

**Tognum**

HOME OF POWER BRANDS

| ENGINES

| ONSITE ENERGY &  
COMPONENTS

# FY 2011 Results Tognum

*March 8, 2012*

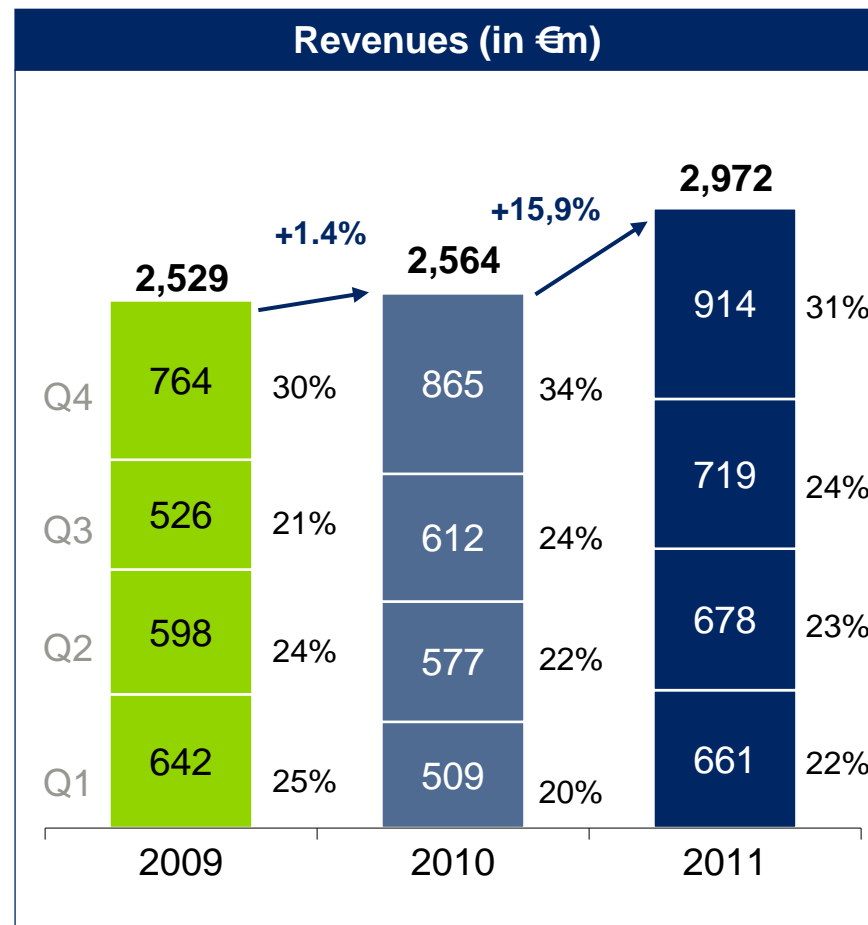
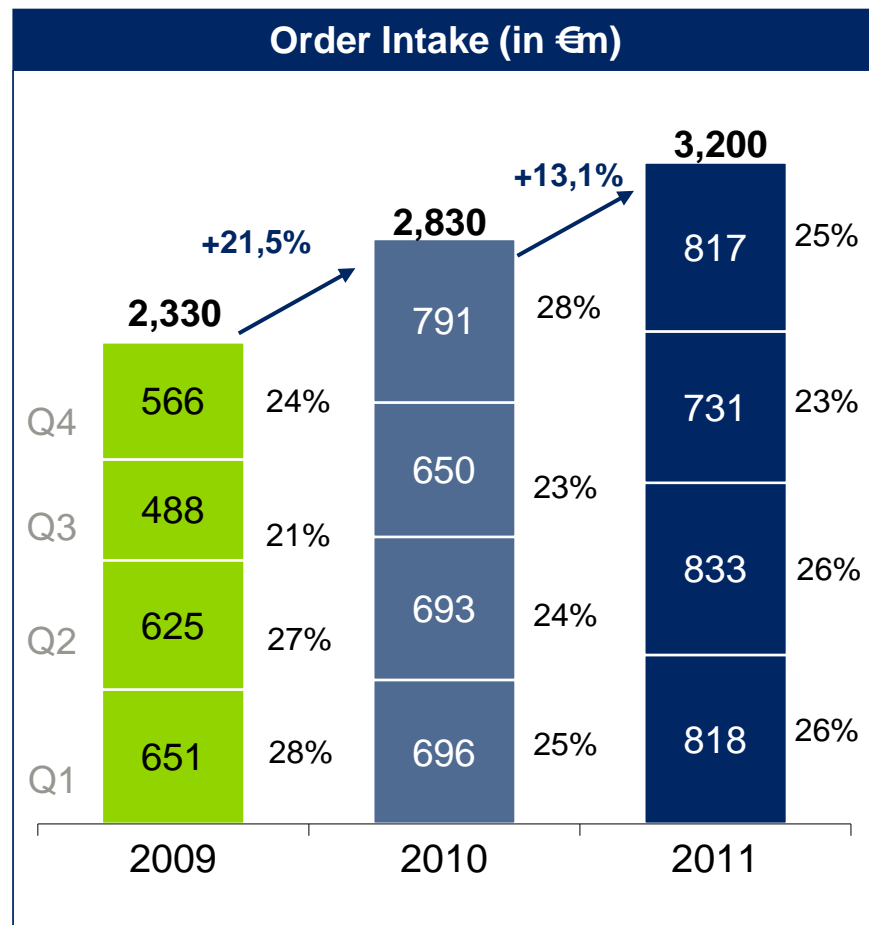
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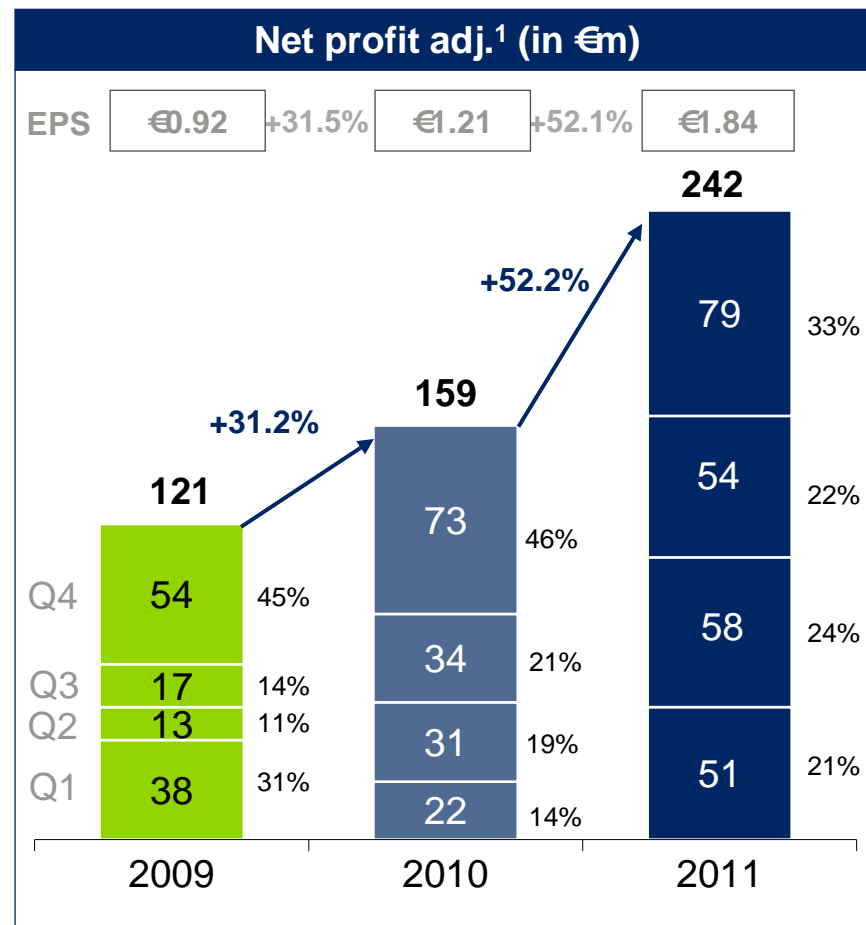
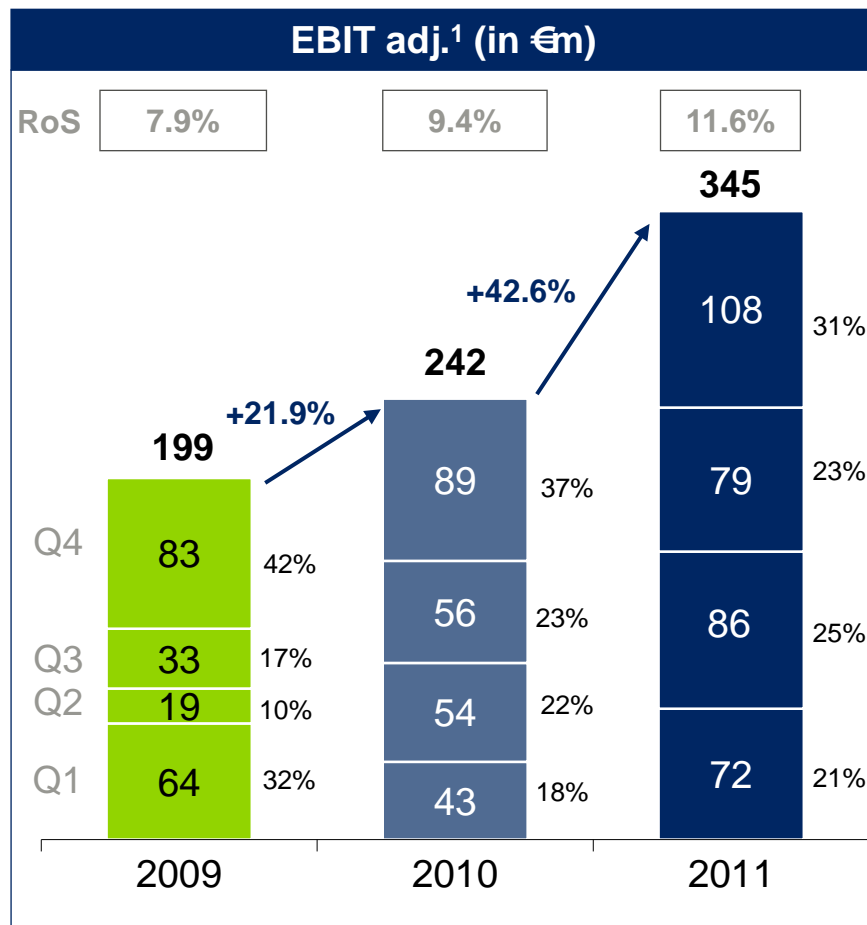
This presentation includes certain forward-looking statements. These forward-looking statements can be identified by the use of forward-looking terminology, including the words "believes", "estimates", "anticipates", "expects", "assumes", "predicts", "intends", "may", "will" or "should", and similar expressions. Such forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Such forward-looking statements do not represent any guarantees of future performance. Tognum's actual results of operations, including its financial condition and profitability as well as the development of the general economic conditions in which it operates, may differ materially from (and be more negative than) those made in or suggested by the forward-looking statements contained in this presentation.

