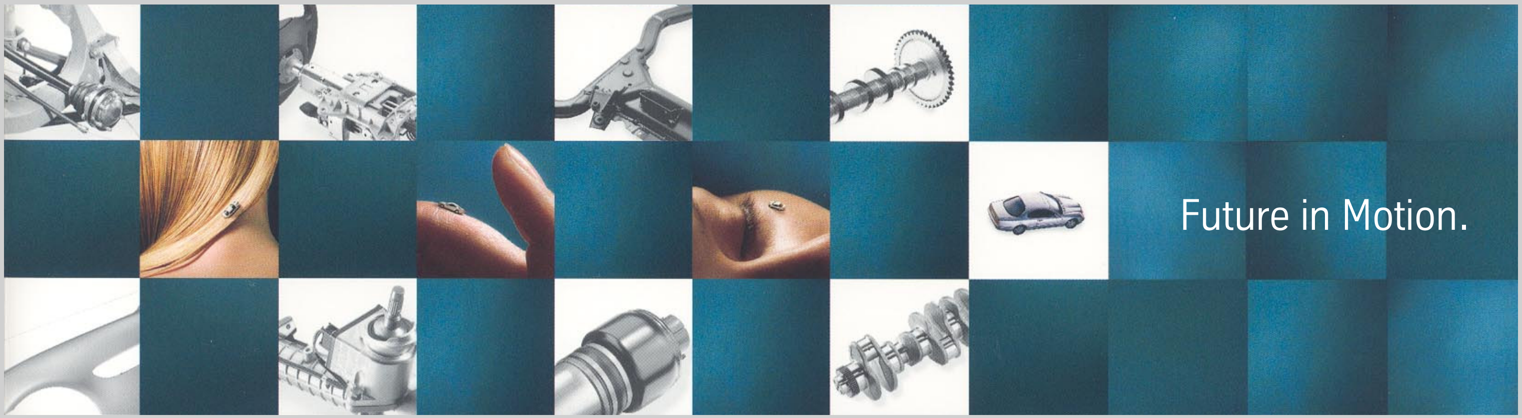
ThyssenKrupp Automotive

Factbook



Analysts' and Investors' Meeting, London
May 17, 2004

ThyssenKrupp Automotive 2002/2003

ThyssenKrupp Automotive

Sales: €6,295 million • EBT: €188 million • Employees: 41,414

Chassis

Sales: €2,764 m
Employees: 15,441*

Components/Modules, e.g.
- Axle parts/axle assemblies
- Cast parts

Systems, e.g.
- Complete axles
- Air suspension systems

Body

Sales: €1,685 m
Employees: 11,347*

Components/Modules, e.g.
- Roof parts
- Side panels
- Doors

Systems, e.g.
- Body systems
- Design and engineering services

Powertrain

Sales: €1,877 m
Employees: 14,481*

Components/Modules, e.g.
- Crankshafts
- Camshafts
- Steering columns/steering shafts

Systems, e.g.
- Steering systems
- Cylinder head systems

* excl. administration and sales

Companies and plants

Chassis

Chassis Systems
- ThyssenKrupp Automotive Systems
- ThyssenKrupp Budd Systems

Iron Castings
- ThyssenKrupp Waupaca
- ThyssenKrupp Stahl Company
- QDF Components

Chassis Stampings NA
- ThyssenKrupp Hopkinsville
- ThyssenKrupp Budd Canada

Chassis Stampings EU
- ThyssenKrupp Automotive Tallent Chassis
- ThyssenKrupp Umformtechnik

Springs
- ThyssenKrupp Federn

Shocks
- ThyssenKrupp Bilstein

Body

Body Systems
- ThyssenKrupp Drauz
- Milford Fabricating Company
- Valmet*

Body Stampings & Plastics NA
- ThyssenKrupp Budd Company
- ThyssenKrupp Fabco

Body Stampings EU
- ThyssenKrupp Umformtechnik
- ThyssenKrupp Sofedit
- ThyssenKrupp Body Stampings

Powertrain

Powertrain Systems
- ThyssenKrupp Presta SteerTec

Crankshafts/other engine parts
- ThyssenKrupp Gerlach
- ThyssenKrupp Metalúrgica Campo Limpo
- ThyssenKrupp Defontaine

Steering systems/camshafts/cold forging
- ThyssenKrupp Presta

Transmission and axle parts
- ThyssenKrupp Präzisionsschmiede

Alu Castings
- ThyssenKrupp Fahrzeugguss

* Minority holding/cooperation partner

Business assignment

ThyssenKrupp Automotive AG (TKA)

Dr. Mörsdorf Chairman | **Breker** | **Dr. Eisele** | **Dr. Hoffmann** | **Kappelhoff** | **Dr. Kroos** | **Zaps**

Powertrain

Chassis

Systems [1)]

Body

Central Bureau/ Public Relations

Controlling

Marketing & Sales

Finance and Accounting

Engineering & Investments

Corporate Accounting

Corporate Development

Purchasing

Legal and Patents

IT

Subsidiary management board matters

Personnel Service

Management Development

Personnel representative abroad

Lead company management

Legend:

Business Unit

Corporate Department

- - - Organizational unit without personnel

1) Cross-sectional function for the systems areas of the Chassis, Body and Powertrain business units

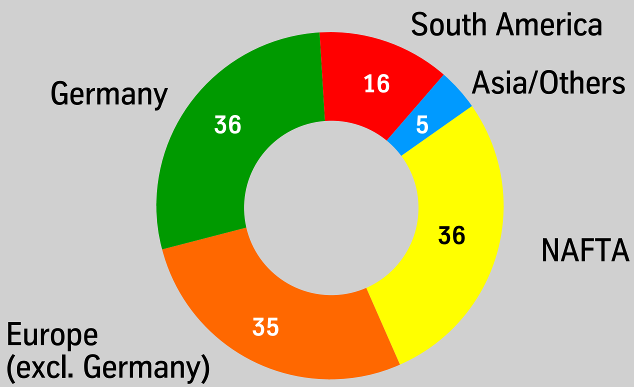
Key figures (I)

		1999/2000	2000/2001	2001/2002	2002/2003	6 months 2003/2004
Order intake	€m	6,112	6,348	6,410	6,271	3,576
Sales	€m	6,108	6,212	6,337	6,295	3,549
EBIT	€m	349	220	102	214	125
EBT	€m	295	143	64*	188	106
ROCE	%	14.1	8.5	5.1	9.6	–
Capex	€m	676	498	452	319	–
Employees (Sept 30/March 31)		39,920	40,655	38,425	41,414	43,158

* incl. restructuring expense of €149 m

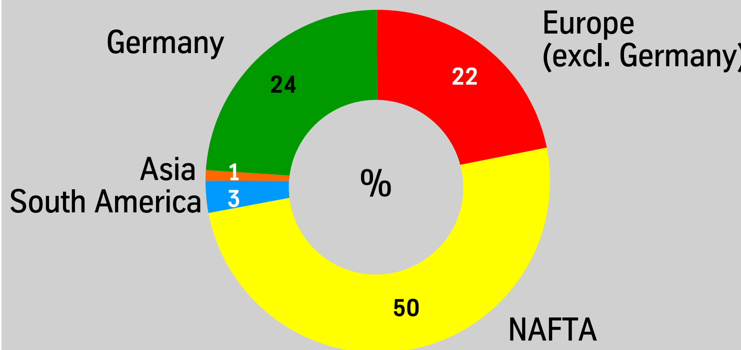
Key figures (II)

