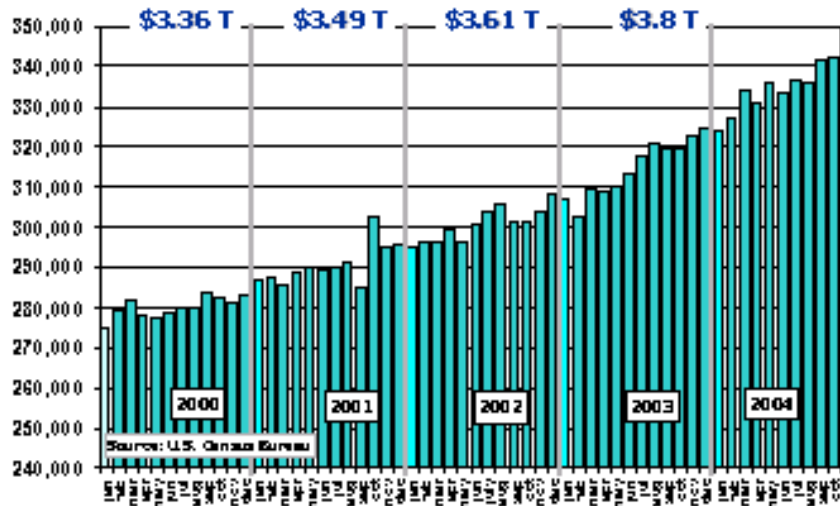




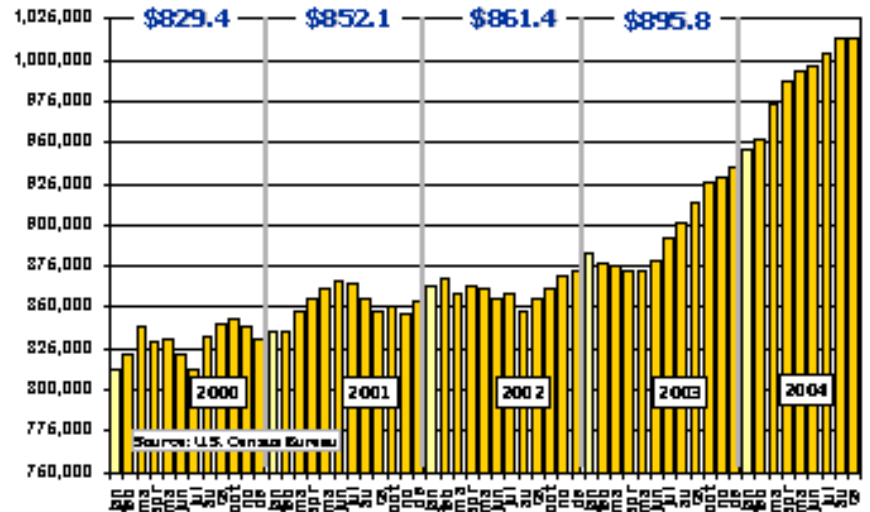
Paul Vikner
President and CEO
Mack Trucks



US Retail Sales
seasonally adjusted, millions of dollars

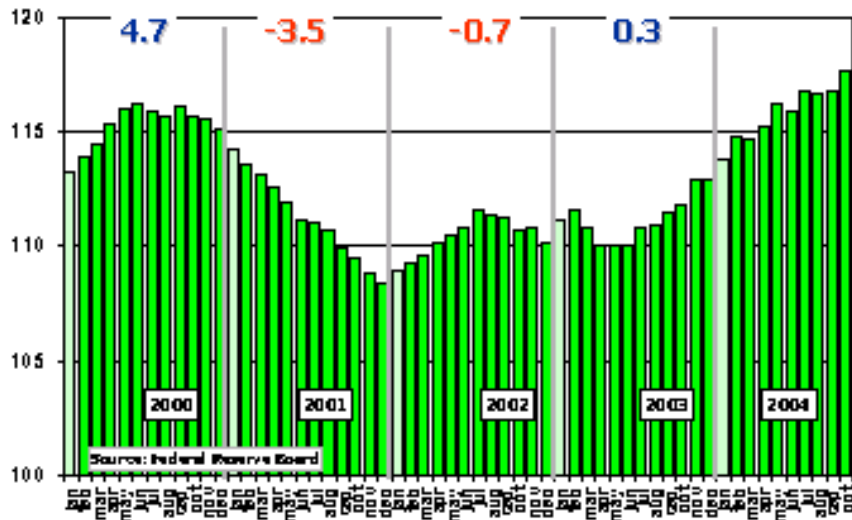


Construction Put-in-Place
seasonally adjusted annual rate
Nominal billions Dollars