This presentation also includes certain market and market share data. To our knowledge, there is no single, comprehensive source that reliably describes the overall market and its sub-markets or the competitive situation in the market breakdown presented herein. Unless indicated otherwise, all the statements herein concerning the market and competition are therefore based on our own estimates, some of which have in turn been derived from a variety of sources. It is possible that the actual market conditions and competition may differ from the situation described herein, or that other market participants may come up with different estimates of the market and competitive conditions.

# Order intake and revenues

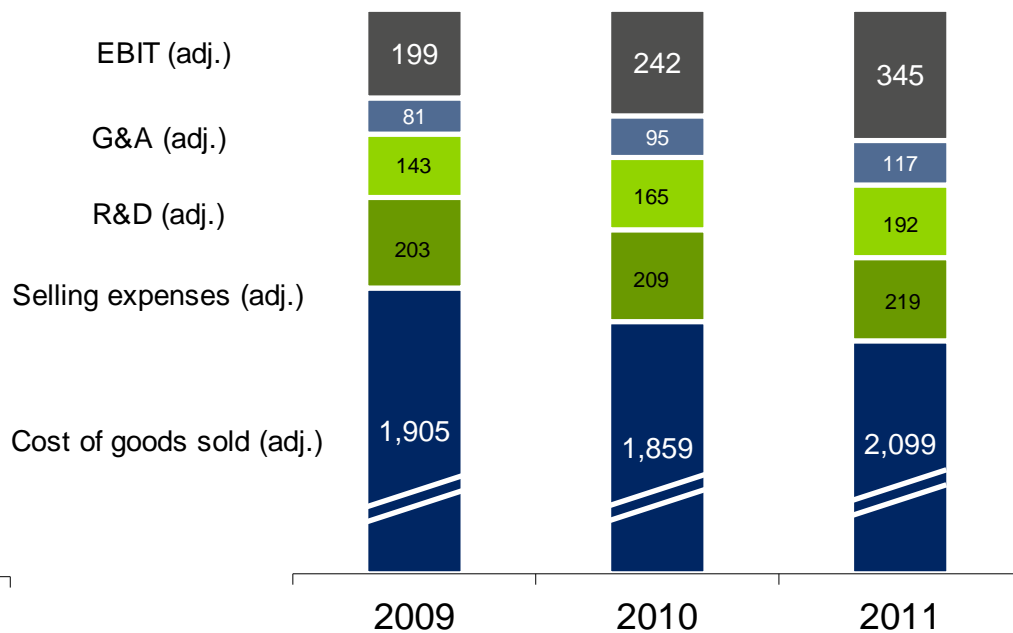
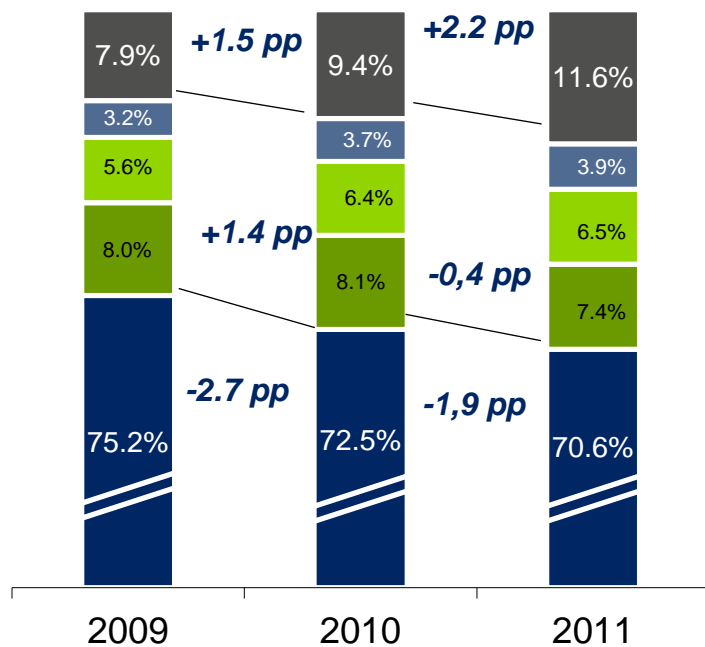


