Presentation ThyssenKrupp Elevator & Services

Düsseldorf, October 15, 2008

Edwin Eichler
Member of the Executive Board of ThyssenKrupp AG
CEO ThyssenKrupp Elevator AG
CEO ThyssenKrupp Services AG

ThyssenKrupp
### ThyssenKrupp Group FY 2006/07

#### ThyssenKrupp AG
- **Sales:** €51.7 billion • **EBT:** €3,330 million • **Employees:** 191,000

<table>
<thead>
<tr>
<th>Steel</th>
<th>Capital Goods</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Steel</strong></td>
<td><strong>Stainless</strong></td>
<td><strong>Technologies</strong></td>
</tr>
<tr>
<td>Sales: €13.2 bn</td>
<td>Sales: €8.7 bn</td>
<td>Sales: €11.5 bn</td>
</tr>
<tr>
<td>Employees: 40,000</td>
<td>Employees: 12,000</td>
<td>Employees: 55,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Elevator</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales: €4.7 bn</td>
<td>Sales: €16.7 bn</td>
</tr>
<tr>
<td>Employees: 40,000</td>
<td>Employees: 43,000</td>
</tr>
</tbody>
</table>

**TK Services business 07/08E:**
- **Sales** > €22 bn
- **EBT** > €1.1 bn
- **Employees** ~ 90,000

Inter-segment sales not consolidated
The Elevator and Services Business of ThyssenKrupp

<table>
<thead>
<tr>
<th></th>
<th>Elevator</th>
<th></th>
<th></th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>05/06</td>
<td>06/07*</td>
<td>9M 06/07*</td>
<td>9M 07/08</td>
</tr>
<tr>
<td>Sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBT</td>
<td>391</td>
<td>(113)</td>
<td>(187)</td>
<td>301</td>
</tr>
<tr>
<td>TKVA</td>
<td>264</td>
<td>(226)</td>
<td>(274)</td>
<td>215</td>
</tr>
<tr>
<td>ROCE</td>
<td>22.6%</td>
<td>(4.2%)</td>
<td>(12.6%)</td>
<td>24.7%</td>
</tr>
<tr>
<td>Employees</td>
<td>36,247</td>
<td>39,501</td>
<td>38,556</td>
<td>42,108</td>
</tr>
</tbody>
</table>

* ThyssenKrupp Elevator figures for fiscal 2006/07 include the EU fine and resultant effects
<table>
<thead>
<tr>
<th>Region</th>
<th>2006/07</th>
<th>Sales € m*</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central/Eastern/Northern Europe</td>
<td>1,389</td>
<td>10,633</td>
<td></td>
</tr>
<tr>
<td>Southern Europe/Africa/Middle East</td>
<td>774</td>
<td>6,487</td>
<td></td>
</tr>
<tr>
<td>Americas</td>
<td>1,821</td>
<td>14,001</td>
<td></td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>505</td>
<td>5,213</td>
<td></td>
</tr>
<tr>
<td>Escalators/Passenger Boarding Bridges</td>
<td>347</td>
<td>2,195</td>
<td></td>
</tr>
<tr>
<td>Accessibility</td>
<td>190</td>
<td>882</td>
<td></td>
</tr>
</tbody>
</table>

