

# GEA GROUP AG

Roadshow presentation

March 2025

GEA



# Disclaimer

This presentation contains forward-looking statements. Forward-looking statements may include, in particular, statements about future events, future financial performance, plans, strategies, expectations, prospects, competitive environment, regulation and supply and demand. Statements with respect to the future are characterized by the use of words such as "expect", "intend", "plan", "anticipate", "believe", "estimate" and similar terms. Forward-looking statements are based on our current assumptions and forecasts. These statements naturally entail risks and uncertainties, which may cause the actual results of operations, financial position or performance to diverge materially from the estimates given here. Factors that could cause such a divergence include, inter alia, changes in the economic and business environment, fluctuations in exchange rates and interest rates, launches of competing products, poor acceptance of new products or services, and changes in business strategy. Given these uncertainties, readers should not put undue reliance on any forward-looking statements. We undertake no obligation to update or revise any forward-looking statements.

Due to rounding, the sum of percentages of order intake and sales by region as well as by customer industry may vary from 100%.

# GEA Group at a glance

**FY  
2024**

Employees



**18,347**

full-time equivalents

Revenue



**5,422**

EUR million

EBITDA  
before restructuring  
expenses



**837**

EUR million

EBITDA  
before restructuring  
expenses



**15.4**

percentage of  
revenue

Order intake



**5,553**

EUR million

# GEA Group – a compelling investment



1

**Leading positions** in attractive and resilient markets

2

**Sustainability pioneer**

3

**Mission 30:** Ambitious plan for **growing and highly profitable business**

4

**Strong Free Cash Flow** generation potential

5

**Attractive shareholder return**

# GEA Group – what we do

① Leading positions in attractive and resilient markets

## Food

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**Every 4<sup>th</sup> package of spaghetti** is processed with GEA technology



**World's 1<sup>st</sup> cultivated meat production plant** for the production of chicken fat cells



**Every 3<sup>rd</sup> chicken nugget** is produced using GEA technology

## Beverage

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**Every 2<sup>nd</sup> liter of beer** is brewed with the aid of systems and process solutions from GEA



**One quarter of processed milk** comes from GEA production systems



**Every 3<sup>rd</sup> process line** for instant coffee was installed by GEA

## Pharma

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**Every 4<sup>th</sup> liter of human blood** for making plasma-derived products is processed using GEA equipment



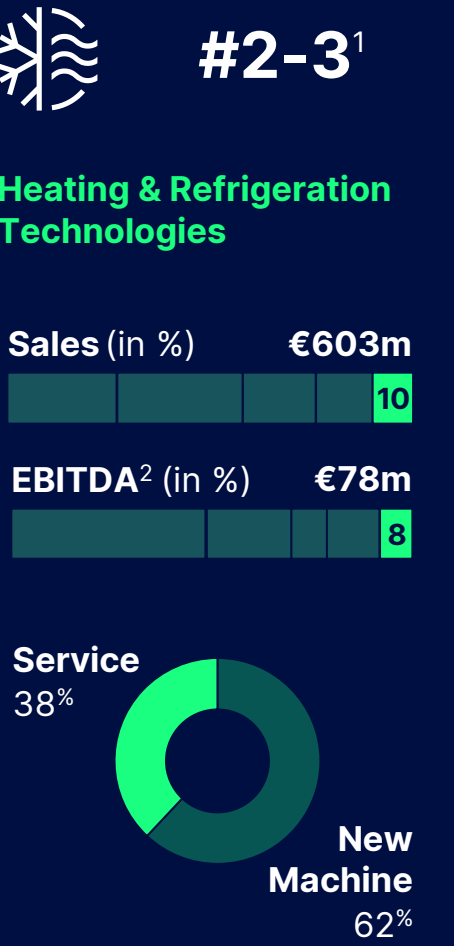
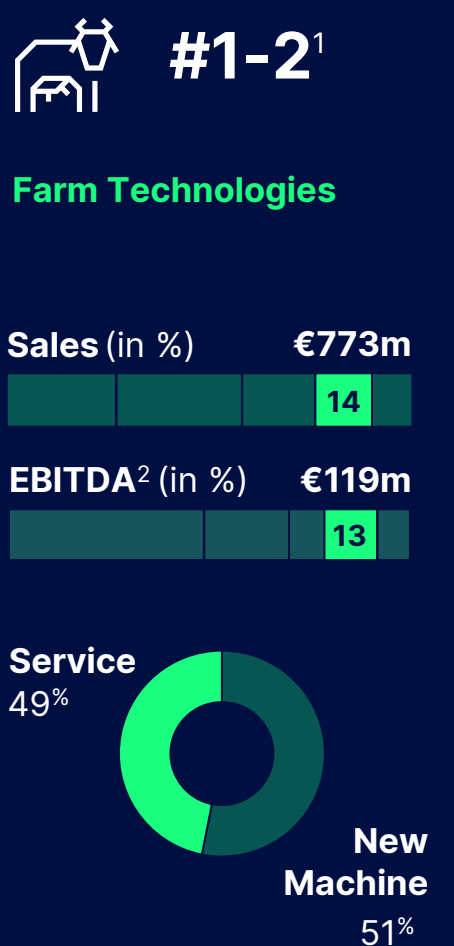
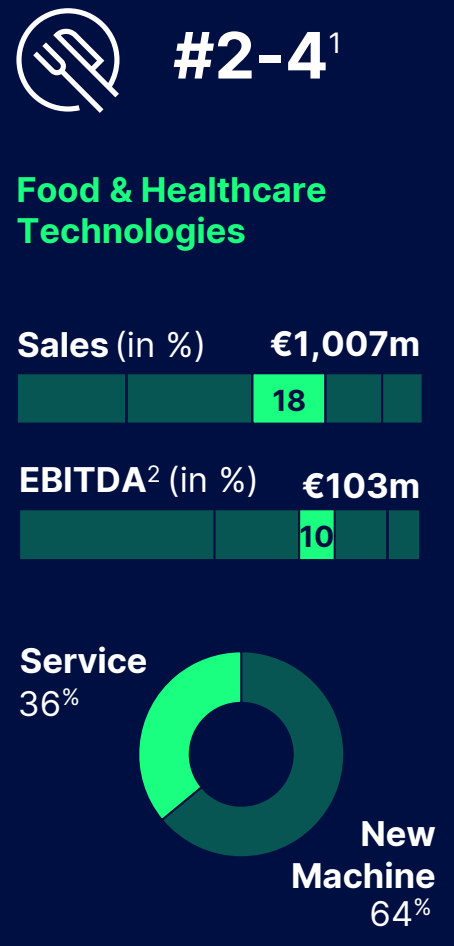
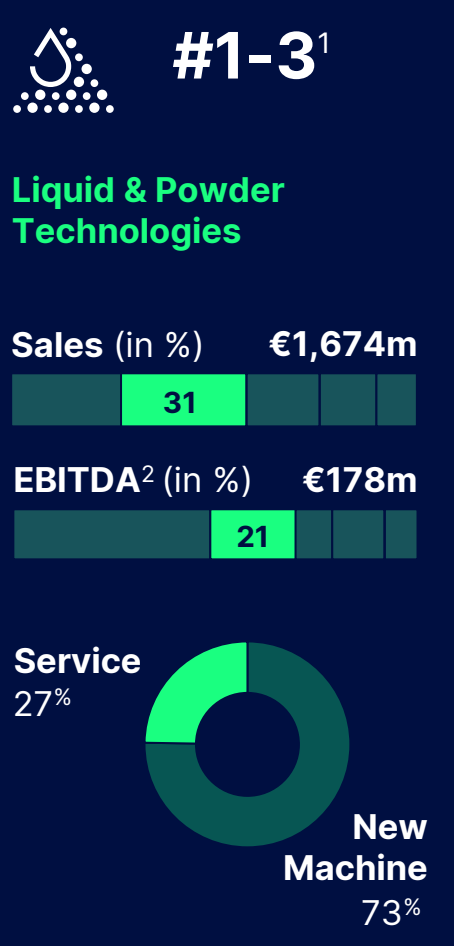
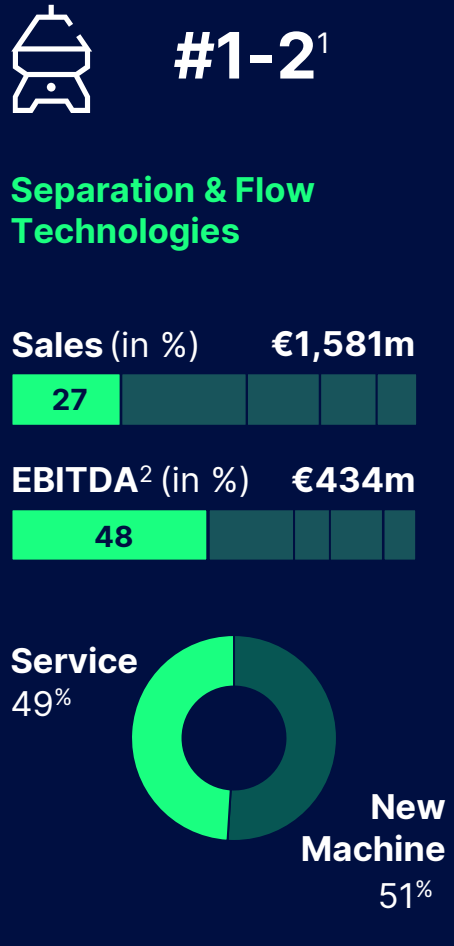
**Every 2<sup>nd</sup> pharma separator** is made by GEA



**Every 2<sup>nd</sup> tablet to treat cancer** is made on GEA equipment

# GEA Group – leading market positions across all divisions

① Leading positions in attractive and resilient markets

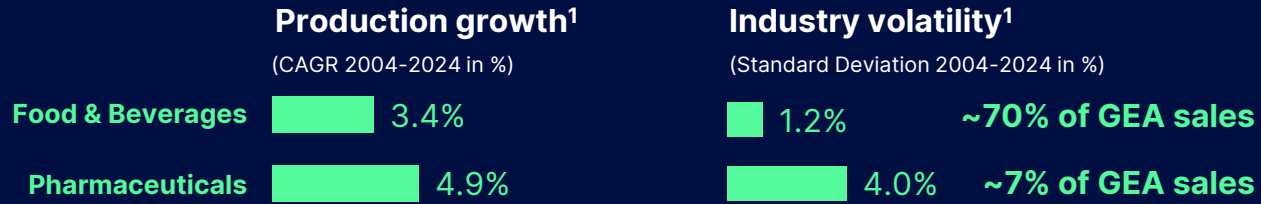


<sup>1</sup> Market Position | <sup>2</sup> Before restructuring expenses | Figures based on 2024 numbers

