

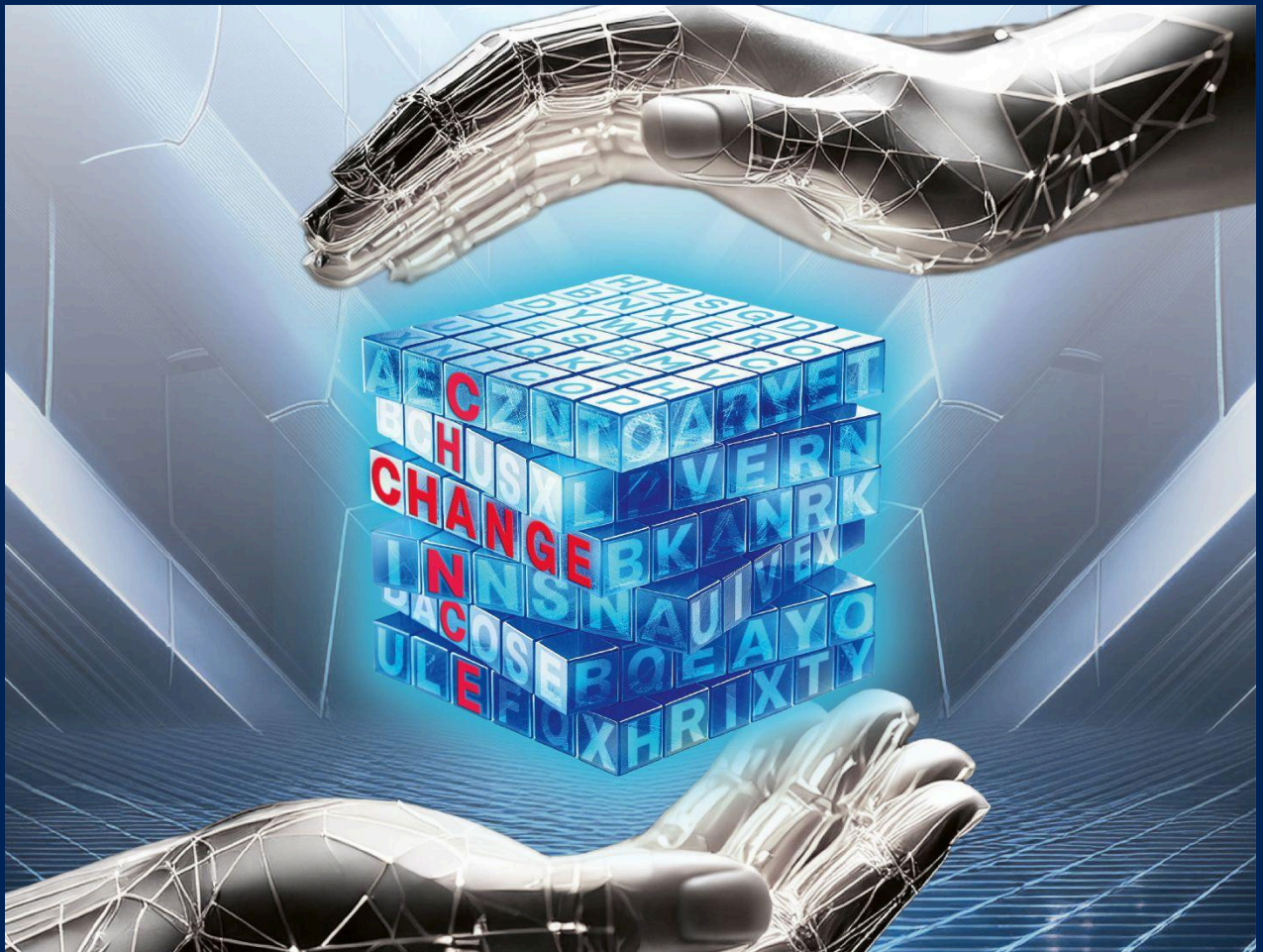
KOENIG & BAUER

General Annual Meeting 2025

Key Statements of the Executive Board

Dr. Andreas Pleßke, CEO

Dr. Stephen Kimmich, CFO and Deputy CEO



we're on it.

