



**KARLSBERG**

**ANNUAL REPORT**

FOR THE FINANCIAL YEAR 2025  
OF THE KARLSBERG BRAUEREI GMBH,  
HOMBURG



## CONTENTS

Key indicators	3
Key facts	4
Foreword	7
Our company's focus	10
Sustainability	12
Annual financial statements and management report as at 31 December 2025	20
Management report for the financial year from 1 January to 31 December 2025	20
Cash flow statement for 2025	48
Financial statements as at 31 December 2025	50
Balance sheet at 31 December 2025	52
Income statement for 2025	56
Notes for the financial year 2025	58
Development of fixed assets as at 31 December 2025	74
Audit report of the independent auditor	77
Financial calendar	80
Legal notice	81

General note:  
This English version is a translation. The German version shall prevail.  
For computational reasons, rounding differences to the mathematically exact values  
(monetary units, percentages, etc.) may occur in tables and references.

# KEY INDICATORS\*

## KARLSBERG BRAUEREI GMBH

Key figures in EUR million	2025	2024	2023	2022	2021
Gross revenue <sup>1</sup>	149.8	154.4	153.3	151.3	144.9
Investments <sup>2</sup> (intangible assets, property, plant and equipment and other loans)	14.3	8.6	16.1	12.3	9.3
EBITDA adj. <sup>3</sup>	16.0	17.8	17.7	17.6	18.5
Depreciation and amortisation	9.4	9.8	9.3	8.9	8.4
EBIT adj. <sup>4</sup>	6.6	8.0	8.4	8.7	10.1
Total assets	147.4	144.0	151.4	146.6	140.8
Equity	46.1	46.1	46.1	42.6	42.6
Equity ratio	31.3 %	32.0 %	30.5 %	29.0 %	30.3 %
Net income before profit transfer	1.5	5.1	5.7	6.4	7.0
Employees (average number)	175	180	261	258	257
Personnel expenses (wages and salaries, social security contributions and post-employment costs)	15.6	13.2	19.4	19.5	19.2

<sup>1</sup> Gross revenue = revenue before deduction of revenue reductions and excise duties.

<sup>2</sup> Investments in 2023 excluding balance sheet reclassifications of inventories to technical equipment and machinery in the amount of EUR 3.3 million.

<sup>3</sup> EBITDA adj. = EBIT adj. plus amortisation of intangible assets and depreciation of property, plant and equipment.

<sup>4</sup> EBIT adj. = earnings after taxes plus income taxes, plus interest and similar expenses, plus write-downs on financial investments, less other interest and similar income, less income from other securities and loans classified as long-term financial assets, plus/less significant extraordinary expenses/income.



# KEY FACTS\*

## INCREASED MARKET SHARES, GOOD SECOND HALF OF THE YEAR

“Our Karlsberg and MiXery brands gained valuable market share from competitors in 2025. MiXery is the leading brand in the mixed beer drinks market.<sup>1</sup> In the second half of the year, we provided fresh impetus with new flavours. However, declining exports and an overall higher cost level had a restraining effect on earnings performance. All in all, we met our revenue and earnings forecast, as adjusted in the 2025 interim report.”

Markus Meyer, Managing Director of Karlsberg Brauerei GmbH

### Gross revenue from beverages<sup>2</sup>

#### Stable domestic business

Domestic revenue only slightly below the previous year's level after good second half of the year.

**Karlsberg and MiXery** brands performed better than the market and were only slightly below the previous year.

**Non-alcoholic products** achieve further **revenue growth**, especially non-alcoholic Karlsberg Grapefruit with a revenue increase of +10.6 %.

### Our brands

#### Increased market shares<sup>3</sup>

**Karlsberg: Leading position in its region. Urpils gains significant market share.**

**MiXery grew its share significantly, driven by the introduction of new varieties in H2.**

### Adjusted EBITDA

#### Moderately below previous year

**Adjusted EBITDA of EUR 16.0 million** moderately below the previous year's level (EUR 17.8 million), as projected in the Interim Report.

### Investments

#### Expansion investments in technology

Investments in filling lines in connection with the introduction of new containers.

### Forecast for the 2026 financial year

#### Revenue and earnings forecast

**Revenue growth in brand business** expected. Positive impetus from already launched new products. **Total revenue at the previous year's level.**

**Adjusted EBITDA** expected to **be slightly above the previous year's figure**, based on adapted cost structures.

<sup>1</sup> Source: Circana, category alcoholic mixed beer drinks, Germany LEH + DM + GAM +TS, YTD until 31 December 2025 (by revenue and sales).

<sup>2</sup> Gross revenue = revenue before deduction of revenue reductions and excise duties.

<sup>3</sup> Sources: Circana, category alcoholic mixed beer drinks, Germany LEH + DM + GAM +TS, YTD until 31 December 2025 (by revenue and sales), Circana, category alcoholic pilsner, core market Rhine Hesse-Palatinate/Saarland LEH + DM + GAM + TS, YTD until 31 December 2025 (by revenue and sales).





Christian Weber together with the Karlsberg brewers at the Karlsberg event location Alte Schlosserei

# FOREWORD\*

## Dear friends of Karlsberg Brauerei,

Our strong brands and clear focus on their ongoing development have been decisive in improving our market position in the 2025 financial year.

Our mission is always centred on enhancing our consumers' lives with our beverages and ensuring we pass on a healthy company for generations to come.

Our core brands, Karlsberg and MiXery, once again demonstrated their strength in competition and further increased their market share. Particularly noteworthy is the continued pleasing development of our non-alcoholic range, which precisely meets the needs of many consumers and is continuously gaining in importance. Our ambition is to remain close to consumers in the future and to meet their expectations with innovative products.

Together, as a strong team, we will consistently continue on our successful path and further develop our major brands. Join us on this journey – we look forward to a promising future.

Kind regards,  
Christian Weber  
Managing Partner of Karlsberg Brauerei KG Weber

\* Section unaudited

# ECHT. BEGEISTERT. GEBRAUT.



**KARLSBERG**  
ECHT. BEGEISTERT. GEBRAUT.



# OUR COMPANY'S FOCUS:\*

At Karlsberg Brauerei GmbH, we see it as our mission to enhance the lives of our consumers through our beverages and to pass on a healthy company to future generations. As part of the Karlsberg Group, a fifth-generation family-run company, we belong to a group of strong beverage brands. Our shared corporate culture and values are the foundations of what we do. Our strategy is based on four strategic pillars:

- Strong team
- Major brands
- Getting better every day
- Thinking in generations

## Strong team

We have always seen people as the key to our business success. Strengthening and developing our teams is very much our priority. We involve as many employees as possible in this process through regular employee surveys. As a signatory to the Diversity Charter, we not only acknowledge diversity but are also committed to promoting it in all its facets.

## Major brands

We are focussing on developing and expanding our brands, particularly our major brands, Karlsberg and MiXery. We also aim to develop other brands from our portfolio, such as the Bundaberg brand, into major brands. In the long term, our goal is to integrate further brands into our portfolio, including those from outside the company.

## Getting better every day

In recent years, we have steadily enhanced our processes within the Group and increased our productivity and efficiency. By systematically digitalising our processes and making further investments in our production sites, we will continue to consistently pursue this path of continuous improvement.

## Thinking in generations

We take responsibility for the time after us: Corporate responsibility combined with sustainable action has always been a hallmark of our Group. In defining our strategy for the coming years, we have placed even greater emphasis on economic and ecological sustainability. Drawing water from the earth's soil and enriching it with ingredients from nature is a gift that we honour by acting responsibly.

With our four strategic pillars as a driving force and framework, our Group will continue to evolve consistently over the coming years. As part of our annual strategy process, we regularly define our specific goals and initiatives and use metrics to continuously monitor our progress. We see this as our future path to being a sustainable business.



\* Section unaudited



**SUSTAINABILITY**

# SUSTAINABILITY\*

## WE THINK IN GENERATIONS: HOLISTIC AND FUTURE-ORIENTATED

As a food manufacturer, Karlsberg Brauerei GmbH is committed to ensuring the highest quality of its products for its customers and consumers.

Driven by the environmental awareness of the acting persons involved, we aim to operate sustainably and to conserve our natural resources.

We endeavour to combine the highest quality in beer production with the careful use of natural resources – not only to meet current requirements, but also to leave a healthy environment for future generations.

### Environmental commitment

Karlsberg Brauerei GmbH has been striving for years to systematically and sustainably reduce specific energy and resource consumption within the company and to make further progress in improving energy efficiency. Since 2014, the company has maintained an energy management system certified in accordance with DIN EN ISO 50001, which is designed to achieve the goals set out in the company's energy policy through defined measures, thereby making an important contribution to conserving resources. ISO 50001 is a globally recognised standard for certifying systematic energy management.

Being mindful of energy consumption in the workplace is a key concern for us. We are therefore raising awareness among our employees, for example by installing monitors that display current energy consumption – for instance, in the brewhouse and in the boiler house control room. This allows our employees to be informed about energy usage at any time and to respond accordingly in their area if necessary.

Karlsberg Brauerei GmbH has also been an active member of the "Umweltpakt Saar" since 2017. By participating in this environmental pact, we are committing ourselves to the goal of strengthening Saarland as a location for industry and business through resource-conserving and energy-efficient economic activity.

### Water

Karlsberg Brauerei GmbH operates four of its own wells and also sources water from the municipal supply. The company's water consumption is continuously monitored and constantly improved through investment projects. A key aspect of conserving water resources is the operation of a three-stage wastewater treatment plant, which treats our own wastewater and discharges it directly into the receiving water body.

### Energy, electricity and CO<sub>2</sub>

Most of the electricity and heat is generated by the company itself. In 2016, we put a new combined heat and power plant with an electrical output of 3.5 MW into operation, which covers 91 % of our electricity demand and also supplies heat for our processes. The surplus heat is fed into the public district heating network. Karlsberg Brauerei GmbH supplies around 20 % of the heat energy it generates to the district heating network of the city of Homburg. The biogas generated by the wastewater treatment plant is converted into process steam, making another significant contribution to the brewery's heat supply. We have also been leasing some of our roof areas since 2010 to feed electricity into the grid from photovoltaic plants.

### Electromobility

Karlsberg Brauerei GmbH is gradually converting its vehicle fleet to electrically powered vehicles. To promote this, charging stations for company cars were installed at the site in 2024, for example.

### Key projects to reduce resource consumption

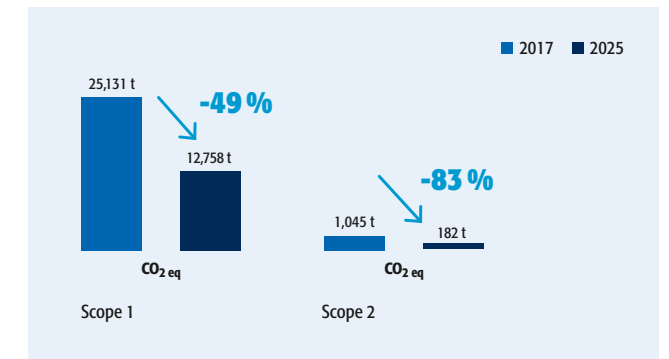
The sustainable development of a company depends largely on continuous investment in technical systems that make processes more resource efficient.

Karlsberg Brauerei GmbH's technical investments in the last three years amounted to EUR 11.9 million.

Key projects that have contributed to the conservation of resources in recent years include:

- The commissioning of a new bottle washer in November 2023. This investment allows us to significantly reduce water and steam consumption in this stage of production.
- Initiated in 2025: replacement of an air compressor and the control system of the entire compressed air station, now featuring integrated heat recovery.

Thanks to the measures implemented, we significantly reduced the brewery's CO<sub>2</sub> emissions from 26,176 tonnes in 2017 to 12,940 tonnes in 2025.



In 2025, we began working intensively on a transformation concept which aims to allow further improvements to the brewery's CO<sub>2</sub> profile. We will continue to develop this concept in 2026.

### Research and cooperations

Karlsberg Brauerei GmbH is currently taking part in a research project of the University of Kaiserslautern, which is looking into the production of sustainable packaging from wastewater.

Since 2025, bee colonies have been kept on a meadow in Homburg under a garden land lease agreement. The bees help pollinate wild plants and crops in the surrounding area, supporting their reproduction and preservation. In consideration of the local environment, this provides a contribution to the ecological development of the land.

## Circular economy

### Reusables

At our company, we rely on the use of reusable containers, particularly refillable bottles and barrels. To strengthen this system, we are constantly investing in new bottles, barrels and crates. Over the last three years, Karlsberg Brauerei GmbH has invested a total of EUR 7.2 million.

When new crates are purchased, the old crates are shredded and the recycled material is reused in the manufacturing process for new crates.

Any broken glass occurring during the production process is almost completely returned to the glassworks so that this material can also be reused in the production of new bottles.

### Spent grains

A significant by-product of the beer production process is spent grains. These leftovers from the brewing process are converted into animal feed, for example.

### Surplus yeast

The surplus yeast generated during the brewing process is carefully collected and used, for instance, in the cosmetics industry.

### Waste

Through separate collection and process optimisation at Karlsberg Brauerei GmbH, the proportion of recycled material in total waste reached just under 84 % in 2025. Almost all of the residual waste generated is utilised energetically.

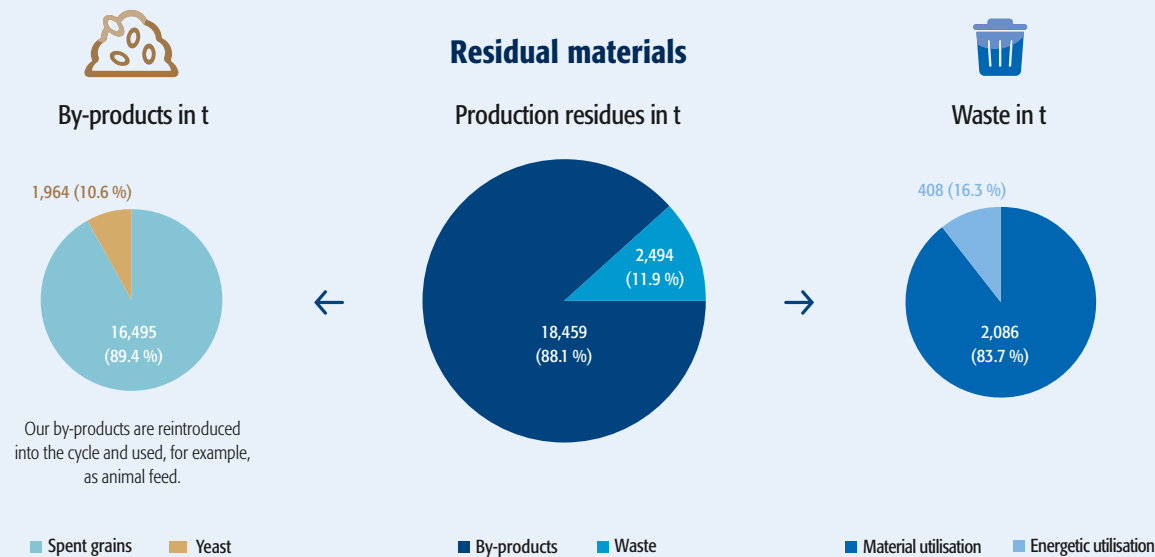
## Our products

### Quality

We are passionate about the quality of our products. Karlsberg Brauerei GmbH's dedication to quality and safety is evident in the certifications and awards that ensure the highest standards of processes and products, as well as impeccable food safety. The company has been certified with the IFS Food Standard by SGS Institut Fresenius GmbH. This standard is a Europe-wide recognised control procedure for checking quality and safety in the food sector.

