







MAN Group- FY 1999/2000











Commercial vehicles


Industrial services


Printing systems


Diesel engines







Industrial equipment and facilities

Engineering
the Future.

FY 1999/2000 – MAN Group

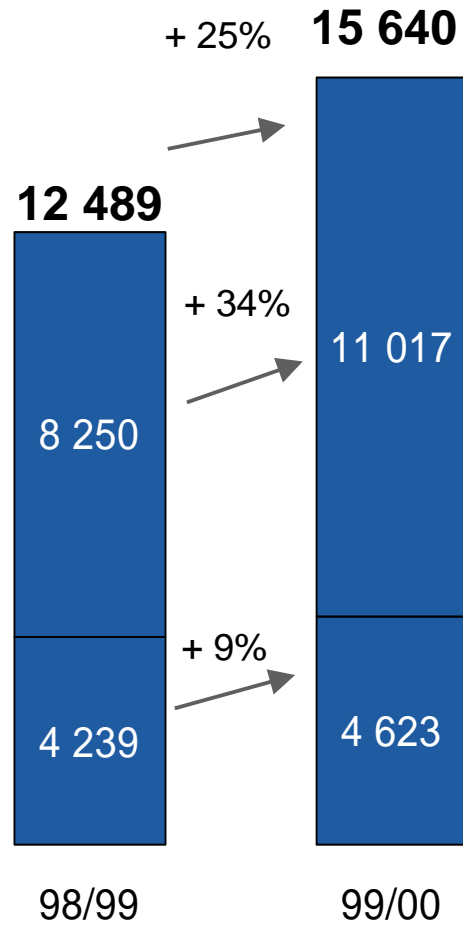
MAN Group – FY 1999/2000

Key figures

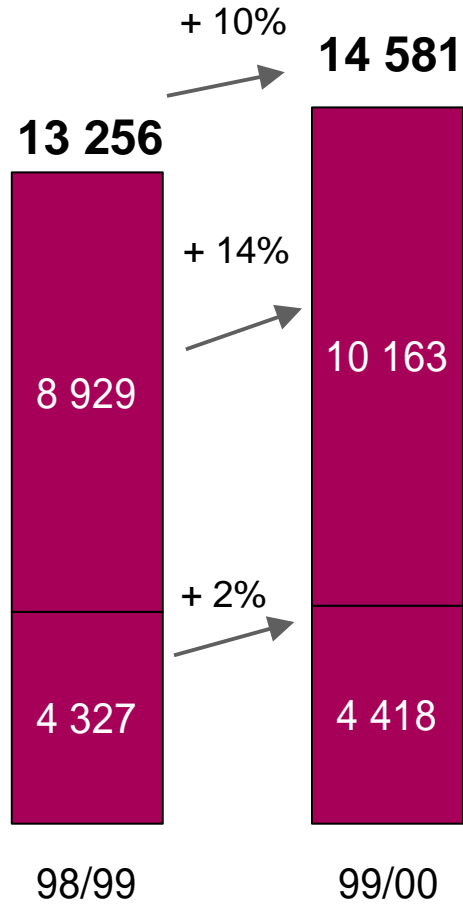


in Euro mill.

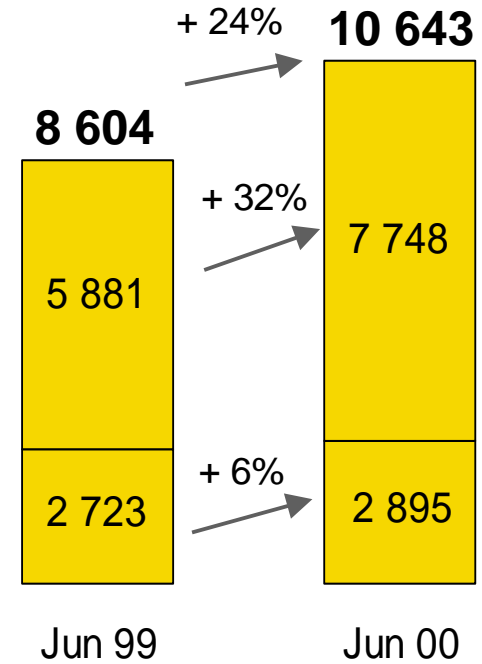
New Orders



Sales



Orders on hand



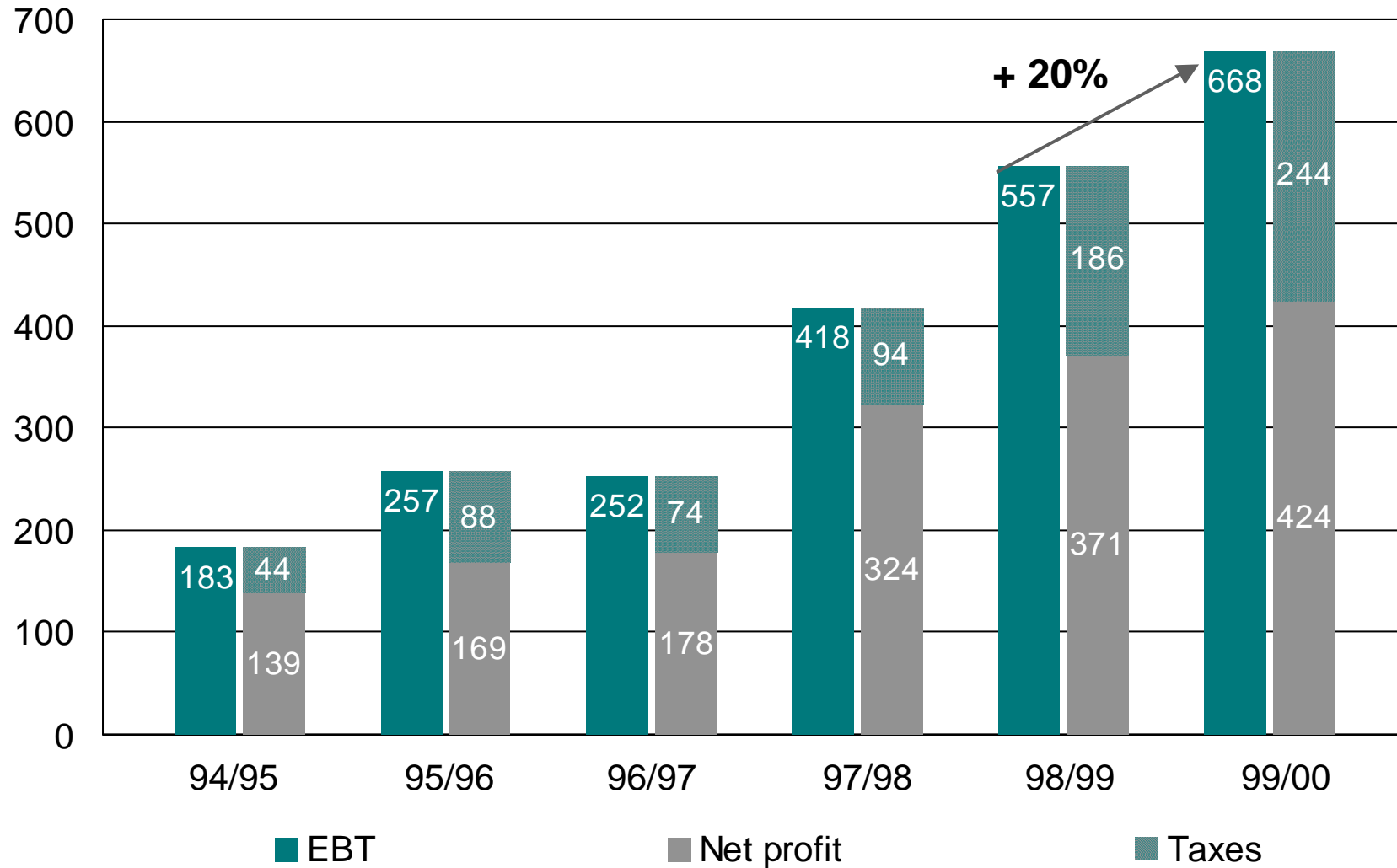
lower segments: Germany upper segments: Abroad