Business locations



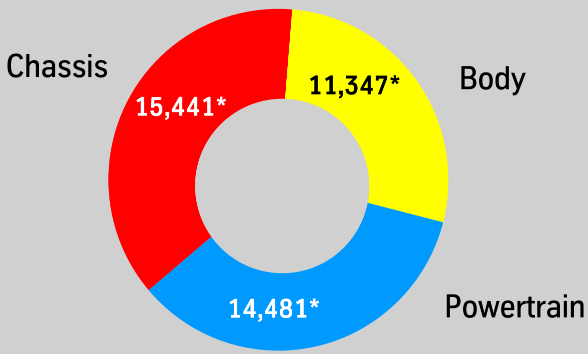
as at Jan 2004

Sales by region



as at Jan 2004

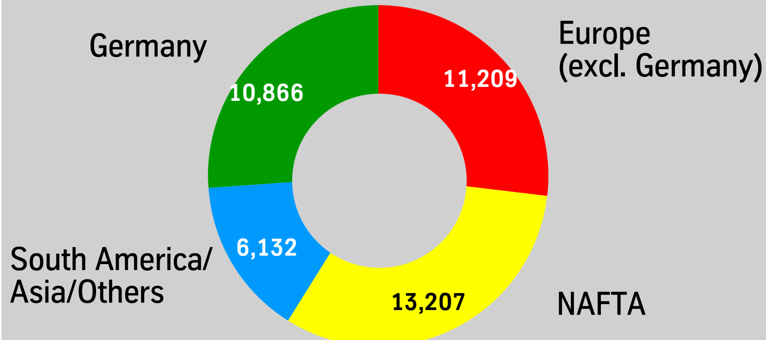
Employees by business units



* excl. administration and sales

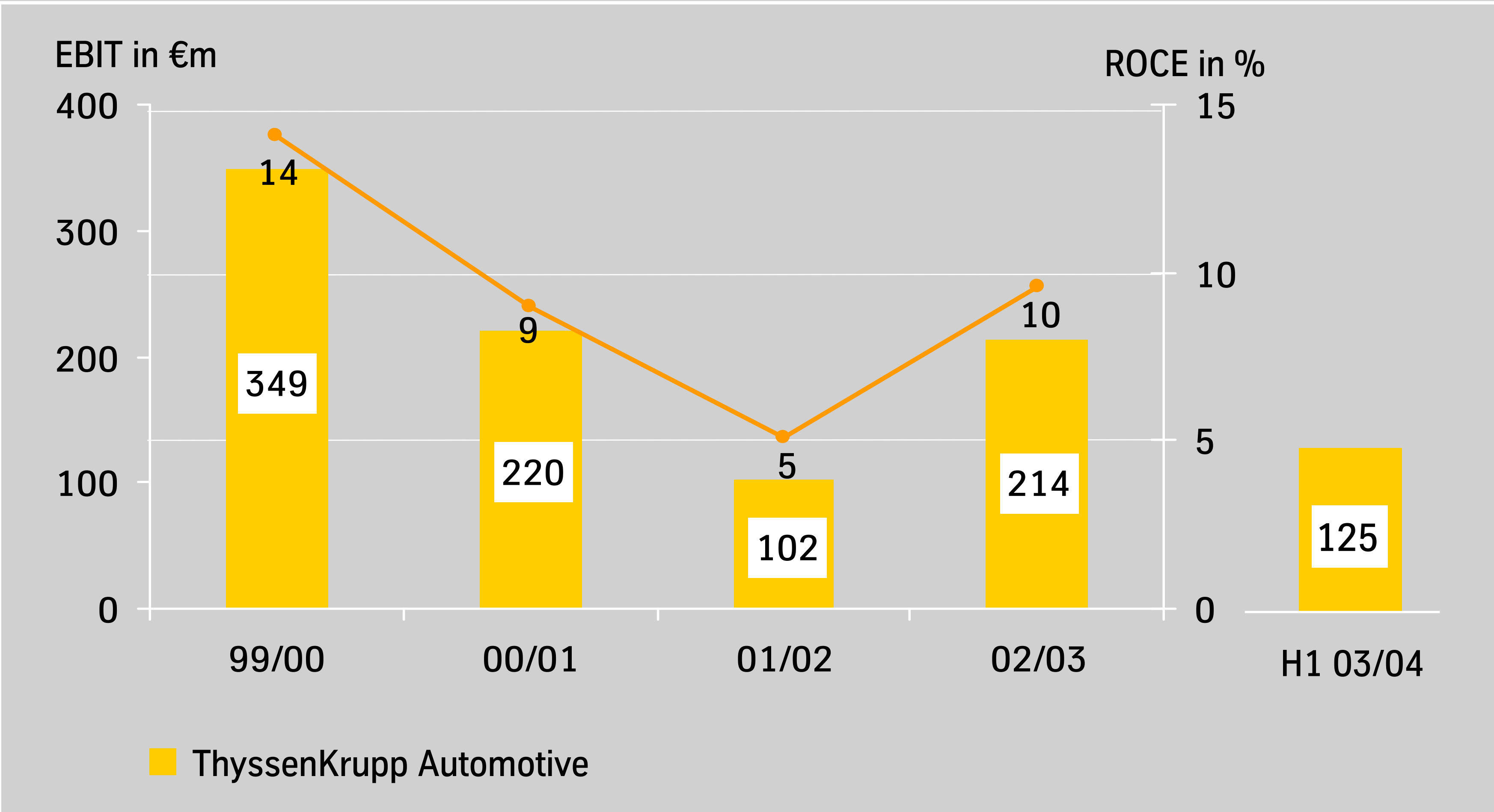
as at Sept 30, 2003

Employees by region



as at Sept 30, 2003

Performance within the segment



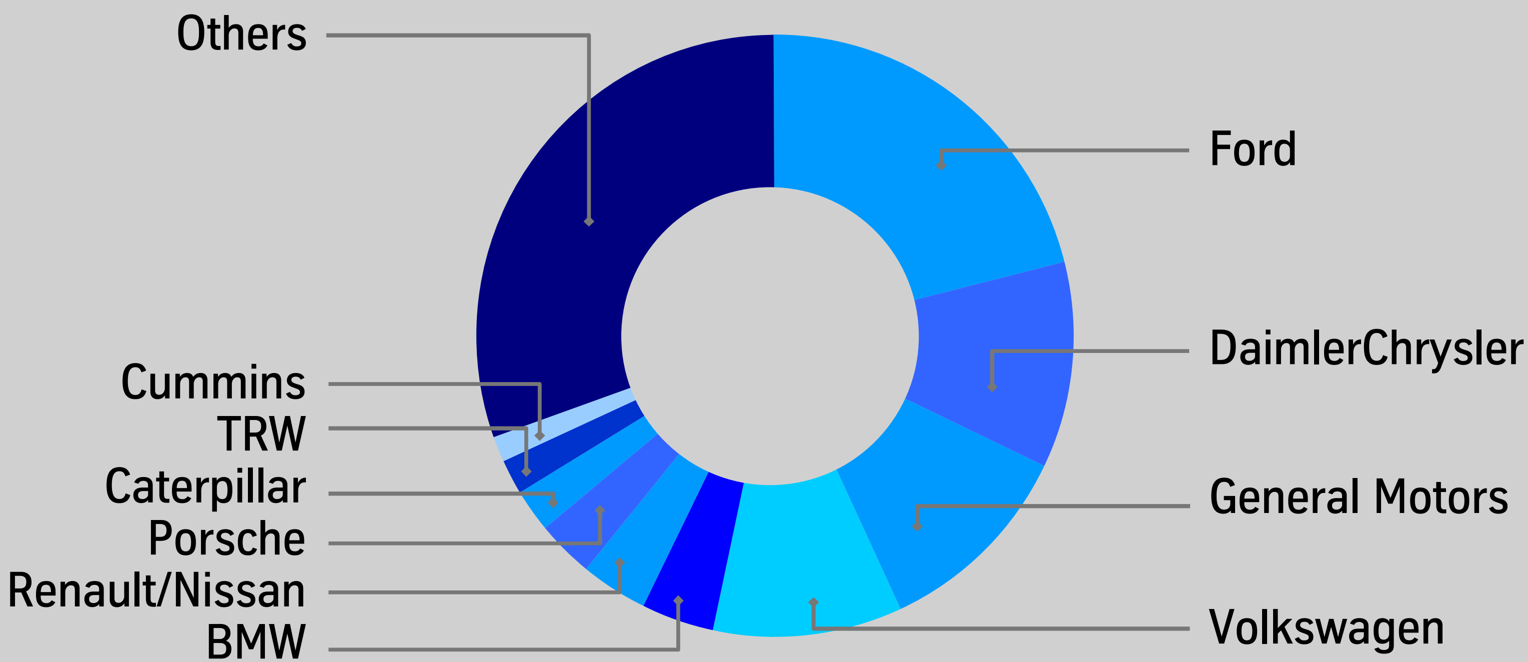
Competitive environment

Sales 2002/2003, in €bn

1	Delphi Automotive Systems, USA	26.2
2	Robert Bosch, D	23.3
3	Denso, J	20.2
4	Visteon Automotive Systems, USA	17.6
5	Johnson Controls, USA	14.7
6	Lear, USA	13.7
7	Magna International, CDN	11.9
8	ThyssenKrupp, D	11.3 *
9	Aisin Seiki, J	10.9
10	TRW, USA	10.1
11	Faurecia, F	9.9
12	Valeo, F	9.8
13	Dana, USA	9.1
14	Siemens Automotive/VDO, D	8.5
15	ZF Friedrichshafen, D	8.3

