

DÜRR GROUP.

IR presentation

Corporate Communications and
Investor Relations, Dürr AG

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Bietigheim-Bissingen



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Agenda

- 1** The Dürr Group in a nutshell

- 2** Strategy: Sustainable Automation

- 3** Current trading: Q3/9M 2025

- 4** Divisions

- 5** Sustainability

- 6** Outlook

1

The Dürr Group in a nutshell

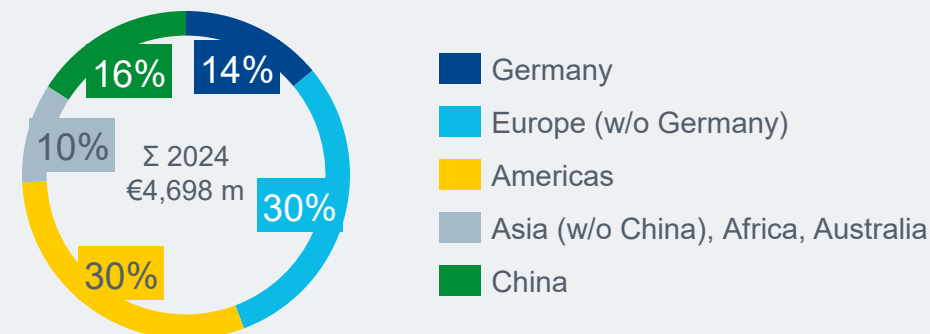


Dürr Group. Sustainable. Automation.

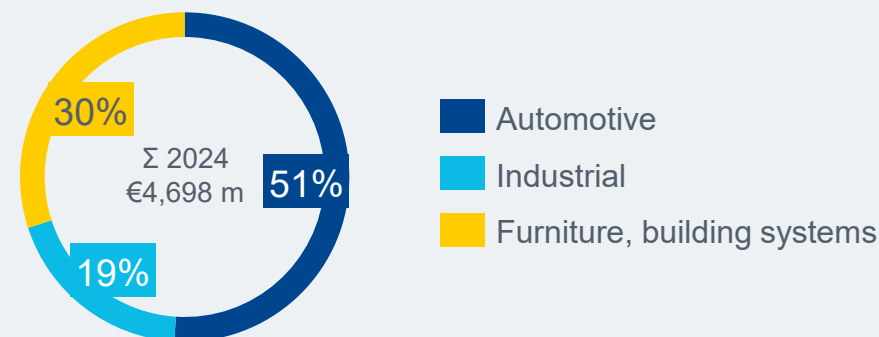
German quality engineering with family roots since 1896

- A global leader in automation: €4.7 bn sales in 2024
- Core competencies:
 - Sustainable production processes
 - Automation of production
 - Equipment to produce sustainable products
- Consulting, R&D, engineering, installation and service of machinery and digital products
- Best-in-class project execution, shop-floor know-how and service
- Strong presence in Europe, Asia and the Americas
- Solid financial basis for profitable growth and value creation

Sales per region 2024



Sales by end-market 2024

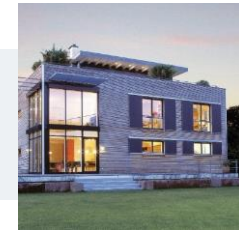
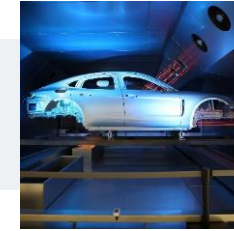


Capital goods supplier with diversified customer segments and leading global market positions

Strong fundamental demand drivers

We support our customers in improving efficiency and managing sustainable transformation

Dürr Group. Sustainable. Automation.



Demand for our products is driven by resilient long-term trends

2

Strategy: Sustainable Automation



Clear strategic focus on Sustainable.Automation

Transformation targets

Full focus on core business:
Sustainable.Automation

Simplified Group structure:
3 instead of 5 divisions

Agile divisions, lean admin processes

Reduce debt leverage,
active portfolio management

Disposal of environmental technology closed Oct. 31

Stellex Capital acquired Dürr's Clean Technology Systems Environmental division

Key facts

- **Enterprise value: ~ €385 million** (€407 million sales in 2024)
- Dürr retains ~ **25% re-investment share**
- **Gross proceeds:**
 - ~ **€290 to €310 million** expected (after cost for re-investment) in Q4
 - cash-out from tax payments mainly in 2026
- **Book gain** expected:
 - €220 to €250 million before tax
 - €160 to €190 million after tax in Q4

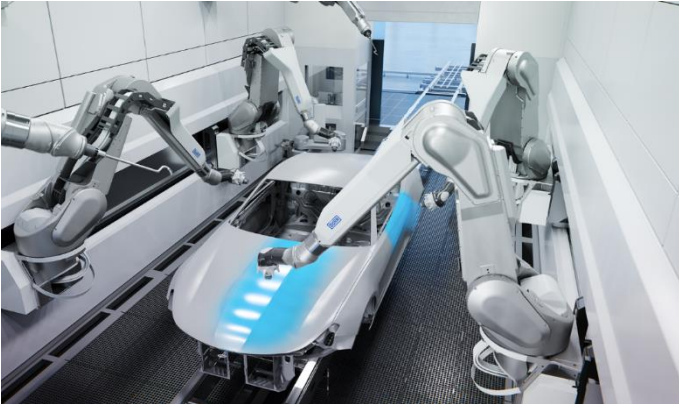

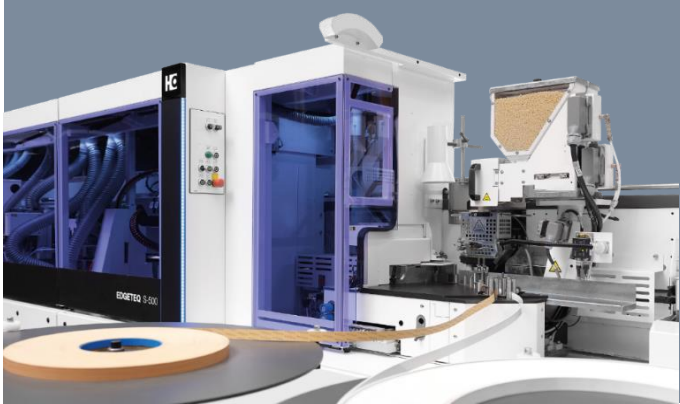


Major step in the process of simplifying the Group structure

Transformation completed: 3 instead of 5 divisions

Lean organization and full focus on core business

Dürr Group. Sustainable. Automation.

Divisions	Automotive	Industrial Automation	Woodworking
			
Major markets	Paint shops, final assembly lines, test systems	Production automation, balancing technology, battery production technology	Woodworking technology
Sales (2024)	€2.1 bn	€0.9 bn	€1.4 bn
Employees (2024)	~ 6,700	~ 4,300	~ 6,800

Adjustment of administrative structure

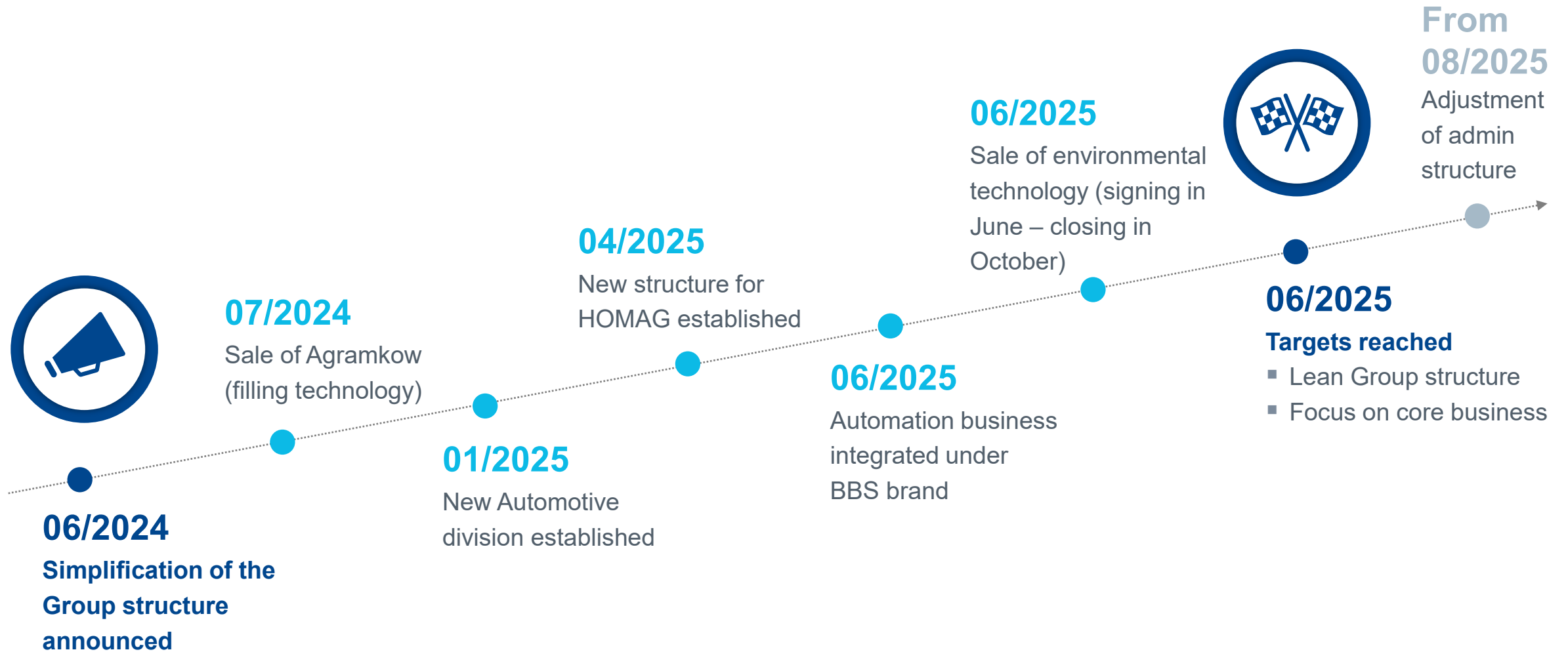
Making the Dürr Group more robust, efficient and focused

- Reduction of around 500 employees in administration planned by end of 2026
- Cost savings of around €50 million p.a. expected, full savings effect visible starting in 2027
- More entrepreneurial autonomy of divisions; key performance guidance by Dürr AG
- >50 % of the job cuts planned in Germany
- Provisions
 - €40 to €50 million in Q4 2025



Sustainable.Automation: major transformation steps

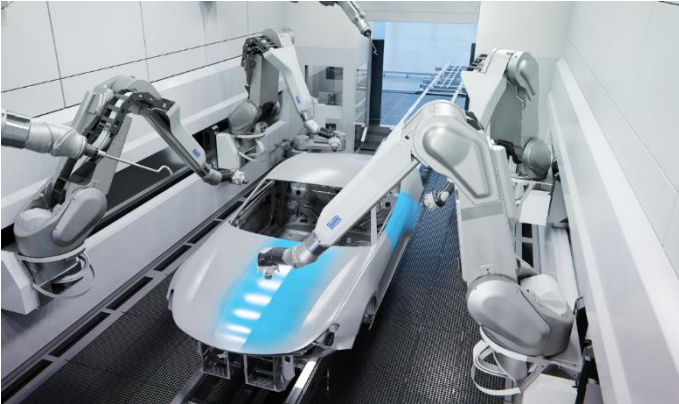

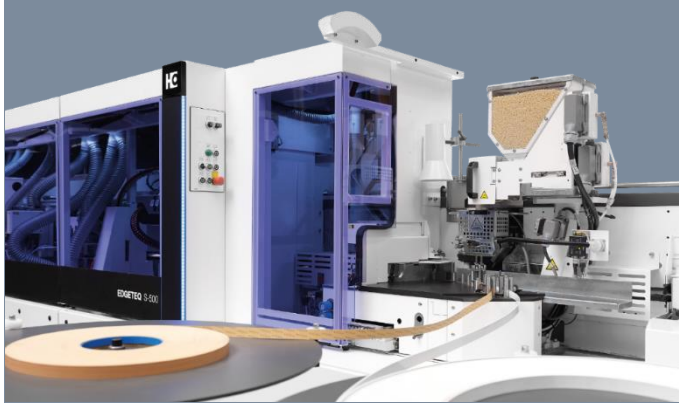
Milestones of our transformation process



View on the coming months

Underlying trends remain intact, Dürr well positioned in major markets

Dürr Group. Sustainable. Automation

Divisions	Automotive	Industrial Automation	Woodworking
			
Key factors impacting performance	<ul style="list-style-type: none"> • Solid order pipeline • Some project decisions delayed (macro uncertainty) • Modernization and efficiency pressure continues • New division set-up increases efficiency 	<ul style="list-style-type: none"> • E-mobility lagging behind (regulatory uncertainty, incomplete model ranges) • Medtech business growing, solid balancing business (Schenck) • BBS: focus on integration + synergies 	<ul style="list-style-type: none"> • Good starting position for next upswing: self-help measures taken • Recent innovations have increased technological leadership • Positive trend in wooden construction: large projects returning

Mid-cycle targets

More than €6 billion sales targeted in 2030



5% – 6%
CAGR sales revenues



≥ 8% EBIT margin before
extraordinary effects



≥ 25%
ROCE



The Dürr Group investment case

Creating added value through active portfolio management

Focus on automation

Focus on automation puts us in a good position to benefit from profitable and sustainable long-term growth



Simplified structure

Simplified structure reduces cost, free up resources, drive margins and create financial headroom while increasing transparency



Enabling synergies

Consolidation of activities in the Automotive and Industrial Automation divisions enhances customer offering and creates synergies adding to sales and bottom line



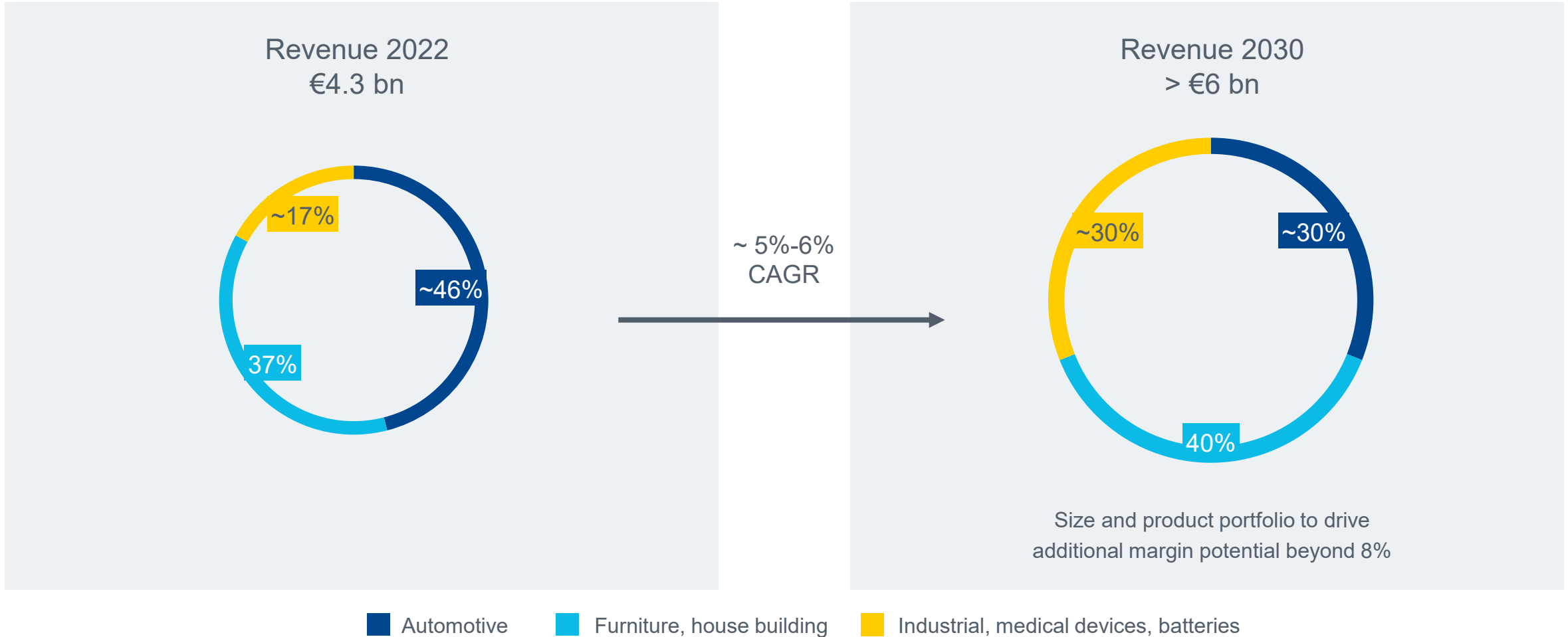
Supporting shareholder value

Active portfolio management and value before volume sales strategy contribute to shareholder value



Mid- to long-term growth potential

Above GDP growth on average until the end of the decade

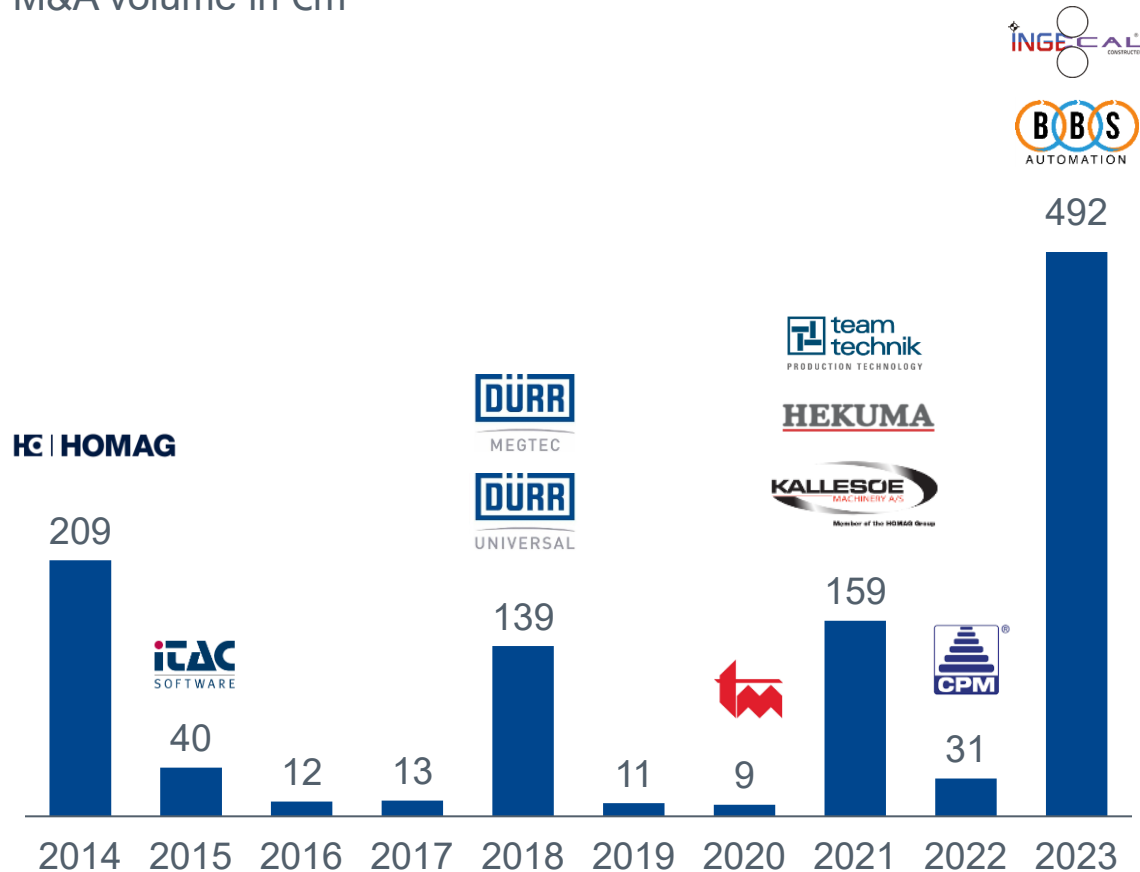


Well positioned for profitable growth due to organic growth and acquisition of BBS Automation

M&A is an important contributor to growth

Well-structured approach to increase company value

M&A volume in €m



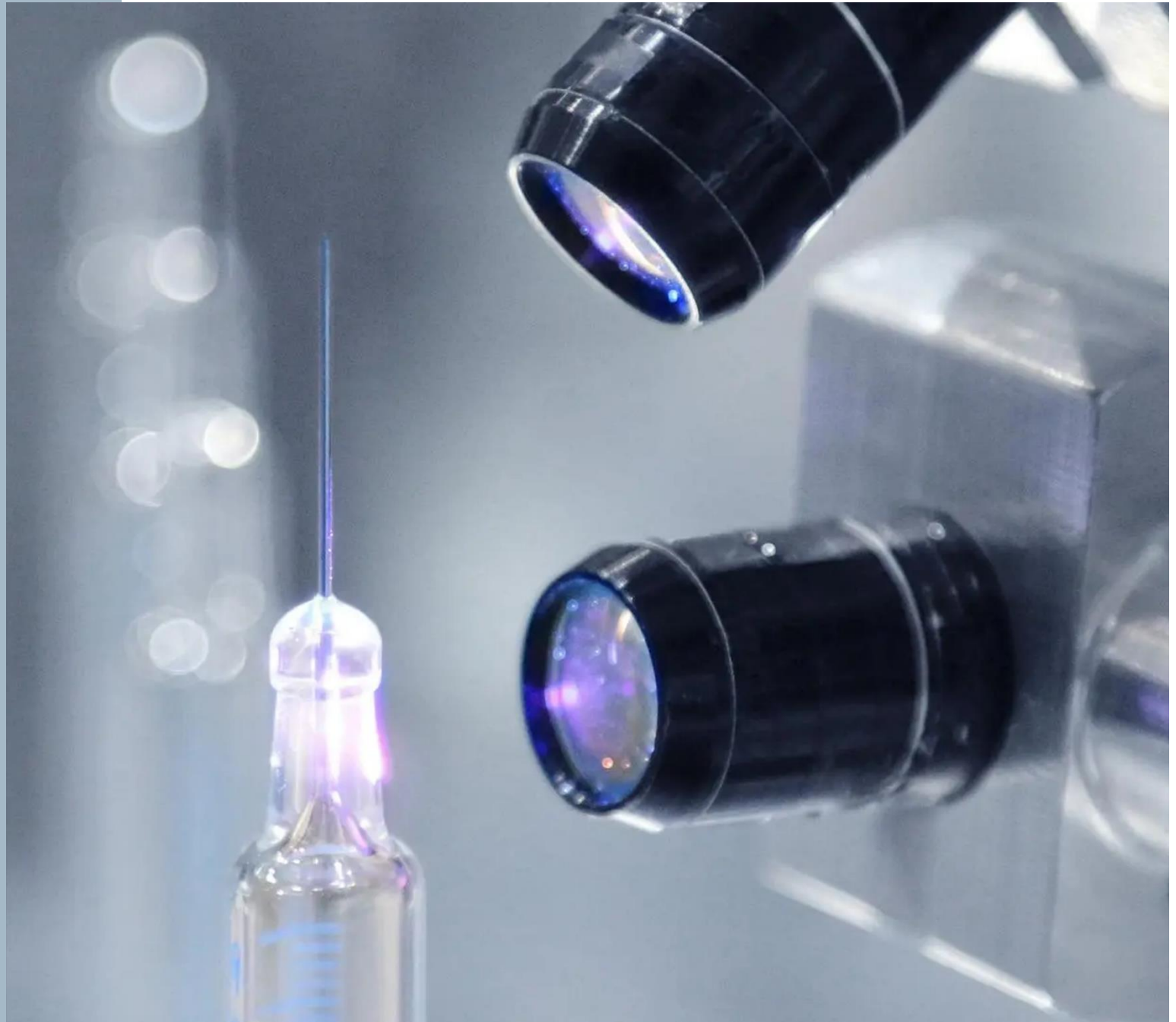
Disciplined M&A process

- Constantly exploring market for opportunities:
 - Dedicated M&A team runs comprehensive selection process
 - Evaluating market size and growth potential, entry barriers, cyclicalities and competition
- M&A types
 - Cross-divisional: technology and skills
 - Bolt-on: expand know-how, market access or size
 - Complementary: reinforce business
- Typically, 2-3 deals per year (max. 5)
- Active portfolio management including divestments
 - Environmental Technology (2025), Agramkow (2024), Ecoclean (2017), Aircraft Technology Systems (2014)