The company has also established a quality policy agreement, pledging to uphold economic, social, and ecological sustainability, alongside active consumer protection both internally and externally.

In recent years, Karlsberg Brauerei GmbH has had its high quality standards recognised in national and international competitions. We were especially pleased to receive nine awards at the World Beer Awards in 2025, including two silver medals for Karlsberg UrPils and Karlsberg Bockbier, and a bronze medal for Karlsberg Helles. Seven of our bottle designs won silver in the "Best Bottle Label Design" category. Furthermore, our Karlsberg UrPils, Karlsberg Kellerbier, Karlsberg Weizen, Karlsberg Helles Natur Weizen and Karlsberg Bockbier were included in the Finest Beer Selection. The Finest Beer Selection is a quality seal developed by Meininger Verlag and Doemens, based on sensory assessment by an independent jury of international experts.





## Supply chains

Quality and value have always played an important role when awarding contracts. We have also adopted a Group-wide Code of Conduct, in which we have committed ourselves to the ETI Base Code of the Ethical Trading Initiative – a membership initiative aimed at improving working conditions worldwide.

We require our suppliers to adhere to the regulations of the Code of Conduct for Business Partners, which was adopted alongside the internal Code of Conduct. Our largest suppliers are also assessed to determine whether they have a certified environmental management system in place.

Since December 2023, the Supply Chain Compliance Officer has overseen compliance with legal requirements, industry-specific standards and company guidelines within our supply chain.

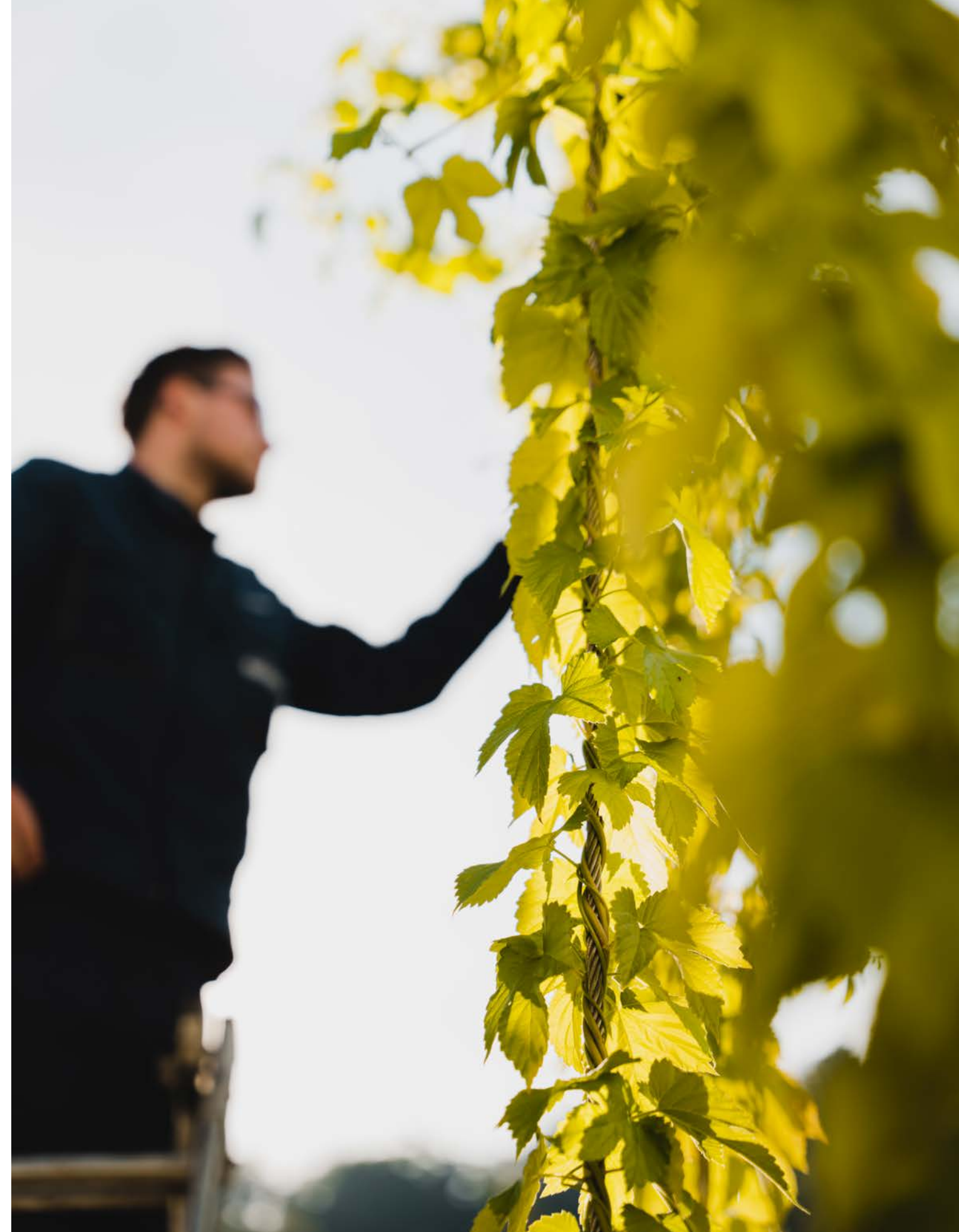
## Social engagement

### Responsibility

As a producer of alcoholic beverages, Karlsberg Brauerei GmbH also fulfils its social responsibility with regard to the conscious and responsible consumption of beer. As a member of the German Brewers' Federation, we adhere to a code of conduct – the Brewers' Code – which intentionally surpasses the legal requirements and previous voluntary guidelines for trading and advertising beer. Karlsberg Brauerei GmbH also participates in the German brewers' prevention campaign "Bier bewusst genießen" [Enjoy beer responsibly] and prominently features this message on the labels of its beers. Furthermore, the company supports the "Don't drink and drive" initiative of the German Brewers' Federation (DBB), which educates young drivers aged 18 to 25 about the effects of alcohol consumption on their driving abilities. We promote the campaign through our social media channels, display the slogan on the labels of our Mixery product, and incorporate it into our communications, including advertising on public transport such as the regional tramway, Saarbahn.

## Social responsibility

Social commitment is also close to our hearts. Karlsberg Brauerei GmbH considers itself a part of society and takes its social responsibility seriously, particularly at the regional level. Our engagement is directed towards various organisations and campaigns each year. Among other initiatives, we support a large number of clubs and events in the region.





ANNUAL FINANCIAL STATEMENTS AND MANAGEMENT REPORT AS AT 31 DECEMBER 2025

# MANAGEMENT REPORT

FOR THE FINANCIAL YEAR FROM 1 JANUARY TO 31 DECEMBER 2025

## I. GENERAL INFORMATION ON THE COMPANY

### Business model

Karlsberg Brauerei GmbH is a traditional, family-run brewery. The company pursues a consumer-focused strategy of developing, producing and selling a wide range of alcoholic and non-alcoholic beverage brands. It focuses on the strategic brands Karlsberg and MiXery. This brand business is supplemented to a limited extent by contract production, particularly for international customers.

### Corporate management systems

The management primarily measures the company's performance using the key performance indicators of revenue (sales revenue after deduction of excise duties) and adjusted EBITDA<sup>1</sup>.

In addition, operational management is based on productivity indicators such as EBITDA/litre, costs per production volume (EUR/hectolitre) in production or volume sold per outlet per week in retail sales, as well as sustainability indicators. These internal indicators are not discussed as part of external accounting.

Adjusted EBIT<sup>2</sup>, investments and free cash flow are also important financial indicators for measuring operational financial performance. These are compared both with the previous year and the plan for the current financial year. This enables the management to recognise deviations at short notice and take appropriate countermeasures promptly.

<sup>1</sup> Adjusted EBITDA = Adjusted EBIT plus amortisation/depreciation of intangible fixed assets and property, plant and equipment.

<sup>2</sup> Adjusted EBIT = earnings after taxes plus income taxes, plus interest and similar expenses, plus write-downs on financial assets, less other interest and similar income, less income from other securities and loans classified as long-term financial assets, plus/less material extraordinary expenses/income.

## II. REPORT ON THE ECONOMIC POSITION

### Macroeconomic and sector-specific conditions

#### Overall economic situation

According to initial calculations of the Federal Statistical Office (Destatis), the price-adjusted gross domestic product (GDP) rose by 0.2 % (PY: -0.2 %), returning to a slight increase after two years of recession.

This growth is primarily due to higher private consumer spending and government expenditure. On the other hand, sustained low capital expenditure, increasing competition in important sales markets and the significant headwind in international trade due to higher US tariffs and the appreciation of the euro had a dampening effect.

In Germany, price-adjusted consumer spending by private households rose by a total of 1.4 % in 2025 compared to 2024 (PY: +0.3 %), thus making a significant contribution to GDP growth. This increase is mainly attributable to higher expenditure on healthcare and mobility.

In a turbulent year for foreign trade, German exports of goods and services fell by 0.7 % in price-adjusted terms (PY: -0.8 %), which was due in particular to declining exports of goods in the core segments of the German export industry. In contrast, price-adjusted imports surged by 3.6 % (PY: +0.2 %), driven primarily by increases in goods imports.<sup>3</sup>

According to preliminary figures from the Federal Statistical Office, retail sales in 2025 rose by 2.7 % (PY: +1.1 %) in price-adjusted terms and by 3.8 % (PY: +2.5 %) in nominal terms compared to the previous year. Retail sales of food, beverages and tobacco products increased by 1.1 % (PY: +0.7 %) in price-adjusted terms and by 3.4 % (PY: +2.9 %) in nominal terms compared to the previous year.<sup>4</sup>

According to preliminary figures from the Federal Statistical Office, companies in the German hospitality industry generated 2.1 % (PY: -2.6 %) less revenue in price-adjusted terms and 1.4 % (PY: +0.6 %) more revenue in nominal terms than in 2024. Price-adjusted sales in the out-of-home sector were 2.2 % (PY: -3.8 %) lower and nominally 1.8 % (PY: -0.5 %) higher than in the same period of the previous year.<sup>5</sup>

<sup>3</sup> Source: Press release from the Federal Statistical Office dated 15 January 2026.

<sup>4</sup> Source: Press release from the Federal Statistical Office on retail sales in 2025 dated 2 February 2026.

<sup>5</sup> Source: Press release from the Federal Statistical Office on sales in the hospitality industry in 2025 dated 19 February 2026.

### Beer market

In 2025, the German brewing industry recorded a significant drop in sales. Total sales (including exports) fell by 6.0 % to around 78.0 million hectolitres, according to the Federal Statistical Office. Domestic sales decreased by 5.8 % to 64 million hectolitres. Non-alcoholic beers and malt beverages, as well as beer imported from countries outside the European Union are not included in these figures.<sup>6</sup>

The weak consumer climate remains the main reason for the decline in beer sales. Like the retail and out-of-home sector, breweries are clearly feeling the effects of consumers' sustained reluctance to spend.<sup>7</sup>

German breweries' export business also declined in 2025. In view of the appreciation of the euro against the US dollar, German breweries exported 14.2 % less beer to countries outside the EU than in the previous year. Tax-free beer sales to EU countries were more stable and fell by only 1.3 % compared to the previous year.<sup>8</sup>

Non-alcoholic beers and mixed beer drinks as well as new regional specialities have enriched the German beer market in recent years. The resulting increase in consumer awareness has enabled the German brewing industry to post continuous value growth over the last few years.

Non-alcoholic beer is the fastest growing variety on the German beer market.<sup>9</sup> The market share of non-alcoholic beers and mixed beer drinks increased to 10.6 % (PY: 9.7 %). At 6.5 %, the market share of alcoholic mixed beer drinks remained almost stable. Helles (pale lager), which is widespread in southern Germany, also expanded its market share to 10.8 % (PY: 10.2 %). At 5.9 %, the market share of wheat beer was slightly down on the previous year (PY: 6.2 %), while pilsner remained the most popular type of beer in Germany at 49.8 % (PY: 50.8 %).<sup>10</sup>

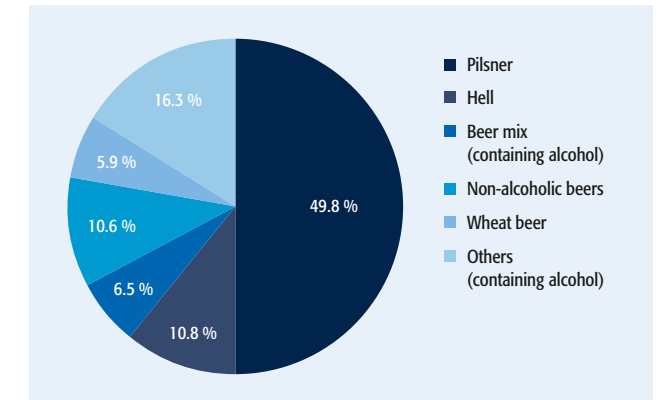
<sup>6</sup> Source: Press release from the Federal Statistical Office on beer sales in 2025 dated 2 February 2026.

<sup>7</sup> Source: Press release from the German Brewers' Federation dated 2 February 2026.

<sup>8</sup> Source: Press release from the Federal Statistical Office on beer sales in 2025 dated 2 February 2026.

<sup>9</sup> Source: Press release from the German Brewers' Federation dated 2 February 2026.

### German beer market – share of beer types in retail (in %):



### Business performance

Karlsberg Brauerei GmbH's domestic brand business was characterised by a high level of resilience in the 2025 financial year. In a declining overall market, the Karlsberg and MiXery brands performed solidly and gained market share in terms of both sales and revenue.

Overall, gross beverage revenue in Germany of EUR 122.3 million was only slightly down on the previous year (EUR 123.4 million) after a good second half of the year.

The Karlsberg brand performed well in the market and boosted its market share in the main sales region.<sup>11</sup> Revenue was slightly lower than in the previous year. The segment of non-alcoholic products also developed favourably again. Non-alcoholic products already account for 11.1 % of the Karlsberg brand in terms of revenue. Especially Karlsberg Grapefruit Alkoholfrei continued its growth trajectory and, following high double-digit growth in the previous year, once again increased significantly, with revenue growth of 10.6 %.

The MiXery brand also increased its market share again in the national segment of alcoholic mixed beer beverages. Here too revenue was

<sup>10</sup> Source: Circana, LEH + GAM + DM + TS, market share of beer varieties, period January to December 2025 and 2024 (by sales).

