Guide to the Steyr site
MAN Truck & Bus Österreich AG

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Company structure

VW

MAN SE

Commercial Vehicles

Power Engineering

MAN Truck & Bus

MAN Latin America

MAN Diesel & Turbo

Renk (76%)

Participations: Sinotruk (25.0% plus 1 share), Scania (17.4%*)

* Voting rights
The MAN Group

**MAN SE** is one of Europe’s leading industrial players in transport-related engineering, with annual revenues of approximately €14.3 billion (2014). MAN is a supplier of trucks, buses, diesel engines, turbomachinery and special transmissions and has around 55,900 employees worldwide. MAN’s business areas are all leaders in their markets.

MAN is a company with more than 250 years of history behind it. The company has been part of the Volkswagen group of companies since November 2011.

**MAN Truck & Bus AG** (MTB), headquartered in Munich, Germany, is the largest company of the MAN Group and a leading international supplier of efficient commercial vehicles and innovative transport solutions. In fiscal year 2014 the enterprise, with over 36,450 employees, posted sales of more than 68,600 trucks and over 5,000 buses and bus chassis of the MAN and NEOPLAN brands worth 8.4 billion euros.
At the end of September 2011, the Vienna plant with its production focus on military and special vehicles was hived off from MTBÖ with retroactive effect from 31.12.2010 and integrated into a new joint company, 49% of which is owned by MTB and 51% by Rheinmetall AG.
**MAN Truck & Bus Österreich AG** (MTBÖ) headquartered in Steyr is the Austrian subsidiary of MAN Truck & Bus AG (MTB). In addition to the production of the light and medium truck series, the manufacture of cabs (also for special vehicles) and component manufacture, it also covers the areas of After Sales, Academy and Research and Development for all series and components in MAN’s interlinked development network, as well as a pre-series center.

**MAN Truck & Bus Vertrieb Österreich AG** is the Austrian sales subsidiary of MTB. With its 700 employees, 15 outlets of its own and 40 contracting partners, it ensures comprehensive service for customers all over Austria, where MAN is the clear market leader. In 2014, sales valued at € 396 million were achieved; at the end 2014, MAN’s market share for trucks over six tonnes in Austria was 31.8%.

<table>
<thead>
<tr>
<th>Financial year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales in million €</td>
<td>1,243</td>
<td>1,118</td>
<td>1,210</td>
<td>1,058</td>
</tr>
<tr>
<td>OR in million €</td>
<td>150.5</td>
<td>101.7</td>
<td>140.8</td>
<td>61.2</td>
</tr>
<tr>
<td>Investments in million € (incl. MIOE &amp; MNOE-Hold.)</td>
<td>17.8</td>
<td>19.3</td>
<td>21.2</td>
<td>15.1</td>
</tr>
<tr>
<td>R&amp;D in million €</td>
<td>21.7</td>
<td>25.8</td>
<td>22.2</td>
<td>21.8</td>
</tr>
<tr>
<td>Employees on annual average (excluding apprentices, leased staff)</td>
<td>2,305</td>
<td>2,322</td>
<td>2,233</td>
<td>2,189</td>
</tr>
</tbody>
</table>

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DDr. Karl-Heinz Rauscher  
HR Director  
Spokesman of the Board

Dkfm. Christian Hammel  
Financial Director

Dr. Marc Sesterhenn  
Production Director
“In Steyr, the development and production of commercial vehicles has a tradition going back around a century. Today we manufacture all the light and medium MAN trucks and a large percentage of cabs of all construction types in the MAN production network. Particularly in the last few years, the plant has undergone remarkable development. Thanks to its high standards of quality it enjoys an excellent reputation in the plant network. We strive to meet the expectations of our internal and external customers. We work ceaselessly to fulfil our product vision of being Europe’s best manufacturer with regard to product, quality efficiency and maximum customer satisfaction. Particular importance is placed on the sustainable and continual further development of the production system, jointly with our employees. Our teamwork is the ideal platform for this, offering everyone the opportunity of actively helping to form his or her own workplace and becoming personally involved.

