



Dürr Investors' Day

Market development and strategic outlook

Dürr AG

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Disclaimer

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

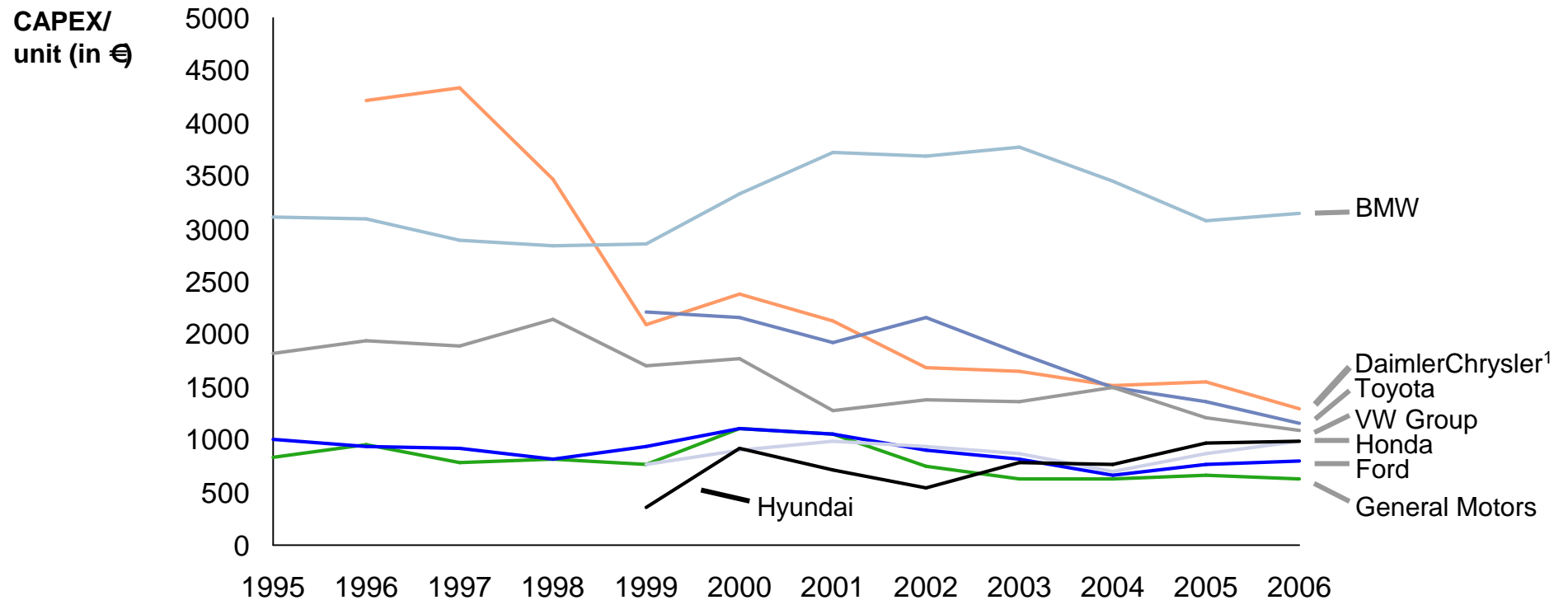
The presentation contains statements which address such key issues as Dürr’s strategy, future financial results, market positions, product development and the effects of continuous improvement processes. Such statements should be carefully considered, and it should be understood that many factors could 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.

1. Markets – Production forecast

Further growth in automobile production

- § Automotive market remains growth industry and will grow in the coming years by around 3% p.a.
- § US demand for automotive plants seems to stabilize on a low level
- § Paint shops and assembly plants need to be reorganized and modernized, mostly for productivity and flexibility reasons (e.g. energy costs)
- § New car models (number & diversity) drive our demand
- § New projects (mostly greenfield paint and final assembly) will be decided in a volume of above € 1 bn in the next quarters

