We are responsible.
2014 was an eventful year. In the area of corporate responsibility (CR), we again carried out a variety of projects and saw numerous successes. Our outstanding performance depends on the passion and dedication of our employees. Ambitious targets can only be reached with a top-performing team like MAN’s.

Our strong CR position safeguards our future business success. As a supplier of efficient transportation and energy solutions, MAN has an important role to play in developing products that respond to urgent global challenges such as climate change, urbanization, and resource scarcity. With an eye to these and other challenges, in the year under review we analyzed the relevance of our activities and realigned our CR strategy.

The result is MAN’s CR Strategy 2020+. This is how we live our responsibility – along our entire value chain. With MAN’s CR Strategy 2020+, we are continuing along the course we charted in 2010; however, we are sharpening our focus on the activities where we can make the most significant contribution to society and the environment. For example, we have completely transitioned to powering our plant in Pinetown, South Africa with renewable energy, achieving our first carbon-neutral production site. In 2014 we presented the latest vehicles and drive technologies from our two business areas at IAA Commercial Vehicles and SMM, the leading maritime trade fair. And as a good corporate citizen, we help children and young people around the world through our longstanding partnership with SOS Children’s Villages. By serving as corporate responsibility ambassadors here, it is again our employees who make MAN such an extraordinary company.

In this publication, we present our activities in the area of corporate responsibility. This Journal draws on the corresponding Online Journal, which can be found at cr-report 2014.man.eu, showcasing the key areas in which we not only live up to our obligations – but with our employees, live responsibility together.

Best regards,

Jochen Schumm
MANAGEMENT BOARD OF MAN SE

Dr. Georg Pachta-Reyhofen
Chief Executive Officer

Jochen Schumm
Chief Human Resources Officer

Ulf Berkenhagen
Chief Procurement Officer

Antonio Roberto Cortes
CEO MAN Latin America

Joachim Drees
CEO MAN Truck & Bus AG

Dr. Uwe Lauber
CEO MAN Diesel & Turbo SE
The MAN Group is one of Europe’s leading commercial vehicle, engine, and mechanical engineering companies. As a producer of trucks, buses, diesel engines, turbomachinery, and special gear units, all our divisions hold leading market positions. The Group is active in more than 180 countries.

**OUR PRIMARY OBJECTIVE – SUSTAINABLE VALUE CREATION**

We have successfully placed our strategic focus on transportation and energy in recent years. The fact that these are forward-looking and high-growth sectors can be seen in challenges such as globalization and the associated rise in international trade, population growth, urbanization, and climate change. MAN prioritizes responding to customer needs, with technology leadership and the continuous expansion of our after-sales business as further key factors in our success. This strategic approach forms the cornerstone of the MAN Group’s primary objective – sustainable value creation.
MAN kann

We are charting a new course in our corporate responsibility reporting. Corporate Responsibility at MAN in 2014 is presented in three different formats. This MAN CR Journal includes all key content from the corresponding Online Journal and GRI Report. It is primarily intended to provide our employees and customers around the world with a quick overview of our activities.

... make responsibility motivating.

... master global challenges.

... deliver excellent and efficient products.

... live responsibility at our sites.

... make a lasting difference.

... drive sustainability with CR indicators.
MAN kann

... MAKE RESPONSIBILITY MOTIVATING.

How responsibility motivates us every day.

We are proud of what we accomplished in 2014. As these highlights show, we deliver excellence in various fields, are well positioned, and are motivated to continue actively living our responsibility.

REDUCTION IN CO₂ EMISSIONS AT THE PRODUCTION SITES

With a 19-percent reduction in CO₂ emissions, in 2014 we were able to cut the climate footprint of our production sites by an additional five percent compared to the previous year. This brings us significantly closer to the goal, defined in MAN’s Climate Strategy, of a 25-percent reduction in CO₂ emissions at our production sites by 2020.

EMPLOYEE VOLUNTEERING IN SOS CHILDREN’S VILLAGES

Our employees are dependable. In 2014 they contributed more than 600 hours of their time to SOS Children’s Villages projects, an increase over the previous year. In addition, employees in Munich, Salzgitter, and Nuremberg donated some €9,000 to SOS Children’s Villages facilities.
CERTIFIED PRODUCTION SITES
In 2014 we again made significant progress towards our objective of having all 34 production and production-related sites ISO 14001 and OHSAS 18001 certified by 2015.

