

Capital Markets Presentation

Drägerwerk AG & Co. KGaA

July 2025, Lübeck

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This presentation contains forward-looking statements regarding the future development of the Dräger Group. These forward-looking statements are based on the current expectations, presumptions, and forecasts of the Executive Board as well as the information available to it to date, and have been made to the best of its knowledge and belief. No guarantee or liability for the occurrence of the future developments and results specified can be assumed in respect of such forward-looking statements. Rather, the future developments and results are dependent on a number of factors; they entail risks and uncertainties beyond our control and are based on assumptions which could prove to be incorrect. Notwithstanding any legal requirements to adjust forecasts, we assume no obligation to update the forward-looking statements contained in this presentation.

Interim financial reports and preliminaries are not audited.

Content – Agenda

01 Company

02 Financials

03 Outlook



**„Dräger products protect,
support and save lifes.“**

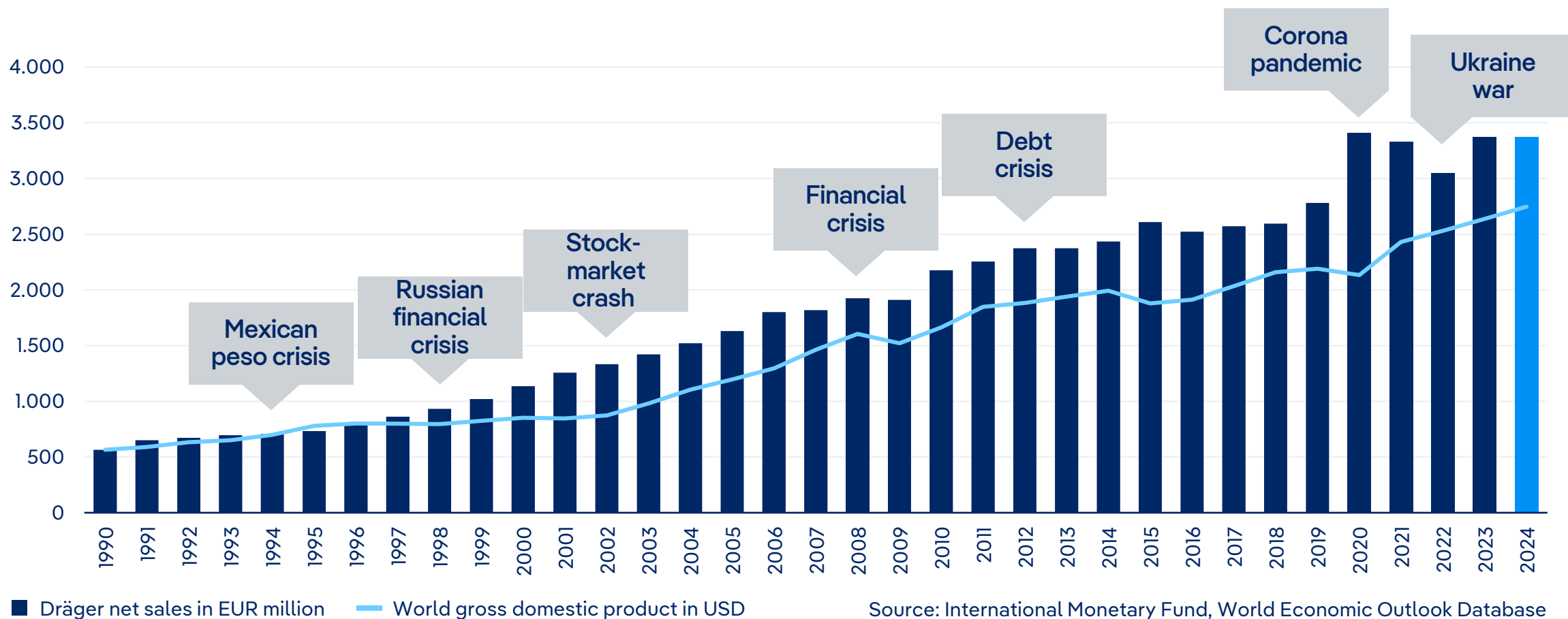
Stefan Dräger, Chairman of the Executive Board

01

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Company

Net sales development – Long-term growth

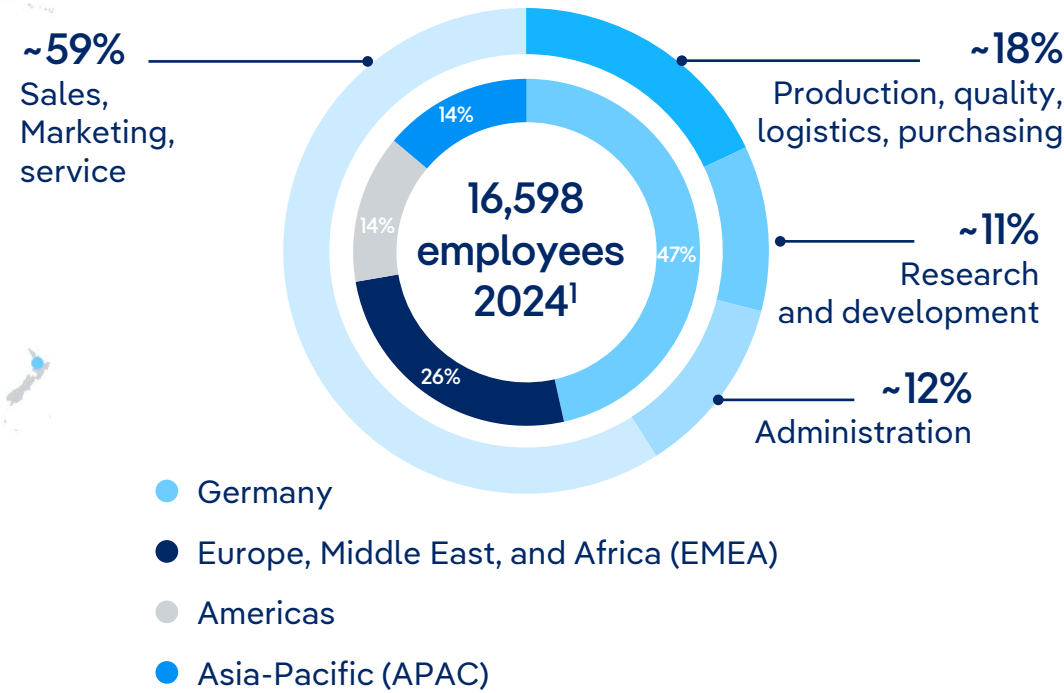
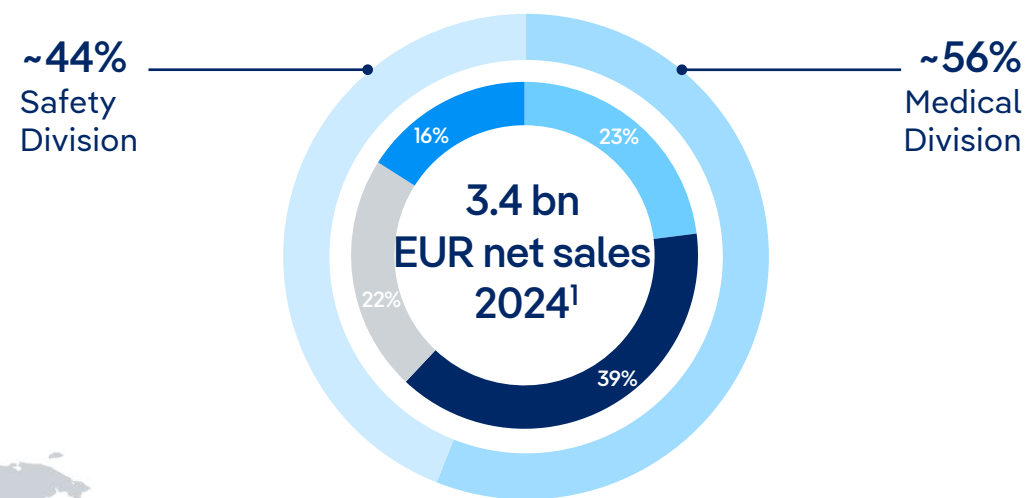


