

SOLUTIONS BEYOND TOMORROW



KRONES - Corporate IR Presentation | 2025



Agenda



1 Overview

2.1 Corporate Strategy

2.2 Segment Strategy

3 Key Figures

4 Outlook 2025 & Mid Term Targets

5 Krones Share



Krones at a glance



Market position	Global leader in filling and packaging technology, Nr. 1 for PET, cans and glass
Revenue (2024)	€5.3 billion
EBITDA (2024)	€537 million
Employees (2024)	20,379
Global Footprint:	More than 100 sales and service branches worldwide, 27 production sites, >3.000 service technicians
Customers	Beverage and food producers; chemicals, pharmaceuticals and cosmetics sector
Segments	• Filling and Packaging technology • Process technology • Intralogistics



What we stand for



Our Vision

Sustainable and affordable beverages, food and essentials for everyone and everywhere.

We develop solutions beyond expectations for our customers, humanity and our planet.

Our Mission

We lead with innovative solutions to empower our customers, meeting their goals and beyond, making them successful and sustainable.

We enforce our creative power to preserve nature and safeguard society.

Krones – an attractive investment

- ✓ **Leading position** in stable and growing food and beverage market
- ✓ **Resilient business model:** complete solution provider with a strong service business and a broad global footprint
- ✓ **Technology & innovation leader** in filling and packaging with strong focus on customer needs
- ✓ Excellent position in **sustainability**, major innovation and growth driver for years to come
- ✓ **Digitalization** - outstanding position for digital-enabled customer solutions in our industry
- ✓ **Mid term targets** with clear profitable growth strategy
- ✓ **Strong cash generation, financial stability and reliable dividend pay-outs**





Agenda



1 Overview

2.1 Corporate Strategy

2.2 Segment Strategy

3 Key Figures

4 Outlook 2025 & Mid Term Targets

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Solutions beyond tomorrow – Our strategic focus



Filling and Packaging Technology



Integrated packaging solutions

Process Technology



Food and beverage innovation

Intralogistics



Fully automated, flexible intralogistics



Superior services



Sustainability

Digitalization

Main growth drivers for the global beverage industry



Growing world population to almost 10bn in 2050¹



Rising middle class with >110 million people joining in 2024³



Increasing share of people living in urban areas reaches 70% in 2050²



Continuing sustainability focus among our costumers to reduce their CO₂ footprint

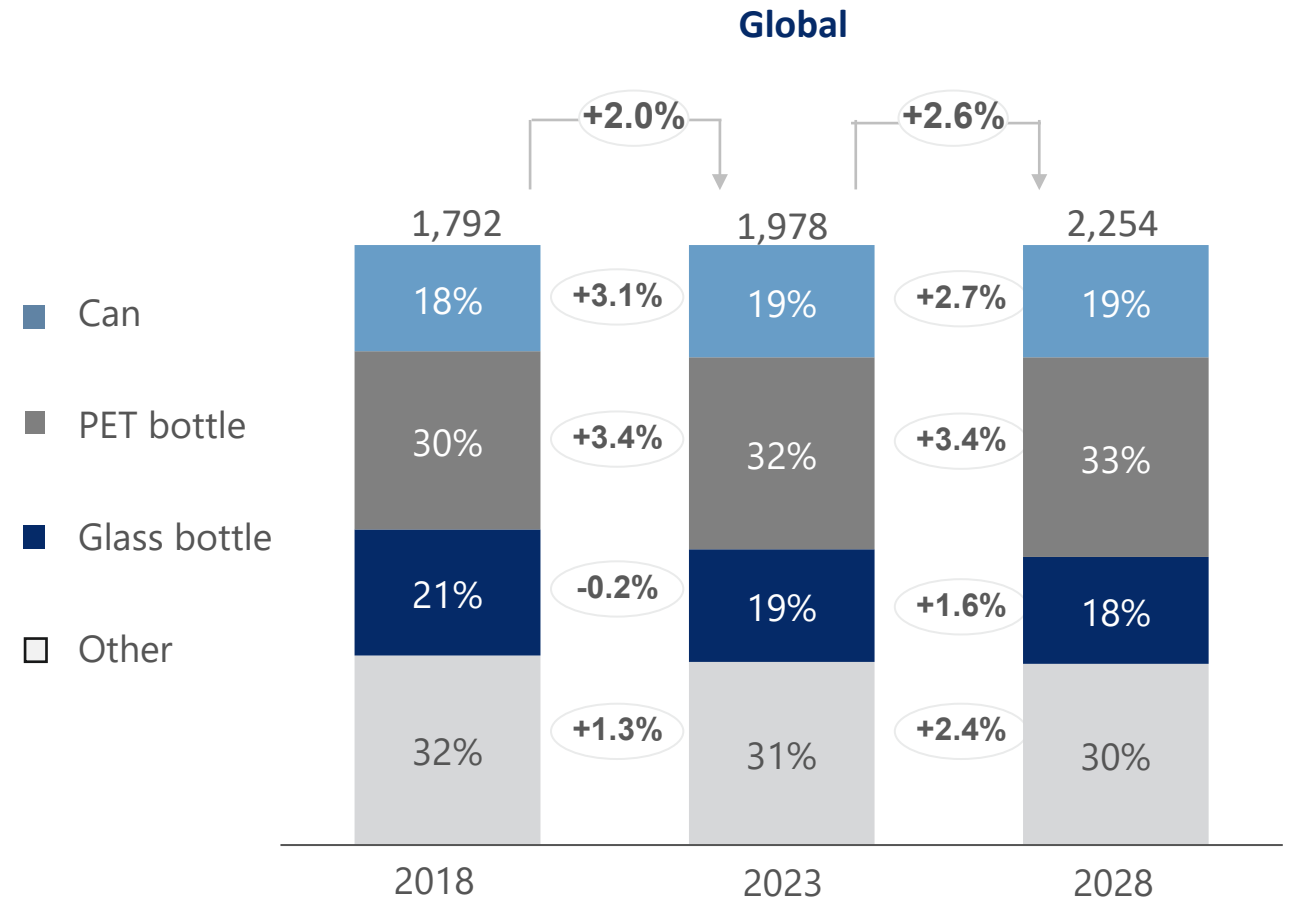
Strong external tailwind for Krones profitable growth

Beverage packaging development: top pack types

Volume in bn units and %-share by pack type; CAGR* in %



- **Non-cyclical markets:** maintaining reliable performance due to enduring demand, resilient against economic downturns
- **EU proposal:** mandatory share of returnable packaging in EU
- Trend to **recycled PET** in the beverage industry, e.g. South Korea and India are opening their markets for food-grade recycling



