



Capital Market Day

3rd of July 2024

Christoph Klenk, CEO

Uta Anders, CFO

Thomas Ricker, CSO

Markus Tischer, Board Member IOS

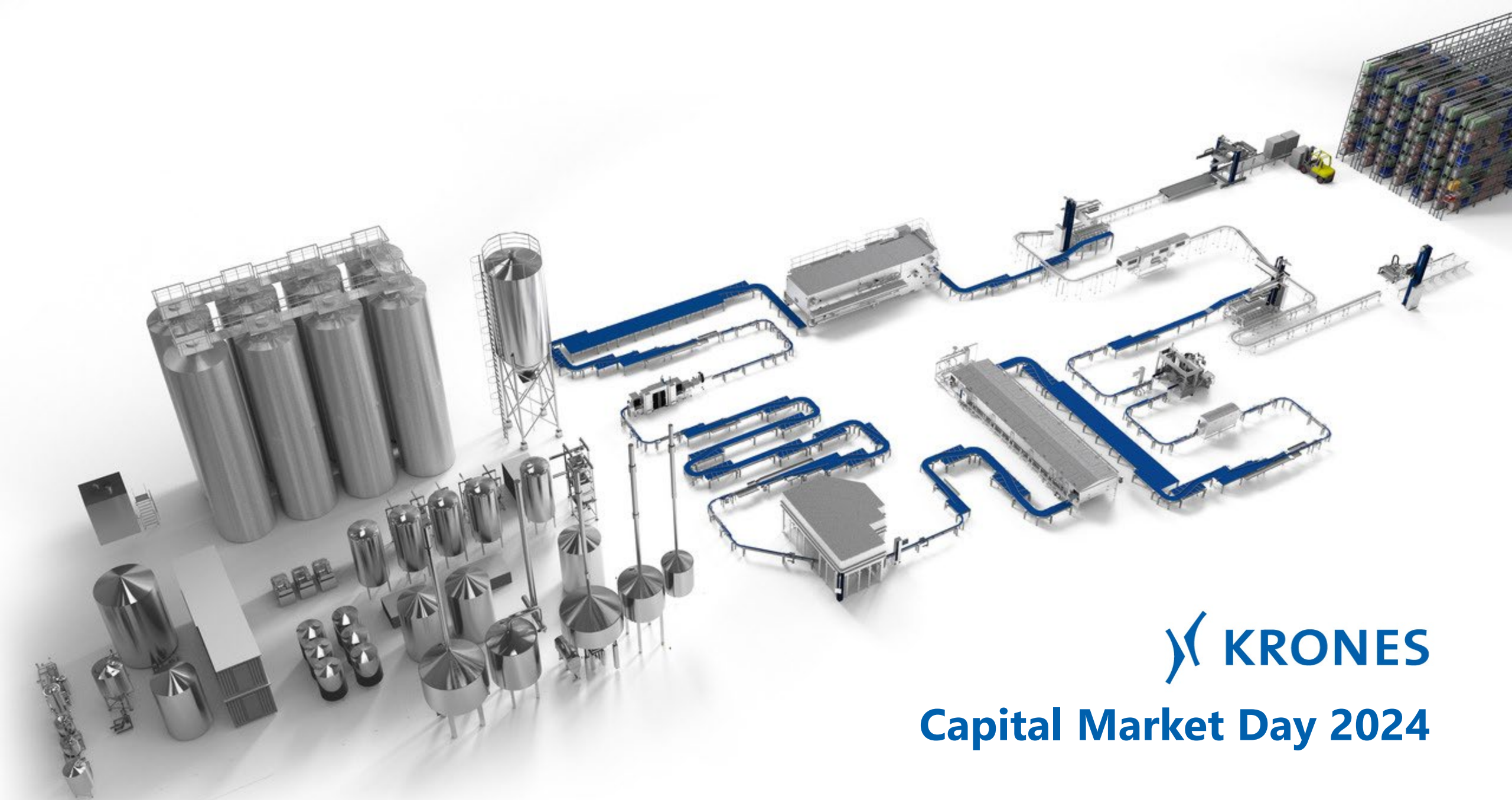
Bülent Bayraktar, Head of Process Technology

Olaf Scholz, Head of Investor Relations



01

Welcome



 **KRONES**
Capital Market Day 2024

Speakers



Christoph Klenk
CEO



Uta Anders
CFO



Thomas Ricker
CSO



Markus Tischer
Board Member
IOS



Bülent Bayraktar
Head of Process
Technology



Olaf Scholz
Head of Investor
Relations

Agenda



01	Welcome	10 mins	11:00 – 11:10
02	Strategic Overview – Christoph Klenk	40 mins	11:10 – 11:50
03	Deep dive: Filling and Packaging Technology – Thomas Ricker/Markus Tischer	40 mins	11:50 – 12:30
	<i>Lunch break</i>	<i>60 mins</i>	<i>12:30 – 13:30</i>
	<i>Plant tour (incl. virtual broadcast)</i>	<i>60 mins</i>	<i>13:30 – 14:30</i>
04	Deep dive: Process Technology – Bülent Bayraktar	30 mins	14:30 – 15:00
05	Deep dive: Intralogistics – Christoph Klenk	30 mins	15:00 – 15:30
06	Human Capital – Uta Anders	15 mins	15:30 – 15:45
07	Financial Overview – Uta Anders	30 mins	15:45 – 16:15
08	Discussion/Q&As	30 mins	16:15 – 16:45



02

Strategic Overview

Christoph Klenk

Structure of strategic overview



**Where we are
now**



**Which targets
we will achieve**



**Why we achieve
our targets**



**How we achieve
our targets**

Strategic overview: Chapter one



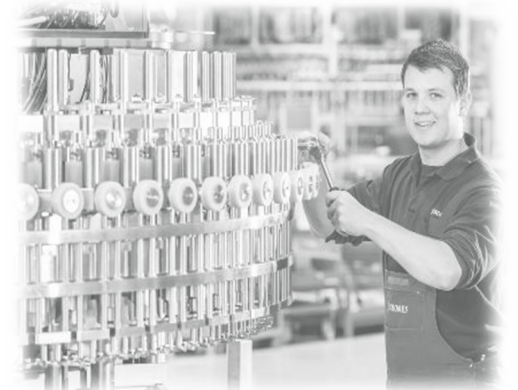
**Where we are
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**Why we achieve
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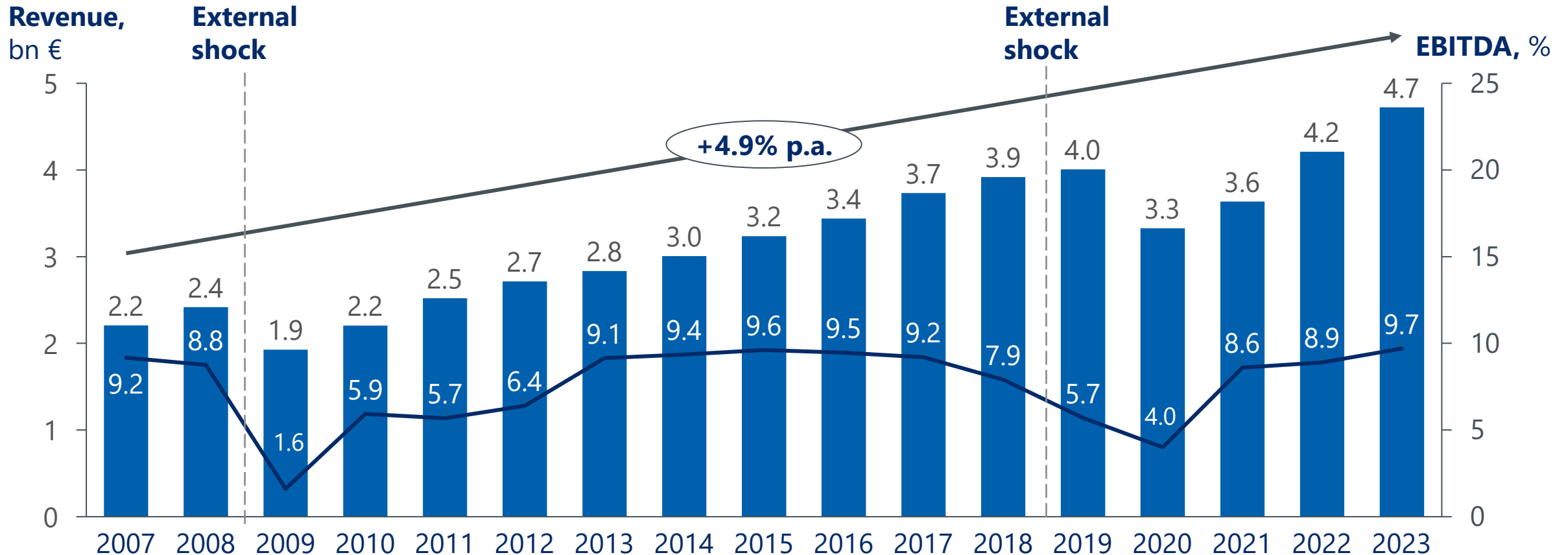
**How we achieve
our targets**

Krones historic performance



Revenue and EBITDA performance, 2007-2023

— EBITDA-margin, % ■ Revenue; bn €



Krones continued its profitable growth and reached a new revenue peak in 2023

Our view on the global economy and the global beverage market



Global economy

- **>3% p.a. expected growth of global GDP** in 2024 and 2025¹
- **Multipolar world of three blocs** limits global trade
- **Social erosions** put political systems under pressure
- **Technological evolutions** such as Artificial Intelligence imply opportunities and risks



Global beverage market

- **~3% p.a. annual growth of global consumption** until 2028²
- **Stable growth drivers**
- **Increasing competition** from e.g., Chinese players

Although the global economy presents challenges, Krones operates as market leader in a growing industry

Strategic overview: Chapter two



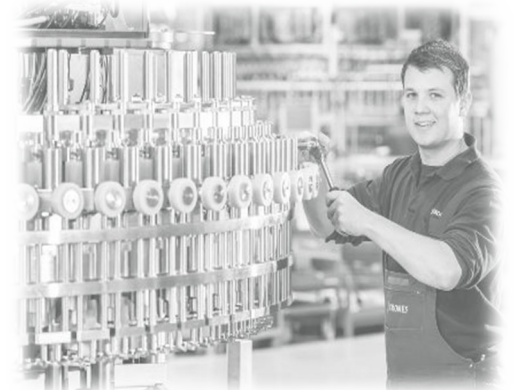
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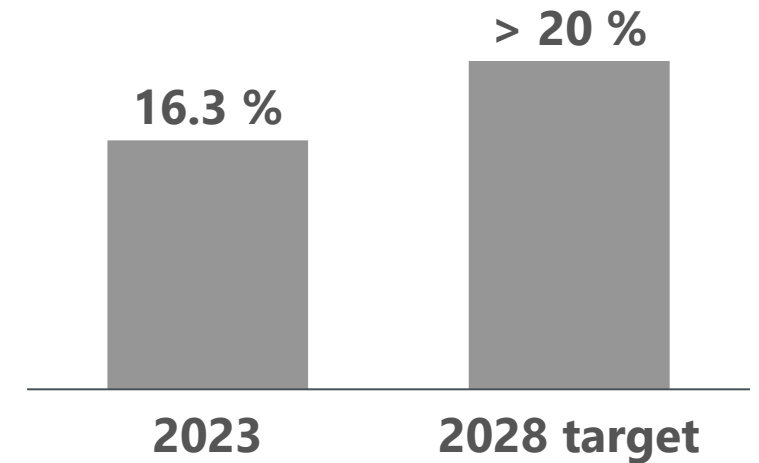
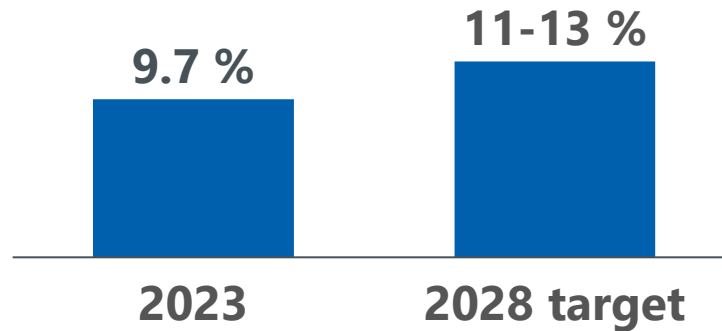
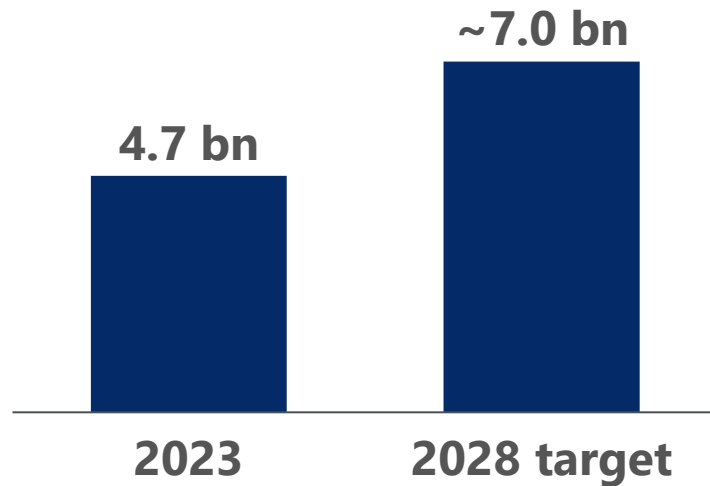
Financial targets 2028: Continuation of our profitable growth



Revenue, bn €

EBITDA, %

ROCE, %



With the underlying transformation program in execution

Key assumption:

No further escalation of geopolitical tensions

ESG targets 2030 and Net-zero 2040

Upstream chain

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

Own operations

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

Downstream chain

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

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



Until 2040

NET-ZERO

emissions along the whole value chain



Strategic overview: Chapter three



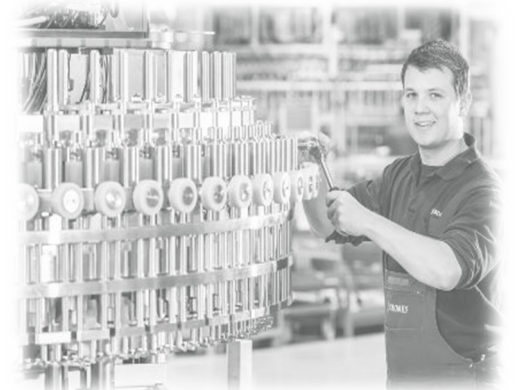
**Where we are
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**Which targets
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**Why we achieve
our targets**



**How we achieve
our targets**

New Vision and Mission further strengthened our market reputation and employee engagement



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



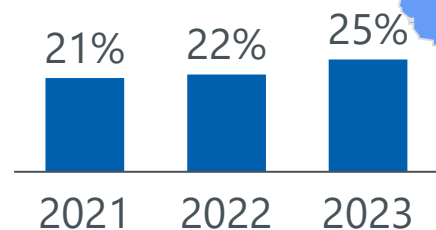
Solutions beyond tomorrow

Well-balanced global revenue split

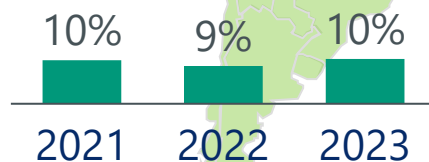


Share of FY revenue,
% of total

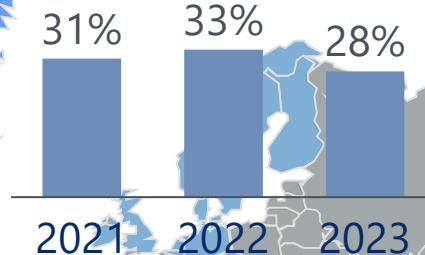
North and Central America



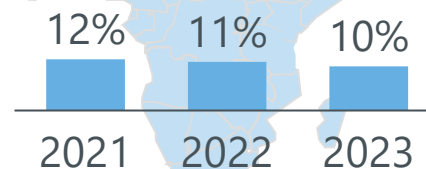
South America



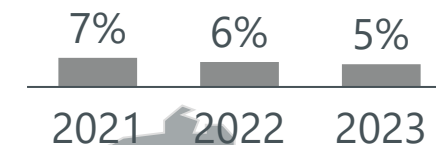
Europe



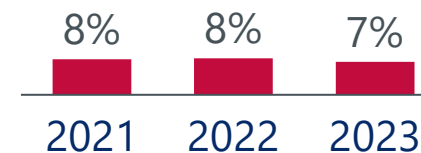
Middle East/N. Africa



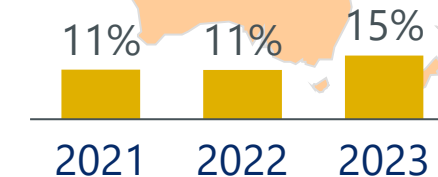
Eastern Europe/ Central Asia



China



Asia/Pacific

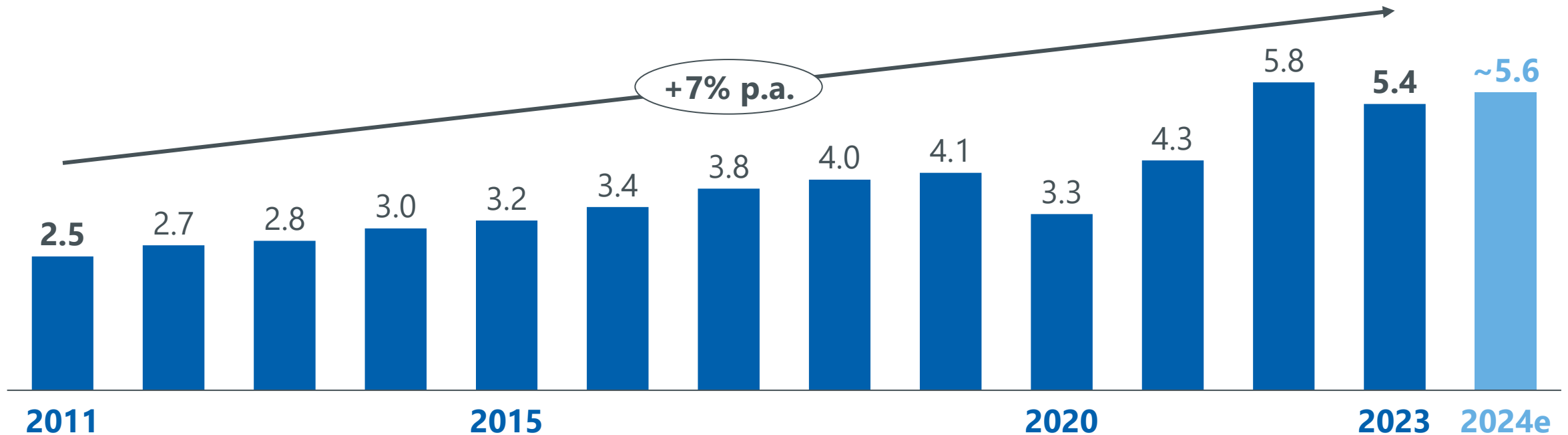


~45% of revenues refer to emerging markets

Growing order intake provides planning security



Order intake, bn €



Increasing order intake proves the stability of our growth model

For full year 2024, further growth is expected and book-to-bill ratio will be slightly above 1x

Main growth drivers for the global beverage industry



Growing world population to almost 10bn in 2050¹



Rising middle class with >110 million people joining in 2024³



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



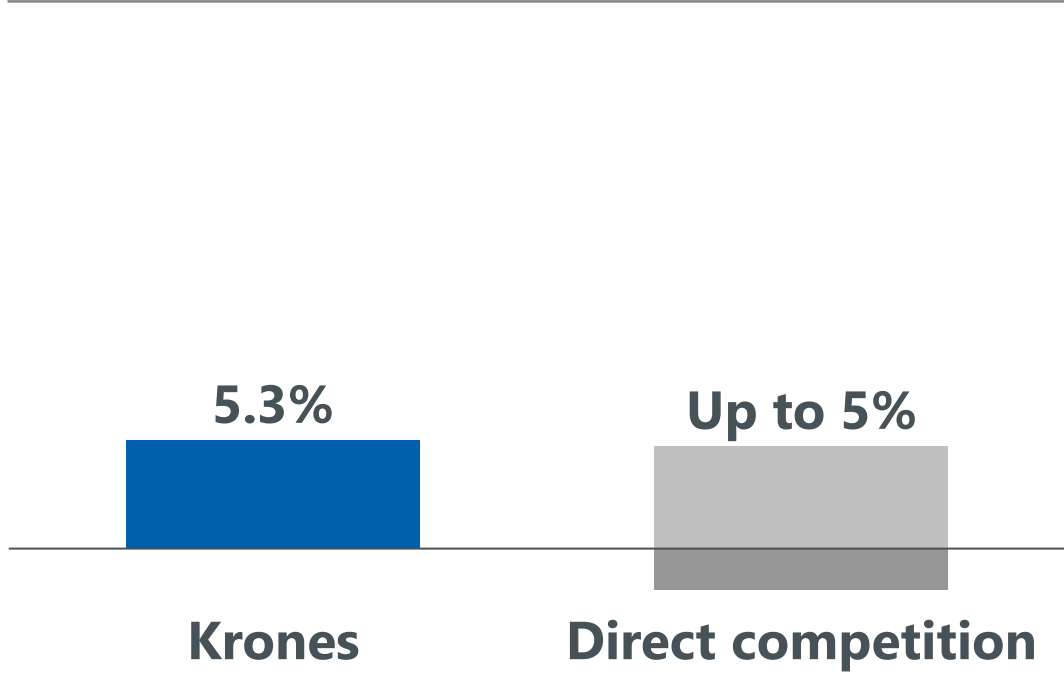
Continuing sustainability focus among our customers to reduce their CO₂ footprint

