

KOENIG & BAUER

Capital Markets Day 2025

06 August 2025

Frankfurt, Deutsche Börse

we're on it.

KOENIG & BAUER

6. August 2025
Frankfurt, Deutsche Börse

CAPITAL MARKETS DAY 2025: FOCUSING



Agenda CMD 2025

Time

13:00	Welcome Lena Landenberger
13:05 – 13:40	Presentation Dr Stephen Kimmich
13:40 – 14:00	Presentation Dr Alexander Blum
14:00 – 14:45	Presentation Sandra Wagner
14:45 – 15:00	<i>Coffee Break</i>
15:00 – 15:20	Presentation Julian Schubert
15:20 – 15:50	Q&A Session All
15:50 – 16:00	Wrap Up Dr Kimmich & Farewell



Dr Stephen Kimmich

CEO Koenig & Bauer AG

Focusing on the transition to performance

What we have achieved. Where we are heading.



CAPITAL MARKETS DAY 2025: FOCUSING

Focus in action: Consistent decisions for greater impact.



Reduction to two segments instead of three for maximum customer focus.



Streamlining to two board members from 2026 onwards for more agile decision-making.



Reduction of portfolio complexity within the framework of "Spotlight" (e.g. at CSMetalCan & Flexo).



Review of all options for Koenig & Bauer Coding GmbH

Focus pays off: Positive earnings development in H1-2025



- Stronger increase in operating performance at EBITDA LTM level compared to increase at EBIT level
- This also reflects the high investments made in recent years in new products and platforms
- Operating profitability before depreciation and amortisation is again above the 2023 level
- Current EBITDA margin contributes 6.5%

From disruption to performance



2000s

Disruption

- Focus on Diversification with Metal Decorating and Coding
- Focus Technological Advancement in Sheetfed Offset and Security Printing



2010s

Diversification

- Intensified focus on packaging by investments in flexographic and post-press business
- Investments in digital printing and digital transformation
- New Company Structure with focus on packaging, digital printing and special markets



2020 to 2025

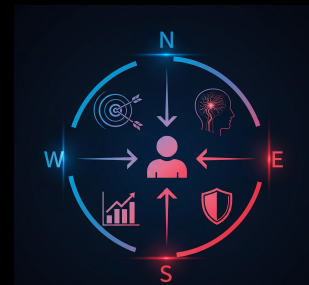
Development

- Introduction of Exceeding Print with emphasis on sustainability, digitalization and modularity
- Introduction of new governance and company structure



2026 +

Performance





Go-to-Market

- Scaling and successful market launch of our proven core portfolio
- position existing products even more successfully, further reduce complexity and focus more on securing sustainable growth

Intelligence

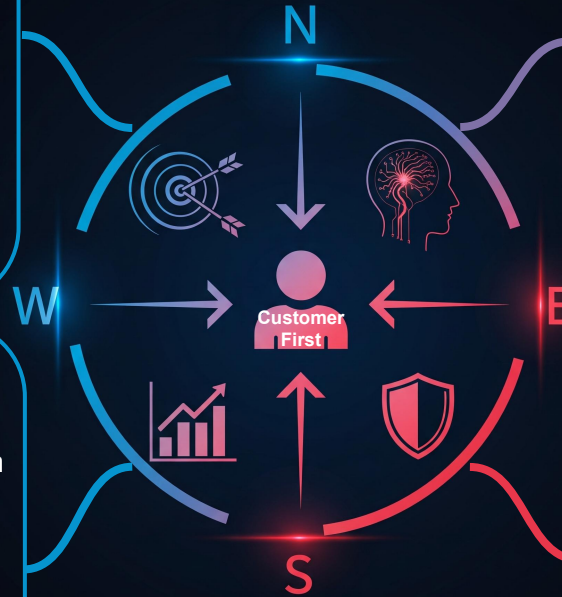
- Artificial intelligence, robotics and automation to optimize internal processes and develop innovative products
- Intelligent solutions to increase efficiency and customer success

Competitiveness

- Increasing our global competitiveness through continuous process optimization and critical analysis of our manufacturing costs
- Maintaining the leading position in mechanical engineering and profitable growth in a challenging environment

Resilience

- More flexibility, adaptability and speed to ensure the necessary scope to respond effectively to market changes and to maintain the position as a market shaper



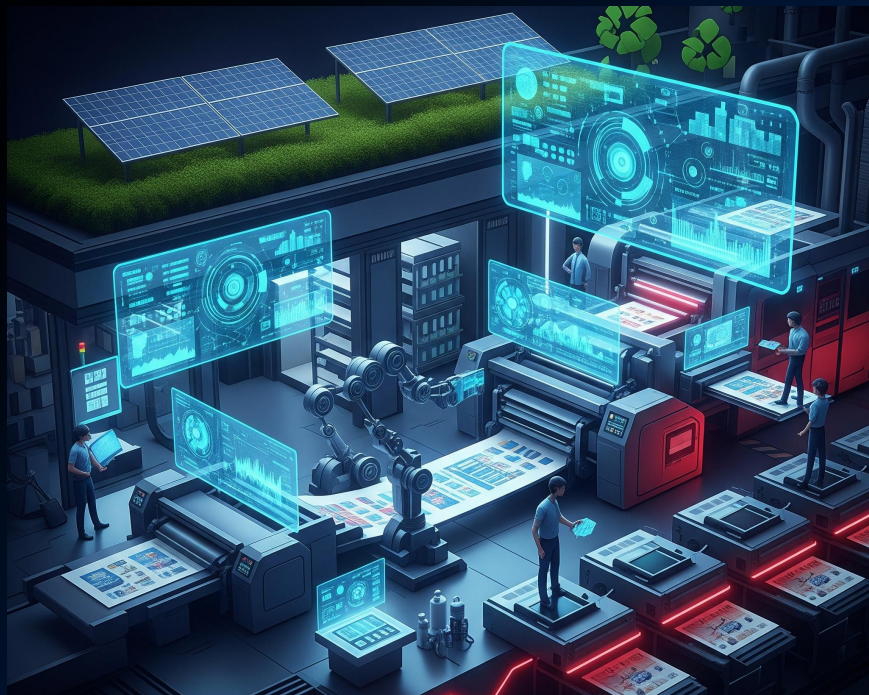


Customer First

- The customer is at the heart of our actions
- Success through the highest quality, smooth processes, and exceeding expectations

