



MAN Nutzfahrzeuge



MAN Diesel



MAN Turbo



RENK

2009

MAN SE
Håkan Samuelsson
President and CEO

German & Austrian Corporate Conference
June 24, 2009

Transport-Related Engineering

2008*: Sales €14.9 billion; Operating Profit €1.7 billion; 51,300 Employees



Commercial Vehicles

- Trucks
- Buses
- Engines
- Services



MAN Latin America

- Trucks
- Buses
- Services



Diesel Engines

- Marine / Power Plants
- Turbocharger
- Services



Turbo Machinery

- Compressors
- Turbines
- Services



RENK (76% Stake)

- Special transmissions
- Bearings

* Without MAN Latin America

Q1/2009 – Operating profit achieved despite economic downturn



- **Order intake €2.3 billion (-53 %),**
- **Revenue €2.6 billion (-27%)**
- **Operating profit €100 million (-76%)**
- **Return on sales (ROS) 3.9% (12,1%)**
- **Earnings per share from continuing operations: €0.37 (€2.00)**

Financial targets



- **ROS** of **8.5%** on average across business cycle
- **ROCE** > **22%**
- Yearly **growth rate of 10%** on average



Commercial Vehicles – Strategic Objectives



- International growth
 - Product portfolio adapted to local markets
 - International production setup
 - Expansion of sales & service network
- Strengthening earning power
 - Premium products
 - Dedicated production sites
 - Productivity / flexibility
- Reliable products / organization
 - Superior processes
 - Variant / portfolio management
 - Customer focus
- Synergies / economies of scale through partnerships



Key figures	Q1/2009	Q1/2008
Order intake € mill.	1,365	3,520
Sales € mill.	1,615	2,550
Operating Profit € mill.	5	280
ROS %	0.3	11.0

Commercial Vehicles – Current Situation



- Truck market still weak, better situation in Brazil
- Flexible production program > reduction of inventories
- 2HY 09 further short-time working
- Cost reduction program on track
- Synergies Latin America, consolidation starts with Q2

Diesel Engines – Strategic Objectives



- Growth
 - Focus on turnkey power plants and offshore
 - Expansion of 4-stroke licence business
 - Expansion of global MAN after sales activities MAN Diesel I PrimeServ
- Optimized production setup
 - Dedicated 4-stroke production sites
 - Focus on core components
- Global Sourcing
- Technology leadership
 - Low-emission technologies
 - Retrofit solutions for existing engine population



Key figures	Q1/2009	Q1/2008
Order intake € mill.	563	904
Sales € mill.	556	570
Operating Profit € mill.	83	84
ROS %	14.9	14.8

Diesel Engines – Current Situation

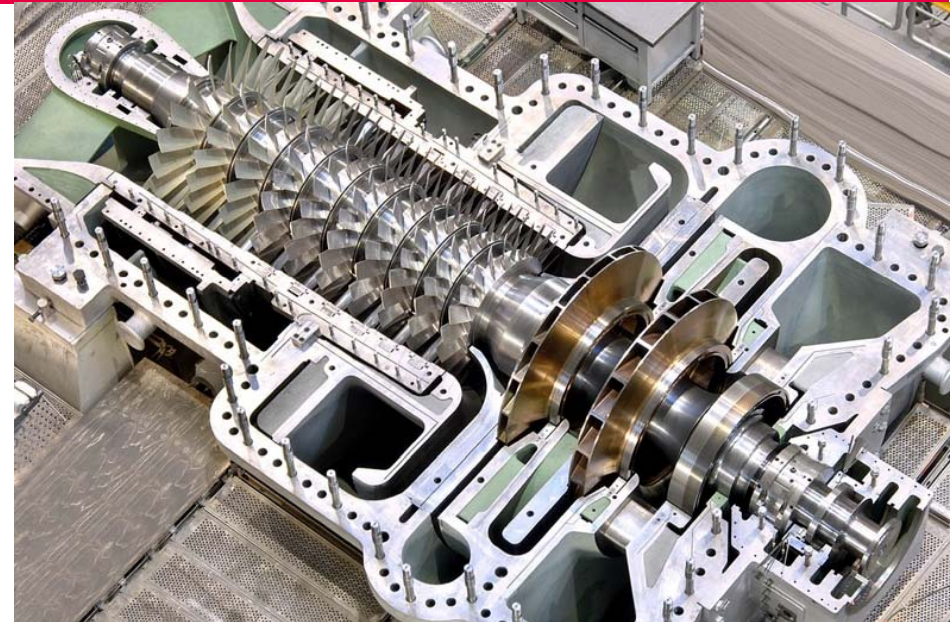


- Marine segment weak, especially Container, Tanker and Bulk Carrier
- Cancellations since September 08: 700 Mio €, but still strong order backlog
- Further growth within Power Plant segment
- After Sales at least stable
 - New opportunities: “Retrofit solution”
- Focus on reduction of costs