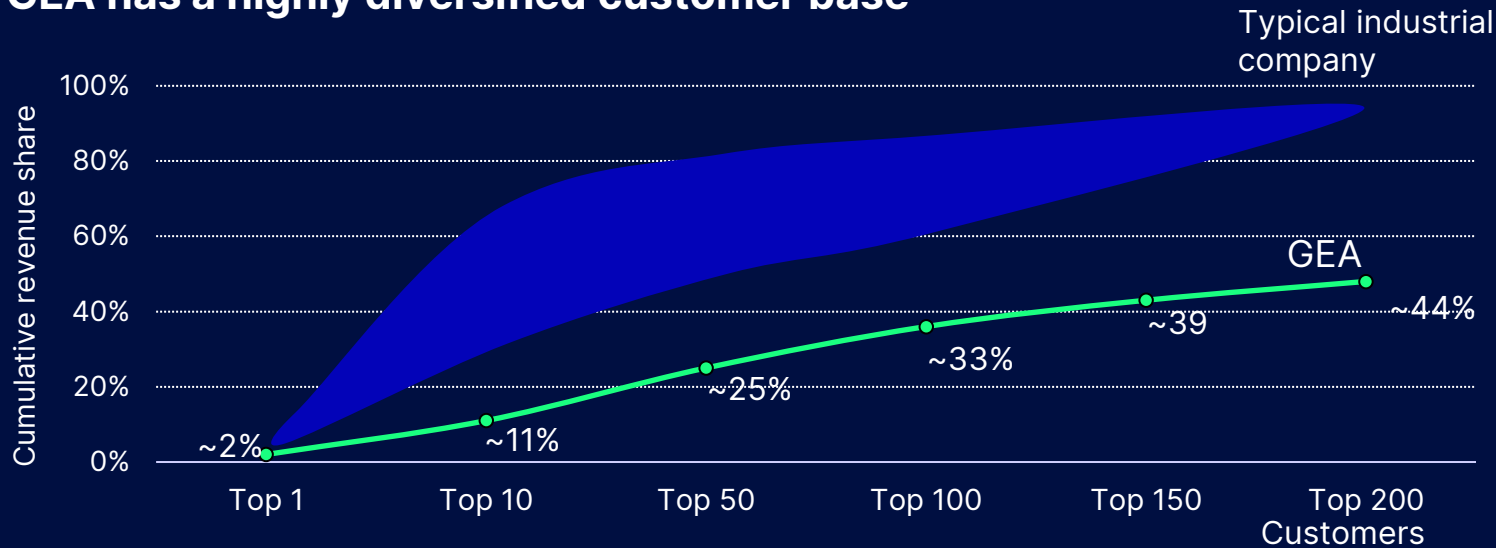
# GEA Group – diversification as key to success

① Leading positions in attractive and resilient markets

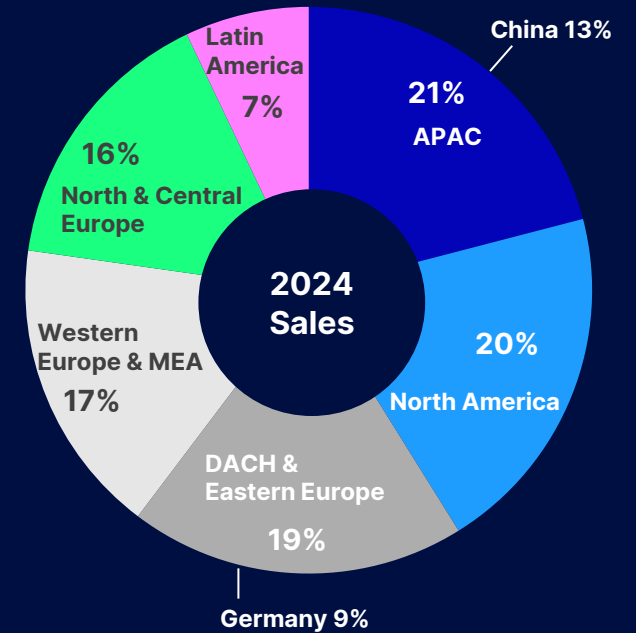
GEA’s key customer industries are very stable, reliable and growing



GEA has a highly diversified customer base



Balanced regional profile



<sup>1</sup> Source: Oxford Economics per 03/2025; Global production real value-added output in USD (expressed in constant prices)

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**Attractive shareholder return**



# GEA – Pioneer in Sustainability

## Comprehensive ESG strategy with a clear pathway to Net Zero by 2040

Net Zero target by 2040 validated by SBTi

## First company in the DAX index family with Say on Climate vote

98.4% shareholder approval for our Climate Transition Plan 2040 at the AGM in 2024

## External recognition of Sustainability leadership

Top rankings from renowned rating agencies; member of the Dow Jones Best-in-Class World Index

## Sustainability criteria for our suppliers already introduced in 2022

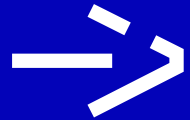
A-suppliers<sup>1</sup> must comply with ambitious sustainability criteria by 2030

## Top management incentivized on ESG targets

GEC<sup>2</sup> LTI includes scope 1-3 reduction; top 150 managers rewarded on Add Better sales

<sup>1</sup>~80% annual purchasing volume | <sup>2</sup>The Global Executive Committee (GEC) is the management body comprising the Division CEOs, Regional CEOs, Chief Sustainability Officer and the Chief Human Resources Officer, alongside the members of the Executive Board

# Processes of our customers are highly energy consuming



With our R&D activities we aim to provide our customers with sustainable solutions to future-proof their business

## Develop more resource-efficient solutions



Launch resource-efficient products



Energy efficiency through digital solutions



Heat & energy recovery solutions

## Phase out fossil fuel



Electrification of the existing product portfolio



Use of alternative fuels

## Ensure internal capabilities



Train our employees towards sustainability



Foster cross-divisional innovation



Fully integrate sustainability into product development process



# Low-carbon heat network for HEINEKEN brewery

2 Sustainability pioneer

GEA supplies HEINEKEN Manchester site with **heat pump solution** and **supports its net zero ambition** across its production sites by 2030 (Scope 1 and 2).

In 2030, we expect for the **decarbonization** of the process industry an **order intake** of **more than €300m.**

Impact per year<sup>1</sup>

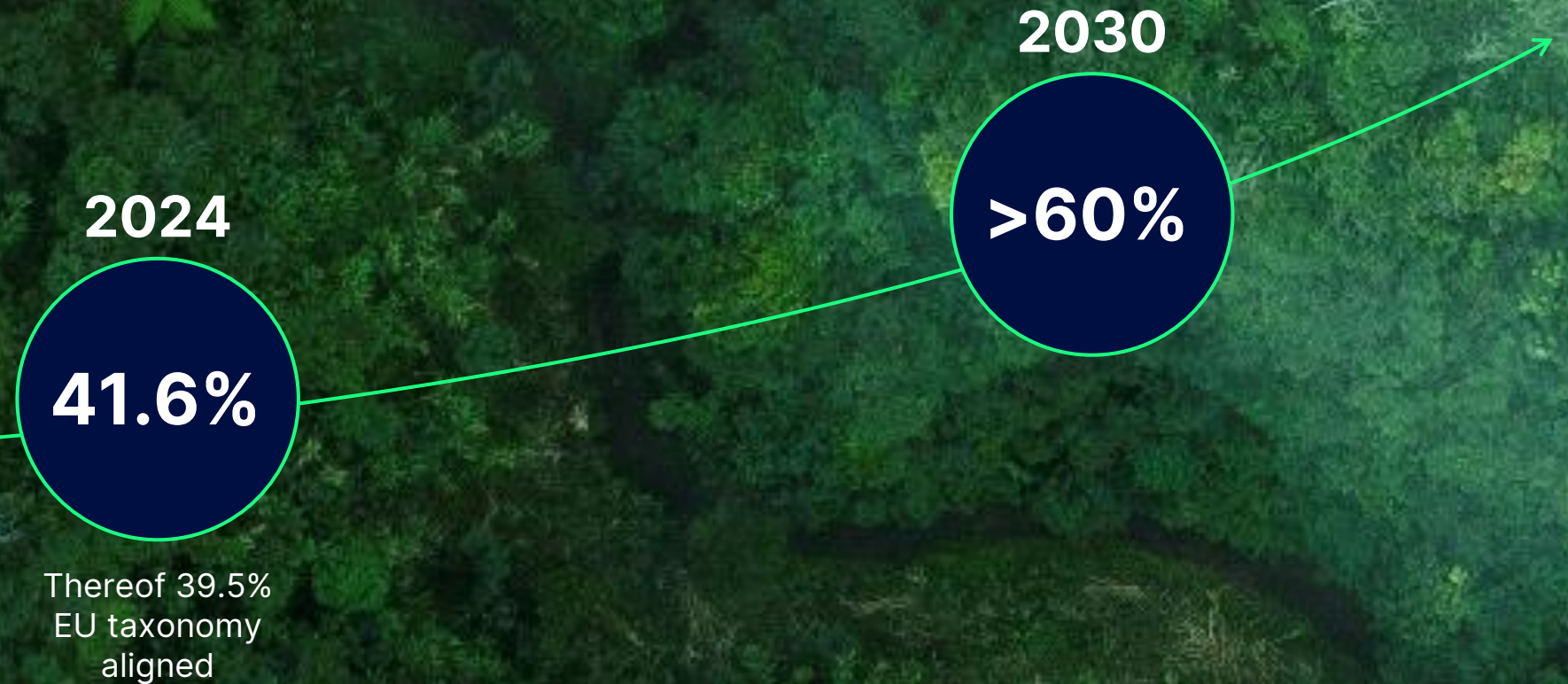
**5,432** t CO<sub>2</sub>e

**IMPACT.**

<sup>1</sup> Saved emissions



# Our commitment at GEA is to increase the share of sustainable solutions<sup>1</sup>



<sup>1</sup> The basis for calculating the share of sustainable solutions sales is the aggregation of sales from the Add Better portfolio, solutions that are classified as sustainable in accordance with the regulatory requirements of the European Union, which include New Food, and our so-called Scope 4 products

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**Strong Free Cash Flow** generation potential

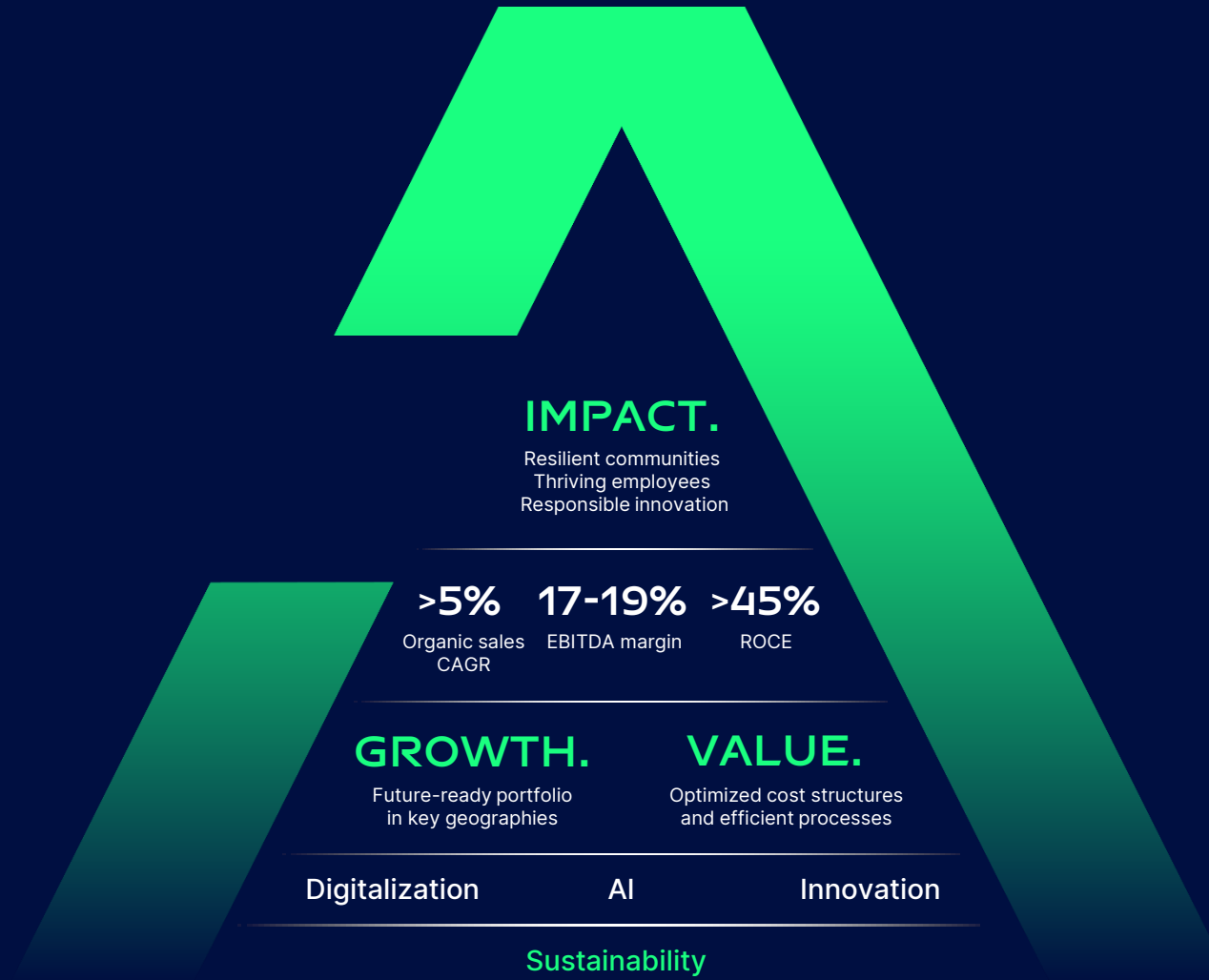
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**Attractive shareholder return**

