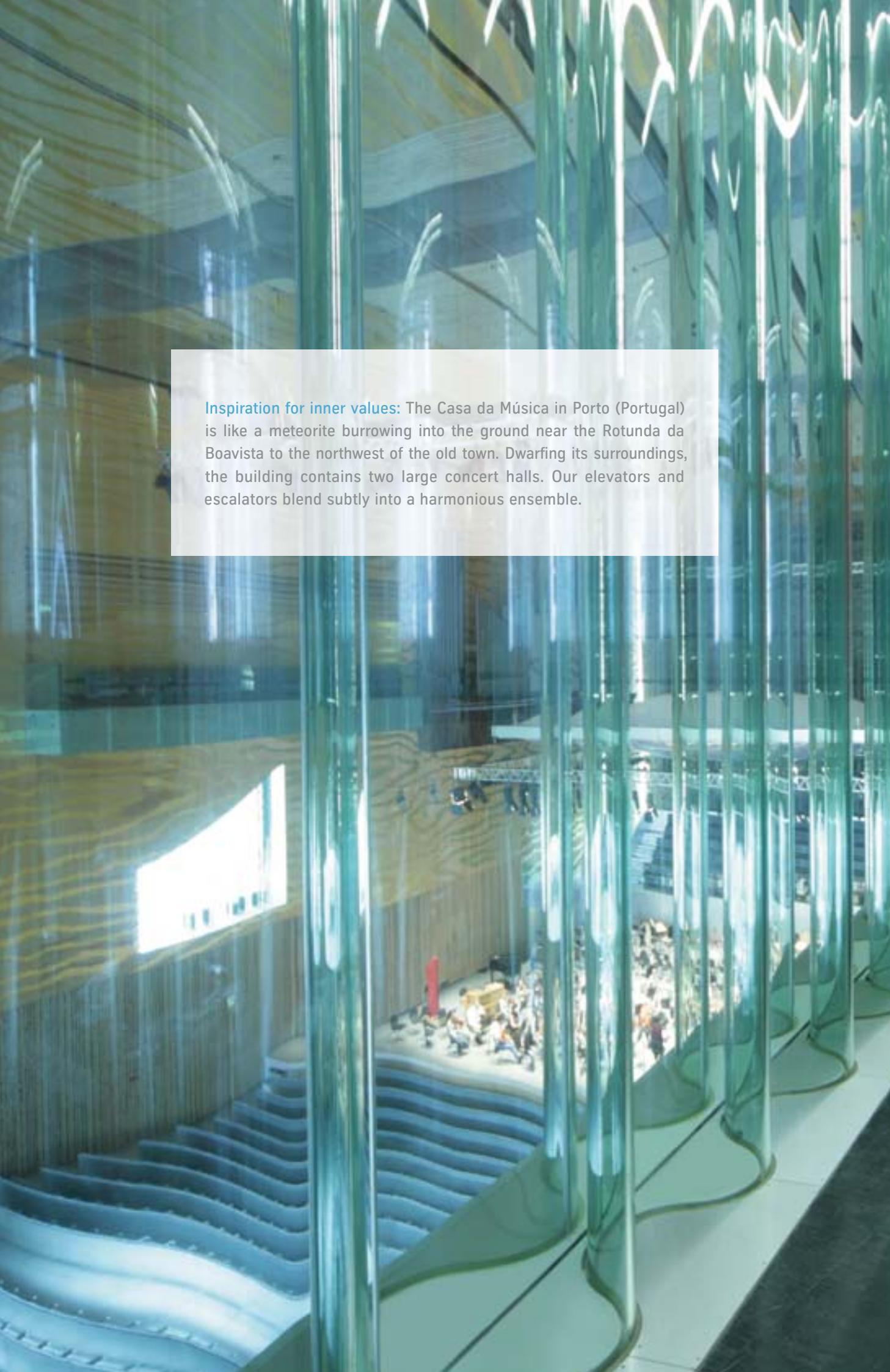


Accept no limits.



ThyssenKrupp Elevator





**Inspiration for inner values:** The Casa da Música in Porto (Portugal) is like a meteorite burrowing into the ground near the Rotunda da Boavista to the northwest of the old town. Dwarfing its surroundings, the building contains two large concert halls. Our elevators and escalators blend subtly into a harmonious ensemble.

# Contents

02 .....	<b>Letter from the Executive Board Chairman</b>
04 .....	<b>Strategic Advisory Committee</b>
06 .....	<b>Strategic focus</b>
18 .....	<b>Business performance</b>
24 .....	<b>Customer focus and service</b>
32 .....	<b>Employees</b>
38 .....	<b>Research &amp; development</b>
46 .....	<b>Sustainability</b>
56 .....	<b>Members of the Supervisory Board</b>
57 .....	<b>ThyssenKrupp Elevator Management</b>
58 .....	<b>Overview of ThyssenKrupp Elevator</b>
60 .....	<b>Showcases</b>
90 .....	<b>Contact</b>

## ThyssenKrupp Elevator key figures

		2004/2005	2005/2006
Order intake	million €	4,151	4,690
<b>Sales</b>			
Business Unit Central/Eastern/Northern Europe	million €	1,209	1,282
Business Unit Southern Europe/Africa/Middle East	million €	498	571
Business Unit Americas	million €	1,485	1,804
Business Unit Asia/Pacific	million €	419	453
Business Unit Escalators/Passenger Boarding Bridges	million €	247	306
Business Unit Accessibility	million €	134	167
Consolidation/Corporate	million €	-219	-285
Total sales	million €	3,773	4,298
<b>Earning</b>			
EBITDA	million €	433	476
EBIT	million €	381	423
EBT	million €	355	391
<b>Value-based indicators</b>			
ROCE	%	23.6	22.6
ThyssenKrupp Value Added (TKVA)	million €	244	264
<b>Employees</b>			
Germany		4,258	4,180
Abroad		29,893	32,067
Total		34,151	36,247

Please note: The aforementioned key figures refer to ThyssenKrupp Elevator as a segment of the ThyssenKrupp Group.

## ThyssenKrupp in brief

ThyssenKrupp is a global concern with business activities focused on the areas of Steel, Capital Goods and Services. We have 188,000 employees developing innovative and forward-looking products and services for the world of today and tomorrow. In all five segments – Steel, Stainless, Technologies, Elevator and Services – they are committed to finding solutions to the needs of our demanding customers. We want to make a difference.

### Steel

Steel

### Capital Goods

Stainless

### Services

Technologies\*

Elevator

Services





Ladies and Gentlemen,

Our segment surpassed its own high standards last year. Following a good prior year we succeeded in increasing order intake by 13% to €4,690 million and sales by 14% to €4,298 million. This encouraging trend confirms the course set by my predecessor Gary Elliott who handed over his duties to me on October 1, 2006. During his years in office ThyssenKrupp Elevator AG has continuously increased its sales and its earnings. What could be more logical than to carry on the growth strategy with renewed effort! So in the future we will continue to build on professional cross-selling, expand our global presence with acquisitions and new companies, and pursue the Global Service Strategy launched in 2004/2005.

All product worlds contributed to the success of the segment, from elevators, escalators and moving walks to passenger boarding bridges and accessibility solutions. Numerous reference projects once again proved that we are in the top league both nationally and internationally. Our technicians broke new ground with the installation of multimedia elevators in the Mercedes-Benz Museum in Stuttgart (Germany). In the 492-meter tall Shanghai World Financial Center (China), currently under construction, our double-deck elevators will soon guarantee rapid travel with speeds of up to 10 meters per second.

Around the world, our innovations are ensuring comfortable and safe transportation. TWIN, the first elevator system with two independent cabs in the same shaft, continued to excite customers in 2005/2006. In a project in Bahrain, the exceptionally large color spectrum of new synthetic handrails for escalators was shown to impressive effect when a golden handrail was used for the first time. "synergy", ThyssenKrupp Elevator's first global machine room-less elevator, is already attracting a positive response even before its launch.

It is thanks to the dedication and expertise of our employees that the Elevator group has further strengthened its presence on markets around the globe.

This annual report shows again that highly motivated employees are essential if we are to achieve our ambitious goals. Our motto "Accept no limits." will therefore continue to apply in the future.



Edwin Eichler

Chairman of the Executive Board

## Strategic Advisory Committee



**Dr. Joachim F. Panek**  
Vice Chairman of the  
Executive Board of  
ThyssenKrupp Elevator AG

**Edwin Eichler**  
Chairman of the  
Executive Board of  
ThyssenKrupp Elevator AG  
and Member of the  
Executive Board of  
ThyssenKrupp AG

**Dr. Marion Helmes**  
Member of the  
Executive Board of  
ThyssenKrupp Elevator AG

**Dr. Helmut Pfleger**  
Member of the  
Executive Board of  
ThyssenKrupp Elevator AG



**Peter Walker**  
Chief Executive Officer of the  
Asia/Pacific Business Unit

**Helmut Müller**  
Chief Executive Officer of the  
Central/Eastern/Northern  
Europe Business Unit

**Javier del Pozo Portillo**  
Chief Executive Officer of the  
Southern Europe/Africa/  
Middle East Business Unit

**Ramón Sotomayor Jauregui**  
Chief Executive Officer of the  
Escalators/Passenger Boarding  
Bridges Business Unit

**Barry Pletch**  
Chief Executive Officer of the  
Americas Business Unit



Strategic focus



**Bright prospects:** We launched many interesting projects in fiscal 2005/2006. We increased our market presence in all areas thanks to our elevators, escalators, moving walks, passenger boarding bridges and accessibility products that keep millions of people moving worldwide.

## A successful year

Small and medium-size orders helped us surpass our strong prior-year results.

Every day millions of people worldwide travel quickly, safely and comfortably with transportation systems from ThyssenKrupp Elevator. The segment's product range includes elevators, escalators, moving walks and passenger boarding bridges as well as accessibility products such as stair and platform lifts for the elderly and disabled.

The company further increased its market presence in all areas in the past fiscal year. Following the large contracts in our "year of airports" in 2004/2005 the accent this time was more on small and medium-size contracts. In sum they added up to another improvement on the prior year: Order intake rose by €539 million to €4,690 million, and sales increased by €525 million to €4,298 million.



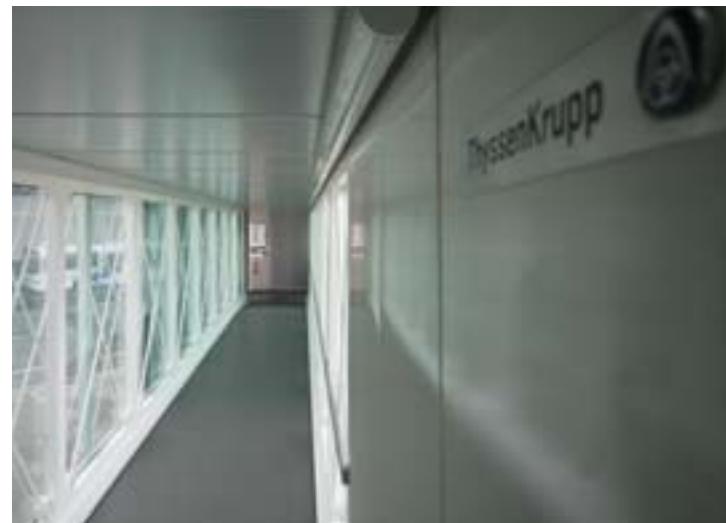
## Cross-selling strategy continued

Our strategy was successful in the airport sector as well as in numerous metro and train stations around the world.

These successes confirm not least the correctness of the cross-selling strategy which ThyssenKrupp Elevator is systematically pursuing. Cross-selling is based on leveraging customer satisfaction to create demand for other products offered by the segment. This strategy has led to encouraging results in the airport sector in particular where we are strongly represented in several product areas.

Many international airports again relied on cooperation with ThyssenKrupp Elevator. Beijing Airport, China's largest airport, contracted the segment to supply 90 moving walks, 16 elevators and ten escalators for its new Terminal 3. After completion in 2007 it will handle around 50 million passengers and 1.8 million tons of cargo a year. In Bangalore, India's Silicon Valley, the local ThyssenKrupp Elevator company received its biggest-ever airport contract, for 17 elevators and nine escalators. Follow-up orders were signed for Shanghai Pudong Airport in China, Novosibirsk Airport in Siberia and Frankfurt am Main Airport in Germany.

ThyssenKrupp Elevator pursues a cross-selling strategy, leveraging customer satisfaction to create demand for other products. It has been particularly successful in the airport sector.



**Left |** Many international airports again relied on cooperation with ThyssenKrupp Elevator. The project in Porto (Portugal) has now been successfully completed.

**Right |** Transparent passenger boarding bridges from ThyssenKrupp Elevator are used at Francisco Sá Carneiro Airport in Porto.

**Right |** World debut: The first two panoramic TWIN systems were successfully installed and commissioned in the Main Triangel in Frankfurt (Germany).

The new passenger boarding bridges for the Airbus A380 passed extensive trials in Dubai (UAE), Frankfurt (Germany) and Guangzhou (China) airports. Dubai has already accepted the first of a total of 25 boarding bridges for the largest passenger plane in the world. The segment is currently working on further airport projects in Warsaw (Poland), Dalaman (Turkey), Cairo (Egypt), Toronto (Canada), New York (USA), Paris (France) and London (UK). The projects in Porto (Portugal), Cork (Ireland), Ankara and Izmir (Turkey) as well as Doha (Qatar) were successfully completed. For Izmir Airport, ThyssenKrupp Elevator supplied 36 elevators, 25 escalators, 26 moving walks and 10 passenger boarding bridges. In Doha, we installed two escalators and three elevators in a terminal reserved exclusively for business and first-class passengers, the first of its kind worldwide.

ThyssenKrupp Elevator's cross-selling strategy was successful not only at airports but also in numerous metro and train stations around the world. In Spain, 68 elevators and 169 escalators were ordered for metro stations in Madrid. For the metro in São Paulo (Brazil) a contract was signed for the installation of 21 elevators and 71 escalators. The central train station in Milan (Italy) will be getting 21 elevators and 16 moving walks from ThyssenKrupp Elevator. Further orders were received for metro stations in Shanghai (China), Lisbon (Portugal) and Bilbao (Spain).

## On growth track

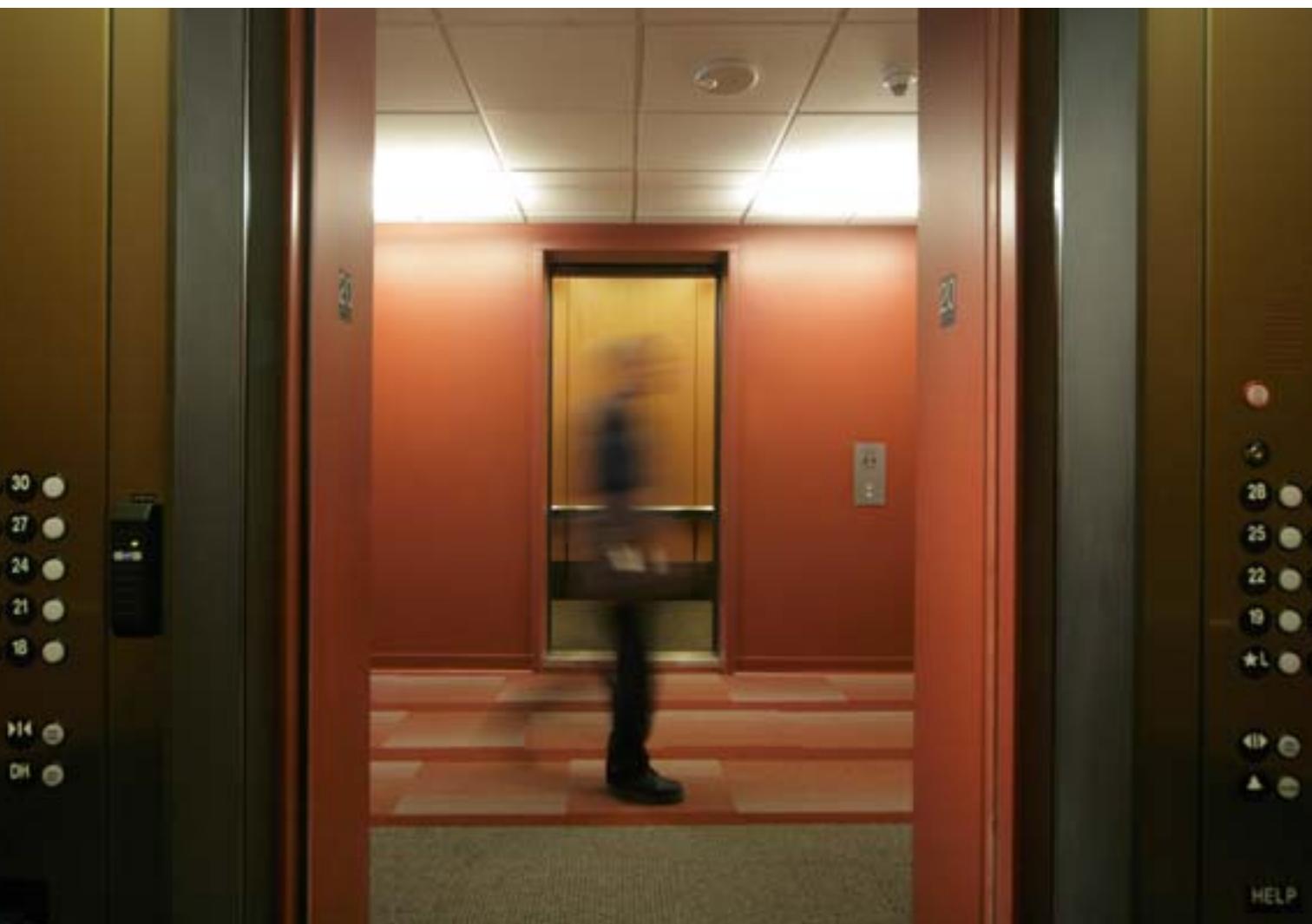
The past fiscal year saw growing demand for new installations worldwide. It also saw further growth in the service and modernization area.

