

KOENIG & BAUER

Capital Markets Day @ drupa

29 May 2024

Düsseldorf

we're on it.

Agenda CMD 2024 @ drupa 29 May

Time

09:00 – 09:45 am

Arrival & Registration & Snacks

09:45 am

Welcome | Lena Landenberger

09:50 – 10:15 am

Presentation | Dr Andreas Pleßke

10:15 – 10:40 am

Presentation | Dr Stephen Kimmich

11:40 – 11:00 am

Time for Q&A

11:00 – 11:05 am

Shuttle from CCD Süd (room 7b) to the exhibition hall (16) | Everyone

11:15 – 11:45 am

Demo Digital on side | Sandra Wagner

11:45 – 12:25 am

Deep Dive Digital & MAB @ VariJET

12:25 – 12:30 pm

Farewell

10





MORE

Dr Andreas Pleßke
drupa 2024

1

Dr Andreas Pleßke
Exceeding Print

2

Dr Andreas Pleßke
Spotlight Overview & D&W 2.0

3

Dr Stephen Kimmich
drupa @ Koenig & Bauer

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Dr Stephen Kimmich
Spotlight: BNSx

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Dr Stephen Kimmich
Outlook, Q&A

6



Dr Andreas Pleßke

CEO Koenig & Bauer AG

Chairman of the drupa Committee

A circular graphic on the left side of the slide. It features three people's faces: a woman on the left, a man in the center, and a woman on the right. The background of the circle is dark blue with glowing, bubble-like shapes. In the bottom-left corner of the circle, there is a red square logo with the word "drupa" in white, and below it, in smaller white text, "the art of printing technologies".

Dr Andreas Pleßke

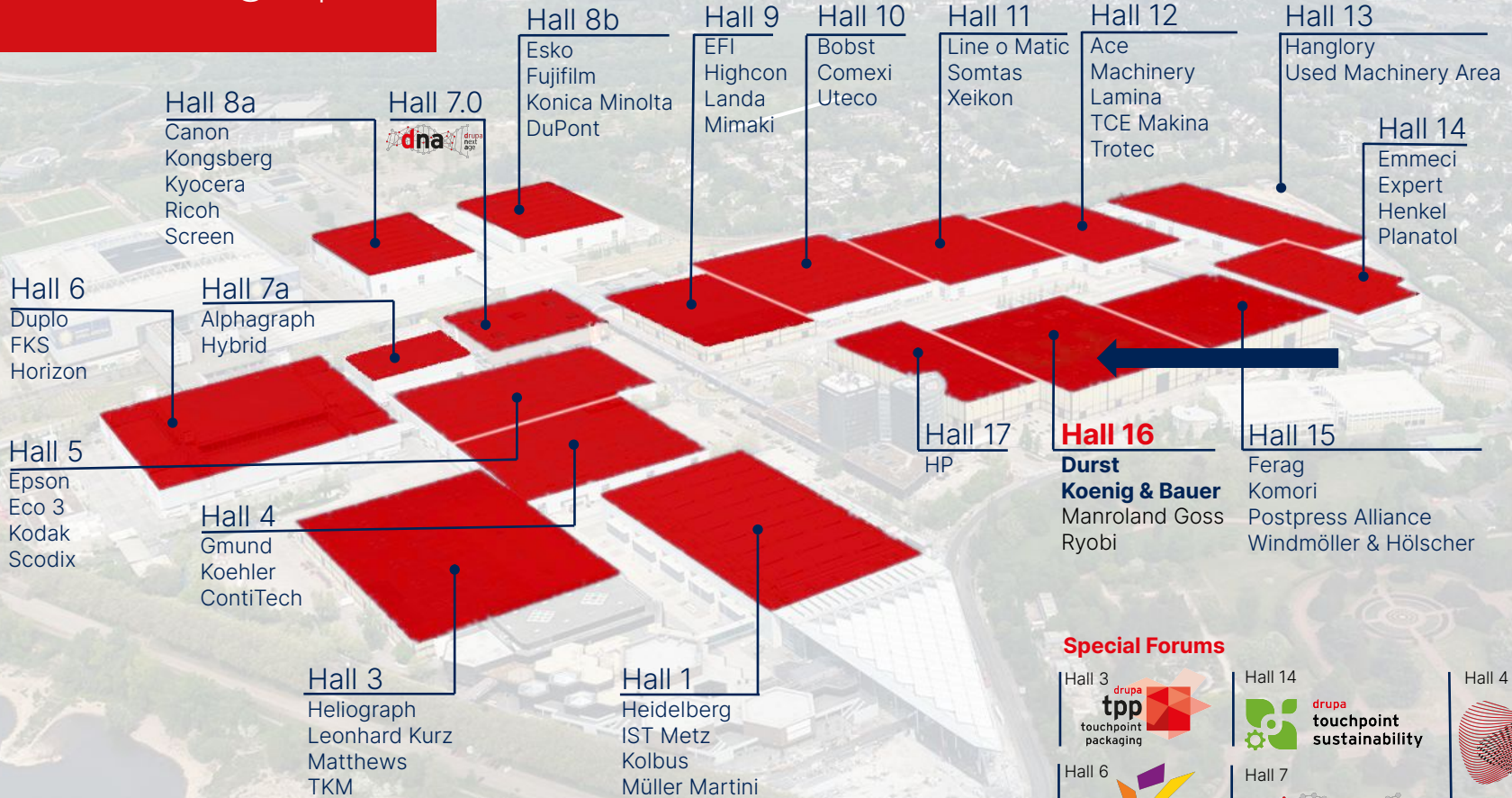
drupa 2024

Top 10 Ranking
Exhibitors by net space

140,000 sqm
net area



41,004	Germany
23,647	China
13,282	Italy
9,518	Netherlands
6,004	Switzerland
5,674	UK
4,532	India
4,261	Japan
3,513	Spain
3,432	Israel



