



LEADING IN PRODUCTION EFFICIENCY

WELCOME

DÜRR AKTIENGESELLSCHAFT

ANNUAL GENERAL MEETING 2013

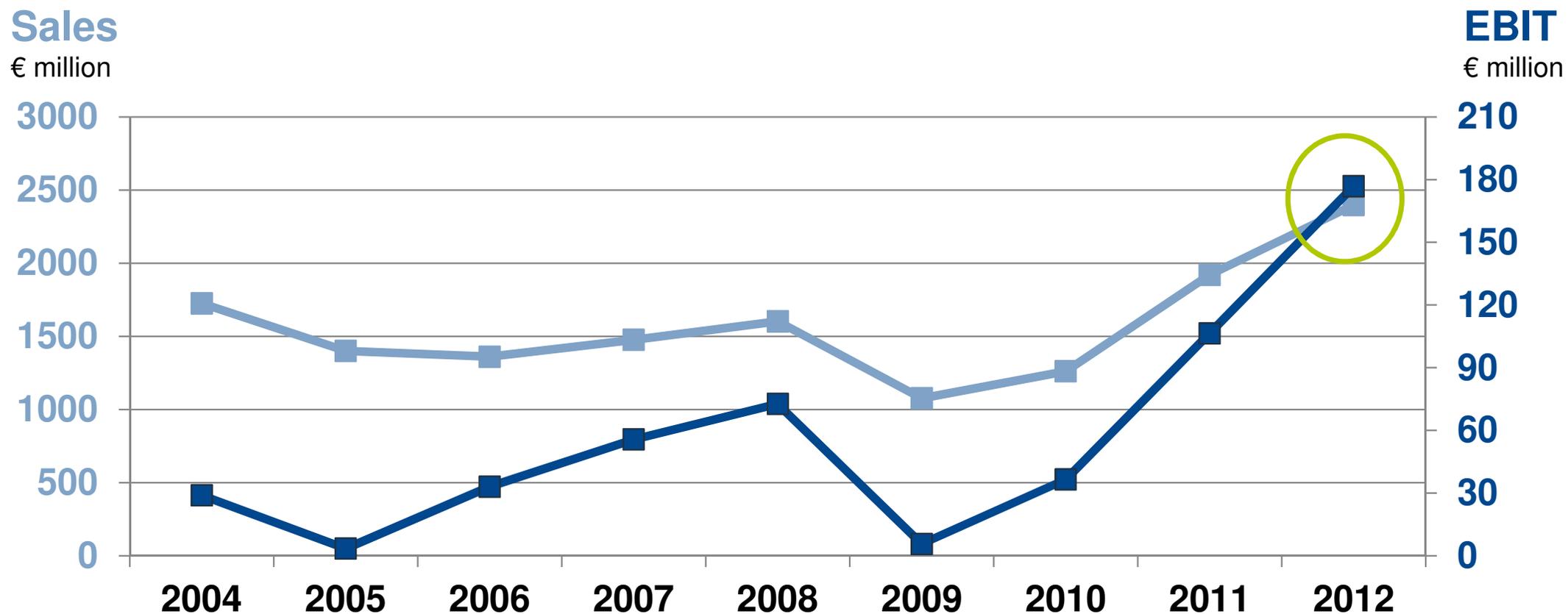
Bietigheim-Bissingen, April 26, 2013

www.durr.com

REPORT OF THE BOARD OF MANAGEMENT: AGENDA

1. Business development
2. Expansion of business location structure
3. Dürr share and dividend
4. Agenda
5. Innovations
6. Strategy
7. Outlook