FY 1999/2000 – MAN Group

MAN Group earnings



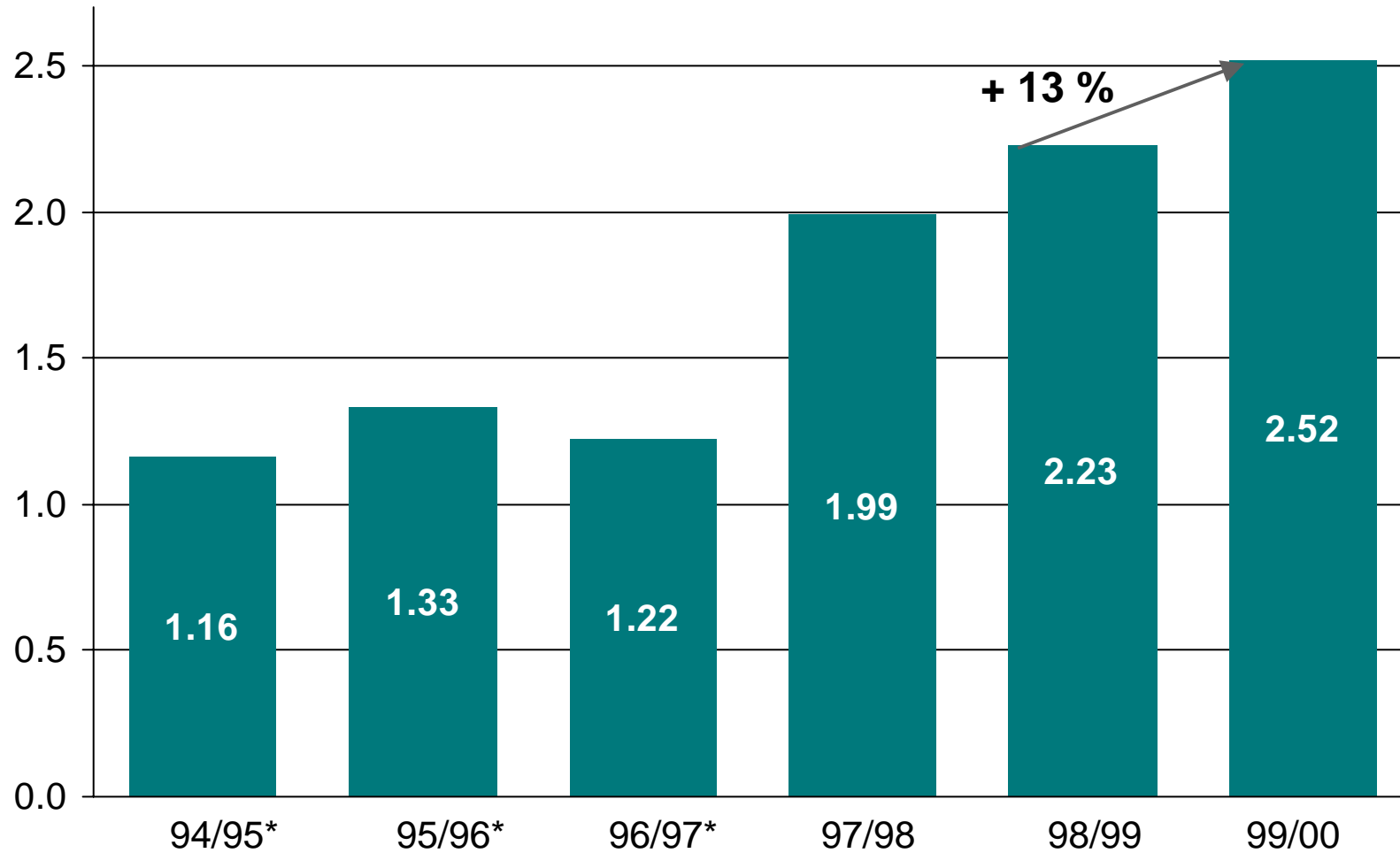
in Euro mill.



FY 1999/2000 – MAN Group

Earnings per share

in Euro mill.



* according to DVFA/SG

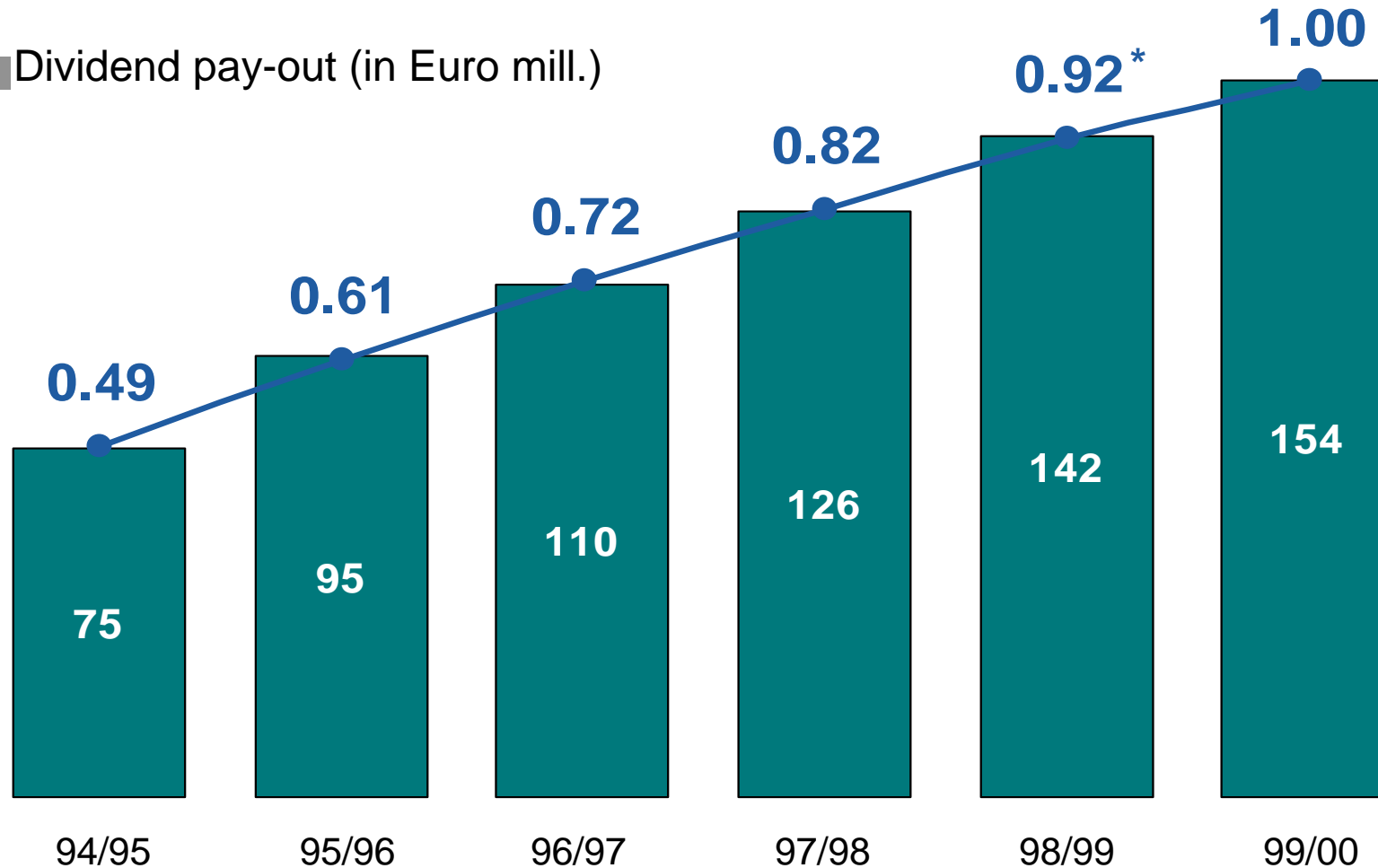
FY 1999/2000 – MAN Group

Dividend per share and Dividend pay-out



■ Dividend per share (in Euro)

■ Dividend pay-out (in Euro mill.)



