

MAN SE Corporate Strategy



MAN SE
Corporate strategy

Summary

Corporate Strategy | Vision



“The best people, customer orientation as well as superior technology and services will make us number one in commercial vehicles and power engineering.”



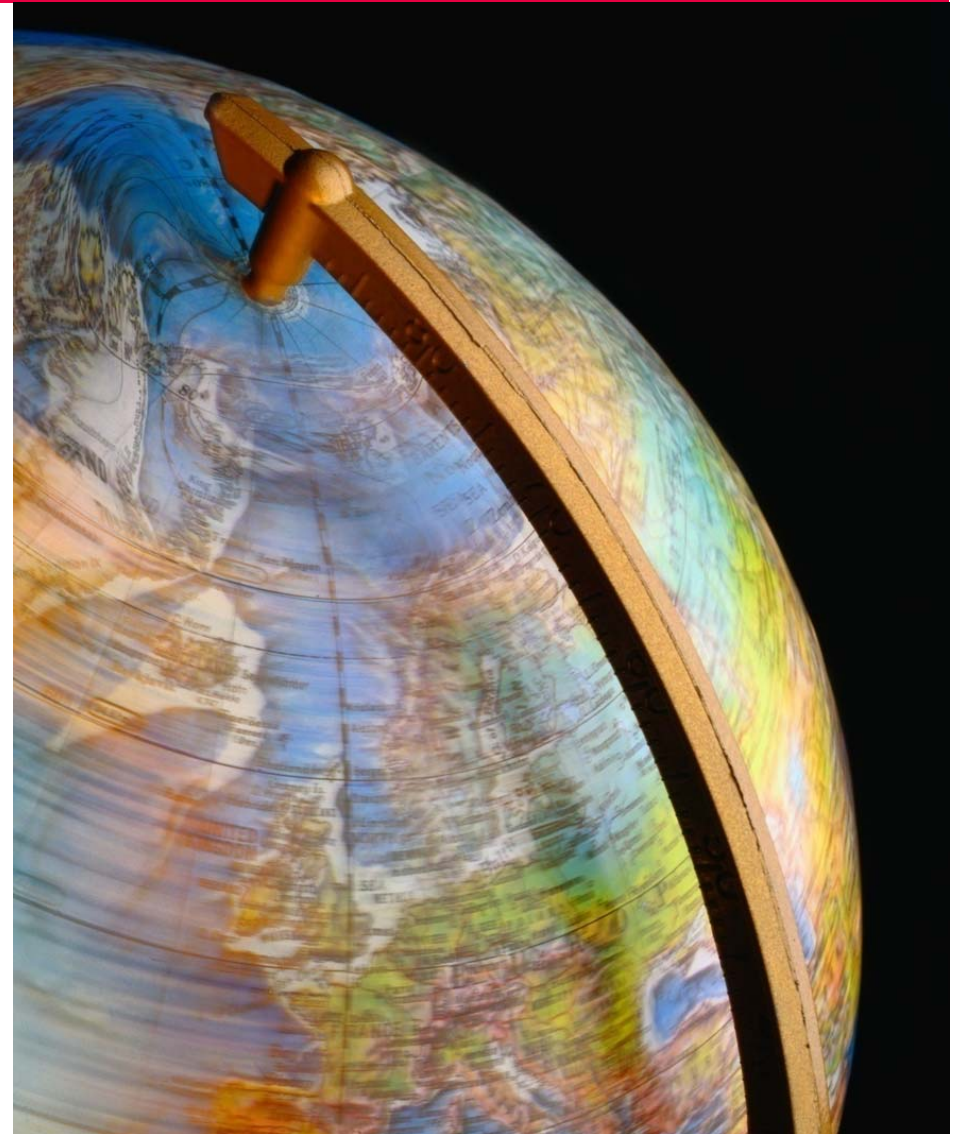
Summary

Corporate Strategy | Strategic Alignment



- Focus on transport, energy & green technology
- Customer orientation
- Focus on After Sales business
- International profitable growth
- Technological leadership