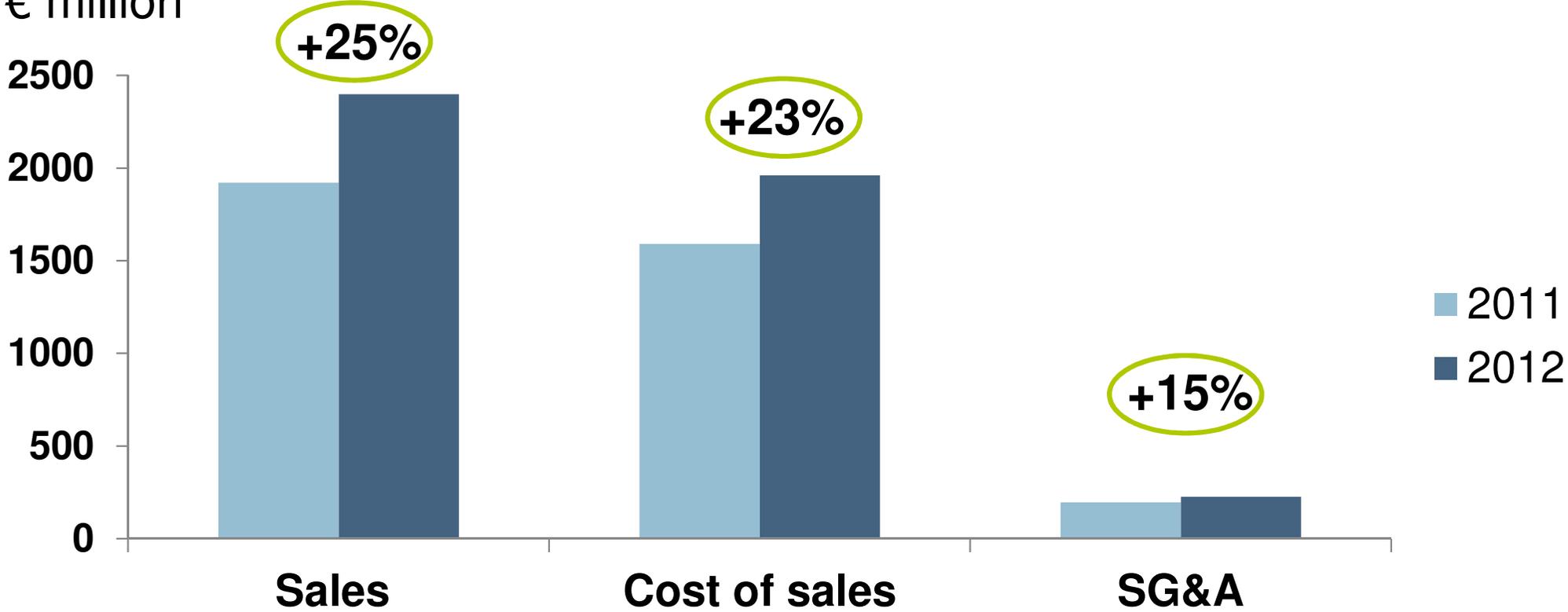
RECORD SALES AND EARNINGS



SALES INCREASED MORE STRONGLY THAN COSTS



€ million



GROWTH DRIVERS

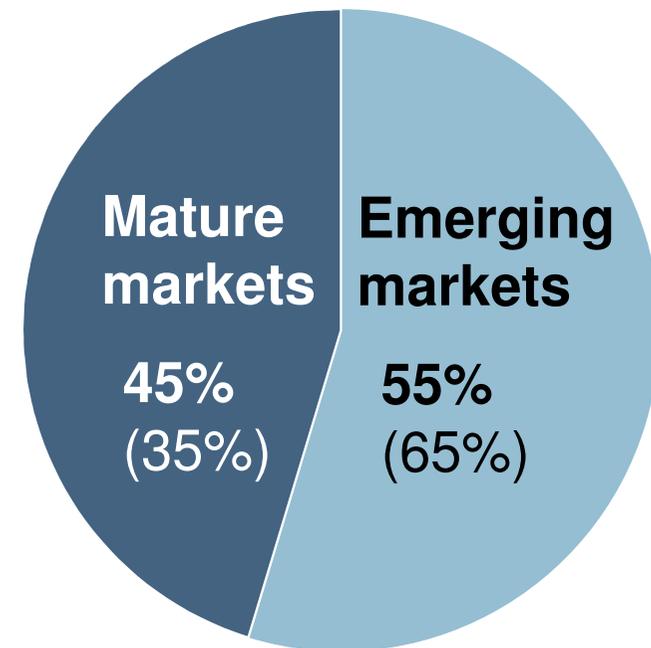


» Worldwide automobile production increased by 6% in 2012

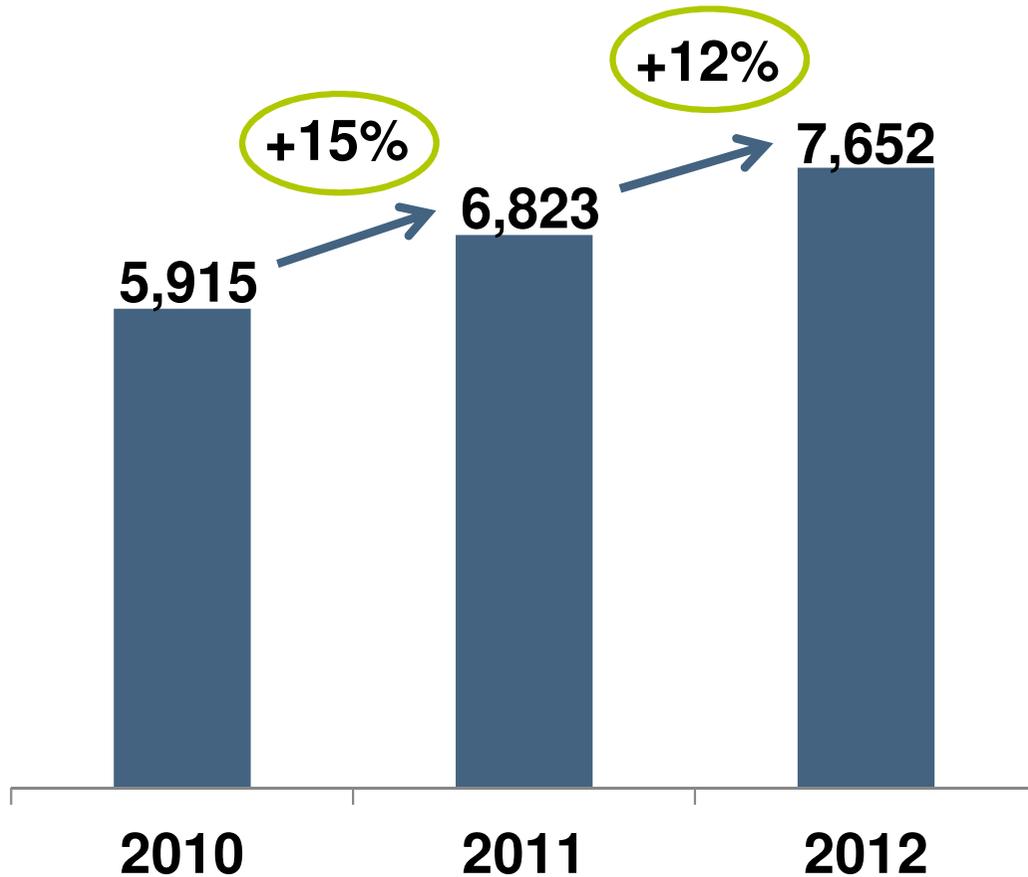
» Desire for individual mobility in the emerging markets

» Growing modernization capex in the automotive industry's mature markets

Incoming orders
2012 (2011)



