



LEADING IN PRODUCTION EFFICIENCY

AGM 2018

Dürr AG

Bietigheim-Bissingen, May 9, 2018

www.durr.com

AGM 2018

Dürr AG

Ralf W. Dieter, CEO

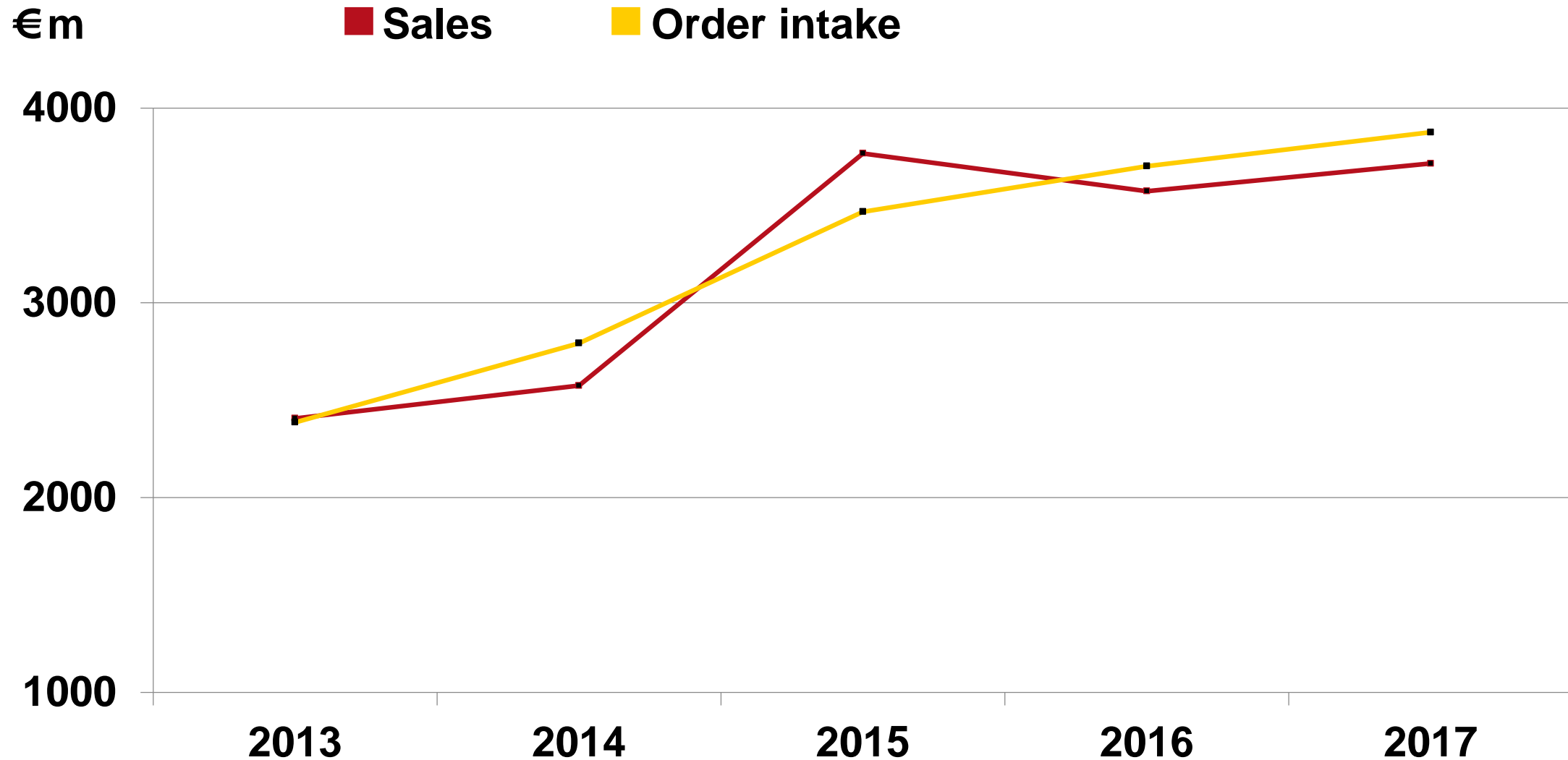
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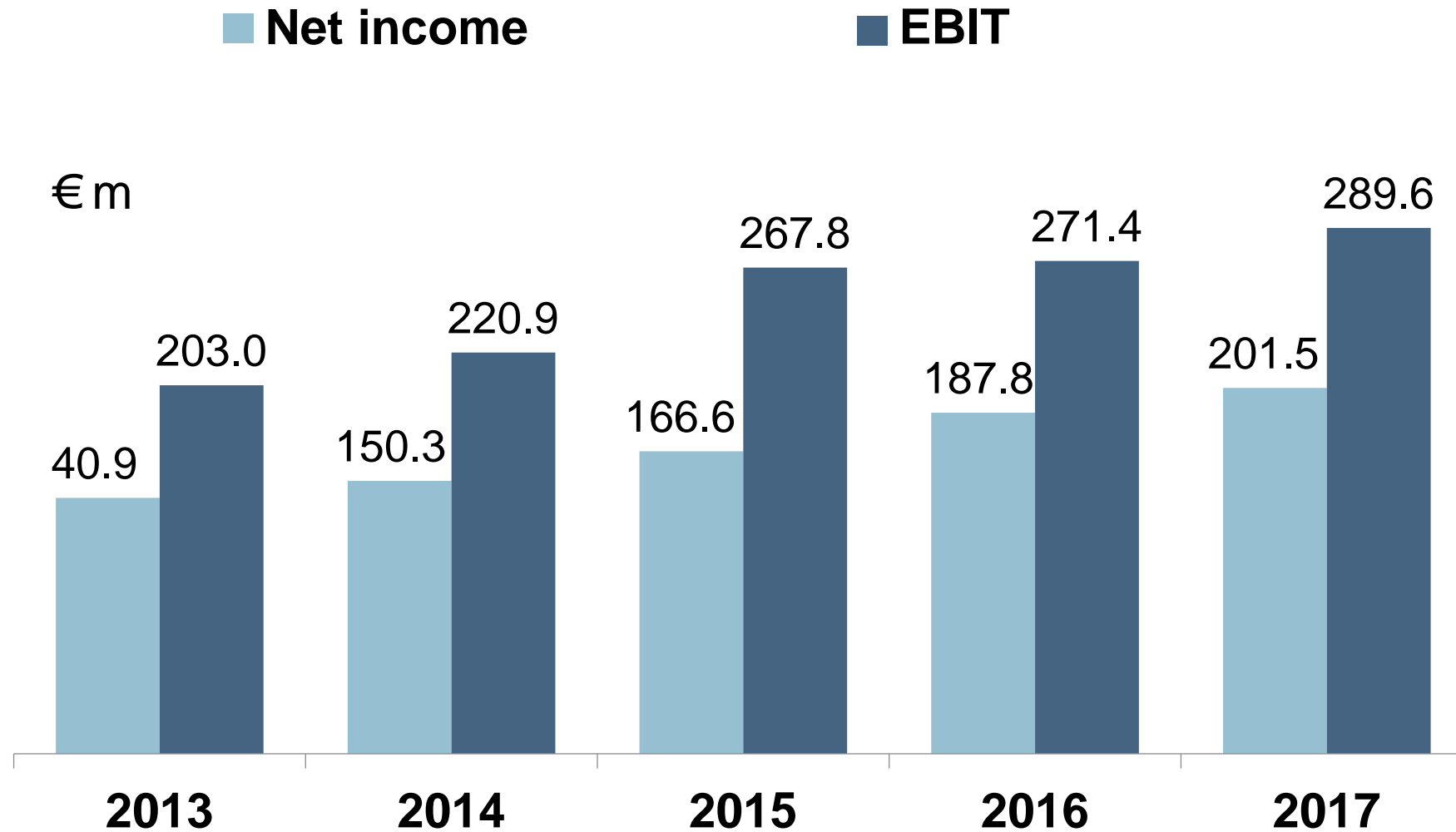
DÜRR IS DRIVING DIGITIZATION