# Mission 30: Our plan for enduring success

③ Mission 30: Ambitious plan for growing and highly profitable business

**MISSION 30**  
GROWTH. VALUE. IMPACT.



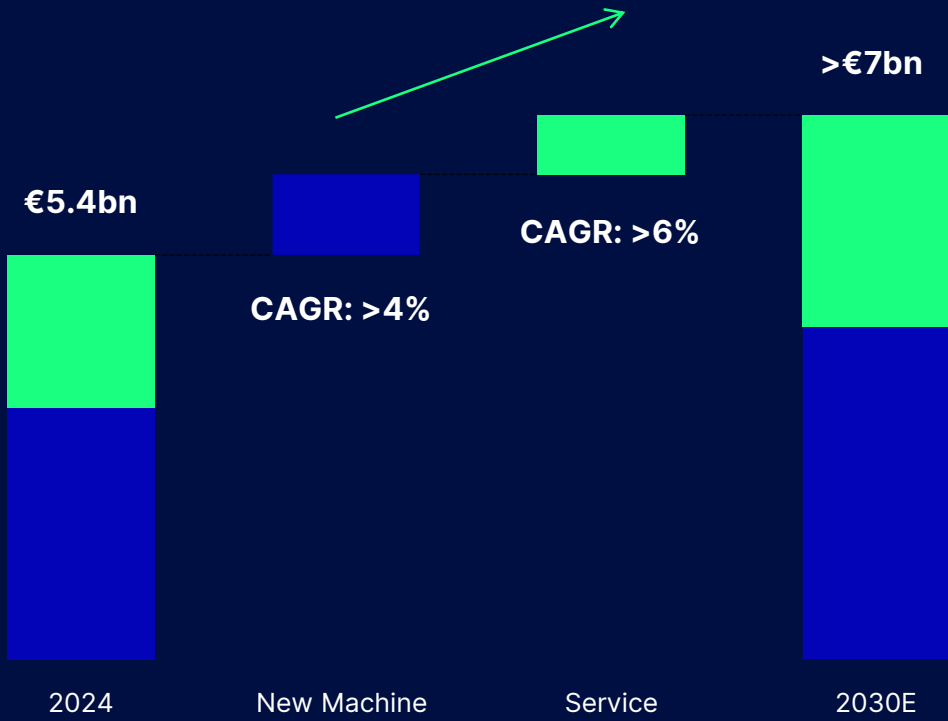


# Concrete initiatives to drive GROWTH. ...

## ③ Mission 30: Ambitious plan for growing and highly profitable business

Organic sales CAGR<sup>1</sup>

>5%



Share of **sustainable solutions** sales<sup>2</sup> to grow from **41.5% in 2023 to >60%**



**Service sales** to increase from ~€2.0bn in 2024E to **~€2.9bn in 2030E**



Order Intake from **New Food** to **exceed €400m** per year by 2030E



Clear plan for **above average growing verticals**



**GEA Digital sales** to grow from ~€70m in 2023 to **>€200m in 2030E**



**Vitality index** to reach 30% by 2030E

<sup>1</sup> Currency and portfolio adjusted | <sup>2</sup> The basis for calculating the share of sustainable solutions sales is the aggregation of sales from the Add Better portfolio, solutions that are classified as sustainable in accordance with the regulatory requirements of the European Union, which include New Food, and our so-called Scope 4 products

# ... and VALUE.

③ Mission 30: Ambitious plan for growing and highly profitable business

## EBITDA margin increase of

# ~3pp



### GROWTH.



Growing **Service business (CAGR >6%)** will contribute to further **volume & margin expansion**



Increase of **digital solutions** & launch of **new products** as well as **operating leverage**

### VALUE.



**COGS program** with substantial impact until 2030E with **~€120m EBITDA contribution**



Reduction of **G&A ratio** will lead to an **EBITDA improvement of ~€100m in 2030E**

### OTHER



Higher costs due to **regulation & inflation** as well as investments in **sustainability & innovation**

<sup>1</sup> Before restructuring expenses until 2026



# COGS Program to deliver substantial impact

③ Mission 30: Ambitious plan for growing and highly profitable business

Functional areas



**Production**

Core Programs

Production Optimization

NextGen Production

Workforce Productivity



**Engineering &  
Procurement**

Direct Procurement Excellence

Value Engineering

Engineering Efficiency

Project Excellence



**Supply Chain**

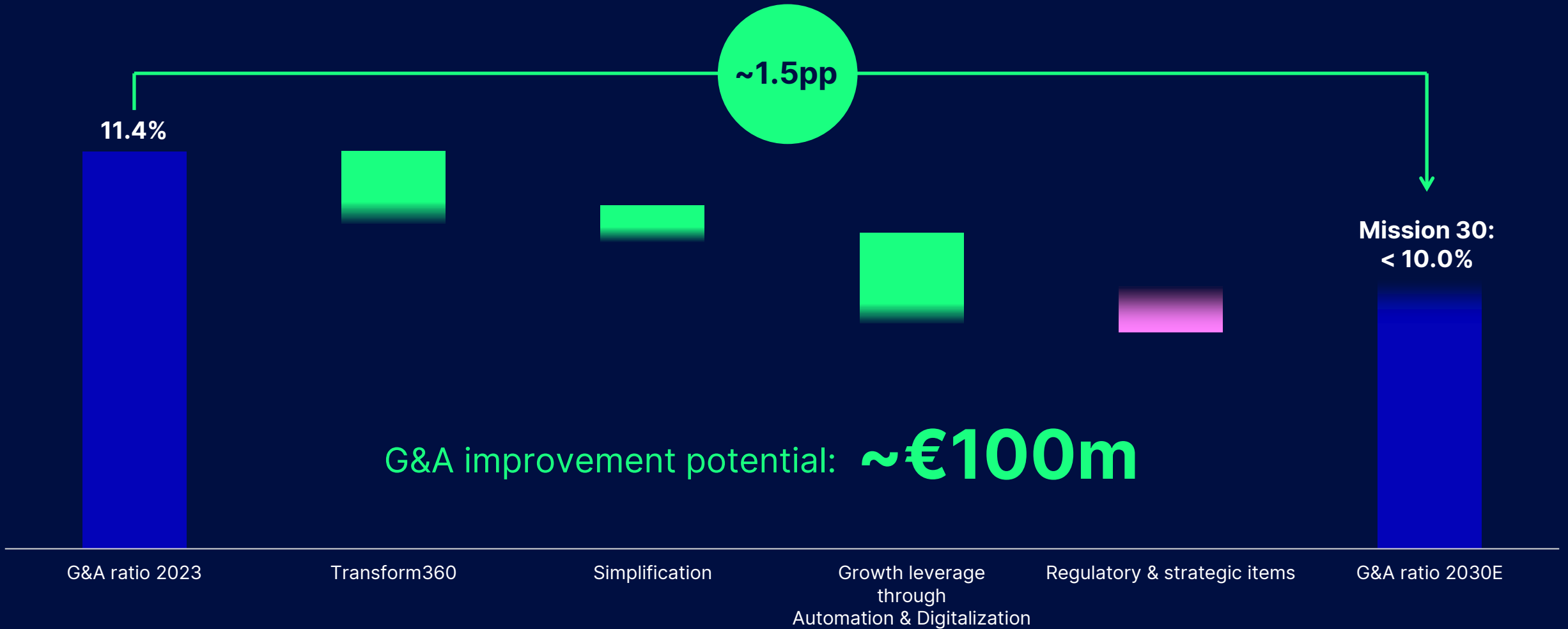
Supply Chain Cost Optimization

**~€120m**

**net EBITDA contribution**  
by 2030E

# G&A improvements will significantly contribute to profitability

③ Mission 30: Ambitious plan for growing and highly profitable business



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**Strong Free Cash Flow** generation potential

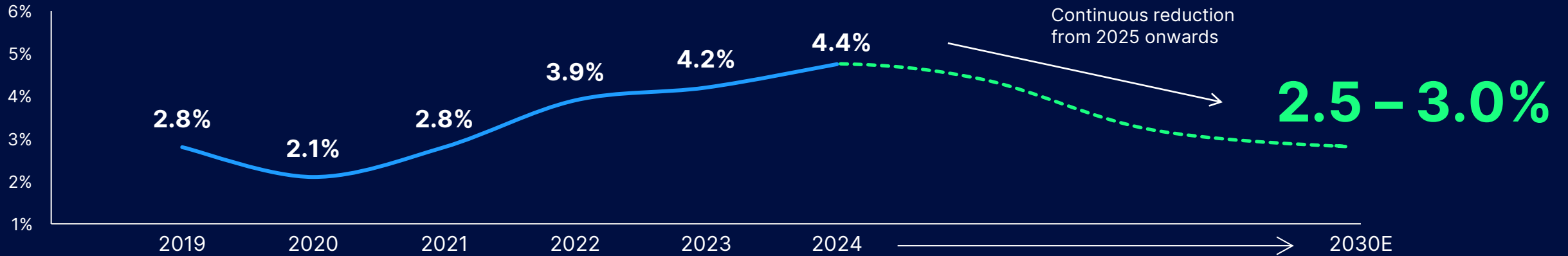
5

**Attractive shareholder return**

# Efficient and value-generating capex investment

## 4 Strong Free Cash Flow generation potential

Capex/Sales ratio (%)



Capex (€m)

137	98	130	204	228	237
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Factory of the Future in Koszalin, Poland



