



LEADING IN PRODUCTION EFFICIENCY

# **Welcome**

# **Annual General Meeting 2012**

# **Dürr Aktiengesellschaft**

**Bietigheim-Bissingen, April 27, 2012**

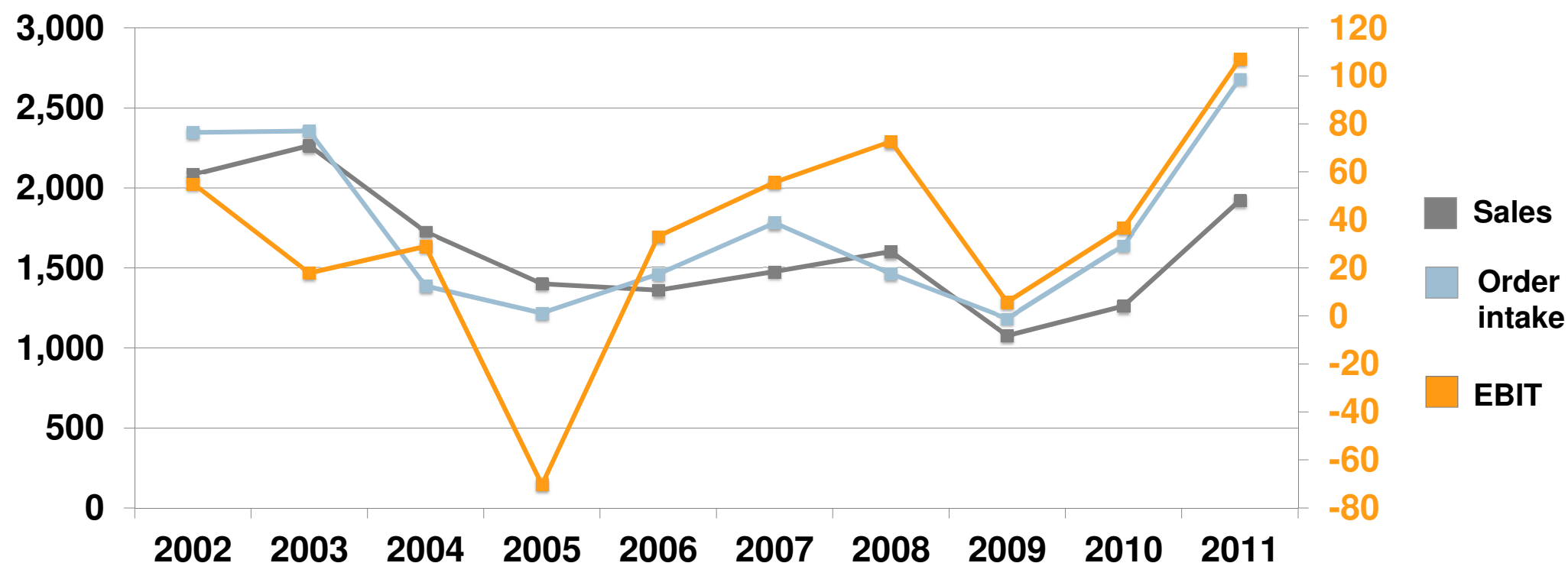
# CEO's report: agenda

- **Business development 2011**
- **Dürr share and dividend**
- **Application Technology division**
- **Innovation**
- **Strategy Dürr 2015**
- **Outlook**