# Profitability



<sup>1</sup> Excludes any effects from purchase price allocation, fx valuation, revaluation of net assets from acquisitions, and effects relating to the exit from the Fuel Cell activities

# Margin development



# Consolidated performance

## Tognum Group

in €m	Engines	OE&C	Distribution	Holding/ Consolidation	Tognum Group
<b>2010 (restated to reflect new segment structure effective 1 January 2011)</b>					
Order intake	1,948.8	938.8	372.0	(429.2)	2,830.5
Revenues	1,839.4	763.3	317.6	(356.8)	2,563.6
Adj. EBIT	221.6	31.5	23.8	(34.8)	242.1

<b>2011</b>					
Order intake	2,186.0	1,046.6	552.6	(585.5)	3,199.7
Revenues	1,995.1	990.5	504.0	(517.5)	2,972.1
Adj. EBIT	298.4	76.4	28.9	(58.5)	345.2

<b>Q4/2011</b>					
Order intake	634.6	193.3	159.6	(170.1)	817.5
Revenues	599.6	307.4	146.2	(138.9)	914.4
Adj. EBIT	98.2	13.4	8.4	(11.9)	108.1

# Segmental performance

## Engines

in €m	2010	% of revenue	2011	% of revenue	Change	Q4 2011	% of revenue
<b>Order intake</b>	<b>1,948.8</b>		2,186.0		12.2%	<b>634.6</b>	
<b>External revenues</b>	<b>1,616.9</b>		1,727.2		6.8%	<b>529.8</b>	
<b>Segment revenues</b>	<b>1,839.4</b>		1,995.1		8.5%	<b>599.6</b>	
Marine	534.9	29%	555.3	28%	3.8%	180.0	30%
Industrial	410.7	22%	469.8	24%	14.4%	158.1	26%
Oil & Gas	77.4	4%	197.3	10%	154.9%	55.5	9%
Defense	92.5	5%	95.0	5%	2.7%	25.3	4%
After Sales/Other ( E )	724.0	39%	677.7	34%	-6.4%	180.7	30%
<b>Adj. EBIT</b>	<b>221.6</b>	<b>12.0%</b>	298.4	15.0%	34.6%	<b>98.2</b>	<b>16.4%</b>

# Segmental performance

## Onsite Energy & Components

in €m	2010	% of revenue	2011	% of revenue	Change	Q4 2011	% of revenue
<b>Order intake</b>	<b>938.8</b>		<b>1,046.6</b>		<b>11.5%</b>	<b>193.3</b>	
<b>External revenues</b>	<b>655.9</b>		<b>769.2</b>		<b>17.3%</b>	<b>246.7</b>	
<b>Segment revenues</b>	<b>763.3</b>		<b>990.5</b>		<b>29.8%</b>	<b>307.4</b>	
Diesel Systems & Engines	460.0	60%	604.9	61%	31.5%	200.8	65%
Gas & Fuel Cell Systems	50.3	7%	64.7	7%	28.5%	27.0	9%
After Sales/Other ( OE )	100.1	13%	126.1	13%	25.9%	32.5	11%
Injection Systems	152.9	20%	194.8	20%	27.4%	47.2	15%
<b>Adj. EBIT</b>	<b>31.5</b>	<b>4.1%</b>	<b>76.4</b>	<b>7.7%</b>	<b>142.5%</b>	<b>13.4</b>	<b>4.4%</b>