*not consolidated

Service base: 870,000 units
Selective Market Positions of ThyssenKrupp Elevator

Legend:
- Market volume / CAGR
- Market position / share

<table>
<thead>
<tr>
<th>Region</th>
<th>Market Volume (€)</th>
<th>Share</th>
<th>Ranking</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>€5.3 bn</td>
<td>5%</td>
<td>1</td>
<td>No. 1 / 28%</td>
</tr>
<tr>
<td>Western Europe</td>
<td>€7.9 bn</td>
<td>1%</td>
<td>4</td>
<td>No. 4 / 13%</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>€1.3 bn</td>
<td>5%</td>
<td>6</td>
<td>No. 4 / 6%</td>
</tr>
<tr>
<td>Central and South America</td>
<td>€1.2 bn</td>
<td>3%</td>
<td>3</td>
<td>No. 3 / 16%</td>
</tr>
<tr>
<td>Iberian Peninsula</td>
<td>€2.3 bn</td>
<td>2%</td>
<td>2</td>
<td>No. 2 / 23%</td>
</tr>
<tr>
<td>Gulf States &amp; Middle East</td>
<td>€0.9 bn</td>
<td>5%</td>
<td>5</td>
<td>No. 5 / 3%</td>
</tr>
<tr>
<td>South Korea</td>
<td>€1.2 bn</td>
<td>2%</td>
<td>3</td>
<td>No. 3 / 19%</td>
</tr>
<tr>
<td>China</td>
<td>€2.6 bn</td>
<td>10%</td>
<td>6</td>
<td>No. 6 / 5%</td>
</tr>
<tr>
<td>Iberian Peninsula</td>
<td>€2.3 bn</td>
<td>2%</td>
<td>2</td>
<td>No. 2 / 23%</td>
</tr>
</tbody>
</table>

ThyssenKrupp Elevator
Elevator Performance Program 300

Performance: Product • Manufacturing • Service • Sales
Invest-Roadmap • EX East

- Project 800
- Perform 300
- Today

<table>
<thead>
<tr>
<th>Year</th>
<th>00/01</th>
<th>06/07 excl. EU fine</th>
<th>07/08 E</th>
<th>08/09 E</th>
<th>Mid-term Target</th>
<th>Target 2011/12</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>226</td>
<td>367</td>
<td>&gt;400</td>
<td>&gt;500</td>
<td>680</td>
<td>800</td>
</tr>
</tbody>
</table>

Target excluding EU fine:
- 07/08 E: >400
- 08/09 E: >500
- Mid-term Target: 680
- Target 2011/12: 800
Elevator Market Classification

World market new installations: 410,000 units p.a.

- Low End: \(\leq 1 \text{ m/s}\)
  - Low/mid range
  - Office and apartment buildings
  - Shopping malls
  - 80%

- Mid Range: \(> 1.75 \leq 2.5 \text{ m/s}\)
  - 18%

- Mid/High Rise: \(> 2.5 \leq 4 \text{ m/s}\)
  - 2%

- High Rise: \(> 4 \text{ m/s}\)
  - 2%
ThyssenKrupp Elevator: Initial Situation

- **Acquisitions**
  - Since 2003
  - 14 new countries

- **Products / Systems**

- **Production sites**

- **Consolidation Integration**

- **Harmonization Standardization**

- **Integration Innovation**

- **Cultures / Know-how**

1980

Sales: €0.25 bn

2007

Sales: €4.7 bn

Since 2003

14 new countries

Sales: €4.7 bn

Since 2003

14 new countries

Sales: €4.7 bn
Strategic Development ThyssenKrupp Elevator

EBIT margin target >12%

Innovation
Green Elevator

Standardization
Phase 2
Products & R&D process

Implementation of manufacturing concept EMC

Growth

Growth strategy
China

Structures

Escalator
Manufacturing concept

IT strategy  NWC  Margin development

Performance Program 300

ThyssenKrupp Elevator
## Elevator Performance Program 300

### Overview

<table>
<thead>
<tr>
<th>Sector</th>
<th>Δ Manufacturing</th>
<th>Δ NI</th>
<th>Δ Service</th>
<th>Δ Modernization</th>
<th>Δ Total</th>
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</thead>
<tbody>
<tr>
<td>CENE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEAME</td>
<td></td>
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</tr>
<tr>
<td>AMS</td>
<td></td>
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<tr>
<td>AP</td>
<td></td>
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</tr>
<tr>
<td>ES/PBB</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>ACC</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Corp.:EMC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBT Elevator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>280</td>
</tr>
</tbody>
</table>

