

Presentation ThyssenKrupp

December 2007

06—07

Agenda

- Group Overview and Financials
- Value Drivers
 - Continuous Performance Enhancement / Portfolio Optimization
 - Value Drivers per Segment
- Segment and Group Outlook 2007/08
- Appendix



Fiscal Year 2006/07: The Most Successful Year So Far

- Delta EVA story continued: TKVA >€2 billion

- Excellent earnings across all segments (Elevator impacted by EU fine)

- Very favorable business environment;
extremely favorable demand in Stainless and Services

- Investment program with corresponding mid- and long-term targets:
Capitalize on ⇒ Steel/Stainless growth potential in NAFTA
 ⇒ Global secular growth trends

- Dividend proposal: €1.30, +30% yoy



Fiscal Year 2006/07 Results Confirm New Earnings Strength

○ Order intake	€54,605 m	+8%
○ Sales	€51,723 m	+10%
○ EBT		
as reported	€3,330 m	+27%
excl. major nonrecurring items	€3,799 m	+36%
○ EPS	€4.30	+33%
○ TKVA / ROCE	€2,108 m / 21%	+40% / +3%-p.
○ Net financial receivables	€223 m	

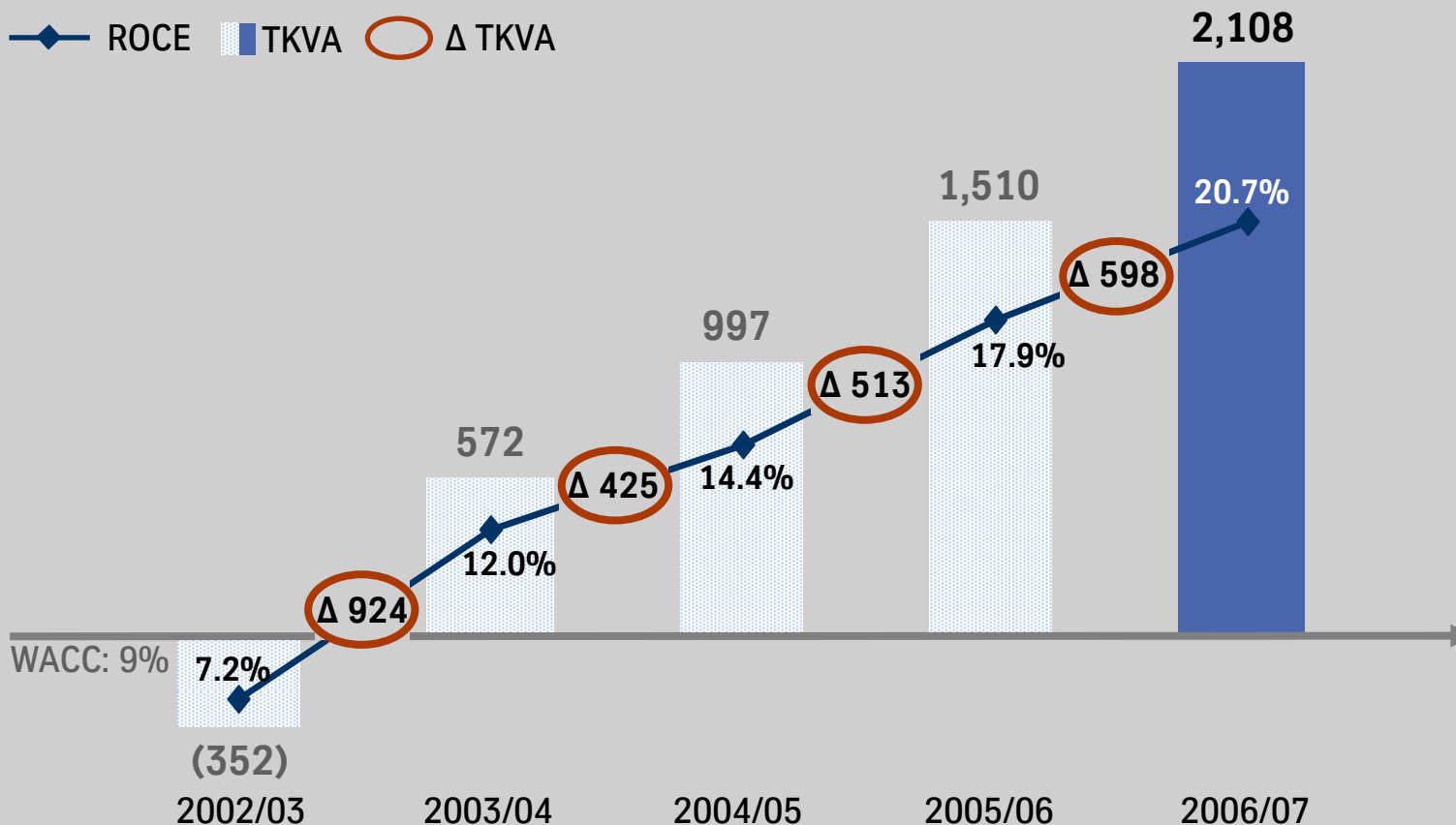


ThyssenKrupp Continues the Delta EVA[®] Story

ROCE and TKVA

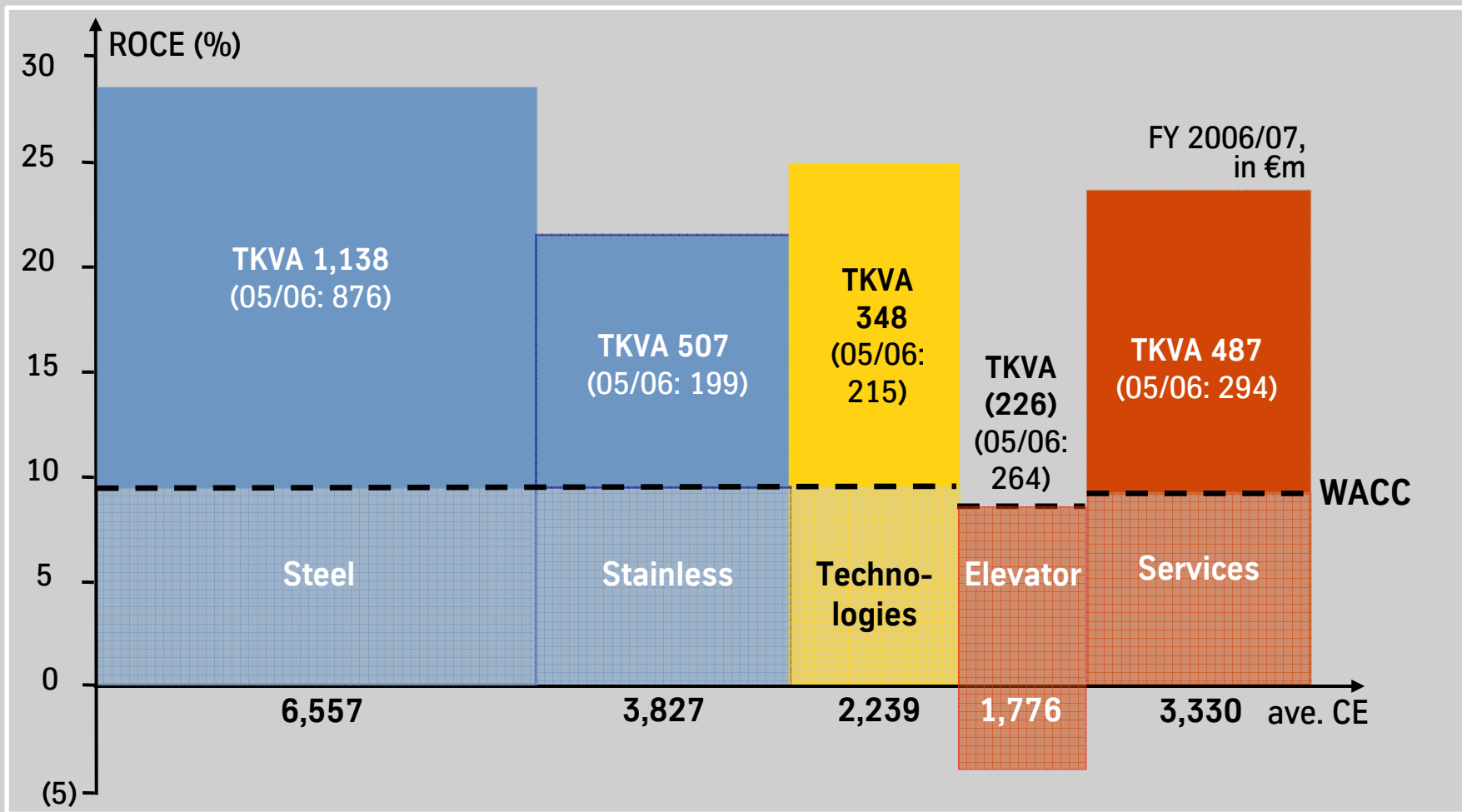
% / million €

◆ ROCE ■ TKVA ○ Δ TKVA



ThyssenKrupp Value Added at Segment Level

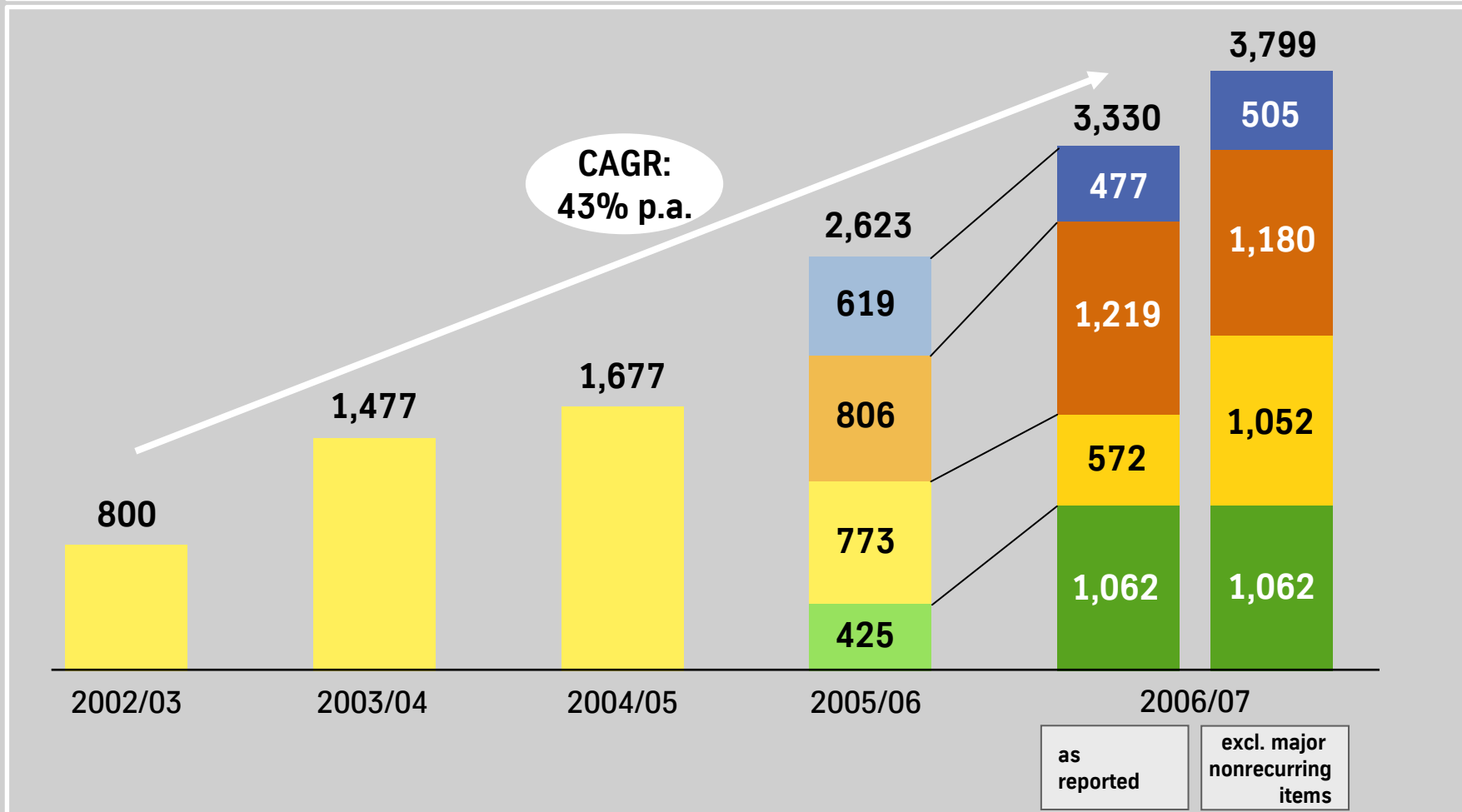
Capital intensive businesses can generate superior returns



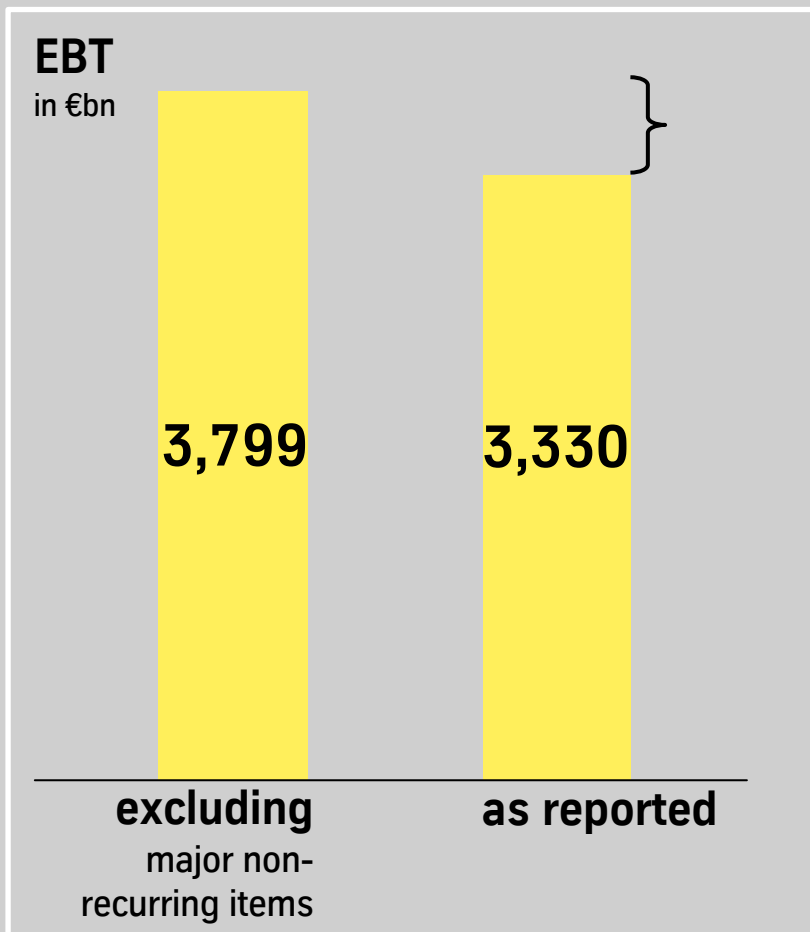
Group Financials – EBT Track Record

Earnings before taxes

million €



Group Financials – Reconciliation of EBT



Major nonrecurring items €(469) m

of which

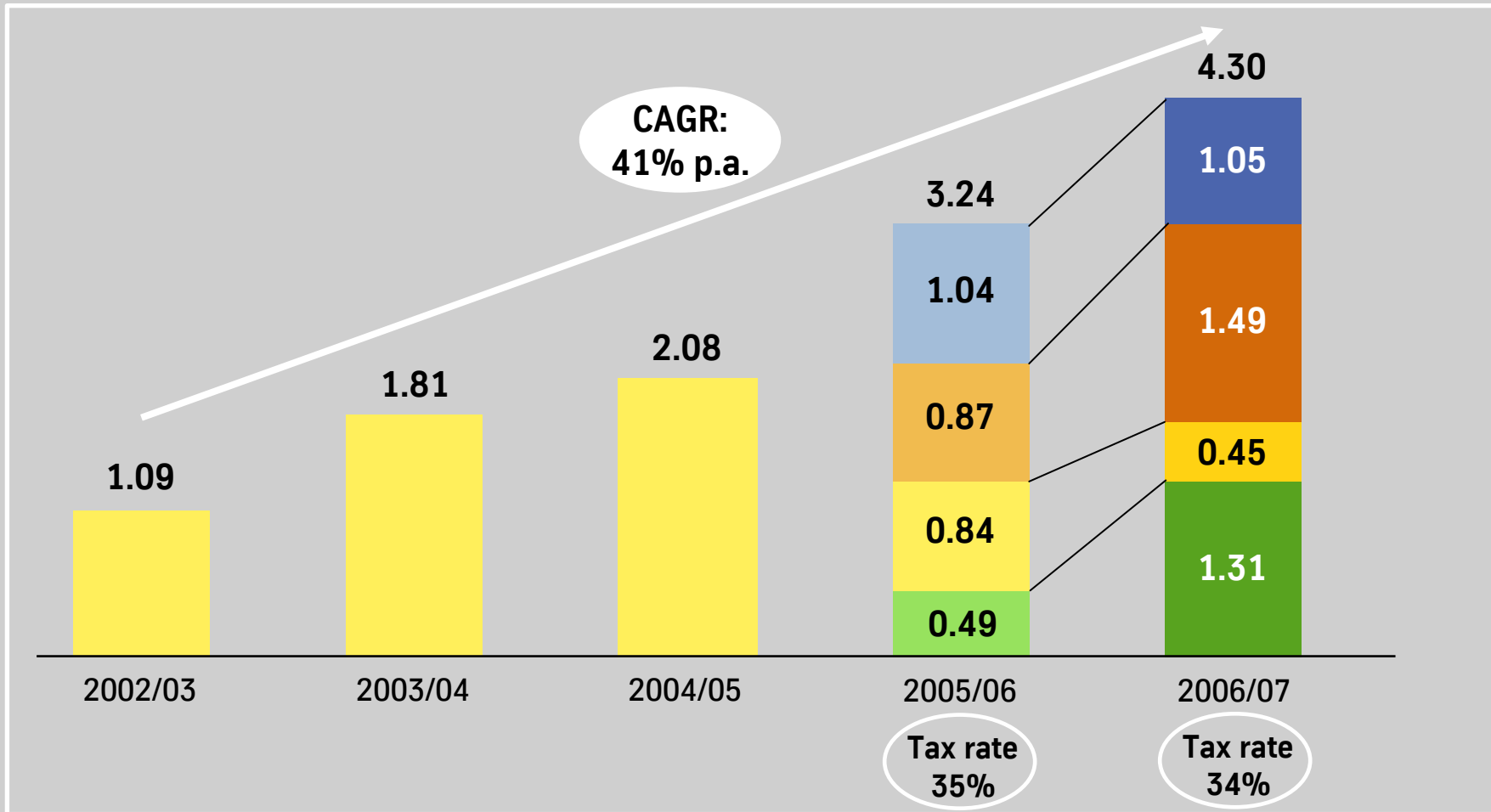
- Elevator fine €(480) m
- Disposal gain real estate € 115 m
- Impairment Metal Forming € (76) m
- Restructuring Drauz Nothelfer € (28) m