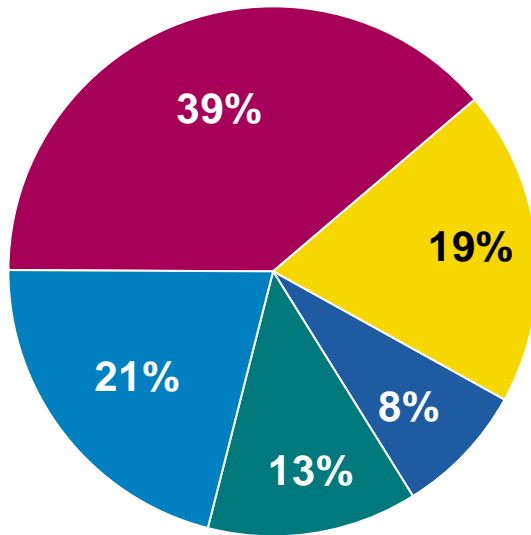
FY 1999/2000 – MAN Group

* incl. Bonus of 0,10 Euro

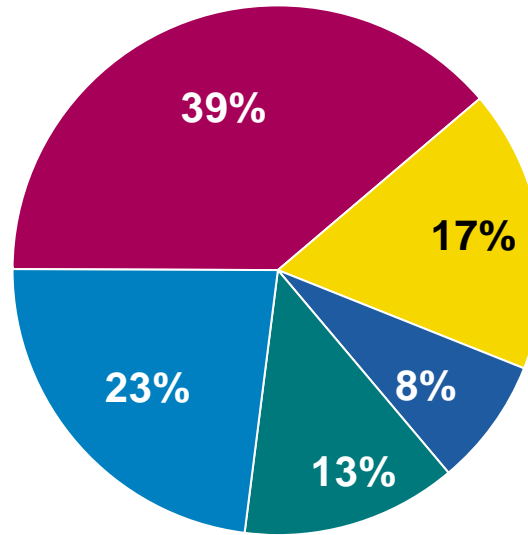
MAN Group in FY 1999/2000



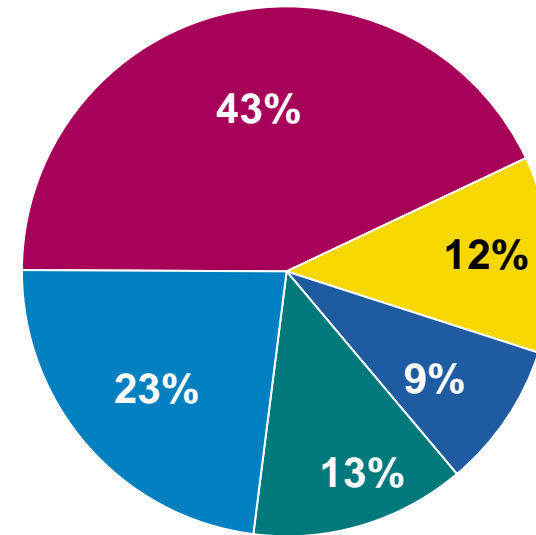
New Orders



Sales



EBT



■ Commercial vehicles
■ Industrial services

■ Printing systems
■ Diesel engines

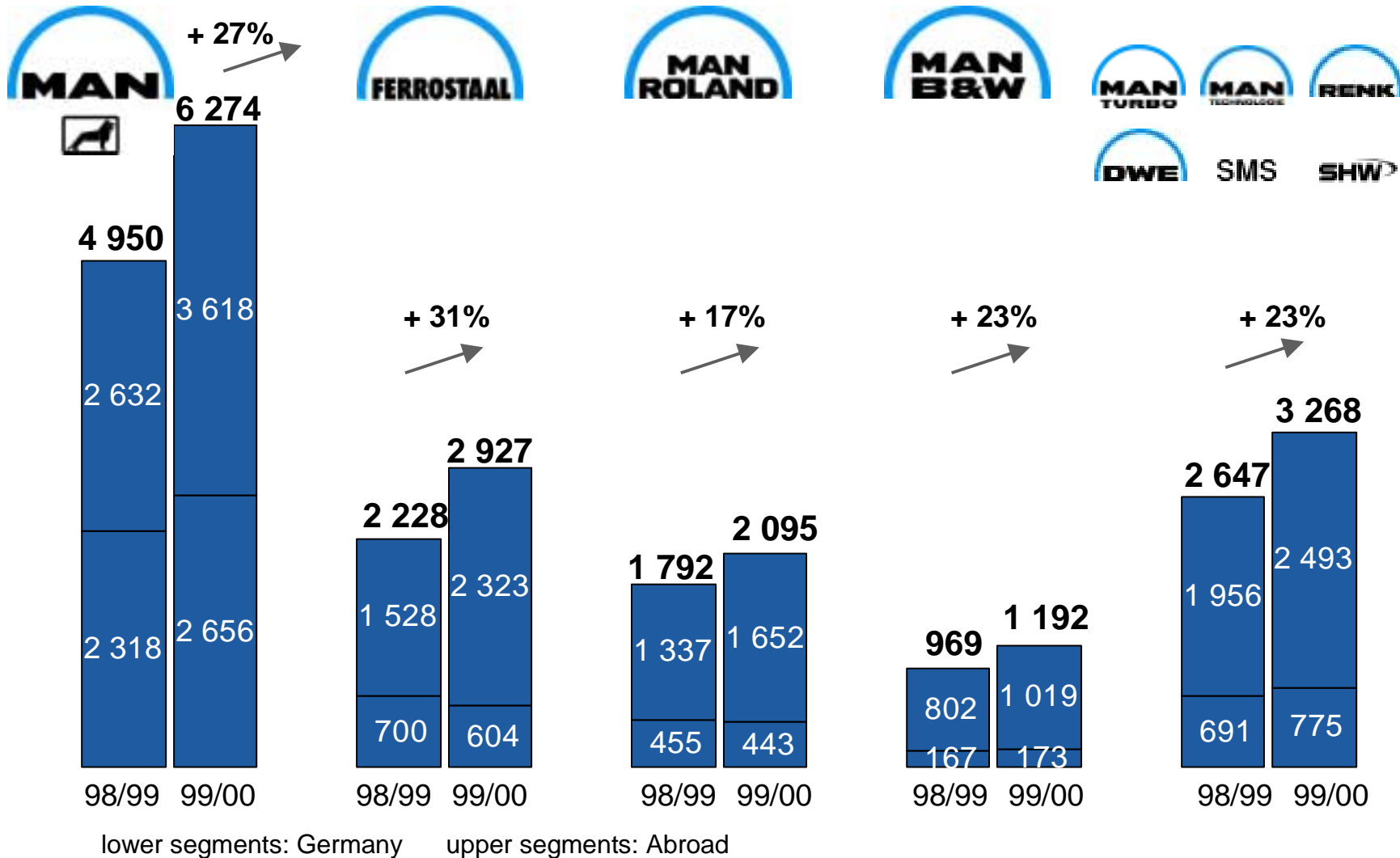
■ Industrial equipment and facilities

FY 1999/2000 – MAN Group

New orders by business areas



in Euro mill.



