



Investor Presentation

Warburg German Industrials Conference

Dürr Aktiengesellschaft

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Disclaimer

This investor presentation has been prepared independently by Dürr AG (“Dürr”).

The presentation contains statements which address such key issues as Dürr’s strategy, future financial results, market positions and product development. Such statements should be carefully considered, and it should be understood that many factors could cause forecast and actual results to differ from these statements. These factors include, but are not limited to price fluctuations, currency fluctuations, developments in raw material and personnel costs, physical and environmental risks, legal and legislative issues, fiscal, and other regulatory measures. Stated competitive positions are based on management estimates supported by information provided by specialized external agencies.

Global systems partner to the automotive and supplier industry



- § World market leader in painting, balancing and cleaning technology, leading position in final assembly technology, with market shares of up to 50%
- § Appr. 60% of paint shops and appr. 50% of assembly plants worldwide are equipped with Dürr technology
- § 85% of sales within the automotive industry
- § Sales 2007: € 1.5 billion with 2 divisions
 - à € 1.2 billion Paint and Assembly Systems
 - à € 0.3 billion Measuring and Process Systems
- § Employees 12/31/2007: 5,936
- § Founded in 1895
- § Initial public offering in 1989

Group structure

DÜRR AG

Paint and Assembly Systems Share of sales ~ 70%

§ Paint and Final Assembly Systems

Turnkey paint shops and final assembly plants; service and modernization of existing facilities.

§ Application Technology

High-tech systems and software for automated paint and sealing application (robots, atomizers, color-change systems, quality control).

§ Environmental and Energy Systems

Technology for exhaust-air purification and for disposing of liquid residues as well as energy management.

§ Aircraft and Technology Systems

Assembly and painting systems for the aviation industry. Consulting activities for automobile and aircraft manufacturing and the general industry.

Measuring and Process Systems Share of sales ~ 30%

§ Balancing and Assembly Products

Balancing and diagnostic systems (automotive, electrical, turbo, machinery, aerospace). Assembly systems, end of line testing and filling systems for the automobile production.

§ Cleaning and Filtration Systems

Cleaning, filtration and automation systems for engine and transmission production as well as for metal-cutting and other metalworking processes.

§ *Schenck Technologie- und Industriepark GmbH* *Property service provider*

Automotive industry in FOCUS





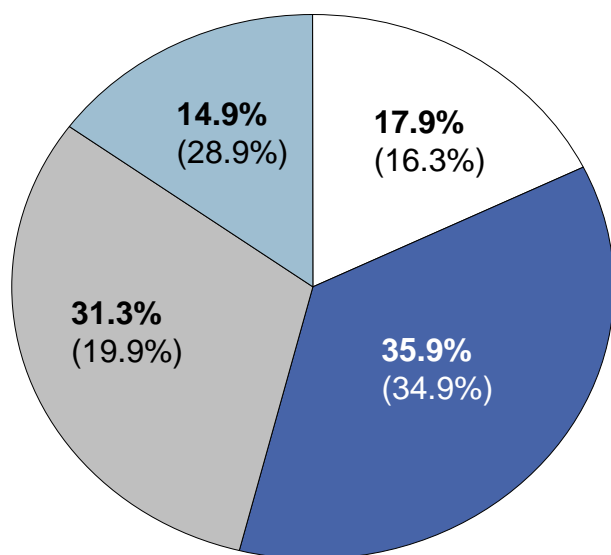
What makes Dürr unique?

- § 55% of business is plant engineering; 45% is mechanical engineering (assembly). In the mechanical engineering business only key components are manufactured in house
- § Low production depth limits fixed costs and risks in an economic downturn
- § Dürr is the only truly global company in its competitive environment (21 countries, 47 locations, 25 production facilities). More than 20 years in India and China
- § FX-exposure mainly limited to translation effects
- § Only few competitors on a worldwide scale
- § All OEM's and most suppliers are customers of Dürr. Position with Japanese OEM's still nascent, but encouraging progress

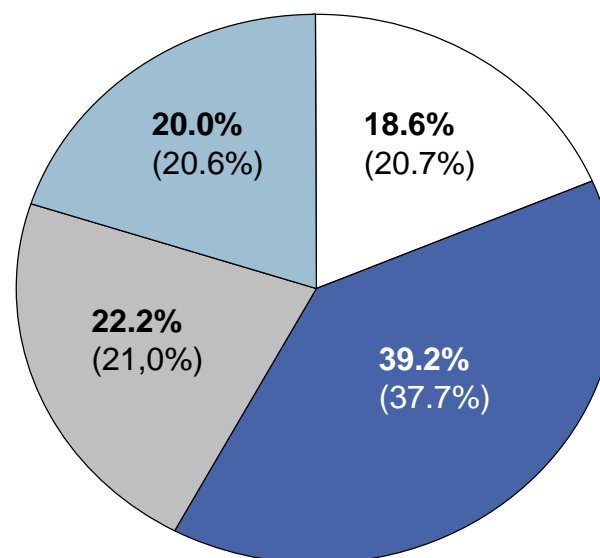
2007 (2006) incoming orders and sales: Well balanced structure