Dräger worldwide

Net sales, employees, sites



- Headquarters
- Development and production sites
- Logistic centers
- Sales and service organizations



- Germany
- Europe, Middle East, and Africa (EMEA)
- Americas
- Asia-Pacific (APAC)

¹As of December 31, 2024, rounding differences in percentages

Our markets

Medical Technology



Hospital

Safety Technology



Fire Services



Oil and gas industry



Mining

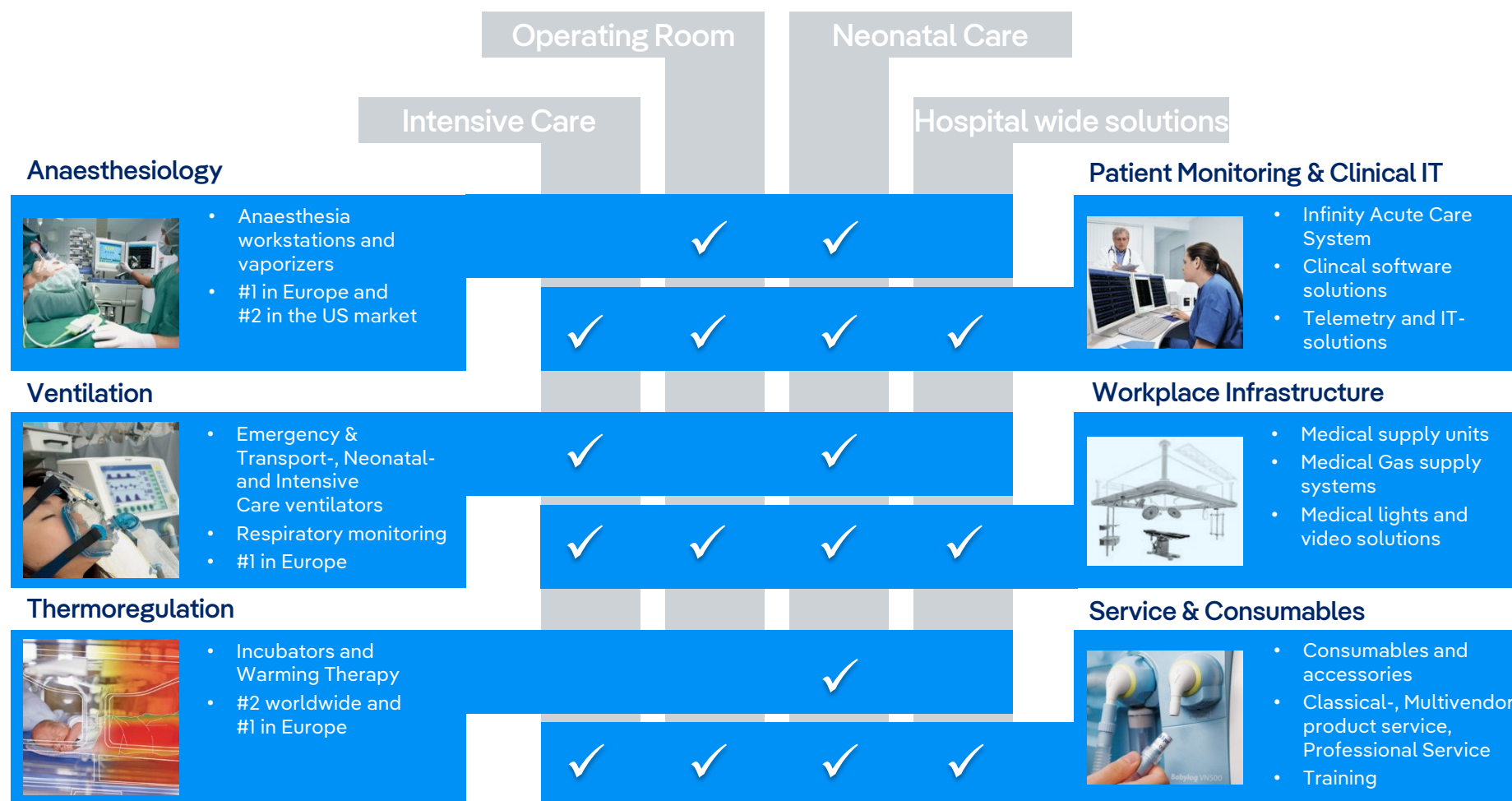


Chemical industry









Other markets

Medical division



Note: Market positions based on Dräger's market knowledge and its own assessment of market position; positions ranked according to net sales.

Safety division

	Fire Service	Oil & Gas	Chemical	Mining	Other Markets
Breathing Systems  <ul style="list-style-type: none"> • Self-contained Breathing Apparatus for fire fighters • #2 worldwide and #1 in Europe 	✓	✓	✓	✓	✓
					✓
Gas Detection Systems  <ul style="list-style-type: none"> • Fixed and mobile gas detection systems • #1 worldwide and #1 in Europe 	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓
Personal Protection Equipment  <ul style="list-style-type: none"> • Protection equipment for hazardous working environments • Body and Head protection, rescue and escape devices, Masks and Filters, etc. 	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓
Impairment Check Equipment  <ul style="list-style-type: none"> • Alcohol- and drug screening devices • Interlock devices • #1 worldwide and #1 in Europe 					
Engineered Solutions  <ul style="list-style-type: none"> • Customer specific solutions • mobile and stationary firefighting training systems • Rescue chambers 					
Service & Consumables  <ul style="list-style-type: none"> • Spareparts and consumables • Product Service • Rental, On-site shops and Shutdown Service • Marine-Offshore Service 					

Note: Market positions based on Dräger's market knowledge and its own assessment of market position; positions ranked according to net sales.

Medical and safety technology providing long-term growth prospects

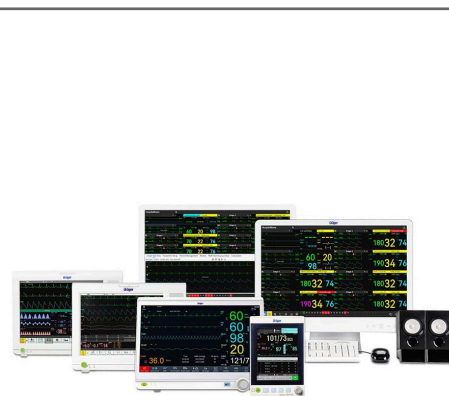
	Medical division	Safety division
Attractive growth prospects in sizeable markets ...	<ul style="list-style-type: none"> • Average expected annual market growth for the global medical equipment market significantly exceeding growth in many other sectors • Strong growth prospects in both developed and emerging markets 	<ul style="list-style-type: none"> • Very diversified markets with numerous product and service offerings • Attractive growth prospects for target sectors (e.g. industry) and growing safety investments
... in developed markets ...	<ul style="list-style-type: none"> • Rapidly aging population and consequently increasing healthcare expenditure • Increasing demand for medical equipment to improve clinical workflows and efficiency 	<ul style="list-style-type: none"> • Increasingly stricter safety regulations • Rising environmental awareness • Improved outlook for target markets
... as well as in emerging markets.	<ul style="list-style-type: none"> • Strong growth of GDP and population resulting in a demand for improved medical services • Political benefits from investments in health care sector 	<ul style="list-style-type: none"> • Increasingly higher safety standards • Increasing industrial hygiene awareness • Strong growth of key customer sectors

Technology and innovation leadership to drive profitable growth

Strong R&D focus

- Approximately 1,800 employees in R&D around the globe.
- EUR ~330 million spent for R&D activities in 2024.*
- Very close collaboration with customers to develop new and improve existing products.
- Certified test-center at Lübeck headquarter supports innovation- and approval process.
- Quality management organization with ~260 employees.
- Technological competency and high-quality standards result in leading market positions and high barriers to entry.

