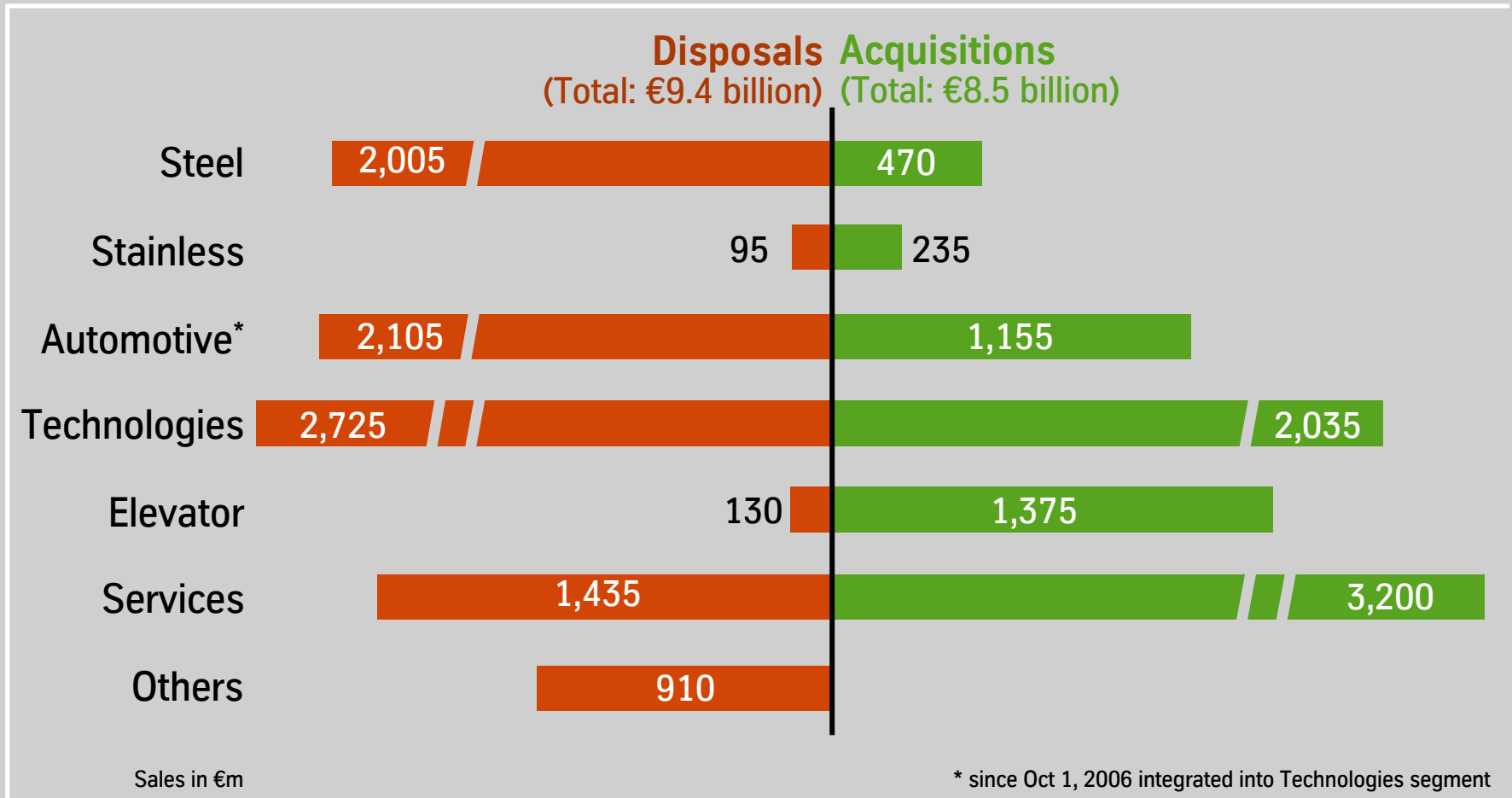


Active Portfolio Management at ThyssenKrupp

Significant change in portfolio since the merger (as at January 2008)



