

# AGM 2022

Dr. Jochen Weyrauch  
CEO

Dürr AG  
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Bietigheim-Bissingen  
[www.durr-group.com](http://www.durr-group.com)



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0-250-11-2735 - CENTATEG E-310 vor 123 Min.

Erhöhte Schwingungen an der Frässpindel

Lösungsvorschläge

Rank	Suggestion	Duration	Success Rate
#1	Verschmutzte Planfläche Lösungsvorschlag: Verschmutzte Planfläche	5 Min. Durchführungszeit	70% Diese Teile werden mit diesem Vorschlag bearbeitet.
#2	HSK Aufnahme verschmutzt Lösungsvorschlag: HSK Aufnahme verschmutzt	10 Min. Durchführungszeit	20% Diese Teile werden mit diesem Vorschlag bearbeitet.
#3	Unwuchtiges Werkzeug Lösungsvorschlag: Unwuchtiges Werkzeug	10 Min. Durchführungszeit	100%

Keine dieser Lösungsvorschläge?

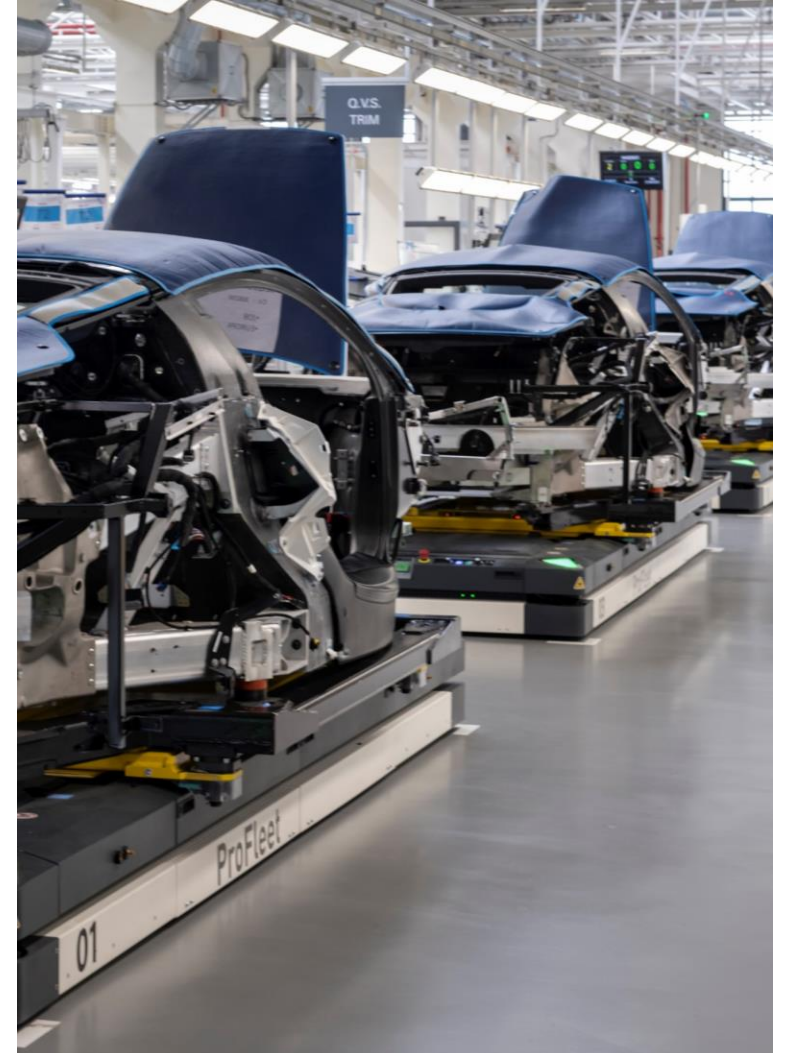
Service kontaktieren

Meldungen

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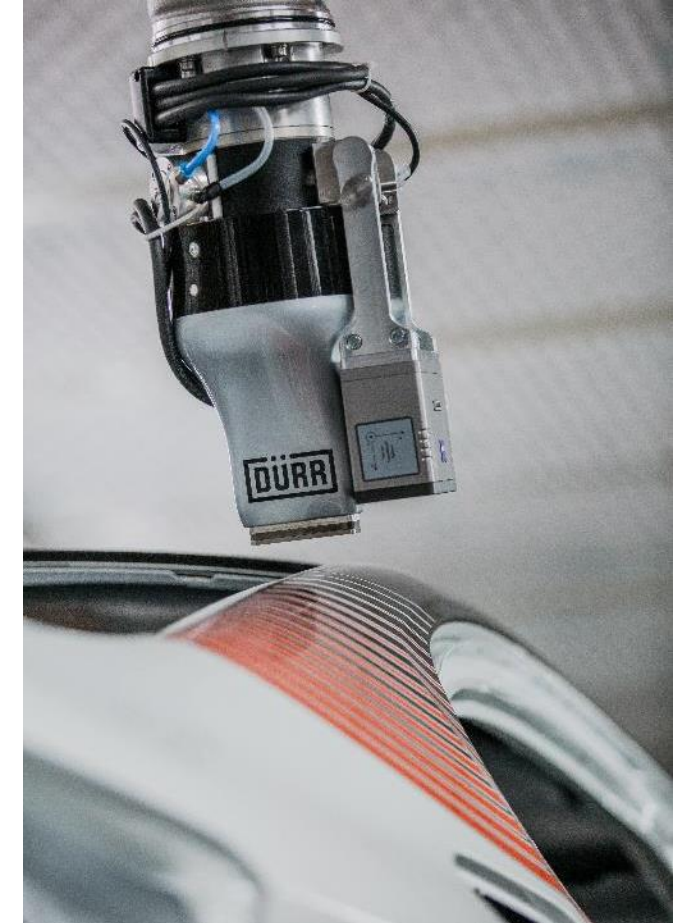
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# Earnings forecast adjusted – but Q1 solid

