# GEA GROUP AG

Roadshow presentation

Düsseldorf, November 2026



# 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 2025**

**Employees**



**18,628**

full-time equivalents

**Revenue**



**5,495**

EUR million

**EBITDA**
**before restructuring expenses**



**907**

EUR million

**EBITDA**
**before restructuring expenses**



**16.5**

percentage of revenue

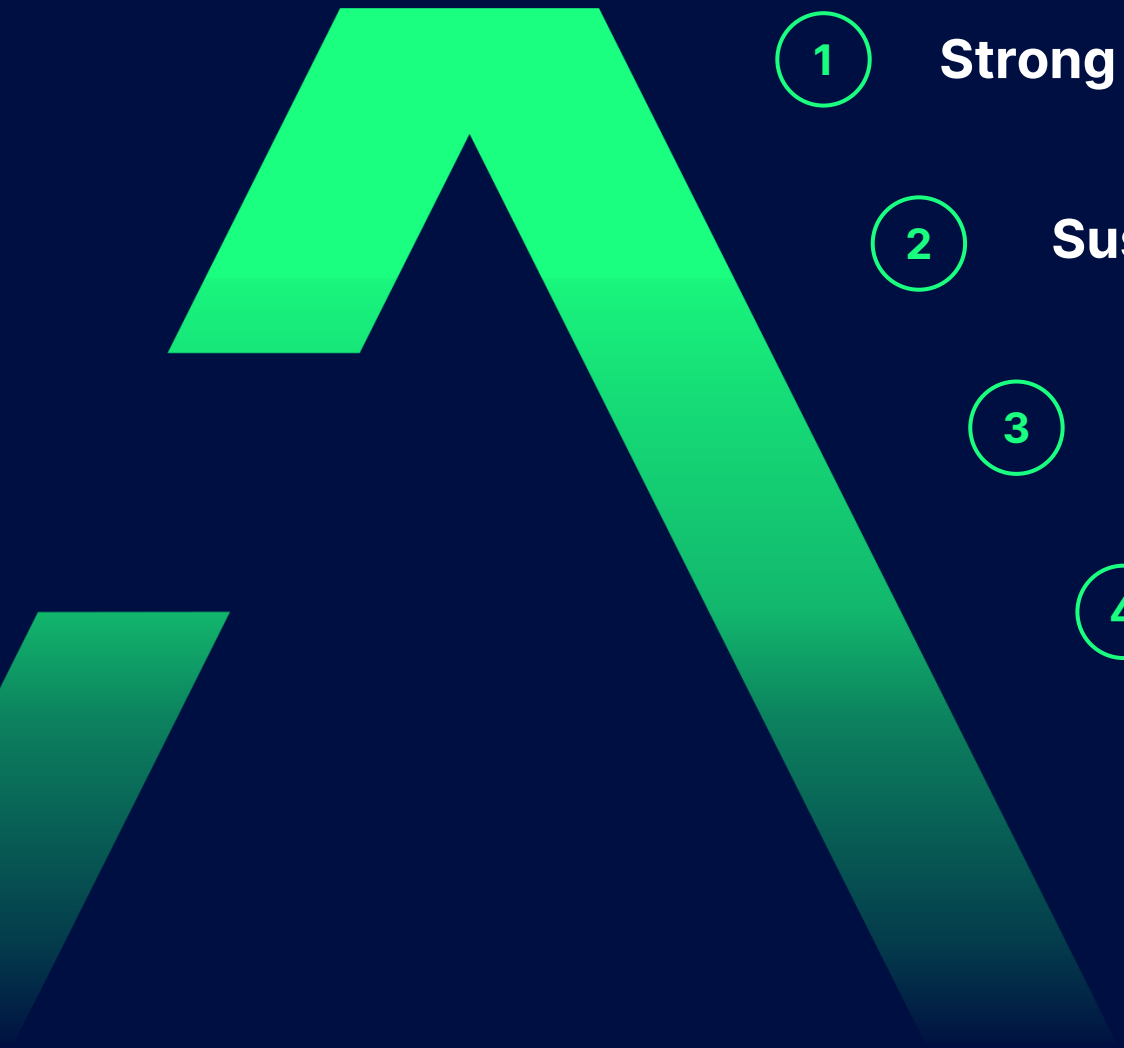
**Order intake**



**5,924**

EUR million

# GEA Group – a compelling investment



1. Strong and sustainable business model and markets
2. Sustainability leader
3. Compelling plan for accelerating profitable growth
4. Strong cash generation
5. Attractive shareholder return

# GEA Group – part of everyday life

## 1 Strong and sustainable business model and markets

### Food



**Every 4th package of spaghetti** is processed with GEA technology



**Every 5th cookie** is produced using GEA equipment



**Every 3rd chicken nugget** is produced using GEA technology

### Beverage



**Every 2nd 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 3rd process line** for instant coffee was installed by GEA

### Pharma



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



**Every 2nd pharma separator** is made by GEA



**Every 2nd tablet to treat cancer** is made on GEA equipment

# GEA Group – leading market positions across all divisions

## 1 Strong and sustainable business model and markets

### #1-3[1]

**Pure Flow Processing**

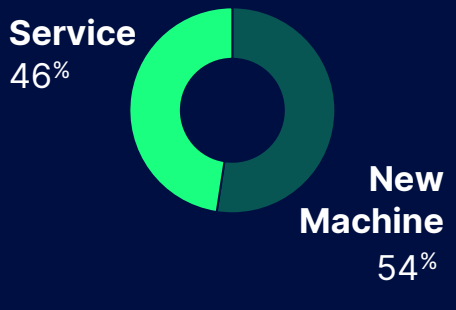
**Sales** (in %) **€1,953m**

34

**EBITDA**[2] (in %) **€522m**

52

**EBITDA margin**[2] **26.7%**




### #1-3[1]

**Nutrition Plant Engineering**

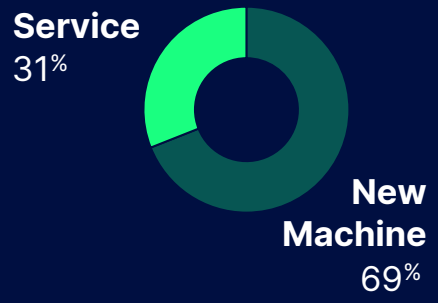
**Sales** (in %) **€1,955m**

34

**EBITDA**[2] (in %) **€222m**

22

**EBITDA margin**[2] **11.4%**




### #2-4[1]

**Pharma & Food Applications**

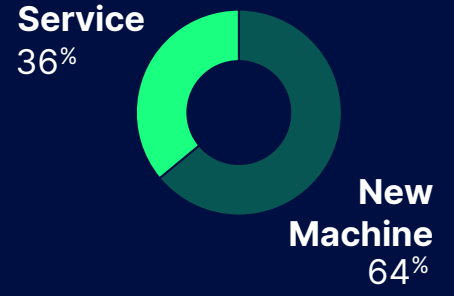
**Sales** (in %) **€1,058m**

19

**EBITDA**[2] (in %) **€141m**

14

**EBITDA margin**[2] **13.3%**




### #1-2[1]

**Farm Technologies**

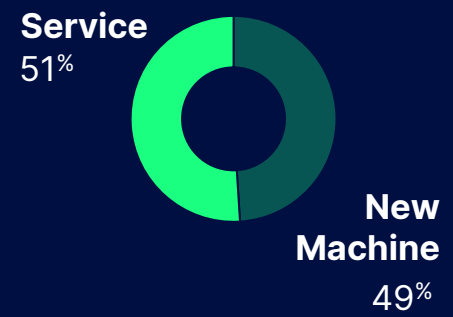
**Sales** (in %) **€763m**

14

**EBITDA**[2] (in %) **€113m**

11

**EBITDA margin**[2] **14.8%**




[1] Market Position | [2] Before restructuring expenses I Figures based on 2025 numbers before consolidation

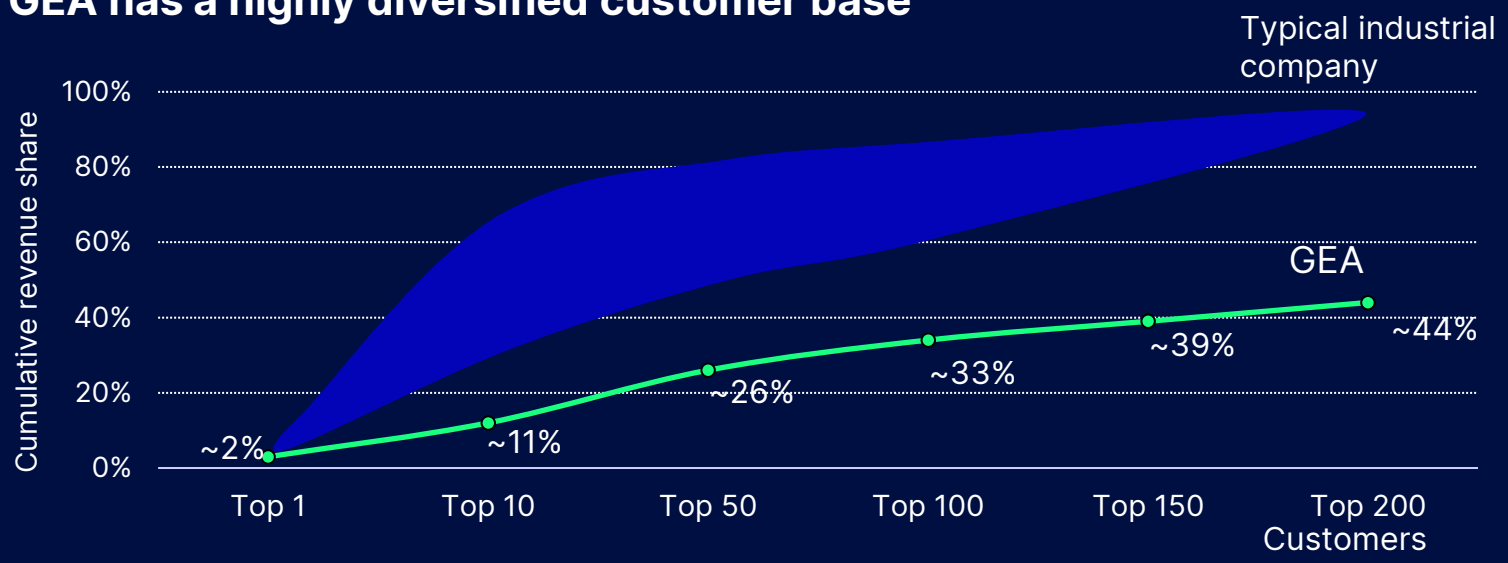
# GEA Group – diversification as key to success