Special Forums

Hall 3
drupa
tpp
touchpoint
packaging

Hall 6
drupa
cube
engage | educate | entertain

Hall 14
drupa
touchpoint
sustainability

Hall 7
dna drupa next age

Hall 4
drupa
touchpoint
textile



think
digital

be
sustainable



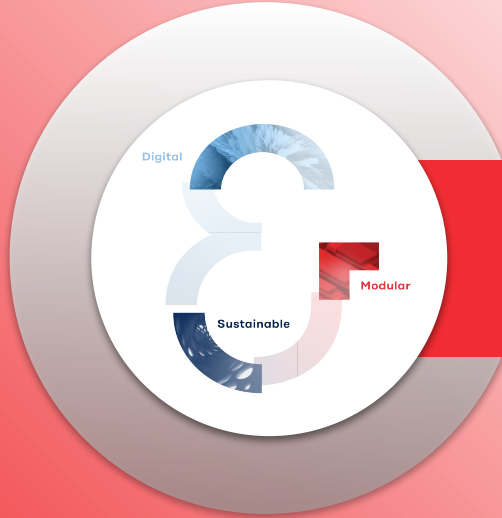
drupa

no. 1 for printing
technologies

We create the future



Messe
Düsseldorf



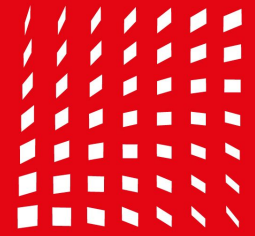
Dr Andreas Pleßke

Exceeding Print

2

EXCEEDING PRINT

Digital
think
digital
Sustainable
Modular
be
sustainable



drupa

no. 1 for printing technologies

The motto of the trade fair is emphasised with the Exceeding Print strategy: Koenig & Bauer solutions brought to life with machines on site, but also in hybrid form with exciting shows and live broadcasts

Digital Printing Proposition For EVERY Packaging Market



The Overall Printing Business Is Global And Big!

> 4,000,000

employees worldwide

~ 874,000

revenues in \$ million

> 1.5% CAGR

2023 – 2028

- relevance of manufacturing industry remains unchanged
- paper and printed products will continue to be of high value to society in the future

Koenig & Bauer Is Growing Even MORE

because of our focus

Market growth perspective

CAGR 3 – 4 %



Source: Internal Research and Analysis; Smithers 2023; Packaging & label; in US\$, constant 2021 value and exchange rates.

