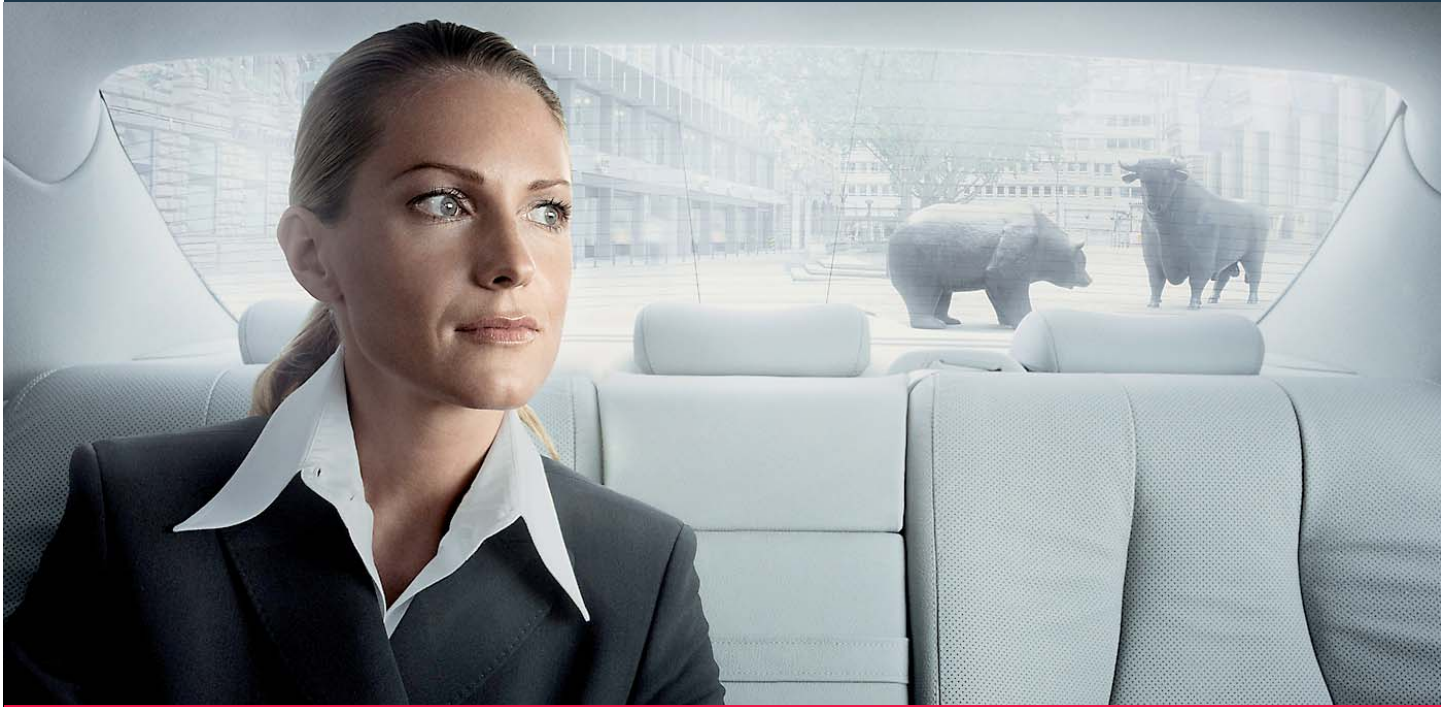


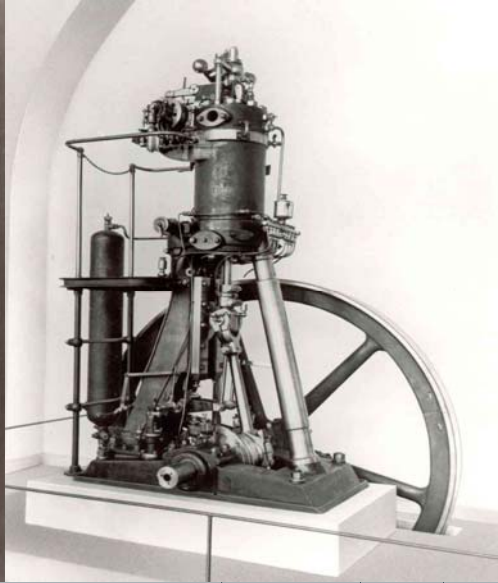
September 10/11, 2007



Capital Market Day

▶ Diesel Engines

MAN Diesel Cradle of Diesel Engine (1893 - 1897)



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<2>

Business Areas of the MAN Group



Commercial Vehicles

- Trucks
- Engines
- Buses
- Service



Diesel Engines

- 2-Stroke
- Turbocharger
- 4-Stroke
- Service



Turbomachinery

- Compressors
- Reactors
- Turbines
- Service



Industrial Services

- Contracting
- Logistics
- Service Platform

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New European Company MAN Diesel SE (Societas Europaea)



Internationalisation and Strengthening of Competitiveness

- One face to the customer
- Groupwide integration of activities
- International composition of committees,
e.g. European Works Council
- International, down-sized
Supervisory Board



In force since September 1st 2006

Executive Board of MAN Diesel SE



Dr.-Ing Peter Sunn Pedersen
2-Stroke-Engines

Tage Reinert
Finance / Controlling

Dr.-Ing Georg Pachta-Reyhofen
Chairman

Dr.-Ing Stefan Spindler
4-Stroke-Engines

Dr.-Ing Stephan Timmermann
Production / After Sales



“We want to be the leading power systems supplier for marine and stationary applications and the preferred after-sales business partner of our customers.”

