## DÜRR GROUP

Customer portfolio

<table>
<thead>
<tr>
<th>Automotive industry: 53% sales</th>
<th>Woodworking industry: 33% sales</th>
<th>General industry: 14% sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="FCA" /></td>
<td><img src="image2" alt="BASF" /></td>
<td><img src="image3" alt="Dow" /></td>
</tr>
<tr>
<td><img src="image4" alt="MAN" /></td>
<td><img src="image5" alt="BOSCH" /></td>
<td><img src="image6" alt="3M" /></td>
</tr>
<tr>
<td><img src="image7" alt="Mercedes" /></td>
<td><img src="image8" alt="AIRBUS" /></td>
<td><img src="image9" alt="vossloh" /></td>
</tr>
<tr>
<td><img src="image10" alt="BMW" /></td>
<td><img src="image11" alt="IKEA" /></td>
<td><img src="image12" alt="Schaeffler" /></td>
</tr>
<tr>
<td><img src="image13" alt="Volkswagen" /></td>
<td><img src="image14" alt="Audi" /></td>
<td><img src="image15" alt="Haier" /></td>
</tr>
<tr>
<td><img src="image16" alt="Nissan" /></td>
<td><img src="image17" alt="IKEA" /></td>
<td><img src="image18" alt="Pfizer" /></td>
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<tr>
<td><img src="image19" alt="Toyota" /></td>
<td><img src="image20" alt="IKEA" /></td>
<td><img src="image21" alt="Pfizer" /></td>
</tr>
</tbody>
</table>

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### DÜRR GROUP: 3 GLOBAL BRANDS

<table>
<thead>
<tr>
<th>Dürr AG</th>
<th>Dürr Systems AG</th>
<th>Carl Schenck AG</th>
<th>HOMAG Group AG</th>
</tr>
</thead>
</table>

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DÜRR GROUP: 5 GLOBAL DIVISIONS

Sales 2019: € 3.9 billion, employees 2019: approx. 16,500

- **Paint and Final Assembly Systems**
  - Paint and final assembly systems, assembly, testing and filling technology
  - € 1,244 million
  - 3,630 employees

- **Application Technology**
  - Paint application, gluing and seam sealing technology; products for industrial painting
  - € 593 million
  - 2,310 employees

- **Clean Technology Systems**
  - Air pollution control, noise abatement systems and battery coating lines
  - € 395 million
  - 1,420 employees

- **Measuring and Process Systems**
  - Balancing technology
  - € 410 million
  - 2,290 employees

- **Woodworking Machinery and Systems**
  - Machinery and plants for woodworking
  - € 1,279 million
  - 6,570 employees
ORDER INTAKE BY REGION

Increased order intake in difficult market environment

Outstanding North American demand outpaced China and Germany

<table>
<thead>
<tr>
<th>Region</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>¥3,930.9</td>
<td>¥4,076.5</td>
<td>+3.7%</td>
</tr>
<tr>
<td>China</td>
<td>¥883.9</td>
<td>¥704.3</td>
<td>-20.3%</td>
</tr>
<tr>
<td>Americas</td>
<td>¥785.1</td>
<td>¥1,321.7</td>
<td>+68.4%</td>
</tr>
<tr>
<td>Germany</td>
<td>¥753.6</td>
<td>¥548.8</td>
<td>-27.2%</td>
</tr>
<tr>
<td>Europe (w/o Germany)</td>
<td>¥1,003.0</td>
<td>¥1,016.0</td>
<td>+1.3%</td>
</tr>
<tr>
<td>Asia (w/o China), Australia, Africa</td>
<td>¥505.4</td>
<td>¥485.6</td>
<td>-3.9%</td>
</tr>
</tbody>
</table>
COMPANY HISTORY

1896
Metal shop for roof flashing founded by Paul Albert Dürr

1964
First subsidiary abroad (Brazil)

1989
Acquisition of Behr and IPO

2000
Acquisition of Carl Schenck

2014
Acquisition HOMAG Group

2017
Founding IIoT platform ADAMOS with the digital marketplaces LOXEO and tapio

2018
Acquisition of Megtec and Universal
INNOVATION PATH

1950
First facility for chemical surface treatment

1963
First facility for automated dip coating

1998
Delivery of first Ecopaint paint robot

2008
Presentation of dry overspray separation system EcoDryScrubber

2010/14
Introduction of high-speed rotating atomizer EcoBell 3 – Exterior and interior paint application

