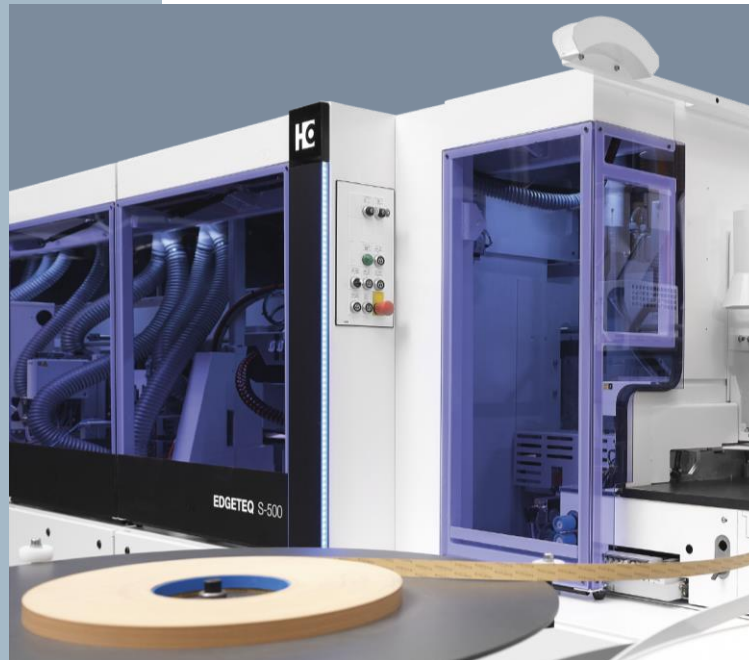
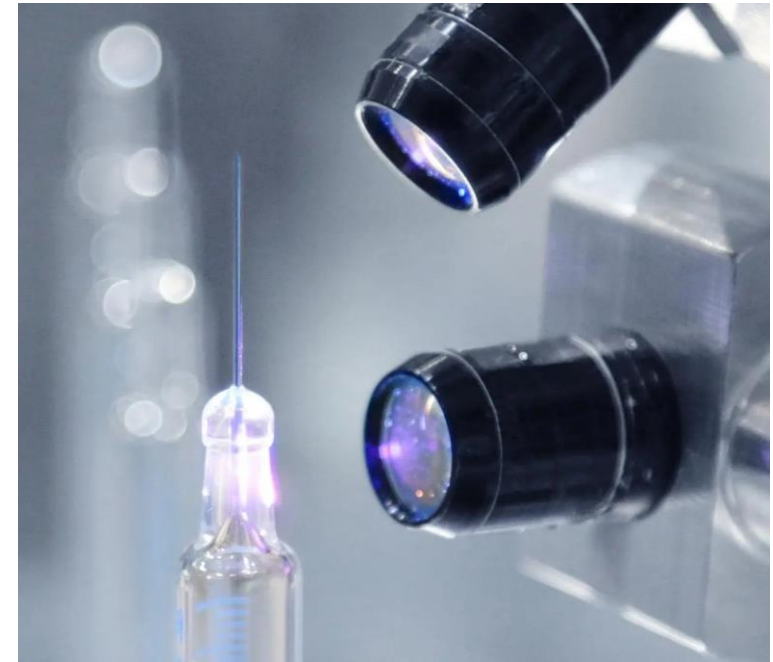
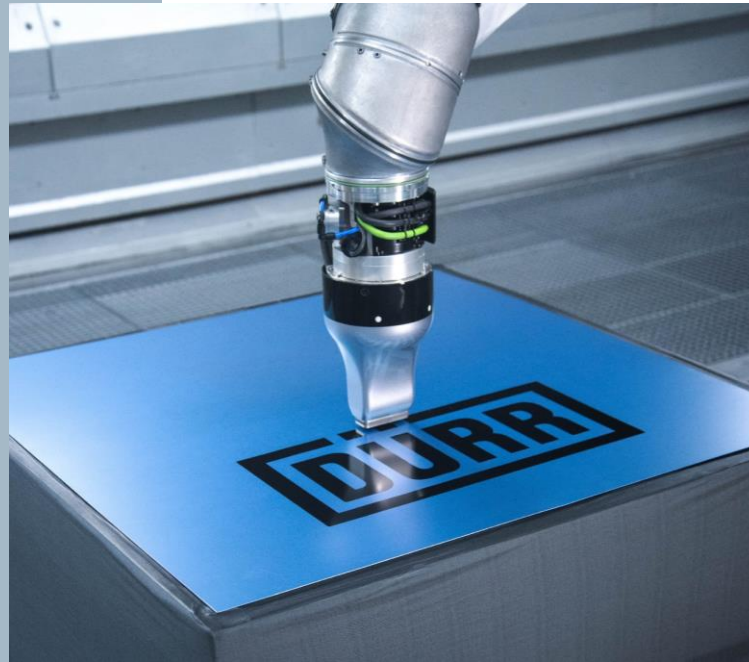


