Analysts’ & Investors’ Conference
Bernhard Schreier, CEO
Dirk Kaliebe, CFO
Marcel Kiessling, Sales & Services
Stephan Plenz, Equipment

HEIDELBERG, JUNE 14TH, 2012
New products, new organization, and stable financing create the foundation for long-term profitability

Review FY 2011/12

- Company geared to requirements of structural change

- Financial Goals
  - ✓ Stable results regarding sales / EBIT compared to previous year
  - ✓ Financing and liquidity secured in the mid and long term

- Weak development of the Print Media Industry in the second half of the year

- Heidelberg failed to meet targets for the year due to weakening business conditions

- Efficiency program FOCUS 2012 implemented
  - ✓ Consistent implementation of measures to meet mid-term profitability targets
  - ✓ Program is progressing according to plan – approx. 80% of target headcount reduction already concluded
  - ✓ Sales organization adapted
Responsibilities of the Management Board Members of Heidelberger Druckmaschinen AG

| Bernhard Schreier  
CEO | Dirk Kaliebe  
CFO | Marcel Kiessling  
Sales & Services | Stephan Plenz  
Equipment |
|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Corporate Development  
Human Resources  
Enterprise Governance  
Communications | Controlling  
Accounting  
Treasury  
Tax  
IT  
Investor Relations  
Financial Services | Sales  
Global Marketing  
Systems, Service and Service Parts  
Saphira Consumables  
Prinect Software  
Remarked Equipment | Prepress  
Press (Digital/Offset)  
Postpress |

Valid from June 1st, 2012
DISCOVER

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HEIDELBERG, JUNE 14TH, 2012
Review FY 2011/2012

- Considerable reduction of capacities and fixed costs within the scope of HD 2010 successfully carried out - market stimulation at the beginning of the business year within expectations.

- Business climate deteriorated in the course of the year – increase of demand in the printing industry interrupts in the second business year half.

- Outlook adjusted in October 2011 - market assumptions reviewed.

- Efficiency program Focus 2012 announced and implemented before drupa.

- Focus 2012 measures partially in place and capacities sustainably reduced.

- Mid term profit targets confirmed.
Key figures FY 2011/12

- **Order intake** of € 2,555m in FY 2011/12 in line with lowered expectations. Distinct reduction in second half of the year due to sovereign debt crisis, “Arabic spring”, higher economic uncertainties and pre-drupa effect. Order backlog stable at approx. € 506m.

- **Net Sales** of € 2,596m in FY 2011/12 FX-adjusted on previous year’s figure. Net Sales in Q4 with € 784m at highest quarterly level since three years.

- **EBIT** (excluding special items) of € 3m in FY 2011/12 at the same level as prior year despite lower sales volume and higher risk provisions.

- **Free cash flow** of € 10m in FY 2011/12 clearly above expectations.

- **Net debt** slightly reduced against previous quarter at € 243m. Equity ratio at approx. 23%.

- Efficiency program **FOCUS 2012**, started in Jan-2012, is progressing according to plan. Target savings of € 180m by FY 2013/14, thereof up to 1/3 already in FY 2012/13.
Business Development

Order Intake – Delayed Recovery

- Economic prospects deteriorated in the course of the year – dynamic in industrial countries discontinued
- Distinct reduction in second half of the year due to sovereign debt crisis, “Arabic spring”, higher economic uncertainties and pre-drupa effect
- Economic uncertainties in the industry - recovery in industrial countries delayed, emerging countries continue to grow
- Uncertainties intensified by insolvency of a competitor
- Exchange rate development in favor of European suppliers
Business Development
Order Intake - Uncertainties in EMEA and stabilization in North America

- **EMEA:** Decline due to Euro-debt crisis and “Arabic spring”; previous year positively influenced by IPEX fair
- **South America:** Reluctance to invest between trade fairs (ExpoPrint)
- **North America:** US Printing industry starts to invest
- **Asia / Pacific:** China below previous year due to tight monetary policy and expiring economic stimulus programs
- **Stable economic conditions in Eastern Europe**

