

AGM 2023



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DÜRR GROUP.



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2022: Achievements



Order intake above €5 billion for the first time



New all-time highs for sales (€4.3 billion) and orders on hand (€4.0 billion)



Post-tax earnings up approx. 60%



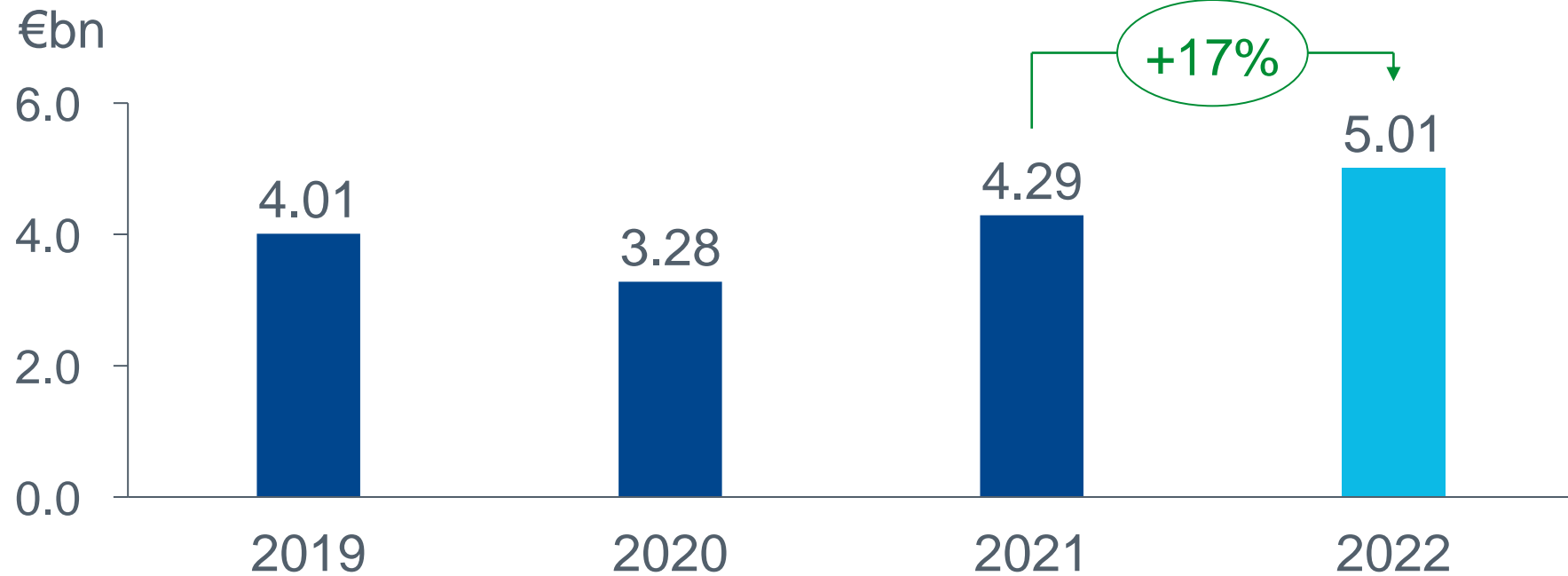
Free cash flow above €100 million