Key statements of the Executive Board

The spoken word prevails!

Please note that this version of the key statements of the Executive Board, prepared for the convenience of English-speaking readers, is a translation of the German original. For purposes of interpretation, the German text shall be authoritative and final.

Koenig & Bauer: Change as a driver for innovation and growth

Koenig & Bauer, a company with a history spanning over 208 years, has always distinguished itself through its ability to reinvent itself, true to the motto "Change and Chance," because change is always an opportunity.

In the 1990s, Koenig & Bauer was primarily known as a manufacturer of web-fed newspaper and commercial printing presses, as well as a supplier to banknote printing. Over the past 30 years, the company has assumed a leading role in global sheetfed offset printing and owns the banknote printing business. This successful transformation was made possible by bold decisions made by former management and supervisory boards. Newspaper and analog web printing have virtually disappeared; packaging printing, using virtually all printing processes and on all packaging materials, is now Koenig & Bauer's hallmark.

The courage to change and continuously evolve remains crucial for the future. The "Exceeding Print" strategy was launched in 2021, and the overall results were presented at drupa 2024. Today, Koenig & Bauer no longer sees itself solely as a traditional machine manufacturer, but as a complete solutions provider with high-tech printing presses, analog and digital printing processes, and digital applications.

The company's future growth areas and innovations encompass several key areas: In digital printing, Koenig & Bauer is a leader in industrial digital printing machines such as the RotaJET and in glass printing, in cooperation with partners such as Durst and Hewlett-Packard, with a clear focus on the packaging market. In the postpress sector, expertise in die-cutting (especially rotary die-cutting) as well as folding and gluing is being expanded. The company entered corrugated board printing through in-house development and the acquisition of shares in Cellmach. Another focus is on workflow digitalization, digital products, and the implementation of artificial intelligence, supported by strategic partnerships with Siemens and Google and the

spin-off of the Kyana business unit. Furthermore, the area of inspection and authentication systems is being strengthened by the Vision & Protection business unit. A highly innovative collaboration also exists with VW Powerco in the area of battery dry coating.

Although these developments are complex and sometimes more difficult than originally planned, Koenig & Bauer is continually inventing new business models for the coming decade. All of these developments are made possible by the still influential, solid, and profitable business in the Sheetfed and Banknote Printing segments, as well as by the global service business.

Fiscal year 2024 continues to be characterized by a challenging global economic and geopolitical environment

The world has become more hostile to free trade and more unpredictable, which presents new challenges given the company's export ratio of around 87%.

Despite these conditions, the company was able to achieve significant successes last year, thus sustainably strengthening the foundation for future profitable growth. The "Exceeding Print" strategy and the company's presence at Drupa bore fruit. The presentation of ten innovations – from networked machines to efficient, forward-looking digital solutions – underscored that digitalization is at the heart of the printing world.

The company's order intake in the Drupa year 2024 was positive, reaching €1,402.7 million, an increase of 8.9 percent over the previous year. Even more impressive was the order backlog, which not only increased by 14.1 percent to €1,039.8 million at the end of the year, but also reached the highest year-end level in the company's recent history.

The company's solid order backlog provides a reliable foundation for the current fiscal year and beyond. The company's consolidated revenue amounted to EUR 1,274.4 million, representing a decline of 3.9 percent year-on-year and reflecting the ongoing market conditions. Nevertheless, the company was able to improve its revenue performance sequentially from quarter to quarter in all segments.

Compared to the industry average for printing machines, which was an increase of 7.5 percent for 2024 according to the German Mechanical and Plant Engineering Association (VDMA), the company recorded an increase in incoming orders of 8.9 percent.