2016
World’s first 7-axis painting robot with increased flexibility and cost-cutting potentials
EcoInCure dries complex car bodies faster and more gently while providing a better paint quality than conventional ovens

2019
EcoPaintJet: Two-tone painting of car bodies without overspray
Smart painting processes: The software applications of the DXQ product family offer customers new opportunities for maintenance, quality assurance and process analysis in paint shops to improve overall equipment effectiveness (OEE)
INNOVATION PATH

**SCHENCK**

1907  
First SCHENCK balancing machine

1930  
Instant balancing machine with direct unbalance display

1953  
Illuminated spot vectormeter; unbalance size and angular location at a glance

1982  
First round transfer machine for electric armatures

1995  
Balancing of finally assembled engines

2016  
Fully automatic unbalance correction in wheel-tire assembling

2018  
etENO - Fully automatic Balancing Machine for eDrives
INNOVATION PATH

HE HOMAG

1962
The world's first edge banding machine using hot-cold process

1967
First combined format processing and edge banding machine

2001
First high performance plant for batch size one

2009
LaserTec: edge banding by laser
SORB TECH: new material for low-vibration and stable machinery construction

2010
New machine operating concept: powerTouch

2013
Mobile support via video diagnostics in case of service
intelliGuide: Assistance system, which visually guides the operator

2014
AutoGuide: New operator assistance system

2017
tapio: The first digital ecosystem (open IoT platform) for the whole woodworking industry

2018
Digital twin: Virtual commissioning of machines and systems using a digital twin
Autonomous cell: In conjunction with automated guided vehicles and through the use of robots, the cells operate autonomously
GLOBAL POSITIONING

2019: Approx. 16,500 employees at 112 locations in 34 countries
ELEMENTS OF THE MID-TERM STRATEGY

GLOBAL PRESENCE
- Global business with local supply chain
- Strong regional set-up (North America, Asia, Europe)
- Expand Southeast Asia

INNOVATION
- Technology leader with software as differentiator
- Enter new business fields supported by trends
- Efficient & sustainable products

EFFICIENCY
- Drive synergies, esp. scale, processes, standardization/costs
- Lean and agile Organization
- Optimize global footprint

LIFE CYCLE SERVICES
- Leverage vast installed base
- Increase spare parts sales driven by proprietary parts
- Strengthen brownfield business
- Optimize life cycle by using asset data intelligence
Increasing the level of customer benefits:

- Unit cost reduction (material, energy, labor)
- Flexible and modular production facilities
- Environmental, energy and resource efficiency as well as sustainability are becoming increasingly significant

R&D expenses more than quadrupled in the last 10 years to € 111 m. R&D rate just under 3%

Example: Cost structure of a paint shop (Europe)

- Reduction of unit costs by 25% per painted car body to ≈ € 300 within the last 15 years.
digital@DÜRR: VISION, MISSION, OBJECTIVES & STRATEGY

Vision:
Leader in digitalization

Mission:
Data-driven software products, solutions & business models

Objectives:
New revenue stream
differentiation
disruption protection

Strategy:
Software Competence
New Business Models
Internal Transformation
Partner Network
ADAMOS

Mechanical engineering firms are shaping digitalization

ADAMOS PARTNER

- Mechanical and plant engineering firms
- Component manufacturers

DMG MORI
Dürr
ZEISS
ASM
ENGEL
KARL MAYER
waber
Mahr
oerlikon
illig
Mayer & Cie.
Mäkinen
TAKI-SHA
Schlenk & Neugebauer
TREU
neuenhauser
omanz

ADAMOS ENABLING PARTNER

- Consulting partner, implementation partner
- Connectivity partner, research partner

anacision
elunic
GANTEFÜRER
iSAX
JAC
logicline
MeetNow!
nterra

IFW
Technische Universität Darmstadt
DINF
Bundeswehr-Forschungsinstitut für Technikwesen und Werkstoffe