## 1 Strong and sustainable business model and markets

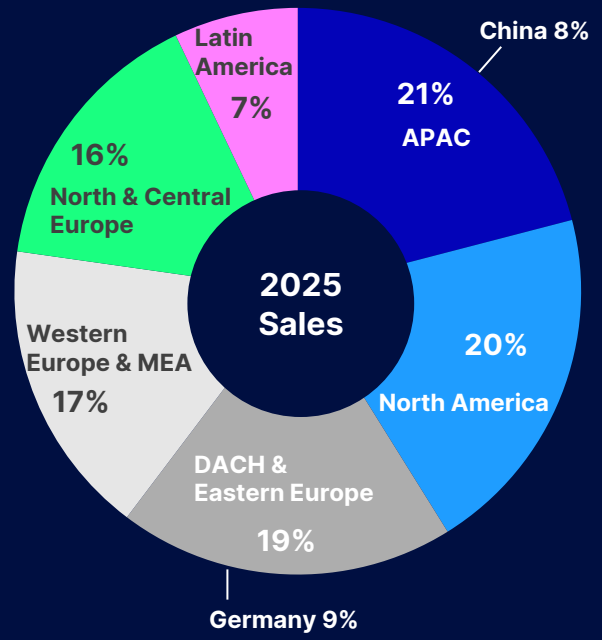
### GEA's key customer industries are very stable, reliable and growing

| | Production growth[1] (CAGR 2005-2025 in %) | Industry volatility[1] (Standard Deviation 2005-2025 in %) | |
|---|---|---|---|
| Food & Beverages | 3.5% | 2.5% | ~70% of GEA sales |
| Pharmaceuticals | 5.5% | 4.1% | ~7% of GEA sales |

### GEA has a highly diversified customer base




### Balanced regional profile

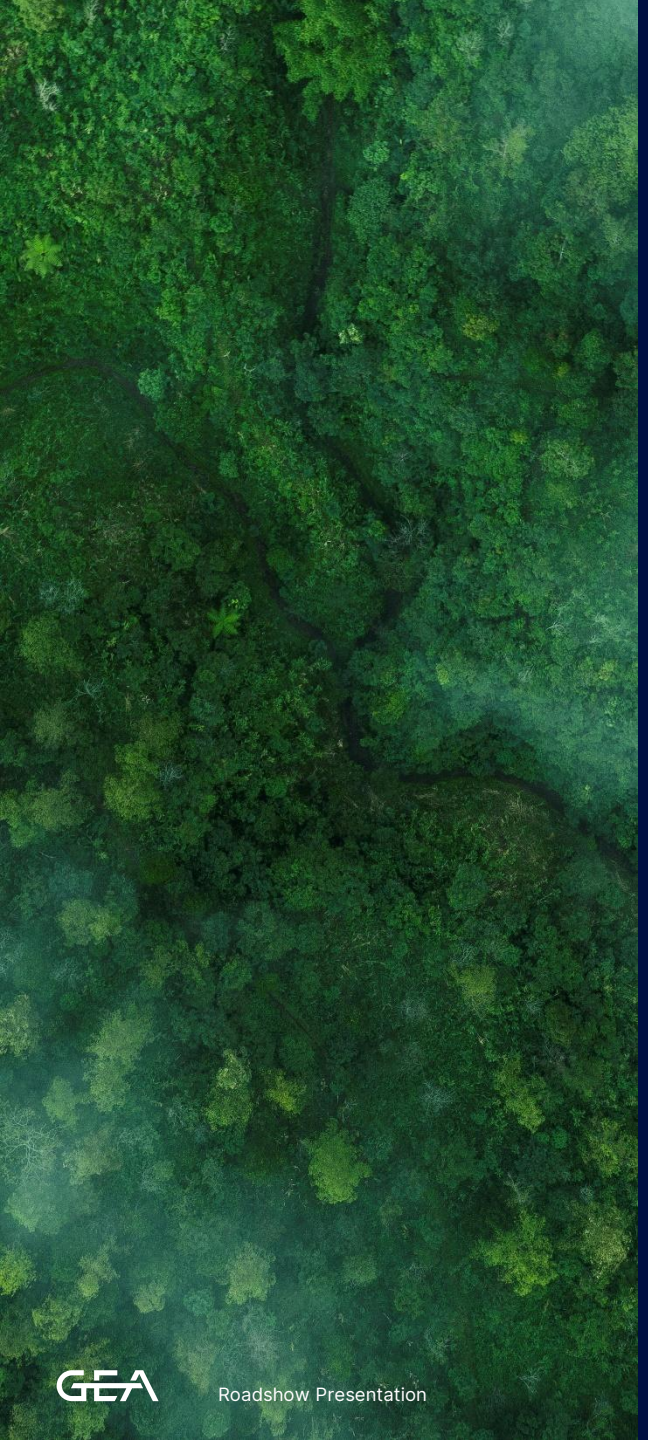



[1] Source: Oxford Economics per 02/2026; Global production real value-added output in USD (expressed in constant prices)

# GEA Group – a compelling investment



1. Strong and sustainable business model and markets
2. **Sustainability leader**
3. Compelling plan for accelerating profitable growth
4. Strong cash generation
5. Attractive shareholder return



# GEA – leader 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[1] must comply with ambitious sustainability criteria by 2030

**Top management incentivized on ESG targets**
Executive Board LTI includes scope 1-3 reduction; top 150 managers rewarded on Add Better sales

[1] ~80% annual purchasing volume

# 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

## Creating more resource-efficient solutions

- Provision and expansion of resource-efficient products
- Digital solutions for energy efficiency
- Heat and energy recovery solutions

## Exit from fossil fuels

- Electrification of the existing product portfolio
- Use of alternative fuels

## Securing internal capabilities

- Employee training on sustainability topics
- Promotion of cross-cutting innovations
- Full integration of sustainability into the product development process

# Measurable impact: GEA solutions driving decarbonization

## 2 Sustainability pioneer – Customer examples




### Heineken, UK: Heat pump solution supporting net zero ambition across its production sites by 2030

GEA supplies Heineken's Manchester site with heat pump solutions powered by electricity and supports its net zero ambition across its production sites by 2030 (Scope 1 and 2), saving $CO_2$ emissions of ~5,432t per year.

Learn more →



### Arla Foods, Denmark: AddCool® heat pumps cutting $CO_2$ emissions by 59%

The integration of GEA's AddCool® high-temperature heat pump system into a spray dryer at Arla's milk powder factory reduced natural gas use by 59%, supporting Arla's commitment to reducing scope 1 and 2 emissions by 63% by 2030.

System performance is continuously monitored through GEA's InsightPartner® solution.

ADD BETTER
Resource efficient solution

Learn more →



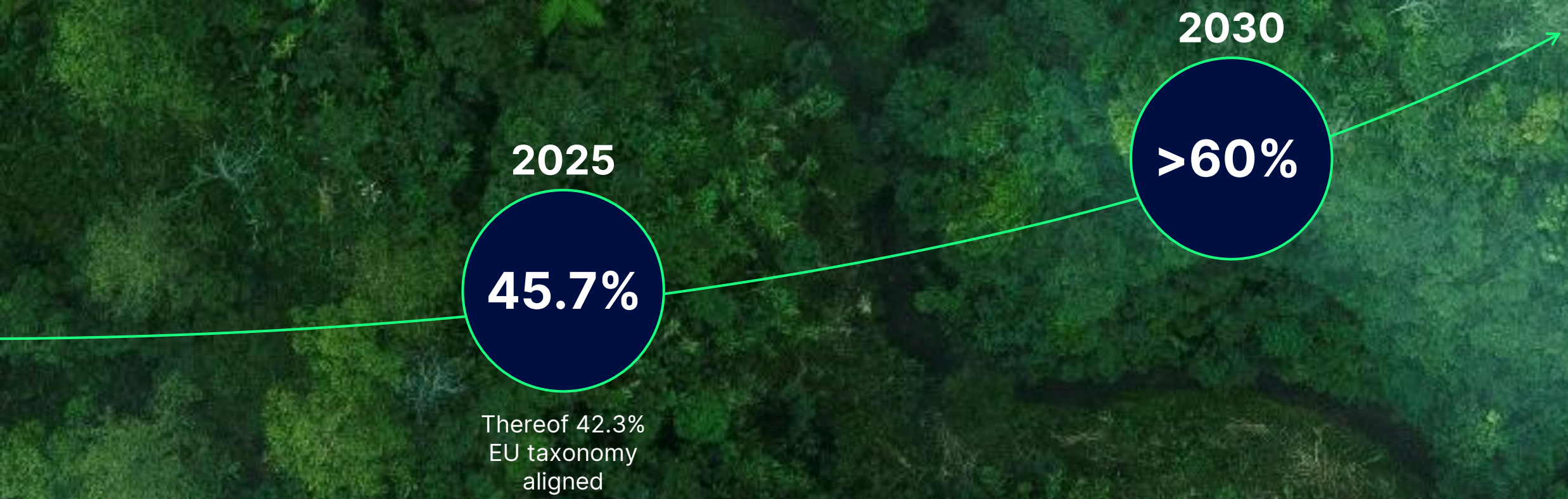
### Nestlé, Netherlands: 75% less energy due to heat recovery

At Nestlé' milk powder facility, GEA heat pump solutions reduce the steam requirement for infant formula by 75%, while also supplying hot water for spray dryers and cold water for air conditioning.

This saves energy, significantly reduces $CO_2$ emissions, and supports Nestlé on its path to net-zero by 2050.

Learn more →

# Our commitment at GEA is to increase the share of sustainable solutions[1]




[1] 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

# GEA named Germany's most sustainable company

**TIME** and **Statista evaluated over 5,000 companies globally** and have named **750 companies doing best for the Earth.**

