



LEADING IN PRODUCTION EFFICIENCY

# AGM 2017

Dürr Aktiengesellschaft

Ralf W. Dieter, CEO

Bietigheim-Bissingen, 05/05/2017

[www.durr.com](http://www.durr.com)

# TECHNOLOGICAL CHANGE: NEW OPPORTUNITIES

## » Machines, systems, services

➔ Digitization offers additional benefit

## » Sales

➔ Capex in new production technology  
(e.g. for e-cars)

## » Customers

➔ Reliable and innovative partners required



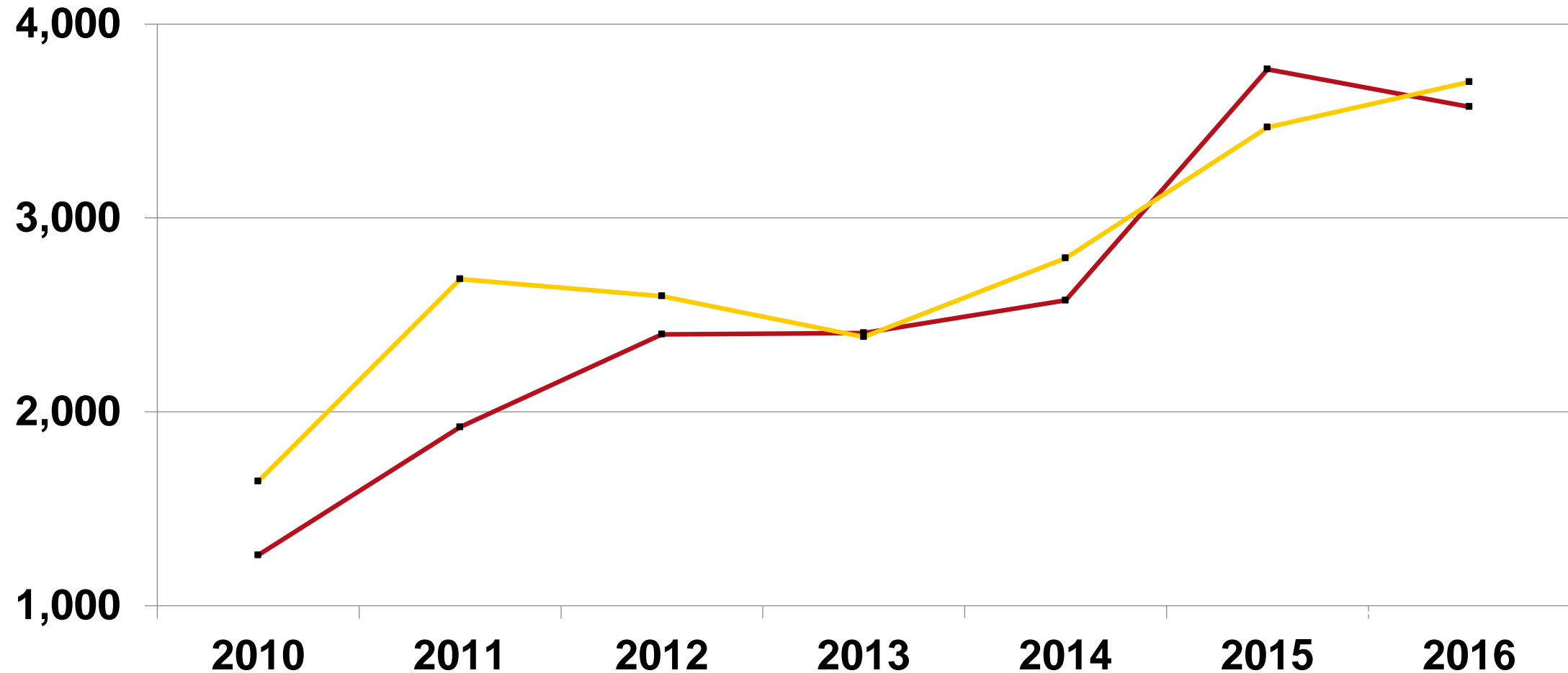