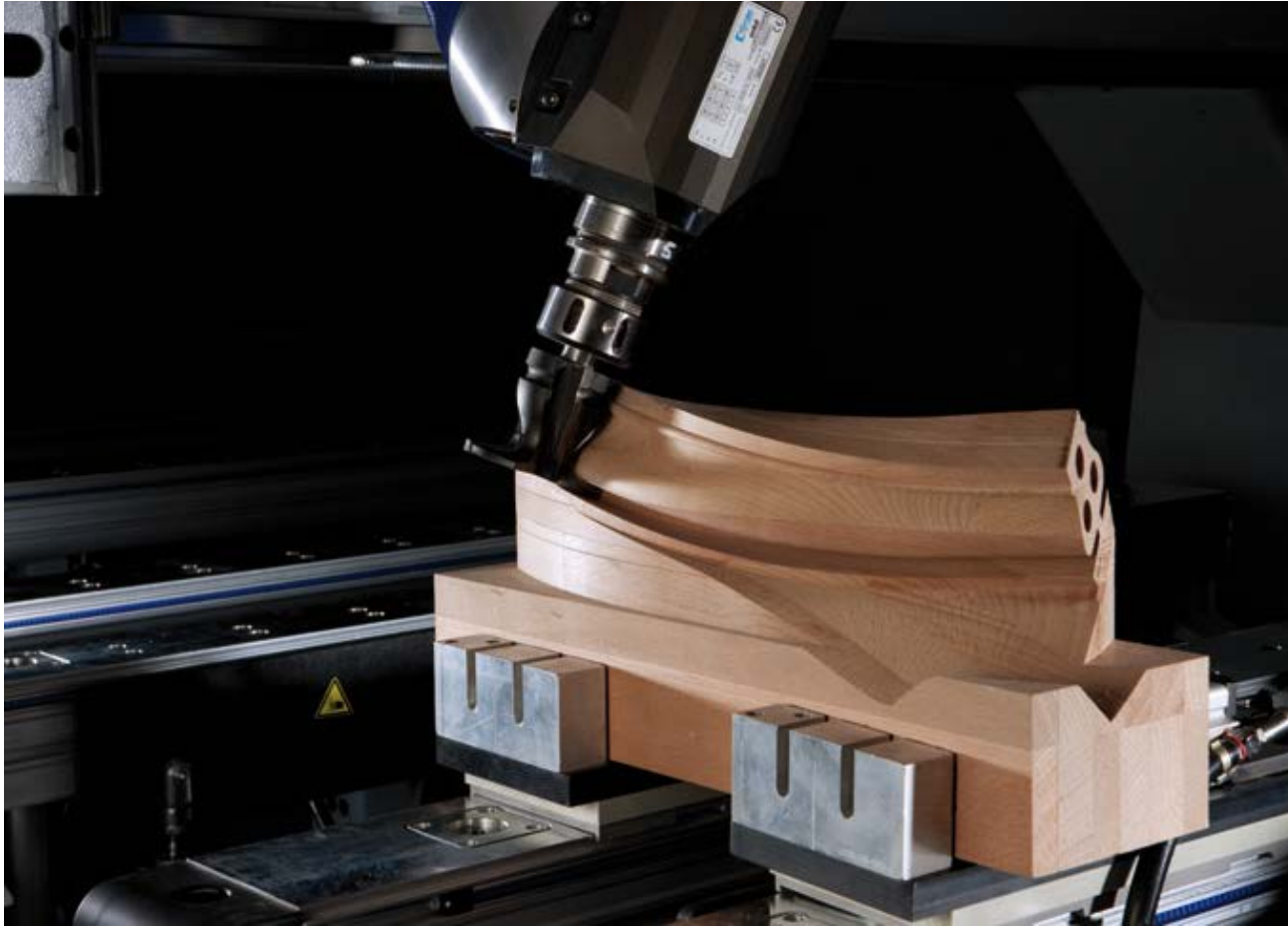
NEW RECORD: ORDER INTAKE AT €3.9 BILLION