Innovation to enhance future growth (examples)



Vista CMS

Central Monitoring Station in our Vista portfolio. Enables access to the monitoring parameters of up to 128 patients simultaneously.



Polaris

The world's most innovative surgical light with pioneering lighting technology, excellent shadow compensation and significantly reduced heat generation.



X-plore 8300

Smallest and lightest PAPR device in its class, offering maximum protection and comfort. Can be combined with headpieces, hoses, and carrying options.

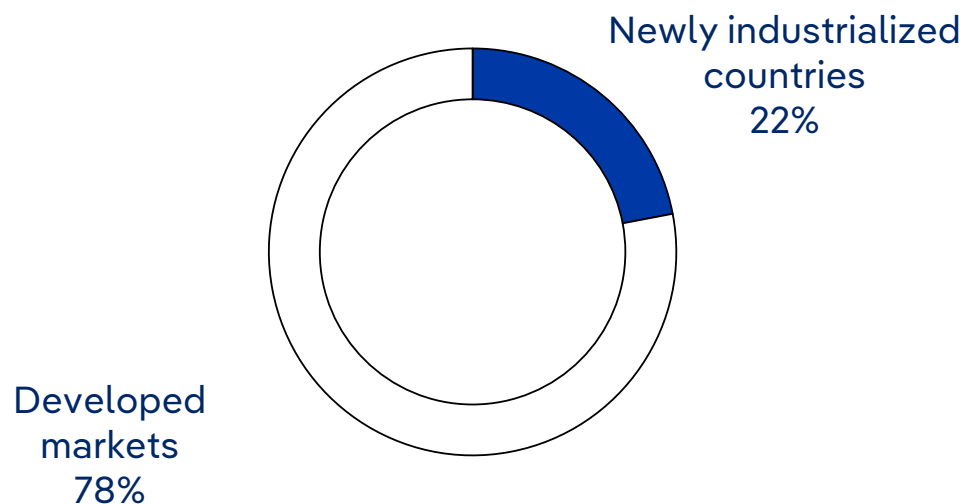
*No meaningful capitalization of R&D budget

Exploit growth potentials in developing countries

Investments in profitable growth in developing countries

- Focus on the specific needs of customer in developing countries
- Capitalize on the significant investments into the Sales & Service infrastructure and specific market knowledge, especially in our Region Asia-Pacific and in Central- and South-America
- Enhance engagement with partners in developing countries to expand local presence with R&D, manufacturing, sales and after sales business

Net sales share*



Focused product range



Atlan A100



PSS 3200



HPS C100

* In fiscal year 2024
Drägerwerk AG & Co. KGaA

Service- and consumables business a clear focus of our sales activities

Further expansion of service and consumables business

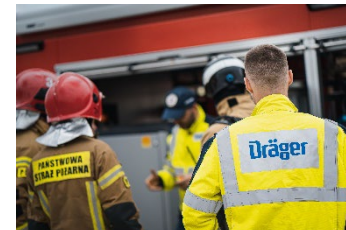
- Capitalize on large installed base to expand after sales business
- Focus on combined sale of equipment and after sales contracts
- Expansion of disposable consumables business

Dräger Services

- Globally over 3,000 service technicians
- Fast and reliable service (repairs and spare parts) is a critical factor for customers
- Dräger Service technicians important for customer loyalty
- Efficient service solutions via remote service
- Broad offerings of product service
- New services in the areas of Rental, Multi-Vendor and Marine-offshore

Dräger Consumables

- Functionalities with added value, e.g. optimizing workflow with RFID-based communication between consumables part and therapy machine
- Dräger quality to improve hygienic standards
- Dräger value add especially in development of consumables. Production usually via suppliers
- Partly proprietary consumable products, e.g. Dräger tubes



02

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Financials

Business development

Dräger Group – 5-year view

Dräger Group	2020	2021	2022	2023	2024	6M 2025	6M 2024
	€ million	€ million	€ million	€ million	€ million	€ million	€ million
Net sales	3,406	3,328	3,045	3,374	3,371	1,510	1,520
Change (nominal)	22.5%	-2.3%	-8.5%	10.8%	-0.1%	-0.7%	-0.8%
Change (net of currency effects)	25.7%	-1.8%	-11.5%	13.1%	0.5%	0.4%	-0.3%
Gross margin	47.2%	46.3%	40.7%	43.3%	44.9%	44,8%	44.8%
Functional expenses	-1,205	-1,264	-1,323	-1,287	-1,306	-657	-624
% of net sales	-35.4%	-38.0%	-43.4%	-38.1%	-38.8%	-43.5%	-41.1%
EBIT	396.6	271.7	-88,6	166.4	194	20.4	55.8
EBIT margin	11.6%	8.2%	-2.9%	4.9%	5.8%	1.3%	3.7%
DVA	297	172	-196	56	54	17	-33

Dräger Value Added (DVA) = EBIT less cost of capital of average invested capital

Key figures

Dräger Group – 5-year view

Dräger Group	2020	2021	2022	2023	2024	6M 2025	6M 2024	Change
	€ million	€ million	€ million	€ million	€ million	€ million	€ million	%
Cashflow (from operating activities)	460	385	-144	190	167	18	-5	> +100
Investments	178	194	131	142	126	62	53	17.7
Cash and cash equivalents ¹	497	446	312	272	231	177	191	-7.0
Net financial debt ¹	187	-24	259	198	165	269	273	-1.3
Net financial debt ¹ / EBITDA ²	0.4	-0.1	4.6	0.6	0.5	0.9	0.9	
Capital employed ¹	1,411	1,381	1,537	1,523	1,601	1,594	1,600	-0.4
ROCE (EBIT ² / capital employed ¹)	28.1%	19.7%	-5.8%	10.9%	12.1%	9.9%	10.9%	
Net Working Capital ¹	607	517	661	659	741	739	739	-0.0
Equity ratio	31.3	39.7	42.5	45.5	49.7	49.1	47.6	1.5 pp
Headcount ¹	15,657	15,900	16,219	16,329	16,598	16,609	16,390	1.3

¹ Values as of reporting date

² EBITDA and accordingly EBIT of the last twelve months

03

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Outlook

Outlook

Expectations for fiscal year 2025

Indicator	Results achieved for fiscal year 2024	Forecast for fiscal year 2025
Net sales (net of currency effects)	0.5%	1.0 to 5.0%
EBIT margin	5.8%	3.5 to 6.5%
Dräger Value Added (DVA)	EUR 54.3 million	EUR -30 to 80 million

Outlook

Mid-term

Corporate Objectives

-
- Improve DVA
 - We will achieve a positive DVA in 2024 and also in all subsequent years.

01

Profitability first

Priority has changed from revenue growth towards profitability.

Shift from sales growth to earnings growth by

- Increasing profitability by exploiting opportunities, price enforcement and cost discipline
- Even stronger focus of activities on customer needs
- Consistent implementation of own initiatives
- Adjustment or discontinuation of unprofitable activities

-
- Increase in the EBIT margin by an average of 1 PP per year from 2024

02

Innovation Leadership

Revitalize our innovation, deploy this strength successfully to our markets and become first choice for our customers.

Revitalizing our innovation by

- Investing in the development of innovative products
- Investing in commercial innovation to develop business models that meet the needs of our existing and future customers
- Promoting local innovation and value creation in the countries, particularly in services, project business and add-on software, by offering customized solutions where they are used

-
- Increase innovation share

03

Competence in Interoperability/System Business

We enhance the level of competence on interoperability, system and solution business.

