

Remarks

by

Dr. Ekkehard Schulz

Chairman of the Executive Board
of ThyssenKrupp AG

at the

8th Annual General Meeting

on January 19, 2007

in Bochum

Check against delivery.

Dear Stockholders,

Ladies and Gentlemen,

Welcome to the eighth Annual General Meeting of ThyssenKrupp AG here at the RuhrCongress Center in Bochum. My colleagues and I are pleased to present to you today a ThyssenKrupp Group more successful than ever before.

- We have achieved our best earnings since the merger.
- ThyssenKrupp was the top-performing DAX stock in 2006. The stock price almost doubled. In fiscal year 2005/2006 it gained 53 percent.
- The activities of the Automotive and Technologies segments have been combined and the operations of the Automotive segment refocused.
- The disposal program “33+” is virtually complete. After completing the phase of consolidation we are now on a profitable, sustainable growth track.
- The management structure has been adapted. The Executive Board consists of eight members.
- In short: We have made the Group fit for the future.

My report today will center on securing the future of the Company. After a brief review of the key figures from the consolidated financial statements and the outlook for the first months of the current fiscal year, I will report to you on the development of business in our five segments. Then I will outline some of the resolutions planned for today’s Annual General Meeting which are necessary for our growth strategy. I will end my remarks with a look at our efforts in the area of training and developing young talent.

Fiscal year 2005/2006 and outlook

Ladies and Gentlemen, let us first establish where we stand by taking a look at the performance indicators of the ThyssenKrupp Group in the past fiscal year.

- Order intake and sales increased strongly. Order intake from continuing operations rose to 50.8 billion euros, up 17 percent from the prior year. Sales from continuing operations improved by 10 percent to 47.1 billion euros.
- Earnings before taxes from continuing operations (EBT) increased by 946 million euros to over 2.6 billion euros in fiscal 2005/2006. That is an improvement of 56 percent from the prior year. The increase over the last five years is 244 percent. For the third year in succession our Company achieved a significant three-digit million profit increase.
- After deducting minority interest, earnings per share increased from 2.08 euros in the prior year to 3.24 euros in fiscal 2005/2006.
- The central performance indicator for our value-based management system in the Group is ThyssenKrupp Value Added. It increased by around 500 million euros to 1.5 billion euros in fiscal 2005/2006.
- Return on capital employed (ROCE) climbed from 14.4 percent in the prior year to 17.9 percent. This improvement in both ROCE and ThyssenKrupp Value Added is attributable in particular to the large increase in operating earnings.
- With the increased earnings, the financial position of the ThyssenKrupp Group also improved further in the past fiscal year. The net financial liabilities of 177 million euros at September 30, 2005 were eliminated. At September 30, 2006 the Group reported net financial receivables of 747 million euros.

The figures show: we have completed the consolidation phase and are on a sustainable profitable growth track with the three main areas of business Steel, Capital Goods and Services. In this way we will be able to further increase the earning power and value of your Company in the future.

Ratings

Following the announcement of ThyssenKrupp AG's financial statement figures on December 1, 2006, Fitch lifted its Watch Negative status on ThyssenKrupp's BBB+ rating and upgraded the outlook to stable. On December 4, 2006 Moody's also reacted and changed the outlook for ThyssenKrupp's Baa2 rating from "stable" to "positive". Standard & Poors kept its BBB- rating. Maintaining investment grade status at all rating agencies is of very great importance to us, also for implementing our growth strategy.

Stock price

I would like to thank you, our stockholders, for again supporting ThyssenKrupp AG and placing your trust in the Executive Board in the past year. Your trust has been rewarded. The stock price gained 53 percent in the past fiscal year, significantly outperforming the DAX and Dow Jones STOXX indices, up only 19 and 18 percent, respectively. ThyssenKrupp's stock market value increased by 4.7 billion euros to 13.7 billion euros. In calendar 2006 the stock gained as much as 98 percent, making it the year's top-performing DAX stock. At the beginning of this year market capitalization was around 19 billion euros.