MORE THAN 7,600 EMPLOYEES



CAMPUS BIETIGHEIM: EXPANSION OF ROBOT ASSEMBLY



SHANGHAI: 2 NEW SITES



Plant engineering (since 03/2012)



Mechanical engineering (as of mid-2013)

SÃO PAULO: SCALE-UP FOR GROWING MARKET VOLUME



QUERÉTARO: NEW SITE



TOP EMPLOYER: CAPEX IN STAFF TRAINING

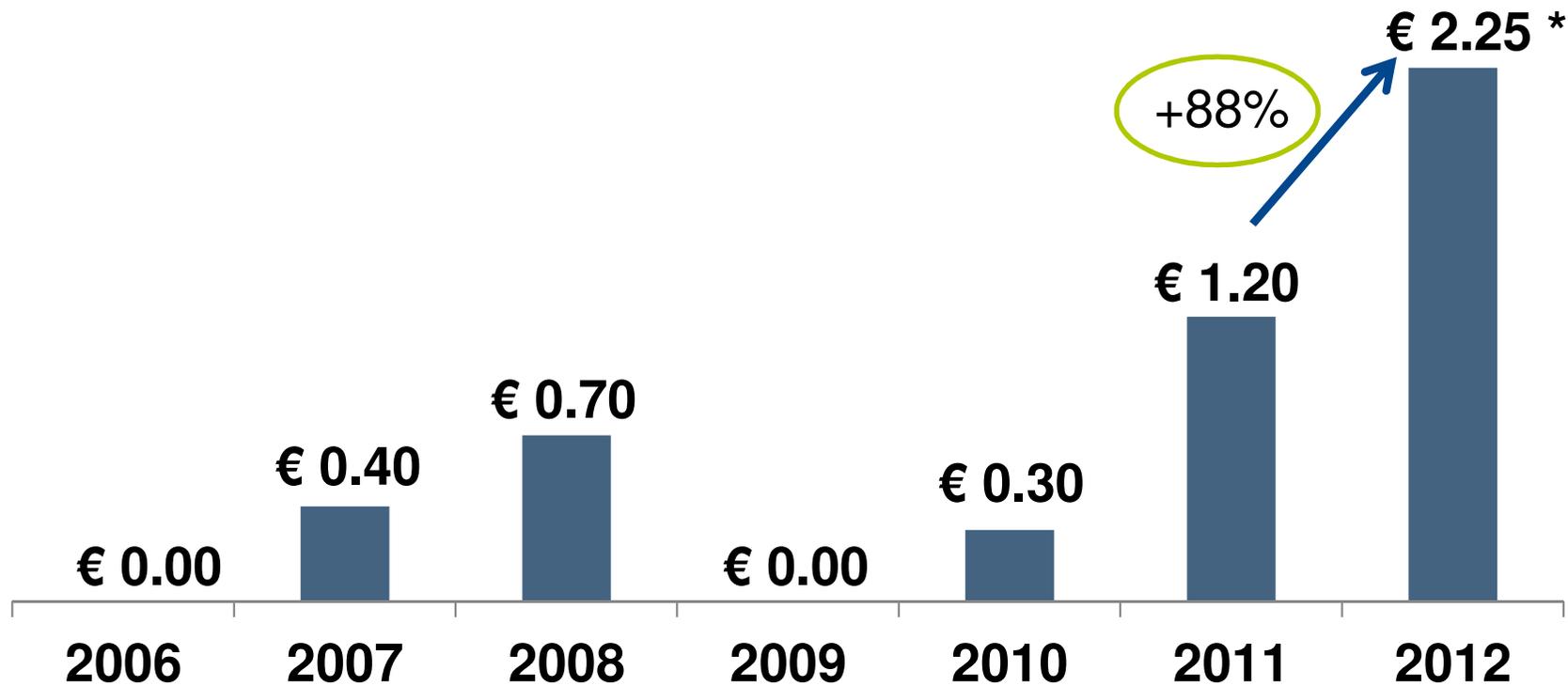


SOLID FINANCIAL SITUATION



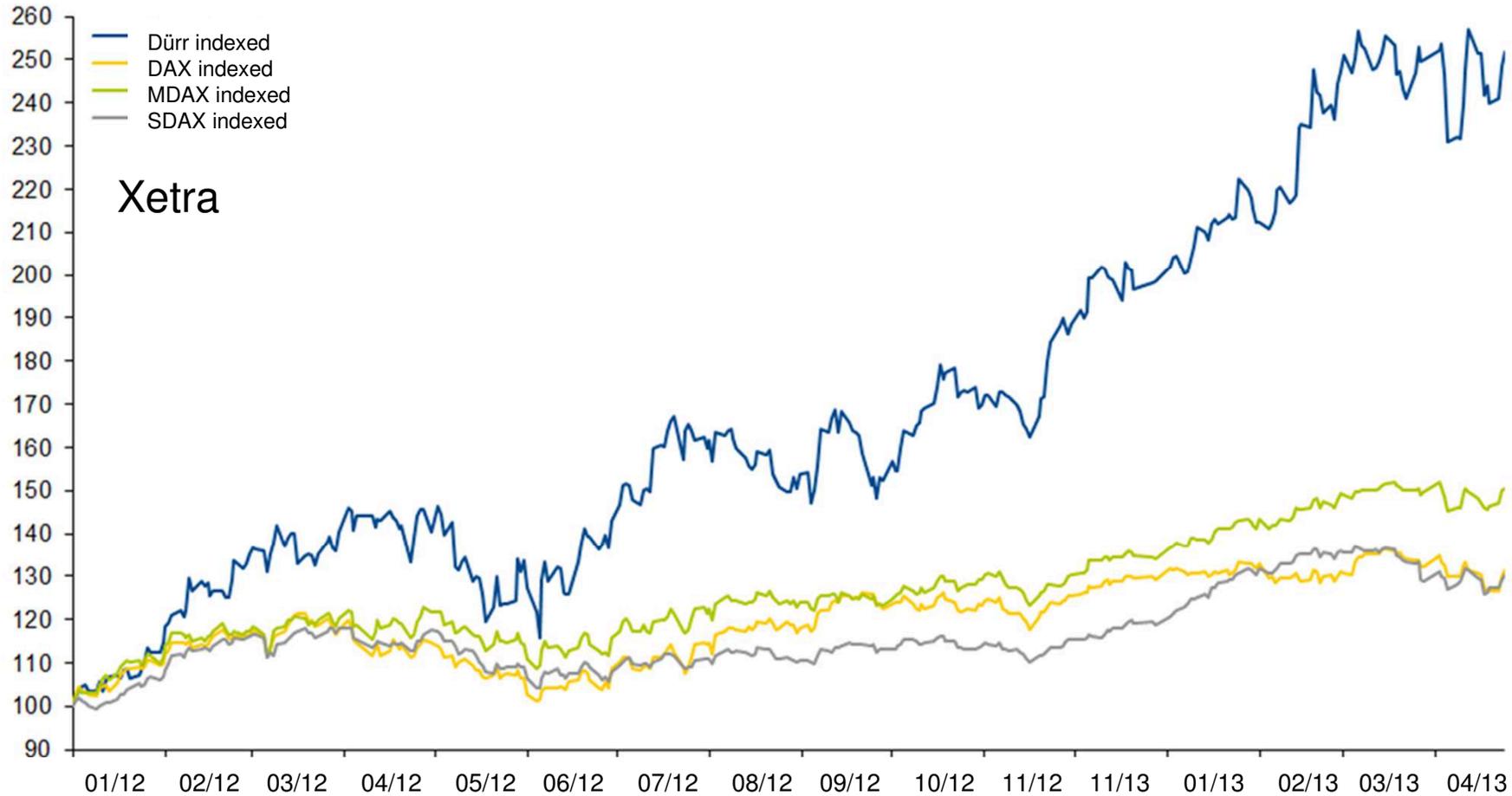
	2010	2011	2012	Δ in %
Cash (€ m)	252.3	298.6	349.3	+17.0
Net fin. status (€ m)	23.6	51.8	96.7	+86.7
Equity (€ m)	319.4	364.3	432.1	+18.6
Equity ratio (%)	26.3	21.9	23.9	+2.0 pts
Cash flow (€ m)	55.4	127.9	117.6	-8.1
ROCE %	10.3	28.4	43.9	+15.5 pts