Incoming orders



Sales revenues



□ Germany

■ Europe excluding Germany

■ North & South America

■ Asia, Africa, Australia

§ US & Mexico received several major orders

§ Declining order intake in China only temporary; already picked up in Q1 2008

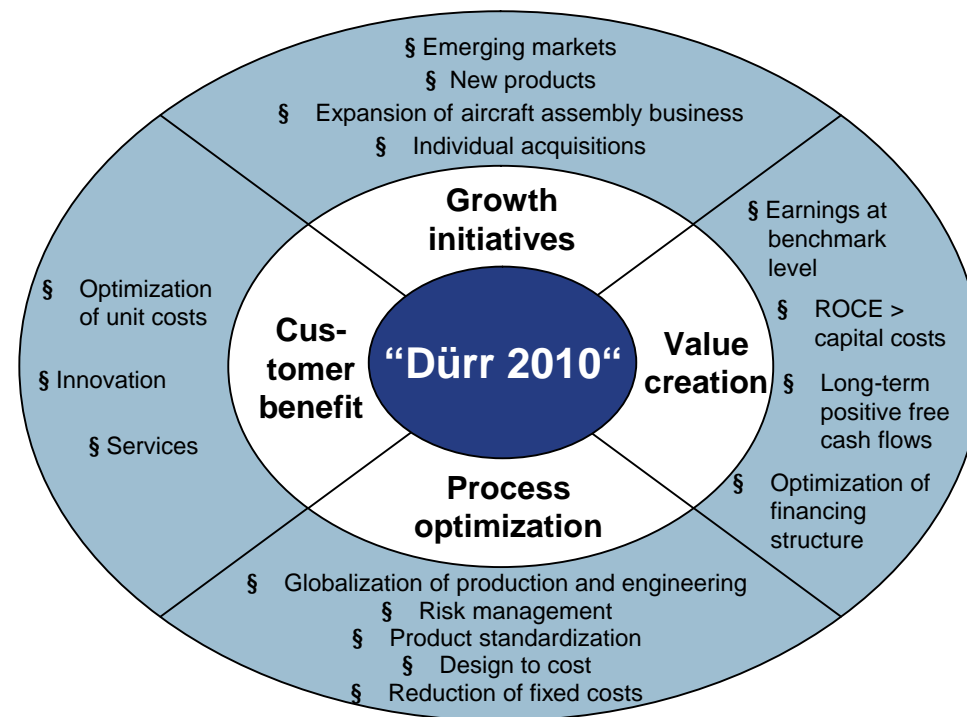
Dürr development since 2005



2005 - 2007: Successful Restructuring

- § Focus on profitable business
- § Leaner organizational structure
- § Higher efficiency
- § Reduced capacities and costs
- § Improved planning and controlling systems

2008 - 2010: Profitable growth



2007 & 2008: Strong demand

	2007	2006	2005
in €m			
Incoming orders	1,781.5	1,459.8	1,216.9
Sales revenues	1,476.6	1,361.2	1,400.6
Orders on hand (December 31)	1,082.0	805.2	723.5

§ Incoming orders up by 22% in 2007 and 20% in 2006

§ **Q1 2008:**

- Book to bill 1.5
- Orders on hand increased by 12% compared to year end 2007
- Project pipeline strong

EBIT up by 68% in 2007

	2007	2006	2005
in €m			
Gross profit on sales	240.0	220.2	220.2
EBITDA	73.6	52.2	-16.2
EBIT	55.7	33.1	-70.3
Net income	21.2	8.2	-104.5

- § Turnaround in US-business and Cleaning and Filtration business unit successfully achieved in 2007
- § SG&A costs under control
- § **Q1 2008:** EBIT more than tripled to € 10.4 m; higher efficiency, effects of service/revamp strategy; improved order quality

Figures/Analysis

Cash flow/Free cash flow

	2007	2006	2005	2004
in €m				
EBT	34.8	14.8	-106.6	4.5
Income taxes	-5.8	-5.6	-4.6	0.8
Interest result	22.9	21.0	35.1	24.5
Amortization and depreciation	17.8	19.1	54.2	21.3
Changes				
- NWC	37.0	8.8	-82.1	-110.8
- Provisions	-4.1	-20.2	-25.1	-21.8
- Other assets/liabilities	-16.7	-47.7	-18.5	-34.0
Cash flow from operating activities	85.9	-9.8	-147.6	-115.5
Capital expenditures	-25.9	-18.0	-25.7	-21.4
Interest payments	-19.4	-18.7	-32.8	-14.0
Free cash flow	40.6	-46.5	-206.1	-150.9

§ 2007 strong improvement in cash flow/free cash flow

§ **Q1 2008:** positive cash flow and free cash flow for the first time since 2002