<sup>11</sup> Source: Circana, category alcoholic pilsner, core market Rhine Hesse-Palatinate/Saarland LEH + DM + GAM + TS, YTD until 31 December 2025 (by revenue and sales).

slightly lower than in the previous year. New MiXery varieties launched on the German market since autumn 2025 provided positive impetus.<sup>12</sup>

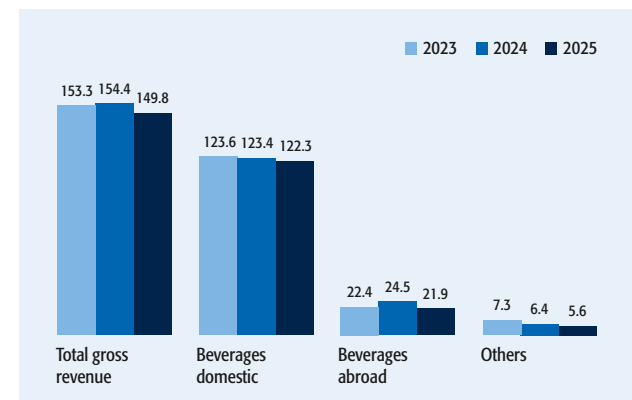
In contrast, international beverage revenue dropped significantly by 10.7 % to EUR 21.9 million.

Other sales revenue totalling EUR 5.6 million, mainly including rental and freight income, commission income, income from cost allocations and other income, was down EUR 0.8 million on the previous year, primarily due to lower rental and freight income.

Gross revenue (revenue before deduction of revenue reductions and excise duties) of Karlsberg Brauerei GmbH amounted to EUR 149.8 million in the reporting year (PY: EUR 154.4 million).

Overall, the focus in brand business in the first half of the year was on various marketing and sales activities. The new varieties MiXery Cola Beer Orange, MiXery Iced Gold and MiXery Iced Black as well as the lemonade MiXery Cola Orange were added to the MiXery brand range. All three varieties, Ginger Brew, Lemon Brew and Blood Orange Brew, of the Australian cult brand for brewed premium lemonades Bundaberg were launched exclusively in the modern 330 ml sleek can on the German market. In addition, the French trend brand Slash, which is already very successful in France, was launched on the German market with the products Slash Mango and Slash Red.

#### Gross revenue (in EUR million):



<sup>12</sup> Source: Circana, category alcoholic mixed beer drinks, Germany LEH + DM + GAM + TS, YTD until 31 December 2025 (by revenue and sales).

## Production and procurement

The production facility of Karlsberg Brauerei GmbH is located in Homburg.

The procurement of the most important assets for the brewery's business operations, such as raw materials, packaging and containers, is covered by contractual agreements, in some cases on a long-term basis. Following the pronounced price increases in the past three years, the various raw materials, consumables and supplies as well as energy prices remained at an overall high level in the past financial year.

## Employees

In the 2025 financial year, the average number of employees totalled 175 (PY: 180).

In the second half of the year, Karlsberg Brauerei GmbH launched various initiatives to further optimise its internal processes. The focus was on adapting the shift model in the technical area in order to improve the utilisation of technical resources. In the 2025 reporting year, extraordinary expenses totalling EUR 2.8 million were incurred in connection with restructuring measures that have largely already been implemented.

From today's perspective, the measures initiated will contribute to significant and sustainable cost savings from the following year.

## Results of operations

Karlsberg Brauerei GmbH's sales revenue (after subtraction of excise duties) of EUR 119.0 million in the reporting year was slightly down on the previous year (EUR 121.8 million) due to the business performance described above.

The cost of materials including expenses for purchased services amounted to EUR 42.6 million, down EUR 3.5 million on the previous year's figure of EUR 46.1 million.

<sup>13</sup> Gross profit = sales revenue after deduction of excise duties +/- change in inventories – cost of materials (incl. expenses for purchased services).

Despite the decline in revenue, gross profit<sup>13</sup> was EUR 76.4 million in the reporting year and thus even slightly exceeded the previous year's figure taking into account an improved product mix.

Other operating income of EUR 3.0 million in the reporting year was clearly down on the previous year (EUR 6.0 million), mainly due to income of EUR 1.5 million included in the previous year from the on-charging of costs in connection with the bond issue, the offsetting items of which were mainly recognised in other operating expenses. In addition, income from damages and income from the adjustment of provisions for deposits were significantly lower than in the 2024 reporting year.

Taking into account one-off restructuring expenses and wage adjustments in the past financial year, personnel expenses increased significantly by around EUR 2.4 million to EUR 15.6 million.

Depreciation and amortisation decreased to EUR 9.4 million, mainly due to scheduled depreciation and amortisation (PY: EUR 9.8 million).

At EUR 52.3 million, other operating expenses were on a par with the previous year (EUR 52.4 million) despite one-off expenses in the context of the refinancing of the bond included in the previous year. This was mainly due to restructuring expenses included in the reporting year as well as higher expenses for marketing and sales.

As a result of noticeably higher income from investments as well as higher interest income, the negative financial result improved significantly to EUR -0.5 million compared to the previous year (EUR -1.7 million).

Despite restructuring expenses totalling EUR 2.8 million and significantly reduced other operating income, a positive result was achieved in the reporting year thanks to a stable gross profit trend and efficient cost management. The net income generated in the 2025 financial year before profit transfer to Karlsberg Holding GmbH amounted to EUR 1.5 million (PY: EUR 5.1 million).

At EUR 16.0 million (PY: EUR 17.8 million) and EUR 6.6 million (PY: EUR 8.0 million) respectively, the key operating profitability

<sup>14</sup> Adj. EBITDA margin = ratio of adj. EBITDA to sales revenue after deduction of excise duties.  
<sup>15</sup> Adj. EBIT margin = ratio of adj. EBIT to sales revenue after deduction of excise duties.

indicators – adjusted EBITDA and EBIT (see "Corporate management systems" section for the definition of key indicators) – were below the previous year's level, mainly due to declining export revenue and significantly lower other operating income than in the previous year. The adjusted EBITDA margin<sup>14</sup> was 13.5 % (PY: 14.6 %), while the adjusted EBIT margin<sup>15</sup> was 5.5 % (PY: 6.6 %).

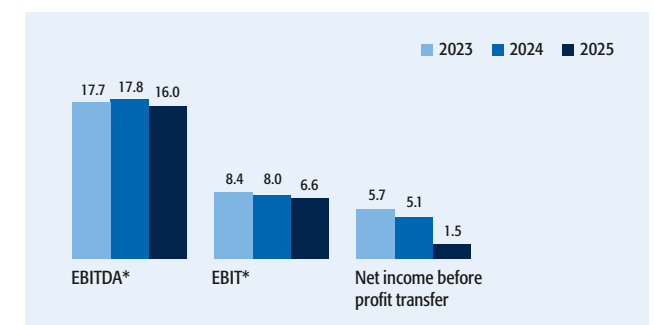
## Comparison with previous year's forecast

As a result of declining export revenue and increased costs, the forecast for the 2025 financial year published in last year's Annual Report was not achieved in terms of either revenue or the key operating profitability indicator adjusted EBITDA. However, the adjusted forecast published in the 2025 Interim Report was met.

As projected in the Interim Report, Karlsberg Brauerei GmbH's revenue declined slightly to EUR 119.0 million (-2.3 %). The slight increase in revenue originally forecast was therefore not achieved.

At EUR 16.0 million, adjusted EBITDA was moderately below the previous year's figure (EUR 17.8 million), as projected in the Interim Report. The original earnings forecast of slightly higher adjusted EBITDA than in the previous year was not achieved.

## Key performance indicators (in EUR million)



\* EBIT-/EBITDA adjustment:

FY 2023 to 2024: adjusted EBITDA and EBIT adjusted for extraordinary expenses of EUR 0.1 million from the pro rata addition to pension provisions from the application of Art. 66 and 67 (1) to (5) EGHGB.

FY 2025: adjusted EBITDA and EBIT adjusted for extraordinary restructuring expenses of EUR 2.8 million.



## Financial position

Taking into account positive working capital effects, **cash flow from operating activities** of EUR 18.9 million was clearly up on the previous year's figure of EUR 9.6 million, in particular due to lower trade receivables as well as increased other provisions.

**Cash flow from investing activities** improved in 2025. While it amounted to EUR -7.3 million in the previous year, the cash outflow fell to EUR -2.7 million in the reporting year. Payments for investments in property, plant and equipment of EUR 5.2 million were lower than in the previous year (EUR 6.5 million). Interest and dividends received totalled EUR 4.3 million (PY: EUR 3.2 million). Lower payments totalling EUR 1.7 million (PY: EUR 4.2 million) as part of short-term cash management also had a positive effect on cash flow in the reporting year.

**Cash flow from financing activities** amounted to EUR -11.3 million (PY: EUR -6.6 million). In the previous year, it was positively influenced in particular by the early redemption of the EUR 50 million bond issued in 2020 and the inflow from the newly issued EUR 55 million bond. Outflows in the reporting year included the scheduled repayment of loans totalling EUR 1.3 million (PY: EUR 1.1 million) and the profit transfer to Karlsberg Holding GmbH amounting to EUR 5.1 million (PY: EUR 5.7 million). Interest paid of EUR 4.9 million slightly exceeded the previous year's figure of EUR 4.8 million.

The company's **cash and cash equivalents** increased by a total of EUR 4.9 million to EUR 8.5 million in the reporting year (PY: EUR 3.6 million). In the 2025 reporting year, the company had a total credit line of around EUR 17.5 million at its disposal, which was only marginally utilised as at the reporting date (PY: no utilisation).

Due to the positive cash position and sufficient free credit lines, the company was able to fulfil its payment obligations at all times.

Details can be found in the cash flow statement attached to the management report.

## Net assets

Karlsberg Brauerei GmbH's total assets as of 31 December 2025 amounted to EUR 147.4 million and were therefore higher than in the previous year (EUR 144.0 million).

Fixed assets of EUR 86.1 million rose by around EUR 2.8 million in the reporting period. Investments in the 2025 financial year amounted to EUR 14.3 million and were therefore significantly higher than in the previous year (EUR 8.6 million).

Taking scheduled investments and depreciation as well as amortisation into account, property, plant and equipment decreased to EUR 40.3 million (PY: EUR 43.3 million). In the past financial year, investment activities were centred on technical expansion investments in the filling area in connection with the introduction of the new sleek can for the Bundaberg brand as well as in control technology for a packaging machine. In addition, investment continued to focus on the sales area, with spending on product equipment for the brands – particularly new crates and bottles – and on outdoor advertising in the out-of-home sector.

Long-term financial assets increased by around EUR 7.0 million year-on-year to EUR 41.8 million. With effect from 31 December 2025, Karlsberg Brauerei GmbH acquired the 55 % stake in Karlsberg Connect & Sales GmbH held by Karlsberg Holding GmbH. The trade and export departments of Karlsberg Brauerei GmbH and KAMPOS Vertriebs GmbH were already successfully integrated into Karlsberg Connect & Sales GmbH in 2024. The aim of this measure was to strengthen the national and international marketing of the brand portfolio and to systematically drive brand growth – particularly in the context of the affiliated companies of the Mineralbrunnen Group and Karlsberg Brauerei GmbH. Previously, Karlsberg Holding GmbH (55 %) and Mineralbrunnen Überkingen-Teinach GmbH & Co. KGaA (45 %) were the shareholders of Karlsberg Connect & Sales GmbH. Following the integration of the sales departments, the legal structure has now also been adjusted.



## III. RISK REPORT

The risk management system set up for the Karlsberg Group is continuously developed and adapted to changing legal and operational requirements. In addition to identifying and monitoring risks, associated opportunities are also recognised.

The aim of risk management is to identify risks as early as possible, assess them and avert business losses or damage to the company by taking appropriate measures. At the same time, opportunities that could have a positive impact on the company's development should be identified.

A systematic risk management system has been set up within the Group for this purpose, which is geared towards the specific requirements and circumstances of the individual companies belonging to the Karlsberg Group.

The risk management system is networked with other Group management systems, in particular with the planning, monthly reporting and quality assurance systems, both organisationally and technologically. It uses the internal control system, insuring the interdisciplinary exchange of information.

The risk analysis covers a planning horizon of one year.

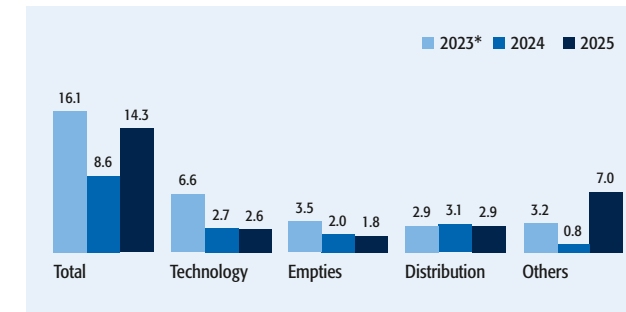
The following risk areas are considered to be particularly relevant for Karlsberg Brauerei GmbH:

### Macroeconomic risks

Like any business enterprise, Karlsberg Brauerei GmbH is dependent on a number of macroeconomic factors that are beyond the company's direct control. Economic risks, exchange rate fluctuations, inflation, or the situation on the financial markets can have an effect on the company's development.

There are currently various risks to the development of the global economy, the course and impact of which are difficult to predict.

## Investments (in EUR million)



\* FY 2023: excluding balance sheet reclassifications of inventories to technical equipment and machinery in the amount of EUR 3.3 million.

Current assets only changed slightly in the reporting period and amounted to EUR 61.3 million as at the balance sheet date (PY: EUR 60.7 million). While trade receivables declined to EUR 9.7 million (PY: EUR 12.1 million) and receivables from affiliated companies decreased to EUR 22.8 million (PY: EUR 25.3 million) as at the reporting date compared to the previous year, cash and cash equivalents increased by EUR 4.9 million to EUR 8.5 million.

On the liabilities side, equity remained unchanged from the previous year at EUR 46.1 million after transferring the net profit for the year in full to the shareholder. Taking into account the moderately higher total assets, the equity ratio fell slightly to 31.3 % (PY: 32.0 %).

Provisions of EUR 22.9 million were significantly above the previous year's level (EUR 20.3 million). While provisions for pensions and similar obligations of EUR 9.7 million were slightly lower than in the previous year, other provisions increased by a total of around EUR 2.8 million to EUR 13.3 million due to provisions for restructuring measures.

Liabilities changed only slightly as at the balance sheet date, amounting to EUR 78.3 million as at 31 December 2025 (31 December 2024: EUR 77.6 million). While liabilities to banks and other liabilities decreased, trade payables and liabilities to affiliated companies were up on the previous year.

# KARLSBERG BLANCHE ROSÉ



**JETZT  
FRISCH  
VOM  
FASS**



**KARLSBERG**  
ECHT. BEGEISTERT. GEBRAUT.



In the opinion of management, the impact of individual risks is reduced by the company's broadly diversified and robust business model, the coverage of a number of different product categories and its presence in different sales channels, markets and regions.

## **Geopolitical risks**

Risks with a potential impact on the growth and sales of Karlsberg Brauerei GmbH's products can also arise from unfavourable political developments, such as an escalation in geopolitical conflicts and an increase in protectionist tendencies. In an environment characterised by geopolitical and economic tensions, growing protectionism is weakening international economic relations. Risks may arise in particular from the Russia-Ukraine conflict, the situation in the Middle East and the development of relations between the EU, the United States of America and China. Overall, a high level of political and economic uncertainty can fundamentally change the framework conditions for many companies. This may have a negative impact on the consumer climate in the markets.