In China, India and Australia, the ThyssenKrupp Elevator subsidiaries each won the biggest orders so far in their history: Guiyang Mountain & Water City, a new, luxurious residential quarter in the southwest of China will be supplied with 405 elevators. In Calcutta (India), the 2,050-apartment residential complex Genex Valley will be equipped with 57 elevators, and in Melbourne (Australia) we are modernizing the 19 elevators of one of the city's most distinctive high-rise buildings, 55 Collins Street.

In North America the Elevator segment won numerous new orders for office complexes, residential buildings and shopping malls. Among others, 37 elevators and 2 escalators were ordered for the Comcast Building in Philadelphia, 32 elevators for the ICON Brickell project in Miami, and 12 elevators for the Waterview Tower in Chicago.

We further strengthened our service business in 2005/2006. With an ever denser network of branches close to customers the conditions are in place for further growth. The principles guiding our worldwide service activities are focused in our Global Service Strategy (GSS). To guarantee outstanding service the GSS sets high standards for the skills and qualifications of our service staff and the quality of the tools they use.





## Increasing worldwide presence

The acquisitions made in fiscal 2005/2006 also contributed to the growth of the Elevator segment.

**Top** | View from one of our elevator cabs in the Washington Mutual Center in Seattle (USA).

In the US state of Florida we expanded our modernization and service operations with the acquisition of Atlantic Elevator Sales & Service Inc., Fort Lauderdale. In Taiwan, ThyssenKrupp Elevator purchased Sun Rhine Enterprises Ltd., Taipeh, at the end of 2005 to establish its own market presence there.

The acquisition of TEAM (Technologia Europea Aplicada al Movimiento S.L.) and TRABOSA S.L. strengthened ThyssenKrupp Elevator's market position in the passenger boarding bridges business in South America, Europe and northern Africa. In Italy, too, the growth strategy was continued with the acquisition of SIAR S.r.l. in Rome, active in the maintenance and service area. In Belgrade, our first Serbian subsidiary, ThyssenKrupp Elevatori d.o.o., began operation. In the accessibility area, ThyssenKrupp Acessibilidades, Unipessoal Lda. was established in Sintra, Portugal.

## Innovations with perspective

The innovative elevator system TWIN is gaining ground all over the world. In addition, the ambitious project "synergy" was started: ThyssenKrupp Elevator's first global machine room-less elevator.

The successful expansion of ThyssenKrupp Elevator would not be possible without innovative, high-quality technologies. The new TWIN system, for example, is attracting interest in more and more countries throughout the world. TWIN is the first elevator system in which two separately moving cabs are installed one above the other in the same shaft. This means that twice the number of cabs can be run in the same space, which boosts passenger capacity and slashes space requirements. Eleven TWIN elevator systems are currently being installed in Tower B of the new Moscow Federation Tower in Russia. A follow-up order for another ten TWIN systems for Tower A will help save more valuable building and rental space, an important aspect in the most expensive city in the world. Asia's first TWIN system is being installed in the Trump Technology Center in Seoul (South Korea). The project is in the final phase of construction.

A TWIN system has already begun operation successfully in the new Oceanic Center in Valencia (Spain). The modernization of the BMW Group Headquarters in Munich (Germany) with four TWIN systems has also been completed. The Main Triangel office complex in Frankfurt (Germany) completed in mid-2006 boasts the world's first two panoramic TWIN systems. Here, the movements of the elevators can be viewed from outside.

To ensure functionality and passenger comfort, the panoramic TWINs were fitted with technical refinements such as under-floor heating, air-conditioning and heating elements in the glass walls. These also allow the upper or lower cab to be seen from inside. In addition, all switches and cables in the shaft were concealed. The traveling cables for example are hidden in enclosures running the full height of the shaft.

The international business center Moscow City is being built on the banks of the Moskva. It includes the Moscow Federation Tower, the biggest user so far of ThyssenKrupp Elevator's innovative TWIN technology (21 systems ordered).

The new headquarters of Washington Mutual Bank in the heart of Seattle (USA) is the tallest building in the city. ThyssenKrupp Elevator installed 26 elevators and is also responsible for servicing them.



**Right |** Modern glass palace:  
ThyssenKrupp Elevator is responsible for servicing the escalators in BCE Place in Toronto (Canada).

TWIN elevators are operated by means of destination selection control. Whereas with conventional elevators journeys are frequently interrupted several times by passengers getting in and out, destination selection control reduces time-consuming intermediate stops to a minimum by coordinating journeys intelligently. The passenger enters his destination on a touch-screen terminal outside the cab and is directed to a particular elevator. The touch screen can be programmed to meet specific customer requirements; everything is possible from name lists to corporate styling. For special guests, non-stop VIP journeys can be reserved.

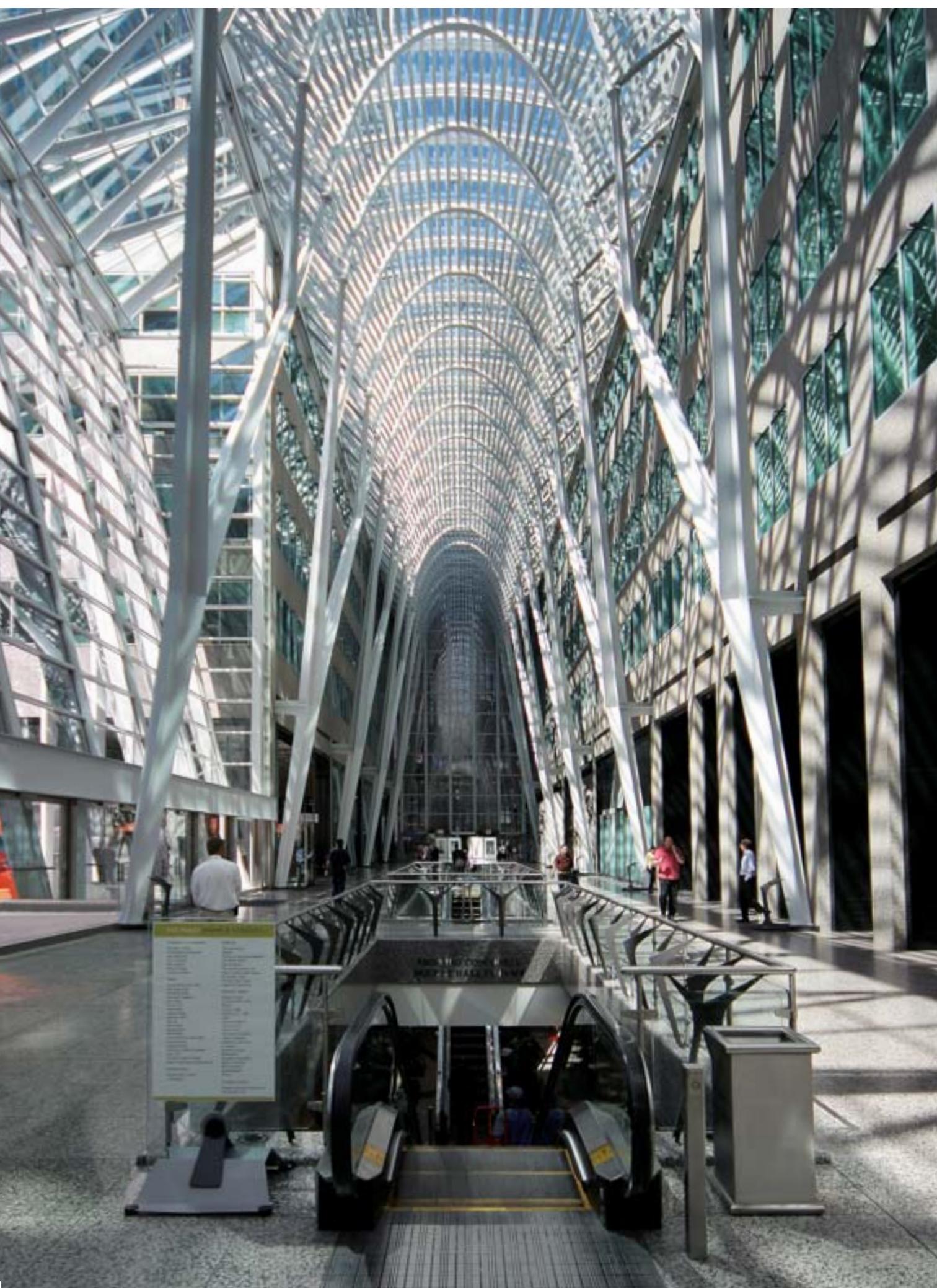
The past fiscal year saw the launch of an important project called "synergy". "synergy" will be ThyssenKrupp Elevator's first global machine room-less elevator. Thanks to standardized components and a modular design, our new passenger elevator combines high quality levels with the flexibility needed for use around the world and the low cost that will make it attractive for the expanding volume market. Energy consumption is very low, and planning and delivery times are extremely short. "synergy" incorporates the know-how which ThyssenKrupp Elevator has gathered over many years with a large number of machine room-less elevators worldwide.

## Visions becoming reality

Products from ThyssenKrupp Elevator again made valuable contributions to the realization of high-profile architectural projects in the past fiscal year.

Two Velino escalators and eleven elevators were installed in the Mercedes-Benz Museum in Stuttgart (Germany), a building in the shape of a double helix without load-bearing columns. For the Phaeno Science Center in Wolfsburg (Germany), the task was to design five elevators to match the irregular shapes of the building. In addition, two of our platform lifts make the hills and craters of the fascinating experiment landscape accessible for wheelchair users. Accessibility products were also in demand for the Paralympics, which took place in Turin (Italy) in March 2006. Numerous train stations, hotels and venues in and around the main city of the Piedmont region were equipped with stair and platform lifts to allow elderly and disabled access to the games.

In China, numerous projects bear testimony to our role as a partner in the country's dynamic development. For instance, China's largest chemical company is having a large office and laboratory complex fitted with 39 elevators and four escalators from ThyssenKrupp Elevator. In September 2006 the installation began of four double-deck elevators in the Shanghai World Financial Center. The ten-ton drive machines permit speeds of up to ten meters per second in the 492-meter-tall building. This project featured the first use of our electronic speed governor, which is the equal of its mechanical predecessor in terms of safety but is much quieter and requires considerably less space.



In New York, train stations were equipped with new Victoria escalators from ThyssenKrupp Elevator. Further station projects for US cities are in the planning phase. In Dallas, Texas, ThyssenKrupp Elevator is involved in several skyline-defining projects, including supplying eleven of our elevators for the Dallas W Hotel, four for the 31-story Azure residential complex, and eight for One Arts Plaza, the headquarters of the retail group 7-Eleven.

Once again ThyssenKrupp Elevator won Project of the Year Awards from the magazine "Elevator World", firstly in the modernization category for the new elevator installations in the US embassy in Bangkok (Thailand), and secondly in the new installations category for the 20 escalators installed in the Saturn Megastore in Hamburg (Germany), the world's largest electrical store. Not least the judges were impressed by the innovative way in which ThyssenKrupp Elevator solved specific structural challenges in the projects.

## Initiatives for greater efficiency

The Groupwide value enhancement program ThyssenKrupp best has established itself as an umbrella program for all process optimization efforts. Purchasing and service are two particularly important areas.

ThyssenKrupp Elevator has been taking part in ThyssenKrupp best, the Groupwide program for greater efficiency in production, innovation management, purchasing and service, since the end of 2001. Within the segment ThyssenKrupp best has become established as an umbrella program for all process optimization initiatives and a central database for global knowledge sharing. In 2005/2006 the number of new projects increased to over 200. Purchasing accounted for the majority of them.





The ThyssenKrupp best purchasing initiative began in 2004 with the development of a purchasing toolbox, which has been in use successfully since then. Around the world, over 130 employees from the purchasing, technology and production areas were trained in the use of the new tools in the reporting period. The tools can be easily adapted to local requirements and are used widely in day-to-day operations. The initiative is thus making a major contribution to strengthening the competitive position of ThyssenKrupp Elevator. Thanks to its cross-cutting approach it has also enhanced internal communications and improved the position of purchasing in the company.

In parallel with this, a service initiative has been launched. Its goal is to implement the Global Service Strategy (GSS) initiated in 2005 to meet constantly rising market requirements in the service area through outstandingly qualified employees and improved systems and concepts. A GSS screening process was carried out to record the status quo: In only three months it permitted an in-depth analysis of over 100 branches worldwide. Development opportunities were identified on the basis of which optimization programs were developed which are now being implemented by the branches. The service initiative has become the most important focus of ThyssenKrupp best activities in our segment.

The two initiatives for improvements in purchasing and service have been well received in the operating units. Their high level of acceptance among employees is due not least to the practical benefit of the training courses, tools and best practices.

A project from ThyssenKrupp Elevator again made the first three in the annual ThyssenKrupp best Awards. The Southern Europe/Africa/Middle East Business Unit won an award for its SEED School project, an international school for future managers (see *Employees section on pages 32–37*).

**Top** | Eye to eye with the horizon: Panoramic exterior elevators on the Palacio de los Deportes in Madrid (Spain).

**Bottom left** | Our escalators in Paris Saint-Lazare metro station (France) transport thousands of passengers every day quickly and safely.



## Business performance

**On the up:** Despite continuing difficult market conditions, we can again look back on a successful year. Sales, order intake and earnings of the Elevator segment showed a significant increase in fiscal 2005/2006.



## Measurable success

The dynamic growth of the new installations business in North America, worldwide efficiency improvements and the expansion of our service offering were the foundations for a successful fiscal year 2005/2006.

**Top** | Modernity and mobility in China: The Automobile Building in Shanghai depends on the reliability of our elevators.

**Bottom** | On the move in Scandinavia: Escalators from ThyssenKrupp Elevator in the Posten headquarters in Stockholm (Sweden).

The Elevator segment significantly increased its order intake in fiscal 2005/06, by €539 million to €4,690 million. Sales were €525 million higher at €4,298 million. Earnings improved strongly by €36 million to €391 million.

The segment profited in particular from the dynamic growth of the new installations business in North America. In addition, the production companies achieved efficiency improvements worldwide by optimizing production processes and purchasing. The activities in South Korea had a negative impact. Continued competitive pressure in the new installations business made it necessary to carry out restructuring measures among other things in the production area.

