

**DÜRR** GROUP.

## Preliminary figures fiscal year 2024

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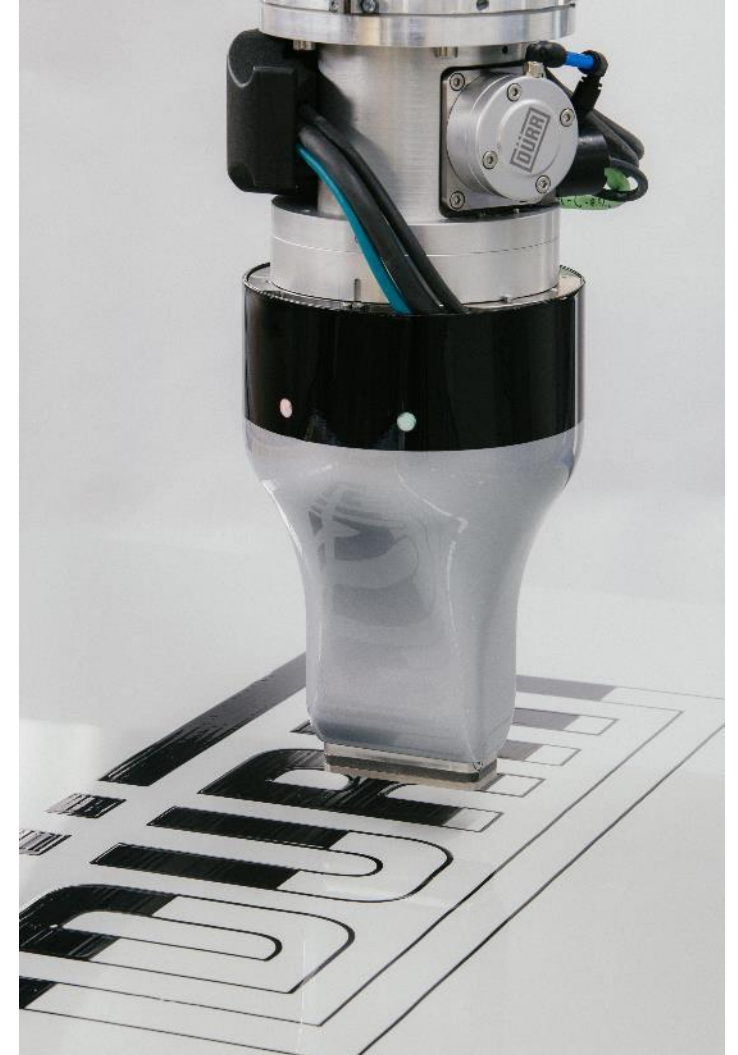
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March 06, 2025  
Bietigheim-Bissingen



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# 2024 in a nutshell: important actions taken!

## Solid operational performance in a challenging environment



**Order intake and sales**

new records



**EBIT margin**

upper half of guidance corridor



**FCF generation**

> €100 m p.a. since 2020

## Good progress with operational excellence



**Automotive**

Value before volume strategy ✓



**Environmental**

Strong project execution ✓



**Woodworking**

€50 m cost cutting ✓

## Group structure simplified



**3 focused divisions**

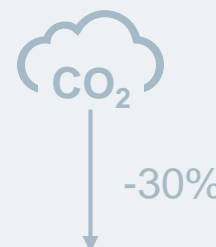
- New Automotive division ✓
- Divestment of environmental technology ↻

**SOLD**

**Focus on core business**

Filling appliance business of Agramkow sold

## New climate strategy



Emission reduction target until 2035

# Agenda

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**1** Overview Dürr Group as a whole

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**2** Divisions (old structure)

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**3** Financials Dürr Group as a whole

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**4** Financials continued operations  
and new divisions

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**5** Outlook

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**6** Summary

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# 1

## Overview Dürr Group as a whole

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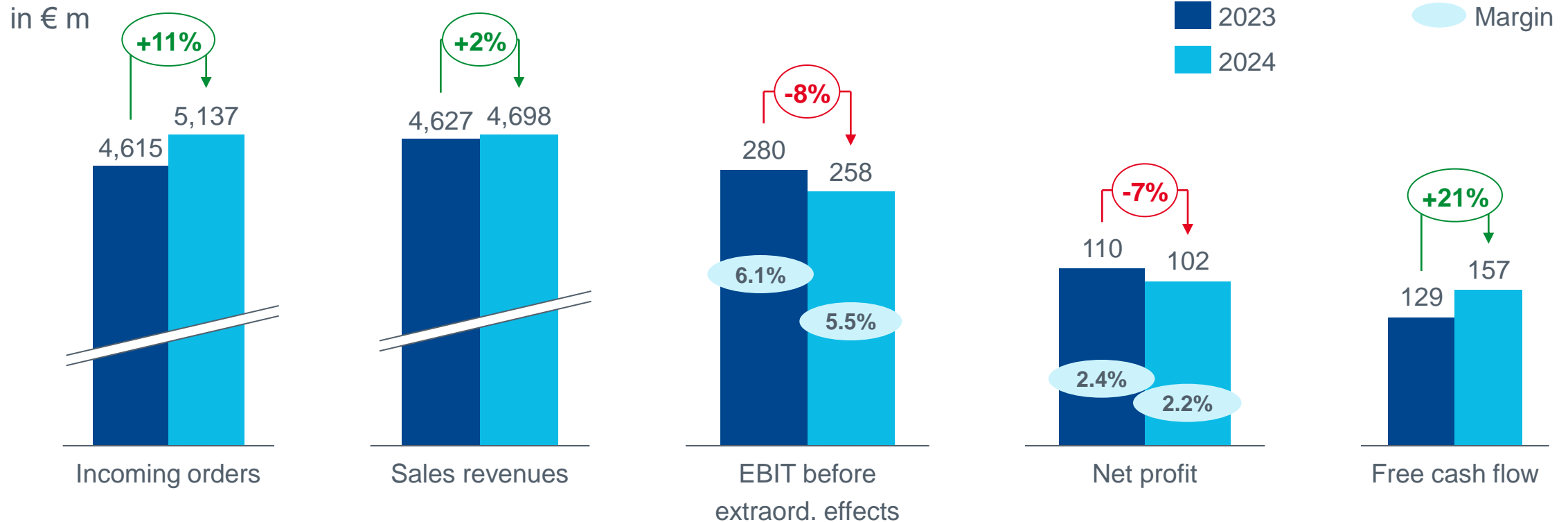


# 2024: Solid base for profitable growth

- **New record order intake of €5.14 bn** driven by Automotive customers upgrading their paint shops
- **Order backlog at €4.45 bn** (+6.0% y-o-y)
- **Sales revenues reached new record level of €4.70 bn** – book-to-bill at 1.09
- **EBIT margin before extraordinary effects at 5.5%** – reached upper half of guidance range
- **Net income at €102 m** (EPS basic € 1.47), slightly below prior year (€110 m) due to higher interest and tax expenses
- **Strong free cash flow at €157 m** due to early payments of customers
- **Outlook 2025:** Targeting sales and margin growth

2024

# Solid operations – slight profit decline



- **Strong automotive orders** and consolidation of BBS Automation drive 11% order intake growth
- **Sales revenues grow slightly** – BBS Automation acquisition compensates expected decline in HOMAG sales – some delays in automotive projects
- **EBIT margin before extraordinary effects declines by 60bps** – HOMAG margin decline partially compensated by strong Automotive divisions
- **Free cash flow higher than expected** due to a timing effect – customer payments made earlier than scheduled

**Record order intake and sales – HOMAG margin decline offset to a large extent – strong cash flow**



# Actuals versus targets

Targets met or exceeded

	Targets 2024	Actual 2024
Incoming orders in € m	4,600 – 5,000	5,137
Sales revenues in € m	4,700 – 5,000	4,698
EBIT margin before extraordinary effects in %	4.5 – 6.0	5.5
EBIT margin in %	3.5 – 5.0	4.4
ROCE in %	12 – 17	14.5
Earnings after taxes in € m	90 – 150	102
Free cash flow in € m	0 – 50	157
Net financial status in € m (12/31) <sup>1</sup>	-500 – -550	-396
Capital expenditure <sup>2</sup> in % of sales revenues	3.0 – 4.0	4.0

- **Strong order intake driven by Automotive divisions** – some projects with long lead times distributed over several years
- **Slight growth in sales revenues** due to project delays by Automotive customers and weaker demand for production automation
- **EBIT margins within upper half of guidance range** driven by Automotive and Environmental business and effective cost cuts at HOMAG
- **Earnings after taxes impacted by higher financial and tax expenses** including a one-off effect from tax provisions
- **Free cash flow and net financial status better than expected** due to high double-digit million early customer payments

<sup>1</sup> adjusted on April 25, 2024, to reflect the divestment of Agramkow, previously €-540 to €-590

<sup>2</sup> excluding acquisitions

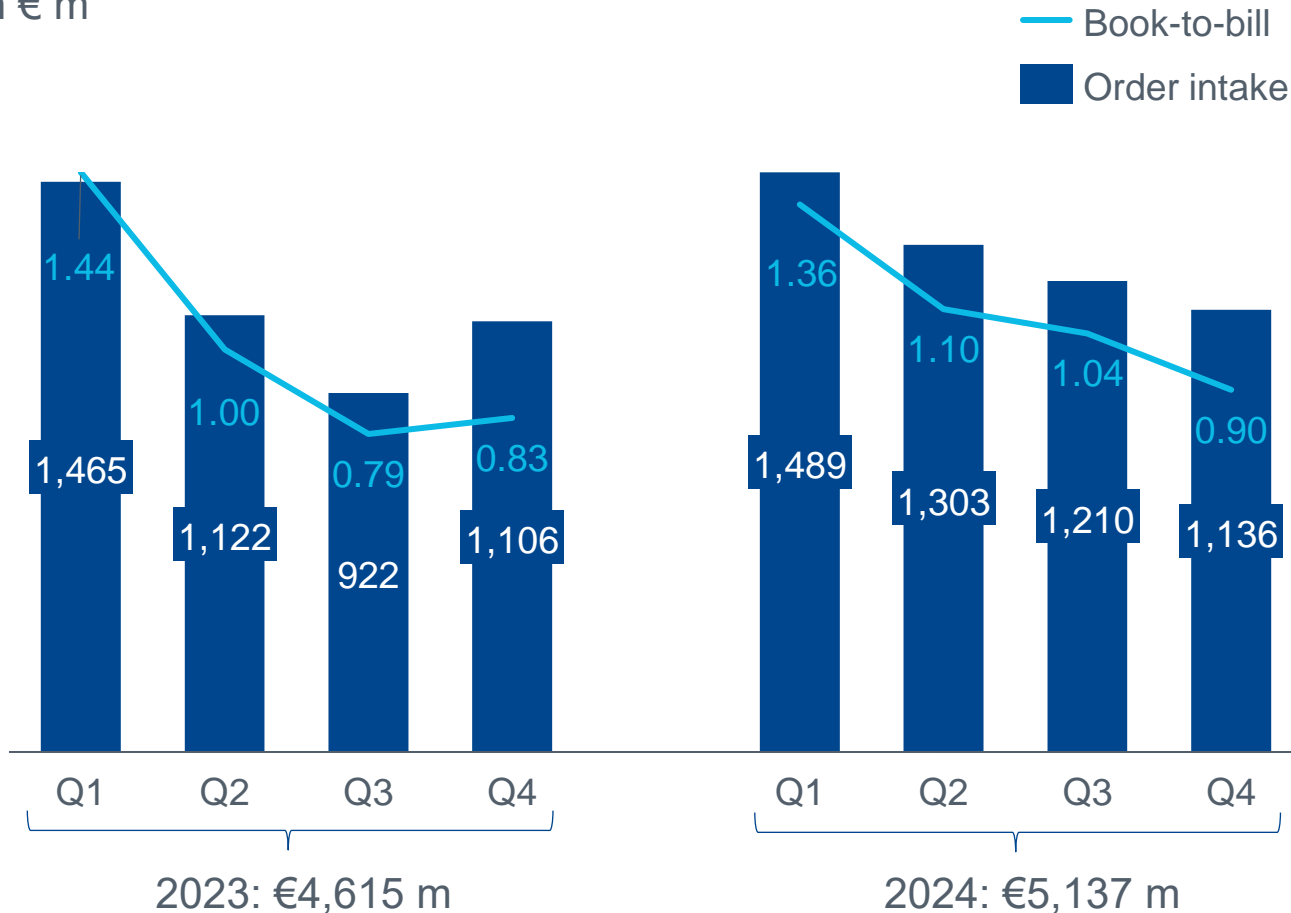
**Operational targets met – strong free cash flow**



# Order intake above prior year in all four quarters

Book-to-bill at 1.09 (2023: 1.00) due to strong automotive business

in € m



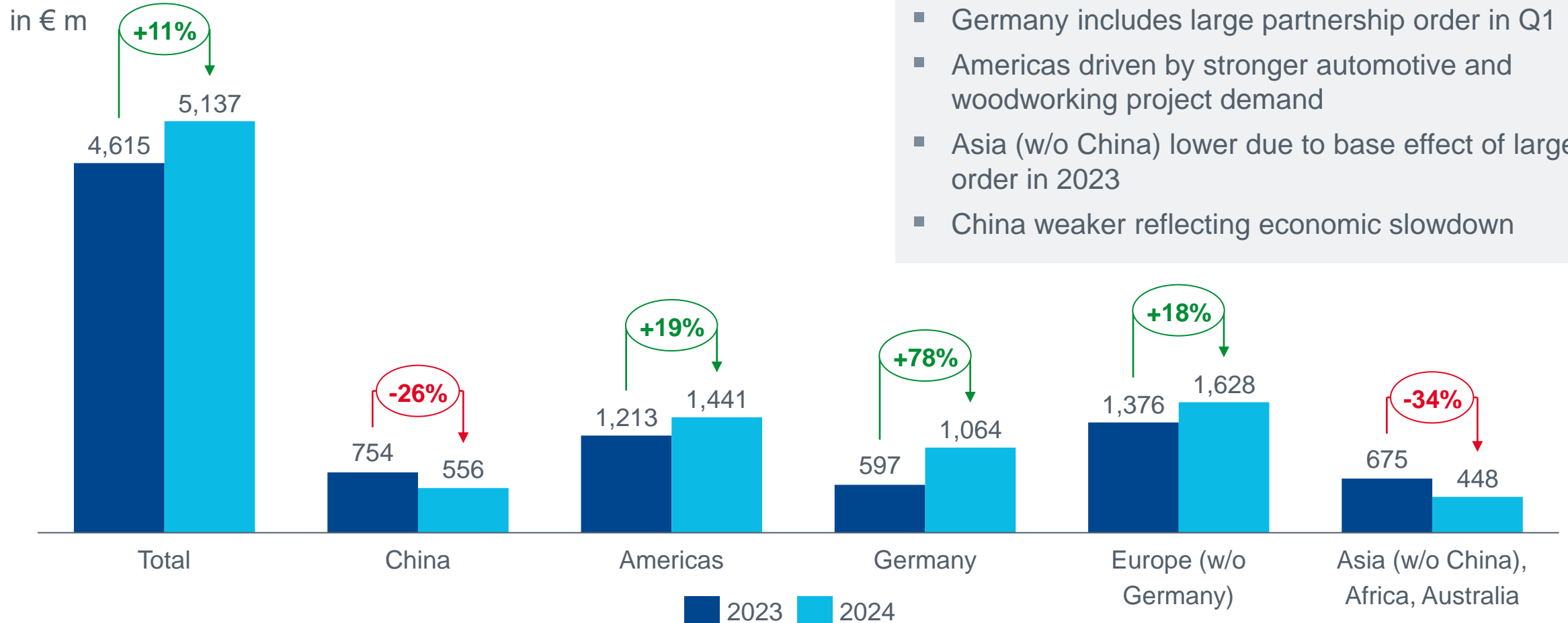
## Key aspects

- Large automotive order in Q1 based on partnership model
- Strong demand for energy- and cost-efficient paint shop solutions for multi-year refurbishment projects
- HOMAG with solid project and service orders but weak demand for single machines
- Weaker demand for e-mobility production automation
- First battery gigafactory order for electrode coating equipment