Focus on synergies, know-how, market reach and diversification

3

Current trading:
Q3/9M 2025



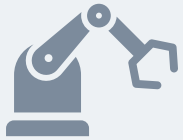
Strong earnings in Q3

Continued operations

- Order intake still subdued in Q3 due to ongoing macro uncertainty, improvements expected in Q4
- Sequential sales improvement in Q3, further acceleration in Q4 expected
- EBIT margin on a high level in Q3 (6.6%), almost reaching the FY guidance mid-point in 9M (4.9%)
- Positive earnings trend in Q3 supported by all divisions
- 9M free cashflow (€85.0 million) up yoy
- Sale of environmental technology successfully closed on Oct. 31
- Group transformation completed: 3 divisions instead of 5, full focus on Sustainable.Automation
- €50 million cost cutting program in administration in implementation (€40 to €50 million provisions in Q4)
- FY guidance confirmed

Q3 2025

Risks and opportunities related to tariffs



No significant impact on ongoing projects: well-positioned with local production, strong competitive position and contractual safeguard measures



Short term risk: delays in the awarding of projects due to uncertainties on customer side

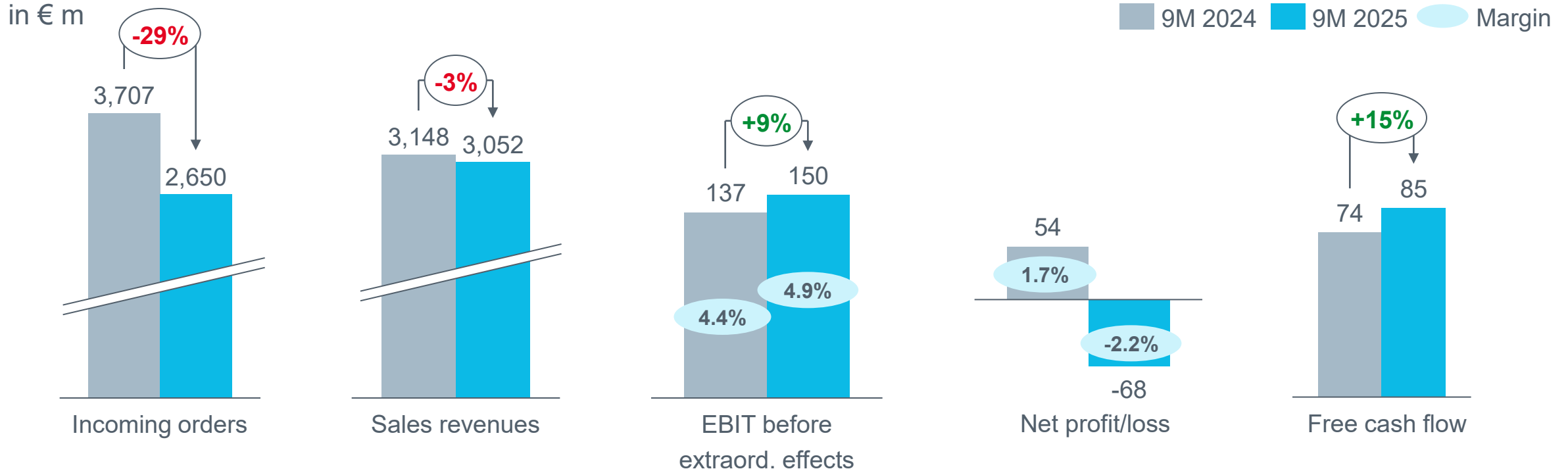


Medium to long term opportunities: increasing investments in the localization of production capacities



KPIs 9M 2025 (continued operations)

EBIT before extraordinary effects up 9%, net profit down due to non-cash impairment in Q2



- Incoming orders: low order activity due to macro weakness, several very large automotive orders in 9M 2024, Q4 improvement expected
- Sales in Q3 above previous quarters, further acceleration in Q4 expected as execution of large orders is gaining traction
- EBIT margin before extraordinary effects 50 bps higher than last year, almost reaching the mid-point of the FY guidance (4.5% to 5.5%)
- Net income burdened by €120.4 million impairment in Q2; 9M 2024 including one-off book gain from Agramkow sale (€19 million)
- High free cash flow benefitting from lower capex

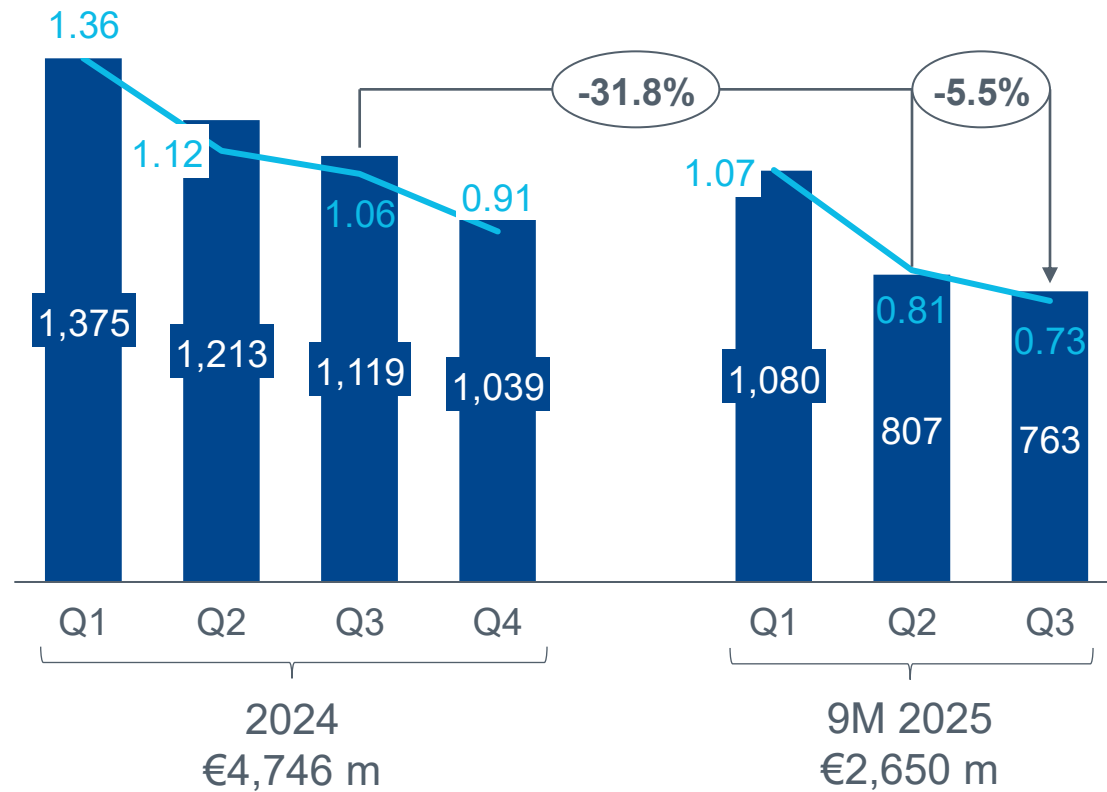
Earnings benefitting from value before volume strategy, cost reduction and sales acceleration in Q3

Order intake (continued operations)

Q2 and Q3 impacted by uncertain trade and macro environment

in € m

— Book-to-bill ■ Order intake



Key aspects

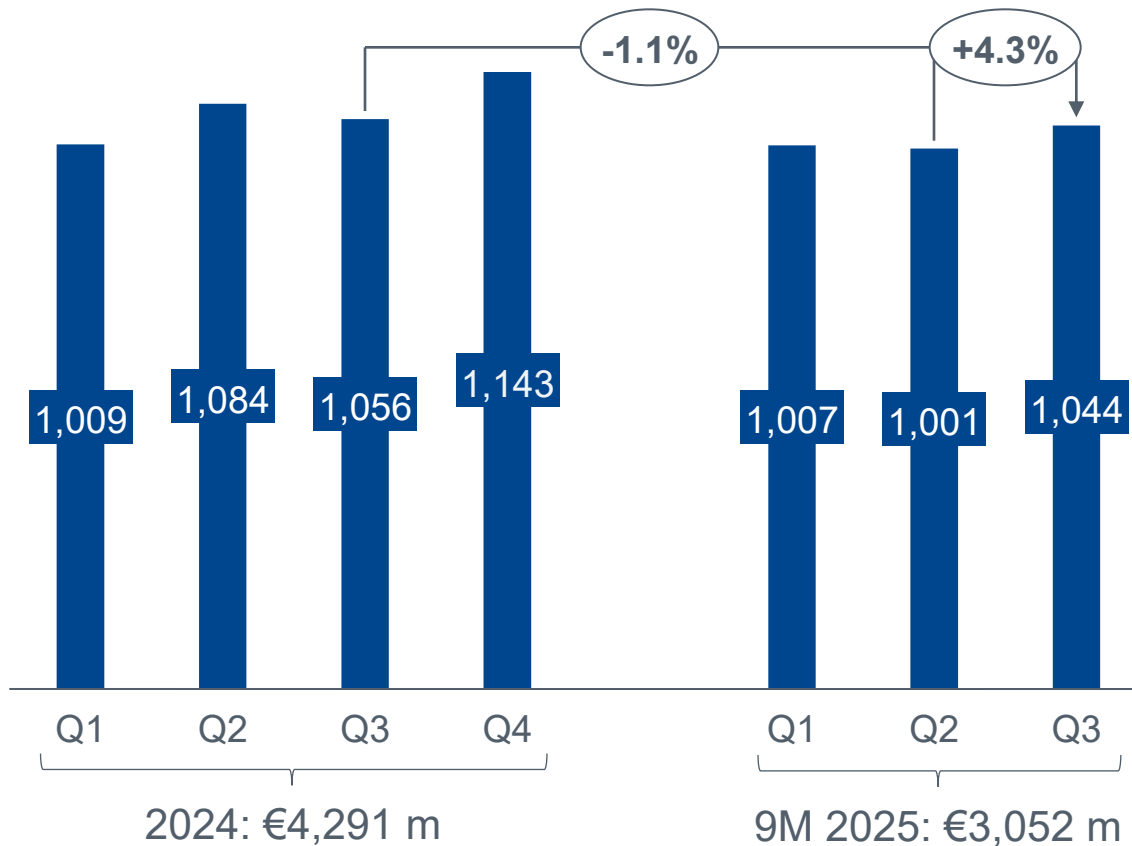
- Q3: Higher order level in Industrial Automation
- Base effect: 9M 2024 marked by several very large automotive orders
- High order intake potential in Q4: good opportunities until year-end, provided there are no delays in customers' decisions

Solid order pipeline

Sales revenues (continued operations)

Sequential sales growth in Q3

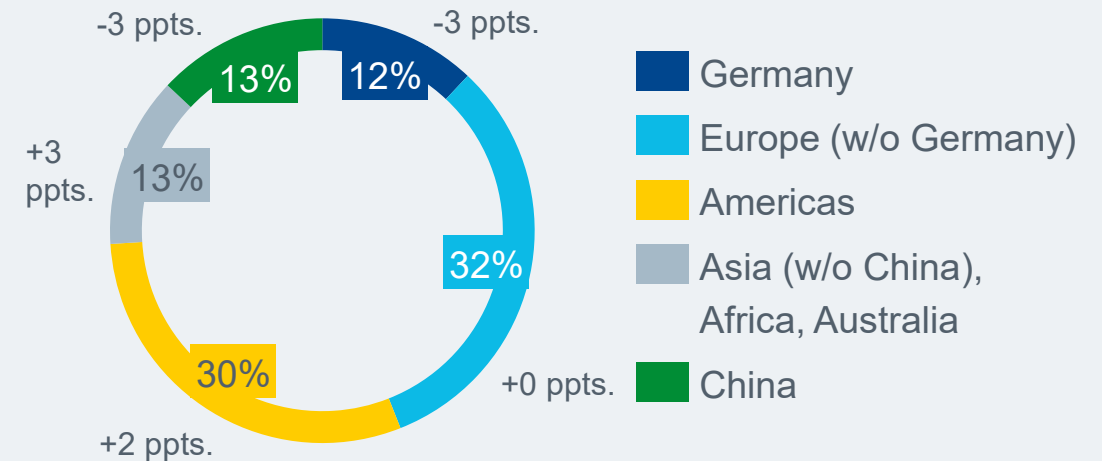
Sales revenues in € m



Key aspects

- Sequential improvements in Q3 mainly in Industrial Automation and Woodworking
- Automotive: strong Q4 expected

Sales per region 9M 2025

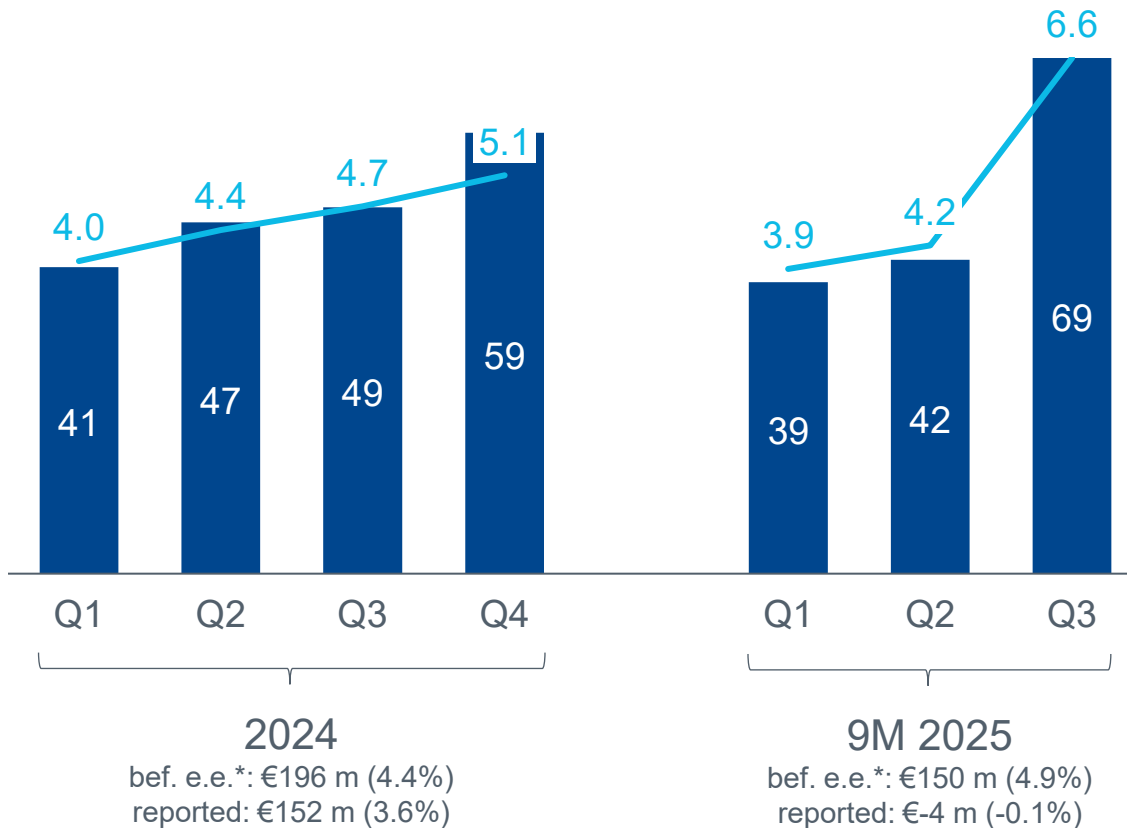


Further sales acceleration expected in Q4

EBIT margin bef. extraordinary effects (continued op.)

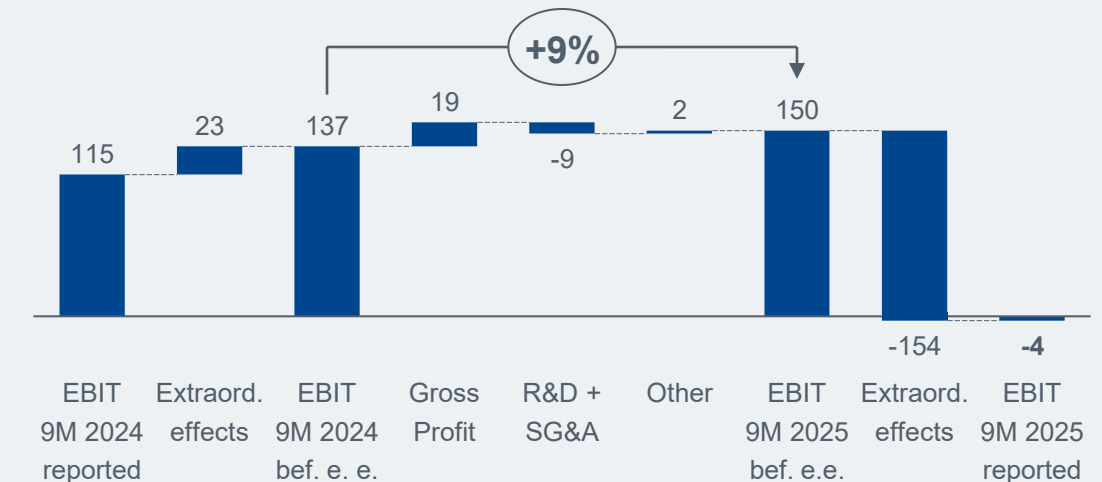
Strong Q3 pushes YTD margin safely into the FY guidance range

— EBIT margin bef. e. e.* in % ■ EBIT bef. e. e.* in € m



Key aspects

- Margin improvements in Q3 in all divisions
- FY guidance: 4.5% to 5.5%



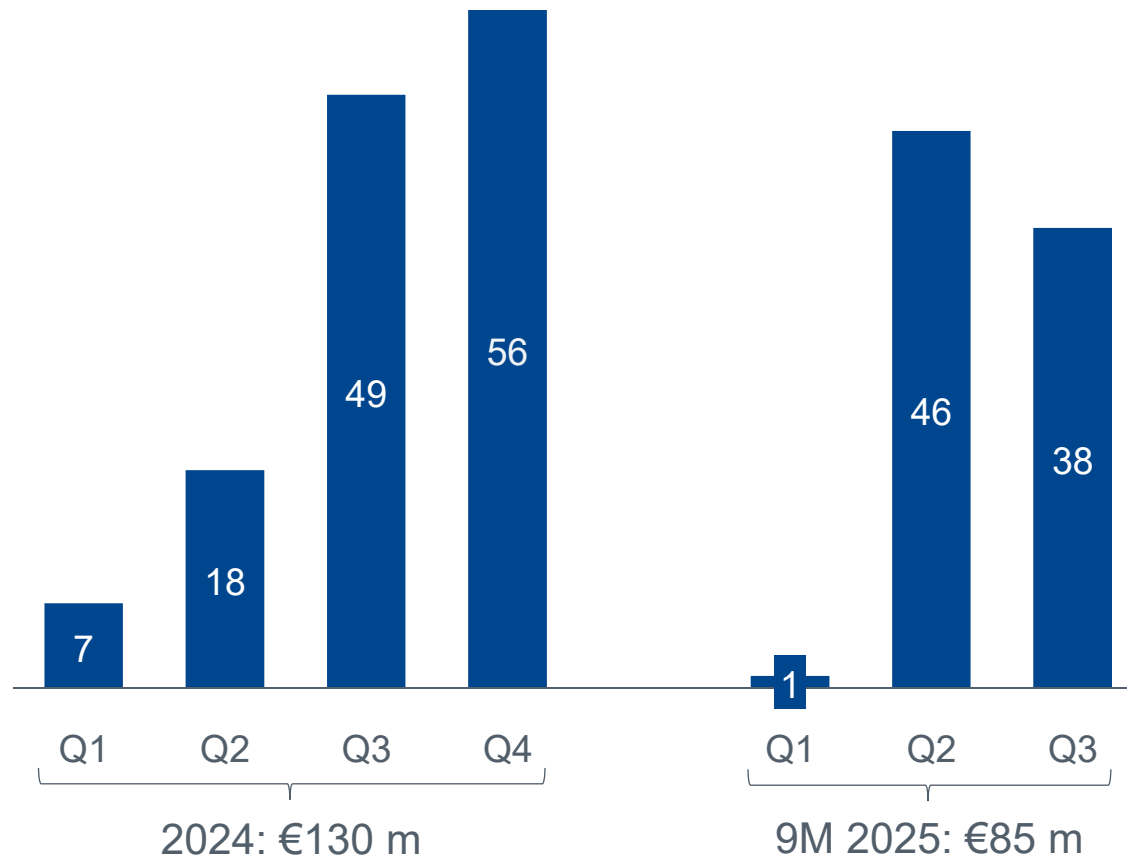
*extraordinary effects

Full-year EBIT margin bef. e.e. expected to exceed 2024 level

Free cash flow (continued operations)

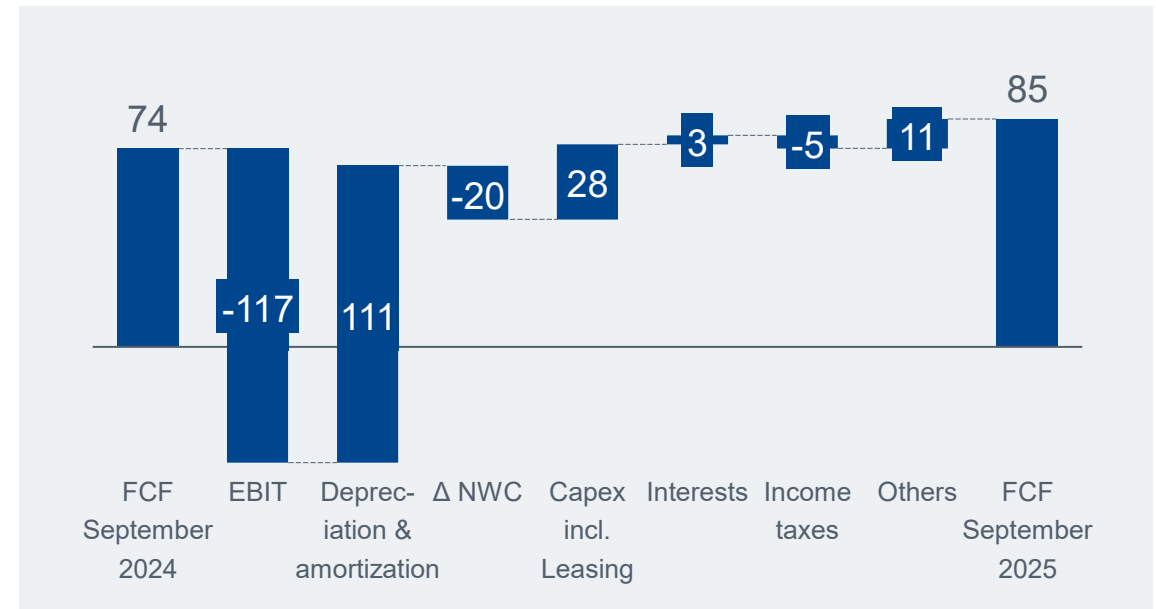
Clearly positive free cash flow in Q3

Free cash flow in € m



Key aspects

- EBIT decline and D&A increase due to goodwill impairment in Q2
- Negative NWC effect offset by less capex



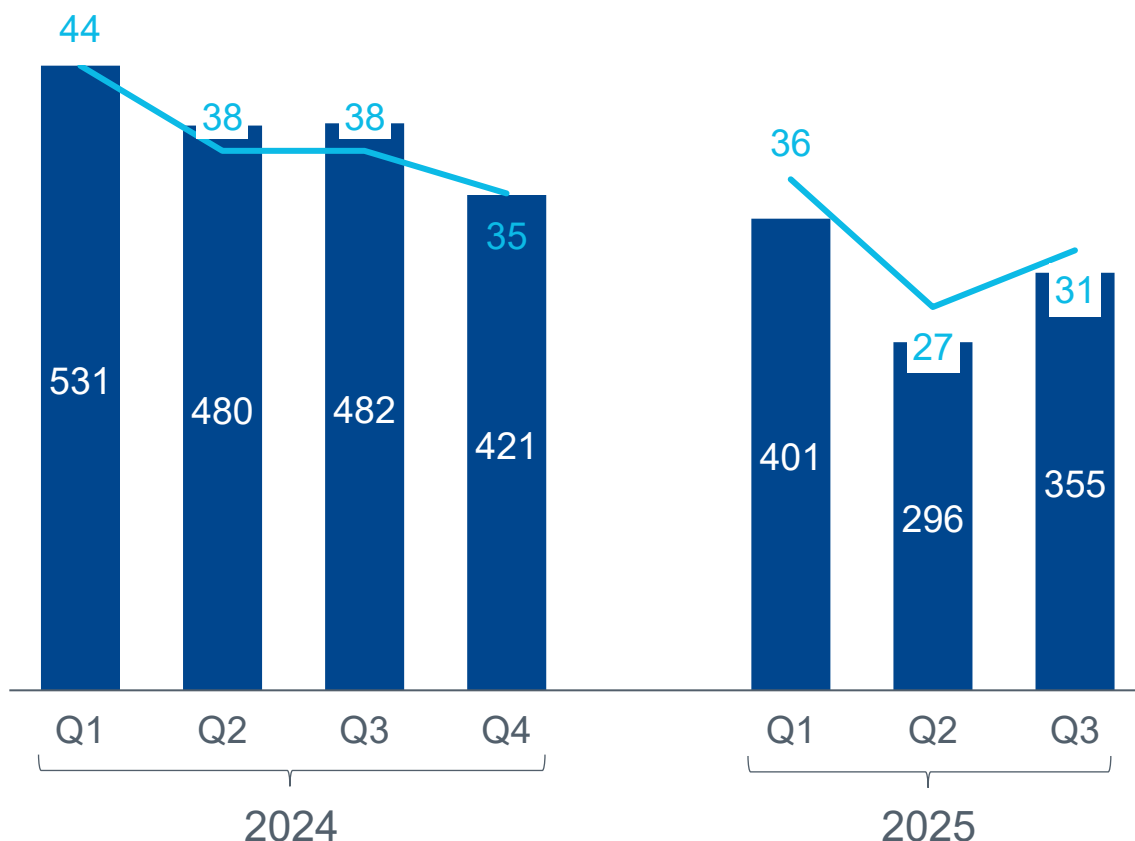
Free cash flow above FY guidance level (€0 to €50 million)