**GEA ranks in Germany**

**NO. 1**

**globally**

**NO. 17**




Source: World's Most Sustainable Companies of 2026

# GEA Group – a compelling investment



1 Strong and sustainable business model and markets

2 Sustainability leader

3 Compelling plan for accelerating profitable growth

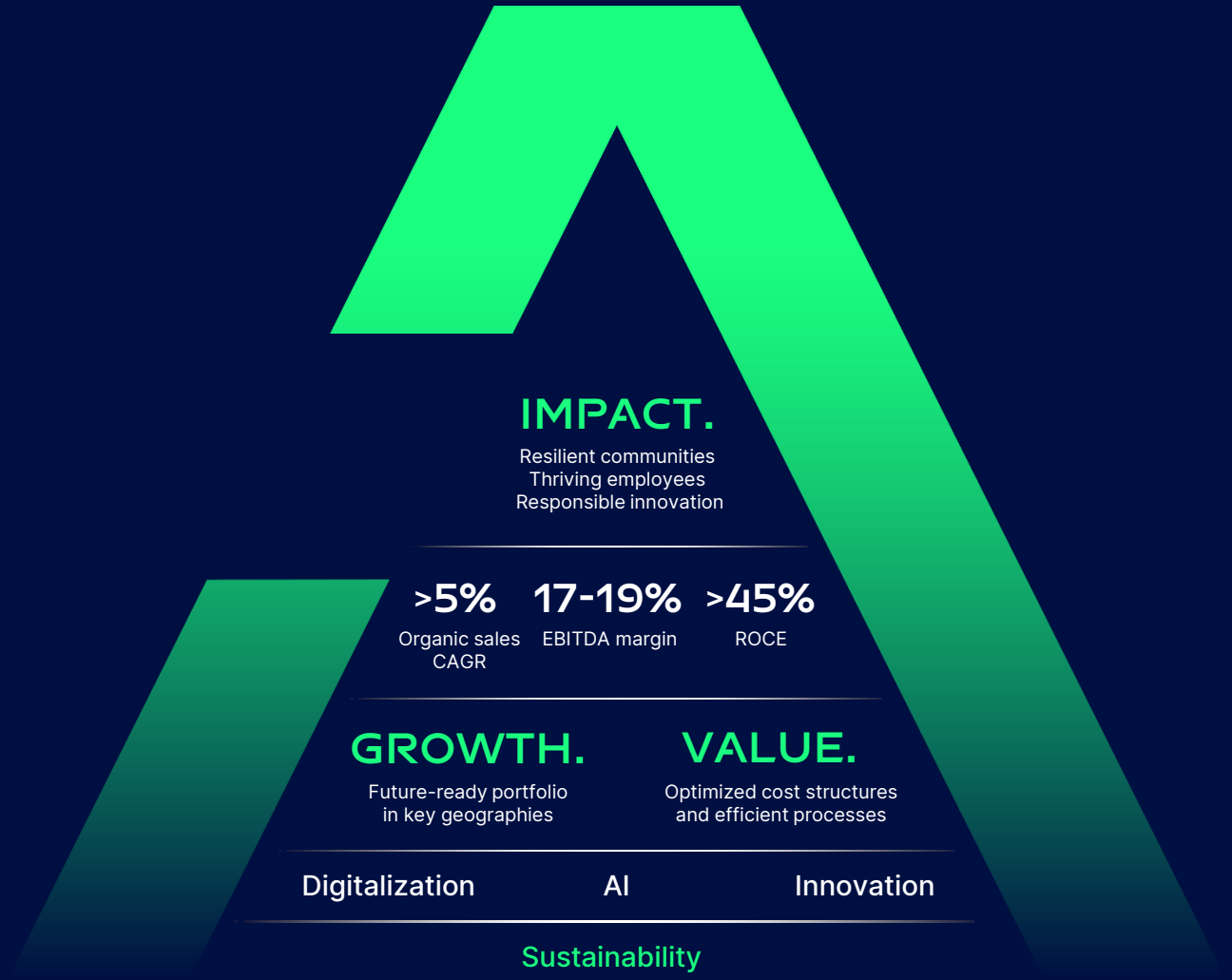
4 Strong cash generation

5 Attractive shareholder return

# Mission 30: Our plan for enduring success

## 3 Compelling plan for accelerating profitable growth

MISSION 30
GROWTH. VALUE. IMPACT.

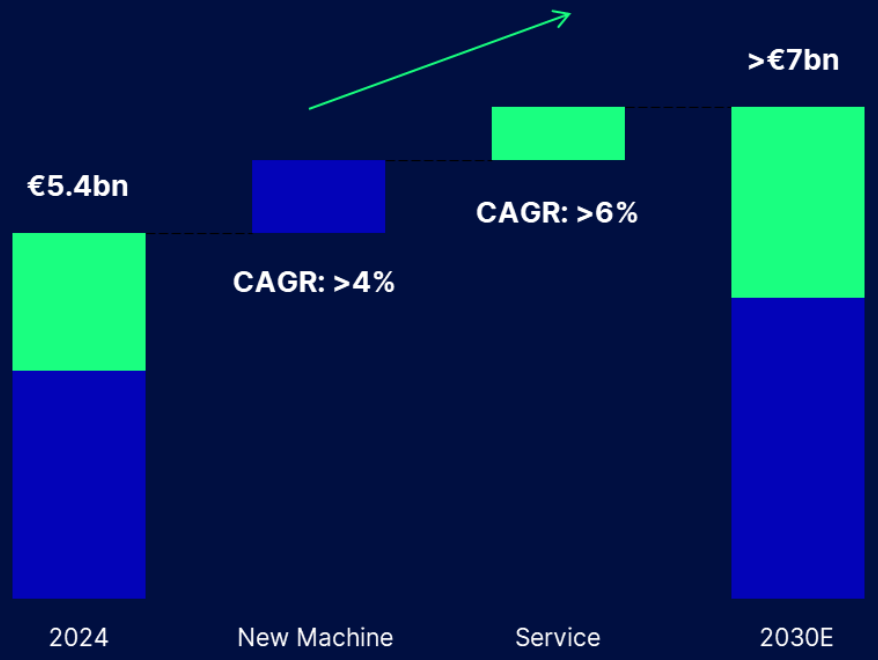


# Mission 30: GROWTH. Our targets

## 3 Compelling plan for accelerating profitable growth

**Organic sales CAGR[1]**

**>5%**




Share of **sustainable solutions** sales[2] >60%

- 45.7% in 2025 (2024: 41.6%)
- 42.3% EU taxonomy-aligned sales
- >9% Add Better sales

**Service sales** increase to ~€2.9bn

- €2.2bn in 2025 (2024: €2.1 bn)
- 6.8% organic growth

Order Intake from **New Food** to exceed €400m in 2030

- ~€70m in 2025 (2024: <€40m)
- Application & Technology Center opened in the US in 2025

Clear plan for **above average growing verticals**

- >30% order intake growth in 2025
- AMS & NEXUS[3] strongest growth contributors

**GEA Digital sales** to grow to >€200m

- ~€80m in 2025 (2024: >€70m)
- 11,000 connected machines (>35,000 in 2030)

**Vitality index** to reach 30%

- 19.2% in 2025 (2024: 16.4%)
- Included with 20% weight in Executive Board LTI 2024 & 2025

[1] Currency and portfolio adjusted | [2] 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 I [3] AMS = Automated Milking Systems; NEXUS = engineering solution designed to minimize energy use and carbon footprint in food, dairy and beverage industries

# … and VALUE.

## 3 Compelling plan for accelerating profitable growth

### 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**

[1] Before restructuring expenses until 2026

# COGS Program to deliver substantial impact

## 3 Compelling plan for accelerating profitable growth

| Functional areas | Core Programs |
|---|---|
| **Production** | **Production Optimization** |
| | **NextGen Production** |
| | **Workforce Productivity** |
| **Engineering & Procurement** | **Direct Procurement Excellence** |
| | **Value Engineering** |
| | **Engineering Efficiency** |
| | **Project Excellence** |
| **Supply Chain** | **Supply Chain Cost Optimization** |

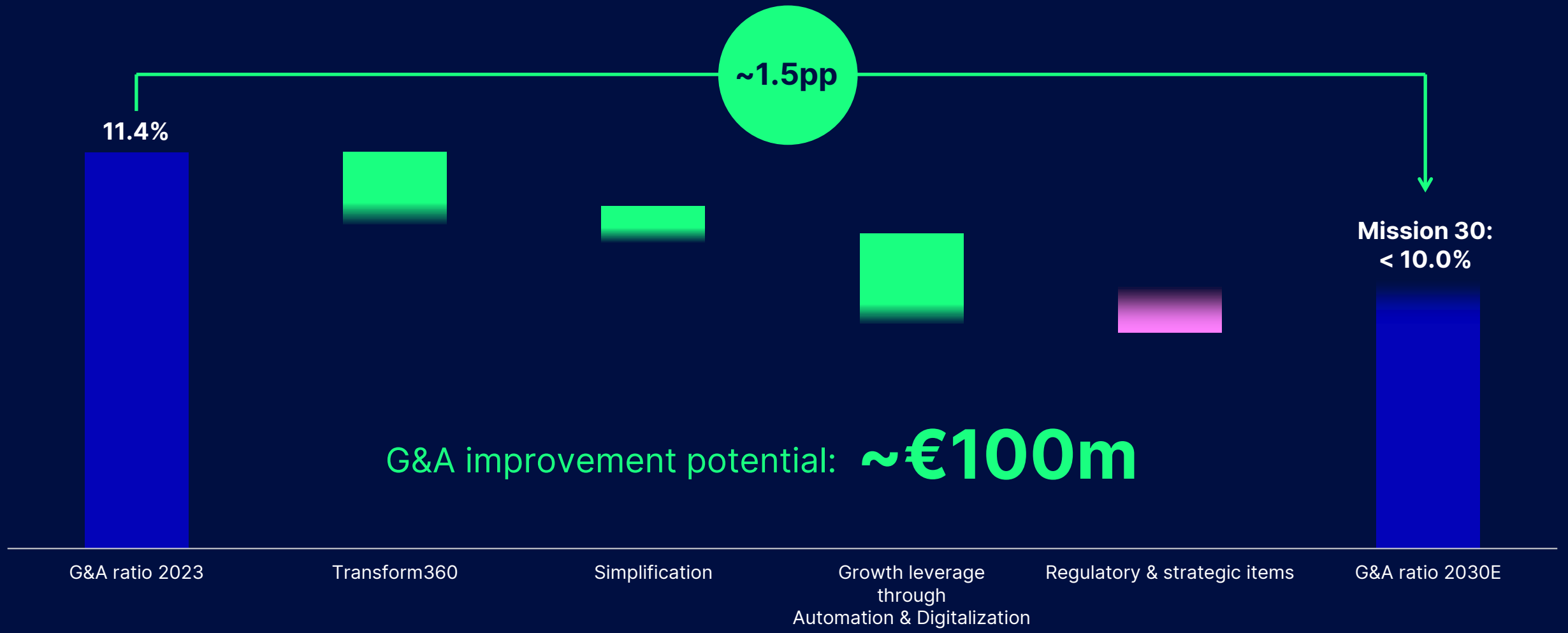
**~€120m**

**net EBITDA contribution**

by 2030E

# G&A improvements will significantly contribute to profitability

## 3 Compelling plan for accelerating profitable growth



# GEA Group – a compelling investment

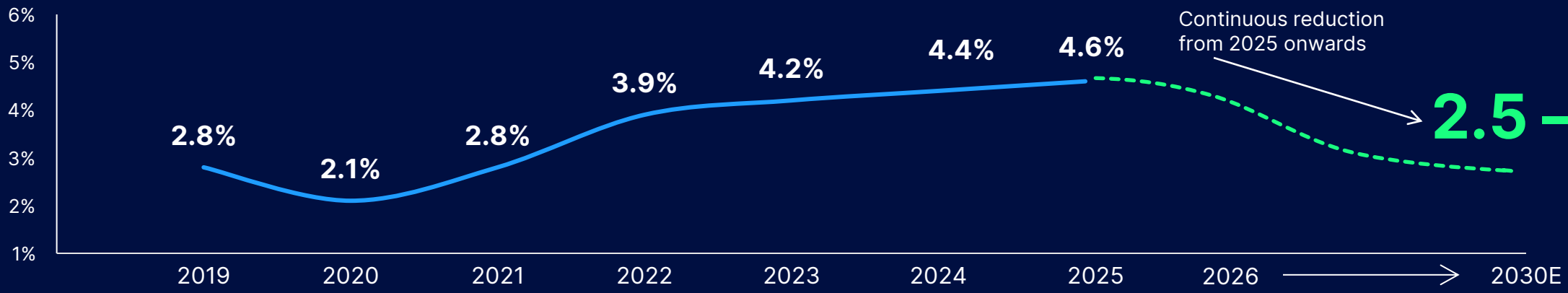


1. Strong and sustainable business model and markets
2. Sustainability leader
3. Compelling plan for accelerating profitable growth
4. **Strong cash generation**
5. Attractive shareholder return

# Efficient and value-generating capex investment

## 4 Strong cash generation

**Capex/Sales ratio (%)**




**Target range for 2030E**

Continuous reduction from 2025 onwards

**2.5 – 3.0%**

**Capex (€m)**

| 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|---|
| 137 | 98 | 130 | 204 | 228 | 237 | 255 | ~240 |