Homogenizer site in Parma, Italy



Pharmaceutical technology center in Elsdorf, Germany

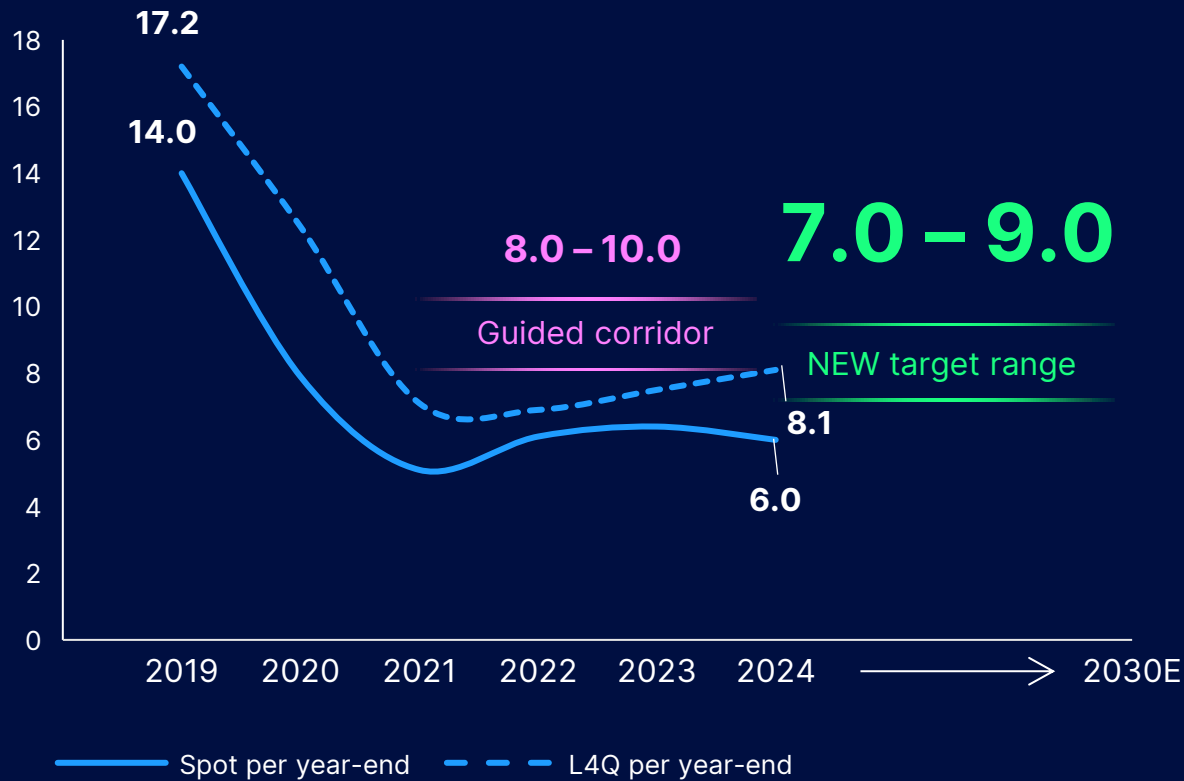


**More efficient capex policy due to status of asset portfolio quality**

# NWC will continue to improve and contribute to ...

## ④ Strong Free Cash Flow generation potential

### NWC/Sales ratio (%)



### Active Net Working Capital management

- Significant improvement of all Net Working Capital elements since 2019
- Since the end of 2021, ongoing management of headwinds due to global supply chain disruptions and required safety stocks
- Consistently delivered on NWC targets over the last years
- Significant progress in inventory reduction in 2024

# ... a significant impact on Free Cash Flow

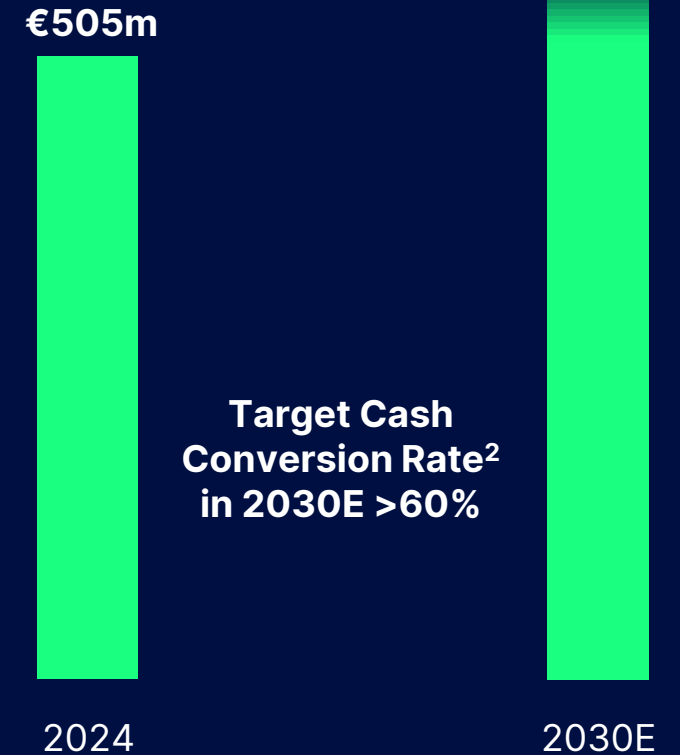
4 Strong Free Cash Flow generation potential

Free Cash Flow (2019-2023):  
**€2.2bn**



Higher Free Cash Flow due to higher EBITDA, lower CAPEX and NWC improvement

Free Cash Flow (2024-2030E):  
**>€4bn**



<sup>1</sup> Before restructuring | <sup>2</sup> Cash conversion rate (CCR) is defined as EBITDA of the last 4 quarters divided by FCF of the last 4 quarters. Until 2026 the CCR is adjusted for restructuring

# Disciplined capital allocation supporting GROWTH. and VALUE.

## ④ Strong Free Cash Flow generation potential



**Commitment  
to investment  
grade rating**

### CAPEX

- Efficient and value-generating capital expenditure
- Support GROWTH.

### Dividends

- Attractive dividend payouts
- VALUE. for shareholders: will benefit from rising earnings

### M&A

- ~€2bn firepower for external GROWTH.
- Strengthening portfolio in Food, Beverage, Pharma

### Share buyback

- VALUE. for shareholders: €400m share buyback until early 2025
- Use of excess cash

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**Attractive shareholder return**



# Our shareholders participate in our success

## 5 Attractive shareholder return

### Dividend per share (€)<sup>1</sup>



Net profit payout ratio<sup>2</sup>: **45%** **36%** **38%** **43%**

### Updated dividend policy

- Distribute approx. 50% of net profit (as reported)
- Dividend expected to increase YoY to reflect higher profitability

### Cash-out share buybacks (€m)



### View on share buybacks

- Executed and initiated share buyback of €700m equals ~10% market cap
- All purchased shares will be cancelled

<sup>1</sup> Dividend payments respectively for the preceding fiscal year | <sup>2</sup> Net profit payout ratio is currently based on net profit before restructuring expenses |

<sup>3</sup> €400m buyback program started in Nov 2023 and is planned to be completed by April 2025 | <sup>4</sup> Thereof €50m cash-out for share buyback program announced in November 2023

# Total shareholder return since 2019

5 Attractive shareholder return



GEA's share price performance is calculated on a total return basis incl. dividends to ensure comparability with the according indices | Timeline for total shareholder return starting January 2019 until 3<sup>rd</sup> March 2025

# Q4 2024 RESULTS

# GEA with strong financial KPIs in FY 2024

	FY 2024	FY 2023	Δ YoY
Order Intake	€5,553m	€5,469m	+1.5% +4.6% organic
Sales	€5,422m	€5,373m	+0.9% +3.7% organic
EBITDA <sup>1</sup> EBITDA <sup>1</sup> margin	€837m 15.4%	€774m 14.4%	+8.1% +1.0%p
ROCE <sup>1,2</sup>	33.8%	32.7%	+1.1%p
Dividend per Share	€1.15 <sup>3</sup>	€1.00	+15.0%

<sup>1</sup> Before restructuring expenses | <sup>2</sup> Capital Employed as average of L4Q | <sup>3</sup> Proposal to the AGM for fiscal year 2024

# Executive Summary Q4 2024

Strong top-line growth & significant margin improvement

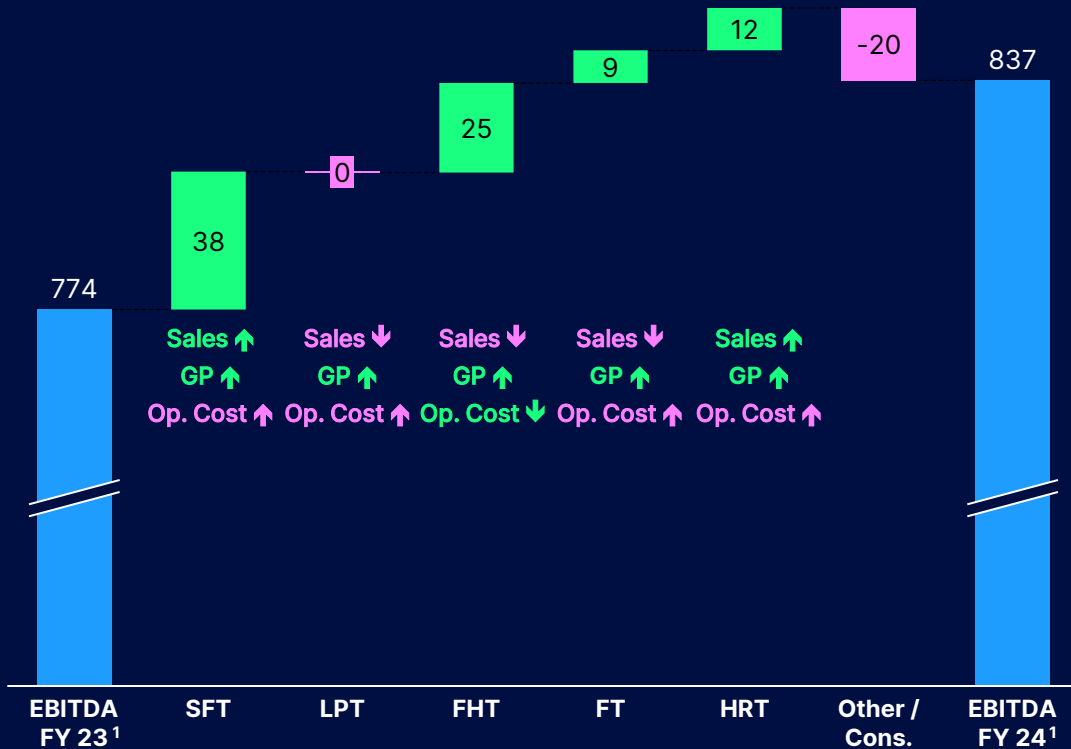
€m	Q4 24	Q4 23	Δ reported	Δ organic	
<b>Order intake</b>	<b>1,598</b>	<b>1,260</b>	<b>26.8%</b>	<b>29.3%</b>	Seven large orders (>€15m) totaling €230m vs. two large orders in Q4 23 of €41m; strong development in orders <€1m continued
<b>Sales</b>	<b>1,508</b>	<b>1,409</b>	<b>7.0%</b>	<b>8.7%</b>	Growth in both, new machine and service sales
<b>EBITDA<sup>1</sup></b> <b>EBITDA<sup>1</sup> margin</b>	<b>239.1</b> <b>15.9%</b>	<b>204.0</b> <b>14.5%</b>	<b>17.2%</b> <b>1.4%p</b>		EBITDA <sup>1</sup> expansion driven by higher gross profit <sup>1</sup>
<b>EBIT<sup>1</sup></b>	<b>173.5</b>	<b>143.4</b>	<b>21.0%</b>		
<b>ROCE<sup>1,2</sup></b>	<b>33.8%</b>	<b>32.7%</b>	<b>1.1%p</b>		EBIT <sup>1</sup> increased stronger than capital employed <sup>2</sup> over L4Q
<b>Net liquidity<sup>3</sup></b>	<b>343.5</b>	<b>371.2</b>	<b>-7.5%</b>		Strong cash generation offsets €230m cash outflow on the share buyback program and €169m dividend payment