Customer First

Voice of the Customer



- Further development of **sustainable packaging solutions**, particularly with regard to recyclability, reusability, materials and processes (coating)
- **Regulatory framework** (especially EU PPWR) is a key international driver. Uncertainty regarding the speed of technical and infrastructural implementation
- Significant efficiency gains in the future, particularly from **automation/digitalisation effects**
 - Affects the entire process from order management/prepress to printing and further processing
 - Additionally driven, for example, by a shortage of skilled workers and time-to-market requirements

Customer First

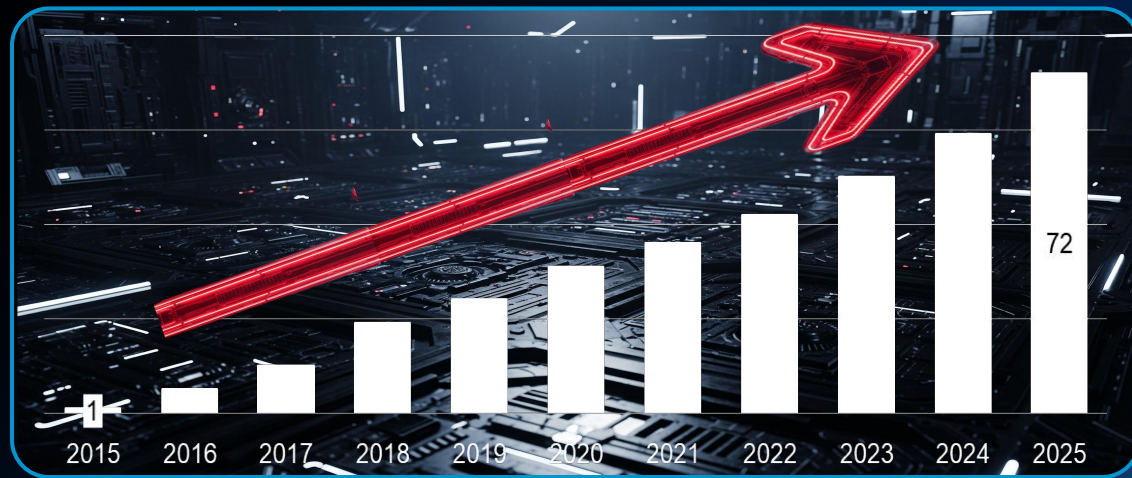
Customer Co-Creation



- **Greater relevance of innovations**
- **Reduction of development risks and costs**
- **Stronger customer retention and loyalty**
- **Access to external knowledge and expertise**
- **Improved market acceptance**
- **Building trust and transparency**

Go-to-Market

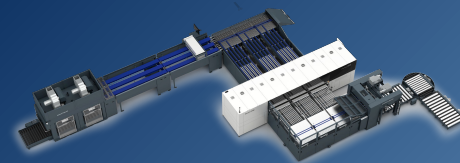
Steady increase in cumulative installed digital printing base



VariJET – Folding box, packaging (sheetfed)



RotaJET – Digital printing platform (webfed)



MetalJET – Digital printing platform (One / Pro)



K15 Family – Digital printing for glass and hollow containers (packaging)

Go-to-Market

Strengthening our core business and leveraging our DNA for new markets



- Tapping into new business areas:
 - KYANA GmbH
→ Presentation | Sandra Wagner
 - Targeted technology transfer from our banknote DNA:
 - Vision & Protection GmbH
→ Presentation | Julian Schubert
 - Dry-Coating with Powerco



Go-to-Market

Our milestones achieved in dry coating with PowerCo SE



1

June 2023: Start of development partnership

- Joint development of a dry coating system for electrodes

2

December 2024: Successful first milestone

- The current phase is rated as positive and will be continued with high intensity, as demonstrated by the order for another prototype → Proof of Concept (POC) is targeted for mid-2025

3

June 2025: Successful “Factory Acceptance Test”

- Approval of the development status of the dry coating system from Koenig & Bauer by PowerCo SE, thus successfully completing the POC

Next step: scaling up to series production readiness

- Move to the pilot line at PowerCo for validation for industrial series production; Koenig & Bauer plans to complete the scaling development in 2026. For this purpose, the parties have now concluded a commercial framework agreement



Resilience

Our 3-pillar model for stability and agility



- **Operational resilience**
 - Cybersecurity and information security
 - Flexibilisation of operational direct and indirect value creation, e.g. review of all options for the future alignment of Koenig & Bauer Coding GmbH
 - Crisis prevention and emergency planning
- **Financial resilience**
 - Presentation | Dr Alexander Blum
- **Organisational resilience**
 - Flexibility in structures and processes
 - Resilient leadership and corporate culture



Resilience

Operational resilience: Consistent focus on our portfolio



- **Analysis:** Little overlap and limited synergies with core business areas
- **Market:** Coding serves a downstream market with a different customer group (bottlers and packagers)
- **Objective:** Review all options for optimal further development (e.g. partnership, joint venture, sale).