**Record order intake driven by refurbishment demand from automotive customers**

# Regional development of order intake

Increasing orders from Americas and Europe



- Germany includes large partnership order in Q1
- Americas driven by stronger automotive and woodworking project demand
- Asia (w/o China) lower due to base effect of large order in 2023
- China weaker reflecting economic slowdown

**Dürr benefits from geographic diversification and local operations**

# Portfolio management – streamlining the Group

## Sale of Danish subsidiary Agramkow

### Agramkow

- World leading supplier of systems for filling refrigerators, air-conditioning systems, and heat pumps with refrigerant
- Sales of around €45 million in 2023
- **Enterprise value: €47 million**

### Transaction details

- Sale of Agramkow Fluid Systems A/S to Swedish investment company Solix Group AB
- Rational: Agramkow no longer part of the core business, few synergies with other parts of the Group
- Agreement signed on April 25, 2024
- **Closing done on July 1, 2024**



### Impact on P&L and balance sheet

- **Book gain of €17.5 million**
- **Net cash inflow of €27.8 million in 2024**

**Portfolio management: Divestment of non-core assets to improve business focus**

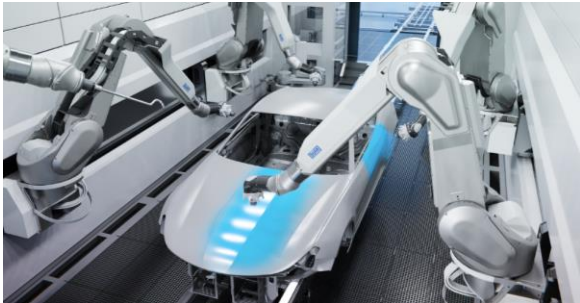

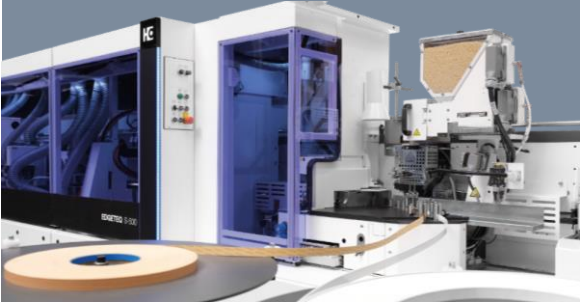
# The “old” Dürr Group

Complex setup with 5 divisions

Major markets	Paint shops, final assembly lines, test systems		Environmental technology, battery production technology	Production automation	Balancing technology	Woodworking technology
Divisions	Paint and Final Assembly Systems	Application Technology	Clean Technology Systems	Industrial Automation Systems		Woodworking Machinery and Systems
Sales (2024)	€1.4 bn	€0.7 bn	€0.5 bn	€0.8 bn		€1.4 bn
Market share (Position)	40 – 50% (#1)	50% (#1)	20 – 30% (#1)	4% (#2)	40 – 50% (#1)	25 – 35% (#1)

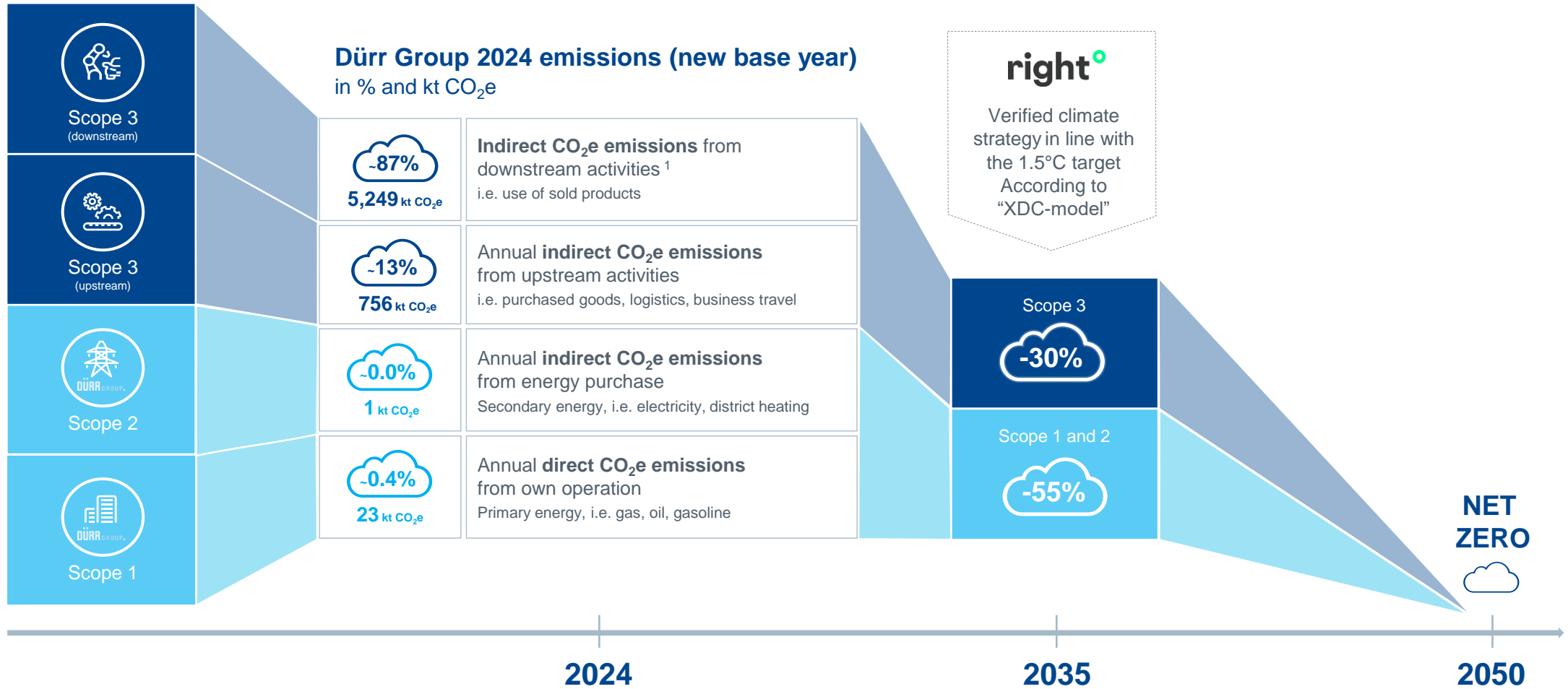
# On track to simplify group structure

Leaner organization and stronger focus on core business

Dürr Group. Sustainable. Automation.			
Divisions	Automotive	Industrial Automation	Woodworking
Target structure			
Major markets	Paint shops, final assembly lines, test systems	Production automation, balancing technology, battery production technology	Woodworking technology
Reshaping actions	Former divisions <b>Paint and Final Assembly Systems</b> and <b>Application Technology</b> merged to form new <b>Automotive division</b> on January 1, 2025		
	<b>Battery business</b> unit transferred to <b>Industrial Automation division</b>		
	<b>Environmental technology</b> held for sale		

# Dürr Group Climate Strategy 2035

Revised climate strategy with new reference year 2024



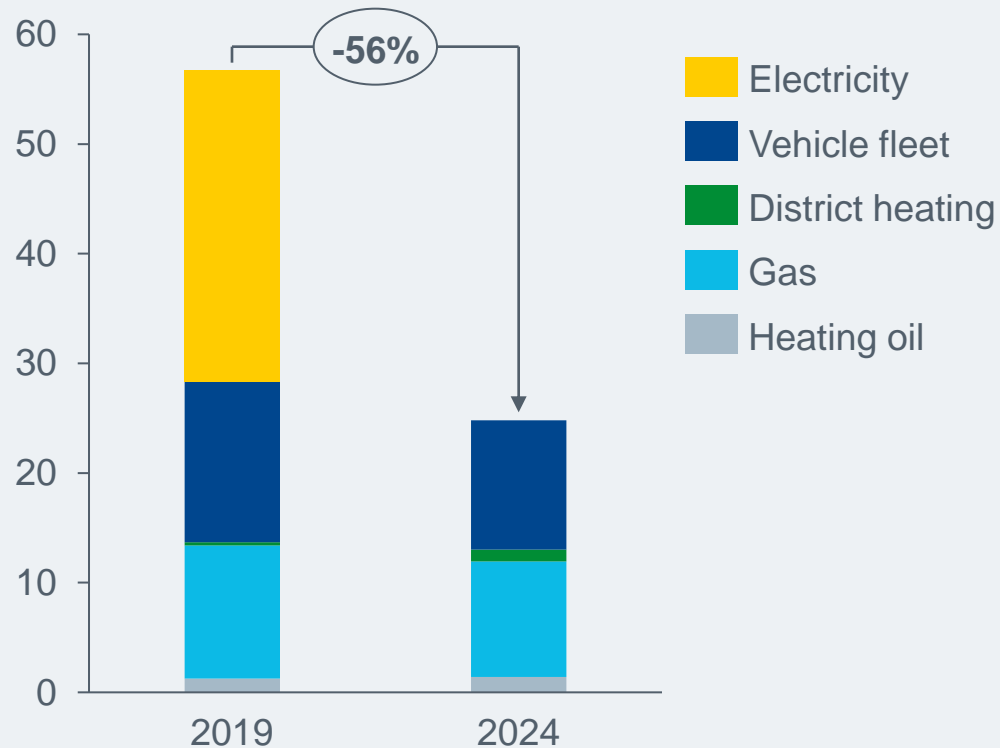
<sup>1</sup> Assumption: 15 years operating time



# Dürr Group is following the 1.5°C pathway

Dürr Group advancing fast on Scope 1 and Scope 2 targets<sup>1</sup>

## Scope 1 und 2 emissions (in ktCO<sub>2</sub>e)



## Highlights 2024

- Photovoltaic systems reach 6.8 MWp.
- 7.5% of Dürr Group's total electricity consumption self generated
- €44.8 million investments in sustainable buildings
- 12.4% reduction of Group-wide gas consumption since 2019

## Outlook 2025

- Gas as a bridging technology: Conversion from gas to heat pumps in progress at two German locations.
- Revision of Dürr Group Climate Strategy finalized; 1.5° aligned emission reduction pathway defined.

<sup>1</sup> incl. environmental business held for sale

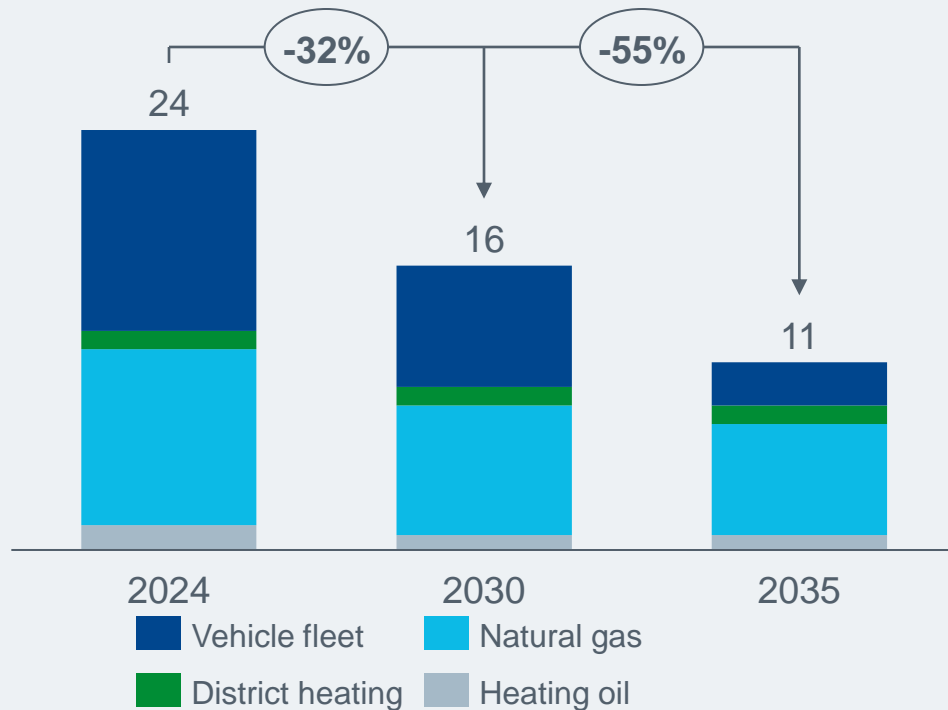
**Reduction of Group-wide CO<sub>2</sub> emissions by -56% realized (compared to base year 2019)**



