

Bietigheim-Bissingen, June 24, 2016



LEADING IN PRODUCTION EFFICIENCY

WELCOME TO THE DÜRR INVESTORS' DAY 2016

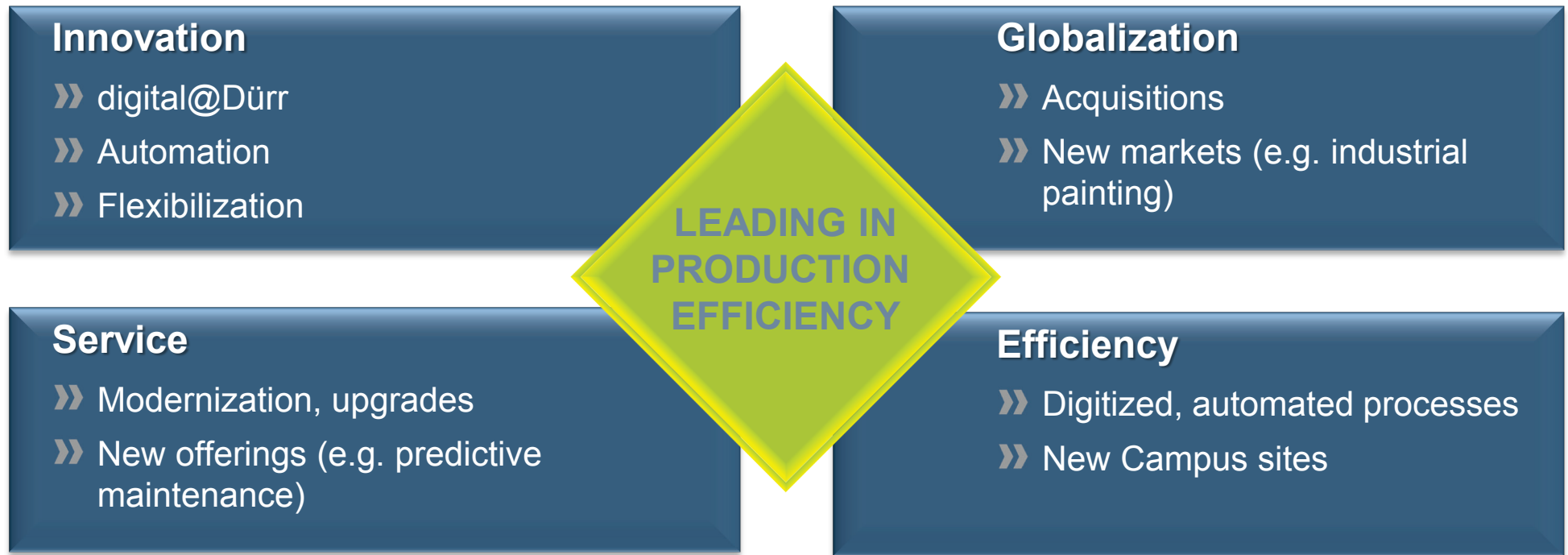
Ralf Dieter, CEO Dürr AG

Ralph Heuwing, CFO Dürr AG

DISCLAIMER

Following presentations have been prepared independently by Dürr AG (“Dürr”). The presentations contain statements which address such key issues as Dürr’s strategy, future financial results, market positions and product development. Such statements should be carefully considered, and it should be understood that many factors could cause forecast and actual results to differ from these statements. These factors include, but are not limited to, price fluctuations, currency fluctuations, developments in raw material and personnel costs, physical and environmental risks, legal and legislative issues, fiscal, and other regulatory measures. Stated competitive positions are based on management estimates supported by information provided by specialized external agencies.

STRATEGY 2020: OVERVIEW



Goals 2020

- » Up to € 5 bn sales (incl. acquisitions)
- » 8-10% EBIT margin
- » $\geq 30\%$ ROCE

TODAY WE WILL FOCUS ON THREE KEY DRIVERS OF FUTURE VALUE AT DÜRR



Brownfield/Modernization



HOMAG Group



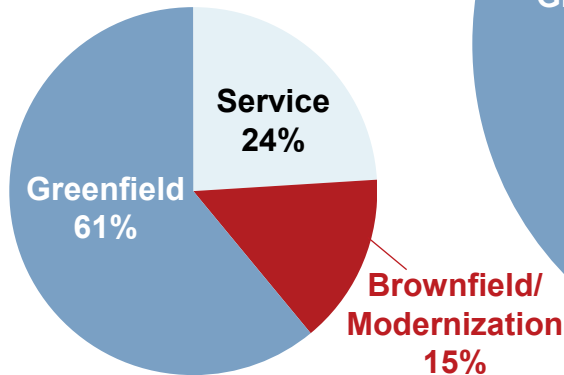
digital@Dürr



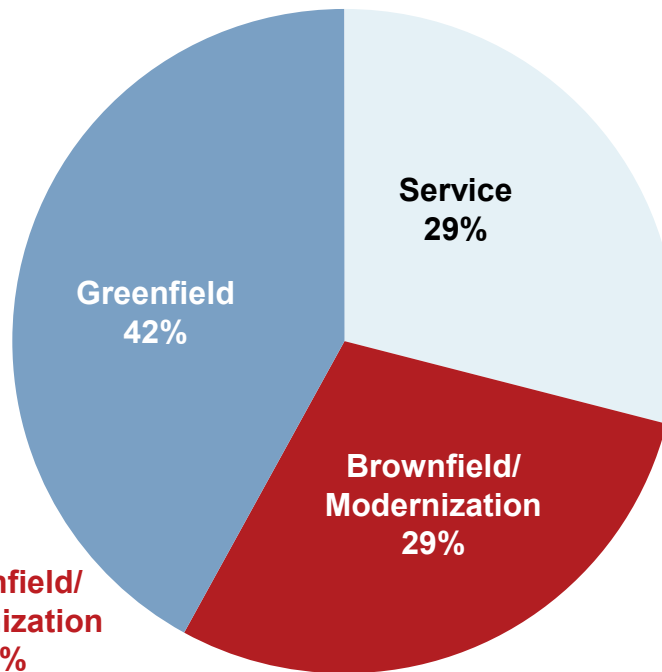
GROWING IMPORTANCE OF BROWNFIELD/MODERNIZATION BUSINESS¹



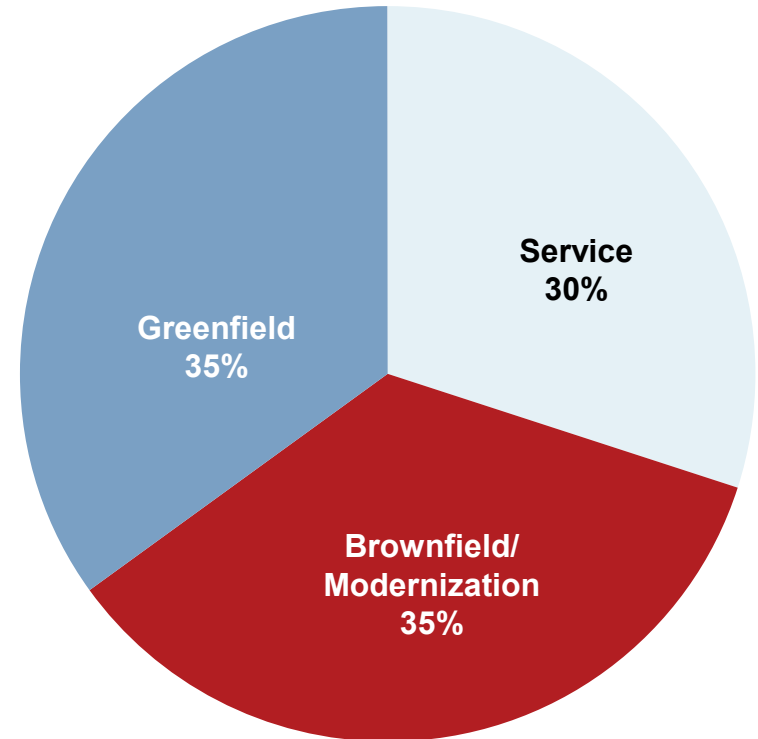
Incoming orders
2008: € 915 m



Incoming orders
2015: € 1,665 m



Incoming orders
2020e



» Order intake increased by 82% within 7 years, mostly due to higher demand in brownfield & service business

¹ Divisions Paint and Final Assembly Systems and Application Technology

OEM CAPEX¹ TO INCREASE BY 9% IN 2017

Capex mix could shift towards e-mobility, self-driving, connected cars

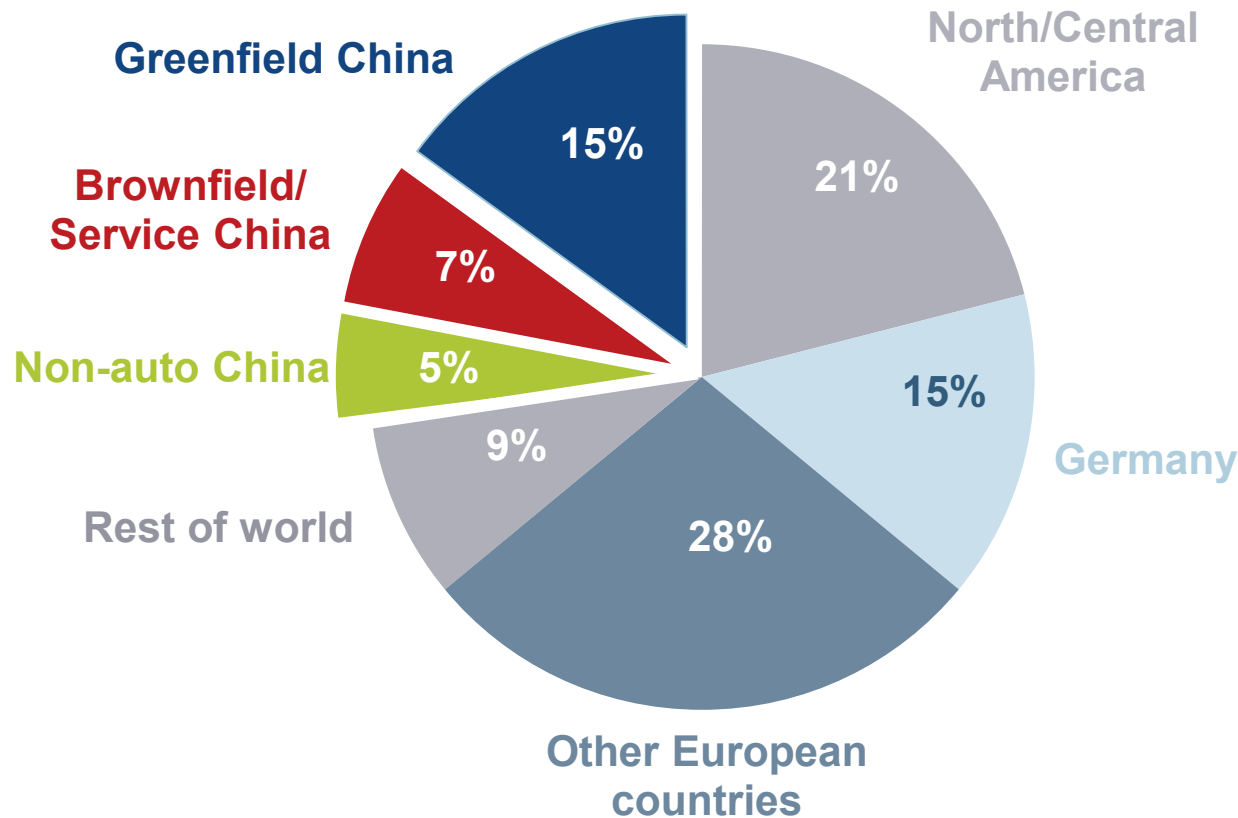
in € bn	2011	2012	2013	2014	2015	2016e	2017e
BMW	2.6	4.0	4.9	4.5	3.7	4.5	5.0
Daimler	4.2	4.8	5.0	4.8	5.1	6.5	7.5
Fiat	4.1	5.4	5.5	5.9	6.7	6.7	7.0
Ford	3.2	4.3	5.0	5.6	6.4	7.0	7.1
GM	4.7	5.8	6.1	5.3	7.0	8.2	8.2
Renault	1.4	1.9	1.8	1.6	1.9	2.0	2.2
PSA	2.0	1.9	1.0	0.9	1.2	1.1	1.2
VW	7.9	10.3	11.0	11.5	12.7	12.0	13.0
Total	30.1	38.4	40.3	40.1	44.7	48.0	51.2

