

KOENIG & BAUER

Annual report
2025

we're on it.

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Note: Due to rounding, there may be instances in this annual report where figures do not add up exactly to the stated total, or where percentages do not correspond exactly to the figures shown.

Letter to the shareholders

Dear shareholders,

The 2025 financial year marks a significant turning point for Koenig & Bauer. It was characterised by the consistent implementation of the Group focus initiated in the previous year and the strategic realignment driven by “IMPACT”.

The organisational structure was streamlined from three to two segments: With Paper & Packaging Sheetfed Systems (P&P) and Special & New Technologies (S&T), Koenig & Bauer is now operating under an operational structure that reflects its business models more precisely and enables even closer alignment with the needs of customers worldwide. In addition, the composition of the Executive Board was aligned with the current target structure as part of the gradual generational transition. For me personally, the 2025 financial year entailed a special responsibility with my transition to the role of Chief Executive Officer following the Annual General Meeting in June. Together with my fellow board member Dr Alexander Blum – and in collaboration with Dr Andreas Pleßke, who supported the transition until his departure at the end of 2025 – we look back on a year in which Koenig & Bauer demonstrated operational resilience despite trade policy uncertainties and geopolitical crises and achieved its targets for the year with pinpoint accuracy.

After the previous year had reached a high level due to the ‘drupa effect’ and major orders at Banknote Solutions, the order situation normalised as expected, resulting in an order intake of €1,233.2m (previous year: €1,402.7m). A glance at the revenue and earnings performance shows how this operational resilience is reflected in the figures.

Revenue growth and operating profitability – efficiency increase shows effect

With revenue growth of 2.2% to €1,302.4m, as planned, we are fully in line with our forecast of slight growth compared with the previous year. Both segments contributed to the revenue growth, with the S&T segment delivering a clear increase of +6.8% to €596.0m and P&P posting a solid +0.9% rise to €741.5m.

At the same time, the results for 2025 prove the effectiveness of the measures to increase efficiency and thus mark progress in operational earning power. Operating EBIT was almost doubled compared to the previous year at €36.6m, which corresponds to an operating EBIT margin of 2.8% (previous year: 1.2%). We have thus landed squarely within the lower half of our forecast corridor of €35m to €50m. Extraordinary items were also significantly reduced in the 2025 financial year to just €5.3m (previous year: €50.4m) and include the final scheduled expenses for the “Spotlight” focus programme. Consequently, EBIT improved significantly by +€66.4m to €31.3m (previous year: €-35.1m).

In the final quarter, an operating EBIT of €30.2m (previous year: €46.5m) was achieved. Flanked by an already strong operational performance in the third quarter of €16.0m (previous year: €-21.7m), a reduced full-year dependency in terms of intra-year revenue and earnings distribution was achieved, especially compared to the previous year. Due to the strong cash inflow in the final quarter of €69.1m, a positive free cash flow of €7.2m resulted for the year as a whole, although it had still been negative at €-61.9m in the first nine months.

Financially, the Koenig & Bauer Group is well positioned with a Group equity ratio of 24.0% and more than €150m in freely available cash and cash equivalents. Active net working capital management also contributed to this in the period under review. This solid financial foundation is essential as Koenig & Bauer operates in an environment that is undergoing profound change and demands new answers.

New market realities: Seizing opportunities in a volatile world

Koenig & Bauer today operates in a market environment characterised by increasing volatility. Trade restrictions and protectionist tendencies – particularly with a view to US customs policy, which will also accompany us in 2026 – demand a significantly higher resilience of the global organisation. At the same time, a significant shift in global demand is to be observed: By 2033, Asia is expected to account for over 46% of the global market volume in the packaging printing sector. India, Latin America and the Middle East, in particular, are driving this global trend. These markets increasingly demand solid mid-tech products where economic efficiency, productivity, and reliability are decisive – a segment that is being consistently opened up through tailor-made solutions. In parallel, industrial inkjet printing is developing into a substantial part of the market, while AI and automation

provide the necessary answers to the global shortage of skilled workers.

To actively meet these challenges in an increasingly volatile global economy, Koenig & Bauer adopted the new strategic framework “IMPACT” at the end of December 2025.

“IMPACT”: Strategic framework for the next decade

With “IMPACT”, Koenig & Bauer is driving forward the transformation from a classic plant manufacturer to an integrated technology provider that delivers hardware, software, and AI-supported process optimisation from a single source. “IMPACT” thus replaces the previous “Exceeding Print” strategy (2021–2025) and realigns priorities for the coming decade. With a clear focus on technological intelligence, operational excellence, and proactive adaptability, Koenig & Bauer is actively shaping the future of the printing industry and securing its competitiveness in the long term. In challenging times, the company does not rely on the markets calming down but uses available market data as a guide. The consistent realisation of the resulting opportunities remains a matter of entrepreneurial responsibility – even in a volatile environment. The strategic framework comprises six pillars that work together as an integrated system and ensure that we provide the technological solutions demanded by the market today and in the future:

Intelligence: Pioneer in AI and automation

Koenig & Bauer integrates artificial intelligence holistically into its processes and products. With the already established ‘AI Empower’ programme, the company is driving a massive cultural and technological change. The focus is on increasing the efficiency of its own processes through software, AI, and automation and simultaneously creating digital ecosystems for customers, such as myKyana. In this way, Koenig & Bauer is gradually transforming from a pure machine manufacturer into a comprehensive technology provider that delivers hardware and AI-supported process optimisation from a single source.

Go-to-Market: Scaling and opening up new growth markets

Koenig & Bauer has the broadest product portfolio in the printing industry and is now focussing on its rapid scaling. Products such as the RotaJET and VariJET in digital printing, state-of-the-art solutions in the post-press area, high-performance CI-flexo systems, and a complete product portfolio for the corrugated board industry have been successfully introduced to the market in recent years and are now ready for worldwide expansion. A key

growth driver is the targeted opening up of global growth markets such as Asia, India, Latin America, and the Middle East. In order to also gain market share in the high-volume and cost-conscious mid-tech segment, Koenig & Bauer is expanding its range to include suitable product variants.

People: Competence and speed as success factors

The foundation of the claim to technological leadership is formed by the worldwide teams of Koenig & Bauer. The company is investing massively in modern, digital working tools and is focussing on the qualification and further training of its employees. Furthermore, it aims to optimise its customers’ success through a tailored training programme. Beyond the mere provision of hardware, Koenig & Bauer provides intensive support to its customers to ensure they can utilise the full capabilities of the machines and products and thus achieve the best possible results. At the same time, the “P” also stands for ‘Pace’ (speed) and ‘Performance’. Through lean organisational structures and smart processes, the company is significantly increasing its reaction speed to market changes in order to serve customer requirements worldwide even more efficiently.

Adaptability: Resilience in a volatile world

In order to significantly increase resistance to global economic fluctuations, Koenig & Bauer is adapting its value chain. The company is moving away from rigid capacity limits towards a flexible model with stable basic capacity utilisation at its own plants. This is supplemented by local procurement and assembly strategies to reduce dependencies in the supply chain. In addition, the profitable service business, which already accounts for around 30 percent of Group revenue, functions as a strong financial anchor and is to be consistently expanded further.

Competitiveness: Cost excellence at all levels

Technological advantage must go hand in hand with economic strength. In view of enormous global cost pressure, new customs barriers, and intense competition, Koenig & Bauer is working with the highest priority on optimising its manufacturing costs. Through cross-divisional cost-reduction programmes, improved make-or-buy decisions, and global procurement strategies, the company is securing its excellence. The goal is to appear absolutely competitive in all addressed markets – from high-end to the mid-tech segment – not only technologically but also economically.

Technology: Digitalisation and software as the soul of the machine

Technological leadership remains the DNA of Koenig & Bauer. The company is rapidly expanding its range in the fast-growing industrial digital printing sector – including the VariJET and RotaJET. At the same time, authentication and quality systems are gaining massively in importance: With innovations such as the security systems from Koenig & Bauer Vision & Protection or with the digital packaging platform AURAVEO, Koenig & Bauer provides answers to the growing global demand for product protection, error prevention, and direct end-customer communication. In doing so, Koenig & Bauer underscores its technology leadership in traditional offset printing through continuous innovation and sets new standards in digital networking and machine intelligence with the AI-based customer portal myKyana.

“IMPACT” is driven by I ACT: The attitude behind the action

Behind all these figures and strategic course-settings are the people who make up Koenig & Bauer. It is the commitment and expertise of the global workforce that makes it possible to stay on course even in challenging times. With “I ACT”, which is literally laid out in the strategic framework “IMPACT”, the six strategic thrusts are translated into the determined action of every single individual. In this context, “IMPACT” is far more than a name for Koenig & Bauer – it is a shared attitude. All employees are called upon to ask themselves in their daily actions: Are we really creating the kind of “IMPACT” that truly drives Koenig & Bauer and its customers forward? Only through this shared alignment will the future be shaped successfully. This future is not only defined qualitatively but is underpinned by a clear economic target.

Strategic target “IMPACT”

“IMPACT” sets the direction until 2030 and beyond in order to increase operational resilience and consistently secure the market position. As part of this strategic vision, Koenig & Bauer sees a strategic revenue potential of €1.5bn with an operating EBITDA margin of at least 8% (excluding one-off effects such as drupa), which the company aims to realise in the medium term by scaling up innovative solutions in its key global markets. The realisation of this potential is being driven forward by the consistent optimisation of the Group footprint and the Group structures. Building on measures already initiated – such as the strategic review of Koenig & Bauer Coding GmbH started in July 2025 – the closure of the Albert-Frankenthal GmbH operations decided in January 2026 forms a consistent next step towards further Group focussing and securing long-term competitiveness.

While the view is fixed on these medium-term goals, the present demands full attention and maximum flexibility.

The “new normal”: Actively steering geopolitical challenges

While this report is being finalised in March 2026, the company again sees itself confronted with a worsening of the geopolitical situation. The latest developments in the Middle East since the end of February are a clear reminder that volatility has long since become the “new normal”. For Koenig & Bauer, this specifically means: Uncertainty in the energy markets and potential logistical challenges are being closely monitored. Even if current travel warnings can occasionally make the dispatch of specialists more difficult, this underlines the necessity of high organisational responsiveness. These challenges confirm the experience since the pandemic and the beginning of the Ukraine war: Stability is no longer a static condition that can be waited for. Instead, agility must function as a fixed component of the company DNA. Koenig & Bauer addresses this situation with the “Adaptability” defined within the framework of “IMPACT”, a solid order backlog of €970.6m, and the experience in flexibly adapting processes to the respective situation. Against the backdrop of these ongoing uncertainties, short-term plans and the dividend policy were weighed with great care.

Outlook for 2026: Stable business performance expected in a volatile environment – Guidance shifted to operating EBITDA

In view of the earnings performance in 2025 and the persistently challenging global economic environment, the Executive Board and the Supervisory Board will be proposing that a dividend be omitted for the financial year as a result of the net loss reported by Koenig & Bauer AG. As Koenig & Bauer attaches great importance to ensuring the appropriate participation of its shareholders in the company’s success, the dividend policy provides for the distribution of a dividend of 15 – 35% of consolidated earnings, with a minimum dividend of €0.30 per share, subject to profitable business performance during the year.

For the 2026 financial year, a continuation of operational stability is expected. At the beginning of the year, it was decided to shift the guidance from operating EBIT to operating EBITDA, also in order to take account of the pursued focus on operational cash generation. Provided that demand stimuli remain stable and prompt clarity on US import tariffs is reached, the Executive Board forecasts Group revenue at the previous year’s level as well as an operating EBITDA of approximately €80m for 2026, consistent with

the previous year. For the current financial year, for example, non-operating positions could result from the strategic review of Koenig & Bauer Coding GmbH or the closure of Albert-Frankenthal GmbH operations decided in January 2026. Thus, the operating business continues to be reported transparently from such special effects.

Due to the latest geopolitical developments, the forecast is subject to the provision that there is no temporally extended military confrontation in the Middle East, no long-lasting interruption of international trade routes, no permanent energy price crisis, and no significant clouding of the global investment climate. Independent of these external factors, however, there is one reality that must be addressed holistically by ourselves and that awakens ambition daily.

Effect through movement: "IMPACT"

Part of the reality, however, is also: The share price performance does not live up to Koenig & Bauer's expectations. Four decades on the capital market are both an obligation and a mandate – this applies more than ever in the year of our 40th stock exchange anniversary. The current valuation reflects neither the technological substance nor the earnings potential of the company. Consistently closing this discrepancy and making the true value visible again is the daily drive for our actions.

To make this true value visible again, more than just a rigid plan is required in today's world. Strategy requires continuous movement. Koenig & Bauer is not a static industrial company but a dynamic company. Movement is the binding principle of this Group: it is found in the cross-section of the precisely rotating printing cylinders of the machines just as it is in billions of flying ink droplets in digital printing and the target-accurate digital impulses.

For this reason, the sphere was chosen as the elementary form of the new strategic framework. A sphere is never static. It embodies the potential to roll, to absorb forces, and to carry the effect further. The sphere stands for movement – and that is exactly where "IMPACT" begins.

Real "IMPACT" only arises through acceleration, contact, and compression – technologically in the machine, strategically in the market, and entrepreneurially in the decision. Koenig & Bauer translates this principle into its new strategic framework:

Every decision sets something in motion.
Every movement follows a clear direction.
And every direction generates measurable impact for the customers and for you, the shareholders.

Your loyalty to the company and the tireless commitment of the world-wide teams deserve our sincere thanks. Let us continue this dynamic cycle together. Precision in movement. Impact with substance.

Würzburg, 18 March 2026
The Executive Board of Koenig & Bauer AG



Dr Stephen Kimmich
Chief Executive Officer

Supervisory Board report

Dear shareholders,

In the 2025 financial year, Koenig & Bauer AG held its ground in a global environment that remained volatile, consolidating its position as an innovative technology group and a driving force for the industry. This success was based on the clear strategic alignment of the product portfolio towards customer-oriented solutions and digital services, as well as the systematic implementation of programmes to sustainably strengthen earnings and financial strength and to reduce complexity within the Group. The Supervisory Board dealt intensively with the Executive Board's strategic focus project, Spotlight. By concentrating on profitable growth fields and optimising cost structures, the programme creates the financial basis for further expanding the market position as an innovative solution provider in the age of digitisation and artificial intelligence.

In addition to the strategic and technological alignment of the portfolio and the Group, the Supervisory Board addressed the organisational and personnel transformation involving a new governance structure with a keener customer focus and the transition to a new generation on the Executive Board. Within one year, a comprehensive strategic realignment of the Group was completed, including a reduction from three to two segments and a downsizing of the Executive Board from five to two members. This successful transformation forms the foundation on which the new Group management will actively shape the future of Koenig & Bauer.

The Supervisory Board performed its duties with great care in accordance with the law, the Articles of Association and the Rules of Procedure. In addition to discussing market trends and growth business, the Supervisory Board dealt in detail with the business and earnings situation as well as the financial position and liquidity status of Koenig & Bauer AG and the Group, together with the situation at key subsidiaries. Business policy, the M&A strategy, the competitive situation, risk management, the risk situation within the Group, compliance, the internal control system, internal auditing, cybersecurity, the capital market and personnel strategy, trade tariffs and, in particular, the programmes for reinforcing the Group's earnings and financial strength were discussed at length. The Supervisory Board and the Audit Committee dealt with the changed regulatory requirements in

the ESG area. In addition to the Executive Board's corporate and investment planning, the agenda of the Supervisory Board and the committees included governance and Executive Board remuneration matters as well as the succession planning for the Executive Board. All necessary resolutions were passed after detailed examination and intensive discussion.

In the year under review, the Supervisory Board was again informed promptly, regularly and comprehensively by the Executive Board of all events that were of material importance for the Company. In 2025, this was done in the form of hybrid Supervisory Board meetings with combined in-person attendance and online participation, in-person events and video conferences as well as over the phone and in writing. The Chairman of the Supervisory Board and the Chief Executive Officer meet on a weekly basis, while further monthly meetings are held between the Chair of the Audit Committee and the Chief Financial Officer. In addition, the Supervisory Board received continuous reports concerning the Company's key performance indicators.

Eight Supervisory Board meetings and four information meetings for the Supervisory Board were held on matters of current relevance in 2025. These were supplemented by internal preparatory video conferences held within the Supervisory Board prior to the Supervisory Board meetings or relating to matters of current relevance. The Supervisory Board also met at times in the absence of the Executive Board to discuss matters that concerned either the Executive Board itself or internal Supervisory Board subjects. Of the eight meetings of the Supervisory Board, two were held in person, two as video conferences and four as hybrid meetings with combined in-person attendance and online participation. Of the four information meetings for the Supervisory Board, two were held as a video conference and two in hybrid form with combined in-person attendance and online participation. The chairpersons of the committees reported regularly to the full Supervisory Board on the agenda and recommendations of the committee meetings. In the year under review, no members of the Supervisory Board were subject to any conflict of interests. The breakdown of the attendance at the meetings of the Supervisory Board and the committees is set out in the following table:

With the conclusion of the Annual General Meeting on 4 June 2025, Prof. Gisela Lanza stepped down as a shareholder representative on the Supervisory Board. Upon entering retirement, Mr Gottfried Weippert resigned

Name	Member since	Supervisory Board meetings (8)	Personnel Committee (5)	Audit Committee (7)	Strategy Committee (2)	Nominating Committee (1)	Total participation
Prof. Dr.-Ing. Raimund Klinkner, Chair	2018	8/8	5/5	-	2/2	1/1	100%
Gottfried Weippert, Deputy Chair (until 30 September 2025)	2001	7/7*	4/4*	4/5*	1/1*	-	94%
Marc Dotterweich, Deputy Chair (Deputy Chair as of 1 October 2025)	2015	8/8	1/1*	7/7	1/1*	-	100%
Dagmar Rehm, Deputy Chair	2014	8/8	5/5	7/7	-	-	100%
Claus Bolza-Schünemann	2023	8/8	-	-	2/2	1/1	100%
Julia Cuntz	2016	8/8	-	-	-	-	100%
Carsten Dentler	2017	5/8	-	-	2/2	1/1	73%
Karoline Kalb (as of 4 June 2025)	2025	4/4*	-	-	1/1*	-	100%
Christopher Kessler	2016	8/8	-	-	2/2	-	100%
Prof. Dr.-Ing. Gisela Lanza (until 4 June 2025)	2015	3/4*	-	-	1/1*	-	80%
Dr Johannes Liechtenstein	2019	7/8	-	7/7	-	-	93%
Daniel Pfeifer (as of 1 October 2025)	2025	1/1*	-	-	-	-	100%
Simone Walter	2016	8/8	-	2/2*	2/2	-	100%
Sabine Witte-Herdering	2023	6/8	-	-	-	-	75%

from his seat on the Supervisory Board with effect from 30 September 2025. The Board thanked Prof. Gisela Lanza and Mr Gottfried Weippert for the trustful cooperation as well as their great commitment and valuable inspiration for the successful further development of the Group. The Annual General Meeting on 4 June 2025 elected Ms Karoline Kalb as a new shareholder representative for a four-year term of office. Mr Daniel Pfeifer succeeded Mr Gottfried Weippert on the Supervisory Board with effect from 1 October 2025. In addition to the changes on the Supervisory Board, there were several personnel changes on the Executive Board as part of the generational transition. With the conclusion of the Annual General Meeting on 4 June 2025, Dr Stephen Kimmich succeeded Dr Andreas Pleßke as Chief Executive Officer. Dr Andreas Pleßke took on special assignments within the Group as a regular member of the Executive Board until his scheduled retirement on 31 December 2025. Dr Alexander Blum was appointed by the Supervisory Board as the new Chief Financial Officer with effect from 1 July 2025. Mr Christoph Müller had already left the Executive Board on 31 March 2025 following the resignation from his office. The Executive Board contract of Mr Ralf Sammeck ended as scheduled on 30 June 2025. The Supervisory Board thanked Dr Andreas Pleßke, Mr Christoph Müller and Mr Ralf Sammeck for their many years of service, their extraordinary commit-

ment and their professional contribution to the company's success. At the beginning of 2026, the Executive Board reached its target size of two members. Together with the CEO and the CFO, the two new Group Management members, Christian Steinmaßl and Markus Weiß, form a powerful leadership team. While Mr Steinmaßl is responsible for various business units in the Special & New Technologies segment, Mr Weiß leads the Paper & Packaging Sheetfed Systems segment.

Koenig & Bauer provides members of the Supervisory Board with appropriate support during onboarding and for further education. The Supervisory Board training system provides for two webinars a year on selected topics together with an optional external training event. In the year under review, the focus was on regulatory updates and cybersecurity. In addition, the employee representatives are able to make use of the conferences organised by the Hans Böckler Foundation as well as the further education offered by the trade unions and DGB-Bildungswerk.

The meetings of the Supervisory Board and its committees as well as the information meetings dealt with the following matters in 2025: The information meeting of the Supervisory Board with virtual attendance on 27 January 2025 focused on governance and personnel matters. In its virtual meeting on 26 February 2025, the Supervisory Board dealt with dividend matters, the guidance for 2025 and Executive Board remuneration topics, in addition to the preliminary business figures for 2024. In a video conference on 10 March 2025, the Supervisory Board adopted the Declaration of Compliance. As part of the planned Executive Board transformation, the Board also approved the termination agreement with Mr Christoph Müller with effect from 31 March 2025, after he had resigned from his office in mutual agreement with the Supervisory Board.

At a hybrid meeting with combined online and in-person participation on 20 March 2025, the Supervisory Board dealt at length with the annual finan-

cial statements for Koenig & Bauer AG and the Group as of 31 December 2024, the combined management report, the non-financial Group report and the 2024 remuneration report for the members of the Executive Board and the Supervisory Board, together with the relevant audit reports from the auditor. The annual and consolidated financial statements, including the combined management report and the non-financial Group report, as well as the remuneration report for the 2024 financial year, were approved or adopted. In this context, the Supervisory Board followed the Executive Board's proposal to waive the distribution of a dividend for the 2024 financial year. Furthermore, the invitation to the Annual General Meeting on 4 June 2025, including the agenda and the proposals for resolutions, was adopted. In addition to the Spotlight project and deliberations on strategy, M&A, cybersecurity and tariffs, the spin-off of the digital unit into Koenig & Bauer Kyana GmbH was another focus of the meeting. Furthermore, the committee held intensive discussions on Executive Board remuneration issues and Executive Board matters. Following Dr Pleßke's resignation as CEO with effect upon the close of the Annual General Meeting on 4 June 2025, the Supervisory Board appointed Dr Kimmich as his successor as CEO and confirmed Dr Pleßke's position as a regular member of the Executive Board until the end of his contract on 31 December 2025. In addition, the Supervisory Board appointed Dr Blum as the new CFO with effect from 1 July 2025.

At the Supervisory Board information meeting on 5 May 2025, held in hybrid form with combined online and in-person participation, the Supervisory Board focused on the Q1 2025 figures and the forecast for the 2025 financial year as a whole, including liquidity planning. Further agenda items included an update from the Executive Board on the Spotlight project and the issue of US tariffs. Ahead of the Annual General Meeting, a hybrid Supervisory Board meeting with online and in-person participation was held on 27 May 2025. In addition to current information on the Annual General Meeting provided by the Executive Board, the agenda included strategic, capital market and personnel topics. Further priorities were Executive Board and Executive Board remuneration matters as well as the determination of the Supervisory Board training topics for 2026. The Board also discussed in detail the results of the annual efficiency audit. This was conducted internally based on a questionnaire developed with external support and continuously adapted to new legal requirements. Furthermore, the Supervisory Board resolved amendments to the rules of procedure of the Executive Board and the Supervisory Board. Following the Annual Gen-

eral Meeting on 4 June 2025, the Supervisory Board met in person for its constitutive meeting. Due to the change on the shareholder side following the election of Ms Kalb as successor to Prof. Lanza, the Supervisory Board made adjustments to the composition and chair of the Strategy Committee.

During the strategy day on 23 July 2025, which was held as a hybrid meeting with online and in-person participation, the central priorities of the strategy process as well as current strategic initiatives of various business units were presented to the Supervisory Board. These were discussed and deliberated at length in the committee. The agenda was supplemented by the discussion of various special topics.

At the Supervisory Board information meeting on 4 August 2025, held in hybrid form with online and in-person participation, the Supervisory Board focused on the half-year figures for 2025 and the forecast for the full year 2025, including liquidity planning. In addition, the Supervisory Board dealt with reports from the Executive Board on the status of implementation of the Spotlight project and the risk assessment in connection with US tariffs. At the in-person meeting of the Supervisory Board on 30 September 2025, the Executive Board presented the high-level business plan for the years 2026 to 2030, as well as current status reports on the development of various business areas and units, strategic initiatives and projects to increase profitability. Governance topics were also on the agenda. Due to the retirement of Mr Weippert on 30 September 2025, the Board elected Mr Dotterweich as the new Deputy Chairman of the Supervisory Board representing the employees. At the same time, vacant seats on the committees were filled. Details on the current composition of the bodies can be found on the company's website.

At the Supervisory Board information meeting on 4 November 2025, held in hybrid form with online and in-person participation, the Supervisory Board focused on the Q3 2025 report and the forecast for the 2025 financial year, including liquidity planning. A further focus was the current status update on the Spotlight project. At a hybrid Supervisory Board meeting on 11 December 2025 with in-person and online participation, the Executive Board presented in detail the corporate and investment plans for 2026 and provided an outlook for the following years until 2030. The Supervisory Board approved the corporate and investment budget for 2026 and acknowledged the medium-term plans. In addition to strategic initiatives

and projects, the Board dealt with personnel and governance matters. Furthermore, the head of compliance, internal auditing and risk management submitted his status report. The Executive Board provided information on the planned agenda items for the Annual General Meeting on 17 June 2026. Finally, the Supervisory Board set the STI and LTI targets for Executive Board remuneration for the 2026 financial year.

Much of the Supervisory Board's work is performed by its various committees. Five committees assist the Supervisory Board in the performance of its duties by preparing the resolutions to be passed by the Supervisory Board and the matters to be discussed in the plenary sessions. The Personnel Committee met five times and the Nominating Committee once, in each case via video conference. Of the seven meetings of the Audit Committee, four were held in hybrid form with in-person and online participation and three as video conferences. In addition to the strategy day, a further two meetings of the Strategy Committee were held during the year under review. Both the strategy day and the two meetings of the Strategy Committee were held in hybrid form with in-person and online participation. It was again not necessary for the Mediation Committee appointed under section 27 (3) of the Codetermination Act to convene in 2025.

In addition to examining the quarterly reports, updated forecasts and cash budgets, one of the main tasks of the Audit Committee was to review in detail the annual financial statements of Koenig & Bauer AG and the consolidated financial statements as well as the combined management report, the non-financial Group report and the corresponding audit reports, together with the remuneration report for the members of the Executive Board and the Supervisory Board. Throughout the entire process of preparing the financial statements, regular meetings were held between the Chair of the Audit Committee and the external auditor. During the discussion of the annual financial statements, the representatives of the statutory auditor reported to the committee on the results of their audit and were available to answer any questions and for detailed discussion of various matters. The Audit Committee prepared the approval and adoption of the financial statements and the remuneration report by the Supervisory Board. To ensure auditor independence, the required declaration of independence was obtained. In a project conducted with an external specialist, the quality of the audit of the financial statements was evaluated using a comprehensive catalogue of criteria, both in absolute terms and in a benchmark comparison. In addition, the committee dealt with the manage-

ment letter for the external audit of the financial statements for 2024. The Audit Committee also prepared the proposal for the election at the Annual General Meeting of the external auditor of the annual financial statements and the consolidated financial statements and of the external auditor of the non-financial consolidated report. The Audit Committee reviewed the non-auditing activities requested by the company from the external auditor on a quarterly basis. In addition to determining the priorities of the external audit of the financial statements, the Audit Committee also discussed the compliance management system and the compliance plan, internal auditing and the audit plan, the risk management system, the risk situation within the Group, and the risk report, the internal control system, export control, ESG issues, cybersecurity, as well as the US tariff issue and the hedging of currency risks from US dollar positions. In addition, the Committee received comprehensive and regular updates on the progress of SAP migration and the organisational project for the interaction of governance, risk management and compliance (GRC). The Audit Committee also dealt with new ESG regulations and the implementation status within the Group. Extraordinary meetings of the Audit Committee were devoted to the supplement to the Group's IFRS accounting guidelines and the effects of global minimum taxation (Pillar 2). Alongside the new OneStream consolidation software, the committee was briefed on the changes resulting from the IFRS 18 standard and the implementation plan, including possibilities for defining Management-Defined Performance Measures (MPMs). The Chief Financial Officer and the Chief Executive Officer regularly attended the meetings of the Audit Committee. The Chair of the Audit Committee regularly conducts governance roadshows to maintain personal contact with proxy advisors and major investors. At the governance roadshow at the beginning of 2025, Executive Board remuneration topics and the remuneration report were at the centre of the constructive exchange.

Alongside matters of current relevance, the Personnel Committee primarily dealt with Executive Board, remuneration and governance issues in the year under review. A significant focus was on preparing for the generational transition on the Executive Board. In close coordination with the Supervisory Board, the Personnel Committee coordinated the individual steps of the Executive Board transformation and prepared the required resolutions. Furthermore, the committee oversaw the preparation of the remuneration report and developed further Supervisory Board draft resolutions on variable remuneration, target agreements with the Executive Board, governance, committee composition and training of the Supervisory Board

in the following year. The Nominating Committee prepared a recommendation for the election of a candidate for the Supervisory Board at the next Annual General Meeting. In the year under review, the Strategy Committee focused on the "IMPACT 2030+" Group strategy framework as a further development of the "Exceeding Print" strategy, as well as the digital activities of Koenig & Bauer Kyana. Furthermore, the Executive Board informed the committee about modularisation, M&A and market strategies in different business areas, as well as geostrategic impacts such as trade tariffs and global political developments.

The application and further development of the corporate governance rules by the company, particularly the implementation of the recommendations of the Code, are regularly monitored by the Supervisory Board. The Corporate Governance Statement published on the Company's website describes the activities of the Supervisory Board with regard to the Declaration of Compliance pursuant to section 161 of the German Stock Corporation Act.

At its meeting on 18 March 2026, the Supervisory Board adopted the annual financial statements for Koenig & Bauer AG as of 31 December 2025 prepared by the Executive Board and the remuneration report for the members of the Executive Board and the Supervisory Board for 2025 and approved the consolidated financial statements for the Koenig & Bauer Group as of 31 December 2025, including the combined management report and separate non-financial Group report, following a discussion with the auditors, its own careful examination and intensive deliberation. The annual financial statements of Koenig & Bauer AG are thus duly adopted in accordance with section 172 of the German Stock Corporation Act. The resolutions were prepared by the Audit Committee. The Chair of the Audit Committee reported to the Supervisory Board in detail on the results of the intensive audits and the committee's findings as well as on the discussions with the auditors and the Executive Board. The auditors reported at length to the Supervisory Board on their audit procedures and findings and were available to answer additional questions. The Supervisory Board and the Audit Committee also consulted with the auditor without the Executive Board. PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft in Frankfurt am Main, Nuremberg branch, issued unqualified audit opinions for both sets of financial statements, including the combined management report. Furthermore, the separate non-financial Group report underwent a voluntary limited assurance review by PricewaterhouseCoopers GmbH. The

Supervisory Board, like the Audit Committee, approved the auditor's findings at its meeting on 17 March 2026 based on its own review. Neither body raised any objections to the consolidated financial statements, the annual financial statements of Koenig & Bauer AG, the combined management report, the non-financial Group report or the remuneration report for 2025.

The external auditor also confirmed that the Executive Board had established a risk early detection system meeting the requirements of section 91 (2) of the German Stock Corporation Act. The information and monitoring system, which is appropriate and meets the requirements of the Company, appears to be suitable in terms of its design and actual implementation to identify at an early stage any developments liable to jeopardise the Company's going-concern status. No material shortcomings in the internal control system and the early risk detection system were reported.

The Supervisory Board would like to thank the entire workforce, the employee representatives, the managers and the Executive Board for the trustful cooperation and high level of personal commitment in 2025. We express our special gratitude to our shareholders for their loyalty to the Company.

Würzburg, 18 March 2026
Koenig & Bauer AG Supervisory Board

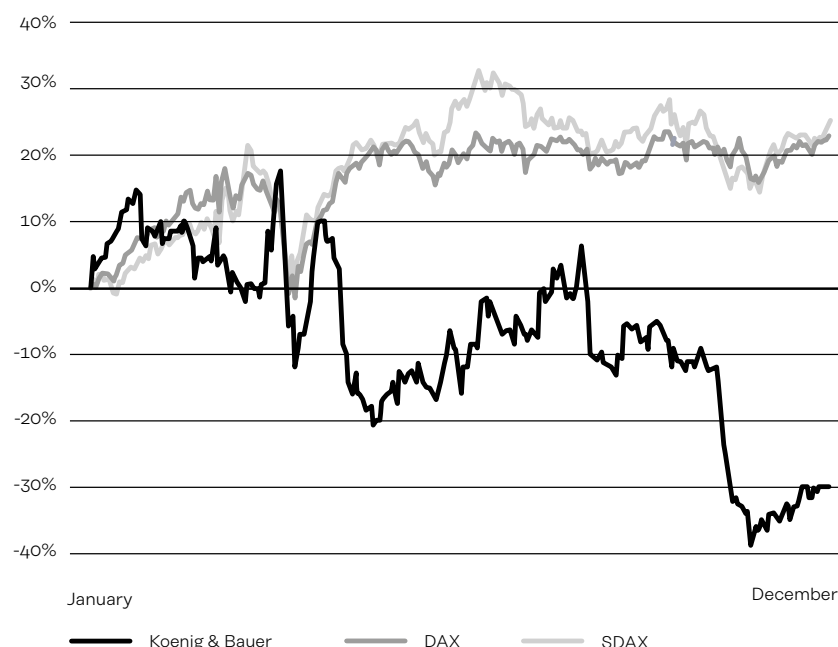


Prof. Dr.-Ing. Raimund Klinkner
Chair of the Supervisory Board

Koenig & Bauer shares

Global uncertainties weigh on share price despite operational progress

Share performance in 2025



German stock market in 2025 – strong performance with selective recovery in small and mid caps

The German stock market proved to be remarkably robust in the 2025 year under review despite the challenging macroeconomic environment. Following a volatile start to the year and a noticeable correction in April, the DAX recovered significantly as the year progressed. This upward trend was primarily driven by an increased shift in international capital flows in favour

of European equities, which gained interest due to an attractive valuation gap compared to the US market. As a result, the DAX reached a new all-time high in October and closed the year with a gain of around 23.0%. In the small and mid cap segment, by contrast, the picture was mixed. While the SDAX benefited from a selective return of risk appetite during the year and ended the year with a significant increase in value of around 25.3%, the MDAX rose by around 19.7% and thus also performed positively, but lagged behind the performance of the DAX and SDAX. The pronounced underperformance of small and mid caps in previous years was thus only partially offset. A supporting factor for small and medium-sized companies was the monetary policy easing initiated by the European Central Bank during the year. However, actual share price performance remained highly company- and industry-specific, particularly in the case of cyclical industrial and capital goods stocks.

US trade protectionism and interest rate turnaround shape a volatile market year

The 2025 trading year was also characterised by a significant escalation in transatlantic trade relations, which led to increased macroeconomic uncertainty. Discussions regarding a protectionist realignment of US trade policy and the introduction of additional import tariffs occasionally dominated market activity beyond classic monetary policy issues. For export-oriented economies such as Germany, these scenarios represent a significant structural risk. These concerns led to a noticeable restraint in industrial investment, particularly in the second and third quarters, which had a dampening effect on cyclical stocks. Although the central banks initiated a stabilisation of the capital markets with interest rate cuts, risk aversion towards companies with strong US exposure remained elevated, as the long-term consequences of the new tariff barriers for world trade were not yet fully quantifiable at the end of the year.

Following early high for the year, a challenging market environment leads to a decline in the Koenig & Bauer share price

Koenig & Bauer's shares recorded a volatile stock market year in 2025. After a promising start to the year, the stock marked its high for the year at €17.82 in April, but came under increasing pressure as the year progressed. Weighed down by ongoing uncertainties in the industrial environment, a negative industry trend in mechanical and plant engineering and cautious investor sentiment towards cyclical individual stocks with a high export share, the share price declined, particularly in the second half of the year.

In November, the share marked its low for the year at €9.34. At the end of the year, the share price stabilised at a low level and ended the stock market year on 30 December 2025 in XETRA trading with a closing price of €10.70, representing a decline of 29.4% since the beginning of the year. Performance thus lagged behind the gains of the SDAX and the DAX.

The average daily Xetra trading volume of Koenig & Bauer shares in the year under review was around 35,000 shares, slightly above the previous year's level.

Koenig & Bauer share performance indicators

€	2024	2025
Earnings per share	-4.24	-0.81
High for the year	15.18	17.82
Low for the year	7.25	9.34
Price at the beginning of the year ¹	12.10	15.16
Price at the end of the year ¹	15.16	10.70
Number of bearer shares outstanding	16,524,783	16,524,783
Market capitalisation at the end of the year (m)	251.00	177.00
Cash flow per share	4.5	2.6
Dividend	0.00	0.00

¹ Xetra closing price, source: Bloomberg

Dividend

In view of the earnings performance in 2025 and the persistently challenging global economic environment, the Executive Board and the Supervisory Board will be proposing at the annual general meeting that a dividend be omitted for the financial year as a result of the net loss reported by Koenig & Bauer AG. As Koenig & Bauer attaches great importance to ensuring the appropriate participation of its shareholders in the company's success, the dividend policy provides for the distribution of a dividend of 15 – 35% of consolidated earnings, with a minimum dividend of €0.30 per share, subject to profitable business performance.

Koenig & Bauer with a free float of 53%

Under the Deutsche Börse definition, free float includes all shares not held by principal shareholders with a stake in the share capital of more than 5%. On the basis of the voting right notifications received, Koenig & Bauer's

free float stood at 53% of the share capital of 16,524,783 bearer shares as of 31 December 2025. The following notifications of voting rights over 3% had been received as of 31 December 2025:

Koenig & Bauer AG shareholder structure

	Number of shares	Per-centage
Leibinger Consulting AG, Feusisberg, Switzerland	3,310,786	20.04 %
Koenig'sche Shareholders' Association, Germany	2,751,704	16.70 %
AlternInvest GmbH, Vienna, Austria	1,683,428	10.20 %
Hauck & Aufhaeuser Fund Services S.A., Munsbach, Luxembourg*	1,386,256	8.39 %
Total number of shares outstanding:		16,524,783

* Free float shareholders in accordance with the Deutschen Börse definition.

Dialogue with the capital market

In addition to regular financial reporting, exchanges with capital market players again took place continuously and on a large scale at various, predominantly physical events in 2025. A key event in the 2025 financial calendar, alongside the 100th ordinary annual general meeting, was the 40th anniversary of Koenig & Bauer's listing on the Frankfurt Stock Exchange, which also included the Capital Markets Day. This event provided an excellent platform for an in-depth dialogue with investors and analysts and underlined the company's long-standing presence and reliability on the capital market. In terms of content, insights were provided into the Group's future strategic direction, the state of digitalisation and the "protected at print" and AURAVEO innovation initiatives, among others. Furthermore, the internal artificial intelligence programme "AI Empowerer" was presented.

A central focus was also placed on regular participation in capital market conferences and close cooperation with the financial institutions and brokerage houses that analyse the company. This continuous exchange is an essential part of transparent and reliable capital market communication. Through their regular studies and evaluations, analysts make an important contribution to the classification of company developments by investors. At the time the report was prepared, five analysts recommended buying Koenig & Bauer shares, while one analyst issued a sell recommendation. The average target price was €16.82, significantly above the stock market price.

100th Annual General Meeting of Koenig & Bauer AG

A historical event shaped the year under review: On 4 June 2025, the 100th ordinary annual general meeting of Koenig & Bauer AG took place as an in-person event at the Vogel Convention Center (VCC) in Würzburg. All in all, around 70% of the company's share capital was represented. Under the motto "ChanGe and ChanCe", the meeting was characterised by the change of generations on the Executive Board and the consistent focus on go-to-market and profitability. The shareholders approved all resolutions by a large majority, confirming the company's chosen course. In addition to the election of Karoline Kalb to the Supervisory Board as the successor to Prof. Dr.-Ing. Gisela Lanza, resolutions were passed on seven other items of the agenda. These included, among others, the approval of the remuneration report, the confirmation of the remuneration for the Supervisory Board, the amendment to the Articles of Association to authorise virtual annual general meetings, and the ratification of the activities of the Executive Board and Supervisory Board. Furthermore, the annual general meeting approved the election of PricewaterhouseCoopers as the external auditor by a large majority.

A detailed overview of the individual voting results and the key statements can be found on the homepage under Investor Relations in the "Annual General Meeting" section.

The Investor Relations department is available to investors at any time by phone on +49 (0) 931 909-4085 or in writing (investors@koenig-bauer.com) to answer any questions concerning the shares and the company. Please also visit the Investor Relations website for up-to-date information (www.koenig-bauer.com/en/investor-relations/). In addition to information on the shares, you will also find financial reports, presentations and webcasts as well as current financial dates there.

Combined management report

Detailed index

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About this combined management report

This combined management report refers to both the **Koenig & Bauer Group** and **Koenig & Bauer AG**. Since the statements made for the Group regarding the business performance, economic situation, and the opportunities and risks of future development also apply to Koenig & Bauer AG, the management report of Koenig & Bauer AG has been combined with that of the Group in accordance with section 315 (5) of the German Commercial Code (HGB).

The consolidated financial statements were prepared in accordance with International Financial Reporting Standards (IFRS). The separate financial statements of Koenig & Bauer AG are based on the provisions of the HGB and the German Stock Corporation Act (AktG).

Further components of the combined management report are contained in the chapter **legal disclosures**: These include the **takeover-relevant disclosures** pursuant to section 289a (1) and section 315a (1) HGB as well as the **Corporate Governance Statement** pursuant to section 315d HGB in conjunction with section 289 et seq. HGB. In addition to the Declaration of Conformity pursuant to section 161 AktG, it contains information on the working methods of the Executive Board and Supervisory Board and its committees. Furthermore, it includes information on succession planning, the diversity concept for the composition of the Executive Board and Supervisory Board, and a presentation of the qualifications of the individual Supervisory Board members. The Corporate Governance Statement is published on the company's website, as in previous years: <https://investors.koenig-bauer.com/en/corporate-governance/corporate-governance-statement/>

Furthermore, the **Remuneration report** pursuant to section 162 AktG, together with the note on its formal and substantive audit by the auditor, can be found in the remuneration report section.

Koenig & Bauer complies with its statutory reporting obligations with the separate **non-financial Group report**, which can be found as a separate part of this annual report and contains references to the combined management report. This separate non-financial Group report was prepared in accordance with sections 315c in conjunction with 289c to 289e HGB and Article 8 of REGULATION (EU) 2020/852 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 18 June 2020 on the establishment of a framework to facilitate sustainable investment and amending Regulation (EU) 2019/2088 (hereinafter the „EU Taxonomy Regulation“). No framework was used in the reporting year. It is expected that reporting from the 2026 financial year onwards will be in accordance with the ESRS. Further information is available on the company's website at <https://sustainability.koenig-bauer.com/en/index/>.

The chapter **additional information** contains the balance sheet and the income statement of Koenig & Bauer AG for the 2025 financial year as well as the financial calendar for the 2026 financial year.

Corporate structures

Company profile

Koenig & Bauer is a globally active system provider focusing on special printing applications, particularly in the packaging sector. The business model is based on a holistic approach covering the entire production cycle. As a pioneer in printing press engineering with over 200 years of experience, Koenig & Bauer enables the worldwide procurement of a multitude of products that go far beyond classic printed matter. The portfolio includes solutions for packaging (food, beverage, pharmaceutical, consumer goods, and cosmetics industries), banknotes, decors, laminates, and commercials (magazines, books, and newspapers).

The range of applications is reflected in the variety of processable substrates: materials ranging from paper, board, and corrugated cardboard to films, glass, hollow bodies, and sheet metal can be printed, decorated, finished, and post-processed. Analogue, digital, and hybrid printing presses, post-press systems, and comprehensive services are utilised.

The central customer portal myKyana bundles data- and AI-based digital products, workflows, and services. Artificial intelligence is specifically used to optimise production processes. The portfolio includes innovative security solutions for integrated product protection using counterfeit-proof features. Digital tools enable the invisible linking of products with further content for direct customer engagement.

The company has one of the broadest product and solution portfolios in the industry. Koenig & Bauer holds a leading position in numerous markets worldwide and is the market and technology leader in the growing market of packaging printing and banknote printing. The comprehensive know-how derived from addressing many sub-markets forms a solid basis for innovations and new applications, including outside the core markets. Service business, which is becoming increasingly digital and non-cyclical, is to be expanded and will account for around 30% of Group revenue in the long term.

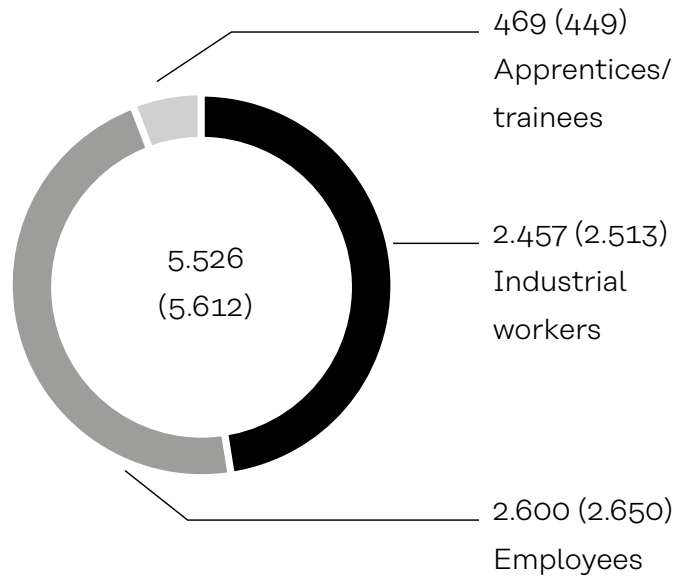
Global presence and employees

Koenig & Bauer's global footprint is reflected in the Group export ratio of 89.0% (previous year: 87.1%). Eleven production sites in Europe result in a high level of vertical integration in production, ensuring reliable supplies and production. The range of services includes the precision machining of large parts made of cast iron or steel, the manufacture of complex components, and engineering and assembly services. Numerous sales and service organisations also contribute to the global footprint. As of 31 December 2025, the Group employed 5,526 people worldwide (previous year: 5,612; 2023: 5,741).

Since the launch of the "Spotlight" focus programme at the end of 2023, the number of employees has decreased by a total of 215. The total capacity adjustment of around 300 full-time equivalents (FTE) sought in the programme was achieved through a combination of personnel and structural measures. In addition to voluntary termination benefits, the reduction of the weekly working time from 40 to 35 hours in the addressed areas contributed significantly to achieving the capacity target while stabilising the core workforce. In addition measures included flexible working time instruments, voluntary salary waivers, and a targeted reduction in outstanding vacation entitlement. Due to their design and timing of implementation, these measures are gradually impacting the personnel cost structure. Due to capacity utilization factors, short-time working was used to a minor extent at three sites (previous year: five).

As part of the Group's ongoing strategic refocusing – and following the review of Koenig & Bauer Coding GmbH carried out in July 2025 – the decision taken in January 2026 to cease operations at Albert-Frankenthal GmbH with effect from 31 May 2026 represents the logical next step. For the 75 employees affected, the aim is to find a socially responsible solution within the framework of a redundancy plan, as well as to provide active support in finding new employment.

Workforce as of 31. Dezember 2025



Koenig & Bauer promotes a culture of innovation and has been closely involved in vocational training since its foundation over 200 years ago in order to maintain its technological lead and to address the shortage of skilled workers and the effects of demographic change. With numerous training opportunities at the Koenig & Bauer Academy and the Koenig & Bauer Campus learning management system, the company is continuously developing its employees and also ensuring requirements-oriented succession planning. To secure competitiveness, the “AI Empower 25” programme was implemented in the reporting year. The aim is to qualify employees in the application of artificial intelligence (AI) to create the technological basis for future efficiency increases. The programme follows a decentralised training approach where multipliers support the integration of technology into the specialist departments. In the first year of its term, the use of AI tools in the organisation has already increased significantly. Exemplary approaches were awarded for the first time in December 2025 with an internal “AI Innovation Award”.

The training of junior staff remains a strategic pillar for meeting the demand for skilled workers. As of 31 December 2025, there were a total of 469 (previous year: 449) apprentices and interns in the company. Koenig & Bauer adheres to its strategy of making permanent job offers to qualified apprentices after successful completion. In 2025, 103 (previous year: 159) apprentices and dual-course students started their careers at the German and Austrian sites. As the company has reached its maximum training capacity, the number of new admissions was stabilised while simultaneously specialising the training courses to ensure high-quality training across all year groups. Consequently, all advertised positions were again filled, and the portfolio was expanded to include new job profiles, such as in production metrology, to meet Koenig & Bauer’s future requirements. The largest career groups are mechatronics technicians, industrial mechanics, and IT specialists. Here, the company’s own vocational school at the headquarters ensures qualification precisely tailored to the company’s technologies.

Sustainability

Sustainability is an integral part of Koenig & Bauer’s strategic guidelines. The company aligns its actions to combine technological progress with ecological and social responsibility. In a market environment characterised by increasing regulatory requirements and a growing awareness of resource conservation, Koenig & Bauer supports its customers in the transformation towards sustainable production processes. The packaging industry faces the challenge of reconciling ecological requirements, such as the EU Packaging and Packaging Waste Regulation (PPWR), with economic efficiency. Through innovations in printing and finishing technology, the company contributes to increasing the recyclability of packaging and optimising material usage.

Decentralised organisation with a holding company structure

Group structure

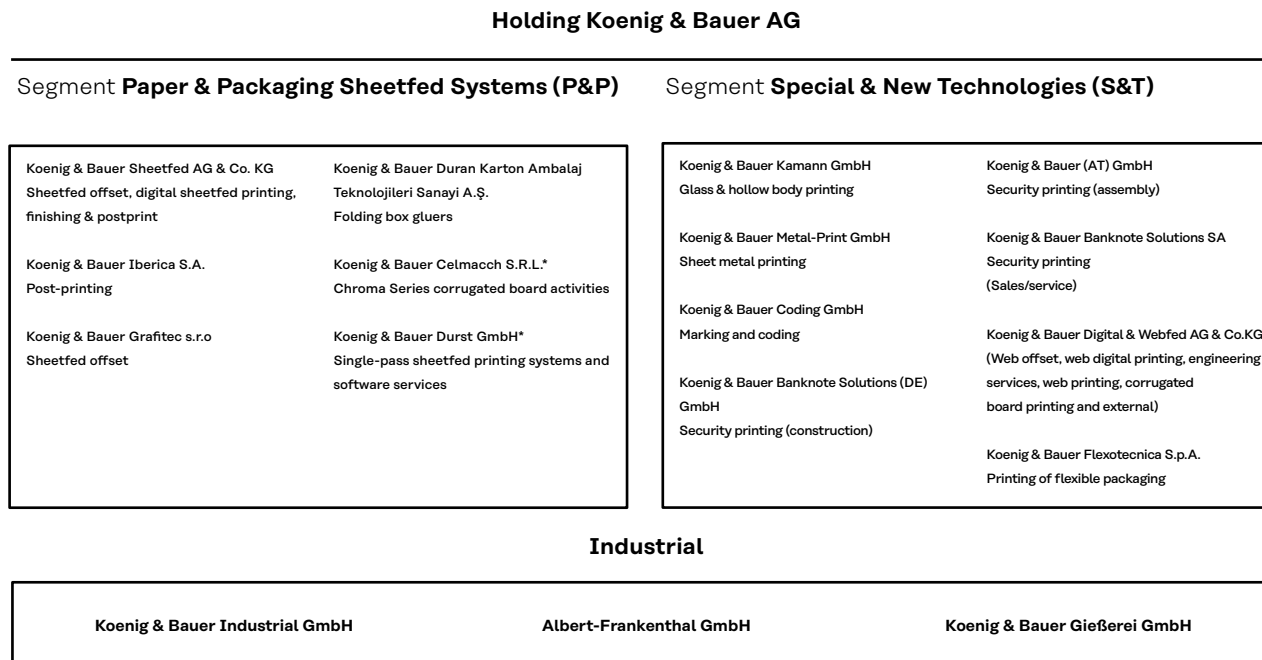
The Koenig & Bauer Group is composed of Koenig & Bauer AG as the holding company and its subsidiaries. As of 31 December 2025, 41 companies (previous year: 37) were included in the consolidated financial statements in addition to Koenig & Bauer AG. Two companies are accounted for using the at-equity method (previous year: two companies).

In the 2025 financial year, the realignment of the Group organisation and segment structure was completed. The Group is now managed via two segments instead of the previous three: Paper & Packaging Sheetfed Systems (P&P) and Special & New Technologies (S&T). This structure is aligned even more closely to current and future customer needs as well as the applicable business model, enabling a streamlined organisation.

Koenig & Bauer AG, as the holding company, has streamlined its tasks as part of this realignment and assigning more operational responsibilities to the two segments. In addition to pursuing the Group's strategic responsibilities, the focus of the holding company continues to be in the areas of shared services for all Group subsidiaries, such as IT, human resources, investor relations, communications, central purchasing, and financial services. In the course of the reorganisation, the Executive Board was

also reduced to a dual leadership, consisting of the CEO and CFO in the reporting year.

As shown in simplified form in the diagram setting out the 2025 Group structure, the production subsidiaries are allocated to the two segments P&P and S&T on the basis of their business activities. The domestic and foreign companies, which offer sales and service functions for several segments are allocated to the segments in accordance with their activities. Similarly, the business units defined as production service providers ("Industrial") are allocated to the two segments on the basis of their activities. Industrial acts as a production service provider within the Group, manufacturing high-precision components for printing presses in conjunction with other companies. It specialises in precision-machined large parts made of cast iron or steel, complex prismatic rotating parts, gears, curves, sheet metal assemblies, rollers, and the environmentally friendly coating of rotating parts. In addition, Industrial offers further services such as assembly, engineering, and logistics.



*Not consolidated

Business activities of the segments

In line with its operating business, the internal reporting structure of the Koenig & Bauer Group is divided into two segments since 1 January 2025: Paper & Packaging Sheetfed Systems (P&P) and Special & New Technologies (S&T). These also form the reportable segments in accordance with IFRS. Segment revenue is split into printing presses, services including spare parts (service), and other. Services include both digital and classic services.

The **Paper & Packaging Sheetfed Systems (P&P)** segment consolidates all business activities of the former Sheetfed segment. Due to technological and customer overlaps between folding box and corrugated cardboard producers, the bundled corrugated cardboard activities for the Chroma series (Celmacch joint venture) were also transferred from the former Digital & Webfed segment to this segment.

Under the “Chroma” brand, the segment offers a comprehensive portfolio of corrugated cardboard direct printing systems for all price and performance classes. The product range bundles the “Chroma” series sold through the Koenig & Bauer Celmacch joint venture and the proprietary high-board corrugated cardboard system. Additionally, a digital post-print solution for corrugated cardboard printing is offered via the Koenig & Bauer Durst joint venture.

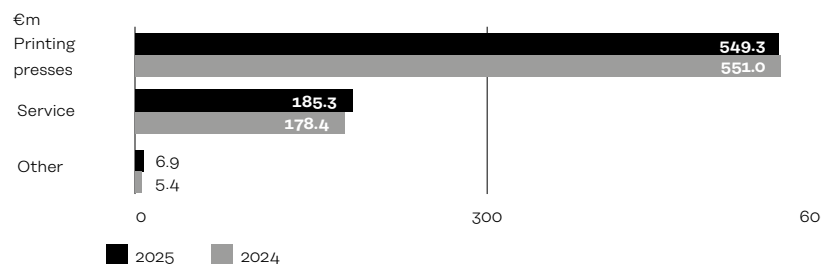
Under the “Rapida” brand, the segment offers a comprehensive portfolio of sheetfed offset presses from half to super-large format for packaging and commercial printing. Complementing classic sheetfed offset technology, the VariJET 106 (Koenig & Bauer Durst joint venture) offers a digital printing solution that can also be equipped with sheetfed offset units and finishing options for hybrid production.

In addition to offers for commercial printing, the strategic focus in the P&P segment lies on holistic system solutions for the growth markets of folding boxes and corrugated cardboard boxes. Within a continuous 360-degree packaging workflow, all production steps are covered – from prepress and analogue, digital, or hybrid printing and finishing of the sheets to industrial post-processing through flatbed or rotary die-cutters and folding box gluers. This offer is supplemented by a comprehensive service and support area with the focuses “Technology – Service Select” and “Productivity

– Service Complete”. The latter includes, for example, the realisation of seamless digital workflows and the use of digital products such as myKyana for process optimisation and VisuEnergy X for sustainable energy management.

The following chart shows the revenue generated in press and service business in the P&P segment. The share of service business widened slightly to 25.0% (previous year: 24.3%) compared with the previous year, while the share of press business remained stable. Efforts are continuing to achieve the Group target of around 30%.

Paper & Packaging Sheetfed Systems revenue by product group



In the **Special & New Technologies (S&T)** segment, Koenig & Bauer bundles the activities of the former Special segment (special presses for banknote and security printing, systems for industrial marking and coding, and special systems for metal and glass/hollow container direct printing) as well as the remaining business areas from Digital & Webfed (web-based printing processes such as the “RotaJET” web digital printing presses, systems in cooperation with HP for the pre-print of corrugated board liners and letterpress printing, CI flexo printing presses, and web offset presses). The segment also serves to open up new application areas and bundles future-oriented innovation topics. It includes the independent business units Vision & Protection GmbH (inspection systems and product safety) and Kyana GmbH (digital ecosystem and digital experience), as well as the joint venture with PowerCo SE in the field of dry coating for battery cell production. Thus, the segment addresses highly specialised printing processes for global niche markets and future-oriented technology fields.