By signing up to the „VW Charter of Labour Relations“ with our own participation contract, we here in Steyr are the first MAN site to implement one of VW’s important keys to success in terms of cooperation between HR consultants, managers and workers’ councils. The principles applied in accordance with this charter aimed at intertwining economic success and competitiveness on the one hand with safeguarding jobs and further development of employees on the other will therefore become a fundamental part of our corporate culture.”
A plant with its own history

1914  New plant is completed  
1916  Decision is taken to begin production of vehicles  
1917  Vehicle development begins  
1919  Production launch of the first truck produced in Steyr  
1920  Passenger car production begins with Type Steyr II  
1922  Truck series production starts with Steyr Type III  
1929  Ferdinand Porsche Director Engineering  
1936  Series production of Type 50 “Steyr Baby” starts  
1941  First all-wheel-drive truck Type 1500 A rolls off Steyr production line  
1948  Start of production of Type 380 – first Steyr truck with diesel engine  
1968  Series production of Plus Series, Types 590-1890 begins  
1978  Series production of model series 91 with Types 591-1891 begins  
1983  First Joint Venture in China  
1986  The new medium-class series 92, Europe’s first low-noise truck and an environmentally friendly engine series receive industry acclaim.  
1989  Truck division of Steyr-Daimler-Puch AG is taken over by MAN Nutzfahrzeuge AG  
1990 – 1995  Biggest investment phase in the history of the plant  
1993  Series production of the L 2000 begins  
1997  Austrian State Prize for Innovation  
1999  Takeover of MAN’s entire truck production in the 6- to 18-tonne class  
2005  The TGL truck series, developed and produced in Steyr, is voted “Truck of the Year” for 2006 by Europe’s trade journalists  
2006  Series production of the TGL/TGM series begins  
2007  Further expansion programme with investment of 100 million euros to raise production capacity up to 30,000 trucks and up to 50,000 cabs per year  
2009  Foundation stone is laid for Pre-Series Center  
2013  TGL and TGM series production with new Euro 6 exhaust gas limit values
The plant at the Steyr site

**Plant area:**
- Total area: 500,000 m²
- Built-up area: 210,000 m²
- Production and logistics area: 170,000 m²

**Units produced**

<table>
<thead>
<tr>
<th>Units produced</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trucks + CKD</td>
<td>15,801</td>
<td>19,816</td>
<td>16,820</td>
<td>18,026</td>
<td>13,693</td>
</tr>
<tr>
<td>Cabs</td>
<td>25,997</td>
<td>33,460</td>
<td>32,598</td>
<td>33,096</td>
<td>23,249</td>
</tr>
</tbody>
</table>

Around 2,300 people are employed in Steyr.
The light and medium truck series

The very latest organisational and logistics methods are applied to the manufacture of the entire light and medium truck series (two or three axles in 4x2, 6x2, 4x4 or 6x4 configuration, 110 to 250 kW / 150 to 340 hp engines, 7.5 to 26 tonnes gross weight) at the MAN works in Steyr. Throughput time per truck – from start of assembly to shipping to sales – is about one day.

**MAN TGL** – The distribution professional gives a convincing demonstration of high versatility and efficiency. Dynamic, agile and economical, the TGL stands for professionalism and productivity in the 7.5- to 12-tonne class. With its big payload and dynamic handling, this is the champion in classic distribution transport where goods have to be moved along narrow streets into the heart of the city.

**MAN TGM** – Weighing in at 12 through 26 tonnes, the TGM sets standards for payload and dynamic performance. As the specialist for short-haul and light-duty long-haul transport, it handles just about any transport task with great reliability and is also operated especially as a construction, municipal or fire-fighting vehicle. Powerful common-rail engines produce the best figures for consumption and emissions.

The new TGL and TGM trucks operate not only virtually emission-free, but fuel consumption with Euro VI is at the same, very good level of MAN trucks with Euro V.
Our speciality: the driver’s cab

Steyr makes a large percentage of cabs for all the series (light, medium and heavy trucks as well as special vehicles and crew cabs) manufactured by MAN’s production network, comprising truck production in Steyr and deliveries to the plants in Vienna, Krakow / Poland, Salzgitter/ Germany and St. Petersburg / Russia.

Cab manufacture extends from the production of modular cab-in-white-components including priming to complete cabs-in-white with subsequent painting and interior equipment. The cabs are then delivered to the vehicle assembly lines, ready to be fitted on.

In addition, prototypes, production fixtures and small tools for this area are also produced.

A cab…

… has around 2,900 welding points, 52 soldered joints and 27 metres of adhesive joints.

… can be painted in any one of 1,700 different colours and requires around seven kilograms of paint.

… of the Premium class is equipped with a refrigerator, two comfortable bunks, a Telematics communications system and auxiliary air-conditioning and heating systems. There are high-roof variants with headroom of up to 2.1 m inside.

… weighs approximately 1,100 kg when fully equipped.
Perfect interaction: supply-chain management

The prerequisite for a smooth production operation is having the right product/component for the right customer/production area at the right time at the right place in the right quantity with the right quality and at the right cost.