Solid financial structure

	03/31/2008	12/31/2007	12/31/2006	12/31/2005
in €m				
Equity	253.0	257.1	245.7	248.1
Equity ratio	23.3%	23.9%	23.6%	20.9%
Net financial debt	57.2	60.7	96.5	84.9
Cash	145.9	147.5	101.5	124.7
Net working capital	96.5	119.9	154.7	171.5
ROCE	-	15.0%	7.6%	-

- § Net financial debt significantly reduced, healthy cash position
- § Strong improvements in NWC despite increasing business volume
- § ROCE exceeds costs of capital (10.5%) by 450 bps in 2007

2008: Profitable growth

§ 2008: Sales growth of up to 10%

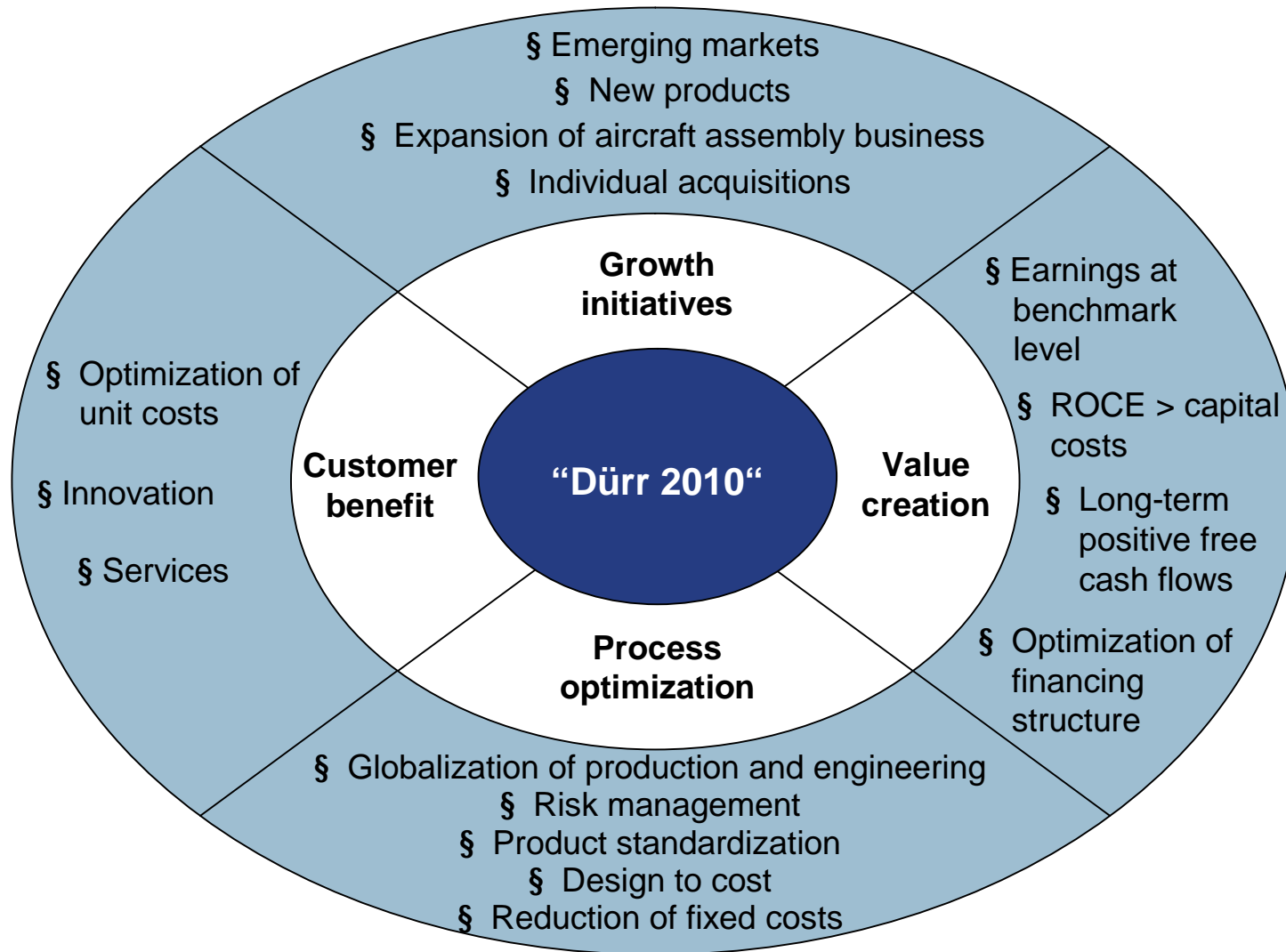
§ 2008: Strong earnings improvement driven by

- ▶ improved processes
- ▶ higher margin orders
- ▶ turnaround at loss-making final assembly business

§ 2008: EBIT margin goal of 5% (2007: 3.7%)

§ Requests for quotation remain strong. The automobile market should see healthy growth in the next years

Strategy “Dürr 2010“





Strategy “Dürr 2010“: Customer benefit

Dürr will leverage its leading technology and market position

Cost-per-unit as value proposition (e.g. RoDip)

- § Ensure competitive operating costs for our customers
- § Provide ROI for investments into Dürr equipment

