

DÜRR GROUP.

Welcome to the annual general meeting 2025

Dürr Aktiengesellschaft
May 16, 2025
Bietigheim-Bissingen

Start: 11am



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Annual general meeting 2025

Dr. Jochen Weyrauch,
CEO

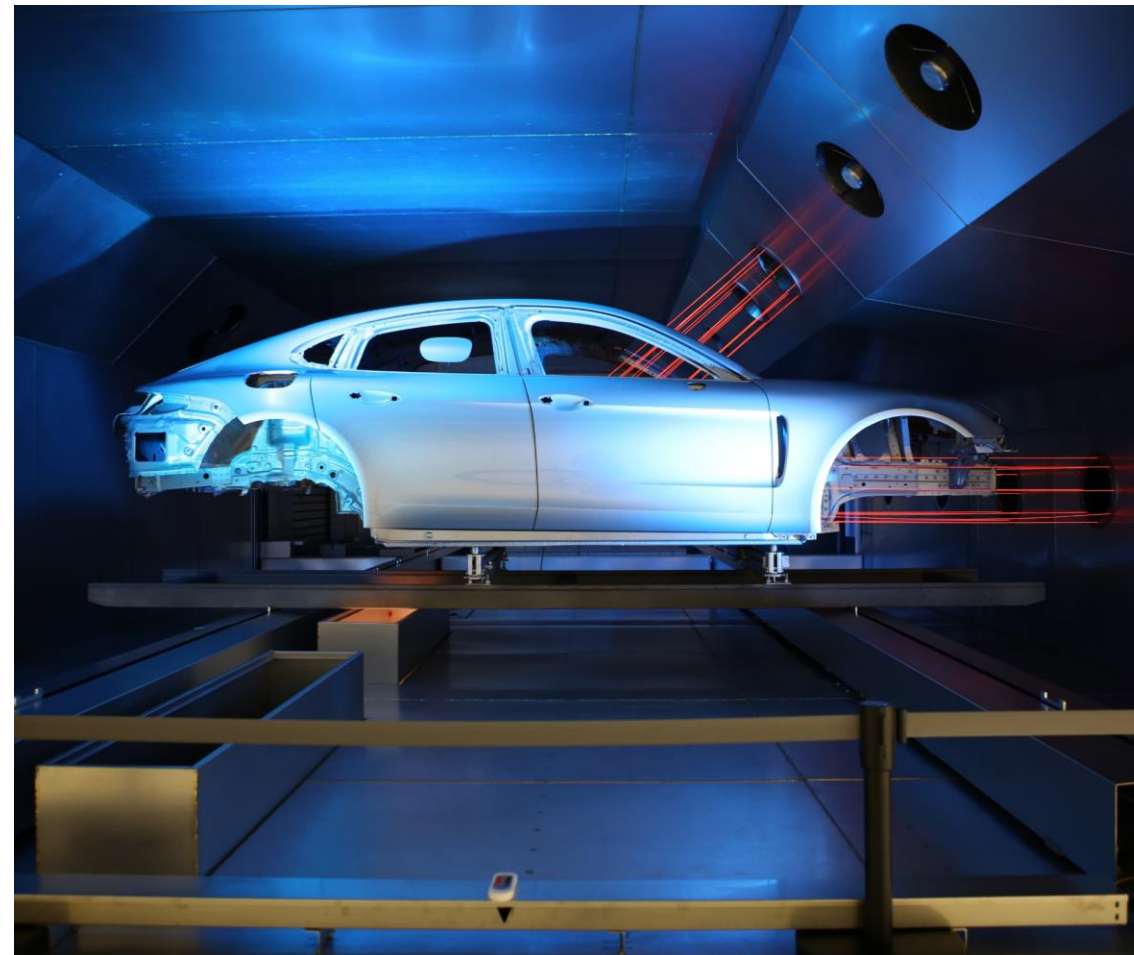
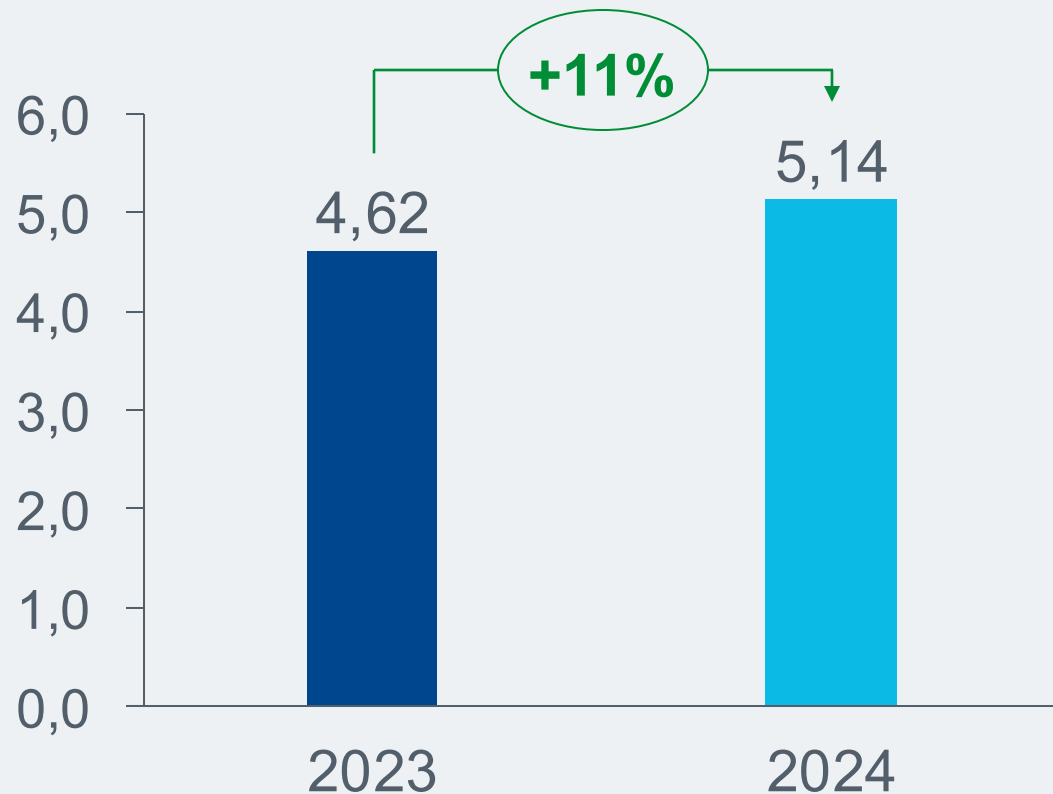
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Record order intake in the 2024 fiscal year