<sup>1</sup> Before restructuring expenses | <sup>2</sup> Capital Employed as average of the last 4 quarters | <sup>3</sup> Net liquidity at the end of Q4 2024 including lease liabilities of €191m (Q4 2023: €155m)

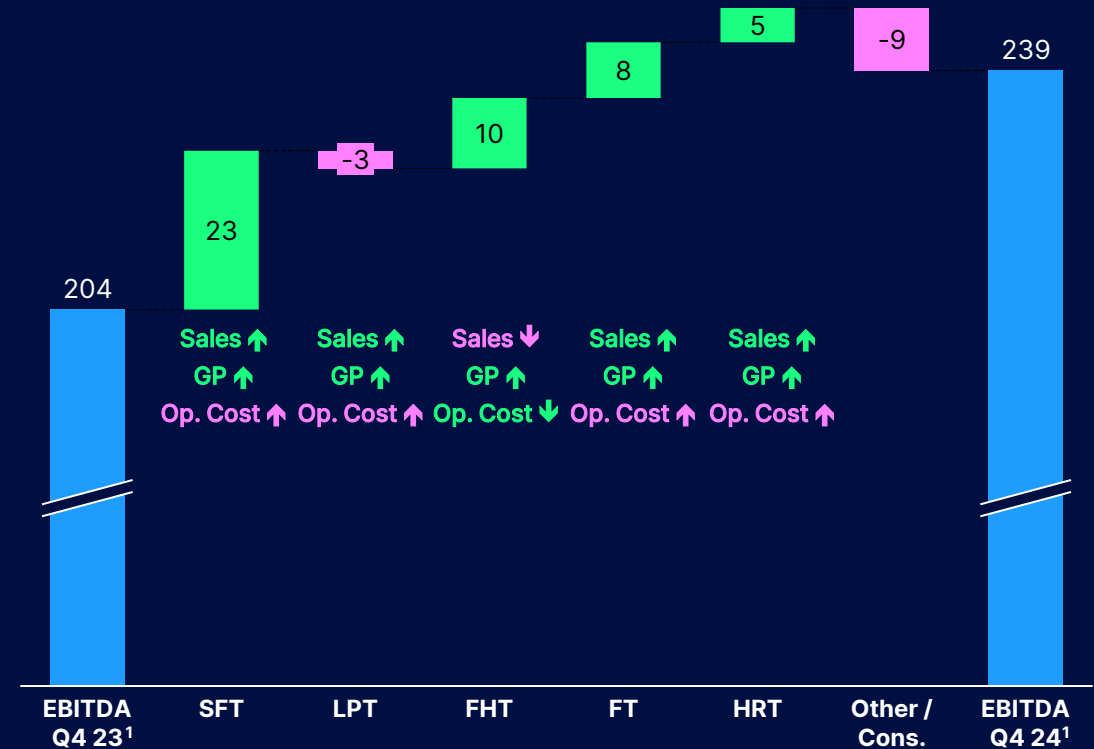
# Strong EBITDA<sup>1</sup> performance in FY 24 and Q4 2024

All divisions with an increase in gross profit

FY 24 EBITDA<sup>1</sup> growth contribution by divisions in €m



Q4 24 EBITDA<sup>1</sup> growth contribution by divisions in €m



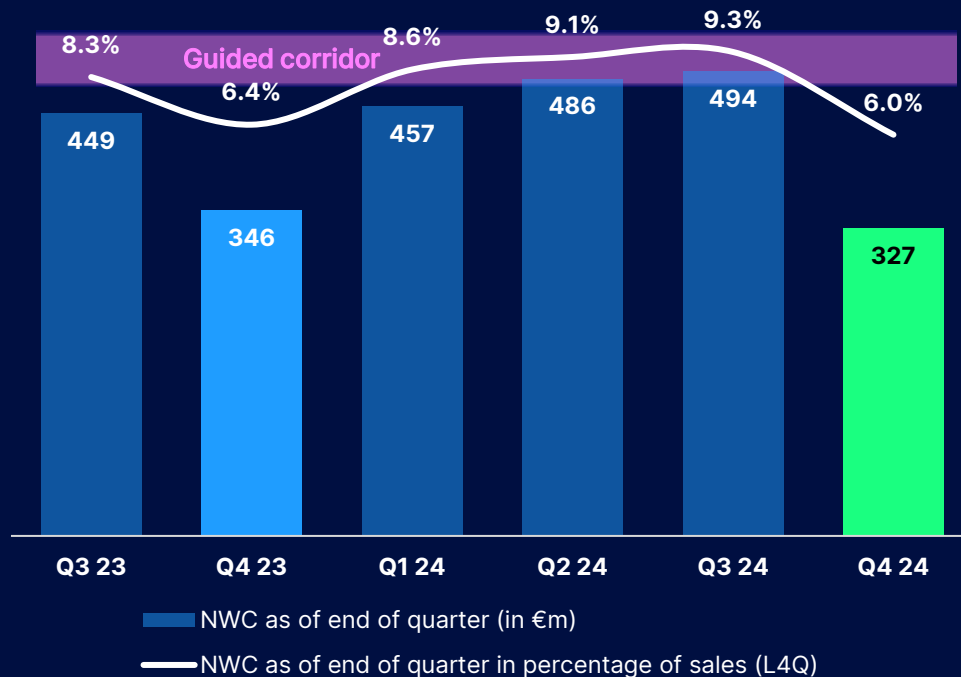
<sup>1</sup> Before restructuring expenses

GP<sup>1</sup> = Gross Profit<sup>1</sup>; Operating Cost defined as difference between GP<sup>1</sup> and EBITDA<sup>1</sup>

# Strong Net Working Capital performance

NWC/sales ratio better than guided corridor

- NWC down YoY driven by strong reduction in inventories
- QoQ NWC reduction mainly due to a combination of lower inventories and higher trade payables overcompensating the increase in trade receivables
- NWC ratio at 6.0% outperformed the guided corridor of 8.0 – 10.0%



(in €m)

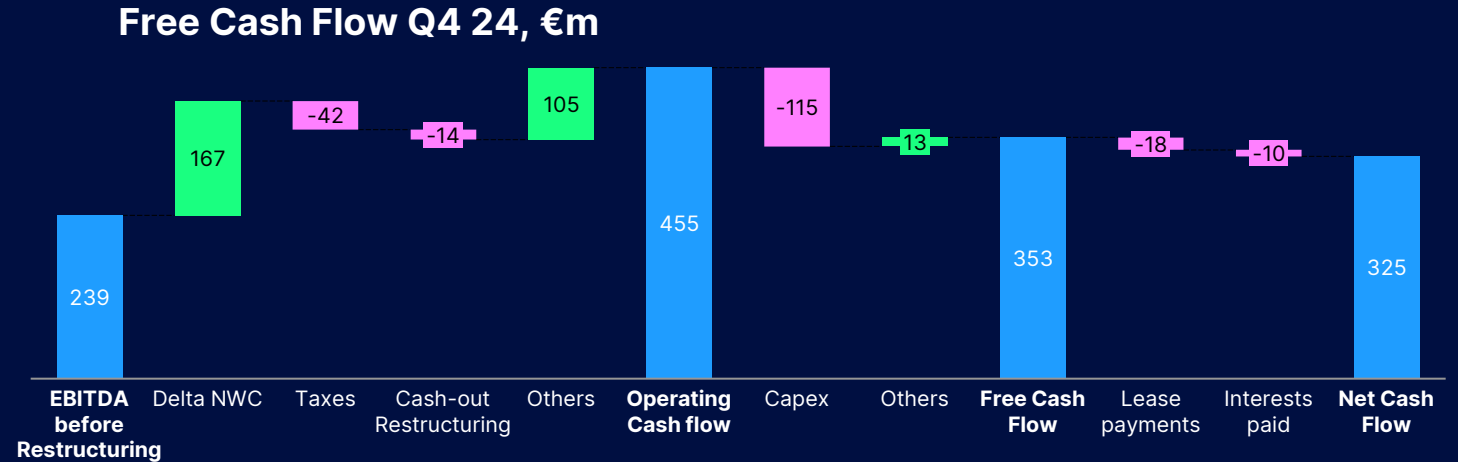


# Strong cash generation in Q4 2024

Free cashflow at record level

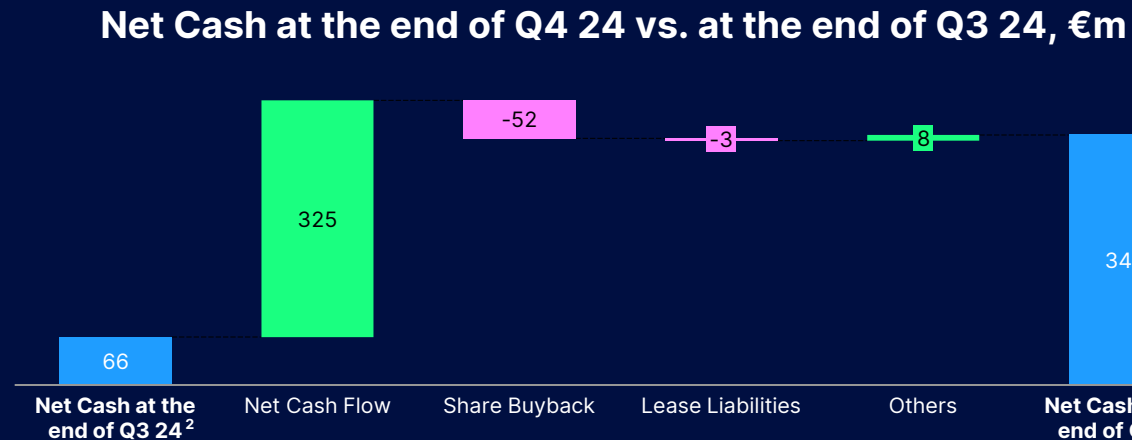
## FCF

- NWC €167m: inflow driven by higher trade payables and lower inventories
- Others €105m: mainly related to provisions for bonuses
- Record FCF of €353m



## Net Cash

- Almost €280m higher than at the end of Q3 despite €52m cash-out for the share buyback program

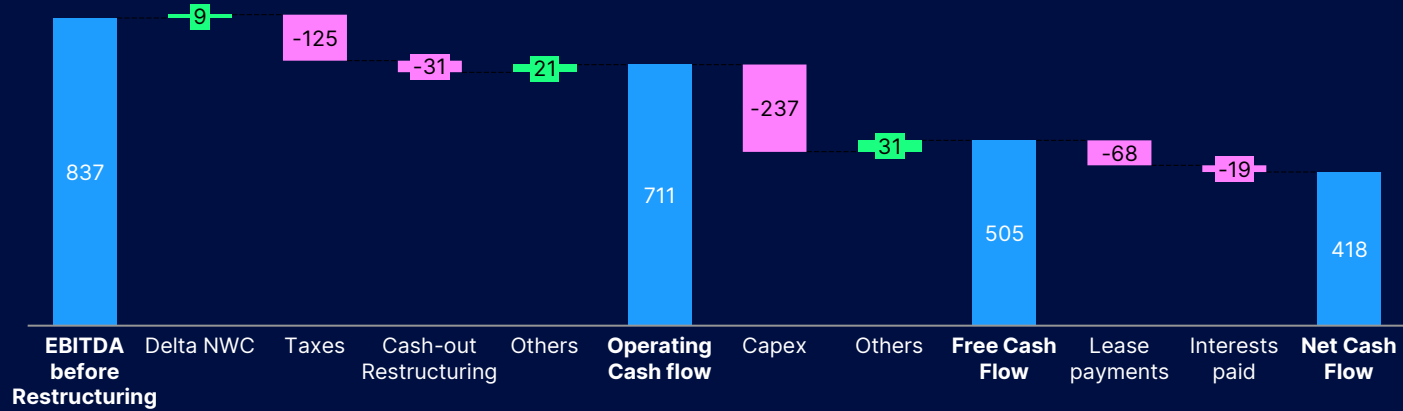


<sup>1</sup> Before restructuring expenses | <sup>2</sup> Including lease liabilities of €191m at the end of Q4 2024 and €188m at the end of Q3 2024