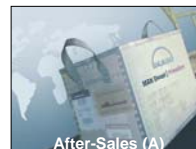
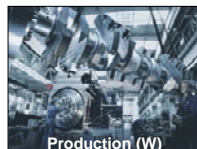


Executive Board

Dr. Pachta Dr. Pedersen Reinert Dr. Spindler Dr. Timmermann

Group Functions (GF)

Business Units (BU)



Worldwide Sales- and After-Sales-Organisation

Brand Hierarchy



Corporate Logo		
Company Brand	MAN Diesel	
Product Brand	MAN Diesel MAN B&W	
Service Brand	MAN Diesel PrimeServ	

* expiring

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Main Production Sites



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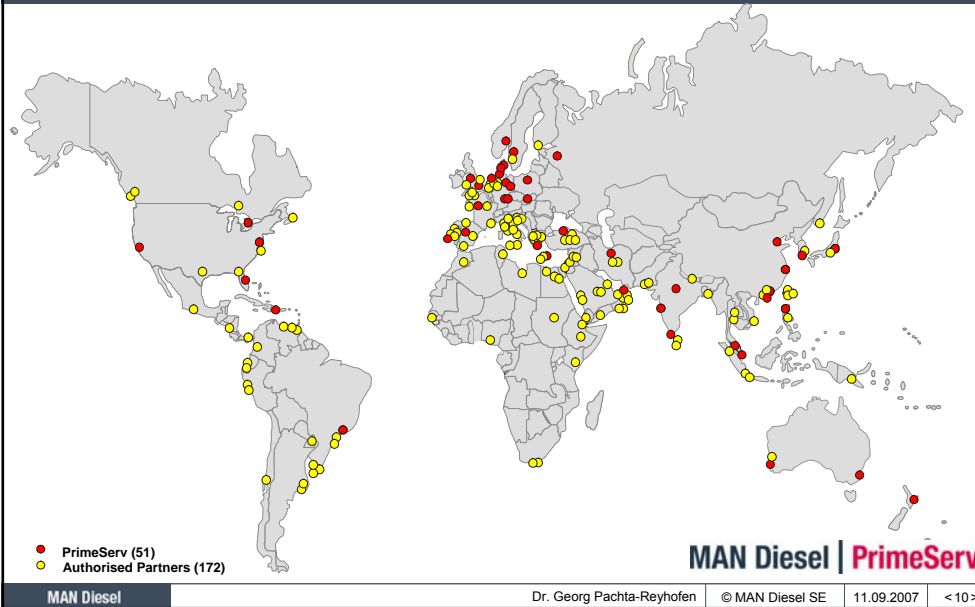
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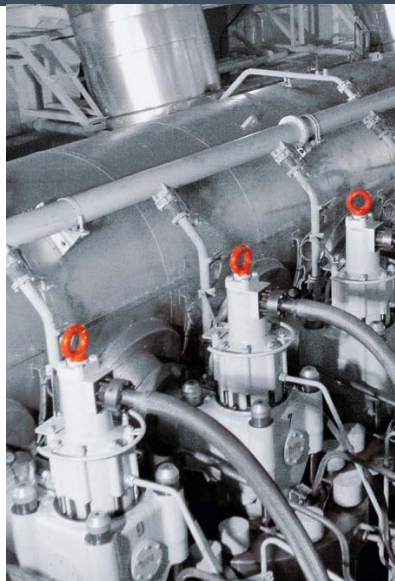
MAN Diesel | PrimeServ Worldwide Network



Business Segments



- **Four-stroke Diesel, Gas and Dual-Fuel Engines for marine propulsion, auxiliary, stationary- and offshore-applications**
- **Two-Stroke Diesel Engines for marine propulsion and stationary applications**
- **Exhaust Gas Turbochargers**
- **After-Sales-Services**
MAN Diesel | PrimeServ



MAN Diesel

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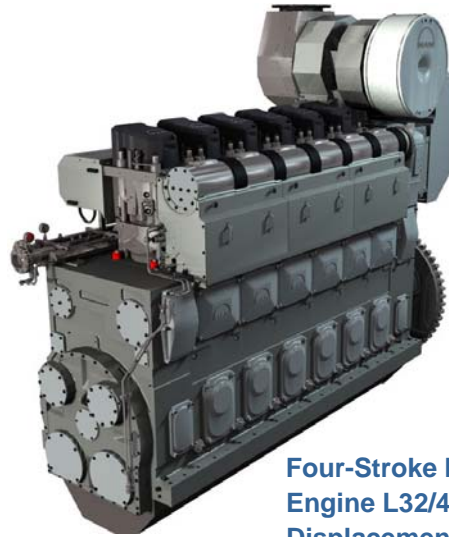
Diesel Engines Compared (I)



Car Engine:
Displacement 0,5 l / cyl.



Truck Engine:
Displacement 2 l / cyl.



**Four-Stroke Medium Speed
Engine L32/44 Common Rail,
Displacement 35 l / cyl.**



Diesel Engines Compared (II)



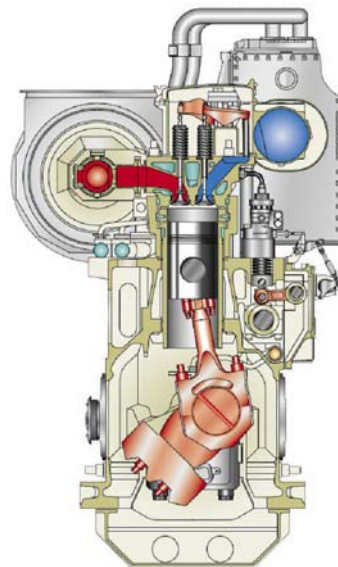
Car Engine,
Displacement 0,5 l / cyl.