The excellent performance of the stock is also evidence of a change of attitude towards conglomerates. Current studies such as the one by the Boston Consulting Group underline the particular stock potential of diversified companies if they are governed efficiently and management and staff follow a value-based approach. It's not the number of businesses which is important but how they are run.

Dividend proposal

Ladies and Gentlemen, we want you to profit from the successes of your Company. That is why we are proposing an increase in the dividend to 1.00 euro per share, following last year's dividend of 0.70 euros plus a special dividend of 0.10 euros per share. Excluding the special dividend the increase is 43 percent. The dividend yield at September 30, 2006 is an impressive 3.8 percent.

To keep you up-to-date with the performance of ThyssenKrupp stock during the year, we have introduced the stockholder letter "#750.000 kompakt". The title stands for the stock's securities identification number. The letter presents the company's results and all relevant stock-related information once a quarter. You can register for the information service on our website.

My thanks also go to our employees, who performed magnificently in the past year. On behalf of the entire Executive Board I thank them and the employee representatives for their great efforts in contributing to the success of the Company.

The workforces are able to share directly in the success of the Company by means of employee stocks. For the fourth time, 84,000 of our employees in Germany were given the opportunity last fiscal year to purchase ThyssenKrupp shares on special terms. In the rest of Europe, too, we are gradually including employees in the employee stock program, for example in France, Spain and the UK. The response shows that our employees' confidence in the Company and its future is unbroken. Of that, too, we are proud.

Q1 2006/2007

Following the figures for the past fiscal year I would now like to present the outlook for the first quarter of the current fiscal year. The quarterly report for the first three months of fiscal 2006/2007 will be published on February 13, so the figures are still provisional.

The positive performance of the past fiscal year continued in the first quarter. Order intake from October to December 2006 was around 13.0 billion euros. In the previous year it was 11.6 billion euros. Sales increased from 10.9 billion euros in the first quarter of the previous fiscal year to around 12.2 billion euros in Q1 2006/2007. EBT is 1 billion euros, up more than 60 percent from the fourth quarter of fiscal 2005/2006 (618.6 million euros). Compared with the first quarter of the previous fiscal year the increase is more than 130 percent. This illustrates the positive performance of recent months.

Medium and long-term outlook

What is the outlook for the medium and long term?

We are pursuing a forward strategy with sustainable high earnings. All segments will contribute to the further growth. We want to take the first step to sales of 50 billion euros as quickly as possible. 60 percent of this will be generated by the production of materials and capital goods, 40 percent by service-oriented businesses. All segments are expanding their service operations.

We expect to achieve sales of up to 19 billion euros with steel – i.e. carbon and stainless, 12 billion to 14 billion euros with capital goods, and up to 19 billion euros with services. Maintaining the high current quality of earnings is a key priority. Under the almost completed divestment program we have focused

on our core businesses and already distinctly improved our earnings quality. ThyssenKrupp's target for earnings before taxes is 2.5 billion euros. Having exceeded this figure in 2005/2006 we are confident of doing the same in the current fiscal year. This assumes that the world economy remains stable and energy prices stay within manageable limits.

In the second step we aim to achieve Group sales of 55 to 60 billion euros in the next five years. For this, investment of up to 20 billion euros is necessary. 6-8 billion euros of this will go into external and 7-8 billion euros into organic growth. Around 4 billion euros will be invested in maintaining existing operations.

ThyssenKrupp on growth track – developments in the segments

Ladies and Gentlemen, I would now like to turn to the performance of the segments.

Steel segment

Thanks to the extremely positive market environment, business in the Steel segment increased significantly. In the past fiscal year order intake rose by 21 percent to 11.1 billion euros, reflecting not only significantly higher order volumes but also the price increases achieved on the market. Sales increased by 12 percent to 10.7 billion euros, due to both volume and price factors. Increased net revenues and higher shipments offset substantial cost increases for important raw materials and higher processing costs, enabling the Steel segment to increase its profits by 323 million euros to 1.4 billion euros. At September 30, 2006 the segment employed 30,647 people.