Group Financials – EPS Track Record

Earnings per share

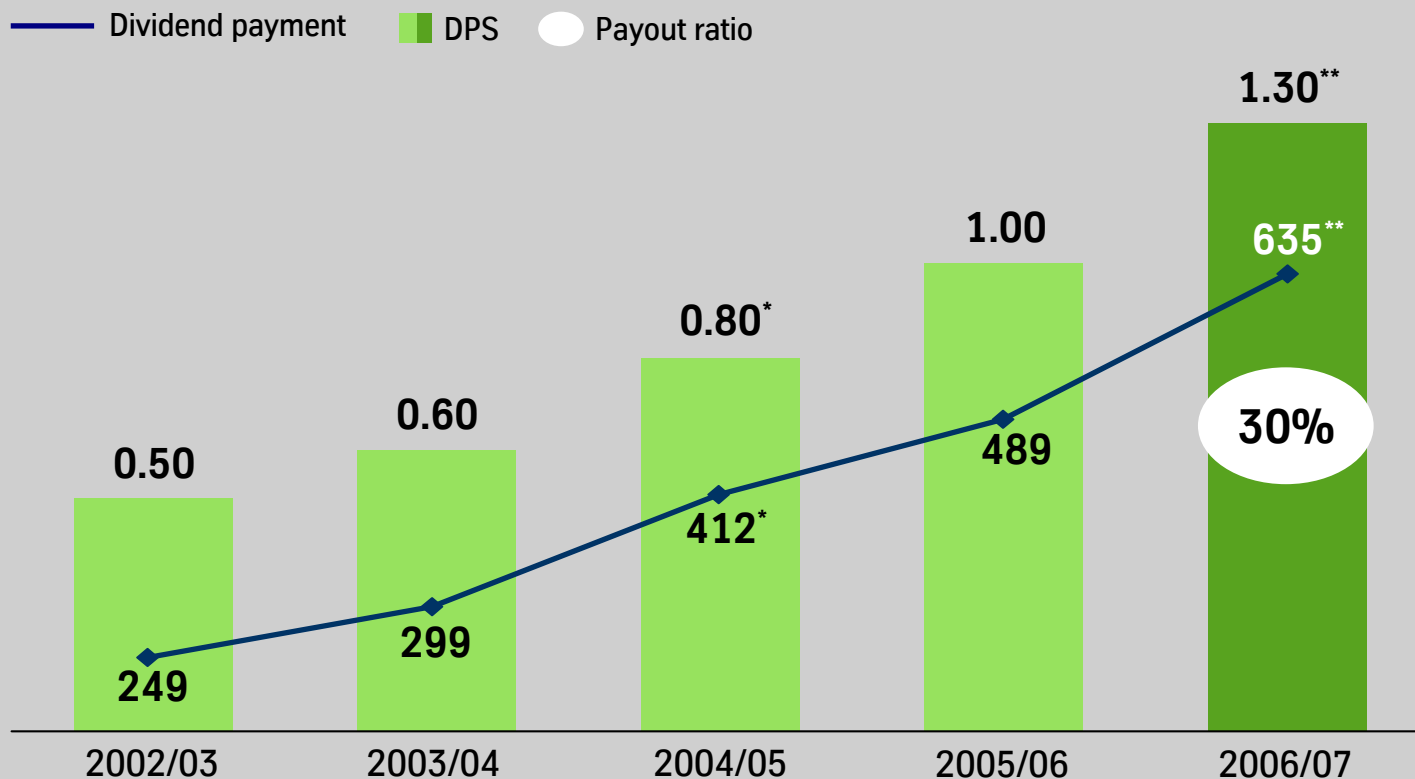
€



Group Financials – Dividend Track Record

Dividend payment, dividend per share and payout ratio

million € / € / %



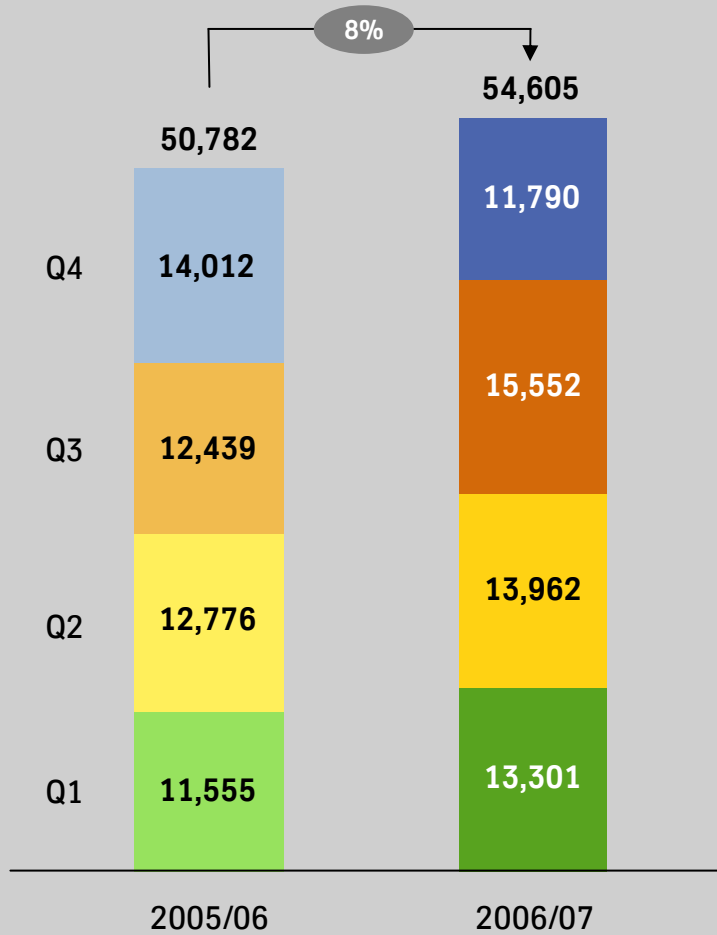
* incl. special dividend of €0.10 ** proposal to AGM