# Order intake and earnings at record level



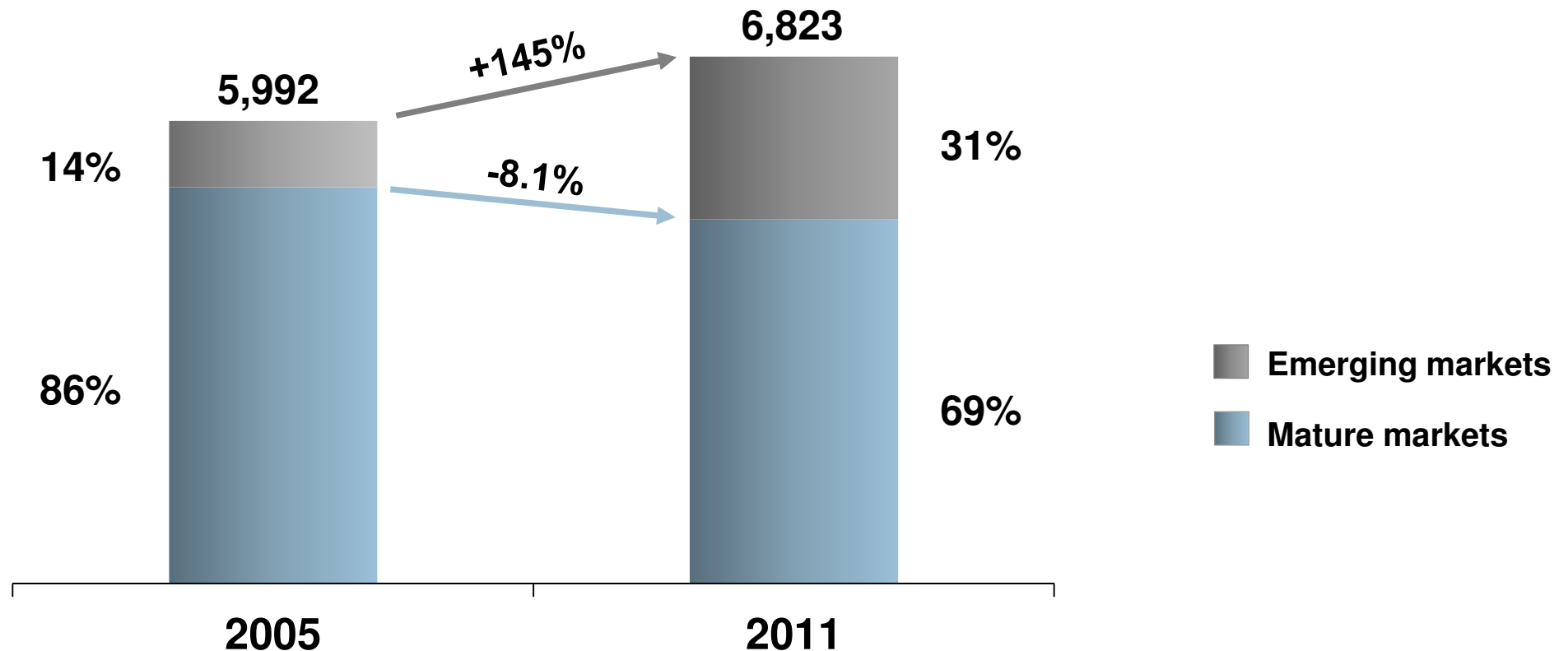
EBIT above € 100 million for the first time