Truck Engine,
Displacement 2 l / cyl.



**Four-Stroke Medium Speed
Engine L48/60,
Displacement 108 l / cyl.**



Diesel Engines Compared (III)



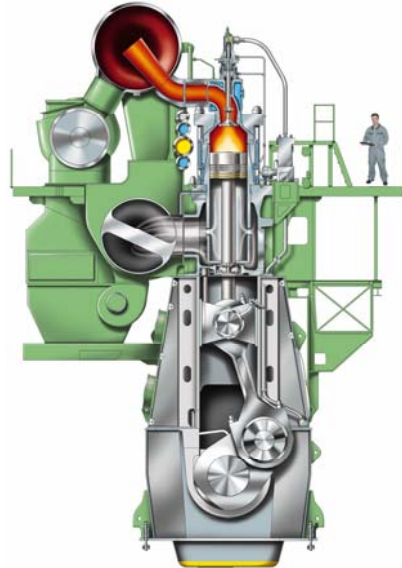
Car Engine,
Displacement 0,5 l / cyl.



Truck Engine,
Displacement 2 l / cyl.



**Two-Stroke Low Speed
Engine K98ME,
Displacement 2005 l / cyl.**



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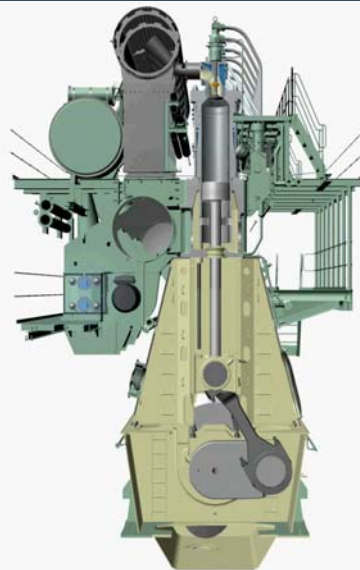
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<14>

Two-Stroke Low Speed Engine 12K98ME



Bore:	980 mm
Stroke:	2660 mm
Power Output:	74,760 kW
Torque:	7,360,392 Nm
Weight:	2,017 t
Length:	~ 25 m
Height:	~ 15 m



MAN Diesel

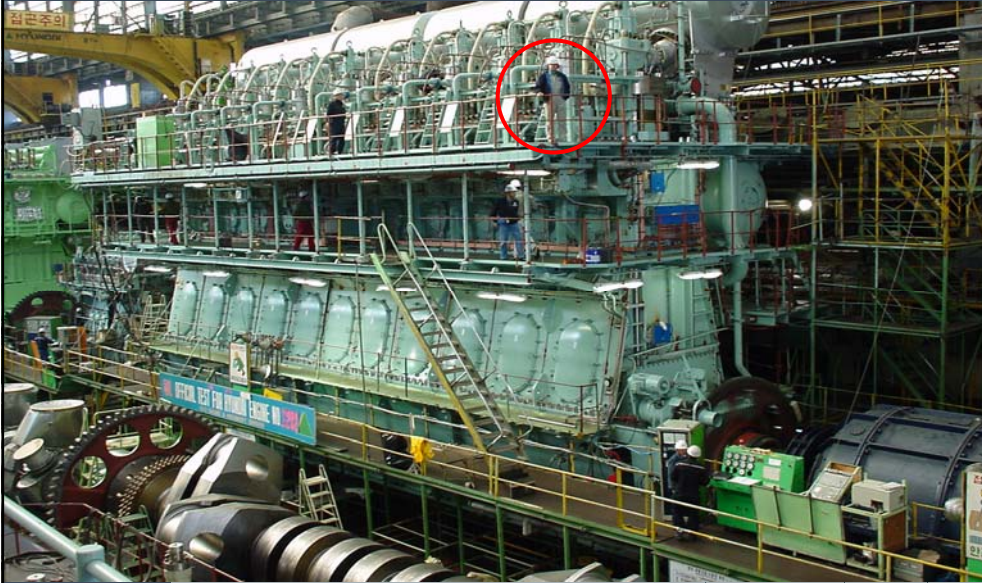
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Two-Stroke Low Speed Engine 10K98MC-C



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Fields of Application



Stationary Power Generation

Power Stations and Standby Generators



Marine

Main and Auxiliary Engines aboard Ships

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**Power Station, Dominican Republic
Heavy Fuel Oil**



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**Interior View of a Power Station
Heavy Fuel Oil, Natural Gas, Oil/Gas (Dual Fuel)**



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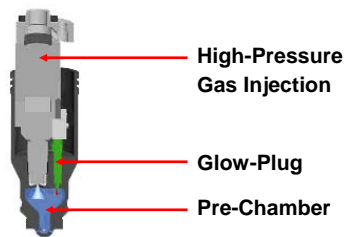
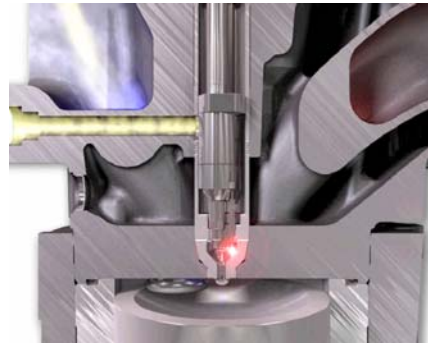
11.09.2007

<19>

MAN Diesel Technology 32/40 PGI Gas Engine



- World's first Combination of Diesel and Otto Processes in a Gas Engine
- Patented High-Pressure Gas Injection in a Pre-Chamber with Glow-Plug