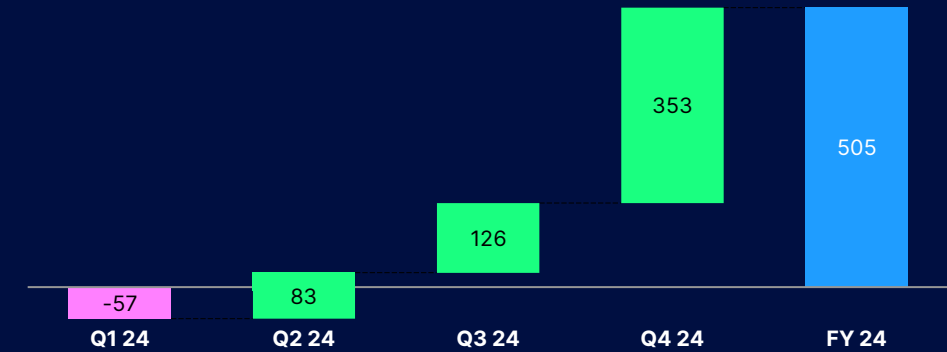


# Strong cash conversion<sup>1</sup> of 64% in L4Q

Free Cash Flow FY 24, €m



FCF generation during FY 24, €m



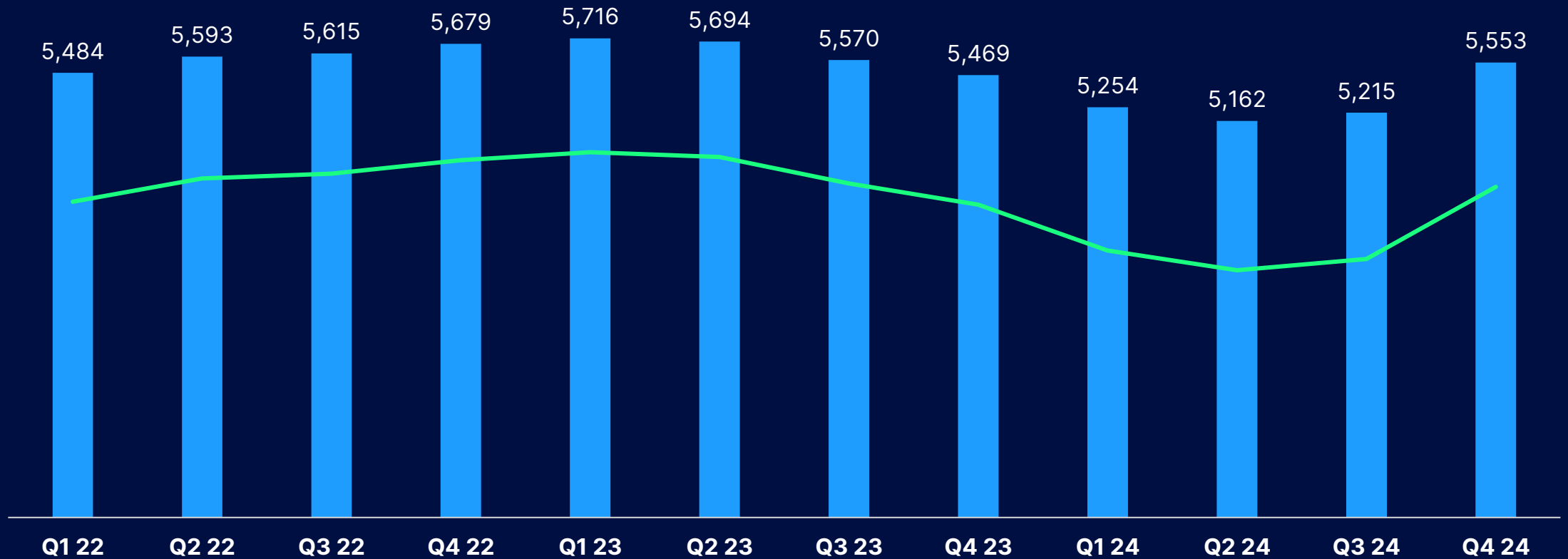
## FCF conversion ratio<sup>1</sup> (L4Q)

- 64% of EBITDA<sup>1</sup> converted into FCF<sup>1</sup> in L4Q
- Strongly improved from 50% cash conversion ratio<sup>1</sup> in FY 23

<sup>1</sup> Before restructuring expenses

# Good order intake development

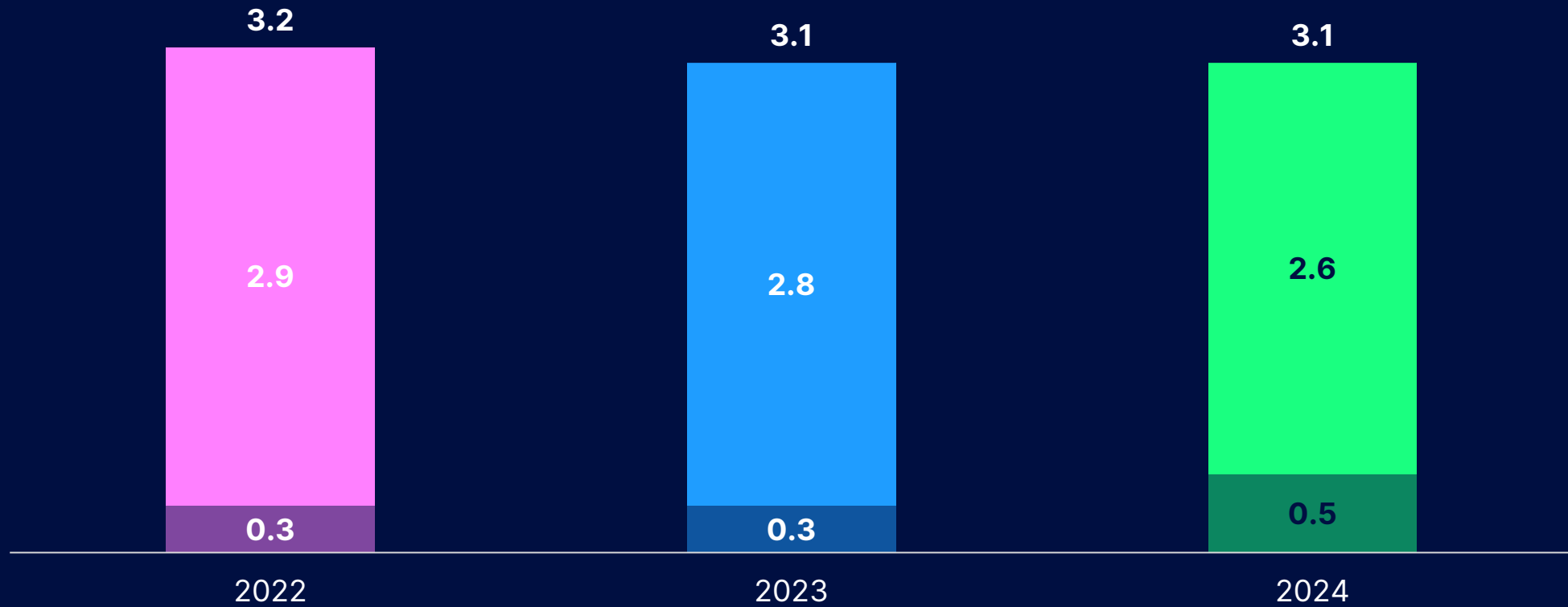
Order intake rolling L4Q in €m



# Order backlog at €3.1bn on prior years' level

>80% sales conversion in 2025

(in €bn)



■ Order backlog sales conversion in 2023   ■ Order backlog sales conversion in 2024   ■ Order backlog sales conversion in 2025  
■ Order backlog sales conversion after 2023   ■ Order backlog sales conversion after 2024   ■ Order backlog sales conversion after 2025

# Guidance for FY 2025

## Organic sales growth

(currency and portfolio adjusted)

% YoY

**1.0-4.0**

**(FY 2024: 3.7%)**

## EBITDA margin

(Before restructuring expenses)

%

**15.6-16.0**

**(FY 2024: 15.4%)**

## ROCE<sup>1</sup>

(Before restructuring expenses)

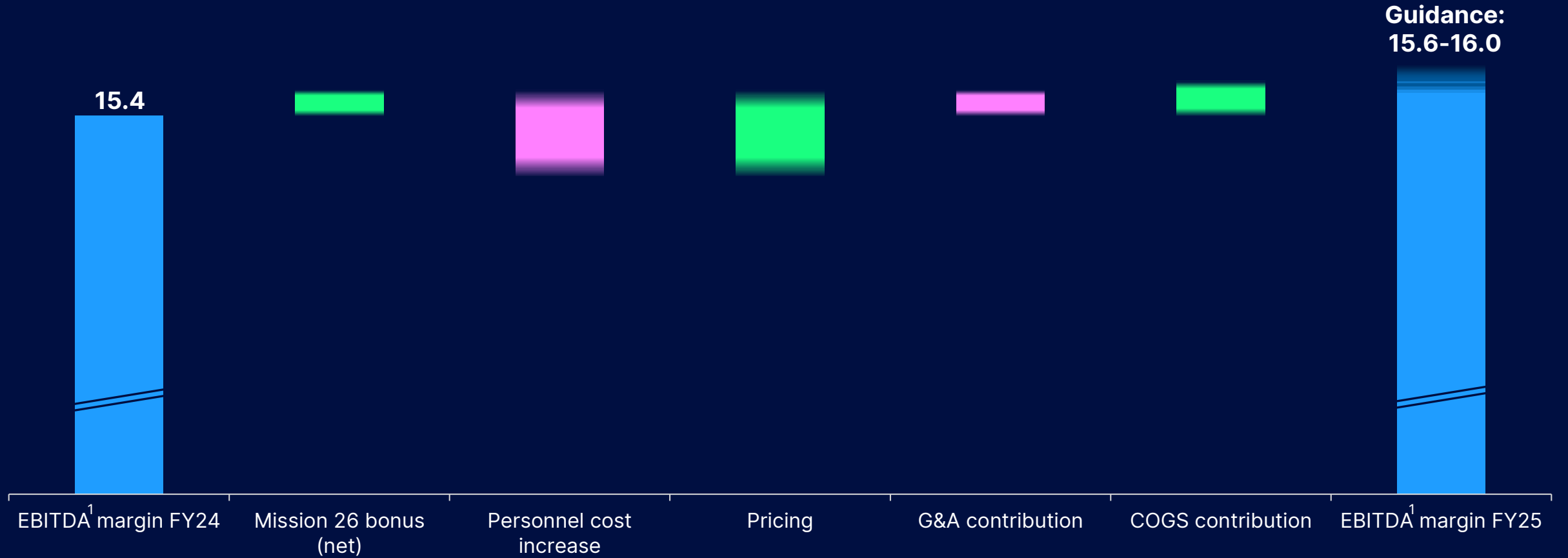
%

**30.0-35.0**

**(FY 2024: 33.8%)**

For divisional guidance please refer to slide 38 in the appendix | <sup>1</sup> Capital Employed as average of the last 4 quarters.