Order intake (€ billion)

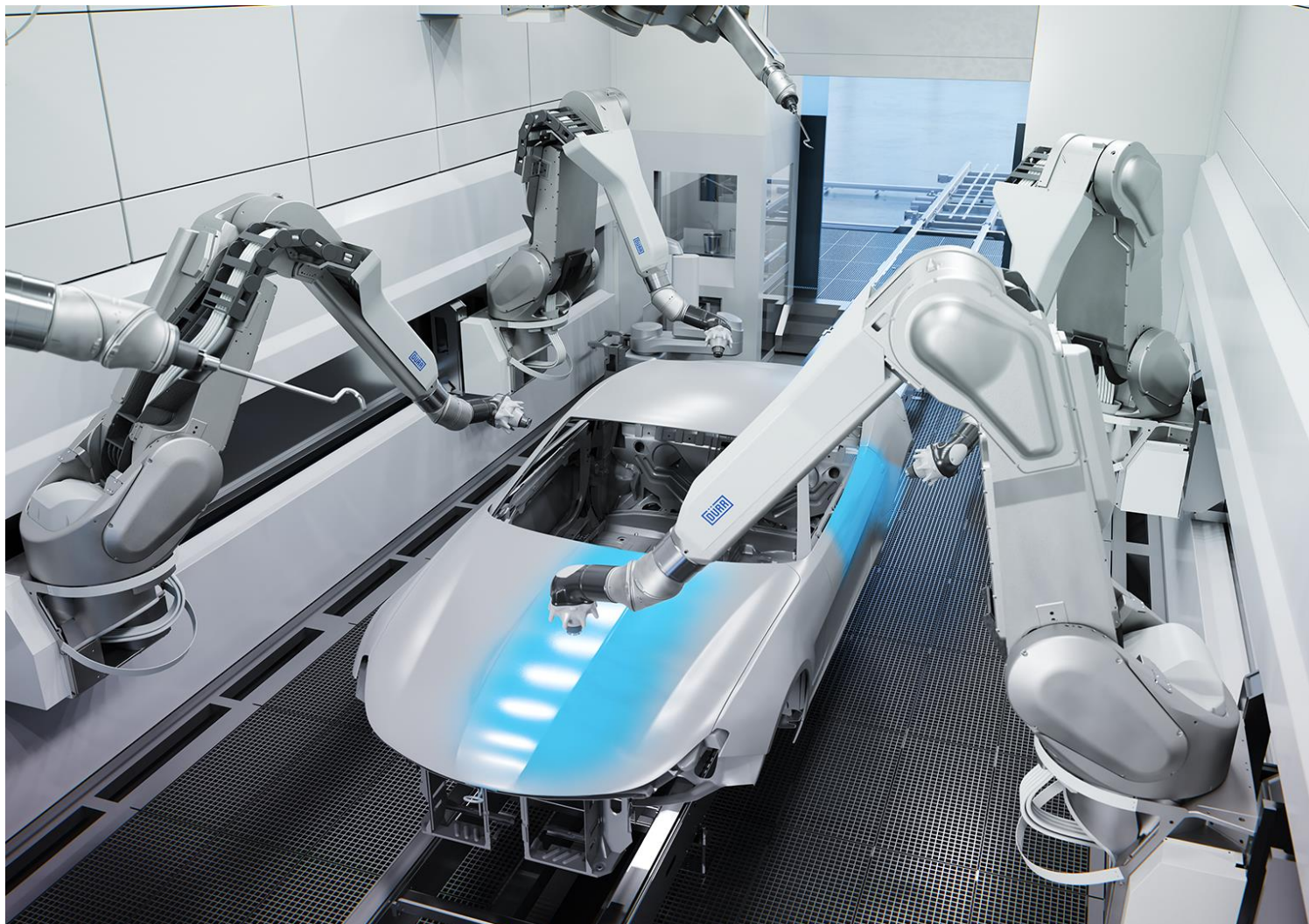


Strong automotive business as a key driver of high order intake

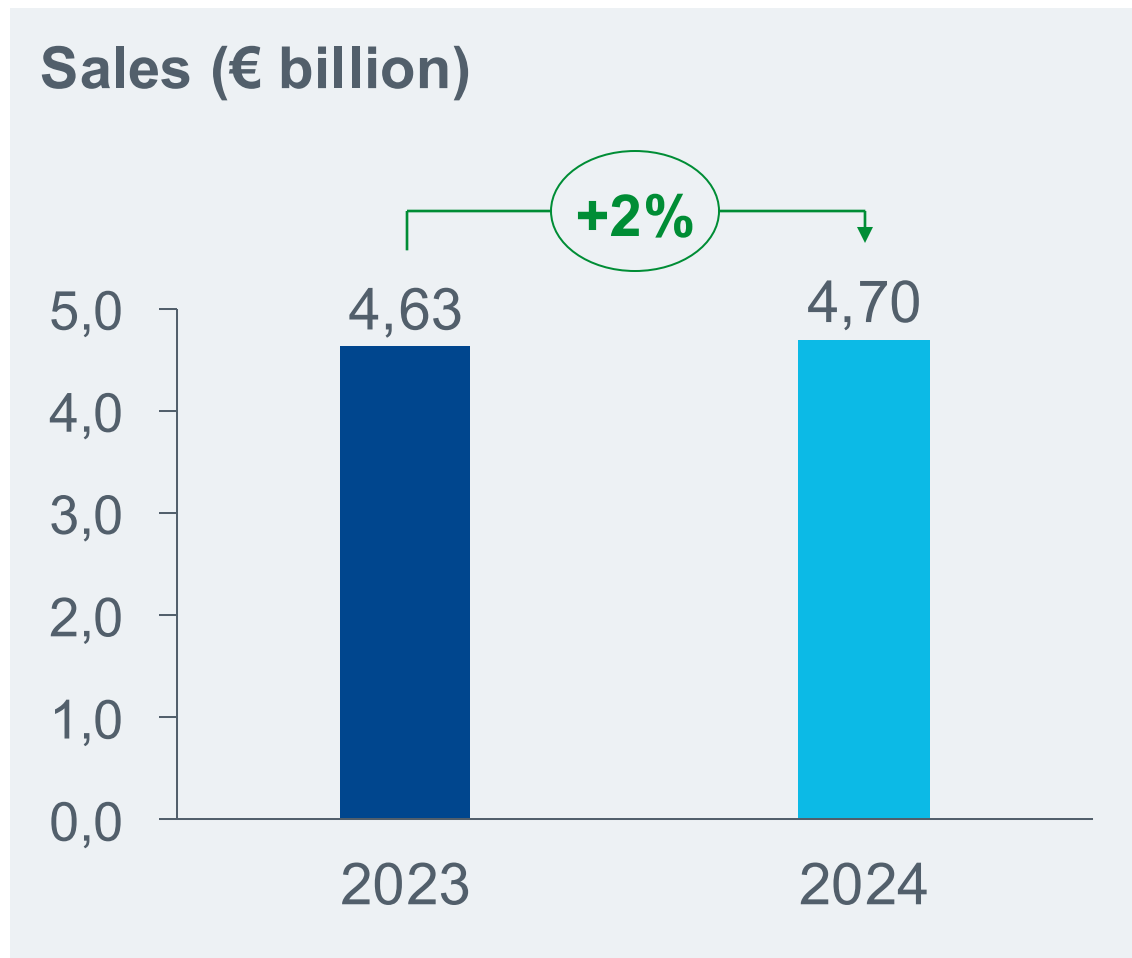
Flagship project: Energy-efficient painting