¹Capex spending excl. capitalized R&D, Source: Deutsche Bank

GLOBAL FOOTPRINT OFFERS MULTIPLE GROWTH OPPORTUNITIES



Incoming orders 2015: € 3.5 bn



- » China Greenfield only 15%
- » Dürr's China brownfield/service business accounts for only 25% of total Chinese incoming orders (→ Dürr Group 58%)

- [illegible]

- 3

DIGITAL@DÜRR

Goal: Leading in digitization

Smart Products

e.g. on demand energy supply for ovens, smart pumps with reduced maintenance efforts

Smart Processes

e.g. virtual commissioning, virtual engineering, additive manufacturing

Smart Services

e.g. predictive maintenance, documentation/ maintenance via pad, internet, QR code

Smart Factory

e.g. **EcoEMOS/iTAC** MES system, Human Robot Collaboration (HRC)

digital@DÜRR

DEVELOPING HOMAG GROUP TO ITS FULL POTENTIAL

HOMAG Group fully on track

- » Major achievements 2015/2016
 - » Integration of HOMAG Group finalized
 - » Domination and profit transfer agreement (100% of profit belongs to Dürr, € 7 m guaranteed dividend)
 - » Implementation of FOCUS program started
 - » New organizational structure “One HOMAG”
 - » Optimized funding structure
 - » Incentive system aligned to global business objectives

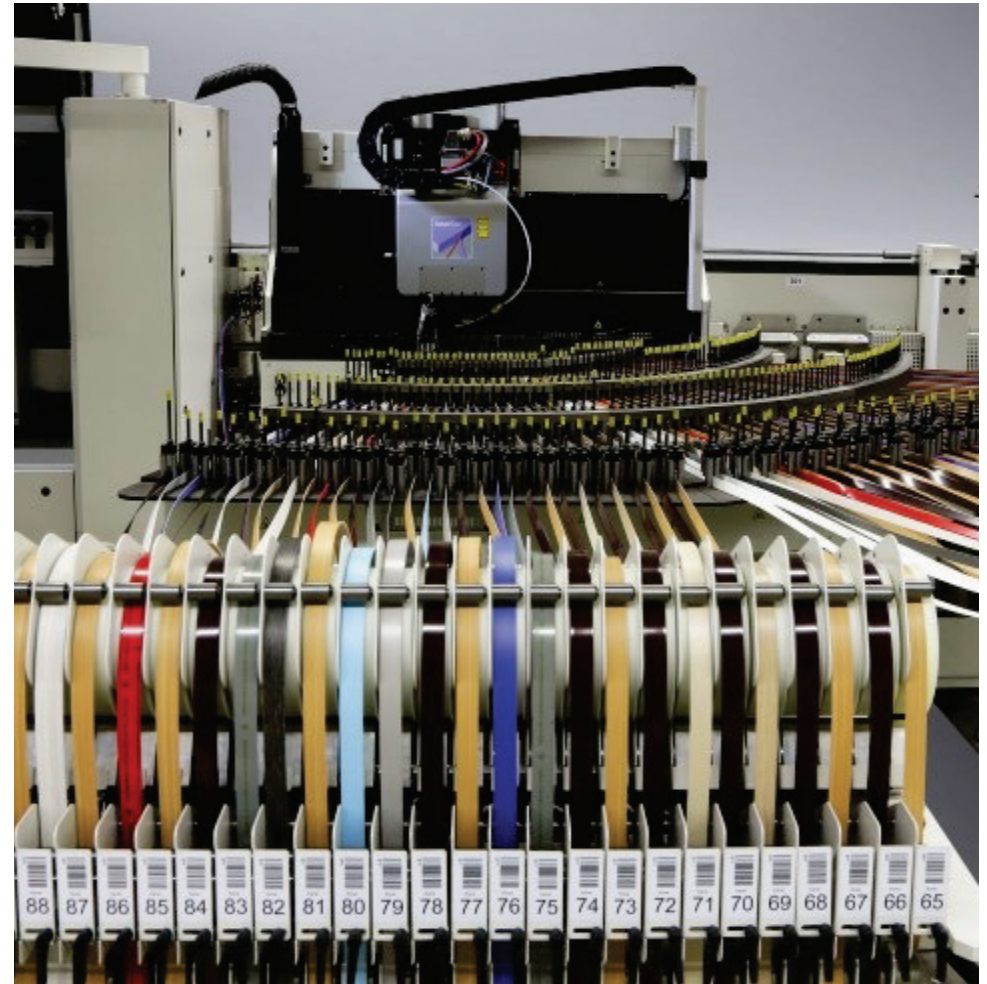
- » Strong improvement in operating results
 - » EBIT before extraordinary effects 2015: € 63 m (FY 2014: € 37 m)
 - » Operating EBIT margin 2015: 6.1% (+2.1 ppts. on a comparable basis)



DEVELOPING HOMAG GROUP TO ITS FULL POTENTIAL

Benefitting from the automation trend

- » HOMAG targets for 2020
 - » € 1.25 bn sales
 - » 8-10% EBIT margin
- » Strengthen position as leading supplier of automated solutions
 - » Investments in software
 - » Complete realignment of product range



PROMISING START INTO 2016

Dürr Group: FY and Q1 figures

in € m	2014	2015	2016e	Q1 2015	Q1 2016
Sales revenues	2,575	3,767	3,400-3,600	849	825
Order intake	2,793	3,468	3,300-3,600	896	1,049
EBIT	221	268	-	47	59
EBIT margin	8.6%	7.1%	7.0-7.5%	5.6%	7.1%
ROCE	38.7%	45.3%	30-40%	42.8% ¹	35.5% ¹

¹ annualized

» Project pipeline healthy for 2016; order intake guidance appears conservative

» EBIT 2016 should be at the level of 2015

Bietigheim-Bissingen, June 24, 2016



LEADING IN PRODUCTION EFFICIENCY

WELCOME TO THE DÜRR INVESTORS' DAY 2016

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THE MODERNIZATION OPPORTUNITY: PAINT SHOP REVAMP SGM SHANGHAI 2015

Thomas Gstettenbauer, Vice President Project Management Dürr Systems GmbH

GROWING MODERNIZATION BUSINESS

Drivers and challenges

- » Growing modernization, flexibilization and automation need, especially in China/emerging markets
 - » Age structure: many paint shops outdated (first paint shop built in China 1982)
 - » OEMs focused on output, little maintenance
 - » More flexibility: growing variety of models and shorter product life cycles
 - » Capacity adjustments due to changing demand
 - » Growing environmental demands: energy consumption, emissions
- » Specific challenges for modernization projects
 - » Tight time schedules
 - » Innovative products with short pay-back times
 - » Broad expertise required (project and site management, engineering, products...)
 - » International collaboration for optimized use of competencies
 - » **Best-in-class project execution is mandatory**

SGM REVAMP: STARTING POSITION

- » Paint shop built in 1997
- » Heavily worn-out equipment
- » Scope
 - » Comprehensive modernization
 - » Integration of new car model
 - » Capacity increase
- » Tight schedule: shut-down of only 7 weeks
- » Largest paint shop modernization in China so far, € 33 m order value
- » Major challenge: parallel work and coordination of more than 20 single projects

 **Highest demands on organization and capability, matching the Dürr profile**

SGM REVAMP: NEW INSTALLATIONS



Dip painting (ED)

- » New tank coating
- » 53 dialysis cells
- » ED booth

Ovens

- » ED oven
- » Cooling zone
- » Intermediate oven

Conveyors

- » New conveyors (ED, primer, top coat)
- » 500 skids
- » 200 m rollerbeds

Spray booths

- » 24 robots
- » 150 m booth wall + ceiling
- » 14 km paint lines
- » New paint mixing room

Air systems

- » 9 air supply units
- » 6 exhaust-air fans

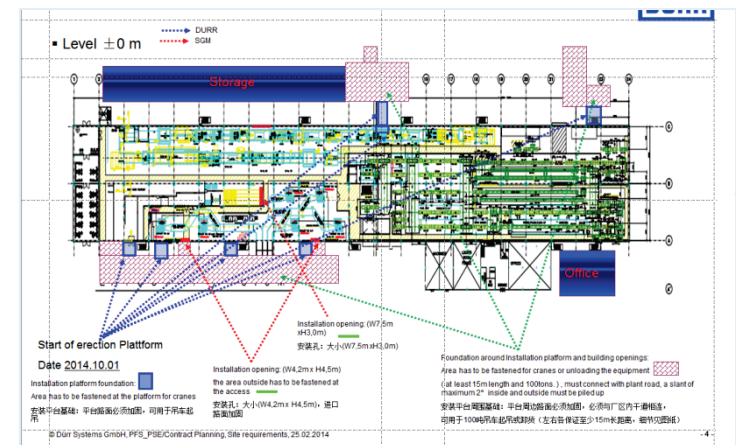
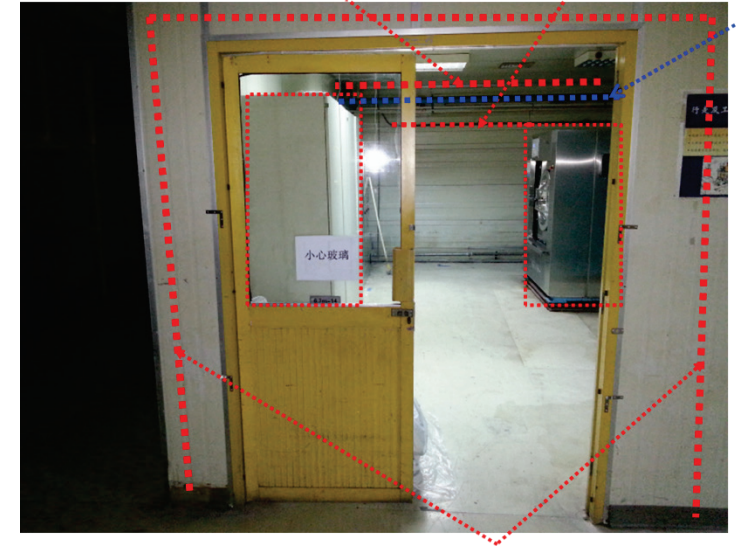
Electrics

- » 100 control cabinets upgraded
- » New software
- » New control programming

SGM REVAMP: SUCCESS FACTORS

- » Extensive review three months in advance
 - » What can be reused?
 - » What must be replaced?
 - » Identification of collisions and interferences

- » Detailed definition of requirements
 - » Necessary building / floor reinforcements
 - » Installation openings and beams
 - » Temporary power points
 - » Area for site office and logistics



SGM REVAMP: SUCCESS FACTORS

- » Precise planning of each step two months in advance
 - » 1.100 activities in installation
 - » 980 activities in commissioning
 - » Transportation routes (ingoing /outgoing trucks)
 - » Site office (500 m²)
 - » Site organization
 - » Site logistics and material supply (4.000 m²)
 - » Preassembly areas
 - » Installation platforms



SGM REVAMP: SUCCESS FACTORS

- »» Highly experienced international team on site
 - »» 100 Dürr experts from Germany, China and Korea
 - »» 1.400 workers in three shifts (24 h / 7 days)
 - »» Best local service providers
- »» Mostly local fabrication in China and Korea
- »» Long-term experience of Dürr in China
 - »» Close cooperation with the customer
 - »» Many years of cooperation with suppliers



SGM REVAMP: FLAGSHIP PROJECT

- »» Paint shop upgraded to current efficiency and environmental standards
- »» Shut-down time reduced from seven to six weeks
- »» Full production mode in two shifts within only one week after the first painted body
- »» All major milestones achieved
- »» No work accidents

➡ **Proof of performance for modification business in China**

➡ **High attention at other OEMs**



SGM REVAMP: SATISFIED CUSTOMER

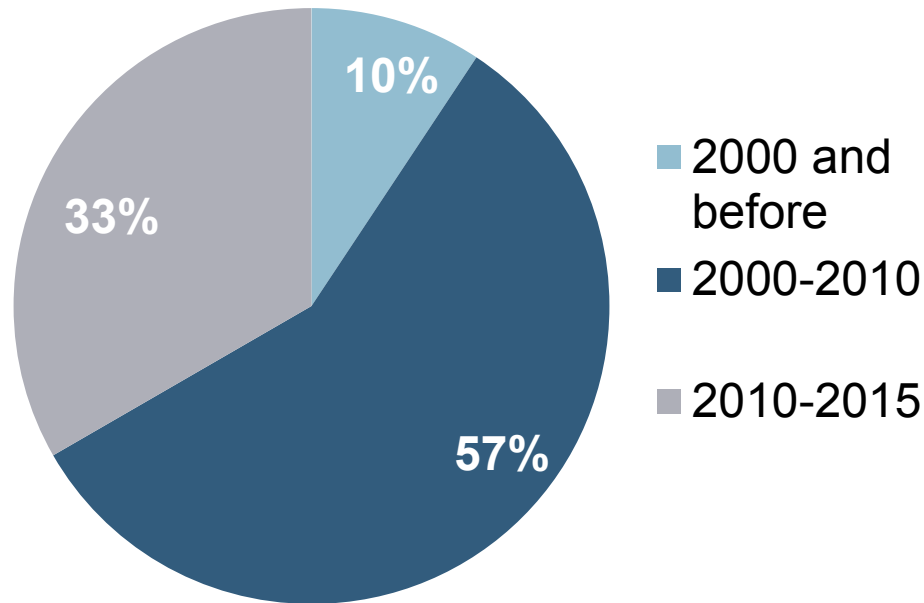
"I would like to congratulate Dürr for reducing 6 days shutdown in the SGM JinQiao North Plant Waterborne Modification Project. It achieved our original challenge target and it's really a significant success. We saw excellent team work between SGM and Dürr. I look forward to keeping the good cooperation in future projects."