CO₂ emissions down 51% vs. 2019

Good basis for profitable growth, successful implementation of climate strategy

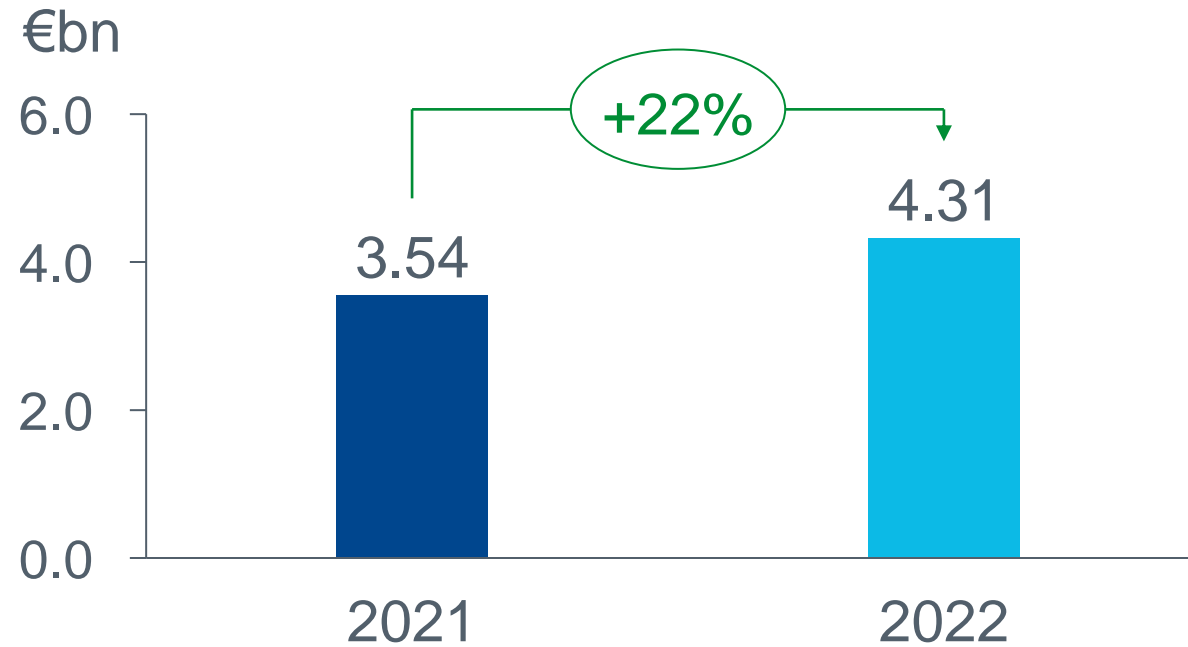
Record order intake 2022: €5.0 billion



- High resilience due to strategical alignment with the topics of the future: sustainability, e-mobility, automation
- Order intake from e-mobility: up 40% to €1.1 billion

