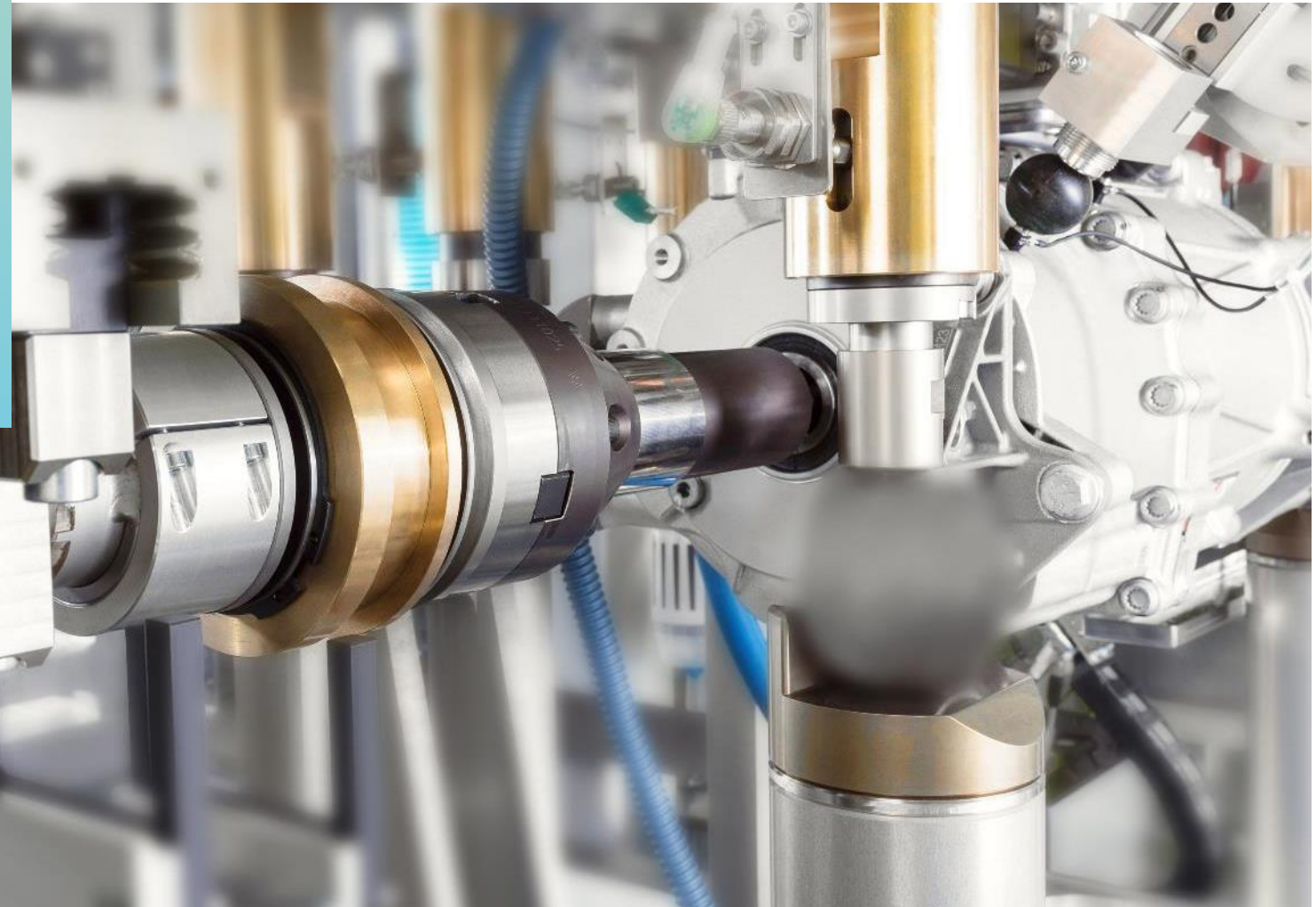


Preliminary figures fiscal year 2020

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February 25, 2021
Bietigheim-Bissingen
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Agenda

1. Overview
2. Divisions
3. Financials
4. Outlook
5. Summary



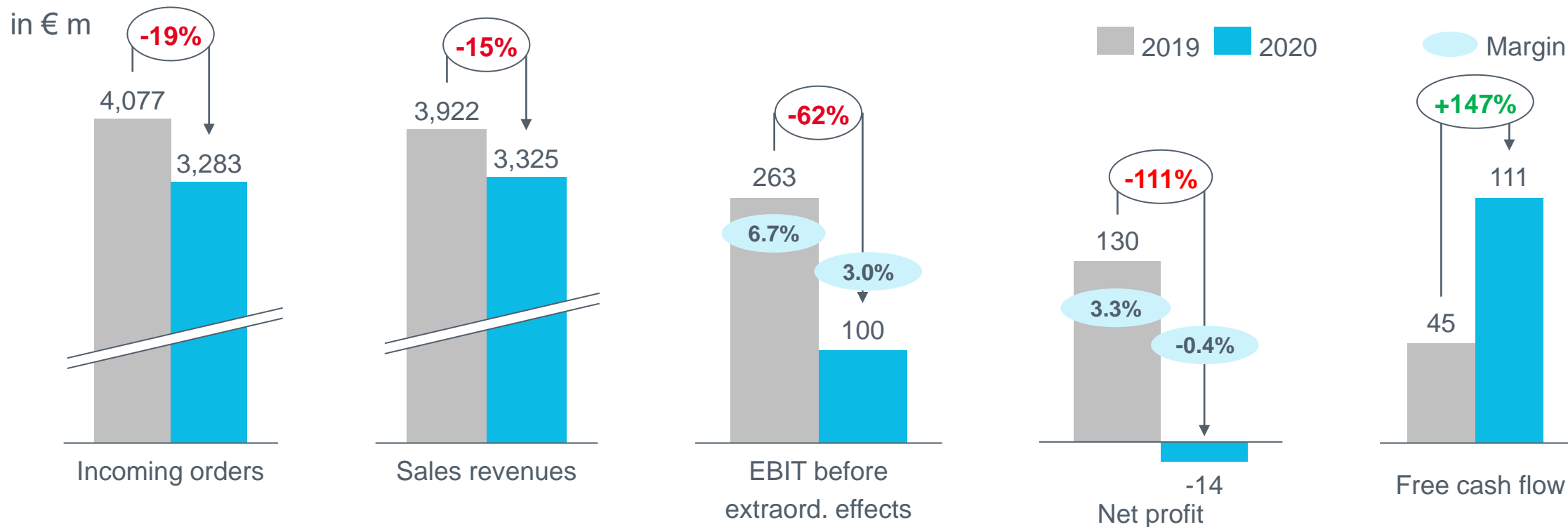
1. Overview: A challenging year ends on a positive note

Strong order momentum in Q4 – total liquidity at record level

- **Order intake further increased** in Q4 but remained 19% below 2019 level for full year; book-to-bill recovered to 1.09 in Q4; order backlog at year-end improved by > €100 m to €2.56 bn vs. end of Q3
- **Sales revenues reached highest quarterly level in Q4**; remained 15% below prior year
- **Full year EBIT margin before extraordinary effects slightly above guidance at 3.0%**; high service share and better than expected earnings at Woodworking Machinery and Systems
- **Strong free cash flow of €111 m** due to disciplined management of net working capital and capex as well as solid customer payments; total **liquidity at record level of more than €1 bn**
- **Optimization and capacity adjustment measures consequently implemented**
- **Successful M&A transactions prepare ground for further growth**

2020

1. Overview: Operations impacted but cash flow strong



- Sales revenues declined less than incoming orders due to solid order backlog from 2019
- EBIT margin before extraordinary effects at 3.0% slightly above expectations
- Strong free cash flow generation for the full year

Revised targets for 2020 reached or exceeded

1. Overview: Actuals within or above the target range

	Actual 2019	Targets* 2020	Actual 2020
Incoming orders in € m	4,077	3,100 – 3,400	3,283
Sales revenue in € m	3,922	3,200 – 3,400	3,325
EBIT margin in %	5.0	0 – 0.5	0.3
EBIT margin before extraordinary effects in %	6.7	2.5 – 2.8	3.0
ROCE in %	16.9	0 – 1.5	1.1
Earnings after tax in € m	129.8	-40 – -10	-13.9
Operating cash flow in € m	171.9	70 – 120	215.0
Free cash flow in € m	44.9	-40 – +10	110.7
Net financial status in € m (12/31)	-99.3	-230 – -180	-49.0
Capital expenditure in € m ¹	102.6	75 – 85	76.4