**Actual management focus**

\[ \sum > €45 \text{ m} \]
Performance Program 300
Elevators: Worldwide standardization of components for synergy

- **Drive unit:** standardized design
- **Speed governor:** standardization of the basic type
- **Controller:** reduction from 8 to 3 types
- **Inverter:** reduction from 6 to 3 types
- **Cab door operator:** standardized door operator
- **Shaft door:** European Common Door
- **Elevator cab:** frameless cab
Performance Program 300
Elevators: Saving potentials of MRL synergy (450kg), BU SEAME

13% Cost reduction

EBT contribution: > €5 m by material and installation costs
Performance Program 300
Manufacturing: Important investment in Middleton, BU AMS

Automated Sheet Metal fabricating system for elevators

EBT contribution: ~ €10 m p.a.
Performance Program 300
Escalators: Worldwide standardization of components

- **Steps:** standardized series, 1 supplier
- **Handrail/Balustrade:** standardized concepts, 2 suppliers
- **Covering sections:** Aluminium or stainless steel in standardized sizes
- **Truss:** standardized series
- **Drive:** standardized series, only 2 suppliers
- **Controller:** from 3 to 1 variant by end of 2007
- **Step chain:** standardized series, 1 supplier
Performance Program 300
Passenger Boarding Bridges, BU ES/PBB

Modular passenger boarding bridge transport via container

EBT contribution:
~ €3 m p.a.
Performance Program 300
Service Awareness Initiative (SAI), BU CENE

Focus on Service

It starts with a new installation

Service is profit

Target: best service provider in industry

BU CENE

Program definition

• Six training modules

KPI selection

• Repair sales
• Cancellation rate
• Price increase

Local adaption

• Service standards
• Targets
• Time schedule

Implementation

• Monitoring with KPIs

EBT contribution:
~ €6 m p.a.

It starts with a new installation
Service is profit
Target: best service provider in industry

RC management
branch manager
service personnel (direct client contact)
Performance Program 300
Services: Reduction non-productive time through route optimization

Before

- Long distances between customers
- Overlapping routes
- High response time in emergency situations

After

- Reduction of travelling time
- Improvement of reliability
- Higher customer satisfaction

Target: complement and expand service portfolio
Performance Program 300
Modernization package, BU CENE

<table>
<thead>
<tr>
<th>Standard products</th>
<th>Cost reduction Material</th>
<th>Cost reduction Installation</th>
<th>Simple sales process</th>
<th>EBIT growth</th>
</tr>
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<tbody>
<tr>
<td>Modernization</td>
<td>Targeted to market segment</td>
<td>Customer-oriented</td>
<td>In line with market</td>
<td>~ 900 systems</td>
</tr>
<tr>
<td>MCM + deltaV</td>
<td>No engineering expense in plant</td>
<td>Reduced expense</td>
<td>In line with requirements</td>
<td>FY 2007-2008</td>
</tr>
<tr>
<td></td>
<td>Short delivery time</td>
<td></td>
<td></td>
<td>~ 2,100 systems</td>
</tr>
<tr>
<td></td>
<td>Competitive price</td>
<td></td>
<td></td>
<td>FY 2011-2012</td>
</tr>
</tbody>
</table>

- Saving 41%
- Saving 37%
- Sales expense -50%

€7 m additional EBT from modernization in 4 years

EBT contribution: Σ €7 million

FY 2007-2008

X-tra sale 1,200 systems per year
Penetrate new markets

FY 2011-2012

~ 900 systems

Cost reduction
Material
Installation
Simple sales process
EBIT growth

Performance Program 300
Modernization package, BU CENE

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EBT contribution: Σ €7 million

FY 2007-2008

X-tra sale 1,200 systems per year
Penetrate new markets

FY 2011-2012

~ 900 systems

Cost reduction
Material
Installation
Simple sales process
EBIT growth

ThyssenKrupp Elevator
Performance Program 300
RENEW-Initiative, BU SEAME

Specialized sales unit for after-sales services
Individual targets for own and third-party portfolio