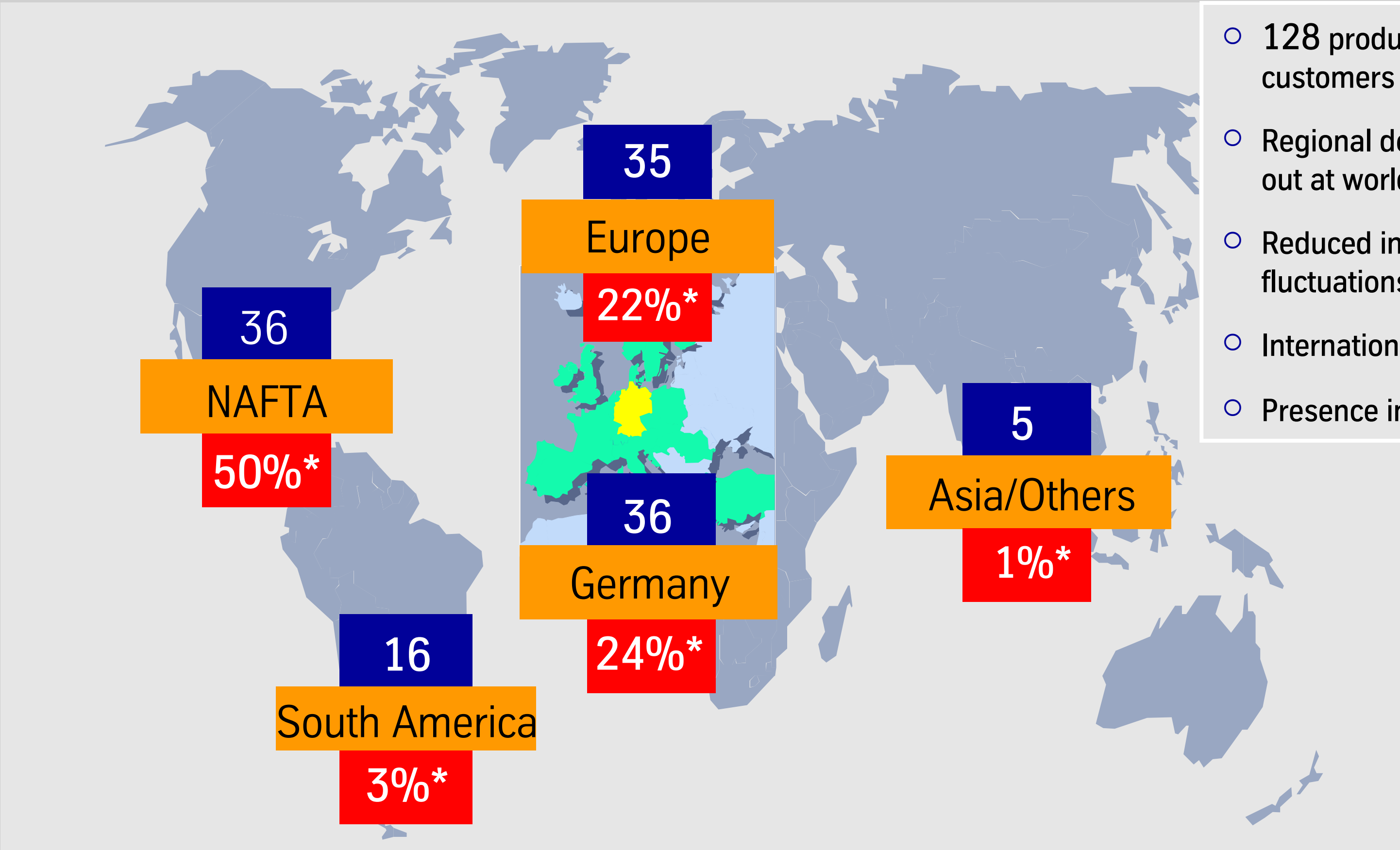
* sales with automotive clients

Top 10 customers



ThyssenKrupp Automotive achieves 2/3 of its €6,295 m sales with its 10 biggest customers (2002/2003)

Close to customers worldwide



- 128 production sites close to customers worldwide
- Regional demand fluctuations even out at world level
- Reduced influence of exchange rate fluctuations
- International production network
- Presence in high-growth markets

* Regional share of sales in %

(as at February 2004)

⇨ High degree of internationalization

ThyssenKrupp Automotive capabilities

Materials capabilities

- Processing all key materials used in automobile construction – iron, steel, aluminum, magnesium, plastic

Cost leadership

- Highly automated production
- Standardized design
- Reduced number of individual components

Technology leadership

- High degree of innovation in product and process technologies

Systems capabilities

- Engineering in cooperation with OEMs and suppliers
- Assumption of system responsibility in production, assembly, logistics

Capability areas (I)

Materials capability

Processing capability for all main auto materials, iron, steel, aluminum, magnesium, plastics:

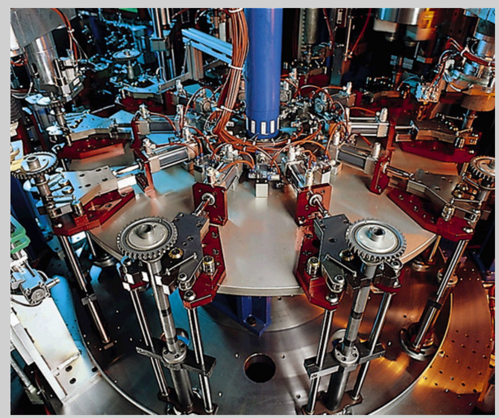
	Iron	Steel	Aluminum	Magnesium	Plastic
Body panels		X	X		X
Chassis components	X	X	X		X
Engine/transmission parts	X	X	X	X	X
Steering components		X	X	X	

Fenders of steel, aluminum and plastic

Cost leadership

- Lean production processes with optimum batch sizes
- International production network
- Highly automated production (e.g. for body assemblies, steering columns)
- Standardized design (e.g. assembled camshafts)
- Reduced number of parts (e.g. hydroforming solutions)

Camshaft production



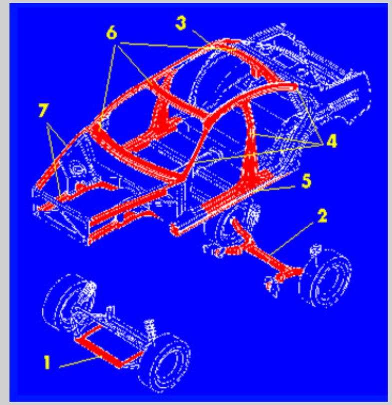
Capability areas (II)

Technology leadership

Product technologies:
- Safety components
- Axle and frame components
- Crankshafts
- Camshafts
- Steering systems and steering columns and gears

Process technologies:
- Hydroforming
- Forming of large panels
- Manufacture and processing of plastic components
- Casting
- Precision forging