Sustainable value creation

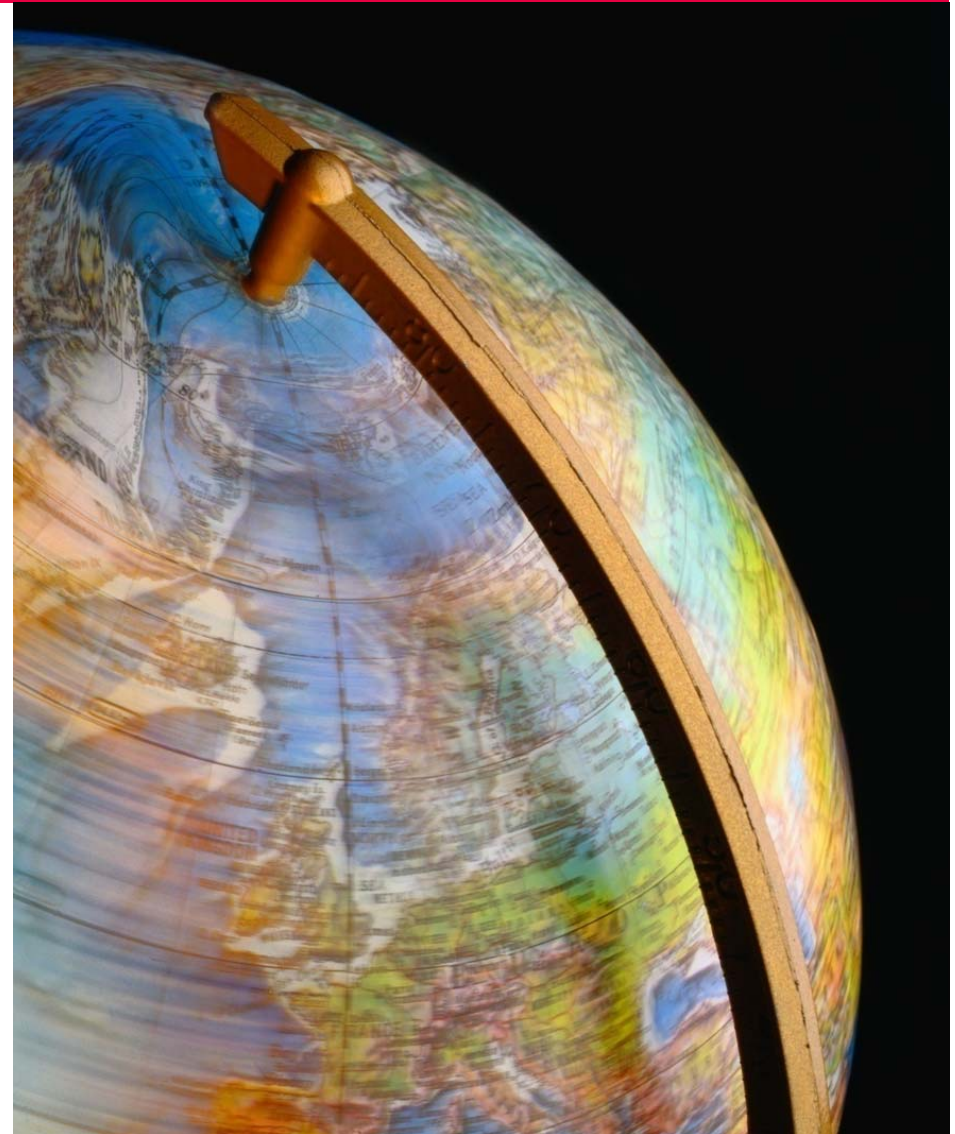


Summary

Corporate Strategy | Governance Principles



- Benchmark against best in class
- No tolerance for losses
- Transparency and commitment
- Living values & responsibility