Strong external tailwind for Krones profitable growth

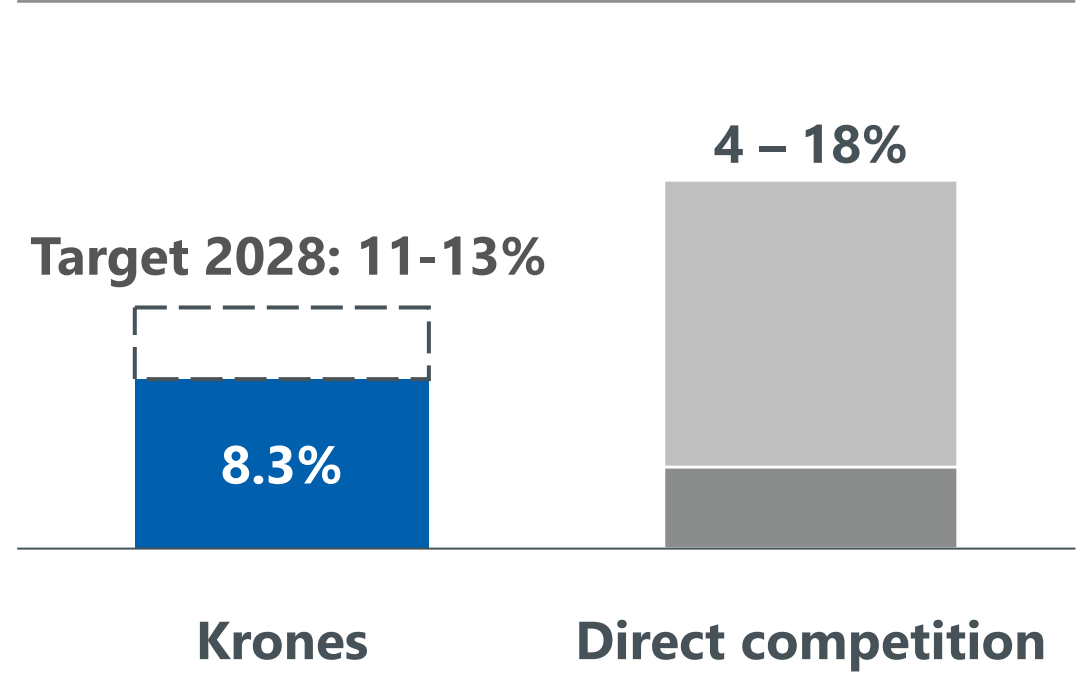
Krones has a strong market position



Revenue CAGR, 2013-2023¹



Ø EBITDA margin, 2013-2023, %



Krones grew faster than its direct competitors over the last decade
Profitability increased based on transformation and strong execution

1. Source for financials of direct competition is the company database ORBIS

Strategic overview: Chapter four



**Where we are
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Selective transformation achievements



Sustainability Transformation



- **51% less** Scope 1 and 2 emissions¹
- **3% less** Scope 3 emissions¹
- **>50% share of energy efficient** enviro solutions

Digital Transformation



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

Product Transformation



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

Organizational & Process Transformation



- **Cuttings-edge IT landscape** via S/4HANA implementation
- **1,200 additional employees** in 2023
- **Global footprint expansion**

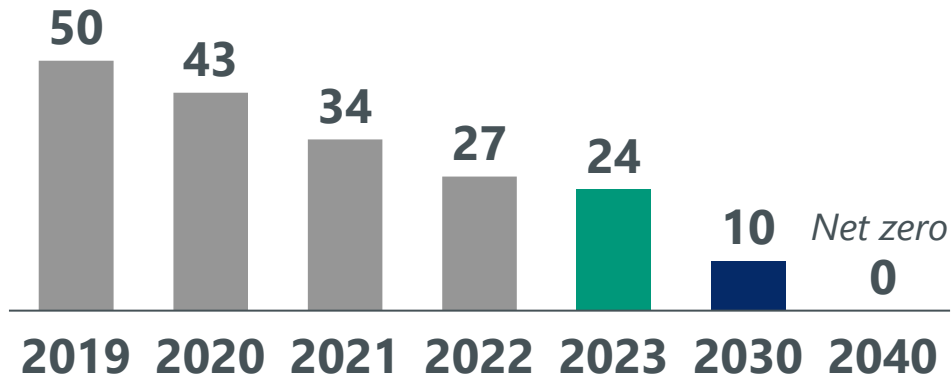
Transformation leads to new business models for profitable growth

Sustainability transformation: Significant reduction in Scope 1, 2 and 3



Emissions, t tons of CO₂ emissions

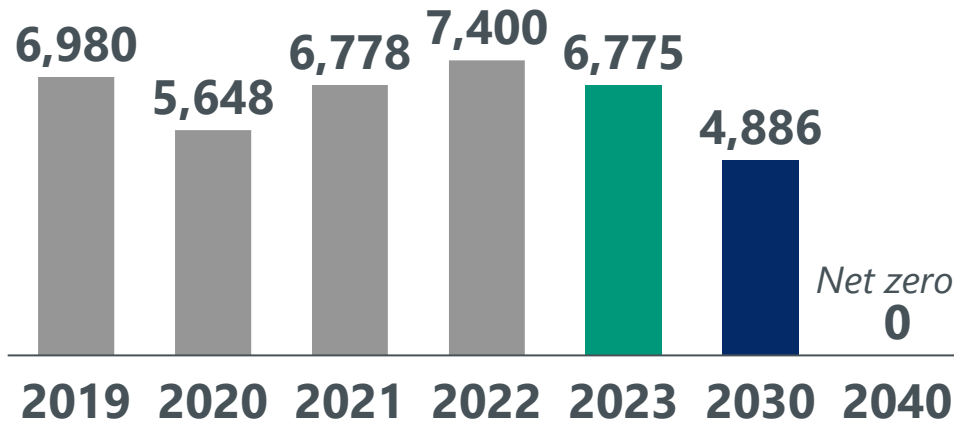
Scope 1 and 2



Status quo and targets

Status quo:	-51%
compared to base year 2019	
Short Term:	-80%
Goal from base year to target year 2030	
Net Zero:	-100%
Goal from base year to target year 2040	

Scope 3



Status quo:	-3%
compared to base year 2019	
Short Term:	-30%
Goal from base year to target year 2030	
Net Zero:	-100%
Goal from base year to target year 2040	

Sustainability transformation: Rankings improvement over time



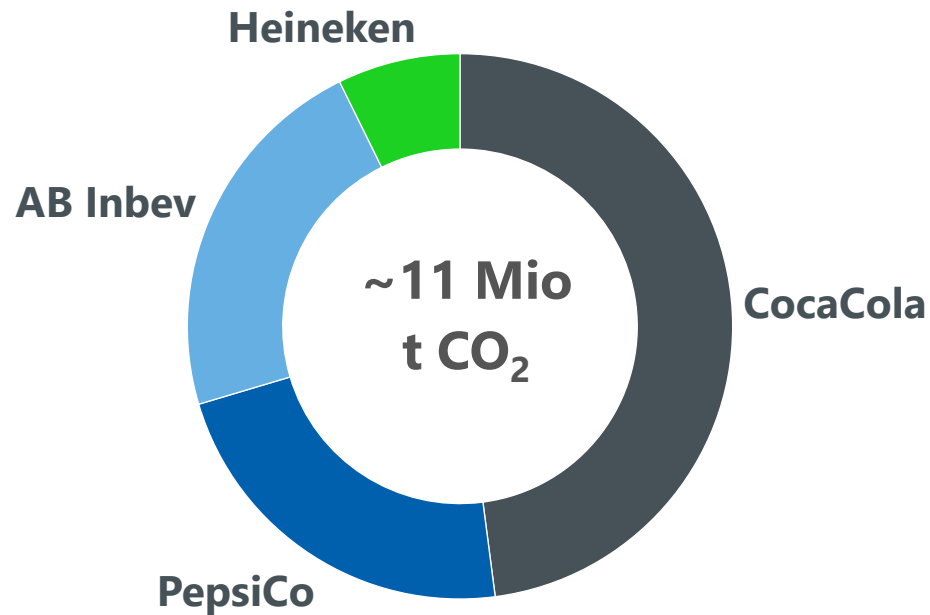
	Krones 2021	Krones 2023	Industry median 2023
			No medal
	C	A-	C

External benchmarks confirm our strong sustainability performance

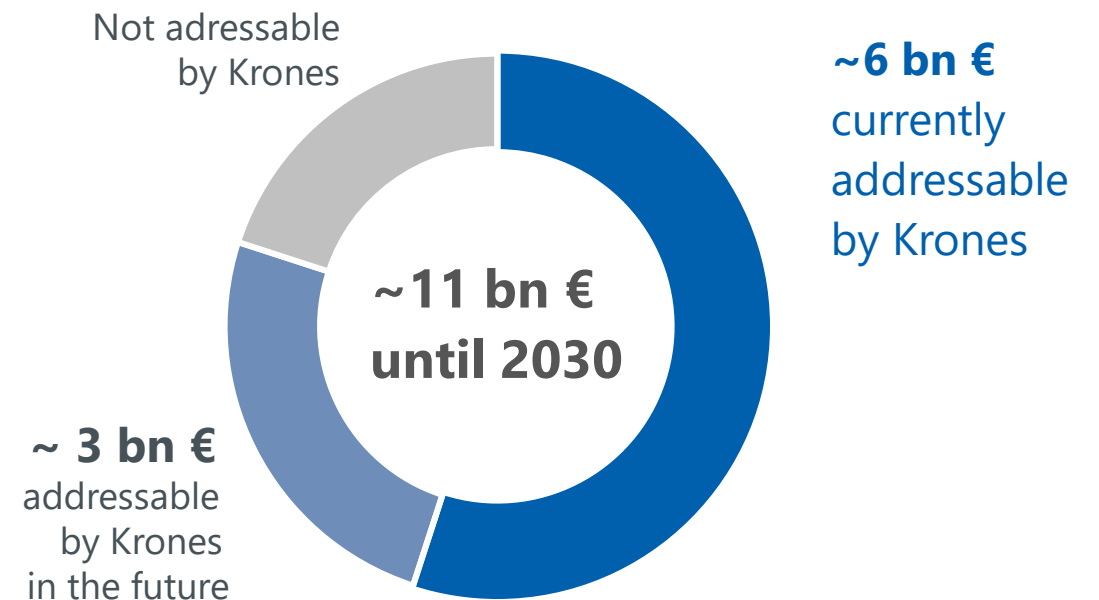
Sustainability transformation: Market potential for sustainable solutions



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

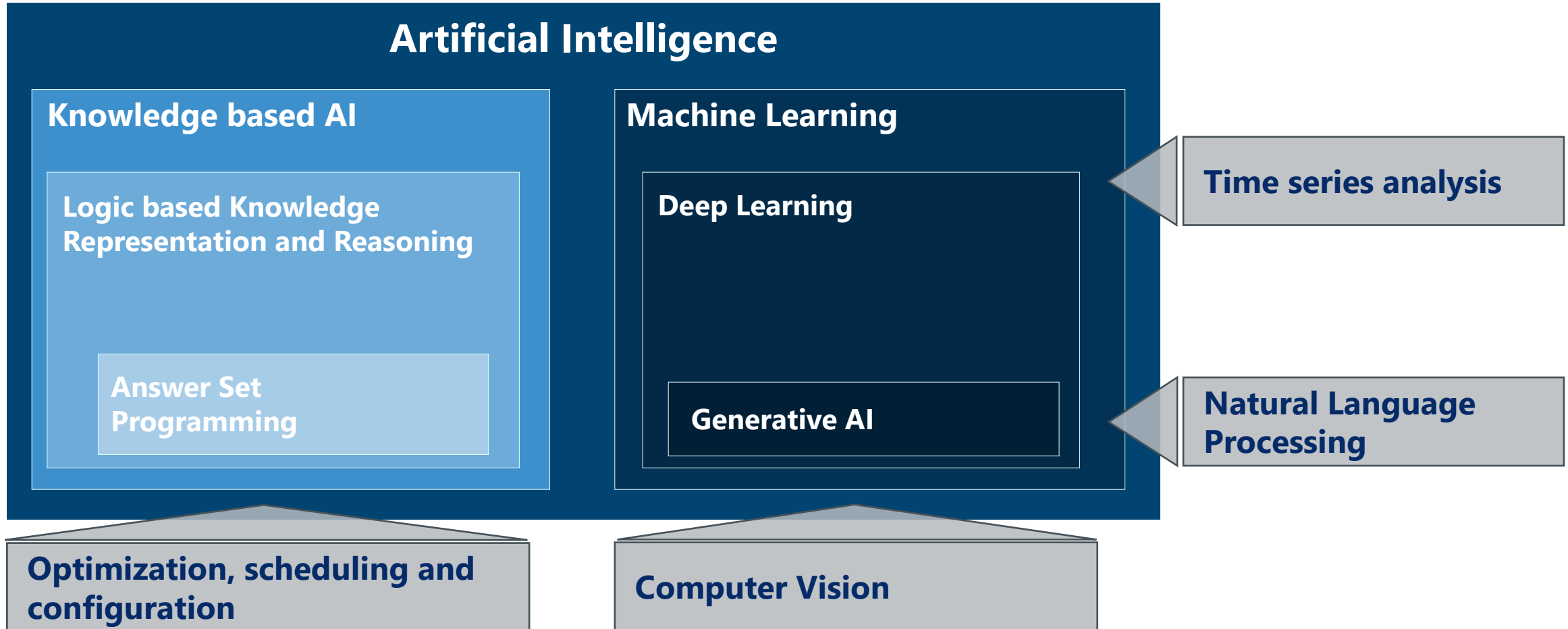


Market potential until 2030, bn €, assuming ~1,000 € investment to reduce 1t CO₂

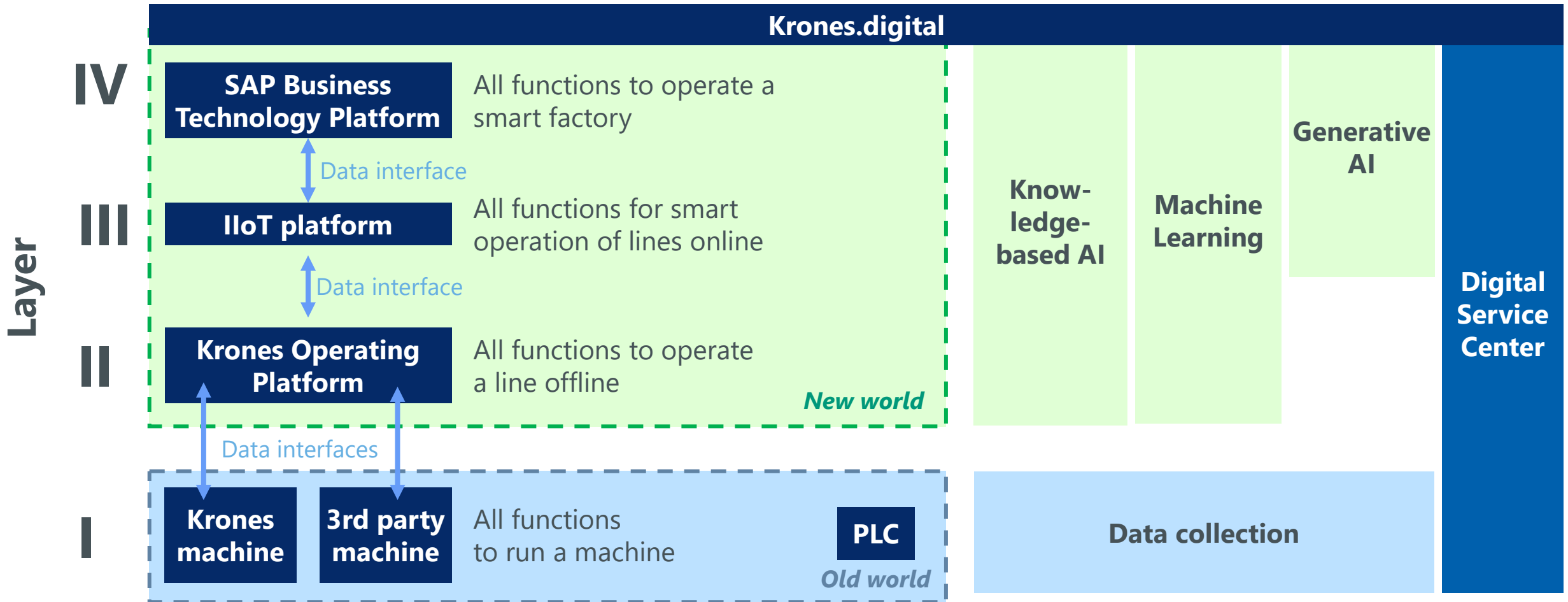


Sustainability commitments of our customers offer significant market potential for Krones

Digital transformation: Relevant AI technologies for Krones

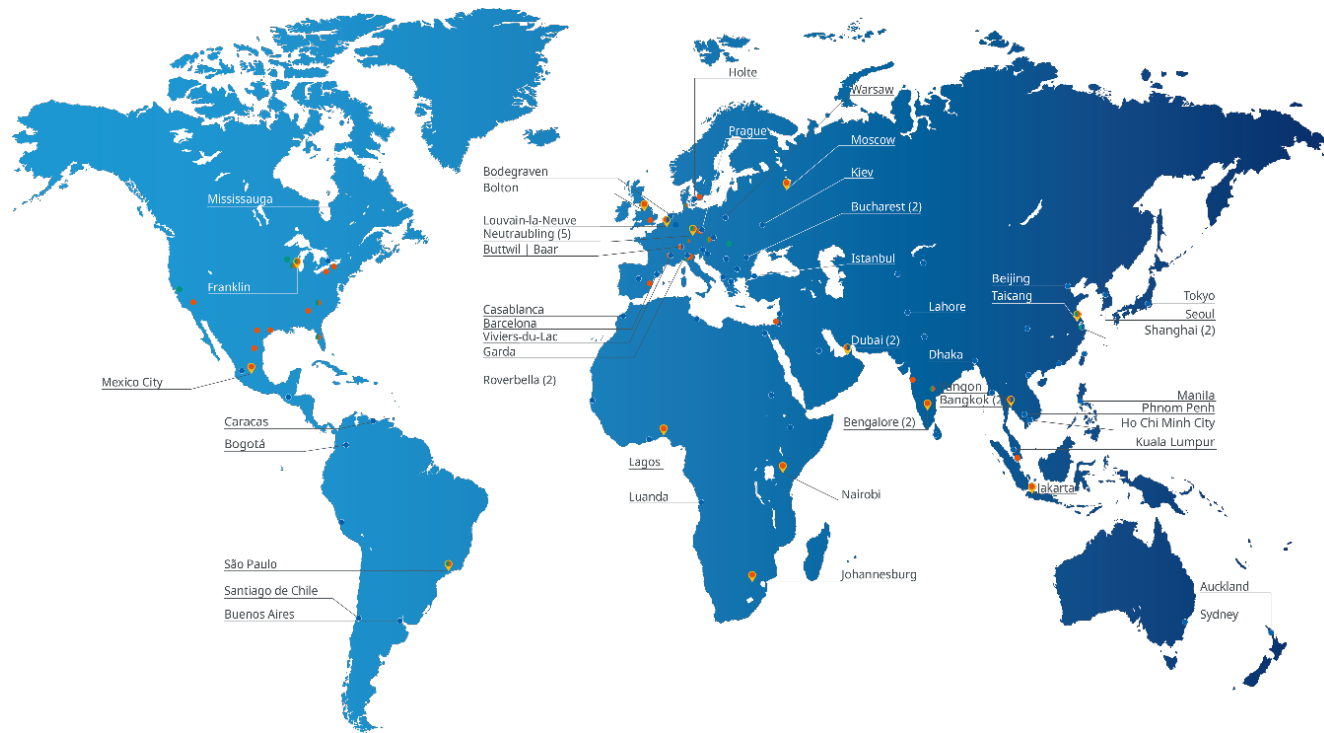


Digital transformation: Digital product architecture developed to serve all new features



AI enables new business models such as Modular Service Agreements and Lifecycle Alliance

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: Evolution of Krones LCS Portfolio



	LCS Products	Modular Service Agreements (MSAs)	Lifecycle Alliance
Scope	<ul style="list-style-type: none"> ▪ Spare Parts ▪ Service ▪ Upgrades ▪ Academy Training ▪ ... 	<ul style="list-style-type: none"> ▪ MSA Support ▪ MSA Maintenance ▪ MSA Performance (Consulting, Advanced Analytics) 	<ul style="list-style-type: none"> ▪ MSAs plus: <ul style="list-style-type: none"> – Shopfloor Guidance – Condition Monitoring – Production Planning – IT/OT Management
Connectivity	<ul style="list-style-type: none"> ▪ Offline 	<ul style="list-style-type: none"> ▪ Offline/Connected line 	<ul style="list-style-type: none"> ▪ Connected line / "Line of the future"
Focus	<ul style="list-style-type: none"> ▪ Quality ▪ Availability 	<ul style="list-style-type: none"> + OEE¹, OPEX 	<ul style="list-style-type: none"> + Cost per case, guarantees
	Existing solutions		2025+

Key results

> 1,000 MSAs

> 15% CAGR fast growing
(2021-2025)

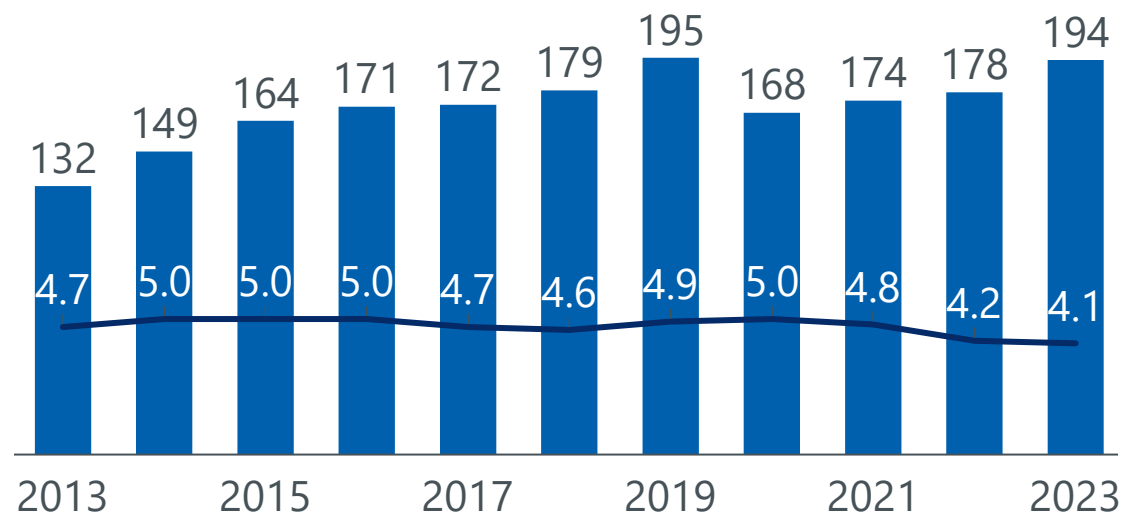
> 200 Lines Connected

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

Product transformation: R&D spend and innovation highlights



Krones R&D spend, 2013-2023, Mio € and % of revenue



4.7% R&D spend over last 10 years is above R&D spend of German manufacturing companies (3.7%) and direct competitors (2.0%)¹