# DÜRR GROUP.

## ANNUAL GENERAL MEETING 2024

DR. JOCHEN WEYRAUCH, CEO

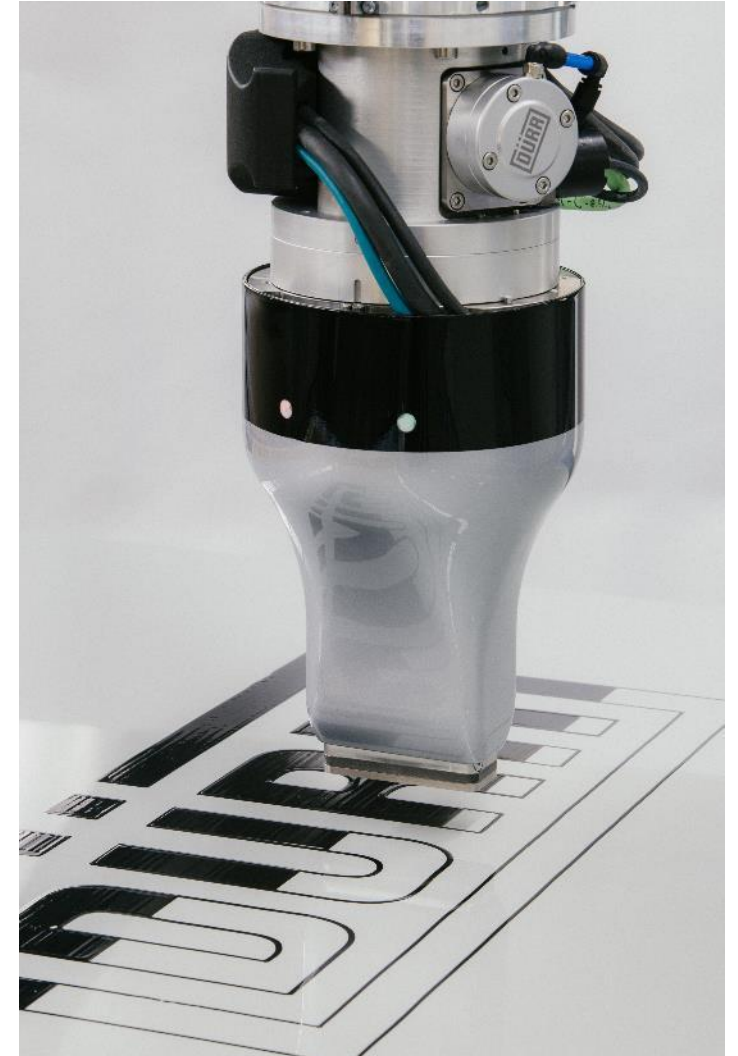
Dürr Aktiengesellschaft  
May 17, 2024  
Bietigheim-Bissingen



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**Bonder**  
ZUM KORROSIONSSCHUTZ  
VON EISEN, STAHL,  
ZINK UND ALUMINIUM



... für  
... elacke aller

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Prof. Dr. N. Loos

Prof.