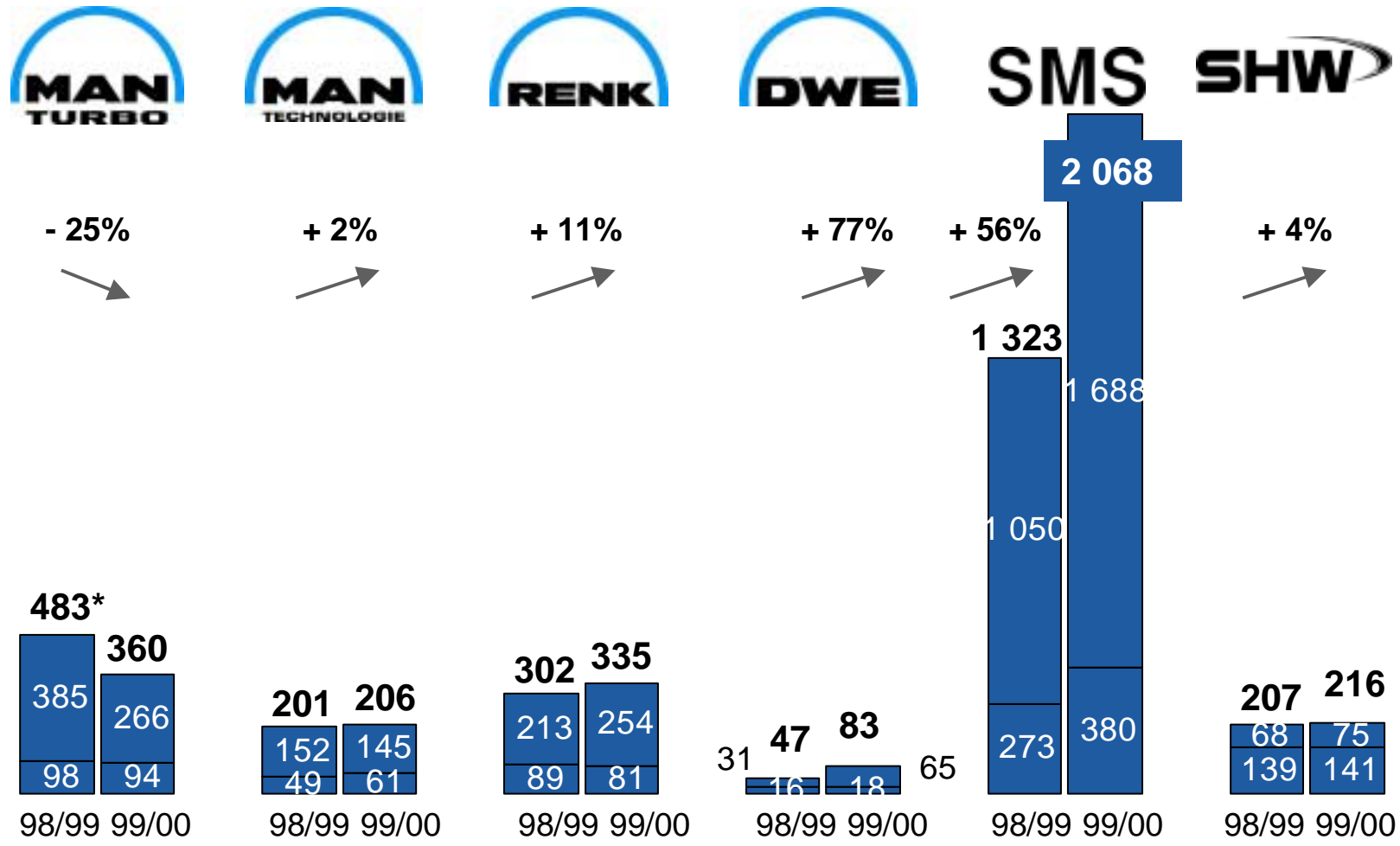
FY 1999/2000 – MAN Group

Industrial equipment and facilities

New orders by business areas



in Euro mill.



*Including New Elliott

lower segments: Germany

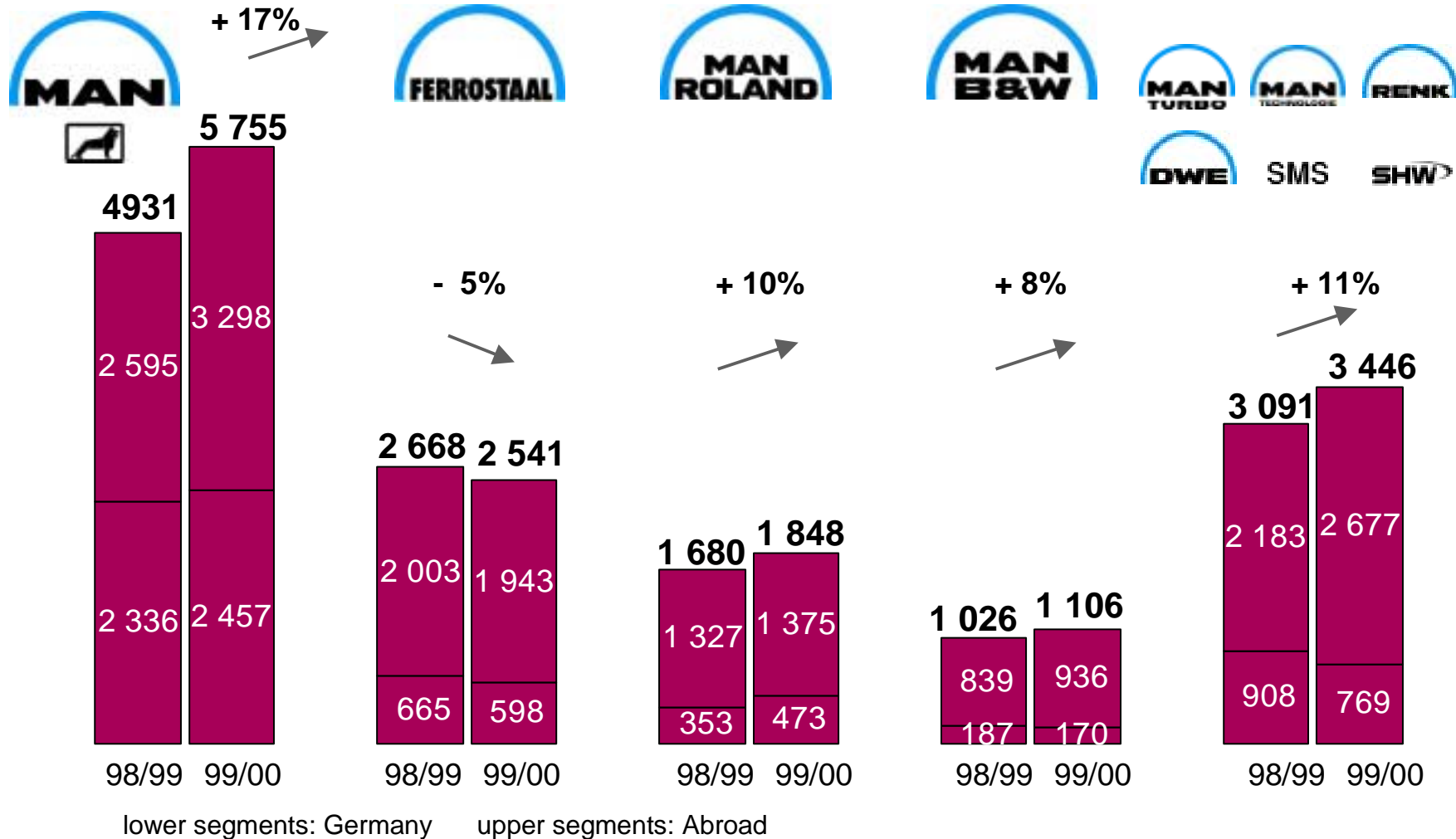
upper segments: Abroad

FY 1999/2000 – MAN Group

Sales by business areas



in Euro mill.