# Strong position in the emerging markets



Headcount increased: employees 12/31/2011

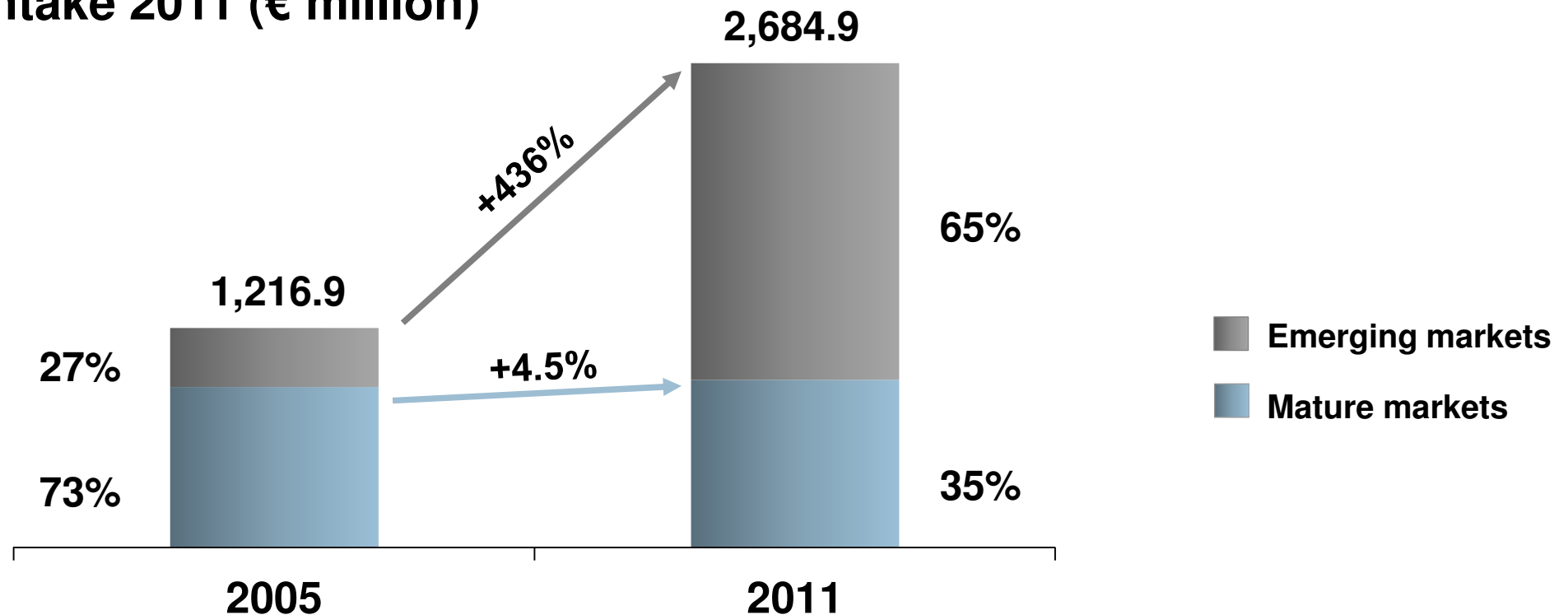




# Business focus successfully shifted to the emerging markets



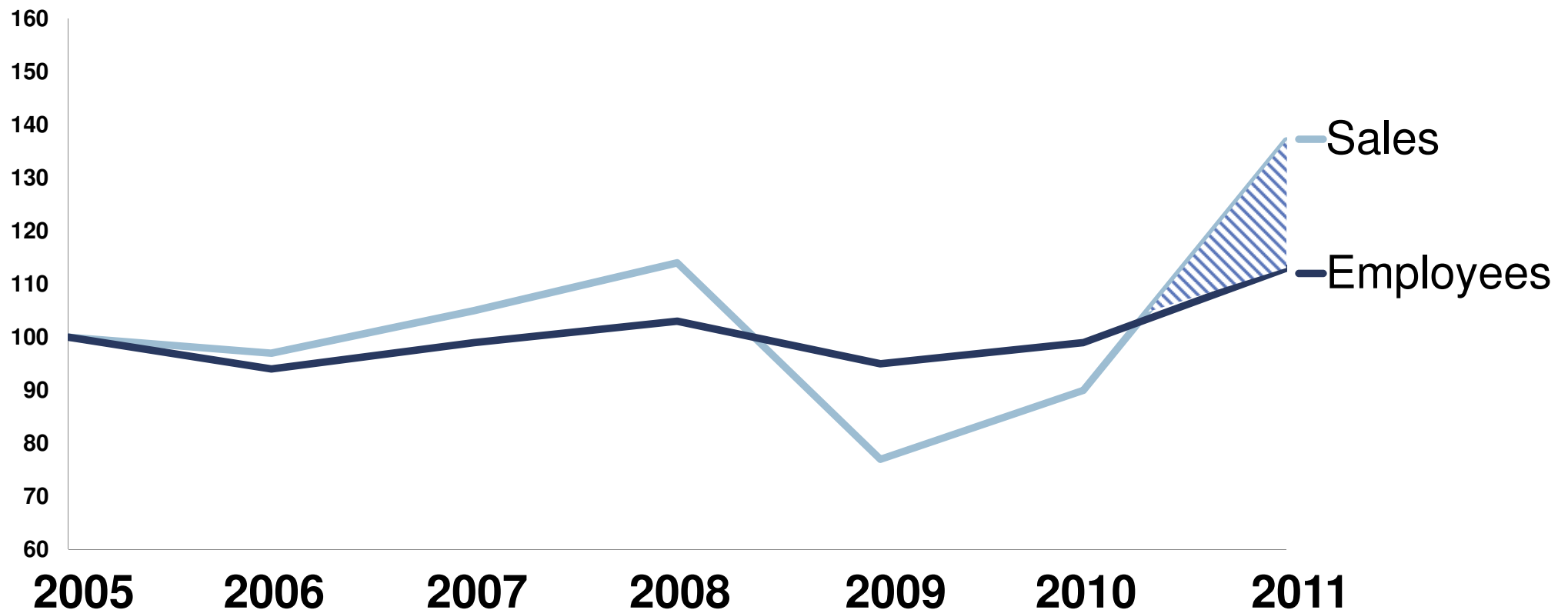
Order intake 2011 (€ million)



# 2011: Significant gains in productivity



Development of sales and headcount (2005 = 100)