Support Activities → Tool Boxes

- Specialized Renew & Service Sales Force
- Commercial Plan Budgeting/ Monitoring
- Individual targets
- MK & Operational Tools, Procedures & Documentation FOB Seame Intranet
- Training Sales Techniques Mod & Maintenance
- Mod/Rep Kits

EBT contribution: Σ >€20 m
Big Orders
Olympia 2008

318 elevators, escalators, moving walks, and two exclusive mobile escalators

Olympic Park National Conference Centre
Wukesong Cultural and Sports Center
Beijing International Airport Extension
Olympic Sailboat Centre, Qingdao
Beijing International Airport

ThyssenKrupp Elevator
Big Orders
Delhi International Airport Terminal 3, India

271 units:

- 73 elevators
- 135 escalators
- 63 passenger boarding bridges
- 5 years maintenance contract
Big Orders
United Tower, Jeddah, Kingdom of Saudi Arabia

First TWIN in the Gulf States

- 4 TWINs
- 9 elevators
- 6 escalators
Milestone Project
Freedom Tower, New York City

At the site of the former World Trade Center

- Building height: 541 m
- 105 floors
- 71 elevators (max. speed: 9 m/s)
- 9 escalators
- Long term maintenance contract
- Contract volume: approx. US$ 150 million
- Completion: December 2011
Continuous Margin Improvement ThyssenKrupp Elevator
Analysis of company portfolio (without ACC, ES/PBB and Corp./Cons.)

EBIT %

- Over 12%
- 12%
- <8%
- <0%

05/06: 4.0
06/07: 4.4
07/08 E: 4.6
08/09 E: 4.6

Sales € billion
NWC Management ThyssenKrupp Elevator
Development of sales (billion €) and NWC as % of sales

- Sales
- NWC as % of sales

- Increased sales volume
- Reduced NWC by 63%

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (€)</th>
<th>NWC as % of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/05</td>
<td>3.8</td>
<td></td>
</tr>
<tr>
<td>05/06</td>
<td>4.3</td>
<td></td>
</tr>
<tr>
<td>06/07</td>
<td>4.7</td>
<td></td>
</tr>
<tr>
<td>07/08 E</td>
<td>4.9</td>
<td></td>
</tr>
<tr>
<td>08/09 E</td>
<td>5.0</td>
<td></td>
</tr>
</tbody>
</table>
Network Expansion China ThyssenKrupp Elevator
Target 2009/10

Locations:
Today 69
Target 2009/10 115

approx. 75% market coverage

ThyssenKrupp Elevator
Elevator Performance Program 300

Performance: Product • Manufacturing • Service • Sales
Invest.-Roadmap • EX East

Project 800

Perform 300

Performance Program 300

Invest. Roadmap + EX East

Today

06/07 excl. EU fine

07/08 E

08/09 E

Mid-term Target

Target 2011/12

226

367

400

>500

680

800

ThyssenKrupp Elevator
Strategic Development of ThyssenKrupp Services
EBT million €

Eliminate loss-makers
Reduce underperformers

Sustainable performance
Organic growth
Invest roadmap

Project 500 +

Strategic objective

Invest roadmaps
Further performance

1,000

02/03 03/04 04/05 05/06 06/07 07/08 E

35 251 261 482 704 >700

11/12

ThyssenKrupp Services
ThyssenKrupp Services Business Model
One stop shopping for the producing and processing industry

Customer’s value chain

Research & development  Marketing/ sales  Sourcing  Production  Logistics & distribution  Customer service

Value oriented services across the customer’s value chain

Supply Chain Management

Outsourcing Logistics  Process Support  Maintenance Services

Processing

Integrated Materials Supply  Materials Services

Materials Services  Operating Services  Technical Services
Unique Portfolio in Products and Services
Sales by products/services (%), 2006/07

