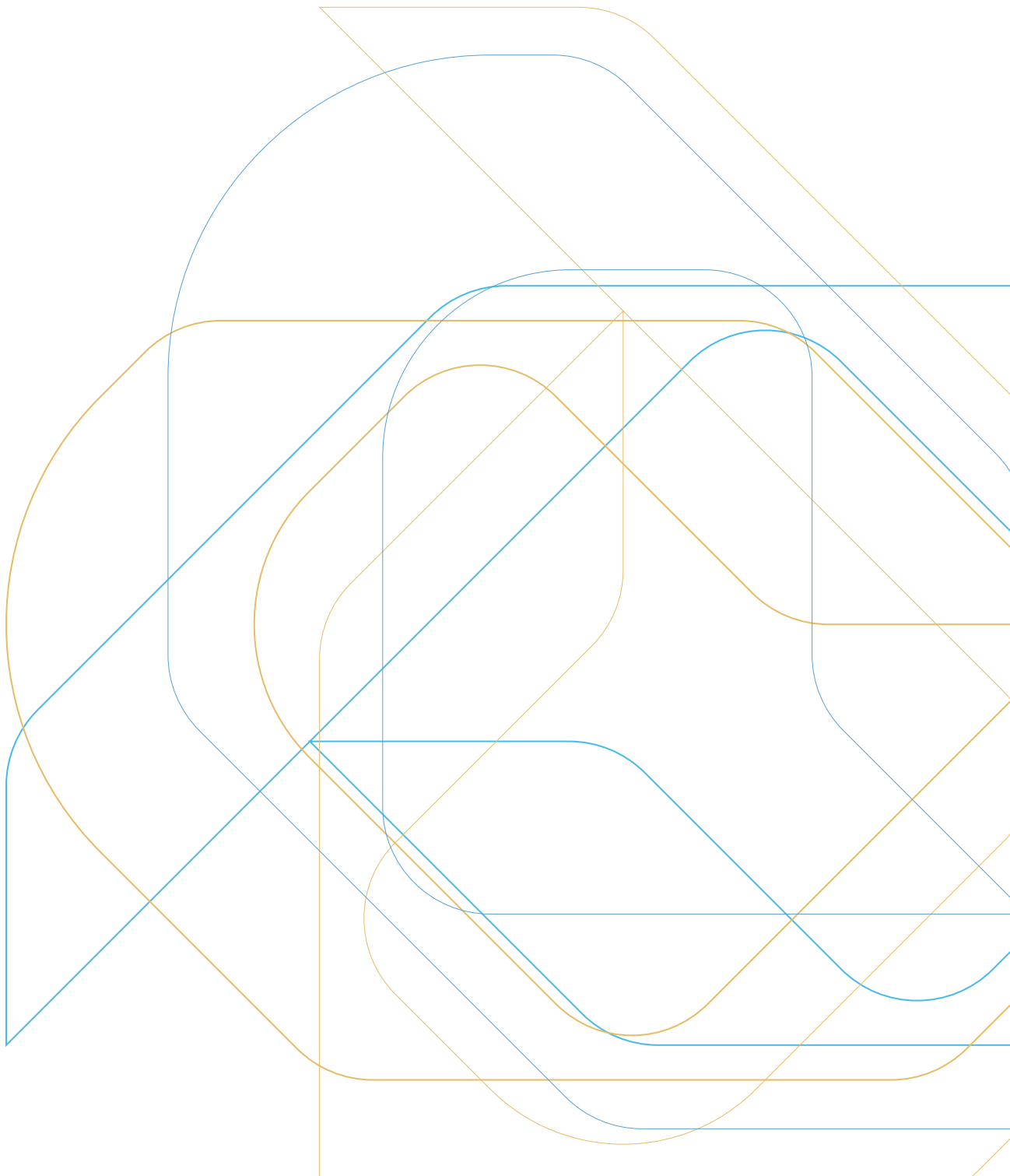


Annual Report 2025

The Entrepreneurial Group in Transition



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Reliability is our contribution to a world in transition.

When markets shift and certainties erode, trust remains our compass. Possehl stands for partnership-based action, fair relationships and reliability – across borders, generations and times.



Editorial

Dear readers, dear friends of the Possehl Group,

The world is changing – rapidly, profoundly and with growing complexity. Medium-sized companies, the backbone of our economy, are at the centre of this transformation. At Possehl, we feel this dynamic – and we use it as a source of momentum. In times of change, attitude, cohesion and innovative strength matter more than ever.

Digitalisation, sustainability, skills shortages and volatile global markets are not only challenges they also open up new opportunities. They encourage us to leave familiar paths, rethink structures and have the courage to actively shape the future – with foresight, entrepreneurial spirit and confidence in the strength of our decentralised organisation.

In such an environment, values are our compass. **Diversity, integrity, respect and social responsibility** are not empty words at Possehl but lived principles. They connect our nearly 200 operating units worldwide and provide orientation in uncertain times. Our entrepreneurial actions are shaped by a commitment to the common good, an innovative mindset and deep roots in the DNA of the SMEs.

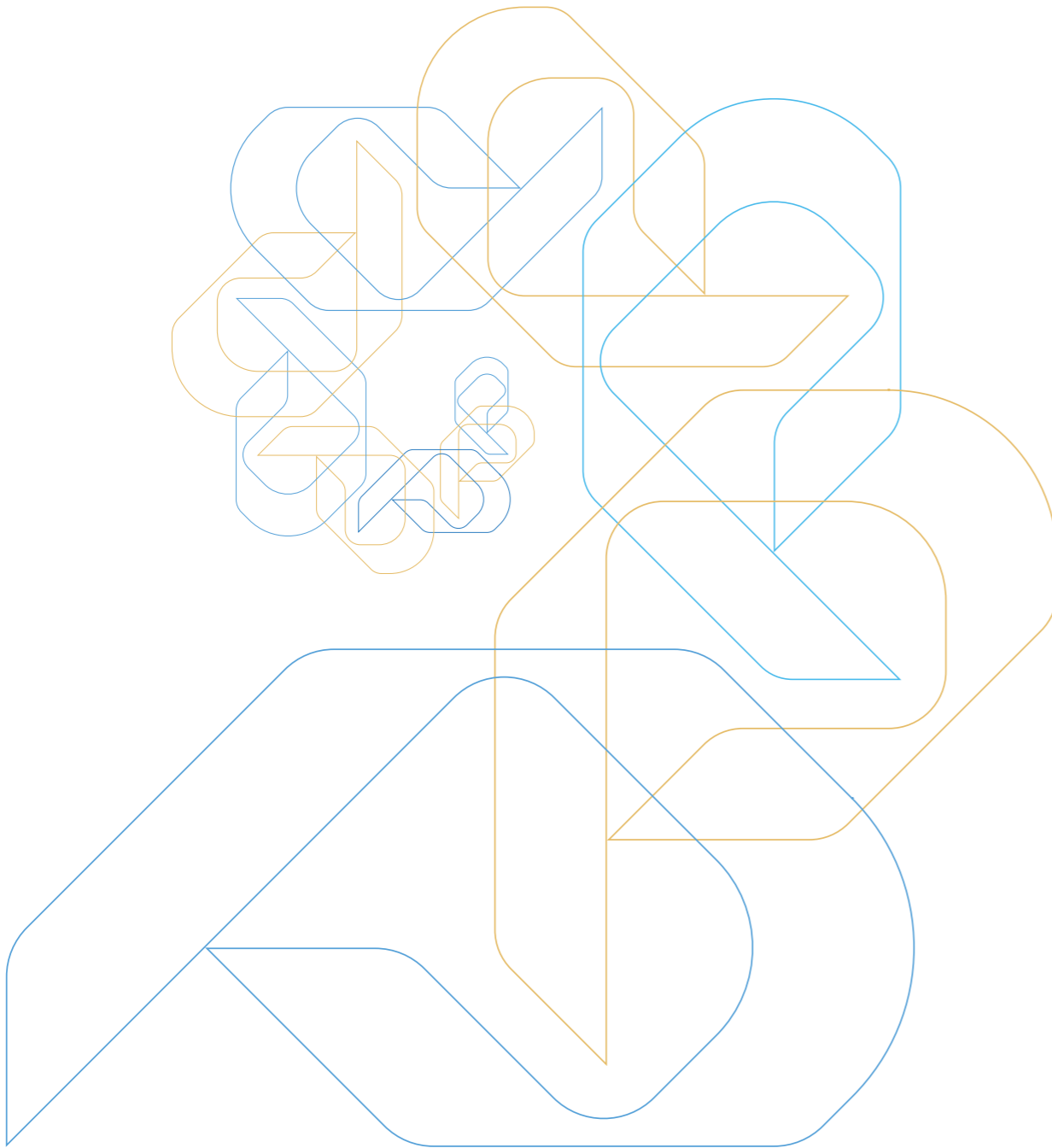
Our strategy is clear: **shaping the future, not only reacting to it**. We rely on entrepreneurial freedom across all business units, combined with clear guidelines for transformation. In this way, we deliberately strengthen future viability and resilience – in every single company of the Group. This importance grows proportionally with the complexity and volatility of the economic environment.

The 2025 fiscal year presented significant challenges for the Possehl Group, mirroring the difficult conditions experienced across much of the German economy. Once again, Possehl proved to be a reflec-

tion of German industry. Wider macroeconomic and geopolitical volatility weighed on demand dynamics and constrained any meaningful upward momentum. In addition, the effects of tariffs weighed on the global economy and thus on a large share of our markets. The principle that “uncertainty is poison for investment” was once again confirmed. European – and particularly German – mechanical engineering is also feeling growing competitive pressure from Asian manufacturers. All of these external factors beyond our control made business more difficult for many of our segments. At the same time, we are aware that these burdens and uncertainties will persist.

Looking back, it is important to acknowledge that some challenges were self-inflicted. Over the past year, we made tangible progress in resolving several of these issues. Our mid-sized business segment has returned to profitability – entirely through its own efforts. Addressing other issues, particularly in the Printing Technology business unit, has proven more persistent and will require our full attention and commitment in 2026.

With consolidated group earnings before taxes of €133 million, we performed well given the challenging conditions. Looking at operational performance, EBITDA of €273 million and an adjusted EBITDA margin of around 9 % underline the stable development of Possehl. A particularly strong Precious Metals segment, a significant improvement in the SME segment as well as consistently solid results in Cleaning Technology, Identification Solutions and Tyre Technology all made a substantial contribution to this success. Once again, they demonstrate that Possehl's broadly diversified business model not only has a stabilising effect but also proves resilient in times of crisis.





The ten independent business units of the Possehl Group and the management holding in Lübeck

As an independent corporate group, and particularly from the perspective of our shareholders, stability and a strong balance sheet are of utmost importance. A continued positive net liquidity position of €204 million and group equity of €1,320 million convincingly confirm these key financial targets. Nevertheless, we are fully aware that, given the challenges ahead, an adjusted sales margin of just over 4 % cannot be satisfactory in the long term. Our highest priority is to sustainably increase Possehl's profitability and strengthen its cash flow generation. This is the foundation of our independence and, at the same time, our primary obligation to our shareholder, the non-profit Possehl Foundation. We also know that economic success today is essential in order to master future challenges and to successfully seize the many opportunities for development.

The past year has also shown that we have set important impulses. Companies within the Group expanded their market positions, successfully initiated innovation projects, refined their sustainability targets and implemented digital solutions. We also see growing demands and business models which had been successful for a long time now coming under immense pressure. The need to actively manage transformation is unavoidable.

Transformation is multifaceted. It has strategic, technological, environmental, economic, political and, ultimately, cultural dimensions – all interlinked and shaping our path into the future. These dimensions define the framework in which we operate and illustrate how comprehensive transformation for industrial SMEs truly is.

The Gabler Ocean Group is achieving organic growth and entering new markets. Forward-looking portfolio management is of outstanding importance for Possehl's success. With the Gabler Ocean Group, we have achieved a strategic portfolio development in the SME segment for the second time, following the establishment of the Identification Solutions business unit. Over recent years, Gabler Ocean Group has evolved into a comprehensive provider of maritime technologies through continuous development of its core markets and targeted acquisitions, more than doubling Group revenue. For over 60 years at the forefront of marine technology, Gabler is a global leader in the design, development and production of advanced mast systems, onboard components and underwater communication systems for submarines. Together with its subsidiaries develogic and, since this year, SubCtech, the company sets standards for precision and

reliability in underwater communication, monitoring systems and underwater energy storage solutions.

Looking ahead, our outlook is characterised by cautious confidence. Possehl's success story enters its 179th year. Over this long corporate history, we have experienced many ups and downs, positive and negative changes, and unexpected developments. Throughout this time, we have always been well advised to look ahead with a degree of confidence whilst never losing sight of risks and uncertainties. We do not see prudence as a sign of insecurity; rather, it is part of our DNA and a guarantee of resilience, continuity and sustainability.

With this solid mindset, we look to 2026: on the one hand with a healthy degree of optimism, and on the other with the clear awareness that we will continue to operate in an environment marked by political and economic uncertainty, short-term ordering behavior and fluctuating demand. In our corporate planning, we therefore anticipate moderate revenue

growth adjusted for precious metal price fluctuations. In terms of profitability, we also expect only a moderate improvement, primarily driven by the absence of one-off expenses and by operational improvements. With our employees – their expertise, commitment and creativity – we are well positioned to take the next steps with strength and determination. Our guiding principles are clear: economic success, ecological responsibility and social contribution – hand in hand.

We thank all colleagues, partners and companions for their dedication and trust. Let us continue, together with **courage, responsibility and innovative strength**, to shape what unites us: a strong, future-ready Possehl Group.



Joachim Brenk

Joachim Brenk
Chief Executive Officer
Dr.-Ing.

M. Meulbroek

Mark Meulbroek
Member of the Executive Board
Dipl.-Ing./MBA

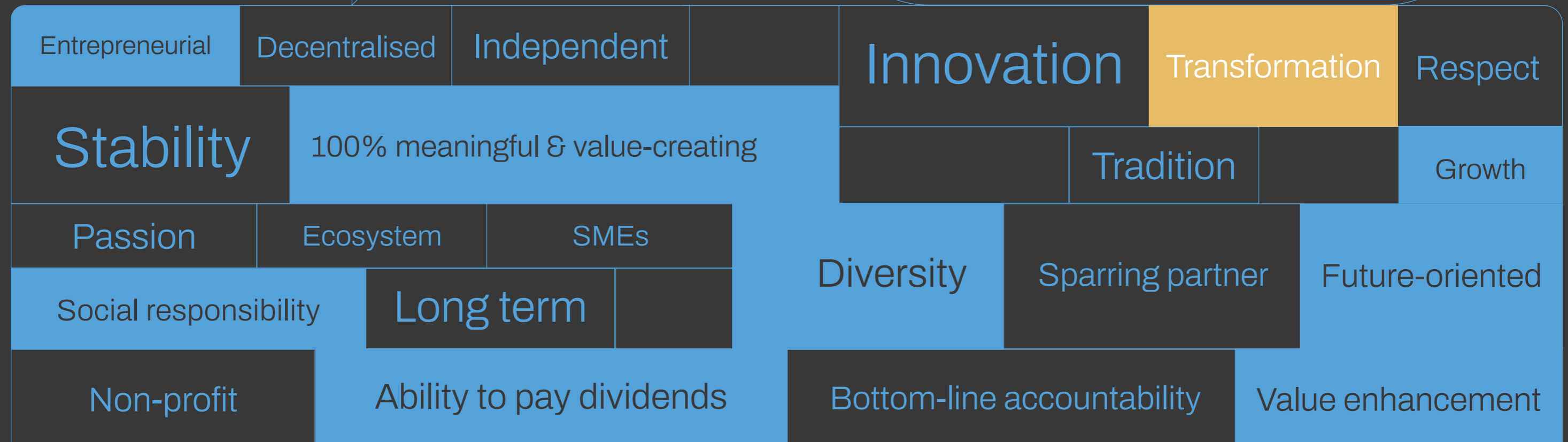
H. von Klitzing

Henning von Klitzing
Member of the Executive Board
Dr. rer. pol., Lawyer

Our Value Foundation

As a corporate group owned by a foundation, Possehl operates consistently guided by values. The entire Group dividend is distributed to the Possehl Foundation and used for the common good in Lübeck

For industrial SMEs, transformation stands for the ability to combine stability and progress with courage, responsibility and pragmatism.