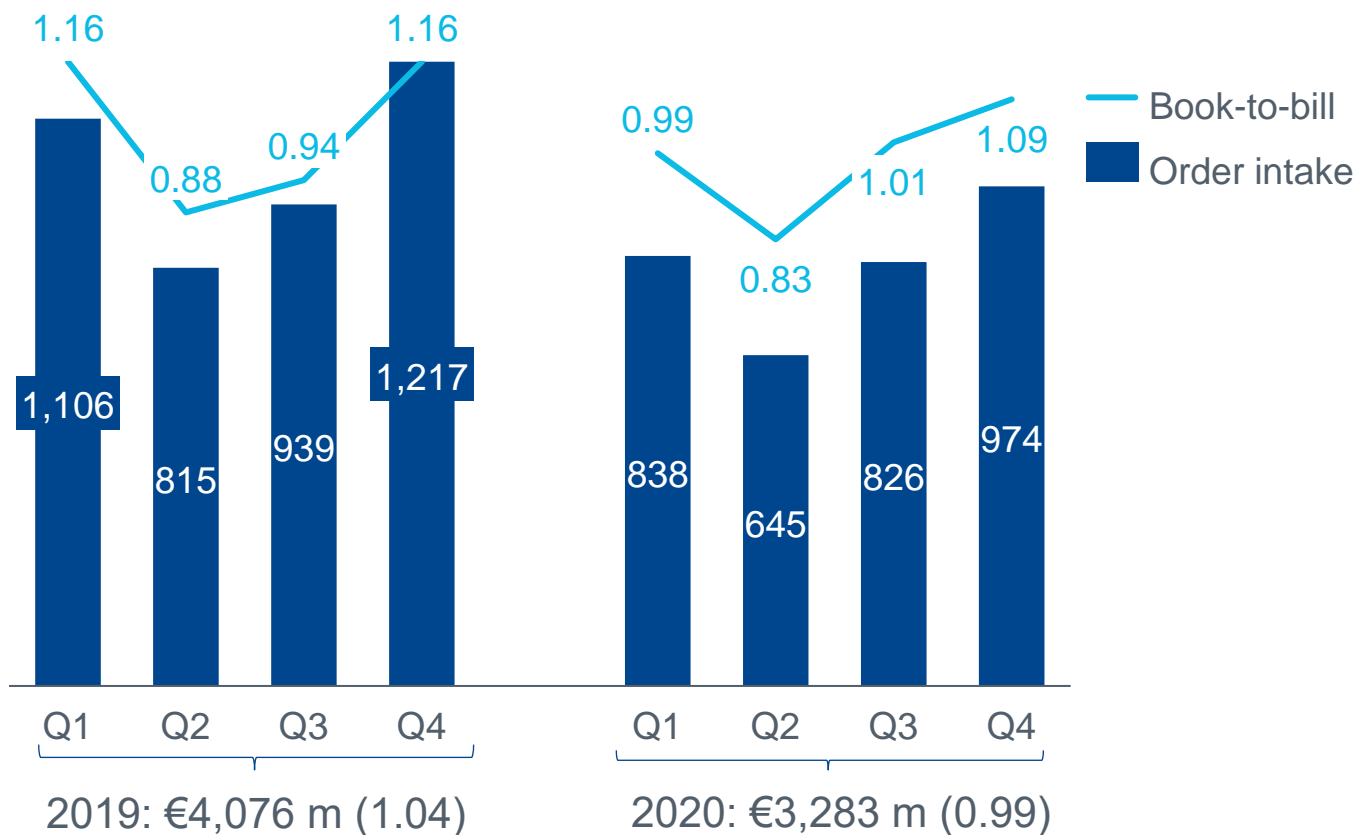
* as updated in July 2020

¹ excluding acquisitions

P&L-items broadly in line – cash flow better than expected

1. Overview: Order intake gains momentum

in € m

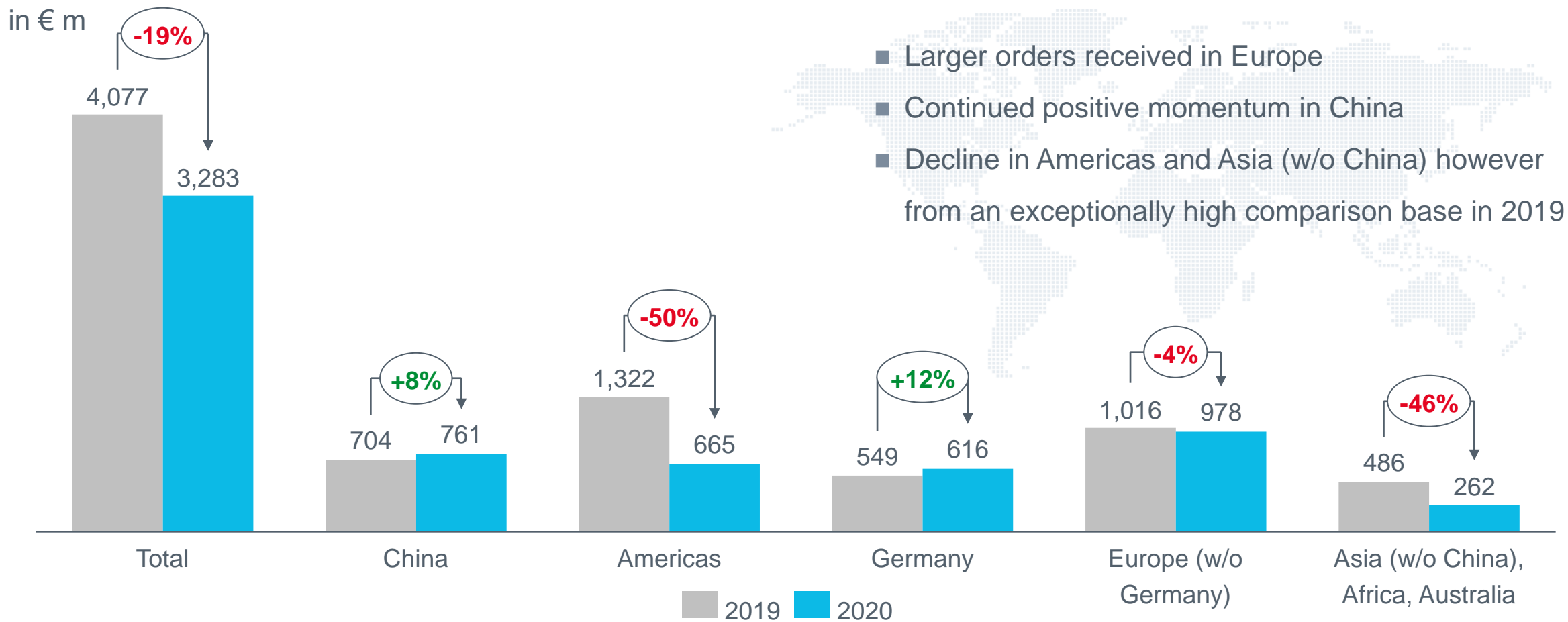


Key aspects

- Growing project pipeline translates into order intake
- Large automotive projects won in EMEA in 2H 2020
- WMS order intake in Q4 above prior year
- Book-to-bill ratio increases to 1.09 in Q4

Order intake continues recovery after downturn in Q2

1. Overview: Broader order momentum building up

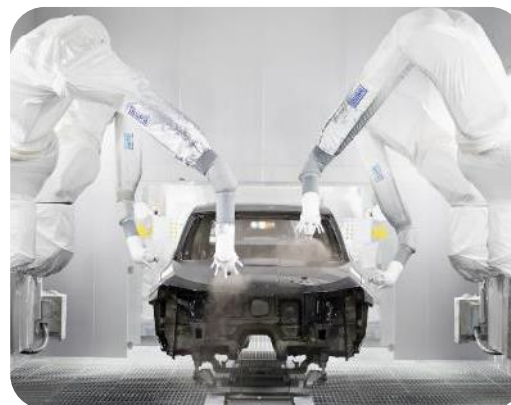
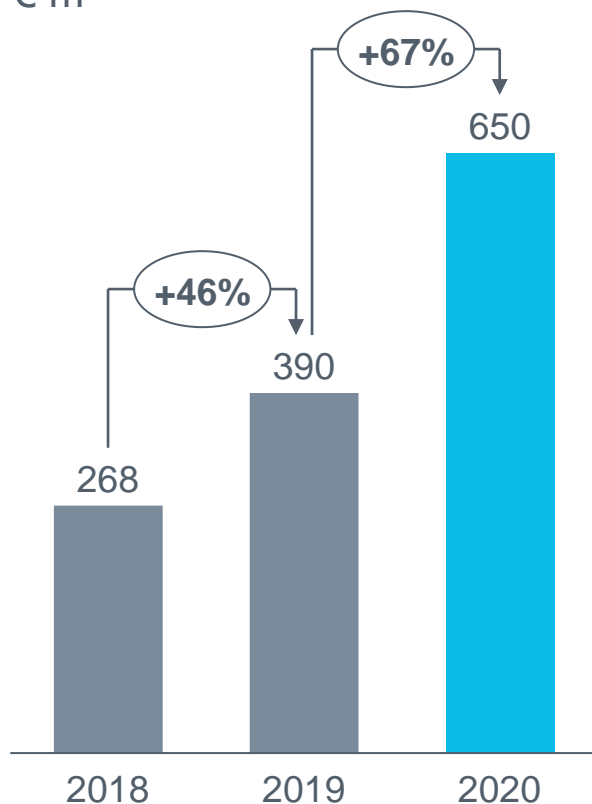


Increasing number of projects in discussion

1. Overview: Strong growth of e-mobility order intake

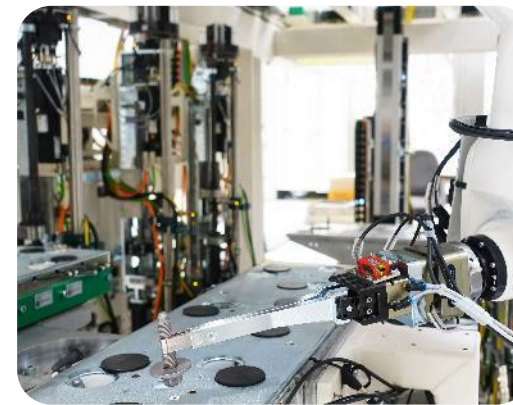
Broad customer range: EV newcomers and large OEMs

in € m



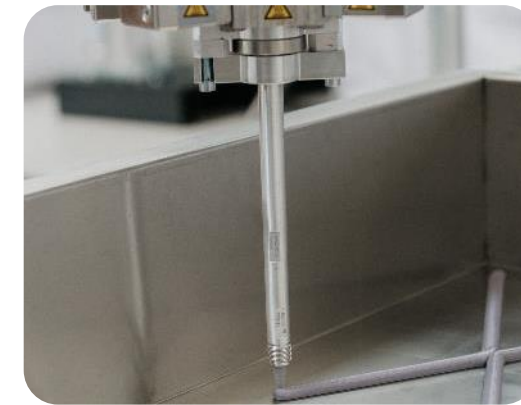
Paint Shop

€556 m



Final Assembly & Test

€85 m

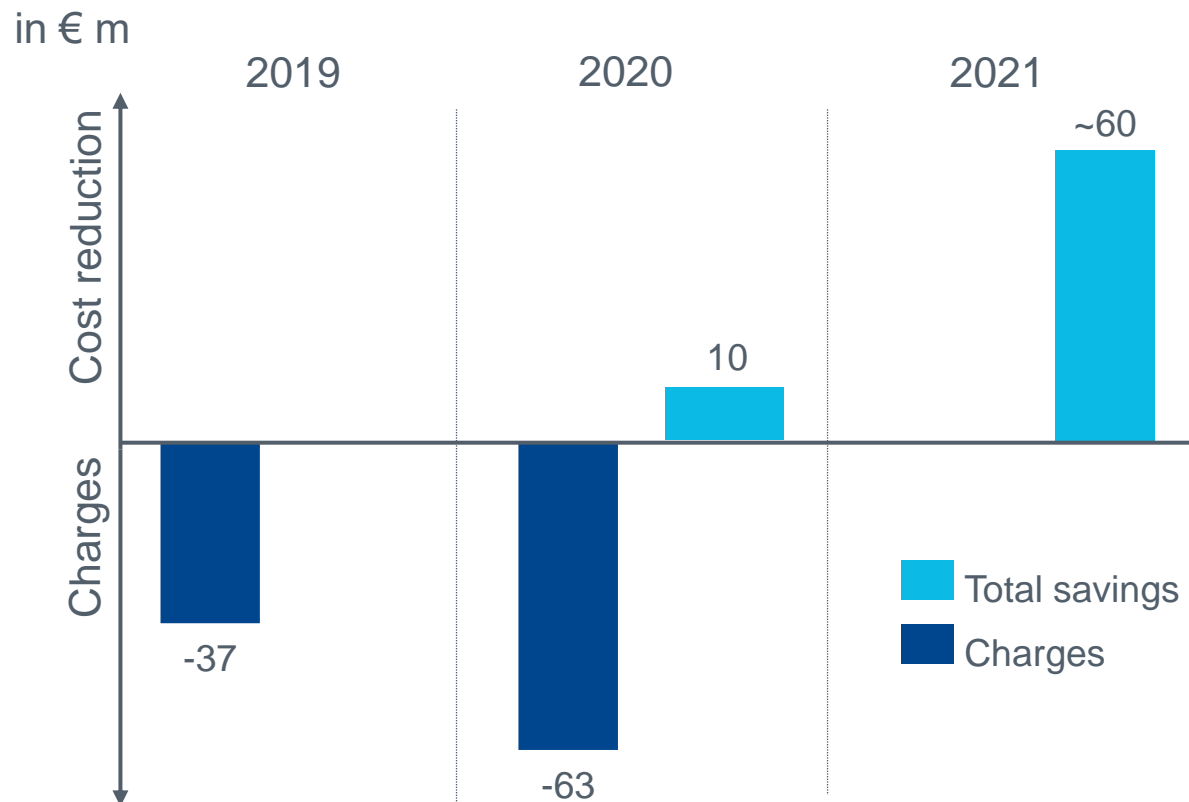


Pre Assembly

€11 m

About 40% e-mobility share in automotive business

1. Overview: Cost reduction measures on track



■ Dürr Systems and Schenck

Capacity adjustments in Germany:

- Ochtrup and Karlstein sites closed
- Goldkronach production closed
- Wolfsburg production relocated to Bietigheim-Bissingen;
- Reductions agreed with works councils at Darmstadt, Püttlingen and Bietigheim-Bissingen

Capacity adjustments in Western & Southern Europe on track

■ HOMAG

- Hemmoor production closed
- New SAP-system in Poland went live

Total cost reduction of ~ € 60 m p.a. targeted from 2021

1. Overview: Setting stage for further profitable growth

Successful continuation of M&A strategy in 2020 / 2021

teamtechnik (75% stake)

One of the world's leading automation specialists

- Reinforce EV-offering with e-drive-train testing
- Enter production systems for medical technology



Expansion in solid wood

Specialists in systems for solid wood processing

- Increasing stake in Weinmann to 100%
- Acquisition of 80% stake in System TM
- Forward integration of value chain – growth potential due to trend towards sustainable construction



HOMAG China Golden Field

Sales channel, service and software development

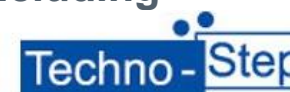
- Complete value chain from development to sales in China
- Direct access to growing customer base



Growing software competence and reach

Several smaller acquisitions, including

- Acquisition of majority stake in Techno-Step
- Increasing stake in HOMAG eSolutions to 100%
- Acquisition of Cogiscan (> 450 MES installations)



Extending know-how and unlocking new business opportunities

1. Overview: Increased focus on sustainability

Holistic sustainability framework across five fields of action



Governance:

- Sustainability Council chaired by Deputy CEO
- ESG-goals part of variable pay of Managing Board

Products:

- Industry leader in resource efficient machinery and systems
- Enabler of transformation to a carbon neutral society (Machinery and systems for the production of EVs and Li-Ion batteries as well as solid wood construction elements)

Financing:

- 1st sustainability linked Schuldschein worldwide in 2019

Actions in 2021:

- Publication of 1st sustainability report according to GRI-principles
- Definition of Dürr Group Climate Strategy

WE SUPPORT



Addressing all stakeholder groups

2

Divisions

2. Divisions: Paint and Final Assembly Systems

Positive EBIT and growing order momentum

	2020	2019 ¹	Δ	Q4 2020	Q4 2019 ¹	Δ
Incoming orders in € m	1,142.3	1,515.0	-24.6%	345.3	548.5	-37.1%
Sales revenues in € m	1,173.8	1,415.5	-17.1%	319.5	365.6	-12.6%
EBIT in € m	6.4	78.7	-91.8%	-18.2	28.2	-164.7%
EBIT margin in %	0.5	5.6	-5.0 pts	-5.7	7.7	-13.4 pts
EBIT before extraordinary effects in € m	36.9	81.3	-54.6%	8.9	28.7	-69.1%
EBIT margin before extraordinary effects in %	3.1	5.7	-2.6 pts	2.8	7.9	-5.1 pts
ROCE in %	3.7	46.7	-43.0 pts	-42.0	85.1	-127.1 pts

- Solid order intake in Q4 with several projects in Europe
- Limited sales decline driven by solid orders in 2019, especially in North America
- Limited impact on EBIT due to earlier efficiency improvement measures (Focus 2.0)
- € 27.1 m extraordinary effects in Q4 mainly due to restructuring charges

¹ adjusted for Automotive Filling and Testing Systems (FY 2019: sales €172 m; EBIT €17 m), transferred to Paint and Final Assembly Systems as of 1/1/2020; ROCE not adjusted