**Factory of the Future**
in Koszalin, Poland




**Homogenizer site**
in Parma, Italy



**Pharmaceutical technology center**
in Elsdorf, Germany

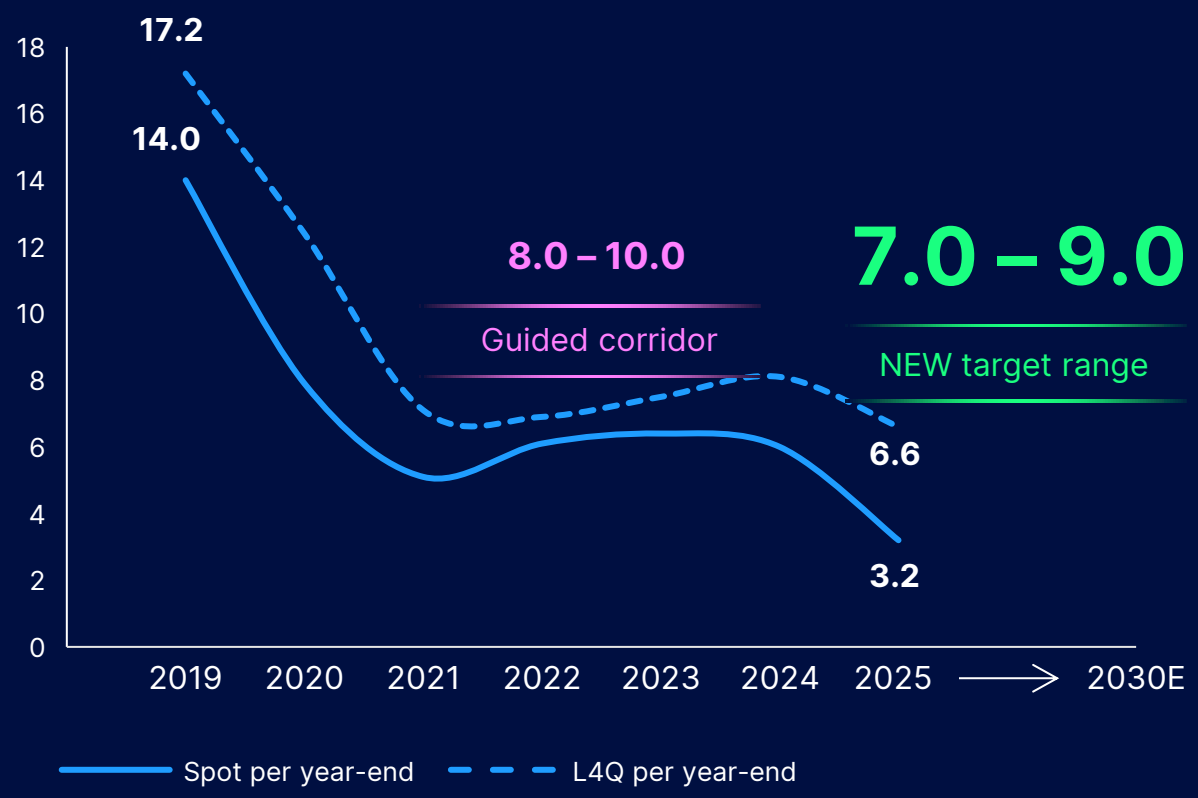


**More efficient capex policy due to status of asset portfolio quality**

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

## 4 Strong cash generation

### NWC/Sales ratio (%)




### Active Net Working Capital management

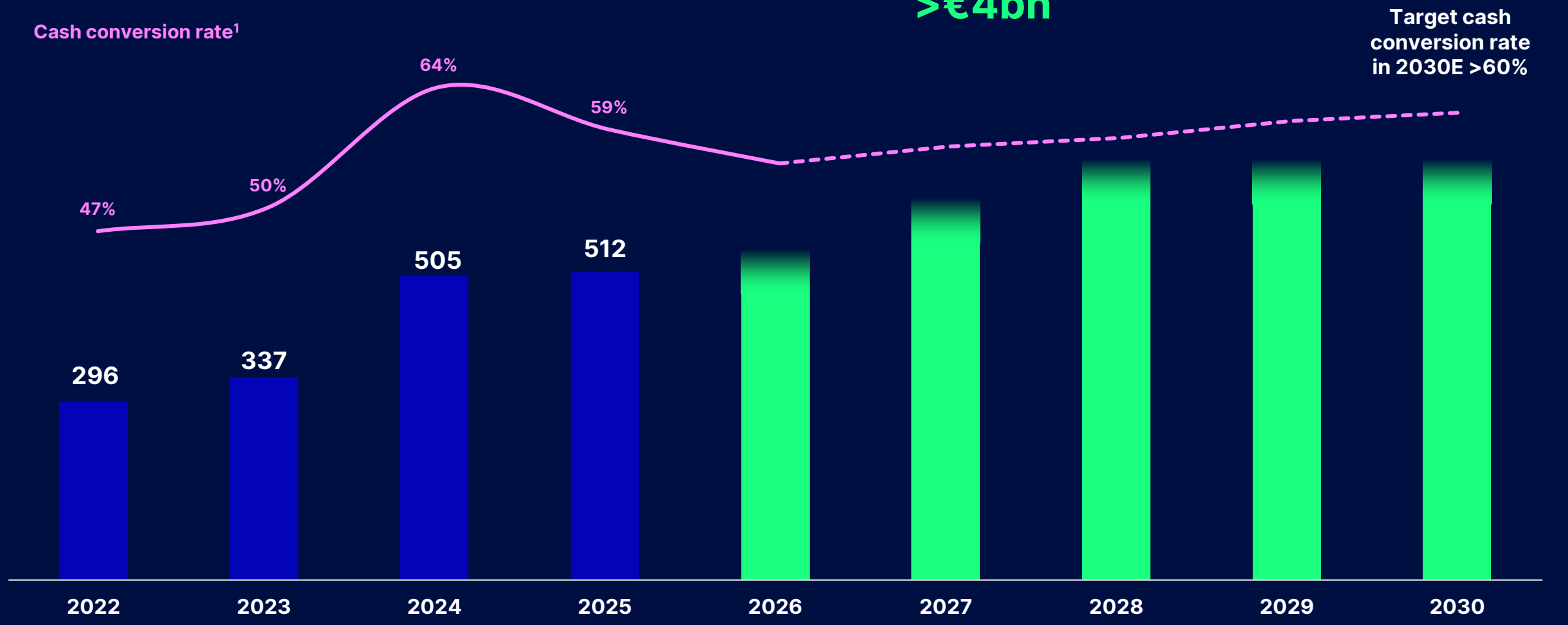
- Significant improvement of all Net Working Capital elements since 2019
- Since the end of 2021, ongoing management of headwinds due to global supply chain disruptions and required safety stocks
- Consistently delivered on NWC targets over the last years
- Significant progress in inventory reduction in 2024 and 2025

# … a significant impact on Free Cash Flow

## 4 Strong cash generation

**Free Cash Flow (2024-2030E):**

**>€4bn**




[1] Cash conversion rate (CCR) is defined as FCF of the last 4 quarters divided by EBITDA of the last 4 quarters. Until 2026 the CCR is adjusted for restructuring

# Disciplined capital allocation supporting GROWTH. and VALUE.

## 4 Strong cash generation



**Commitment to investment grade rating**

| | |
|---|---|
| **CAPEX** | ▪ Efficient and value-generating capital expenditure<br>▪ Support GROWTH. |
| **Dividends** | ▪ Attractive dividend payouts<br>▪ VALUE. for shareholders: will benefit from rising earnings |
| **M&A** | ▪ ~€2bn firepower for external GROWTH.<br>▪ Strengthening portfolio in Food, Beverage, Pharma |
| **Share buyback** | ▪ VALUE. for shareholders: €700m in share buybacks until early 2025<br>▪ New €500m share buyback until end of 2027 |

# GEA Group – a compelling investment



1. Strong and sustainable business model and markets
2. Sustainability leader
3. Compelling plan for accelerating profitable growth
4. Strong cash generation
5. **Attractive shareholder return**

# Our shareholders participate in our success

## 5 Attractive shareholder return

### Dividend per share (€)

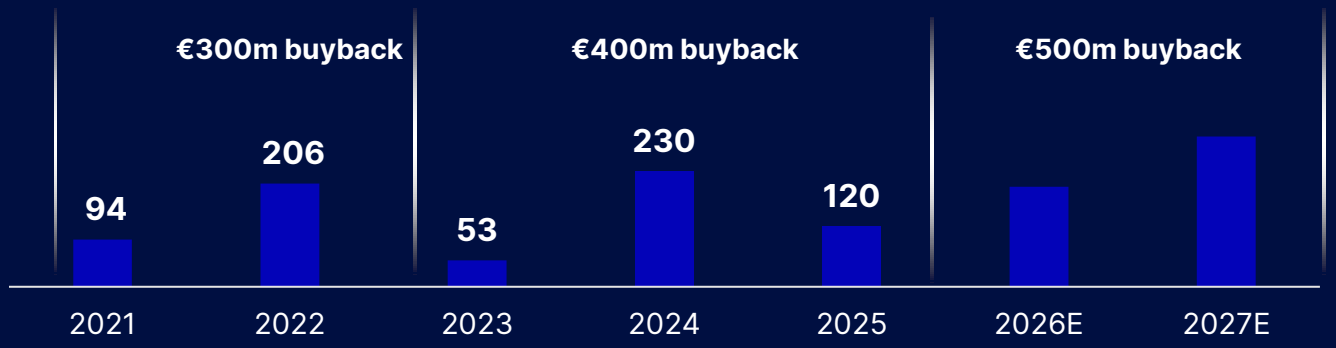



Net profit payout ratio: **45%** **37%** **39%** **44%** **51%**[1]

### 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 share buybacks of €700m and cancelled all treasury shares
- Initiated new share buyback of €500m

[1] Prior years have been calculated with a net profit payout ratio before restructuring expenses