Innovation highlights

- **>7,000 active patents** in total
- **30th rank among international companies** at the German Patent and Trade Mark Office in 2022²
- **>400 Krones R&D experts** performing research and development of Krones products and future solutions
- **Break through innovations** guiding the industry

Krones has a high R&D spend compared to direct competitors and industrial peers

Product transformation: Strategic rationale to acquire Netstal

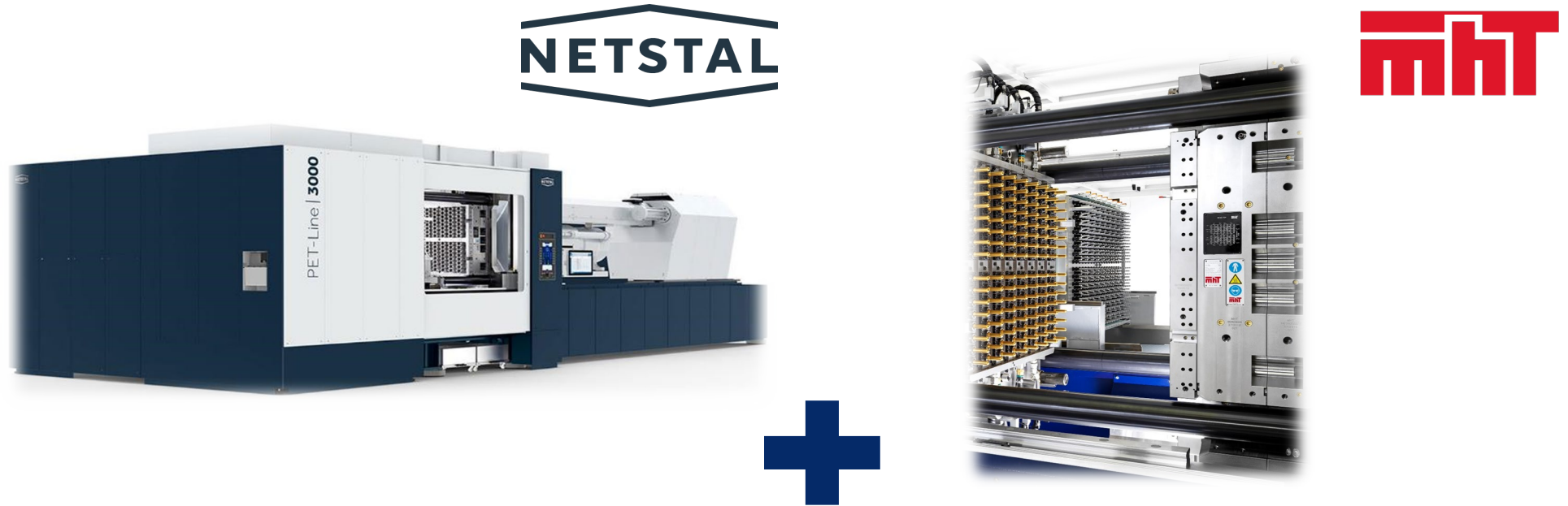


Strategic rationale

- **Expanding market position** within the injection molding sector
- **Rapid development of Kronos “Line of the Future”**, including the unique combination of injection molding and stretch blow molding
- **Entry into the cap business** unifies bottle and cap design to meet specific customer requests
- **Closing the PET Recycling loop**
- **Diversification** into the cap and pharma sector



Product transformation: Netstal and Krones Group establish a powerful business setup



System Know-How  Integrated Plastics Systems 

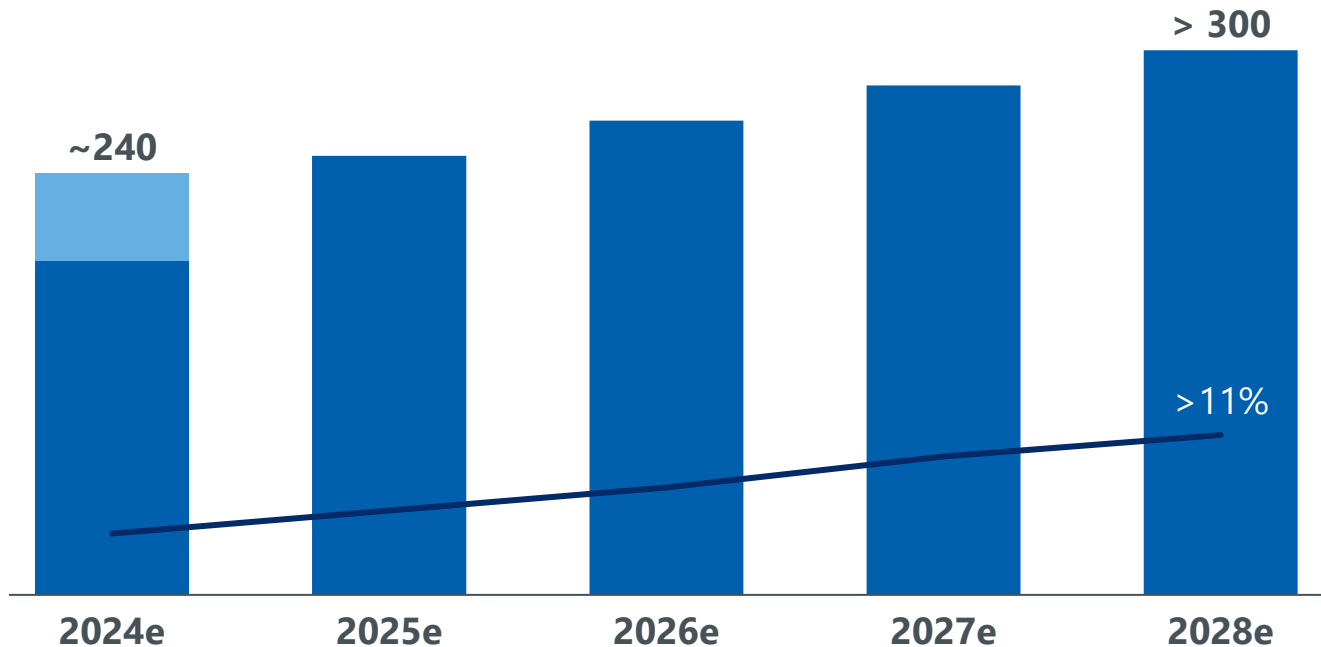
Krones bundles molding expertise in new business setup “Advanced Molding Technology” within the segment Filling and Packaging Technology

Product transformation: Business Outlook of new business setup AMT¹



Business outlook

— EBITDA, % of revenue ■ Revenue AMT, Mio €



- Growth markets defined
- Sales force, branding and pricing aligned
- R&D roadmap defined
- Digitalization of product portfolio outlined
- Direct cost reduction focused on supply chain savings

Organizational & Process Transformation: People development and talent attraction



> **1,200** additional employees in 2023

> **600** apprentices in 2023

Employer brand established globally

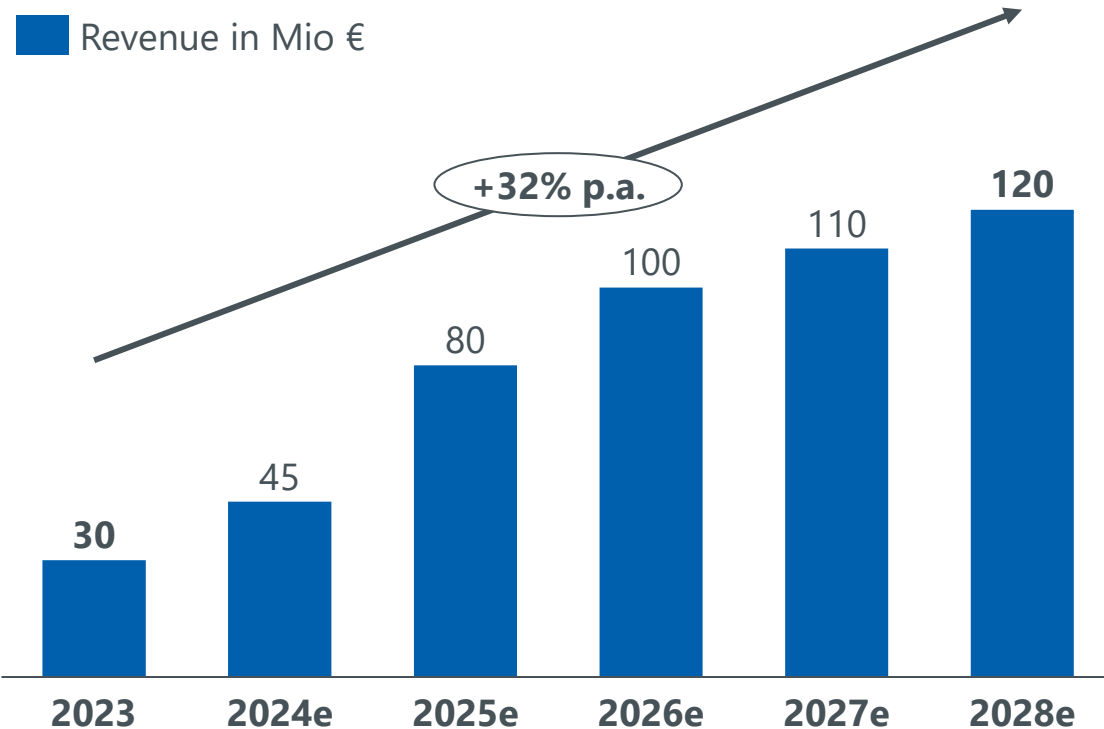
International collaboration intensified



Organizational & Process Transformation: Kronos Recycling as an example for New Business Development



Positive outlook for our Recycling business



Recycling market characteristics¹

+ 18% p.a. market growth
between 2022-2030

~2.8 bn € market size in 2030

Main growth drivers:

- New plastic regulations worldwide to increase recycling capacities
- Increasing self-commitment to sustainable packaging solutions
- High environmental awareness of end-customers
- Portfolio extension from PET to other plastic types

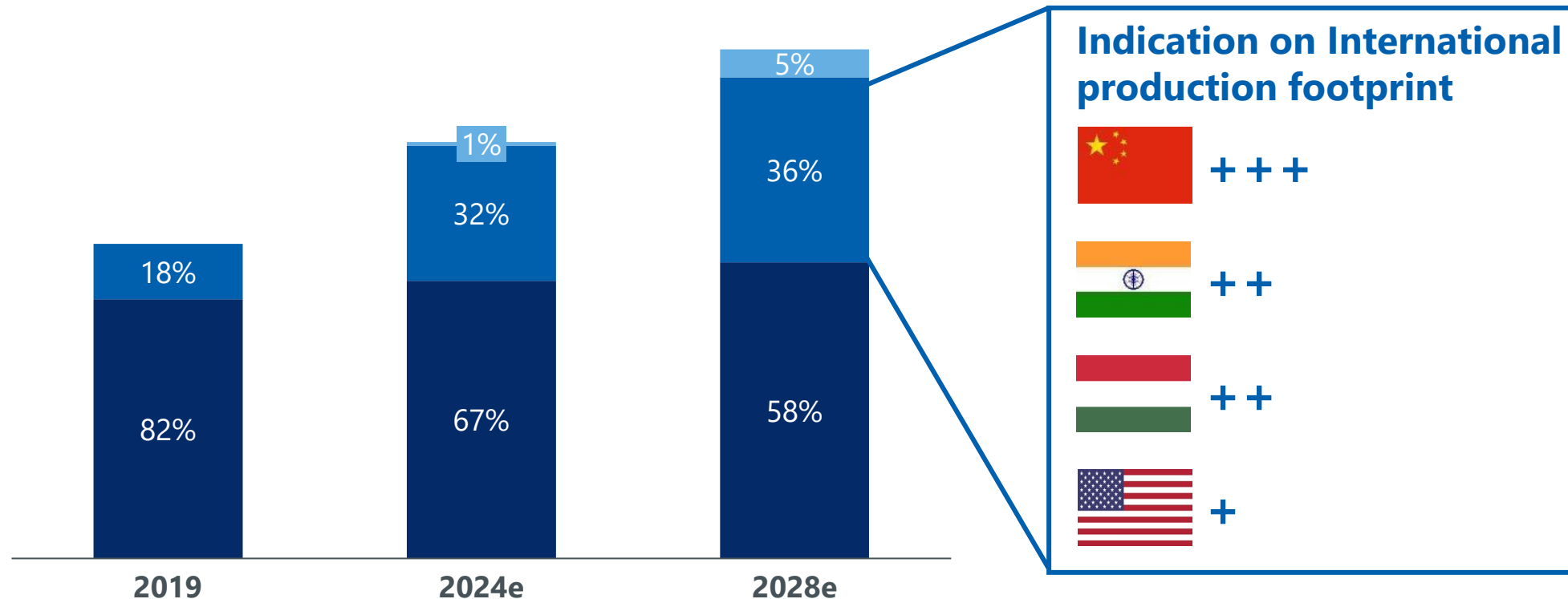
Kronos Recycling expected to outperform the market

Organizational & Process Transformation: Resilient global footprint



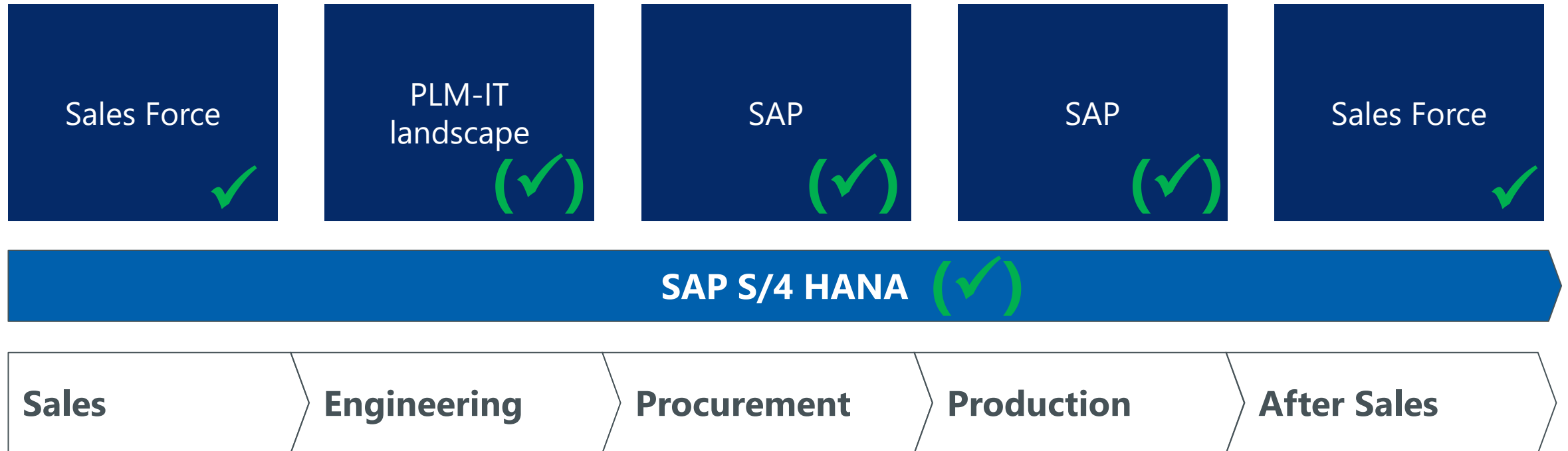
Foreign vs. domestic production

■ Additional outsourcing / supplier ■ International ■ Germany



Significant increase in foreign production and outsourcing targeted

Organizational & Process Transformation: Leveraging IT landscape to push profitability



Conversion of IT landscape in execution; first systems fully operational at global scale

Organizational & Process Transformation: Our key initiative P.O.S.¹ is on track



Implications

- **Processes and working methods adjusted**, especially in engineering and configuration
- **Support** for global footprint & internationalization, digitalization and new business models



Status

- **S/4HANA in the first entities operational**
- **Salesforce in Service established**
- **CRM system (Salesforce) is live** on global scale
- **Quotations and engineering** concept finalized



P.O.S. progresses as planned and will unlock significant efficiency gains after full implementation

Organizational & Process Transformation: Meaningful M&A support our growth path



M&A focus	2016	2017	2018	2019	2020	2021	2022	2023	2024
Diversification in Intralogistics									
Expansion of Process Technology									
Injection Molding									
New technologies and markets									
Global Service and Sales Setup		<i>Sales setup in Middle East, Australia, Pakistan, Africa and Guatemala; for Compact Class in France and Belgium</i>							

> 700 Mio € revenue creating a broader base for future growth

To sum it up: Our ambition 2028



Financial targets

~7.0 bn €

revenue

11% - 13%

EBITDA margin

Soft targets

- **Focus on sustainability and digitalization**
- **Promote innovation and customer satisfaction**
- **Continue regionalization and Global Footprint**
- **Enhance employer brand** to attract and retain best talents
- **Further develop international recruiting across borders**
- **Promote diversity**
- **Support “learning organization”**
- **Further leverage M&A**

Krones continues its profitable growth path and strengthens its market position



03

Deep dive:

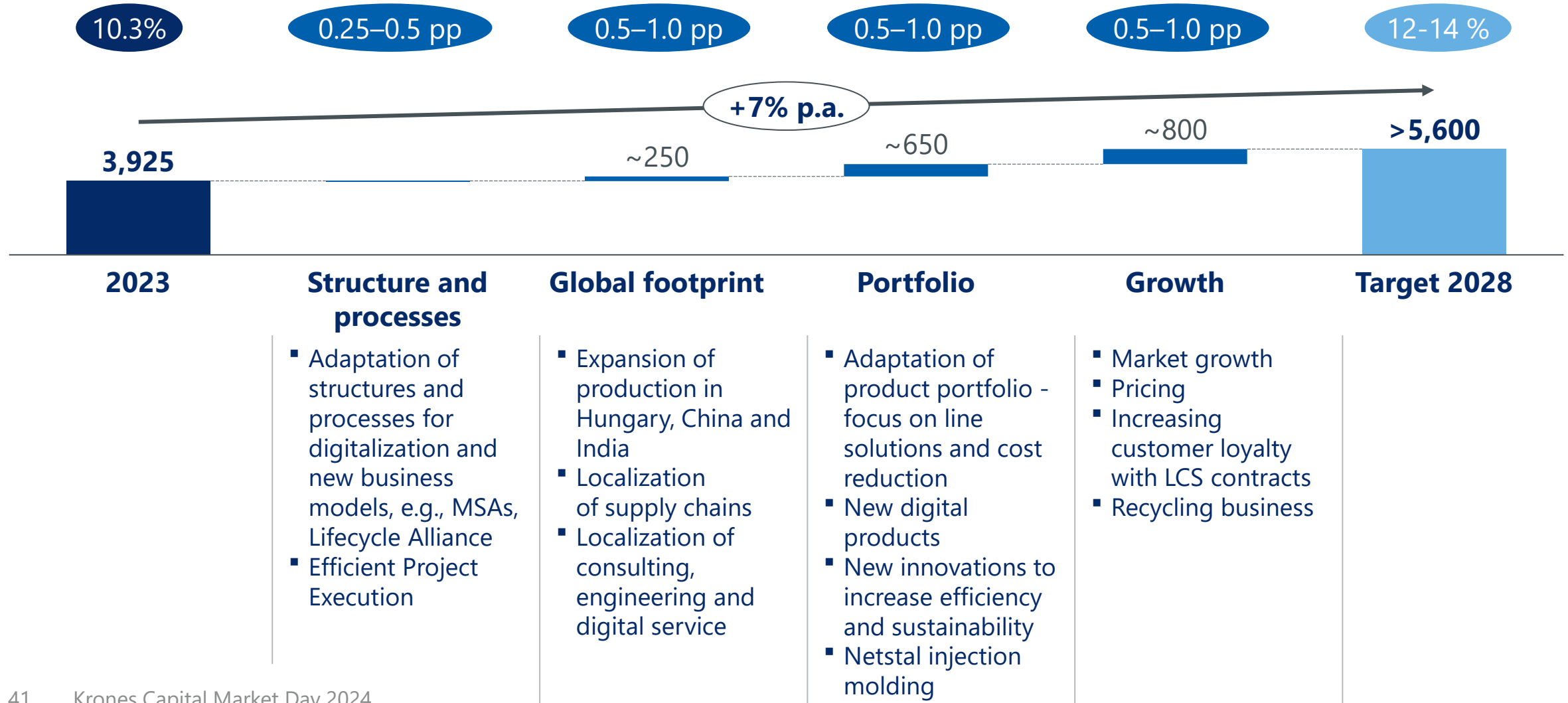
Filling and Packaging Technology

Thomas Ricker/Markus Tischer

Measures at a glance: segment Filling and Packaging Technology



Revenue, bn € and **EBITDA**, % of revenue



2023

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

Target 2028

Product and market trends driving our products



PET still booming

- Strong demand in emerging and growing countries
- Number one packaging-type for beverages
- Highly attractive product due to shape and design differentiation
- Reduced CO₂ footprint compared to other packaging types



Healthy lifestyle

- New markets / premium segment e.g. nutritional drinks
- Enhanced hygiene up to aseptic in focus:
 - Naturalness & reduction of preservatives
 - Rise of no/low- alcoholic drinks
 - Less sugar, more benefits
 - Plant based drinks



Co-bottling trend

Co-bottling as attractive alternative for brand owners:

- Saving on investments & increased profits
- Fast new market entry and product launches
- Risk minimization (production downtimes, regulatory, ...)
- Perfect fit for Krones strategy: innovative technologies for best possible OPEX, e.g., highly automated, highspeed, highly efficient,...

