

MAN Ferrostaal Capital Market Day



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**Turning Ideas
into Reality**



Agenda



- **MAN Ferrostaal Group**

- Structure of the MAN Ferrostaal Group
- MAN Ferrostaal – Highlights
- Key Figures
- Role within the MAN Group
- The three business divisions
- Main Activities and actions FY 2004
- Objectives and future outlook



MAN Ferrostaal Overview Business Units



MAN Ferrostaal Gruppe

MAN Ferrostaal Group Structure



Industrial projects and Contracting

- Chemicals
- Petrochemicals
- Oil & gas
- Metallurgy
- Power & Energy
- Pulp and paper



Industrial Equipment and Systems

- Printing and packaging
- Industrial manufacturing
- Naval & Merchant ships
- Offset
- Components for machine
and plant construction



Materials & Supply Chain Solutions

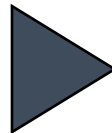
- Trading of steel and
NF-metals
- Logistic services
- Piping supply



Our Competencies

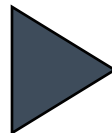


Project Development



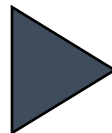
Design, planning and realisation of highly challenging and sophisticated industrial projects.

Financing



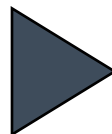
Development of customised financial solutions for large scale projects and trading activities.

Offset



Innovative solutions for the fulfillment of complex offset and counter trade obligations.

System Competence



Service provider offering customised solutions for its customers needs.



MAN Ferrostaal Highlights



- One of the largest and most profitable German contractors.
- A leader in the development of industrial projects.
- Together with partners one of the major methanol producers in the world.
- Leading independent trader and system provider for printing machines in the southern hemisphere.
- In cooperation with ThyssenKrupp Marine Systems AG, world market leader in the field of conventional submarines.
- One of the top five independent steel supply companies in the world.
- Market leader in Europe in the field of non-supplier-bound systems for the automotive industry.



MAN Ferrostaal Key Figures



MAN Ferrostaal Gruppe

Million €	FY 2003	FY 2004	▲
Order Intake	2.738	3.508	+28%
Sales	2.880	3.185	+11%
Order Backlog	2.186	2.259	+3%
EBIT	73	72	-1%
Employees	6.689	4.679	-31%



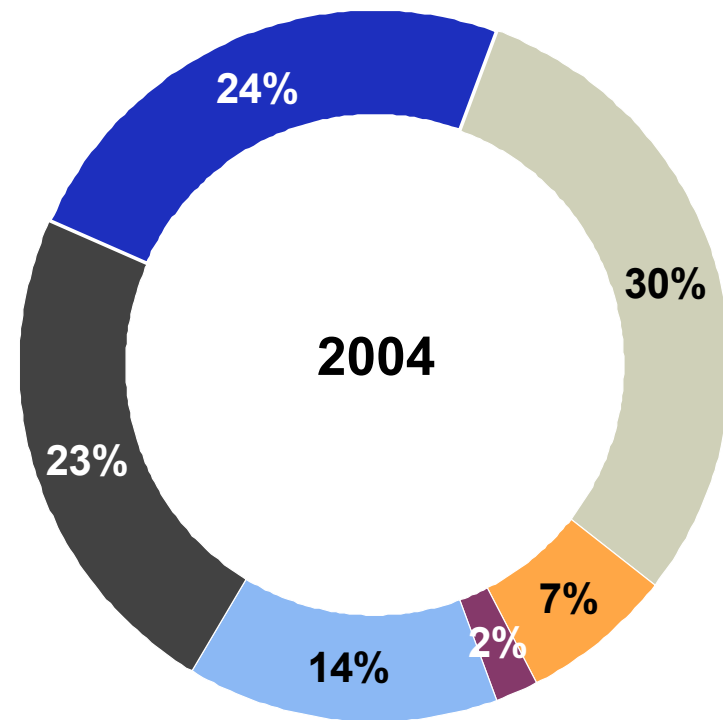
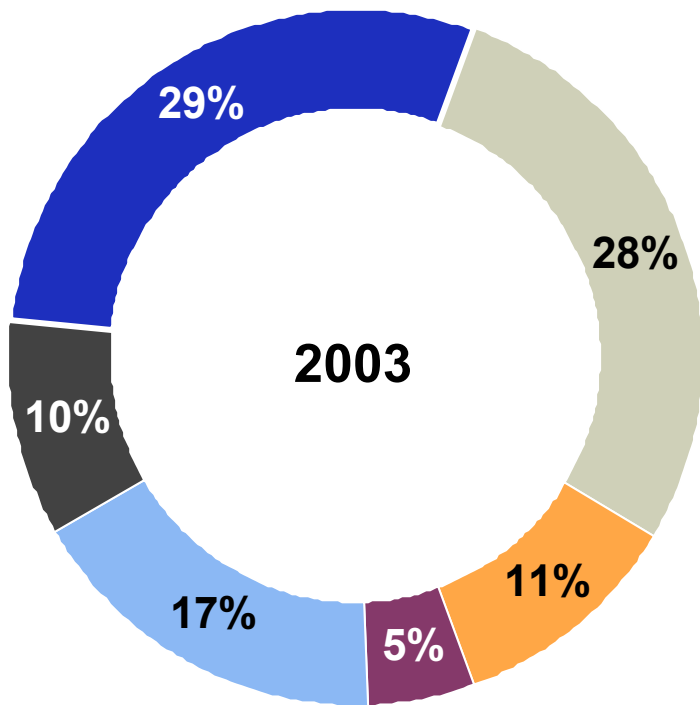
MAN Ferrostaal Order Intake by Division