# EBITDA<sup>1</sup> margin bridge FY 2025 in %



<sup>1</sup> Before restructuring expenses

# Divisional guidance FY 2025

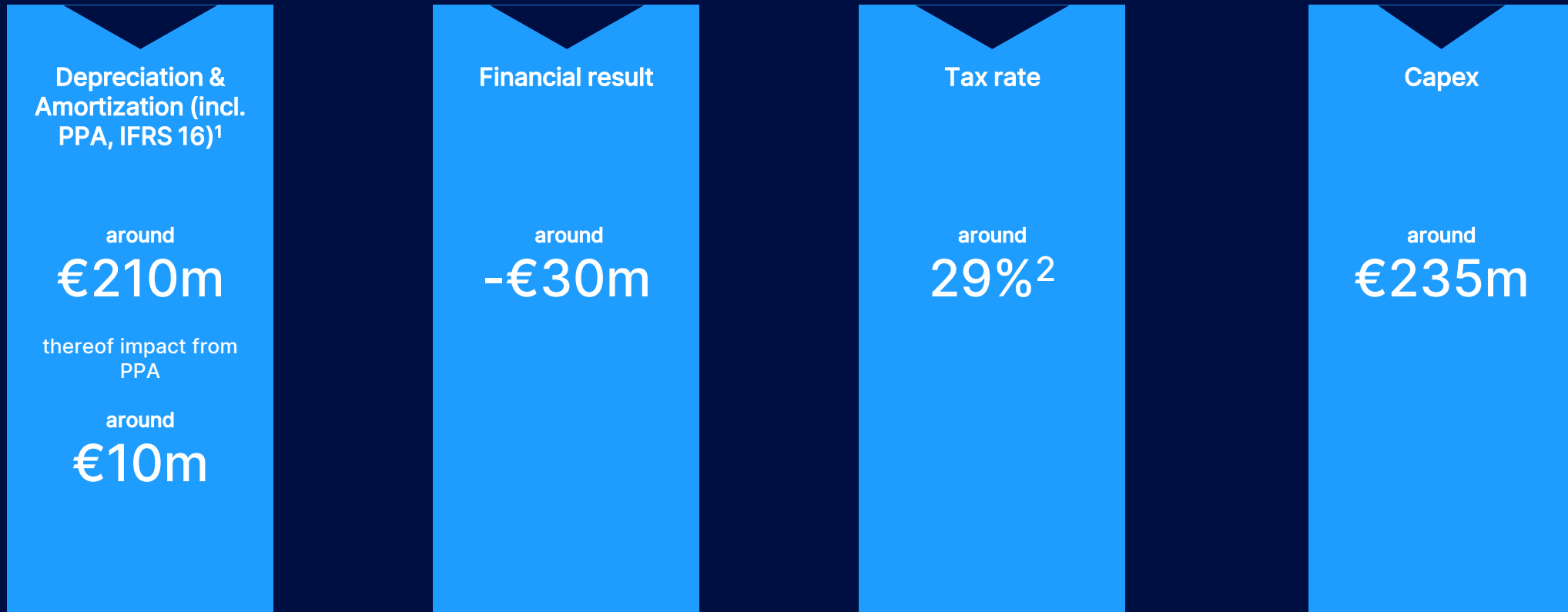
Revenue development (organic <sup>1</sup> )	Forecast for 2025	2024
Separation & Flow Technologies	+0.0% to +3.0%	€1,581m
Liquid & Powder Technologies	+2.0% to +6.0%	€1,674m
Food & Healthcare Technologies	+5.0% to +8.0%	€1,007m
Farm Technologies	-12.0% to -6.0%	€773m
Heating & Refrigeration Technologies	+1.0% to +4.0%	€603m
Consolidation	-	-€217m

EBITDA margin before restructuring	Forecast for 2025	2024
Separation & Flow Technologies	26.5% to 28.5%	27.4%
Liquid & Powder Technologies	10.0% to 12.0%	10.6%
Food & Healthcare Technologies	11.5% to 13.5%	10.2%
Farm Technologies	13.0% to 15.0%	15.3%
Heating & Refrigeration Technologies	12.5% to 14.5%	12.9%
Others / Consolidation <sup>4</sup>	-1.5% to -2.0%	-1.3%

ROCE <sup>2</sup> (3rd Party)	Forecast for 2025	2024
Separation & Flow Technologies	35.0% to 40.0%	38.4%
Liquid & Powder Technologies <sup>3</sup>	-	-
Food & Healthcare Technologies	13.0% to 17.0%	11.1%
Farm Technologies	22.0% to 28.0%	30.2%
Heating & Refrigeration Technologies	38.0% to 44.0%	53.8%

<sup>1</sup> Adjusted for portfolio and currency translation effects | <sup>2</sup> Capital Employed as average of the last 4 quarters | <sup>3</sup> Due to negative capital employed ROCE in 2024 and 2025 is not meaningful | <sup>4</sup> In percentage of total revenue

# Additional financial information for FY 2025



<sup>1</sup> Before restructuring expenses | <sup>2</sup> Estimation does not include a potential additional change of valuation allowances on deferred tax assets on tax loss carryforwards based on new business prognosis by the end of the fiscal year.

**GEA** Engineering  
for a better  
world.

[GEA.com](http://GEA.com)



# We aim to grow much faster than 5% for specific verticals (1/2)

Division	Technology	Vertical	Focus Regions				GEA CAGR (%) <sup>1;2</sup>	GEA Sales in 2030E (€m) <sup>2</sup>		
			Europe	NAM	APAC	LAM		<50	50-150	>150
LPT, SFT, FHT	Various	New Food	★	★			30%	<50	50-150	>150
HRT, LPT	Heat Pumps	Food & Beverage (NEXUS)	★	★			15-20%	<50	50-150	>150
SFT	Separators, V&P, Homogenizers	Biotech - Liquid Pharma	★	★	★		7-10%	<50	50-150	>150
LPT	Aseptic Process Technologies	Dairy, Food & Beverages	★	★	★	★	5-7%	<50	50-150	>150
FT	Automated Milking	Dairy Farming	★	★			5-7%	<50	50-150	>150
LPT	Carbon Capture	Hard-to-Abate Industries <sup>3</sup>	★	★	★		20-30%	<50	50-150	>150
FHT	Tablet Compression	Pharma - Continuous Tableting	★	★	★		15-20%	<50	50-150	>150 <span style="border: 1px solid black; padding: 2px;">1</span>

<sup>1</sup> Expected CAGR for 2024E-2030E | <sup>2</sup> New machine only | ★ Focus market for growth | 1 Deep Dive Area

<sup>3</sup> Cement, Iron & Steel, Glass, Chemicals, Bioenergy, Waste Management and other "Hard to Abate" Industries

# We aim to grow much faster than 5% for specific verticals (2/2)

Division	Technology	Vertical	Focus Regions				GEA CAGR (%) <sup>1;2</sup>	GEA Sales in 2030E (€m) <sup>2</sup>
			Europe	NAM	APAC	LAM		
HRT	Heat Pumps	District Heating	★	★			40-45%	<50   50-150   >150
SFT	Decanters	Environmental		★	★	★	5-10%	<50   50-150   >150 <span style="border: 1px solid black; padding: 2px;">2</span>
FT	Software	Dairy Farming	★	★	★	★	20-25%	<50   50-150   >150
FT	Automated Feeding	Dairy Farming	★	★			15-20%	<50   50-150   >150
FHT	Microwave Pasteurization	Fresh Pasta	★	★			15-20%	<50   50-150   >150
FHT	Bakery	Cakes		★	★		7-9%	<50   50-150   >150
FHT	Processing	Fish and Seafood	★				7-9%	<50   50-150   >150

<sup>1</sup> Expected CAGR for 2024E-2030E | <sup>2</sup> New machine only | ★ Focus market for growth | 2 Deep Dive Area

# GROWTH. VALUE. on divisional level

	Organic sales CAGR 2022-2026E	Organic sales CAGR 2025-2030E	EBITDA <sup>1</sup> margin target 2026E	EBITDA margin target 2030E
<b>GEA Group</b>	<b>4.0% - 6.0%</b>	<b>&gt;5.0%</b>	<b>&gt;15.0%</b>	<b>17.0%-19.0%</b>
Separation & Flow Technologies	4.0% - 5.0%	4.0% - 5.0%	24.0% - 26.0%	26.0%-29.0%
Liquid & Powder Technologies	4.0% - 5.0%	4.0% - 5.0%	10.0% - 12.0%	13.0% - 15.0%
Food & Healthcare Technologies	4.0% - 5.0%	6.0% - 7.0%	13.0% - 15.0%	15.0% - 17.0%
Farm Technologies	5.5% - 6.5%	4.0% - 5.0%	14.0% - 16.0%	16.0% - 18.0%
Heating & Refrigeration Technologies	5.0% - 6.0%	6.0% - 7.0%	12.0% - 14.0%	15.0% - 17.0%

<sup>1</sup> Before restructuring expenses

# Restructuring is coming to an end

PROFITABILITY ADJUSTMENTS BASED ON  
RESTRUCTURING MEASURES

2026

WITHOUT RESTRUCTURING  
ADJUSTMENTS

2030



**MISSION 30**  
GROWTH. VALUE. IMPACT.

**From 2027 onwards  
no separate recognition of  
restructuring expenses**

# Strong contribution for VALUE. investment opportunities

Improved financial profile recognized by rating agencies – significant firepower for M&A