Innovative solutions (e.g. LeanLine for small cars)

- § New approaches for new market needs
- § Innovative technologies for energy and environmental benefits

Service

- § Further expansion of service business, target 30% of sales
- § New service products, customer proximity, value pricing

Strategy “Dürr 2010“: Customer benefit

Example Cost-per-unit: Latest generation of rotational painting system RoDip



Dürr's value proposition

§ 36% less energy

§ 18% less chemicals

§ 8% lower capex

➔ *16% lower cost-per-unit for pretreatment
and anti-corrosion process*

Strategy “Dürr 2010“: Customer benefit

Example Innovative solutions: Addressing the mega trend „low cost cars“



Dürr’s value proposition: LeanLine concept

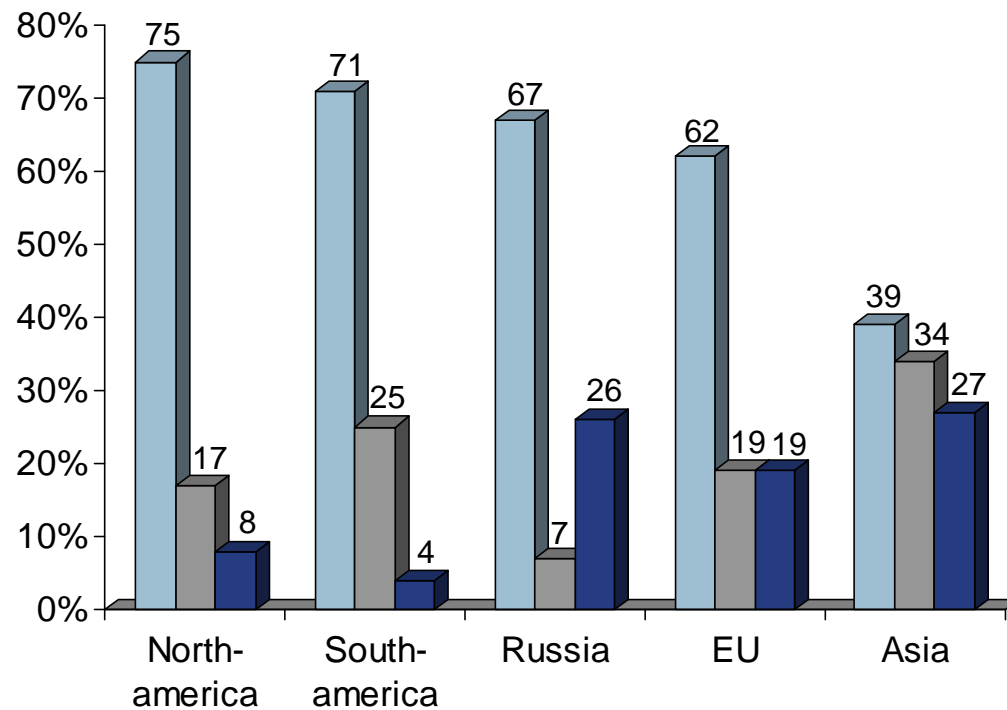
- § Reduced capex by up to 30%
- § Standardized products and plant layouts
- § Localization approaches

**Dürr equipment for Tata Nano plant:
Paint shop, robots & application technology, exhaust-air purification plant,
balancing machines for crankshafts**

Strategy “Dürr 2010“: Customer benefit

Service: Future potential

Age of paint shops*



§ 60% of all paint shops worldwide are older than 20 years

§ Average lifetime in US/Europe up to 30 years, in Asia up to 20 years

➔ *Huge modernization and revamp potential!*

■ Older than 20 years
 ■ Between 10 and 20 years
 ■ Younger than 10 years

* based on own calculations

Strategy “Dürr 2010“: Growth initiatives

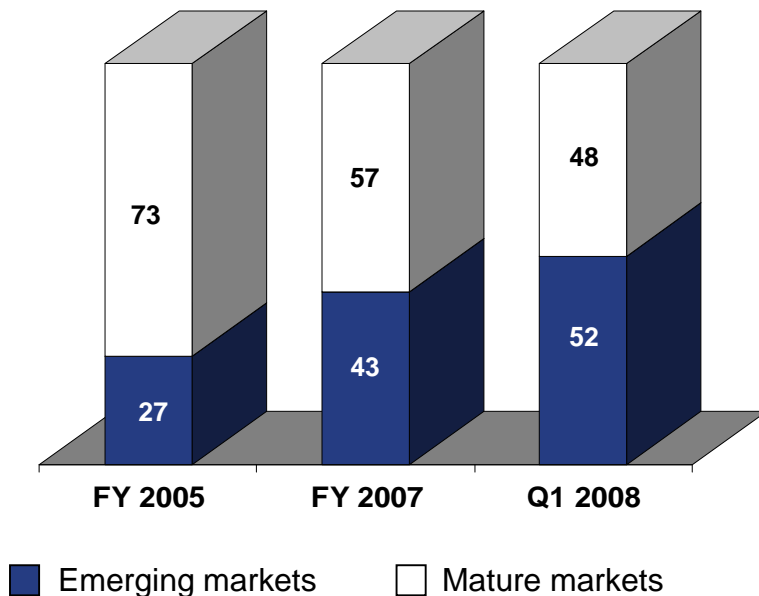
Dürr will grow above market average by explicit growth initiatives