DIVIDEND: € 2.25 PER SHARE*

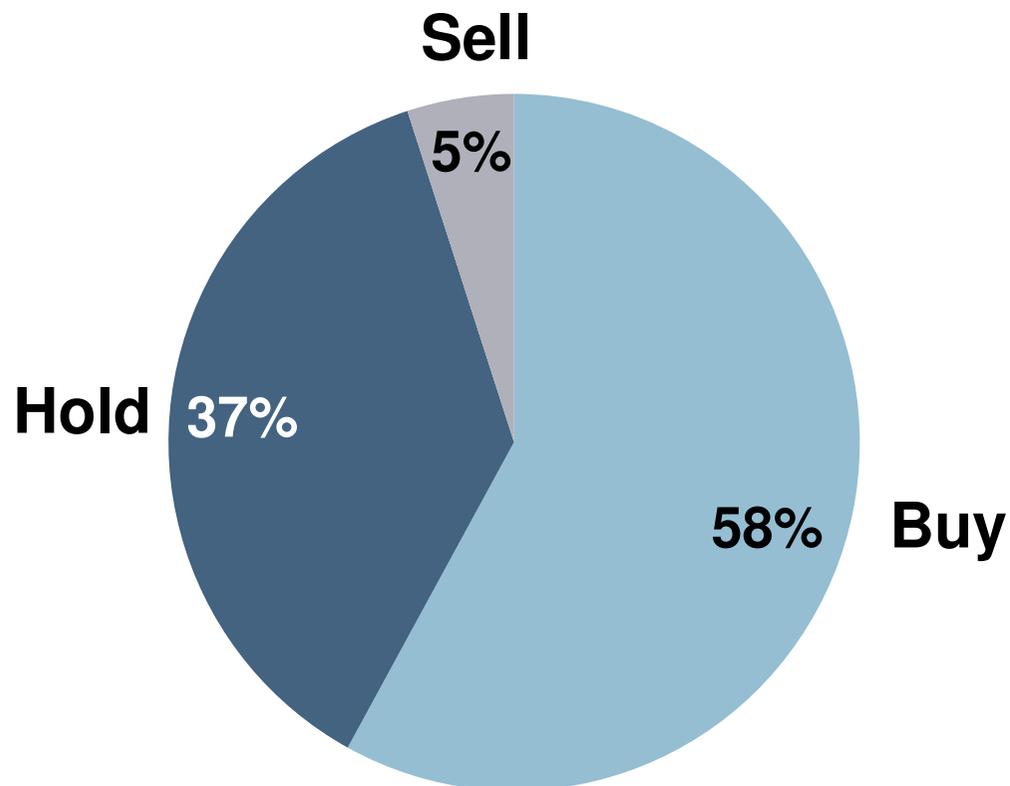


* proposal

SHARE PRICE DOUBLED IN 2012

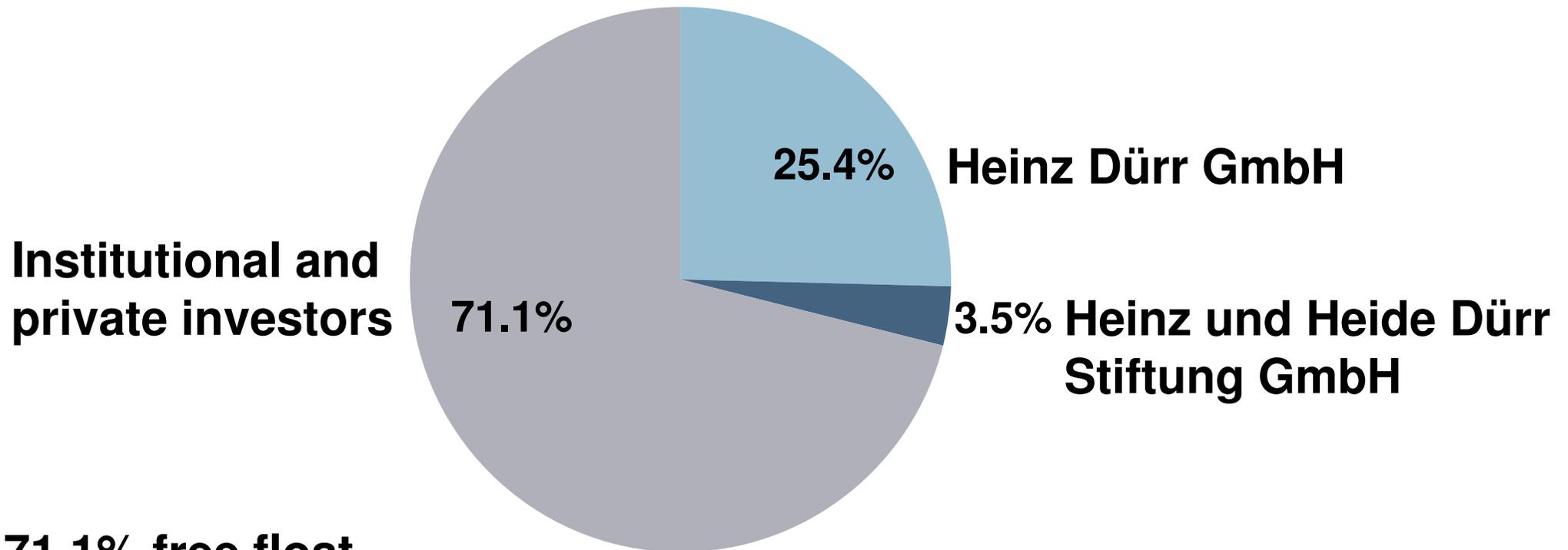


MOST ANALYSTS RECOMMEND DÜRR AS A BUY



- » MDAX admission 03/2012
- » 19 equity analysts
- » € 91 average price target

SHAREHOLDER STRUCTURE



» 71.1% free float

» 1% held by Dürr AG's Board of Management

AGENDA ITEM 8: PROPOSAL OF BONUS SHARES

- » Bonus shares in a ratio of 1:1
- » Capital increase from company funds
- » Doubling of subscribed capital: from € 44.3 million to € 88.6 million