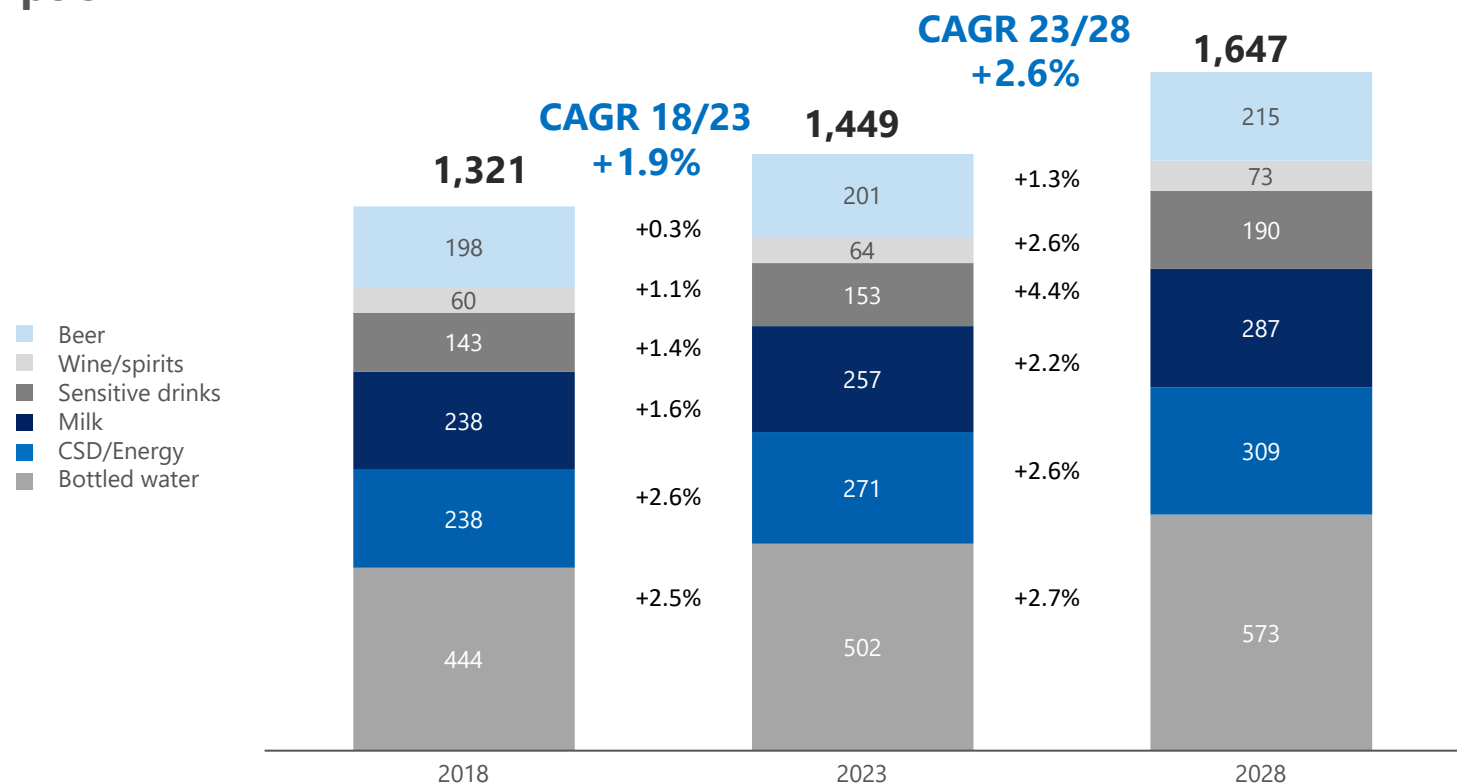
PET is the fastest growing packaging segment.

General global beverage consumption and growth drivers



Development of global beverage consumption

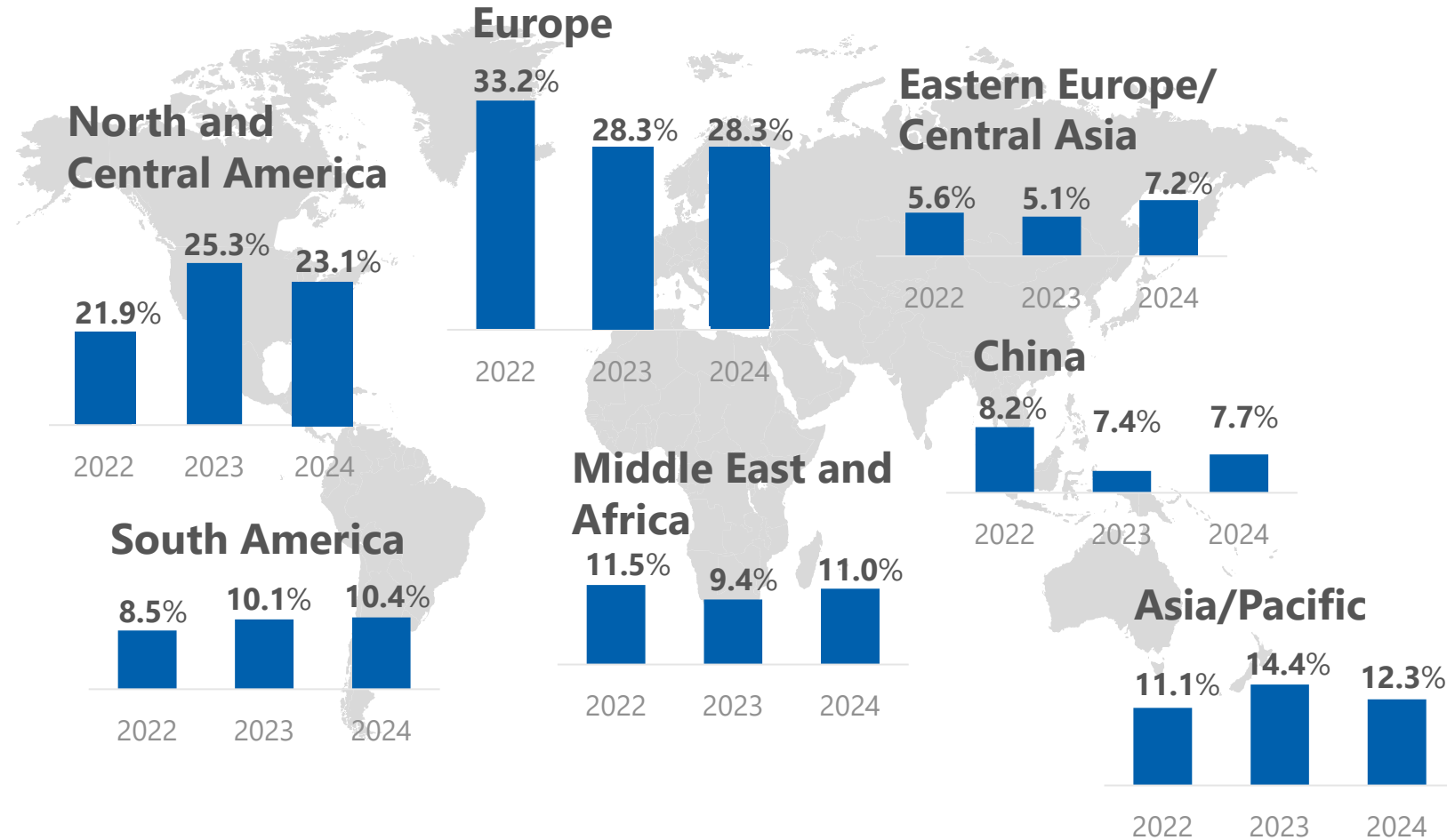
Volume in billion liters, CAGRs in %



The average growth in global beverage consumption is projected at 2.6% per year until 2028. Due to the resilient market with less economic volatility Krones ensures reliable growth.

Well-balanced revenue split

Share of revenues 2024



The average growth in global beverage consumption is projected at 2.6% per year until 2028. Due to the resilient market with less economic volatility Krones ensures reliable growth.

Selective transformation achievements



Sustainability Transformation



- **52% less** Scope 1 and 2 emissions¹
- **15% less** Scope 3 emissions¹
- **>50% share of energy efficient** enviro solutions

Digital Transformation



- **>200** lines connected
- **1,000 MSAs** signed
- **50 new digital** products
- **>600 digital experts**

Product Transformation



- **100.000 bottles/hr** new high-speed line
- **>400 R&D experts**
- **>7,000 patents**

Organizational & Process Transformation



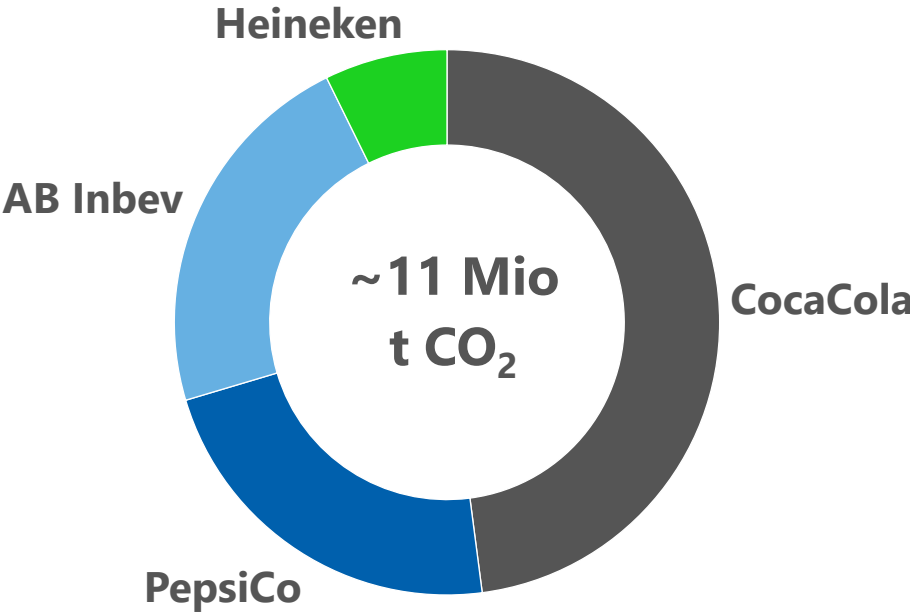
- **Cuttings-edge IT landscape** via S/4HANA implementation
- **1,800 additional employees** in 2024
- **Global footprint expansion**

