SOLUTIONS BEYOND TOMORROW

KRONES - Corporate IR Presentation | 2025

Agenda

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

- Shape sustainability
- Process technology driving food and beverage innovation
- Superior services
- Integrated packaging solutions
- Recycling solutions
- Fully automated, flexible intralogistics
- Enabled by digitalization

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**

KRONES

Agenda

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 2050[1]

Rising middle class with >110 million people joining in 2024[3]

Increasing share of people living in urban areas reaches 70% in 2050[2]

Continuing sustainability focus among our costumers to reduce their CO_2 footprint

Strong external tailwind for Krones profitable growth

Sources: 1. United Nations Population Fund 2. World Urbanization Prospects 3. World Data Lab

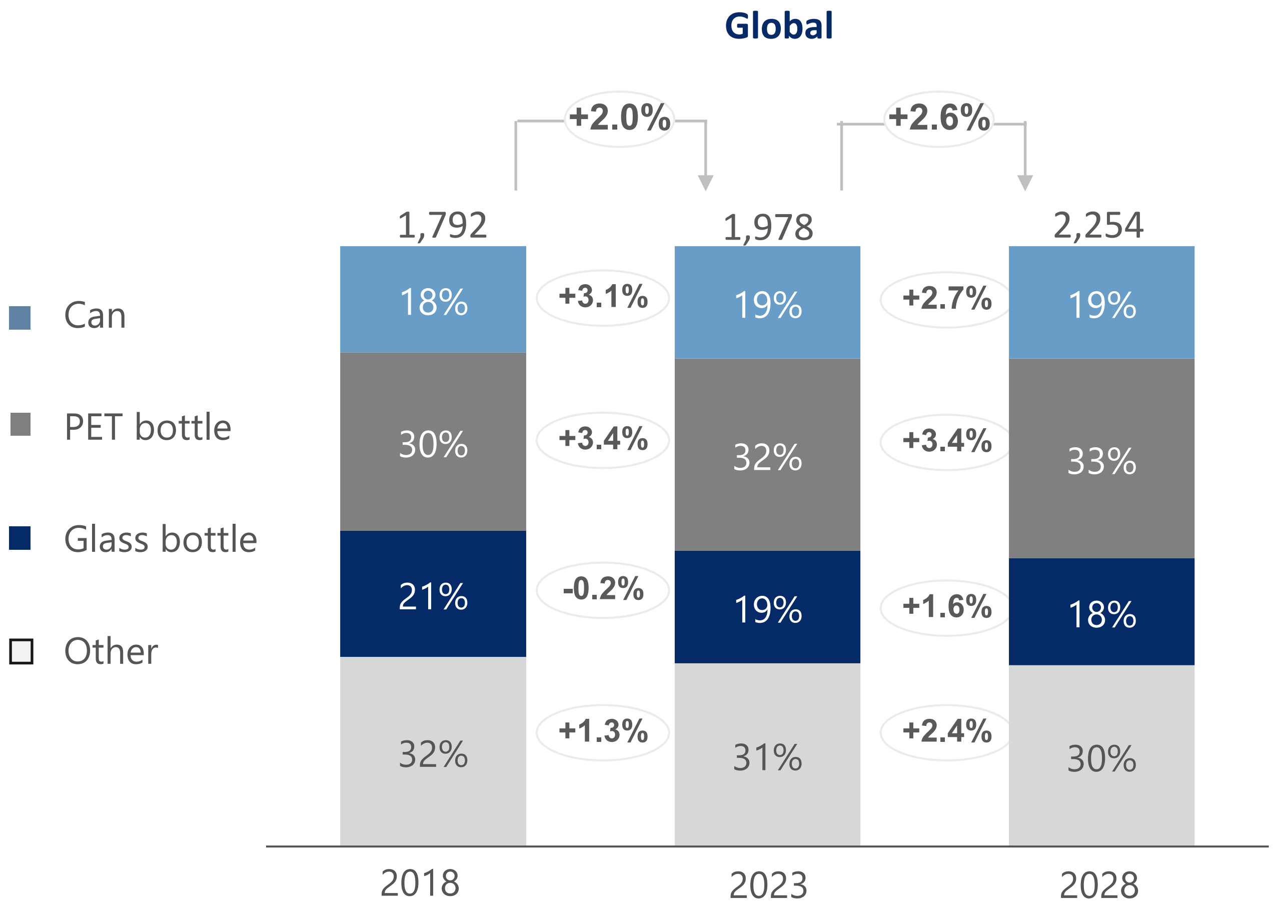
Beverage packaging development: top pack types