- Earnings forecast adjusted on May 2
  - Cost inflation
  - Supply chain problems
  - China lockdowns
- Strong Q1 2022
  - Record order intake
  - Sales up 15 % despite supply chain problems
  - EBIT before extraordinary effects up 53 %
- Temporary earnings burden, mid-term target of 8% EBIT margin to be reached in 2023 or latest in 2024



Mid-term target for EBIT margin confirmed, but short-term target for 2022 adjusted

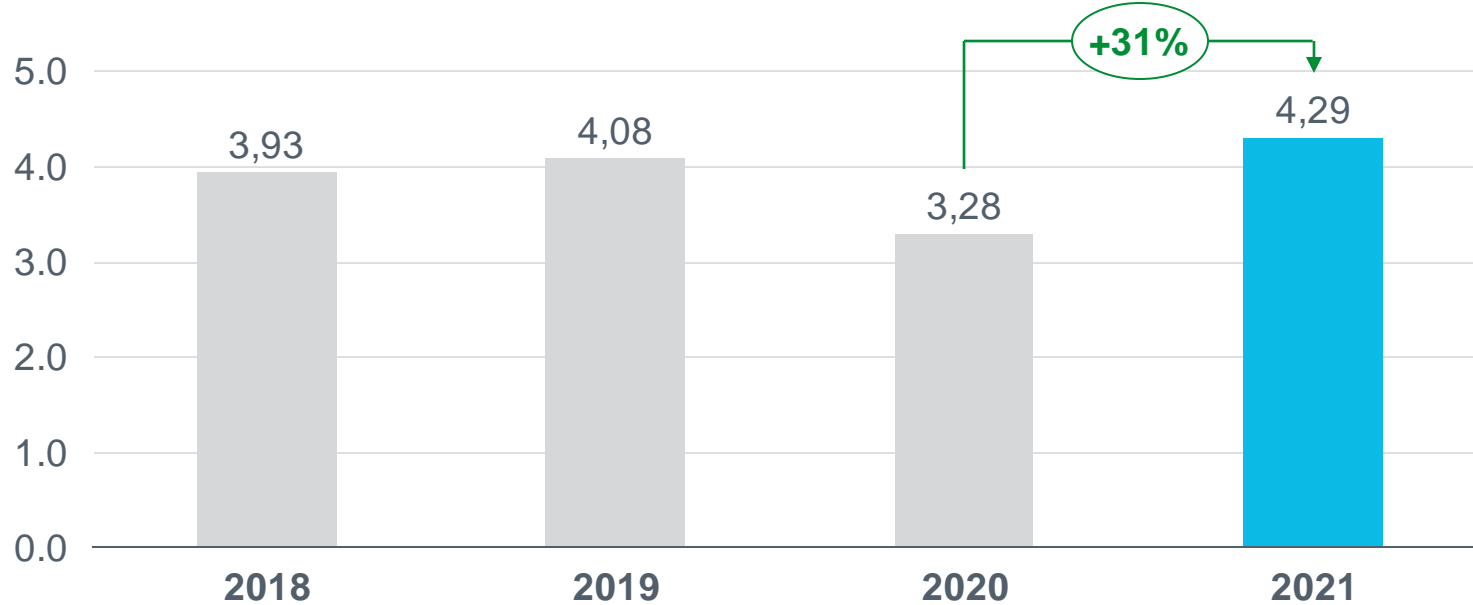
# A warm welcome!

DÜRR GROUP.