Market drivers for innovation and lifecycle services



Sustainability

- Sustainability – road to zero emission with significant CO₂ savings
- Water scarcity – need for less consumption and reuse of water
- Rising global awareness for sustainability and the need of circular economy to reduce waste



Changing legislation

- Mandatory change by law for: (e.g., EU PPWR¹)
 - Share of returnable packaging solutions
 - Usage of recycled plastic material
- Plastic free secondary packaging, first bans already in place



Digitalization

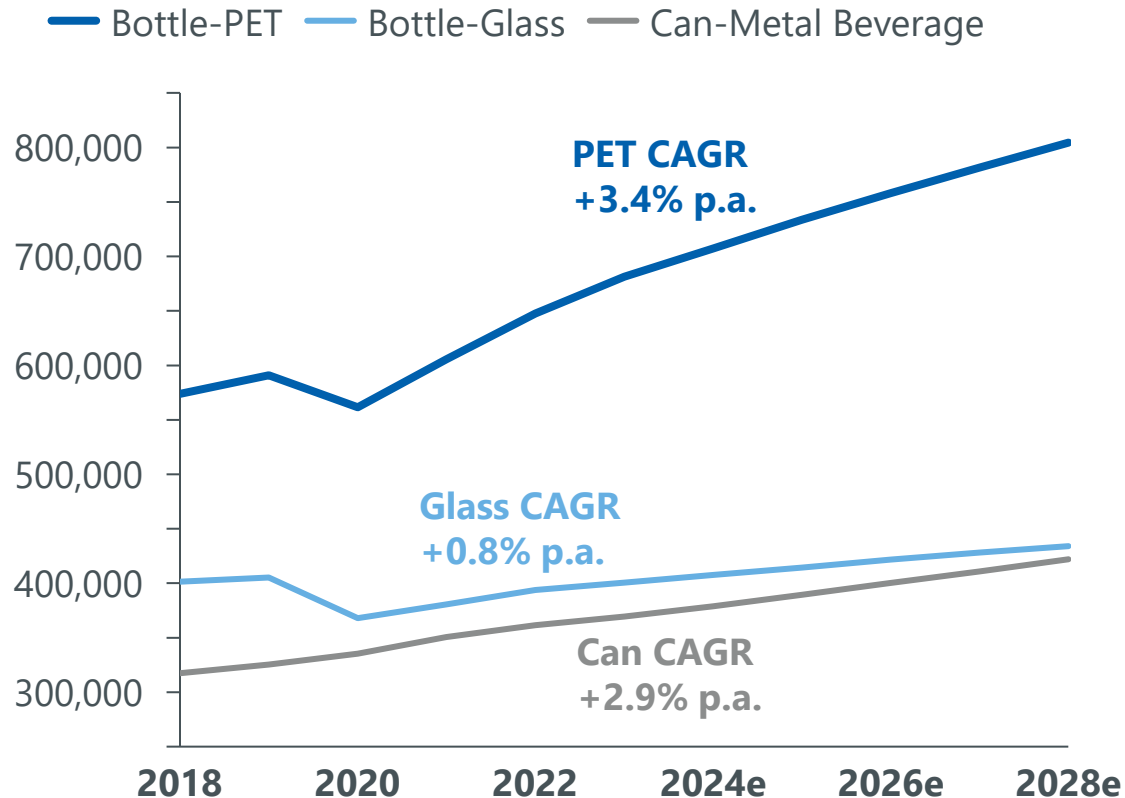
- Digital transformation changes strategies, business models, structures and processes
- Next level of performance improvement (efficiency)
- Answer for skilled workers shortage

1. Packaging and Packaging Waste Regulation; Regulation of the European Union aimed at reducing packaging pollution and promoting a circular economy for packaging

Above-average growth of PET expected to continue



Global packaging, Volume Mio Pack Units¹










Main arguments for positive PET development

- **Improved consumer perception** from “an evil material” to “a sustainable choice”
- **Recyclable in a closed loop** to produce 100% recycled PET bottles
- **Highest recycling rate** of any plastic material based on very well-established recycling stream
- **Lightweight material** with lowest CO₂ footprint
- **Very safe packaging** (e.g., unbreakable, no leakage)
- **Easy to design** to customer needs
- **Affordable** and available globally

Recap from last CMD 2022: Future requirements of a PET line



	Today	Tomorrow	Change in %
	20-70 products (SKUs)	> 100 products (SKUs)	+ 100%
	Ø 5h product change frequency	< 1h product change frequency	- 80%
	3 operators	1 operator	- 66%
	50 bottles/m ² (per hour)	> 70 bottles/m ² (per hour)	+ 40%
	Converter business for preforms	On-site preform manufacturing	-
	Emissions for filling process 5.6 kg CO ₂ /1000 bottles	Emissions for filling process 4.2 kg CO ₂ /1000 bottles	- 25%
	Installation 100 days	Installation 70 days	- 30%

Targets and ambition level unchanged; strong progress reflected in “Line of the Future”

Line of the future program

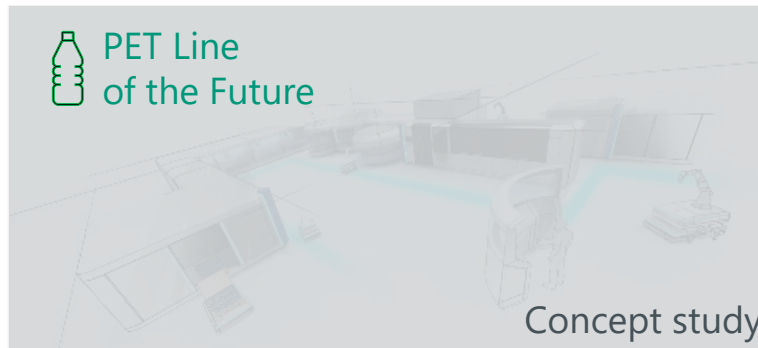


Customer inspiration from last Drinktec 2022



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

1st pilot in 2025



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

Results to be shown at Drinktec 2025



Fundamental change in Energy and Media Consumption



Long Term Performance and TCO guarantees



No operators - Supervision only



Fully digitized and connected



Reduced Footprint







"Managed by Krones"

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

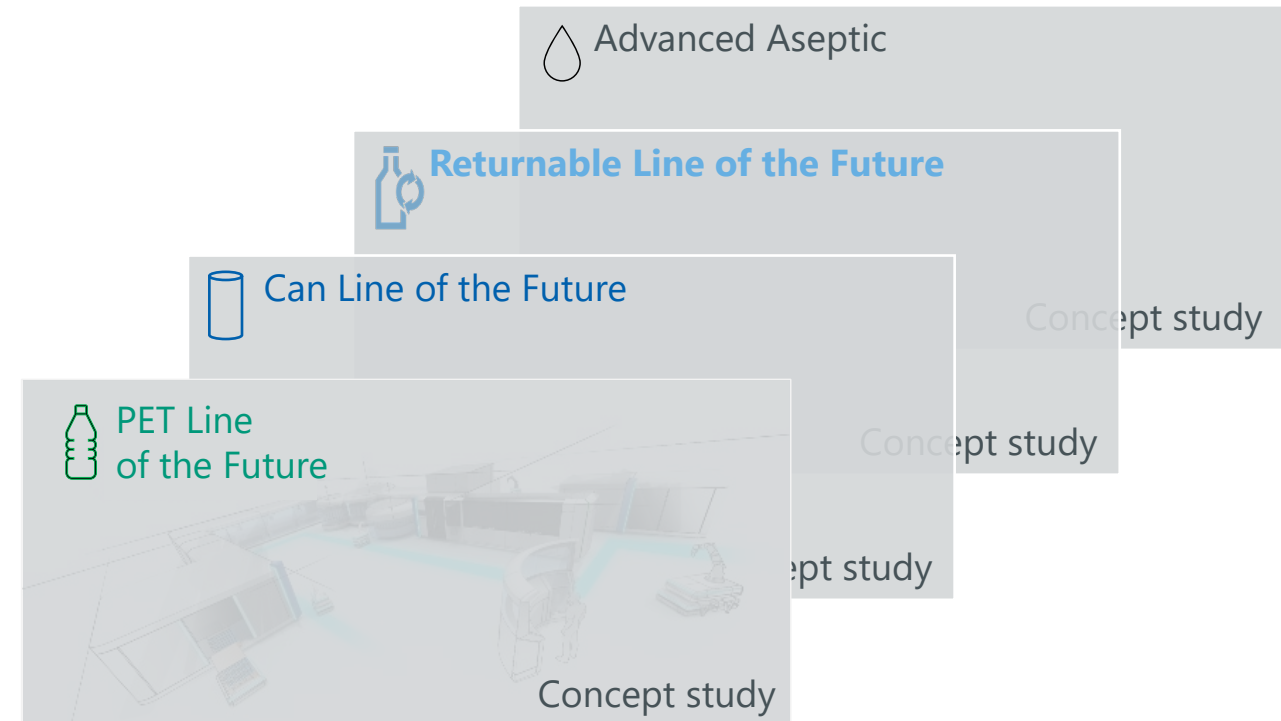
Line of the Future concepts



Targets...

-  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"

... applicable to all line types

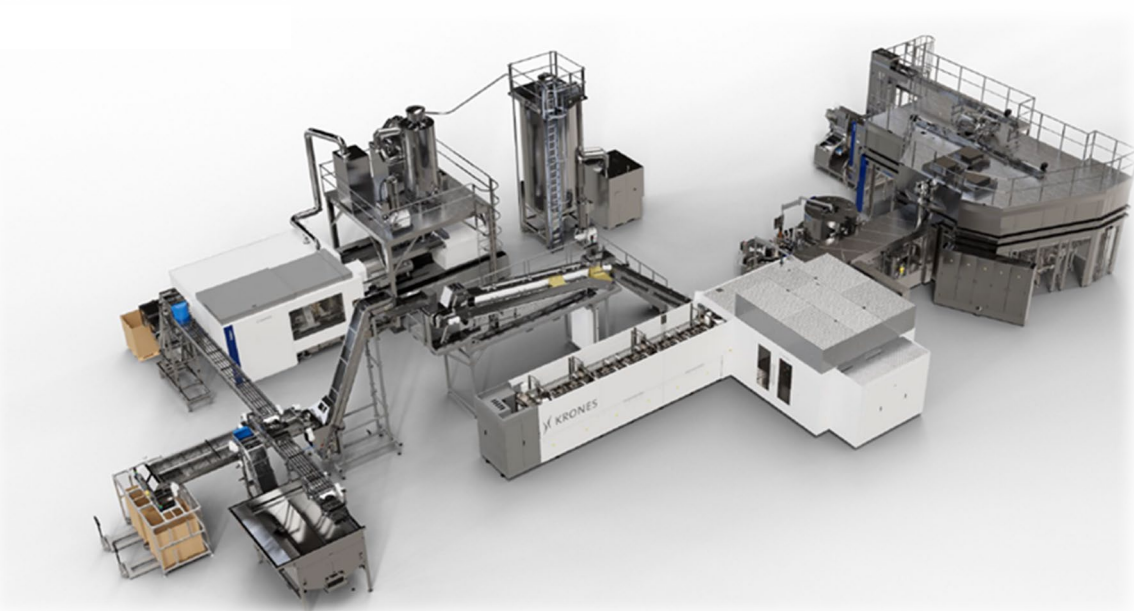


The "Line of the Future" concepts enable even more integrated solutions and business models along the whole lifecycle of the lines. Digitalization and sustainability are key elements.

Krones Prefero system – a next level of PET bottling



Proven competitive advantage



100% rPET readiness + maximization of lightweight potential for plastic reduction



Output of up to 130.000 preforms per hour



100% digital integration into the **Krones Eco-System** linked directly with beverage lines

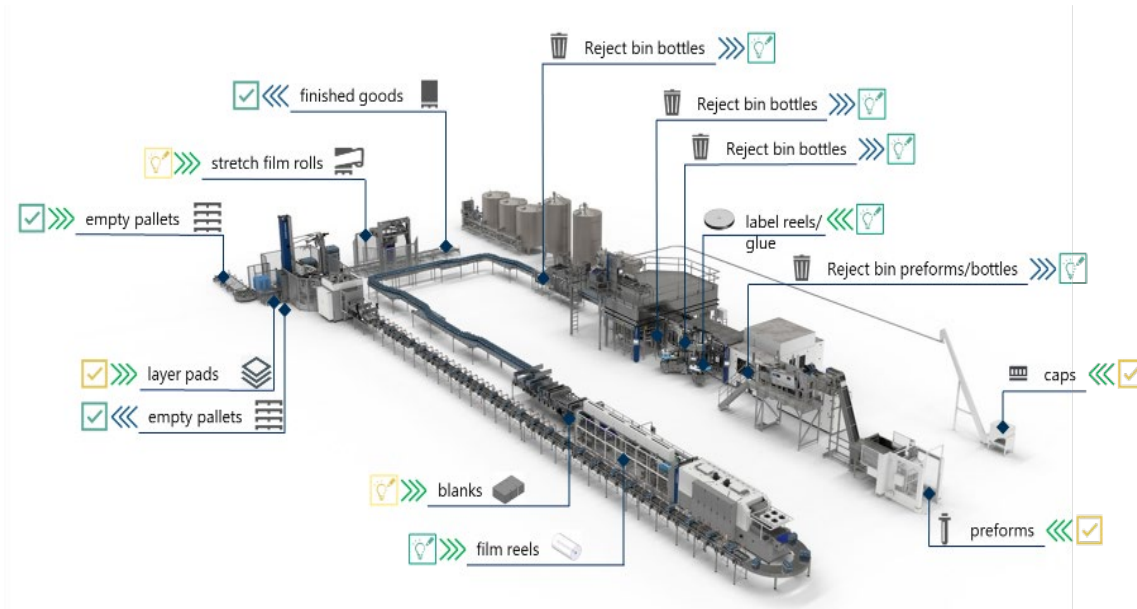
Krones Prefero system – synergies realized

Unique solution for production and bottling of PET-bottles with technologies by **Netstal, MHT and Krones**

Closing the PET cycle creates a unique competitive advantage for Krones

Part of the plant tour

Automated Material Handling



Automated material handling with mobile and stationary robotics

Proven competitive advantage



Increased efficiency, enhanced safety and quality standards



50% less operators required



“Managed by Krones”



Digital fleet and task management

Releasing operators from material and scrap handling – increasing reliability and output

LitePac Top – new packaging solution



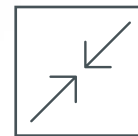
Proven competitive advantage



Up to 40% less energy and media consumption accomplished



No plastic for secondary packaging



60% less footprint achieved, as one LitePac Top system replaces up to 4 individual machines

LitePac Top is a well-proven packaging solution with high market acceptance

Dynafill concepts – a milestone in efficiency and microbiology



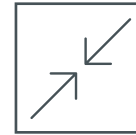
Dynafill

Filling and capping in a single unit, in less than five seconds at ambient temperatures.

Proven competitive advantage



Up to 40% less energy and media consumption reached



50% less footprint achieved



Winner of the AI Excellence Award 2024 category (product or service – intelligent control)



“Managed by Krones” – e.g., **updating** improved **AI models**

Dynafill has proven its value for customers in the beer industry
Krones will benefit from the technology in the glass market

Part of the
plant tour

Contipure AseptBloc – where hygiene meets high-tech



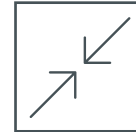
Contipure AseptBloc

Next level aseptic technology with increased output per mold and filling valve

Proven competitive advantage



Up to 25% media reduction



30% less footprint achieved



Process safety secured by automated sterility monitoring



Fastest solution in the market with up to 66.000 bph+

New Generation concept addresses customer sustainability and food safety goals

Continuous service innovations – digitalization enables next level



Spare Parts



>2 Mio SKUs shipped p.a.

Service



>3,000 service engineers

Retrofits



>300 design engineers

Operating Supplies



Full portfolio

Digi Products



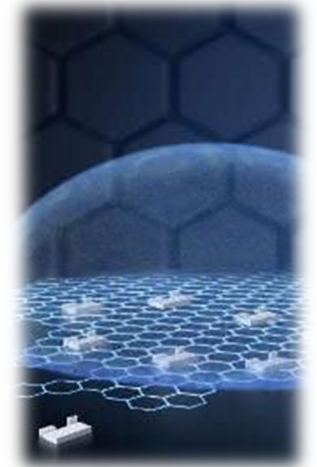
100% new lines ready

Digital Service Center



100 FTE in 7 DSC²

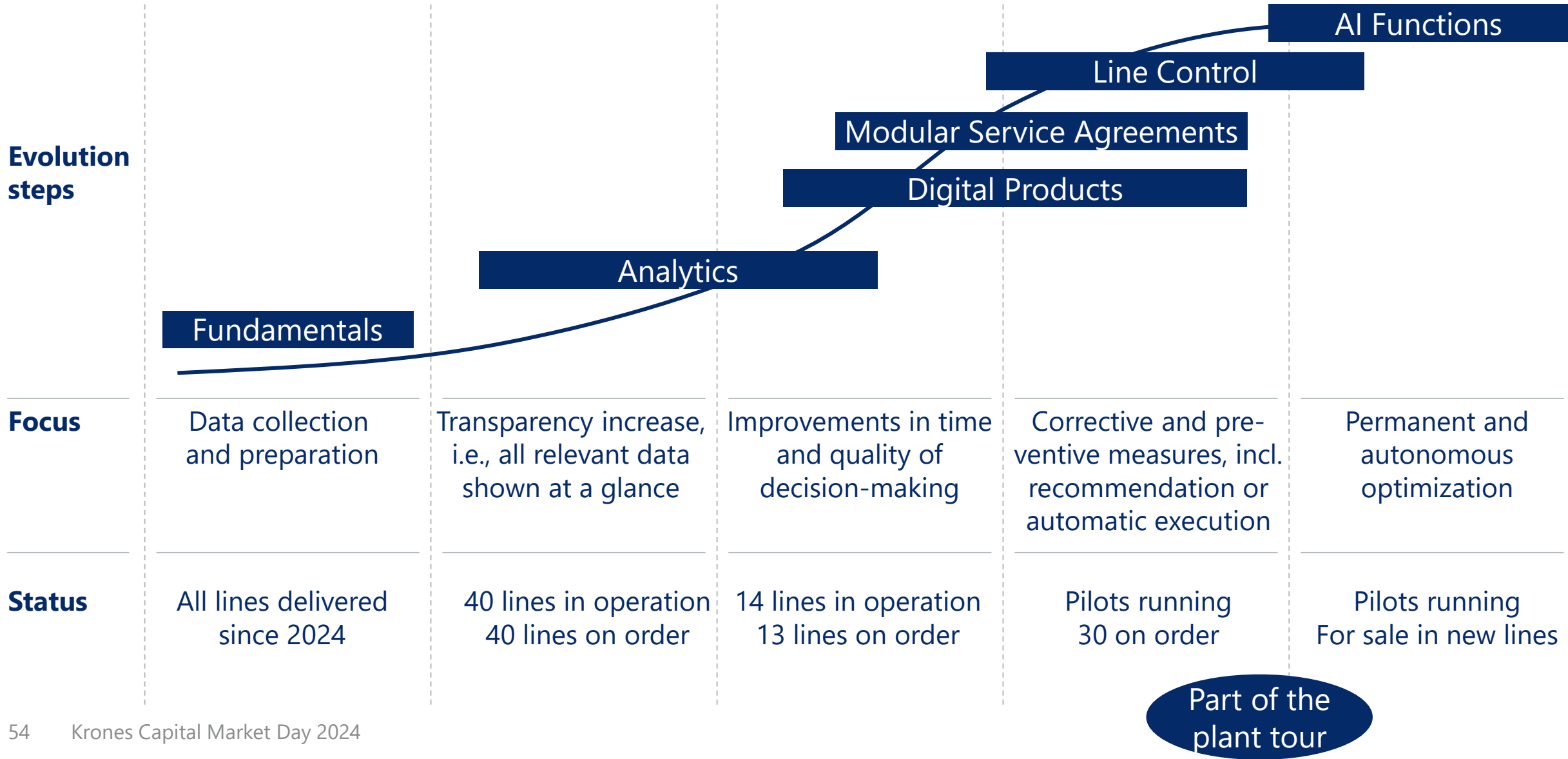
MSA¹



>1,000 contracts

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

Krones digital product portfolio follows a natural evolution



Line of the Future – Digital products



Advanced Analytics



Line Management



Track and Trace Analytics



Contilooop AI



Energy and Media Analytics



MSA Performance



Integrated Analytics



Lifecycle Alliance -
Maintenance
Management



Shopfloor Guidance



Part of the
plant tour

**Data and analytics linked with machine competence is a significant competitive advantage
Enabler for enhanced services and line operation - no significant stand-alone business**

Evolution of Krones LCS Portfolio



	LCS Products	Modular Service Agreements (MSAs)	Lifecycle Alliance
Scope	<ul style="list-style-type: none"> ▪ Spare Parts ▪ Service ▪ Upgrades ▪ Academy Training ▪ ... 	<ul style="list-style-type: none"> ▪ MSA Support ▪ MSA Maintenance ▪ MSA Performance (Consulting, Advanced Analytics) 	<ul style="list-style-type: none"> ▪ MSAs plus: <ul style="list-style-type: none"> – Shopfloor Guidance – Condition Monitoring – Production Planning – IT/OT Management
Connectivity	<ul style="list-style-type: none"> ▪ Offline 	<ul style="list-style-type: none"> ▪ Offline/Connected line 	<ul style="list-style-type: none"> ▪ Connected line / "Line of the future"
Focus	<ul style="list-style-type: none"> ▪ Quality ▪ Availability 	<ul style="list-style-type: none"> + OEE¹, OPEX 	<ul style="list-style-type: none"> + Cost per case, guarantees
	Existing solutions		2025+

Key results

> 1,000 MSAs

> 15% CAGR fast growing
(2021-2025)