Koenig & Bauer Is Achieving Even MORE

by teaming up with world-class companies



SIEMENS

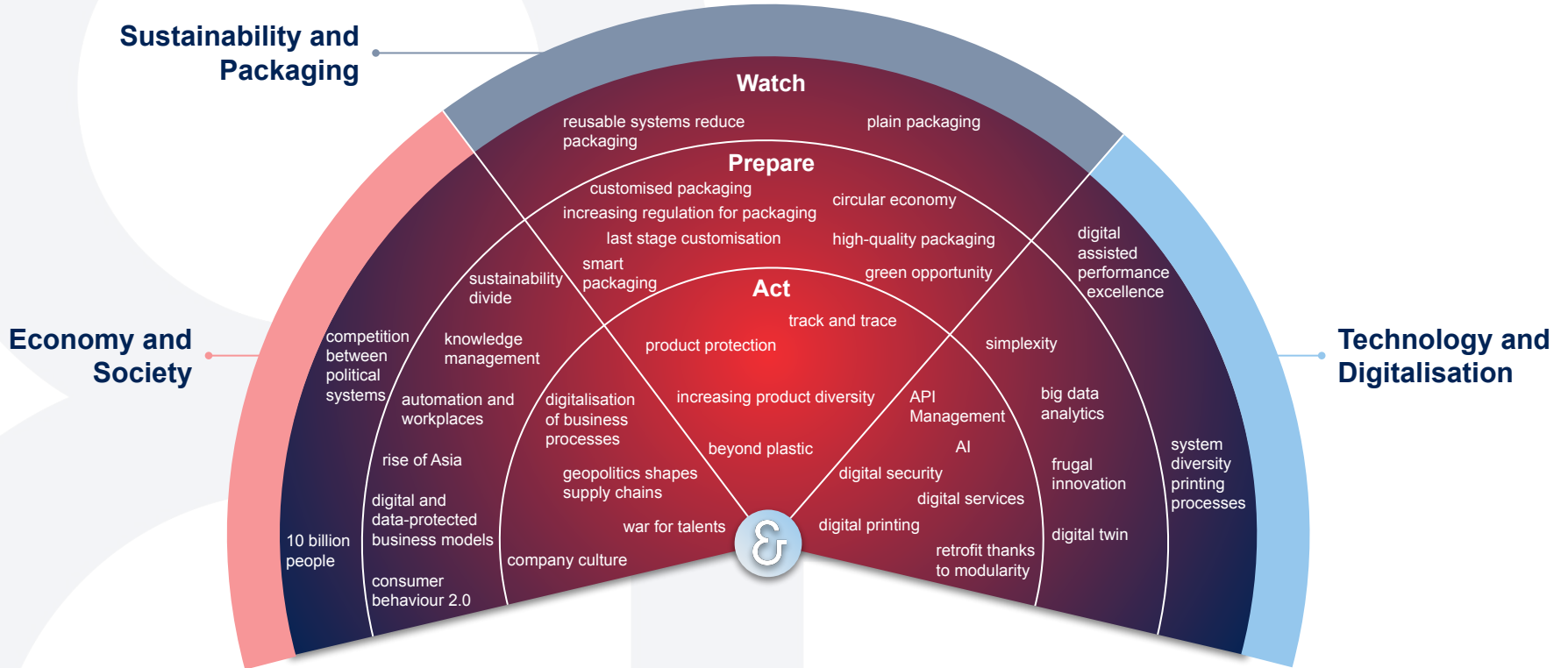
HYBRID
SOFTWARE

KOENIG & BAUER | CELMACCH

KOENIG & BAUER |

durst

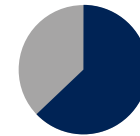
Pacesetter For The Industry



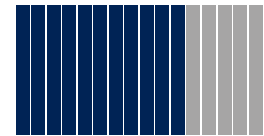
The Printing Industry Is Probably The Only Sector In Which Sustainability Also Means Lower Costs

MORE To Come: Green Opportunity

- the green transformation is progressing and offers companies numerous opportunities to benefit from
- there are now many arguments in favour of companies relying more on renewable energies and sustainable raw materials and thus making production as climate-neutral as possible
- companies are also guided by subsidies and the pricing of climate-damaging activities (including CO₂ emissions)
- a proactive approach turns the green transformation into a green opportunity



timing



impact

Honour Green Initiatives And Celebrate Them

- in 2022 Koenig & Bauer presented the Green Dot Award for the first time
- Exceeding Print also means supporting customers in their sustainability activities
- with the Green Dot Award, Koenig & Bauer wants to honor a visionary leader with outstanding ideas who has already made innovative contributions to sustainable printing in a special way

You're
invited

12.30

31
May

A31
Hall 16

visionary



new

sustainable



Spot
LIGHT

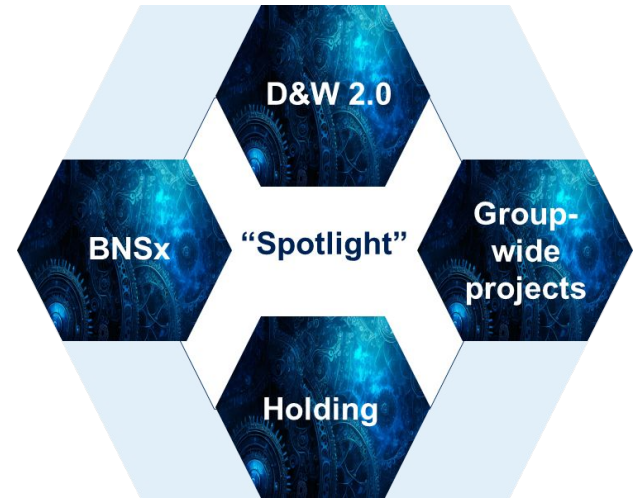
Dr Andreas Pleßke

Spotlight Overview & D&W 2.0



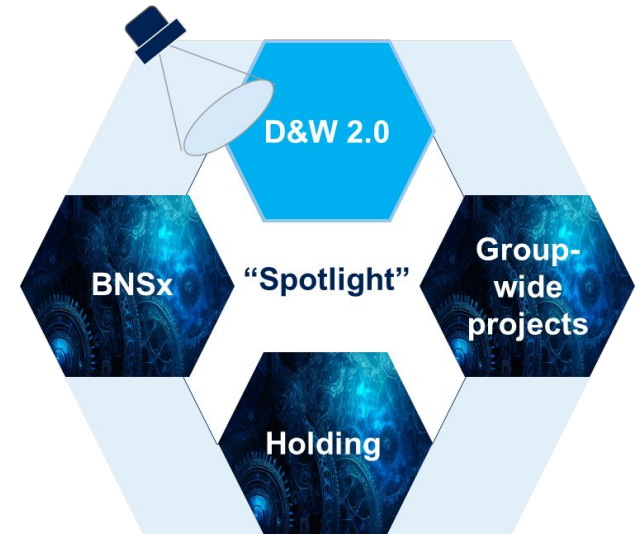
Overview “Spotlight” focus programme

- Under the “**Spotlight**” focus programme, Koenig & Bauer is working on **measures to enhance revenue in profitable areas** and on **efforts to restructure areas that are currently not profitable**. Much depends on the **impetus** generated during and after the **world’s leading trade fair drupa**, which is taking place again for the first time after an eight-year hiatus.
- There is a **particular need for action** in the **Digital & Webfed and Special segments** to harness the **strong potential for improving earnings** that they offer and **require governance adjustments**.
- Koenig & Bauer is working on the “**D&W 2.0**” **optimisation and earnings-enhancement project** as well as the “**BNSx**” **excellence project** under “Spotlight”.
- Further “Spotlight” measures are planned for **Group-wide projects** and at the **Holding**.



D&W 2.0: Addressing the ongoing loss situation

- By reviewing organizational, structural, and operational measures to safeguard earnings opportunities in the growth markets for flexible packaging, digital printing, and corrugated board, the company is **addressing the ongoing loss situation** in the Digital & Webfed segment.
- The **main focus** is on **eliminating trailing and start-up costs** for new product launches in the digital and corrugated board sector as well as on **streamlining and reconfiguring value-adding and non-value-adding** structures and processes in the segment.
- Systematic implementation of **“D&W 2.0”** is being driven forward directly at the Management Board level and requires **governance adjustments** at the segment level.
 - The CEO, **Dr Andreas Pleßke**, will be overseeing the “D&W 2.0” optimisation and earnings-enhancement project.
 - As the Management Board member responsible for Digital & Webfed, **Christoph Müller**, will concentrate to a greater extent on sales, service and strategic partnerships.