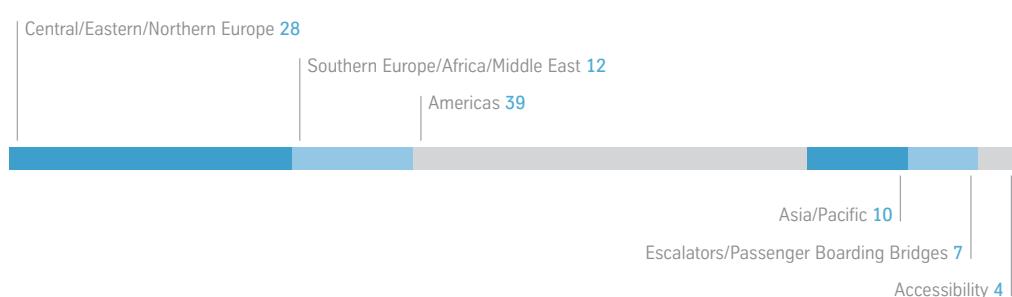
The service activities were further expanded and are benefiting from the continued implementation of the Global Service Strategy. As well as intensifying existing customer contacts, the aim is to win new customers.

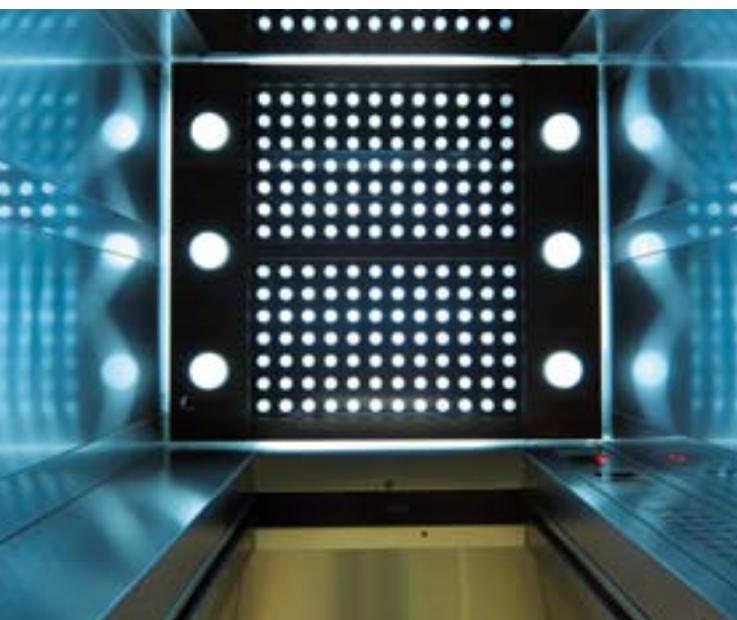
### ThyssenKrupp Elevator in figures

		2004/2005	2005/2006
Order intake	million €	4,151	4,690
Sales	million €	3,773	4,298
EBITDA	million €	433	476
Earnings*	million €	355	391
Employees (September 30)		34,151	36,247

All figures relate to continuing operations. \* Before taxes

### ThyssenKrupp Elevator sales by Business Units in %





## Course of business

The results of our Business Units in fiscal 2005/2006.

The **Central/Eastern/Northern Europe Business Unit** again improved on its prior-year figures both for order intake (€1,330 million; prior year: €1,246 million) and sales (€1,282 million; prior year: €1,209 million). The growth was mainly achieved by the activities in the United Kingdom, France, Benelux and Eastern Europe. Business on the other markets was stable despite continued price pressure. The Swiss activities were additionally affected by the first-time consolidation of Trapo Künz AG (Switzerland).

The **Southern Europe/Africa/Middle East Business Unit** boosted its sales by €73 million to €571 million. Despite this, it had to report a €26 million reduction in order intake to €616 million. This was attributable to the major order for Dubai Airport received in the previous year. Eliminating this effect, the business volume was expanded, owing in particular to infrastructure projects in Spain. In the other markets the business volume increased slightly or remained constant. Only in Portugal was business down on account of the realignment in the new installations business.

The **Americas Business Unit** achieved strong growth in both order intake (€2,021 million; prior year: €1,676 million) and sales (€1,804 million; prior year: €1,485 million). All regions within the Business Unit contributed to the growth, though the new installations business in North America was particularly successful. In addition, the modernization and service activities were systematically expanded. Exchange rates had a positive effect.

In the **Asia/Pacific Business Unit** the prior-year figures were significantly exceeded for both order intake (€505 million; prior year: €443 million) and sales (€453 million; prior year: €419 million) partly on account of positive exchange-rate effects. In China the positive trend continued. In Korea the decline in the market for new installations negatively impacted sales and this could not be offset by the expansion of service business. The activities in Australia, India and Southeast Asia further increased their business volume. A positive factor here was the first-time consolidation of the Indonesian and Taiwanese activities.



The **Escalators/Passenger Boarding Bridges Business Unit** achieved a strong increase in order intake (up €99 million to €325 million) and sales (up €59 million to €306 million). The positive trend in new installations favored the escalator business in particular, but the business volume in passenger boarding bridges was also higher than the year before thanks to the growth in air traffic.

The **Accessibility Business Unit** reported a substantial improvement in both order intake (€172 million; prior year: €132 million) and sales (€167 million; prior year: €134 million). All activities in Europe and North America contributed to this growth. The effect was strengthened by the first-time consolidation of Ceteco S.r.l. (Italy) and the allocation of the Accessibility activities in Spain and Norway, previously part of the elevator organization, to the Accessibility unit. Set against this was the sale of the UK field activities.

**Left |** Guests in the W Hotel in Dallas (USA) will soon ride in eleven elevators from our Group.

**Right |** 22 of our elevators will soon start operation in the New Poly Plaza in Beijing (China), a multifunctional building containing offices, a museum and a shopping mall.



## Customer focus and service

**Always at your service:** Customer focus and service quality are the foundations of enduring customer relationships. A local presence and a global approach mark our path into a successful future. Our formula for success – tailored packages for optimum solutions, plus hard work.



Wellington





## A new quality of service

ThyssenKrupp Elevator has launched an initiative to raise the quality levels of our service work throughout the world. This Global Service Strategy is the key to fulfilling customers' ever more demanding requirements in the future.

The requirements and expectations placed on a service organization are increasing worldwide, particularly as a result of new possibilities offered by communication and information technology. ThyssenKrupp Elevator has launched an initiative, the Global Service Strategy, aimed at offering services worldwide at a quality level which will meet customers' increasingly demanding requirements in the future.

Availability, value preservation and safety of passenger transportation systems remain our top priorities in servicing. Alongside these, other aspects are frequently a major element of our service capability, in particular information transparency on usage data, online fault diagnoses, early planning and budgeting of maintenance work, and integration in customer business processes.

In addition to international norms and safety standards, each local market has its own rules, standards and customs. ThyssenKrupp Elevator fulfills not just the relevant statutory requirements but optimizes its service offering individually for each customer.

The expertise, experience and ongoing training of our employees guarantee that our customers receive competent advice and customized service in a world which is becoming ever more complex. Just one of many examples: In the USA all branch managers from North and South America in fiscal 2005/2006 again received intensive training to ensure they remain expert and reliable business partners to their customers.

Under the Global Service Strategy, ThyssenKrupp Elevator will ensure that each service organization has the know-how and the systems necessary to meet the relevant quality standards. The aim is to be able to offer each customer exactly the service they need to achieve maximum customer value.

**Left |** Distinctive elevator design with central significance for the overall concept: Our Pre-Show elevators for the new Mercedes-Benz Museum in Stuttgart (Germany).

Under the Global Service Strategy, ThyssenKrupp Elevator ensures that every service organization has the necessary know-how and tools to meet the highest quality standards.

## Tailored solutions

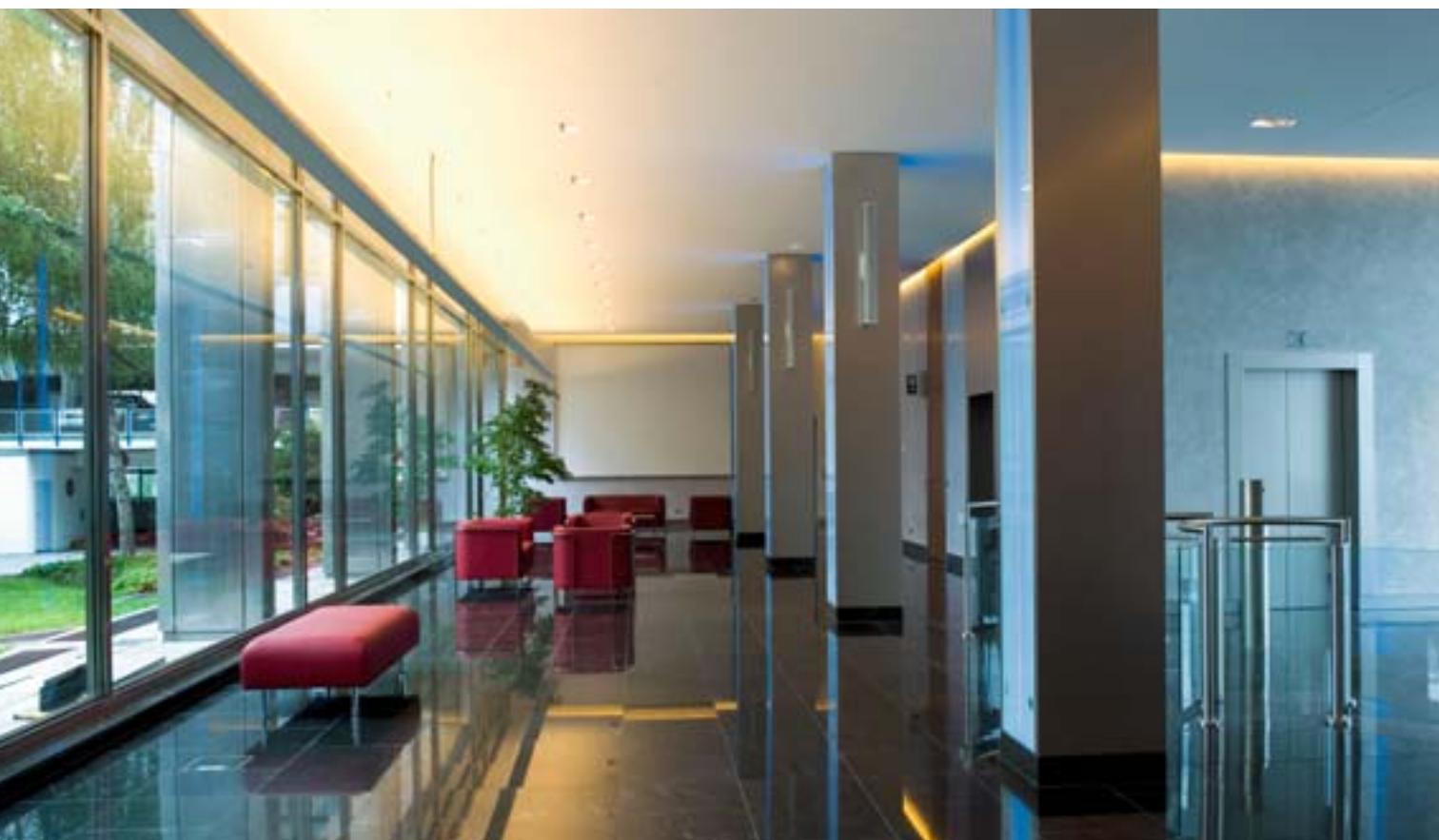
Whether in skyscrapers, residential buildings or commercial properties, maintenance is crucial in meeting the high quality and performance standards demanded by operators and users. Our service packages, tailored to individual technical and cost requirements, fit the bill perfectly.

Optimum availability, value preservation and safety remain top service priorities for ThyssenKrupp Elevator.

Tailored service means being able to submit service offers which are tailored to specific installations, buildings and budgets. ThyssenKrupp Elevator has developed a service offering which allows customers to select a level of services which meets the requirements of their installations. The spectrum extends from basic via compact and full maintenance to Telew@tch contracts with guaranteed equipment availability. Modular contracts, as for example offered by the Central/Eastern/Northern Europe Business Unit, allow us to cater even to very specific requirements. This concept is allowing ThyssenKrupp Elevator to take ever higher and ever more specific customer expectations into account.

The local service mechanic on the ground can fall back on the global expertise of ThyssenKrupp Elevator. As an equipment manufacturer with production sites in all major markets, we can ensure a rapid supply of original ThyssenKrupp Elevator spare parts as well as intensive training of service personnel. In addition, our International Technical Service (ITS) centers in the USA, Europe and Asia offer a unique support, training and spare parts service, also for other makes of installation.





## Award-winning achievements

Two ThyssenKrupp Elevator projects won the magazine “Elevator World’s” Project of the Year Awards in 2006. In both cases, a large part of the success was due to customer focus, in particular incorporating the modernization work into the customers’ demanding framework.

### US embassy in Bangkok, Thailand

ThyssenKrupp Elevator received a contract to modernize the two central passenger elevators and one freight elevator in the embassy building of the USA in Bangkok. The old hydraulic elevators were to be replaced by more efficient and reliable traction elevators. However, no structural alterations were allowed to be made to the embassy building to accommodate the necessary drive machines and counterweights. In addition, the original size of the cars had to be retained in order to satisfy the requirements of US standards (especially the American Disability Act). Thanks to the cooperation of local employees and experts from the ThyssenKrupp Elevator group, a convincing technical solution for this very challenging task was presented and implemented. The customer’s wishes regarding the execution of the project were also demanding. The embassy had to remain fully operational during the entire modernization period and nuisance to embassy staff as well as visitors from noise and building materials had to be kept to a minimum. These requirements had to be met within a very sensitive security area with strict access controls.

**Top |** Inviting and representative: Modernized elevators in the foyer of the “Thyssen Building” in Essen (Germany).

**Bottom left |** Together with 22 elevators, four escalators will also feature in the New Poly Plaza in Beijing (China).

### **Saturn, Hamburg (Germany)**

In the world's largest electrical store, Elevator had only three weekends to replace fifteen 40-year-old escalators with 20 completely new installations.

The store, filled with CDs, computers and various electrical goods, had to stay open for business. The job had to be carried out quickly, precisely and professionally in order to meet the specific demands of the customer.

Thanks to careful planning and professional execution of the work by ThyssenKrupp Elevator, sales continued uninterrupted throughout the entire duration of the installation work.



"The Metro in Cairo is one of the most important service and transportation systems in Egypt. Lines 1 and 2 connect a total of 55 stops. 19 of them are equipped with elevators and escalators from ThyssenKrupp Elevator. Both lines have a total length of 65 kilometers and transport an average of around 2.2 million passengers per day. In order to ensure rapid passenger flows, the Metro has 156 escalators and 54 elevators which are in operation around the clock. The high volume of passengers and the long hours of duty call for professional maintenance based on strict maintenance programs. This is necessary in order to guarantee almost 100% availability. In 2005, ThyssenKrupp Elevator Egypt won the contract to service all elevators and escalators of the Cairo Metro based on an outstanding technical and commercial offer under a public tender. With its local maintenance team, ThyssenKrupp Elevator Egypt is successfully meeting its contractual obligations and helping ensure that passengers are transported safely and the Metro installations are reliably maintained."

Eng. Magdy El Azab  
Cairo Metro Operation Chairman



“Our new international airport Guangzhou Baiyun is a major aviation hub in the Asia Pacific region. It handles up to 30 different types of aircraft. Together with ThyssenKrupp Elevator we are very proud to be the first airport in China to operate a passenger boarding bridge for the top deck of the new Airbus A380. An A380 made its first flight to China on November 22, 2006. It landed at Guangzhou Baiyun International Airport and docked successfully with the new boarding bridge. In the last few years the outstanding products and service of ThyssenKrupp Elevator have led us to order a total of 31 glass boarding bridges, 68 elevators and 4 escalators for our airport. Only recently we signed an order for another 14 transparent boarding bridges.”

Xu Yu Jie  
Vice Commander Guangzhou Baiyun International Airport

## Two superlative projects

In fiscal 2005/2006, ThyssenKrupp Elevator proved its technology and expertise in two special projects.

### **Moscow Federation Tower (Russia)**

In the planning of the Moscow Federation Tower, Tower B, the cross-sections of the elevator shafts were relatively narrow, and the concreting work had already begun when the contract was placed with ThyssenKrupp Elevator. Into these given shafts our engineers designed eleven TWIN systems, each with two cabs running independently in one shaft. The solution convinced the customer, as shown by a follow-up contract for ten further TWIN systems for Tower A, the second phase of the building complex.

### **Mercedes-Benz Museum, Stuttgart (Germany)**

By contrast, the Pre-Show elevators for the new Mercedes-Benz Museum in Stuttgart involved realizing a unique elevator design with central importance for the overall concept of the museum. In close and continuous collaboration with the customer, various modifications and ideas were developed and implemented in an ongoing process. With extensive media technology, a futuristic-looking seamless exterior and a high-class interior, the three special elevators transport museum visitors from the ticket counter to a height of about 50 meters, a vertical time machine taking them back in the past to the birth of the automobile.