Dr. Dr. A. Dürr

R. Dieter

Dr.-Ing. E.h. H. Dürr





DÜRR GROUP.  
Herzlich willkommen 90  
Heinz Dürr

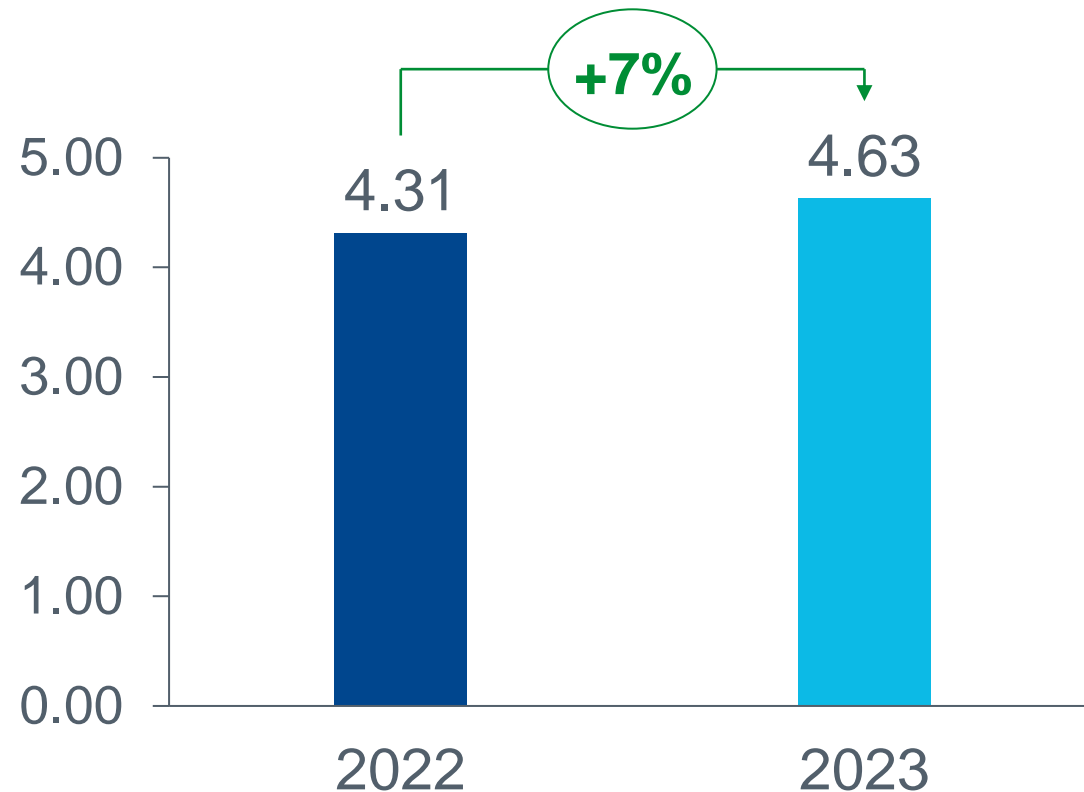




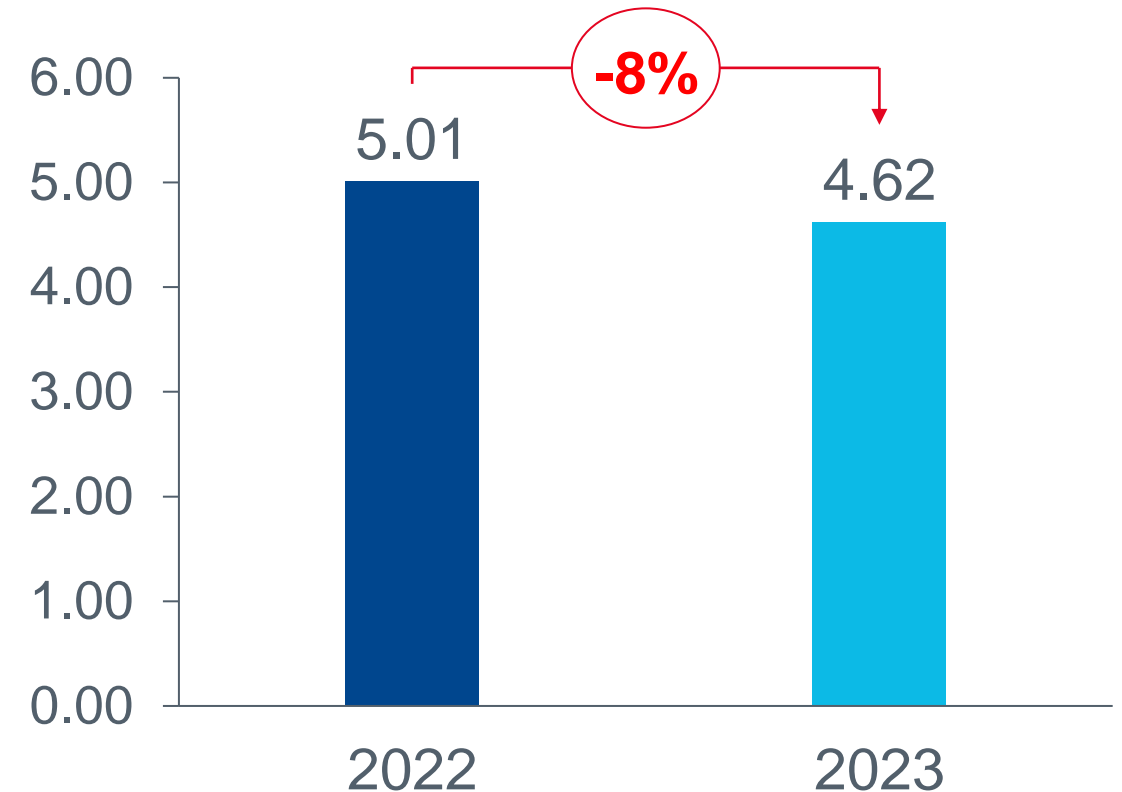


# 2023 figures: Record sales

Sales (€ billion)



Order intake (€ billion)

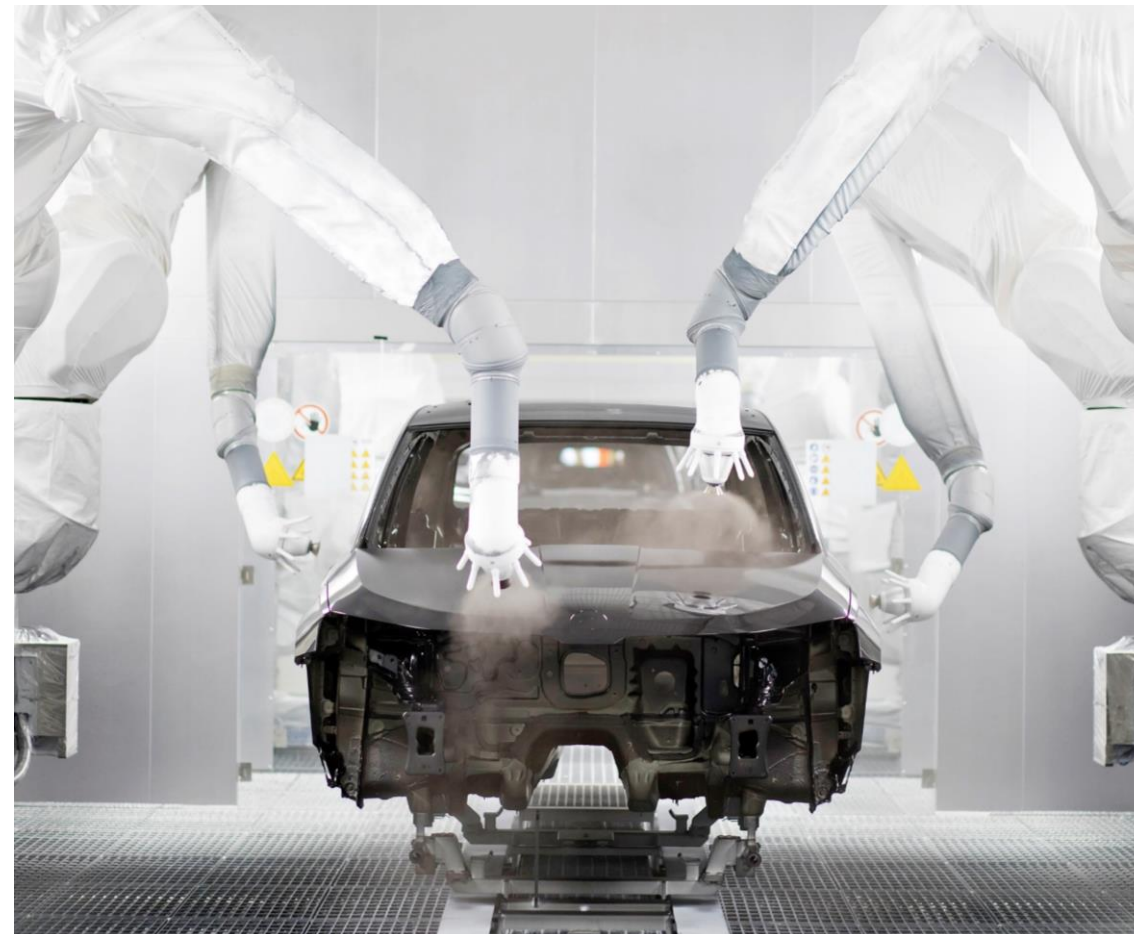
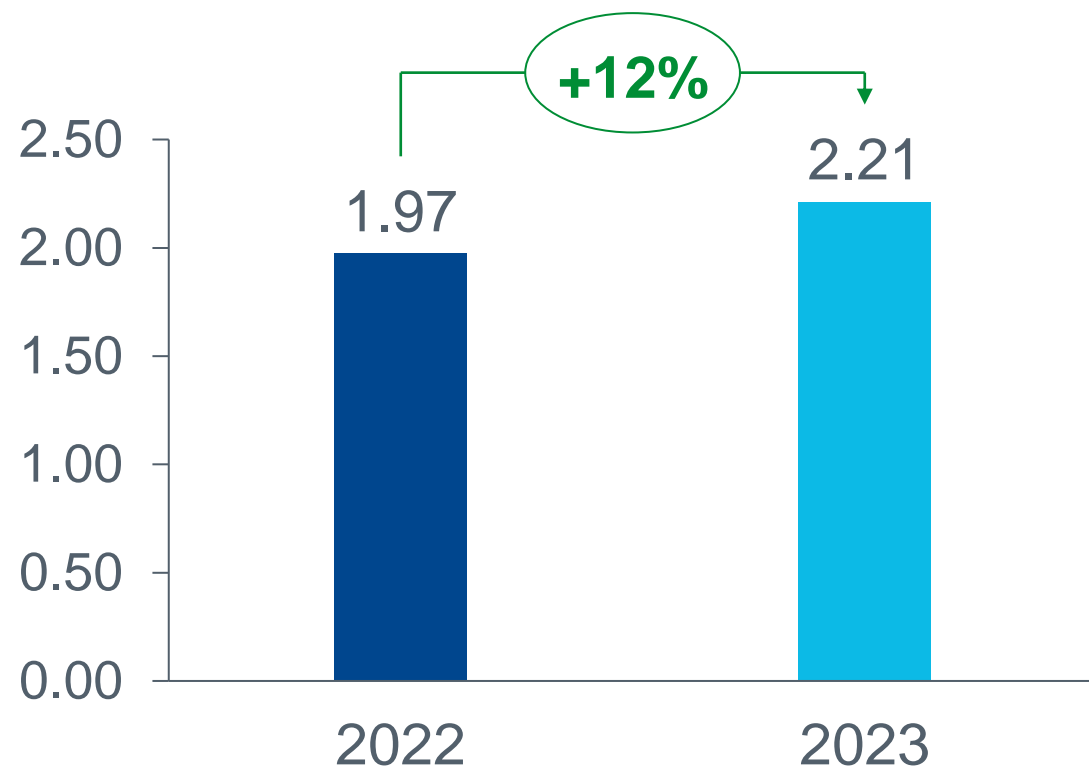