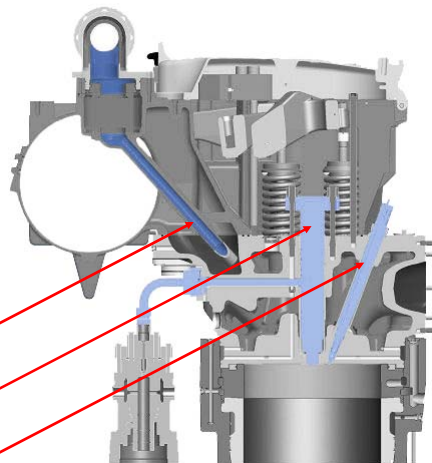
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MAN Diesel Technology 51/60 DF Dual-Fuel Engine



- Largest and Most Powerful 4-Stroke Dual-Fuel Engine
- Fuel Flexibility (HFO, MDO, Gas with Seamless Changeover)

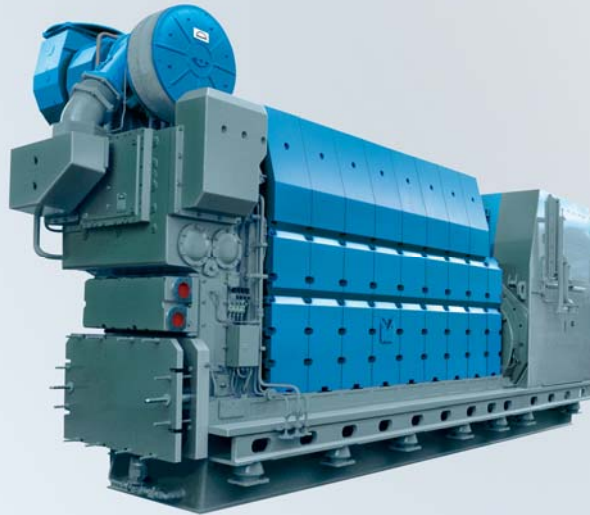


Low-Pressure Gas Injection
Diesel Injector
Common Rail Pilot Fuel Injector

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Four-Stroke Medium Speed Engine for Marine Applications – Genset for Power Generation



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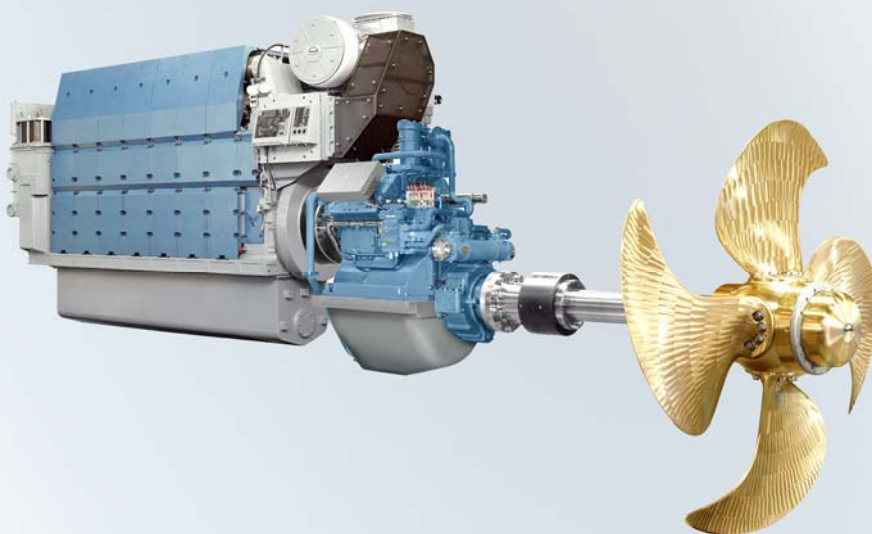
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<22>

Four-stroke Medium Speed Engine for Marine Applications – Propulsion System with CPP



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High Speed Multi-Hull Ferry 'Milenium Tres'
4 Four-Stroke Engines - 39,157 HP



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Cruise Liner 'Norwegian Sun'
6 Four-Stroke Engines - 68,932 HP



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Interior View of an Engine Room
Heavy Fuel Oil, Oil/Gas (Dual Fuel)



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LNG-tanker (Bowl Tank System)
51/60 Dual Fuel, Natural Gas / Heavy Fuel Oil



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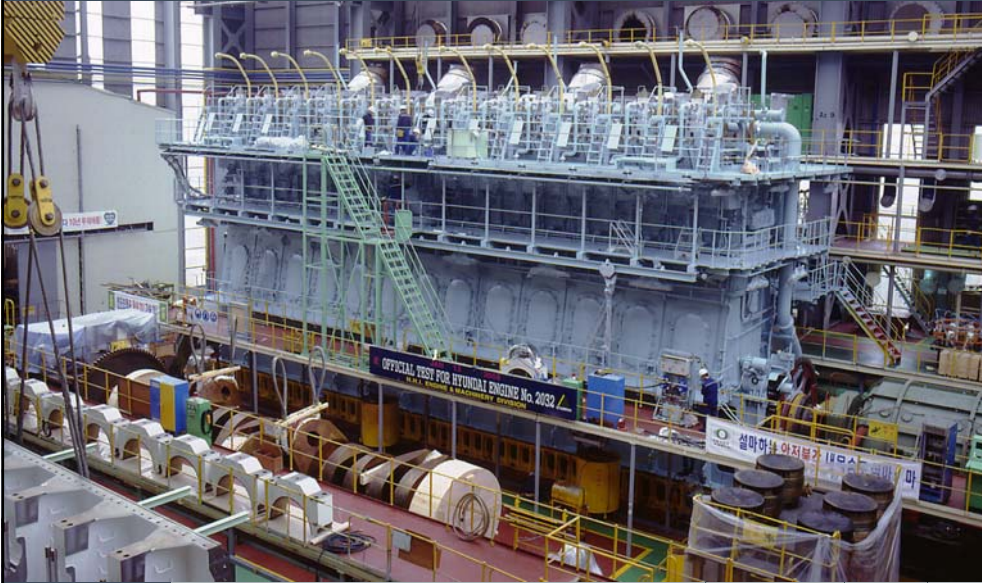
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Two-Stroke Low Speed Engines for Marine Applications