# High cash position and positive net financial status

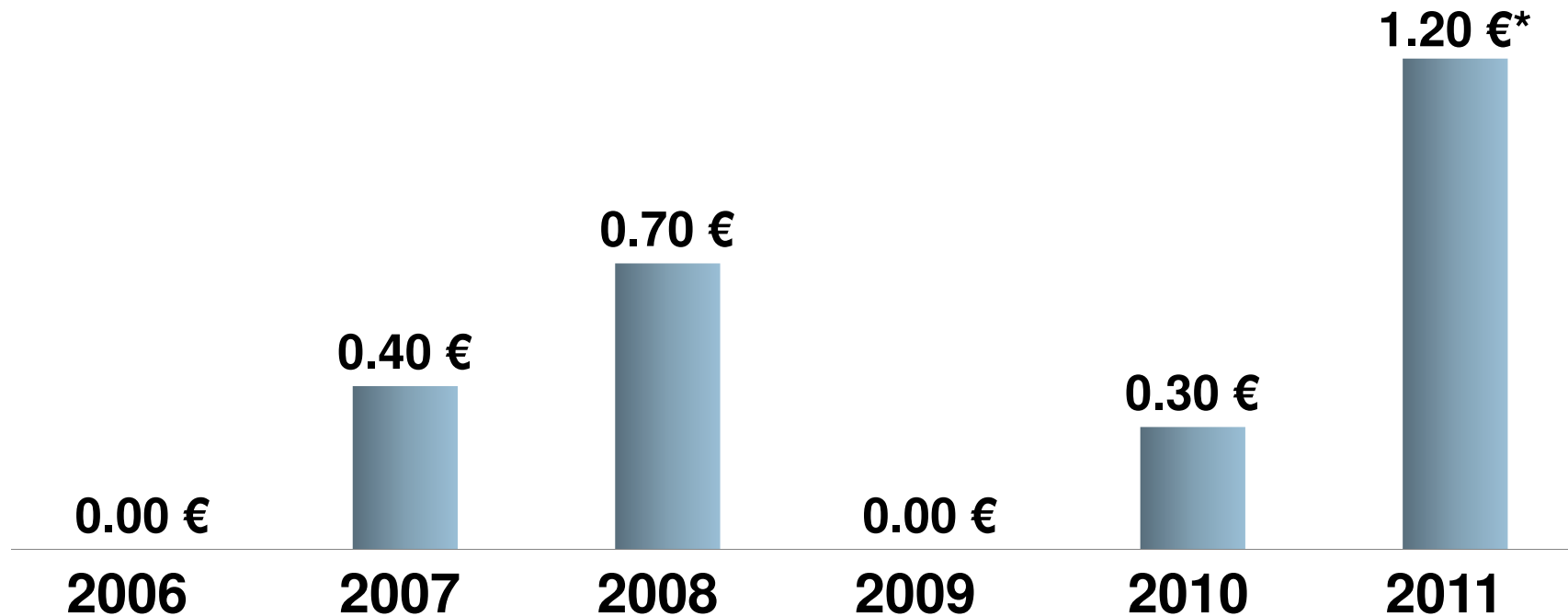


	2011	2010	2009
€ million			
Equity (Dec. 31)	364.3	319.4	301.4
Equity ratio (Dec. 31) in %	21.9	26.3	31.1
Cash flow	127.9	55.4	95.4
Cash (Dec. 31)	298.6	252.3	103.9
Net financial status (Dec. 31)	51.8	23.6	3.0

