ThyssenKrupp Technologies
Strategic Focus – Leading-edge Technology – Value Driver

London
May 2008
ThyssenKrupp Technologies

- Overview
- Portfolio
- Potential for ThyssenKrupp Technologies
- Value Driver
# ThyssenKrupp Group FY 2006/07

## ThyssenKrupp AG

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

### Steel

<table>
<thead>
<tr>
<th>Sales</th>
<th>EBT</th>
<th>TKVA</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>€13.2 bn</td>
<td>€1,662 m</td>
<td>€1,138 m</td>
<td>39,559</td>
</tr>
</tbody>
</table>

- Corporate
- Steelmaking
- Industry
- Auto
- Processing

### Stainless

<table>
<thead>
<tr>
<th>Sales</th>
<th>EBT</th>
<th>TKVA</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>€8.7 bn</td>
<td>€777 m</td>
<td>€507 m</td>
<td>12,182</td>
</tr>
</tbody>
</table>

- Nirosta
- Acciai Speciali Terni
- Mexinox
- Shanghai Krupp Stainless
- Stainless Int.
- VDM

### Technologies

<table>
<thead>
<tr>
<th>Sales</th>
<th>EBT</th>
<th>TKVA</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>€11.5 bn</td>
<td>€544 m</td>
<td>€348 m</td>
<td>54,762</td>
</tr>
</tbody>
</table>

- Plant Technology
- Marine Systems
- Mechanical Components
- Automotive Solutions
- Transrapid

### Elevator

<table>
<thead>
<tr>
<th>Sales</th>
<th>EBT</th>
<th>TKVA</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>€4.7 bn</td>
<td>€(113) m</td>
<td>€(226) m</td>
<td>39,501</td>
</tr>
</tbody>
</table>

- 4 regional business units
- Escalators/Passenger Boarding Bridges
- Accessibility

### Services

<table>
<thead>
<tr>
<th>Sales</th>
<th>EBT</th>
<th>TKVA</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>€16.7 bn</td>
<td>€704 m</td>
<td>€487 m</td>
<td>43,012</td>
</tr>
</tbody>
</table>

- Materials Services International
- Materials Services North America
- Industrial Services
- Special Products

Inter-segment sales not consolidated  * incl. EU fine

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**ThyssenKrupp Technologies**
ThyssenKrupp Technologies Segment

ThyssenKrupp Technologies
Sales: €11.5 bn  Employees: 54,762

- **Plant Technology**
  - Sales: €2.6 bn
  - Employees: 8,300

- **Marine Systems**
  - Sales: €2.0 bn
  - Employees: 8,800

- **Mechanical Components**
  - Sales: €3.8 bn
  - Employees: 22,800

- **Automotive Solutions**
  - Sales: €3.2 bn
  - Employees: 14,200

Sales 2006/07; Employees: 30. Sep. 2007; rounded
Strategic Objectives

- Sustainable value driver and cash provider
- Market leadership with top 1-3 positions
- Technology leadership and development of innovative products with high customer value
- Expansion of service business and continuous efficiency improvement
- International presence in relevant growth markets
- Focus on customers through decentralized company management
- Highly qualified and committed workforce
ThyssenKrupp Technologies: Key Figures 05/06 - 09/10

Order intake (€ bn)

05/06: 13
06/07: 14
09/10 Target: 15

Sales (€ bn)

05/06: 11
06/07: 12
09/10 Target: 14

TKVA (€ m) / ROCE %

05/06: 215
06/07: 348
09/10 Target: 530

- ROCE %

06/07: 25
09/10 Target: 28

EBT (€ m)

05/06: 410
06/07: 544
09/10 Target: 750
2nd Quarter Results ThyssenKrupp Technologies (€ m)

Sales

<table>
<thead>
<tr>
<th></th>
<th>H1 06/07</th>
<th>H1 07/08</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,596</td>
<td>5,851</td>
</tr>
</tbody>
</table>

EBT

<table>
<thead>
<tr>
<th></th>
<th>Q2 06/07</th>
<th>Q3 06/07</th>
<th>Q4 06/07</th>
<th>Q1 07/08</th>
<th>Q2 07/08</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>108</td>
<td>155</td>
<td>133</td>
<td>179</td>
<td>186</td>
</tr>
</tbody>
</table>

+ 5%

+ 72%
High Visibility: 87% of this year’s business already in hand

- Sales realized to March 2008
- Sales cover from orders in hand (March 31, 2008)
- Order intake

Sales in € bn: 07/08 Forecast (13%), 08/09 Plan (35%), 09/10 Plan (17%), 10/11 Plan (>12), 11/12 Plan (>12)

