

A decorative graphic consisting of several diamond shapes arranged in a cluster. One diamond on the left is outlined in red, while the others are filled with a dark blue color. The diamonds are arranged in a roughly triangular pattern, with the red-outlined diamond at the bottom left.

Annual General Meeting

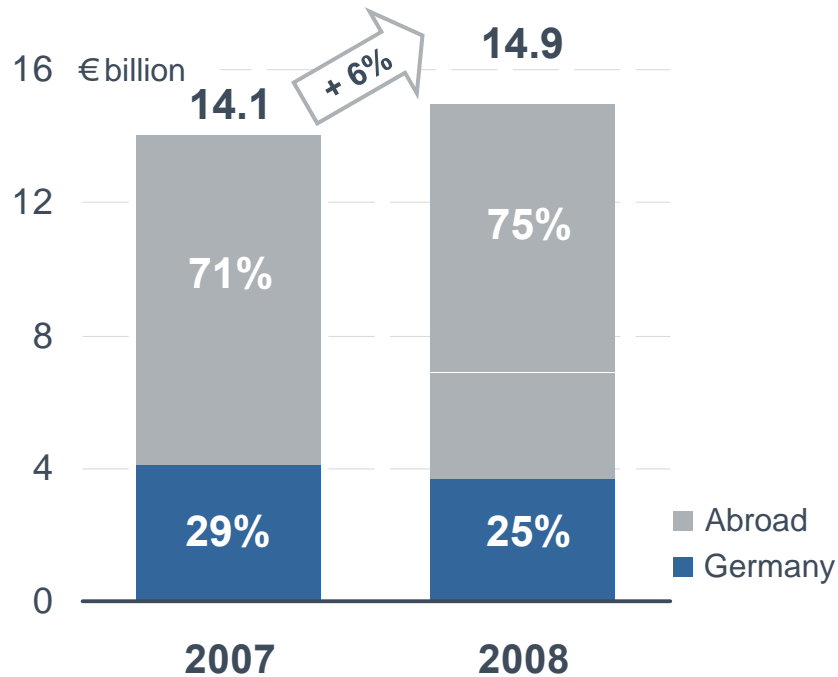
2009

Good basis for difficult environment

1. Strong figures over the past few years
2. Focus on transportation and energy
3. Strong market positions
4. Presence in growth regions
5. Sound financial footing
6. Clear management structures and motivated employees

2008 results – revenue

Revenue

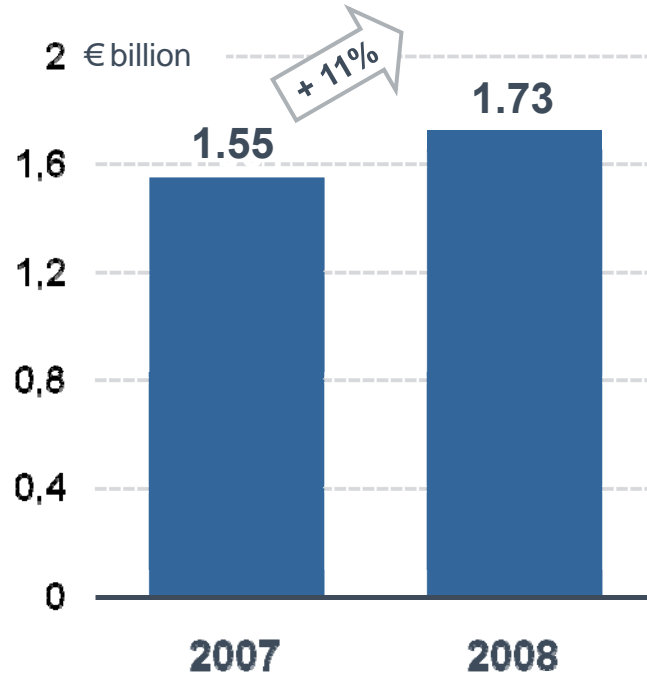


Revenue by business area

€ million	2008	2007	Δ
Commercial Vehicles	10,610	10,410	2%
Diesel Engines	2,542	2,179	17%
Turbo Machinery	1,328	1,108	20%
RENK	527	430	22%