Consolidated earnings before interest and taxes (EBIT) amounted to minus €35.1 million. This result was significantly influenced by special items: €50.4 million resulted from the "Spotlight"

focus program and €10.5 million from costs for the leading trade fair Drupa. Adjusted for these special items, the company achieved an operating EBIT of €25.8 million, corresponding to an operating EBIT margin of 2.0 percent. Particularly noteworthy is the historically strong final quarter, in which an adjusted operating EBIT of €46.5 million was achieved, thus achieving all of the sub-targets defined in November 2024.

Despite the EBIT result, which is still unsatisfactory for us, the company achieved its own forecasts against this backdrop. The goal is to further improve the earnings situation this year despite the difficult environment and the lack of significant growth planned.

Free cash flow, which reached €31.6 million for the full year, developed particularly positively, driven by a very strong fourth quarter. Furthermore, the company's net working capital as a percentage of sales improved to 23.1 percent, thus achieving the target of a maximum of 25 percent.

Focus program “Spotlight” for sustainable earnings improvement

The company launched the "Spotlight" focus program at the end of 2023 to achieve a sustainable increase in earnings in profitable areas and restructuring in unprofitable areas. This will ensure that earnings improvement is partially independent of revenue growth.

The measures focused specifically on areas where action was identified, rather than encompassing the entire Group. Although the measures were significant, constructive cooperation with all stakeholders, especially the employee side, enabled the program to progress as planned, and it has now reached an implementation level of approximately 80%. "Spotlight" represents significant progress for the company. Cumulative gross savings of €40 million to €50 million are expected for 2025 and €60 million to €70 million for 2026.

A large portion of the workforce and management contributed to cost reductions through salary cuts as part of this program. Unfortunately, significant staff reductions were also necessary in the companies affected by "Spotlight." Despite these cuts, the company achieved record output in the fourth quarter and achieved its financial targets for 2024. This demonstrates the company's performance and flexibility, as well as the high motivation of its workforce, even in the most difficult times.

New segment structure – focused and agile for the future

In order to pursue the company's strategic goals even more effectively and to strengthen

customer orientation, a new segment structure was introduced on 1 January 2025 introduced. The company's strengths will be concentrated in two segments instead of the previous three:

The Paper & Packaging Sheetfed Systems (P&P) segment will continue all previous activities of the Sheetfed segment and also integrate the combined corrugated board activities for the Chroma series from Koenig & Bauer Celmacch and the Koenig & Bauer Durst joint venture. The focus here is on complete solutions for the growth markets of folding carton and corrugated board printing and production.

The Special & New Technologies (S&T) segment encompasses the existing activities of the Special segment, such as banknote and security printing, industrial marking systems, and specialty printing on metal and glass. It is complemented by the Digital & Webfed business units, including specialty applications in packaging printing such as digital web and flexo web printing. The development collaboration with PowerCo in the area of battery cell production will also be integrated here. Inspection systems and product safety will be transferred from the securities division to the independent Vision & Protection business unit.

The Digital Unit, which was previously organized as a cross-sectional function within the holding company, will be managed as an independent business unit of the S&T segment under the name "Kyana".

This new structure specifically addresses the specific requirements of the various markets. The business units of the S&T segment each have their own independent management teams, which, with a high degree of entrepreneurial autonomy, can respond quickly and competently to changes in their respective highly specialized markets.

New members of the Group Management Board

Effective December 1, 2024, Christian Steinmaßl joined Koenig & Bauer as a member of the Group Management and reports to the Executive Board. As a graduate process engineer specialized in paper production, he brings over 25 years of industry experience in the paper and packaging industry, including at Voith and Heidelberger Druck. In the newly created segment, he will take over key business units and the Group's operational shared services, such as purchasing, the production companies in Würzburg, Radebeul, and Frankenthal, and the Digital & Web, Vision & Protection, and Kyana business units.