# Total shareholder return since 2019

## 5 Attractive shareholder return



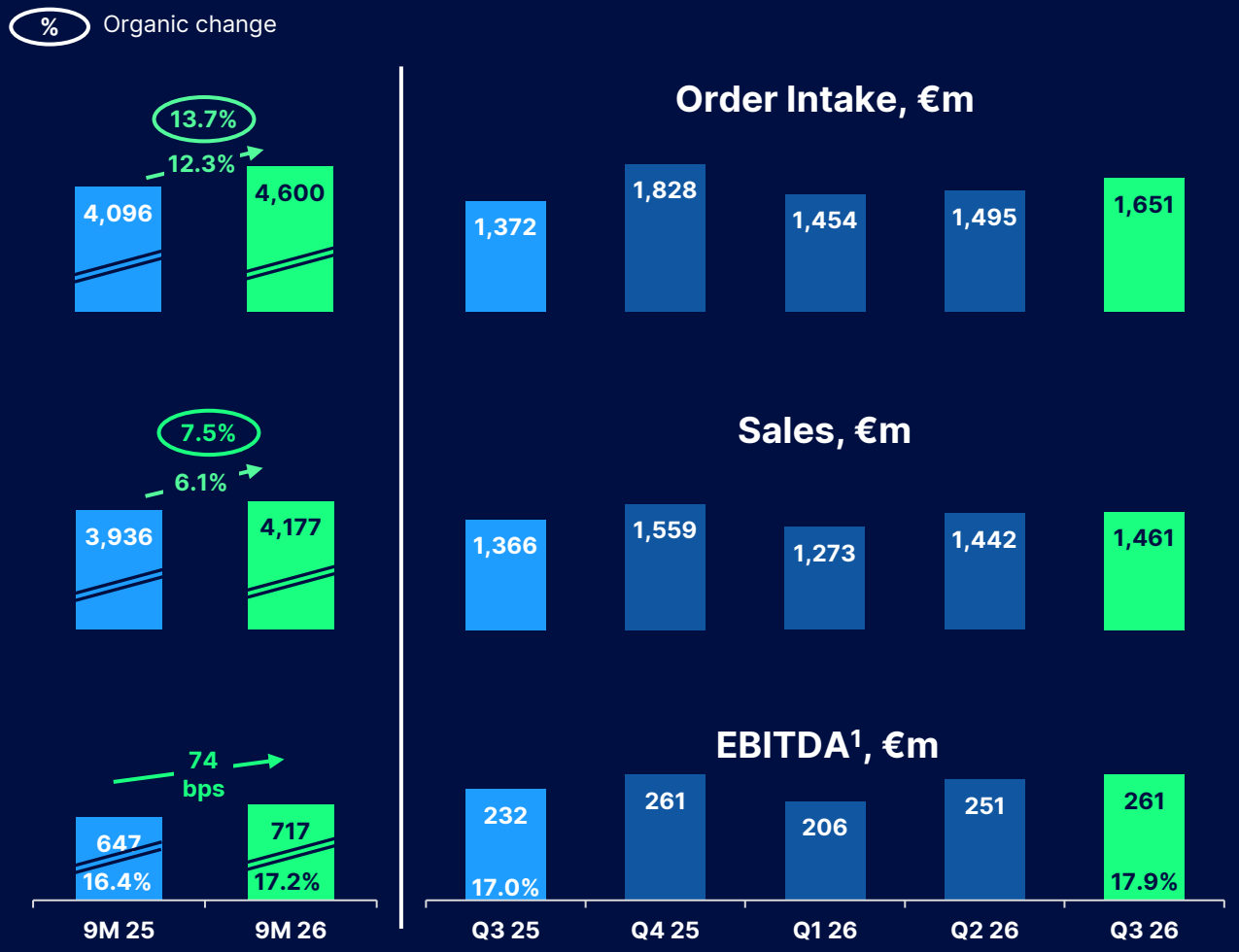

GEA's share price performance is calculated on a total return basis incl. dividends to ensure comparability with the according indices I Timeline for total shareholder return starting January 2019 until 6th Nov 2026

GEA Engineering for a better world.

# Q3 2026 RESULTS

# GEA Group

## Q3 26: Strong top-line growth & another meaningful EBITDA[1] margin increase




**Organic order intake ↑ 19.5% YoY**
- Organic order intake growth in all divisions
- Growth in almost all customer industries, especially Dairy Processing, Beverage and Pharma
- €14m positive FX translation effect (+1.0%)

**Organic sales ↑ 6.2% YoY**
- Organic new machine sales up by 4.6% YoY
- Organic service sales growth of 8.6% YoY
- Service sales share up by 0.8%p to 40.9%
- €13m positive FX translation effect (+0.9%)

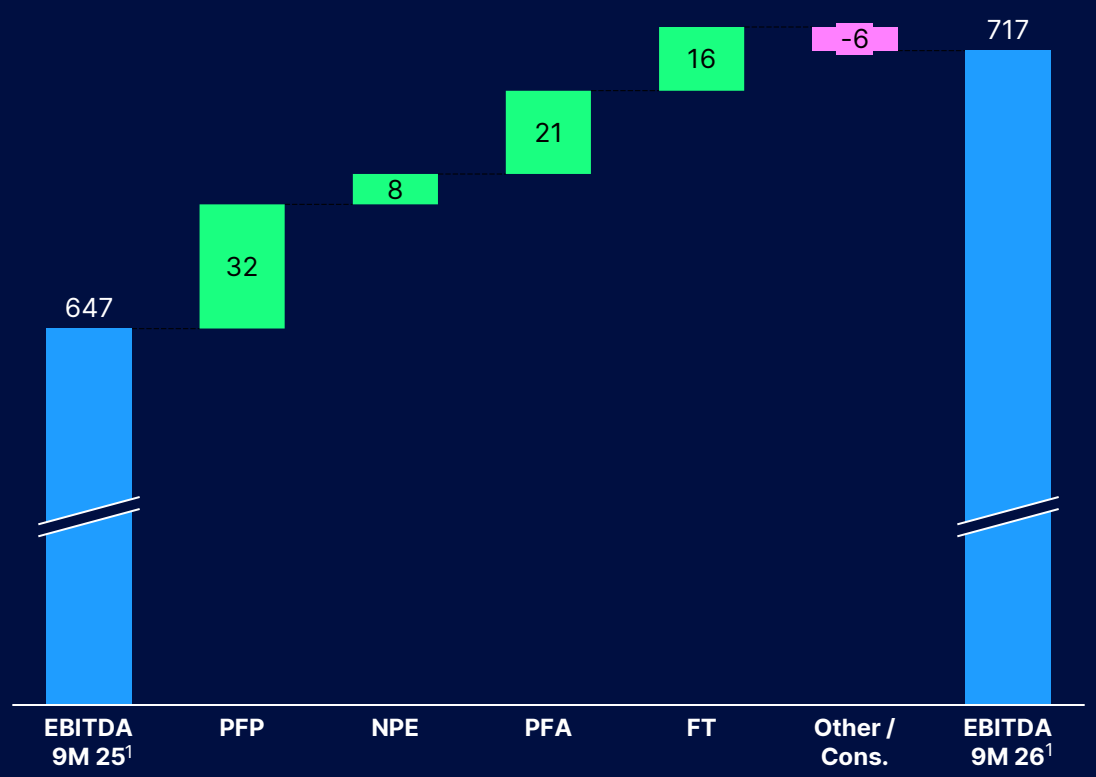
**EBITDA[1] margin ↑ to 17.9% (Q3 25: 17.0%)**
- Gross profit[1] rose due to volume
- Operating costs[2] increased YoY

[1] Before restructuring expenses I [2] Operating costs defined as difference between gross profit[1] and EBITDA[1]

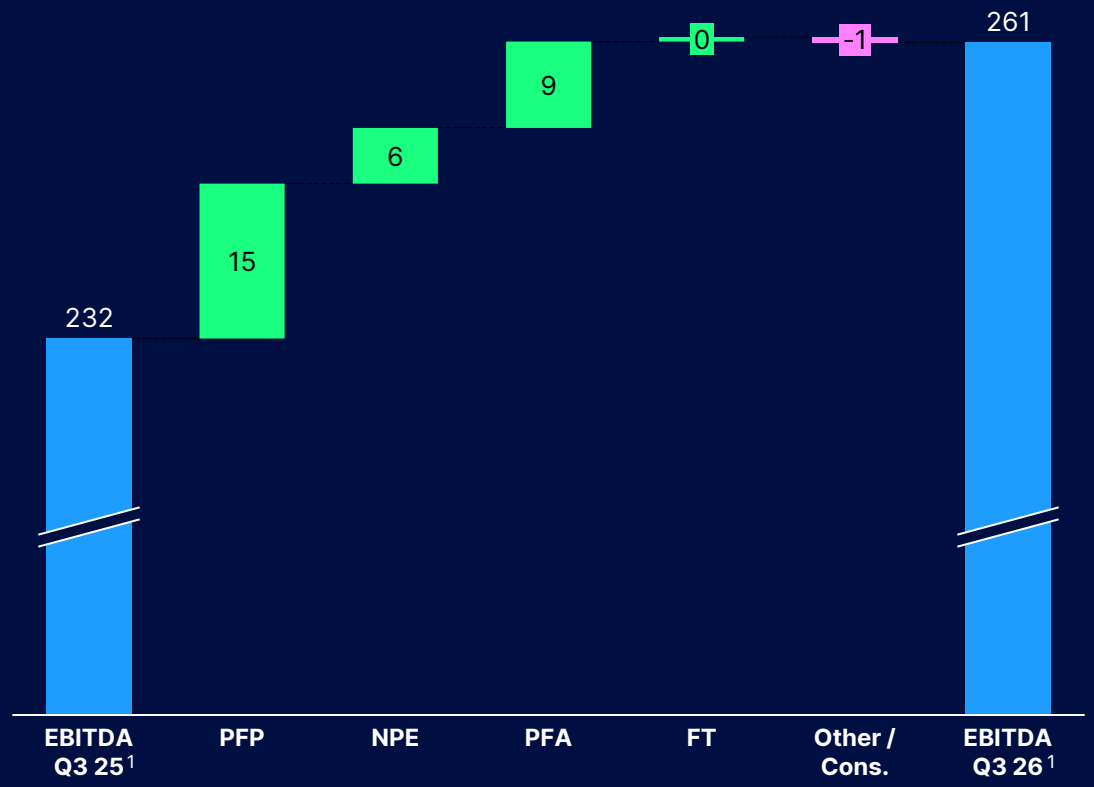
# Strong EBITDA[1] performance in 9M and Q3 2026

Positive contribution by all divisions in both time periods

## 9M 26 EBITDA[1] growth contribution by divisions in €m




## Q3 26 EBITDA[1] growth contribution by divisions in €m

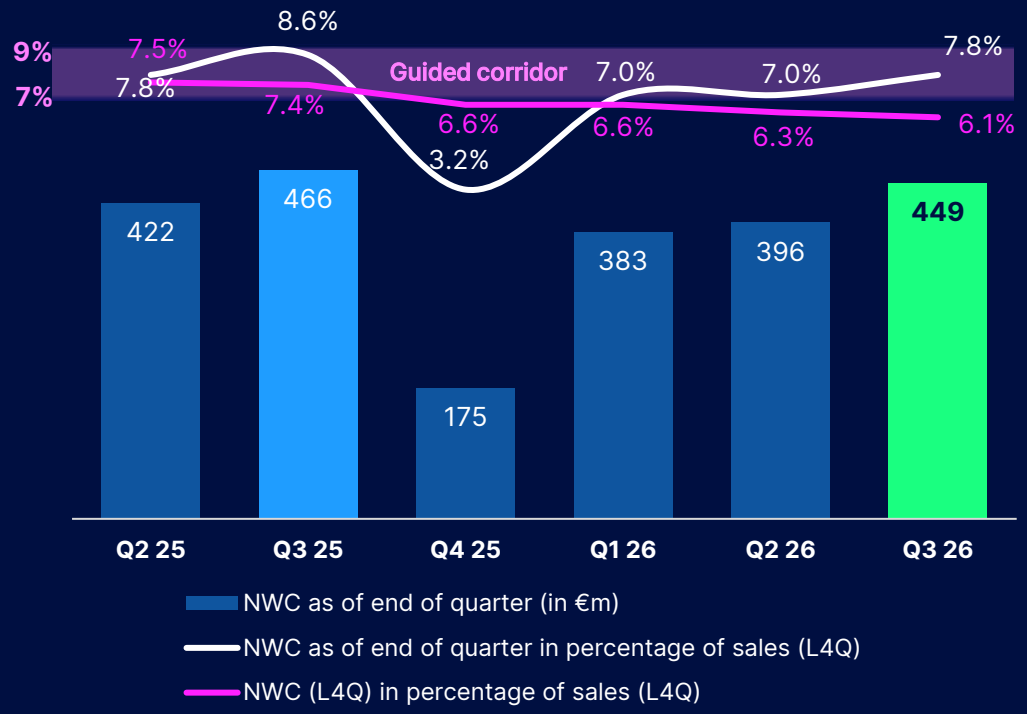



[1] Before restructuring expenses

# Net Working Capital performance

## NWC/sales ratio comfortably within the guided corridor

- YoY NWC reduction due to a combination of higher contract liabilities (advance payments) and higher trade payables
- NWC ratio with 7.8% within the guided corridor of 7.0 – 9.0%