More than 150,000 product items

Steel share below 50%, continuing to decline

NOT a sales organization for Steel and Stainless segments

About 300,000 customers worldwide

Services are driving growth

ThyssenKrupp Services
Growth Strategy ThyssenKrupp Services
Geographical expansion into attractive economic regions

About 800 locations in 50 countries worldwide

Figures 2006/07, € billion

Western Europe
Sales 11.2
Target

Mid./East. Europe
Sales 1.4
Target

NAFTA
Sales 2.8
Target

South America
Sales 0.3
Target

Africa
Sales 0.1
Target

Asia
Sales 0.9
Target

Canada Sweden USA Mexico China India Korea Vietnam

Argentina Brazil Singapore Malaysia France

Russia Hungary Tunisia Italy

Denmark Norway Finland Sweden

Ukraine Austria Slovakia

Thailand Turkey

Portugal Greece

Belgium Germany Poland

Slovakia Hungary

UAE Iran Indonesia

Mexico Puerto Rico

USA Kuwait Qatar, U.A.E.

Japan Thailand

ThyssenKrupp Services
Characteristics of Materials Services Business – Review of Growth Strategy

**Materials Services**

- 150,000 product items: rolled steel, stainless steel, pipes, nonferrous metals, plastics
- Warehousing, processing, logistics, warehouse and inventory management, supply chain management
- 250,000 customers
- Sales €10.2 billion
- 13,695 employees
- 440 bases in 35 countries

**Good performance and growth**

**Market position Europe, USA**

**Standards, systems, synergies**

**Strong growth opportunities Eastern Europe, Asia, USA**

**Targets available in all markets**

**Competition growing more strongly through acquisitions**

**Volatility, capital employed**

Core of segment, roll-outable, stable and manageable business model, high earnings/good EVA, global growth opportunities, possible major acquisitions, chance to become No. 1
Performance Materials Services
Consistent efficiency improvement, continuation of performance programs

- **Purchasing initiative:**
  - Supplier management
  - Optimization of procurement conditions
  - Optimization of processes

- **Logistics:**
  - **Fit-for-flow:**
    - Product range and inventory management
    - Productivity (staff productivity, process optimization, warehousing optimization)
    - Network
    - Lean management

- **Sales:**
  - Sales offensive:
    - Customer penetration
    - New customers
    - Value added
    - Sales network
    - Productivity
  - Sales incentives
  - Optimum pricing

**Performance I-II**
- Achieved EBT €145 million
- On track EBT €85 million

**Performance III**
- Initiated

- Reducing purchasing costs
- Reducing logistics costs and capital employed
- Profitable growth
Growth Strategy for Materials Services
Growth in several directions

Regions:
- Eastern Europe
- North America
- Asia

Sectors:
- Aerospace

Products & services:
- Processing
- Plastics

Organic growth + acquisitions
Materials Services Business Model Successfully Rolled Out to Eastern Europe → Further Opportunities

Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>97/98</th>
<th>00/01</th>
<th>01/02</th>
<th>02/03</th>
<th>04/05</th>
<th>05/06</th>
<th>06/07</th>
<th>07/08 E</th>
<th>Midterm 11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>34</td>
<td>119</td>
<td>180</td>
<td>245</td>
<td>520</td>
<td>693</td>
<td>954</td>
<td>1,300</td>
<td></td>
</tr>
</tbody>
</table>

ThyssenKrupp Services

ThyssenKrupp

POLAND

Riga

Moscow

St. Petersburg

Baltic states

Warsaw

Baltic states

Russia

Nizhny Novgorod
Overview of North American Materials Market – with a Volume of €90-100 Billion one of the World’s Biggest

Active participation in market consolidation

Strategic target for sales: > €5 billion

~ 70%
~ 1,300 companies
Example: Geographic Presence of Materials Services NA Expanded with Branches in Kenosha & Kansas City