Possehl in Figures

Group at a glance

€8.4 bn
revenue

€3.0 bn
revenue adjusted
for precious metals

€1.3 bn equity

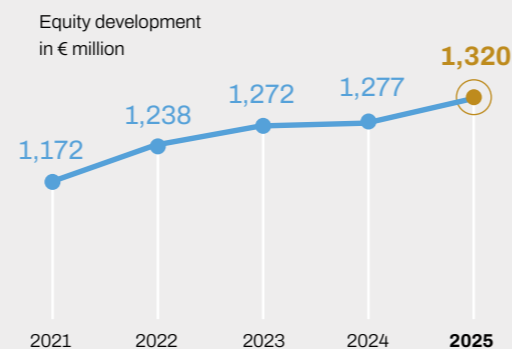
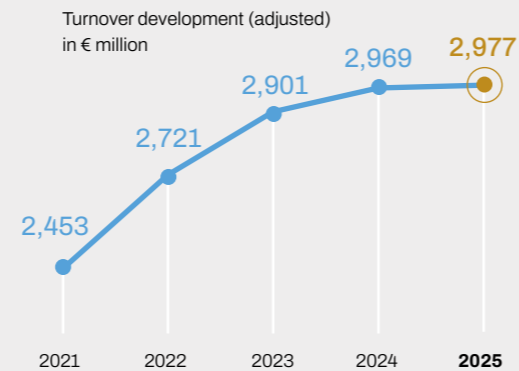
€273 m EBITDA

€133 m EBT

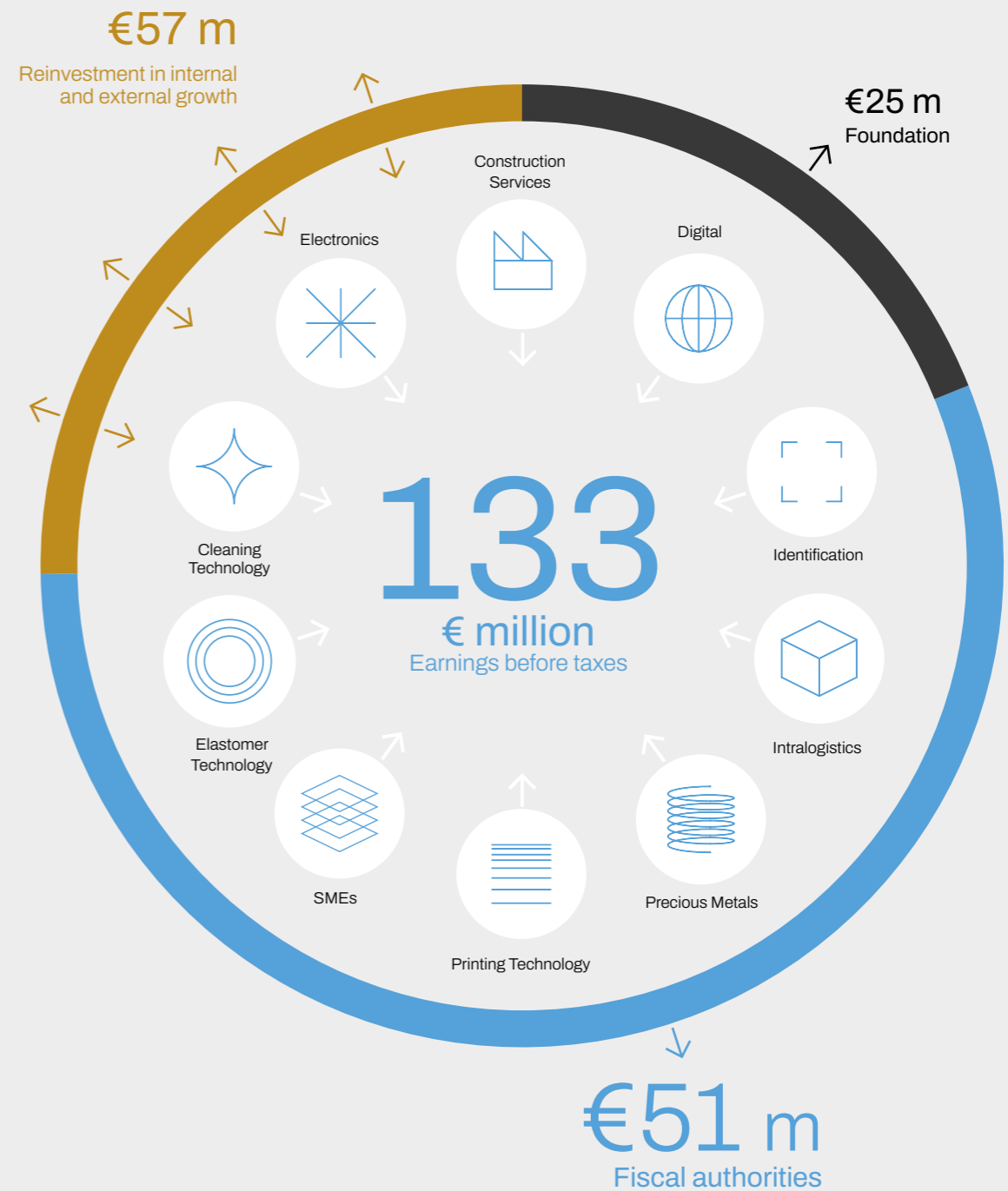
€204 m net liquidity



13,151
employees



100% Meaningful & Value-creating



Governing Bodies

Executive Board

Joachim Brenk

Chairman of the Executive Board
Dr.-Ing.

Henning von Klitzing

Member of the Executive Board
Dr. rer. pol., Lawyer

Mark Meulbroek

Member of the Executive Board
Dipl.-Ing./MBA

Supervisory Board

Dipl.-Ing. Stefan Dräger

Chairman
Chairman of the Executive Board of Drägerwerk Verwaltungs GmbH

Claus Bunk

Deputy Chairman
Chairman of the Group Works Council of L. Possehl & Co. mbH

Hanno Brügggen

Managing Director of H. & J. Brügggen KG

Sven Buntfuß

Chairman of the Works Council of Hako GmbH
Member of the Group Works Council of L. Possehl & Co. mbH

Bianca Garay

Head of Finance
Novexx Solutions GmbH

Henning Groskreutz

First Authorised Representative of IG Metall – Lübeck-Wismar office

Astrid Hamker

Shareholder and Advisory Board Member of the Piepenbrock Group

Petra Huber

Quality Manager and Chairwoman of the Works Council of
Possehl Electronics Wackersdorf GmbH
Deputy Chairwoman of the Group Works Council of L. Possehl & Co. mbH

Dr. Astrid Petersen

Entrepreneur

Prof. Dr. Wolfgang Sandberger

Chairman of the Board of the Possehl Foundation

Max Schön

Entrepreneur
Member of the Board of the Possehl Foundation

Martina Walter

Second Authorised Representative of IG Metall
Pforzheim office

Cluster Work 2025

Growing together, learning from one another

What began as an internal initiative has become a firmly established part of the Possehl Group in 2025: Cluster Work. Today, it is more than an organisational format – it is a place where ideas emerge, knowledge is shared and impulses for the future are created. Across twelve active clusters and more than 70 events, colleagues from all business units came together to exchange experiences, learn from one another and introduce new topics into the Group.



A strong performance by the Possehl team at the Lübeck relay marathon

This development was driven in particular by close networking across all business units and by the intensive exchange of best practices. Possehl Digital and Possehl Consulting made important contributions by providing methodological expertise and technological know-how, setting targeted impulses and translating complex topics into concrete projects. At the same time, cluster work increasingly opened up to the outside: collaborations with partners such as Maschinenraum and other innovation networks were expanded, broadening perspectives beyond the Group's own boundaries.

Several formats generated particular momentum: the Possehl Innovation Conference brought together decision-makers, experts and specialists from across the entire Group. New in-person formats met with strong response. The Sustainability Cluster provided important impulses through strategy and communication initiatives. At EIDOS, potential applications of additive manufacturing were identified in a joint workshop with the Fraunhofer IAPT.

The maturity model within the Sales & Marketing cluster, as well as the first joint "Negotiation Summit" between purchasing and sales at the HF Group, demonstrated how tangible tools and processes can emerge when experts from across the Group

come together. Even informal moments such as the cross-business-unit marathon relay became an established part of the exchange.

Cluster work will continue to play a decisive role in 2026. It creates spaces where people from different companies and industries come together, develop new perspectives and make synergies visible. In doing so, it makes a growing contribution to the future readiness of the Possehl Group and invites everyone to get involved, contribute and achieve more together.

SHIFT – Changing perspectives. Shaping culture.

In 2025, the development of a Possehl-wide women's network began with a kick-off event. Colleagues from various business units jointly developed the structure, target vision and initial formats for cross-unit exchange and development.

The network is deliberately open to women and supportive colleagues. Planned activities include networking meetings, digital exchange formats and a mentoring approach, with the aim of making potential visible, connecting perspectives and strengthening development sustainably within the Possehl ecosystem.

Possehl Innovation Conference in Croatia

Connecting through innovation and exchange

In September 2025, the Possehl Innovation Conference took place in Belišće, Croatia – an annual milestone for the Group. Around 200 participants from international Group companies exchanged views on innovations, technologies and forward-looking business models.

Guided by the theme “Innovation, Courage and Cohesion”, the conference offered two days of inspiring keynotes, hands-on workshops and lively discussions. Topics ranged from additive manufacturing, automation and green technologies to artificial intelligence, robotics and humanoid robots. One message was clear: innovation concerns all areas of the company – not just the digital teams.

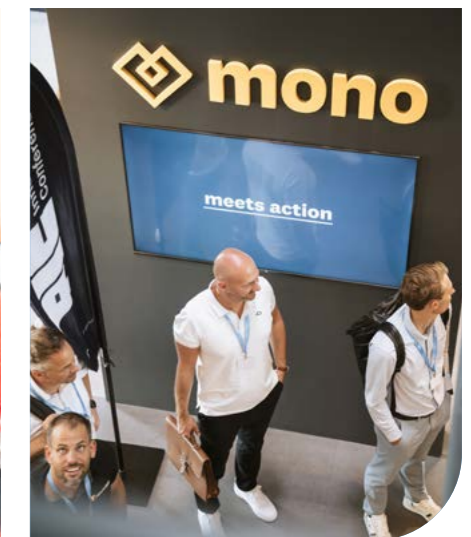
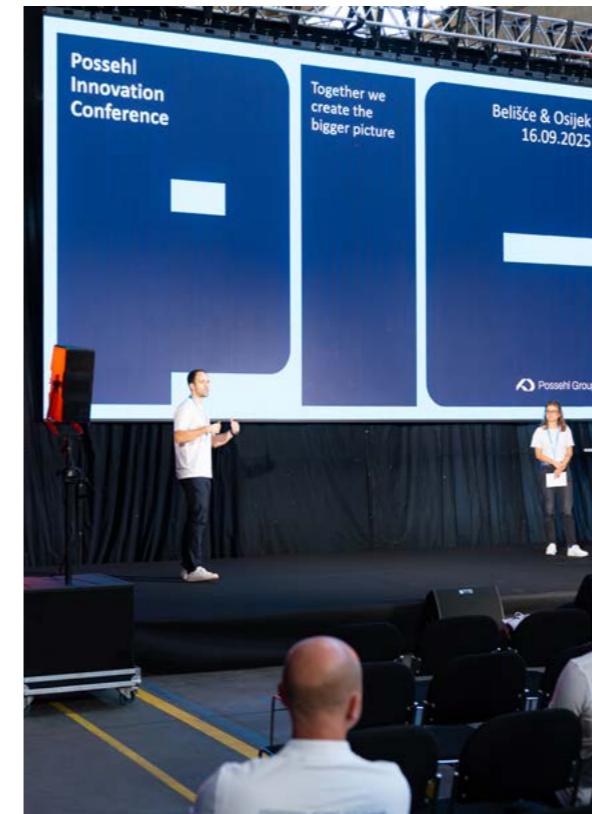


Bottom-up approach

A key impulse was the bottom-up approach: change emerges from within the organisation, driven by committed employees. Data and technology were highlighted as key enablers for innovation in products, processes and business models.

Boldly connected, future-orientated in action

The conference impressively demonstrated how cohesion, support from the holding company and exchange across company boundaries accelerate innovation. Participants returned with fresh ideas and concrete courses of action – ready to put what they had learned into practice. Innovation is not a topic for tomorrow; it is happening now – together, boldly and with a clear focus on the future.



EMIL Awards 2025

Recognition for innovative strength and entrepreneurial spirit

At the Possehl Innovation Conference 2025, outstanding projects from across the Group were honoured with the EMIL Awards. The awards recognize innovative spirit, courage, strong execution, and a consistent focus on customers and sustainability.



EMIL Board Award – Electric tyre curing press

With its innovative electric tyre curing press, HF enables tyre manufacturers to halve the carbon footprint per tyre in production – from around 10 kg to approximately 5 kg. This represents the largest contribution to CO₂ reduction in tyre manufacturing to date. HF also makes this technology available for retrofitting conventional tyre curing presses from competitors. This product innovation reinforces HF’s position as a technology leader and underscores Possehl’s commitment to environmental and social responsibility.



EMIL “Just do it” – R&D Team

The R&D team for tyre curing presses implemented a concept from idea to market-ready product within an extremely short project timeframe. With courage, entrepreneurial spirit and passion, the team succeeded in regaining technological leadership. The award recognises the team’s execution strength and innovative mindset.



EMIL “Business Model” – CleanCity.i.o

CleanCity.i.o pursues a holistic, customer-centric approach and establishes an open ecosystem that promotes coordination and exchange. The project goes beyond the company’s own perspective and develops new business models in close collaboration with customers. CleanCity.i.o serves as a technological blueprint for other Possehl business models while clearly demonstrating the added value of digital solutions.



EMIL “Most Significant EBT Development of a Business Model”

Within four years, the PID Label Group achieved an impressive improvement in earnings. Growth drivers included an intelligent combination of organic expansion and strategic acquisitions, as well as a consistent focus on customer requirements in the areas of regulatory compliance and customisation. PID demonstrates how strategic focus and customer proximity enable sustainable value creation.



The Hako team honoured with the EMIL Award for the CleanCity.i.o business model at the Innovation Conference

PID Innovation Days 2025

Innovation emerges through exchange

Two days full of energy, ideas, and connections within the PID (Possehl Identification Solutions): The Possehl Group not only organises an innovation conference for the entire group, but several business units now also host their own innovation conferences. At the PID Innovation Days 2025 in Munich, more than 100 colleagues from across the entire PID Group came together to exchange ideas on innovation, transformation, and collaboration.

The focus was not only on technology, but also on mindset. The discussions centered on the right attitude, challenges, friction points, and the power of collaborative development.

Partnership as a success factor. Both on and off the stage, the strong sense of connection within the PID Group was clearly evident.

Innovating with enjoyment. Networking, workshops and open discussions made the event an inspiring experience.

The PID Innovation Days demonstrated that innovation succeeds when people think, act and create together – and enjoy doing so. This momentum is intended to extend well beyond the event itself.



Acquisitions & Investments

SubCtech becomes part of the Gabler Group M&A: acquisition in the mid-sized business segment

With SubCtech GmbH from Kiel, maritime expertise within the Possehl Group continues to grow. SubCtech develops and produces high-tech systems for underwater energy supply, lithium-ion batteries and ocean monitoring, and is internationally recognised as an innovative partner for science, industry and defence.

Gabler contributes decades of experience in underwater technology and a strong international market presence. In recent years, the Gabler Group has consistently transformed from a machine manufacturer into a technology-driven provider of maritime solutions. With the acquisition of SubCtech, the Gabler Group takes another important step in its transformation and development. Together, new opportunities arise in the fields of underwater vehicles, offshore energy systems and marine monitoring.

Within the Possehl Group, **SubCtech** became part of the **Gabler Ocean Group** which already includes **develogic GmbH** and an investment in **north.io GmbH**.

Stefan Marx, founder and Managing Director of SubCtech, will continue to lead the company and actively shape the integration process.

“With the acquisition of SubCtech, the Possehl Group continues its course of fostering sustainable technology partnerships and implementing its buy-and-build strategy in attractive growth markets.”

David Schirm,
Managing Director, Gabler Maschinenbau GmbH



David Schirm, Managing Director of the Gabler Group and Possehl SME segment, and Stefan Marx, Founder and Managing Director of SubCtech

Digitalising energy and CO₂ solutions for the SMEs Investment in OPTENDA GmbH

In May 2025, Possehl Digital acquired an investment in **OPTENDA GmbH**, a leading provider of digital energy and CO₂ monitoring. OPTENDA offers established SaaS solutions for industrial and commercial customers, making it an ideal addition to the portfolio of Possehl Digital.

The investment is intended to establish and expand OPTENDA's capabilities within the Group and throughout SMEs. Together with OPTENDA, the digitalisation of energy and CO₂ solutions is to be accelerated and the company's growth path sustainably expanded.

“Energy and CO₂ transparency are key levers for the future of the industrial SMEs. With OPTENDA, we have found a partner that is technologically convincing and culturally a strong fit for us.”

Christoph Haß, Managing Director of Possehl Digital



OPTENDA software solutions for digital energy and CO₂ management



Investment in tenzing tenzing strengthens the digital infrastructure of SMEs

With its investment in the Lübeck-based IT companies **tenzing IT Solutions** and **tenzing IT Operations**, **Possehl Digital** is expanding its portfolio in the areas of digital infrastructure, networks and managed services in a targeted way. Together with **Possehl Secure**, this creates a Security & Network Factory that offers integrated solutions for security, scalability and future readiness for medium-sized companies.


The owner-managed **tenzing Group** is among Germany's leading network experts. It supports customers from industry, commerce and public institutions in planning and operating modern, AI-enabled IT environments.

“With tenzing, we gain a partner that has been successfully shaping the digital infrastructure of medium-sized companies for years.”

Christoph Haß, Managing Director of Possehl Digital



From left to right:
Björn Meyer &
Britta Jacobsen, tenzing;
Mareike Trapp
Possehl Holding &
Christoph Haß,
Possehl Digital

A large crowd of people is gathered at night for an outdoor event. In the foreground, a curved concrete wall separates the viewer from the audience. The crowd is dense and extends towards a stage area. On the stage, a band is performing, with a drummer and other musicians visible. A large, leafy tree stands to the right of the stage, illuminated with warm lights. The background shows a brick building and other structures under a dark sky. The overall atmosphere is festive and community-oriented.