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Container Vessel 'Cosco Guangzhou' 1 Two-Stroke Engine - 101,640 HP



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Market Shares



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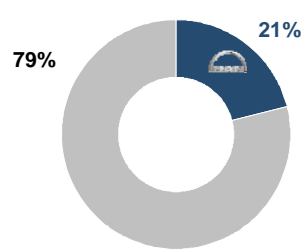
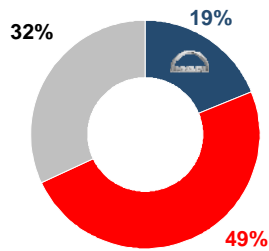
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Market Shares in Order Intake Stationary Applications (Diesel and Gas)



**Medium Speed Engines
Diesel and Gas Gensets (> 0.5 MW)**

**Medium Speed Engines
Diesel and Gas Gensets (> 3.5 MW)**



MAN Diesel
Wärtsilä
Others

MAN Diesel
Others (incl. Wärtsilä)

Source: Diesel and Gas Turbine Worldwide, orders from June 2005 to May 2006; Wärtsilä Interim Report

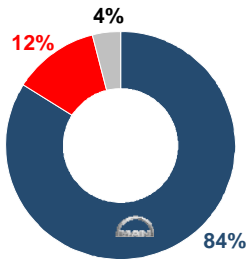
MAN Diesel

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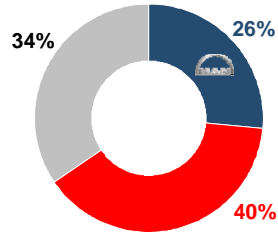
Market Shares in Order Intake Marine Engines



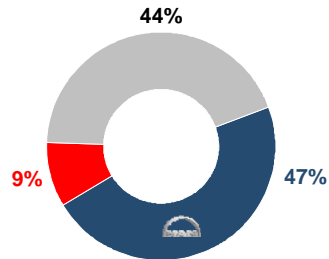
Low Speed Propulsion



Medium Speed Propulsion (> 0.5 MW)



Medium Speed Auxiliary (>0.5 MW)



- MAN Diesel
- Wärtsilä
- Others

Source:
 - Low-speed based on Lloyds Fairplay Ltd.Q3/2006
 - Medium-speed based on Diesel & Gas Turbine June 2005 to May 2006; Lloyds Fairplay Ltd and own calculations

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MAN Diesel Engines in World Trade



**50% of World Trade is
Powered by MAN Diesel Engines!**

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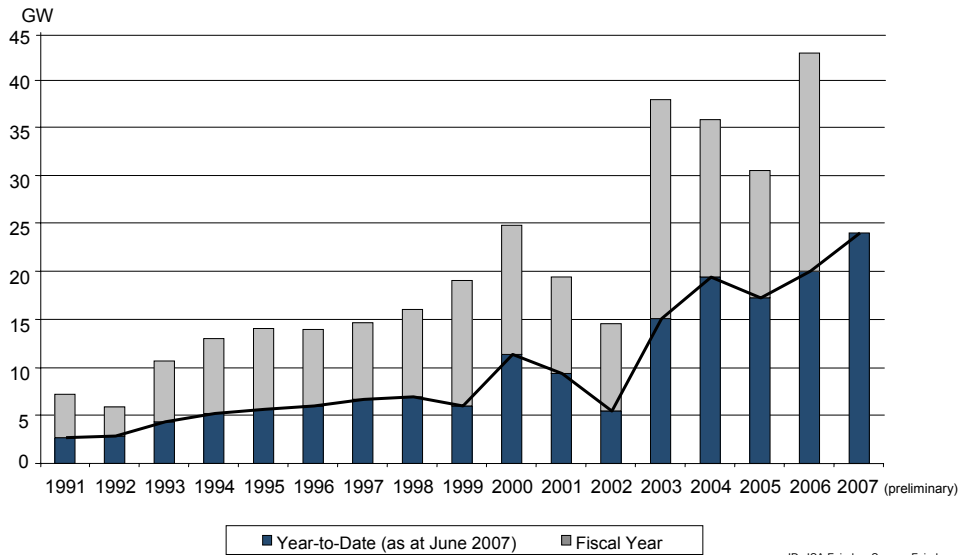
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Worldwide Contracting of Ships (> 2,000 DWT/GT)