# ORDER INTAKE AT RECORD LEVEL



€million

■ SALES

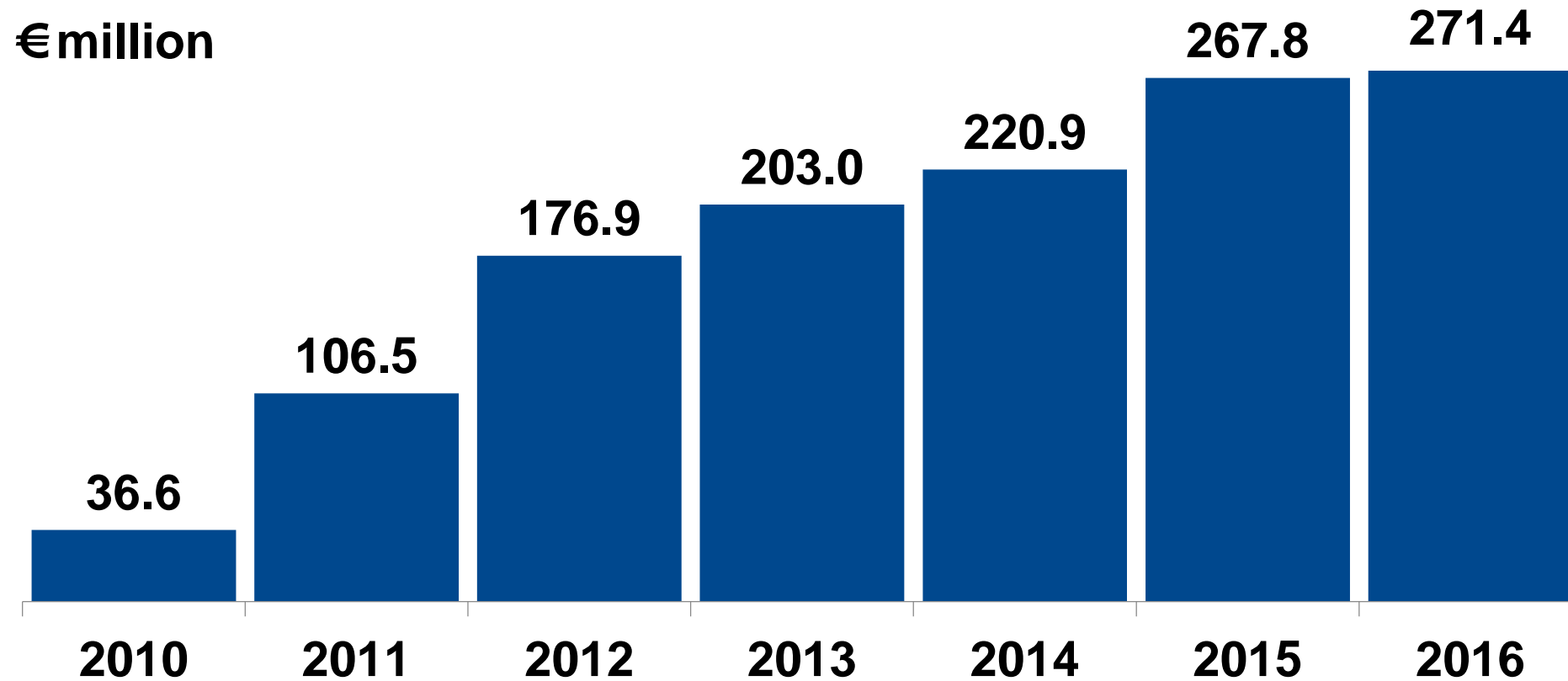
■ ORDER INTAKE



# NEW EARNINGS HIGH



EBIT



# HOMAG: POSITIVE DEVELOPMENT



- » Operating EBIT margin improved from 4.0 to 6.6 %
- » FOCUS optimization program successful
- » 2016: +10 % order intake, +4 % sales



# SOLID BALANCE SHEET



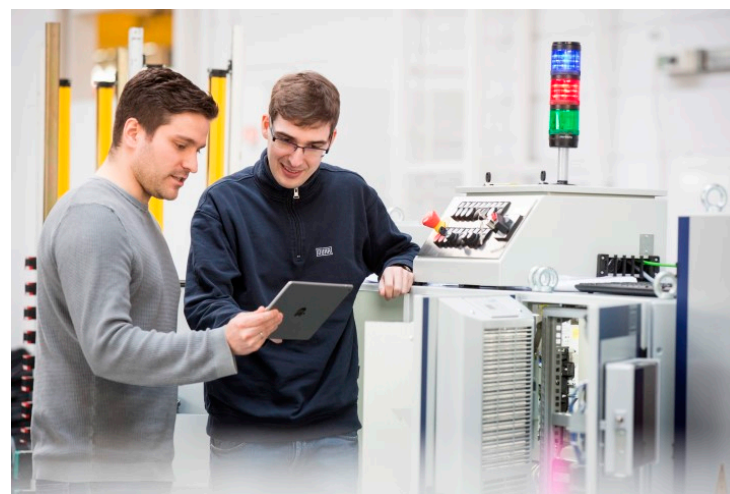
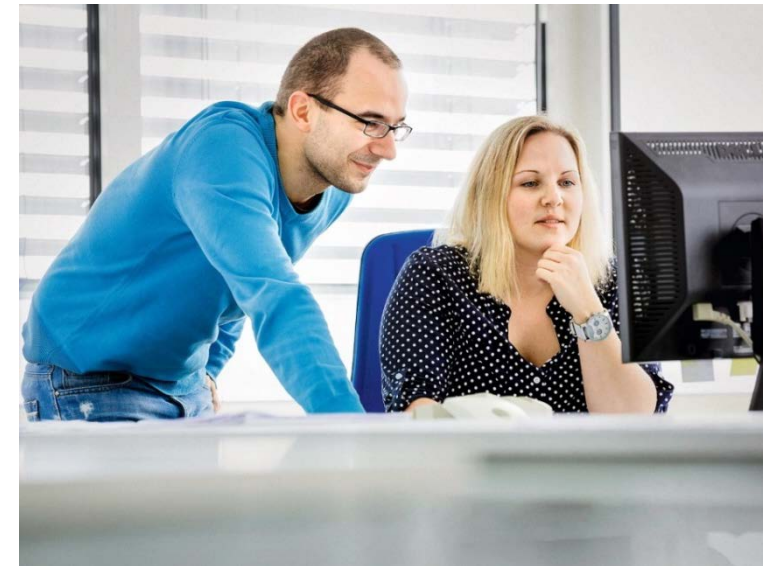
€117 million equity increase (+16 %)