Concentration on the systems business with the aim to

- Increase the share of wallet (customer purchase potential)
- Increase the share of mind (brand loyalty)
- Even deeper integration into the customer's value creation process
- Stronger development of our transaction and part number-oriented business towards an approach based on system solutions and cash flow orientation

-
- Increase share of systems and solutions systems
 - Train sales and service employees
 - Increase maturity-level of key countries

Technology for Life



Dräger

Outlook

Expectations for fiscal year 2025

Indicator	Forecast for fiscal year 2024	Current forecast for fiscal year 2025
Net sales (net of currency effects)	0.5%	1.0 to 5.0%
EBIT margin	5.8%	3.5 to 6.5%
DVA	EUR 54.3 million	EUR -30 to 80 million
Gross margin	44.9%	44.0 to 46.0%
Research and development expenses	EUR 333.1 million	EUR 330 to 350 million
Net financial debt	EUR 165.0 million	EUR 180 to 210 million
Investment volume ¹	EUR 76.0 million	EUR 110 to 130 million
Net interest result	EUR -18,6 million	EUR -17 to -23 million
Days Working Capital (DWC)	108.2 days	105 to 110 days

Management

The Dräger Executive Board



Stefan Dräger

Chairman of the Executive Board - The fifth generation of the Dräger family to lead the company

With Dräger since 1992



Gert-Hartwig Lescow

Deputy Chairman of the Executive Board; CFO and Executive Board member for IT

With Dräger since 2008



Stefanie Hirsch

Executive Board Member for Sustainability and Quality

With Dräger since 2018



Rainer Klug

Executive Board member for Safety Division

With Dräger since 2015



Dr. Reiner Piske

Executive Board member for Sales & Service and Human Resources

With Dräger since 2015



Anton Schrofner

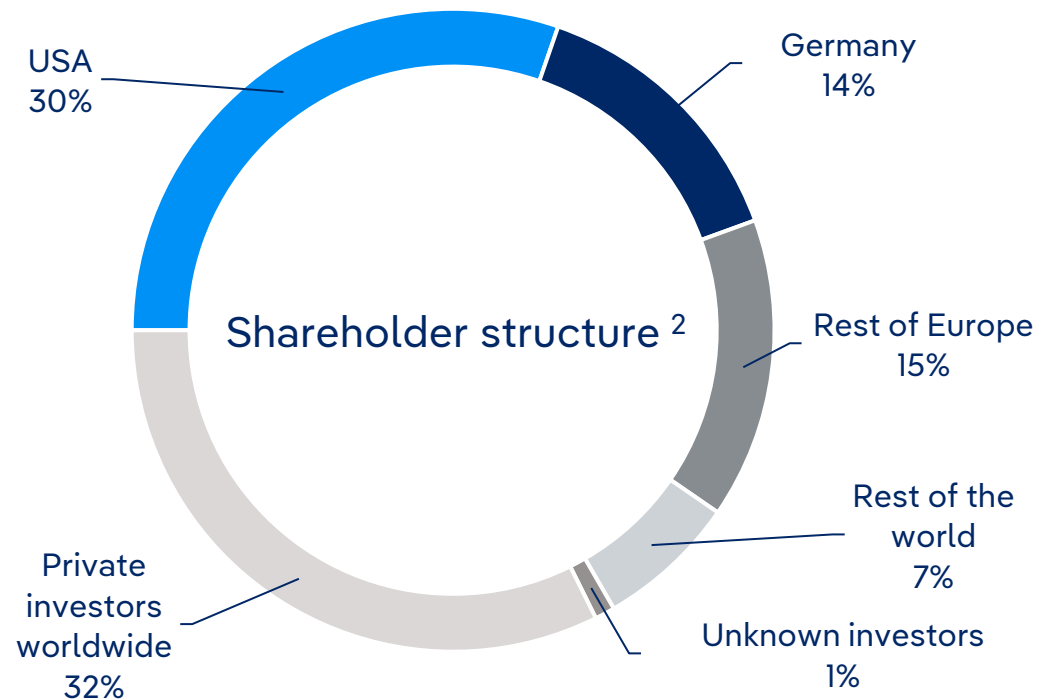
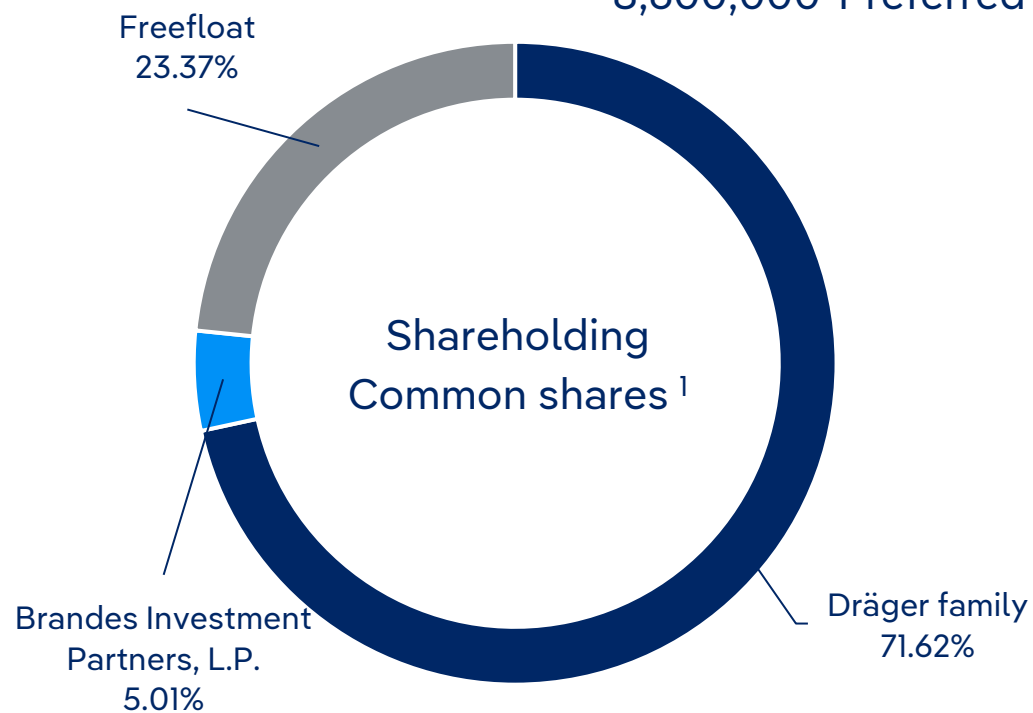
Executive Board member for Medical Division

With Dräger since 2010

Dräger shares

Shareholder structure

10,160,000 Common shares (23.4% Free float)
 8,600,000 Preferred shares (100.0% Free float)



¹ As of December 31, 2024
 Drägerwerk AG & Co. KGaA

² Common shares (excluding Dräger family shares) and preferred shares; as at December 31, 2024

Business development

Group / Division / Region

Dräger Group	2021	2022	2023	2024	6M 2025	6M 2024	Change	Change
	€ million	€ million	€ million	€ million	€ million	€ million	% nominal	% fx-adj.
Medical division	2,064.2	1,821.5	1,966.2	1,899.7	851.1	846.3	0.6	1.8
Safety division	1,264.2	1,223.7	1,407.3	1,471.2	659.2	674.2	-2.2	-1.4
Total	3,328.4	3,045.2	3,373.5	3,370.9	1,510.2	1,520.5	-0.7	0.4
Germany	764.1	665.5	748.4	775.8	364.2	346.4	5.1	5.1
EMEA	1,283.5	1,167.7	1,309.8	1,310.5	591.6	617.1	-4.1	-4.5
Americas	629.1	619.7	700.7	736.8	310.9	330.5	-5.9	-2.2
APAC	651.7	592.4	614.7	547.8	243.5	226.5	7.5	9.9
EBIT	271.7	-88.6	166.4	194.0	20.4	55.8	-63.5	
EBIT margin	8.2%	-2.9%	4.9%	5.8%	1.3%	3.7%	-2.3pp	

