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19th Annual General Shareholders' Meeting
of Dürr Aktiengesellschaft

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Check against delivery.

Chart 1: Welcome

Dear Mr. Chairman, shareholders, shareholder representatives, and media correspondents;

Dear guests and friends of our company,

Let me cordially welcome you to the 19th annual general shareholders' meeting of Dürr AG, not just personally but also on behalf of my co-officer Ralph Heuwing and the entire Dürr staff.

Chart 2: Report of the Board of Management - Agenda

In this speech, I will report on the following three subjects:

1. Our business development in 2007 as well as the facts and figures for the first quarter of 2008;
2. The Dürr campus project and our move to Bietigheim-Bissingen next year; and
3. Our Dürr 2010 strategy and the corresponding medium-term objectives.

Chart 3: All performance targets reached

Ladies and Gentlemen,

I will begin with a review of fiscal 2007. My key message on the subject is: As in 2006, we have met all our published goals for the year and in some cases even exceeded our own expectations.

- In particular, this applies to **order intake**, which reached EUR 1.78 billion representing a 22% increase over 2006. Our recent goal was 10% growth. We managed to outperform our own objective mostly thanks to strong demand from automotive growth markets especially in the so-called BRIC countries, i.e. Brazil, Russia, India, and China.
- Subsequently our **order backlog** grew exceptionally strongly at some 34%. The EUR 1.1 billion-level at the end of 2007 provided us with a good starting base for fiscal 2008. With a forward reach of about 9 months, this backlog level ensures our utilization for this year.

- For the first time in years, we also increased our **sales** again in 2007 at a rate of 8.5% to about EUR 1.48 billion.
- Our **Earnings** increased even stronger: Our main operating earnings figure is earnings before interest and taxes, or EBIT for short. Our EBIT improved 68% to EUR 56 million in 2007 representing 3.8% return on sales after 2.4% the year before. Net profit for the year increased 159% to EUR 21 million by International Financial Reporting Standards.
- Our 2007 **operating cash flow** came to EUR +86 million. In other words: Dürr's operating activities generated a substantial surplus in 2007.
- Our shareholders will be particularly pleased to hear that we are proposing that the AGM may resolve the first **dividend** distribution in five years. You will get to vote on a distribution of 40 cents per share under agenda item 2. The distribution reflects the fact that Dürr AG's unappropriated profit under German Commercial Code rules reached EUR 7.1 million.

Ladies and Gentlemen,

These figures demonstrate the resounding success of our group-wide FOCUS program to reorient Dürr over the period from 2005 to 2007. Dürr has recovered its traditional strength and is once again a vigorous enterprise with a bright future. We want to especially and expressly thank our Dürr staff worldwide for this achievement and all the outstanding efforts of last year.

I am sure that you all read our annual report, however, let me describe you the results for 2007 a bit more detailed.

Chart 4: Global presence

I will first address our performance by region: Our order intake advanced most in North and South America with a plus of 92%. The order form BMW in Spartanburg to expand the paint shop that we originally built there in 1996 figured prominently here. We acquired more orders in Europe than the year before. We also won some major painting technology projects in Poland, the Czech Republic, Russia,

and India.

Our European sales rose 13%. We furthermore had some business expansion in the US, which was particularly gratifying after the business declines there in years past. Our sales increase in Asia was mainly borne by a healthy 26% business growth in China.

Chart 5: 2007: Significant earnings increase

Now, to our income statement: The gross margin that measures the difference between sales and cost of sales in percent of sales improved slightly to 16.3% with 17% being within the realm of the possible, if it hadn't been for losses to due delivery delays for a large-scale project in India. However, I can assure you that we have overcome these problems. We have reinforced our organization in India and increased our staff by 50%. We are currently handling three major projects simultaneously and securely with this staff.

Despite the losses in India, we still met our earnings goals for 2007. That fact argues in favor of Dürr's restored resilience mainly thanks to completing the implementation of FOCUS in 2007. One aspect of FOCUS was forging ahead with our service business expansion. Moreover FOCUS resulted especially in a better-than-expected earnings turnaround in our US activities and in industrial cleaning technology.

Things did not go so well for our final assembly conveyor systems activities. To achieve the turnaround in earnings we dissolved our Factory Assembly Systems unit and reallocated the various activities to other business units.

Chart 6: Optimized group structure

- As a first step, we merged assembly product business – including filling and end of line testing technology – with our balancing systems activities into a new mechanical engineering unit called Balancing and Assembly Products.

The unit's global distribution, service, and production network will effectively accelerate our assembly business expansion in growth markets.