- § Further expansion in emerging markets
- § New products in existing business fields (e.g. consulting, sealing)
- § Selective smaller acquisitions (e.g. “bolt-on” acquisition in balancing)
- § Aircraft and Technology Systems as new business unit with explicit growth agenda
- § Gaining market share with Japanese OEM’s, leveraging initial successes

Strategy “Dürr 2010“: Growth initiatives

Example emerging markets: Leveraging our global footprint

Incoming orders in %



Further building our revenue share from emerging markets, e.g.

- § Paint Systems in Russia, Turkey, Romania and others
- § Assembly products in Asia
- § Environmental and Energy Systems across all emerging markets
- § Cleaning and Filtration Systems in Asia

Strategy “Dürr 2010“: Growth initiatives

Example Aircraft and Technology Systems: New business unit



Creating a new platform for growth

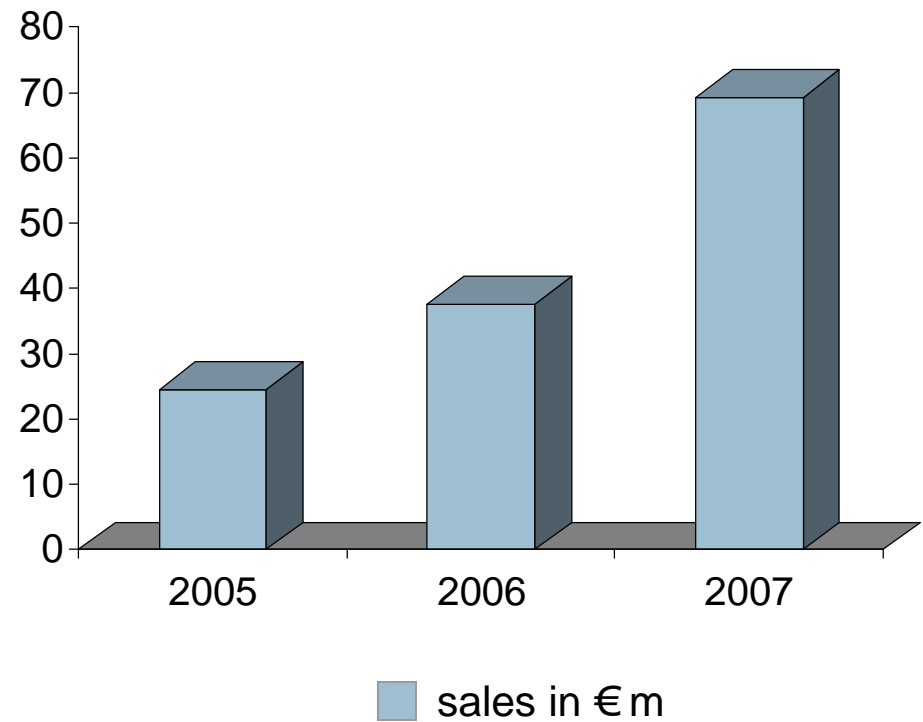
- § Providing focus for sales and engineering resources
- § Bringing together paint and assembly competence
- § Joint venture with EDAG for Airbus China

Strategy “Dürr 2010“: Growth initiatives

Increasing success with Japanese OEM's: Gaining market share



HONDA



Strategy “Dürr 2010“: Process optimization

Continuous improvements in operating performance by eight point program

1. **Product standardization:** reduce engineering hours
2. **Design-to-cost:** simplify product design
3. **Global production:** increase share of low cost country manufacturing
4. **Global sourcing:** build global procurement offices in emerging markets
5. **Global engineering:** grow engineering centers in India and Poland
6. **Workflow management:** integrated processes from engineering through order execution to financial processes (global CAD-ERP platforms)
7. **Risk management:** rigorous project selection, early-warning reporting and intervention
8. **Cost containment in overheads:** keep cost increase below revenue growth

Strategy “Dürr 2010“: Value creation

Sustained value creation by managing key financial value drivers

Achieve returns at benchmark levels

- § Plant engineering business: 4 - 6% EBIT margin
- § Machinery business: 8 - 10% EBIT margin

Drive ROCE and FCF generation

- § Focus on asset utilisation, NWC management and de-leveraging
- § Comprehensive implementation of metrics at business unit and country level
- § Specific initiatives, performance tracking and incentive compensation

Optimise balance sheet efficiency

- § Assess opportunities for early bond redemption
- § Implement reliable, efficient and flexible refinancing package

Strategy “Dürr 2010“: Value creation



GOALS for 2010

Sales revenues	≥ € 1.7 bn
EBIT margin	approx. 6%
ROCE	approx. 22%
Equity ratio	30-35%