Dr Stephen Kimmich

CFO Koenig & Bauer AG

Deputy CEO Koenig & Bauer AG

CEO Koenig & Bauer Special



Dr Stephen Kimmich

drupa @ Koenig & Bauer

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durst

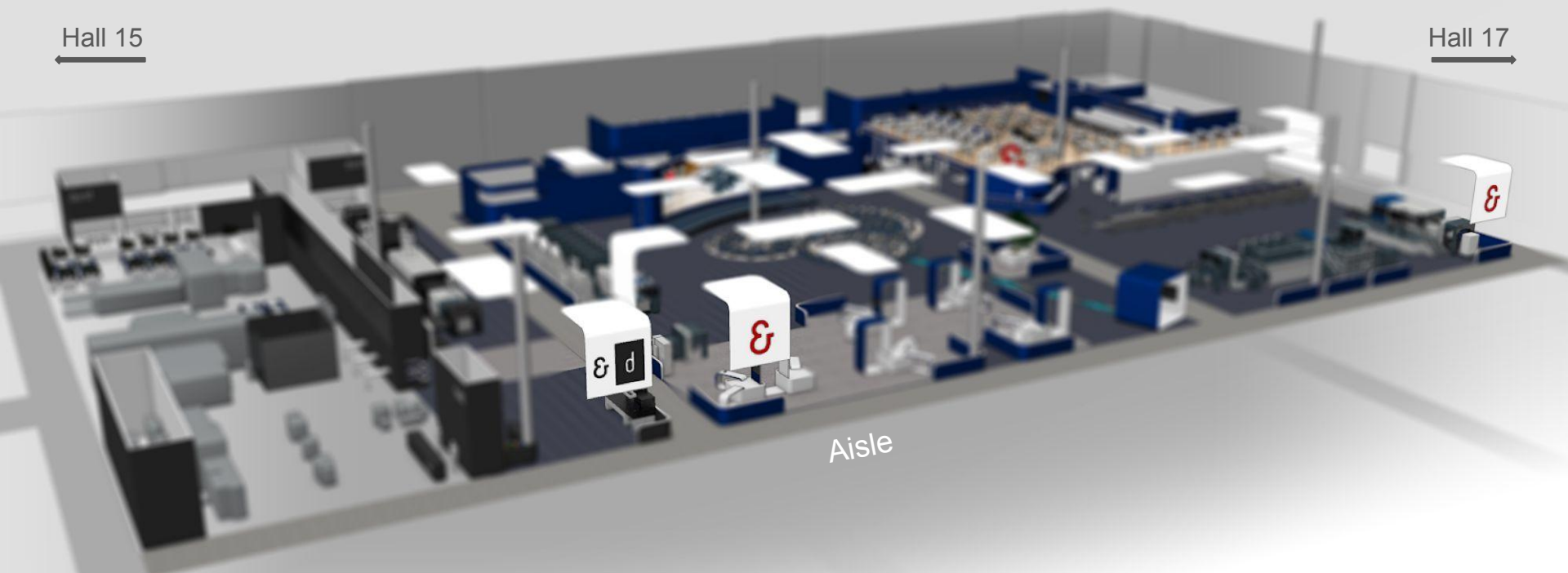
KOENIG & BAUER

durst

KOENIG & BAUER

Hall 15

Hall 17



Aisle

Hall 16

Koenig & Bauer – RotaJET Decor

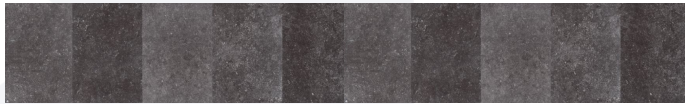
Benchmark AND market leader in digital decor printing



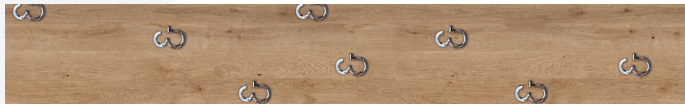
AI generated 18m long decor – endless repeat