2008 results – operating profit

Operating profit

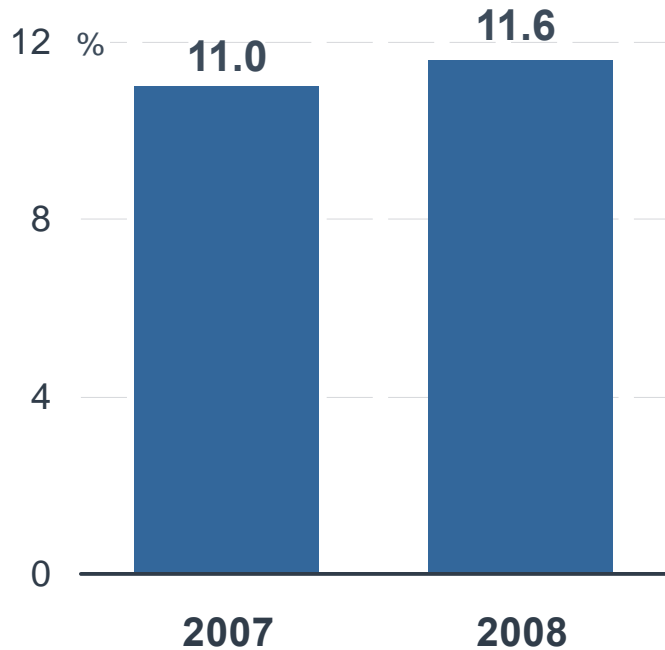


Operating profit by business area

€ million	2008	2007	Δ
Commercial Vehicles	1,062	1,039	2%
Diesel Engines	390	313	25%
Turbo Machinery	148	104	42%
RENK	80	68	18%

2008 results – return on sales (ROS)

Return on sales (ROS)

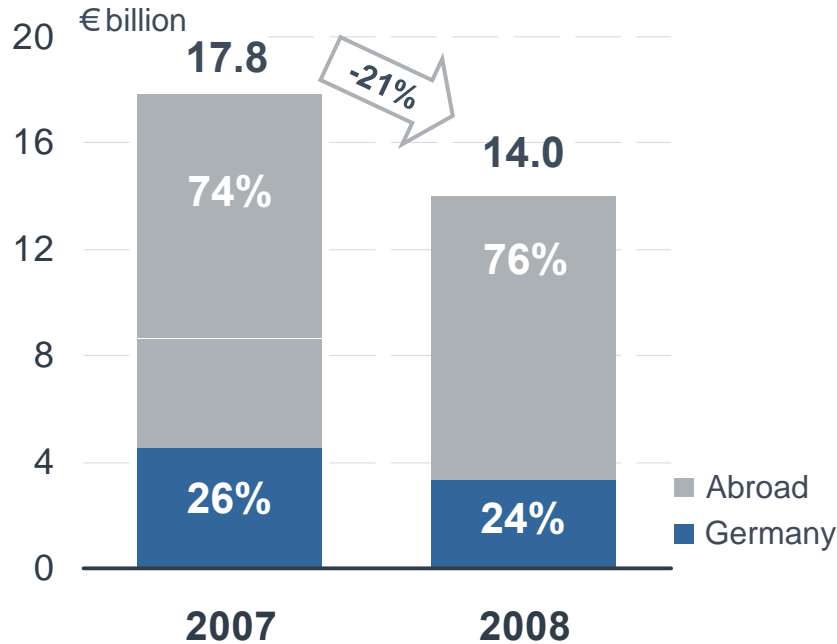


Return on sales (ROS) by business area

%	2008	2007
Commercial Vehicles	10.0	10.0
Diesel Engines	15.4	14.4
Turbo Machinery	11.1	9.4
RENK	15.1	15.7

2008 results – order intake

Order intake



Order intake by business area

€ million	2008	2007	Δ
Commercial Vehicles	9,130	12,684	-28%
Diesel Engines	3,089	3,371	-8%
Turbo Machinery	1,426	1,454	-2%
RENK	443	439	1%

Sale of majority stake in MAN Ferrostaal

- ▶ **MAN Group's focusing process complete**
 - 70% stake sold to IPIC
 - Price for 100% of the MAN Ferrostaal AG shares amounts to approximately €700 million
 - Transaction completed on March 25, 2009