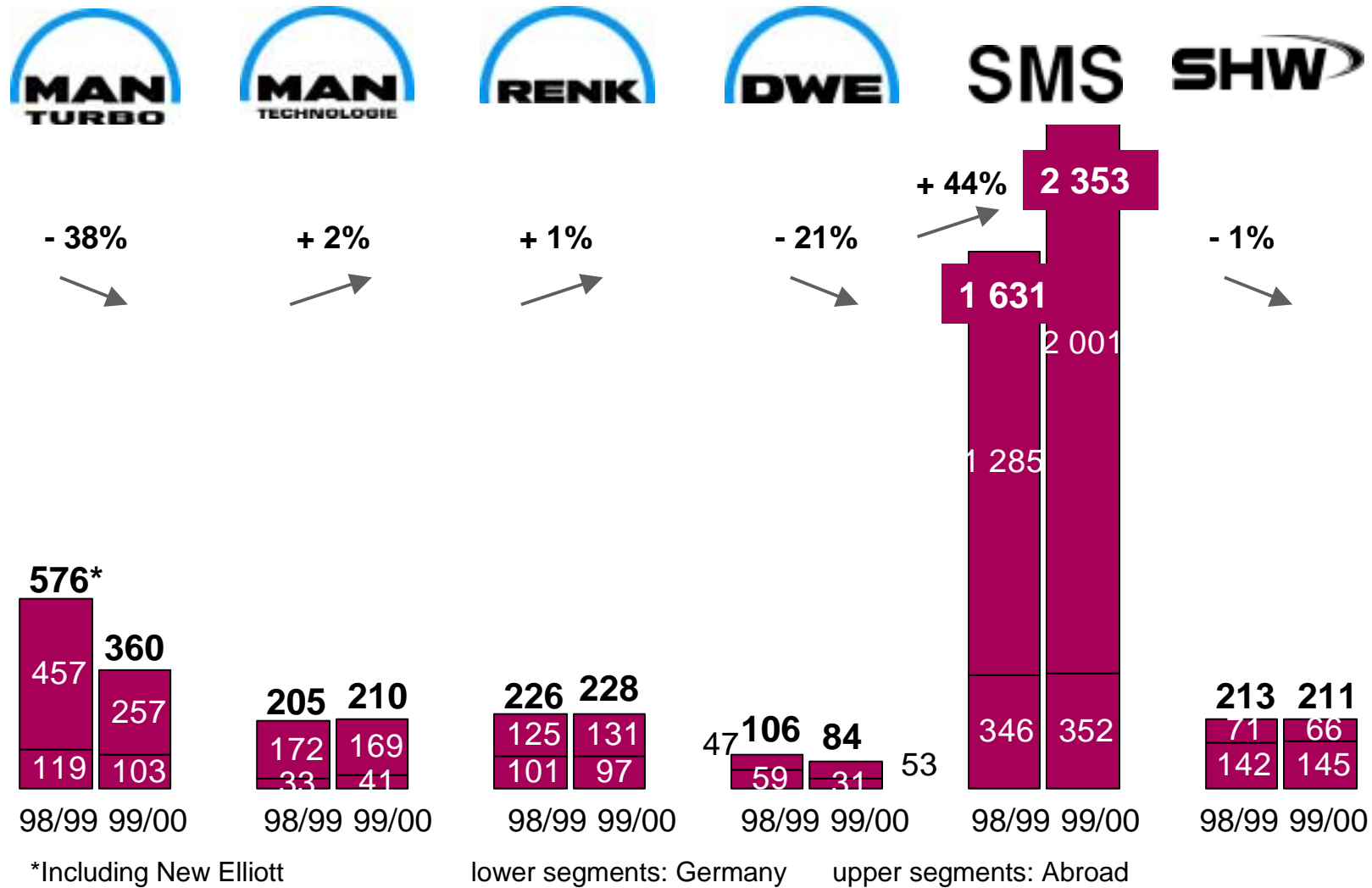
FY 1999/2000 – MAN Group

Industrial equipment and facilities

Sales by business areas



in Euro mill.

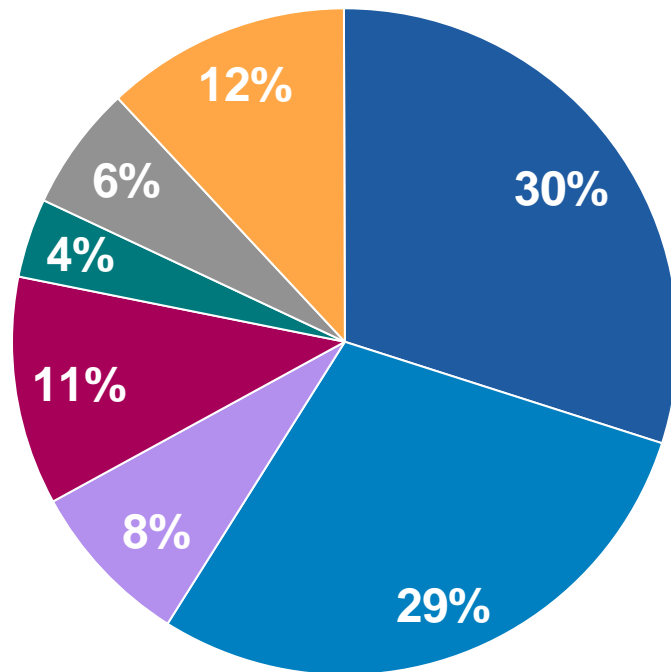


FY 1999/2000 – MAN Group

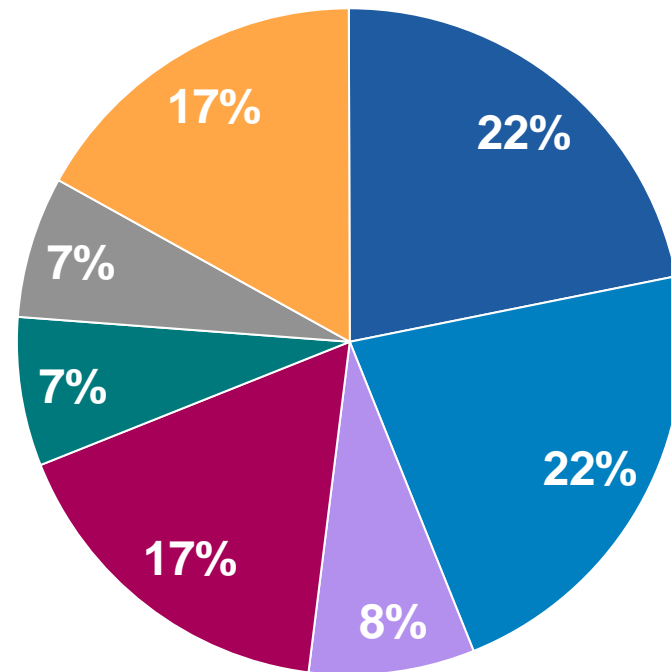
Sales by regions



Global sales 99/00
(incl. commercial vehicles)



Global sales 99/00
(excl. commercial vehicles)