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

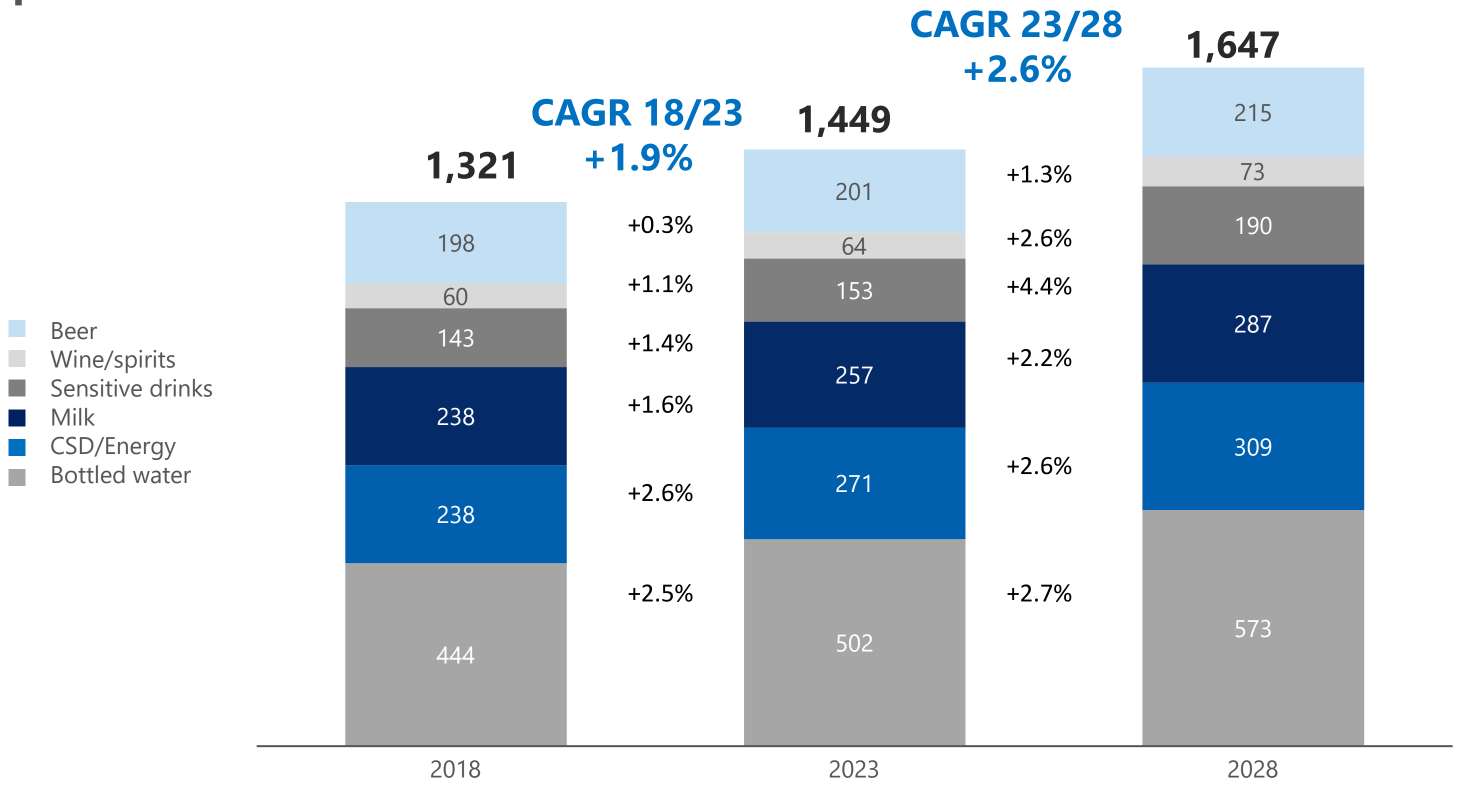


PET is the fastest growing packaging segment.

Source: Global Data/State: 21st July 2023 | Beverages = Soft Drinks, Beer, Spirits, Wines, FABs, Liquid Dairy | Base: Top 50 Countries | CAGR* = Compound Annual Growth Rate

General global beverage consumption and growth drivers

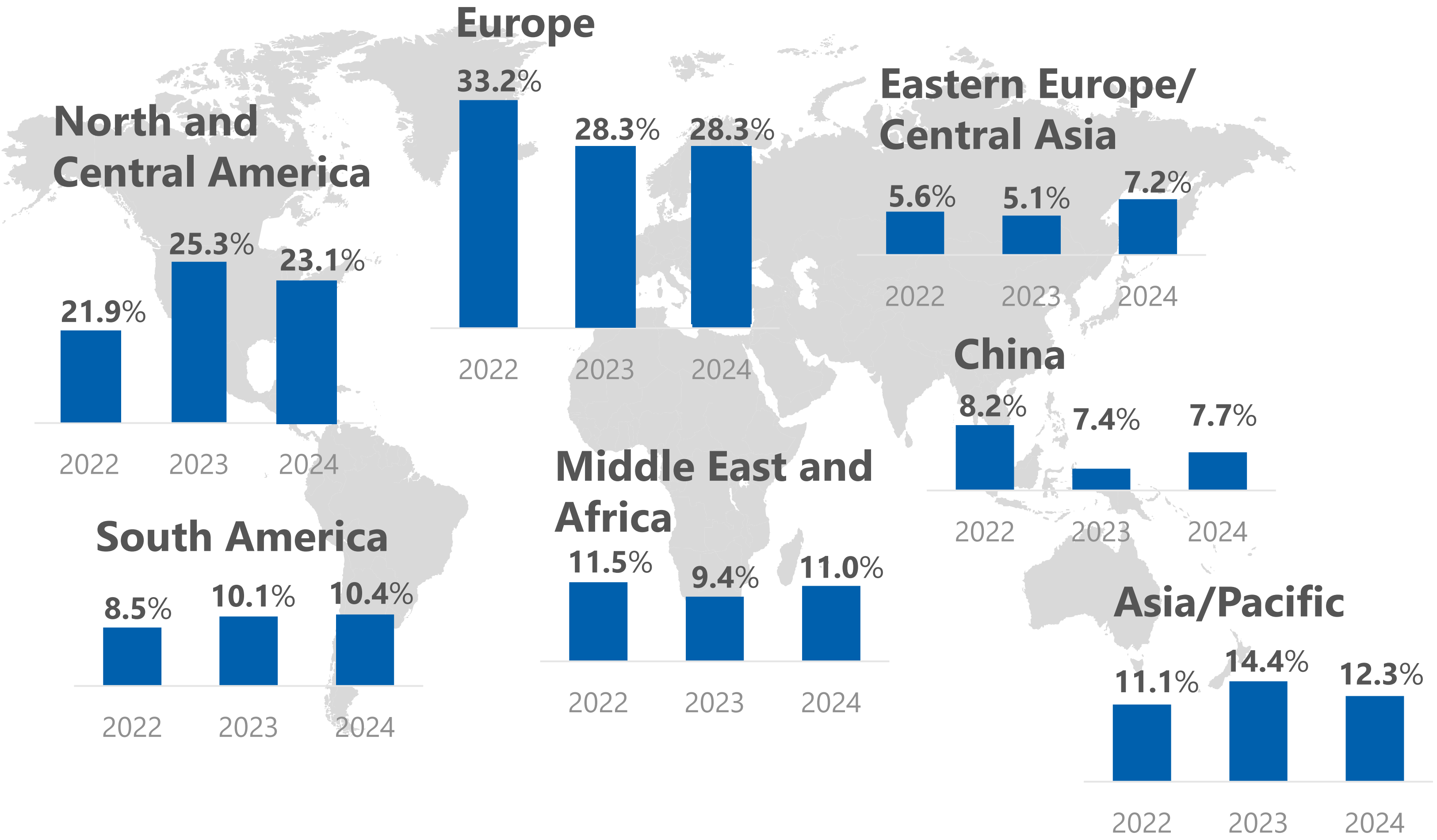
Development of global beverage consumption
Volume in billion liters, CAGRs in %



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.