Allow me at this point to make a remark about the consolidation process in the steel sector and the position of ThyssenKrupp. The rankings in the world steel industry are usually based on production figures. Tons of steel are counted, without taking products and qualities into account. In crude steel production we currently rank 11th with 16.5 million metric tons. In flat carbon steel production ThyssenKrupp Steel ranks 7th with 14.1 million metric tons. However, in terms of sales, ThyssenKrupp ranks 5th with US\$19 billion. The reason is clear: with higher quality, higher sales and higher earnings can be achieved over the business cycle due to better competitiveness.

By way of illustration: the price and margin of a ton of concrete reinforcing steel, which you will not find in ThyssenKrupp's product range, are significantly lower than that of a ton of high-quality flat carbon steel, which is used for the outer paneling of a passenger car. To put it more graphically, comparing tonnages is like comparing the output of a volume car producer with that of an exclusive sports car manufacturer. In addition, the sustainable earnings quality of our products is well above that of other producers. Furthermore, two thirds of our products are sold under annual contracts and are subject to less volatility than on the spot markets.

The same applies to the oft cited threat posed by imports. Of course, Chinese steel will find its way onto the export markets and into Europe. However, I am not aware of German or European OEMs using imports as a substitute for our high-quality products to any notable extent. There's just no substitute for quality.

Total world steel output is currently around 1.2 billion metric tons. Of this around 700 million tons are long products and 500 million tons flat products. Of these 500 million tons of flat products, 50 percent are high-quality products. We aim to achieve a share of 10 percent of this, i.e. around 25 million tons.

Our growth strategy in the Steel segment is focused on the markets of North America and Europe. In the NAFTA region we are aiming for a share of at least 5% of the high-quality flat products market. To achieve this goal quickly, ThyssenKrupp signed an agreement with Mittal Steel Company N.V. on January 26, 2006, under which Mittal Steel committed to sell the Canadian steel producer Dofasco to ThyssenKrupp at a price of CAD68 per share in the event that it acquired Arcelor. In its defense against Mittal, Arcelor had transferred Dofasco to a foundation under Dutch law. The boards of Mittal Steel Company N.V. and Arcelor S.A. requested the foundation's directors to dissolve the foundation, but they refused.

At our Annual Press Conference on December 1, 2006 we announced that we will exhaust every possibility to bring about the sale of the Canadian steel company Dofasco to ThyssenKrupp, as committed to by Mittal Steel in the form of a Letter Agreement. In the interests of the Company and its stockholders, the Executive Board of ThyssenKrupp AG saw no alternative but to seek judicial clarification of the matter in order to enforce our claim to purchase Dofasco before the expiration of the Letter Agreement. Clarification became necessary after Mittal Steel and ThyssenKrupp were unable to agree a joint approach vis-à-vis the Dutch foundation. For this reason ThyssenKrupp filed a legal action against Mittal Steel before the competent court in Rotterdam on December 22, 2006.

The action is based on the legal opinions of several leading independent legal experts in the Netherlands, including the leading expert for foundation law and the former Advocate General of the Supreme Court of Justice in Civil Matters in Den Haag, as well as the comments of external counsel. All the opinions and comments come to the conclusion that the foundation is obligated to transfer its shares in Dofasco back to Arcelor. The intention of the action against Mittal Steel is to release Dofasco from the foundation and permit the sale to ThyssenKrupp.

The hearing took place before the president of the court in Rotterdam on January 11. Based on the hearing no statement can yet be made about the outcome of the case. The court will announce its decision on January 23.