*We support what
strengthens people and
the city of Lübeck.*

Success creates responsibility and inspiration. The Possehl Foundation stands for responsibility in action: it supports what builds community, enables education and keeps cultural diversity alive.

The Possehl Foundation

The founder – the foundation – the company

“My greatest wish is that the fruits of my life’s work may benefit my beloved hometown, the Free and Hanseatic City of Lübeck.”

Emil Possehl

The Possehl Foundation is named after the Lübeck entrepreneur and senator Emil Possehl (1850–1919). In his will, he bequeathed his company, L. Possehl & Co. mbH, to the Possehl Foundation. The Foundation promotes “all that is good and beautiful” in Lübeck and, through its work, is committed to preserving the city’s appearance and its parks, supporting young people, fostering art and science, and alleviating hardship among those in need.

As sole shareholder, the Possehl Foundation operates the European Hansemuseum and KOLK 17 Puppet Theatre & Museum. Each year, the Foundation honours students of the Lübeck University of Music and the Lübeck University of Applied Sciences for outstanding achievements. Two Possehl Art Prizes spotlight contemporary artists. The Possehl Foundation cooperates with other foundations and municipal institutions, enabling projects that individual organisations could not achieve alone. Nationwide partnerships promote the exchange of good ideas and approaches.

Today, more than 500 funding applications are submitted each year. In 2025, the Possehl Foundation approved a total of € 22 million for the charitable purposes defined in its statutes. For more than 100 years, the economic success of the Possehl corporate group has been the foundation for this extensive and diverse commitment.

Continuity through change

In his will, Emil Possehl defined the Foundation’s fields of activity in broad terms. This enables the Board of the Foundation to respond to current requirements and interpret the founder’s intent in a contemporary way. The Foundation’s entrepreneurial basis shapes its self-image: agile, pragmatic and unbureaucratic, the Executive Board translates the Foundation’s statutes into concrete action.



In summer 2025, KOLK 17 Puppet Theatre & Museum reopened following extensive renovation and redesign. Today, KOLK 17 is a place where puppet theatre, museum and people meet anew



For ten years, the Possehl Foundation has operated the European Hansemuseum. Firmly anchored in Europe’s cultural landscape, it is a vibrant place of exchange, encounter and education, making the history of the Hanseatic League accessible to a broad audience. More than 100,000 visitors attend each year



At the initiative of the Possehl Foundation, the Youth Building Lodge of the German Foundation for Monument Protection has been based in Lübeck since 2011. Through a wide range of projects and placements, it brings young volunteers closer to heritage conservation in a practical way

Preserving the city’s historic character

In 1987, Lübeck’s old town was declared a UNESCO World Heritage Site. On the old town island, there are more than 1,400 listed monuments that must be preserved and protected. The Possehl Foundation supports the conservation-led restoration of historic buildings. The preservation of “Lübeck’s Seven Towers” – the five inner-city churches – is another key commitment of the Foundation.

Charitable organisations

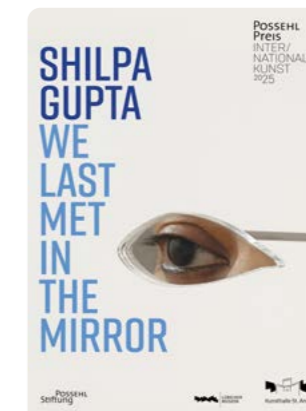
The Possehl Foundation supports many of the more than 300 registered non-profit associations that enrich life in Lübeck. This work is sustained by the voluntary commitment of their members. The Foundation also provides financial support to charitable institutions and initiatives implementing social projects.



The Wellcome project of the Catholic Family Education Centre has been providing practical support to young parents in Lübeck during their baby’s first year of life for more than 20 years, through volunteer helpers

Art and science

The Possehl Foundation supports excellence in research and teaching at Lübeck’s universities and reliably promotes exhibitions and research projects at Lübeck’s museums. Numerous initiatives and associations dedicated to a vibrant cultural life in Lübeck also receive support from the Foundation.



In 2025, Shilpa Gupta was awarded the Possehl Prize for International Art, and her work was honoured with the internationally acclaimed solo exhibition “we last met in the mirror” at the St. Annen Art Gallery.

Young people

The Possehl Foundation supports associations and institutions dedicated to young people in Lübeck. Through their work, they provide children and young people with opportunities to develop their personalities and interests.

Alleviating social hardship

In coordination with the municipality and social organisations based in Lübeck, the Possehl Foundation supports a wide range of assistance programmes for people in social hardship. In addition, it provides individual support in cases where institutions are unable to do so.



*We use technology to
make the future tangible.*

Innovation emerges where experience meets curiosity. Our companies shape progress with purpose and direction – practical, responsible and always with the ambition to make life a little better.

Our Business Units



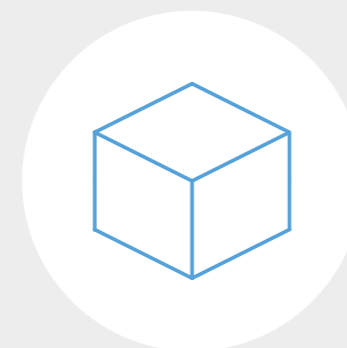
Elastomer Technology
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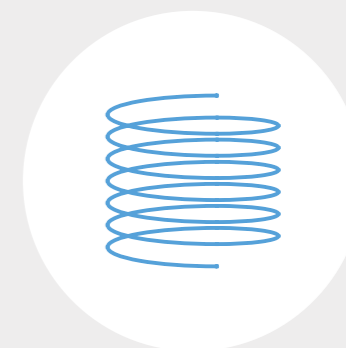
Cleaning Technology
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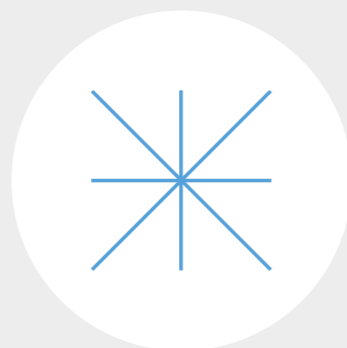
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Elastomer Technology

Elastomer technology plays a central role in various key industries, particularly in the tyre industry. Tyres are already highly complex today and require forward-looking technologies to meet rising demands in mobility, sustainability and digitalisation. The portfolio is complemented by solutions for automation and digitalisation of production processes. In addition, the business unit also includes further companies with a focus on process know-how in the food industry.



Assembly work at Farrel Pomini – a globally active company manufacturing process plants for the plastics industry

Elastomer Technology in Figures

2,085 em-
ployees

16 companies



€454 million
revenue

HF Group

Technology is driving change in the tyre industry

The tyre industry is at a turning point. Energy consumption in tyre production is high, and enormous carbon emissions arise particularly during the tyre curing process. Regulatory requirements and climate targets are increasing the pressure. Manufacturers worldwide are searching for solutions to rethink tyre production and drastically reduce carbon emissions.

As a technology partner to the industry, the HF Group supports this transformation. As a mechanical and plant engineering company within the Possehl Group, HF develops solutions that combine sustainability and efficiency – ranging from process optimisation in mixing technology and electrical curing to digital process control and the recycling of end-of-life tyres.



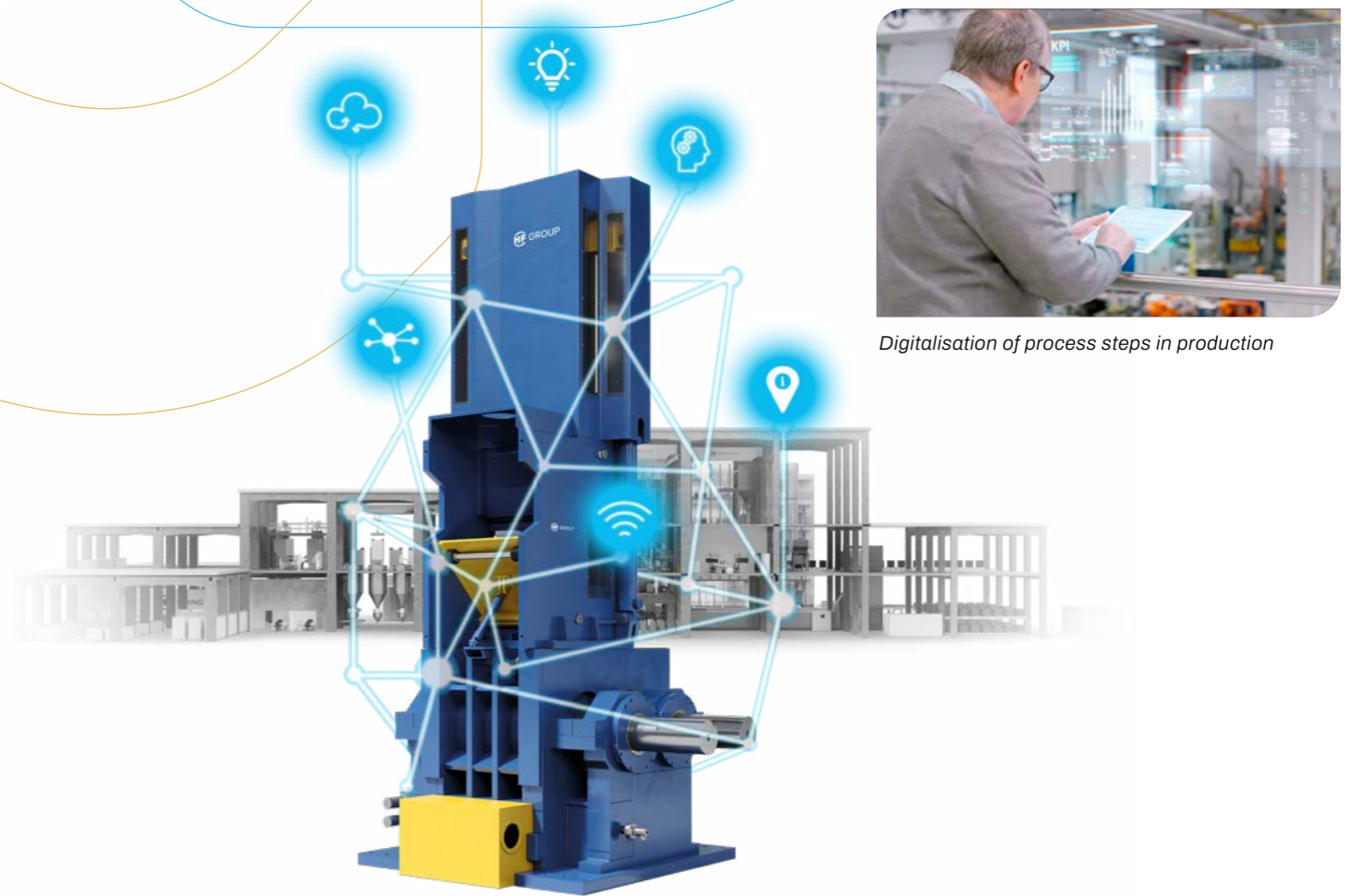
Electrical Curing:

A key innovation for sustainable production

With its electric curing press, HF is setting a milestone for sustainable tyre production. The technology significantly reduces emissions during the curing process, increases energy efficiency and improves both process and tyre quality.

“HF’s Electrical Curing is offered not only for new curing presses but also as a retrofit solution for existing presses. This means we can say with confidence that this groundbreaking innovation will significantly reduce carbon emissions for every electrically cured tyre – now, not in 10 years’ time.”

Fokko Erdmann, Technical Product Owner



Digitalisation of process steps in production

Circular economy:

Old tyres become new resources

Together with partners, HF is developing pyrolysis processes that convert end-of-life tyres into usable raw materials and return them to the cycle. This creates a closed material loop that conserves resources and reduces carbon emissions – a step towards a circular economy on an industrial scale.

“Data alone does not create value – what matters is turning insights into actions that improve throughput, quality and energy efficiency every day.”

Jonas Fuchs, Teamlead Smart Factory

Digitalisation makes production transparent

With projects such as “InSuKa”, HF is working to make manufacturing processes digitally interpretable. Production data is used to intelligently leverage energy consumption, machine condition and production parameters.

HF is also setting new standards in the rubber mixing process: solutions such as the Tandem Mixer or Smart Final Mix reduce energy consumption and material usage in production and also reduce tyre abrasion during operation whilst simultaneously improving tyre quality.

In this way, the HF Group positions itself as a key innovation partner in an industry in transition and makes a significant contribution to the future readiness of tyre production.



HF FoodTech Group

Transformation as a growth opportunity

The SMEs in transition: sustainability, automation and digital processes are changing value creation and speed. The HF FoodTech Group captures this dynamic – as the umbrella brand of HF Press+LipidTech and Hänsel Processing – and translates it into robust solutions for industrial practice.

HF Press+LipidTech

HF Press+LipidTech develops and builds plants for edible oil production. Energy-efficient direct drive systems and a high level of automation demonstrate how technology creates impact: in Switzerland, a plant capable of remote operation was implemented – delivering greater efficiency and resilience in the face of ongoing skilled workforce constraints.



Energy-efficient and highly automated edible oil production enabled by HF Press+LipidTech plants

Hänsel Processing

Hänsel Processing is an experienced manufacturer of machines and plants for the confectionery industry as well as for pharmaceutical OTC (Over-the-Counter) products such as throat lozenges and cough sweets. For more than a century, the company has combined process engineering and product quality – and today translates this know-how into highly automated lines that redefine efficiency and precision.

Resources in the loop

What used to mean downtime and disposal is now consistently rethought: production residues are fed directly back into the process. The Candy Recycling System precisely re-doses rejects without any loss of quality. Residual material becomes raw material again – reducing material usage and waste, and making sustainability a fixed part of daily production.

Becoming faster through digitalisation

Connected plants, intelligent control systems and an AI-enabled knowledge platform provide process expertise in real time, support service worldwide and enable data-based optimisation. This creates a technological foundation that captures trends and enables companies to respond faster and more robustly.

Machines and plants from Hänsel Processing for the customised production of high-quality confectionery





Cleaning Technology

The cleaning industry is an essential part of modern infrastructure. Technological innovations such as autonomous cleaning in commercial environments or intelligent, holistic cleaning solutions continuously act as drivers within the industry. With their innovative solutions, our brands reach a broad range of target groups worldwide and stand for high-performance, sustainable solutions that meet the highest standards of cleanliness and efficiency. Future topics such as autonomous cleaning, electrification, sustainability and data management shape the research and development activities of the business unit.



High-performance winter service solutions from Hako for efficient clearing and gritting of roads, paths and public areas

Cleaning Technology in Figures

23 companies

Hako

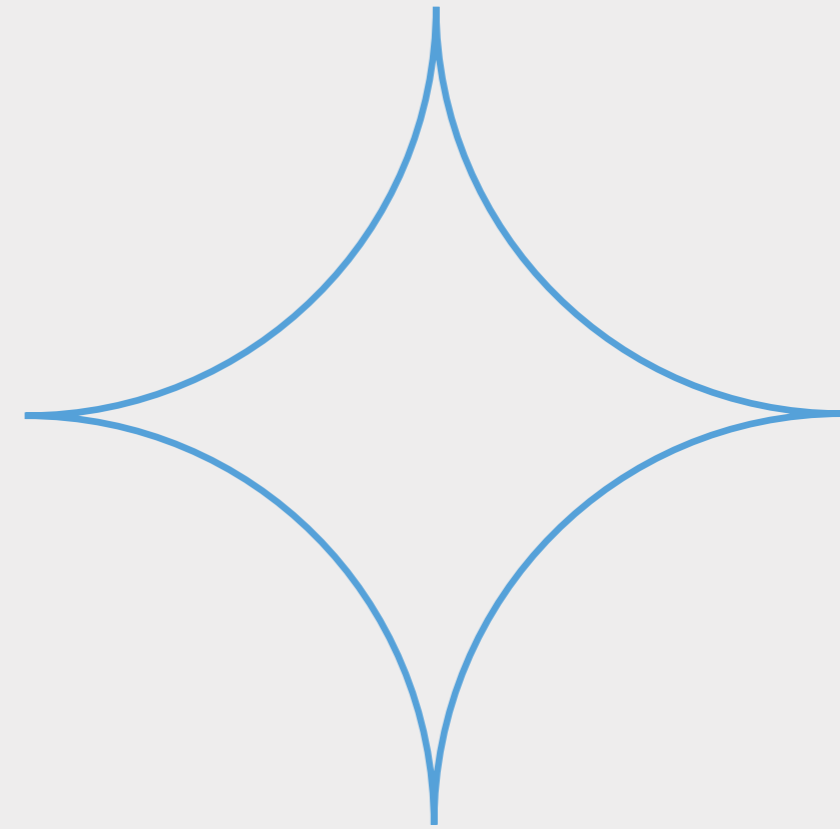
Hilco

PowerBoss®
The Power of Clean

Minuteman®
More Than Just Clean

Multi-Clean®
Your Guide to Clean

2,455 em-
ployees



€568 million
revenue

Hako

Autonomy and electrification – the next phase of progress

Cleaning and municipal technology is changing rapidly. Autonomy and electrification are regarded as key technologies of the future – and Hako is addressing this transformation with a clear ambition: not only to further develop machines but to rethink the entire value proposition.

From a machine manufacturer to solution provider

In cleaning technology, this transformation is already visible. With the autonomous Scrubmaster B75 i, Hako took a first step – and is now driving the next generation forward with the B75 i 2.0. Sensors, AI and navigation algorithms take over tasks that were previously performed exclusively manually. Machines navigate independently, work more precisely and relieve personnel.