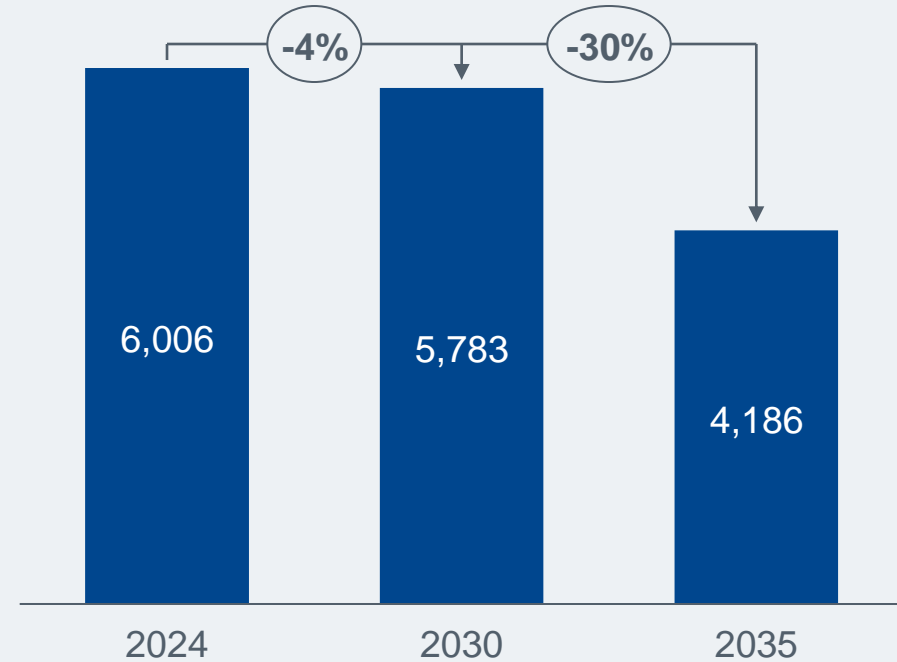
# Dürr Group Climate Strategy 2035

Scope 1-3: Dürr Group emission reduction pathways<sup>1</sup>

Scope 1 & 2 emissions development 2024-2035 (in ktCO<sub>2</sub>e):



Scope 3 emissions<sup>1</sup> development 2024-2035 (in ktCO<sub>2</sub>e):



<sup>1</sup> Excluding environmental business

**30% reduction of CO<sub>2</sub> emissions targeted – efficient products and increasing green electricity usage**

# 2

Divisions  
(old structure)

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# Paint and Final Assembly Systems

Very strong orders and significant margin improvement

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Incoming orders in € m	1,804.7	1,476.0	22.3%	349.4	209.9	66.5%
Sales revenues in € m	1,393.3	1,363.6	2.2%	400.3	428.0	-6.5%
EBIT in € m	97.5	67.4	44.7%	39.3	16.8	133.3%
EBIT margin in %	7.0	4.9	+2.1 ppts.	9.8	3.9	+5.9 ppts.
EBIT before extraordinary effects in € m	102.7	69.0	48.8%	40.2	18.8	113.2%
EBIT margin before extraordinary effects in %	7.4	5.1	+2.3 ppts.	10.0	4.4	+5.6 ppts.
ROCE <sup>1</sup> in %	64.7	44.5	+20.2 ppts.	64.7	44.5	+20.2 ppts.

- **Record order intake** driven by major multi-year contract received in Q1 2024; customers placed long-term orders with focus on modernization, cost reduction and sustainability; project pipeline remains solid
- **Slight revenue growth** due to delays at customers; high book-to-bill of 1.3
- **Strong EBIT margin before extraordinary effects** based on value-before-volume strategy and high service share; strong ROCE



<sup>1</sup> annualized

**Excellent performance in line with mid-cycle EBIT margin target**

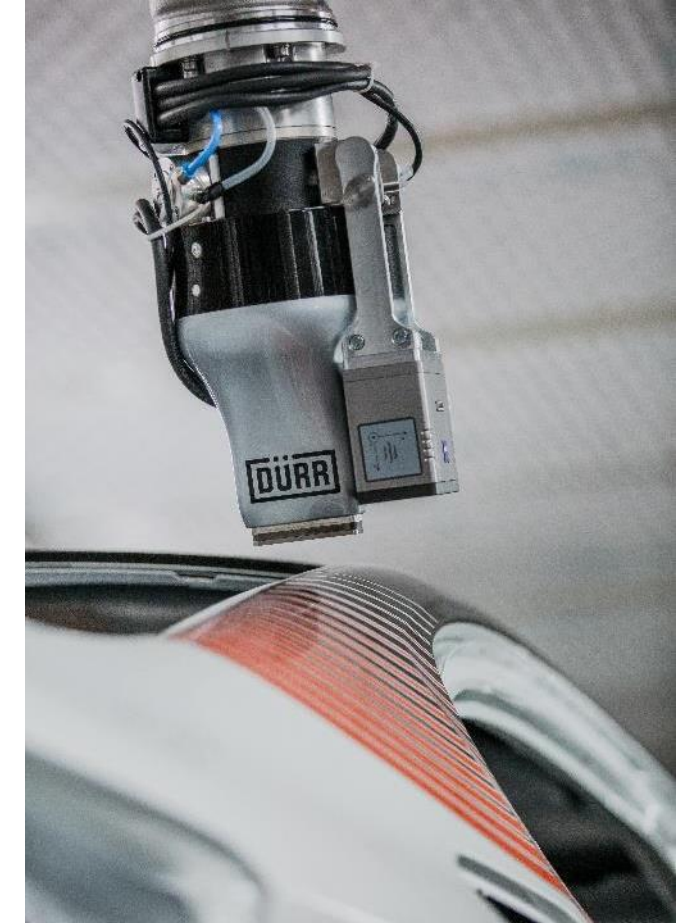


# Application Technology

All KPIs improved in 2024

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Incoming orders in € m	808.3	719.8	12.3%	116.0	168.5	-31.1%
Sales revenues in € m	670.9	614.0	9.3%	173.5	164.8	5.3%
EBIT in € m	69.2	60.0	15.4%	19.9	21.6	-7.7%
EBIT margin in %	10.3	9.8	+0.5 pts.	11.5	13.1	-1.6 pts.
EBIT before extraordinary effects in € m	69.5	60.6	14.7%	20.0	21.7	-7.7%
EBIT margin before extraordinary effects in %	10.4	9.9	+0.5 pts.	11.5	13.1	-1.6 pts.
ROCE <sup>1</sup> in %	27.0	20.0	+7.0 pts.	27.0	20.0	+7.0 pts.

- **New records achieved for order intake and sales** driven by modernization and replacement
- **High service share** despite equipment business growing faster than service; book-to-bill at 1.20
- **EBIT margin before extraordinary effects in line with mid-cycle target** of at least 10% due to strong sales, high utilization, improved gross margin and high service share



<sup>1</sup> annualized

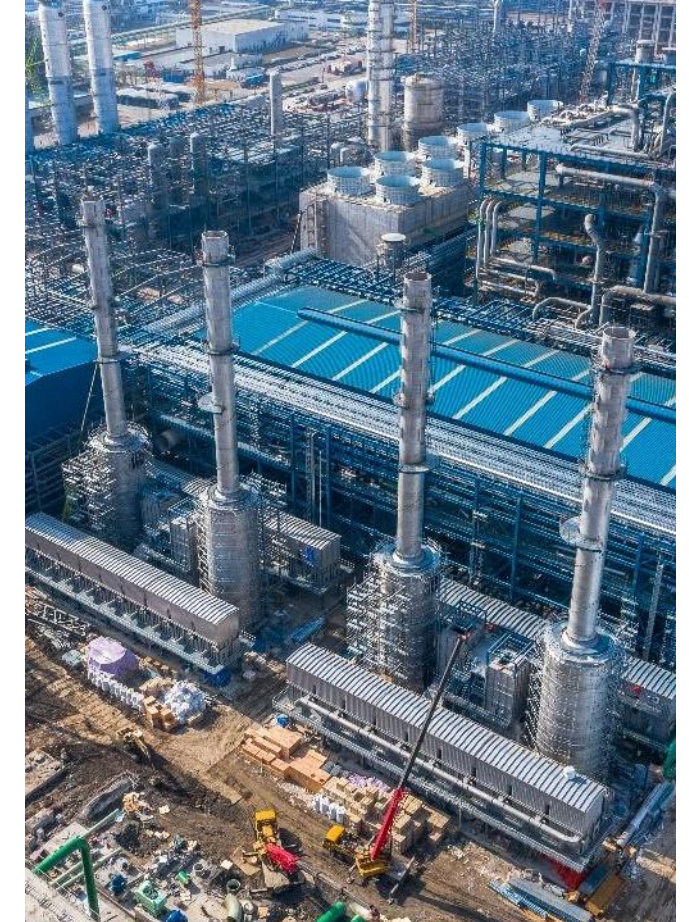
**Strong performance reflecting our technologically leading product portfolio**

# Clean Technology Systems

Strong order intake and margin

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Incoming orders in € m	542.2	480.4	12.9%	184.0	114.4	60.9%
Sales revenues in € m	496.6	481.2	3.2%	133.2	132.5	0.5%
EBIT in € m	32.9	25.3	29.7%	10.2	7.7	31.7%
EBIT margin in %	6.6	5.3	+1.4 ppts.	7.6	5.8	+1.8 ppts.
EBIT before extraordinary effects in € m	40.6	30.3	34.0%	11.6	9.8	18.5%
EBIT margin before extraordinary effects in %	8.2	6.3	+1.9 ppts.	8.7	7.4	+1.3 ppts.
ROCE <sup>1</sup> in %	64.3	96.9	-32.6 ppts.	64.3	96.9	-32.6 ppts.

- **Strong order intake growth** driven by first order of battery coating equipment for a giga factory; order intake for environmental solutions declined in Americas and Asia but improved in Europe
- **Solid revenue growth** with high contribution from North America; service stable
- **Significant margin improvement** reflects strong market environment in North America, very good service business and flawless project execution



<sup>1</sup> annualized

**Strong operational performance driven by market environment and project excellence**

# Industrial Automation Systems

Consolidation related growth but weak margin development

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Incoming orders in € m	671.3	583.8	15.0%	168.6	197.5	-14.6%
Sales revenues in € m	765.4	590.7	29.6%	200.2	212.9	-5.9%
EBIT in € m	9.1	11.3	-19.3%	-7.5	2.5	-
EBIT margin in %	1.2	1.9	-0.7 pts.	-3.7	1.2	-4.9 pts.
EBIT before extraordinary effects in € m	35.4	29.5	19.8%	8.1	15.1	-46.0%
EBIT margin before extraordinary effects in %	4.6	5.0	-0.4 pts.	4.1	7.1	-3.0 pts.
ROCE <sup>1</sup> in %	4.3	4.9	-0.6 pts.	4.3	4.9	-0.6 pts.

- **Order intake growth driven by consolidation of BBS Automation** but below expectations due to delays in demand from e-mobility customers; medtech business won large projects
- **Sales growth largely consolidation-related**; organic growth slowed by delayed orders; balancing business with solid development
- **EBIT margin before extraordinary effects impacted** by operational one-time effects and market weakness in the e-mobility business leading to underutilization



<sup>1</sup> annualized

**Synergies and best practice transfer to drive operational improvement in 2025**

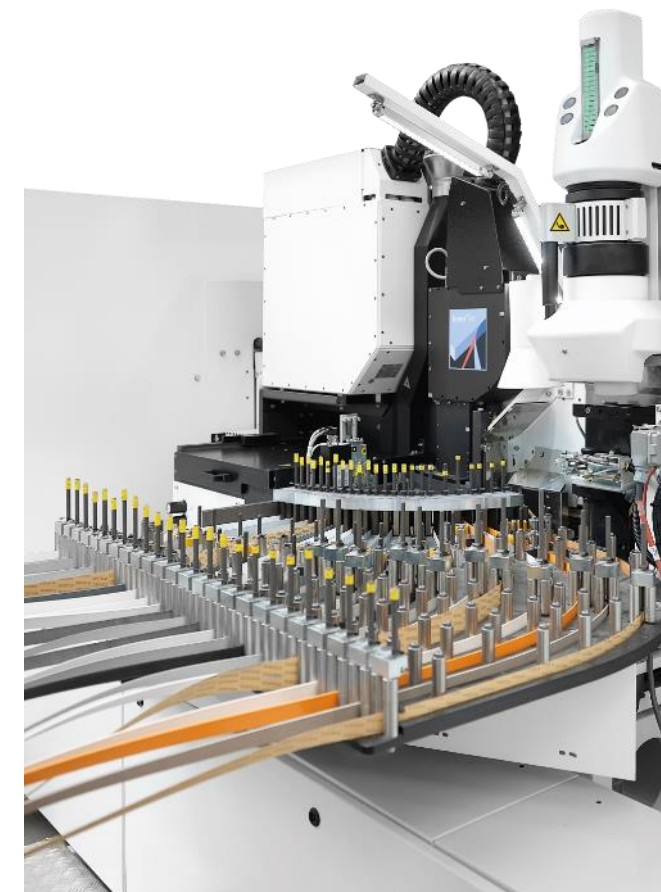


# Woodworking Machinery and Systems

Stable order intake – sales decline as expected

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Incoming orders in € m	1,356.9	1,395.5	-2.8%	325.6	427.4	-23.8%
Sales revenues in € m	1,413.5	1,625.1	-13.0%	358.1	402.8	-11.1%
EBIT in € m	43.7	71.1	-38.5%	13.4	-13.4	-
EBIT margin in %	3.1	4.4	-1.3 ppts.	3.7	-3.3	+7.1 ppts.
EBIT before extraordinary effects in € m	50.8	129.7	-60.8%	15.8	36.5	-56.7%
EBIT margin before extraordinary effects in %	3.6	8.0	-4.4 ppts.	4.4	9.1	-4.6 ppts.
ROCE <sup>1</sup> in %	12.1	26.5	-14.3 ppts.	12.1	26.5	-14.3 ppts.

