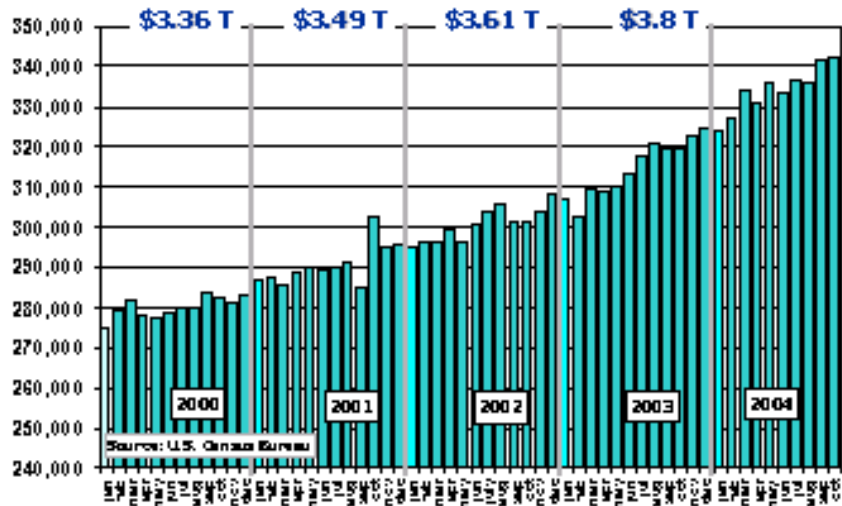




**Paul Vikner**  
**President and CEO**  
**Mack Trucks**

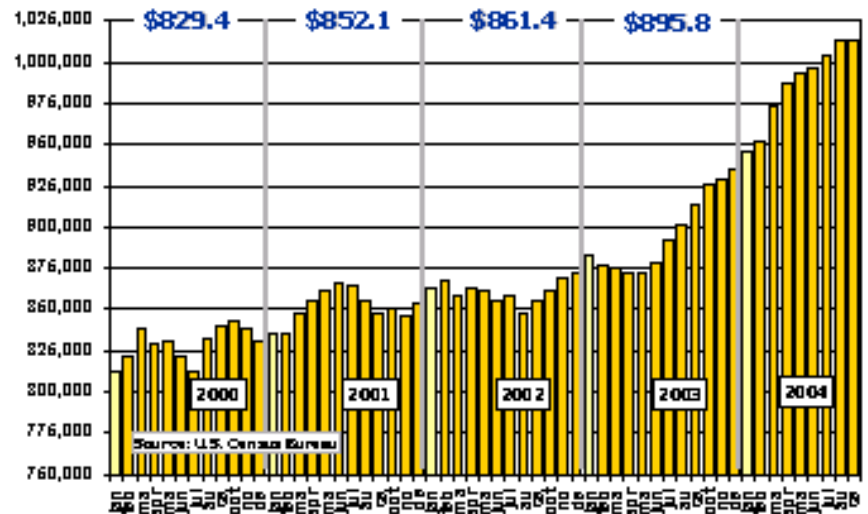


**US Retail Sales**  
seasonally