120TH ANNUAL GENERAL MEETING
6 May 2022

DMQP
SUSTAINABILITY
EMPLOYEES
SERVICE EXCELLENCE
FIRST QUALITY
GLOBE
TECHNOLOGY EXCELLENCE
DMQP
SUSTAINABILITY
EMPLOYEES
SERVICE EXCELLENCE
GLOBE
TECHNOLOGY EXCELLENCE

AUTOMATION
DIGITIZATION
ADDITIVE MANUFACTURING
100% climate-neutral

Pay with zero risk

HIGHLIGHTS 2021

Live Strategy Information

PAYZR – digital end-to-end solutions

Pre-EMO show Pfronten

EMO in Milan

Ground breaking Pinghu

DMG MORI is in the TOP 17 out of more than 1,000 applicants!
Worldwide Machine Tool Consumption 2021: +18.7%*

*Source: VDW World Statistic, April 2022 based on EUR

MT figures are calculated using current exchange rates to 2021 and then fixed at 2021 exchange rates beyond that date. Total machine tool consumption (cutting and forming) is defined as the aggregate of the 26 countries forecast (Oxford Economics); Assumption: World Consumption = World Production.
**KEY FIGURES – FORECASTS ACHIEVED**

**ORDER INTAKE**

- **Forecast 2021:** around € 2.5 billion

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic</th>
<th>International</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>714.8</td>
<td>1,848.3</td>
<td>2,563.1</td>
</tr>
<tr>
<td>2020</td>
<td>462.0</td>
<td>1,137.4</td>
<td>1,599.4</td>
</tr>
<tr>
<td>2021</td>
<td>747.4</td>
<td>1,769.8</td>
<td>2,517.2 +57%</td>
</tr>
</tbody>
</table>

**SALES REVENUES**

- **Forecast 2021:** around € 2.0 billion

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic</th>
<th>International</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>769.2</td>
<td>1,932.3</td>
<td>2,701.5</td>
</tr>
<tr>
<td>2020</td>
<td>553.1</td>
<td>1,278.2</td>
<td>1,831.3</td>
</tr>
<tr>
<td>2021</td>
<td>652.8</td>
<td>1,400.1</td>
<td>2,052.9 +12%</td>
</tr>
</tbody>
</table>

**EBIT**

- **Forecast 2021:** around € 120 million

<table>
<thead>
<tr>
<th>Year</th>
<th>EBIT</th>
<th>EBIT margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>221.7</td>
<td>8.2%</td>
</tr>
<tr>
<td>2020</td>
<td>81.7</td>
<td>4.5%</td>
</tr>
<tr>
<td>2021</td>
<td>123.8</td>
<td>6.0% +52%</td>
</tr>
</tbody>
</table>

**FREE CASH FLOW**

- **Forecast 2021:** around € 150 million

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic</th>
<th>International</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td>168.8</td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td>15.7</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td>179.9 +1,046%</td>
</tr>
</tbody>
</table>
BALANCE SHEET: € 2,556.0 MILLION

2021: € 2,556.0 million

<table>
<thead>
<tr>
<th>Assets</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term assets</td>
<td>35.4%</td>
</tr>
<tr>
<td>Receivables and other short-term assets</td>
<td>32.4%</td>
</tr>
<tr>
<td>Inventories</td>
<td>22.7%</td>
</tr>
<tr>
<td>Liquidity</td>
<td>9.5%</td>
</tr>
<tr>
<td>Equity</td>
<td>54.8%</td>
</tr>
<tr>
<td>Long-term debts</td>
<td>4.9%</td>
</tr>
<tr>
<td>Short-term provisions</td>
<td>10.4%</td>
</tr>
<tr>
<td>Short-term liabilities</td>
<td>29.9%</td>
</tr>
<tr>
<td>Receivables and other short-term assets</td>
<td>26.4%</td>
</tr>
<tr>
<td>Inventories</td>
<td>24.6%</td>
</tr>
<tr>
<td>Long-term debts</td>
<td>37.0%</td>
</tr>
<tr>
<td>Short-term provisions</td>
<td>10.1%</td>
</tr>
<tr>
<td>Short-term liabilities</td>
<td>6.0%</td>
</tr>
<tr>
<td>Liquidity</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

2020: € 2,191.5 million

<table>
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<tr>
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<td>Long-term assets</td>
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<tr>
<td>Inventories</td>
<td>24.6%</td>
</tr>
<tr>
<td>Liquidity</td>
<td>5.6%</td>
</tr>
<tr>
<td>Equity</td>
<td>57.5%</td>
</tr>
<tr>
<td>Long-term debts</td>
<td>6.0%</td>
</tr>
<tr>
<td>Short-term provisions</td>
<td>10.1%</td>
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<tr>
<td>Short-term liabilities</td>
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</table>
ANNUAL REPORT & SUSTAINABILITY REPORT 2021

ONLY DIGITAL

+ Digital highlights (html)
+ Interactive e-paper Annual Report
+ Interactive e-paper CSR
INVESTMENTS

in € million

<table>
<thead>
<tr>
<th>Year</th>
<th>Tangible fixed assets and intangible assets</th>
<th>Financial assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>77.3</td>
<td>1.2</td>
</tr>
<tr>
<td>2021</td>
<td>89.1</td>
<td>11.8</td>
</tr>
</tbody>
</table>

Ground breaking Pinghu

Logistics center at DECKEL MAHO Pfronten

Business restaurant at DECKEL MAHO Pfronten

Global One Business Excellence
Dynamic. Excellence

+ Automation
+ Digitization
+ Additive Manufacturing
+ DMQP
+ Sustainability
+ First Quality
+ Service Excellence
+ Technology Excellence
+ GLOBE
+ Employees
Holistic solutions for workpiece and pallet handling.