In parallel with Dofasco, we are pressing ahead with the planning of a production and distribution site in the USA which will be built and used jointly by the Steel and Stainless segments. The centerpiece will be a hot strip mill which will process slabs from the new steel mill in Brazil as well as slabs from an upstream stainless steel melt shop. In addition there will be cold-rolling and hot-dip coating capacities for high-quality carbon steel finished products as well as further-processing operations for stainless steel. The search for a location is currently under way. It will offer optimum logistics – for slab supplies from Brazil and for the distribution of end products to North American customers. Joint use of the new plant by ThyssenKrupp Steel and ThyssenKrupp Stainless will be a unique feature in the sector.

In Europe we will strengthen our outstanding market position with additional investments in the amount of 700 million euros: In Duisburg 300 million euros is being invested in a new replacement blast furnace to secure our crude steel base. We are also investing a further 400 million euros to remove bottlenecks and optimize the production flow.

Our new steel mill in Brazil will supply the 5 million tons of slabs needed to fill the orders of our demanding customers in North America and Europe. The foundation stone for the new 3 billion euro mill was laid on September 29, 2006. Production will start in early 2009. The mill will employ around 3,000 people and create a further 10,000 jobs at suppliers and service providers in the region. Offering optimized costs and logistics and highest quality, the slabs from the Brazilian state of Rio de Janeiro will secure our market positions in Europe and the NAFTA region.

Stainless segment

The Stainless segment will strengthen its international position. The further improvement in the product range led to a significant expansion in business in fiscal 2005/2006. Order intake increased for volume and price reasons by 31 percent to 7.3 billion euros, sales by 16 percent to 6.4 billion euros. Earnings before taxes rose by 137 million euros to 423 million euros. The Stainless segment employed 12,197 people.

Following this successful year Stainless intends to strengthen its leading international position and continue to share in the steadily growing stainless market. Stainless' involvement in the plant complex in the USA, in addition to using the hot strip mill together with the Steel segment, also consists of its own melt shop for stainless products as well as a cold-rolling facility.

In the first phase, this will be designed to produce 325,000 tons of cold-rolled and 100,000 tons of hot-rolled (pickled). Thus, our Mexican stainless steel producer ThyssenKrupp Mexinox will be able to

obtain starting material directly from the USA in the future. This offers a clear logistical advantage over the current supply of material from our European plants. As world market leader in stainless flat products and nickel alloys, Stainless has production capacities in Italy with ThyssenKrupp Acciai Speciali Terni and in China with Shanghai Krupp Stainless, as well as the operations in Germany and Mexico.

In addition to the planned expansion we will further increase vertical integration both in stainless flat products and in high-performance materials, nickel alloys and titanium. This is the aim behind a number of investments both in the mills and in our service center organization and service operations. Through further investment in nickel alloy and titanium production we intend to play a stronger role in the fast-growing aerospace and energy markets.

Automotive

Ladies and Gentlemen. Effective October 1, 2006 we combined the activities of the Automotive and Technologies segments and refocused the operations of the Automotive sector. On November 30, 2006 the body and chassis operations in North America with sales of around 1 billion euros and 3,500 employees were sold to the Canadian company Martinrea International.

Last year the businesses were operating in a market which is in a phase of global upheaval. Due to the stiff competition, increasing raw material and energy costs cannot be passed on to customers, or only in part. In North America, the traditional auto manufacturers are in the middle of a wide-reaching restructuring and downsizing process, which is also increasing the pressure on suppliers. In Europe too, suppliers are facing major pressure from manufacturers to further reduce costs. The significant appreciation of the Brazilian real is impeding vehicle exports in Brazil. Competition also increased in growing markets such as China. The need to gain market share is increasing pressure on the prices of vehicles and the suppliers of vehicle components and systems.

Compared with the prior year order intake decreased by 3 percent to 7.9 billion euros. Sales were slightly higher at 8 billion euros. This was due to strong growth in the system business, increased volumes and price-related growth at the North American foundries. Non-recurring restructuring and impairment charges reduced earnings by 339 million euros.

The impairment charges were mainly a result of the initiation of the sale of the North American body and chassis operations but also reflected the continuing deterioration in the auto body equipment and toolmaking situation in Germany. Overall the segment suffered a loss of 174 million euros. The

workforce was reduced to 39,446 employees, mainly in connection with the ongoing restructuring measures in the American automotive supply business.

