

# MAN Group- SFY 2000



Commercial vehicles



Industrial services



Printing systems



Diesel engines



Industrial equipment and facilities

Engineering  
the Future.

SFY 2000 – MAN Group

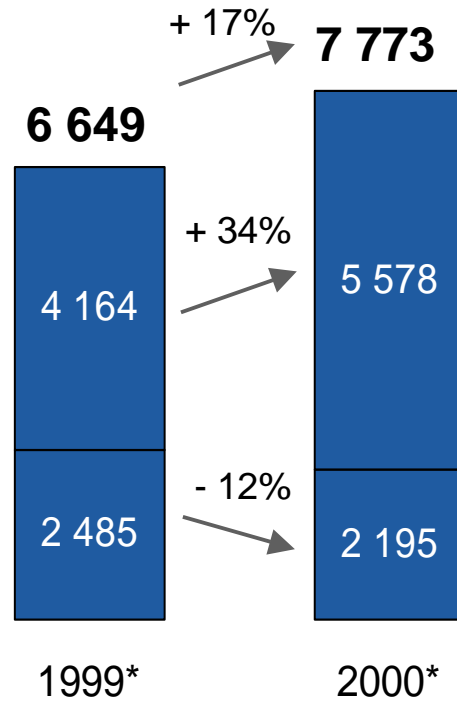
# MAN Group – SFY 2000

## Key figures

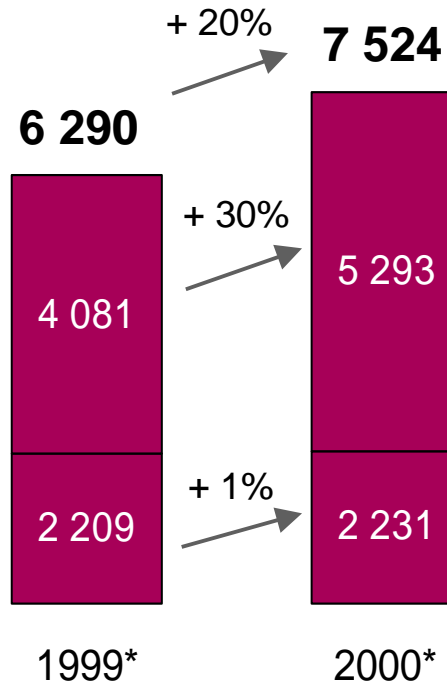


in Euro mill.

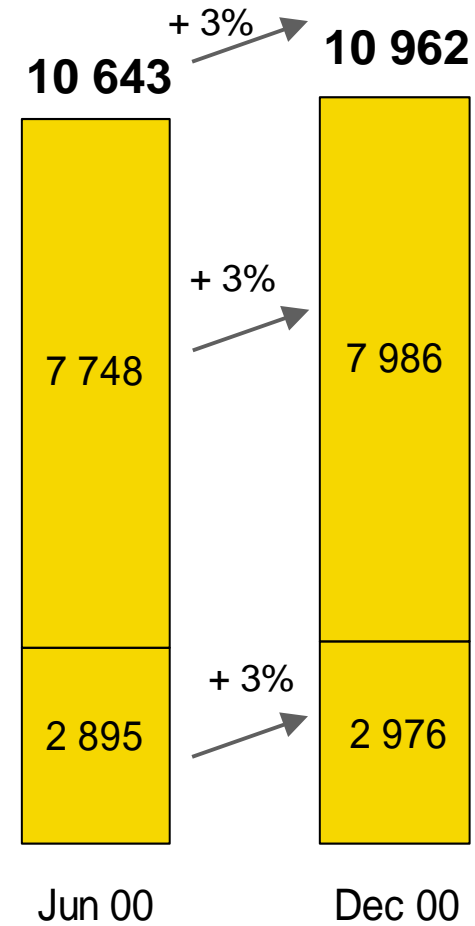
### New Orders



### Sales



### Orders on hand



lower segments: Germany

upper segments: Abroad

\* Jul.-Dec.

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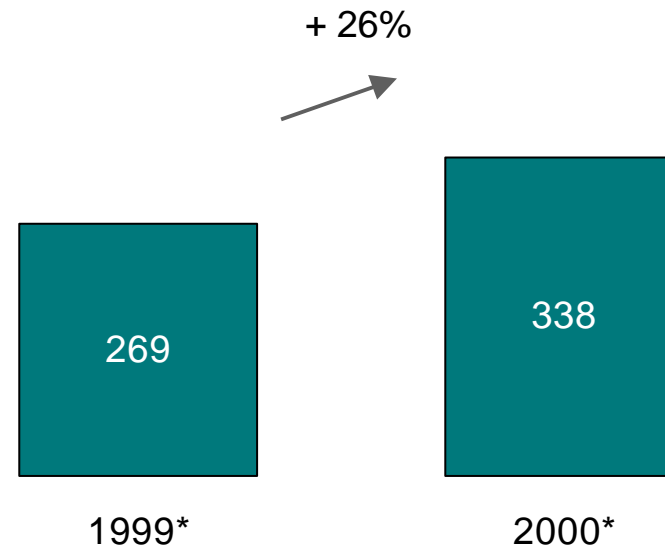
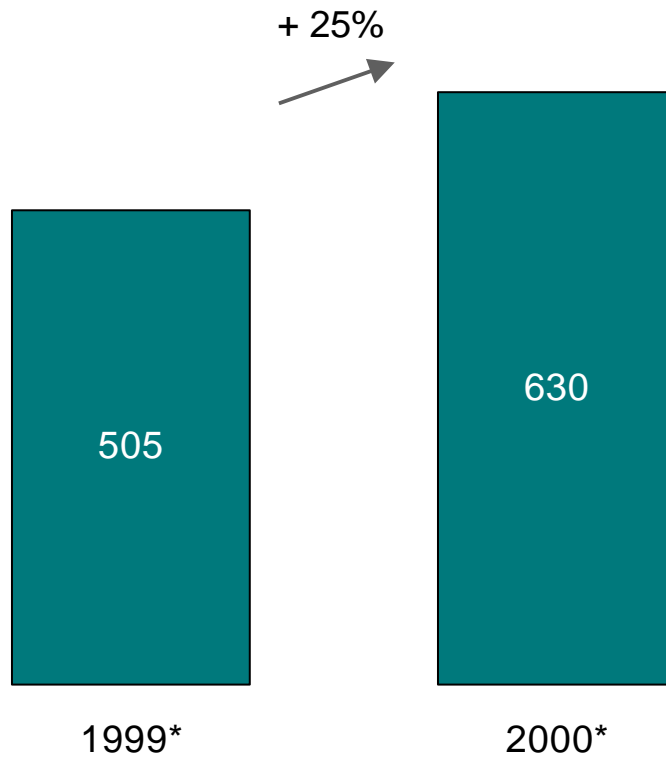
# MAN Group – SFY 2000 Earnings



in Euro mill.