Wang Yongqing
President
Shanghai General Motors Corp. Ltd.



INCREASING MODERNIZATION POTENTIAL IN CHINA

Age structure Chinese car plants



Age structure Chinese Dürr paint shops

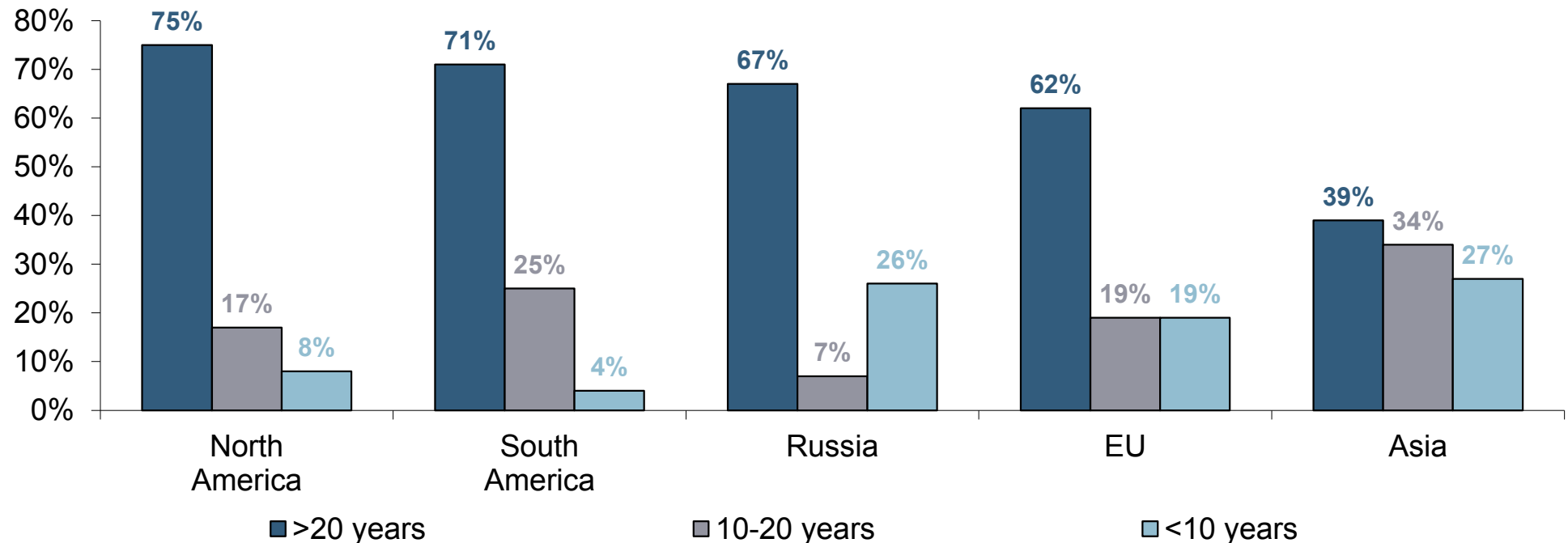


INCREASING OPPORTUNITY IN MODERNIZATION ALSO GLOBALLY

Ageing plant structure → Expanding modernization business

Age of paint shops

(based on own calculations)



~330 paint shops in the world are older than 20 years

THE MODERNIZATION OPPORTUNITY: PAINT SHOP REVAMP SGM SHANGHAI 2015

Thomas Gstettenbauer, Vice President Project Management Dürr Systems GmbH

DEVELOPING HOMAG GROUP TO ITS FULL POTENTIAL

Pekka Paasivaara, CEO HOMAG Group AG

HOMAG GROUP AT A GLANCE (I)

World market leader in woodworking machinery and systems

- » Product range from stand-alone machines through to complete production lines for efficient woodworking
- » Areas of application
 - » Furniture industry, wood-based panel-processing
 - » Construction supplies and timber home construction industries
- » 31% market share, biggest customer: IKEA (~ 5% of sales)
- » International group with 37 locations worldwide, only 15% of sales in Germany
- » 5,950 employees worldwide, thereof 3,900 in Germany



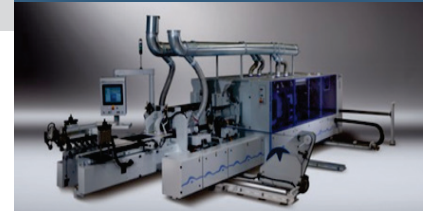
HOMAG GROUP AT A GLANCE (II)

Products and services

Product range

- » Stationary technology/CNC
- » Edge processing
- » Panel dividing saws
- » Drilling/fitting/assembly
- » Handling/packaging
- » Laminating and sanding

Edge banding



Services/project management

- » Broad offering of service, spare parts and training
- » Engineering capacity for integrated solutions from manufacturing cells to complete production lines including software
- » Consulting services

CNC technology



Sales revenue split 2015 (2014)

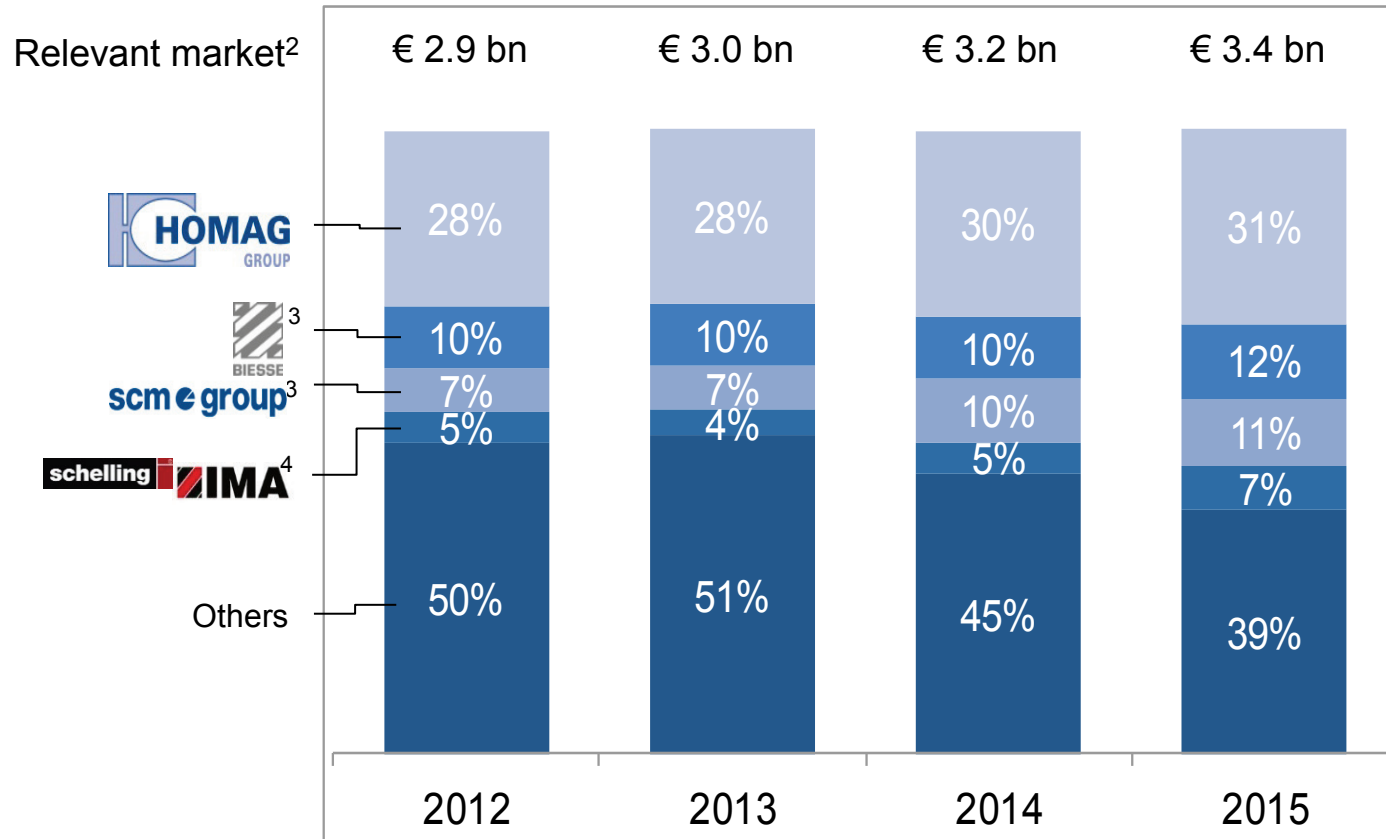
- » Machines 47% (49%)
- » Cells and production lines 30% (30%)
- » Service 23% (21%)