NET INCOME ABOVE €200 M FOR THE FIRST TIME



HOMAG: HIGHEST EBIT CONTRIBUTION



- » 2017: € 94 million operating EBIT
- » Since 2014: ø 37% EBIT increase p.a.
- » Strong demand from the furniture industry:
 - » Automation
 - » Individualization / batch-size 1

NEW RECORDS IN ROBOT BUSINESS

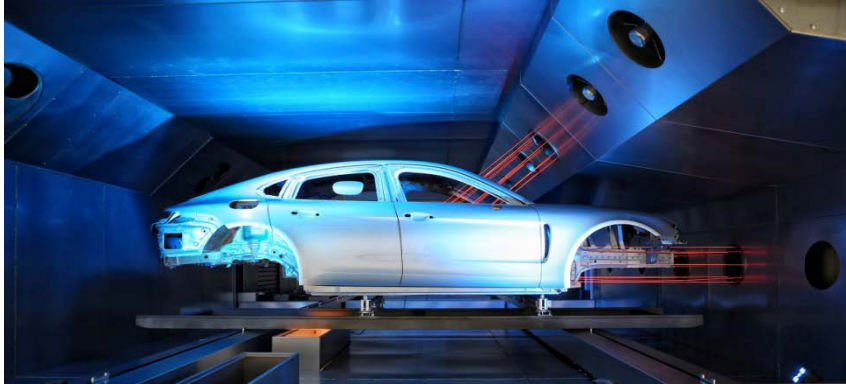


- » Order intake, sales and operating EBIT at record levels
- » Business volume above € 600 million for the first time

FOCUS 2.0: OPTIMIZING PAINT SHOP BUSINESS



Paint and Final Assembly Systems division



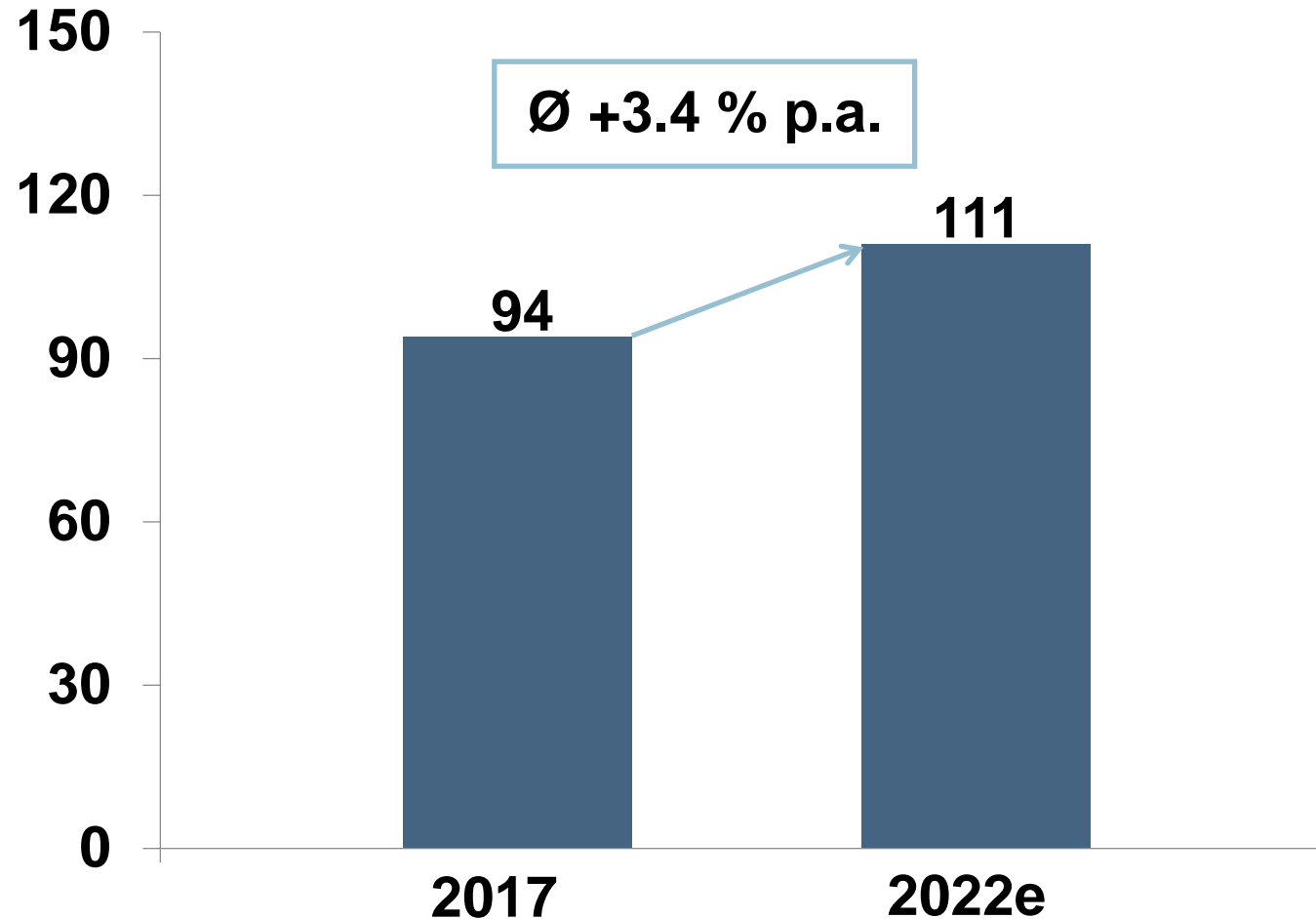
- » 2020 target: 6 to 7 % EBIT margin
- » FOCUS 2.0 key areas
 - » Lean processes
 - » Product cost down
 - » Service expansion
 - » Efficient organization