Net working capital reduced

NWC: -16 % vs. YE 2024

in € m

— DWC ■ NWC



Key aspects

- DWC at 31 days: better than target range (40 to 50)
- Temporary increase in trade receivables over-compensated by lower contract assets and increased contract liabilities

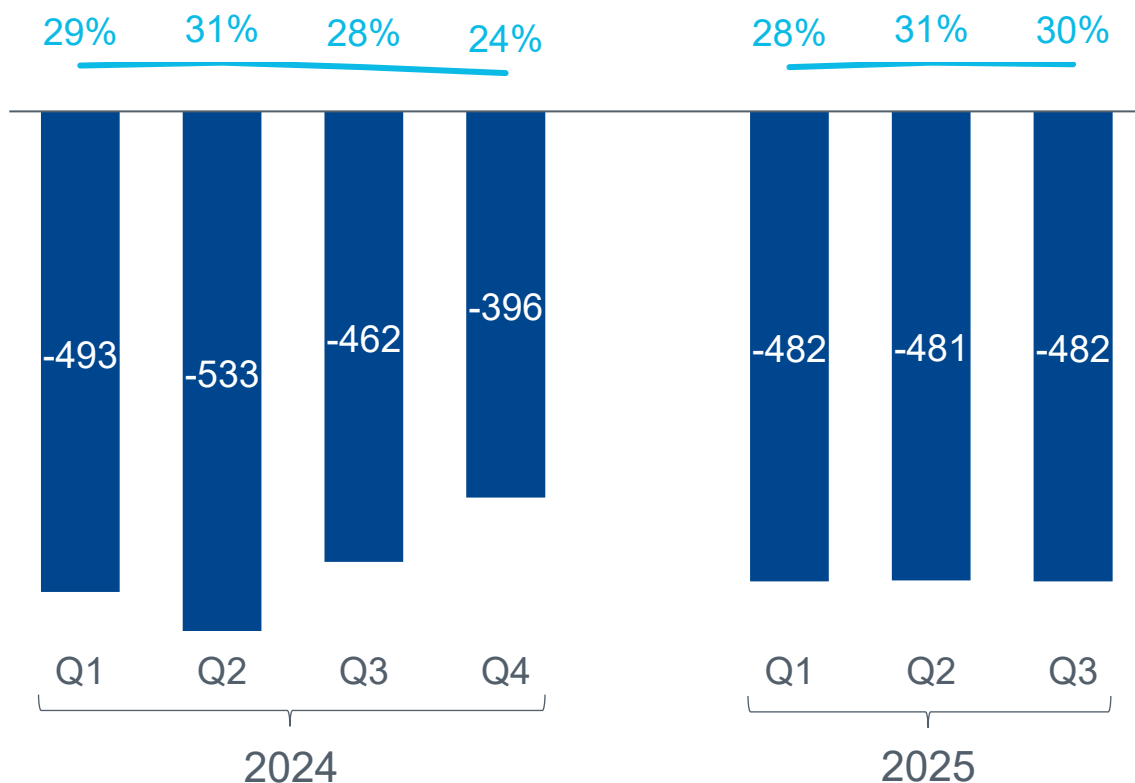
in € m	09/30/2025	12/31/2024	09/30/2024 ²
Inventories and prepayments	610.4	627.5	718.4
+ Total trade receivables	624.4	558.1	620.4
+ Total contract assets	536.0	618.6	721.3
- Trade payables (incl. liabilities from notes payable)	430.8	430.8	490.4
- Total contract liabilities	985.2	952.1	1,087.3
= Net working capital	354.8	421.3	482.4
DWC¹	31.4	35.3	37.8

¹ annualized
² 9M 2024 figures include the Clean Technology Systems Environmental division. The reclassification of assets and liabilities held for sale was done only in Q4 2024.

NWC well under control

Net financial debt

in € m

— Gearing ■ Net financial status (cont. operations)


Key aspects

- €97 million cash-out for the acquisition of around 2.5 million HOMAG shares in Q1 after final court decision on cash settlement offer
- Q4: gross proceeds of approx. €290 to €310 million from environmental technology disposal

in € m		09/30/2025	12/31/2024	09/30/2024 ¹
	Total liquidity	777.4	951.1	937.1
-	Gross debt	-1,259.5	-1,347.3	-1,399.2
=	Net financial status	-482.0	-396.2	-462.1
	EBITDA LTM	300.2	307.5	339.1
	Net financial debt / EBITDA	1.6	1.3	1.4

¹ 9M 2024 figures include the Clean Technology Systems Environmental division.
The reclassification of cash and cash equivalents held for sale was only done in Q4 2024.

Significant net debt reduction expected at YE 2025

Goodwill impairment

Development of e-mobility slower than anticipated

Establishing ourselves as a global automation player

- Acquisition of BBS Automation in June 2023 created a leading global automation platform
- Highly synergetic transaction with Teamtechnik and HEKUMA
- Medtech and consumer goods business continues to grow

Goodwill impairment

- €120.4 m impairment on goodwill (non-cash) in the Industrial Automation division
- Due to subdued automotive business in the Production Automation Systems business unit (including assembly and testing systems for electric drives)
- Impairment loss expected to be offset by book gain after tax from sale of environmental business



Automation is a strategically important growth market despite short-term headwinds

Automotive division

High margin: Improved 9M earnings on constant sales

	9M 2025	9M 2024	Δ	Q3 2025	Q3 2024	Δ
Incoming orders in € m	1,214.8	2,141.8	-43.3%	310.1	616.4	-49.7%
Sales revenues in € m	1,486.6	1,484.3	0.2%	504.9	526.6	-4.1%
EBIT before extraordinary effects in € m	114.6	111.6	2.7%	43.7	45.1	-3.2%
EBIT margin before extraordinary effects in %	7.7	7.5	+0.2 pts.	8.7	8.6	+0.1 pts.
EBIT in € m	110.6	107.0	3.3%	41.9	43.5	-3.5%
EBIT margin in %	7.4	7.2	+0.2 pts.	8.3	8.3	+0.0 pts.
ROCE ¹ in %	49.2	34.8	+14.4 pts.	49.2	34.8	+14.4 pts.

- Order intake still subdued in Q3, better Q4 expected
- Positive impact on earnings from value-before-volume strategy (equipment business) and service recovery in Q3
- Sequential sales improvement in Q3, further acceleration expected in Q4



¹ annualized

On track to reach margin target

Industrial Automation division

Order intake, sales and earnings clearly improved in Q3 (sequentially + yoy)

	9M 2025	9M 2024	Δ	Q3 2025	Q3 2024	Δ
Incoming orders in € m	515.6	557.0	-7.4%	191.4	177.6	7.8%
Sales revenues in € m	560.2	632.7	-11.5%	193.2	185.3	4.2%
EBIT before extraordinary effects in € m	19.2	26.4	-27.1%	10.4	5.2	98.4%
EBIT margin before extraordinary effects in %	3.4	4.2	-0.7 pts.	5.4	2.8	+2.5 pts.
EBIT in € m	-123.8	12.9	-	2.8	16.4	-83.1%
EBIT margin in %	-22.1	2.0	-24.1 pts.	1.4	8.9	-7.4 pts.
ROCE ¹ in %	3.3	4.8	-1.5 pts.	3.3	4.8	-1.5 pts.

- Strong medtech automation business, e-mobility-related business improved in Q3
- Deconsolidation effect: Agramkow still included in H1 2024 (sales: €26.4 million)
- Q3 earnings supported by recovery in sales and service business
- 9M EBIT (reported) includes €120.4 million impairment in Q2
- Capacity adjustments in Lithium-Ion Battery business due to market weakness



¹ annualized

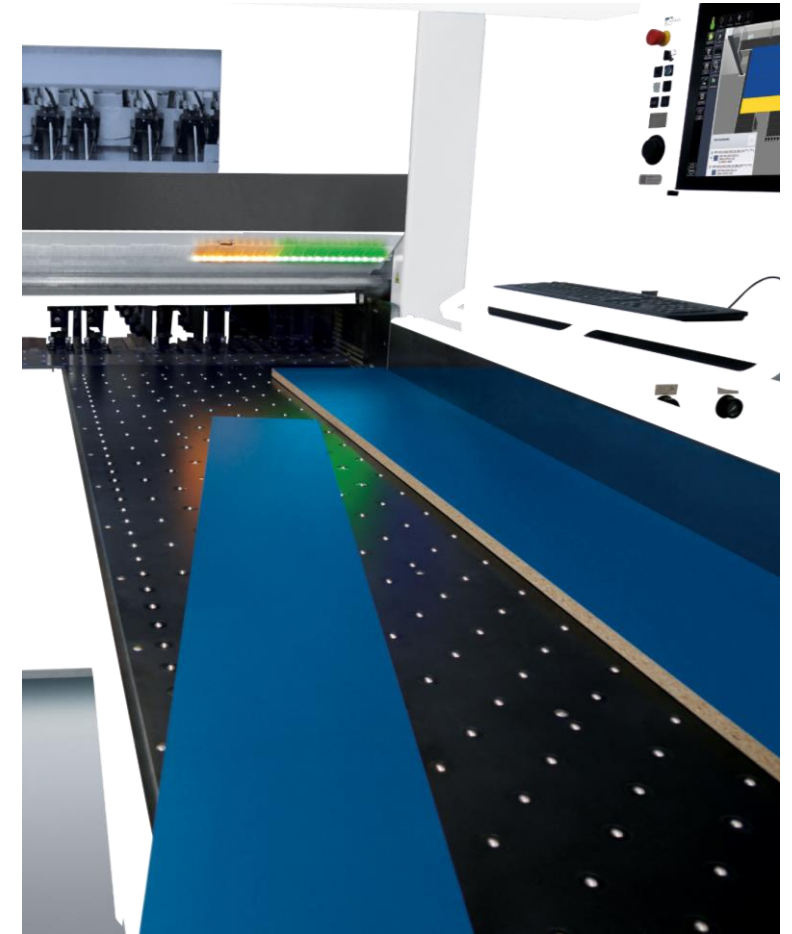
Business recovery in Q3

Woodworking division

Margin improved based on implemented self-help measures

	9M 2025	9M 2024	Δ	Q3 2025	Q3 2024	Δ
Incoming orders in € m	938.8	1,031.4	-9.0%	267.7	332.7	-19.5%
Sales revenues in € m	1,025.8	1,055.3	-2.8%	351.8	349.5	0.7%
EBIT before extraordinary effects in € m	53.6	35.0	53.3%	24.4	13.5	80.8%
EBIT margin before extraordinary effects in %	5.2	3.3	+1.9 pts.	6.9	3.9	+3.1 pts.
EBIT in € m	46.6	30.3	54.1%	19.3	12.0	60.7%
EBIT margin in %	4.5	2.9	+1.7 pts.	5.5	3.4	+2.0 pts.
ROCE ¹ in %	16.0	16.9	-0.9 pts.	16.0	16.9	-0.9 pts.

- Set-back in order intake: macro uncertainty hinders furniture market recovery
- Large projects in timber house construction ready to be awarded
- Self-help: Clear earnings improvement despite slight sales decrease

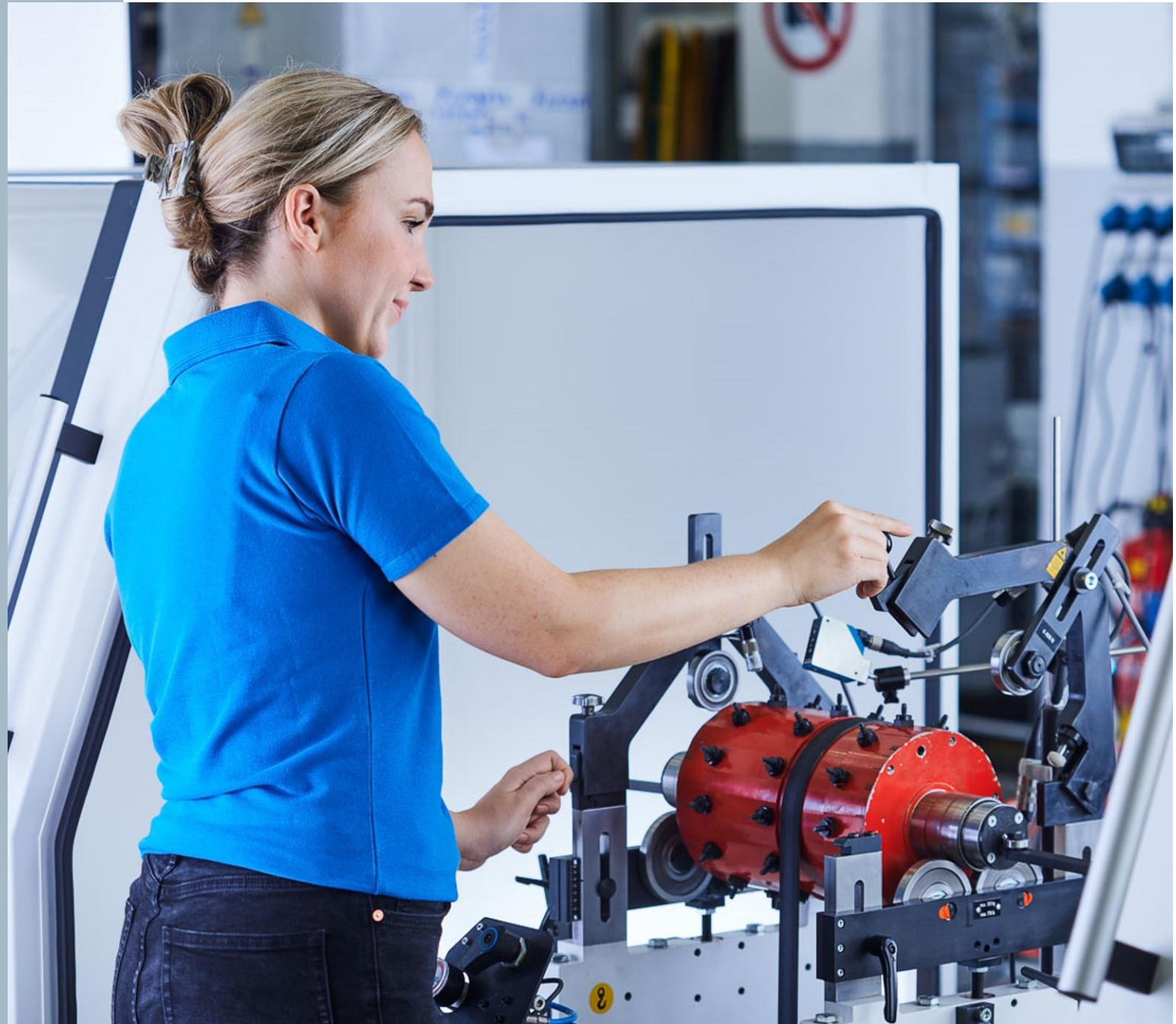


¹ annualized

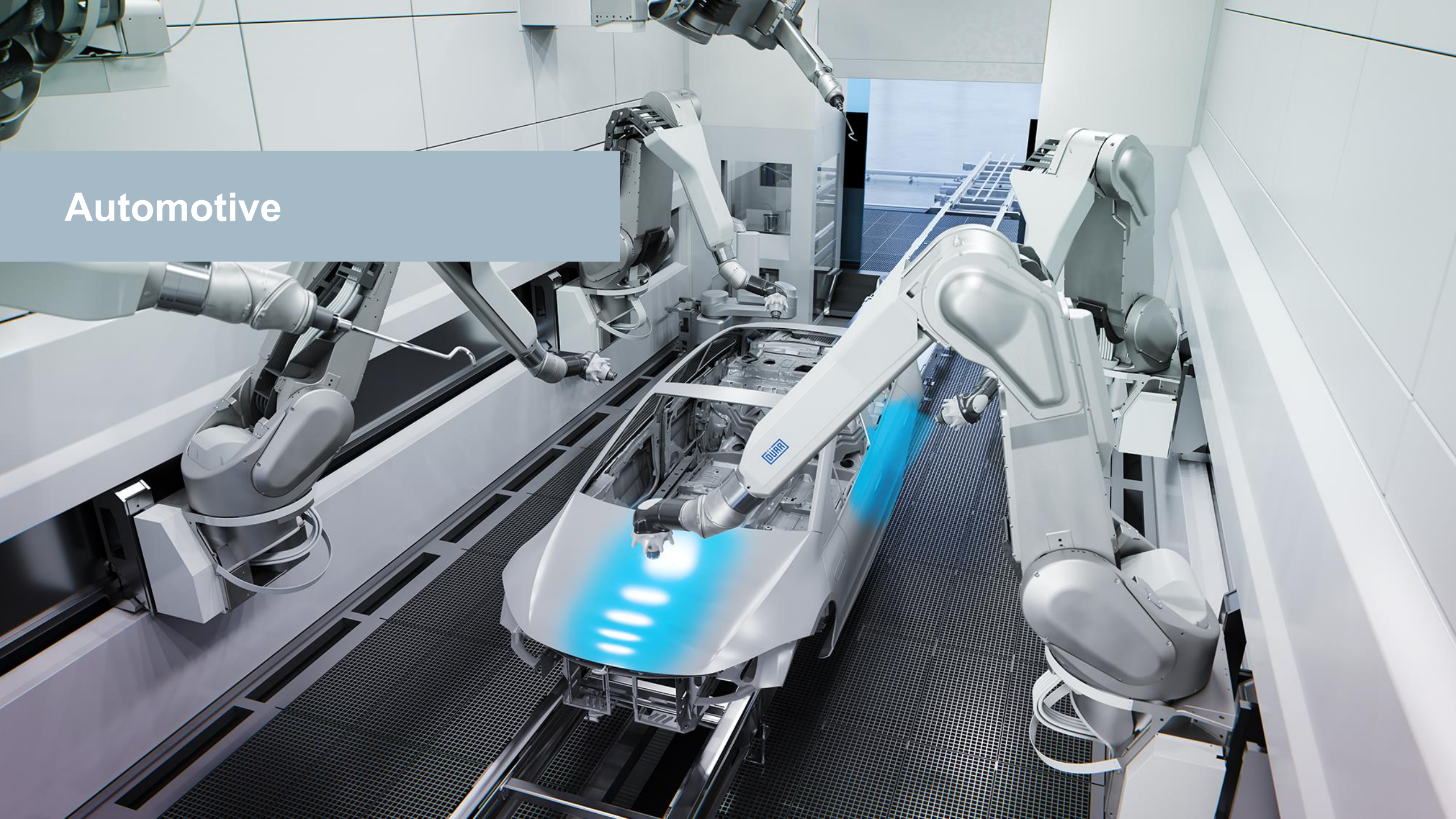
HOMAG has been doing its homework and is ready to benefit from future market upswing

4

Divisions



Automotive



Automotive: value before volume strategy pays off

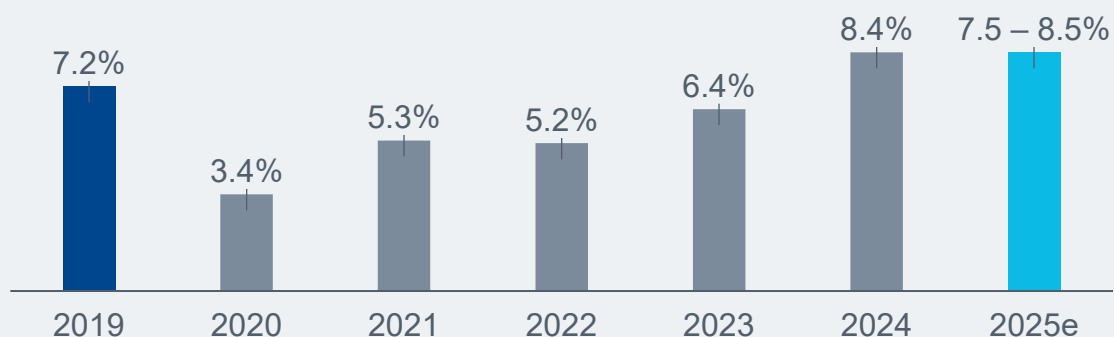
Automotive division reaches mid-cycle target

Measures taken

- Break-even point lowered since 2020: site closures and capacity reduction in Europe
- Automotive business consolidated in one strong division
- Value before volume strategy:
Focus on margin attractive orders
→ win-win projects for customer and Dürr



Improvement of EBIT margin before e.e.¹



¹2019-2023 sales weighted average of former divisions Paint and Final Assembly Systems and Application Technology

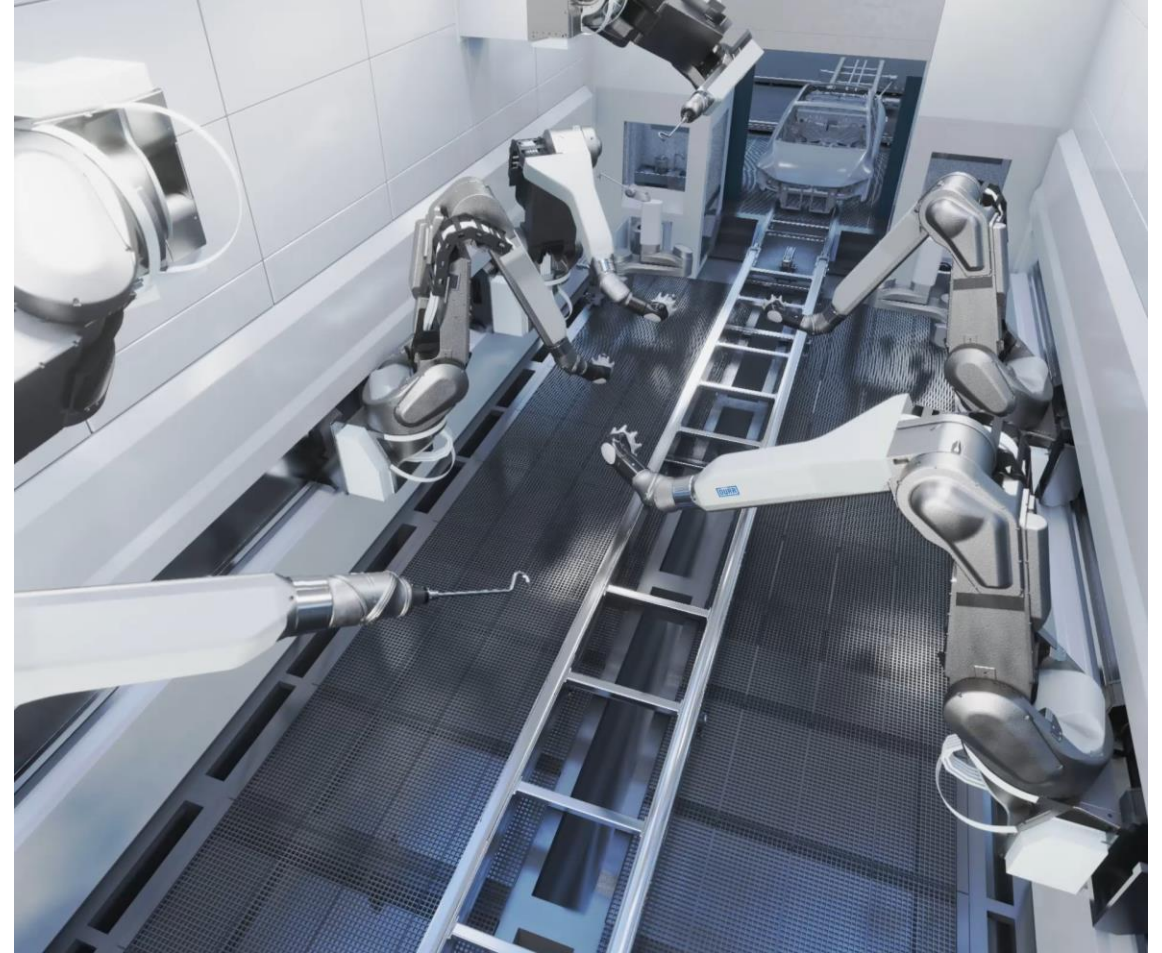
Selecting projects where the value add we offer to customers generates attractive returns