Storage systems



HOMAG GROUP: A GLOBAL MARKET LEADER

Market share¹ increased to 31% in 2015



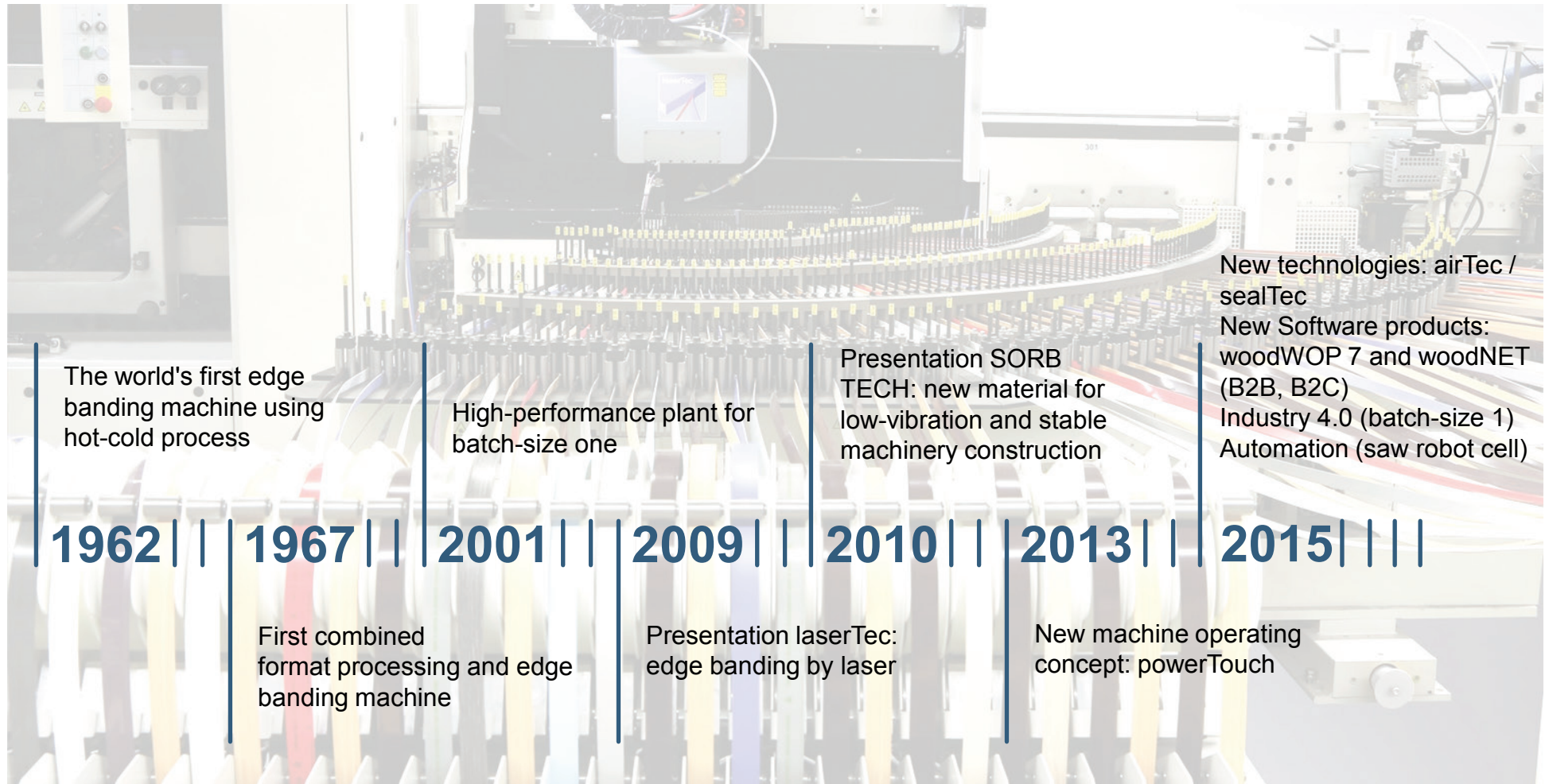
¹ Own estimates

² Source: CSIL, VDMA, own calculations

³ Wood processing only

⁴ Schelling acquired IMA in 2015. Before 2015 only IMA market share is shown

HOMAG GROUP HAS A LONG TRADITION AS BEING AN INNOVATION LEADER



NETWORKED PRODUCTION

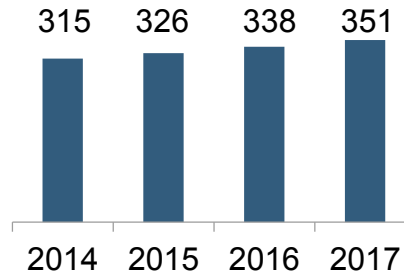


STEADY GROWTH EXPECTED

Market outlook for the three customer segments of the HOMAG Group

Furniture (83%)

Global furniture production¹
(CSIL) [€ bn]

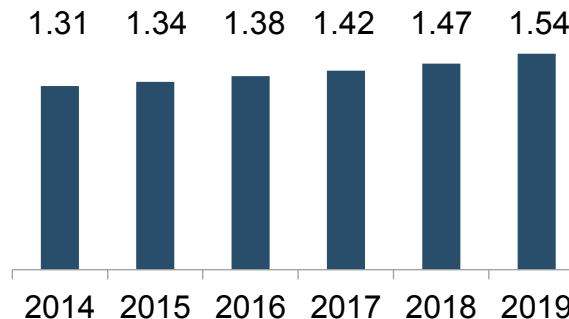


CAGR

+3.7%

Construction elements (14%)

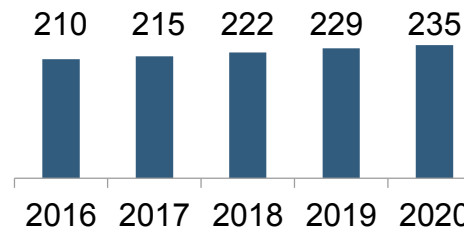
European construction
market development
(Euroconstruct) [€ bn]



+3.3%

Wooden houses (3%)

Timber construction
(Holzbauverband) [€ bn]



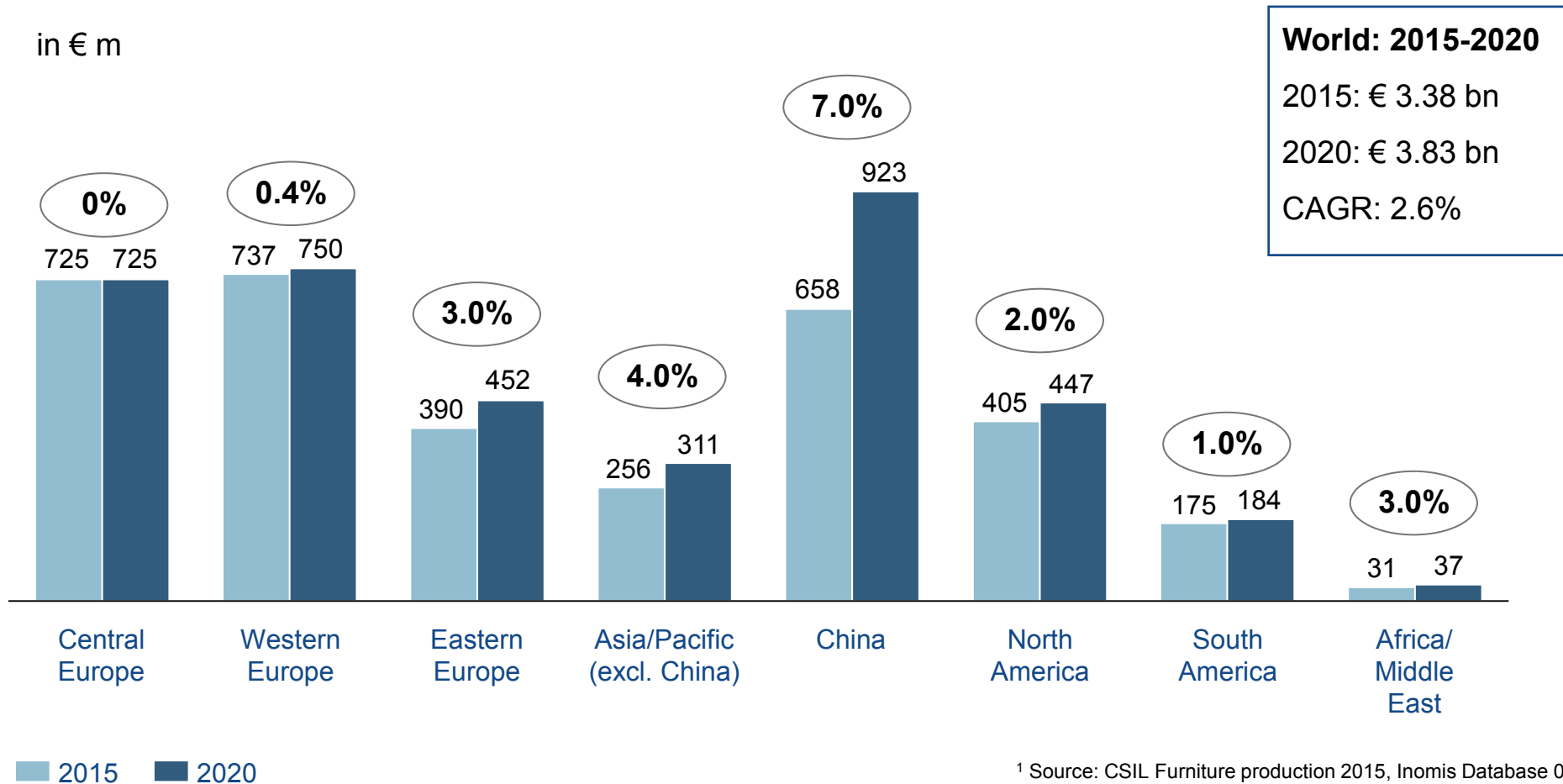
+2.9%

¹furniture production, which is relevant for the HOMAG Group

WOODWORKING MACHINERY MARKET¹ SHOULD GROW BY 2.6% P.A.



Global trends might favor a higher growth for the HOMAG Group



¹ Source: CSIL Furniture production 2015, Inomis Database 06/2016

DRIVERS OF GROWTH AND GLOBAL TRENDS (I)

Megatrends

- » Urbanization
- » Cocooning → individualized furniture
- » Shortage of wood → substitution with wood-based materials
- » Rising disposable income in EM
- » Growing global population

Global technology trends

- » Batch-size 1 production: flexibility, mass customization
- » Automation & robotics: production efficiency and perfect quality, strongly reduced labor costs
- » Networked production: seamless data flow, linking and digitization along the value chain
- » Software tools/solutions: consumers increasingly order via the internet



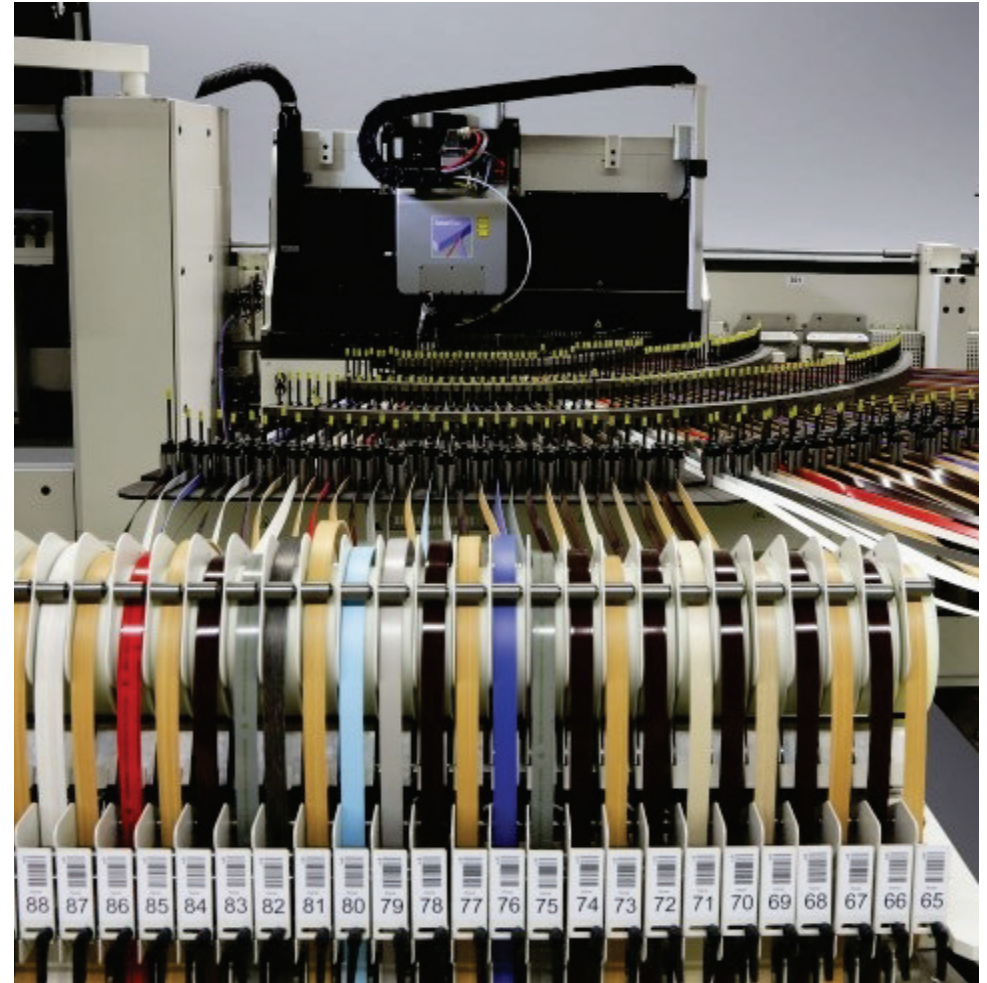
DRIVERS OF GROWTH AND GLOBAL TRENDS (II)

Regional trends

- » China: European furniture design
- » NA: reindustrialization of furniture production; European kitchen design
- » Asia: increasing quality awareness
→ need for more automation

Industry trends

- » Accelerated consolidation in the furniture industry; higher and more flexible volumes (e.g. IKEA wants to outpace market by factor 3)
- » Machinery industry: consolidation towards global industrial players