Employees

**Strength from within:** The commitment and expertise of our employees are the cornerstones of our success. We carried out numerous training and development programs last year. Only with highly motivated employees we can achieve our ambitious goals.



## International positioning

The growth of ThyssenKrupp Elevator AG led to a further increase in employee numbers in 2005/2006.

At the end of the fiscal year the segment employed 36,247 people worldwide, 2,096 more than a year earlier. The Group's international expansion played a major role in this increase. At the end of September 2006, the employees of foreign subsidiaries accounted for more than 88% of the total workforce.

ThyssenKrupp Elevator's success depends on highly motivated employees who continue to develop their skills and are prepared to take on demanding activities. To support these employees, we offer a wide range of training and development programs which open up new perspectives not only for those starting out on their career but also for experienced specialist and management staff.

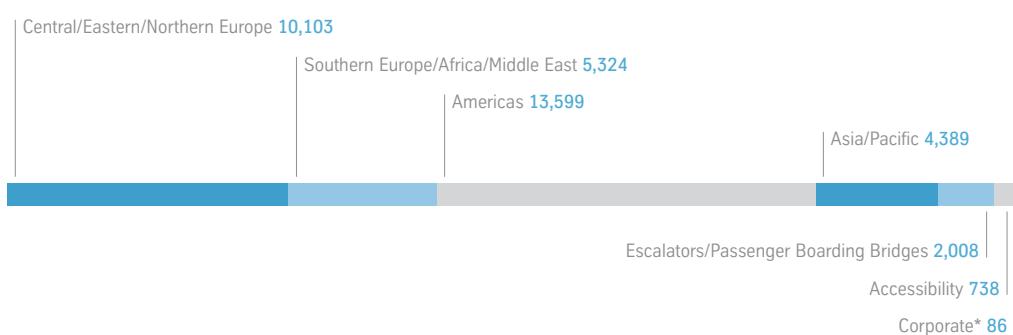
## Management training

In October 2005 the first international school for training young Elevator executives, the SEED School (Specialized Education for Executive Development), was opened in Madrid (Spain).

Young executives in the Southern Europe/Africa/Middle East Business Unit will acquire the knowledge they need for their future duties at the school. They will be taught by professors from business schools and universities in Spain as well as executives from within the Elevator group. In addition, each group of four to five students is assigned to an executive who acts as their tutor throughout the training. The nine-month courses provide a balanced mix of practical and theoretical training. In addition, the international character of the school – the first year brought together 20 students from eleven countries – strengthens students' social and intercultural skills.

In 2006 the SEED School won third prize in the ThyssenKrupp best Awards. Tribute was paid among other things to the competence of the teaching staff and the positive impact of the training provided on operating management. It is planned to use the concept to train young executives throughout the segment.

### ThyssenKrupp Elevator employees by Business Unit



\* Including expatriates



## From university to industry

The Asia/Pacific business unit launched a trainee program for university graduates called "Step in" in fiscal 2005/2006.

To gain admission to our trainee programs, university graduates are required to have outstanding grades and must prove their potential in a selection procedure. Trainees then acquire the knowledge and skills they will need for their future management careers at various locations within the segment. One example is the new "Step in" trainee program of the Asia/Pacific Business Unit which was introduced in fiscal year 2005/2006. In the two-year program, trainees receive coaching in particular in management, production, controlling and employee leadership. In close cooperation with Tongji University, Shanghai (China), the first four trainees were selected from a large number of candidates. They are already gaining their first experience of work in our segment. A fixed component of their training will be a three-month course at the SEED School in Madrid (Spain).

**Bottom |** The basis of success:  
Highly motivated employees who are willing to enhance their skills and keen to take on demanding tasks.





## Moving ahead with training

ThyssenKrupp Elevator offers experienced executives various opportunities to pass on their expertise and improve their knowledge.

**Top |** Elite training: The first international school for developing future Elevator leaders, the SEED School (Specialized Education for Executive Development) in Madrid (Spain).

**Right |** Like all our service employees, our staff on the ground in the USA can tap into the global expertise of ThyssenKrupp Elevator.

**Far right |** Reachable around the clock: Our competent call center staff in Berlin (Germany) answer every inquiry with a smile.

One example of this is the “Leadership Program” introduced in the reporting year by the Americas Business Unit. In September 2006, 200 branch and district managers gathered in Dallas (USA) to take part in a six-day program of courses and active discussions on all aspects of branch management. 60 speakers and coaches from both within and outside the segment dealt with a wide range of themes relating to sales, market segmentation, service organization and team management.

But ThyssenKrupp Elevator also offers a wide range of development opportunities for all other employees in our segment. The building of a new plant provides a special opportunity for this, which is why numerous employees from our Group were involved in the establishment of the new production site for escalators and passenger boarding bridges in Zhongshang (China), which opened in November 2006. In this connection around 400 employees were recruited and underwent internal and external training courses among other things in English, sales and negotiating.



## The safety of our employees

In fiscal year 2005/2006 ThyssenKrupp Elevator further strengthened its health and safety efforts.



The safety of our employees is vital to us. That's why we have introduced Health & Safety Managers in each business unit. Their job is to ensure that all employees are trained in safety issues and that all safety regulations are observed.

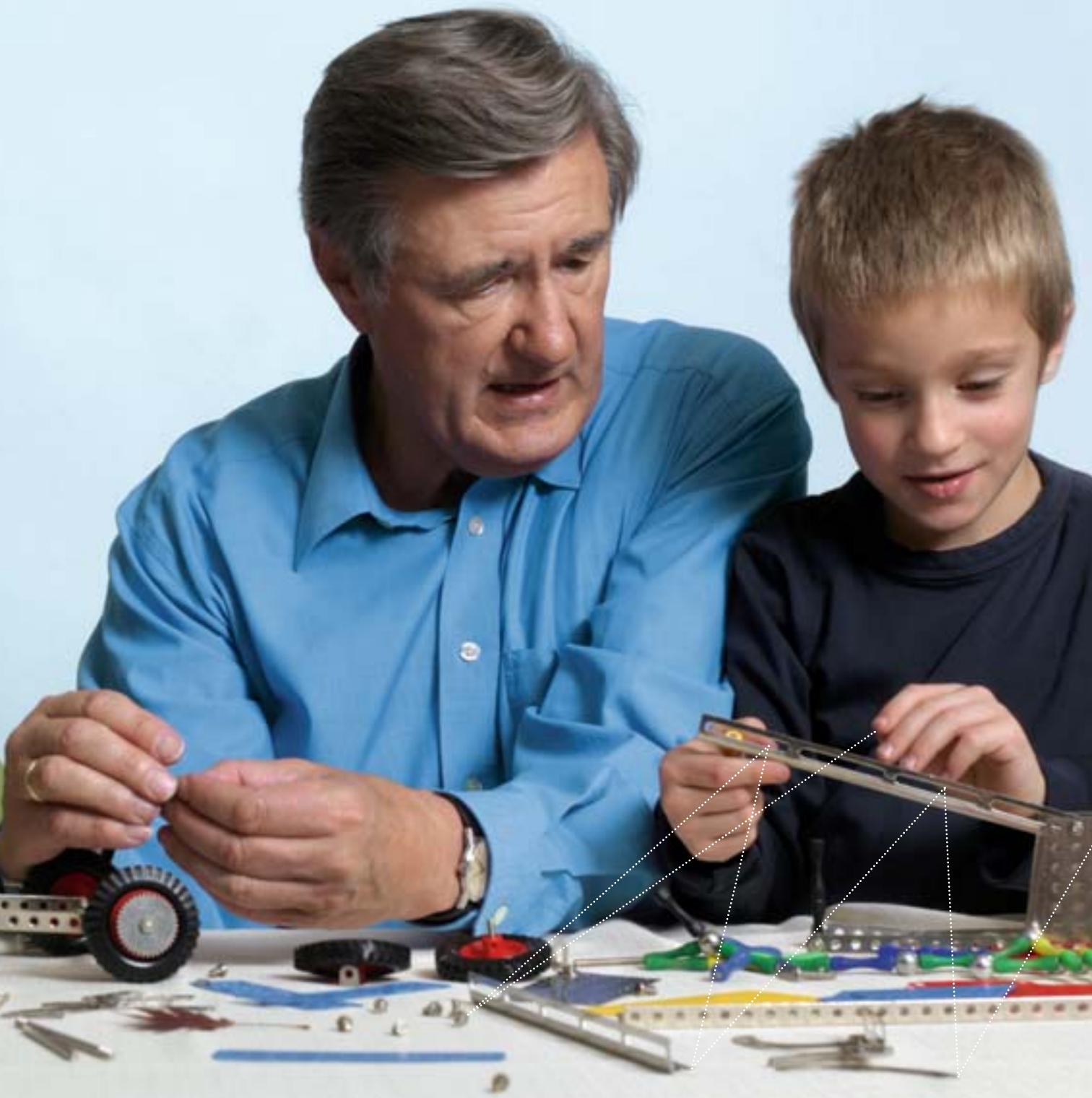
Each Business Unit has its own Health & Safety Manager who, among other things, is responsible for ensuring that all employees receive safety training and comply with the safety regulations. These efforts to maximize safety apply to all workplaces in the production plants, on site and also in the offices. For the employees in the field organization, experts from all Business Units have developed an international Health and Safety Manual. It is currently being adjusted to take account of national laws and will be introduced worldwide in the near future.

The Business Units also work closely together in the analysis of accidents at work. To allow us to identify the consequences necessary on a worldwide basis, the basic principles and definitions used in accident statistics have been standardized internationally. In this way the increased exchange of information can make an efficient contribution to further reducing risks.

## Research & development



**In with the new:** Innovation is hard work. New solutions seldom appear ready-made. Developing ideas that can make it to market is a team effort. What we bring to the table are creative ideas and a genuine commitment to keep on improving our service to customers.





## One for all

“synergy” will be ThyssenKrupp Elevator’s first global machine room-less elevator.

**Top |** View inside one of our exquisitely finished elevator cabs in 2200 Westlake in Seattle (USA).

The ambitious project was launched last fiscal year. Thanks to standardized components, “synergy” can be produced to high quality levels and at low cost. At the same time, it can be adapted optimally to specific local requirements thanks to its modular design.

“synergy” is designed as a passenger elevator and is ideal for residential as well as office buildings. In the introductory phase it is envisaged that our new machine room-less elevator (MRL) will be installed in buildings with up to 12 stops. The shaft dimensions are extremely compact; in Germany for example the system will be available with reduced overhead and pit depths.

“synergy” is a system which has a lot to offer, also from an economic point of view. Energy consumption is very low compared with hydraulic elevators. The modular design permits fast and simple planning as well as short delivery times. We will thus be offering our customers an up-to-the-minute product with the quality they have come to expect from ThyssenKrupp Elevator.

Machine room-less elevators have been on the market for ten years. The development of “synergy” will incorporate the best practices which we have gathered with these elevators around the world. At present, ThyssenKrupp Elevator has a presence on the different markets with a wide number of variants of this technology. These global resources as well as our entire know-how will flow into the development of “synergy”.



“synergy” will strengthen the Elevator segment’s position on the highly competitive volume market for machine room-less elevators. Thanks to its optimum price-to-performance ratio, the conditions for further growth with “synergy” are extremely favorable. The market forecasts indicate the potential: The proportion of machine room-less traction elevators is expected to grow significantly worldwide in the next five years.

## Driving forward in China

ThyssenKrupp Elevator developed the unique SF1000 drive machines for the Shanghai World Financial Center.

We delivered the first type SF1000 machines, among other things, for the 492-meter-tall Shanghai World Financial Center. Our technicians began installing four double-deck elevators in September 2006. Designed to carry 2 x 2,000 kg each, they cover a distance of roughly 240 meters at a speed of 10 meters per second (approximately 36 kilometers/hour). Commissioning is scheduled for early 2008. Numerous components had to be redesigned to allow the heavy cabs to reach the specified high speeds.

The SF1000 drive machines weigh more than ten tons, are over two meters high and can be used up to a rise of 550 meters. They are capable of transporting cars with up to five tons carrying capacity, at top speeds of 12 meters per second (just under 45 kilometers/hour). The brakes are hydraulic. For the first time, ThyssenKrupp Elevator is using energy-saving synchronous drive technology in the construction of high-speed elevator motors.

Also new is the electronic speed governor developed by ThyssenKrupp Elevator. It lacks nothing in safety performance compared with its mechanical predecessor but requires less space, is quieter and is more suited to high speeds. An electronic sensor detects whether a car is traveling faster than its maximum speed. If so, safety devices are activated which slow down the car and bring it to a halt.

More than ten tons in weight, over two meters in height and capable of traveling at top speeds of 12 meters per second (nearly 45 km/h) over rises up to 550 meters: Just some of the impressive statistics of our SF1000 drive machines.



To avoid waiting times during boarding and deboarding of the A380, the biggest passenger plane of all time, ThyssenKrupp Elevator developed new bridges which can slash boarding times, and hence expensive standing times, compared with conventional units. They have now passed rigorous trials at several airports, including here in Dubai.

**Top left |** The new synthetic handrail from ThyssenKrupp Elevator shines in lustrous gold.

**Top right |** Mobility deluxe: Our mobile escalator with golden steps.

**Bottom |** Continuous lighting:

In contrast to conventional lighting systems the new LED system from ThyssenKrupp Elevator is a continuous strip light without any dark zones.

In the area of frequency converters, ThyssenKrupp Elevator has reduced development costs through the innovative use of proven technology. The task was to synchronize several frequency converters so that uniform ride properties are ensured. Active roller guides additionally enhance ride performance, reducing the effect of vibrations on the cab by more than 50%.

Due to the high speeds and the tight space in the shaft, significant noise is caused by wind. This noise is reduced by more than half by aerodynamic cladding, as shown by model studies and measurements on test elevators. The cladding was improved with the aid of a 1 : 10 scale model.

## Synthetic handrail for escalators

ThyssenKrupp Elevator is the first company to offer a new handrail technology for escalators and moving walks.

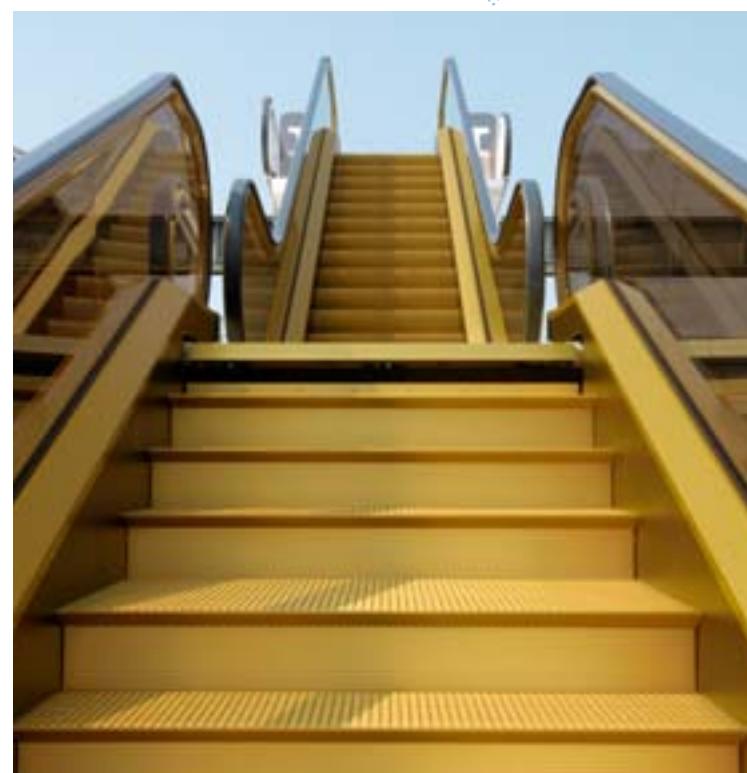
The handrail is made by extrusion and therefore has no burrs, press marks or other uneven features. The usual steel cord reinforcement is eliminated so the handrail is corrosion-free. It also displays superior performance in terms of bending flexibility and resistance to wear and cuts. Thermal linear expansion is only a tenth of that to be expected with a rubber handrail.