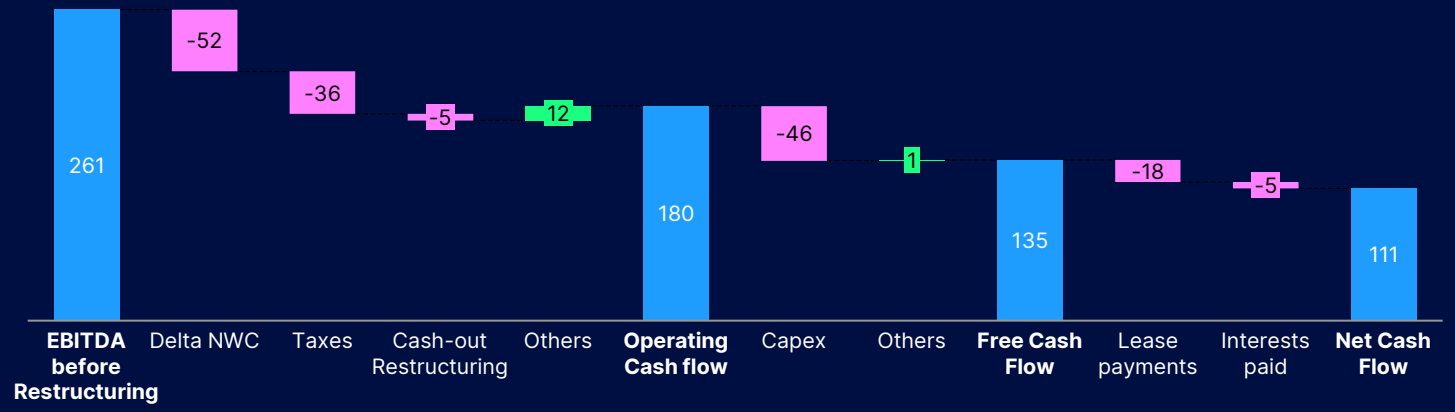



# Good cash generation

## FCF

- NWC -€52m: outflow mainly driven by higher trade receivables
- Positive FCF of €135m

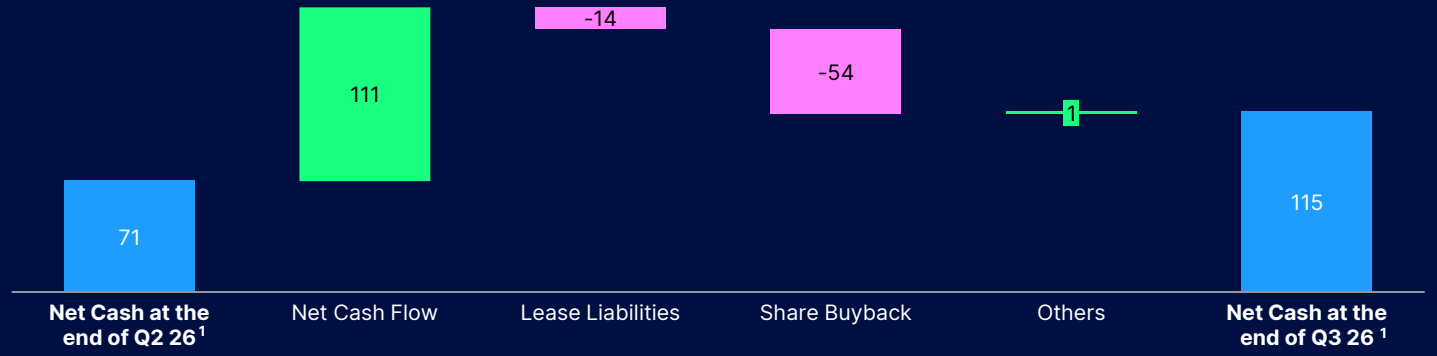
### Free Cash Flow Q3 26, €m




## Net Cash

- Good cash generation
- €54m cash out for share buyback

### Net Cash at the end of Q3 26 vs. at the end of Q2 26, €m




[1] Including lease liabilities of €275m at the end of Q3 2026 and €261m at the end of Q2 2026

# Guidance for FY 2026 confirmed

**Organic sales growth**
(currency and portfolio adjusted)
**% YoY**

**6.0-8.0**

**(FY 2025: 3.7%)**

**EBITDA margin**
(Before restructuring expenses)
**%**

**17.0-17.4**

**(FY 2025: 16.5%)**

**ROCE[1]**
(Before restructuring expenses)
**%**

**36.0-40.0**

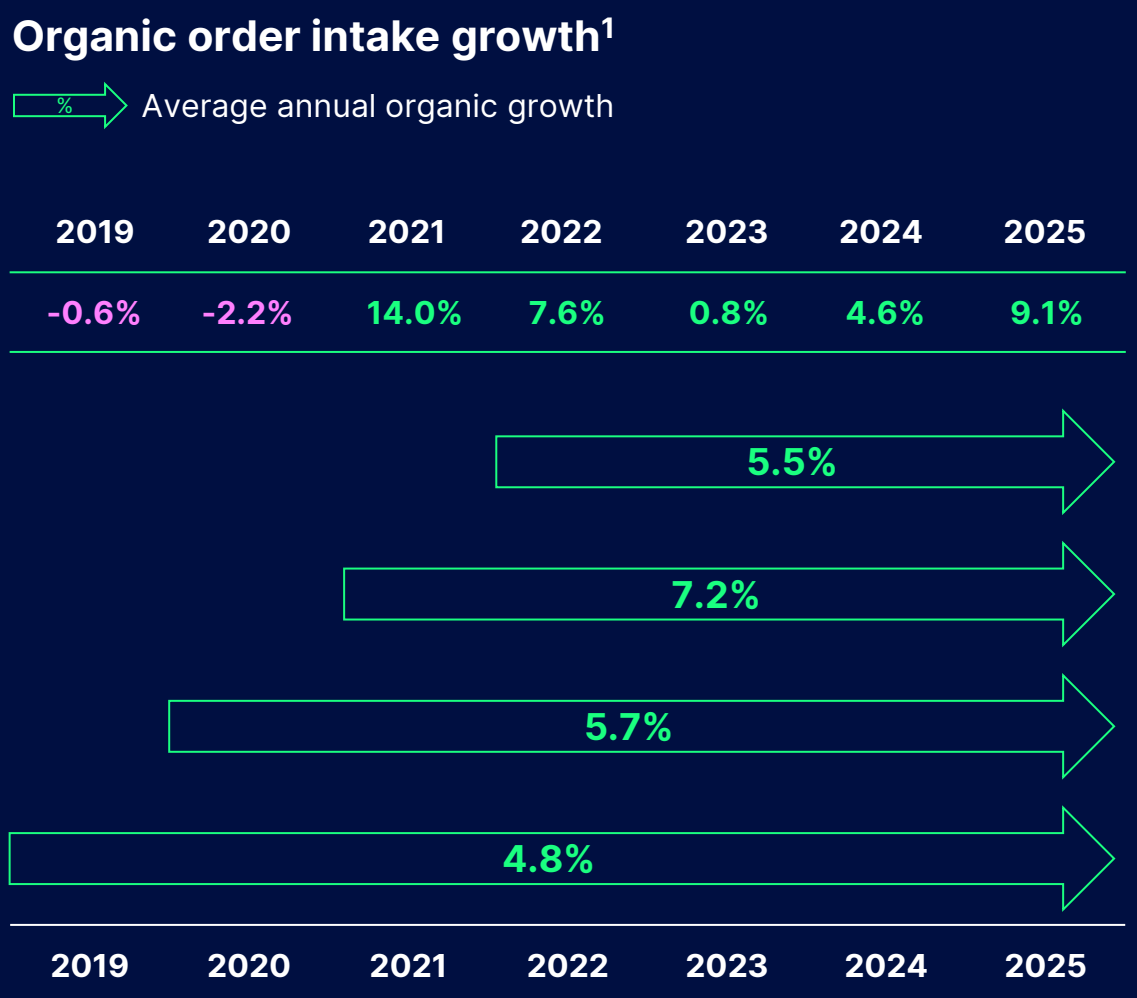
**(FY 2025: 36.2%)**

For divisional guidance, please refer to slide 36 in the appendix I [1] Capital Employed as average of the last 4 quarters.

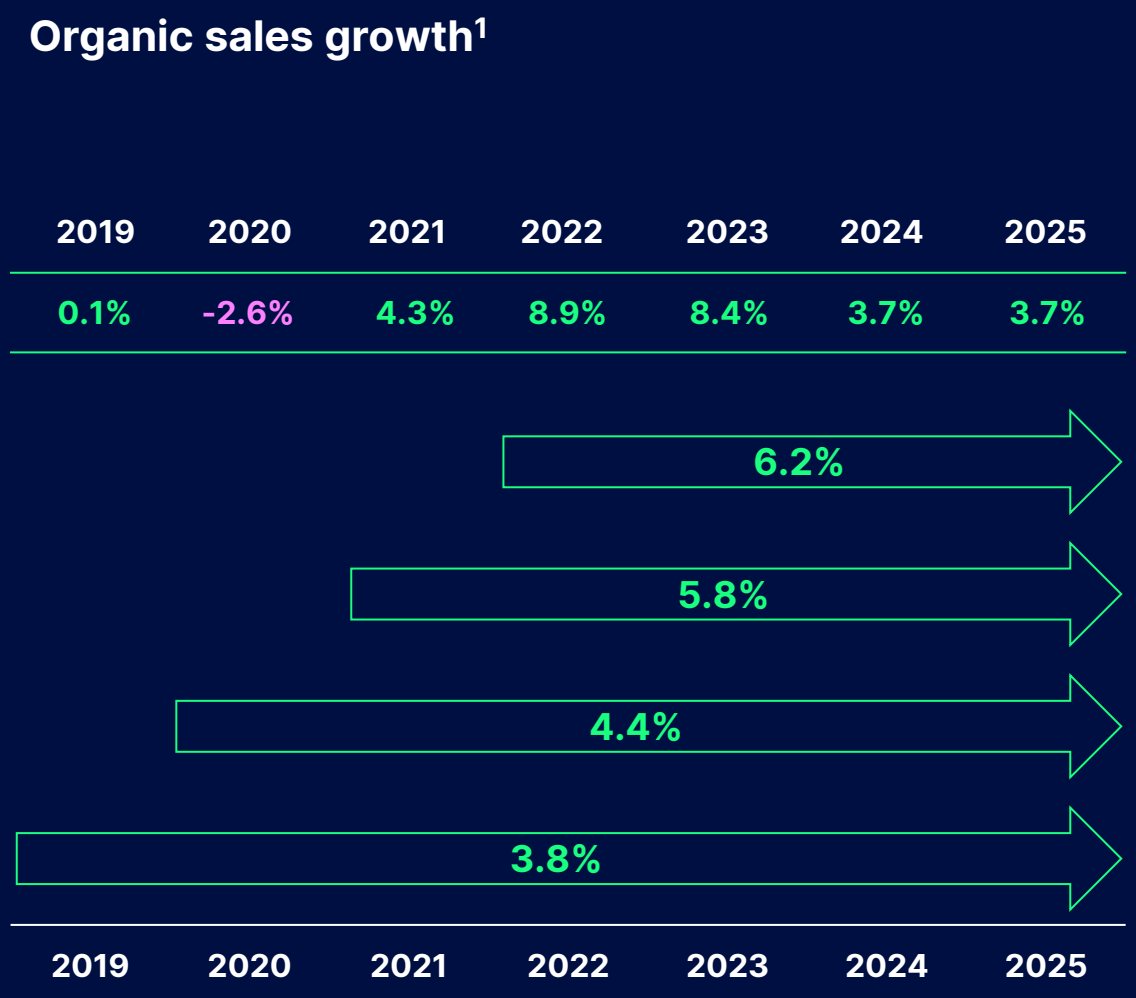

Engineering
for a better
world.