Group Financials – Order Intake and Sales

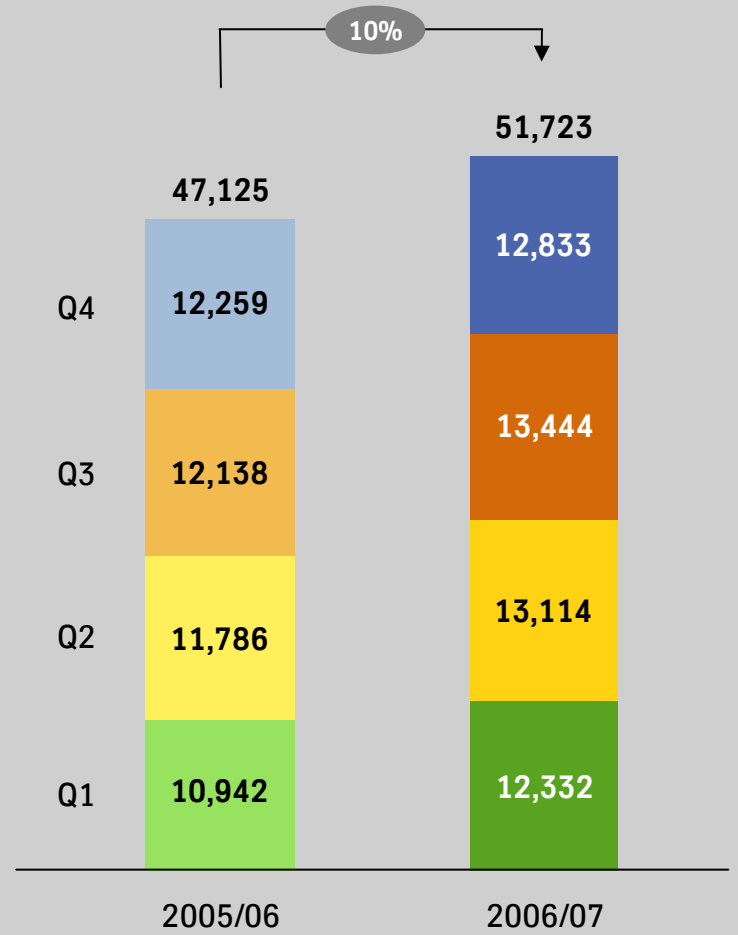
Order intake

million €



Sales

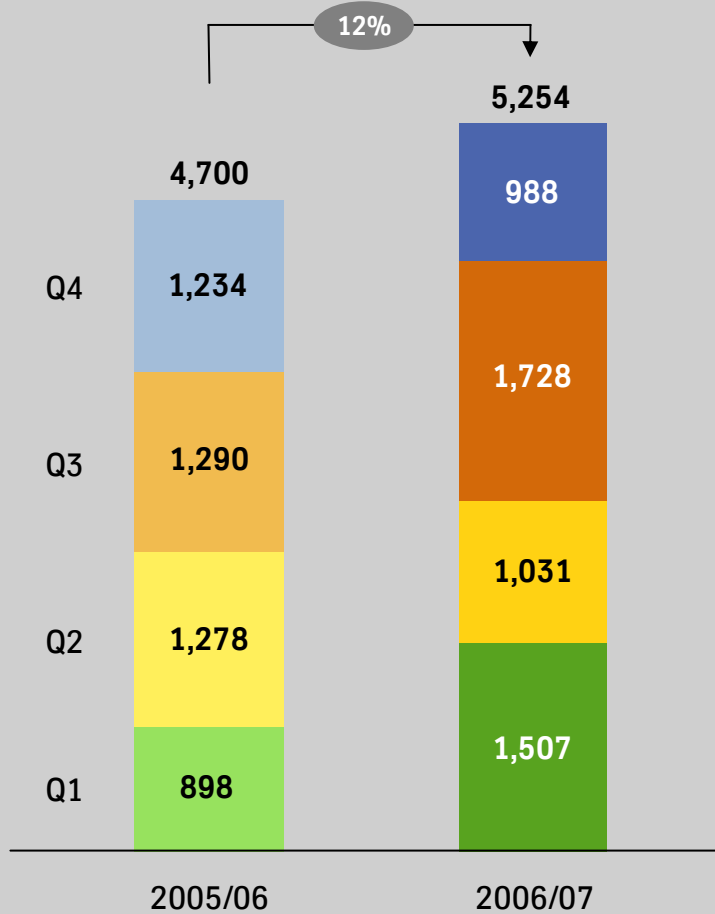
million €



Group Financials – EBITDA and EBIT

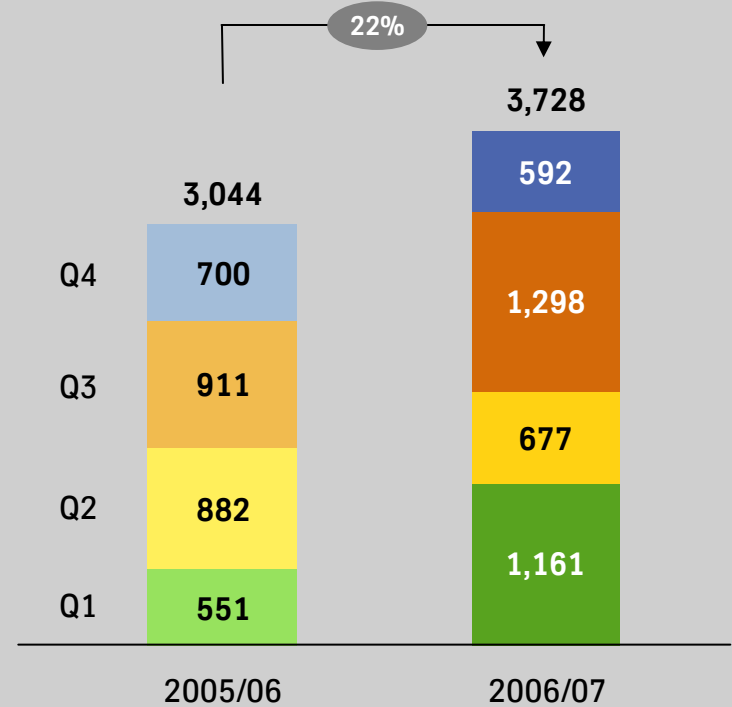
EBITDA

million €



EBIT

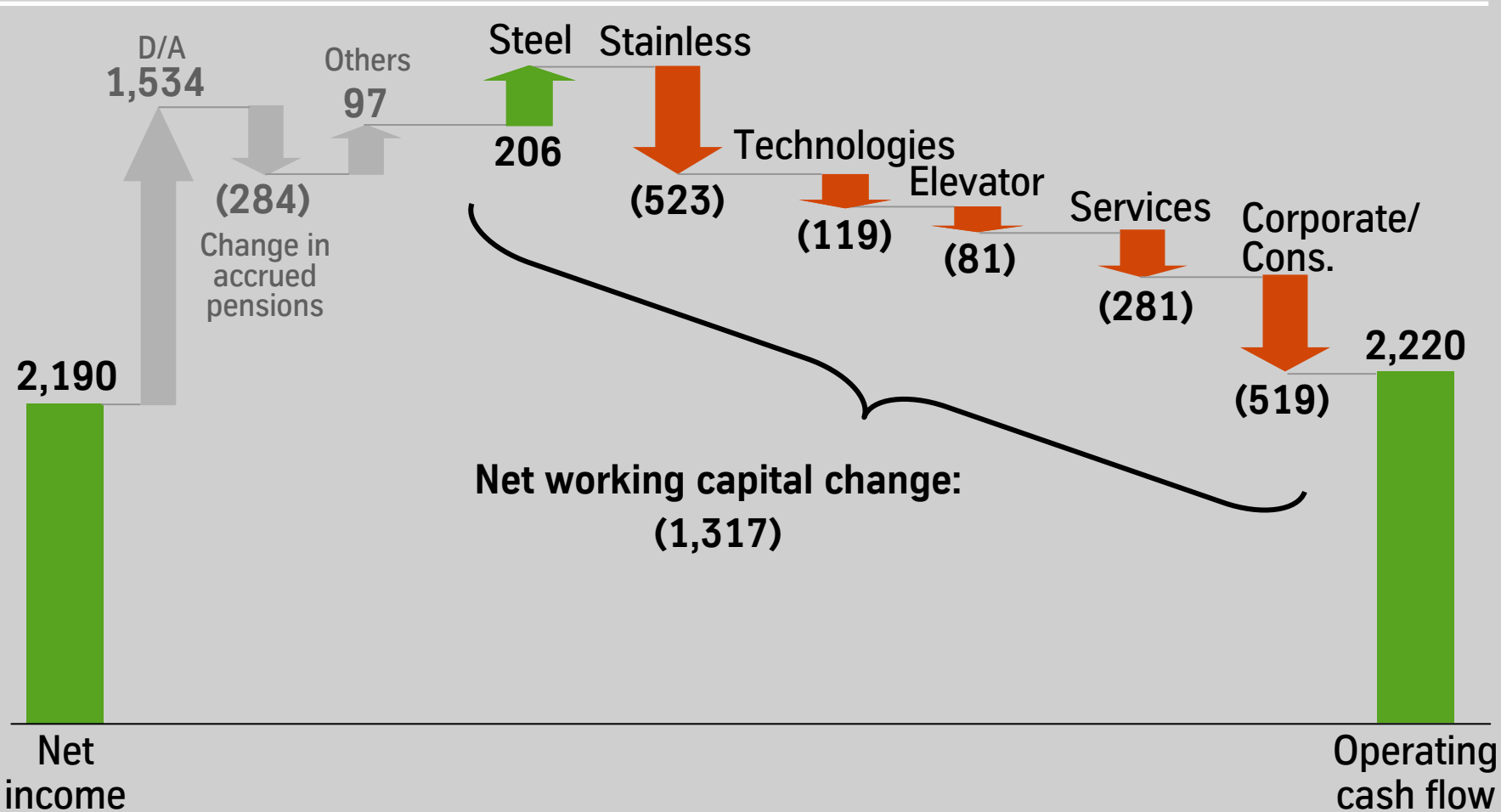
million €



Group Financials – Net Income ⇒ Operating Cash Flow

Development of operating cash flow FY 2006/07

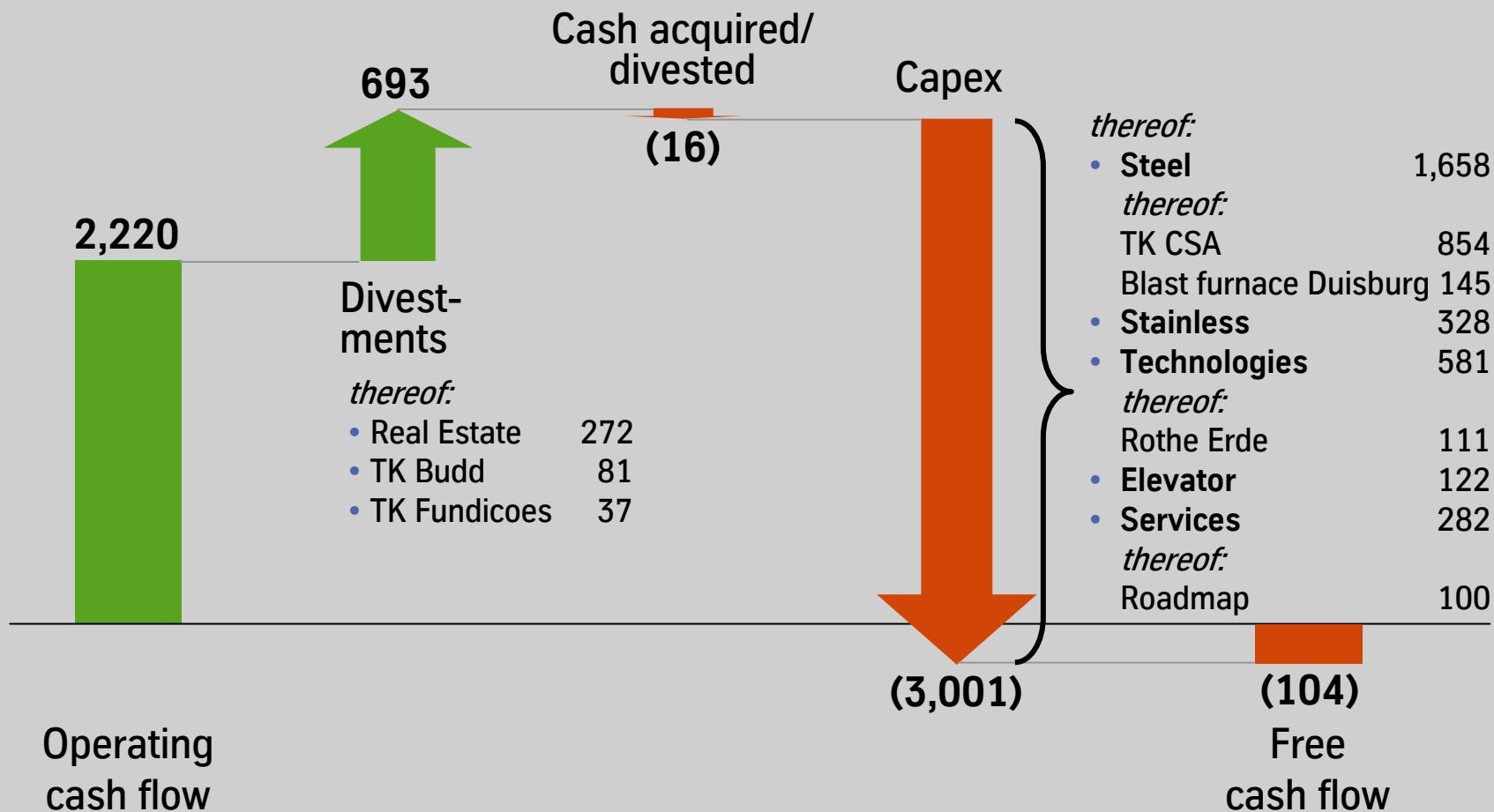
million €



Group Financials – Operating Cash Flow ⇒ Free Cash Flow

Development of free cash flow in FY 2006/07

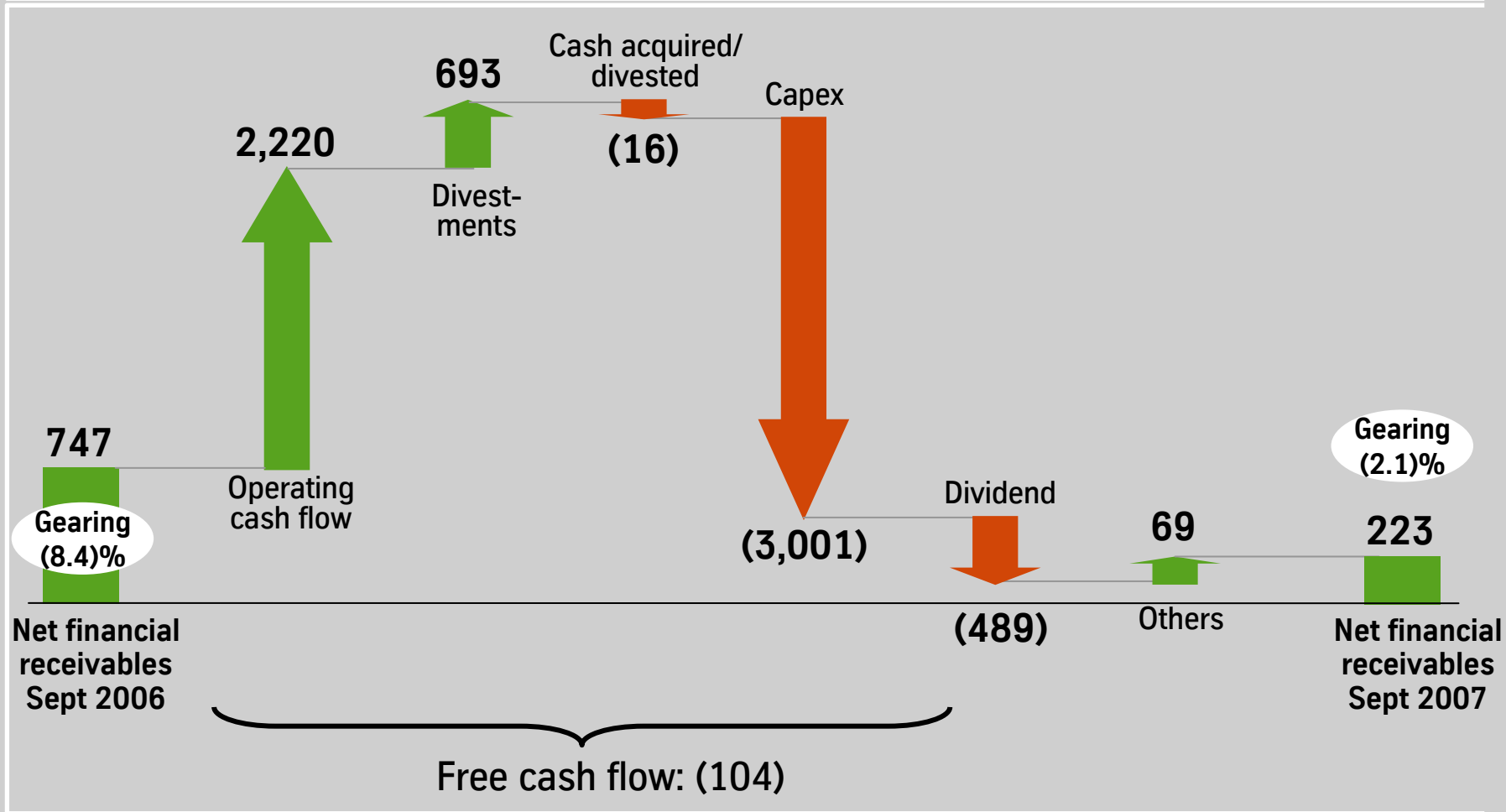
million €



Group Financials – Net Financial Receivables

Development of net financial receivables in FY 2006/07

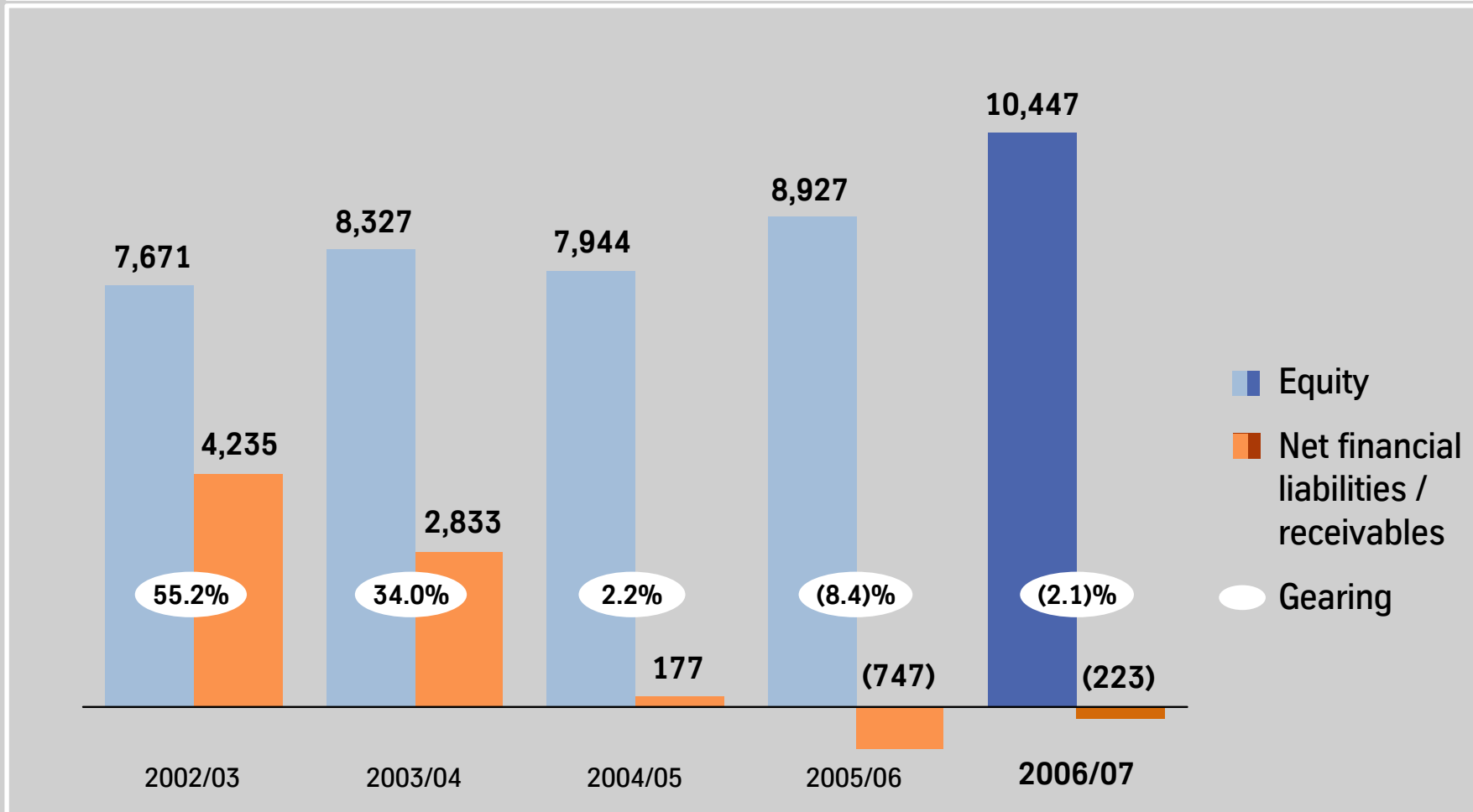
million €



Group Financials – Gearing

Ratio of net financial liabilities to equity (gearing)

million €



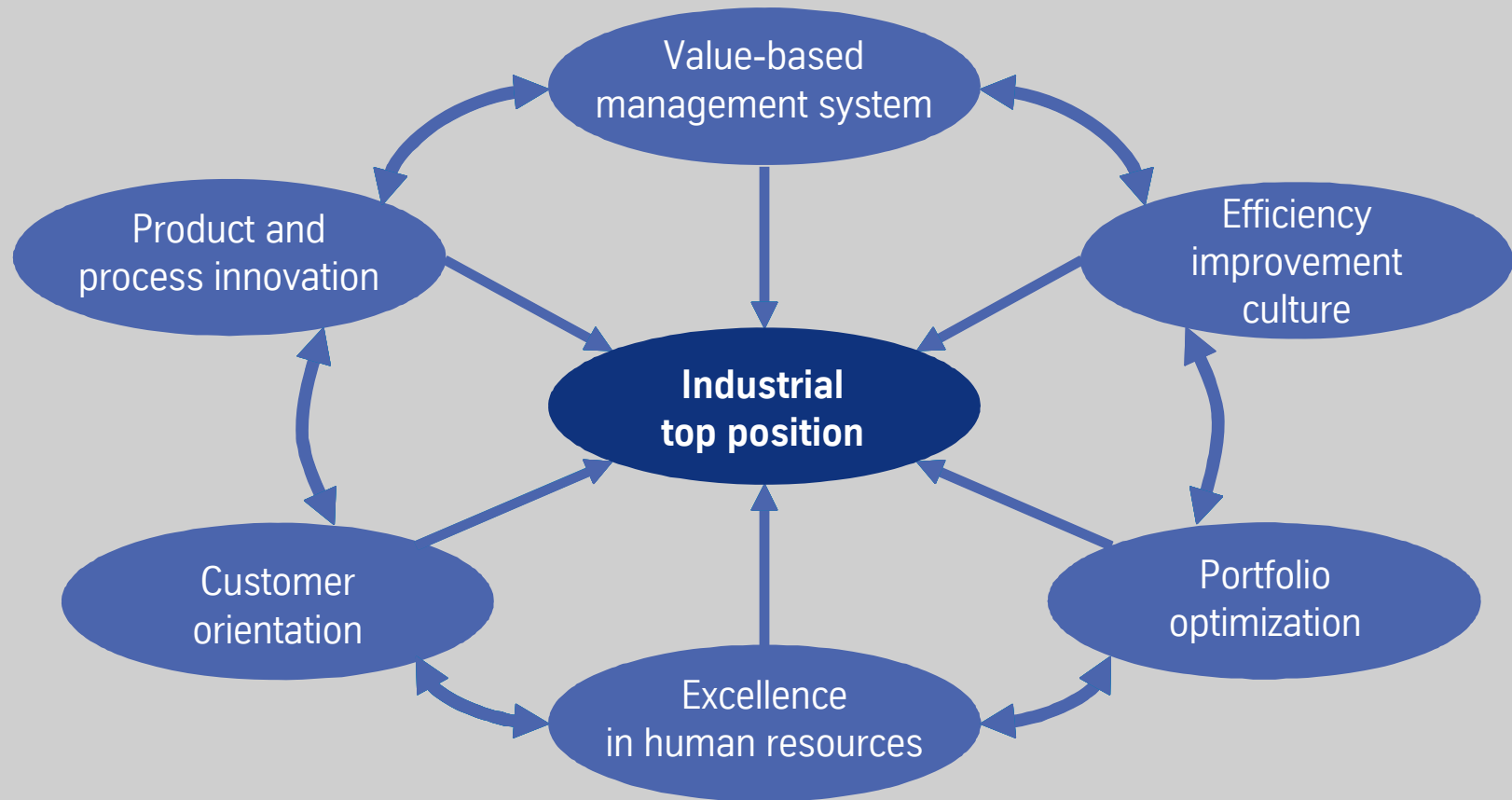
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 - **Continuous Performance Enhancement / Portfolio Optimization**
 - Value Drivers per Segment
 - Segment and Group Outlook 2007/08
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ThyssenKrupp Management Approach

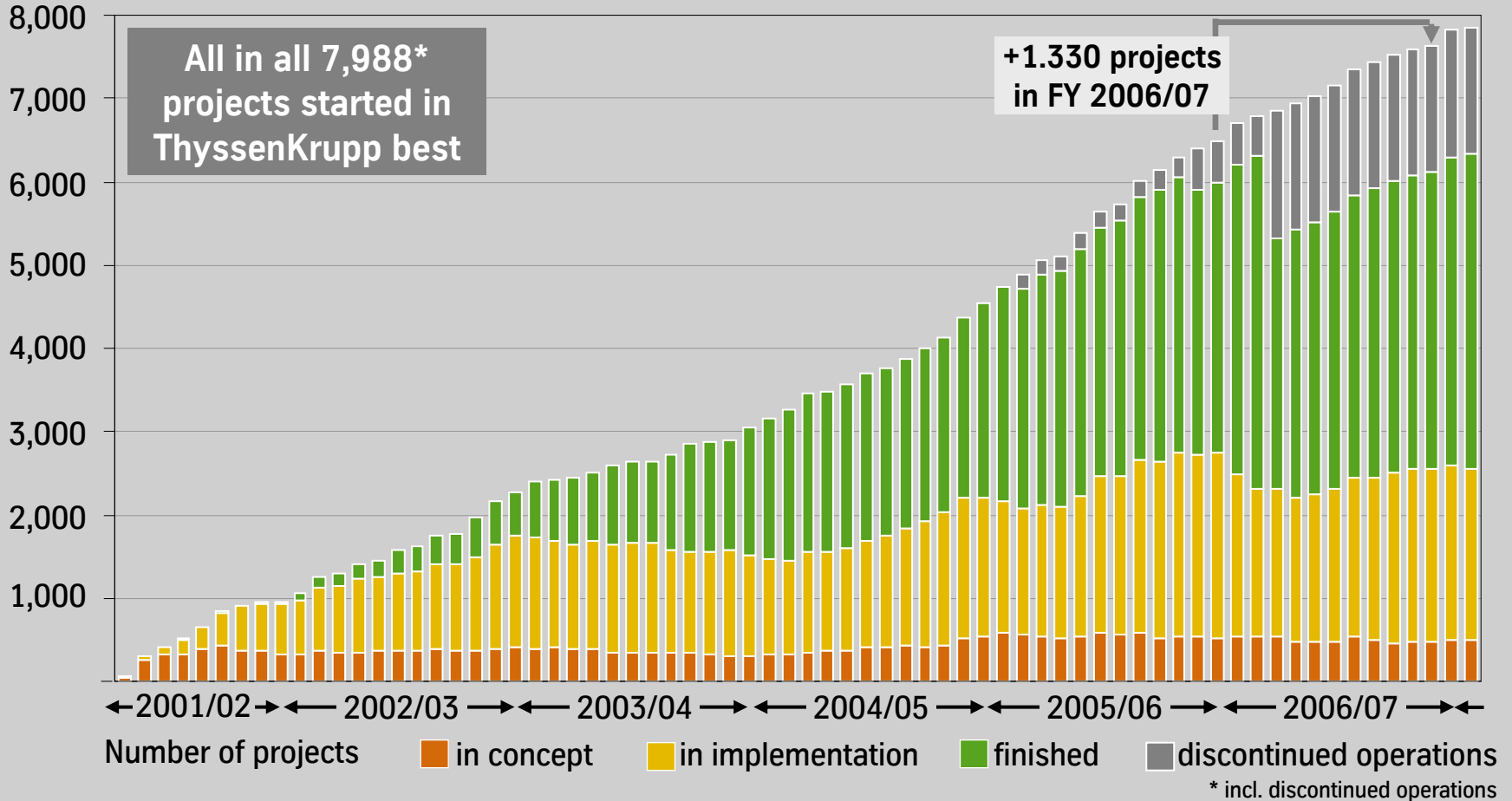
Success factors for industrial top positions