SUCCESS IN CR RANKINGS
MAN is a global leader for climate protection, occupying top positions in international rankings and ratings. In the most important climate protection indexes worldwide, published by the Carbon Disclosure Project (CDP), we received the highest rating in the “Industrials” category.

For the third time in succession, in 2014 MAN was included in the Dow Jones Sustainability Indexes by sustainability rating agency RobecoSAM. We have maintained our place among the top three companies.

The oekom research rating agency gave MAN a “B–” grade and “Prime” status, securing it a top place in the engineering sector.

We once again occupied eighth place in the Sustainalytics sustainability rating.

PARTICIPATION RATE IN MAN EMPLOYEE SURVEY
We use the MAN employee opinion survey to measure our employees’ job satisfaction and identification with the Company. In 2014 the participation rate rose from 83 to 90 percent. Rewardingly, the responses to the survey indicate a positive mood.
Our future performance depends on understanding global challenges and recognizing the opportunities and risks with regard not only to sustainable development, but also to commercial success. These factors guided the realignment of our corporate responsibility strategy, resulting in MAN’s CR Strategy 2020+. This is how we live our responsibility – along our entire value chain.

**REALIGNMENT OF MAN’S CORPORATE RESPONSIBILITY STRATEGY**

Since 2010, corporate responsibility (CR) has been an integral part of our corporate strategy. In realigning the CR strategy, we not only took account of our own requirements and objectives for ensuring sustainable business success, but also the expectations of our stakeholders – all those who are affected by the Company’s activities in a variety of ways.

**EVALUATION BY MAN CR STEERING COMMITTEE AND STAKEHOLDERS**

The MAN CR Steering Committee discussed and ranked twelve global challenges, including climate change, population growth, resource scarcity, poverty, and health. They evaluated the challenges with regard to business opportunities and risks for our company.

In addition, we used an online questionnaire to survey our stakeholders on their expectations of MAN in view of these global challenges. Of the approximately 150 participants, 42 percent were employees while 20 percent were customers and business partners.

Six global challenges were identified as having material significance for the Company by both stakeholders and the CR Steering Committee. We present these challenges in the following table, along with an explanation of the implications they could have for MAN.
<table>
<thead>
<tr>
<th>Global challenge</th>
<th>Description</th>
<th>Relevance for MAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change</td>
<td>The rise in global temperatures leads to natural disasters like severe storms and forest fires. In some areas this causes secondary disasters, such as famine caused by loss of harvests.</td>
<td>Against this backdrop, the transportation and logistics sector is called on to reduce its CO₂ emissions. Here the development and use of alternative drives and fuels have highest priority.</td>
</tr>
<tr>
<td>Resource scarcity</td>
<td>Resources include all raw materials and natural resources such as water, energy, and land which are necessary for life and economic activity. Overuse of these resources leads to water shortages, desertification and erosion, and rising prices for raw materials and building materials.</td>
<td>As a manufacturing company, resource scarcity also impacts on MAN and makes its supply of production materials less secure. In addition, the finite nature of fossil fuel resources necessitates the rapid development of alternative drive technologies.</td>
</tr>
<tr>
<td>Urbanization</td>
<td>The percentage of the total world population living in urban areas is growing steadily. According to United Nations estimates, in 2030 sixty percent of all people will live in cities.</td>
<td>The quality of life and ecological sustainability of large cities depends on efficient transportation and energy solutions, as well as intelligent mobility. MAN can make a material contribution in these areas.</td>
</tr>
<tr>
<td>Health</td>
<td>Severe physical stress, lack of exercise, and psychological issues such as stress, mental overload, and burnout are the key challenges facing the field of health and create a burden on social welfare and health insurance systems. In addition, environmental pollution (see below) can lead to health problems.</td>
<td>As a manufacturer of heavy industrial machinery and commercial vehicles, the issue of occupational health and safety has traditionally played an important role at MAN. In addition to initiatives targeting our manufacturing employees, the prevention of office-related illnesses has high priority.</td>
</tr>
<tr>
<td>Environmental pollution</td>
<td>The increasing amounts of waste generated around the world have far-reaching effects on plant, animal, and human life. Millions of tons of plastic waste pollute our oceans and endanger the ecosystem.</td>
<td>MAN makes every possible effort to limit the negative environmental impacts of its production activities, focusing on the continuous reduction of waste quantities and assessing recyclability of materials in product lifecycle analyses.</td>
</tr>
<tr>
<td>Diversity &amp; equal opportunity</td>
<td>Diversity means treating all people equally, regardless of characteristics such as gender, ethnic origin, age, disability, and sexual orientation.</td>
<td>As a globally positioned, inclusive company, MAN believes it is essential to treat every employee equally and create an environment in which individuals can develop to their full potential.</td>
</tr>
</tbody>
</table>
MAN kann
... master global challenges.