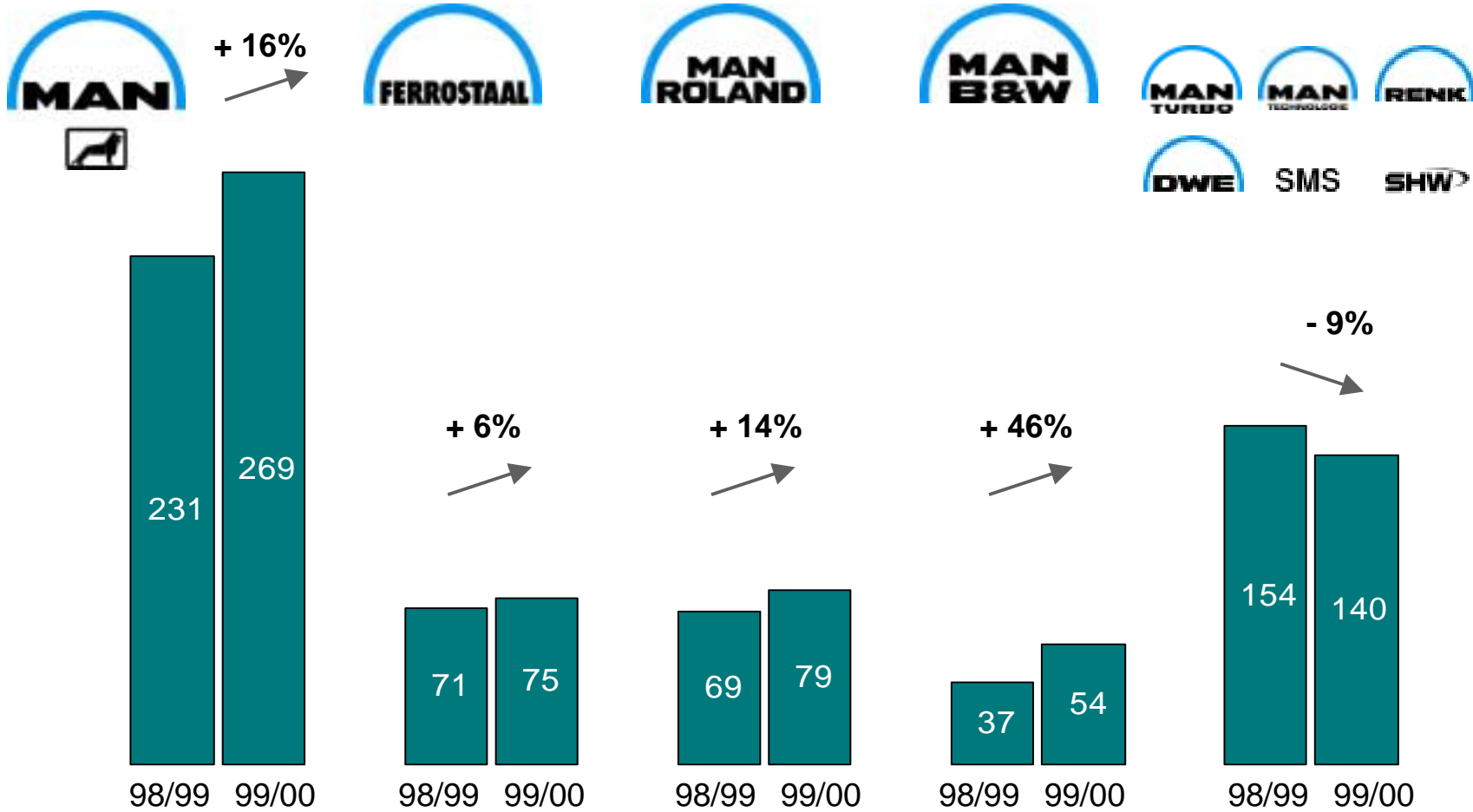


FY 1999/2000 – MAN Group

Earnings by business areas



in Euro mill.



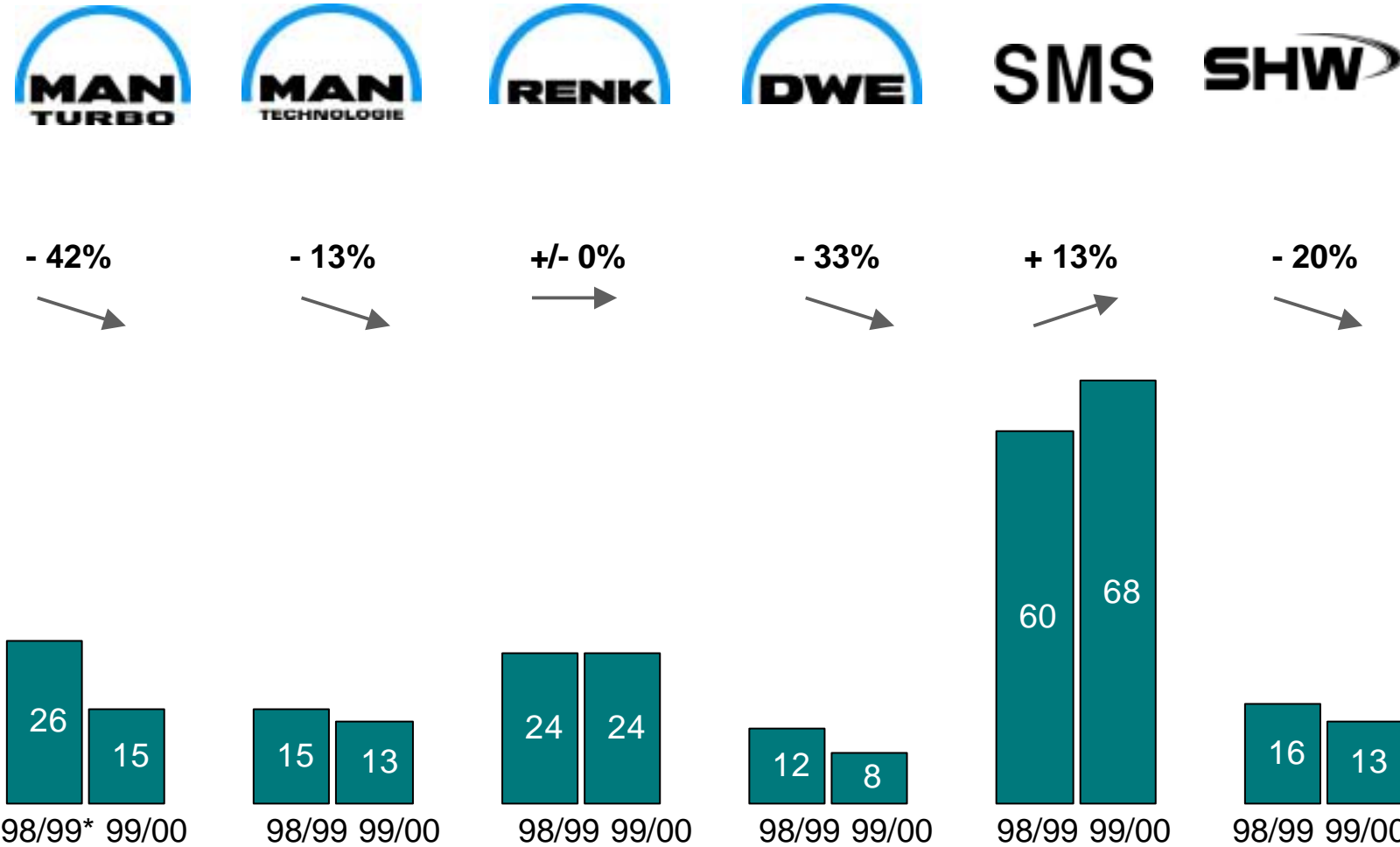
FY 1999/2000 – MAN Group

Industrial equipment and facilities

Earnings by business areas



in Euro mill.



*Including New Elliott

FY 1999/2000 – MAN Group

Margins by business areas in FY 99/00



in Euro mill.