### Order Intake – Split by region

- **EMEA:**
  - 35.8% (38.0%)
- **North America:**
  - 12.7% (12.0%)
- **South America:**
  - 6.5% (6.2%)
- **Asia / Pacific:**
  - 33.1% (32.5%)
- **Eastern Europe:**
  - 11.9% (11.2%)

**Total Order Intake:** € 2.555m (€ 2,757m)
Business Development
Sales – Stable top line and growing share of Emerging Markets

- Weakening of order intake. Net Sales, hence, currency-adjusted at last year’s level
- Fourth quarter strongest sales quarter for last three years (€784m)
- Share of emerging markets as of sales further growing at approx. 46%
- Stable development in China, Brazil and Russia
- Decline in industrialized countries, in particular Germany and UK
# Business Development

## Sales – by division

<table>
<thead>
<tr>
<th></th>
<th>FY 2010/11</th>
<th>FY 2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales (€m)</td>
<td>2,629</td>
<td>2,596</td>
</tr>
<tr>
<td>Sales (YoY)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HD Equipment</td>
<td>1,097 (42%)</td>
<td>1,058 (41%)</td>
</tr>
<tr>
<td>HD Services</td>
<td>1,516 (58%)</td>
<td>1,523 (59%)</td>
</tr>
<tr>
<td>HD Financial Services</td>
<td>1,523 (59%)</td>
<td>1,523 (59%)</td>
</tr>
</tbody>
</table>

- **HD Equipment**: Stable on previous year's level
- **HD Services**: Slightly reduced – Decline of used machine business
- **Volume growth of consumables**
- **Sales in Financial Services Division**: Reduced as planned due to declining direct financing portfolio
Business Development

Operating Profit – despite higher risk provision on previous year’s level

- Operating result before special items in spite of slightly falling sales and one-off costs at last year’s level
- Higher risk provisions (low double-digit Euro-million figure) burdens HD Equipment division
- EBITDA declines to € 90m due to prolonged amortization periods (low single-digit figure) and lower asset base
- HD Services burdened by lower sales volume and lower capacity utilization

* Heidelberg Financial Services: FY 10/11: €18m; FY 11/12: €14m)
### Key Figures

<table>
<thead>
<tr>
<th></th>
<th>FY 2011</th>
<th>FY 2012</th>
<th>Δ to pY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>2,629</td>
<td>2,596</td>
<td>-1,3%</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>104</td>
<td>90</td>
<td>-14</td>
</tr>
<tr>
<td><strong>EBIT before Special items</strong></td>
<td>4</td>
<td>3</td>
<td>-1</td>
</tr>
<tr>
<td>Special items</td>
<td>-2</td>
<td>142</td>
<td></td>
</tr>
<tr>
<td>Financial result</td>
<td>-149</td>
<td>-90</td>
<td>59</td>
</tr>
<tr>
<td><strong>Profit before Tax</strong></td>
<td>-143</td>
<td>-229</td>
<td>-86</td>
</tr>
<tr>
<td>Net profit/Net loss</td>
<td>-129</td>
<td>-230</td>
<td>-101</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>75</td>
<td>10</td>
<td>-65</td>
</tr>
<tr>
<td><strong>Net debt</strong></td>
<td>247</td>
<td>243</td>
<td>-4</td>
</tr>
</tbody>
</table>

- Special items include €130m expenses for personnel and structural measures relating to Focus 2012
- Improved capital structure and consistent asset management reduce financial result by approx. one third
- Earnings before taxes also due to special items negative
- Ongoing conservative financial accounting with regard to deferred taxes
- Stable net debt on low level
# Balance Sheet