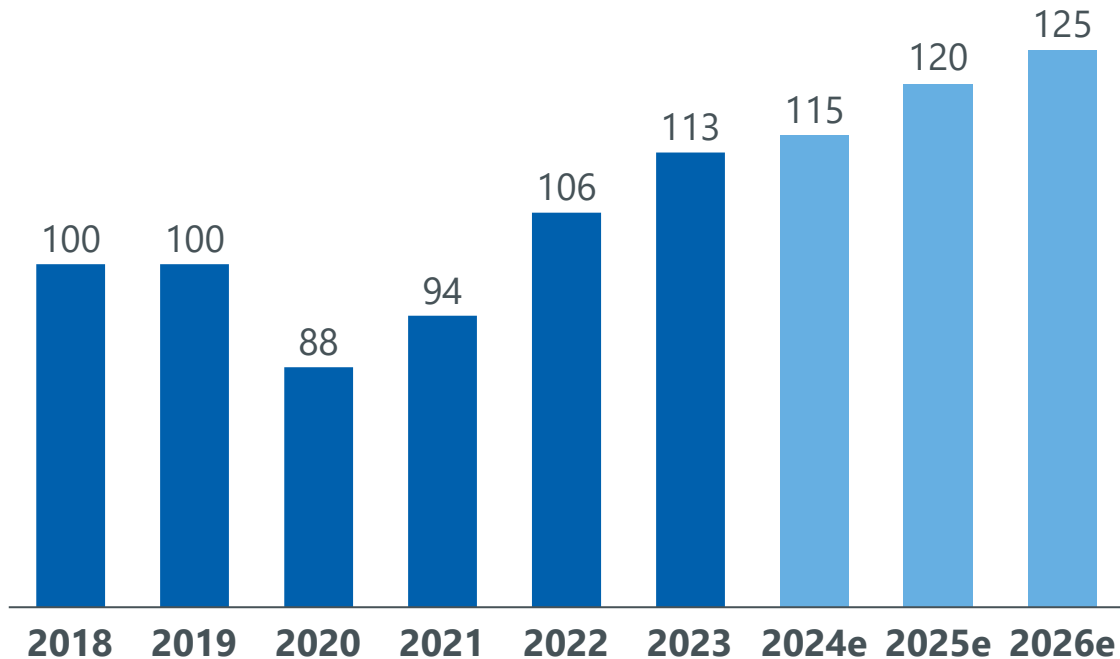
> 200 Lines Connected

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

Increasing LCS utilization on top of growing machine base



LCS utilization¹, normalized 2018 = 100



Growth drivers

- Investing in global service network
- Focus on Customer Journey (Krones.shop, EDI², Availability, etc.)
- Higher customer loyalty through digital services
- Increasing service scope and commitments with MSAs
- Favorable product mix (Aseptic, PET)
- Favorable regional mix (North America, Middle East and Africa, APAC)

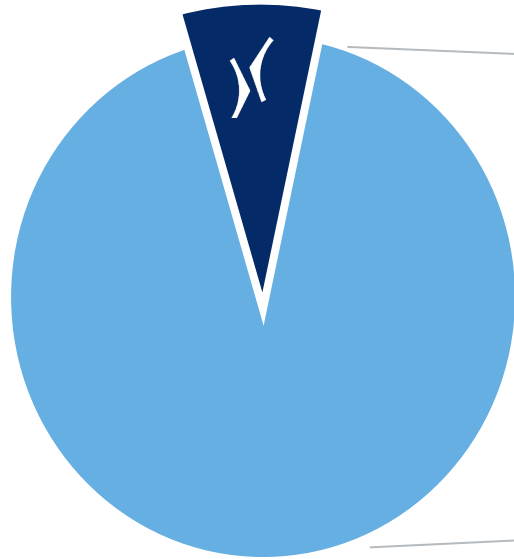
Krones continuously increases the LCS business in relation to the installed machine base

Levers on the TCO (Total Cost of Ownership) with combined business model

Traditional business model



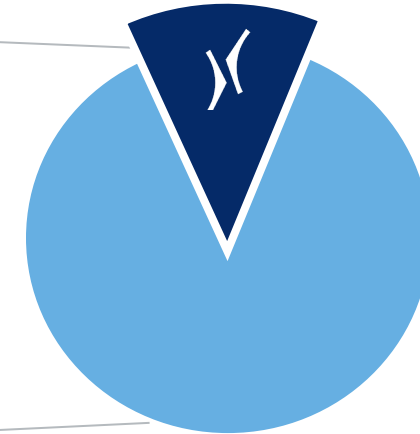
Line of the future + Lifecycle Alliance



COST CHANGES

Investment	+20%
Krones Services	+80%
Packaging	-10%
Waste	-5%
Energy/Utilities	-25%
Operator	-60%

TCO REDUCTION: -10%



-10% TCO reduction feasible for our customers through the combination of Line of the future with Lifecycle Alliance despite a higher share of Krones business

Filling and Packaging Technology – Solutions beyond tomorrow



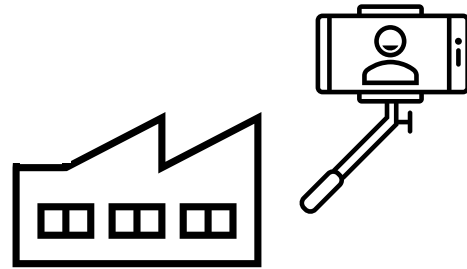
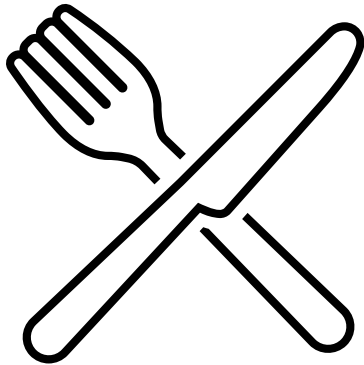
- ✓ **Line of the Future solutions - market demands realized**
- ✓ **Unique portfolio and know how – enhanced competitiveness**
- ✓ **Integrated business model (CAPEX and OPEX) – securing profitable growth**





Lunch break

Lunch break and plant tour



~1hr
Lunch break

~1hr
Plant tour
with virtual
broadcast

~14:30 CET
Continuation of
our presentation



04

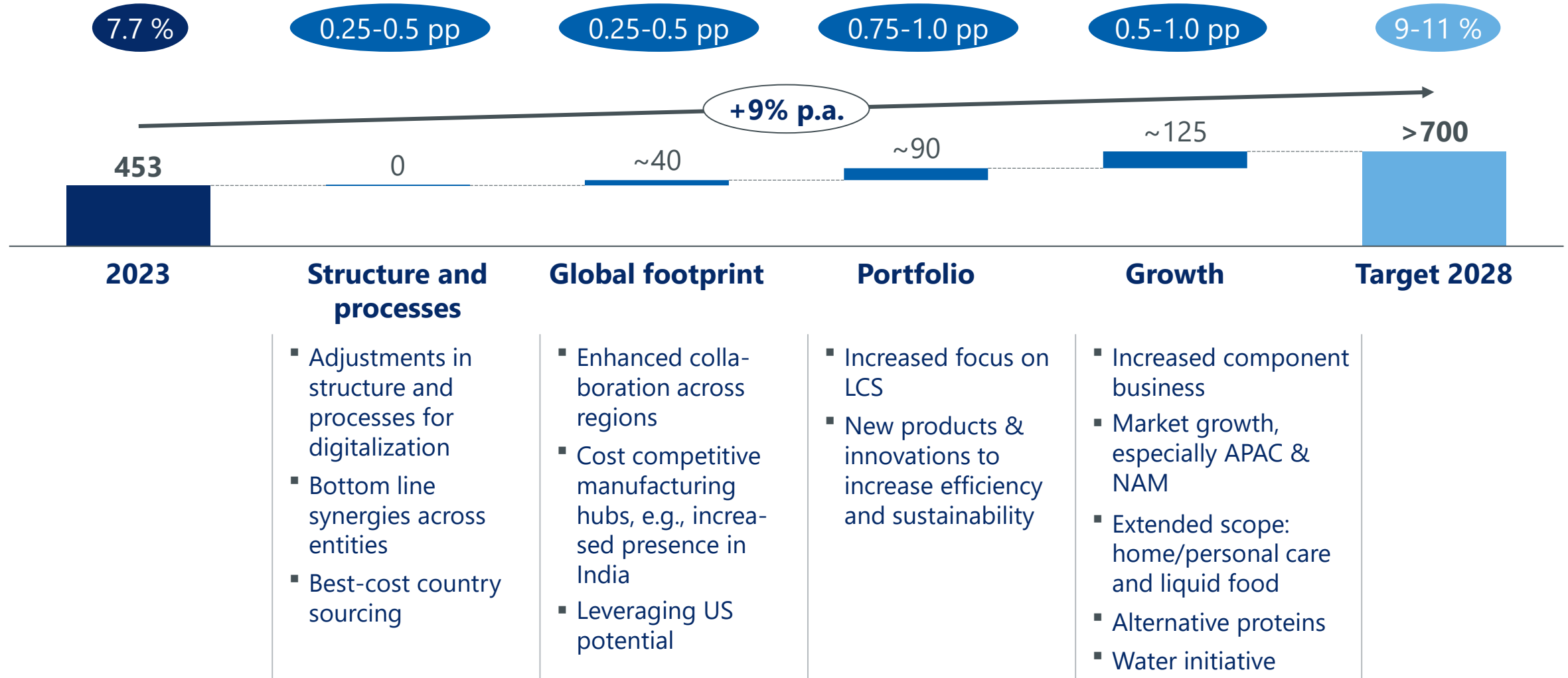
Deep dive:
Process Technology

Bülent Bayraktar

Measures at a glance: segment Process Technology



Revenue, bn € and **EBITDA**, % of revenue



Process Technology: diversification & global setup drive growth



Revenue Mix (approximation)



	Last CMD	Solutions beyond tomorrow
Revenue Mix (approximation)		
Structure	9 stand-alone entities	Flexible, regional setup
After-Sales	Systematic LCS Business	Integral LCS Business
Technology Focus	Brewery Soft drinks/Spirits + Dairy + Water treatment + Liquid food + Alternative Proteins	Brewery Soft drinks/spirits Dairy Water treatment Liquid food <input checked="" type="checkbox"/> Alternative Proteins <input checked="" type="checkbox"/> + HPC

Revenue-mix diversification:

- Breweries share 2018 at ~50%, 2024e at ~30%
- Further focus on growth beyond initial setup

Continuously leveraging our **global network**

Further M&A to acquire **new technologies**

Successful implementation of long-term diversification strategy yields resilience and profitability

Megatrends persist and continue to shape our strategy



Fermentation technology

Proteins from advanced fermentation



CAGR ~14%

InsightAce Analytic 2023 - 2031

Actual



Mid-term



Water Technology

Water treatment & water design



CAGR >6%

Precedence Research 2024 - 2032

Actual



Mid-term



Moderate market growth

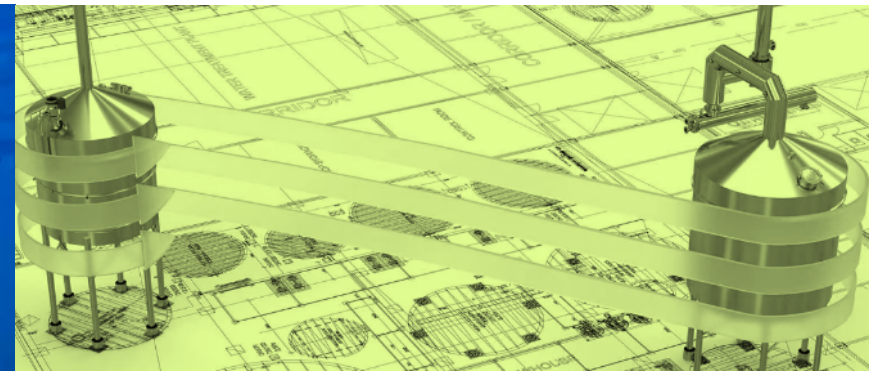


Very strong market growth



Sustainable Solutions

Energy efficiency & waste minimization



CAGR >20%

Fortune Business Insights 2024 - 2032

Actual



Mid-term



Global water scarcity – An opportunity for Krones PT solutions



Water-efficient equipment

On average, breweries use ~3 liter water per 1 liter of beer. **Krones HydroCircle** can reduce this to <2 liter!



Safe bottled Water

In many regions, drinkable tap water remains a distant goal. **Hydronomic** provides safe water for bottling.

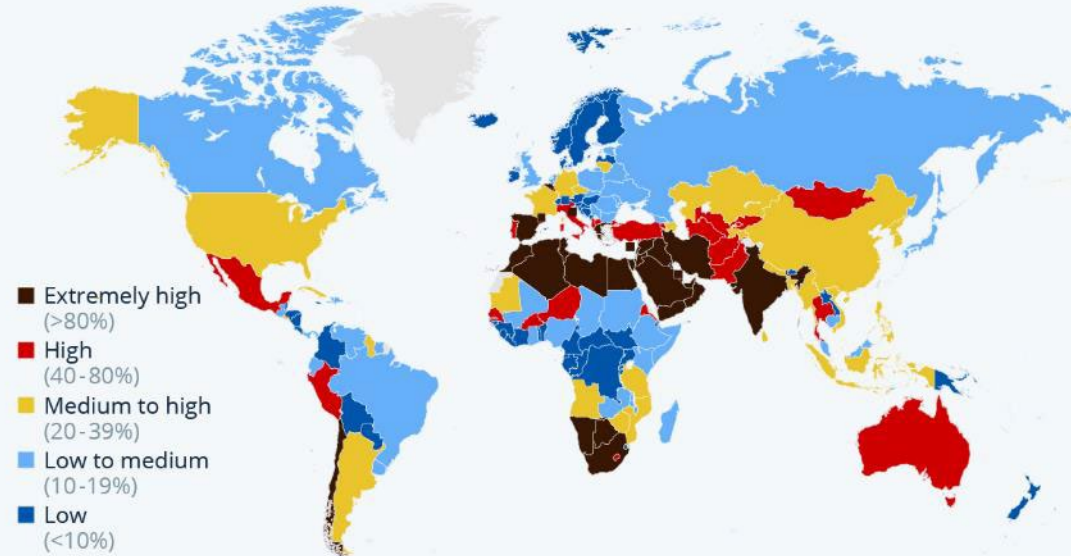


Improve Agriculture

Animal agriculture is a large user and contaminator of freshwater resources. Krones contributes to water savings with **Alternative Proteins** and its' Bioreactors with **Poseidon technology**.

Where Water Stress Will Be Highest by 2050

Projected ratio of human water demand to water availability (water stress level) in 2050*



* According to "business as usual" scenario=middle-of-the-road future where temperatures increase by 2.8°C to 4.6°C by 2100

Source: World Resources Institute



statista

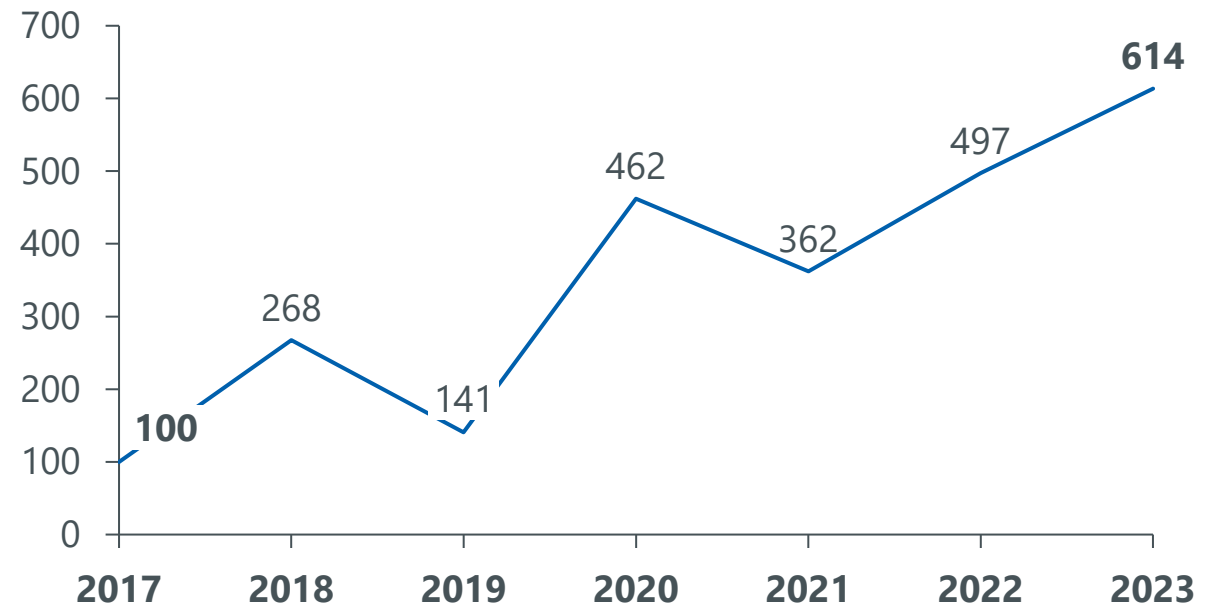
Unique water technology generates high growth



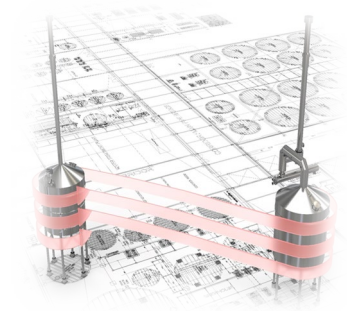
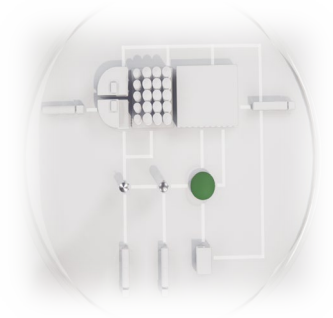
Krones Hydronomic technology

- Environment friendly through hot sanitization without chemicals
- Innovative control reduces waste water
- Integrated solution from treatment to bottling

Water Treatment Order Intake, 2017 = Index 100



STEINECKER Phoenix: Complete Brewnomic portfolio ready for market



Equitherm

Recovery of surplus energy

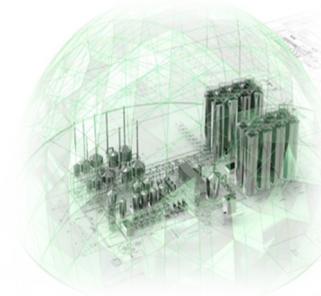
2010



Central EST

Energy storage for entire brewery

2014



Launch of Brewnomic modules

Lowest possible energy demand

2017

Multiple sale of Brewnomic modules

Phoenix BMC¹

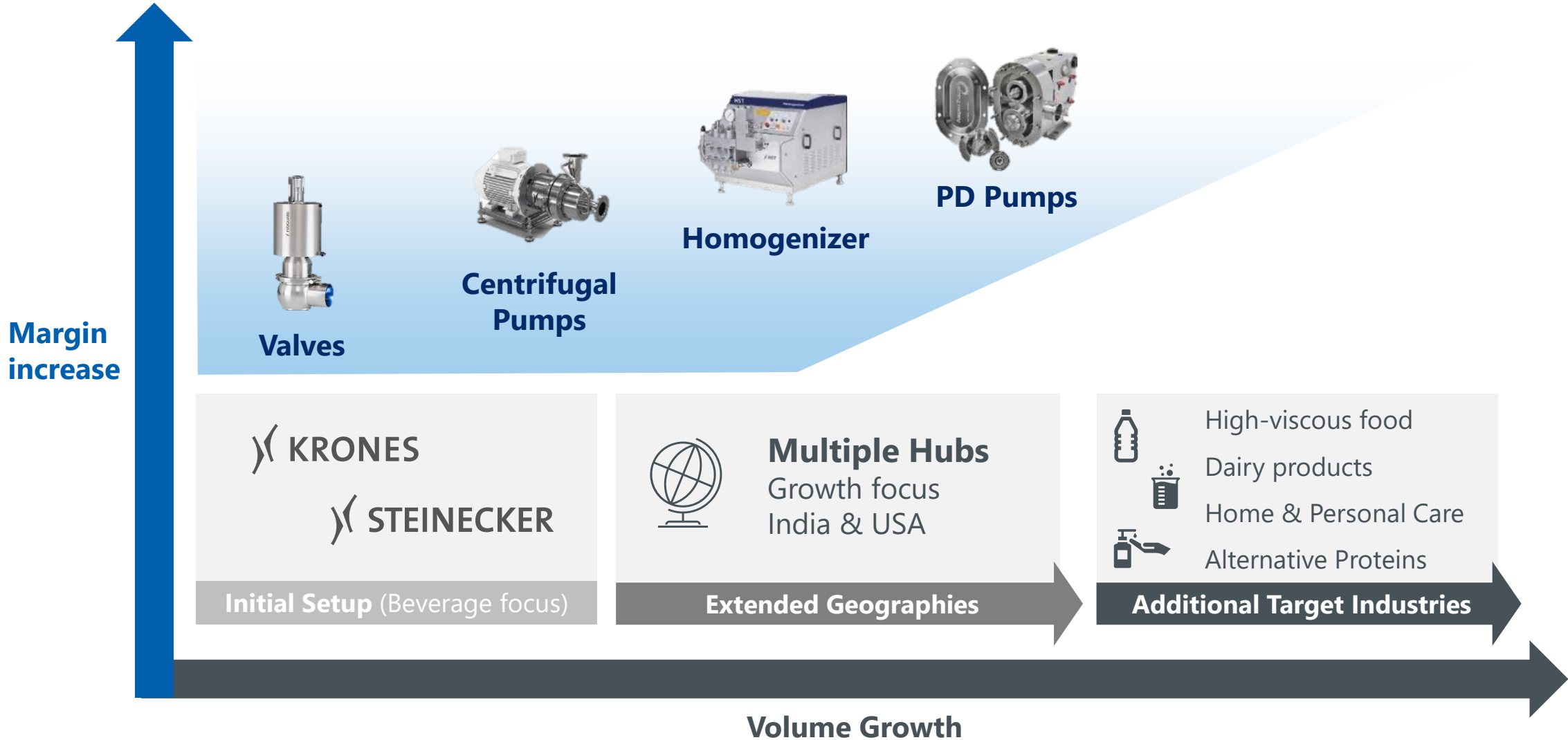
Self-sufficient brewery

2024

2023 Pilot of a complete Brewnomic concept conducted

- STEINECKER Phoenix
 - Upcycling of Proteins
 - Circular water management
 - Mineral fertilizer
 - Highly efficient biogas feedstock