# Dividend to be four times higher

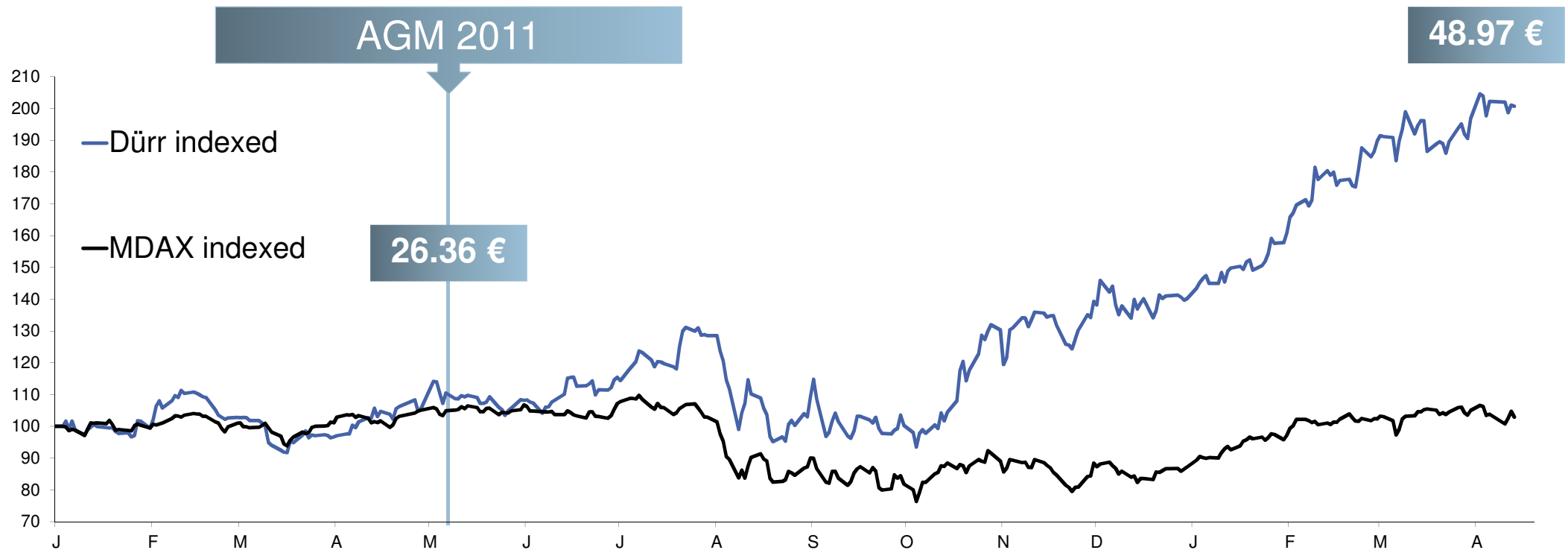


Dividend per share



\*Proposal

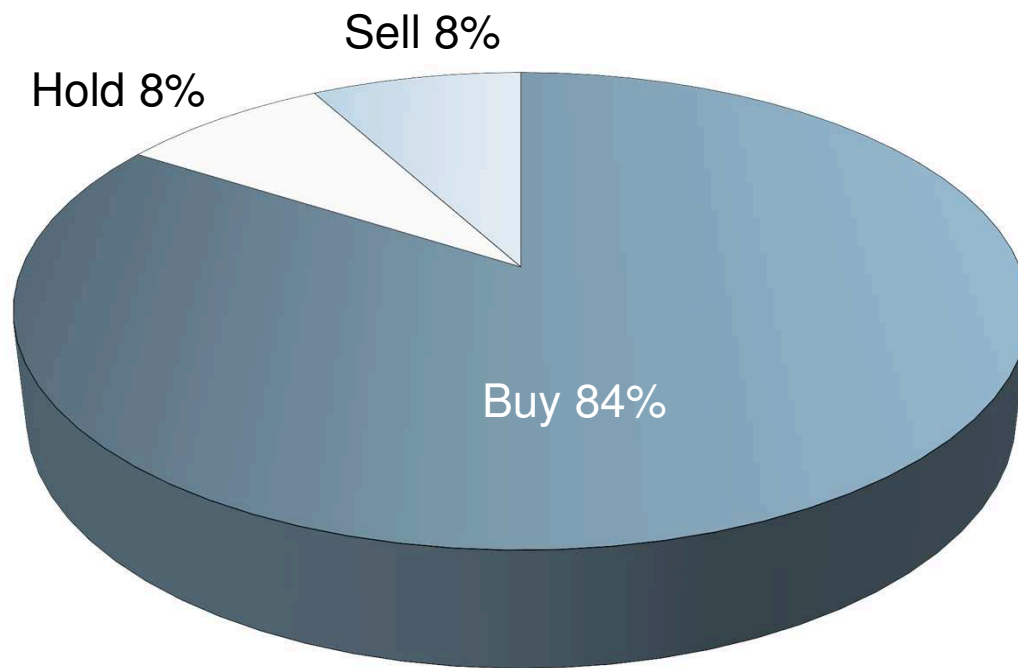
# Dürr share: More than 20 € increase since AGM 2011



# Dürr share in the MDAX since 2012



## Analyst recommendations (04/2012)



**MDAX**



# Application Technology: Separate division since 12/2011



# Group structure: 4 divisions



## DÜRR GROUP

### Paint and Assembly Systems



### Application Technology



### Measuring and Process Systems



### Clean Technology Systems





# Application Technology:

## Approx. € 600 million order intake in 2011



	2011	2010	2009	2008
€ million				
Order intake	581	314	241	278
Sales	407	267	204	286
EBIT	31.1	11.6	3.0	28.2
EBIT margin in %	7.6	4.3	1.5	9.9
Employees (31.12.)	1,203	1,061	998	1,049

# Application Technology: Success factors



- Single source supplier
- Efficiency increases for customers
- Technology leader
- Technology transfer into new fields of business



# Innovation: Dürr increases customers' production efficiency



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# Innovation painting technology: Solar thermal oven