Geographic growth

Investments underway
- Expansion – Kenosha branch
- Greenfield - Kansas City branch

Increased penetration of established core markets through increased capacity in existing branches

Accelerated growth possible through acquisitions

Example: Geographic Presence of Materials Services NA Expanded with Branches in Kenosha & Kansas City
Field Research China/East Asia ThyssenKrupp Services
Interviews and site visits in China

Suppliers

Competitors

Customers
Field Research China/East Asia ThyssenKrupp Services
To date 110 visits and meetings
# Field Research China ThyssenKrupp Services

## Overview M&A targets

<table>
<thead>
<tr>
<th>Product</th>
<th>$€265$ mll.</th>
<th>$€1.1$ mll.</th>
<th>$€2.5$ mll.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stainless</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Ferrous</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sales</strong></td>
<td>&lt; €250 mll.</td>
<td>€250 - 500 mll.</td>
<td>€500 – 2,000 mll.</td>
</tr>
</tbody>
</table>

Confidential!

Targets accumulate to ca. €3.9 billion sales in 2007.
One Focus of Materials Services is the Aerospace Industry in China

Source: Airbus, TKX analysis
Growth Sector for Materials Services – Aerospace Industry

- Disproportionate growth of aerospace industries
  - World economy: 2.9%
  - Passenger air traffic: 4.8%
  - Air freight service: 6.2%

- High demand for supply chain services

- Combined pro-forma sales of ~€0.5 bn, 1,200 employees, 30 service centres in North and South America, Europe, Asia

Successful integration: New brand ThyssenKrupp Aerospace established
Materials Services Growth Projects

**North America**
- Acquisitions to strengthen market position in rolled steel and tubes

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

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

Acquisitions/Investments
## Characteristics of Special Products Business – Review of Growth Strategy

### Special Products
- Trading with steel, pipes and components, raw materials and energy, system solutions for contractors’ plant and railway equipment
- Sales €4.6 bn
- 1,060 employees
- 97 bases in 31 countries

### Growth Strategy
- **Unique business model, strong entrepreneurship**
- **Proven mastery of risks and top performance**
- **Huge growth opportunities in E. Europe, Middle East, Asia**
- **Proximity to materials business and to Group**
- **Rapid decisions required, opportunities**
- **Min. shareholding + off-take not mainstream in the Group**
- **No major acquisitions possible, lack of targets**

*Excellent growth opportunities through minority shareholdings with off-take agreements and global infrastructure projects, pioneering role for Materials Services in growth markets*

*Accelerate growth and raise independent profile through participation of a strategic partner*
## Special Products – Top Positions on the World Market

<table>
<thead>
<tr>
<th>ThyssenKrupp Mannex</th>
<th>World</th>
<th>Top ten</th>
</tr>
</thead>
<tbody>
<tr>
<td>(rolled steel, tubes)</td>
<td></td>
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<tr>
<th>ThyssenKrupp GfT Gleistechnik</th>
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<td>(railway equipment)</td>
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<td>(contractors' plant, sheet piling technology)</td>
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<table>
<thead>
<tr>
<th>ThyssenKrupp Metallurgie/ ThyssenKrupp MinEnergy</th>
<th>World – available volumes</th>
<th>Top ten</th>
</tr>
</thead>
<tbody>
<tr>
<td>(metallurgical products/minerals, coke)</td>
<td>Nickel</td>
<td>No. 1</td>
</tr>
<tr>
<td></td>
<td>Coke</td>
<td>No. 1</td>
</tr>
<tr>
<td></td>
<td>Ferroalloys</td>
<td>No. 2</td>
</tr>
</tbody>
</table>
Special Products Growth Projects

**Mannex**
- Minority interests and exclusive marketing rights
- Products: rolled steel and large-diameter tube
- Regional: focusing on Europe & Asia