	MAN	MAN	FERROSTAAL	MAN ROLAND	MAN B&W	MAN TURBO DWE	MAN TECHNOLOGIE SMS	RENK SHW
Gross margin								
98/99	19.2	18.9	11.0	26.6	19.6		20.3	
99/00	18.3	17.4	10.6	24.8	23.2		18.1	
EBITDA								
98/99	8.2	9.2	3.0	7.8	7.8		6.9	
99/00	9.0	9.1	3.7	7.1	8.4		6.5	
EBIT								
98/99	4.8	6.1	2.1	5.4	4.2		4.6	
99/00	5.4	6.1	2.7	5.2	5.6		3.8	
RoS								
98/99	4.2	4.7	2.7	4.1	3.6		5.0	
99/00	4.6	4.7	3.0	4.3	4.9		4.1	
RoCE								
98/99	15.4	16.2	15.5	15.7	11.4		18.2	
99/00	15.9	16.7	14.9	19.1	12.5		17.0	

FY 1999/2000 – Business areas

Industrial equipment and facilities

Margins by business areas in FY 99/00



in Euro mill.



	MAN TURBO	MAN TECHNOLOGIE	RENK	DWE	SMS	SHW
Gross margin						
98/99	21.2	30.3	22.2	24.8	20.1	11.2
99/00	21.3	29.0	24.2	9.0	16.9	12.1
EBITDA						
98/99	6.3	13.1	15.7	12.8	4.4	12.7
99/00	6.0	10.4	14.7	12.6	4.8	11.7
EBIT						
98/99	5.3	9.1	12.0	11.2	2.5	7.4
99/00	5.2	6.7	11.6	9.9	2.1	6.4
RoS						
98/99	4.4	7.6	10.6	11.1	3.7	7.4
99/00	4.2	6.0	10.5	9.4	2.9	6.0
RoCE						
98/99	19.2	30.6	29.6	46.4	14.7	24.1
99/00	17.4	22.5	29.9	29.5	14.1	19.1

FY 1999/2000 – Business areas

Income statement



in Euro mill.

	99/00	in % of sales	98/99	in % of sales
Revenues from sales	14 581	100.0	13 256	100.0
Costs of sales	(11 915)	81.7	(10 710)	80.8
Gross profit on sales	2 666	18.3	2 546	19.2
Costs of distribution	(956)	6.5	(894)	6.7
General administrative costs	(564)	3.9	(538)	4.1
Other operating income/expenses	(372)	2.6	(488)	3.7
Income from associates	10	0.1	12	0.1
Financial result	(116)	0.8	(81)	0.6
Income from ordinary activities	668	4.6	557	4.2
Taxes on income	(244)	1.7	(186)	1.4
Net income	424	2.9	371	2.8
Minority interest	(35)	0.2	(27)	0.2
Net income after minority interest	389	2.7	344	2.6

FY 1999/2000 – MAN Group

Balance sheet as of June 30, 2000



in Euro mill.

	June 30, 2000	June 30, 1999
<u>Assets</u>		
Fixed assets	3 414	2 735
Current assets and prepaid expenses	7 779	6 694
	11 193	9 429
<u>Liabilities and shareholders equity</u>		
Equity	2 953	2 623
Total accruals	4 471	3 801
Liabilities and deferred income	3 769	3 005
	11 193	9 429

FY 1999/2000 – MAN Group

Cash flow statement



in Euro mill.

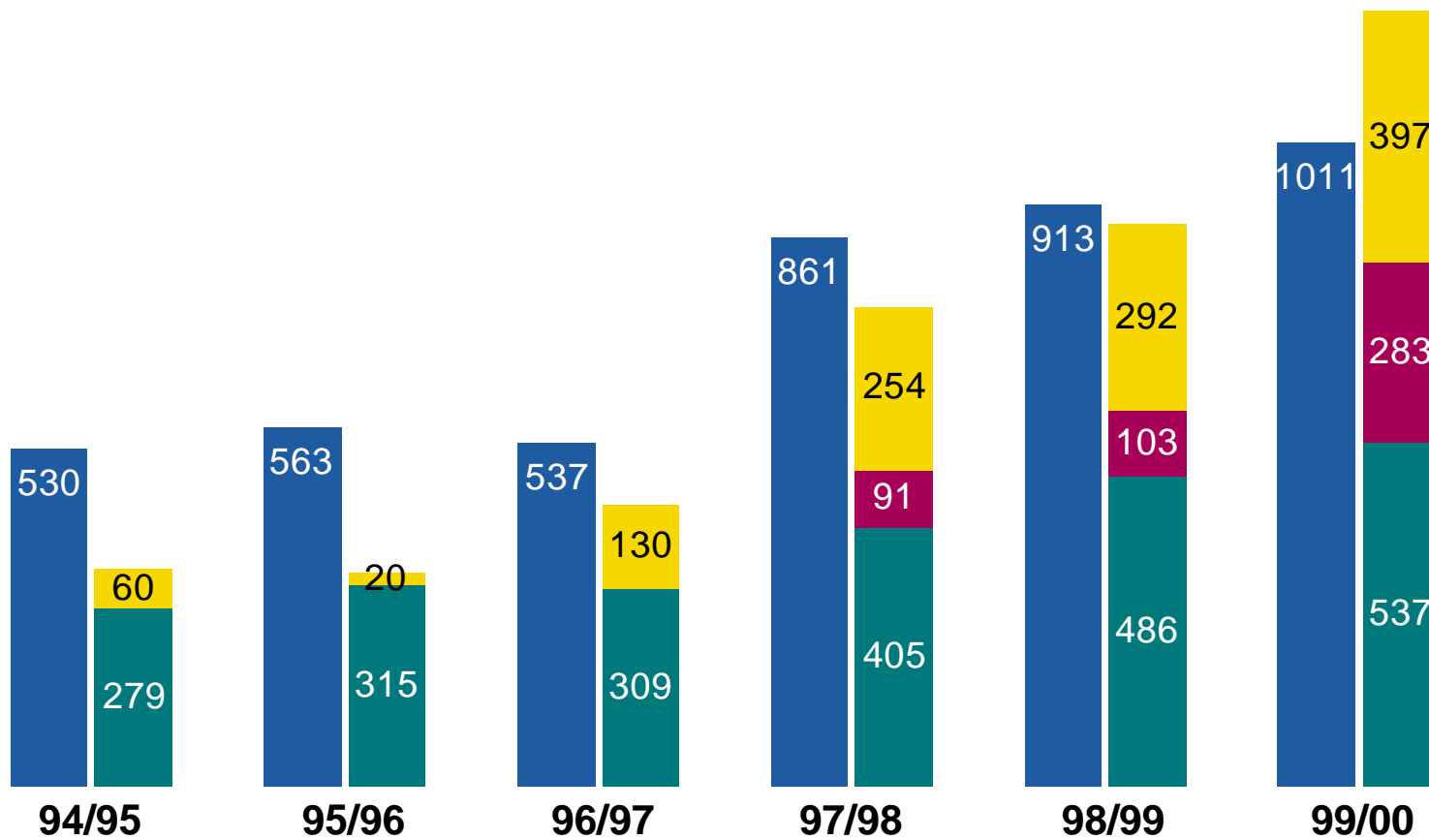
	1999/2000	1998/1999
Cash and cash equivalents at beginning of year	505	473
Cash flow acc. to DVFA/SG	1 011	913
Cash provided by operating activities	401	700
Cash used in investing activities	(992)	(678)
Cash used in financing activities	<u>(154)</u>	<u>(31)</u>
Net change in cash and cash equivalents	(745)	(9)
Others changes	697	41
Cash and cash equivalents at end of year	457	505

FY 1999/2000 – MAN Group

Cashflow and Investments



in Euro mill.