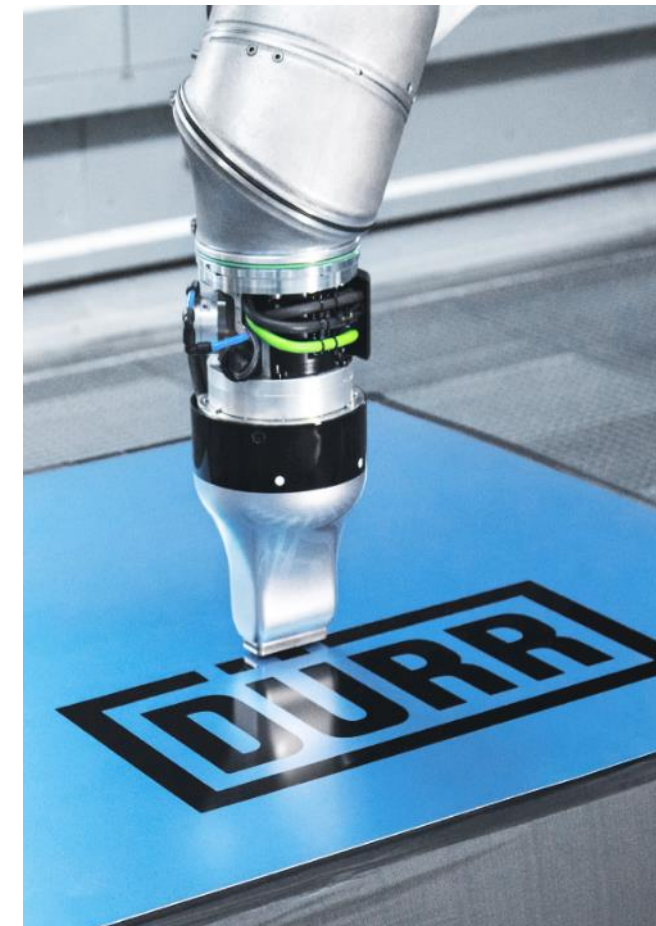
Recovery of order intake on track

2. Divisions: Application Technology

Solid margin development in Q4 before extraordinary effects

	2020	2019	Δ	Q4 2020	Q4 2019	Δ
Incoming orders in € m	470.7	640.8	-26.5%	157.9	184.6	-14.5%
Sales revenues in € m	459.4	592.8	-22.5%	133.5	165.7	-19.4%
EBIT in € m	-5.8	57.1	-110.1%	-11.6	13.1	-189.0%
EBIT margin in %	-1.3	9.6	-10.9 pts	-8.7	7.9	-16.6 pts
EBIT before extraordinary effects in € m	19.0	63.3	-70.0%	8.9	19.1	-53.5%
EBIT margin before extraordinary effects in %	4.1	10.7	-6.5 pts	6.6	11.5	-4.9 pts
ROCE in %	-2.2	17.8	-20.0 pts	-17.6	16.3	-33.9 pts

- Q4 order intake reaches highest quarterly level in 2020
- Strong service and spare part business in Q4
- EBIT-margin before extraordinary effects reaches upper end of target range
- € 20.5 m extraordinary effects in Q4, mainly due to restructuring charges



Recovery of service business drives sales revenues and margins in H2

2. Divisions: Clean Technology Systems

Resilient business: Sales and earnings on prior year's level

	2020	2019	Δ	Q4 2020	Q4 2019	Δ
Incoming orders in € m	396.9	449.1	-11.6%	87.9	115.0	-23.6%
Sales revenues in € m	386.2	395.3	-2.3%	108.4	123.4	-12.1%
EBIT in € m	13.7	12.1	12.8%	8.2	7.7	5.7%
EBIT margin in %	3.5	3.1	0.5 pts	7.5	6.3	1.3 pts
EBIT before extra-ordinary effects in € m	20.6	23.3	-11.6%	8.3	11.3	-26.5%
EBIT margin before extraordinary effects in %	5.3	5.9	-0.6 pts	7.7	9.2	-1.5 pts
ROCE in %	10.3	7.7	2.6 pts	24.7	19.8	4.9 pts

- Temporarily slower order intake in H2 2020 after strong H1 due to project delays
- Sales comparable to 2019
- Solid EBIT margin in H2 2020



Solid business and margin development

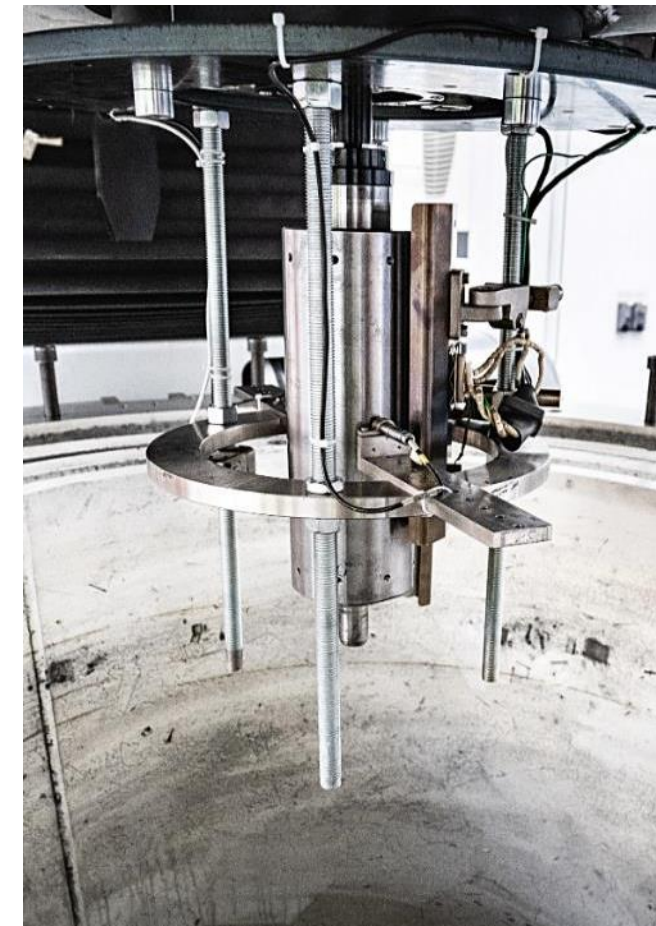
2. Divisions: Measuring and Process Systems

Recovery of order intake – margin quality improving in H2

	2020	2019 ¹	Δ	Q4 2020	Q4 2019 ¹	Δ
Incoming orders in € m	180.4	251.9	-28.4%	52.8	56.4	-6.3%
Sales revenues in € m	193.5	238.6	-18.9%	54.3	70.4	-23.0%
EBIT in € m	-2.9	21.8	-113.1%	2.5	8.2	-69.5%
EBIT margin in %	-1.5	9.1	-10.6 pts	4.6	11.7	-7.1 pts
EBIT before extra-ordinary effects in € m	0.2	23.4	-99.2%	1.4	9.1	-85.0%
EBIT margin before extraordinary effects in %	0.1	9.8	-9.7 pts	2.5	12.9	-10.4 pts
ROCE in %	-1.7	12.3	-14.0 pts	6.0	19.6	-13.6 pts

- Order intake continues to grow in Q4 – positive momentum in industrial & aerospace business
- Cost reductions and service recovery in H2 lead to improved margins compared with H1
- Clear stabilization and improvement in margins across project lifetime

¹ adjusted for Automotive Filling and Testing Systems (FY 2019: sales €172 m; EBIT €17 m), transferred to Paint and Final Assembly Systems as of 1/1/2020; ROCE not adjusted



Business in recovery mode – further margin improvement targeted

2. Divisions: Woodworking Machinery and Systems

Better than expected margin development in Q4

	2020	2019	Δ	Q4 2020	Q4 2019	Δ
Incoming orders in € m	1,092.8	1,219.6	-10.4%	329.9	312.3	5.6%
Sales revenues in € m	1,111.9	1,279.1	-13.1%	278.6	322.3	-13.6%
EBIT in € m	9.9	37.4	-73.5%	1.5	-14.6	110.3%
EBIT margin in %	0.9	2.9	-2.0 pts	0.5	-4.5	5.1 pts
EBIT before extraordinary effects in € m	27.0	82.7	-67.4%	6.2	24.2	-74.3%
EBIT margin before extraordinary effects in %	2.4	6.5	-4.0 pts	2.2	7.5	-5.3 pts
ROCE in %	2.5	9.1	-6.6 pts	1.5	-14.2	15.7 pts

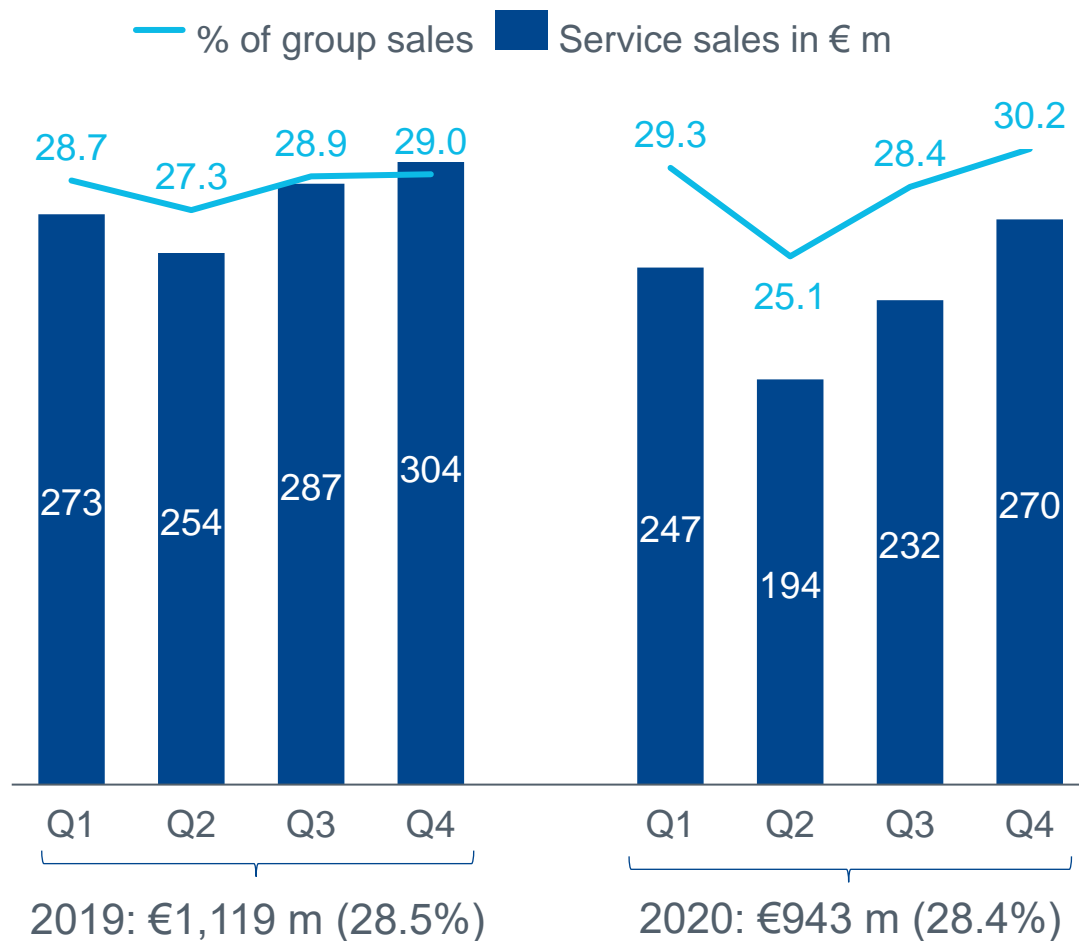
- Q4 order intake exceeds prior year's level – signs of system business revival
- Sales and EBIT in Q4 impacted by lower order intake in H1 2020 but EBIT margin better than expected
- HOMAG optimization on track



Order intake gaining momentum

2. Service business with a solid finish in 2020

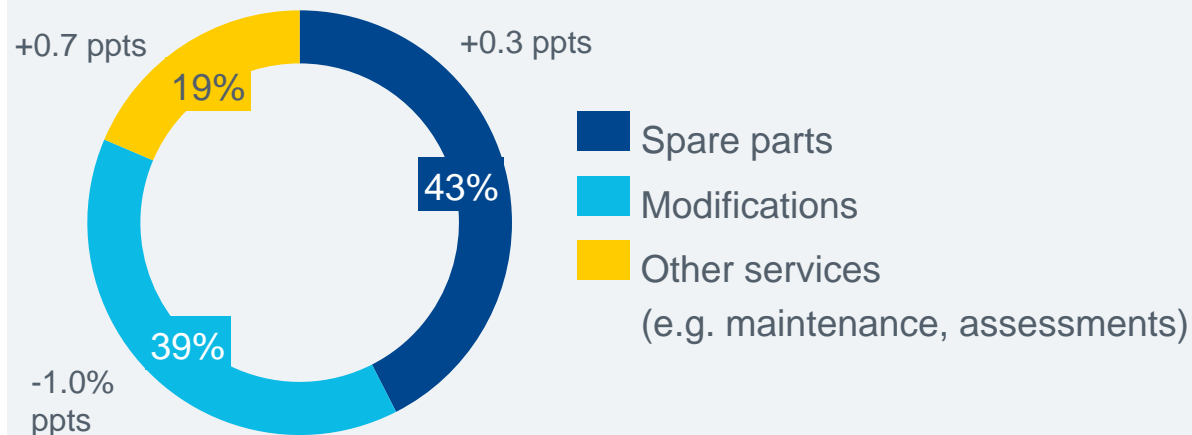
High share of sales revenue in Q4



Key aspects

- Service recovery supporting Q4 earnings especially at APT
- Service margin on last year's level