CONTINUED GROWTH IN CAR PRODUCTION



Global light vehicle production (million units)



E-MOBILITY BROADENING OUR MARKET BASE



北京新能源汽车股份有限公司
BEIJING ELECTRIC VEHICLE CO.,LTD.



Changjiang EV

小鹏汽车
XPENG MOTORS

敏安汽车
MIN AN AUTO

LUCID

FMC



BeeCloud

Dearcc
电咖汽车



chunder power
Generating Serenity



SOKON
SF MOTORS INC.

TESLA

LeEco

众泰汽车
ZOTYE AUTO

SOKON
SF MOTORS INC.

Weltmeister

BORDRIN
Motor

ZXAUTO

SINGULATO
奇点汽车

SALEEN



车和家公司介绍 CHJ Automotive



SOLID BALANCE SHEET



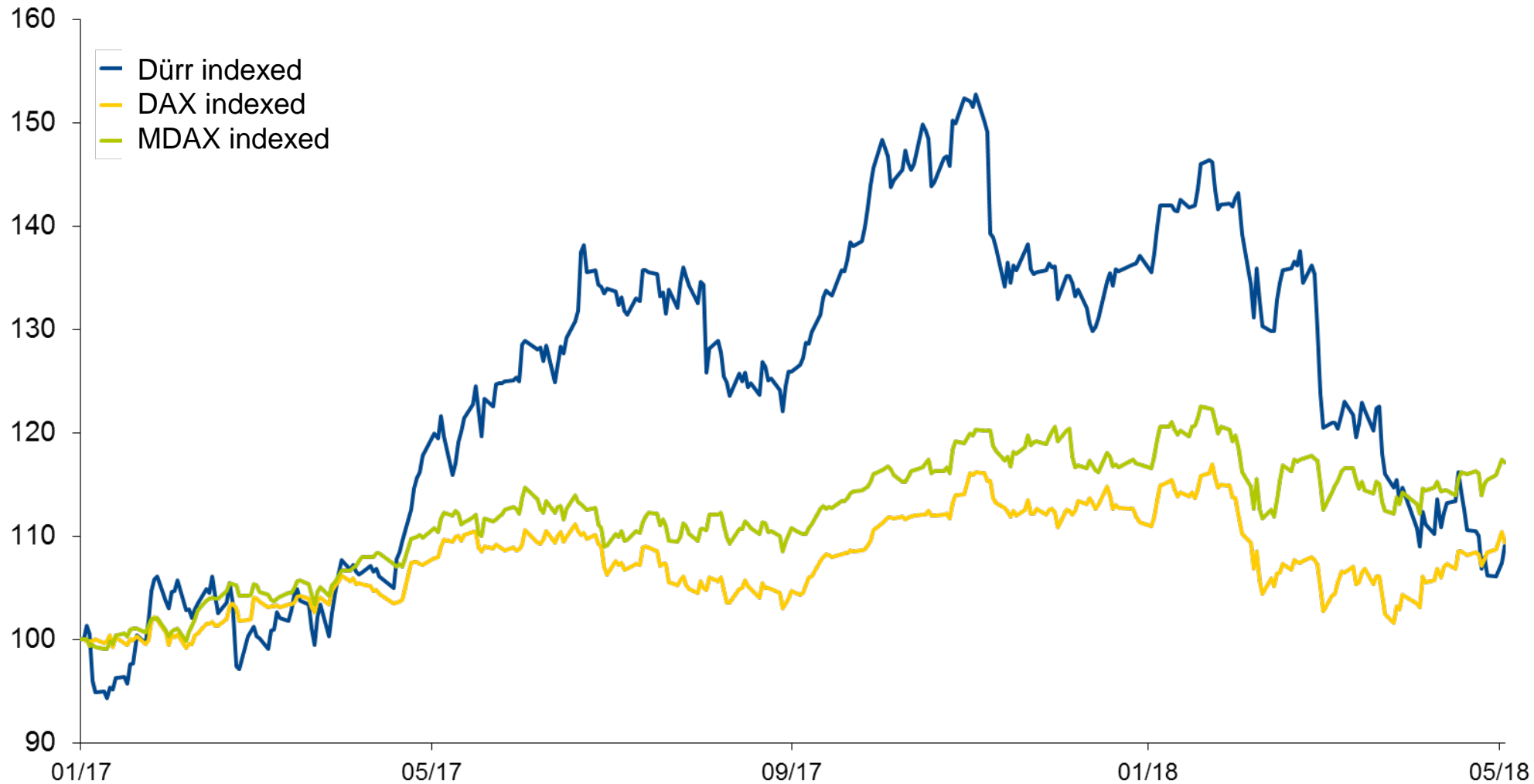
Equity up 9%

	2015	2016	2017
Equity (€ m)	714.4	831.0	903.7
Equity ratio (%)	23.9	24.8	26.5
Operating cash flow (€ m)	173.0	227.4	119.8
Liquidity (€ m)	435.6	724.2	659.9
Net financial status (€ m)	129.4	176.5	191.5

DÜRR SHARE UP 40 % IN 2017



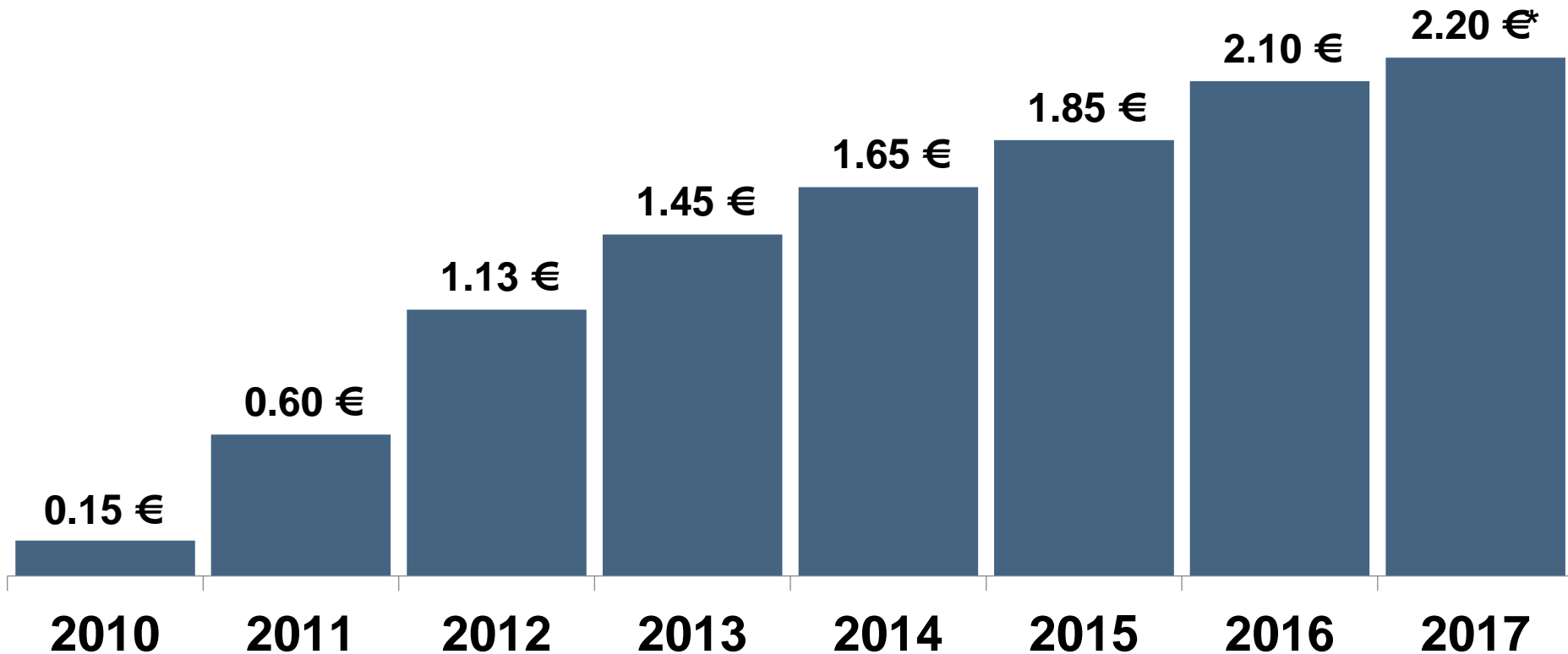
Average target price currently at €109



DIVIDEND: €2.20 PER SHARE PROPOSED



8th consecutive increase, highest dividend since IPO



* proposal

MANY THANKS TO OUR STAFF!