Medical division

Business development

Medical division	2021	2022	2023	2024	6M 2025	6M 2024	Change	Change
	€ million	€ million	€ million	€ million	€ million	€ million	% nominal	% fx-adj.
Net sales	2,064.2	1,821.5	1,966.2	1,899.7	851.1	846.3	0.6	1.8
Germany	465.1	367.5	402.7	406.8	200.5	189.8	5.6	5.6
EMEA	707.5	645.9	699.8	678.6	296.9	307.3	-3.4	-3.7
Americas	428.8	412.3	454.2	474.1	201.1	209.4	-4.0	-0.2
APAC	462.7	395.9	409.4	340.2	152.6	139.8	9.2	11.4
EBIT	191.6	-90.4	37.1	28.3	-33.7	-24.2	-39.3	
EBIT margin	9.3%	-5.0%	1.9%	1.5%	-4.0%	-2.9%	-1.1pp	

Note: The data, including the quarterly figures, can be downloaded from the Dräger website in .xls-format

Safety division

Business development

Safety division	2021	2022	2023	2024	6M 2025	6M 2024	Change	Change
	€ million	€ million	€ million	€ million	€ million	€ million	% nominal	% fx-adj.
Net sales	1,264.2	1,223.7	1,407.3	1,471.2	659.2	674.2	-2.2	-1.4
Germany	299.0	298.0	345.6	369.0	163.8	156.6	4.6	4.6
EMEA	576.0	521.8	609.9	631.9	294.7	309.7	-4.9	-5.2
Americas	200.3	207.4	246.6	262.7	109.9	121.1	-9.3	-5.7
APAC	189.0	196.5	205.2	207.6	90.9	86.7	4.8	7.6
EBIT	80.0	1.8	129.4	165.7	54.0	79.9	-32.4	
EBIT margin	6.3%	0.1%	9.2%	11.3%	8.2%	11.9%	-3.7pp	

Note: The data, including the quarterly figures, can be downloaded from the Dräger website in .xls-format

Functional expenses

Dräger Group – 5-year view

Dräger Group	2020	2021	2022	2023	2024	HI 2025	HI 2024	Change
	€ million	€ million	€ million	€ million	€ million	€ million	€ million	%
R&D	289.6	328.6	343.5	325.4	333.1	169.5	164.5	3.0
% of net sales	8.5%	9.9%	11.3%	9.6%	9.9%	11.2%	10.8%	
Sales & Marketing	659.0	672.9	717.9	717.8	731.8	359.2	357.9	0.4
% of net sales	19.3%	20.2%	23.6%	21.3%	21.7%	23.8%	23.5%	
Administration	248.1	261.1	258.7	237.9	275.9	131.2	126.3	3.9
% of net sales	7.3%	7.8%	8.5%	7.1%	8.2%	8.7%	8.3%	
Other operating income	8.5	1.1	3.0	5.8	-34.4	-3.0	-24.2	87.8
Functional expenses total	1,205.2	1,263.7	1,323.0	1,286.9	1,306.4	656.9	624.4	5.2
% of net sales	35.4%	38.0%	43.4%	38.1%	38.8%	43.5%	41.1%	
Headcount ¹	15,657	15,900	16,219	16,329	16,598	16,609	16,390	1.3

¹ Values as of reporting date

Cash flow statement

Dräger Group – 5-year view

Dräger Group	2020	2021	2022	2023	2024	6M 2025	6M 2024	Change
	€ million	€ million	€ million	€ million	€ million	€ million	€ million	%
Group net profit	249.9	154.3	-63.6	112.0	124.8	9.5	34.1	-72.0
Change in inventories	-162.0	14.4	-81.8	13.0	-6.2	-80.7	-67.2	-20.2
Change in receivables	-95.4	122.3	-74.7	-68.5	-67.9	111.4	88.2	26.3
Change in payables	29.7	-15.8	66.3	-67.2	14.9	-22.0	-19.2	-14.8
Depreciation and amortization	124.5	148.3	141.9	151.3	147.0	65.0	65.4	-0.6
Other operating cash flow items	313.3	-38.6	-132.3	49.1	-45.3	-65.4	-106.8	38.8
Operating cash flow	460.0	384.9	-144.2	189.7	167.3	17.8	-5.5	>+100
Investing cash flow ³	-263.1	-109.9	36.8	-67.3	-43.4	-59.8	-10.7	>-100
Free cash flow	196.9	275.0	-107.4	122.3	123.9	-42.0	-16.2	>-100
Financing cash flow	114.3	-334.6	-29.4	-154.6	-161.4	-5.8	-63.5	90.9
Change in cash ¹	311.1	-59.7	-136.8	-32.2	-37.5	-47.8	-79.7	40.0
Cash and cash equivalents ²	497.3	445.7	311.6	272.0	230.6	177.4	190.7	-7.0

¹ Change in cash and cash equivalents, i.e. without any effect of exchange rates; ² Value as of reporting date; ³ Incl. short-term, highly liquid money market funds

Balance sheet (assets)

Group 12M

Assets	12.2024	12.2023	Change
	€ million	€ million	%
Intangible assets	342.8	345.6	-0.8
Property, plant and equipment (incl. Right-of-use-assets)	549.0	571.3	-3.9
Other noncurrent assets	316.8	305.9	3.6
Noncurrent assets	1,208.7	1,222.8	-1.2
Inventories	662.6	654.7	1.2
Trade receivables	788.4	727.5	8.4
Other current assets	203.1	214.1	-5.1
Cash and cash equivalents	230.6	272.0	-15.2
Current assets	1,884.8	1,868.3	0.9
Non-current assets classified as held for sale	-	3.4	>-100
Total assets	3,093.4	3,094.5	0.0

Balance sheet (equity and liabilities)

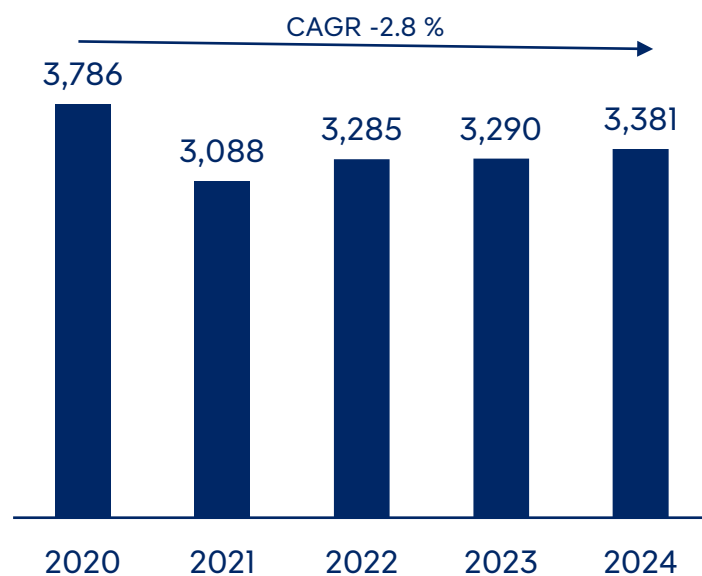
Group 12M

Equity and liabilities	12.2024	12.2023	Change
	€ million	€ million	%
Equity	1,536.8	1,409.2	9.1
Provisions for pensions and similar obligations	180.4	204.6	-11.8
Noncurrent personnel provisions	36.6	35.4	3.3
Noncurrent interest bearing loans	104.4	157.7	-33.8
Noncurrent note loans	100.0	100.0	0.0
Other noncurrent liabilities	156.8	163.5	-4.1
Noncurrent liabilities	578.2	661.2	-12.6
Current provisions	266.5	276.1	-3.5
Current loans	-	0.0	-
Current loans and liabilities to banks	67.4	92.6	-27.2
Trade payables	230.6	215.9	6.8
Other current liabilities	413.9	436.0	-5.1
Current liabilities	978.5	1,020.5	-4.1
Liabilities from non-current assets classified as held for sale	-	3.6	>-100
Total equity and liabilities	3,093.4	3,094.5	0.0