**EBITDA**

**EBIT**



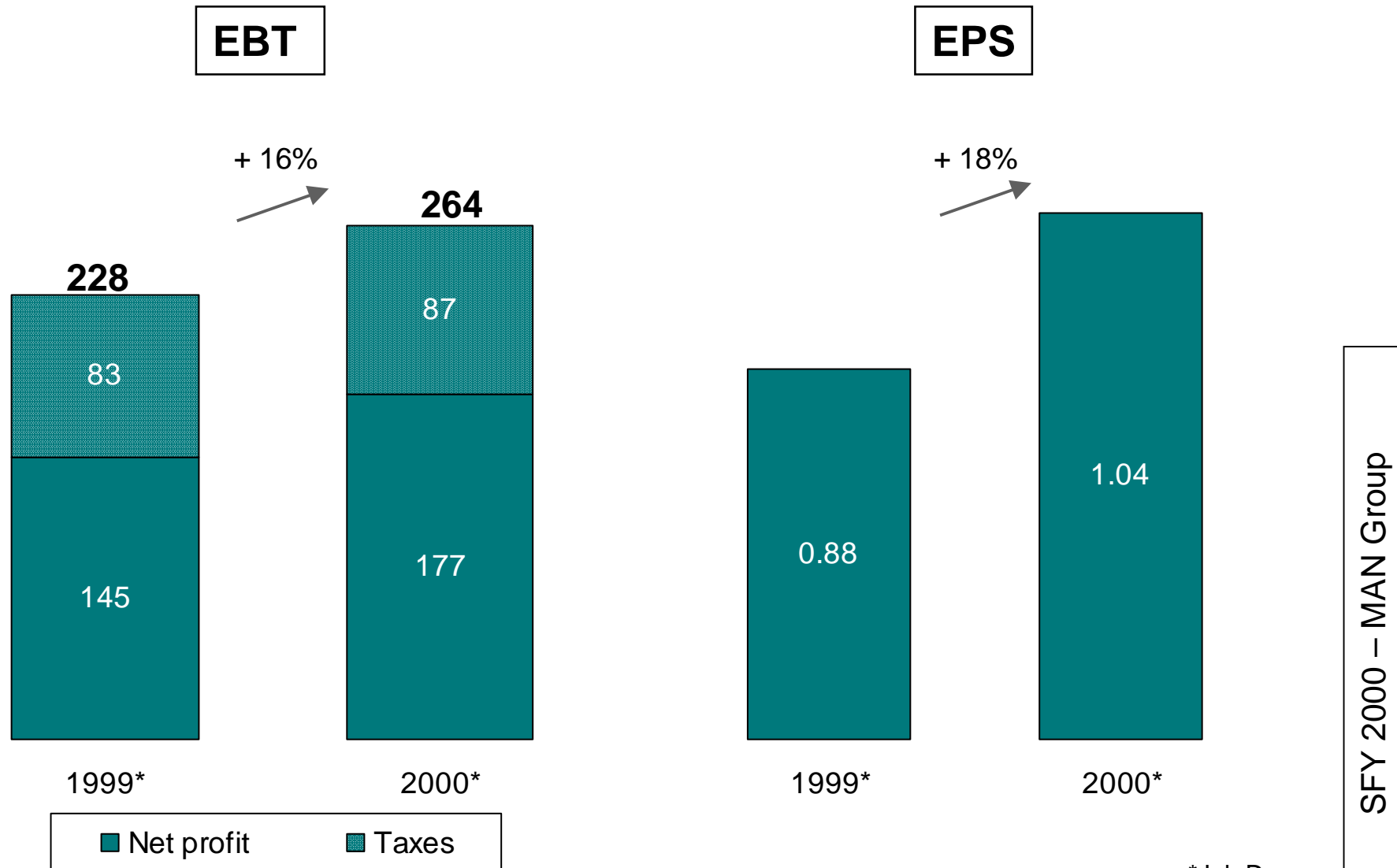
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\* Jul.-Dec.

# MAN Group – SFY 2000 Earnings



in Euro mill.



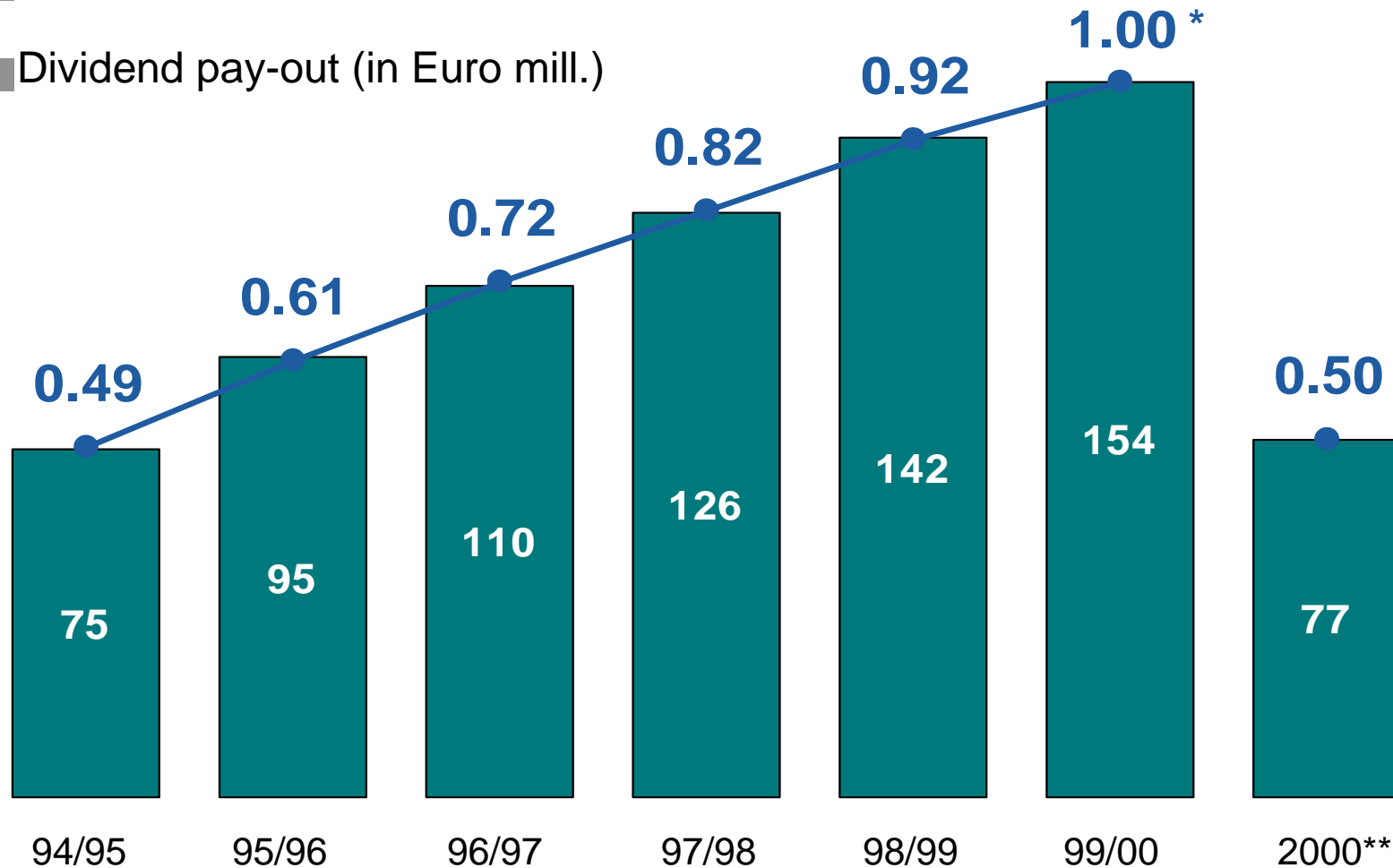
\* Jul.-Dec.

# Dividend per share and Dividend pay-out



■ Dividend per share (in Euro)

■ Dividend pay-out (in Euro mill.)