# Average annual organic growth delivered in all time periods

## Organic order intake growth[1]




## Organic sales growth[1]




[1] Currency and portfolio adjusted

# Divisional guidance FY 2026 confirmed

| Revenue development (organic[1]) | Forecast for 2026 | 2025 |
|---|---|---|
| Pure Flow Processing | +4.5% to +7.0% | €1,953m |
| Nutrition Plant Engineering | +7.0% to +9.0% | €1,955m |
| Pharma & Food Applications | +6.0% to +8.0% | €1,058m |
| Farm Technologies | +8.0% to +10.0% | €763m |
| Consolidation | - | -€234m |

| EBITDA margin before restructuring | Forecast for 2026 | 2025 |
|---|---|---|
| Pure Flow Processing | 27.0% to 28.5% | 26.7% |
| Nutrition Plant Engineering | 11.5% to 13.0% | 11.4% |
| Pharma & Food Applications | 14.0% to 15.5% | 13.3% |
| Farm Technologies | 15.0% to 16.5% | 14.8% |
| Others / Consolidation[4] | -1.5% | -1.7% |

| ROCE[2] (3rd Party) | Forecast for 2026 | 2025 |
|---|---|---|
| Pure Flow Processing | 37.0% to 43.0% | 40.5% |
| Nutrition Plant Engineering[3] | - | - |
| Pharma & Food Applications | 24.0% to 28.0% | 19.3% |
| Farm Technologies | 31.0% to 36.0% | 28.9% |

[1] Adjusted for portfolio and currency translation effects I [2] Capital Employed as average of the last 4 quarters I [3] Due to negative capital employed ROCE in 2025 and 2026 is not meaningful I [4] In percentage of total revenue

# Additional financial information for FY 2026

**Depreciation & Amortization (incl. PPA, IFRS 16)[1]**

around
€230m

thereof impact from PPA

around
€10m

**Financial result**

around
-€30m

**Tax rate**

between
28-30%[2]

**Capex**

around
€240m

**R&D (as % of sales)**

around
3%

[1] Before restructuring expenses I [2] 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.

# Balance sheet

**Assets**

| (EUR million) | 09/30/2026 | 12/31/2025 | Δ abs. |
|---|---|---|---|
| Property, plant and equipment | 1,033 | 998 | 35 |
| Goodwill | 1,498 | 1,480 | 18 |
| Other intangible assets | 474 | 454 | 20 |
| Other non-current financial assets | 48 | 34 | 15 |
| Other non-current assets | 7 | 7 | 0 |
| Deferred taxes | 294 | 329 | (35) |
| **Non-current assets** | **3,355** | **3,303** | **52** |
| Inventories | 904 | 771 | 133 |
| Contract assets | 459 | 357 | 102 |
| Trade receivables | 844 | 792 | 52 |
| Income tax receivables | 77 | 59 | 18 |
| Other current financial assets | 53 | 39 | 14 |
| Other current assets | 159 | 135 | 24 |
| Cash and cash equivalents | 390 | 626 | (236) |
| Assets held for sale | - | 7 | - |
| **Current assets** | **2,885** | **2,785** | **100** |
| **Total assets** | **6,240** | **6,088** | **152** |

**Equity and liabilities**

| (EUR million) | 09/30/2026 | 12/31/2025 | Δ abs. |
|---|---|---|---|
| **Equity** | **2,572** | **2,453** | **119** |
| Non-current provisions | 146 | 144 | 2 |
| Non-current employee benefit obligations | 519 | 569 | (50) |
| Other non-current financial liabilities | 207 | 191 | 16 |
| Non-current contract liabilities | 0 | 0 | 0 |
| Other non-current liablities | 2 | 2 | (0) |
| Deferred taxes | 98 | 97 | 1 |
| **Non-current liabilities** | **971** | **1,003** | **32** |
| Current provisions | 252 | 268 | (16) |
| Current employee benefit obligations | 273 | 304 | (31) |
| Other current financial liabilities | 178 | 126 | 52 |
| Trade payables | 810 | 894 | (84) |
| Current contract liabilities | 948 | 850 | 98 |
| Income tax liabilities | 128 | 87 | 41 |
| Other current liabilities | 108 | 103 | 5 |
| Liabilities held for sale | - | - | - |
| **Current liabilities** | **2,697** | **2,631** | **66** |
| **Total equity and liabilities** | **6,240** | **6,088** | **152** |

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

| Division | Technology | Vertical | Focus Regions | | | | GEA CAGR (%)[1;2] | GEA Sales in 2030E (€m)[2] |
|---|---|---|---|---|---|---|---|---|
| | | | Europe | NAM | APAC | LAM | | |
| 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[3] | ★ | ★ | ★ | | 20-30% | <50 **50-150** >150 |
| FHT | Tablet Compression | Pharma - Continuous Tableting | ★ | ★ | ★ | | 15-20% | <50 **50-150** >150 |

[1] Expected CAGR for 2024E-2030E | [2] New machine only ★ Focus market for growth
[3] 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 (%)[1;2] | GEA Sales in 2030E (€m)[2] |
|---|---|---|---|---|---|---|---|---|
| | | | Europe | NAM | APAC | LAM | | |
| HRT | Heat Pumps | District Heating | ★ | ★ | | | 40-45% | <50 **50-150** >150 |
| SFT | Decanters | Environmental | | ★ | ★ | ★ | 5-10% | <50 **50-150** >150 |
| 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 |

[1] Expected CAGR for 2024E-2030E | [2] New machine only ★ Focus market for growth

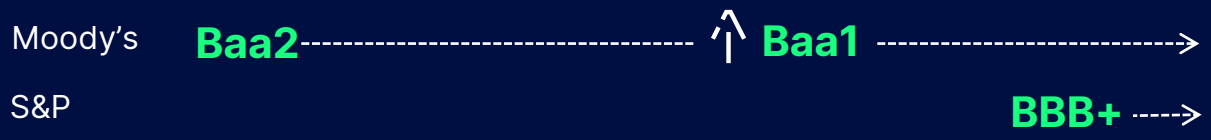
# MISSION 30 TARGETS NEW DIVISIONS

| | | Organic sales CAGR 2025-2030E | EBITDA margin target 2030E |
|---|---|---|---|
| **GEA Group** | **No change** | **>5.0%** | **17.0%-19.0%** |
| Pure Flow Processing | Former Separation & Flow Technologies + Business Unit Components from Heating & Refrigerations Technologies | 4.5% - 5.5% | 25.5%-27.5% |
| Nutrition Plant Engineering | Former Liquid & Powder Technologies + Business Unit Solutions from Heating & Refrigerations Technologies | 4.5% - 5.5% | 12.5% - 14.5% |
| Pharma & Food Applications | Former Food & Healthcare Technologies; No change in numbers | 6.0% - 7.0% | 15.0% - 17.0% |
| Farm Technologies | No change | 4.0% - 5.0% | 16.0% - 18.0% |