- Secondly, we have integrated our conveyor systems for final assembly into the conveyor activities of painting technology to form the plant engineering business unit Paint and Final Assembly Systems. This integration creates process, cost, and utilization synergy, for instance, by flexibly sharing engineers between conveyor technology tasks in final assembly and painting technology projects. This move will help us achieve the aspired earnings improvement in conveyor systems this year.
- Thirdly, we have bundled our aviation assembly and painting activities into a new Aircraft and Technology Systems business unit to ensure the necessary focus here.

Chart 7: 2007: Significant earnings growth

Back to the income statement: The following comparison illustrates that our cost management is effective. Although distribution and administration costs have gone up in the wake of rising business volume, their 2.8% increase was far less than our 8.5% sales growth.

Chart 8: Cash flow surplus

Another key performance indicator is operating cash flow. As you can see, Dürr has generated sufficient operating cash flow again in fiscal 2007. An important parameter here was active management of our net working capital that we managed to bring down despite our 2007 sales growth. Even more important is the free cash flow. It shows how much of this cash remains after capital spending and interest service – and that are EUR 41 million.

As you can gather from the table, we spent almost EUR 26 million in capex last year. Our chief capital spending focus was the group-wide harmonization of IT infrastructure, a large-scale project to further improve our corporate processes. In the new and harmonized IT environment, our engineers and project managers can

access construction and order data from anywhere they happen to be. This allows several Dürr locations to simultaneously and efficiently collaborate on joint projects.

Chart 9: Company value increased

Now to the balance sheet: The third line is especially important. It shows what we used the above-mentioned EUR 41 million in free cash flow for, namely to reduce our net financial debt by about a third. That leaves only EUR 61 million in net financial debt and puts Dürr on the best financial footing in years.

Now, please look at the bottom line, the return on capital employed or ROCE for short. This key figure represents the ratio of capital employed over EBIT. At 15%, we have doubled our return on capital employed. Moreover, we have earned more than our cost of capital at 10.5%. That means we have increased our company value for the first time in years.

Chart 10: Dürr stock outperforms DAX and SDAX

Ladies and Gentlemen,

The stock market recognized our continuous improvements last year as one can clearly gather from the 2007 performance of the Dürr share. The Dürr share price evolution plotted in blue reflects a price gain of 26.7%. Thus Dürr stock clearly outperformed our index, the SDAX, shown in orange color.

In the beginning of 2008, though, our share price plunged along with the market as a whole, which was entirely due to stock market upheaval in the wake of the financial crisis. However, the Dürr share has recovered well from its January low of EUR 18.40 to over EUR 28.00 at mid-April.

Chart 11: Shareholder structure

Please note that recently two new major shareholders bought into Dürr. One is the Fulda-based capital investment firm Aton that purchased 10.1% of our stock in

June 2007 and is now our second-largest shareholder with a current stake of 12.8%. The other is the Chicago-based investment company Harris Associates that became our third-largest shareholder with a 7.0% stake in May 2007. Both Aton and Harris are long-term investors that regularly keep in touch with our company. I must add to the subject of the Dürr share that Mr. Heuwing and I hold together 1.2% of Dürr's capital. We have purchased this stock on our own account and not through stock option programs.

Ladies and Gentlemen,

As you know, our activities break down into the two divisions Paint and Assembly Systems and Measuring and Process Systems as well as six business units.

To give you a true picture of our business in 2007, I will now present a brief overview of important recent developments in our business units. Please note that we managed to gain market share in all our activities last year thanks to our leading position in the global market place.

Chart 12: Paint and Final Assembly Systems

Paint Systems took in an extraordinarily high volume of new orders. Demand was particularly lively in Russia where we received paint shop orders from Ford, GM, Tagaz, and Volkswagen. We also received several major orders from India, for instance, from Tata, Mahindra, and Volkswagen. BMW placed the largest order with a volume well in excess of EUR 100 million for expanding its Spartanburg factory shown in the picture.

In assembly systems we saw particularly strong demand from Eastern Europe. Dürr built a modular and easily expandable final assembly line for the Russian carmaker SeverStal using our innovative FASplant system that can be quickly put online. SeverStal also purchased its filling and testing technology for the assembled cars from Dürr.

Chart 13: Application Technology

Application Technology set a new sales record with over 600 robots sold in 2007 that allowed the unit to further improve its already high earnings level. In addition to our superior application technology, we owe this success to our new, highly-flexible, and space-saving *EcoRP L* paint robot shown in the picture.

Chart 14: Environmental and Energy Systems

Environmental & Energy Systems, too, grew last year following stricter emission regulations. Our energy-saving exhaust air cleaning systems were very popular not just with our automotive customers but especially with the chemical, pharmaceutical, and carbon fiber industries that by now account for 80% of sales here.