Hydroforming

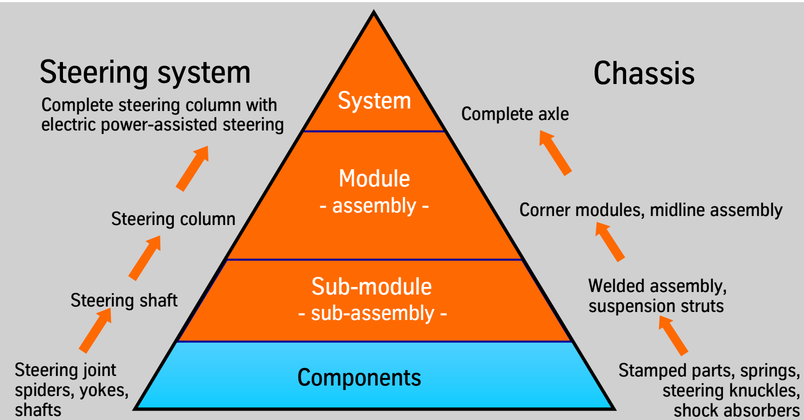


1 Subframe
2 Rear axle beam
3 Roof cross beam
4 Pillars
5 Sill
6 Roof side beam
7 Front side beam

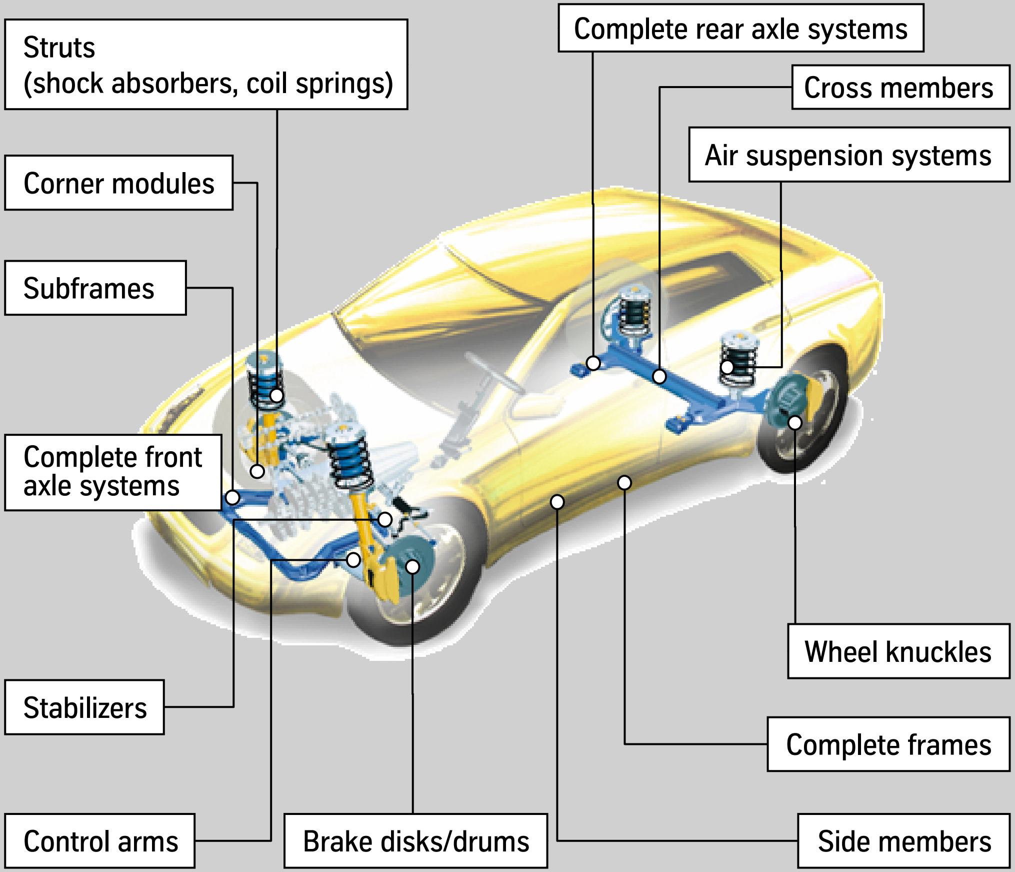
Systems capability

- Linking of components and module business to form system business (e.g. complete axle systems, air suspension systems)
- Engineering together with OEMs and suppliers
- Taking responsibility for entire systems in production, assembly, logistics (e.g. Porsche axles)

From components to systems



Business Unit Chassis – Overview



Materials

Steel
- Coated
- High-strength
- Tool steel
- Spring steel
- Stainless
- Sandwich
- Tailored blanks

Aluminum
- Sheet
- Die casting
- Permanent mold
- Sand casting

Magnesium

Ductile iron

Gray iron

Processes

Forming
- Stamping
- Hydroforming
- Calibrating
- Forging
- Casting
- Rollforming

Joining
- Adhesive bonding
- Clinching
- Welding

Painting

Hot and cold coiling

Machining and assembly

Business Unit Chassis – New projects

Chassis

Customer:	BMW
Models:	Series 3
Product:	Assembly front and rear axle
Company:	ThyssenKrupp Automotive Systems, Germany

Chassis

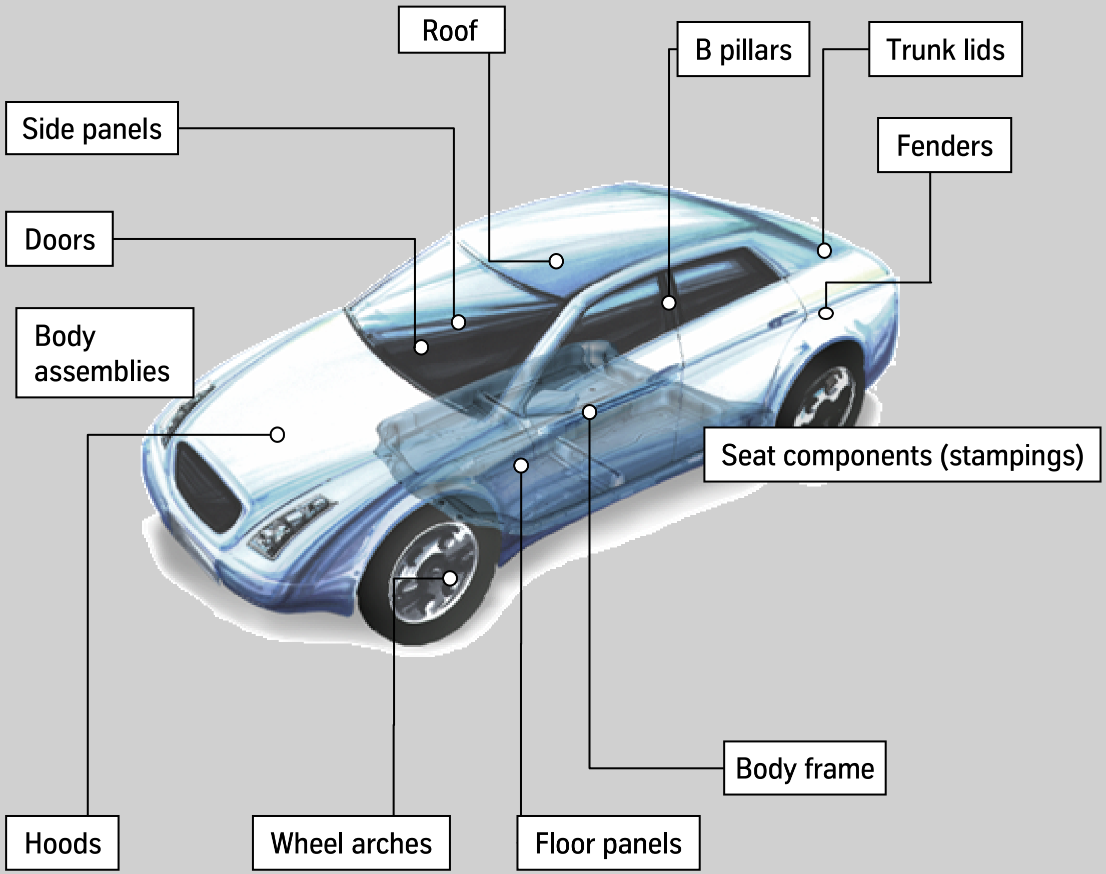
Customer:	Ford, EUCD-Program
Models:	Ford Mondeo, Galaxy, Freelander; Volvo V70, S80, S60
Product:	Structural parts front and rear axle
Company:	ThyssenKrupp Automotive Tallent Chassis, UK