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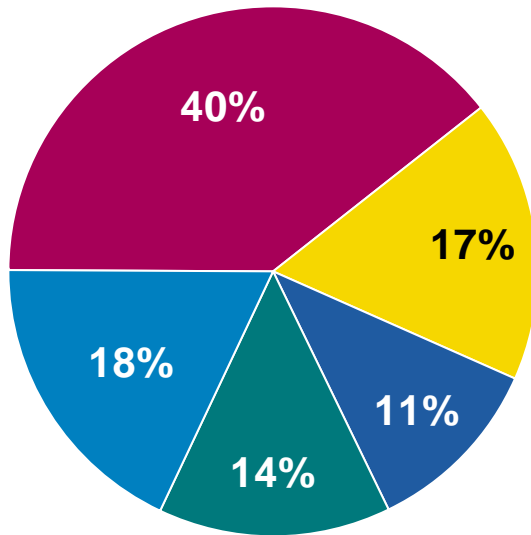
\* incl. Bonus of 0,10 Euro

\*\*Jul.-Dec.

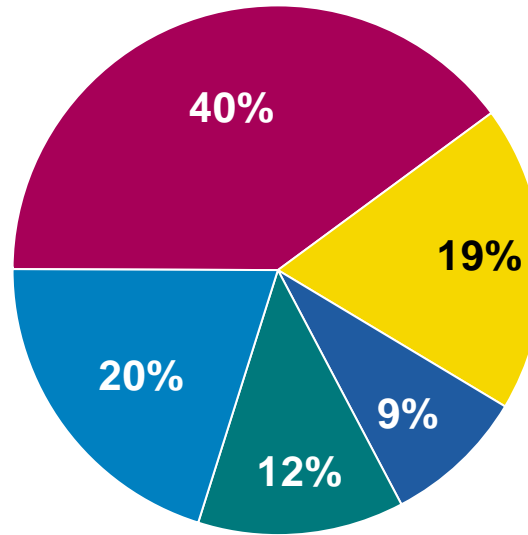
# MAN Group in SFY 2000



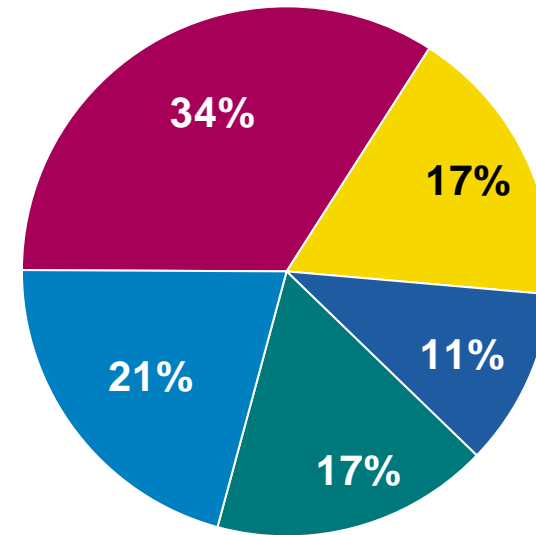
New Orders



Sales



EBT



■ Commercial vehicles  
■ Industrial services

■ Printing systems  
■ Diesel engines

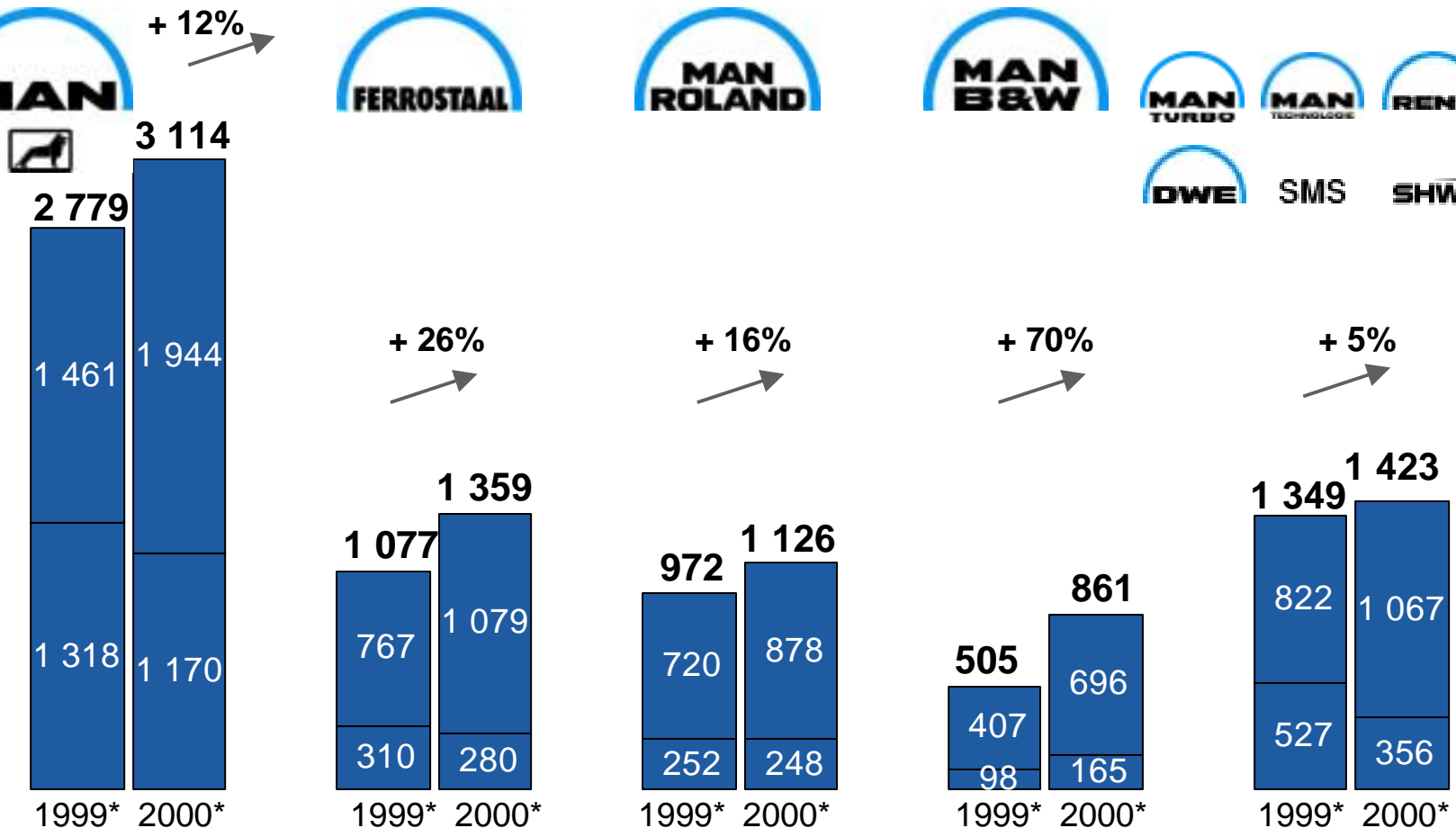
■ Industrial equipment and facilities

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# New orders by business areas



in Euro mill.



lower segments: Germany    upper segments: Abroad

\* Jul.-Dec.