- **Order intake stable on low level** – solid project and service business but slow single-machine orders; prior year Q4 with single large order; demand improvement expected for mid 2025
- **Sales revenues declined as expected**; service business solid
- **EBIT margin before extraordinary effects close to upper end of guidance range**; under absorption partly compensated by short-time work and capacity cuts; cost reduction targets reached



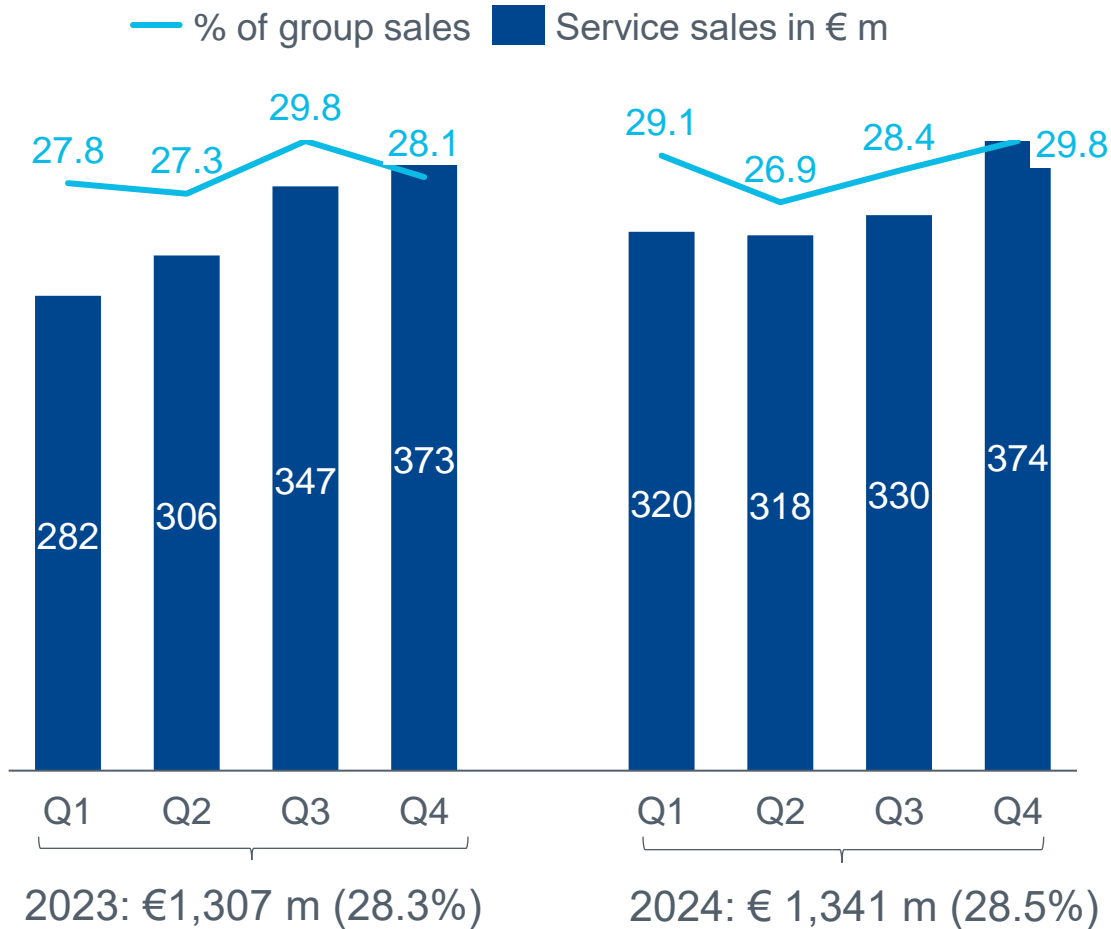
<sup>1</sup> annualized

**Resilience improved – well positioned for potential market recovery**



# Service business

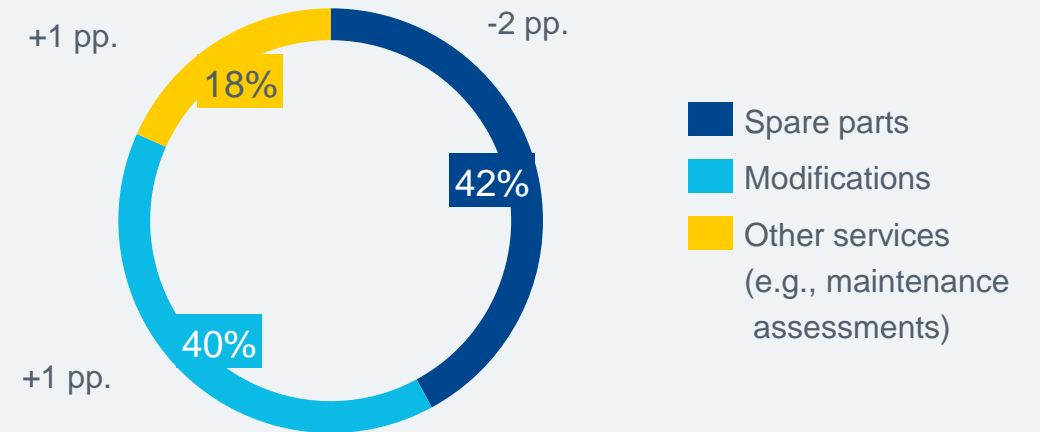
Service sales and gross margin continue to grow



## Key aspects

- Good service business at Automotive and HOMAG
- Service margin further improved

## Service mix 2024 (y-o-y pp.)



**Service continues to be a solid profit contributor**

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Financials Dürr  
Group as a whole

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# Overview of key financial indicators

Continued and discontinued operations

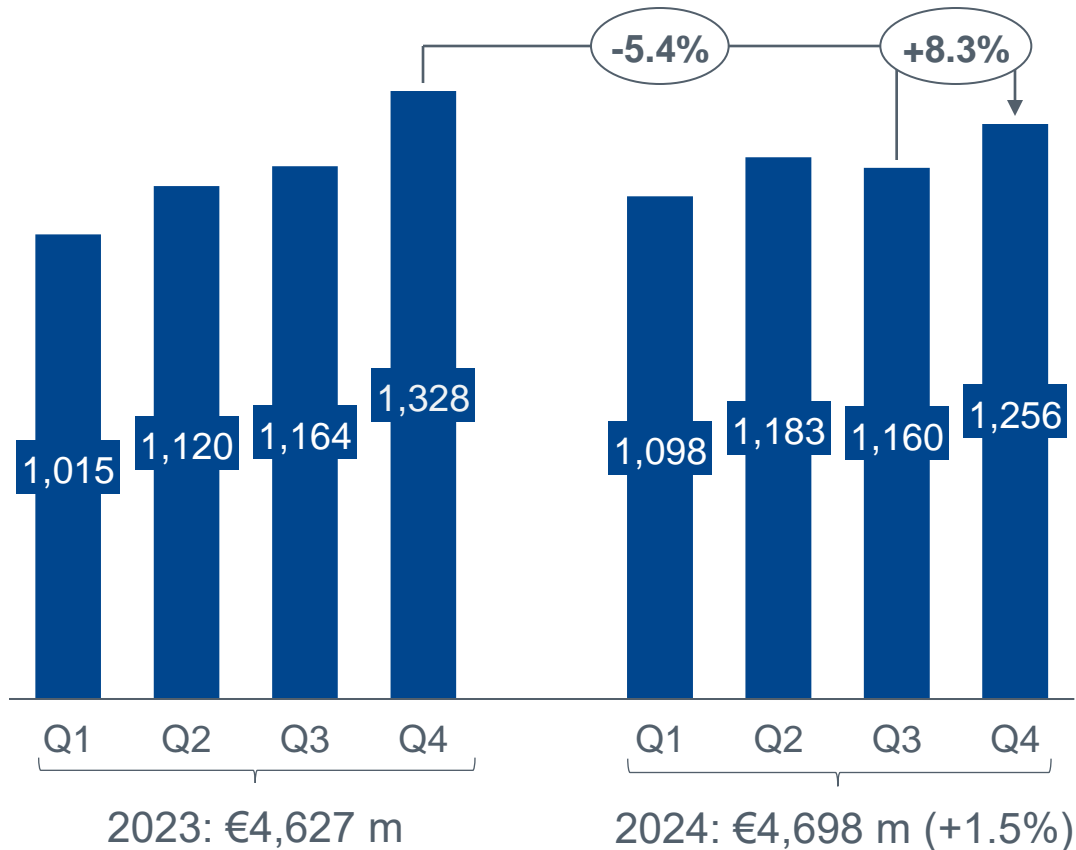
	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Sales revenues in € m	4,698.1	4,627.3	1.5%	1,256.4	1,328.2	-5.4%
Gross profit on sales in € m	1,012.0	1,005.1	0.7%	281.1	246.6	14.0%
Gross margin in %	21.5	21.7	-0.2 ppts.	22.4	18.6	+3.8 ppts.
EBITDA in € m	368.3	322.2	14.3%	96.8	67.5	43.4%
EBIT in € m	206.0	191.4	7.6%	56.5	28.4	99.3%
EBIT margin in %	4.4	4.1	+0.2 ppts.	4.5	2.1	+2.4 ppts.
EBIT before extraordinary effects in € m	257.9	280.4	-8.0%	78.4	93.6	-16.3%
EBIT margin before extraordinary effects in %	5.5	6.1	-0.6 ppts.	6.2	7.0	-0.8 ppts.
Net income in € m	102.1	110.2	-7.3%	22.5	4.9	> 100%
ROCE in %	14.5	17.5	-3.0 ppts.	14.5	17.5	-3.0 ppts.
Free cash flow in € m	156.9	129.3	21.4%	75.4	121.0	-37.7%
Net financial status in € m	-396.2	-516.6	23.3%	-396.2	-516.6	23.3%
Employees	19,894	20,597	-3.4%	19,894	20,597	-3.4%

**EBIT higher due to lower special effects – net income impacted by financing costs and taxes – strong FCF**

# Revenues accelerated in Q4

Annual growth of 1.5% at low end of expectations

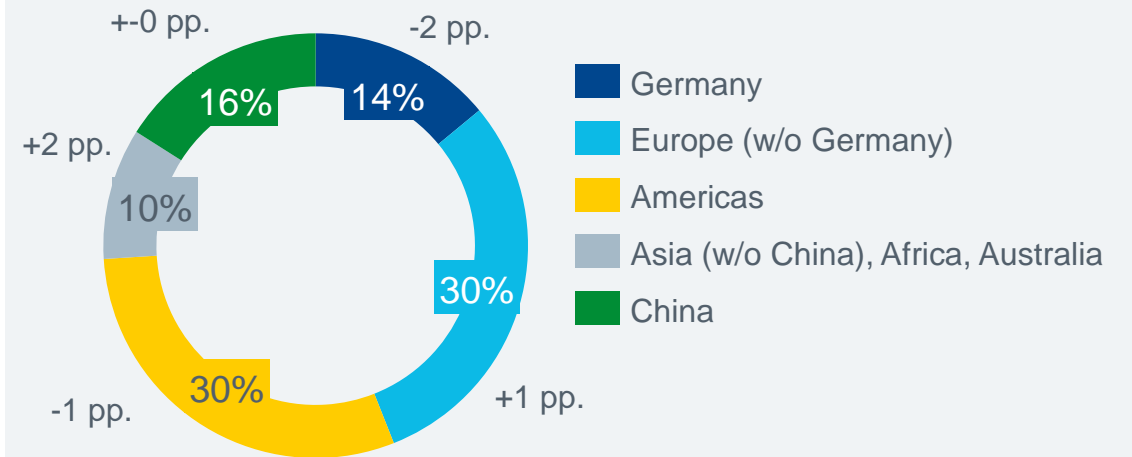
Sales revenues in € m



## Key aspects

- Solid year-end closing with high service share
- Project delays in Automotive / Production Automation
- Small shifts in regional shares

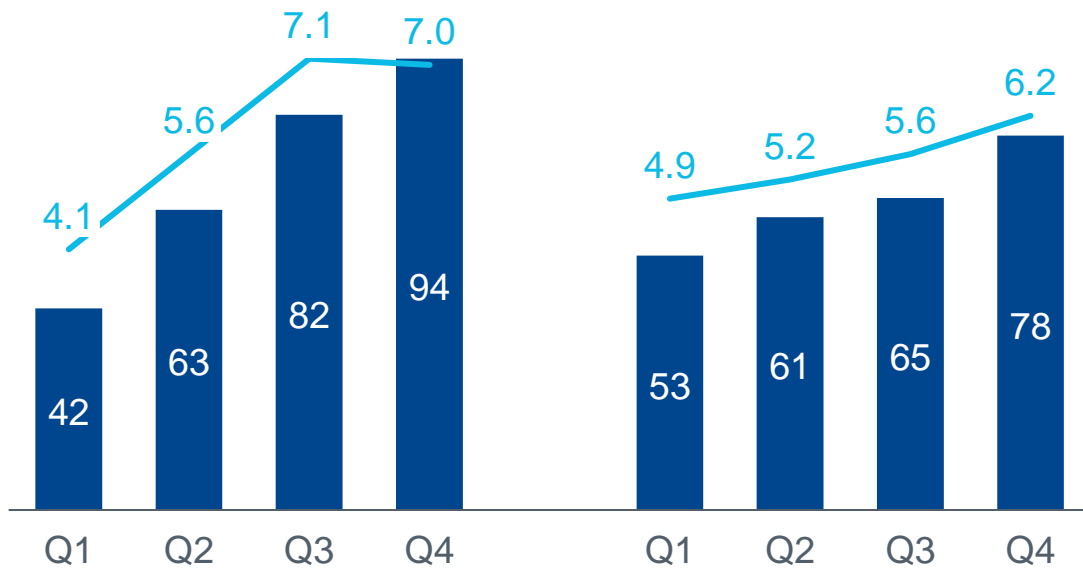
## Sales per region 2024 (y-o-y pp.)



**New sales revenues record achieved in 2024**

# Solid operative EBIT margin development

— EBIT margin bef. e. e. in %  
 ■ EBIT bef. e. e. in € m

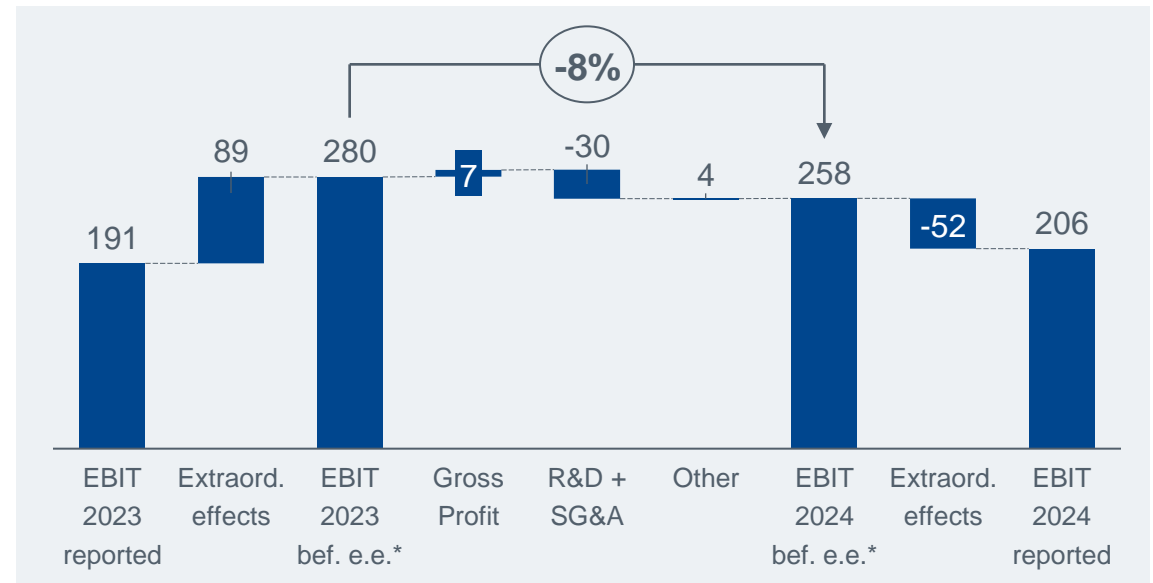


2023  
 bef. e.e.\*: €280 m (6.1%)  
 reported: €191 m (4.1%)