**Raw materials**
- Minority interests and exclusive marketing rights
- Products: nonferrous metals & coke/coal

**Engineering**
- Expansion to system provider in rail equipment and sheet piling

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**Acquisitions/Investments**
Example: ThyssenKrupp MinEnergy
Benzene processing plant Jiahua, China

Project
Benzene processing plant

Overview of project
- Expand business volume/value added
- Entry into production of coke by-products
- Production of approx. 200,000 t p.a. (in two phases, each 100,000 t)
- 25% interest
- Cooperation with Rüttgers

Expected ROI: > 25%
### Characteristics of Industrial Services Business – Review of Growth Strategy

<table>
<thead>
<tr>
<th>Industrial Services</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance, production-support services, outsourcing</td>
<td></td>
</tr>
<tr>
<td>Sales €1.9 bn</td>
<td></td>
</tr>
<tr>
<td>28,060 employees</td>
<td></td>
</tr>
<tr>
<td>245 bases in 22 countries</td>
<td></td>
</tr>
</tbody>
</table>

- **Low volatility, high cash flow**
- **Good performance, organic growth**
- **“People’s business” – workforce, coll. agreements, structures**
- **No major international targets (streamlining necessary)**
- **High purchase prices, goodwill**
- **Low synergies at branch level for acquisitions**
- **Compared with Materials Services limited growth in Eastern Europe, Asia (low-wage countries)**

**Smallest BU, few synergies with Materials Services, opportunities for expansion into a key pillar of the segment limited, personnel intensity calls for different organizational and management structures**
Conclusion: Focus on Materials Services and Special Products

Materials Services
- Materials Services Intern.
- Materials Services NA

Industrial Services
- TKIN
- Xervon
- Safway
- Mill Services / RIP

Special Products
- Raw materials
- Engineering
- Mannex

Growth strategy

TKX NEW

Materials Services
- Materials Services Intern.
- Materials Services NA

Disposal

Special Products
- Raw mats
- Engineer.
- Mannex

Minority interest strategic investor
Services Growth Strategy Through Focusing
Retain goal for Services €1.0 billion EBT 11/12

- Eliminate loss-makers
- Reduce underperformers
- Sustainable performance
- Organic growth
- Invest roadmap

Project 500 +

Strategic objective
1,000

Invest roadmaps
Further performance

11/12
## Services Business of ThyssenKrupp – Strategic Goals at a Glance

<table>
<thead>
<tr>
<th>Elevator</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic profit target</strong></td>
<td><strong>EBT: €0.8 billion</strong></td>
</tr>
<tr>
<td><strong>Performance</strong></td>
<td><strong>EBT: €1.0 billion</strong></td>
</tr>
<tr>
<td>• EMC</td>
<td>• Materials Services</td>
</tr>
<tr>
<td>• Components Standardization</td>
<td>• Special Products</td>
</tr>
<tr>
<td><strong>Products</strong></td>
<td><strong>Performance</strong></td>
</tr>
<tr>
<td>• TWIN</td>
<td>• Ongoing programs purchasing, logistics, IT and sales</td>
</tr>
<tr>
<td>• synergy</td>
<td>• New performance program III</td>
</tr>
<tr>
<td>• TurboTrack</td>
<td><strong>Growth</strong></td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td><strong>Regions</strong> (Eastern Europe, Asia, North America)</td>
</tr>
<tr>
<td>• Service Awareness Initiative</td>
<td>• Sectors (aerospace)</td>
</tr>
<tr>
<td>• RENEW</td>
<td>• Products and services (Processing, plastics)</td>
</tr>
<tr>
<td><strong>Regions</strong></td>
<td>• Eastern Europe, Asia, Gulf States</td>
</tr>
<tr>
<td>• Growth regions</td>
<td>• Growth regions</td>
</tr>
<tr>
<td>• Infrastructure projects</td>
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(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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