	2014	2015	2016
Equity (€ m)	725.8	714.4	831.0
Equity ratio (%)	24.4	23.9	24.8
Operating cashflow (€ m)	291.3	173.0	227.4
Cash & cash equivalents (€ m)	522.0	435.6	724.2
Net financial status (€ m)	167.8	129.4	176.5

# MANY THANKS TO OUR STAFF!



- » Approx. 15.000 employees
- » Worldwide employee survey 2016
  - Commitment
  - Team spirit
  - Job satisfaction
  - Proud of working for Dürr



# PERFORMANCE DÜRR SHARE 2016: +6.3 %

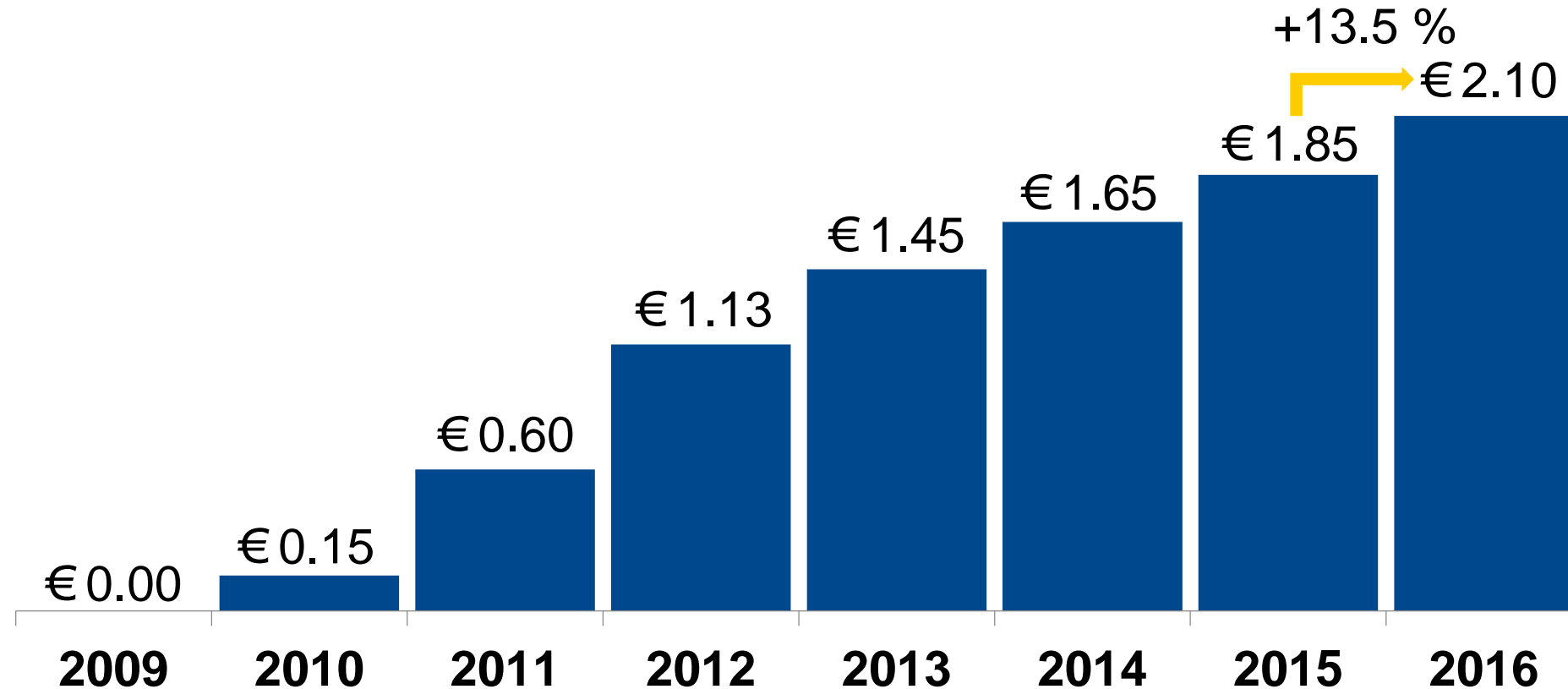




# DIVIDEND PROPOSAL: €2.10 PER SHARE



Record dividend (€72.7 million), seventh consecutive increase



# E-MOBILITY: OPPORTUNITY FOR DÜRR



## » New car producers

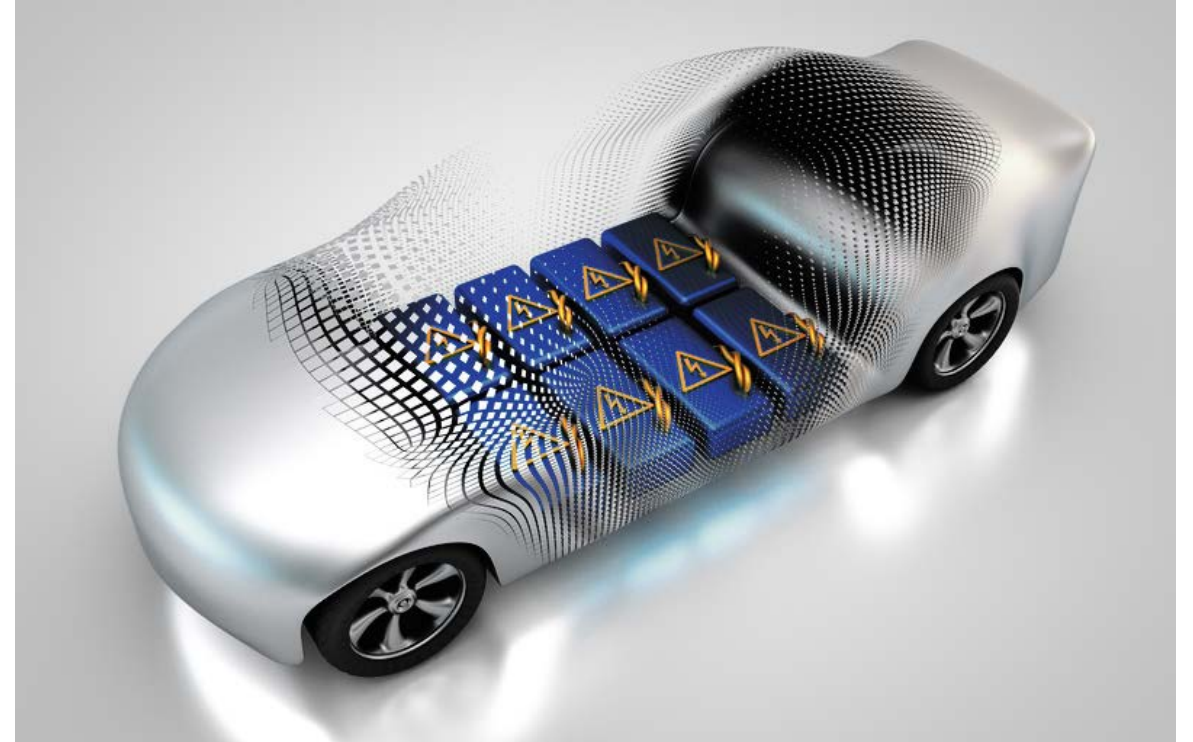