This technology is also changing the company itself. Today, employees manage complex systems, install software updates and calibrate sensors. Step by step, Hako is developing into a provider of integrated solutions – supported by partnerships with specialists in IoT, AI and sensor technology.

“Hako needs to transform in cleaning technology – the faster, the better. Autonomous solutions are not always economically viable yet, but they secure the company’s future readiness.”

*Ricardo Ruiz Porath,
Product Line Manager Cleaning Technology*

Electrification in municipal technology

In municipal technology as well, development paths are clearly orientated towards the future. Electric drives enable emission-free work, lower maintenance costs and quiet operation in urban environments. With the Multicar M31ZE, Hako has launched a project that paves the way towards a fully electric generation of equipment.

The further development into the Citymaster 1670 ZE demonstrates this progress: higher performance, lower operating costs and a clear contribution to sustainable municipal infrastructure.

Transformation requires collaboration

At Hako, technological progress is not merely a technical task. It changes processes, roles and collaboration. Development, sales, service and partner companies work more closely together. Digital tools support exchange and accelerate decision-making.

Hako combines the traditional strengths of small and medium-sized businesses with new expertise in software and data analysis. The result is a company that understands technological transformation as a shared responsibility – and as an opportunity to continue providing customers with the right solutions in the future.

“Transformation is both an opportunity and a task: driving digitalisation forward, responding flexibly to market changes, successfully integrating teams and living an open, future-oriented leadership culture.”

Ulf Jochymski, Plant Manager, Oldesloe site

“In my view, transformation means building on our tradition while taking the next step into the future with digital business models.”

Hannah Spoeskes, Head of Innovation



Hako’s product portfolio in municipal and cleaning technology – from scrubber-dryers and sweepers to multifunctional carrier vehicles for year-round use



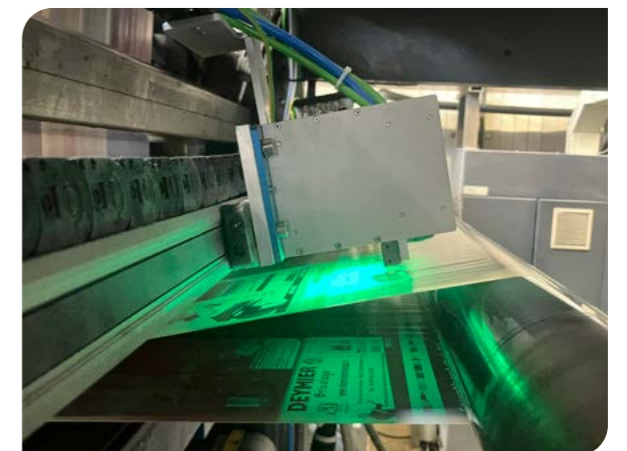


Printing Technology

The printing press industry is undergoing structural change within the communications and packaging sector. The business unit is increasingly focusing on the further development of existing technologies and the sustainable utilisation of installed equipment. The focus lies on aftermarket solutions such as upgrades and retrofits which are used to selectively improve the efficiency, productivity and service life of existing machines.

With this transformation-driven approach, the companies position themselves as reliable partners for industrial applications in a challenging market environment.

Efficient, high-quality production of newspapers, magazines and commercial print products with machines from manroland Goss



Printing Technology in Figures

21 companies

manroland | GOSS

GWS
printing systems

**Industriepark
Augsburg**
Ein Unternehmen der Possehl Group

manroland
web production

grapho metronic

1,027 em-
ployees

€234 million
revenue

manroland Goss

Tailored solutions for an industry in constant transition

If any industry understands transformation, it is the printing industry. For years it has been changing fundamentally: from maximum feature sets towards efficient, precisely tailored and economically viable solutions. Today, it is no longer about what a machine can theoretically deliver, but what customers actually need. For manroland Goss, that means rethinking products and business models. Transformation is reflected not only in technology but also in a new mindset – moving away from a one-size-fits-all approach towards modular systems that can be flexibly adapted. manroland Goss web systems GmbH has been among the leading providers of web offset printing solutions for decades. Alongside systems for newspapers, magazines and advertising print, the company is now investing in growth markets such as flexible packaging printing and post-press processing in digital printing.

Innovation that grows into the market

This approach to innovation is reflected in the ongoing development of the entire portfolio – including installed base equipment. Upgrades, retrofits and aftermarket solutions strengthen machine economics and extend service life.

One example is InlineDensity Control smart (IDCsmart). The modular colour control system allows configuration to match requirements – from the basic package to advanced functions such as register and fanout control. IDCsmart can be integrated into different machine types and delivers higher efficiency and sustainable production reliability.

As a result, a formerly highly specialized system is turned into a scalable platform that combines high quality with economic efficiency.



Close to the customer – personal and digital

At manroland Goss, transformation also means taking new paths in customer engagement – through direct exchange as well as digital solutions. Together, systems are created that are precisely tailored to customer needs and secure long-term economic perspectives.

“Technological transformation requires courage and foresight: questioning what has proven itself, thinking in new ways and consistently seizing opportunities. At the same time, innovation is built on deep engineering know-how – only those who understand the fundamentals can build the future with confidence.”

Sylvain Lepinay,
Vice President Engineered Solutions



“We shape transformation not for our customers but with them. By understanding their changes early, we develop solutions that fit precisely and create lasting value.”

Veronika Furtmayr,
Vice President Aftermarket Sales



The VARIOMAN f:line combines offset-based, variable-format printing units with PECOM-X automation and optional hybrid technologies to produce high-quality packaging print products particularly efficiently, flexibly and cost-effectively

manroland web production

Change is powered by the people behind it

At manroland web production, change is part of everyday business. As a manufacturing service provider with roots in mechanical engineering, the company has been supporting customers from a wide range of industries for years – from mechanical engineering to energy technology.

Markets change – and so do customer requirements. To respond, manroland web production focuses on digitalisation, automation and process optimisation. One example is the new online sheet metal shop, which digitizes the ordering process for sheet metal parts – from individual configuration and upload through to an automated quotation. State-of-the-art laser technology ensures fast and precise execution.

“Change through digitalisation: from a traditional mechanical engineering company to a modern manufacturing service provider.”

Franz Gumpp, Managing Director

In parallel, Emil-AI is being developed as a digital knowledge management system that makes information readily available and secures experiential knowledge for the long term – an important step in view of demographic change.

A key success factor is collaboration within the Possehl Group. The flexible, cross-site utilisation of capacities and the targeted exchange of expertise create synergies that make processes more efficient and unlock new potential. Transformation is always team effort as well. With initiatives such as “160 Unikate”, manroland web production places the people shaping this change at the centre.

This shows how manroland Gross and mrwp demonstrate how change can be transformed into innovation: step by step, driven by technology and in close collaboration.



The manroland web production team stands for precision and passion. With highly qualified skilled workers in Augsburg, it contributes its expertise as a modern manufacturing partner for numerous industries

Industriepark Augsburg

A site in transition – driven by diversity and innovation

Industriepark Augsburg operates a commercial park in Augsburg’s city centre covering an area of around 150,000 square metres. With more than 25 commercial tenants, the industrial park is a significant commercial real estate company in Augsburg.

The former, traditional manroland production site has developed over recent years into a high-performing and flexible commercial park with office, manufacturing and logistics space. Research, development, production and administration are closely interlinked at the site – supported by comprehensive services for planning, manufacturing development and operations. Today, the two manroland Group companies still use roughly half of the total area.

The structural change in printing – and other industries as well – that began more than 20 years ago also requires continuous adaptation and realignment of the offering. Industriepark Augsburg has always responded early and successfully to changing demand behavior and has developed corresponding adaptation concepts. The industrial park is therefore a prime example of successful adaptation to structural change.

“Industriepark Augsburg is more than an attractive commercial property. With a small, resourceful and highly effective team, we offer our tenants a comprehensive range of services such as occupational safety, machine maintenance and catering.”

Martin Popp, Managing Director



A high-quality industrial environment with flexibly usable production and office space at Industriepark Augsburg





Intralogistics

The smooth execution of transport and warehousing processes is a key success factor. In intralogistics, efficiency, speed and precision are becoming increasingly important, as is the intelligent integration of hardware and software. The BOWE Group has many years of experience in automating material and information flows and has continuously evolved beyond its roots in the inserting business.

Physical mail and letter processes remain part of the portfolio but are losing importance as digitalisation progresses. Today, BOWE combines mechanical expertise with software, IoT and data-driven solutions, focusing on integrated systems to optimise internal operational processes along the value chain.

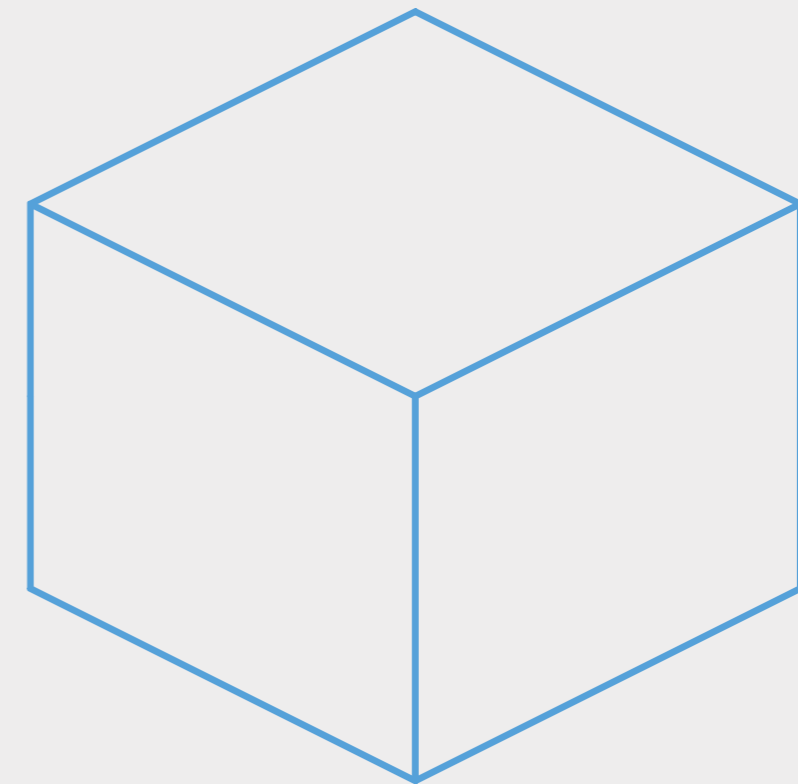
One4All is a compact, highly automated card mailing system with up to 6,000 cards per hour, designed to be particularly flexible for frequent job changes and a wide range of card applications



Intralogistics in Figures

912 em-
ployees

27 companies



BOWE
GROUP



BOWE
INTRALOGISTICS

MOVAI
The Robotics Engine Platform™

SGA
PART OF BOWE GROUP

Solcon
part of BOWE IQ

€171 million
revenue

BOWE Group

Automation as an enabler of transformation



Anyone looking for a strong example of industrial transformation will find it at the BOWE Group. As a medium-sized company, it develops intelligent, high-quality solutions for automating and simplifying processes – from high-speed parcel sorting systems and inserting machines to AMRs (Autonomous Mobile Robots). BOWE’s goal is to make processes more efficient, flexible and user-friendly, helping customers become future-ready.

Flexibility in parcel sorting

In 2025, BOWE Intralogistics presented the Modular Vertical Sorter (MVS). Thanks to its modular design, the system can be installed quickly, expanded or deployed at new sites. This enables operators to respond to changes in demand and integrate technical upgrades with ease. In addition, Perfect Induct was developed as a feeding technology that reliably loads each tray – an example of how efficiency and quality go hand in hand.

Safety and transparency in intralogistics

In cooperation with one of Germany’s largest forklift manufacturers, BOWE IQ developed a solution to make processes safer and more transparent: an RTLS-based collision avoidance system automatically reduces vehicle speed in the event of potential collisions. This is complemented by flexible track-and-trace technology that localises objects in real time – depending on requirements based on GPS, RFID or RTLS.



Innovations in inserting and mail processing

In 2025, BOWE SYSTEC brought several innovations to market:

- **One 4 All:** a card mailing system that processes all common applications and impresses with automatic folding and orientation technology.
- **BOXIT:** an automatic postal box system that labels, prints and pallets inserted envelopes – significantly simplifying work processes.
- **Fusion “Push and Pull”:** a new enclosure feeder for paper thicknesses up to 5 mm – a process that previously could only be carried out manually.

Actively shaping change

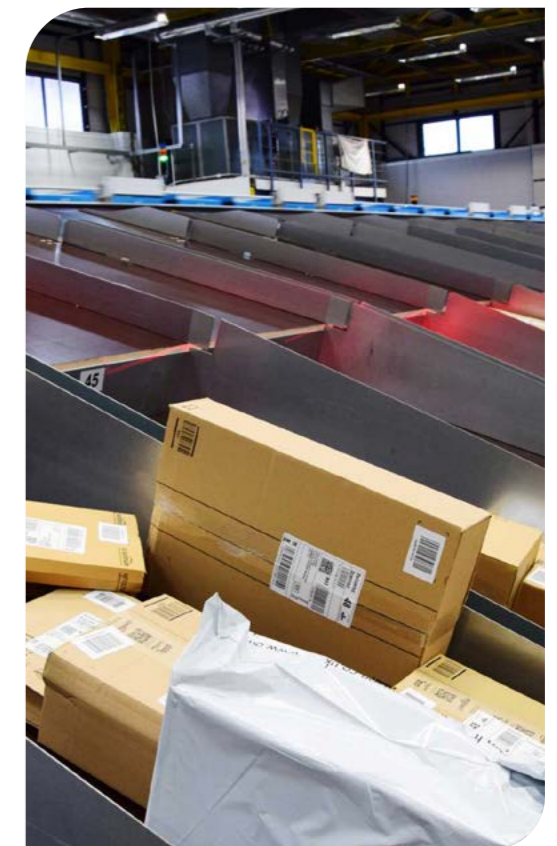
The BOWE Group shows how a medium-sized company can actively use transformation: through technological innovation, flexible solutions for customers, and the combination of experience with future skills. Step by step, systems are being developed that enhance efficiency, safety, and quality – and thus strengthen small and SMEs even in a rapidly changing industrial environment.

Software for dynamic environments

With the MOV.AI platform, BOWE MOVE is advancing the automation of warehouses and logistics processes. In 2025, for example, precise reverse manoeuvring of roll cages to within +/- 2 cm was achieved – an illustration of how software and hardware interact to make processes safe and flexible.



BOXIT – the world’s fastest automatic postal tray filling system



BOWE parcel sorting machines ensure seamless outbound handling by sorting shipments gently and precisely by destination region or delivery service and preparing them optimally for onward transport





Precious Metals

The precious metals industry is characterised by its versatility and a strong understanding of circularity. Precious metals are almost infinitely recyclable and retain their quality throughout their entire life cycle. Accordingly, they are not only important for luxury goods and jewellery but also an indispensable material in modern technologies and industrial processes.

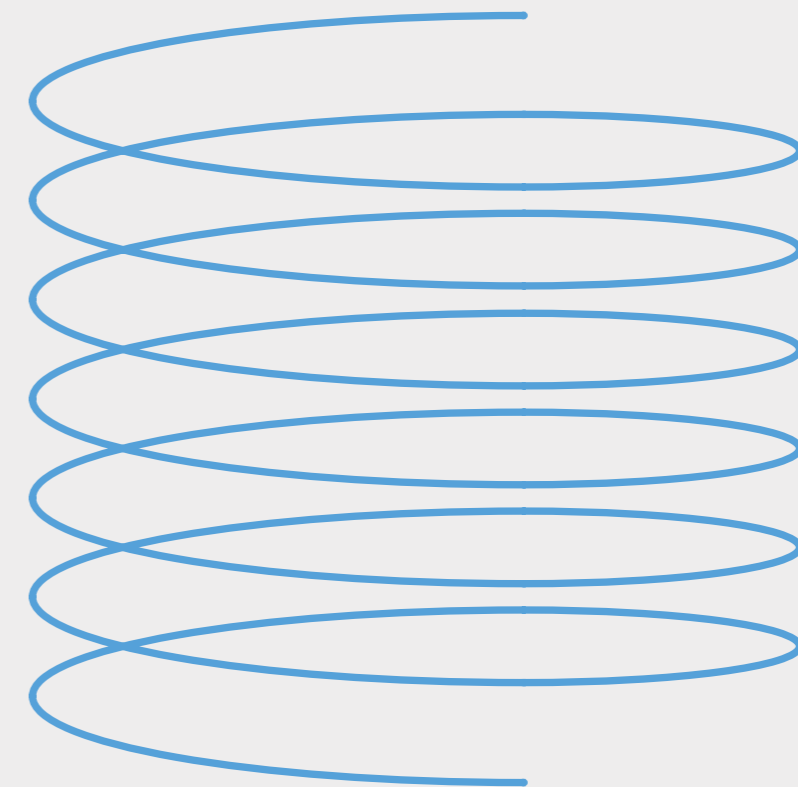
Our internationally active companies cover the entire precious metals cycle with their comprehensive product and service portfolio – from efficient industrial recycling and semi-finished products to investment products and coins, right through to tailor-made solutions from a single source.



Precious Metals in Figures

1,366 em-
ployees

20 companies



€5,814 million
revenue

HM Precious Metals

Recycling and refining preserve valuable resources

HM Precious Metals is an internationally active group of companies that has established itself as a strong and fair partner in the world of precious metals and metal recycling. The Group brings together independently operating companies under a shared strategic umbrella that systematically leverages synergies and places customer value at the centre.