Million €	FY 2003	FY 2004	▲
Industrial Projects and Contracting	1.127	844	-25%
Industrial Equipment and Systems	413	529	+28%
DSD Steel Construction	222	110	Disposal
Materials and Supply Chain Solutions	976	2.025	+107%
MAN FS Group	2.738	3.508	+28%



MAN Ferrostaal Order Intake by Region



■ EU

■ Rest of Europe

■ Africa

■ Asia / Pacific

■ North America

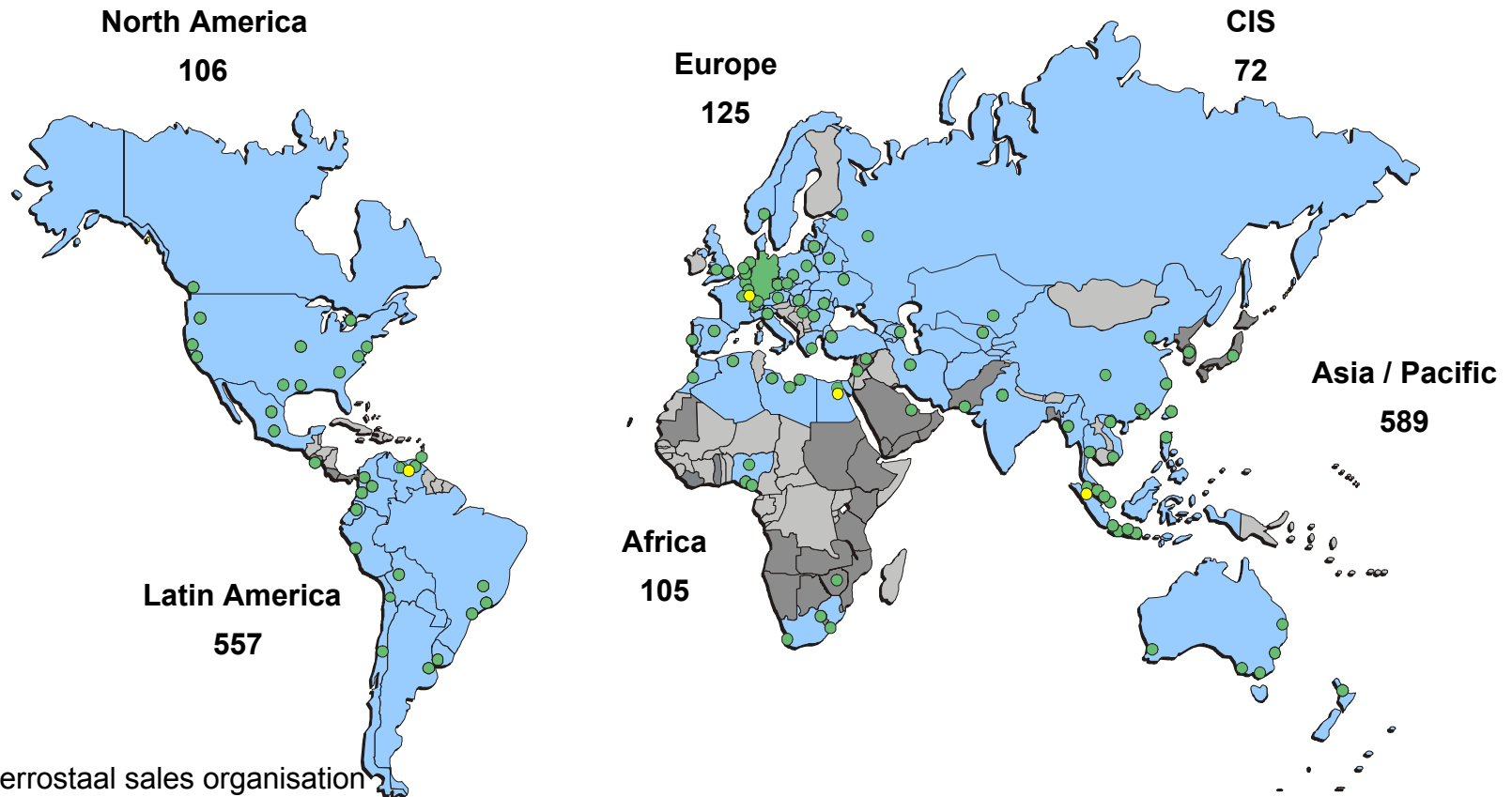
■ Latin America



Foreign organisation 1.554 Employees



MAN Ferrostaal Gruppe



LEGEND

- = MAN Ferrostaal sales organisation
- = MAN Ferrostaal manufacturing facilities
- = MAN Ferrostaal pursues permanent import and export business
- = non-permanent activities by MAN Ferrostaal
- = no MAN Ferrostaal activities

As of December 2004



MAN Ferrostaal Core markets



Southeast Asia



Indonesia, Malaysia, Vietnam,
Thailand

Middle East



Iran, Oman, Emirates

Africa



Algeria, Libya, South Africa,
Angola

Eastern Europe



CIS

Latin America



Brasil, Chile, Venezuela,
Mexico, Trinidad and Tobago



MAN Ferrostaal Role within the MAN Group



- **International sales network.**
- **Project Management expertise.**
- **A major liquidity source for MAN Group.**
- **A continuous provider of high return on capital employed margins.**



Industrial Projects & Contracting Divisional Overview



Expertise

Design, delivery and assembly of components and turnkey industrial plants.