The new handrail is designed for air-conditioned interior areas. The difference with regard to the rubber handrails normally used is visible immediately: It can be supplied in almost any color. But that is only one of many advantages offered by the thermoplastic elastomer, which has proven its qualities in many applications in the aerospace sector. Its smooth, ozone-resistant surface is not only pleasant to the touch but also simplifies cleaning. The fine lip cracks in which dirt can accumulate on conventional handrails do not occur here.

The first mobile escalator using the new material is already in use in the Middle East. Here it shines in prestigious gold.



In an emergency every second counts: Our elevators permit smooth patient transfer in the heliport of Foundation Lenal, a children's hospital in Nice (France). This way children can be moved quickly and safely from the helicopter into the hospital.



## Enlightenment for architects

Since fiscal year 2005/2006, ThyssenKrupp Elevator has been supplying new LED lighting systems for escalators and moving walks which provide architects with diverse design possibilities.

**Elegant, efficient, reliable and long-lasting: Our LED lighting systems for escalators and moving walks permit innovative color guidance systems for buildings and open up new possibilities for architects and designers.**

The visual impact offered by the new technology is completely new. In contrast to previous lighting systems, the LED light is a continuous strip light without any dark zones. It offers the same brightness and light tone throughout and is available in white, blue, green, red, yellow and orange and in any combinations thereof. Innovative color guidance systems in buildings open up new possibilities for architects and designers. The attention-grabbing LED light strips are fitted on the skirt and balustrades and in the balustrade heads.

LED lights last several times longer than conventional cathode tubes. The new lighting concept saves energy and meets all relevant safety guidelines.





## New elevator series for the USA

In the USA, ThyssenKrupp Elevator unveiled its AMEE line of holeless hydraulic elevators in fiscal year 2005/2006.

AMEE stands for Advanced Material Elevator Evolution. Thanks to a three-stage hydraulic jack, ThyssenKrupp Elevator offers customers a cost-efficient, high-performance and flexible elevator line.

In contrast to holed installations, AMEE already meets the increasingly strict environmental regulations in the USA. In addition, the jack can be operated on request with biodegradable hydraulic oil.



**Left |** Unique support, training and spare part-service, including for third-party installations: The International Technical Service (ITS) Center in Manchester (UK).

**Right |** TÜV-tested and approved: Elevator in a Karstadt department store in Leipzig (Germany).



## Sustainability

**For tomorrow's generation:** All our products conform to the principle of sustainability. We are driven by a wish to secure the success of our company while at the same time respecting the needs of future generations. This requires the courage to make far-reaching decisions.



## Aware of responsibility

ThyssenKrupp Elevator products brought about various improvements in the area of sustainability in 2005/2006.

ThyssenKrupp Elevator is committed to the vision of creating inspiring environments for people at work and at play. Once again in fiscal 2005/2006, our products brought about major improvements in this area. In some cases, our careful work helps make historic buildings more accessible, while in others it allows the realization of bold architectural designs which have never been seen before.

**Left** Inch-perfect and weatherproof: The two 58-meter long escalators from ThyssenKrupp Elevator for Zeche Zollverein in Essen (Germany) stand out in their bright orange and black livery, a symbol for fire and coal.

## Culture replacing coal

The former colliery Zeche Zollverein in Essen (Germany) is a monument to sustainable structural change.

When coal mining began at Zeche Zollverein in the mid-19th century, coal was seen as the energy source of the future. The colliery in the north of Essen was closed in 1986 and given protected-building status. However it still has a future: Thanks to innovative usage concepts this UNESCO World Heritage site has become a symbol of structural change. Each year it is visited by 500,000 people. And when Essen becomes European Capital of Culture in 2010, Zeche Zollverein will be a center of attention as a fascinating industrial monument which has become a source of inspiration for businesses, artists and museum visitors alike.

With its distinctive New Objectivity style architecture, the restored colliery became a focal point for businesses and institutions from the world of art, culture and design in the early 1990s. Its successful redevelopment was recognized in 1998 with the European Prize for Industrial Architecture. The renowned Design Zentrum Nordrhein-Westfalen has been housed in the former boiler house since 1996. It was rebuilt to plans by British architect Norman Foster.

In 2006 Zeche Zollverein was as vibrant as ever: The Zollverein School of Management and Design has moved into a new building there which is a center of attraction for the international design scene. The conversion of the coal washing plant into a design museum has also been completed. It opened its doors for the first time in August 2006 with an exhibition called "Entry 2006", taking a look at the future of design.

The design of the new coal washing plant is by the architect Rem Koolhaas. The entrance area was redefined: Visitors reach the foyer via two 58-meter-long escalators from ThyssenKrupp Elevator. The two weatherproof installations were made to measure, and with a height of 23.3 meters, they are Germany's tallest freestanding escalators. The color combination of orange and black symbolizes fire and coal. The 90-second ride helps tune visitors in to the world of design.

## Architecture for the senses

The imposing Casa da Música or House of Music is a new landmark in the city of Porto, Portugal. ThyssenKrupp Elevator delivered all elevators, escalators and stage lifts.

ThyssenKrupp Elevator products once again brought about numerous improvements in the area of sustainability in fiscal 2005/2006, whether in carefully making historic buildings more accessible or in realizing bold new architectural designs.

The building, to a design by the Dutch architect Rem Koolhaas, resembles an asymmetric crystal and unlike other concert halls unfolds more in a vertical than a horizontal direction.

A key element of the design is flexibility of space use. Two convertible auditoriums and several equally versatile concert rooms permit a wide-ranging program of events. The large hall holds over 1,200 people. To transport people reliably throughout the building ThyssenKrupp Elevator installed eight elevators and three escalators.

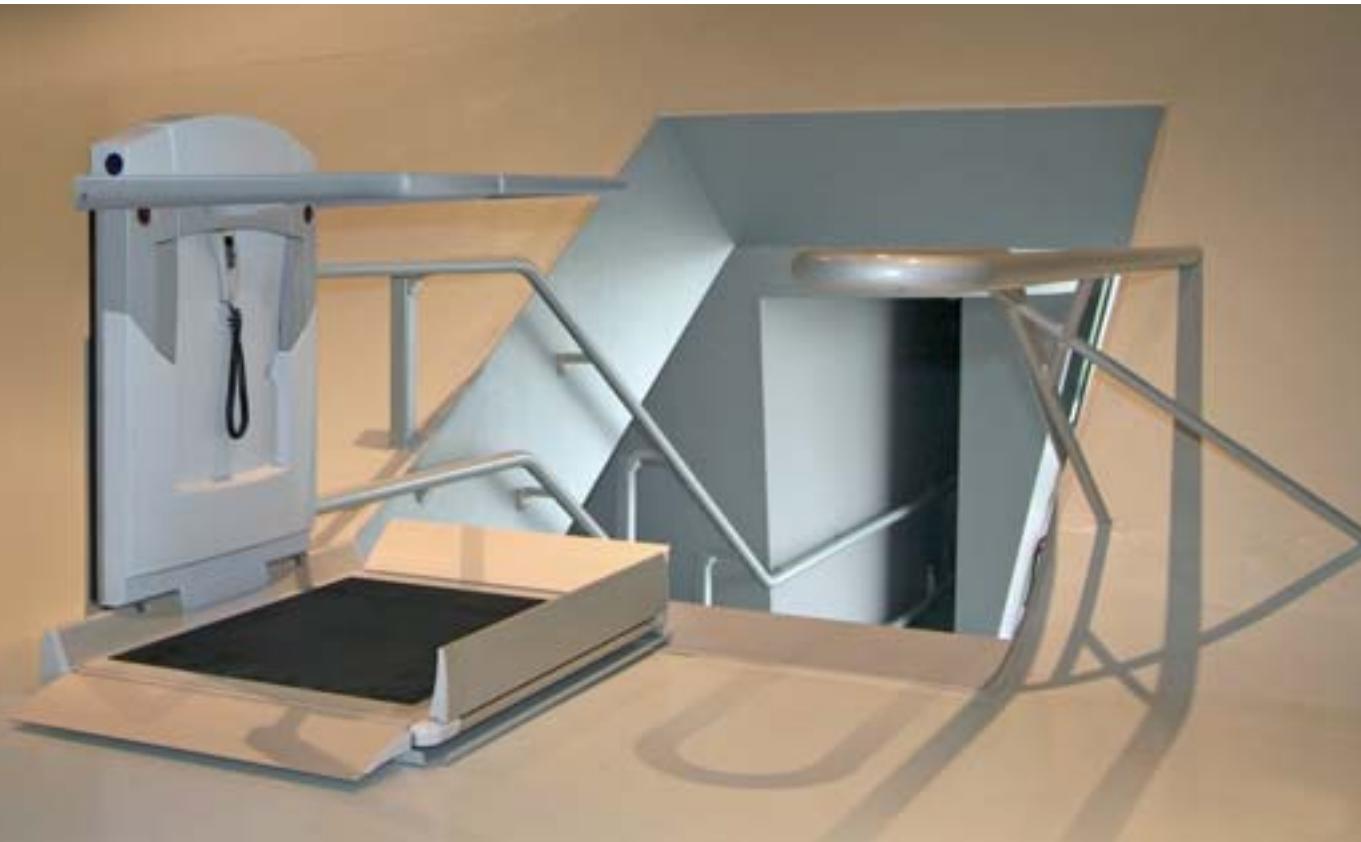
In addition we supplied all the stage lifts for the smooth staging of concerts and theater productions. One of the elevators with a nominal capacity of 9,000 kilograms is large enough to carry three pianos.

The building was built on the site of an old tram depot, right next to one of the city's main traffic junctions, the Rotunda da Boavista. From here, the modern Casa da Música overlooks its direct neighborhood consisting of traditional residential and commercial buildings, squares and alleyways.

### Award-winning: New escalators in Hamburg

A project involving the installation of 20 new escalators in the world's largest electrical store in Hamburg (Germany) won the Elevator World Project of the Year Award 2006. Work was carried out at night so as not to interrupt business.





## Moving history

In May 2006 the Mercedes-Benz Museum in Stuttgart (Germany) opened its doors. Its unusual architecture and its unique Pre-Show elevators provide a distinctive setting for a presentation of 120 years of automobile history.

110,000 tons of concrete were formed into a double helix. This futuristic shape makes it possible for the 47.5-meter building to do without columns and at the same time allows lots of daylight into the rooms. Inside, there are 16,500 square meters of exhibition space where visitors can view over 1,500 exhibits and 160 vehicles.

The exhibition begins on the top floor with the early days of automobile history. Visitors get there in one of three Pre-Show elevators from ThyssenKrupp Elevator, which glide upwards like art deco spaceships. The 45-second trip is a multimedia journey into the world of the 19th century. Mounted on the top of each car is a 130-kilogram digital projector which shows film clips from the history of car manufacture. Sophisticated lighting elements in the ceiling, walls and floor provide visual accents. The interior trim is an elegant mixture of high-class Alcantara leather, glass, steel and synthetic. A horizontal window strip gives passengers constantly changing views of the building's interior architecture.

This unique ensemble was made possible by innovations from ThyssenKrupp Elevator. For example, our technicians installed a new system for the noiseless removal of heat from the 1,480-watt spotlights in the cabs. They also trod new ground with the seamless exterior cladding.

In all, ThyssenKrupp Elevator supplied eleven elevators and two Velino escalators for the museum.

**Top |** Science without barriers:  
A platform lift from ThyssenKrupp  
Elevator in the Phaeno Science  
Center in Wolfsburg (Germany).



## The fascination of science

The Phaeno Science Center opened on November 25, 2005, a successful example of public private partnership, the result of an initiative by the city of Wolfsburg (Germany).

The project is supported by several private companies and is designed to arouse scientific curiosity using the latest educational technology. Visitors can travel on a flying carpet, make sounds visible, simulate the motion of waves and much more. All this takes place in an experiment landscape made up of artificial craters and hills. Despite this, all of the roughly 250 interactive stations are accessible to wheelchair users, thanks to two platform lifts from ThyssenKrupp Elevator.

The architecture is a unique combination of various complementary elements. It was designed by Zaha Hadid, pioneer of London's avant-garde and winner of the Pritzker Prize, known as the "Nobel Prize for Architects". In realizing the design, architects, structural engineers and builders had to push the limits of the feasible, and the museum has quickly become a reference project in the construction industry. Its structural design balances irregular geometries, extremely large floor overhangs and very wide spans. The building rests on ten seven-meter-high concrete cones, contained within which are for example a bistro, a souvenir shop, a science theater and an elevator.

ThyssenKrupp Elevator installed five elevators in the Phaeno Science Center. The idiosyncratic shapes of the building, eschewing any right angles, demanded maximum flexibility from our technicians. In concrete cone 7, the shaft for the fully glazed elevator had to be adapted inch-perfectly to the shape of the cone. In cone 4, a hydraulic elevator transports visitors from the parking floor to the entrance area. The roof guardrail for maintenance work was not supposed to disturb the clear design lines of the building – so it was made detachable. The concealing of the machine room and cables has created an impression of weightlessness, which fits in with the building, which seems to float on air.

**Left** | The Sharp Centre at the Ontario College of Art & Design in Toronto, Canada. The new two-story rectangular volume standing on 26-meter-tall columns is linked with the old brick building by a red escalator tunnel and an elevator.

## Summa cum laude

Several renowned universities rely on the service quality of ThyssenKrupp Elevator.

**Right |** Enhancing the shopping experience: The Arndale Shopping Center in Manchester (UK).

In New Zealand, the University of Auckland opted for the service expertise of ThyssenKrupp Elevator for the maintenance of its installations. Concerned here are passenger elevators of different design and make, accessibility systems and dumbwaiters. The University of Auckland was established back in 1883 and is today the largest university in New Zealand.

In Australia, the universities of Melbourne and Sydney among others also rely on our comprehensive know-how for the professional maintenance of a broad mix of different installations.

## On the roof of the world

The train station in Lhasa (Tibet), one of the highest in the world, was furnished with escalators and accessibility products.

ThyssenKrupp Elevator is also present on the roof of the world. Three of nine ordered escalators are already in operation in the new train station in Lhasa, the capital of Tibet, at a height of 3,600 meters above sea level. In addition, seven Helix platform lifts will soon provide access for wheelchair users. The station building offers a balanced combination of traditional Tibetan culture with modern architecture.

### Award-winning: Elevator modernization in Bangkok

A project to modernize two central passenger elevators and a freight elevator in the US embassy in Bangkok (Thailand) earned an Elevator World Project of the Year Award 2006. Security aspects played a major role in this project.



# Members of the Supervisory Board

## **Dr.-Ing. Ekkehard Schulz**

Krefeld,  
Chairman and  
Chairman of the Executive Board,  
ThyssenKrupp AG

## **Benno Eberl**

Stuttgart,  
Vice Chairman and  
Trade Union Secretary, IG Metall  
Stuttgart

## **Hans-Detlef Bösel**

Hamburg,  
Partner in M. M. Warburg & Co

## **Gary Elliott**

Detroit (Michigan),  
Chairman of ThyssenKrupp USA Inc.  
and Group Representative for the  
NAFTA Region

## **Dr. Hermann Elmering**

Tegernsee,  
Management Consultant

## **Wolfgang D. Fischer**

Düren,  
Electrician,  
Chairman of the Works Council,  
ThyssenKrupp Aufzüge West GmbH,  
Düsseldorf Branch

## **Josef Forkl**

Aichtal-Aich,  
Industrial Clerk,  
Senior Manager Export,  
ThyssenKrupp Dongyang Elevator  
Co. Ltd.