Robust order intake in a difficult economic environment

Sales up 22% despite supply chain problems



- Strong commitment of our staff

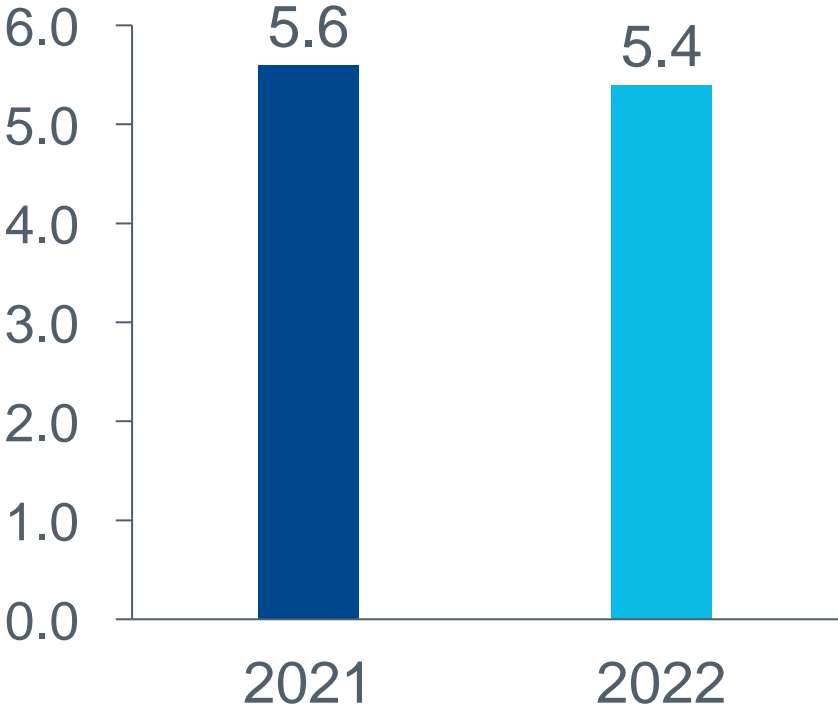


New sales record

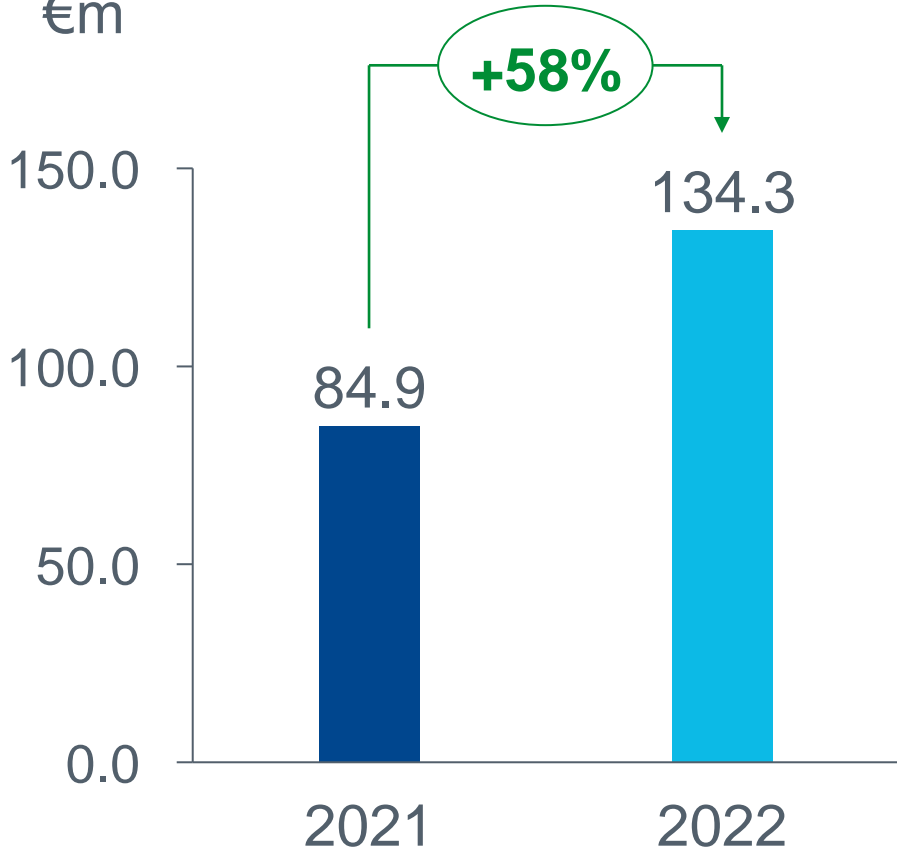
Earnings after tax up approx. 60%



EBIT margin bef. extraordinaries
%



Earnings after tax
€m



Extra expenses due to high cost of material and supply chain problems

Robust cash flow, low financial debt

| | 2020 | 2021 | 2022 |
|---------------------------------|---------|---------|---------|
| Free cash flow (€m) | 110.7 | 120.8 | 117.1 |
| Net fin. status (€m) (Dec. 31) | -49.0 | -99.5 | -46.5 |
| Cash (€m) (Dec. 31) | 769.2 | 583.1 | 716.1 |
| Total liquidity* (€m) (Dec. 31) | 1,019.0 | 837.9 | 866.1 |
| Equity (€m) (Dec. 31) | 908.1 | 1,005.6 | 1,124.2 |
| Equity ratio (%) (Dec. 31) | 23.4 | 24.2 | 24.8 |