2024  
 bef. e.e.\*: €258 m (5.5%)  
 reported: €206 m (4.4%)

## Key aspects

- Strong improvement in Automotive and Clean Technology Systems
- HOMAG cost measures limit margin decline

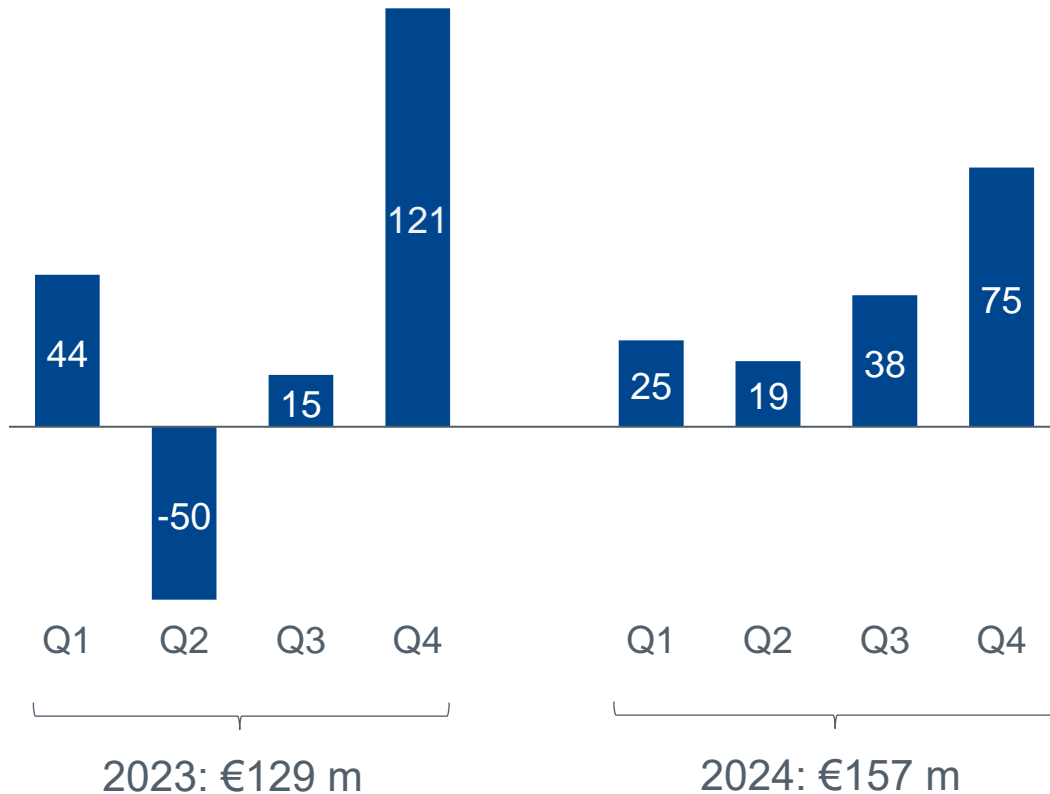


\*extraordinary effects

**EBIT margin before extraordinary effects reaches upper half of guidance range**

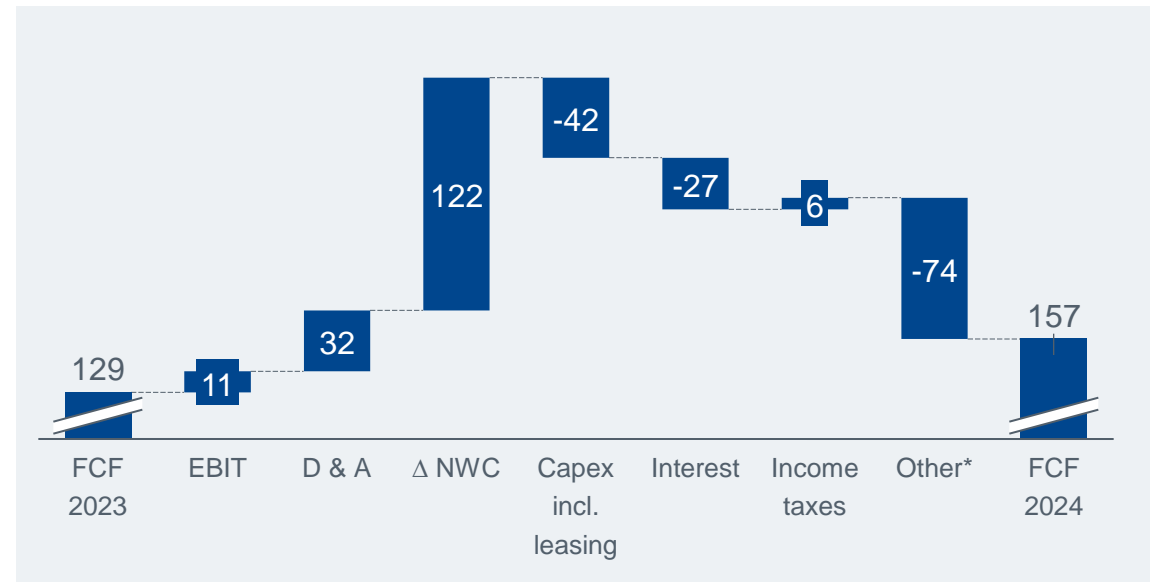
# Strong free cash flow generation

Free cash flow in € m



## Key aspects

- Significant payments received earlier than expected (timing effect to reverse in 2025)
- Capex increased



\* Thereof € -54 m changes in provisions for personal measures

**Fifth year in a row with FCF above €100 m**

# Net working capital reduced

Early payments and lower inventories are major drivers

in € m



## Key aspects

- Successful inventory reduction (HOMAG)
- Early payments boost change in contract liabilities
- DWC below target range

in € m	12/31/2024	12/31/2023
Inventories and prepayments	627.5	781.4
+ Total trade receivables	558.1	632.5
<b>+ Total contract assets</b>	<b>618.6</b>	<b>674.1</b>
- Trade payables (incl. liabilities from notes payable)	430.8	603.7
<b>- Total contract liabilities</b>	<b>952.1</b>	<b>939.2</b>
<b>+ NWC shown in held for sale positions</b>	<b>15.0</b>	<b>0.0</b>
<b>= Net working capital</b>	<b>436.3</b>	<b>545.3</b>
<b>DWC</b>	<b>33.4</b>	<b>42.4</b>

**NWC expected to increase in 2025 as business grows and payments normalize**



# Net debt significantly reduced

Comfortable leverage of 1.1x

in € m



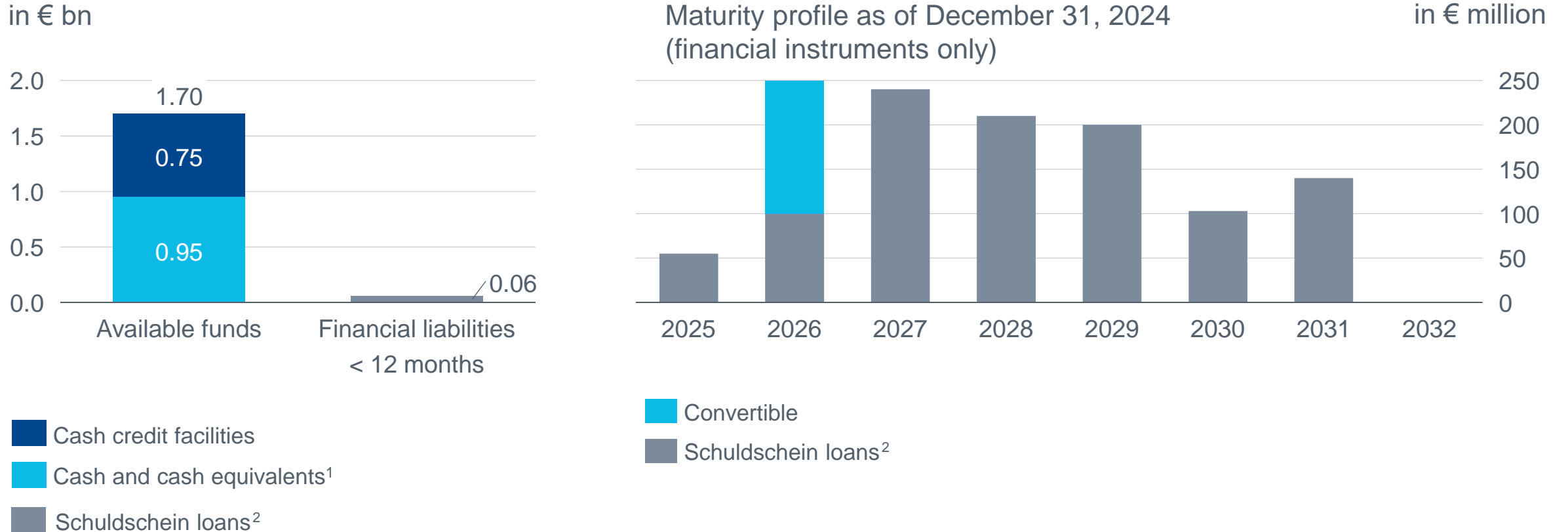
## Key aspects

- Strong FCF generation (timing effect payments)
- Sale of Agramkow
- Net debt includes €110.7 m leasing liabilities

in € m	12/31/2024	12/31/2023
Total liquidity	951.1	1,037.2
- Gross debt	-1,347.3	-1,553.8
<b>= Net financial status</b>	<b>-396.2</b>	<b>-516.6</b>
EBITDA	368.3	322.2
<b>Net financial debt / EBITDA</b>	<b>1.1</b>	<b>1.6</b>

**Solid balance sheet entering into 2025**

# Comfortable liquidity headroom



<sup>1</sup> Cash of discontinued operations (€9.8 m) are shown in assets held-for-sale and not part of reported liquidity  
<sup>2</sup> 2025 maturity includes €12.5 m Schuldschein loan that was already repaid in January  
 Credit facilities unutilized (syndicated facility): €750 m maturing in 2029  
 Other financial liabilities not included

Without leasing liabilities or accrued interest

**Balanced maturity profile and low maturities in 2025**

# Cash settlement offer for HOMAG shares

Final court decision significantly reduces risks and uncertainties

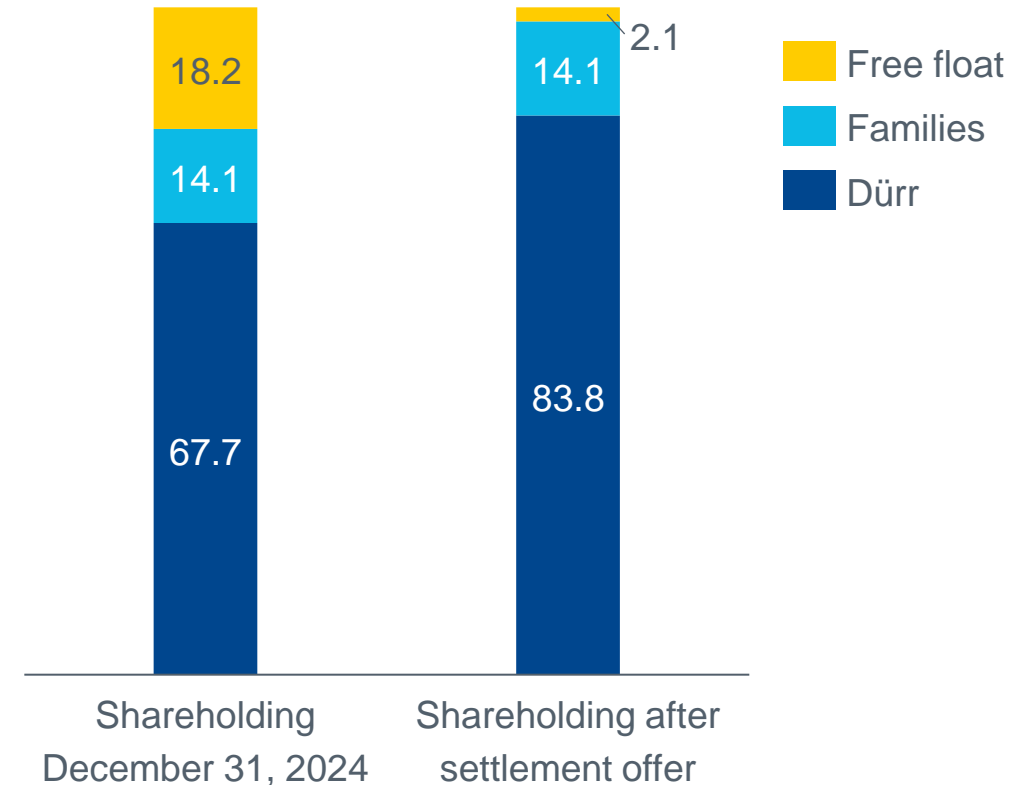
## Decision by Higher Regional Court of Stuttgart

- Cash settlement of €31.58 per share (€31.56 before) + interest
- Guaranteed dividend of €1.19 gross (€1.18 before)
- Final judgement confirms ruling of Regional Court from 2019

## Consequences of ruling

- Risk of cash settlement and guaranteed dividend increase dissolved
- Period for tendering shares to Dürr ended on March 3, 2025
- 2.5 million HOMAG shares were tendered resulting in a cash outflow of €97 m
- Dürr shareholding in HOMAG increased to 83.8%
- Sundry financial liabilities decline by about €109 m
- Savings in financial expenses of about €2.6 m due to lower dividend and interest payments