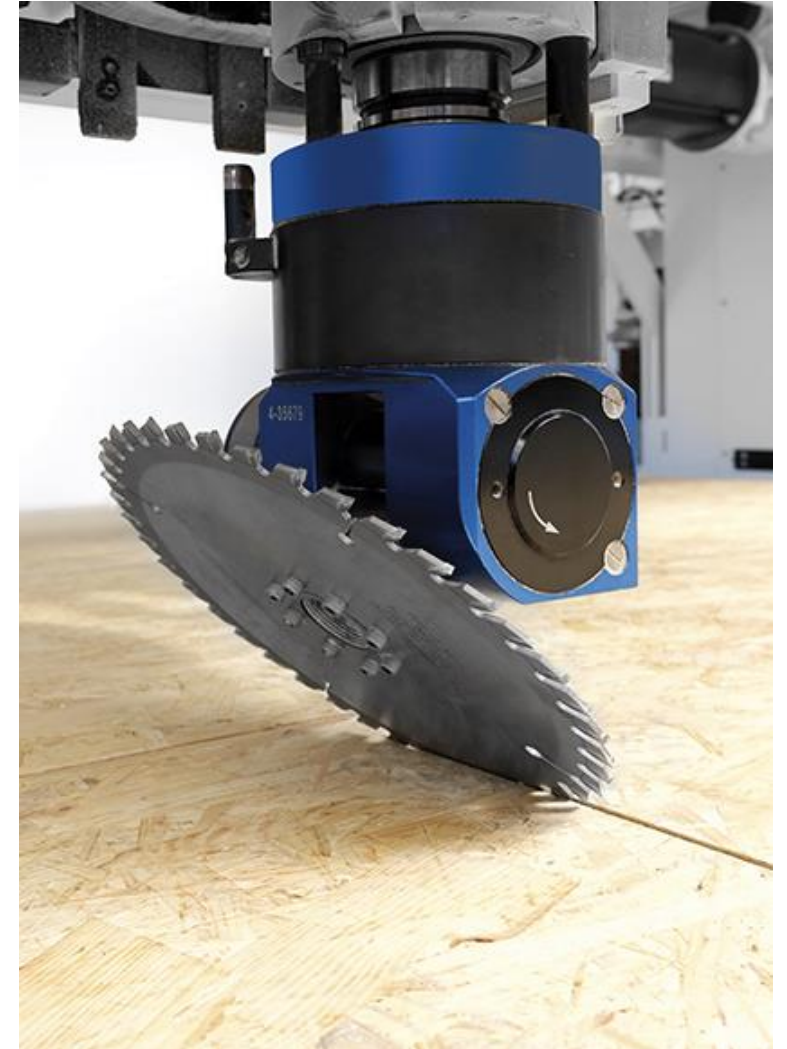


# Record order intake in 2021: €4.29 billion

in € billion



- Corona shock left behind: increased order intake in all divisions
- HOMAG: 60 % order plus and best year ever





# Sustainability is an opportunity for the Dürr Group

Rising customer capex into low-emission production technology



DÜRR GROUP  
SUSTAINABILITY



Bild: Blumer Lehmann Group

## Production technology for e-cars

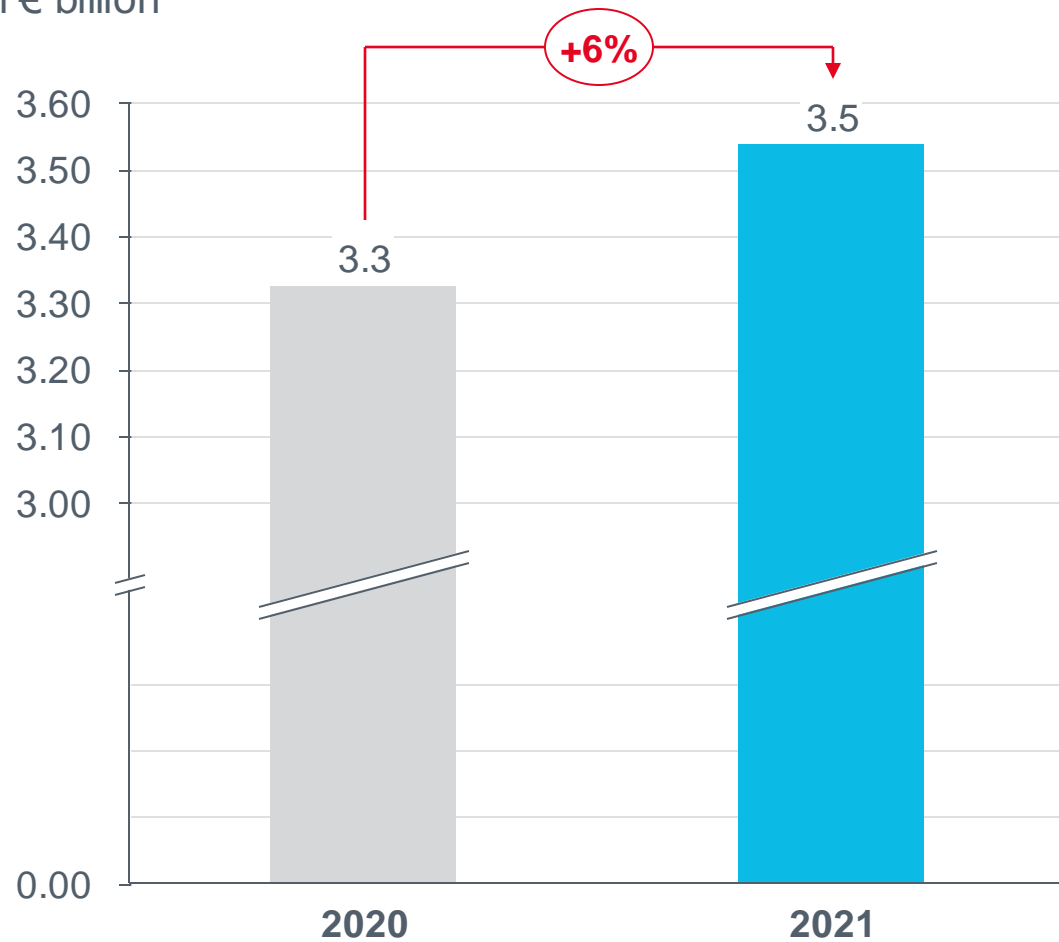
€776 million order intake (+20%)