<table>
<thead>
<tr>
<th>in €m</th>
<th>FY2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31.03.2010</td>
<td>31.03.2011</td>
<td>31.03.2012</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>924</td>
<td>869</td>
<td>835</td>
</tr>
<tr>
<td>Current assets</td>
<td>1.769</td>
<td>1.639</td>
<td>1.624</td>
</tr>
<tr>
<td>thereof inventories</td>
<td>827</td>
<td>748</td>
<td>786</td>
</tr>
<tr>
<td>thereof receivables from customer financing</td>
<td>212</td>
<td>178</td>
<td>156</td>
</tr>
<tr>
<td>thereof trade receivables</td>
<td>396</td>
<td>377</td>
<td>361</td>
</tr>
<tr>
<td>thereof liquid assets</td>
<td>121</td>
<td>148</td>
<td>195</td>
</tr>
<tr>
<td>Def tax assets, Prepaid expenses, other</td>
<td>186</td>
<td>135</td>
<td>59</td>
</tr>
<tr>
<td>thereof deferred tax assets</td>
<td>151</td>
<td>119</td>
<td>39</td>
</tr>
<tr>
<td>thereof deferred income</td>
<td>18</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>Total assets</td>
<td>2.879</td>
<td>2.643</td>
<td>2.518</td>
</tr>
<tr>
<td>Shareholder's equity</td>
<td>579</td>
<td>869</td>
<td>576</td>
</tr>
<tr>
<td>Provisions</td>
<td>938</td>
<td>815</td>
<td>933</td>
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<tr>
<td>thereof provisions for pensions</td>
<td>225</td>
<td>221</td>
<td>326</td>
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<tr>
<td>Other Liabilities</td>
<td>1.262</td>
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<td>thereof trade payables</td>
<td>132</td>
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<td>165</td>
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<tr>
<td>thereof financial liabilities</td>
<td>816</td>
<td>395</td>
<td>438</td>
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<tr>
<td>Def. tax liabilities, deferred income</td>
<td>100</td>
<td>77</td>
<td>76</td>
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<td>13</td>
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<td>8</td>
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<tr>
<td>thereof deferred income</td>
<td>88</td>
<td>71</td>
<td>68</td>
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<td>Total equity and liabilities</td>
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- Fixed assets decrease due to intensive use of the resources; investments below depreciation
- Bounded capital again reduced by asset management and NWC management
- Inventories slightly above previous year as a result of the trade fair
- Receivables from customer financing at all-time low
- Liquid assets increase due to positive FCF in Q4
- Ongoing conservative financial accounting with regard to deferred taxes
- Balance sheet total further reduced below total operating performance
## Balance Sheet

### Shareholder’s Equity and Liabilities

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- **Equity decreased due to Net Loss caused by special items associated with Focus 2012**
- **Equity ratio at 23%**
- **Modification of discount rate parameters lead to higher pension provisions and further reduction of equity**
- **Net increase in provisions in the amount of € 120m due to various effects: incr. pension provisions, decreasing tax provisions and Focus 2012**
- **NWC management leads to increase in trade payables**
- **Net debt stable at previous year level**
Free Cash Flow

- High net loss due to expenses for Focus 2012 - adjusted for special items, significant improvement of cashflow
- Depreciation below previous year
- Again inflow of funds due to success of NWC program - Since drupa 2008 more than € 440m liquidity released
- Cash inflow due to lower direct financing portfolio
- Other operating changes mainly due to provisions related to Focus 2012
- Investments further on low level, incl. expansion of China plant
- Again positive free cashflow achieved
Financing Structure
Significantly reduced net debt still on low level

- Sufficient financial headroom: Clearly reduced net financial debt (comp. to Sep-2009) continues to be on low level
- Net debt with € 243m on previous year’s low level
- Financial framework of approx. € 900m arranged – Successful asset management enables reduction of credit line by € 25m as of July 2012
- Diversification of financing structure with regard to sources of financing and maturities (Dec-2014 and Apr-2018)
- Amendment of credit conditions and financial covenants of the revolving credit facility in March 2012, to model in the additional financial burdens arising from Focus 2012

1 Promissory notes, real estate lease
2 Adjustment to € 475m starting Jul-2012
Financing Structure
Significantly reduced net debt still on low level