Sales and order intake in 2023 more or less on a par



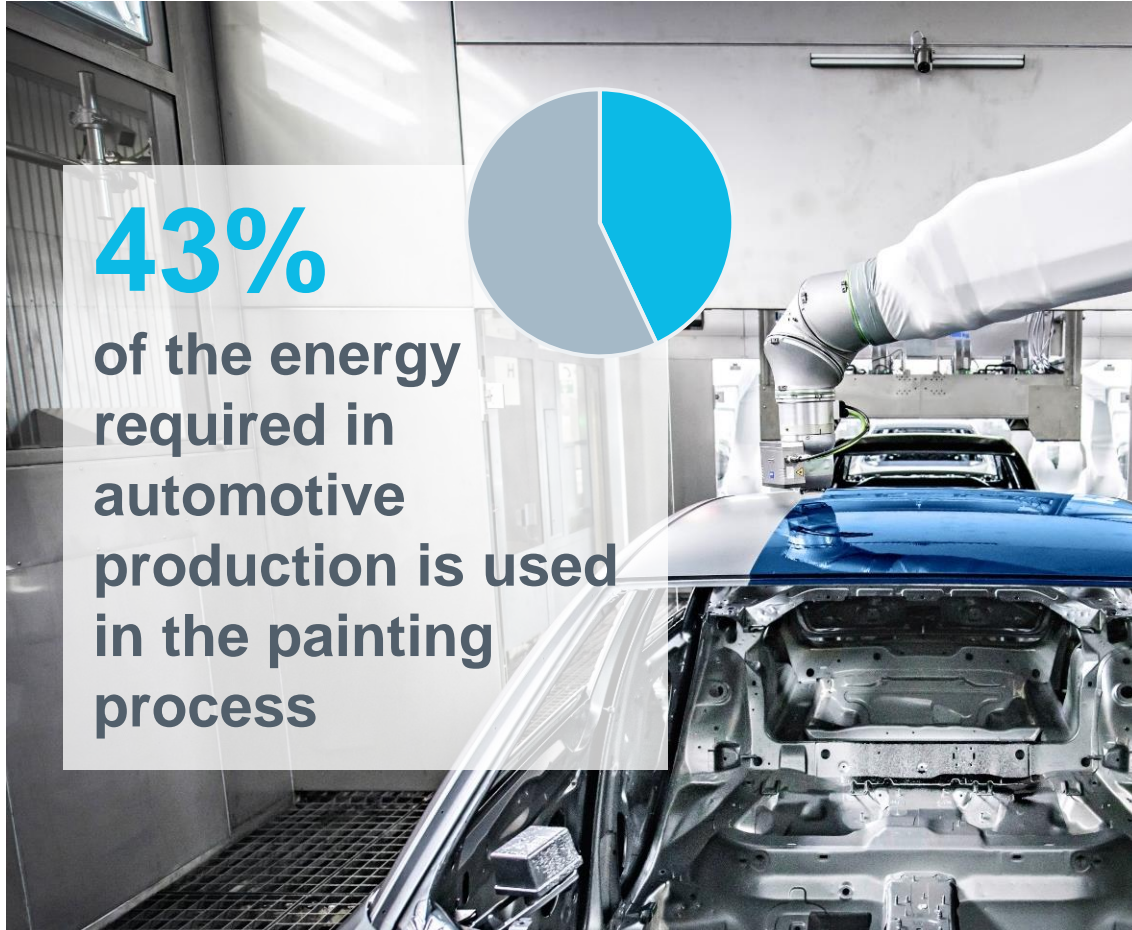
# Strong business with the automotive industry

Sales revenue from the automotive industry (€ billion)