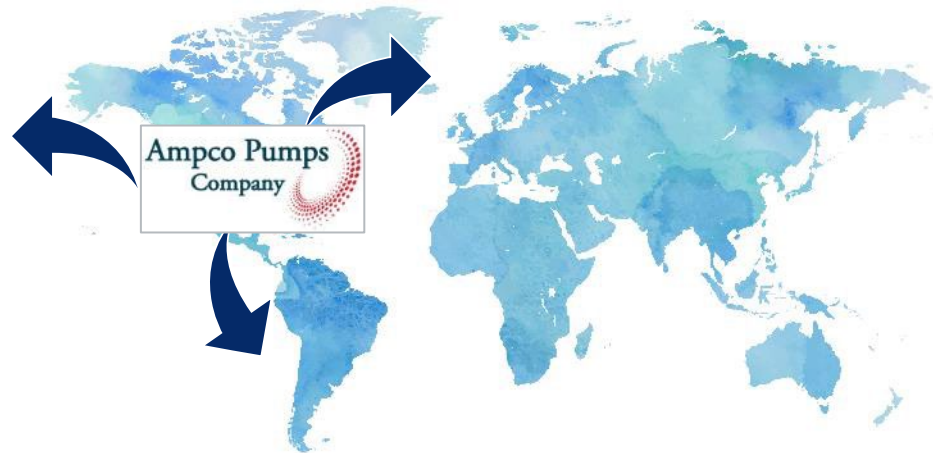
Successful PT turnaround strategy continues



Synergies in components business drive growth and profitability



Ampco goes global with Krones



With **66 representations and 15 centers**, Krones opens the door to new markets for Ampco products globally

US sales footprint strengthened for Krones companies



With **150 distributors** across North America, Ampco provides excellent sales channels for HST, Evoguard & Perfinox

Unicorn Industries: The growth story of Krones PT in India



>20% CAGR Revenue Growth (FY2020 – 2025+)



2019

Acquisition of Unicorn in Hyderabad



2021+

Localization of Krones PT product range



2025

Planned opening of 2nd factory



>350 employees



Strategic rationale

- **Localization** of Krones technology
- Participate in **India's growth**
- Leveraging **Indian cost base** in global Krones PT network



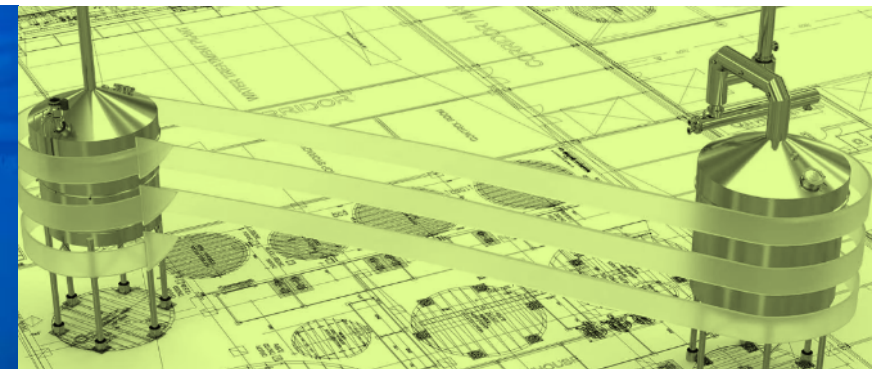
Financial implications

- Highly accretive **margins** for PT
- Rapid & continuous organic **growth**

Process Technology – Solutions beyond tomorrow



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





05

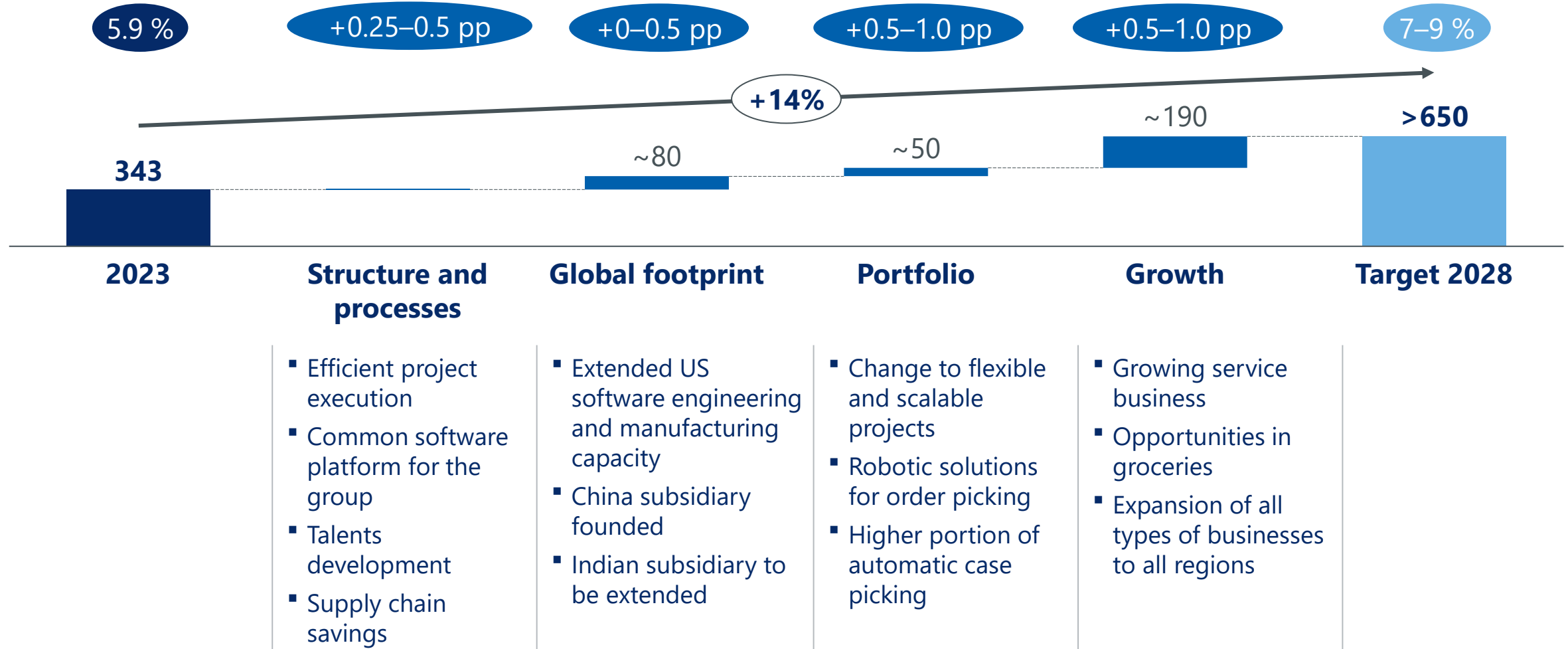
Deep dive:
Intralogistics

Christoph Klenk

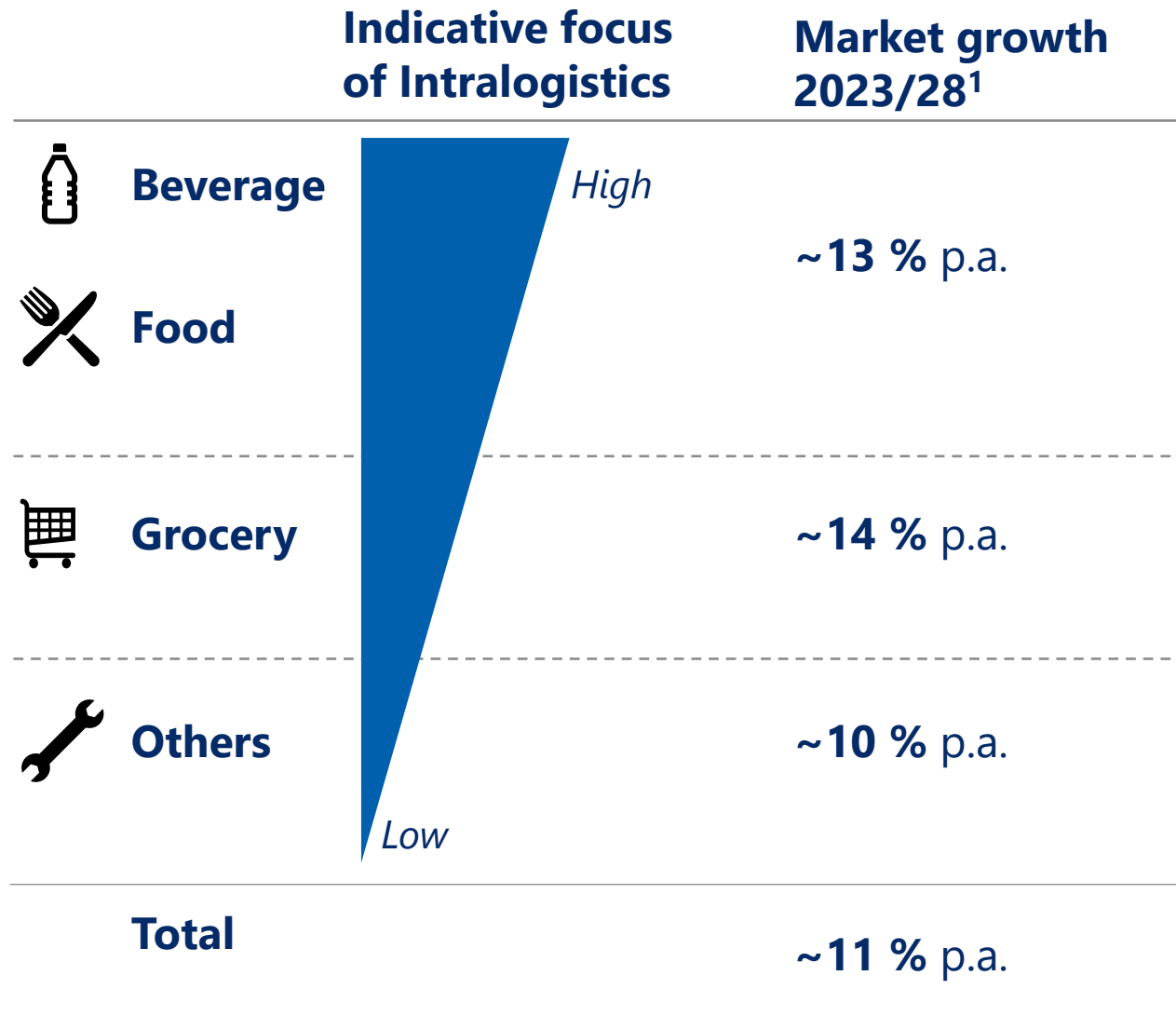
Measures at a glance: segment Intralogistics



Revenue, bn € and EBITDA, % of revenue



Sector split and growth drivers



Growth drivers across sectors

- **Need for automation** to
 - Increase efficiency
 - Solve skilled labor shortage
 - Manage complexity of multi-format storages
- **Sustainability requirements**, e.g., energy recovery
- **Ongoing growth in online sales** and urbanization
- **Vulnerable global supply chains** drive demand for additional storage capacities

Regional break-down of food and beverage logistics market



Indicative focus of Intralogistics	Food and beverage market growth 2023/28 ¹	Market characteristic	Strategic focus Intralogistics
	High ~11 % p.a.	<ul style="list-style-type: none"> ▪ Two-digit growth for Food and Beverage market, while overall market slows down after years of significant growth (~9% p.a.) ▪ Continuing need for automated warehouse solutions to increase efficiency and face labor shortage 	Focus on automatic case picking and AGV² pallet handling to improve profitability
	~11 % p.a.	<ul style="list-style-type: none"> ▪ Growing yet competitive market ▪ Automation driven by rising labor costs, shortage of skilled labor, regulations on sustainability and labor safety 	
	~15 % p.a.	<ul style="list-style-type: none"> ▪ Semi-automated solutions dominate and imply further growth (mainly in India and China) ▪ Addressing price sensitivity and strong local competition 	Focus on ASRS³ and build-up of local network to improve competitiveness and meet local needs
Total	~13 % p.a.		

1. Adroit Market Research, Global Warehouse Robotics Market Research Report, 2023
 2. AGV = Automated guided vehicle 3. ASRS = Automated Storage & Retrieval Systems

Intralogistics solution portfolio covers entire intralogistics value chain



Automated Storage & Retrieval Systems

Automated system to store and retrieve products out of a high-bay warehouse



AGV¹ and Material Handling Solutions

Autonomous vehicles for any kind of handling activity inside a factory and different types of unit loads



Picking Solutions

Automated picking and order solutions for different types of packages



Software

Systore software monitors and controls in real-time all intralogistics technologies

Our solutions increase efficiency, manage complexity, drive automation and create transparency on intralogistics processes and performance

Clear customer needs addressed, solve complex logistics challenges



ASRS¹

Solve increasing complexity

From hundreds to Tens of thousands SKUs

Multi-format bins & boxes



PickMate

Enhance labor health and safety

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

Heavy work relief through robotics



SortMate

Promote smarter logistics

Up to 20% savings in logistics costs

Scalable and flexible solutions



LogiMate

Increase energy efficiency

Up to 40% reduction in energy consumption

Energy recovery (potential and kinetic energy)

Selective success story of Intralogistics: Vertique technology in US

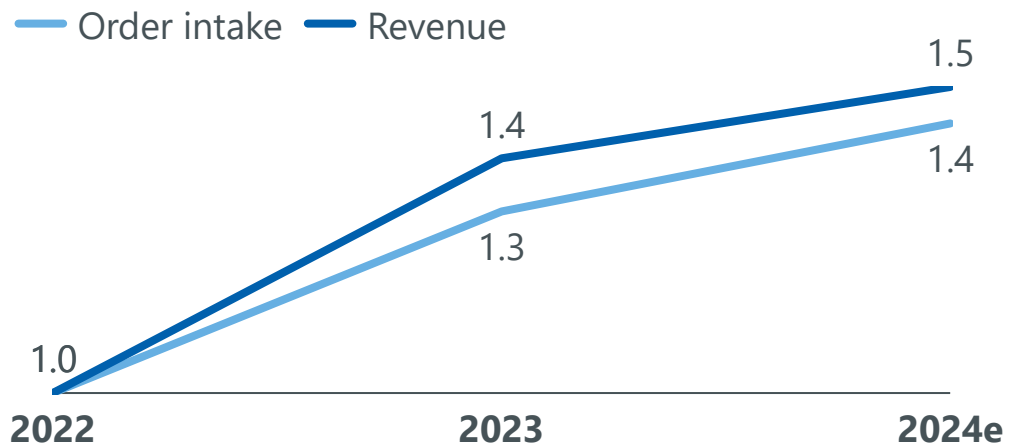


Facts and figures

The Vertique solution is ideally suited for picking operations with higher volume and higher throughput rate needs such as in the US Food & Beverage Industry

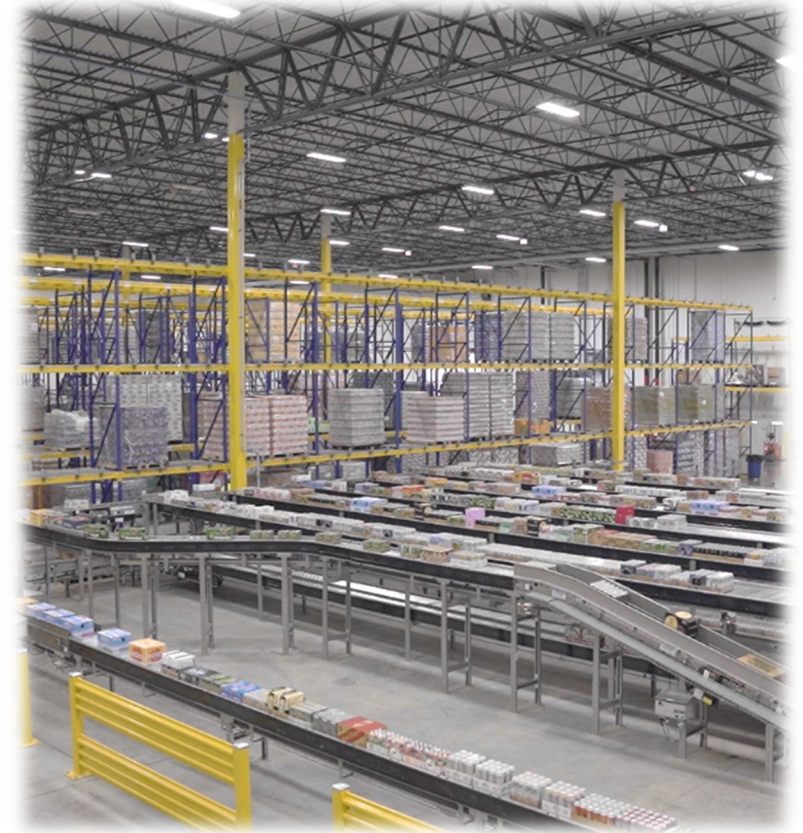
Positive business outlook expected in a dynamic market environment

Order intake and revenue evolution, 2022 = 100%



Measures to grow

- **Expansion of US facility** until January 2025 to reduce growing backlog
- **New factory for in-housing conveyor technology** to protect know-how and gain further profitability within the next three years



Strengthening of service business with additional offerings



Traditional Service Portfolio...

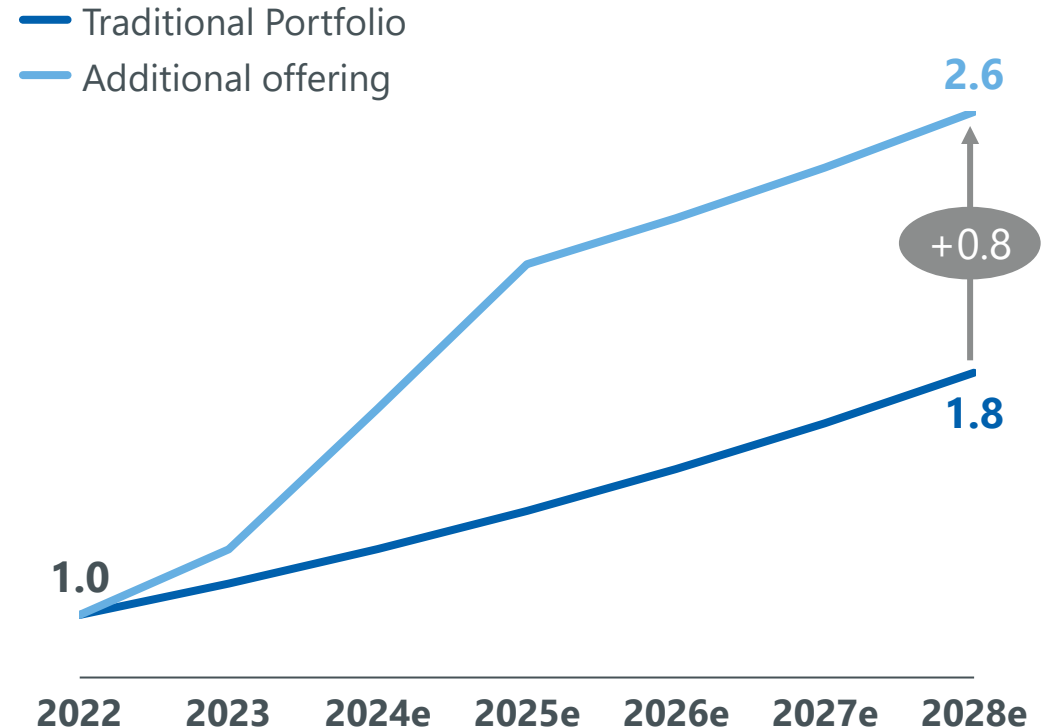
- Call center 24/7 helpdesk
- Training courses and maintenance skills
- Software update
- Hardware update electric and mechanic
- Spare parts management
- In-plant monitoring, embedded engineer, performance analysis
- Preventive maintenance

... plus additional offerings

- **Full service agreement** with resident engineers
- **Sustainability enhancement**
 - Energy saving upgrades
 - Plant energy optimization
- **Software upgrades** for performance optimization



Impact on service business, 2022 = 100%



Additional service offerings have significant impact on business evolution

Innovative Automated Picking solutions drive growth and profitability



LogiMate is installed in the grocery sector, Spain



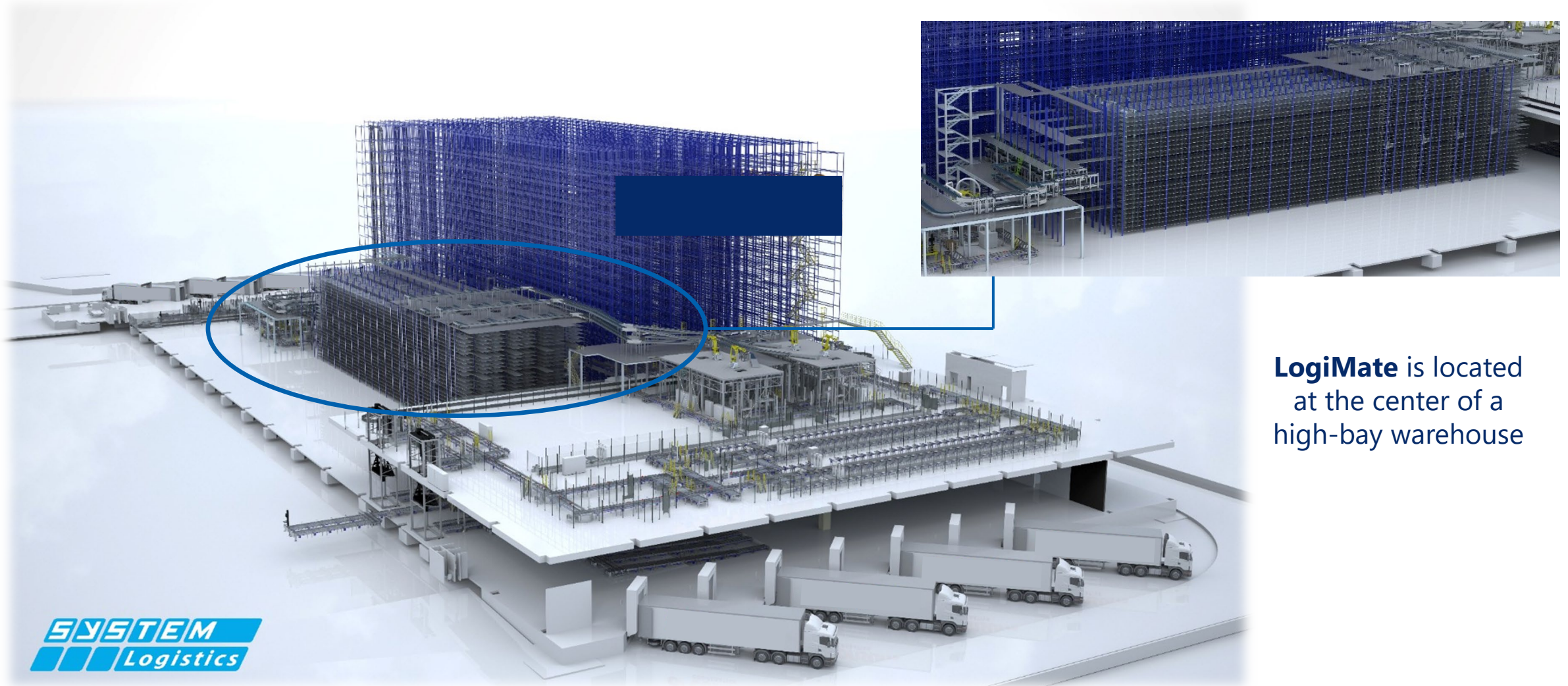
PickMate is installed in the grocery sector, Italy