➔ Larger customer base

## » Revamping of car plants

➔ Demand in modernization business

## » Automation of final vehicle assembly

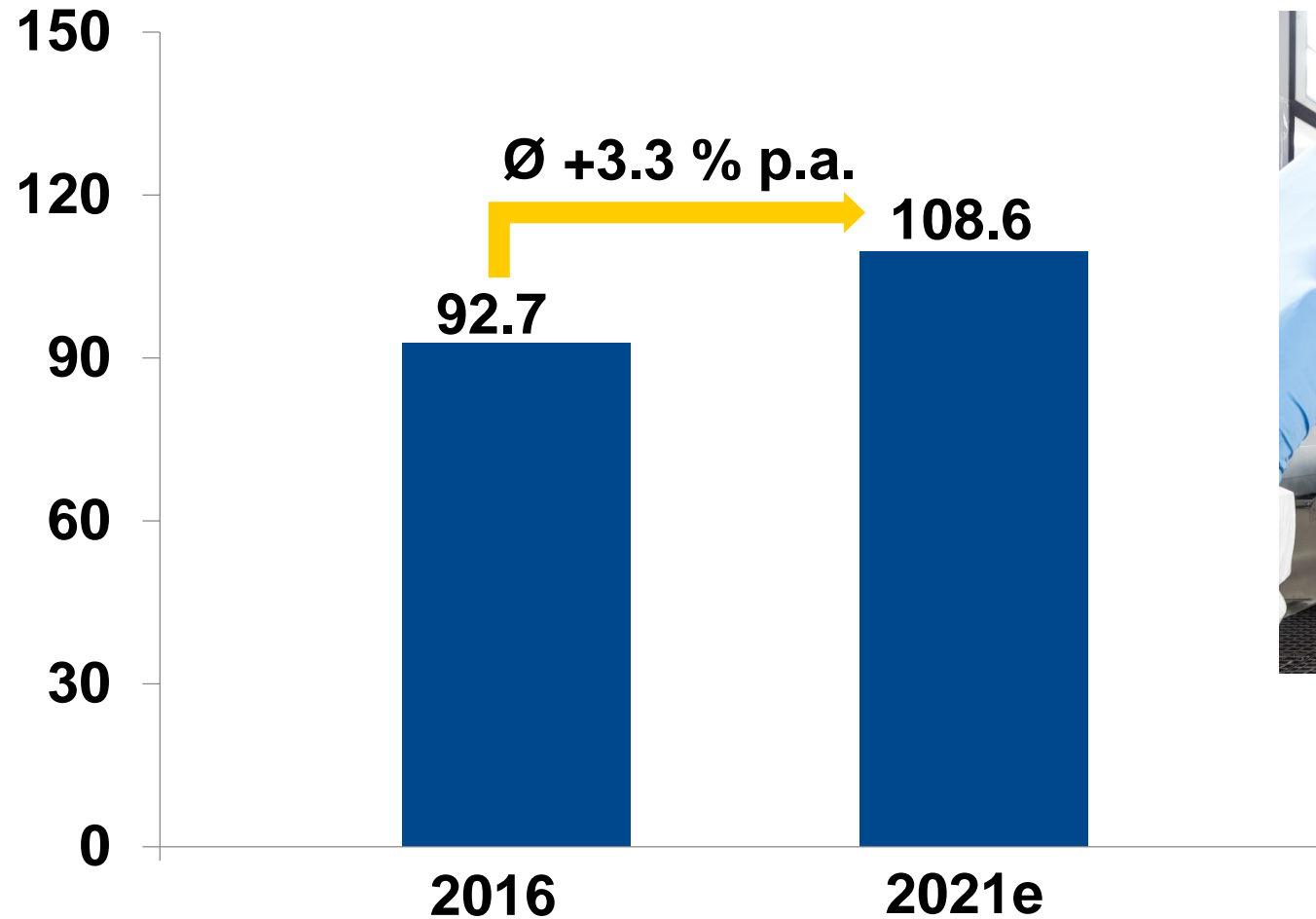
➔ Technological edge



# AUTOMOTIVE INDUSTRY IS A GROWTH MARKET



Global light vehicle production (million units)