1. Markets – Capex of major OEM's stable

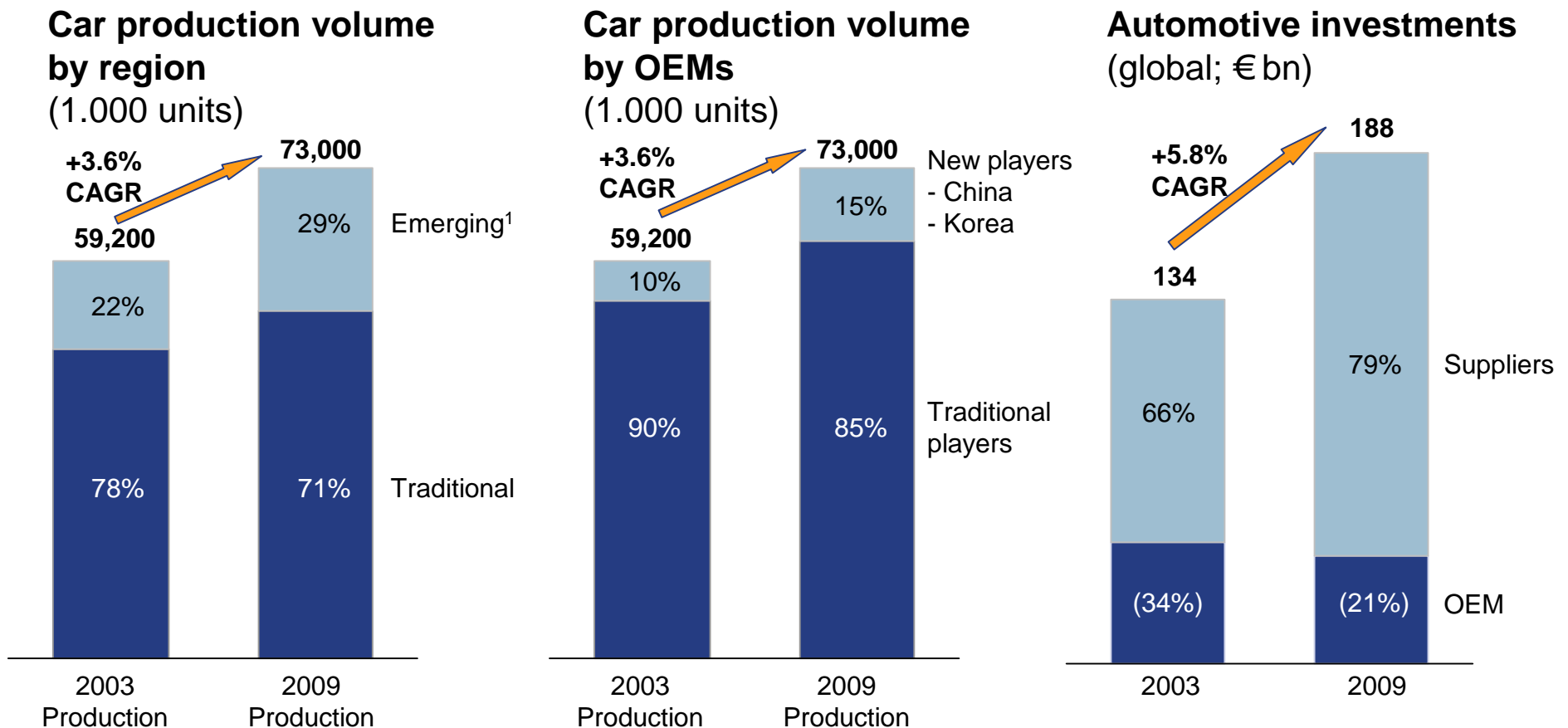


§ Stable OEM investments per unit despite ongoing outsourcing trend

Source: Osiris Database, Datastream (Thomson), Marketing Systems ProCar 10/2005, Mercer analysis & research
¹ Until 1999 without Chrysler Group