**CR STRATEGY 2020+**

The CR Strategy 2020+ is our response to the global challenges which have been identified as having material significance for the Company. It allows us to identify the risks and opportunities arising from these challenges at an early stage and react accordingly. This safeguards the future success of our business and makes a contribution to sustainable development.

MAN’s CR Strategy 2020+ comprises four CR cornerstones: Integration, People, Production, and Products. Four fields of action have been assigned to each cornerstone.

As a result, our CR activities have been brought even more closely into line with the value chain, specifically placing a sharper focus on the use phase of MAN products. More detailed information about each field of action can be found in our 2014 GRI Report, which is available online at cr-report2014.man.eu.
This short video provides an introduction to MAN’s Corporate Responsibility Strategy 2020+: cr-report2014.man.eu
Innovation is the key to tomorrow’s world. Global challenges such as climate change, resource scarcity, and urbanization demand robust and future-oriented solutions – not least in the transportation and energy sectors. With its innovative and efficient technologies, MAN is delivering answers to some of the key questions of our times. The following pages showcase just some of the products we presented at two key trade fairs – IAA Commercial Vehicles and SMM 2014.

**MAN LION’S CITY GL CNG – THE NATURAL GAS-POWERED BUS**

The MAN Lion’s City GL CNG, with Euro 6-compliant CNG drive, is an extremely low-pollutant, climate-friendly, and cost-efficient urban mobility solution. When operated on biogas or e-gas, this articulated bus can be almost carbon-neutral.

The gas-powered MAN Lion’s City GL articulated CNG city bus was named “Bus of the Year 2015” by the “Bus Euro Test” jury of international trade journalists.

**VOLKSBUS 18.280 OT LE – SYNERGIES FOR EMERGING MARKETS**

Running on sugar-cane diesel, this first Volksbus with full air suspension and low entry height is a product of pioneering research into renewable fuels. The chassis, with 280-hp MAN D08 six-cylinder EGR engine and ZF Ecolife automated transmission, also incorporates synergies from a European MAN project dedicated to developing new city bus design solutions and technologies for global markets.

Tests with bus fleets in major Brazilian cities such as São Paulo have shown that a 30 to 70 percent reduction in fine particle and nitrogen oxide emissions is possible using this fuel, with no reduction in vehicle performance.
MAN TGX EFFICIENTLINE 2 – CUTTING-EDGE FUEL EFFICIENCY FOR LONG-DISTANCE HAULAGE

The MAN TGX EfficientLine 2 is now more fuel-efficient than ever. Building on the high standards already set by the first-generation TGX EfficientLine, the TGX EfficientLine 2 offers further improved efficiency and economy, with a reduction in fuel consumption of approximately 2 l/100 km. At the same time it also complies with the strict emissions requirements of Euro 6.

These improvements are partly thanks to the optimized powertrain and the introduction of the GPS-based MAN EfficientCruise® cruise control system. All the new electronic fuel-saving systems onboard the TGX EfficientLine 2 are fitted as standard.

MAN TGX D38 – EFFICIENT FLAGSHIP

With the TGX D38, MAN’s engineers have created a fuel-efficient, high-performance truck for challenging transportation tasks and developed a customized powertrain with numerous new efficiency functions. Central to this is the newly developed D38 15.2-liter six-in-line engine.