- » Equity unchanged at € 432.1 million
- » Number of shares held by each shareholder doubles
- » Share price will be halved on a calculational basis
- » New shares entitled to a dividend with retrospective effect as of 01/01/2013
- » Dürr share: enhanced liquidity, looks lower priced

AGENDA ITEM 11: CONTROLLING AGREEMENT

»» **Controlling agreement between Dürr AG and Carl Schenck AG**

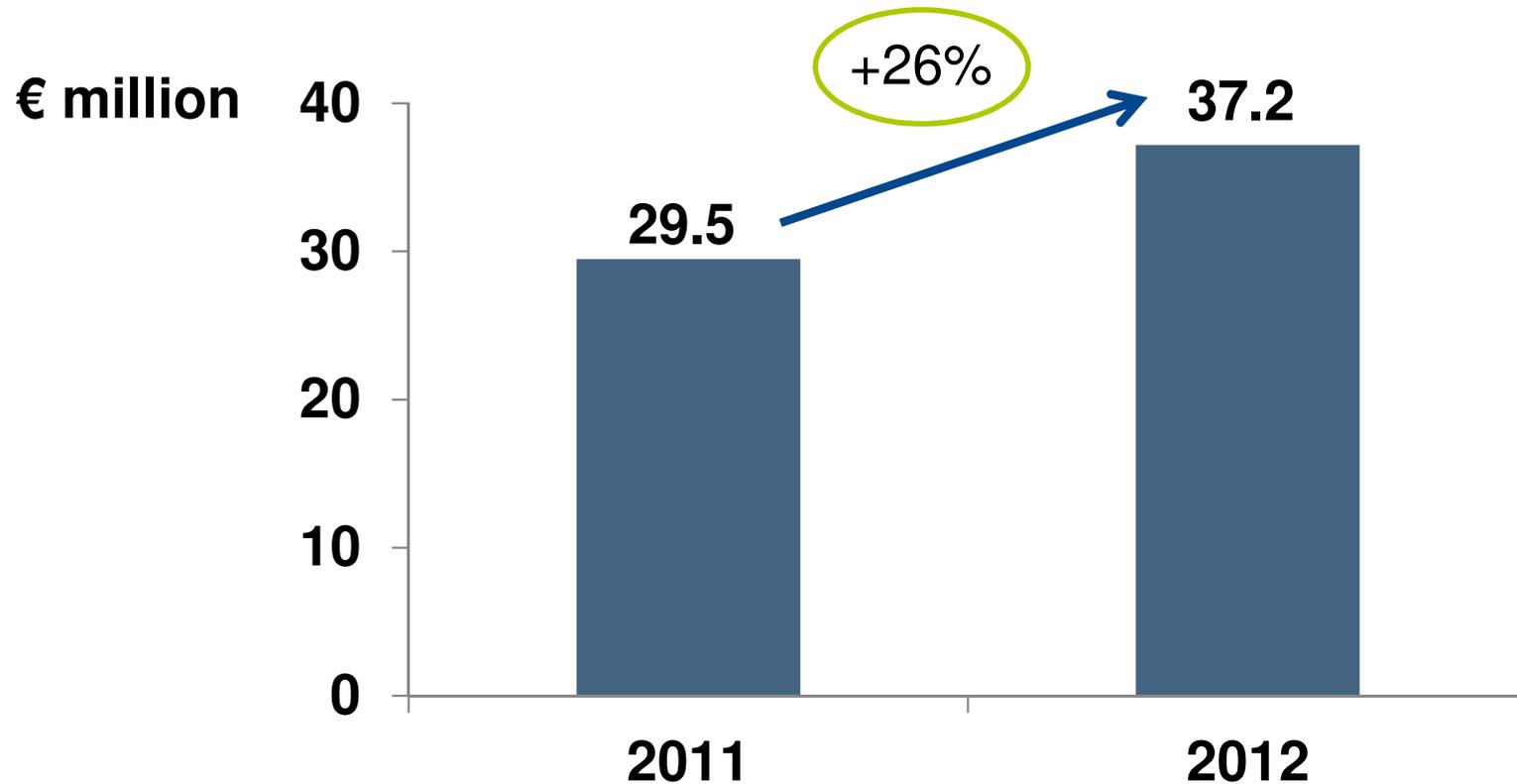
 **Utilization of tax loss carry-forwards at Schenck**