In the event of an increasing escalation of the geopolitical conflicts, further negative effects on the German economy are to be expected, which cannot be conclusively assessed at present due to the high level of uncertainty. As a result, the risks on the procurement side are still considered to be high. Geopolitical fragmentation leads to higher price volatility in the oil and gas market and increased dependence on critical raw materials. The current geopolitical situation is resulting in a continued high price level and more volatile prices for the raw materials, consumables and supplies required by Karlsberg Brauerei GmbH.

## **Industry risks**

There is a risk that the behaviour of other market participants or other third parties may be consciously/unconsciously, directly/indirectly associated with the company and thus have a negative impact on the company's reputation. In recent years, the food industry has been repeatedly targeted by environmental and consumer groups. Consumer advocates, other organisations and articles in consumer magazines

deal with food and its ingredients or test products using criteria which they often set themselves and which are often neither scientifically nor legally substantiated. Such test results, and (true or untrue) statements by consumer advocates, other organisations and in social networks and media could influence the purchasing behaviour of consumers, affecting not only the products tested but also similar products from other brands and/or manufacturers and thus also products from Karlsberg Brauerei GmbH.

In the beverage industry, this could affect the ingredients, the additives in mixed beer drinks (e.g. sugar substitutes) or the packaging used, which could be examined from an environmental policy perspective.

There may also be a risk that negatively documented third-party behaviour, such as defects in suppliers' preliminary products or defective products from competitors, may be associated with the industry and/or Karlsberg Brauerei GmbH.

Both the food industry in general and the beverage industry are constantly changing, driven by ever-changing consumer behaviour. The general trend towards health-conscious nutrition or new types of packaging units is, for example, also continuing in this market. Many consumers are also attaching greater importance to sustainability. It cannot be ruled out that such trends could have a negative impact on Karlsberg Brauerei GmbH's sales situation. In addition, new scientific findings on ingredients used by Karlsberg Brauerei GmbH in the manufacture of its products may result in a decline in demand for products from Karlsberg Brauerei GmbH that contain these ingredients.

Increasing risks could also arise as a result of the public debate on the misuse of alcohol. Due to political interventions and public debates about alcohol in society and the media, the issue has become more important in 2025, reinforced by the growing trend towards abstaining from alcohol and increasing demonisation of alcohol in the media and politics. Demands are being made at the national, European and international level to achieve the desired reduction in alcohol consumption, for example by restricting availability, banning advertising, issuing warnings and increasing taxes. The growing trend towards healthy eating



and increasing awareness of the risks and dangers of excessive alcohol consumption, stricter laws on alcohol consumption or broad-based information campaigns and discussions in the media could possibly lead to a further reduction in the consumption of alcohol. Karlsberg Brauerei GmbH is well aware of its responsibility in this regard and supports the responsible and enjoyable consumption of alcoholic beverages, taking a clear stance against the misuse of these products.

Sales and revenue are greatly influenced by the weather over the course of the year. Consumption increases significantly in the summer months or when the weather is pleasant. Especially during the spring and summer months, the weather has a strong impact on beverage consumption. To take account of this, Karlsberg Brauerei GmbH builds up its stocks and storage capacities before the start of the season in the months from March to June. If there is a less pronounced warm period in the summer months, for example, this could therefore have a negative impact on revenue. This risk may also arise if major consumer events such as festivals are cancelled or negatively affected by external circumstances such as natural disasters, political circumstances, pandemics, etc.

To ensure the company can continue deliveries even during potential peaks in demand, flexible production structures and staffing plans are proactively implemented in production planning and the seasonally oriented warehouse strategy.

The decline in demand for beer, which is primarily due to demographic factors, is also influenced by changes in consumer behaviour. In the food retail sector, the entry-level price segment is continuously expanding its focus on quantity and pricing to include added product value as a factor. Karlsberg Brauerei GmbH counters these activities with targeted marketing measures to document the differentiation and added product value and to further increase the emotional brand value. The aim of the strategic approach – building on beverage specialities and product innovations, a strong regional presence and a brand image that, in the management's opinion, emphasises tradition and brewing expertise in a modern way – is to meet changing customer requirements.

Sales in the German beer market fell exceptionally sharply in the reporting year. There is a pronounced cyclical and structural weakness in demand, which results in an increasing sales risk, particularly for alcoholic beer. According to industry associations, the situation in the out-of-home sector moreover deteriorated again in the reporting year. In addition to the noticeable effects of consumer restraint, the shortage of skilled labour and significantly increasing minimum wages in particular are having a negative impact on the out-of-home industry.

The company addresses the risk of a stagnating or shrinking domestic market in the traditional beer segment with what the management considers is a broadly diversified product portfolio that also includes a wide range of non-alcoholic products and innovative concepts, such as working with international partner brands, bolstered by export activities. It takes account of possible changes in consumer behaviour by continuously developing its product portfolio.

#### Market price risks

Karlsberg Brauerei GmbH is exposed to market price risks in the areas of procurement, production and sales.

The main cost factors in production are the procurement of raw materials such as malt, sugar and hops, as well as the cost of energy supply. For example, poor harvests or crop failures could lead to shortages and increase the price of the raw materials needed. As with raw materials, prices of consumables and other supplies required for the manufacture of the products also fluctuate. In particular, the prices of cans, glass, paper, plastic and other consumables needed for filling and packaging the products could rise. The situation is similar with energy prices. All of these factors may have a negative impact on the company's business activities, either directly or indirectly via its suppliers. Risks could also arise from an increase in customs duties and taxes.

Potential price increases on the procurement markets are secured by means of medium-term contracts, but rising energy and raw material and container prices in particular pose serious risks in the longer term.

Mixery

5,9% ALK. VOL

JETZT NEU!

Mixery

ICED GOLD

BIER X LIME-AGAVE

PARTY YOUR WAY! PARTY YOUR WAY! PARTY YOUR WAY!

The advertisement features a large, vibrant image of a Mixery Iced Gold beer bottle in the foreground. The bottle is yellow with a white and red label that includes the brand name 'Mixery', 'ICED GOLD', and 'BIER X LIME-AGAVE'. A smaller label on the neck of the bottle displays '5,9% ALK. VOL'. The background is a black and white photograph of a group of people at a party, with a woman in the center wearing sunglasses and smiling. The overall design is dynamic and festive, with a red and white color scheme. The text 'JETZT NEU!' is written in a large, bold, white font across the middle. At the bottom, the slogan 'PARTY YOUR WAY!' is repeated three times in a stylized, outlined font.

# BRAUNACHT TOUR 2025



26.04.25 - Homburg  
10.05.25 - Saarlouis  
24.05.25 - Merzig  
28.06.25 - Kaiserslautern  
13.09.25 - St. Ingbert

## LEICHT GE- HOPFTES LAGER



## AROMATISCHES ALTBIER



## FRUCHTIGES BLANCHE ROSÉ



Cost pressure was one of the central risks for Karlsberg Brauerei GmbH in the 2024 and 2025 financial years. The burden resulting from overall costs has not only intensified in recent years, but has also become structurally ingrained. All major cost blocks – from energy to raw materials and packaging to logistics – are affected by this increase. This trend has a direct impact on the profitability of the brewing industry and increases the economic risks for the entire industry.

For Karlsberg Brauerei GmbH, this leads to higher expenses along the entire value chain. The management classifies this risk as permanently increased. According to current information, cost pressure will not ease significantly in 2026 as key cost drivers such as energy, wages and packaging are structurally influenced and global markets and logistics will remain volatile.

Karlsberg Brauerei GmbH will therefore focus on:

- continuous efficiency increases,
- investments in energy- and resource-efficient production,
- long-term procurement strategies,
- optimisation of the product portfolio and
- active pricing and terms and conditions policy.

One of the main cost objectives is to minimise risks from price fluctuations in raw materials, consumables and supplies, packaging materials and energy by means of medium-term supply agreements. To counter these risks, the Karlsberg Group has pooled its procurement activities with those of other shareholders in the procurement company EBSA GmbH & Co. KG.

Karlsberg Brauerei GmbH is also dependent on the changeable purchasing behaviour of food retailers. It cannot be ruled out that this could also have an impact on product sales.

In this context, it should be taken into account that Karlsberg Brauerei GmbH has no influence on the pricing policy of food retailers vis-à-vis their customers (end consumers). Food retailers are solely responsible for setting their own sales prices.



## Market risks

To distribute its products to consumers, Karlsberg Brauerei GmbH relies on cooperation with major customers (e.g. beverage wholesalers and large retailers) and numerous customers in the out-of-home industry. They buy the products in large quantities and sell them on to end consumers. The payment and off-take obligations arising from these business relationships are secured by contracts which typically provide for short to medium-term off-take agreements. These contracts could be terminated or expire without new contracts being concluded to the same extent with economically equivalent terms, and major buyers might not purchase products to the previous and/or expected extent for other reasons.

Karlsberg Brauerei GmbH faces fierce competition. Existing or increasing competition could have a negative impact. For example, new competitors and new products or retailers' own brands or private labels could enter the market. It cannot be ruled out that competitors might find greater favour with consumers with the products/flavours they produce due to their marketing strategy or more favourable sales prices. In addition, competitors could manufacture and offer their products on more favourable terms, which could increase price pressure on Karlsberg Brauerei GmbH.

Another market risk is that market trends and/or market developments may not be recognised (in time) or that the future development of new products may fail.

To counter this risk, the company's marketing department uses various market research tools to collect and analyse data on current market conditions and their development. These findings are then used to make business decisions.

The company invests considerable financial and human resources in developing and further developing its products and/or brands. This also includes expenses in connection with distribution, for example, when it comes to publicising a specific product or brand on the market and initiating or promoting sales. There is a risk that these newly developed or further developed products or brands might not be launched,



or not successfully launched, on the respective market and that the financial and/or human resources invested in them may be lost.

Another risk is the limited shelf capacity of food retailers. There is a risk that if Karlsberg Brauerei GmbH fails to recognise a new trend (in time) or does not accord it appropriate weight, retailers may remove Karlsberg Brauerei products from their shelves, or generally from sale or from the market, when adding new products to their range.

### Product, procurement and technical risks

The raw materials, consumables and supplies used in the production process need to be constantly monitored for both quality and availability, as disruptions in the supply chain or poor harvests could lead to significant quality and availability risks. The framework conditions are monitored by means of a continuously developed quality management system and appropriate action scenarios are activated as required to ensure availability and meet quality standards.

Karlsberg Brauerei GmbH uses complex and highly specialised technical equipment in its production processes. Great care must therefore be taken to avoid damage or interruptions. In addition to the use of modern control technology, the systems are regularly maintained and repaired and the relevant employees are continuously trained. The failure risk of filling lines is countered by regular preventive maintenance, assessment of the machines' and systems' condition, training of maintenance personnel, investments in new system components and, if necessary, complete replacement of the systems. Risks from impending contamination of finished products are minimised through the use of control standards and technical equipment.

An internal information system is used to ensure quality assurance and batch tracing to monitor product routes. The risk of production downtimes and disruptions and the associated potential failure to meet delivery deadlines are minimised by means of modern process technologies and permanently monitored processes as well as the measures described in the previous paragraph. Due to the importance of raw materials for product quality, quality assurance plays a key role right

from the procurement stage. In addition to supplier audits carried out in advance, the flavours, ingredients and packaging materials used are subjected to extensive quality control both on the supplier's premises and during production.

With regard to product and production risks, the Hazard Analysis and Critical Control Points (HACCP) system used in quality assurance is continuously improved. Karlsberg Brauerei GmbH is also certified in accordance with the International Food Standard (IFS) and audited on an annual basis.

Despite the implementation of these various safety systems, which serve to guarantee food safety, and although both the production facility and the safety systems are subject to regular inspections under the existing IFS certification, product defects or undesirable developments in the goods offered by Karlsberg Brauerei GmbH cannot be completely ruled out. Product defects can also be caused by production disruptions and technical problems.

There is a risk that, despite insurance cover, Karlsberg Brauerei GmbH might be faced with considerable claims for damages, e.g. due to product liability, in the event of defects in the products it offers, and incur costs, for example for troubleshooting, recall or return campaigns, supply bottlenecks or payment obligations to customers due to contractual penalties. In particular, the public disclosure of actual or alleged defects (e.g. through social media) also poses the risk of a considerable loss of reputation for the company and the products it sells, which can lead to a loss of customers/market share and a decline in revenue.

Karlsberg Brauerei GmbH has taken out insurance to cover this risk of product damage, but there is a risk that a loss may be caused by an uninsured event, that any insurance benefits in the event of a claim are insufficient, that deductibles are incurred or that the insurance company does not pay the claim due to breaches of obligations under the insurance policy, so that Karlsberg Brauerei GmbH may have to bear the difference or the full amount of the loss.

The production facility is subject to the risk of operational disruptions



and interruptions. These may be caused, for example, by machine failure, incorrect operation, faulty preliminary products or force majeure such as natural disasters, accidents or fires, or other currently unforeseeable events. Interruptions of the production process and/or the disruption of entire stages of the value chain associated with such operational disruptions and/or interruptions could lead to consequential damages (such as expenses for locating the source of the error, repairs, replacement purchases, but also contractual penalty payments if it is not possible to supply customers (on time)).

The company depends on its suppliers providing it with the necessary raw materials, consumables and supplies for the production of its products in good time, in sufficient quantities and of the right quality. The companies of the Karlsberg Group procure their raw materials, consumables and supplies from a large number of different suppliers. This risk can be minimised by distributing demand across as many suppliers as possible.

Nevertheless, procurement risks may arise due to supplier dependencies and supply bottlenecks for certain products. Supply bottlenecks could lead to production bottlenecks, delivery delays, quality problems and additional costs.

Karlsberg Brauerei GmbH also relies on logistics companies to transport its products to customers. The company is therefore exposed to the risk that, contrary to expectations, no replacement or no prompt replacement might be found in the event of the short-term failure of a logistics company or that deliveries might not be made within the desired time frame for other reasons.

Bottlenecks in logistics can arise both nationally and internationally (e.g. due to delays in container sea freight). This risk is mitigated by contractually securing sufficient freight space and by a network of service providers.

In addition, seasonal bottlenecks in empty containers or raw materials, consumables and supplies might arise, especially if there is increased consumer demand in the summer months. As a result, Karlsberg

Brauerei GmbH might have to reduce or even temporarily cease production despite high consumer demand. Such an out-of-stock situation for the above or other reasons might lead to a loss of revenue and contractual penalties.

### Environmental protection risks

Karlsberg Brauerei GmbH is the owner of several plots of land used for business operations. It is also a tenant and lessee of various properties. It cannot be ruled out that the company, either as a site owner or as a tenant/lessee, could be held liable for any contamination emanating from the land it uses or from the production facilities located thereon. Karlsberg Brauerei GmbH could also be held liable as the cause of environmental pollution that may occur during production at its production site (e.g. seepage into the ground, contamination of groundwater, inadequate treatment of contaminated water or other substances, etc.).

Environmental pollution cannot be completely avoided during the production process.

To prevent associated environmental protection risks, environmental protection and occupational health and safety laws are regularly analysed, and emission levels are continuously monitored by means of a systematic energy management system.