Transformation leads to new business models for profitable growth

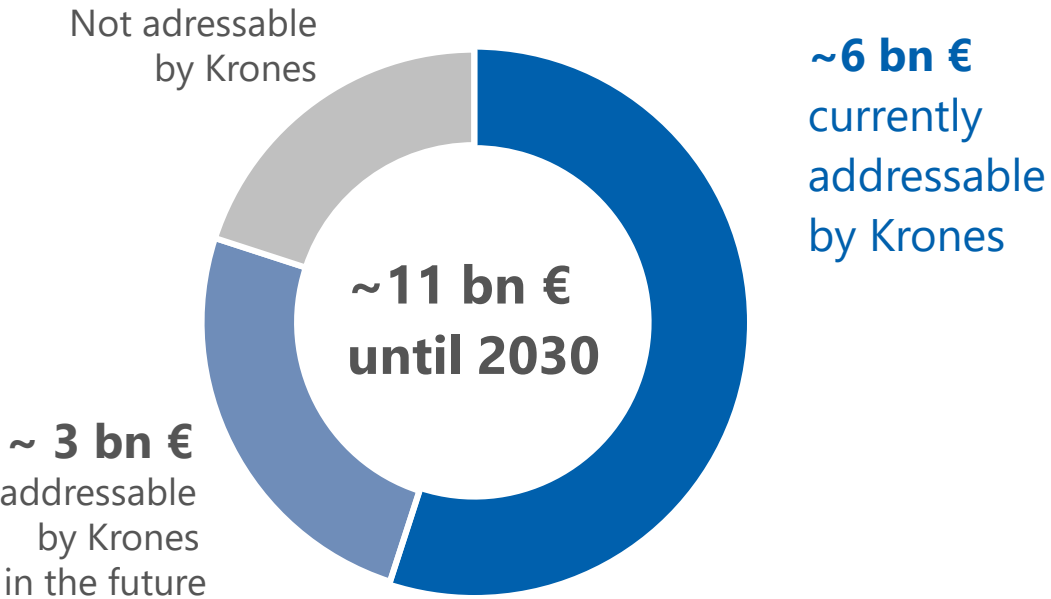
Sustainability transformation: Market potential for sustainable solutions



Scope 1&2 emission reduction goals until 2030 of 4 selective key accounts, t CO₂



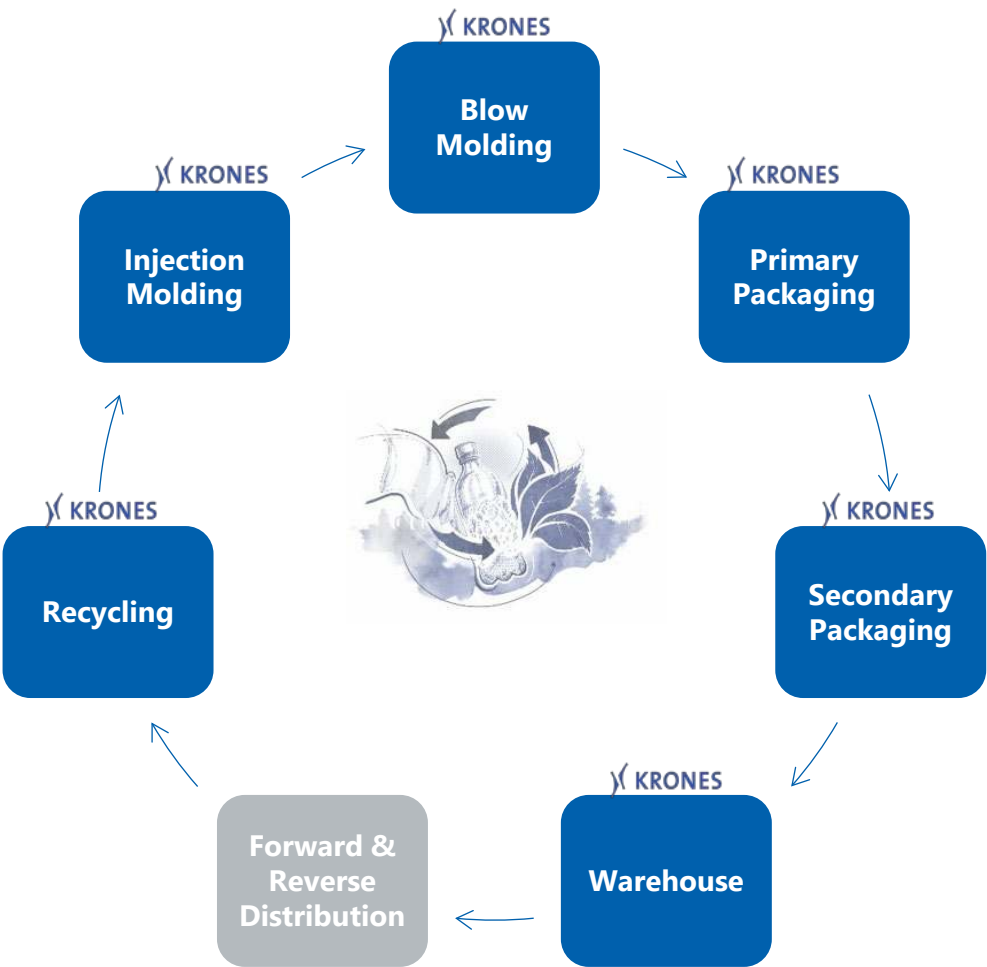
Market potential until 2030, bn €, assuming ~1,000 € investment to reduce 1t CO₂



Sustainability commitments of our customers offer significant market potential for Krones

1. Source: Annual reports and corporate websites. 60% reduction in Scope 1 and 2 until 2030 has been assumed in case of net-zero target for Scope 1-3 until 2040/50 and in case of multiple reduction targets for different bottlers

Krones offers a unique know-how and all relevant technologies for a closed loop for plastics



ESG targets 2030 and Net-zero 2040

Upstream chain

-30%	Reducing Scope 3 emissions in upstream processes ¹
100%	Suppliers managed regarding human rights

Own operations

-80%	Reducing Scope 1+2 emissions in our operations ¹
-10%	Reducing water and hazardous waste in our operations ²
20%	Women in leadership
-30%	Reducing occupational accidents per hours worked ²
100%	Legal entities evaluated with compliance risk analyses
85%	Implementing ISO 27001 for important entities

Downstream chain

-30%	Reducing Scope 3 emissions of sold products ¹
-25%	Reducing energy footprint of sold products ³
-20%	Reducing water footprint of sold products ³
30%	of Krones lines' plastics output recycled with Krones technology (equivalent)

12 KPIs in ESG (Environmental, Social, Governance) to steer sustainability along the value chain until 2030 and achieve Net-zero until 2040

Until 2040

NET-ZERO

emissions along the whole value chain

Sustainability transformation: Rankings improvement over time



	Krones 2023	Krones 2024/2025	Industry median 2023
			
	A-	Latest list not yet published	C
 Deutscher Nachhaltigkeitspreis		Winner in Category "Products: Climate"	

External benchmarks confirm our strong sustainability performance: industry's top 2%