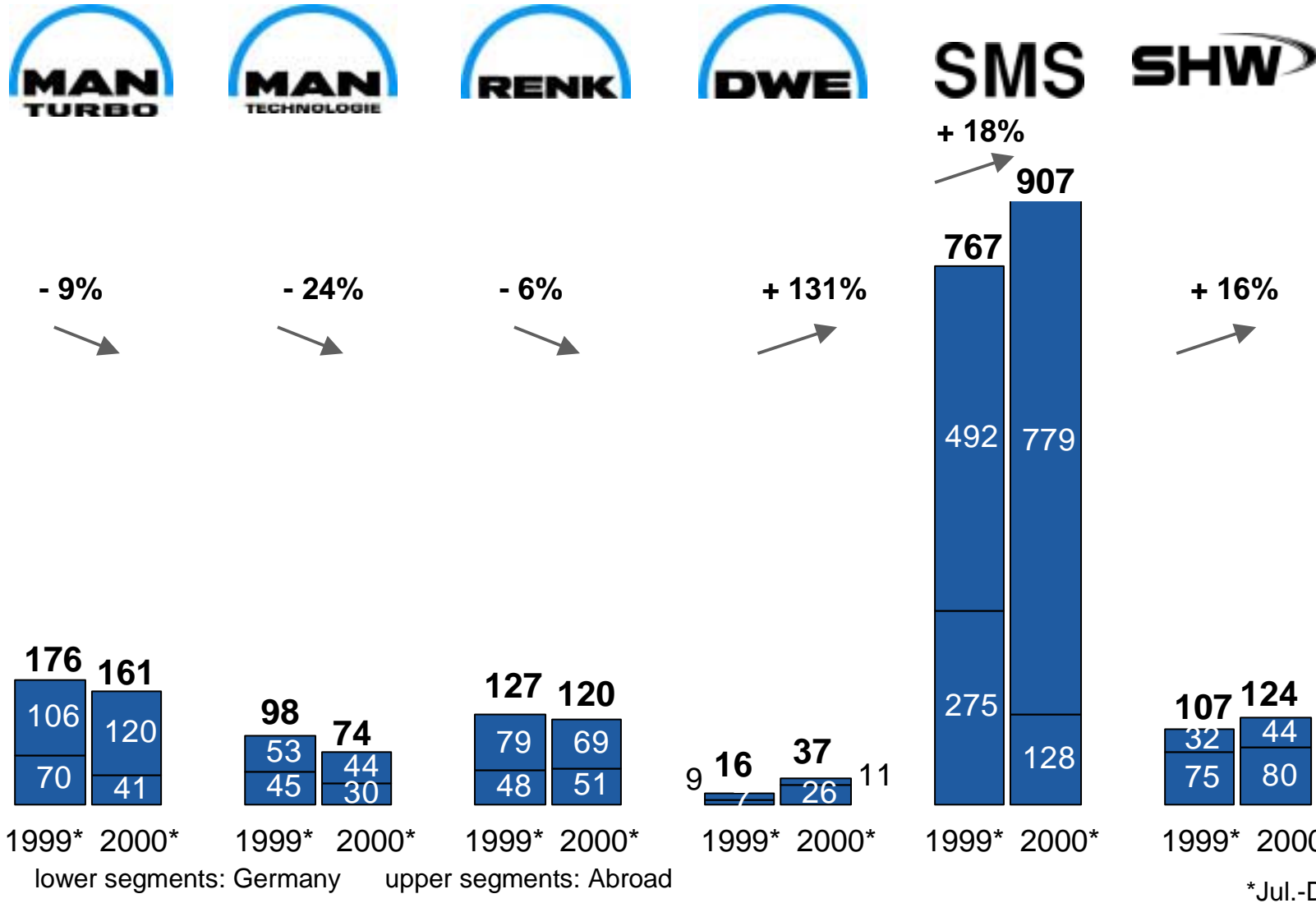
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# Industrial equipment and facilities

## New orders by business areas



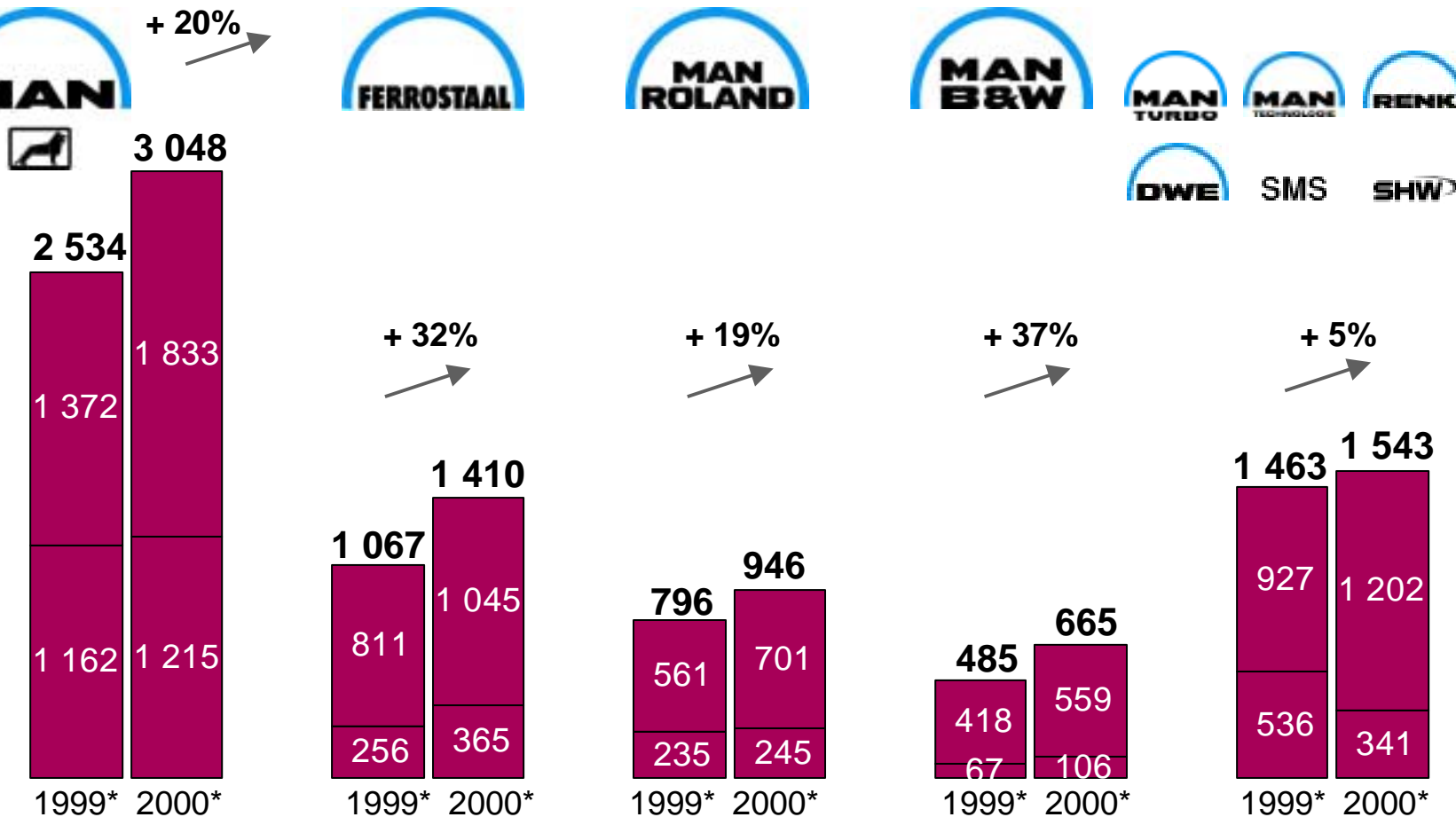
in Euro mill.



# Sales by business areas



in Euro mill.



lower segments: Germany    upper segments: Abroad

\* Jul.-Dec.