This multi-faceted challenge is one to which the Steyr plant rises with the most up-to-date methods of material and logistics management and program planning, so that deliveries from suppliers and within the plant network are carried out with precision.

**Every day, approximately...**
(based on two shifts per day)

... 90 trucks are delivered punctually to 9 unloading points.
... 10,000 different types of parts are delivered by 400 suppliers.
... 4,000 containers are delivered to the warehousing area and entered and removed in centralised and decentralised warehousing areas.
... 85,000 parts are staged in and taken from the picking zones.
... 15 tugger trains are used to supply all the production areas with precise timing.
... 6,000 empty containers are prepared and staged for shipping.
... 80 vehicles are delivered and 70 cabs shipped
Enabling the manufacture of products: the Pre-Series Center

The Pre-Series Center at the Steyr site deals with issues focusing on the manufacturability of products.

Taking into account the three main premises – quality, cost and volumes – the staff of the Pre-Series Center influence the engineering design of new parts or collaborate with production staff to promote product optimisations for existing engineering design solutions.

The Pre-Series Center is a hub where the requirements of the process owners in the areas of planning, development and quality assurance are harmonised and optimised in relation to one another.

This is being done, for example, by building virtual and physical prototypes as well as pre-series vehicles, or by coordinating 3P workshops in which the most important components of production (personnel, product, process) are linked with one another.
Current innovations from Steyr

- Development of the EVB, EVB ec, TURBO EVB (Exhaust Valve Brake)
  State Prize for Innovation, 1997

- Advance development in the POWERTRAIN
  Heat recovery
  CO₂ reduction TGX (K2 Mobility)

- 2013: Euro 6 exhaust-gas limits,
  series production of new TGL and TGM series starts

- Localisation of D08 in Brazil
Research and development at the Steyr site

The Steyr site carries out research and development across all series and components, embedded in MAN’s development network and always with the aim of making vehicles more efficient, more reliable, safer, more eco-friendly and more comfortable.

One of the areas with which Steyr is tasked is the continued development and support of the current series and the development of special requests from customers. Steyr is responsible for testing of all light and medium truck series across Europe.

Another focus is the development of new vehicle series, engines and components.

In addition, examples of key topics in the area of research and advance development include the exploitation of exhaust gas energy, the reduction of consumption, lightweight constructions and vehicle safety.

R&D at the Steyr site is also responsible for the international D08 Brazil project.
After Sales – optimal services for our customers

The After Sales team in Steyr, together with the colleagues in Dachau and Salzgitter, is an integrated part of the MAN Truck & Bus Group’s spare-parts network. The team makes a contribution to the right spare parts being available at the right times at the Service partners for MAN trucks and buses. Short standstill periods in the workshop are thus guaranteed, as well as a minimisation of downtime.

In figures, this means:
- 300,000 part nos. relevant to spares are managed by the MAN After Sales network,
- of which 185,000 are always in stock.
- Currently, around a million vehicles at 2,000 delivery addresses in 95 countries around the world are provided with services.
- The Steyr site alone manages approximately 62,000 different items from the entire MAN network.
- 50,000 spare parts are stocked in Steyr itself.
- Support of 35 importers and National Sales Companies as part of the spare part procurement process
The team at the MAN Academy BFA Sales & Aftersales in Steyr offers theoretical and practical product training courses on all MAN truck series. Information on a broad spectrum of subjects such as mechanics, electrical and electronic systems, hydraulics and pneumatics is conveyed in a practically-orientated manner. For the bus series, technical training courses on the driveline are offered.

These training courses take place in Steyr as well as in local markets right around the world.

They are primarily aimed at workshop personnel and contractual partners as well as customers of the worldwide MAN organisation.

The training courses last on average 5 to 10 days and are attended by 800 to 1,200 participants each year.
Components from the Bánovce plant

Since 2005, components have been manufactured in MTBÖ’s wholly-owned subsidiary plant in Bánovce in the Slovak Republic. These components range from single parts ready for installation (e.g. fasteners, supports etc.) to welded assemblies and attachments ready for installation (e.g. steering brackets, underride protection and brackets) to sub-assemblies such as riveted cross members, bolt connections and so on.

The component plant in Bánovce employs 250 staff and is one of MTBÖ’s biggest suppliers.
Today, the MAN Training Center in Steyr is the region’s biggest training workshop, with a tradition going back to its roots in 1922. More than 6,800 apprentices have been trained as skilled workers here since 1946.