Competitiveness

How we secure our leading position and grow profitably



- Increasing our global competitiveness through continuous process optimisation and critical analysis of our manufacturing costs
- Maintaining our leading position in mechanical engineering and achieving profitable growth in a challenging environment
- Strengthening Europe as an industrial location, complemented by strategic global partnerships in sourcing

Intelligence

Our two- pillar strategy for creating value with AI

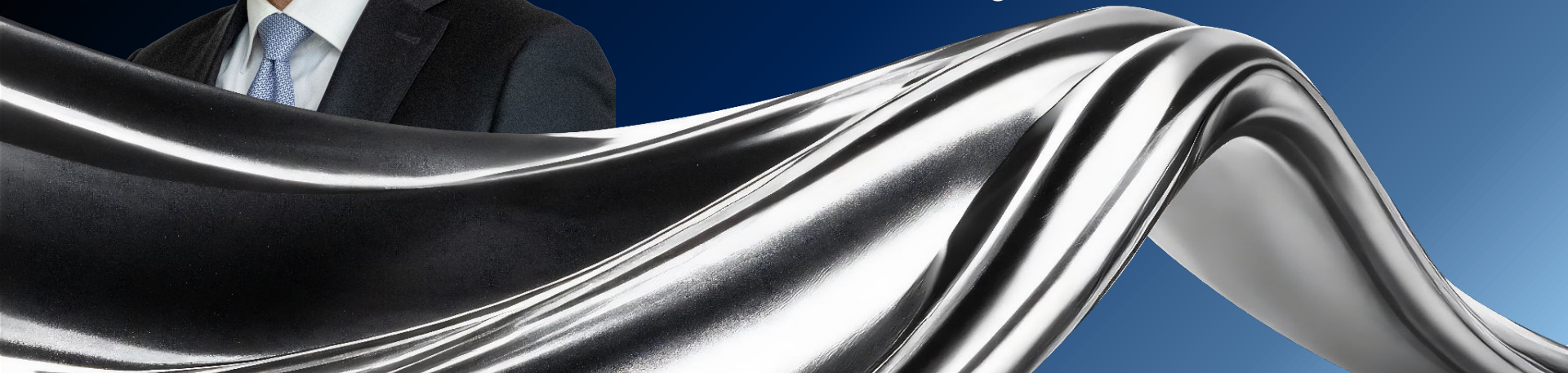


- **Internal excellence:**
We increase our own efficiency and productivity through the consistent use of AI and automation.
→ Presentation | Dr Alexander Blum
- **External innovation:**
We develop intelligent products and solutions that increase our customers' success.
→ Presentation | Sandra Wagner



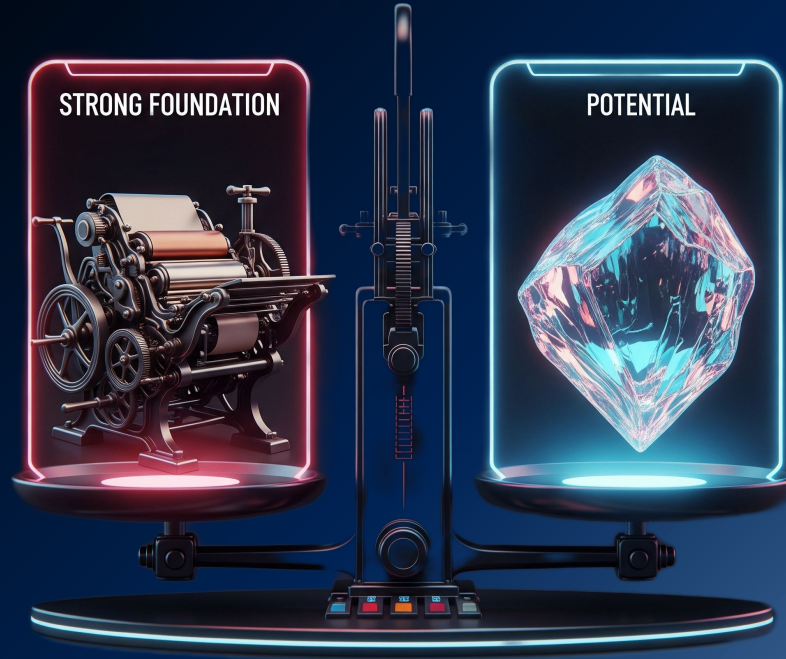
Dr Alexander Blum

CFO Koenig & Bauer AG



Leveraging our Capital: Strong Foundation & Potential

- Over 200 years of market experience
- Excellence in mechanical engineering
- Global installed base & service network
- Deep and long-standing customer relationships
- Established, highly reliable technologies



- Digital Printing: Mature technology with a solid installed Base
- KYANA: Intelligent software & AI for the printing and packaging industry
- Vision & Protection: Solutions for product security and authentication
- PowerCo Partnership: Special machinery for the dry coating of battery cells



INTELLIGENCE

RESILIENCE

COMPETTIVENESS

Go-to-market
Customer first

Competitiveness: From transparency to profitability



- **Process optimization** through ongoing harmonization of the IT system landscape
- **Increased transparency** as the basis for data-driven decisions
- **Goal:** More efficient processes as a lever for profitable growth