- Debt to equity ratio (gearing) shows the stable capital structure of Heidelberg
- Financial liabilities only slightly increased and due to reduced bounded capital still on low level (€ 438m)
- Gearing continues to be on the low pre-crisis level
**Efficiency program Focus 2012**  
Implementation well on track

<table>
<thead>
<tr>
<th>FOCUS 2012 by areas – approx. ¾ of savings in production, services and selling costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Production &amp; Services</strong></td>
</tr>
<tr>
<td>- Adjustment of production (-15%) and services capacities to expected sales volumes in the medium term.</td>
</tr>
<tr>
<td><strong>Sales</strong></td>
</tr>
<tr>
<td>- Adjustments both in the SSUs and headquarters</td>
</tr>
<tr>
<td>- Core areas are: Capacity adjustment according to regional markets, process standardization, concentration of functions</td>
</tr>
<tr>
<td><strong>Research &amp; Development</strong></td>
</tr>
<tr>
<td>- Adjustment of research and development capacities</td>
</tr>
<tr>
<td><strong>Administration / Central Units</strong></td>
</tr>
<tr>
<td>- Adjustment of core functions to both organization and processes</td>
</tr>
<tr>
<td>- Additional savings to be generated by means of process optimization, reduced IT costs and a more efficient facilities utilization</td>
</tr>
</tbody>
</table>
Efficiency program Focus 2012
Implementation well on track with significant capacity reduction

- **Nov-2011**: Announcement of further cost cutting measures
- **Jan-2012**: Efficiency program Focus 2012 and negotiations regarding measures to further reduce capacities started
- **Mar-2012**: Conclusion of negotiation to reduce global headcount to below 14,000 until mid 2014
- **May-2012**: Shortening of weekly working hours to 31.5 hours for German staff and according reduction of remuneration level lead to immediate capacity reduction
- Approx. 80% of target headcount reduction already agreed and signed.

**Headcount Target**

- **Sep-2011**: 15,782
- **Target (Mid 2014)**: <14,000
  - ~2,000
  - ~1,200
  - ~800

*Headcount as of Mar-2012: 15,414*
Analysts' & Investors' Conference
Bernhard Schreier, CEO
Dirk Kaliebe, CFO
Marcel Kiessling, Heidelberg Services
Stephan Plenz, Heidelberg Equipment

Heidelberg, June 14th, 2012
Heidelberg Sales and Service Organization has ensured global market leadership with innovative products, consumables and software.

Global Sales & Service Team: approx. 4,500 employees

- 740 staff (16%) in North America (Sales Region)
- 1,320 staff (29%) in Western Europe (Sales Region)
- 525 staff (12%) in Eastern Europe (Sales Region)
- 260 staff (6%) in Brazil (Sales Region)
- 600 staff (13%) in China (Sales Region)
- 1,050 staff (23%) in Asia Pacific (Sales Region)

Status Quo:
- approx. 4,500 employees in 30 Sales & Service Units, thereof 2,500 employees in Service (55%)
- Global Sales & Service presence in 170 countries with Heidelberg owned organizations as well as selected distribution partner
- 1,500 employees in emerging and growth markets (33%)

Best market coverage in the industry and basis to address growth areas.
Substantial growth anticipated for emerging countries
Stabilization of PPV in industrialized countries at a high level

Global SFO PPV development forecast

Emerging and Industrialized markets

- 6% per anno growth rate for print volume in emerging countries
- Share of 40% expected in 2015
- Extension of market coverage in Emerging countries, grow service force
- Share of Sales in Emerging countries (46% in GJ12) will grow above 50% in midterm
- Market leading position in China and Brazil

Source: HD market intelligence; Industry statistics, PIRA, Jakkoo Pöyry, Primir (Gamis), Global Insight
Consolidation in industrialized markets – but still cover 60% of global Print Production Volume (PPV)

- Less print shops, require more and more sophisticated production solutions
- Focus continues to move towards packaging printers
- Bigger share of sales for Consumables, Service and Service parts
- Rising importance of Digital Printing and Software business