Source: Global Data June 2024

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 emissions[1]
- **15% less** Scope 3 emissions[1]
- **>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

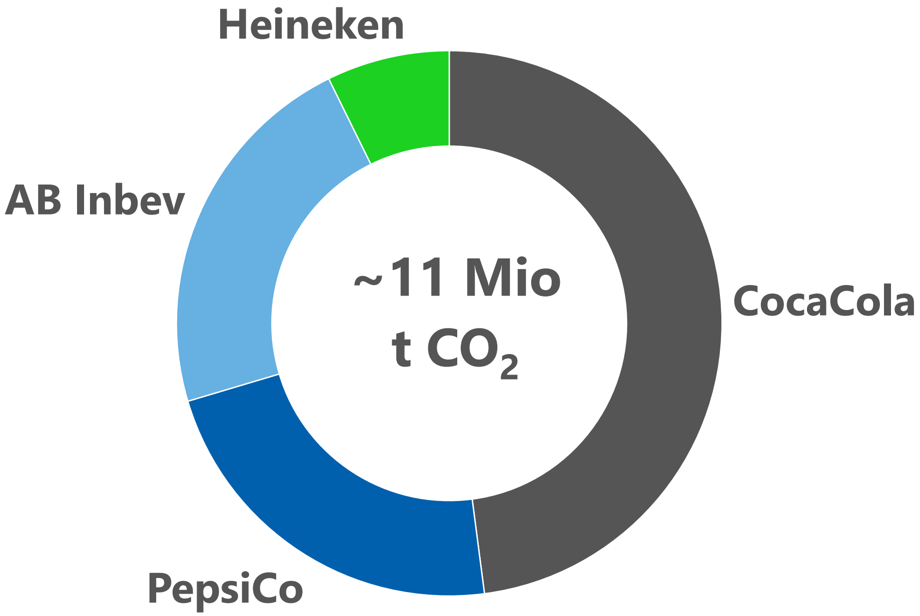
- **Cuttings-edge IT landscape** via S/4HANA implementation
- **1,800 additional employees** in 2024
- **Global footprint expansion**

Transformation leads to new business models for profitable growth

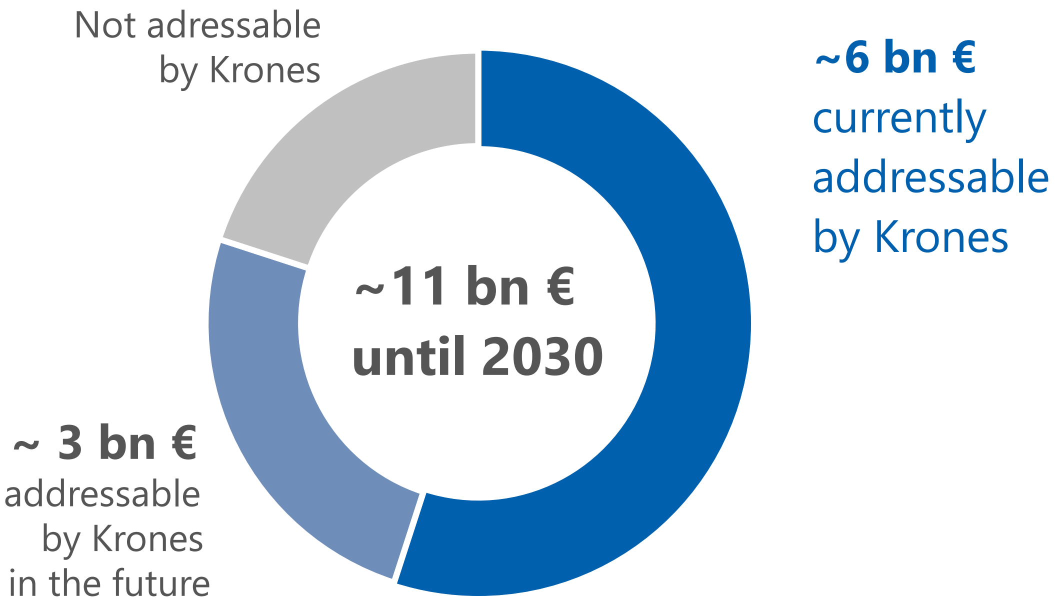
1. vs. base year 2019

Sustainability transformation: Market potential for sustainable solutions

Scope 1&2 emission reduction goals until 2030 of 4 selective key accounts, t CO_2



Market potential until 2030, bn €, assuming ~1,000 € investment to reduce 1t CO_2



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)

Until 2040

NET-ZERO

emissions along the whole value chain

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

1. Base year 2019 2. Base year 2020 3. Base year 2022

Sustainability transformation: Rankings improvement over time

	Krones 2023	Krones 2024/2025	Industry median 2023
ecovadis Business Sustainability Ratings	GOLD 2023 ecovadis Sustainability Rating	GOLD | Top 5% ecovadis Sustainability Rating AUG 2024	
CDP DISCLOSURE INSIGHT ACTION	**A-**	*Latest list not yet published*	**C**
 **Deutscher Nachhaltig-keitspreis**		**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
Connec-tivity	▪ Offline	▪ Offline/Connected line	▪ Connected line / "Line of the future"
Focus	▪ Quality ▪ Availability	+ OEE[1], 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

1. OEE = Overall Equipment Effectiveness

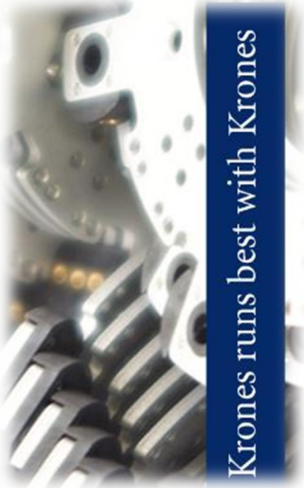
Digital transformation: Global services

- **> 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



>2 Mio SKUs shipped p.a.

Service

>3,000 service engineers

Retrofits

>300 design engineers

Operating Supplies

Full portfolio

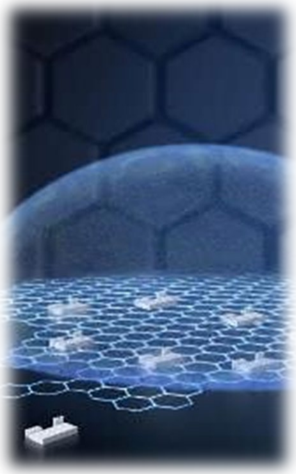
Digi Products

100% new lines ready

Digital Service Center

100 FTE in 7 DSC[2]

MSA[1]



>1,000 contracts

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

1. MSA = Modular Service Agreements 2. DSC = Digital Service Center

Product transformation: Filling and Packaging Technology
Line of the future program

Customer inspiration from last Drinktec 2022

Customer feed-back 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”