INTELLIGENCE

RESILIENCE

COMPETTIVENESS

Go-to-market
Customer first

Resilience: Financial strength for strategic freedom



- **Focusing the organization through lean and efficient structures and processes** (“Spotlight,” re-segmentation, realignment of Coding GmbH)
- **Consistent focus** on cash flow and working capital management
- **Increase in recurring revenues**
- **Goal:** Creating financial leeway for (more) investments in our future topics



INTELLIGENCE

RESILIENCE

COMPETTIVENESS

Go-to-market
Customer first

Intelligence: From data asset to business value



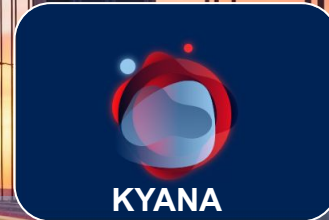
- **Transformation from Big Data to Smart Data**
- Our AI strategy is based on **two strong pillars**:
 - Strengthening our internal organization & processes
 - Developing innovative, external customer solutions
- **Goal:** Double value creation through process excellence (internal) & new revenue streams (external)

The two pillars of our AI strategy



INTERNAL EXCELLENCE

- Using advanced AI tools from Google (e.g., Gemini).
- Targeted employee empowerment via "AI Champions" as multipliers.
- Driving internal efficiency and fostering innovation through our workforce.



EXTERNAL CUSTOMER VALUE

- Dedicated business unit for AI & data-based customer solutions.
- Optimizing customer production processes along the entire product lifecycle.
- Portfolio of established products like Kyana Assist and Kyana Data.



Sandra Wagner

CEO

Koenig & Bauer Kyana GmbH

Two pillars of our business



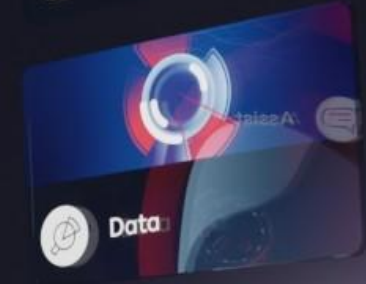
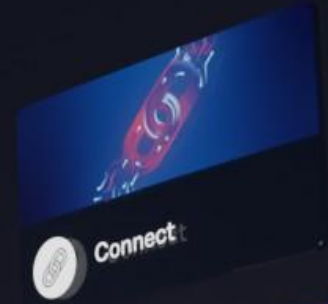
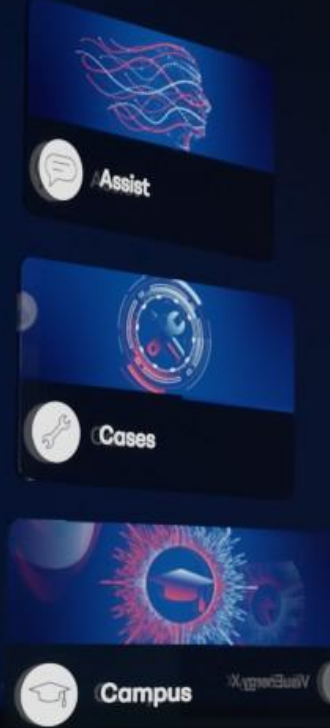
Kyana Product Portfolio

- Digital Eco-System for printers & converters
- Open for all type of equipment
- Driving efficiency and AI based support for print production

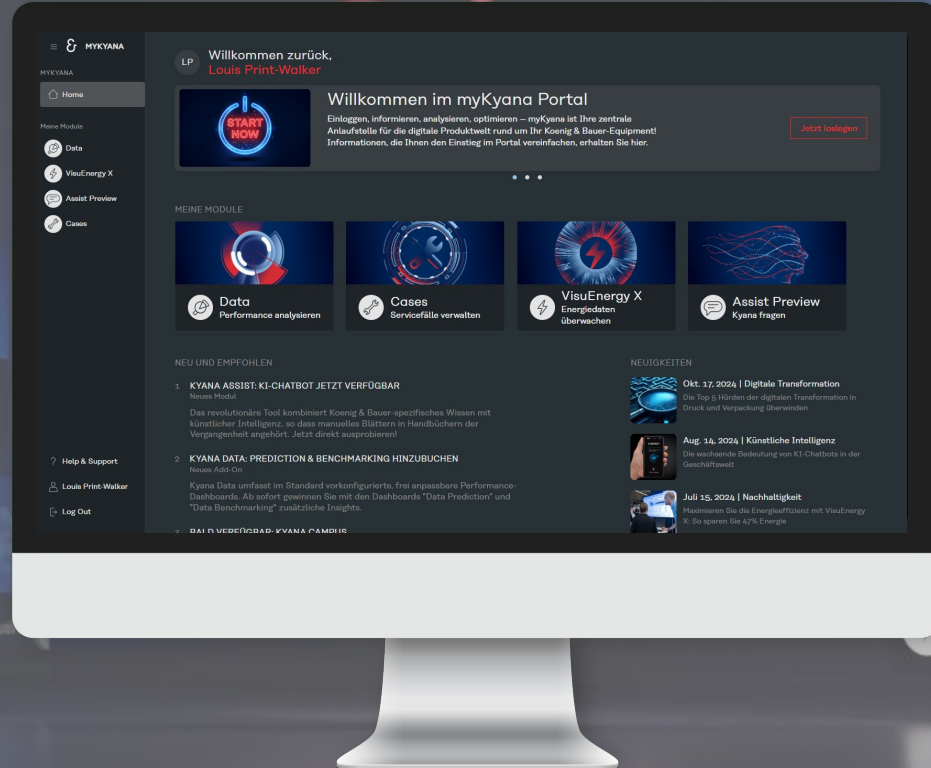
AuraVeo Product Portfolio

- Digital Experience Plattform for brandowners and agencies for packaging
- no connection to hardware
- Driving customer experience for brandowners to consumers