Financial calendar

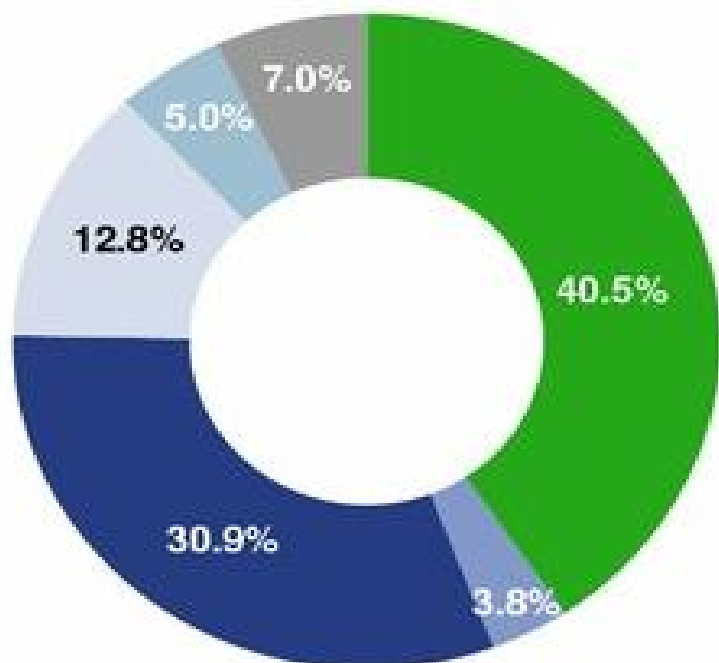
08/07/2008	Interim report half year 2008
08/27/2008	Capital Goods & Steel Conference Commerzbank, Frankfurt
09/02/2008	Mechanical Engineering Conference BHF-Bank, Frankfurt
11/06/2008	Interim report January - September 2008
11/10/2008	Deutsches Eigenkapitalforum, Frankfurt

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Appendix

Shareholder structure May 2, 2008



Shareholder Structure

	40.5 %	Heinz Dürr GmbH, Berlin
	3.8 %	Heinz und Heide Dürr Stiftung GmbH, Berlin
	30.9 %	Institutional and private investors ¹⁾
	12.8 %	Aton GmbH, Fulda
	7.0 %	Harris Associates L. P., Chicago
	5.0 %	Süd-Kapitalbeteiligungs-Gesellschaft mbH, Stuttgart

Free Float 37.9 % according to Deutsche Börse

¹⁾ about 1.2% Dürr Management included

Competitive situation/market shares*

Business units

Paint and Final Assembly Systems	<i>Dürr 40%, Eisenmann 20%, Taikisha 13%, Local Competitors: Scivic, Giffin, Geico, Trinity (Toyota)</i>
Application Technology	<i>Dürr 50%, Fanuc 13%, ABB 12%, Eisenmann 6%</i>
Environmental and Energy Systems	<i>Dürr 30% Competitors: Eisenmann 25%, Taikisha 10%, John Zink, Megtec, CTP</i>
Aircraft and Technology Systems	<i>Competitors: Airbus Varel, Claas/Brötje, Hyde, MTorres, Comau Pico, Thyssen Krupp</i>
Balancing and Assembly Products	<i>Dürr 30%, American Hofmann 15%, CEMB 10%, BTI <10%</i>
Cleaning and Filtration Systems	<i>Dürr 35%, Valiant 15%, Cinetic 12%, LPW 12%</i>