Digital transformation: Evolution of Krones LCS Portfolio



	LCS Products	Modular Service Agreements (MSAs)	Lifecycle Alliance
Scope	▪ Spare Parts ▪ Service ▪ Upgrades ▪ Academy Training ▪ ...	▪ MSA Support ▪ MSA Maintenance ▪ MSA Performance (Consulting, Advanced Analytics)	▪ MSAs plus: – Shopfloor Guidance – Condition Monitoring – Production Planning – IT/OT Management
Connectivity	▪ Offline	▪ Offline/Connected line	▪ Connected line / "Line of the future"
Focus	▪ Quality ▪ Availability	+ OEE¹, OPEX	+ Cost per case, guarantees
	Existing solutions		2025+

Key results

> 1,000 MSAs

> 15% CAGR fast growing
(2021-2025)

> 200 Lines Connected

MSAs and Lifecycle Alliance drive our customers success and create a stable revenue stream for Krones

Digital transformation: Global services



- **> 6,000 service employees worldwide**
 - 3,000 service engineers
 - 1,200 production and supply chain experts
 - 1,800 engineering, support and back office
- **Worldwide on demand** spare parts supply
- **Next Service Levels** through digitalization

The Krones service network is of great value for our customers and a fundamental pillar for further growth

Digital transformation: Continuous service innovations



Spare Parts



Krones runs best with Krones

> 2 Mio SKUs shipped p.a.

Service



> 3,000 service engineers

Retrofits



> 300 design engineers

Operating Supplies



Full portfolio

Digi Products



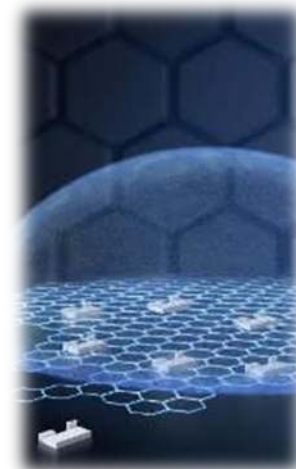
100% new lines ready

Digital Service Center



100 FTE in 7 DSC²

MSA¹



> 1,000 contracts

High customer loyalty through globally available LCS products bundled in Service Agreements

Product transformation: Filling and Packaging Technology

Line of the future program

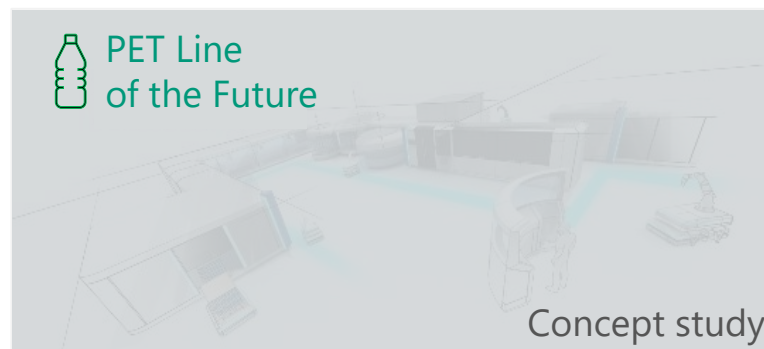


Customer inspiration from last Drinktec 2022



Customer feedback reflected in our "Line of the future" program

1st pilot in 2025



- Modular Blocked Systems
- Automated material handling
- New IT architecture
- Higher output and efficiency

Results to be shown at Drinktec 2025



Fundamental change in Energy and Media Consumption



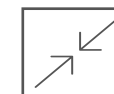
Long Term Performance and TCO guarantees



No operators - Supervision only



Fully digitized and connected



Reduced Footprint



"Managed by Krones"

"Line of the Future" program inspired by our customers with 1st pilot in 2025

Product transformation: Process Technology

Megatrends persist and continue to shape our strategy



Fermentation technology

Proteins from advanced fermentation



CAGR ~14%

InsightAce Analytic 2023 - 2031



Water Technology

Water treatment & water design



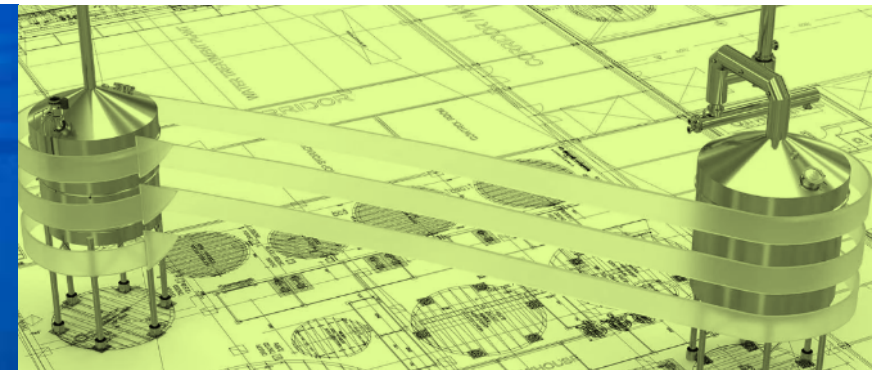
CAGR >6%

Precedence Research 2024 - 2032



Sustainable Solutions

Energy efficiency & waste minimization



CAGR >20%

Fortune Business Insights 2024 - 2032

Product transformation: Intralogistics

Clear customer needs addressed, solve complex logistics challenges



ASRS¹

Solve increasing complexity

From hundreds to Tens of thousands SKUs

Multi-format bins & boxes



PickMate

Enhance labor health and safety

Up to 50% reduction in FTEs and accident-free operations

Heavy work relief through robotics



SortMate

Promote smarter logistics

Up to 20% savings in logistics costs

Scalable and flexible solutions



LogiMate

Increase energy efficiency

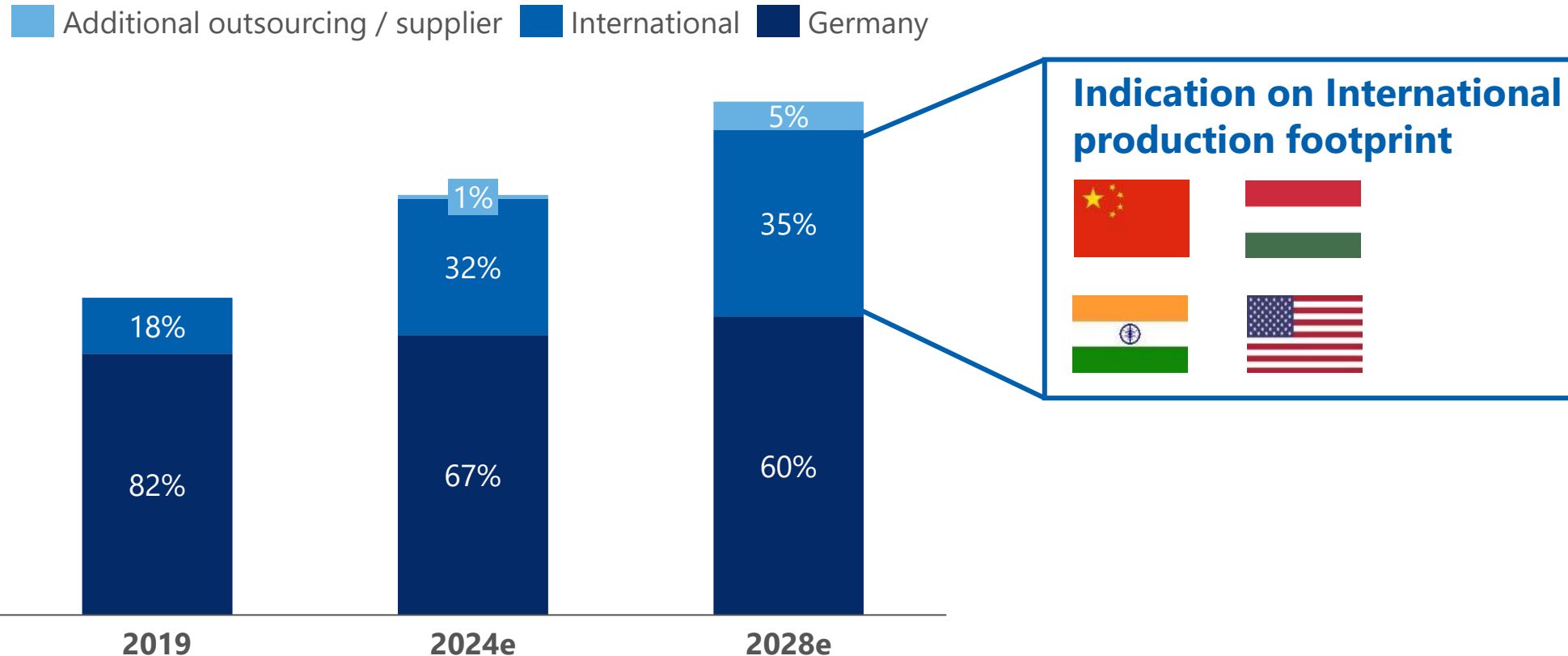
Up to 40% reduction in energy consumption