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Mercedes-Benz (Sindelfingen): “Next-Generation Paint Shop”



Slight increase in sales in the 2024 fiscal year

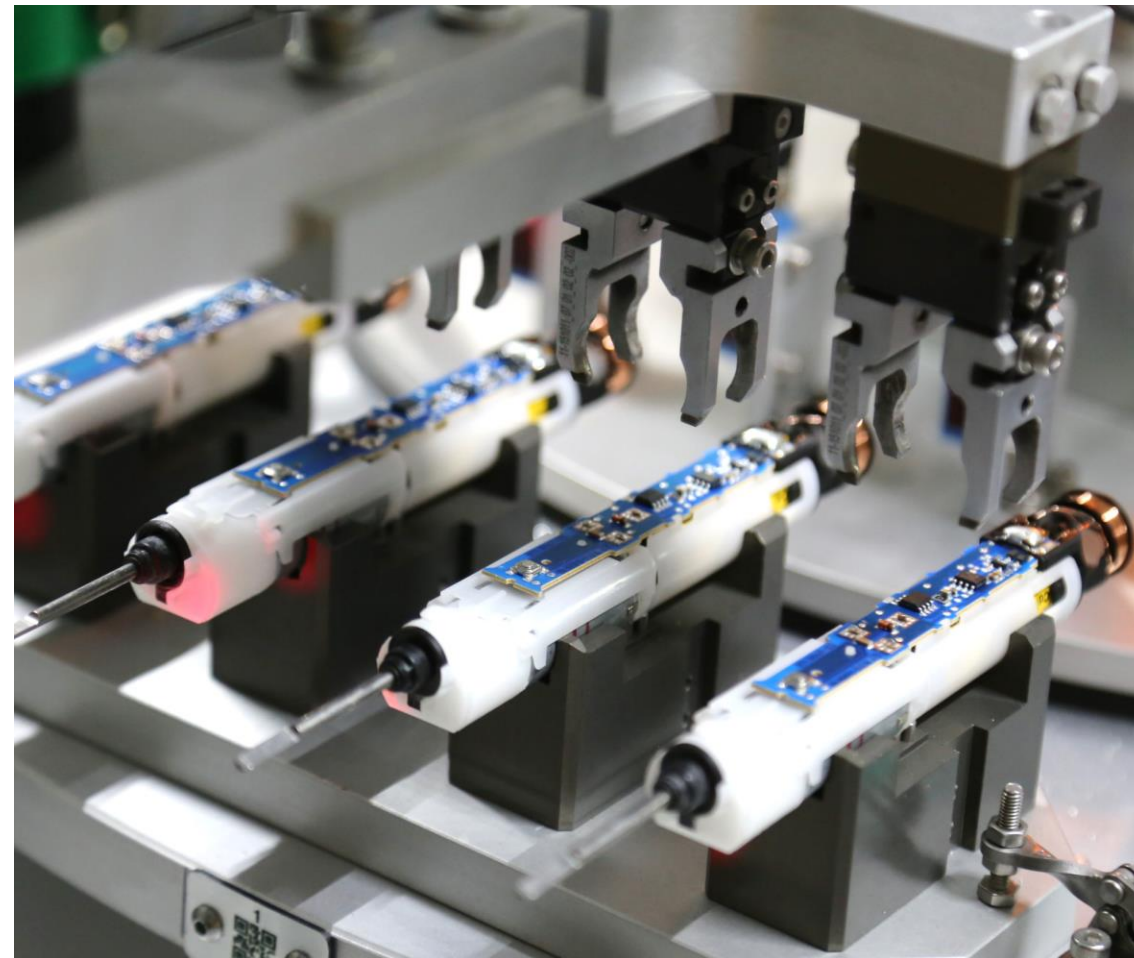
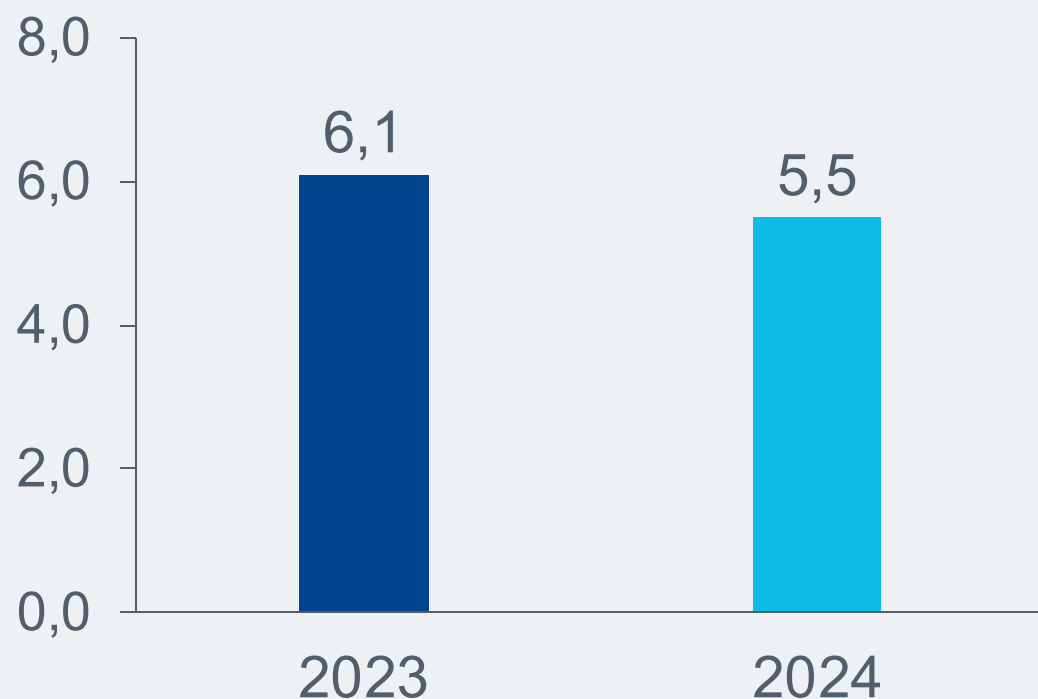