Chart 15: Aircraft and Technology Systems

One large-scale order for the new Airbus factory in Tianjin, China, dominated our business with the aviation industry. For this project, Dürr and EDAG teamed up to build a turn-key assembly line. The order has a total volume of some EUR 30 million and is our largest aviation industry project by far.

Chart 16: Balancing and Assembly Products

In balancing technology we booked substantially higher order intake and sales mostly driven by strong demand for power plant equipment in Asia. The business unit is the uncontested world market leader in its field and further improved its earnings from an already high base.

Chart 17: Cleaning and Filtration Systems

Cleaning & Filtration Systems, too, was a source of good news last year. Dürr Ecoclean reaped the fruits of its reorientation in 2005 and 2006 with its new product generation. The business unit not only saw increases in order intake and sales but also turned around its earnings trend - and that even more substantially than planned.

Chart 18: Good start in 2008

Ladies and Gentlemen,

After the 2007 round-up, let me briefly present our current figures for the first quarter of 2008.

My core message is that we smoothly continued our 2007 business trend in the first quarter of 2008, which means that we had a good start into the new fiscal year. At EUR 518 million, order intake exceeded the 2007 quarterly average of EUR 446 million and even topped last year's record of EUR 508 million set in the first quarter. Sales for the quarter increased markedly year-on-year by 17%. Our EBIT for the period more than tripled to EUR 10.4 million. Cash flow remained on growth track with EUR 21 million after EUR -9 million in the first quarter of last year. As a result of the good order situation our number of employees rose by 6% to 6,008 employees worldwide.

Chart 19: Dürr Campus

On to our Campus relocation project: At last year's AGM, I introduced you to the project of uniting our Stuttgart activities with those in Bietigheim-Bissingen in a single Dürr Campus. This move will unite all German activities of Paint and Assembly Systems on a single site and offers substantial benefits from leaner processes to better productivity, to closer communication.

The construction of the Bietigheim-Bissingen Campus has made much progress since and we already moved into the new logistics center and technology center annex last March. The groundbreaking ceremony for the office pavilion complex shown in the picture was held last Monday with Baden-Württemberg's Minister of the Environment, Ms. Tanja Gönner in attendance. In the summer of 2009, the Dürr Campus will be completed – a transparent engineering and office complex using a forward-looking energy concept that encompasses photovoltaic, geothermal power and heat recovery among others. The Campus will serve as Paint and Assembly System's center of excellence with state-of-the-art workstations for

1,500 employees and will offer a training complex for our staff and customers, and the world's largest technology center of its kind. I don't think that I am overreaching if I call the Dürr Campus a major milestone in our company's history that will leave its mark on Dürr's corporate culture going forward.

Chart 20: Strategy Dürr 2010:- Profitable growth

Ladies and Gentlemen,

Let us proceed to our strategy for the next few years: Last year, we put considerable effort into formulating our Dürr 2010 strategy that is to plot our way to further profitable and primarily organic growth.

Based of FOCUS, Dürr 2010 takes a four-tier approach:

- Further enhance customer benefit
- Pursue growth initiatives
- Further optimize processes, and
- Create value - as the result of all of the above.

I may not have the leisure to discuss all individual measures shown on the outer circle of the diagram but I can certainly present some examples.

Chart 21: Dürr 2010: Enhance customer benefit – RoDip

Let us begin with customer benefit. To gain competitive advantages, we will more strongly gear our activities to customers' needs. The current core challenge for the automotive industry is to lower unit costs in production. We are orienting our product development to this endeavor as the featured example of the RoDip painting process shows. The system lowers chassis pre-treatment and priming costs by no less than 16%. We offer similar benefits in other areas: A new balancing machine raises productivity in balancing prop shafts by 25%; and our new color changer reduces paint waste in robot painting by 80%.

Chart 22: Dürr 2010: Enhance customer benefit – LeanLine

At Dürr, the customer benefit concept also includes offering technology that allows our customers to profitably produce low cost cars since this is an attractive growth segment. Low cost cars are to account for more than 12 million units of industry output by 2012. Our LeanLine concept takes this market trend into account with affordable standard products and factory layouts to match. We presented you the LeanLine concept at our 2007 AGM and demand has developed well since. Already ten of our customers use LeanLine products. For instance, the Indian car-maker Tata will paint its 3,000-dollar sub-compact car Nano, presented as the world's cheapest car in January, with Dürr technology. Dürr also provides balancing technology for the Nano.