## Production technology for timber houses

Order intake doubled to almost €200 million

# Sales reflecting low order intake in 2020

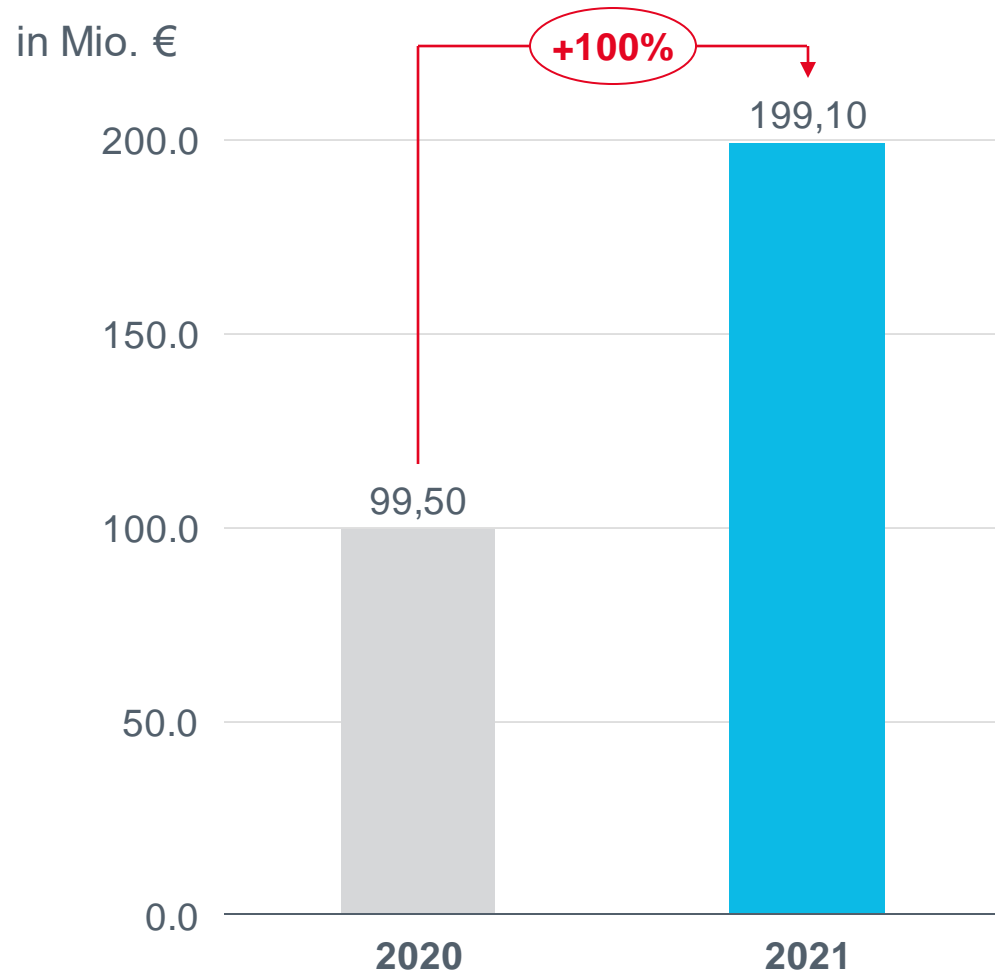
in € billion



- Sales development in 2021 impacted by 2020 order intake
  - Corona year 2020 with low order level
  - Sales realization: 15 to 24 months in plant engineering business

# EBIT before extraordinary effects doubled

Strong service business and €60 million savings from optimization programs



- Supply chain problems and material price increases
- Cost containment measures
  - Efficient procurement
  - Price increases
- Earnings increase in 2021
  - Record sales in high-margin service business
  - € 60 million savings from previous years' efficiency programs



# High cash flow and solid balance sheet

	2019	2020	2021
Free cash flow (€ million)	44.9	110.7	120.8
Net financial status (€ million) (Dec. 31)	-99.3	-49.0	-99.5
Liquidity (€ million) (Dec. 31)	662.0	769.2	583.1
Total liquidity* (€ million) (Dec. 31)	822.1	1,019.0	837.9
Equity (€ million) (Dec. 31)	1,043.4	908.1	1,005.6
Equity ratio (%) (Dec. 31)	26.9	23.4	24.2