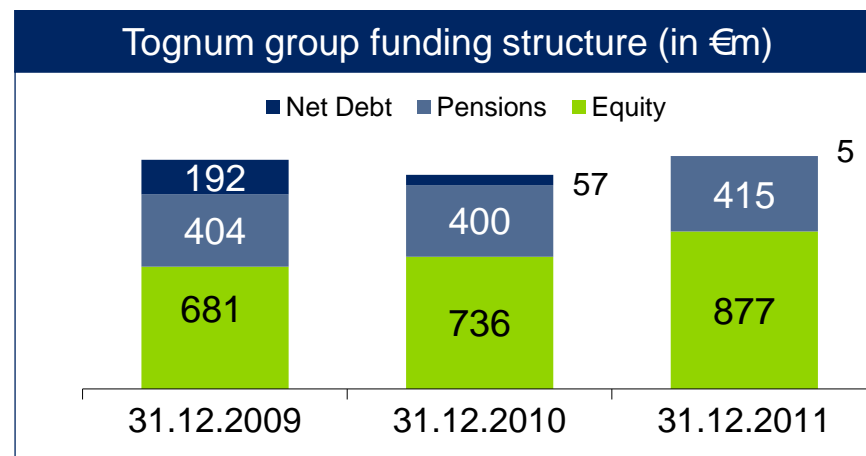
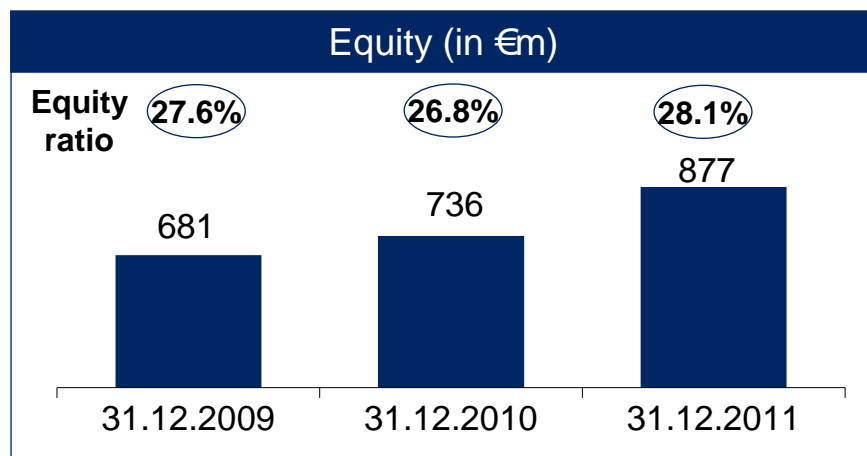
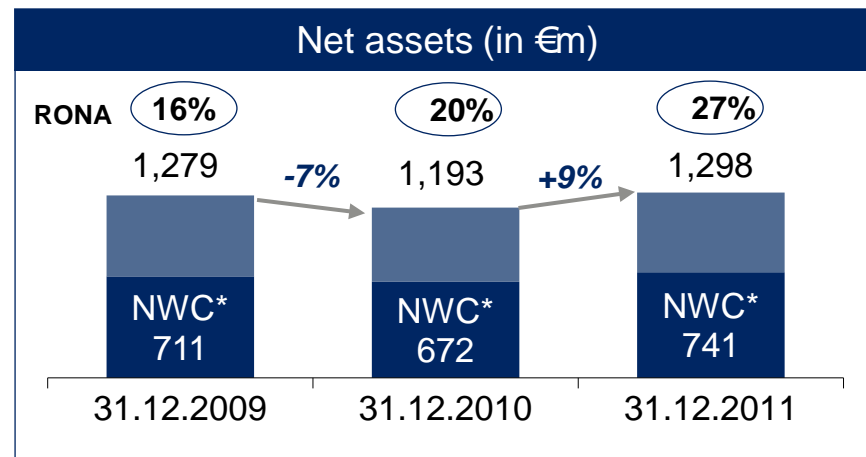
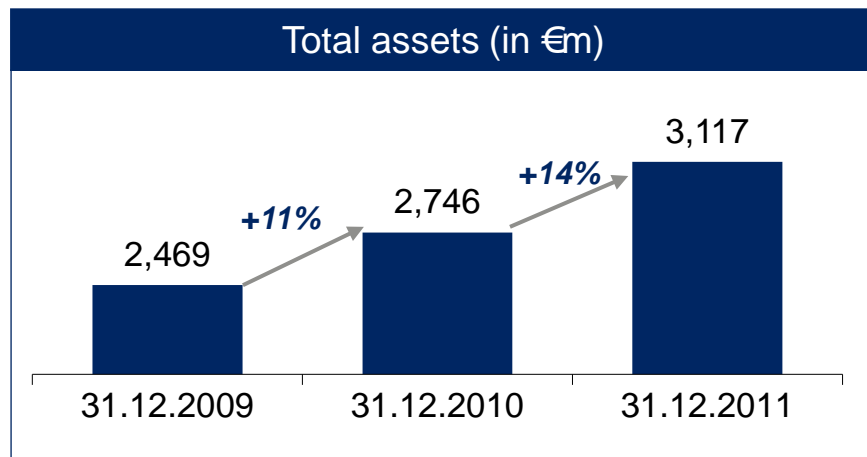