*Own essentials, average in last 3 years

Market outlook

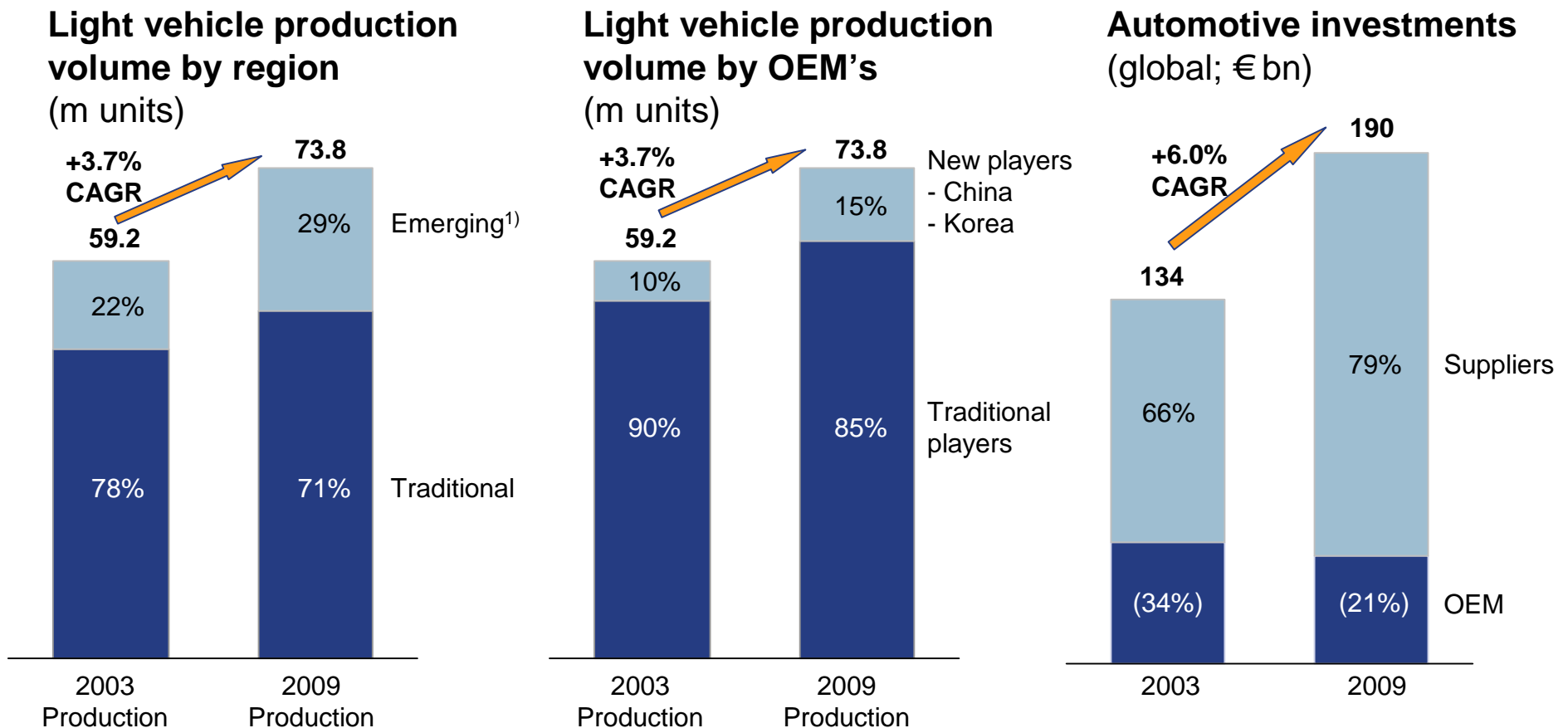
The macro-economic environment clearly holds risks for the future

But...

- § Global automotive market is expected to remain a growth industry and to grow by 4% p.a. from 2009 onwards, especially driven by strong emerging market demand
- § Pipeline includes greenfield projects in India, China and Eastern Europe worth more than € 1 bn
- § Large number of installed paint shops and assembly plants need modernization and revamps to improve productivity and flexibility (e.g. energy costs)
- § US market still challenging, but providing sufficient order flow