DMG MORI CELL CONTROLLER
central control computer for workpiece, pallet and tool management

DIGITAL ENGINEERING
digital development, testing & optimization

57 automation products 13 product lines

AUTOMATION

WORKPIECE HANDLING

MILLING

TURNING

PALLET HANDLING

MACHINE-SPECIFIC

UNIVERSAL (1 MACHINE)

SCALABLE (≥ 1 MACHINE)

IMTR  SR

WH Cell

WH Cell MAX

PH Cell

RPS  AWC

PH Wheel

PH Cell MAX

RPS

PH 150

PH 50

LPP

CPP

PH Wheel

PH 150

PH 50

LPP

CPP

WH-AGV

GX/GX T

MATRIS

MATRIS Light

WH Cell

WH Flex

WH-AGV

GX/GX T

MATRIS

MATRIS Light

WH Cell

WH Flex

WH-AGV

GX/GX T

MATRIS

MATRIS Light

WH Cell

WH Flex

NEW

NEW

NEW

NEW

NEW

NEW

NEW

NEW

NEW

NEW

NEW

NEW

NEW

NEW

NEW
We empower our customers – in manufacturing and digitization!
SUSTAINABILITY

100% CLIMATE-NEUTRAL MACHINE PRODUCTION

1. NEUTRAL PRODUCT CARBON FOOTPRINT (SCOPE 3 UPSTREAM)

2. NEUTRAL COMPANY CARBON FOOTPRINT (SCOPE 1 + 2)

3. SCOPE 3 DOWNSTREAM

RESOURCE-EFFICIENT MACHINE USAGE

SUSTAINABILITY

GREEN ECONOMY – 100% green machines.

SUPPLIERS + DMG MORI

CUSTOMERS + DMG MORI

GREEN MACHINE

DMG MORI

SCIENCE BASED TARGETS

TCFD

INTEGRITY NEXT

PLATINUM Top 1%

2022 ecoVadis Sustainability Rating

TOP 1% of more than 35,000 companies!
DMQ P

DMG MORI QUALIFIED PRODUCTS

One-stop-shop: perfectly matched peripherals and accessories.

1. MACHINING
2. HANDLING
3. MEASURING
4. MONITORING
5. ADDITIVE MANUFACTURING MATERIALS

> 120 partners
> 4,000 products
> 90,000 combinations
FIRST QUALITY

Without compromises – highest quality for 100% customer satisfaction.

36 months warranty for all MASTER spindles...

Fully automated measurement for maximum accuracy...

100 hours quality check before delivery approval...

27 CELOS apps for superior customer support...

my DMG MORI – digital, direct access to service experts...

...at lowest failure rates of < 1%

...and highest precision of up to 5 µm

...for optimal availability from day 1

...and comprehensive quality monitoring

...for more than 30,000 registered customers

100 hours quality check before delivery approval
my DMG MORI – the customer portal
> 30,000 registered customers with
> 140,000 machines

100% FREE OF CHARGE

SERVICE EXCELLENCE

Digital progress & professional expertise.

my DMG MORI – the customer portal

ALSO FOR THIRD-PARTY MACHINES

WERKBLiQ-UPGRADE

SPINDLE SERVICE
+ 96% warehouse availability
+ repair also for third-party products
Trust, Openness and Passion – our TOP values in the “Global One Company”.
BEST 1st QUARTER 2022: ALL-TIME HIGH FIGURES

- **Order intake**: €861.6 million (+46%)
- **Sales revenues**: €561.0 million (+33%)
- **EBIT**: €55.9 million (+374%)
- **Free cash flow**: €55.4 million (+40%)

EBIT margin: 10.0%
VISION

BE THE MOST ATTRACTIVE GLOBAL MACHINE TOOL COMPANY WITH DIGITIZED AND SUSTAINABLE PRODUCTS!

FINANCIAL YEAR 2022 – FORECAST

Order intake
~ € 2.5 billion

Sales revenues
~ € 2.3 billion

EBIT
~ € 180 million

Free cash flow
~ € 130 million

TOP VALUES
Trust • Openness • Passion

MISSION
EMPOWER OUR CUSTOMERS IN MANUFACTURING AND DIGITIZATION
OPEN HOUSE PFRONTEN – LIVE & DIGITAL

May 09 – 13 & 16 – 21, 2022
Mon – Fri 9.00 a.m. – 6.00 p.m. | Sat 9.00 a.m. – 2.00 p.m.

DMG MORI OPEN HOUSE
IN PFRONTEN

WORLD PREMIERES 2022

AUTOMATION

GEAR CUTTING AND 5-AXIS MACHINING

PFRONTEN.DMGMORI.COM
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DMG MORI
CO₂ neutral

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FIRST QUALITY
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DIGITIZATION
AUTOMATION

DMG MORI
AKTIENGESELLSCHAFT