Business development Dräger Group – 5 years

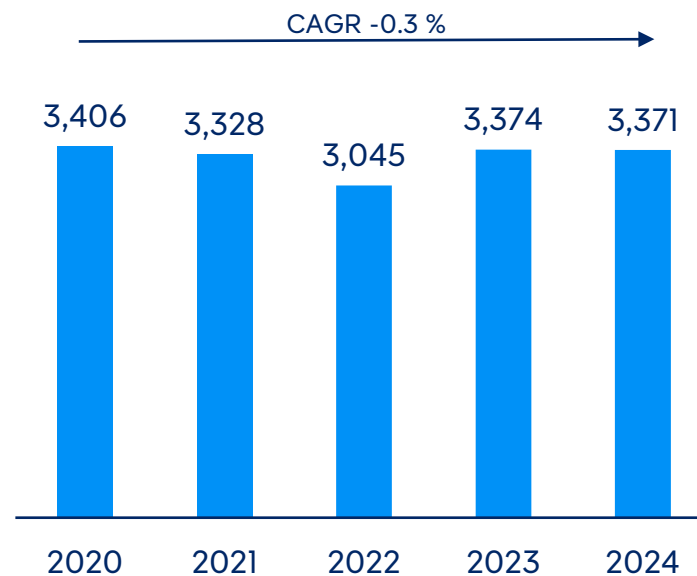
Order intake¹

fx-adj.	+38.9%	-17.9%	+2.9%	+2.2%	+3.4%
nominal	+35.4%	-18.4%	+6.4%	+0.2%	+2.8%



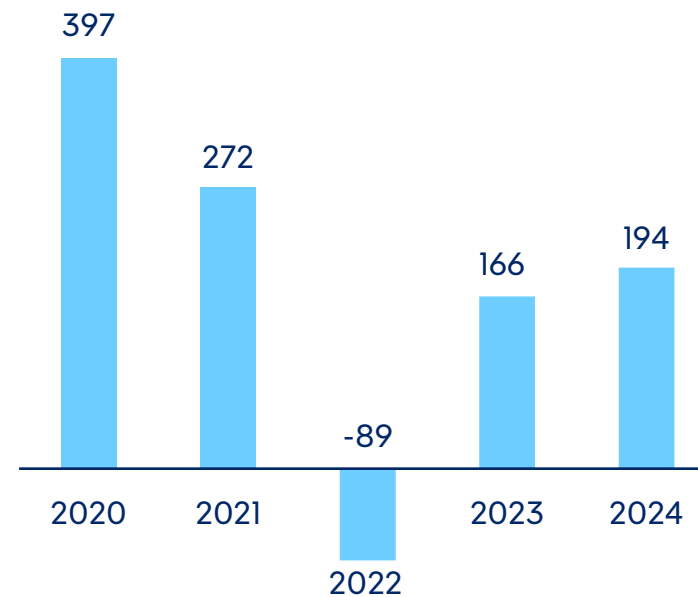
Net sales¹

+25.7%	-1.8%	-11.5%	+13.1%	+0.5%
+22.5%	-2.3%	-8.5%	+10.8%	-0.1%



EBIT¹ (margin)

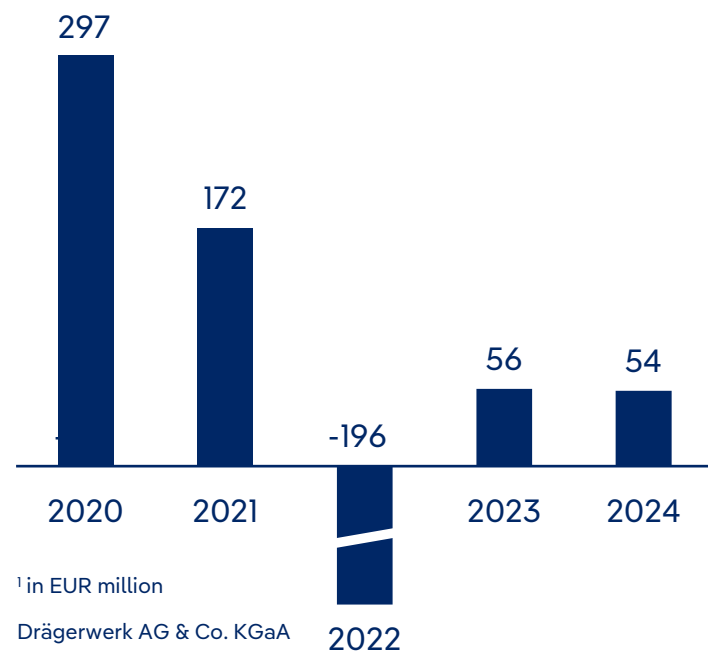
(11.6%)	(8.2%)	(-2.9%)	(4.9%)	(5.8%)
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¹ in EUR million

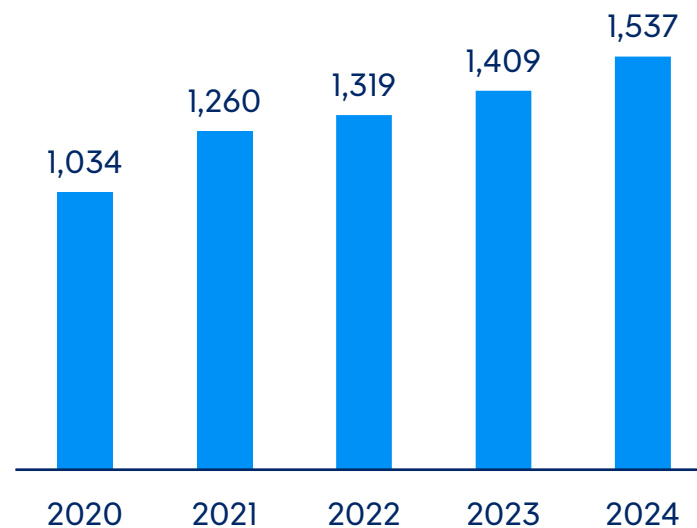
Business development Dräger Group – 5 years

DVA¹



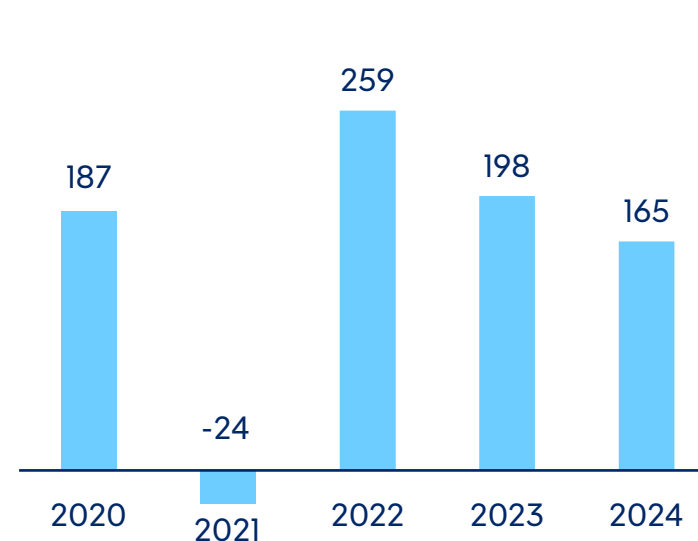
Equity¹ (ratio)

(31.3%) (39.7%) (42.5%) (45.5%) (49.7%)



Net financial debt¹ (/EBITDA)

(0.36) (-0.06) (4.64) (0.63) (0.49)