Turbo Machinery – Strategic Objectives

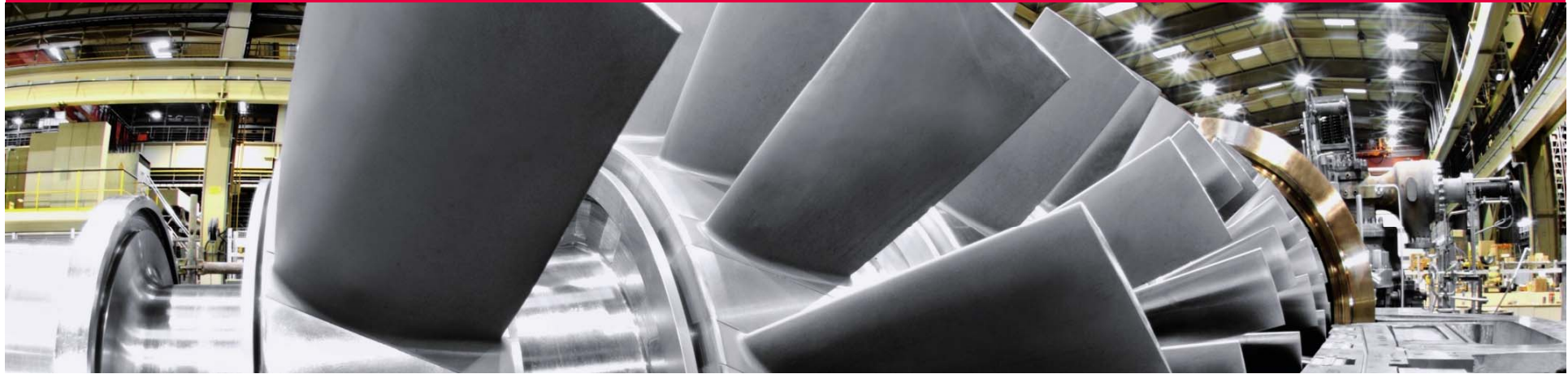


- Expansion of service business
 - MAN Turbo Prime Serve
 - Worldwide service network
- International expansion
 - China
- Potential green technology
 - Energy efficiency
 - CO₂ and climate change
 - Power generation with renewable energy



Key figures	Q1/2009	Q1/2008
Order intake € mill.	300	368
Sales € mill.	305	254
Operating Profit € mill.	34	28
ROS %	11.0	11.0

Turbo Machinery – Current Situation



- Oil & Gas segment stable, Process Industry weak
- Further growth within Service business
- Still strong order backlog
- High flexibility (~40%)
- Project lead-times longer than other MAN businesses

Strict cost management



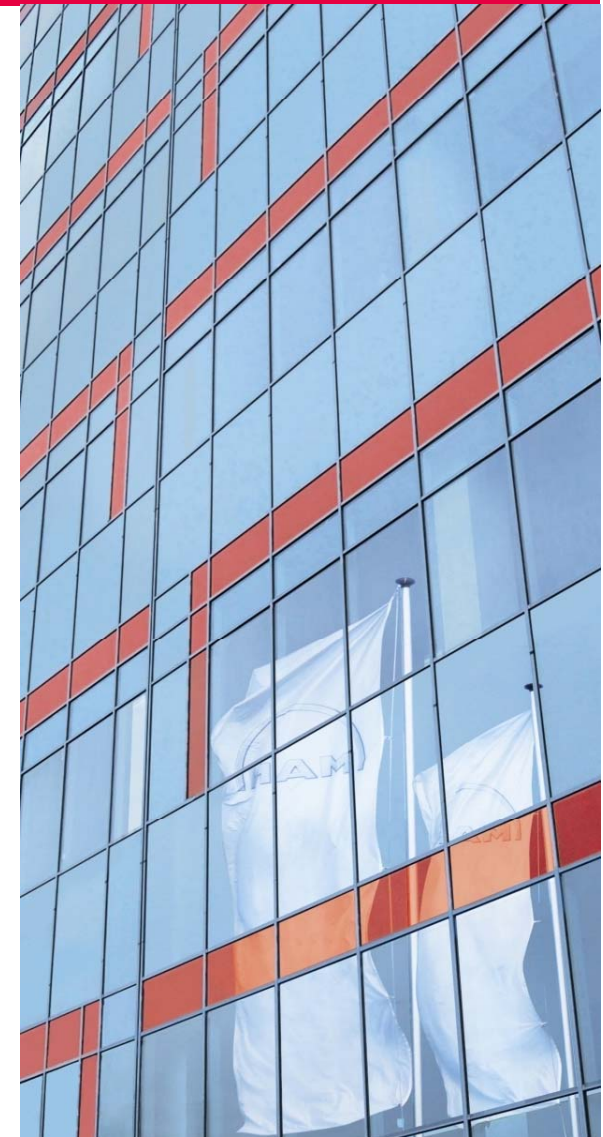
MAN has implemented a systematic Group-wide cost-cutting program

Labor costs

- ▶ Reduce temporary workers
- ▶ Use of flextime accounts (up to -300 hours)
- ▶ Use of short-time working models (Kurzarbeit).

Expenses

- ▶ IT costs
- ▶ Consulting projects
- ▶ Maintenance
- ▶ Streamline overheads



Cash management



Focus on cashflow

- Reduction of inventories through capacity adjustment
- Restrictive investments
- Improved receivables management
- Centralized Group-wide cash management
- No refinancing maturities in the next 2 years



Outlook for 2009



- Truck market **very weak**
- **Growth** through Latin America acquisition
- Diesel and Turbo **stable**

Focus:

- Capacity adjustment
- Cost reductions
- Cash flow