➤ Extend less cyclical business with consumables, service and service parts (target >50% of sales)
➤ Adapt capacities in sales and service
➤ Optimize sales efficiency

Source: Heidelberg estimate – April 2012, industry statistics, PIRA, Jakkoo Pöyry, Primir (GAMIS), Global Insight
Base Year 2009
Outlook on print production volume in key end markets: slow growth in publishing and robust growth in packaging and commercial

<table>
<thead>
<tr>
<th>Year</th>
<th>Commercials</th>
<th>Packaging</th>
<th>Publishing &amp; others</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>178,8</td>
<td>101,3</td>
<td>132,5</td>
</tr>
<tr>
<td>2015</td>
<td>189,5</td>
<td>115,2</td>
<td>136,6</td>
</tr>
<tr>
<td>2020</td>
<td>199,8</td>
<td>131,1</td>
<td>137,5</td>
</tr>
</tbody>
</table>

- 2.6% growth per anno in the packaging segment
- Heidelberg is world market leader for sheetfed offset folding carton presses with 30% market share

Expand our market leading position

Global Key Account Structure for packaging customers

Continuously improve application know how

Source: Heidelberg estimate – April 2012, industry statistics, PIRA, Jakkoo Pöyry, Primir (GAMIS), Global Insight
Base Year 2009
Packaging: Labels, Folding Carton, Flexible Packaging
Market potential of 15 bn € in Equipment, Services und Consumables
Consumables provide major growth opportunity

Addressable market

- SFO Equipment (~42%) 2,8 bn €
- Pre-/Postpress (~11%) 2,5 bn €
- Services (~58%) 1,2 bn €
- Consumables (~4,5%) 8 bn €

Heidelberg market share in brackets

Strategic positioning

- Print shops invest approx. 15 bn € per year in equipment, services and consumables for sheetfed offset applications
- Heidelberg is the leading provider in sheetfed equipment
- Established 360m € consumables business
- Consumables with biggest growth potential for Heidelberg ➔ market share target 7%

⇒ Expand consumables sales and application support

Source: HD market intelligence; BCG analysis, Calendar year 2011

1. Pre-press includes CtP commercial, offset and SFO-related pre-press workflow, pre-press miscellaneous, newspaper CtP and print-specific MIS
2. Post-press includes cutter, folder, stitcher, binder, die cutter, folder gluer, and other
3. Service include technical service and spare parts for sheetfed offset presses only
4. Consumables exclude web plate and other ink
5. Other consumables include coating, chemical, blankets & rollers, and film & other

© Heidelberger Druckmaschinen AG 2012
Focus of new sales and service organisation on growth opportunities in emerging markets and efficiency in industrialized markets

Objectives

- Exploit growth opportunities in emerging markets, packaging print, digital print and consumables market with improved market coverage
- Harmonize and centralize sales and service structure in industrialized markets to improve efficiency
- Shift resources into growth areas
- Adapt the number one sales and service organization in the industry to a changed market environment
Summary

1. Unique Market Position
2. Heidelbergs Sheetfed Portfolio
3. Heidelbergs Digital Portfolio
4. Expansion and Chances of New Business
Is this the End of Print?
Despite further penetration of electronic media the worldwide Print Production Volume (PPV) will grow moderately

Global PPV in bn. €

- General Commercial is biggest part
- Packaging is driver of growth
- The Lion Share of PPV remains in Industrialized Countries
- Growth takes place in Emerging Countries

Source: Heidelberg estimate – April 2011, industry statistics, PIRA, Jakkoo Pöyry, Primir (GAMIS), Global Insight (Base Year 2009)
Milestone drupa
Consistent Orientation towards Market Trends
More than 60 drupa News in all relevant Segments

- Speedmaster XL 106-6+LYYL
- Sustainability/Ecology
- Linoprint C 901
- Speedmaster SX Product Line
- Speedmaster XL 106-8-P 18k
- Speedmaster XL 75 Anicolor
- Stichmaster ST 500
## Sheetfed product portfolio as of drupa 2008