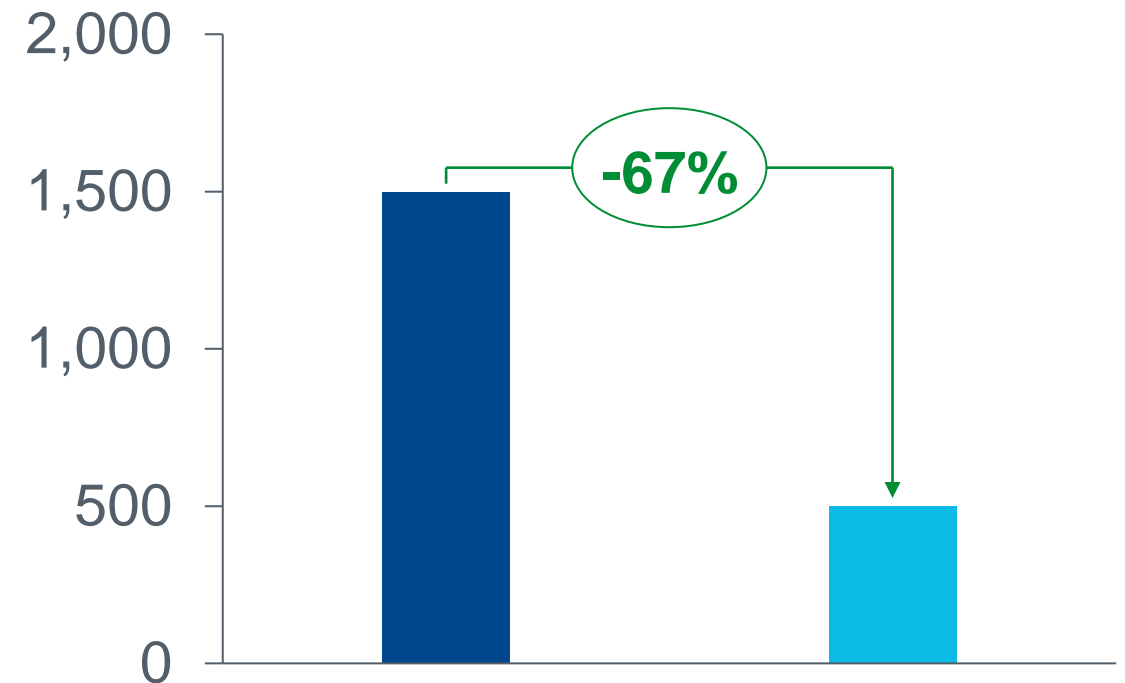


**E-mobility and sustainability are growth drivers for the Dürr Group**

# Pioneers in the sustainable painting of cars



Energy savings in the last  
15 years in kWh per car body



Efficient Dürr technology improves the energy balance of car factories



# Sustainable painting: Flagship projects

First paint shop  
to operate CO<sub>2</sub>-free



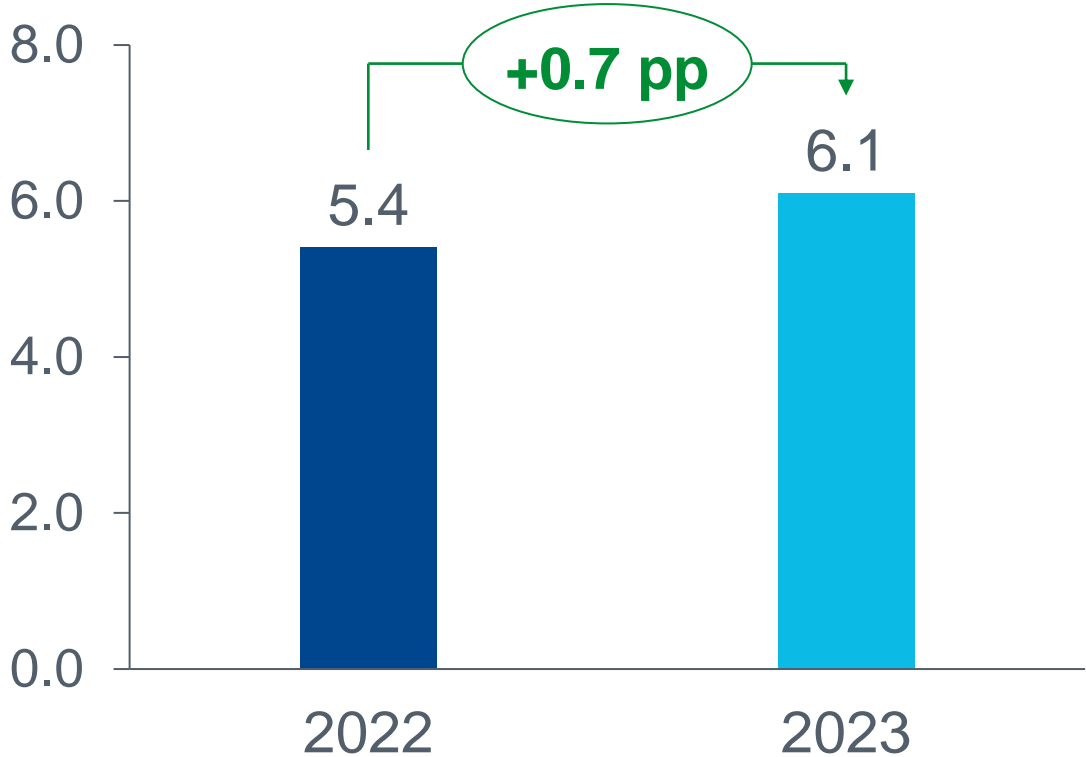
Strategic partnership  
with Mercedes-Benz



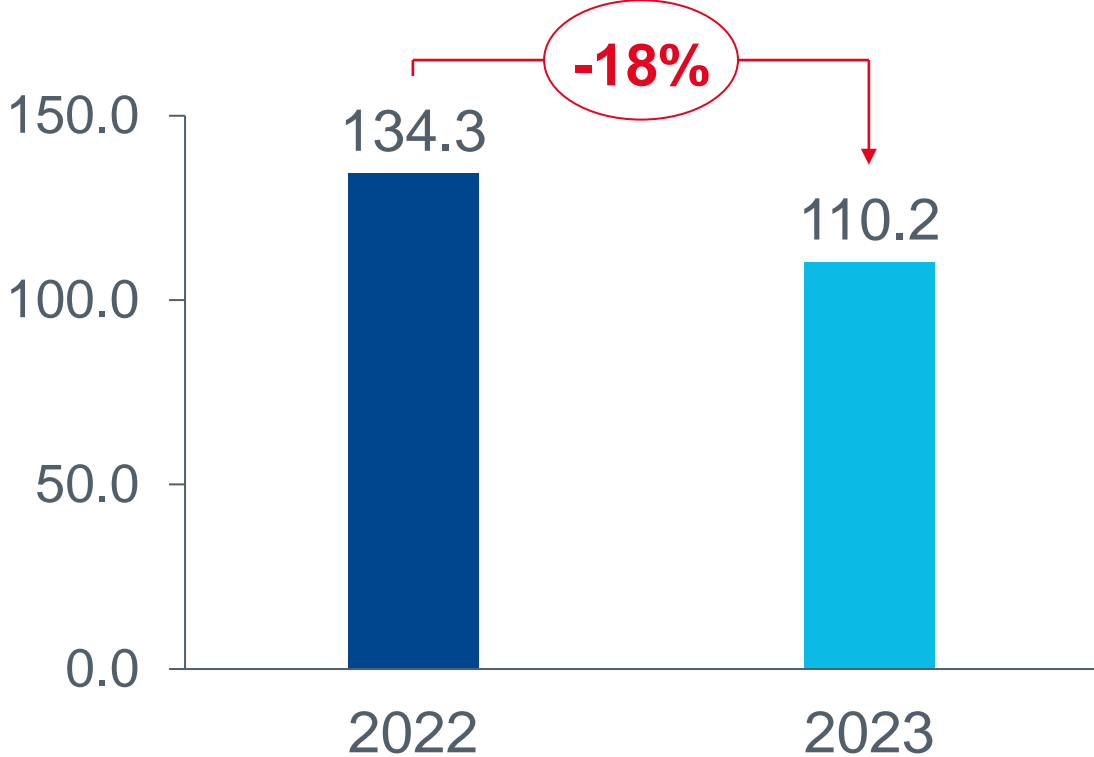


# Better EBIT margin before extraordinary effects

EBIT margin before extraordinary effects (%)