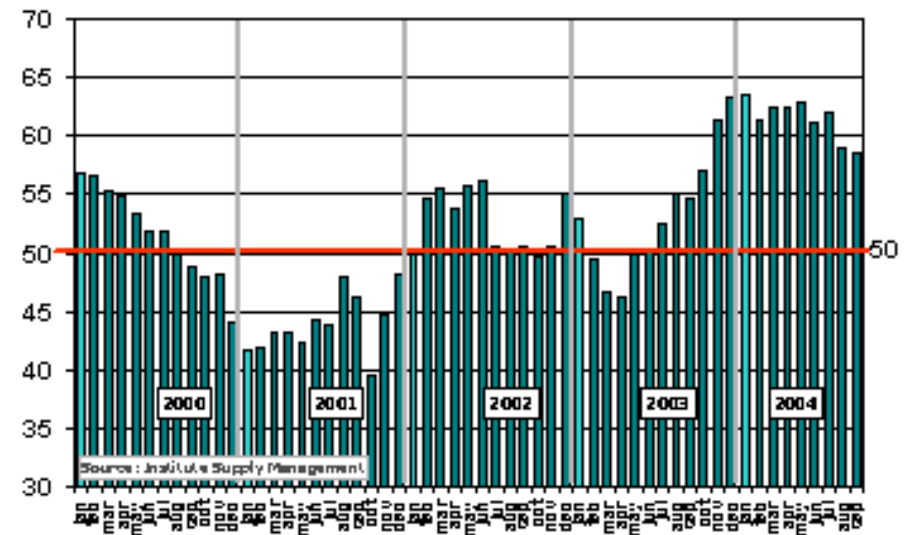


U.S. Highway Indicators

Industrial Production
Index 1997=100

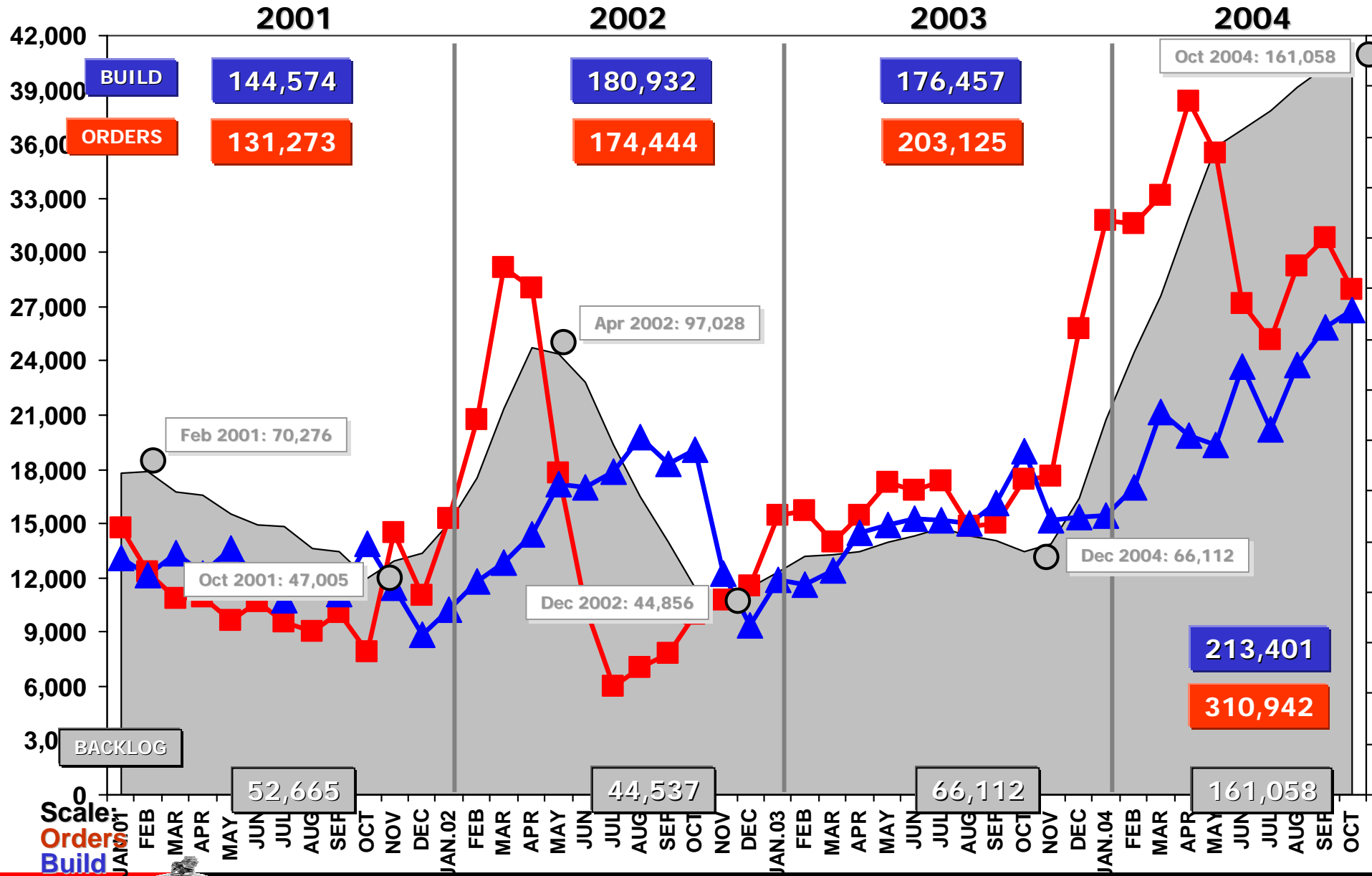


Purchasing Managers' Index

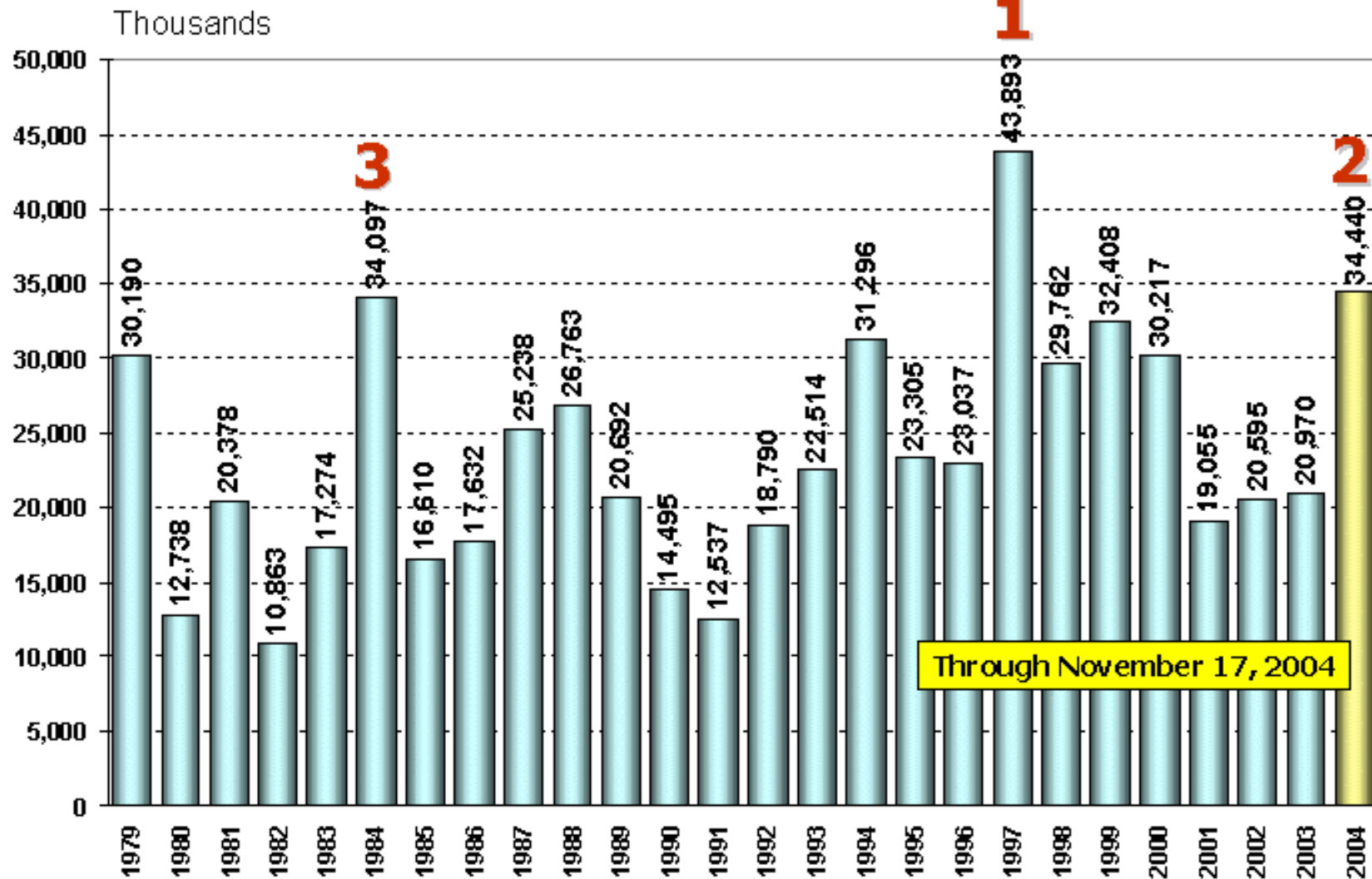


Build, Orders, and Backlog

NORTH AMERICAN CLASS 8

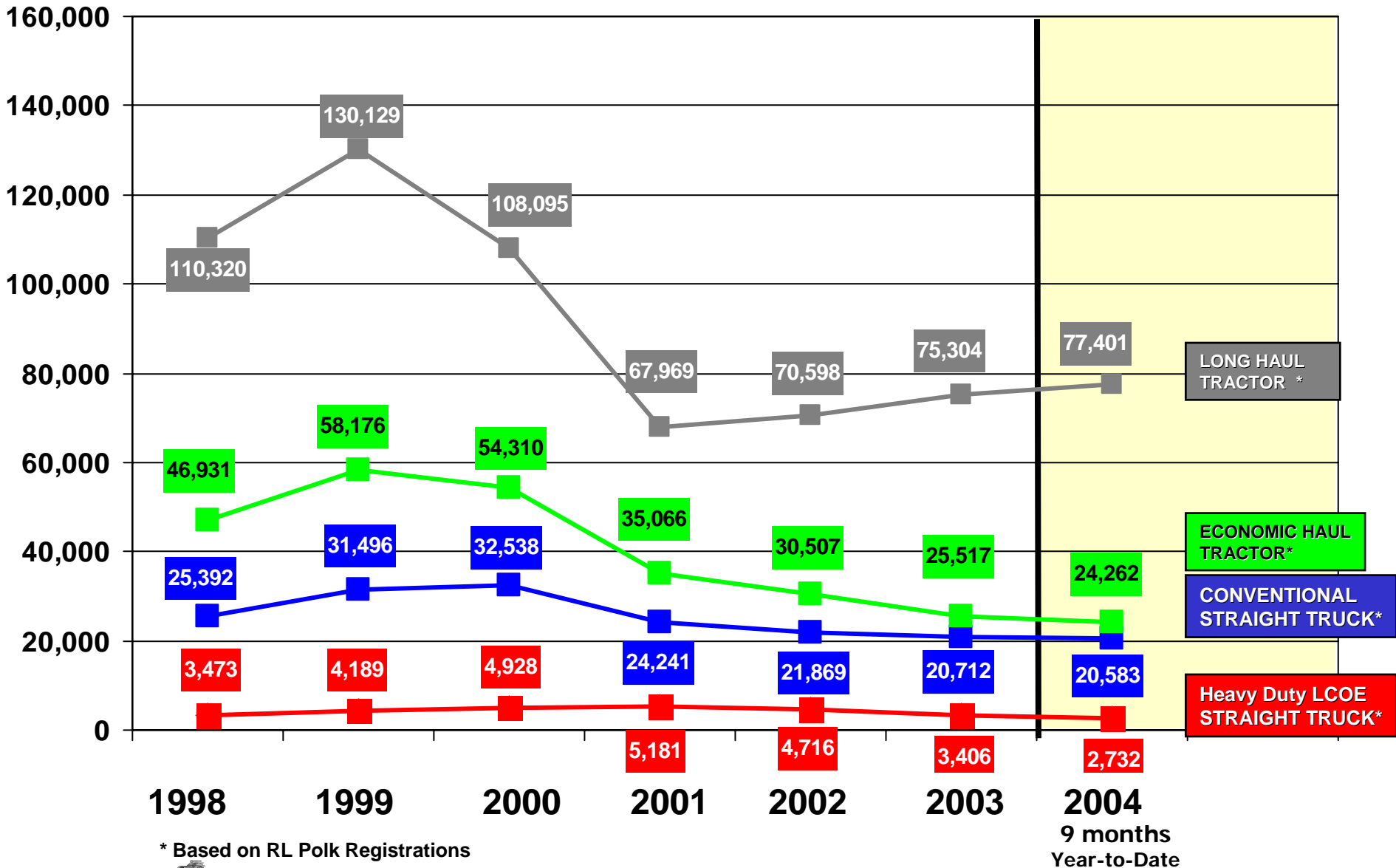


