Agenda

1. About us
2. Key performance indicators
3. Products & innovations
The MAN Group in 2014: €14.3 billion revenue, 55,900 employees

* All data excludes MAN Financial Services
MAN Truck & Bus

Company profile

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

- Trucks with a gross vehicle weight of 7.5 t to 44 t
- Heavy special-purpose vehicles with a gross train weight of up to 250 t
- MAN-branded city and intercity buses, coaches, and bus chassis as well as NEOPLAN-branded luxury coaches
- Industrial, marine, and on- and off-road engines
- End-to-end passenger transportation and goods transportation services
100 Years
MAN Truck and Bus
MAN Truck & Bus
1915 – 2000

1915
First trucks and buses

1924
First engine with diesel direct injection

1932
Most powerful diesel truck in the world: S11 H6

1937
Development of the Globus engine and the all-wheel drive.

1951
The first German truck engine with turbo charging

1955
MAN 515 L1: first truck produced in the Munich's production plant.

1961
MAN 750 HO

1971
MAN took over ÖAF and Büssing

1977
WM-MAN joint series

1978
“Truck of the Year” MAN 19.280

1986
F90 series

1992
“Coach of the Year” MAN Lion’s Star

1994
MAN F2000

2000
Truckology
Generation TGA
MAN Truck & Bus
2001 – 2015

2001
MAN took over NEOPLAN, ERF, Star

2004
D20 Common Rail engine series

2005
MAN TGL and TGM

2007
MAN TG8 and TGX

2010
MAN Hybrid city bus

2011
NEOPLAN Skyliner

2012
NEOPLAN Jettliner

2014
New D38 Euro 6 engines for MAN TGX series

2015
“Bus of the Year” MAN Lion’s City GL CNG

Driving the next century
MAN Truck & Bus AG
The Executive Board

MTB
Joachim Drees
Chairman of the Executive Board (CEO)

MTB-B
Ulf Berkenhagen
Procurement

MTB-E
Bernd Maierhofer
Research & Development

MTB-F
Jan-Henrik Lafrentz
Finance, IT & Legal

MTB-H
Jochen Schumm
Human Resources & Labour Relations

MTB-P
Dr. Carsten Intra
Production & Logistics

MTB-S
Heinz-Jürgen Löw
Sales & Marketing
MAN Truck & Bus
Long term strategy to a profitable growth

1 Consolidation
2 Profitable Growth

Cooperation

MTB Efficiency Program

1 Structure + CSGA
2 Product Costs
3 Commercial Performance

Premium markets & brands
Premium products

short-term
mid/long-term
Clear premium approach with strong brands. Profitable growth in backbone Europe and overseas premium markets.

**Premium Brands**

- Business Solutions
- Truck
- Bus
- Ext. Engines & Components
- After Sales

**Premium Products**

- Leading supplier of customer need oriented services
- Leading position in global premium segment with a continuously upgraded TG-range (>7,5t)
- Sustainable profitability with a lean and modular product program
- Future portfolio derived out of vehicle engines
- Expansion of After Sales business to increase overall profitability
Corporate Values

- reliable
- dynamic
- innovative
- open

Guiding Principles

Code of Conduct
MAN Truck & Bus

Production Network

- **Germany**
  - Munich
    - Head Office
    - Heavy trucks, cabs, driven axles
  - Salzgitter
    - Heavy trucks, bus chassis and components
  - Nuremberg
    - Engines

- **Poland**
  - Cracow
    - Heavy trucks
  - Poznan
    - City buses and bus chassis
  - Starachowice
    - Body in white bus

- **Russia**
  - St. Petersburg
    - Heavy trucks

- **Turkey**
  - Ankara
    - Coaches and city buses

- **Brazil**
  - Resende
    - Heavy, medium and light trucks, bus chassis

- **Mexico**
  - Querétaro
    - Truck and bus

- **South Africa**
  - Olifantsfontein
    - Buses
  - Pinetown
    - Trucks and bus chassis

- **India**
  - Pithampur
    - MAN Trucks India Pvt. Ltd
    - Heavy trucks

- **Austria**
  - Steyr
    - Light and medium trucks, cabs
  - Vienna
    - RMMV
    - Special vehicles

- **China**
  - Jinan
    - Sinotruk Ltd.
    - Heavy trucks

- **Poland**
  - Cracow
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MAN Truck & Bus
The people at MAN!
Agenda

