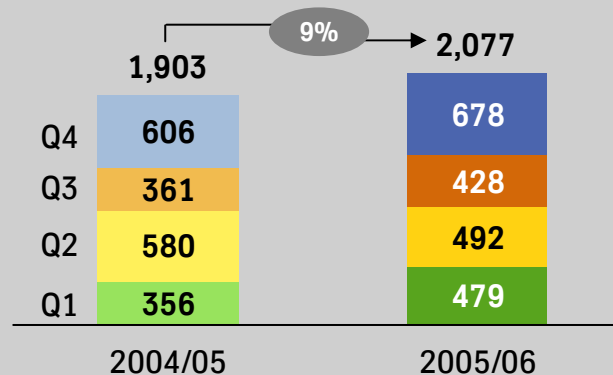
million €



* figures not adjusted for discontinued operations

Capital expenditures*

million €



* incl. financial investments; figures not adjusted for discontinued operations



Segment Overview – Steel

Key Figures

		2004/2005	2005/2006	Change	Change in %
Order intake	€m	9,148	11,057	1,909	20.9
Sales	€m	9,568	10,747	1,179	12.3
EBITDA	€m	1,763	2,053	290	16.4
EBIT	€m	1,167	1,477	310	26.6
EBT	€m	1,094	1,417	323	29.5
Capital employed	ave. €m	5,965*	5,937	-28	-0.5
ROCE	%	19.6*	24.9	5.3%-p.	27.0
TK Value Added	€m	600*	913	313	52.2
Operating cash flow	€m	1,159	1,598	439	37.9
Cash flow from divestments	€m	152	102	-50	-32.9
Cash flow for investments	€m	(537)	(515)	22	--
Free cash flow	€m	774	1,185	411	53.1
Employees	(Sept 30)	31,634	30,647	-987	-3.1

* incl. discontinued operations



Segment Overview – Stainless

Key Figures

		2004/2005	2005/2006	Change	Change in %
Order intake	€m	5,573	7,292	1,719	30.8
Sales	€m	5,572	6,437	865	15.5
EBITDA	€m	509	667	158	31.0
EBIT	€m	353	489	136	38.5
EBT	€m	286	423	137	47.9
Capital employed	ave. €m	2,996*	3,048	52	1.7
ROCE	%	11.8*	16.0	4.2%-p.	35.6
TK Value Added	€m	68*	199	131	+
Operating cash flow	€m	35	463	428	+
Cash flow from divestments	€m	11	10	-1	-9.1
Cash flow for investments	€m	(211)	(230)	-19	--
Free cash flow	€m	(165)	243	408	--
Employees	(Sept 30)	12,201	12,197	-4	0.0

* incl. discontinued operations



Segment Overview – Automotive

Key Figures

		2004/2005	2005/2006	Change	Change in %
Order intake	€m	8,128	7,868	-260	-3.2
Sales	€m	7,867	8,045	178	2.3
EBITDA	€m	596	495	-101	-16.9
EBIT	€m	240	(52)	-292	--
EBT	€m	118	(174)	-292	--
Capital employed	ave. €m	2,982*	2,938	-44	-1.5
ROCE	%	8.0*	(1.8)	-9.8%-p.	--
TK Value Added	€m	(43)*	(331)	-288	--
Operating cash flow	€m	258	370	112	43.4
Cash flow from divestments	€m	169	141	-28	-16.6
Cash flow for investments	€m	(480)	(448)	32	--
Free cash flow	€m	(53)	63	116	--
Employees	(Sept 30)	43,537	39,446	-4,091	-9.4

* incl. discontinued operations



Segment Overview – Technologies

Key Figures

		2004/2005	2005/2006	Change	Change in %
Order intake	€m	5,643	7,968	2,325	41.2
Sales	€m	5,765	6,012	247	4.3
EBITDA	€m	213	451	238	+
EBIT	€m	41	311	270	+
EBT	€m	40	357	317	+
Capital employed	ave. €m	982*	1,427	445	45.3
ROCE	%	(12.9)*	31.6	44.5%-p.	--
TK Value Added	€m	(220)*	316	536	--
Operating cash flow	€m	448	521	73	16.3
Cash flow from divestments	€m	174	81	-93	-53.4
Cash flow for investments	€m	(71)	(286)	-215	--
Free cash flow	€m	551	316	-235	-42.6
Employees	(Sept 30)	28,042	27,492	-550	-2.0