Pooling expertise for a sustainable future

Recycling of precious and non-precious metals. At the heart of the activities is the pooling of know-how in recycling precious and non-precious metals to secure these valuable resources for future generations. The Group's companies continually work to efficiently process materials from industrial secondary sources such as production waste, electronic scrap and residues from a wide range of customers and partners, producing fine metals, granules, semi-finished products, coins, and gold and silver bars.

The aim is to steadily increase the recycling rate, as thousands of tonnes of valuable materials still end up in landfills every year and are removed from the cycle.

Rethinking sustainability

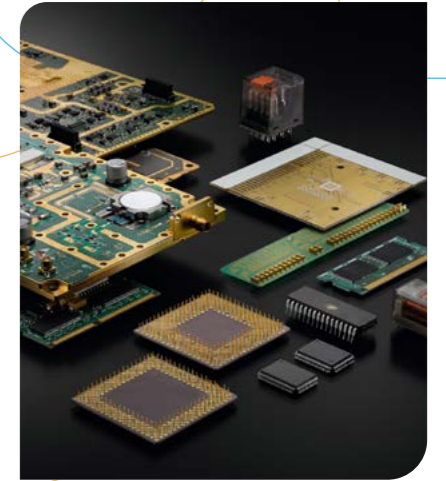
In a world of increasingly scarce raw materials and a more uncertain geopolitical environment, HM Precious Metals relies on smart recycling solutions that support the preservation of resources and the environment while reducing the carbon footprint. Using state-of-the-art technologies, valuable metals such as gold, silver, platinum and palladium are recovered – in an environmentally responsible and efficient manner. Returning these and other metals to the production cycle is not only ecologically sensible but also socially and economically relevant.

Responsibility and transparency

The Group is committed to responsible supply chains and transparent processes. Certifications by the LBMA and the RJC, as well as compliance with international environmental standards, underline its high standards of quality and ethics. The Group's companies continuously work to improve their processes – not only to meet legal requirements but also out of conviction.

International strength

With more than 1,500 employees in nine countries, HM Precious Metals offers a broad portfolio of products and services. The Group is represented in Germany, Austria, the United Kingdom, France, the Netherlands, Spain, Portugal, Belgium and the United States.

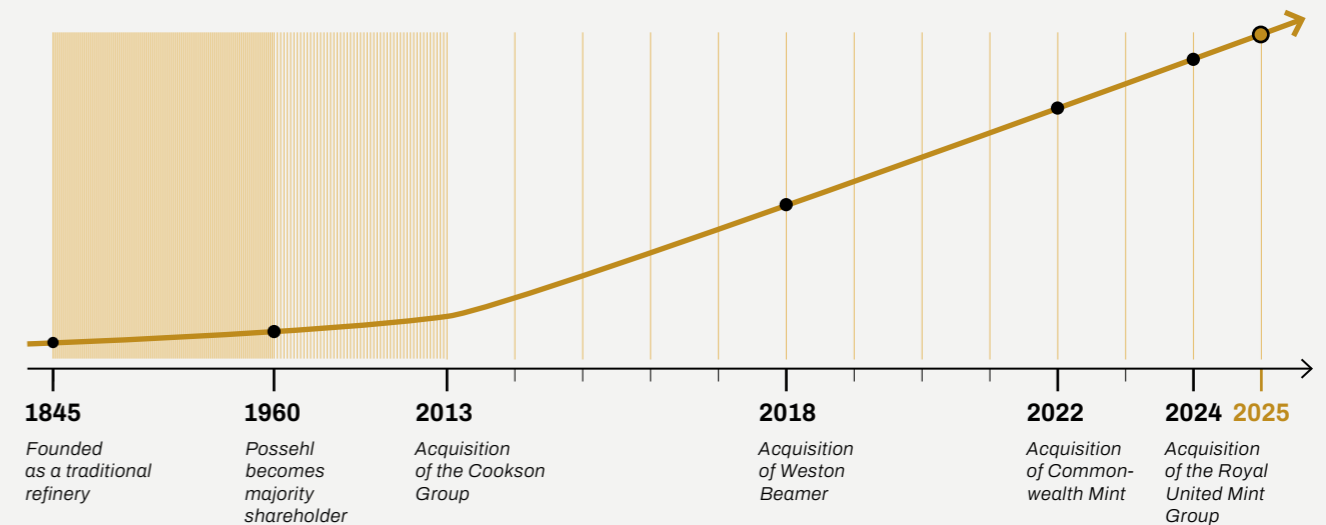


“We take responsibility for the most valuable resources on our planet and shape the future of precious metals – responsibly, innovatively and sustainably. With unique expertise and state-of-the-art technology, we keep precious metals in the cycle, create maximum value for our customers and future generations and remain one step ahead. Together, we combine agility with the strength of a large group – for our customers, society and a sustainable future.”

From a local refinery to the global HM Precious Metals Group

The HM Precious Metals Group has developed successfully since its founding – driven by continuous advancement, targeted acquisitions and positive market price developments which have led to steadily increasing revenues.

€5.8 billion revenue





Electronics

The electronics sector is characterised by high momentum and rapid technological progress, particularly in the automotive industry. The Electronics business unit is a major supplier in the automotive and semicon segments and operates national and international manufacturing sites across all relevant markets.

Possehl Electronics manufactures highly complex electro-mechanical precision components for the microelectronics and automotive industries – including for navigation, braking and exhaust systems, automatic transmissions and electric vehicles. The semicon field comprises leadframes for semiconductor manufacturing which form the basis of almost all microelectronic applications. With highly precise manufacturing concepts, state-of-the-art technologies and a high degree of automation, Possehl Electronics provides high-performance and reliable leadframe solutions made from copper alloys worldwide.

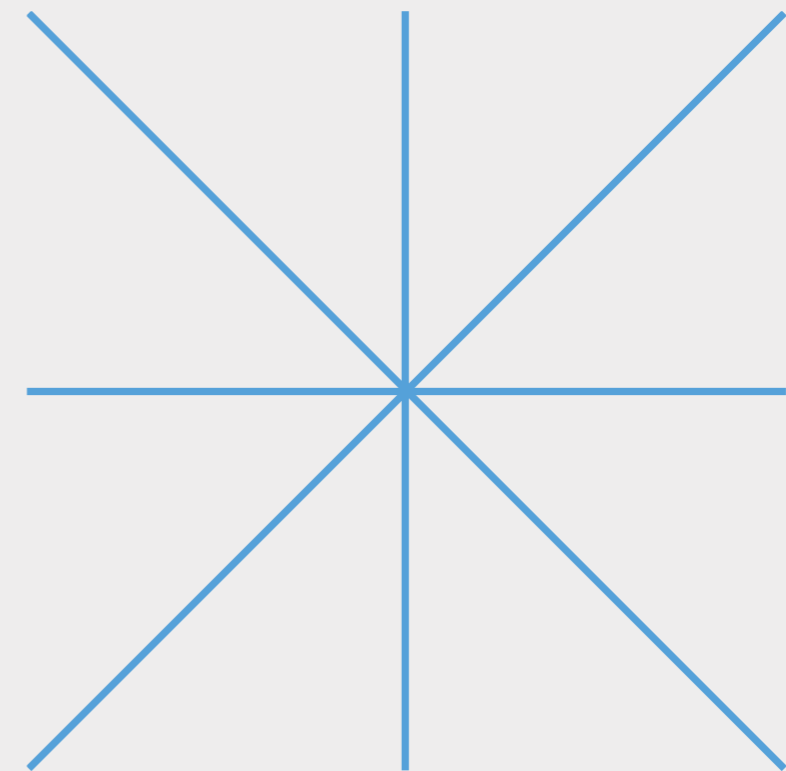


Electronics in Figures

11 companies



1,394 em-
ployees



€237 million
revenue

Possehl Electronics

Transformation with foresight: a future programme for sustainable growth

If you want to feel transformation, you feel it most acutely in the automotive industry. For the Possehl Electronics Group, this means rethinking proven business models. The traditional build-to-print business is increasingly under pressure due to rising costs and changing market conditions. Possehl Electronics must respond in order to remain successful.

“Transformation in the automotive industry is profound. We have met the challenges with creativity and investments in new capabilities.”

Dr. André Philipp, CEO

In 2024, the company launched the **EXCELLVATE/30**. 30 future programme together with Possehl Consulting. It combines short-term performance improvements in the core business with a strategic orientation towards future markets. The goal is to position the Possehl Electronics Group as a leading provider of electromechanical precision components.

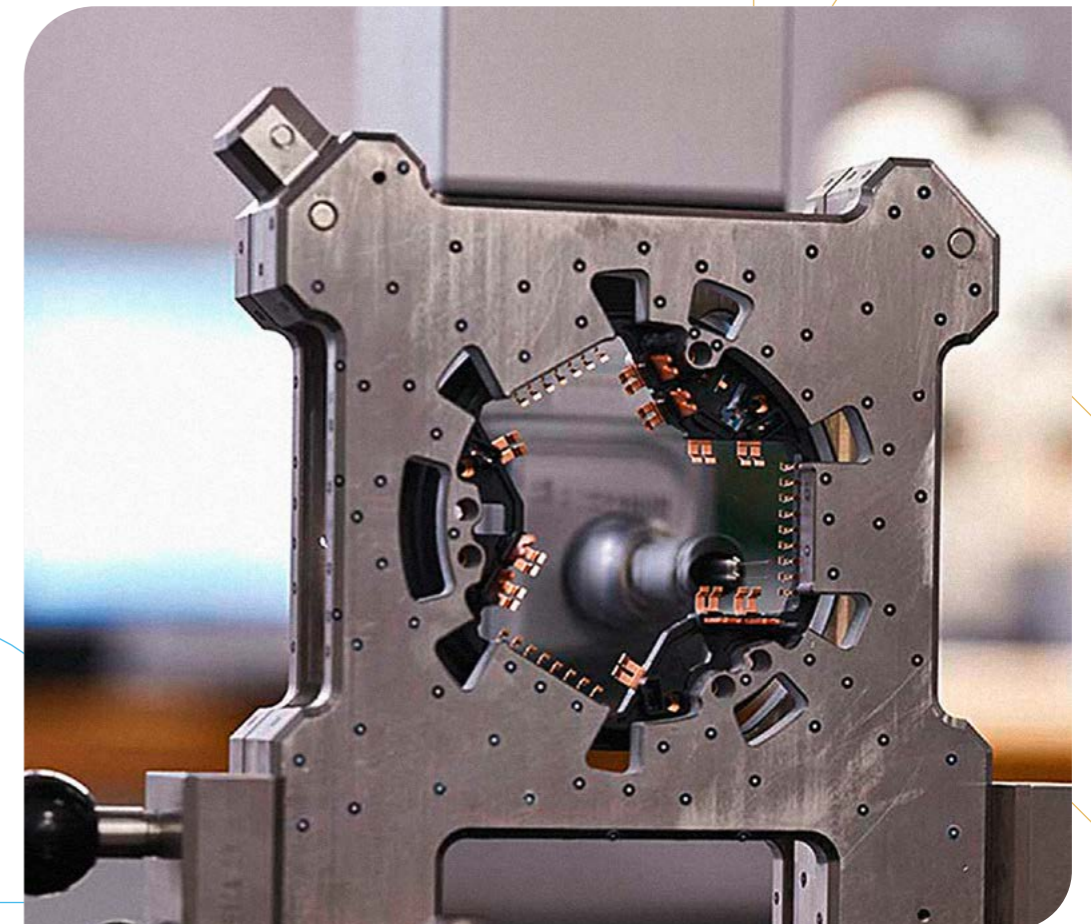
The programme is aligned with milestones for 2027 and 2030 and brings cross-functional teams together under the **One-Company** principle to create a culture of change driven from within.

By the end of 2025, initial progress had already been achieved: new customers in non-automotive markets, improved project management, a modern new-work area at the Niefern site, and the expansion of technological capabilities – from sensor technology and high-current contacts to hybrid components. In addition, the sites benefit from closer collaboration and more flexible production concepts.

The Possehl Electronics Group thus demonstrates how medium-sized industrial companies can take new paths and transform business models – strategically, technologically and powered by their own teams.



Toolmaking and manufacturing processes at Possehl Electronics stand for precisely fitting new tooling and in-house maintenance of mould and stamping tools, as well as automated assembly and joining processes





Construction Services

Within the Possehl Group, the Construction Services business unit stands for technical capability, diversity and targeted specialisation. Classic construction expertise is combined with focused applications in selected niche markets – for example in airport infrastructure, the restoration of historic buildings or ground improvement. In doing so, the business unit makes an important contribution to internal risk balancing and embodies the Possehl philosophy: strong as a Group, clearly focused within the units.

A defining company is MICKAN, a regionally rooted construction company with comprehensive expertise in building and civil engineering. Its focus lies on projects in the public sector, complemented by turnkey and technically demanding construction services. End-to-end project management, quality and experience are emblematic of the business unit's capabilities.

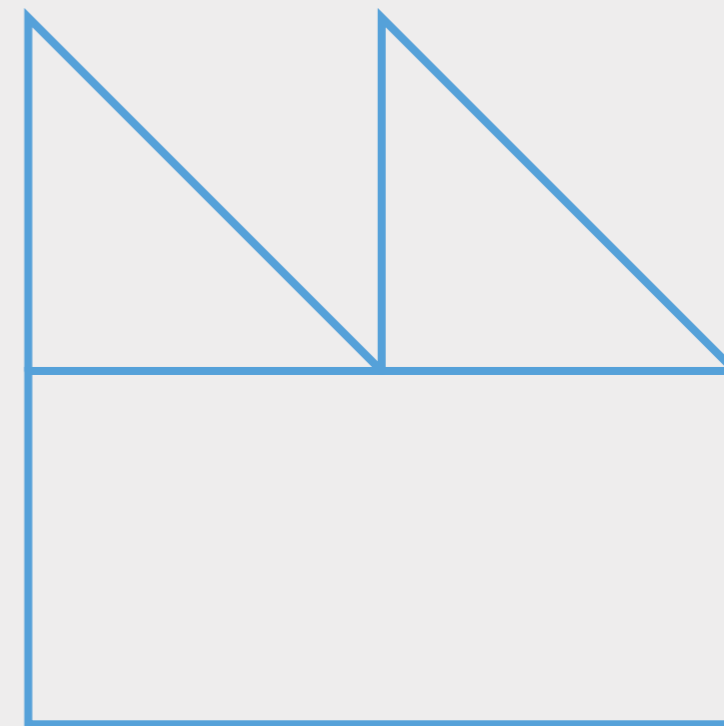


Construction Services in Figures

28 companies



1,702 employees



€440 million revenue

Change in Construction: Digital Progress on the Construction Site

A construction logbook becomes a digital application

Few sectors feel the effects of transformation as strongly as construction: stricter documentation requirements, increasing complexity and rising expectations for transparency. Paper files, Excel sheets and retrospective notes are no longer enough. Paper, Excel lists and after-the-fact notes are no longer sufficient. A project from the Possehl environment shows how digitalisation is arriving in day-to-day site operations.



Smooth processes, fewer errors

The benefits are immediately visible:

- Processes run faster and without media breaks.
- Material and project data are logged automatically.
- Completed construction logbooks are centrally available and documented in an audit-proof manner.
- This creates a digital flow of information that makes construction projects more efficient and verifiable – for everyone involved.

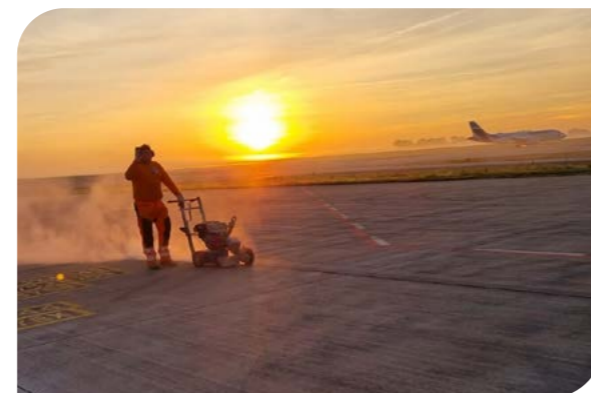
From notepad to app

In the past, construction logbooks were often filled in at the end of the day – with estimates of material consumption, manual archiving and a high risk of errors. Transparency on current construction progress was hardly possible.

Today, the same process is created digitally and in real time: in cooperation with a company from Possehl's digital segment, Possehl Spezialbau has developed an app that enables site managers to document activities directly on the construction site. Plans are read using OCR technology, the respective drilled pile is marked and data is transmitted to the machine immediately. Material quantities and weather data are captured automatically.

Change that relieves pressure

The digital construction logbook shows how medium-sized companies shape transformation: with pragmatic solutions that improve everyday work and ensure quality. This is what progress means at the Possehl Group: technology-driven, practice-oriented and delivering clear, tangible value.



