



Turning Ideas into Reality.

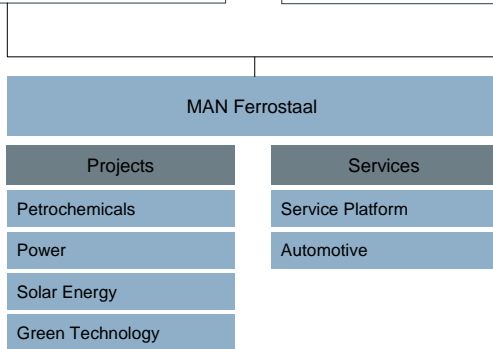


International Petroleum Investment Company
70%

- Founded 1984
- More than 15 Investments
- First investment 1988
- Capital investment value over US\$ 18 billion

MAN AG
30%

- MAN Nutzfahrzeuge
- MAN Diesel
- MAN Turbo
- RENK



International Petroleum Investment Company (IPIC) Shareholdings



The companies belonging to its portfolio are:

 OMV 19,2%	 AMI (through Borealis)	 BOREALIS 64%	 Oman Polypropylene LLC Supporting your growth 20%	 edp 2%	 GEM 30%
 COSMO 20%	 CEPSA 9,5%	 Hyundai Oilbank 70%	 PETROBRAS 15%	 aabar 70%	 PARCO 30%
				 MAN Ferrostaal 70%	

MAN Ferrostaal Organisational chart Projects



Business Division "Projects"

Petrochemicals

Petrochemical Industry

Oil and Gas

Solar Energy

Solar Energy

Air Technology

Power

Power Industry

Construction Services*

Green Technology

Pulp and Paper

Biofuels

Special Projects

*Services for all Business Units



Business Division “Services“

Service Platform

Equipment Solutions

Piping Supply

Offset

Merchant Marine

Automotive

Automotive

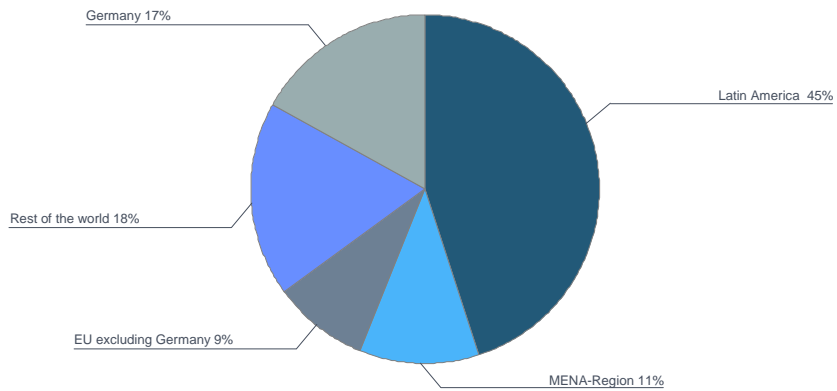


Financials (in Mio. €)	2007	2008
Order Intake	1 556	1 836
Sales	1 445	1 640
EBIT	179	167
ROCE (in %)	36,9	37,3
RoS (in %)	12,4	10,2
Employees* (number)	4 175	4 431

*without temporary workers

MAN Ferrostaal

Turnover 2008



Projects

Segments and products

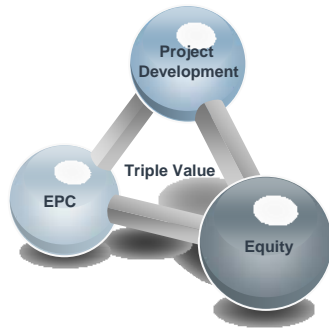


	Petrochemicals	Power	Solar Energy	Green Technology
Segments				
Main Products	<ul style="list-style-type: none"> Methanol Ammonia Melamine Olefins Oil and gas upstream Oil and gas downstream 	<ul style="list-style-type: none"> Combined cycle power plants Diesel power plants Balance of plant 	<ul style="list-style-type: none"> Solar thermal power Process heat Solar cooling Desalination Air technology 	<ul style="list-style-type: none"> Bioethanol Biodiesel Pulp and paper mills

Business Strategy "Projects"



MAN Ferrostaal approach



Approach:

Project development

MAN Ferrostaal provides a long-term and reliable expertise in project development. A lump sum fee is charged for this service.

Equity participation

MAN Ferrostaal takes equity interests in selected projects depending on conditions agreed with the client.

EPC

As general contractor MAN Ferrostaal offers EPC services for different plant types. With long proven success and reliable partners we facilitate the technical erection of turnkey plants

Risks:

- Fair distribution of risks among partners
- Realistic budget and schedule
- Professional common risk management

Model:

Best Partner

For all partners: profit maximizing and risk minimizing strategy via "Triple Value"

Services

Segments and products



Segments

Service Platform



Main Products

Pipeline equipment
Machinery for

- printing
- metal
- plastics
- packaging
- food processing

Distributed power
Railroad equipment
Offset
Ships

Automotive



- Assembly of complete modules
- Just-in-sequence delivery
- Operation of assembly lines

MAN Ferrostaal

Core markets



MAN Ferrostaal

International network