ISSUE OF BONUS SHARES PLANNED



Agenda item 7

- » Bonus shares in a ratio of 1:1
- » Make Dürr share more attractive to investors
- » Capital increase from company funds
- » Capital stock to be doubled to € 177,2 million
- » Equity unchanged at € 903,7 million
- » Number of shares to be doubled in shareholders' securities accounts
- » Bonus shares entitled to a dividend with retrospective effect as of January 1, 2018

LEADING IN PRODUCTION EFFICIENCY



ADAMOS



- » Superordinated software for the Industrial Internet of Things
- » Collecting big data from production
- » Basis for digital services helping to improve production
- » Unique cooperation with Software AG and renowned mechanical engineering companies

DMG MORI



 **software**^{AG}

ZEISS



ENGEL

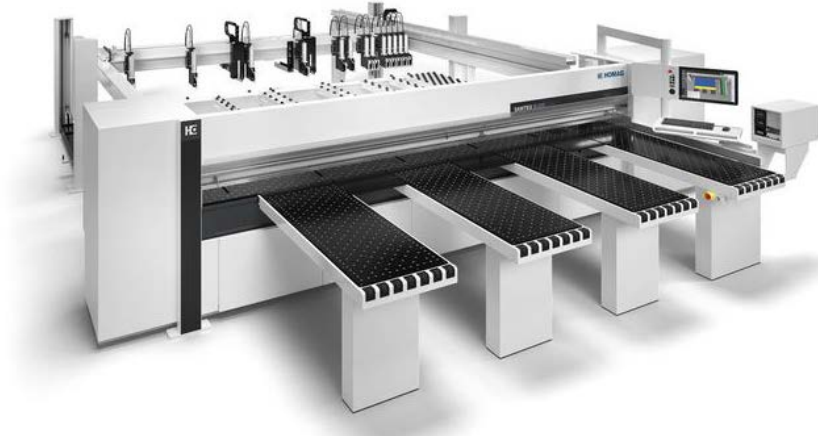
KARL MAYER

ONLINE MARKETPLACES: LOXEO AND TAPIO



- » Digital customer interface
- » Marketing of our digital range:
 - » Apps
 - » Digital services
 - » E-learning

DIGITAL SERVICE: INTELLIDIVIDE FROM HOMAG



- » Optimization app for wood panel dividing
- » Calculates ideal production programs for various requirements
- » Via tapio cloud