myKyana



myKyana



Kyana Data

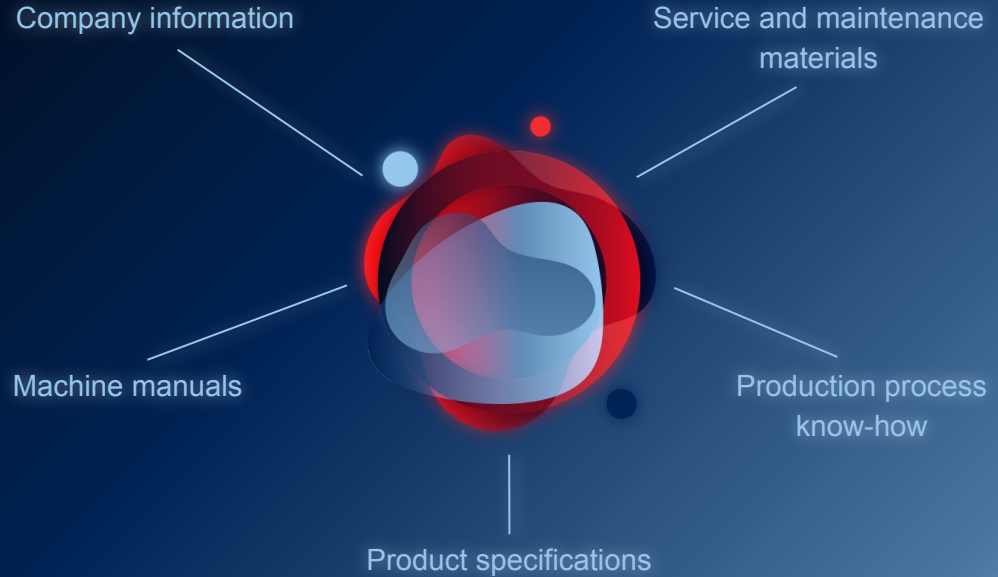


Kyana Assist the core of Kyana

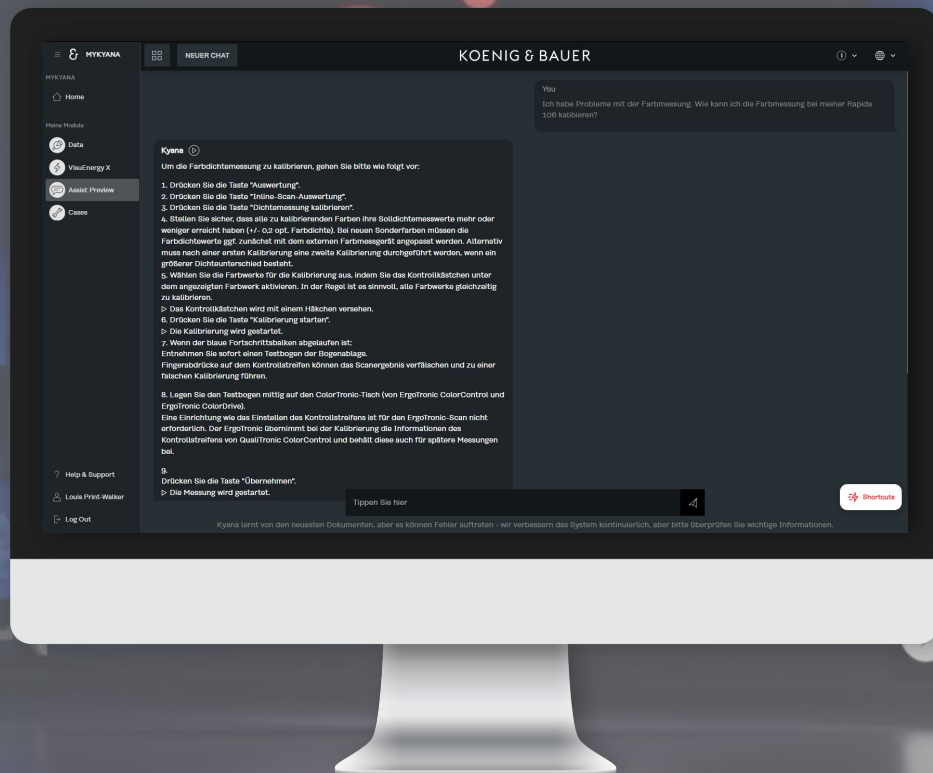
Specialised expertise

the AI companion accesses an extensive knowledge base and is able to transmit the answer to our customers enquiry in a matter of seconds.

- Instant answers based on a wealth of information sources
- Replaces time consuming manual searching in documents
- Makes everyday work easier for operators
- checks data for anomalies