Markus Weiß assumed his new position as Managing Director and CEO of Koenig & Bauer Sheetfed AG & Co. KG on February 1, 2025, and thus also becomes a member of the Group Management Board below the Executive Board. The industrial engineer has more than 20 years of experience in the printing industry, primarily at HP, where he most recently served as General Manager EMEA for Industrial Printing. He is therefore extremely familiar with the company's market and customers.

With the new structure, jointly approved by the Supervisory Board and the Executive Board, the company has reduced complexity and increased the speed of decision-making, while at the same time optimizing costs.

AI will shape future developments

Artificial intelligence is a key component that permeates all functions and organizational units of the company. The company's vision is a digital, connected, and sustainable printing world. AI not only optimizes processes but also actively shapes the future of printing and packaging. With the spin-off of Koenig & Bauer Kyana GmbH, the company underscores its commitment to being a key driver of innovation and shaping the digital transformation of the industry. Kyana GmbH sells both standalone software products and solutions integrated into the presses.

At the Hannover Messe, the company presented practical application examples at the booth of its strategic technology partner Google Cloud Germany. These applications impressively demonstrated the potential of the latest AI innovations and established Koenig & Bauer as a cross-industry innovation driver in the field of artificial intelligence. This partnership thus serves as a prime example of successful digital transformation.

The company has entered into a strategic partnership with Siemens to further develop its modular automation system. The goal is to develop future-proof machine concepts that meet the requirements of modern production processes. Combining the expertise of two technology leaders creates innovative solutions that set new standards in the industry.

The development partnership with VW PowerCo for sustainable battery cell production is also making progress. The joint development of a system for industrial powder coating, i.e., a solvent-free dry coating of electrodes, is on track.

Challenges and opportunities in a changing world

The current environment in which Koenig & Bauer operates is anything but easy. Global

economic uncertainty, geopolitical tensions, and, not least, the impact of the announced US tariffs require Koenig & Bauer to remain vigilant and act decisively. Amidst all these challenges, Koenig & Bauer has stayed the course and continued to work on its transformation.

Achievement of sub-targets in the fourth quarter of 2024

A key success that underlines the operational strength and effectiveness of the measures initiated by Koenig & Bauer is the consistent achievement of all four sub-targets in the fourth quarter of the 2024 financial year:

- **No post-drupa effect particularly** in order intake in the Sheetfed segment
- **Positive free cash flow**, supported by consistent net working capital management
- **Efficiency benefits from the “Spotlight” focus program**
- **Strong operating EBIT between EUR 45 and 50 million in the final quarter**

This success is particularly remarkable as it was achieved at a time when a large part of the personnel measures from the “Spotlight” focus programme had already been implemented.

Numbers: Consistency in turbulent times

The 2024 fiscal year, like the current year 2025, continued to be characterized by a challenging global economic environment. Yet, this is precisely where we demonstrated our strength: We successfully used drupa to demonstrate our innovation leadership and intensify customer interaction. Accordingly, **order intake** rose by 8.9% to €1,402.7 million in the 2024 reporting year. Packaging printing, in particular, benefited from robust demand, and the Banknote Solutions business unit secured additional orders. The start to the current year also confirms this trend: Despite the global uncertainty resulting from US tariff policy, order intake in the first quarter of 2025 developed positively and, at €245.2 million, was almost one percent higher than the previous year. **Revenue** amounted to €1,274.4 million in the reporting year, representing a decrease of 3.9% compared to the previous year. Encouragingly, revenue improved sequentially in all segments from quarter to quarter, leading to a stronger second half of the year. In the first quarter of 2025, group revenue of €252.2 million was almost at the previous year's level. This was primarily due to seasonality.

The **Group export ratio** increased slightly to 87.1% at the end of the fiscal year, primarily driven by strong business performance in North America, which led to an increase in the North American share to 28.8%. In the first quarter of 2025, this share declined year-on-year from 27.7% to 17.2%. In contrast, the share of revenue increased, primarily in Asia/Pacific, to 33.6%.