ID: JSA.Fairplay; Source: Fairplay

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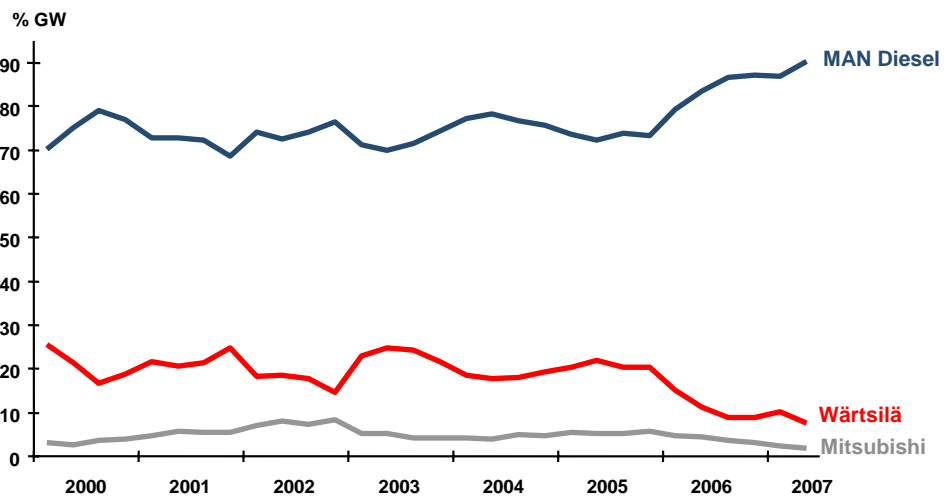
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Low Speed Engines Marine Propulsion Market Shares in Order Intake



Source: Lloyd's Register-Fairplay

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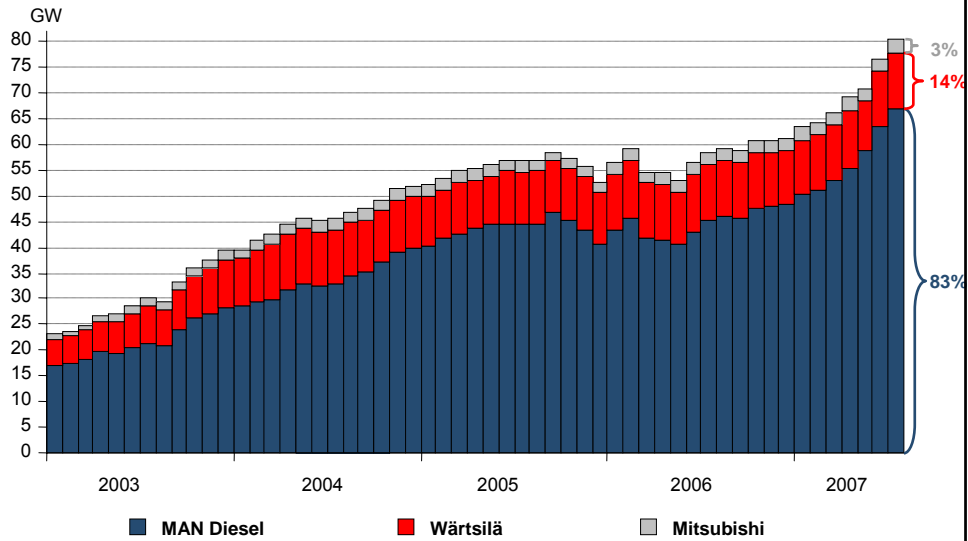
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<35>

Low Speed Engines Marine Propulsion Market Volume and Shares in Order Backlog



Source: Lloyd's Register-Fairplay

MAN Diesel

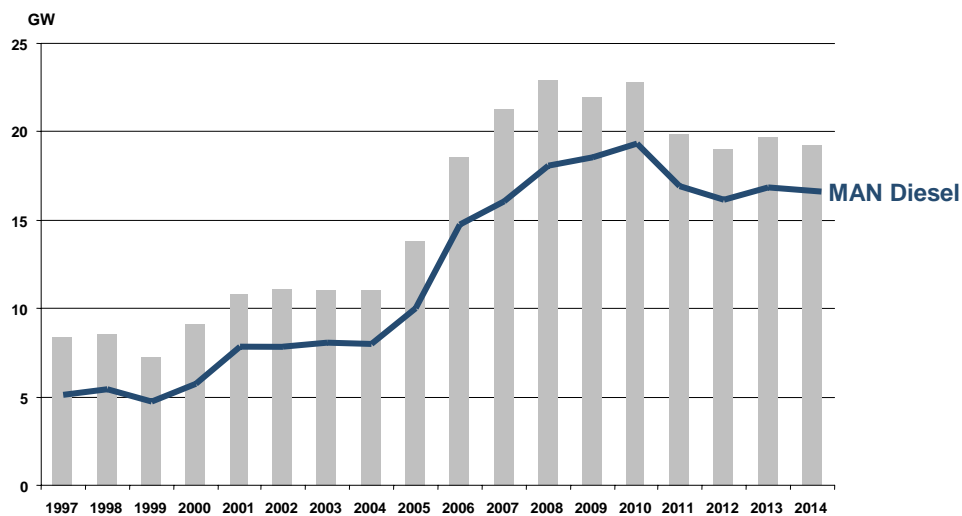
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Low Speed Engines Marine Propulsion Market Volume and Share in Deliveries



Source: Lloyd's Register-Fairplay and MAN Diesel

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Key Figures 2006 / 2007



2006	2007
3 077	3 077
2 789	2 789
90	90
4 773	4 773
3,2	3,2
38,1	38,1
2 109	2 109
1 738	1 738
65	65
8 832	8 832
3,7	3,7
1 885	1 885
1 611	1 611
34,1	34,1