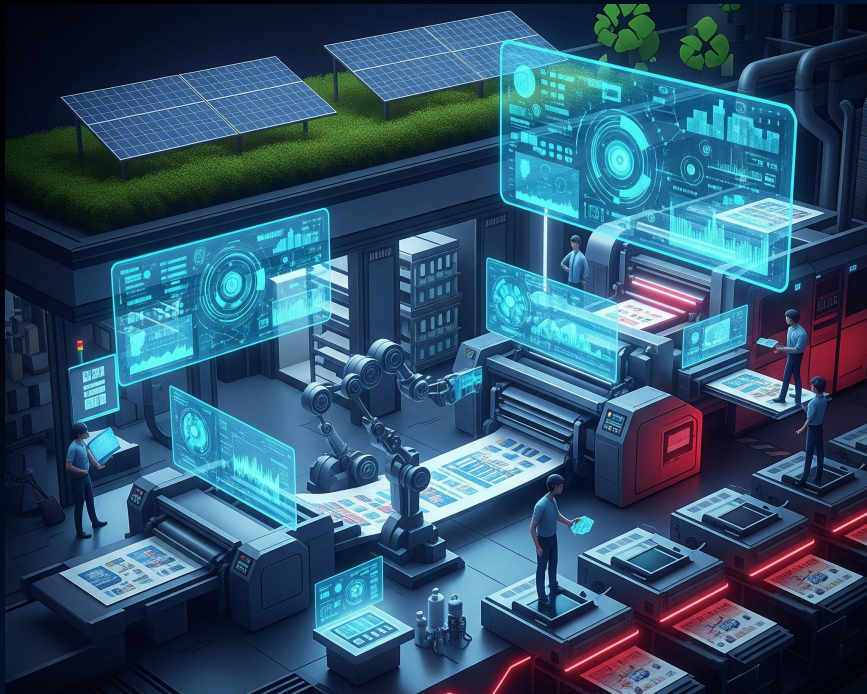


Kyana Assist



Kyana Portfolio

Build for Customers



- integration of **all hardware equipment** possible
- **Regulatory framework** like EU Data Act and CyberSecurity Act compliant
- including Service & Asset management, energy management , connectivity management and open for Data sharing to customers ERP or other software
- build on latest Google Cloud and AI technology for robust and scalable operations

Core Markets and potential volume

First steps of Market Launches



- USA and Europe as a first step in Market Roll-out
- Growth for the future: Potential includes Koenig & Bauer and competitor machines
- Estimated gross margin approx. > 80%
- 2nd phase of launch will address more customers in this market and more countries like Asia and South America



AuraVeo Portfolio

Build for Engagement



- cloud based **Digital Experience platform** for on-package content
- transforms existing packages/products into scannable, interactive consumer touchpoints

- ✓ **No QR codes** needed
- ✓ **No change at existing package** needed
- ✓ **Hyper-Personalisation** possible
- ✓ **Outperforms other media market channels**



AuraVeo Portfolio

Digital Experience Platforms

Figure 1: Magic Quadrant for Digital Experience Platforms



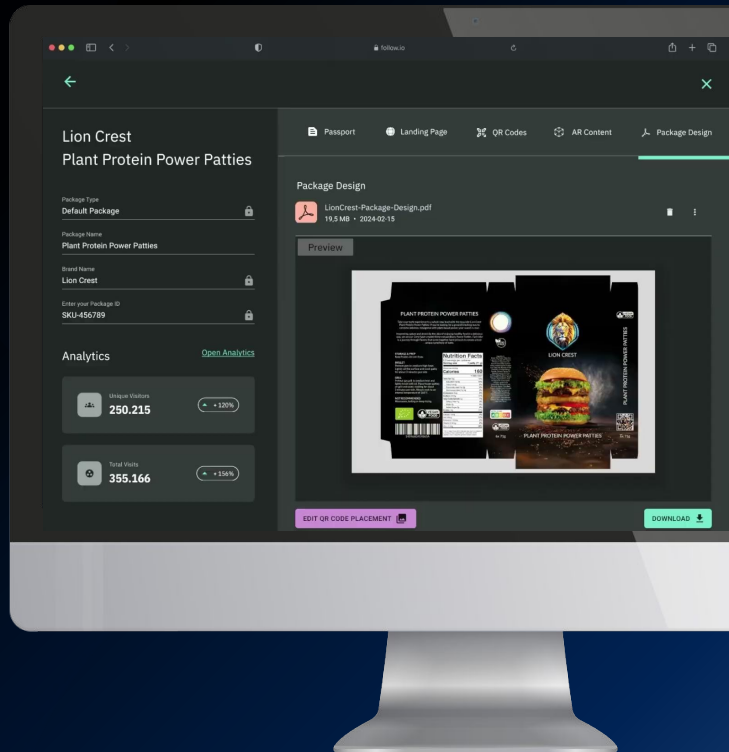
Gartner

- A digital experience platform (DXP) is a cohesive set of integrated technologies designed for the composition, management, delivery and optimization of personalized digital experiences across multiple channels in the customer journey.
- The global DXP market size was valued at **around USD 15-16 billion in 2025**. It is projected to grow to somewhere between **USD 30 billion and USD 42 billion by 2030-2034**, with a Compound Annual Growth Rate (CAGR) generally in the double digits, ranging from **10% to over 15%**.
- Current DXP solutions from leaders like Adobe, Optimizely, and Acquia excel at managing digital channels like websites, mobile apps, email, and social media. But once the product leaves the shelf, the digital experience often stops or becomes a disconnected QR code scan.
- AuraVeo fundamentally **extends the DXP into the physical world**.