New Standards in Deep Foundations

JACBO applies a world-first innovation for complex foundation work

Digital, precise – metre by metre

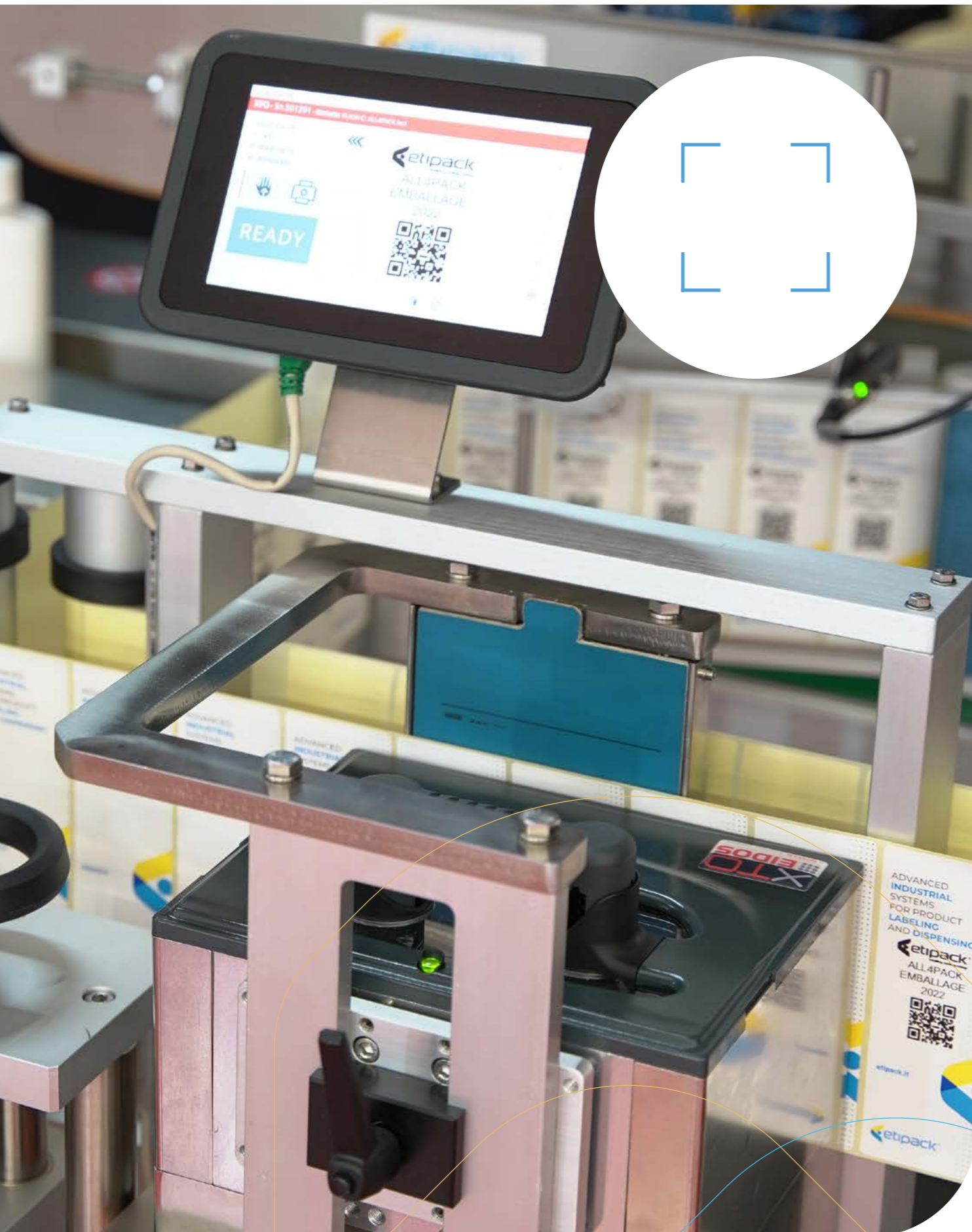
With the new Woltman 130DR, JACBO is setting a strategic milestone in specialist deep foundation engineering. The rotary drilling rig combines reach, efficiency and safety with sustainability and digital control – strengthening JACBO's position as an innovative partner for demanding infrastructure and major projects.

Digital functions such as GPS drilling position, real-time data analysis and intelligent control increase precision, reduce emissions and improve safety. The rig also meets the highest sustainability standards and is designed for a service life of at least 25 years. With this investment, JACBO not only expands its capabilities but also sends a clear signal: progress and innovation secure long-term competitiveness.

The world's first machine of its kind is designed for complex foundation work. With a mast height of up to 47 metres, a load capacity of 50 tonnes and state-of-the-art sensor technology, it enables efficient work under challenging conditions – from residential construction to wind turbine foundations.



The new Woltman 130DR – digital precision and maximum reach for demanding deep foundation work



Identification

The Possehl Identification Solutions (PID) business unit combines companies that provide identification and marking solutions along the entire value chain – from labelling machines and systems, including linerless solutions to reduce backing material and carbon emissions, through consumables such as labels of all types, to direct marking on products. Rounding out the portfolio is the PID 3SIXTY software platform, designed to optimize marking processes.

Clear identification and end-to-end traceability are of central importance in many industries, especially in food and pharmaceuticals. In this global growth market, PID is successfully positioned with specialised companies and continues to expand its market position. The business unit combines technological competence in mechanical and plant engineering with materials expertise and application-oriented services. Since its founding it has focused on targeted portfolio expansions in line with the Possehl Group's buy-and-build strategy.



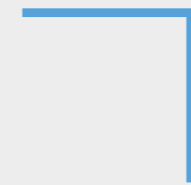
Thanks to investments in the latest technologies, Nordvalls is a leader in digital label printing

Identification in Figures

33 companies



1,139 employees



€248 million revenue

Possehl Identification Solutions

Change as a strategy

For Possehl Identification Solutions (PID), transformation is not a project – it is part of the business model. In just twelve years, a group of individual companies has evolved into a global platform: 33 companies that are collectively driving the development of an entire industry.

However, growth alone does not necessarily mean change. For PID, the key factor was transforming a strong corporate group into a learning organisation. In recent years, a process of cultural and structural transformation has taken shape: In addition to their corporate identity, employees are also developing a shared PID mindset – and with it, a new way of working together.

Innovation as a driver

The PID Innovation Days in Munich in May 2025 served as a visible expression of this transformation. Around 100 employees from across the Group developed ideas and new approaches there – not as individual initiatives but as a shared innovation project. Since then, solutions have been developed Group-wide and systematically: through innovation teams, clear processes, AI-based development approaches, and an appointed Innovation & Product Manager.

Specific projects likewise illustrate this transformation: Etipack and NOVEXX Solutions are jointly developing a new generation of labellers that offers customers significantly greater flexibility thanks to numerous options. At the same time, a high-performance RFID ecosystem is being created in the United Kingdom through collaboration between Logopak UK, Watermill and Bowe IQ.



Digital transformation as the next stage

For PID, transformation increasingly means software. The PID 3SIXTY platform bundles solutions for print data management (manage.ID), label creation (design.ID) and, in future, digital product identification via digital.ID – an important step in view of new regulatory requirements such as the Digital Product Passport (DPP).

Simultaneously, PID is consistently building expertise in artificial intelligence – with the goal of enabling teams not only to apply technology but to use it strategically.

Sustainability is part of transformation

The approach to transformation extends beyond technology. Electrified application systems, connected machines, additive manufacturing and material cycles are building blocks for more efficient and resource-conserving value creation – and part of a Group-wide structured sustainability strategy.

One group, many perspectives

Operating as an international group with 33 companies creates opportunities while also introducing organisational complexity. Different corporate cultures, geographical distances and varying levels of maturity and structures require clear leadership and ongoing alignment. Targeted, structured exchange across company boundaries creates transparency, fosters collaboration and helps effectively overcome distance.

The impact of this approach is reflected in tangible results: joint innovation projects, new machine platforms, integrated software solutions and Group-wide RFID initiatives strengthen connectivity within the business unit. They demonstrate how coordinated collaboration enables change and builds lasting collective strength among industrial SMEs.

“Since the founding of PID, strengthening the sense of belonging through the development of an inclusive corporate culture based on collaboration has been the driving force of our transformation.”

Sonia Verdier
Managing Director, Possehl Identification France



LSS: Custom-made labelling and packaging solutions for auto-injectors, syringes, and vials, using Beckhoff's XPlanar technology





SME Segment

Medium-sized companies form one of the most important pillars of the German economy and, through their innovative strength and high degree of flexibility, make a decisive contribution to the country's economic dynamism. The SME segment offers companies with annual revenue between €10 million and €100 million a reliable perspective to develop successfully over the long term under the Possehl umbrella.

Currently, the pillars of the business unit are marine technology, measurement and transport technology, as well as environmental protection and the circular economy. Beyond this, the portfolio remains open to additional medium-sized, future-oriented companies.

Possehl Umweltschutz, part of the SME Business Unit, stands for a clear focus on protecting the environment and groundwater, with services for tank protection, damage remediation, pipe cleaning and rehabilitation, and environmentally responsible disposal.

Possehl Umweltschutz, within the SME segment, is dedicated to protecting the environment and groundwater, providing services in tank protection, remediation, pipe cleaning and refurbishment, and environmentally compliant disposal

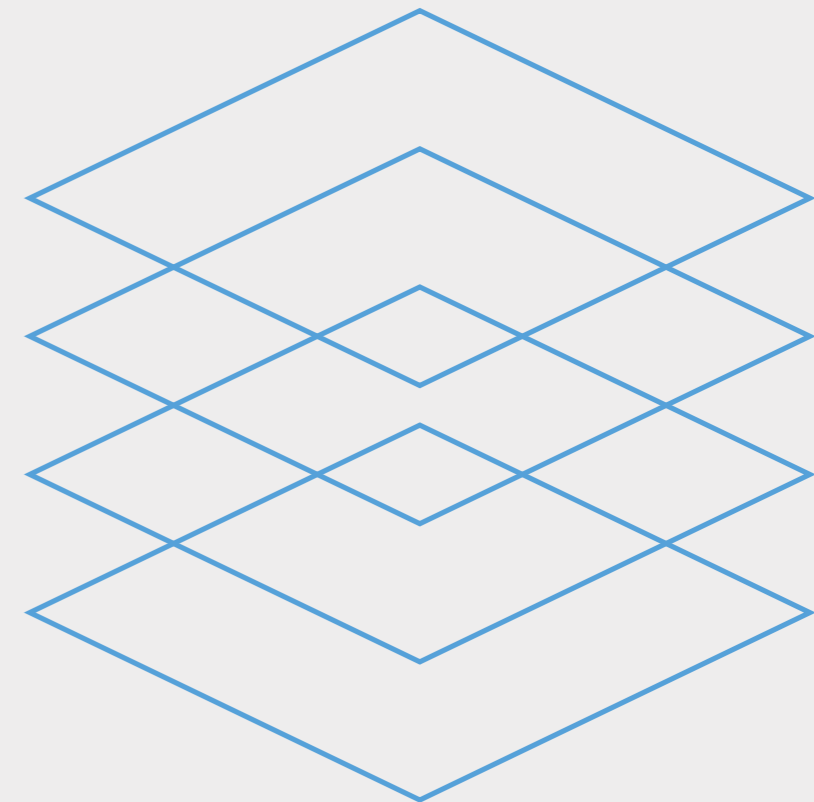


SME Segment in Figures

23 companies



913 em-
ployees



€175 million
revenue

Gabler Ocean Group

An example of sustainable, long-term development in the SME segment

The oceans are among the last largely unexplored spaces on our planet – and at the same time one of the decisive fields for the future of energy, climate, food and infrastructure. In this environment, the Possehl Group actively shapes transformation: with the Gabler Ocean Group, a maritime technology ecosystem has emerged that combines SME strength, digital capabilities and sustainable innovation.

From a classical mechanical engineering company to an ocean-tech provider

The network is centered around the GABLER Maschinenbau GmbH, founded more than 60 years ago and part of the Possehl Group since 2013. Gabler is among the technological leaders for highly specialised mast systems, onboard components and underwater communication systems for submarines. In recent years, the company has initiated its transformation from a traditional machine builder to a modern ocean-tech provider. A key step was the acquisition of a majority stake in evelogic, a specialist in underwater communication and sensor networks.

This technology enables deep-sea-capable data collection and transmission and supports global research and environmental programmes –

currently, for example, at a depth of around 4,900 metres in the South Pacific, where autonomous measurement systems collect data for long-term environmental protection.

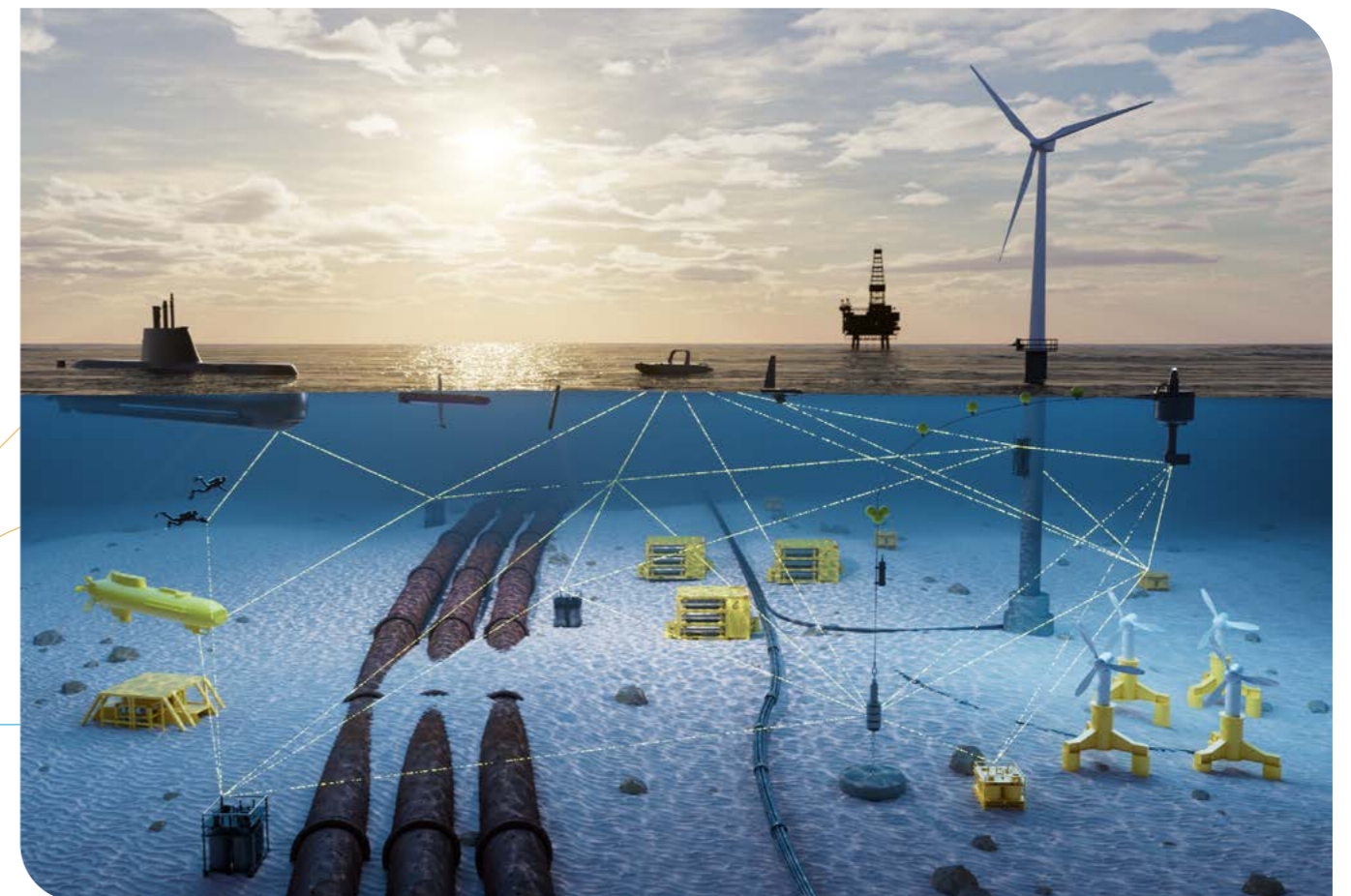
Further investments broaden the portfolio

By investing in north.io, the portfolio was broadened to encompass cloud software, AI-powered geospatial analytics and digital environmental platforms. They form the digital backbone for maritime data use – from offshore wind contexts to nature and infrastructure projects. Since 2025, SubCtech has complemented the portfolio as a leading provider of energy-autonomous underwater systems and CO₂ monitoring solutions for research, industry and climate protection.

This has created an integrated ecosystem for marine technology – from sensor technology, energy supply and data platforms through to autonomous systems. The Gabler Ocean Group is a prime example of what defines SMEs in transition: regional roots, technological excellence, long-term thinking and responsibility for future generations. Where innovation and sustainability meet, the future opens up – in this case, beneath the ocean surface.



GABLER mast systems are fully integrated, hoistable (extendable) submarine and XLAUV masts that provide mission-critical capabilities for observation, reconnaissance and protection whilst being designed for the lowest possible signature





Digital

The Digital business unit supports the digital transformation of the Possehl Group and industrial SMEs. Building on its affiliation with the Group, relevant digital future topics are identified and translated into strategic search fields. On this basis, the business unit takes stakes in technology companies or enters into targeted partnerships to strengthen the future readiness of Possehl companies and sustainably accelerate the growth of its investments.