The energy-saving and efficiency investments made in recent years, such as the combined heat and power plant, the energy storage system in the brewhouse, the cask filling system as well as the new bottle washing machine, have also significantly reduced emissions and energy costs. Karlsberg Brauerei GmbH moreover has a fully biological wastewater treatment plant, which treats its own wastewater and discharges it directly into the receiving water course. The biogas produced is utilised in the steam boiler plant and thus contributes to the brewery's heat supply.

In addition, all employees involved in the production process are regularly sensitised to current environmental and energy issues and



integrated into various operational projects in order to tap potential and minimise risks.

## IT risks

The Carlsberg Group uses information and communication technologies across all business units to organise its production and business processes efficiently, securely and cost-effectively.

### 1. Risk management and continuous modernisation

In general, IT risks include the unavailability of systems, data loss or manipulation through cybercrime, as well as compliance violations. A significant risk also lies in the failure to keep up with constantly evolving requirements.

To counter these risks, the Group has proactively developed its strategy:

- **Second-mover / fast-follower strategy:** The Group relies on modern, but already established and proven technologies. This approach minimises technical risks and ensures that the Group invests in software that is secure, reliable and economically predictable.
- **Up-to-date systems for end-of-life (EOL) prevention:** Regular, planned investments ensure that systems are always kept up to date. This specifically helps avoid the risk of outdated software (end-of-life) and contributes to ensuring the long-term maintainability of the infrastructure.
- **Central control:** The IT and digital structure organised within Carlsberg Connect & Sales GmbH ensures high availability through standardised processes and redundant systems (including emergency power supply), so that the risk of downtime is generally considered low.

### 2. Human risk factor and skills development

A key aspect of risk management is the regular further development of employees. A lack of user knowledge represents a considerable security and efficiency risk.

- **Targeted training:** Needs-based training is provided by gradually appointed decentralised IT contacts. This transforms the potential human risk factor into an active security and skills dimension.

- **Awareness:** Employees who have been sensitised are the most effective protection against cyber threats and ensure quality data processing from the outset (e.g. phishing e-mail testing).

### 3. Data management as a basis for the future

Decentralised data structures may entail the risk of data losses, security breaches, inconsistencies and insufficient control, which could lead to financial losses and compliance violations. A key milestone of the current strategy is therefore the **systematic transformation of the data landscape**. Isolated data sources from production, logistics and sales are consolidated into a **central and secure data management system**.

This provides the necessary basis for all other IT topics:

- **AI capability:** Only such a clean data basis will enable the company to securely use technologies such as artificial intelligence (AI) for sales forecasts and process automation in the future.
- **Transparency:** Improved data quality will enable high-quality, data-driven decisions for strategic corporate management.

## Legal, regulatory and tax risks

In the course of its business activities, Carlsberg Brauerei GmbH is exposed to legal risks and may become involved in legal disputes and in arbitration proceedings.

Carlsberg Brauerei GmbH seeks to minimise and control legal risks as far as possible. It takes the necessary precautions to detect threats and, if necessary, defend rights. Legal risks arise from changes in company law, for example in connection with the conclusion of company agreements. There are also risks from legal disputes in the operating business, particularly in the areas of data protection,



contract, tax, labour, competition and antitrust, trademark and patent, product liability and food law, with the latter also supplemented by (directly applicable) directives at European level. Where necessary, adequate risk provisions are recognised in the balance sheet. The management believes that the greatest risks are covered by a sufficient level of insurance in the event of loss or damage.

Changing legal and regulatory conditions can have a negative impact on the net assets, financial position and results of operations of Carlsberg Brauerei GmbH, both through the associated organisational and administrative expenses and, in the event of their violation, through the threat of fines and the risk of reputational damage.

Carlsberg Brauerei GmbH has obtained various licences under public law to operate its production facility and sell its products in Germany and abroad, for example under the Federal Immission Control Act (BImSchG). It cannot be ruled out that further licences may be required in the future, that the requirements of existing licences may be amended or even that existing licences may be withdrawn, with negative consequences for the company in each case.

As a beverage producer, Carlsberg Brauerei GmbH must comply with statutory provisions to protect consumers from health hazards and from being misled or deceived by its products. In this context, it cannot be ruled out that the production or distribution of Carlsberg Brauerei GmbH's products may be restricted or subject to more restrictive legal requirements.

Additionally, it cannot be ruled out that Carlsberg Brauerei GmbH could be subject to antitrust investigations by the Federal Cartel Office due to the purchasing cooperation through EBSA GmbH & Co. KG. To counter this risk, antitrust training has been and will continue to be organised with all parties involved.

Amendments to the rules and regulations regarding deposits and recycling introduced by the legislator could also lead to changes in consumer behaviour. Moreover, the introduction or increase of levies on certain product categories from Carlsberg Brauerei

GmbH's product range could have a negative impact on the company's revenue and results of operations. New regulatory risks have increased the pressure to act since 2025. In particular, the EU Packaging and Packaging Waste Regulation (PPWR) imposes stricter requirements by stipulating higher recycling rates and minimisation of the amount of packaging material used, setting stricter rules on environmental claims, requiring packaging to be designed for recycling and lowering the permissible limits for certain ingredients in packaging or banning them altogether. In addition, the German Single-Use Plastics Fund Act (EWKFondsG) now requires the payment of levies.

Another risk factor could arise from existing and new regulations on sustainability. New sustainability regulations are currently being enacted and adapted or increasingly implemented in Germany and around the world, which may have a direct or indirect impact on Carlsberg Brauerei GmbH. These include the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG), the EU Corporate Sustainability Due Diligence Directive (CSDDD), the EU Deforestation Regulation (EUDR), sustainability requirements on lenders and the EU directive on corporate sustainability reporting. Carlsberg Brauerei GmbH may be indirectly affected by this if, for example, its contractual partners, such as banks or customers, expect compliance with certain requirements because they themselves must comply with them. Insofar as Carlsberg Brauerei GmbH itself is affected by such regulations, failure to comply may result in fines. The direct and indirect effects may lead to increased administrative expenses and investment requirements in connection with conversions, monitoring obligations for production processes, personnel reorganisation or in relation to the selection and monitoring of suppliers.

The handling of confidential information, business secrets and personal data generally carries the risk that data protection breaches may occur despite the implementation of data security systems and regular employee training. This may not only be due to (un)intended disclosure, but also to excessively long storage periods and inadequate information provided to data subjects, which may lead to claims for damages by data subjects as well as fines.



These risks can be minimised through documentation obligations, implemented processes and measures for compliance with data control as well as through the monitoring of all measures by an external data protection officer.

Further legal risks could arise if the brands used by Karlsberg Brauerei GmbH or the company logo and product designations are not adequately protected or infringe third-party property rights.

Risks could also arise with regard to insurance cover. Karlsberg Brauerei GmbH has taken out insurance to what it considers an appropriate extent with regard to the risks associated with its business operations and also has the insurance cover reviewed regularly. However, the insurance cover may not apply in individual cases, for example if obligations are breached.

Liability risks may also arise for other reasons. For example, Karlsberg Brauerei GmbH faces claims for damages from the owner and subtenants as well as recourse claims from the owner's insurer as a result of a major fire that broke out in March 2019 in a rented and sublet warehouse complex. These claims are currently being asserted in court through actions for performance. In some cases, plaintiffs are also seeking declaratory judgments. The company's liability insurance has assumed responsibility for the litigation.

In this context, a smaller case has meanwhile been settled by agreement without establishment of the facts. Expert opinions will be prepared for the remaining proceedings in 2026 and further court dates will be scheduled.

Karlsberg Brauerei GmbH's business activities are furthermore subject to the applicable national tax legislation. Changes to the respective tax laws and their jurisdiction as well as different interpretations in the context of tax audits can lead to higher tax expenses and higher tax back payments. Moreover, changes to laws and regulations can also have a significant impact on tax assets and tax liabilities.

Tax risks arising from various issues are continuously identified and assessed by the tax department of Karlsberg Connect & Sales GmbH, which is consistently involved in operational and strategic decisions with potential tax implications and initiates any risk-mitigating measures that may be required.

### Personnel risks

In the 2025 financial year, it remained of central importance for Karlsberg Brauerei GmbH to recruit, systematically develop and retain qualified, capable and committed employees for all areas of the company in the long term. Sustainably securing the required human resources is a key prerequisite for achieving the strategic targets, strengthening competitiveness and operating the business efficiently and successfully.

The consistent focus on higher productivity, efficiency increases and preparations for greater digitalisation and automation gives rise to new and changing personnel risks. Adaptation risks may arise if employees' skills and qualifications fail to keep pace with future requirements. Especially in the context of technological change, there is a risk that existing skills are not sufficiently further developed or that change processes are met with reservations.

Motivation risks are also a relevant factor. Changing work processes, role models and responsibilities may cause insecurity and have a negative impact on employees' motivation and identification with the company.

At the same time, the risk of specialists and managers leaving the company in connection with transformation and change processes remains omnipresent. Losing key individuals could lead to a loss of expertise, project delays and impairments of operational performance.

The labour market will remain characterised by intense competition for qualified employees in 2026. Filling vacant positions is particularly challenging in specialist functions. Delays in replacing staff or the non-filling of vacancies can impede the implementation of strategic



initiatives, particularly in the area of digitalisation and automation. In addition, wage and cost-related risks continue to exist, as rising personnel expenses may impact profitability.

Specific measures have been and are being implemented to limit and manage these personnel risks:

- Strengthening internal talent management in order to identify potential at an early stage, systematically develop it and create attractive internal development prospects. This is to retain high-performing employees in particular in phases of change.
- Systematic further development of specialist and management skills, with a focus on change management, digitalisation, process understanding and productivity-oriented work.
- Supporting the digital and automated transformation through training measures, transparent communication and active involvement of employees, in order to promote acceptance and motivation.
- Promoting a performance- and future-oriented corporate culture that supports individual responsibility, willingness to innovate and continuous improvement.
- Regular personnel development and feedback meetings, in order to identify individual development needs at an early stage and discuss development prospects.
- Monitoring of staff turnover, key positions and young talent in order to identify risks at an early stage and initiate countermeasures.
- Close collaboration between management, the personnel department and employee representatives in order to constructively support changes and ensure a stable working environment.

These measures are pursued by the company to actively manage personnel risks, safeguard the organisation's long-term performance and pave the way for higher productivity and the successful implementation of digitalisation and automation projects.

### Receivables risks

Default risks may arise from a deterioration in the financial situation of the company's borrowers and customers. This results in the risk of partial or complete default of contractually agreed payments or services.

Potential default losses are mitigated through debtor management. An IT-supported monitoring system and an occurrence-based and automated receivables valuation system ensure the operational measurement and management of credit risks. As part of financial management, credit positions and loan commitments are reviewed, and creditworthiness and maturity analyses are carried out on an ongoing basis. Sales financing in the out-of-home industry is secured by an effective contract monitoring process. Efficient debtor management detects changes in creditworthiness in good time and initiates countermeasures promptly. The assessment of default risks is based on case-by-case analyses.

### Credit, liquidity and financing risks

Liquidity risks refer to the risk that the company may not have sufficient funds to meet its payment obligations, or that it may not be able to obtain sufficient liquidity on the expected terms. The task of liquidity management is to finance the projected requirements at standard market conditions and thus ensure the company's liquidity at all times. Any potential liquidity fluctuations are detected early on by means of frequent analyses of deviations from the annual financial plan. To ensure solvency and financial flexibility at all times, the company manages its financing and liquidity requirements by means of short and medium-term liquidity planning. The refinancing requirements of maturing financing are reviewed, and refinancing discussions with business partners are initiated at an early stage.

Karlsberg Brauerei GmbH is largely financed by borrowed capital, in particular by the bonds issued in 2024 and maturing in May 2029 with a total nominal value of EUR 55.0 million, as well as credit lines from various banks totalling up to EUR 17.5 million, which can be drawn down as current account or money market loans. The corporate bond contains the option to increase the nominal amount

# DIE FRUCHTIGE ERFRISCHUNG FÜR DEINEN SOMMER.



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to a total of EUR 75.0 million. From time to time, Karlsberg Brauerei GmbH furthermore utilises intra-group financing tools under reciprocal current account agreements with other companies of the Karlsberg Group, which in turn partially refinance themselves through banks or other Group companies.

The bank-independent financing concluded in 2024 in the form of the EUR 55.0 million corporate bond is linked to obligations that restrict Karlsberg Brauerei GmbH's freedom of action. The working capital loan agreements also contain obligations such as covenants based on financial ratios. Breaches of these obligations could have detrimental consequences, including the cancellation of loans. The cancellation of financing agreements could result in the company having to seek alternative financing, which may be impossible or only achievable on unfavourable terms. Compliance with these obligations is regularly monitored, for example for financial ratios as part of financial reporting. These obligations were met at all times last year. The management also considers the probability of non-compliance in the current year to be low.

#### Risks arising from pension obligations

Pension obligations are determined on the basis of actuarial valuations. The actuarial valuations include, among other things, assumptions regarding discount rates and future increases in wages, salaries and pensions. Due to the long-term nature of these plans, these estimates are subject to significant uncertainty. It is possible that the provisions to be recognised in accordance with German commercial law may also in future have to be increased significantly and may prove to be insufficient. Forward-looking multi-year analyses and scenario calculations can enhance planning reliability and enable appropriate countermeasures to be taken in good time.

In addition, obligations from pension agreements transferred to Versorgungswerk Karlsberg Brauerei e.V. may not be sufficiently covered by the pension fund's assets or provisions. Pension obligations of Karlsberg Brauerei GmbH to employees who left the company up to and including 31 December 2024 are no longer recognised as provisions in the balance sheet of Karlsberg Brauerei GmbH. These

have been transferred to Versorgungswerk Karlsberg Brauerei e.V. Insofar as and to the extent that the pension fund does not fulfil the respective pension obligations, Karlsberg Brauerei GmbH is directly liable for these pension obligations to the beneficiaries.

#### Risks relating to the company's integration into the Group

Karlsberg Brauerei GmbH is administratively and operationally integrated into the Karlsberg Group. This is reflected in particular in ongoing, extensive supply and service relationships, strong personnel links – including at management level – the joint utilisation of administrative resources via the shared service company Karlsberg Connect & Sales GmbH, as well as mutual loan relationships for liquidity management.

These various interrelationships lead to dependencies or even conflicts of interest between the companies within the Karlsberg Group, which could have a negative impact on Karlsberg Brauerei GmbH – for example, if decisions are made at Group management level in the interests of other companies in the Karlsberg Group, which could be positive for the Karlsberg Group as a whole but negative for Karlsberg Brauerei GmbH alone.

A profit and loss transfer agreement exists between Karlsberg Brauerei GmbH and its sole shareholder, Karlsberg Holding GmbH, under which all net income for the year is transferred to the sole shareholder. Although Karlsberg Brauerei GmbH can, in principle, build up reserves with the consent of its shareholder, this may happen in practice to a lesser extent than would be the case without the profit and loss transfer agreement, especially if financial resources are needed by Karlsberg Holding GmbH. A claim for loss compensation against Karlsberg Holding GmbH may only be based on a net loss for the year so that Karlsberg Brauerei GmbH is not entitled to make such a claim if it simply experiences a shortfall in liquidity.