Positive sales effect from full-year inclusion of the BBS Automation Group

EBIT margin remains largely robust

HOMAG's earnings contribution in 2024 €79 million lower than previous year

EBIT margin before extraordinary effects (%)



2024: Margin at the upper end of the forecast range (4.5% to 6.0%)

Free cash flow exceeds €100 million again in 2024

		2023	2024
Free cash flow	€ million	129.3	156.9
Capital expenditure ¹	€ million	157.1	188.7
Net financial status (Dec. 31)	€ million	-516.6	-396.2
Cash (Dec. 31)	€ million	1,037.1	831.6
Total liquidity ² (Dec. 31)	€ million	1,037.3	952.3

¹ Property, plant & equipment and intangible assets ² Incl. term deposits

Dürr makes significant investments in Germany

Planned sale of environmental technology

- Environmental technology:
 - Exhaust-air purification technology and sound insulation systems
 - €407 million in sales, 1,300 employees
- Reasons for sale:
 - Outside automation focus
 - Better growth opportunities with new owner

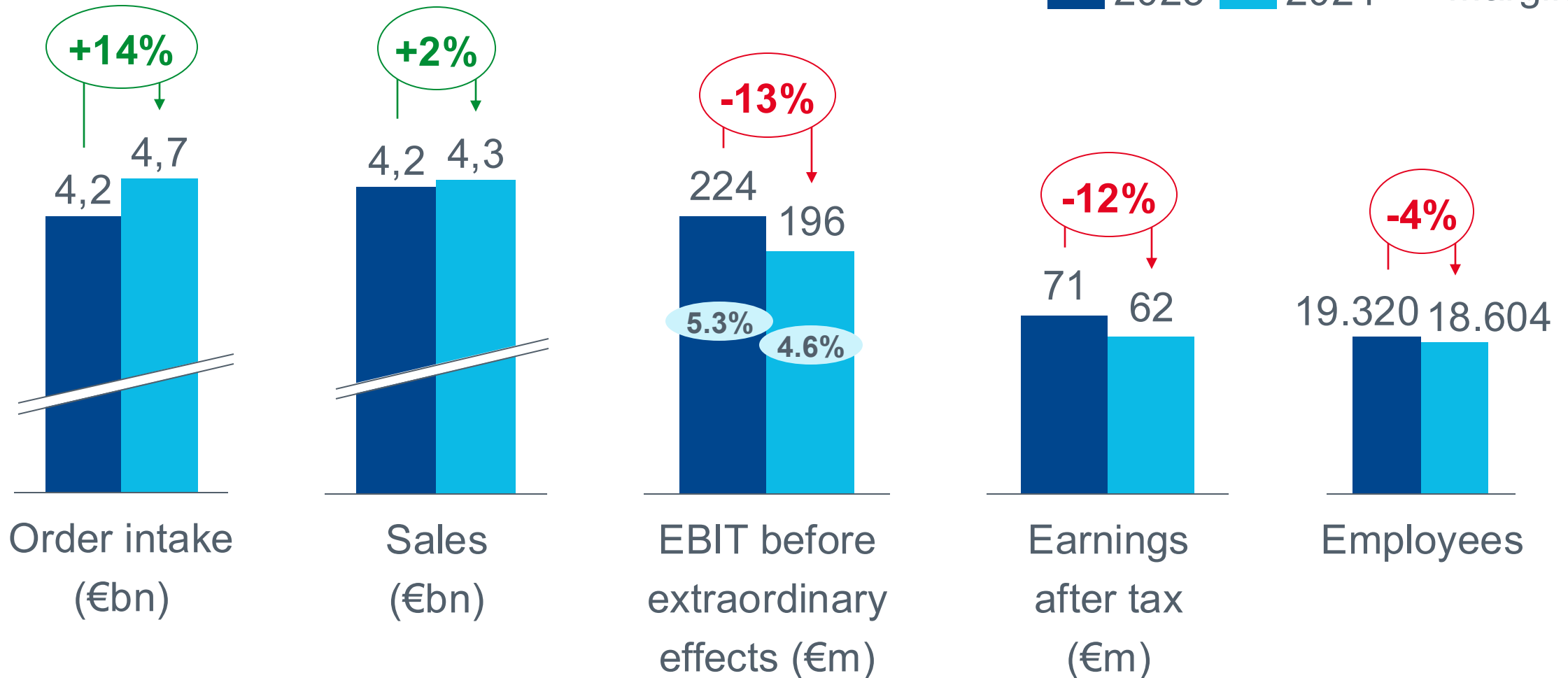


Focus on automation and sustainable production processes

Continued operations

Excl. environmental technology business

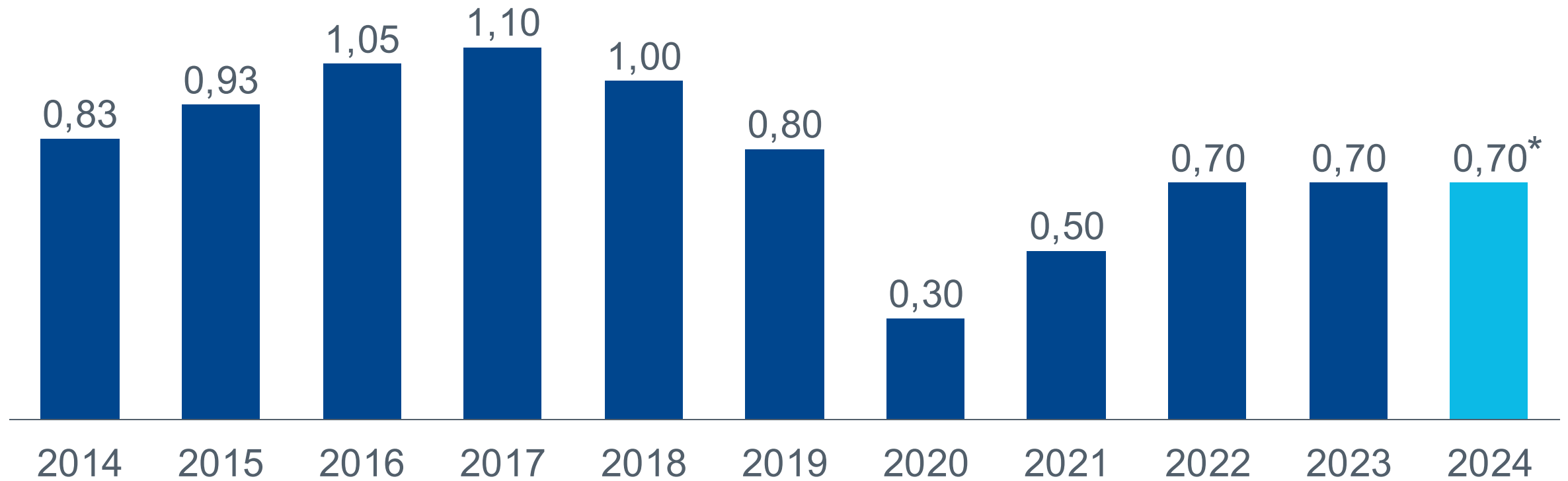
■ 2023 ■ 2024 ● Margin



Dividend proposal of €0.70 per share for 2024

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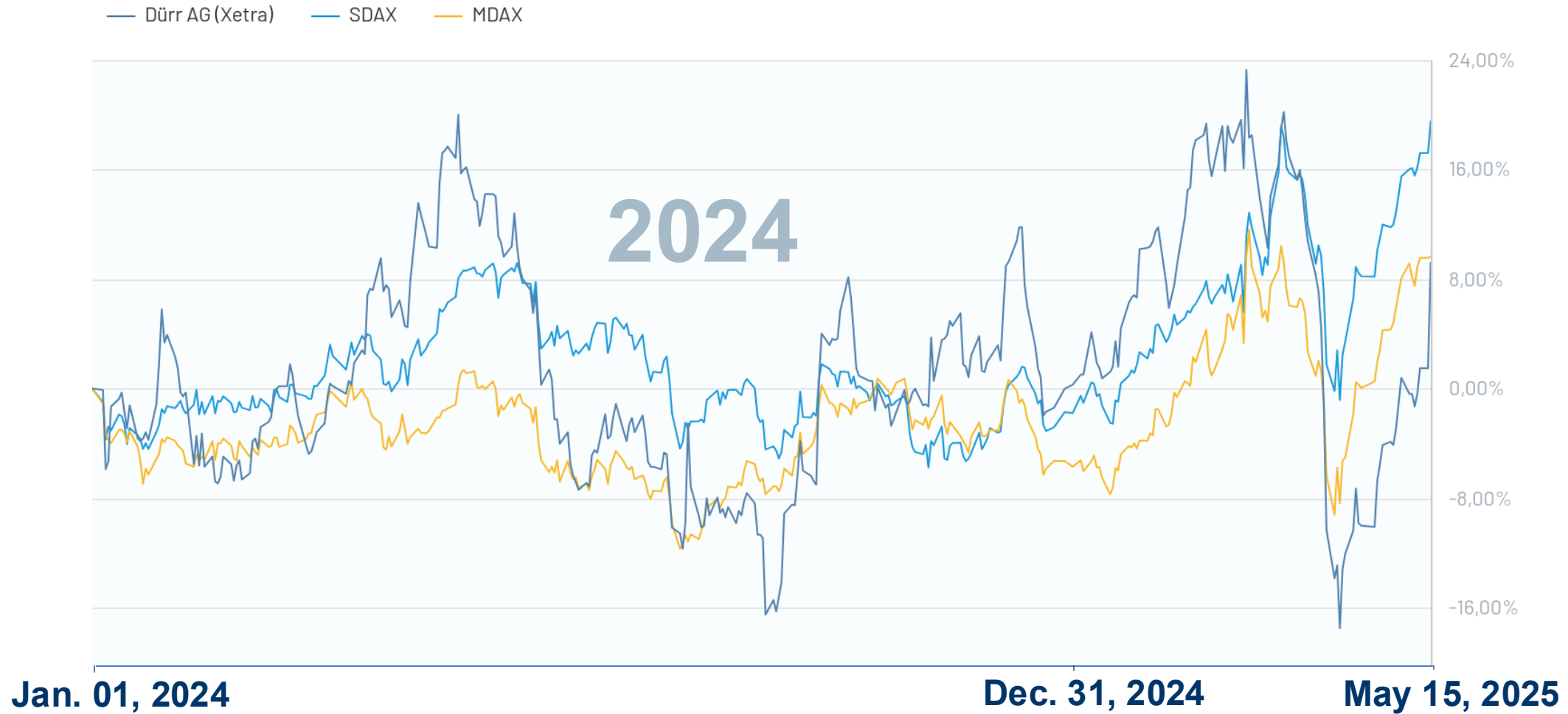
In €



* Proposal

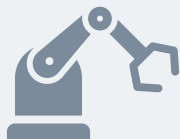
2024: Total payout of €48.4 million, payout ratio of 47.4%

Dürr share: Average price target of €28.68



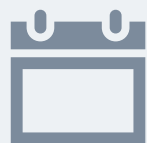
Recent recovery in stock markets after April's tariff announcements