FROM A SPECIAL MACHINE BUILDER TO A HIGHLY INDUSTRIALIZED MACHINERY COMPANY



„Fix the house“

2016/2017

Innovation push
Internationalization

2017/2018

Sustainable
profitable growth

2018/2019

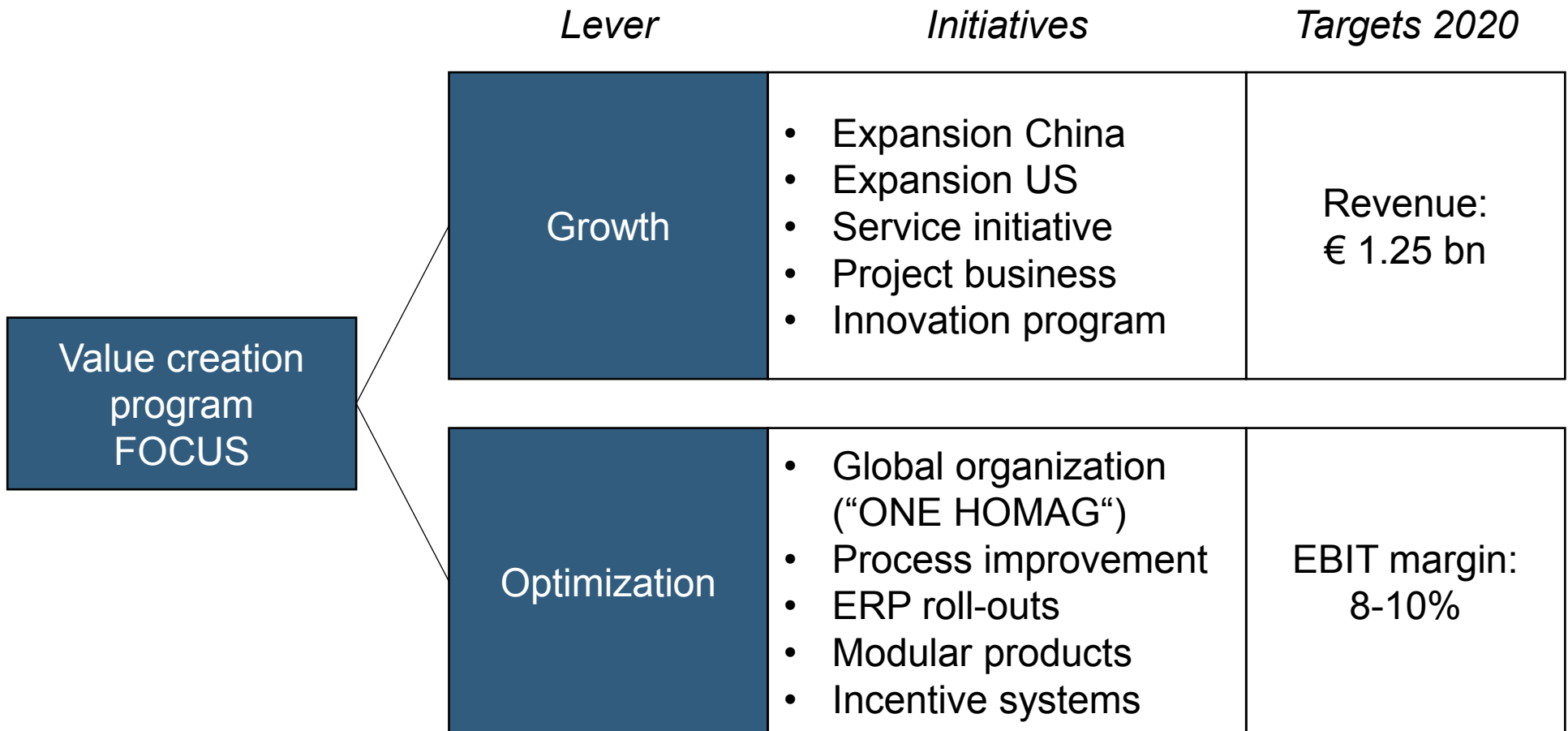
Optimize portfolio
Standardization
Efficiency improvements in
functions and processes
Develop system business
ONE HOMAG

Cross-business-unit innovation
program
Global footprint in production
and engineering
Localization of sales & service

Profitable system business
Profitable, standardized
product portfolio
Service excellence
New markets

FOCUS PROGRAM

Complete transformation for substantial value creation



KEY ELEMENTS OF THE FOCUS PROGRAM (I)

Status of growth initiatives

Expansion China	Localized products under development, SOP planned for 2017 Expansion of Shanghai production plant
Expansion US	Increased e-tech revenue due to regionalized e-tech sales staff, further support by specialists from Germany
Service initiative	Roll-out of knowledge-based “HOMAG eSupport” in time Program to continuously develop/improve regional service competences
Project business	Dürr project management know-how and processes transferred Average profitability of business portfolio improved but still unsatisfactory
Innovation program	Group wide standardized product development process defined and implemented Whole product portfolio will be replaced by 2019 (technology platforms, modularization)

KEY ELEMENTS OF THE FOCUS PROGRAM (II)

Status of optimization initiatives

Global organization	Global business units established and top management structure streamlined Localization, e.g. increase of local competences
Process improvement	Proposal and order processing process analyzed and appropriate improvements in the implementation phase Process harmonization across the HOMAG Group progressing and planned to be completed by end of 2016
ERP rollouts	SAP implementation in time, German entities done by end of 2017, global rollout afterwards
Modular products	Complexity reduction of the whole HOMAG portfolio without reducing product spectrum Group wide design principles almost completed; basis for modular product structure and use of standard components Development of product configurators to support sales team

GOOD START INTO 2016

HOMAG Group: FY and Q1 figures

in € m	2014 ¹	2015	2016e	Q1 2015	Q1 2016
Sales revenues	253	1,039	1,000-1,100	254	260
Order intake	218	1,058	1,000-1,100	287	306
Operating EBIT ²	9	63	-	12	17
Operating EBIT margin ²	3.4%	6.1%	5.9-6.9%	4.9%	6.4%
ROCE ²	2.0%	15.3%	12-17%	11.0% ³	15.0% ³

¹ consolidated as of 10/3/2014

² EBIT before extraordinary effects

³ annualized

- » 2015: Strong improvement in incoming orders (+16.1%) and sales (+13.6%) on a comparable basis; 2016 with lower growth rates and lower FX effects
- » Earnings increase due to productivity improvements, higher utilization and cost efficiencies

SUMMARY

- » HOMAG Group fully on track to reach its 2020 targets
- » FOCUS program in implementation, full effect 2020
- » Trend towards automation/networked production/software solutions favors innovative and strong companies. Consolidation among peers will gain momentum
- » Further market share gains to be expected

DEVELOPING HOMAG GROUP TO ITS FULL POTENTIAL

Pekka Paasivaara, CEO HOMAG Group AG

Bietigheim-Bissingen, June 24, 2016



LEADING IN PRODUCTION EFFICIENCY

DIGITAL@DÜRR

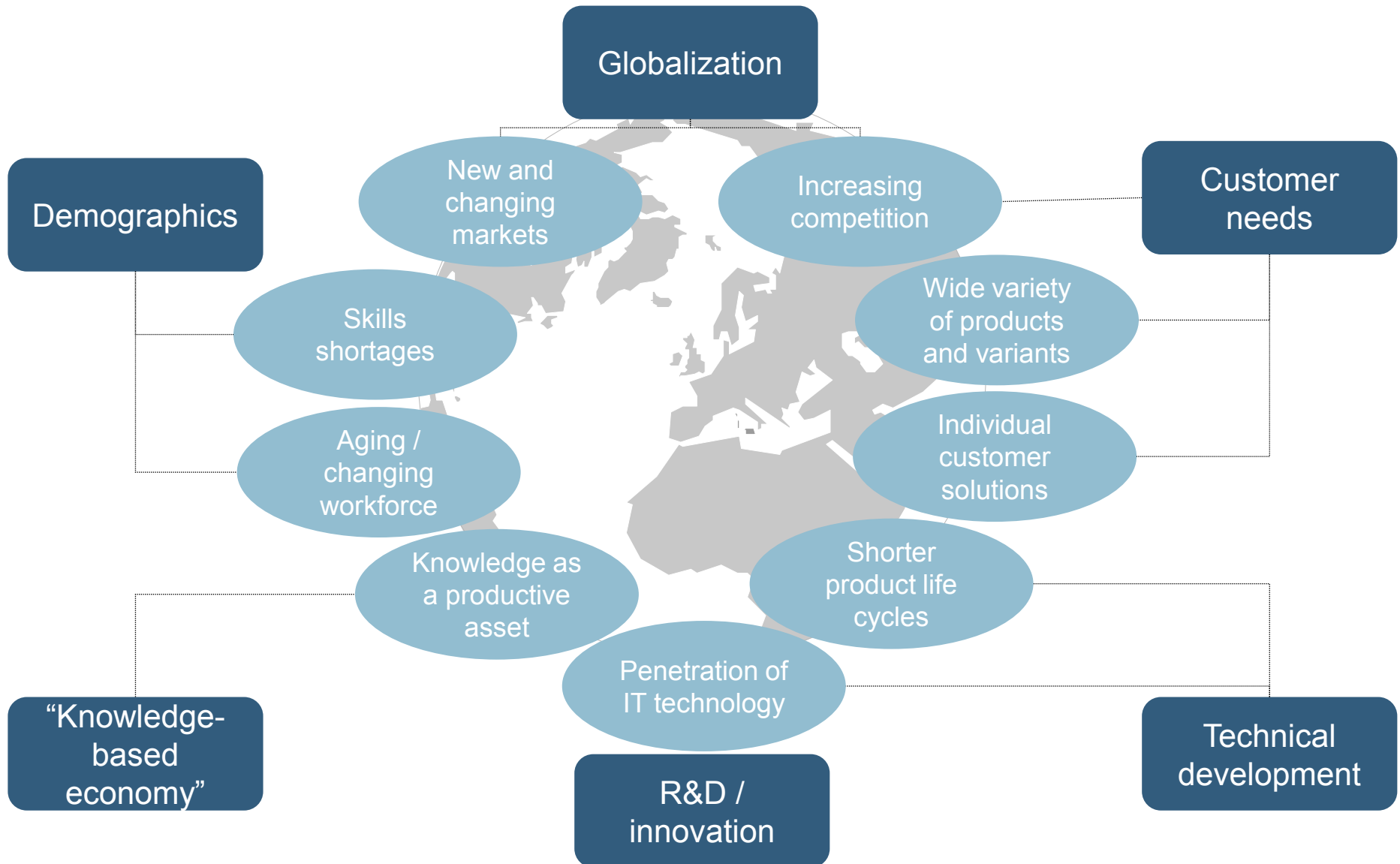
Dr. Hans Schumacher, CEO Dürr Systems GmbH

Peter Bollinger, CEO iTAC Software AG

AGENDA

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|--|---------------------|
| 1. digital@Dürr | Dr. Hans Schumacher |
| 2. iTAC – The MES leader for the Smart Factory | Peter Bollinger |
| 3. Smart Services, Smart Products, Smart Processes | Dr. Hans Schumacher |
| 4. Summary | Dr. Hans Schumacher |

1. DIGITAL@DÜRR: MEGATRENDS



1. DIGITAL@DÜRR

Customer needs in focus



1. DIGITAL@DÜRR

Increased digitization, automation and networking of industrial production

Smart Products

Products and machinery that are intelligent, networked, self-regulating and equipped with sensors

Smart Processes

Efficient development, production and distribution of our products, plants and services

Smart Services

Extended, intelligent service offerings based on online integration of machinery and plants

