

Dürr Group at a glance

Dürr Aktiengesellschaft
February 2024
Bietigheim-Bissingen
www.durr-group.com

DÜRR GROUP.



Dürr Group: 3 global brands

Dürr AG

Dürr Systems AG



Carl Schenck AG













HOMAG Group AG



Dürr Group: 5 global divisions

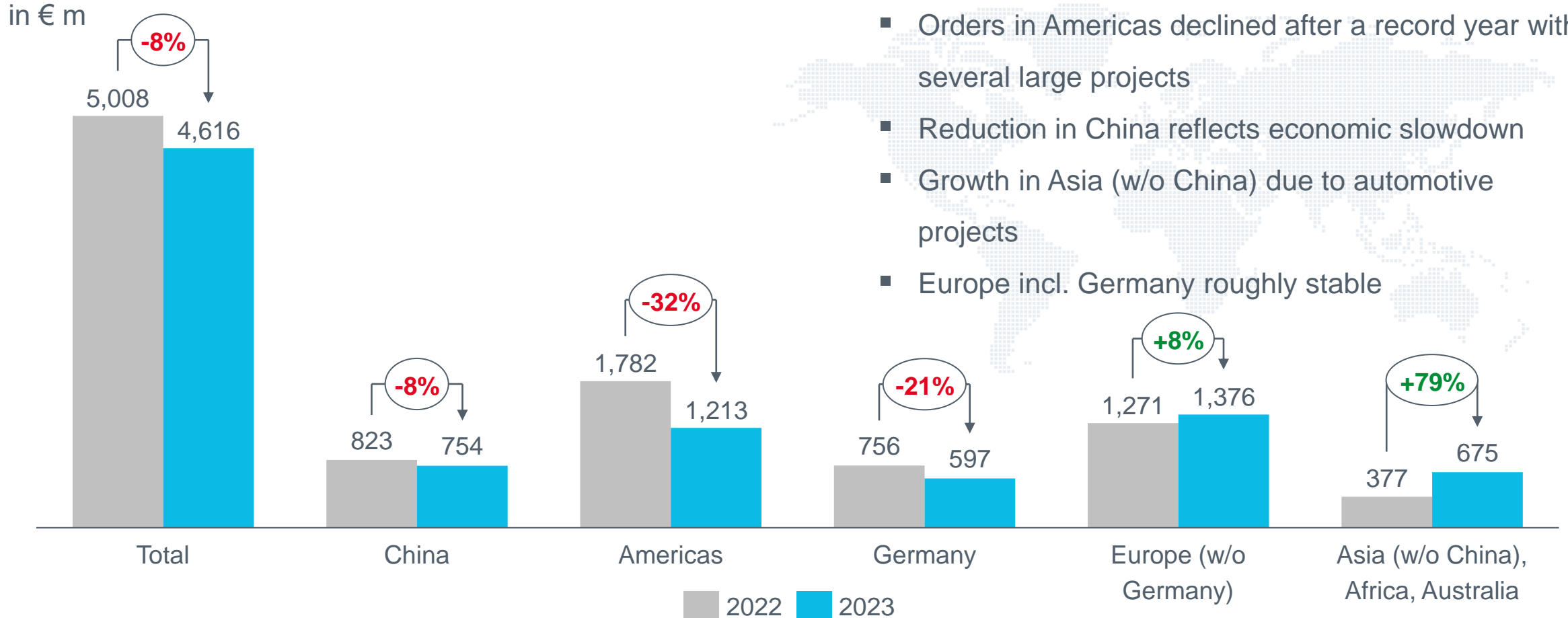
Sales 2023: € 4.7 billion, employees 2023: approx. 20,500

Paint and Final Assembly Systems	Application Technology	Clean Technology Systems	Industrial Automation Systems	Woodworking Machinery and Systems
<ul style="list-style-type: none"> Paint shops Final assembly systems Testing technology Filling technology <p>€ 1.4 billion 4,772</p>	<ul style="list-style-type: none"> Paint application Gluing and seam sealing technology Products for industrial painting <p>€ 0,6 billion 2,084</p>	<ul style="list-style-type: none"> Air pollution control Noise abatement systems Coating lines for battery electrodes Systems for solvent recovery <p>€ 0,5 billion 1,525</p>	<ul style="list-style-type: none"> Balancing technology Tooling systems Filling technology appliances Production automation for automotive, medical and consumer products <p>€ 0,6 billion 4,240</p>	<ul style="list-style-type: none"> Machinery and plants for woodworking <p>€ 1.6 billion 7,348</p>
			     	

 Employees 2023  Sales 2023

Regional development of order intake

Increasing orders from Europe and Asia outside China



Geographic diversification stabilizes order intake

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 of HOMAG Group:
Diversification into woodworking industry

2017

Founding IIoT platform and digital marketplace tapio

2018

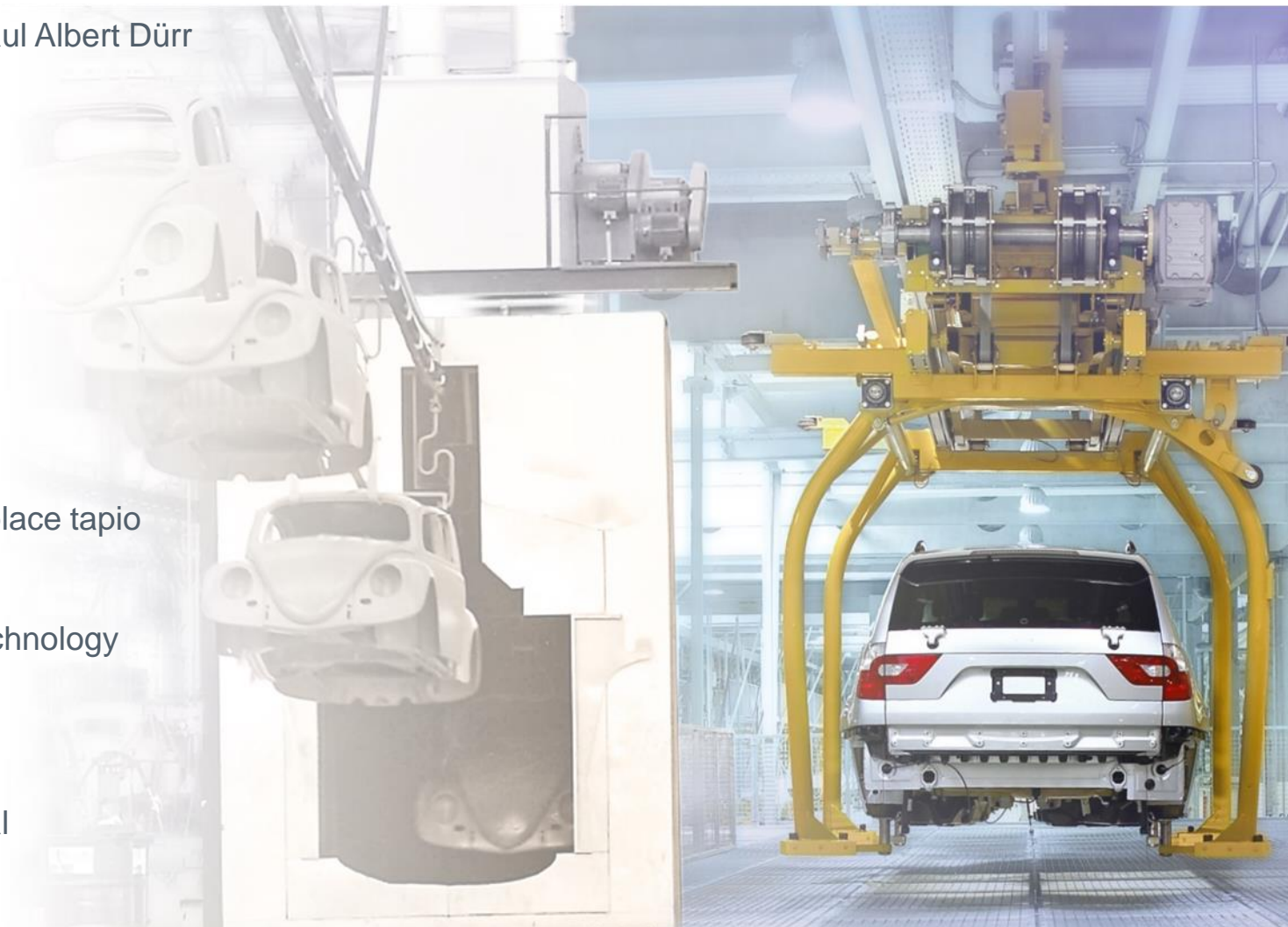
Acquisition of Megtec and Universal:
expansion in the area of environmental technology

2021

Acquisition of Teamtechnik and Hekuma:
Diversification into automation

2023

Acquisition of BBS Automation and Ingecal



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 high cost-cutting potential
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)

2020

Paint shop of the future: revolutionized production layout for paint shops

2021

DXQenergy.management: Software solution for intelligent energy management in paint shops

2023

Introduction of high-speed rotating atomizer **EcoBell 4** – Exterior and interior paint application



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

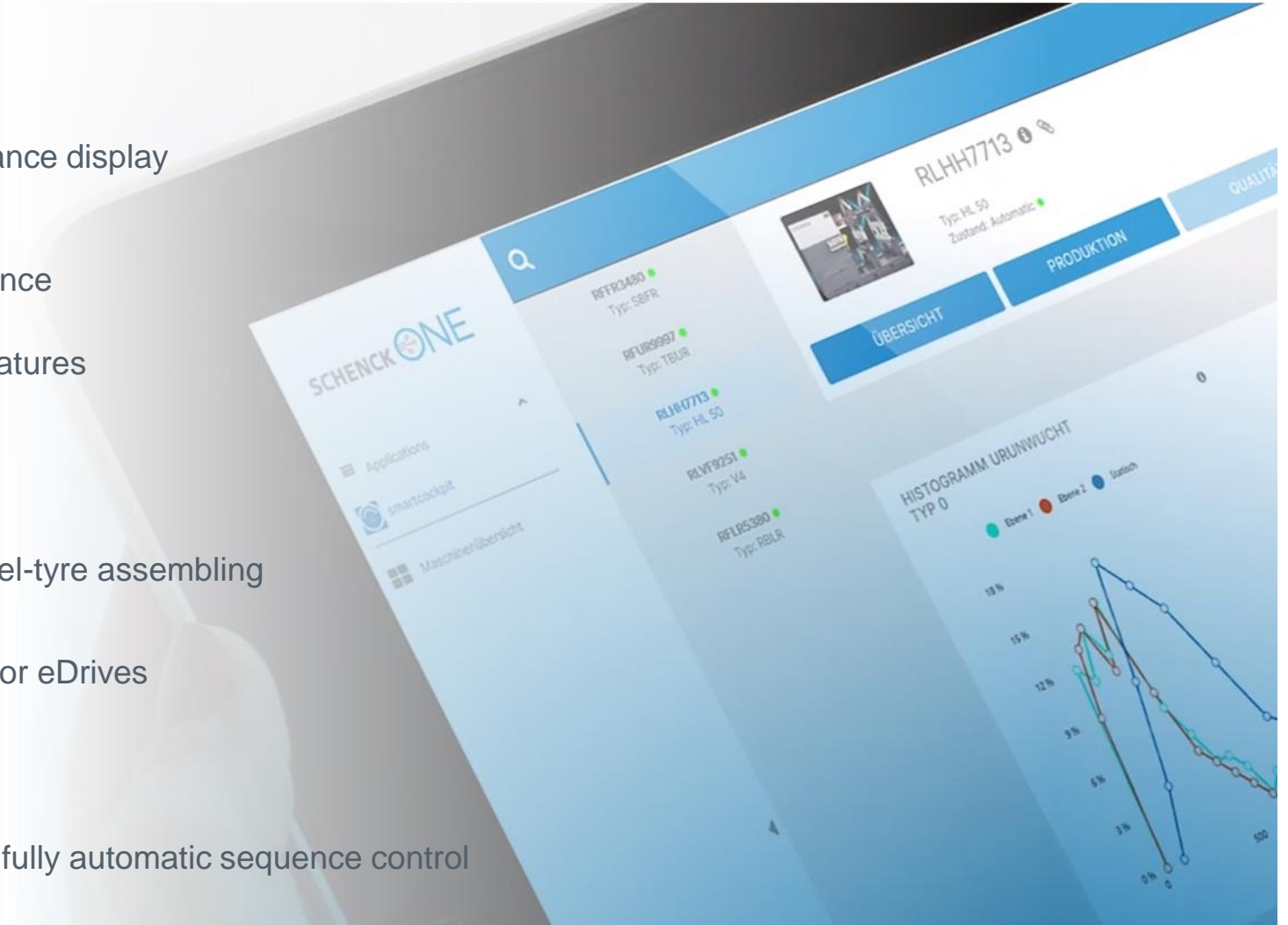
1995 Balancing of finally assembled engines