The **order backlog** increased by 14.1% to €1,039.8 million at the end of the reporting period, marking the highest year-end figure in Koenig & Bauer's recent history. It serves as a solid foundation for the 2025 fiscal year and beyond, but is not evenly distributed across all business areas. Thanks to the strong order intake, the one-billion-euro mark was also exceeded in the first quarter of the current year.

Focus Program Spotlight

The 2024 fiscal year was largely dominated by the implementation of the "Spotlight" focus program. This strategic program was initiated with the overarching goal of making Koenig & Bauer more profitable in the long term and securing its long-term competitiveness in a changing global market. "Spotlight" focuses on four key areas:

- **D&W 2.0:** Under the leadership of Dr Andreas Pleßke, organizational, operational and structural measures were implemented to increase revenue and reduce costs. The operational focus was on reducing the follow-up and start-up costs as well as streamlining structures and processes in order to reduce losses in this area in the short term through internal measures, regardless of market expectations.
- **„BNSx“:** The focus is on measures to increase the profitability and earnings power of the Special segment, particularly in the Banknote Solutions area. The operational value creation structures were optimized and the successful market launch of new technologies was advanced.
- **Metal 2.0:** In order to focus on key areas, the Group-wide project portfolio was reduced. In the "Metal 2.0" project, in addition to the previously agreed personnel and material cost adjustments, it was decided to discontinue the CSMetalCan project for two-part beverage can printing.
- **Streamlining the holding company:** At Koenig & Bauer AG, the holding company, the inflation-related increases in personnel and material costs were addressed with a package of efficiency measures. The rightsizing of the segments carried out as part of the "Spotlight" program also required an adjustment of the size and structure of the holding company.

The "Spotlight" focus program resulted in non-operating extraordinary items of €50.4 million in fiscal year 2024, which impacted Group EBIT but simultaneously laid the foundation for profitable growth in the coming years. These primarily comprised costs for adjustments to material and personnel costs and affected approximately 300 FTEs. A positive EBIT effect, primarily from personnel support measures, was recorded for 2024, exceeding the expected

upper limit of €20 million. As all measures are finally implemented, further expenses in the low single-digit million range are expected in the first half of 2025 to complete the project and drive sustainable earnings growth within the Group. The company anticipates gross savings of €40 to €50 million in 2025 and €60 to €70 million in 2026.

Operating EBIT

For the full year 2024, Koenig & Bauer achieved an operating EBIT of €25.8 million, as forecasted. This result is adjusted for the extraordinary items from the "Spotlight" focus program of €50.4 million and the costs of the leading trade fair drupa of €10.5 million. The previous year, this figure was €29.9 million.

The subdued start to the year, typical for mechanical engineering, was also evident in the first quarter. This was primarily due to seasonality, which also led to a negative volume and mix effect. In addition, there were extraordinary items for "Spotlight" amounting to -€2.8 million. Operating EBIT thus amounted to -€11.4 million, compared to -€10.2 million in the previous year. Even if it is not reflected in the figures at first glance, important progress has already been made in the first quarter. Although "Spotlight" is achieving cost savings as planned, temporary effects of approximately €5 million, such as exchange rate fluctuations and project delays related to the reporting date, are negatively impacting the result. However, these effects will be offset over the course of the year.

Cost side and group result

The **research and development expenses** decreased by €3.0 million to €54.5 million, which is mainly due to the consistent go-to-market approach of the products. **Selling expenses** increased by €12.9 million to €171.0 million, mainly due to increased advertising costs, which mainly include expenses related to drupa. **Administrative expenses** decreased by €0.7 million to €104.0 million, also due to cost-cutting effects under the "Spotlight" focus program. The balance from **other expenses and income** and the **financial results** amounted to €-3.9 million, partly due to foreign currency valuations. **Interest income** of €-24.1 million, mainly due to increased interest rates from credit institutions, results in **earnings before taxes** of €-59.2 million. After income taxes of €10.6 million, the **Group result** in the 2024 financial year was at €-69.8 million. This translates into proportionate **earnings per share** of €-4.24.