Energy recovery (potential and kinetic energy)

Organizational & Process Transformation: Resilient global footprint



Foreign vs. domestic production



Significant increase in foreign production and outsourcing targeted

Human Capital - an important success factor



Challenges to be solved

- Lack of skilled workforce; especially digital talents and service engineers
- Reduced employee loyalty; driven by e.g., remote working
- Increased demand for a better work-life balance
- Retention of key talent

Selective success stories

- New employer brand launched
- Global recruiting and training approach for service engineers created
- Krones.digital community established





Agenda



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2.1 Corporate Strategy

2.2 Segment Strategy

3 Key Figures

4 Outlook 2025 & Mid Term Targets

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Our segments at a glance



Filling and Packaging Technology

	2024	2023	Δ Diff.
Revenue (€ million)	4,453.9	3,924.8	+13%
EBITDA (€ million)	464.4	402.3	+ 15%
EBITDA margin (%)	10.4	10.3	+ 0.1 PP*

• **Scope:** Solutions for filling and packaging products in PET bottles, glass bottles, and cans. Includes injection molding and stretch blow molding technology for PET bottles. Service business includes converting used plastic bottles into food-grade recycled material (PET recycling).

• **Key Offerings:** Complete production lines, packaging systems, filling machines, recycling systems.

• **Market positioning:** Largest segment of Krones, serving a wide range of customers globally.

Process Technology

	2024	2023	Δ Diff.
Revenue (€ million)	507.5	453.3	+12%
EBITDA (€ million)	49.5	34.7	+ 43%
EBITDA margin (%)	9.7	7.7	+2 PP*

• **Scope:** Machines and lines for producing juices, milk, dairy drinks, beer, alternative proteins, and water treatment. Includes components like valves and pumps under Evoguard and Ampa Pumps brands.

• **Key Offerings:** Processing equipment, brewing systems, and dairy production technology.

• **Market positioning:** Focuses on innovation and efficiency in beverage and food processing.

Intralogistics

	2024	2023	Δ Diff.
Revenue (€ million)	332.2	342.6	- 3%
EBITDA (€ million)	23.2	20.3	+ 14%
EBITDA margin (%)	7.0	5.9	+ 1,1 PP*

• **Scope:** Planning and design of fully automated warehousing, order-picking, and material flow systems with automated guided vehicle systems. Includes software tools and other services.

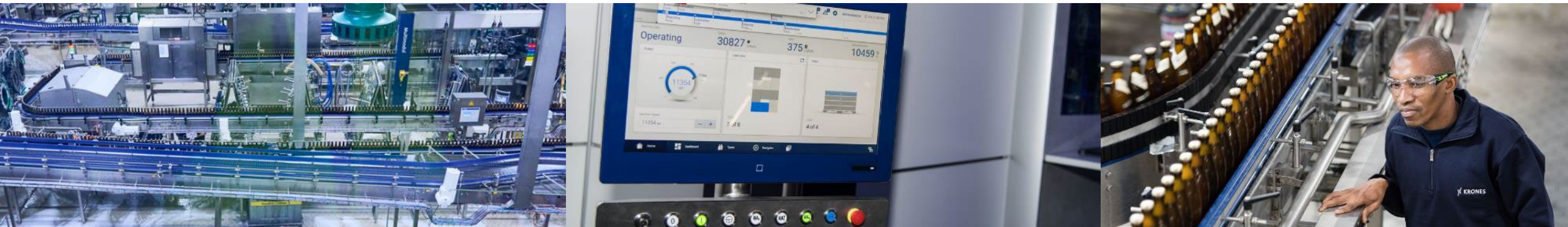
• **Key Offerings:** Automated Guided Vehicles (AGV), warehouse automation systems, and logistics solutions.

• **Market positioning:** Enhances operational efficiency and material handling within industrial environments.

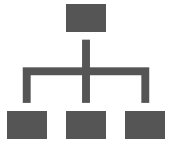
Filling and Packaging Technology



- ✓ **Line of the Future solutions - market demands realized**
- ✓ **Unique portfolio and know how – enhanced competitiveness**
- ✓ **Integrated business model (CAPEX and OPEX) – securing profitable growth**



Filling and Packaging Technology: Strategy at a glance



Structure and processes

- Adaptation of structures and processes for digitalization and new business models, e.g., MSAs, Lifecycle Alliance
- Efficient Project Execution



Global footprint

- Expansion of production in Hungary, China and India
- Localization of supply chains
- Localization of consulting, engineering and digital service



Portfolio

- Adaptation of product portfolio - focus on line solutions and cost reduction
- New digital products
- New innovations to increase efficiency and sustainability
- Netstal injection molding



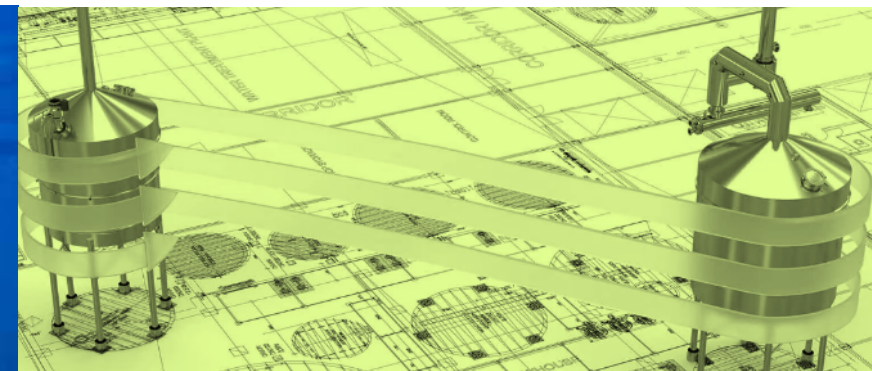
Growth

- Market growth
- Pricing
- Increasing customer loyalty with LCS contracts
- Recycling business

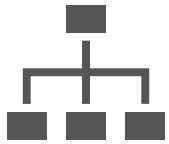
Process Technology



- ✓ **Successful turnaround with growing profitability**
- ✓ **Increasing resilience through market diversification**
- ✓ **Growth path built on long-term megatrends**



Process Technology: Strategy at a glance



Structure and processes

- Adjustments in structure and processes for digitalization
- Bottom line synergies across entities
- Best-cost country sourcing



Global footprint

- Enhanced collaboration across regions
- Cost competitive manufacturing hubs, e.g., increased presence in India
- Leveraging US potential



Portfolio

- Increased focus on LCS
- New products & innovations to increase efficiency and sustainability