Technologies

In its new composition from October 2006 the Technologies segment is divided into the business units Plant Technology, Marine Systems, Mechanical Components, Automotive Solutions and Transrapid. As a producer of industrial plants and components with innovative system and engineering expertise, the segment's operations are focused on systems, plants and components as well as associated services. The market environment for Technologies' previous activities was favorable. Orders increased by 41 percent to 8 billion euros, sales by 4 percent to 6 billion euros. At September 30, 2006, Technologies employed some 27,500 people.

The segment increased its pre-tax income from continuing operations by 317 million euros to 357 million euros, with all business units reporting a significant improvement in operating income. The disposal of low-earning activities over the past two fiscal years had a positive impact. With the purchase of a 60 percent interest in Atlas Elektronik in August 2006, Technologies acquired strong expertise in marine electronics. The company is recognized as one of the market leaders in the development of integrated sonar systems for submarines and has been a supplier and system partner to ThyssenKrupp Marine Systems for many years. The segment will expand its – in some cases leading – world market positions through international investment and acquisitions. For example, Rothe Erde is currently expanding not only its Dortmund site but also sites in India, Japan and China. Polysius is increasing its service activities worldwide.

Ladies and Gentlemen, we were all deeply shocked when the news of the tragic accident on the Transrapid test line in Lathen reached us on September 22, 2006. We mourn the victims and our thoughts are with their families. We have made donations to assist the bereaved and the helpers. The accident was very tragic. However, we do not see a failure in the equipment which would call the Transrapid technology into question.

Elevator segment

Order intake in the Elevator segment increased significantly, by 13 percent, to 4.7 billion euros. Sales grew by 14 percent to 4.3 billion euros. As a result of the business expansion the number of employees rose to 36,247.

As a result of efficiency enhancements and high capacity utilization at all European production plants, income increased by 36 million euros to 391 million euros in fiscal 2005/2006.

Alongside the expansion of existing business activities, strategic acquisitions both in the highly industrialized countries and in the young growth regions of the world remain part of our strategy. In the past fiscal year we expanded our position in key markets in Europe. Elevator is also performing successfully on strategic emerging markets. A prime example of this is India. Service and manufacturing activities are contributing equally to the growth of existing business. An increasingly dense network of branches close to our customers secures our market presence. In addition, a global service strategy is designed to guarantee the high standard of our service activities at all locations worldwide. This strategic concept sets high standards for the work of our service technicians throughout the world and guarantees the quality of our services. As a result, we can offer our customers complete aftersales packages.

In fall 2005 the EU Commission announced that it had initiated summary proceedings against companies in the elevator and escalator industry. These include some European companies of ThyssenKrupp Elevator. We are cooperating with the regulatory authorities. Since the EU Commission has not indicated the amount of any fines, the financial consequences cannot yet be estimated.

Services segment

Portfolio optimization, efficiency increases and sales initiatives combined with a much improved raw and industrial material market made fiscal 2005/2006 a record year for the Services segment. With material and process services for the production and manufacturing industries, order intake was increased by 15 percent to 14.6 billion euros and sales by 12 percent to 14.2 billion euros. The number of employees amounted to 40,163.

The segment achieved a profit of 482 million euros, which represents a significant improvement of 221 million euros. In addition to improvements at operating level, the absence of now-sold loss-making areas had a positive effect.

Services completed an extensive portfolio streamlining program with the sale of the Hommel group and Krupp Druckereibetriebe. At the same time it added significantly to its activities, especially outside Germany. The main acquisitions centered on the further expansion of the US and Eastern European operations. Activities were also strengthened in South America, Germany and Asia. The aim was to further integrate materials services – for example processing, warehouse and inventory management, logistics, supply chain management – with industrial process services.