Industries

- Oil & Gas / Energy
- Chemicals / Petrochemicals
- Metallurgy



Function / Services

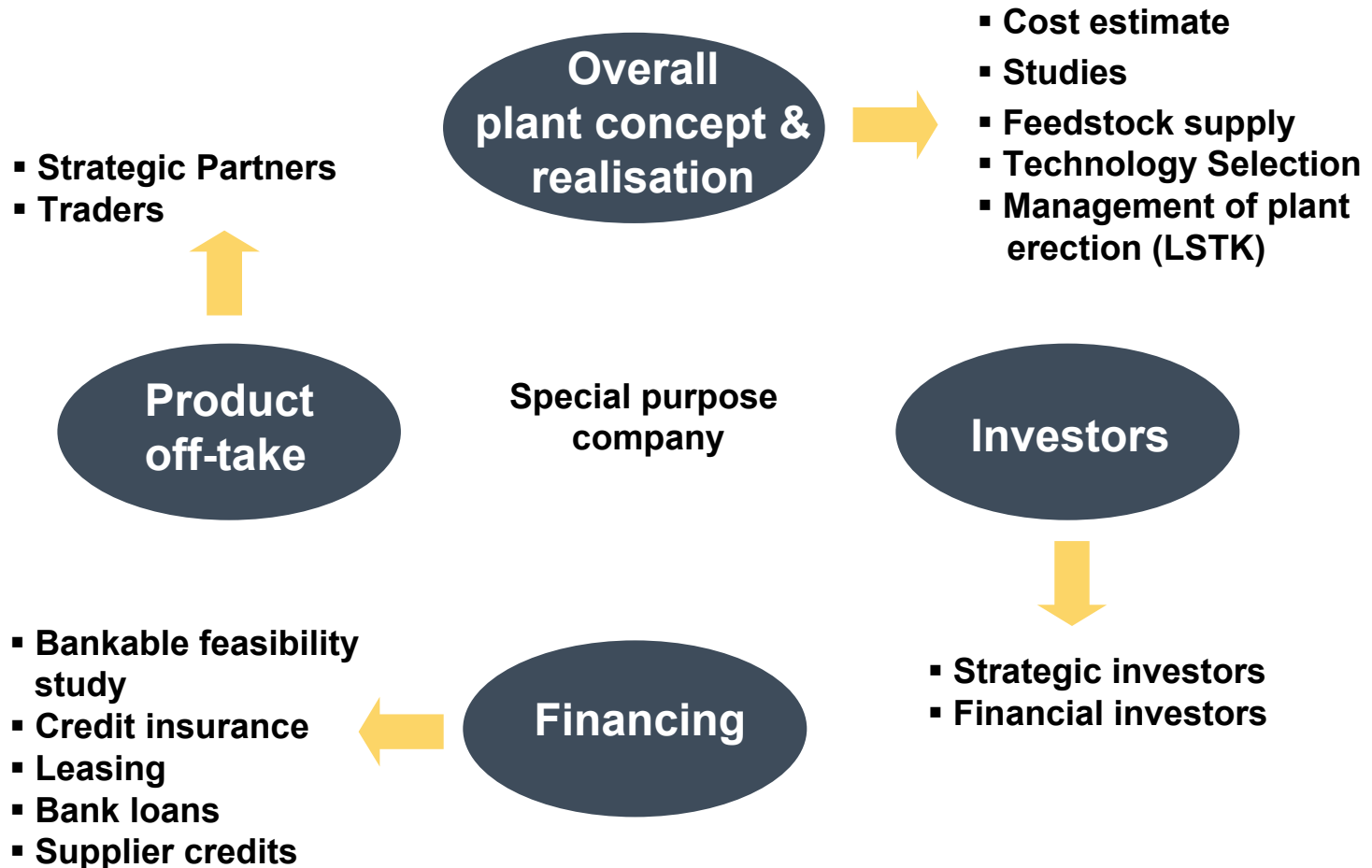
- Turnkey-Contractor
- Project Development & Project Management
- Tailor-made financing solutions
- Marketing of products

Strategy

- Focus on project development → added value for customers.
- Tender business only when attractive.
- Supplement existing business portfolio → e.g. regenerative energies.



Industrial Projects & Contracting Focus Project Development





Industrial Equipment & Systems Divisional Overview



Expertise

**Planning, distribution & technical services for production lines.
Construction & delivery of ships and equipment for shipyards.**

Customers

- Graphic arts
- Transportation / Infrastructures
- Shipping industry and „Navies“



Products / Services

- Merchant and naval ships (including Offset)
- Machine tools, equipment / Production lines
- Diesel engines, compressors, turbines, and printing machines.
- Road and rail transportation systems (freight & passenger).

Strategy

- Focus on tailor-made one-stop customer solutions.
- Increase After-sales-services.
- Expand Offset business.



Materials & Supply Chain Solutions Divisional Overview



Services

Industries

Strategy

Steel and Piping Supply

- Sourcing, logistics, and financing of steel and pipes.
- Oil & Gas / Petrochemical / Steel
- Expand steel supply / Positioning as a major one-stop player in the market.



MAN Ferrostaal Industrie- und Systemlogistik

- Supply of steel products and JIT assembly of certain components.
- International automotive industry.
- Profitable growth / Further expansion to Eastern Europe.

Services

Industry

Strategy



Fiscal Year 2004

Main Activities and Actions



- **Restructuring and focus on core business.**
 - Disposal of DSD Steel Construction Division.
 - Restructuring several business segments.
- **Streamlining the international sales organization.**
 - Increased efficiency → lean organisation / utilizing synergies.