\* incl. time deposits

**Financial debt reduced, solid liquidity**

# Dürr share 2021: Performance of 21.0%

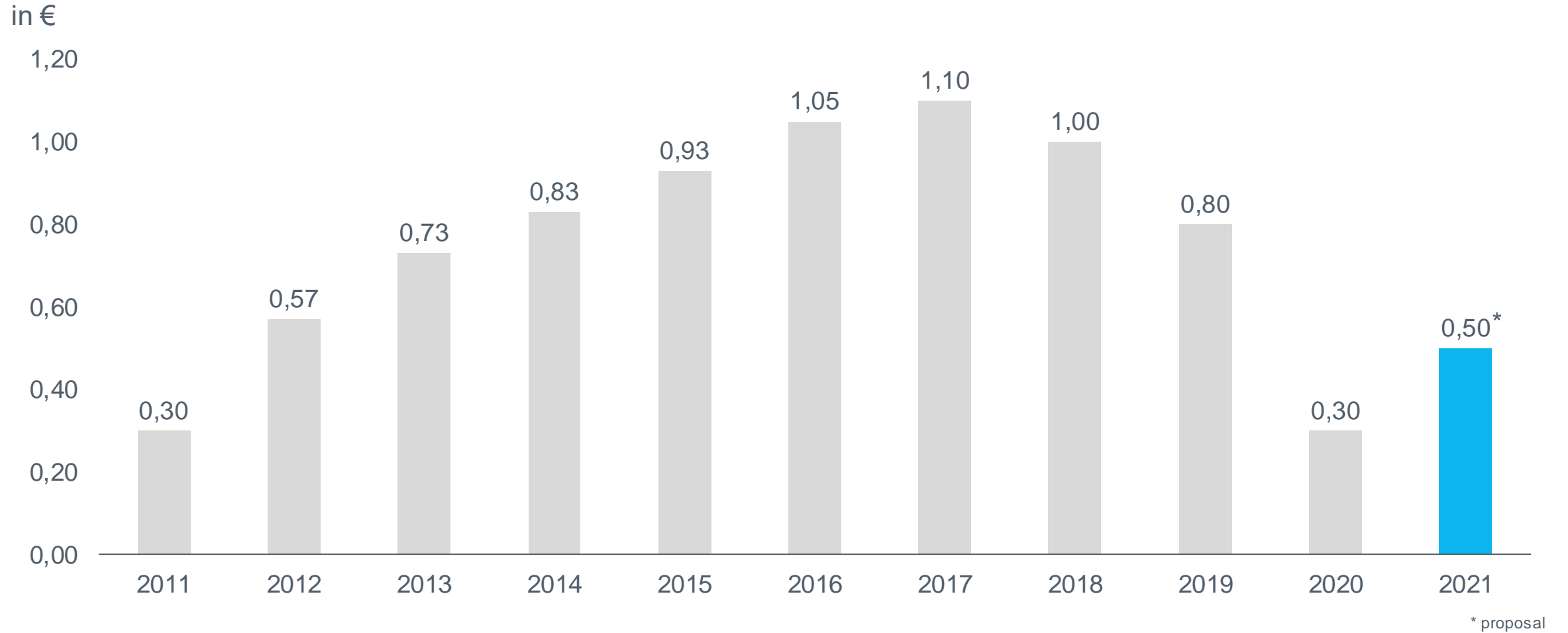
Average target price currently at € 39.65 €



Significant share price increase in 2021 – 2022 influenced by global uncertainty

# Increase of dividend proposed

Pay-out ratio of 40.7%



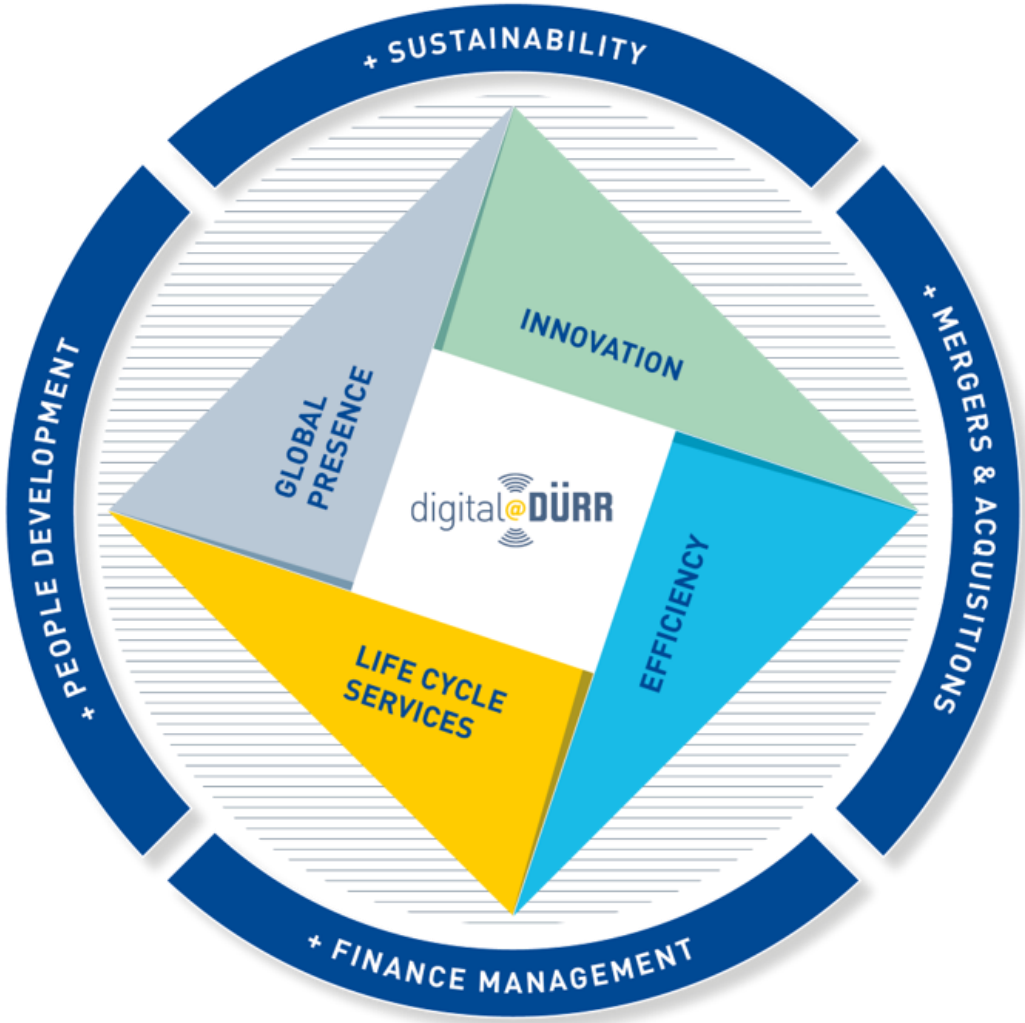
Dividend increase of 67 % while corporate substance is being further strengthened