Cashflow

Investments in:

■ Customer leasing

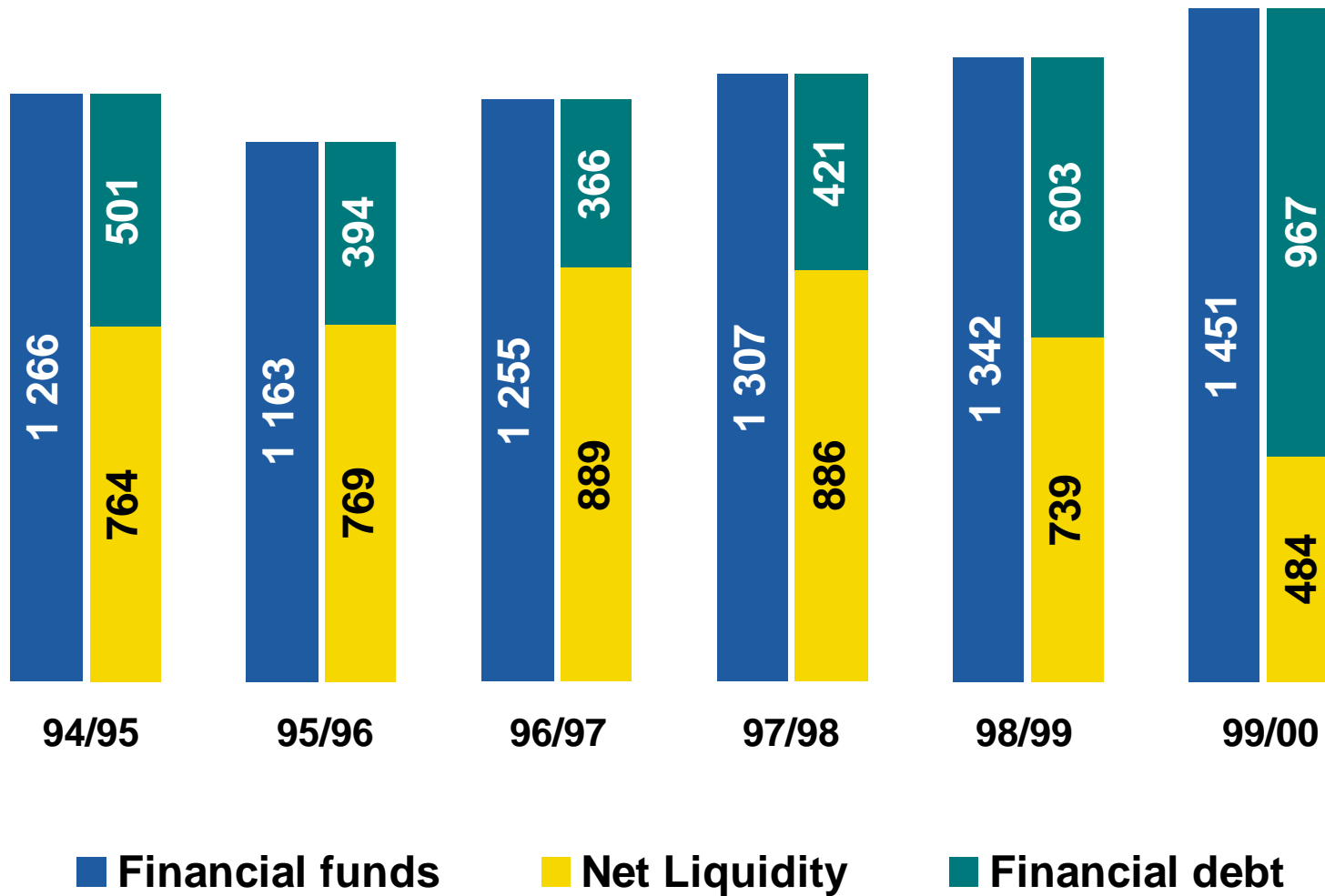
■ Financial assets

■ Tangible and intangible assets

FY 1999/2000 – MAN Group

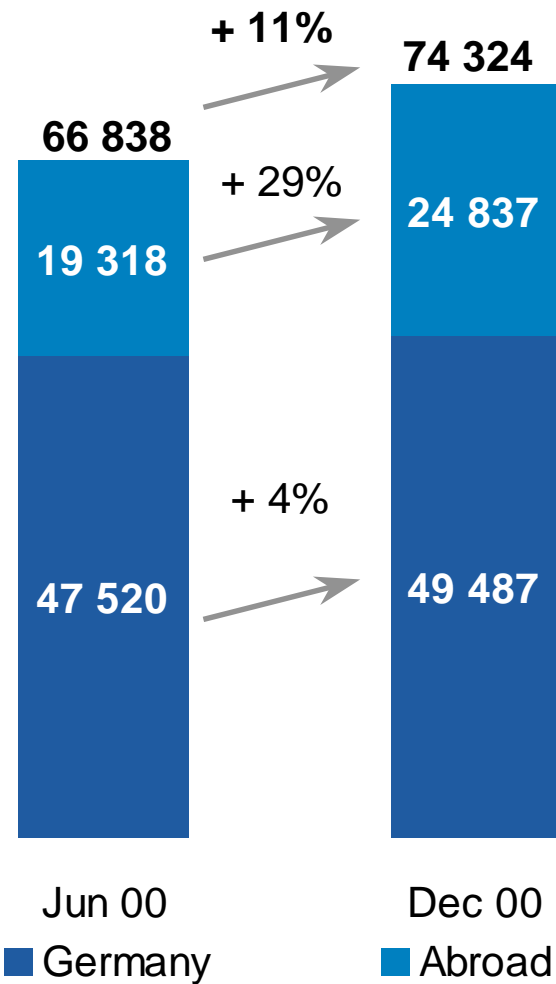
Liquidity

in Euro mill.

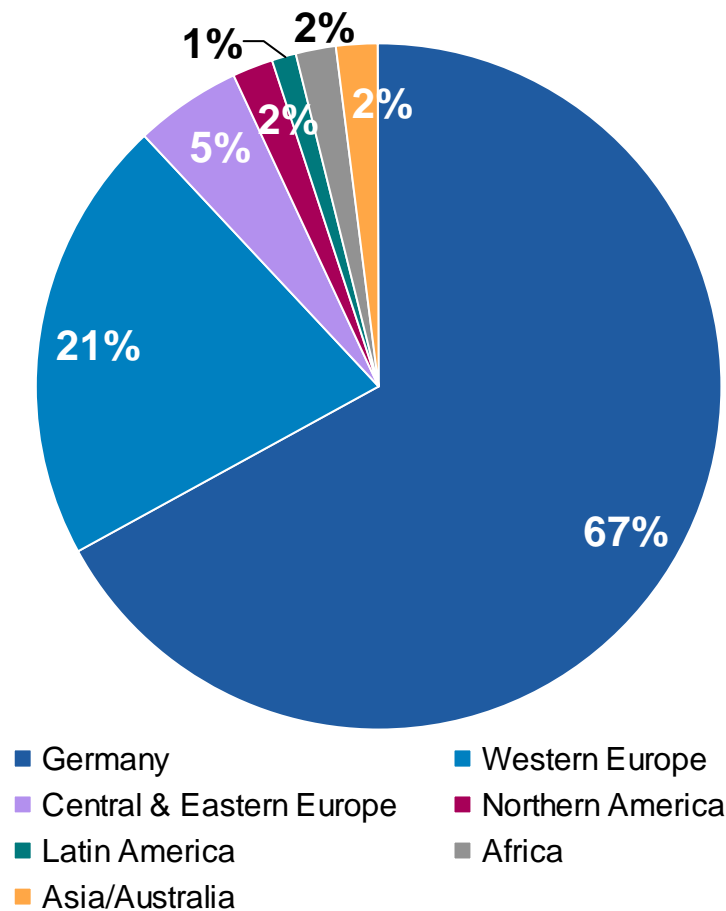


FY 1999/2000 – MAN Group

Personnel



Personnel by regions



FY 1999/2000 – Business areas