<table>
<thead>
<tr>
<th></th>
<th>Professional</th>
<th>Peak Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VLF</strong></td>
<td></td>
<td>Speedmaster XL 145 und XL 162</td>
</tr>
<tr>
<td><strong>70 x 100</strong></td>
<td>Speedmaster CD 102</td>
<td>Speedmaster XL 105</td>
</tr>
<tr>
<td></td>
<td>Speedmaster SM 102</td>
<td></td>
</tr>
<tr>
<td><strong>50 x 70</strong></td>
<td>Speedmaster SM 74</td>
<td>Speedmaster XL 75</td>
</tr>
<tr>
<td><strong>35 x 50</strong></td>
<td>Speedmaster SM 52</td>
<td>Speedmaster SM 52 Anicolor</td>
</tr>
</tbody>
</table>
New Sheetfed Offset portfolio for the changing Print Media Industry

<table>
<thead>
<tr>
<th></th>
<th>Standard Models</th>
<th>New Professional Class</th>
<th>Peak Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>VLF</td>
<td></td>
<td></td>
<td>Speedmaster XL 145 und XL 162</td>
</tr>
<tr>
<td>70 x 100</td>
<td>Speedmaster CD 102 Speedmaster SM 102</td>
<td>Speedmaster CX 102 Speedmaster SX 102</td>
<td>Speedmaster XL 105</td>
</tr>
<tr>
<td>50 x 70</td>
<td>Speedmaster SM 74</td>
<td>Speedmaster SX 74</td>
<td>Speedmaster XL 75</td>
</tr>
<tr>
<td>35 x 50</td>
<td>SpeedmasterSM 52</td>
<td>SpeedmasterSX 52</td>
<td>Speedmaster SX 52 Anicolor</td>
</tr>
</tbody>
</table>
Perfect product offering for all customer needs

- SM models
- SX models
- XL models

- Perfect product offering for all customer needs
Way to Profitability with Focus on Costs, Prices and Volume

- Consistent Cost Cutting
- Realization of Cost Cutting Measures
- Better Price Quality by optimized Portfolio
- Better Price Quality by Technology and Market Leadership
- Increase of Volume in growing Segments (Packaging, Emerging Markets) and in recovered Industry Markets
The integrated short-run portfolio for commercial print

- Linoprint C 901
- SX 74 / XL 75 / XL 105
- SM / SX / CD / CX 102
- Linoprint C 751
- SX 52 Anicolor
- XL 145 / XL 162

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## Market Overview Digital regarding Technologies

### Competitors

<table>
<thead>
<tr>
<th>Application</th>
<th>Elektro-photography Dry Toner</th>
<th>Elektro-photography Liquid Toner</th>
<th>Inkjet</th>
</tr>
</thead>
</table>
| Commercial Short run and VDP | xerox  
Canon  
RICOH  
Kodak  
HEIDELBERG-Linoprint | hp  
XEIKON | - |
| Packaging                    | HP  
XEIKON | - |
| PoS Advertising              | -  
No relevant Market Offerings | - |
| Document Printing            | -  
HEIDELBERG-Linoprint  
durst  
efi print to web  
AGFA  
Inca digital.com | RR DONNELLEY  
KBA | - |
### Heidelberg Solutions in Digital Printing

<table>
<thead>
<tr>
<th>Application</th>
<th>Elektro-photography Dry Toner</th>
<th>Elektro-photography Liquid Toner</th>
<th>Inkjet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Short run and VDP</td>
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<td><img src="image2.png" alt="Image" /></td>
<td><img src="image3.png" alt="Image" /></td>
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<tr>
<td>Packaging</td>
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<td><img src="image5.png" alt="Image" /></td>
<td><img src="image6.png" alt="Image" /></td>
</tr>
<tr>
<td>PoS Advertising</td>
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<td><img src="image8.png" alt="Image" /></td>
<td><img src="image9.png" alt="Image" /></td>
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<tr>
<td>Document Printing</td>
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<td><img src="image11.png" alt="Image" /></td>
<td><img src="image12.png" alt="Image" /></td>
</tr>
<tr>
<td>No relevant Market Offerings</td>
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<td><img src="image14.png" alt="Image" /></td>
<td><img src="image15.png" alt="Image" /></td>
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<tr>
<td>No Heidelberg Focus</td>
<td><img src="image16.png" alt="Image" /></td>
<td><img src="image17.png" alt="Image" /></td>
<td><img src="image18.png" alt="Image" /></td>
</tr>
</tbody>
</table>
Profitable Digital Business for Heidelberg