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# Industrial equipment and facilities

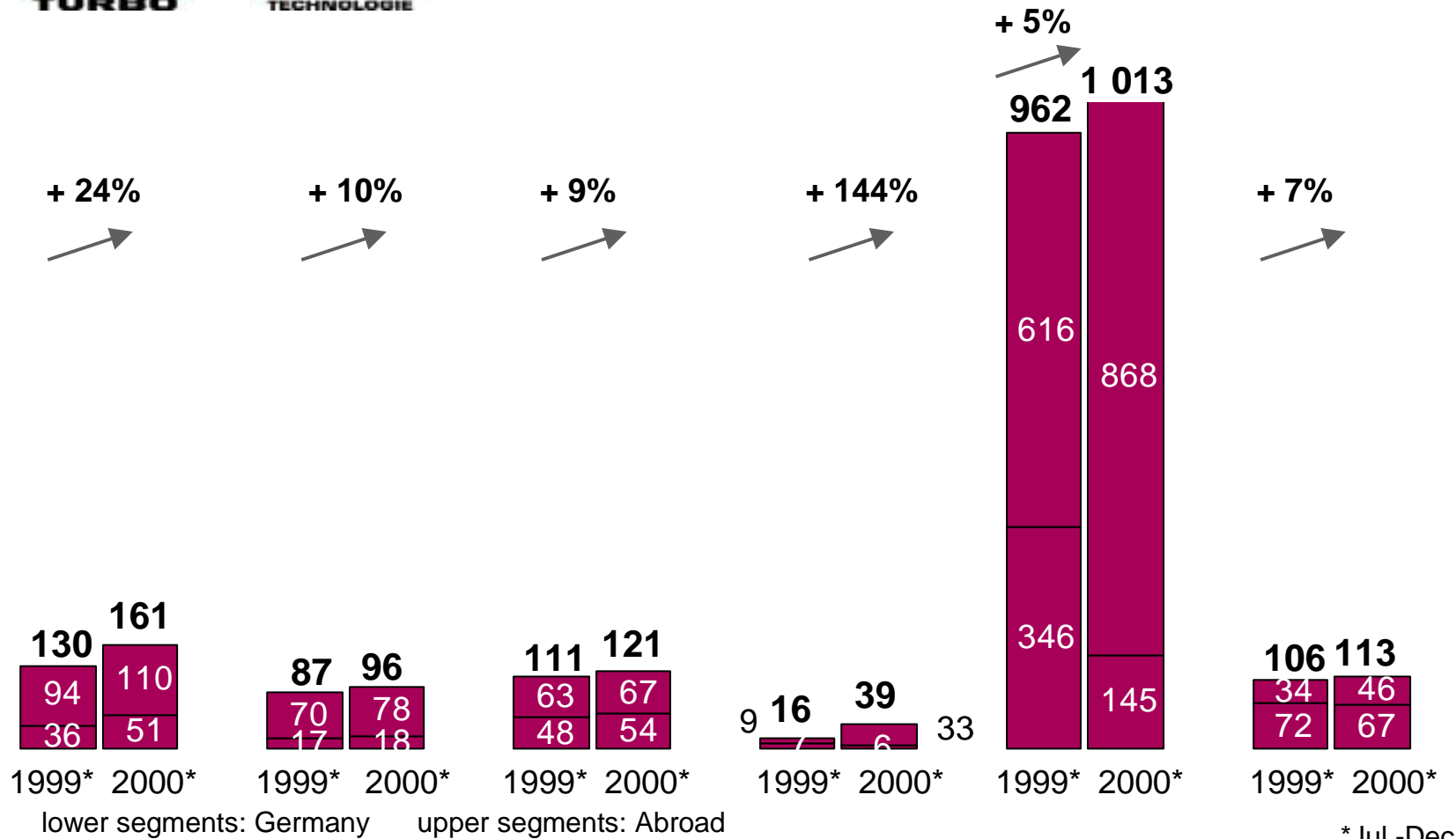
## Sales by business areas



in Euro mill.



SMS

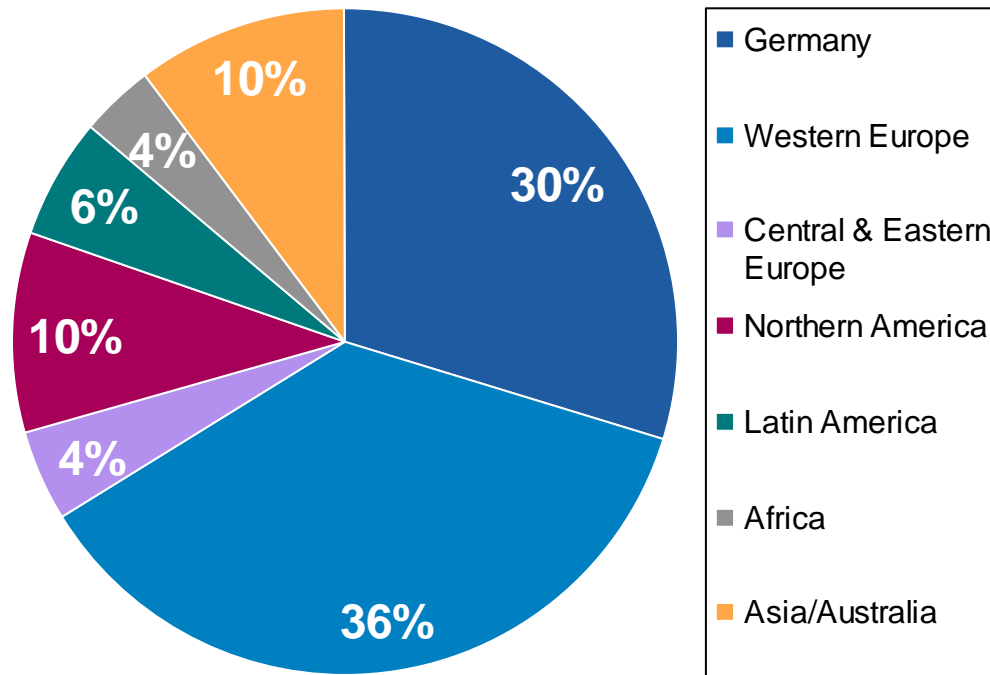


# Leading brands and market positions

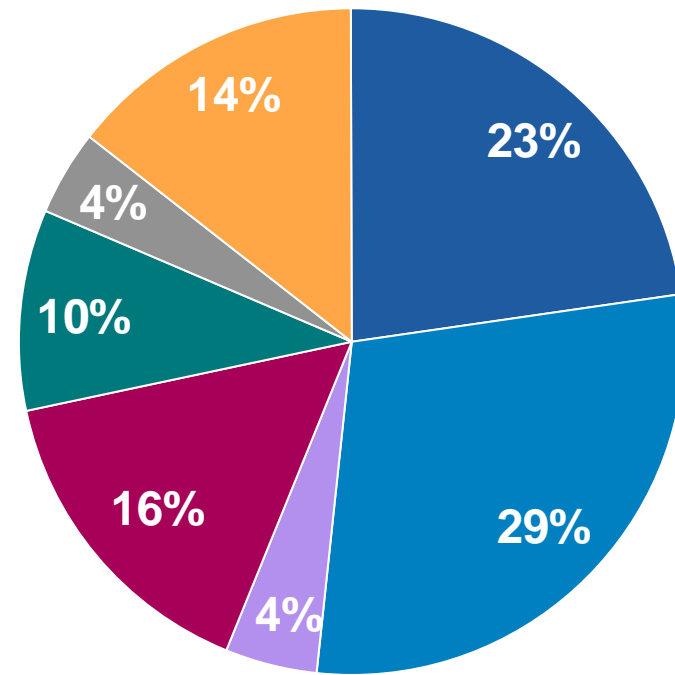
## Global market presence



Global sales SFY 2000  
(incl. commercial vehicles)



Global sales SFY 2000  
(excl. commercial vehicles)