ThyssenKrupp Has Established a Corporate Culture for Continuous Performance Enhancement

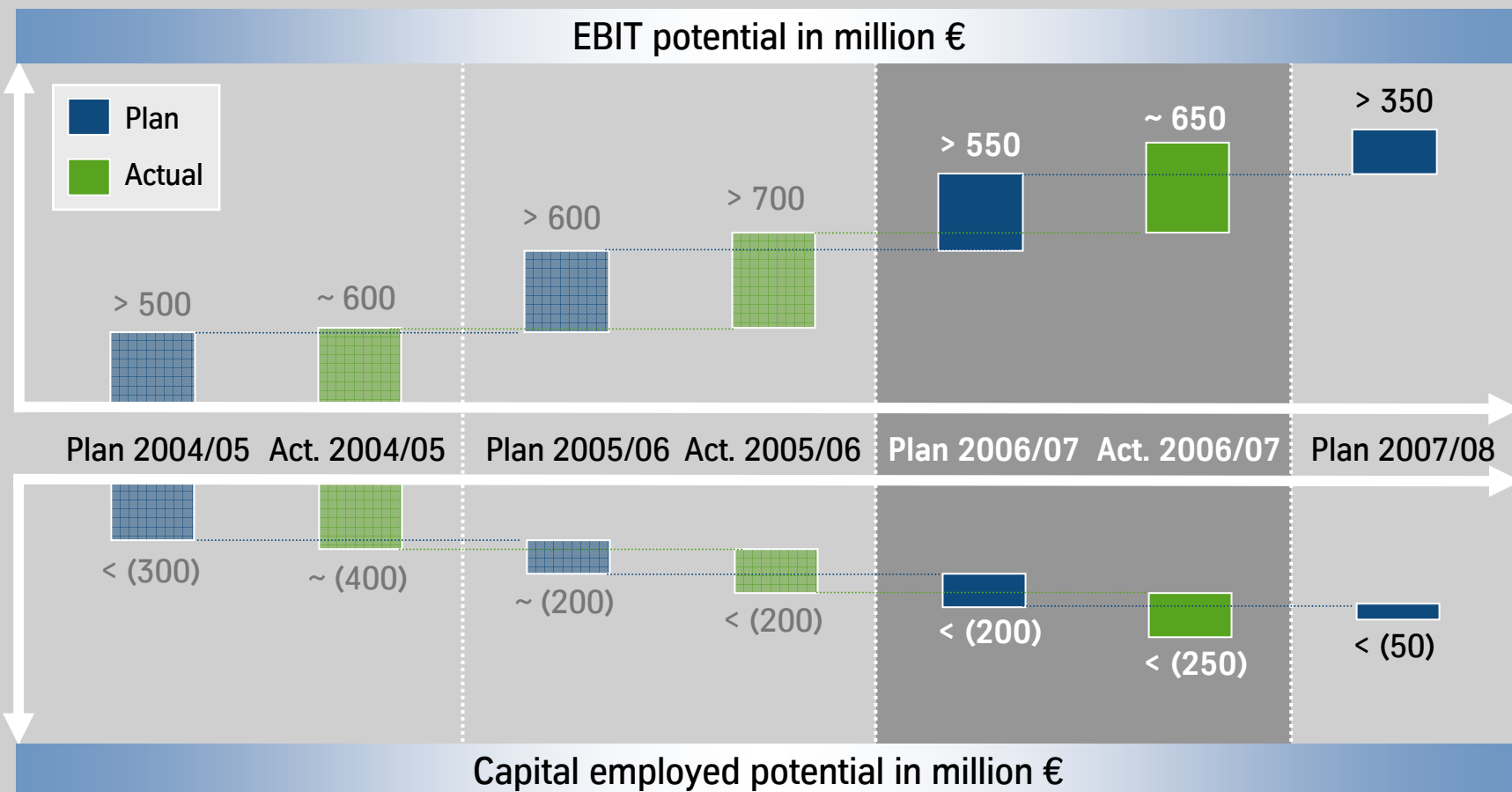


In FY 2006/07 more than 1,300 new projects initiated



Project Potentials

EBIT and capital employed plans clearly surpassed



26 Portfolio Optimizations since Oct 1, 2006

Corporate

Commercial Real Estate Portfolio (DE) **Disposal**

Steel

Auto Chassis do Brasil (BR) **Acquisition**

Decapanel (FR) **Acquisition**

Stainless

no relevant transactions to date

Technologies

Fundicoes (BR) **Disposal**

BVI Defense Technology (DE) **Disposal**

DRE/CON Slewing Bearings (DE) **Acquisition**

Mechatronics Kassel plant (DE) **Disposal**

Intecsa-Uhde (ES)* **Disposal**

A-C Equipment Services (US) **Acquisition**

ForTeq (IT) **Acquisition**

Rolling Stock Company (GR) **Disposal**

Elevator

Sele & Colla (IT) **Acquisition**

Sabia (IT) **Acquisition**

Elevator Sales & Services (US) **Acquisition**

Končar Dizala i Servis (HR) **Acquisition**

LWDO Lift Service (PL)** **Disposal**

Massidda (IT) **Acquisition**

Vertrans Elevator (US) **Acquisition**

Services

AT.PRO tec (DE)*** **Acquisition**

TK Servicios Técnicos (ES) **Disposal**

Schöbel Technik & Service (DE) **Acquisition**

TK Materials Vietnam [JV] (VN)**** **Acquisition**

SIR Industrieservice (DE) **Disposal**

Ferostav (SK)**** **Acquisition**

Stokvis Plastics (NL/BE) **Acquisition**

Apollo Metals (UK) **Acquisition⁺**

* 50% / ** 93% / *** 61% / **** 80% / + closing not yet completed

Sales: **Σ Acquisitions €442 m**

Σ Disposals €213 m



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Agenda

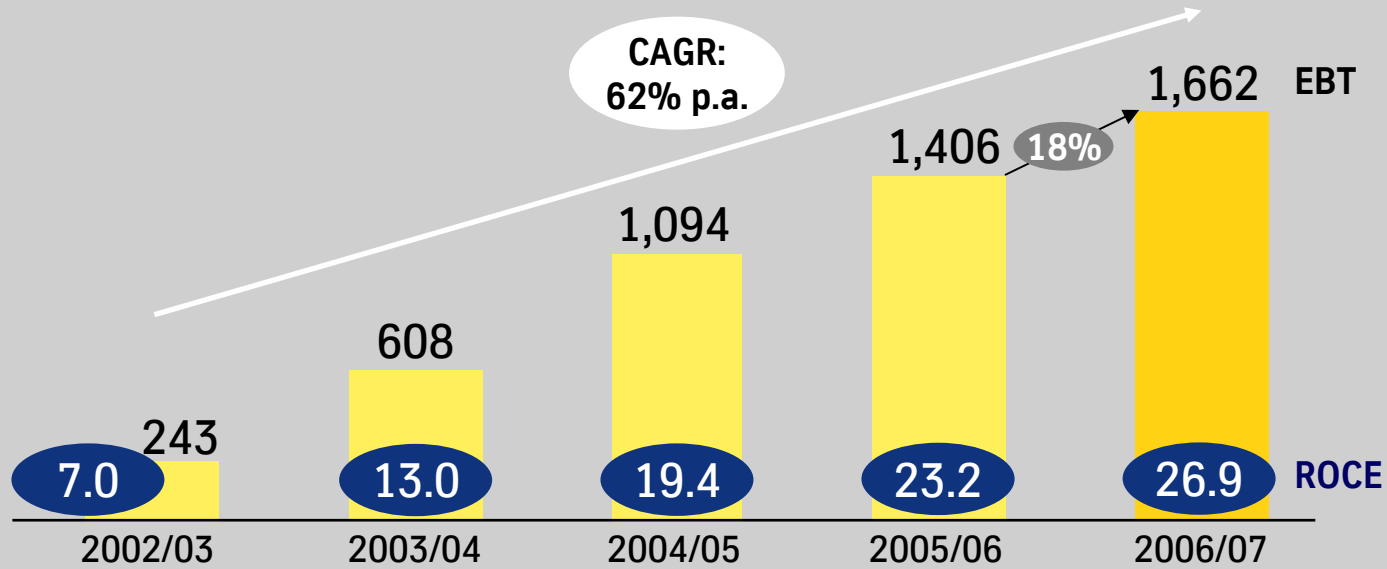
- Group Overview and Financials
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Steel: Value Drivers

EBT / ROCE track record

million € / %



- Performance improvements
- Demand / volume growth
- Price improvements
- Excellent product mix in the premium segment
- Continued shift to premium applications and slight capacity increases (quenched heavy plate, electrical steel PowerCore H)

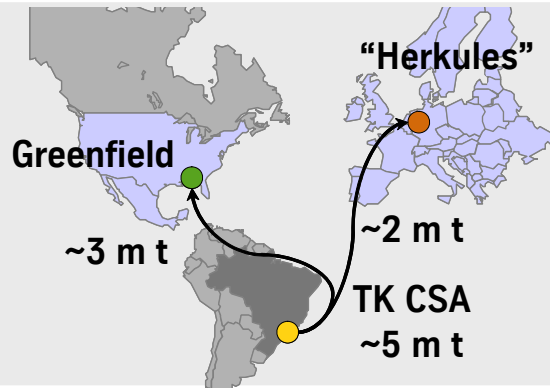
2002/03-2004/05 in the Group structure valid at that time



Steel: Value Enhancement Concept (I)

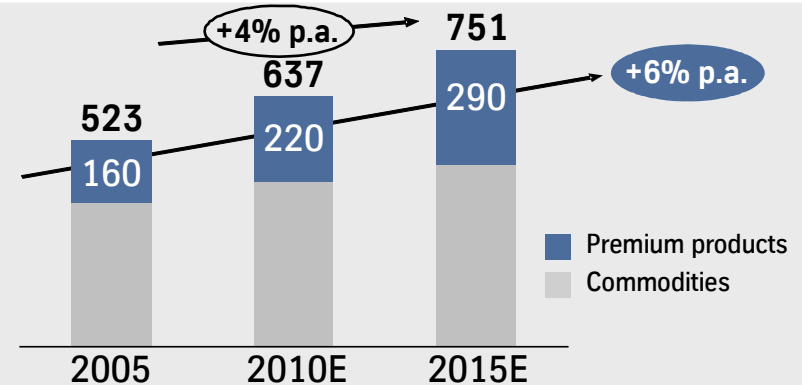
Transatlantic forward strategy

shipments



Global demand for flat carbon steel

million tons

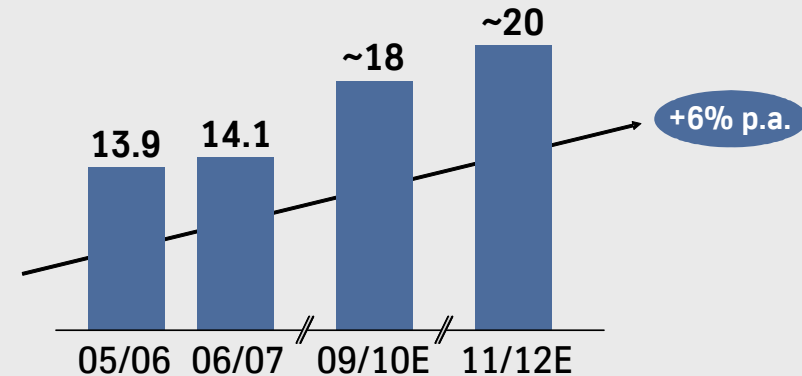


Strategic positioning

- Premium product portfolio
- Long-term customer relations
- Top market positions and technological competencies

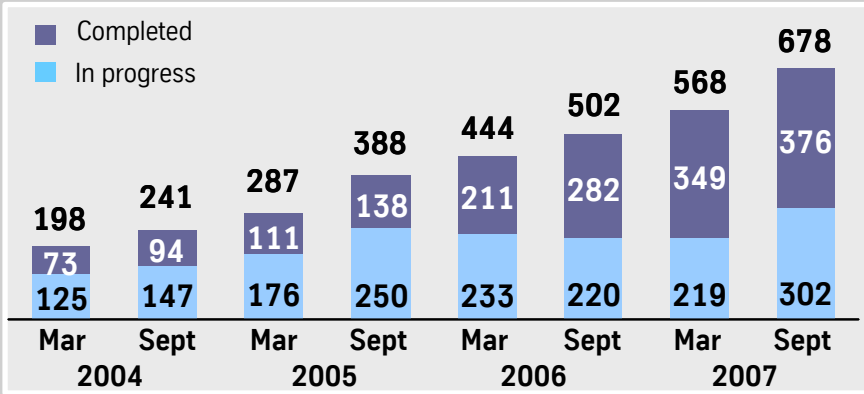
Steel shipments

million tons



Steel: Value Enhancement Concept (II)

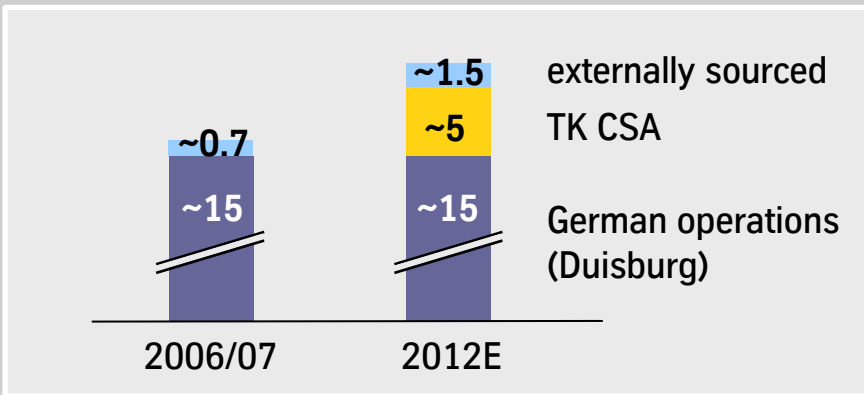
ThyssenKrupp best projects number of projects



Operating efficiency enhancements

- Continuous efficiency enhancement programs continued with great intensity across all business units
- ⇒ Additional earnings improvements of +Δ €135 million p.a.

Slab supply million tons



Structural cost dilution

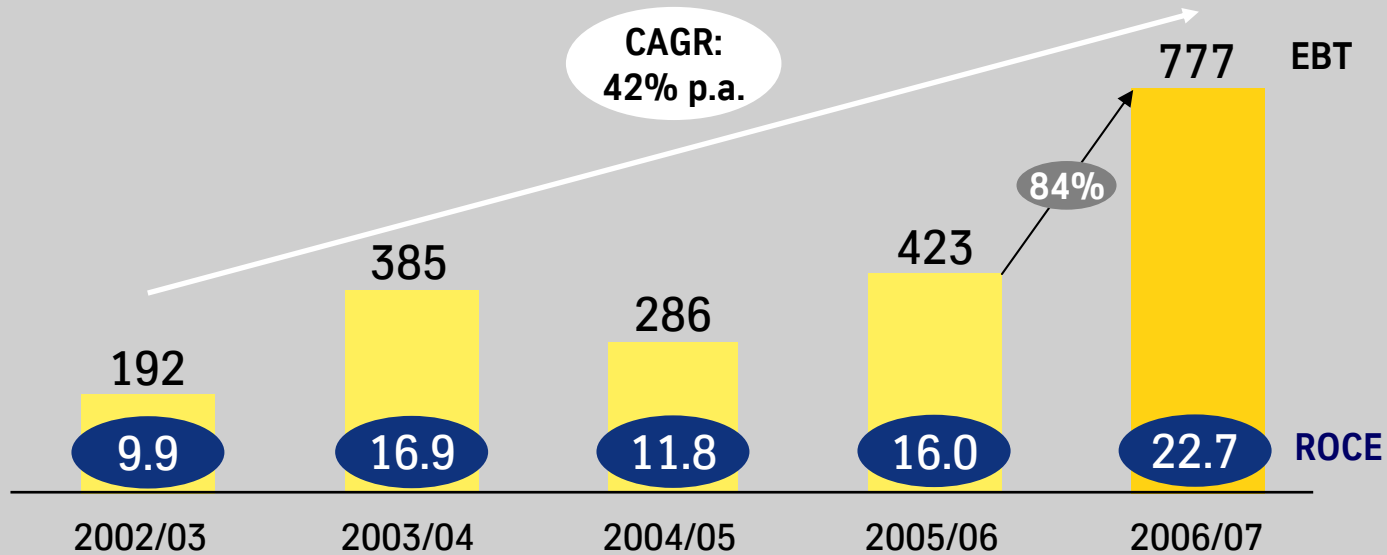
- Significant cost dilution by TK CSA
- Maximum cost degression and flexibility through mini-cycles
- Further growth opportunities based on expansion options at TK CSA