Risks and opportunities of US tariff policy



No major impact on ongoing projects expected:

Dürr is well positioned thanks to local production, strong competitive standing, and contractual safeguards



Short-term risks:

Potential delays in project awards due to uncertainty on the customer side



Medium- to long-term opportunities:

Dürr benefits from rising investments in the localization of production capacity



TARIFFS

Strengths leveraged within the automotive business

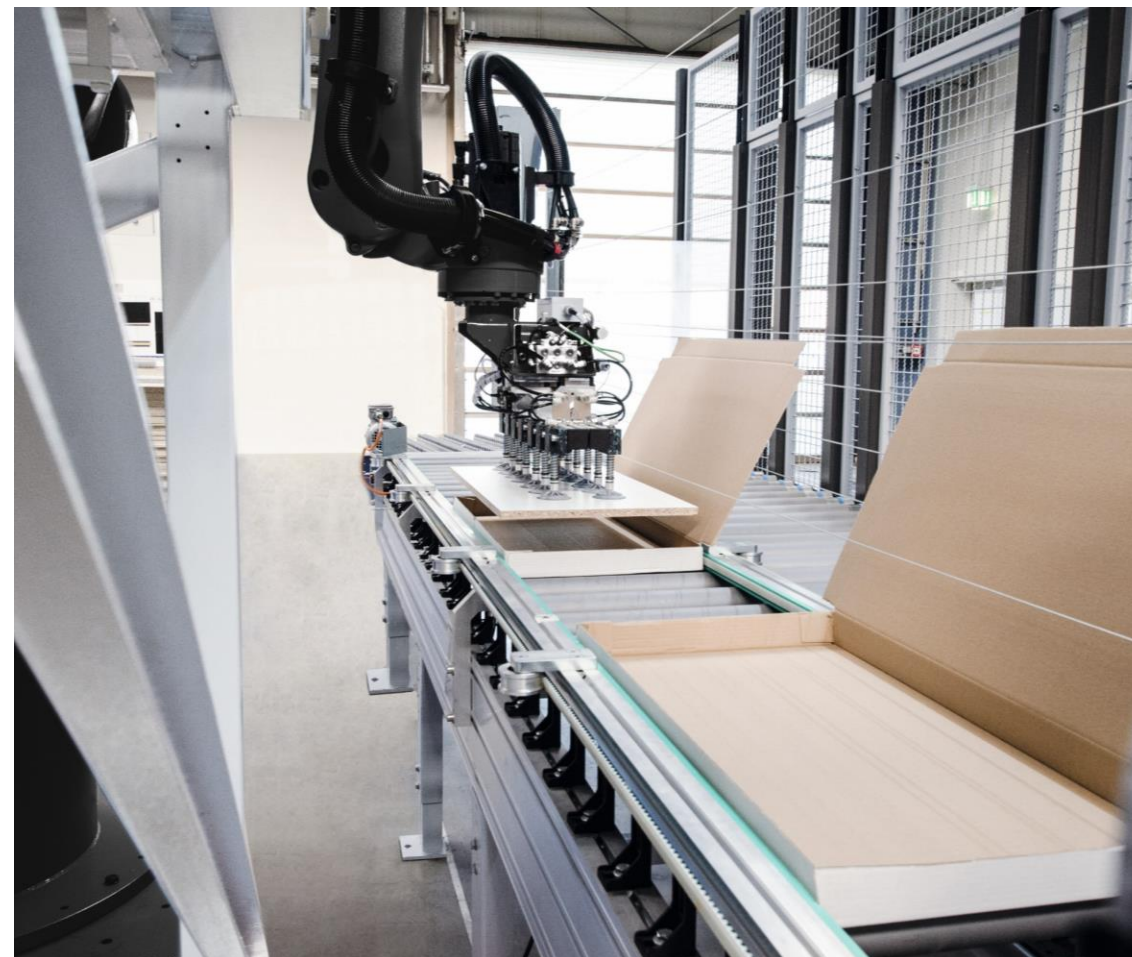


New Automotive division

- Consolidation of paint shop construction and painting robots/application technology
- Advantages in product development, order execution, and capacity utilization
- Strengthening of global market leadership in painting technology

Cost reductions at HOMAG

- Around 600 job cuts reduce fixed costs by €50 million annually
- Additional stability amid ongoing market weakness
- Increased competitiveness
- More efficient international value creation
- Ready for potential upturn in the second half of 2025



Boosting HOMAG's competitiveness

New guiding principle: “Sustainable Automation” **DÜRR** GROUP.