This extremely reliable and highly efficient engine series caters to demanding transportation tasks and adds new 520, 560, and 640-hp-rated versions to the TGX model range.

VW CONSTITUTION 17.280 6X2 HÍBRIDO – HYBRID TRUCK FOR EMERGING MARKETS

Developed in Brazil, this hybrid truck is powered by a diesel/hydraulic hybrid drive system. Braking energy is converted onboard the vehicle into hydraulic pressure, which is used to provide a power boost when moving off from standstill.

This vehicle offers enhanced energy efficiency, costs less than comparable hybrid models on the Brazilian market and is optimally adapted to the requirements of emerging markets.
... DELIVER EXEMPLARY AND EFFICIENT PRODUCTS.

POWER ENGINEERING

MAN ME-GI DUAL-FUEL ENGINE – FLEXIBLE AND ECO-FRIENDLY

This two-stroke engine with gas injection ranks among the most eco-friendly on the market. When operating on gas, the benefits include substantially reduced CO₂ and nitrogen oxide emissions and virtually zero emissions of oxides of sulfur, soot, and particulates.

Ship owners and operators can choose to run their ME-GI engines on either heavy fuel oil or gas – including LPG or methanol. Natural gas is assuming increasing importance as an environmentally friendly fuel for international shipping.

MGT6000 – NEW GENERATION OF INDUSTRIAL GAS TURBINES

Optimized for combined heat and power generation, the single-shaft version of the MGT6000 sets standards in its power class for efficient and eco-friendly operation. Achievable overall efficiencies of over 88 percent mean that the energy content of the fuel can be optimally converted into useful work, while at the same time pollutant emissions are kept to an absolute minimum.

This compact turbine can be used in a wide range of applications, for example in industrial combined heat and power plants or to meet energy needs in remote regions lacking access to an electricity grid.

How our efficient solutions lower customers’ energy use and emissions.
MAN Diesel & Turbo is building three power stations for the French power company Electricité de France (EdF). The first of these, on Réunion, was completed in 2013. Equipped with twelve 18V48/60 engines, it has a capacity of 212 megawatts and an efficiency, based on a typical capacity factor of 85 percent, of approximately 43 percent. This is sufficient to allow the new power station to meet approximately 25 percent of the island’s energy needs.

At the same time this plant also meets the strictest environmental standards. For example an SCR catalyst reduces nitrogen oxide emissions by up to 88 percent.

HOFIM™ compressors – the acronym stands for “high-speed oil-free integrated motor” – can be used in a wide range of applications in the oil and gas industries. These include onshore applications such as gas transportation and storage, as well as offshore applications in platforms, floating production storage and offloading vessels (FPSOs), and subsea gas extraction equipment. Power ratings range from three to 18 megawatts. The hermetically encapsulated compressor can be operated on demand, offering excellent operational flexibility.

While HOFIM™ compressors have been used in onshore applications for many years, they also offer great potential in the offshore sector, where robust and reliable systems are of paramount importance.

18V48/60 – ENGINES FOR POWER STATION ON RÉUNION

MAN 175D – EFFICIENT HIGH-SPEED ENGINE

With the MAN 12V175D, MAN Diesel & Turbo presented the first member of a new high-speed engine family. Developed specifically for marine applications, this 12-cylinder engine is offered in an output spectrum from 1,500 to 2,200 kilowatts.

The compact and modular exhaust aftertreatment system, which uses Selective Catalytic Reduction (SCR) based on MAN AdBlue® technology, helps this engine comply with the strict IMO Tier III emissions regulations.
...LIVE RESPONSIBILITY AT OUR SITES.

A WORKPLACE ERGONOMICS MAKEOVER FOR RESENDE
At the Resende site, MAN Latin America regularly conducts activities aimed at outstanding occupational safety and improved workplace ergonomics. Our employees from Brazil let the pictures tell their own story.