Two **positive developments in the first quarter are worth highlighting**: Firstly, Koenig & Bauer was able to reduce **research and development expenses** by around a third. Secondly, the **interest result** at -6.4 million € was below the previous year's figure.

Financial and asset situation

Koenig & Bauer's financial stability and asset position developed positively during the reporting period. In the fourth quarter of 2024, Koenig & Bauer achieved a very strong positive **free cash flow** of €67.4 million, compared to €-18.7 million in the previous year. This resulted in a positive free cash flow totaling €31.6 million for the full year 2024, although it was still negative after nine months. This positive development is essentially based on two effects: Koenig & Bauer has reduced its **inventories**, which were deliberately created in recent years to avoid supply bottlenecks, by around €60 million compared to the previous year. The **advance payments received** increased by around €42 million compared to the previous year. This led to Koenig & Bauer achieving its target **net working capital ratio of a maximum of 25% of annual revenue** for the first time since the target was introduced. Koenig & Bauer's **net financial position** improved accordingly to minus €128.1 million. Due to the seasonal nature of the business, it was approximately minus €160 million in the first quarter of 2025. Nevertheless, Koenig & Bauer was able to meet its target net working capital ratio of 24.1% in the first quarter. Financially, Koenig & Bauer remains in a strong position with a **group equity ratio** of 23.2%. The decline compared to the previous year is mainly due to the lower group result. At 31 December 2024, **total assets** amounted to €1,422.7 million, almost unchanged from the previous year.

Performance in the segments

Koenig & Bauer's individual business segments showed varying developments during the reporting period, reflecting the diverse market conditions and the specific challenges and opportunities in each area.

The **Sheetfed segment** showed a clear upward trend throughout the drupa year, but especially in the strong final quarter. Order intake amounted to €732.5 million, an increase of 20.8% over the previous year. It is noteworthy that, contrary to expectations, the final quarter did not show any decline in demand and was the strongest quarter of the year. Although revenue decreased slightly to €734.8 million, it improved sequentially from quarter to quarter. EBIT amounted to €17.1 million and includes €7.2 million in drupa costs. Adjusted for trade fair costs, operating EBIT amounted to €24.3 million, compared to €29.8 million in the previous year.

The **Digital & Webfed segment** was not yet able to fully recover from the weak corrugated board market in 2024. Although orders more than doubled in the second half of the year, order intake remained below the previous year's figure at €160.6 million. Revenue decreased to €157.6 million. This was due to an exceptionally high sales peak in the fourth quarter of the previous year. The company has also prepared for lower revenues with measures under its

"Spotlight" focus program. EBIT amounted to €-53.3 million and includes a proportionate amount of the non-operating extraordinary item from "Spotlight" of €27.4 million. The segment also accounted for €0.4 million in drupa costs. Operating EBIT adjusted for drupa was therefore €-25.5 million, compared to €-23.9 million in the previous year.

The **Special segment** was able to increase its order intake in the 2024 fiscal year by 0.6% to €541.9 million, remaining at a high level. The continued high order volume at Banknote Solutions, including renewed orders from the US Bureau of Engraving and Printing, was particularly pleasing. Revenue decreased slightly by 1.5% to €407.4 million. This was due to a delivery-related lower percentage of completion in the Banknote Solutions business unit than in the previous year. The order backlog increased by 35.5% to €513.0 million, from which the new Special & New Technologies segment will benefit in the coming years. EBIT amounted to €-5.2 million and includes a proportionate amount of €15.7 million in non-operating extraordinary items from "Spotlight." Adjusted for drupa costs of €0.2 million, adjusted operating EBIT was €10.7 million, compared to €23.0 million in the previous year.