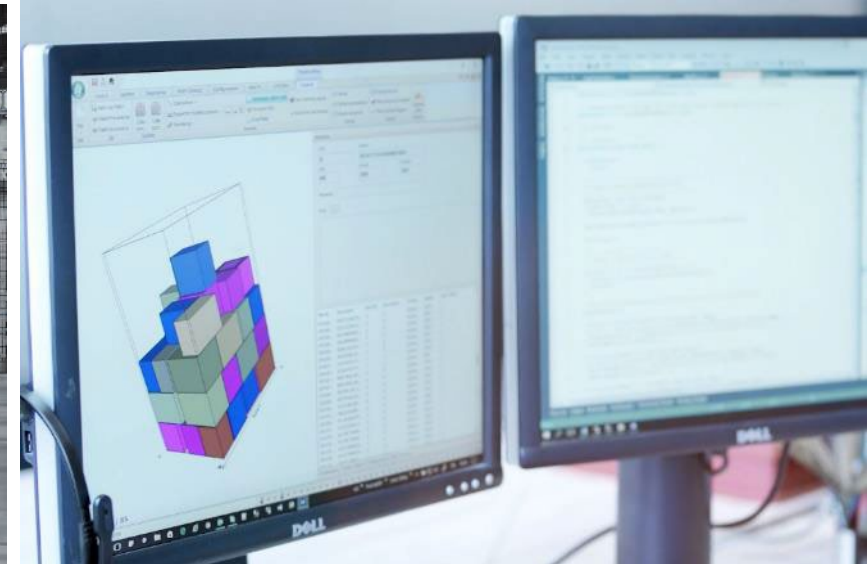
Growth

- Increased component business
- Market growth, especially APAC & NAM
- Extended scope: home/personal care and liquid food
- Alternative proteins
- Water initiative

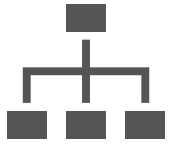
Intralogistics



- ✓ **Robust growth** supported by high market potential and target industries differentiation
- ✓ **Order picking solutions** provide **higher margins**
- ✓ **Leveraging on global footprint and superior software**



Intralogistics: Strategy at a glance



Structure and processes

- Efficient project execution
- Common software platform for the group
- Talents development
- Supply chain savings



Global footprint

- Extended US software engineering and manufacturing capacity
- China subsidiary founded
- Indian subsidiary to be extended



Portfolio

- Change to flexible and scalable projects
- Robotic solutions for order picking
- Higher portion of automatic case picking



Growth

- Growing service business
- Opportunities in groceries
- Expansion of all types of businesses to all regions



Agenda



1 Overview

2.1 Corporate Strategy

2.2 Segment Strategy

3 Key Figures

4 Outlook 2025 & Mid Term Targets

5 Krones Share

Financial KPIs Krones group 2020 – 2024



		1 Jan-31 Dec 2024	Change year-on-year	1 Jan-31 Dec 2023	1 Jan-31 Dec 2022	1 Jan-31 Dec 2021	1 Jan-31 Dec 2020
Sales revenue	€ million	5,294	+ 12.1%	4,721	4,209	3,635	3,323
Order intake	€ million	5,461	+1.6%	5,377	5,783	4,316	3,307
Orders on hand at 31 December	€ million	4,290	+4.1%	4,122	3,466	1,893	1,211
EBITDA	€ million	537	+ 17.5%	457	373	313	133
EBITDA margin	%	10.1	+0.4 PP*	9.7	8.9	8.6	4.0
EBIT	€ million	369	+26.7%	291	230	171	-41
EBT	€ million	382	+22.9%	311	242	177	-37
EBT margin	%	7.2	+0.6 PP*	6.6	5.8	4.9	-1.1
Consolidated net income	€ million	277	+23.4%	225	187	141	-80
Earnings per share	€	8.77	+23.3%	7.11	5.92	4.47	-2.52
Capital expenditure for PP&E and intangible assets	€ million	181	+€18 million	163	118	105	94
Free cash flow	€ million	113	+€ 214 million	-101	371	203	221
Net cash and cash equivalents at 30 September**	€ million	440	-€5 million	445	670	378	185
Equity ratio at 31 December	%	40.5	+2.2 PP*	38.3	38.3	39.8	39.4
ROCE	%	18.2	+1.9 PP*	16.3	14.1	10.0	-2.2
Working capital to revenue***	%	17.0	-0.8 PP*	17.8	19.0	24.8	28.3
Employees at 31 December							
Worldwide		20,379	+1,866	18,513	17,164	16,303	16,736
Germany		11,312	+658	10,654	10,130	9,821	10,364
Outside Germany		9,067	+1,208	7,859	7,034	6,482	6,372

*Percentage points **Cash and cash equivalents less debt *** Average of 4 quarters

Non-Financial KPIs Krones Group 2019 – 2024



ESG-Area	KPI	Unit	BaseYear	2019	2020	2021	2022	2023	2024
E	Scope 1 GHG Emissions	t CO ₂ e	2019	23,579	21,582	20,564	19,433	22,918	20,887
	Scope 2 GHG Emissions (market-based)	t CO ₂ e	2019	31,197	26,182	18,081	12,628	10,563	5,564
	Scope 3 GHG Emissions	t CO ₂ e	2019	11,480,540	8,771,160	8,850,877	9,595,497	8,451,760	9,805,138
	Water Consumption	m3	2020	-	237,439	247,581	268,887	264,219	262,173
	Hazardous Waste	t	2020	-	1,580	1,669	1,672	1,984	2,073
S	Women in Leadership	%	2020	-	11.3	11.8	13.1	15.7	16.5
	Occupational Accidents	Number/ million hours	2020	-	8.9	8.0	6.7	6.3	5.6



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1 Overview

2.1 Corporate Strategy

2.2 Segment Strategy

3 Key Figures

4 Outlook 2025 & Mid Term Targets

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Krones outlook 2025 – further growth and improvement of profitability



7% – 9%



Revenue growth

10.2% – 10.8%



EBITDA margin

18% – 20%



ROCE

There are various unpredictable factors that could affect the company's business processes and production. These include geopolitical risks in Europe, the Middle East and other parts of the world, another source of uncertainty is the tariff policy of the new US administration, which could present the threat of trade conflicts. Material shortages and problems in global supply chains also remain a source of uncertainty.

Krones outlook 2025 – segment targets

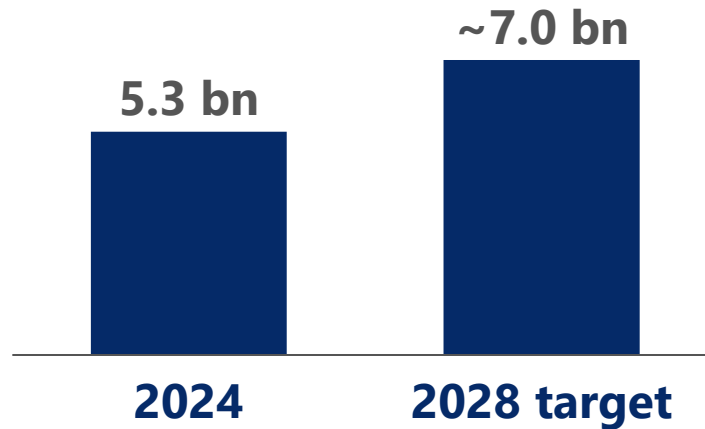


	 Filling and Packaging Technology	 Process Technology	 Intralogistics
 Revenue growth	7% – 9%	0% – 5%	15% – 20%
 EBITDA margin	10.5% – 11.0%	9.0% – 10.0%	6.5% – 7.5%

Mid-term targets 2028



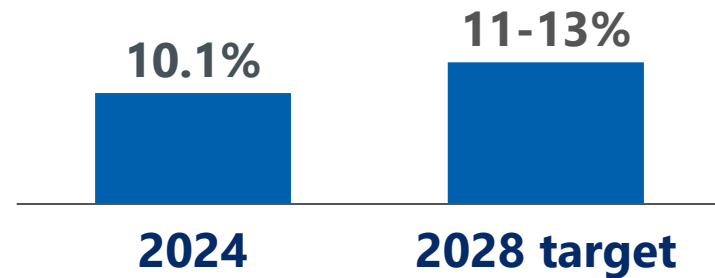
Revenue, €



Growth drivers

- 3% Global Beverage Market
- Sustainability driven solutions
- Digital and service solutions
- Potential from acquisitions Netstal, Ampco
- Innovation
- M&A