Markets - Forecast by growth drivers

Emerging markets, new OEM's and suppliers drive our growth

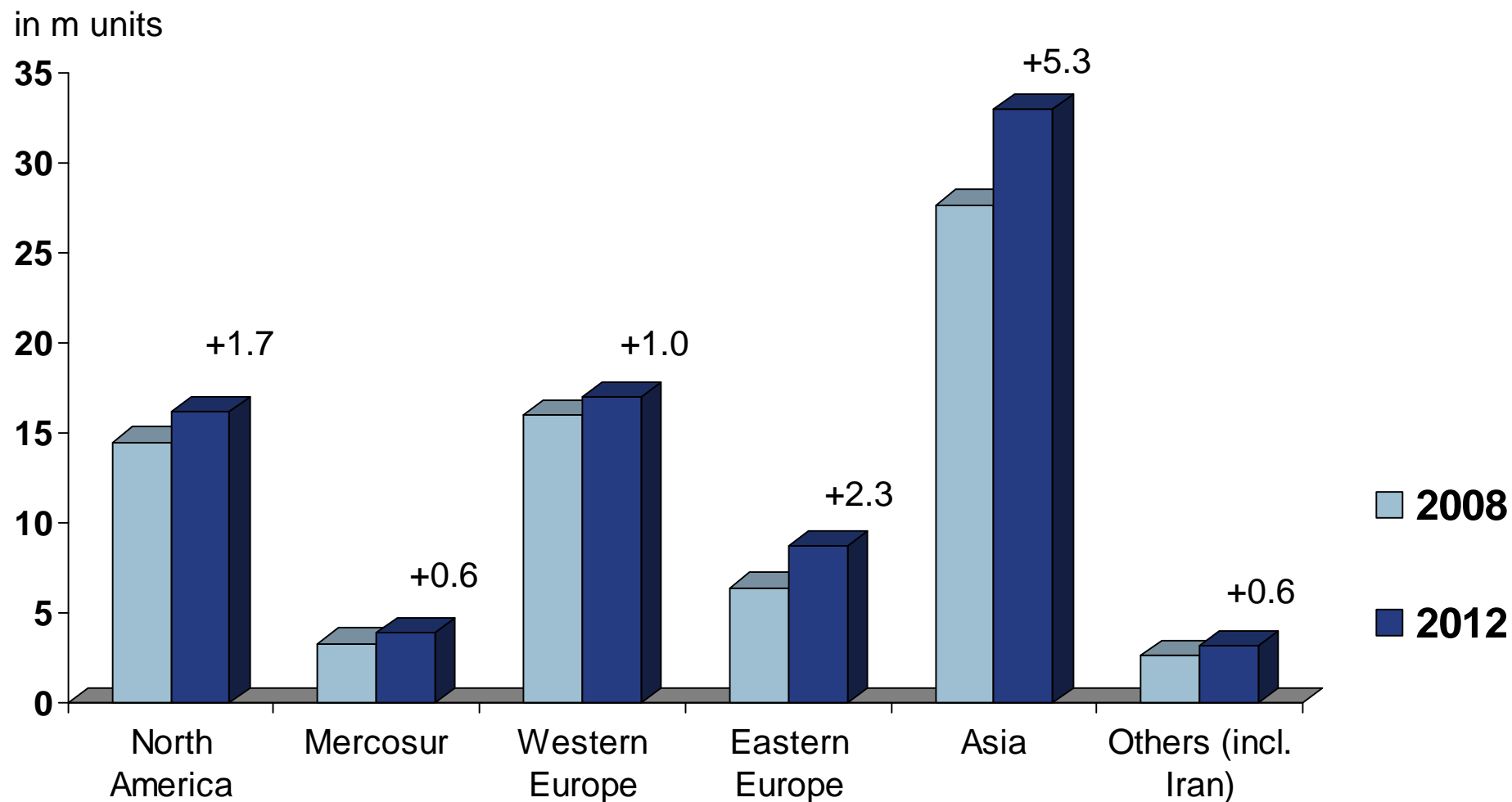


¹⁾ Emerging regions: China, Asia, South America

Source: Marketing Systems ProCar; Mercer Studies; Own estimates

Outlook

Light vehicle production: Forecast 2008-2012¹⁾

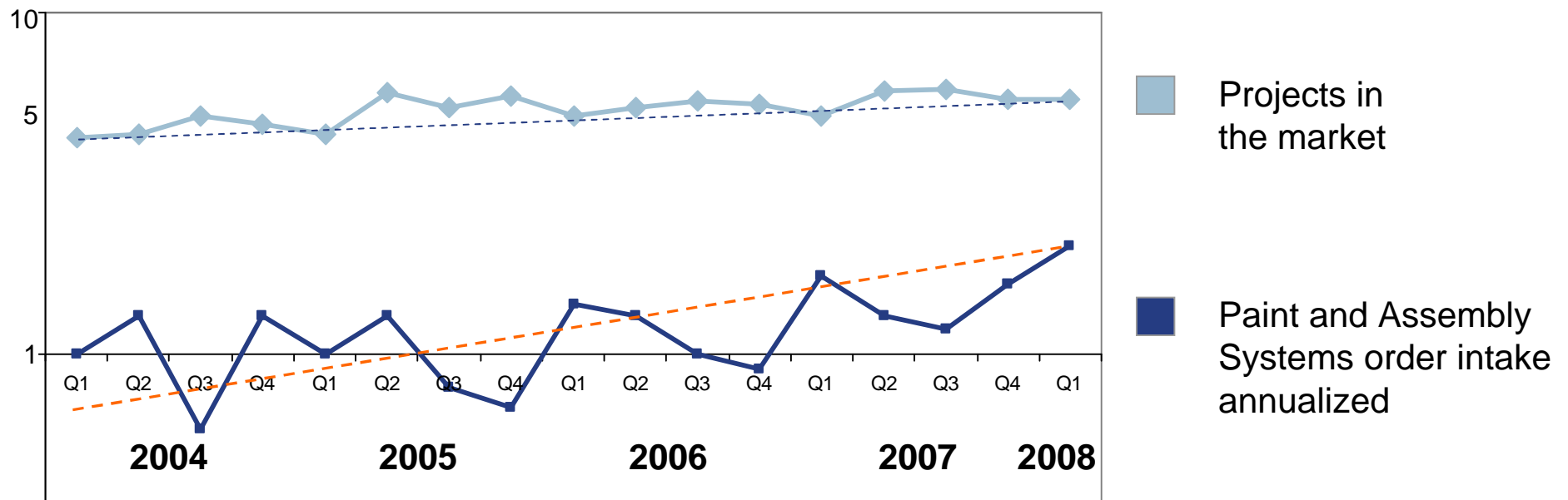


Source: own estimates, CSM, J.D. Power, PwC

Markets - Our own perceptions

Full project pipeline and growing market share

Logarithmic illustration in € bn



Source: Own calculations

Management



Ralf Dieter, CEO

- § Born in 1961
- § Chairman of the Board of Management since January 1, 2006
- § Responsible for Paint and Assembly Systems and Measuring and Process Systems
- § Before: management positions at IBM and Carl Zeiss and restructuring of Carl Schenck



Ralph Heuwing, CFO

- § Born in 1966
- § With Boston Consulting Group (BCG) since 1990
- § Since 2001 Partner and Vice President at BCG in Munich; before Managing Director at BCG India
- § Experience in banking, automotive and engineering business