Business Unit Chassis – Market environment

Products:	Market position*	Market share*	Main competitors**
Complete frames	3-4	>10%	Tower, Dana, Magna
Cast brake parts	1	>40 %	Intermet, Rossini,
Prototype development	1	>10 %	Troy Design, Modern Prototyping

* North America, except complete frames: world
** excl. in-house and captives

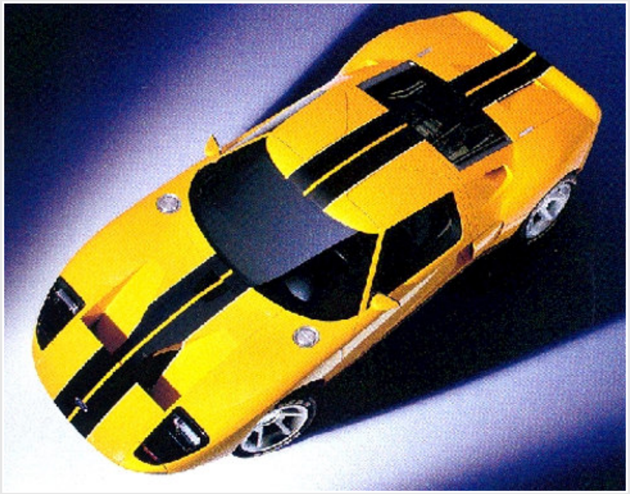
Business Unit Body – Overview



Materials	Processes
Steel	**Forming**
Coated	Stamping
High-strength	Hydroforming
Stainless	Calibrating
Sandwich	Hot stamping
Tailored blanks	
Welded blanks	
Aluminum	**Joining**
Sheet	Adhesive bonding
Casting	Clinching
	Welding
Plastics	**Painting**
SMC	**Machining and assembly**
Thermosetts	
Thermoplastics	

Business Unit Body – New projects

Body



Customer: Ford
Models: GT-Program
Product: Body frame
Company: ThyssenKrupp Budd/ Milford Fabricating Company, USA

Body

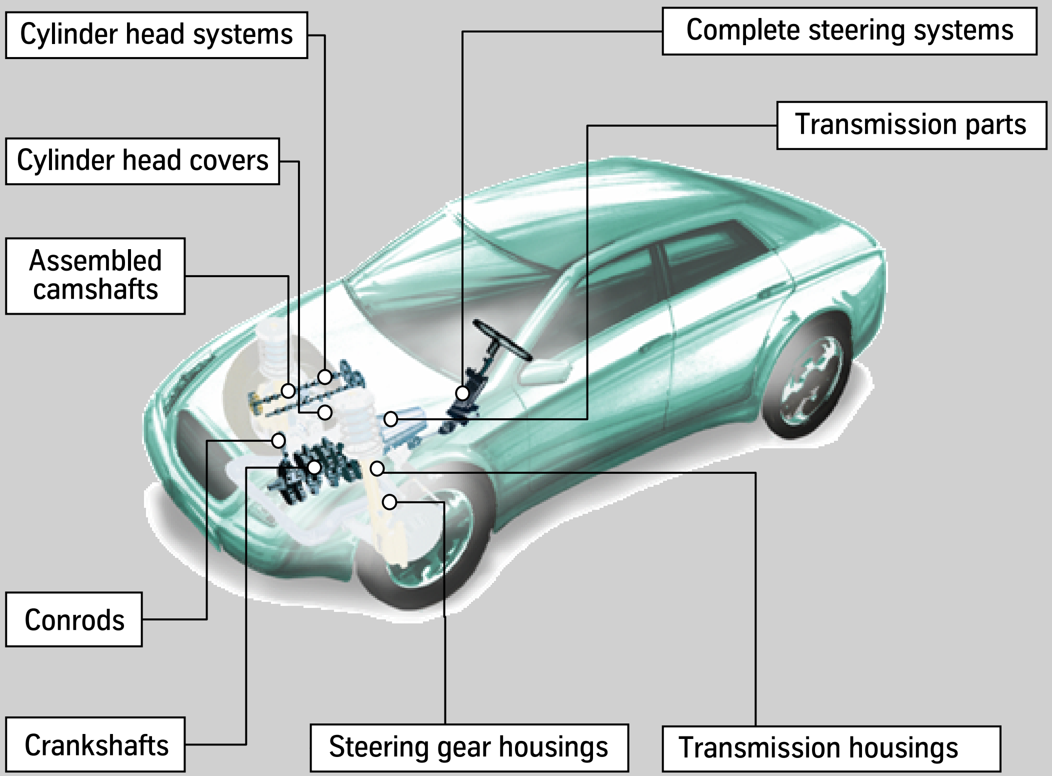
Customer: PSA
Model: 207
Product: Body-in-white components
Company: ThyssenKrupp Sofedit, France

Business Unit Body – Market environment

Products: Outer panels	Market position*	Market share*	Main competitors**
- steel	1	>40%	Magna, Ogihara
- plastic	2	>40 %	Cambridge, Venture-Bailey
- aluminum	1	>10 %	OEMs

* North America
** excl. in-house and captives

Business Unit Powertrain – Overview



Materials

Steel
- High-strength
- Forging steel

Gray iron

Ductile iron

Aluminum

Magnesium

Processes

Forming
- Die casting
- Permanent mold casting
- Sand casting
- Shell casting

Forging
- Drop forging
- Precision forging
- Cold forging

Machining and assembly

Business Unit Powertrain – New projects

Powertrain

Customer: BMW, PSA

Models: BMW Mini, Peugeot 106

Product: Camshafts, eccentric shafts

Company: ThyssenKrupp Presta, Principality of Liechtenstein

Powertrain

Customer: DaimlerChrysler

Models: C-, E-, S-Class

Product: Crankshafts

Company: ThyssenKrupp Gerlach, Germany

Business Unit Powertrain – Market environment

Products:	Market position*	Market share*	Main competitors**
Crankshafts	1	>30%	Sumitomo, Louisville Forge, Bharat Forge
Assembled camshafts	1	>80%	Mubea, MWP, Nippon Piston Ring
Steering columns	1/2	≈20%	Torrington, ZF, Nastec
Precision forgings	2	>10%	Metadyne, Arvin Meritor

* world
** excl. in-house and captives

Current industry trends favor automotive suppliers

OEMs reducing in-house manufacture (lowering vertical integration) in addition to producing an increasing variety of models (increasing horizontal diversification)

- **Increasing supplier value share** (supplier sales up to 68% worldwide until 2015, CAGR: 4.8%)
- **Increasing globalization** in production, sales and development
- **Increasing degree of innovation** due to shorter product life cycles

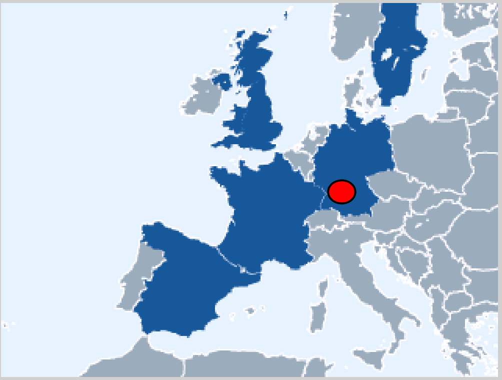
! Growth opportunities for ThyssenKrupp Automotive

Objectives and strategic actions

Increase sales to €10 bn by 2007/08 (CAGR: 9.7%), target ROCE: 17%

- Organic and acquisitionary growth
- Twin Focus Strategy: Parallel expansion of high-margin component and system business in core activities
- Increase business with Asian OEMs, expand along with our customers presence in Asia and Eastern Europe
- Utilize existing cross segment capabilities within the ThyssenKrupp Group
- Enhance technological competence through cross segment cooperation and joint product development

Acquisition of Bertrandt interest



Strategic Fit:

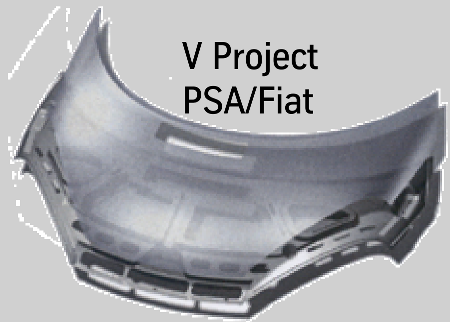
- Innovation contributions from TIER-1 suppliers require engineering resources
- In the course of cooperation with Bertrandt ThyssenKrupp Automotive/ThyssenKrupp Steel
  - close the engineering loop
  - achieve an early integration into the OEM production development process
  - improve closeness to customers through Bertrandt branches
  - set up and ensure continuous project support for the customer

Sales	€219 million (2002/2003)
Net income	€1.3 million (2002/2003)
Workforce	3,100
Customers	Audi, BMW, DaimlerChrysler, Ford, Jaguar, Opel, Porsche, PSA, Renault, Saab, Seat, Volkswagen and major systems suppliers
Products	Development services
Locations	13 in Germany 3 in France 2 in the United Kingdom 2 in Sweden 1 in Spain 1 in the USA
Stake	25.2%

Acquisitions: ThyssenKrupp Sofedit

J81 Espace

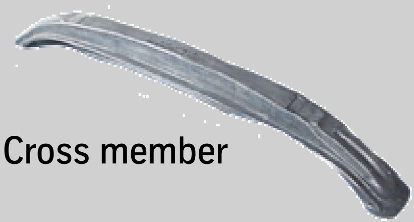
Sales	€600 million
Employees	4,000
Customers	Renault, PSA (DC)
Products	Body, chassis: stampings & assemblies
Locations	8 plants in France 1 plant in Brazil 1 plant in Poland 1 plant in Spain



V Project
PSA/Fiat

X83 Trafic

B-pillar



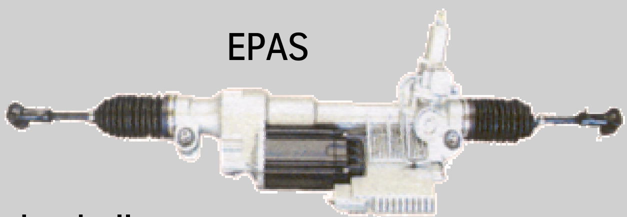
Cross member

ThyssenKrupp Sofedit: Strategic fit

- Sofedit is a leading French supplier of automotive stampings and assemblies for the body and chassis areas.
- Technologies include deep drawing, hydroforming, roll and stretch forming as well as the new technology of hot stamping.
- Major customers are Renault, PSA, Volkswagen, DaimlerChrysler, Toyota (F), Volvo and GM/Fiat.
- Body and chassis stampings and assemblies are ThyssenKrupp Automotive core business in the USA, UK and Germany; French car manufacturers cannot be served adequately from our existing plants.
- The acquisition of Sofedit gives ThyssenKrupp Automotive at a stroke a leading position in the French market.
- Through ThyssenKrupp Automotive , Sofedit will get better access to customers like DaimlerChrysler, VW and BMW.

Acquisitions: ThyssenKrupp Presta SteerTec (MB Lenk)

EPAS

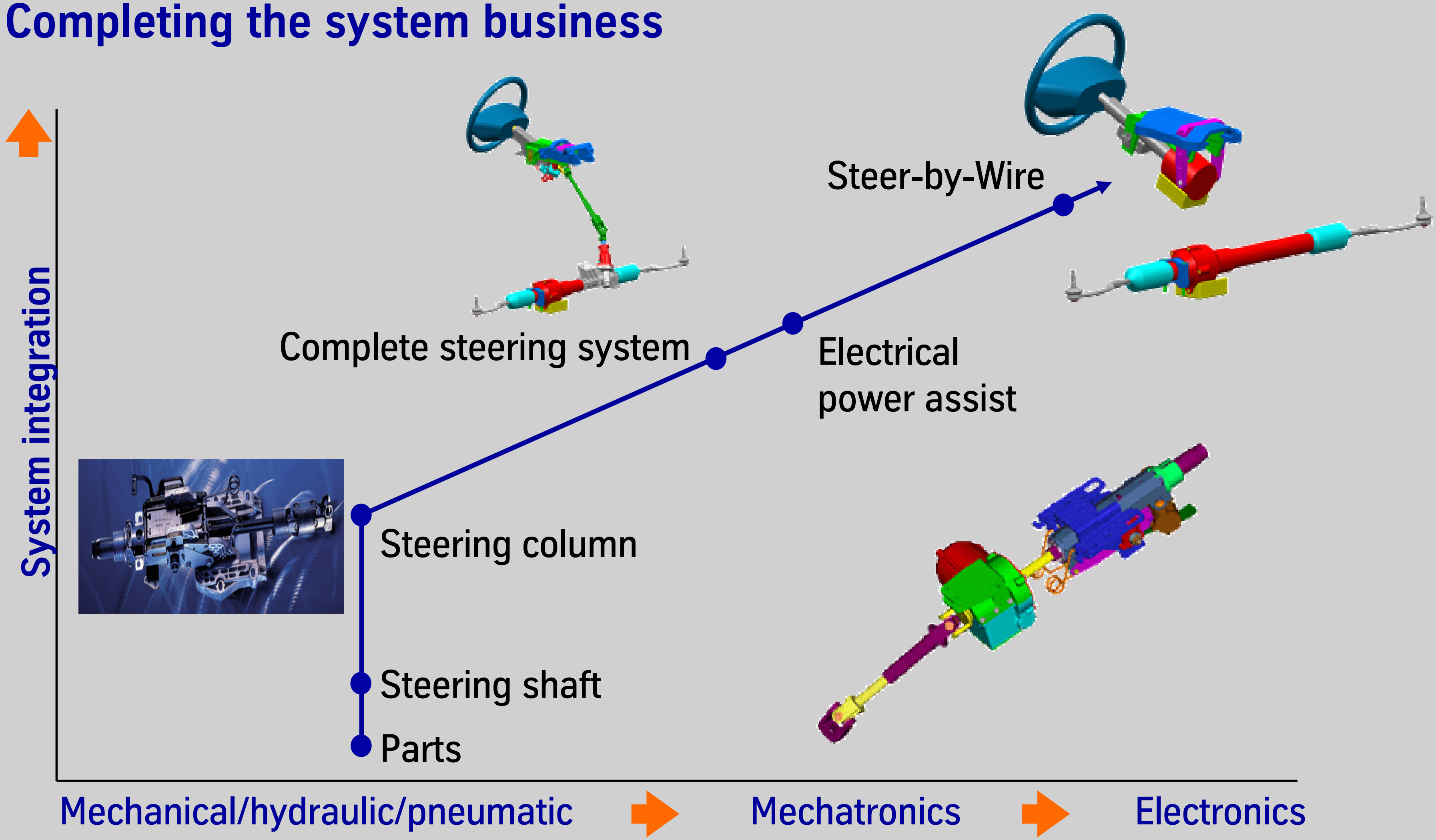


Recirculating ball steering gear

Rack and pinion steering gear

Sales	€300 million
Employees	1,600
Customers	DC, Saab
Products	Steering gears
Locations	3 plants in Germany 1 development center in Germany 1 plant in Poland 1 plant in the USA 1 plant in Brazil
Shareholding	Initially 60% ThyssenKrupp Automotive, option on 100%

ThyssenKrupp Presta SteerTec: Completing the system business



ThyssenKrupp Presta SteerTec: Strategic fit

- Combining the activities of MB Lenk (steering gears) and ThyssenKrupp Presta (steering columns) will create a global supplier of complete steering systems.
- Know-how and technology gains for the ThyssenKrupp Automotive steering business
- ThyssenKrupp Automotive will become a system supplier for steering systems and steering gears for the Mercedes Benz, Chrysler, Smart and Maybach marques, as well as the external marques Saab and VW.
- Strategic know-how gain in EPAS
- Increased business with DaimlerChrysler