HANDS-ON SUSTAINABILITY FOR MAN VOCATIONAL TRAINEES
Active responsibility and environmental awareness are also important for our vocational trainees. Workshops and an excursion to Freising outside of Munich gave 20 of our vocational trainees from MAN Truck & Bus some fascinating insights into sustainable forestry. For example, they learned about the most important aspects of harvesting timber. In conclusion they each considered what they could do – at MAN and in their daily lives – to better conserve resources. Because we are responsible.

How we show our commitment to climate protection and people at our sites.
MAN is a top-performing team of almost 56,000 employees who deliver excellence every day. This is only possible when employees are healthy and physically fit – and when top priority is given to climate protection and resource conservation at our sites.
IN THE PINK – GIRLS EXPLORE TECHNICAL PROFESSIONS

Girls aren’t interested in technical jobs? We beg to differ! During their 2014 spring break, girls aged between 12 and 14 years tried their hands at professions such as electrician and industrial mechanic. For five days at MAN, they cut, lathed, sawed, drilled, and welded. With the help of MAN vocational trainers and trainees, the technically talented girls constructed a jewelry stand that was carried by a miniature truck.

It is our aim to get more girls excited about technical professions. That is why we are working to introduce girls to these careers and create opportunities for talented young women at other MAN Truck & Bus sites as well. At the 14th annual Girls’ Day in Salzgitter, 50 girls also had a chance to learn more about our vocational training programs and see MAN in action.

PHYSICALLY FIT ON THE JOB

Our “Healthy leadership” measures and activities aim to strengthen managers’ and employees’ health awareness. Through our targeted occupational health measures, we encourage our employees to take the initiative in matters concerning their own health. At MAN Diesel & Turbo, the employee assistance program (EAP) is another important pillar of occupational health management. Its services include counselling during crisis situations and the development of concrete solutions.

The “MAN Checkup” is a high-quality preventive health initiative aimed at helping employees remain healthy and physically fit. In 2014 we began rolling out the MAN Checkup at the Munich, Nuremberg, Salzgitter, Augsburg, Deggen-dorf, and Oberhausen sites. Attractive follow-up measures and health campaigns are regularly added to the program. The aim is to offer the Checkup to all employees within the next three years.
MAN’s Climate Strategy sets an ambitious goal: cutting the CO₂ emissions at our production sites by 25 percent compared to 2008 levels by 2020. To this end, our employees around the world have been developing a variety of ideas and projects to reduce our plants’ climate footprint – with a focus on improving energy efficiency.

GREEN ELECTRICITY THANKS TO PHOTOVOLTAIC SYSTEM
Pinetown in South Africa is the first MAN plant where most energy needs are met by renewable sources – thanks to its new photovoltaic system. The sun shines for more than 2,000 hours per year in the regions south of the Sahara. A photovoltaic system, which began operating in December 2014, allows the MAN Truck & Bus production site in Pinetown, South Africa to take advantage of this energy source.

Measuring 6,300 m², the system can generate approximately 810,000 kWh of electricity each year – and is largely carbon-neutral. This makes Pinetown the first plant in the MAN manufacturing group that can not only cover its energy needs primarily with renewable sources, but can also generate more power with its photovoltaic system than it actually needs for its production activities. This allows CO₂ emissions to be reduced by up to 860 tons per year.
EXPERT NETWORK INITIATES ENERGY SAVINGS
At its Resende production site in Brazil, MAN Latin America has formed an internal expert network to promote the conservation of energy. It is working actively with our employees to minimize CO₂ emissions at the site.

As one of its first energy-saving measures, the use of air conditioning was cut from 20 to eleven hours per day. Evening rounds are conducted to make certain that the floodlighting on the shop floor has been switched off at the end of the third shift. And the site is doing without 40 floodlights and 30 additional outdoor lights on the grounds. As part of an Energy Day, the expert network also carried out an information campaign to raise employee awareness on ways to save energy at the production site.

ENERGY RECOVERY
Large quantities of gas or liquid fuel are burned during test runs of our engines. Normally, the energy generated by this process disperses unused into the environment. In Frederikshavn (Denmark), MAN Diesel & Turbo has set up a flagship project in which part of this energy is recovered and made available to the residents of the town.