Cooperation with customers leads to win-win

Strategic partnership with Mercedes-Benz for sustainable painting technology

Framework contract

- Goal: CO₂-free vehicle painting: <400 kWh per car
- Sustainability-oriented renewal of 3 German paint shops
- Improvement of energy-efficiency with integrated hard- and software solutions
- Paint shop electrification → decarbonization
- Optimized layout: less capex and opex for Mercedes-Benz



Our USP: Leading technology, execution skills and sustainability expertise

Demand driver: sustainable paint shop transformation

Large share of old and inefficient paint shops – significant energy saving potential

Around 60% of paint shops older than 15 to 20 years

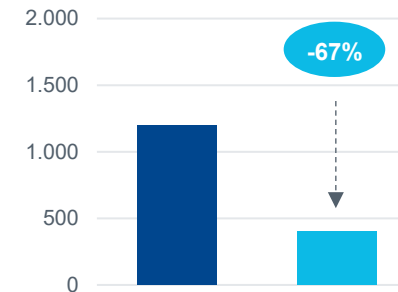
- Paint shops are crucial for reducing energy consumption in the automotive industry
- Painting requires 43% of the energy needed to produce a car
- Significant fossil fuel usage: 30% to 50% gas share
- Two-thirds of paint shops still using outdated wet scrubber technology for overspray separation

Pressure to modernize capacities

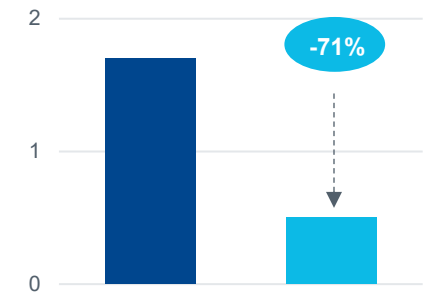
- Efficiency: OPEX disadvantage compared with start-ups
- Emission reduction targets: decarbonization of paint shops necessary to become carbon neutral
- Dürr is No. 1 in energy-efficiency: first carbon neutral paint shop in 2024

Boost in resource efficiency in last 15 to 20 years

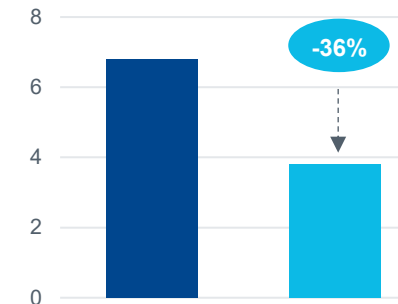
Energy [in kWh/car body painted]



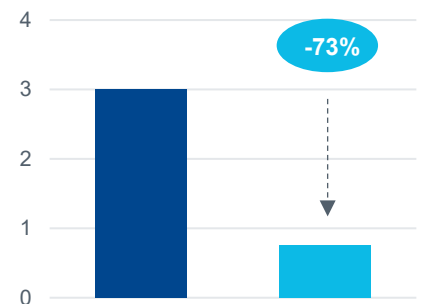
Water [in m³/car body painted]



Paint [in liters/car body painted]



VOC [in kg/car body painted]

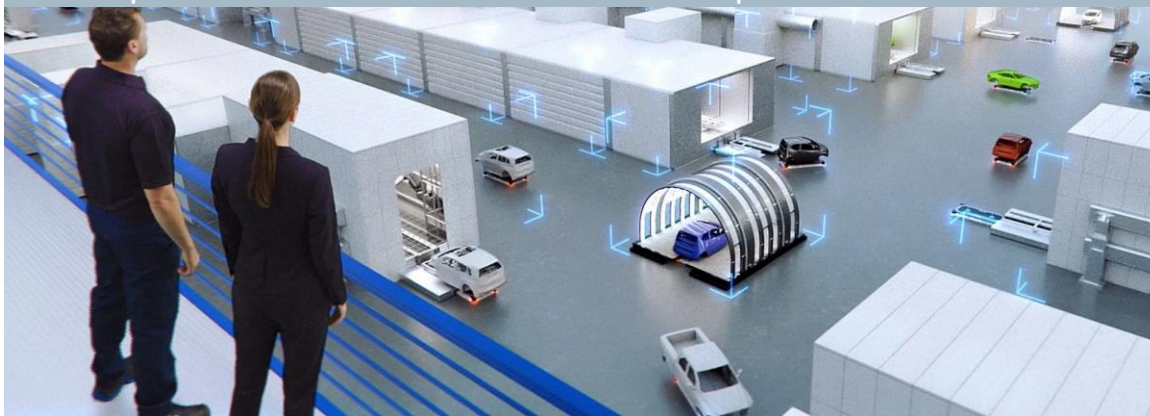


Today's state of the art technology way more efficient than most of installed base

Improving our customer's business through innovation

Our technology increases customers' OEE, resource efficiency and sustainability

Example: Modular and scalable box concept



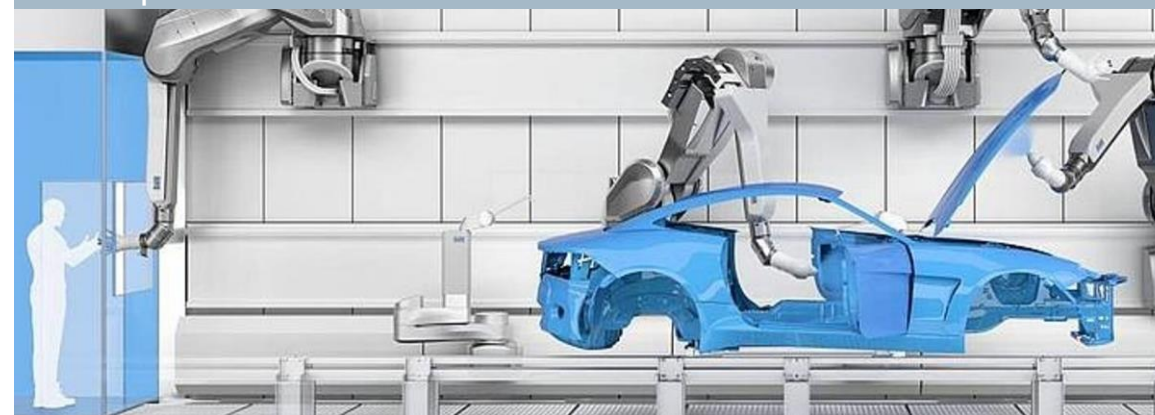
Dürr Paint Shop of the Future

- Break-up rigid production lines with fixed cycles
- Modular box and short-line concept
 - Increase throughput, shorter painting cycles
 - Less space needed – save building invest
 - Flexible capacity expansion

Maximizing uptime utilization

- **EcoProBooth**
 - Exterior and interior paint application in one box
 - Reduction of maintenance downtime
- **EcoPaintJet Pro**: revolutionary overspray free painting

Example: EcoProBooth



#1 in innovation: Process know-how paired with automation and digitalization competence

Taking paint application to the next level

EcoBell4 atomizer and EcoPaintJet Pro

EcoBell4 atomizer

- Up to 90% less color change losses and rinsing medium consumption
- 4 needle system: 3 for 3 most used colors and 1 for all others
- Spare parts with RFID tags to ensure constant high painting quality

EcoPaintJet Pro

- Dürr sole supplier of technology to “print” color on car bodies without any overspray
- Since 2022 in high volume
- Lowest paint loss in the industry



Strong position also with new EV players

BEVs drive automotive industry dynamics – new plants and upgrades

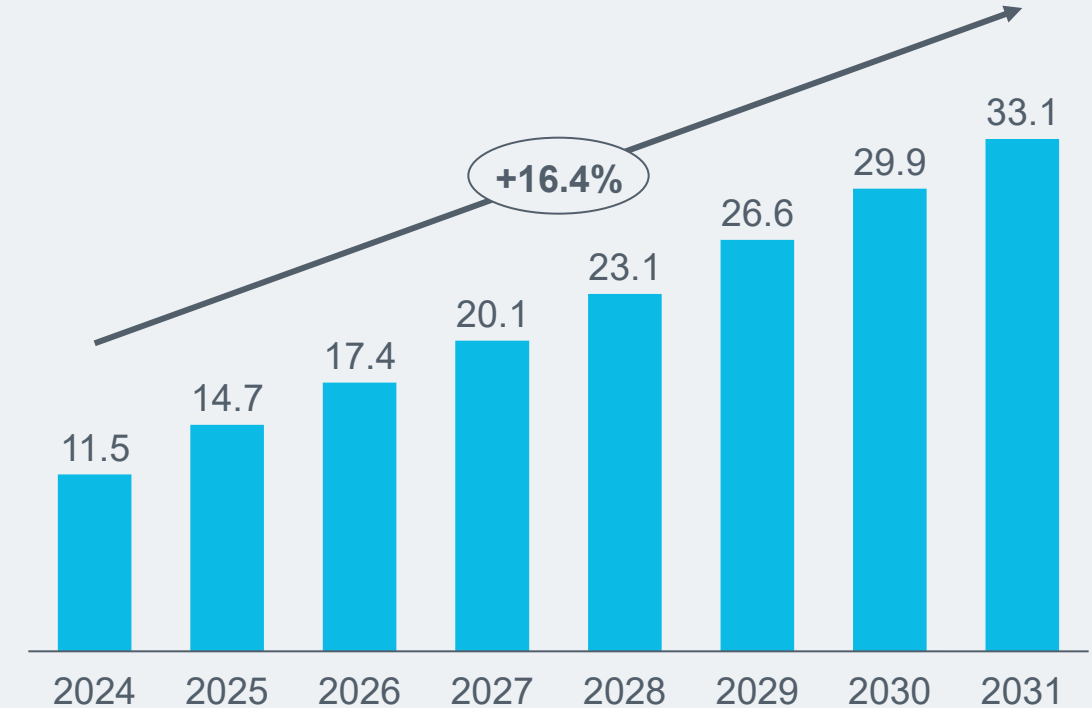
Pure EV customers



Source: Dürr research

Worldwide BEV production

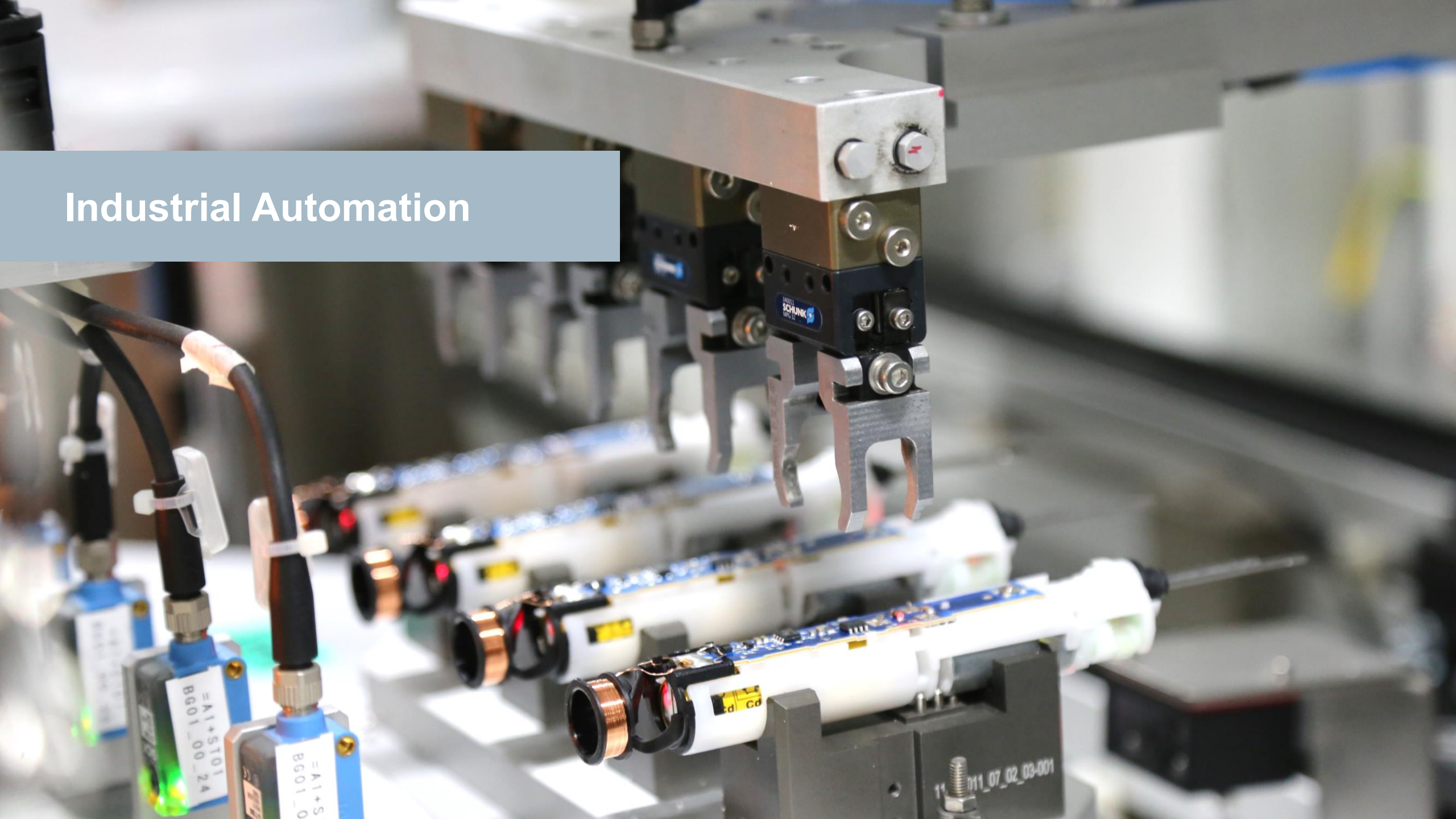
million units



Source: GlobalData, Global Light Vehicle Powertrain Forecast - Quarter 3 2025

EV transformation is a growth opportunity

Industrial Automation



Industrial Automation: potential for profitable growth

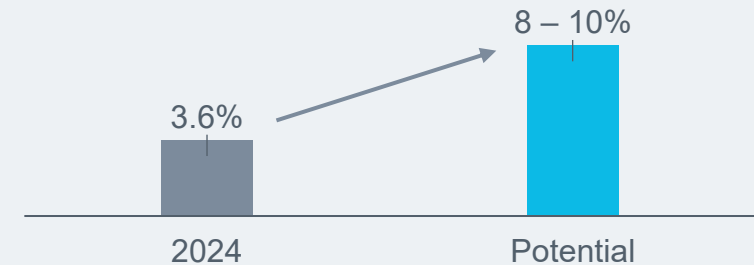
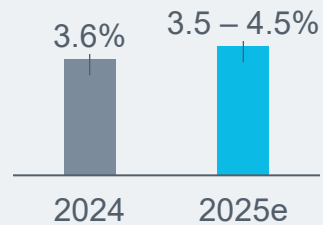
Measures taken

- Production automation:
 - New global player in production automation established
 - Growth in attractive medtech business
 - Synergy and efficiency measures
- Balancing technology: transformation to green mobility
- Battery production technology:
 - First giga order won in Q4 2024
 - Dry coating ready for industrialization
 - Capacity adjustments due to adverse European market

Further potential

- Continued market penetration and growth in medtech business
- Growth acceleration of e-mobility
- Further synergies and benefits from BBS integration
- Opportunities in balancing technology for the energy sector
- Establishing dry coating in electrode mass production
- Efficiency increases based on fix cost cutting

Improvement of EBIT margin before e.e.



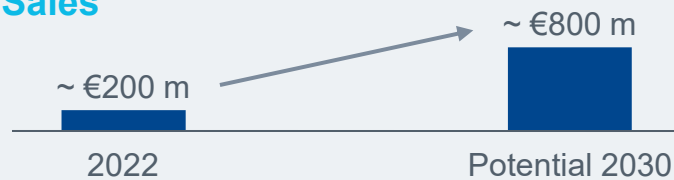
Growth potential: automation is the number one efficiency driver for our customers

Production automation: the medtech opportunity

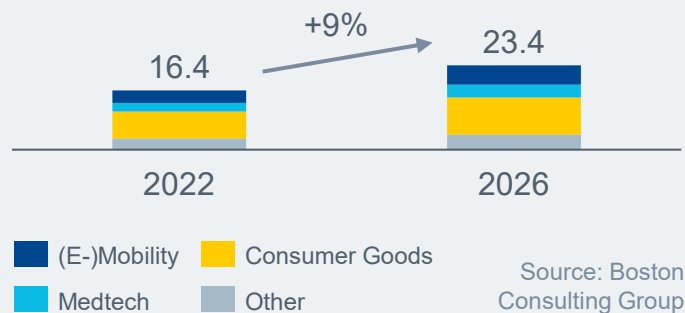
Production automation

- Acquisition of BBS Automation, Teamtechnik, Hekuma since 2021
- Integration under the BBS brand

Sales



Market potential (€ bn)



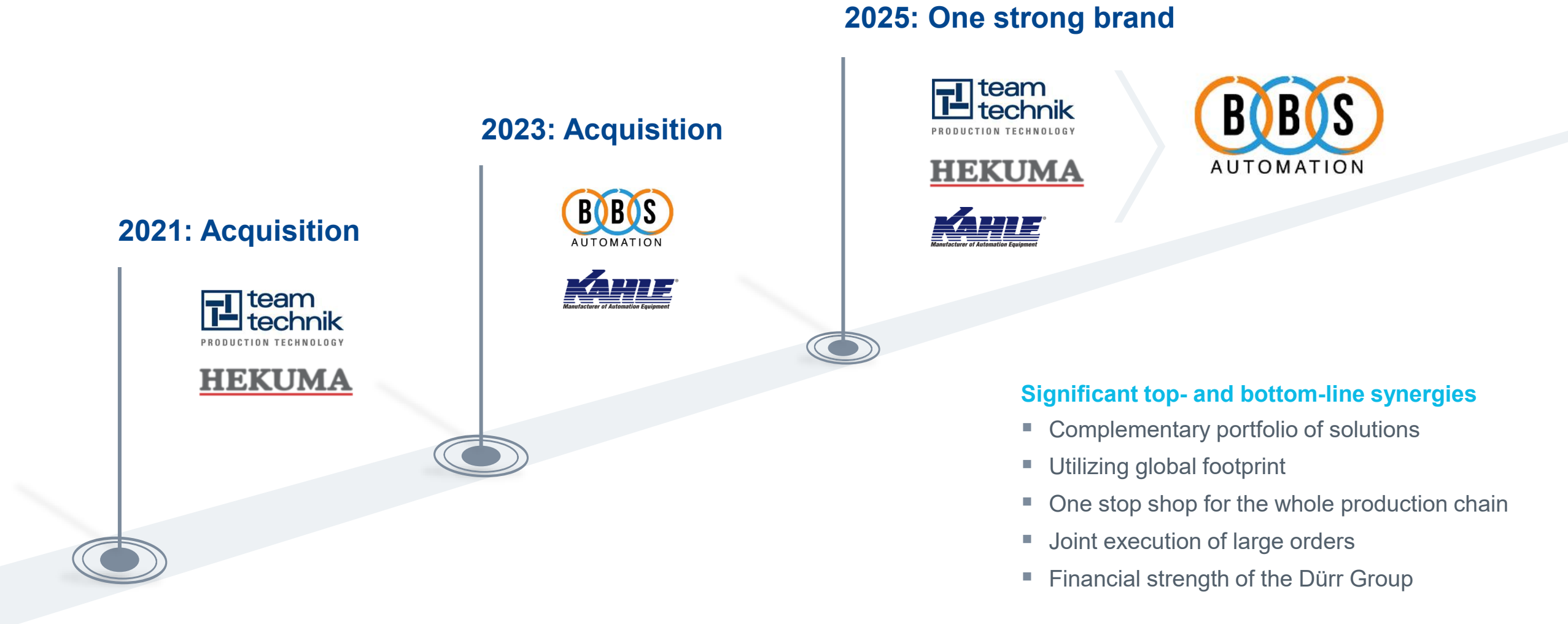
Customer applications

- Medtech
 - Growing and aging population
 - Highest quality standards
 - Better medical care
- Consumer goods
 - Strong position in everyday products
 - Electric toothbrushes, wet shavers, etc.
- E-mobility/Auto
 - Huge EV potential despite current market weakness
 - EV transformation requires new assembly lines
- Others
 - E.g., energy



Growth market potential: automation is the number one efficiency driver for our customers

Production automation: building a new powerhouse



Significant top- and bottom-line synergies

- Complementary portfolio of solutions
- Utilizing global footprint
- One stop shop for the whole production chain
- Joint execution of large orders
- Financial strength of the Dürr Group

Balancing: demand driven by energy and green mobility DÜRR GROUP.

Order intake CAGR (2024-2027) from core markets

■ Aviation & Aerospace:

- Strong demand for jet turbines
- Active in e-propulsion market

+5%

■ Tire & Wheel:

Main differentiators: automation and digitalization

+5%

■ Mechanical Engineering:

Energy sector is booming: trend toward more efficient turbines and generators for power plants

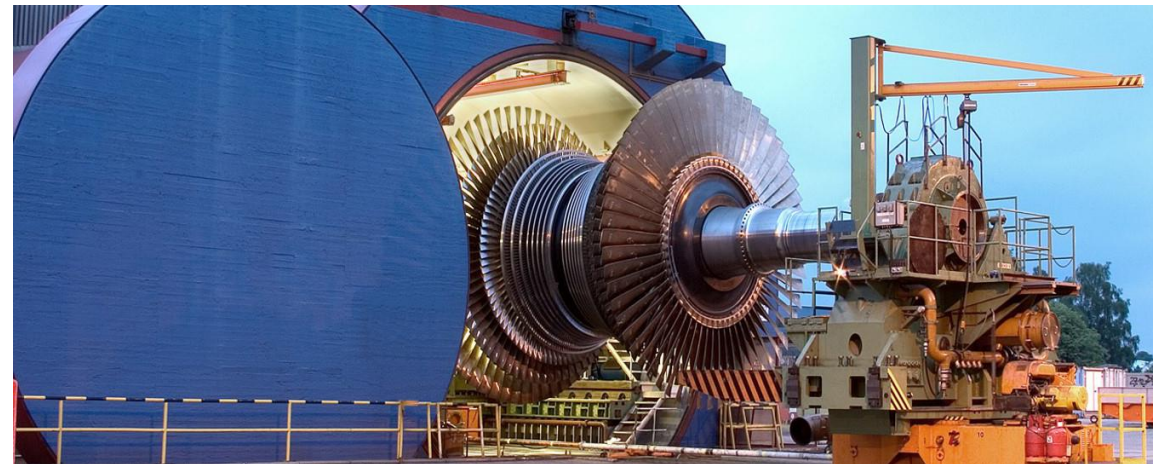
+7%

■ Green Mobility:

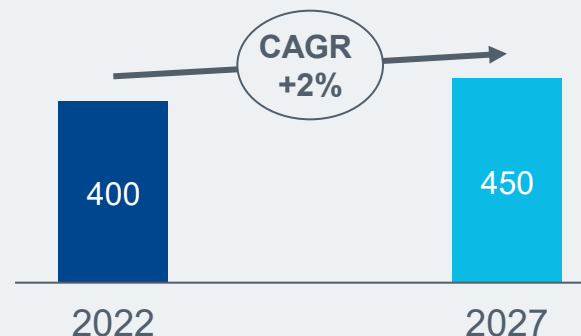
E-drive is a technological differentiator for OEMs: new materials, less weight, higher performance

+17%

- New rotor developments
- Investments in balancing equipment



Market growth



Our target:

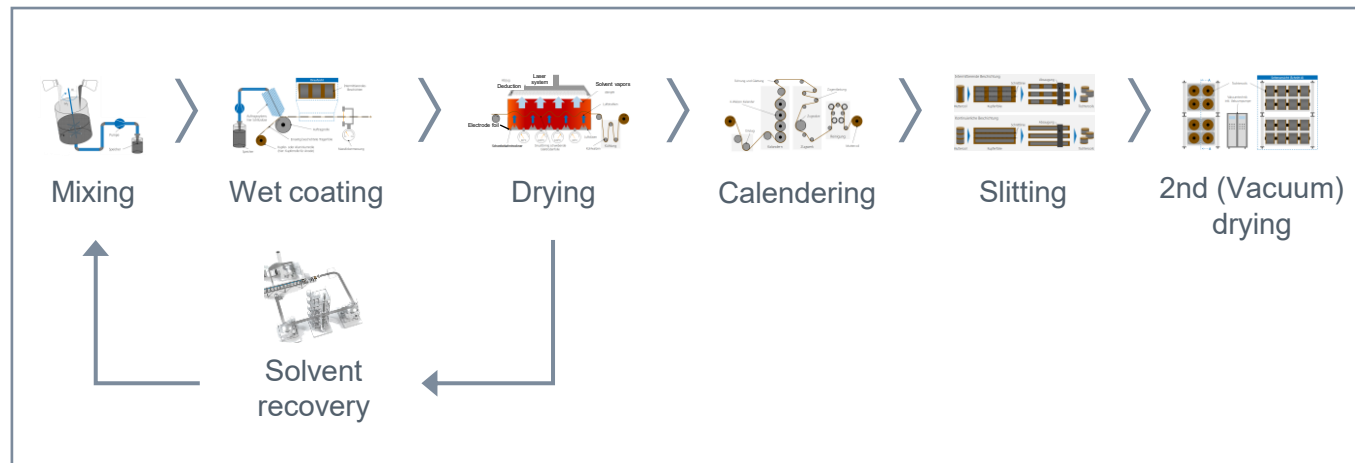
Grow by 7% CAGR and increase market share from 45% to 55%