## **Dirk Grosse-Wördeleman**

Hattersheim,  
Chairman of the Management Board,  
VIVICO Real Estate GmbH

## **Susanne Herberger**

Dresden,  
IT Engineer,  
Chairwoman of the General  
Works Council,  
ThyssenKrupp Aufzüge GmbH and  
the Works Council Union,  
ThyssenKrupp Elevator AG

## **Klaus Ix**

Siek,  
Machine Fitter,  
Chairman of the Works Council,  
ThyssenKrupp Fahrstufen GmbH

## **Bärbel Kirsch**

Jork,  
Trade Union Secretary, IG Metall,  
Hamburg Administrative Office

## **Wolfgang Krause**

Langenhagen,  
Electrical Fitter,  
Vice Chairman of the  
General Works Council,  
ThyssenKrupp Aufzüge GmbH and  
Chairman of the Works Council,  
ThyssenKrupp Aufzüge Nordost GmbH,  
Hanover and Bielefeld Branches

## **Dr. Herbert Lütkestratkötter**

Essen,  
Member of the Executive Board,  
HOCHTIEF AG

## **Dr. rer. oec. Ulrich Middelmann**

Bochum,  
Vice Chairman of the Executive Board,  
ThyssenKrupp AG

## **Udo Müller**

Wolftschwenden,  
Industrial Clerk,  
Chairman of the Works Council,  
ThyssenKrupp Aufzüge Süd GmbH,  
Stuttgart Branch

## **Albert S. Nagy**

San Juan Capistrano (California),  
Entrepreneur

## **Klaus Neuberger**

Ostfildern-Kemnath,  
Machine Fitter,  
Chairman of the Works Council,  
ThyssenKrupp Aufzugsarbeiten GmbH

## **Paul Rodenfels**

Gaggenau,  
Head of Organization, IG Metall,  
Frankfurt am Main Headquarters

## **Burkhard Schmidt**

Cologne,  
Member of the Executive Board,  
STRABAG AG

## **Sigfried Tritthart**

Vienna,  
Member of the Executive Board,  
ATP Planungs- und Beteiligungs-AG

# ThyssenKrupp Elevator Management

## Executive Board

### ThyssenKrupp Elevator AG

Edwin Eichler  
Dr. Joachim F. Panek  
Dr. Marion Helmes  
Dr. Helmut Pfleger

## Strategic Advisory Committee

### ThyssenKrupp Elevator AG

Edwin Eichler  
Dr. Joachim F. Panek  
Dr. Marion Helmes  
Dr. Helmut Pfleger

Helmut Müller

Barry Pletch  
Javier del Pozo Portillo  
Ramón Sotomayor Jauregui  
Peter Walker

## Senior Vice Presidents

### ThyssenKrupp Elevator AG

Nicolai Entzian  
Wolfgang Hesse  
Dr. Jörg Horney  
Kerstin Ney  
Hartmut Prahl  
Dr. Claudia Schmidt-Milkau  
Dr. Monica Soffritti  
Frank Sprey

## Business Unit Central/

### Eastern/Northern Europe

Helmut Müller  
Torsten Gessner  
Reinhard Kirchner  
Wolfgang Witte  
Thomas Wörmann

## Business Unit Southern Europe/

### Africa/Middle East

Javier del Pozo Portillo  
Ataúlfo Arróspide Muniz  
Pedro Manuel Duarte da Gama Castanheira  
Jésus Sanjurjo González  
Miguel Ángel Valverde Valverde

## Business Unit Americas

Barry Pletch  
Rich Hussey  
Rob Isabelle  
Mike McIntire

Stuart Prior

James Riegler  
Eric Scrudders

## Business Unit Asia/Pacific

Peter Walker  
Dr. Stefan Alshuth  
Tiau Po Lee  
Matt Scanlan  
Dannie Kin-Man Yu

## Business Unit Escalators/

### Passenger Boarding Bridges

Ramón Sotomayor Jauregui  
Miguel Ángel González Alemany  
Charles Newman  
Alexander Pfurr  
Dr. Wolfgang Stein  
Juan Carlos González Vela

## Business Unit Accessibility

Dr. Michael Währisch

# Holding company: ThyssenKrupp Elevator AG

## Business Unit Central/Eastern/Northern Europe

Shareholding in %	
<b>ThyssenKrupp Elevator (CENE) GmbH, Essen, Germany</b>	<b>100.00</b>
ThyssenKrupp Aufzüge GmbH, Neuhausen a.d. F., Germany	100.00
ThyssenKrupp Aufzugswerke GmbH, Neuhausen a.d. F., Germany	99.50
ThyssenKrupp Aufzüge Süd GmbH, Neuhausen a.d. F., Germany	100.00
ThyssenKrupp Aufzüge West GmbH, Frankfurt a.M., Germany	100.00
ThyssenKrupp Aufzüge Nordost GmbH, Berlin, Germany	100.00
Tepper Aufzüge GmbH, Münster, Germany	100.00
ThyssenKrupp Ascenseurs S.A.S., Angers, France	100.00
ThyssenKrupp Elevator Manufacturing France S.A.S., Angers, France	100.00
ThyssenKrupp Aufzüge Gesellschaft m.b.H., Vienna, Austria	100.00
ThyssenKrupp Aufzugswerk Austria GmbH, Gratkorn, Austria	100.00
ThyssenKrupp Aufzüge AG, Rümlang, Switzerland	100.00
Trapo Künig AG, Basel, Switzerland	100.00
ThyssenKrupp Liften Ascenseurs S.A., Brussels, Belgium	99.99
ThyssenKrupp Liften B.V., Krimpen a.d.I., Netherlands	100.00
ThyssenKrupp Ascenseurs Luxembourg S.a.r.l., Luxembourg	100.00

Shareholding in %	
ThyssenKrupp Elevator OOO, Moscow, Russia	100.00
ThyssenKrupp Elevator Sp. z.o.o., Warsaw, Poland	100.00
Lift Service S.A., Lublin, Poland	75.03
ThyssenKrupp Lift Kft, Budapest, Hungary	100.00
ThyssenKrupp Výtahy s.r.o., Prague, Czech Republic	100.00
ThyssenKrupp Elevator Ukraine TOB, Kiev, Ukraine	100.00
ThyssenKrupp Výtahy s.r.o., Bratislava, Slovak Republic	100.00
ThyssenKrupp Elevator d.o.o., Zagreb, Croatia	100.00
ThyssenKrupp Dvigala d.o.o., Ljubljana, Slovenia	100.00
ThyssenKrupp Elevator UK Ltd., Nottingham, United Kingdom	100.00
Britannic Lift Company Plc., West Yorkshire, United Kingdom	100.00
ThyssenKrupp Elevator Ireland Ltd., Dublin, Ireland	100.00
ThyssenKrupp Elevator A/S, Glostrup, Denmark	100.00
ThyssenKrupp Elevator Finland Oy, Helsinki, Finland	100.00
ThyssenKrupp Elevator A/S, Oslo, Norway	100.00
ThyssenKrupp Aufzüge Norge A/S, Oslo, Norway	100.00
ThyssenKrupp Rulletrapper A/S, Oslo, Norway	100.00
ThyssenKrupp Elevator Sverige AB, Stockholm, Sweden	100.00

## Business Unit Southern Europe/Africa/Middle East

Shareholding in %	
<b>ThyssenKrupp Elevator Southern Europe, Africa &amp; Middle East S.L.U., Madrid, Spain</b>	<b>100.00</b>
ThyssenKrupp Elevadores S.L., Madrid, Spain	99.85
ThyssenKrupp Eletec International S.A., Madrid, Spain	100.00
ThyssenKrupp Elevator Manufacturing Spain S.L., Andoain, Spain	100.00
ThyssenKrupp Elevadores S.A., Lisbon, Portugal	100.00
ThyssenKrupp Elevator Italia S.p.A., Milan, Italy	100.00
Marco Bonfedi Ascensori Scale Mobili S.r.l., Milan, Italy	100.00
SIAR S.r.l., Rome, Italy	100.00

Shareholding in %	
ThyssenKrupp Elevatori d.o.o., Belgrade, Republic of Serbia	100.00
ThyssenKrupp Asansör Sanayi ve Tic. A.S., Istanbul, Turkey	92.85
ThyssenKrupp K&M Elevators & Escalators S.A., Athens, Greece	100.00
ThyssenKrupp Elevator Egypt Ltd., Cairo, Egypt	75.00
ThyssenKrupp Elevator (S.A.) (Pty) Ltd., Johannesburg, South Africa	100.00
ThyssenKrupp Jolift MSG Co. W.L.L., Amman, Jordan	100.00
Thyssen Technik Arabia Ltd., Riyadh, Saudi Arabia	100.00

## Business Unit Americas

	Shareholding in %
<b>ThyssenKrupp Elevator Americas Corp., Delaware, USA</b>	<b>100.00</b>
ThyssenKrupp Elevator Corp., Delaware, USA	100.00
ThyssenKrupp Elevator Manufacturing Inc., Collierville (Tennessee), USA	100.00
ThyssenKrupp Elevator Canada Ltd., Toronto (Ontario), Canada	100.00
ThyssenKrupp Northern Elevator Ltd., Scarborough (Ontario), Canada	100.00
ThyssenKrupp Elevator Inc., San Juan, Puerto Rico	100.00
ThyssenKrupp Elevadores S.A., Buenos Aires, Argentina	100.00
ThyssenKrupp Elevadores S.A., São Paulo, Brazil	100.00
ThyssenKrupp Elevadores S.A., Santiago de Chile, Chile	100.00
ThyssenKrupp Elevadores S.A., Guatemala City, Guatemala	100.00
ThyssenKrupp Elevadores S.A., Bogotá, Colombia	100.00
ThyssenKrupp Elevadores S.A. de C.V., Mexico City, Mexico	100.00
ThyssenKrupp Elevadores S.A., Panama City, Panama	100.00
ThyssenKrupp Elevadores S.R.L., Asunción, Paraguay	100.00
ThyssenKrupp Elevator S.A., Lima, Peru	100.00
ThyssenKrupp Elevadores S.R.L., Montevideo, Uruguay	100.00
ThyssenKrupp Elevadores C.A., Caracas, Venezuela	100.00

## Business Unit Asia/Pacific

	Shareholding in %
<b>ThyssenKrupp Elevator Asia Pacific Ltd., Hong Kong</b>	<b>100.00</b>
ThyssenKrupp Dongyang Elevator Co. Ltd., Seoul, South Korea	75,00
ThyssenKrupp Elevator (Shanghai) Co. Ltd., Shanghai, China	100.00
Thyssen Elevators Co. Ltd., Zhongshan, China	100.00
ThyssenKrupp Elevator & Escalator (Shanghai) Co. Ltd., Shanghai, China	100.00
ThyssenKrupp Elevator (India) Pvt. Ltd., New Delhi, India	100.00
ThyssenKrupp Elevator (BD) Pvt. Ltd., Dhaka, Bangladesh	100.00
ThyssenKrupp Elevator (HK) Ltd., Hong Kong	100.00
ThyssenKrupp Elevator Malaysia Sdn. Bhd., Selangor, Malaysia	100.00
ThyssenKrupp Elevator (Singapore) Pte. Ltd., Singapore	100.00
ThyssenKrupp Elevator (Thailand) Co. Ltd., Bangkok, Thailand	100.00
ThyssenKrupp Elevator Vietnam Co. Ltd., Hanoi, Vietnam	100.00
Sun Rhine Enterprises Ltd., Taipei, Taiwan	100.00
ThyssenKrupp Elevator Australia Pty. Ltd., Sydney, Australia	100.00
ThyssenKrupp Elevator Queensland Pty. Ltd., Melbourne, Australia	100.00
ThyssenKrupp Elevator New Zealand Pty. Ltd., Auckland, New Zealand	100.00

## Business Unit Escalators/Passenger Boarding Bridges

	Shareholding in %
<b>ThyssenKrupp Elevator (ES/PBB) Ltd., London, United Kingdom</b>	<b>100.00</b>
ThyssenKrupp Fahrstufen GmbH, Hamburg, Germany	100.00
ThyssenKrupp Norte S.A., Mieres (Asturias), Spain	100.00
ThyssenKrupp Airport Systems S.A., Mieres (Asturias), Spain	100.00
ThyssenKrupp Airport Systems Inc., Fort Worth (Texas), USA	100.00
ThyssenKrupp Airport Systems Co. (Zhongshan) Ltd., Guangdong, China	100.00
ThyssenKrupp Escalator Co. China Ltd., Guangdong, China	100.00

## Business Unit Accessibility

	Shareholding in %
<b>ThyssenKrupp Accessibility Holding GmbH, Essen, Germany</b>	<b>100.00</b>
ThyssenKrupp Access Corp., Grandview (Missouri), USA	100.00
ThyssenKrupp Accessibility B.V., Krimpen a.d.I., Netherlands	100.00
ThyssenKrupp Treppenlift GmbH, Neuss, Germany	100.00
ThyssenKrupp Monoliften B.V., Krimpen a.d.I., Netherlands	100.00
ThyssenKrupp Monolift N.V., Mariakerke, Belgium	100.00
ThyssenKrupp Monolift S.A.S., Gennevilliers, France	100.00
ThyssenKrupp Accesibilidad S.L., Madrid, Spain	100.00
ThyssenKrupp Acessibilidades, Unipessoal, Lda., Sintra, Portugal	100.00
ThyssenKrupp Monolift AB, Järfälla, Sweden	100.00
ThyssenKrupp Monolift AS, Oslo, Norway	100.00
ThyssenKrupp Access Ltd., Stockton-on-Tees, United Kingdom	100.00
Ceteco S.r.l., Pisa, Italy	100.00

## Movement

Movement is a process by which a body changes its location. That's the theory. In practice, movement is more: "Movement is part of our nature," said the French philosopher Blaise Pascal 350 years ago. On the following pages we invite you to discover the fascinating facets of a physical principle and how ThyssenKrupp Elevator serves them with its diverse product range.



## Geschwindigkeit



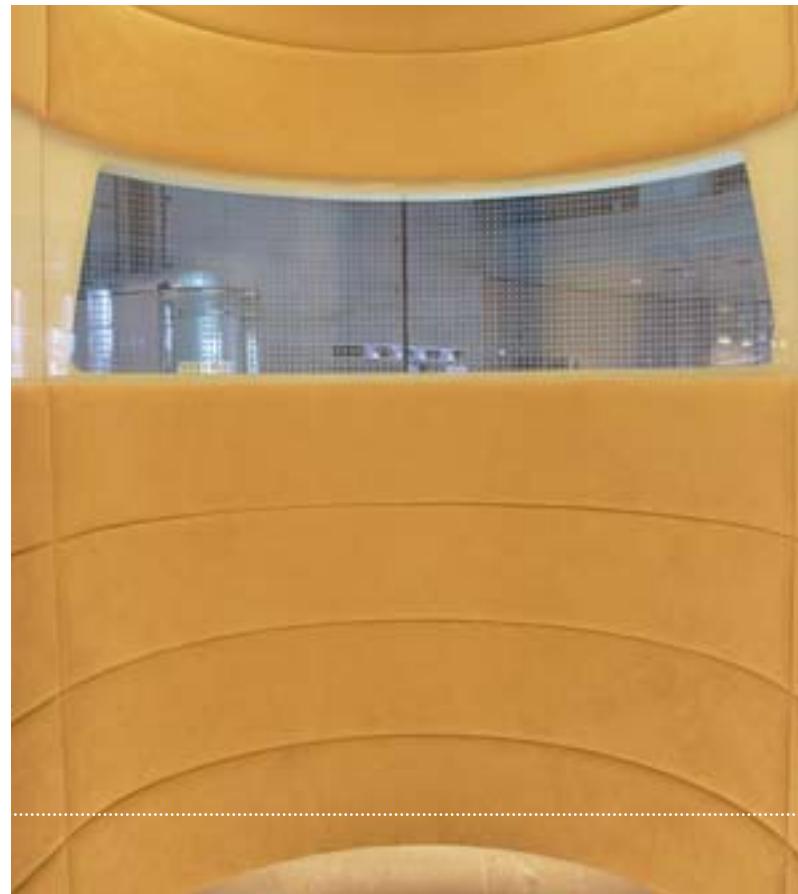
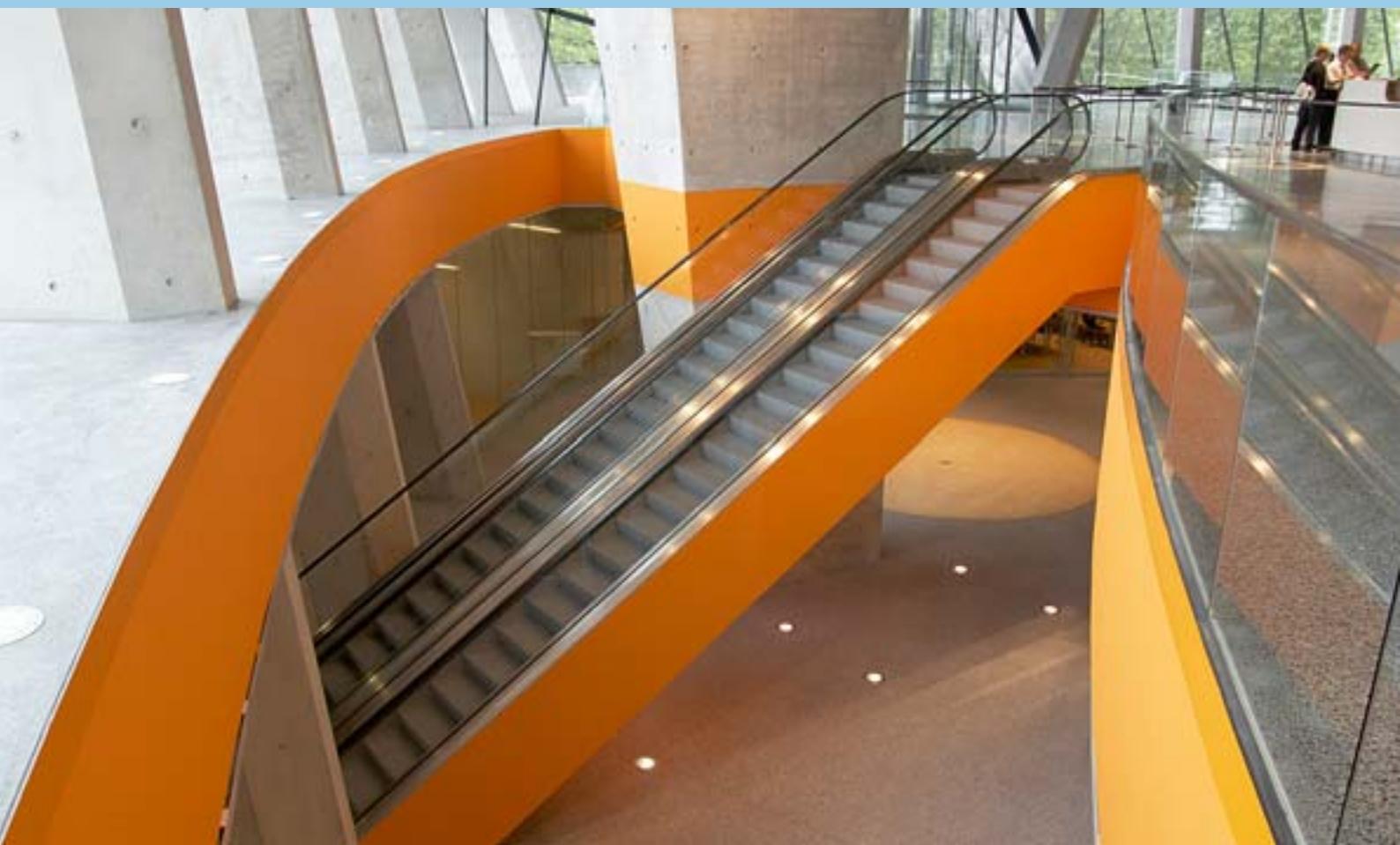
Geschwindigkeit ist die physikalische Größe, um Bewegung zu messen.