The recovered energy is used to heat water which is collected in a large tank. The tank is connected to the district heating system of the city of Frederikshavn, allowing residents to heat their homes with the surplus energy from the nearby MAN site. This cuts CO₂ emissions and makes an effective contribution to climate protection.
How we are working with SOS Children’s Villages to give young people a brighter future.

Whether donating funds and supplies, transferring knowledge, or employee volunteering – MAN has shown it is a partner that SOS Children’s Villages can count on. Around the globe, MAN makes a valuable contribution to educational programs aimed at children and young people.

MAN kann

... MAKE A LASTING DIFFERENCE.

MAN AND SOS CHILDREN’S VILLAGES – STRONG PARTNERS

The partnership between SOS Children’s Villages and MAN has been in place for more than seven years. It all started with a vocational training center in Ethiopia. From this seed, a strong partnership has grown in Germany and around the world, fostering the education and well-being of children and young people through rapid emergency assistance and jointly planned initiatives.

We can make the most valuable contributions through projects that relate to our core business areas. Our activities focus on long-term and sustainable education projects for children and young people. Working with a strong partner like SOS Children’s Villages is the best way to meet our goal. We carefully select each project in dialog with the organization so we can familiarize ourselves with the actual needs and provide long-term and sustainable assistance.

PERSONAL DEDICATION – MAN EMPLOYEES LEND A HAND

We are especially proud of our employees. Showing their dedication, they lend a helping hand in the SOS Children’s Villages facilities supported by MAN – in Germany and around the globe. We value their commitment, and grant them a half-day of extra vacation each year for this purpose. In 2014 more than 100 of our employees volunteered a total of over 600 hours. By volunteering time, donating money, and sharing expertise, we actively live a partnership that makes a real difference.

FINANCIAL AID – DONATIONS FROM EMPLOYEES AND MAN

At the MAN Family Day at the Salzgitter site, our employees donated the proceeds of the raffle – totaling € 6,000 – for the “green classroom,” a place in the countryside where the children can study in peace and quiet. MAN SE employees donated more than € 2,000 to the SOS Family Assistance and Support Center in Munich as part of the Oktoberfest visit in 2014. The funds are used for German language classes for immigrants.

We had already provided the € 21,000 needed to set up the “green classroom” at the SOS Mothers’ Center in Salzgitter and hire a qualified employee to run educational activities. Furthermore, we donate € 150,000 to SOS Children’s Villages each year.
TRANSFER OF KNOWLEDGE – PASSING ON EXPERTISE
At the SOS Vocational Training Center in Nuremberg, we are sponsoring the education of socially disadvantaged young people as they qualify to become industrial mechanics, machine operators, electricians, carpenters, and cooks. Since 2011 MAN has made it possible for a number of young people to receive vocational training. At present we are sponsoring three vocational trainees. The center provides support to a total of almost 400 disadvantaged young people from more than 30 different countries as they start their working lives, helping them build a brighter future.

HELPING HANDS – MAN SUPPORTS SOS CHILDREN’S VILLAGES IN AUGSBURG
In 2014 we expanded our partnership with SOS Children’s Villages to include our Augsburg site in Germany. At the kickoff event for the new partnership, the MAN cafeteria offered a cooking course for single mothers. The focus was on learning to cook healthy, high-quality meals on a budget. On hand to show the mothers the ropes was Gerhard Frauenschuh, head of corporate catering at MAN Diesel & Turbo in Augsburg, which has been honored with the “fünf Kessel” (five cauldron) award.

The trainees from the MAN Vocational Training Center have also pitched in, making a weather-proof donation basket and installing it at the entrance of the facility. Here people can donate useful items they no longer need for distribution to underprivileged families in the region.
VOCATIONAL TRAINING – THE CHANCE TO SHAPE A BETTER LIFE