Stainless: Value Drivers

EBT / ROCE track record

million € / %



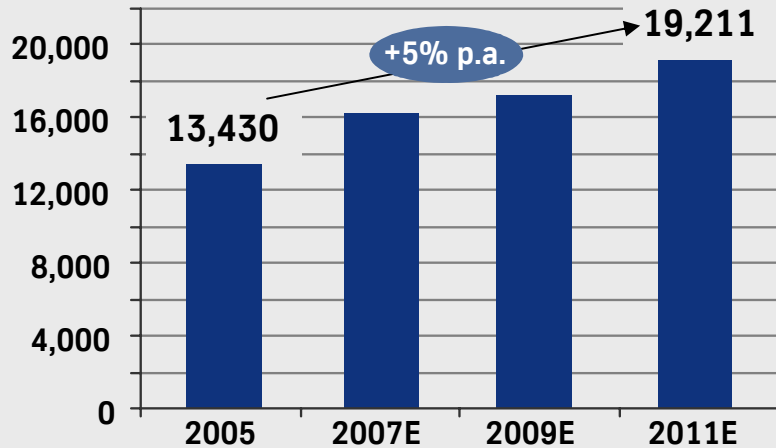
- Continued strong end user demand
- Temporary extremely high base prices
- but: ○ Import pressure from Asia
- Accelerated destocking by service centers
- High volatility in the market due to nickel-pricing

2002/03-2004/05 in the Group structure valid at that time



Stainless: Value Enhancement Concept (I)

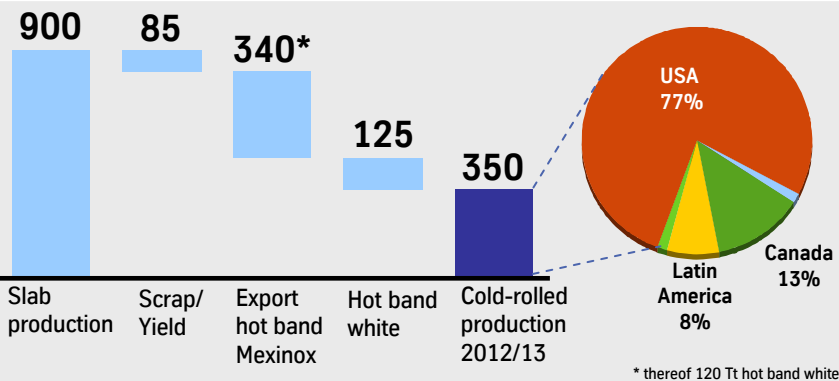
Global apparent consumption CR flat 1,000 tons



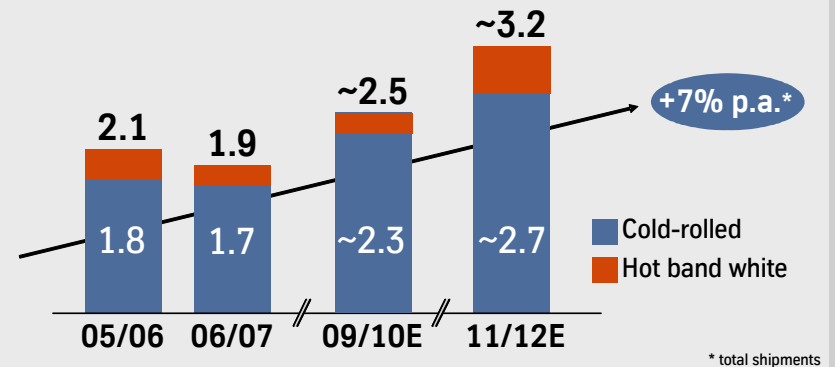
Strategic positioning

- Covering the top of high-demanding material pyramid, incl. nickel alloys, titanium
- Price premium by increasing share of superior products and value-added services
- End-customer related business ~75%
- Global #1 with top regional market positions
- Increase in ferritics portfolio to support customers in product cost reduction

NAFTA forward strategy 1,000 tons



Stainless shipments million tons



Stainless: Value Enhancement Concept (II)

TK best: Ongoing efficiency enhancement



Further cost cutting by various measures

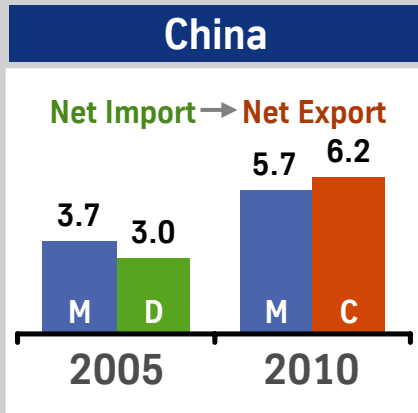
- Concentration of AST*: Targeting a very cost competitive production site:
 - better logistics
 - improved utilization
 - economies of scale
 - state-of-the art aggregates
- High performance alloys: extensive improvement program, optimization of capacity and improved site concept
- Continuously over-compensating rising costs (energy, labor) by operational improvements (e.g. TK best program)

* Acciai Speciali Terni



Excessive Chinese Imports Threaten EU Producers

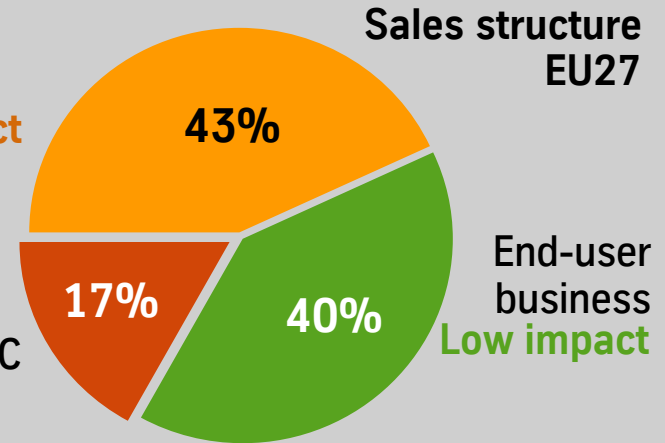
Chinese supply-demand-imbalance and potential impact on ThyssenKrupp Stainless



Market volume Deliveries Capacities

Via own SSC
Medium impact

Via traders/SSC
High impact



- Disproportionate capacity growth in China
- Surplus capacities and excessive exports
- ⇒ Threat to market balance in EU and USA

Corresponding measures by TK Stainless:

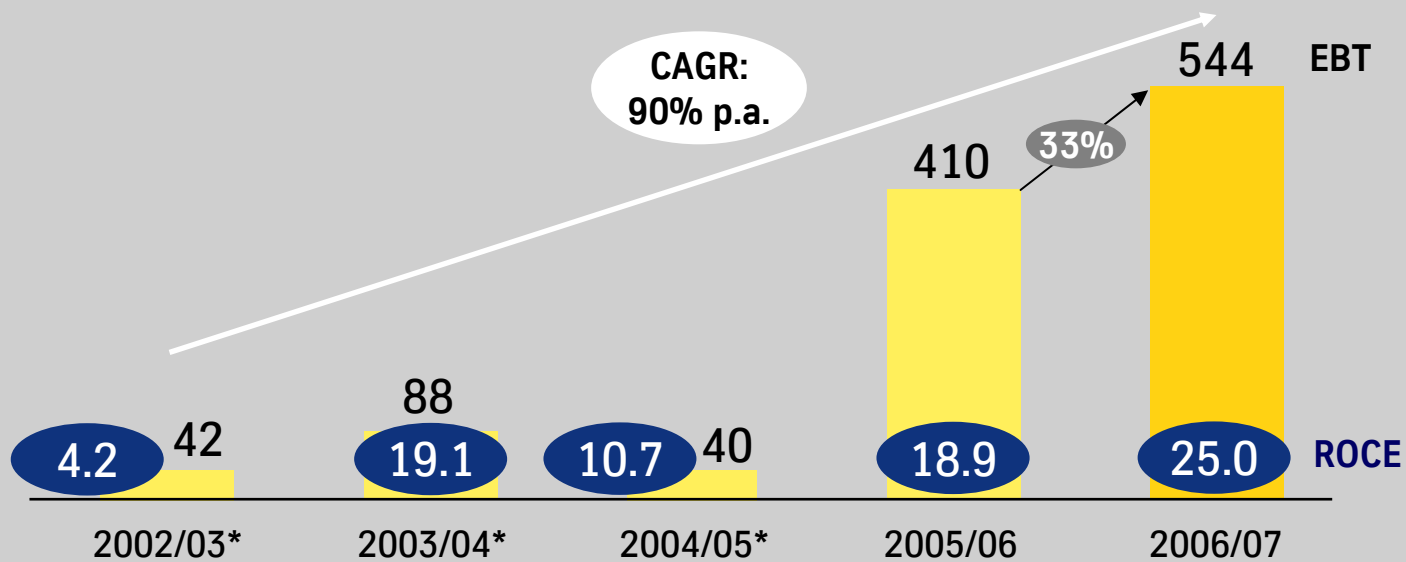
- Continuous optimization of business model
 - Further growth in high-quality ferritics, high-performance metals and product innovations
 - Further increase share of end-customer business, long-term contracts and services
- Anti-dumping



Technologies: Value Drivers

EBT / ROCE track record

million € / %



* excl. Automotive





2002/03-2004/05 in the Group structure valid at that time

- Driven by global secular growth trends (e.g. raw materials, energy, "Asia")
- Renewable energy technology to exceed supply
- Performance improvements



Technologies: Value Enhancement Concept (I)

Plant Technology	Marine Systems	Mechanical Components	Automotive Solutions
€2.6 bn	€2.0 bn	€3.8 bn	€3.2 bn

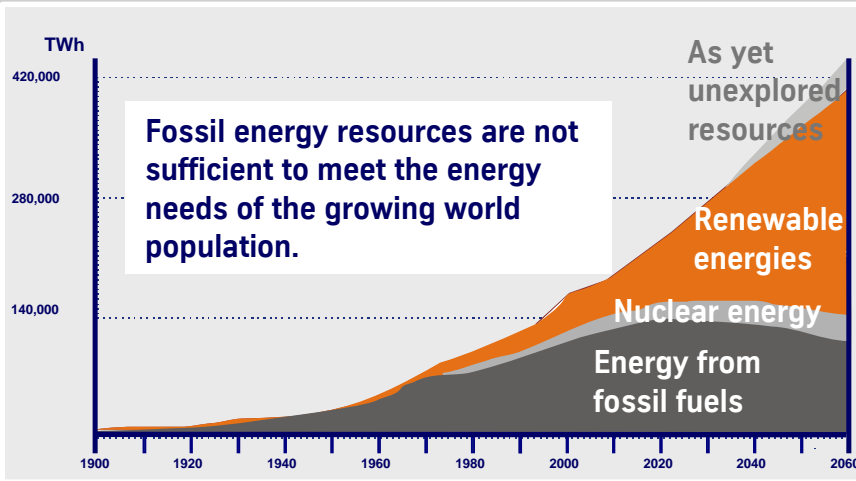
Raw Materials	↗		↗			Raw materials supply growth  +6% CAGR 06-12E	
Energy	↗		↗				Wind energy installed capacity  +14% CAGR 06-12E
Nutrition	↗						
Security/Safety		↗				Industrial production growth China  +14% India  +9% CAGR 06-10E Sales for FY 2006/07	
Middle East	↗	↗	↗				
Asia/Pacific	↗	↗	↗	↗			

Sources: Merrill Lynch, Global Insight, BTM, own estimates

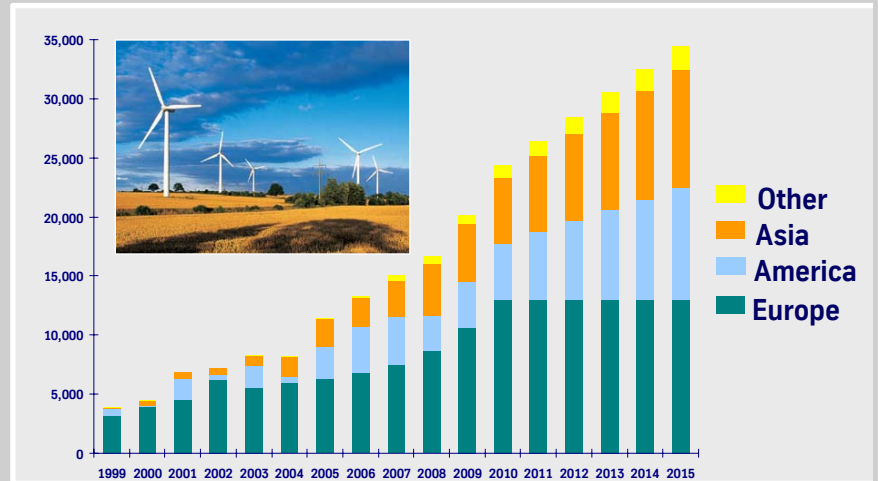


Technologies: Value Enhancement Concept (II)

Global energy requirements rising



Global wind energy increasing



Rothe Erde is benefiting from rising wind energy

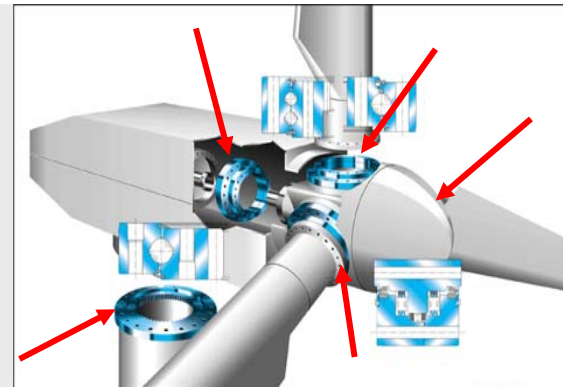
Rothe Erde:

Market leader for large-diameter bearings and rings, e.g. for wind turbines



Sales: €929 m (FY 06/07)

5 large diameter bearings for each wind turbine



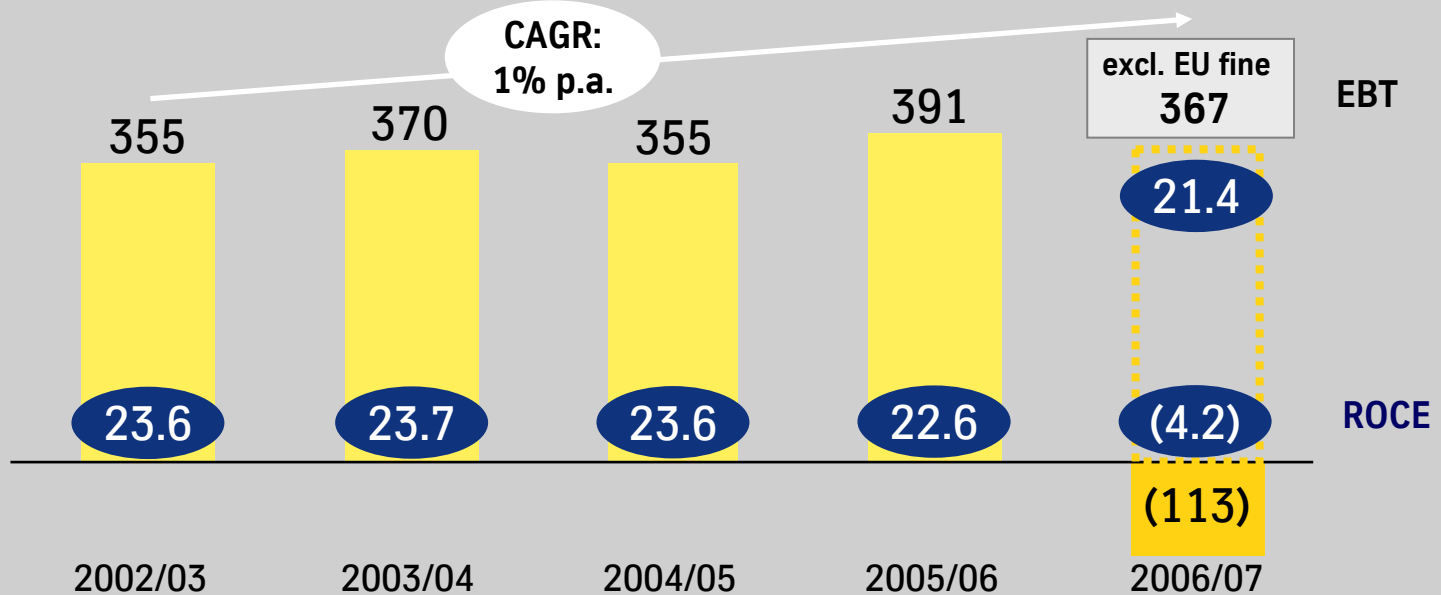
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Elevator: Value Drivers

EBT / ROCE track record

million € / %



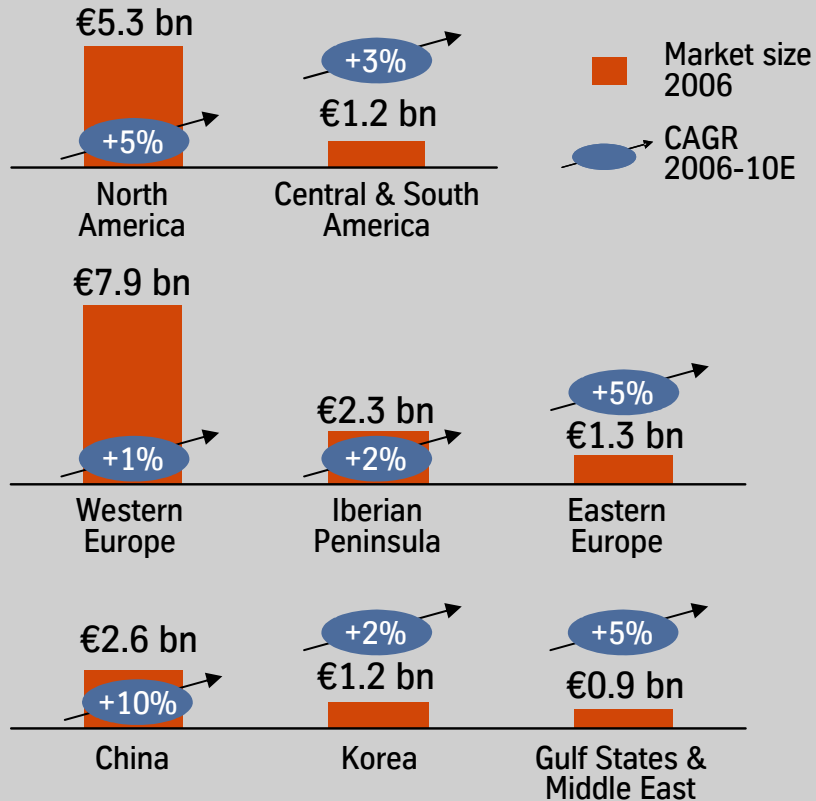
- Strategic performance program “300” launched to improve EBIT margin (>12%)
- Strong US business, stable development in Europe