Service mix 2020



Recovery of service revenues as customers increase production

3

Financials

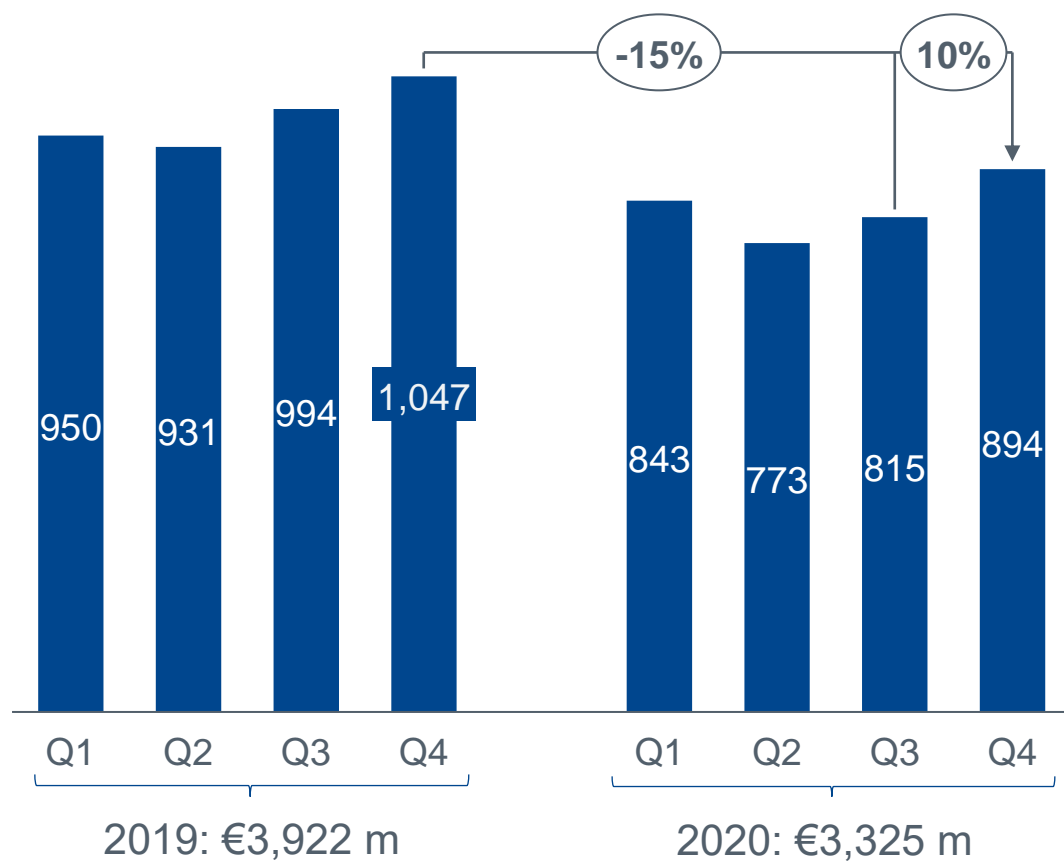
3. Financials: Overall a solid set of figures

	2020	2019	Δ	Q4 2020	Q4 2019	Δ
Sales revenues in € m	3,324.8	3,921.5	-15.2%	894.3	1,047.4	-14.6%
Gross profit on sales in € m	604.2	838.2	-27.9%	144.5	212.2	-31.9%
Gross margin in %	18.2	21.4	-3.2 pts	16.2	20.3	-4.1 pts
EBITDA in € m	125.3	308.5	-59.4%	9.5	70.8	-86.6%
EBIT in € m	11.1	195.9	-94.3%	-20.5	41.8	-149.1%
EBIT margin in %	0.3	5.0	-4.7 pts	-2.3	4.0	-6.3 pts
EBIT before extraordinary effects in € m	99.5	263.1	-62.2%	35.9	91.6	-60.8%
EBIT margin before extraordinary effects in %	3.0	6.7	-3.7 pts	4.0	8.7	-4.7 pts
Net result in € m	-13.9	129.8	-110.7%	-26.7	27.8	-196.0%
ROCE in %	1.1	16.9	-15.8 pts	-8.3	14.4	-22.7 pts
Free cash flow in € m	110.7	44.9	146.7%	5.4	203.0	-97.3%
Net financial status in € m	-49.0	-99.3	50.6%	-49.0	-99.3	50.6%
Employees	16,525	16,493	0.2%	16,525	16,493	0.2%

Positive EBIT despite significant extraordinary effects – strong free cash flow

3. Financials: Sales revenues recover slowly

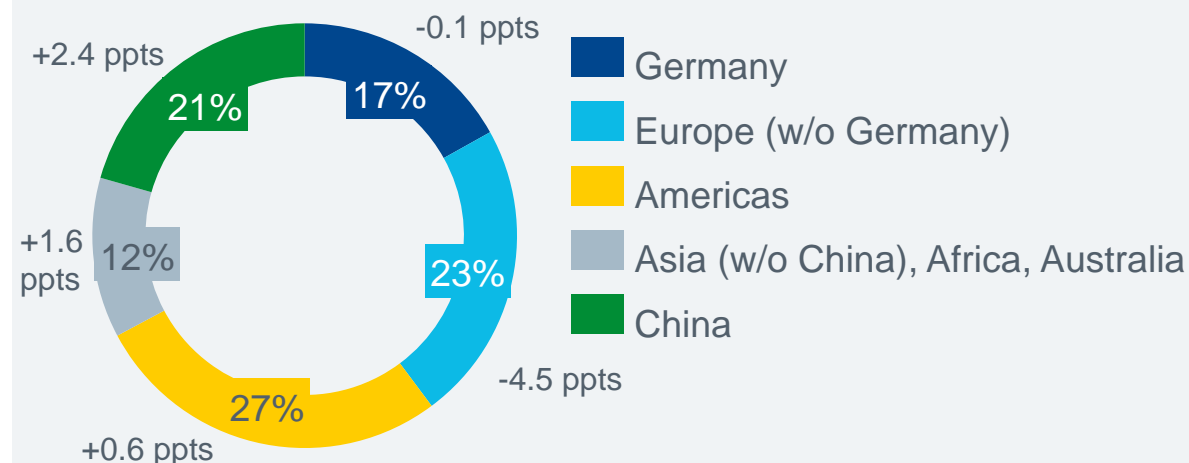
in € m



Key aspects

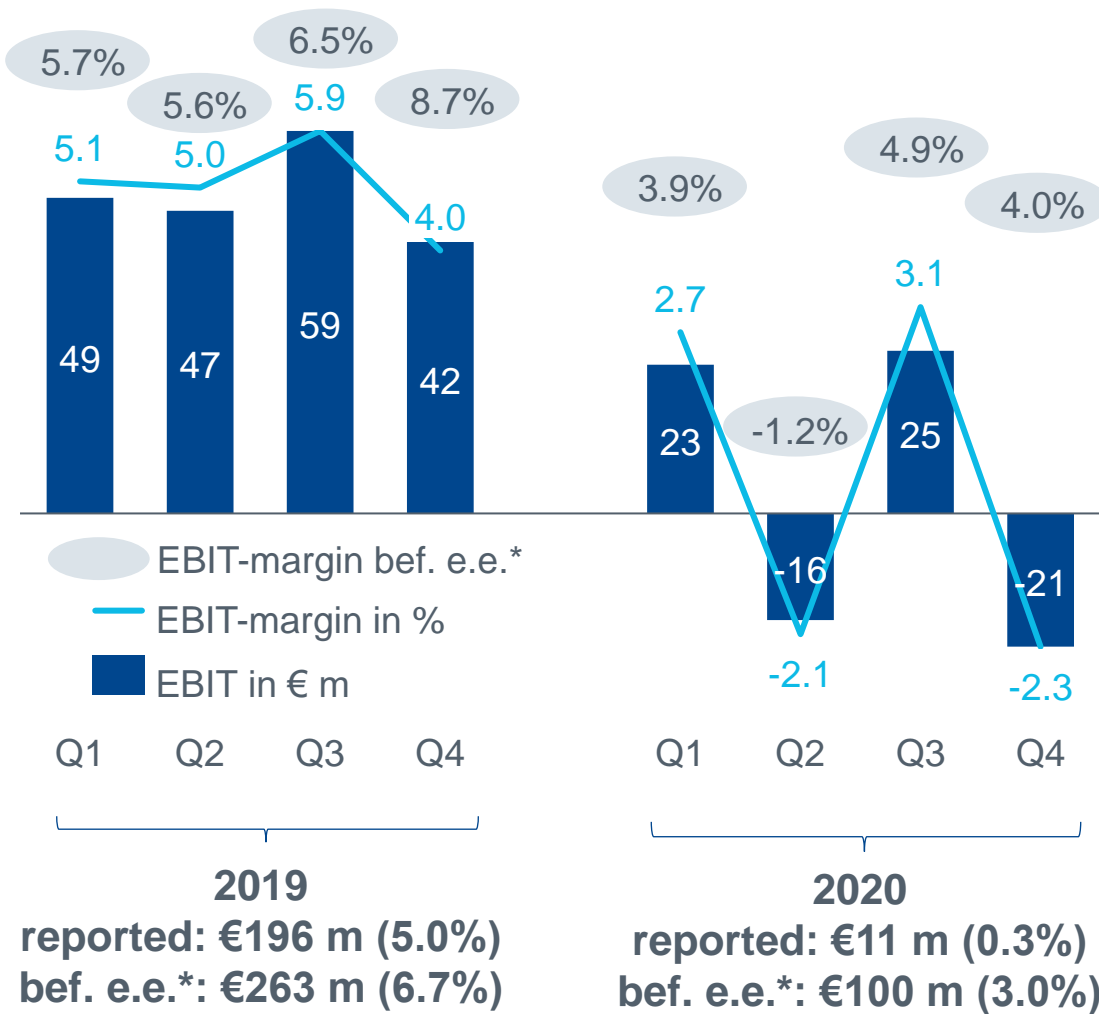
- Q4 with highest sales level per quarter in 2020
- Emerging market share of business grows

Sales per region 2020



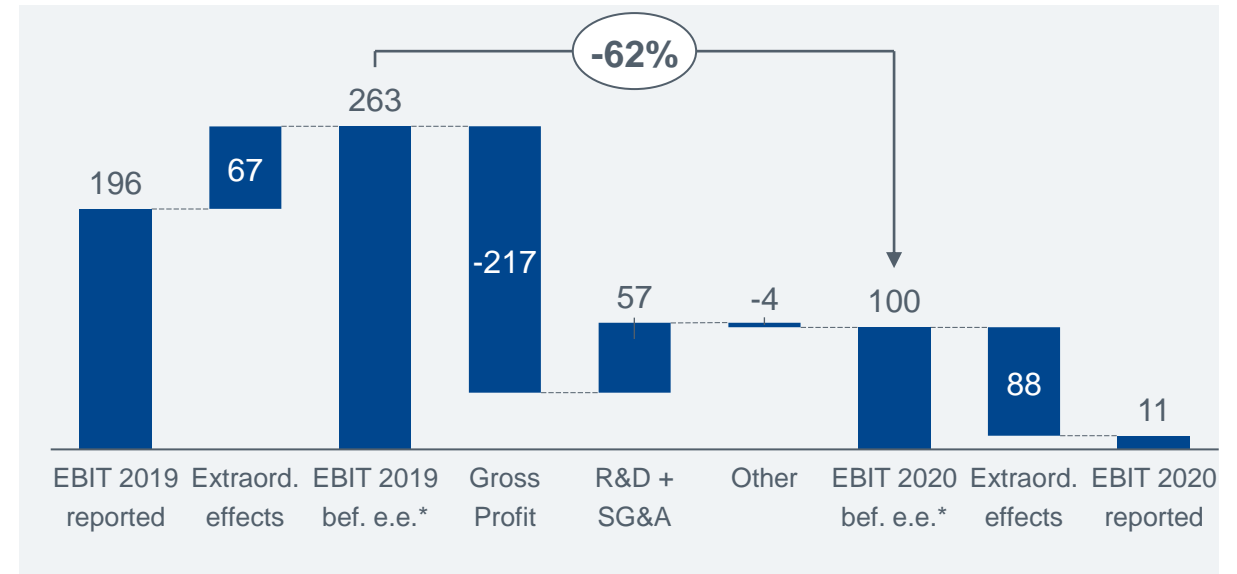
Lower order intake in first half 2020 impacts recovery speed

3. Financials: Positive EBIT despite extraordinary effects **DÜRR** GROUP.



Key aspects

- Solid development in Q4 despite margin pressure
- R&D and SG&A cost savings partly compensate lower gross profit
- Increased restructuring charges