36 Portfolio Optimizations in 2002/2003

Corporate

Böhler Thyssen Schweißtechnik (D) **Disposal**

Steel

Galmed (E) **Acquisition**

Quarto plate activities (D) **Disposal**

LA.RE. (I) **Disposal**

TAD (I) **Acquisition**

Fischer (F) **Closure**

Bauelemente Dinslaken (D) **Closure**

Automotive

Greening Donald (CAN) **Disposal**

Sofedit (F) **Acquisition**

Phillips & Temro (USA) **Disposal**

Philadelphia Plant (USA) **Closure**

Kendalville (USA) **Mothballed**

Materials

Ferrosta (CZ) **Acquisition**

Rodena (DK) **Acquisition**

Werkzeugstahl (D) **Disposal**

Verder Kunststoffen (NL) **Acquisition**

Metal Center Rochester (USA) **Acquisition**

TW Metals (USA) **Acquisition**

Elevator

Lift Service Lublin (PL) **Acquisition**

ECE Elevator (India) **Acquisition**

Mahkota (Malaysia) **Acquisition**

Ascensores Causi (E) **Acquisition**

Bongear/Hang Pak (Hong Kong) **Acquisition**

Britannic Lift Co. (GB) **Acquisition**

Tepper Aufzüge (D) **Acquisition**

HABAG (D) **Acquisition**

Mylau Plant (D) **Closure**

TK Herouth Ltd. Partnership (ISR) **Acquisition**

Technologies

Polymer (D) **Disposal**

Otto India (India) **Disposal**

Stahlbau Berlin (D) **Closure**

Henschel (D) **Disposal**

Serv

Rodisola (E) **Acquisition**

Umweltservice (D) **Disposal**

Construction Services (D) **Disposal**

Media Services (D) **Disposal**



24 Portfolio Optimizations in 2003/2004

Steel

Cipros [minority interest] (I)	Acquisition
GalvaSud (BR)	Disposal
Röhrenwerke Fuchs (D)	Disposal
SWB Stahlformguss (D)	Disposal
Berkenhoff (D)	Disposal
Krupp Edelstahlprofile (D)	Disposal

Technologies

Novoferm (D)	Disposal
Sheffield Measurement (USA)	Disposal
G+L Foundry (USA)	Closure
Inventa-Fischer (CH)	Acquisition

Automotive

MB Lenk Group (D)	Acquisition
Darcast (UK)	Disposal
Bertrandt (D)*	Acquisition

Services

Triaton Group (D)	Disposal
TRT (D)	Winding down
Overseas Trading	Reorganization
Facilities Services (D)	Disposal
Sievering (D)	Disposal

Elevator

Dong Yang Elevator (South Korea)	Acquisition
Elevator Service 1 (Singapore)	Acquisition
Bonfedi (I)	Acquisition
Elevator Technologies (N. Zealand)	Acquisition
Whitaker Company (USA)	Acquisition

Real Estate

tk3 (CH)	Disposal
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* 25.2%



29 Portfolio Optimizations in 2004/2005

Steel

CS Inox (IT)*	Acquisition
Eurinox (NL/TR)*	Acquisition
Dortmunder Eisenbahn (DE)	Disposal
MRT (IT)	Acquisition
EWK (DE)	Disposal
Hoesch Contecna	Disposal

Automotive

QDF (GB)	Disposal
JV TK Gerlach/Sumitomo (CN)**	Acquisition
Fahrzeugguss (DE)	Disposal
Truck springs (PT, RO)	Disposal

Elevator

Kare Elevators & Engineering (IN)	Acquisition
Ascensores Silves Hidrolex (ES)	Acquisition
Trapo Küng (CH)	Acquisition
Ceteco (IT)	Acquisition
Ascensores Juan Pena (ES)	Acquisition
R&O Elevator (US)	Acquisition

Technologies

HDW (DE)	Acquisition
Elastomertechnik (DE)	Disposal
Stahlbau Hanover (DE)	Disposal
G&L Motion Control (US)	Disposal
TK INSA (ES)	Disposal
MetalCutting (DE, GB, US)	Disposal
Turbinenkomponenten (DE, US)	Disposal