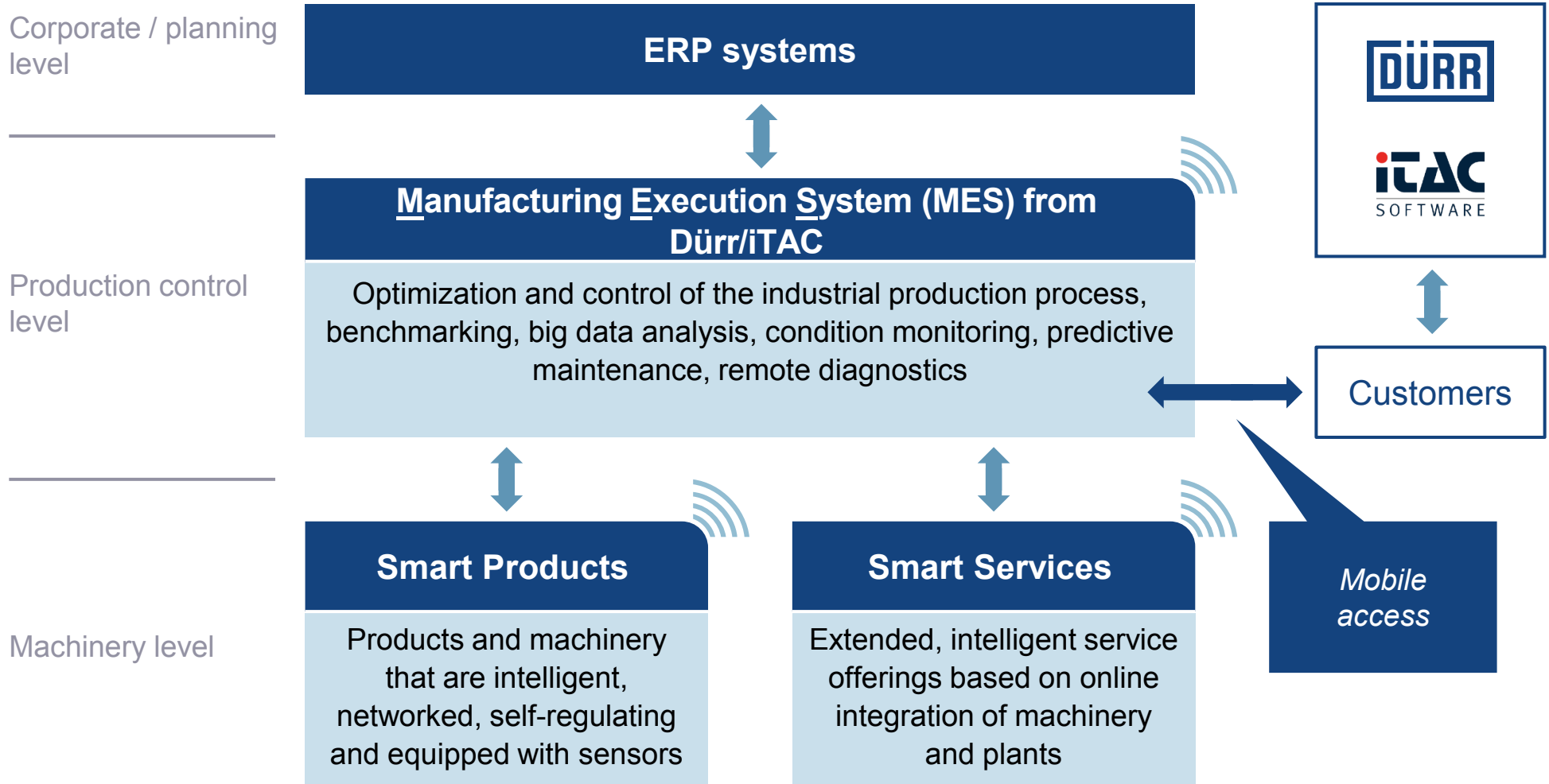
Smart Factories

Efficient and flexible plants by networking and data analysis

digital@DÜRR

1. DIGITAL@DÜRR

MES software: Basis of our digital@Dürr strategy



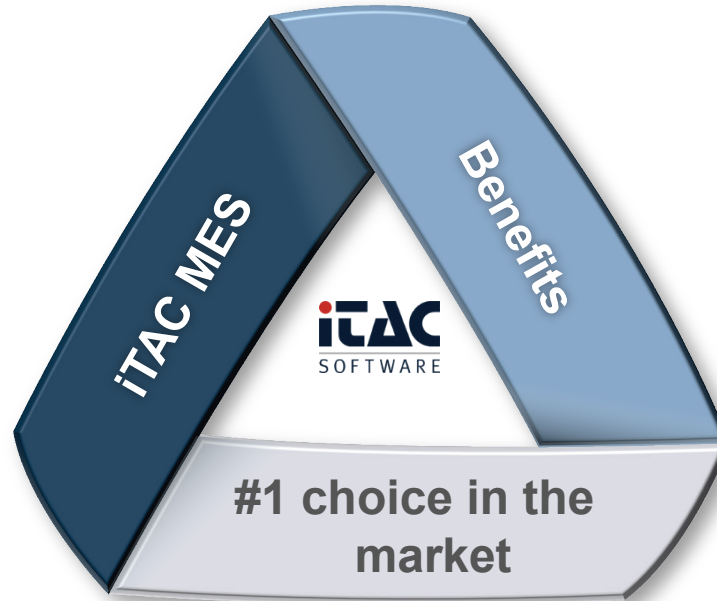
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2. ITAC – THE MES LEADER FOR THE SMART FACTORY

The market's fastest and most scalable MES for the manufacturing industry

- » Fast
- » Reliable
- » Highly scalable
- » Cloud-enabled



- » Real-time link between shop floor and upper Systems (ERP, PLM)
- » Enhanced product quality to Zero Defect Production
- » OEM and regulatory compliance
- » Protected investment in equipment and MES

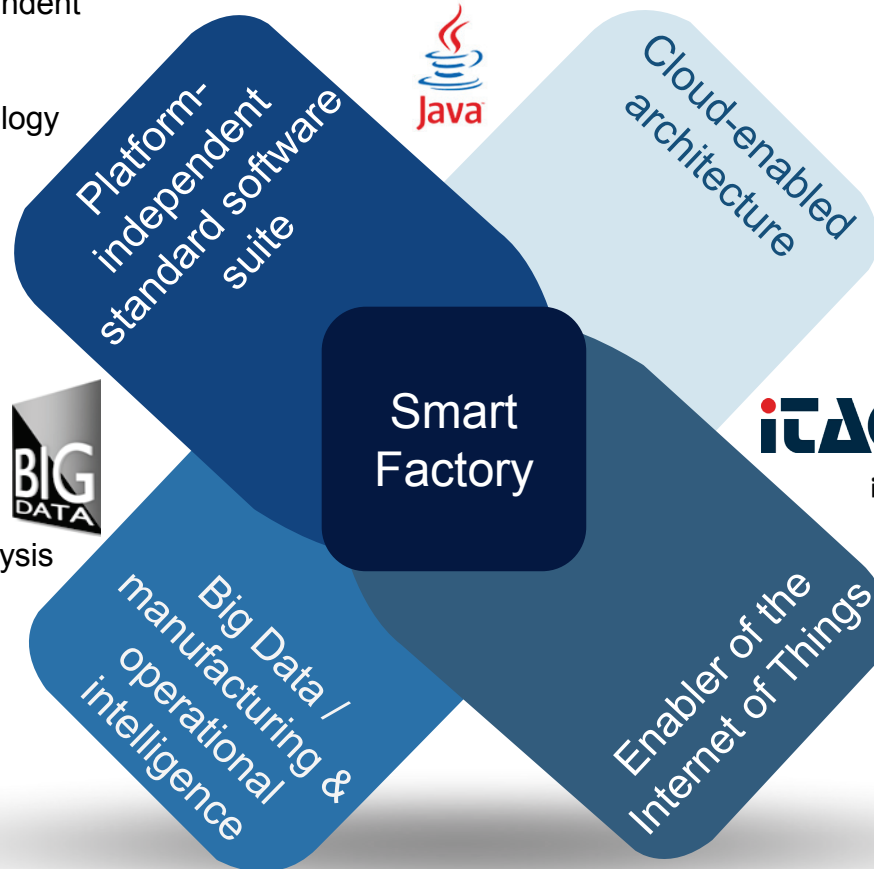


2. ITAC: THE LEADING MES FOR INDUSTRY 4.0

iTAC expands its platform to enable the Smart Factory of tomorrow

- » Modern software architecture
- » JEE Application server independent (iTAC.APPServer)
- » Standardized interface technology to ERP and shop floor

- » Cloud models: private, public, hybrid
- » Rapid integration through iTAC.ARTES
- » Maximum flexibility
- » Maximum security

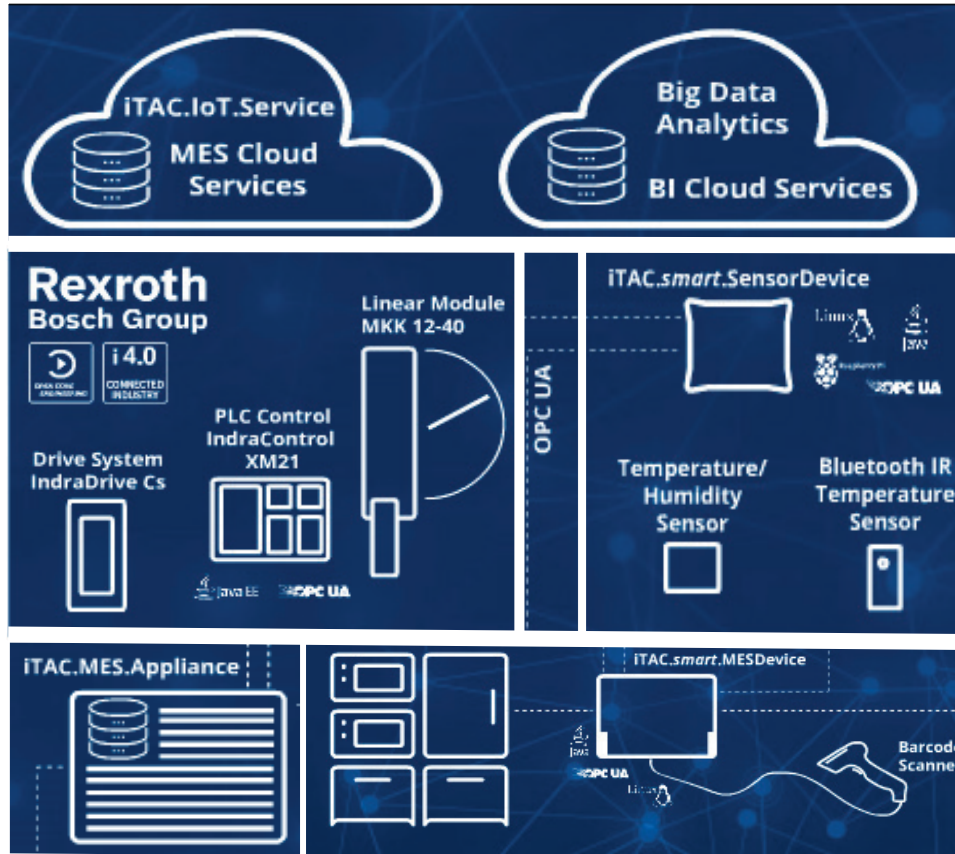


- » Interactive, multi-layered analysis with product-relevant key performance indicators (KPI)
- » Productive data in real time
- » Visualization via dashboard
- » Rapid data availability
- » Mobile-enabled (iOS, Android)

- » Smart devices (PnP)
- » Machine retrofitting
- » M2M communication via OPC UA / Industry 4.0 standard
- » Safety through HTTPS

2. ITAC: SMART FACTORY

Modern communication



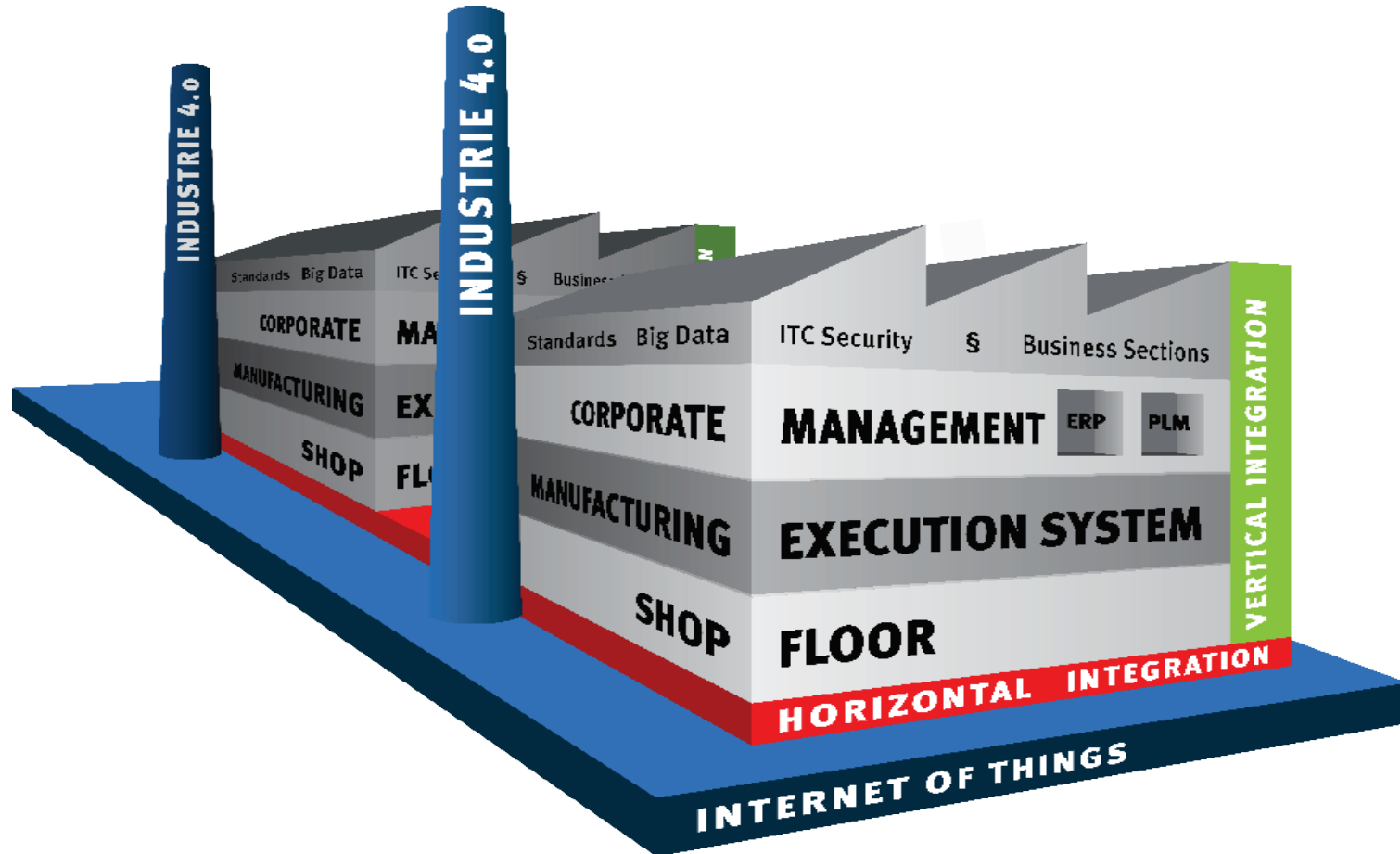
Modules for information access

- » Direct machine communication // Open Platform Communications Unified Architecture (OPC UA)
- » Big Data analytics optionally in the cloud
- » Internet of Things (IoT) Services for simplified setup of systems in production
- » Simplified creation of applications using drag and drop functionality