* incl. time deposits

Very high free cash flow again

Green Schuldschein loan: €300 million



April 2023



Long-term
funding secured



Proceeds completely
reserved for sustainable
products and projects



Trailblazer for sustainable
corporate funding



100% green use of proceeds

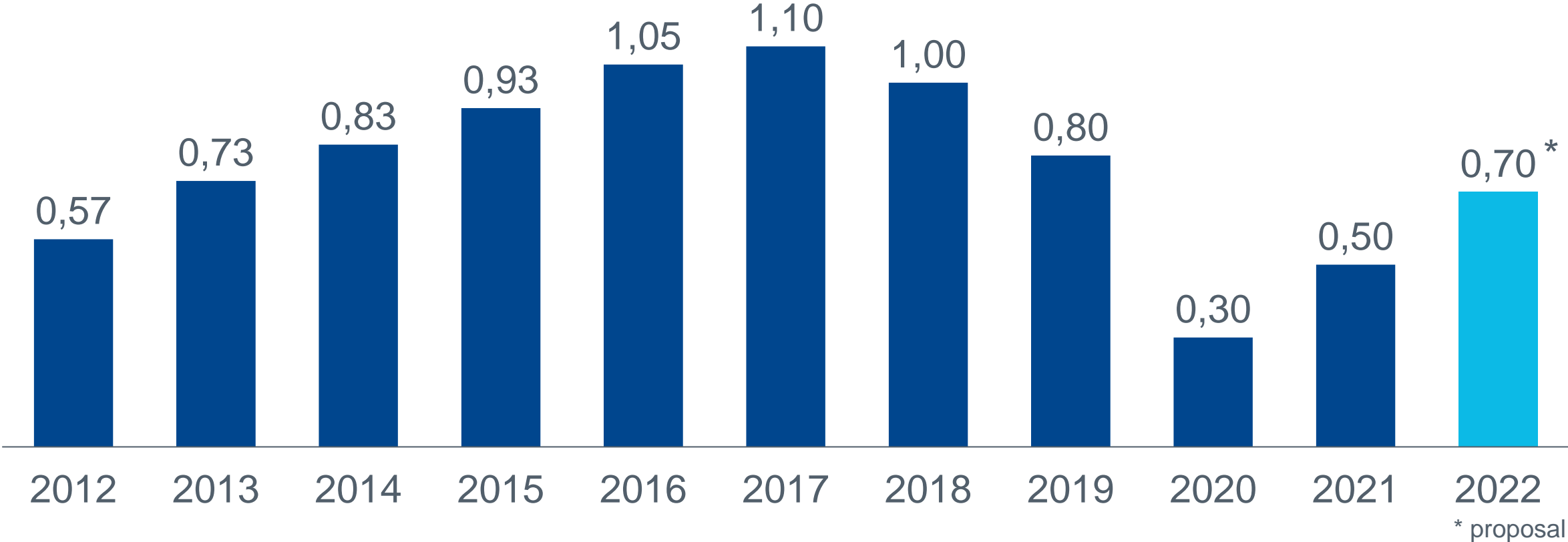
Dürr share: Average target price at €39.75



Analysts: 75 % buying recommendations

Dividend proposal: €0.70 per share

in €



40% dividend plus, pay-out ratio at 36.1 %

Agenda

- No. 11: Treasury shares
- No. 12: New contingent capital
- No. 13: New authorized capital