MAN Diesel

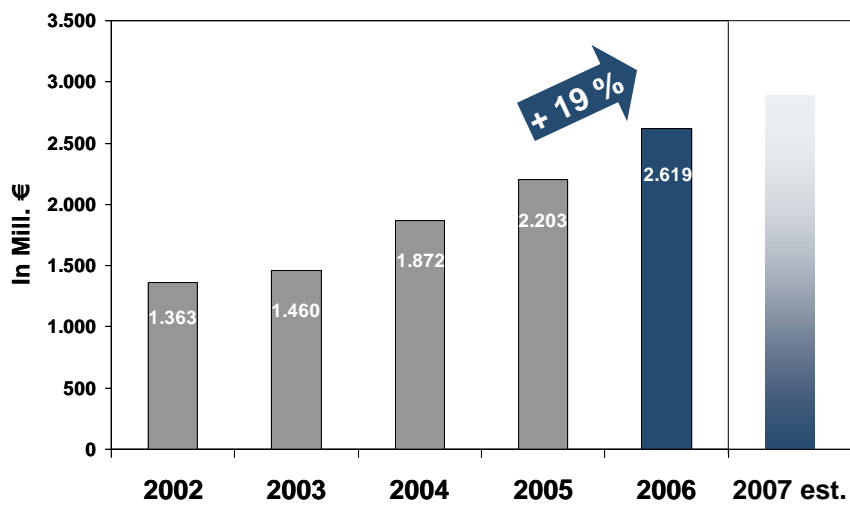
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Order Intake