2002/03-2004/05 in the Group structure valid at that time



Elevator: Value Enhancement Concept (I)

Steady market growth in elevators and escalators

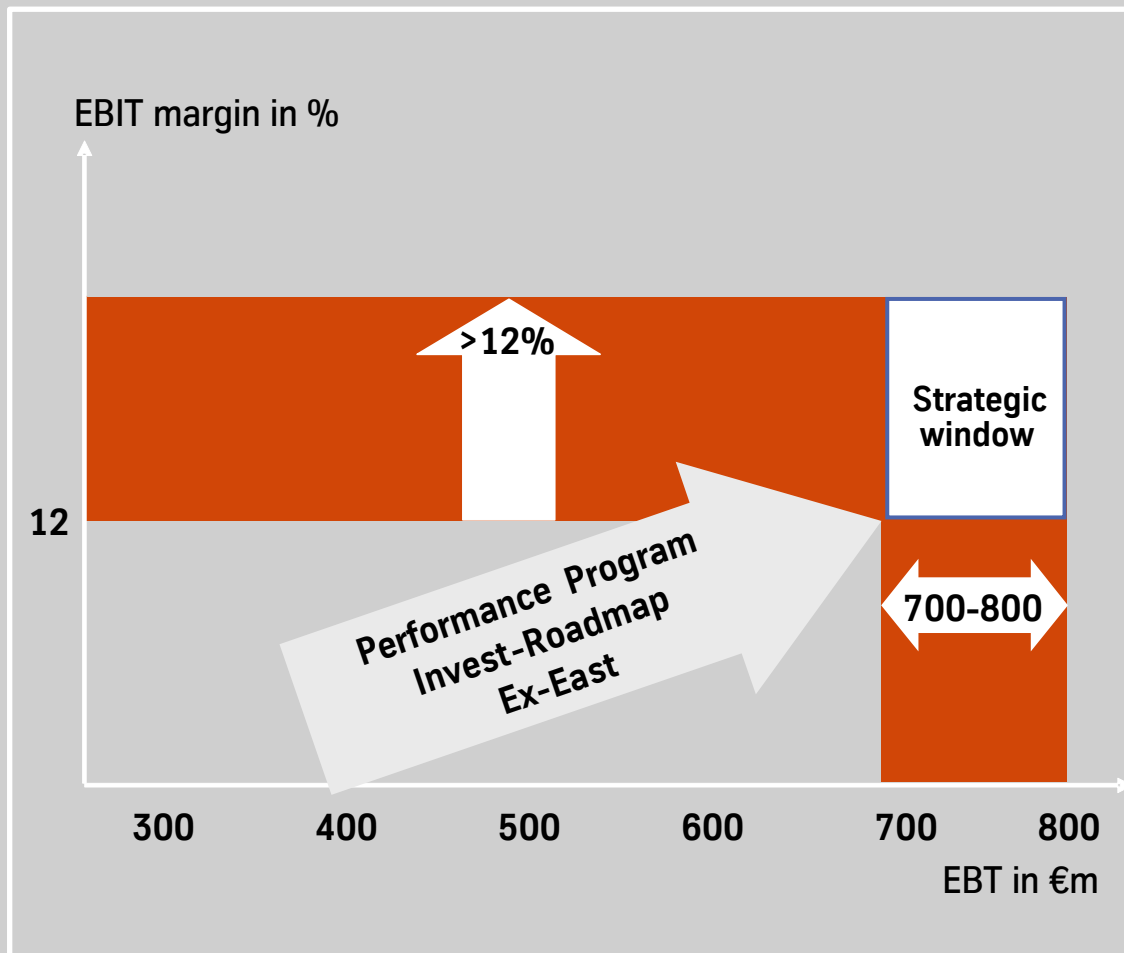


Excellent positioned to benefit from market growth

- Global footprint with top regional positions
- Consistent internal and external growth and increase in profitability
- Product innovations & references
 - ⇒ TWIN-Elevator, TurboTrack, Passenger Boarding Bridges for A380
 - ⇒ exclusive Freedom Tower contract (US\$150 m): 71 elevators, 9 escalators and maintenance
- Sole provider of all passenger transportation solutions for airports
 - ⇒ elevators, escalators, moving walks, passenger boarding bridges



Elevator: Value Enhancement Concept (II)



- **R&D**
 - ⇒ Focusing
- **Product**
 - ⇒ Component standardization
 - ⇒ Regionalization in line with global harmonization
- **Manufacturing**
 - ⇒ Optimization of supply chain
- **Service**
 - ⇒ Service culture & sales initiative
 - ⇒ Continuous increase in service efficiency
- **Modernization**
 - ⇒ Modernization kit
 - ⇒ Repair & sales initiative

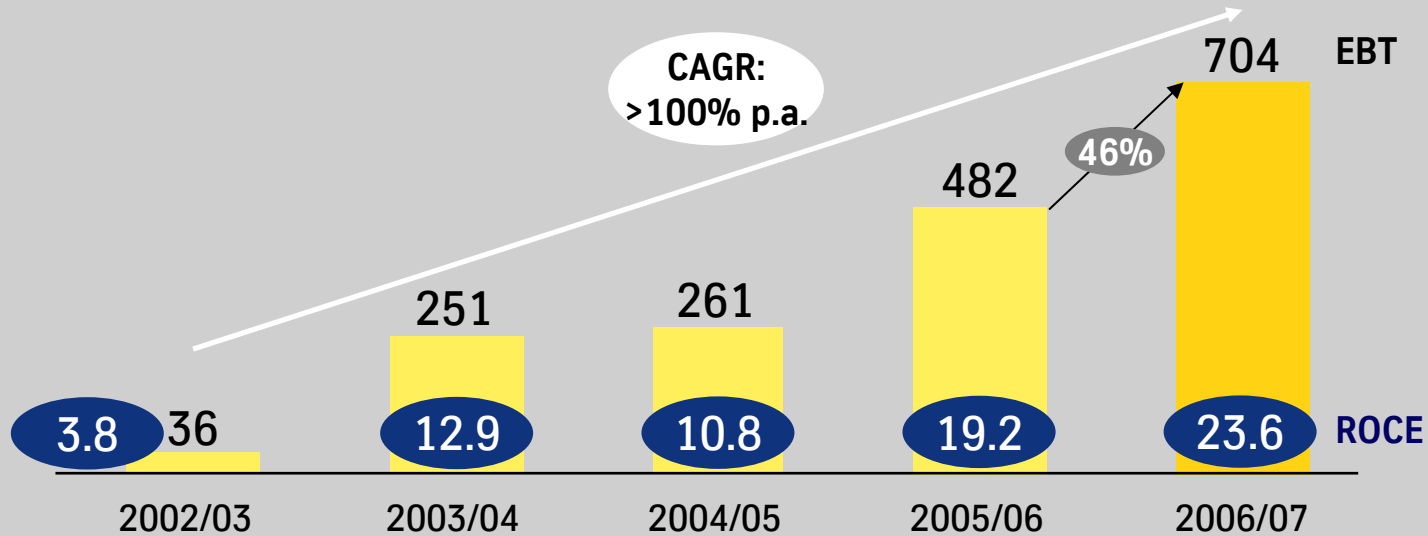
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Services: Value Drivers

EBT / ROCE track record

million € / %



- One-stop shop concept and state-of-the-art logistics management continue to pay off
- Very favorable market environment for metals and materials

2002/03-2004/05 in the Group structure valid at that time



Services: Value Enhancement Concept (I)

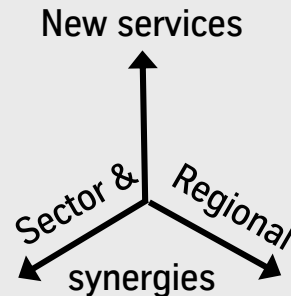
World market leader for materials and industrial services

1 Business model

- One stop shopping concept, unique portfolio in products and services
 - 150,000 product items (rolled steel share below 50%)
 - **NOT** a sales organization for Steel and Stainless segments
 - Services are driving growth
- Worldwide presence and broad customer base
 - 650 locations in 50 countries
 - 300,000 customers
- Economies of scale

2 Growth strategy

- 3-dimensional growth strategy



- Invest roadmap



3 Performance

- Consistent efficiency improvement
- Continuation of performance programs
 - purchasing, logistics, administration, sales

Reduced volatility by high stock turn rate, optimized logistics, materials management and IT systems

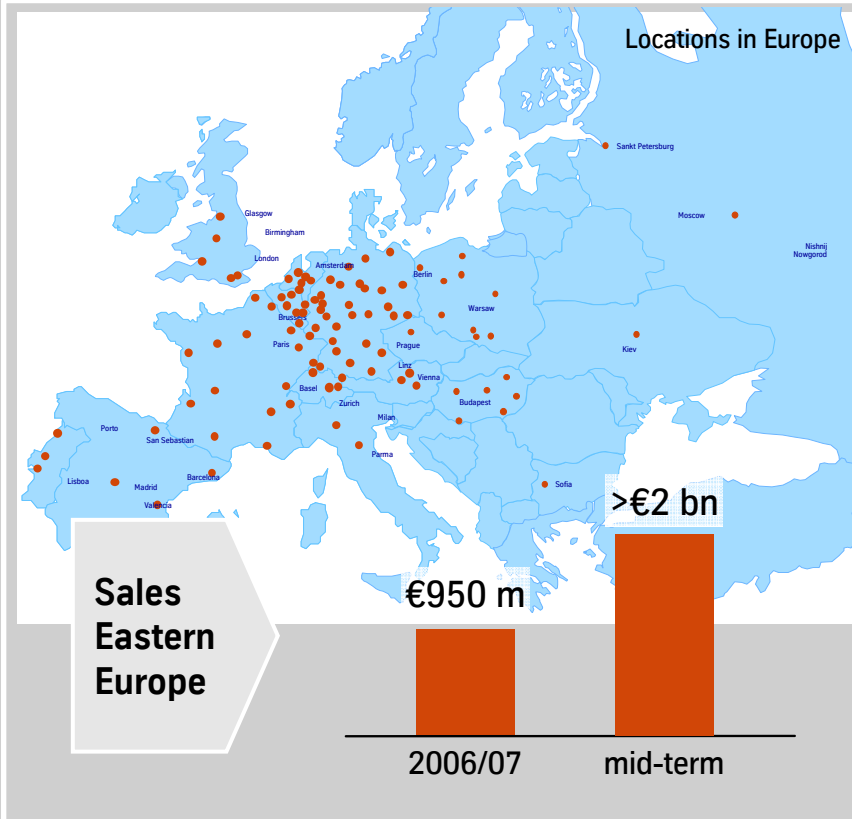
Sustainable value driver for the ThyssenKrupp Group

Expansion of services (reducing volatility, long-term customer relationships) within the Group

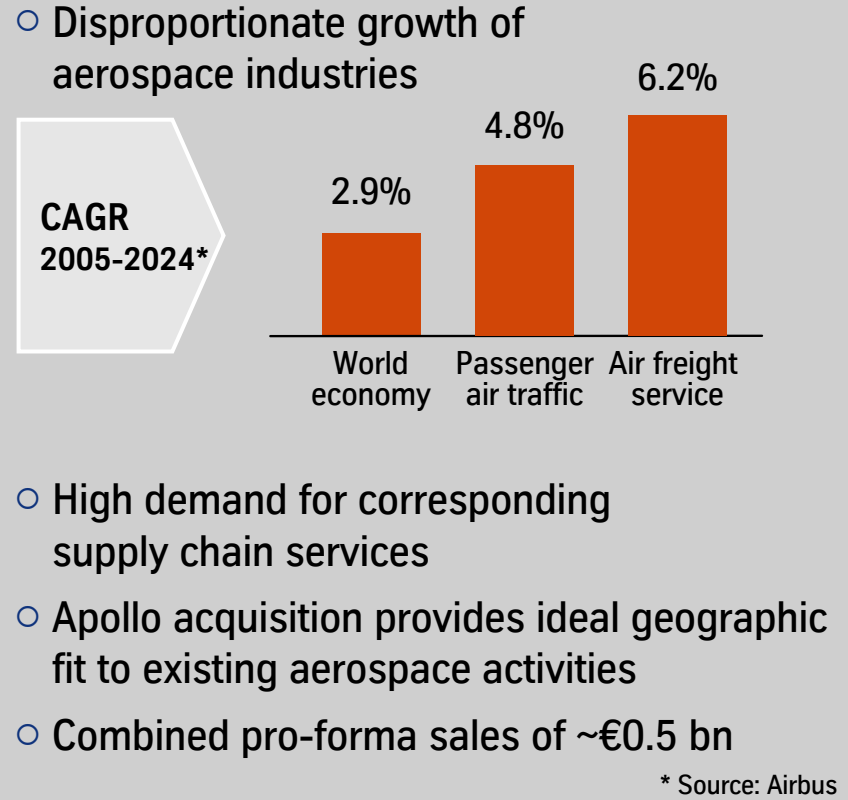


Services: Value Enhancement Concept (II)

Expansion in growth regions Example: Acquisition of Ferostav, Slovakia



Expansion in growth sectors and services Example: Acquisition of Apollo Metals Group



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Segment Outlook 2007/08 (I)

Steel

- **Global demand growth trend remains very robust (>6%*)**
- **Positive stance on contract negotiations; raw material price increase anticipated**
- **Temporary project costs for greenfields in Brazil and USA**
- **Restructuring of Metal Forming activities to continue**

Stainless

- **Underlying demand from industrial end customers to remain stable**
- **Distributor demand already recovering; base price improvement from very low level expected**
- **Additional profitability potential by concentration of Italian activities in Terni**

* global growth 2008; Source: IISI



Expected Nonrecurring Items in 2007/08: Greenfield Start-up Costs

Project costs		€165 m
thereof	TK CSA	~ €130 m
	Greenfields USA	~ €35 m

- **Manpower and training**

Hiring >1,000 technicians and engineers by end of FY 2007/08 and familiarizing them with state-of-the-art aggregates

- **Interim facilities and infrastructure**

Temporary arrangements to facilitate work on construction site

- **Environmental compensation**

e.g. reforestation projects, support of local fisheries, social commitment

- **Consultancy, other**

Legal, taxes, IT



Segment Outlook 2007/08 (II)

Technologies

- Excellent visibility: Order book » 1 year's sales
- Global secular growth trends holding firm
- Measures for underperforming automotive activities intensified; disposal of profitable Presta Steering and precision forge business (Präzisions schmiede)

Elevator

- Performance program launched to step up profitability
- Order intake continuously beating sales
- Continuing growth approach by “small step” acquisitions

Services

- Raw and industrial materials markets to normalize at a high level
- “Invest-Roadmap” for expansion in growth markets further pursued
- Performance programs constantly adding profits



Group Outlook 2007/08: EBT excl. Major Nonrecurring Items >€3 bn

Business environment

2006/07

- Very favorable economic growth with corresponding demand for metals/materials
- Temporary supply constraints and overshooting demand for stainless steel

2007/08

- Assumption:**
- **Robust economic growth**

Outlook 2007/08

Robust earnings platform

- **EBT 2007/08: >€3 bn**
excl. major nonrecurring items
- **Tax rate reduced to 32%**

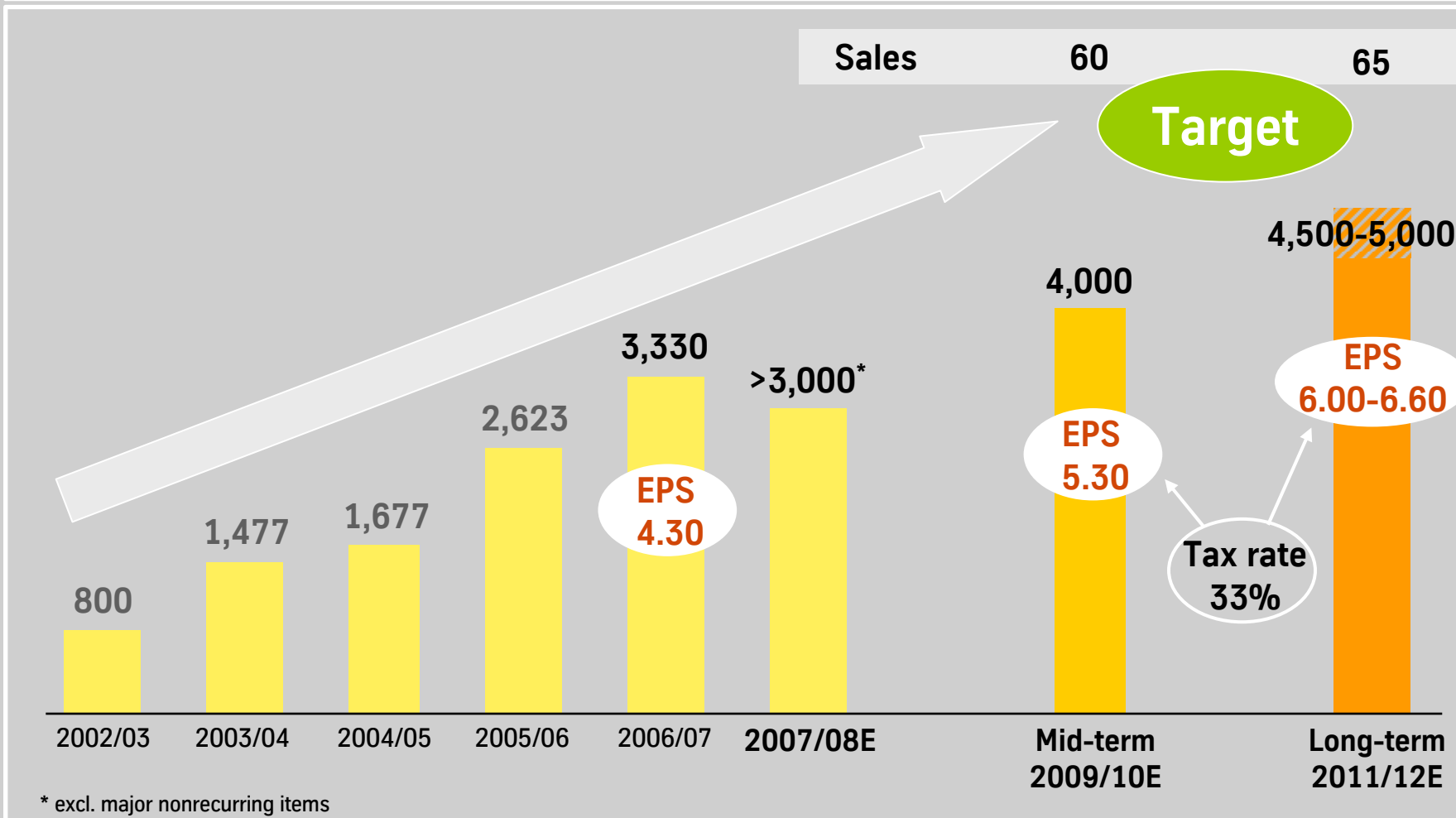
Major nonrecurring items in 2007/08 expected