GUIDED TOUR THROUGH ROBOT ASSEMBLY AFTER THE AGM



LEADING IN PRODUCTION EFFICIENCY

R&D expense significantly increased



INNOVATION: PAINTING PROCESS



EcoReBooth: paint booth

- » Based on **EcoDryScrubber** technology
- » 60% energy savings
- » Less space requirements
- » Increased flexibility

INNOVATION: PAINT APPLICATION



EcoLCC2: color changer

- »» Only 10 seconds per color change
- »» Lighter, more compact and precise
- »» Minimum paint losses

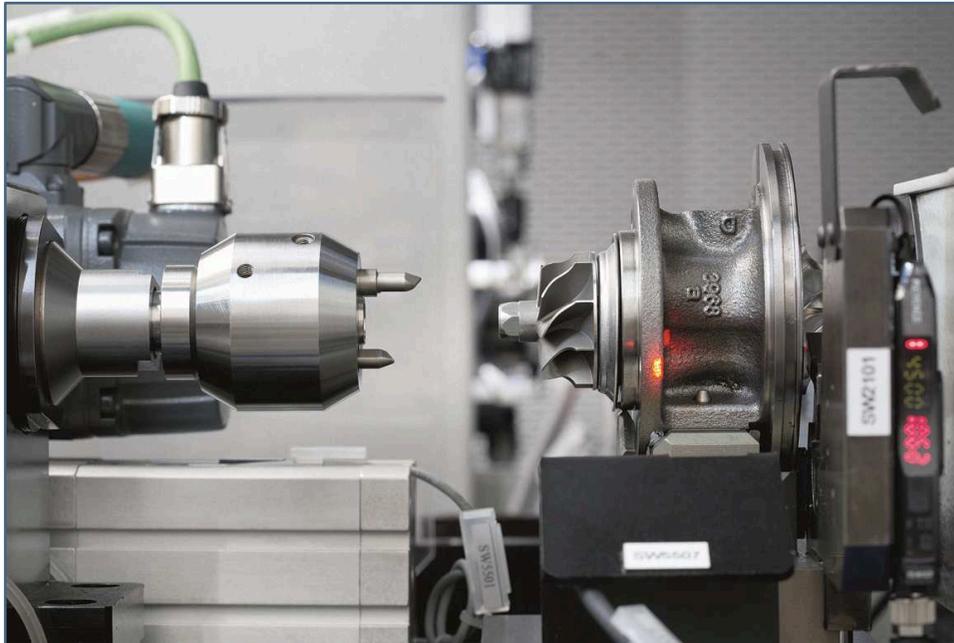
INNOVATION: AIRCRAFT ASSEMBLY



EcoJig-TC: assembly equipment

- » Handling of CFRP components
- » Temperature compensation

INNOVATION: BALANCING SYSTEMS



Xento: balancing machine

- »» For turbocharger production
- »» 270,000 rpm
- »» 50% noise reduction

INNOVATION: CLEANING SYSTEMS



EcoCLab: test lab

- »» Compact lab for cleanliness analyses
- »» Integrated in the production line
- »» Results within a few minutes

INNOVATION: ENVIRONMENTAL TECHNOLOGY



VAM RTO: exhaust-air purification system

- » Exhaust-air purification in coal mines
- » Climate-damaging methane gas effectively removed
- » Process heat can be used for generating electricity

STRATEGY “DÜRR 2015”



Target figures

- » Sales: + 5 – 10%
- » EBIT margin: 7.0 – 7.5% in 2013
- » ROCE: 25 – 30% on a sustainable basis