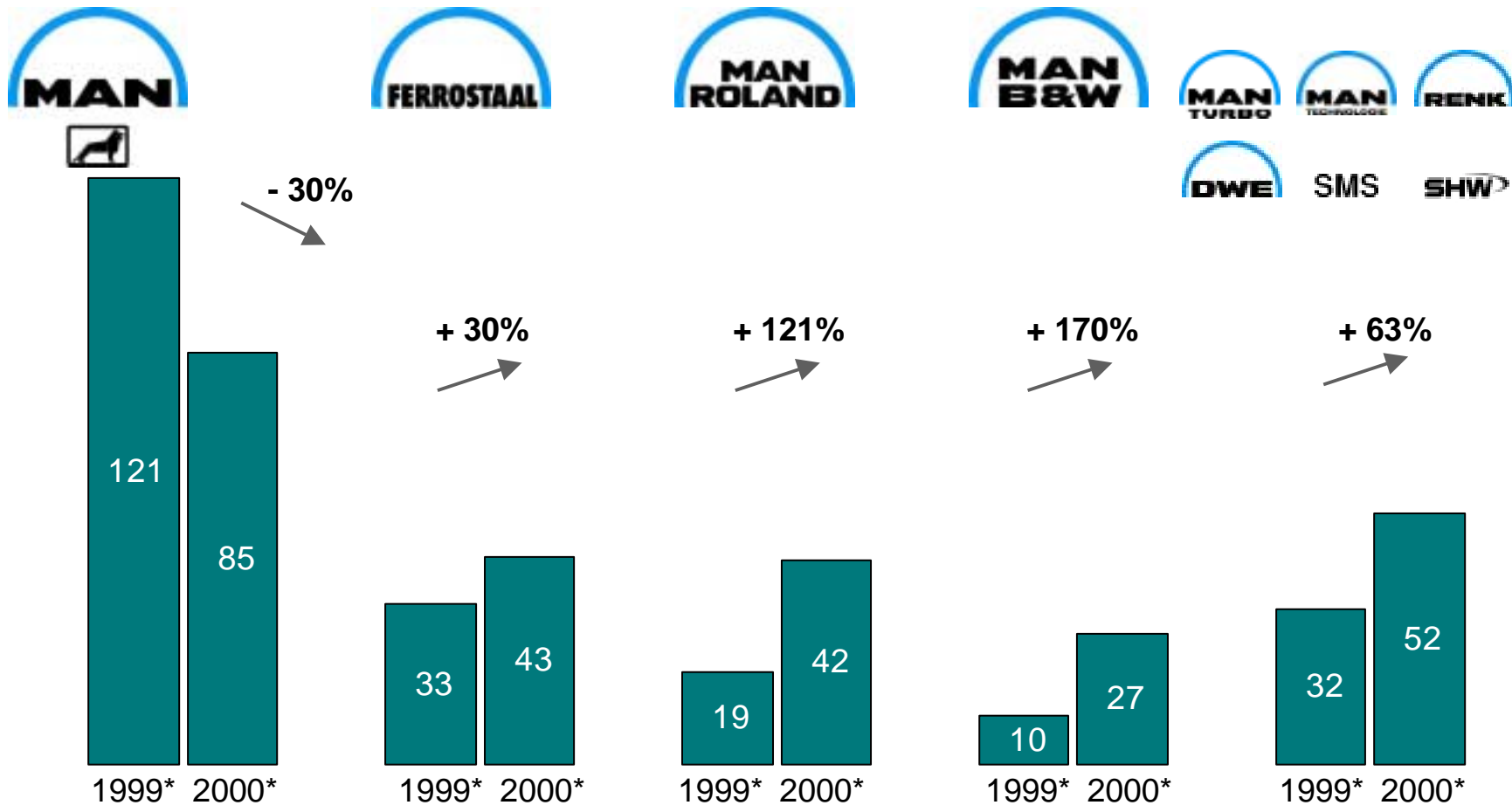


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# Earnings by business areas



in Euro mill.



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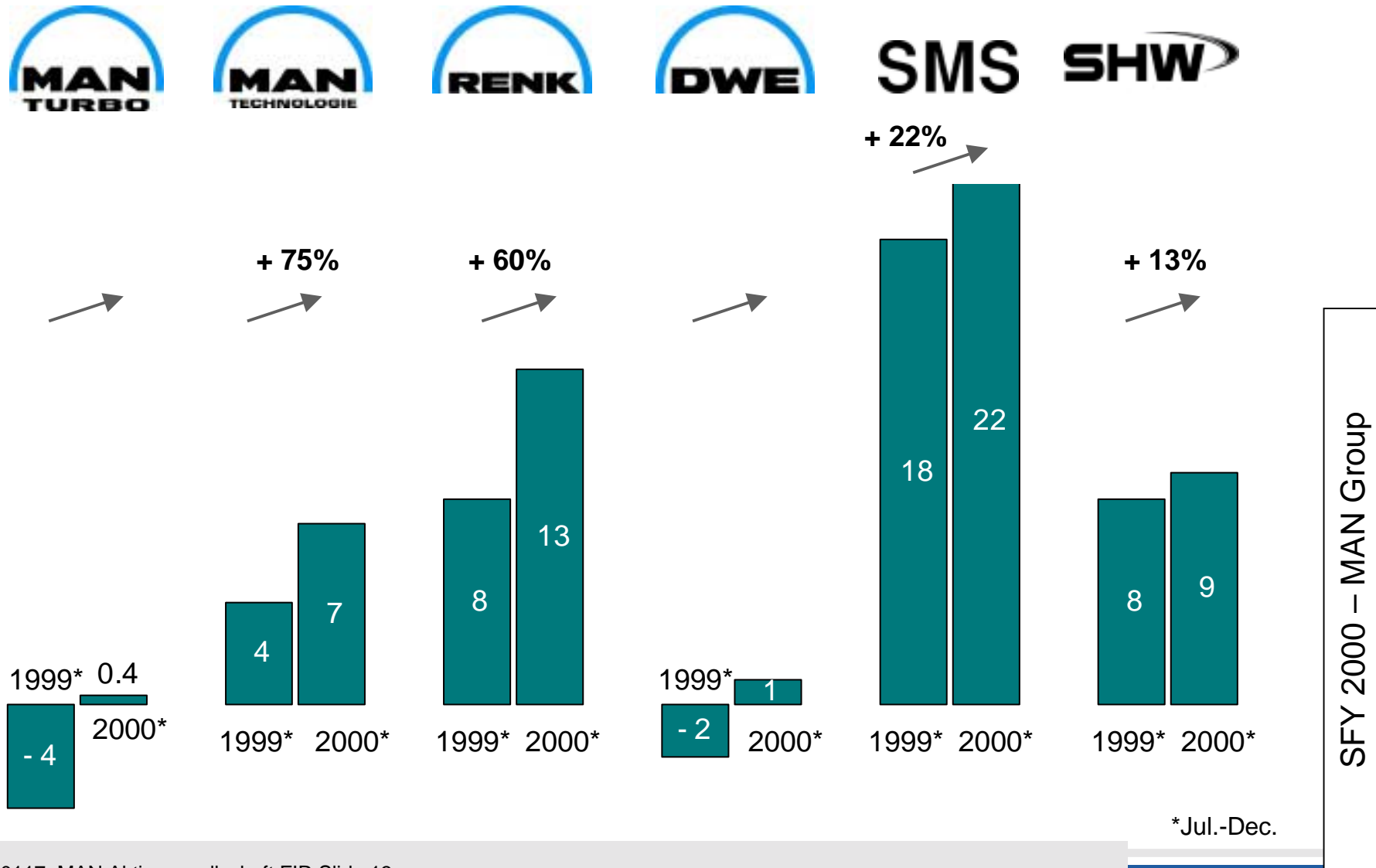
\* Jul.-Dec.

# Industrial equipment and facilities

## Earnings by business areas



in Euro mill.



# Margins by business areas



in Euro mill.