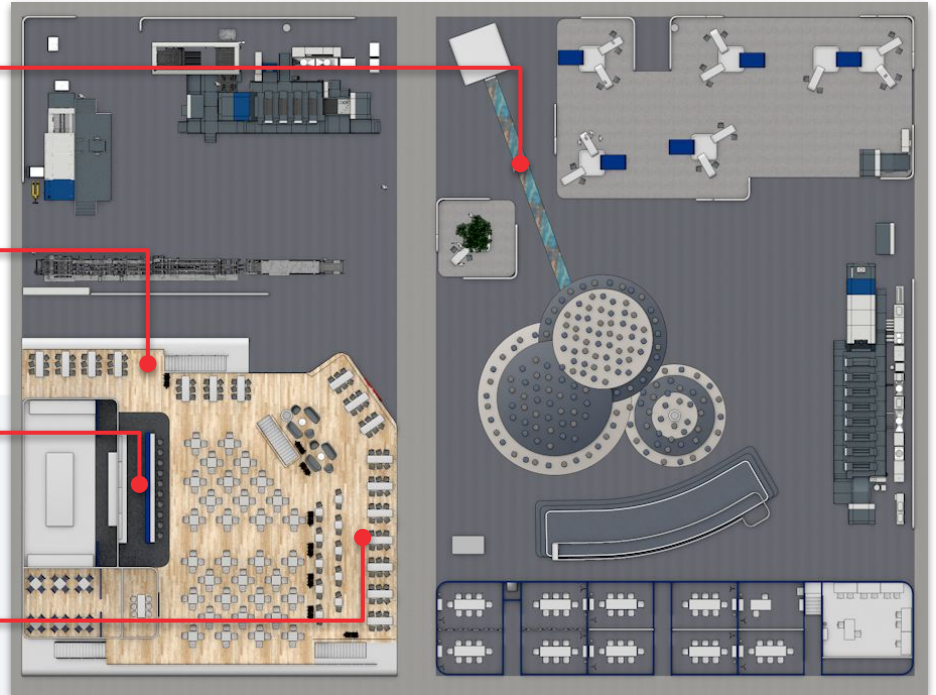
brand decor - extended cut off



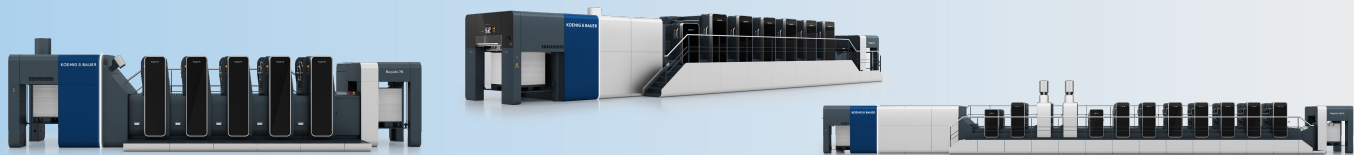
stone decor – register embossing – cut off



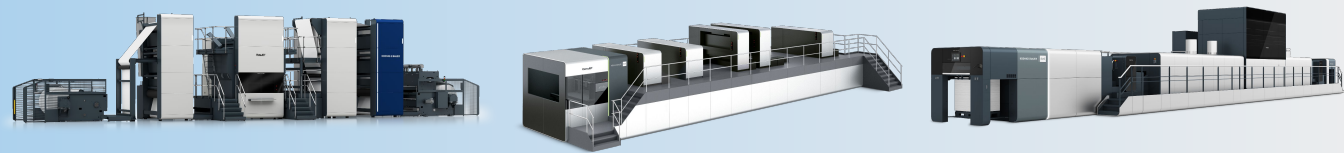
AI decor incl. Koenig & Bauer logo (groundfloor)



Offset Printing



Digital Printing



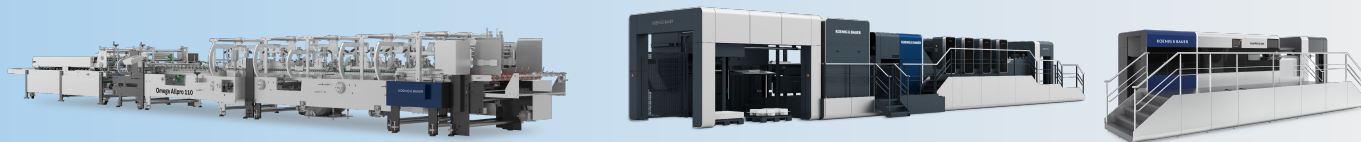
Flexo Printing



Special Printing



Postpress



What Awaits You At Our Stand A31 In Hall 16

Live and even MORE virtually



LIVE SHOWS

- **Packaging Workflow**

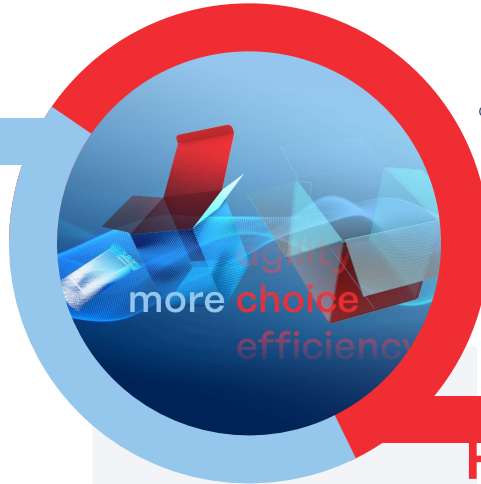
- Rapida 106 X
- VariJET 106
- CutPRO X 106
- CutPRO Q 106
- Omega Alius 90

- **Modular Automation System (MAB)**

- **JV Show**

- VariJET 106
- SPC Control Console

- **Digital Solutions**



- **Packaging**

- Rapida 145-7-LTTL
- iPress 145 K PRO
- Omega Allpro 110
- Rapida 76-7+L

- **Label**

- Rapida 106 X-7+L
- (CutPRO X 106-1)