- **Disposal gains**
 - Presta Steering
 - Precision forge business
- **Project costs**
 - TK CSA, Brazil
 - Greenfields, USA (Carbon/Stainless Steel)
- **Continued restructuring in Automotive**
- **Performance program Elevator**

Group Targets 2009/10 and 2011/12

Sales, EBT and EPS

billion € / million € / €



Update on Group Growth Strategy (I)

€bn	Total investments	thereof:		Breakdown of investments	
		2005/06	2006/07	2005/06-2009/10	
				Long-term assets	Financial investments
Steel	9.3	0.5	1.6	<ul style="list-style-type: none"> • Greenfield NAFTA 2.3 • TKCS (Brazil) 3.0 • Capacity increase Duisburg 0.4 • Substance-preserving * } 3.3 • Value-based ** } 	<ul style="list-style-type: none"> • Growth by acquisitions 0.3
Stainless	2.1	0.2	0.4	<ul style="list-style-type: none"> • Greenfield NAFTA 0.8 • Substance-preserving * } 1.3 • Value-based ** } 	<ul style="list-style-type: none"> • no relevant transactions
Technologies	3.6	0.8	0.6	<ul style="list-style-type: none"> • Project-related investments 1.5 • Rothe Erde expansion 0.3 • Waupaca 0.1 • Substance-preserving * } 1.1 • Value-based ** } 	<ul style="list-style-type: none"> • Growth by acquisitions 0.6
Elevator	1.1	0.2	0.1	<ul style="list-style-type: none"> • Projects for efficiency improvement in new installations and services 0.4 	<ul style="list-style-type: none"> • Growth by acquisitions 0.7
Services	1.9	0.4	0.3	<ul style="list-style-type: none"> • New Service Centers Globally 0.3 • New Service Centers Eastern Europe 0.3 • Growth Raw Materials 0.1 • Others 0.4 	<ul style="list-style-type: none"> • Growth by acquisitions 0.8
Other	up to 2.0	0.0	0.0	<ul style="list-style-type: none"> • Others up to 0.9 	<ul style="list-style-type: none"> • Growth by acquisitions up to 1.1
TOTAL	18.0-20.0	2.1	3.0	15.6 - 16.5	2.4-3.5

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

**calculated on the basis of TKVA

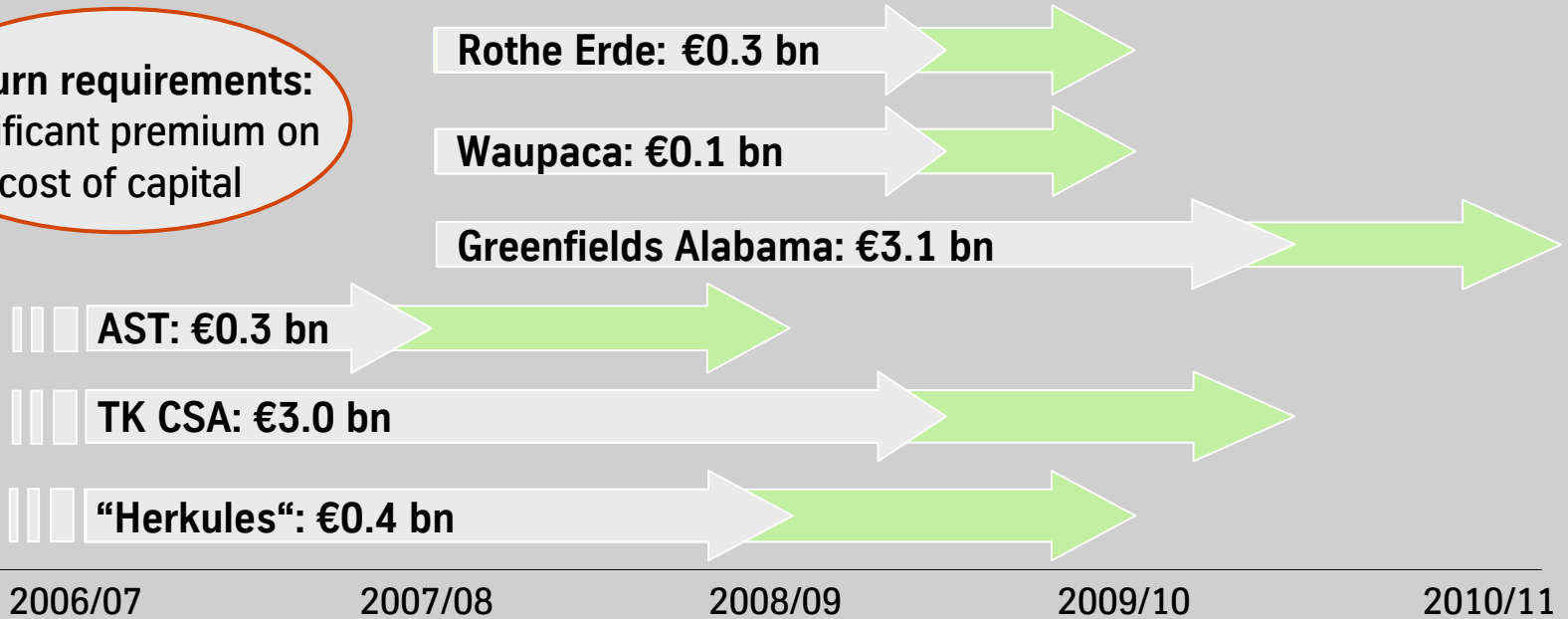


Update on Group Growth Strategy (II)

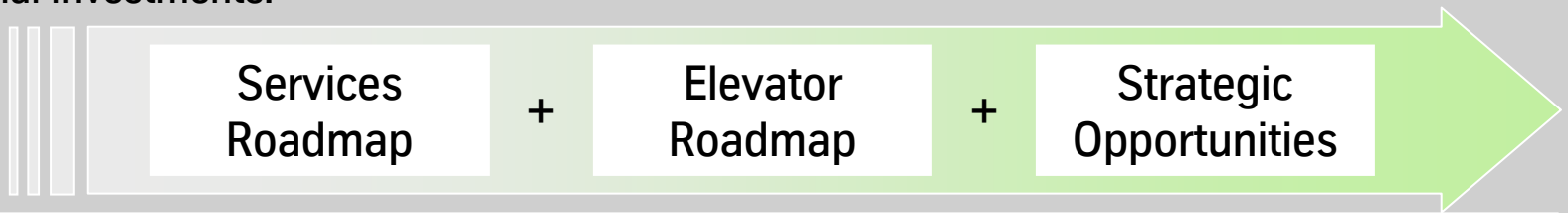
Timeframe for selected capital expenditures to drive earnings

Fixed assets investments:

Return requirements:
significant premium on
cost of capital



Financial investments:



Investment Grade Rating with Every Rating Agency is Key

The underlying principle for all our growth initiatives

High degree of flexibility due to

- Cash (€3.7 bn as of Sept 30, 2007)
- Available credit lines (€4.6 bn as of Sept 30, 2007)
- Treasury stock (25.7 m shares at market value* of €972 m)
- Authorized capital (€500 m)
- Estimated OCF (approx. €18 bn from 2005/06-2009/10)

and

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

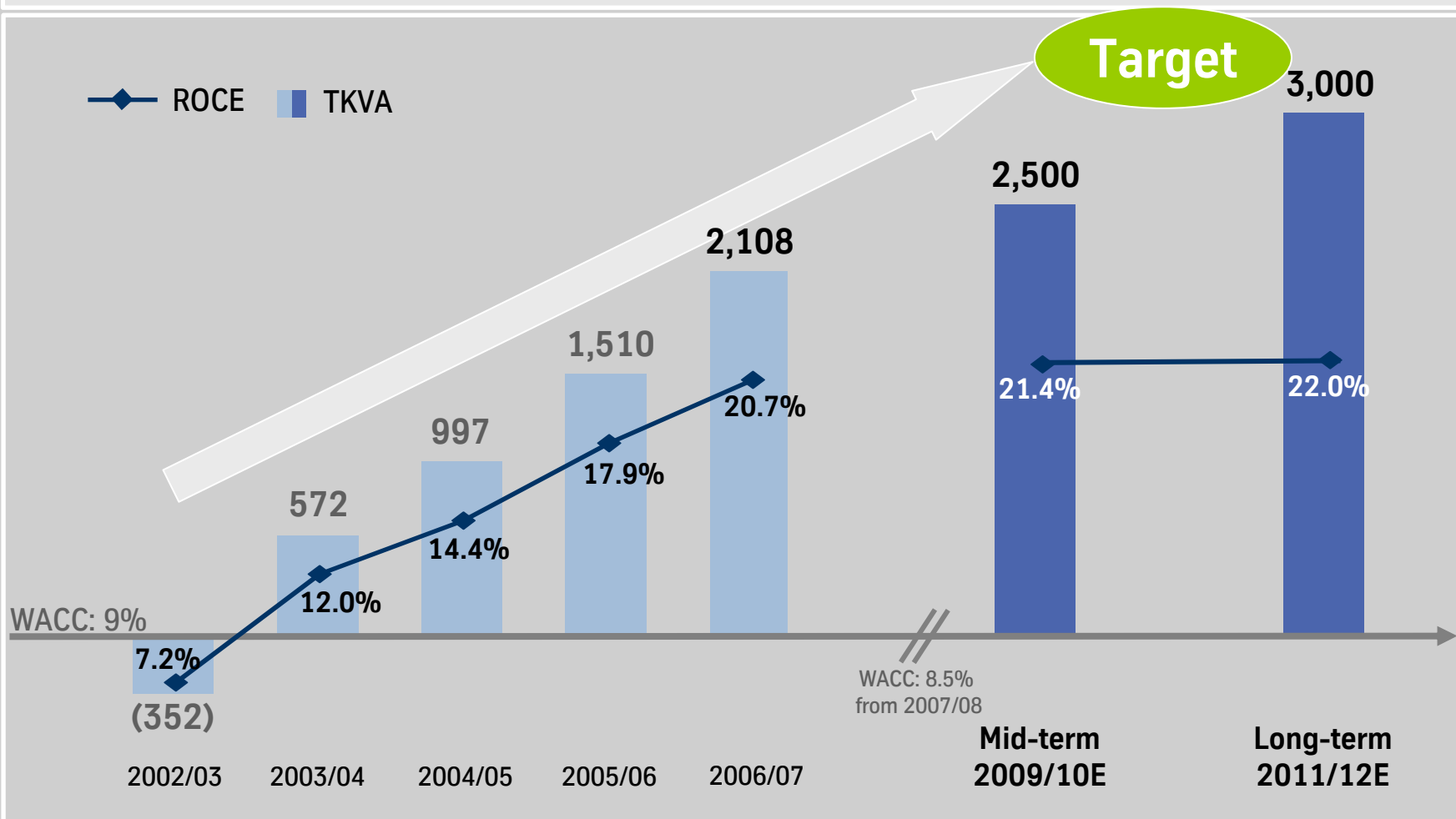
* as at Nov 28, 2007



Group Targets 2009/10 and 2011/12

ROCE and TKVA

% / million €



Financial Calendar 2008

- January 18, 2008 Annual General Meeting, Bochum/Germany
- January 21, 2008 Payment of dividend
- January 24, 2008 to February 12, 2008 Quiet Period
- February 13, 2008 Interim Report 1st quarter 2007/08 (Oct to Dec)
Conference call with analysts and investors
- April 23, 2008 to May 13, 2008 Quiet Period
- May 14, 2008 Interim Report 2nd quarter 2007/08 (Jan to Mar)
May 16, 2008 Analysts' and Investors' Conference, London/UK



Financial Calendar 2008/09

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

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

 - October 26, 2008 to November 27, 2008 Quiet Period

 - November 28, 2008 Analysts' and Investors' Conference
Annual Press Conference

 - January 23, 2009 Annual General Meeting
-



How to Contact ThyssenKrupp Investor Relations

Institutional Investors and Analysts:

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

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

Agenda

- Group Overview and Financials
- Value Drivers
 - Continuous Performance Enhancement / Portfolio Optimization
 - Value Drivers per Segment
- Segment and Group Outlook 2007/08
- Appendix



ThyssenKrupp Group FY 2006/07

ThyssenKrupp AG

Sales €51.7 bn • EBT €3,330 m • TKVA €2,108 m • Employees 191,350

Steel	Stainless	Technologies	Elevator	Services
<p>Sales €13.2 bn EBT €1,662 m TKVA €1,138 m Employees 39,559</p> <ul style="list-style-type: none"> • Steelmaking • Industry • Auto • Processing 	<p>Sales €8.7 bn EBT €777 m TKVA €507 m Employees 12,182</p> <ul style="list-style-type: none"> • Nirosta • Acciai Speciali Terni • Mexinox • Shanghai Krupp Stainless • Stainless Int. • VDM 	<p>Sales €11.5 bn EBT €544 m TKVA €348 m Employees 54,762</p> <ul style="list-style-type: none"> • Plant Technology • Marine Systems • Mechanical Components • Automotive Solutions • Transrapid 	<p>Sales €4.7 bn EBT* €(113) m TKVA* €(226) m Employees 39,501</p> <ul style="list-style-type: none"> • 4 regional business units • Escalators/ Passenger Boarding Bridges • Accessibility 	<p>Sales €16.7 bn EBT €704 m TKVA €487 m Employees 43,012</p> <ul style="list-style-type: none"> • Materials Services International • Materials Services North America • Industrial Services • Special Products

Inter-segment sales not consolidated

* incl. EU fine



Steel: Segment Overview

Steel

		2005/06	2006/07	Change	Change %
Order intake	€m	12,343	12,718	375	3.0
Sales	€m	12,087	13,209	1,122	9.3
EBITDA	€m	2,115	2,470	355	16.8
EBIT	€m	1,482	1,761	279	18.8
EBT	€m	1,406	1,662	256	18.2
TK Value Added	€m	876	1,138	262	29.9
ROCE	%	23.2	26.9	3.7%-p.	15.9
OCF	€m	1,629	1,898	269	16.5
+ CF from divestm.	€m	121	43	-78	-64.5
- CF for investm.	€m	604	1,659	1,055	+
FCF	€m	1,146	282	-864	-75.4
Employees (Sept 30)		38,840	39,559	719	1.9

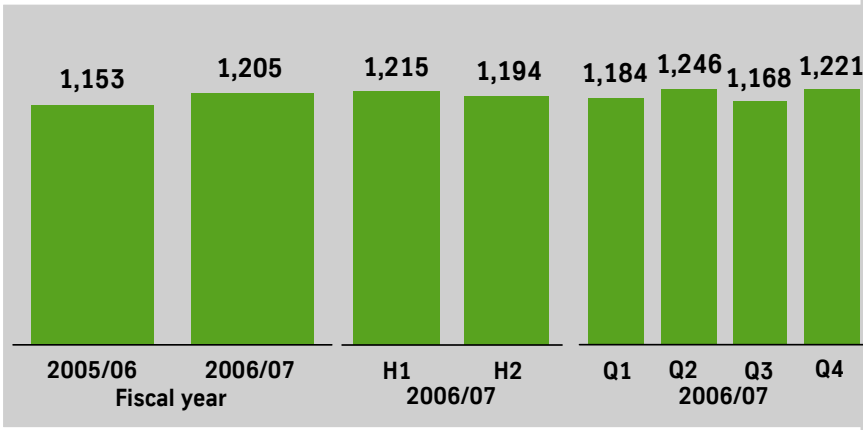
- Premium flat carbon steel strategy continues to pay off
- Increase in orders and sales also reflecting very favorable economy and continued strong demand; all business units contributing to improvement
- Output of crude steel and rolled steel +4% yoy; maximum utilization of rolling capacity ensured by external slab sourcing
- Further improvement in EBT despite impairment charges for Metal Forming (€76 m), driven by efficiency enhancements as well as volume, price and product mix
- Forward growth strategy well on time and on budget (TK CSA, Alabama steel plant, debottlenecking of downstream units in Duisburg)