Banknote Solutions develops and builds highly complex printing systems for banknote and security printing. The range of services covers the entire workflow from banknote graphics and specialised design software to the prepress stage and production on offset, intaglio, and screen printing presses. The portfolio also includes expertise in banknote and security design as well as the development of security elements. These products and services are used by central banks and private printers to produce banknotes. A significant focus is on the modular architecture of the platforms: customers can combine individual modules individually and remain flexible for future requirements through subsequent expansion options.

Kammann supplies printing systems for direct decoration of glass and plastic hollow containers. The following decoration methods are used: digital printing, screen printing, hot stamping, and labelling. Hybrid solutions permit these processes to be combined in a single press, thus offering a high degree of flexibility in the design of the printed image and enabling special effects and unique designs for individual packaging solutions. Directly decorated glass containers are mainly used for cosmetics, perfume and spirits products in the premium segment.

MetalPrint provides comprehensive system solutions for the decoration of metal sheets in the metal packaging industry. The portfolio includes offset and digital metal printing presses, coating machines, and drying systems with integrated exhaust air purification. For the finishing of cans, closures, and metal containers – such as for food, cosmetics, or technical applications – precisely configured production lines are used that print, coat, and dry metal sheets with high efficiency in an integrated process. With the digital MetJET series, MetalPrint is expanding the possibilities for individualisation and increasing flexibility in production.

Coding offers labelling solutions for a wide range of industries, from pharmaceuticals and cosmetics to food and technical applications. Variable data, logos, and barcodes are printed, marked, and coded on different substrates on a just-in-time basis. Production reliability and speed in conjunction with an excellent typeface are of crucial importance in order, for example, to apply the best-before date or batch traceability accurately. Manipulation-proof labelling and seamless product traceability are becoming increasingly important.

Web-based printing systems: The segment also includes a broad portfolio

for the high-pressure (flexo), planographic (web offset), and digital printing processes. The offer ranges from classic web offset presses for newspaper, commercial, and publication printing to digital web presses such as the RotaJET platform. In cooperation with HP, the HP PageWide T1190 and T700 printing systems are offered for the pre-print of corrugated board liners, as well as the HP PageWide T500 for digital book printing. The product portfolio also includes CI flexo printing presses in various performance classes, which enable a modular design with up to ten printing units and optional inline finishing units. These are suitable for printing on plastic films, paper, and laminates and are primarily used in the production of flexible packaging, especially for the food industry. Various automation modules are offered, tailored to the individual needs of the web presses – for example, integrated paper logistics and customised workflow solutions.

In addition to the machine portfolio, the segment offers comprehensive services ranging from upgrades & retrofits to remote monitoring using digital tools, customised training and individual service contracts.

Vision & Protection GmbH: The unit bundles competencies for high-performance inspection systems for quality control and innovative solutions for product safety. Under the “Protected at Print” approach, authentication solutions such as Ovjera, Stegano, and Daktylo are offered, which securely link physical products with the digital world.

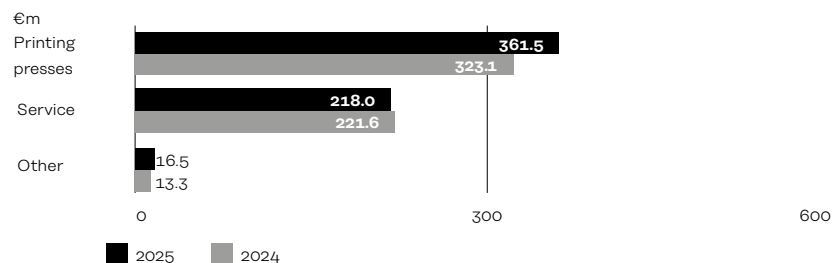
Kyana GmbH: The company acts as the central point of contact for the digital product world of Koenig & Bauer. The digital ecosystem includes the AI-supported platform myKyana, Kyana Assist, Kyana Data & Connect, and the central data hub LogoTronic. The unit addresses the Digital Experience area with the AURAVEO platform, which enables direct interaction between brand owners and consumers through “Connected Packaging”.

Strategic partnership with PowerCo SE: Within the framework of a strategic development cooperation with the Volkswagen subsidiary PowerCo SE, Koenig & Bauer’s technological know-how is utilised to industrially scale innovative processes for the dry coating of electrodes for battery cell production, thereby significantly reducing energy consumption in production.

The following chart shows the revenue generated in press and service business in the S&T segment. While press revenue was increased significantly in 2025, revenue in the service business declined slightly compared with the

previous year. Accordingly, the share of service business in total segment revenue decreased to 36.6% from 39.7% in the previous year.

Special & New Technologies revenue by product group



The business allocation plan shown illustrates the assignment to the Executive Board areas and segments as well as the distribution of functional responsibilities within the Executive Board until 31 December 2025. With the scheduled departure of Dr Andreas Pleßke at the end of the year, this business allocation plan will continue to apply unchanged from 1 January 2026 in the target structure of the Executive Board dual leadership.

The business allocation plan (see p. 24) which came into effect on 1 January 2026 finally reflects the new structure.

Management and governance

Koenig & Bauer AG is a public limited company (“Aktiengesellschaft”) under German law with a dual management structure. Its Executive Board consisted of three members as of 31 December 2025:

- **Dr Stephen Kimmich**
 (Chief Executive Officer; appointed until 30 June 2030)
- **Dr Alexander Blum**
 (Chief Financial Officer; appointed until 31 July 2028)
- **Dr Andreas Pleßke**
 (Member of the Executive Board until 31 December 2025)

The 2025 financial year marks the completion of the generational change on the Executive Board. With a resolution dated 27 May 2025, the Supervisory Board defined the target structure of the Executive Board. Dr Stephen Kimmich succeeded Dr Andreas Pleßke following the Annual General Meeting on 4 June 2025; Dr Pleßke actively supported the transition until his scheduled departure at the end of the year by assuming special responsibilities. With the appointment of Dr Alexander Blum on 1 July 2025, the CFO responsibilities were newly filled.

Business allocation plan of the Koenig & Bauer AG Executive Board – valid from 01 July 2025 (replaces the version dated 1 April 2025)

**Chief Executive Officer –
 Dr Stephen Kimmich**

**Chief Financial Officer –
 Dr Alexander Blum**

**Executive Board –
 Dr Andreas Pleßke**

The Chief Executive Officer represents the Executive Board and the management in relations with the Supervisory Board and its committees. He is responsible for:

- Group human resources
- Strategic Group development
- Compliance & Audit
- Corporate responsibility (ESG)
- Corporate development
- M&A processes
- Corporate communications
- Legal and insurance
- Quality management system
- The following “Special & New Technologies” business units:
 Coding, MetalPrint, Kammann, Banknote Solutions
- “Paper & Packaging Sheetfed Systems” segment jointly with the CFO
- “Special & New Technologies” segment jointly with the CFO except for the business units listed above

- Finances, accounting, taxes
- Information technology (IT)
- Investments
- Investor relations
- Group controlling & consolidation
- Operational corporate planning
- “Paper & Packaging Sheetfed Systems” segment jointly with the CEO
- “Special & New Technologies” segment jointly with the CEO

- Special responsibilities outside the scope of day-to-day business, in consultation with the Chief Executive Officer

Goals and strategy

Strategic framework “IMPACT”

Since 2021, the “Exceeding Print” strategy guided the Group. In December 2025, Koenig & Bauer adopted the new **strategic framework “IMPACT”** to realign priorities against the backdrop of changed global conditions and established the medium-term strategic direction. “IMPACT” is based on sound market analyses and defines a common direction to actively shape the future of the printing industry and secure operational resilience for the next decade.

Market environment and strategic challenges

Koenig & Bauer operates today in a market environment shaped by increasing volatility and geopolitical complexity. Trade restrictions and protectionist tendencies require a high level of flexibility from the global organisation.

In parallel, European mechanical and plant engineering faces structural challenges: rising cost structures and complex regulatory requirements challenge international competitiveness. At the same time, the technological catch-up process of international competitors is leading to an intensification of price competition, particularly in cost-sensitive market segments. Added to this is a persistent shortage of skilled workers which is slowing growth, while the full potential of digitisation and Industry 4.0 has still not been exhausted and global supply chains remain vulnerable due to protectionism..

To counter these developments proactively, Koenig & Bauer consistently aligns its strategic framework with the four central trends of the printing industry:

Regional shifts and mid-tech market: Global demand in packaging printing is increasingly shifting towards emerging markets. By 2033, Asia is expected to account for over 46% of global market volume. India, Latin America and the Middle East, in particular, are driving this global trend. These new markets increasingly demand solid “mid-tech” products where cost-effectiveness, productivity, and reliability are decisive.

Intelligence & automation: Automation of production processes has evolved from an option to a necessity to achieve efficiency increases and counteract the global shortage of skilled workers.

Digital printing: Industrial inkjet printing is recording dynamic growth (expected CAGR of 7% until 2034) and is expected to take up a substantial share of the total value of the printing market by the mid-2030s.

Resilience: Flexibility in supply chains, versatility with substrates, decentralised production, and nearshoring are becoming decisive competitive factors.

An integral system for increasing competitiveness

These market realities illustrate that isolated individual measures are no longer sufficient. The “IMPACT” strategic framework is therefore designed as an integral system in which all aspects are mutually dependent: a successful go-to-market strategy requires the technological solutions that the market demands, while at the same time the operational flexibility must exist to react at lightning speed to new conditions. The heart of this structure is the Group’s workforce, which ensures consistent transformation through commitment and speed. Actions are bundled in six central pillars

I – Intelligence: AI and automation as value drivers

The “Intelligence” pillar forms the Group’s digital backbone. Koenig & Bauer is consistently establishing artificial intelligence (AI) in all business areas – from the administrative workplace to machine control. With the “AI Empower” project, the Group provides modern software tools to minimise routine tasks and create space for complex problem-solving. Externally, digital intelligence is merging with physical automation, with software increasingly acting as the “soul” of the system. Through solutions such as the AURAVEO platform and AI-supported quality systems in the Vision & Protection area, interactive communication channels and innovative authentication solutions are created that go beyond traditional print features and enable data monetisation.

M – Market: Focus on scaling and global market penetration

Under the “Market” pillar, Koenig & Bauer focuses on a sharpened go-to-market approach for scaling the existing, broad product portfolio (including VariJET, Chroma, CI flexo, and RotaJET). In view of regional shifts, the Group is concentrating increasingly on growth markets in India, LATAM, and the Middle East. For this purpose, demand-oriented product variants are developed that are optimally suited for these regions in terms of price, performance, and service. A central goal is to close gaps in the high-volume mid-tech segment.

P – People: Competence, performance, and pace

The “People” pillar defines the workforce as the foundation of transformation. Koenig & Bauer is investing heavily in upskilling and talent management to master the technologies of tomorrow with confidence. In a volatile environment, speed (“pace”) becomes a critical success factor. Operational responsiveness is increased through streamlined organisational structures and accelerated decision-making processes. The goal is a performance culture in which people “work smarter”. AI supports the acceleration of administrative processes and eliminates routine. Thus, pace is not understood as pure speed, but as an acceleration of the operational rhythm to secure competitive advantages over agile market participants with significantly shorter cycles.

A – Adaptability: Resilience through flexibility and global footprint

Adaptability is the answer to the volatility of the global economy. Koenig & Bauer strengthens its resilience by optimising the global footprint and supply chains to reduce dependencies. The goal is a model that constantly utilises internal capacities and flexibly cushions demand peaks via internal and external resources. A major financial anchor is the planned absolute increase in revenue from service business in order to secure a service revenue share of permanently at least 30% within the scope of our IMPACT growth targets. Through more intensive support of the installed base and new digital service products, the Group becomes more independent of cyclical new machine business. Resilience here means not just crisis management, but the ability to grow actively even under demanding conditions..

C – Competitiveness: Economic superiority in competition

Technological high-tech leadership must be financially secured through success in the mid-tech area. Koenig & Bauer counters price pressure with demanding initiatives to optimise manufacturing costs and is moving from

pure cost savings towards intelligent value optimisation (design-to-cost). Competitiveness against providers with advantageous cost structures is strengthened through more efficient design and leaner structures in assembly and management. This also includes establishing local partnerships and tailor-made products for price-sensitive markets. The goal is to lead technologically and win economically at the same time to guarantee the financial freedom of action for future innovations.

T – Technology: Software ecosystems and digital printing pioneer role

The central value proposition is shifting increasingly from hardware to networked software ecosystems. Koenig & Bauer relies on open interfaces (connectivity) to third-party providers as a central differentiating feature. In industrial digital printing, the Group is consistently expanding its market shares through customer-oriented solutions. In view of the expected market growth of inkjet technology, continuing the path as a pioneer remains a central strategic pillar. Technology is understood here as an enabler to make customers successful. The promise for 2030+ is to remain an innovation driver for hardware, software, and new process solutions and to merge hardware consistently with digital intelligence.

Attitude “I ACT” and strategic objectives

The IMPACT strategy unfolds its full impact through personal attitude: under the motto “I ACT”, every individual assumes responsibility for translating strategy into measurable success for customers and shareholders. Implementation is driven forward through the consistent optimisation of Group structures. In continuation of the strategic Group focus – and following the review of Koenig & Bauer Coding GmbH in July 2025 – the decision made in January 2026 to cease operations at Albert-Frankenthal GmbH by 31 May 2026 constitutes the consistent next step.

Strategic integration with IMPACT: The impulses gained within the scope of the “Spotlight” focus programme and the structural sharpening achieved support the successful implementation of the new strategic framework IMPACT. While “Spotlight” has contributed specifically to strengthening the operational base in the short and medium term, IMPACT now extends this focus to long-term resilience and technological positioning up to 2030+. The concentration on operational excellence and cost efficiency initiated by “Spotlight” finds its consistent continuation in the IMPACT pillar Competitiveness.

Markets addressed and growth opportunities

With its range of product and service, Koenig & Bauer addresses the sub-markets of packaging, industrial, security, banknote, commercial and publication printing, and furthermore targets potential in adjacent markets and in the area of digital business models. Within the strategic framework “IMPACT” adopted in December 2025 – with its six pillars Intelligence, Go-to-Market, People, Adaptability, Competitiveness, and Technology – the company aligns its priorities to strengthen the resilience of the Group and consistently exploit market opportunities through technological innovation. Each of these markets has specific dynamics, which are explained below.

Future opportunities in packaging printing

The Koenig & Bauer Group’s focus is on the structurally and sustainably growing market for packaging. The company offers solutions for all major substrates such as cardboard (corrugated board, folding boxes, liquid packaging), flexible packaging, hollow bodies made of plastic, as well as metal and glass. Market growth is primarily driven by the growing world population and rising number of middle-class households with purchasing power, correlating with global gross domestic product (GDP).

This trend is reinforced by a shift in global purchasing power: by 2030, it is expected that around two-thirds of the global middle class will be based in Asia. In China and India in particular, growth of approx. 1 billion people each is projected in this segment. To participate in this volume growth, Koenig & Bauer increasingly addresses the mid-tech markets with specifically configured solutions that combine high productivity with cost efficiency.

In addition to rising global consumption, e-commerce (e-commerce and quick commerce) as well as smaller packaging units due to the increase in single-person households are boosting demand. Additional momentum results from regulatory requirements such as the EU Packaging and Packaging Waste Regulation (PPWR) and the introduction of the Digital Product Passport (DPP). In parallel, the “GS1 Sunrise 2027” initiative requires the transition to two-dimensional data carriers (QR codes) on every packaging unit. As these codes require highly dynamic, individual data, demand for variable high-performance printing systems and software solutions is increasing.

On average, global packaging printing is growing by around 4% annually, with Koenig & Bauer holding a strong position particularly in the less cyclical areas of food, beverages, and pharmaceuticals. Packaging is increasingly acting as a brand ambassador. The “unboxing” experience in the private environment reinforces this trend and stimulates demand for high-quality finished surfaces, multicolour-printed interiors for corrugated boxes, and personalised inserts.

Growth opportunities through digital printing and in industrial printing

Analogue technologies such as flexo, gravure, offset, and screen printing currently still dominate the global packaging printing sector. According to a recent study by Smithers, the proportion of digital printing account for around 4% (by volume) of the total global print production volume, while the share by value is already around 18%. By 2034, this share by value is expected to rise to around 25% (around 7% by volume), with the largest changes expected in the packaging sector. Although digital printing is relatively expensive compared to analogue processes, it offers decisive advantages: it enables individualised, personalised, and versioned prints in small print runs. This reduces the required capital expenditure (CapEx) for customers by eliminating expensive stockholding. Furthermore, ease of operation by trained personnel in times of skilled worker shortages represents a clear advantage, supplemented by the elimination of makeready times and minimised waste.

Digital processes such as inkjet printing are successful where they offer technically and economically convincing solutions for business models with a focus on short runs, high format flexibility, and fast time-to-market production. Koenig & Bauer addresses this trend with a comprehensive portfolio ranging from the VariJET 106 for folding box printing to the RotaJET family for high-volume digital printing, through to the CorruJET for direct printing on corrugated board and specialised solutions such as the MetJET ONE and the Kammann K4. Following the latest orders, the company sees great potential for replacing traditional gravure and flexo presses with digital high-performance machines. This simplifies design handling and significantly shortens the time to print. In decor printing for furniture and flooring, the technology enables fast design changes and cost-effective testing of new ideas. In the corrugated board sector, products communicate directly at the point of sale (POS) through digital pre-print or direct print with water-based, food-certified inks, whereby the packaging increasingly takes on the function of a marketing and sales tool. Shorter

marketing cycles are also leading to changed production requirements for liquid packaging and film packaging. The main driver for the switch to digital production remains the consistent improvement of the total cost of ownership.

Digital products: AURAVEO – “Connected Packaging”

Beyond the classic machine business, Koenig & Bauer is opening up digital revenue potential through the newly founded Kyana GmbH with the AURAVEO platform. The technological linking of physical packaging with digital content (“Connected Packaging”) transforms the packaging into an interactive communication channel between brand and consumer. Thus, for the first time, the company directly addresses the marketing budgets of brand producers, who use these solutions for direct-to-consumer strategies and customer engagement. This forms the basis for scalable, data-based business models beyond the physical printed product.

Security and authentication solutions: “protected at print”

Under the strategic umbrella “protected at print”, Vision & Protection GmbH transfers expertise from high-security printing to brand protection for consumer and industrial goods. In view of rising product piracy worldwide, Koenig & Bauer specifically targets the security and anti-counterfeiting budgets of brand owners here. With cryptographic features (e.g. aegis, Daktylo, Stegano) and the verification app “ava”, the company offers a closed system for authentication directly in the standard printing process. Intelligence in the machine thus becomes the decisive purchasing criterion for seamless product protection.

Global demand for banknotes creates stability in security printing

Thanks to its good project situation, very low cyclical exposure and very high barriers to market entry, Koenig & Bauer expects business in security printing presses to remain stable in the long term. Cash remains an indispensable and secure means of payment, especially in the second and third world. In view of the highly intense competition, the newly developed, innovative security features are a decisive differentiator and a unique selling point. Despite the increased use of digital payment methods, global banknote production continues to grow at a moderate rate. Growing prosperity and rising population numbers in emerging markets with their high cash ratios as well as widespread scepticism towards electronic payments mean that there will be no reversal in this trend in the market in the medium term, although developments in some countries will vary. Alongside inten-

sive work on new products and security features, service business for the large installed base is being systematically expanded and will make a good contribution to Group earnings in the medium to long term. With packaging printing contributing a larger share of Group revenue, the influence of volatile security printing business will recede.

Stable conditions in media-related printing segments

Koenig & Bauer anticipates stable growth in the market for sheetfed offset presses for commercial printing, supported by a globally stable to slightly growing book market. Industrial digital printing is continuing to gain importance in the publishing industry in order to meet the trend towards shorter runs and demand-oriented production (print-on-demand). In web offset presses for newspaper and commercial printing, a declining new machine business and a downward trend in service business are expected due to further press shutdowns and print shop closures.

Expansion of service with a focus on digitisation

The Koenig & Bauer Group positions itself as a provider of holistic system solutions beyond the mere manufacture of printing and finishing machines. The goal is to strengthen the competitiveness of customers on a sustainable basis through a comprehensive service portfolio. This range includes classic services such as inspection, maintenance, and calibration, as well as retrofits and upgrades to extend the plant lifecycle. Spare parts, consumables, and accessories can be efficiently sourced via integrated webshops. Since qualified specialist personnel and the optimisation of the print shop workflow are decisive for productivity alongside innovative technology, targeted training and consulting services supplement the spectrum. In a market environment shaped by increasingly short runs, shorter delivery times, and high cost pressure, Koenig & Bauer differentiates itself as a globally present and long-established partner combining flexibility with technological excellence.

As a result of the increasing digital networking of work processes, Koenig & Bauer is systematically developing its service business – which contributes around 30% to Group revenue – into a digital ecosystem under the myKyana brand. In this process, classic, physical service activities are increasingly supplemented and networked with data-based digital offerings. In this way, the company is responding to the market trend for a data-supported increase in overall equipment effectiveness (OEE). The technological basis for this is a secured cloud connection for the machines (Kyana Connect),

which enables continuous monitoring and optimisation of production processes using real-time data analysis (Kyana Data). To meet the structural challenges of the global skilled worker shortage and the rising demand for maximum plant availability, the company is increasingly relying on AI-supported assistance systems (Kyana Assist) as well as visual remote support. These solutions aim to make expert knowledge available immediately at the machine, increase the first-time-fix rate, and minimise the risk of unplanned downtimes through predictive maintenance. Additionally, Koenig & Bauer addresses the growing market and regulatory requirements for resource efficiency. Through integrated energy management systems (VisuEnergy X), data-supported optimisation of energy consumption is enabled, whereby the company supports the customer's need for economically efficient and sustainable production. Thus, the company positions itself in a market environment increasingly shaped by the merging of industrial production and digital intelligence.

Markets outside the printing industry

Koenig & Bauer has also discovered new markets for itself outside the classic markets of the printing industry. Examples include the partnerships with Volkswagen subsidiary PowerCo SE and with Mitsubishi Electric in response to the expected increase in demand for lithium-ion batteries due to the growing popularity of electric vehicles. According to calculations by the Boston Consulting Group, the supply of lithium-ion batteries will need to increase tenfold by 2030 to meet market demand.

Partnerships and cooperations

Koenig & Bauer specifically uses partnerships and cooperations to promote innovation and growth, including outside the established markets. By working together, synergies can be harnessed and the defined goals achieved more quickly and more efficiently. The examples listed here – in the areas of machinery, consumables, digitalisation, product protection, new business, and sustainability – provide an insight into the diversity of Koenig & Bauer's partnerships and cooperations. This list is not exhaustive.

In the area of digital printing: A partnership has existed with HP since 2014 for the manufacture of the HP PageWide T1190 and T700 printing systems for the pre-print of corrugated board liners, as well as the HP PageWide T500 for monochrome book printing. Established in 2019, the joint venture with the Durst Group develops and markets digital printing systems; these include the CorruJET and the DELTA SPC 130 for digital direct printing on corrugated board, and the VariJET 106 for digital folding box printing. Since 2024, the joint venture has also offered a digital printing solution for metal decoration with the MetJET ONE (multi-pass).

In the area of corrugated board: Since 2022, Koenig & Bauer Celmacch has addressed a comprehensive product portfolio in all price and performance classes for the corrugated board market with the Chroma product family.

Im Bereich der Consumables: Koenig & Bauer relies on long-term partnerships to optimise printing processes. The cooperation with ACTEGA (finishing technologies) was extended by three years in 2024, while System Brunner has been contributing its core competence in colour management to Koenig & Bauer's sheetfed offset technology for over ten years.

In the area of digitalisation: To drive forward the digital transformation, Koenig & Bauer relies on a strong partner network. The collaboration with Google Cloud (since 2023) enables the efficient management and processing of enormous amounts of data. In April 2025, a strategic partnership was formed with Siemens to capture more detailed machine data using new technologies and to improve digital solutions for condition monitoring and process optimisation. In cooperation with osapiens, the subsidiary Kyana GmbH is developing solutions for the implementation of the Digital Product Passport (DPP). In this context, the Digital Experience Platform

AURAVEO is connected with the osapiens HUB to link regulatory requirements for supply chain transparency with interactive brand communication. The cooperation with HYBRID Software, a provider of software solutions for the labels and packaging market, also enables Koenig & Bauer to offer PrintFusion, an exclusive product for the packaging workflow on Rapida sheetfed offset presses, thereby optimising the entire production process. In addition, the company cooperates with the University of Applied Sciences Würzburg-Schweinfurt and the Steinbeis Research Centre Design & Systems.

In the area of product protection: Koenig & Bauer Vision & Protection GmbH bundles its activities under the strategic initiative "protected at print". The goal of this initiative is to support print shops in extending their value chain and positioning themselves as full-service protection partners for their customers. A central component is the cooperation with Bosch Secure Authentication GmbH, started in October 2025, to realise brand protection and traceability directly in the printing process through the integration of digital security features ("Ovjera").

Opening up new business areas: Koenig & Bauer opens up new business areas through strategic partnerships that go beyond the traditional printing business. The partnership with PowerCo SE (Volkswagen) to develop a system for the solvent-free dry coating of electrodes reached a decisive milestone in June 2025 with the successful proof of concept. To prepare for industrial series production, the plant was subsequently moved to a pilot line at PowerCo; the scaling phase is scheduled for completion in 2026. In the field of industrial image processing, the partnership with Mitsubishi Electric (since 2024) bundles the strengths of both companies for electrode production (inspection module Qi<+>PRO).

In the area of sustainability: Koenig & Bauer is a partner of the VDMA Blue Competence initiative as well as a member of Healthy Printing, 4evergreen, Holy Grail 2.0, and the R-Cycle community. Social engagement was expanded in 2025 through the global "MoneyBox" initiative in cooperation with Aflatoun International, which teaches children financial literacy. Additionally, Koenig & Bauer is driving the development of an integrated ecosystem for financial education together with the fintech Doshi.

Planning, control and monitoring

Comprehensive set of tools for efficient Group planning and control

The established business management system with differentiated cost accounting provides management with a swift and meaningful set of figures for operational controlling, monitoring and strategic planning and management of the Group and the segments. In addition to central Group controlling for the overarching Group and segment management, the autonomously operating business units have access to controlling resources. The results of the annual strategy process culminate in high-level business planning and are presented in detail in the ensuing integrated budget planning phase. The planning horizon for high-level business planning and budget planning is five years. The budgets for the Group and the segments are based on detailed income statements, balance sheets and cash flow statements for all consolidated Group companies, which are prepared on a monthly basis in the first budget year. Forecasts for the current year are updated on the basis of the reported figures at the same time as the semi-annual and quarterly (Q1 and Q3) financial statements are prepared and also shortly before the end of the year. Scenario analyses simulate different market and cost parameters on a case-by-case basis. Monthly reporting tracks the current business and earnings situation as well as trends in net working capital and is discussed in the monthly earnings meetings. Service reporting permits coordination of the service activities. Roll-over liquidity previews with cash management provide an accurate view of the financial situation. A 24-month liquidity budget is prepared for this purpose. Regular reviews by Group management with the responsible segment managers addressing the economic and financial situation, current trends and forecasts supplement deviation analyses performed by controlling. Measures are defined in the event of any negative deviation in the interests of a swift and targeted response. Systematic implementation of the measures is tracked by close monitoring. Opportunities and risks are detected at an early stage by means of an established budget, forecast and reporting process. A risk early detection system has been established to monitor developments and to identify possible threats to the company's going-concern status. The necessary decisions can be made at an early stage on the basis of this comprehensive assessment of Group and segment performance.

In the Koenig & Bauer Group, revenue and operating EBIT (earnings before interest and taxes) are the most significant financial performance indi-

cators across all segments for the 2025 financial year. Operating EBIT is defined as earnings before income taxes, interest income and expenses and other financial result, adjusted for non-operating items. EBIT is adjusted for the following items:

- Expenses/income from Group portfolio measures (acquisitions, disposals, adjustments and other portfolio-related measures, including changes in goodwill)
- Expenses/income in connection with restructuring projects
- Expenses/income from consolidation changes during the year
- Expenses/income due to the first-time application of Group guidelines with regard to personnel adjustments – expenses for pension plans

With the beginning of the 2026 financial year, the legal representatives of Koenig & Bauer AG have decided to shift the guidance to operating EBIT-DA. From now on, this key figure will function alongside revenue as the most significant financial performance indicator and will replace operating EBIT. In this way, the company is taking account of the sought-after sharpening of the focus on operating cash generation, improved comparability within the peer group and the future requirements of IFRS 18.

The operating EBIT margin also counts as a financial performance indicator. It is defined as operating EBIT divided by revenue. Since the 2024 financial year, Koenig & Bauer has used the operating EBIT margin instead of the EBIT margin as a financial performance indicator. With the change in guidance on 1 January 2026, Koenig & Bauer will use the operating EBITDA margin instead of the operating EBIT margin as a financial performance indicator from the 2026 financial year onwards. The operating EBITDA margin is defined as operating EBITDA divided by revenue.

In addition to these main financial performance indicators, the Executive Board receives reports on order intake, order backlog and service business indicators. Changes in capital employed are monitored on the basis of the cash conversion cycle. The ratio of inventories, prepayments made for inventories and trade receivables less trade payables and customer prepayments to revenue is calculated to determine this indicator. In addition to

financial indicators, the Executive Board also tracks non-financial performance indicators, particularly quality assurance costs and staff development. Target agreements providing for variable remuneration components tied to Group, segment and/or personal goals for the year for all executives and non-pay-scale employees heighten motivation and commitment towards the achievement of the company's goals.

Research and development

In its research and development activities in the 2025 reporting year, Koenig & Bauer focused primarily on the fields of digitalisation, workflow optimisation, product protection and sustainability. The aim of the innovation activities is to increase overall equipment effectiveness (OEE), safeguard product integrity and reduce resource consumption over the entire life cycle of the machines. In the 2025 financial year, research and development expenses in the Group amounted to 3.5% of revenue (previous year: 4.3%). In addition, development costs amounting to 0.7% of revenue were capitalised (previous year: 1.1%).

Digitalisation and workflow solutions: With the founding of Kyana GmbH as of 1 April 2025, the development of digital business models was made organisationally independent. Under this new organisational roof, the focus was on the functional expansion of the myKyana digital ecosystem introduced in the previous year. One step forward was the integration of post-press systems (further processing) as well as units from third-party providers. This enabled the realisation of a cross-manufacturer connection along the entire value chain, providing customers with seamless data transparency for identifying process bottlenecks in real time. In addition, the digital experience platform AURAVEO was further developed. This solution forms the technological basis for "Connected Packaging" (technological linking of physical packaging with digital content) and prepares for the implementation of future regulatory requirements, such as the Digital Product Passport (DPP) or the transition from traditional barcodes to two-dimensional data carriers driven by the "GS1 Sunrise 2027" initiative.

Security and authentication solutions: Vision & Protection GmbH is driving research and development work forward under the strategic framework "Protected at Print". The aim of this initiative is to transfer decades of expertise from high-security printing to general brand protection for con-

sumer and industrial goods. The technological basis is formed by the Stegano (invisible data integration), Daktylo (authentication of printed surfaces) and Ovjera (identification of individual surface characteristics) processes. The varnish protection solution "varnish protect 'aegis'" was established as the first market-ready system solution. The cp³ certification ("certified protected at print – provider") was developed for process security. This programme defines standards for different security levels and confirms the expertise of printing companies in the application of the "aegis" protection technology. In addition, the verification app "ava" was provided as a central platform enabling offline authentication of the security features. Koenig & Bauer thus offers a closed ecosystem comprising printing technology, counterfeit-proof features and digital verification.

Optimisation of the workflow: In the Paper & Packaging Sheetfed Systems segment, the focus was on optimising the end-to-end packaging workflow. Within the framework of the strategic partnership with Siemens, the modular automation kit based on the Siemens Xcelerator portfolio is being further developed to increase system intelligence and connectivity. To technologically validate the VariJET 106 and test hybrid production scenarios – the combination of digital printing, offset printing and further processing under industrial conditions – the infrastructure in the customer demo centre at the Radebeul site was specifically expanded.

Technological further development and resource efficiency in special printing: MetalPrint business area, the focus was on the technological further development of the portfolio with regard to sustainability, resource conservation and customer benefit. Key results are the market launch of the MetalCoat 471 coating line based on a Siemens TIA architecture, as well as the MetalCoat 484 announced for METPACK 2026, which increases profitability through minimised makeready times thanks to automation features such as automated washing. Resource efficiency is also increased by the in-line coating thickness control feature. The market readiness now achieved for hydrogen-heated dryers and the use of UV-LED drying serve the goal of sustainability in order to increasingly substitute gas-heated ovens in the future. In addition, the Site Acceptance Test (SAT) of the Met-JET ONE was successfully completed. Additionally, in the field of waterless offset printing, the application of LED light curing was successful on the Koenig & Bauer Cortina, which reduces CO₂ emissions and expands the range of printable materials.

Joint development in new business areas: In the joint development activities with PowerCo SE since June 2023, a significant milestone was reached in the reporting year: On 3 June 2025, PowerCo SE accepted the development status of the dry-coating system developed by Koenig & Bauer for the solvent-free powder coating of anodes and cathodes (dry coating) with the “Factory Acceptance Test” (FAT). This successfully provided the proof of concept for this technology and positively concluded the concept phase. In the next step, the plant was moved to a pilot line for dry coating at PowerCo SE to carry out further scaling and further developments and to prove the suitability of the technology for industrial series production. Completion of this development is sought for 2026; a commercial framework agreement has since been concluded for this purpose. Strategic partnerships such as this enable Koenig & Bauer to transfer established know-how to new application areas.

Further detailed information on partnerships and cooperations are provided in the chapter “Partnerships and cooperations” on page 29.

Business report

Macroeconomic and industry conditions

The global economy developed in 2025 in an environment of profound trade policy realignments and ongoing geopolitical tensions. According to estimates by the International Monetary Fund (IMF), the global economy recorded real moderate growth of 3.3% (previous year: 3.3%). Dynamism thus remained perceptibly below the historical average of 3.7% for the years 2000 to 2019. The reporting year was significantly shaped by the introduction of extensive US tariff measures, which led to a clear increase in uncertainty in global trade policy. The global inflation rate continued its decline and reached an annual average of 4.1% (previous year: 5.8%).

Developments varied from region to region. The US economy grew by 2.1% in 2025. The slowdown compared to the previous year (+2.8%) resulted from trade policy burdens as well as a temporary shutdown of government business (shutdown) at the end of the year. Support came from a continued high level of investment in artificial intelligence (AI) and a moderately expansive fiscal policy. In the Eurozone, economic growth stood at 1.4%

(previous year: 0.9%). However, the slight recovery was slowed by uncertainty over future trade relations, lagging energy price effects, and the introduction of additional US tariff measures, which amounted to a negative external demand shock for Europe’s export-oriented economies. Within the Eurozone, Spain again recorded above-average performance at 2.9%.

Germany returned to a weak growth path of 0.2% after two consecutive years of recession (previous year: -0.5%). The export-oriented German industry suffered particularly from the increasing fragmentation of world trade, while rising government spending had a stabilising effect on the domestic economy. In Japan, the economy succeeded in growing by 1.1% (previous year: -0.2%). Emerging markets and developing countries grew by a total of 4.4%. In China, economic growth was 5.0% (previous year: 5.0%). Structural problems in the real estate sector had a negative impact here, while exports performed more robustly than expected, supported by a temporary trade agreement with the USA. India remained one of the world’s most important growth drivers with a plus of 7.3% (previous year: 6.5%).

Year-on-year gross domestic product (%)

Country/region	2023	2024	2025 (estimate)
Global	3.5	3.3	3.3
Developed economies	1.7	1.8	1.7
Eurozone	0.4	0.9	1.4
Germany	-0.9	-0.5	0.2
France	1.6	1.1	0.8
Italy	0.7	0.7	0.5
Spain	2.5	3.5	2.9
United Kingdom	0.4	1.1	1.4
United States	2.9	2.8	2.1
Japan	1.2	-0.2	1.1
Emerging markets and developing countries	4.7	4.3	4.4
ASEAN*	4.1	4.6	4.2
Brazil	3.2	3.4	2.5
China	5.4	5.0	5.0
India**	9.2	6.5	7.3
Russia	4.1	4.3	0.6

*) Indonesia, Malaysia, Philippines, Singapore, Thailand

**) Fiscal year from 1 April to 31 March

Source: IMF World Economic Outlook Update January 2026, for 2023: IMF October 2025 Database.

Trade policy conditions and currency effects in the US market were of particular relevance to Koenig & Bauer. In the course of the trade agreement between the EU and the USA, a uniform tariff cap of 15% applied to the vast majority of EU exports to the USA from 7 August 2025 until 20 February 2026, replacing the significantly higher tariffs in some cases. However, exceptions to this cap remain for listed products made of steel, copper, and aluminium, for which tariffs of at least 50% continue to apply. In addition, punitive tariffs of at least 50% are levied on products which the US administration (pursuant to Section 232 of the Trade Expansion Act) has classified as derivatives of steel, copper, and aluminium based on the customs tariff number. This currently includes flexographic printing presses as well as a large number of spare parts for printing presses. As Section 232 is subject to continuous updates by the US administration, it cannot be ruled out that further products relevant to Koenig & Bauer will be included. This means that the company's machines, systems, and spare parts have become more expensive in the USA since August. In addition, EUR/USD developments resulted in a further increase in the price of services in the USA.

The demand for capital goods developed in 2025 against the backdrop of significant shifts within global supply chains and volatile trade policy. In anticipation of higher trade barriers, there were premature orders ("front-loading") in the first half of the year in particular, which temporarily supported capacity utilisation but led to a noticeable normalisation of demand later in the year. According to the VDMA, real machinery production in Europe was shaped by a pronounced recession. Despite the challenging market environment, mechanical engineering worldwide recorded slight price-adjusted revenue growth of almost 2%. This development was primarily due to the delayed processing of high order backlogs from 2024. New business, on the other hand, remained under pressure due to high costs, restrictive investment budgets, and weak demand from the automotive, construction, and chemical industries.

Mechanical and plant engineering in Germany shrank by 2.6% year-on-year in 2025 according to preliminary calculations. This was clearly reflected in market data: while price-adjusted domestic order intake fell by 1.5%, revenue in Germany recorded a minus of 5.8%.

In the printing press segment, order intake in 2025 fell by 10.6% in price-adjusted terms compared to the previous year. On the revenue side,

however, the segment recorded a clear plus of 8.1%, which was primarily due to the processing of existing order backlogs.

Business performance

Overall statement on business performance

The Koenig & Bauer Group's business performance in 2025 was characterised by an unchanged weak macroeconomic market environment. Conditions were defined by geopolitical tensions and trade conflicts, leading to a high level of global uncertainty. In particular, uncertainties regarding US tariff policy led to perceptible hesitation in customer investments at times.

Since the start of the 2025 financial year, Koenig & Bauer has been managing the Group through two segments Paper & Packaging Sheetfed Systems (P&P) and Special & New Technologies (S&T). This new structure is even more precisely tailored to customer needs and more closely aligned with the respective business model. In the P&P segment, Koenig & Bauer bundles activities for folding cartons and corrugated board to offer customers end-to-end solutions for packaging production as a full-service provider. The S&T segment combines special applications and digital solutions, with the business units acting with a high degree of entrepreneurial autonomy.

With regard to the order situation, the expected normalisation after the record year of 2024 led to an order intake of €1,233.2m (previous year: €1,402.7m). This decline results primarily from the phasing-out of the extraordinary "drupa effect" as well as a very high previous-year value at Banknote Solutions. Nevertheless, at €970.6m as of 31 December 2025, the order backlog remains at a high level (previous year: €1,039.8m) and forms a solid basis for the 2026 financial year. Financial performance became increasingly positive over the course of the year after a typically subdued first quarter. Thanks to strong operational performance in the third quarter, it was possible to noticeably smooth out the earnings trend in the second half of the year and significantly reduce dependency on the fourth quarter compared to the previous year. Consequently, the guidance specified in November 2025, which saw target achievement for operating EBIT with a higher probability in the lower half of the corridor due to macroeconomic uncertainties, was achieved spot-on.

Accordingly, the Koenig & Bauer Group achieved **revenue of €1,302.4m**

in the 2025 financial year (guidance: slight revenue growth; previous year: €1,274.4m) and an **operating EBIT of €36.6m** (guidance: increase to €35 – 50m; previous year: €15.3m). This corresponds to an operating EBIT margin of 2.8% (previous year: 1.2%).

The 2025 reporting year was characterised by significantly reduced **extraordinary items**. **Non-operating extraordinary items** decreased significantly year-on-year to €5.3m (previous year: €50.4m) and comprised the final planned expenses for the completion of the “Spotlight” focus programme and mainly concerned material cost adjustments. In the previous year, extraordinary items were also burdened by one-off costs for the world-leading trade fair drupa amounting to €10.5m.

Thus, **Group EBIT** improved significantly by +€66.4m to €31.3m (previous year: €-35.1m), corresponding to an **EBIT margin** of 2.4% (previous year: -2.8%).

The segments contributed to operating EBIT as follows: Paper & Packaging Sheetfed Systems (P&P) €25.0m (guidance: slight increase; previous year: €17.1m) and Special & New Technologies (S&T) €9.0m (guidance: significant increase; previous year: €-15.4m). In 2025, the segments contributed to revenue as follows: P&P €741.5m (guidance: slight increase; previous year: €734.8m) and S&T €596.0m (guidance: slight increase; previous year: €558.0m).

Due to the aforementioned non-operating extraordinary items from “Spotlight”, S&T segment EBIT was burdened by €2.8m in other restructuring expenses. The segment performance is described in detail in the “Segment performance” chapter on page 39.

Financially, the Koenig & Bauer Group is well positioned with a Group equity ratio of 24.0% (previous year: 23.3%) and more than €150m in freely available liquid funds. Active net working capital management in the reporting period also contributed to this.

In view of the earnings performance 2025 and the persistently challenging global economic market environment, the Executive Board and Supervisory Board will be proposing at the annual general meeting that a dividend be omitted for the financial year as a result of the net loss reported by Koenig

& Bauer AG. As Koenig & Bauer attaches great importance to ensuring the appropriate participation of its shareholders in the company’s success, the dividend policy provides for the distribution of a dividend of 15 – 35% of consolidated earnings, with a minimum dividend of €0.30 per share, subject to profitable business performance during the year.

To summarise, the Koenig & Bauer Group’s business performance and business situation were in line with expectations, taking into account the global challenges in 2025.

Earnings

Group order intake

€m	2024	2025
Paper & Packaging Sheetfed Systems	732.5	704.0
Special & New Technologies	695.6	558.4
Reconciliation	-25.4	-29.2
Total	1,402.7	1,233.2

The **order intake** of the Koenig & Bauer Group amounted to €1,233.2m and was thus -12.1% below the strong previous-year figure as expected. This decline results significantly from base effects from the previous year, which was shaped by the drupa trade fair and exceptionally high order intake at Banknote Solutions (BNS). In addition, volatile geopolitical conditions and temporary uncertainties regarding US tariff policy dampened the willingness to invest in individual markets.

In the segments, the picture was as follows: Order intake in the Paper & Packaging Sheetfed Systems (P&P) segment was extremely resilient at €704.0m compared to the drupa previous year, recording only a moderate decline of -3.9% (previous year: €732.5m). The Special & New Technologies (S&T) segment, as expected, fell behind the previous year's value with an order intake of €558.4m (previous year: €695.6m). This decline is primarily attributable to the base effect mentioned in the BNS area, after the S&T segment had benefited from a large order from the US Bureau of Engraving and Printing in the previous year.

Thus, orders in the Group developed slightly below the industry average for printing presses, which according to VDMA figures recorded a drop in order intake of -10.6% for 2025.

Group revenue

€m	2024	2025
Paper & Packaging Sheetfed Systems	734.8	741.5
Special & New Technologies	558.0	596.0
Reconciliation	-18.4	-35.1
Total	1,274.4	1,302.4

Group revenue by product group

€m	2024	2025
Service	396.9	399.3
Printing presses	862.1	883.8
Other	15.4	19.3
Total	1,274.4	1,302.4

Group revenue by region

€m	2024	2025
Germany	163.7	143.4
Rest of Europe	364.9	386.9
North America	367.1	313.8
Asia/Pacific	262.5	349.3
Africa/Latin America	116.2	109.0
Total	1,274.4	1,302.4

%	2024	2025
Germany	12.9	11.0
Rest of Europe	28.6	29.7
North America	28.8	24.1
Asia/Pacific	20.6	26.8
Africa/Latin America	9.1	8.4

The Koenig & Bauer **Group revenue** rose by 2.2% to €1,302.4m in an unchanged challenging macroeconomic environment. Sequentially, revenue performance improved in both segments from quarter to quarter, resulting in a typically strong second half of the year, supported by the consistent

processing of the high order backlog.

In the Paper & Packaging Sheetfed Systems (P&P) segment, revenue was increased slightly by 0.9% to €741.5m (previous year: €734.8m). The Special & New Technologies (S&T) segment recorded a more dynamic development and increased revenue by 6.8% to €596.0m (previous year: €558.0m).

The revenue of the Koenig & Bauer Group thus developed below the industry revenue for printing presses, which according to VDMA figures recorded a plus of 8.1% in 2025. The normalisation of order intake after the drupa year combined with increased revenue is reflected in the book-to-bill ratio of 0.95 (previous year: 1.10). Service business was increased in absolute figures to €399.3m (previous year: €396.9m). The slight decrease in the percentage share of revenue from 31.1% to 30.7% in the reporting year is purely attributable to the growth in new machine and other business, which increased total revenue more strongly overall.

The Group export ratio increased from 87.1% in the previous year to 89.0% in the reporting year. Good business performance in the Asia/Pacific region contributed significantly to this development, leading to an increase in the revenue share in this region to 26.8% (previous year: 20.6%). The share in the rest of Europe also increased slightly to 29.7% (previous year: 28.6%). By contrast, shares in North America decreased to 24.1% (previous year: 28.8%), in Germany to 11.0% (previous year: 12.9%), and in Latin America and Africa to 8.4% (previous year: 9.1%) as expected.

Group order backlog

€m	2024	2025
Paper & Packaging Sheetfed Systems	407.0	369.5
Special & New Technologies	635.8	598.2
Reconciliation	-3.0	2.9
Total	1,039.8	970.6

Order backlog as of 31 December 2025 remains at a historically high level at €970.6m (previous year: €1,039.8m). The 6.7% decline compared to the previous year results on the one hand from the normalisation of order intake after the exceptionally strong previous year. On the other hand, the change in the order backlog reflects the consistent processing of orders and their conversion into Group revenue in the reporting year. The order

backlog thus continues to serve as a solid basis for the 2026 financial year and beyond, although it is not distributed evenly across the segments.

Group income statement

€m	2024	2025
Revenue	1,274.4	1,302.4
Cost of sales	-979.4	-961.8
Gross profit	295.0	340.6
Research and development costs	-54.5	-46.2
Selling costs	-171.0	-155.3
Administrative costs	-104.0	-106.5
Other operating income	19.4	37.4
Other operating expenses	-23.7	-38.4
Remeasurement gains and losses	3.3	-0.1
Other financial result	0.4	-0.2
Earnings before interest and taxes (EBIT)	-35.1	31.3
Other interest and similar income	4.9	2.9
Other interest and similar expenses	-29.0	-26.6
Interest result	-24.1	-23.7
Earnings before taxes (EBT)	-59.2	7.6
Income taxes	-10.6	-21.1
Group loss	-69.8	-13.5
of which		
Shareholder of the parent company	-70.1	-13.5
Non-controlling interests	0.3	-
Earnings per share (€, diluted/basic)	-4.24	-0.81

Gross profit improved significantly in the reporting period due to the earnings effect from the "Spotlight" focus programme and a more advantageous product mix by 15.5% to €340.6m (previous year: €295.0m) with an increased **gross margin** of 26.2% (previous year: 23.1%). Research & development expenses decreased by 15.2% to €46.2m (previous year: €54.5m), which is mainly attributable to the consistent go-to-market approach for products. Selling expenses decreased by 9.2% to €155.3m (previous year: €171.0m), mainly due to the costs incurred in the previous year for the world-leading trade fair drupa. Administrative expenses increased slightly by 2.4% to €106.5m (previous year: €104.0m), due to general price increases (rents, leases, IT leasing, insurance). The balance of impairment gains and losses on financial assets, other expenses and income, and the financial result stood at €-1.3m (previous year: €-0.6m).

In total, this resulted in **EBIT** of €31.3m (previous year: €-35.1m), corresponding to an **EBIT margin** of 2.4% (previous year: -2.8%). In addition to a positive volume effect of €4.9m, positive other operating effects of €6.0m also contributed to the improvement in earnings. In addition to mix and price effects, these include the planned gross cost savings from the “Spotlight” focus programme.

Non-operating extraordinary items decreased significantly year-on-year to €5.3m (previous year: €50.4m). These comprised the final planned expenses for the completion of the “Spotlight” focus programme and mainly concern other restructuring expenses. In the previous year, extraordinary items were also burdened by one-off costs for the world-leading trade fair drupa amounting to €10.5m, which were not incurred in the reporting year.

Accordingly, **operating EBIT** stood at €36.6m (previous year: €15.3m), corresponding to an **operating EBIT margin** of 2.8% (previous year: 1.2%). In contrast to the frequently observed, strong year-end dependency, it was possible to noticeably smooth out the earnings development in the reporting year through a strong operational performance that already began in the third quarter. As a result, the dependency on the final quarter for achieving the annual targets was significantly reduced compared to the previous year.

In the reporting year, interest income amounted to €2.9m (previous year: €4.9m), while interest expenses were €26.6m (previous year: €29.0m). This resulted in an interest result of €-23.7m (previous year: €-24.1m), which benefited above all from lower interest rates as well as lower utilisation of credit lines. This led to **earnings before taxes** of €7.6m (previous year: €-59.2m). The increase in income taxes is essentially influenced by value adjustments on deferred tax assets on loss carryforwards and increased actual tax expenses. After income taxes of €-21.1m (previous year: €-10.6m), the Group **net loss** was €-13.5m (previous year: €-69.8m). This corresponds to **earnings per share** of €-0.81 (previous year: €-4.24). Earnings per share improved accordingly by €3.43.

Finances

Cash flow from operating activities amounted to €42.8m in the reporting year (previous year: €73.4m). This development is mainly due to a decrease in inventories and trade receivables, a decrease in prepayments received as well as an increase in contract assets and trade payables. At €-35.6m, cash flow from investing activities was lower than in the previous year (previous year: €-41.8m) due to continued investment discipline. For the full year, this resulted in a **positive free cash flow** of €7.2m (previous year: €31.6m). After a lock-up of funds typical for mechanical and plant engineering in the course of the year to date, a very strong inflow of funds at the end of the year, driven by active net working capital management, led to this positive result. **Net working capital** stood at €281.0m as of 31 December 2025 (previous year: €294.2m). It was positively impacted by a supply chain financing optimisation programme with €25.0m (previous year: €17.4m); in addition, effects from changed payment terms contributed to an improvement in the position. Cash flow from financing activities resulted in €-2.8m (previous year: €1.3m), which, in addition to changes in bank liabilities, was also influenced by payments to and from a financial service provider. At the end of December 2025, cash and cash equivalents were valued at €137.5m (previous year: €133.7m). Adjusted for bank liabilities of €261.9m (previous year: €261.8m), the **net financial debt** amounted to €-124.4m (previous year: €-128.1m).

The Group has access to **syndicated credit facilities** from a banking consortium with a total volume of €500m. In addition to a revolving cash facility of €300m, the syndicated finance includes a guarantee facility of €200m. The credit facilities have a tenor of five years, thus until October 2028, which can optionally be extended by an additional two years by consensus of the lenders. To highlight the importance that Koenig & Bauer attaches to sustainability in its funding operations, the contract also includes ESG components, which are evaluated annually in a bonus/malus process and, depending on the achievement of the ESG target values, reduce (bonus) or increase (malus) funding costs. The Group-wide external financing framework also consists of further bilateral credit facilities, mainly in the form of guarantee credit facilities.

Assets

As of 31 December 2025, **equity** stood at €343.1m and the **equity ratio** at 24.0% (31 December 2024: €331.2m and 23.3%). Equity was essentially strengthened by positive valuation effects from the application of the revaluation method to land and from hedge accounting. The Koenig & Bauer Group's **total assets** stood at €1,430.5m as of 31 December 2025 (previous year: €1,422.7m).

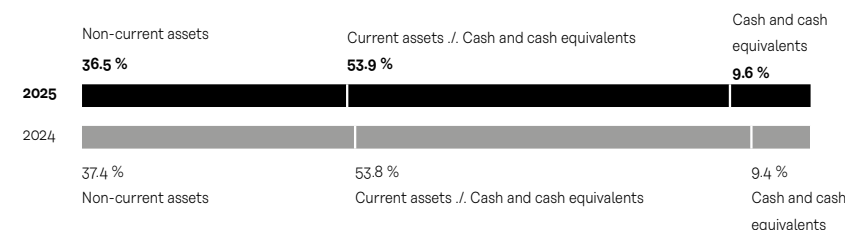
Assets

A total of €39.1m (previous year: €52.5m) was spent on property, plant and equipment and intangible assets in connection with construction and IT projects in the period under review. Capital spending includes capitalised development costs of €9.1m (previous year: €12.6m). This was accompanied by depreciation and amortisation expense of €43.0m (previous year: €44.3m). On balance, intangible assets and property, plant and equipment decreased slightly from €402.4m to €400.2m. **Non-current assets** decreased by €10.8m year-on-year to €521.9m. A major factor here was the decrease in deferred tax assets due to value adjustments and the reduction in the corporate income tax rate by €17.3m to €78.0m (previous year: €95.3m). This was offset by an increase in financial investments and other financial receivables from €10.1m to €27.7m (previous year: €17.6m). This is mainly due to the conclusion of long-term foreign currency forward transactions. **Current assets** increased by €18.6m to €908.6m as of 31 December 2025 (previous year: €890.0m). The increase in other assets by €31.8m to €205.5m (previous year: €173.7m) contributed to this. This increase is mainly due to an increase in contract assets based on increased performance progress for orders from customer-specific production. Other financial receivables increased by €13.0m to €70.3m (previous year: €57.3m), due to the conclusion of short-term foreign currency forward transactions. By contrast, inventories fell by €16.0m to €352.9m (previous year: €368.9m) and trade receivables by €10.0m to €132.1m (previous year: €142.1m). Here, active net working capital management had a positive effect on the stocks at the end of the year. **Cash and cash equivalents** increased by €3.8m to €137.5m (previous year: €133.7m). Assets held for sale amounted to €3.1m (previous year: €7.9m). At €1,430.5m, the Group's total assets were above the figure of €1,422.7m recorded at the end of 2024.

Equity and liabilities

The consolidated net loss of €-13.5m (previous year: €-69.8m) includes

extraordinary items for the "Spotlight" focus programme in the amount of €5.3m. Equity was mainly strengthened by positive valuation effects from the application of the revaluation method to land as well as from hedge accounting. **Equity** thus increased from €331.2m as of 31 December 2024 to €343.1m as of the end of the 2025 financial year, corresponding to an equity ratio at the reporting date of 24.0% (end of 2024: 23.3%). **Non-current liabilities** decreased by €8.0m to €477.0m (previous year: €485.0m). This was mainly influenced by the decrease in retirement benefit provisions by €9.7m to €95.6m (previous year: €105.3m) due to the discount rate for domestic pensions of 4.1% (previous year: 3.5%), which was above the previous year's level. Furthermore, non-current other provisions decreased by €5m to €25.7m (previous year: €30.7m), essentially due to reclassifications to current provisions. Conversely, financial liabilities and other financial obligations increased by €4.0m to €274.4m (previous year: €270.4m) and deferred tax liabilities by €3.4m to €78.3m (previous year: €74.9m). **Current liabilities** increased slightly by €3.9m to €610.4m (previous year: €606.5m). In this process, trade payables increased by €43.9m to €116.1m (previous year: €72.2m) by taking advantage of favourable payment terms. By contrast, financial liabilities and other financial liabilities decreased by €18.8m to €98.8m (previous year: €117.6m), which is predominantly attributable to a decrease in liabilities for outstanding invoices and financial liabilities. Furthermore, other liabilities decreased by €23.0m to €280.5m (previous year: €303.5m). This is predominantly due to a reduction in prepayments received. Current provisions were almost unchanged year-on-year at €111.5m (previous year: €111.0m). Likewise, current income tax liabilities increased only slightly by €1.3m to €3.5m (previous year: €2.2m).



	Equity	Non-current liabilities	Current liabilities
2025	24.0 %	33.3 %	42.7 %
2024	23.3 %	34.1 %	42.6 %
	Equity	Non-current liabilities	Current liabilities

Segment performance

In the **Paper & Packaging Sheetfed Systems (P&P) segment**, order intake in the 2025 financial year was only moderately lower at €704.0m, down -3.9% from the strong previous-year figure of €732.5m, which was shaped by the world-leading trade fair drupa. The segment thus proved extremely resilient compared to the previous year. A major factor in this performance was again a strong final quarter, which at €203.7m marked the strongest quarter for orders in the reporting year, even though it remained below the exceptionally high previous-year figure (€220.8m) as expected.

The order structure followed global investment trends: while there was a continued high demand for modernisation and replacement investments to increase operational efficiency in the medium format, the large format was characterised by market-wide, temporary restraint in large-volume capacity expansions. In addition to the stable core business, positive momentum emerged in the reporting year for digital printing solutions as well as first tendencies of a recovery in the market for corrugated board systems from its temporary weakness. This confirms that the strategic bundling of folding box, corrugated board and digital printing activities – including cooperation in the Koenig & Bauer Durst joint venture – is achieving the sought-after closer market cultivation in the entire packaging sector.

Revenue increased slightly by 0.9% year-on-year to €741.5m (previous year: €734.8m). Sequentially, revenues improved from quarter to quarter, with the final quarter reaching the annual high at €254.4m (previous year: €268.4m). This development resulted significantly from the consistent processing of the order backlog as well as a stable service performance at the previous year's level. The service business thus once again formed a reliable basis for the segment's revenue performance. With a book-to-bill ratio of

0.95 (previous year: 1.00), the **order backlog** as of 31 December amounted to €369.5m (previous year: €407.0m).