The MAN Group



MAN Nutzfahrzeuge



MAN Latin America



MAN Diesel



MAN Turbo



RENK

Synergies within the Group

- Production and logistics concepts
- Technological expertise
- Job rotation

Internationalization

- Expansion of global networks
 - Sales and service network
 - Supplier network
- 50-50 joint venture with MAN FORCE TRUCKS

Acquisition of VW Truck & Bus

- Strong market position in Brazil and on the Latin American market
- Transaction completed on March 17, 2009
- Considerable synergy potential
- Enterprise value of €1,175 million

Change of legal form to a European stock corporation (SE)

- MAN AG is a European company with a global focus
- The SE form encourages an international corporate culture
- International employee representation

Robust financial position

- Strong capital resources
- No renegotiation of major existing credit lines in the next two years
- Good ratings from third parties

Proposed dividend

Appropriate dividend in the current environment

- Uncertain situation on the financial markets
- Strong balance sheet necessary



Proposed dividend of **€2.00 per share**

Human resources strategy

- MAN stands for equal opportunities for women
- High proportion of trainees
- Campus Initiative comprising scholarships, innovation projects and series of lectures
- Network of managers being built systematically
- MAN a "top employer"

Profit-Sharing and Pension Plan (MPP)

Sustainable defined contribution system

- New profit-sharing and pension system introduced with retroactive effect from January 1, 2009
- Standard system for all MAN companies in Germany
- MAN employees can opt to pay portions of their profit-sharing bonuses into an individual pension account

Focus on cost-cutting

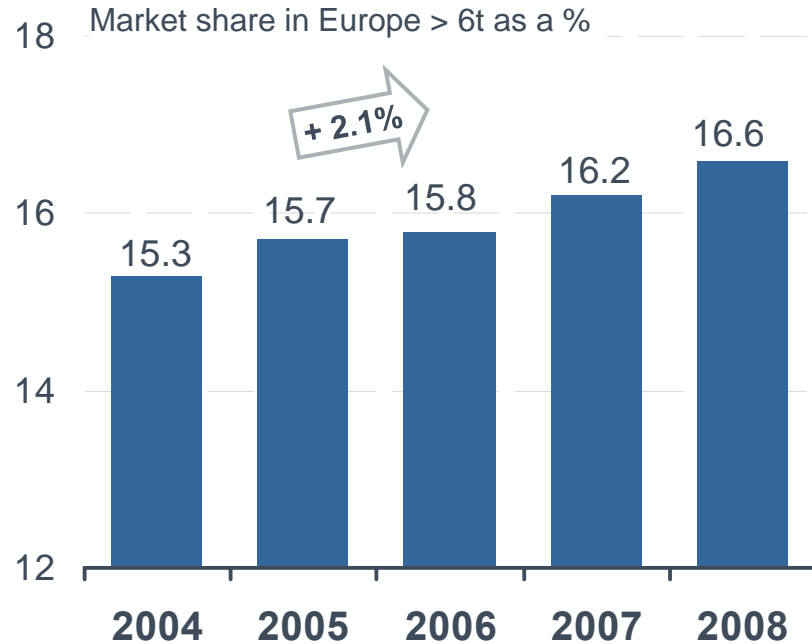
- Number of fixed-term contracts and subcontracted employment reduced
- Flextime accounts used
- Shorter working week introduced temporarily
- Administration streamlined
- Expenses (e.g. for consulting services, IT projects, maintenance and travel) reduced

Sustainability and technology lead

- Transportation efficiency:
 - Development of engine technology
 - Municipal buses with hybrid drives in series production from 2010
 - Large-bore engines equipped with common rail technology
- Environmental technology:
 - Carbon dioxide storage
 - Gear units for wind turbine systems

MAN Nutzfahrzeuge

Strong market position



Expansion of after-sales activities

- Strengthens customer loyalty
- Creates follow-up business

MAN | Service

MAN Diesel

Well-positioned in Power Plant business

- Largest contract in the company's history secured in 2008
- Fast-growing market

Expansion of after-sales activities

- Around 70 centers worldwide
- Potential for retrofit solutions

MAN Diesel | PrimeServ

MAN Turbo

Pioneering technologies

- Key technology for GTL and BTL plants
- Steam turbines for solar thermal applications

Expansion of after-sales activities

- Introduction of the PrimeServ brand
- Full-service provider

MAN Turbo | PrimeServ

Outlook

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