# A big thank you to all our employees



# Strategy: value enhancement and profitable growth





# Sustainability: Megatrend in our age

Big opportunities for the Dürr Group



We save no  
**energy,**  
we save no  
**time,**  
we save no  
**resources...**  
when it comes to  
what truly counts:  
**climate  
protection**





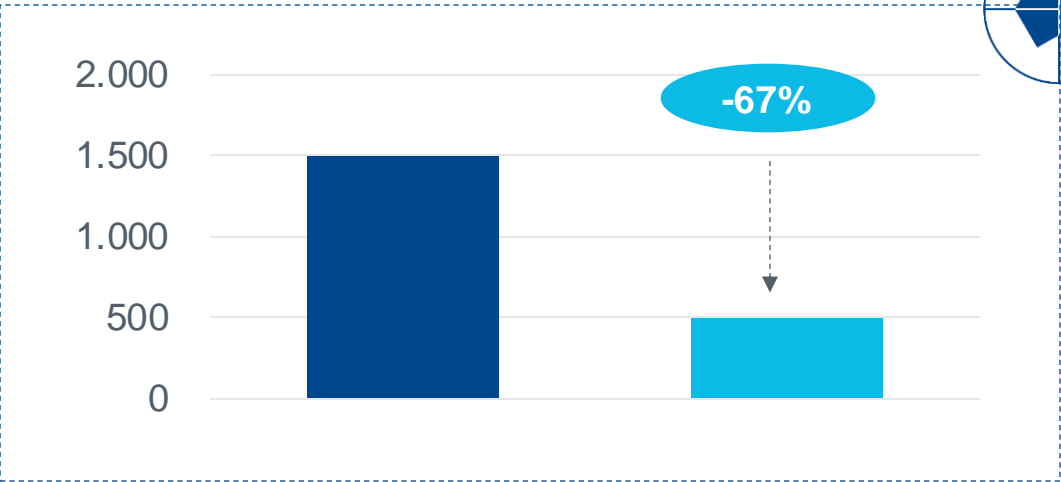
# Reduce the ecological footprint of our customers

Great potential for lowering resource consumption and emissions



## Energy demand in the painting process

[kWh per painted car body]



~ 200 paint booths in Europe still without dry-separation  
→ Significant CO<sub>2</sub> lever

**Energy**  
[per year]  
**-60%**

**~CO<sub>2</sub> emissions**  
[from energy consumption]

**~100,000**  
Households

# Production technology for a CO<sub>2</sub> neutral society

Future business fields of the Dürr Group



Bild: B&O Gruppe



# Industrialized construction of sustainable timber houses **DÜRR** GROUP.

Order intake doubled in 2021 to just under €200 million / 6 to 7 % annual growth expected