2016 Fully automatic unbalance correction in wheel-tyre assembling

2018 eTeno - Fully automatic balancing machine for eDrives

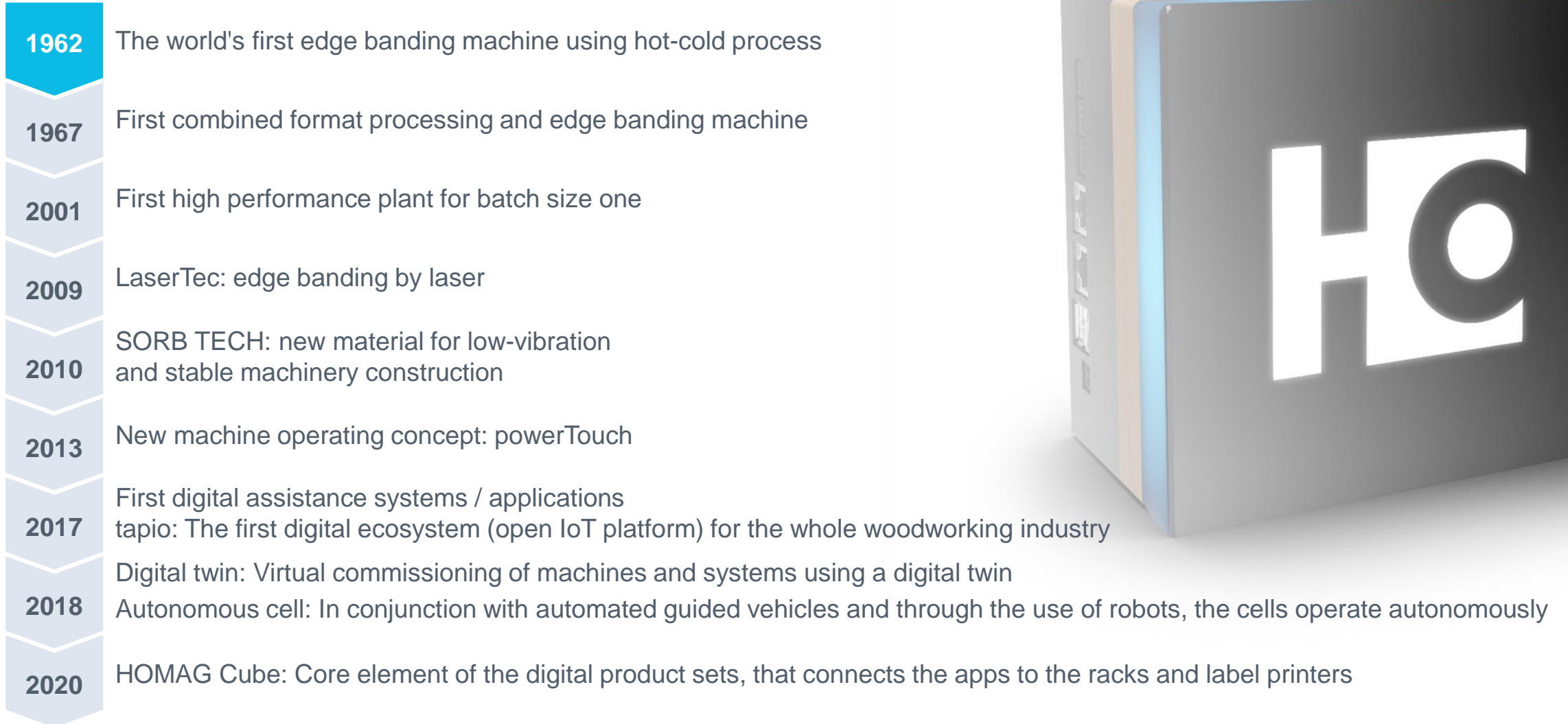
2020 SchenckOne: software as a service

2021 CAST 2: Further developed software for the fully automatic sequence control of spin tests and test cycles



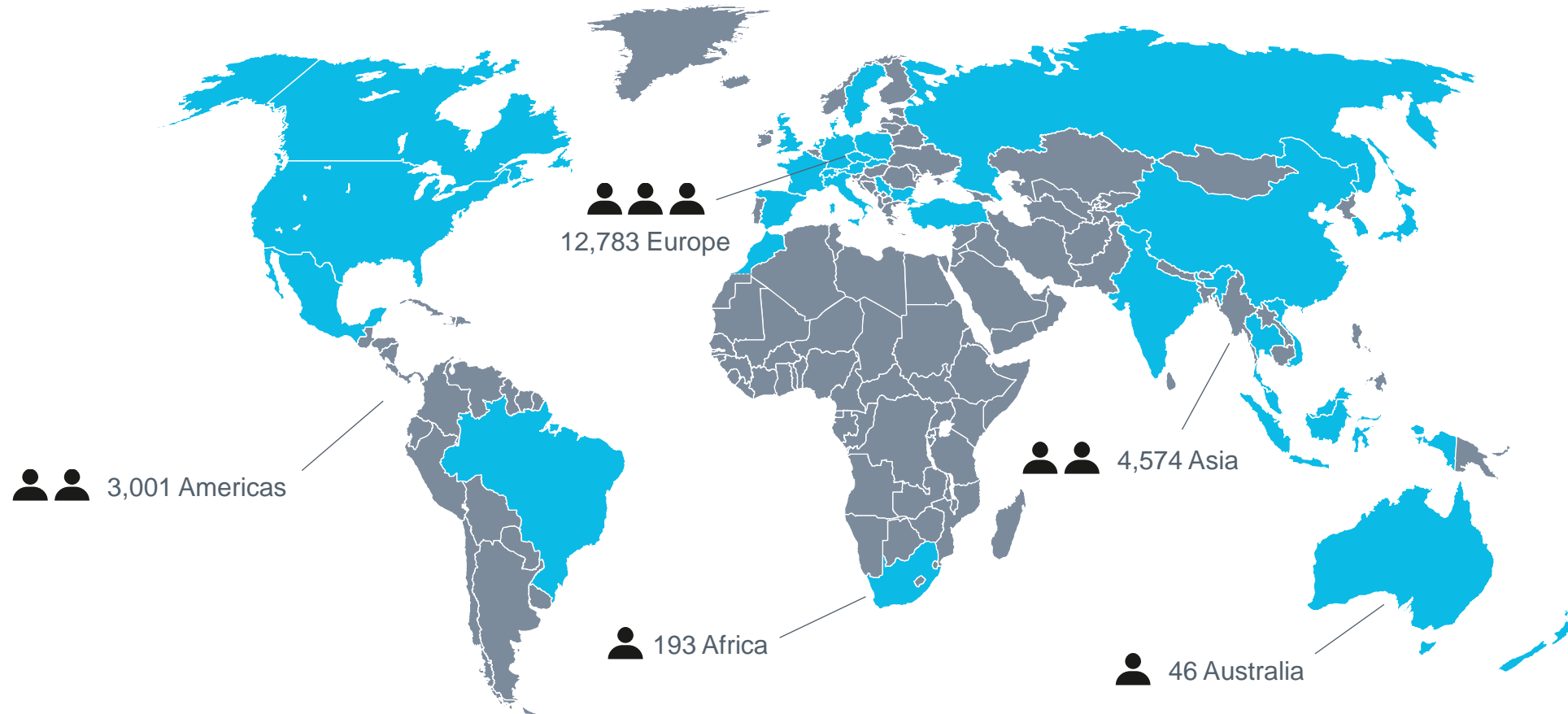
Innovation path

HE | HOMAG



Global positioning

2023: Approx. 20,500 employees at 142 locations in 32 countries



Dürr Executive Management Team

Management Board Dürr AG



Dr. Jochen Weyrauch
CEO



Dietmar Heinrich
CFO

Division Heads



Bruno Welsch
Paint and Final
Assembly Systems



Dr. Lars Friedrich
Application Technology



Dr. Hannes
Schmäser
Clean Technology
Systems

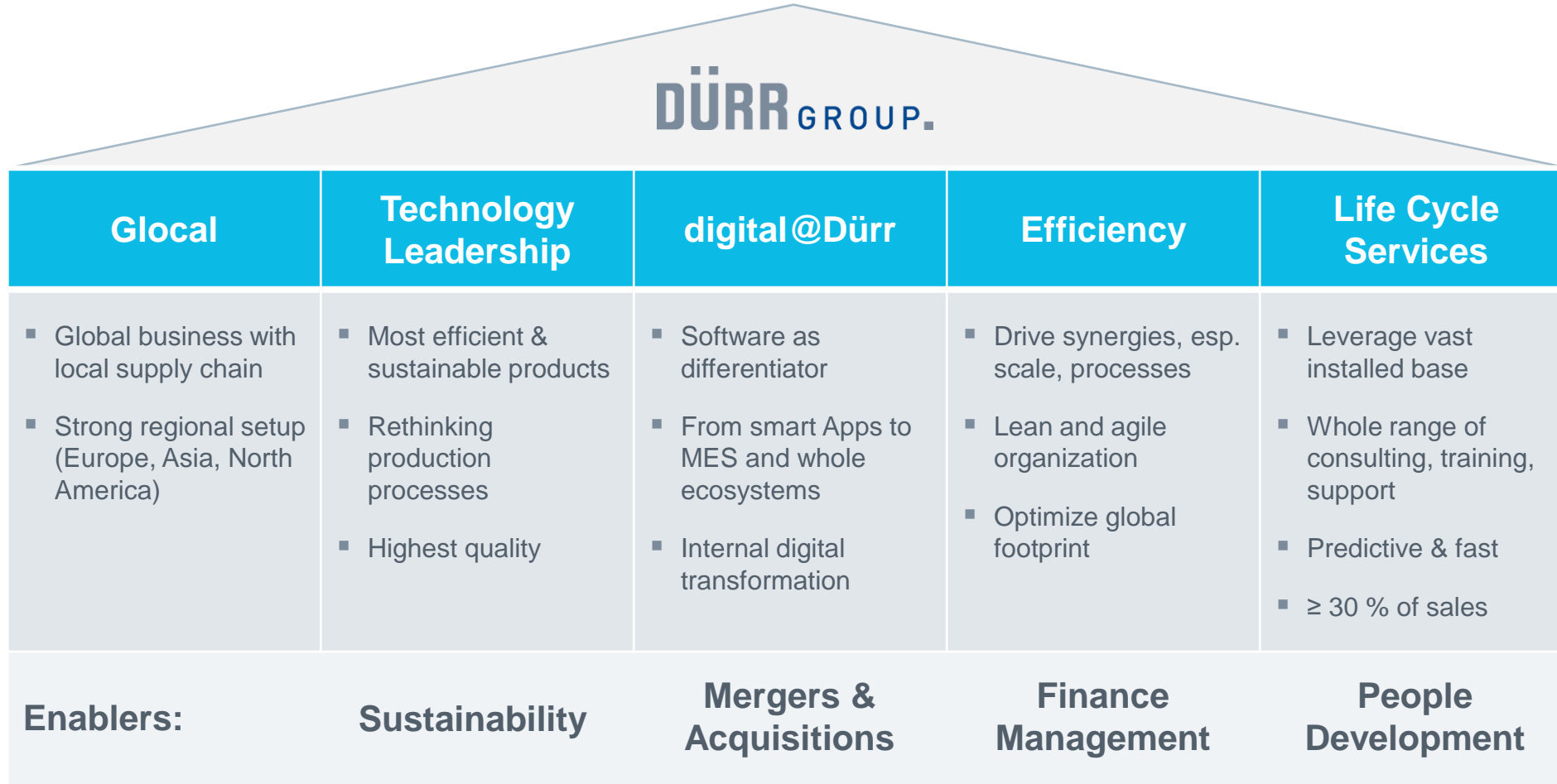


Jörg Brunke
Industrial Automation
Systems



Dr. Daniel Schmitt
Woodworking Machi-
nery and Systems

Dürr Group strategy for profitable growth



5% - 6%
CAGR sales revenues
(2022 – 2030)