The increase in **operating EBIT** to €25.0m (previous year: €17.1m) resulted primarily from the absence of the drupa trade fair costs of the previous year. After a balanced result in the first half of the year, the result was increased through a strong operational performance in the second half of the year. The operating EBIT margin consequently improved significantly to 3.4% (previous year: 2.3%). As no non-operating extraordinary items were incurred in this segment in the reporting year, operating EBIT corresponds to **EBIT** and the operating EBIT margin to the EBIT margin.

In the **Special & New Technologies (S&T) segment**, order intake in the 2025 financial year amounted to €558.4m and was thus -19.7% below the previous year's figure of €695.6m as expected. This decline results significantly from a significant base effect in the Banknote Solutions (BNS) business after the exceptionally high previous-year level. Due to the relatively high share of BNS business, the segment's order intake is subject to greater fluctuations than the industrial customer business due to the characteristics of large-scale state projects. This volatility was also reflected in the reporting year in an uneven quarterly distribution, with the final quarter marking the second-highest value at €183.1m (previous year: €202.9m).

The order structure reflects this pronounced large-project character, which in BNS (banknote and security printing) led to an expected normalisation of ordering activity after the exceptionally strong year 2024 – which was shaped by large orders from the Bureau of Engraving and Printing (BEP), the US federal printing office. Within the web printing solutions, flexo printing presses for the packaging market showed a stable development at the previous year's level. In contrast, classic web offset presses recorded demand restraint due to long replacement investment cycles in this saturated market, as did web-based digital presses (HP and RotaJET) as a result of US tariff uncertainties. In contrast, the Coding (marking solutions for all industries), Kammann (direct decoration of glass and plastic hollow containers) and MetalPrint (metal packaging) business units recorded encouraging dynamism in their core business as well as in digital printing solutions, with order intake above the previous year. The broad positioning of the S&T segment thus confirms the sought-after diversification in specialised growth markets.

Revenue increased by 6.8% to €596.0m in the 2025 financial year (previous year: €558.0m). Revenue performance was sequentially rising over the course of the year, with the final quarter marking the annual high at €199.1m (previous year: €190.8m). This positive development resulted in particular from performance progress on banknote projects as well as stable service performance. With a book-to-bill ratio of 0.94 (previous year: 1.25), the **order backlog** as of 31 December stood at €598.2m (previous year: €635.8m), thus continuing to form a very solid basis for the coming financial year.

Operating EBIT improved significantly by €24.4m to €9.0m for the full year (previous year: €-15.4m). After a first half of the year which, as usual, was shaped by a high level of work in progress, the significant increase in earnings in the second half of the year resulted from the scheduled delivery and acceptance of these systems. In parallel, the efficiency increases already measurable from the "Spotlight" focus programme contributed substantially to the operational turnaround. The operating EBIT margin thus reached 1.5% (previous year: -2.8%). In the course of the final implementation of "Spotlight", non-operating extraordinary items of €2.8m were incurred proportionately in the segment in the reporting year. Taking these effects into account, **EBIT** improved significantly to €6.2m (previous year: €-58.5m), corresponding to an EBIT margin of 1.0% (previous year: -10.5%).

Risk report

Group-wide risk management system

All business activity entails risks which may have an adverse effect on the company's ability to achieve its targets. At the same time, entrepreneurial activity means consciously accepting risks to act on opportunities for enhancing enterprise value. If risks are not detected, allowed for and addressed, they may pose a risk to the company's successful performance.

The Executive Board has implemented a Group-wide system for identifying and managing risks so that management is able to respond to the current risk situation by taking early and appropriate measures. This system ensures that potential risks to the company's business performance are reported at an early stage and their extent rendered transparent and that they are in line with the risk-bearing capacity and the risk tolerance defined by the Executive Board. Extreme risks, i.e. risks that may have a very severe effect, but which have a very low probability of occurring, are also addressed. In addition to reporting critical market and corporate developments including details of their possible impact on the company's results of operations, financial condition and net assets, the risk management system heightens general risk awareness on the part of managers and staff, ensuring that risk assessments are incorporated in the decision-making process and precautions are taken at an early stage to mitigate and avert risks.

The risk management system installed at Koenig & Bauer takes into account "dual materiality". This means that, in addition to identifying and assessing risks that affect earnings, financial condition and net assets (outside-in perspective), the Group-wide risk management system also systematically detects risks that Koenig & Bauer causes, supports or tolerates and that affect the environment or the general public (inside-out perspective).

One aspect of Koenig & Bauer's risk management activities involves identifying opportunities. In contrast to risks, however, they are not recorded in the risk management system described below. Instead, operational and strategic opportunities are documented, evaluated and tracked in the cross-group strategy and planning process. A description of the main op-

portunities can be found on page 49 f. in the opportunities report.

Established risk management process

Koenig & Bauer's risk management structure is made up of the central risk coordination unit that reports directly to the Executive Board, the risk managers in the companies, segments and business units and the managing directors of the group companies that are included in the scope of risk consolidation. The Executive Board controls the risk management system at the Group level and is monitored by the Supervisory Board. The risk management system covers the production units as well as the main sales and service companies. The risk owners at the operating units perform semi-annual local risk inventories and submit corresponding reports. The management of the operating units in question then reviews the reports for any omissions and evaluates the risks.

A bottom-up approach is applied in which possible risks are reported to the responsible executives combined with a top-down approach comprising a list of assumed basic risks defined by the Group. In addition, the owners of the main strategic projects and value-creation processes are responsible for monitoring project and process risks.

In addition to the semi-annual Group-wide assessment of the risk situation, the Group policy provides for a duty to report ad hoc on any risks that exceed a defined threshold. In addition, Group Controlling, on behalf of the Executive Board, prepares impact analyses based on defined scenarios for current exogenous situations with a potential impact on the order situation, project execution and Group earnings.

The Group's risk management policy documents the tools, processes, relevant factors, reporting channels and risk categories. The Koenig & Bauer Group's risk management system is based on the provisions of German company law and the German Accounting Standards as well as the principles and models of the Institute of Internal Auditors (IIA) and the Committee of Sponsoring Organisations of the Treadway Commission (COSO).

Systematic handling of risks creates high transparency for pre-emptive, goal-oriented action

For the purposes of more accurate coordination of risks as well as risk-avoidance and mitigation measures, risk is calculated as a negative deviation from an expected figure. This approach systematically tracks risks

that are already included in corporate planning as well as additional latent risks that are not accounted for.

Due allowance is made for the risk mitigation precautions already established, after which net risk is quantified according to probability and potential impact on Group earnings on the basis of clearly described scenarios. The underlying assessment period extends to the end of the year following the reporting year. A standardised approach is applied to achieve a systematic and uniform evaluation of risks. Quantitative or qualitative risks which either individually or collectively with other risks exceed a value of €0.5m and a probability of 10% are reported to the Executive Board. These risks are aggregated in risk groups according to the below matrix and classified as low, moderate or significant on the basis of the combination of two dimensions "Impact on Group earnings" and "Probability". Particular attention is paid to risks with a high or very high impact on Group earnings or with a possible or high probability. Furthermore, risks that may have a very high impact on the Group's earnings (extreme risks) but exhibit a comparatively low probability are also analysed in qualitative terms in the risk management process and any necessary measures defined on this basis.

The risk management system is supplemented with monthly Group reports as well as the established and additionally enhanced operational management elements. You can find further information on this in the section on planning, management and control in the chapter entitled "Basis of the Group".

The risk early detection system pursuant to section 91 (2) of the German Stock Corporation Act installed as part of the risk management system by the Executive Board is reviewed annually by the external auditor in accordance with statutory requirements for adequacy and implementation and discussed regularly by the Supervisory Board's Audit Committee. Internal auditing oversees the reporting process and checks it for plausibility.

Description of risks

The following section describes the material risks to which the Group is exposed. In the absence of any indication to the contrary, they are equally relevant for all segments. For the purposes of Group reporting, individual risks are aggregated in risk groups, which in turn are divided into the fol-

lowing categories: business risks, financial risks, operational risks and other risks. The order in which the risk groups are described within the categories reflects the risk assessment per risk group calculated on the basis of the individual risks. Risks with a higher risk assessment precede those with a lower risk assessment. The risk assessment is based on the combination of the two dimensions "Impact on Group earnings" and "Probability".

Business risks

Market development

Despite a generally stabilising situation with regard to market consolidation and customer insolvencies, risks still exist due to uncertainties regarding the regulatory framework and its impact on the final costs of an investment project, which can extend over several months in the field of industrial plant engineering. Such uncertainties could lead to decisions being postponed or made in favour of providers with lower risk. This particularly affects the continued high revenue expectations in the North American market, which could have a noticeable impact on business activities and the profitability of projects in the future. In addition, the persistently weak dollar exchange rate makes projects and price quality more difficult. The customer structure in security printing business, which is dominated by government bodies tied by mostly political decisions, also limits forward visibility, something that gives rise to corresponding capacity and financial risks. Risks arising from regional fluctuations in demand and the security printing business are minimised by the continuous optimisation of the product portfolio and the international sales and service network, particu-

Risk matrix

Impact on Group earnings				
Very high > €20m	1		4	
High > €10m – €20m	9	10, 14, 16	13	
Medium > €5m – €10m	17	8	2, 11	
Low > €0.5m – €5m	15, 18	5	3, 6, 7, 12	
	Unlikely 10 – 24%	Fairly unlikely 25 – 49%	Possible 50 – 75%	Probable >75%
				Probability of occurrence

The presentation of the risks within the individual tiles of the risk matrix is a numerically consecutive list and does not reflect the risk classification. Only the risks significant for the Group are listed.

Low	Moderate	Significant
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Business risks

- 1 Geopolitical changes
- 2 Foreign trade and customs
- 3 Macroeconomic factors
- 4 Market development
- 5 Competitors

Financial risks

- 6 Buchhaltung & Controlling
- 7 Steuern
- 8 Treasury

Operational risks

- 9 IT
- 10 Procurement
- 11 Production
- 12 Human resources
- 13 Sales & service
- 14 Research and development
- 15 Contract fulfilment

Other risks

- 16 Legal risks
- 17 Reputation
- 18 Force majeure

larly in the markets of the future.

In view of the assumptions regarding market development already included in the planning and the measures already taken, significant risks are seen in this regard. This is based on the assumption that the occurrence of the potentially very high risks is possible.

Geopolitical changes

Uncertainties also arise from the heavy debt loads in many economies and the persistent geopolitical tensions. In the event of belligerent or war-like conflicts between nation states, an actual loss of or significant negative impact on sell-side markets, supply chains or transport routes due to additional sanctions and embargoes cannot be ruled out. There are immediate risks for Koenig & Bauer as an importer and exporter of goods and services, as production and delivery could be made more difficult or expensive.

We consider the occurrence of risks in this category to be unlikely, but due to the potentially very high impact, they represent a moderate risk.

Foreign trade and customs

The currently perceptible deterioration in international trade relations and the emergence of protectionist tendencies in some countries in particular may culminate in trade restrictions, e.g. bans, additional restrictions, higher tariffs or other costs. This also particularly affects business activities in the North American market. Koenig & Bauer is addressing these risks by means of specially worded contractual clauses and the use of advantageous delivery terms (including Incoterms) to transfer most of the cost risk, while additionally providing intensive support and advice to customers.

However, customs duties or other tariffs can lead to Koenig & Bauer presses becoming more expensive abroad, which could lead to spending restraint or stronger price negotiations.

Based on the assumptions already included in the planning and the measures already taken, the occurrence of medium risks is possible, meaning that we classify this risk as moderate.

Macroeconomic factors

Koenig & Bauer's business is exposed to global economic conditions. Economic activity and growth in sell-side markets, changes in the value of the

euro against other major currencies and interest rates on borrowings may adversely affect product sales and capacity utilisation, as well as forecasts and budgets. In addition, the uncertainties make it more difficult for our customers to access reliable and attractive financing, as banks and credit institutions sometimes demand risk premiums or further collateral.

This results in moderate risks, as their occurrence is potentially possible but the impact would be low.

Competitors

Industry conditions may affect demand for products and services as well as the business performance of the Koenig & Bauer Group. Changing ordering practices on the part of customers or innovations or repositioning by competitors may impact the performance of individual business segments to varying degrees. Competitors often grant considerable price concessions on sheetfed offset presses and in the security printing segment, which may impede sales of products and the comprehensive acceptance of the price increases that have been imposed due to inflation, rising costs and additional duties. Particularly in Asia, where the market for printing presses is currently growing the strongest, competitors are using local production facilities, which could allow them to offer presses for this market at a discount. Koenig & Bauer relies on pioneering innovations and the highest quality standards, which are implemented at the German and European production sites. Koenig & Bauer's strategy is to sustainably increase competitiveness and profitability with tailor-made solutions for its customers while simultaneously accelerating the further optimisation of its structures and production costs. Presenting and communicating the technical advantages of its products and services for customers enables reasonable premiums on its prices. At the same time, clear sales targets and ongoing checks support efforts to ensure sustainable pricing for new and used presses. In response to competitors' behaviour and to increase resilience, Koenig & Bauer is also continuously examining the options for improving its market position and pricing in growth markets through development and production partnerships. However, the behaviour of competitors potentially increases the pressure on target achievement in order intake and project profitability.

Overall, we consider the risks in this category to be low, as the occurrence of a low impact is considered to be fairly unlikely.

Overall, the measures implemented from the completed efficiency programme to enhance operating profitability and long-term competitiveness remain in place to further address business risks. At the same time, the company's strategic orientation is regularly reviewed, in particular to increase resilience. With its "IMPACT" corporate strategy adopted in December 2025, Koenig & Bauer is responding to global megatrends and resolutely continuing on the path it has already adopted towards greater resilience, digitalisation and modularity.

Financial risks

Taxes

Tax risks can arise from differing interpretations or assessments of circumstances between Koenig & Bauer and the tax authorities. This risk primarily arises in the context of tax audits, adjustments under company law or changes in tax legislation. This risk is addressed through the implemented audit and monitoring processes as well as the earliest possible and comprehensive coordination with the tax authorities.

Due to the complexity and number of potentially relevant facts, a moderate risk remains despite the measures implemented, as its occurrence is possible, but it would have a low impact on earnings.

Treasury

In the Treasury category, risks arise in particular from uncertainties regarding the financing of projects on the customer side, as well as from exchange-rate fluctuations and interest-rate changes.

Financing commitments for our customers' projects are frequently limited in time or tied to delivery dates. Should there be any postponements in the projects, there is a risk of a deterioration in financing on the part of our customers, for example due to interest rate hikes, the expiry of funding programmes, a reduction in the banks' risk appetite or due to the customer's deteriorating balance sheet figures. If financing commitments are withdrawn or if the financing of the projects is no longer viable for the customer, contracts may be adjusted or cancelled, which could impact planned revenue and margins and have a negative effect on liquidity.

Exchange-rate fluctuations and interest-rate changes may expose the company to financial risks. Koenig & Bauer holds financial instruments whose fair value and the resultant cash flows are influenced by market interest rates. In selected cases, derivative financial instruments are used to hedge or eliminate any risks. However, risks remain if, due to regulatory requirements, the use of certain currencies cannot be avoided and hedging is not possible.

In view of the measures taken and the expectations of market developments, which make the occurrence of a medium risk appear fairly unlikely, a moderate risk is assumed.

Accounting & Controlling

Accounting risks can arise from the valuation of projects (impairment). In particular, these can result from a delayed market entry or an adjustment. Risks can also arise if the data underlying the determination of internal transfer prices and make-or-buy decisions do not take into account subsequently changed cost calculations or market prices. Risks in this regard are assessed as moderate, as the potential impact of their possible occurrence would be low.

Operational risks

Sales and service

Group targets and annual budgets are based on assumptions that are subject to uncertainties. For the purposes of sales planning, volumes with corresponding margins are defined as the basis for the companies' capacity and resource planning. Among other things, budgets include expected increases in prices, pay scales or the cost of materials, on both the production and sales side, as well as the savings achieved as a result of planned improvements. There is a risk that the assumptions underlying the plan do not fully materialise, contrary effects occur or there are delays in the implementation of the necessary measures. In particular, there is a risk that planned prices or price increases cannot be implemented in full or that production costs rise due to changed market requirements or prices. In the security printing sector, there are also risks that government customers will renegotiate existing contracts or postpone planned orders, which could negatively impact revenue and earnings expectations for the planning pe-

riod. Based on continuous monitoring and analysis of the business environment, the risk is addressed by means of regular budget reviews during the preparation of the forecast and efficient management of the operational business and strategic projects.

The varying and differently assessed risks regarding sales and service are to be classified as at most high and possible, thus representing a moderate risk.

Research and development

Koenig & Bauer regularly invests substantially in the development of improved or entirely new products and processes in order to preserve its competitiveness, satisfy market requirements and gain new customers. This gives rise to risks with respect to technical implementation and feasibility as well as ultimate market acceptance of the new or revised products. In particular, there is a risk that it may not be possible for the expenses incurred to be recouped from sales of the products and services developed on the market, or not within the planned timeframe, thus adversely affecting the return on investment. Risks are addressed in a stage-gate process with appropriate analyses of market requirements before development begins, continuous profitability and risk assessments during development and marketing activities in the course of the product launch. Any necessary impairments are recognised for capitalised development costs that are not considered to be recoverable. Comprehensive project and quality management as well as practical testing with beta users have been established to reduce technical risks.

The potentially high risks resulting from this are currently considered to be fairly unlikely and therefore classified as moderate due to the risk-mitigation measures described above.

Procurement risks

Risks in the supply chain cannot be ruled out in view of the prevailing uncertainties over the availability of materials from suppliers, e.g. critical electronic components such as semiconductors for controlling the printing presses. These can impact Koenig & Bauer in the form of long delivery times, rising purchase prices, losses of revenue, and quality defects. In the absence of alternative options, short-term shortfalls in supplies may lead to production stoppages and delays in our own deliveries with negative effects on capacity utilisation, service revenue and earnings. In addition to

close market monitoring and extensive supply chain management, which includes monitoring the quality and reliability of key suppliers, the risks of disruptions to the production process are addressed by means of detailed demand planning and control processes at the Group level. Koenig & Bauer pays particular attention to ensuring backup solutions for single-source suppliers. Strategic and critical components are manufactured in-house or sourced under long-term supplier relationships. Price risks, which could persist in the case of parts with limited availability, are addressed by Group-wide category management with bundled purchasing volumes and by long-term supply contracts. Through close cooperation and regular audits with suppliers, Koenig & Bauer continuously improves the quality of the delivered parts. The quality and backlog rates recorded in supplier management are within the expected range. The risks arising from the deterioration in international trade relations and protectionist tendencies, and the accompanying geopolitical disruptions, have weakened compared to previous years. Following a review of critical supply chains and adjustments to sourcing strategies, dependencies on suppliers and, in the future, on countries will be reduced and the effects of trade restrictions, which can still not be entirely ruled out, will be lessened by diversifying supply chains. Koenig & Bauer also continues to see risks with regard to energy prices, which are addressed by diversifying energy sources and through long-term supply contracts.

In the light of the measures described, the occurrence of procurement risks with their potentially high effects is currently considered to be fairly unlikely. Accordingly, this risk is classified as moderate.

IT risks

Society's growing dependence on technology and the increasing online networking of information systems increases the risk of intentional or unintentional damage to the Group through the exploitation of vulnerabilities in the IT products and systems used. The consequences of unauthorised internal and external access may include disruptions to the availability of work and production systems and supply chains, data theft, blackmail and sabotage or damage to the Koenig & Bauer Group's image. In particular, "CEO fraud", a fraud scenario which criminals use to prompt employees to transfer large sums of money, is increasingly spreading and is being qualitatively improved through the use of AI. A successful risk strategy is established by training employees and heightening awareness of such matters. In recent years, the digitisation process has accelerated significantly and

spurred innovations and changes to business models, such as online sales and service, or impacted working methods, in particular the widespread use of AI applications and collaborative tools by the Group's employees. However, the considerable increase in efficiency is offset by the risk that the costs for software licences and cloud storage could rise unexpectedly and that internal company data could inadvertently be leaked to third parties. In addition, the requirements for Koenig & Bauer from the regulatory environment, e.g. NIS 2, have increased significantly, which heightens the cost risk for timely and full implementation. At the same time, Koenig & Bauer is recording an increased threat from, for example, phishing and comparable attacks. This is reinforcing the need for IT security and a defence response to cyber risks. These risks are addressed through policies and defined IT processes, compliance with common IT security standards, various lines of defence and the implementation of IT security programmes by a Group-wide Chief Information Security Officer (CISO). In addition, there is adequate insurance cover for cyber risks, including a possible interruption to business.

Following the Group-wide roll-out of the SAP ERP system, the Koenig & Bauer Group is exposed to risks with regard to the ongoing operation and smooth phasing-out of legacy systems and the migration of business processes to the new system. To mitigate these IT risks, Koenig & Bauer utilises the services of renowned software consulting companies and has installed an SAP project group. If the legacy systems are not replaced and the ERP software is not installed on time and free of any disruptions, the resultant restrictions to operations or cost overruns for the SAP roll-out project may have considerable financial consequences. In order to reduce these risks, the rollout at the operating companies will be executed successively and on the basis of a uniform platform. In view of the successful rollout of the system at the first few companies, the experience gained from similar complex projects and the high degree of involvement of external experts, the company sees no discernible risks beyond the usual project risks.

The occurrence of the existing IT risks, with a high potential for loss, is considered unlikely and thus generally classified as moderate.

Production risks

Poor quality, rejects and missing parts can result in production and assembly risks. A temporary surge in demand may cause delays in the delivery of individual components. A delivery delay or contractual non-compliance for

which Koenig & Bauer is responsible may result in contract penalties or customer credits, thus impairing margins. This also leads to an increase in risk if production is shifted to smaller quantities or to parts that are particularly prone to errors. Koenig & Bauer has a central quality assurance department that defines Group-wide processes and standards, which are then implemented at all plants and relevant corporate divisions by decentralised quality assurance departments. By means of continuous quality controls based on standardised processes, sources of error are systematically analysed and production processes optimised. The internal deadline control takes place via regular coordination and a reporting system. Cost control and management is carried out using periodic cost reports based on a cost accounting system with structured processes for planning, forecasting and variance analysis. In order to optimise the entire supply chain so as to permanently reduce delivery times, Koenig & Bauer is working on operational and strategic adjustments to the internal production network to reduce costs and lead times and to increase productivity. The ability to additionally reduce quality costs for technically complex products on a sustained basis has a major impact on earnings.

The risk of an interruption to our business cannot be completely excluded either. Production delays due to failures or interruptions of individual production facilities or technical infrastructure can have a negative impact on production efficiency and leave noticeable traces on business. Production sites are therefore evaluated together with external consultants and experts from relevant insurance companies with regard to factors liable to cause a business interruption. The insurance taken out on the basis of the evaluations covers fire, severe weather and other risks with appropriate property and selected business interruption insurance. As part of maintenance management, possible vulnerabilities are analysed and preventive measures improved to ensure the availability and operational safety of Koenig & Bauer presses. This limits unplanned outages and plant shutdowns as well as the associated costs.

Taking into account all existing countermeasures, the occurrence of production risks is considered to be possible and the potential impact is considered to be medium, meaning that this risk is classified as moderate.

Human resource risks

Corporate success hinges materially on motivated and highly qualified engineers, specialists and executives. As a result of demographic change,

Koenig & Bauer is increasingly confronted with a growing number of highly qualified employees reaching retirement age and leaving the company each year, which requires consistent succession planning, particularly through the creation of redundancies for the orderly handover of topics and business partner contacts. Furthermore, the competition for skilled workers and the declining number of school leavers make it more difficult to retain suitable skilled workers and junior staff. This risk is being actively addressed by expanding vocational training at the state-approved Koenig & Bauer vocational schools. Further essential building blocks for improving employee retention include a wide range of measures for improving employees' work-life balance, e.g. mobile working, flexitime, flexible working time models such as part-time work and reduced full-time working hours, holiday care or the possibility of sabbaticals as well as other social benefits including company pension schemes, the company's own health insurance scheme and canteen, various mobility offers, etc. The next generation of specialists and executives are being prepared for their future tasks via trainee and further development programmes, the Koenig & Bauer Academy, which offers more than 1,000 training courses, and also long-term development plans. At the same time, the company is working on improving its external image as an attractive and innovative employer. In addition, through the decentralised production, service and sales companies both inside and outside of Germany, the company has access to specialists whose development potential is regularly assessed.

Instruments such as working time accounts or leased employees are available to address customers' demand for short delivery times and also to temporarily cushion fluctuations in capacity utilisation at factories. If employees are unwilling to accept flexible working hours or qualified external staff are not available in peak-capacity periods, there is a risk that customer orders cannot be executed within the required period and, hence, that orders may be lost or delays experienced. Similarly, there is a risk of existing capacities generating empty costs in the event of utilisation shortfalls due to missing parts. However, this can be mitigated in the short term by reducing overtime and the number of leased employees used.

In view of the precautions that have been taken and the current capacity utilisation and employment market situation, the occurrence of personnel risks with a potentially low impact is considered to be possible and therefore classified as moderate.

Contract fulfilment risks

In the case of complex mechanical and plant engineering orders, contract fulfilment risks cannot be entirely ruled out. A failure to deliver in accordance with the contract, a delay in delivery or a breach of ancillary obligations for which Koenig & Bauer is responsible may result in a reduction in margins due to contractual penalties or concessions made to the customer. Delays for which the customer is responsible, such as the completion of print shop buildings, may have a negative impact on incoming payments and the recognition of earnings. In addition to professional project management and the continuous optimisation of internal coordination and quality assurance processes, the risk is addressed by drafting the contracts appropriately, so that the risks arising from this are considered to be low and unlikely and therefore classified as low.

Other risks

Reputation risks

In technically demanding capital goods business, there is always the latent risk of barely quantifiable harm to reputation and thus also to the value of the "Koenig & Bauer" brand as a result of quality problems, breaches of industrial property rights or the like. The extent of potential damage depends on the intensity, duration and extent of negative messages. To limit these risks, the Corporate Communications department has established processes to ensure that negative communication on Koenig & Bauer is detected via all channels, e.g. press, social media, forums, in order to specifically address this, e.g. by providing additional information, corrections or moderation. However, given the limited resources, it is not possible to fully monitor all media and to react to all negative news in a timely manner.

A further risk for the value and acceptance of the brand can arise in the event of inconsistent use of representations and language, for example by subsidiaries and sales partners.

A resulting loss of brand value to a medium financial extent is considered unlikely, but represents a low risk.

Disasters and force majeure

Koenig & Bauer is exposed to risks arising from epidemics and pandemics, natural and environmental disasters and social unrest. Due to the high-

ly globalised and interconnected world, local disasters may have a major impact on the Koenig & Bauer Group's business. Following the end of the Covid-19 pandemic, no significant risks have currently been identified in this connection. Nevertheless, the Koenig & Bauer Group is now aware of this issue. Developments and risks are monitored proactively; immediate reactivation of the measures established during the pandemic is thus ensured. In addition, the scope for mobile working has been maintained even after the pandemic. The sudden emergence of pandemic pathogens cannot be entirely ruled out. Furthermore, direct damage from natural and environmental disasters such as natural hazards is covered by insurance as far as possible and economically reasonable.

Overall, the possibility of a low risk arising from disasters and force majeure is considered to be unlikely. Accordingly, the risk is classified as low.

Legal risks

Koenig & Bauer is subject to a wide range of legal and statutory regulations. The breach of legal requirements, contracts, licensing provisions or intellectual property rights, the negative outcome of legal disputes, official proceedings as well as the failure to observe regulatory requirements may cause financial loss in the form of penalties, compensation payments, sanctions or reputational damage. A special case of legal risk is presented by the proceedings brought by the Brazilian authorities against Koenig & Bauer Banknote Solutions SA, about which the company informed the public in an ad hoc announcement on 24 July 2019. The proceedings are still ongoing. Existing and threatened legal disputes are continuously tracked, analysed, evaluated to determine their legal and financial effects and taken into account in the recognition of provisions in cases in which an obligation is likely. The size of such provisions, e.g. for litigation and official proceedings, is very largely based on estimates. These are continuously reviewed in quarterly litigation reports and on the basis of the lawyer's confirmations obtained annually and adjusted in good time in the event of any changes. Overall, the risk of litigation and proceedings having a negative impact is considered high and fairly unlikely, and therefore evaluated as moderate.

The Group is not involved in any legal or regulatory proceedings that are not subject to subsequent mitigation measures in accordance with these principles and thus pose risks to its overall economic situation.

Summary of the risk situation

As in previous years, Koenig & Bauer has already taken due account of the ongoing challenging macroeconomic conditions, volatile interest and exchange rate developments, geopolitical tensions, particularly the Ukraine-Russia war, the conflicts in the Middle East and the simmering China-Taiwan conflict, in its expectations and business plans. Given this persistently volatile environment, the number of risks reported in the Group has increased since the previous year. The total value of the risks as well as the weighted risk value, which results from multiplying the risk value by the probability of occurrence, has decreased compared to the previous period, which is primarily due to the fact that customer investment decisions are being made again following the stabilisation of the applicable customs rates and the conclusion of the major market consolidation.

The Group has sufficient risk-bearing capacity in the light of the current challenges and the associated risks. As things currently stand, we do not see any risks that either individually or cumulatively are liable to jeopardise the Koenig & Bauer Group's going-concern status. The broad-based product range, which is geared to fundamentally intact sell-side markets, the continued successful implementation of the defined efficiency measures as well as the Koenig & Bauer Group's strong market position and financial stability limit the risk potential.

Underpinned by ongoing efforts to optimise risk management, risk awareness at Koenig & Bauer is improving steadily. Detailed and comprehensive risk reporting improves the scope for tracking risk-mitigation precautions and for encouraging a responsible approach to opportunities and risks within the company on a sustained basis.

This risk report is necessarily based on available information as well as expectations and estimates believed to be true at the time of reporting and refers to future trends. It is not possible to exclude other or additional risks which may have an influence of the Group but are currently not known or believed to be significant. Moreover, risks may change during the forecast period, resulting in a significant discrepancy in the estimate presented here.

Opportunities

The following section describes the main opportunities available to the Koenig & Bauer Group. In the absence of any indication to the contrary, these affect all segments equally. However, they represent only a selection of the opportunities available. The order in which the opportunities are presented reflects the assessment of their relative significance for the Koenig & Bauer Group and provides a basis for assessing them. The assessment of opportunities is also subject to continuous change, as the company, the technologies it uses, the markets and its customers are constantly evolving. New opportunities may arise from this, existing ones may cease to exist or the significance of an opportunity may change.

Industry

In principle, the greatest opportunities for Koenig & Bauer arise in the printing industry itself. Following the far-reaching market consolidation among large packaging manufacturers in the previous year, which led to investment delays, the stabilisation that is now setting in offers the opportunity to catch up on replacement and expansion investments. Opportunities for improving business performance arise from the development potential of special applications in packaging and industrial printing, as well as digital printing, which is gaining in importance in the packaging sector. In this context, new regulatory requirements in particular, such as the Digital Product Passport (DPP), as well as international industry standards for the introduction of two-dimensional data carriers (GS1 Sunrise 2027), offer market opportunities for digital platform solutions such as AURAVEO. These trends support the goal of transforming packaging into multimedia communication channels and open up additional revenue potential for Koenig & Bauer beyond classic mechanical engineering. Looking forward, Koenig & Bauer will continue to work closely on expanding its service business, including with a focus on digitisation (e.g. myKyana, Salesforce). Koenig & Bauer explicitly addresses these topics in the strategic framework "IMPACT" adopted in December 2025 – with the aim of further increasing resilience, digitalisation and modularity.

Opportunities outside the printing industry are still seen in battery cell production. Further detailed information can be found in the chapters "Goals and Strategy" and "Markets addressed and growth opportunities". Opportunities for growth may also arise from gains in market share due to

changes in the competitive environment.

Opportunities from acquisitions and alliances

Koenig & Bauer monitors current and potential markets to identify opportunities for strategic mergers, acquisitions, investments and partnerships that it can use to complement organic growth. These activities could help Koenig & Bauer to strengthen its position in its current markets, to complement its portfolio in strategic areas or to open up new markets. This could include the development cooperation with PowerCo SE in the field of sustainable battery cell production, which was successfully continued in the year under review. Following the provision of the proof of concept in June 2025, the scaling phase now initiated offers the opportunity to demonstrate the suitability of the technology for industrial series production. Further potential lies in the "protected at print" initiative of Vision & Protection GmbH. This makes it possible to transfer technological market leadership from high-security printing to the growing demand for brand protection and product authentication in the consumer goods sector. The same applies to the strategic partnership with Siemens for the further development of the modular automation toolkit as well as cooperations in the field of quality control systems. Further information can be found in "Partnerships and cooperations" on pages 29 f.

Macroeconomic and cyclical opportunities

The signs of subsiding global inflation should in particular spur the recovery of the global economy and, in its wake, the printing industry. This would also be aided by an easing of the current procurement situation, particularly for electronic components such as semiconductors, and the transport situation as well as energy costs. In a number of countries there are also opportunities for social and political changes, government intervention, customs regulations and legislative amendments that may have a positive impact on the Koenig & Bauer Group's business performance. This includes in particular the assumption that, based on recent US case law, there will be prompt clarity regarding import tariffs, so that customers can make their investment decisions without trade-related uncertainty. A recent example of this is also the legislative measures and government action to accelerate the response to halt global climate change, especially in Europe, through the Green Deal.

Planning, control and monitoring

The forecasts of future business performance are based on assumptions

that are subject to certain uncertainties. In addition to the risks already described, they also entail opportunities. Higher revenue than assumed for budgeting purposes and a more advantageous cost situation would have a positive impact on earnings.

Financial opportunities

A shift in exchange rates in the company's favour, in particular an appreciation of the US dollar against the euro, would have a positive impact on the revenue and earnings performance of the Koenig & Bauer Group. In a favourable capital market environment, an increase in the discount rate on future retirement benefits (as well as the performance of plan assets) offers scope for reducing provisions for retirement benefits and similar obligations and for an increase in equity due to actuarial gains. The ESG targets may also have a positive impact on Group earnings, depending on the extent to which they are achieved.

Summary of the situation with respect to opportunities

The overall situation with regard to opportunities available to the Koenig & Bauer Group is considered moderate. Even though the challenging macro-economic conditions are factored into its expectations and business plans, Koenig & Bauer currently does not believe that the opportunities presented here outweigh the risks listed in the risk report given the faltering and regionally limited recovery of the global economy, as well as mounting geopolitical tensions and volatile framework conditions. There are no changes in the opportunities available to the Koenig & Bauer Group compared with the previous year.

Due and proper accounting through the internal control system in accordance with Section 289 (4) and Section 315 (4) of the German Commercial Code

The internal control system for the accounting process encompasses all principles, methods and measures within the Koenig & Bauer Group for ensuring effective, economical and proper accounting in accordance with all applicable legal requirements. The Group-wide ICS policy and work instructions supplement the organisational and control structures.

The internal control system forms part of Koenig & Bauer's internal governance, risk management and compliance (GRC) system and comprises a series of process-integrated control activities. The ICS is based on the "three lines of defence" model and clearly defines the responsibilities of the three lines: the operational level at the first line, the central ICS department as a coordinating and advisory link at the second line and internal audit at the third line. The internal control system for the financially relevant core processes has the task of ensuring the correctness, reliability and accuracy of accounting and external reporting activities.

In formalising the elements of the internal control system, national legislation as well as internationally recognised frameworks (such as COSO) have been duly observed. The focus is on the controls integrated in the core processes and IT systems.

The continuous improvement and further development of robustness and functionality is ensured by a formalised control mechanism in a central IT system.

In addition to the preventive controls, the balanced standard set of process-integrated controls also includes downstream controls, which are both fully automated and partially automated, as well as the necessary manual controls in accordance with the dual sign-office principle or in the

form of self-controls.

The ICS roles are clearly defined in the ICS role pyramid, under which responsibility for the design of the controls lies with the control owners and responsibility for monitoring these controls with management staff. The appropriateness and effectiveness of the financially relevant and tax-related core processes is safeguarded by means of an internal control test, with responsibility held by the responsible process owners. The ICS managers confirm on an annual basis the reliability of the ICS landscape and the ICS maturity in their ICS organisational unit. Annual training maintains ICS awareness in the role pyramid.

The central ICS department updates the Executive Board and the Audit Committee at least annually on the internal control system. Any significant changes to the internal control system are immediately reported to the Executive Board.

In addition to accounting for the holding company and a number of associated companies, Koenig & Bauer AG holds responsibility for Group accounting and controlling as well as Group compliance/internal auditing, corporate finance/treasury, taxes and human resources/training. The controlling, human resources, compliance and, in some cases, accounting functions are located at the individual Group companies. The responsibilities are clearly assigned with an unambiguous separation of functions in the units involved in the accounting process. All departments involved in the accounting process have the appropriate resources. The allocation of appropriate rights ensures that the IT systems used for financial and payroll accounting are protected from unauthorised access.

ERP systems that have been dominated by in-house developments in the past are gradually being converted to the SAP system that is widely used in mechanical and plant engineering. Following comprehensive planning of the enterprise-wide SAP project and an intensive period of fine-tuning, the staggered roll-out is currently underway. The roll-out is being executed in stages at other Group companies following the migration at the holding company Koenig & Bauer AG and Koenig & Bauer Industrial GmbH including Koenig & Bauer Gießerei GmbH, as well as Koenig & Bauer Banknote Solutions (DE) GmbH, Koenig & Bauer Banknote Solutions SA, Koenig & Bauer (AT) GmbH and Koenig & Bauer Digital & Webfed AG & Co.KG.

Group accounting is performed on a monthly basis using a consolidation program. Meticulous checks are performed on a quarterly basis. Accounting and measurement guidelines ensure that the principles defined by the International Accounting Standards Board (IASB) as endorsed by the European Union are uniformly applied. The risk management manual defines the process for identifying risks and the procedure for disclosing reportable risks. This ensures early detection of any risks at Koenig & Bauer AG and its subsidiaries and notification of the Executive Board. The guidelines are regularly updated and expanded.

Random samples as well as manual or physical checks are performed to prevent any errors or omissions in accounting data. This includes annual inventory counts and work on the annual financial statements as well as asset counts in certain intervals. In addition, specially programmed plausibility checks are performed. The double sign-off principle is applied to all material transactions. Regular training and independent monitoring ensure that the consolidated financial statements comply with all applicable rules. Significant accounting-related processes and areas undergo analytical reviews particularly by internal auditing and controlling. The efficacy of the controls is verified by means of automated input, output and processing checks. External experts are also consulted where necessary, e.g. in the measurement of pension obligations.

Units granting approval are also separated from the units executing the transaction in question. In addition, write and read rights are assigned. There is a strict functional separation in the entry of transactions. Granulated requisitioning powers and access restrictions are applied to employees with respect to the IT applications. Individual employees in the functional areas do not have any access rights to the full accounting process level (incoming goods, inventories, invoice checking, payment approval, remittance). The defined principles, methods and measures ensure that financial reporting complies with the statutory requirements.

Outlook

Expected macroeconomic and industry conditions

The assessment of macroeconomic and industry conditions was based on the assumption of a moderate stabilisation of the global economy. However, this is subject to the recent military escalation in the Middle East since 28 February 2026. The Israeli-American conflict with Iran and its expansion to neighbouring states pose a potential downside risk for the global economy and the mechanical engineering sector, the extent of which cannot yet be conclusively quantified at the time of preparing this report.

The following forecasts by the International Monetary Fund (IMF) reflect the expectations prior to the outbreak of the military escalation in the Middle East. The IMF forecasts global economic growth of 3.3% in real terms in 2026 and a further decline in the global inflation rate to an expected 3.8%. This means that the stabilisation of the global economy will continue at a moderate level, even though momentum will remain below the long-term historical average of around 3.7%. Growing protectionism, geopolitical fragmentation and political uncertainties continue to act as major dampening factors.

Regional growth differences will remain pronounced in 2026. While the US economy is proving robust with expected growth of 2.4% – driven by fiscal stimulus, a resilient employment market and an easing of financing conditions – the Eurozone will continue to recover only moderately with projected growth of 1.3%. Following a multi-year period of stagnation, the German economy is expected to post slight economic growth of 1.1% in 2026. In a comparison of the G7 countries, Germany will thus improve its relative position compared to Italy (0.7%) and Japan (0.6%), but will remain significantly behind the growth rates of the US and Canada. The persistently weak state of industry, structural location disadvantages and mounting protectionist headwinds will have a particularly dampening effect in Germany. In Asia, China is expected to continue expanding at an above-average rate with growth of 5.0%, while India, with an expected increase of 6.4%, is considered the region's central growth engine.

Year-on-year gross domestic product (%)

Country/region	2023	2024	2025 (estimate)
Global	3.5	3.3	3.3
Developed economies	1.7	1.8	1.7
Eurozone	0.4	0.9	1.4
Germany	-0.9	-0.5	0.2
France	1.6	1.1	0.8
Italy	0.7	0.7	0.5
Spain	2.5	3.5	2.9
United Kingdom	0.4	1.1	1.4
United States	2.9	2.8	2.1
Japan	1.2	-0.2	1.1
Emerging markets and developing countries	4.7	4.3	4.4
ASEAN*	4.1	4.6	4.2
Brazil	3.2	3.4	2.5
China	5.4	5.0	5.0
India**	9.2	6.5	7.3
Russia	4.1	4.3	0.6

*] Indonesia, Malaysia, Philippines, Singapore, Thailand

**] Fiscal year from 1 April to 31. March

Source: IMF World Economic Outlook Update January 2026; for 2023: IMF October 2025 Database.

According to the IMF, overall global economic risks remain tilted to the downside in 2026. Political uncertainties, escalating trade conflicts and a fragmented international economic order could noticeably dampen investment, global trade and productivity gains. Particular risks arise from potentially significant US tariff increases, which would represent a considerable burden on foreign demand for export-oriented economies. The IMF also takes a critical view of the risk of a correction on the capital markets in the technology sector should the high productivity potential of AI applications fail to materialise to the expected extent, as well as possible political interference in the independence of central banks. Furthermore, persistent geopolitical tensions harbour the risk of renewed volatility in energy and raw material prices.

For the 2026 financial year, the trade policy conditions and currency effects in the US market remain highly dynamic and characterised by uncertainties. As a result of a ruling by the US Supreme Court on 20 February 2026, which declared previous far-reaching US tariffs unlawful, the uniform tariff cap agreed with the EU in the previous year has become obsolete. In response to this, the US administration introduced new global import tariffs of initially 10% from 24 February 2026. A further increase of this base tariff rate to 15% has already been announced and remains to be monitored over

the course of the year. However, exceptions to this cap remain for listed products made of steel, copper, and aluminium, for which tariffs of at least 50% continue to apply. In addition, punitive tariffs of at least 50% are levied on products which the US administration (pursuant to Section 232 of the Trade Expansion Act) has classified as derivatives. This continues to include flexographic printing presses as well as a large number of spare parts for printing presses. As Section 232 is subject to continuous updates by the US administration, it cannot be ruled out that further products relevant to Koenig & Bauer will be included. This means that the company's machines, systems, and spare parts will become more expensive in the USA in the current year as well. In addition, EUR/USD developments could result in a further increase in the price of services in the USA.

The following forecasts by the German Mechanical Engineering Industry Association (VDMA) reflect the expectations prior to the outbreak of the military escalation in the Middle East. The VDMA expects the price-adjusted production output of the German mechanical engineering industry to grow by around 1% in 2026. This would mark a cautious turnaround following the anticipated decline in production of around 5% in 2025. Nevertheless, the industry environment remains characterised by massive uncertainties, primarily resulting from a lack of structural reforms, increasing bureaucracy, and geopolitical crises. The growing protectionism is particularly burdensome, as both the rising competitive pressure from China and the increased use of economic sanctions significantly heighten risks in international trade. As mechanical and plant engineering tends to be a late-cyclical sector, it will presumably only be able to benefit to a limited extent from the general economic recovery in 2026.

Forecast

The expected macroeconomic, political and industry-specific conditions in the markets addressed by the Koenig & Bauer Group provide the basis for the forecast for 2026 (1 January 2026 to 31 December 2026) and subsequent years.

The estimates made are based on the assumption that external conditions do not significantly change compared to the current situation. The following external factors play a decisive role:

- **Geopolitical developments:** No further escalation or tighter restrictions in connection with the war in Ukraine or other geopolitical tensions liable to affect supply chains, production processes or sales markets.
- **Trade policy uncertainties:** Continued international trade conflicts, particularly in the US – this is based on the assumption that, based on recent US case law, there will be prompt clarity regarding import tariffs, so that customers can make their investment decisions without trade-related uncertainty – and possible protectionist measures, which could lead to investment restraint or to higher costs in the supply chain.
- **Macroeconomic conditions:** No unexpected re-emergence of higher inflation, interest rate trends or an economic slowdown that could impact demand in central markets.

In addition, the forecast is tied to the company's own business performance and the successful implementation of strategic initiatives.

The already volatile geopolitical situation has been fundamentally exacerbated by the military escalation in the Middle East since 28 February 2026 (outbreak of the Israeli-American conflict with Iran and its expansion to neighbouring states). At the time of preparing this report, the full extent of the impact on the global economy and mechanical engineering cannot yet be conclusively quantified.

*However, there is an acute risk of a significant impairment to the **energy and raw material markets**, as a prolonged blockade of the Strait of Hormuz poses the risk of permanently higher energy prices; this could fuel global inflation once again and place a burden on production costs in the mechanical engineering sector. In addition, **logistics and supply chains** are under pressure, as the highly uncertain situation on sea routes and at strategic hubs in the Middle East could jeopardise the stability of the flow of goods as well as exports to Asian growth markets. Furthermore, there is a threat of negative effects on the **investment climate**: A long-lasting military confrontation could noticeably dampen the global willingness to spend on capital goods, especially as customers increasingly focus on preserving liquidity*

in uncertain times.

All of these developments affect Koenig & Bauer directly – both on the cost side and in terms of global sales.

In addition, specific operational challenges arise: Due to existing travel warnings for countries affected by the current hostilities, the deployment of specialist personnel for assembly, installation, and service assignments is currently severely restricted. This not only impairs the ability to deliver and the timely commissioning of new systems, but also the provision of time-critical on-site services. Possible delays in the final acceptance of machines can also influence the planned realisation of revenue.

The assumptions made in the forecast report are thus subject to the proviso that there is no prolonged military confrontation in the Middle East, no long-lasting disruption of international trade routes, no permanent energy price crisis, and no significant deterioration in the global investment climate.

Strategic target vision IMPACT

With IMPACT, Koenig & Bauer is driving forward the consistent transformation of the Group. The strategic framework defines six central pillars – Intelligence, Market, People, Adaptability, Competitiveness, and Technology – with which the Group is strengthening its resilience and competitiveness in a volatile market environment. IMPACT dictates the direction up to 2030 and beyond in order to increase operational resilience and consistently secure the market position.

Within the framework of this target vision, Koenig & Bauer envisages a strategic revenue potential of €1.5bn with an operating EBITDA margin of at least 8% (excluding special effects such as drupa), which the company also aims to tap into in the medium term by scaling innovative solutions in the global focus markets. The realisation of this potential will be driven forward by the further consistent optimisation of the Group footprint and Group structures. Building on the portfolio streamlining measures already initiated – such as the discontinuation of the CSMetalCan project and the reduction of complexity in the flexo area (spring 2025) as well as the strategic review of Koenig & Bauer Coding GmbH started in July 2025 – the decision taken in January 2026 to shut down the operations of Albert-Frankenthal GmbH forms a consistent next step towards further Group focus and safeguarding long-term competitiveness.

Outlook for 2026: Stable business performance expected in a volatile environment – Guidance shifted to operating EBITDA

Against the backdrop of the current order situation and the volatile geo-political conditions, Koenig & Bauer expects a continuation of operational stability for the 2026 financial year. With the beginning of the 2026 financial year, the legal representatives of Koenig & Bauer AG have decided to switch the guidance to operating EBITDA. From now on, this key figure will function alongside revenue as the most significant financial performance indicator and will replace operating EBIT. In this way, the company is taking account of the sought-after sharpening of the focus on operating cash generation, improved comparability within the peer group and the future requirements of IFRS 18.

Taking into account the opportunities and risks, the forecast is tied to the following key assumptions: Provided that global economic developments and demand stimuli in the relevant sub-markets remain stable, Group revenue is expected to be on a par with the previous year (2025: €1,302.4m). Assuming that prompt clarity on import tariffs is reached based on recent US jurisprudence, enabling customers to make their investment decisions without trade-related uncertainty, the Executive Board forecasts operating EBITDA of approximately €80m for 2026, consistent with the previous year. For the current financial year, non-operating items could arise, for example, from expenses / income from Group portfolio measures (acquisitions, disposals, adjustments, and other portfolio-related measures, including changes in goodwill) in connection with the strategic review of Koenig & Bauer Coding GmbH launched in July 2025. In addition, expenses / income in connection with restructuring projects could arise in connection with the shutdown of Albert-Frankenthal GmbH's operations decided in January 2026.

In the 2026 financial year, the Paper & Packaging Sheetfed Systems (P&P) segment is expected to make a stable contribution to revenue at the previous year's level, and the Special & New Technologies (S&T) segment is expected to make a significantly higher contribution to revenue compared with the previous year. In terms of operating EBITDA, the P&P segment is expected to make a slightly reduced contribution to earnings and the S&T segment a significantly higher contribution to earnings compared to the previous year. Profitability in the S&T segment will be supported by progressive scaling in new business areas as well as stable capacity utilisation in security printing.

Revenue*	Expectations for 2026	2025 in €m
Paper & Packaging Sheetfed Systems (P&P)	Stable at previous year's level	741.5
Special & New Technologies (S&T)	Significant increase compared to the previous year	596.0
Reconciliation	–	-35.1
Group	Stable at previous year's level	1,302.4
Operating EBITDA**	Expectations for 2026	2025 in €m
Paper & Packaging Sheetfed Systems (P&P)	Slight reduction compared to the previous year	42.3
Special & New Technologies (S&T)	Significant increase compared to the previous year	22.2
Reconciliation	–	15.1
Group	Stable at previous year's level	79.6
Operating EBIT		2025 in €m
Paper & Packaging Sheetfed Systems (P&P)	–	25.0
Special & New Technologies (S&T)	–	9.0
Reconciliation	–	2.6
Group	–	36.6

*) For revenue, „stable“ corresponds to a change of up to +/- 3%, „slight“ to a change of up to +/- 5%, while changes of +/- 5% or more are described as „significant“.

**) For operating EBITDA, „stable“ corresponds to a change of up to +/- 5%, „slight“ to a change of up to +/- 10%, and changes of +/- 10% or more are considered „significant“.

In view of the earnings performance in 2025 and the persistently challenging global economic environment, the Executive Board and the Supervisory Board will be proposing at the annual general meeting that a dividend be omitted for the financial year as a result of the net loss reported by Koenig & Bauer AG. As Koenig & Bauer attaches great importance to ensuring the appropriate participation of its shareholders in the company's success, the dividend policy provides for the distribution of a dividend of 15 – 35% of consolidated earnings, with a minimum dividend of €0.30 per share, subject to profitable business performance during the year.

Legal disclosures

Takeover-relevant disclosures pursuant to section 289a (1) and section 315a (1) of the German Commercial Code

Disclosures in accordance with section 289a (1) No. 1, 2 and 3 and section 315a (1) No. 1, 2 and 3 of the German Commercial Code

Composition of the subscribed capital

On 31 December 2025, the share capital of Koenig & Bauer AG, Würzburg, stood at €42,964,435.80, divided into 16,524,783 bearer shares with a nominal value of €2.60 each. In accordance with article 14.7 of the articles of association, each no-par share conveys one voting right. There are no restrictions on voting rights or the transfer of shares and there are no special rights imparting powers of control.

Shareholdings in capital

To the best of our knowledge, shares in the company's capital of more than 10% are held by Leibinger Consulting AG in Feusisberg, Switzerland, with 20.04%. The Koenig'sche Shareholders' Association, Germany, which was first reported as "acting in concert" on 4 July 2023, holds a 16.7% stake, and AlternInvest GmbH in Vienna, Austria, holds 10.2%. In addition, Hauck & Aufhaeuser Fund Services S.A, Munsbach/Luxembourg, holds 8.39%, Universal-Investment-Gesellschaft mit beschränkter Haftung in Frankfurt am Main 2.98% and Union Investment Privatfonds GmbH, Frankfurt/Main 2.79% of the share capital.

Governing bodies

On 31 December 2025, the shares held by the governing bodies of Koenig & Bauer AG equalled 5.29% of its share capital. The members of the Executive Board held 0.09% (Dr Andreas Pleßke 0.03%, Dr Stephen Kimmich 0.06%) and the members of the Supervisory Board 5.20%.

The appointment and dismissal of the members of the Executive Board and amendments to the articles of association comply with the statutory regulations (sections 84, 85, 179 of the German Stock Corporation Act, section

31 of the Codetermination Act). Under article 10.2 of the articles of association, the Supervisory Board may pass resolutions to amend the articles of association provided that such amendments concern only the wording. This authorisation particularly applies to the utilisation of authorised capital.

In accordance with the Act on the Equal Participation of Women and Men in Executive Positions in Private and Public Sector, the Executive Board and the Supervisory Board have defined targets for gender representation quotas. The Supervisory Board has passed a resolution valid until 31 December 2025 that its female representation quota for the Executive Board is to remain at 0% until 2025. This decision must be seen solely in the light of the service contracts of the members of the Executive Board running at that time, which continue until 2025 or 2026. Setting a target of more than 0% would have implied that the Supervisory Board was not willing to act in accordance with these service contracts or its own decisions.

The next time a new member is to be appointed to the Executive Board, the female representation quota will of course be duly taken into account in accordance with the requirements of the Second Executive Positions Act (FüPOG II). Moreover, the Supervisory Board pays attention to diversity in the composition of the Executive Board, while the Executive Board itself observes these requirements when filling management positions within the company and the Koenig & Bauer Group. In cases in which female and male candidates have comparable qualifications, the proportion of women is to be increased as far as possible when new appointments are made.

The Supervisory Board and the Executive Board attach importance not only to increasing the number of women in management positions and strengthening their status, but also to raising the number of female employees in the company and in the Koenig & Bauer Group as a whole. The target ratio is 30% for the first level below the Executive Board and 11% for the second level below the Executive Board. At the end of 2025, the proportion of women at the first and second management levels below the Executive Board stood at 33.3% (previous year: 33.3%) and 17.9% (previous year: 16.1%), respectively.

Authorised capital

On 31 December 2025, the company had authorised capital of €8,580,000, equivalent to 3,300,000 shares, which may be utilised on or before 23 May 2026. The authorisation granted at the annual general meeting is docu-

mented in Article 5.3 of the articles of incorporation., The company did not hold any treasury stock on 31 December 2025.

Authorisation to acquire treasury stock

In a resolution passed at the Annual General Meeting of 26 June 2024, the Executive Board of Koenig & Bauer AG was authorised to acquire and sell the company's own shares subject to the exclusion of the shareholders' subscription rights. Such treasury shares can be acquired via the stock exchange, by way of a public purchase offer addressed to all shareholders of the company or by way of a public invitation to tender offers., The authorisation is limited to the acquisition or sale of treasury shares accounting for an arithmetical share of up to 10% of the share capital existing at the time the resolution is passed or – if lower – at the time the authorisation is exercised.

Subject to the consent of the Supervisory Board, the Executive Board is authorised to use the treasury stock acquired in accordance with Section 71 (1) No. 8 of the German Stock Corporation Act (AktG) for all legally permissible purposes, in particular to resell it, to use it as consideration for a non-cash contribution from third parties, particularly in the context of business combinations, and to use it for the purpose of acquiring companies, parts of companies, equity interests in companies or other assets and to fulfil option and/ or conversion rights or obligations. Subject to the consent of the Supervisory Board, the Executive Board is additionally authorised to award the treasury shares acquired to employees of the company and its affiliates or to board members of affiliates, subject to the exclusion of the shareholders' subscription rights, in connection with the company's share-based compensation or employee share programs.

The authorisation expires on 25 June 2029. The Executive Board did not make use of this authorisation during the year under review.

Disclosures in accordance with section 289a (1) No. 8 and 9 and section 315a (1) No. 8 and 9 of the German Commercial Code

Koenig & Bauer AG has entered into the following material agreements or special arrangements governing a change in or acquisition of control in the event of a takeover bid: The syndicated credit facility refinanced in October 2023 contains in the version applicable on the reporting date standard change-of-control clauses and grants the respective contractual partner additional information and termination rights in the event of a change in

the control or majority shareholding structure of the company. In addition, one joint venture agreement and one partnership agreement include a change-of-control clause. There are no compensation agreements with the members of the Executive Board or employees for this case.

Corporate governance statement in accordance with Sections 289f and 315d of the German Commercial Code

The corporate governance statement in accordance with Sections 315d of the German Commercial Code in conjunction with Section 289ff of the German Commercial Code is published on the company's website at www.koenig-bauer.com/en/investor-relations/corporate-governance/corporate-governance-statement/ together with the corresponding statements for previous years.

Koenig & Bauer AG (notes according to the German Commercial Code)

The annual financial statements of Koenig & Bauer AG were prepared in accordance with the provisions of the German Commercial Code (HGB).

As a holding company Koenig & Bauer AG does not conduct any operating business of its own but performs central and strategic functions for the Group. Central functions performed for the Koenig & Bauer Group include compliance/auditing, controlling, corporate development, innovation promotion, investor relations, corporate responsibility, accounting, purchasing, information technology (IT), corporate accounting, patent and licensing, human resources, legal and insurance, tax and central marketing/corporate communications. In addition, Koenig & Bauer AG provides IT hardware and operates the computer centre for Group tasks and grants licences and brand rights to the subsidiaries.

With the restructuring of the Koenig & Bauer Group, Koenig & Bauer AG as a holding company streamlined its tasks and assigned more operational responsibilities to the two segments in the course of the 2025 financial year. In addition to pursuing the Group's strategic responsibilities, the focus of the holding company has since continued to be on providing shared services for all Group subsidiaries, including information technology (IT), human resources (HR), investor relations (IR), communications, central purchasing and financial services. The number of employees on 31 December 2025, excluding apprentices, was 442 (previous year: 477).