	MAN	MAN	FERROSTAAL	MAN ROLAND	MAN B&W	MAN TURBO DWE	MAN TECHNOLOGIE SMS	RENK SHW
<b>Gross margin</b>								
1999*	18.4	19.0	10.6	25.6	18.6	17.5		
2000*	18.5	15.8	10.2	25.7	22.3	20.8		
<b>EBITDA</b>								
1999*	8.0	8.6	3.8	6.0	5.7	4.0		
2000*	8.4	7.6	3.5	7.5	8.2	5.6		
<b>EBIT</b>								
1999*	4.4	6.3	2.8	3.8	2.8	1.9		
2000*	4.5	4.5	2.5	5.2	5.4	2.7		
<b>RoS</b>								
1999*	3.6	4.8	3.1	2.4	2.1	2.2		
2000*	3.5	2.8	3.0	4.4	4.0	3.3		
<b>RoCE</b>								
1999*	12.2	15.0	13.9	10.7	6.8	8.1		
2000*	12.4	11.4	16.2	19.4	13.2	11.7		

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\* Jul.-Dec.

# Industrial equipment and facilities

## Margins by business areas



in Euro mill.



	MAN TURBO	MAN TECHNOLOGIE	RENK	DWE	SMS	SHW
<b>Gross margin</b>						
1999*	21.3	22.4	22.0	(6.9)	17.0	12.4
2000*	20.8	22.5	23.5	26.2	21.1	12.0
<b>EBITDA</b>						
1999*	(0.6)	10.3	11.2	(4.8)	2.5	12.6
2000*	3.3	12.4	14.1	5.6	3.5	13.7
<b>EBIT</b>						
1999*	(1.6)	5.9	8.1	(11.4)	0.9	7.4
2000*	2.0	8.3	11.2	2.6	0.7	7.7
<b>RoS</b>						
1999*	(2.9)	5.0	7.0	(12.6)	1.8	7.0
2000*	0.2	7.2	10.5	2.8	2.2	7.7
<b>RoCE</b>						
1999*	(4.1)	17.9	20.4	(11.6)	7.4	21.9
2000*	4.9	23.0	28.6	7.7	8.9	24.8

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\* Jul.-Dec.

# Income statement



in Euro mill.

	2000*	in % of sales	1999*	in % of sales
Revenues from sales	7 524	100.0	6 290	100.0
Costs of sales	(6 135)	81.5	(5 132)	81.6
<b>Gross profit on sales</b>	<b>1 389</b>	<b>18.5</b>	<b>1 158</b>	<b>18.4</b>
Costs of distribution	(525)	7.0	(445)	7.1
General administrative costs	(304)	4.0	(273)	4.3
Other operating income/expenses	(222)	3.0	(171)	2.7
Financial result	(74)	1.0	(41)	0.7
<b>Income from ordinary activities</b>	<b>264</b>	<b>3.5</b>	<b>228</b>	<b>3.6</b>
Taxes on income	(87)	1.1	(83)	1.3
<b>Net income</b>	<b>177</b>	<b>2.4</b>	<b>145</b>	<b>2.3</b>
Minority interest	(17)	0.3	9	0.1
<b>Net income after minority interest</b>	<b>160</b>	<b>2.1</b>	<b>136</b>	<b>2.2</b>

\* Jul.-Dec.

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# Balance sheet



in Euro mill.

	Dec. 31, 2000	June 30, 2000
<b><u>Assets</u></b>		
Fixed assets	3 706	3 414
Current assets and prepaid expenses	8 062	7 779
	11 768	11 193
<b><u>Liabilities and shareholders equity</u></b>		
Equity	2 963	2 953
Total accruals	4 372	4 471
Liabilities and deferred income	4 433	3 769
	11 768	11 193

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# Cash flow statement



in Euro mill.

	2000*	1999*
<b>Cash and cash equivalents at beginning of year</b>	<b>457</b>	<b>505</b>
Cash flow acc. to DVFA/SG	505	394
Cash provided (used) by operating activities	99	(74)
Cash used in investing activities	(561)	(381)
Cash provided (used) by financing activities	<u>626</u>	<u>(127)</u>
<b>Net change in cash and cash equivalents</b>	<b>164</b>	<b>(582)</b>
Others changes	(1)	615
<b>Cash and cash equivalents at end of year</b>	<b>620</b>	<b>538</b>

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\* Jul.-Dec.

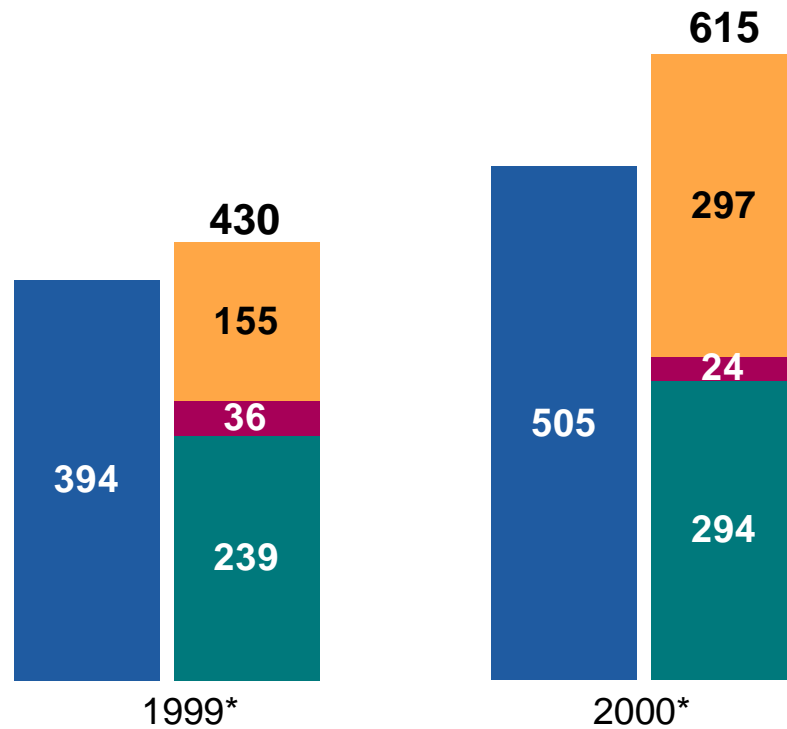
# Cashflow and Investments

## R&D expenditures



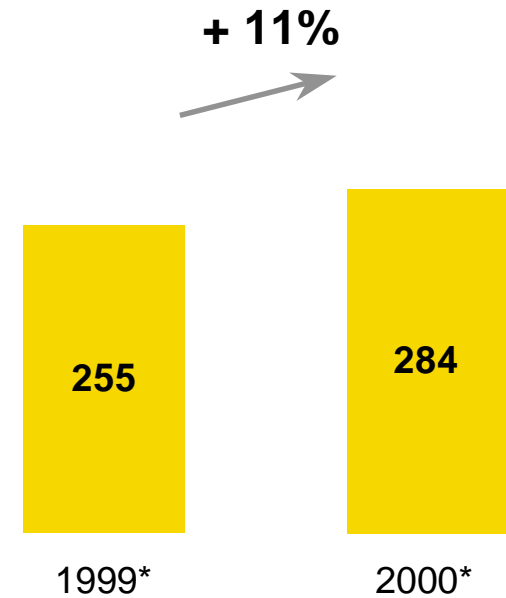
in Euro mill.