Meanwhile 19 mechanical engineering firms involved

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STRATEGY: INNOVATION

Industrial Internet of Things (IIoT) platform ADAMOS - First of its kind

» First IIoT platform especially for the mechanical/plant engineering sector
» Highly scalable IIoT services
» On edge/on premise or via cloud
» Leading-edge technology + standard interfaces
» Founding partners ADAMOS GmbH: DMG Mori, Dürr, Software AG, Carl Zeiss, ASM
» Currently 19 partner companies in the network
» Installed base: several hundred thousand machines
» ADAMOS App Factory develops customized applications + services
STRATEGY: INNOVATION
SOFTWARE FAMILY FOR THE AUTOMOTIVE PRODUCTION

DXQ operate
DXQ analyze
DXQ control
DXQ support

DXQ plant.analytics
DXQ equipment.analytics (Video)

Support in process optimization, troubleshooting, process quality control and maintenance

Correlating process data and workpiece-related quality data throughout the whole value-creation chain
STRATEGY: GLOBALIZATION

High investments in global network of locations – reinforcement of local activities

- **Extension of global presence**: new markets reinforced, investments in established markets with good prospects (North America, Germany)
- **15 production, test and engineering centers**: extended, modernized or newly built
- **Campus concept transferred to key locations**: efficient processes, open communications, sustainable energy concept
- **Expansion of production facilities**: increase in internal value added (improvement in quality and project execution)
- **Increasing vertical depth of production** in the individual regions: faster response to customer requirements
- **Acquisitions** are playing a major role in Dürr's expansion strategy

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<table>
<thead>
<tr>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments</td>
<td>32.5</td>
<td>51.2</td>
<td>54.9</td>
<td>102.3</td>
<td>81.9</td>
<td>88.0</td>
<td>74.4</td>
<td>102.6</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>2.9</td>
<td>34.8</td>
<td>242.1</td>
<td>42.0</td>
<td>13.6</td>
<td>15.3</td>
<td>125.4</td>
<td>10.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>35.4</td>
<td>86.0</td>
<td>297.0</td>
<td>144.3</td>
<td>95.5</td>
<td>103.3</td>
<td>199.8</td>
<td>113.3</td>
</tr>
</tbody>
</table>

---

1 Asia (excl. Japan), South and Central America, Africa, Eastern Europe
STRATEGY: SERVICE

Key focus on customer needs: "best-in-class" service performance

- Significant expansion of service business: global network, service staff has quadrupled since 2010, € 1.1 billion service sales
- Initiatives:

  **Global spare parts warehouse, accelerated spares delivery**
  - Worldwide warehouse structure to reduce lost time on customs clearance
  - Automated warehouses
  - 24h delivery service for warehoused parts

  **24/7 hotlines for all Divisions**
  - 10 different hotlines for paint shop customers across the globe
  - Level 1-3 structure for a fast and competent relationship management

  **Dürr Promoter Score**
  - Customers are given a feedback opportunity via a simple-to-use system
  - Feedback is tracked and implemented on a long-term basis
**Strategic Pillars**

**Installed Base**
- Active usage of installed base via revamp strategy.
  - Offer IIoT solutions, OEE optimization and modernization to customers.
  - Use IIoT tools for more efficient service execution.
  - Approach competitor units.

**Spare Parts**
- Intensification of proactive spare parts sales.
- Define standardized spare part portfolio.
- Use IIoT tools for more efficient service execution.
- Increase spare parts sales driven by proprietary parts.
  - Approach competitor units.

**Brownfield**
- Strengthen brownfield business.
- Offer IIoT solutions to customers.

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STRATEGY: EFFICIENCY

Efficiency is the guiding principle for product development and processes

Product development / engineering:
- Modular products: global deployment, local development and production

Processes:
- Worldwide standards (e.g. CRM, SAP) from distribution to order handling
- IT integration: worldwide uniformity of data and systems
- Smart Processes: digitalized and networked processes

Knowledge management:
- Know-how of employees a decisive edge in competition
- Worldwide knowledge transfer: intranet, training sessions, vocational training
STRATEGY: CORPORATE SUSTAINABILITY

- **Corporate governance and sustainable business**
- **Products and services**
- **Production and supply chain**
- **Employees and society**