Voting after the general debate



DÜRR
iversity

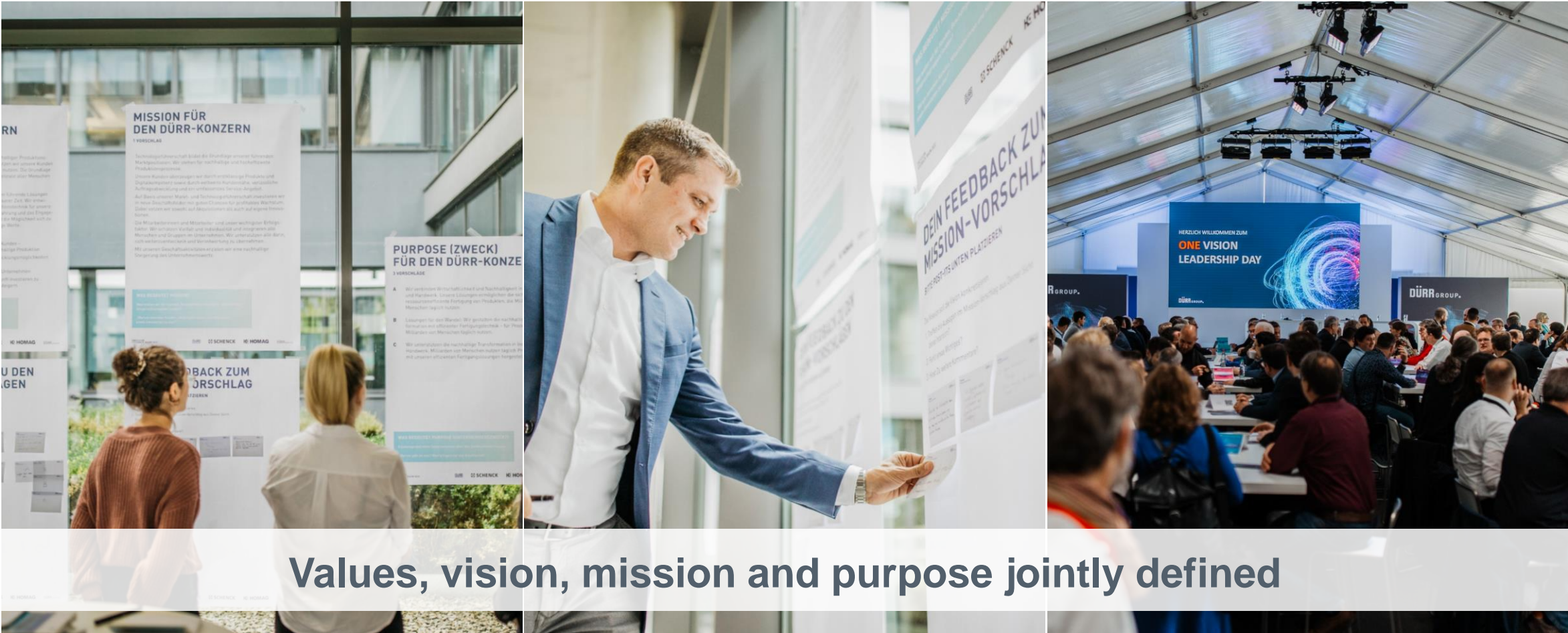
Gemeinsam unterschiedlich sein

Illustration of a diverse group of people in various colors and styles.



Recruit and keep highly qualified staff

One Vision: What does the Dürr Group stand for? **DÜRR**GROUP.



Values, vision, mission and purpose jointly defined

More than 800 employees were actively involved

Company anniversary: 125 years Dürr



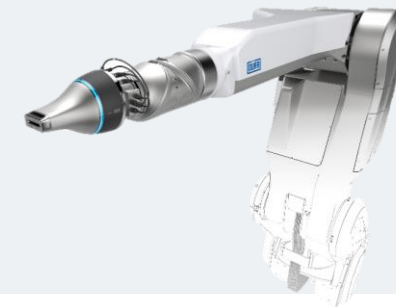
Strong roots – prepared for the future

Strategy: New targets for profitable growth

- Sales:
 - Ø 5% to 6% growth p.a. from 2023
 - > €6 billion from 2030
 - ≥ 30% service share
- EBIT margin before extraordinaries:
 - ≥ 8% from 2024
- ROCE: ≥ 25% from 2024
- Cash conversion rate:
 - Free cash flow ≥ 80% of earnings after tax

DÜRR GROUP.