## HOMAG shareholder structure

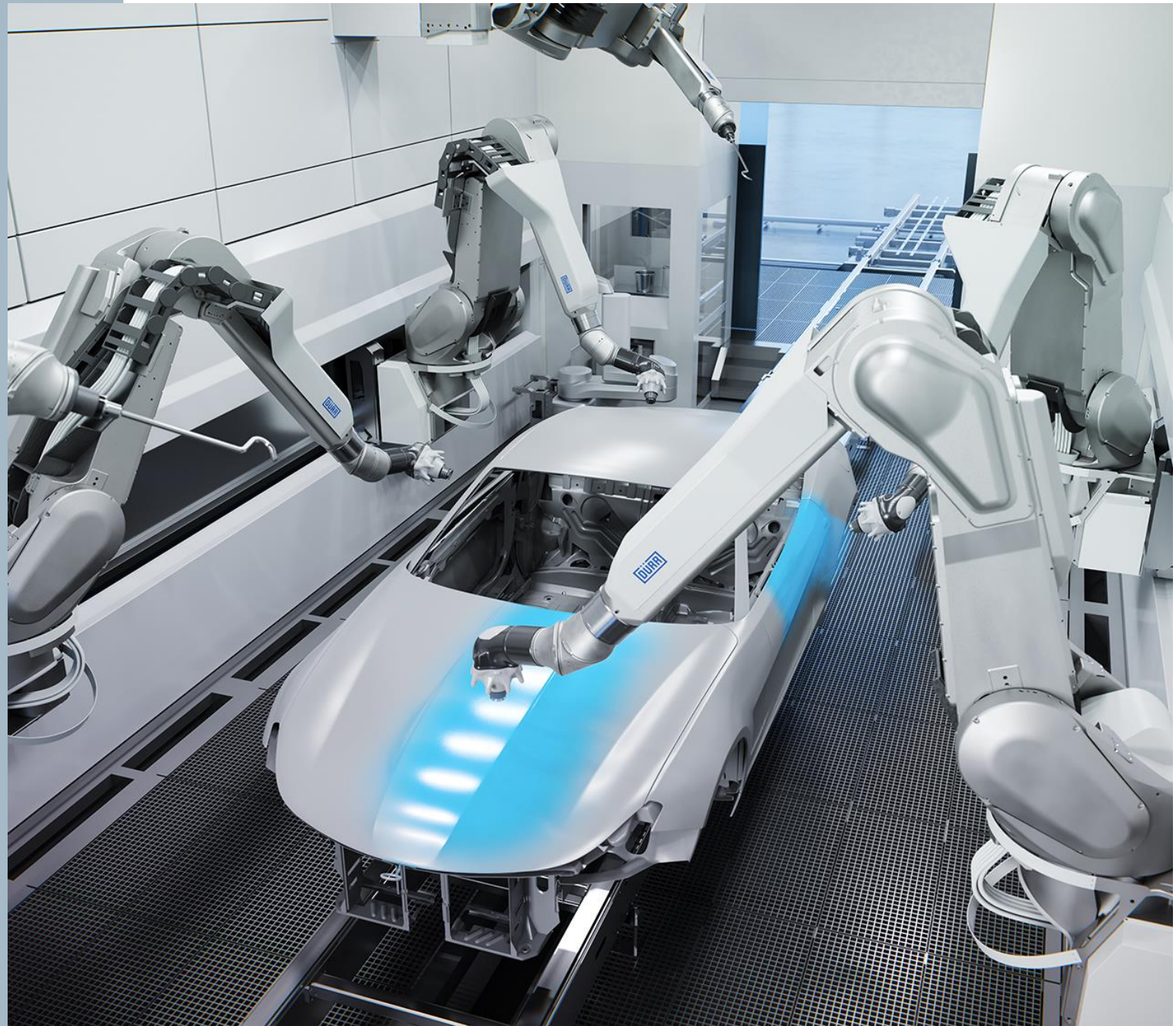


**Positive end of a long-lasting litigation – risks, liabilities and financial expenses reduced**

# 4

Financials continued operations and new divisions

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# 4. Continued operations

Excluding Environmental technology

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Sales revenues in € m	4,290.9	4,196.0	2.3%	1,142.9	1,215.3	-6.0%
Gross profit on sales in € m	903.0	901.3	0.2%	249.3	218.7	14.0%
Gross margin in %	21.0	21.5	-0.4 ppts.	21.8	18.0	+3.8 ppts.
EBITDA in € m	307.5	261.9	17.4%	77.4	50.4	53.5%
EBIT in € m	152.4	139.8	9.0%	37.8	13.5	>100%
EBIT margin in %	3.6	3.3	+0.2 ppts.	3.3	1.1	+2.2 ppts.
EBIT before extraordinary effects in € m	196.0	224.3	-12.6%	58.7	77.1	-23.8%
EBIT margin before extraordinary effects in %	4.6	5.3	-0.8 ppts.	5.1	6.3	-1.2 ppts.
Net income in € m	62.4	71.0	-12.1%	8.9	-6.9	-
ROCE in %	11.4	14.8	-3.4 ppts.	11.4	14.8	-3.4 ppts.
Free cash flow in € m	129.6	60.9	>100%	55.6	99.5	-37.3%
Net financial status in € m	-396.2	-516.6	23.3%	-396.2	-516.6	23.3%
Employees	18,604	19,320	-3.7%	18,604	19,320	-3.7%

**EBIT margin impacted by about 40 bps due to reclassification of costs to continued operations**

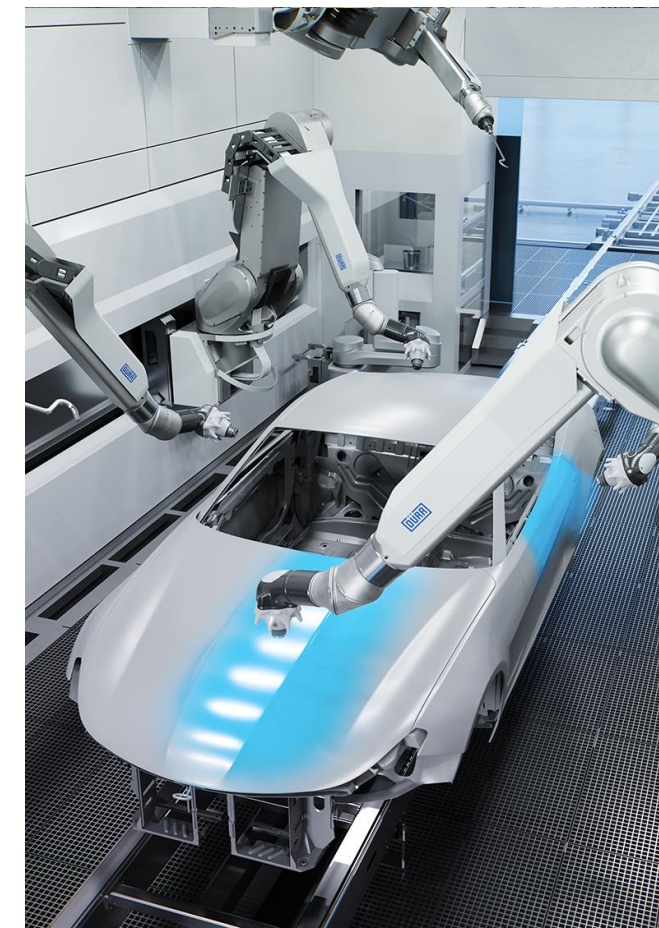


# Automotive division

## Merger of Paint and Final Assembly Systems and Application Technology

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Incoming orders in € m	2,606.3	2,193.0	18.8%	464.5	378.1	22.9%
Sales revenues in € m	2,057.1	1,973.4	4.2%	572.8	591.6	-3.2%
EBIT in € m	166.3	124.5	33.6%	59.3	38.3	55.0%
EBIT margin in %	8.1	6.3	+1.8 pts.	10.3	6.5	+3.9 pts.
EBIT before extraordinary effects in € m	171.8	126.8	35.5%	60.2	40.3	49.2%
EBIT margin before extraordinary effects in %	8.4	6.4	+1.9 pts.	10.5	6.8	+3.7 pts.

- New Automotive division became effective on 1 January 2025
- Only minor consolidation effects in order intake and sales, book-to-bill at 1.27
- Combined EBIT margin before extraordinary effects in line with mid-cycle target of more than 8%
- Combination of operations results in improved customer approach and benefits from combined R&D work and service



**Further strengthening our position as market leader for paint shops and final assembly lines**

# Industrial Automation division

Merger of Lithium-Ion Battery business unit with Industrial Automation Systems division

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Incoming orders in € m	811.8	627.6	29.3%	254.8	201.9	26.2%
Sales revenues in € m	851.9	639.0	33.3%	219.2	231.8	-5.4%
EBIT in € m	0.7	2.4	-69.4%	-12.2	0.1	-
EBIT margin in %	0.1	0.4	-0.3 ppts.	-5.6	0.0	-5.6 ppts.
EBIT before extraordinary effects in € m	30.9	21.1	46.3%	4.5	13.0	-65.3%
EBIT margin before extraordinary effects in %	3.6	3.3	+0.3 ppts.	2.1	5.6	-3.6 ppts.



- New division Industrial Automation became effective on 1 January 2025
- Lithium-Ion Battery adds €141 m of order intake (including first gigafactory order) and €87 m of sales revenues in 2024
- EBIT margin before extraordinary effects diluted by 100bps as the Lithium-Ion Battery business is still on a small scale and includes high R&D investments for next generation technologies

**High growth potential from Production Automation and Lithium-Ion Battery – focus on order intake and margin**

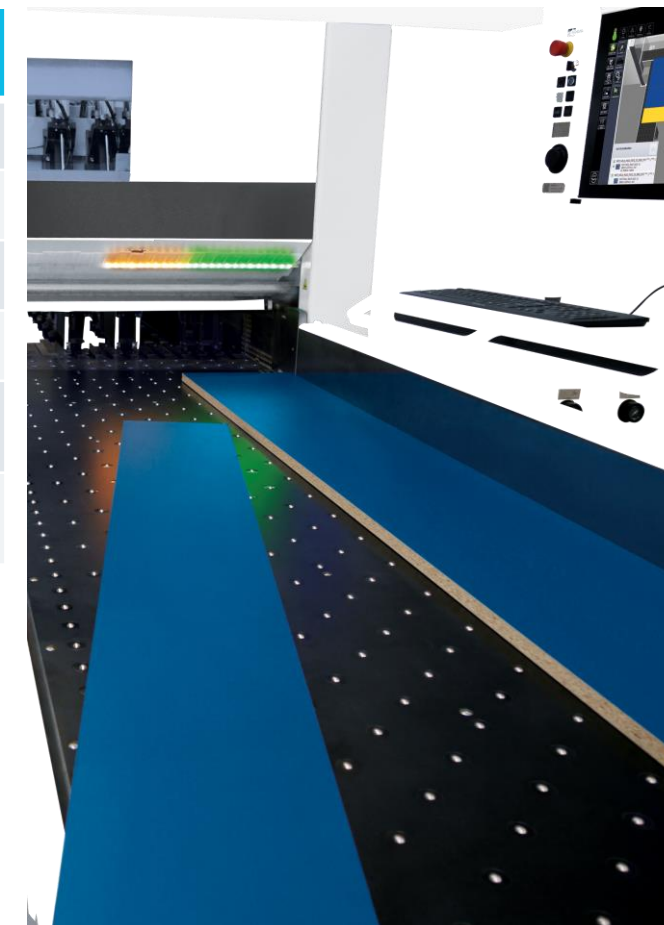


# Woodworking division

No change in scope

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Incoming orders in € m	1,356.9	1,395.5	-2.8%	325.6	427.4	-23.8%
Sales revenues in € m	1,413.5	1,625.1	-13.0%	358.1	402.8	-11.1%
EBIT in € m	43.7	71.1	-38.5%	13.4	-13.4	-
EBIT margin in %	3.1	4.4	-1.3 ppts.	3.7	-3.3	+7.1 ppts.
EBIT before extraordinary effects in € m	50.8	129.7	-60.8%	15.8	36.5	-56.7%
EBIT margin before extraordinary effects in %	3.6	8.0	-4.4 ppts.	4.4	9.1	-4.6 ppts.

- Order intake stable on low level – solid project and service business but slow single-machine orders; prior year Q4 with single large order; demand improvement expected for mid 2025
- Sales revenues declined as expected; service business remained solid
- EBIT margin before extraordinary close to upper end of guidance range; under absorption partly compensated by short-time work and capacity cuts; cost reduction targets reached



**Resilience improved – well positioned for potential market recovery**

# Clean Technology Systems Environmental

Air purification and noise abatement systems – excludes Lithium-Ion Battery business

	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Incoming orders in € m	391.5	432.6	-9.5%	96.6	108.1	-10.6%
Sales revenues in € m	407.2	431.3	-5.6%	113.4	112.8	0.6%
EBIT in € m	53.6	51.6	3.9%	18.7	14.9	25.9%
EBIT margin in %	13.2	12.0	+1.2 pts.	16.5	13.2	+3.3 pts.
EBIT before extraordinary effects in € m	61.9	56.2	10.1%	19.6	16.5	19.0%
EBIT margin before extraordinary effects in %	15.2	13.0	+2.2 pts.	17.3	14.6	+2.7 pts.

- Solid order intake in Europe but declines in China and North America
- Sales revenues decline due to project delays that were partially offset by higher service sales
- Strong EBIT margin; EBIT before and after extraordinary effects exclude cost allocation of €16.7 m that were reclassified to continued operations according to IFRS



**Strong project execution results in high margin level**

# 5

## Outlook

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# Positioning in current environment

## Challenges, uncertainties, opportunities

Tariffs



Chinese export expansion



Climate protection



Labor shortage and reshoring



Political support for local investments



## Dürr positioning

Local operations close to customers

Increase localization in China

Energy efficient products

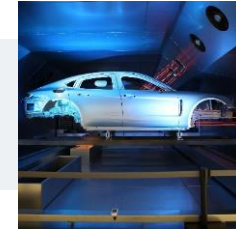
Automation powerhouse

Generate additional business

# Fundamental demand drivers

Our solutions help our customers achieve efficient and sustainable production

**Dürr Group. Sustainable. Automation.**



**Demand for Dürr Group products driven by resilient long-term trends**

# Guidance 2025 (continued + discontinued)

Target: profitable growth in 2025

	Actual 2024	Targets 2025
Incoming orders in € m	5,137	4,700 – 5,200
Sales revenues in € m	4,698	4,700 – 5,000
EBIT margin before extraordinary effects in %	5.5	5.5 – 6.5
EBIT margin in %	4.4	4.5 – 5.5
ROCE in %	14.5	13.0 – 18.0
Earnings after taxes in € m	102	120 – 170
Free cash flow in € m	157	0 – 50
Net financial status in € m (12/31)	-396	-500 – -550
Capital expenditure <sup>1</sup> in % of sales revenue	4.0	3.0 – 5.0

- Wide order intake guidance range reflects current macroeconomic uncertainties
- Extraordinary effects of about €45 m assumed
- FCF guidance mainly reflects timing effects of early payments received in 2024
- Net financial status guidance includes about € 97 m payments for the purchase of HOMAG shares in connection with the settlement offer that ended on March 3, 2025

<sup>1</sup> excluding acquisitions

**Focus on profitable growth and free cashflow generation**

# Breakdown of 2025 guidance by division

	Order intake (in € m)		Sales revenues (in € m)		EBIT margin (in %) before e.e.*	
	2024	Targets 2025	2024	Targets 2025	2024	Targets 2025
Automotive	2,606	2,100 – 2,300	2,057	2,000 – 2,200	8.4	7.5 – 8.5
Industrial Automation	812	800 – 950	852	850 – 950	3.6	4.5 – 5.5
Woodworking	1,357	1,300 – 1,500	1,413	1,350 – 1,450	3.6	4.5 – 5.5
Clean Technology Systems Environmental	391	Strong growth	407	Moderate growth	15.2	Stable