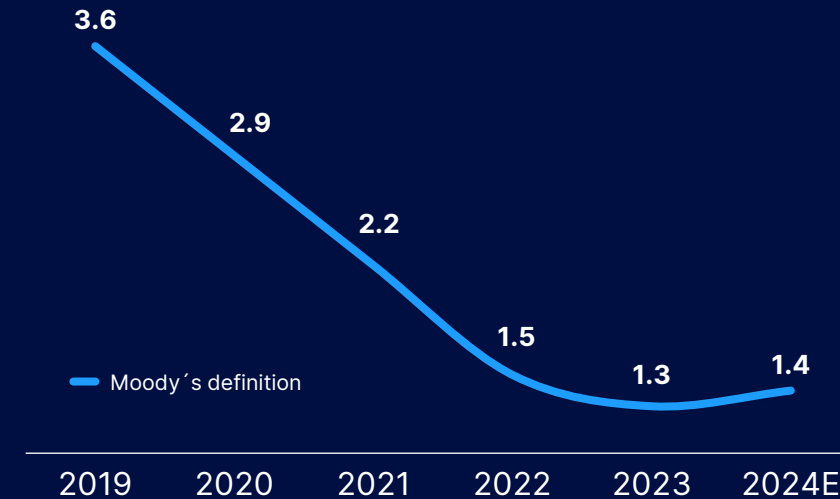
## Rating



## Outlook



## Leverage (x EBITDA)

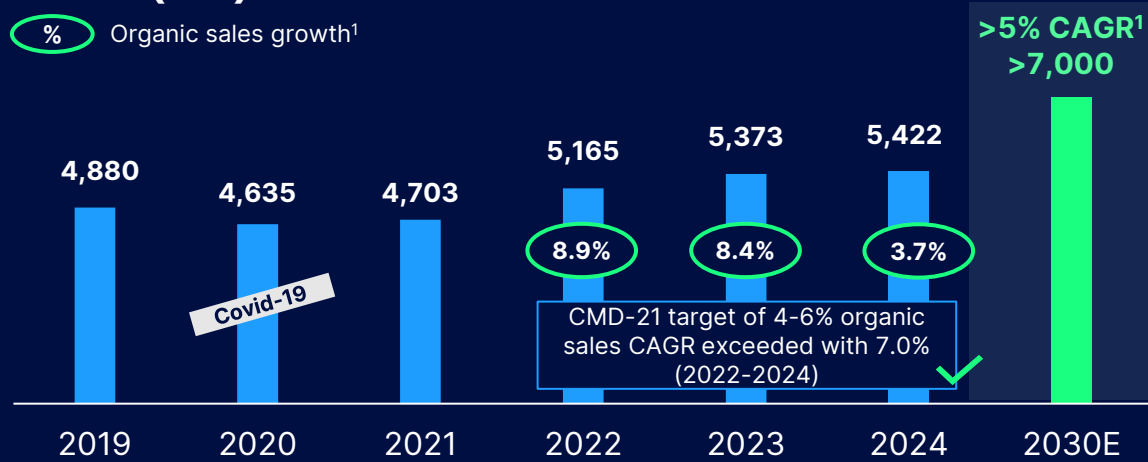


➔ Today ~€2bn firepower for M&A

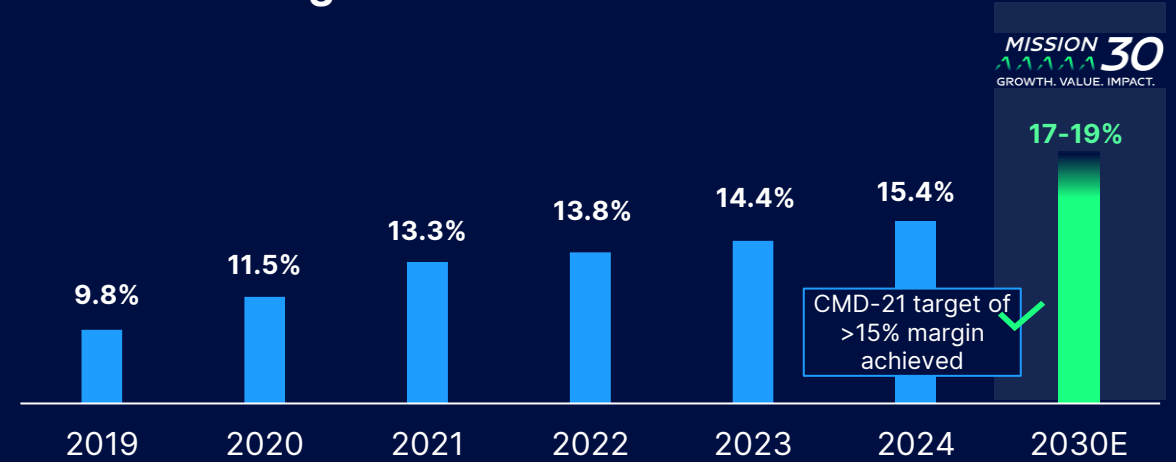
# GEA – development since new management took over

## Sales (€m)

% Organic sales growth<sup>1</sup>



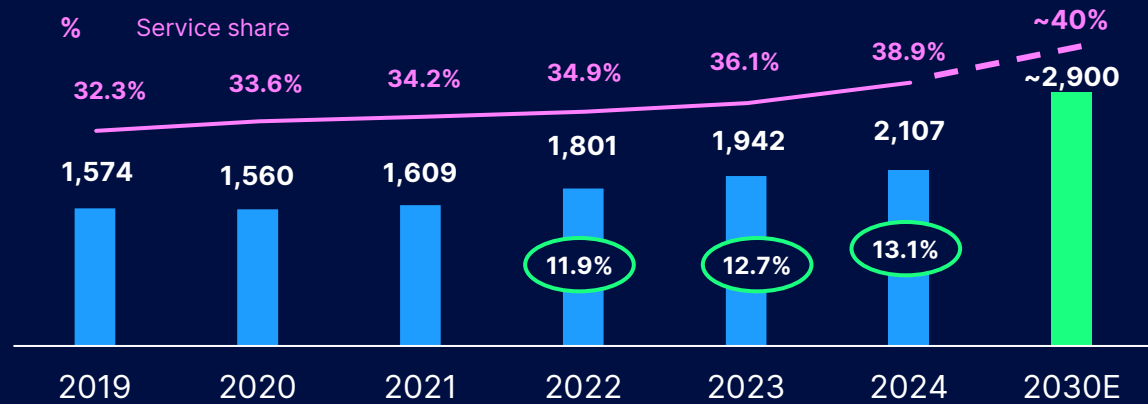
## EBITDA<sup>2</sup> margin



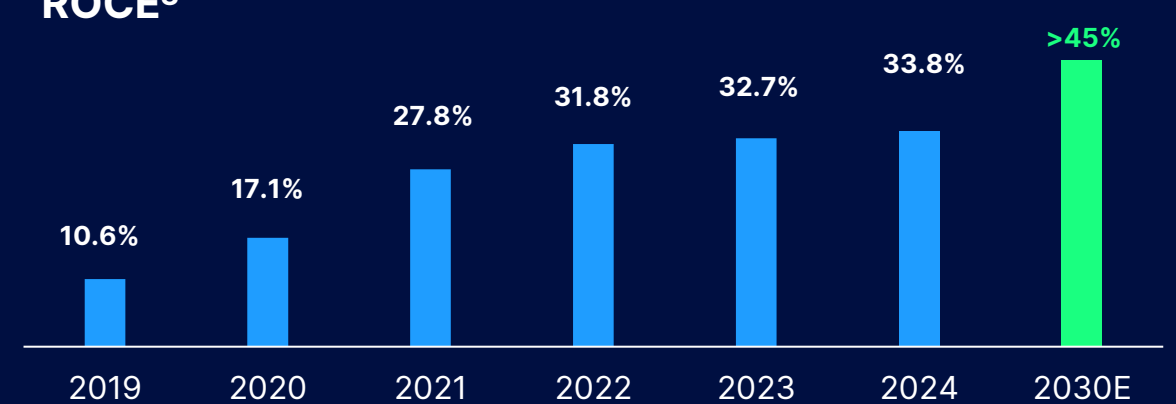
## Service sales (€m)

% Organic sales growth<sup>1</sup>

% Service share



## ROCE<sup>3</sup>



<sup>1</sup> Currency and portfolio adjusted | <sup>2</sup> Before restructuring expenses | <sup>3</sup> Calculation based on capital employed L4Q

# GEA – development since new management took over

## Net working capital (€m)

Net working capital/sales ratio (%)



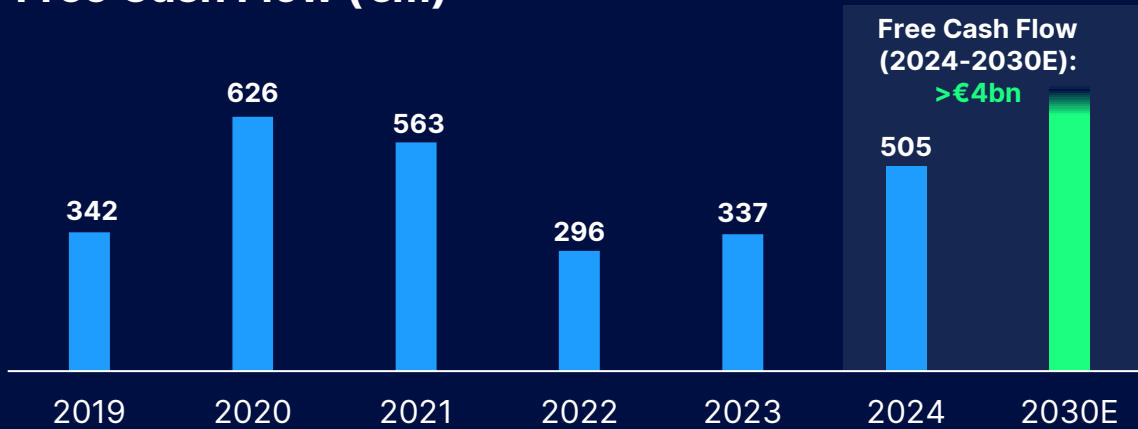
## Capex (€m)

Capex/sales ratio (%)



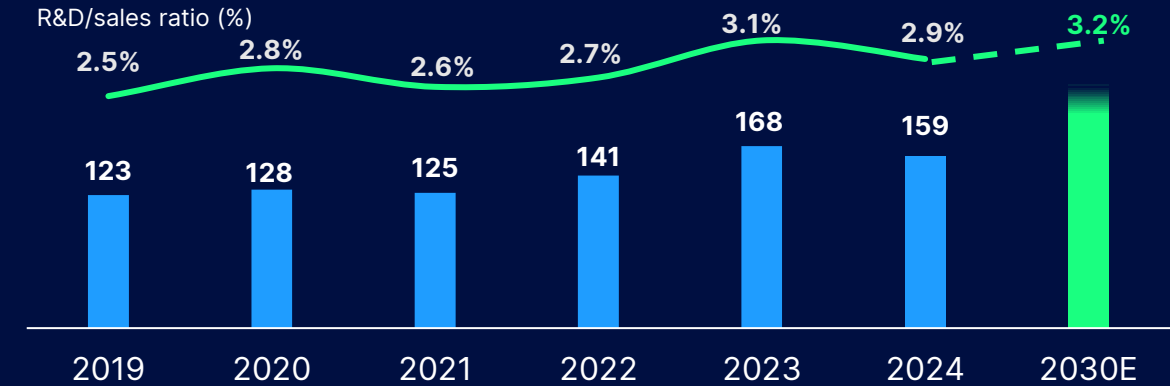
## Free Cash Flow (€m)

Free Cash Flow (2024-2030E):  
**>€4bn**



## R&D expenditure (€m)

R&D/sales ratio (%)



Our purpose: **Engineering for a better world**

# IMPACT

Our contribution

## Responsible Innovation

## Resilient Operations & Communities

## Thriving Employees

Our targets

- Reduce greenhouse gas emissions **scope 3 by 27.5%** by 2030
- **125 Mt CO<sub>2</sub>e saved emissions** along the value chain by 2030
- All GEA solutions will be offered **with zero freshwater-use option** by 2030
- All new GEA solutions will be **circular-ready** as of 2030

- Reduce greenhouse gas emissions **scope 1 & 2 by 60%** by 2026 and **80%** by 2030
- Pathway towards **Zero Impact Operations**: no negative impact on waste, water, energy, biodiversity & OHS
- 100% of A-suppliers fulfill **GEA's sustainability criteria** by 2030 (preferred suppliers by 2026)
- **Launch of the GEA Foundation** to strategically and effectively deliver on our commitment to donate 1% of net profit annually

- **80% favorable rating** of Employee Survey Engagement dimension by 2030
- **25% female** representation in **top and middle management** positions (L1-L5) and **30% in talent pipeline** by 2030
- Broadening talent pools to **more diverse target groups**
- Increase the **sustained knowledge transfer** and **long-term employability** through senior employees

## NET ZERO 2040