# „DÜRR 2020“ STRATEGY



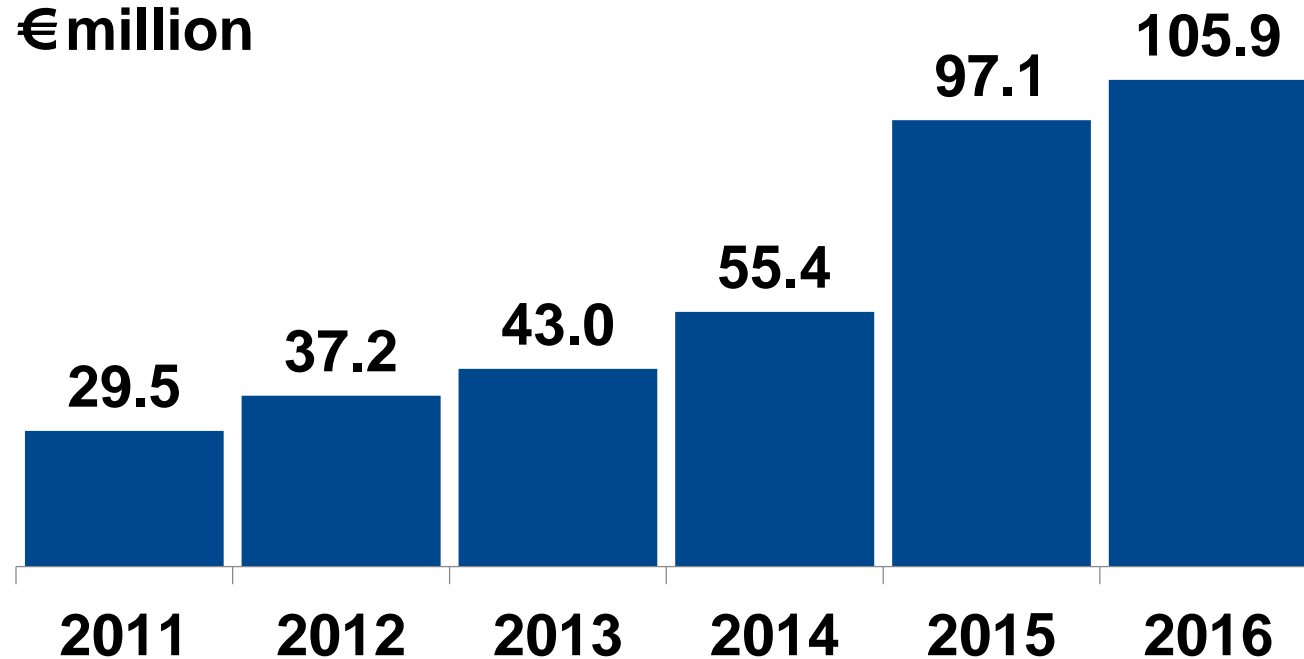
## LEADING IN PRODUCTION EFFICIENCY



# INNOVATION: R&D EXPENSE AT RECORD HIGH



2016: Above €100 million for the first time, focus on digital@DÜRR



# IOT-PLATFORM FOR SMART FACTORIES



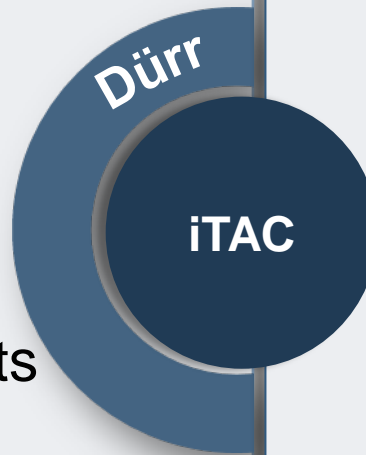
Jointly developed by Dürr and iTAC



## Shop floor competence



- » Know how: production processes
- » Equipment of complete factories
- » Flexible integration in existing plants



## IT competence

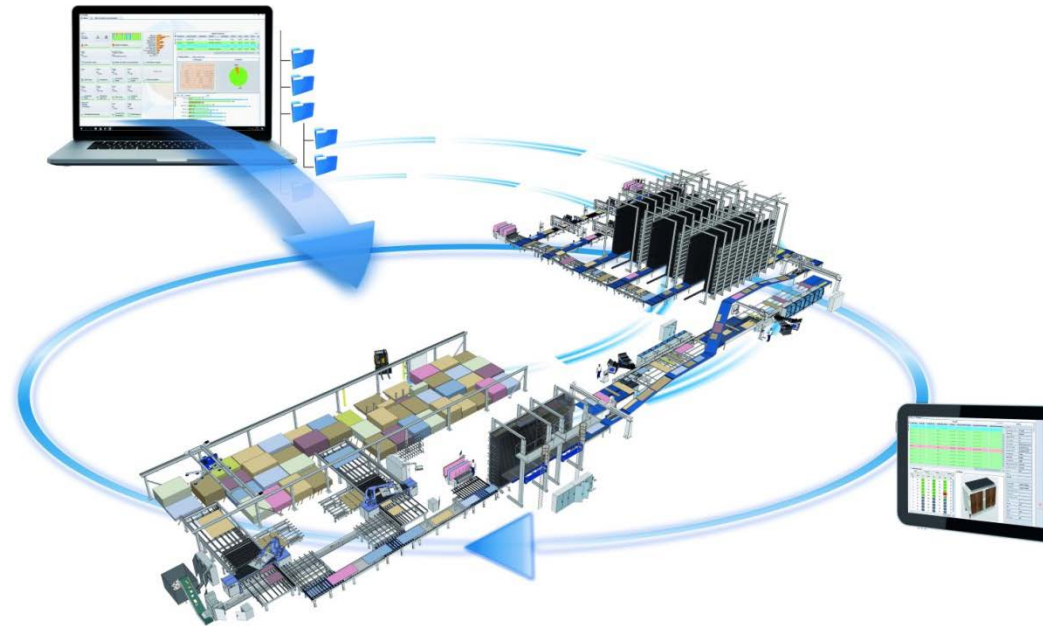


- » Know-how: industry IT
- » Modern software architecture
- » Cloud connection
- » Big data