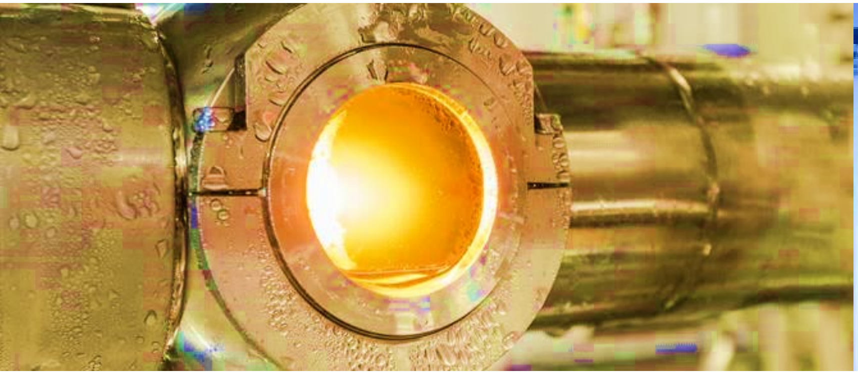
"Line of the Future" program inspired by our customers with 1st pilot in 2025

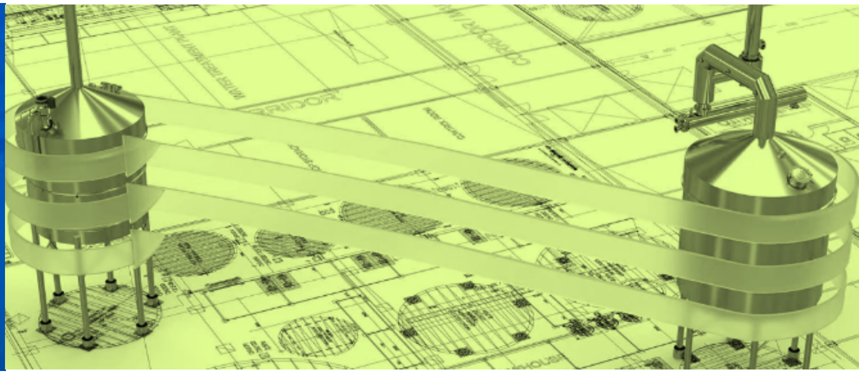
Product transformation: Process Technology
Megatrends persist and continue to shape our strategy

Fermentation technology
Proteins from advanced fermentation

Water Technology
Water treatment & water design

Sustainable Solutions
Energy efficiency & waste minimization





CAGR ~14%
InsightAce Analytic 2023 - 2031

CAGR >6%
Precedence Research 2024 - 2032

CAGR >20%
Fortune Business Insights 2024 - 2032

Product transformation: Intralogistics
Clear customer needs addressed, solve complex logistics challenges

Solve increasing complexity

From hundreds to Tens of thousands SKUs

Multi-format bins & boxes

Enhance labor health and safety

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

Heavy work relief through robotics

Promote smarter logistics

Up to 20% savings in logistics costs

Scalable and flexible solutions

Increase energy efficiency

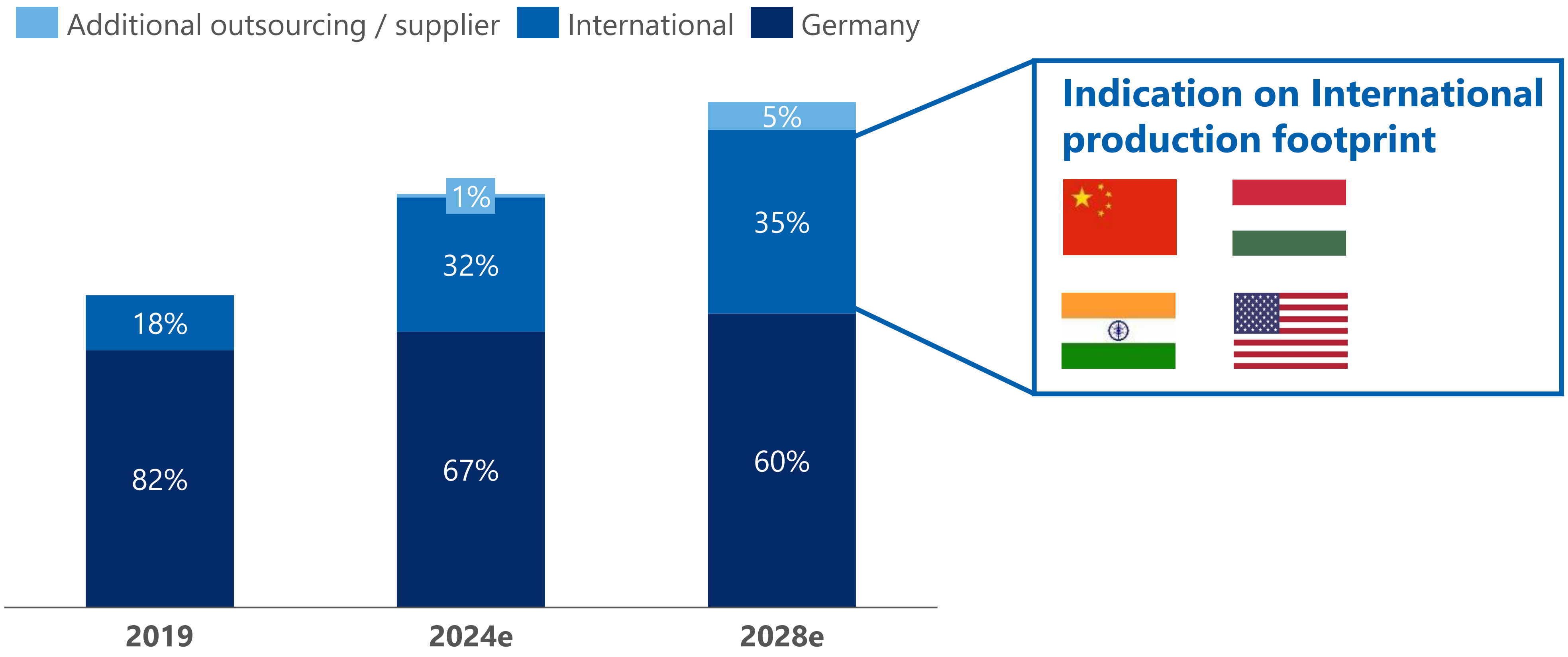
Up to 40% reduction in energy consumption

Energy recovery (potential and kinetic energy)

1. ASRS = Automated Storage & Retrieval Systems

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

Illustration from our new employer brand

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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.