2004 Mack North American Net Orders



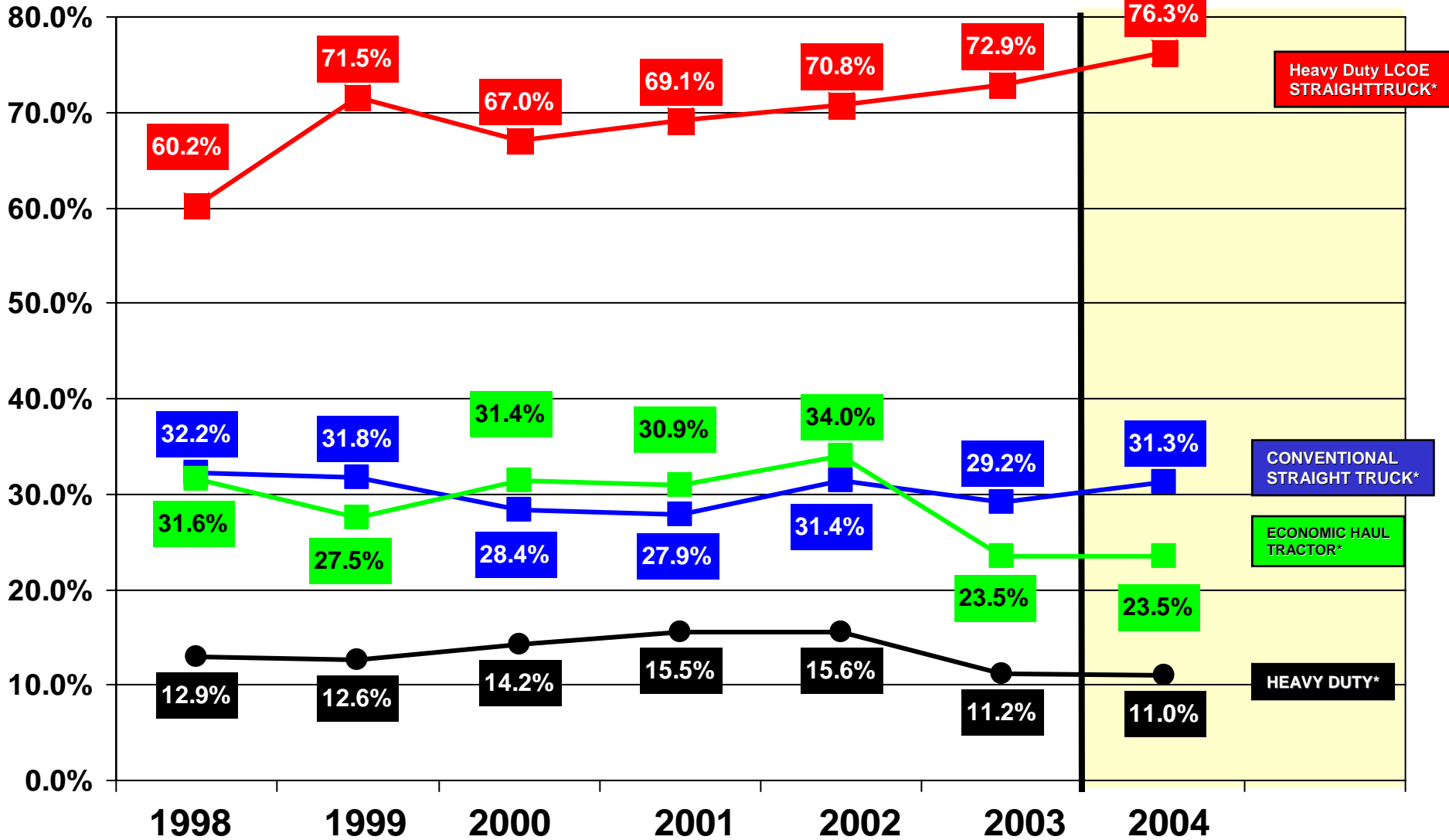
MACK

U.S. Strategic Segments Market Volume Evolution



MACK

U.S. Strategic Core Segment Market Share Evolution



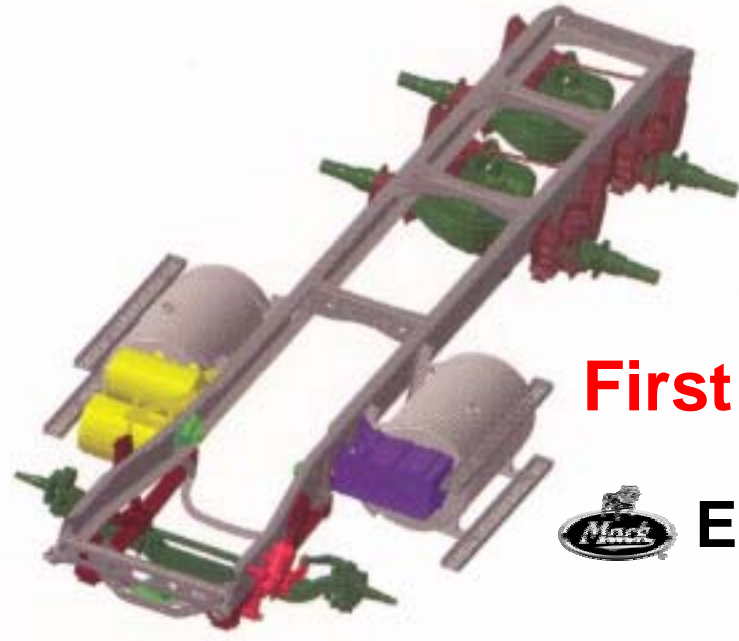
* Based on RL Polk Registrations

9 months
Year-to-Date





Advantage™ Chassis



First Global Architecture Introduction:



Engineering and Production Efficiencies



Customer Benefits

- ✓ Improved Ride Performance
- ✓ Improved Turning Radius
- ✓ Chassis Optimization



VISION *New 60" and 70" SLEEPERS* on *Advantage™* Chassis





GRANITE

Axle Back on *Cornerstone*[™] Chassis



Breakfast Meeting, December 8, 2004

Business Cycle Management

The following specific actions are under implementation at Mack Trucks

- Develop a more efficient Cost Structure
- More efficient labour agreement concluded
- Critically reviewing investments in Manufacturing to avoid an “investment overhang”
- Increase Price Realization by managing
 - Price level increases
 - Customer mix
 - Product mix
 - Market mix
- Grow the Parts Business –Volumes and Profitability, to improve performance during the downturn
- Securing that the Product Plan supports the expected market downturn