Steel: Output, Shipments and Revenues per Metric Ton

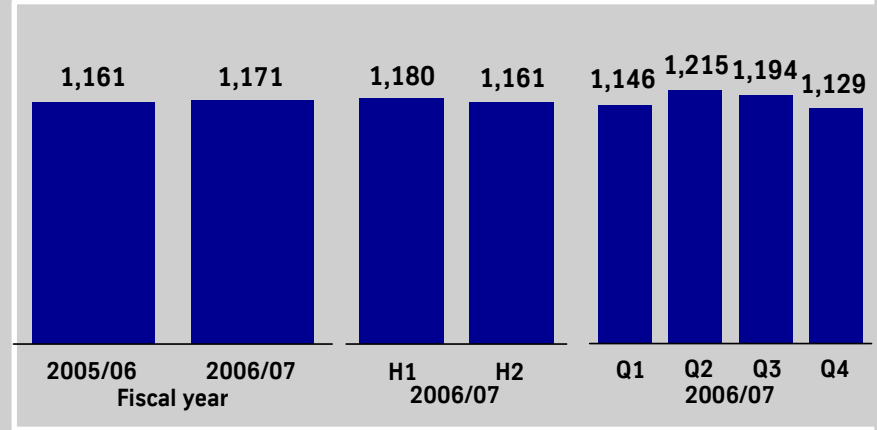
Crude steel output

1,000 t/months



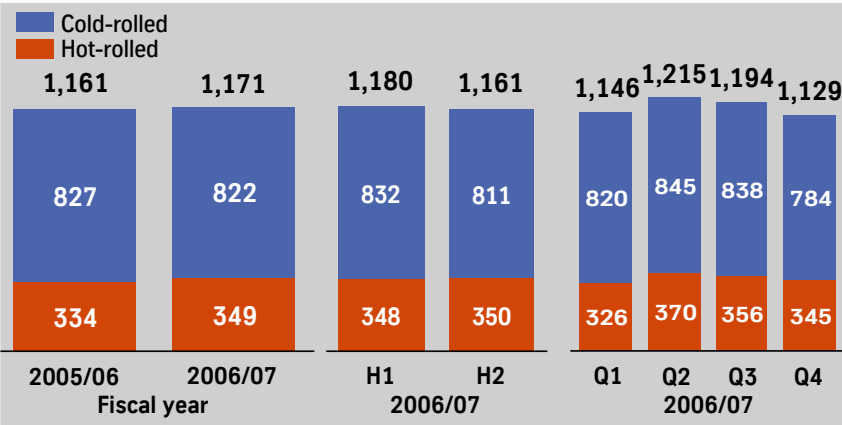
Total shipments

1,000 t/months



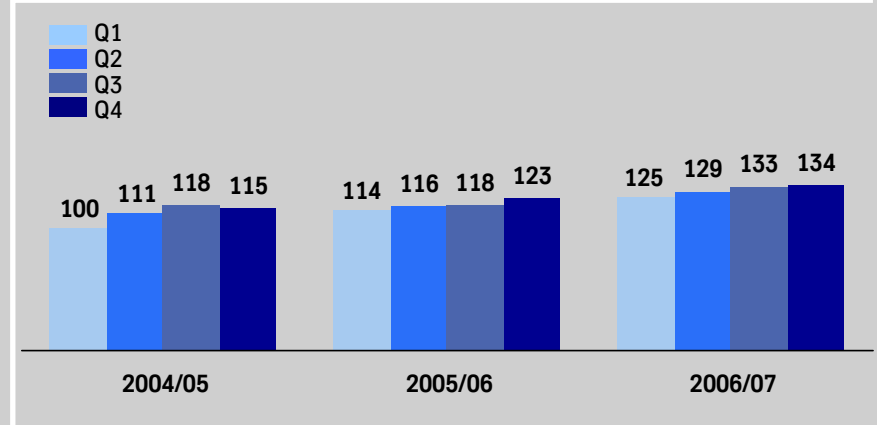
Shipments: Hot-rolled and cold-rolled products

1,000t/months



Average revenues per metric ton

Q1 2004/2005 = 100



Stainless: Segment Overview

Stainless

		2005/06	2006/07	Change	Change %
Order intake	€m	7,292	7,684	392	5.4
Sales	€m	6,437	8,748	2,311	35.9
EBITDA	€m	667	1,034	367	55.0
EBIT	€m	489	871	382	78.1
EBT	€m	423	777	354	83.7
TK Value Added	€m	199	507	308	+
ROCE	%	16.0	22.7	6.7%-p.	41.9
OCF	€m	463	228	-235	-50.8
+ CF from divestm.	€m	10	16	6	60.0
- CF for investm.	€m	230	328	98	42.6
FCF	€m	243	(84)	-327	-
Employees (Sept 30)		12,197	12,182	-15	-0.1

- Underlying end consumer demand robust despite deteriorating market conditions in Europe in calendar H2
- Value of order intake and sales impacted by high alloy surcharge (esp. nickel); imports, high distributor inventories and nickel-triggered slump in service center demand resulting in lower volumes, esp. at Nirosta and Acciai Speciali Terni
- Decline in crude steel output (-9% yoy) and shipments (-12% yoy) reflecting development of incoming orders
- EBT almost doubled despite production adjustments and value adjustments on inventories, attributable to higher base prices in H1 and internal efficiency programs
- Relocation of Turin production to Terni well on track

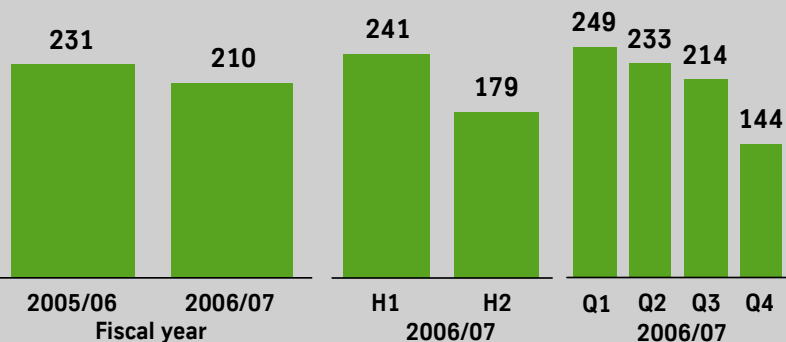


Stainless: Output, Shipments and Revenues per Metric Ton

Crude steel output*

1,000 t/months

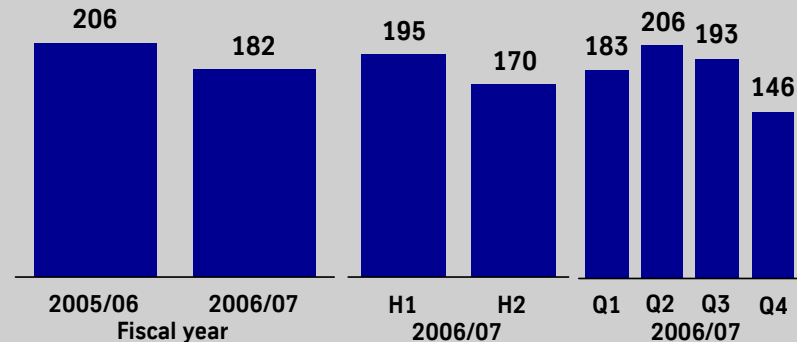
* incl. carbon, forging, Ni-Alloys



Total shipments*

1,000 t/months

* incl. carbon, forging, Ni-Alloys and consolidated

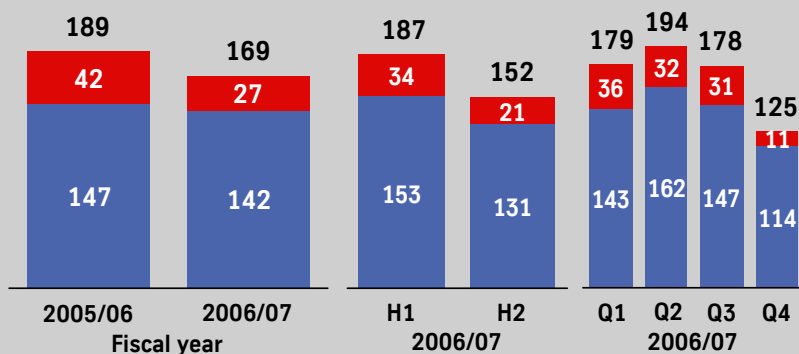


Shipments*: Hot-rolled and cold-rolled products

1,000t/months

* not consolidated

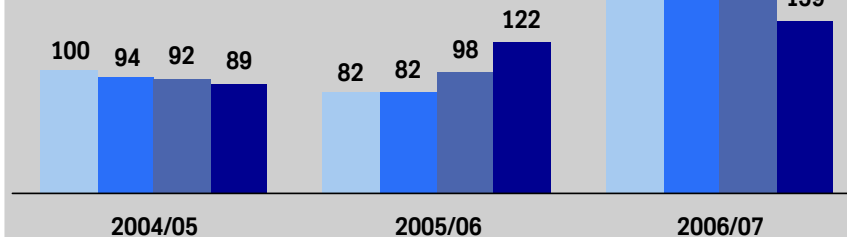
Hot-rolled, incl. slabs
Cold-rolled, incl. precision strip



Average revenues per ton

Q1 2004/2005 = 100

Q1
Q2
Q3
Q4



Technologies: Segment Overview

Technologies

		2005/06	2006/07	Change	Change %
Order intake	€m	13,160	14,844	1,684	12.8
Sales	€m	11,366	11,523	157	1.4
EBITDA	€m	831	888	57	6.9
EBIT	€m	408	518	110	27.0
EBT	€m	410	544	134	32.7
TK Value Added	€m	215	348	133	61.9
ROCE	%	18.9	25.0	6.1%-p.	32.3
OCF	€m	879	627	-252	-28.7
+ CF from divestm.	€m	132	179	47	35.6
- CF for investm.	€m	586	581	-5	-0.9
FCF	€m	425	225	-200	-47.1
Employees (Sept 30)		54,757	54,762	5	0.0

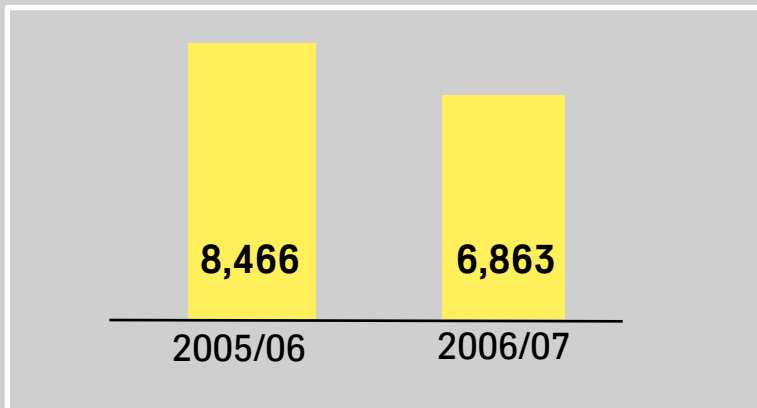
- No slowdown in growth:
With global secular growth trends holding firm (e.g. infrastructure projects, raw material mining, renewable energy), very favorable development of order situation (order book: €15 bn at fiscal year end)
- Main growth at Plant Technology, related to all products offered (chemical and cement plants, equipment for mining and material processing)
- Mechanical Components with main earnings contribution, not least due to significant increase in sales of large-diameter bearings for wind turbines
- Withdrawal from loss-making North American body and chassis business completed and further marginal activities sold



Technologies: Update on Automotive* Restructuring

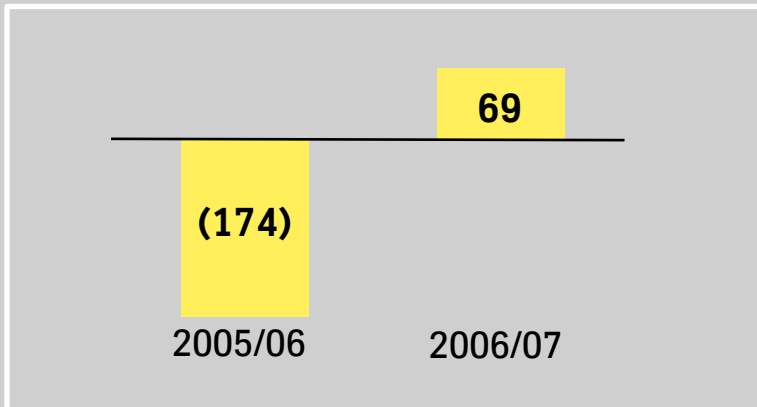
Sales

million €



EBT

million €



Status quo

- All options incl. divestments being screened; divestment candidates identified in Automotive Solutions and M&A process almost finalized
- Drauz Nothelfer: Restructuring expense of €28 m in Q4 2006/07
- Metal Forming / Umformtechnik: Asset and goodwill impairment of €76 m realized in Q3 2006/07
- Continued restructuring expected for 2007/08

* remaining Automotive activities in the ThyssenKrupp Group



Technologies: Organizational Overview

ThyssenKrupp Technologies AG

Sales: €11.5 bn



Plant Technology
Sales: €2.6 bn

Transrapid

- Uhde
- Polysius
- Fördertechnik



Marine Systems
Sales: €2.0 bn

- Surface Vessel
- Submarine
- Marine Services



Mechanical Components
Sales: €3.8 bn

- Rothe Erde
- Berco
- Presta Camshafts
- TKMCL/Gerlach
- Präzisionsschmiede
- Waupaca



Automotive Solutions
Sales: €3.2 bn

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

Business Unit

• Operating Group

former TK Automotive

Sales for FY 2006/07, inter-segment sales not consolidated

ThyssenKrupp



Elevator: Segment Overview

Elevator

		2005/06	2006/07	Change	Change %
Order intake	€m	4,690	5,281	591	12.6
Sales	€m	4,298	4,712	414	9.6
EBITDA	€m	476	12*	-464	-97.5
EBIT	€m	423	(75)*	-498	-
EBT	€m	391	(113)*	-504	-
TK Value Added	€m	264	(226)*	-490	-
ROCE	%	22.6	(4.2)*	-26.8%-p.	-
OCF	€m	209	(233)*	-442	-
+ CF from divestm.	€m	42	101	59	+
- CF for investm.	€m	164	(122)	-286	-
FCF	€m	87	(254)*	-341	-
Employees (Sept 30)		36,247	39,501	3,254	9.0

* incl. EU fine

- Global construction industry growth continuously driven by Asia and Central/Eastern Europe; recovery in Germany (mainly commercial projects)
- Despite unfavorable US\$/€ exchange rate effects, higher order intake and sales; mainly driven by new installations in North America and expansion of global service activities
- Favorable development also in other regions, e.g. France, Southern Europe/ Spain, Brazil, Australia and China
- Profit and value indicators negatively impacted by fine imposed by the EU commission (€480 m)
- Acquisition strategy to strengthen global sales and service activities continued, especially in Southern Europe/Italy, Eastern Europe and USA



Services: Segment Overview

Services

		2005/06	2006/07	Change	Change %
Order intake	€m	14,602	16,823	2,221	15.2
Sales	€m	14,204	16,711	2,507	17.6
EBITDA	€m	685	947	262	38.2
EBIT	€m	553	787	234	42.3
EBT	€m	482	704	222	46.1
TK Value Added	€m	294	487	193	65.6
ROCE	%	19.2	23.6	4.4%-p.	22.9
OCF	€m	468	331	-137	-29.3
+ CF from divestm.	€m	72	88	16	22.2
- CF for investm.	€m	393	279	-114	-29.0
FCF	€m	147	140	-7	-4.8
Employees (Sept 30)		40,163	43,012	2,849	7.1

- Extremely favorable situation on international raw and industrials materials markets; industrial services with solid growth
- Increase in order intake and sales driven by all business units; penetration of growth markets in Eastern Europe, Asia, USA
- Main EBT contribution by Materials Services International, resulting from high volumes and elevated price levels for rolled steel, non-ferrous metals and plastics; Industrial Services with major improvement by doubling profits, mainly driven by German activities
- Special Products: Technical systems business (e.g. railway equipment) benefiting from high capex spending for international infrastructure projects



Group Overview (I)

		2005/2006	2006/2007	Change	Change in %
Order intake	€m	50,782	54,605	3,823	7.5
Sales	€m	47,125	51,723	4,598	9.8
EBITDA	€m	4,700	5,254	554	11.8
EBIT	€m	3,044	3,728	684	22.5
EBT	€m	2,623	3,330	707	27.0
Net income	€m	1,704	2,190	486	28.5
Earnings per share	€	3.24	4.30	1.06	32.7
TK Value Added	€m	1,510	2,108	598	39.6
ROCE	%	17.9	20.7	2.8%-p.	15.6



Group Overview (II)

		2005/2006	2006/2007	Change	Change in %
Capital expenditures*	€m	2,077	3,001	924	44.5
Depreciation/amort.	€m	1,655	1,534	-121	-7.3
Operating cash flow	€m	3,467	2,220	-1,247	-36.0
+ Cash flow from divestments	€m	344	673	329	95.6
- Cash flow for investments	€m	2,040	2,997	957	46.9
Free cash flow	€m	1,771	(104)	-1,875	-
Net financial receivables	Sept 30, €m	747	223	-524	-70.1
Employees	(Sept 30)	187,586	191,350	3,764	2.0

* incl. financial investments



Segment Overview – Quarterly EBT

million €	2005/2006				2006/2007			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Steel	269	424	386	327	399	471	428	364
Stainless	7	52	126	238	325	291	296	(135)
Technologies	121	133	151	5	148	108	155	133
Elevator	85	94	98	114	97	(390)*	106	74
Services	85	91	168	138	192	140	218	154
Corporate	(137)	(17)	(119)	(173)	(93)	(43)	21	(90)
Consolidation	(5)	(4)	(4)	(30)	(6)	(5)	(5)	(23)
Group	425	773	806	619	1,062	572	1,219	477

* incl. EU fine



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- (i) market risks: principally economic price and volume developments,
- (ii) dependence on performance of major customers and industries,
- (iii) our level of debt, management of interest rate risk and hedging against commodity price risks;
- (iv) costs associated with, and regulation relating to, our pension liabilities and healthcare measures,
- (v) environmental protection and remediation of real estate and associated with rising standards for real estate environmental protection,
- (vi) volatility of steel prices and dependence on the automotive industry,
- (vii) availability of raw materials;
- (viii) inflation, interest rate levels and fluctuations in exchange rates;
- (ix) general economic, political and business conditions and existing and future governmental regulation; and
- (x) the effects of competition.

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