* PP = Percentage Point

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

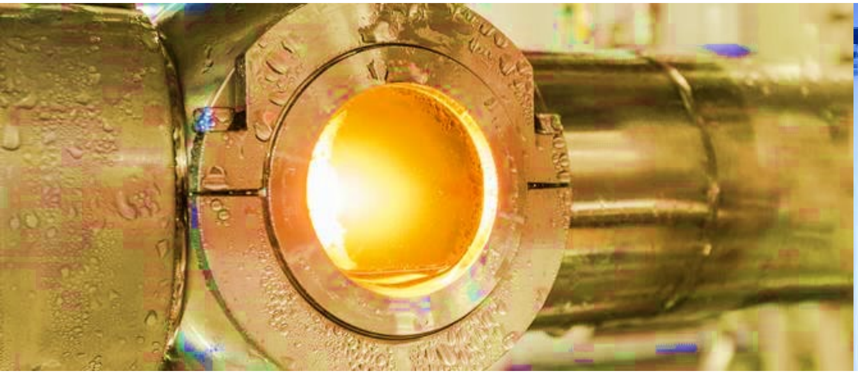
- Adaptation of product portfolio - focus on line solutions and cost reduction
- New digital products
- New innovations to increase efficiency and sustainability
- Netstal injection molding

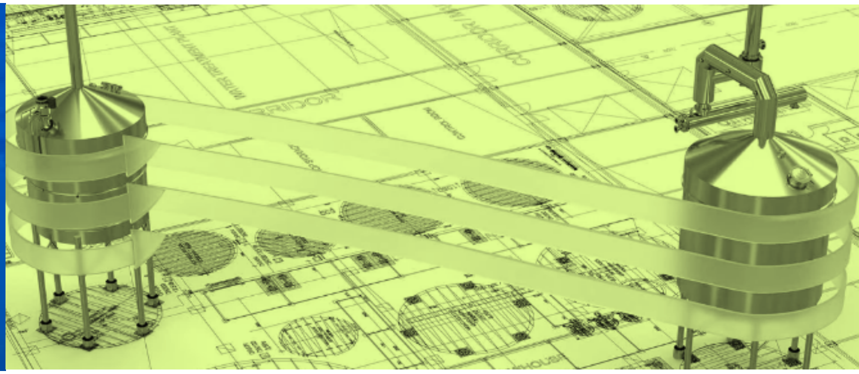
Growth

- 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 colla-boration across regions
- Cost competitive manufacturing hubs, e.g., increa-sed presence in India
- Leveraging US potential

Portfolio

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

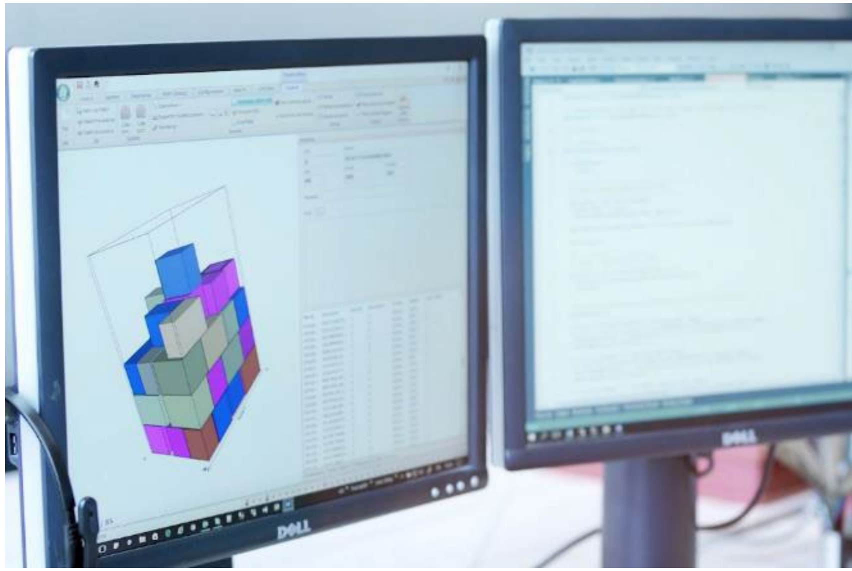
Growth

- 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

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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_2e	2019	23,579	21,582	20,564	19,433	22,918	20,887
	Scope 2 GHG Emissions (market-based)	t CO_2e	2019	31,197	26,182	18,081	12,628	10,563	5,564
	Scope 3 GHG Emissions	t CO_2e	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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Krones outlook 2025 – further growth and improvement of profitability

7% – 9%

Revenue growth

10.2% – 10.8%

EBITDA margin

18% – 20%

ROCE

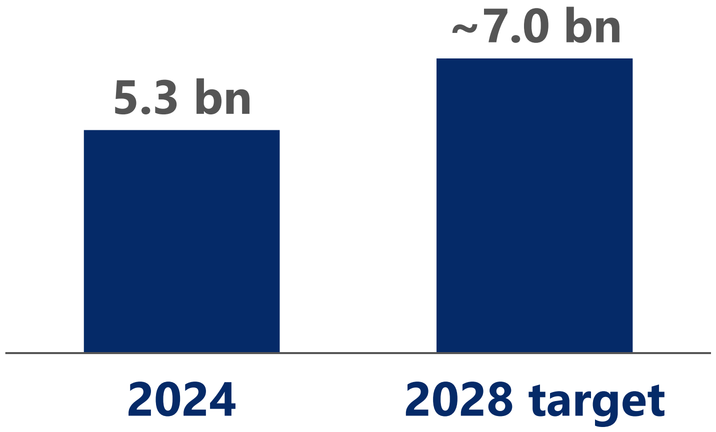
There are various unpredictable factors that could affect the company's business processes and production. These include geopolitical risks in Europe, the Middle East and other parts of the world, another source of uncertainty is the tariff policy of the new US administration, which could present the 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%

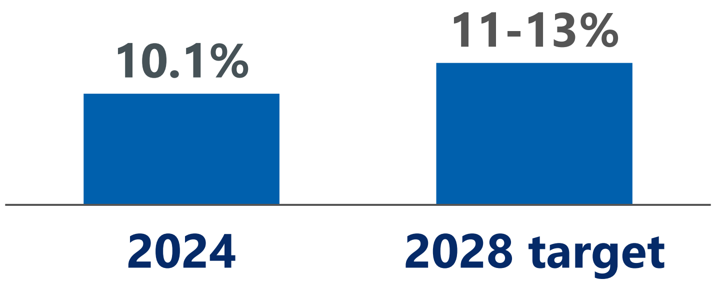
Mid-term targets 2028

Revenue, €



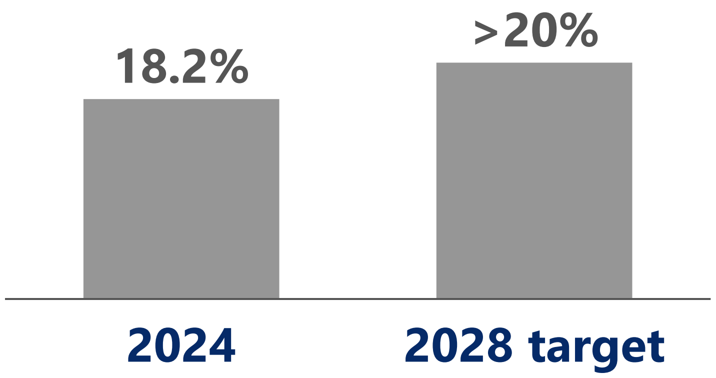
Growth drivers
- 3% Global Beverage Market
- Sustainability driven solutions
- Digital and service solutions
- Potential from acquisitions Netstal, Ampco
- Innovation
- M&A