Picture: B&O Group



# Enabler for sustainable e-mobility

Key partner for the production of electric vehicles

# 40%

E-mobility share  
of total  
automotive business

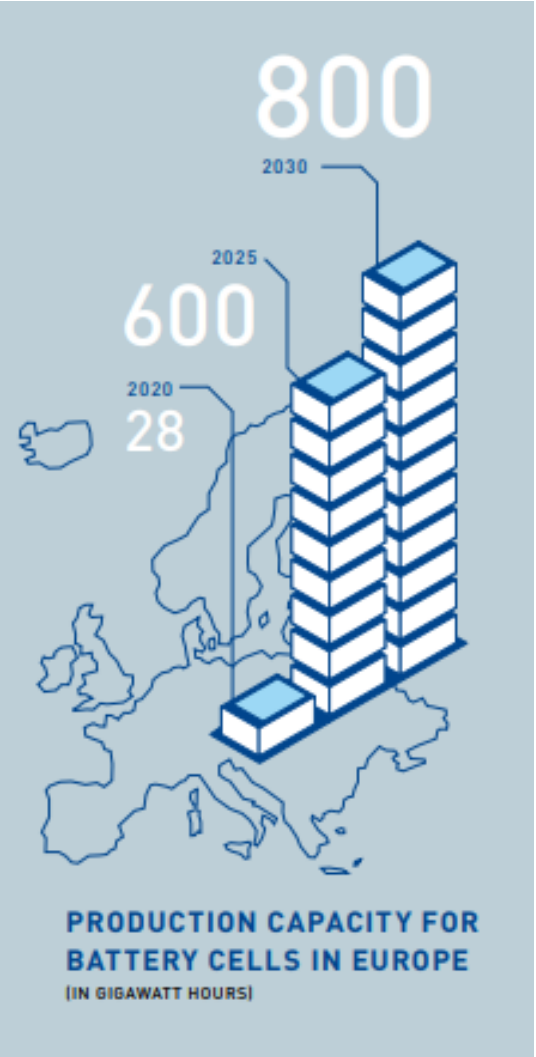
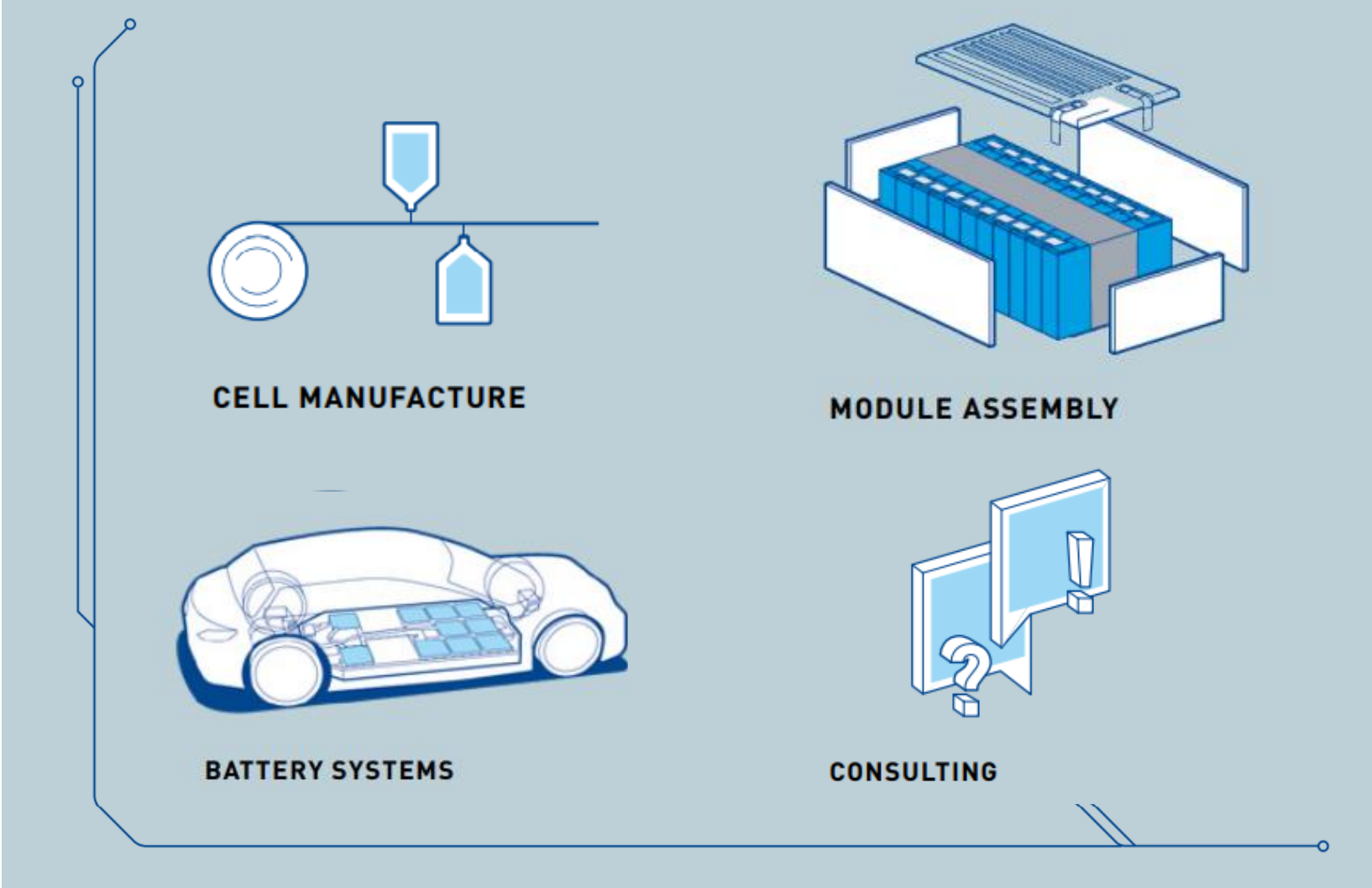
# +20%

Order intake  
in 2021



# Battery cell production

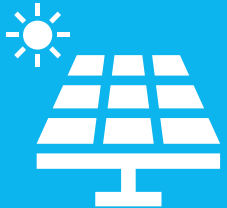
Unique technology for dual-sided coating of electrodes for LI accumulators





# Production technology for solar modules

## Teamtechnik: Largest solar technology order ever



### Production technology for solar modules

- Connecting solar cells with a patented glueing process
- Energy transition and secure energy supply should accelerate our business



