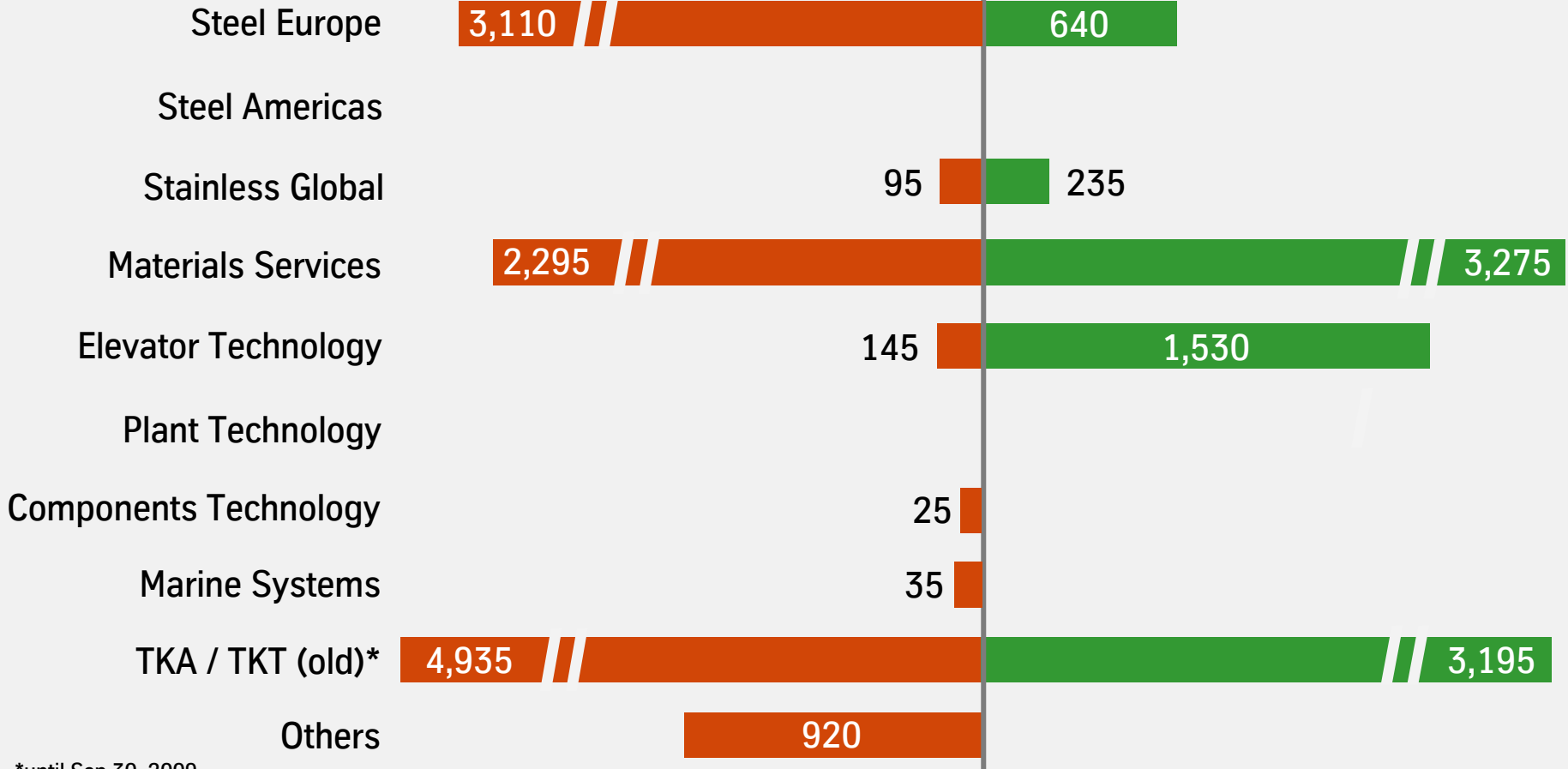


Active Portfolio Management at ThyssenKrupp

Significant change in portfolio since the merger (as of September 30, 2011)