EBITDA margin



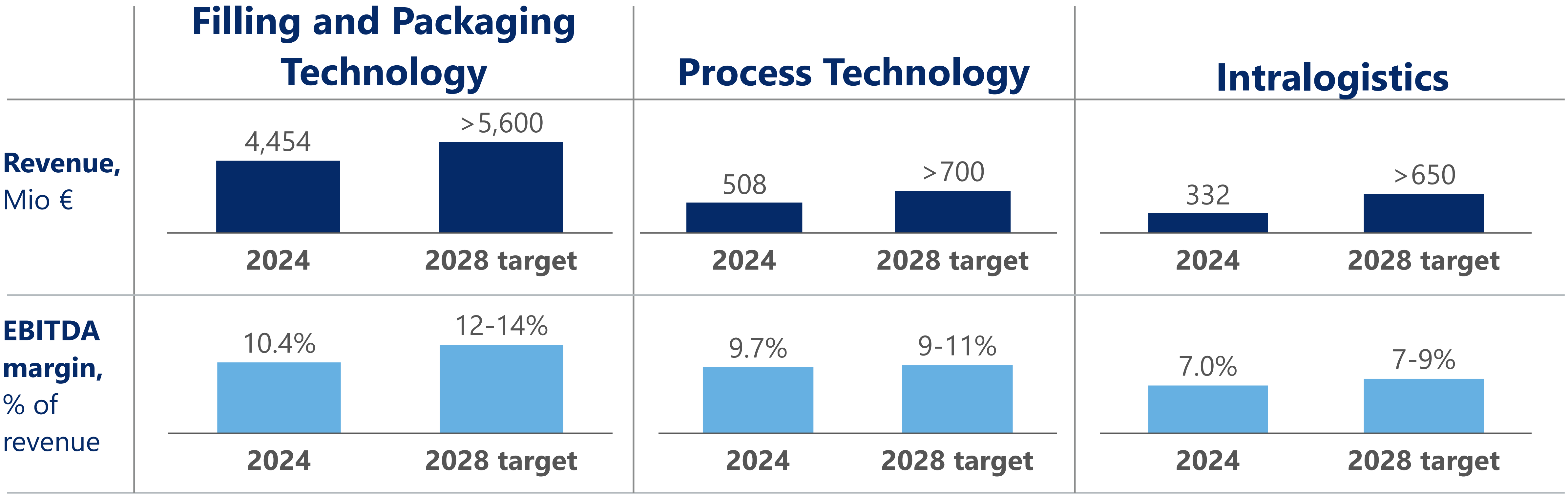
Profitability drivers
- Pricing power
- Leverage potential from global footprint and expand it further
- Innovation in products
- Cost reduction from process innovation
- Efficient project execution
- Cost discipline and selective increase in headcount

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

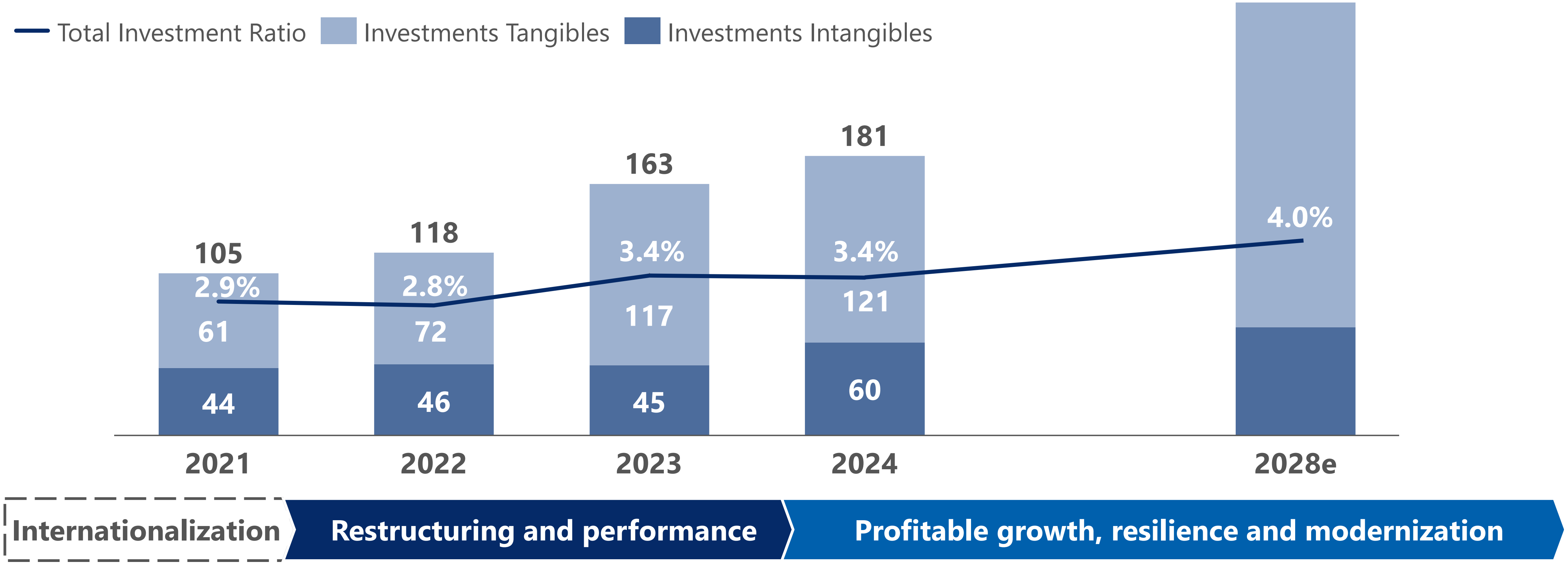
Strategic target Non-financial	Target for 2030	At year-end 2024
Reduction in Scope 1 and 2*	-80%	-51.7%
Reduction in Scope 3*	-30%	-14.6%
Increase in percentage of women in management positions	20%	16.5%