Earnings after tax (€ million)



Margin expansion through reduced costs and strong service business



# Free cash flow increased

		2021	2022	2023
Free cash flow	€m	120.8	117.1	129.3
Capital expenditure <sup>1</sup>	€m	107.8	138.5	157.1
Net financial status (Dec. 31)	€m	-99.5	-46.5	-516.6
Cash (Dec. 31)	€m	583.1	716.1	1,037.1
Total liquidity <sup>2</sup> (Dec. 31)	€m	837.9	866.1	1,037.2

<sup>1</sup> Property, plant & equipment and intangible assets

<sup>2</sup> Incl. term deposits

**Increased net financial debt due to the acquisition of BBS Automation**



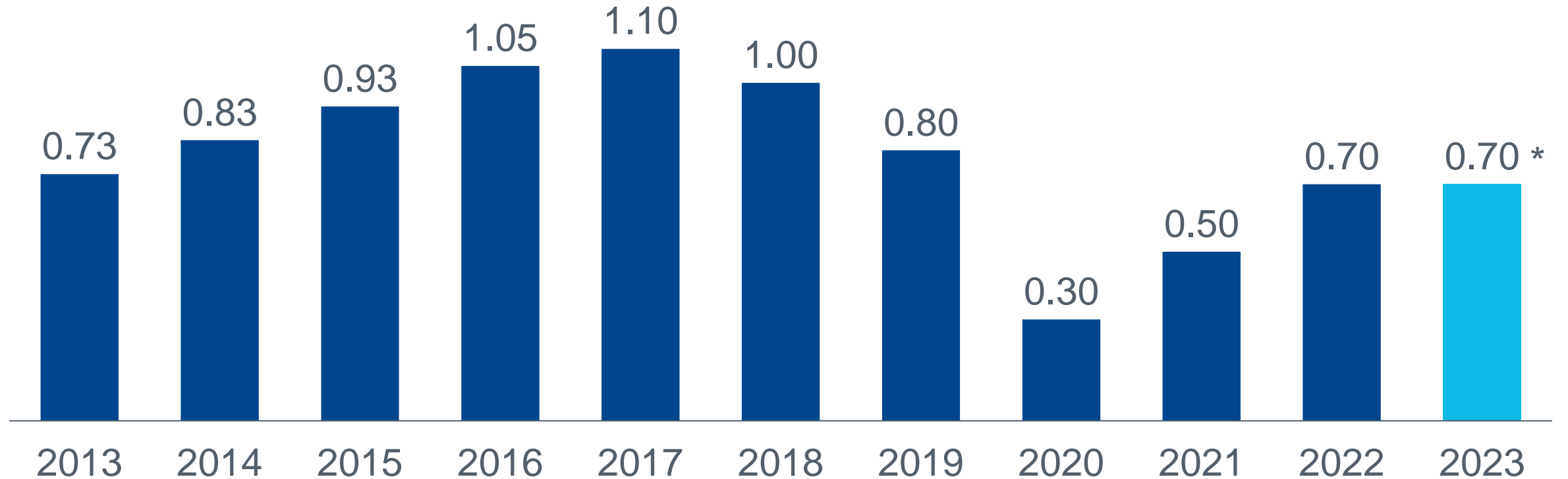
# Dürr share: Average price target of €28.77



Share price up by almost 20% since the beginning of 2024

# Stable dividend proposed: €0.70 per share

(€)