Challenges for customers

Smaller carbon footprint
Compliance with emission targets

Quality requirements
High production volumes
Cost pressure
Labor shortage

Dürr technologies

Sustainable production



Automated processes

Dürr Group **Sustainable Automation**



Dürr supports customers in tackling key challenges of our time

Lean Group structure with three divisions

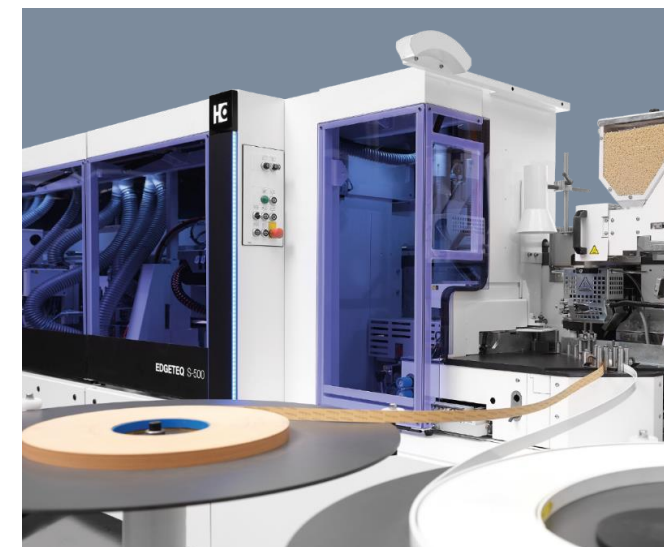
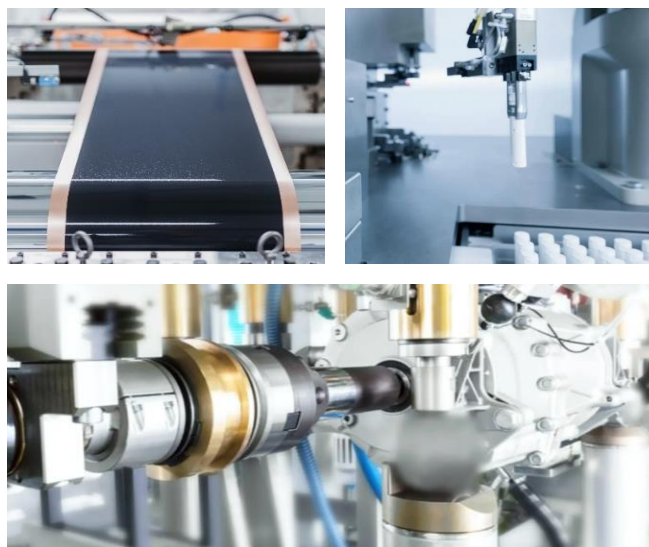
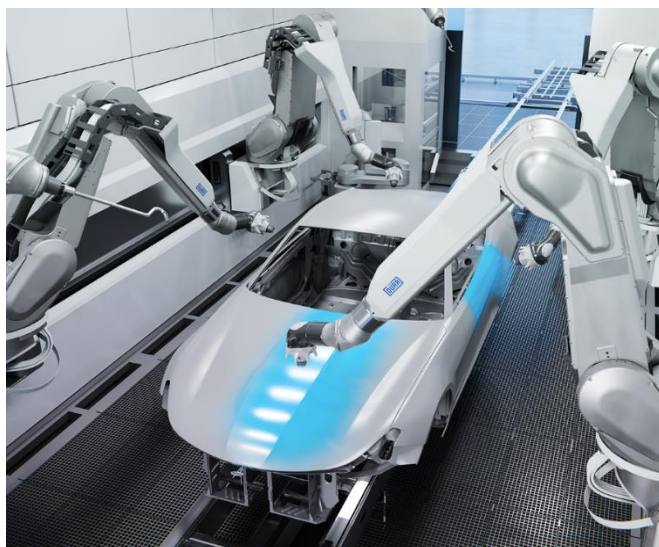
Focus on core business: Automation and sustainable technologies

Divisions

Automotive

Industrial Automation

Woodworking



Key markets

Paint shops,
final assembly lines,
test systems

Automation technology,
balancing technology,
battery production
technology

Woodworking technology

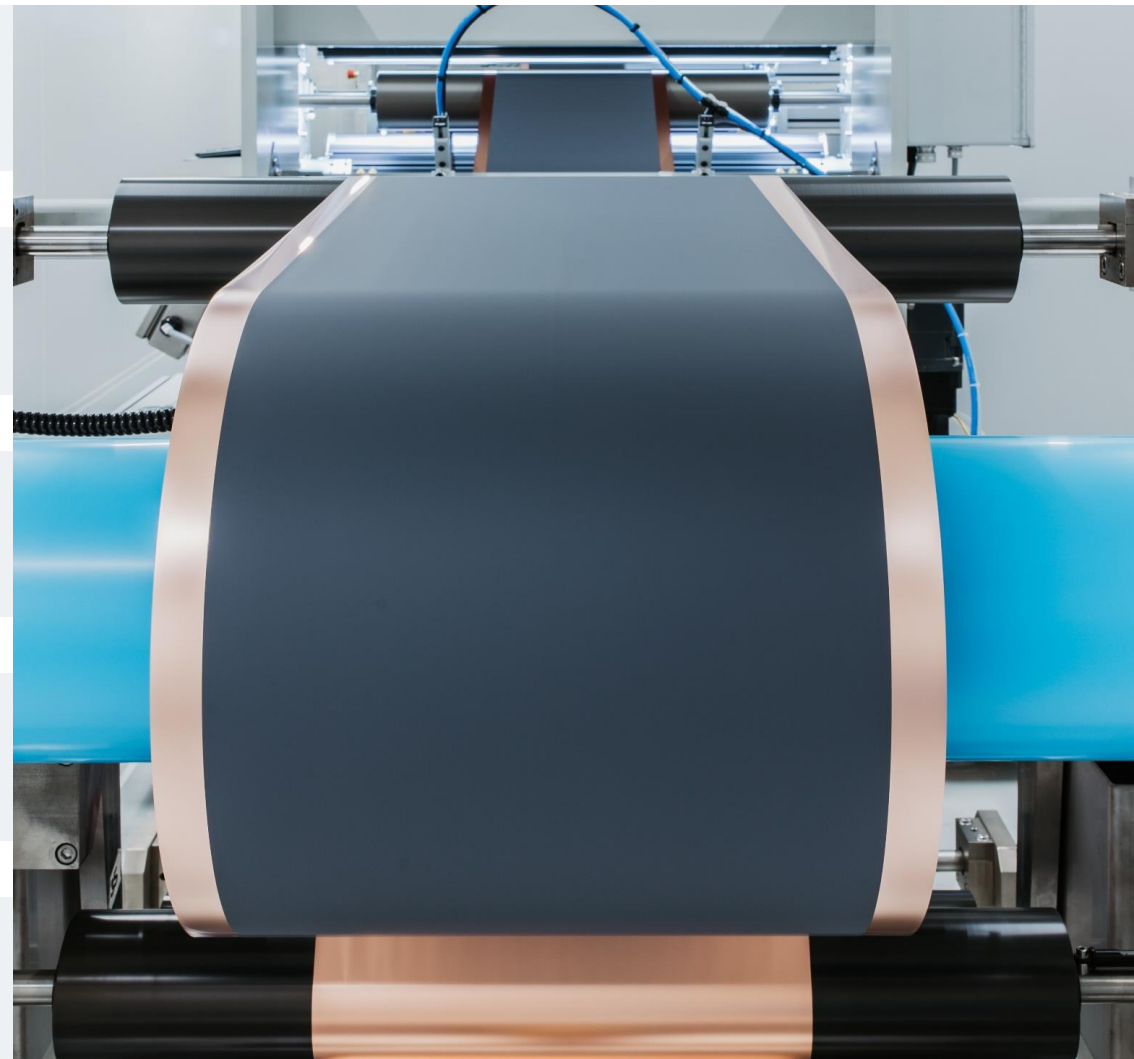
Growth business: Automation

Trends/drivers	Mass production, labor shortage
Products	Medical technology, e-mobility
Sales target	From €500 to €800 million
Market growth	Approx. 9% per year
Top project	Weight-loss injections