# Innovation aircraft assembly technology: Precise EcoMove transport system





# Innovation balancing technology: Tooldyne system for cutting tools



# Innovation cleaning technology: 50% energy savings with EcoCBase W3



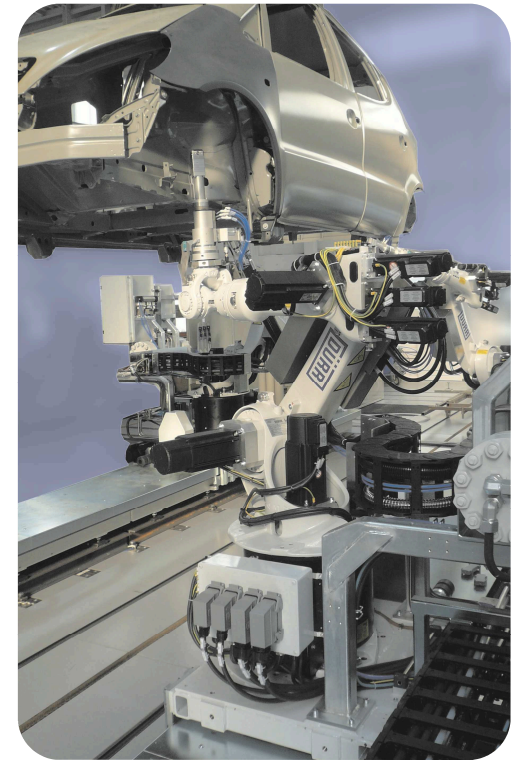
# Innovation environmental technology: Compact Ecopure KPR system for paint shops