tapio

DIGITAL PILOTS WITH TOP CUSTOMERS



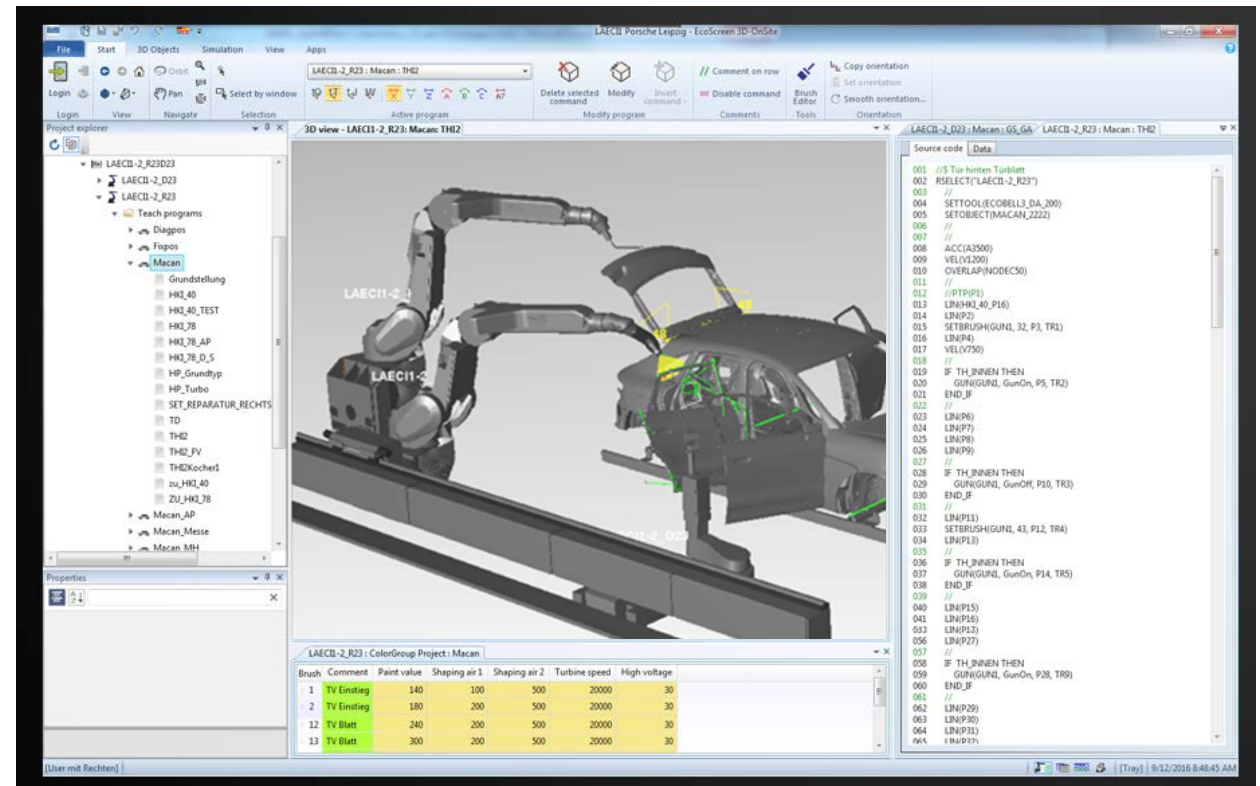
Volkswagen

Intelligent maintenance



BMW

Business analytics for painting robots



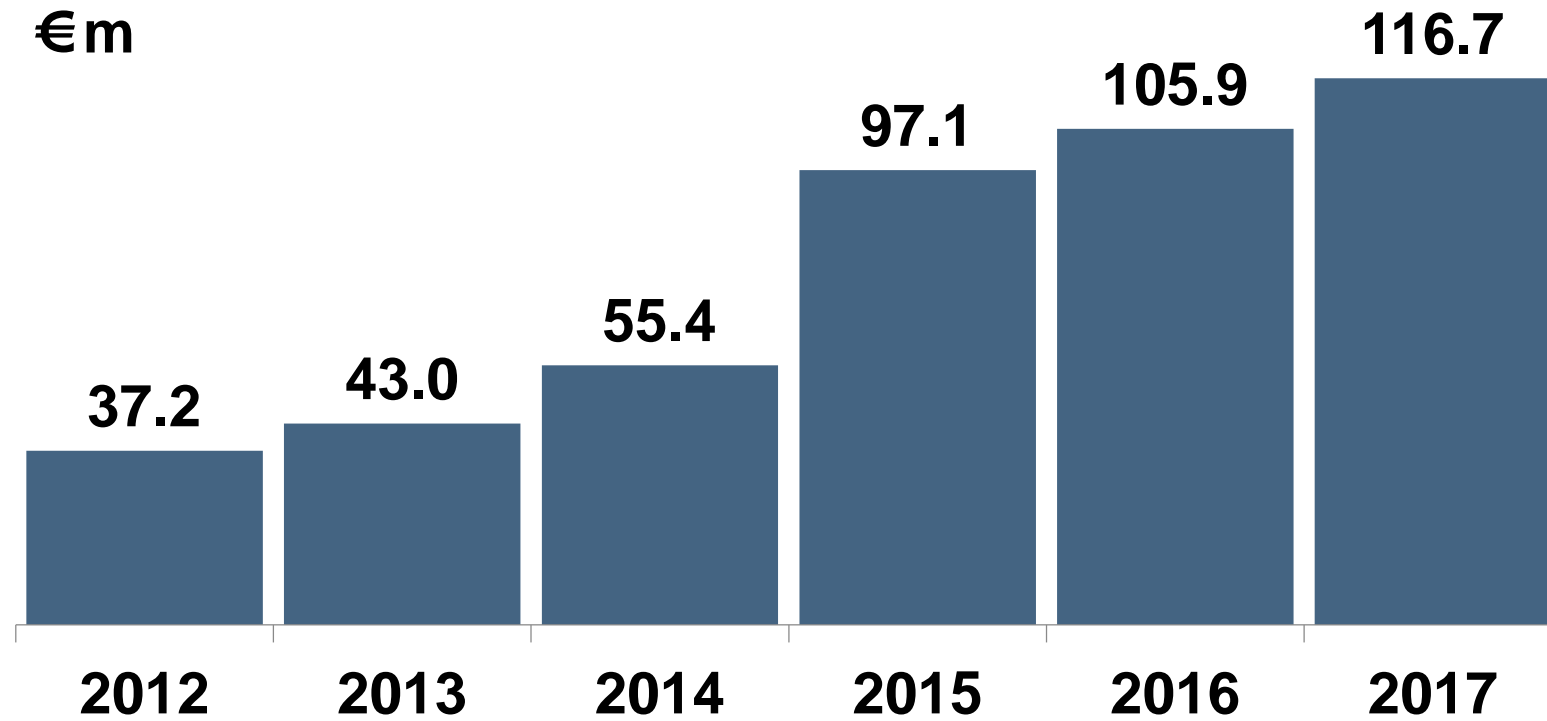
LEADING IN PRODUCTION EFFICIENCY



R&D COSTS UP 10%



Approx. 25% for projects in the field of digitization



SERVICE INCREASES SYSTEM AVAILABILITY



- » Almost € 1 billion service sales targeted in 2018
- » Service is key for customer loyalty
- » Service app for balancing machines
- » Predictive maintenance