# Strong contribution for VALUE. investment opportunities

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

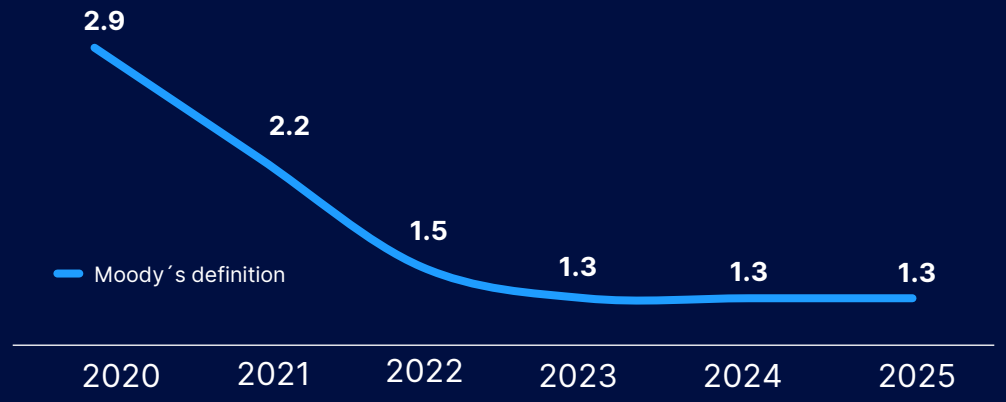
## Rating




## Outlook



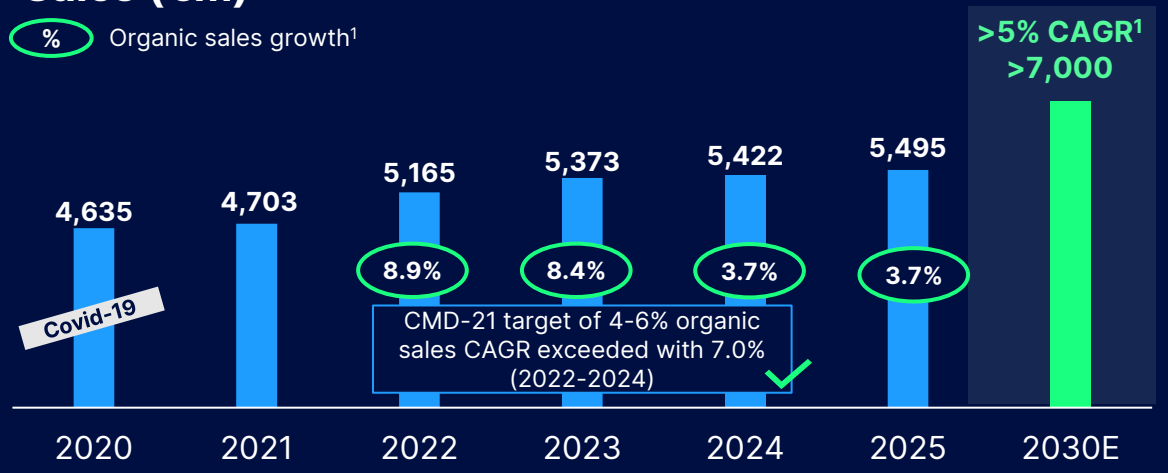

## Leverage (x EBITDA)



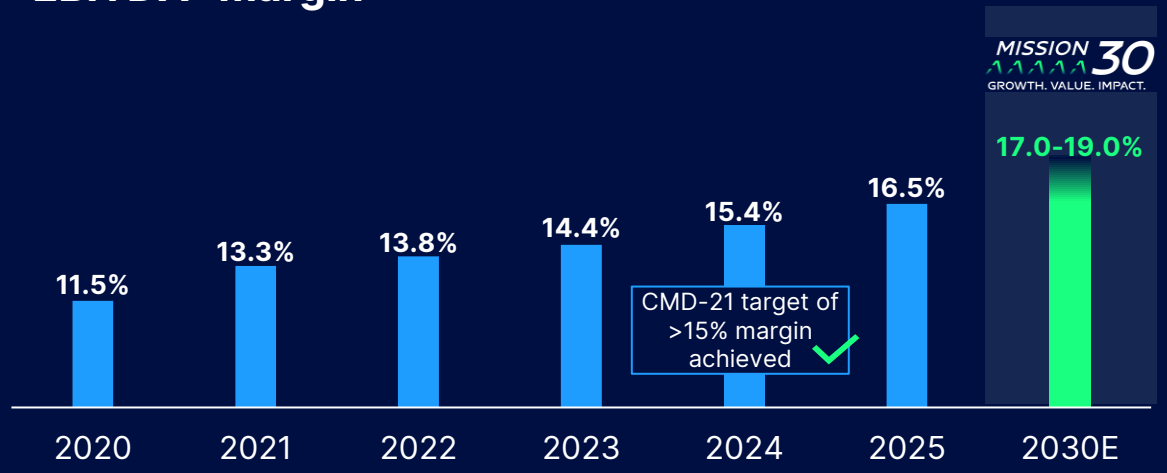

**Today ~€2bn firepower for M&A**

# GEA – development

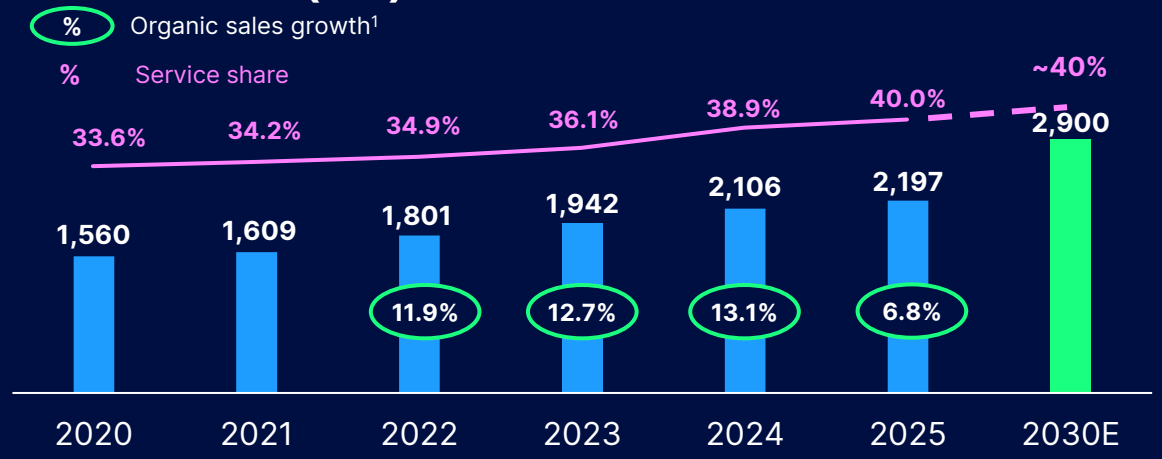
## Sales (€m)



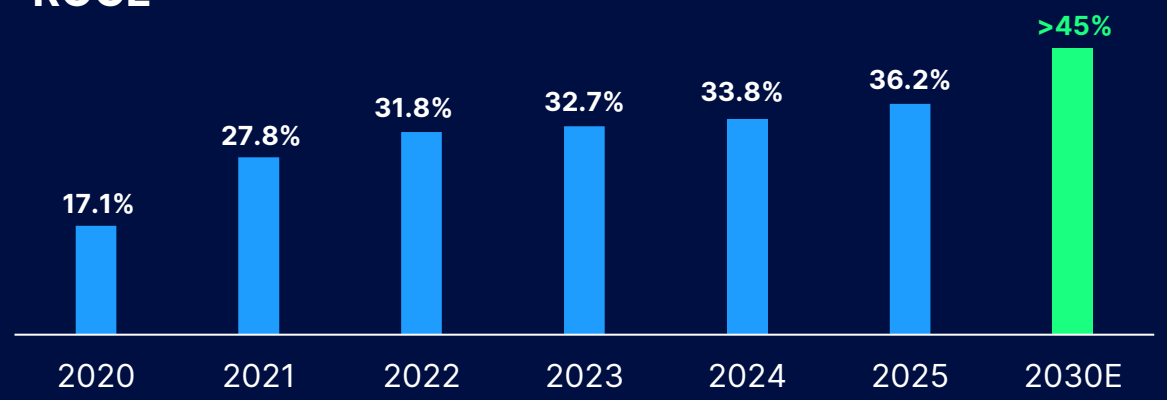

## EBITDA[2] margin




## Service sales (€m)




## ROCE[3]




[1] Currency and portfolio adjusted | [2] Before restructuring expenses | [3] Calculation based on capital employed L4Q

# GEA – development

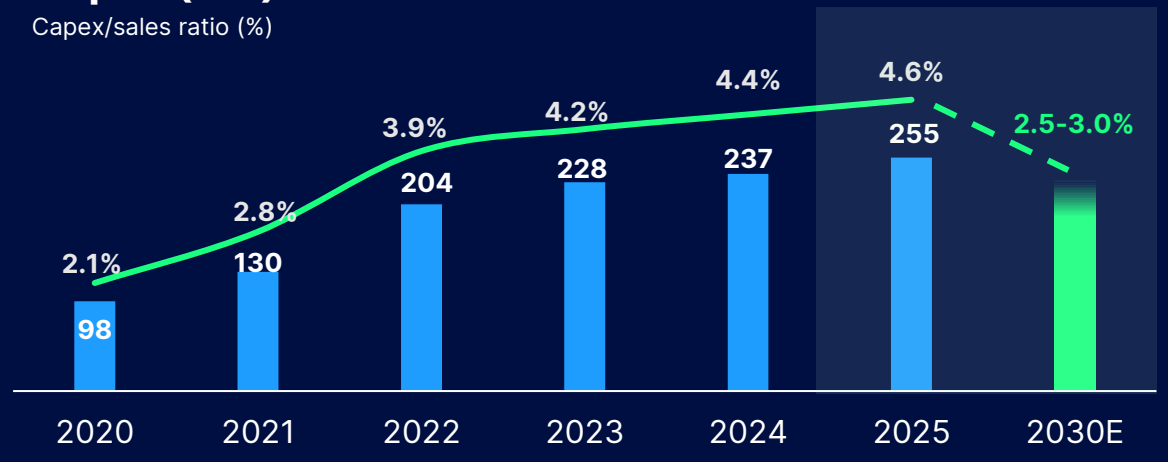
## Net working capital (€m)

Net working capital/sales ratio (%)

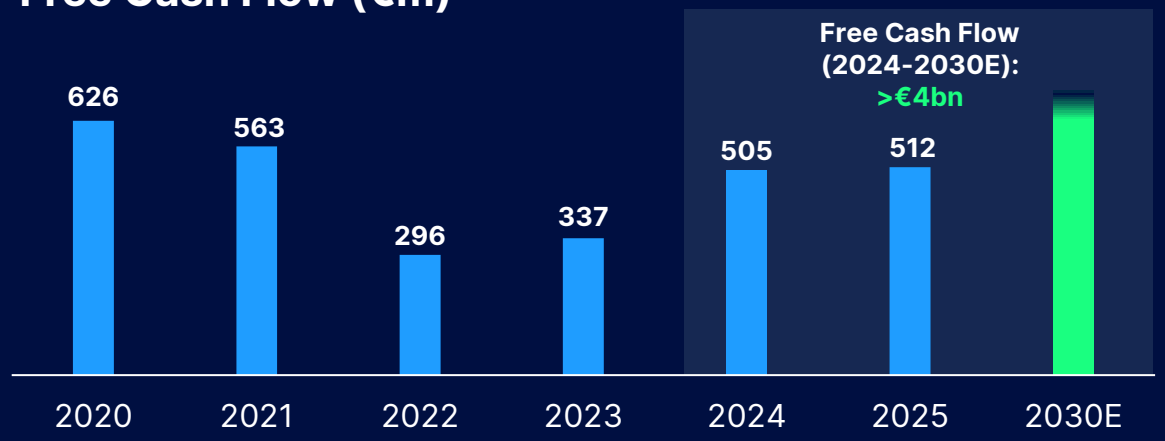



## Capex (€m)

Capex/sales ratio (%)

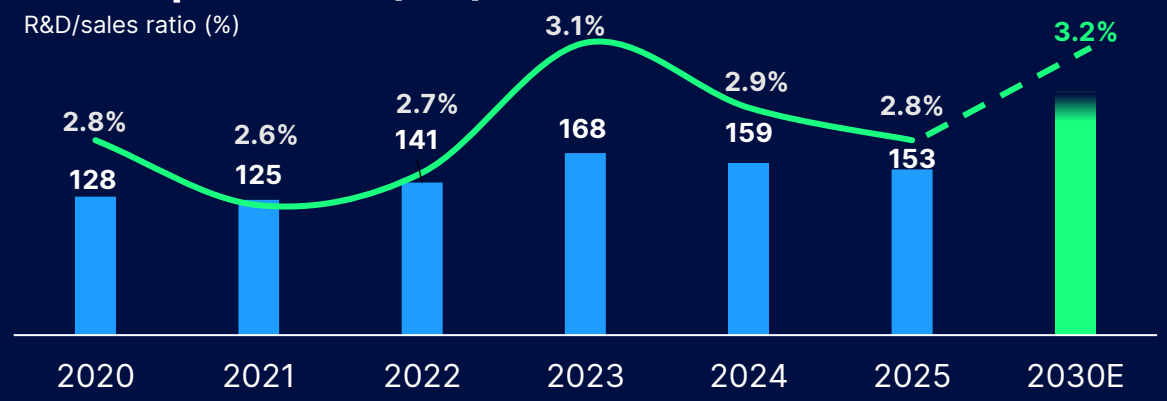



## Free Cash Flow (€m)




## R&D expenditure (€m)

R&D/sales ratio (%)



# Our purpose: Engineering for a better world

## IMPACT

| | Responsible Innovation | Resilient Operations & Communities | Thriving Employees |
|---|---|---|---|
| Our contribution | | | |
| Our targets | ▪ Reduce greenhouse gas emissions **scope 3 by 27.5%** by 2030<br>▪ **125 Mt $CO_2$e saved emissions** along the value chain by 2030<br>▪ All GEA solutions will be offered **with zero freshwater-use option** by 2030<br>▪ 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<br>▪ Pathway towards **Zero Impact Operations:** no negative impact on waste, water, energy, biodiversity & OHS<br>▪ 100% of A-suppliers fulfill **GEA's sustainability criteria** by 2030 (preferred suppliers by 2026)<br>▪ **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<br>▪ **25% female** representation in **top and middle management** positions (L1-L5) and **30% in leadership development programs** by 2030<br>▪ Broadening talent pools to include **more diverse target groups**<br>▪ Fair and performance-oriented pay commitment **addressing pay gaps** worldwide |

## NET ZERO 2040