Chart 23: Dürr 2010: Enhance customer benefit – Service

My final example is service that accounts for more customer benefit than ever. For Dürr that often means optimizing or expanding existing plants or making them more flexible. This so-called revamping business has great potential: Some 60% of car paint shops are older than 20 years and about a quarter have been in operation for over 30 years. As such, they are in need of technology updates. Dürr is one of the prime choices for such work. After all, about 60% of all paint shops and 50% of all assembly factories use Dürr technology.

Chart 24: Dürr 2010 – Growth initiatives – Emerging markets

The second pillar of Dürr 2010 consists of growth measures across all six of our business units. On a regional level, we intend to focus our ambitions mainly on the growth markets of Eastern Europe, Asia, Brazil, and Mexico. Correspondingly, we have founded new Dürr locations in Russia and Turkey and will add another one in Romania this year.

Especially in cleaning and assembly technology, we have only just scratched the surface of these new markets and the potential there is correspondingly high. We furthermore intend to step up our environmental technology activities outside the

automobile industry, for instance in the chemical, pharmaceutical, and carbon fiber sectors.

Chart 25: Dürr 2010 – Growth initiatives – Aircraft industry

We also want to expand our assembly and painting technology activities in the aviation industry. Prospects are good: The aviation industry is growing at a rate of 5% per year and is in the process of streamlining its production. As such, manufacturers like our main aviation customer, Airbus, are looking for systems suppliers that can reliably handle orders.

Chart 26: Dürr 2010 – Growth initiatives – Japan

Our business with the Japanese automobile industry also bodes well for future growth. While our joint venture already established us as a leading provider of balancing technology in Japan years ago, entering the sheltered Japanese painting technology market is an extremely challenging task. Our strategy here is to establish our reputation via orders from Japanese car factories abroad, the so-called transplants. The sales diagram shows that we have made good progress in this respect last year.

Chart 27: Dürr 2010 – Process optimization

The third pillar of Dürr 2010 consists of an 8-point program to optimize our business processes that picks up where FOCUS left off. I do not have the leisure to discuss all points in detail but I may cite one example here, namely the expansion of our Indian engineering center. We will increasingly do construction work there for projects all-over the world.

Chart 28: Dürr 2010 –Value increase

The fourth pillar of our Dürr 2010 strategy is to sustainably raise our enterprise value. We have set ourselves some ambitious goals here:

- We want to increase our sales 5% per year to at least EUR 1.7 billion by 2010 at an EBIT margin of 6%, and

- We want to raise our return on capital employed to around 22% in the medium term and our equity ratio to over 30%.

Another one of our goals is to improve our financing structure. Although our corporate bond secures our financing until 2011, this entails a relatively high interest expense. We are therefore looking into cheaper and more flexible alternatives for the follow-up financing.

In that context we are proposing that the AGM may resolve to raise the subscription price for a possible convertible bond from the previously authorized 125% to 140% of the volume-weighted average price of the Dürr share in XETRA trading. Market development allows us to raise the option premium in light of our stock's higher volatility. If we should opt for a convertible bond as a refinancing tool, a higher option premium would be an advantage not only for Dürr but also for you as our shareholders. Please also note that agenda item number 6 provides for an authorization to buy back our own stock, as in years past. As before, this is a purely tactical resolution just in case.

Chart 29: Outlook

So much for Dürr 2010. Let me conclude with a forecast.

Ladies and Gentlemen,

We are generally optimistic for 2008. We expect the strong demand from the automobile industry to continue in the remainder of the year and assume that our order intake will stay at its very high 2007 level. We intend to increase our sales by up to 10% and the EBIT margin to 5%. And since you, our shareholders, are to participate in our earnings improvement, we are planning to raise the dividend in 2008.

Our Dürr 2010 strategy is to help us grow profitably beyond 2008. We base this outlook on the prospect of steady growth in the automobile industry with output

growth averaging 3.5% over the next few years. We intend to increase our own sales by 5% per year and want to raise our EBIT margin to some 6% by 2010.

The media are currently full of stories on business trends and financial markets. Especially news from the US are somewhat on the gloom and doom side. I therefore want to add that our forecasts are based on the assumption that the economic environment and exchange rates will not worsen drastically. However, we remain optimistic overall. Dürr is well positioned on a global scale and we have learned our lessons from the last recession. Moreover, our customers depend on us as global market leader and technology power house.

Ladies and Gentlemen,

That was all I had to say. Before I return the speakers' lectern to Heinz Dürr, let me thank you sincerely for your trust in our company. Dürr is once again a sound and profitable enterprise with great opportunities ahead. This potential makes our stock an attractive investment in my opinion. I would make me happy if you continued to place your trust in our company.

Thank you very much for your time and attention and I am looking forward to the question and answer session.