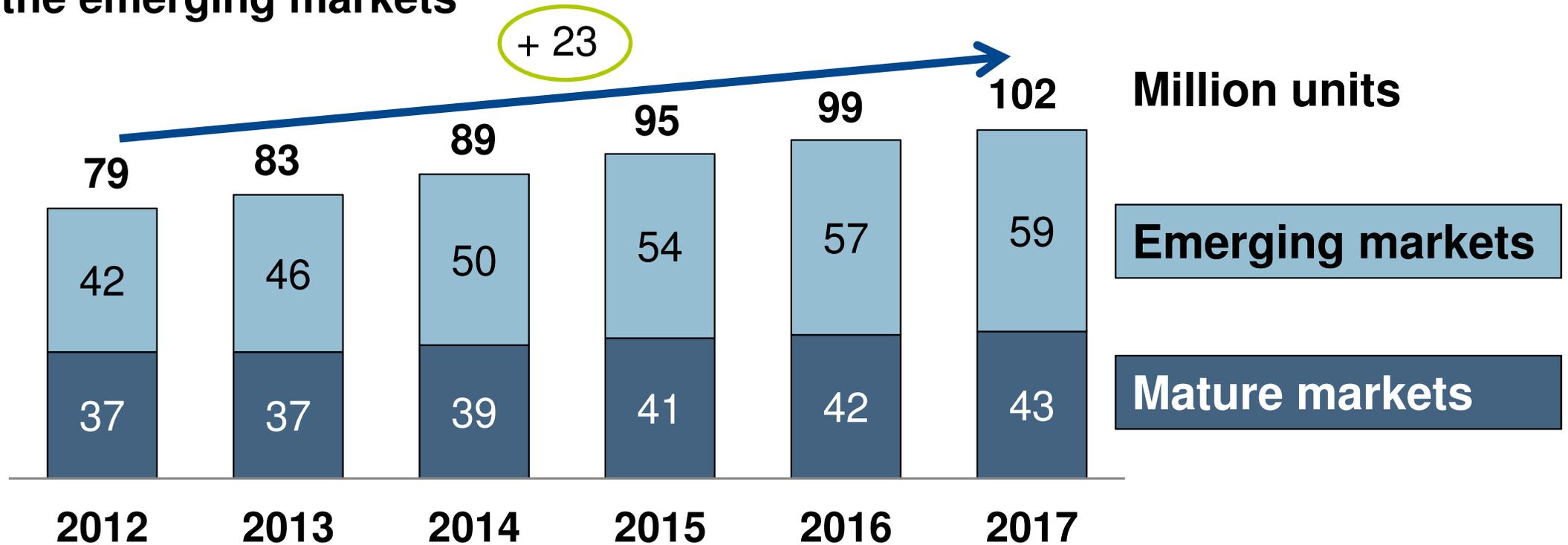
Elements

- » Growth in core business
- » Process optimization
- » Expand business in environmental and energy efficiency technology

“DÜRR 2015”: AUTOMOBILE PRODUCTION IS A GROWTH MARKET



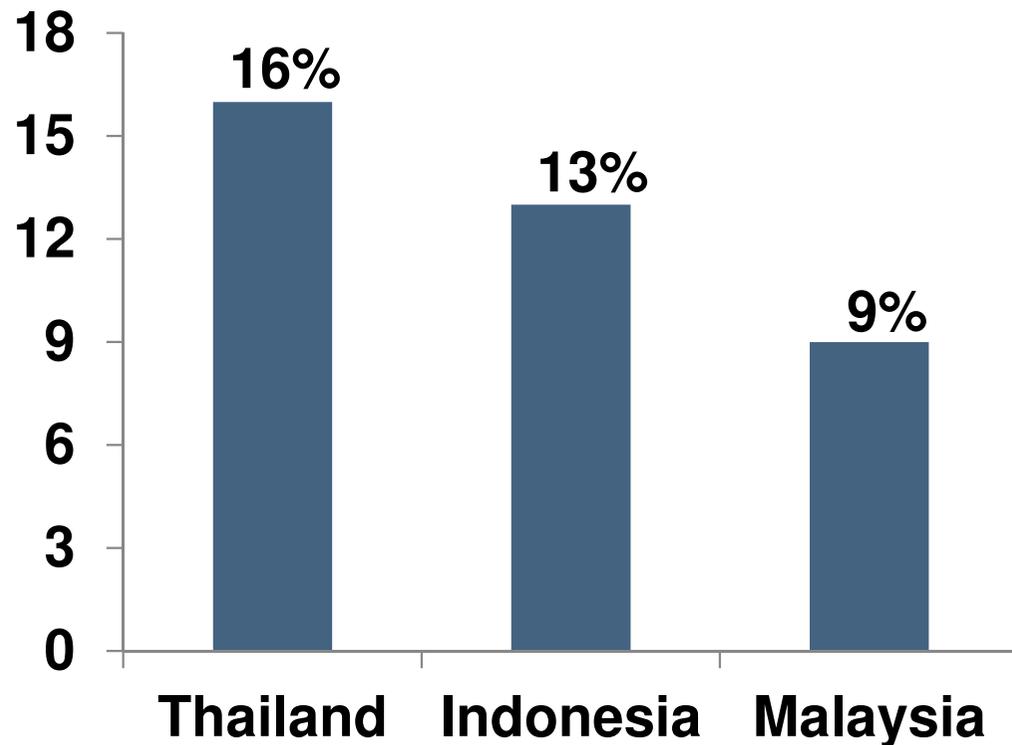
3/4 of the production increase until 2017 attributable to the emerging markets