The new segment structure was applied for the first quarter of 2025. As announced, the former Digital & Webfed segment will continue to be reported separately for a certain period. In the **Paper & Packaging Sheetfed Systems (P&P) segment** order intake, at €172.8 million, was slightly above the already strong prior-year figure. Revenue increased by 7.4% to €151.6 million. Operating EBIT, at €-0.1 million, was almost at the previous year's level. The **Special & New Technologies (S&T) segment** increased its order intake by 6.8% to €81.6 million. At €108.0 million, revenue was down 7.2% year-on-year, primarily due to seasonal factors. The order backlog increased year-on-year to €609.4 million. Operating EBIT was slightly below the previous year's level at €-11.1 million.

Share price and capital market development

Since the last Annual General Meeting, when the Koenig & Bauer share was quoted at €13.50, the share price has shown significant volatility. Following the publication of the financial results on April 2, the share price reached a 52-week high of €17.82. However, this positive development was slowed by general market uncertainty, triggered, among other things, by the Trump administration's announced tariff policy and other geopolitical tensions. A temporary recovery began at the end of April, in line with the overall market. With the publication of the first-quarter figures on May 6, the share price came under renewed pressure, partly due to macroeconomic influences. At around €12.80, the share price is currently trading at roughly the

same level as last year. Despite this volatility, the share price performance demonstrates that Koenig & Bauer has maintained stability in a challenging environment.

Dividend policy

No dividend is proposed for the 2024 financial year, as Koenig & Bauer AG's net result was also impacted by the "Spotlight" program, which, however, lays the foundation for future growth. We will maintain our dividend policy. Since the appropriate participation of shareholders in the company's success is of great importance to Koenig & Bauer, we aim to pay out 15-35% of the group net income with a minimum dividend of €0.30 per share, assuming profitable business performance.

Change to CEO – “ChanGe and ChanCe” as a strategic compass

The 2025 Annual General Meeting will involve an important personnel decision:

Dr Stephen Kimmich is taking over as CEO of Koenig & Bauer AG. The transition at the top of the company was coordinated and systematically prepared early on – a sign of continuity and forward-looking corporate management. The strategic motto "ChanGe and ChanCe" represents not only this transition, but the company's entire direction. It's about actively shaping change – as a driver of innovation, new markets, and sustainable growth. One example of this is the new Vision & Protection business unit, with which Koenig & Bauer is specifically transferring its decades of expertise in security printing to packaging applications.

Understanding change, recognizing opportunities

The markets are subject to continuous change. Technologies are evolving rapidly and customer needs are changing. It is therefore crucial to recognize early on how value creation is shifting, which skills will be in demand in the future – and where new opportunities are emerging. Clear signals are emerging in the packaging sector: Automation and digitalization along the entire process chain are becoming game changers. At the same time, regulatory dynamics are bringing with them new challenges. Koenig & Bauer is addressing this tension with technology that reconciles diverse requirements and economic goals. This is how solutions for the markets of tomorrow are created – in an era where transformation is no longer a buzzword, but reality.

Volatility requires responsiveness

The current global situation is characterized by profound uncertainties. Geopolitical tensions, trade policy developments – such as US tariffs – and the associated uncertainty in demand also pose major challenges for Koenig & Bauer. No one can say with certainty how markets will

develop and how customers will react in this volatile world. Economic fluctuations and rapid technological change further exacerbate these uncertainties. All of this requires Koenig & Bauer to be as flexible as possible and respond quickly – and to have a clear eye for opportunities.

Review with a strategic compass

At this point, we are deliberately not presenting a new strategy today. After five years of actively shaping Koenig & Bauer's strategic direction, it would not be realistic to embark on a completely new course on my first day as CEO. One thing is clear, however: the courage to embrace change has always characterized Koenig & Bauer. This commitment to further development is firmly anchored in the corporate culture – and will remain essential in the future.

What we're going to share today is a rough overview of what's to come. But to understand the future, it's also worth taking a quick look back.