The segment aims to continue its growth on the markets for materials and industrial services. Acquisitions will support the expansion of existing business. The expansion strategy focuses on the NAFTA region – i.e. the USA, Canada and Mexico – Eastern Europe, and also South America and Asia. For example, the acquisition of a majority interest in the industrial services business of RIP reflects our expectations in South America. RIP is a market leader in its sector and is represented at all key industrial locations in Brazil. In the materials area, the segment is vigorously pursuing its Eastern Europe strategy. In Asia it is increasingly setting up joint ventures with local partners.

Changes in the Executive Board

Ladies and Gentlemen, that concludes my comments on the development of the segments and the Group in the fiscal year. Following the combination of Technologies and Automotive, the ThyssenKrupp Group now comprises the five segments Steel, Stainless, Technologies, Elevator and Services.

The Executive Board has been reduced to eight members. Gary Elliott, until September 30, 2006 Executive Board Chairman of ThyssenKrupp Elevator AG and member of the Executive Board of ThyssenKrupp AG, took up the post of chairman of the ThyssenKrupp national holding company in the USA at October 1. His successor at Elevator is Edwin Eichler, who will also continue as Chairman of the Executive Board of ThyssenKrupp Services AG and member of the Executive board of ThyssenKrupp AG.

Dr. A. Stefan Kirsten left the Executive Board of ThyssenKrupp AG at November 30, 2006 after the establishment of the annual financial statements. He informed the Supervisory Board in the summer of last year that he did not wish to renew his contract, which expires July 31, 2007. He will continue to be available to ThyssenKrupp in various supervisory boards. His duties have been taken on additionally by Dr. Ulrich Middelmann, Vice Chairman of the Executive Board with responsibility for Controlling and M&A.

Quarter

Ladies and Gentlemen, in the near future ThyssenKrupp will concentrate its six head office buildings on two quarters – in Duisburg and Essen. Excluding the Duisburg site, the other six office buildings in Düsseldorf, Essen and Bochum have a total area of 150,000 square meters. Part of this is also rented out. Due to synergies, centralization will reduce the space requirement to less than 100,000 square meters. The concentration will optimize the Group's decision-making lines and administrative costs.

The Steel and Stainless segment holding companies are already based in Duisburg. The Group holding company and the holding companies of the three segments Technologies, Elevator and Services will be located in Essen. A major part of the ThyssenKrupp Quarter is the ThyssenKrupp Academy. As a training and communications center it will provide further education for the roughly 2,500 top executives of the Group worldwide, with the support of recognized universities.

For the construction of the new quarter for around 2,000 employees in Essen, the ThyssenKrupp Group has decided to implement the design by Chaix & Morel et Associés, Paris / JSWD Architekten und Planer, Cologne. This design for the ThyssenKrupp quarter in Essen won first prize in the open international architectural competition organized by ThyssenKrupp last year.

The first phase of construction is scheduled for completion at the end of 2008, the second phase for autumn 2010. The costs of building the quarter will be covered by the proceeds from the sale of real estate no longer needed.

Success factors

Ladies and Gentlemen, now that we have established where we stand, one may well ask what makes our Group so successful. Clearly, the high price levels and continued strong demand for steel and stainless products played a part in the strong growth in profits. And I have already said that the personal commitment of our employees is a major factor in our success.

The ability to respond flexibly to changes in the market and to never be satisfied with what has been achieved – that is another success factor. Although the portfolio optimization is now largely completed, adjustments to the portfolio and our successful efficiency enhancement programs have further improved earnings quality. Up to and including October 2006, the sales volume gained through acquisitions amounted to 900 million euros, the volume for disposals was 1.9 billion euros. This means that since the merger of Thyssen and Krupp, companies with sales of 8.9 billion euros have been sold and our core business has been strengthened by sales of 7.9 billion euros. Overall the quality of earnings has improved significantly in this period. Since the merger EBT has increased more strongly than sales.