Services

TMH/ThyssenKrupp Mannex (DE)	Winding down
MUT (CZ)	Acquisition
Automata (BR)	Acquisition
Lesser group (DE)	Acquisition
Eckhardt Marine (DE)	Disposal

Real Estate

TK Wohnimmobilien (DE)	Disposal
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* minority interest ** 34%



28 Portfolio Optimizations in 2005/2006

Steel

Special Profile operations (DE)* **Disposal**

Automotive

TK Stahl Company (US) **Disposal**

Aluminiumfeinguss Soest (DE) **Disposal**

Budd Plastics division (US, MX) **Disposal**

TK Bilstein Wagenheber (DE) **Disposal⁺**

Body&Chassis NA (US, CA) **Disposal**

Elevator

Sun Rhine Enterprises (TW) **Acquisition**

General Elevator Maintenance (CA) **Acquisition**

Atlantic Elevator (US) **Acquisition**

KR Liften (NL) **Acquisition**

SIAR (IT) **Acquisition**

TEAM/TRABOSA (ES) **Acquisition**

DVG (SL) **Acquisition**

SCAM (IT) **Acquisition**

Technologies

Maerz Ofenbau (CH) **Acquisition**

Atlas Elektronik (DE)** **Acquisition**

BVI Steam Turbine division (DE) **Disposal**

Noske-Kaeser group (DE) **Disposal**

Services

Jupiter Stomana (BG)*** **Acquisition**

Coferal (DE) **Acquisition**

RIP (BR)**** **Acquisition**

Krupp Druckereibetriebe (DE) **Disposal**

Standardkessel (DE) **Acquisition**

Hearn group (CA) **Acquisition**

Metalfast (GB) **Acquisition**

VPK Metals (CA) **Acquisition**

Hommel group (DE) **Disposal**

Alcoa Aerospace Serv. (US, GB, BE) **Acquisition**

* 75.1% / ** 51% / *** 80% / **** 51% / + closing not yet completed



24 Portfolio Optimizations in 2006/2007

Corporate

Commercial Real Estate Portfolio (DE) **Disposal**

Steel

Auto Chassis do Brasil (BR) **Acquisition**

Stainless

no relevant transactions to date

Technologies

Fundicoes (BR) **Disposal**

BVI Defense Technology (DE) **Disposal**

DRE/CON Slewing Bearings (DE) **Acquisition**

Mechatronics Kassel plant (DE) **Disposal**

Intecsa-Uhde (ES)* **Disposal**

A-C Equipment Services (US) **Acquisition**

ForTeq (IT) **Acquisition**

Rolling Stock Company (GR) **Disposal**

Elevator

Sele & Colla (IT) **Acquisition**

Sabia (IT) **Acquisition**

Elevator Sales & Services (US) **Acquisition**

Končar Dizala i Servis (HR) **Acquisition**

LWDO Lift Service (PL)** **Disposal**

Massidda (IT) **Acquisition**

Vertrans Elevator (US) **Acquisition**

Services

AT.PRO tec (DE)*** **Acquisition**

TK Servicios Técnicos (ES) **Disposal**

Schöbel Technik & Service (DE) **Acquisition**

TK Materials Vietnam [JV] (VN)**** **Acquisition**

SIR Industrieservice (DE) **Disposal**

Ferostav (SK)**** **Acquisition**

Stokvis Plastics (NL/BE) **Acquisition**

* 50% / ** 93% / *** 61% / **** 80% / *****51%/



6 Portfolio Optimizations in 2007/2008

Corporate

no relevant transactions to date

Technologies

Nothelfer Kecskemét (H)

Disposal

Precision Forge group (DE/US)

Disposal⁺

Shedden Uhde (AU)*

Acquisition

Steel

Decapanel (F)

Acquisition

Elevator

no relevant transactions to date

Acquisition

Stainless

no relevant transactions to date

Services

Apollo Metals (UK)

Acquisition

Steelcom (AU/NZ)

Acquisition

* 50% residual share / + closing not yet completed