Transformation from ICE to energy efficiency and green mobility

Battery production: the electrode dry coating opportunity

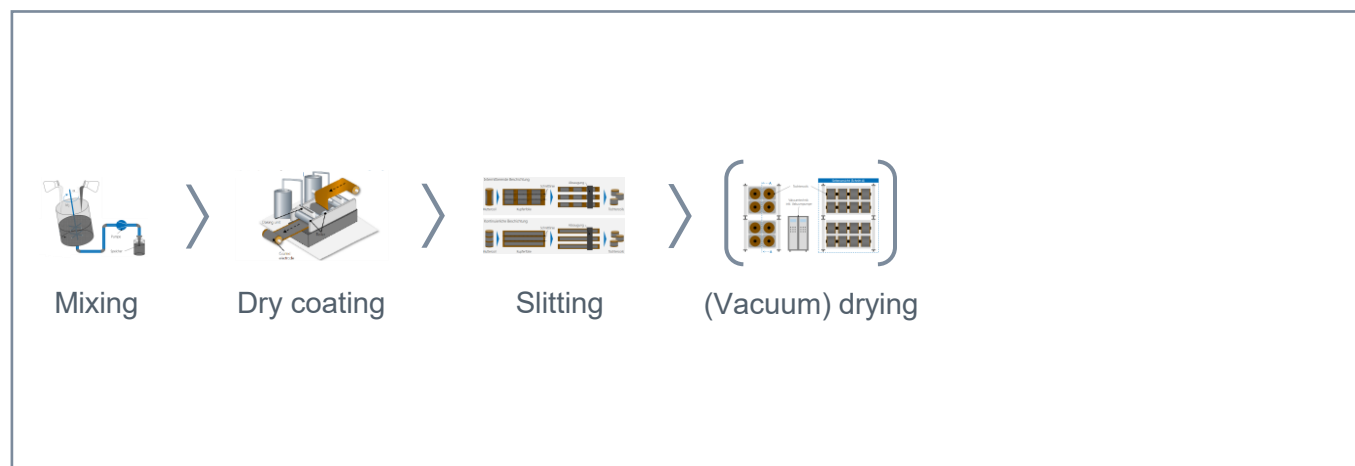
Wet coating: today's technology

- Complete coating lines: coating, drying, solvent recovery
- First giga factory order (> €70 m, Italy)
- Market growth in Europe lagging behind



Dry coating: the future electrode production technology

- No hazardous solvents
- 40% less energy costs
- Higher efficiency
- Less process steps
- Higher electrode performance



Dürr's dry coating technology is ready for industrial pilot testing

Woodworking



Woodworking: How to get to 10% EBIT margin

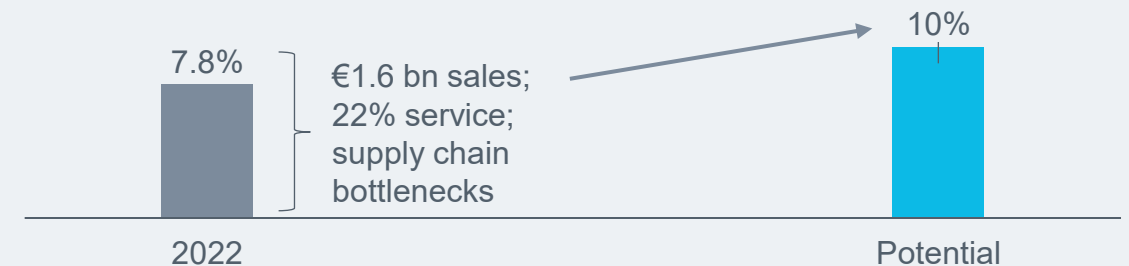
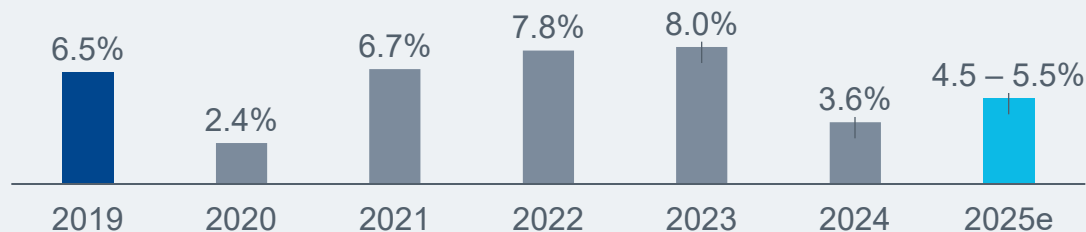
Measures taken

- 600 jobs cuts in 2024 → €50 m reduction in fixed costs
- Expanding local for local engineering and production
- Capex program in Germany (efficiency) and Poland (low cost)
- Lean organization with 3 instead of 5 business units
- Earlier restructuring in Germany: plant closure in 2020
- Improved processes and interfaces
- Service growth despite overall sales drop during market weakness
- 9.1% EBIT margin bef. e.e. reached in Q4 2023

Further potential

- Service share up by 1%-point adds 25 – 30 bps to EBIT margin
- Ongoing capacity measures if necessary
- Grow share of Construction Elements Solution business (wooden houses)
- Further efficiency improvements, e.g., in project execution

Improvement of EBIT margin before e.e.



Well positioned for next market upturn

Good starting position for the next growth cycle

Pronounced market weakness since end of 2022

- Cyclical downturn in demand for woodworking machines after peaks in 2021 and 2022
- Furniture business still muted, but increasing need for modernization
- High interest rates and material costs burdened residential construction industry → recovery since 2024

HOMAG has done its homework

- Efficiency and cost improvements during the crisis are showing effects
- Reduced vulnerability in case of cyclical downturns

Profitability targets (EBIT margin bef. e.e.)

- 2025: 4.5% to 5.5% on flattish sales after 3.6% in 2024
- 10% mid-term (9.1 % already reached in Q4 2023)



Woodworking: the sustainable construction opportunity DÜRR GROUP.

Sustainable construction with wood

- No. 1 partner for the industrialization of timber house construction
- Outstanding competence for large projects

Sales



Wooden construction is the key to

- Affordable living space
- Sustainable buildings
- Serial and automated construction (labor shortage!)

Market recovery visible since 2024

- Normalization of interest rates and inflation
- More large projects planned
- Political action needed: less regulation, general permission for serial construction



Strong drivers for a 10% growth business in the mid- to long-term

Clear trend toward wood as construction material

Serial construction using prefabricated wooden construction elements



Replacing concrete



Shift to pre-fabricated building elements



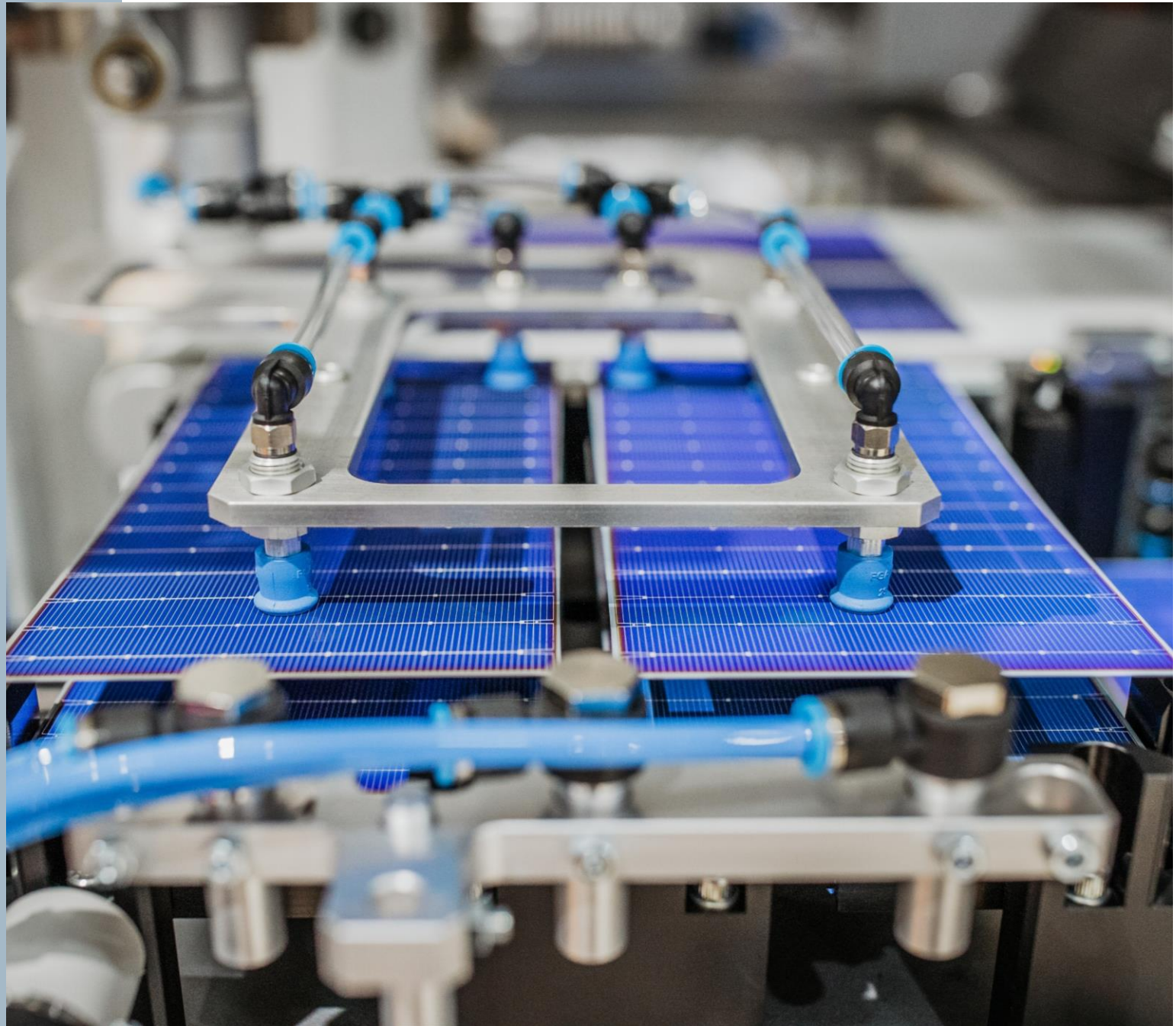
New: wood in high-rise construction



Wood is the material of choice for sustainable construction

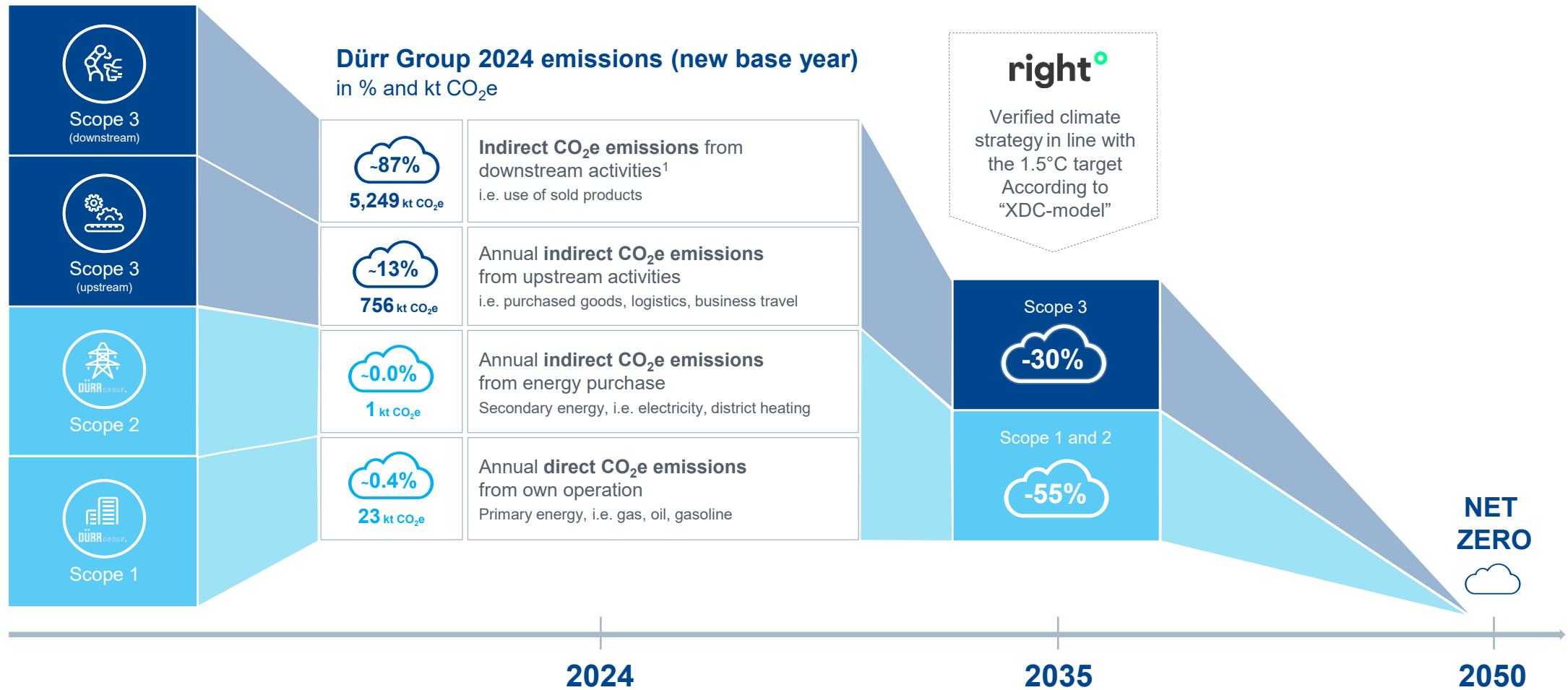
5

Sustainability



Dürr Group climate strategy 2035

30% reduction of Scope 3 emissions targeted, based on green innovation

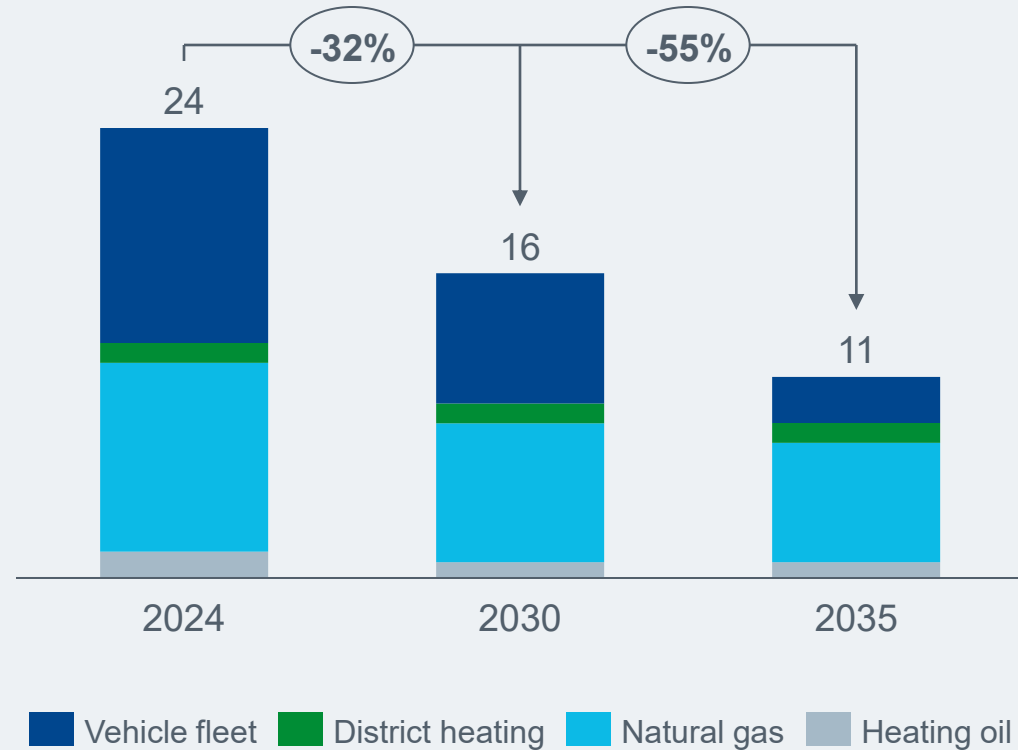


¹Assumption: 15 years operating time

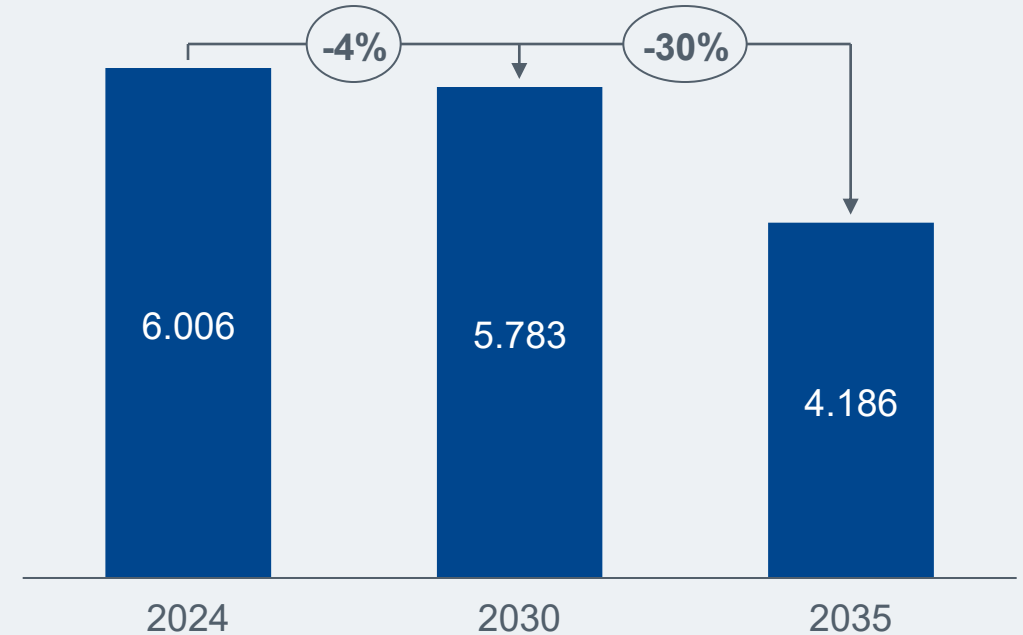
Climate strategy 2035: reduction targets

Scope 1 to 3: emission reduction pathways¹

Scope 1 & 2 emissions¹ 2024-2035 (in ktCO₂e):



Scope 3 emissions¹ 2024-2035 (in ktCO₂e):



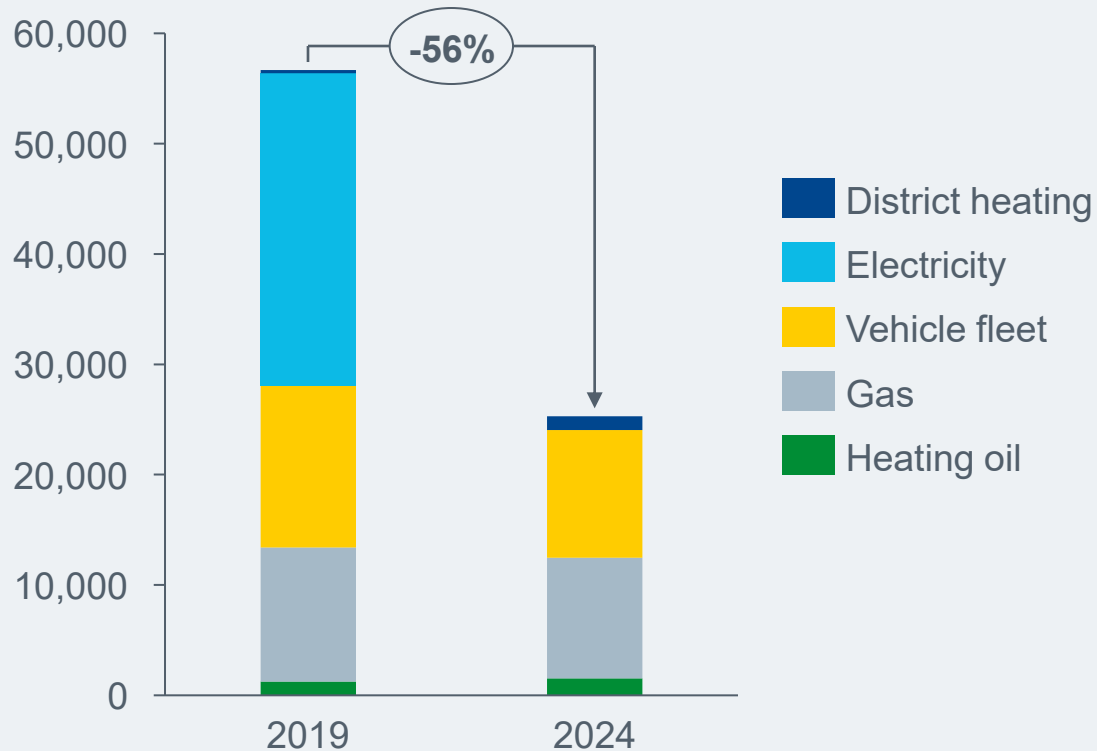
¹excluding environmental business

30% reduction of CO₂ emissions targeted – efficient products and increasing use of green electricity

Climate strategy: following the 1.5°C pathway

Emission reductions achieved in scope 1 and scope 2 from 2019 to 2024

Scope 1 and 2 emissions (in t CO₂e)



Highlights 2024

- Photovoltaic systems in Germany reach 6.8 MWp
- 7.5% of total electricity consumption self generated
- €41.8 million investments in sustainable buildings
- 12.4% reduction of gas consumption since 2019

Outlook 2025

- Gas as a bridging technology: Conversion from gas to heat pumps in progress at two German locations
- Revision of climate strategy finalized; 1.5° aligned emission reduction pathway defined

Reduction of CO₂ emissions by -56% realized (compared to base year 2019)

Sustainability ratings

Our results at a glance

Rating agency

Current rating

Previous rating



79 out of 100 points
Gold medal

80 out of 100 points
Platinum medal



Climate change: „**C**“
Water security: „**C**“
(Scale: A to D-)

Climate change: „**B**“
Water security: „**C**“
(Scale: A to D-)



Rating: „**AA**“
(Scale: AAA to CCC)

Rating: „**AA**“
(Scale: AAA to CCC)



Rating: **C+ (Prime)**
(Scale: A+ to D-)
(as of July 2025)

Rating: **C+ (Prime)**
(Scale: A+ to D-)
(As of March 2025)



27.2 out of 100 points
„medium risk“

23.2 out of 100 points
„medium risk“

Goal: one of the best-rated companies in our industry in all major ESG ratings

Dürr paint shop with CO₂-neutral operation

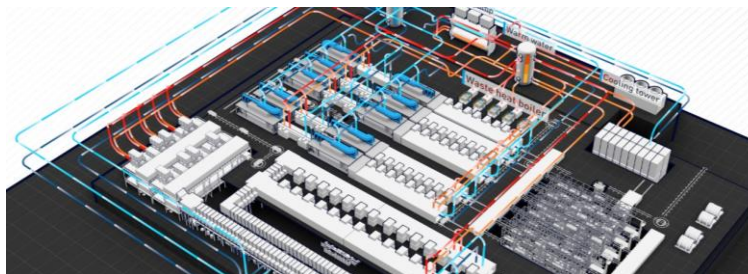
Electric car body drying

- Electric instead of gas-powered ovens, e.g., **EcoInCure**
- Efficient process: car body is heated from the inside
- Enables CO₂-neutral production
- Electric systems require up to 50% less energy



EcoQPower

- Integrated heating and cooling system
- Significant reduction of energy consumption
- System links all energy flows in the painting process
- Excess heat and cold is used in other areas → virtually no energy goes unused



Oxi.X RV

- Electric exhaust-air purification system
- Once Oxi.X RV reaches its operating temperature, it is energetically self-sustaining