Objectives and Activities 2005-2007



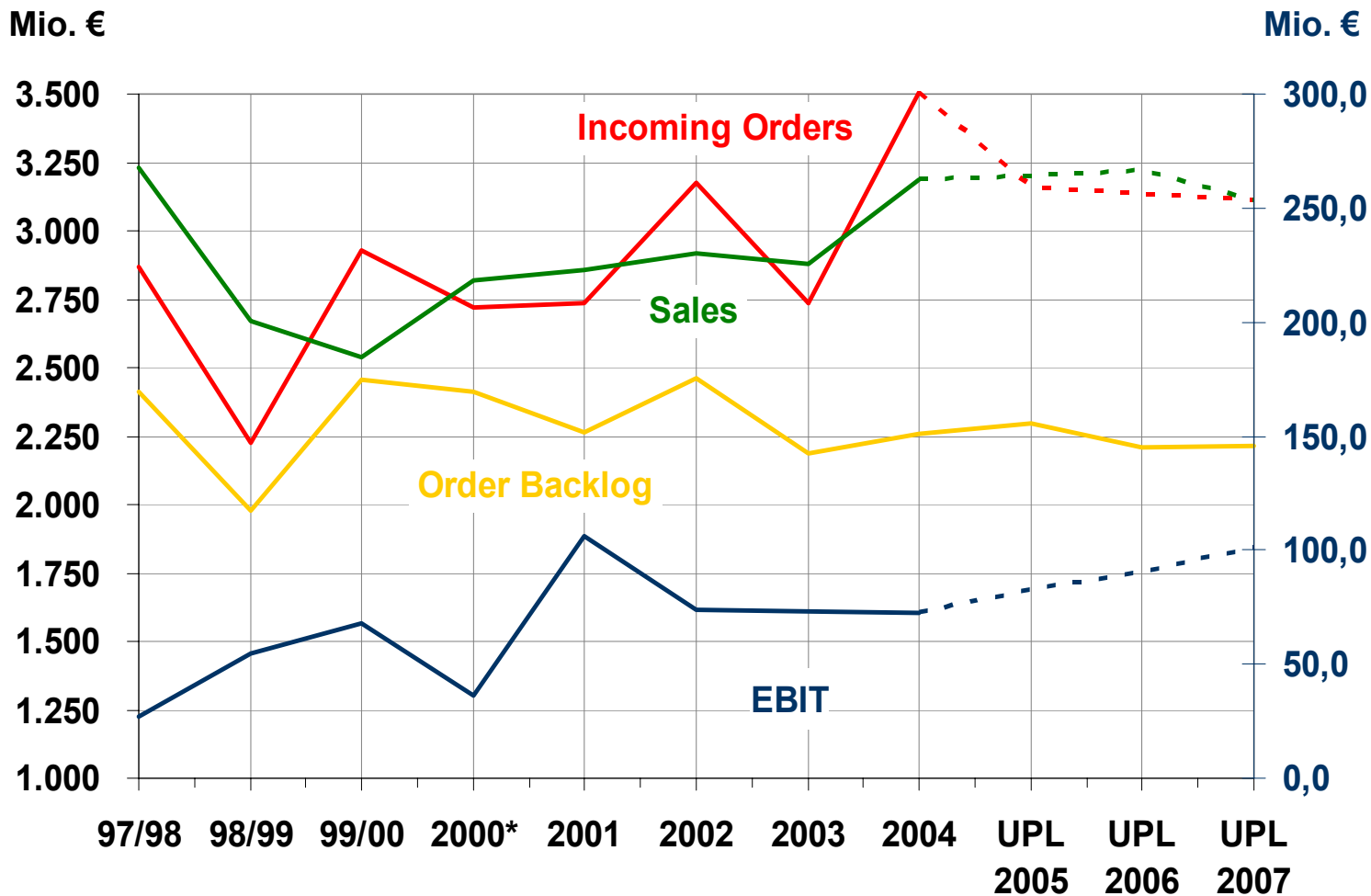
Goals / Activities

- **Improve EBIT (> € 100 Mio.) and ROS (>3%) by 2007:**
 - Realistic goal because of:
 - Tight cost control.
 - Focus on profitable and growing segments.
 - Disposal of DSD Construction.
 - High level of orders on hand.

- **Further strengthen our role and standing within the MAN Group:**
 - Distribution platform of MAN Group.