≥ 8%
EBIT margin
(Mid-cycle target)

≥ 25%
ROCE
(Mid-cycle target)

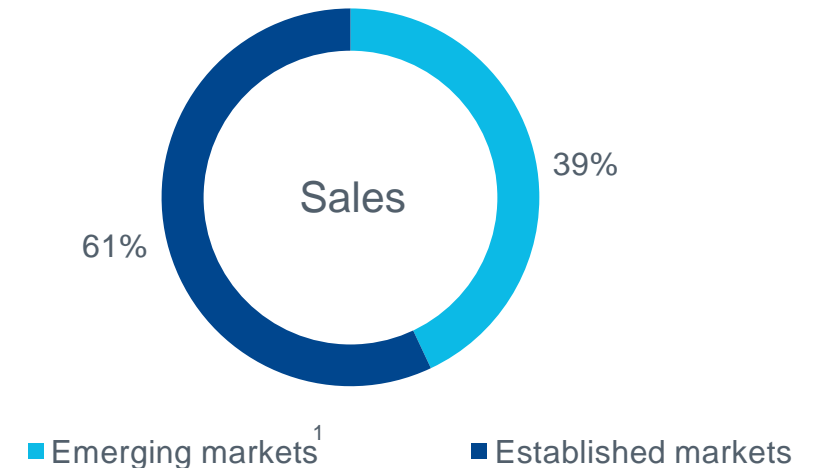
digital@Dürr: Driving digitalization is at the core of our strategy

Strategy: Global Presence

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

in €m	2017	2018	2019	2020	2021	2022	2023
Investments	88.0	74.4	102.6	76.4	107.8	138.5	157.1
Acquisitions	15.3	125.4	10.8	78.0	62.2	39.0	370.9
Total	103.3	199.8	113.3	154.4	170.1	177.6	528.0



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

Strategy: Technology leadership

CO₂ neutral paint shop by Dürr

EcoInCure

-25% Energy

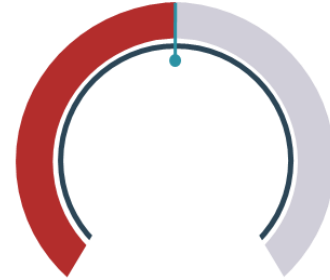


-50% Oven length



- Efficient drying process: car body heated from the inside
- Electric instead of gas driven ovens

DXQenergy.management



592 MWh

Current

1,430 MWh

Previous

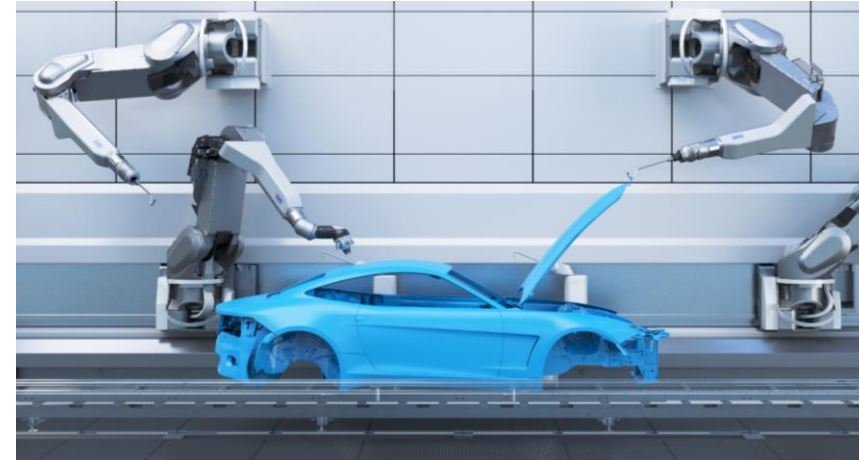
589 MWh

Nominal



- Software solution to monitor energy consumption and identify improvement potentials

Paintshop of the Future, incl EcoProBooth: Dürr's approach as USP



- Minimize need for air conditioning:
 - Small modular box combines interior + exterior painting
 - Service cubicles allow easy access from outside the paint booth
- Electrified air treatment with Oxi.X RV flameless air purification

Dürr is the enabler of emission reduction in paint processes

Strategy: Innovation

Digitalization strategy: digital@Dürr

Vision: Leader in digitalization in the Dürr Group's business areas

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

Objectives: New revenue streams + differentiation + disruption protection

Strategy:

- Develop and expand software competencies
- Develop customer oriented software solutions with new digital technologies
- Introduce new business models to the customer
- Exchange for synergies, learning effects and support within Dürr subgroups
- Strengthen IIoT networks (tapio)
- Drive internal digital transformation

Software
Competence

+

New Business
Models

+

Partner
Network

+

Internal
Transformation



Strategy: Innovation

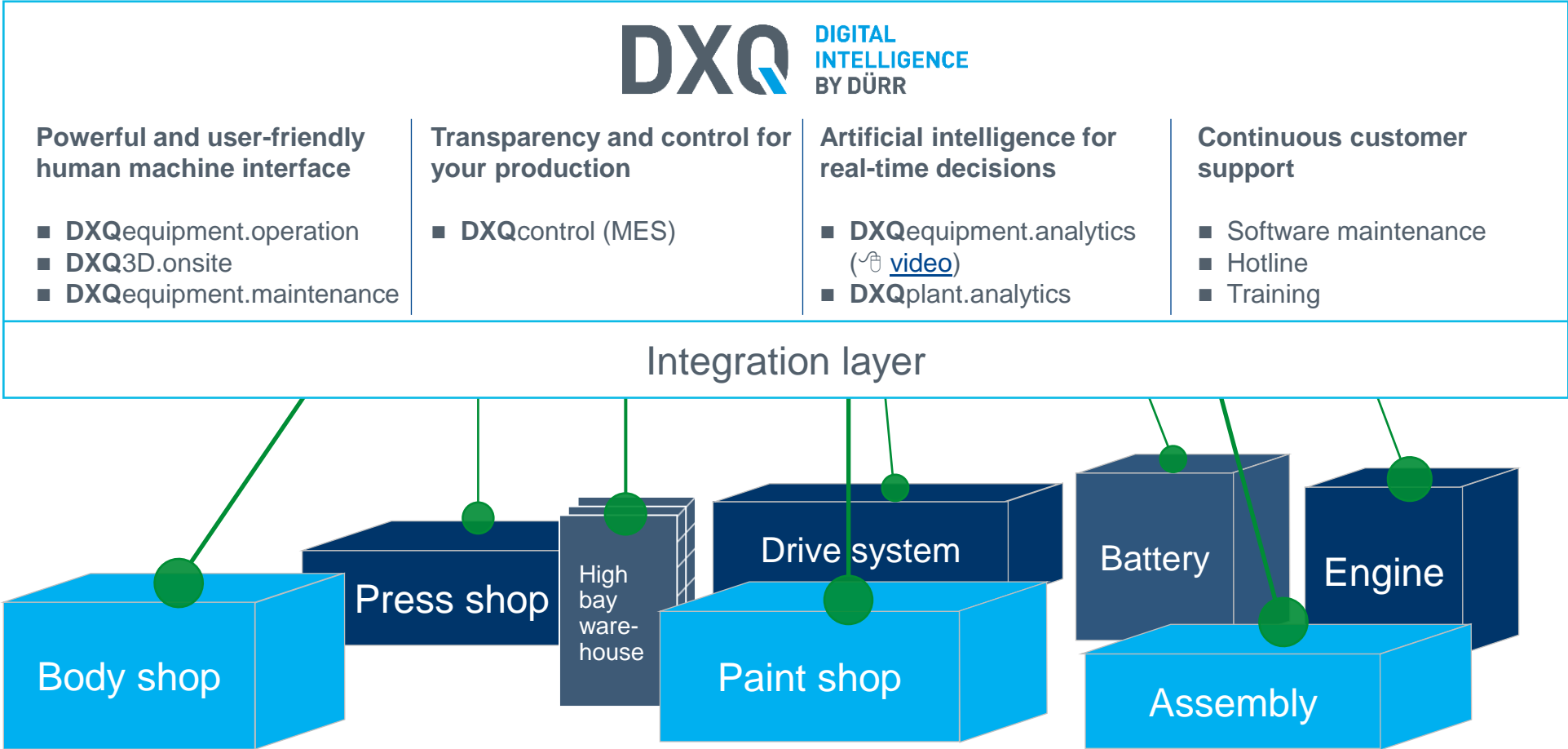
Digital Factories are developing professional software

- Harmonizing software development activities of the divisions
- 20 agile teams working in modern IT company like environment
- Product development and project steering done at Digital Factories; programming done at near-shore partners in Europe and India
- Agile approach: Development from prototype to end-product together with pilot customers
- Pricing model based on value add at customer
- Digital factories to be established or expanded at international locations by 2023 (China, India, Poland)



Strategy: Innovation

DXQ software family for automobile production



Strategy: Efficiency

Efficiency is the guiding principle for product development and processes

Product development / engineering:

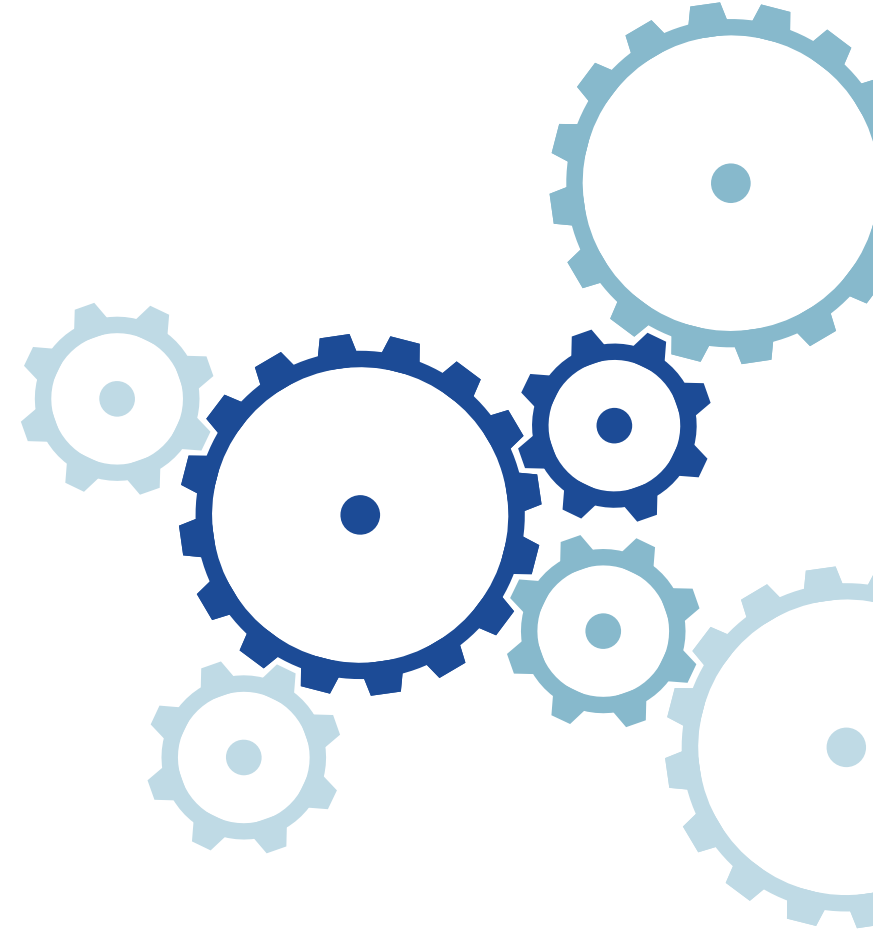
- Modular products: global deployment, local development and production