Sales coverage = 87%
ThyssenKrupp Technologies

• Overview

• Portfolio

• Potential for ThyssenKrupp Technologies

• Value Driver
ThyssenKrupp Technologies: Integration of the Automotive Segment

ThyssenKrupp Technologies

Portfoli0 optimization
12 Portfolio activities

ThyssenKrupp Automotive

Krupp Hoesch Industries

ThyssenKrupp Technologies

Portfolio optimization
20 Portfolio activities

Krupp Engineering

Portfolio optimization
23 Portfolio activities

ThyssenKrupp Technologies

Plant Technology
Marine Systems
Mechanical Components
Automotive Solutions
### Active Portfolio Management to support our Strategy

#### Portfolio changes 2006/07

<table>
<thead>
<tr>
<th>Divestments</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>(-) Budd</td>
<td>(+) Uhde Mexico</td>
</tr>
<tr>
<td>(-) Fundicoes</td>
<td>(+) EADS Naval</td>
</tr>
<tr>
<td>(-) Stahlbau Berlin</td>
<td>(+) A-C Equipment</td>
</tr>
<tr>
<td>(-) Flachbaugruppe Kassel</td>
<td>(+) DRECON</td>
</tr>
<tr>
<td>(-) Germanischer Lloyd</td>
<td></td>
</tr>
<tr>
<td>(-) Aventec</td>
<td></td>
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</tbody>
</table>

#### Portfolio changes since October 2007

<table>
<thead>
<tr>
<th>Divestments</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>(-) Kecskemet (Drauz Nothelfer)</td>
<td>(+) Forteq</td>
</tr>
<tr>
<td>(-) Ravensburg (Drauz Nothelfer)</td>
<td>(+) Shedden Uhde</td>
</tr>
<tr>
<td>(-) Lasertechnik (Drauz Nothelfer)</td>
<td></td>
</tr>
<tr>
<td>(-) Präzisions-schmiede</td>
<td></td>
</tr>
<tr>
<td>(-) Nobiskrug</td>
<td></td>
</tr>
</tbody>
</table>

**16 Portfolio changes**

> Sales € 2.5 bn

**7 Portfolio changes**

> Sales € 0.5 bn

Note: Acquisitions and disinvestments accumulated, sales figures rounded.
ThyssenKrupp Technologies

- Overview
- Portfolio
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Mega-trend: Raw Materials

Mining and refining of raw materials

Chemical intermediates and end products

- Fertilizer
- Electrolysis
- Coking Plant
- Biotechnology
- Gas Technology
- Refinery Technology
- Polymers
- Polyester

About 30% of the world’s raw materials are mined, processed and handled with systems by ThyssenKrupp

Note: Strip mining without shovel-truck
Mega-trend: Raw Materials → Plant Technology and Oil Sand Mining
“Canadian Natural Resources”

- Worldwide reserves of approx. 650 bn barrels, thereof >80% in Canada (Alberta)

- These oil reserves are bigger than those of Saudi Arabia

- With Canada’s deposits, today’s world demand for oil could be met for the next 55 years

- With rising oil prices, mining has now become profitable as breakeven lies around US $ 20/barrel
Mega-trend: Food

Red alert: Food emergency

Growing demand for fertilizers

Growing demand for fertilizer plants
Mega-trend: Energy and Environmental Protection

Rising energy requirements

Global energy requirements

Fossil energy resources are not sufficient to meet the energy needs of the growing world population.

Potential for Technologies - Project CO2-NTRA

- Oil sand / oil shale
- Polyester (lactic acid)
- Refinery technology
- Coal gasification
- CO2 disposal
- Bioethanol/ biodiesel
- Wind energy
- Hydrogen / fuel cell
- Lightweight components

Global warming due to CO2 emissions

Global energy requirements

- Fossil fuels
- New forms of energy
- Renewable energies
- Reduced consumption

### EnviNOx – Reduction of Greenhouse Gas

<table>
<thead>
<tr>
<th>EnviNOx Plant</th>
<th>Environmental Facts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The greenhouse effect of NOx is 300 times worse than CO₂</td>
</tr>
<tr>
<td></td>
<td>More than 5% of the greenhouse effect is a result of nitrous oxide emissions</td>
</tr>
<tr>
<td></td>
<td>300 plants worldwide emit about 400,000 t</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>EnviNOx eliminates 98% of N₂O emissions</td>
</tr>
<tr>
<td>Saving potential: 120 m t CO₂ per year</td>
</tr>
<tr>
<td>Pollution of 30 million cars per year</td>
</tr>
</tbody>
</table>
Cement Industry causes 7.5% of Worldwide CO₂ Emissions

The Solution: The POLYSIUS “Refit Package” significantly reduces emissions

Performance: 25%

Heat requirement: 
-10%

CO₂:
-20%
-80%

NOₓ:
-95%

SO₂:

Example: Spanish customer
Uhde achieved excellent Market Positions with leading Edge Technology

**Market position Uhde**

- **Fertilizer**
  - (Ammonia & Urea)
  - No. 1 World
  - (30 % Market share)