* incl. discontinued operations



Organizational Overview Technologies as of Oct 1, 2006

ThyssenKrupp Technologies AG

Sales old: €6.0 bn • Sales new: ~€12 bn*

Olaf Berlien, Chairman

Plant Technology

Sales: €2.3 bn

Transrapid

H.-Chr. Atzpodien

- Uhde
- Polysius
- Fördertechnik

Marine Systems

Sales: €1.9 bn

Klaus Borgschulte

- Surface Vessels
- Submarine
- Marine Services

Mechanical Components

Sales old: €1.8 bn

Sales new: €4.1 bn*

Wolfram Mörsdorf
Vice Chairman

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

Automotive Solutions

Sales old: --

Sales new: €4.4 bn*

Karsten Kroos

- Assembly Plant (Krause)
- Presta Steering
- Umformtechnik
- Automotive Systems
- Bilstein Federn
- Drauz Nothelfer

Business Unit

• Operating Group

former TK Automotive

* pro forma combined figures, not consolidated, unaudited



Segment Overview – Elevator

Key Figures

		2004/2005	2005/2006	Change	Change in %
Order intake	€m	4,151	4,690	539	13.0
Sales	€m	3,773	4,298	525	13.9
EBITDA	€m	433	476	43	9.9
EBIT	€m	381	423	42	11.0
EBT	€m	355	391	36	10.1
Capital employed	ave. €m	1,614*	1,876	262	16.2
ROCE	%	23.6*	22.6	-1.0%-p.	-4.2
TK Value Added	€m	244*	264	20	8.2
Operating cash flow	€m	279	209	-70	-25.1
Cash flow from divestments	€m	9**	41	32	+
Cash flow for investments	€m	(121)	(164)	-43	--
Free cash flow	€m	167**	87	-80	-47.9
Employees	(Sept 30)	34,151	36,247	2,096	6.1

* incl. discontinued operations

** before internal reallocations



Segment Overview – Services

Key figures

		2004/2005	2005/2006	Change	Change in %
Order intake	€m	12,655	14,602	1,947	15.4
Sales	€m	12,678	14,204	1,526	12.0
EBITDA	€m	459	685	226	49.2
EBIT	€m	335	553	218	65.1
EBT	€m	261	482	221	84.7
Capital employed	ave. €m	3,089*	2,884	-205	-6.6
ROCE	%	10.8*	19.2	8.4%-p.	77.8
TK Value Added	€m	57*	294	237	+
Operating cash flow	€m	539	468	-71	-13.2
Cash flow from divestments	€m	129	72	-57	-44.2
Cash flow for investments	€m	(190)	(393)	-203	--
Free cash flow	€m	478	147	-331	-69.2
Employees	(Sept 30)	35,067	40,163	5,096	14.5

* incl. discontinued operations



Proposed Authorized Capital

On the agenda of the Annual General Meeting (Jan 19, 2007)

- Will permit flexible strengthening of equity at any time and financing of acquisitions and other investments
- Authorized capital is a standard instrument for raising capital at almost all companies
- For this reason, proposal to be made to Annual General Meeting for amendment to Articles of Association to create authorized capital of up to €500 million (approx. 38% of current capital stock)

⇒ **Further increase in flexibility with regard to execution of growth strategy and planned investments**



Disclaimer

In this presentation all figures are prepared in accordance with IFRS unless otherwise stated. Moreover the figures in the income statement refer to continuing operations unless otherwise stated.

This presentation contains certain statements that are neither reported financial results nor other historical information. These statements are forward-looking statements and are subject to risks and uncertainties that could cause actual results to differ materially from those expressed in the forward-looking statements. Many of these risks and uncertainties relate to factors that are beyond ThyssenKrupp's ability to control or estimate precisely, such as future market and economic conditions, the behavior of other market participants, the ability to successfully integrate acquired businesses and achieve anticipated synergies and the actions of government regulators. Readers are cautioned not to place undue reliance on these forward-looking statements, which apply only as of the date of this presentation. ThyssenKrupp does not undertake any obligation to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of these materials.