Our efforts at operating level to improve earnings quality are also bearing fruit. The “ThyssenKrupp best” program has been making a substantial contribution to improving our performance for five years now. In the past fiscal year alone, 1,453 new projects were launched to improve performance throughout the Group, expand our strengths and eliminate any weaknesses. The program is more successful than ever.

I am particularly pleased that ThyssenKrupp best not only has the active support of employees in Germany but is also firmly established at international level. 60 percent of all projects have taken place outside Germany at more than 400 locations in 38 countries. In the past year further impetus was generated by the purchasing initiative which achieved significant cost reductions and now alone accounts for more than 920 projects. In line with the program’s concept, many of the projects can be transferred to other areas or segments of the Group.

Securing the growth strategy

Ladies and Gentlemen, our task is to secure the future of the ThyssenKrupp Group. For this we request your approval of three strategic decisions.

1. Share buyback

Based on the authorization resolved at the last Annual General Meeting, we repurchased 25,724,452 treasury shares, corresponding to roughly 5% of the capital stock, in the period July 04 to August 21, 2006. The total purchase price including incidental expenses was around 697,445,000 euros. The average price per share was 27.09 euros. The theoretical value of the capital stock of ThyssenKrupp AG represented by the repurchased shares is around 65,855,000 euros. The reserve required to be established for the repurchased shares was established without difficulty from freely available retained earnings.

The strong performance of the Group and the ability of ThyssenKrupp to achieve high cash flows on a sustained basis persuaded us to carry out this share buyback. The Executive Board's idea of repurchasing shares on this scale to strengthen the Company's growth strategy was approved by the Supervisory Board.

We request you today to resolve a new authorization.

2. Authorized capital

Another item to be resolved today which is also important for our growth strategy is the creation of authorized capital in the amount of 500 million euros. If this amount were fully utilized, this would represent an increase of around 38 percent of the current capital stock. This is a standard means of corporate financing. Our proposal is well below the legally permissible limit of 50 percent of the capital stock. The resolution will allow the Executive Board adequate alternatives for potential strategic measures. This includes in particular scope for a balanced combination of capital increases through contributions in cash and kind. Any decision by the Executive Board to make use of the authorization is subject to the approval of the Supervisory Board. I would like to emphasize that there are currently no concrete projects requiring a capital increase. The authorization is therefore to apply for a manageable period of five years. Ladies and Gentlemen, your Company operates in a fast-changing environment. We want to be prepared for this.

3. Designation right

The Alfried Krupp von Bohlen und Halbach Foundation has increased its shareholding in ThyssenKrupp AG to 25.1 percent of the capital stock. On behalf of the Executive Board, I would like to thank the Foundation for its long-standing support. In the interest of good corporate governance, the Foundation is entitled to appropriate representation on the Supervisory Board of ThyssenKrupp AG. The proposed resolution on the right to designate up to three supervisory board members reflects the size of the targeted shareholding. The representation of the main stockholder on the Company's Supervisory Board is a significant contribution to governance of the Company in the interests of the stockholders. The corresponding amendment to the Articles of Association has likewise been put forward for resolution today.

As minority stockholders you may wonder why you should support this proposal which benefits a major stockholder. Ladies and Gentlemen, the Foundation has been a major stockholder of the Company for over 40 years now. Particularly at the present time, the Executive Board appreciates the importance to the ThyssenKrupp Group of a major stockholder who has always supported the strategy of the Company in the past. The Executive Board and employee representatives can only echo the remarks of Dr. Cromme for the Supervisory Board.

Securing the future: Young talent, Ideas Park

Ladies and Gentlemen, ThyssenKrupp's decisive success factor is its people. In this context, sustainable action to secure the future means fostering young talent. We will continue to need enthusiastic and highly qualified young talent in the future. And by "we" I mean not only ThyssenKrupp but also Germany. Around a million engineers work in Germany, and 40,000 graduate from our universities each year – corresponding to around 8 percent of high-school graduates. However, in the future we will need around 55,000 to maintain Germany's prosperity over the long term. There are currently 22,000 engineering vacancies that cannot be filled in Germany. Companies are urgently seeking competent engineers and are faced with declining student numbers. At the same time, more and more young graduates and skilled workers are leaving the country each year because they see no prospects in Germany. We therefore not only see it as our duty but also as an elementary aspect of our efforts to secure the future to foster young talent in Germany.