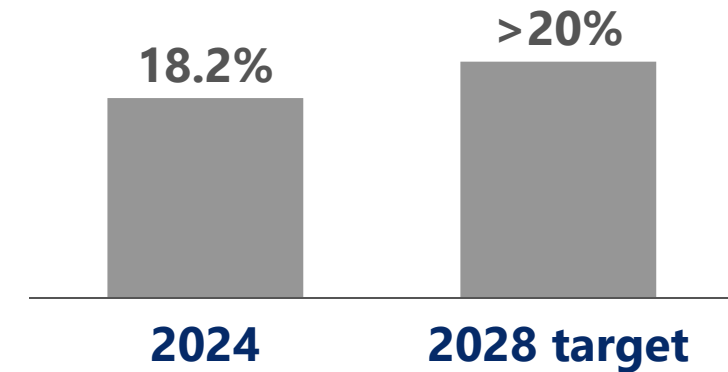
EBITDA margin



Profitability drivers

- Pricing power
- Leverage potential from global footprint and expand it further
- Innovation in products
- Cost reduction from process innovation
- Efficient project execution
- Cost discipline and selective increase in headcount

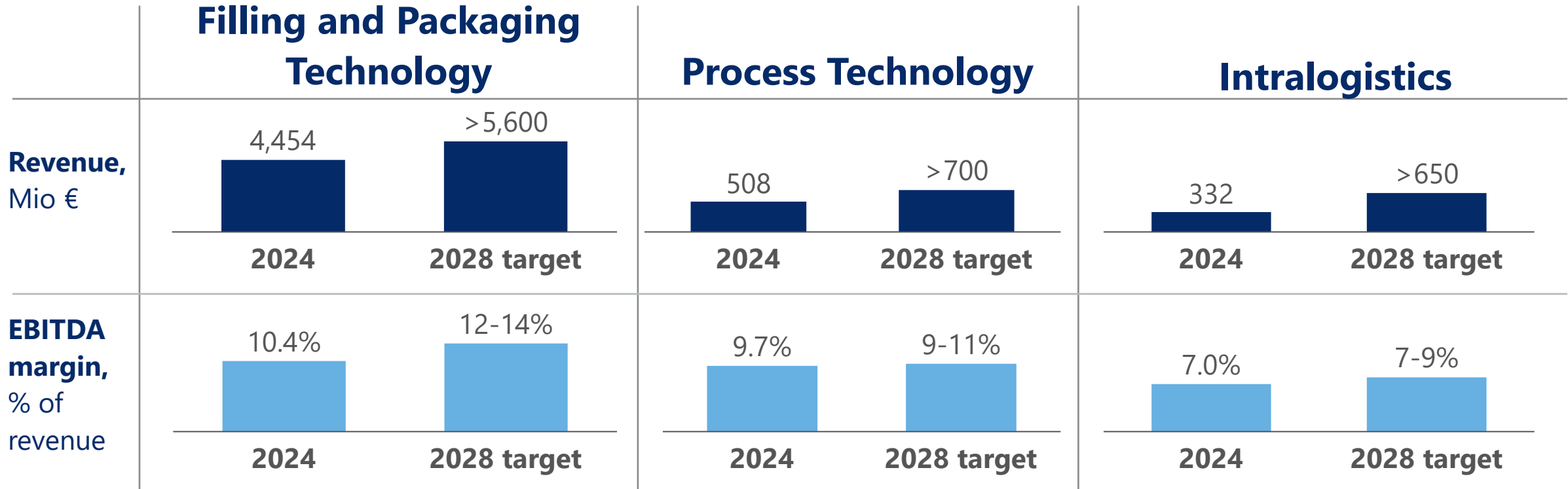
ROCE



ROCE drivers

- Increase in EBIT
- Efficient investment allocation and working capital management

2028 – Revenue and EBITDA margin targets broken down by segments



Group strategic targets at a glance: Non-financial and financial targets



Strategic target Non-financial	Target for 2030	At year-end 2024
Reduction in Scope 1 and 2*	-80%	-51.7%
Reduction in Scope 3*	-30%	-14.6%
Increase in percentage of women in management positions	20%	16.5%

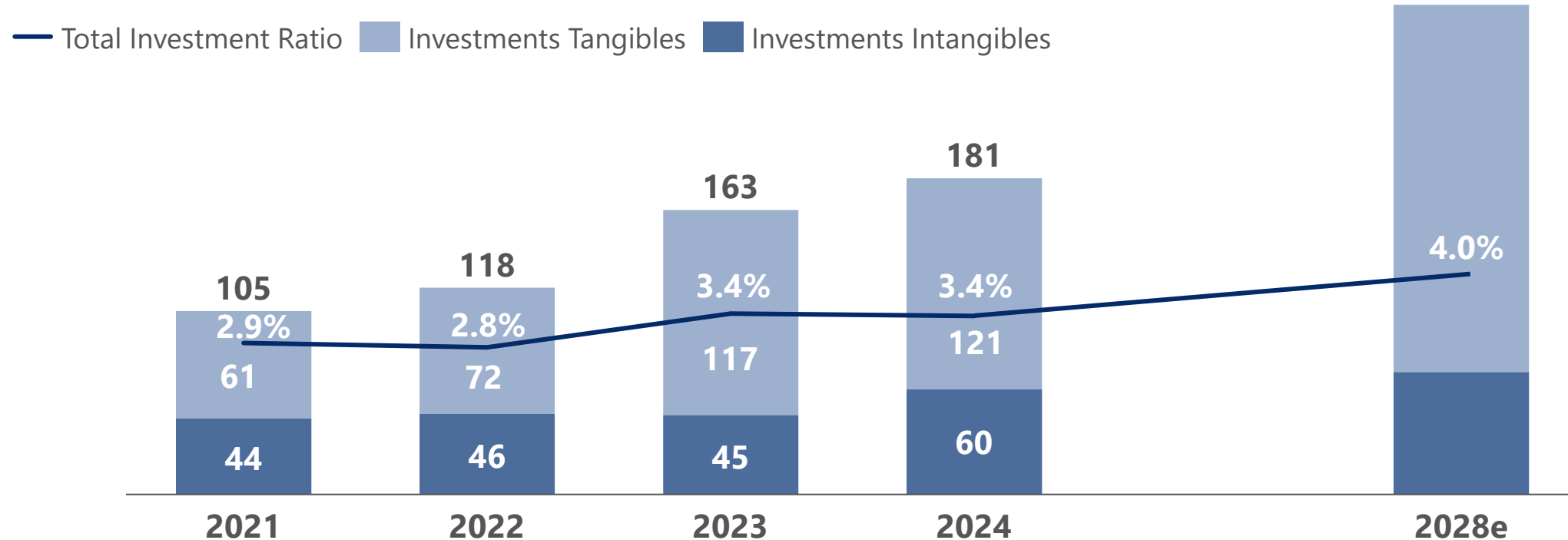
*Base year 2019

Strategic target Financial	Target for 2028	At year-end 2024
Profitable growth	Revenue: around €7 billion EBITDA margin: 11-13%	Revenue: € 5.3 billion EBITDA margin: 10.1%
Increase in international share of total value added (incl. outsourcing)	40%	33%