In addition to income from the services recharged to the Group companies and the fees for the use of licences and brand rights, Koenig & Bauer AG's business performance depends on the dividend income and profit transfers received from the subsidiaries and, hence, their business performance. The direct and indirect investments held by Koenig & Bauer AG are shown in a list in the notes to the consolidated financial statements.

Report on risks, opportunities and forecasts

The developments described in the chapters of the economic report mainly affect the business activities of Koenig & Bauer AG and its subsidiaries. Koenig & Bauer AG's business performance is significantly influenced by its

subsidiaries and is therefore directly or indirectly subject to the same risks and opportunities as the Koenig & Bauer Group. The risks to which Koenig & Bauer AG is exposed include impairments of investments in subsidiaries and receivables from affiliated companies. The impairment tests for the investments in subsidiaries are generally based on a discounted cash flow model, which is influenced by the performance and earnings of the subsidiaries and their own investments. Therefore, adverse effects on subsidiaries or indirect investments may necessitate the recognition of impairments for investments and loss allowances for receivables in Koenig & Bauer AG's annual financial statements. Impairments and loss allowances would reduce the net profit available for distribution to the shareholders. As the investments in subsidiaries and receivables from affiliated companies constitute a substantial proportion of the total assets, this is a significant risk. Fluctuations in net investment income and loss allowances for receivables from affiliated companies would have a correspondingly large effect on Koenig & Bauer AG's net profit. Due to these interrelationships between Koenig & Bauer AG and its subsidiaries, the outlook for the Koenig & Bauer Group also reflects the expectations for Koenig & Bauer AG. Therefore, the above statements for the Koenig & Bauer Group also apply to Koenig & Bauer AG. No separate significant performance indicators have been defined for Koenig & Bauer AG.

Earnings

In the year under review, revenue declined by €22.3m to €110.2m (previous year: €132.5m) and chiefly comprised income from transfer pricing for shared services provided by Koenig & Bauer AG for the operating Group companies and fees for the utilisation of licences and brand rights as well as land and buildings. The decline in revenue is mainly due to the recharge of reduced costs to the Group companies. As a result of the efficiency and savings effects achieved by the "Spotlight" focus programme, Koenig & Bauer AG's cost base decreased, which consistently led to a lower volume of invoiced services and fees to the Group companies and thus to a lower revenue level compared with the previous year. The cost of sales for the services provided to generate revenue also decreased, mainly due to efficiency and savings effects, by €11.9m to €-78.5m (previous year: €-90.6m). Accordingly, gross profit decreased by €10.4m to €31.7m (previous year: €42.1m), resulting in a gross margin of 28.8% (previous year: 31.8%). General administrative expenses were reduced by €11.4m to €32.8m (previous year: €44.2m) as part of "Spotlight". Other operating income of €3.8m (previous year: €6.8m) mainly includes income from currency effects

and research allowances (previous year: reversal of provisions). As in the previous year, other operating expenses of €51.8m (previous year: €60.8m) mainly result from expenses from individual value adjustments within the Group and expenses from currency effects. On balance, this resulted in an operating loss of €-49.1m after €-56.0m in the previous year.

Net investment income consists of dividend distributions (2025: €9.4m; 2024: €38.5m), income from profit transfer agreements (2025: €16.0m; 2024: €5.6m), impairments of financial assets (2025: €-10.2m; 2024: €-6.4m), and fair-value remeasure gains on financial assets (2025: €8.3m; 2024: €7.8m) as well as loss absorption expenses (2025: €-8.9m; 2024: €-31.6m) from subsidiaries. It increased by €0.7m to €14.6m as of 31 December 2025 (previous year: €13.9m).

The financial result decreased mainly due to lower interest rates as well as lower utilisation of credit lines. Interest expense decreased by €1.8m to €-3.8m (previous year: €-5.5m). Net interest expense improved to €-18.3m as of 31 December 2025 (previous year: €-19.4m). Income taxes stood at €-0.7m (previous year: €-0.2m). On balance, this results in a net loss of €53.5m (previous year: net loss of €61.7m). To offset the net result for the year, retained earnings of €61.7m were transferred to the accumulated loss, so that the accrued deficit for the 2025 financial year is €-53.5m.

Assets and finances

As of 31 December 2025, Koenig & Bauer AG's **total assets** decreased by €8.9m to €745.0m compared to €753.9m in the previous year. **Non-current assets** decreased slightly overall by €1.1m to €540.9m (31 December 2024: €542.0m). The decline is essentially due to valuations of shares in affiliated companies. As of the reporting date, financial assets amounted to €415.9m compared with €416.7m in the previous year. Intangible assets increased by €2.7m to €63.8m (31 December 2024: €61.1m). This is mainly due to additions from the capitalisation of the POINT Sheetfed project, which exceeded regular depreciation and amortisation. This is offset by a decrease in property, plant and equipment of €3.0m to €61.2m (31 December 2024: €64.2m) due to scheduled depreciation.

The reduction in **current assets** by €9.5m to €199.5m (31 December 2024: €209.0m) was due on the one hand to the decrease in receivables from affiliated companies by €26.9m to €96.2m (31 December 2024: €123.1m) and is mainly characterised by individual loss allowances. They include receiv-

ables under loans to affiliated companies of €15.1m (31 December 2024: €29.2m), receivables from offsetting cash flows of €66.0m (31 December 2024: €86.0m) as well as trade receivables of €18.0m (31 December 2024: €8.0m). By contrast, receivables from associates rose by €5.0m to €33.9m (31 December 2024: €28.9m). In addition, inventories increased by €1.7m to €1.7m (31 December 2024: €0.03m). The increase in inventories is mainly due to strategic supply management within the Group. This essentially relates to the stocking of merchandise that is sold to subsidiaries in the following year as part of internal intercompany transactions. Other assets increased by €2.7m to €6.7m (31 December 2024: €4.0m). Cash in hand and at banks increased by €8.0m to €60.9m (31 December 2024: €52.9m).

Due to the net loss at the end of the 2025 financial year, **equity** decreased to €199.7m (31 December 2024: €253.2m). The **equity ratio** stood at 26.8% as of the reporting date (31 December 2024: 33.6%). **Provisions** fell slightly from €103.1m in the previous year to €99.4m. Pension provisions and similar obligations decreased to €68.5m (31 December 2024: €73.5m), while tax provisions rose to €1.0m (31 December 2024: €0.0m). Pension provisions declined primarily due to the increase in the discount rate. Other provisions increased slightly to €29.9m (31 December 2024: €29.6m). Overall, **liabilities** increased by €48.4m to €445.5m (31 December 2024: €397.1m). The increase resulted primarily from liabilities to affiliated companies, which increased by €47.9m to €180.0m (31 December 2024: €132.1m). In addition, trade payables increased by €2.5m to €6.4m (31 December 2024: €3.9m). Prepayments received on orders remained constant at €2.3m. This was offset by the decline in liabilities to credit institutions by €2.0m to €253.0m (31 December 2024: €254.9m) due to changes in the syndicated loan and the deposits and withdrawals to a financial service provider. In addition, other liabilities decreased slightly from €3.8m to €3.7m as of 31 December 2025.

Cash flow from operating activities amounted to €26.4m (previous year: €20.8m) and is mainly attributable to active net working capital management, in which receivables were reduced and liabilities, mainly to affiliated companies, accrued. The cash flow of €-15.9m (previous year: €-31.4m) from investing activities resulted from additions to intangible assets. Cash flow from financing activities of €-1.9m (previous year: €18.6m) also reflects changes in the syndicated loan.

Group financial statements 2025

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Group balance sheet to 31 December 2025

in €m	Note	31.12.2024	31.12.2025
Assets			
Non-current assets			
Intangible assets	(G) (1)	166.6	171.2
Property, plant and equipment	(G) (1)	235.8	229.0
Investments and other financial receivables	(G) (2)	17.6	27.7
Investments accounted for using the equity method	(G) (2)	13.6	13.3
Non-current other assets	(G) (2)	3.8	2.7
Deferred tax assets	(G) (7)	95.3	78.0
		532.7	521.9
Current assets			
Inventories	(G) (3)	368.9	352.9
Trade receivables	(G) (2)	142.1	132.1
Other financial receivables	(G) (2)	57.3	70.3
Current other assets	(G) (2)	173.7	205.5
Current tax assets		2.4	2.4
Securities	(G) (4)	4.0	4.8
Cash and cash equivalents	(G) (5)	133.7	137.5
Assets held for sale	(G) (6)	7.9	3.1
		890.0	908.6
		1,422.7	1,430.5

in €m	Note	31.12.2024	31.12.2025
Equity and liabilities			
Equity	(G) (8)		
Share capital		43.0	43.0
Share premium		87.5	87.5
Reserves		199.9	212.0
Equity attributable to owners of the Parent		330.4	342.5
Equity attributable to non-controlling interests		0.8	0.6
		331.2	343.1
Liabilities			
Non-current liabilities			
Pension provisions and similar obligations	(G) (9)	105.3	95.6
Non-current other provisions	(G) (10)	30.7	25.7
Non-current bank loans and other financial payables	(G) (11)	270.4	274.4
Non-current other liabilities	(G) (11)	3.7	3.0
Deferred tax liabilities	(G) (7)	74.9	78.3
		485.0	477.0
Current liabilities			
Current other provisions	(G) (10)	111.0	111.5
Trade payables	(G) (11)	72.2	116.1
Current bank loans and other financial payables	(G) (11)	117.6	98.8
Current other liabilities	(G) (11)	303.5	280.5
Current tax liabilities		2.2	3.5
		606.5	610.4
		1,422.7	1,430.5

Group income statement 2025

in €m	Note	2024	2025
Revenue	(H) (16)	1,274.4	1,302.4
Cost of sales	(H) (17)	-979.4	-961.8
Gross profit		295.0	340.6
Research and development costs	(H) (17)	-54.5	-46.2
Distribution costs	(H) (17)	-171.0	-155.3
Administrative expenses	(H) (17)	-104.0	-106.5
Other operating income	(H) (19)	19.4	37.4
Other operating expenses	(H) (19)	-23.7	-38.4
Impairment gains and losses on financial assets	(H) (19)	3.3	-0.1
Other financial results	(H) (20)	0.4	-0.2
Earnings before interest and taxes (EBIT)		-35.1	31.3
Other interest and similar income		4.9	2.9
Other interest and similar expenses		-29.0	-26.6
Interest result	(H) (20)	-24.1	-23.7
Earnings before taxes (EBT)		-59.2	7.6
Income tax expense	(H) (21)	-10.6	-21.1
Net loss		-69.8	-13.5
of which			
attributable to owners of the Parent		-70.1	-13.5
attributable to non-controlling interests		0.3	-
Earnings per share (in €, basic/dilutive)	(H) (22)	-4.24	-0.81

Statement of comprehensive Group income 2025

in €m	2024	2025
Net loss	-69.8	-13.5
Items to be reclassified to consolidated profit or loss		
Foreign currency translation	2.6	-0.8
Measurement of derivatives	-5.8	19.5
Deferred taxes	1.5	-3.8
	-1.7	14.9
Items not to be reclassified to consolidated profit or loss		
Defined benefit plans	-6.7	5.4
Revaluation of land	0.9	5.9
Deferred taxes	-	-5.3
	-5.8	6.0
Gains/losses recognised directly in equity	-7.5	20.9
Total comprehensive income	-77.3	7.4
of which		
attributable to owners of the Parent	-77.6	7.4
attributable to non-controlling interests	0.3	-

Statement of changes in Group equity 2025

in €m	Reserves							Equity attr. to owners	Equity attr. to non-controlling interests	Total
	Recognised in equity*									
	Share capital	Share premium	Defined benefit plans	Revaluation of land	Derivatives	Exchange differences	Other			
1 January 2024	43.0	87.5	-68.4	19.1	-0.1	4.8	322.6	408.5	1.5	410.0
Net profit / loss	–	–	–	–	–	–	-70.1	-70.1	0.3	-69.8
Gains/losses recognised directly in equity	–	–	-6.5	0.7	-4.3	2.6	–	-7.5	–	-7.5
Total comprehensive income	–	–	-6.5	0.7	-4.3	2.6	-70.1	-77.6	0.3	-77.3
Other	–	–	-0.1	–	–	–	-0.4	-0.5	-1.0	-1.5
31 December 2024	43.0	87.5	-75.0	19.8	-4.4	7.4	252.1	330.4	0.8	331.2
1 January 2025	43.0	87.5	-75.0	19.8	-4.4	7.4	252.1	330.4	0.8	331.2
Net loss	–	–	–	–	–	–	-13.5	-13.5	–	-13.5
Gains/losses recognised directly in equity	–	–	1.1	5.0	15.8	-1.0	–	20.9	–	20.9
Total comprehensive income	–	–	1.1	5.0	15.8	-1.0	-13.5	7.4	–	7.4
Other	–	–	0.4	0.3	–	-1.4	5.4	4.7	-0.2	4.5
31 December 2025	43.0	87.5	-73.5	25.1	11.4	5.0	244.0	342.5	0.6	343.1

* reserves recognised in equity are shown net of deferred taxes

Group cash flow statement 2025

in €m	Note	2024	2025
Earnings before taxes		-59.2	7.6
Appreciation/depreciation on intangible assets, property, plant and equipment	(F)	46.7	44.0
Currency measurement	(H) (19)	-0.3	1.3
Non-cash interest income/expense		4.4	8.1
Other non-cash income/expenses		1.6	3.0
Gross cash flow		-6.8	64.0
Changes in inventories	(G) (3)	61.2	14.8
Changes in receivables and other assets		-18.4	-31.1
Changes in other provisions	(G) (10)	13.2	-2.1
Changes in payables and other liabilities		49.4	23.5
Interest received		3.2	3.0
Interest paid		-22.8	-18.6
Income tax paid		-13.7	-11.3
Income tax refunded		8.1	0.6
Cash flows from operating activities		73.4	42.8
Proceeds from the disposal of intangible assets, property, plant and equipment		8.6	6.2
Payments for investment in intangible assets, property, plant and equipment		-43.1	-31.6
Proceeds from the disposal of investments		7.4	0.2
Payments for investments		-5.6	-6.4
Payments for the acquisition of shares in consolidated companies		-1.8	-
Dividends received		1.1	0.8
Payments for loans to associates		-8.4	-4.8
Cash flows from investing activities		-41.8	-35.6
Free cash flow		31.6	7.2
Proceeds from loans	(I)	45.0	20.4
Repayment of loans	(I)	-27.2	-20.3
Proceeds from financial service providers	(I)	127.0	136.8
Repayments to financial service providers	(I)	-131.9	-129.3
Payments for lease liabilities	(I)	-10.4	-11.4
Changes in equity attr. to non-controlling interests		-0.8	-0.2
Other changes in equity		-0.4	1.2
Cash flows from financing activities		1.3	-2.8
Change in funds		32.9	4.4
Effect of changes in exchange rates		4.4	-2.1
Effect of changes in consolidated companies		-	1.5
Funds at beginning of period		96.4	133.7
Funds at end of period	(G) (5)	133.7	137.5

for further information see explanatory Note (I)

Notes to the Group financial statements

(A) Preliminary remarks

The Koenig & Bauer Group (the “Group”) develops, assembles and sells sheetfed and web offset, flexo and digital presses, flatbed/rotary die cutters, folding-box gluing lines and special equipment for security, metal decorating, glass and hollow container printing and marking and coding together with comprehensive services. The Parent, Koenig & Bauer AG at Friedrich-Koenig-Str. 4, 97080 Würzburg, Germany, is a public limited company under German law, listed in the commercial register at the local court, Würzburg, under HR B-No. 109. The consolidated financial statements include the Parent and all material affiliates.

Koenig & Bauer has prepared consolidated financial statements and a combined management report for the annual accounting period from 1 January 2025 to 31 December 2025 in accordance with section 315a of the HGB (German Commercial Code), which will be published together in the **Unternehmensregister** (Company Register).

The consolidated financial statements were prepared in accordance with the International Financial Reporting Standards (IFRS) valid on that date, as issued by the International Accounting Standards Board (IASB), London, and all binding interpretations by the International Financial Reporting Interpretation Committee (IFRIC), with due regard for EU directives.

Individual items aggregated in the balance sheet and the income statement are disclosed and explained separately in the notes below. For the income statement we used the cost of sales method. The reporting currency is the

euro, and all amounts disclosed in the financial statements represent million euros (€m), unless otherwise indicated.

On 18 March 2026 the Koenig & Bauer management board authorised the submission of the Group financial statements to the supervisory board for scrutiny and approval.

(B) New and amended standards and interpretations

The financial statements for 2025 were prepared in accordance with the following International Financial Reporting Standards that are required to be applied for annual periods beginning on or after 1 January 2025.

IAS 21	Amendments to IAS 21 - Lack of Exchangeability in Currency Translation
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The above standards were applied in compliance with the relevant transitional provisions. Where appropriate, amendments were made retrospectively, i.e. as if the new accounting policies had always applied. The effects on the periods of time specified in the consolidated financial statements are described below.

Amendments to IAS 21 – Lack of Exchangeability in Currency Translation

The amendment to IAS 21 specifies how non-exchangeability is to be addressed in currency translation. If the entity is able to obtain the other currency within a normal administrative timeframe and through a market or exchange mechanism in which a transaction gives rise to enforceable rights and obligations, that currency is deemed to be exchangeable. For this purpose, it is irrelevant whether there is an actual intention or decision to acquire the other currency. If there is no exchangeability, the spot rate on the measurement date is to be estimated as the rate that would have applied for a proper transaction between market participants. The changes currently have no impact on the consolidated financial statements of Koenig & Bauer AG.

The Koenig & Bauer Group did not apply in advance the following IASB standards, interpretations and amendments to existing standards that are not yet mandatory.

		Application from financial year
IFRS 9/IFRS 7	Amendments to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments	2026
IFRS 9/IFRS 7	Amendments to IFRS 9 and IFRS 7 - Power Purchase Agreements	2026
Collective change standard cycle 11	Annual Improvements to IFRS Accounting Standards - Cycle 11	2027
IFRS 18	Amendments to IFRS 18 – Presentation and Disclosures in Financial Statements	2027
IFRS 19	Amendments to IFRS 19 – Subsidiaries without Public Accountability: Disclosures	2027
IAS 21	Amendments to IAS 21 - Effects of Changes in Foreign Currency Rates	2027

The following new standards and interpretations, or amendments to existing standards and interpretations, have been adopted by the IASB and by the EU.

Amendments to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments

The amendments to IFRS 9 and IFRS 7 relate to the classification of financial assets. The application guidance for assessing whether a financial asset fulfils the “solely payments of principal and interest” (SPPI) criterion has been expanded. It has also been clarified that a financial liability is generally derecognised on its settlement date. However, if a financial liability is settled using an electronic payment system and certain conditions are met, it may be derecognised earlier. In addition, the disclosures in the notes for equity instruments measured at fair value through other comprehensive income have been expanded. This is not expected to have any material impact on Koenig & Bauer AG’s consolidated financial statements.

Amendments to IFRS 9 and IFRS 7 – Power Purchase Agreements

The amendments to IFRS 9 and IFRS 7 concern the accounting treatment of power purchase agreements (PPAs) whose quantity depends on

renewable energy production. The aim of these adjustments is to eliminate existing uncertainties in dealing with PPAs and to clarify their use in hedging relationships.

IFRS 9 clarifies the conditions under which power purchase agreements (PPAs) can be designated as hedging instruments and how variable forecasted electricity volumes are to be determined as the underlying transaction. Furthermore, it clarifies that volume-related risks, such as the risk of having to purchase electricity at times when it cannot be consumed, do not necessarily preclude recognition based on expected consumption, provided the company continues to be considered a net purchaser of electricity.

The amendments to IFRS 7 introduce additional disclosure requirements. These relate in particular to contractual features that lead to fluctuations in the amount of electricity supplied, as well as off-balance-sheet liabilities and their potential risks. Furthermore, qualitative and quantitative information on the impact of these contracts on the company’s assets, financial position, and results of operations is required.

This is not expected to have any material impact on Koenig & Bauer AG’s consolidated financial statements.

Annual Improvements to IFRS Accounting Standards – Cycle 11

The amendments within the framework of the annual improvement process of IFRS Accounting Standards include clarifications and corrections to the following accounting standards: IFRS 1 Accounting for hedging transactions by a first-time adopter, IFRS 7 Derecognition of gain or loss, disclosure of credit risk and disclosure of the deferred difference between fair value and transaction value, IFRS 9 Derecognition of lease liabilities by the lessee and transaction price, IFRS 10 Determination of a de facto agent, and IAS 7 Cost method. These amendments are not expected to have any impact on the consolidated financial statements of Koenig & Bauer AG.

Amendments to IFRS 18 – Presentation and Disclosures in Financial Statements

IFRS 18 will replace the previous standard IAS 1. The new standard is intended to improve reporting on an entity’s financial performance. Predefined subtotals are introduced for the income statement. Income and expenses are categorised according to the entity’s main business activity. The cash flow statement must use operating earnings as the starting point if

the indirect method is applied. In addition, alternative performance indicators (management-defined performance measures, MPMs) must be added to the disclosures in the notes. This is expected to result in changes to the consolidated financial statements of Koenig & Bauer AG. In anticipation of the introduction of IFRS 18, operating EBITDA will be introduced as the most important financial performance indicator for financial year 2026, replacing operating EBIT. Further changes are currently under review and cannot yet be determined as of the balance sheet date.

The following new standards and interpretations, or amendments to existing standards and interpretations, have been adopted by the IASB. They have not yet been adopted by the EU.

Amendments to IFRS 19 – Subsidiaries without Public Accountability: Disclosures

The new IFRS 19 standard gives eligible subsidiaries the option of publishing abridged disclosures if they apply IFRS standards in their financial statements. Application of the new standard is optional and only permitted for entities that are subsidiaries and are not subject to public accountability and provided that the parent company prepares and publishes consolidated financial statements in accordance with IFRS standards. This is not expected to have any material impact on Koenig & Bauer AG's consolidated financial statements.

Amendments to IAS 21 – Effects of Changes in Foreign Currency Rates

The amendments to IAS 21 specify how companies must translate financial statements from a non-highly inflationary currency into a highly inflationary currency. These amendments will not result in any changes to the consolidated financial statements of Koenig & Bauer AG.

(C) Accounting policies

The financial statements for Koenig & Bauer AG and its domestic and foreign subsidiaries were prepared using uniform accounting policies.

Measurement basis and judgements

The measurement of financial assets and liabilities is based on the historical or amortised cost, with the exception of financial assets and derivative financial instruments, which are measured at fair value through profit and loss. Changes in the value of equity instruments are recognised in other comprehensive income.

In the process of applying the entity's accounting policies management makes various judgements, essentially on the categorisation of the financial assets measured at amortised cost.

Estimates and assumptions

Where no market prices are available for assessing the value of assets and liabilities, this must be estimated and may give rise to adjustments in subsequent years to the assets and liabilities disclosed. The imputed value is predicated on past experience and current knowledge.

Koenig & Bauer assumes that its business model is only marginally affected by sustainability and climate change risks.

Significant estimates relate to the following matters, which are explained in more detail under the individual items of the balance sheet:

- Recognition and measurement of development costs and the measurement of goodwill - particularly management assumptions using the "discounted cash flow" method and determination of the discount rate and future cash flows
- Useful lives of intangible assets and property, plant and equipment
- Measurement of the impairment of financial assets
- Measurement of inventories
- Recognition and measurement of other provisions - particularly provisions for warranties
- Recognition and measurement of investments in associates
- Recognition and measurement of provisions for retirement benefits and similar obligations - particularly the calculation of the present value on the basis of actuarial assumptions and the calculation of the discount rate
- Recognition and measurement of deferred tax assets - particularly estimates as to their recoverability and recognition of deferred tax assets on tax loss carryforwards
- Revenue recognition - determination of the percentage of completion for over-time revenue recognition

- Disposal of financial assets - management's assessment of the transfer of beneficial ownership

Intangible assets

Purchased intangible assets are disclosed at their purchase price if it is likely that economic benefits attributable to the use of the assets will flow to the enterprise and their cost can be measured reliably. Each asset with a limited useful life is amortised on a straight-line basis over its estimated useful life.

Development costs for new or significantly improved products are capitalized at cost if the technical feasibility, an intention to sell and the existence of a market can be demonstrated, the attributed expenditure can be measured reliably, adequate development and marketing resources are available and future economic benefits are probable. From the time of marketability of the affected product, the capitalized development costs are depreciated on a straight-line basis over their projected useful life and tested for impairment annually. Adequate allowance is made for future market trends. Research costs and non-capitalised development costs are recognised as an expense as they arise in the functional area research and development.

Property, plant and equipment

For the valuation of land, the option under IAS 16 to revalue at fair value is exercised with the use of independent valuation experts. Accordingly, increases in the carrying amount in excess of amortised cost are recognised in retained earnings. However, if an impairment loss previously recognised in profit or loss is reversed, the increase in the carrying amount is recognised in profit or loss up to an amount equaling amortised cost. If, on the other hand, revaluation results in a reduction in the carrying amount, the impairment is recognised in profit or loss unless an increase in the carrying amount previously recognised directly in equity is reversed. In this case, the impairment is recognised within retained earnings. Deferred taxes are recognised accordingly in retained earnings or in profit or loss. Land is revalued at regular intervals of 5 years.

All other items of property, plant and equipment are disclosed at cost less depreciation and accumulated impairment losses, based on the use to which they are put. Each item with a significant value relative to the total asset value is treated as a separate depreciable asset (component recognition). Manufacturing costs for self-constructed plant and equipment include an appropriate proportion of production overheads, material and labour costs.

Where borrowing costs are directly attributable to a qualifying asset they are capitalised as part of the cost of that asset. Subsequent costs associated with the acquisition or replacement of an item of property, plant or equipment are capitalised and written down over the individual useful life. Replaced items are de-recognised accordingly. Costs for maintenance and repairs are also recognised as an expense.

No land or buildings are held as financial investments as defined in IAS 40.

Grants

Government grants reduce the cost of assets and are recognised as a reduced depreciation charge over the asset life.

One condition for the disbursement of research funds is that a complete record must be kept of all the costs incurred, and submitted upon completion of the relevant project.

Financial reporting in hyperinflationary economies

The Turkish Lira, the functional currency of one of the subsidiaries, is classified as hyperinflationary within the meaning of IAS 29.

IAS 29 states that when the accounting standard is applied for the first time, the functional currency of the hyperinflationary economy must be treated as if the economy in question had always been hyperinflationary.

Financial statements prepared in a hyperinflationary currency must be restated in the light of the conditions prevailing on the reporting date. Adjustments are made on the basis of historical cost. Items in the balance sheet which are not yet held in a monetary unit, which are not subject to price adjustment agreements or which are not otherwise held at updated daily values, must be adjusted on the basis of a consumer price index derived from the data of the Turkish Statistical Institute (CPI base 2003 = 100). The same applies to expenses and income. The net adjustments are recognised in profit or loss and disclosed separately in the notes. The harmonised consumer price index stood at 2,684.55 basis points as of 31 December 2024 and increased to 3,513.81 basis points as of 31 December 2025.

After being tied to the index, all relevant items in the balance sheet and income statement are translated into the Group's reporting currency in accordance with IAS 21. The exchange rate used for this purpose is the closing rate on the reporting date. The effects of currency translation are

presented in other comprehensive income in the statement of changes in equity.

Monetary assets and liabilities have not to be adjusted if they are subject to price adjustment clauses or are translated at the daily exchange rate.

Leases

A determination is generally made at the beginning of an contract whether the agreement contains a lease. To this end, the lessor must transfer to the lessee the right of use for a clearly specified asset for a specified period of time in return for payment of a fee. Non-lease components are separated from the lease components at the inception of the agreement and recognised as an expense.

As **lessee**, Koenig & Bauer recognises a right-of-use asset in intangible assets and property, plant and equipment and a lease liability in other financial liabilities on the commencement date of the lease. The right-of-use asset is measured at the present value of the lease liabilities at the commencement date plus initial direct costs, any lease payments already made before the commencement date and the present value of estimated costs at the end of the term, minus lease incentives received. The lease liability is recognised at the present value of the lease payments not yet made at that date, comprising fixed and variable lease instalments and expected payments from residual value guarantees and the exercise price of purchase options if there is sufficient certainty that they will be exercised. Discounting is based on the underlying interest rate for the lease or, if this is not known, the lessee's incremental borrowing rate. The incremental borrowing rate is determined using various external sources and adjusted to the economic environment and the term of the respective lease agreement.

In subsequent measurement, the right-of-use asset is amortised on a straight-line basis until the end of the lease term. In the case of lease agreements with transfer of ownership or the probable exercise of a purchase option, the right-of-use asset is depreciated until the end of the expected useful life. If there is an indication that the right-of-use asset may be impaired, an impairment test is carried out in accordance with IAS 36. If necessary, an impairment loss is recognised or, if the reason for the impairment no longer applies, the impairment loss is reversed. The lease liability is measured at amortised cost using the effective interest method. In the event of contractual changes that may result from a change in the

assessment of residual value guarantees, purchase or extension options or changes in future lease payments, the lease is remeasured.

Lease payments from short-term leases as well as leases for a low-value asset are recognised as lease expenses over the term of the agreement with an effect on income.

As the **lessor**, Koenig & Bauer assesses the lease at inception on the basis of certain criteria, such as the lease term, the present value of the minimum lease payments or the likely exercise of purchase options, to determine if the lease transfers all significant risks and rewards to the lessee. If this is the case, the lease is to be classified as a finance lease. At the commencement date, the carrying amount of the underlying asset is derecognised and a lease receivable is recognised in the amount of the net investment in the lease. Any gain or loss (as the case may be) must be disclosed in the income statement. In subsequent measurement, interest income is recognised using the effective interest method, which reflects a constant periodic rate of return on the net investment. If these conditions are not met, the lease is classified as an operating lease and the lease payments received are recognised in profit or loss for the period.

Depreciation

The systematic straight-line depreciation of intangible assets, property, plant and equipment is based on their useful lives as shown in the chart.

	Years
Industrial property rights and similar rights	3 to 12
Product development costs	4 to 8
Buildings	5 to 50
Plant and machinery	3 to 15
Other facilities, factory and office equipment	1 to 12

In the case of intangible assets and property, plant and equipment, the determination of the economic useful lives is subject to management's assessment. Any change in the economic useful lives may result in an increase or decrease of systematic straight-line depreciation.

If there is any indication that intangible assets, property, plant and equipment might be impaired or that the reason for such an impairment might have become obsolete these assets are tested for impairment on the

balance sheet date as per IAS 36. The recoverable amount is defined as the higher of an asset's or cash-generating unit's "fair value less costs of disposal" and its "value in use". Cash-generating units are the smallest group of units defined by the entity whose products are available for sale on an active market. The recoverable amount is calculated using a discounted cash flow method to determine the present value of discounted free cash flows. This corresponds to the value in use of the cash-generating units. Country-specific pre-tax interest rates which correspond to the weighted average cost of capital are used for discounting. It comprises a risk-free interest rate for equity components, adjusted for business risks, and the average borrowing rate of interest for debts, tax-adjusted for each unit. Future cash flows are calculated on the basis of the five-year integrated detailed plan approved by the management at the time when the impairment test is valid. The perpetual annuity for cash flows which surpass the planning period is calculated using a growth rate of 0.8%. If the recoverable amount approximates the residual carrying amount, both the value in use and the fair value less costs to sell are regularly determined. Where the recoverable amount is lower than the carrying amount the difference is disclosed as an impairment loss. If the reason for an impairment no longer applies, an adjustment in the allowance account is made, up to the amortised cost of acquisition or manufacture.

Depreciation on and impairments in intangible assets, property, plant and equipment are disclosed under the individual functions, reversals of impairment losses are disclosed as other operating income.

Goodwill is tested for impairment annually (as of December 31) and attributed to the cash-generating units. Where the recoverable amount exceeds the carrying amount (goodwill included) of the cash-generating unit, the unit is defined as unimpaired. Where the carrying amount exceeds the recoverable amount, an impairment adjustment to the lower market value is made by deducting the impairment loss from goodwill and distributing the difference among the unit assets, taking as the lower value limit the recoverable amount of the individual asset or zero, whichever is higher. Impairments of goodwill cannot be reversed. The cash flow forecast based on the management's integrated five-year detailed planning together with a subsequent perpetual annuity is used to calculate the value in use of a cash-generating unit, which contains goodwill. Along with the discount rate, planning includes anticipated developments in sales and the EBIT margin. Planning is created based on a past experience, future market

predictions and margin developments expected by the management. External data concerning the development of relevant markets is also taken into account. Adjustments are made for the impact of special and one-off effects on past values when predicting individual EBIT margins.

Individual items, depreciation, impairments and impairment reversals under IAS 36 are disclosed under "Changes in Intangible Assets, Property, Plant and Equipment" .

Financial assets

If contractual claims exist, financial assets are recognised at fair value upon initial recognition and are accounted for on the settlement date.

For the purpose of subsequent measurement in accordance with IFRS 9 financial assets are classified as "measured at amortised cost" , "measured at fair value through other comprehensive income (FVOCI)" or "measured at fair value through profit or loss (FVTPL)" . The allocation of a financial instrument to one of these three categories depends on the Group's business model and the characteristics of the instrument in question. The business model is determined on a portfolio basis in the light of past experience and the management strategy for the future, taking into account the risks associated with financial assets. The analysis of the product features includes an assessment of whether contractually agreed cash flows are solely payments of principal and interest.

A financial asset is measured **at amortised cost** using the effective interest method if it is held as part of a business model whose objective it is to collect the contractual cash flows and the terms of the contract result in solely payments of principal and interest. Any changes are recognised in profit or loss.

The **FVOCI** category includes financial assets held within a business model whose objective is both to collect the contractual cash flows and to sell those assets, provided that the terms of the contract result in solely payments of principal and interest. They are remeasured on the basis of their fair value. In the case of equity instruments, dividends are recognised in profit or loss, while other net gains or losses are recognised in other comprehensive income. They are not reclassified to the income statement.

All other assets are measured at fair value through profit and loss (**FVTPL**). Interest income, dividends and other net gains or losses are recognized through profit and loss.

Shares in affiliated, non-consolidated companies are reported under **financial investments** and classified as “FVOCI”. As their business individually and in sum is not material for the Group and the fair presentation of financial position, liquidity and capital resources, and profitability, they are measured at cost. Loans are measured “at amortised cost”.

Associates are companies over whose operating and financial policies Koenig & Bauer is able to exercise significant influence, generally through indirect or direct voting interests of 20% to 50%. **Joint ventures** are companies on which two or more outside parties jointly exercise control. Joint control arises if decisions on the main activities require the unanimous consent of the parties sharing control over the entity in question. Associates and joint ventures are accounted for using the equity method and initially recognised at cost of acquisition. The share of profit or loss of the associate or joint venture after acquisition is recognised in the consolidated statement of income, while the share of changes in equity not recognised in profit or loss is recognised directly in consolidated equity. The cumulative post-acquisition changes also include effects from fair value adjustments and affect the carrying amount of the investment, with any existing goodwill included in the carrying amount of the investment. If the losses of an associate or joint venture attributable to Koenig & Bauer equal or exceed the value of the investment in that entity, no further share of losses is recognised unless Koenig & Bauer has incurred obligations or made payments on behalf of the entity. The investment in an associate or joint venture is the carrying amount of the investment plus any long-term interest that is attributable to the economic substance of Koenig & Bauer’s net investment in the entity. Koenig & Bauer tests associates and joint ventures for impairment whenever there is any objective evidence of impairment.

Other financial receivables include derivative financial instruments in the “FVTPL” category that are carried at fair value and receivables from lease agreements measured at their present value. Miscellaneous other financial receivables are measured “at amortised cost”.

Trade receivables are measured “at amortised cost”. Non-interest-bearing or low-interest receivables due for settlement in more than one year are discounted.

The **securities** are financial assets in the “FVTPL” category that are carried at fair value as of the balance sheet date.

Cash and cash equivalents are measured “at amortised cost”.

They are assigned to one of three levels of a fair-value hierarchy defined in IFRS 7, where level 1 refers to quoted prices in active markets for the same instrument (without modification or repackaging); level 2 refers to quoted prices in active markets for similar assets or liabilities or other valuation techniques for which all significant inputs are based on observable market data; and level 3 refers to valuation techniques for which any significant input is not based on observable market data. Transfers between levels are made at the end of each reporting period.

Impairment gains and losses are recognised on financial assets measured “at amortised cost” and for contract assets in an amount equalling the expected credit loss. In the case of receivables and contract assets, this involves checking on each balance sheet date whether there has been any impairment of creditworthiness and whether the credit risk has thus increased significantly. Both quantitative and qualitative information and analyses such as the length of time overdue, the nature and duration of financial difficulties or the geographical location are taken into account and forward-looking assessments are made on the basis of past experience. In addition, the average historical defaults and forward-looking information were taken into account when determining the probabilities of default. There are no material risk concentrations due to the existing broad customer base.

The following table sets out the ranges applicable to each overdue band in the Group as from this year.

Expected Credit Loss %	min.	max.
not overdue	0.0%	0.2%
overdue for ≤ 30 days	0.0%	0.7%
overdue for 31 - 90 days	0.0%	1.2%
overdue for 91 - 180 days	0.0%	2.0%
overdue for 181 - 360 days	0.0%	3.0%
overdue for > 360 days	75.0%	75.0%

If the creditworthiness of an asset is impaired, the expected credit losses are recognised as a loss allowance over the entire term of the financial asset.

If the credit risk has increased significantly since the initial recognition of assets coming within the scope of application of the general model but there is no impairment of creditworthiness, the possible payment defaults over the entire term are taken into account as a loss allowance. In the case of trade receivables and contract assets, expected credit losses are measured on the basis of a loss allowance matrix. For each business unit, the historical default probabilities of the last three years are used as a basis and adjusted to the current economic conditions using scaling factors.

All other financial assets are adjusted by the amount of the expected credit loss that may be incurred within 12 months of the balance sheet date.

The loss allowance model described in IFRS 9 requires discretionary decisions in forecasting the development of future economic conditions. However, the assumptions made are subject to uncertainty, as Koenig & Bauer can only partially influence future business developments.

Derivatives

In accordance with IFRS 9 all instruments such as swaps and future currency contracts are carried at fair value. The derivatives disclosed in the Group financial statements are classified as level 2.

Changes in fair value are reported in net profit or loss where no hedge accounting is used.

Where hedge accounting is used, changes in fair value are reported either in equity or in the income statement. With a fair value hedge, changes in the fair value of a hedging instrument and the underlying transaction are reported as a profit or loss. With a cash flow hedge, the portion of the gain or loss in the hedging relationship that is determined to be an effective hedge is recognised directly in equity and the ineffective portion reported in the income statement. Gains and losses are reported in the income statement as soon as the hedged transaction itself is recognised.

The Group is exposed to numerous risks deriving from its global activities.

Currency risk is the risk that the value of business transactions conducted in other currencies, particularly US dollars, will fluctuate due to changes in foreign exchange rates.

Interest-related **cash flow risk** is the risk that future cash flows will fluctuate following changes in market interest rates.

Interest rate risk is the risk that the interest on deposits or loans will fluctuate as a result of changes in market interest rates.

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities.

These risks are contained by a risk management system. The principles laid down ensure that risk is assessed and documented in accordance with systematic and uniform procedures. Further information can be found on page 43 onwards. Derivatives in the form of marketable foreign exchange transactions (forwards and swaps) and interest rate hedges were used. Where the conditions defined in IFRS 9 for an effective hedging relationship were fulfilled, hedge accounting is used, more specifically cash flow hedges.

Inventories

Inventories are carried at the cost of purchase or conversion, with the latter including individual items, their proportionate share of total overheads and depreciation based on a normal level of plant utilisation. Where borrowing costs are directly attributable to a qualifying asset they are capitalized as part of the cost of that asset. The cost of inventories that cannot be measured on an item-by-item basis is calculated using the weighted average cost formula.

Inventories whose net realisable value on the balance sheet date were lower than cost, for example due to damage, impaired marketability or prolonged storage, are written down to the lower value. The net realisable value is the estimated sales revenue realisable in normal business minus the estimated cost of completion and pertinent distribution costs.

Equity

The issued capital is calculated from the number of no-par shares issued by Koenig & Bauer AG up to the balance sheet date.

The share premium includes the extra charge from the issue of shares, and is subject to the limitations imposed by section 150 of German Company Law.

Reserves encompass the net profits posted and retained in previous years by consolidated companies, and adjustments arising from the adoption of IFRS, more specifically IFRS 3 in 2004. Other components are the differences arising from the currency translation of foreign individual financial statements, changes in the measurement of defined benefit plans after tax, the revaluation of land after tax and changes in the market value of financial instruments after tax unless these are recognised in profit or loss.

Pension provisions

Pension provisions are measured using the projected unit credit method described in IAS 19, based on actuarial reports that recognise the present and potential benefits known on the balance sheet date, and include an estimate of anticipated increases in salaries and pensions. Actuarial gains and losses are recognised in reserves without an effect on profit or loss.

As a rule, in accordance with national and regional regulations we offer our employees defined-benefit pension plans, with benefits determined by the individual's length of service and compensation.

Pensions are partially financed through a funded benefit system.

Obligations not covered by fund assets are carried in pension provisions at the present value of the liability. The interest of the market value of plan assets is calculated with the discount rate of the pension obligation.

If the pension plans are not fully reinsured, the measurement of the retirement benefit obligations is subject to actuarial risks such as longevity risk, the risk of salary increases and interest rate risk. Market price risks exist in particular in connection with plan assets. In the case of Swiss pension funds, there is also the risk of an obligation to make additional contributions in the event of underfunding, i.e. if the benefit obligations exceed the plan assets, there is an obligation to contribute funding.

Current service costs are recognised in the individual functions. Interest income from plan assets as well as expenses from discounting obligations are recognised in the financial result.

Other provisions

These included all other corporate risks and uncertain liabilities to third parties, insofar as an outflow of resources is probable and can be reliably assessed. The amounts disclosed represent the best estimate of the expenditure needed to settle current obligations. Long-term provisions were disclosed at their present value where the interest effect was substantial.

Provisions are recognised for the **realignment** of the Group as soon as management has developed and approved a programme to improve the Group's profitability and competitiveness through capacity and structural adjustments and the measures have been publicly announced. Provisions are estimated on the basis of the planned programs, taking into account past experience. For this purpose, the assessments of both management and external experts are used. If changes occur as a result of new findings or agreements, the amount of the provisions is duly adjusted.

The recognition of provisions for **warranties and goodwill gestures** results from statutory, contractual or individual obligations to customers for reworking, replacement deliveries and compensation payments. A lump-sum provision is recognised as a percentage of average sales in recent years on the basis of past experience. In addition, concrete and expected individual facts are allowed for.

Financial payables

A financial payable is recognised on the balance sheet as soon as contractual obligations arise from a financial instrument. Financial payables which are initially recognised at fair value, net of transaction costs, and subsequently carried at their amortised cost, are reported on the settlement date.

Bank loans are defined as **financial liabilities**.

Other financial liabilities include derivative financial instruments with a negative fair value assigned to the "FVTPL" category and measured at fair value. Lease liabilities are recognised at their present value.

Income taxes

Deferred tax assets and liabilities are recognised on temporary differences between IFRS and tax bases for Group enterprises, and on consolidation measures. Differences are calculated using the liability method specified in IAS 12, and only tax-relevant temporary differences are taken into account.

Deferred tax assets include temporary differences as well as claims to future tax reductions arising from the anticipated use of existing tax loss carryforwards, where this use is probable or verified by convincing substantial evidence. Where the use is improbable, an impairment is disclosed. Deferred tax assets are calculated on the basis of 5-year corporate planning and the expected impact on earnings of taxable temporary differences. However, the assumptions made with regard to the future taxable income available for the utilisation of deferred tax assets are subject to uncertainties.

The tax rates used to calculate deferred taxes were the national rates applicable or notified on the balance sheet date, and ranged from 8% to 31%.

The effect of changes in tax rates on deferred taxes is reported when such changes were published.

The Group tax rate is the same as the Parent tax rate. Differences arising from calculations based on national tax rates are disclosed separately under “variances due to different tax rates” .

Actual income taxes are determined and recognised on the basis of the respective tax results and taking into account national regulations, provided that their tax recognition is probable. On the other hand, if there are uncertainties regarding the recognition, a tax liability is created in the amount of the best possible estimate of the expected tax payment. Tax receivables from uncertain tax positions are only recognised if they are likely to be realised. The assumptions and decisions made are reviewed on each balance sheet date and adjusted if necessary based on new knowledge.

Global minimum tax

The Koenig & Bauer group falls within the scope of the OECD's “Pillar Two” Model Regime, the global minimum tax regime. The Pillar Two legislation was adopted in Germany and entered into force on December 28, 2023, for fiscal years beginning after December 30, 2023.

According to the legislation, the group must pay a minimum tax per country equal to the difference between the GloBE effective tax rate and the minimum rate of 15%. However, the law provides relief in the form of a temporary CbCR safe harbor, which, under certain conditions, allows for no additional tax to be due for the year.

Based on a CbCR calculation for the 2025 fiscal year, all jurisdictions, with the exception of the Chinese and Danish jurisdiction, can benefit from the CbCR safe harbor in 2025. The analysis for China and Denmark resulted in an effective tax rate based on the result under IFRS Accounting Standards of less than 15% for the 2025 reporting period. Since the potential tax burden is not significant, the Group has not recognized any actual tax expense in the income statement.

The Group makes use of the exemption from accounting for deferred taxes related to pillar-two income taxes, which was the subject of the amendments to IAS 12 published in May 2023 and endorsed by the EU on November 8, 2023.

Assets held for sale

A non-current asset is classified as being “held for sale” if management is committed to a plan to sell the asset and it is highly probable that the sale will be completed within one year from the date of classification. Before reclassification, the asset is valued in accordance with the relevant accounting standards. Such an asset will no longer be written down.

Revenue

In the case of the sale of standardised **new or used machines**, the transfer of control after delivery and assembly occurs upon the customer’s readiness for production. The invoice is issued at the time of the transfer of control. The payment terms are agreed individually with the customers. In addition to individual contractual agreements, payments by the customer are usually staggered and are often divided into a prepayment, a payment at the time of delivery and a final payment after acceptance of the press. Revenue is recognised when the performance obligation is fulfilled and the customer obtains control of the press, neither a right of disposal nor effective control remains with Koenig & Bauer and it is probable that the economic benefits associated with the transaction will flow to the Company.

In the case of **customer-specific production**, control is transferred to the customer over the period in which the performance is completed. The project-specific payment terms usually provide for a prepayment and other progress billings staggered over the term.

Revenue from customer-specific production is recognised over the period in which the service is provided in accordance with IFRS 15, provided that the product has no alternative use for the Company and the Company has a

legal claim to payment for the services already provided. The progress made towards complete satisfaction of a performance obligation is measured on an input basis, whereby the progress of work is determined as the ratio of the costs incurred to the calculated contract costs. The ratio of the costs incurred to the calculated contract costs adequately represents the performance progress of a customer-specific production.

In the case of **spare parts and consumables**, control generally passes to the customer upon delivery of the products. The invoice is issued at the same time, the payment period is usually up to 30 days.

Revenue is recognised when the invoice is issued to the customer.

The provision of **services** mainly comprises maintenance, repairs, consulting and similar services. Control passes to the customer and the invoice is issued when the service has been rendered. Service contracts are usually due for immediate payment, the maximum payment period is usually 30 days. In the case of service agreements, the transaction price is allocated to individual service components. Revenue is recognised when the individual service components have been fulfilled.

Revenues are recognised in the amount of the transaction price for the individual performance obligations. The transaction price is the consideration that the company expects to receive for the promised goods or services. It is generally determined on the basis of contractually agreed amounts for the sale of new and used machines, spare parts, consumables and services. Price reductions, cash discounts, bonuses and volume rebates granted are recognised at their expected value if an adjustment to the transaction price is probable.

The performance obligations for products and services rendered and invoiced to the customer are recognised under trade receivables to the extent that there is an unconditional right to consideration. Where products and services have been transferred to a customer but the Group does not yet have a contractual right to payment, the contingent consideration receivable is recognised within contract assets. Contract assets are reclassified as trade receivables as soon as there is an unconditional legal claim to payment; they are reported under other assets.

Prepayments received include the company's obligations to transfer goods and services to customers for whom a payment has already been made.

The relief provided by IFRS 15.129 and IFRS 15.121(a) was used.

Other income

Interest is recognised as profit if the amount can be measured reliably and there is a reasonable likelihood of future economic benefit. Dividends are balanced with the origination of a legal claim to payment.

Expenses by function

Cost of sales include the purchase and conversion costs of products sold. In addition to directly attributable material and prime costs these incorporate overheads, depreciation on production plant and inventory adjustments.

Research and development costs encompass costs for original and planned investigation undertaken with the prospect of gaining new scientific or technical knowledge and understanding, and these are recognised in full in the functional area research and development in the income statement together with development costs not recognised by IAS 38.

Distribution costs include costs for open house promotions and demonstrations for customers.

Administration costs include costs that are not related to production and cannot be allocated to distribution costs.

Wherever possible, income and expenses are attributed to their respective functions; those that cannot be attributed are disclosed under other operating income and expenses.

(D) Consolidated companies and consolidation principles

Consolidated companies

In addition to Koenig & Bauer AG, Würzburg, the consolidated financial statements include 41 (previous year: 37) companies. Two companies are accounted for using the equity method (previous year: 2).

Altogether 26 (previous year: 27) subsidiaries are excluded from the consolidated financial statements since they are of minor significance to the Group's financial position and performance.

Consolidation principles

Upon control being acquired, affiliated companies and business combinations are consolidated by netting the acquisition costs with the Group's share in the equity of the consolidated companies measured at fair value. Hidden reserves or liabilities are allocated to the subsidiary's assets and liabilities. Contingent liabilities are offset against equity, and any excess of cost over the amounts allocated is recognised as goodwill. Any negative goodwill is recognised in profit or loss after a further review of the amounts calculated.

Receivables, liabilities, income and expenses relating to transactions among consolidated companies are eliminated, as were the profits from such transactions. With the exception of goodwill, temporary tax deferrals arising from the consolidation are recognised as deferred taxes under IAS 12.

(E) Foreign currency translation

The financial statements of consolidated companies prepared in a foreign currency are translated using their functional currency and the foreign entity method specified in IAS 21.

Since foreign subsidiaries are financially, economically and organisationally autonomous, their functional currency is normally the same as their local currency. In the consolidated financial statements, assets and liabilities are translated into the reporting currency at the closing rate, expenses and income at the average rate for the year and other equity at historical rates. The resulting exchange differences are disclosed in equity.

The financial statements for subsidiaries consolidated for the first time, the goodwill arising from the acquisition of such subsidiaries and adjustments in the carrying amounts of assets and liabilities to fair value are translated at the closing rate on the date of the initial consolidation. In subsequent periods goodwill is translated at the closing rate on the balance sheet date.

Currency gains and losses ensuing from consolidation are recognised as income or expense.

(F) Changes in intangible assets, property, plant and equipment

in €m	Cost								31.12.
	01.01.	Group additions	Additions	Revaluation surplus	Exchange differences	Reclassifications	Reclassification to "assets held for sale"	Disposals	
2024									
Intangible assets									
Industrial property rights and similar rights	108.3	–	0.8	–	–	0.1	–	–	109.2
Goodwill ¹	38.4	2.4	–	–	–	–	–	–	40.8
Product development costs ²	77.7	–	12.6	–	0.2	–	–	–	90.5
Prepayments and assets under construction	5.2	–	10.2	–	–	-0.1	–	–	15.3
	229.6	2.4	23.6	–	0.2	–	–	–	255.8
Property, plant and equipment									
Land and buildings	316.3	–	3.8	0.9	-0.2	–	-18.0	1.6	301.2
Plant and machinery	172.7	–	2.4	–	-0.4	4.2	-0.4	3.1	175.4
Other facilities, factory and office equipment	194.4	0.2	21.3	–	0.2	10.8	-0.2	19.6	207.1
Prepayments and assets under construction	20.3	–	1.4	–	–	-15.0	–	–	6.7
	703.7	0.2	28.9	0.9	-0.4	0.0	-18.6	24.3	690.4
	933.3	2.6	52.5	0.9	-0.2	0.0	-18.6	24.3	946.2
2025									
Intangible assets									
Industrial property rights and similar rights	109.2	–	0.6	–	–	0.1	–	1.3	108.6
Goodwill ¹	40.8	–	–	–	–	–	–	1.0	39.8
Product development costs ²	90.5	–	9.1	–	-0.4	–	–	0.8	98.4
Prepayments and assets under construction	15.3	–	8.3	–	–	–	–	–	23.6
	255.8	–	18.0	–	-0.4	0.1	–	3.1	270.4
Property, plant and equipment									
Land and buildings	301.2	–	4.0	9.2	-0.4	0.1	–	6.2	307.9
Plant and machinery	175.4	0.1	0.1	–	0.7	0.4	–	4.5	172.2
Other facilities, factory and office equipment	207.1	0.4	14.3	–	-0.6	0.3	–	33.6	187.9
Prepayments and assets under construction	6.7	–	2.7	–	–	-0.9	–	–	8.5
	690.4	0.5	21.1	9.2	-0.3	-0.1	–	44.3	676.5
	946.2	0.5	39.1	9.2	-0.7	–	–	47.4	946.9

¹ Segment Special & New Technologies

² Segment Paper & Packaging Sheetfed Systems

³ Level 3 of fair-value hierarchy

Depreciation									Carrying amount		
01.01.	Group additions	Annual depreciation	Impairments	Exchange differences	Reclassifications	Reclassification to "assets held for sale"	Disposals	31.12.	01.01.	31.12.	
54.6	–	6.5	–	–	–	–	–	61.1	53.7	48.1	
1.0	–	–	–	–	–	–	–	1.0	37.4	39.8	
18.4	–	6.3	2.4 ¹	–	–	–	–	27.1	59.3	63.4	
–	–	–	–	–	–	–	–	–	5.2	15.3	
74.0	–	12.8	2.4	–	–	–	–	89.2	155.6	166.6	
167.3	–	10.2	–	–	–	-10.1	0.8	166.6	149.0	134.6	
144.0	–	5.7	–	-0.2	–	-0.4	3.1	146.0	28.7	29.4	
136.9	0.1	15.6	–	0.3	–	-0.2	10.7	142.0	57.5	65.1	
–	–	–	–	–	–	–	–	–	20.3	6.7	
448.2	0.1	31.5	–	0.1	–	-10.7	14.6	454.6	255.5	235.8	
522.2	0.1	44.3	2.4	0.1	–	-10.7	14.6	543.8	411.1	402.4	
61.1	–	6.4	–	–	–	–	1.3	66.2	48.1	42.4	
1.0	–	–	–	–	–	–	1.0	–	39.8	39.8	
27.1	–	6.4	0.7 ¹	-0.4	–	–	0.8	33.0	63.4	65.4	
–	–	–	–	–	–	–	–	–	15.3	23.6	
89.2	–	12.8	0.7	-0.4	–	–	3.1	99.2	166.6	171.2	
166.6	–	9.9	0.2 ¹	-0.2	–	–	5.4	171.1	134.6	136.8	
146.0	0.1	5.3	–	0.5	0.2	–	4.4	147.7	29.4	24.5	
142.0	0.2	15.0	–	-0.6	-0.2	–	27.8	128.6	65.1	59.3	
–	–	–	0.1 ²	–	–	–	–	0.1	6.7	8.4	
454.6	0.3	30.2	0.3	-0.3	–	–	37.6	447.5	235.8	229.0	
543.8	0.3	43.0	1.0	-0.7	–	–	40.7	546.7	402.4	400.2	

(G) Explanatory notes to the balance sheet

(1) Intangible assets, property, plant and equipment

Information on the intangible assets and property, plant and equipment contained in leases in accordance with IFRS 16 is provided for leases under Note (G) (14).

Government grants for promoting investment reduced the carrying amounts for property, plant and equipment by € 2.0m (previous year: € 1.3m).

Intangible assets

The additions to industrial property rights and similar rights as well as prepayments made and assets under construction primarily relate to the implementation of the SAP ERP system, additions to development costs result from developments of new machines.

Goodwill is made up as follows:

in €m	31.12.2024	31.12.2025
Koenig & Bauer MetalPrint GmbH, Stuttgart, Germany	12.6	12.6
Business Unit Security	8.8	8.8
Business Unit Sheetfed	2.4	2.4
Koenig & Bauer Kammann GmbH, Löhne, Germany	5.4	5.4
Koenig Bauer Duran Karton Ambalaj Teknolojileri Sanayi A.Ş., Istanbul, Turkey	10.6	10.6
	39.8	39.8

In compliance with IAS 36 impairment tests were conducted on the balance sheet date for all cash-generating units to which goodwill was attributable. Significant assumptions on which the calculation of the value in use is based are summarised in the following table.

Cash-generating unit	Number of planning periods	Pre-tax interest rate	Post-tax interest rate
2024			
Koenig & Bauer MetalPrint GmbH, Stuttgart, Germany	5	10.1%	7.9%
Business Unit Security	5	9.3%	8.1%
Business Unit Sheetfed	5	10.6%	7.9%
Koenig & Bauer Kammann GmbH, Löhne, Germany	5	10.7%	7.9%
Koenig Bauer Duran Karton Ambalaj Teknolojileri Sanayi A.Ş., Istanbul, Turkey	5	9.8%	8.0%
2025			
Koenig & Bauer MetalPrint GmbH, Stuttgart, Germany	5	9.5%	7.3%
Business Unit Security	5	8.7%	7.5%
Business Unit Sheetfed	5	9.9%	7.3%
Koenig & Bauer Kammann GmbH, Löhne, Germany	5	10.0%	7.3%
Koenig Bauer Duran Karton Ambalaj Teknolojileri Sanayi A.Ş., Istanbul, Turkey	5	9.0%	7.4%

The transition to a perpetual annuity assumes a growth rate for EBIT of 0.8% (previous year: 0.8%).

In addition, all cash-generating units were tested for impairment as at 31 December 2025 since the book value of net assets was higher than the market capitalization. No adjustments were needed.