NEW GROWTH MARKET: SOUTHEAST ASIA



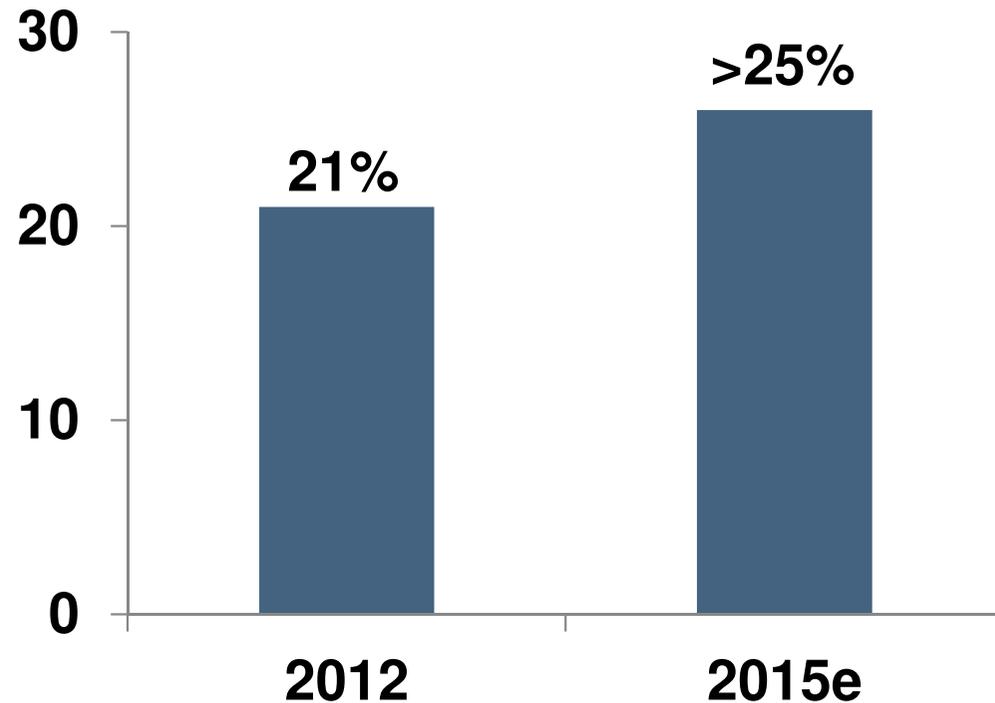
Ø **automobile production growth until 2017 (forecast)**



INCREASE IN SERVICE BUSINESS



Service share of Group sales to exceed 25%



ACQUISITIONS IN CORE BUSINESS



Acquisition strategy

- » New, adjacent business fields
- » Niche companies with strong technology
- » International business expansion

Examples » Glueing technology

- » Ultra-fine cleaning technology
- » Balancing technology for turbochargers



PROCESS OPTIMIZATION



DÜRRnet: platform for Group-wide communication

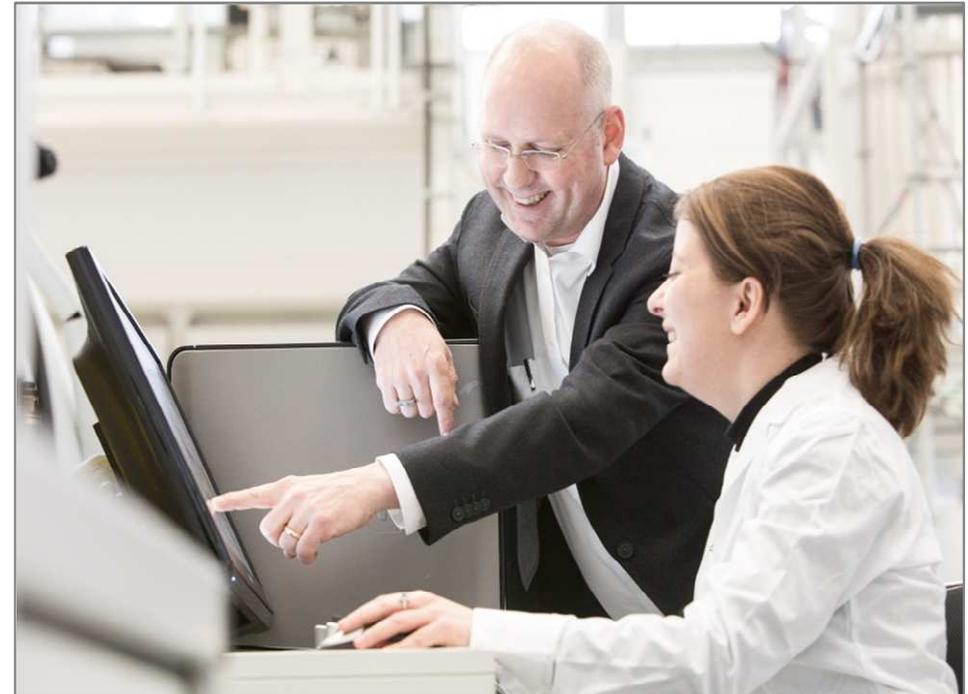
- » All business sites connected
- » Quick information
- » Worldwide collaboration
- » Better, more efficient communication

PROCESS OPTIMIZATION



“CustomerExcellence@Dürr” secures tomorrow’s business

- » **Optimize interaction with customers**
- » **100% professional approach**
- » **Expand service business**
- » **Win follow-up orders**



ENERGY EFFICIENCY: ENTERING A FUTURE MARKET



- » Energy efficiency is a great opportunity for the German mechanical and plant engineering industry
- » Dürr sales target: € 200 million at Clean Technology Systems in 2015
- » Decouple energy and consumption and economic growth

ENERGY EFFICIENCY: ELECTRICITY FROM HEAT ENERGY



ORC



Compact Power System



Successful market launch

ENERGY EFFICIENCY: INVESTMENT IN HEAT PUMP SPECIALIST THERMEA



- » Large heat pumps using the natural refrigerant CO₂
- » 28% investment
- » Dürr has adopted control of Thermea



FURTHER INCREASE IN SALES AND EARNINGS EXPECTED



TARGETS FOR 2013

- » Incoming orders: € 2.3 million – € 2.5 million
- » Sales: € 2.4 million – € 2.6 million
- » EBIT margin: 7.0% – 7.5%
- » Increase of net profit
- » Clearly positive net financial status
- » Acquisition course to be continued





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