Our technology turns painting into a carbon neutral process

6

Outlook



Group guidance 2025

Outlook adjustments marked in blue

Continued operations	Actual 2024	Targets 2025	Targets 2025 new
Incoming orders in € m	4,745.7	4,300 – 4,700	3,800 – 4,100
Sales revenues in € m	4,290.9	4,200 – 4,600	4,200 – 4,600 lower end of range expected
EBIT margin before extraordinary effects in %	4.6	4.5 – 5.5	4.5 – 5.5
EBIT margin in %	3.6	3.5 – 4.5	-1.0 – 0.0
ROCE in %	11.4	10 – 15	10 – 15
Free cash flow in € m	129.6	0 – 50	0 – 50
Capital expenditure ¹ in % of sales revenue	4.4	3.0 – 5.0	3.0 – 5.0
Targets on group level	Actual 2024	Targets 2025	Targets 2025 new
Earnings after tax in € m	102.1	120 – 170	120 – 170
Net financial status in € m (12/31)	-396.2	-500 – -550	-250 – -300

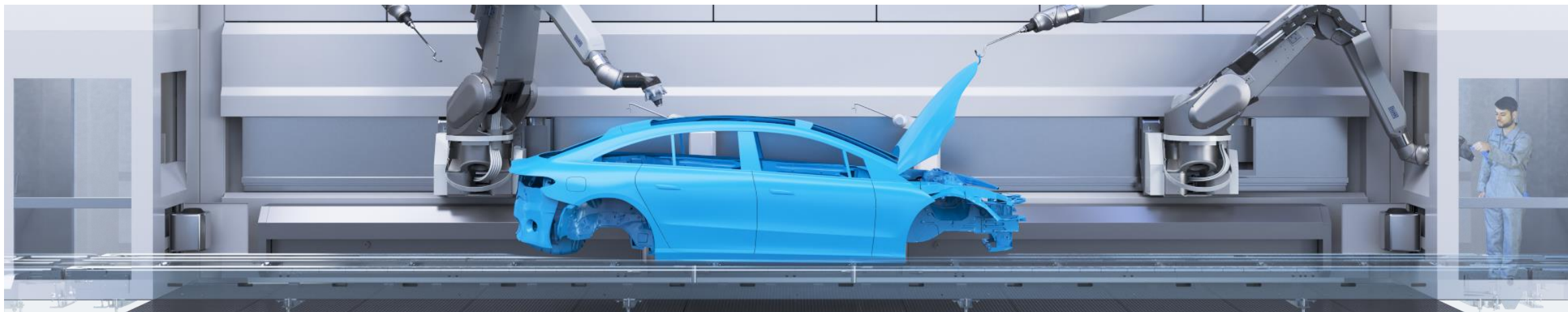
Adjustments made

- Incoming orders (July 23) due to low order intake in Q2 based on tariff uncertainty
- Rep. EBIT margin (July 23) as book gain from environmental technology sale will not be considered in continued earnings
- Net financial status (June 29) due to expected net proceeds of ~ €250 m from environmental technology sale in Q4

¹excl. acquisitions

Group guidance 2025: influencing factors

- Book gain of €160 to €190 million after taxes expected in Q4
 - €120.4 million goodwill impairment in Q2
 - €40 to €50 million provisions for admin cuts in Q4
 - €45 million further net extraordinary expenses (mainly PPA)
 - Negative allocation effects of approx. €15 million in EBIT (environmental technology divestment)
 - Capex expected at 3% to 5% of sales revenues
 - Gross proceeds of approx. €290 to €310 million from divestment of environmental technology in Q4
- Positive and negative effects are compensating each other
→ No net effect on 2025 earnings after tax



Divisional guidance 2025

Adjustments based on changed group guidance marked in blue

	Order intake (in € m)		Sales revenues (in € m)		EBIT margin (in %) before e.e.*	
	2024	Targets 2025	2024	Targets 2025	2024	Targets 2025
Automotive	2,606	1,800 – 2,000 (2,100 – 2,300)	2,057	2,000 – 2,200	8.4	7.5 – 8.5
Industrial Automation	812	650 – 800 (800 – 950)	852	750 – 850 (850 – 950)	3.6	3.5 – 4.5 (4.5 – 5.5)
Woodworking	1,357	1,300 – 1,500	1,413	1,350 – 1,450	3.6	4.5 – 5.5

*before extraordinary effects

Outlook: Summary



Clear strategic focus:
sustainable automation of production processes



Proactive measures against global economic uncertainties
and subdued situation in our core markets



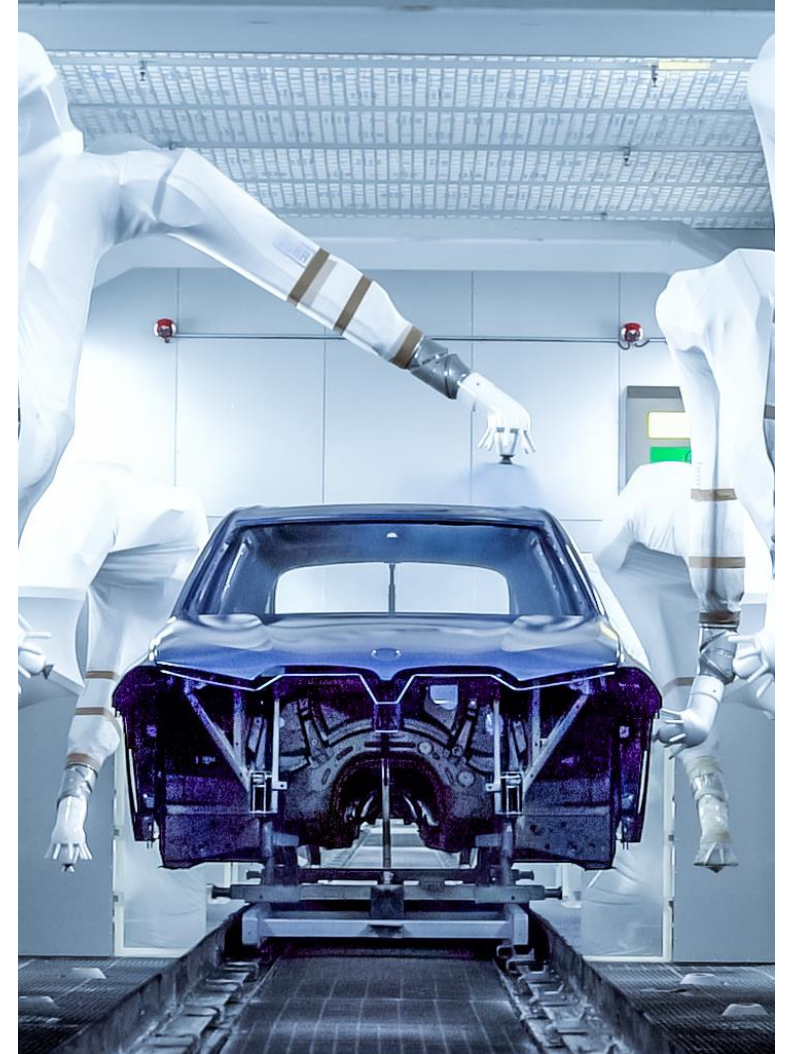
Establishing **leaner, more efficient** administrative structure



Self help: well prepared for **next upswing** due to **optimization measures in 2024/25** (HOMAG cost cutting, Automotive division, aligned administration, etc.)



Confirming 2025 guidance for sales, EBIT margin
before extraordinary effects and net profit



Appendix



Key financial indicators Q3/9M (continued operations)

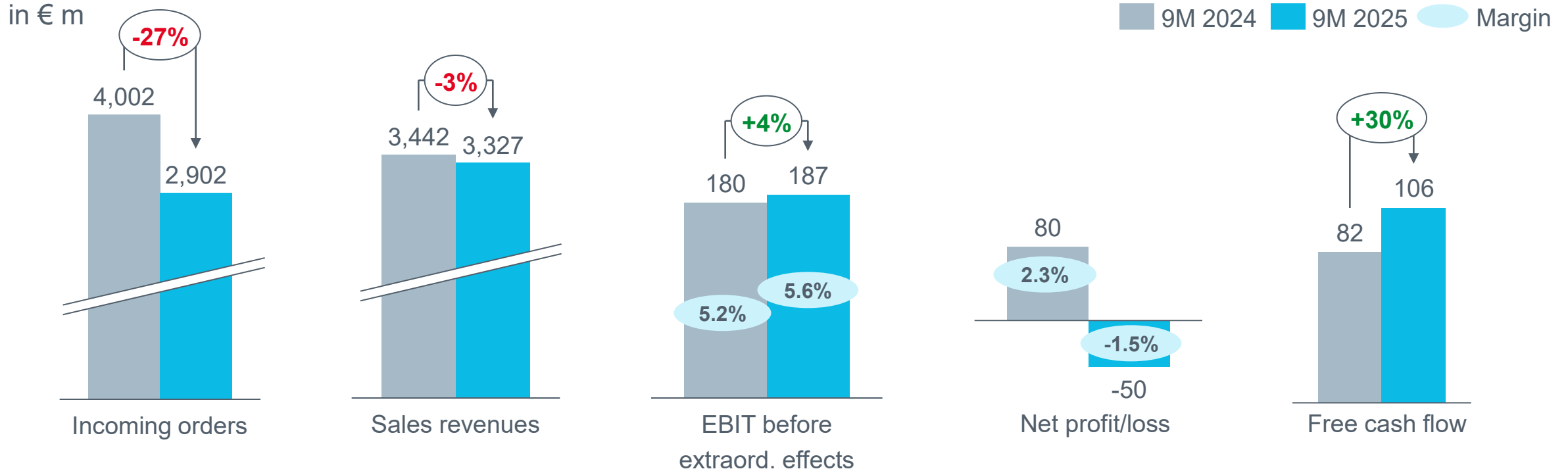
	9M 2025	9M 2024	Δ	Q3 2025	Q3 2024	Δ
Sales revenues in € m	3,052.0	3,148.0	-3.0%	1,043.7	1,055.6	-1.1%
Gross profit on sales in € m	687.0	653.8	5.1%	234.8	214.8	9.3%
Gross margin in %	22.5	20.8	+1.7 ppts.	22.5	20.4	+2.1 ppts.
EBITDA in € m	222.8	230.1	-3.2%	89.2	96.6	-7.7%
EBIT before extraordinary effects in € m	150.1	137.3	9.3%	69.0	49.2	40.2%
EBIT margin before extraordinary effects in %	4.9	4.4	+0.6 ppts.	6.6	4.7	+1.9 ppts.
EBIT in € m	-3.5	114.6	-	54.4	57.2	-4.9%
EBIT margin in %	-0.1	3.6	-3.8 ppts.	5.2	5.4	-0.2 ppts.
Net income/loss in € m	-67.8	53.5	-	25.5	31.0	-17.5%
ROCE ¹ in %	13.3	12.5	+0.8 ppts.	13.3	12.5	+0.8 ppts.
Free cash flow in € m	85.0	74.0	14.9%	37.9	49.5	-23.4%
Net financial status in € m	-482.0	-462.1	-4.3%	-482.0	-462.1	-4.3%
Employees	18,077	18,628	-3.0%	18,077	18,628	-3.0%

¹ annualized

Gross margin increased. Q3 net income clearly improved adjusted for Agramkow book gain (€19 million) in 2024

KPIs 9M 2025 (Group as a whole)

Including the Clean Technology Systems Environmental division sold on Oct. 31



- Incoming orders: low order activity due to macro weakness, several very large automotive orders in 9M 2024
- Sales in Q3 above previous quarters
- EBIT margin before extraordinary effects 40 bps higher than last year
- Net income burdened by €120.4 million non-cash goodwill impairment in Q2
- High free cash flow benefitting from lower capex

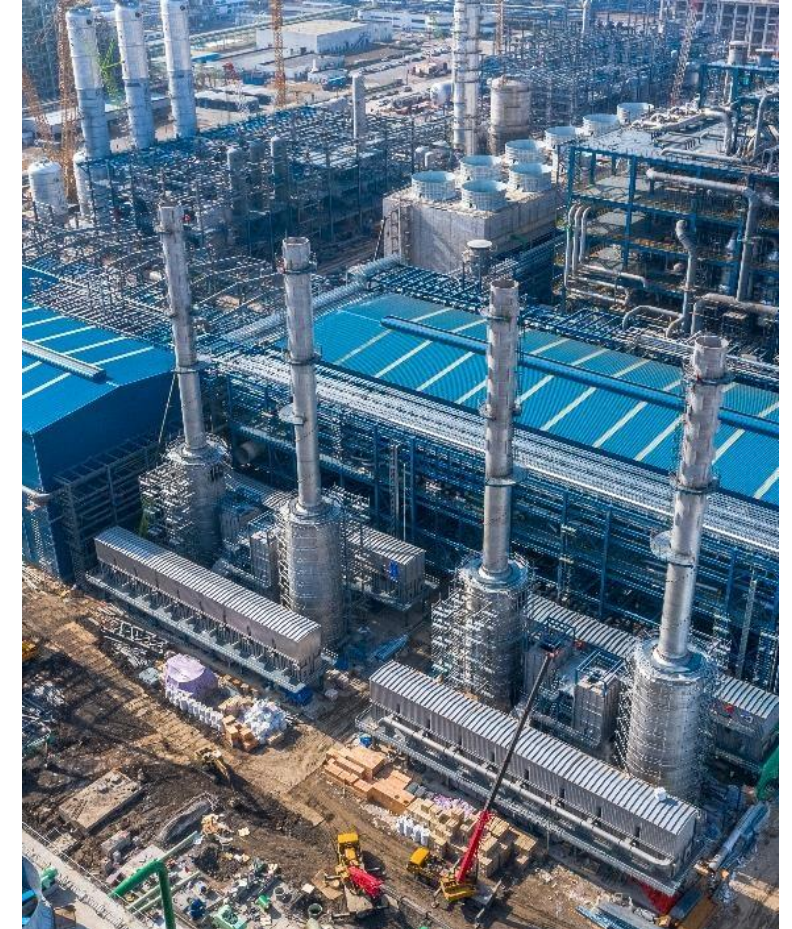
Earnings benefitting from value before volume strategy, cost reduction and sales acceleration in Q3

Clean Technology Systems Environmental

Sale to Stellex Capital successfully closed on October 31, 2025

	9M 2025	9M 2024	Δ	Q3 2025	Q3 2024	Δ
Incoming orders in € m	252.3	294.8	-14.4%	73.0	90.1	-19.0%
Sales revenues in € m	275.4	293.7	-6.2%	91.2	104.9	-13.1%
EBIT before extraordinary effects in € m	37.0	42.2	-12.5%	11.8	16.0	-26.1%
EBIT margin before extraordinary effects in %	13.4	14.4	-1.0 ppts.	12.9	15.2	-2.3 ppts.
EBIT in € m	22.9	34.9	-34.5%	3.4	12.6	-73.1%
EBIT margin in %	8.3	11.9	-3.6 ppts.	3.7	12.0	-8.3 ppts.
ROCE ¹ in %	83.2	83.8	-0.6 ppts.	83.2	83.8	-0.6 ppts.

- Discontinued business

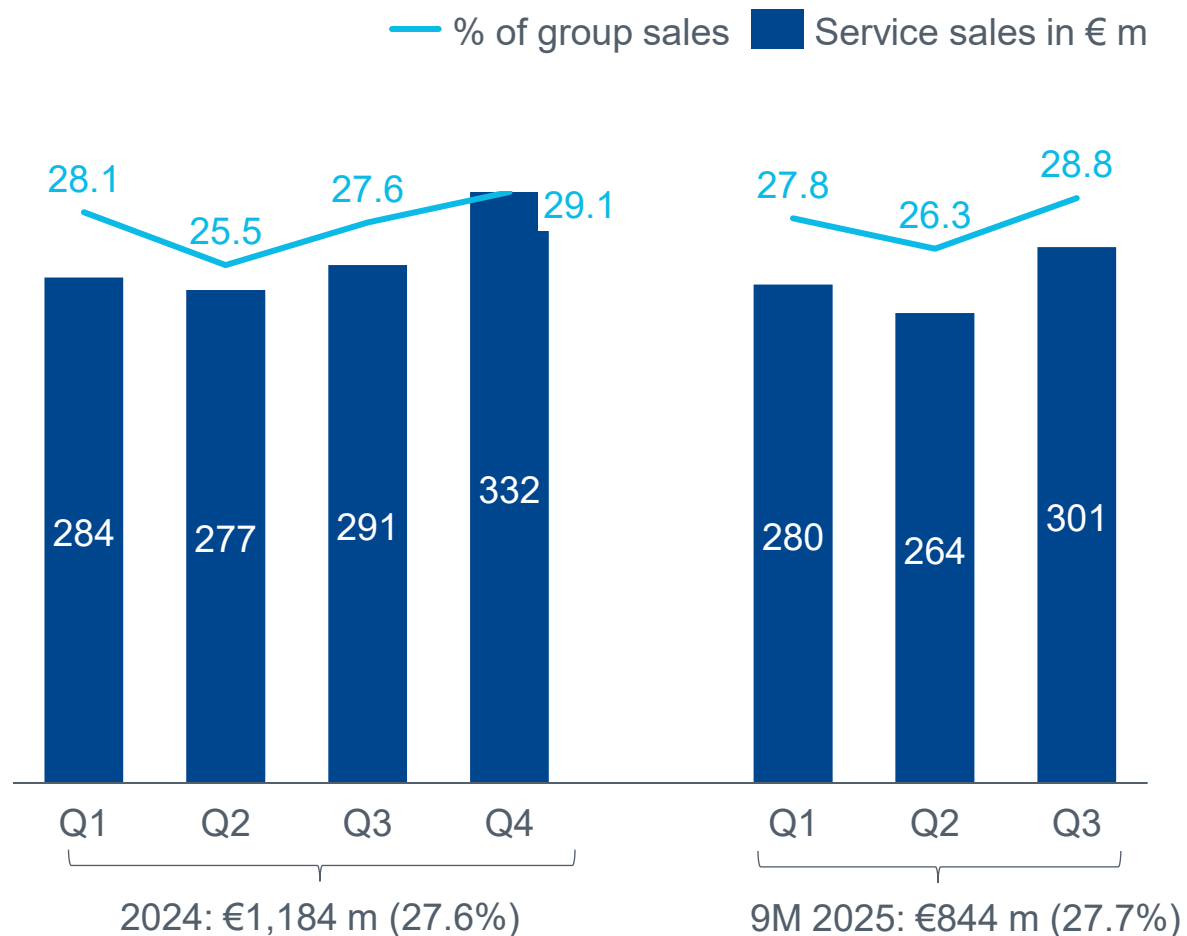


¹ annualized

Disposal: major step in transforming the Dürr Group into a lean Sustainable.Automation company

Service business (continued operations)

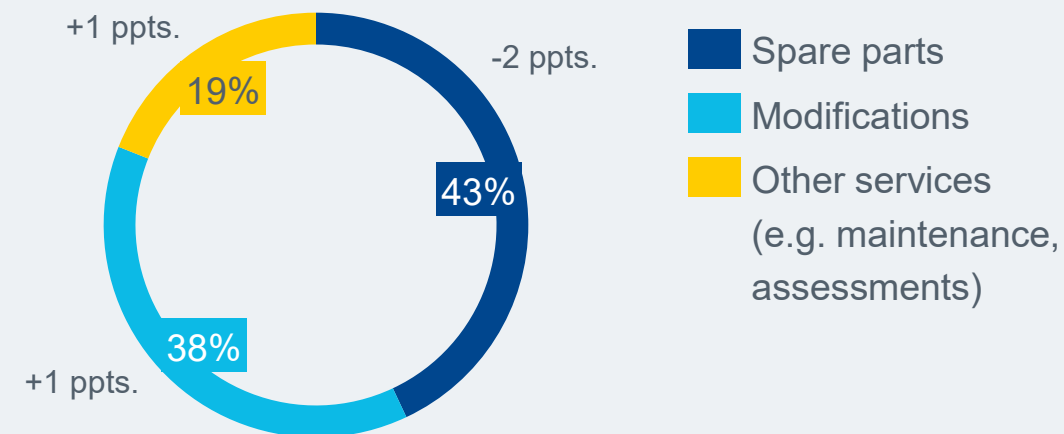
Service business recovered in Q3 after macro induced spending restraints in Q2



Key aspects

- Q3 service sales up 14% vs. Q2
- High service share of 28.8% in Q3 total sales

Service mix 9M 2025

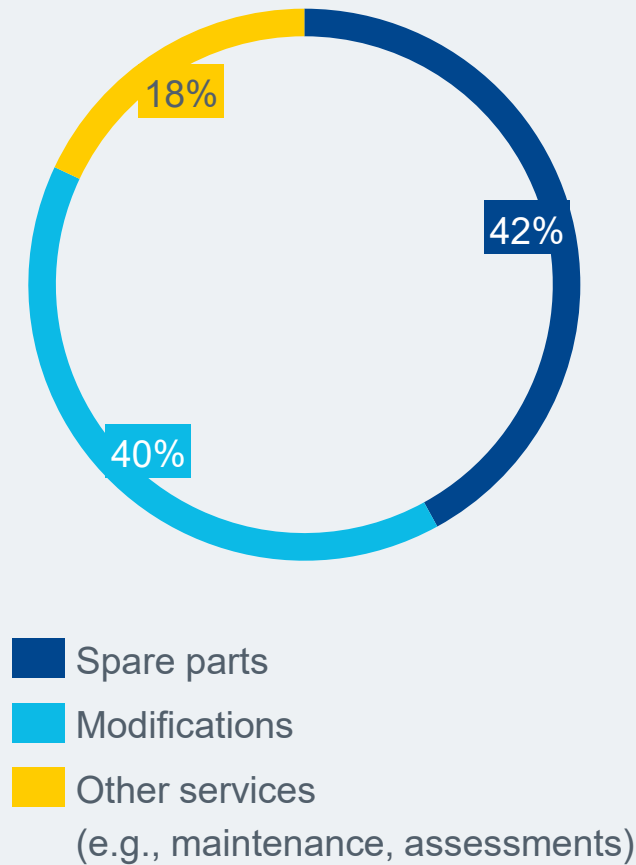


Service business supports margin improvement in Q3

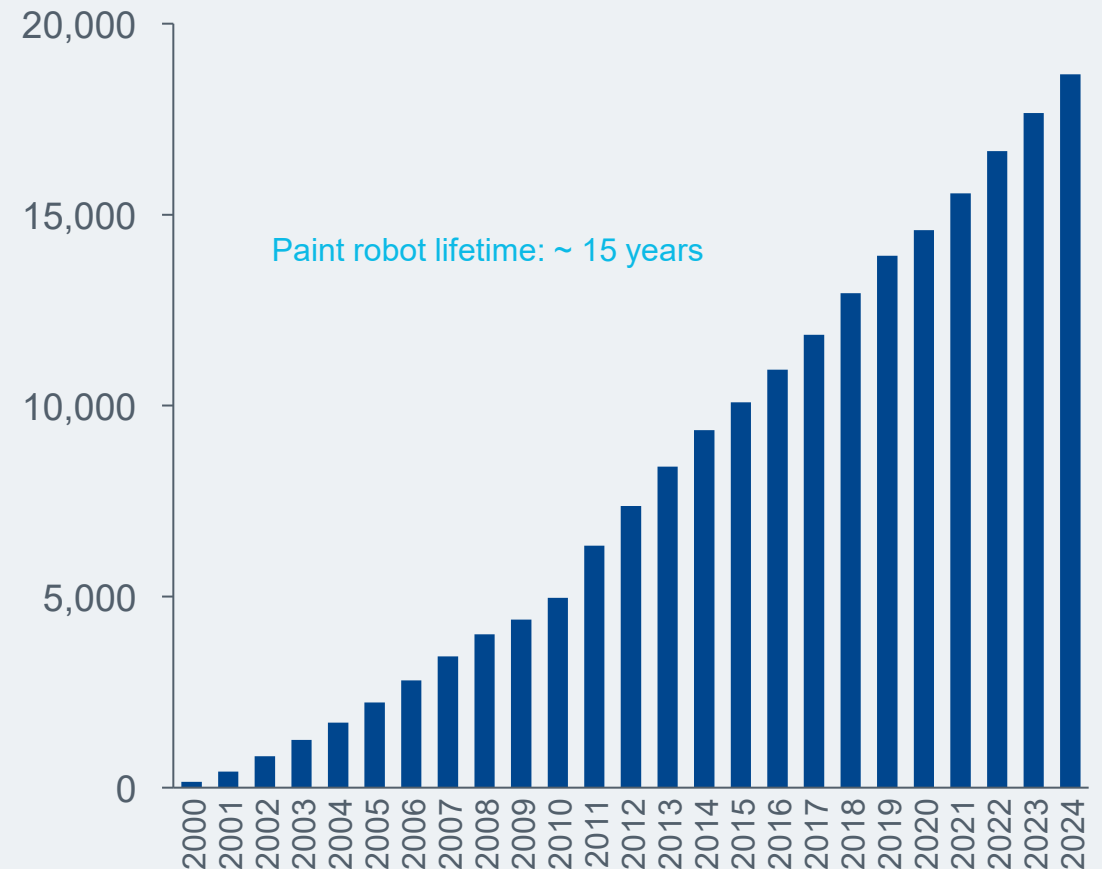
Service and replacement cycle

Increasing number of painting robots reaching their average lifetime

Service type in % of revenues 2024

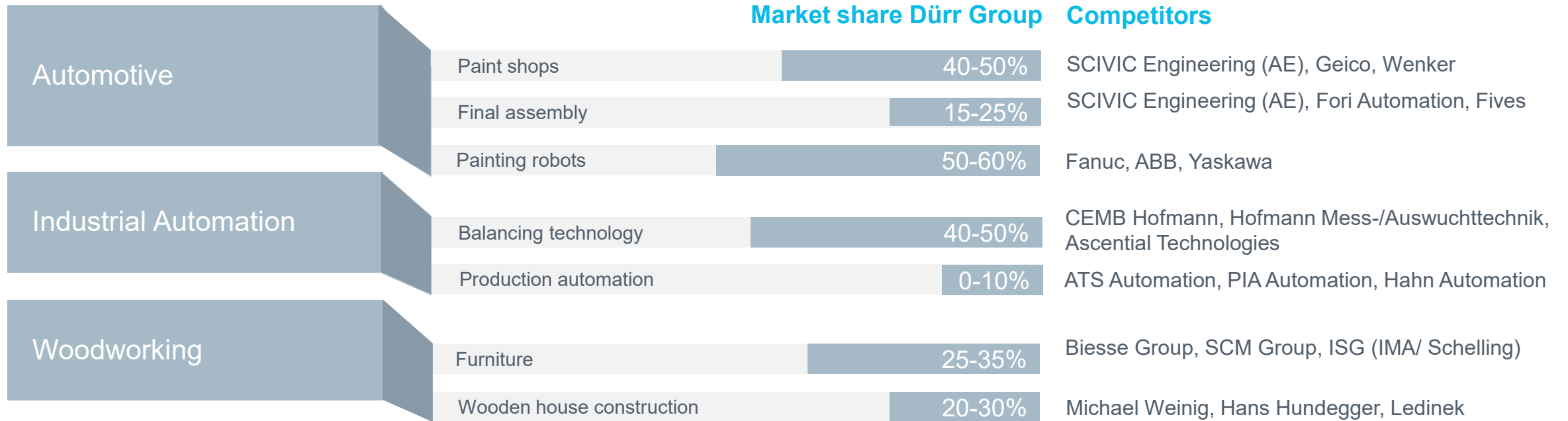


Number of paint robots sold (cumulative figure)



Market share Dürr Group / competitors¹

Leader in niche markets



¹own estimates

Value management

Comprehensive view of top- and bottom-line, cash flow and return

Key figures in € m	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 ¹
Incoming orders	3,930.9	4,076.5	3,283.2	4,291.0	5,008.4	4,615.5	5,137.2
Sales revenues	3,869.8	3,921.5	3,324.8	3,536.7	4,314.1	4,627.3	4,698.1
EBIT	233.5	195.9	11.1	175.7	205.9	191.4	206.0
Operating cash flow	162.3	171.9	215.0	257.0	264.7	287.5	384.3
Free cash flow	78.4	44.9	110.7	120.8	117.1	129.3	156.9
ROCE in %	24.0	16.9	1.1	15.5	17.3	17.5	14.5
Dürr Group Value Added (DGVA)	76.0	39.4	-66.0	38.8	18.3	-24.1	-20.6

Most important performance indicators

- Incoming orders
- Sales
- EBIT
- ROCE (EBIT/Capital employed)
- Cash flow from operating activities
- Free cash flow
- Dürr Group Value Added (DGVA)

Non-financial performance indicators, e.g.