AuraVeo Portfolio

linked to printing processes but not to printing

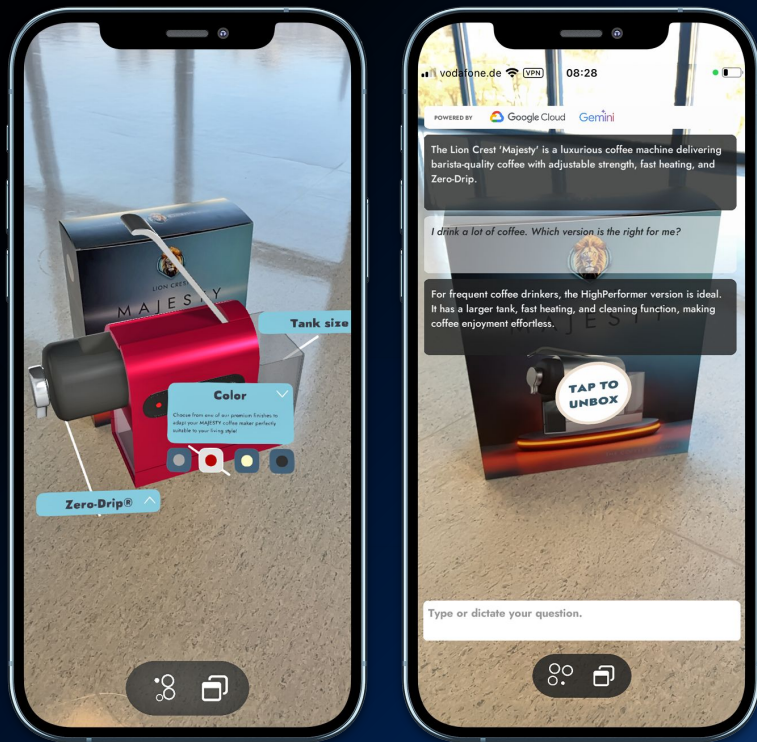


- use of print pdf's or photos to create the virtual digital twin of the product
- easy integration of On Package content like Videos, Photos, Sound, Augmentation, Games or anything else
- easy to change content and experience after shelf for home experience
- analytics of consumer data



AuraVeo Portfolio

impressions and use cases

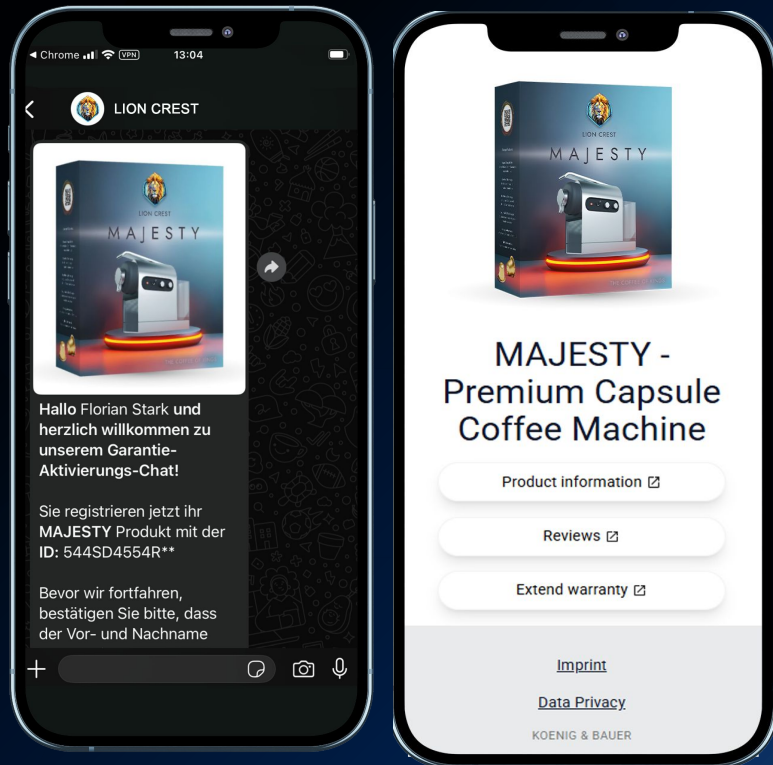


- unboxing experiences on the shelf or at home
- AI support for product, installation or brand information



AuraVeo Portfolio

impressions and use cases



- direct link to messaging service like Whats App or imessage for unique and personal consumer engagement for brands
- information distribution to consumers based on regulatory demands like Digital Product Passport or Sustainability information



AuraVeo Portfolio

impressions and use cases



- reordering and educational product content, loyalty programs and coupons
- link to Social Media for challenges and traffic



AuraVeo Portfolio

Why it outperforms other channels



- **Superior Conversion Rates:** Social media's average conversion rate hovers around **2-5%**. Connected packaging, like AuraVeo's product features delivers a direct sales uplift between **5%-20% increase in sales** by turning the product into a point-of-purchase channel.
- **Unprecedented Audience Precision:** Social media targeting provides access to a *potential* audience. AuraVeo, on the other hand, guarantees you're engaging the **most valuable audience of all**: the customer who has already bought your product and is holding it in their hand.
- **Profound Direct Engagement:** While average social media engagement rates are often **below 1%**, AuraVeo turns the product into a dedicated media channel with engagement rates > 10%.



AuraVeo Portfolio

Market Launch and next steps



- Core Market USA with focus on big brands in the consumer goods market
- Official Launch mid September on DMEXCO exhibition
- Already projects started with global Brands in Top 10 in consumer markets

Kyana GmbH - Focus on Growth and Performance



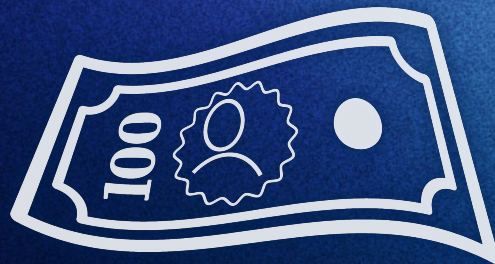
Two product approaches to reach new markets and growth opportunities, rooted in the core of printing and packaging from Koenig & Bauer.