- **Commercial**

- Rapida 106 X-8SW4

- **Web Presses**

- RotaJET
- CI-Flexo Presses

- **Corrugated**

- ChromaCUT X Pro
- ChromaCUT High Tech 2S

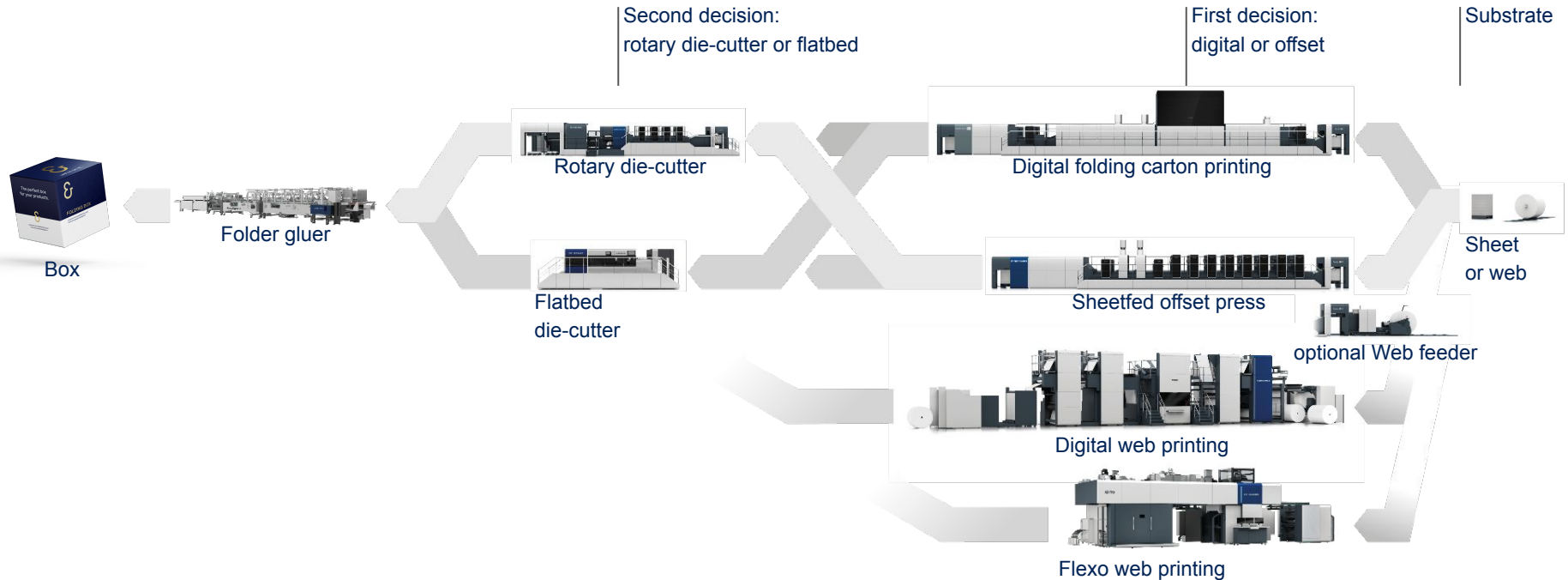


HYBRID SHOWS

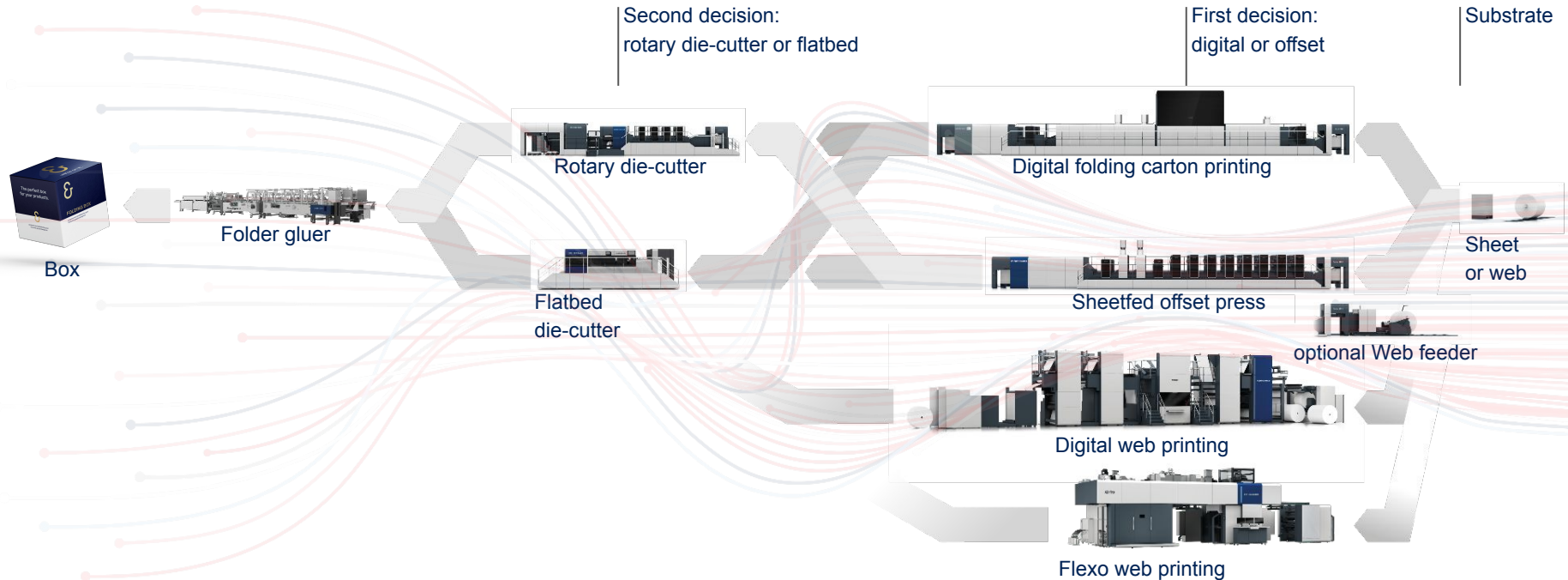
moderator + videos

MORE Choice For Your Packaging Workflow

Customer decides on technology and substrate

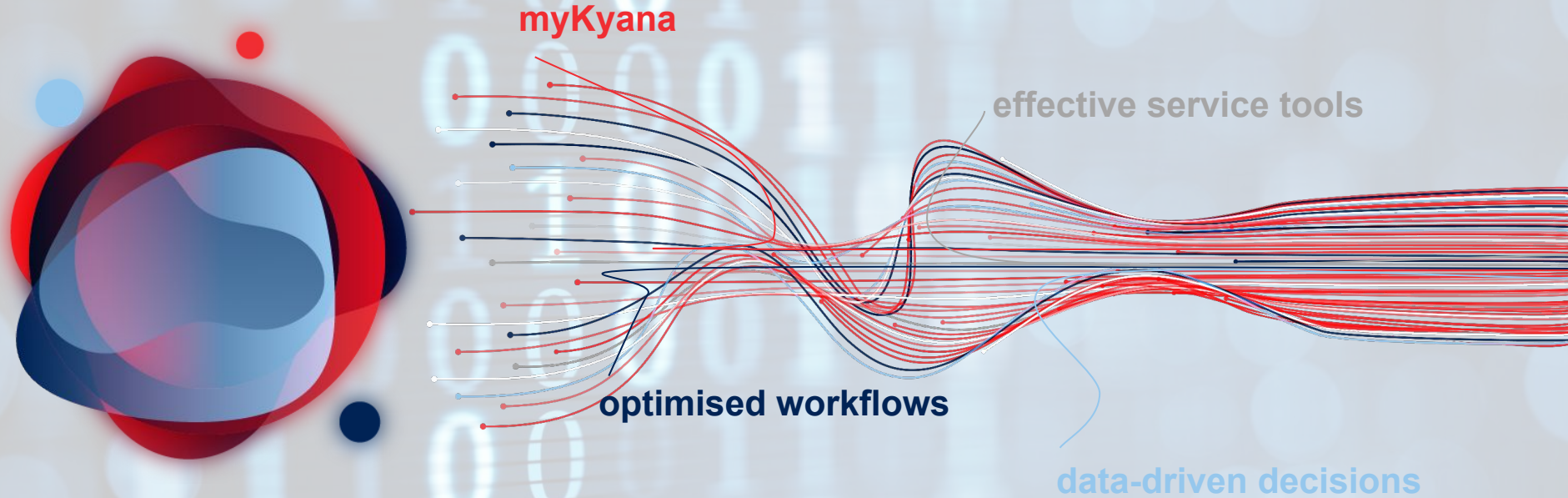


Increasing Efficiency With An Embedded PrintFusion by HYBRID Software



DIGITAL WORKFLOW

Data Forms New Business Models





myKyana Ecosystem - All Digital Products At One Place



VisuEnergy X - Energy Management System



Cooperations - Google, Siemens and HYBRID Software






Connected Packaging - Dynamic Gateways With follow



Printing goes Metaverse - the Beauty of NFT for Brand Protection and
MORE ...

What MORE today on our CMD @ our booth

time

12:25 – 12:30 pm	Farewell
01:00 – 01:30 pm	Hybrid Panel Booth A31, Hall 16, Main Area Koenig & Bauer
01:30 – 02:00 pm	Digital Packaging Workflow (German) Booth A31, Hall 16, Main Area Koenig & Bauer
02:00 – 02:30 pm	 Folding Box Production (German) Booth A31, Hall 16, Main Area Koenig & Bauer