- **Electrolysis**
  - (Chlorine + Sodium hydroxide)
  - No. 1 World
  - (45 % Market share)

- **Polymers**
  - (PVC, HDPE*, PET)
  - No. 2 World
  - (20 % Market share)

- **Coke plant technologies**
  - (coke oven batteries)
  - No. 1 World
  - (40 % Market share)

* BASELL-process
Worldwide Engineering Network enables technological Leadership

The only limit to growth: Shortage of highly skilled engineers

More than half of all engineers at ThyssenKrupp work for Technologies

<table>
<thead>
<tr>
<th></th>
<th>R&amp;D</th>
<th>Basic Engineering</th>
<th>Detail Engineering</th>
<th>Project Mgmt.</th>
</tr>
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<tbody>
<tr>
<td>TKS</td>
<td>16%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TKL</td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TKT</td>
<td>54%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TKE</td>
<td>20%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TKX</td>
<td>4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corp.</td>
<td>1%</td>
<td></td>
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</tbody>
</table>

More than 200 patents and utility models registered in 06/07

On average, more than 100 patents and utility models are registered each year

Figures in brackets = no. of employees at Sep. 30, 2007, rounded; Other R&D centers <100 employees
Mega-trend: BRIC and Asia/Pacific

Emerging markets Asia

- Russia: +5 to 6% p.a.*
- China: +8 to 9% p.a.*
- India: +6 to 7% p.a.*
- Asia (rest): ca. +5% p.a.*

Growing mobility

Engineering

Active units (plants)

- 2000: 23
- 2007: 42

Employees

- 2000: 6,000
- 2007: 9,000

* Forecast GDP 2006 to 2010
Growth of Wind Energy in BRIC Countries

Installed Capacity for Wind Energy

<table>
<thead>
<tr>
<th>Year</th>
<th>Study BTM 2006</th>
<th>Study BTM 2007</th>
<th>Actual</th>
</tr>
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<tbody>
<tr>
<td>1999</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>2001</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>2003</td>
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<td>6</td>
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</tr>
<tr>
<td>2005</td>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>2007</td>
<td>9</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>2009</td>
<td>11</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>2011</td>
<td>13</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>2013</td>
<td>15</td>
<td>16</td>
<td>17</td>
</tr>
<tr>
<td>2015</td>
<td>17</td>
<td>18</td>
<td>19</td>
</tr>
</tbody>
</table>

Figures in Giga Watt per year → new study

Bearings in Wind Energy Plants

- ThyssenKrupp components are essential for wind turbines
- 5 bearings for every wind turbine

BTM = Birger T. Madsen, Consult Danish Energy Agency
Mega-trend: Middle East
The Arabic World is Moving towards Urban Cities

- Dubai to become the No.1 logistic hub
- Top 3 Financial centre after London & NY
- Total = $955 bn CAPEX 2006 (under construction/planned)
- Currently over $500 bn planned construction projects in MENA as “key driver” of demand growth for cement
Currently over $500 bn Planned Construction Projects in MENA
Key driver of demand growth for cement

UAE with another $200B of planned construction projects

= Investment volume in bn $
ThyssenKrupp Technologies

- Overview

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- Potential for ThyssenKrupp Technologies

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ThyssenKrupp Technologies: “Value Driver and Cash Provider”

TK Technologies’ Goals

1. Securing high returns
2. Generating profits
3. Creating value
4. Providing sufficient funds
5. Providing cash

Key figures 06/07

ROCE 25%
EBT € 544 m
TKVA € 348 m
Net financial funds > € 2 bn
OCF € 627 m

Goals 09/10

ROCE 28%
EBT € 750 m
TKVA € 530 m
Net financial funds > € 2 bn
OCF close to € 1 bn

TK Technologies
ThyssenKrupp Technologies: Strategic Potential - Outlook
EBT development in million Euros

Roadmap ThyssenKrupp Technologies

Potential
New Level
Today

05/06 06/07 09/10 Target

€1 bn

410 544 750

ThyssenKrupp Technologies
ThyssenKrupp Technologies: Strategic Position

- **Four strategic business units**
  - Ongoing optimization of portfolio
  - Concentration on powerful business units
  - World market leadership with TOP 1-3 positions

- **Strategic focus**
  - Mega-trend: Raw materials (mining and processing)
  - Mega-trend: Food (fertilizer plants)
  - Mega-trend: Energy/Environment (renewable and fossil)
  - Mega-trend: Security (surface vessel and submarine)
  - Mega-trend: Asia / Pacific (engineering and components)
  - Mega-trend: Middle East (infrastructure and industry)

- **Growth and profitability: “Value Driver - Cash Provider”**
  - EBT-goal € 750 m
  - TKVA-goal € 530 m
  - ROCE 28 %

- **ThyssenKrupp: Leading-edge Technology**
  - Innovations and technological competence
  - Technology leadership
  - Sophisticated high-tech products

Targets 2009/10
Leading-edge Technology