Another risk factor could lie in Karlsberg Brauerei GmbH's dependence on members of the Karlsberg Group's management. The future success of the company is significantly influenced by the activities of a number of key individuals. Some key management functions for Karlsberg



## IV. OPPORTUNITIES AND FORECAST REPORT

Brauerei GmbH are performed by the management of the Karlsberg Group. These individuals have long-standing expertise, relevant skills and experience, as well as a strong network. There is no guarantee that it will always be possible to retain the current members of the management within the company or, if necessary, to recruit new ones.

Due to the company's integration into the Group, risks may arise from the company's liability for obligations of subsidiary companies. In addition, a default on receivables from subsidiaries or companies of the Karlsberg Group could occur. There is also the risk that a loss compensation claim by Karlsberg Brauerei GmbH against its sole shareholder, Karlsberg Holding GmbH, arising from the profit and loss transfer agreement concluded with the latter may not be fulfilled should Karlsberg Holding GmbH become insolvent. In addition, Karlsberg Brauerei GmbH and Karlsberg Holding GmbH have concluded an open-ended, reciprocal clearing and current account agreement, with a loan facility of up to EUR 40.0 million, for the purposes of liquidity management and Group financing. If there were to be a default on receivables from Karlsberg Holding GmbH, this could have a significant negative impact on the financial position, depending on the amount drawn.

#### Overall assessment

Karlsberg Brauerei GmbH's management regularly reviews the company's risk situation. Compared to the previous year, the risk position has deteriorated in some areas in the 2025 financial year but remains manageable overall. From the management's perspective, the company held its own in the market during the reporting period. In 2025, no risks jeopardising the company's continued existence or impairing its development arose either from individual risks or from the overall risk position of the company and, in the management's opinion, no such risks are expected in the one-year prospective risk forecast period. Thanks to diversification, efficiency measures and the purchasing cooperation through EBSA, Karlsberg Brauerei GmbH considers itself robustly positioned. The management does not expect the aforementioned risks to have any significant negative impact on the net assets, financial position and results of operations.

The opportunities and forecast report deals with the expected qualitative development of Karlsberg Brauerei GmbH and its business environment in the current year. The opportunities that could arise for Karlsberg Brauerei GmbH are also highlighted. Opportunities for the future development of the company are defined as short-term positive possibilities that are considered realisable under certain prerequisites.

There are planning uncertainties for the entire beverage industry, and therefore also for Karlsberg Brauerei GmbH. The interactions between the overall economic situation and consumer behaviour cannot be fully predicted. The weather is also a highly unpredictable factor for the beverage industry. For a detailed presentation of the risks, please refer to the risk report.

#### Opportunities report

Karlsberg Brauerei GmbH has a wide range of opportunities which support the company's long-term success. The main opportunities for the company, which are associated with additional earnings potential, are presented below.

#### Opportunities through brand expertise in Germany

The management believes that a high-quality product range and swift decision-making processes put the company in a position to exploit growth opportunities with a focus on profitability. The company's brands are well positioned with consumers and offer business partners attractive margins. The established regional brands and the national brands in the mixed beer segment as well as the international specialities are subject to clear brand management in order to seize profitable growth opportunities.

The management sees good opportunities in particular for the Karlsberg and MiXery brands, which are firmly established in their markets and offer an attractive and extensive product portfolio tailored to partners in the out-of-home and retail sectors and their discerning customers.



Product innovations will continue to be positioned in the market in order to generate further growth. Further opportunities arise, for example, in the segment of non-alcoholic beers, which have reached a revenue share of over 10 % in the German retail sector. Thanks to the growing popularity of these beers, Germany has become the largest market for non-alcoholic beer in Europe.<sup>16</sup> With regard to its product innovations, the company attaches great importance to a consumer-focused local, regional – and, in the mixed beer segment and for its partner brands, also national – positioning of its brands in a high-quality environment.

In addition to its own brand portfolio, the company has signed sales cooperation agreements with international partners for the domestic market in recent years. Karlsberg Brauerei GmbH is responsible for the national distribution of international beverage specialities. Its goal is to generate further revenue growth and associated synergy effects for the existing brand portfolio with internationally recognised partner brands, such as Bundaberg. In 2025, for example, Karlsberg Brauerei GmbH tested the Slash brand from Brasserie Licorne, which had already been experiencing strong growth in France for some time, in the German food retail sector.

The company also sees opportunities in selected export markets for the further development of market positions and the gradual increase in awareness of its export brands.

### Opportunities through synergies

Synergies may arise from the cooperation of Karlsberg Brauerei GmbH with other companies in the Karlsberg Group.

Close cooperation in the areas of sales and administration and the streamlining of decision-making processes lead to efficiency gains and synergy effects. For example, market cultivation is intensified – that is, the optimisation of customer service and account management – by cooperating with other companies in the Group.

In addition, the Group's sales, distribution and export, IT, human

resources, communication, accounting, treasury, tax, legal and contract management functions are bundled in the Group company Karlsberg Connect & Sales GmbH.

The Karlsberg Group has invested in a joint procurement company together with two other well-known beverage producers. The aim of the strategically oriented purchasing cooperation through the procurement company EBSA GmbH & Co. KG is to ensure an optimal supply of goods to customers at all times. At the same time, improved purchasing and delivery conditions are being sought by bundling procurement volumes. The positive effects of this purchasing cooperation could increase even more if further partners join in the future.

### Opportunities through diversification

The diversification of its product and service portfolio offers Karlsberg Brauerei GmbH multiple strategic advantages. Its presence in various product categories, market segments and regions reduces the company's dependence on individual business segments. As a result, potential negative developments – such as fluctuating customer demand, economic downturns, volatile prices or regulatory changes – can more often be compensated for or at least mitigated.

At the same time, the broad positioning offers significant opportunities. Pooling the knowledge from different business areas enables a systematic transfer of expertise, which can accelerate innovation.

Diversification also increases market penetration and improves strategic flexibility. The company can respond more quickly to regional characteristics, tap into new customer groups and exploit opportunities in markets with above-average growth. Moreover, the company's broad geographical presence enables it to cushion risks arising from regional crises or declines in demand, while benefiting from dynamically growing regions.

All in all, the company's diversified positioning not only helps to stabilise its business model, but also creates a sustainable framework for growth, scaling and the development of additional earnings potential.

<sup>16</sup> Source: Press release from the German Brewers' Federation dated 2 February 2026: "Alkoholfreie Biere klettern auf 10 Prozent" (Non-alcoholic beers climb to 10 percent).



### Opportunities through digitalisation and sales optimisation

The growing digitalisation offers the Karlsberg Group numerous opportunities to respond to market changes more quickly and in a more targeted manner, and to benefit from them.

#### 1. Employees as architects of the digital transformation

Digitalisation gives the Karlsberg Group the opportunity to create paperless and user-friendly work processes. For this process to succeed, the company is investing in the digital proficiency of its workforce:

- **Skills development:** Employees are supported in not only using modern tools – such as CRM or AI-based analysis tools – but also in proactively applying them to process improvements.
- **Workload reduction:** By automating repetitive tasks, employees gain freedom for value-adding activities and strategic tasks.

#### 2. Investments in CRM for sales optimisation

The company currently also focuses on further developments in the commercial area. Increased investments in a modern customer relationship management (CRM) system aim to optimise sales processes:

- **Effective customer approach:** Centralised data enable personalised interactions and deeper analysis of customer behaviour.
- **Focus on mobile devices:** Using mobile devices as a main information channel increases the effectiveness of the sales force directly at the point of sale.

#### 3. Extensive ERP modernisation and ERP harmonisation

The Group has opted for a modular modernisation of its ERP software.

- **Approach:** The Karlsberg Group relies on a gradual migration in close cooperation with specialised partners.
- **Process quality:** By focusing on **industry benchmarks** and proven best-practice processes, inefficient processes are systematically

replaced. This increases process stability and reduces the susceptibility to errors along the entire value chain.

- **Group-wide ERP system:** The ERP systems are gradually merged into a single ERP system in order to best map quality and costs.

#### 4. Future digitalisation initiatives at a glance

On the basis of a secure data foundation, the following areas will be prioritised and advanced over the coming years:

- **Intelligent data use:** Utilisation of the central data foundation for forecast models and context-specific AI applications.
- **Digital points of sale:** Expansion of B2B and D2C webshops and digital networking of the supply chain (digital platform economy).
- **Automation (logistics and finance):** Digital route planning, mobile time management and AI-assisted invoice processing (P2P processes).
- **Self-service offerings:** Standardisation of services for customers and staff (e.g. HR, order status) for 24/7 availability of information.

### Expansion of opportunity management

Possible opportunities for positive business development are assessed and leveraged at all levels of the company. Trends and developments in the respective product fields are monitored and operational opportunities identified. If the probable success outweighs the costs associated with implementation, the company implements the project provided it fits with its overarching strategy. For this purpose, an organisational structure has been established which, in the view of the management, is characterised by lean structures and efficient processes. Its tasks include seizing operational opportunities in the markets in which the company operates. The current marketing and sales strategy further strengthens the regional and national connections of the brands and their products and pays particular attention to the needs of business partners. The management of Karlsberg Brauerei GmbH, in cooperation with the Group management, sets the strategic framework, secures



financing and liquidity, and focuses on directing and managing the operating business units. Project managers are thereby supported and provided with the resources necessary to realise identified opportunities.

## Forecast report

Following a recovery with a slight increase in gross domestic product of 0.2 % in 2025, the **German economy** is also expected to grow moderately in the current year.

In its economic forecast from December 2025, the Deutsche Bundesbank predicted a price and calendar-adjusted increase in gross domestic product of 0.6 % for 2026. Economic growth is expected to increase noticeably over the course of the year, particularly driven by government spending and recovering exports.

The inflation rate is falling somewhat more slowly than previously expected, due to still strong wage growth and a less pronounced decline in energy prices. According to the forecast for Germany, the inflation rate measured by the Harmonised Index of Consumer Prices (HICP) is expected to fall from 2.3 % in 2025 to 2.2 % in 2026.<sup>17</sup>

The German **brewing industry** is also expected to continue operating in an environment of consumer restraint and sustained cost pressure.

Continued strong growth in demand for non-alcoholic beer is expected to have a positive impact.<sup>18</sup>

**Karlsberg Brauerei** GmbH's aim is to further expand the geographical reach of its brand business in Germany and abroad. The company will continue to place its strategic focus on sustainable profitability by further expanding its Karlsberg and MiXery brands.

Distribution expansion in the food retail and out-of-home sectors with a strong focus on the brands is intended to strengthen the company's

market positions. In addition, the management expects new products to provide additional impetus.

The current forecast for 2026 is based on largely stable macroeconomic conditions. The development outlined above is subject to various opportunities and risks which, however, do not jeopardise the company's continued existence. These are explained in detail in the risk report and opportunities report sections.

Taking into account positive impetus from the launch of new products, revenue for the full year 2026 is projected to be on a par with the previous year. The management also expects adjusted EBITDA, based on adapted cost structures, to be slightly higher than in the previous year.

Homburg, 9 March 2026

Markus Meyer  
Managing Director



<sup>17</sup> Source: Press release from the Deutsche Bundesbank dated 19 December 2025.

<sup>18</sup> Source: Press release from the German Brewers' Federation dated 2 February 2026: "Alkoholfreie Biere klettern auf 10 Prozent" (Non-alcoholic beers climb to 10 percent).

## CASH FLOW STATEMENT FOR 2025

	2025	2024
	EUR	KEUR
<b>1. Cash flow from operating activities</b>		
Net income before profit transfer	1,548,326.93	5,108
Depreciation (+)/write-ups (-) on non-current/fixed assets	9,562,997.83	9,962
Increase (+)/decrease (-) in provisions	2,605,838.04	-3,535
Increase (-)/decrease (+) in inventories, trade receivables and other assets not attributable to investing or financing activities	2,554,082.30	-161
Increase (+)/decrease (-) in trade payables and other liabilities not attributable to investing or financing activities	2,585,420.74	-2,825
Profit (-)/loss (+) from the disposal of non-current/fixed assets	-13,656.67	-7
Interest expenses/interest income	1,719,823.40	1,892
Other expenses/income from investments	-1,654,383.80	-819
<b>Cash flow from operating activities</b>	<b>18,908,448.77</b>	<b>9,616</b>
<b>2. Cash flow from investing activities</b>		
Payments for investments in intangible assets	0.00	-71
Proceeds from disposals of property, plant and equipment	37,303.00	22
Payments for investments in property, plant and equipment	-5,155,527.73	-6,543
Proceeds from disposals of long-term financial assets	1,888,176.25	2,318
Payments for investments in long-term financial assets	-2,021,559.05	-2,030
Changes in short-term financial planning*	-1,738,015.34	-4,209
Interest received	2,674,604.10	2,351
Dividends received	1,654,383.80	819
<b>Cash flow from investing activities</b>	<b>-2,660,634.97</b>	<b>-7,343</b>
<b>3. Cash flow from financing activities</b>		
Proceeds from the issue of bonds and the raising of (financial) loans	0.00	55,000
Payments from the redemption of bonds and (financial) loans	-1,272,794.47	-51,100
Interest paid	-4,944,427.50	-4,774
Dividends paid	-5,108,353.35	-5,726
<b>Cash flow from financing activities</b>	<b>-11,325,575.32</b>	<b>-6,600</b>

\* includes changes from cash pooling with affiliated companies

2025  
EUR

2024  
KEUR

## 4. Cash and cash equivalents at the end of the period

Cash-effective change in cash and cash equivalents	4,922,238.48	-4,327
Cash and cash equivalents at the beginning of the period	3,566,943.68	7,894
<b>Cash and cash equivalents at the end of the period</b>	<b>8,489,182.16</b>	<b>3,567</b>

## 5. Components of cash and cash equivalents

Cash on hand and bank balances	8,508,640.45	3,568
Short-term liabilities to banks	-19,458.29	-1
<b>Cash and cash equivalents at the end of the period</b>	<b>8,489,182.16</b>	<b>3,567</b>



ANNUAL REPORT FOR THE FINANCIAL YEAR 2025

**BALANCE SHEET AS AT 31 DECEMBER 2025**  
**INCOME STATEMENT FOR 2025**

## BALANCE SHEET AS AT 31 DECEMBER 2025

Assets		31 Dec 2024		
		EUR	EUR	kEUR
<b>A.</b>	<b>Non-current/fixed assets</b>			
<b>I.</b>	<b>Intangible assets</b>			
	Purchased concessions, industrial property rights and similar rights and assets as well as licences to such rights and assets	4,070,078.00		5,254
<b>II.</b>	<b>Property, plant and equipment</b>			
1.	Land, land rights and buildings, including buildings on third-party land	9,050,033.08		9,112
2.	Technical equipment and machinery	20,053,550.95		21,140
3.	Other equipment, operating and office equipment	9,341,627.00		11,296
4.	Prepayments and assets under construction	1,831,217.91		1,723
		<b>40,276,428.94</b>		<b>43,271</b>
<b>III.</b>	<b>Financial assets</b>			
1.	Shares in affiliated companies	38,769,562.57		31,770
2.	Loans to affiliated companies	0.00		153
3.	Long-term investments	25,600.00		26
4.	Other loans	2,962,972.89		2,799
		<b>41,758,135.46</b>		<b>34,747</b>
		<b>86,104,642.40</b>		<b>83,271</b>
<b>B.</b>	<b>Current assets</b>			
<b>I.</b>	<b>Inventories</b>			
1.	Raw materials, consumables and supplies	2,232,283.49		2,417
2.	Work in progress	835,547.05		1,059
3.	Finished goods and merchandise	6,476,692.29		6,341
		<b>9,544,522.83</b>		<b>9,816</b>
<b>II.</b>	<b>Receivables and other assets</b>			
1.	Trade receivables	9,674,940.66		12,121
2.	Receivables from affiliated companies	22,834,740.13		25,301
3.	Other assets	10,664,713.50		9,868
		<b>43,174,394.29</b>		<b>47,290</b>
<b>III.</b>	<b>Cash on hand and bank balances</b>	<b>8,508,640.45</b>		<b>3,568</b>
		<b>61,227,557.57</b>		<b>60,674</b>
<b>C.</b>	<b>Prepaid expenses</b>	42,000.00		42
		<b>147,374,199.97</b>		<b>143,988</b>