- Profitable Business Area already in FY 2013
- Growth Potential above Market Average due to Market Share Gains by unique Offering
- Technological Solutions for all relevant Market Segments available
- Major Investment Area of the Future
Systematic Way of generating New Business outside the Print Media Industry, based on existing Know How

We generate profitable business outside of the Print Media Industry*

1. Generate Ideas
   - > 500 Ideas

2. Collect Ideas
   - Collect Ideas by chance „Sputnik“
   - Systematical search „Industry scan“
   - Active idea generation „Workshop“

3. Check Feasibility
   - > 50 Cases

4. Select

5. Business Plan
   - >10 Business Plans

6. Implementation

FUNNEL

Technic

Market

*S. Strategie Agenda Heidelberg Equipment
5 Pillars of the New Venture Activities
Targeted to be above 10% of Heidelberg Turnover

We generate profitable business outside of the Print Media Industry*

System Manufacturing
- Cast Iron
- Electronics
- Part manufacturing
- Assembly
- …

Lightweight
- Automation
- Parts manufacturing
- …

“New” PMI
- Printed Electronics
- Intelligent Packaging
- Interactive Print Products
- Printing on 3-D-Objects
- …

Direct Power Conversion
- e-Mobility
- Fuel cell
- Control Systems
- Inverter for Solar Energy

Service
- Cross-Industry-Service
- …

* Strategic Agenda Heidelberg Equipment
Successful implementation of strategy on drupa (1/2)

Strategic growth fields

- Growth in Emerging Markets
- Expand Packaging Printing
- Expand Service & Consumables

Innovation drive investments

- New Speedmaster SX platform introduced
- numerous drupa sales successes
- Speedmaster XL 106 introduced
- drupa best seller
- Saphira Eco offering expanded
- Sales cooperations enlarged
- Service-contract offering renewed & expanded
Successful implementation of strategy on drupa (2/2)

Strategic growth fields

- Expand Software & Digital business
- Development of new business fields

Innovation drive investments

- Prinect Workflow established as industry standard
- Introduction of Linoprint C & L
- Introduction of Anicolor XL 75
- Cooperation with Landa for digital Offset of the future

- Heidelberg is printing Future: Organic Electronics
- Expand System Manufacturing Business
Positive conclusion: drupa delivers stimulus for Print Media Industry

• Heidelberg underlines Market- and Technology leadership
• Approx. 600 orders for Sheetfed Printing Presses gained
• Approx. 60 innovations meet industry trends
Order intake of more than € 800m expected for Q1 FY 2012/13

- EBIT break-even as of sales significantly reduced since 2008
- Successful drupa trade fair leads to highest quarterly order intake for the last four years
- Order backlog will significantly increase in the first quarter
- Basis for return to sustainable profitability in FY 2013/14
drupa Trade Show Gets Financial Year 2012/2013 off to a Positive Start

**Outlook**

- **FY 2012/13:**
  - Positive stimulus of drupa leads to higher order intake in the first half of the financial year and higher sales in the second half
  - Excluding special items, the result of operating activities should be clearly positive despite costs incurred for the major drupa trade show and product start-up costs
  - Savings of up to € 60m relating to Focus 2012 efficiency program

- **FY 2013/14:**
  - Total savings of € 180m p.a. effective
  - Result of operating activities excluding special items of approx. € 150m expected as well as achieving a net profit

- **Long term targets:**
  - Profitability and growth in traditional and new business fields
  - Global No 1 for professional printers
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