adjusted, millions of dollars



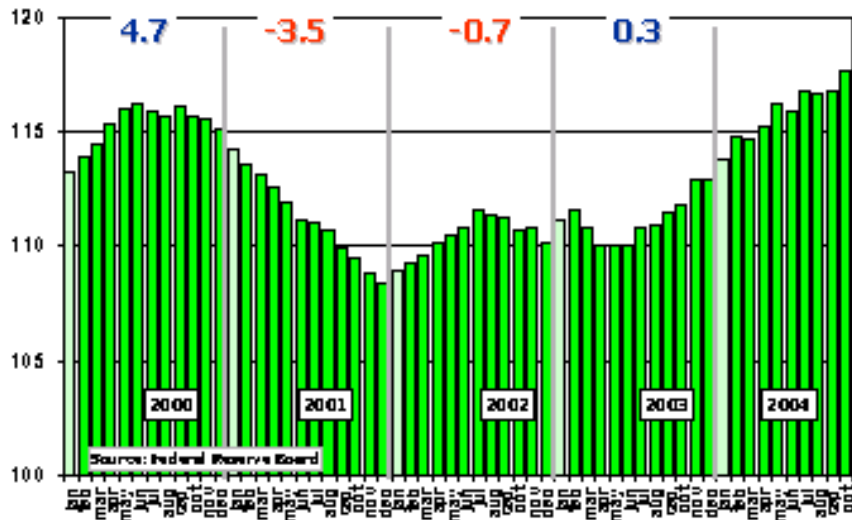
22 November 2004

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



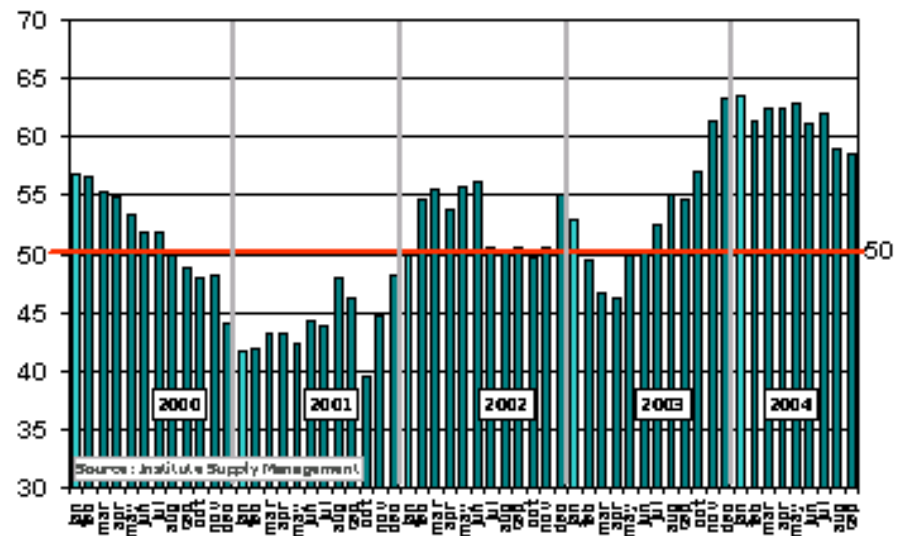