- Employee and customer satisfaction
- Training/education
- Ecology/sustainability
- R&D/innovation

¹Continued + discontinued

P&L in detail

Continued operations

in € m	9M 2025	9M 2024	Δ	Q3 2025	Q3 2024	Δ
Sales revenues	3,052.0	3,148.0	-3.0%	1,043.7	1,055.6	-1.1%
Cost of sales	-2,365.0	-2,494.2	5.2%	-808.9	-840.7	3.8%
Gross profit on sales	687.0	653.8	5.1%	234.8	214.8	9.3%
Selling expenses	-290.9	-279.4	-4.1%	-93.7	-86.6	-8.3%
General administrative expenses	-178.4	-180.4	1.1%	-56.5	-61.0	7.4%
Research and development costs	-104.6	-99.5	-5.2%	-34.2	-31.0	-10.3%
Other operating income	33.7	85.4	-60.6%	8.1	34.4	-76.5%
Other operating expenses	-150.3	-65.4	-129.9%	-4.0	-13.4	70.1%
Earnings before investment income, interest and income taxes	-3.5	114.6	-	54.4	57.2	-4.9%
Investment income	0.7	-0.1	-	-0.3	0.3	-
Interest and similar income	17.6	25.6	-31.1%	4.7	8.5	-44.2%
Interest and similar expenses	-40.0	-53.3	24.9%	-13.2	-16.2	18.1%
Earnings before income taxes	-25.2	86.8	-	45.7	49.8	-8.3%
Income taxes	-42.7	-33.3	-28.3%	-20.1	-18.8	-6.8%
Profit/loss from continued operations	-67.8	53.5	-	25.5	31.0	-17.5%
Profit/loss of the Dürr Group	-50.4	79.6	-	28.4	40.4	-29.6%
Attributable to:						
Non-controlling interests	3.1	-0.2	-	0.9	-0.3	-
Shareholders of Dürr Aktiengesellschaft	-53.6	79.9	-	27.5	40.8	-32.4%
Number of shares issued in thousands	69,202.1	69,202.1	-	69,202.1	69,202.1	-
Earnings per share in € (basic)	-0.77	1.15	-	0.40	0.59	-32.2%
Earnings per share in € (diluted)	-0.70	1.11	-	0.38	0.56	-32.1%

P&L in detail

Dürr Group as a whole

in € m	9M 2025	9M 2024	Δ	Q3 2025	Q3 2024	Δ
Sales revenues	3,327.4	3,441.8	-3.3%	1,134.9	1,160.5	-2.2%
Cost of sales	-2,563.1	-2,710.9	5.4%	-875.5	-919.8	4.8%
Gross profit on sales	764.3	730.9	4.6%	259.4	240.7	7.8%
Selling expenses	-317.5	-305.6	-3.9%	-102.3	-95.9	-6.7%
General administrative expenses	-188.0	-189.0	0.5%	-60.0	-61.7	2.8%
Research and development costs	-108.3	-102.4	-5.8%	-35.2	-31.9	-10.5%
Other operating income	34.7	85.8	-59.5%	8.8	34.4	-74.5%
Other operating expenses	-165.8	-70.3	-135.8%	-12.9	-15.8	18.8%
Earnings before investment income, interest and income taxes	19.4	149.5	-87.0%	57.8	69.8	-17.1%
Investment income	0.7	-0.2	-	-0.3	0.3	-
Interest and similar income	18.1	25.9	-30.2%	4.9	8.6	-42.6%
Interest and similar expenses	-40.1	-53.5	24.9%	-13.3	-16.2	18.3%
Earnings before income taxes	-2.0	121.7	-	49.2	62.4	-21.1%
Income taxes	-48.4	-42.1	-15.0%	-20.7	-22.0	5.5%
Profit/loss of the Dürr Group	-50.4	79.6	-	28.4	40.4	-29.6%
Attributable to:						
Non-controlling interests	3.1	-0.2	-	0.9	-0.3	-
Shareholders of Dürr Aktiengesellschaft	-53.6	79.9	-	27.5	40.8	-32.4%
Number of shares issued in thousands	69,202.1	69,202.1	-	69,202.1	69,202.1	-
Earnings per share in € (basic)	-0.77	1.15	-	0.40	0.59	-32.2%
Earnings per share in € (diluted)	-0.70	1.11	-	0.38	0.56	-32.1%

Financial figures by division (1/2)

		2025					2024				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
AUTO	Incoming orders in € m	502.7	402.0	310.1		1,214.8	827.3	698.1	616.4	464.5	2,606.3
	Sales revenues in € m	482.4	499.3	504.9		1,486.6	446.4	511.3	526.6	572.8	2,057.1
	Order backlog in € m	2,707.0	2,556.4	2,357.6			2,661.0	2,751.9	2,799.2	2,721.4	
	EBIT in € m	32.3	36.4	41.9		110.6	29.6	33.9	43.5	59.3	166.3
	EBIT before extraordinary effects in € m	33.3	37.6	43.7		114.6	30.7	35.8	45.1	60.2	171.8
	Employees	6,636	6,606	6,542			6,857	6,696	6,669	6,682	
INDU	Incoming orders in € m	193.9	130.2	191.4		515.6	176.6	202.9	177.6	254.8	811.8
	Sales revenues in € m	197.9	169.2	193.2		560.2	223.9	223.4	185.3	219.2	851.9
	Order backlog in € m	651.9	598.4	589.0			693.9	673.0	620.7	665.5	
	EBIT in € m	0.2	-126.8	2.8		-123.8	3.1	-6.6	16.4	-12.2	0.7
	EBIT before extraordinary effects in € m	7.1	1.7	10.4		19.2	12.6	8.5	5.2	4.5	30.9
	Employees	4,185	4,132	4,066			4,437	4,386	4,250	4,258	
WOOD	Incoming orders in € m	391.2	279.9	267.7		938.8	377.3	321.3	332.7	325.6	1,356.9
	Sales revenues in € m	335.0	339.0	351.8		1,025.8	347.0	358.9	349.5	358.1	1,413.5
	Order backlog in € m	814.3	724.4	638.8			871.0	832.7	805.8	780.5	
	EBIT in € m	12.8	14.5	19.3		46.6	9.2	9.1	12.0	13.4	43.7
	EBIT before extraordinary effects in € m	13.5	15.7	24.4		53.6	10.8	10.7	13.5	15.8	50.8
	Employees	6,665	6,621	6,579			7,097	6,978	6,875	6,802	

Financial figures by division (2/2)

		2025				
		Q1	Q2	Q3	Q4	Total
CTSE	Incoming orders in € m	89.0	90.2	73.0		252.3
	Sales revenues in € m	95.5	88.7	91.2		275.4
	Order backlog in € m	279.0	266.1	247.8		
	EBIT in € m	10.4	9.1	3.4		22.9
	EBIT before extraordinary effects in € m	13.2	12.0	11.8		37.0
	Employees	1,296	1,299	1,312		

CC / CONS.	Incoming orders in € m	-7.4	-5.4	-6.7		-19.5
	Sales revenues in € m	-7.9	-6.5	-6.2		-20.6
	Order backlog in € m	-6.8	-5.5	-6.1		
	EBIT in € m	-14.6	-12.8	-9.6		-37.0
	EBIT before extraordinary effects in € m	-14.6	-13.2	-9.6		-37.4
	Employees	905	899	890		

GROUP	Incoming orders in € m	1,169.4	897.0	835.6		2,902.0
	Sales revenues in € m	1,103.0	1,089.6	1,134.9		3,327.4
	Order backlog in € m	4,445.4	4,139.8	3,827.2		
	EBIT in € m	41.2	-79.6	57.8		19.4
	EBIT before extraordinary effects in € m	52.5	53.8	80.8		187.0
	Employees	19,687	19,557	19,389		

		2024				
		Q1	Q2	Q3	Q4	Total
CTSE	Incoming orders in € m	114.1	90.6	90.1	96.6	391.5
	Sales revenues in € m	89.9	98.9	104.9	113.4	407.2
	Order backlog in € m	338.0	321.8	299.2	291.7	
	EBIT in € m	11.1	11.3	12.6	18.7	53.6
	EBIT before extraordinary effects in € m	12.7	13.6	16.0	19.6	61.9
	Employees	1,288	1,266	1,267	1,290	

CC / CONS.	Incoming orders in € m	-6.5	-9.5	-7.3	-6.0	-29.3
	Sales revenues in € m	-8.8	-9.6	-5.8	-7.2	-31.5
	Order backlog in € m	-8.5	-7.9	-7.9	-6.8	
	EBIT in € m	-13.3	-7.7	-14.7	-22.7	-58.3
	EBIT before extraordinary effects in € m	-13.3	-7.7	-14.7	-21.8	-57.5
	Employees	811	816	834	862	

GROUP	Incoming orders in € m	1,488.8	1,303.4	1,209.5	1,135.5	5,137.2
	Sales revenues in € m	1,098.4	1,182.9	1,160.5	1,256.4	4,698.1
	Order backlog in € m	4,555.4	4,571.5	4,516.9	4,452.2	
	EBIT in € m	39.7	40.1	69.8	56.5	206.0
	EBIT before extraordinary effects in € m	53.5	60.9	65.1	78.4	257.9
	Employees	20,490	20,142	19,895	19,894	

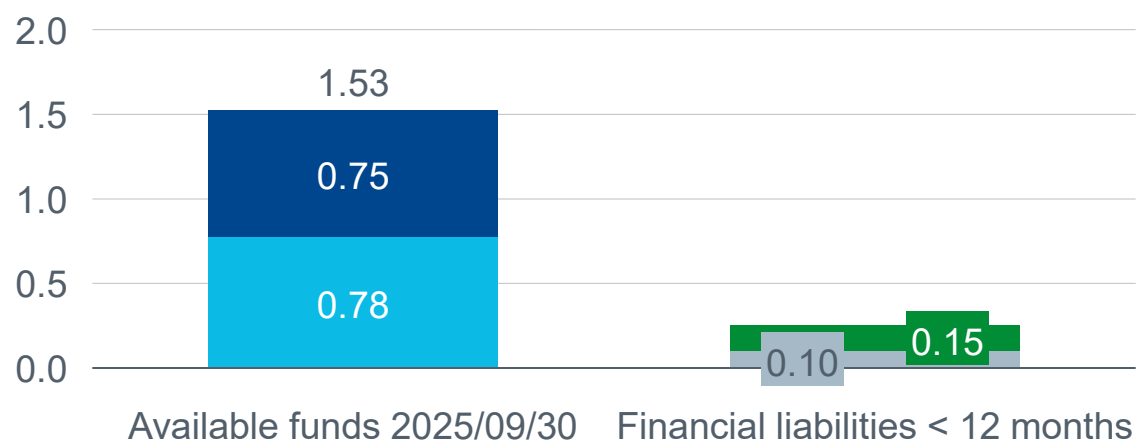
Extraordinary effects

in € m

	2025					2024				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
AUTO	-1.0	-1.2	-1.8		-4.0	-1.1	-1.8	-1.7	-0.9	-5.5
thereof PPA	-0.9	-0.9	-0.9		-2.7	-1.1	-1.0	-1.0	-1.0	-4.2
INDU	-6.9	-128.5	-7.6		-143.0	-9.5	-15.1	11.2	-16.7	-30.2
thereof PPA	-6.3	-6.1	-5.5		-17.9	-9.0	-8.8	-8.8	-6.4	-33.0
WOOD	-0.6	-1.2	-5.1		-7.0	-1.6	-1.6	-1.5	-2.4	-7.1
thereof PPA	-0.6	-0.6	-0.6		-1.7	-1.4	-1.4	-1.4	-0.6	-4.9
CC	0.0	0.4	0.0		0.4	0.0	0.0	0.0	-0.9	-0.9
thereof PPA	0.0	0.5	0.0		0.5	0.0	0.0	0.0	0.0	0.0
Continued operations	-8.5	-130.5	-14.5		-153.6	-12.2	-18.6	8.0	-20.9	-43.7
thereof PPA	-7.9	-7.1	-6.9		-21.9	-11.5	-11.3	-11.3	-8.0	-42.1
Clean Technology Systems Environmental (discontinued operation)	-2.8	-2.9	-8.4		-14.1	-1.6	-2.3	-3.4	-0.9	-8.2
thereof PPA	0.0	0.0	0.0		0.0	-0.9	-0.9	-0.8	-0.6	-3.2
Dürr Group as a whole	-11.3	-133.4	-22.9		-167.7	-13.8	-20.9	4.6	-21.8	-51.9
thereof PPA	-7.9	-7.1	-6.9		-21.9	-12.4	-12.2	-12.1	-8.7	-45.3

Comfortable liquidity headroom

in € bn

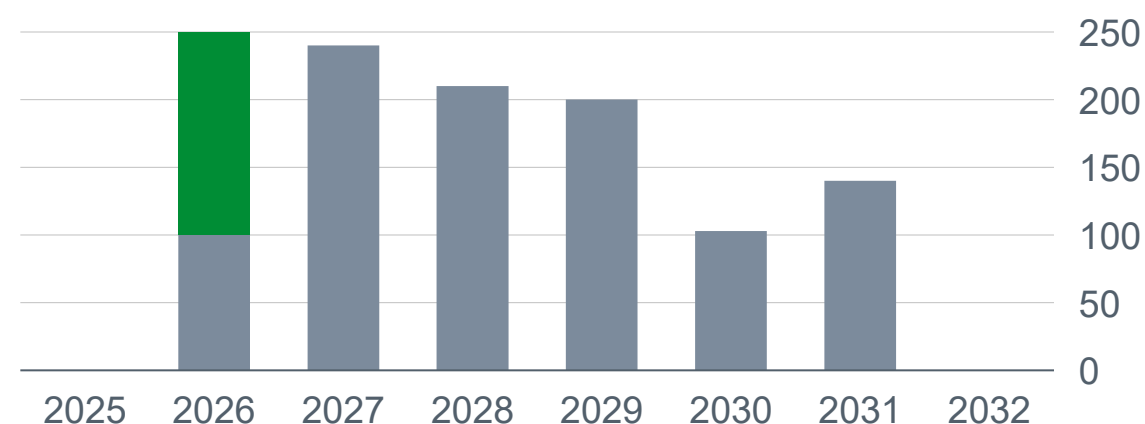


- Cash credit facilities (syn loan)
- Cash and cash equivalents
- Convertible
- Schuldschein loans

Without leasing liabilities or accrued interest

Maturity profile

September 30, 2025 (outstanding financial instruments only)
in € m



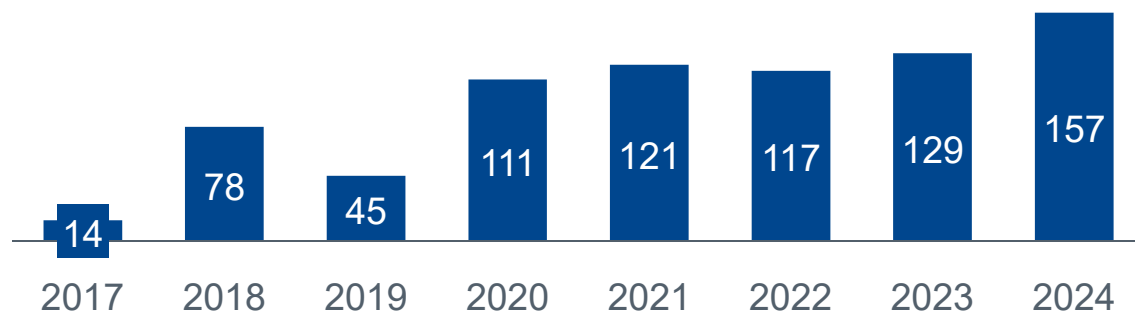
- Cash of discontinued operations (€39.1 million) included in assets held for sale, not part of reported liquidity
- 2025 maturities already repaid (€55 million)
- Other financial liabilities not included

Balanced maturity profile

Cash conversion rate continuously increased

Cash conversion reflects disciplined cash management (continued + discontinued)

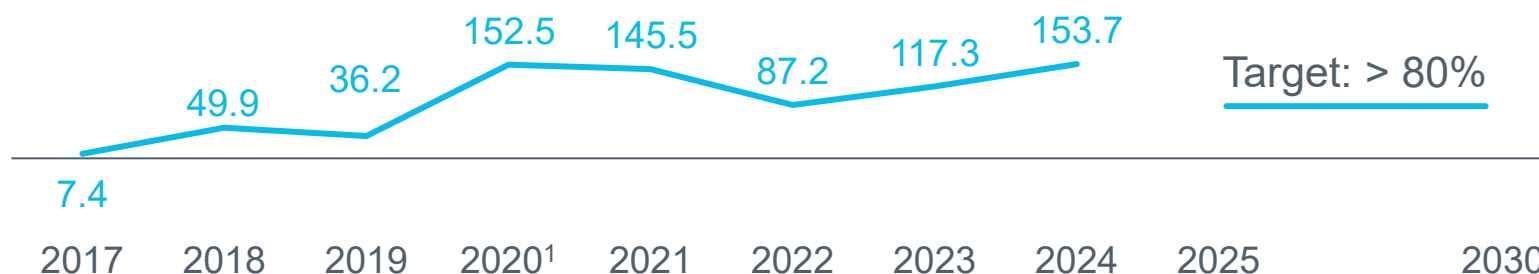
■ FCF (in € m)



Key aspects

- Improve earnings quality
- Stabilization and improvement of NWC
- HOMAG capex program temporarily drives higher cash outflow in 2023/24

— Cash conversion (FCF/net income in %)



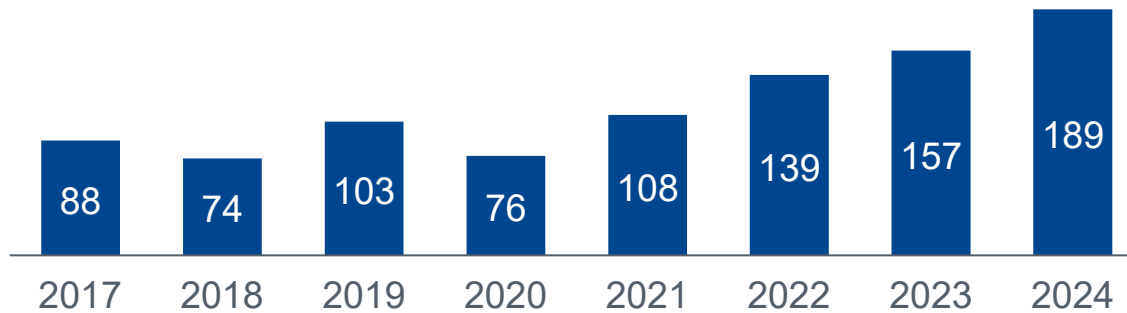
¹Net income adjusted by €88.4 m (extraordinary effects in 2020)

Target > 80% cash conversion beyond 2025

The Dürr Group is a low capex company

Temporary increase due to HOMAG capex program

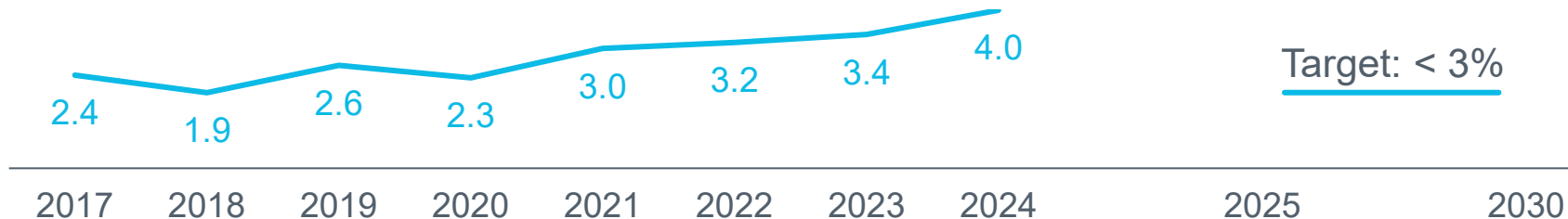
■ Capex (in €m)



Key aspects

- €200 m HOMAG capex program started in 2022 and lasting until 2024
- Restrict capex to less than 3% of sales after 2025

— Capex to sales (in %)

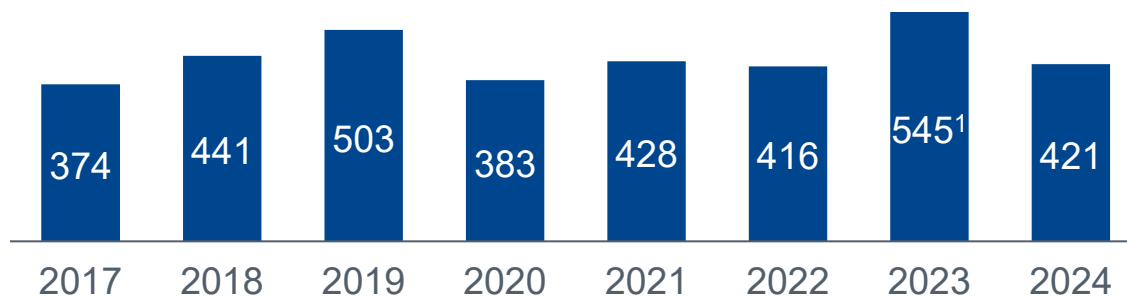


Limited capex to drive solid cash conversion

Net working capital management

BBS Automation acquisition added to NWC in 2023 – operational improvements visible