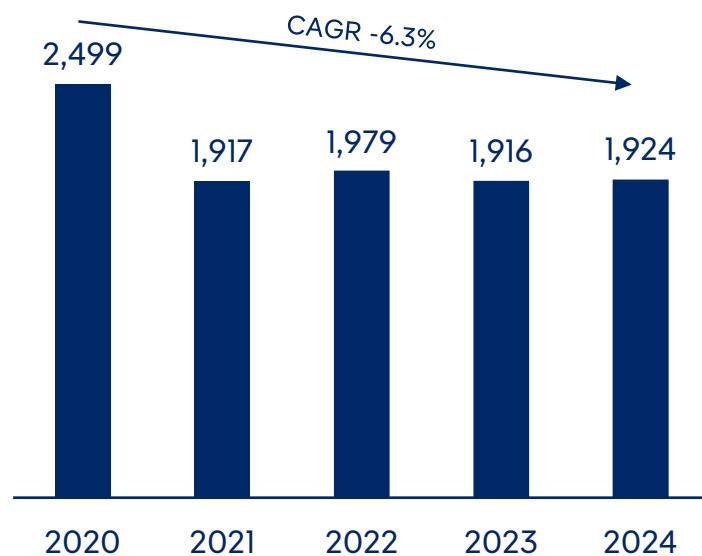


Business development

Medical division – 5 years

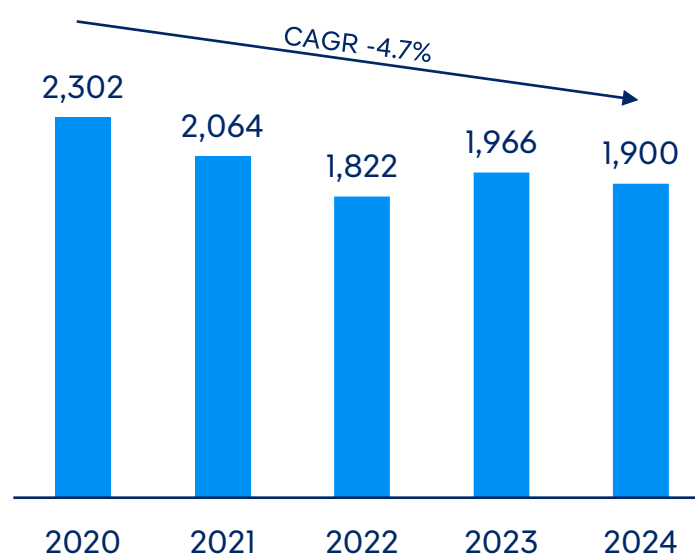
Order intake¹

fx-adj.	+48.6%	-22.6%	-0.5%	-1.3%	+1.2%
nominal	+44.6%	-23.3%	+3.3%	-3.2%	+0.4%



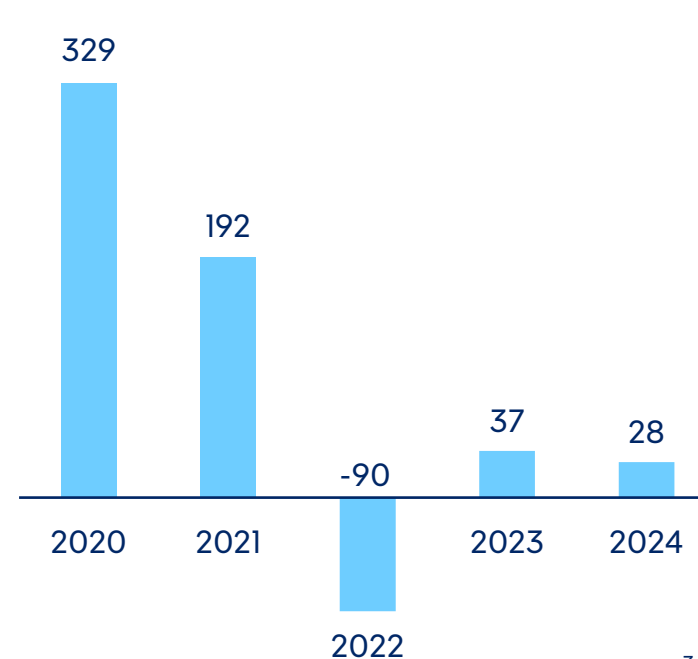
Net sales¹

fx-adj.	+36.0%	-9.7%	-15.0%	+10.3%	-2.7%
nominal	+32.2%	-10.3%	-11.8%	+7.9%	-3.4%



EBIT¹ (margin)

(14.3%)	(9.3%)	(-5.0%)	(1.9%)	(1.5%)
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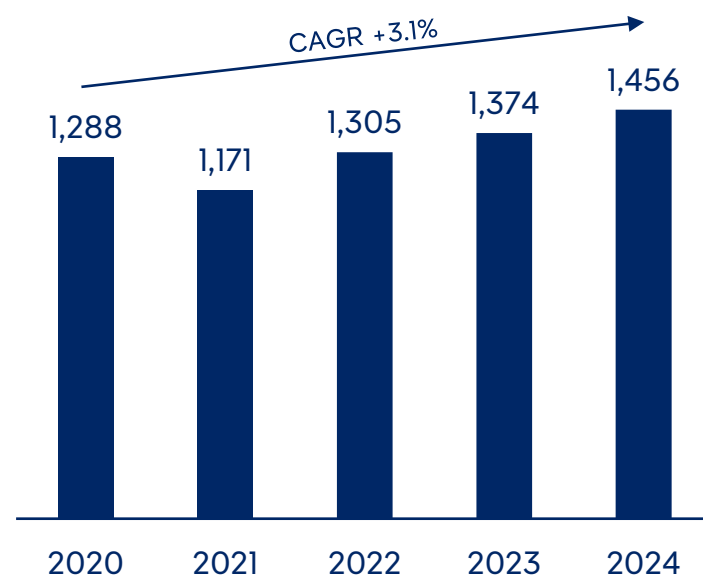
¹ in EUR million

Business development

Safety division – 5 years

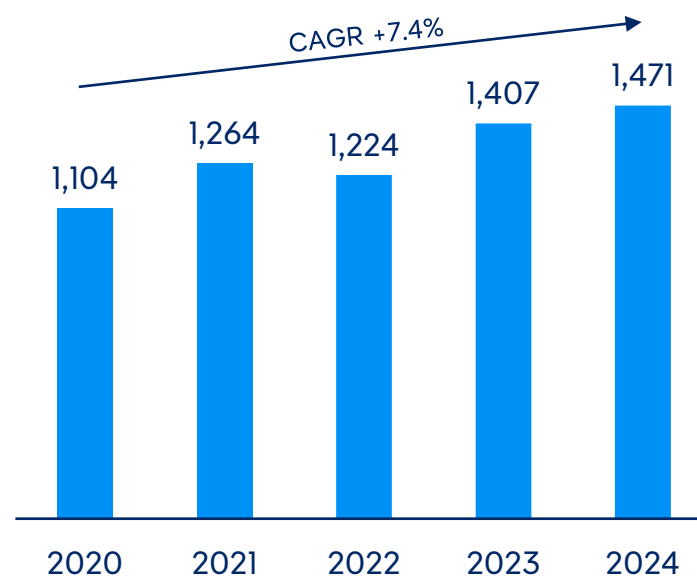
Order intake¹

fx-adj.	+23.3%	-8.8%	+8.4%	+7.4%	+6.4%
nominal	+20.6%	-9.1%	+11.5%	+5.2%	+6.0%



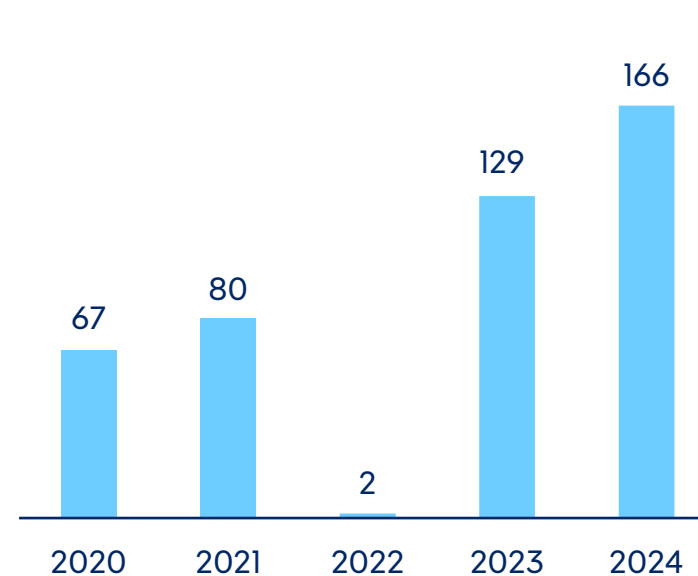
Net sales¹

+8.5%	+14.5%	-5.8%	+17.2%	+4.9%
+6.3%	+14.5%	-3.2%	+15.0%	+4.5%



EBIT¹ (margin)