Liabilities		31 Dec 2024		
		EUR	EUR	kEUR
<b>A.</b>	<b>Equity</b>			
<b>I.</b>	<b>Subscribed capital</b>	16,282,500.00		16,283
<b>II.</b>	<b>Capital reserve</b>	29,770,500.00		29,771
<b>III.</b>	<b>Revenue reserve</b>			
	Other retained reserve	44,842.00		45
		<b>46,097,842.00</b>		<b>46,098</b>
<b>B.</b>	<b>Provisions</b>			
1.	Provisions for pensions and similar obligations	9,680,776.00		9,863
2.	Tax provisions	2,055.71		2
3.	Other provisions	13,261,095.22		10,473
		<b>22,943,926.93</b>		<b>20,338</b>
<b>C.</b>	<b>Liabilities</b>			
1.	Bonds	55,000,000.00		55,000
2.	Liabilities to banks	1,292,242.41		1,563
3.	Trade payables	9,945,603.50		9,344
4.	Liabilities to affiliated companies	1,993,847.84		160
5.	Other liabilities	10,100,737.29		11,484
	thereof from taxes EUR 537,214.51 (PY: kEUR 582)			
	thereof relating to social security EUR 142,313.41 (PY: kEUR 26)			
		<b>78,332,431.04</b>		<b>77,552</b>
		<b>147,374,199.97</b>		<b>143,988</b>

# Mixery



## INCOME STATEMENT FOR 2025

	EUR	EUR	2024 kEUR
1. Sales revenue	124,478,850.17		127,310
./ Excise duties	-5,490,678.16		-5,472
Sales revenue after deduction of excise duties	118,988,172.01		121,838
2. Increase in finished goods inventories and work in progress	21,295.45		612
3. Other own work capitalised	88,000.00		0
4. Other operating income thereof income from currency translation EUR 198.17 (PY: kEUR 1)	2,951,844.45		6,014
		122,049,311.91	128,464
5. Cost of materials			
a) Cost of raw materials, consumables and supplies and of purchased merchandise	40,474,386.94		42,799
b) Cost of purchased services	2,114,846.10		3,252
6. Personnel expenses			
a) Wages and salaries	13,115,788.77		10,666
b) Social security, post-employment and other employee benefit costs thereof in respect of post-employment benefits EUR 189,164.94 (PY: kEUR 394)	2,448,965.24		2,488
7. Amortisation of intangible fixed assets and depreciation of property, plant and equipment	9,441,083.35		9,776
8. Other operating expenses thereof expenses from currency translation EUR 820.44 (PY: kEUR 1) thereof expenses from the application of Art. 66 and 67 (1) to (5) EGHGB (Transitional Provisions to BilMoG) EUR 0.00 (PY: kEUR 120)	52,330,693.32		52,409
		119,925,763.72	121,391
9. Income from long-term investments thereof from affiliated companies EUR 1,654,383.80 (PY: kEUR 819)	1,654,383.80		819
10. Income from other securities and loans classified as long-term financial assets thereof from affiliated companies EUR 934.76 (PY: kEUR 12)	39,595.51		48
11. Other interest and similar income thereof from affiliated companies EUR 2,218,547.75 (PY: kEUR 2,014)	2,674,604.10		2,351
12. Write-downs of long-term financial assets	121,914.48		186
13. Interest and similar expenses thereof to affiliated companies EUR 155,179.06 (PY: kEUR 143) thereof costs from discounting EUR 14,730.00 (PY: kEUR 76)	4,710,653.96		4,743
		-463,985.03	-1,712
14. Profit after taxes		1,659,563.16	5,361
15. Other taxes		111,236.23	253
		1,548,326.93	5,108
16. Profits transferred on the basis of a profit transfer agreement		1,548,326.93	5,108
17. Net income for the year		0.00	0



APPENDIX FOR THE 2025 FINANCIAL YEAR

# APPENDIX



## I. DISCLOSURES ON THE ANNUAL FINANCIAL STATEMENTS

### General

The company is registered under the name Karlsberg Brauerei GmbH with its registered office in Homburg in the Commercial Register of the Saarbrücken District Court under number HRB 17866.

These annual financial statements have been prepared in accordance with sections 242 et seq. and 264 et seq. of the German Commercial Code (HGB) and pursuant to the relevant provisions of the German Limited Liability Companies Act (GmbHG). The regulations for large corporations apply.

The income statement is structured in accordance with the nature of expense method pursuant to section 275 (2) HGB.

To improve the clarity of presentation, individual items in the balance sheet and income statement have been summarised and are therefore broken down and explained separately in these notes. For the same reason, the disclosures on belonging to other items and, in some cases, "thereof" notes have also been included here.

### Accounting policies

For the preparation of the annual financial statements, the following, essentially unchanged accounting and valuation methods were applied.

**Purchased intangible assets** and **property, plant and equipment** are capitalised at acquisition or production cost plus incidental acquisition costs less purchase price reductions. Scheduled amortisation and depreciation are recognised on a straight-line basis over the useful life of the assets. The useful life of supply, trademark and other rights is between three and fifteen years. The useful life of buildings and parts of buildings is between fifteen and fifty years; for technical equipment and machinery, as well as other equipment, operating and office equipment, it is between three and twenty years.

For the initial outfitting of newly introduced empty containers as well as for newly procured empty containers, the useful life is four years.

In addition to direct costs, pro rata overheads are also included in the production cost of self-constructed property, plant and equipment.

Low-value assets up to a net individual amount of EUR 250.00 are fully depreciated or recognised as an expense in the year of acquisition; their immediate disposal was assumed. For low-value fixed assets with a purchase price of between EUR 250.00 and EUR 1,000.00, an annual collective item is created and depreciated over five years.

Depreciation of all other additions to property, plant and equipment is recognised on a pro rata temporis basis.

Within **financial assets**, shares in affiliated companies and share rights are recognised at acquisition cost or, in the event of expected permanent impairment, at the lower fair value; loans are recognised at nominal value or, including in the event of expected permanent impairment, at the lower fair value.

**Inventories** are recognised at acquisition or production cost or, if lower, at current cost on the balance sheet date.

Inventories of **raw materials, consumables and supplies** are capitalised at the lower of average cost or current price on the balance sheet date.

**Work in progress and finished goods** are valued at production cost on the basis of individual costing derived from current operating accounts, taking into account direct material costs, direct labour costs, special direct costs, production and material overheads, and depreciation and amortisation. Interest on borrowed capital was not included in production costs. General administration costs were not capitalised. In all cases, loss-free valuation was applied, i.e. deductions for expected costs still to be incurred were made from the expected sales prices.

**Merchandise** is recognised at the lower of average cost or market price on the balance sheet date.



All identifiable risks in **inventories** arising from above-average storage periods, reduced usability and lower replacement costs are accounted for through appropriate write-downs.

Apart from customary retention of title, inventories are free from third-party rights.

**Receivables and other assets** are recognised at nominal value. Depending on the maturity structure, flat-rate specific valuation allowances are recognised on trade receivables on an individual customer basis. Accordingly, a valuation allowance of 50 % is applied to receivables that are more than 90 days overdue. From 180 days overdue, a valuation allowance of 75 % is applied and from 360 days overdue, the valuation allowance is 100 %. General credit risk is recognised through a global valuation allowance on the net receivables portfolio adjusted for individually impaired receivables.

**Cash on hand and bank balances** are recognised at nominal value, as is **equity**.

**Provisions for pensions and similar obligations** were determined in accordance with actuarial principles on the basis of the projected unit credit method using an actuarial interest rate of 2.05 % (PY: 1.89 %), a wage and salary trend of 2.50 % (PY: 2.50 %), an expected pension trend of between 0 % and 2.00 % (PY: between 0.00 % and 2.00 %), a staff turnover rate of between 0 % and 0.56 % (PY: 0.00 % and 0.58 %), and by applying the 2018 G mortality tables by Prof. Dr. Klaus Heubeck.

**Provisions for in-kind obligations** for commitments granted after 31 December 1986 were determined in accordance with actuarial principles on the basis of the projected unit credit method using an actuarial interest rate of 2.05 % (PY: 1.89 %), an expected pension trend of 2.00 % (PY: 2.00 %), and by applying the 2018 G mortality tables by Prof. Dr. Klaus Heubeck.

The plan assets falling within the definition of section 246 (2) sentence 2 HGB are recognised for pension commitments from salary conversion, partially backed by congruent reinsurance, in accordance with the accounting guidance IDW RH FAB 1.021. The funding and vesting congruence of the partially reinsured pension commitments is measured using the policy reserve method. The reinsurance policies were valued on the basis of the principle of liability precedence.

**Tax provisions** and **other provisions** account for all uncertain liabilities and expected losses from pending transactions. They are recognised at the settlement amount deemed necessary based on prudent business judgement.

**Liabilities** are recognised at the settlement amount.

**Deferred taxes** are not recognised for Karlsberg Brauerei GmbH due to the existence of a consolidated tax group with Karlsberg Holding GmbH.

### Notes to the balance sheet

#### Fixed assets

Changes in the individual fixed asset items, for the financial year, are shown in the statement of changes in fixed assets appended to the notes.

963,168 ordinary shares and 38,050 preference shares of Mineralbrunnen Überkingen-Teinach GmbH & Co. KGaA were recognised at acquisition prices of EUR 17.33 for the ordinary shares and EUR 14.50 for the preference shares in accordance with the valuation option under section 253 (3) sentence 6 HGB. The share price on the balance sheet date was EUR 17.20 for the ordinary shares and EUR 15.60 for the preference shares. The carrying amount of the ordinary shares was therefore recognised at EUR 16,692 thousand, which was EUR 126 thousand above the fair value of EUR 16,566 thousand, while the carrying amount of the preference shares was EUR 552 thousand,

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which was EUR 42 thousand below the fair value of EUR 594 thousand. No impairment was recognised as at the reporting date, as no permanent impairment is assumed in view of the current positive earnings situation and the expected positive future development of the Mineralbrunnen Group.

With effect from 31 December 2025, Karlsberg Brauerei GmbH acquired the 55 % stake in Karlsberg Connect & Sales GmbH held by Karlsberg Holding GmbH. The trade and export departments of Karlsberg Brauerei GmbH and KAMPOS Vertriebs GmbH were already successfully integrated into Karlsberg Connect & Sales GmbH in 2024. The aim of this measure was to strengthen the national and international marketing of the brand portfolio and to drive brand growth in a targeted manner – especially in the context of the affiliated companies of the Mineralbrunnen Group and Karlsberg Brauerei GmbH. Previously, Karlsberg Holding GmbH (with 55 %) and Mineralbrunnen Überkingen-Teinach GmbH & Co. KGaA (with 45 %) were the shareholders of Karlsberg Connect & Sales GmbH. Following the successful integration of the sales departments, the company's legal structure has now also been adjusted.

### Notes on shareholdings

Karlsberg Brauerei GmbH holds direct interests in the following companies:

Company	Capital share	Equity <sup>1</sup>	Profit/loss
	%	31 Dec 2025 kEUR	2025 kEUR
Karlsbräu CHR S.A.S., Saverne/France	100.00	4,110	471
Karlsberg Connect & Sales GmbH	55.00	27	1,010
Mineralbrunnen Überkingen- Teinach GmbH & Co. KGaA, Bad Teinach-Zavelstein <sup>1</sup>	13.15	80,204	9,543

<sup>1</sup> Equity and profit of Mineralbrunnen Überkingen-Teinach GmbH & Co. KGaA as of 31 December 2024.

### Receivables and other assets

Other assets include receivables with a remaining term of more than one year amounting to EUR 7,268 thousand (PY: EUR 5,371 thousand).

Receivables from affiliated companies amounting to EUR 504 thousand (PY: EUR 933 thousand) relate to goods and services supplied.

As at the balance sheet date, receivables from affiliated companies included receivables from shareholders amounting to EUR 22,512 thousand (PY: EUR 24,674 thousand).

### Equity

The company's share capital, which has been fully paid up, amounted to EUR 16,283 thousand as at the balance sheet date.

The other retained reserve of EUR 45 thousand (PY: EUR 45 thousand) relates to amounts arising from the first-time application of the German Accounting Law Modernisation Act (BilMoG).

### Provisions for pensions and similar obligations

The difference in accordance with section 253 (6) HGB amounts to EUR -255 thousand (PY: EUR -120 thousand).

In accordance with Art. 28 EGHGB, provisions for indirect pension obligations of the pension recipients of Karlsberg Brauerei GmbH, for which a subsidiary liability exists, are not recognised in the balance sheet of Versorgungswerk Karlsberg Brauerei e. V., Homburg.

The amount of the unrecognised indirect pension obligations is EUR 1,953 thousand (PY: EUR 3,581 thousand), taking into account an actuarial interest rate of 4.50 %, which corresponds to the average interest rate of the pension fund's plan assets. Based on an actuarial interest rate of 2.05 % (PY: 1.89 %) in accordance with section 253 (2) HGB, the amount is EUR 6,668 thousand (PY: EUR 9,353 thousand).



In addition, there are indirect pension obligations of the provident fund of Löwenbrauerei Trier J. Mendgen GmbH, Homburg, amounting to EUR 150 thousand (PY: EUR 168 thousand).

### Other provisions

Other provisions mainly include provisions for deposits of EUR 2,313 thousand (PY: EUR 2,531 thousand), personnel costs of EUR 3,097 thousand (PY: EUR 1,054 thousand) and outstanding invoices, refunds and sales promotions of EUR 6,147 thousand (PY: EUR 5,581 thousand). In addition, other provisions for uncertain liabilities of EUR 1,264 thousand (PY: EUR 1,097 thousand) are recognised.