Sales in €m

Disposals (Total: €11.6 billion)
Acquisitions (Total: €8.9 billion)



*until Sep 30, 2009

Portfolio Optimization
September 30, 2011

36 Portfolio Optimizations in 2002/03

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 2003/04

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 2004/05

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 2005/06

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%



24 Portfolio Optimizations in 2006/07

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%



16 Portfolio Optimizations in 2007/08

Corporate

no relevant transactions to date

Steel

Decapanel (FR)	Acquisition
TWB Company (US)	Acquisition
Bertrandt (DE)*	Disposal

Stainless

no relevant transactions to date

Technologies

Nothelfer Kecskemét (HU)	Disposal
Precision Forge group (DE/US)	Disposal
Shedden Uhde (AU)**	Acquisition
TKDN Ravensburg plant (DE)	Disposal
Nobiskrug (DE)	Disposal
TKDN Fahrzeugentwicklung (DE)	Disposal
Gray (US)	Acquisition

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

* 25% shareholding / ** 50% residual share



11 Portfolio Optimizations in 2008/09

Corporate

no relevant transactions to date

Steel

TK CSA Siderúrgica do Atlantico (17% to Vale) (BRA)	Disposal
TK JBM Private (74%) (IND)	Disposal

Stainless

no relevant transactions to date

Technologies

TK Marine Systems (25%) (DE)*	Acquisition
Martime (35%) (DE)	Disposal
Modulos Automotivos (51%) (BRA)	Disposal
Underwater der QinteiQ (51%) (UK)	Acquisition

Elevator

Curti Ascensori (IT)	Acquisition
Simonini Ascensori (IT)	Acquisition
Ascenseurs Nova (60%) (CAN)*	Acquisition

Services

Dufer S.A. (49%) (BRA)	Disposal
TK Röhm Kunststoffe (35%) (DE)*	Acquisition

*residual share

12 Portfolio Optimizations in 2009/10

Corporate

no relevant transactions to date

Steel Europe

ems Türenfertigung (DE)

Euroweld (IT)

Dortmunder Oberflächenzentrum (DE)

Disposal

Acquisition

Disposal

Elevator Technology

TK Asansör Sanayi ve Tic. (TR)

Atena (FRA)¹

Almoayyes Lifts (Bahrain)

Acquisition

Acquisition

Acquisition

Steel Americas

no relevant transactions to date

Plant Technology

Umatac Industrial Processes (CA)

Acquisition

Stainless Global

no relevant transactions to date

Components Technology

no relevant transactions to date

Materials Services

TK Industrieservice-Group (DE)

TK Safway-Group (US)

Techno-Stahl (A)

Disposal

Disposal

Acquisition

Marine Systems

TKMS Blohm+Voss NSWE, Emden (DE)²

Hellenic Shipyards (GR)

Disposal

Disposal

1) incl. asset deal for maintenance portfolio of CTF branches Lille and Lyon

2) Sale of production area of TKMS Blohm+Voss Nordseewerke via Asset Deal



16 Portfolio Optimizations in 2010/11 (as of September 30, 2011)

Corporate

Expersite (GER) **Disposal**

Steel Europe

Metal Forming Group (international) **Disposal**

Steel Americas

CSA Wasserwirtschaft (BRA) **Disposal**

Stainless Global

no relevant transactions to date

Materials Services

TK Xervon Spain (ESP) **Disposal**
 Ferrogas (AUT) **Disposal**

Elevator Technology

ASL Midi Pyrénées (FRA) **Acquisition**
 SVA Ascensori (ITA) **Acquisition**
 Mhan Hwer Ascensores (ESP) **Acquisition**
 General Elevator Sales & Service (USA) **Acquisition**
 TK Assanbar Company (49%) (IRN) **Disposal**

Plant Technology

JV Kepco (KOR) **Acquisition**

Components Technology

Definox (FRA/USA/CHN) **Disposal**
 Agrartechnik Paul Plate (GER) **Disposal**

Marine Systems

Atlas Maritime Security (GER) **Acquisition**
 TK Fahrzeugtechnik (GER) **Disposal**
 HDW Gaarden (GER) **Disposal**