Based on the sensitivity analyses performed, Koenig & Bauer assumes that if the WACC after taxes in the goodwill-bearing cash-generating unit Koenig & Bauer MetalPrint GmbH increases to 8.3% and in Koenig & Bauer Duran Karton Ambalaj Teknolojileri Sanayi A.Ş. to 9.2%, the recoverable amount will still correspond to the carrying amount. For all other cash-generating units to which goodwill is allocated, no impairment is required even in the event of any changes in the key planning assumptions that are considered to be possible.

Property, plant and equipment

Additions to property, plant and equipment primarily related to new and replacement plant and machinery as well as other facilities, factory and office equipment.

Changes in value of € 9.0m (previous year: € 0.9m) were recognised from the application of the revaluation method to land. Of this, € 9.2m (previous year: € 0.9m) was recorded as a neutral adjustment to retained earnings, and € -0.2m (previous year: €0.0m) was recorded in profit or loss.

Applying the acquisition cost method would have resulted in a book value of € 17.9m (previous year: € 19.1m) for land.

(2) Financial and other assets

Investments

All interests and associates held by Koenig & Bauer AG are shown in the table below. Unless otherwise indicated, the figures for equity are those

disclosed in the single-entity statements audited under the pertinent national accounting laws, and correspond to additional disclosures under the German Commercial Code. Statements in foreign currencies show equity translated at the balance sheet date. Capital share corresponds to the number of voting rights.

Company, location	Capital share in %	Equity in €m
Consolidated affiliates		
Koenig & Bauer Industrial GmbH, Würzburg, Germany	100.0	30.3
Koenig & Bauer Sheetfed Management GmbH, Radebeul, Germany	100.0	0.1
Koenig & Bauer Sheetfed AG & Co. KG, Radebeul, Germany	100.0	-33.1 ²
Koenig & Bauer Digital & Webfed Management GmbH, Würzburg, Germany	100.0	0.1
Koenig & Bauer Digital & Webfed AG & Co. KG, Würzburg, Germany	100.0	-144.6 ²
Koenig & Bauer Banknote Solutions GmbH, Würzburg, Germany	100.0	256.5
Koenig & Bauer Banknote Solutions (DE) GmbH, Würzburg, Germany ¹	100.0	126.3
Koenig & Bauer Vision & Protection GmbH, Würzburg, Germany	100.0	12.0
Koenig & Bauer Kyana GmbH, Würzburg, Germany	100.0	1.1
Koenig & Bauer Dry Coating GmbH, Würzburg, Germany	100.0	0.0
Koenig & Bauer Finance GmbH, Würzburg, Germany	100.0	0.1
Koenig & Bauer Gießerei GmbH, Würzburg, Germany ¹	100.0	2.6
Albert-Frankenthal GmbH, Frankenthal, Germany	100.0	2.4
Koenig & Bauer (DE) GmbH, Radebeul, Germany	100.0	0.4
Koenig & Bauer Coding GmbH, Veitshöchheim, Germany	100.0	21.3
Koenig & Bauer MetalPrint GmbH, Stuttgart, Germany	100.0	6.1
Koenig & Bauer Kammann GmbH, Löhne, Germany	100.0	2.5
Koenig & Bauer (AT) GmbH, Mödling, Austria ¹	100.0	34.6
Holland Graphic Occasions B.V., Wieringerwerf, Netherlands	100.0	0.6
Koenig & Bauer (FR) SAS, Tremblay-en-France, France	100.0	3.8
Koenig & Bauer IT S.R.L., Lainate, Italy	100.0	2.9
Koenig & Bauer Flexotecnica S.R.L., Tavazzano, Italy	100.0	0.8
Koenig & Bauer Iberica, S.A., Gavà (Barcelona), Spain	100.0	4.9
Koenig & Bauer (ES) S.L.U., Esplugues de Llobregat, Spain	100.0	1.0
Koenig & Bauer (UK) Limited, Watford, UK	100.0	4.2
Koenig & Bauer Grafitec s.r.o., Dobruška, Czech Republic	100.0	20.6
KBA-SWISS HOLDING SA, Lausanne, Switzerland ¹	100.0	48.1
Koenig & Bauer Banknote Solutions SA, Lausanne, Switzerland ¹	100.0	85.1
Koenig & Bauer Banknote Solutions International SA, Geneva, Switzerland ¹	100.0	0.5
Koenig & Bauer (CH) AG, Geroldswil, Switzerland	100.0	2.7
Koenig & Bauer (CEE) Sp. z o.o., Warsaw, Poland	100.0	4.7
Koenig & Bauer Duran Karton Ambalaj Teknolojileri Sanayi A.Ş., Istanbul, Turkey	90.0	3.8
Koenig & Bauer (US) Inc., Dallas, TX, USA	100.0	40.7
Koenig & Bauer (CA) Inc., Toronto, Canada ¹	100.0	0.5
Koenig & Bauer LATAM, S.A.P.I. de C.V., Mexico City, Mexico	100.0	3.9
Koenig & Bauer KR Co. Ltd., Goyang-si, South Korea	100.0	0.6
Koenig & Bauer (JP) Co., Ltd, Tokyo, Japan	100.0	0.3
Koenig & Bauer (HK) Co. Limited, Hong Kong, China ³	100.0	2.5
Koenig & Bauer Printing Machinery (Shanghai) Co., Limited, Shanghai, China	100.0	1.8

¹ Indirect interests

² Deficit not covered by equity

³ Including pre-consolidation Koenig & Bauer Printing Machinery (Dongguan) Co. Limited, Dongguan, China (100%) and Koenig & Bauer Co. Limited, Taipei, Taiwan (100%)

Company, location	Capital share in %	Equity in €m
Non-consolidated affiliates		
Koenig & Bauer DK A/S, Værløse, Denmark	100.0	0.0 ³
Koenig & Bauer Banknote Solutions (US) Inc., Washington, D.C., USA ¹	100.0	0.2
Koenig & Bauer (RU), LLC, Moscow, Russia	100.0	-0.7 ²
Koenig & Bauer Kammann (US), Inc., Portsmouth, NH, USA ¹	100.0	2.8
Koenig & Bauer Kammann (Shanghai) Co., Ltd., Shanghai, China ¹	100.0	0.4
Koenig & Bauer RS d.o.o., Belgrade, Serbia ¹	100.0	0.4
Koenig & Bauer (HU) Kft., Fót, Hungary ¹	100.0	0.3
Koenig & Bauer (BR) Comércio de Impressoras e Serviços Ltda., São Paulo, Brasil	100.0	1.2
Koenig & Bauer (SEA) Sdn. Bhd., Kuala Lumpur, Malaysia	100.0	0.8
Koenig & Bauer (AU) Pty Ltd, Mount Waverley, Australia	100.0	0.3
Koenig & Bauer Coding (NL) B.V., Bergschenhoek, Netherlands ¹	100.0	0.2
Koenig & Bauer Coding (FRA) SAS, Taluyers, France ¹	70.0	0.8 ³
Koenig & Bauer Coding (PL) Sp. z o.o., Dopiewo-Dabrowa, Poland ¹	67.0	0.3
Koenig & Bauer Coding (Hangzhou) Co., Ltd., Hangzhou, China ¹	100.0	0.9
All-Print Holding AB, Stockholm, Sweden ¹	100.0	0.5 ³
Koenig & Bauer Coding Sverige AB, Stockholm, Sweden ¹	76.0	1.0 ³
Koenig & Bauer Banknote Solutions (IN) Private Limited, New Delhi, India ¹	100.0	1.1
Koenig & Bauer Banknote Solutions (Beijing) Ltd., Beijing, China ¹	100.0	0.2
Koenig & Bauer Banknote Solutions (SEA) Limited, Hong Kong, China ¹	100.0	0.3 ³
Koenig & Bauer Banknote Solutions (AR) S.R.L., Buenos Aires, Argentina ¹	100.0	0.0 ³
KBA NOTASYS Egypt LLC, Cairo, Egypt ¹	100.0	-1.3 ^{2,3}
KOENIG & BAUER CURRENCY SOLUTIONS, SOCIEDAD ANÓNIMA DE CAPITAL VARIABLE, Mexico City, Mexico ¹	60.0	0.0
LenSys Sarl, Lausanne, Switzerland ¹	70.0	0.2
GC Graphic Consult GmbH Gesellschaft für Unternehmensberatung, Unterschleißheim, Germany	100.0	0.1
Koenig & Bauer Press Consum DK ApS, Hasselager, Denmark ¹	51.0	0.2 ³
Koenig & Bauer Press Consum (SWE) AB, Löddeköpinge, Sweden ¹	51.0	0.0 ³
Associates		
Koenig & Bauer Durst GmbH, Würzburg, Germany	50.0	-66.9 ²
Koenig & Bauer Celmacch S.R.L., Desenzano del Garda, Italy	49.0	9.4

¹ Indirect interests

² Deficit not covered by equity

³ Preliminary figures

Koenig & Bauer Kyana GmbH was founded on 14 November 2024. It was registered in the commercial register on 3 February 2025, and started its economic activity on 1 April 2025.

Koenig & Bauer Dry Coating GmbH was founded on 12 March 2025 and was registered in the commercial register on 24 March 2025.

Due to the increased importance of the Asian market, the two previously non-consolidated subsidiaries, Koenig & Bauer KR Co. Ltd., based in Goyang-si, South Korea, and Koenig & Bauer (JP) Co., Ltd., based in Tokyo, Japan, were included in the consolidated financial statements.

Shares in other companies

Since 17 May 2019, Koenig & Bauer Durst GmbH, Würzburg has been operated as a joint venture between Koenig & Bauer and the Durst Group, with both parent companies each holding a 50% stake. The company is dedicated to the development and marketing of single-pass digital printing systems for the folding carton and corrugated board industry.

Under the terms of the contractual agreement, both parties will provide the joint venture with distribution channels and service capacities and grant limited rights of use to the required intellectual property rights. The financing of ongoing operations is governed by a jointly agreed business plan. If necessary, both parties are contractually obliged to comply with their financing activities towards Koenig & Bauer Durst GmbH.

In July 2022, Koenig & Bauer acquired 49% of the shares in Celmacch Group S.R.L. Accordingly, Koenig & Bauer gained decisive control over that company. Celmacch Group S.R.L. is an Italian manufacturer of high board line flexographic printing presses and rotary die cutters for the corrugated board industry. Koenig & Bauer addresses this market with the complementary products ChromaCut. This laid the foundation for joint further development and marketing in the growth market of corrugated board. Koenig & Bauer AG has an option to successively acquire further

shares in Koenig & Bauer Celmacch S.R.L.. The successive acquisition of up to 80% of the shares can be executed in two further steps by 2029 at the earliest.

The Group's shares in associates are recognised in accordance with the equity method of accounting. Reconciliation of the combined financial information to the carrying amount of the interest in the Group and the Group's share of the profit for the year is presented in the following tables.

in €m	Koenig & Bauer Durst GmbH		Koenig & Bauer Celmacch S.R.L.	
	31.12.2024	31.12.2025	31.12.2024	31.12.2025
Non-current assets	1.5	1.3	1.0	1.3
Current assets	20.5	16.8	37.5	41.6
Non-current liabilities	–	–	-0.7	-0.7
Current liabilities	-76.3	-85.0	-29.9	-33.0
Net assets (100%)	-54.3	-66.9	7.9	9.2
Group share in net assets	-27.2	-33.5	3.9	4.5
Shares in associates	-0.2	-0.2	16.1	16.1
Unrecognised share of net assets (including PPA effects)	-27.0	-33.3	-6.4	-7.3
Financial investments in associates	–	–	13.6	13.3

in €m	Koenig & Bauer Durst GmbH		Koenig & Bauer Celmacch S.R.L.	
	2024	2025	2024	2025
Revenue	16.2	8.8	17.4	31.7
Earnings (100%)	-15.6	-12.6	0.4	0.7
Group share of earnings	-7.8	-6.3	0.2	0.3
Unrecognised share of earnings	-7.8	-6.3	0.2	0.4
Group share of earnings	–	–	0.2	0.3

Financial and other assets

The terms to maturity of financial and other assets are shown below:

in €m	31.12.2024	Term to maturity		Term to maturity		
		up to 1 year	more than 1 year	31.12.2025	up to 1 year	more than 1 year
Trade receivables						
from affiliates	4.4	4.4	–	4.3	4.3	–
from associates	6.3	6.3	–	7.1	7.1	–
from third parties	131.4	125.7	5.7	120.7	115.2	5.5
	142.1	136.4	5.7	132.1	126.6	5.5
Investments	20.5	–	20.5	19.6	–	19.6
Other financial receivables						
from affiliates	3.6	3.6	–	3.7	3.7	–
from associates	28.4	28.4	–	32.9	32.9	–
derivatives	–	–	–	22.7	12.2	10.5
sundry other financial receivables	36.0	25.3	10.7	32.4	21.5	10.9
	88.5	57.3	31.2	111.3	70.3	41.0
Other assets						
contract assets	119.6	119.2	0.4	150.2	150.2	–
payments for inventories to associates	1.7	1.7	–	1.8	1.8	–
payments for inventories to third parties	13.8	13.8	–	15.1	15.1	–
tax receivables	30.6	30.6	–	28.8	28.8	–
prepayments	11.8	8.0	3.8	12.3	9.6	2.7
	177.5	173.3	4.2	208.2	205.5	2.7
	408.1	367.0	41.1	451.6	402.4	49.2

Performance obligations for customer contracts comprise **trade receivables** of € 35.2m (previous year: € 39.6m) and **contract assets** of € 149.8m (previous year: € 117.9m).

The carrying amounts of trade receivables include receivables subject to a factoring agreement. Under this agreement, the corresponding receivables were transferred to the factor for a fee. However, the risks and opportunities arising from this agreement remain with Koenig & Bauer due to the partial retention of the late payment risk and the default risk for a retention. Therefore, as of the balance sheet date, there is a continuing involvement from the factoring agreement of € 0.9m (previous year: € 1.0m). Furthermore trade receivables have been written off under a factoring agreement concluded in 2025. As of the balance sheet date, the continuing involvement amounts to € 0.1m.

The increase in contract assets in the Group is mainly due to the increased performance of services and the associated increase in the progress of work for customer-specific manufacturing orders.

Other financial receivables from derivatives are detailed in Note (G) (12).

Miscellaneous **other financial assets** comprise non-current claims of € 7.8m (previous year: € 8.0m) held against insurance companies arising from the partial external funding of the company pension scheme in Germany.

They also include a finance lease entered into with a customer in 2021. Lease receivables of € 0.1m (previous year: € 0.2m) were recognised for this contract at the end of the year. These correspond to the net investment in the lease. The interest component amounts to € 0.0m (previous year: € 0.0m). €0.1m of the lease receivables are due for settlement within one year as a cash inflow (previous year: € 0.2m). This contract expires in 2026.

(3) Inventories

in €m	31.12.2024	31.12.2025
Raw materials, consumables and supplies	133.5	122.1
Work in progress	224.0	221.6
Finished goods and products	11.4	9.2
	368.9	352.9

The carrying amount of inventories balanced at net realisable value was € 196.2m (previous year: € 209.6m). In the year under review, additions of € 4.9m (previous year: € 14.6m), reversals of € 0.5m (previous year: € 1.1m) and consumption of € 15.7m (previous year: € 14.1m) resulted in a total decrease in value adjustments of € 11.3m recognised in profit or loss (previous year decrease: € 0.6m). In the Segment Special & New Technologies, the previous year's additions included extraordinary write-downs of € 9.8m and a reduction in consumption of € 3.3m.

(4) Securities

These refer to shares in a fund combining stocks and bonds. The market value of the fund was € 7.8m (previous year: € 7.4m). In so far as the securities are pledged to employees in order to hedge phased retirement schemes, a balancing of the market value with the other provisions takes place.

(5) Cash and cash equivalents

in €m	31.12.2024	31.12.2025
Cheques, cash in hand	0.3	0.4
Balances with banks	133.4	137.1
	133.7	137.5

(6) Assets held for Sale

The purchase agreement for a property including a building in Switzerland, concluded in financial year 2024, was fully settled in the reporting period, and the corresponding balance sheet item was removed. Due to payment

difficulties on the part of the contracting party, the sale in Germany has not yet been completed. However, management remains committed to selling the property and building in Germany.

in €m	31.12.2024	31.12.2025
Asset Held for Sale	7.9	3.1

(7) Deferred taxes

Deferred tax assets and liabilities relate to the following items:

in €m	Deferred tax assets		Deferred tax liabilities	
	31.12.2024	31.12.2025	31.12.2024	31.12.2025
Assets				
Intangible assets, property, plant and equipment	1.3	1.4	42.7	41.8
Inventories	50.3	75.4	7.2	10.0
Financial receivables and other assets	12.4	15.1	28.1	33.7
Securities	0.6	1.1	0.2	0.2
Assets held for Sale	–	–	1.6	0.9
Equity and liabilities				
Provisions	36.5	28.5	6.3	8.6
Financial payables and other liabilities	20.7	12.9	53.5	70.8
	121.8	134.4	139.6	166.0
Tax loss carryforwards	38.1	31.3	–	–
Others	–	–	-0.1	–
Offset	-64.6	-87.7	-64.6	-87.7
	95.3	78.0	74.9	78.3
of which current deferred taxes	13.1	10.7	21.6	28.3

At the end of the year there were loss carryforwards of € 464.2m (previous year: € 432.0) and temporary differences of € 145.4m (previous year: € 147.8) for which no deferred tax assets were recognised. The recognition of deferred tax assets, even though the respective companies made a loss, amounted to € 21.8m (previous year: € 30.5m). In addition, there were interest carryforwards of € 40.9m (previous year: € 23.4m) for which no deferred tax assets were recognized.

No deferred tax liability was recognised on temporary differences on shares of € 3.3m (previous year: € 2.7m), as a reversal is not likely in the foreseeable future.

(8) Equity

The purpose of capital management is to maintain our creditworthiness in capital markets, support our operating activities with adequate liquidity and substantially enhance our corporate value.

Management controls the Group's liquidity on the basis of continuous monitoring and planning of cash flows, taking into account credit lines and the maturity structure of financial assets and liabilities. For this purpose, net working capital (31 December 2025: € 281.0m, previous year: € 292.5m) and the net financial position (31 December 2025: € -124.4m, previous year: € -128.1m) are the main target and control parameters.

The Group has access to syndicated finance with a term until October 2028, which can optionally be extended by two years subject to agreement with the lenders. In addition to a revolving cash facility of € 300m, the syndicated finance includes a guarantee facility of € 200m. Compliance with the contractual leverage ratio and observance of a minimum amount of equity were reviewed at regular intervals. The covenants were complied with in 2025.

The Group-wide external financing framework also consists of further credit facilities, including for guarantees, of a significant scale.

Credit facilities not utilised by Koenig & Bauer amounted to € 45.8m as of the reporting date (previous year: € 51.3m).

Changes in shareholders' equity are described on page 65.

Share capital

The Parent's share capital at 31 December 2025 totalled 16,524,783 (previous year: 16,524,783) no-par shares with a nominal value of € 2.60. At the annual general meeting held on 24 May 2022, the shareholders authorized the Management Board to increase the Company's subscribed capital by up to € 8.6m through the issue of new shares. This authorisation expires on 23 May 2026.

All bearer shares issued were paid up in full and convey attendance and voting rights at shareholder meetings plus full dividend entitlement.

Share premium

There was no change to capital reserves compared to the previous year.

Reserves

The use of hedge accounting increased reserves by € 17.3m (previous year: € -6.3m). During completion of the underlying transactions € 2.2m was recognised through income and expense (previous year: € 0.5m).

Deferred taxes changed reserves by € -9.1m (previous year: € 1.5m), with defined benefit pension plans accounting for € -4.3m (previous year: € 0.2m), with derivatives of € -3.7m (previous year: € 1.5m), with revaluation of land € -1.0m (previous year: € -0.2m) and with foreign currency translation € -0.1m (previous year: € 0.0m).

(9) Pension provisions and similar obligations

Koenig & Bauer grants retirement, disability and survivors' benefits to a large number of employees. The main pension obligations are in Germany and Switzerland.

In Germany, the company pension scheme has been converted from a defined benefit obligation with pension benefits which were defined as a fixed amount subject to adjustment rates or which were based on the applicable wage and salary group upon eligibility arising in favour of a defined contribution obligation. Koenig & Bauer provides the participating employees with an initial component for the past service period until 31 December 2016 as well as recurring contributions based on the salary group which are paid into a pension liability insurance scheme together with the contributions made by the employees. The benefits are paid in the form of a monthly pension. Parts of the pension liability insurance are individually pledged to the respective beneficiaries or are held as part of a CTA construction and are thus classified as plan assets, which are offset against the underlying obligation. In addition, there are further non-pledged pension liability insurance policies classified as refund claims in accordance with IAS 19. They are reported within other financial receivables.

In Switzerland retirement benefits include legally defined benefits that are secured by pension funds. Employers' and employees' contributions are paid into these pension funds. Employees can choose between a one-off

payment or regular payments upon retirement, invalidity or death. The plans are fully funded by the Group's subsidiaries. The funding requirements are based on the pension fund's actuarial measurement framework set out in the funding policies of the plan.

The extent of the (defined-benefit) pension obligation was calculated using actuarial methods which necessarily entailed making estimates.

The discount rate of 4.1% (previous year: 3.5%) applied in Germany was calculated on the basis of capital market interest rates provided by Heubeck AG. It is based on the individual cash flow profile and the final interest rate is determined using the discounted cash flow method. In the so-called 5A approach, the expected payments are linked to the bond values of the corresponding durations from the 2A and 3A bond values. There are sufficient bond values that result in reliable interest rates even with higher durations.

In the case of other European companies, a weighted discount rate of 2.1% (previous year: 1.8%) is applied. In addition, salary increase rates of 2.5% (previous year: 2.8%) are assumed for other European countries. The pension adjustment rate is assumed to be 2.0% (previous year: 2.0%) in Germany and 0.3% (previous year: 0.2%) in other European countries. In addition, there are commitments in Germany with a fixed pension adjustment of 1%. Changes in actuarial assumptions that are not otherwise explained in detail had only an insignificant impact on the retirement benefit obligations. The 2018 G Heubeck guidelines are used as a basis for the assessment of the German pension obligations.

The present value of pension obligations and the fair value of plan assets changed as follows:

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in €m	Present value of pension obligations		Fair value of plan assets		Net obligation/ net asset	
	31.12.2024	31.12.2025	31.12.2024	31.12.2025	31.12.2024	31.12.2025
Status at 01.01.	243.7	245.7	-141.9	-143.4	101.8	102.3
Recognised in profit or loss						
Current service cost	7.4	7.3	–	–	7.4	7.3
Past service cost	–	0.1	–	–	–	0.1
Interest expense/income	6.7	6.5	-3.7	-3.6	3.0	2.9
	14.1	13.9	-3.7	-3.6	10.4	10.3
Recognised in other comprehensive income						
Actuarial gain/loss						
demographic assumptions	-0.1	0.1	–	–	-0.1	0.1
financial assumptions	4.9	-12.2	-0.4	8.8	4.5	-3.4
experience adjustments	-0.8	1.2	-0.1	-3.3	-0.9	-2.1
Return on plan assets	–	–	3.2	–	3.2	–
	4.0	-10.9	2.7	5.5	6.7	-5.4
Other						
Contributions paid by employer	–	–	-7.1	-6.6	-7.1	-6.6
Contributions paid by plan beneficiaries	0.4	0.3	-3.6	-3.7	-3.2	-3.4
Benefits paid	-15.8	-16.1	9.8	11.5	-6.0	-4.6
Foreign currency changes	-0.7	0.2	0.4	0.1	-0.3	0.3
	-16.1	-15.6	-0.5	1.3	-16.6	-14.3
Status at 31.12.	245.7	233.1	-143.4	-140.2	102.3	92.9

Pension provisions and similar obligations constituted the following:

in €m	31.12.2024	31.12.2025
Present value of non-funded obligations	81.2	72.7
Present value of funded obligations	164.5	160.4
Present value of obligations	245.7	233.1
Fair value of plan assets	-143.4	-140.2
Net value	102.3	92.9
Pension provisions and similar obligations	105.3	95.6
Net defined benefit asset	-3.0	-2.7

(previous year: € 5.2m) from cash and cash equivalents, € 67.2m (previous year: € 71.0m) from pension liability insurance, € 11.1m (previous year: € 14.5m) from real estate and € 13.8m (previous year € 21.1m) from other assets. All shares, equity securities and loans have quoted prices in active markets. All loans are bonds issued by European governments and are rated AA or AAA, based on rating agency ratings.

Furthermore, the following reimbursement rights exist under pension liability insurance.

Plan assets comprised € 25.8m (previous year: € 22.3m) from shares and equity securities, € 18.8m (previous year: € 9.2m) from loans, € 3.5m

in €m	Present value of reimbursement rights	
	31.12.2024	31.12.2025
Status at 01.01.	7.7	7.6
Recognised in profit or loss		
Interest expense/income	0.3	0.3
	0.3	0.3
Other		
Benefits paid	-0.4	-0.3
	-0.4	-0.3
Status at 31.12.	7.6	7.6

The actual return on plan assets was € 3.8m (previous year: € 4.1m). The anticipated rate of return is 2.6% (previous year: 2.6%), based on returns in previous years.

The plan contributions to be paid in 2026 will amount to € 10.2m (previous year: € 10.8m). In addition, retirement benefits of € 5.0m (previous year: € 5.6m) are payable.

The weighted duration of pension obligations is 14.4 years (previous year: 15.1 years).

Defined-benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market risk.

Expenses for defined-contribution plans totalled € 34.9m (previous year: € 35.6m).

The impacts of a change to an actuarial parameter on the present value of a pension obligation, whereby residual parameters remain unchanged, were as follows:

in €m	Benefit obligation			
	Increase		Decrease	
	31.12.2024	31.12.2025	31.12.2024	31.12.2025
Discount rate (0.5% change)	-16.3	-14.9	18.4	16.3
Salary increase rate (0.5% change)	0.8	0.7	-0.8	-0.8
Pension increase rate (0.5% change)	9.0	7.8	-4.9	-4.3
Fluctuation rate (0.5% change)	-	-0.2	-	0.1
Life expectancy (1 year change)	6.5	5.6	-6.7	-5.9

(10) Other provisions

in €m	01.01.2025	Konzern- zugänge	Utilisation	Reversal	Addition	Unwind of discount	Exchange differences	Reclassi- fications	31.12.2025
Other provisions									
for personnel and social obligations	17.7	0.8	13.1	0.4	14.7	0.2	-0.4	-	19.5
for restructuring	16.5	-	9.4	0.2	0.4	-	-	-	7.3
for warranties and goodwill gestures	35.7	0.5	19.0	2.0	20.9	-	-1.8	-	34.3
for obligations related to sales	15.1	-	2.5	0.2	9.7	-	-	-	22.1
for sundry obligations	56.7	-	30.3	2.3	31.5	-	-1.6	-	54.0
	141.7	1.3	74.3	5.1	77.2	0.2	-3.8	-	137.2
of which									
non-current provisions	30.7								25.7
current provisions	111.0								111.5
	141.7								137.2

Provisions for **personnel and social obligations** include provisions for long-service benefits, performance-related remuneration and phased retirement credits as far as these were not offset against securities.

The provisions for **restructuring** include provisions for personnel measures (severance payments and leave of absence) within the framework of the Spotlight focus program. This has impacted the Koenig & Bauer AG and the Segment Special & New Technologies. In the financial year € 9.4m of the provision was used up.

The provisions for **warranties and goodwill gestures** relate to future warranty and goodwill gestures cases arising from statutory, contractual or individual obligations towards our customers for reworking, replacement deliveries and compensation payments.

Provisions for **obligations related to sales** refer in particular to litigation risks, commission obligations and provisions for contingent losses.

The provisions for **sundry obligations** include performance obligations of € 20.4m (previous year: € 30.1m) as well as, dismantling obligations and other obligations.

Long-term provisions included obligations relating to phased retirements plans, long-service benefits and all sundry other provisions with a maturity of more than 1 year.

Koenig & Bauer assumes that of the current provisions € 11.5m (previous year: € 10.4m) for personnel obligations, € 5.3m (previous year: € 10.7m) for restructuring, € 30.6m (previous year: € 31.6m) for warranties and goodwill gestures, € 21.9m (previous year: € 15.1m) for obligations related to sales and € 42.2m (previous year: € 43.2m) for sundry obligations will lead to a cash outflow within one year. Cash outflows are not expected to occur until 2027 in the case of all the other provisions.

(11) Financial and other liabilities

in €m	31.12.2024	Term to maturity		31.12.2025	Term to maturity	
		up to 1 year	more than 1 year		up to 1 year	more than 1 year
Trade payables						
to affiliates	0.5	0.5	–	0.6	0.6	–
to associates	1.3	1.3	–	1.4	1.4	–
to third parties	70.4	70.4	–	114.1	114.1	–
	72.2	72.2	–	116.1	116.1	–
Bank loans	261.8	20.9	240.9	261.9	11.2	250.7
Other financial payables						
from derivatives	5.0	0.8	4.2	2.8	0.1	2.7
to affiliates	–	–	–	0.1	0.1	–
sundry	121.2	95.9	25.3	108.4	87.4	21.0
	388.0	117.6	270.4	373.2	98.8	274.4
Other liabilities						
from payments received from affiliated companies	3.8	3.8	–	–	–	–
from payments received from third parties	253.4	253.4	–	220.6	220.6	–
from taxes	15.3	15.3	–	25.6	25.6	–
from financial service providers	17.4	17.4	–	25.0	25.0	–
sundry	17.3	13.6	3.7	12.3	9.3	3.0
	307.2	303.5	3.7	283.5	280.5	3.0
	767.4	493.3	274.1	772.8	495.4	277.4

Bank loans were secured by mortgages to the value of € 6.4m (previous year: € 6.4m) due in more than one year and the assignment of trade receivables totalling € 2.8m (previous year: € 2.8m) due in less than one year. The carrying amounts of property, plant and equipment pledged as collateral came to € 18.1m (previous year: € 16.0m) and of trade receivables € 3.2m (previous year: € 3.1m). Failure to fulfil contractual obligations may result in the seizure of collateral.

Sundry other financial payables included finance leases to the sum of € 31.0m (previous year: € 34.2m). Further information on leases is provided under Note (G) (14).

The present value of future payments for finance leases was broken down as follows:

in €m	31.12.2024	Term to maturity			31.12.2025	Term to maturity		
		up to 1 year	1 to 5 years	more than 5 years		up to 1 year	1 to 5 years	more than 5 years
Minimum lease payments	36.2	10.0	23.1	3.1	32.6	11.0	17.9	3.7
Interest portion	-2.0	-0.9	-1.1	–	-1.6	-0.8	-0.7	-0.1
Present value of finance lease	34.2	9.1	22.0	3.1	31.0	10.2	17.2	3.6

The derivatives included in sundry other financial liabilities are explained more fully in Note (G) (12).

Furthermore, sundry other financial liabilities in particular comprised Group obligations for outstanding supplier invoices and liabilities to employees for holiday entitlements and overtime.

Other liabilities included payments received of € 50.5m (previous year: € 49.1m) for customer-specific production.

The reduction in prepayments received by the Group for the year under review is mainly due to the achievement of production readiness and the associated revenue recognition.

(12) Derivatives

The effects of hedges on the Group's net assets, financial position and results of operations are listed in the following table.

The **nominal amount** of derivatives signifies a calculated reference amount from which payments are deduced. The risk therefore lies not in the nominal amount but in changes in the related exchange and interest rates.

The **market value** corresponds to the gains and losses derived from a fictitious offsetting of derivatives on the balance sheet date calculated using standardised measurement procedures.

in €m	2024	2025
Forward contracts		
Nominal amount	31.9	269.1
Term to maturity more than 1 year	–	150.0
Market value of other financial receivables/payables	-0.8	22.6
Fair value of change in underlying transactions	0.8	-22.6
Fair value of change in hedging transactions	-0.8	22.6
Hedging ratio	100%	100%
Interest rate swaps		
Nominal amount	240.0	240.0
Term to maturity more than 1 year	240.0	240.0
Market value of other financial receivables/payables	-4.2	-2.7
Fair value of change in underlying transactions	4.1	-1.5
Fair value of change in hedging transactions	-4.2	1.6
Hedging ratio	100%	100%

Forward contracts with a maturity of up to 13 months (previous year: up to 8 months), which were used to hedge the calculation rate of other foreign currency trade contracts, correlated with underlying transactions with the same maturity. The currencies hedged were primarily USD, JPY and GBP. The fair value of forward contracts qualifying as hedges with a nominal volume of € 269.1m (previous year: € 31.9) amounts to € 22.6m (previous year: € -0.8m).

In the reporting year 2024, interest rate swaps with a term until 2027 were concluded. The term of the associated underlying transactions is identical. Due to the conclusion of these safety measures, the variable portion of the syndicated financing could be secured at a fixed value, so that the ECB's interest rate policy has no further influence on the syndicated financing of Koenig & Bauer AG. The fair value of the interest rate swaps qualifying as hedging transactions with a nominal value of € 240.0m is € -2.7m. The average guaranteed interest rate is 2.8161%.

In the year under review, a change in value of € 15.8m (previous year: € -4.3m) was recognised in other comprehensive income. As the parameters (such as nominal amount, currency and expected payment date) of the hedged item and the hedge fully match, changes in the value of forward contracts are exactly balanced. The hedging ratio stands at 100%. There

was no ineffectiveness requiring recognition. The ineffectiveness of € -0.1m determined for the interest rate swaps was recorded in the interest result.

The average hedge rates for the major currency pairs as of 31 December 2025 are shown below.

in €m	2024	2025
Hedging rate		
Average EUR-USD-Forward exchange rate	1.1153	1.0979
Average EUR-JPY-Forward exchange rate	159.8500	175.4400
Average EUR-GBP-Forward exchange rate	0.8354	0.8611

The following table shows the changes in the cash flow hedge reserve within consolidated equity.

in €m	2024	2025
Status at 01.01.	-0.1	-4.4
Changes recognised within other comprehensive income	-6.3	17.3
Recycled from other comprehensive income to profit and loss	0.5	2.2
Deferred taxes	1.5	-3.7
Status at 31.12.	-4.4	11.4

(13) Further disclosures on financial instruments

in €m	31.12.2024 Carrying amount	Amortised cost	Measurement			31.12.2024 Fair value
			FVTPL Fair value through profit and loss	FVOCI Fair value through OCI	Fair value hedges	
Assets						
Investments and other financial receivables						
interests in affiliates	6.9	–	–	6.9	–	–
lease receivables	0.2	0.2	–	–	–	0.2
sundry other financial receivables	67.8	67.8	–	–	–	67.8
	74.9	68.0	–	6.9	–	68.0
Trade receivables	102.5	102.5	–	–	–	102.5
Gross amounts due from customers for contract work	39.6	39.6	–	–	–	39.6
Securities	4.0	–	4.0 ¹	–	–	4.0
Cash and cash equivalents	133.7	133.7	–	–	–	133.7
	354.7	343.8	4.0	6.9	–	347.8
Liabilities						
Bank loans and other financial payables						
bank loans	261.8	261.8	–	–	–	261.8
lease liabilities	34.2	34.2	–	–	–	34.2
other financial payables from hedge accounting	5.0	–	–	–	5.0 ²	5.0
sundry other financial payables	87.0	87.0	–	–	–	87.0
	388.0	383.0	–	–	5.0	388.0
Trade payables	72.2	72.2	–	–	–	72.2
	460.2	455.2	–	–	5.0	460.2

¹ level 1 of fair-value-hierarchy
² level 2 of fair-value hierarchy

in €m	Measurement					31.12.2025 Fair value
	31.12.2025 Carrying amount	Amortised cost	FVTPL Fair value through profit and loss	FVOCI Fair value through OCI	Fair value hedges	
Assets						
Investments and other financial receivables						
interests in affiliates	6.3	–	–	6.3	–	–
lease receivables	0.1	0.1	–	–	–	0.1
other financial receivables from hedge accounting	22.7	–	–	–	22.7 ²	22.7
sundry other financial receivables	68.9	68.9	–	–	–	68.9
	98.0	69.0	–	6.3	22.7	91.7
Trade receivables	96.9	96.9	–	–	–	96.9
Gross amounts due from customers for contract work	35.2	35.2	–	–	–	35.2
Securities	4.8	–	4.8 ¹	–	–	4.8
Cash and cash equivalents	137.5	137.5	–	–	–	137.5
	372.4	338.6	4.8	6.3	22.7	366.1
Liabilities						
Bank loans and other financial payables						
bank loans	261.9	261.9	–	–	–	261.9
lease liabilities	31.0	31.0	–	–	–	31.0
other financial payables from hedge accounting	2.8	–	–	–	2.8 ²	2.8
sundry other financial payables	77.5	77.5	–	–	–	77.5
	373.2	370.4	–	–	2.8	373.2
Trade payables	116.1	116.1	–	–	–	116.1
	489.3	486.5	–	–	2.8	489.3

¹ level 1 of fair-value-hierarchy

² level 2 of fair-value hierarchy

For **interests in affiliates** no prices were quoted in an active market. A fair value is not determined because the non-consolidated subsidiaries are of minor importance to the Group.

The fair value of **other financial receivables/payables from derivatives** was the market value. This is calculated from forward exchange transactions based on forward exchange rates, for interest rate swaps the expected future cash flows are discounted using current market interest rates.

The figures disclosed for **securities, cash and cash equivalents** were the quoted market prices.

Lease liabilities refer to payment obligations discounted at the market interest rate.

The fair values of **loans** and **sundry other financial receivables/payables** were basically the carrying amounts recognised at amortised cost.

The financial instruments are not offset, as the offsetting requirements of IAS 32 are not satisfied. Furthermore, there are no contingent netting agreements (e.g. in the event of insolvency).

The **liquidity risk** is derived from cash flows comprising contractual payments of interest and capital on bank loans.

The maximum **credit risk** relating to financial assets corresponded to the carrying amounts, with no perceptible risks relating to financial assets that were neither value-adjusted nor overdue.

The liquidity risk is shown in the table below.

in €m	31.12.2024	Liquidity flow			31.12.2025	Liquidity flow		
		up to 1 year	1 to 3 years	more than 3 years		up to 1 year	1 to 3 years	more than 3 years
Bank loans and other financial payables								
Bank loans - liquidity outflow	-292.9	-37.2	-83.8	-171.9	-298.6	-64.9	-62.4	-171.3
Lease liabilities - liquidity outflow	-36.1	-10.0	-15.3	-10.8	-32.6	-11.0	-15.6	-6.0
Derivative financial instruments - liquidity outflow	-25.8	-25.8	–	–	-17.4	-17.4	–	–
Derivative financial instruments - liquidity inflow	25.0	25.0	–	–	17.4	17.4	–	–
Interest rate swap - liquidity outflow	-0.5	-0.1	-0.4	–	-3.1	-1.7	-1.4	–
Other - liquidity outflow	-8.5	-8.5	–	–	–	–	–	–
Trade payables - liquidity outflow	-72.2	-72.2	–	–	-116.1	-116.1	–	–
	-411.0	-128.8	-99.5	-182.7	-450.4	-193.7	-79.4	-177.3

Interest, exchange and credit risks relating to financial assets and liabilities at the balance sheet date are indicated in the following chart showing the associated net gains and losses.

in €m	Net gain/loss	from interest	from subsequent measurement		from disposal	Other
			due to impairment	currency impact		
2024						
Equity instruments at fair value through other comprehensive income	0.1	–	–	–	–	0.1
Debt instruments at fair value through profit and loss	0.3	–	–	–	–	0.3
Derivatives in hedge accounting	0.6	-0.1	–	0.7	–	–
Financial assets at amortised cost	-0.1	1.3	0.8	1.7	-3.9	–
Financial liabilities at amortised cost	-23.7	-22.0	–	-1.7	–	–
	-22.8	-20.8	0.8	0.7	-3.9	0.4
2025						
Equity instruments at fair value through other comprehensive income	-0.5	–	–	–	–	-0.5
Debt instruments at fair value through profit and loss	0.3	–	–	–	–	0.3
Derivatives in hedge accounting	0.9	–	–	0.9	–	–
Financial assets at amortised cost	-3.1	0.5	-0.4	0.2	-3.4	–
Financial liabilities at amortised cost	-34.6	-18.8	–	1.5	–	-17.3
	-37.0	-18.3	-0.4	2.6	-3.4	-17.5

The credit risk for trade receivables and contract assets is managed by recognising impairments in the amount of the expected credit losses over the term. The carrying amounts correspond with the maximum credit risk. In

addition, there are secured trade receivables of € 0.1m (previous year: € 0.1m) that are not exposed to any credit risk, as they are covered by appropriate insurances.

in €m	Expected loss ratio	Carrying amount credit-worthiness not impaired	Carrying amount credit-worthiness impaired	31.12.2024
overdue by 1-30 days	0.0%	15.7	–	15.7
overdue by 31-90 days	0.0%	6.6	–	6.6
overdue by 91-180 days	0.0%	3.3	–	3.3
overdue by 181-360 days	0.0%	2.6	–	2.6
overdue by more than 360 days	75.0%	0.2	–	0.2
Group		250.9	0.1	251.0

in €m	Expected loss ratio	Carrying amount credit-worthiness not impaired	Carrying amount credit-worthiness impaired	31.12.2025
overdue by 1-30 days	0.6%	15.3	0.1	15.4
overdue by 31-90 days	0.0%	9.4	0.1	9.5
overdue by 91-180 days	2.3%	4.3	–	4.3
overdue by 181-360 days	2.4%	4.1	0.1	4.2
overdue by more than 360 days	75.0%	0.4	–	0.4
Group		270.3	0.4	270.7

The following table presents the impairments of trade receivables and contract assets. Impairments of € 2.7m (previous year: € 2.4m) have also been recognised in other financial assets.

Impairments						
in €m	Creditworthiness not impaired	Creditworthiness impaired	31.12.2024	Creditworthiness not impaired	Creditworthiness impaired	31.12.2025
1 January	1.7	8.2	9.9	0.6	5.9	6.5
Utilisation	-1.1	-1.0	-2.1	–	-0.1	-0.1
Reversal	–	-2.5	-2.5	–	-0.6	-0.6
Addition	–	1.2	1.2	0.7	0.3	1.0
31 December	0.6	5.9	6.5	1.3	5.5	6.8

Foreign currency risks were assessed using a sensitivity analysis based on the premise that key currencies for the Group fluctuate in value by +/- 5% relative to the Euro. On the balance sheet date the Group was exposed to a foreign currency risk amounting to € 28.9m, primarily relating to the “not measured at fair value” category. The effects of changes in currency exchange rates on equity and the net profit/loss are shown in the following table.

in €m	Equity		Net profit/loss	
	31.12.2024	31.12.2025	31.12.2024	31.12.2025
Devaluation USD by 5%	0.9	11.4	0.4	3.4
Revaluation USD by 5%	-1.0	-12.6	-0.4	-3.7
Devaluation CHF by 5%	0.7	0.2	0.7	0.2
Revaluation CHF by 5%	-0.8	-0.2	-0.8	-0.2

A sensitivity analysis was carried out to assess the **interest rate risk**. It is assumed that the interest rate changes by +/- 1 percentage points. The effects on equity and earnings are shown in the following table.

in €m	Equity		Net profit/loss	
	31.12.2024	31.12.2025	31.12.2024	31.12.2025
Interest rate change +1 percentage points	5.2	2.2	-0.1	-0.1
Interest rate change -1 percentage points	-5.6	-2.6	0.1	0.1

(14) Leases

Lease agreements with **Koenig & Bauer as lessee** relate mainly to the rental of land, business premises and warehouses along with the lease of production facilities and vehicles.

The term of the rental agreements for real estate is 5 to 10 years, usually with the option of extending the agreement at the end of the term. The rental instalments are either regularly adjusted on the basis of price indices or renegotiated in the event of a contract extension. Lease agreements for vehicles are generally concluded for a term of 3 years.

Right-of-use assets in connection with lease agreements are reported in intangible assets and property, plant and equipment under Note (F) as follows.

in €m	Carrying amount 01.01.	Additions	Annual depreciation	Other	Carrying amount 31.12.
2024					
Intangible assets					
Industrial property rights and similar rights	–	0.1	–	–	0.1
	–	0.1	–	–	0.1
Property, plant and equipment					
Land and buildings	17.4	3.7	4.7	–	16.4
Plant and machinery	0.2	–	0.1	-0.1	–
Other facilities, factory and office equipment	4.7	5.6	3.2	0.2	7.3
	22.3	9.3	8.0	0.1	23.7
	22.3	9.4	8.0	0.1	23.8
2025					
Intangible assets					
Industrial property rights and similar rights	0.1	–	0.1	–	–
	0.1	–	0.1	–	–
Property, plant and equipment					
Land and buildings	16.4	3.2	4.8	-0.8	14.0
Other facilities, factory and office equipment	7.3	4.2	3.6	-0.1	7.8
	23.7	7.4	8.4	-0.9	21.8
	23.8	7.4	8.5	-0.9	21.8

The carrying amount of land and buildings includes a right of use asset of € 1.2m under a sale and leaseback transaction with a lease term of 10 years and two extension options for 5 years each at the same conditions as well as a special right of termination after 5 years. The options can only be exercised by Koenig & Bauer. The Group did not exercise the option at the balance sheet date, but it is expected that this will be done in financial year 2026. Koenig & Bauer estimates that the exercise of all uncertain options would result in an additional lease liability of €27.5m (previous year: € 27.1m) for the Group. If the special termination right is exercised, the leasing liabilities will be reduced by € 1.3m.

A finance lease of a flexible packaging machine is recognised as receivables from finance leases of € 0.1m (previous year: € 0.2m) with **Koenig & Bauer as a lessor** (see also (G) (2)).

The amounts recognised in the income statement for leases are summarised in the following table.

in €m	
2024	
Depreciation and amortization	8.0
Interest expenses	0.9
Short-term leases	0.7
Leases for low-value assets	1.0
2025	
Depreciation and amortization	8.5
Interest expenses	1.0
Short-term leases	0.2
Leases for low-value assets	1.0

Further details on leases are given in Note (G) (2), (G) (11) and (I).

(15) Other financial obligations and contingent liabilities

Other financial obligations

in €m	31.12.2024	Term to maturity			31.12.2025	Term to maturity		
		up to 1 year	1 to 5 years	more than 5 years		up to 1 year	1 to 5 years	more than 5 years
Obligations from:								
off-balance leases	2.4	1.5	0.8	0.1	1.5	1.0	0.5	–
service contracts	35.5	9.0	26.3	0.2	34.8	10.5	24.3	–
investment plans	1.5	1.5	–	–	0.8	0.8	–	–
long-term purchase commitments to suppliers	17.1	6.7	10.4	–	16.0	8.9	7.1	–
sundry other obligations	0.4	0.4	–	–	0.2	0.2	–	–
	56.9	19.1	37.5	0.3	53.3	21.4	31.9	–

Other financial obligations for leases mainly comprise low-value assets and relate primarily to the IT area. There are renewal options at standard market conditions. Obligations from leases are stated at the minimum lease payments. In the year under review, other financial liabilities for leases includes a lease for land and buildings and a residual value guarantee.

Investment plans include obligations to invest in property, plant and equipment to the value of € 0.8m (previous year: € 1.1m).

Uncertainties regarding the interpretation of the global minimum tax regulations abroad may result in a future tax payment of € 1.3m. Due to the low probability of occurrence, no current income tax liability was recognized.

Contingent liabilities

The Group has liabilities in the form of financial guarantees amounting to € 118.1m (previous year: € 182.5m). These are primarily letters of comfort to banks. Based on the information available at the time of preparation the financial situation of the principal debtors, Koenig & Bauer currently assumes that the obligations underlying these liabilities can be met by the respective principal debtors. In addition, there are a small number of repurchase obligations to lessors and banks. The guaranteed repurchase price decreased over the term of the repurchase obligation.

Provisions totalling € 0.3m (previous year: € 0.0m) were created for existing risks that were not classified as minor.

(H) Explanatory notes to the income statement

(16) Revenue

The Group primarily generated revenue from contracts with customers. Revenue from the sale of presses came to € 883.8m (previous year: € 862.1m) and revenue from other deliveries and services € 418.6m (previous year: € 412.3m). The breakdown by product group is shown in Note (J).

In the year under review, revenue from customer-specific production of € 309.7m (previous year: € 283.8m) was recognised, cumulative revenue from orders not yet completed as of the balance sheet date amounted to € 661.1m (previous year: € 542.5m).

The prepayments received as of 1 January resulted in revenues of € 202.8m in the year under review (previous year: € 180.8m).

Further details can be found in Segment Information, Note (J).

(17) Expenses by function

Cost of sales

The **cost of sales** include government grants of € 0.2m (previous year: € 0.2m) as well as state subsidies, mainly for energy, amounted to € 0.6m (previous year: € 0.0 m).

Manufacturing costs for customer-specific projects still in progress on the balance sheet date amounted to € 503.0m (previous year: € 418.1m).

Research and development costs

Research and development costs of € 46.2m were less than the previous year's figure of € 54.5m. This included research grants of € 0.7m (previous year: € 2.3m).

Distribution costs and administrative expenses

Distribution costs of € 155.3m were less than the previous year's figure of € 171.0m. **Administrative expenses** increased over the previous year from € 104.0 to € 106.5m. Administrative expenses include an advance of € 0.2m (previous year: € 0.2m) by the government of Lower Franconia for the

vocational training school in Würzburg as well as research grants of € 0.6m (previous year: € 0.2m). Previous year's figure also included state subsidies (mainly energy) amounting to € 0.2m.

(18) Expenses by nature

Material costs

in €m	2024	2025
Cost of raw materials, consumables, supplies and purchased goods	507.0	484.9
Cost of purchased services	114.0	99.1
	621.0	584.0

Personnel costs (in accordance with the nature of expense method)

in €m	2024	2025
Wages and salaries	409.0	381.2
Social security and other benefits	73.9	74.7
Pensions	6.6	6.0
	489.5	461.9
Average payroll:		
Wage-earning industrial staff	2,575	2,503
Salaried office staff	2,697	2,607
Apprentices/students	383	423
	5,655	5,533

(19) Other income and expenses

in €m	2024	2025
Gains from the disposal of intangible assets, property, plant and equipment	4.1	0.4
Foreign currency gains	6.1	8.6
Currency measurement	1.8	21.9
Income from reversal of provisions	2.4	1.1
Sundry other operating income	5.0	5.4
Other operating income	19.4	37.4
Losses from the disposal of intangible assets, property, plant and equipment	-5.2	-0.8
Foreign currency losses	-6.0	-5.2
Currency measurement	-1.5	-23.2
Bad debts	-3.5	-3.3
Additions to provisions	-1.2	-2.2
Sundry other operating expenses	-6.3	-3.7
Other operating expenses	-23.7	-38.4
Impairment gains and losses on financial assets	3.3	-0.1
Other income and expenses	-1.0	-1.1

Sundry other operating income included insurance and compensation claims and other refunds.

Sundry other operating expenses included customer credit notes and warranty claims.

Impairment gains and losses on financial assets primarily related to trade receivables and contract assets.

(20) Financial result

in €m	2024	2025
Other financial results		
Income from interests in affiliates	1.3	-0.2
Expenses from shares in associated companies	-1.2	-0.3
Expenses from interests in associates	–	–
Expenses/Income from securities	0.3	0.3
	0.4	-0.2
Interest result		
Other interest and similar income	4.9	2.9
of which affiliates	(1.5)	(1.9)
Other interest and similar expenses	-29.0	-26.6
from pension obligations	(-3.0)	(-2.9)
	-24.1	-23.7
Financial result	-23.7	-23.9

(21) Income taxes

in €m	2024	2025
Actual tax expenses	-9.5	-12.2
Deferred taxes from loss carryforwards	-0.8	-6.8
Deferred taxes from temporary differences	-2.5	-2.9
Prior-period income taxes	2.2	0.8
	-10.6	-21.1

in €m	2024	2025
Earnings before taxes	-59.2	7.6
Group tax rate	30.0 %	30.0 %
Expected taxes	17.8	-2.3
Tax effects from		
variances due to different tax rates	2.7	0.9
tax-free earnings	2.1	4.0
impairment gains/losses	-28.8	-10.2
tax additions and settlements	-7.1	-7.6
tax payments/refunds for prior years	3.5	-4.3
Other	-0.8	-1.6
Income tax	-10.6	-21.1

The effects of the reduction in the corporate tax rate in Germany are included in the variances due to different tax rates. The approach of previously unrecognised tax losses and temporary differences relating to subsidiaries led to deferred tax income of € 0.4m (previous year: € 0.4m). Their use reduced the actual tax expense by € 0.9m (previous year: € 0.5m).

(22) Earnings per share

	2024	2025
Net loss attributable to owners of the Parent in €m	-70.1	-13.5
Weighted average of ordinary shares issued	16,524,783	16,524,783
Earnings per share (in €, basic/dilutive)	-4.24	-0.81

(I) Explanatory notes to the cash flow statement

The cash flow statement as per IAS 7 shows how Group funds changed as a result of cash in- and outflows from operating, investing and financing activities.

Cash flows from operating activities were adjusted for currency translation effects. Funds totalling € 137.5m (previous year: € 133.7m) included cash and cash equivalents.

Total payments for leases amount to € 12.6m (previous year: € 12.1m).

Interest paid for leases is included in the payments for lease liabilities. Cash

in- and outflows generated by reverse factoring transactions through an agreed contract with financial service providers are recognised under payments received from financial service providers and payments made to financial service providers. The liabilities accounted for under this agreement amount to € 25.0m (previous year: € 17.4m) and are shown under other liabilities. Under this agreement, payment terms are extended to up to 60 days. The payment terms range from 8 to 60 days. The changes in cash flows from financing activities are shown in the following table.

in €m	2024				2025			
	Bank loans	Liabilities to financial service providers	Lease liabilities	Equity	Bank loans	Liabilities to financial service providers	Lease liabilities	Equity
Balance as at 1 January	244.0	22.3	33.9	410.0	261.8	17.4	34.2	331.2
Proceeds from loans	45.0	–	–	–	20.4	–	–	–
Repayment of loans	-27.2	–	–	–	-20.3	–	–	–
Proceeds from financial service providers	–	127.0	–	–	–	136.8	–	–
Repayments to financial service providers	–	-131.9	–	–	–	-129.3	–	–
Payments for lease liabilities	–	–	-10.4	–	–	–	-11.4	–
New leases	–	–	10.0	–	–	–	8.1	–
Other changes	–	–	0.7	-78.8	–	–	0.1	11.9
Balance as at 31 December	261.8	17.4	34.2	331.2	261.9	24.9	31.0	343.1

(J) Segment information

Business segments

Effective 1 January 2025, the segment structure of the Koenig & Bauer Group was changed. The segment structure was further tailored to current and future customer needs and aligned even more closely with the respective business models, thereby streamlining the structures and reducing the number of segments from three to two: Paper & Packaging Sheetfed Systems (P&P) and Special & New Technologies (S&T). In accordance with IFRS 8, Koenig & Bauer provides separate financial information for the Paper & Packaging Sheetfed Systems (P&P) and Special & New Technologies (S&T) business segments. The operating segments of the Koenig & Bauer Group are determined by the business activities of the legal entities. The operating segments and their products are described below.

The **Paper & Packaging Sheetfed Systems segment** includes sheetfed offset presses for packaging and commercial printing as well as workflow and logistics solutions. The portfolio also includes peripheral equipment for finishing and processing printed products such as rotary/flatbed die cutters and folding-box gluing lines. In addition, the bundled corrugated cardboard activities for the Chroma series are assigned to this segment.

The **Special & New Technologies segment** includes digital and offset web-fed presses for decor, flexible packaging, newspaper and commercial printing, flexo presses for flexible packaging, special presses for banknote and security printing, systems for industrial marking and coding as well as special systems for direct metal decorating and glass and hollow container printing

In determining the reportable segments, the following discretionary decisions were made:

- Sales companies are allocated to the segments in accordance with their activities
- Production companies are allocated to the segments in accordance with their activities
- Services are assigned to the respective segment
- Koenig & Bauer assumes that the operating segments have the same long-term earnings outlook

Segment information was based on the same accounting and consolidation procedures as the consolidated financial statements. Internal Group transactions contained in the segment result (adjusted earnings before interest and taxes (adjusted EBIT)) were classed as arm's length transactions.

Intersegment sales and other reconciliation effects between the business segments are contained in the reconciliation.

in €m	Segments				Reconciliation		Group	
	Paper & Packaging Sheetfed Systems		Special & New Technologies		2024	2025	2024	2025
	2024	2025	2024	2025				
Revenue by product group								
Presses	551.0	549.3	323.1	361.5	-12.0	-27.0	862.1	883.8
Replacement parts	88.1	92.0	93.5	97.7	-2.4	-2.7	179.2	187.0
Service	90.3	93.3	128.1	120.3	-0.7	-1.3	217.7	212.3
Other	5.4	6.9	13.3	16.5	-3.3	-4.1	15.4	19.3
Revenue	734.8	741.5	558.0	596.0	-18.4	-35.1	1,274.4	1,302.4
Gross Profit	184.0	182.4	108.9	160.6	2.1	-2.4	295.0	340.6
EBIT	17.1	25.0	-58.5	6.2	6.3	0.1	-35.1	31.3
adjusted EBIT	17.1	25.0	-15.4	9.0	13.6	2.6	15.3	36.6
EBITDA	36.4	42.3	-46.0	19.4	18.8	12.6	9.2	74.3
adjusted EBITDA	36.4	42.3	-2.9	22.2	26.1	15.1	59.6	79.6
Depreciation	19.3	17.3	12.5	13.2	12.5	12.5	44.3	43.0
Major non-cash expenses	47.3	50.2	23.8	21.3	9.9	5.9	81.0	77.4
Capital investments	24.0	13.9	9.8	7.9	18.7	17.3	52.5	39.1

Geographical breakdown

The geographical regions were defined according to their significance for Group income. 10% of the revenue in the Special & New Technologies segment are generated by one major customer in the financial year.