SortMate is installed in the grocery sector, Italy

- **Revenue growth** from 60 Mio € to 180 Mio €
- **Expansion in Europe** within next 3 years; US to follow

Logimate – Driving efficiency of a high-bay warehouse



LogiMate is located at the center of a high-bay warehouse



From high-bay warehouse to mixed-pallets shipment



LogiMate

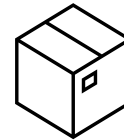
Efficient B2C and B2B order fulfillment for loose goods and mixed-pallets shipment; highly relevant in grocery distribution

Proven competitive advantage



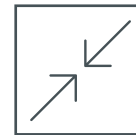
40% less energy consumption

due to recovery features and energy management



Enhanced maximum payload

of 1 x 100 Kg or 2 x 50 Kg simplifies heavy-load applications



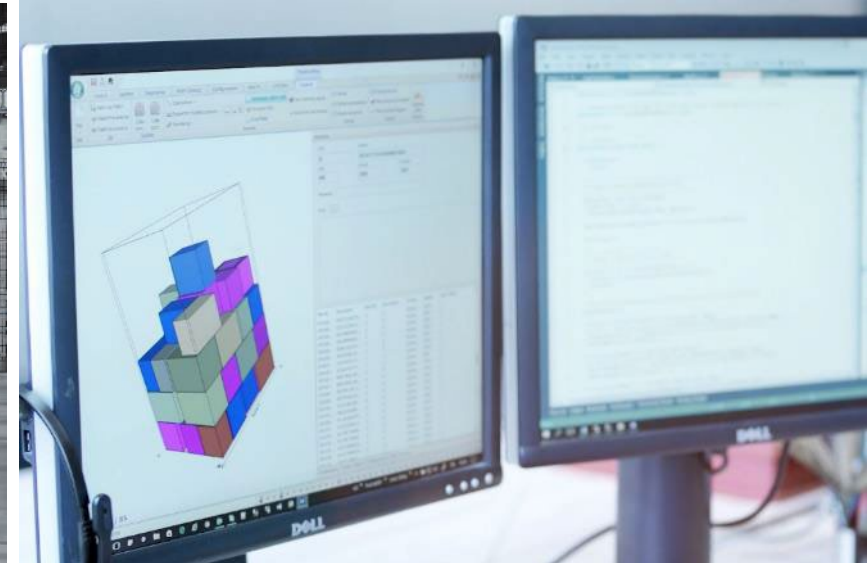
Footprint reduction due to high storage density thanks to rack modular allocation and possibility to reach >20m height

LogiMate ensures efficient, automated and sustainable order fulfillment

Intralogistics – Solutions beyond tomorrow



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





06

Human Capital

Uta Anders

Human Capital at a glance

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

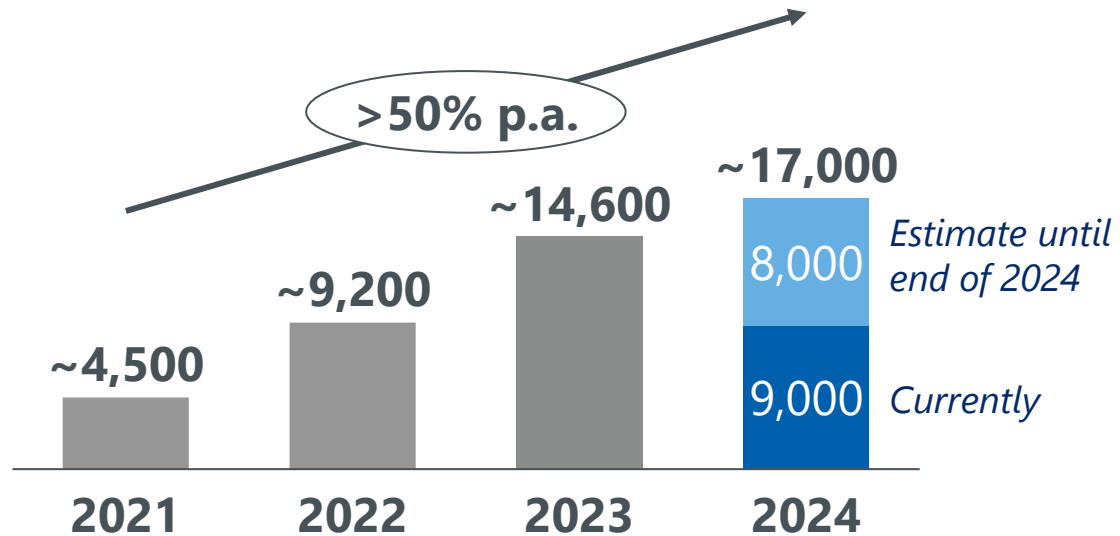
- New employer brand launched
- Global recruiting and training approach for service engineers created
- Krones.digital community established



New employer brand further increases the attractiveness of Krones

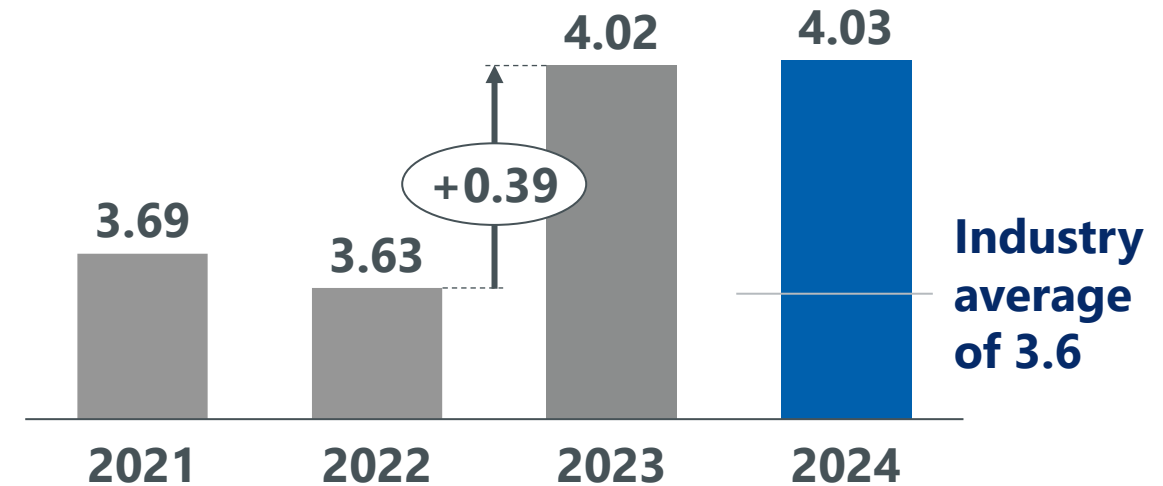


Number of applications¹, 2021-2024e



- **Strong awareness of Krones on the job market** undermined by >50% annual growth in number of applications

Kununu Score of Krones AG²



- **Krones Kununu Score is clearly ahead of the industry average**
- **Awarded with Top Company label in 2024** (only ~5% of employer profiles receive this label)

New employer brand attracts new talents and improves loyalty and motivation of existing employees

Krones masters the challenge to find, train and retain service engineers at a global level

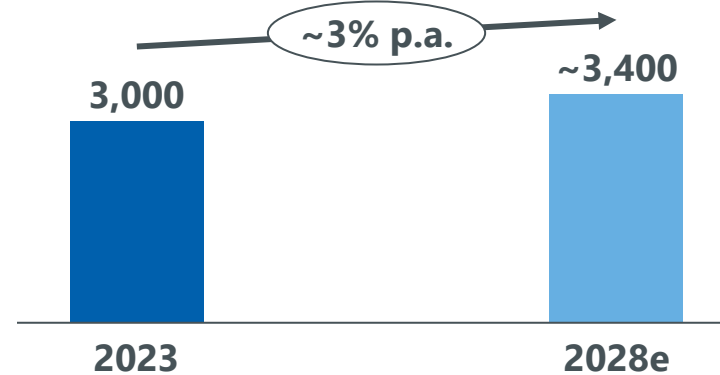


Measures taken

- **“Profil 21 Program”**, a service-specific training approach finetuned over years
- **Cross-Regional recruiting**, e.g.:
 - New Trainee Program in Brazil and Kenia
 - Secondment path to transfer to North America or Europe
- **Retention** initiatives
- **Partnerships** with technical training schools in Africa, China, APAC and South America
- **Digital learning solutions**

Impact created

Service engineers,



~3% p.a. growth of service engineers with increasing regional share



“Profil 21 Program” is the winner of the national DIHK Award 2024

Best-in-class service through global recruiting and training of our service engineers

Our global Krones.digital community



We lead our customers into a digital future worldwide
Global access to new digital talents



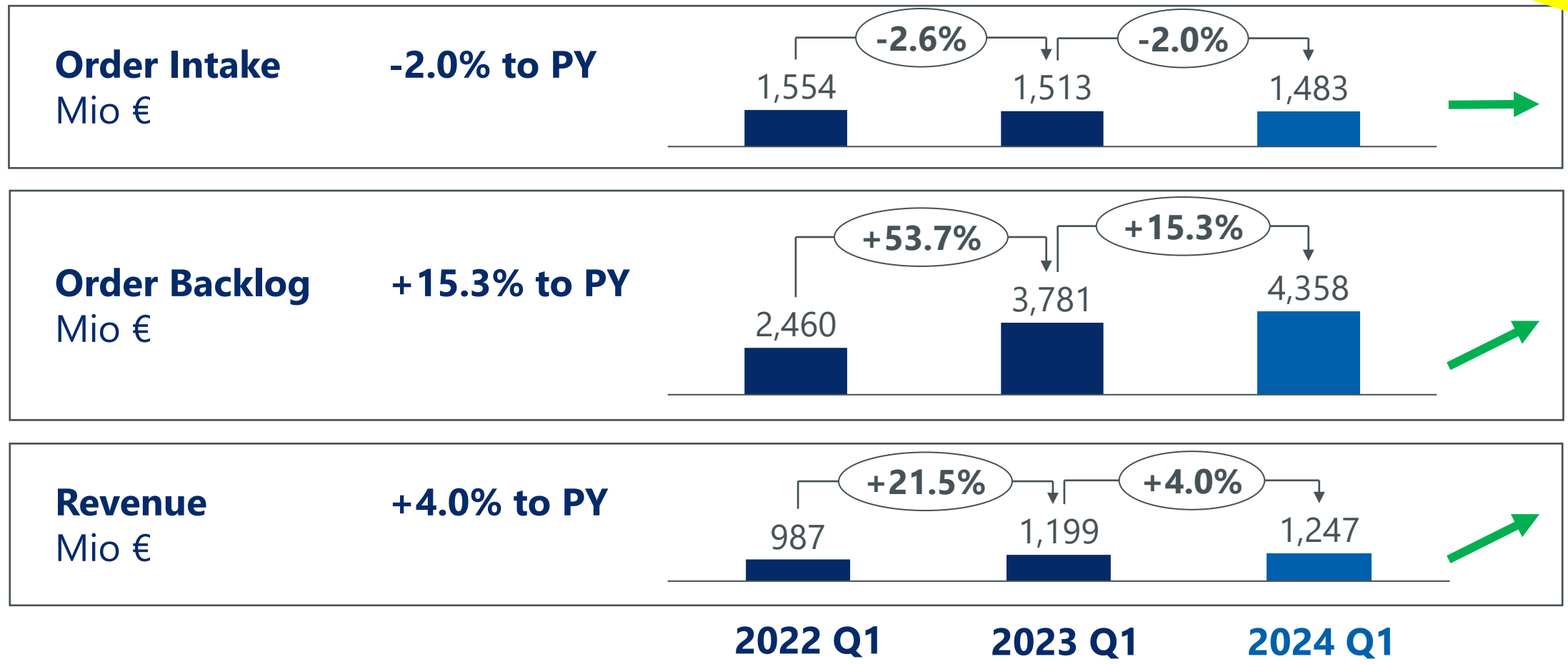
07

Financial Overview

Uta Anders

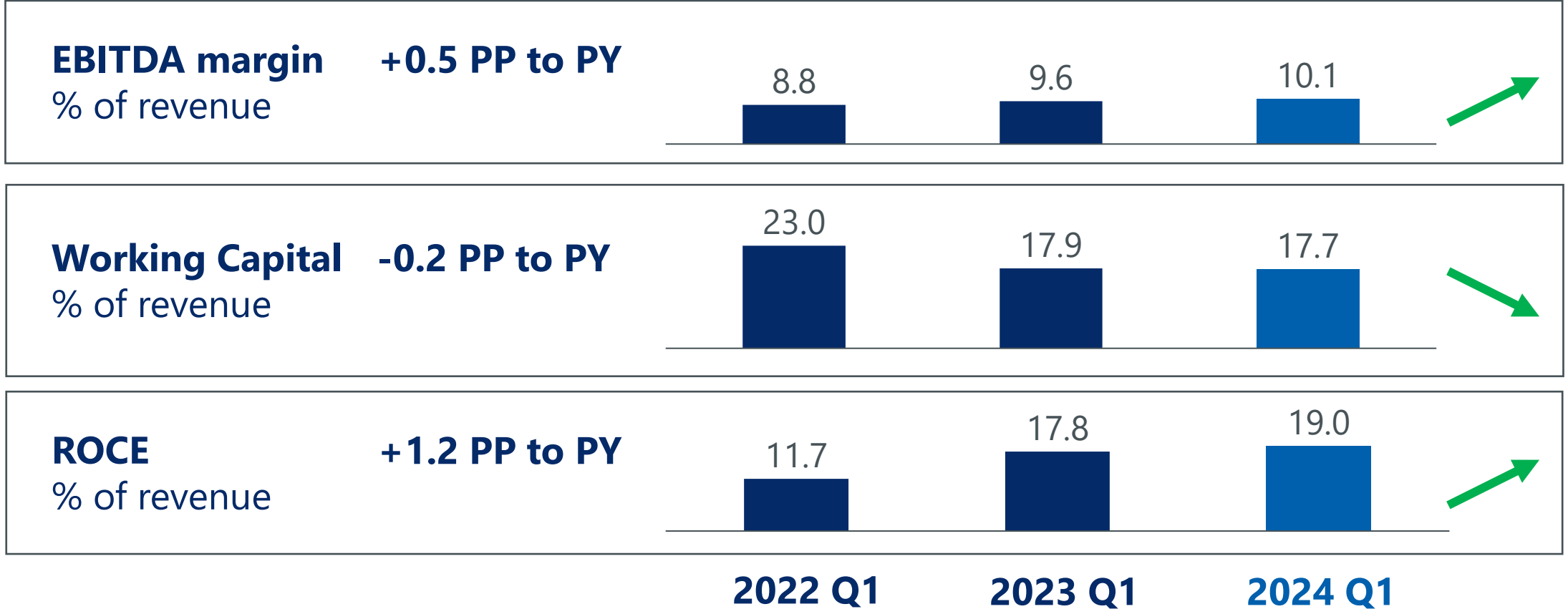
Krones Group: Q1 Key Financials

**RECAP
Q1 2024**



Key financials as presented on CMD 2022 - top-line outperformed
Order backlog expected to maintain until 2025

Krones Group: Q1 Key Financials



Significant increase in profitability and efficiency of Capital Employed as promised

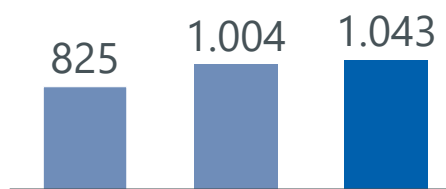
Krones Group: Q1 Segments

**RECAP
Q1 2024**

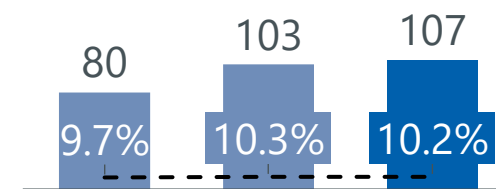



Filling and Packaging Technology:
Profitable growth continues

Revenue, Mio €



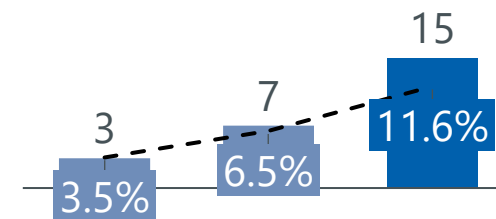
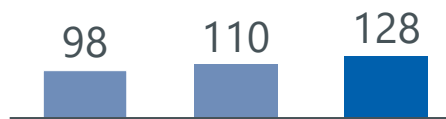
EBITDA, Mio €
and EBITDA margin, %



EBITDA Target 2024
10.3-10.8%



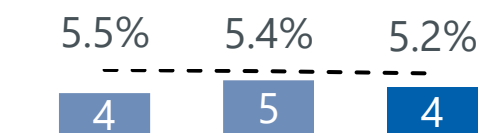
Process Technology:
Significant margin increase



EBITDA Target 2024
8-9%



Intralogistics:
Positive market outlook after a temporary decline in 2023



EBITDA Target 2024
6-7%

2022 Q1 2023 Q1 2024 Q1 2022 Q1 2023 Q1 2024 Q1

All three segments with positive development and in line with 2024 targets

Krones Outlook 2024 – Further growth and improvement of profitability

All targets including the acquisition of Netstal



9% – 13%

Revenue growth

9.8% – 10.3%

EBITDA margin

17% – 19%

ROCE

Key assumption:

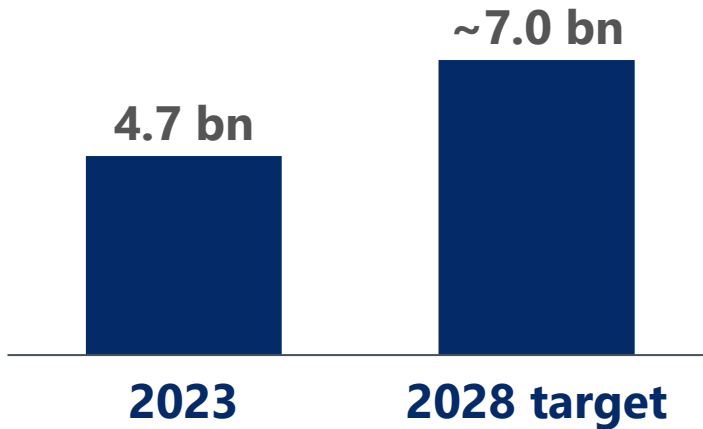
No further escalation of geopolitical tensions

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, as well as high inflation and interest rates in many countries. Material shortages and problems in global supply chains also remain a source of uncertainty.

Mid term targets 2028



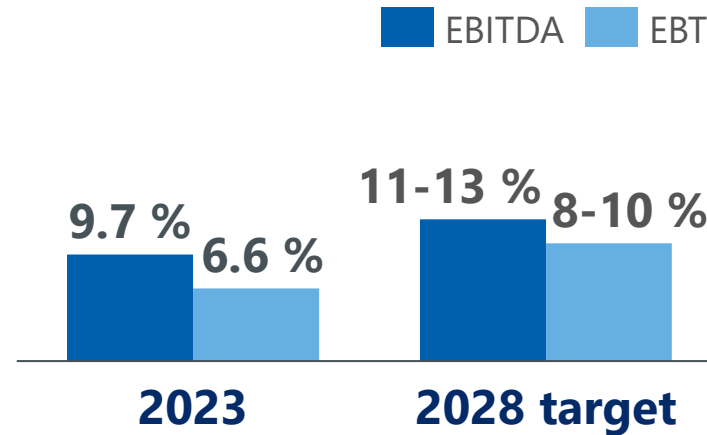
Revenue, bn €



Growth drivers

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

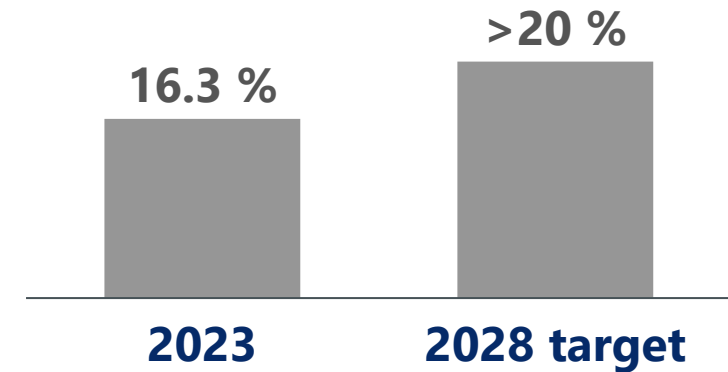
EBITDA and EBT margin, %



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

Krones keeps its performance promises



EBITDA, %
of revenue

4.0%

9.7%

11-13%

CAGR, %

~13% p.a.

~8% p.a.

