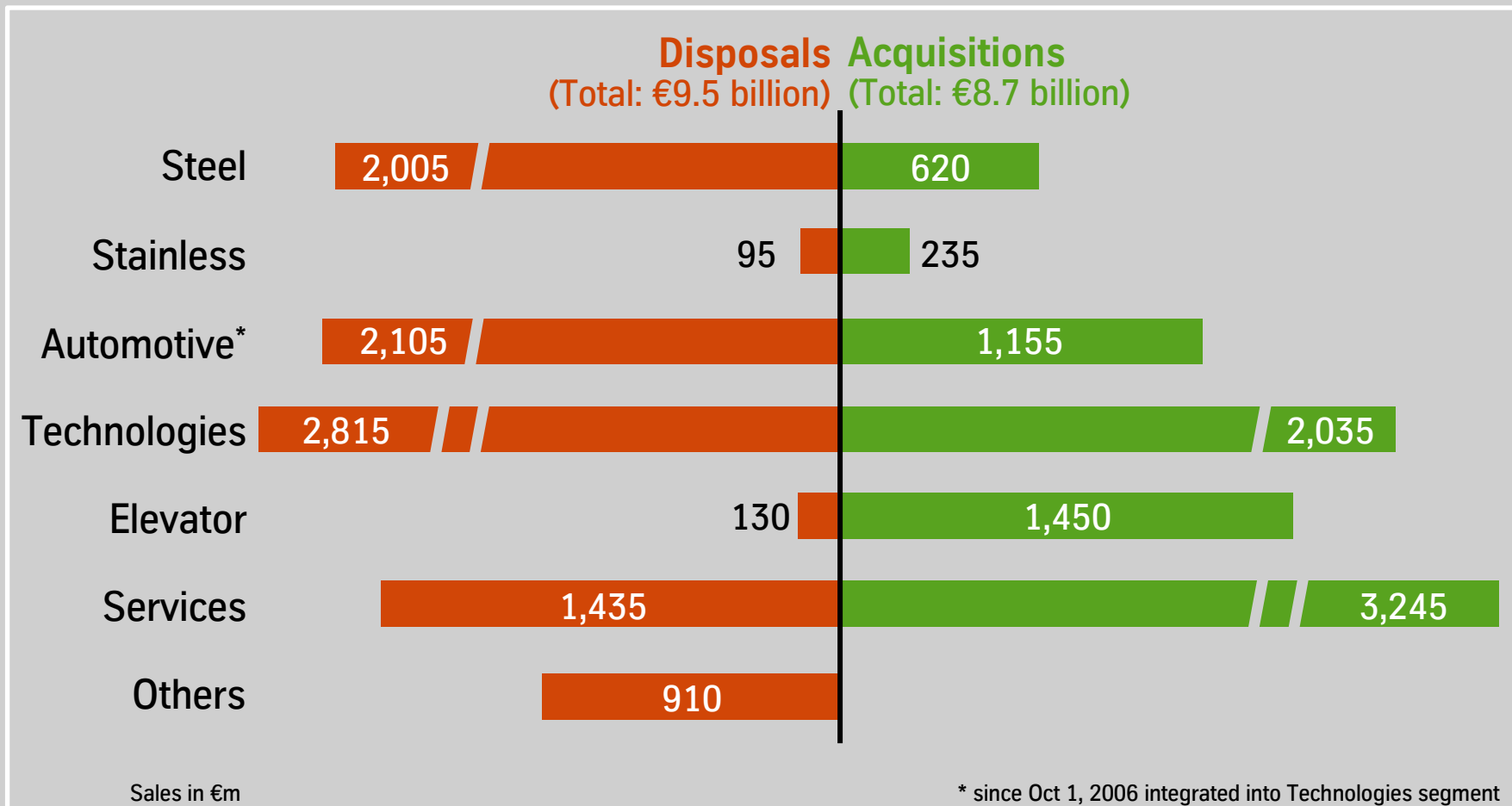


Active Portfolio Management at ThyssenKrupp

Significant change in portfolio since the merger (as at July 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		Technologies	
Special Profile operations (DE)*	Disposal	Maerz Ofenbau (CH)	Acquisition
Automotive		Atlas Elektronik (DE)**	Acquisition
TK Stahl Company (US)	Disposal	BVI Steam Turbine division (DE)	Disposal
Aluminiumfeinguss Soest (DE)	Disposal	Noske-Kaeser group (DE)	Disposal
Budd Plastics division (US, MX)	Disposal	Services	
TK Bilstein Wagenheber (DE)	Disposal	Jupiter Stomana (BG)***	Acquisition
Body&Chassis NA (US, CA)	Disposal	Coferal (DE)	Acquisition
Elevator		RIP (BR)****	Acquisition
Sun Rhine Enterprises (TW)	Acquisition	Krupp Druckereibetriebe (DE)	Disposal
General Elevator Maintenance (CA)	Acquisition	Standardkessel (DE)	Acquisition
Atlantic Elevator (US)	Acquisition	Hearn group (CA)	Acquisition
KR Liften (NL)	Acquisition	Metalfast (GB)	Acquisition
SIAR (IT)	Acquisition	VPK Metals (CA)	Acquisition
TEAM/TRABOSA (ES)	Acquisition	Hommel group (DE)	Disposal
DVG (SL)	Acquisition	Alcoa Aerospace Serv. (US, GB, BE)	Acquisition
SCAM (IT)	Acquisition		

* 75.1% / ** 51% / *** 80% / **** 51%



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%



14 Portfolio Optimizations in 2007/2008

Corporate

no relevant transactions to date

Steel

Decapanel (F) Acquisition

TWB Company (US) Acquisition

Stainless

no relevant transactions to date

Technologies

Nothelfer Kecskemét (H) Disposal

Precision Forge group (DE/US) Disposal

Shedden Uhde (AU)* Acquisition

TKDN Ravensburg plant (DE) Disposal

Nobiskrug GmbH (DE) Disposal

DrauzNothelfer Fahrzeugentwicklung Disposal

Elevator

Lift Able (GB) Acquisition

The National Wheel-O-Vator (US) Acquisition

FH Elevator A/S (DK) Acquisition

Services

Apollo Metals (UK) Acquisition

Steelcom (AU/NZ) Acquisition

Nordisk Plast (DK) Acquisition

* 50% residual share