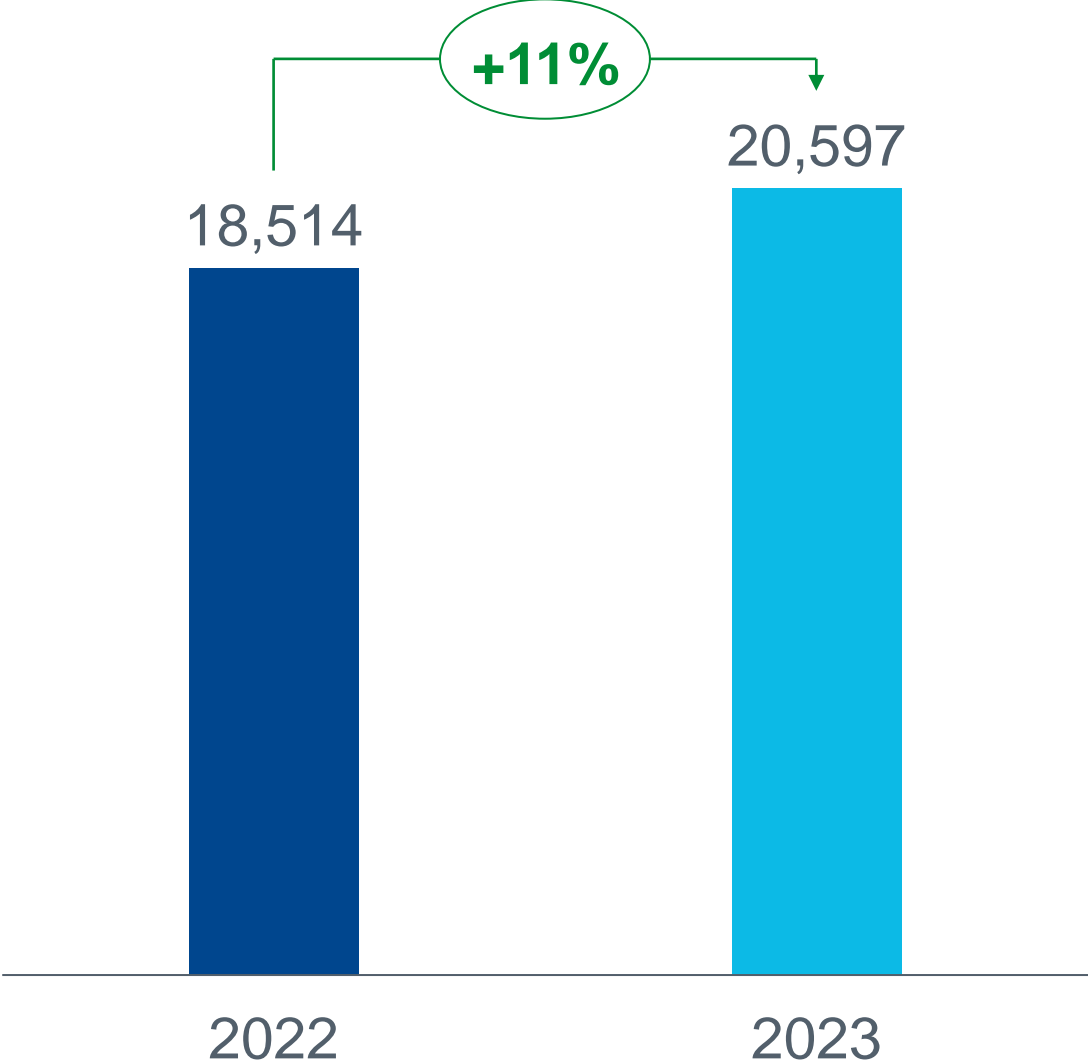


\* Proposed

Total payout of €48.4 million, payout ratio of 44.0%



# Over 20,000 employees in the Dürr Group



1. Annual and consolidated financial statements
2. Appropriation of net retained profit
3. Ratification of the acts of the members of the Board of Management
4. Ratification of the acts of the members of the Supervisory Board
5. Election of the auditor
6. Approval of the remuneration report





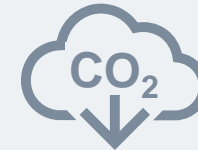
# Sustainability: Taking decisive action



Top ratings with  
**EcoVadis** and **ISS**



**100%** green electricity



Direct greenhouse gas  
emissions **-28%**



Energy intensity  
**-8%**



**€47 million** investments  
taxonomy-aligned



Progress in 2023



German Supply Chain Due Diligence Act

Taking a stance against xenophobia



Employee survey

Corporate statement



Diversity

Sustainability also includes social commitment





## Established business (traditional business fields)

- Paint shops
- Painting robots
- Final assembly technology
- Environmental technology
- Furniture production technology
- Balancing, tooling, filling technology



## Growth business (growth-oriented business fields)

- Production technology for timber houses
- Automation technology
- Battery production technology



## Acquisition of BBS Automation

- Sales of €300 million, 1,600 employees
- International production and engineering network
- Products manufactured using BBS Automation and Teamtechnik systems:
  - Electric toothbrushes
  - Vaccination syringes
  - Infusion sets
  - Nasal sprays



**BBS Automation + Teamtechnik Group = efficient competence center**



## Electromobility growth market

- Automation solutions for the assembly and testing of electric motors
  - Assembly systems for stators, rotors, and motors
  - Test systems for electric power train

## Production Automation Systems

- Market growth Ø 9% per year
- Sales growth to reach around €800 million by 2030



Complete value chain for electric motors covered

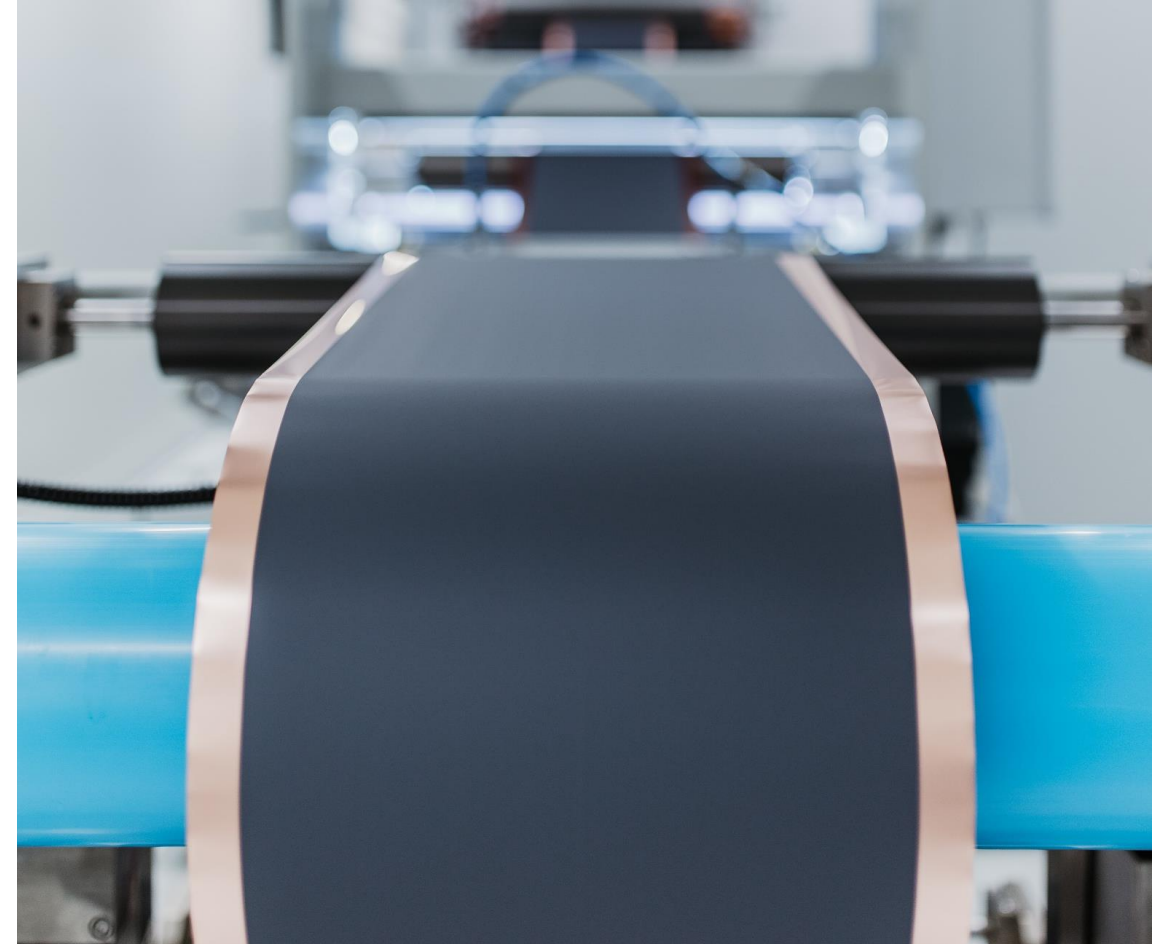
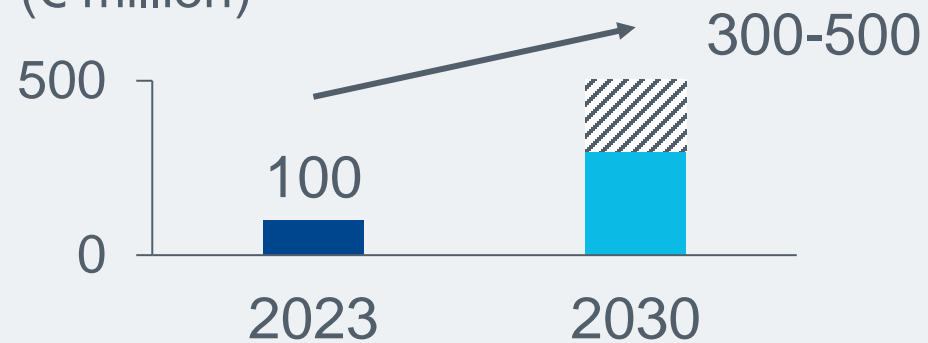
# Strategy: Expansion of battery production technology