# DIGITALLY NETWORKED FURNITURE PRODUCTION



Integrated software platform covering all process steps



**Configuration/  
order registration**



**Production**

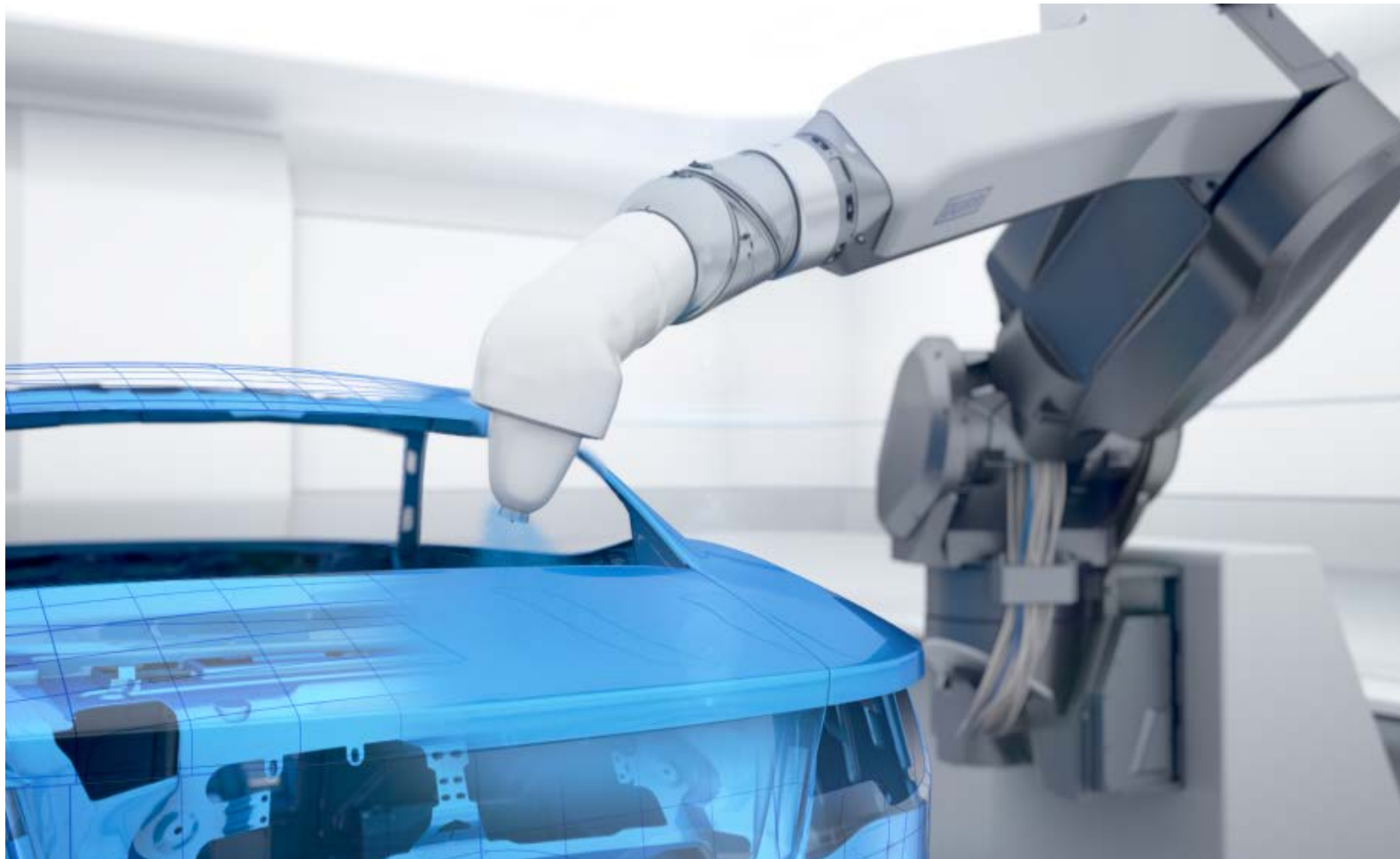


**Packaging/logistics**

# NEW PAINTING ROBOT



Smart mover with 7 rotating axes





# SERVICE: 11 % GROWTH IN 2016



Service sales of just under €1 billion

## » Smart services

➔ e.g. data analytics, predictive maintenance

## » High plant availability

➔ Customer satisfaction

## » CustomerExcellence@Dürr

➔ Optimization program for service growth



## » For example

- Sales management
- Tracking customer satisfaction
- 3D visualization of plants
- Virtual commissioning
- Knowledge management
- Collaborative order execution
- Online diagnostics
- Plant documentation