Julian Schubert

CEO

Koenig & Bauer Vision & Protection GmbH



Protecting Real Values



Koenig & Bauer Vision & Protection



innovative spirits,
pushing the
boundaries of product
protection

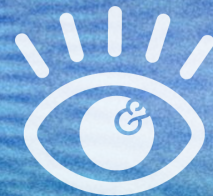
strong foundation by our
origination in the high
security business unit



Know How



Innovation





easy integration



with existing equipment

protected at print



smart solutions



compliant



secure

Software & Features awakened by machines



security features,
integrated not added



not recognizable,
but optical readable



created at print,
not simply added



Software & Features awakened by machines

① Printing



no visual impact
on the artwork

② Quality Control



even at a close look
no way to reproduce

③ Verification

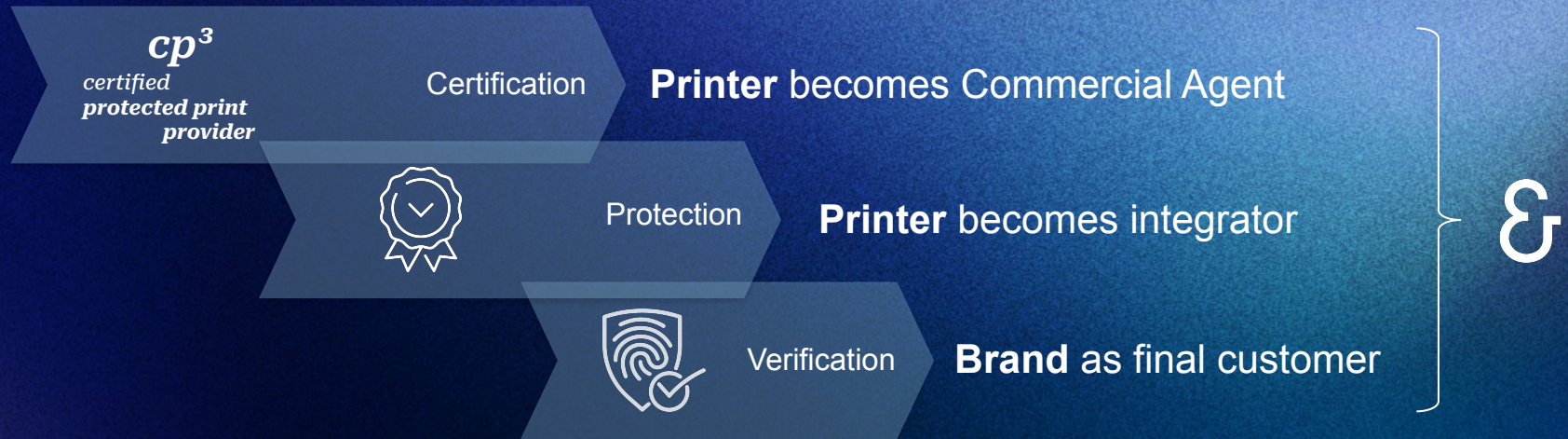
→ app →



0 1 0 0
1 1 0 1
1 0 0 1
0 1 1 0

but **easy to verify**
with an app

protected at print – Value Streams



We fuel the growth strategy of our customers - making them integral to our success.

protected at print – Value Streams

Competitiveness

trusted by central banks
unique, integrated and
only full solutions provider

Intelligence

consumer insights
market intelligence
data holds saleable value



Go-to-Market

helping our customers grow
building trusted partnerships
protecting all stakeholders

Resilience

multi-year, recurring revenues
software and licensing
business

Technologies to match every task



Ovjera

Certification



Daktylo

Classification

Connection



Stegano

Technologies, Modules and More





ava

Q4 2025

One Platform

for all technologies



4 consumer
authorities
brands

a verification app → ava

One Platform

for all technologies



independent

multi-factor ready



security by design



technology agnostic



open platform | 3rd party

customer focus



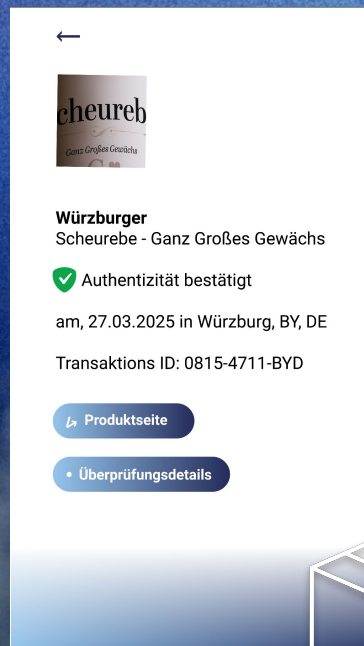
One Platform



scan



check



discover

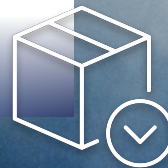


improve strategies

manage products

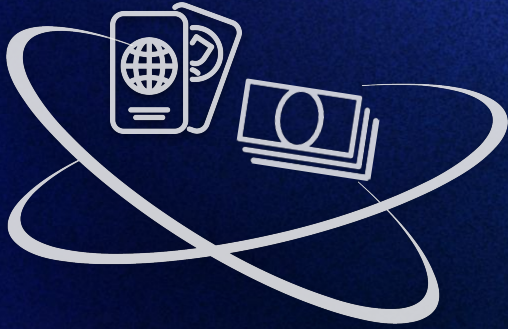
find hotspots

explore markets



a verification app® is a registered brand by Koenig & Bauer

Only Koenig & Bauer



unique position



profound strategy



robust economics



protected at print



protects

our **resilience** and earnings
our customers **revenues**
brands reputations
individual **lives**



Q&A Session

All



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we're on it.