## Acquisition of Ingecal

- Specialist in calendering technology
- Process suitable for wet and dry coating of electrodes

## Sales potential of battery business

(€ million)



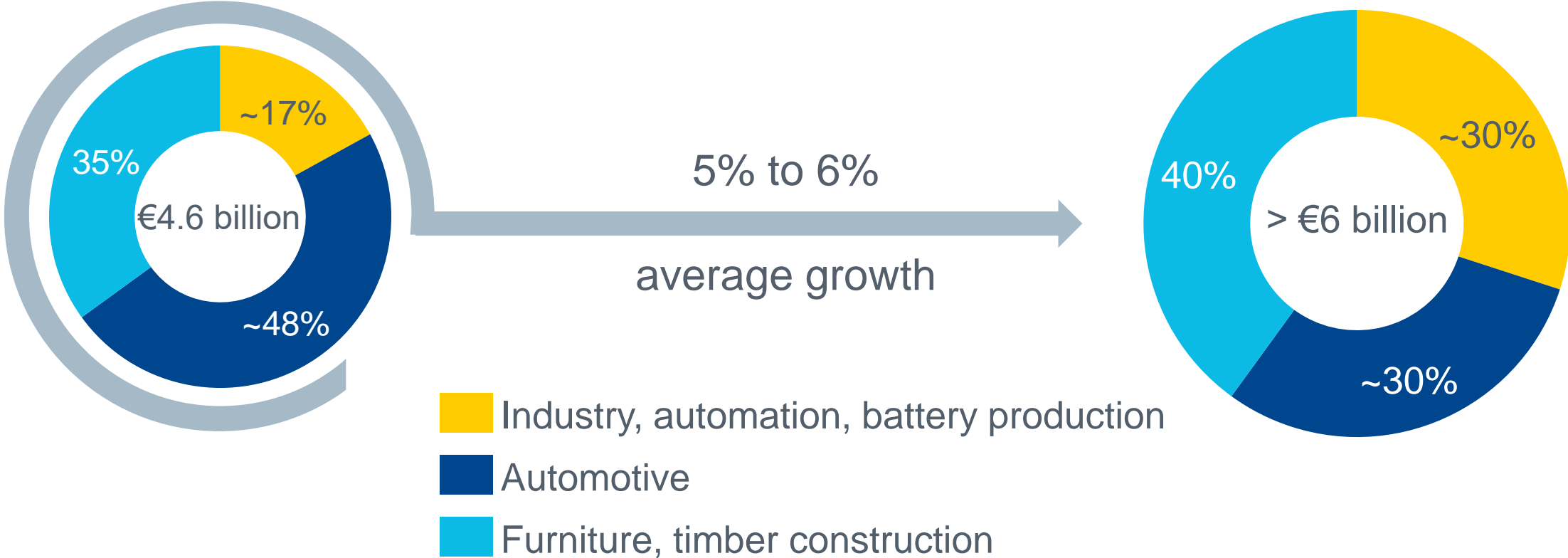
Positioning as technology supplier for electrode coating



# Strategy: Sales of over €6 billion in 2030

2023 sales

2030 sales



Growth mainly in high-margin business fields

# New record level of orders in Q1 2024

		Q1 2023	Q1 2024
Order intake	€m	1,464.7	1,488.8
Sales	€m	1,014.7	1,098.4
EBIT before extraordinary effects	€m	42.0	53.5
EBIT margin before extraordinary effects	%	4.1	4.9

- Sales increased overall despite decline at HOMAG
- Good earnings in painting robot business and in environmental technology

**Good start to the current financial year**



# Outlook for 2024

		2023	2024 target
Order intake	€m	4,615.5	4,600 to 5,000
Sales	€m	4,627.3	4,700 to 5,000
EBIT margin before extraordinary effects	%	6.1	4.5 to 6.0
Earnings after tax	€m	110.2	90 to 150
Free cash flow	€m	129.3	0 to 50

**Growth targets: Up to €5 billion for order intake and sales**

# Well positioned for the future

- Focus on sustainability meets customer needs
- Sales focus on high-margin projects
- Modern corporate culture, shared values
- EBIT margin before extraordinary effects  $\geq 8\%$
- Investing in the future:
  - Automation
  - Battery production
  - Timber house construction



**Heinz Dürr: “Stay curious”**



# ANNUAL GENERAL MEETING 2024

DR. JOCHEN WEYRAUCH  
CEO

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Dürr Aktiengesellschaft  
May 17, 2024  
Bietigheim-Bissingen

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