Established
business



Growth
business



Target for sales growth raised

Strategy: Strong core business

Established business

- Paint shops
 - Painting robots
 - Assembly technology
 - Balancing technology
 - Furniture production technology
-
- Market leadership
 - Light to medium-strong growth



Focus on profitability

Strategy: Growth businesses



2030 sales target
€1,300-1,500 m

Construction Elements Solutions
Production technology for timber houses



Around
€500 m

Production Automation Systems
Automation technology



Around
€ 500 m

Battery Production
Battery production technology



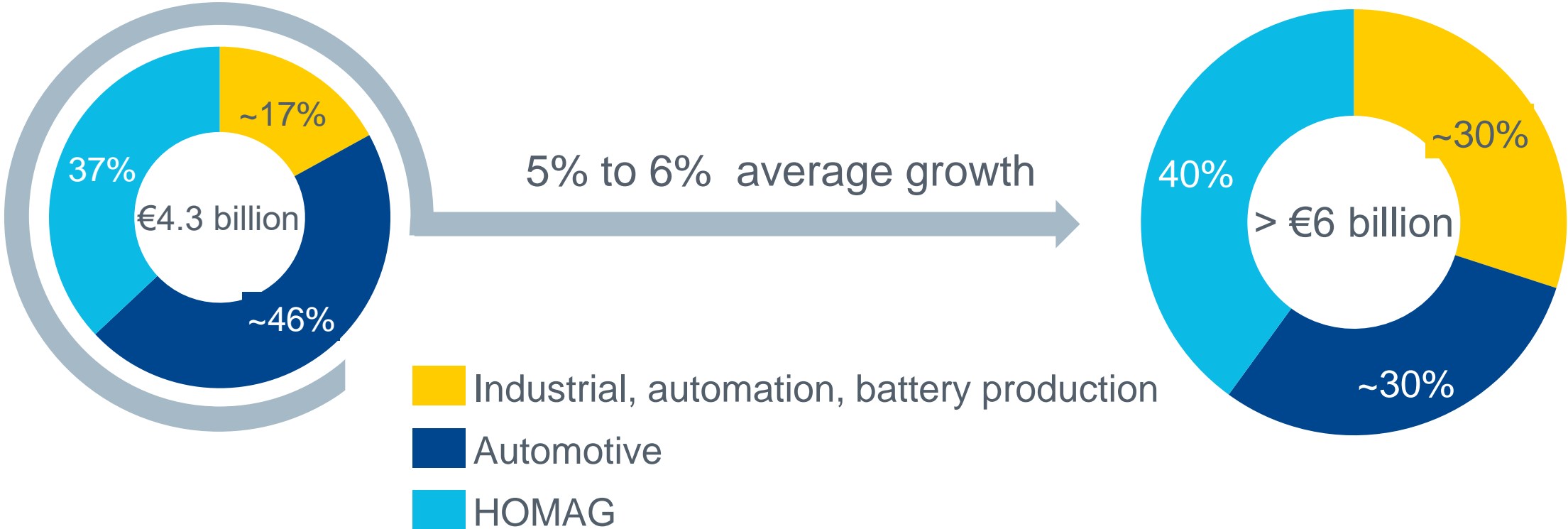
Around
€300-500 m

Average growth of above 10% targeted

Strategy: Favorable business mix

Sales 2022

Sales 2030



Growth mainly in margin strong business fields



Target:

≥8% EBIT margin
before extraordinaries


Good basis for margin improvements

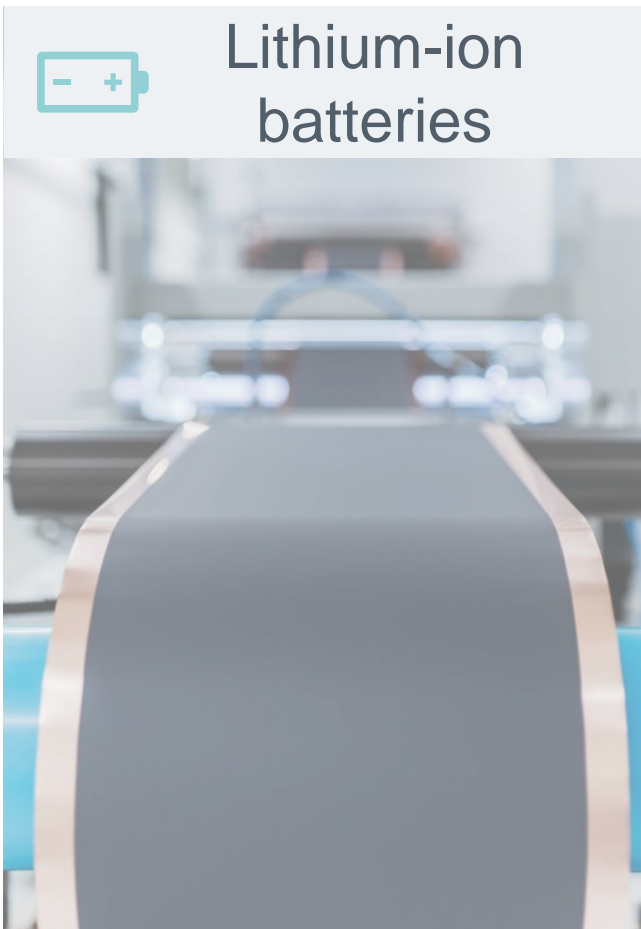
- Margin quality in the order book
- Price adjustments
- Price escalation clauses
- Service expansion
- Efficiency improvements / synergies


Target: Sustainable earnings increase

Sustainability as a business opportunity




 CO₂ free paint shops




 Lithium-ion batteries



 Solar modules

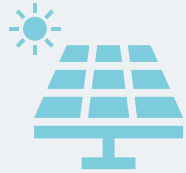


 Climate friendly timber houses

Enabler for sustainable production processes and products

Ambitious climate strategy

Measures and improvements 2022



€22 million
capex spent on
sustainability of our facilities



Direct greenhouse gas
emissions down **51%**
(vs. 2019)



Energy intensity:
down **12%**
(vs. 2021)



More than **50%** electricity
from regenerative energy
sources



Variable BoM
remuneration: stronger
linkage to ESG targets



Sustainability is an integral part of our strategy

Q1 2023: New record in order intake

| | Q1 2022 | Q1 2023 |
|-----------------------------------------|---------|---------|
| Order intake (€ million) | 1,400.5 | 1,464.7 |
| Sales (€ million) | 905.7 | 1,014.7 |
| EBIT before extraordinaries (€ million) | 44.6 | 42.0 |
| EBIT margin before extraordinaries (%) | 4.9 | 4.1 |

- High capex spending from the automotive industry (e-mobility)
- Significant earnings improvement expected in the further course of the year

Solid start into the year

Targets for 2023: Profitable growth

| | 2022 | 2023 |
|----------------------------------------|---------|----------------|
| Order intake (€ million) | 5,008.4 | 4,400 to 4,800 |
| Sales (€ million) | 4,314.1 | 4,500 to 4,800 |
| EBIT margin before extraordinaries (%) | 5.4 | 6.0 to 7.0 |
| Earnings after tax (€ million) | 134.3 | 160 to 210 |
| Free cash flow (€ million) | 117.1 | 50 to 100 |

Significant sales and earnings growth targeted

Well positioned for profitable growth

- Focus on future topics with high capex spending needs among customers
 - Sustainability
 - E-mobility
 - Automation
- Enabler for sustainable processes and products
- Target: > €6 billion sales (from 2030) with high margin quality
- Excellent staff



Strategic positioning: Benefiting from future trends in our markets

**Thank you
for your
attention!**



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