EBIT margin before extraordinary effects of Clean Technology Systems Environmental excludes cost allocations that were reclassified to continued operations according to IFRS

\* before extraordinary effects



# Guidance continued operations 2025

Excluding the environmental business held for sale

	Actual 2024	Targets 2025
Incoming orders in € m	4,746	4,300 – 4,700
Sales revenues in € m	4,291	4,200 – 4,600
EBIT margin before extraordinary effects in %	4.6	4.5 – 5.5
EBIT margin in %	3.6	3.5 – 4.5
ROCE in %	11.4	10.0 – 15.0
Free cash flow in € m	130	0 – 50
Capital expenditure <sup>1</sup> in % of sales revenue	4.4	3.0 – 5.0

- Guidance assumes that the discontinued operation of Clean Technology Systems Environmental contributes to allocation effects for 12 months
- EBIT margin before and after extraordinary effects include €-16.7 m cost allocations (dilution of ~ 40bps)
- Guidance to be updated in case of a sale of the Clean Technology Systems Environmental division

<sup>1</sup> excluding acquisitions

**Focus on profitable growth and free cashflow generation**

# Mid-cycle targets confirmed

More than €6 billion sales targeted in 2030



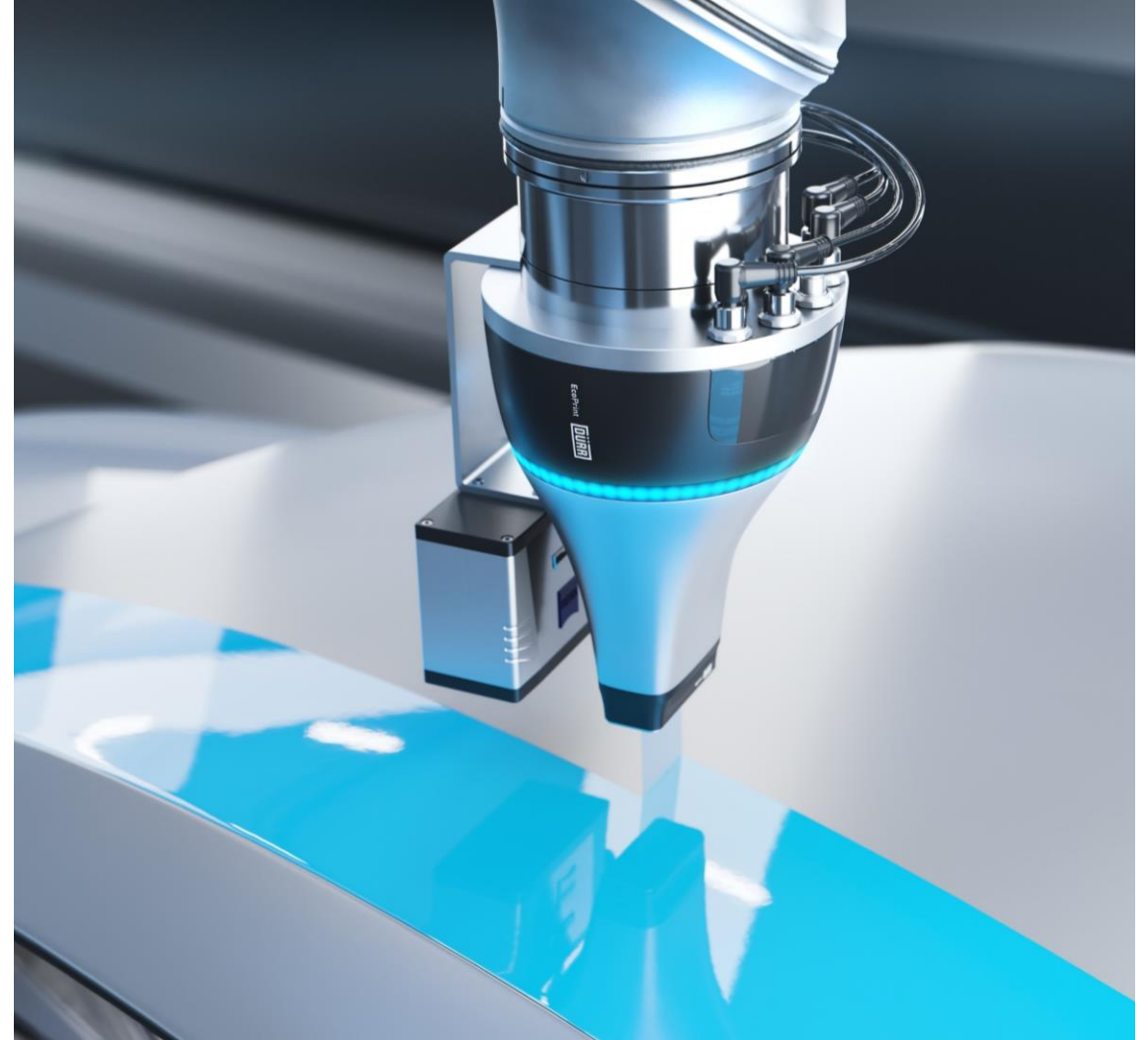
**5% – 6%**  
CAGR sales revenues



**≥ 8%** EBIT margin before  
extraordinary effects



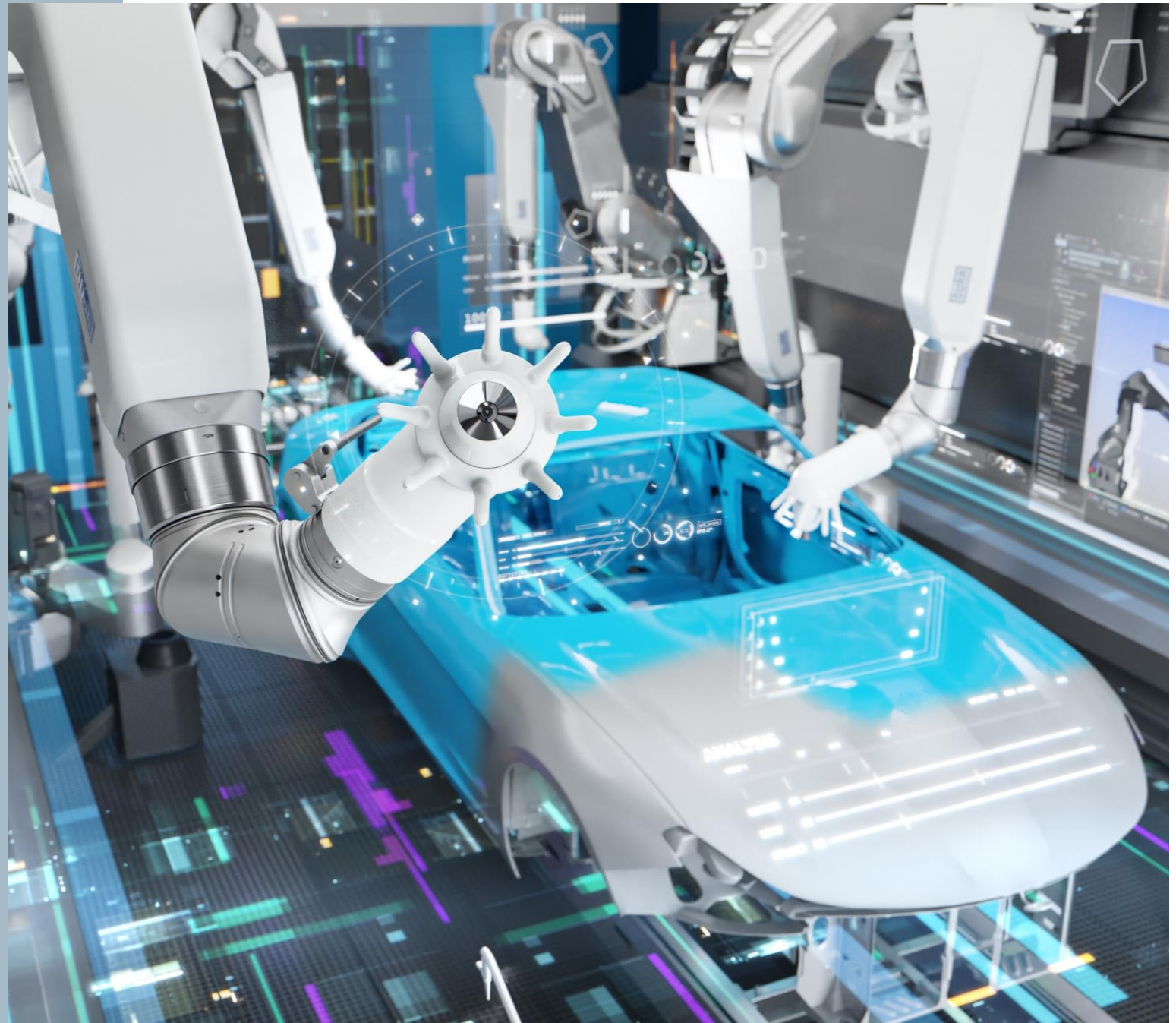
**≥ 25%**  
ROCE



# 6

## Summary

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# Summary 2024

- Solid operational performance in a challenging environment
- Free cash flow > €100 million for the fifth year in a row
- Action taken to improve resilience and streamline Group structure
- Addressing long-term trends with industry leading efficiencies
- Solid base for top- and bottom-line growth in 2025



**Creating a powerhouse for sustainable automation with attractive growth and margins**

# Appendix

# P&L in detail

## Dürr Group as a whole

in € m	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Sales revenues	4,698.1	4,627.3	1.5%	1,256.4	1,328.2	-5.4%
Cost of sales	-3,686.1	-3,622.2	1.8%	-975.3	-1,081.6	-9.8%
<b>Gross profit on sales</b>	<b>1,012.0</b>	<b>1,005.1</b>	<b>0.7%</b>	<b>281.1</b>	<b>246.6</b>	<b>14.0%</b>
Selling expenses	-409.1	-412.1	-0.7%	-103.5	-107.7	-3.8%
General administrative expenses	-270.6	-246.4	9.8%	-81.6	-70.6	15.6%
Research and development costs	-140.9	-151.4	-6.9%	-38.5	-41.9	-8.0%
Other operating income	103.9	51.6	101.2%	18.0	11.3	59.9%
Other operating expenses	-89.2	-55.4	60.9%	-18.9	-9.3	102.9%
<b>Earnings before investment income, interest and income taxes</b>	<b>206.0</b>	<b>191.4</b>	<b>7.6%</b>	<b>56.5</b>	<b>28.4</b>	<b>99.3%</b>
Investment income	0.8	4.6	-83.4%	0.9	3.8	-75.4%
Interest and similar income	35.7	33.1	7.9%	9.8	9.1	8.2%
Interest and similar expenses	-76.5	-57.9	-32.2%	-23.0	-21.8	-5.6%
<b>Earnings before income taxes</b>	<b>166.0</b>	<b>171.3</b>	<b>-3.1%</b>	<b>44.2</b>	<b>19.4</b>	<b>128.1%</b>
Income taxes	-63.9	-61.1	-4.6%	-21.7	-14.5	-49.9%
<b>Profit/loss of the Dürr Group</b>	<b>102.1</b>	<b>110.2</b>	<b>-7.3%</b>	<b>22.5</b>	<b>4.9</b>	<b>359.8%</b>
Attributable to:						
Non-controlling interests	0.6	-1.8	-	0.9	0.0	-
<b>Shareholders of Dürr Aktiengesellschaft</b>	<b>101.5</b>	<b>112.0</b>	<b>-9.3%</b>	<b>21.7</b>	<b>4.9</b>	<b>339.7%</b>
Number of shares issued in thousands	69,202.1	69,202.1	-	69,202.1	69,202.1	-
<b>Earnings per share in € (basic)</b>	<b>1.47</b>	<b>1.62</b>	<b>-9.3%</b>	<b>0.31</b>	<b>0.07</b>	<b>342.9%</b>
<b>Earnings per share in € (diluted)</b>	<b>1.41</b>	<b>1.55</b>	<b>-9.0%</b>	<b>0.31</b>	<b>0.09</b>	<b>244.4%</b>

# P&L in detail

## Continued operations

in € m	2024	2023	Δ	Q4 2024	Q4 2023	Δ
Sales revenues	4,290.9	4,196.0	2.3%	1,142.9	1,215.3	-6.0%
Cost of sales	-3,387.9	-3,294.8	2.8%	-893.7	-996.6	-10.3%
<b>Gross profit on sales</b>	<b>903.0</b>	<b>901.3</b>	<b>0.2%</b>	<b>249.3</b>	<b>218.7</b>	<b>14.0%</b>
Selling expenses	-374.2	-378.5	-1.1%	-94.9	-99.1	-4.2%
General administrative expenses	-259.2	-233.0	11.2%	-78.8	-68.0	15.9%
Research and development costs	-136.6	-148.1	-7.8%	-37.1	-40.8	-9.0%
Other operating income	103.1	51.1	101.7%	17.6	11.2	58.1%
Other operating expenses	-83.7	-52.9	58.4%	-18.3	-8.6	113.6%
<b>Earnings before investment income, interest and income taxes</b>	<b>152.4</b>	<b>139.8</b>	<b>9.0%</b>	<b>37.8</b>	<b>13.5</b>	<b>180.1%</b>
Investment income	0.8	4.6	-82.9%	0.9	3.8	-75.3%
Interest and similar income	35.3	32.0	10.3%	9.7	8.8	10.6%
Interest and similar expenses	-76.1	-57.6	-32.2%	-22.9	-21.7	-5.2%
<b>Earnings before income taxes</b>	<b>112.4</b>	<b>118.9</b>	<b>-5.5%</b>	<b>25.6</b>	<b>4.3</b>	<b>492.5%</b>
Income taxes	-50.0	-47.9	-4.4%	-16.7	-11.2	-49.0%
<b>Profit from continued operations</b>	<b>62.4</b>	<b>71.0</b>	<b>-12.1%</b>	<b>8.9</b>	<b>-6.9</b>	<b>-</b>
<b>Profit/loss of the Dürr Group</b>	<b>102.1</b>	<b>110.2</b>	<b>-7.3%</b>	<b>22.5</b>	<b>4.9</b>	<b>359.8%</b>
Attributable to:						
Non-controlling interests	0.6	-1.8	-	0.9	0.0	-
<b>Shareholders of Dürr Aktiengesellschaft</b>	<b>101.5</b>	<b>112.0</b>	<b>-9.3%</b>	<b>21.7</b>	<b>4.9</b>	<b>339.7%</b>
Number of shares issued in thousands	69,202.1	69,202.1	-	69,202.1	69,202.1	-
<b>Earnings per share in € (basic)</b>	<b>0.89</b>	<b>1.05</b>	<b>-15.2%</b>	<b>0.12</b>	<b>-0.10</b>	<b>-</b>
<b>Earnings per share in € (diluted)</b>	<b>0.87</b>	<b>1.02</b>	<b>-14.7%</b>	<b>0.08</b>	<b>-0.07</b>	<b>-</b>