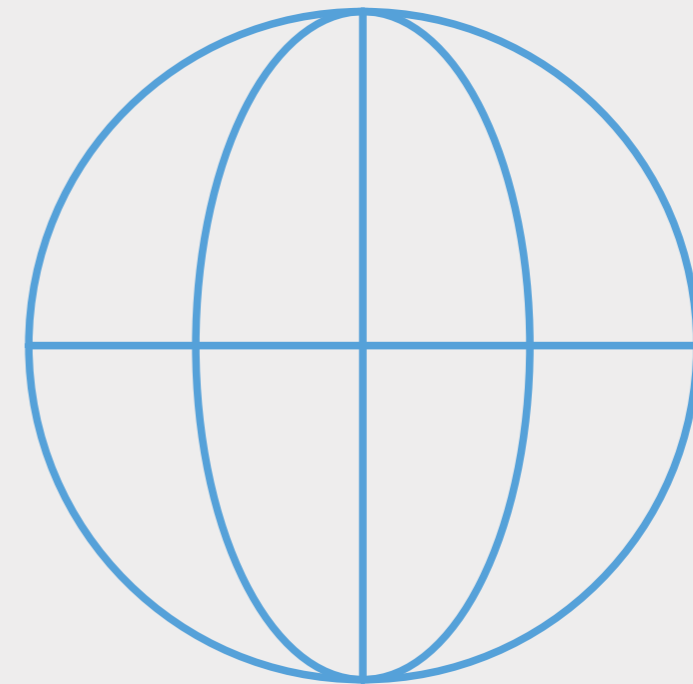
Digital in Figures

12 companies*

- Possehl Digital
- Possehl Online Solutions
- Possehl Digital Services
- Possehl Secure
- DataSpark
- bitnamic
- OPTENDA
- simplifier
- mono
- cluetec
- tenzing

* including investments

450 em-
ployees*



€50 million
revenue*

Shaping Digital Transformation

Possehl Digital is preparing medium-sized industrial companies for the future

Digital transformation is no longer a matter for the future – it is already defining how companies operate, grow and maintain their competitiveness. For many medium-sized industrial businesses, this means profound change: new technologies, new business models and new security requirements. Possehl Digital has been actively supporting this transformation for years and, together with its investments, is building an ecosystem that combines digital expertise with SMEs industrial experience.

Strategic search fields and practical digital solutions

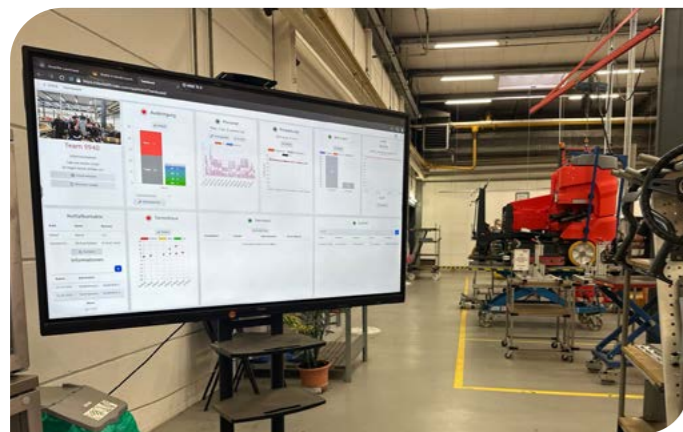
The approach is clearly defined: recognising the challenges of SMEs early, translating them into strategic search fields and deriving concrete solutions. To achieve this, Possehl Digital invests in technology companies, builds partnerships, and develops its own digital services – always with the aim of providing practical answers to real-world problems.

A growing portfolio for secure and sustainable transformation

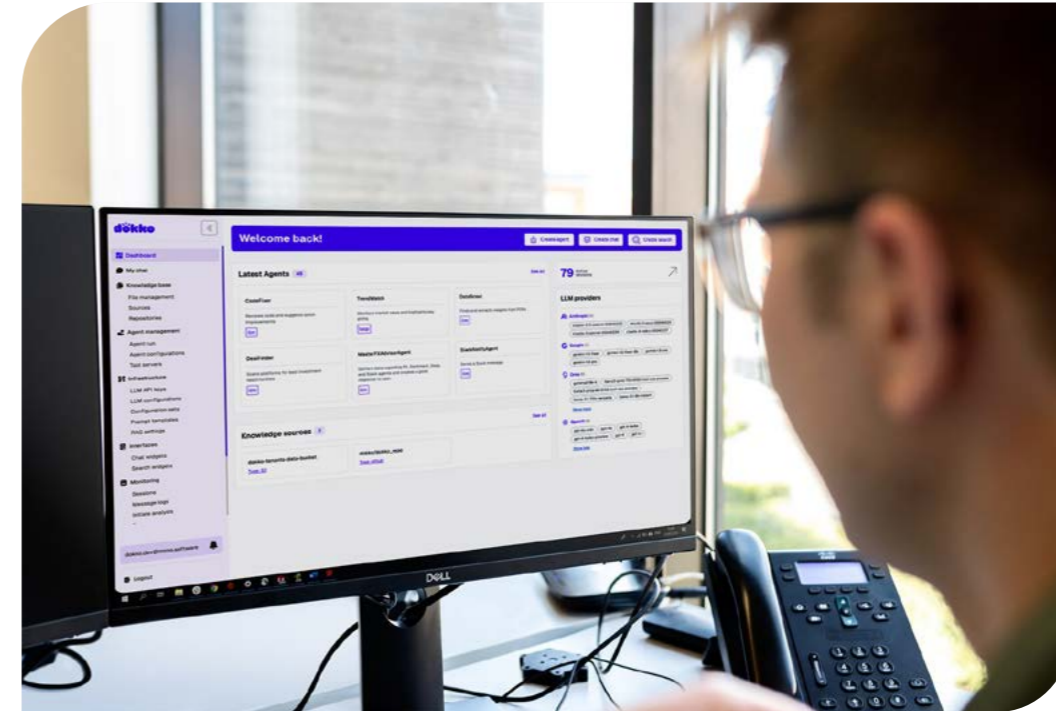
In 2025, the business unit continued to strengthen its position: the Digital Service Factory focuses on software engineering, data and AI for transformation solutions that are suitable for SMEs. Investments such as DataSpark and mono are jointly advancing AI agents that are already being used in several companies within the Possehl Group. Simplifier provides a modern IT foundation through low-code. In addition, Possehl Secure is expanding its IT and cybersecurity portfolio by establishing a managed SOC (Managed Security Operations Center: an externally operated security service that supports companies 24/7 in protecting their IT systems against cyberattacks).

At the same time, the network continues to grow: with the new investments in OPTENDA and tenzing, the portfolio is being expanded in key future fields – energy and CO₂ monitoring, digital infrastructure, as well as IT and network security. This is creating a portfolio that enables sustainable, secure and scalable digitalisation.

Possehl Digital shows how SMEs can harness technological change: not as a departure from what has proven itself but as further development built on its own strengths.



Digital presentation of the team board at Hako



Dokko is a no-code AI chatbot platform by mono that consolidates company documents and data sources into a central knowledge base and provides reliable, context-based answers for internal or external use cases

“In 2025, we consistently continued on our path with Possehl Digital. We sharpened our offerings and strategically expanded them through further development and acquisitions. In doing so, Possehl Digital is increasingly becoming a relevant partner for the digital transformation of industrial SMEs.”

Christoph Haß, Managing Director, Possehl Digital

Connected Thinking. Efficient Execution.

Digital efficiency: AI revolutionises ordering processes

This project shows how collaboration within the Group creates tangible added value. Eidos from Possehl Identification Solutions (PID) and DataSpark from Possehl Digital combine their capabilities to redesign a central business process using AI.



Rising order volumes and the high level of manual effort in order processing made a new approach necessary. Different document formats and missing interfaces led to delays. Together with DataSpark, the process was therefore fundamentally rethought: AI agents extract data from uploaded documents, automatically validate it and transfer it in a structured way to the ERP system.

The result is a noticeable reduction in workload for sales, faster throughput times, better data quality and a scalable digital architecture. The project is a clear example of a pragmatic digitalisation approach: technology-driven, implemented in partnership and clearly focused on efficiency and value creation.

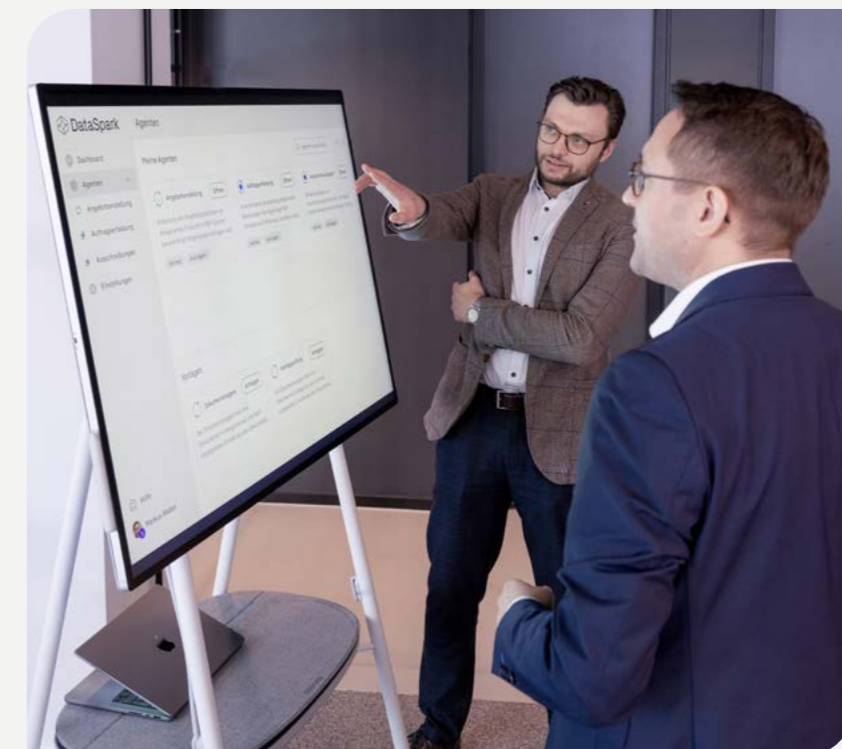
“DataSpark’s solution has significantly accelerated our order processing. We were particularly impressed by the combination of user-friendliness, recognition accuracy and seamless ERP integration. For us, this is a strategic milestone on the path towards greater automation in sales.”

Paolo Bori, Managing Director, Eidos S.r.l.



EIDOS

DataSpark



Customized AI agents from DataSpark



*We think economically
and act responsibly.*

Sustainability is not an add-on – it is part of our identity. We invest in efficient processes, conserve resources and shape business with foresight – for a future that will also support the generations to come.

*A^o
DOM
1580.*

*A^o
DOM
1902.*

Overview

2021 to 2025

		2021	2022	2023	2024	2025
Earnings Position						
Revenue	€ million	4,360	5,490	5,785	6,793	8,357
thereof precious metals revenue	€ million	1,907	2,769	2,884	3,824	5,380
Revenue adjusted for precious metals	€ million	2,453	2,721	2,901	2,969	2,977
EBITDA	€ million	274	272	269	251	273
Operating result (EBIT)	€ million	177	170	159	132	156
Earnings before taxes (EBT)	€ million	155	151	142	115	133
Consolidated net income	€ million	103	100	81	51	81
Dividend	€ million	30	28	23	22	25
EBIT margin*	%	7.2	6.2	5.5	4.4	5.2
Return on equity before taxes	%	13.2	12.2	11.2	9.0	10.1

Asset Position

Total assets	€ million	1,950	2,117	2,127	2,186	2,280
Equity	€ million	1,172	1,238	1,272	1,277	1,320
Equity ratio	%	60.1	58.5	59.8	58.4	57.9
Working capital	€ million	766	814	846	882	868

Financial Position

Net financial assets	€ million	303	246	226	170	204
Cash flow from operating activities	€ million	75	173	208	176	232
Investments in property, plant and equipment and intangible assets (excluding goodwill)	€ million	90	134	123	118	124
Depreciation on property, plant and equipment and intangible assets (excluding goodwill)	€ million	75	79	81	85	89

Employees

Average number of employees		12,965	13,230	13,341	13,393	13,151
in Germany		6,704	6,573	6,613	6,667	6,739
abroad		6,261	6,657	6,728	6,726	6,412

* Based on revenues adjusted for precious metals

Consolidated Balance Sheet

As of December 31

(in € thousands)	2025	2024
ASSETS		
A, Non-current assets		
I, Intangible assets	129,728	134,728
II, Property, plant and equipment	610,991	586,401
III, Financial assets	44,278	42,126
	784,997	763,255
B, Current assets		
I, Inventories	534,347	510,596
II, Trade receivables and other assets		
1, Trade receivables	564,252	560,066
2, Other receivables and other assets	79,598	72,553
	643,850	632,619
III, Other securities	305	56
IV, Cash and cash equivalents	282,603	251,422
	1,461,105	1,394,693
C, Prepaid expenses	27,039	21,374
D, Deferred tax assets	7,657	6,228
Total assets	2,280,798	2,185,550
EQUITY AND LIABILITIES		
A, Equity		
I, Subscribed capital	30,678	30,678
II, Revenue reserves	744,212	717,663
III, Currency translation adjustment	-17,496	-1,136
IV, Consolidated net retained earning	585,172	547,166
V, Non-controlling interests	-22,179	-17,077
	1,320,387	1,277,294
B, Provisions		
1, Pension provisions	125,661	132,650
2, Other provisions	312,674	280,571
	438,335	413,221
C, Liabilities		
1, Liabilities to banks	79,122	81,049
2, Trade payables	230,972	188,497
3, Other liabilities	189,626	202,894
	499,720	472,440
D, Deferred income	22,356	22,595
Total equity and liabilities	2,280,798	2,185,550

Consolidated Income Statement

From January 1 to December 31

(in € thousands)	2025	2024
Revenue	8,356,803	6,793,487
Change in inventories of finished and unfinished goods and other own work capitalized	-33,341	-67,113
Other operating income	69,648	67,195
Cost of materials	6,738,735	5,189,196
Gross profit	1,654,375	1,604,373
Personnel expenses	933,357	906,954
Depreciation and amortization	117,739	118,395
Other operating expenses	448,212	448,007
Income from investments	693	820
Interest result	-22,509	-14,602
Other financial income	-678	-2,658
Earnings before taxes	132,573	114,577
Income taxes	45,577	58,502
Earnings after taxes	86,996	56,075
Other taxes	5,608	5,036
Consolidated net income	81,388	51,039
thereof attributable to non-controlling interests	-3,146	-6,521

Consolidated Cash Flow Statement

From January 1 to December 31

(in € thousands)	2025	2024
Consolidated net income	81,388	51,039
Depreciation/reevaluation of fixed assets	118,269	121,054
Increase/decrease in provisions	22,195	-1,987
Other non-cash expenses and income	9,360	17,635
Changes in working capital	-12,571	-27,147
Gain/loss on the disposal of fixed assets and the sale of consolidated companies and business units	-8,618	-2,459
Interest income/expenses	22,509	14,602
Investment income/expenses	-693	-820
Income tax expense/income	47,006	58,902
Income tax payments	-47,028	-54,927
Cash flow from operating activities	231,817	175,892
Proceeds from disposals of intangible assets and property, plant and equipment	9,025	10,659
Proceeds from disposals of financial assets and from the disposal of consolidated entities and business units	7,296	2,247
Proceeds from investment grants	227	4,242
Payments for investments in intangible assets and property, plant and equipment	-125,799	-117,539
Payments for investments in financial assets and for the acquisition of consolidated entities and business units	-24,231	-84,579
Payments for the acquisition of plan assets	-4,172	-4,012
Interest received	6,186	6,083
Dividends received	1,120	1,110
Cash flow from investing activities	-130,348	-181,789
Dividends paid to shareholders of the parent company and other shareholders	-24,356	-25,287
Contributions from shareholders (including other shareholders)	0	12
Change in loan liabilities to banks	-8,187	39,823
Changes in other financial receivables/payables	-10,881	-8,617
Interest paid	-28,455	-19,008
Cash flow from financing activities	-71,879	-13,077
Net change in cash funds	29,590	-18,974
Exchange rate and valuation-related changes in cash funds	-3,993	2,815
Changes in cash funds due to changes in the scope of consolidation	-675	2,794
Cash funds at the beginning of the year	226,619	239,984
Cash funds at the end of the year	251,541	226,619
Composition of cash funds:		
Cash and cash equivalents at the end of the year	282,603	251,422
Bank overdrafts at the end of the year	-31,062	-24,803