*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

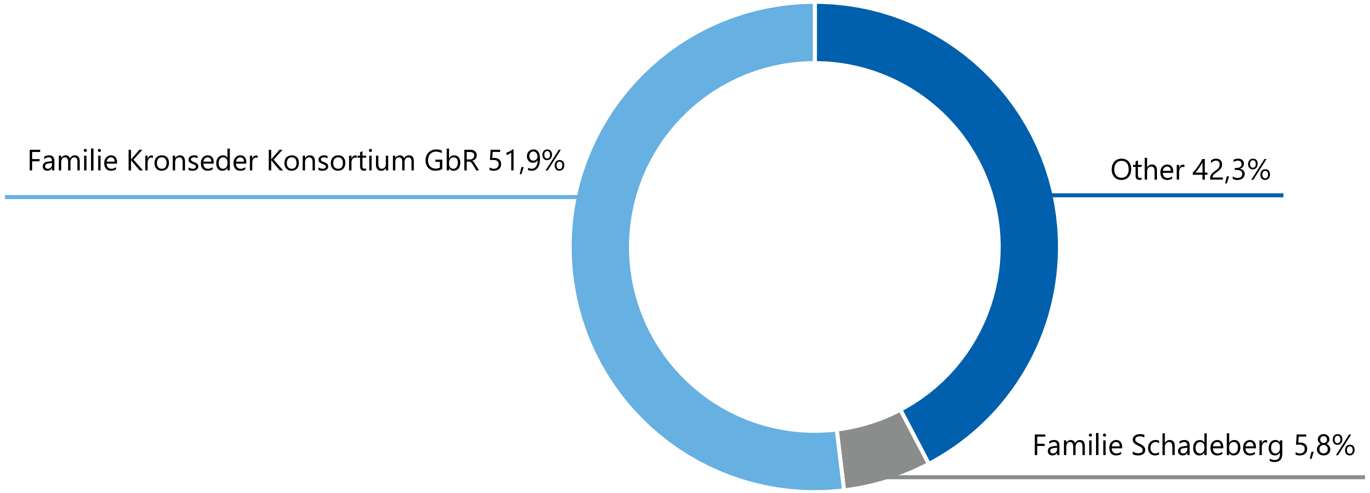


Investment focus is on growth, increase in performance and global footprint

Agenda

Krones share

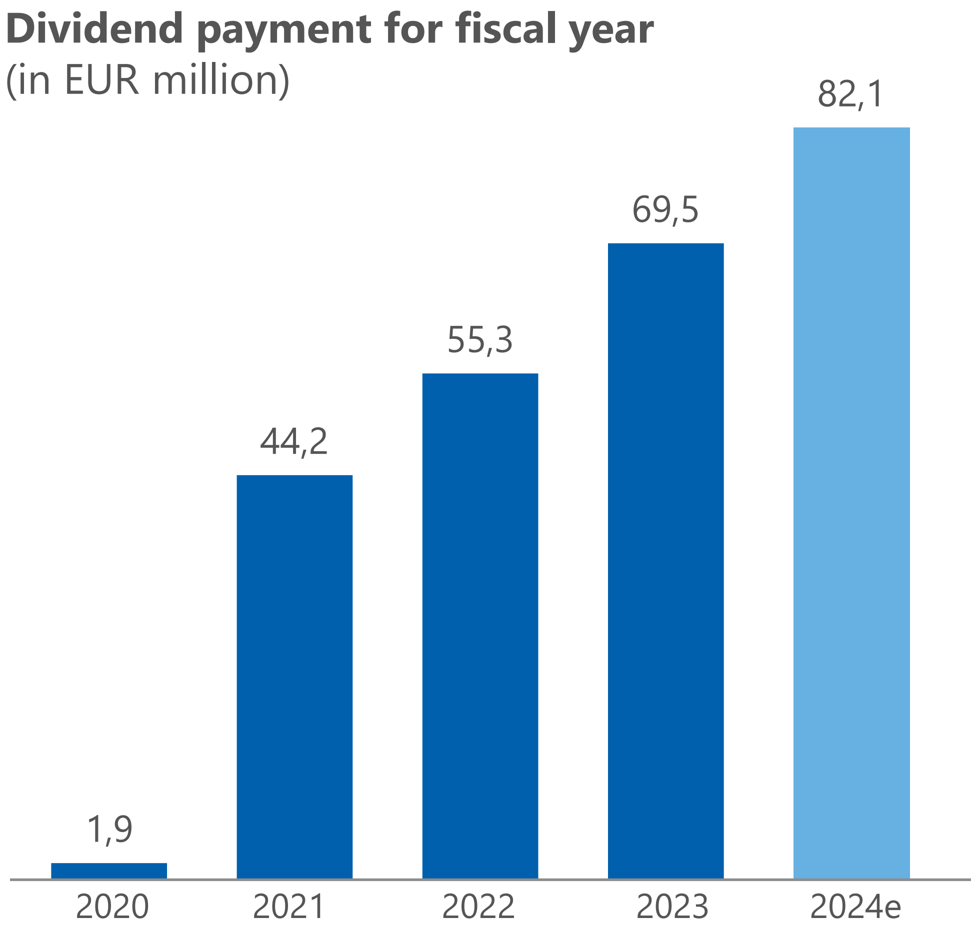
Shareholder structure as of 31 December 2024