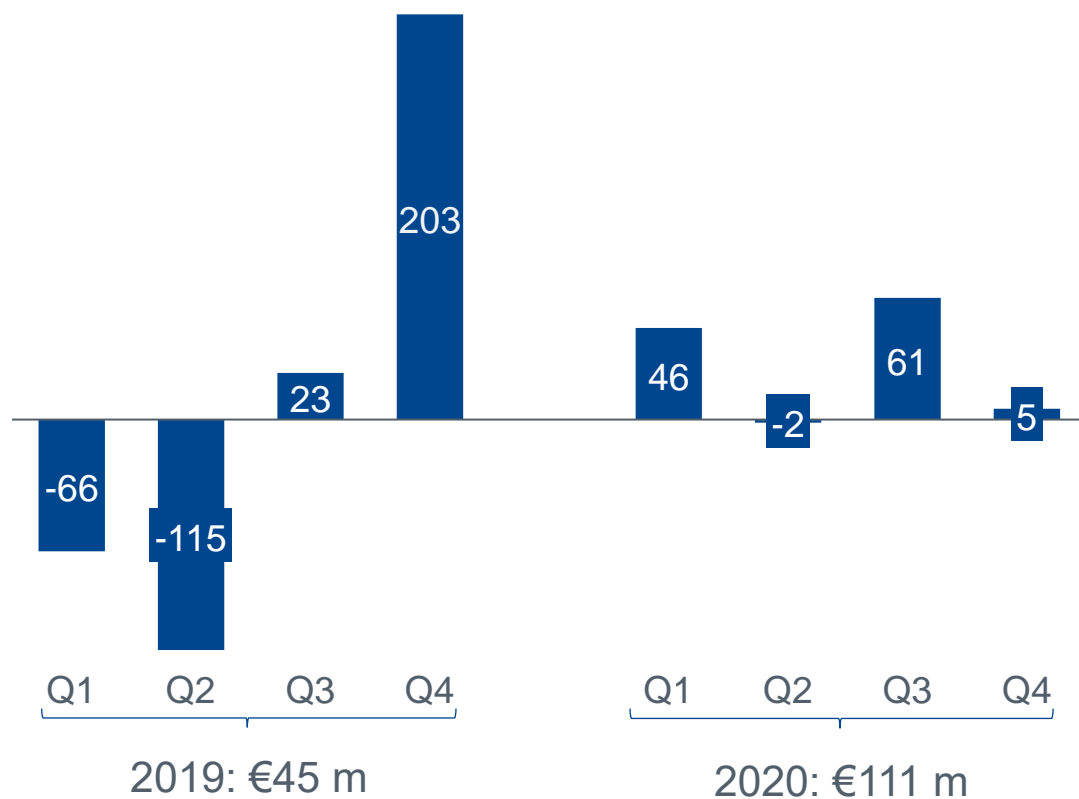


*before extraordinary effects

EBIT before extraordinary effects at 3.0% slightly ahead of expectations

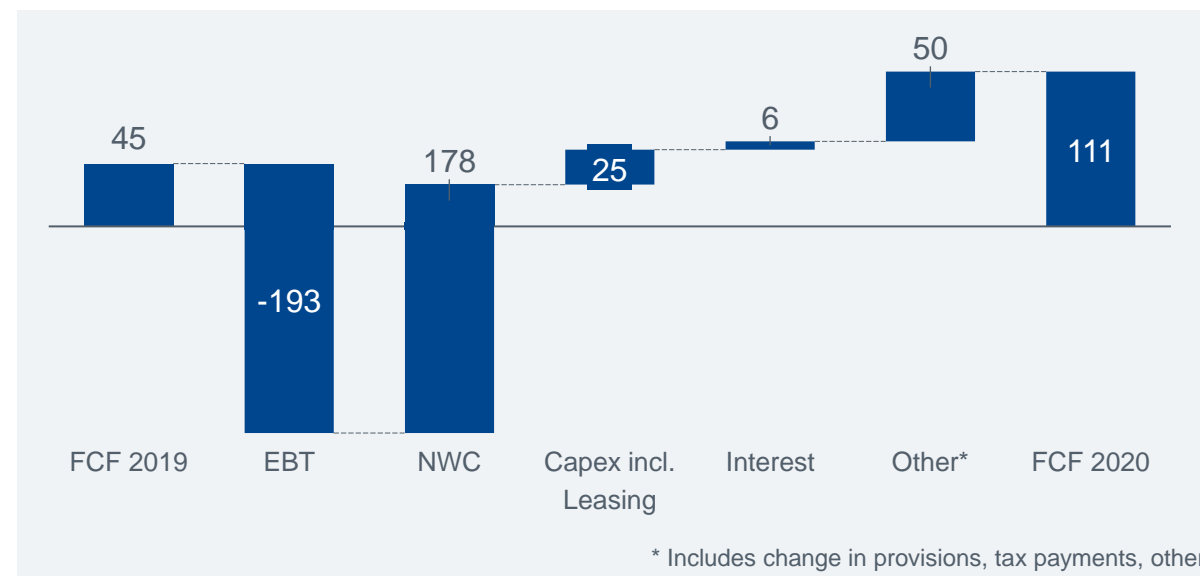
3. Financials: Free cash flow improved y-o-y

in € m



Key aspects

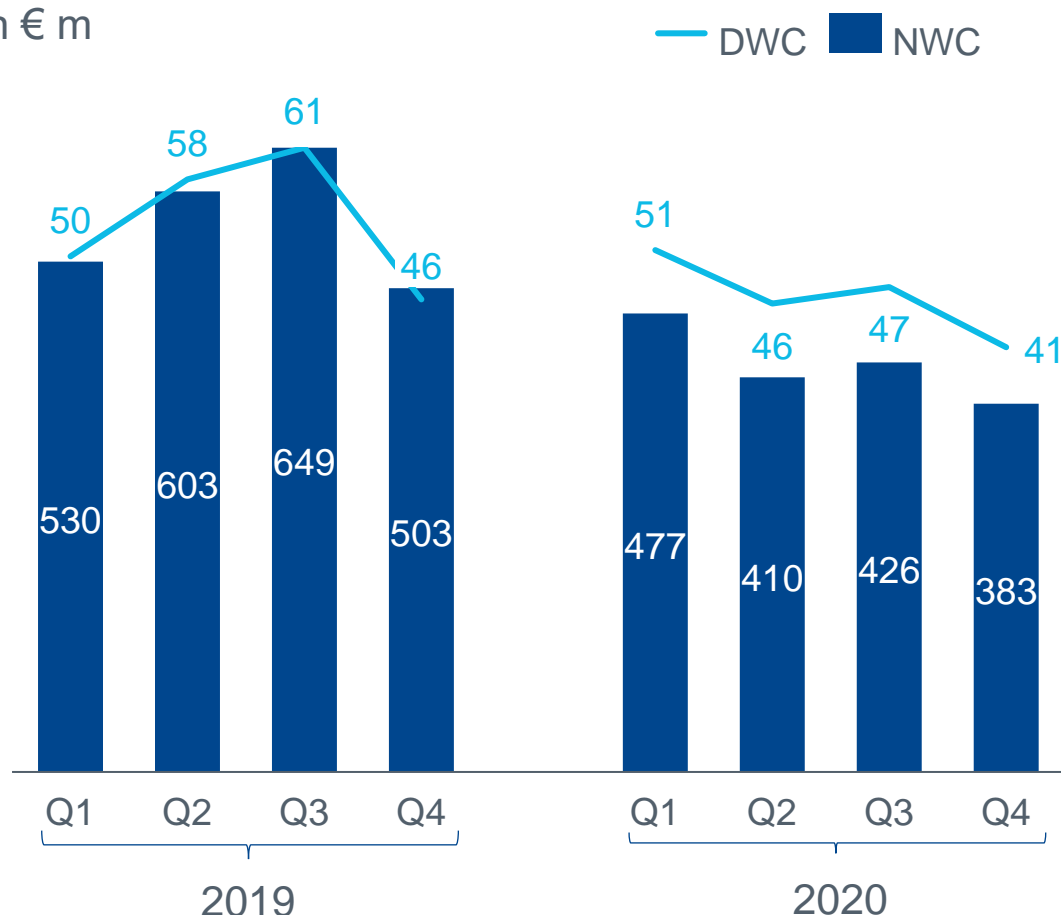
- Disciplined management of NWC and capex
- Lower tax pre-payments due to declining profits
- Increased restructuring charges compared to 2019



Solid free cash flow generation due to disciplined NWC and Capex management

3. Financials: Disciplined NWC management

in € m



Key aspects

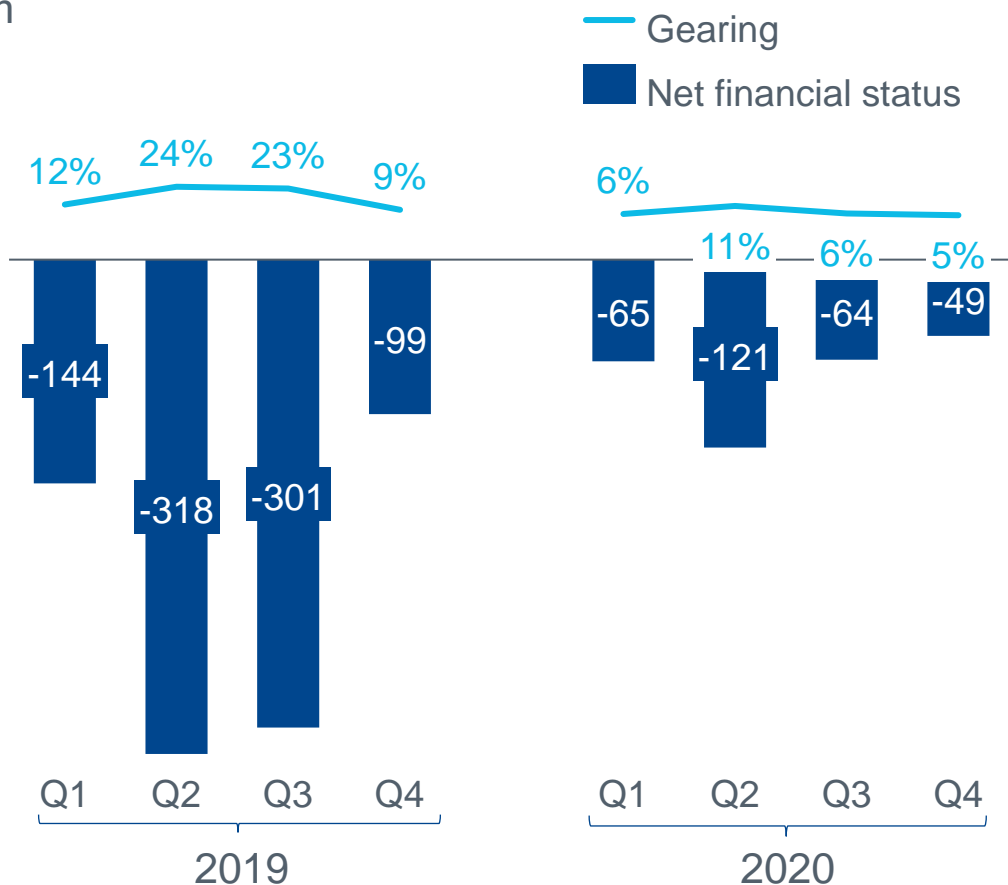
- Customer payments continue to be solid
- Contract liabilities above prior year's level
- Decline in receivables and contract assets
- NWC well below prior year's level

in € m		12/31/2020	12/31/2019
	Inventories and prepayments	508.6	509.2
+	Total trade receivables	510.2	586.1
+	Total contract assets	393.4	519.1
-	Trade payables (incl. liabilities from notes payable)	377.5	479.0
-	Total contract liabilities	652.1	632.7
=	Net working capital	382.6	502.7
DWC		41.4	46.1

DWC reaching lower end of target range of 40 to 50 days

3. Financials: Net financial status improved

in € m



Key aspects

- Net financial status improved due to solid free cash flow generation
- Net financial status includes €98.4 m leasing liabilities
- Low level of gearing and leverage maintained

in € m		12/31/2020	12/31/2019
	Total liquidity	1,019.0	822.0
-	Gross debt	-1,068.0	-921.2
=	Net financial status	-49.0	-99.3
	EBITDA	125.3	308.5
	Net financial debt / EBITDA	0.4	0.3

Carefully managing net debt levels during the pandemic

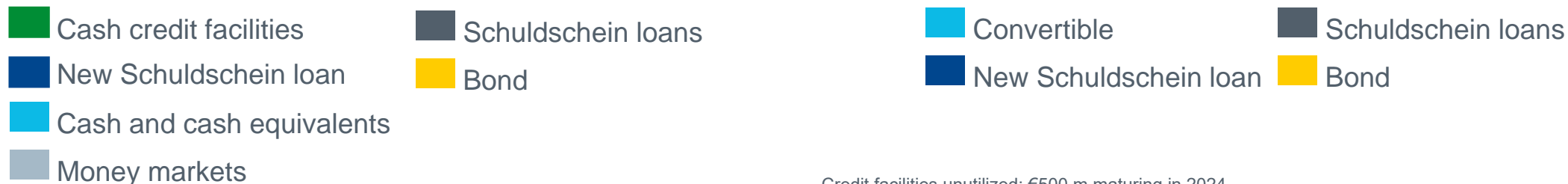
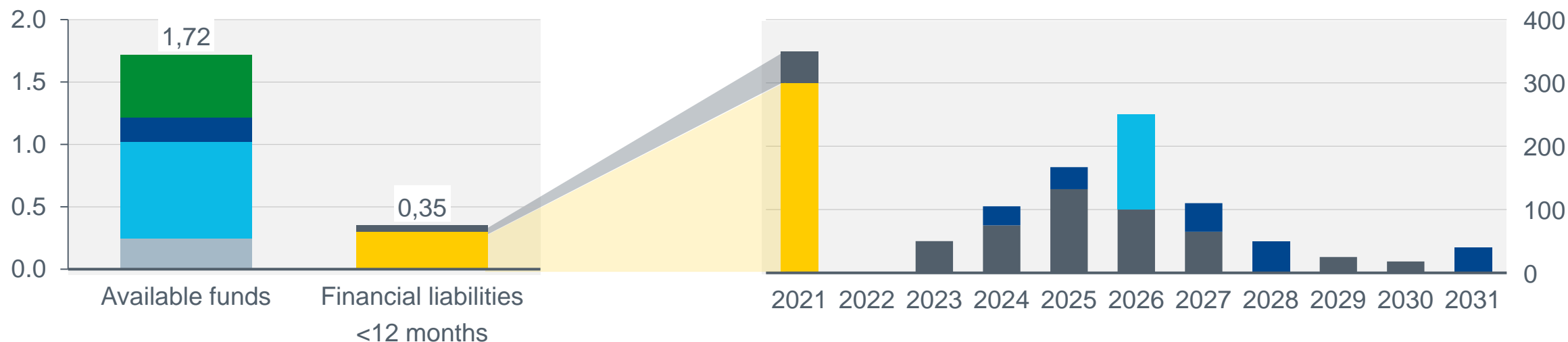
3. Financials: Comfortable liquidity headroom