Reconciliation includes non-current financial assets and deferred tax assets.

in €m	Revenue		Capital investments		Non-current assets	
	2024	2025	2024	2025	2024	2025
Germany	163.7	143.4	43.9	32.1	331.1	327.3
Rest of Europe	364.9	386.9	5.2	4.6	69.7	70.1
North America	367.1	313.8	2.7	0.2	3.1	2.2
China	86.1	96.4	0.3	1.1	0.3	1.0
Rest of Asia/Pacific	176.4	252.9	0.2	0.8	1.8	1.9
Africa/Latin America	116.2	109.0	0.2	0.3	0.2	0.4
Reconciliation	–	–	–	–	126.5	119.0
Group	1,274.4	1,302.4	52.5	39.1	532.7	521.9

Adjusted EBIT

Koenig & Bauer has been using adjusted EBIT to manage the segments since the 2024 financial year. To determine adjusted EBIT, EBIT, which is calculated as consolidated earnings less taxes on income and earnings and less interest income, is adjusted for the following items: expenses/income from Group portfolio measures (acquisitions, disposals, adjustments and other portfolio-related measures, including changes in goodwill), expenses/income from restructuring projects, expenses/income from consolidation changes during the year as well as expenses/income due to the first-time applications of Group guidelines with regard to personnel adjustments (expenses for pension plans). The defined items are shown in the table below, in which adjusted EBIT is reconciled to EBIT.

Reconciliation adjusted EBIT

in €m	2024	2025
Adjusted EBIT	15.3	36.6
Restructuring expenses for personnel measures	-17.9	0.2
Other restructuring expenses	-3.5	-2.5
Expenses for relocations as part of the Group's realignment	-14.2	-3.0
Expenses for product portfolio adjustments	-14.8	–
EBIT	-35.1	31.3

(K) Notes to section 285 no. 17 HGB

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft has served as auditor for Koenig & Bauer AG since the 2020 financial year and will be replaced after the annual financial statements for 2029 at the latest. The German Public Auditor responsible for the engagement is Christian König.

The remuneration paid to the worldwide network of PwC and to PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft in 2025 came to € 1,500 thousand for auditing services, € 126 thousand for other services and € 9 thousand for tax consulting. Of this amount, € 1,193 thousand is allocated to Germany for auditing services and € 126 thousand for other services.

The fee for services provided by the worldwide network of PwC and by the PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft were primarily for the audit of the consolidated financial statements and the annual financial statements of Koenig & Bauer AG. Further audit services arose as part of the ESEF reporting.

The tax consultancy services mainly comprise consultancy services for tax issues in connection with value-added tax and within the framework of the Country-by-Country reporting.

Other services relate to consulting services in the framework of the Renewable Energy Sources Act and other consulting services.

(L) Exemptions in accordance with sections 264b HGB and 264 (3) HGB

The following consolidated subsidiaries applied the simplification options contained in section 264b respectively 264 (3) of the German Commercial Code (HGB) in 2025.

Company/location

Koenig & Bauer Industrial GmbH, Würzburg, Germany
Koenig & Bauer Sheetfed AG & Co. KG, Radebeul, Germany
Koenig & Bauer Digital & Webfed AG & Co. KG, Würzburg, Germany
Koenig & Bauer Banknote Solutions (DE) GmbH, Würzburg, Germany
Koenig & Bauer Gießerei GmbH, Würzburg, Germany
Koenig & Bauer (DE) GmbH, Radebeul, Germany
Koenig & Bauer Coding GmbH, Veitshöchheim, Germany
Koenig & Bauer Kammann GmbH, Löhne, Germany

(M) Related party disclosures

Related parties as defined by IAS 24 are all consolidated subsidiaries, non-consolidated affiliates, associates, interests (see Note (G) (2)) and members of the management and supervisory boards.

Business transactions with related entities resulted essentially from deliveries to and services for our sales and service subsidiaries, which as intermediaries disclosed receivables and revenue of roughly the same amount from customers. The same conditions applied as for arm's length transactions. For terms to maturity see Notes (G) (2) and (G) (11).

in €m	2024	2025
Other current financial receivables as at 31.12.	32.0	36.6
from affiliates	3.6	3.7
from associates	28.4	32.9
Trade receivables as at 31.12.	10.7	11.4
from affiliates	4.4	4.3
from associates	6.3	7.1
Prepayments made for inventories as at 31.12.	1.7	1.8
to associates	1.7	1.8
Trade payables as at 31.12.	1.8	2.0
to affiliates	0.5	0.6
to associates	1.3	1.4
Other current financial payables as at 31.12.	–	0.1
to affiliates	–	0.1
Revenue	30.9	31.3
from affiliates	25.4	29.2
from associates	5.5	2.1

Some members of the Supervisory Board also hold positions on the supervisory boards of other companies with which Koenig & Bauer has business relations. Transactions by the Koenig & Bauer Group with these companies are conducted on arm's length terms. They do not affect the independence of the members of the Supervisory Board concerned.

A consultancy agreement with annual remuneration of € 0.1m was entered into between Koenig & Bauer AG and a member of the Supervisory Board in the business year 2023. Furthermore, in 2025, consulting services worth €

0.1m were provided by Management Board members who had left the company during that financial year.

Expenses for the Management Board totalled € 5.1m (previous year: € 8.0m). The short-term remuneration for the Management Board amounts to € 2.8m (previous year: € 3.0m). It consists of the fixed salary, fringe benefits (company car, insurance allowances, accommodation costs) and short-term variable remuneration. The short-term variable compensation is tied to the EBIT margin, net working capital and other non-financial targets such as ESG and strategy. Share-based remuneration stands at € 1.1m (previous year: € 2.7m). The target amount determined for the share-based payment is exchanged for shares or virtual shares at the discretion of the Management Board member. It is paid out or released after a blocking period of four years. Termination benefits amount to € 0.8m. An amount of € 0.4m (previous year: € 0.5m) for service cost was added to the retirement benefit provisions for the Management Board. The provisions for the multi-year variable remuneration stand at € 6.4m (previous year: € 6.1m) and for short-term variable remuneration at € 0.9m (previous year: € 0.5m), while share-based remuneration accounts for € 6.4m (previous year: € 6.1m). The information on provisions listed relates only to the active members of the Management Board as at the balance sheet date.

Koenig & Bauer AG has granted each member of the Management Board a defined-contribution insurance-linked pension commitment, for which Koenig & Bauer AG makes a contribution of € 0.2m for each year of service and for each member of the Management Board until the respective member leaves the Company.

Provisions of € 1.6m (previous year: € 9.2m) were set aside for retirement benefits for the Management Board active on the balance sheet date in accordance with IAS 19. An amount of € 29.6m (previous year: € 22.9m) was set aside for former members of the Management Board and their surviving dependants.

Provisions of € 1.5m (previous year: € 1.5m) were recognised for remuneration for former members and their survivors. Supervisory board remuneration totalled € 0.8m (previous year: € 0.9m), of which € 0.8m (previous year: € 0.9m) was fixed.

The total remuneration of the Management Board under the German Commercial Code amounts to € 2.7m (previous year: € 4.7m), of which €

0.8m (previous year: € 1.6m) is the fair value at the grant date of the multi-year variable remuneration. It is converted into shares (virtual shares) on the basis of the share price on the day after the annual general meeting in 2026.

At 31 December 2025 members of the management board held 0,09% and members of the supervisory board 5,2% of Koenig & Bauer' s share capital, giving a total of 5.29%.

Supervisory Board

Professor Raimund Klinkner

Chairman

Self-employed business consultant and

Managing Partner

INSTITUTE FOR MANAGEMENT EXCELLENCE GmbH²

Gräfelting, Germany

Marc Dotterweich¹

Deputy Chairman (since 1 October 2025)

Chairman of the Würzburg Works Council,

Chairman of the General Works Council /

Chairman of the Group Works Council of

Koenig & Bauer AG (released)

Birkenfeld, Germany

Dagmar Rehm

Deputy Chairman

Self-employed business consultant

Langen, Germany

Gottfried Weippert¹

(until 30 September 2025)

Deputy Chairman

Chairman of the Würzburg Works Council,

Chairman of the General Works Council /

Chairman of the Group Works Council of

Koenig & Bauer AG

Eibelstadt, Germany

Claus Bolza-Schünemann

Technical consultant

Lübeck, Germany

Julia Cuntz¹

Trade union secretary of IG Metall

Berlin, Germany

Carsten Dentler

Managing Partner

Palladio Infrastruktur GmbH

Bad Homburg v. d. Höhe, Germany

Karoline Kalb

(since 4 June 2025)

Lawyer and

Self-employed business consultant

Augsburg, Germany

Christopher Kessler¹

General Counsel Koenig & Bauer AG

Würzburg, Germany

Professor Gisela Lanza

(until 4 June 2025)

Institute director at wbk Institute for

Production Technology for Production

Systems at the Karlsruhe Institute for

Technology (KIT)

Karlsruhe, Germany

Dr Johannes Liechtenstein

CFO Constantia Industries AG

Vienna, Austria

Daniel Pfeifer¹

(since 1 October 2025)

Chairman of the Radebeul Works Council

(released)

Großenhain, Germany

Simone Walter¹

HR business partner Human Resources

Management

Koenig & Bauer AG

Arnstein, Germany

Sabine Witte-Herdering¹

Trade union secretary of IG Metall

Würzburg, Germany

¹ workforce representative

² The INSTITUTE FOR MANAGEMENT EXCELLENCE GmbH is a holding company for the provision of consulting services. The position as managing partner does not entail operational management responsibility.

Committees

Mediation committee as per section 27(3) of German Codetermination Act

Professor Raimund Klinkner (chairman)
Julia Cuntz
Carsten Dentler
Marc Dotterweich

Personnel Committee

Professor Raimund Klinkner (chairman)
Marc Dotterweich
Dagmar Rehm

Financial Audit Committee

Dagmar Rehm (chairman)
Marc Dotterweich
Dr Johannes Liechtenstein
Simone Walter

Management Board

Dr Stephen Kimmich

President (since 4 June 2025) and CEO
Grünwald, Germany

Dr Alexander Blum

CFO (since 1 July 2025)
Grünwald, Germany

Dr Andreas Pleßke

(until 31. December 2025)
Herrsching am Ammersee, Germany

Strategy Committee

Professor Raimund Klinkner (chairman)
Claus Bolza-Schünemann
Carsten Dentler
Marc Dotterweich
Karoline Kalb
Christopher Kessler
Simone Walter

Nomination Committee

Professor Raimund Klinkner (chairman)
Claus Bolza-Schünemann
Carsten Dentler

Committee appointments to 31 December 2025

Ralf Sammeck

(until 30 June 2025)
Radebeul, Germany

Christoph Müller

(until 31 March 2025)
Würzburg, Germany

Other positions held by members of the Koenig & Bauer supervisory board

	Member of the supervisory board at:
Professor Raimund Klinkner Chairman	Elektrobau Mulfingen GmbH & Co. KGaA, Mulfingen, Germany REHAU Verwaltungszentrale AG / REHAU Windows Solutions, Muri near Bern, Switzerland
Dagmar Rehm Deputy chairman	Grammer AG, Amberg, Germany (listed company) (until 31 March 2025) Renewable Power Capital Ltd., London, UK (until 31 January 2026) Rail Capital Europe Investment SAS, St Quen, France Power2X B.V., Amsterdam, Netherlands SAF-Holland SE, Bessenbach, Germany (since 19 May 2025) O'Donovan Consulting AG, Bad Homburg, Germany (since 1 January 2026)
Claus Bolza-Schünemann	Erich Netzsch GmbH & Co Holding KG, Selb, Germany
Carsten Dentler	Scope SE & Co. KGaA, Berlin, Germany Scope Management SE, Berlin, Germany Bastei Lübbe AG, Cologne, Germany (listed company)
Karoline Kalb	MAX Automation SE, Hamburg, Germany
Professor Gisela Lanza	ZF Friedrichshafen AG, Friedrichshafen, Germany Hager SE, Blieskastel, Germany Balluff GmbH, Neuhausen, Germany Alfred Kärcher SE & Co. KG, Winnenden, Germany
Dr Johannes Liechtenstein	FunderMax Holding AG, Wiener Neudorf, Austria* (until 25 March 2026) FunderMax GmbH AG, Sankt Veit an der Glan, Austria* (until 25 March 2026) Isovolta AG, Wiener Neudorf, Austria* (until 25 March 2026) Argentiera SRL, Donoratico, Italy JAF-Group AG, Stockerau, Austria* (until 1 June 2027) *group positions of Constantia Industries AG

Other information

A declaration of compliance was issued in accordance with section 161 of German Stock Corporation Act and made permanently accessible under <http://www.koenig-bauer.com/en/investor-relations/corporate-governance/declaration-of-compliance/>

(N) Profit allocation proposal

The annual financial statements of Koenig & Bauer AG have been prepared in accordance with German accounting rules.

With the Supervisory Board' s approval, the shareholders will be asked to pass a resolution to carry forward Koenig & Bauer AG' s unappropriated loss of € 53,491,271 to a new account.

(O) Events after the balance sheet date

The Management Board announced on 27 January 2026 that the Albert Frankenthal production site will be closed on 31 May 2026. This measure will affect 75 employees. As the outcome of these negotiations is still pending, a reliable estimate of the total costs is not yet available.

Würzburg, 18 March 2026

Management Board



Dr Stephen M. Kimmich



Dr Alexander Blum

Responsibility Statement

To the best of our knowledge, and in accordance with the applicable reporting principles for financial reporting, the consolidated financial statements give a true and fair view of the assets, liabilities, financial position and profit or loss of the Group, and the combined management report includes a fair view of the development and performance of the business and the position of the Group, together with a description of the principal opportunities and risks associated with the expected development of the Group.

Würzburg, 18 March 2026

Management Board



Dr Stephen M. Kimmich



Dr Alexander Blum

The following copy of the auditor's report also includes a "Report on the audit of the electronic renderings of the Group financial statements and the Group management report prepared for disclosure purposes in accordance with § 317 Abs. 3a HGB" ("Separate report on ESEF conformity").

INDEPENDENT AUDITOR'S REPORT

To Koenig & Bauer AG, Würzburg

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS AND OF THE GROUP MANAGEMENT REPORT

Audit Opinions

We have audited the consolidated financial statements of Koenig & Bauer AG, Würzburg, and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of comprehensive income, consolidated statement of profit or loss, consolidated statement of changes in equity and consolidated statement of cash flows for the financial year from 1 January to 31 December 2025 and notes to the consolidated financial statements, including material accounting policy information. In addition, we have audited the group management report of Koenig & Bauer AG, which is combined with the Company's management report, for the financial year from 1 January to 31 December 2025.

In our opinion, on the basis of the knowledge obtained in the audit,

- the accompanying consolidated financial statements comply, in all material respects, with the IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) (the IFRS Accounting Standards) as adopted by the EU and the additional requirements of German commercial law pursuant to § [Article] 315e Abs. [paragraph] 1 HGB [Handelsgesetzbuch: German Commercial Code] and, in compliance with these requirements, give a true and fair view of the assets, liabilities, and financial position of the Group as at 31 December 2025, and of its financial performance for the financial year from 1 January to 31 December 2025 and
- the accompanying group management report as a whole provides an appropriate view of the Group's position. In all material respects, this group management report is consistent with the consolidated financial statements, complies with German legal requirements and appropriately presents the opportunities and risks of future development

Pursuant to § 322 Abs. 3 Satz [sentence] 1 HGB, we declare that our audit has not led to any reservations relating to the legal compliance of the consolidated financial statements and of the group management report.

Basis for the Audit Opinions

We conducted our audit of the consolidated financial statements and of the group management report in accordance with § 317 HGB and the EU Audit Regulation (No. 537/2014, referred to subsequently as "EU Audit Regulation") in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Our responsibilities under those requirements and principles are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and of the Group Management Report" section of our auditor's report. We are independent of the group entities in accordance with the requirements of European law and German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. In addition, in accordance with Article 10 (2) point (f) of the EU Audit Regulation, we declare that we have not provided non-audit services prohibited under Article 5 (1) of the EU Audit Regulation. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions on the consolidated financial statements and on the group management report.

Key Audit Matters in the Audit of the Consolidated Financial Statements

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the financial year from 1 January to 31 December 2025. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our audit opinion thereon; we do not provide a separate audit opinion on these matters.

In our view, the matters of most significance in our audit were as follows:

- ① Accounting treatment of deferred taxes
- ② Allocation of revenue from the sale of machines under contracts with customers to correct periods

Our presentation of these key audit matters has been structured in each case as follows:

- ① Matter and issue
- ② Audit approach and findings
- ③ Reference to further information

Hereinafter we present the key audit matters:

① **Accounting treatment of deferred taxes**

- ① In the consolidated financial statements of Koenig & Bauer AG, EUR 78.0 million in deferred tax assets (22.7% of Group equity) and EUR 78.3 million in deferred tax liabilities (22.8% of Group equity) are reported after netting and adjustments. These items were recognized to the extent that the executive directors consider it probable that taxable profit will be available in the foreseeable future which will enable the deductible temporary differences and unused tax losses to be utilized. For this purpose, insofar as sufficient deferred tax liabilities are not available, future taxable profits are projected on the basis of the adopted business plan. Deferred taxes are calculated using future tax rates, to the extent they have already been enacted or the legislative process has largely been completed.

Of the Koenig & Bauer Group's total of EUR 134.4 million in deferred tax assets before adjustments and offsetting, EUR 31.3 million was attributable to loss carryforwards. No deferred tax assets were recognized in respect of deductible temporary differences and unused tax losses amounting in total to EUR 608.8 million since it is not probable that they will be utilized for tax purposes in the forecast period by means of offset against taxable profits. From our point of view, the accounting treatment of deferred taxes was of particular significance in the context of our audit, as it depends to a large extent on the estimates and assumptions made by the executive directors and is therefore subject to uncertainties.

- ② As part of our audit, we assessed, with the involvement of our internal specialists with appropriate skills and expertise, the internal processes and controls for recording tax matters as well as the methodology used for the determination, accounting treatment and measurement of deferred taxes, among other things. We also assessed the recoverability of the deferred tax assets relating to deductible temporary differences and unused tax losses on the basis of

the Company's internal forecasts of its future earnings situation, and the appropriateness of the underlying estimates and assumptions. Based on our audit procedures, we were able to satisfy ourselves that the estimates and assumptions made by the executive directors are substantiated and sufficiently documented.

- ③ The Company's disclosures relating to deferred taxes are contained in section (6) "Deferred taxes" and under "Accounting policies" in the notes to the consolidated financial statements.

② **Allocation of revenue from the sale of machines under contracts with customers to correct periods**

- ① In the Company's consolidated financial statements as of 31 December 2025 revenue amounting to EUR 1,302.4 million, of which EUR 883.8 million was recognized from the sale of machines under contracts with customers, is reported in the income statement. Koenig & Bauer AG recognizes revenues from the sale of machines under contracts with customers when it satisfies its performance obligation by transferring the contractually agreed printing press to a customer. This generally occurs when the printing press is technically commissioned, which is the time at which control is transferred to the customer. Due to technical imponderables in the manufacturing process and the use of different contractual agreements in the various markets, assessing the technical commissioning and thus the timing for the recognition of revenue is subject to estimates and assumptions and thus the judgments of the executive directors. For this reason and due to the complexity of the applicable accounting standard on revenue recognition, this matter was of particular significance in the context of our audit.

- ② In light of the fact that the complexity and the estimates and assumptions that have to be made give rise to an increased risk of accounting misstatements, our audit included assessing the Group's processes and controls for recognizing revenue from the sale of machines. Our audit approach included assessing the design, implementation and effectiveness of the internal control system and the IT systems used with regard to order acceptance, invoicing and allocating revenue to the correct period. We also assessed the invoicing processes and whether revenue was recognized in the correct

period by inspecting the corresponding orders, contracts, delivery documentation, commissioning reports and receipts of payments. In particular, by inspecting the customer contracts and commissioning reports, we assessed whether the estimates, assumptions and judgments made by the executive directors regarding the recognition and deferral of revenue are reasonable and appropriate. We were able to satisfy ourselves that the systems, processes and controls in place are appropriate and that the estimates and assumptions made by the executive directors are sufficiently documented and the judgments thus sufficiently substantiated to serve as a basis for the proper recognition of revenue from the sale of machines.

The Company's disclosures relating to the recognition of revenue from the sale of machines are contained in section (15) "Revenue" and under "Accounting policies" in the notes to the consolidated financial statements

- ③ Die Angaben der Gesellschaft zur Erlösrealisierung aus Maschinenverkäufen aus Kundenverträgen sind im Abschnitt (15) „Umsatzerlöse“ und in den Bilanzierungs- und Bewertungsgrundsätzen des Konzernanhangs enthalten.

Other Information

The executive directors are responsible for the other information. The other information comprises

- the statement on corporate governance pursuant to § 289f HGB and § 315d HGB
- the separate non-financial group report to comply with §§ 315b to 315c HGB
- the remuneration report pursuant to § 162 AktG [Aktiengesetz: German Stock Corporation Act], for which the supervisory board is also responsible
- all remaining parts of the annual report – excluding cross-references to external information – with the exception of the audited consolidated financial statements, the audited group management report and our auditor's report
- Our audit opinions on the consolidated financial statements and on the group management report do not cover the other information, and

consequently we do not express an audit opinion or any other form of assurance conclusion thereon.

- In connection with our audit, our responsibility is to read the other information mentioned above and, in so doing, to consider whether the other information
- is materially inconsistent with the consolidated financial statements, with the group management report disclosures audited in terms of content or with our knowledge obtained in the audit, or
- otherwise appears to be materially misstated.

Responsibilities of the Executive Directors and the Supervisory Board for the Consolidated Financial Statements and the Group Management Report

The executive directors are responsible for the preparation of the consolidated financial statements that comply, in all material respects, with IFRS Accounting Standards as adopted by the EU and the additional requirements of German commercial law pursuant to § 315e Abs. 1 HGB, and that the consolidated financial statements, in compliance with these requirements, give a true and fair view of the assets, liabilities, financial position and financial performance of the Group. In addition, the executive directors are responsible for such internal control as they have determined necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.

In preparing the consolidated financial statements, the executive directors are responsible for assessing the Group's ability to continue as a going concern. They also have the responsibility for disclosing, as applicable, matters related to going concern. In addition, they are responsible for financial reporting based on the going concern basis of accounting unless there is an intention to liquidate the Group or to cease operations, or there is no realistic alternative but to do so.

Furthermore, the executive directors are responsible for the preparation of the group management report that, as a whole, provides an appropriate view of the Group's position and is, in all material respects, consistent with the consolidated financial statements, complies with German legal requirements, and appropriately presents the opportunities and risks of future development. In addition, the executive directors are responsible for such arrangements and measures (systems) as they have considered necessary to enable the preparation of a group management report that is in accordance with the applicable

German legal requirements, and to be able to provide sufficient appropriate evidence for the assertions in the group management report.

The supervisory board is responsible for overseeing the Group's financial reporting process for the preparation of the consolidated financial statements and of the group management report.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and of the Group Management Report

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and whether the group management report as a whole provides an appropriate view of the Group's position and, in all material respects, is consistent with the consolidated financial statements and the knowledge obtained in the audit, complies with the German legal requirements and appropriately presents the opportunities and risks of future development, as well as to issue an auditor's report that includes our audit opinions on the consolidated financial statements and on the group management report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with § 317 HGB and the EU Audit Regulation and in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer (IDW) will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and this group management report.

We exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and of the group management report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our audit opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, mis-

representations, or the override of internal controls.

- Obtain an understanding of internal control relevant to the audit of the consolidated financial statements and of arrangements and measures (systems) relevant to the audit of the group management report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an audit opinion on the effectiveness of the internal control and these arrangements and measures (systems), respectively.
- Evaluate the appropriateness of accounting policies used by the executive directors and the reasonableness of estimates made by the executive directors and related disclosures.
- Conclude on the appropriateness of the executive directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the consolidated financial statements and in the group management report or, if such disclosures are inadequate, to modify our respective audit opinions. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to be able to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements present the underlying transactions and events in a manner that the consolidated financial statements give a true and fair view of the assets, liabilities, financial position and financial performance of the Group in compliance with IFRS Accounting Standards as adopted by the EU and the additional requirements of German commercial law pursuant to § 315e Abs. 1 HGB.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming audit opinions on the consolidated financial statements and on the group management report. We

are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinions.

- Evaluate the consistency of the group management report with the consolidated financial statements, its conformity with German law, and the view of the Group's position it provides.
- Perform audit procedures on the prospective information presented by the executive directors in the group management report. On the basis of sufficient appropriate audit evidence we evaluate, in particular, the significant assumptions used by the executive directors as a basis for the prospective information, and evaluate the proper derivation of the prospective information from these assumptions. We do not express a separate audit opinion on the prospective information and on the assumptions used as a basis. There is a substantial unavoidable risk that future events will differ materially from the prospective information.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with the relevant independence requirements, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.

OTHER LEGAL AND REGULATORY REQUIREMENTS

Report on the Assurance on the Electronic Rendering of the Consolidated Financial Statements and the Group Management Report Prepared for Publication Purposes in Accordance with § 317 Abs. 3a HGB

Assurance Opinion

We have performed assurance work in accordance with § 317 Abs. 3a HGB to obtain reasonable assurance as to whether the rendering of the consolidated financial statements and the group management report (hereinafter the "ESEF documents") contained in the electronic file KoenigBauer_AG_KA+LB_ESEF-2025-12-31-1-de.xbri and prepared for publication purposes complies in all material respects with the requirements of § 328 Abs. 1 HGB for the electronic reporting format ("ESEF format"). In accordance with German legal requirements, this assurance work extends only to the conversion of the information contained in the consolidated financial statements and the group management report into the ESEF format and therefore relates neither to the information contained within these renderings nor to any other information contained in the electronic file identified above.

In our opinion, the rendering of the consolidated financial statements and the group management report contained in the electronic file identified above and prepared for publication purposes complies in all material respects with the requirements of § 328 Abs. 1 HGB for the electronic reporting format. Beyond this assurance opinion and our audit opinion on the accompanying consolidated financial statements and the accompanying group management report for the financial year from January 1 to December 31, 2025 contained in the "Report on the Audit of the Consolidated Financial Statements and on the Group Management Report" above, we do not express any assurance opinion on the information contained within these renderings or on the other information contained in the electronic file identified above.

Basis for the Assurance Opinion

We conducted our assurance work on the rendering of the consolidated financial statements and the group management report contained in the electronic file identified above in accordance with § 317 Abs. 3a HGB and the IDW Assurance Standard: Assurance Work on the Electronic Rendering, of Financial Statements and Management Reports, Prepared for Publication Purposes in

Accordance with § 317 Abs. 3a HGB (IDW AsS 410 (06.2022)) and the International Standard on Assurance Engagements 3000 (Revised). Our responsibility in accordance therewith is further described in the “Group Auditor’s Responsibilities for the Assurance Work on the ESEF Documents” section. Our audit firm applies the IDW Standard on Quality Management: Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)).

Responsibilities of the Executive Directors and the Supervisory Board for the ESEF Documents

The executive directors of the Company are responsible for the preparation of the ESEF documents including the electronic rendering of the consolidated financial statements and the group management report in accordance with § 328 Abs. 1 Satz 4 Nr. [number] 1 HGB and for the tagging of the consolidated financial statements in accordance with § 328 Abs. 1 Satz 4 Nr. 2 HGB.

In addition, the executive directors of the Company are responsible for such internal control as they have considered necessary to enable the preparation of ESEF documents that are free from material non-compliance with the requirements of § 328 Abs. 1 HGB for the electronic reporting format, whether due to fraud or error.

The supervisory board is responsible for overseeing the process for preparing the ESEF documents as part of the financial reporting process.

Group Auditor’s Responsibilities for the Assurance Work on the ESEF Documents

Our objective is to obtain reasonable assurance about whether the ESEF documents are free from material non-compliance with the requirements of § 328 Abs. 1 HGB, whether due to fraud or error. We exercise professional judgment and maintain professional skepticism throughout the assurance work. We also:

- Identify and assess the risks of material non-compliance with the requirements of § 328 Abs. 1 HGB, whether due to fraud or error, design and perform assurance procedures responsive to those risks, and obtain assurance evidence that is sufficient and appropriate to provide a basis for our assurance opinion.
- Obtain an understanding of internal control relevant to the assurance work on the ESEF documents in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of

expressing an assurance opinion on the effectiveness of these controls.

- Evaluate the technical validity of the ESEF documents, i.e., whether the electronic file containing the ESEF documents meets the requirements of the Delegated Regulation (EU) 2019/815 in the version in force at the date of the consolidated financial statements on the technical specification for this electronic file.
- Evaluate whether the ESEF documents provide an XHTML rendering with content equivalent to the audited consolidated financial statements and to the audited group management report.
- Evaluate whether the tagging of the ESEF documents with Inline XBRL technology (iXBRL) in accordance with the requirements of Articles 4 and 6 of the Delegated Regulation (EU) 2019/815, in the version in force at the date of the consolidated financial statements, enables an appropriate and complete machine-readable XBRL copy of the XHTML rendering.

Further Information pursuant to Article 10 of the EU Audit Regulation

We were elected as group auditor by the annual general meeting on 4 June 2025. We were engaged by the supervisory board on 21 November 2025. We have been the group auditor of the Koenig & Bauer AG, Würzburg, without interruption since the financial year 2020.

We declare that the audit opinions expressed in this auditor’s report are consistent with the additional report to the audit committee pursuant to Article 11 of the EU Audit Regulation (long-form audit report).

REFERENCE TO AN OTHER MATTER – USE OF THE AUDITOR’S REPORT

Our auditor’s report must always be read together with the audited consolidated financial statements and the audited group management report as well as the assured ESEF documents. The consolidated financial statements and the group management report converted to the ESEF format – including the versions to be filed in the company register – are merely electronic renderings of the audited consolidated financial statements and the audited group management report and do not take their place. In particular, the “Report on the Assurance on the Electronic Rendering of the Consolidated Financial Statements and the Group Management Report Prepared for Publication Purposes in Accordance with § 317 Abs. 3a HGB” and our assurance opinion contained therein are to be used solely together with the assured ESEF documents made available in electronic form.

NOTE ON SUPPLEMENTARY AUDIT

We issue this auditor’s report on the consolidated financial statements and the group management report as well as on the rendering of the consolidated financial statements and the group management report submitted for audit for the first time, contained in the file KoenigBauer_AG_KA+LB_ESEF-2025-12-31-1-de.xbri and prepared for publication purposes on the basis of our audit, duly completed as at 18 March 2026, and our supplementary audit completed as at 26 March 2026, which related to the initial submission of the ESEF documents.

GERMAN PUBLIC AUDITOR RESPONSIBLE FOR THE ENGAGEMENT

The German Public Auditor responsible for the engagement is Christian König.

Nuremberg, 18 March 2026/limited to the first-time submission of the ESEF documents stated in the “Note on Supplementary Audit” section above:

Nuremberg, 26 March 2026
PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Christian König
Wirtschaftsprüfer
(German Public Auditor)

Dr. Felix Canitz
Wirtschaftsprüfer
(German Public Auditor)

Remuneration report

Detailed index

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The remuneration report pursuant to section 162 of the German Stock Corporation Act describes the basic principles of the remuneration system for the members of the Executive Board and the Supervisory Board and explains the structure and amount of remuneration paid to them. It includes details of the remuneration of each current or former Executive Board member and the Supervisory Board that is granted and owed by the company itself and by Group companies in the year under review.

The report complies with the requirements of section 162 of the German Stock Corporation Act and takes into account the recommendations of the German Corporate Governance Code as amended on 28 April 2022 ("2022 Code").

In this report, the relevant remuneration is included in the remuneration for the applicable year on the basis of the definition of the terms "granted" and "owed" under the German Stock Corporation Act. Remuneration is deemed to have been granted if it was actually paid in the year under review (= "granted" within the meaning of the German Stock Corporation Act). Remuneration is owed if the underlying obligation is due for payment but has not yet been fulfilled (= "owed" within the meaning of the German Stock Corporation Act). Accordingly, the remuneration granted and owed in accordance with Section 162 (1) of the German Stock Corporation Act in the year under review consists of the fixed remuneration components for the 2025 financial year as well as the short-term variable remuneration components (STI) for the 2025 financial year, notwithstanding the fact that the variable remuneration is not paid out until the following year.

Executive Board remuneration

1. Changes in the composition of the Executive Board

As resolved at the Supervisory Board meeting on 20 March 2025, Dr Stephen Kimmich succeeded the previous Chief Executive Officer, Dr Andreas Pleßke, in the office of Chief Executive Officer following the Annual General Meeting on 4 June 2025. Dr Andreas Pleßke's term of office as a member of the Executive Board ended as scheduled on 31 December 2025. In the period between 4 June 2025, and 31 December 2025, he was entrusted with special tasks. Dr Alexander Blum was appointed Chief Financial Officer with effect from 1 July 2025.

As part of the strategic realignment of the Group and the planned succession to a new generation, Christoph Müller resigned from his office as a member of the Executive Board with effect from 31 March 2025. Ralf Sammeck's Executive Board contract expired as scheduled on 30 June 2025. This completes the generational change, combined with the significant downsizing of the Executive Board. The company has continued on the path taken in 2014 from a unitary to a divisional group and has positioned itself in 2025 with a new segment structure that is tailored even more precisely to current and future customer needs and more closely aligned with the respective business model. The streamlining of the structures leads to a reduction from the previous three segments to two. The Group restructuring simultaneously forms the framework for the generational change on the Executive Board, which was completed in the years 2024 and 2025. As of 1 January 2026, the Board thus consists of Dr Stephen Kimmich (CEO) and Dr Alexander Blum (CFO). In the year under review, Dr Stephen Kimmich's Executive Board contract was adapted to the current 2024 remuneration system at the start of his term of office, in addition to being adapted to his new function as Chief Executive Officer, so that from 2026 all Executive Board members will have an Executive Board contract aligned with the current 2024 remuneration system. No other contract adjustments were made in the year under review.

2. Remuneration system

Following the departure of Dr Andreas Pleßke on 31 December 2025, the remuneration of the remaining members of the Executive Board is uniformly subject to the system adopted by the Supervisory Board on 7 December 2023 (2024 Executive Board remuneration system). In the year under review, the 2021 Executive Board remuneration system also applied, as the contracts of the Executive Board members who left during the financial year were not revised.

The 2024 Executive Board remuneration system was approved at the Annual General Meeting on 26 June 2024, by a majority of 72.15% of the capital represented. A description of the remuneration system can be found on the company's website: <https://investors.koenig-bauer.com/en/corporate-governance/remuneration/>

The remuneration report for the 2024 financial year was approved by a majority of 74.48% of the capital represented at the Annual General Meeting on 4 June 2025. The remuneration presented in this 2024 remuneration

report was based exclusively on the provisions of the previous 2021 remuneration system. With the 2024 Executive Board remuneration system, the Supervisory Board is specifically taking up the feedback from investors on the 2021 Executive Board remuneration system and is consistently implementing the suggested changes. Due to the planned departure of three members of the Executive Board, the previously promised remuneration components are increasingly expiring.

The 2024 Executive Board remuneration system aims for the following targets:

Targets		Implementation
Closer pay-for-performance alignment	→	<ul style="list-style-type: none"> Abolition of special remuneration Higher weighting of financial performance targets in the annual bonus and inclusion of performance targets in the long-term incentive
Alignment of the variable remuneration elements to Koenig & Bauer's sustainable and long-term development	→	<ul style="list-style-type: none"> Restructuring of the long-term incentive as a performance share plan with a four-year performance period Inclusion of ESG targets in both the annual bonus and the long-term incentive
Greater share orientation	→	<ul style="list-style-type: none"> Introduction of share ownership guidelines (SOG)
Caps on Executive Board remuneration	→	<ul style="list-style-type: none"> Introduction of a cap on the long-term incentive with a corresponding adjustment to the maximum remuneration

Principles of the remuneration system applicable in the year under review

As part of their responsibility for the future strategic direction of the company, the Executive Board contracts of Dr Stephen Kimmich and Dr Alexander Blum were adapted to the 2024 Executive Board remuneration system. However, in the reporting year, Dr Stephen Kimmich was remunerated on the basis of the 2021 Executive Board remuneration system until 3 June 2025 and on the basis of the 2024 Executive Board remuneration system from 4 June 2025 onwards. In contrast, the remuneration of the members of the Executive Board leaving at the end of or during the financial year, Dr Andreas Pleßke, Christoph Müller and Ralf Sammeck, as well as the termination agreement of Michael Ulverich, who left in the 2024 financial year, continue to be based exclusively on the provisions of the 2021 remuneration system.

Applicable remuneration system

Executive Board member	Remuneration system 2021	Remuneration system 2024	Status / Transition date
Dr Stephen Kimmich	Until June 2025 (pro rata)	As of June 2025 (pro rata)	Transition year 2025: 100% in the new system from 2026
Dr Alexander Blum		+	In the 2024 remuneration system since 1 July 2025
Michael Ulverich	+		Left the Board on 30 November 2024
Christoph Müller	+		Left the Board on 31 March 2025
Ralf Sammeck	+		Left the Board on 30 June 2025
Dr Andreas Pleßke	+		Left the Board on 31 December 2025

Timeline of the “Phasing Out” of the 2021 Remuneration System

Phase	Period	Essential contents and actions
Operational conclusion	Until 1 January 2026	<ul style="list-style-type: none"> The operational transformation of the remuneration systems is 100% complete as of 1 January 2026.
Phase 1: Last active allocations	Until 2026 remuneration report	<ul style="list-style-type: none"> Former Executive Board members: Final allocations of STI/LTI due to contractual obligations until 2026. Logic: Remuneration shares for 2026 will be allocated in 2027 and have a term of 4 years.
Phase 2: Pure technical valuation	As of the 2027 remuneration report	<ul style="list-style-type: none"> From the 2027 reporting year, the remuneration report will only contain the payouts of tranches already allocated in the past. No new allocations will take place under the old system.
Conclusion (“2031 logic”)	Until 2031 remuneration report	<ul style="list-style-type: none"> The final LTI tranche (allocated in 2027 for the transition year 2026) ends after the four-year performance period in 2031.

Core components of the remuneration system

The applicable Executive Board remuneration system forms the basis on which the Supervisory Board sets the specific target and maximum remuneration for each Executive Board member. In doing so, the Supervisory Board attaches importance to remunerating Executive Board members appropriately. The criteria for this are the tasks, personal performance and experience of the individual Executive Board members as well as the economic situation, success and future prospects of the company and the customary nature of the remuneration, taking into account the market environment (horizontal appropriateness) and the remuneration structure that otherwise applies in the company (vertical appropriateness).

The 2024 Executive Board remuneration system, like the previous 2021 Executive Board remuneration system, has four core components for the members of the Executive Board of Koenig & Bauer AG: fixed remuneration, short-term variable remuneration, long-term variable remuneration and a

pension commitment.

The 2024 Executive Board remuneration system is based on the following principles:

Fundamental remuneration structure

Variable remuneration elements
47% – 55%



Fixed remuneration
45% – 53%

- Annual bonus: 43% – 46% of variable remuneration elements
- Long-term incentive: 54% – 57% of variable remuneration elements

Principles of Executive Board Remuneration

- Closer pay-for-performance alignment through performance-based remuneration
- Alignment of the variable remuneration elements and performance targets with the company's sustainable and long-term development
- Sustainability as an important element of the performance criteria in both short-term variable remuneration and long-term variable remuneration
- Appropriate link between the total remuneration of the Executive Board and the company's situation on the one hand and the customary remuneration of a comparable peer group on the other
- Inclusion of the workforce remuneration and employment conditions of the workforce
- Provision of an attractive remuneration package to attract and retain the best candidates for management positions at the Koenig & Bauer Group

Further development of the Executive Board remuneration system (2024 vs 2021)

In response to the points of criticism formulated, the Supervisory Board has comprehensively analysed the existing 2021 Executive Board remuneration system. This resulted in the development of the 2024 Executive Board remuneration system, which aims to strengthen the company's long-term and sustainable development. As the 2021 Executive Board remuneration system was applied once again to an active member of the Executive Board in the reporting year, the significant differences are summarized in the overview below for the last time:

Remuneration system 2021			Remuneration system 2024	
Fixed remuneration and fringe benefits		Introduction of a pension payment	Fixed remuneration and fringe benefits	
Defined contribution commitment			→ Defined contribution commitment /pension payment (for new appointments)	
Annual bonus (target bonus)	50% Group EBIT margin 50% individual goals Operational, strategy, ESG	Adjustment of performance targets	75% financial targets 50% EBIT or EBIT margin 25% working capital 25% non-financial targets ESG and strategy	Annual bonus (target bonus)
Long-term incentive (restricted stock plan)	Lock-up period: 4 years No performance targets Cap: 200% of the basic amount No payout cap	New plan type Inclusion of performance targets	Performance period: 4 years Performance targets: 37.5% EPS 37.5% net financial position 25% ESG Cap on target achievement: 200% Cap on payout: 250%	Long-term incentive (performance share plan)
Further components	Special remuneration	Abolition of special remuneration Introduction of share ownership guidelines	→ Performance targets:	Further components

The basic remuneration structure is composed as follows in accordance with the 2024 remuneration system, while the deviations resulting from the 2021 remuneration system are addressed at the appropriate point:

Fixed remuneration elements	
Fixed remuneration	Fixed annual salary, which is paid in 12 equal monthly instalments
Fringe benefits	Customary fringe benefits, including insurance, company car
Pension commitment/contributions	Pension payment for members of the Executive Board appointed on or after 1 January 2024
Variable remuneration elements	
Annual bonus	Plan type: target bonus
	Performance targets:
	75% financial targets of which 50% EBIT or EBIT margin of which 25% net working capital
	25% non-financial targets (ESG and strategy) Cap: 150% of target amount
Long-term incentive	Plan type: Performance share plan
	Performance period: 4 years
	Performance targets:
	75% financial targets of which 37.5% EPS of which 37.5% net financial position
	25% ESG Cap on target achievement: 200% Cap on payout: 250% of target amount
Further contractual components	
Share ownership guidelines	Obligation to buy and hold shares in Koenig & Bauer AG 100% of fixed annual salary
Negative bonus/clawback arrangements	Negative bonus/clawback arrangements for compliance Clawback for restatement
Maximum remuneration	€2.8m for the Chief Executive Officer €2.1m for ordinary members of the Executive Board
Cap on termination benefits	Limited to two years' remuneration including fringe benefits, maximum for the remaining term of the contract

Remuneration in 2025

Fixed remuneration elements

The non-performance-related remuneration consists of three components:

fixed remuneration, fringe benefits and retirement benefits.

The provisions on the fixed remuneration elements of the 2024 Executive Board remuneration system also largely correspond to the 2021 Executive Board remuneration system, with the one exception that the pension commitment in the 2024 remuneration system provides for a pension payment of the same amount.

Fixed remuneration

The Executive Board members receive a fixed remuneration of the same amount, with the exception of the Chief Executive Officer, whose fixed remuneration is 25% higher. The fixed annual basic remuneration agreed in the respective Executive Board contract is €480,000 for ordinary members of the Executive Board or €600,000 for the Chief Executive Officer. The fixed basic remuneration is paid in twelve equal monthly amounts.

The grant of a fixed basic salary encourages the independent, risk-adjusted and autonomous management of the company.

In the year under review, as part of the Spotlight programme, which was implemented in the 2024 financial year, various measures were implemented to reduce personnel and material costs in the company. For this reason, the Executive Board members also waived the payment of 12.5% of their respective monthly fixed remuneration from October 2024 to 31 May 2025, or in the case of Michael Ulverich and Christoph Müller until their departure from the Executive Board.

Fringe benefits

The company provides the Executive Board members with fringe benefits, which may be taxed as a non-cash benefit. These may include D&O (directors and officers) insurance; criminal liability defence insurance; the provision of a company car including for private use; care and maintenance of the vehicle;

benefits for voluntary pension insurance as well as health, nursing and accident insurance (including disability and death insurance); the costs of annual medical examinations; rental allowances / one-time relocation allowances; expenses and reimbursement of costs (such as travel expenses); reimbursement of expenses for home trips.

Pension commitments

During their service, the Executive Board members receive a pension commitment. The Executive Board contracts concluded in the financial year provide for an annual pension payment of €200,000 for this purpose. The pension commitment based on the 2021 remuneration system, on the other hand, is based exclusively on a defined contribution scheme. The pension scheme is based on external pension liability insurance with annual allocations of €200,000.

In accordance with IAS 19 (International Accounting Standard 19 of the International Financial Reporting Standards IFRS), at the end of 2025, the present values of the retirement benefit obligations accruing to Dr Stephen Kimmich amounted to €377,422. With effect from 1 June 2025, Dr Stephen Kimmich's contract was converted to a pension payment, so that no new pension obligations will be established in the future. The present values for Dr Andreas Pleßke amount to €1,268,915, for Christoph Müller €3,533,708, for Ralf Sammeck €4,277,083, and for Michael Ulverich €1,192,948. Service cost (amount added annually by the company through pension commitments, thus increasing the retirement benefit provisions) for 2025 stood at €77,942 for Dr Stephen Kimmich, €111,813 for Dr Andreas Pleßke, €87,728 for Christoph Müller, and €162,614 for Ralf Sammeck. Dr Alexander Blum's pension is contractually designed as an ongoing pension payment, so that no pension provisions are formed by the company.

Variable remuneration elements

The variable remuneration elements are divided into short-term variable remuneration and long-term variable remuneration, for which an annual target agreement applies.

Short-term variable remuneration (STI)

The Supervisory Board agrees with each Executive Board member on targets relevant for the respective financial year as a basis for the calculation of the

annual bonus („target agreement“). The target agreement specifies when the individual targets are deemed to have been 100% achieved and when the threshold of 50% or 150% are reached. The annual targets are such that the Supervisory Board believes that they create an incentive to manage the company sustainably in accordance with the communicated operating and strategic targets defined.

Annual target agreement under the 2024 remuneration system

Payment of the annual bonus is tied to performance in the applicable year, as measured by financial and non-financial performance targets. For the financial targets, EBIT (Earnings Before Interest and Taxes) or EBIT margin is specified at 50% and Net Working Capital at 25%. The targets tied to the company's success are aligned with the Group's central performance indicator, in order to ensure value-oriented corporate management. The EBIT or the EBIT margin, resulting from the audited consolidated financial statements of the company, which have been issued with an unqualified audit opinion by the auditors and approved by the Supervisory Board is decisive for this purpose. For the 2026 reporting year, it is planned to shift to EBITDA. The EBIT margin is determined by calculating the ratio of the Group's earnings before interest and taxes to its total revenue. 25% is linked to non-financial targets, which consist of ESG targets (Environment, Social, Governance) and strategy targets. All targets are backed by key performance indicators (KPIs) that enable an objective assessment of their respective fulfillment. The target amount is contractually agreed individually with each Executive Board member. Depending on the target achievements of the performance targets set for a financial year, total target achievement can be between 0% and 150%.

Annual target agreement under the 2021 remuneration system

The respective variable remuneration according to the 2021 Executive Board remuneration system, on the other hand, is structured as follows:

1. 50% is tied to the Group's business performance and
2. 50% to the achievement of individual targets in the performance of the Executive Board member's responsibilities (including any additional tasks assumed).

The individual targets are based on financial targets and particularly also those of a non-quantitative nature. Company success is measured by reference to the Group's EBIT or EBIT margin, just as in the 2024 Executive Board remuneration system.

The individual goals are based on financial targets as well as non-financial targets, particularly those of a non-quantitative nature. As a rule, (i) an operating, (ii) a strategic and (iii) a non-financial target is agreed with the following weighting: 40:40:20. The aforementioned weightings should not be exceeded or undershot by more than 15 points in the absence of any objective justification. The operating targets are based on the departmental duties of the Executive Board member or special tasks or projects managed by him. The strategic targets are aligned with the medium-term strategy adopted in consultation with the Supervisory Board. Group-wide and department-specific ESG factors are applied for the non-financial targets. All targets are to be underpinned by either KPIs or concrete plans of action.

Measurement of short-term variable remuneration (STI)

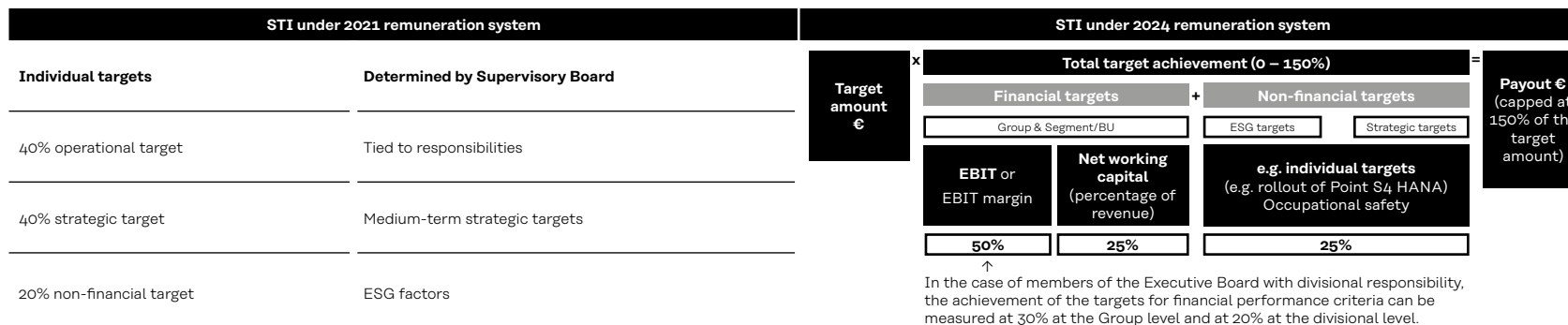
The measurement of the variable remuneration is based on fixed thresholds. For this purpose, a target value for 100% target achievement is defined as well as a lower threshold (50%) and an upper limit (150%). Linear interpolation of the target achievement levels takes place between these cornerstones.

If performance remains below the 50% hurdle, the annual bonus is omitted entirely. Over-achievement of the maximum value of 150% does not lead to any further increase in the remuneration entitlements (cap).

Amount of short-term variable remuneration (STI)

The annual bonus amounts to 60% of the gross fixed annual salary ("target bonus") if the targets agreed with the Supervisory Board are 100% achieved and a maximum of 90% of the gross fixed annual salary ("maximum bonus") if the targets agreed are 150% achieved.

2021 remuneration system (STI)	2024 remuneration system (STI)
Target bonus: 60% gross of the fixed annual salary, maximum 90% gross of the fixed annual salary	Target bonus: fixed amount in euros, individually agreed in the service contract (The amount in euros should equal 60% of the annual fixed salary under the 2021 remuneration system)
<p>The variable remuneration is structured as follows:</p> <p>(1) 70% to 90% of financial targets</p> <ul style="list-style-type: none"> - 50% the Group's business performance: EBIT or EBIT margin - 20% operational target, e.g. EBIT or EBIT margin in segment or NWC - 20% strategic target, which can be either financial (e.g. P24) or non-financial (e.g. training strategy). <p>(2) 10% non-financial targets</p> <p>ESG</p>	<p>The variable remuneration is structured as follows:</p> <p>(1) 75% financial targets</p> <ul style="list-style-type: none"> - 50% EBIT or EBIT margin - 25% net working capital <p>(2) 25% non-financial targets</p> <p>ESG and strategy</p>
The payment is capped at 150% of the target amount, which corresponds to 90% of the fixed annual salary.	The payout is capped at 150% of the target amount.



Short-term variable remuneration (STI), granted and owed in 2025

To improve understandability and following the announcement in the last annual report, the variable remuneration earned in the sense of section 162 of the German Stock Corporation Act will henceforth be reported as granted and owed remuneration in the 2025 remuneration report. Although the payout of the variable remuneration only takes place after the end of the financial year, it is promised and owed for the reporting year. The respective variable remuneration was initially deferred for the reporting year, as a resolution approving it had not yet been passed by the Supervisory Board.

Measurement according to the 2024 Executive Board remuneration system

For the first time, the 2024 Executive Board remuneration system is applied pro rata for the calculation of the earned STI in the reporting year. For Dr Stephen Kimmich, the measurement has taken place since 4 June 2025 (corresponding to 211/365 shares), while for Dr Alexander Blum, based on his entry on 1 July 2025, a share of six monthly shares is used as a basis.

Financial targets for 2025

The short-term variable remuneration is measured to 75% on financial targets, divided into EBIT at 50% and NWC at 25%.

EBIT target for 2025

In the 2025 financial year, a minimum EBIT of €32,468.4k was to be achieved in order to receive a payout of 50% of the target amount of the short-term variable remuneration. The plan approved by the Supervisory Board in the amount of €45,241k applies as the target value for 100% target achievement. Likewise, at 150% of the target size, €70,786.2k, the payout of the short-term variable remuneration is capped.

In the 2025 financial year, the Group achieved an EBIT of €36,600k. Thus, the Group target defined for this period was achieved at 66.17%. Taking into account the half weighting of this key figure, this results in a weighted target achievement of 33.09% for the variable remuneration.

Group target		EBIT (EUR thous.)
50%		32,468.4
100%		45,241.0
150%		70,786.2
Target achievement		Weighting 50%
EBIT (EUR thous.)	%	%
36,600	66.17	33.09

Net working capital 2025 Group

As a further key figure, net working capital (NWC) at Group level is used as an additional performance indicator with a weighting of 25%. With a target value of 22.5%, the corridor for target achievement is set between 24.0% (minimum) and 21.0% (maximum). With an actual value of 25.4%, target achievement of 0.0% is achieved. This corresponds to a weighted contribution to the variable remuneration of 0.0%.

NWC target		NWC (%)
50%		24.0
100%		22.5
150%		21.0
Target achievement		Weighting 25%
NWC (%) (EUR thous.)	%	%
25.4	0	0.0

Non-financial targets

The component of non-financial targets consists of two equally weighted components. The first sub-target concerns the takeover rate of apprentices in the Group: with a target value of 90% (with a tolerance of +/- 5%), an actual rate of 91.9% was achieved. This corresponds to a target achievement of 119%, which results in a contribution of 14.88% with the weighting of 12.5%. Parallel to this, the accident frequency rate (LTIF) in Germany is measured. Here, a target value of 13.3 (occupational accidents per 1 million working hours) is defined with a corridor of +/- 1.3. With an actual value of 10.0, the target value was significantly undercut, which triggers the maximum target achievement of 150%. Based on the overall evaluation, this results in a weighted target achievement of 18.75%.

ESG/Strategy target	Apprentices takeover rate (%)	Accident frequency rate (LTIF) (%)
50%	85.0	14.6
100%	90.0	13.3
150%	95.0	12.0

Target achievement (%)	%	Weighting 12.5%	Weighting 12.5%
91.9 and 10	119 and 150	14.88	18.75

Measurement according to the 2021 Executive Board remuneration system

The 2021 Executive Board remuneration system continues to form the basis for the Executive Board and termination agreements of Dr Andreas Pleßke, Christoph Müller, Michael Ulverich and – pro rata until 30 June 2025 – for Ralf Sammeck. For Dr Stephen Kimmich, this system also applies pro rata until 4 June 2025 (154/365 shares).

Although the remuneration structure formally follows the 2021 Executive Board remuneration system, the target setting for harmonising the steering effect is already closely aligned with the parameters of the new 2024 Executive Board remuneration system. However, due to the structure of the 2021 Executive Board remuneration system, the target figures for the short-term and long-term variable components are identical. The weighting provides for financial (operating) and strategic targets to account for 90% of the overall evaluation, while the remaining 10% are covered by non-financial criteria.

Group target for 2025

Target achievement for Group EBIT – as explained above – is 66.17%, weighted at 33.09%. As Dr Andreas Pleßke was predominantly entrusted with special tasks for the Group in the year under review, the weighting of EBIT in his target setting was increased to 60%. Based on the Group EBIT achieved of €36,600k, this results in a weighted target achievement of 39.70% for him.

Operational target for 2025

The operating targets in the 2025 financial year are based on the performance of the segments or business units for which responsibility is held, measured in terms of EBIT. The target-setting methodology follows the principles of the Group targets: the planning approved by the Supervisory Board forms the target value for 100% achievement, flanked by a corridor for a minimum payout (50%) and a maximum cap (150%). According to the 2021 remuneration system, this component is weighted uniformly at 20%.

In detail, the results for the members of the Executive Board are as follows:

Operational targets		
	Special segment EBIT (corresponding to the breakdown into 3 segments)	
Dr Stephen Kimmich at 154/365	50%	€25,254.8k
	100%	€33,682.8k
	150%	€42,110.8k
Weighting: 20%	Target achievement: €35,600k	Target achievement rate: 111.37% Weighting: 22.27%

Dr Andreas Pleßke
Due to the extended strategic responsibility of Dr Pleßke within the Group, no specific operating target was set. Instead, the structure provided for a higher weighting of the Group target and the strategic target, which were thus above the weighting shares of the other Executive Board members.

former Executive Board members:

	D&W segment EBIT	
Christoph Müller (D&W segment until 31 March 2025)	Target achievement range	+/- 2%
	50%	€-10,337.3k
	100%	€-6,912.5k
	150%	€-3,487.7k
Weighting: 20%	Target achievement: €-26,600k	Target achievement rate: 0.00% Weighting: 0.00%

	Sheetfed segment EBIT	
Ralf Sammeck (Sheetfed segment until 30 June 2025)	Target achievement range	+/- 2%
	50%	€10,545.5k
	100%	€25,777.7k
	150%	€41,009.9k
Weighting: 20%	Target achievement: €25,000k	Target achievement rate: 97.45% Weighting: 19.49%

	Production BU EBIT	
Michael Ulverich (Production BU until 30 November 2024)	Target achievement range	+/- 2%
	50%	€165.4k
	100%	€3,758k
	150%	€7,350.6k
Weighting: 20%	Target achievement: €4,300k	Target achievement rate: 107.54% Weighting: 21.51%

Strategic target for 2025

The strategic target for the 2025 financial year is based on the optimisation of net working capital (NWC) in the respective area of responsibility. As a target value (100% target achievement), the respective NWC plan ratio is defined, supplemented by a deviation tolerance of +/- 1.5 percentage points for the minimum and maximum values.