## U.S. Highway Indicators

**Industrial Production**  
Index 1997=100



22 November 2004

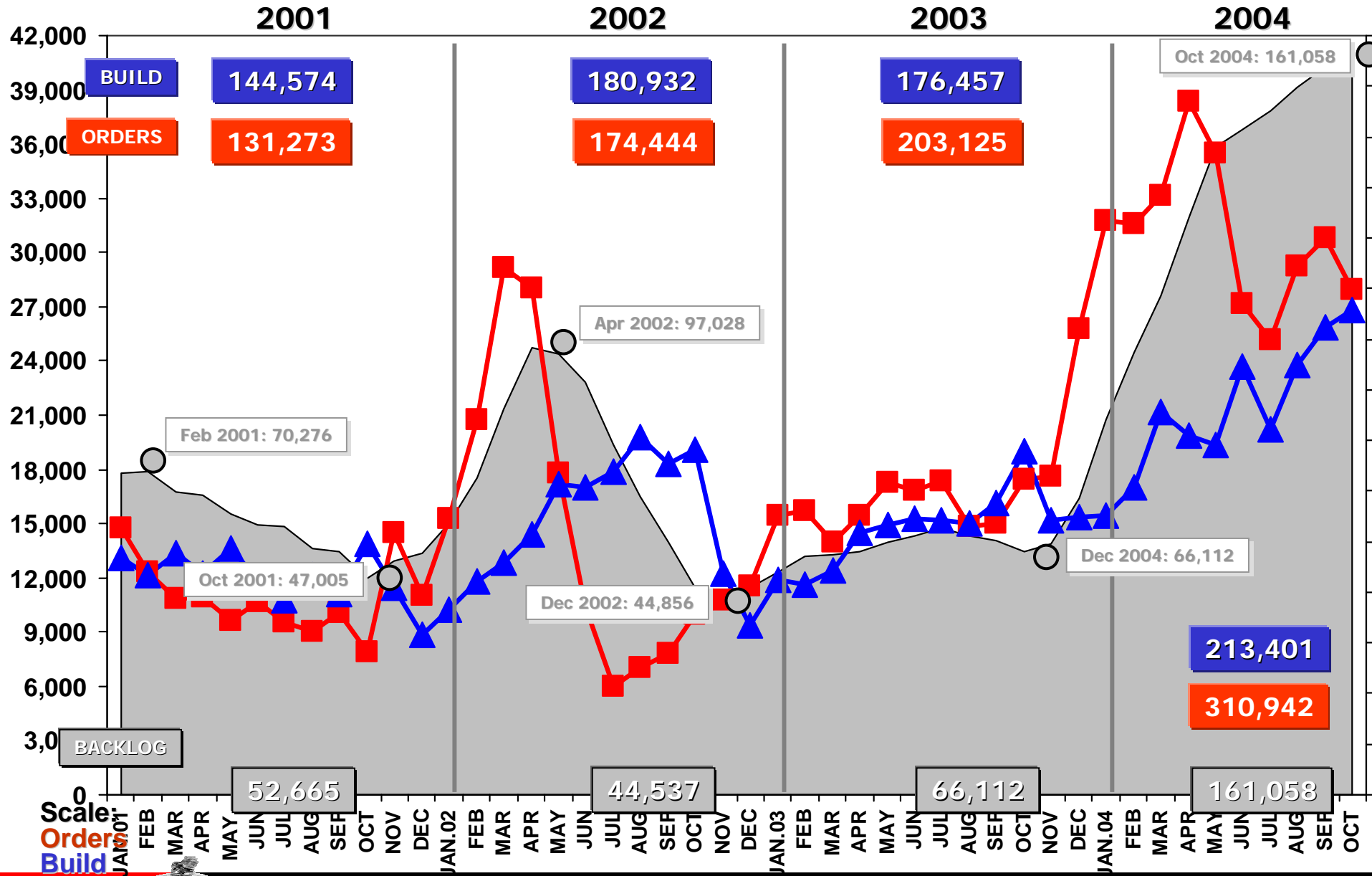
**Purchasing Managers' Index**



22 November 2004