Cash flow and investments



- Cash flow
- Investments in:
  - Customer leasing
  - Financial assets
  - Tangible and intangible assets

R&D expenditures

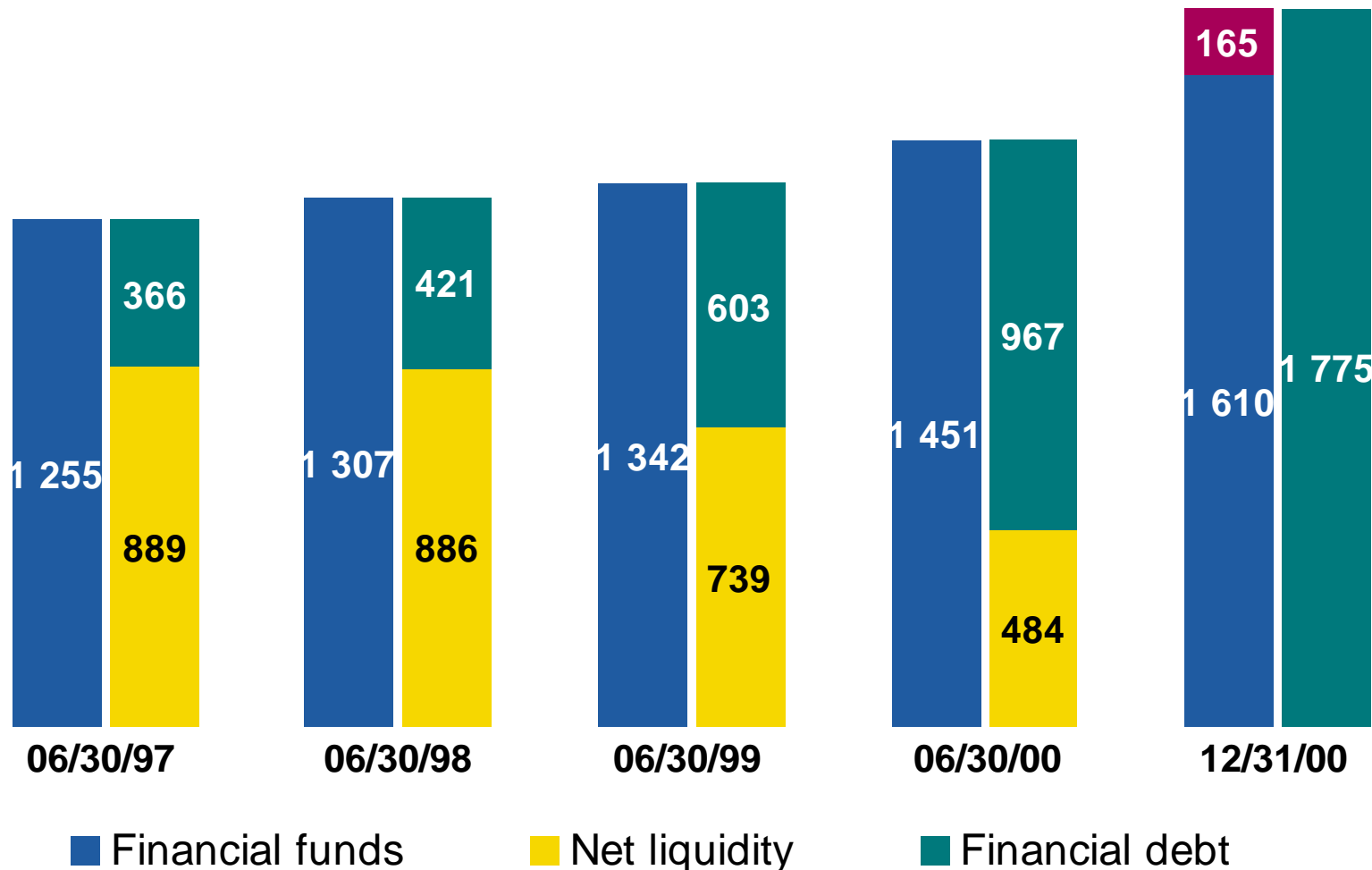


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\* Jul.-Dec.

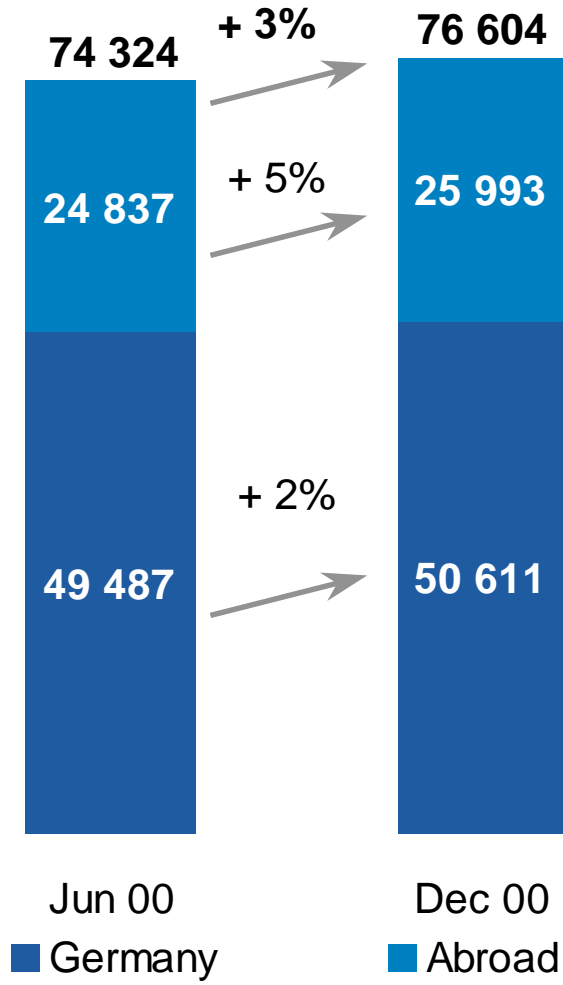
# Liquidity

in Euro mill.

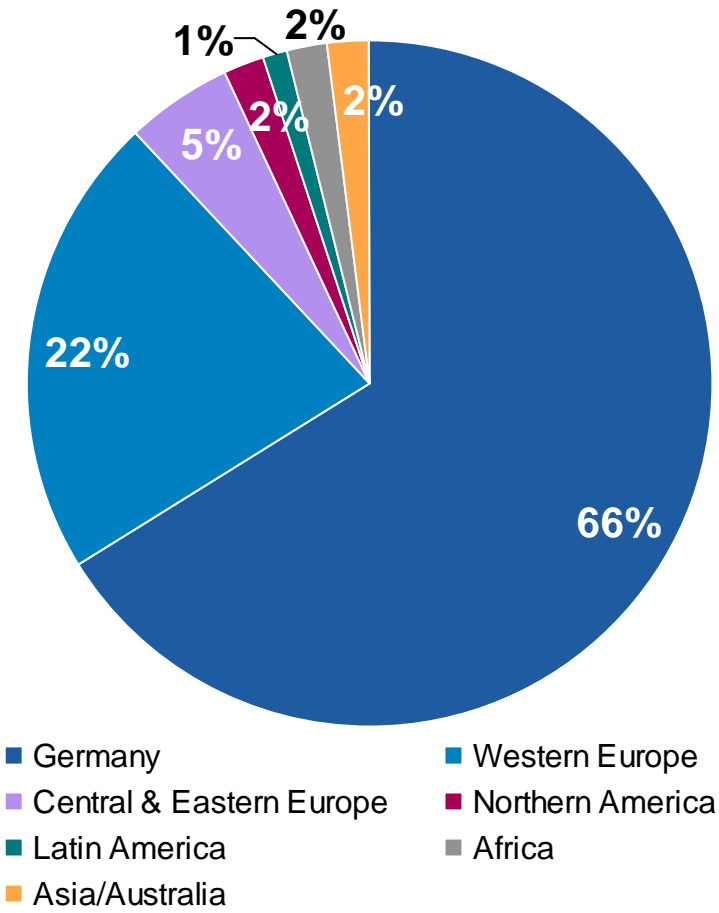


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# Personnel, as of December 31



**Personnel by regions**



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