1. Markets – Forecast by growth drivers

Emerging markets, new OEMs and suppliers drive our growth



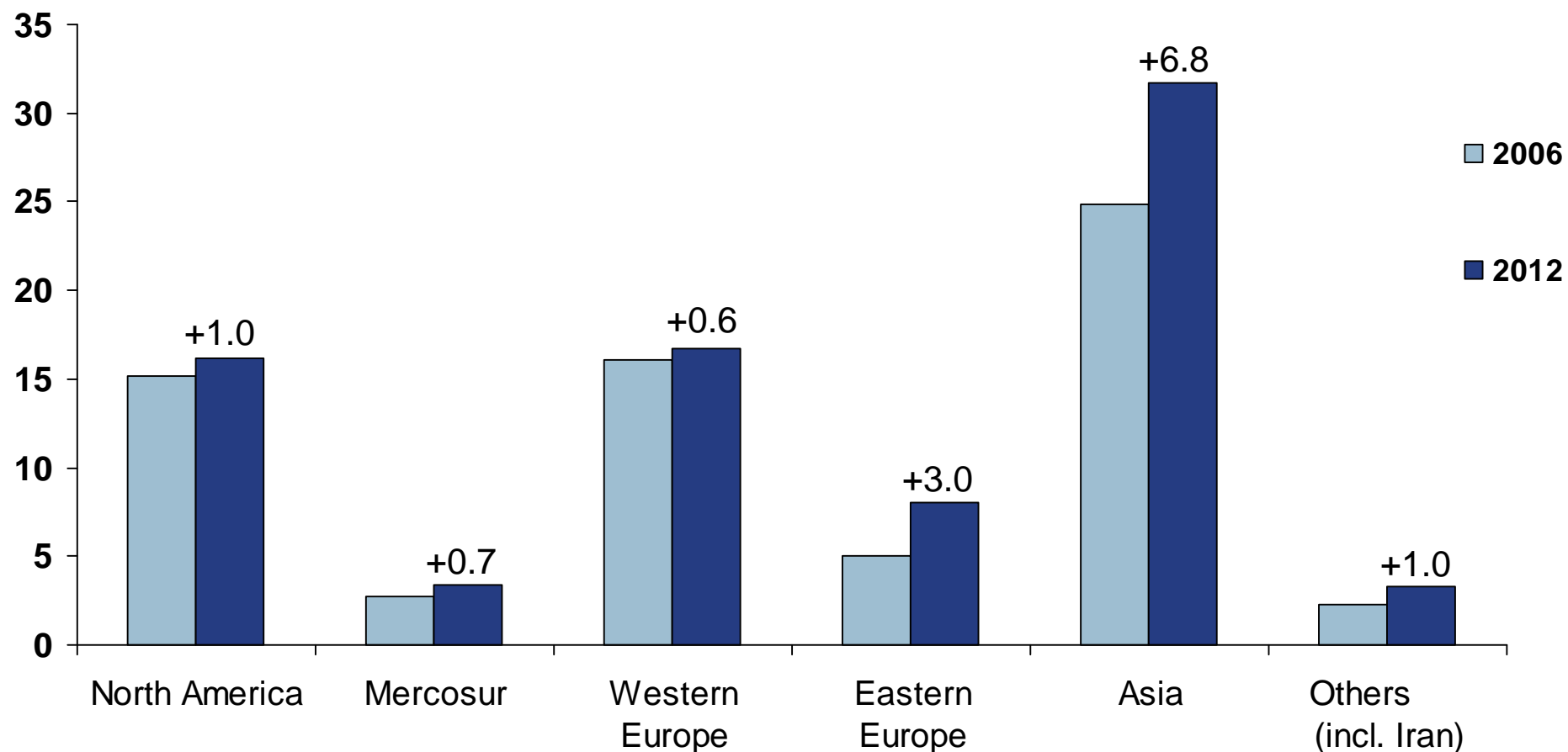
¹Emerging Regions/OEM: China, Asia, South America