Shareholdings

As of December 31

I. Consolidated Group Companies

Company Name	Location	Shareholding (%)
Elastomer Technology		
Harburg-Freudenberger Maschinenbau GmbH	Hamburg, Germany	100.00
Harburg-Freudenberger (France) S.A.R.L.	Houilles, France	100.00
Harburg-Freudenberger Belišće d.o.o.	Belišće, Croatia	100.00
Pomini Rubber & Plastics S.r.l.	Rescaldina, Italy	100.00
HF Slovakia a.s.	Dubnica nad Váhom, Slovakia	100.00
HF Rubber Machinery, Inc.	Topeka, USA	100.00
Mesabi Control Engineering, Ltd.	Saint Paul, USA	100.00
Farrel Corporation	Ansonia, USA	100.00
Farrel Limited	Rochdale, Great Britain	100.00
Farrel Asia Limited	Hong Kong, China	100.00
Harburg-Freudenberger Machinery (China) Co., Ltd.	Qingdao, China	100.00
HARBURG-FREUDENBERGER MACHINERY (INDIA) PVT. LTD.	Bangalore, India	100.00
HF Mixing Group Services (S.E.A.) Sdn. Bhd.	Kuala Lumpur, Malaysia	60.00
HF Mixing Group Service (Thailand) Ltd.	Bangkok, Thailand	100.00
Schwarte Group Sp. z o.o. (Standort Olsztyn)	Olsztyn, Poland	100.00
Hänsel Processing GmbH	Hanover, Germany	100.00
Cleaning Technology		
Hako GmbH	Bad Oldesloe, Germany	100.00
Hako Service GmbH	Bad Oldesloe, Germany	100.00
PlasTec Technology GmbH	Trappenkamp, Germany	100.00
Hako Benelux Holding B.V.	Andelst, Netherlands	100.00
Hako B.V.	Andelst, Netherlands	100.00
Hilco Chemie B.V.	Andelst, Netherlands	100.00
N.V. Hako Belgium S.A.	Erpe-Mere, Belgium	100.00
Hako France S.A.S.	Plaisir, France	100.00
Hako Espana S.A.	San Fernando de Henares, Spain	100.00
Hako Polska Sp. z o.o.	Krakau, Poland	100.00
Hako Technology Sp. z o.o.	Świeszyno, Poland	100.00
Hako Machines Ltd.	Crick, United Kingdom	100.00
Hako Sweden AB	Halmstad, Sweden	100.00
Hako Norway AS	Frogner, Norway	100.00
Hako Finland Oy	Vantaa, Finland	100.00
Hako Schweiz AG	Sursee, Switzerland	100.00
Minuteman International, Inc.	Pingree Grove, USA	100.00
Minuteman PowerBoss Corporation	Pingree Grove, USA	100.00
Multiclean, Inc.	Shoreview, USA	100.00

Company Name	Location	Shareholding (%)
Hako do Brasil Ltda.	São Paulo, Brazil	100.00
I & B Cleaning Equipment Ltd.	Hongkong, China	100.00
Hako Cleaning System (Shanghai) Co., Ltd.	Shanghai, China	100.00
Hako Australia Pty. Ltd.	Silverwater, Australia	100.00
Printing Technology		
manroland web systems Holding GmbH	Lübeck, Germany	100.00
manroland Goss web systems GmbH	Augsburg, Germany	51.00
grapho metronic Mess- und Regeltechnik GmbH	München, Germany	100.00
manroland Goss web systems UK Ltd.	Maidenhead, United Kingdom	100.00
manroland Goss web systems France S.A.S.	Creil, France	100.00
manroland Goss web systems (India) Pvt. Ltd.	Noida, India	100.00
manroland Goss web systems Australasia Pty. Ltd.	Chullora, Australia	100.00
manroland Goss web printing equipment (Beijing) Co., Ltd.	Peking, China	100.00
manroland Goss web systems Americas LLC	Exeter, USA	100.00
manroland Goss web systems UK Solutions Ltd.	Preston, United Kingdom	100.00
manroland Goss web systems Japan Corp.	Sayama, Japan	100.00
manroland web systems Canada Inc.	Vaughan, Canada	100.00
GWS International B.V.	Nieuwkuijk, Netherlands	100.00
GWS Agencies B.V.	Nieuwkuijk, Netherlands	100.00
GWS Printing Systems B.V.	Nieuwkuijk, Netherlands	100.00
Print Invest & Consult B.V.	Nieuwkuijk, Netherlands	100.00
Galred Europe B.V.	Soesterberg, Netherlands	100.00
Industriepark Augsburg GmbH	Augsburg, Germany	100.00
manroland web Industriepark Betriebsgesellschaft mbH	Augsburg, Germany	100.00
mrws Grundstücksgesellschaft mbH	Augsburg, Germany	100.00
manroland web produktionsgesellschaft mbH	Augsburg, Germany	100.00
Intralogistics		
BÖWE SYSTEC GmbH	Lübeck, Germany	100.00
BÖWE SYSTEC (Schweiz) AG	Volketswil, Switzerland	100.00
BÖWE SYSTEC AUSTRIA GmbH	Vienna, Austria	100.00
BÖWE SYSTEC AB	Landskrona, Sweden	100.00
BÖWE SYSTEC BENELUX B.V.	Apeldoorn, Netherlands	100.00
BÖWE SYSTEC NEDERLAND B.V.	Apeldoorn, Netherlands	100.00
N.V. BÖWE SYSTEC S.A.	Mechelen, Belgium	100.00
BÖWE SYSTEC S.A.S.	Noisy-le-Grand, France	100.00

Company Name	Location	Shareholding (%)
BÖWE SYSTEC S.A.	Madrid, Spain	100.00
BÖWE SYSTEC Comércio de Equipamentos Para Escritório S.A.	Sintra, Portugal	100.00
BÖWE SYSTEC S.p.A.	Rom, Italy	100.00
BOWE SYSTEC Ltd.	Derby, United Kingdom	100.00
BOWE SYSTEC (IR) Ltd.	Dublin, Ireland	100.00
BOWE SYSTEC North-America Inc.	Raleigh, USA	100.00
BOWE SYSTEC Canada, Ltd.	Saint John, Canada	100.00
BÖWE SYSTEC JAPAN Ltd.	Tokyo, Japan	100.00
BOWE Intralogistics Holding B.V.	Beuningen, Netherlands	100.00
BOWE Intralogistics Technology B.V.	Beuningen, Netherlands	100.00
BOWE Intralogistics Projects B.V.	Beuningen, Netherlands	100.00
BOWE IQ Ltd.	Holmfirth, United Kingdom	75.50
SGA Conveyor System AB	Kinna, Sweden	100.00
BOWE Intralogistics S.r.l.	Rom, Italy	100.00
Solcon Systemtechnik GmbH	Lübeck, Germany	90.00
SARL BOWE Service	Rouiba, Algeria	90.00
MOV.AI Ltd.	London, United Kingdom	94.86
MOV.AI Robotics, Unipessoal Lda.	Lihno (Sintra), Portugal	94.86
MOV.AI-IL Ltd.	Tel Aviv, Israel	94.86

Precious Metals

Heimerle + Meule GmbH	Pforzheim, Germany	100.00
Reischauer GmbH	Idar-Oberstein, Germany	100.00
Recover Pure Materials GmbH	Pforzheim, Germany	51.00
Cookson Precious Metals Limited	Birmingham, United Kingdom	100.00
Cookson Drijfhout B.V.	Amsterdam, Netherlands	100.00
Cookson Métaux Précieux S.A.	Dardilly, France	100.00
Sempsa Joyería y Platería, S.A.	Madrid, Spain	100.00
Koutadly – Consultadoria Económica e Participações, S.A.	Porto, Portugal	100.00
Weston Beamor Holdings Limited	Birmingham, United Kingdom	100.00
WB The Creative Jewellery Group Limited	Birmingham, United Kingdom	100.00
The Commonwealth Mint & Philatelic Bureau Ltd.	Portishead, United Kingdom	100.00
Techgrave Limited	Birmingham, United Kingdom	100.00
Coin Invest B.V.	Brecht, Belgium	100.00
Royal United Mint B.V.	Brecht, Belgium	100.00
Tools & Dies Engineering N.V.	Brecht, Belgium	100.00
Dutch Value Logistics B.V.	Houten, Netherlands	100.00
De Koninklijke Nederlandse Munt N.V.	Houten, Netherlands	100.00
United Mint USA Holding Inc.	Wilmington, USA	100.00
United Mint USA Inc.	Wilmington, USA	90.00
Osborne Coinage Company LLC	Cincinnati, USA	100.00

Company Name	Location	Shareholding (%)
Electronics		
Possehl Electronics Deutschland GmbH	Niefern-Öschelbronn, Germany	100.00
Possehl Electronics Wackersdorf GmbH	Wackersdorf, Germany	100.00
Possehl Electronics Czech Republic s.r.o	Dýšina, Czech Republic	100.00
Possehl Electronics Puebla S. de R.L. de C.V.	Puebla, Mexico	100.00
Possehl Electronics Nederland B.V.	's-Hertogenbosch, Netherlands	100.00
Possehl Laminates Ltd.	Hongkong, China	100.00
Dongguan Possehl Electronics Co. Ltd.	Dongguan, China	100.00
Possehl Electronics Singapore Pte. Ltd.	Singapur	100.00
Possehl Electronics (Malaysia) Sdn. Bhd.	Malakka, Malaysia	100.00
Possehl (Malaysia) Sdn. Bhd.	Malakka, Malaysia	100.00
Possehl Connector Services SC, Inc.	Rock Hill, USA	100.00

Construction Services

Possehl Construction GmbH	Sprendlingen, Germany	100.00
Possehl Spezialbau GmbH & Co. KG	Sprendlingen, Germany	100.00
Possehl Spezialbau Verwaltungs GmbH	Sprendlingen, Germany	100.00
cds Polymere GmbH & Co. KG	Sprendlingen, Germany	100.00
cds Polymere Verwaltungs GmbH	Sprendlingen, Germany	100.00
Possehl Aannemingsmaatschappij B.V.	Oosterhout, Netherlands	100.00
Possehl Spezialbau Ges.m.b.H.	Griffen, Austria	100.00
Possehl Posebne Gradnje d.o.o.	Maribor, Slovenia	100.00
Possehl Posebne Gradnje d.o.o.	Jastrebarsko, Croatia	100.00
Thiendorfer Fräsdienst GmbH & Co. KG	Thiendorf, Germany	100.00
Thiendorfer Fräsdienst Verwaltungs GmbH	Thiendorf, Germany	100.00
P+S Pflaster- und Straßenbau GmbH	Wülknitz, Germany	100.00
Innobit GmbH	Kaiserslautern, Germany	100.00
Jöst Bauunternehmen GmbH	Frankfurt a.M., Germany	100.00
JACBO Pfahlgründungen GmbH	Schüttorf, Germany	100.00
EFG Equipment B.V.	Malden, Netherlands	100.00
AA Schroefpalen B.V.	Nijmegen, Netherlands	100.00
Bennert GmbH Betrieb für Bauwerksicherung	Klettbach, Germany	100.00
NÜTHEN Restaurierungen GmbH + Co.KG	Erfurt, Germany	100.00
NÜTHEN Verwaltungs GmbH	Erfurt, Germany	100.00
EUROQUARZ GmbH	Dorsten, Germany	100.00
PAGEL Spezial-Beton GmbH & Co. KG	Essen, Germany	74.00
PAGEL Spezial-Beton Beteiligungs-GmbH	Essen, Germany	74.00
PAGEL Technische Mörtel GmbH & Co. KG	Essen, Germany	100.00
PAGEL S.A.S.	Poissy, France	70.00
PK Rohstoffe GmbH	Duisburg, Germany	100.00
Mickan Generalbaugesellschaft Amberg mbH & Co. KG	Amberg, Germany	100.00
Mickan Generalbaugesellschaft Amberg Verwaltungs-mbH	Amberg, Germany	100.00

Company Name	Location	Shareholding (%)
Identifikation		
LOGOPAK Systeme GmbH & Co. KG	Hartenholm, Germany	100.00
LOGOPAK Systeme Verwaltungs GmbH	Hartenholm, Germany	100.00
LOGOPAK Vertriebsgesellschaft West mbH	Düsseldorf, Germany	100.00
LOGOPAK Vertriebsgesellschaft Süd mbH	Auenwald, Germany	100.00
LOGOPAK International Ltd.	York, United Kingdom	80.00
LOGOPAK Corporation	Wilmington, USA	100.00
LOGOPAK Systems AB	Göteborg, Sweden	100.00
LOGOPAK B.V.	Lijnden, Netherlands	100.00
LOGOPAK S.A.S.	Wissous, France	100.00
LOGOPAK East Sp. z o.o.	Warsaw, Poland	50.00
LOGOPAK SISTEMAS S.L.	Castellar del Vallès, Spain	80.00
LSS Etikettering A/S	Randers, Dänemark	100.00
RK Danmark ApS	Randers, Dänemark	100.00
Nordvalls Etikett AB	Sjöbo, Sweden	100.00
Nordvalls Etikett AS	Kløfta, Norway	100.00
The Water Mill Press Ltd.	Bradford, United Kingdom	100.00
Kölle Etiketten GmbH	Esslingen am Neckar, Germany	100.00
Novexx Solutions GmbH	Eching, Germany	100.00
Novexx Solutions B.V.	Utrecht, Netherlands	100.00
Novexx Solutions S.A.S.	Rungis, France	100.00
Novexx ETIKETLEME SISTEMLERI T.A.S.	Istanbul, Türkei	100.00
Novexx Solutions (Shanghai) Co., Ltd.	Shanghai, China	100.00
NOVEXX SOLUTIONS INDIA Pvt. Ltd.	Bangalore, India	100.00
Eidos S.r.l.	Chieri, Italy	100.00
Etipack S.p.A.	Cinisello Balsamo, Italy	100.00
Etipack B.V.	Breda, Netherlands	100.00
bema Etikettiertechnik GmbH	Ostfildern, Germany	100.00
Altrapack Hungary Kft.	Budapest, Ungarn	60.00
Printheadshop.com B.V.	Midwoud, Netherlands	100.00
datakamp System GmbH & Co. KG	Buxtehude, Germany	62.21
datakamp Verwaltungs GmbH	Buxtehude, Germany	100.00
LabelCraft AS	Moss, Norway	100.00
Advanced Labeling Systems Limited	Thame, United Kingdom	70.00
Mid-Sized Companies		
Possehl Mittelstandsbeiträge GmbH	Lübeck, Germany	100.00
Possehl Umweltschutz GmbH	Lübeck, Germany	100.00
nordrohr GmbH	Reinfeld, Germany	100.00
Kleine Wolke Textilgesellschaft mbH & Co. KG	Bremen, Germany	100.00
KWV GmbH	Bremen, Germany	100.00
Kleine Wolke AG	Mägenwil, Switzerland	100.00
Düring Schweißtechnik GmbH	Königsbrunn, Germany	100.00

Company Name	Location	Shareholding (%)
Düring do Brasil Ltda.	Itatiba, Brazil	100.00
Düring (Shanghai) Welding Equipment Co., Ltd.	Shanghai, China	100.00
Düring (Taicang) Welding Equipment Co., Ltd.	Taicang, China	100.00
Gabler Maschinenbau GmbH	Lübeck, Germany	100.00
GABLER Thermoform GmbH & Co. KG	Lübeck, Germany	100.00
Thermoform GABLER GmbH	Lübeck, Germany	100.00
Gabler Korea Co. Ltd.	Busan, Südkorea	100.00
develogic GmbH	Hamburg, Germany	100.00
SubCtech GmbH	Kiel, Germany	100.00
SubCtech Support GmbH	Kiel, Germany	100.00
SAVO-TECHNIK ROTATIONSGUSS GmbH	Valluhn, Germany	80.00
PMB Prozesstechnologie GmbH	Lübeck, Germany	100.00
Schwarte Group GmbH	Emsdetten, Germany	100.00
Schwarte Group GmbH	Gmunden, Austria	100.00
Schwarte Group Sp. z o.o. (Standort Koszalin)	Olsztyn, Poland	100.00
Ultrakust GmbH	Gotteszell, Germany	100.00
Digital		
Possehl Digital GmbH	Lübeck, Germany	100.00
Possehl Online Solutions GmbH	Augsburg, Germany	100.00
Possehl Digital Services GmbH	Karlsruhe, Germany	100.00
Possehl Secure GmbH	Köln, Germany	96.50
cluetec GmbH	Karlsruhe, Germany	65.00

Investments

Possehl Consulting GmbH	Lübeck, Germany	100.00
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II. Non-consolidated Group Companies

Company Name	Location	Shareholding (%)
Hako Group East Asia Ltd.	Bang Kaeo, Thailand	100.00
Hako Vietnam Services and Trading Company Ltd.	Hanoi, Vietnam	100.00
Düring MX S.A.	Puebla, Mexico	100.00
Etipack America, Industria, Comércio e Representações Ltda.	São Paulo, Brazil	60.00
Possehl Connector Services, Inc.	Rock Hill, USA	100.00
Possehl Electronics Hong Kong Ltd. i.L.	Hongkong, China	100.00
manroland web systems Southern Africa Pty., Ltd.	Cape Town, South Africa	100.00
manroland Goss web systems International LLC	Exeter, USA	100.00
Goss Holding UK Ltd.	Preston, United Kingdom	100.00
Goss International France S.A.S. i.L.	Montataire, France	100.00
Goss International Sistemas de Impressão Ltda. i.L.	Barueri, Brazil	100.00
Nordvalls Etikett GmbH	Lübeck, Germany	100.00
Soho Mint Limited	Portishead, United Kingdom	100.00
Heaton Mint Limited	Portishead, United Kingdom	100.00
The Commonwealth Mint Limited	Portishead, United Kingdom	100.00
Commonwealth Mint Worldwide Ltd.	Portishead, United Kingdom	100.00

III. Associated Companies

Lubeca Versicherungskontor GmbH	Lübeck, Germany	40.00
Gremmler Bauchemie GmbH	Essen, Germany	50.00
WST Quarz GmbH	Hünxe, Germany	50.00
Roots Multiclean Ltd.	Coimbatore, India	26.00
Roots Multiclean Inc.	Huntsville, USA	26.00
Bitnamic GmbH	Osnabrück, Germany	25.00
MONO za projektiranje informacijskih sustava d.o.o.	Osijek, Croatia	25.08
DataSpark GmbH	Frankfurt a.M.	35.00
north.iO GmbH	Kiel, Germany	21.63
KnoXX Transport Solutions GmbH	Pforzheim, Germany	50.00
OPTENDA GmbH	Stuttgart, Germany	25.10
tenzing IT Solutions GmbH	Lübeck, Germany	33.00
tenzing IT Operations GmbH	Lübeck, Germany	33.00

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