Growth business: Battery production

Trends/drivers	Energy storage, e-mobility
Products	Electrodes for battery cells
Sales target	From €100 to €300-500 million
Market growth	120 → 1,200 GWh (Europe 2022-2030)
Top project	First large order from Italy



Growth business: Timber house construction

Trends/drivers	Climate protection, series construction
Products	Prefabricated modules (walls, rooms)
Sales target	From €150 to €500 million
Market growth	Approx. 10% per year
Top project	First gigafactory in Magdeburg



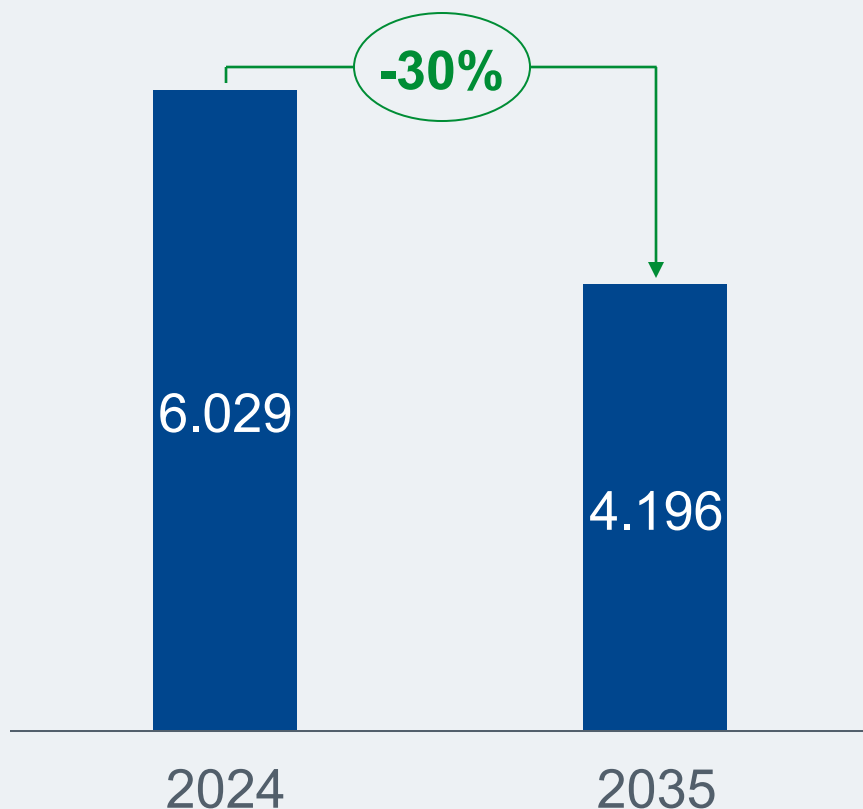
- 1. Annual and consolidated financial statements
- 2. Appropriation of net retained profit
- 3. Ratification of the acts of the members of the Board of Management
- 4. Ratification of the acts of the members of the Supervisory Board
- 5. Election of the auditor
- 6. Supervisory Board elections
- 7. Approval of the remuneration report
- 8. Adoption of resolutions via virtual AGM



Sustainability: New climate strategy until 2035

Total emissions 2024 to 2035

(in kt CO₂e)



- Dürr climate targets in line with Paris Climate Agreement
- 2019 to 2024: Total emissions reduced by 8%
- Target by 2035: Reduce total emissions by a further 30%

Q1 2025: Solid start to the year

Continued operations (excl. environmental technology)

		Q1 2024	Q1 2025
Order intake	€m	1,374.7	1080.4
Sales	€m	1,008.5	1007.4
EBIT before extraordinary effects	€m	40.8	39.3
EBIT margin before extraordinary effects	%	4.0	3.9

- Q1 2024 included major order from Mercedes-Benz in Sindelfingen
- Sales & EBIT margin before extraordinary effects typically improve over the course of the year

Strong foundation for the rest of the fiscal year

Outlook for 2025

Continued operations		2024 actual	2025 target
Order intake	€m	4,745.7	4,300 to 4,700
Sales	€m	4,290.9	4,200 to 4,600
EBIT margin before extraordinary effects	%	4.6	4.5 to 5.5
Free cash flow	€m	129.6	0 to 50
Group as a whole		2024 actual	2025 target
Earnings after tax	€m	102.1	120 to 170

Forecast confirmed despite current uncertainties (tariff dispute)

- Streamlining the Group structure
- Strengthening resilience and competitiveness
- Focusing on core business
- Emphasis on automation and sustainability
- Targeting an EBIT margin before extraordinary effects of $\geq 8\%$
- Sales exceeding €6 billion from 2030 onward



Thank you!



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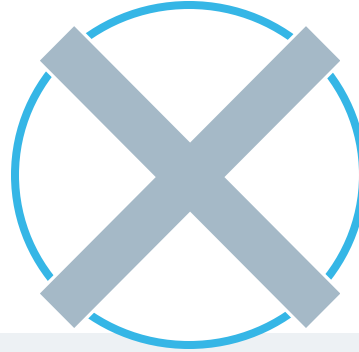


Voting procedure



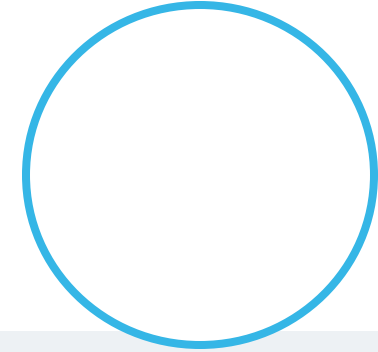
YES

If you wish to vote “Yes”,
you do **not** need to vote
via the tablet.



NO

If you wish to
vote “No”,
you must submit your
vote via the tablet.



ABSTENTION

If you wish to **abstain**, you
must submit your **vote via
the tablet.**

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SHORT BREAK

The votes are being counted.

The buffet is now open.

**The voting results will be
announced shortly.**

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THANK YOU FOR TAKING PART

The next Dürr AG annual general
meeting will be held on May 22, 2026.

We wish you a safe journey home.

Goodbye!