Twin Focus Strategy (I)

Modules, components

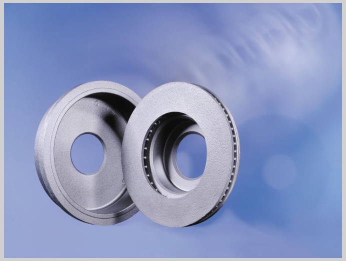
- Superior products
- Cost leadership through process optimization
- Technology leadership in production processes

➡ Supplying modules and components for a variety of models, e.g.:

- Audi (A3, A8)
- BMW (3 Series, 5 Series, 7 Series, Z4)
- Nissan (Maxima, Micra, Murano, Quest)
- Renault (Scénic, Kangoo, Mégane)

Examples

ThyssenKrupp Waupaca: Brake rotors and drums



Light, medium and heavy vehicles:

~ 36 m parts/year

ThyssenKrupp Automotive Crankshaft group: Crankshafts

Light, medium and heavy vehicles:

~ 11 m parts/year

Twin Focus Strategy (II)

Systems (system integrator, system specialist)

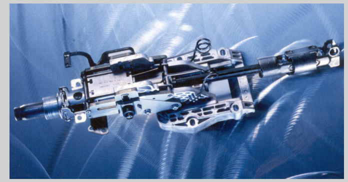
- Engineering capability
- Assembly and logistics capability
- Electronics/mechatronics capability
- Project management capability

➡ Supplying systems for a variety of models, e.g.:

- DaimlerChrysler (E and S Class)
- Jaguar (XJ-Type)
- Porsche (Cayenne, Boxster, Carrera)
- Smart (fortwo, roadster)

Examples

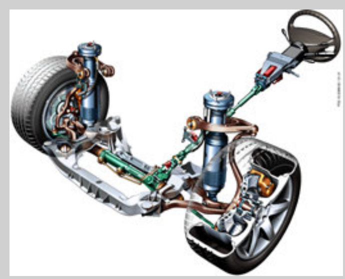
ThyssenKrupp Presta: Steering shafts/columns



~ 19 m parts/year

ThyssenKrupp Presta SteerTec: Steering gears

~ 2 m parts/year



Competence: Wheel to wheel

Globalizing: Further growth in Asia and Eastern Europe

- **Existing joint ventures with**

• SAIC (ThyssenKrupp Presta HuiZhong Shanghai Co., Ltd.)	China
• FAW (ThyssenKrupp Presta Fawer Changchun Co., Ltd.)	China
• FAW (Liaoyang K.S. Automotive Spring Company Ltd.)	China
• ZRRZ (ThyssenKrupp Zhong-Ren Chassis Co., Ltd.)	China
• JBM (ThyssenKrupp JBM Pvt. Ltd.)	India
• Compa (ThyssenKrupp Compa Arcuri S.A.)	Romania
• Compa (ThyssenKrupp Bilstein Compa S.A.)	Romania

- **New activities planned:**
  - Follow European and North American OEMs and build up facilities next to their transplants especially in China
  - Build up transplant business with Asian OEMs especially in Eastern Europe
  - Increase Asian and East European local sourcing content

Globalizing: Latest activities in Japan

- Establishment of ThyssenKrupp Automotive Japan with 2 locations and headquarter in Tokyo
- ThyssenKrupp Automotive participation in Tokyo Motor Show since 1999
- Tech-Shows at Toyota, Honda, Nissan and Mazda from July 7 – 11, 2003
- Large increase in projects and business volume by 400 % since 2001

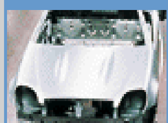
Cross segment capabilities for the automotive industry

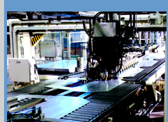
Sales with automotive clients: ~€11.3 bn in 2002/03

Steel


Carbon steel

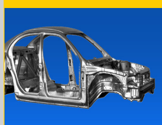

Stainless steel


Coated products


Downstream products (tailored blanks, SSC)

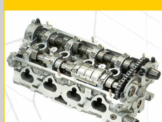

Technology partnerships

Automotive


Body- and Chassis stampings


Axles/ Chassis systems

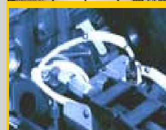

Body assemblies


Engine components


Steering systems

Technologies


Body-in-white (tools and fixtures)