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: Life Cycle Services

Service with a significant share of 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

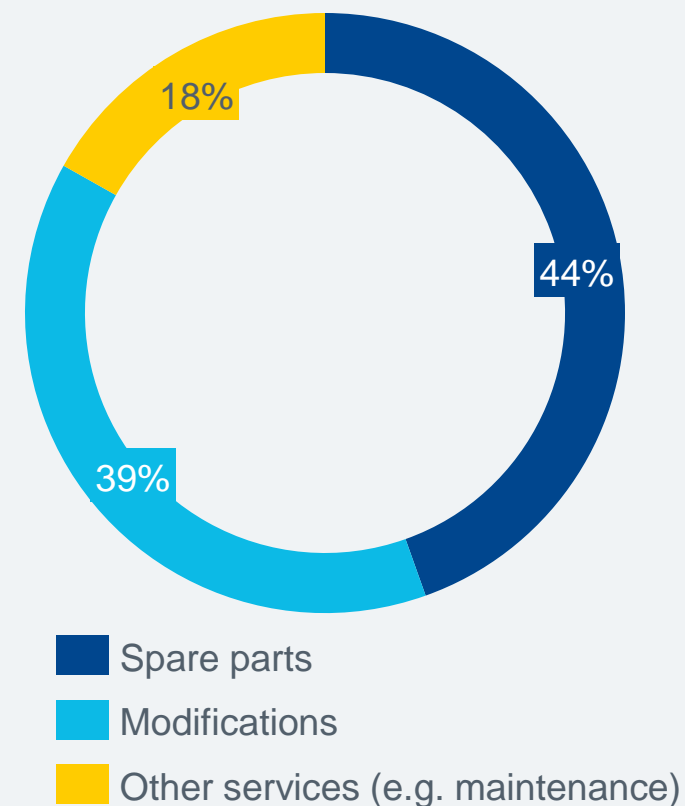
24/7 hotlines for all divisions

- 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

Service sales 2023: €1,307 million

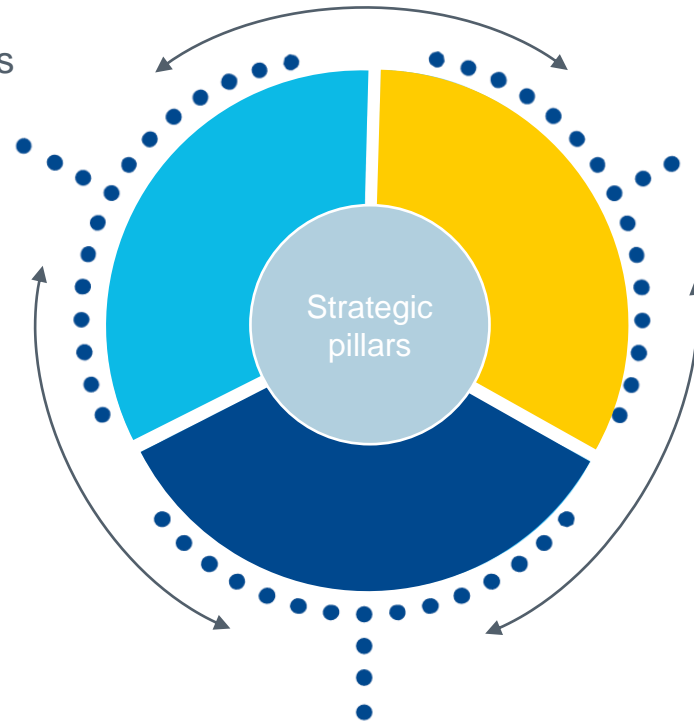


Spare parts

- Intensification of proactive spare parts sales
- Define standardized spare part portfolio
- Use IIoT tools for more efficient service execution
 - Approach competitor units

Brownfield

- Strengthen brownfield business
- Offer IIoT solutions to customers



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

Enabler: Sustainability

Holistic sustainability framework across five fields of action



Products &
Services

Global innovation and technology leader supporting our customers with sustainable production solutions & services



Value Creation &
Supply Chain

Reduction of environmental impact during our own value creation while assuring a transparent supply chain



Employees &
Qualification

Attractive, fair and responsible employer with various career opportunities and offers for people development



Management &
Governance

Corporate strategy geared towards profitable growth, sustainable businesses and responsible management



Engagement &
Society

Socio-economic contribution through social engagement, partnerships and participation in global initiatives

Sustainability - key milestones achieved

Holistic sustainability approach with five fields of action



Climate protection:

- Climate strategy in line with 1.5°C target
- Invest instead of compensate
- Own emissions reduced by around 55%



Transparency:

- Sustainability reports according to GRI

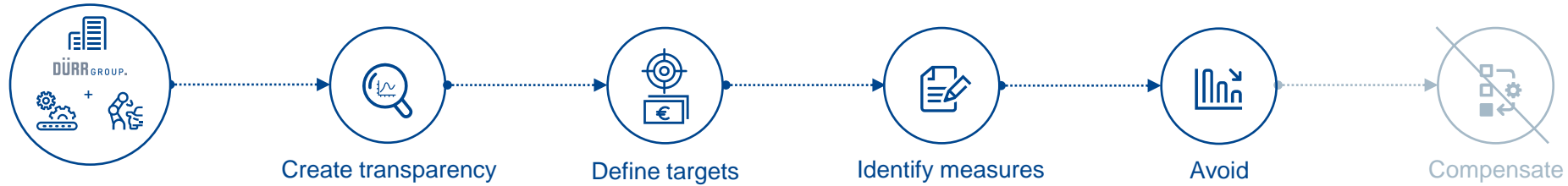
Governance:

- Executive Board remuneration includes sustainability targets

Dürr Group supports sustainable transformation of the economy

Dürr Group Climate Strategy 2030 - commitments

Taking responsibility: Development of a science-based climate strategy



Five key objectives:

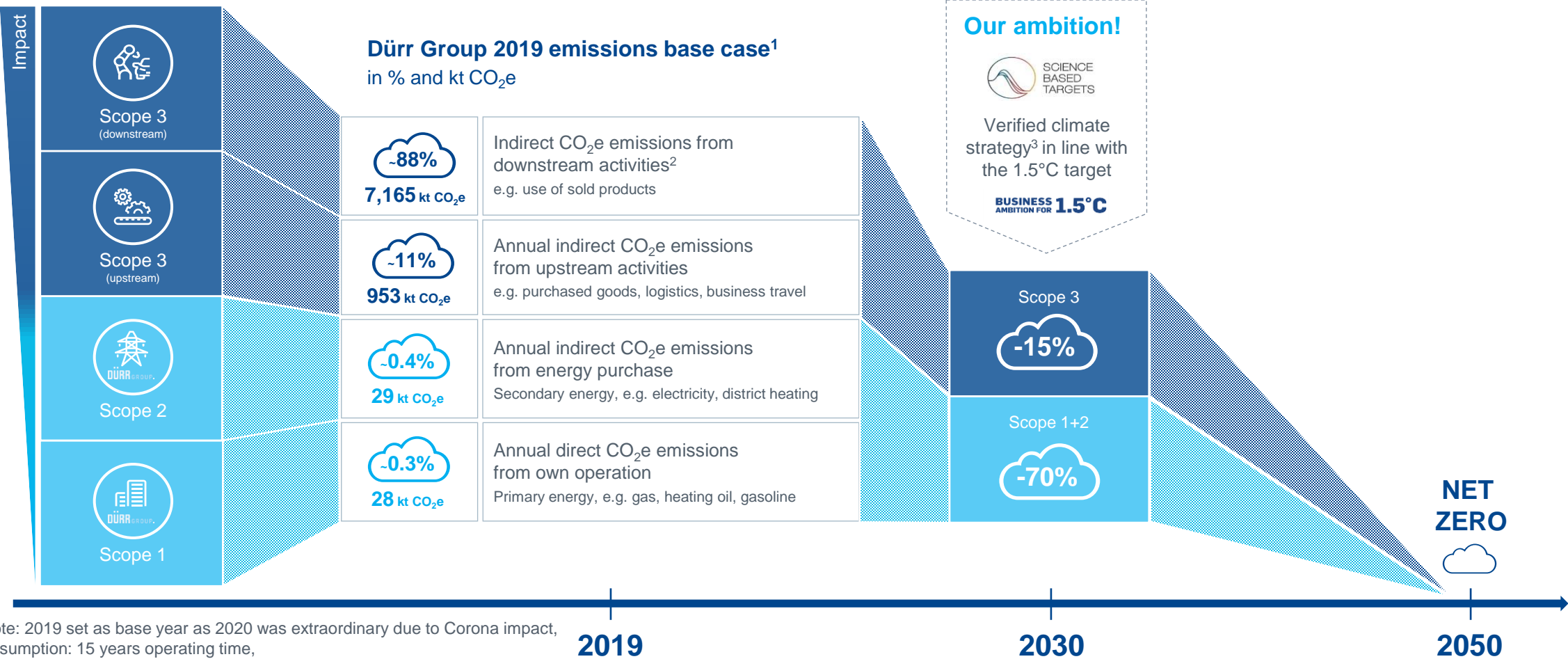
- We are committed to the **Paris Climate Agreement**
- Application of **GHG-Protocol** as standardized approach for emission reporting
- Submission and validation of targets by **Science Based Targets initiative (SBTi)**
- Science-based climate strategy in line with the **1.5°C target**
- Investments** instead of **compensation**: Climate certificates are not an option today!



Dürr actively supports the 1.5°C target

Dürr Group Climate Strategy 2030 – data and targets

Our path to net zero: Emissions breakdown and ambitious target framework



¹ Note: 2019 set as base year as 2020 was extraordinary due to Corona impact,

² Assumption: 15 years operating time,

³ Validation by SBTi ongoing, result expected for January 2022

Targets are verified by SBTi

Enabler: Sustainability

Sustainable solutions for the automotive industry

EcoDryScrubber

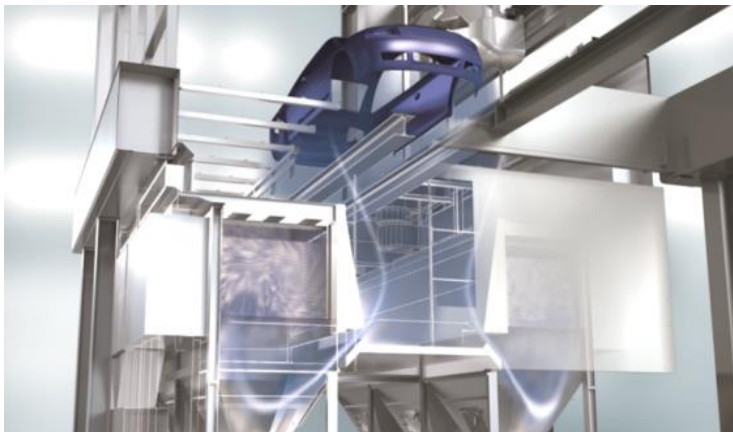
- Resource saving dry separation
- Up to **60%** less energy consumption in the spray booth
- **80%** less water consumption

EcoInCure

- Innovative car body curing from the inside
- Reduces electrical energy consumption by **25%**
- Space-saving layout: **50%** shorter ovens

EcoPaintJet

- Overspray free sharp edge painting
- No intermediate drying: **25%** less energy
- No masking needed: saves **15m²** waste



Enabler: Sustainability

Sustainable solutions for the general industry

Environmental business

- Air pollution control systems for exhaust gas, exhaust air and critical substances
- Reducing emissions through combustion of pollutants