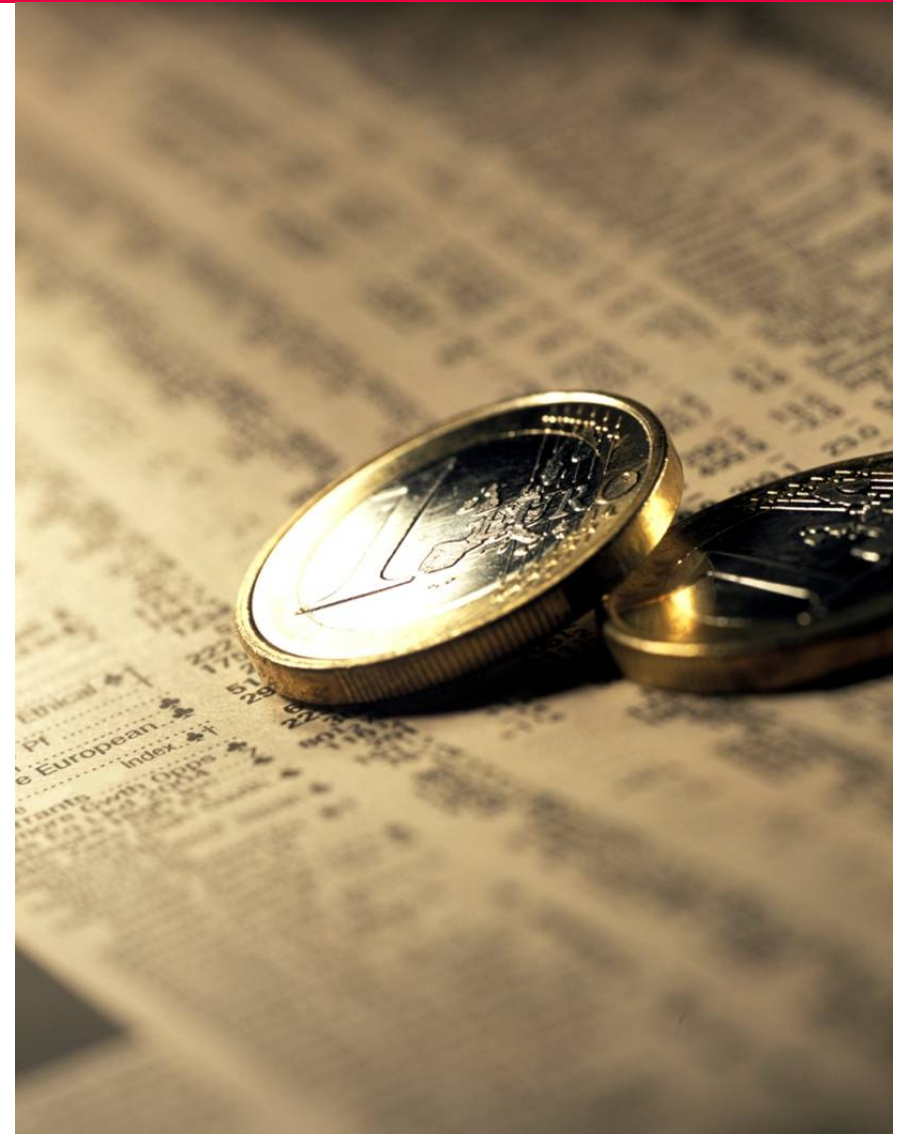
Summary

Financial goal over the business cycles



Return on sales (ROS)