Group investments 2021-2028e



Investments, Mio € and **Total Investment Ratio**, % of revenue, 2021-2028e



Internationalization

Restructuring and performance

Profitable growth, resilience and modernization

Investment focus is on growth, increase in performance and global footprint



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2.2 Segment Strategy

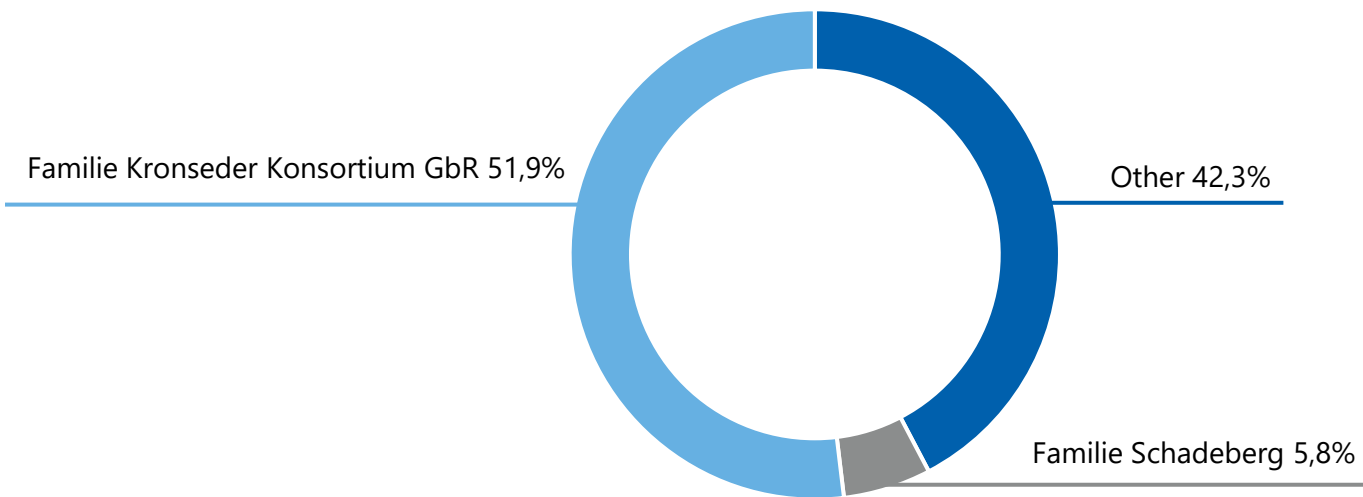
3 Key Figures

4 Outlook 2025 & Mid Term Targets

5 Krones Share



Shareholder structure as of 31 December 2024



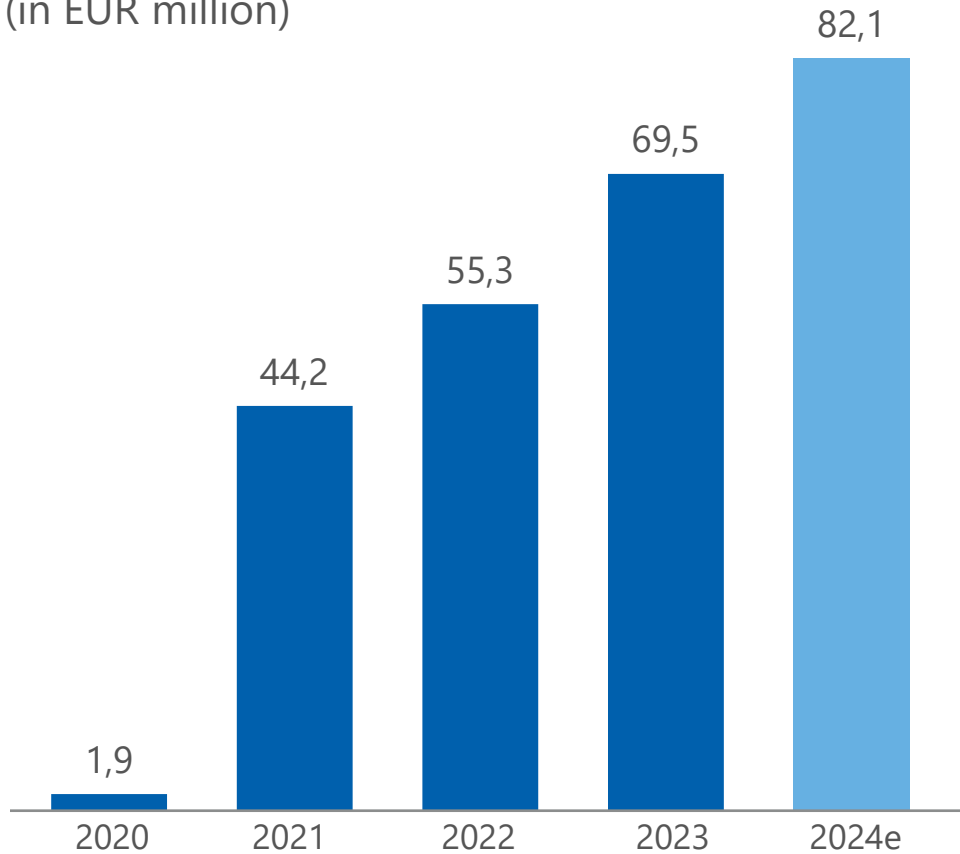
Key data for the Krones share

Number of shares	31,593,072
German securities identification number	633500
ISIN	DE 0006335003
XETRA ticker symbol	KRN

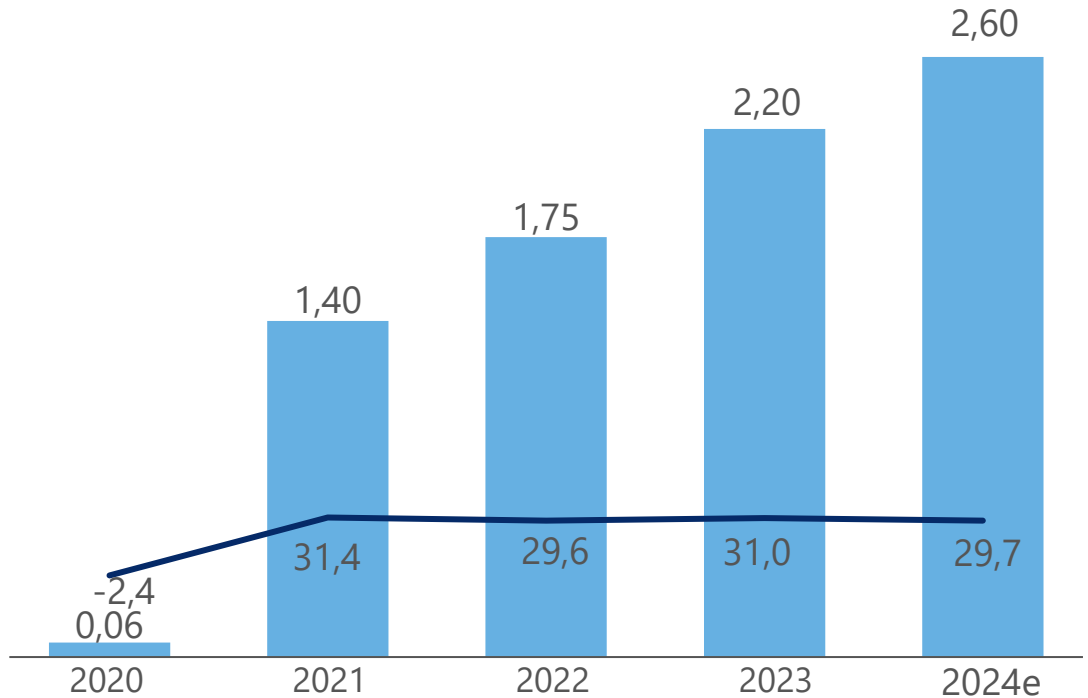
Development of dividend payment: Krones' long-term dividend policy is to pay out 25% to 30% of consolidated net income



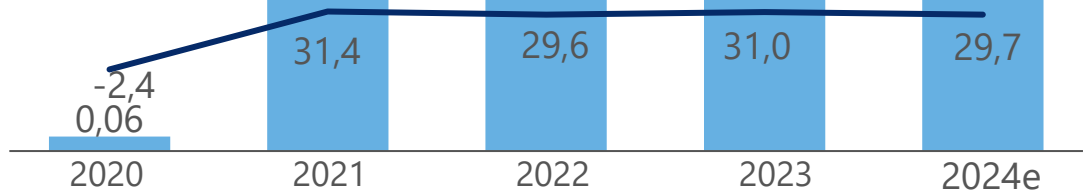
Dividend payment for fiscal year
(in EUR million)



Dividend per share (in EUR)
for fiscal year



— Payout ratio
(dividend as % of consolidated net income)



Krones' stock price development compared to MDAX over 10 years



Financial calendar and contact



May 9, 2025

Conference Call Group

Quarterly statement for the period
from 1 January to March 31, 2025

May 27, 2025

Annual General Meeting in Regensburg

July 30, 2025

Conference Call Group

Interim report for the period
from 1 January to June 30, 2025

November 7, 2025

Conference Call Group

Quarterly statement for the period
from 1 January to September 30, 2025



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Disclaimer



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