Our partnership with SOS Children’s Villages began in 2008 with our sponsorship of the SOS Vocational Training College (VTC) in Kality – an initiative that promises long-term benefits by focusing on education. Our ongoing assistance has allowed the financing of several vocational programs – engine service and maintenance and drive-system and automotive mechanics – as well as the construction of an additional college building. Not only have we contributed financial aid totaling €600,000 for investments and maintenance, but professional support and knowledge transfer as well. We have provided the accredited vocational college with access to an MAN expert to teach special training courses, not to mention MAN equipment to practice on in classes – such as axle drives, instruments, and even an entire truck. This assistance allows the young adults attending the VTC to receive a top-notch vocational-technical education. The success of the program is demonstrated by the almost 60 graduates who started careers as automobile mechanics in 2014, for example – paving the way for a brighter future.
EMERGENCY AID – AROUND THE GLOBE
In addition to our long-term international projects, we also provide assistance to people who have been caught up in acute local crises. For years now we have been supplying humanitarian aid around the world wherever it is most urgently needed. In many cases, a long-term partnership grows out of our assistance.

■ In 2014 MAN donated €75,000 to SOS Children’s Villages in West Africa to help cope with the Ebola epidemic. SOS Children’s Villages offers targeted assistance in a total of ten locations in Guinea, Sierra Leone, and Liberia – including the provision of emergency aid, preventive measures, and long-term assistance such as caring for orphaned children.

■ We donated €50,000 following the typhoon in the Philippines in 2013. Here, SOS Children’s Villages provided assistance by means of several different programs, including income-generating activities, aid packages, emergency daycare facilities, school materials, and rebuilding.

■ In 2011 MAN provided €125,000 in funding to the long-term disaster-relief program in Kenya established in response to the East Africa drought crisis. Here the emergency aid activities focused on water supplies, school meal programs, basic food aid to affected villages, and medical assistance.

■ Another project in 2011 was the expansion of SOS activities in Japan following the disastrous earthquake in that country. A donation of €125,000 provided the initial funding necessary to establish an SOS Children’s Village in Fukuoka, which provided a home to orphaned children.

AFTER THE EARTHQUAKE – REBUILDING IN HAITI
A humanitarian disaster also marked the start of our ongoing partnership in Haiti. What began in 2010 with two trucks to assist in rebuilding efforts has today grown into a well-established initiative. With our support, at the beginning of 2015 a new SOS Children’s Village was opened in Les Cayes in southern Haiti. It comprises 14 family homes and provides the children with plenty of space in which to recover. Currently, some 60 children live in the village.

ABOUT SOS CHILDREN’S VILLAGES
SOS Children’s Villages is a non-profit organization whose aid activities target children, young people, and families. The SOS Children’s Villages are at the heart of the work done by the association. In the villages, children whose birth parents cannot care for them for various reasons can grow up in a family-like environment.

SOS Children’s Villages has more than 2,400 facilities in 134 nations around the globe. In Germany some 3,400 employees working in 43 facilities provide assistance to more than 95,000 people.
How we have improved our corporate responsibility performance in the last five years.

We use KPIs to measure our progress in the fields of action of our CR Strategy 2020+. We collect and report this data regularly.

**DRIVE SUSTAINABILITY WITH CR INDICATORS.**

**SELECTED INDICATORS AT A GLANCE**

**Economy**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Units</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€ billion</td>
<td>14.3</td>
<td>15.7</td>
<td>15.8</td>
</tr>
<tr>
<td>Order intake</td>
<td>€ billion</td>
<td>15.3</td>
<td>16.0</td>
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<tr>
<td>Operating profit</td>
<td>€ million</td>
<td>384</td>
<td>475</td>
<td>969</td>
</tr>
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**Corporate responsibility rankings**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Units</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td>Dow Jones Sustainability Indexes</td>
<td>points</td>
<td>listed, 80 out of 100 points</td>
<td>listed, 83 out of 100 points</td>
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<tr>
<td>oekom Corporate Rating</td>
<td>rating</td>
<td>Prime B–</td>
<td>no new assessment</td>
<td>Prime B–</td>
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<td>Climate Disclosure Leadership Index</td>
<td>points</td>
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<td>listed, 84 out of 100 points</td>
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<tr>
<td>Climate Performance Leadership Index</td>
<td>rating</td>
<td>listed, A</td>
<td>not listed, B</td>
<td>not listed, B</td>
</tr>
<tr>
<td>Sustainalytics</td>
<td>ranking</td>
<td>ranked 8 out of 151 companies; sector leader</td>
<td>ranked 8 out of 151 companies; sector leader</td>
<td>ranked 15 out of 87 companies</td>
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**Integration**