Maturities well covered with cash and free credit lines

in € billion (pro forma*)

Maturity profile (pro forma*)

in € million



Credit facilities unutilized: €500 m maturing in 2024

Other financial liabilities not included

* Figures as of 31 December 2020, but including new Schuldschein loan issued on 18 December 2020 (payout 01/21)

Without leasing liabilities or accrued interest

Maturities well covered with cash and free credit lines

4

Outlook

4. Outlook: Benefitting from global mega trends

Our solutions help our customers achieve efficient and sustainable production

FUNDAMENTAL TRENDS

Population growth

Growing middle class

Resource efficiency

Environmental protection

Market specific trends

- **E-mobility**
- **Automation + digitalization**
- **Tightening emission standards**
- **Growing demand for wood as material**

Dürr Group

- **Supporting automotive transformation**
 - Paint shop supplier of choice for EV-start-ups
 - Assembly, balancing and battery production
- **Leading innovative solutions**
 - Maximize OEE by high availability, digital products/AI
 - Leading automation competence
 - Individualize production (batch-size 1)
- **Sustainable production enabler**
 - Low emission + consumption solutions
 - Global no. 1 in exhaust-air purification technology
- **Strong & growing position in woodworking machinery**
 - Leader in equipment for furniture production
 - Expanding into solid wood processing systems

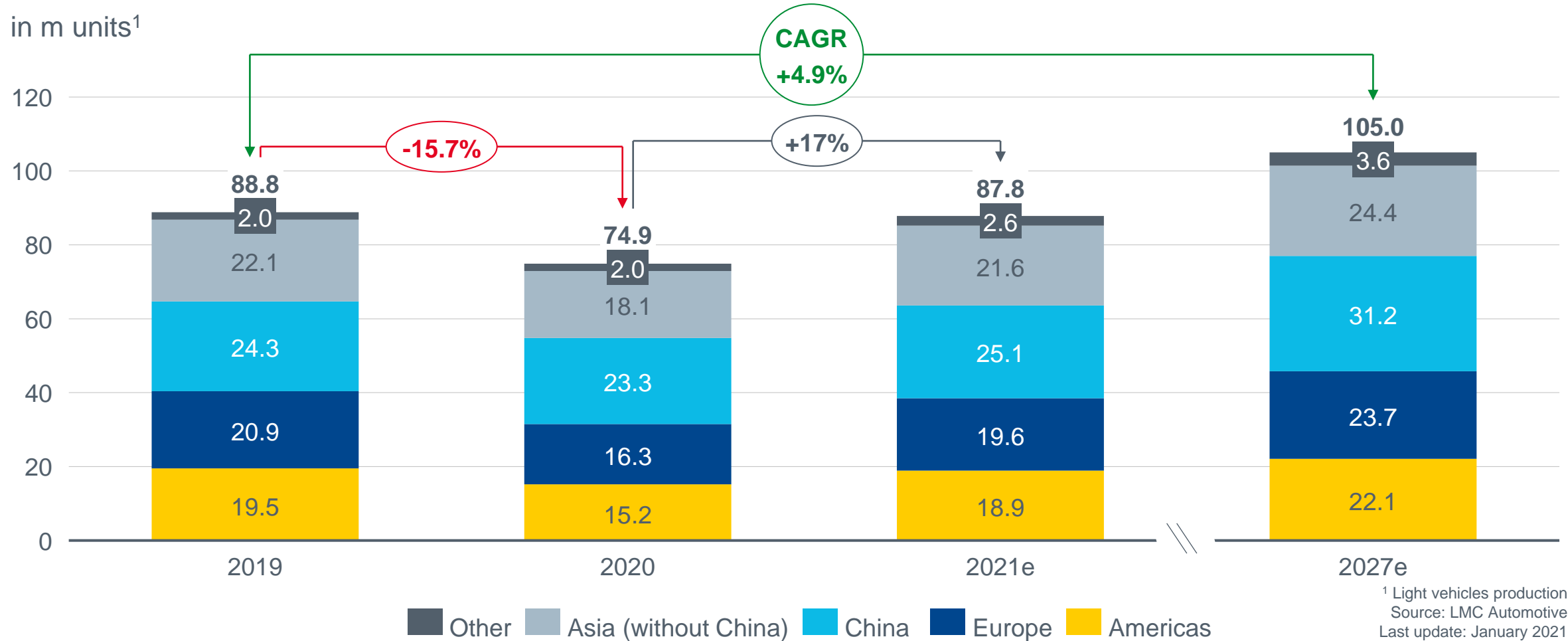
Automation, digitalization and sustainability are key drivers for Dürr's business

4. Outlook: Recovery in car production expected in 2021

DÜRR GROUP.

Long-term growth projection intact

in m units¹

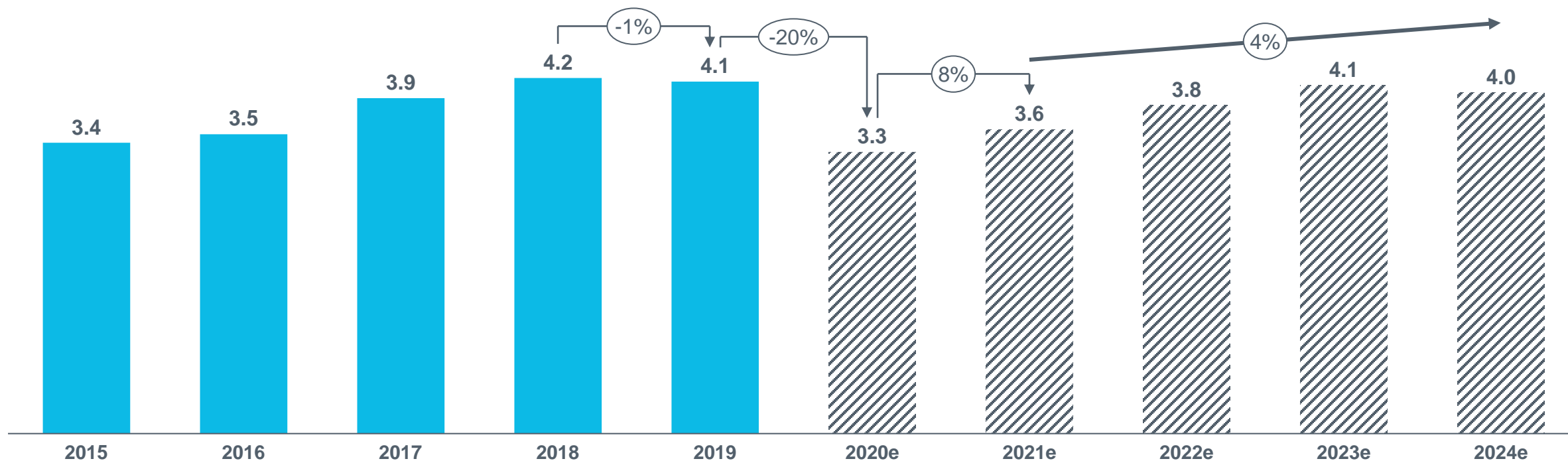


However, high uncertainties due to Corona and chip shortage

4. Outlook: Revival of Woodworking machinery market

Sequential market recovery with 2019 levels to be reached in 2023

Market volume [in € billion]
Woodworking Machinery and Systems¹



¹w/o Solid Wood Solutions
Source: Innomis, CSIL, regional market expectation, competitor information; e = expected

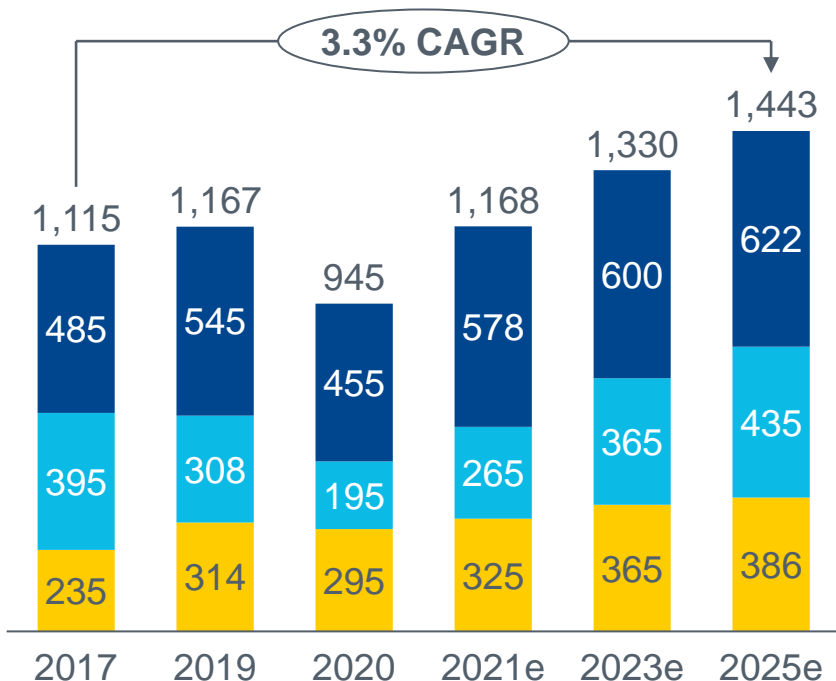
First signs of next investment cycle become visible

4. Outlook: Solid wood construction market growth

On the way to become a leading full solution provider

Machinery market development

~ 70%
addressable
market



■ Timber Processing ■ Mass Timber ■ House building
Source: Innomis; competitor reporting, Androschin&Partner, Holzkurier & own estimations

Process chain construction elements

Timber Processing



HOMAG



System TM acquisition
Annual consolidated
sales
~ €30 m

Mass Timber



H Solutions



strategic
partnerships &
acquisitions

House Building



WEINMANN



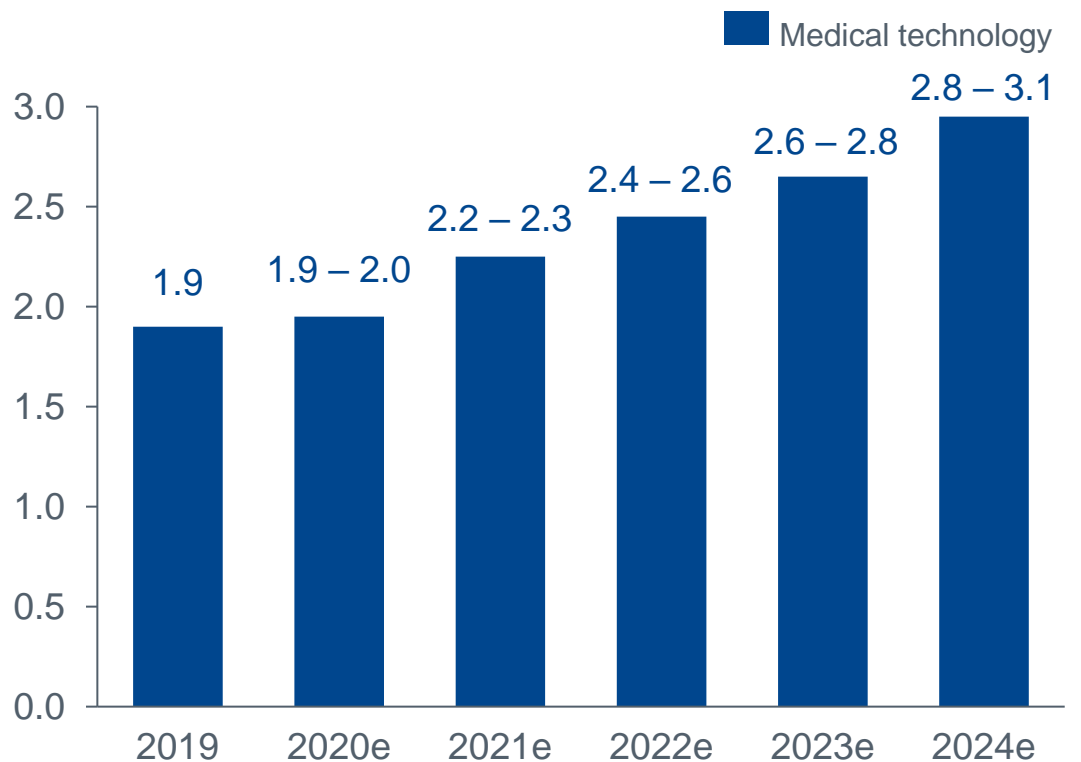
strategic partnership
Annual consolidated
sales
~ €45 m