# Investing instead of compensating

Clear climate strategy, transparent reporting and improved rating

**-70%**

Scope 1+2 emissions  
by 2030



DÜRR GROUP  
SUSTAINABILITY

**-15%**

Scope 3 emissions  
by 2030

- Ambitioned climate targets:  
**Net Zero 2050: full CO<sub>2</sub> neutrality**
- Demanding sustainability reporting
- EcoVadis rating 2022: 66 points (2021: 58)



## Our ambition



SCIENCE  
BASED  
TARGETS

Validated  
climate strategy  
according to  
the 1.5°C target

**BUSINESS  
AMBITION FOR 1.5°C**



# State of the art work environment for our staff

## Modernizing our company



- Support employees in digital transformation
- Further develop corporate culture
  
- Digital Days
- Use of bots
- Virtual collaboration
- Modern space concepts
- Idea management
- Diversity strategy

# OneDürrGroup program for efficient processes

Maintaining our sub-groups' identity, promoting joint strengths

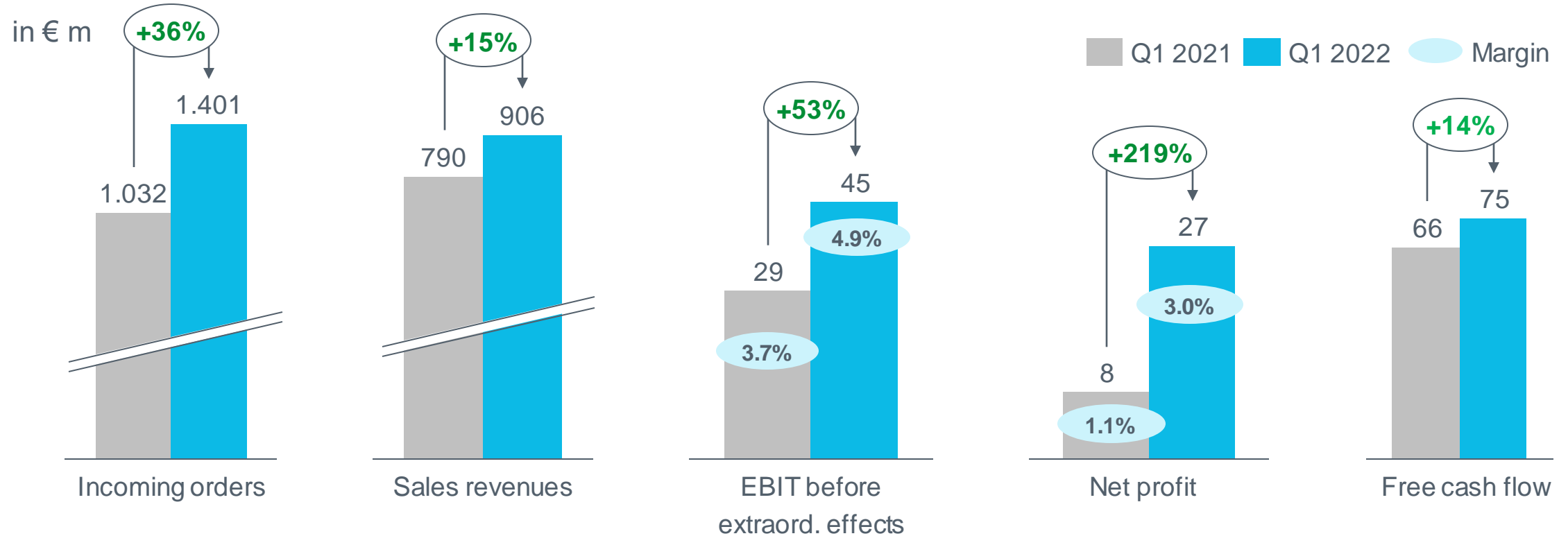


- Sub-groups with individual identities, markets, brands
- OneDürrGroup program
  - Efficient organization
  - Use synergy potential, e.g.
    - Common processes
    - Pooling of competences
    - Sub-programs in IT, HR, finance, procurement, project management



# 2022: Solid start in a challenging environment

Q1 2022: Record order intake, but high material prices and supply chain problems



- Supply chain problems slow down sales and earnings growth
- Order intake mainly driven by HOMAG and automotive business
- 2022 earnings forecast adjusted due to supply chain problems and cost inflation



# 2022e

- Initial forecast from February 24, 2022
- Significant supply chain improvement in the second half of the year no longer realistic
- New forecast from May 2, 2022
  - EBIT margin bef. extraordinary effects: 5.0 to 6.5% (before: 6.5 to 7.5%)
  - Order intake: €4.1 to 4.4 billion (unchanged)
  - Sales: €3.9 to 4.2 billion (unchanged)



Temporary burden in 2022

→ Mid-term EBIT margin target of  $\geq 8\%$  confirmed



# Acting considerately in a volatile environment

Technologies for the society of tomorrow

DÜRR GROUP.



- Global challenges remain big
- Demand for our technologies continues to be strong
- Benefiting from transformation processes
  - Electro mobility
  - Digitalization
  - Sustainable economy, e.g. timber house construction
- Mid-term EBIT margin target of  $\geq 8\%$  confirmed

DÜRR GROUP.

PREPARED FOR  
TOMORROW

Dürr AG  
Carl-Benz-Straße 34  
74321 Bietigheim-Bissingen  
Germany  
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