2. ITAC: SMART FACTORY

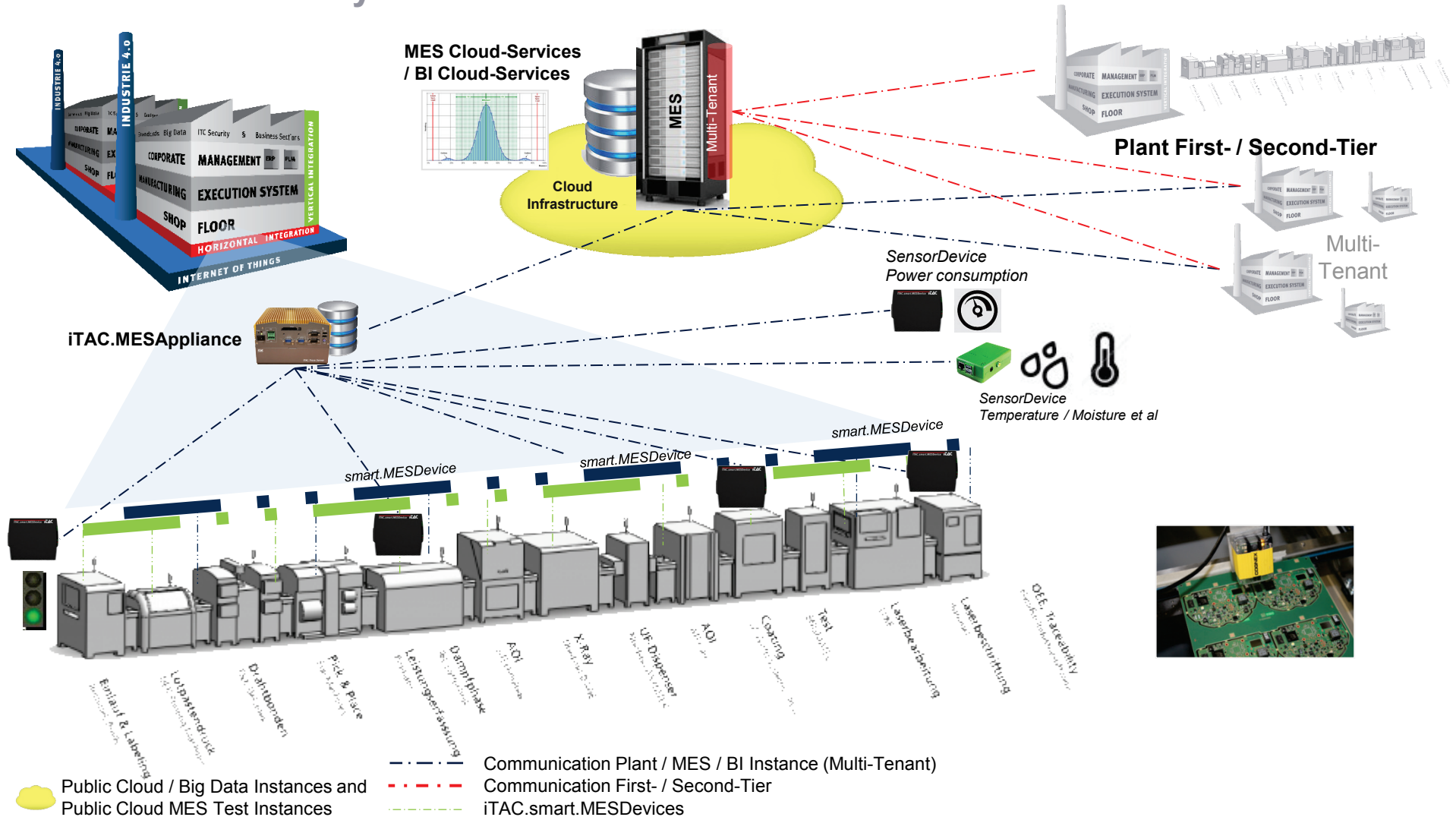
MES benefits in the age of Industry 4.0

Digitization and automation – two key aspects of future production. Cloud-enabled MES serve as a data hub in the intelligent factory and are an indispensable key technology for Industry 4.0.



2. ITAC: SMART FACTORY

Evaluation and analysis



2. ITAC: SMART FACTORY

Evaluation and analysis

Today

Production data is analyzed and evaluated by human manpower. After an appropriate assessment all corrections are implemented manually.

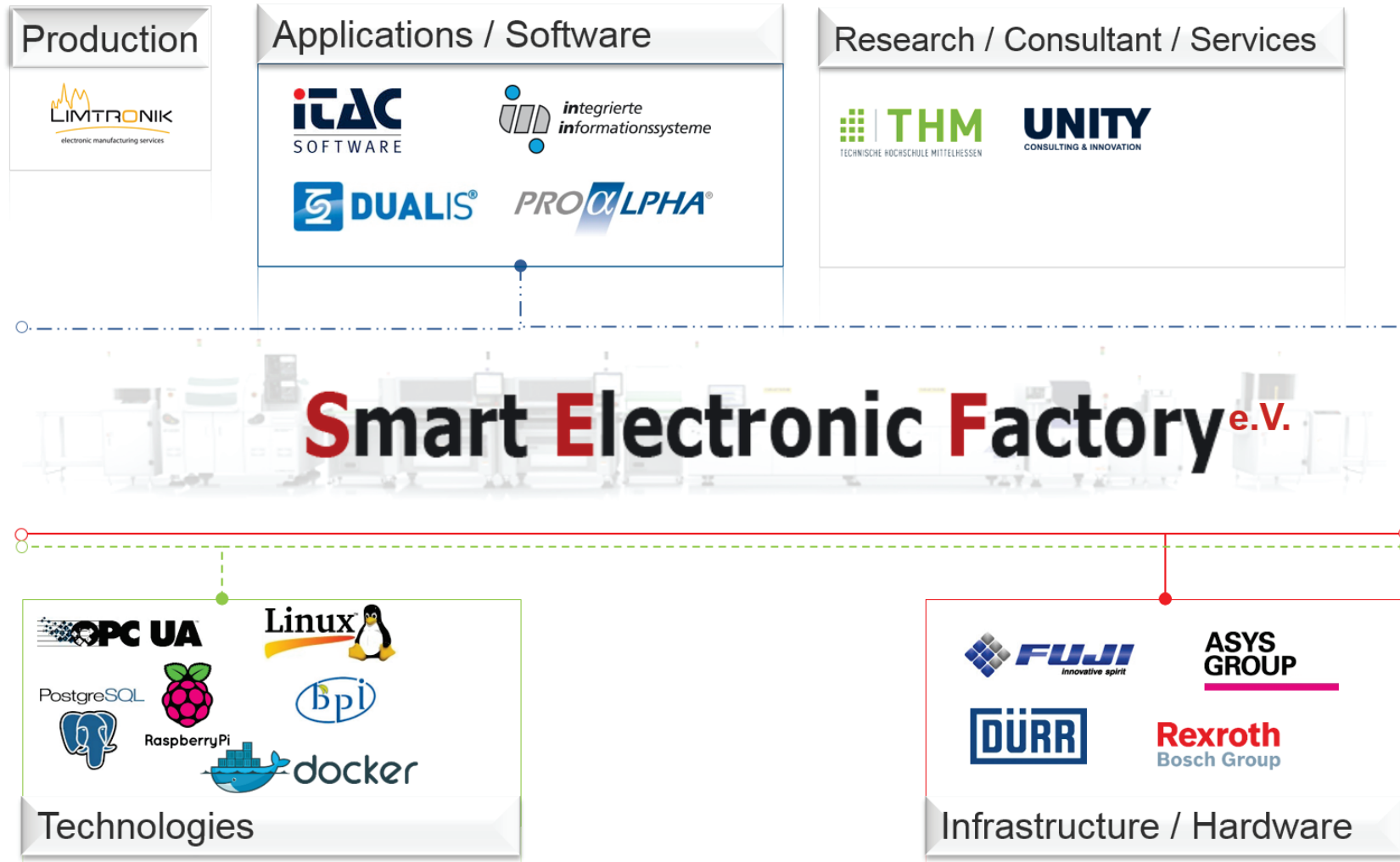
Future

IT systems independently analyze and evaluate production data (real-time) and independently use the results in order to optimize production.



2. ITAC: SMART FACTORY

Real Industry 4.0 testing and demonstration environment (Start 2014)



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3. SMART SERVICES: MAINTENANCE ASSISTANT I

Target: Efficient maintenance and high uptime



- » Equipment monitoring by smart wear models and test routines
- » Automatic display of maintenance tasks on MMI (Man Machine Interface)
- » Forward-looking grouping of maintenance tasks
- » Logging of completed maintenance tasks
- » Add/modify/delete maintenance tasks

3. SMART SERVICES: DIGITAL SERVICE I

Goal: Faster fault diagnostics



Documentation on paper

- » Space consuming
- » Not available on shop floor
- » Time consuming search
- » Inefficient updates (replacement papers)



Documentation on CD-ROM

- » Compact
- » Available on MMI
- » Simplified search



EcoDocu on EcoPad

- » Direct acces via QR codes
- » Extended functionality (diagnostics, measures, spare parts management etc.)

- | | |
|--------------|---|
| » Complexity | - |
| » Efficiency | - |

- | | |
|--------------|---|
| » Complexity | ○ |
| » Efficiency | ○ |

- | | |
|--------------|---|
| » Complexity | + |
| » Efficiency | + |

3. SMART SERVICES: DIGITAL SERVICE II

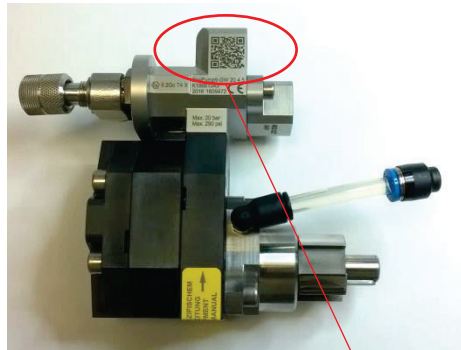
Example: QR codes

QR codes on products and plant components

- » Simple access to product and plant documentation via QR codes
- » Direct access via mobile devices



Part with QR code



Part number (K18861043)



Product with QR code

Name / Type	EcoPump 800HP21
Part No.	N24160002
Year	2013
Serial No.	1234567
Type of protection	II 2G T4
Cert. No.	PTB XX ATEX XXX
Max. working pressure	21 bar
Ratio	3,5:1

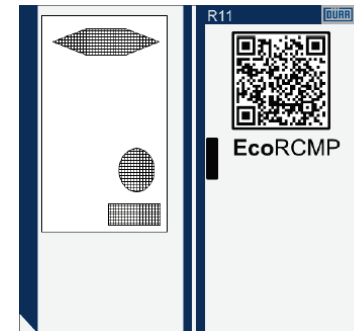


DÜRR Systems GmbH Carl-Benz-Strasse 34
74321 Bietigheim-Bissingen/Germany



Part number(N24160002)
+ serial number (1234567)

Cabinet



Plant numbering (==...++...)