<table>
<thead>
<tr>
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<th>Units</th>
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<th>2013</th>
<th>2012</th>
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</thead>
<tbody>
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<td>Compliance awareness training courses</td>
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<td>1,138</td>
<td>3,865</td>
</tr>
<tr>
<td>“Manage responsibly” training courses for managers</td>
<td>number of participants (rounded)</td>
<td>200</td>
<td>300</td>
<td>70</td>
</tr>
<tr>
<td>Employee volunteering</td>
<td>hours (rounded)</td>
<td>&gt;600</td>
<td>500</td>
<td>330</td>
</tr>
<tr>
<td>Corporate giving, cash and non-cash donations</td>
<td>€</td>
<td>963,025</td>
<td>495,440</td>
<td>298,340</td>
</tr>
</tbody>
</table>
## People

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Units</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in management positions</td>
<td>percent</td>
<td>8.7</td>
<td>8.9</td>
<td>8.2</td>
</tr>
<tr>
<td>Accident frequency index</td>
<td>accidents per 1 million hours worked</td>
<td>13.5</td>
<td>14.9</td>
<td>11.8</td>
</tr>
<tr>
<td>OHSAS 18001 certifications (occupational health and safety)</td>
<td>number of certified sites</td>
<td>17</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>MAN employee opinion survey</td>
<td>percentage participation</td>
<td>90</td>
<td>83</td>
<td>–</td>
</tr>
</tbody>
</table>

## Production

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Units</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction in CO₂ emissions at the production sites</td>
<td>percent</td>
<td>19</td>
<td>14</td>
<td>5</td>
</tr>
<tr>
<td>Fresh water consumption</td>
<td>cubic meters</td>
<td>8,800,915</td>
<td>9,326,797</td>
<td>8,693,537</td>
</tr>
<tr>
<td>ISO 14001 certifications (environmental protection)</td>
<td>number of sites</td>
<td>27</td>
<td>26</td>
<td>25</td>
</tr>
<tr>
<td>CO₂ emissions per vehicle produced</td>
<td>tons per vehicle</td>
<td>2.70</td>
<td>2.41</td>
<td>2.79</td>
</tr>
</tbody>
</table>

## Products

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Units</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D expenditures</td>
<td>€ million</td>
<td>608</td>
<td>540</td>
<td>830*</td>
</tr>
<tr>
<td>R&amp;D employees</td>
<td>number</td>
<td>4,560</td>
<td>4,432</td>
<td>5,153*</td>
</tr>
</tbody>
</table>

* Including expenditures for order-related R&D activities; as of 2013, R&D expenditures only include costs for activities carried out by the MAN Group for its own purposes.
**ADDITIONAL INFORMATION**

**PASSION AND PERFORMANCE – IN THREE FORMATS**
MAN has been publishing a CR report annually since 2011. This allowed us to target all of our stakeholders with a single publication. For 2014, we are using a reporting approach featuring three different formats aimed at our different target groups – all under the heading of “Corporate Responsibility at MAN in 2014.”

**2014 MAN CR ONLINE JOURNAL**
Our Online Journal presents the CR highlights of 2014, such as the realignment of the CR strategy, our efficient products, and our long-term partnership with SOS Children’s Villages. An interactive tool provides an overview of CR indicators for the last five years. The Online Journal is aimed at employees, job applicants, customers, non-governmental organizations, and members of the general public.

**2014 MAN CR JOURNAL**
This Journal offers a clearly structured summary of the 2014 CR activities of MAN presented in the Online Journal and the GRI Report. It is primarily intended to provide a quick CR overview for our employees and customers around the world.

**2014 MAN GRI REPORT**
In our 2014 GRI Report, we provide a transparent account of what we achieved in 2014 in the area of corporate responsibility and sustainability and what we plan to accomplish in the future. Here for the first time we are reporting to the new G4 standards of the Global Reporting Initiative (GRI). Our 2014 GRI Report contains detailed information and KPIs for analysts, investors, customers, and business partners.
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