Revenue,
bn €

3.3 bn

1.4 bn

4.7 bn

2.3 bn

~7.0 bn

2020

2023

Target 2028

Achievements in

- Structure and processes
- Global footprint
- Portfolio
- Growth

Programs in each segment defined

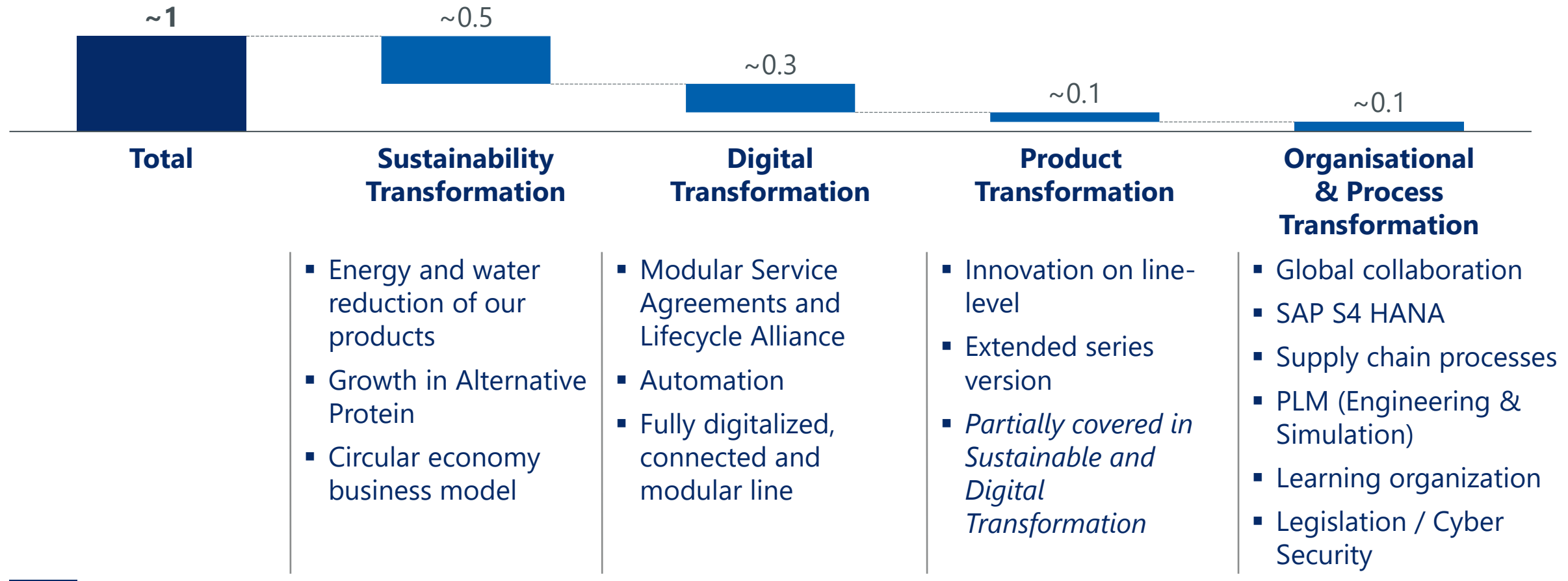
- Filling and Packaging Technology
- Process Technology
- Intralogistics

Ongoing Transformation

Significant spend on transformation as the base for sustainable profitable growth



Annual EBITDA impact of our transformation (included in Target 2028), in pp



Transformation costs impact EBITDA by ~1 pp p.a. until 2028

2028 – Revenue and EBITDA margin targets broken down by segments

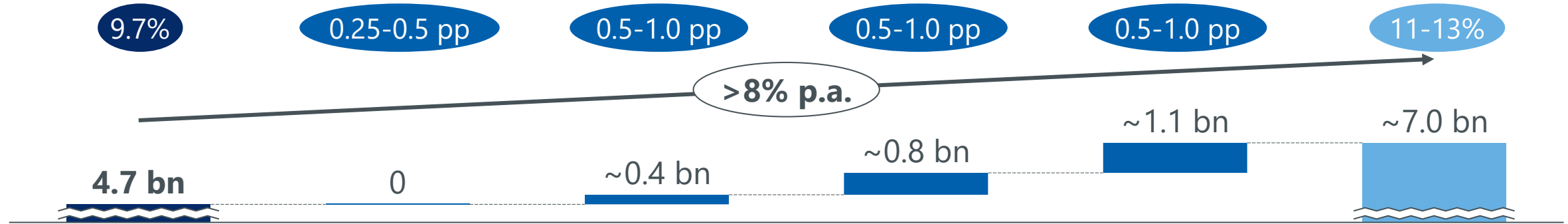


	Filling and Packaging Technology	Process Technology	Intralogistics												
Revenue, Mio €	<table border="1"> <tr> <td>2023</td> <td>3,925</td> </tr> <tr> <td>2028 target</td> <td>>5,600</td> </tr> </table>	2023	3,925	2028 target	>5,600	<table border="1"> <tr> <td>2023</td> <td>453</td> </tr> <tr> <td>2028 target</td> <td>>700</td> </tr> </table>	2023	453	2028 target	>700	<table border="1"> <tr> <td>2023</td> <td>343</td> </tr> <tr> <td>2028 target</td> <td>>650</td> </tr> </table>	2023	343	2028 target	>650
2023	3,925														
2028 target	>5,600														
2023	453														
2028 target	>700														
2023	343														
2028 target	>650														
EBITDA margin, % of revenue	<table border="1"> <tr> <td>2023</td> <td>10.3%</td> </tr> <tr> <td>2028 target</td> <td>12-14%</td> </tr> </table>	2023	10.3%	2028 target	12-14%	<table border="1"> <tr> <td>2023</td> <td>7.7%</td> </tr> <tr> <td>2028 target</td> <td>9-11%</td> </tr> </table>	2023	7.7%	2028 target	9-11%	<table border="1"> <tr> <td>2023</td> <td>5.9%</td> </tr> <tr> <td>2028 target</td> <td>7-9%</td> </tr> </table>	2023	5.9%	2028 target	7-9%
2023	10.3%														
2028 target	12-14%														
2023	7.7%														
2028 target	9-11%														
2023	5.9%														
2028 target	7-9%														
Programs	<ul style="list-style-type: none"> ▪ Leverage potential from Netstal acquisition ▪ Leverage market potential from sustainability ▪ Digital products and services ▪ Transform product portfolio ▪ Leverage potentials from global production footprint ▪ Pricing power 	<ul style="list-style-type: none"> ▪ Increase share of service and component business ▪ Grow alternative protein and sustainable energy solutions ▪ Leverage potential from global and regional setup ▪ Cost competitive manufacturing and best cost country sourcing 	<ul style="list-style-type: none"> ▪ Increase share of AGVs/AMRs¹ ▪ Increase share of service business ▪ Increase share of automated case and order picking ▪ Extend global footprint to ensure customer proximity ▪ Cost competitive manufacturing and best cost country sourcing 												

Efficiency programs defined for targets 2028



Revenue, bn € and **EBITDA**, % of revenue



2023

Structure and processes

- P.O.S.¹
- Increase efficiencies in engineering, sales and admin processes by new systems (e.g. S4 Hana)
- Efficient project execution
- Reduce project lead time

Global footprint

- Further localization China and set up plant India
- Cost competitive sourcing of manufacturing
- Further automation of manufacturing
- Extend global service setup

Portfolio

- Leverage potential from acquisitions
- Leverage profitability improvements from each segment
- Establish new business models

Growth

- Pricing power
- Harvest product and service innovations
- Digital enabled services
- Increase in LCS across all segments
- Benefit from growing markets

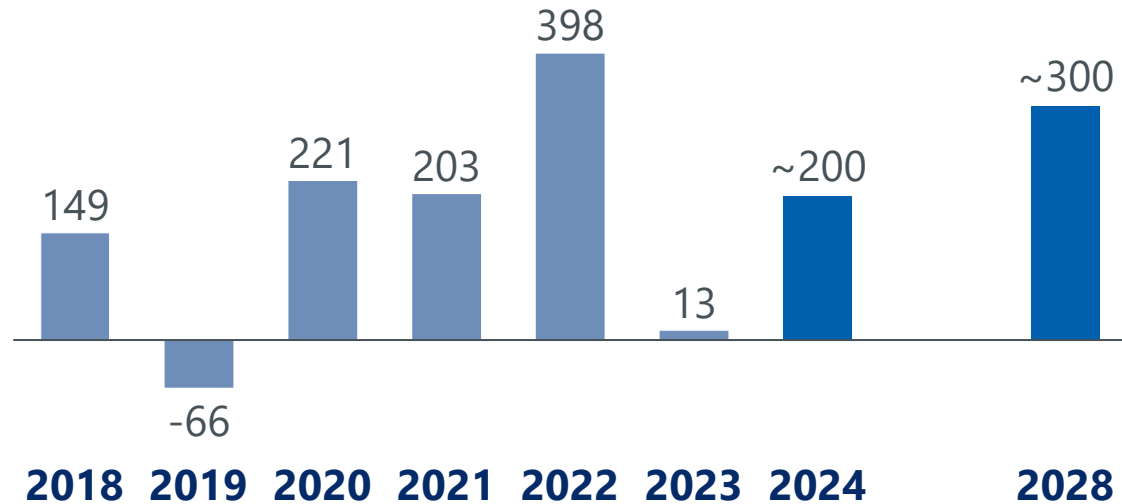
Target 2028

Set of measures defined to boost top and bottom-line

Krones Group: Free cashflow and cash conversion rate



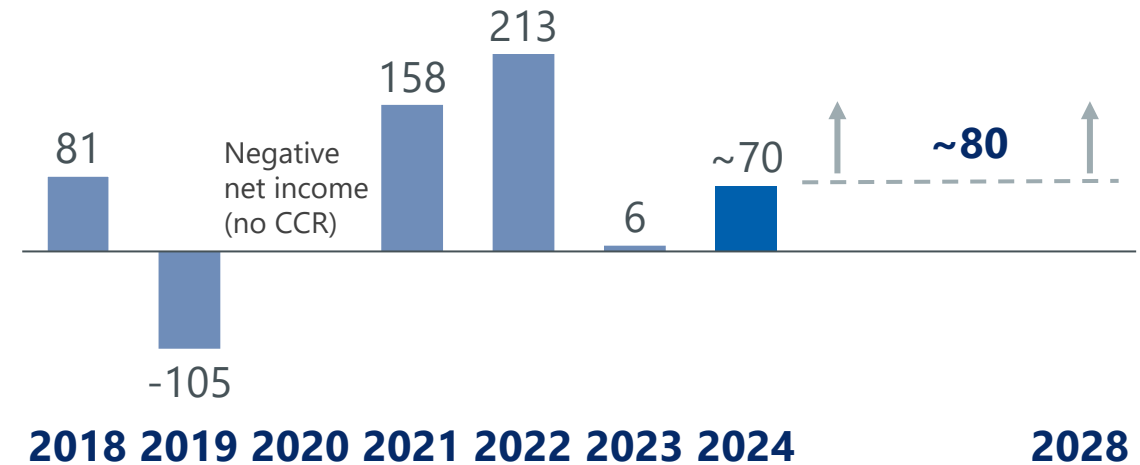
Free cashflow (without M&A), Mio €



Free cashflow and cash conversion rate significantly improving

- Strong focus on free cashflow remains
- Significant improvements on working capital
- Growth- and performance-oriented investments

Cash conversion rate (FCF/net income), in %



Cash utilized for

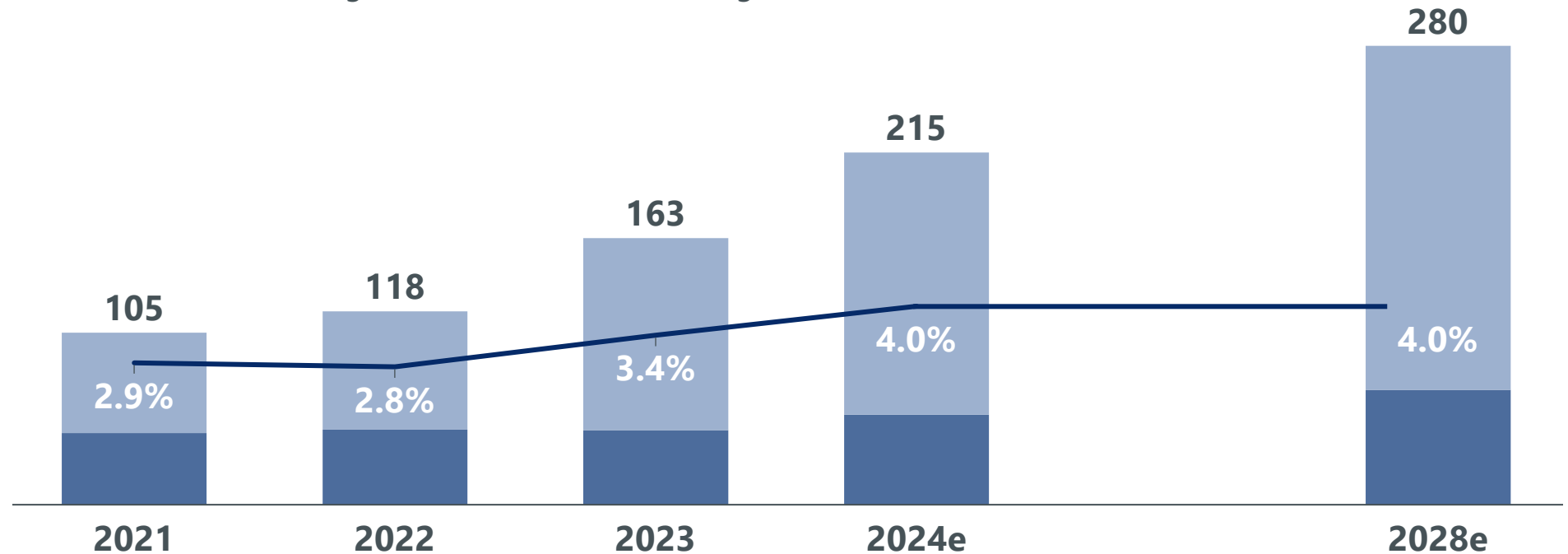
- Global Footprint and Resilience
- Growth and Infrastructure
- Dividends
- M&A

Group investments 2021-2028e



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

— Total Investment Ratio ■ Investments Tangibles ■ Investments Intangibles



Internationalization

Restructuring and performance

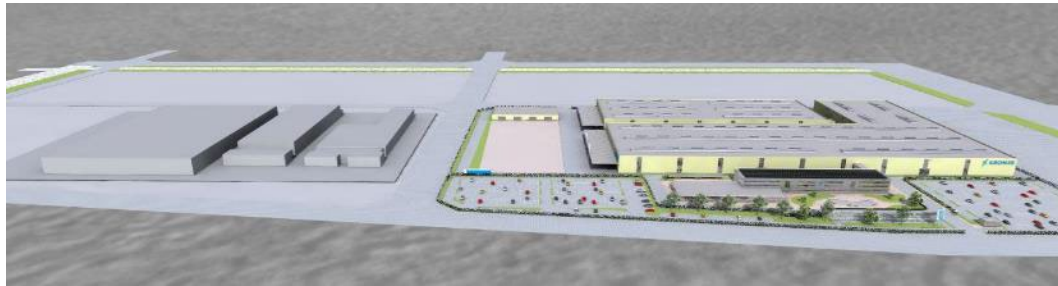
Profitable growth, resilience and modernization

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

Significant investments dedicated to our global footprint



China



Existing plant, Taicang ← 7 km distance → New Campus

- Meet high domestic demand
- Capture costs advantage
- Encounter emerging competition
- Prepare for potential geopolitical tensions and economic barriers

India



Extension Process Technology



New plant Filling & Packaging Technology

- Address strong growth of order intake supported by thriving Indian economy and population
- Leverage India as a block-free country within a multipolar world order

Germany



LCS Logistics, Neutraubling

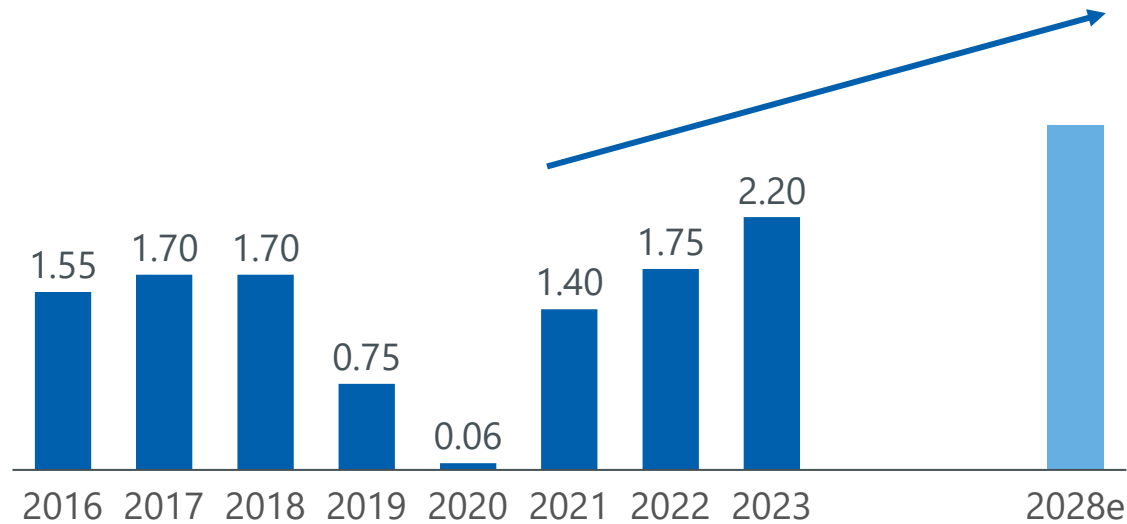


Production Logistics, Nittenau

- Efficient realization of LCS growth
- Higher on-time delivery
- Higher efficiency

Investor perspective

Dividend pay-outs, per share in €



- Continuous growth in dividend payments reflects the profitable growth path of Krones
- Strong recovery since 2021 after crisis 2019/2020
- Based on approx. 30% of net income



Share price development¹, in €



- Share value increased by 38.8% compared to CMD 2022 (September 15th, 2022)
- Outperforming MDAX by 35.6 pp

Krones – an attractive investment

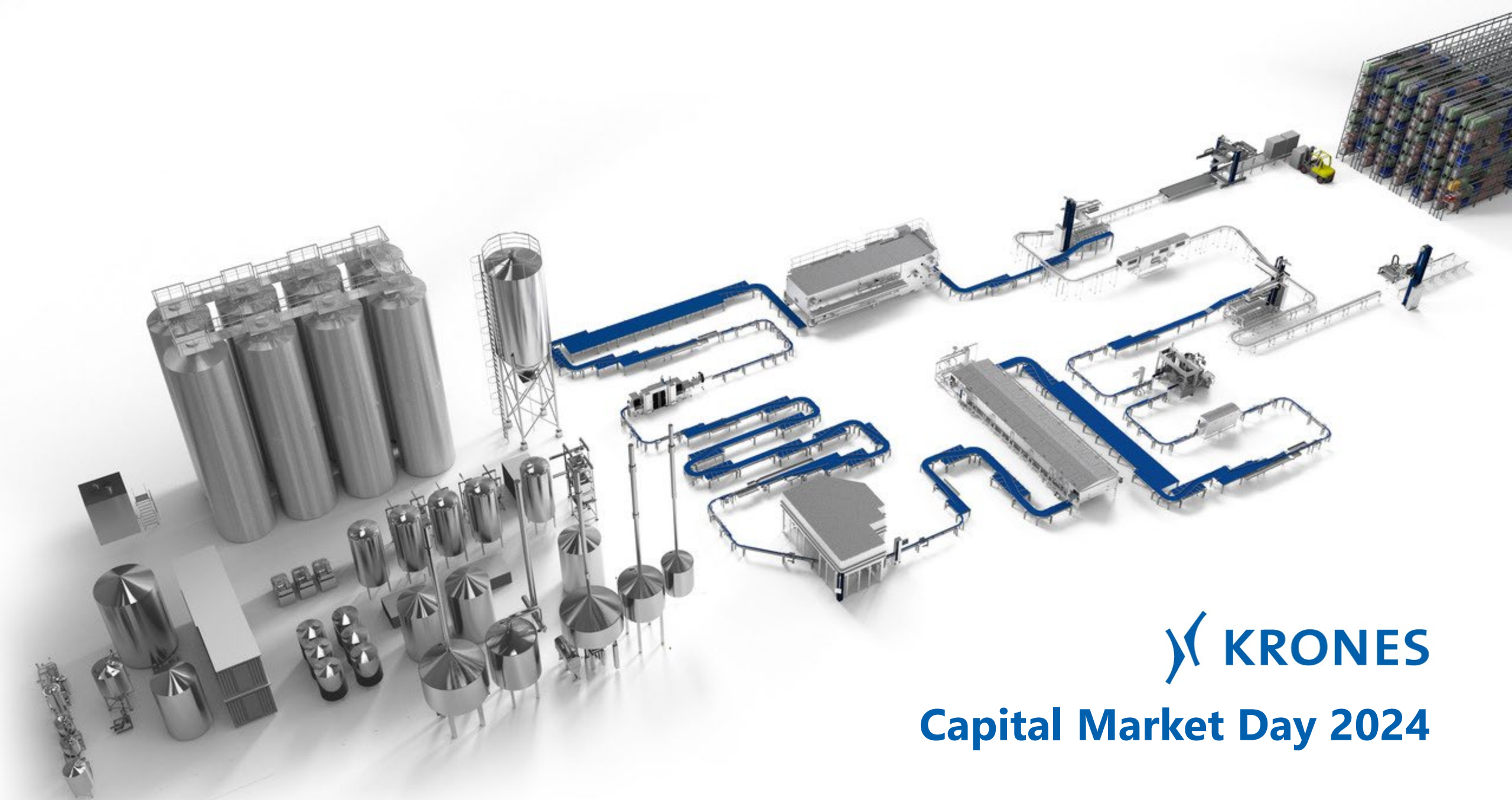
- ✓ **Leading position** in stable and growing food and beverage market
- ✓ **Resilient business model:** complete solution provider with a strong service business and a broad global footprint
- ✓ **Technology & innovation leader** in filling and packaging with strong focus on customer needs
- ✓ Excellent 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**





08

Q&As



 **KRONES**
Capital Market Day 2024



Thank you
for your attention!

Financial calendar 2024 and 2025



July 31, 2024	Conference Call Group Quarterly statement for the period from 1 January to June 30, 2024
November 5, 2024	Conference Call Group Quarterly statement for the period from 1 January to September 30, 2024
February 20, 2025	Conference Call Group Preliminary figures for the period from 1 January to December 31, 2024
May 9, 2025	Conference Call Group Quarterly statement for the period from 1 January to March 31, 2025
July 30, 2025	Conference Call Group Quarterly statement 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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