However, many young people have difficulty gaining a place on a training scheme to begin with. This is partly due to deficits in their academic performance. Against this background, we launched the "Opportunity" program in association with the Duisburg labor agency three years ago. The only program of its kind in Germany, it aims to support young people who have unsuccessfully applied for apprenticeships. They are given the opportunity to acquire basic skills and knowledge which are useful for various technical industrial occupations. After the one-year course, many of these young people find an apprenticeship more easily. Together with the Duisburg labor agency we aim not only to continue but to expand the program. I am particularly pleased that German President Horst Köhler recognized this exemplary training work carried out within our Company by visiting ThyssenKrupp Steel AG in June 2006.

Ideas Park

Many of our activities in and out of schools focus on firing people's enthusiasm for technology. Technology is made by people for people with the aim of benefiting people. For this we need people with the inquisitiveness and courage to make changes. This is why we launched the "Discover Future Technology" initiative in 2004. It is an open platform for partners from politics, science, society, industry and the media. The initiative has a strong sociopolitical and educational focus and aims to attract people to careers in technology and engineering.

A key element of this initiative is our Ideas Park, which has now been held twice – in Gelsenkirchen in 2004 and in Hanover in 2006 with the support of over 70 partners. More than 200,000 visitors came to

Hanover to discover technical innovations and develop their own ideas for the future. The Ideas Park is designed to make technology understandable and entertaining, to show the many ways in which knowledge and technology can positively influence our lives and illustrate how important technology is for modern societies. 150 exhibits provided an insight into how today's ideas will shape tomorrow's world and showed how exciting everyday technology can be. The theme of education and vocational training is especially important as a prerequisite for renewal and growth. A further aim of the Ideas Park is therefore to promote training for careers in technology and engineering.

We are continuing our "Discover Future Technology" initiative and will take our Ideas Park to Baden-Württemberg in May 2008. Visitors from all over Germany will come to the Neue Messe exhibition center in Stuttgart to discover technology for themselves with the help of highly creative people presenting a fascinating display of innovations.

We at ThyssenKrupp are campaigning for an innovation-friendly society and increased enthusiasm for technology in Germany because we wish to clearly signal our commitment to Germany. The Ideas Park is a voyage of discovery for the mind and senses, a technology experience that opens our eyes to the opportunities that arise when we think up and realize something new. We have captured some of the spirit of this technology experience in the Annual Report. I would like to invite you to take a photographic tour here in Bochum today. I hope we succeed in firing your enthusiasm, too.

Ladies and Gentlemen, we have made the Group fit for the future and are on a clear growth track. Our forward strategy is bearing fruit: In the past fiscal year, ThyssenKrupp achieved its best results since the merger. Our stock was the top-performing DAX stock in 2006. We have combined the activities of the Automotive and Technologies segments and refocused the Automotive activities. The management structure has been adapted.

Our long-term target for pre-tax earnings is 2.5 billion euros. We are confident that we will exceed this target again in the current fiscal year. The new fiscal year has gotten off to a very positive start: With pre-tax earnings of 1 billion euros in the first quarter 2006/2007, the positive trend continues. It confirms that we're moving in the right direction. We are on a sustainable, profitable growth track.

We aim to achieve the first step to 50 billion euros sales as quickly as possible. In a second step we aim to achieve sales of 55 to 60 billion euros in the next five years. The current high quality of earnings will continue to be a top priority.

This concludes my comments. On behalf of my Executive Board colleagues I would like to thank you, Ladies and Gentlemen, for the trust you have placed in us, your loyalty and your support. ThyssenKrupp is a worthwhile investment. We're one hundred percent committed to making sure it remains so.

Thank you for your attention.