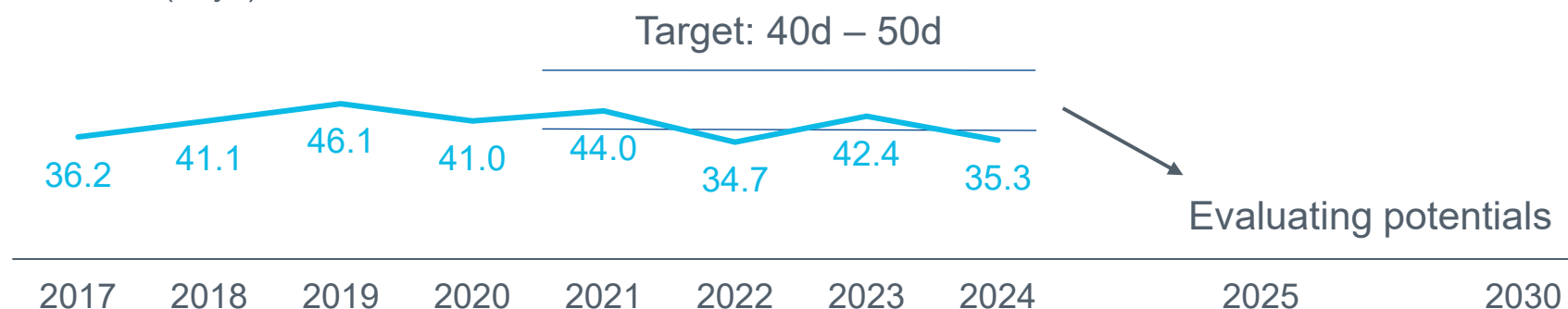
■ NWC (in €m)



Key aspects

- Balancing of DSO & DPO
- Inventory optimization
- Balancing WIP, contract assets and contract liabilities

— DWC (days)

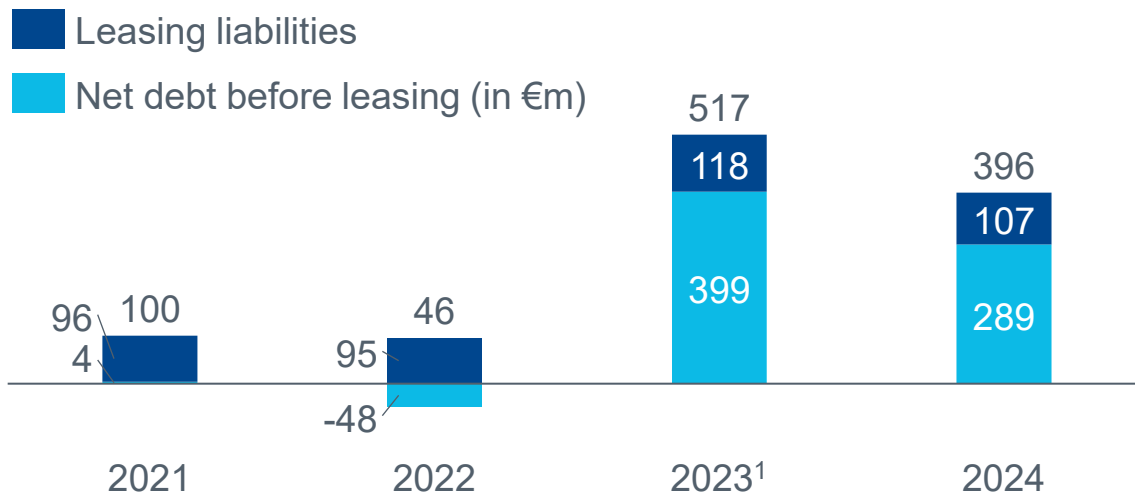


¹Includes effects from the consolidation of BBS Automation

Focus on further inventory reduction and disciplined NWC management

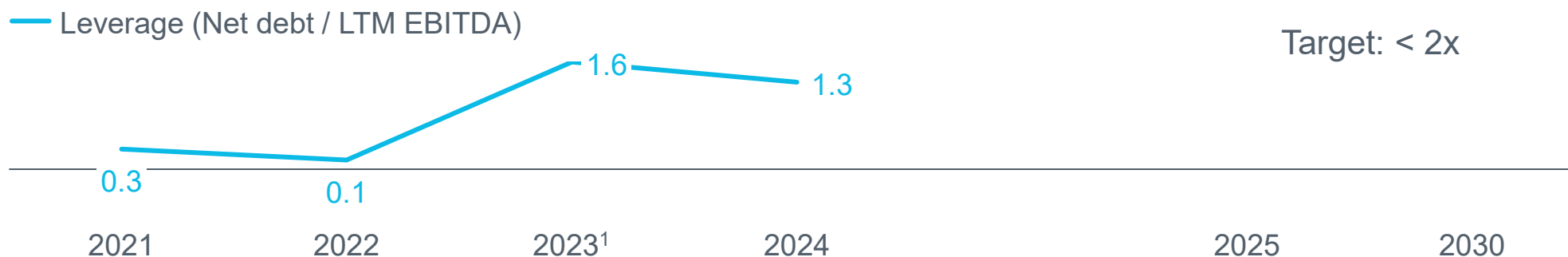
Net financial status and leverage

Net debt increase due to acquisition of BBS Automation – Leverage in target range



Key aspects

- Focus on deleveraging going forward
- Review of business portfolio
- Very small pension liabilities (€40 m)

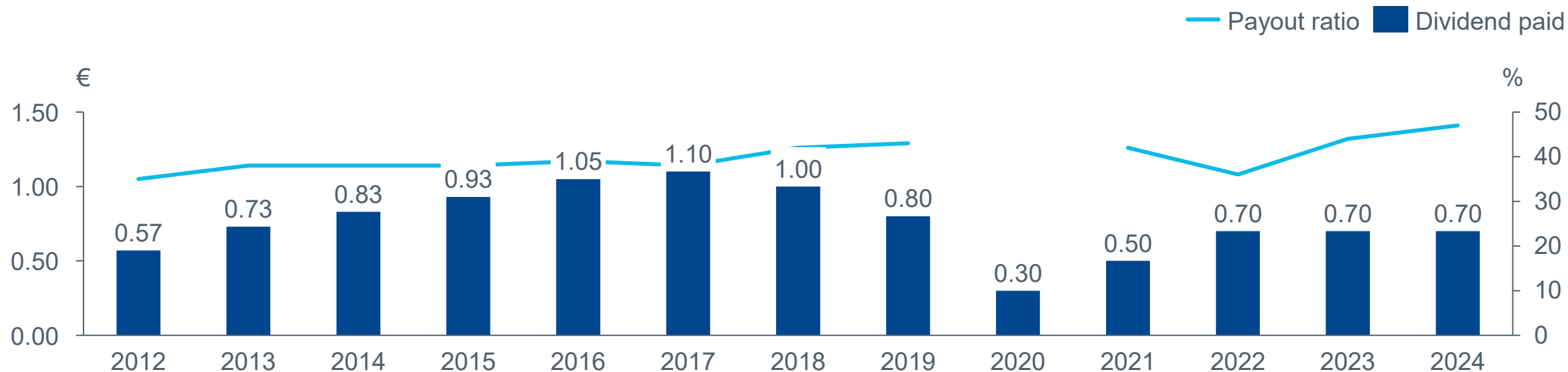


¹incl. acquisition of BBS Automation

Conservative approach to leverage

Dividend policy

Target payout ratio between 30% and 40%



in €	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Earnings per share (diluted)	1.55	2.03	2.17	2.34	2.63	2.78	2.27	1.79	-0.23	1.16	1.81	1.55	1.41
Dividend per share	0.57	0.73	0.83	0.93	1.05	1.10	1.00	0.80	0.30	0.50	0.70	0.70	0.70
Total payout	38.9 m	50.2 m	57.1 m	64.0 m	72.7 m	76.1 m	69.2 m	55.5 m	20.8 m	34.6 m	48.4 m	48.4 m	48.4 m
Payout ratio	35%	38%	38%	38%	39%	38%	42%	43%	> 100%	41%	37%	44%	47%

Automotive (1/2)

Efficient paint shops and final assembly lines for cars and trucks



Characteristics	
Customers	<ul style="list-style-type: none"> Automotive OEMs and new EV start-ups
Products	<ul style="list-style-type: none"> Turn-key paint shops (75% of revenue) Final assembly technology (e.g., marriage)
Order types	<ul style="list-style-type: none"> Big ticket greenfield projects > €80 m Brownfield upgrades
Success factors @ Dürr Group	<ul style="list-style-type: none"> Leading technology & shopfloor competence Best in class order execution Strong consulting and services Existing localization of supply chain / production
Market potential	<ul style="list-style-type: none"> New EV-players, aging installed base Brownfield upgrade to more efficient technologies
Business type	<ul style="list-style-type: none"> Plant engineering and consulting
Strategy	<ul style="list-style-type: none"> Defend market share and improve margins
Attractiveness	<ul style="list-style-type: none"> Asset light → high ROCE potential

Strong market share in a business with high ROCE potential

Automotive (2/2)

High-end robotics meets perfect application solutions

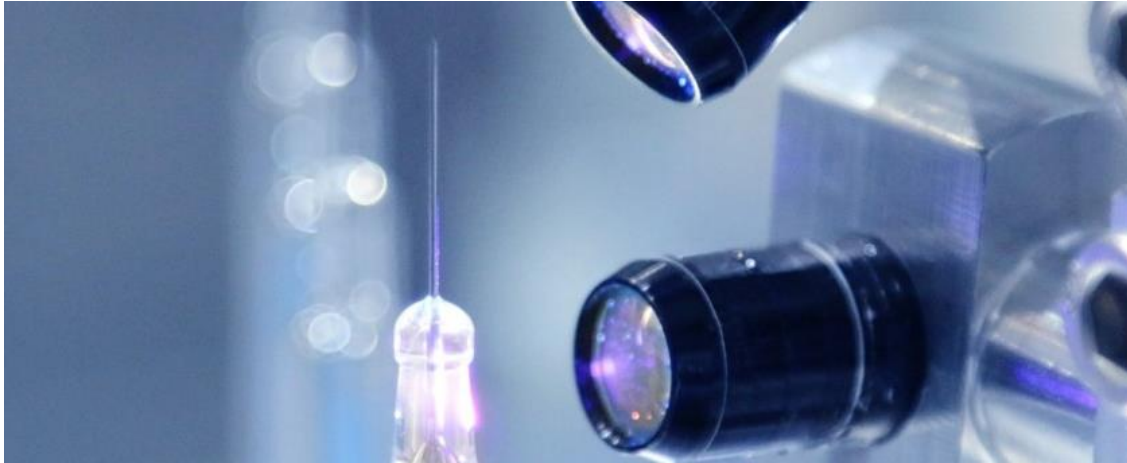


Characteristics	
Customers	<ul style="list-style-type: none"> 90% of business with automotive OEMs and new EV-startups General Industry (industrial painting)
Products	<ul style="list-style-type: none"> Robots for painting, sealing and gluing
Order types	<ul style="list-style-type: none"> Greenfield and brownfield projects (€10-€30 m) Upgrades and replacement
Success factors @ Dürr Group	<ul style="list-style-type: none"> Efficient application solutions (50% market share) High availability supported by digital & AI Innovation leader (e.g., overspray-free application)
Market potential	<ul style="list-style-type: none"> New EV-players, brownfield upgrades Robot replacement cycle has begun Strong service business
Business type	<ul style="list-style-type: none"> Mechanical engineering and component business
Strategy	<ul style="list-style-type: none"> Defend market share and improve margins
Attractiveness	<ul style="list-style-type: none"> Technology driven high margin business High market entry barriers

High margin potential due to leading technology and resource efficiency

Industrial Automation (1/3)

Automation expertise in e-mobility and medical technology



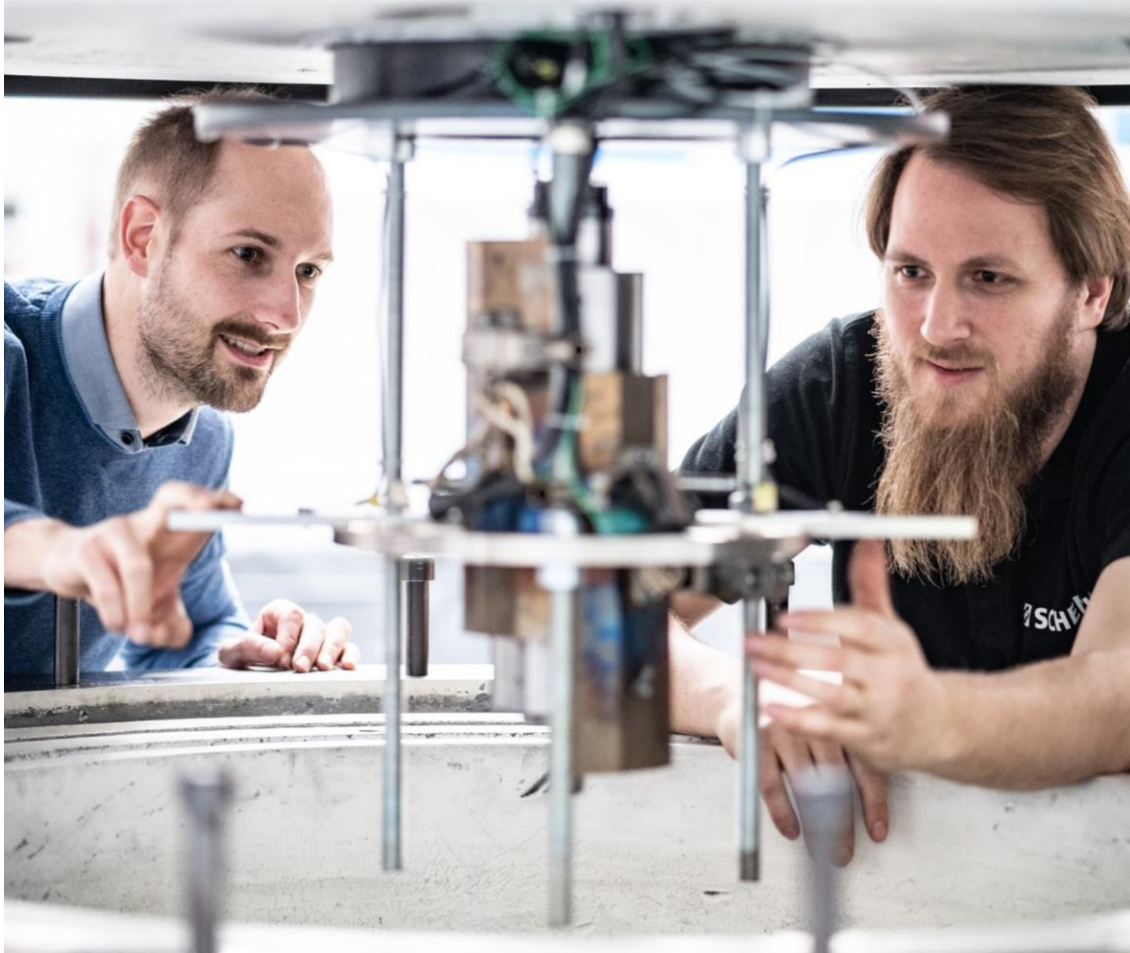
Characteristics

Customers	<ul style="list-style-type: none"> Automotive OEMs and suppliers; medical industry
Products	<ul style="list-style-type: none"> Testing technology for electric and hybrid drives Assembly and functional testing equipment for battery modules and packs Production and testing equipment for medical devices like injection systems and contact lenses
Order types	<ul style="list-style-type: none"> Greenfield & automation projects (up to €10 m)
Success factors @ Dürr Group	<ul style="list-style-type: none"> Leading technology & automation competence Product platform allows for scale of business Reputation is key in medtech Dürr's OEM access as boost for e-drive business
Market potential	<ul style="list-style-type: none"> Strong growth for both e-mobility and medical devices markets expected
Business type	<ul style="list-style-type: none"> Mechanical engineering
Strategy	<ul style="list-style-type: none"> Grow market position in growing markets
Attractiveness	<ul style="list-style-type: none"> New businesses as platforms for growth

Growth potential in medtech and e-mobility markets

Industrial Automation (2/3)

World market leadership in balancing machinery niche



Characteristics

Customers	<ul style="list-style-type: none"> Automotive, aviation, turbines, general industry
Products	<ul style="list-style-type: none"> Balancing and diagnostic systems Tooling systems
Order types	<ul style="list-style-type: none"> Single machine business
Success factors @ Dürr Group	<ul style="list-style-type: none"> Leading technology with 45% market share More than 100 years expertise in balancing Cutting-edge digital solution for production control
Market potential	<ul style="list-style-type: none"> Localization of aircraft production & maintenance Balancing of EV-engines Strong service potential
Business type	<ul style="list-style-type: none"> Mechanical engineering
Strategy	<ul style="list-style-type: none"> Differentiate through software and digitalization
Attractiveness	<ul style="list-style-type: none"> High margin potential

High quality balancing from small rotors to large power plant turbines

Industrial Automation (3/3)

Electrode coating lines for electricity stationary and automotive batteries



Characteristics	
Customers	<ul style="list-style-type: none"> Battery manufacturers
Products	<ul style="list-style-type: none"> Coating lines for battery electrodes
Order types	<ul style="list-style-type: none"> Projects
Success factors @ Dürr Group	<ul style="list-style-type: none"> Competitive position in battery coating systems business thanks to Techno-Smart cooperation Strong project implementation and integration R&D in next technology generation: dry coating
Market potential	<ul style="list-style-type: none"> Energy transition towards renewables Ramp-up of battery production capacities
Business type	<ul style="list-style-type: none"> Plant engineering
Strategy	<ul style="list-style-type: none"> Grow market share, realize synergies
Attractiveness	<ul style="list-style-type: none"> Asset light with growth and return potential

Supplying essential technologies to build batteries

Woodworking

World leading equipment for efficient furniture production



Characteristics	
Customers	<ul style="list-style-type: none"> Furniture industry, construction supplies, timber processing and timber home construction
Products	<ul style="list-style-type: none"> Full range from stand-alone machines through to automated production lines & complete factories
Order types	<ul style="list-style-type: none"> Turnkey projects and single machine
Success factors @ Dürr Group	<ul style="list-style-type: none"> Strong footprint in China, USA and Europe Superior automation and digitalization know-how
Market potential	<ul style="list-style-type: none"> Individualization (batch-one production) Digitalization (from smart assistants to fully automated production) Consolidation (demand for large systems) Sustainable timber construction industry growth
Business type	<ul style="list-style-type: none"> Mechanical and plant engineering
Strategy	<ul style="list-style-type: none"> Realize margin potentials, grow market share, build-up timber construction industry business
Attractiveness	<ul style="list-style-type: none"> Strong margin potential (9% EBIT in 2023)

Benefitting from increasing automation and sustainable construction

Key data of the share



WKN / ISIN: 556 520 / DE0005565204

Bloomberg / Reuters: Due / dueg

Class of shares: Common bearer shares

Index category: e.g., SDAX (Performance),
CDAX (Performance), FAZ Index

Trading centers / stock exchange: Stuttgart (regulated market),
Frankfurt (regulated market), several open markets

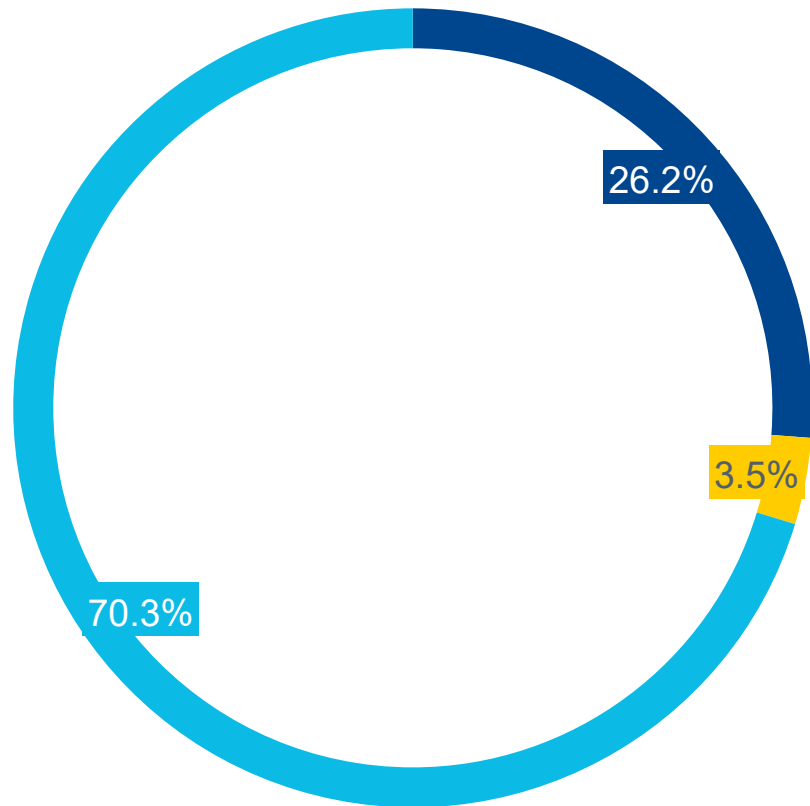
Capital stock: €177.2 m

Number of shares: 69,202,080

Market capitalization as of December 1, 2025: €1.36 bn

Shareholder structure

Free float at 70.3%¹



■ Heinz Dürr GmbH, Berlin

■ Heinz und Heide Dürr Stiftung, Berlin

■ Institutional and private investors, including²

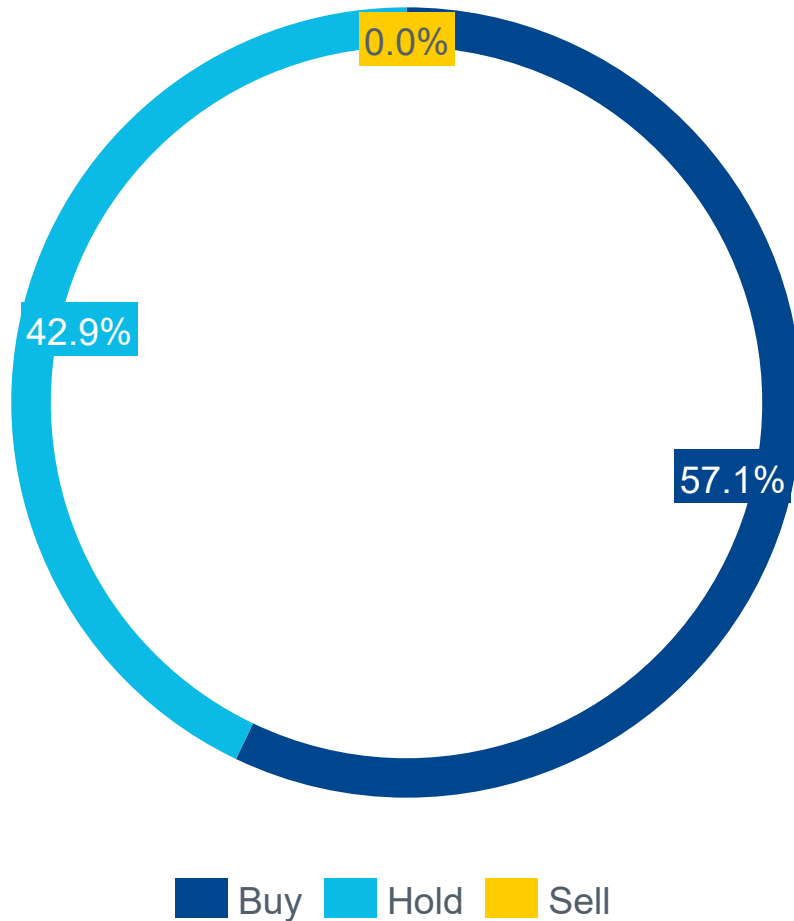
- Members of the Dürr AG Supervisory Board: 0.12%
- Members of the Dürr AG Board of Management: 0.07%

¹Free float calculated according to Deutsche Börse AG

²According to the relevant laws

Analysts' view

As of December 1, 2025



- 14 equity research analysts cover Dürr
- ø target price: €28.00
- Target price range between €22.50 and €40.00
- 100% recommend to buy or hold the Dürr share

Financial calendar

December 2025

- 12/01/2025 Berenberg European Conference, Surrey
- 12/02/2025 Goldman Sachs Industrials & Autos Week, London
- 12/09/2025 BofA “Christmas Market” Call series, virtual

January 2026

- 01/13/2026 German Investment Seminar, New York
- 01/20/2026 Kepler Cheuvreux German Corporate Conference, FFM

March 2026

- 03/05/2026 Preliminary figures for fiscal 2025
- 03/26/2026 Annual report 2025

May 2026

- 05/12/2026 Interim statement for the first quarter of 2026
- 05/21/2026 Annual general meeting HOMAG Group AG
- 05/22/2026 Annual general meeting Dürr AG

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Access our financial
calendar on our website





IR presentation

**Corporate Communications and
Investor Relations, Dürr AG**

December 2025
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