**Target:** Long-term economic success based on CSR aspects

**Board responsibility:** Dr. Jochen Weyeruch, Deputy chairman

**ISO certifications:**
- 9001 (quality)
- 14001 (environmental)
- 50001 (energy)

**Transparency & continuous improvement**

**Long tradition in sustainability reporting**
<table>
<thead>
<tr>
<th>EcoDryScrubber</th>
<th>EcoIncure</th>
<th>Overspray free painting</th>
</tr>
</thead>
<tbody>
<tr>
<td>» Resource saving dry separation</td>
<td>» Innovative car body curing from the inside</td>
<td>» Overspray free sharp edge paint application</td>
</tr>
<tr>
<td>» Up to 60% less energy consumption in the spray booth</td>
<td>» Reduces electrical energy consumption by 25%</td>
<td>» No intermediate drying: 25% less energy</td>
</tr>
<tr>
<td>» 80% less water consumption</td>
<td>» Space-saving layout: 50% shorter ovens</td>
<td>» No masking needed: saves 15m² waste</td>
</tr>
</tbody>
</table>
# SUSTAINABLE PRODUCTS

## Solutions for the general industry

<table>
<thead>
<tr>
<th>Ecopure</th>
<th>IntelliDivide</th>
<th>Balancing machines</th>
</tr>
</thead>
<tbody>
<tr>
<td>» Air pollution control systems for exhaust gas, exhaust air and critical substances</td>
<td>» Intelligent software for optimized cutting patterns</td>
<td>» Well-balanced rotors run more smoothly, last longer and produce less noise</td>
</tr>
<tr>
<td>» Reducing emissions through combustion of pollutants</td>
<td>» Reduction of scrap and offcuts</td>
<td>» Reduced energy consumption</td>
</tr>
<tr>
<td></td>
<td>» Less waste</td>
<td>» Reduced noise level</td>
</tr>
<tr>
<td></td>
<td>» Shorter machine running times</td>
<td>» Extension of service life</td>
</tr>
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- **Ecopure**: Air pollution control systems for exhaust gas, exhaust air and critical substances. Reducing emissions through combustion of pollutants.
- **IntelliDivide**: Intelligent software for optimized cutting patterns. Reduction of scrap and offcuts, less waste, shorter machine running times.
- **Balancing machines**: Well-balanced rotors run more smoothly, last longer and produce less noise. Reduced energy consumption, reduced noise level, extension of service life.
SOLUTIONS FOR AUTOMOBILE CONSTRUCTION

Automobile factory incl. supplier park

**Body-in-white**
- Glueing technology

**Paint shop**
- Complete paint process
- Turnkey paint shops
- Conversions, modernizations
- Conveyor technology (incl. AGV’s)
- Application technology
- Paint application for new plants and conversions
- Overspray-free painting
- Seam sealing and insulation technology
- Components & plastic painting
- Air pollution control systems

**Final assembly**
- Turnkey assembly lines
- Conveyor technology (incl. AGV’s)
- Glueing solutions
- Balancing and diagnostic technology
- Module assembly
- Filling technology
- Test systems for passenger cars and commercial vehicles

**Engine and transmission manufacturing**
- Balancing and diagnostic technology

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SOLUTIONS FOR AUTOMOBILE CONSTRUCTION

Body-in-white: glueing technology

Glueing technology:
- Automated glueing systems for challenging tasks in body-in-white production
SOLUTIONS FOR AUTOMOBILE CONSTRUCTION

Paint shop: complete paint process

Turnkey paint shops:
» RoDip technology for perfect corrosion protection, quality and lasting value

Turnkey paint shops:
» Modular oven systems for curing coatings and refining paint to create the perfect finish
**SOLUTIONS FOR AUTOMOBILE CONSTRUCTION**

Paint shop: complete paint process

**Turnkey paint shops:**
- Spray booths with integrated application and conveyor technology as the centerpiece of a modern paint shop

**Conveyor technology:**
- Overhead and floor conveyors for maximum accessibility and production efficiency
SOLUTIONS FOR AUTOMOBILE CONSTRUCTION

Paint shop: application technology

Application technology for new plants, conversions:
- High-tech systems for automated paint application, e.g. robots, atomizers, quality assurance. Focus: quality, efficiency, environmental sustainability

Seam sealing and insulation technology:
- Efficient and sustainable systems for seam sealing and insulation
Components and plastic painting:
» Leading-edge and customizable solutions for bumper and plastic painting

Air pollution control systems:
» Broad range of air pollution control systems for paint application and oven processes
Balancing and diagnostic technology:

- Balancing and diagnostic technology for rotating and oscillating parts and aggregates (e.g. crankshafts, turbochargers)
SOLUTIONS FOR AUTOMOBILE CONSTRUCTION