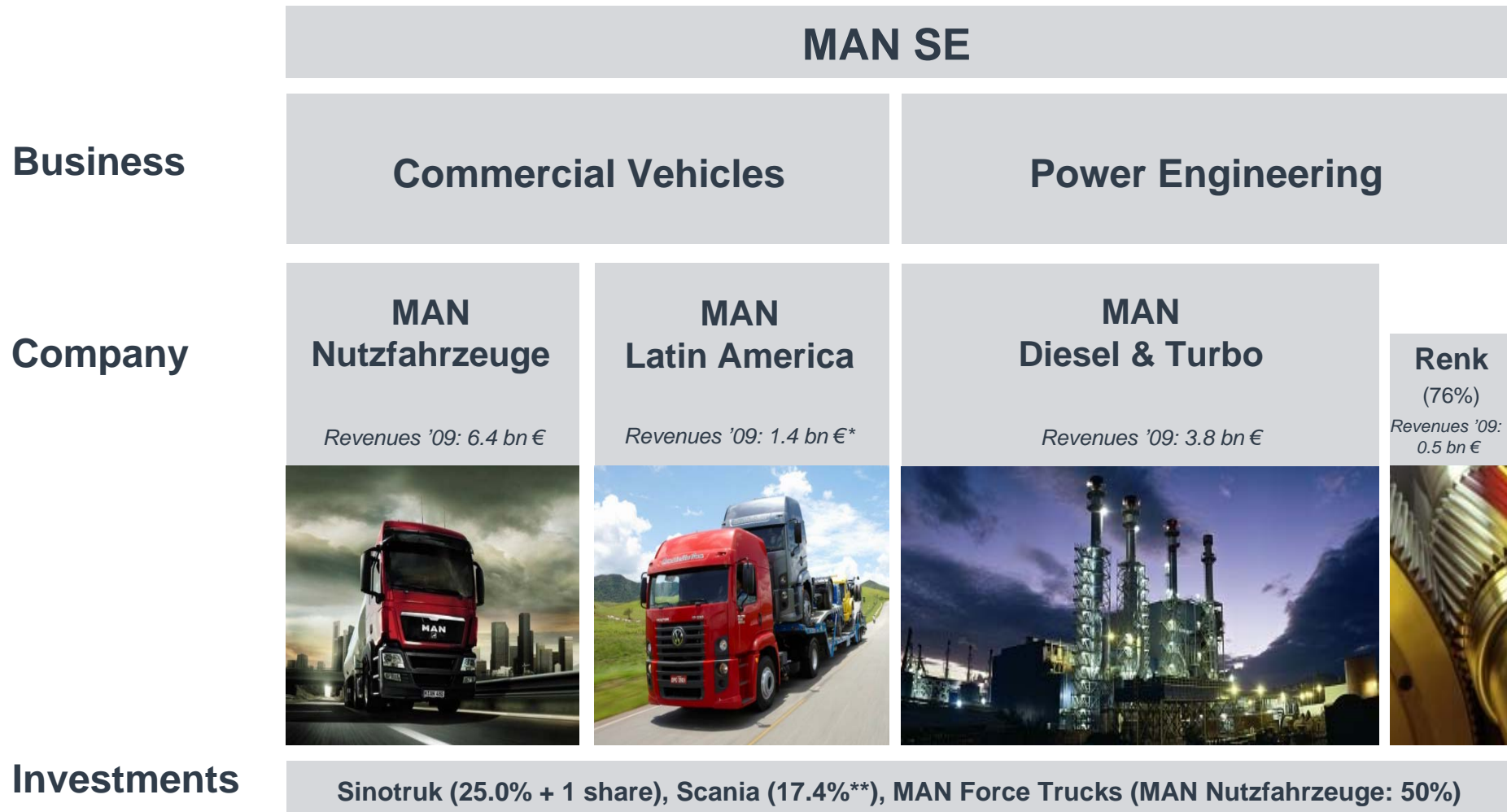
- MAN Group RoS: 8,5% (+/-2%)



Source: MAN SE, Controlling, 08.11.10

MAN Group

Corporate Structure 2010



* April-December 2009 ** Voting rights

Commercial Vehicles

MAN Truck & Bus



The largest MAN Group company and a leading supplier of commercial vehicles and transportation solutions

- Trucks with a total weight from 7.5 to 44 t
- Heavy special-purpose vehicles with a gross combination weight of up to 250 t
- City and intercity busses, coaches, and bus chassis
- Industrial, marine, and on-and off-road engines
- End-to-end vehicle services

Key figures	2010	2009
Order intake (€ million)	11 163	5,224
Revenue (€ million)	10 586	6,395
Operating profit/loss (€ million)	528	-91
Headcount* on Dec. 31		31,519
ROS (%)	5,0	-1.4