The results for the individual members of the Executive Board are as follows:

Strategic target (NWC)		
Executive Board	Bandwidth +/- 1.5% average over 4 quarters NWC II as a percentage to revenue	
	Special segment NWC (corresponding to the breakdown into 3 segments)	
Dr Stephen Kimmich at 154/365	50%	42.30%
	100%	40.80%
	150%	39.30%
Weighting: 20%	Target achievement (%): 39.1	Target achievement rate: 150% Weighting: 30%
Dr Andreas Pleßke	50%	24%
	100%	22.50%
	150%	21%
Weighting: 20%	Target achievement (%): 25.4	Target achievement rate: 0% Weighting: 0%

former Executive Board members:

	D&W Business Unit NWC	
Christoph Müller (D&W segment until 31 March 2025)	50%	28.80%
	100%	27.30%
	150%	25.80%
Weighting: 20%	Target achievement (%): 25.7	Target achievement rate: 150% Weighting: 30%

	Sheetfed segment NWC	
Ralf Sammeck (Sheetfed segment until 30 June 2025)	50%	10.50%
	100%	9%
	150%	7.50%
Weighting: 20%	Target achievement (%): 14.1	Target achievement rate: 0% Weighting: 0%

	Production BU NWC	
Michael Ulverich (Production BU until 30 November 2024)	50%	19.30%
	100%	17.80%
	150%	16.30%
Weighting: 20%	Target achievement (%): 14.0	Target achievement rate: 150% Weighting: 30%

Non-financial ESG target

The non-financial performance indicators follow the methodology already set out above and include the apprentice takeover rate and the accident frequency rate (LTIF). With a lower weighting of only 5% each, the target achievement for the apprentice takeover rate (119%) results in a weighted amount of 5.95%. The accident frequency rate reached the maximum with 150% target achievement, which corresponds to a weighted share of 7.5%.

In accordance with his termination agreement, Michael Ulverich is remunerated according to the methodology for the 2024 ESG targets as follows:

Target	Target specifications	Target achievement 2025 (%)	Target achievement (%)	Weighting within the ESG target	Weighting target achievement (%)
Reduction in Scope 1 carbon emissions by at least 2.5% over the previous year	100% for target achievement; 50% target achievement = 1.25% higher than the previous year, 150% target achievement = 1.25% higher than the previous year. In the case of any deviations, volume effects from under- or overutilisation are factored out.	-2.5	100	40%	4
Reduction in Scope 2 carbon emissions of at least 2.5% over the previous year	100% for target achievement; 50% target achievement = 1.25% higher than the previous year, 150% target achievement = 1.25% higher than the previous year. In the case of any deviations, volume effects from under- or overutilisation are factored out.	-2.5	100	40%	4
Reduction in Scope 3 carbon emissions of at least 1.5% over the previous year	100% for target achievement; 50% target achievement = 0.75% higher than the previous year, 150% target achievement = 0.75% higher than the previous year. In the case of any deviations, volume effects from under- or overutilisation are factored out.	-1.5	100	20%	2

Remuneration 2025 in accordance with section 162 of the German Stock Corporation Act: Overall target achievement

Taking into account the respective weightings, the following targets for variable remuneration for the year 2025 have been provisionally agreed at the Supervisory Board meeting on 26 January 2026:

Executive Board member	Group target	Net Working Capital	Operational target	Strategic target	Non-financial / ESG	Non-financial / ESG	Non-financial ESG target contractual continuation	Total target achievement	STI target achievement multiple
	Weighting 50% (Dr Pleßke: 60%)	Group Weighting 25%			target ¹ Weighting 12.5% ¹ or 5% ²	target ² Weighting 12.5% ¹ or 5% ²			
	%	%	%	%	%	%		%	%
Dr Stephen Kimmich (pro rata 154/365)	33.09		22.27	30	5.95	7.5		98.81	59.29
Dr Stephen Kimmich (pro rata 211/365)	33.09	0			14.88	18.75		66.72	40.03
Dr Alexander Blum (as of 1 July 2025)	33.09	0			14.88	18.75		66.72	40.03
Dr Andreas Pleßke	39.7				5.95	7.5		53.15	31.89
former Executive Board members									
Christoph Müller (until 31 March 2025)	33.09		0	30	5.95	7.5		76.54	45.92
Ralf Sammeck (until 30 June 2025)	33.09		19.49	0	5.95	7.5		66.03	39.62
Michael Ulverich (until 30 November 2024)	33.09		21.51	30			4 4 2	94.6	56.76

¹ Weighting for contracts according to 2024 remuneration system
² Weighting for contracts according to 2021 remuneration system

Remuneration in accordance with section 162 of the German Stock Corporation Act according to target achievement in 2025 for the STI

In accordance with this requirement, the following STI for the 2025 financial year is granted to the Executive Board members, based on the overall target achievement of the Executive Board:

Executive Board member	Target 60% of fixed remuneration at 100% (90% of the fixed remuneration at 150%) (€ thous.)	Target achievement STI 2024 (%)	Granted and owed STI 2024 (€ thous.)	Target achievement multiple deferred STI 2025 (%)	Granted and owed STI 2025 (€ thous.) ⁴
Dr Stephen Kimmich (pro rata 154/365)	122 (182)	23.4	112	59.29	120
Dr Stephen Kimmich (pro rata 211/365)	208 (312)			40.03	139
Dr Alexander Blum (as of 1 July 2025)	144 (216)			40.03	96
Dr Andreas Pleßke	360 (540)	22.6	136	31.89	191
former Executive Board members					
Christoph Müller (until 31 March 2025)	288 (432)	5.4	26	45.92	220 ⁵
Ralf Sammeck (until 30 June 2025)	144 (216)	17.4	84	39.62	95
Michael Ulverich (until 30 November 2024)	288 (432)	27.2 ²	131 ^{1 2}	56.76	272

¹ Composed of the regular annual bonus for the period up to 30 November 2024 and the annual bonus for December 2024 as part of the termination agreement

² 27.9% had been deferred; target achievement was finally determined at 27.2%, meaning the granted/owed STI 2024 is now 131 instead of 134

³ Annual bonus from the regular annual bonus for the period up to 31 March 2025 and the annual bonus as part of the termination agreement

⁴ These are preliminary final values for which a Supervisory Board resolution is still pending.

Short-term variable remuneration for 2024

In the 2024 remuneration report, the earned remuneration for the 2024 reporting year was stated for the last time. With regard to the targets set for 2024, reference is made to the 2024 remuneration report. (https://investors.koenig-bauer.com/fileadmin/user_upload/04_Unternehmen/Investor_Relations/Berichte/Berichte_2024_GB/25-03-26-ir-remuneration-report-2024-en.pdf). The following target achievement levels were determined:

Executive Board member	Financial targets (50%)		Strategic target (20%)	Non-financial target (10%)				Total target achievement	Target achievement multiple
	Group target (50%) as a percentage	Operational target (50%) as a percentage	%	4%	4%	2%	%	%	
Dr. Andreas Pleßke	0	16.7	12	6	0	3	37.7	22.62	
Dr. Stephen Kimmich	0	0	30	6	0	3	39	23.4	
Christoph Müller	0	0	0	6	0	3	9	5.4	
Ralf Sammeck	0	20.1	0	6	0	3	29.1	17.4	
Michael Ulverich (until 30 November 2024)	0	23.5	14	6	0	3	46.5	27.9	

There was a change in the final determination of the operating target for Michael Ulverich. The operating target was measured against the EBIT of the production business unit. 100% target achievement was assumed at €756,400. The actual target achievement was €1,630,000, which corresponds to a weighted target achievement of 22.4%. In the 2024 remuneration report, a target achievement of €2,028,700 was reported for the earned remuneration, which would have corresponded to a weighted target achievement of 23.5%. Therefore, the total target achievement for Michael Ulverich for 2024 is 45.4% and the target achievement multiple is 27.2%.

The following table shows the now corrected target achievement in the short-term variable remuneration for Michael Ulverich. Due to the structure of the 2021 remuneration system, this adjustment has no impact on the long-term variable remuneration:

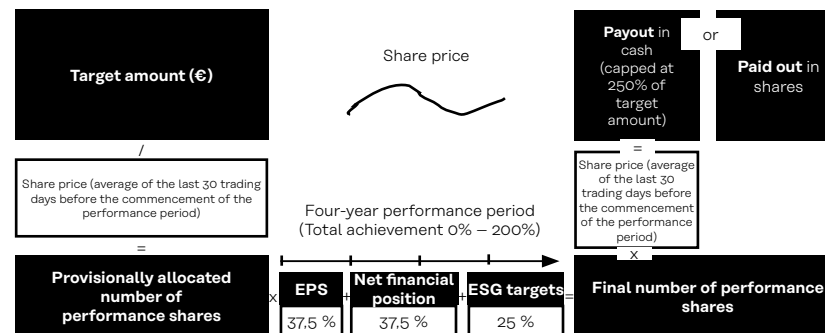
Executive Board member	Financial targets (50%)		Strategic target (20%)	Non-financial target (10%)				Total target achievement	Target achievement multiple
	Group target (50%) as a percentage	Operational target (50%) as a percentage	%	4%	4%	2%	%	%	
Michael Ulverich (until 30 November 2024)	0	22.4	14	6	0	3	45.4	27.2	

Remuneration tied to the company's long-term performance

Remuneration for Board members includes an annual component that is dependent on long-term corporate success. For this purpose, a basic amount is invested annually, either actually or virtually, in shares of the company, which are released after a period of four years or settled depending on the development of the share price. The remuneration component dependent on long-term success of the company ensures that the remuneration incentives for Executive Board members in the long-term development move in parallel with the company's share price (share ownership).

Remuneration system 2024

The long-term incentive (LTI) is structured as a performance share plan that is linked to financial performance targets and ESG targets defined over a four-year period (performance period). A new LTI tranche is allocated annually. At the beginning of an LTI tranche, virtual shares (performance shares) are provisionally allocated to the members of the Executive Board. The final number of performance shares depends on overall achievement of the performance targets. The individual performance targets are earnings per share (EPS) with a weighting of 37.5%, the net financial position also with a weighting of 37.5%, and ESG targets with a weighting of 25%. Depending on the achievement of the individual performance targets defined for a given year, overall target achievement can be between 0% and 200%. The amount paid under the LTI is capped at a maximum of 250% of the target amount. The following diagram shows how the LTI works:



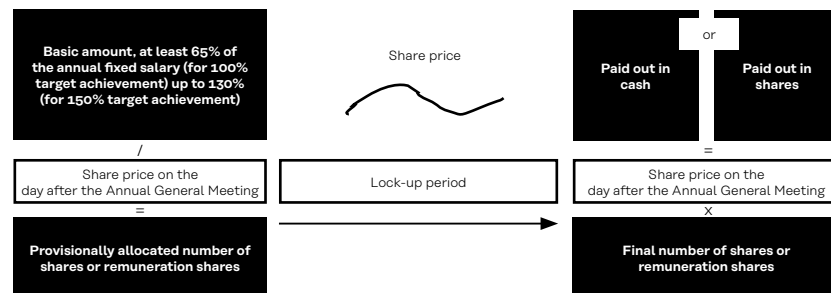
To determine the provisionally allocated number of performance shares, the target amount in euros contractually agreed for the LTI is divided by the reference price of Koenig & Bauer AG's shares at the beginning of the performance period of a tranche (allocation price). The allocation price is the average of the daily closing prices of Koenig & Bauer AG's shares (including all available places behind the decimal point) on Deutsche Börse's Xetra trading platform (or a successor system replacing the Xetra system) over the last 30 trading days before the day on which the performance period of a tranche commences. The number of provisionally allocated performance shares is rounded up to the nearest whole number.

Remuneration system 2021

The following rules for calculating the annual remuneration dependent on long-term corporate success apply to the Executive Board contracts and financial years aligned with the previous 2021 Executive Board remuneration system, whereby the targets correspond to those of the short-term variable remuneration:

The base amount of this remuneration is at least 65% gross of the fixed remuneration (target base amount), which may increase to up to 130% in the event of over-achievement (150% of target achievement). The target base amount is not tied to the achievement of certain objectives or other conditions. Remuneration beyond the target base amount is tied to the extent to which the targets set for the one-year variable remuneration are achieved. Targets are interpolated on a straight-line basis. The base amount is not determined until the day after the annual general meeting at which the shareholders pass a resolution to ratify the actions of the Executive Board member for the previous financial year ("exchange day"). At the discretion of the Executive Board member in question, the base amount is invested

in shares in the company by an authorised bank and held in a restricted custody account or held as virtual shares in Koenig & Bauer AG in favour of the Executive Board member from that date (“remuneration shares”). After the expiry of a four-year vesting period, the Executive Board members may withdraw the compensation shares from the restricted account or have the corresponding amount (base amount plus any gains or losses in the share price) paid out.



Allocation of remuneration dependent on long-term company success 2025

Dr Stephen Kimmich and Dr Alexander Blum were assigned allocation letters for the LTI for the target amount of 65% of the fixed annual salary at the start of their current Executive Board contracts. For Dr Stephen Kimmich pro rata with 211/365 shares, which corresponds to an amount of €225,452, and for Dr Alexander Blum pro rata for 6 monthly shares, which corresponds to an amount of €156,000. The allocation amount was converted into performance shares in accordance with the Executive Board remuneration system. With a share price of €13.04 (corresponds to the average of the last 30 trading days before the start of the performance period), these are 17,290 performance shares for Dr Stephen Kimmich and 11,964 performance shares for Dr Alexander Blum, taking into account the respective annual shares. The performance shares will develop in accordance with the issued targets during the performance period.

Target achievement for the 2025–2028 performance period is measured at 37.5% based on earnings per share. An equally high proportion is attributable to the respective annual net financial position. The remaining 25% of the weighting is determined by Scope 3 reductions in the 2025–2028 period.

LTI targets performance period 2025–2028

Targets	Weighting	Lower threshold (50% target achievement)	Target value (100% target achievement)	Upper threshold (200% target achievement)
EPS 2025	37.5%	0.58	1.16	1.74
EPS 2026		1.48	2.22	2.96
EPS 2027		2.05	3.07	4.09
EPS 2028		2.54	3.81	5.08
Net financial position 2025	37.5%	€0	€6,363.5k	€16,363.5k
Net financial position 2026		€16,960.6k	€26,960.6k	€36,960.6k
Net financial position 2027		€15,997.9k	€25,997.9k	€35,997.9k
Net financial position 2028		€31,359.5k	€41,359.5k	€51,359.5k
Scope 3 reduction 2025	25%	2.5%	3%	3.75%
Scope 3 reduction 2026	25%	2%	2.5%	3.25%
Scope 3 reduction 2027	25%	1.5%	2%	2.75%
Scope 3 reduction 2028	25%	1%	1.5%	2.25%
Scope 3 reduction 2026	25%	2%	2.5%	3.25%
Scope 3 reduction 2027	25%	1.5%	2%	2.75%
Scope 3 reduction 2028	25%	1%	1.5%	2.25%

Allocation according to the 2021 Executive Board remuneration

The allocation of the long-term variable remuneration (LTI) for the 2025 financial year on the basis of the 2021 Executive Board remuneration system takes the form of remuneration shares. This affects Dr Andreas Pleßke, Christoph Müller and Michael Ulverich as well as – pro rata – Dr Stephen Kimmich (154/365 shares) and Ralf Sammeck (6/12 shares).

The respective target base amount is tied to 65% of the fixed annual salary. For the conversion of the base amount into remuneration shares, the target achievement levels for the short-term variable remuneration are considered. If these are 100% or lower, the target base amount is guaranteed. After conversion into virtual remuneration shares, these participate in the future share price development. In its meeting on 26 January 2026, the Personnel Committee of the Supervisory Board determined the corresponding provisions for the expected payouts of the long-term remuneration components.

As the STI targets for the 2025 reporting year were not fully achieved by any Executive Board member, the allocation is based on the minimum amount of 65% of the fixed annual salary.

The following table shows the remuneration amounts from the 2025 LTI and compares them with the remuneration amounts from the 2024 LTI:

Executive Board member	Target 65% of the fixed remuneration at 100% (130% of the fixed remuneration at 150%)	LTI 2024 target achievement in % of the fixed annual salary	LTI 2024 (€ thous.)	Allocated LTI 2025	LTI 2025 target amount of the fixed annual salary (%)	LTI 2025 target amount (€ thous.) ⁴
Dr Stephen Kimmich (until 4 June 2025 pro rata 154/365)	132 (263)	65	312		65	132
Dr Stephen Kimmich (as of 4 June 2025 pro rata 211/365)				225		
Dr Alexander Blum (as of 1 July 2025)				156		
Dr Andreas Pleßke	390 (780)	65	390		65	390
former Executive Board members						
Christoph Müller (until 31 March 2025)	312 (624)	65	312		65	312 ²
Ralf Sammeck (until 30 June 2025)	156 (312)	65	312		65	156
Michael Ulverich (until 30 November 2024)	312 (624)	65	312 ¹		65	312 ²

¹ Comprising the regular bonus for the period up to 30 November 2024 and the bonus as part of the termination agreement

² Bonus as part of the termination agreement

³ Comprising the regular bonus for the period up to 30 March 2025 and the bonus as part of the termination agreement

⁴ These are preliminary final values for which a Supervisory Board resolution is still pending.

Payment in the reporting year of the LTI remuneration allocated for the year 2020

For the 2020 financial year, Dr Stephen Kimmich and Michael Ulverich were allocated a base amount dependent on the long-term success of the company in the amount of €221,000 each, pro rata according to their Executive Board membership. This amount was converted into virtual remuneration shares with a price of €26.70 with a blocking period of 4 years. Other Executive Board members did not have comparable remuneration components at that time. The blocking period ended in the reporting year. The development of the share price during the blocking period is decisive for the payment. The base amount develops in this as if the base amount of the annual remuneration dependent on the long-term success of the company had been invested in shares of Koenig & Bauer AG. The virtual shares develop in value like the shares issued by Koenig & Bauer AG. After expiry of the blocking period, the base amount plus the share price gain or minus the share price loss is paid out. The difference between the non-volume-weighted average of the closing prices of the company's share in XETRA trading on the Frankfurt Stock Exchange during the five stock exchange trading days before the start and before the end of the blocking period is decisive for the assessment of the share price gain or the share price loss.

Executive Board member	Allocation LTI 2020 (€)	Allocation price 2021 (€)	Remuneration shares	Share price beginning of lock-up period (€)	Share price end of lock-up period (€)	Payment LTI 2020 in 2025 (€)
Dr Stephen Kimmich	221,000	26.87	8,224	26.87	13.84	113,798.14
Michael Ulverich (until 30 November 2024)	221,000	26.87	8,224	26.87	13.84	113,798.14

(Virtual) investment in shares in the company

While performance shares are always managed virtually in accordance with the 2024 Executive Board remuneration system, the basic amount of the annual remuneration tied to the long term success of the company is at the option of the Executive Board member, under the 2021 Executive Board remuneration system, either invested in shares in the company by an authorised bank and held in a restricted custody account or managed in favour of the Executive Board member as virtual shares in Koenig & Bauer AG from that date (“remuneration shares”). The performance period for the performance shares is four years from the date of allocation; the (virtual) remuneration shares are subject to a four-year lock-up period, also from the date of allocation.

All shares have been pledged in the form of virtual remuneration shares or performance shares. The exchange rate for the performance shares allocated for 2025–2028 was €13.04. The exchange rate for remuneration shares in accordance with the 2021 remuneration system (Annual General Meeting on 4 June 2025) was €13.06 (closing price on 5 June 2025, XETRA). All in all, a total of €381,000 or 29,254 performance shares in 2025 and €1,638,000 or 125,421 remuneration shares in 2024 were newly invested.

Executive Board member	LTI 2024 (€ thous.)	Share price on exchange day (€)	Remuneration shares 2024	Allocation amount 2025 (€)	Allocation price period 2025–2028 (€)	Allocation shares 2025	End of lock-up period shares LTI 2020 (€)	End of lock-up period shares LTI 2020	Remuneration shares in locked-up account balance before reporting year	Total remuneration shares in locked-up account
Dr Stephen Kimmich (until 4 June 2025 pro rata 154/365)	312	13.06	23,890						83,505.10	107,394.84
Dr Stephen Kimmich (as of 4 June 2025 pro rata 211/365)				225	13.04	17,290	13.84	-8,224	124,684.84	116,460.84
Dr Alexander Blum (as of 1 July 2025)				156	13.04	11,964				11,964
Dr Andreas Pleßke	390	13.06	29,862						95,614.49	125,476.66
former Executive Board members										
Christoph Müller (until 31 March 2025)	312	13.06	23,890						62,342.13	86,231.87
Ralf Sammeck (until 30 June 2025)	312	13.06	23,890						76,490.78	100,380.52
Michael Ulverich (until 30 November 2024)	312	13.06	23,890				13.84	-8,224	84,767.93	100,433.67

Executive Board remuneration 2025

Remuneration granted and owed

The following table sets out the remuneration of the Executive Board members granted and owed in accordance with Section 162 (1) of the German Stock Corporation Act in 2025. Fixed remuneration components for the 2025 financial year as well as the short-term variable remuneration (STI) promised for the 2025 financial year are deemed to have been granted and owed. The long-term variable remuneration (LTI) is included once it has been determined in terms of value and is thus granted and owed and not merely allocated.

		Dr Stephen Kimmich				Dr Alexander Blum				Dr Andreas Pleßke			
		Chief Executive Officer as of 4 June 2025 Deputy Chief Executive Officer until 4 June 2025				Chief Financial Officer as of 1 July 2025				Chief Executive Officer until 4 June 2025 Executive Board member as of 4 June 2025			
		2024		2025		2024		2025		2024		2025	
		€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%
Non-performance-related remuneration	Fixed remuneration	480	79	550	59			240	67	600	81	600	77
	Fringe benefits ¹	34	6	36	4			23	6	27	4	22	3
Total		514	84	586	63			263	73	627	84	622	80
STI – short-term variable remuneration		112	18	259	28			96	27	136	18	191	24
LTI – payout LTI 2020				114	12								
Total		112	18	373	40			96	27	136	18	191	24
Other (Salary waiver / termination benefits) ²		-15	-2	-25	-3			0	-18.75	-3	-31	-4	
Total remuneration		611	100	934	100			359	100	744	100	782	100

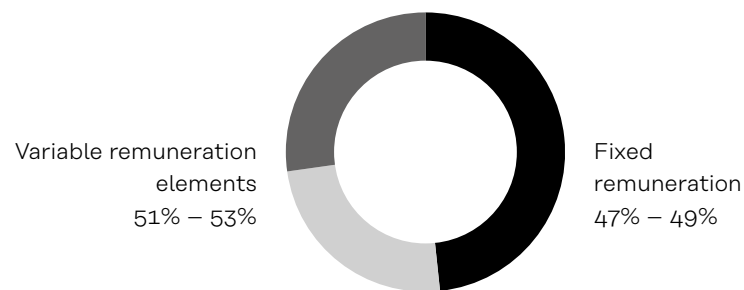
		Christoph Müller				Ralf Sammeck				Michael Ulverich			
		(until 31 March 2025)				(until 30 June 2025)				(until 30 November 2024)			
		2024		2025		2024		2025		2024		2025	
		€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%
Non-performance-related remuneration	Fixed remuneration	480	93	120	11	480	83	240	54	440	69	0	0
	Fringe benefits ¹	24	5	6	1	29	5	16	4	35	5	0	0
Total		504	98	126	12	509	88	256	57	475	74	0	0
STI – short-term variable remuneration		26	5	220	21	84	15	95	21	131	21	272	27
LTI – payout LTI 2020												114	11
Total		26	5	220	21	84	15	85	21	131	21	386	39
Other (Salary waiver / termination benefits / non-competition indemnity)		-15	-3	720	68	-15	-3	95	21	32	5	613	61
Total remuneration		515	100	1.066	100	578	100	446	100	638	100	999	100

¹ The Fringe benefits include the costs of, or the monetary value of, non-cash benefits such as the provision of company cars, insurance subsidies, legal and tax advisory costs, housing and relocation expenses, including any taxes assumed on these, foreign currency compensation, as well as costs associated with preventive medical check-ups

² Other includes the termination benefits for the payment in December 2024 for Michael Ulverich and the voluntary waivers of payout of 12.5% of one month's salary (for two months in case of Mr. Ulverich, and for three months for the others)

The fundamental remuneration structure in accordance with the 2024 remuneration system is therefore complied with:

Fundamental remuneration structure



Annual bonus: 19% – 20% of variable remuneration elements
Long-term incentive: 32% – 33% of variable remuneration elements

Maximum remuneration

The maximum remuneration limits the payouts of the remuneration promised for a financial year, regardless of the actual time of payment. For the Chief Executive Officer, the maximum remuneration is €2.8m, and for ordinary Executive Board members, it is €2.1m. If the total annual remuneration exceeds the maximum remuneration under section 87a (1) of the German Stock Corporation Act, payment under the long-term incentive is reduced accordingly.

For the contracts based on the old 2021 Executive Board remuneration system, the total annual remuneration of the Executive Board members is capped at €1,750,000 (ordinary Executive Board members) and €2,170,000 (Chief Executive Officer) (cap on grant and on payment). Total remuneration, for both target remuneration and payout, is calculated as the sum of (i) fixed annual salary, (ii) annual bonus, (iii) the base amount of the annual remuneration dependent on long-term company success, (iv) any special remuneration, (v) annual pension contribution, and (vi) fringe benefits.

The maximum remuneration is not reached with regard to the grant cap in the year under review. The payment cap for the year under review will be reported in the 2030 remuneration report after the respective lock-up period has expired. The lock-up period for the 2020 reporting year has now expired. Therefore, the payment cap for the 2020 financial year is being reported.

Maximum remuneration	2021 remuneration system 2021	2024 remuneration system
Chief Executive Officer	€2,170,000	€2,800,000
Ordinary member	€1,750,000	€2,100,000

		Granted/owed according to 2024 remuneration system in 2025 (€ thous.)	Maximum cap (2024 remunera- tion system) (€ thous.)	Granted/owed according to 2021 remuneration system in 2025 (€ thous.)	Maximum cap (2021) (€ thous.)	Payout-remunera- tion 2020 after end of lock-up period (€ thous.)	Maximum cap (2021) (€ thous.)
Executive Board member							
Dr Stephen Kimmich	Remuneration	599	1,603	421	767	728	1,240
	of which fixed remuneration	322		203		342	
	of which STI	139		120		102	
	of which LTI					114	
	of which any special remuneration/ fringe benefits/pension	138		98		170	
Dr Alexander Blum (as of 1 July 2025)	Total remuneration	459	1,085				
	of which fixed remuneration	240					
	of which STI	96					
	of which LTI						
	of which any special remuneration/ fringe benefits/pension	123					
Dr Andreas Pleßke	Total remuneration			982	2,170		
	of which fixed remuneration			569			
	of which STI			191			
	of which LTI						
	of which any special remuneration/ fringe benefits/pension			222			
former Executive Board members:							
Christoph Müller (until 31 March 2025)	Total remuneration			1,266	1,750		1,750
	of which fixed remuneration			105			
	of which STI			220			
	of which LTI						
	of which any special remuneration/ fringe benefits/pension			941			
Ralf Sammeck (until 30 June 2025)	Total remuneration			546	875		
	of which fixed remuneration			215			
	of which STI			95			
	of which LTI						
	of which any special remuneration/ fringe benefits/pension			236			
Michael Ulverich ¹ (until 30 November 2024)	Total remuneration			1,085	1,750	734	1,240
	of which fixed remuneration					342	
	of which STI			272		109	
	of which LTI					114	
	of which any special remuneration/ fringe benefits/pension			813		169	

¹ The respective remuneration also includes termination benefits/non-competition indemnity.

Share ownership guidelines

The members of the Executive Board are obliged to acquire shares in Koenig & Bauer AG in the amount of 100% of their fixed annual salary (SOG target) and to hold them for the duration of their service contract. Until the individual SOG target is reached, each member of the Executive Board must acquire shares in Koenig & Bauer AG in the amount of 25% of the gross payout amount under the performance share plan. There were no explicit share ownership guidelines in the 2021 remuneration system. The interests of the Executive Board members and shareholders were further aligned by linking the long-term variable remuneration to the stock market price of the shares for a period of four years.

Negative bonus and claw-back arrangements

Koenig & Bauer AG may refuse payment of all or part of the annual bonus and the annual remuneration tied to the company's long-term performance ("performance-related remuneration") in contractually regulated cases and demand repayment of remuneration provided in the last year since payment (claw-back).

Variable remuneration elements may particularly be reclaimed if the payment of variable remuneration elements is based on incorrect or incomplete information about the agreed assessment bases and a lower variable remuneration payment would have resulted from a subsequent correction of such information (restatement claw-back). In addition, a payment already made may be reclaimed in the event of any relevant misconduct on the part of the member of the Executive Board during the year in which the variable remuneration entitlement accrues. Relevant misconduct may include a direct violation of the Koenig & Bauer Group's Code of Conduct or breaches of any statutory duties (compliance claw-back). Such misconduct also arises if the member of the Executive Board has failed to take any steps consistent with his or her duties to prevent any breaches by third parties. Koenig & Bauer AG may provisionally refuse to pay the variable remuneration elements under similar circumstances (compliance penalty). The review of the performance criteria for the 2025 financial year revealed no indications of breaches of duty or unforeseen negative developments that would have justified the application of the penalty and claw-back clauses.

Early-termination settlement

In the event of the premature termination of the service contract, the company does not remunerate more than the value of the claims arising for the remaining term of the contract. Payments, including fringe benefits, may not exceed an amount equalling two years' remuneration (severance pay cap). The annual remuneration is the sum total of (i) the fixed annual salary, (ii) the annual bonus in accordance with the last applicable target agreement, (iii) other fringe benefits and (iv) contributions to the pension scheme. Any special remuneration or claims to the annual remuneration tied to the company's long-term success of the company are excluded from the calculation of the severance pay cap. If the service contract is prematurely terminated at the request of the Executive Board members or if there is an important reason for termination by the company, no severance payments are made.

Christoph Müller left the Executive Board with effect from the end of 31 March 2025. Koenig & Bauer is paying Christoph Müller the fixed annual salary in the amount of a total of €600,000 for the period from 1 April 2025 to 30 June 2026. He also receives an annual bonus and remuneration dependent on long-term success in accordance with his service contract for the period April 2025 to June 2026, if necessary on a pro-rata basis. The targets for the variable remuneration in 2025 and 2026 basically correspond to the targets for the year under review. His contractual entitlement to a grant for statutory pension and health insurance, as well as the entitlement to a company car, which existed until 30 June 2026, was already settled in the year under review by a one-off payment of €35,160.75. Christoph Müller also receives the retirement benefits provided for Executive Board members on the basis of a defined contribution system until 30 June 2026. This amounts to €200,000 for a full year. For 2025, the amount for the retirement benefits became due for payment to the insurance company at the regular date; for 2026, the amount (pro rata) was settled by a one-off payment of €100,000 in the year under review. The waiver of the payout of 12.5% of the monthly fixed remuneration from October 2024 was revoked by Christoph Müller with the termination agreement with effect from April 2025. The termination benefits, including fixed remuneration until 30 June 2026, thus totaled €735,160.75. This amount was paid to Christoph Müller in the reporting year.

Disclosures on former Executive Board members

The remuneration of former members of the Executive Board in the year under review is limited – with the exception of pension payments – to contractually fixed one-off payments or compensation. This excludes the described termination benefits for Christoph Müller and a contractually owed non-competition indemnity for Ralf Sammeck, which is paid pro rata for a duration of one year. The non-competition indemnity granted and owed in the year under review amounts to €120,000. Total benefits (current pensions) for former members of the Executive Board and their surviving dependants amounted to €1,510,175 (previous year: €1,499,837). Provisions of €29,629,498 (previous year: €22,927,690) were set aside for pension obligations towards former Executive Board members and their surviving dependants in accordance with IFRS; in accordance with the German Commercial Code (HGB), the provisions amount to €34,247,058 (previous year: €27,976,102). Pursuant to section 162 of the German Stock Corporation Act, the total remuneration paid to former Executive Board members in the first ten years after the termination of their duties must be stated individually.

The following table sets out the remuneration granted and owed to former members of the Executive Board who have terminated their services for the company in the past ten years or less. The pension benefits are fixed remuneration and there are no variable elements.

In the tabular presentation of former Executive Board members, Michael Ulverich, Ralf Sammeck and Christoph Müller are not yet listed for the year under review. As they still earned ongoing variable remuneration entitlements in 2025 – analogous to the active members of the Executive Board – these are disclosed in the statement for active Executive Board members.

Former Executive Board member	Retired	Pension payments in	Pension payments in
		2024	2025
Claus Bolza-Schünemann	31 December 2020	€221,859	€227,262

Supervisory Board remuneration

The remuneration rules applicable to the members of the Supervisory Board for the 2025 financial year are set out in Section V, Article 13 of the Articles of Association of Koenig & Bauer AG. They were last approved by the Annual General Meeting on 4 June 2025, after having been applied for the first time from the 2022 financial year. Detailed information can be found on the company's website at <https://investors.koenig-bauer.com/en/corporate-governance/remuneration/>.

Principles of Supervisory Board remuneration

The following rules apply in 2024: in addition to an attendance fee and the reimbursement of out-of-pocket expenses, each member receives fixed annual remuneration of €45,000. The Chairman of the Supervisory Board receives €120,000 and his deputies €80,000 each. The chairperson and the members of the Audit Committee receive €22,500 and €15,000, respectively, the chairperson and the members of the Strategy Committee €20,000 and €13,000, respectively, and the chairperson and the members of the Nomination Committee €10,000 and €8,000, respectively, per year. The members of the other committees shall not receive any separate remuneration. Activities on the committees of the Supervisory Board are remunerated once. If a member sits on several committees, he or she receives the amount for the committee with the highest remuneration. Furthermore, each member present at the meeting receives an attendance fee of €250; no attendance fee is paid for meetings of the committees. D&O insurance has been taken out for the members of the Supervisory Board and is subject to a deductible of €2,500.

Solidarity contribution

In respective declarations, the members of the Supervisory Board voluntarily waived 12.5% of their fixed Supervisory Board remuneration from 1 October until 31 May 2025, in order to make a solidarity contribution to the „Spotlight“ restructuring programme.

Change in the Supervisory Board

The term of office of Prof. Dr.-Ing. Gisela Lanza as a shareholder representative ended at the close of the Annual General Meeting on 4 June 2025, and she was not available for re-election. Karoline Kalb was elected as her successor with 99.98% of the votes validly cast.

Supervisory Board remuneration for 2025

The remuneration for the Supervisory Board, which is determined for the reporting year, is only paid out in the following year. Accordingly, the remuneration determined for the 2025 financial year is shown below:

Supervisory Board member	Fixed remuneration according to Articles of Association	Solidarity contribution	Fixed remuneration in 2025	Share of fixed remuneration	Committee remuneration	Percentage Committee remuneration	Attendance fee	Percentage Attendance fee	Total
Prof. Dr.-Ing. Raimund Klinkner, Chair	€120,000	€6,250	€113,750	86.39%	€15,417	11.71%	€2,500	1.90%	€131,667
Gottfried Weippert, Deputy Chairman (until 30 September 2025)	€60,000	€4,167	€55,833	80.53%	€11,250	16.23%	€2,250	3.25%	€69,333
Marc Dotterweich (Deputy Chairman as of 1 October 2025)	€53,750	€2,344	€51,406	74.07%	€15,000	21.61%	€3,000	4.32%	€69,406
Dagmar Rehm, Deputy Chairwoman	€80,000	€4,167	€75,833	74.84%	€22,500	22.20%	€3,000	2.96%	€101,333
Claus Bolza-Schünemann	€45,000	€2,344	€42,656	72.72%	€13,000	22.16%	€3,000	5.11%	€58,656
Julia Cuntz	€45,000	€2,344	€42,656	93.43%	0	0%	€3,000	6.57%	€45,656
Carsten Dentler	€45,000	€2,344	€42,656	73.98%	€13,000	22.55%	€2,000	3.47%	€57,656
Karoline Kalb (as of 4 June 2025)	€26,250		€26,250	74.29%	€7,583	21.46%	€1,500	4.25%	€35,333
Christopher Kessler	€45,000	€2,344	€42,656	73.03%	€13,000	22.26%	€2,750	4.71%	€58,406
Prof. Dr.-Ing. Gisela Lanza (until 4 June 2025)	€22,500	€2,344	€20,156	64.18%	€10,000	31.84%	€1,250	3.98%	€31,406
Dr Johannes Liechtenstein	€45,000	€2,344	€42,656	70.91%	€15,000	24.94%	€2,500	4.16%	€60,156
Daniel Pfeifer (as of 1 October 2025)	€11,250		€11,250	95.74%		0.00%	€500	4.26%	€11,750
Simone Walter	€45,000	€2,344	€42,656	72.11%	€13,500	22.82%	€3,000	5.07%	€59,156
Sabine Witte-Herdering	€45,000	€2,344	€42,656	94.46%	€0	0.00%	€2,500	5.54%	€45,156
Total	€688,750	€35,677	€653,073		€149,250		€32,750		€835,073

Supervisory Board remuneration for 2024

As the payment of the Supervisory Board remuneration for the 2024 financial year only took place during the reporting year, the remuneration for the 2024 financial year is shown in the following table:

Supervisory Board member	Fixed remuneration according to Articles of Association	Solidarity contribution	Fixed remuneration in 2024	Share of fixed remuneration	Committee remuneration	Percentage Committee remuneration	Attendance fee	Percentage Attendance fee	Total
Prof. Dr.-Ing. Raimund Klinkner, Chair	€120,000	€3,750	€116,250	87.24%	€13,000	9.76%	€4,000	3.00%	€133,250
Gottfried Weippert, Deputy Chairman	€80,000	€2,500	€77,500	80.31%	€15,000	15.54%	€4,000	4.15%	€96,500
Dagmar Rehm, Deputy Chairwoman	€80,000	€2,500	€77,500	74.70%	€22,500	21.69%	€3,750	3.61%	€103,750
Claus Bolza-Schünemann	€45,000	€1,406	€43,594	72.24%	€13,000	21.54%	€3,750	6.21%	€60,344
Julia Cuntz	€45,000	€1,406	€43,594	91.60%	€0	0%	€4,000	8.40%	€47,594
Carsten Dentler	€45,000	€1,406	€43,594	72.85%	€13,000	21.72%	€3,250	5.43%	€59,844
Marc Dotterweich	€45,000	€1,406	€43,594	69.65%	€15,000	23.96%	€4,000	6.39%	€62,594
Christopher Kessler	€45,000	€1,406	€43,594	72.24%	€13,000	21.54%	€3,750	6.21%	€60,344
Prof. Dr.-Ing. Gisela Lanza	€45,000	€1,406	€43,594	65.46%	€20,000	30.03%	€3,000	4.50%	€66,594
Dr. Johannes Liechtenstein	€45,000	€1,406	€43,594	69.92%	€15,000	24.06%	€3,750	6.02%	€62,344
Simone Walter	€45,000	€1,406	€43,594	71.94%	€13,000	21.45%	€4,000	6.60%	€60,594
Sabine Witte-Herdering	€45,000	€1,406	€43,594	92.08%	€0	0.00%	€3,750	7.92%	€47,344
Total	€685,000	€21,404	€663,596		€152,500		€45,000		€861,096

The remuneration report stated that the solidarity contribution amounted to €21,406; the correct figure is €21,404.

Comparative presentation of remuneration and earnings over time

For the purpose of the horizontal comparison, the Supervisory Board commissioned an independent management consultancy in 2023 to carry out a market comparison of the amounts and structure of the Executive Board remuneration system. A peer group consisting of mechanical engineering and technology companies of a comparable size, particularly those listed in the MDAX and SDAX, as well as a peer group from related industries was used as a benchmark. For the purposes of the comparison, the current remuneration of the Executive Board members was benchmarked against the peer group remuneration. A comparison of the target and maximum remuneration was made. In addition, the following remuneration elements were reviewed:

	Target remuneration	Maximum remuneration
	Base remuneration	Base remuneration
+	Target STI amount	Maximum STI
=	Target remuneration	Maximum cash remuneration
+	Target LTI amount	Maximum LTI
=	Target direct remuneration	Maximum direct remuneration
+	Company pension scheme	Company pension scheme
=	Target remuneration	Maximum total remuneration

The following table provides a vertical comparison of the remuneration within the company. As the remuneration of the Executive Board is also measured on the basis of the Group's earnings, these are also presented. Senior management includes all executives who report directly to members of Koenig & Bauer AG's Executive Board. The remaining workforce consists of employees subject to collective bargaining agreements and non-tariff employees of the company. All employees of the company are based in Germany.

Annual Report 2025

Remuneration report

	Granted, owed 2025 ¹	Granted, owed2024	Change in 2025 over 2024		Change in 2024 over 2023		Change in 2023 over 2022		Change in 2022 over 2021		Change in 2021 over 2020 ²	
	€ thous.	€ thous.	€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%
Present Executive Board members												
Dr Stephen Kimmich ⁴	820	611	209	34	-160	-21	37	5	-177	-19	325	55
Dr Alexander Blum (as of 1 July 2025)	359											
Dr Andreas Pleßke	782	744	38	5	-171	-19	-10	-1	-211	-19	475	72
Former Executive Board members												
Michael Ulverich (until 30 November 2024) ³	885	638	247	39	-144	-18	14	2	-146	-16	322	54
Christoph Müller (until 31 March 2025) ³	1.066	515	551	107	-196	-28	2	0	-107	-13	271	50
Ralf Sammeck (until 30 June 2025)	446	578	-132	-23	-196	-25	19	3	-150	-17	326	56
Employees												
Average remuneration of the workforce	70	72	-2	-3	5	8	4	6	4	7	-1	-2
Average remuneration of managers ⁵	210	175	35	20	-7	-4	19	12	-4	-3	29	23
Earnings over time	2025	2024										
(€m)	€m	€m	€m	%	€m	%	€m	%	€m	%	€m	%
Group profit	-13.5	-69.8	56.3	81	-72.6	-2,593	-8.3	-75	-3.4	-23	117.6	-114
Net profit of Koenig & Bauer AG	-53.5	-62	8	13	-67.5	-1,164	3.1	118	-8.6	-76	-31.2	-73

¹ To improve the readability of comparative figures, only amounts granted/owed were included for all years; this has been adjusted for all financial years to reflect the remuneration components pledged for the respective financial year. (= earned)

² Entry of Dr Kimmich and Mr Ulverich on 15 April 2020

³ Including share of termination benefits

⁴ Chief Executive Officer as of 4 June 2025

⁵ The average remuneration was adjusted in the 2024 actual figures to reflect the actual figures. Provisions were included in the budget figures.

	Granted, owed 2025 ¹	Granted, owed2024	Change in 2025 over 2024		Change in 2024 over 2023		Change in 2023 over 2022		Change in 2022 over 2021		Change in 2021 over 2020 ²	
	€ thous.	€ thous.	€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%	€ thous.	%
Present Supervisory Board members²												
Prof. Dr.-Ing. Raimund Klinkner, Chairman	131	136	-5	-4	-1	-1	57	72	-0.5	-1	20	34
Marc Dotterweich, Deputy Chairman	69	63	6	10	-1	-2	18	40	-1	-2	2.25	5
Dagmar Rehm, Deputy Chairwoman	101	106	-5	-5	0	0	39	58	-0.5	-1	2	3
Claus Bolza-Schünemann	59	31	28	90								
Julia Cuntz	46	48	-2	-4	-1	-2	11	28	-1	-2	2.5	7
Carsten Dentler	58	61	-3	-5	0	0	17	38	-1	-2	2.25	5
Karoline Kalb, as of 4 June 2025	35		35									
Christopher Kessler	58	61	-3	-5	-1	-2	18	40	-1	-2	2.5	6
Dr Johannes Liechtenstein	60	63	-3	-5	-1	-2	18	40	-0.25	-1	23	102
Daniel Pfeifer, as of 1 October 2025	12		12									
Simone Walter	59	61	-2	-3	-1	-2	20	49	3	7	1.8	5
Sabine Witte-Herdering	45	20	25	125								
Former Supervisory Board members												
Walther Mann							-22	-100	-23	-51	2	5
Werner Flierl		27	-27		-21	-44	29	150				
Matthias Hatschek		30	-30		-31	-51	17	38	-1	-2	2.25	5
Prof. Dr.-Ing. Gisela Lanza	31	67	-36	-54	0	0	20	44	-1	-3	2	4
Gottfried Weippert, since 1 October 2025	69	98	-29	-30	-1	-1	36	56	1	-1	3.5	6

¹ To improve the readability of comparative figures, only granted/owed is included for all years

² Corresponds to the remuneration earned in 2023; therefore, only the Supervisory Board members for the year 2023 are listed

Auditor's Report

To Koenig & Bauer AG, Würzburg

We have audited the remuneration report of Koenig & Bauer AG, Würzburg, for the financial year from January 1 to December 31, 2025 including the related disclosures, which was prepared to comply with § [Article] 162 AktG [Aktengesetz: German Stock Corporation Act].

Responsibilities of the Executive Directors and the Supervisory Board

The executive directors and the supervisory board of Koenig & Bauer AG are responsible for the preparation of the remuneration report, including the related disclosures, that complies with the requirements of § 162 AktG. The executive directors and the supervisory board are also responsible for such internal control as they determine is necessary to enable the preparation of a remuneration report, including the related disclosures, that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities

Our responsibility is to express an opinion on this remuneration report, including the related disclosures, based on our audit. We conducted our audit in accordance with German generally accepted standards for the audit of financial statements promulgated by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany) (IDW). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the remuneration report, including the related disclosures, is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts including the related disclosures stated in the remuneration report. The procedures selected depend on the auditor's judgment. This includes the assessment of the risks of material misstatement of the remuneration report including the related disclosures, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the preparation of the remuneration report including the related disclosures. The objective of this is to plan and perform audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the executive directors and

the supervisory board, as well as evaluating the overall presentation of the remuneration report including the related disclosures.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Audit Opinion

The audit of the content of the remuneration report described in this auditor's report includes the formal audit of the remuneration report required by § 162 Abs. [paragraph] 3 AktG, including the issuance of a report on this audit. As we express an unqualified audit opinion on the content of the remuneration report, this audit opinion includes that the information required by § 162 Abs. 1 and 2 AktG has been disclosed in all material respects in the remuneration report.

We issue this auditor's report on the basis of the engagement agreed with Koenig & Bauer AG. The audit has been performed only for purposes of the company and the auditor's report is solely intended to inform the company as to the results of the audit. Our responsibility for the audit and for our auditor's report is only towards the company in accordance with this engagement. The auditor's report is not intended for any third parties to base any (financial) decisions thereon. We do not assume any responsibility, duty of care or liability towards third parties; no third parties are included in the scope of protection of the underlying engagement. § 334 BGB [Bürgerliches Gesetzbuch: German Civil Code], according to which objections arising from a contract may also be raised against third parties, is not waived.

Nuremberg, March 18, 2026

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft

Christian König Dr Felix Canitz
(German Public Auditor) (German Public Auditor)

Non-financial Group report

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The separate non-financial Group report was prepared in accordance with Section 315c in conjunction with Sections 289c to 289e of the German Commercial Code and Article 8 of REGULATION (EU) 2020/852 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 18 June 2020 on the establishment of a framework to facilitate sustainable investment and amending Regulation (EU) 2019/2088 (hereinafter the “EU Taxonomy Regulation”) and the delegated acts adopted in this regard as well as the interpretation of the wording and terms contained in the EU Taxonomy Regulation and the delegated acts adopted in this regard, as presented in the section entitled “Disclosures on the EU Taxonomy” of the separate non-financial Group report. References to disclosures outside the Group’s non-financial report constitute further information and are therefore not part of the report. The separate non-financial Group report is published independently of the combined management report. The two separate reports are published in the Bundesanzeiger together with the external auditor’s opinion. They are also published on the company’s website at <https://investors.koenig-bauer.com/en/publications/financial-reports-and-statements/>.

At Koenig & Bauer, responsibility for ESG (Environmental, Social and Governance) matters, including non-financial reporting on the subject areas defined by law, lies with the Executive Board. According to the Executive Board’s business allocation plan, the Chief Executive Officer is responsible for ESG and thus for all non-financial aspects reported. Following the dissolution of the Corporate Responsibility staff unit, which was based in the Chief Executive Officer’s area of responsibility, as of 31 December 2025, ESG matters were organisationally integrated into the Governance, Risk & Compliance department at the beginning of 2026. For the 2025 financial year, individual ESG targets are anchored as components of the Executive Board’s remuneration in both the short-term incentive (STI) and the long-term incentive (LTI); please refer to the comments in the remuneration report on pages 129 ff. of the 2025 annual report. Within the Supervisory Board, the Audit Committee is responsible for sustainability/ESG matters. In view of the new ESG requirements – in particular due to the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) – the Audit Committee was informed of the status of implementation. This was based on the latest developments in the Omnibus I package within the European legal framework and the implementation of the CSRD at the national level. Following the reporting on ESG regulations, the Chairwoman of the Audit Committee informed

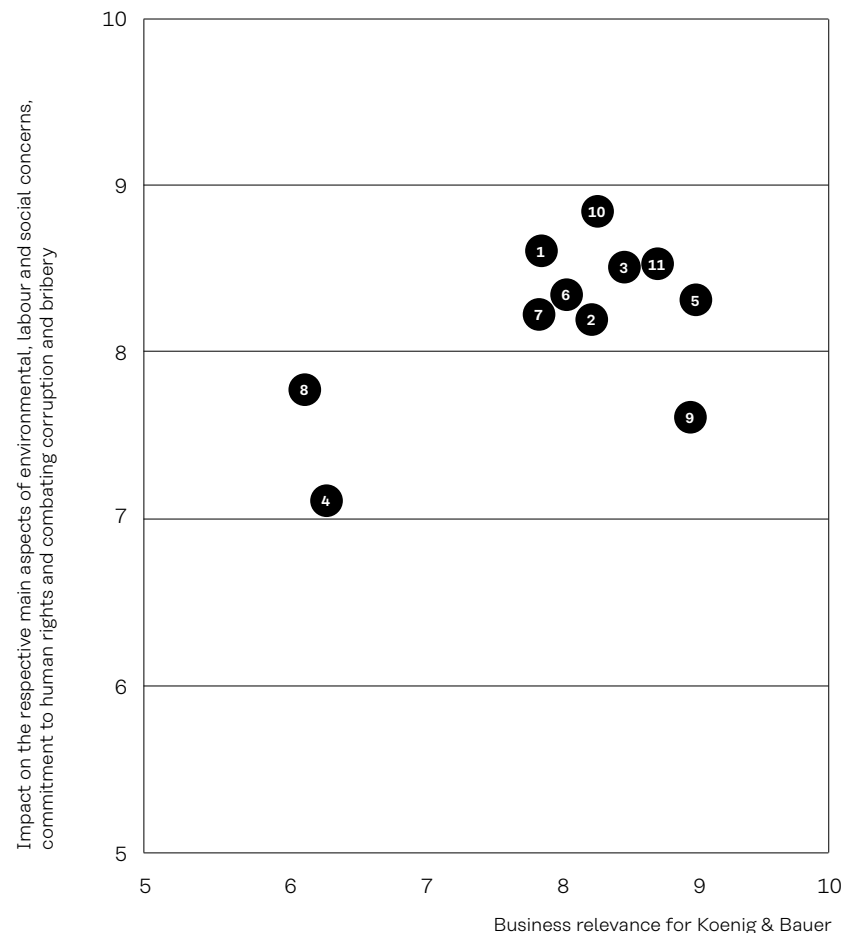
the full Supervisory Board of the status. Within the scope of its statutory supervision duties, the Supervisory Board has engaged PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft to audit this separate non-financial Group report to obtain limited assurance (see the audit opinion on pages 185 ff. of the 2025 annual report).

Business model, materiality analysis and report on non-financial risks

Non-financial reporting covers all consolidated Group companies listed on page 85 of the annual report. The Koenig & Bauer Group’s business model is presented in the combined management report (see pages 18 ff. of the 2025 annual report). Emission-reduced products and resource-saving manufacturing processes contribute to preserving and protecting the environment. Through various eco-components and technical solutions, we support our customers in reducing their carbon emissions and ecological footprint on a sustained basis. We achieve this through a targeted reduction in energy consumption, waste and the consumption of resources such as inks and coatings during the operation of the presses and systems. Koenig & Bauer is a partner in the VDMA’s Blue Competence sustainability initiative, which aims in particular to promote sustainability in mechanical and plant engineering. Social responsibility and the strong voluntary commitment of employees are also part of Koenig & Bauer’s corporate identity. Integrity in our business activities and respect for human rights are core elements of our corporate governance. As a participant in the UN Global Compact, Koenig & Bauer actively supports the implementation of the United Nations’ 17 Sustainable Development Goals (SDGs), which define the framework for sustainable business on an economic, ecological and social level. The UN Global Compact is the world’s largest initiative for sustainable and responsible corporate governance. Participants have committed themselves to support the ten principles of the UN Global Compact in the areas of human rights, labour standards, environmental protection and anti-corruption, as well as to promote the 17 SDGs within their respective spheres of influence and to report annually on the progress made. Koenig & Bauer has identified the following seven SDGs as the focus of its sustainability activities with the greatest area of influence and impact: 3 “Good health and well-being”, 4 “Quality education”, 5 “Gender equality”, 8 “Decent work and economic growth”, 12 “Responsible consumption and

production”, 13 “Climate action” and 17 “Partnerships for the goals”.

Materiality analyses form the basis for defining the key themes of the non-financial Group report. In accordance with the CSR Directive Implementation Act (sections 315c/289c of the German Commercial Code), the report is structured into environmental, employee and social matters, observance of human rights and anti-bribery and anti-corruption precautions. The disclosure topics defined are based on the 2022 materiality analysis in line with the Sustainability Reporting Standards of the Global Reporting Initiative (GRI). In a preliminary step, a comprehensive list of non-financial matters potentially of relevance for customers, employees, investors and business partners was prepared with respect to these five aspects in accordance with the German Commercial Code. On the basis of this long list, we initially defined the material non-financial issues for our business activities, business relationships, products and services within the five aspects in accordance with the German Commercial Code in internal workshops and subsequently in an online survey of external and internal stakeholders. A short list was then prepared setting out all the matters that on a scale from 0 (not material or relevant) to 10 (highly material or relevant) had an average materiality score of at least 5 for the main issue in question and its business relevance. The internal respondents were managers and experts from the areas of operations management, production, service, personnel management, personnel development, quality management, product management and innovation, construction, development & process technology, occupational safety/health/environment, facility management, compliance & internal audit & risk management, corporate strategy, business/corporate development, marketing and communications. All business units and, in particular, employee representatives across the Group were involved. In addition to industry representatives from other components industries, the external stakeholders questioned primarily included customers and producers of brand-name articles as well as their customers together with banks, scientific experts and students. The following materiality matrix summarises the results:



- | | |
|---|---|
| 1: Operational environmental and energy management | 7: Health and safety |
| 2: Ecological printing technology | 8: Commitment to the community |
| 3: Attractive employer | 9: High product quality for greater on-site and process reliability in printing operations |
| 4: Diversity | 10: Commitment to human rights |
| 5: Recruitment of and professional training for the next generation of skilled workers | 11: Anti-corruption and anti-bribery |
| 6: Systematic personnel development | |

Analogous to previous years, the topics presented in this materiality matrix are also reported on in the 2025 non-financial Group report. The double materiality analysis conducted in summer 2023 in accordance with CSRD requirements and updated in autumn 2025 confirmed the core topics already identified in 2022 (according to the GRI standard). No specific framework was used for the preparation of the 2025 non-financial Group report. We assume that with the national implementation of the CSRD in 2026, reporting from this financial year onwards will be carried out in accordance with the simplified ESRS standards that are expected to apply at that time.

In summary, the following material non-financial issues are reported on in the subsequent sections: Environmental aspects include operational environmental and energy management as well as ecological printing technology. In addition to attractiveness as an employer and diversity, the recruitment and professional qualification of junior specialists and managers, systematic personnel development and occupational health and safety are among the material reporting topics under the aspect of employee concerns. Under social aspects, social commitment and high product quality for greater workplace and process safety in printing operations were assessed as material. This is followed by a presentation of the aspects of commitment to human rights and anti-corruption and bribery precautions.

As part of the risk inventory conducted at the end of 2025, no material, reportable non-financial risks were identified that result from the company's own business activities, business relationships, products or services and are very likely to have serious negative impacts on the non-financial aspects mentioned. Risks affecting the company externally are presented in the risk report in the combined management report (see pages 40 ff. of the 2025 annual report).

Environmental aspects

In addition to compliance with high quality and safety standards, environmental aspects are taken into account at Koenig & Bauer within the scope of the possibilities. The production plants in Radebeul, Würzburg and Dobruška hold DIN EN ISO 14001:2015 environmental certification. The Industrial production company at the Würzburg and Radebeul sites

and the foundry operations in Würzburg also operate an energy management system in accordance with DIN EN ISO 50001:2018. Koenig & Bauer Sheetfed received EMAS certification in the year under review. In terms of environmental aspects, our focus is on operational environmental and energy management and ecological printing technology for customers. We concentrate on reducing carbon emissions and minimising the use of energy and resources as well as noise, dust and odour pollution. This applies equally to our own production and to the printing, finishing and postpress processes at our customers, whom we support regarding the use of environmentally friendly substrates and consumables.

Operational environmental and energy management

Effective environmental and climate protection in the plants as well as the responsible use of resources are central concerns for Koenig & Bauer. This claim is underpinned by the latest process optimisation in the Würzburg paint shop. There, the switch from wet paint coating to a single-coat paint improved the environmental compatibility of the painting process. Volatile organic compounds (VOCs) contained in the hardener and solvent were halved in the course of the paint changeover. The VOC reduction due to lower diisocyanates in the paint, which are below the statutory threshold, also leads to improved occupational health and safety. Furthermore, energy savings result from shorter drying times. In addition, the consumption of VCI and blister films for packaging components can be reduced using transport aids in the paint shop.

Through the purchase and self-generation of electricity from renewable energy sources, we are working on improving our Group carbon footprint. At the sites in Würzburg, Radebeul, Löhne and Veitshöchheim, 100% green electricity is sourced from Scandinavian hydroelectric power. Self-generation of electricity using photovoltaic systems takes place at the Würzburg, Mödling and Radebeul plants as well as at the sales and service subsidiary in Italy. In the period under review, 838,914 kWh of electricity (previous year: 875,187 kWh) were generated with the company's own photovoltaic systems. Furthermore, solar thermal systems are used for water heating at the Würzburg site. At the Mödling plant, heat is supplied via district heating from carbon-neutral biomass power plants through a connection to the district heating network of Energieversorgung Niederösterreich.