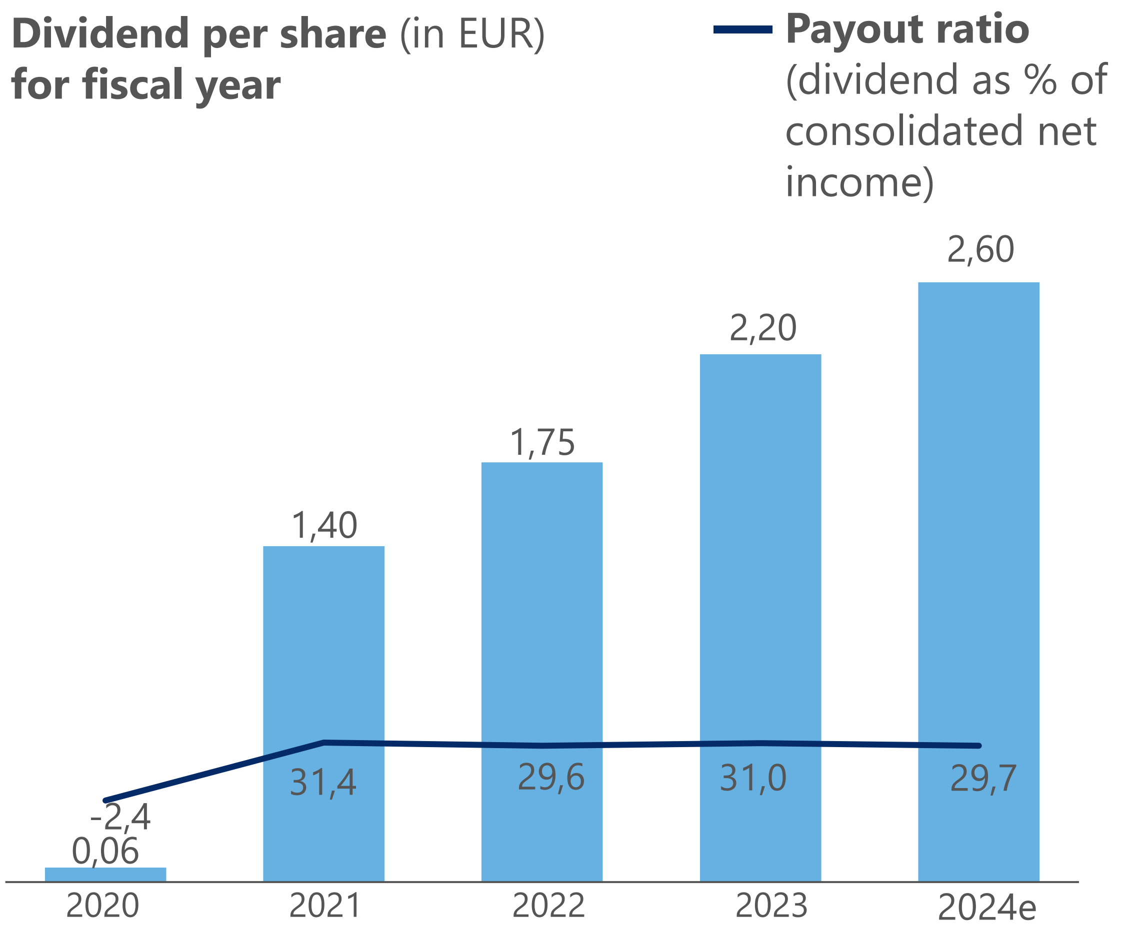


Key data for the Krones share

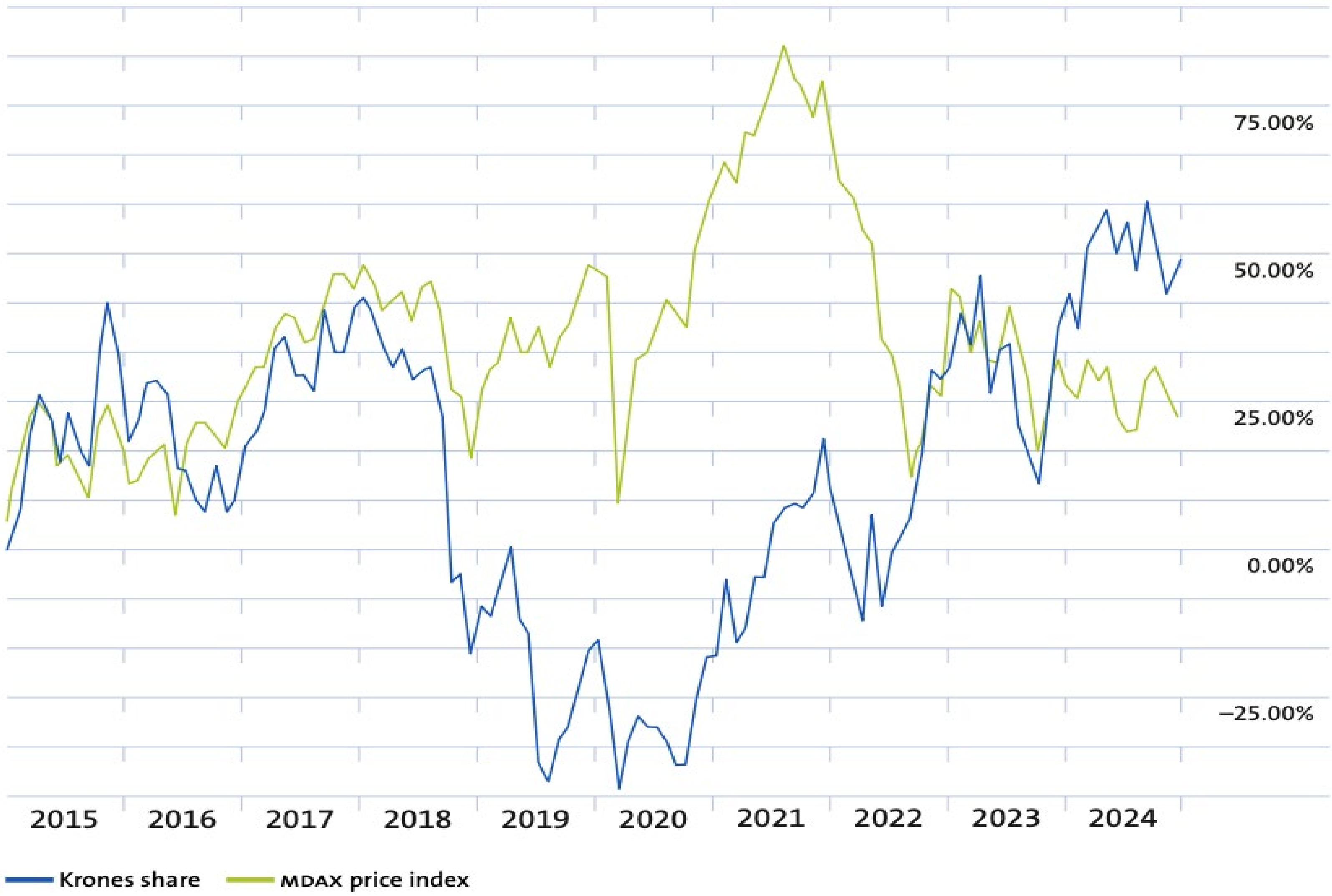
Number of shares	31,593,072
German securities identification number	633500
ISIN	DE 0006335003
XETRA ticker symbol	KRN

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





Krones' stock price development compared to MDAX over 10 years



Source: Onvista

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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