# GLOBALIZATION: NEW FACILITIES IN CHINA + USA

More than €140 million spent on international facility network since 2012



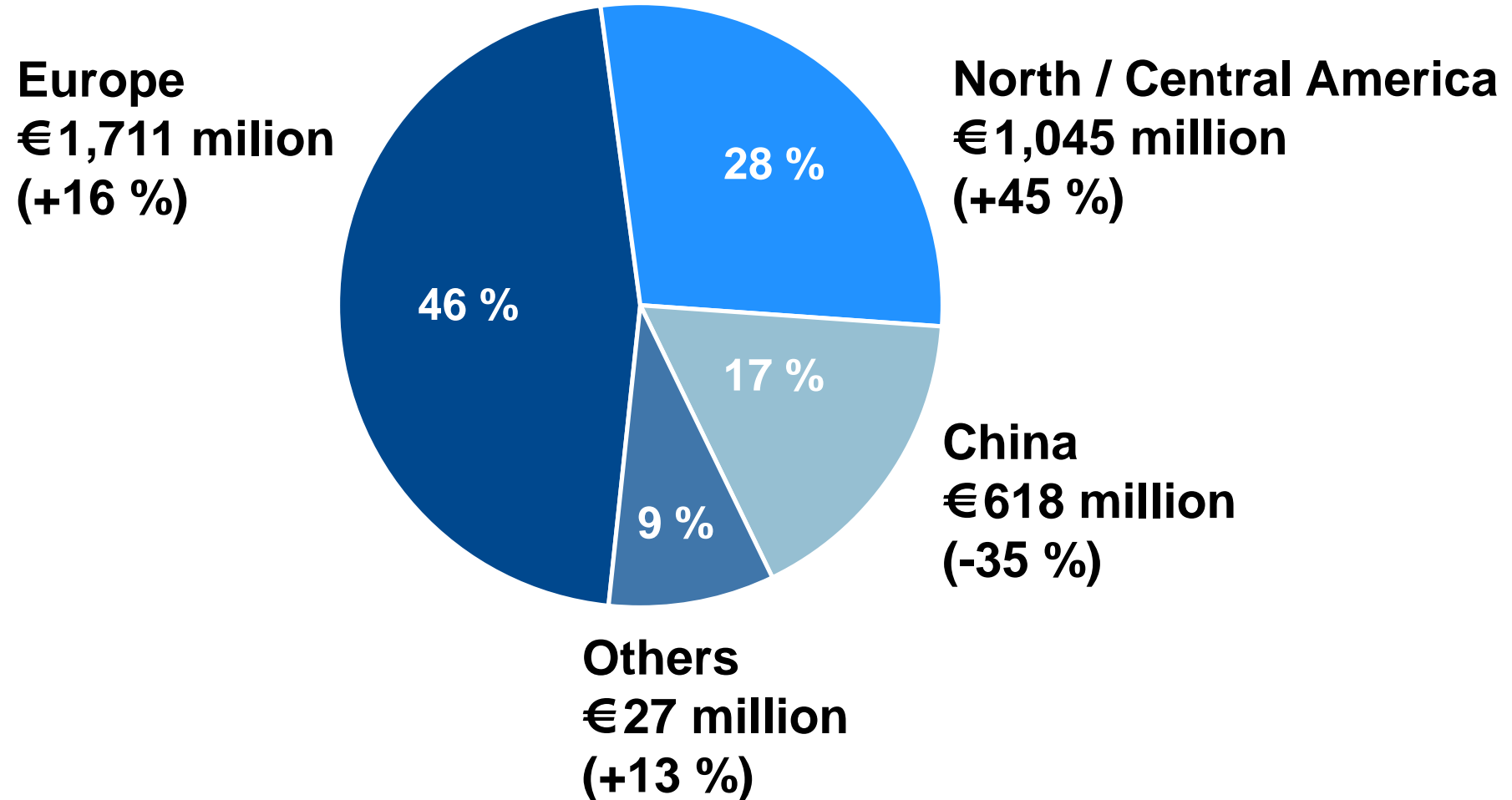
**Southfield, USA**



**Shanghai Qingpu, China**

# GLOBAL MARKET OPPORTUNITIES

2016 order intake by regions (vs. 2015)



## » Dürr Ecoclean Group sold to SBS Group (China)

- Industrial cleaning technology (approx. € 200 million sales, 7 % EBIT margin)
- Sold as of 03/31/2017
- More than € 100 million proceeds, approx. € 23 million book gain

## » Acquisition strategy

- Positive experiences with HOMAG
- Further acquisition possible if suitable opportunities arise
- Alternative application of funds possible

# OUTLOOK 2017



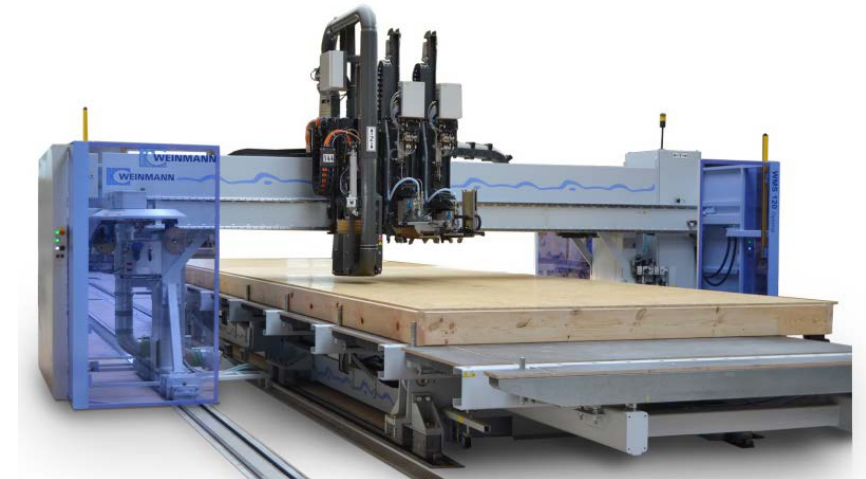
Business volume approx. at last year's level despite Ecoclean sale

## » Further world market growth expected in 2017

- Automotive production: approx. 3 %
- Woodworking machinery: approx. 3 %

## » Dürr targets for 2017

- Order intake: €3.3 to 3.7 billion
- Sales: €3.4 to 3.6 billion
- EBIT margin: 7.5 to 8.25 %





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