# Build, Orders, and Backlog

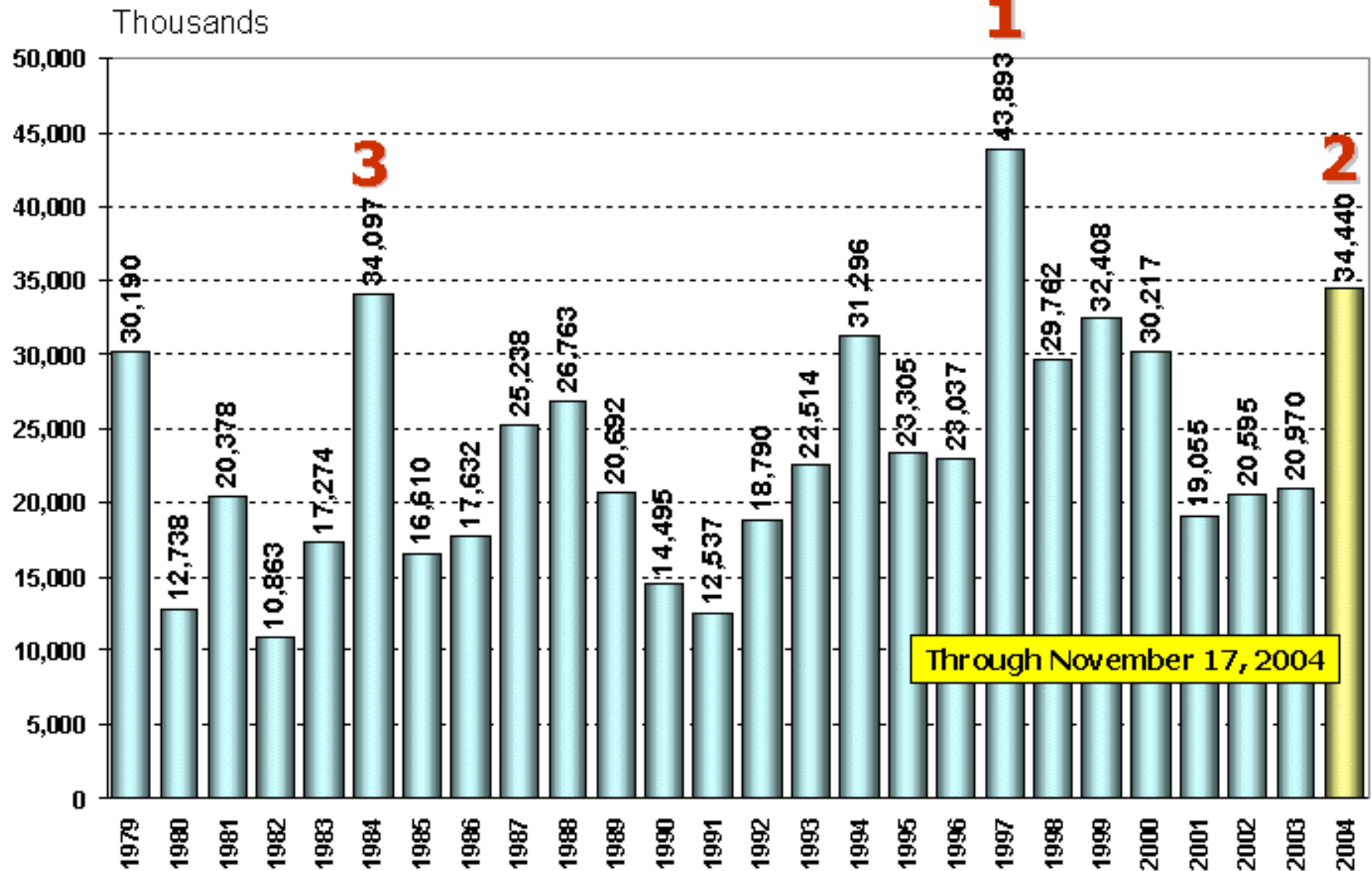
## NORTH AMERICAN CLASS 8



Scale  
Order  
Build

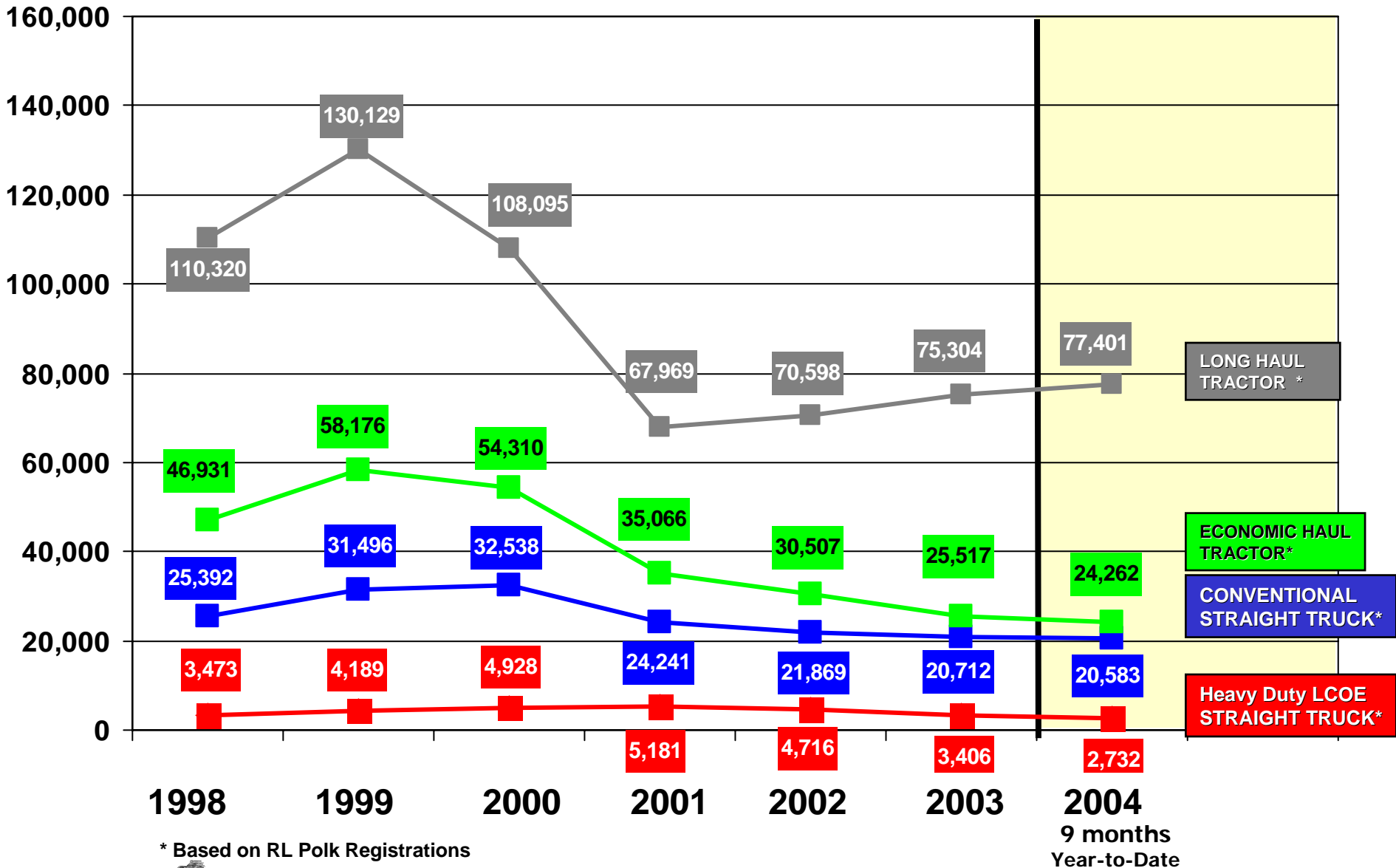