1. About us
2. Key performance indicators
3. Products & innovations
## Key performance indicators 2014

<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
<th>2013</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders received (mill. €)</td>
<td>9 269</td>
<td>9 200</td>
<td>+1 %</td>
</tr>
<tr>
<td>Truck sales (units)</td>
<td>68 597</td>
<td>76 268</td>
<td>-10 %</td>
</tr>
<tr>
<td>Bus sales (units)</td>
<td>5 025</td>
<td>5 294</td>
<td>-5 %</td>
</tr>
<tr>
<td>Turnover (mill. €)</td>
<td>8 412</td>
<td>8 892</td>
<td>-5 %</td>
</tr>
<tr>
<td>Employees</td>
<td>34 084</td>
<td>34 012</td>
<td>±0 %</td>
</tr>
<tr>
<td>Operative result (mill. €)</td>
<td>152</td>
<td>239</td>
<td>-36 %</td>
</tr>
</tbody>
</table>

All data excludes MAN Financial Services.
MAN Truck & Bus
Turnover distribution 2014

Sales 2014
8.4 billion €

56%
21%
10%
5%
2%
6%

Trucks

Used Vehicles

Bus
(MAN and NEOPLAN)

Others

Engines & Components

After Sales & Services

All data excludes MAN Financial Services.
# Agenda

<table>
<thead>
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<th>Agenda Item</th>
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<td>3</td>
<td>Products &amp; innovations</td>
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</tbody>
</table>
MAN Truck & Bus
Flexible and efficient transport solutions
MAN offers efficient and innovative solutions along the entire product lifecycle (e.g. EfficientLine, TeleMatics®, business solutions, lowest TCO)

MAN knows and meets customer requirements and always acts using a proactive and solution-oriented approach (e.g. MTB customer board, customer promises)

MAN arouses emotions with high-quality products, driver-friendly cabs and impressive brand appearances (e.g. comfortable driving pleasure, tangible quality)
MAN Truck & Bus
Truck range: Traction

MAN TGX  MAN TGS  MAN TGM

MAN TGS WW  MAN CLA
MAN Truck & Bus
Truck range: Distribution

MAN TGX
MAN TGS
MAN TGS WW

MAN TGM
MAN TGL
MAN CLA
High-performance truck for challenging transport tasks

D38 six-cylinder engine with 15.2 l displacement

adds 520, 560 and 640 hp to the TG series

with GPS-controlled cruise control system
MAN EfficientCruise
For the third year in a row number 1 in the TÜV report trucks

MAN is the truck manufacturer with the highest number of vehicles passing TÜV inspection with no defects

regular professional maintenance pays off for truck operators and reduces unplanned standstills
MAN Truck & Bus
Bus range: MAN coaches and city buses

MAN Lion’s Coach

MAN Lion’s Regio

MAN Lion’s City

MAN Chassis
Premiere 2015: MAN Lion’s Intercity

- Vehicle specially made for the intercity bus segment
- Redesigned based on the tried and tested MAN modular concept
- High flexibility of use (school buses and intercity traffic)
- One of the safest in its class
- More powerful but also more economical D08 engine
- Optimum design of passenger area and driver’s seat
MAN Lion`s City Hybrid

- Serial hybrid with brake-energy recuperation
- Ultracap storage technology
- Purely electrical operation when pulling away, very quietly and with no exhaust gases
- CO₂ / reduction in consumption on average 25%
MAN Truck & Bus
Sponsoring FC Bayern
INNOVATION

NEOPLAN sets standards: intelligent innovations that offer customers real added value (e.g. Safety Cabin, CDS, sun protection for the driver).

EXCLUSIVENESS

The finest materials combined with expert workmanship, unique functions and outstanding customer service make NEOPLAN a VIP Class.

DESIGN

The optimum combination of functionality, quality and design: extravagant, aesthetic and fascinating (e.g. winner of the red dot design award).
- The versatile combination talent among premium buses for every day
- The entry model to the premium segment, with an extensive range of standard features and Sharp Cut Design
- Convincing both as regular-service bus and as touring coach
Design & development, production and sales of diesel and gas engines
- Power range from 37kW to 1,324kW (50hp to 1,800hp) with a capacity from 4.6 to 25.8 litres, 4 and 6-cylinder in-line, V8, V10 and V12
- Planetary axles as front and rear axles
- Hypoid rear axles
- Leading and trailing axles
- Tandem units
- Transfer cases for permanent and engageable all-wheel drive
MAN Solutions Portfolio

MAN ProfiDrive®
MAN TeleMatics®
MAN ServiceContracts
MAN Card
MAN Financial Services
MAN Connected CoDriver
MAN ServiceCare®
MAN ProfiDrive®
MAN Rental
MAN | TopUsed

- International used vehicle brand of MAN Truck & Bus
- Re-marketing of used trucks, buses and trailers
- in more than 30 countries worldwide
- Used vehicle warranty, repair & maintenance and financing solutions
- Buybacks, Trade-Ins and Free Purchases