* including subcontracted employees

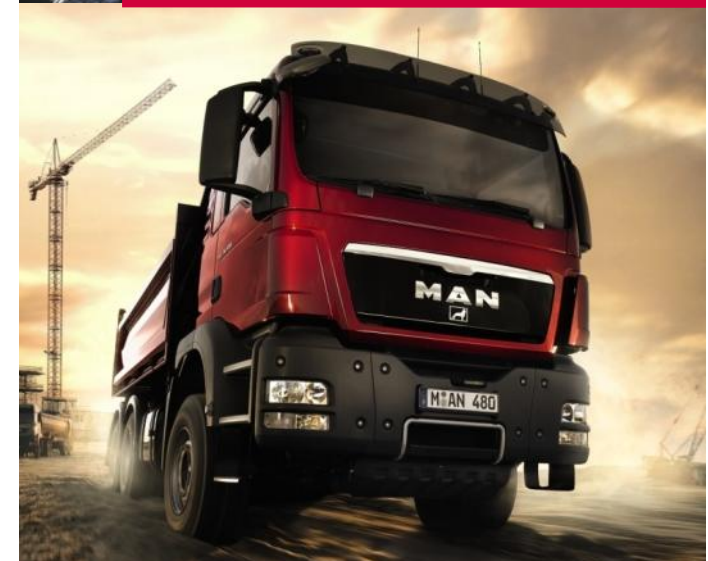
Commercial Vehicles

MAN Truck & Bus



Strategic objectives

- **Profitability**
 - Focus on Europe to secure ROS targets
 - Premium products: MAN carbon footprint with focus on efficient transport solutions
- **Growth**
 - Selected growth in Emerging Markets
 - Growth via diversification to become a full range supplier
- **Reliability**
 - Reliability and durability over complete value chain
 - Professionalized After Sales business
 - Increase customer focus



Commercial Vehicles

MAN Latin America



The largest truck manufacturer in Latin America. It leads the truck market in Brazil and is a leading supplier of commercial vehicles and bus chassis for growth markets, with one of the most advanced production facilities worldwide for trucks and buses.

- Trucks from 5 to 31 t for all uses
- Chassis for city and intercity busses for all uses

Key figures	2010	2009
Order intake (€ million)	3,140	1,412
Revenue (€ million)	3,140	1,412
Operating profit (€ million)	370	142
Headcount* on Dec. 31	1,736	1,510
ROS (%)	11,8	10,1

* including subcontracted employees

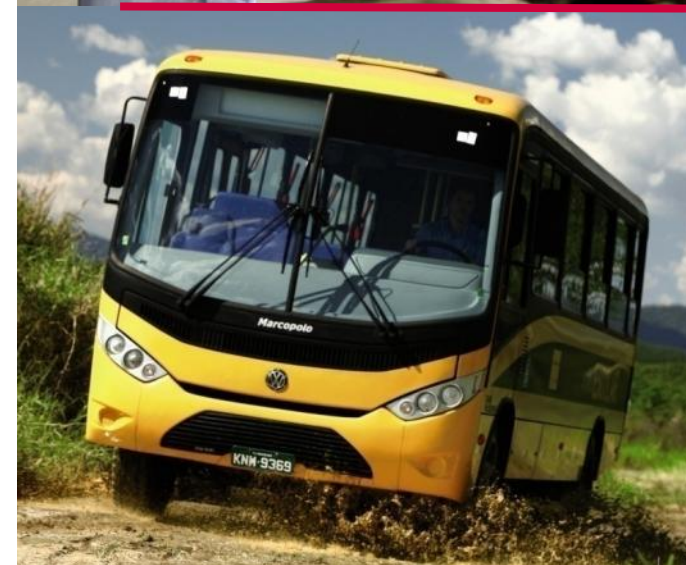
Commercial Vehicles

MAN Latin America



Strategic objectives

- **Reliable and affordable products**
 - Competence center for development and production of trucks and buses in newly industrialized countries
- **Growth**
 - Expansion of leadership in Brazil
 - Progress in the achievement of leadership position in the entire region and launch MAN TGX/TGS products in Latin America
- **Leverage synergies / Increase utilization of MAN components**
- **Ensure customer and dealer satisfaction**