EFFICIENCY: OPTIMIZE QUALITY AND COSTS

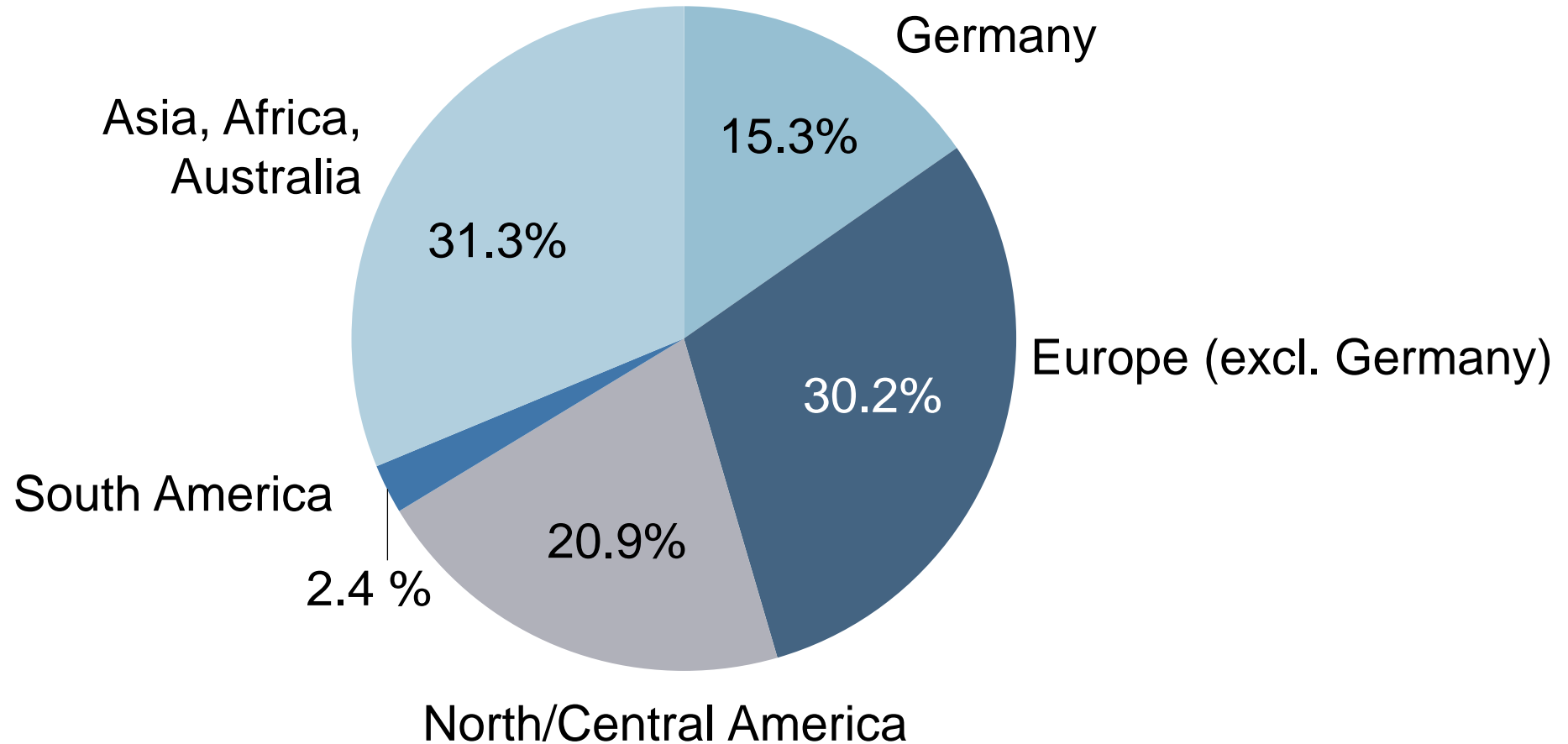


- » Simulation of software packages
- » Digital Factory: competence center for digitization / software development

GLOBALIZATION: NEW OPPORTUNITIES



2017 order intake reflects Dürr's international footprint



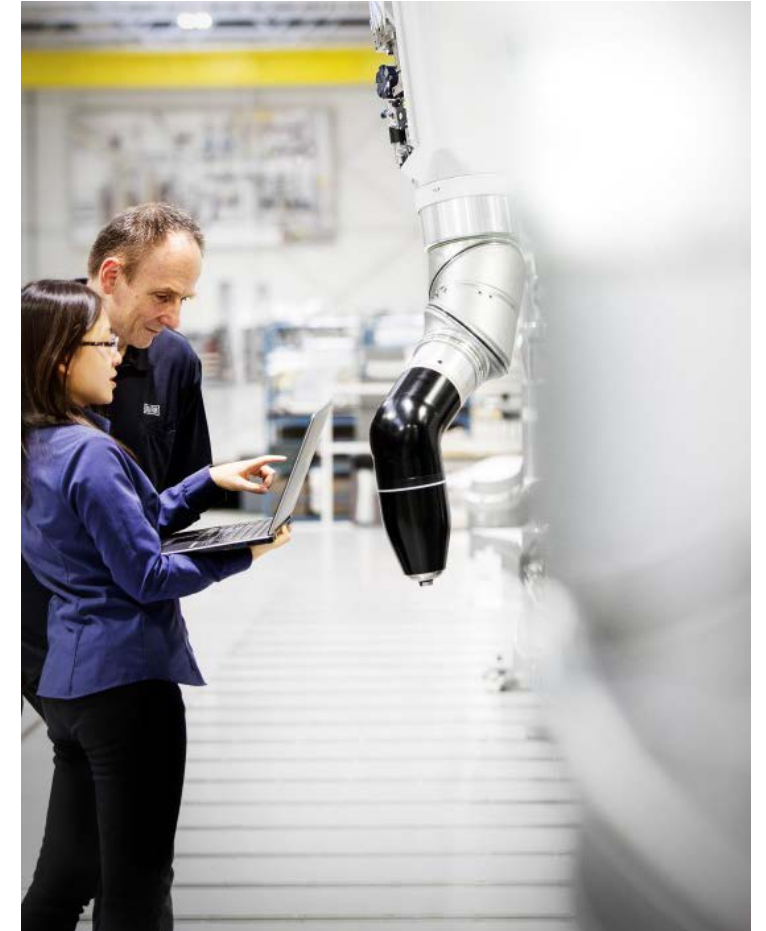
OUTLOOK 2018



Further sales growth expected

» Dürr targets 2018

▪ Order intake	€ 3.6 to 3.9 billion
▪ Sales	€ 3.7 to 3.9 billion
▪ Operating EBIT margin	7.4 to 7.8%
▪ EBIT margin*	7.0 to 7.5%



*incl. € 15 to 20 million extraordinary expense

OUTLOOK



Dürr targets 2020

- Sales € 4 to 5 billion
- EBIT margin 8 to 10%

Acquisition targets

- Mechanical and plant engineering
- Bolt-ons in existing divisions
- Software / digital technology
- Up to € 1.5 billion sales
- Leading market and technology position
- Further sales and earnings potential
- Corporate culture with a good fit to Dürr





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