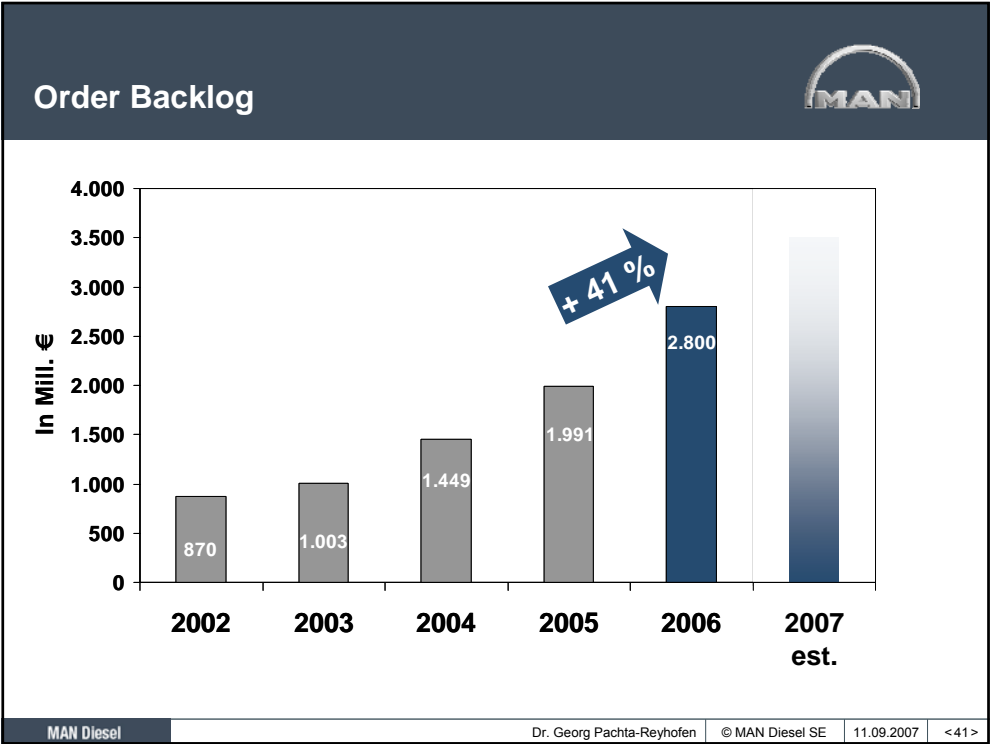
MAN Diesel

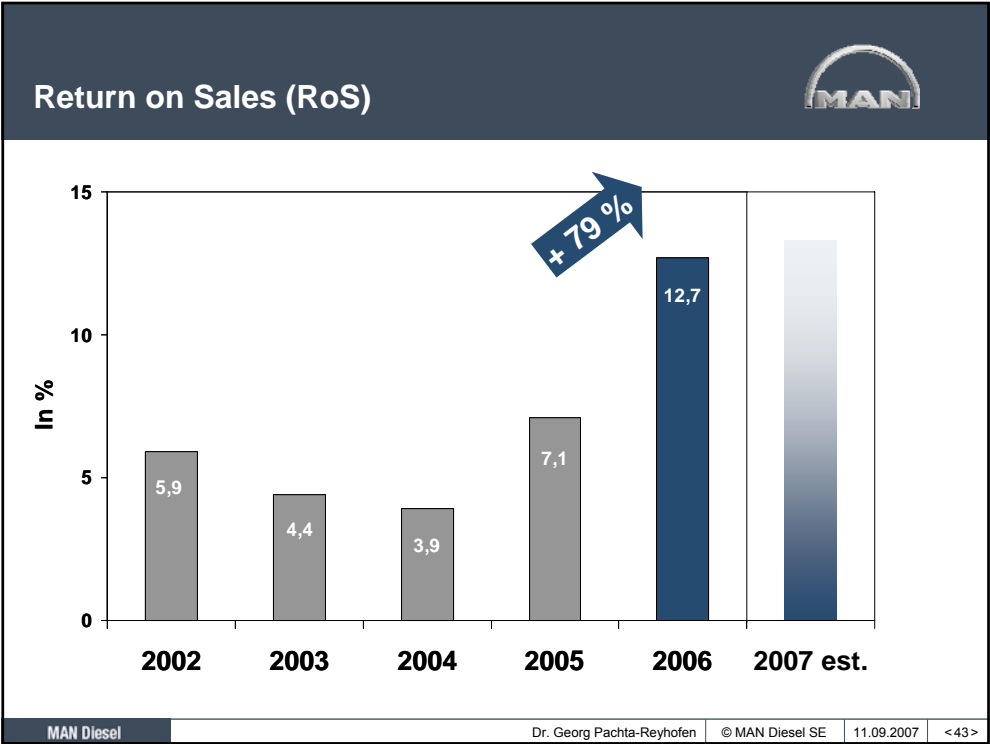
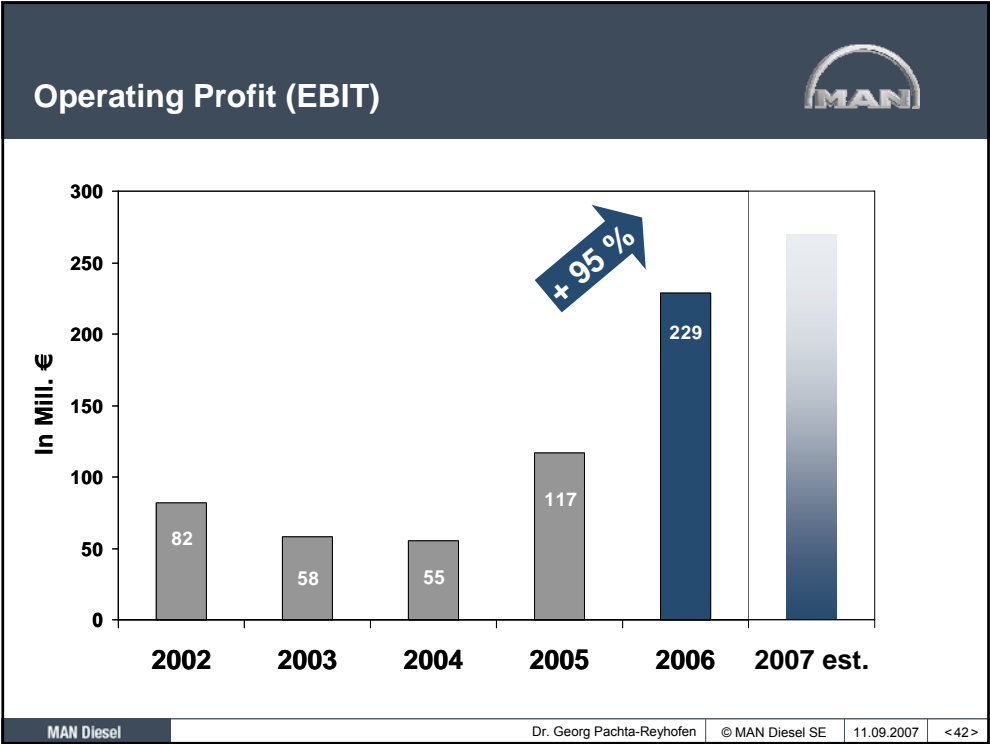
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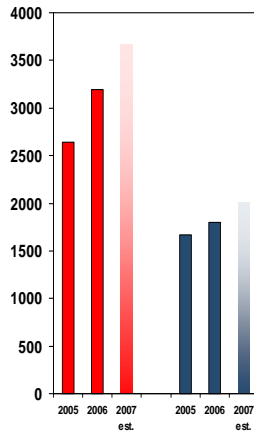




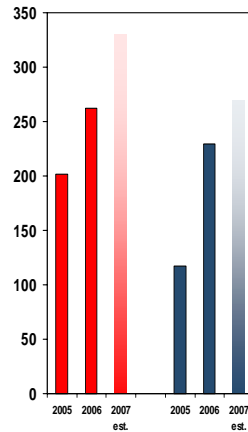
Benchmarking Wärtsilä vs. MAN Diesel



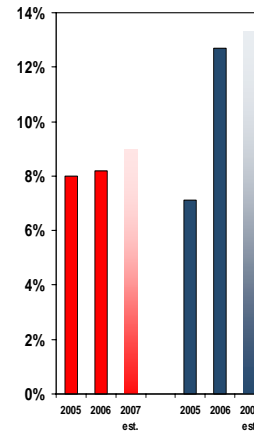
Sales [Mill. €]



EBIT [Mill. €]



ROS [%]



■ Wärtsilä
■ MAN Diesel

Source : MAN Diesel/GC, Wärtsilä Interim Report Q2/2007 and Financial Securities

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Summary of Business Review



**Outstanding order intake, turnover,
order backlog and profit!**

**Consolidate and further improve
future prosperity!**

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Strategic Focuses 2007



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Strategic Focuses (I) Structural Improvements



- **Sustainable Increase in Efficiency by**
 - Concentrated implementation of new organisational structure with group-wide process alignment
 - Streamlining of product portfolio and focusing on core components in production
 - Extension of global sourcing (in particular in Korea, China and India)
 - Selective offshoring, e.g. Design Office in Aurangabad, India



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Strategic Focuses (II) Growth Strategy



- **Extension of Worldwide After-Sales-Network of MAN Diesel | PrimeServ by**
 - Extension of network (5 - 10 new hubs p.a.)
- **Increase of Market Share for Medium Speed in the Segments:**
 - LNG-tankers
 - Offshore and Navy
 - Turnkey Power Plants



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Strategic Focuses (III) Innovation Leadership



- **Focus on Environment-Friendly Technologies**
 - Market introduction of Common Rail injection system for all heavy fuel oil engines
 - Further adaptation of existing engine types for Bio-Fuel applications
 - Further development of significant new NO_x reduction technologies such as Fuel Water Emulsion, Humid Air and SCR technologies
 - Accelerated development of retrofit packages for engines in the field



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Outlook



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Outlook for MAN Diesel



- Operational excellence with a continuous focus on profit quality
- Outstanding participation in market growth in profitable business segments
- Expansion of innovation leadership

“We want to be the leading power systems supplier for marine and stationary applications and the preferred after-sales business partner of our customers.”



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MAN Diesel
powering the world