A team of 17 accompanies a total of around 350 apprentices at the MAN Training Center over the period of their apprenticeship, in any one of up to twelve modular trades offered in the areas of metal technology and electrical engineering, automotive engineering and logistics.

Other renowned companies and institutions who take advantage of the excellent standards offered by MAN and entrust us with the training of their apprentices, include the Vocational Training Institute for Upper Austria, BMW Motoren, CNH Österreich, Magna Powertrain/Engineering Center Steyr, SKF Österreich, Steyr Mannlicher and ZF Steyr Präzisionstechnik.

The superior quality of the training offered by MAN shows regularly and impressively in competitions among trainees, in the scores they achieve at vocational training schools, and their excellent results upon completion of course.
In global competition, customers and business put their trust primarily in companies that comply with internationally set rules and principles.

Our Management System at the Steyr site integrates the areas of quality, environment and safety. They are aligned to international standards and ensure the best possible protection of people and environment whilst safeguarding quality, values and knowledge.

Fulfilment of these requirements is reflected in audits and certifications as per ISO 9001, ISO 14001, EMAS III and OHSAS 18001.

Moreover, we issue an annual environment statement in which we report figures, data and facts with regard to the positive development and enhancement of the environmental performance of our company and our products.

Thanks to regular audits and improvements to our Management System we ensure that our activities are sustainable.
Always an ear for the customer

In everything we do we are committed to delivering the very highest standard of quality. First-class products and services should not only reliably fulfil their requirements but quite simply enthral our customers.

In order to live up to this claim, permanently integrated quality-control loops and continual improvement processes in our production processes and the on-going development of awareness among our employees are major factors for success.

What we regard as matter-of-fact, however, goes beyond ensuring the consistently high quality of our products and processes by means of certified quality-management systems: cost consciousness, efficiency, dependability of delivery and flexibility are all highly relevant to our customers.

As a site that “merely” produces, it’s extremely important for us in Steyr to maintain direct contact with the customers for the products we manufacture. Whether it’s opening our plant for viewing or visiting our customers to get their opinions and suggestions, it’s all part of the way we make our customers’ goals our goals.
Human capital – our most important investment

Our strength as a company is derived in the first instance from the willingness of our employees to be flexible and to perform and from the high level of their training, innovative power and experience.

Some of the fundamental pillars in this context are that we train our own skilled workers internally and foster creative potential by means of targeted ideas management.

The entire staff is invited to actively participate in the development of the company through the forum of a regular employee survey.

The service functions of human resources management are provided decentrally wherever they are needed. The scope of responsibility of the HR consultants is defined for each individual employee.

Of similarly great importance to us are the framework conditions and the working environment in which our employees do their jobs. This is why premises that have been used for many decades are steadily being turned into modern, bright, safe, transparent, quiet, ergonomically designed and clean workplaces, where one feels good and can do one’s job with pride and pleasure.
Our work organisation

The form of work organisation implemented in Steyr, namely semi-autonomous teamwork, allows our employees greater participation and greater freedom to act when working together, but also requires them to take more responsibility for the product and in the process.

Semi-autonomous teamwork means...

- Innovative work organisation
- Collaborative problem solving
- Rotating assignments
- More co-determination
- Integrated job assignments
- Working with targets
- Flat hierarchies
- Prerequisites: Commitment, advanced training, qualification, flexibility
- Improvement of the working environment, safety at work, process sequences and product quality
- Greater employee satisfaction
- Greater customer satisfaction
- Promotion of workplace and job security
- Greater competitiveness
Responsibility for our region

MAN is firmly rooted in the economy of Upper Austria with its plant in Steyr: we stand by that. As one of the biggest employers in the region we are a flagship company with a recognised role to play in setting an example.

Accordingly, we bear social responsibility – for our company, our customers, our employees and not least, for the Steyr region overall.

We utilise the most modern technologies and procedures, both in our products and in our production process, in order to protect our environment sustainably and over the long term.

Looking beyond our horizons is important and so we promote and support regional art and culture.

We concern ourselves with the socially vulnerable and disadvantaged groups in our region. For example, we have been cooperating for decades with the Steyr section of Upper Austria Life Aid (“Lebenshilfe Oberösterreich”).

We look back with pride on a history full of tradition at the Steyr site, which we, with consistent innovation, are continuing to develop.
Our vision

We are Europe’s best manufacturer of light and medium trucks as well as cabs with regard to product, quality, efficiency and maximum customer satisfaction.

Our plant uses no fork-lift trucks, is synchronised, transparent, quiet, clean, bright, flexible, safe and efficient.
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Guide to the Steyr site
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You can also find the respectively current version in the MTBÖ Intranet.

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