(6.1%)	(6.3%)	(0.1%)	(9.2%)	(11.3%)
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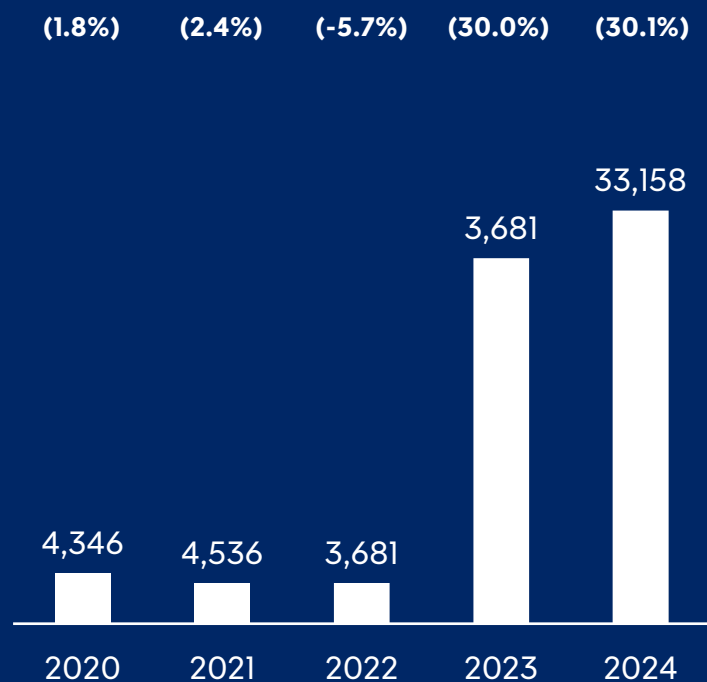


¹ in EUR million

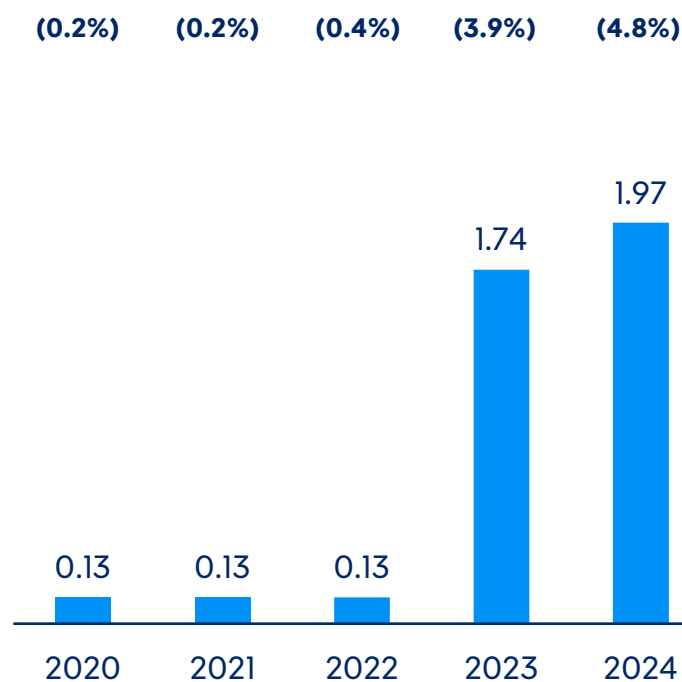
Dividend policy

Dräger intends to continue distributing at least 30% of consolidated annual net profit in the coming years, provided that the Group's equity ratio is at least 40%.

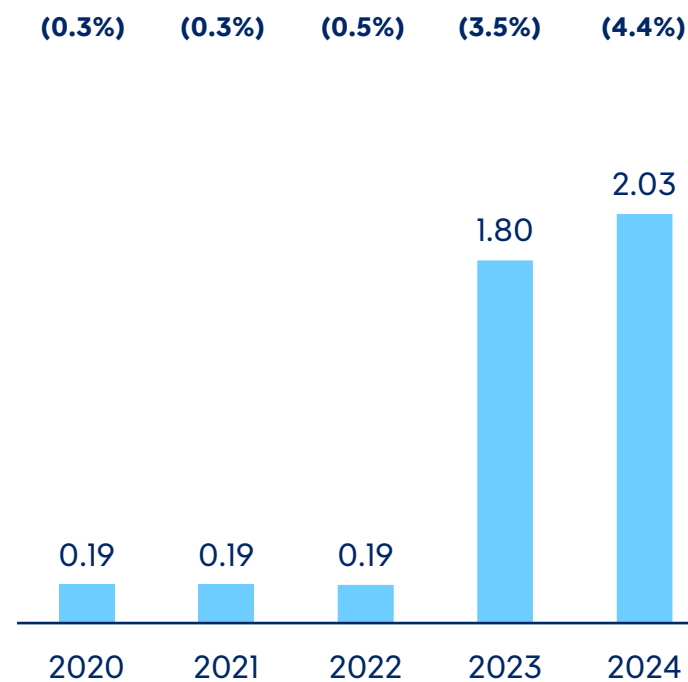
Total distribution¹ (rate)



Dividend (yield) per common share²



Dividend (yield) per preferred share²



¹ in EUR thousand, including distribution to participation certificate holders (less taxes and minimum dividends); ² in EUR Drägerwerk AG & Co. KGaA

Sustainability Ratings

- As in the prior year, Dräger was awarded 72 out of 100 points in 2024 in the CSR assessment of the EcoVadis institute, grouping them in the best 15% of companies assessed by EcoVadis.
- In addition, Dräger once again received the “Prime Label” in ISS' ESG Corporate Rating, taking a top position in the “Health Care Equipment & Suppliers” sector.
- U.S. financial services provider MSCI awarded Dräger an ESG rating of A on a scale of AAA (leader) to CCC (laggard).
- The sustainability rating agency Sustainalytics gave Dräger an ESG risk rating of “Medium Risk”. This puts Dräger in the top 20% of companies in the “Medical Devices” sector.
- We have also published our climate data as part of the Carbon Disclosure Project (CDP). The areas of water and climate were evaluated.
- Incorporation of ESG criteria in corporate financing (promissory note loans, master loan agreement)



ascom

B BRAUN

Muting and forwarding alarms

Analgesia control

Dräger

Gentle ventilation and weaning

Patient monitoring

Silent ICU

- Concept for alarm forwarding and muting of medical devices with Service-oriented Device Connectivity (SDC)
- Information flows bi-directionally across manufacturers with SDC
- Patient devices remain muted – alarms are sent to staff in a targeted manner

Financial calendar

Events

Dräger publishes preliminary results approximately 2 weeks before the dates of the quarterly reports. Preliminary results for the full year are published in January.

March 31, 2025	Annual Report 2024 Conference Call
April 30, 2025	Report for the first three months 2025 Conference Call
May 9, 2025	Annual shareholders' meeting 2025 Lübeck, Germany
July 29, 2025	Report for the first six months 2025 Conference Call
October 29, 2025	Report for the first nine months 2025 Conference Call

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Thank you