MAN Ferrostaal Gruppe 10 Year Overview



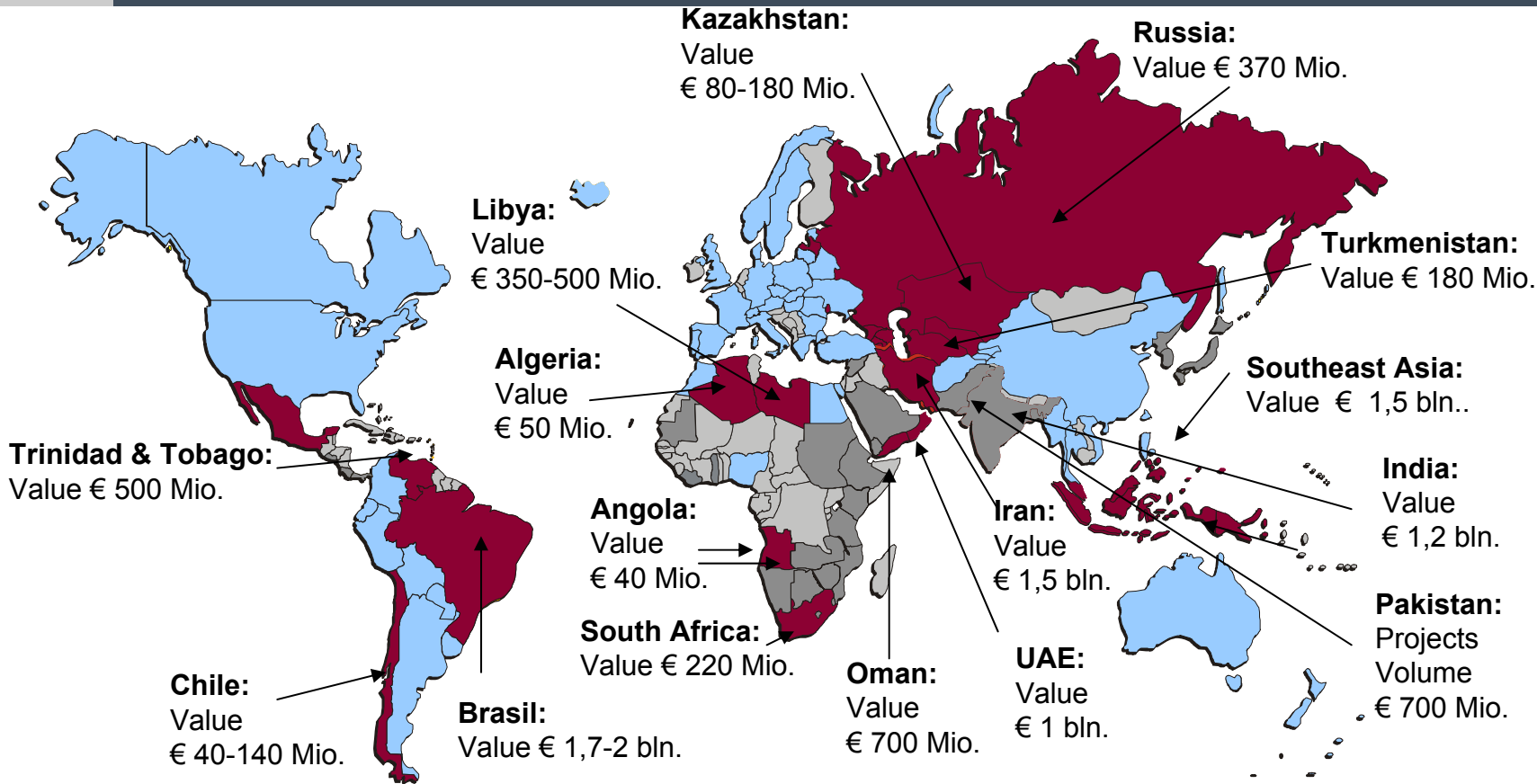
* Rumpfgeschäftsjahr



MAN Ferrostaal Current projects



MAN Ferrostaal Gruppe



LEGEND

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MAN Ferrostaal Capital Markets Day 2005



MAN Ferrostaal Gruppe

Thank you for your kind attention
Q&A