# Guided tour after AGM: 3 technology stations

- Battery switch station
- Sealing technology
- Glueing technology



# Strategy Dürr 2015: Geared for further profitable growth



**Expansion  
core business**



**Expansion  
energy efficiency**

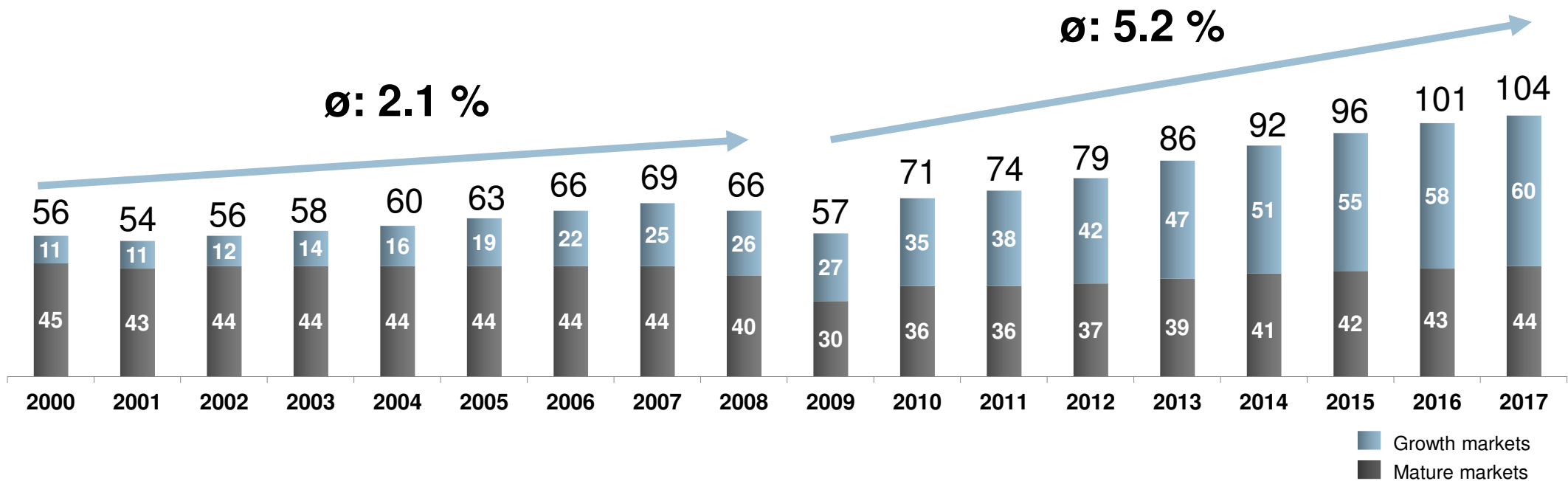


# Dürr 2015: Growth in core business

## Car production to grow stronger than before



Million units



Source: PwC Autofacts



# Dürr 2015: Growth in core business

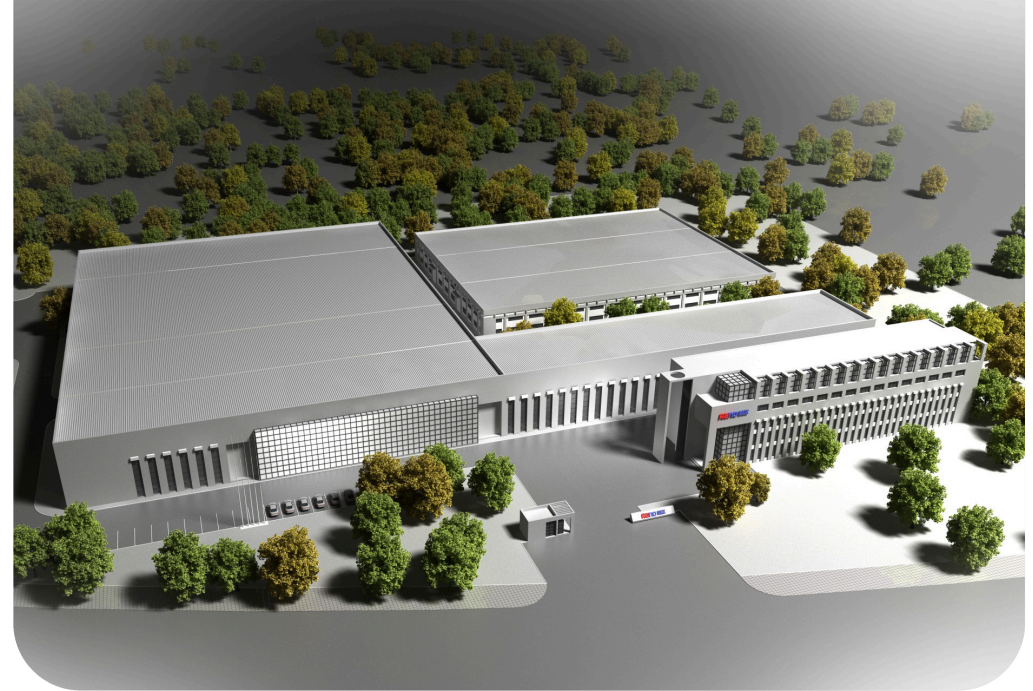
## Facility expansions in China and Mexico



Shanghai Qingpu



Shanghai Baoshan



# Dürr 2015: Growth in core business

## Acquisitions open up further potential



Balancing technology for turbo chargers  
Acquisition Datatechnik 2009



Ultrafine cleaning technology  
Acquisition UCM 2010



Glueing technology  
Acquisition Kleinmichel and Rickert 2010



Filling technology  
55% share Agramkow 2011



Painting technology  
10% share Parker Engineering 2011

# Dürr 2015: Growth in energy efficiency

## Focus: Energy recovery from waste heat



- Energy efficiency: worldwide megatrend
- New Clean Technology Systems division
- Expansion exhaust air purification
- Build up technology portfolio
  - Electricity from waste heat
  - Heat recovery
  - Heat storage
- Sales target 2015: € 200 million



# Q1 2012: Positive trend continues



	Q1 2012	Q1 2011
€ million		
Order intake	679.1	557.0
Sales	562.4	358.6
EBIT	29.6	9.8

# Outlook: Further increase of sales and earnings projected



## Targets 2012

- Sales: >€ 2 billion, +5% minimum
- Order intake: >€ 2 billion
- EBIT margin: 5.5 to 6 %
- Net profit: +15%





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