# Segmental performance

## Distribution

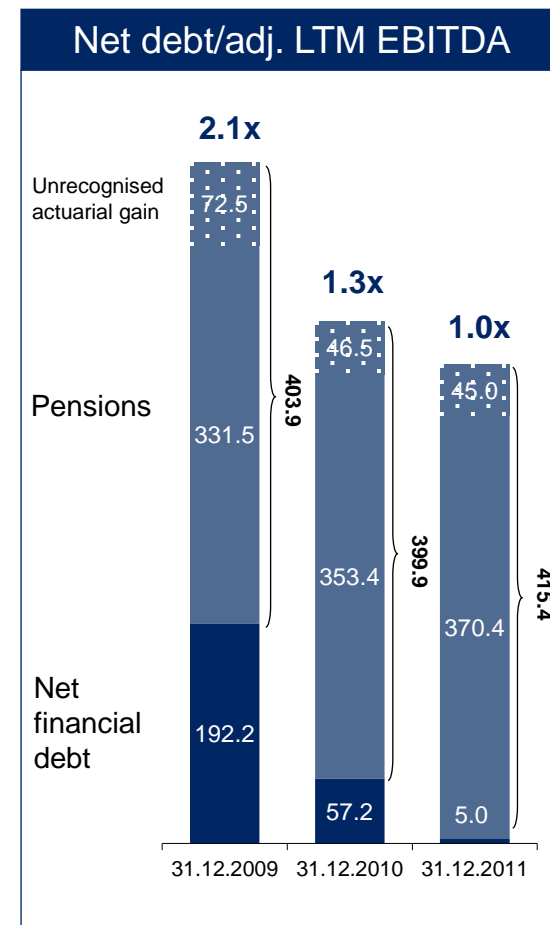
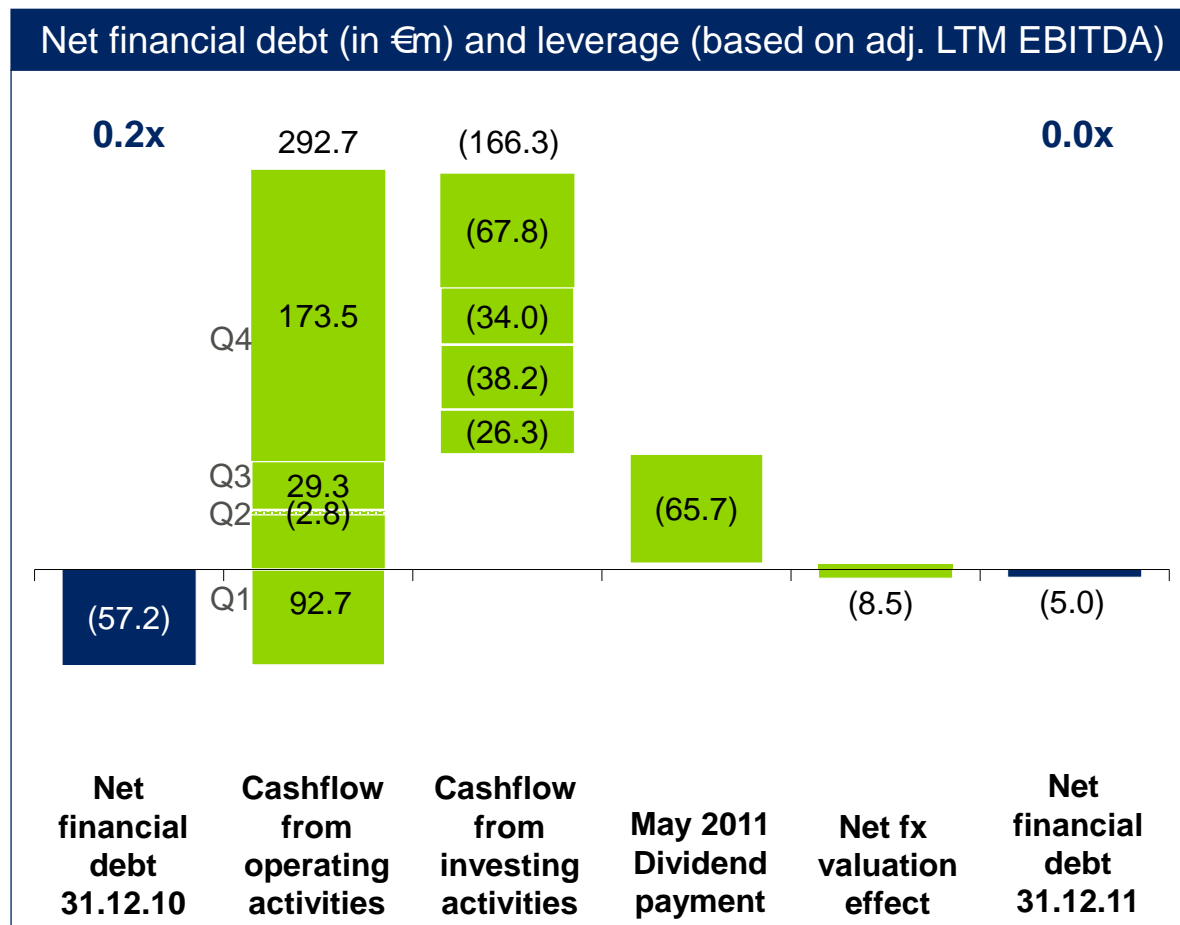
in €m	2010	% of revenue	2011	% of revenue	Change	Q4 2011	% of revenue
<b>Order intake</b>	<b>372.0</b>		<b>552.6</b>		<b>48.6%</b>	<b>159.6</b>	
<b>External revenues</b>	<b>290.7</b>		<b>475.7</b>		<b>63.6%</b>	<b>137.9</b>	
<b>Segment revenues</b>	<b>317.6</b>		<b>504.0</b>		<b>58.7%</b>	<b>146.2</b>	
Products	213.0	67%	381.0	76%	78.8%	108.6	74%
After Sales (D)	104.6	33%	123.0	24%	17.6%	37.6	26%
<b>Adj. EBIT</b>	<b>23.8</b>	<b>7.5%</b>	<b>28.9</b>	<b>5.7%</b>	<b>21.3%</b>	<b>8.4</b>	<b>5.7%</b>

# Balance sheet figures



\* Net Working Capital: includes inventories, trade receivables, trade payables and advance payments received

# 2011 net debt development



# Outlook 2012

- ▶ Currently high level of uncertainty in regards to market development

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- ▶ Revenues expected to grow in the single-digit percentage range

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- ▶ Adjusted EBIT margin > 10 %

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- ▶ Further increase in investments, especially set up of a new location in Eastern Europe

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# Thank you very much!

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**Financial calendar 2012\***

March 08	FY 2011 numbers
May 10	Q1/12 report
June 05	Annual General Meeting 2012
August 07	Q2/12 report
November 08	Q3/12 report

\* All dates are preliminary and subject to change