# 2004 Mack North American Net Orders



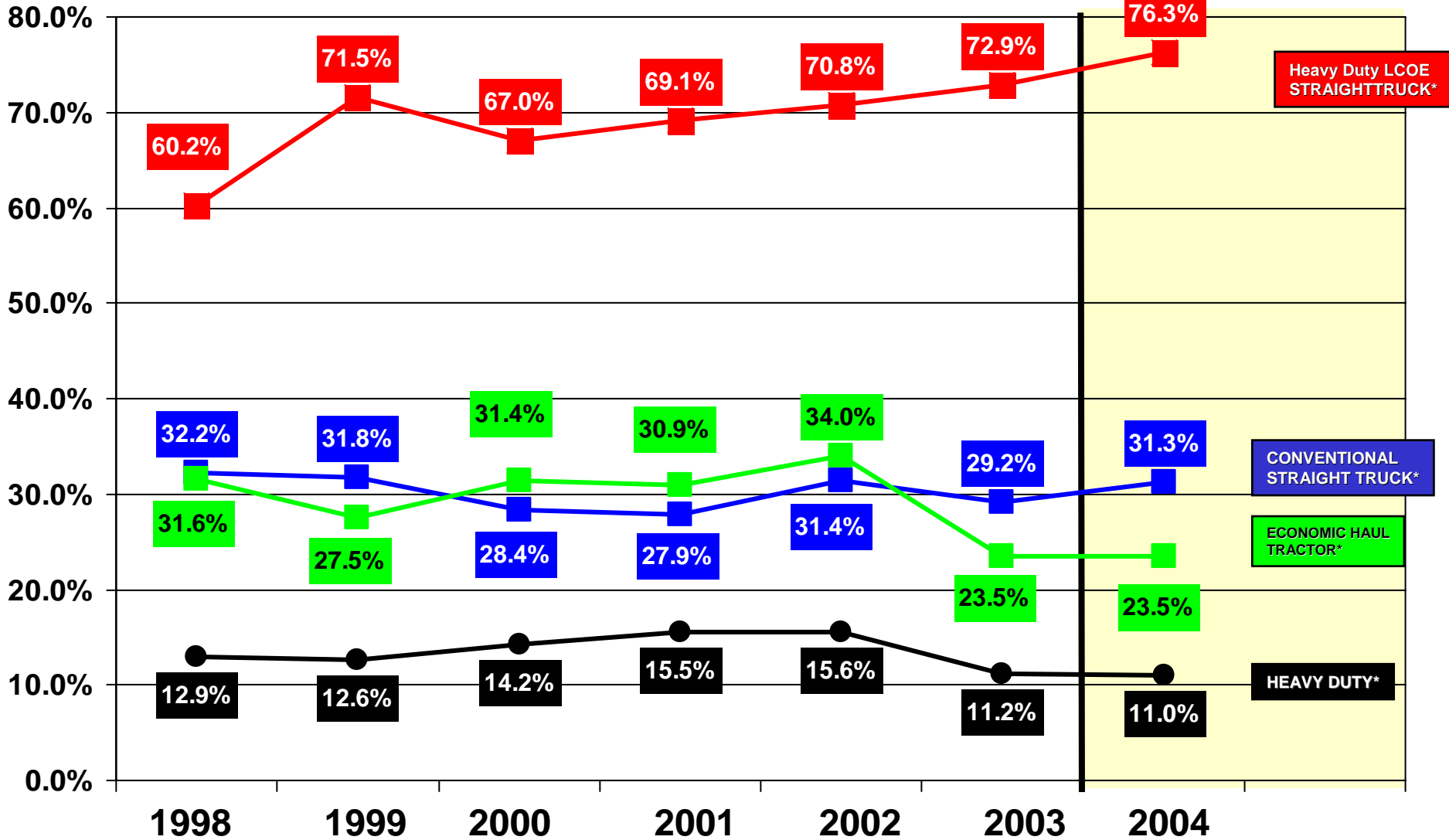
# MACK

## U.S. Strategic Segments Market Volume Evolution



# MACK

## U.S. Strategic