Disruption, diversification, development – and now: performance

A brief look back: The 2000s: a period of disruption. The shift in consumer behavior with the introduction of the internet sent the print media industry and the newspaper business reeling. The Lehman Brothers crisis also brought a radical change in the financing of small printing companies. From 2010 onwards, the "diversification phase" followed: Koenig & Bauer invested more heavily in packaging technologies, flexographic printing, print finishing, and digital printing. The years 2020 to 2025 can be classified as a phase of development in a volatile period – marked by the COVID-19 pandemic, disrupted supply chains, market restrictions, and increasingly rising inflation. The "Exceeding Print" strategy laid the foundation for progress in sustainability, digitalization, and modularity – also evident at last year's drupa. A new management and corporate structure was also introduced. Now, in the "performance phase," which will continue to be characterized by volatility, the focus is on the successful market launch of innovations and an intensified go-to-market offensive. The goal is to leverage existing strengths to increase profitability, resilience, and excellence. Transformation is not a fad at Koenig & Bauer—it's part of our DNA. Change means actively shaping, not just reacting. The company follows a clear strategic compass, focused on go-to-market, costs, and resilience.

No restart – further development towards greater resilience

The new role of CEO is not a new beginning, but rather a further development. We are building on what we have achieved so far and are clearly focused on the next steps. The goal remains: to sustainably increase profitability and position the company for the future and competitiveness.

In summary: Koenig & Bauer must become more resilient to remain successful as a solutions provider in a changing world.

Outlook: Focus on implementation and profitability

The economic and political environment remains challenging. In particular, the announced US tariffs could pose major challenges not only for Koenig & Bauer, but for the entire industry, potentially leading to weak demand in the US market. The options for compensation are currently unclear. However, there are currently no risks associated with the US order backlog – including banknote orders. This is a very important message, especially in light of the announced additional tariffs on goods from the EU, which is now expected to apply from 9 July. Despite the current difficult and uncertain global economic and geopolitical situation, Koenig & Bauer sees itself well positioned for the **2025 fiscal year**. Thanks to the historic order backlog and further savings from the "Spotlight" program, slight revenue growth to €1.3 billion and an increase in operating EBIT to between €35 million and €50 million are expected. The actual target achievement within this range depends significantly on future global economic and geopolitical developments. For **2026**, Group revenue of around €1.5 billion with an operating EBIT margin of around 6% is still considered possible. In view of the current uncertainties, Group revenue of between €1.4 and €1.5 billion and an operating EBIT margin of between 5 and 6% are currently planned.

With the strategic measures and the discipline demonstrated in recent months, Koenig & Bauer sees itself well positioned even in a challenging environment.

A look at Asia – and beyond

This confidence is reinforced by the successful trade fair in China, which took place in Beijing for the eleventh time from 15 to 19 May, 2025. Despite a challenging market environment, the trade fair exceeded expectations in terms of both visitor numbers and orders. Koenig & Bauer further consolidated its leading position in the Chinese market and underscored its market leadership in the supply of large-format sheetfed offset presses to China. The positive trade fair results fit into the current overall picture. Despite global challenges and a challenging market environment, Koenig & Bauer is looking forward to a stable order situation – and is therefore confident about the 2025 fiscal year. A large number of intensive sales discussions and initial leads also point to brisk post-trade fair business.

Even outside the trade fair, purchasing incentives through government-supported programs such as those in Italy have contributed to the good order situation.

Another special anniversary: 40 years of stock market listing

6 August, 2025, is an important date. On this day, Koenig & Bauer will be publishing its half-year results. It will also mark another special anniversary: 40 years of being listed on the stock exchange. Such a long and continuous presence on the capital market is anything but a given in Germany. This is an impressive testament to consistency and resilience over decades and through various economic crises. This special anniversary will also be used to provide information about the company's figures, strategy, and future plans at a Capital Markets Day.