Source: Marketing Systems ProCar; Mercer Studies; Own estimates

1. Markets - Forecast by region

Regional development of light vehicle production¹⁾ 2006 - 2012

in m units



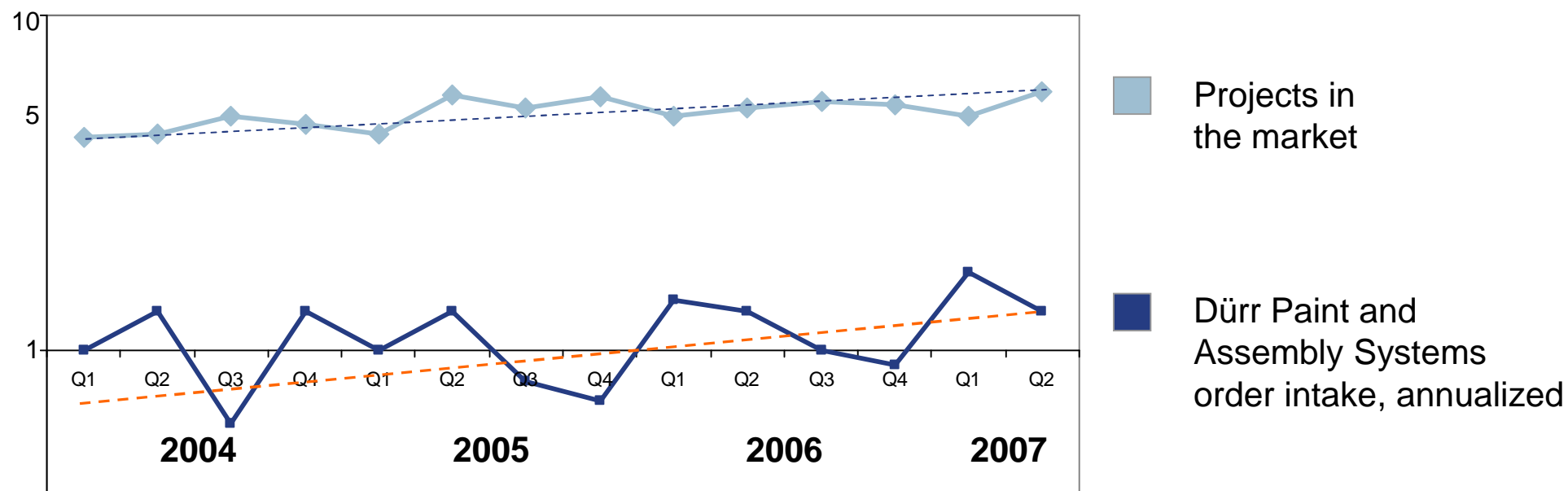
¹⁾Including light trucks & SUVs

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

1. Markets – Our own perceptions

Full project pipeline and growing market share

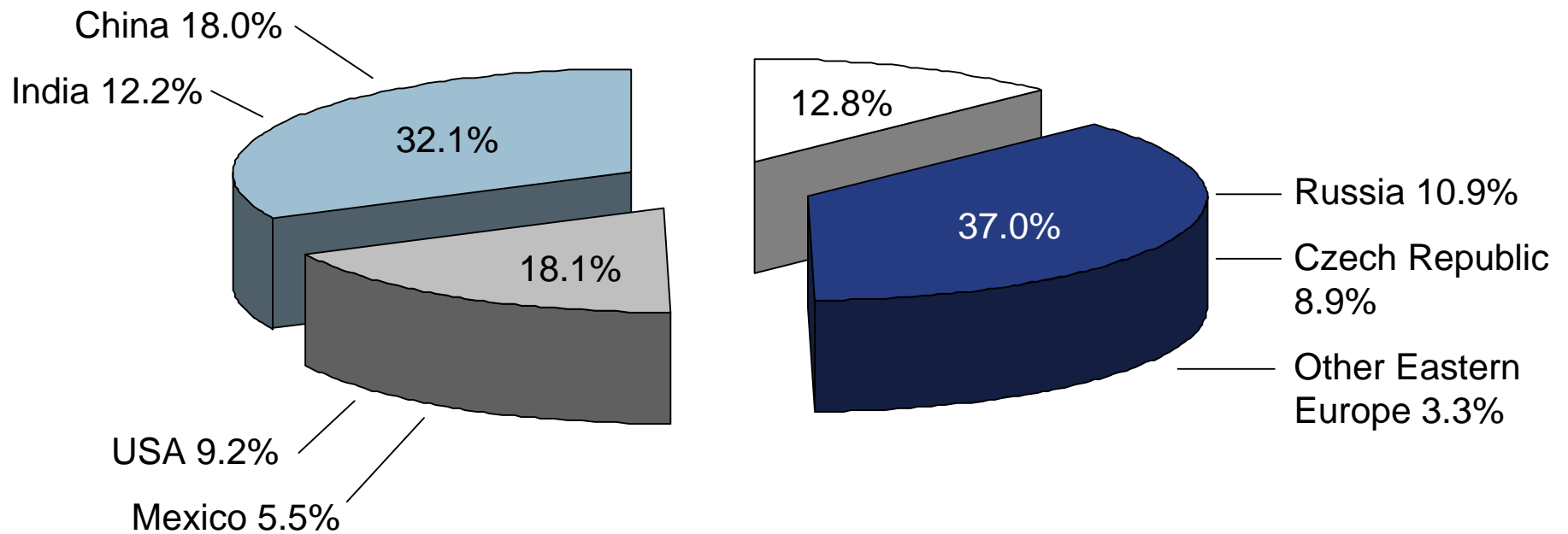
Logarithmic illustration in € bn



Source: Own calculations

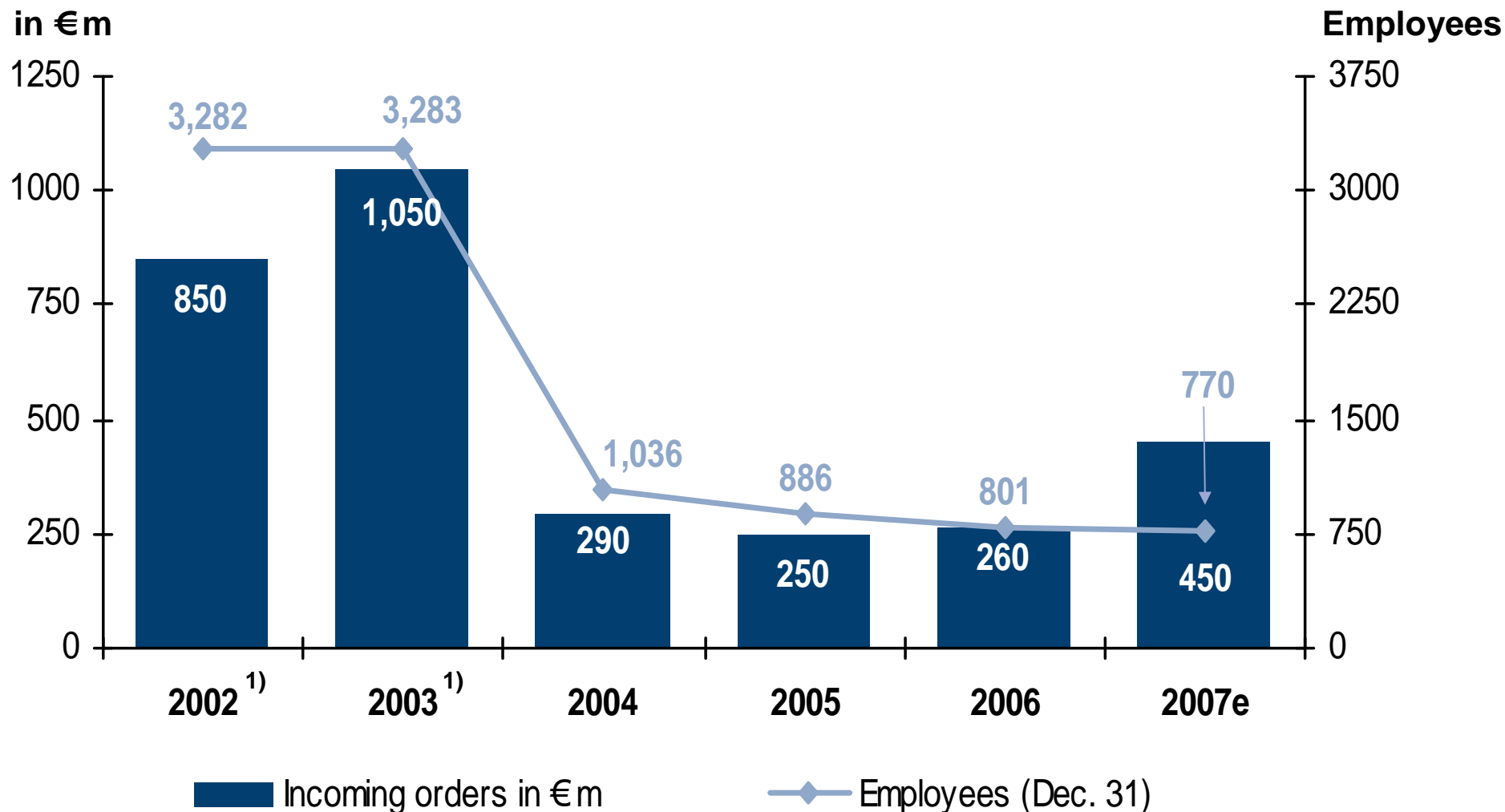
1. Markets – Dürr order backlog

Well balanced across regions - order backlog 6/30/2007 (1,070.6 €m)



Germany
 Europe excl. Germany
 North & South America
 Asia, Africa, Australia

1. Markets – Incoming orders and employees in North America



¹⁾ including Premier group (Services)

2. Competitive situation in Dürr's 3 largest units

Business Unit Paint Systems

§ 2006/2007: Dürr increased market share to around 40% from 25% in 2004/2005

§ Strong foothold in Asia and Europe

	No. 1 Competitor	No. 2 Competitor	No. 3 Competitor
Europe	Eisenmann	Geico	-
America	Giffin	Taikisha	Geico, Eisenmann
Asia	Taikisha	Eisenmann	Geico