In addition to the use and self-generation of green energy, energy saving and energy efficiency in our plants are another important pillar of our

environmental activities. To create the necessary transparency as a basis for deriving energy-saving measures, the VisuEnergy X energy management system developed by Koenig & Bauer for customers was implemented at the Industrial production company in Würzburg, enabling efficient consumption data recording. In addition to modernising the heating line and insulating the heating channels at the Radebeul plant, the compressed air systems are regularly checked for leaks due to their high power consumption in order to save energy through prompt repairs. Compressed air is required at almost all workplaces and machines in production and assembly. Another building block for saving electricity while simultaneously improving working conditions is the transition to highly efficient LED lighting technology at the sites. The corresponding investments and expenses are included in the taxonomy-eligible capital expenditure and operating expenses in category c (see the chapter with the disclosures on the EU taxonomy).

With regard to the climate target issued in 2021, the Executive Board of Koenig & Bauer AG resolved to adjust the target at its meeting on 17 December 2025 in light of changed sentiment on environmental issues, climate target adjustments in the industry environment and limited resources. The previous climate target included a 75% reduction in carbon emissions (Scope 1 and 2) by 2025 compared to the reference year 2019 in our production plants and carbon neutrality from 2030. By 2040, the new climate target is to achieve carbon neutrality for Group-wide Scope 1 and Scope 2 carbon emissions and to reduce Group-wide Scope 3 carbon emissions in relation to Group turnover by 25% compared to the base year 2024.

Sustainable waste management is part of our responsible use of resources. We want to avoid waste as far as possible and dispose of or recycle unavoidable waste properly in accordance with statutory requirements. A distinction is made between hazardous and non-hazardous waste as well as between recovery and disposal of waste. The remeltable metal waste generated in metal-cutting production in Würzburg is an important raw material for the foundry operations. In this context, complete recycling of the wet casting chips from large-part machining in Würzburg is also possible by melting them down in the foundry furnaces. Our waste statistics provide detailed information on the type and quantity of waste generated.

In addition to the corresponding waste quantities in t, the following table provides a Group overview of the consumption of electricity, natural gas, LNG, district heating and other energy sources in kWh in 2025 compared to the previous year. In the year under review, water withdrawal at the Radebeul and Würzburg plants was 34,011 m³ (previous year: 40,831 m³).

Energy consumptions (in kWh)	2024	2025
Electricity	43,437,194.7	43,958,960.9
Gas	18,805,592.9	20,790,325.1
District heating	16,000,435.0	16,205,090.8
Other energy sources	2,735,662.0	170,332.0
Amount of waste (in t)		
Waste	11,054.0	11,322.0

Based on these consumption figures, Group Scope 1 carbon-equivalent emissions in 2025 were 6,642.8 t (previous year: 6,712.0 t). Location-based Scope 2 carbon-equivalent emissions in the Group amounted to 15,866.0 t compared to 16,344.7 t in the previous year. For the respective countries, the location-based Scope 2 carbon-equivalent calculations are based on the emission factors of the International Energy Agency (IEA). Market-based Scope 2 carbon-equivalent emissions amounted to 5,953.2 t compared to 6,909.3 t in the previous year.

The calculation of Group-wide Scope 3 carbon-equivalent emissions for the 2025 financial year was again carried out with external support. The IEA emission factors used for electricity and gas include the entire life cycle, including the upstream value chain and grid losses. For the year under review, Scope 3 carbon-equivalent emissions amounted to 2,807,420 t (previous year: 2,515,850 t). As in previous years, Scope 3 carbon-equivalent emissions account for the largest part of Koenig & Bauer's carbon footprint (2025: 99.6%). The main Scope 3 carbon-equivalent emission driver at 93.5% is the downstream side with product use (category 3.11).

The following table provides an overview of Scope 1, 2 and Scope 3 carbon-equivalent emissions in the Group in t and the carbon-equivalent intensity in t per €1m of revenue.

	2024	2025
Carbon-equivalent emissions (in t)		
Scope 1	6,712.0	6,642.8
Scope 2 – location-based	16,344.7	15,866.0
Scope 2 – market-based	6,909.3	5,953.2
Scope 3	2,515,850.0	2,807,420.0
Carbon-equivalent intensity (in t per €1m of revenue)		
Scope 1	5.3	5.1
Scope 2 – location-based	12.8	12.2
Scope 2 – market-based	5.4	4.6
Scope 3	1,974.1	2,155.6

Ecological printing technology

Our emission-reduced and resource-saving products and corresponding equipment options support environmental and climate protection. We are thus strengthening our position, particularly in environmentally sensitive markets. Our holistic consideration of environmental impacts also includes the recyclability of our machines. As main components such as steel and grey cast iron are completely recyclable, we make an active contribution to the circular economy.

To reduce carbon emissions during the use of our products, we rely on energy-saving technologies. In the following, we present some of the eco-components and technical solutions developed in recent years to reduce energy consumption, waste and other resources such as inks and coatings.

In sheetfed offset, Koenig & Bauer offers various energy-saving alternatives for the drying process, which is one of the most energy-intensive areas in printshops. The VariDryBlue drying system developed by us in the Paper & Packaging segment is an energy-efficient solution. To dry water-based dispersion coatings, the hot air is passed over the sheets twice, saving the heating of additional room air. With the double nozzle design of the VariDryBlue+ infrared/hot air dryer, energy requirements can be reduced

by up to 35%. The VariDry LED-UV dryer consumes up to 30% less energy compared to conventional UV dryers. With various quality measurement and control systems, inspection systems, preset functions and other equipment options, waste can be saved, make-ready times shortened and resource efficiency in printing operations increased for customers.

In metal decorating, the HighEcon dryer contributes to gas cost savings of up to 70% compared to older versions thanks to the energy-efficient KXB burner. In the EcoTNV dryer, the solvent-laden air is fed to the thermal afterburner (TNV) during drying. In general, in integrated systems such as the HighEcon dryers, heat for the dryer is generated in addition to exhaust air purification. The solvents in the exhaust air are used to save energy. Thus, if there is a sufficient solvent concentration in the exhaust air, gas consumption can be reduced. If gas is also replaced by green hydrogen, the carbon emissions of the entire production process can be further reduced. Koenig & Bauer MetalPrint is pursuing this innovative solution and has initiated the “Hydrogen-heated dryer” development project.

In banknote printing, we have developed various systems and components for higher energy and resource efficiency. To save and reuse energy, a synergy between thermoregulation and the provision of a preheated wiping solution was created with a PowerSave unit. For curing inks during or at the end of the banknote printing process, Koenig & Bauer offers energy-saving UV-LED lamps. For higher resource efficiency, an innovative solution optimises ink consumption by adjusting the paper to the length and position of the printing plate. The stencil size, which directly influences ink consumption, can be reduced without impairing print quality. A further feature also makes it possible to apply ink only where it is needed in the printing process. This also contributes to the optimisation of ink consumption.

For a further improvement of energy and resource efficiency in printshops, Koenig & Bauer offers customers the VisuEnergy X energy management system, which enables holistic digitalisation of the company with the recording of environmental data and supports an energy management system in accordance with DIN EN ISO 50001:2018.

Employee aspects

Given our technologically sophisticated, customer-specific machine solutions and services, the know-how and commitment of our qualified workforce are essential pillars for the sustainable success of Koenig & Bauer. Demographic developments increase the need to safeguard the specialist knowledge built up over decades as experts retire across all job profiles and to transfer it systematically to the next generation of specialists and managers. In addition to strategic knowledge transformation, professional and personal further education and training of employees are among the activities in the human resources area. With the Koenig & Bauer Academy and the Koenig & Bauer Online Campus learning management system, our employees have the opportunity to benefit from an extensive range of education and to learn independently, according to their needs and with flexible timing. The range of activities also includes healthcare as well as operational health management.

Respectful and responsible interaction with one another and protection against discrimination are part of our corporate culture. At some companies at the Würzburg and Radebeul sites, the quota for employees with special needs stipulated in the Social Code is exceeded. For example, at the foundry company in Würzburg, the rate was 7.0% at the end of 2025 (2024: 7.1%).

Attractive employer

Adapted to the respective local conditions, Koenig & Bauer offers modern framework conditions, including mobile working, flexitime models and working time accounts. Mobile working allows them to perform their work outside the company using mobile devices. In principle, tasks, areas of activity and projects determine whether and to what extent mobile work is feasible for employees. The proportion of weekly working time that can be spent on mobile work is set at up to 40% at the Würzburg and Radebeul sites, although a certain amount of flexibility can be shown by supervisors. For employees with children in particular, the possibility of mobile working offers advantages for the reconciliation of family and work. In order to steadily increase our attractiveness as an employer, we offer further additional benefits depending on the location. We support mobility through subsidies for bicycle leasing and public transport tickets and offer scope for flexibility in working time arrangements. Our employees also benefit from collective bargaining agreements at many Group companies and Group-wide internal personnel development.

In reconciling work and family, employees are supported with various locally varying offers such as flexible working hours, temporary or permanent part-time models, mobile working, special leave such as family time and sabbaticals. The proportion of part-time employees in the Group was 5.3% (previous year: 5.0%). Furthermore, Koenig & Bauer offers various location-specific childcare and holiday care options. During the 2025 summer holidays, the sixth holiday programme for the children of employees at the Würzburg site took place over two weeks. This holiday programme has been included as a comprehensive concept with two complete care weeks in the nationwide corporate guide to workplace childcare as a practical example of one of four organisational models. The holiday care concept, which was recognised as exemplary throughout Germany by the Federal Ministry for Family Affairs, has also been implemented at the Radebeul site for three years. Furthermore, Radebeul employees can use a day-care centre run by an external provider adjacent to the company premises. On the school-free Day of Repentance and Prayer, the now traditional Children's and Youth Day took place at the Würzburg plant. Koenig & Bauer has been a member of the Family and Work Alliance in the Würzburg region since 2006.

The staff turnover rate in the Group was 7.0% in 2025 (previous year: 7.2%). The calculation of the turnover rate includes the total number of Group employees who left voluntarily or due to retirement, death or other operational reasons in the year under review. The average length of service at the large plant sites in Würzburg and Radebeul was 19.3 years in the year under review (previous year: 18.9 years).

Diversity

With regard to the potential of heterogeneous teams, we attach great importance to a diverse workforce – whether in terms of gender, origin, age, worldview or experience. Our global positioning already enables us to achieve a high degree of international diversity today. Based on the age structure, the following picture emerges in the Group: of the total employees of the Koenig & Bauer Group, 19.9% are under 30, 42.4% are between 30 and 50 and 37.7% are over 50 years old (previous year: 19.2% under 30, 41.7% between 30 and 50, 39.1% over 50). As with many other mechanical engineering companies, the proportion of women in the Group is lower than in other industries at 14.9% (previous year: 14.7%). Various activities such as the targeted addressing of women via Girls' Day aim to increase the proportion of female specialists in our manufacturing company. At the end of 2025, the proportion of women in the first and second management levels

below the Executive Board at the holding company Koenig & Bauer AG was 33.3% and 17.9%, respectively (previous year: 33.3% and 16.1%).

Recruitment of and professional training for the next generation of skilled workers

The dual vocational training model has a long tradition at Koenig & Bauer for meeting the need for qualified specialists. In its 157th year of existence, the company's own state-recognised vocational training school in Würzburg ensures professional training for qualified specialists through the close integration of theory and practice. This applies equally to the other training sites in the Group. Through deployment in various departments, apprentices gain a deep insight into the company's processes. Additional offers such as exchange trips, seminars or stays abroad promote the personal development of young people in addition to their professional skills.

The number of apprentices in technical and commercial professions, including interns, stood at 469 in the Group as of 31 December 2025 (previous year: 449). The Group-wide training ratio was 8.5% (previous year: 8.0%). Training figures include dual students who complete their practical phases at Group sites alongside university attendance. Koenig & Bauer apprentices regularly occupy top positions in the Chamber of Commerce (IHK) final examinations at various Group locations. They are a good indicator of the recognised high quality of the Group-wide training sites.

Systematic personnel development

2025 marks a significant step for personnel development at Koenig & Bauer towards a technologically savvy and dialogue-oriented corporate culture. While the proven structures, qualification programmes and development offers of the Koenig & Bauer Academy continue to form the foundation, the strategic orientation in the year under review focused on the requirements of digital transformation and intensive exchange with our workforce. The "AI Empower 25" programme and the conduct of our global employee survey were at the centre of this, in order to increase the agility of our organisation on the basis of sound feedback and to actively involve employees in the change.

Under the motto "The Power Is You!", we launched "AI Empower 25", an initiative aimed at the forward-looking integration of AI technologies and an internal training approach. Based on a strategic partnership with Google, our teams worldwide received access to powerful AI applications such as

the Gemini App, Gemini Advanced for Workspace and NotebookLM Plus. Our approach is deliberately decentralised: we rely on the power of multiplication through globally trained AI Champions who act as experts and first points of contact in their respective specialist areas. In the area of AI training, we were able to record 1,806 participations.

A key lever for successful transformation is communication. With the employee survey conducted in 2025, we have established an instrument that provides us with a nuanced picture of sentiment. With a worldwide participation rate of 45.7%, we received valuable feedback on the topics of engagement, satisfaction and operational challenges. These data serve as an objective basis for initiating targeted improvements and making cultural change at Koenig & Bauer measurable and tangible.

In addition to the new transformation projects, we continue to safeguard the administration and documentation of our qualification measures via the Koenig & Bauer Online Campus. In this context, topics of regulatory control of the company are increasingly coming into focus to ensure Group-wide compliance with internal and external specifications. The platform is available to all employees and serves as a central portal for all internal further training and individual competence building. To ensure these specifications were met, numerous regulatory instructions were administered in the year under review. A focus was placed on compliance training with 10,451 participations as well as instructions in the areas of export control and information security.

In addition to technical training, the Academy's portfolio also includes comprehensive professional training and offers on social and methodological competence, with a total of 36,812 participations realised across various formats. The use of e-learning increased to 31,455 completions (previous year: 28,320). This digital offering was supplemented by interactive formats such as live online training with 2,838 participations and 1,596 participations in face-to-face training. In the area of software competence, 461 training completions were achieved in Google Workspace and 561 in SAP, in addition to the AI content.

In addition, the Campus of Experts lecture series promotes interdisciplinary knowledge exchange by allowing technical experts from a wide range of areas to pass on their know-how directly to the workforce. In the year under review, 118 employees Group-wide used this internal educational

offer. A special emphasis within the framework of healthcare and social responsibility was placed on the training of mental health first-aiders to proactively support mental health in the working world.

The continuous development of specialists and managers remains a main pillar. Our established formats such as the international JUMP programme for junior managers (eight participants) and the leadership series for experienced managers (nine participants) develop and strengthen the quality of the management level. In addition, our onboarding programme ensures that employees are familiarised with our corporate culture and digital work environments at an early stage. Within the framework of talent management, systematic development assessments and calibrations continue to take place in the departments with the goal of filling key positions sustainably from our own ranks and securing Koenig & Bauer's innovative strength in the long term.

Our coaching and mentoring offers are also used and serve the purpose of designing and accompanying development paths, promoting talent, sharing know-how and enabling people to carry responsibility within the organisation.

Occupational health and safety

In the area of occupational health and safety, the production plants in Würzburg, Radebeul and Dobruška hold certification are certified in accordance with DIN ISO 45001:2018. Various measures aim at further improvements in occupational safety and ergonomics. Regular checks and consultations are held to monitor compliance with health and safety regulations and to make recommendations for optimising work processes. Hazard assessments are updated regularly. Event-related instructions and training are intended to sharpen the awareness of employees regarding any hazards that may occur.

8.5 accidents per 1 million working hours (previous year: 9.7) occurred at Group workplaces in the year under review with a loss of working time for the core workforce of one day or more. Based on comprehensive analyses, diverse prevention measures and training are carried out. In this context, monthly reporting of the accident frequency rate by area and department enables targeted intervention. Accident focal points are addressed and communicated with monthly special campaigns.

The various programmes for workplace health promotion and prevention are controlled and carried out by human resources management and by the Koenig & Bauer health insurance fund (Koenig & Bauer BKK), which is managed as an autonomous public-law entity. As part of company integration management, human resources management at various business units in Germany offers employees who have been on sick leave for more than 30 days in the past year a confidential meeting via a personal letter to discuss possible measures to overcome or prevent incapacity and to maintain performance at the workplace. A health team was established at the Radebeul site under the motto "Promoting health together". Priorities for action are workplace ergonomics, prevention of musculoskeletal disorders and regeneration management. The health team's offering also includes hikes.

In addition to the diverse activities and offers with health courses and vaccinations, advice and training are another focus, through which health competences are imparted and employees are guided towards health-conscious and ergonomic working and stress prevention. Support is also available through addiction officers for all questions regarding addictive substances and alcohol consumption. For apprentices, courses were again held with a health promotion programme tailored to them to raise awareness of the topic of noise-induced hearing loss, addiction prevention and the prevention of musculoskeletal disorders. To strengthen the mental health of apprentices and teaching staff, there is also the analogue-digital offering You!Mind from the Koenig & Bauer BKK. A special type of preventive health promotion with individual programmes to maintain or restore performance and well-being are the active weeks in selected spa resorts. Hearing tests, vein screenings with evaluation and advice on-site as well as resilience webinars are among the other offers. Regardless of where they live, employees with mental illnesses receive a qualified initial diagnosis within 14 days via the BKK ProPsych programme. Should the initial diagnosis indicate medical necessity, employees receive psychotherapeutic treatment within a further 14 days. Special behavioural therapy for sustainable weight reduction in cases of obesity is also offered within the framework of this programme. In addition to training three employees as psychological first-aiders, we participated in a pilot project funded by the Federal Ministry of Labour and Social Affairs for the Upper and Lower Franconia region. Mentally stressed employees receive free support up to a twelve-month working time reduction of maximum 50% with full wage compensation. The "BGM-innovativ" programme running at the Würzburg and Radebeul sites aims at coordinated care for at-risk and ill employees with musculoskeletal disorders

to avoid illness and its chronification, to shorten the duration of illness and absenteeism and to permanently maintain employability. "BGM-innovativ" was expanded in the year under review to include the "Remedies in the plant" option. Company doctors can prescribe remedies for acute complaints that can be taken up in physiotherapy practices located in the immediate vicinity of the plant premises. This earliest possible start of treatment aims at avoiding incapacity for work. In addition to various sports offers such as functional training, full-body training with CrossFit and High Intensity Interval Training, yoga courses belong to the programme of the Koenig & Bauer BKK, which are conducted in a hybrid manner with presence in the plant and online. Children of employees insured with the Koenig & Bauer BKK receive subsidies for swimming courses. Regular education about the importance of screening for the most common types of cancer such as skin, colon and lung cancer takes place via special projects. In addition to webinars and sticker campaigns, lung and skin screenings are offered. With support for company sports festivals, participation of employees in company runs and other team events, health is promoted and team spirit strengthened.

Social aspects

Beyond our commitment to the environment and the workforce, we actively assume social responsibility. We specifically promote social and cultural projects and contribute to more workplace and process safety for employees in our customers' printing plants through the high quality of our products.

Social commitment of Koenig & Bauer and its employees

At Koenig & Bauer, social and cultural commitment includes sponsoring and donation activities. The Group sponsoring and donations policy governs its basic approach to these matters and defines a consistent process throughout the Group, including approval rules.

In addition to supporting the Africa Festival in Würzburg as a main sponsor, Koenig & Bauer provides financial resources for social projects. At the subsidiary Koenig & Bauer MetalPrint, there is an annual fundraising campaign with a raffle by employees for a children's and youth hospice in Stuttgart, with the company doubling the donation amount. Sponsoring activities also include projects to drive forward climate protection and the sustainable

use of resources. The industry prize of the Print & Media Awards for the environmentally oriented company of the year, sponsored by Koenig & Bauer, recognises the eco-commitment of printing companies.

Furthermore, Koenig & Bauer employees and managers make a social contribution with their voluntary activities at the Chambers of Industry and Commerce as well as Chambers of Crafts, in emergency services such as the Federal Agency for Technical Relief, fire brigade and rescue services as well as in city and municipal councils.

Activities against racism and discrimination

As a globally active printing press manufacturer, Koenig & Bauer sees itself committed to cosmopolitanism and tolerance. Our core workforce includes individuals who have fled their home countries for political or religious reasons. Some have completed their vocational training at Koenig & Bauer, others have started directly their careers here. At our Radebeul site, we support the association „Wirtschaft für ein weltoffenes Sachsen“ (“Economy for a Cosmopolitan Saxony”) by taking specific measures to assist and promote the integration of newcomers and immigrants in the local economy.

High product quality for greater on-site and process safety in printing operations

Koenig & Bauer attaches great importance to the quality of its products and services. Reflecting this, the quality management system aims at achieving ongoing compliance with the highest quality standards in the production and assembly of the company's tailor-made, innovative and complex products. Quality management systems at the production plants in Würzburg, Radebeul, Frankenthal and Dobruška as well as at the Sheet-fed business units in Radebeul, Banknote Solutions at the three sites in Würzburg, Lausanne and Mödling, Coding in Veitshöchheim, MetalPrint in Stuttgart and Iberica in Barcelona, Spain, are certified according to DIN EN ISO 9001:2015. Product development focuses on workplace and process safety, reliability and user-friendliness.

Commitment to human rights

Integrity and respect for human rights are elementary components of our corporate policy. We live these values in our business activities – whether as an employer, supplier or customer. Our principles are summarised in a Group-wide binding Code of Conduct. A guiding principle is the United

Nations Framework for Business and Human Rights (“Protect, Respect and Remedy”).

Koenig & Bauer expects its suppliers to comply with Koenig & Bauer’s corporate principles in addition to all applicable regulations as well as international and industry standards. By integrating human rights principles into our terms and conditions of purchase and ensuring strict compliance with them, business partners are encouraged to acknowledge and respect human rights in the same way. By signing the terms and conditions of purchase, suppliers warrant that they do not use child or forced labour, avoid any form of discrimination, respect employee rights and comply with labour laws. The Code of Conduct for Suppliers, required in addition to the terms and conditions of purchase, details the requirements compared to the necessarily more generic presentation in the contract documents. The Code of Conduct for Suppliers includes compliance with statutory and contractually agreed quality and safety standards as well as environmental requirements, particularly in the use and processing of hazardous substances. Aspects such as fair competition through the prevention of corruption and cartels, occupational health and safety, equal treatment and anti-discrimination are also included. Furthermore, the Supplier Code of Conduct requires participants to be encouraged to submit reports of potential rule violations and to protect whistleblowers from disadvantage.

The Code of Conduct also obliges suppliers to provide information on request regarding compliance with principles in the areas of human rights, child labour, minimum wage, business integrity, safety, health and sustainability and to permit audits for verification. To check compliance with the required principles initially and on an ongoing basis with our suppliers, we have established various processes. A supplier qualification process must be completed for new approval or resumption of the delivery relationship. New suppliers must mandatorily sign the Code of Conduct or enter into another contractual agreement with Koenig & Bauer as part of the set-up process. The initial check of potential suppliers during their selection includes at least a self-assessment by the suppliers via a questionnaire, in which they must also provide information on compliance with human rights and environmental standards in their companies. Based on the results of the self-assessment and an internal risk assessment, further measures are initiated. These can be requests for certificates, evidence to avoid human rights or environmental risks or auditing actions such as an on-site audit.

As part of the ongoing review of suppliers, we conduct abstract risk analyses according to a defined process. Sourcing primarily from the DACH region reduces risks. The risk assessment model for analysing and addressing corresponding risks is documented in a central instruction. Following an analysis of results and approval of the risk assessment, the suppliers to be checked from critical countries and an action plan are defined. Information from employees and third parties regarding potential violations, dangers or grievances, in particular non-Code-of-Conduct or non-law-compliant behaviour of business partners with regard to human rights and environmental protection specifications, which can also be communicated anonymously via the installed whistleblower system, also flows into the risk analysis. In principle, the action plan for risk minimisation can include a qualified self-assessment with internationally recognised evidence or certificates, an on-site audit or an unscheduled audit in the event of a suspected report, depending on the risks identified. In 2025, a detailed on-site audit was carried out at four suppliers in Turkey classified as high-risk within the framework of the risk analysis. The audits confirmed the consistent conformity of all checked contractual partners with the requirements of our Code of Conduct for Suppliers. In the central areas of human rights, working conditions, environmental protection and business integrity, no violations or defects could be identified. Overall, the level of internal processes and controls for compliance with our Code of Conduct at the checked suppliers was classified as satisfactory. In addition, quality management conducts several on-site audits annually from the circle of existing suppliers.

Anti-corruption and anti-bribery

Corruption and insufficient measures to combat it deprive the affected economies of billions annually and have significant and far-reaching consequences for states, citizens and the economic and social development of civil societies. International studies have proven that the impact of continuous corruption not only leads to lower prosperity, but also has significant negative effects on the level of respect for human rights and environmental protection. Corrupt societies generally exhibit a lower level with regard to participation and labour rights, access to supply facilities and systems, equality, equal access to education, work and equal pay as well as non-discriminatory lifestyle design. In addition, necessary measures or internationally recognised standards or agreements for the protection of the environment, resources or biodiversity are often bypassed through corruption. The fight against corruption is recognised as a collective task of all stakeholders, in particular politics, internation-

al organisations, civil society, but especially all economic participants and thus companies.

Because of the presented impact of corruption on human rights and the environment, the sustainable combatting and avoidance of corruption represents an immanent part of Koenig & Bauer's corporate strategy. We attach a high priority to responsible, sustainable and long-term value creation. We see integrity and law-abidingness in business transactions as indispensable and pursue a zero-tolerance doctrine in this regard. The Code of Conduct of Koenig & Bauer, which applies to all subsidiaries, explicitly clarifies for this reason that no weighing takes place between commercial company interests and the company's legality duties, and that orders and the achievement of internal goals are waived before we violate laws and regulations.

Compliance management system – control and monitoring

With the Group-wide established compliance management system (CMS), we have created the framework conditions for business practices to meet these high compliance and integrity standards. Since 2023, all relevant German subsidiaries of Koenig & Bauer have been certified according to ISO 37001 (anti-corruption management). Koenig & Bauer Banknote Solutions SA (Lausanne, Switzerland) was added in 2024 as the first foreign company. The contents and activities of the compliance organisation as well as internal processes and controls are continuously checked and developed further to address relevant organisational changes or a changed legal situation. A compliance plan is adopted with the Executive Board and the Audit Committee of the Supervisory Board at the beginning of the year to monitor the functionality and development of the CMS. The compliance plan also defines measurable goals (KPIs) for the CMS for this purpose. The following KPIs are currently defined:

- Rate of completed compliance training in the Koenig & Bauer Campus
- Rate of compliance induction for new employees within the framework of Welcome Days
- Number of compliance reviews conducted at Koenig & Bauer subsidiaries
- Percentage coverage of acceptance of Koenig & Bauer's business prin-

cles by relevant suppliers

- Rate of signed compliance declarations by relevant employees

Decisions regarding the adjustment or inclusion of further KPIs are made within the framework of annual compliance planning.

The CMS is designed for the prevention of violations of laws and standards as well as internal specifications. A regularly conducted compliance risk analysis forms the basis for the organisation and processes. For special risk fields such as corruption prevention and money laundering, special, more detailed stakeholder and risk analyses are conducted for in-depth study. Part of the risk assessment is, in addition to the monitoring of changes in the law and published compliance risks, the continuous exchange with those responsible for the subject areas, processes and controls defined as material in the Corporate Compliance Group guideline of the Koenig & Bauer Group companies. For this purpose, a compliance team was established, composed of representatives from information technology, human resources, accounting, taxes, data protection as well as local compliance managers. Additionally, since 2021, a standardised report on the compliance situation has been submitted by all subsidiaries as part of the fixed agenda of the respective meetings of the supervisory bodies (e.g. boards, shareholder assemblies, supervisory boards, administrative boards).

Guidelines and processes

Based on the results of the risk analysis, guidelines were created and the necessary processes for ensuring rule-compliant and integrated behaviour in business activities were established. Through the continuous adjustment of internal specifications, changes in the risk situation or requirements identified are addressed. The Group-wide rolled-out Code of Conduct, the regulations on the compliance organisation and the relevant Group guidelines are accessible to all employees in their status in the guidelines portal on the Koenig & Bauer intranet.

Certifications

We attach a particularly high priority to the topic area of combatting corruption and bribery in our CMS. For this reason, Koenig & Bauer AG and all relevant German subsidiaries were certified according to ISO 37001 (anti-corruption management). Relevant companies were defined as those with sales, service and procurement activities, but not companies fulfilling

pure production or administrative activities, e.g. holdings or management companies. In addition to accreditation with the Banknote Ethics Initiative (BnEI), Swiss-based Koenig & Bauer Banknote Solutions SA was certified according to ISO 37001 (anti-corruption management).

Training

The defined compliance and integrity standards can only develop their full effect if they are known to and complied with by employees. For this purpose, ten online training courses are currently available Group-wide on the compliance topics identified as important based on the risk analysis and the Code of Conduct. The training is offered in several languages and is mandatory for every new employee. The Koenig & Bauer Campus training management system, based on SAP SuccessFactors, automatically ensures that training is carried out within the cycles determined according to the risk criteria of the employee's specific position. Compliance with this specification is monitored through regular reminders and escalation processes. After the initial assignment of online training via the Koenig & Bauer Campus at the end of 2017, a total of over 5,000 Koenig & Bauer employees completed compliance training with a direct link to combatting corruption. The rate of employees at Koenig & Bauer trained in corruption prevention according to the training concept increased to almost 95%. The Koenig & Bauer Campus is now rolled out in all 50 relevant subsidiaries, so that almost all employees in Europe, Asia, North and South America are addressed with compliance training via the Koenig & Bauer Campus. Non-relevant companies were defined as those exhibiting no independent, operational business activity or being composed exclusively of personnel also having parallel employment relationships in included companies, e.g. in holdings or management companies. Additionally, face-to-face training is conducted when special needs arise, within the framework of onboarding events for new employees and during on-site visits of compliance officers to subsidiaries.

Monitoring and whistleblower system

Preventive CMS measures are supplemented by measures for regular checking of effectiveness and for deriving possible potential for improvement. In particular, in addition to tracking the agreed KPIs for the CMS, internal and also external compliance assessments are periodically conducted at Koenig & Bauer AG and the subsidiaries for this purpose. In addition to the companies included in the ISO 37001 scope, this concerned Koenig & Bauer companies in China, Taiwan and Austria.

The internet-based whistleblower system enables anonymous reports of potential compliance violations by both employees and third parties. It also includes case management, thereby ensuring full documentation of measures taken to follow up on reports received. Furthermore, it contains a so-called feedback channel to the whistleblower with the possibility of notification regarding receipt, status and result of the procedure. Additionally, this enables queries regarding further information or evidence even if the whistleblower wishes to remain anonymous. Based on the Group guideline, all reports are followed up consistently and, where necessary, disciplinary or legal steps are initiated. Communication of the reporting channel takes place through training, intranet and notices as well as on the compliance website of Koenig & Bauer. The external reporting office created in Germany at the Federal Cartel Office was included in communication to employees. Several reports received in 2025 from various subsidiaries prove that the platform is known and accepted. Consistent follow-up applies equally to reports from media or authorities regarding potential legal violations of Koenig & Bauer companies. In such cases, cooperation to clarify circumstances is sought. Koenig & Bauer complies with any notification or participation duties.

Collective Actions and commitment to fighting corruption

Koenig & Bauer is also committed to the fight against corruption and the development of compliance beyond its own business activities. Since its foundation in 2013, the Banknote Ethics Initiative (BnEI) has established a strict code for avoiding and combatting corruption and anti-trust violations in the field of banknote printing and trade. The principles developed are not only recognised among BnEI members but are shared by a significant portion of central banks and banknote printers worldwide. As a founding member of the BnEI, Koenig & Bauer Banknote Solutions has subjected itself to strict conduct and transparency rules, compliance with which is checked within the framework of the accreditation to be renewed every three years based on an audit programme developed by the BnEI. The accreditation was last extended in February 2024. According to the cycle, the next accreditation audit is due for 2026.

Further details of the compliance management system are described on the Koenig & Bauer website under Compliance.

Permanent analysis of possible compliance risks is a crucial prerequisite for continuing to meet the standards for rule-compliant and integrated

business conduct defined in the Code of Conduct and Group guidelines in the future. Analyses and assessments conducted in 2025 in the individual business units, as well as findings from internal investigations, showed no new compliance risks.

In our opinion, there are no reasons to assume that Koenig & Bauer's CMS in its current form is not appropriate and effective for the Group's risk situation.

Disclosures on the EU taxonomy

The EU Taxonomy Regulation is a central instrument of the European Commission's action plan to direct capital flows specifically into sustainable investments. As a uniform classification system, it defines ecologically sustainable economic activities and thus makes a decisive contribution to the EU goal of climate neutrality by 2050. The focus is on six defined environmental objectives: climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, the transition to a circular economy, pollution prevention and control, and the protection and restoration of biodiversity and ecosystems.

The following information is based on Taxonomy Regulation (EU) 2020/852. We have also taken into account the delegated act on the first two environmental objectives, climate change mitigation and climate change adaptation (Commission Delegated Regulation (EU) 2021/2139 on technical screening criteria according to Articles 10 and 11 of the Taxonomy Regulation, hereinafter: Climate Law), the delegated act on reporting obligations according to Article 8 of the Taxonomy Regulation (Commission Delegated Regulation (EU) 2021/2178) and the so-called minimum safeguards according to Article 18 of the Taxonomy Regulation. Further bases for our comments are the supplements by Commission Delegated Regulations (EU) 2023/2486 and (EU) 2023/2485, among other things with regard to the inclusion of the four non-climate-related environmental objectives in the reporting obligations and new economic activities in the Climate Law. Additionally, Commission Delegated Regulation (EU) 2022/1214 amending Delegated Regulation (EU) 2021/2139 in relation to economic activities in certain energy sectors and Delegated Regulation (EU) 2021/2178 in relation to special disclosure requirements for these economic activities was taken into account in the reporting obligation. Koenig & Bauer carries out no busi-

ness activities in connection with nuclear energy and fossil gas listed in the annexes of Commission Delegated Regulation (EU) 2022/1214 of 9 March 2022. At the end of the "Disclosures on the EU Taxonomy" section, the first table of the reporting forms mapped in Annex III for the 2025 reporting year is presented.

On 8 January 2026, a new delegated act on Taxonomy Regulation (EU) 2020/852 was published in the EU Official Journal. Entering into force on 28 January 2026, the delegated act comprises Delegated Regulation (EU) 2026/73 with 16 annexes, which amends the delegated act on reporting (Delegated Regulation (EU) 2021/2178), the delegated act on the two climate-related environmental objectives (Delegated Regulation (EU) 2021/2139) and the delegated act on the four non-climate-related environmental objectives (Delegated Regulation (EU) 2023/2486). Against the background of the legal effectiveness of the new delegated act (Delegated Regulation (EU) 2026/73) only after the 2025 financial year-end, we are making use of the existing option according to Art. 4 of this Delegated Regulation and will apply the changes in reporting only from the 2026 financial year.

As in previous years, with regard to the first environmental objective, climate change mitigation (CCM), we checked the economic activities of categories CCM 3.6 "Manufacture of other low carbon technologies", CCM 7.3 "Installation, maintenance and repair of energy efficient equipment" and CCM 7.6 "Installation, maintenance and repair of renewable energy technologies" for their potential taxonomy eligibility and identified material contributions in categories CCM 3.6 and CCM 7.6. Against the background of the implementation of the VisuEnergy X energy management system at the Industrial production company in Würzburg, we additionally checked the economic activities of category CCM 7.5 "Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings" for their potential taxonomy eligibility and identified no material contributions to the environmental objective of climate change mitigation. In accordance with the binding interpretation aid of the EU Commission according to notice C/2025/1373 of 5 March 2025, expenses for installation, maintenance and repair services mentioned under CCM 7.3, CCM 7.5 and CCM 7.6 are reported as CapEx or OpEx under these categories. Expenses for the acquisition of the respective products and equipment to which the installation, maintenance and repair services under CCM 7.3, CCM 7.5 and CCM 7.6 refer are assessed under CCM 3.5

“Manufacture of energy efficient equipment for buildings” and CCM 3.1 “Manufacture of renewable energy technologies”. Material contributions to the environmental objective of climate change mitigation were identified in category CCM 3.5.

Both in relation to the second environmental objective of climate change adaptation and with regard to the four non-climate-related environmental objectives (protection of water and marine resources, strengthening of the circular economy, reduction of pollution and protection of biological diversity), no potentially taxonomy-eligible economic activities with a material contribution to these five environmental objectives could be identified within the framework of the analyses conducted. Also with regard to the economic activity “1.2. Manufacture of electrical and electronic equipment” for the EU environmental objective transition to a circular economy, there were no relevant capital expenditures in the reporting year.

Within the framework of disclosure obligations, the proportions of taxonomy-eligible and non-taxonomy-eligible as well as taxonomy-aligned and non-taxonomy-aligned economic activities in the 2025 financial year in total revenue and in capital and operating expenditure in relation to Group activities are disclosed for the environmental objective of climate change mitigation. Revenues, capital and operating expenditures could be clearly assigned to a taxonomy-eligible economic activity through the analysis conducted. To avoid double counting, assignment to a taxonomy-eligible activity took place only if the economic activity was not already taken into account under another activity.

Taxonomy-eligible revenue

The taxonomy-eligible share of Group revenue is defined as the part of net revenue of the 2025 financial year originating from products in connection with taxonomy-eligible economic activities (numerator), divided by consolidated net revenue 2025 (denominator). Our consolidated net revenue of €1,302.4m is presented in the consolidated financial statements on page 63 of the 2025 annual report in the Revenue line. Further details on our accounting principles for our Group revenue can be found on pages 76 f. of our 2025 annual report.

Based on the classification of our economic activities according to NACE codes 28.29 and 28.99, we oriented ourselves towards the requirements of category CCM 3.6. “Manufacture of other low carbon technologies” in

deriving taxonomy-eligible revenues. With regard to the environmental objective of climate change mitigation, we classified revenues with products or product groups as taxonomy-eligible if the machines and systems aim at a significant reduction of carbon emissions at our customers in the printing and finishing industry due to the technology in use and these do not already fall under sections 3.1. to 3.5 of Annex I of the Climate Law. Under environmental aspects in the “Ecological printing technology” chapter, we present the developed technologies or machines for reducing carbon emissions in print production in detail. These include VariDryBlue drying for sheetfed offset presses, the HighEcon dryer for metal decorating presses as well as the PowerSave unit, LED technology for curing inks in the press and the targeted adjustment of stencil size for banknote printing presses. The revenues determined on a product or product-group-specific basis in the Group’s accounting departments or the respective business units were then cumulated for all products or product groups classified as taxonomy-eligible. Revenue of €478.5m (previous year: €460.8m) was achieved in 2025 with machine technology for banknote printing, sheetfed offset presses equipped with VariDryBlue drying technology, and metal decorators and components delivered with TNV technology.

Taxonomy-aligned revenue

For the identification of possible taxonomy-aligned revenues, we analysed the technologies classified as taxonomy-eligible or the corresponding products and product groups to determine whether they contribute to a material saving of greenhouse gas emissions during product use over the entire life cycle of the machine compared to the highest-performance reference technology available on the market. In doing so, we consistently oriented ourselves towards the corresponding EU regulations for category CCM 3.6. “Manufacture of other low carbon technologies” with a focus on the saving of greenhouse gas emissions in user industries and applied internationally recognised standards for calculation. Life-cycle greenhouse gas emissions for the highest-performance alternative technology available on the market in each case could not be calculated because we could not provide valid evidence or publicly available energy consumption values for competitor machines. Consequently, no taxonomy-aligned revenues in category CCM 3.6. “Manufacture of other low carbon technologies” could be disclosed in the reporting period.

Figure: Share of revenue from goods or services associated with taxonomy-aligned economic activities – disclosure for the year 2025

Revenue	2025 Financial year		Criteria for a material contribution						
	Code	Revenue	Share of revenue	Climate change mitigation	Climate change adaptation	Water	Environmental pollution	Circular economy	Biological diversity
Economic activities (1)	(2)	(3) €m	(4) %	(5) Y; N; N/EL	(6) Y; N; N/EL	(7) Y; N; N/EL	(8) Y; N; N/EL	(9) Y; N; N/EL	(10) Y; N; N/EL
A. Taxonomy-eligible activities									
A.1 Ecologically sustainable activities (taxonomy-aligned)									
Revenue from ecologically sustainable activities (taxonomy-aligned) (A.1)									
Of which enabling activities									
Of which transitional activities									
A.2 Taxonomy-eligible, but not ecologically sustainable activities (non-taxonomy-aligned activities)									
Production of other low-carbon technologies	CCM 3.6	478.5	36.7	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Revenue from taxonomy-eligible, but not ecologically sustainable activities (non-taxonomy-aligned activities) (A.2)		478.5	36.7	36.7%	0%	0%	0%	0%	0%
A. Revenue from taxonomy-eligible activities (A.1 + A.2)		478.5	36.7	36.7%	0%	0%	0%	0%	0%
B. Non-taxonomy-eligible activities									
Revenue from non-taxonomy-eligible activities		823.9	63.3						
Total		1,302.4	100						

Taxonomy-eligible capital expenditure

To derive the taxonomy-eligible share of capital expenditure, the investments determined by Group accounting according to IFRS are set as the value in the denominator. This investment amount is reconcilable from the additions column in the Group statement of changes in assets on page 80 of the 2025 annual report. Included therein are additions to property, plant and equipment and intangible assets during the financial year before depreciation and remeasurements, including those resulting from remeasurements and impairments for the 2025 financial year and without changes in fair value. In addition to additions to fixed assets (IAS 16) and intangible assets (IAS 38), additions to right-of-use assets (IFRS 16) are also included, as are additions to property, plant and equipment and intangible assets resulting from business combinations.

The first partial value of the numerator for deriving the taxonomy-eligible share of capital expenditure includes investments in economic activities CCM 7.3 "Installation, maintenance and repair of energy efficient equipment" and CCM 3.5 "Manufacture of energy efficient equipment for buildings". Investments falling under categories CCM 7.3 and CCM 3.5 are classified as taxonomy-eligible capital expenditure according to section 1.1.2.2. (c) of Annex I of Commission Delegated Regulation (EU) 2021/2178 on disclosure obligations according to Article 8 of the Taxonomy Regulation, including the amendment by Commission Delegated Regulation (EU) 2023/2486. To determine taxonomy-eligible capital expenditure of category (a), the capital expenditures of business units with CCM 3.6 economic activities weighted by the taxonomy-eligible revenue share are summed up. Additionally, the proportionate capital expenditures of the Industrial production company are added according to the revenue share of business units with CCM 3.6 economic activities. Due to methodological refinement in determining taxonomy-eligible capital expenditure of category (a), a corresponding adjustment of previous-year figures was made. The sum of the appropriately determined taxonomy-eligible capital expenditures of categories a and c is set as the value in the numerator for calculating the taxonomy-eligible share of capital expenditure, after no taxonomy-eligible capital expenditures were incurred in category b in this reporting period.

Category b includes capital expenditures that are part of a CapEx plan to expand taxonomy-eligible economic activities or enable taxonomy-eligible economic activities to become taxonomy-aligned. While category a is assigned capital expenditures for assets or processes relating to taxono-

my-eligible economic activities, category c includes capital expenditures relating to the acquisition of output from taxonomy-eligible economic activities and individual measures enabling the target activities to become low-carbon or leading to greenhouse gas reductions. The corresponding categorisation applies analogously to the comments on operating expenditure in the subsequent sections.

Taxonomy-aligned capital expenditure

Taxonomy-aligned capital expenditure in categories CCM 7.3 and CCM 3.5 could not be disclosed in the reporting period because no evidence of fulfilment of DNSH criteria and compliance with minimum safeguards was provided by suppliers or business partners for the individual taxonomy-eligible capital expenditures. Since no taxonomy-aligned economic activities exist with regard to category CCM 3.6 "Manufacture of other low carbon technologies", no revenue-related allocation key could consequently be applied to derive taxonomy-aligned capital expenditure according to category CCM 3.6.

Figure: CapEx share from goods or services associated with taxonomy-aligned economic activities – disclosure for the year 2025

CapEX	2025 Financial year		Criteria for a material contribution							
	Economic activities (1)	Code (2)	Capital ex-	Capital	Climate	Climate	Water	Environmen- tal pollution	Circular economy	Biological diversity
			penditure (3)	expenditure share, 2025 (4)	change miti- gation (5)	change adaptation (6)				
		€m	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	
A. Taxonomy-eligible activities										
A.1 Ecologically sustainable activities (taxonomy-aligned)										
Capital expenditure on ecologically sustainable activities (taxonomy-aligned) (A.1)										
Of which enabling activities										
Of which transitional activities										
A.2 Taxonomy-eligible, but not ecologically sustainable activities (non-taxonomy-aligned activities)										
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL
Manufacture of energy efficient equipment for buildings	CCM 3.5	0.6	1.5	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
Production of other low-carbon technologies	CCM 3.6	7.1	17.9	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficient equipment	CCM 7.3	0.5	1.3	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of technologies for renewable energies	CCM 7.6	0.0	0.0	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
Capital expenditure on taxonomy-eligible but not ecologically sustainable activities (non-taxonomy-aligned activities) (A.2)		8.2	20.7	20.7%	0%	0%	0%	0%	0%	0%
A. Capital expenditure on taxonomy-eligible activities (A.1 + A.2)		8.2	20.7	20.7%	0%	0%	0%	0%	0%	0%
B. Non-taxonomy-eligible activities										
Capital expenditure on non-taxonomy-eligible activities		31.4	79.3							
Total		39.6	100							

Taxonomy-eligible operating expenditure

Operating expenditure in the sense of the EU taxonomy takes into account non-capitalisable expenses for research and development, building renovation measures, short-term leasing, maintenance and repair, among other things. To derive the taxonomy-eligible share of operating expenditure, the total value to be set in the denominator is first determined. One partial value of the denominator is non-capitalised R&D costs, presented in the Group income statement on page 63 of the 2025 annual report. The second partial value of the denominator is maintenance and repair costs in production, sales and administration as well as expenses for short-term and low-value leases included in the production, sales and administrative costs also disclosed on page 63 of the 2025 annual report in the Group income statement. Expenses incurred for measures for energy reduction or increasing energy efficiency in factory buildings and for maintenance of installed photovoltaic systems were not material in the reporting period. Since operating expenditures for taxonomy-eligible and non-taxonomy-eligible economic activities are incurred at Group sites and a more accurate breakdown is not possible at the system level, a breakdown of this difference according to the percentage share of taxonomy-eligible revenues in the total product portfolio is carried out to determine taxonomy-eligible operating expenditures of category a assigned to economic activity CCM 3.6. The amount from the appropriately determined taxonomy-eligible operating expenditures of category a is set as the figure in the numerator for calculating the taxonomy-eligible share of operating expenditure, after no taxonomy-eligible operating expenditures were incurred in categories b and c in this reporting period.

Taxonomy-aligned operating expenditure

Taxonomy-aligned operating expenditure of categories CCM 7.3, CCM 7.6, CCM 3.5 and CCM 3.1 could not be disclosed in the reporting period as no material taxonomy-eligible operating expenditures were incurred in these categories. Since no taxonomy-aligned economic activities exist with regard to category CCM 3.6 "Manufacture of other low carbon technologies", no revenue-related allocation key could consequently be applied to derive taxonomy-aligned operating expenditure according to category CCM 3.6.

Figure: OpEx share of goods or services associated with taxonomy-aligned economic activities – disclosure for the year 2025

OpEx	2025 Financial year		Criteria for a material contribution							
	Economic activities (1)	Code (2)	Operating expenditure (3) €m	Operating expenditure share, 2025 (4) %	Climate change mitigation (5) Y; N; N/EL	Climate change adaptation (6) Y; N; N/EL	Water (7) Y; N; N/EL	Environmental pollution (8) Y; N; N/EL	Circular economy (9) Y; N; N/EL	Biological diversity (10) Y; N; N/EL
A. Taxonomy-eligible activities										
A.1 Ecologically sustainable activities (taxonomy-aligned)										
Capital expenditure on ecologically sustainable activities (taxonomy-aligned) (A.1)										
Of which enabling activities										
Of which transitional activities										
A.2 Taxonomy-eligible, but not ecologically sustainable activities (non-taxonomy-aligned activities)										
Production of other low-carbon technologies	CCM 3.6	25.5	36.7		EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficient equipment	CCM 7.3	0.0	0.0		EL	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of technologies for renewable energies	CCM 7.6	0.0	0.0		EL	N/EL	N/EL	N/EL	N/EL	N/EL
Capital expenditure on taxonomy-eligible but not ecologically sustainable activities (non-taxonomy-aligned activities) (A.2)		25.5	36.7	36.7%	0%	0%	0%	0%	0%	0%
A. Capital expenditure on taxonomy-eligible activities (A.1 + A.2)		25.5	36.7	36.7%	0%	0%	0%	0%	0%	0%
B. Non-taxonomy-eligible activities										
Capital expenditure on non-taxonomy-eligible activities		44.0	63.3							
Total		69.5	100							

DNSH criteria ("Do no significant harm")									
Climate change mitigation	Adaptation to climate change	Water	Environmental pollution	Circular economy	Biological diversity	Minimum protection	Share of taxonomy-aligned (A.1.) or taxonomy-eligible (A.2.) operating expenditure 2024	Category Enabling activity	Category Transitional activity
(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
							36.1		
							0.2		
							0.1		
							36.4		
							36.4		

Explanation of abbreviations:

- Y - Yes, taxonomy-eligible activity aligned with the relevant environmental objective
- N - No, taxonomy-eligible activity but not aligned with the relevant environmental objective
- EL - eligible, taxonomy-aligned activity for the respective environmental objective
- N/EL - not eligible, activity not taxonomy-eligible for the respective environmental objective"

Tables according to footnote (c) of Environmental Delegated Act Annex V

	Proportion of OpEx/total OpEx	
	aligned per objective	eligible per objective
Climate change mitigation (CCM)	0%	36.7%
Climate change adaptation (CCA)	0%	0%
Water and marine resources (WTR)	0%	0%
Circular economy (CE)	0%	0%
Environmental pollution (PPC)	0%	0%
Biodiversity and ecosystems (BIO)	0%	0%

Nuclear and fossil gas related activities

Row	Nuclear energy related activities	
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle	No
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies	No
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades	No
Fossil gas related activities		
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels	No
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels	No
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels	No

ASSURANCE REPORT OF THE INDEPENDENT GERMAN PUBLIC AUDITOR ON A LIMITED ASSURANCE ENGAGEMENT IN RELATION TO a separate non-financial group report

To Koenig & Bauer AG, Würzburg

Assurance Conclusion

We have conducted a limited assurance engagement on the separate non-financial group report of Koenig & Bauer AG, Würzburg, (hereinafter the „Company“) to comply with §§ [Articles] 315b to 315c HGB [Handelsgesetzbuch: German Commercial Code] including the disclosures contained in this separate non-financial group report to fulfil the requirements of Article 8 of Regulation (EU) 2020/852 (hereinafter the „Non-Financial Group Reporting“) for the financial year from 1 January to 31 December 2025.

Not subject to our assurance engagement were the external sources of documentation or expert opinions mentioned in the Non-Financial Group Reporting, which are marked as unassured.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the accompanying Non-Financial Group Reporting for the financial year from 1 January to 31 December 2025 is not prepared, in all material respects, in accordance with § 315c in conjunction with §§ 289c to 289e HGB and the requirements of Article 8 of Regulation (EU) 2020/852 as well as with the supplementary criteria presented by the executive directors of the Company.

We do not express an assurance conclusion on the external sources of documentation or expert opinions mentioned in the Non-Financial Group Reporting, which are marked as unassured.

Basis for the Assurance Conclusion

We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Re-

vised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB).

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under ISAE 3000 (Revised) are further described in the „German Public Auditor’s Responsibilities for the Assurance Engagement on the Non-Financial Group Reporting“ section.

We are independent of the Company in accordance with the requirements of European law and German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. Our audit firm has complied with the quality management system requirements of the IDW Standard on Quality Management: Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)) issued by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany; IDW). We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusion.

Responsibility of the Executive Directors and the Supervisory Board for the Non-Financial Group Reporting

The executive directors are responsible for the preparation of the Non-Financial Group Reporting in accordance with the relevant German legal and European regulations as well as with the supplementary criteria presented by the executive directors of the Company. They are also responsible for the design, implementation and maintenance of such internal controls that they have considered necessary to enable the preparation of a Non-Financial Group Reporting in accordance with these regulations that is free from material misstatement, whether due to fraud (i.e., manipulation of the Non-Financial Group Reporting) or error.

This responsibility of the executive directors includes selecting and applying appropriate reporting policies for preparing the Non-Financial Group Reporting, as well as making assumptions and estimates and ascertaining

forward-looking information for individual sustainability-related disclosures.

The supervisory board is responsible for overseeing the process for the preparation of the Non-Financial Group Reporting.

Inherent Limitations in the Preparation of the Non-Financial Group Reporting

The relevant German statutory legal and European regulations contain wording and terms that are still subject to considerable interpretation uncertainties and for which no authoritative, comprehensive interpretations have yet been published. As such wording and terms may be interpreted differently by regulators or courts, the legal conformity of measurements or evaluations of sustainability matters based on these interpretations is uncertain.

These inherent limitations also affect the assurance engagement on the Non-Financial Group Reporting.

German Public Auditor's Responsibilities for the Assurance Engagement on the Non-Financial Group Reporting

Our objective is to express a limited assurance conclusion, based on the assurance engagement we have conducted, on whether any matters have come to our attention that cause us to believe that the Non-Financial Group Reporting has not been prepared, in all material respects, in accordance with the relevant German legal and European regulations as well as with the supplementary criteria presented by the executive directors of the Company, and to issue an assurance report that includes our assurance conclusion on the Non-Financial Group Reporting.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), we exercise professional judgment and maintain professional skepticism. We also:

- obtain an understanding of the process to prepare the Non-Financial Group Reporting.
- identify disclosures where a material misstatement due to fraud or error is likely to arise, design and perform procedures to address these disclosures and obtain limited assurance to support the assurance

conclusion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misleading representations, or the override of internal controls.

- consider the forward-looking information, including the appropriateness of the underlying assumptions. There is a substantial unavoidable risk that future events will differ materially from the forward-looking information.

Summary of the Procedures Performed by the German Public Auditor

A limited assurance engagement involves the performance of procedures to obtain evidence about the sustainability information. The nature, timing and extent of the selected procedures are subject to our professional judgement.

In conducting our limited assurance engagement, we have, amongst other things:

- evaluated the suitability of the criteria as a whole presented by the executive directors in the Non-Financial Group Reporting.
- inquired of the executive directors and relevant employees involved in the preparation of the Non-Financial Group Reporting about the preparation process, and about the internal controls relating to this process.
- evaluated the reporting policies used by the executive directors to prepare the Non-Financial Group Reporting.
- evaluated the reasonableness of the estimates and the related disclosures provided by the executive directors.
- performed analytical procedures and made inquiries in relation to selected information in the Non-Financial Group Reporting.
- performed site visits.
- considered the presentation of the information in the Non-Financial

Group Reporting:

- considered the process for identifying taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Non-Financial Group Reporting.

Restriction of Use

We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the report is intended solely to inform the Company about the result of the assurance engagement. Accordingly, the report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is solely towards the Company. We do not accept any responsibility, duty of care or liability towards third parties.

Nuremberg, 18. March 2026

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

sgd. Christian König
Wirtschaftsprüfer
[German public auditor]

sgd. Dr. Felix Canitz
Wirtschaftsprüfer
[German public auditor]

Annual Report 2025
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Balance sheet for Koenig & Bauer AG to 31 December 2025

in accordance with German accounting regulations (HGB)

in €m	31.12.2024	31.12.2025
Assets		
Non-current assets		
Intangible assets	61.1	63.8
Property, plant and equipment	64.2	61.2
Financial assets	416.7	415.9
	542.0	540.9
Current assets		
Other receivables and assets	156.1	138.6
Cash and cash equivalents	52.9	60.9
	209.0	199.5
Deferred income	2.7	3.7
Asset difference from net asset transfer	0.2	0.9
	753.9	745.0

in €m	31.12.2024	31.12.2025
Equity and liabilities		
Equity		
Share capital	43.0	43.0
Share premium	87.5	87.5
Reserves	184.4	122.7
Retained losses	-61.7	-53.5
	253.2	199.7
Special items with equity portion	0.5	0.4
Provisions		
Pension and similar provisions	73.5	68.5
Tax provisions	0.0	1.0
Other provisions	29.6	29.9
	103.1	99.4
Liabilities		
Bank loans	254.9	253.0
Prepayments received on orders	2.3	2.3
Trade payables	3.9	6.4
Payables to affiliated companies	132.1	180.0
Other liabilities	3.9	3.8
	397.1	445.5
	753.9	745.0

Income statement for Koenig & Bauer AG 2025

in accordance with German accounting regulations (HGB)

in €m	2024	2025
Revenue	132.5	110.2
Cost of sales	-90.4	-78.5
Gross profit	42.1	31.7
Administrative expenses	-44.1	-32.8
Other operating income	6.8	3.8
Other operating expenses	-60.8	-51.8
Profit from operations	-56.0	-49.1
Financial result	-5.5	-3.8
Income taxes	-0.2	-0.7
Earnings after taxes	-61.7	-53.5
Other taxes	--	--
Net loss	-61.7	-53.5
Profit carried forward	2.9	-61.7
Transfer to other reserves	-2.9	61.7
Retained losses	-61.7	-53.5

Financial dates

Statement on 1st quarter 2026

6 May 2026

Koenig & Bauer Annual Ge- neral Meeting

17 June 2026

Vogel Convention Center, Würzburg

Report on 2nd quarter 2026

6 August 2026

Statement on 3rd quarter 2026

12 November 2026

Contact / Imprint

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