HOMAG Group to be the turn-key systems partner from the sawmill to housebuilding

Expanding coverage of value chain in a fast growing market

4. Outlook: Production systems for medical technology

Market potential in € bn



Source: Dürr analysis

Market drivers

- Increasing demand for reliable and cost-effective production systems for sophisticated products
- Move towards turnkey solutions for complex assembly and testing process technology



© teamtechnik

Increasing automation in production of medical technology

4. Outlook: Guidance 2021

	Actual 2020	Targets 2021
Incoming orders in € m	3,283.2	3,600 – 3,900
Sales revenue in € m	3,324.8	3,450 – 3,650
EBIT margin in %	0.3	3.3 – 4.3
EBIT margin before extraordinary effects in %	3.0	4.2 – 5.2
ROCE in %	1.1	9 – 13
Earnings after tax in € m	-13.9	40 – 90
Free cash flow in € m	110.7	-50 – 0
Net financial status in € m (12/31)	-49.0	-225 – -175
Capital expenditure ¹ in % of sales revenue	2.3	2.5 – 3.5

- Weak order intake in 2020 impacts sales revenue and EBIT margin recovery in 2021
- Temporarily lower free cash flow due to build-up of NWC as sales recover, restructuring payouts, higher capex and tax payments

¹ excluding acquisitions

Solid order intake, recovery of top & bottom-line but lower free cash flow

4. Outlook: Breakdown of guidance 2021 by division

	Order intake (in € m)		Sales (in € m)		EBIT margin (in %)	
	2020	Targets 2021	2020	Targets 2021	2020 before e.e.*	Targets 2021 before e.e.*
Paint and Final Assembly Systems	1,142	1,250 – 1,400	1,174	1,170 – 1,270	3.1	3.2 – 4.2
Application Technology	471	525 – 575	459	480 – 520	4.1	8.5 – 9.5
Clean Technology Systems	397	410 – 450	386	410 – 450	5.3	5.5 – 6.5
Measuring and Process Systems	180	190 – 210	194	200 – 220	0.1	4.8 – 5.8
Woodworking Machinery and Systems	1,093	1,170 – 1,270	1,112	1,120 – 1,220	2.4	4.0 – 5.0

* before extraordinary effects

4. Outlook: Strategy and mid-term targets unchanged

FOUR STRATEGIC FIELDS

- Global Presence
- Innovation
- Efficiency
- Life Cycle Services

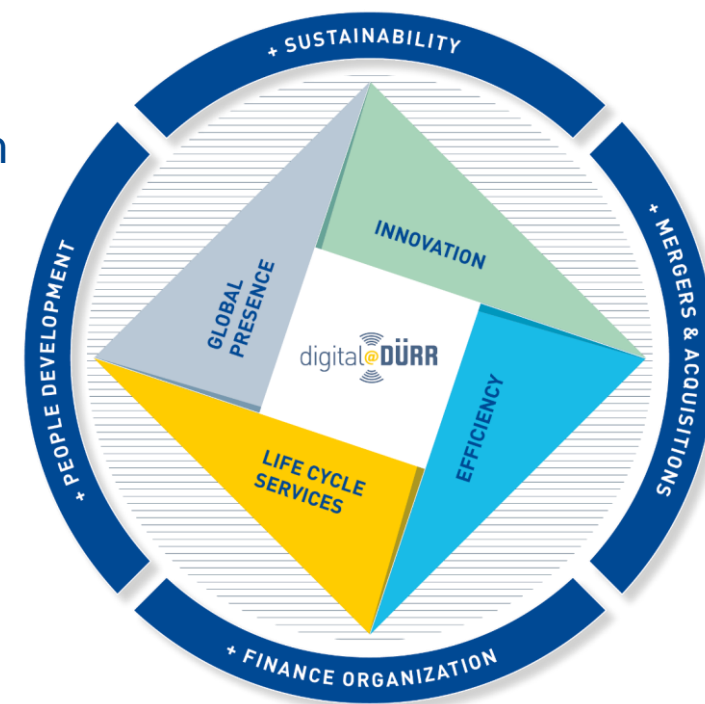
FOUR ENABLERS

- Sustainability
- M&A
- Finance Organization
- People Development

2-3%
Annual average
organic sales growth

≥ 8%
EBIT margin

≥ 25%
ROCE



Dürer is well on track to reach its mid-term targets

5

Summary

5. Summary 2020 and outlook 2021

1. Order intake, sales revenue and EBIT within or slightly above target range
2. Strong cash flow and improved NWC – high level of liquidity at year-end 2020
3. Portfolio strengthened with several strategic acquisitions – potential for further growth
4. Optimization and capacity adjustment measures on track
5. 2021 starting point for profitable growth: Strong focus on improving margins and tight management of NWC and cash flow



2020 targets reached or exceeded – top and bottom-line growth in 2021

Appendix

P&L in detail

in € m	2020	2019	Δ	Q4 2020	Q4 2019	Δ
Sales revenues	3,324.8	3,921.5	-15.2%	894.3	1,047.4	-14.6%
Cost of sales	-2,720.6	-3,083.3	-11.8%	-749.8	-835.2	-10.2%
Gross profit on sales	604.2	838.2	-27.9%	144.5	212.2	-31.9%
Selling expenses	-304.2	-337.6	-9.9%	-85.0	-88.3	-3.7%
General administrative expenses	-181.9	-190.6	-4.6%	-51.4	-51.0	0.7%
Research and development costs	-107.7	-110.8	-2.8%	-29.8	-26.1	14.0%
Other operating income	55.8	22.7	145.6%	14.3	5.3	170.6%
Other operating expenses	-55.1	-26.0	111.7%	-13.1	-10.2	28.1%
Earnings before investment income, interest and income taxes	11.1	195.9	-94.3%	-20.5	41.8	-149.1%
Investment income	5.6	6.4	-11.9%	0.6	2.2	-71.1%
Interest and similar income	4.4	5.8	-23.9%	0.9	1.8	-49.4%
Interest and similar expenses	-39.7	-33.4	19.0%	-17.5	-13.4	30.0%
Earnings before income taxes	-18.5	174.7	-110.6%	-36.4	32.3	-212.7%
Income taxes	4.7	-44.9	-110.4%	9.8	-4.6	-314.2%
Profit/loss of the Dürr Group	-13.9	129.8	-110.7%	-26.7	27.8	-196.0%
Attributable to:						
Non-controlling interests	1.9	5.8	-66.3%	0.1	1.9	-92.5%
Shareholders of Dürr Aktiengesellschaft	-15.8	124.1	-112.7%	-26.8	25.9	-203.5%
Number of shares issued in thousands	69,202.1	69,202.1	-	69,202.1	69,202.1	-
Earnings per share in € (basic and diluted)	-0.23	1.79	-112.8%	-0.39	0.37	-205.4%

Balance sheet highlights (1/2)

	2020	2019
Non-current assets	1,315.6	1,322.4
of which goodwill and intangibles	661.3	644.0
of which property, plant and equipment	488.4	525.4
of which investment and financial assets	54.3	70.5
Current assets	2,563.2	2,560.0
of which inventories and prepayments	508.6	509.2
of which contract assets	393.4	519.1
of which trade receivables	483.8	570.3
of which sundry financial assets	309.0	206.4
of which cash and cash equivalents	769.2	662.0
Total assets Dürr Group	3,878.8	3,882.3

Balance sheet highlights (2/2)

Equity and Liabilities in € m	2020	2019
Total equity	908.1	1,043.4
of which non-controlling interests	4.5	12.7
Non-current liabilities	816.2	1,056.4
of which provisions	79.5	81.3
of which bond and Schuldschein loans	602.2	798.2
of which other financial liabilities	71.7	86.8
of which deferred taxes	37.3	81.2
Current liabilities	2,154.4	1,782.6
of which other provisions	192.3	148.1
of which contract liabilities	648.9	630.6
of which trade payables	377.2	478.8
of which bond and Schuldschein loans	349.7	0.0
of which sundry financial liabilities	362.3	319.9
of which other liabilities	111.3	118.8
Total equity and liabilities Dürr Group	3,878.8	3,882.3











Cash flow

in € m	2020	2019	2018
EBT	-18.5	174.7	219.7
Depreciation and amortization of non-current assets	114.2	112.6	93.4
Interest result	35.3	27.6	20.9
Income taxes paid	-32.7	-64.2	-93.0
Δ Provisions	40.6	18.8	-29.9
Δ Net working capital	113.5	-64.8	-51.6
Other	-37.3	-32.7	2.7
Operating cash flow	215.0	171.9	162.3
Interest paid (net)	-22.4	-20.2	-12.0
Repayment lease liabilities	-29.7	-27.4	0.0
Capital expenditures	-52.1	-79.4	-71.9
Free cash flow	110.7	44.9	78.4
Others (e.g. dividends, acquisitions, currency effects)	-60.4	-69.8	-222.4
Change net financial status	50.3	-24.9	-144.0

Overview financial instruments

	Volume outstanding	Maturity	Coupon (avg.)
Bond 2014	€300m	April 2021	2.875%
Schuldschein loan 2016	€200m	2021, 2023, 2026	1.6%
Schuldschein loan 2019	€200m	2024, 2025, 2027, 2029	0.84%
Schuldschein loan 2020	€115m	2025, 2027, 2030	0.9%
Convertible bond 2020	€150m	2026	0.75%
Schuldschein loan 2021	€200m	2024, 2025, 2027, 2028, 2031	2.0%
Total	€1,165m		1.69%

Qualitative Free Cashflow Bridge 2020 - 2021

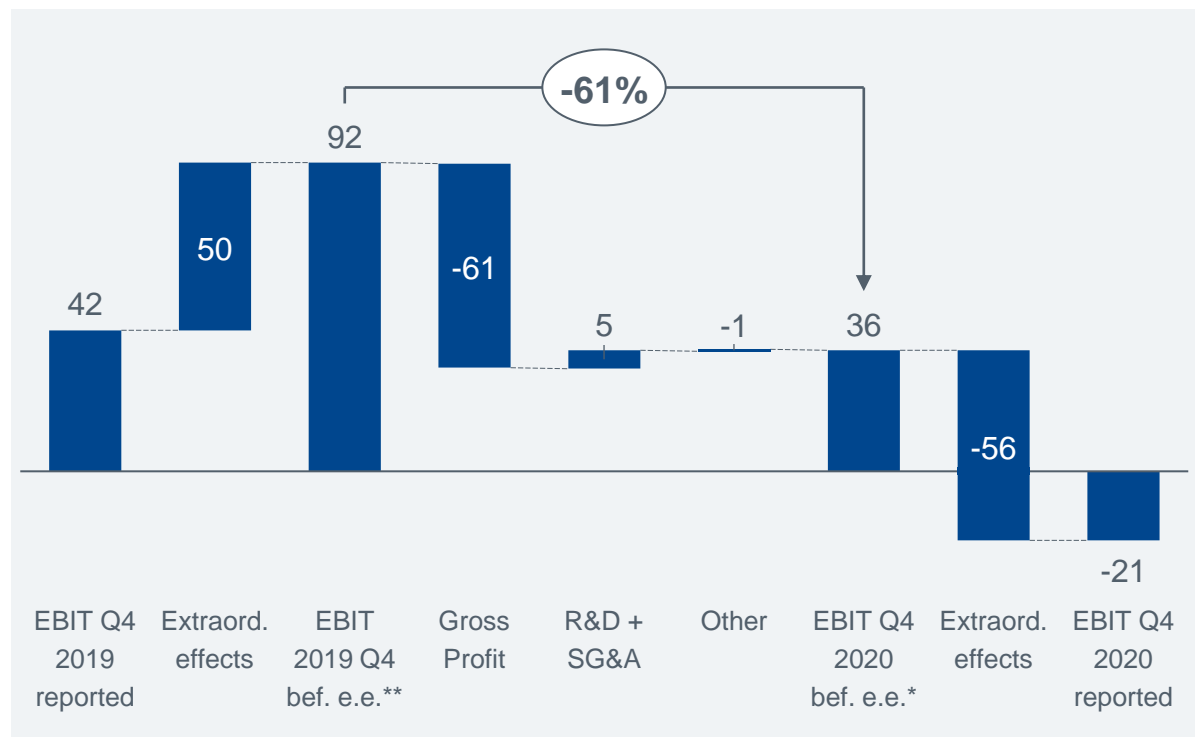
	FCF impact 2020	FCF impact 2021
EBIT development	EBIT decline 	EBIT recovery 
NWC development	NWC decline 	NWC build-up with sales 
Capex	Savings 	Increase 
Tax payments	Lower prepayments 	Increasing payments 
Restructuring payouts	Low 	High 

However:

- Very high liquidity level at year-end 2020
- Maturities in 2021 largely refinanced with Schuldschein loan and Convertible
- Low net debt and leverage (0.4x) leaves flexibility to temporarily increase net debt and leverage to around 1x

Strong financial position to cover temporary burden on FCF

Q4 EBIT bridge



*before extraordinary effects

Q4 EBIT bridge

- Gross profit decline due to Corona
- R&D and SG&A cost savings partly compensate lower gross profit
- Increased extraordinary effects compared to prior year

Overview: Financial figures by division (1/2)