Power Engineering

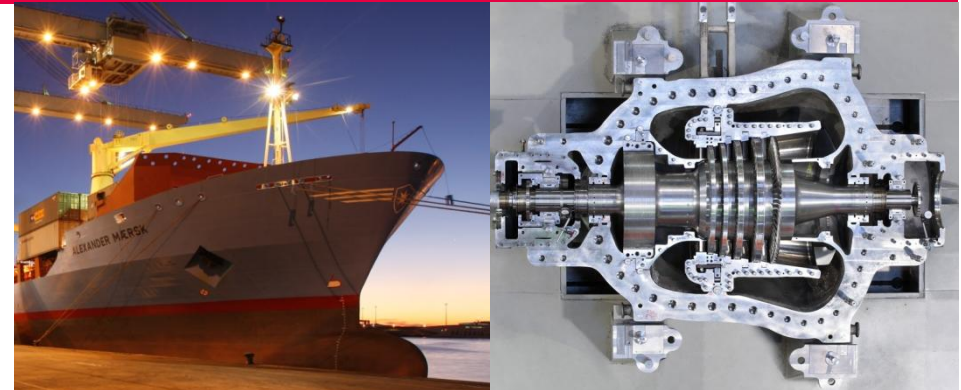
MAN Diesel & Turbo



The world leading provider of low- and medium-speed marine and stationary applications as well as a global leader of thermal turbomachines.

MDT has production facilities in Germany, Denmark, France, Switzerland, China, India and the Czech Republic as well a world-wide service network.

- Low- and medium-speed engines for marine and power plant applications
- Turnkey solutions
- Exhaust-gas turbochargers
- Comprehensive product range of compressors, steam and gas turbines
- Reactors and energy engineering
- MAN | PrimeServ: Comprehensive service portfolio with representations in all key markets



Key figures	2010	2009
Order intake (€ million)	3,475	2,936
Revenue (€ million)	3,766	3,796
Operating profit (€ million)	439	500
Headcount* on Dec. 31	12,455	12,511
ROS (%)	11.7	13.2

* including subcontracted employees

Power Engineering

MAN Diesel & Turbo



Strategic objectives

- **Gas Strategy**
 - Clear gas strategy is defined
 - Development of a broad gas engine and gas turbine portfolio
- **Global Footprint**
 - Focus on Brazil with local service capabilities and a packaging workshop
 - Further strengthening of activities in China and India
- **Emission 2020**
 - Low-emission technologies
 - Roadmap to fulfill IMO Tier III
- **Sustainable Growth**
 - Focus on After Sales
 - High-speed engine market
 - Innovative technologies



Power Engineering

Renk



A globally recognized manufacturer of high-quality special gear units, propulsion components, and testing systems with production facilities in Germany, Switzerland, France, Brazil and the United States.

- Global market leader in vehicle transmissions for medium and heavy tracked vehicles
- Special gear units for specialist marine and stationary applications
- Standard gear units, primarily for merchant shipping, offshore wind and industrial applications
- Slide bearings and industrial couplings
- Turnkey testing systems for the automotive, truck, rail, wind and aviation industries



Key figures	2010	2009
Order intake (€ million)	525	294
Revenue (€ million)	403	474
Operating profit (€ million)	52	66
Headcount* on Dec. 31	1.882	1.903
ROS (%)	12,9	13,9

* including subcontracted employees

Power Engineering

Renk



Strategic objectives

- **World market leader and technology leadership for**
 - Large gear units
 - Vehicle transmissions
 - Slide bearings
- **Internationalization**
- **Growth through new products**
 - Marine business
 - Power generation
- **Optimization of design and verification processes**
- **Expansion of after sales business**