Woodworking technology

- Intelligent software for optimized cutting patterns
- Reduction of scrap and offcuts
- Less waste
- Shorter machine running times



Balancing technology

- Well-balanced rotors run more smoothly, last longer and produce less noise
- Reduced energy consumption
- Reduced noise level
- Extension of service life



Enabler: Sustainability

Electric vehicles are a chance for Dürr

Dürr EV business benefiting from

- Less complex powertrain: more automation in final assembly
- Larger model variety: flexibilization of production plants
- EV car body geometry: more need for overspray-free painting (EcoPaint Jet) and new oven technology (EcoInCure)
- Battery cooling: filling of refrigerants
- Battery assembly: battery gluing, gap filling
- Battery cell coating
- Balancing and spin testing of e-drives
- NEW: Testing of electric drive trains (Teamtechnik)

Dürr equipment input: Comparison ICE vs. e-mobility

	ICE	E-mobility
Painting	✓	neutral ✓
Final assembly	✓	More business ✓
Drive + battery manuf.	-	Add. business ✓
Balancing	✓	Less business ✓
Filling	✓	neutral ✓
Testing	✓	neutral ✓

Enabler: Sustainability

Megatrend sustainable construction opens up chances

Up to **90%**

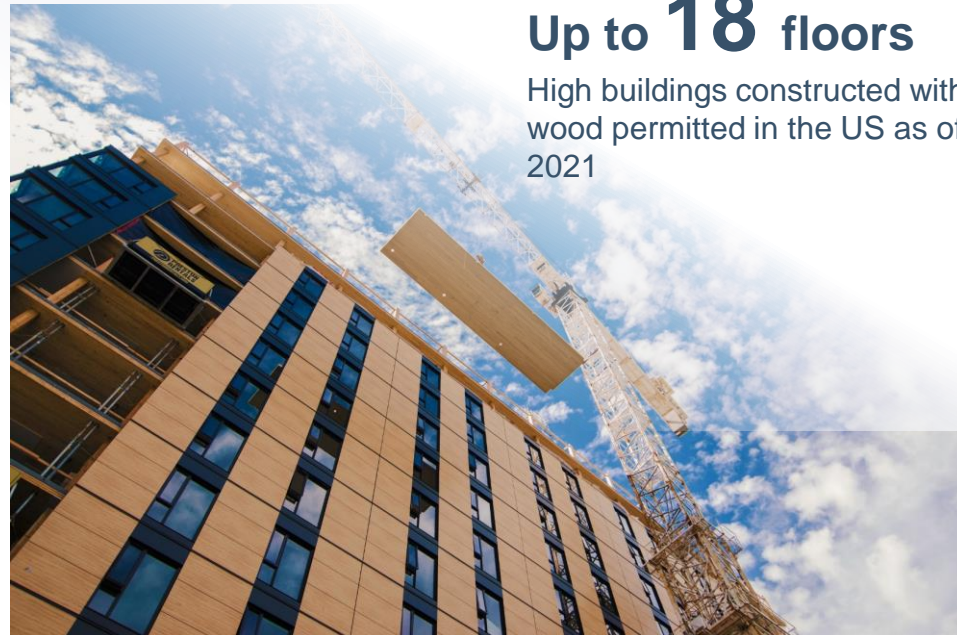
CO₂ reduction compared to traditional construction methods

80t

CO₂ are bound in a wooden house – would be emitted with traditional construction

Every **5 sec**

woods in Germany grow by one single-family housing



Up to **18 floors**

High buildings constructed with wood permitted in the US as of 2021

> 30.000

cubic meters of CLT will be used for the new Walmart headquarter.



EU-commission: “...the construction sector can even be turned from a carbon source into a carbon sink, if organic building materials like wood and smart technologies like AI are applied.”

Source: YouTube video Cre LCT-System DE, Urbaner Holzbau, Schriftenreihe Forst BW, Bd. 86

Construction trends are a tailwind for HOMAG

Sustainability awareness, efficiency and regulations to drive construction industry



Replacing concrete



Shift to pre-fabricated building elements



New: Wood in high-rise construction



Clear trend towards wood as sustainable construction material

Portfolio in solid wood construction equipment

HOMAG Group's product offer to timber construction industry

HC | WEINMANN



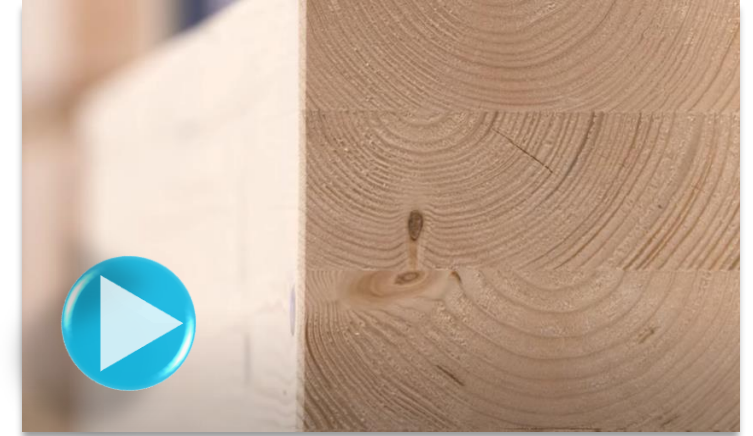
- Timber framing, framework assembly, elements and modules creation

HC | SYSTEM TM



- Scanning for material weaknesses, sawing out weak parts, finger jointing

HC | KALLESOE



- Gluing boards to produce (cross-)laminated timberwood



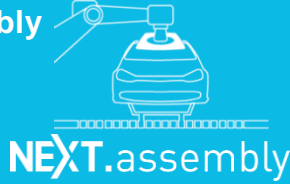





[See our solid wood construction portfolio trailer \(2min\)](#)



Expanding coverage of value chain in a fast-growing market

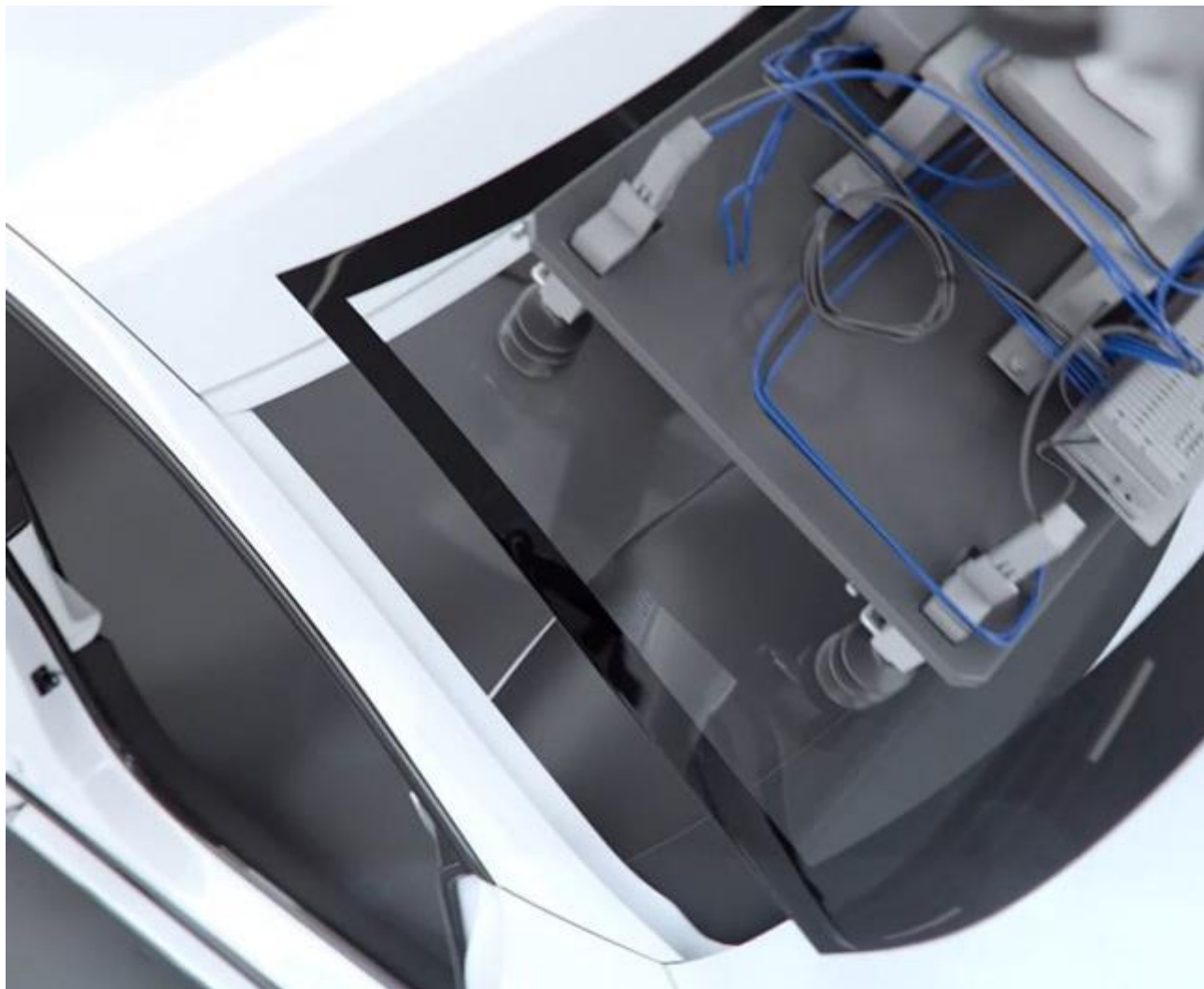
Solutions for automobile construction

Automobile factory including supplier park

Body-in-white 	Paint shop 	Final assembly 	E-Drive technology and electronics 
<ul style="list-style-type: none">▪ Gluing technology	<ul style="list-style-type: none">▪ Complete paint process<ul style="list-style-type: none">▪ Turnkey paint shops▪ Conversions, modernizations▪ Conveyor technology (incl. AGV's)▪ Application technology<ul style="list-style-type: none">▪ Paint application for new plants and conversions▪ Overspray-free painting▪ Seam sealing and insulation technology▪ Components & plastic painting▪ Air pollution control systems	<ul style="list-style-type: none">▪ Turnkey final assembly▪ Conveyor systems (incl. AGV'S)▪ Gluing solutions (incl. Ev's)▪ Marriage systems▪ Filling equipment (incl. EV's)▪ Testing systems▪ Consulting	<ul style="list-style-type: none">▪ Balancing and diagnostic technology▪ Coating lines for battery electrodes▪ Assembly and testing of electric drives▪ Assembly of controllers and electronics
			

Solutions for automobile construction

Body-in-white: gluing technology



Gluing technology:

- Automated gluing 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
- Automated guided vehicles (AGV's)



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



Solutions for automobile construction

Paint shop: application technology and air pollution control systems



Components and plastic painting:

- Leading-edge and customizable solutions for bumper and plastic painting



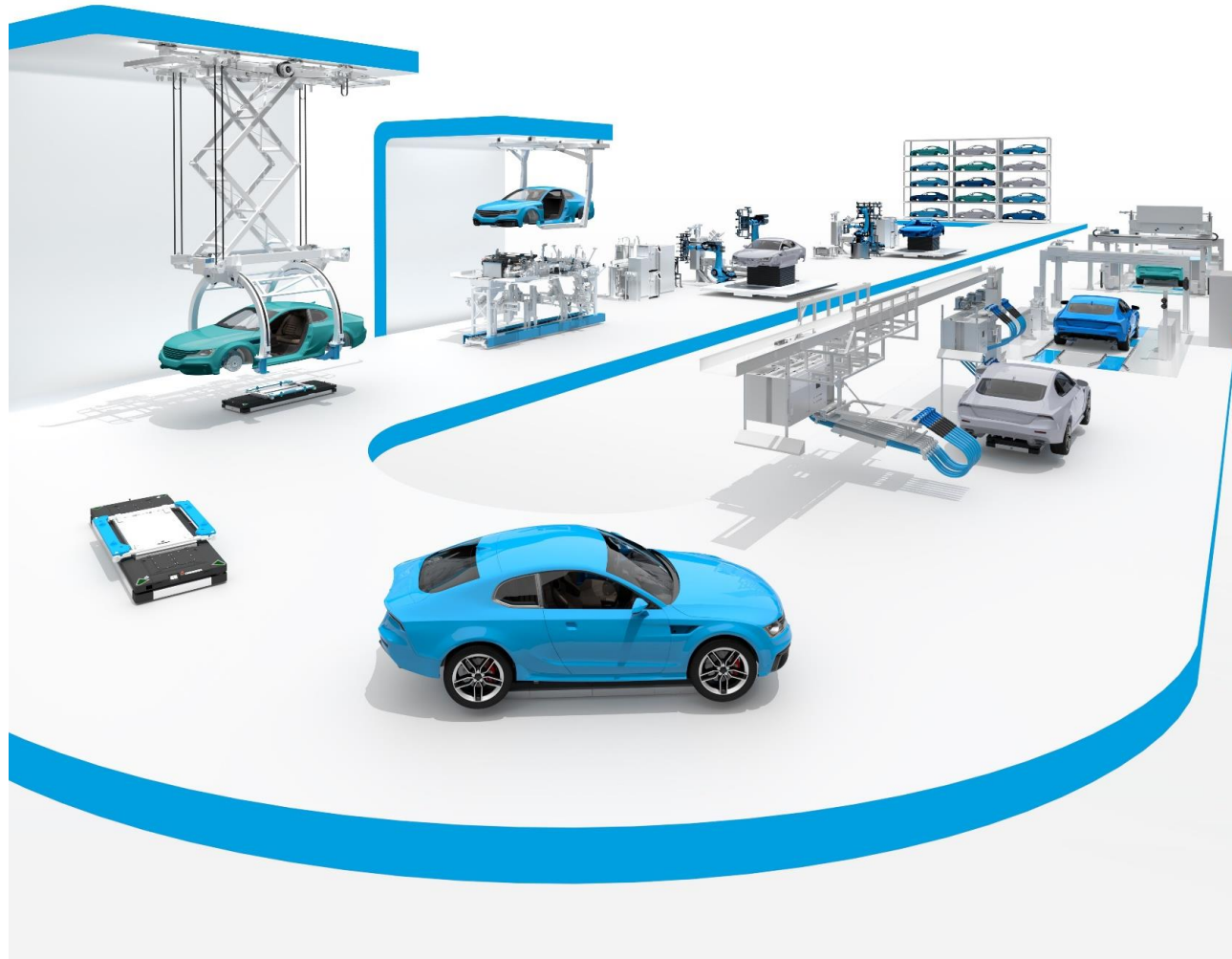
Air pollution control systems:

- Broad range of air pollution control systems for paint application and oven processes



Solutions for automobile construction

NEXT.assembly: turnkey final assembly



Turnkey final assembly:

- Conveyor systems
- Gluing solutions
- Marriage systems
- Filling equipment
- Test systems



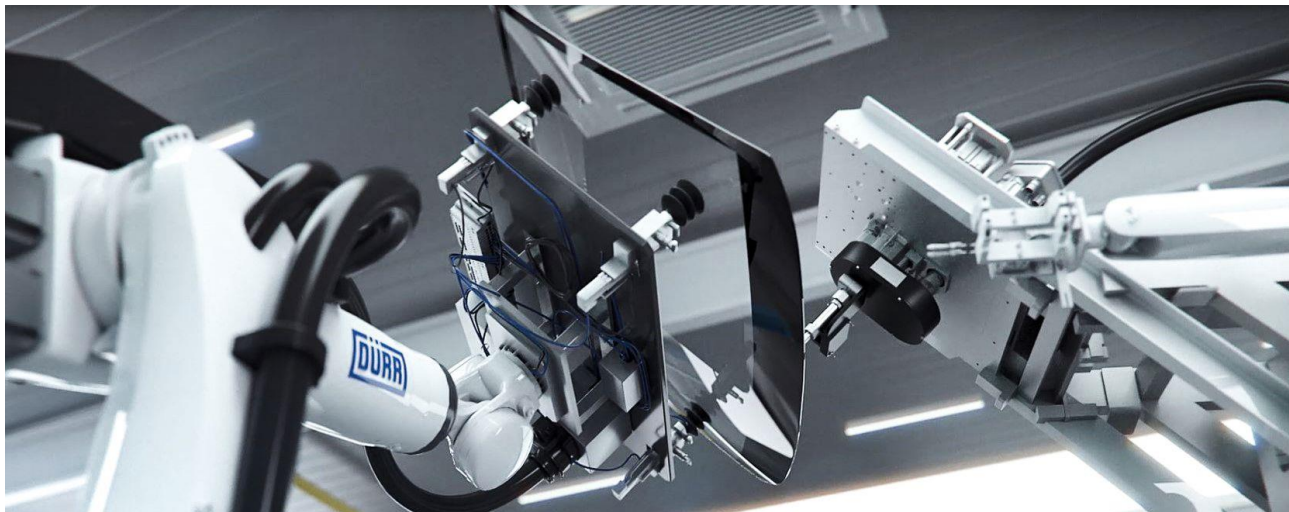
Solutions for automobile construction

NEXT.assembly: conveyor systems and gluing solutions



Conveyor systems:

- Floor, overhead and marriage conveyor systems
- AGVs



Gluing solutions:

- Manual insertion
- Automatic start-stop insertion
- Automatic line tracking insertion



Solutions for automobile construction

NEXT.assembly: marriage systems & filling equipment



Marriage systems:

- Chassis integration, marriage
- Bolting systems, handling systems
- Mechanical preparation and sub-assembly lines
- Axle assembly and adjustment



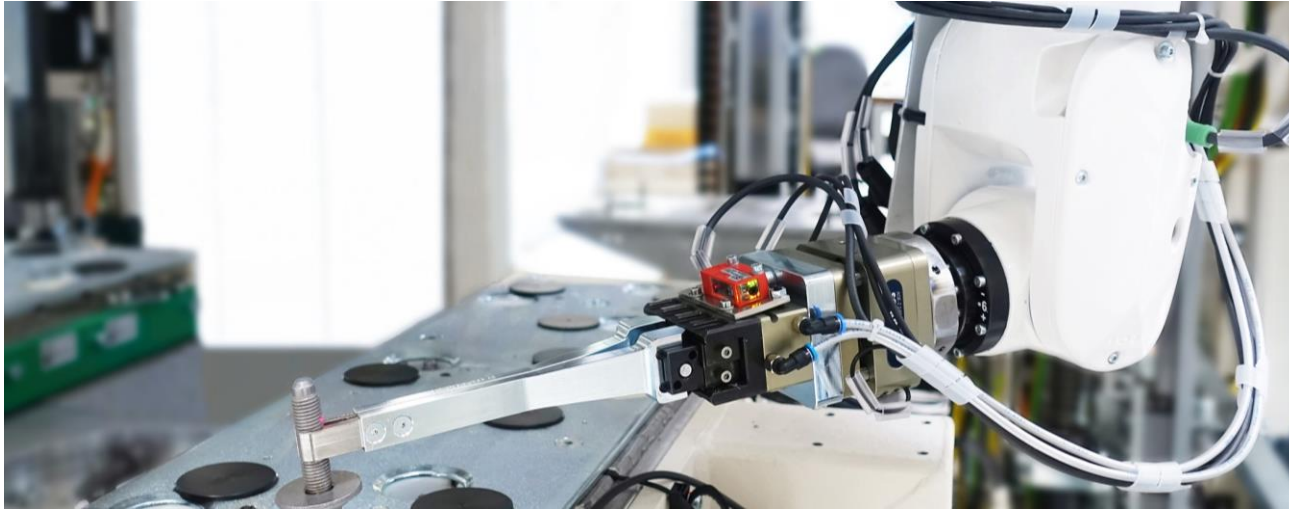
Somac® Filling equipment:

- Filling equipment for fuels and media
- Filling adapters
- Leak test & measurement



Solutions for automobile construction

NEXT.assembly: marriage systems & filling equipment for electric cars



Marriage systems:

- Greater automation of assembly (due to less complex drivetrain than the conventional counterparts)
- “Marriage”: fixing the battery in the underbody – computer controlled; up to 36 screws are brought to the screw point fully automatically



Somac® Filling equipment:

- Filling the batteries with coolant (thus the batteries do not get too warm and can achieve the maximum range)



Solutions for automobile construction

NEXT.assembly: testing systems for passenger cars and commercial vehicles



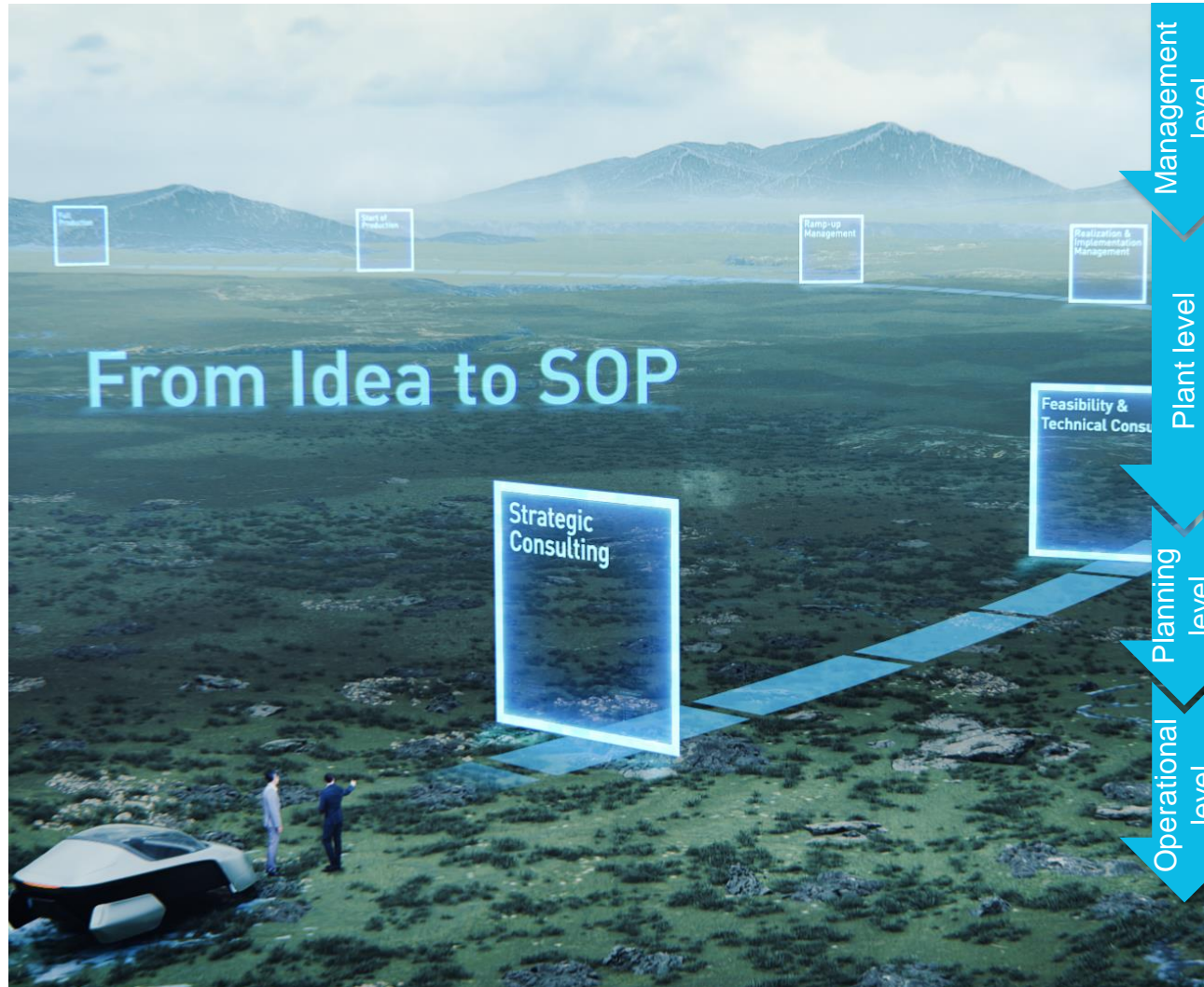
Test systems for passenger cars and commercial vehicles:

- Wheel alignment, headlamp adjustment
- Setting of driver assistance systems
- Roll, Brake, ABS Testing
- Electronics testing
- Autonomous driving, testing for E-mobility



Solutions for the automotive industry

NEXT.assembly: Dürr Consulting



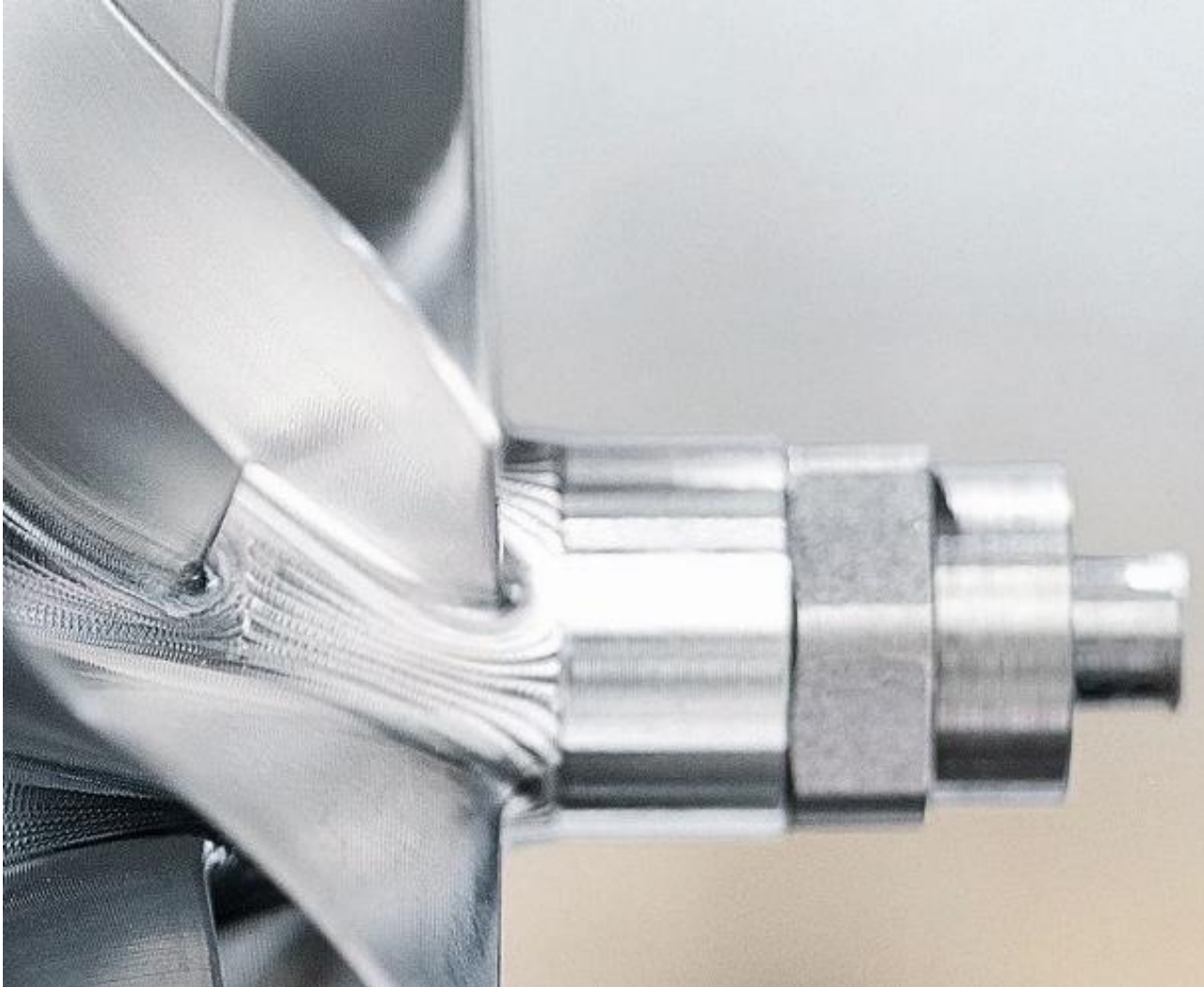
Our portfolio on all levels

- Market strategies and analysis
- Production strategies
- Digitalization Strategies and Readiness Assessments
- Location Analysis and Relocation Planning
- Masterplanning and Production Footprint Development
- Technology Consulting & Benchmarking
- Technology and Flexibility Readiness Checks
- Layout Development and Factory Planning
- Process and Manufacturing Engineering
- Digital Use Case Planning
- PMO Services
- Interface Management



Solutions for automobile construction

Engine and transmission manufacturing: balancing and diagnostic technology



Balancing and diagnostic technology:

- Balancing and diagnostic technology for rotating and oscillating parts and aggregates (e.g. crankshafts, turbochargers, armatures of electric engines)



Solutions for automobile construction

Drive technology: balancing and diagnostic technology



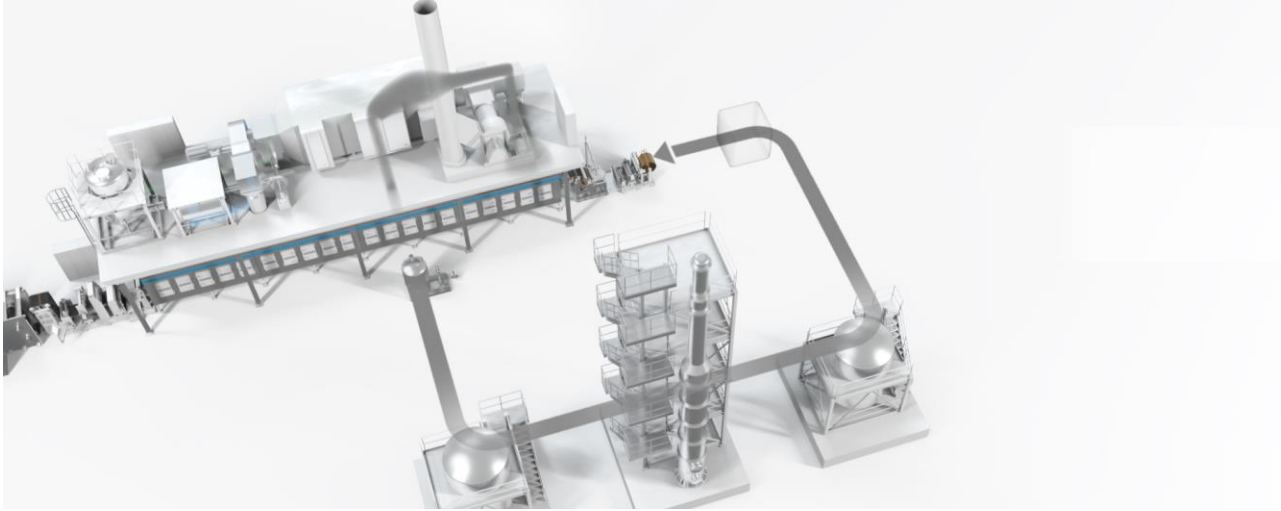
Balancing and diagnostic technology:

- Balancing and diagnostic technology for wheels, tires and components



Solutions for automobile construction

Drive technology: solutions for electric vehicles



Coating systems for battery electrodes:

- Turnkey systems for the coating (including drying and solvent recovery) of lithium-ion electrodes as part of the battery production process



Assembly and testing systems for electric drives:

- Assembly lines for electric drives including balancing
- Systems for testing fully assembled electric and hybrid drives



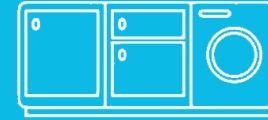
Solutions for general industry



Industrial painting
(e.g. furniture, ships, trains)



Air pollution control systems
(e.g. chemical, pharmaceutical ind.)



Woodworking technology
(e.g. furniture, house construction)

HE | HOMAG HE | SYSTEM TM
HE | WEINMANN HE | KALLESOE



Consumer & medical devices
(e.g. electric tooth brush, contact lenses)



Balancing technology
(e.g. turbines, elec. armatures)



Filling technology
(e.g. refrigerators)

AGRAMKOW



Noise abatement systems



Coating systems
(e.g. in-ear headphones)



Consulting



Solutions for general industry

Industrial painting and filling technology



Industrial painting:

- Standardized application products/systems for painting, gluing and sealing applications in various industries



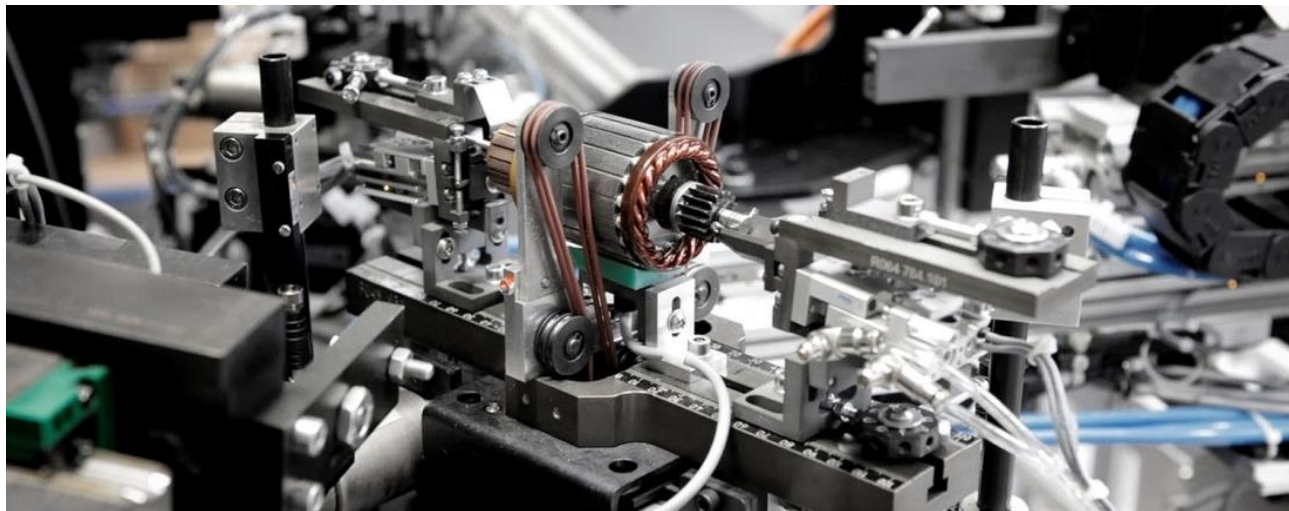
Filling technology:

- 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 industries (e.g. electrical industry or aerospace industry)

 **SCHENCK**



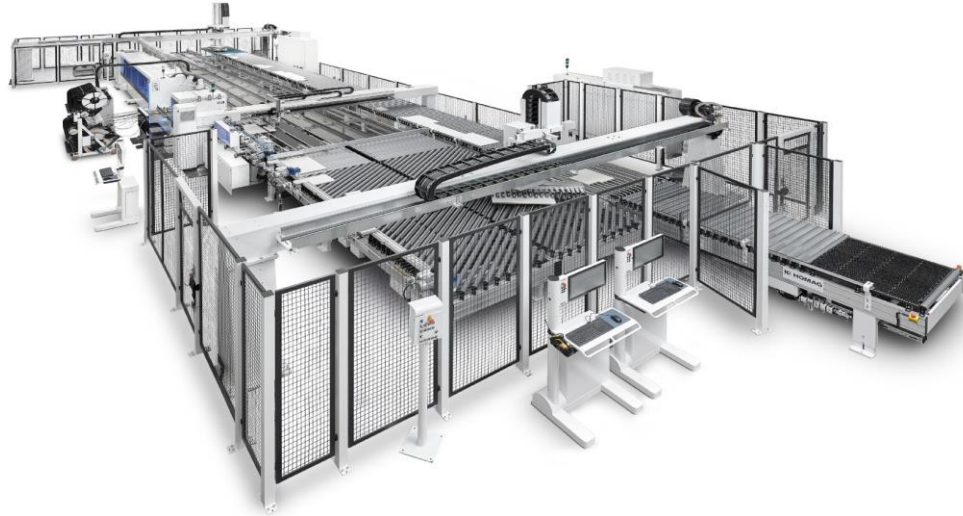
Woodworking technology

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

 **HOMAG**

Solutions for general industry

Woodworking technology



Furniture production:

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

HE | HOMAG

Components:

- Machines for the production of flooring, windows, doors or staircases



HE | HOMAG

Solutions for general industry

Woodworking technology and noise abatement systems



Timber house construction:

- Machines and turnkey production lines for the industrial production of prefabricated timber houses

HC | HOMAG

HC | SYSTEM TM

HC | WEINMANN

HC | KALLESOE



Noise abatement systems:

- Sound insulation systems, e.g. for gas turbines, machinery and integrated noise emission systems



UNIVERSAL

Solutions for general industry

Air pollution control systems



Air pollution control systems:

- Air pollution control technologies for production processes in the chemical and pharmaceutical industries as well as for coating, printing and other applications



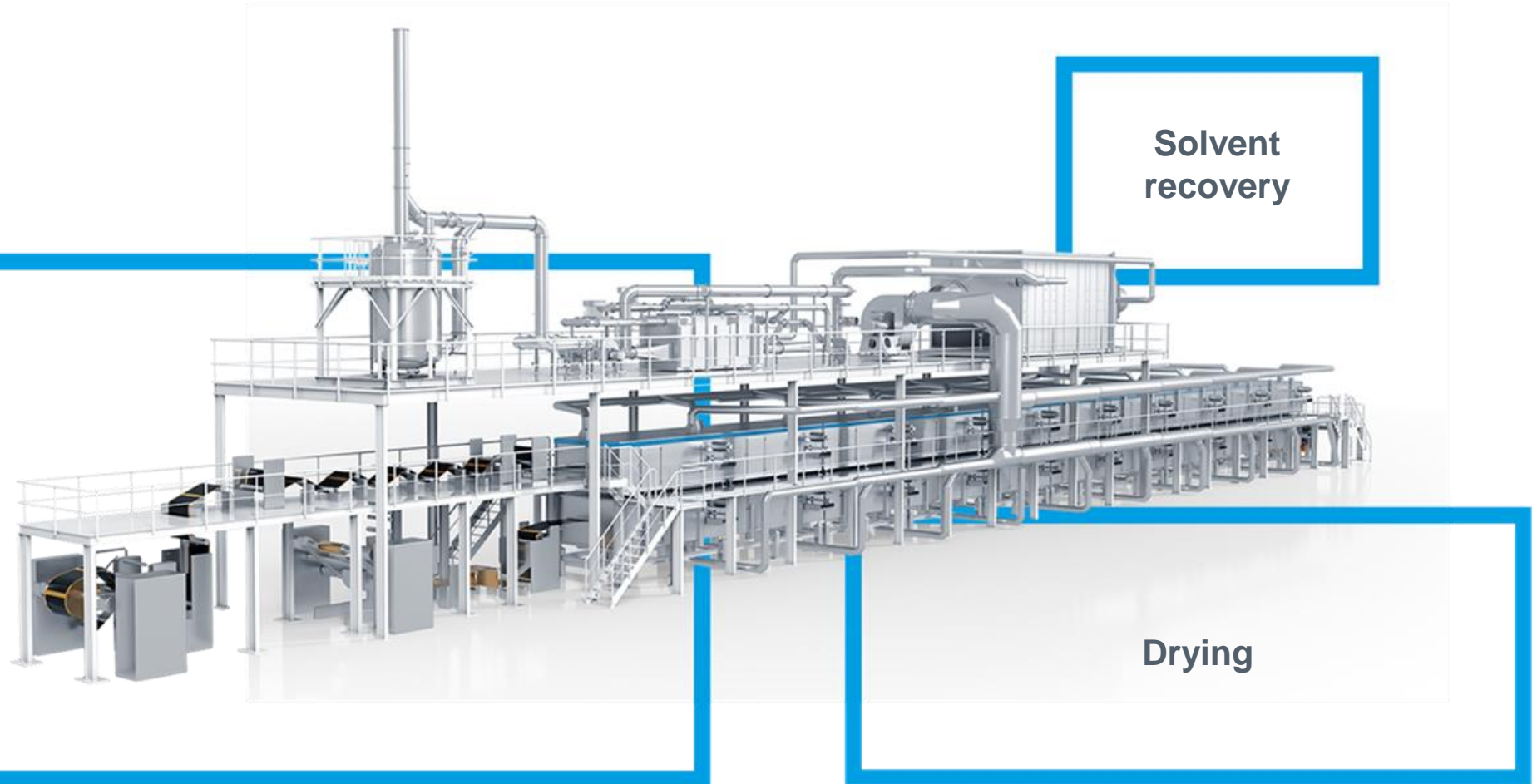
Battery manufacturing

Turnkey approach for electrode manufacturing



Coating

- Simultaneous tow-sided coating
- Tandem coating, partnering with TechnoSmart



Two coating technologies and highly efficient solvent recovery

Solutions for general industry

Production systems for consumer and medical devices



Production systems for consumer devices:

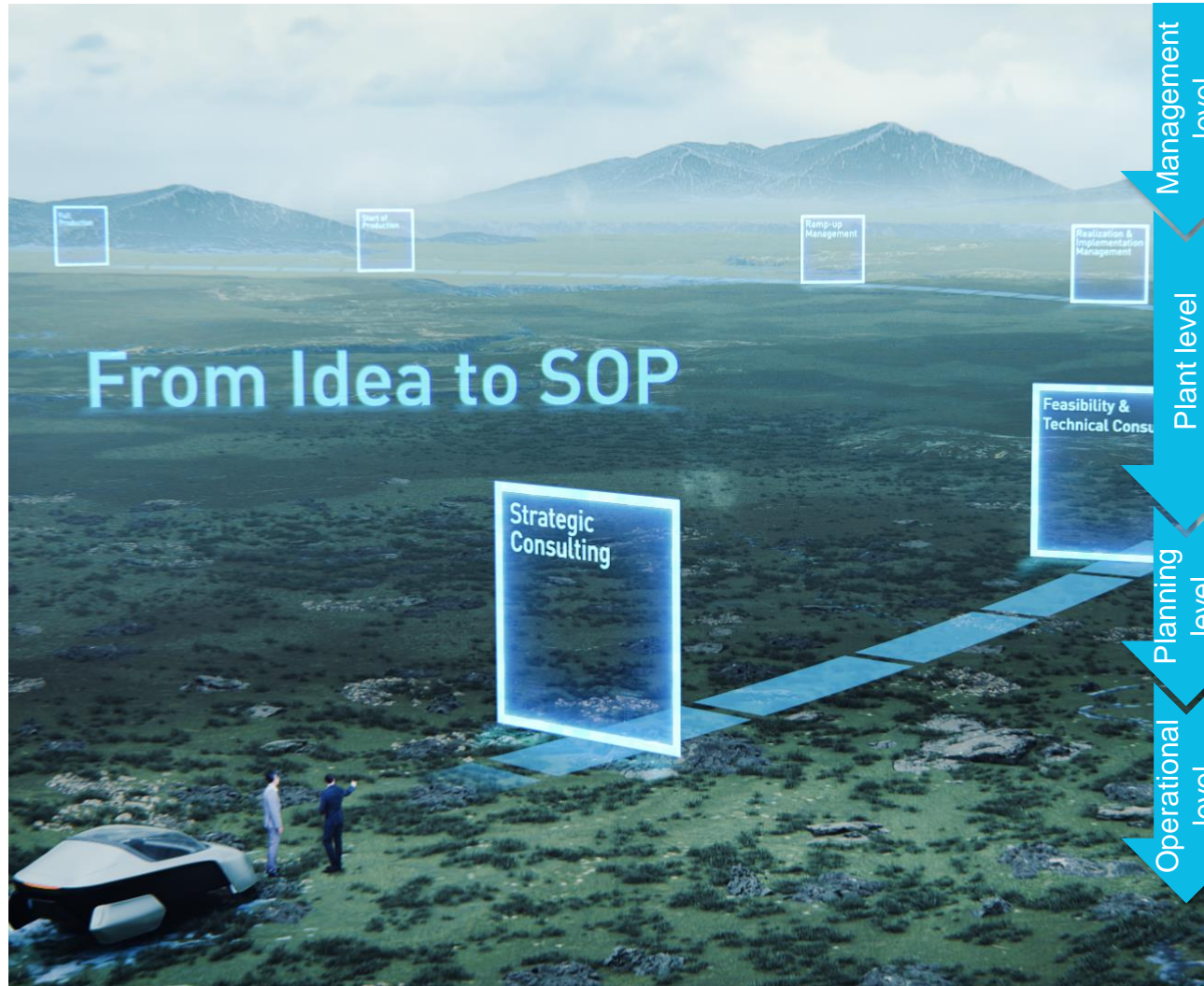
- Automated production systems for consumer devices, such as electric tooth brushes and hearing aids

Production systems for medical devices:

- Automated production systems for medical devices, such as injection systems, inhalers, infusion sets and contact lenses

Solutions for the general industry

NEXT.assembly: Dürr Consulting



Our portfolio on all levels

- Market strategies and analysis
- Production strategies
- Digitalization Strategies and Readiness Assessments
- Location Analysis and Relocation Planning
- Masterplanning and Production Footprint Development
- Benchmarking, Structural Development and Technology Consulting
- Technology and Flexibility Readiness Checks
- Layout Development and Factory Planning
- Digital Use Case Planning
- PMO Services
- Interface Management



Dürr Group technology with impressive impact



>100 *
the area of
**New York's
Central Park**

painted with Dürr
technology every year



500 m/s
(=Mach 2)

peripheral speed reached
in spin-test equipment of
Dürr Group's subsidiary
Schenck RoTec



100,000

pre-fabricated houses
build with HOMAG
equipment every year



**100
million**

annual metric tons
greenhouse gases
reduction thanks to Dürr
oxidation plants – equaling
to 50% of German
industrial emissions



**20
million km**

of furniture edges treated
with HOMAG machines
every year – this equals
500 times around the
globe

Dürr Group production equipment as lever for our customers

Dürr Group: Key figures

	2018	2019	2020	2021	2022	2023
Order intake (in € million)	3,930.9	4,076.5	3,283.2	4,291.0	5,008.0	4,615.5
Sales (in € million)	3,869.8	3,921.5	3,324.8	3,536.7	4,314.1	4,627.3
EBIT (in € million)	233.5	195.9	11.1	175.7	205.9	191.4
Net earnings (in € million)	163.5	129.8	-13.9	84.9	134.3	110.0
Equity (in € million)	992.7	1,043.4	908.1	1,005.6	1,124.2	1,177.0
Employees	16,312	16,493	16,525	17,802	18,514	20,597

DÜRR GROUP.

SEARCH COMPANY CAREER MEDIA INVESTORS SUSTAINABILITY DIGITAL@DÜRR DÜRR & MORE

Durr acquires remaining shares in Italian subsidiary CPM S.p.A.
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The Dürr Group

We are one of the world's leading mechanical and plant engineering firms. Our customer segments include automotive manufacturers and their suppliers, the woodworking industry and the mechanical engineering sector as well as

↑

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Subject to change. The information in this presentation contains only general descriptions or performance characteristics, which may vary in different cases. The requested performance characteristics are only binding if they are expressly agreed in the contract.

Dürr Group at a glance

Corporate Communications & Investor Relations

February 2024

Bietigheim-Bissingen