

Strategic orientation

The print sector has been undergoing a period of profound change for many years. In our core business, it is critical for the success of the Company that HEIDELBERG addresses the right market segments and the challenges faced by its customers appropriately.

Our market position as the global market leader together with our corresponding production capacities in Germany and China, the largest sales and service network in the industry and the experience and expertise of our employees provide the foundations for HEIDELBERG's growth strategy that is built on five central pillars.

1 In the growing packaging market, our focus will be on expanding our activities along the entire value chain so that we can position ourselves successfully as a system integrator for packaging solutions. Aside from the traditional machine business, this also includes software and robot solutions. The aim is to offer the best end-to-end, integrated, networked and automated workflow for the most attractive packaging segments to provide a greater level of automation for customers, helping them to improve their productivity and combat the lack of skilled workers. In addition, HEIDELBERG is working on innovative solutions to push forward the "paperization" of packaging, or in other words replacing plastic with paper packaging. As a result, the Company is actively working to protect the environment, while opening up new and profitable opportunities on the market.

2 In the commercial sector, HEIDELBERG addresses the challenges faced by print shops with a portfolio that not only includes our renowned sheetfed offset presses but also an ecosystem of solutions for the growing digital printing sector that is tailored to optimally meet the needs of our customers. These AI-based digital systems enable customers to efficiently plan and manage increasingly specialized, intricate and complex print jobs. At the same time, they give HEIDELBERG the opportunity to generate regular income across the entire lifespan of the system. Alongside the machines themselves, this includes income from workflow software, services and spare parts, consumables, training and consulting services. In cooperation with strong partners in both the inkjet and toner sectors, HEIDELBERG can offer commercial customers a hybrid solution that integrates offset and digital printing within an AI-supported workflow software. In the commercial sector, the fact we can offer an end-to-end solution including postpress processing is also a key factor in our success.

In the Technology segment, the Company's main focus is on becoming a comprehensive technology company. By entering into attractive growth markets, HEIDELBERG aims to establish and expand a lucrative and robust business area to exist alongside its core business.

1. As a contractor, service provider or partner, HEIDELBERG can provide services for companies that have synergies with existing skills and resources. HEIDELBERG is able to offer its expertise and capacities in areas such as casting, production, assembly, development and software to third-party companies as an industrial system supplier.

2. Furthermore, HEIDELBERG plans to develop its own products and IP (intellectual property) to position itself in attractive growth segments. A first step in this direction was entering the market for e-mobility charging solutions with Amperfiend GmbH. The next steps are currently in preparation, such as in the green technologies growth market.

The fifth pillar focuses on the entire product lifecycle.

1. The traditional, transactional machine business will thus act as the basis for new business models. By expanding its lifecycle business model, the Company aims to increase its recurring revenue to, on the one hand, strengthen its financial resilience and, on the other, improve customer loyalty even further. The services, spare parts and consumables business is one area that will play a particularly important role, whereby HEIDELBERG will be able to benefit from its already existing global sales and service network.

Alongside the previously described strategic focal points, we will also strive to improve the Company's competitiveness. To do this, the Company plans to sustainably reduce personnel costs while at the same time generating growth, above all through improvements in internal efficiency.

Our strategy not only points the way towards sustainable growth but will also guide HEIDELBERG's transformation into a technology company that is broadly diversified in attractive business fields with a simultaneous focus on improving profitability.

Sustainability firmly integrated into the strategic agenda

HEIDELBERG defines sustainability as combining economic success with environmental and social responsibility. This is why we view sustainability as the basis for our strategic alignment. Sustainability aspects and how they impact our corporate culture, products, production processes, supply chain

and our interactions with our partners are taken into account in the Group's environmental standards and code of conduct.

The Company was able to make further progress in the area of sustainability management in the 2024/2025 financial year. HEIDELBERG's aim is to have the smallest ecological footprint in its industry along the whole value chain.

In HEIDELBERG's target markets, such as packaging printing, sustainability has a regulatory aspect and is also an important sales argument. Trends and requirements such as recyclability, the use of mono material/paper instead of plastic and the use of environmentally friendly and food-grade materials and coatings are becoming more and more important.

Further information on our sustainability initiatives can be found in the combined Group Sustainability Report 2024/2025, which is published in the Investor Relations section of our website under "Reports and presentations".