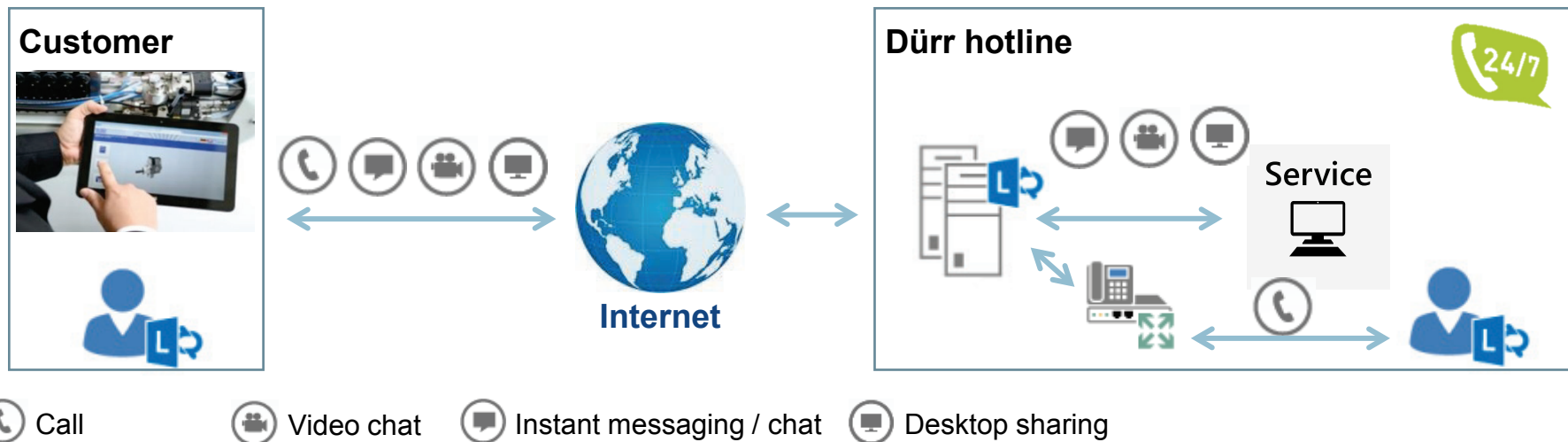
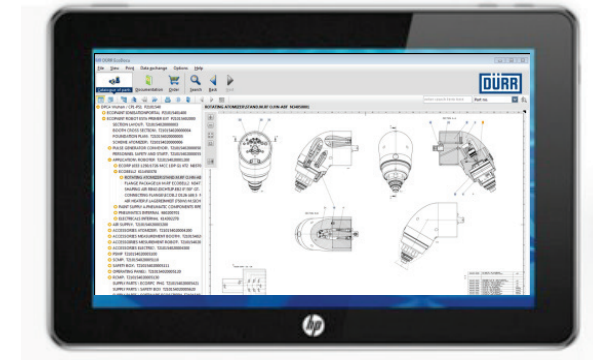
Cell



3. SMART SERVICES: DIGITAL SERVICE III

Example: EcoPad – Simplified maintenance, higher uptime

- » QR code scanner
- » Electronic plant documentation optimized for touch control
- » Video chat with Dürr hotline (Skype)
- » eLearning modules



* Requires access to customer's WLAN

3. SMART PRODUCTS: SMART PUMP

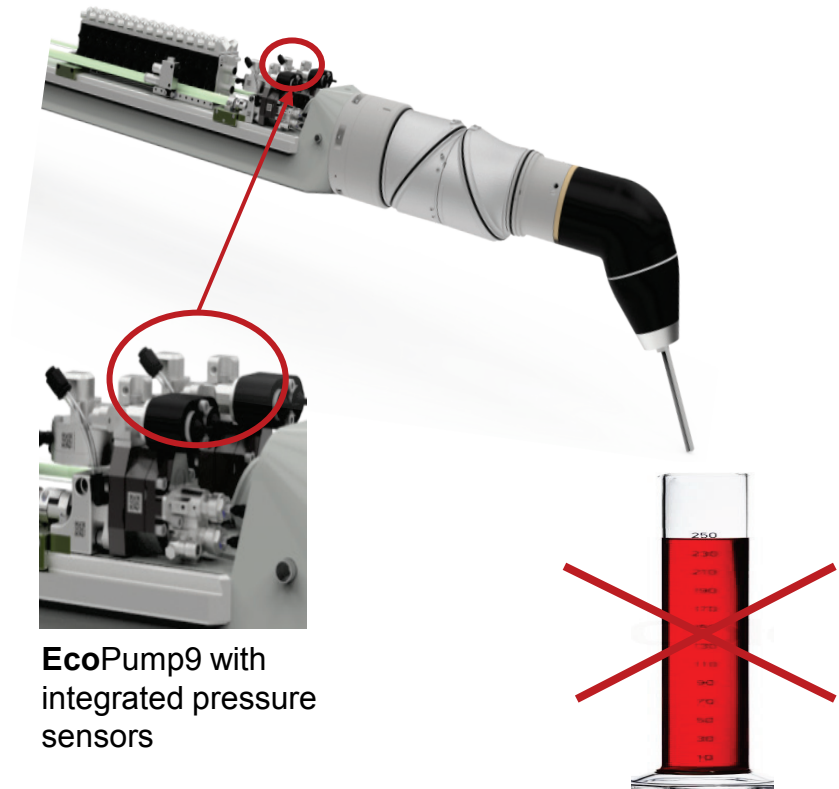
Target: Constant quality, reduced maintenance efforts

Interferences

- » Changing paint pressures
- » Exchange and wear of components

Smart Pump

- » Automatic regulation of differential pressure for all paint flows
- » Constantly high dosing accuracy over the whole lifetime of the pump
- » No maintenance of paint data tables



- » Significantly higher pump lifetime
- » No manual pump calibration

3. SMART PRODUCTS: OVEN ENERGY MANAGEMENT

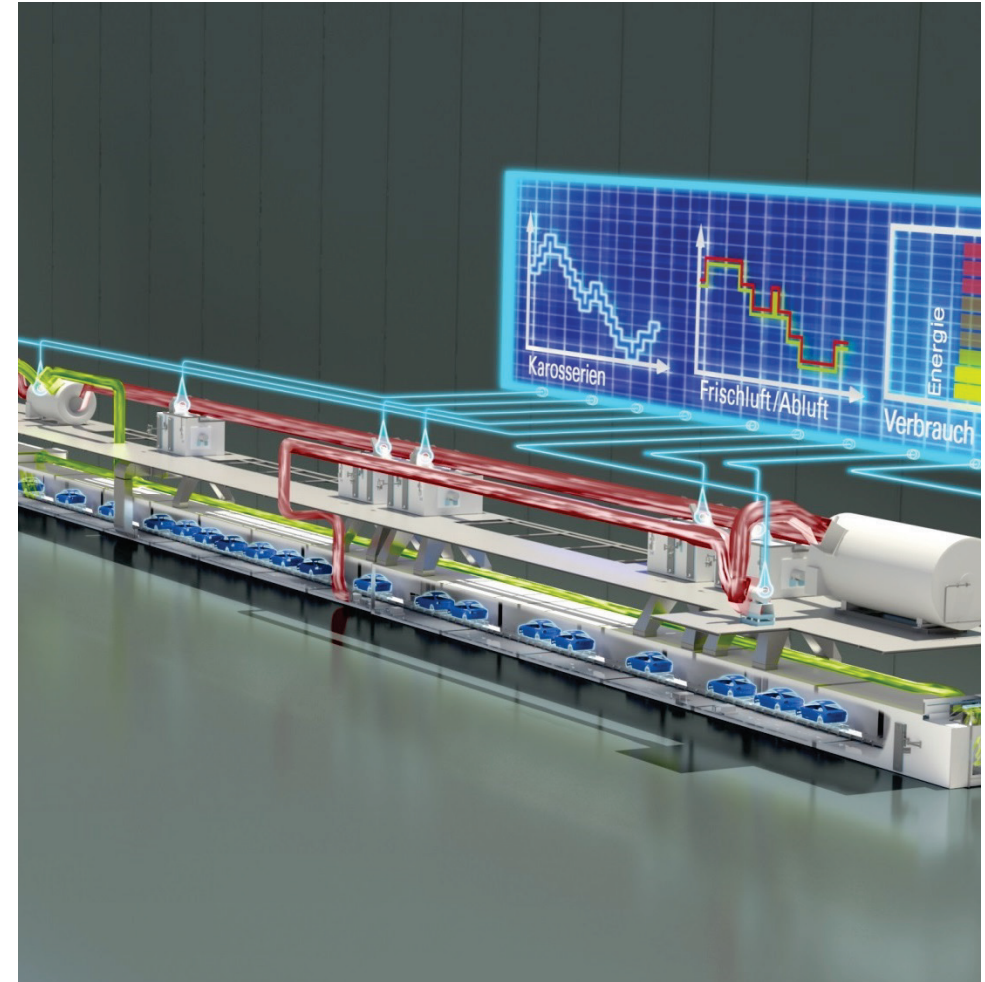
EcoSmart VEC – On demand energy supply for ovens

Product

- » Capacity-oriented regulation of oven temperature
- » Fully automatic process control (fresh and waste air)
- » Suitable for greenfield and brownfield

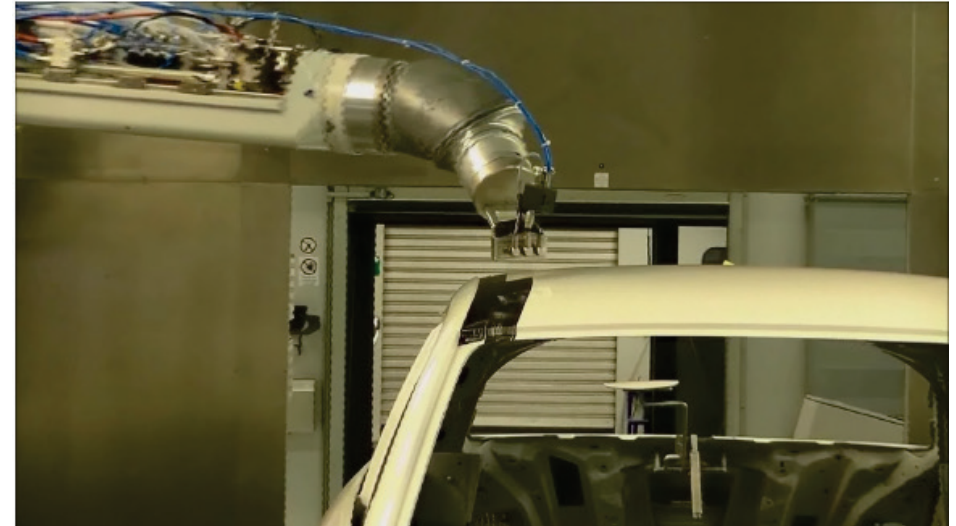
Customer benefit

- » Optimum balance: product quality and energy efficiency
- » Reduced energy consumption
- » Constantly high painting quality



3. SMART PRODUCTS: OVERSPRAY FREE APPLICATION

Innovative way of painting contrast roof & stripes



Today

- » Foils, masking & painting
- » Second run, capacity loss or contrast roof line required

Tomorrow

- » Overspray free application
- » Painting in the top coat line without capacity loss

AGENDA

- | | |
|--|---------------------|
| 1. digital@Dürr | Dr. Hans Schumacher |
| 2. iTAC – The MES leader for the Smart Factory | Peter Bollinger |
| 3. Smart Services, Smart Products, Smart Processes | Dr. Hans Schumacher |
| 4. Summary | Dr. Hans Schumacher |

4. SUMMARY

- »» Digitization, automation and flexibilization have been core trends at Dürr for years
- »» Internal processes like project engineering or robot configuration/pre-commissioning are already fully digitized
- »» Dürr's digital strategy includes Smart Products, Smart Services, Smart Processes and Smart Factory. New product offerings will provide new value to customers
- »» iTAC's takeover secures access to a state of the art MES suite. iTAC will get a push due to Dürr's reputation and financial strength
- »» Strong differentiation potential versus competitors; strong and innovative companies will benefit

Bietigheim-Bissingen, June 24, 2016



LEADING IN PRODUCTION EFFICIENCY

DIGITAL@DÜRR

Dr. Hans Schumacher, CEO Dürr Systems GmbH

Peter Bollinger, CEO iTAC Software AG