Aber darüber hinaus ist sie Ausdruck eines modernen Lebensgefühls und Motor unserer Lebenswirklichkeit, die oftmals wie im Fluge vergeht.

Auch im abgelaufenen Geschäftsjahr haben wir wieder dazu beigetragen, Passagiere schneller an ihr Ziel zu bringen.



Zeitreise durch die Evolution des Automobils: Wie in Raumschiffen gleiten die Besucher durch das imposante Mercedes-Benz Museum in Stuttgart.



Die einzigartigen Pre-Show-Aufzüge, im Innern ausgestattet mit edlem Alcantara-Leder, Glas, Stahl und Kunststoff, tragen entscheidend dazu bei, dass ein Museumsbesuch zum Erlebnis wird. Neben elf Aufzügen steuerte ThyssenKrupp Elevator zu dem Mercedes-Benz Museum auch zwei Velino-Fahrtreppen bei.

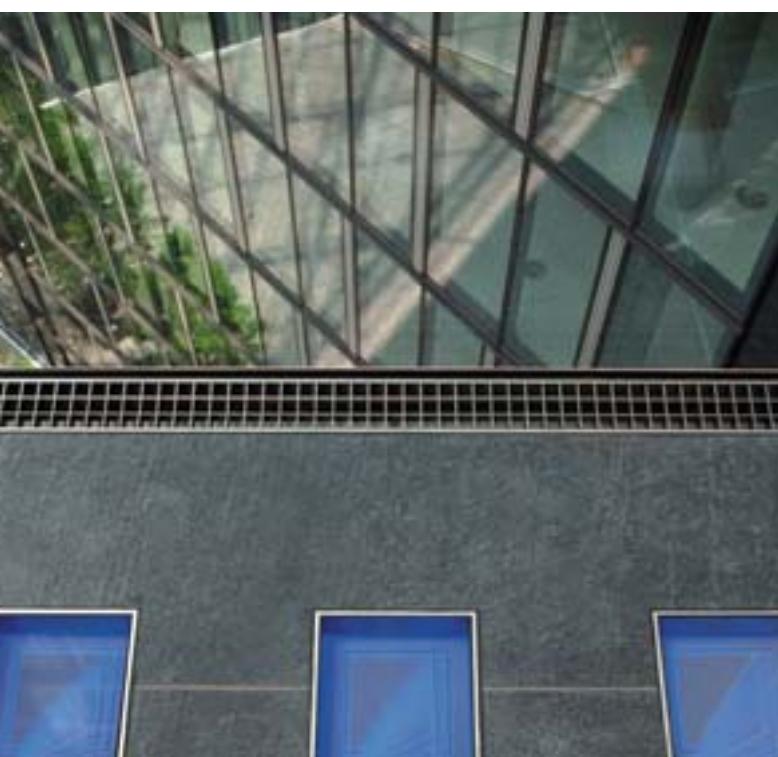






Im Höhenrausch: Die beiden weltweit ersten Panorama-TWIN-Systeme im Main Triangel in Frankfurt bieten ein Fahrgefühl der besonderen Art. Ein 360°-Blick sowie das Kabinendach aus Glas eröffnen völlig neue Perspektiven und setzen Schwindelfreiheit voraus.



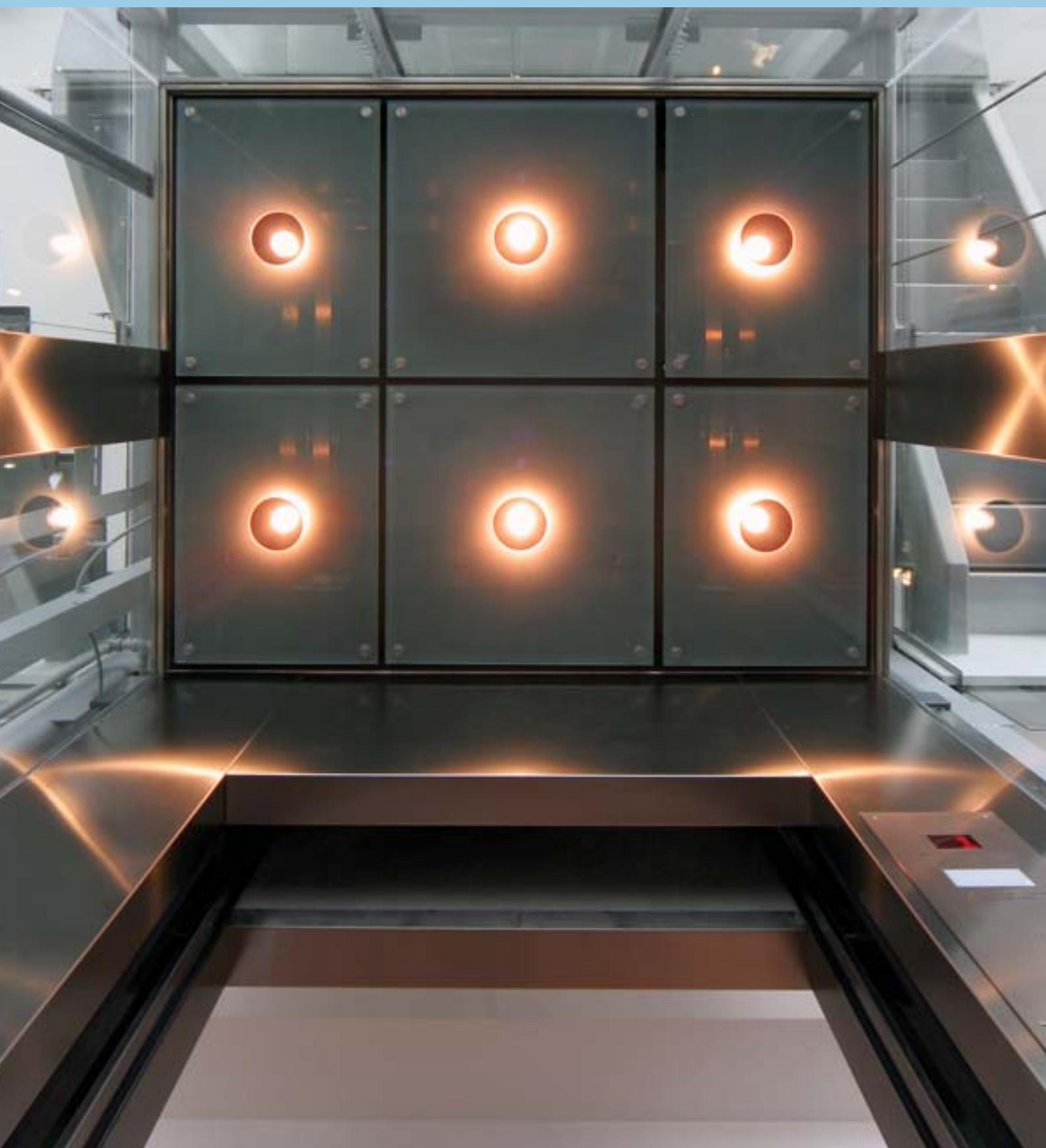


Die exklusiv entwickelten TWIN-Aufzüge mit Zielauswahlsteuerung ermöglichen die schnelle und sichere Beförderung der Benutzer. Die Anlagen benötigen weniger Raum als konventionelle Aufzüge und machen so wertvollen Baugrund und Mietfläche frei für andere Nutzungen.

## Beschleunigung

Ein frei beweglicher Körper, der eine Krafteinwirkung erfährt und dadurch seine Geschwindigkeit ändert, vollführt eine Beschleunigung. Beschleunigungsvorgänge spielen in allen bewegten Systemen eine wichtige Rolle. Sie sind die treibende Kraft; der Pulsschlag des modernen Lebens und Voraussetzung für Mobilität.





Schneller hoch hinaus: Aufzüge in einem Automobil-Showroom in Toronto (Kanada).



**Oben |** Der Palacio Euskalduna in Bilbao (Spanien) steht als Symbol für das letzte auf der früheren Werft Euskalduna gebaute Schiff. Innen fügen sich unsere Aufzüge harmonisch in diesen multifunktionalen Komplex (links). Außen betonen sie durch eine bizarre künstliche Beleuchtung die industrielle Anmutung der Fassade (rechts).

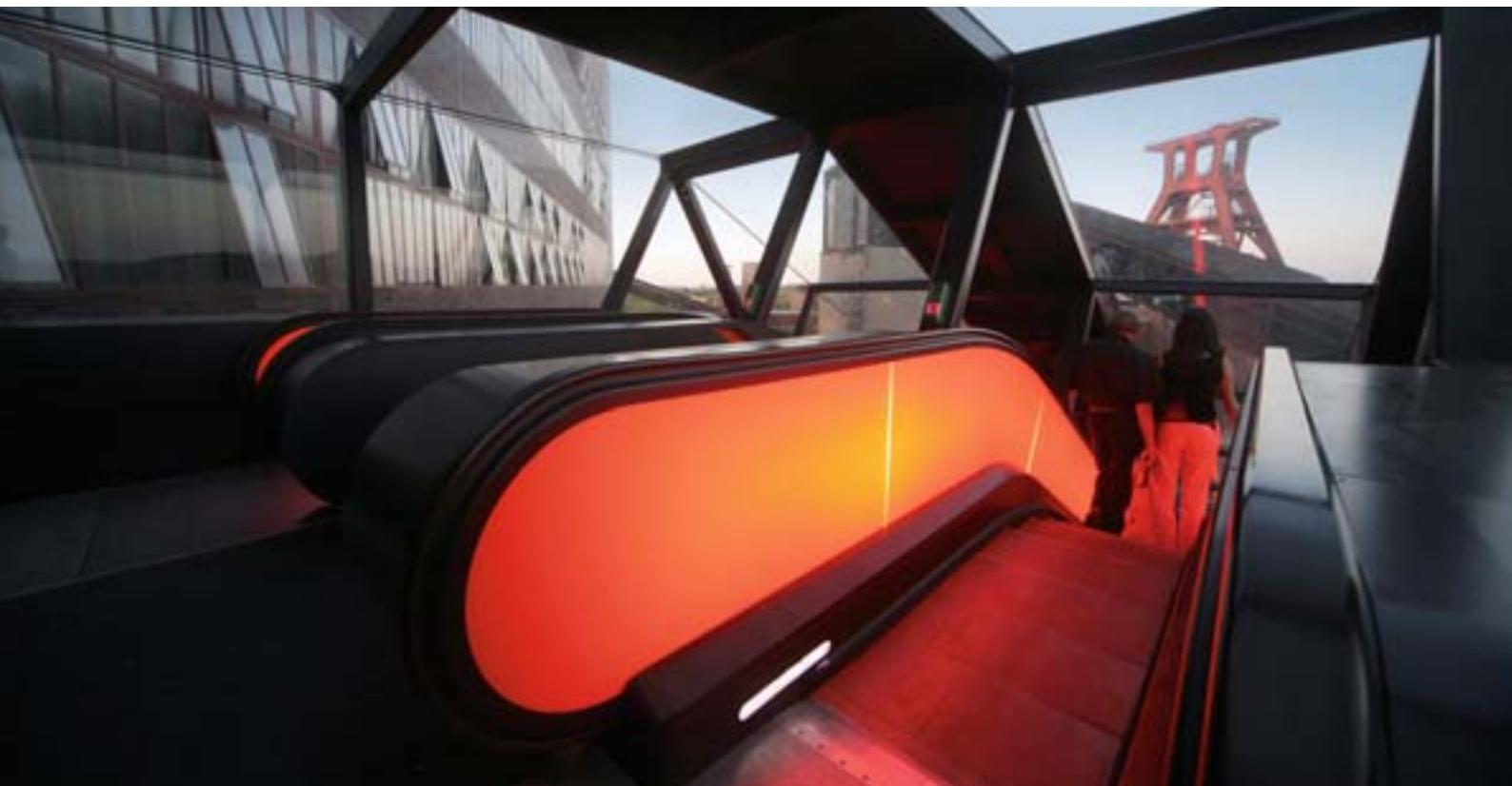
**Unten |** Jedem Ansturm und jeder Rushhour gewachsen: unsere Produkte im Bahnhof da Campanha in Porto (Portugal).



**Oben** | Lastenaufzug in einem Autohaus im kanadischen Toronto.

**Unten** | Was auf den ersten Blick wie eine virtuelle Animation erscheint, erweist sich in der Realität als weltbewegend: Aufzüge von ThyssenKrupp Elevator im Bahnhof da Campanha in Porto (Portugal).

Die Zeche Zollverein in Essen, Weltkulturerbe der UNESCO, ist weltweit Synonym für die nachhaltige Nutzung von Industrielandschaften.  
Mit den beiden höchsten frei stehenden Fahrstufen Deutschlands gelangen die Besucher in das Innere dieses faszinierenden Industriedenkmales.



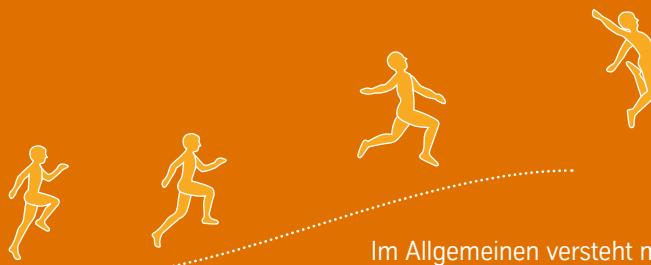
Wussten Sie, dass ...

... Flöhe 50-mal schneller  
beschleunigen als  
ein Spaceshuttle?  
... zwei Drittel aller Auto-  
fahrer bei einer gelben  
Ampel beschleunigen?  
... ein voll beladener  
Jumbo-Jet beim Start eine  
Beschleunigung von  
etwa  $1,6 \text{ m/s}^2$  erfährt?