02:00 – 02:30 pm	tps Panel Hall 16 “Druckmaschinenindustrie: Eine Branche in Zeiten der Transformation” with Dr Andreas Pleßke
02:30 – 02:45 pm	Commercial (German) Booth A31, Hall 16, Main Area Koenig & Bauer
02:40 pm	 VariJET Hall 16, Koenig & Bauer durst
02:45 – 03:00 pm	RotaJET (German) Booth A31, Hall 16, Main Area Koenig & Bauer
03:00 – 03:15 pm	CI-Flexo (German) Booth A31, Hall 16, Main Area Koenig & Bauer
03:30 – 04:00 pm	Connected Packaging (English) Booth A31, Hall 16, Main Area Koenig & Bauer
04:15 – 04:30 pm	Packaging (German) Booth A31, Hall 16, Main Area Koenig & Bauer
04:30 – 04:45 pm	 Folding Box Production (English) Booth A31, Hall 16, Main Area Koenig & Bauer
05:00 – 05:30 pm	Digitalisation Xperience (English) Booth A31, Hall 16, Main Area Koenig & Bauer
05:30 – 05:45 pm	Label (Deutsch) Booth A31, Hall 16, Main Area Koenig & Bauer
05:45 – 06:00 pm	Commercial (English) Booth A31, Hall 16, Main Area Koenig & Bauer

MORE Products on our booth



Inkjet Digital Printing



CI-Flexo



Corrugated





Dr Stephen Kimmich

Spotlight: BNSx

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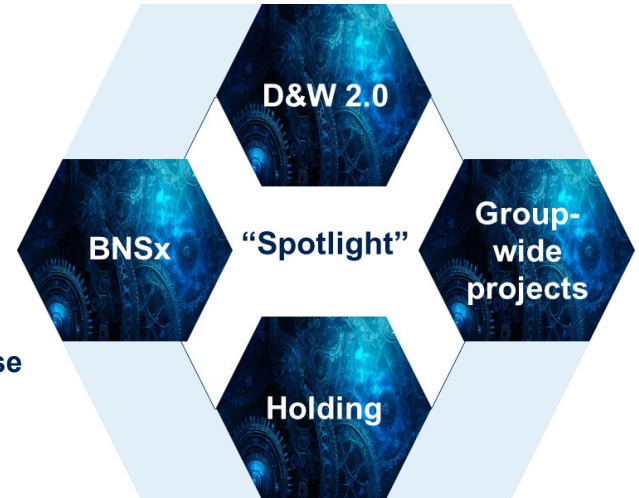
“BNSx” excellence project in the Special segment