Final assembly: turnkey assembly lines and conveyor technology

Turnkey assembly lines:
» Complete final assembly systems: planning, implementation, modernization

Conveyor technology:
» Modular conveyor technology concepts and slat conveyors
SOLUTIONS FOR AUTOMOBILE CONSTRUCTION

Final assembly: Glueing solutions and balancing & diagnostic technology

**Glueing solutions:**
- Automated glueing systems in final assembly, e.g. window glazing

**Balancing and diagnostic technology:**
- Balancing and diagnostic technology for wheels, tires and components
Final assembly: module assembly and filling technology

Final assembly:
» Module assembly „marriage“, bolting systems and axle setting

Filling technology:
» Filling systems for final vehicle assembly, filling adapters, measuring and testing technology
SOLUTIONS FOR AUTOMOBILE CONSTRUCTION

Test systems for passenger cars and commercial vehicles and battery coating lines

Test systems for passenger cars and commercial vehicles:
- Systems for testing of chassis, headlamp aiming, driver assistance systems, roll-, brake-, ABS-testing at the end of line passenger car and commercial vehicle

Battery coating lines:
- Turnkey systems for the coating (including drying and solvent recovery) of lithium-ion electrodes as part of the battery production process
# SOLUTIONS FOR GENERAL INDUSTRY

<table>
<thead>
<tr>
<th>Industrial painting (e.g. furniture, ships, trains)</th>
<th>Filling technology (e.g. refrigerators, air-conditioners)</th>
<th>Woodworking technology (e.g. furniture)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balancing technology (e.g. turbines, electric armatures)</td>
<td>Air pollution control systems (e.g. chemical, pharmaceutical ind.)</td>
<td>Noise abatement systems</td>
</tr>
</tbody>
</table>

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SOLUTIONS FOR GENERAL INDUSTRY

Industrial painting and filling technology

**Industrial painting:**
- Standardized application products/systems for painting, glueing and sealing applications in various industries

**Filling technology:**
- Refrigerant supply systems and functional inspection systems for air-conditioning systems and heat pumps
SOLUTIONS FOR GENERAL INDUSTRY

Balancing technology and Woodworking technology

Balancing technology:
- Balancing technology for rotating and oscillating parts and aggregates in numerous production industries (e.g. electrical industry or aerospace industry)

Woodworking technology:
- Woodworking machinery, e.g. panel production, sawing, surface processing, formatting and edge banding
Woodworking technology and balancing technology

Furniture Production:
- Machines and systems for efficient and networked furniture production in batch size one

Components:
- Machines for the production of flooring, windows, doors or staircases
SOLUTIONS FOR GENERAL INDUSTRY

Woodworking technology and noise abatement systems

Timber house construction:
- Machines and turnkey production lines for the industrial production of prefabricated houses

Noise abatement systems:
- Sound insulation systems, e.g. for gas turbines, machinery and integrated emission systems
Air pollution control systems:

- Air pollution control technologies for the chemical and pharmaceutical industries, for coating, printing and other applications
### DÜRR GROUP: KEY FIGURES

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake (in € million)</td>
<td>3,701.7</td>
<td>3,803.0</td>
<td>3,930.9</td>
<td>4,076.5</td>
</tr>
<tr>
<td>Sales (in € million)</td>
<td>3,573.5</td>
<td>3,713.2</td>
<td>3,869.8</td>
<td>3,921.5</td>
</tr>
<tr>
<td>EBIT (in € million)</td>
<td>271.4</td>
<td>287.0</td>
<td>233.5</td>
<td>195.9</td>
</tr>
<tr>
<td>Net earnings (in € million)</td>
<td>187.8</td>
<td>199.6</td>
<td>163.5</td>
<td>129.8</td>
</tr>
<tr>
<td>Equity (in € million)</td>
<td>831.0</td>
<td>900.5</td>
<td>992.7</td>
<td>1,043.4</td>
</tr>
<tr>
<td>Employees(^1)</td>
<td>15,235</td>
<td>14,974</td>
<td>16,312</td>
<td>16,493</td>
</tr>
</tbody>
</table>

\(^1\)plus approx. 1,400 external employees
MORE INFORMATION AT WWW.DURR-GROUP.COM
Corporate Communications & Investor Relations

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Web: www.durr-group.com

DÜRR GROUP AT A GLANCE