Die neue Zentralbibliothek in Seattle (USA) ist Sinnbild für eine Architektur im Wandel. Die Hightech-Ausstattung dieses Leseparadieses korrespondiert mit der ebenso kühlen wie auch anziehenden Farbigkeit und Anmutung unserer eingesetzten Produkte.







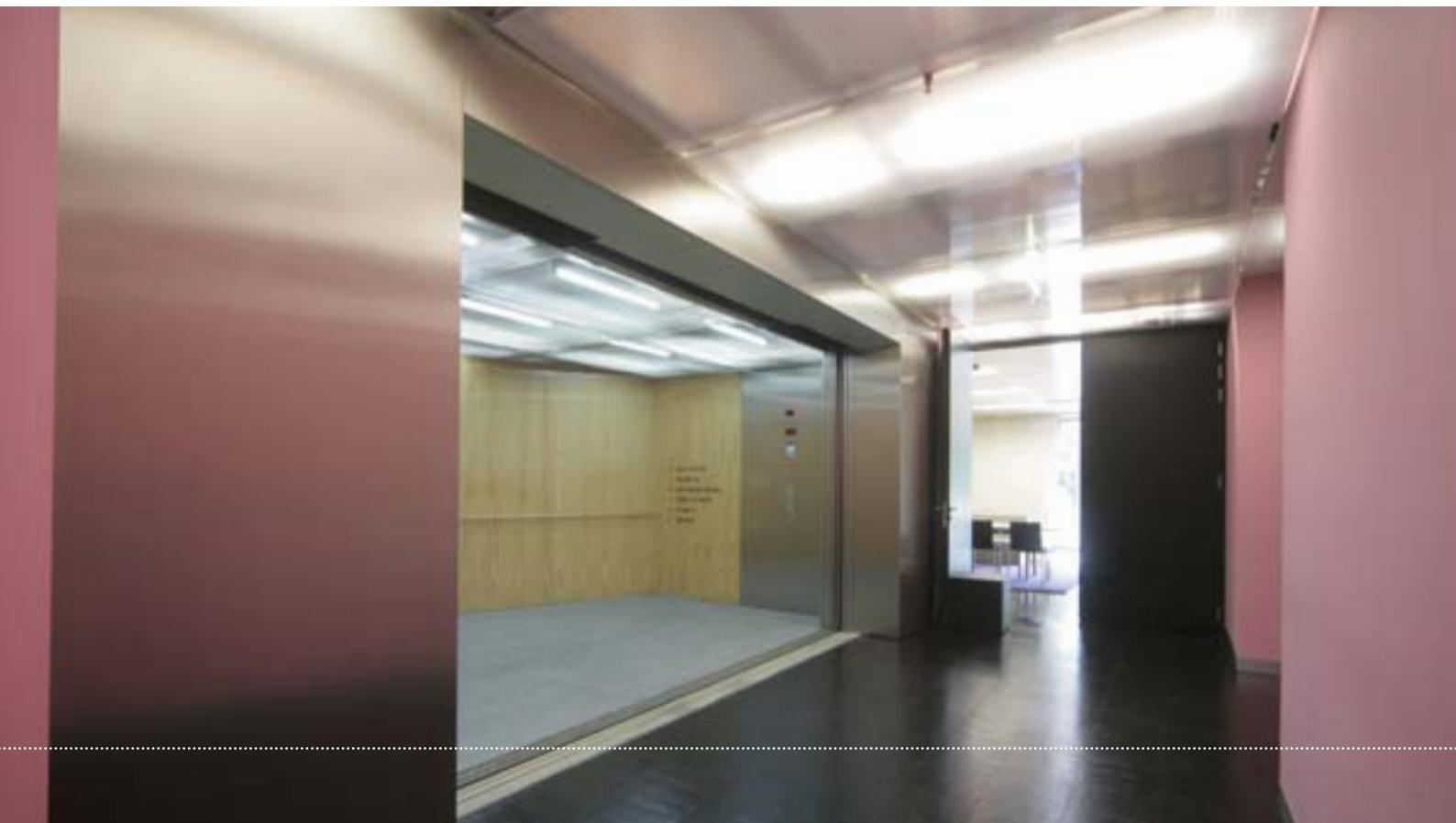
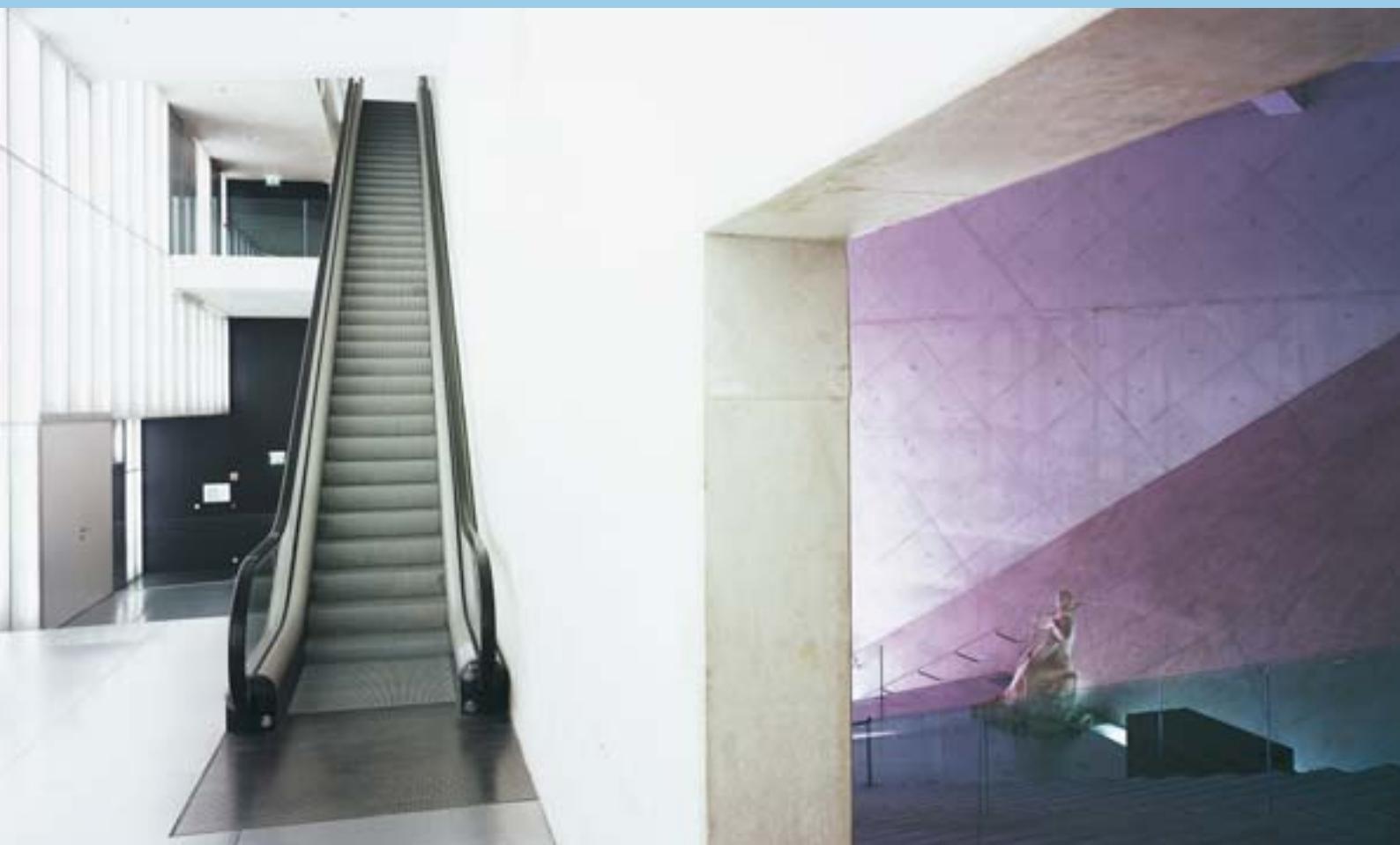
## Entfernung

Im Allgemeinen versteht man unter Entfernung den Abstand oder die Strecke zwischen zwei Gegenständen bzw. Orten.

Die Mathematik lehrt uns, dass die Gerade die kürzeste Verbindung zwischen zwei Punkten ist. Die Physik lehrt uns auch, dass der schnellste Weg nicht immer gerade verläuft. Was auch immer Sie antreibt: Der Weg ist das Ziel.

Virtuose Mobilität: Unsere Fahrstufen in der Casa da Música in Porto (Portugal) eröffnen völlig neue Wege und Zugänge in das Zentrum eines architektonischen Highlights.







Die Casa da Música in Porto ist im Gegensatz zu anderen Konzerthallen eher in die Vertikale als in die Horizontale gebaut. Die Eleganz und das Ambiente ihrer Innenräume finden in unseren Produkten ihre Fortsetzung, zum Beispiel in den mit Edelstahl und Holz ausgestatteten Lastenaufzügen.

**Oben |** Der Flughafen Porto besticht durch sein modernes, helles Interieur. Stahl und Glas finden sich auch bei unseren Produkten wieder.

**Unten links |** Fahrsteige auf dem Messegelände der spanischen Hauptstadt Madrid.

**Unten rechts |** Unsere Aufzüge auf dem Flughafen Porto (Portugal).



Wussten Sie, dass ...



... die Sonne ungefähr 149 Millionen Kilometer von der Erde entfernt ist?

... in Hongkong die Dauer einer Lieferung primär davon abhängt, wie viel in den

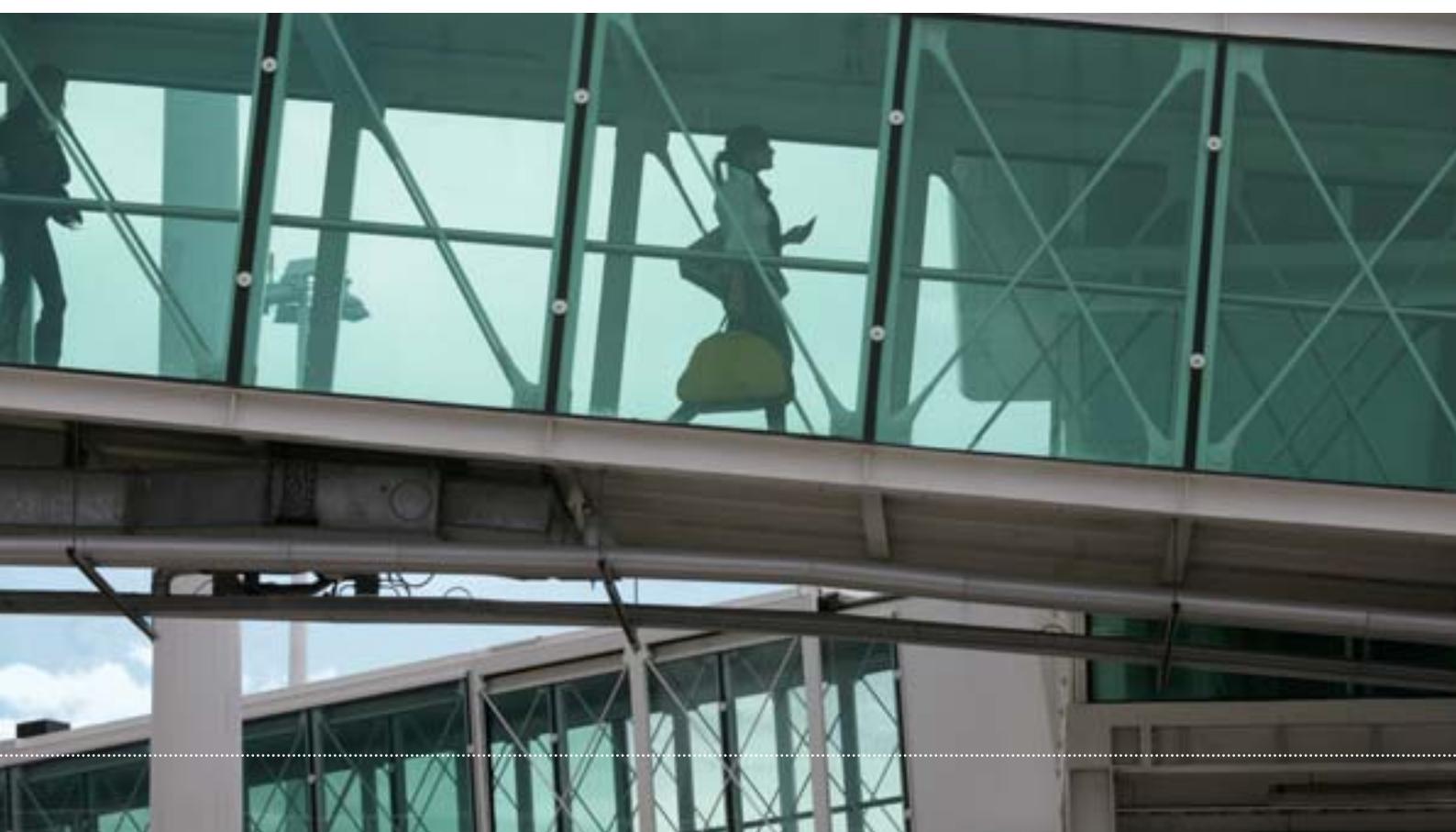
Aufzügen der Wolkenkratzer los ist? Die Zusteller brauchen oft länger,

wenn sie etwas vertikal liefern müssen, im Gegensatz zu einem horizontalen Lieferweg.

... die Panamericana als die längste Straße der Welt gilt, obwohl sie keine zusammenhängende Strecke ist? Sie misst rund 30.000 Kilometer und führt von Prudhoe Bay in Alaska

bis zum südlichen Zipfel Argentiniens nach Ushuaia.

Dabei durchquert sie 17 Staaten, vier Klima- und sechs Zeitzonen.



Vom Gate zum Flugzeug und zurück: Unsere transparenten und klimatisierten Fluggastbrücken auf dem Flughafen Francisco Sá Carneiro in Porto (Portugal) sorgen für ein sicheres und komfortables Boarding und Deboarding.



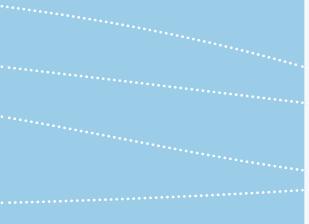


Im Innern des Aeroporto Francisco Sá Carneiro in Porto (Portugal) gewährleistet unsere umfassende Produktpalette den reibungslosen Transport der Besucherströme.



Jedem Quantensprung gehen viele kleine Schritte voraus. Das gilt natürlich für den technologischen Fortschritt und erst recht für die Produkte von ThyssenKrupp Elevator. Ob in Wolkenkratzern oder in Privathäusern, ob auf Flughäfen oder in Shopping-Malls, ob hoch hinaus oder schnell voran: Mobilität ohne ThyssenKrupp Elevator ist praktisch undenkbar: „Accept no limits.“





Was auch immer die Menschen in Zukunft bewegt: ThyssenKrupp Elevator ist der kreative Partner für die Umsetzung mobiler Ideen des 21. Jahrhunderts. So werden bewegende Zukunftsszenarien und Visionen der Fortbewegung Wirklichkeit. Frei nach dem Motto: „Mehr als die Vergangenheit interessiert mich die Zukunft, denn in ihr gedenke ich zu leben“ (A. Einstein).

# Kontakt

ThyssenKrupp Elevator AG  
August-Thyssen-Strasse 1  
40211 Düsseldorf, Germany

**Internet:** [www.thyssenkrupp-elevator.com](http://www.thyssenkrupp-elevator.com)  
[www.twin.thyssenkrupp-elevator.com](http://www.twin.thyssenkrupp-elevator.com)

This report is available in German and English;  
both versions can be downloaded from the Internet.

To obtain further copies of the report free of charge, please contact:

**Corporate Communication & Marketing**

Telephone: +49 211 824-36837  
Fax: +49 211 824-36839  
E-mail: [info.elevator@thyssenkrupp.com](mailto:info.elevator@thyssenkrupp.com)



**ThyssenKrupp Elevator AG**  
August-Thyssen-Strasse 1  
40211 Düsseldorf, Germany  
[www.thyssenkrupp-elevator.com](http://www.thyssenkrupp-elevator.com)  
[www.twin.thyssenkrupp-elevator.com](http://www.twin.thyssenkrupp-elevator.com)