- By reviewing organizational, structural, and operational measures to safeguard earnings opportunities in the growth markets for flexible packaging, digital printing, and corrugated board, the company is addressing the ongoing loss situation in the Digital & Webfed segment.
- The main focus is on eliminating trailing and start-up costs for new product launches in the digital and corrugated board sector as well as on streamlining and reconfiguring value-adding and non-value-adding structures and processes in the segment.
- Systematic implementation of “D&W 2.0” is being driven forward directly at the Management Board level and requires governance adjustments at the segment level.
 - The CEO, **Dr Andreas Pleßke**, will be overseeing the “D&W 2.0” optimisation and earnings-enhancement project.
 - As the Management Board member responsible for Digital & Webfed, **Christoph Müller**, will concentrate to a greater extent on sales, service and strategic partnerships.



Spotlight also intended to underpin Group's target

- In his additional role as the Management Board member responsible for the Special segment, which he assumed on 1 April 2024, **Dr Stephen Kimmich**, Chief Financial Officer and Deputy Chief Executive Officer, will lead the **“BNSx” efficiency and earnings-enhancement project** as a further key component of the “Spotlight” project.
- The focus is on **implementing packages of measures to increase profitability and earnings** in order to **return the Special segment to its original above-average performance in the long term**.
- Following the completion of major R&D projects, the **“BNSx”** project with the Koenig & Bauer Group's clear commitment to the banknote market aims to **optimise the operational value-creation structures** at the site in Mödling (Austria) and the **overall responsibility of the business unit** in Lausanne (Switzerland), as well as various **support and specialist functions** in Würzburg.
- In addition, **further measures are to be adopted to accelerate the successful market launch** of the **technologies** developed in the Special segment over the past five years and to **scale** these accordingly.





we're on it.

Dr Stephen Kimmich

Outlook & Q&A

6

Outlook - Business Update

// 01 Market

- Sheetfed with an encouraging sequential improvement in order intake; Focus on successful go-to-market strategy for products in the packaging workflow at the world's leading trade fair drupa.
- Digital & Webfed segment reflects the current temporary weakness in the market for corrugated board, which is also being affected by merger talks between the world's largest packaging companies.
- Special set to benefit from a very high order backlog as the year continues.

// 02 Spotlight

- Under the "Spotlight" focus programme, Koenig & Bauer is working on measures to enhance revenue in profitable areas and on efforts to restructure areas that are currently not profitable. Much depends on the impetus generated during and after the world's leading trade fair drupa, which is taking place again for the first time after an eight-year hiatus.
- "Spotlight" focus programme particularly aims at enhancing earnings and efficiency in the Digital & Webfed and Special segments and requires governance adjustments.
- Further "Spotlight" measures are planned for Group-wide projects and at the Holding.

// 03 Outlook

- Outlook for 2024 confirmed: Operating EBIT margin and revenue stable at the previous year's level.
- Sheetfed segment is expected to account for a disproportionately small proportion of earnings and revenue in the first half of 2024. The decline in order intake in the third quarter of 2023 will exert pressure on revenue and EBIT in the first half of 2024. Our full-year guidance for 2024 assumes that order intake will continue the recovery emerging in the fourth quarter of 2023.
- "Spotlight" will also help the Group achieve its EBIT margin target of 6–7% by 2026 on Group revenue of €1.5bn.

MORE AGILITY . MORE CHOICE . MORE EFFICIENCY



TIME
for
Q&A



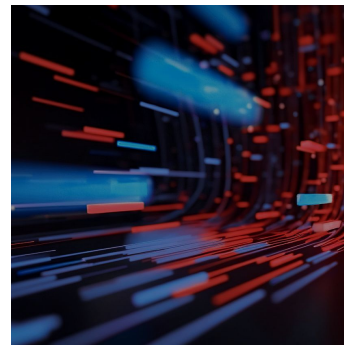
TIME
for
Q&A



TIME
for
Q&A

we're on it.

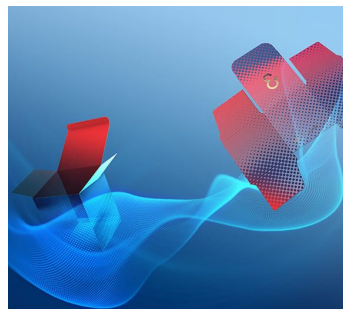
TIME
for
Q&A



TIME
for
Q&A



TIME
for
Q&A



KOENIG & BAUER



Disclaimer:

This presentation contains forward-looking statements about the business, financial performance and earnings of the Koenig & Bauer Group. These statements are based on assumptions and projections resting on currently available information and present estimates. They are subject to a multitude of uncertainties and risks. While management believes them to be accurate, the impact of external factors beyond its control, such as changes in the economy, exchange rates and in our industry, may give rise to a different outcome from that projected. In particular, the outlook does not include meaningful portfolio effects and influences related to legal and regulatory matters. It also depends on ongoing earnings growth and the absence of disruptive temporary market changes. The actual course of business may therefore deviate substantially from the expected development. Koenig & Bauer therefore accepts no liability for transactions based on these forecasts, nor does it undertake any obligation to update forward-looking statements beyond that required by law.

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we're on it.