Assembly lines for engines


Assembly lines for trans-missions

Services


Material supply


Facility manage-ment

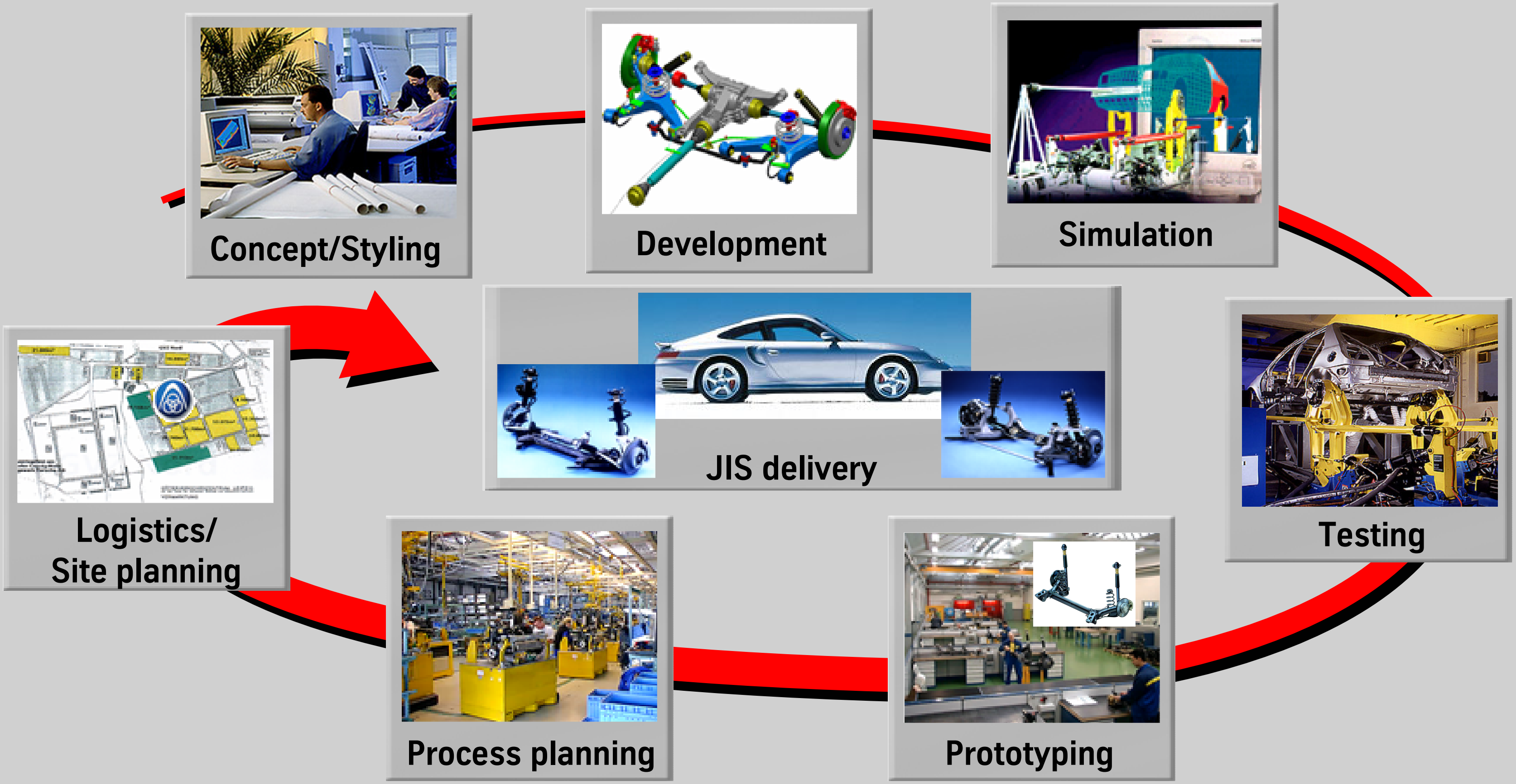

Cutting


Maintenance


Operation manage-ment


Plant logistics

The Engineering Loop



Our unique selling point to OEMs: One-stop-shopping as an integrated approach

ThyssenKrupp Automotive

ThyssenKrupp Steel

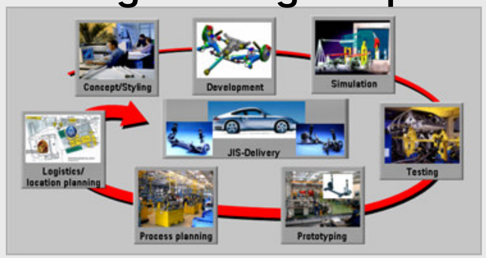
ThyssenKrupp Technologies

ThyssenKrupp Services

Multi Material Competence

Multi Process Competence

Engineering Loop



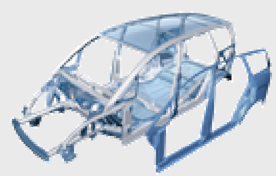
North American Automotive Council

European Automotive Council

Results (Examples)

BMW X5

NSB® New Steel Body



Innovations driven within the Group

Automotive | **Technologies**

ORS© Off-road stabilizers for sport utility vehicles

- Stiff suspension
- High damping
- Stabilizers with high torsional rigidity

- Soft suspension
- Low damping
- Stabilizers with very low torsional rigidity

Stabilizer can be switched hydraulically under load

Steel | **Automotive**

NSB® NewSteelBody

- ThyssenKrupp Stahl designed a complete weight-optimized steel body-in-white
- Open source project to interested auto manufacturers for joint further development
- Reference vehicle is the Opel Zafira
- The body developed under the project is 24% lighter than the reference vehicle

Steel | **Automotive**

Fuel tank

- Absolutely airtight, hydrocarbons cannot escape, fully recyclable, significantly lighter than plastic fuel tank
- Greater fuel capacity due to reduced wall thicknesses
- Can be packaged in the tight confines of a compact car
- Meets strictest emission standards, e.g. Californian emission guidelines

Steel | **Technologies**

Modular door

- The new, modular door is 12 kilograms lighter than the benchmarked model and costs significantly less to manufacture and assemble
- The modular approach means that door production and door assembly can be separated

Partnership beats challenges

Increasing complexity:

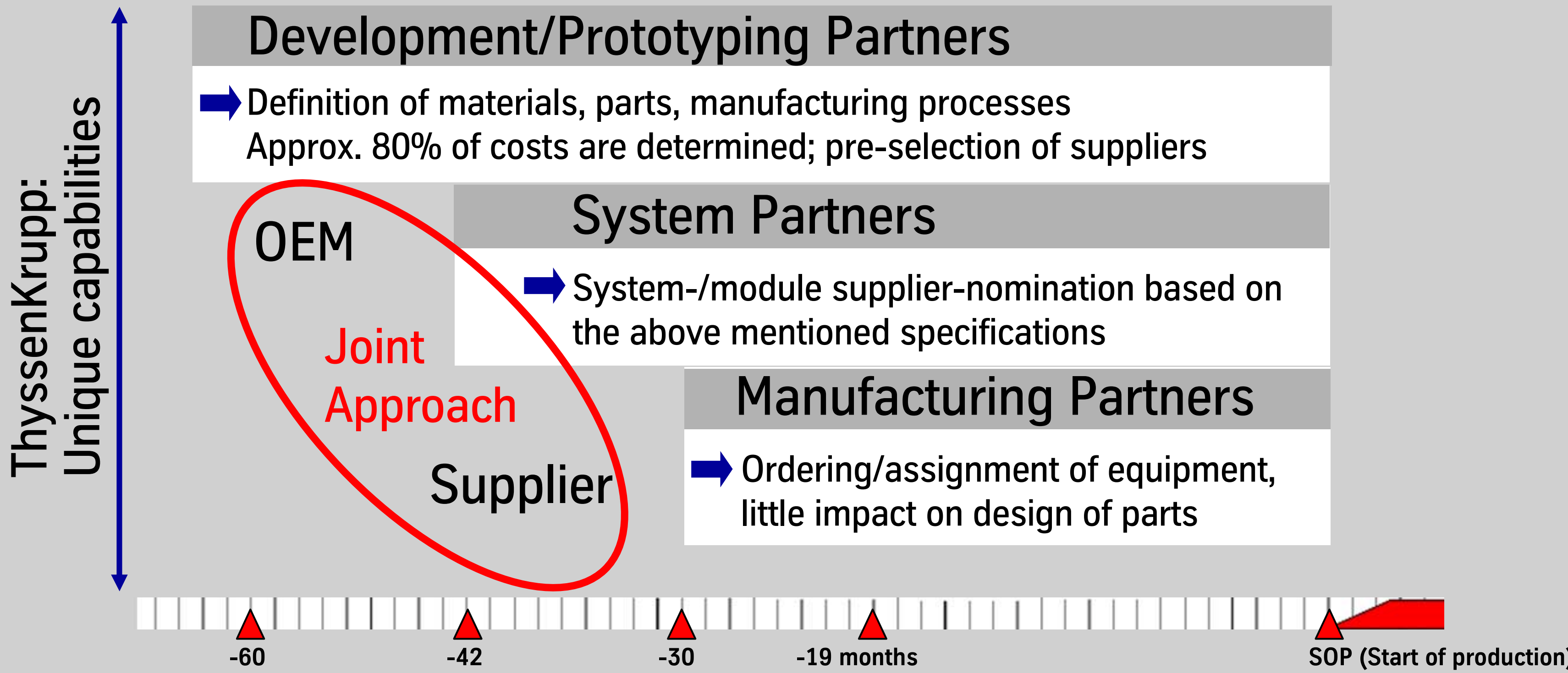
- Changing market requirements
- Innovative networking

Increasing challenges

ThyssenKrupp:

Competence in products and processes benefits long term partnerships

Product development process:
Early involvement makes us the masters of our destiny



Competence supports long-term partnership

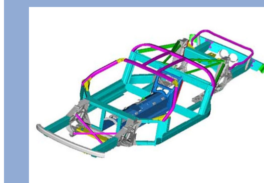
Competence beats competition

- Joint engineering
- Joint business planning
- Joint fitness

- Leading technology
- Leading quality
- Leading cost structure
- Leading global presence

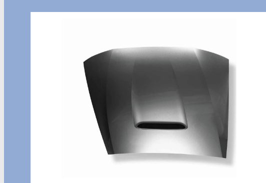
ThyssenKrupp Portfolio:
Connecting Competence

Chassis	Body	Powertrain
Systems	Systems	Systems

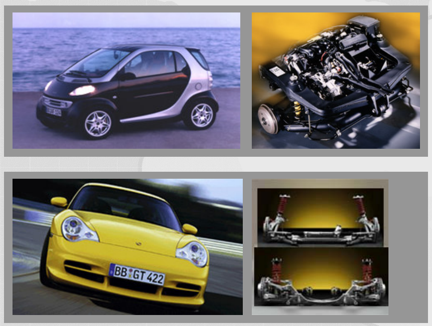



Chassis	Body	Powertrain
Components	Components	Components


Strategy confirmed (I): Successful growth in modules supports component business

1997



Approx. 200,000 cars/year
Capacity in Germany and France

Today

>2.5 m cars/year
Capacity worldwide

Tomorrow

Strategy confirmed (II): From modules to systems

smart

1997

Assembly

smart 2003

Assembly

smart 2004

Range of activities for the smart formore:

- Engineering
- Prototyping
- Quality-Management
- Purchase
- Components
- Assembly

Summary

- ThyssenKrupp Automotive: Technology and cost leadership worldwide
- Above average sales growth targeted
- Expansion of engineering competence and long-term partnerships with OEMs
- Unique approach in the automotive industry: One-stop-shopping within the ThyssenKrupp Group

Disclaimer

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