		2020 ¹					2019 ²					2018				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
PFS	Incoming orders in € m	249.9	240.3	306.8	345.3	1,142.3	436.1	249.3	281.2	548.5	1,515.0	274.2	303.3	187.9	534.9	1,300.4
	Sales revenues in € m	297.2	277.4	279.7	319.5	1,173.8	348.9	334.7	366.3	365.6	1,415.5	270.2	297.1	311.2	357.1	1,235.7
	Order backlog in € m	1,344.0	1,234.2	1,248.6	1,272.6		1,418.1	1,312.7	1,238.1	1,412.8		1,217.9	1,232.3	1,033.9	1,216.4	
	EBIT in € m	10.5	3.7	10.5	-18.2	6.4	16.1	14.5	19.9	28.2	78.7	12.4	12.5	14.0	17.0	56.0
	EBIT before extraordinary effects in €	11.2	4.5	12.3	8.9	36.9	17.1	15.0	20.5	28.7	81.3	13.0	13.0	14.5	17.6	58.1
	Employees	4,465	4,428	4,423	4,383		4,277	4,304	4,370	4,412		3,435	3,405	3,447	3,472	
APT	Incoming orders in € m	116.7	77.0	119.1	157.9	470.7	159.6	145.5	151.1	184.6	640.8	168.6	176.6	141.2	146.0	632.4
	Sales revenues in € m	121.4	97.2	107.3	133.5	459.4	139.4	132.3	155.5	165.7	592.8	145.5	152.5	174.1	180.5	652.6
	Order backlog in € m	403.7	372.9	371.5	360.8		391.5	400.7	399.3	417.5		424.0	449.8	398.3	366.5	
	EBIT in € m	5.7	-6.7	6.9	-11.6	-5.8	14.6	13.2	16.3	13.1	57.1	15.2	15.5	17.4	19.9	68.0
	EBIT before extraordinary effects in €	7.9	-6.0	8.2	8.9	19.0	14.7	13.2	16.3	19.1	63.3	15.2	15.6	17.4	19.9	68.2
	Employees	2,301	2,228	2,212	2,162		2,271	2,251	2,306	2,306		2,112	2,154	2,230	2,246	
CTS	Incoming orders in € m	108.8	107.1	93.1	87.9	396.9	112.6	95.5	126.0	115.0	449.1	57.6	58.8	36.3	105.3	258.2
	Sales revenues in € m	82.3	95.8	99.6	108.4	386.2	88.3	92.1	91.6	123.4	395.3	30.3	34.7	54.9	106.8	226.7
	Order backlog in € m	269.6	273.9	263.8	240.4		217.8	217.1	255.1	243.7		125.7	152.2	130.8	191.3	
	EBIT in € m	-1.2	0.2	6.6	8.2	13.7	-0.7	1.4	3.7	7.7	12.1	-1.0	-1.6	-11.7	-0.7	-15.0
	EBIT before extraordinary effects in €	1.8	2.3	8.1	8.3	20.6	1.2	4.1	6.6	11.3	23.3	-0.8	-1.4	2.0	5.4	5.1
	Employees	1,392	1,375	1,336	1,348		1,443	1,427	1,425	1,418		601	600	612	1,472	
MPS	Incoming orders in € m	61.1	28.9	37.6	52.8	180.4	63.1	68.7	63.8	56.4	251.9	103.4	111.1	93.2	95.6	403.3
	Sales revenues in € m	52.1	40.4	46.7	54.3	193.5	54.1	53.9	60.2	70.4	238.6	99.4	114.2	112.6	130.4	456.5
	Order backlog in € m	132.9	117.5	105.1	101.9		120.5	134.1	138.3	122.7		260.2	258.3	236.0	201.5	
	EBIT in € m	-1.6	-3.1	-0.7	2.5	-2.9	3.4	3.4	6.7	8.2	21.8	10.4	13.5	14.1	21.8	59.7
	EBIT before extraordinary effects in €	-1.4	-3.0	3.2	1.4	0.2	3.7	3.7	6.8	9.1	23.4	10.9	13.8	14.4	22.2	61.3
	Employees	1,524	1,476	1,450	1,407		1,543	1,547	1,550	1,515		2,317	2,303	2,325	2,279	

¹ Since 01.01.2020 the Testing and Filling Automotive business has been part of the PFS division (before: MPS)

² figures for PFS and MPS adjusted to enable a YOY comparison

Overview: Financial figures by division (2/2)

		2020 ¹					2019 ²					2018				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
WMS	Incoming orders in € m	301.7	191.5	269.7	329.9	1,092.8	334.6	256.2	316.5	312.3	1,219.6	415.2	286.1	339.6	295.9	1,336.8
	Sales revenues in € m	289.6	261.9	281.9	278.6	1,111.9	319.2	317.5	320.1	322.3	1,279.1	294.6	311.1	331.6	361.0	1,298.3
	Order backlog in € m	553.9	480.3	460.8	581.0		622.0	557.6	559.6	546.1		676.4	657.6	666.3	601.6	
	EBIT in € m	12.5	-9.0	4.9	1.5	9.9	18.4	16.7	17.0	-14.6	37.4	19.7	17.4	21.5	27.6	86.2
	EBIT before extraordinary effects in €	16.1	-5.4	10.1	6.2	27.0	20.5	18.8	19.2	24.2	82.7	21.9	19.6	23.7	29.7	94.9
	Employees	6,613	6,498	6,482	6,942		6,633	6,592	6,615	6,569		6,484	6,567	6,605	6,593	
CC / Cons.	Incoming orders in € m	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Sales revenues in € m	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Order backlog in € m	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0		0.1	0.0	0.0	0.0	
	EBIT in € m	-3.0	-1.4	-3.1	-2.9	-10.3	-3.1	-2.5	-4.7	-0.8	-11.2	-5.7	-7.0	-3.3	-5.4	-21.4
	EBIT before extraordinary effects in €	-2.9	-1.4	-2.0	2.3	-4.1	-2.8	-2.5	-4.8	-0.8	-10.9	-3.4	-4.6	-2.8	-1.9	-12.7
	Employees	267	278	278	283		248	263	268	273		204	207	242	250	
Group	Incoming orders in € m	838.3	644.8	826.3	973.8	3,283.2	1,105.9	815.1	938.6	1,216.9	4,076.5	1,019.1	935.9	798.2	1,177.7	3,930.9
	Sales revenues in € m	842.6	772.6	815.3	894.3	3,324.8	949.9	930.5	993.7	1,047.4	3,921.5	840.1	909.5	984.5	1,135.8	3,869.8
	Order backlog in € m	2,704.1	2,478.8	2,449.8	2,556.7		2,769.8	2,622.2	2,590.3	2,742.8		2,704.3	2,750.3	2,465.4	2,577.2	
	EBIT in € m	22.9	-16.4	25.0	-20.5	11.1	48.6	46.6	58.9	41.8	195.9	51.1	50.3	51.9	80.2	233.5
	EBIT before extraordinary effects in €	32.6	-8.9	39.9	35.9	99.5	54.6	52.3	64.6	91.6	263.1	56.8	56.0	69.2	93.0	274.9
	Employees	16,562	16,283	16,181	16,525		16,415	16,384	16,534	16,493		15,153	15,236	15,461	16,312	

¹ Since 01.01.2020 the Testing and Filling Automotive business has been part of the PFS division (before: MPS)

² figures for PFS and MPS adjusted to enable a YOY comparison

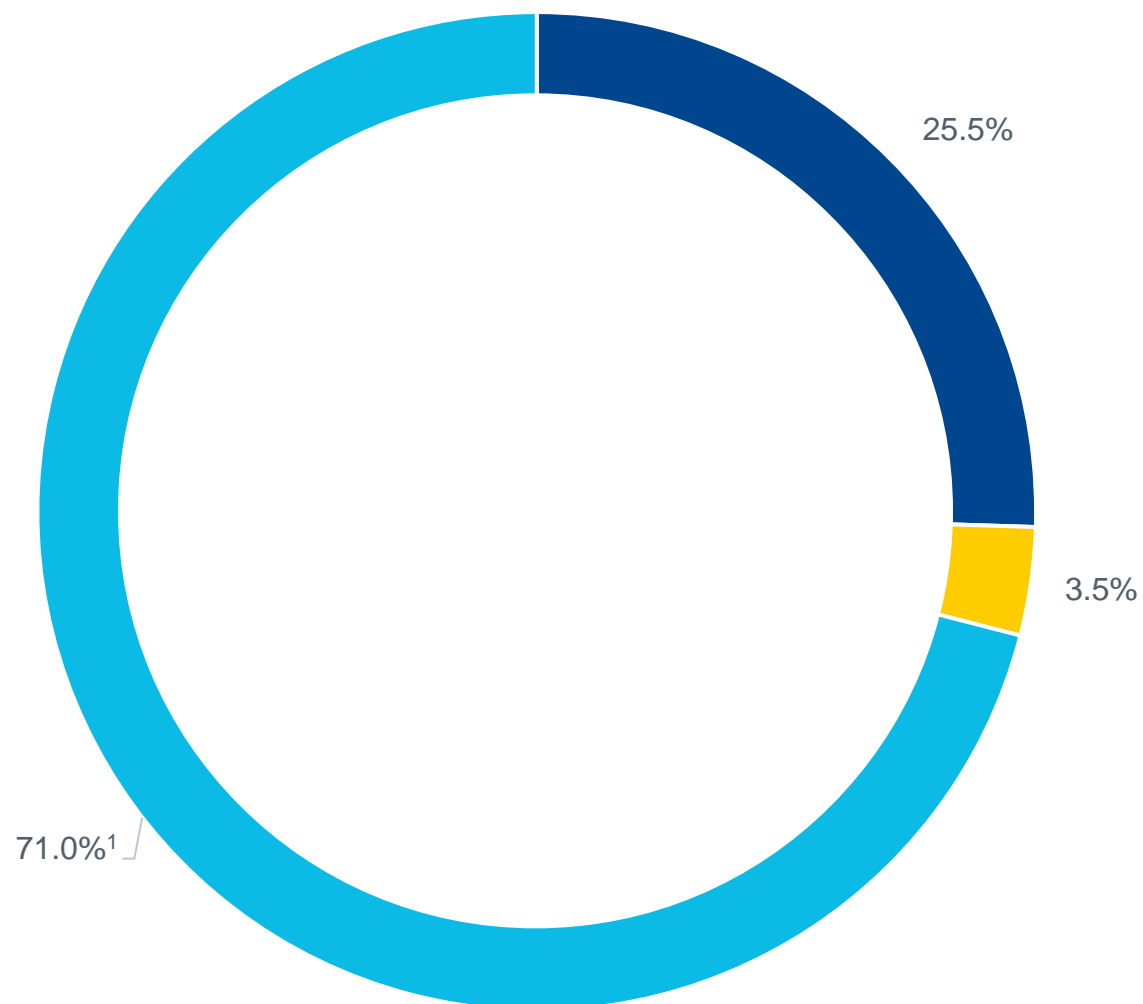
Overview: extraordinary effects

in € m

	2020					2019					2018				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
PFS	-0.7	-0.7	-1.9	-27.1	-30.5	-1.0	-0.5	-0.6	-0.5	-2.6	-0.5	-0.5	-0.5	-0.5	-2.2
APT	-2.2	-0.8	-1.3	-20.5	-24.8	-0.1	0.0	0.0	-6.0	-6.2	-0.1	-0.1	0.0	0.0	-0.2
CTS	-3.0	-2.2	-1.5	-0.2	-6.9	-1.9	-2.7	-2.9	-3.6	-11.2	-0.2	-0.2	-13.7	-6.1	-20.1
MPS	-0.1	-0.1	-4.0	1.2	-3.0	-0.4	-0.3	-0.1	-0.8	-1.6	-0.5	-0.3	-0.4	-0.4	-1.5
WMS	-3.5	-3.7	-5.1	-4.7	-17.1	-2.2	-2.2	-2.2	-38.8	-45.3	-2.2	-2.2	-2.2	-2.2	-8.7
CC	0.0	0.0	-1.0	-5.1	-6.2	-0.3	0.0	0.1	0.0	-0.3	-2.3	-2.4	-0.5	-3.5	-8.7
Total	-9.7	-7.4	-14.8	-56.4	-88.4	-6.0	-5.7	-5.7	-49.8	-67.2	-5.7	-5.7	-17.3	-12.8	-41.4

Shareholder structure

Free float at 71%¹



■ Heinz Dürr GmbH, Berlin

■ Heinz und Heide Dürr Stiftung, Berlin

■ Institutional and private investors,² including

- Candriam Luxembourg: 3.8%
- Alecta Pensionsförsäkring: 3.2%
- Credit Suisse Fund Management: 3.0%
- Members of the Dürr Board of Management: 0.3%
- Members of the Dürr Supervisory Board: 0.2%

¹ Free float calculated according to Deutsche Börse AG

² According to the relevant laws

March 2021

- 03/10/2021 Morgan Stanley Scandi Industrials Day
- **03/18/2021 Annual report 2020**
- 03/18/2021 BofA Global Industrials Conference

May 2021

- 05/06/2021 Virtual annual general meeting HOMAG Group AG
- 05/07/2021 Virtual annual general meeting Dürr AG
- 05/11/2021 Interim statement for the first quarter
- 05/12/2021 UBS Pan European Small and Mid-Cap Conference
- 05/26/2021 Erste CEE Innovation Conference

June 2021

- 06/08/2021 UBS Global Industrials and Transportation Conference
- 06/10/2021 Quirin Champions 2021

August 2021

- 08/05/2021 Interim financial report for the first half

September 2021

- 09/20/2021 Baader Investment Conference
- 09/21/2021 Berenberg & GS Tenth German Corporate Conference

November 2021

- 11/04/2021 Interim statement for the first nine months

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February 25, 2021
Bietigheim-Bissingen