Other competitors: Scivic (Asia), Trinity (Toyota)

2. Competitive situation in Dürr's 3 largest units

Business Unit Application Technology

§ Increase of market share to around 50% during the last years

§ Strong foothold in Europe and Asia

	No. 1 Competitor	No. 2 Competitor	No. 3 Competitor
Europe	ABB	Fanuc	Yaskawa/Sames
America	Fanuc	ABB	Yaskawa/Sames
Asia	Yaskawa/Sames	ABB	Fanuc

2. Competitive situation in Dürr's 3 largest units

Business Unit Factory Assembly Systems

§ Different competitors in each sector (e.g. turnkey business, product business, aircraft)

§ Average market share approx. 10%

	No. 1 Competitor	No. 2 Competitor	No. 3 Competitor
Europe	Cinetic	Eisenmann	Siemens
America	Siemens	Dearborn Midwest	Webb
Asia	Daifuku	Rotem	Siemens

3. Strategic outlook

From *Restructuring* to *Performance*

2005 - 2007: Restructuring program

- § Concentration on core business
- § Financial restructuring
- § Turnaround of non-performing businesses
- § Initiation of continuous process improvement



**Strategy
process:
Dürr 2010**

2008 - 2010: Profitable growth

- § Improving operating performance to benchmark level
- § Financial discipline
- § Globalisation of engineering and production
- § Selected growth initiatives

We will present the strategy Dürr 2010 next spring

3. Strategic outlook

Key questions to be addressed in the strategy process

Earnings level

How will we achieve an EBIT margin of well above 5%?
What concrete performance initiatives will we undertake?

Earnings quality

How will we reduce volatility from turnkey project risk?
How will we improve our return on capital employed?

Globalisation

How will we align our resource base with the market opportunities?
How can we benefit from a global setup?

Profitable growth

What will be the engines for a top line growth above 4% p.a.?
Will this reduce our dependency from the automotive cycle?

4. Final remarks

- § We will come up with a detailed strategic plan in spring 2008 and these measures will not lead to a major burden of results

- § We stick to our forecasts:
 - 2007: 3.5% EBIT margin
 - 2008: 5.0% EBIT margin

- § Our 2010 margin goal will be above 5%

- § Dürr is involved in all major trends with existing products or with its´ R&D work



Thank you for your attention

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