# Balance sheet highlights (1/2)

Assets	2024	2023
<b>Non-current assets</b>	<b>1,838.3</b>	<b>1,916.3</b>
of which goodwill and intangibles	976.6	1,088.8
of which property, plant and equipment	679.6	655.2
of which investment and financial assets	46.6	45.5
<b>Current assets</b>	<b>3,140.1</b>	<b>3,239.7</b>
of which inventories and prepayments	627.5	781.4
of which contract assets	618.6	674.1
of which trade receivables	528.1	598.7
of which sundry financial assets	150.6	39.1
of which cash and cash equivalents	831.6	1,037.1
of which assets held for sale	279.3	1.5
<b>Total assets Dürr Group</b>	<b>4,978.4</b>	<b>5,156.0</b>

# Balance sheet highlights (2/2)

Equity and Liabilities in € m	2024	2023
<b>Total equity</b>	<b>1,223.7</b>	<b>1,177.0</b>
of which non-controlling interests	4.7	7.1
<b>Non-current liabilities</b>	<b>1,343.6</b>	<b>1,225.3</b>
of which provisions	59.1	60.9
of which bond and Schuldschein loans	1,138.1	953.2
of which other financial liabilities	75.8	113.8
of which deferred taxes	44.8	69.8
<b>Current liabilities</b>	<b>2,411.0</b>	<b>2,753.7</b>
of which other provisions	171.3	188.5
of which contract liabilities	944.5	922.7
of which trade payables	425.6	599.0
of which bond and Schuldschein loans	55.0	104.9
of which sundry financial liabilities	382.1	370.1
of which other liabilities	110.8	125.5
of which liabilities held for sale	177.7	0.0
<b>Total equity and liabilities Dürr Group</b>	<b>4,978.4</b>	<b>5,156.0</b>

# Cash flow

in € m	2024	2023
<b>EBT</b>	<b>166.0</b>	<b>171.3</b>
Depreciation and amortization of non-current assets	162.3	130.8
Interest result	40.8	24.8
Income taxes paid	-77.2	-83.6
Δ Provisions	-0.8	32.4
Δ Net working capital	113.2	-9.2
Other	-20.1	21.1
<b>Operating cash flow</b>	<b>384.3</b>	<b>287.5</b>
<b>thereof continued operations</b>	<b>352,0</b>	<b>210.9</b>
<b>thereof discontinued operation</b>	<b>32,3</b>	<b>76.6</b>
Interest paid (net)	-33.4	-6.8
Repayment lease liabilities	-40.1	-34.7
Capital expenditures	-153.9	-116.8
<b>Free cash flow</b>	<b>156.9</b>	<b>129.3</b>
<b>thereof continued operations</b>	<b>129.6</b>	<b>55.6</b>
<b>thereof discontinued operation</b>	<b>27.3</b>	<b>73.7</b>
Dividend payment	-49.1	-49.1
Payment related to acquisitions	-18.4	-353.2
Cash receipts from the sale of assets held for sale	26.1	0.0
Others	14.6	-197.3
Less net financial status from assets held for sale	-9.8	0.0
<b>Change net financial status</b>	<b>120.4</b>	<b>-470.3</b>

# Overview: Financial figures by division (1/2)

## Old structure

		2024					2023				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
PFS	Incoming orders in € m	570.2	480.7	404.5	349.4	1,804.7	606.6	400.9	258.7	209.9	1,476.0
	Sales revenues in € m	302.9	338.8	351.3	400.3	1,393.3	267.6	317.0	351.0	428.0	1,363.6
	Order backlog in € m	1,979.5	2,041.4	2,060.9	2,034.7		1,994.5	2,068.8	1,982.1	1,739.6	
	EBIT in € m	14.2	18.5	25.5	39.3	97.5	12.4	16.4	21.7	16.8	67.4
	EBIT before extraordinary effects in €	15.2	20.2	27.1	40.2	102.7	13.0	15.4	21.8	18.8	69.0
	Employees	4,773	4,605	4,574	4,588		4,621	4,700	4,799	4,772	
APT	Incoming orders in € m	262.2	218.0	212.2	116.0	808.3	227.2	175.5	148.6	168.5	719.8
	Sales revenues in € m	144.1	175.0	178.3	173.5	670.9	141.8	156.0	151.4	164.8	614.0
	Order backlog in € m	687.7	714.9	739.7	688.1		566.4	581.6	583.2	580.6	
	EBIT in € m	15.2	16.4	17.7	19.9	69.2	9.8	12.1	16.5	21.6	60.0
	EBIT before extraordinary effects in €	15.3	16.5	17.8	20.0	69.5	9.8	12.5	16.6	21.7	60.6
	Employees	2,084	2,091	2,092	2,094		2,071	2,105	2,096	2,084	
IAS <sup>1</sup>	Incoming orders in € m	169.2	170.8	162.6	168.6	671.3	134.7	120.3	131.3	197.5	583.8
	Sales revenues in € m	200.5	199.9	164.7	200.2	765.4	113.2	121.9	142.7	212.9	590.7
	Order backlog in € m	586.4	555.7	512.2	487.2		376.4	372.8	625.3	615.2	
	EBIT in € m	3.1	-5.1	18.5	-7.5	9.1	-2.5	5.8	5.4	2.5	11.3
	EBIT before extraordinary effects in €	11.6	9.2	6.4	8.2	35.4	-1.6	6.7	9.4	15.1	29.5
	Employees	4,219	4,164	4,026	4,029		2,571	2,590	4,254	4,240	
CTS	Incoming orders in € m	120.9	123.4	114.8	183.2	542.2	158.4	114.6	93.0	114.4	480.4
	Sales revenues in € m	114.2	121.3	128.1	133.1	496.6	100.8	123.7	124.3	132.5	481.2
	Order backlog in € m	446.7	440.8	417.7	475.2		490.5	478.5	452.8	440.1	
	EBIT in € m	6.2	10.0	6.9	9.8	32.9	1.2	7.1	9.3	7.7	25.3
	EBIT before extraordinary effects in €	8.8	11.9	8.7	11.2	40.6	2.2	8.1	10.3	9.8	30.3
	Employees	1,547	1,528	1,534	1,560		1,410	1,411	1,439	1,525	

<sup>1</sup> BBS Automation consolidated starting August 31, 2023

# Overview: Financial figures by division (2/2)

## Old structure

		2024					2023				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
WMS	Incoming orders in € m	377.3	321.3	332.7	325.6	1,356.9	352.6	318.8	296.6	427.4	1,395.5
	Sales revenues in € m	347.0	358.9	349.5	358.1	1,413.5	403.8	412.9	405.5	402.8	1,625.1
	Order backlog in € m	871.0	832.7	805.8	780.5		1,035.7	930.4	832.4	840.7	
	EBIT in € m	9.2	9.1	12.0	13.4	43.7	25.3	27.8	31.5	-13.4	71.1
	EBIT before extraordinary effects in €	10.8	10.7	13.5	15.8	50.8	27.0	29.7	36.4	36.5	129.7
	Employees	7,097	6,978	6,875	6,802		7,570	7,576	7,482	7,348	
CC / Cons.	Incoming orders in € m	-11.1	-10.7	-17.3	-7.2	-46.3	-14.8	-7.8	-6.3	-11.2	-40.1
	Sales revenues in € m	-10.1	-11.0	-11.5	-8.8	-41.4	-12.5	-11.3	-10.7	-12.8	-47.3
	Order backlog in € m	-16.0	-14.0	-19.6	-13.6		-24.3	-21.1	-16.3	-15.0	
	EBIT in € m	-8.2	-8.8	-10.9	-18.5	-46.3	-8.5	-15.1	-13.1	-6.9	-43.6
	EBIT before extraordinary effects in €	-8.2	-7.5	-8.4	-17.0	-41.1	-8.4	-9.8	-12.2	-8.3	-38.8
	Employees	770	776	794	821		503	530	594	628	
Group	Incoming orders in € m	1,488.8	1,303.4	1,209.5	1,135.5	5,137.2	1,464.7	1,122.4	921.9	1,106.4	4,615.5
	Sales revenues in € m	1,098.4	1,182.9	1,160.5	1,256.4	4,698.1	1,014.7	1,120.2	1,164.3	1,328.2	4,627.3
	Order backlog in € m	4,555.4	4,571.5	4,516.9	4,452.2		4,439.2	4,410.9	4,459.4	4,201.2	
	EBIT in € m	39.7	40.1	69.8	56.5	206.0	37.7	54.0	71.4	28.4	191.4
	EBIT before extraordinary effects in €	53.5	60.9	65.1	78.4	257.9	42.0	62.5	82.3	93.6	280.4
	Employees	20,490	20,142	19,895	19,894		18,746	18,912	20,664	20,597	



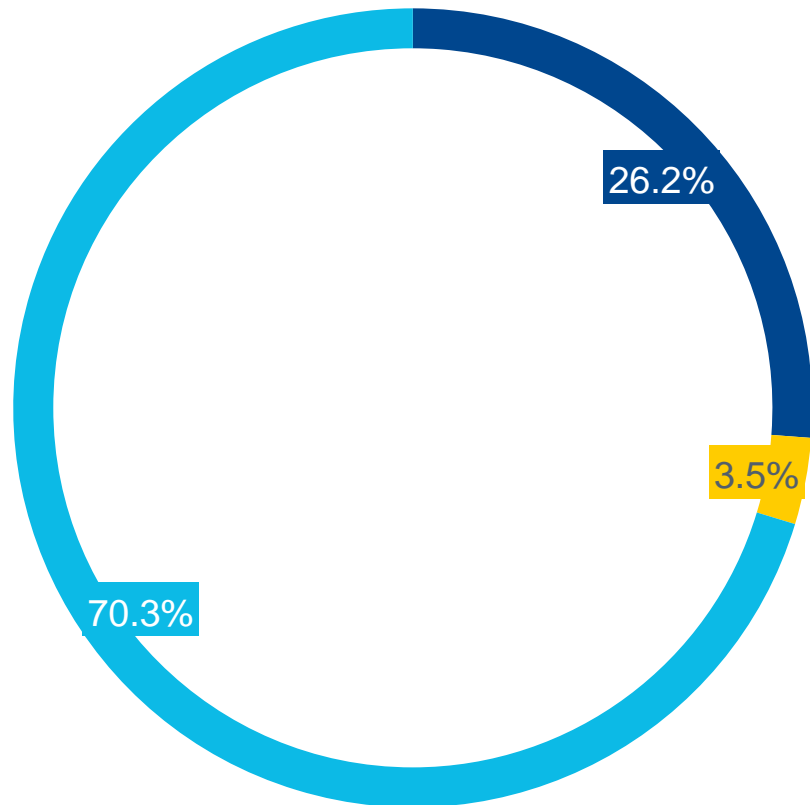
# Overview: Extraordinary effects

Old structure, in € m

	2024					2023				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
PFS	-1.0	-1.7	-1.6	-0.9	-5.2	-0.6	1.0	-0.1	-2.0	-1.7
<i>thereof PPA</i>	-1.0	-1.0	-1.0	-1.0	-3.9	-0.6	-0.6	-0.6	-0.5	-2.3
APT	-0.1	-0.1	-0.1	-0.1	-0.3	-0.1	-0.4	-0.1	-0.1	-0.6
<i>thereof PPA</i>	-0.1	-0.1	-0.1	-0.1	-0.2	-0.1	-0.1	-0.1	-0.1	-0.2
CTS	-2.6	-1.9	-1.8	-1.4	-7.8	-1.0	-1.0	-0.9	-2.0	-5.0
<i>thereof PPA</i>	-1.4	-1.3	-1.3	-1.2	-5.2	-1.0	-1.0	-1.0	-0.9	-3.8
IAS	-8.5	-14.3	12.1	-15.6	-26.3	-0.9	-0.9	-4.0	-12.5	-18.3
<i>thereof PPA</i>	-8.5	-8.4	-8.3	-5.8	-31.0	-0.9	-0.9	-3.2	-8.8	-13.7
WMS	-1.6	-1.6	-1.5	-2.4	-7.1	-1.7	-2.0	-4.9	-50.0	-58.6
<i>thereof PPA</i>	-1.4	-1.4	-1.4	-0.6	-4.9	-1.6	-1.5	-1.5	-1.5	-6.1
CC	0.0	-1.2	-2.5	-1.5	-5.2	-0.1	-5.3	-0.8	1.4	-4.8
<i>thereof PPA</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>-13.8</b>	<b>-20.9</b>	<b>4.6</b>	<b>-21.8</b>	<b>-51.9</b>	<b>-4.3</b>	<b>-8.5</b>	<b>-10.9</b>	<b>-65.2</b>	<b>-89.0</b>
<i>thereof PPA</i>	-12.4	-12.2	-12.1	-8.7	-45.3	-4.1	-4.1	-6.3	-11.8	-26.2

# Shareholder structure

Free float at 70.3%<sup>1</sup>



- Heinz Dürr GmbH, Berlin
- Heinz und Heide Dürr Stiftung, Berlin
- Institutional and private investors, including
  - Harris Associates L.P.: 3.02%
  - Members of the Dürr AG Supervisory Board: 0.12%
  - Members of the Dürr AG Board of Management: 0.07%

<sup>1</sup> Free float calculated according to Deutsche Börse AG

<sup>2</sup> According to the relevant laws

# Financial calendar

## March 2025

- 03/06/2025 Preliminary figures for fiscal 2024
- 03/28/2025 Annual Report 2024

## May 2025

- 05/13/2025 Interim statement for the first quarter of 2025
- 05/15/2025 Annual general meeting HOMAG Group AG
- 05/16/2025 Annual general meeting Dürr AG
- 05/21/2025 The Nice Conference, Nice
- 05/22/2025 Berenberg European Conference, Manhattan

## June 2025

- 06/17/2025 ODDO BHF London Forum, London

## August 2025

- 08/07/2025 Interim statement for the first half of 2025

Access our financial  
calendar on our website



## Dürr Group Corporate Communications & Investor Relations contact



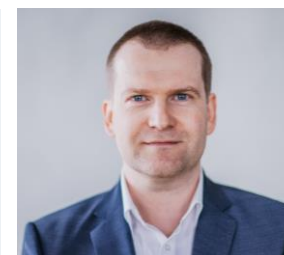
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# Preliminary figures fiscal year 2024

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Dr. Jochen Weyrauch, CEO Dürr AG  
Dietmar Heinrich, CFO Dürr AG

March 06, 2025  
Bietigheim-Bissingen

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