Core Segment Market Share Evolution



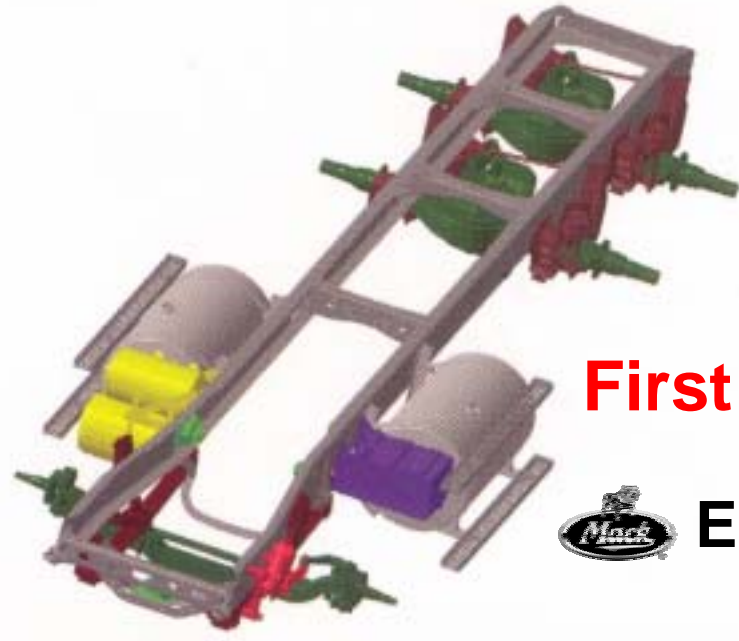
\* Based on RL Polk Registrations

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