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### Liabilities

	Amount kEUR	Thereof with a remaining term		
		under 1 year kEUR	from 1 to 5 years kEUR	over 5 years kEUR
1. Bonds (PY)	55,000 (55,000)	0 (0)	55,000 (55,000)	0 (0)
2. Liabilities to banks (PY)	1,292 (1,563)	233 (291)	540 (654)	519 (619)
3. Trade payables (PY)	9,946 (9,344)	9,946 (9,344)	0 (0)	0 (0)
4. Liabilities to affiliated companies (PY)	1,994 (160)	1,994 (160)	0 (0)	0 (0)
5. Other liabilities (PY)	10,101 (11,485)	6,966 (7,814)	3,112 (3,648)	23 (23)
thereof from taxes (PY)	537 (582)	537 (582)	0 (0)	0 (0)
thereof relating to social security (PY)	142 (26)	142 (26)	0 (0)	0 (0)
<b>Total</b> (PY)	<b>78,332</b> (77,551)	<b>19,138</b> (17,608)	<b>58,652</b> (59,302)	<b>542</b> (642)

The liabilities to banks amounting to EUR 1,273 thousand are collateralised by pledged shares, and EUR 19 thousand are collateralised by land charges and pledged receivables. Liabilities to affiliated companies include trade payables of EUR 1,994 thousand (PY: EUR 160 thousand).

## Notes to the income statement

### Sales revenue

Sales revenue (before deduction of excise duties) comprises:

	2025 kEUR	2024 kEUR
Revenue from own-brand beer / AFB Group products /merchandise	144,082	147,850
Revenue from cost allocations	815	850
Revenue from by-products	1,057	1,343
Revenue from rents and leases	2,488	2,694
Other revenue	1,344	1,618
<b>Gross revenue*</b>	<b>149,785</b>	<b>154,355</b>
Revenue reductions	-25,306	-27,044
<b>Sales revenue before deduction of excise duties</b>	<b>124,479</b>	<b>127,310</b>
thereof attributable to:		
Domestic	104,331	104,082
Foreign	20,148	23,229
	<b>124,479</b>	<b>127,310</b>

\* Gross revenue = revenue before deduction of revenue reductions and excise duties.

### Prior-period and extraordinary income and expenses

Other operating income includes prior-period income of EUR 882 thousand (PY: EUR 852 thousand) and mainly relates to income from the reversal of provisions.

Other operating expenses and other taxes include prior-period expenses of EUR 480 thousand (PY: EUR 351 thousand).

In the 2025 reporting year, extraordinary expenses were incurred in connection with restructuring measures that have already been largely implemented. In the second half of the year, Karlsberg Brauerei GmbH launched various initiatives to optimise its internal processes and procedures. The focus was on adapting the shift model in the technical area to improve the utilisation of technical resources. The associated expenses totalling EUR 2,808 thousand are included in the income statement under personnel expenses in the amount of EUR 2,146 thousand and under other operating expenses in the amount of EUR 662 thousand. From today's perspective, the measures initiated will contribute to significant and sustainable cost savings as of the following year.

In addition, other operating income includes extraordinary income of EUR 404 thousand (PY: EUR 1,256 thousand) from damages received as a result of fire damage in a warehouse complex rented and sublet by Karlsberg Brauerei GmbH in the 2019 reporting year. In this context, extraordinary expenses of EUR 404 thousand (PY: EUR 1,256 thousand) are included under various items in the income statement in the reporting year. Due to the damage, planned sales revenue of EUR 5 thousand (PY: EUR 791 thousand) could not be realised. Other operating expenses include extraordinary expenses of EUR 1 thousand (PY: EUR 43 thousand), mainly for building repairs, as well as extraordinary expenses for interest and similar expenses of EUR 398 thousand (PY: EUR 423 thousand) recognised in the financial result.

In addition, amortisation of intangible assets and depreciation of property, plant and equipment include extraordinary expenses of EUR 100 thousand from write-downs of trademark rights.

### Financial result

The reduced interest expense of EUR 273 thousand (PY: EUR 106 thousand) due to the change in the actuarial interest rate in accordance with section 253 HGB was recognised in the financial result.

## II. OTHER DISCLOSURES

### Contingent liabilities and transactions not included in the balance sheet

#### Contingent liabilities

Karlsberg Brauerei GmbH has assumed a guarantee in favour of a landlord for three net cold rents up to an amount of EUR 21 thousand.

#### Other financial obligations

The financial obligations from leasing, raw material and service contracts existing as at 31 December 2025 until the end of the respective contracts amount to:

	Amount kEUR	Thereof with a remaining term		
		under 1 year kEUR	from 1 to 5 years kEUR	over 5 years kEUR
Obligations from raw material contracts	19,026	18,676	351	0
Obligations from leasing contracts	414	269	145	0
Other obligations	1,033	924	109	0
<b>Total</b>	<b>20,474</b>	<b>19,869</b>	<b>605</b>	<b>0</b>

There are also annual payment obligations from rental and lease agreements amounting to EUR 1,097 thousand. The contracts expire between 2025 and 2029.

The service agreement concluded with Karlsberg Connect & Sales GmbH is expected to result in expenses from cost allocations for services of EUR 9,084 thousand in the 2026 financial year.

In addition, the service agreement concluded with Karlsberg Direkt GmbH & Co. KG is expected to result in expenses from cost allocations for internal logistics and materials management services of EUR 2,352 thousand in the 2026 financial year.

As at the balance sheet date, there were collectively agreed in-kind obligations from employee consumption allowances for commitments granted before 1987 amounting to EUR 95 thousand.

To ensure the sustainable return on the plan assets of Versorgungswerk Karlsberg Brauerei e.V., the sponsoring company, Karlsberg Brauerei GmbH, has undertaken to subsidise the return each year, taking into account additional endowments to be made as well as dividend and interest income, in the event that the annual return of 4.5 % on the balance of the plan assets as of 1 January of the calendar year is not achieved.

### Managing Director

Mr Markus Meyer.

The disclosure pursuant to section 285 no. 10 HGB results from the position held by the managing director.

In accordance with section 286 (4) HGB in conjunction with section 285 no. 9a HGB, the remuneration of the management is not disclosed, as only one managing director receives remuneration from the company.

The provision for pensions and similar obligations to former managing directors and surviving dependants amounted to EUR 626 thousand (PY: EUR 638 thousand) as at the balance sheet date.

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### Average number of employees during the financial year

	2025	2024
Industrial employees	117	123
Salaried employees	54	51
	171	174
Apprentices	4	6
	<b>175</b>	<b>180</b>

### Group affiliation

The company's annual financial statements are included in the consolidated financial statements of Karlsberg Holding GmbH, Homburg, and published in the Federal Gazette (smallest consolidation group). These are part of the consolidated financial statements of Karlsbergbrauerei Kommanditgesellschaft Weber, Homburg, which are also published in the Federal Gazette (largest consolidation group).

The company is not obligated to prepare consolidated financial statements as of 31 December 2025, as Karlsberg Holding GmbH, Homburg, prepares consolidated financial statements and a consolidated management report as of 31 December 2025 with discharging effect for the company.

### Audit and consulting fees of the auditor

The auditor's fee for the financial year was EUR 95 thousand. Of this amount, EUR 90 thousand related to auditing services and EUR 5 thousand to other assurance services.

### Events after the reporting date

No events of particular significance have occurred after the balance sheet date of 31 December 2025 that have a material financial impact on the net assets, financial position and results of operations of Karlsberg Brauerei GmbH.

### Proposed appropriation of profits

Due to the existing profit and loss transfer agreement, the profit is transferred in full to Karlsberg Holding GmbH.

Homburg, 9 March 2026

Markus Meyer  
Managing Director



## DEVELOPMENT OF FIXED ASSETS AS AT 31 DECEMBER 2025

	Acquisition and production costs				
	1 Jan. 2025	Additions	Disposals	Transfers	31 Dec. 2025
	EUR	EUR	EUR	EUR	EUR
<b>I. Intangible assets</b>					
1. Purchased concessions, industrial property rights and similar rights and assets as well as licences to such rights and assets	17,506,453.27	0.00	0.00	0.00	17,506,453.27
<b>II. Property, plant and equipment</b>					
1. Land, land rights and buildings, including buildings on third-party land	52,059,891.80	47,239.48	2,845,925.04	774,455.61	50,035,661.85
2. Technical equipment and machinery	107,323,950.70	1,000,862.92	1,288,902.02	402,094.53	107,438,006.13
3. Other equipment, operating and office equipment	57,716,832.82	2,922,165.26	3,089,386.31	31,216.40	57,580,828.17
4. Prepayments and assets under construction	1,722,766.34	1,316,218.11	0.00	-1,207,766.54	1,831,217.91
	218,823,441.66	5,286,485.77	7,224,213.37	0.00	216,885,714.06
<b>III. Financial assets</b>					
1. Shares in affiliated companies	31,769,562.57	7,000,000.00	0.00	0.00	38,769,562.57
2. Loans to affiliated companies	153,001.30	934.76	153,936.06	0.00	0.00
3. Long-term investments	1,406,087.83	0.00	0.00	0.00	1,406,087.83
4. Other loans	3,401,249.16	2,020,624.29	1,818,669.35	0.00	3,603,204.10
	36,729,900.86	9,021,559.05	1,972,605.41	0.00	43,778,854.50
	273,059,795.79	14,308,044.82	9,196,818.78	0.00	278,171,021.83

## Appendix to the notes

	Accumulated amortisation/depreciation				Carrying amounts	
	1 Jan. 2025	Additions	Disposals	31 Dec. 2025	31 Dec. 2025	31 Dec. 2024
	EUR	EUR	EUR	EUR	EUR	EUR
	12,252,282.27	1,184,093.00	0.00	13,436,375.27	4,070,078.00	5,254,171.00
	42,948,092.20	866,965.28	2,829,428.71	40,985,628.77	9,050,033.08	9,111,799.60
	86,184,207.79	2,482,667.41	1,282,420.02	87,384,455.18	20,053,550.95	21,139,742.91
	46,420,561.82	4,907,357.66	3,088,718.31	48,239,201.17	9,341,627.00	11,296,271.00
	0.00	0.00	0.00	0.00	1,831,217.91	1,722,766.34
	175,552,861.81	8,256,990.35	7,200,567.04	176,609,285.12	40,276,428.94	43,270,579.85
	0.00	0.00	0.00	0.00	38,769,562.57	31,769,562.57
	0.00	0.00	0.00	0.00	0.00	153,001.30
	1,380,487.83	0.00	0.00	1,380,487.83	25,600.00	25,600.00
	602,745.89	121,914.48	84,429.16	640,231.21	2,962,972.89	2,798,503.27
	1,983,233.72	121,914.48	84,429.16	2,020,719.04	41,758,135.46	34,746,667.14
	189,788,377.80	9,562,997.83	7,284,996.20	192,066,379.43	86,104,642.40	83,271,417.99

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## INDEPENDENT AUDITOR'S REPORT

### TO KARLSBERG BRAUEREI GMBH, HOMBURG

#### Audit opinions

We have audited the annual financial statements of Karlsberg Brauerei GmbH, Homburg, comprising the balance sheet as at 31 December 2025, the income statement for the financial year from 1 January to 31 December 2025, and the notes to the financial statements, including the accounting policies presented therein. We have also audited the management report of Karlsberg Brauerei GmbH for the financial year from 1 January to 31 December 2025.

In our opinion, based on the findings of our audit

- the accompanying annual financial statements comply, in all material respects, with the requirements of German commercial law applicable to business corporations and give a true and fair view of the net assets, financial position and results of operations of the company as at 31 December 2025 and of its results of operations in the financial year from 1 January to 31 December 2025 in compliance with German legally required accounting principles, and
- the accompanying management report provides an accurate picture overall of the company's situation. In all material respects, this management report is consistent with the annual financial statements, complies with German legal requirements and appropriately presents the opportunities and risks of future development.

Pursuant to section 322 (3) sentence 1 HGB, we declare that our audit has not led to any reservations relating to the legal compliance of the annual financial statements and of the management report.

#### Basis for the audit opinions

We have conducted our audit of the annual financial statements and of the management report in accordance with section 317 HGB and German generally accepted standards for the audit of financial statements promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Our responsibilities under those requirements and principles are further described in the "Auditor's responsibilities for the audit of the annual financial statements and of the management report" section of our auditor's report. We are independent of the company pursuant to the requirements of German commercial and professional law and have fulfilled our other German professional responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions on the annual financial statements and on the management report.

#### Other information

The legal representatives are responsible for the other information. The other information comprises other components included in the annual report, of which we have obtained a version prior to issuing this auditor's report, in particular the sections on sustainability and on key indicators. Our opinions on the annual financial statements and on the management report do not cover the other information and, accordingly, we do not provide an audit opinion or any other form of audit conclusion thereon. In connection with our audit, we have the responsibility to read the other information and, in so doing, to consider whether the other information



- is materially inconsistent with the financial statements, with the management report audited for content or our knowledge obtained in the audit, or
- otherwise appears to be materially misstated.

### Legal representatives' responsibility for the annual financial statements and the management report

The legal representatives are responsible for preparing the annual financial statements that comply, in all material respects, with the requirements of German commercial law applicable to business corporations and that give a true and fair view of the net assets, financial position and results of operations of the company in compliance with German generally accepted accounting principles. Furthermore, the legal representatives are responsible for such internal controls as they have, in accordance with German generally accepted accounting principles, determined necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud (i.e. manipulation of accounting records and misappropriation of assets) or error.

In preparing the annual financial statements, the legal representatives are responsible for assessing the company's ability to continue as a going concern. They are also responsible for disclosing matters relating to the continuation of the company as a going concern, where relevant. In addition, they are responsible for preparing the financial statements on the basis of the going concern principle, unless actual or legal circumstances prevent this.

Additionally, the legal representatives are responsible for preparing the management report that provides an accurate picture of the company's position overall and, in all material respects, is consistent with the annual financial statements, complies with German legal requirements and appropriately presents the opportunities and risks of future development. The legal representatives are also responsible for such arrangements and measures (systems) they have deemed

necessary to enable the preparation of a management report that complies with the applicable German legal requirements, and to be able to provide sufficient appropriate evidence for the statements in the management report.

### Auditor's responsibilities for the audit of the annual financial statements and of the management report

Our objective is to obtain reasonable assurance as to whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and whether the management report as a whole provides an accurate picture of the company's position and, in all material respects, is consistent with the annual financial statements and the knowledge obtained in the audit, complies with German legal requirements and appropriately presents the opportunities and risks of future development, as well as to issue an auditor's report that includes our opinions on the annual financial statements and on the management report.

Reasonable assurance is a high level of assurance, but no guarantee that an audit conducted in accordance with section 317 HGB and German generally accepted standards for the audit of financial statements promulgated by the Institut der Wirtschaftsprüfer (IDW) will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements and this management report.

During the audit, we exercise professional judgement and maintain professional scepticism. In addition

- we identify and assess the risks of material misstatement of the annual financial statements and the management report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not



detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misleading representations or the overriding of internal controls;

- we obtain an understanding of the internal controls relevant for the audit of the annual financial statements and the precautions and measures relevant for the audit of the management report to plan audit procedures that are appropriate under the circumstances, but not with the aim of issuing an audit opinion on the effectiveness of the company's internal controls or of these precautions and measures;
- we evaluate the appropriateness of accounting policies used by the legal representatives and the reasonableness of accounting estimates and related disclosures made by the legal representatives;
- we draw conclusions on the appropriateness of the accounting principle of a going concern applied by the legal representatives, as well as, based on the audit evidence obtained, whether there is a material uncertainty related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the annual financial statements and in the management report or, if such disclosures are inadequate, to modify our respective audit opinions. We draw our conclusions on the basis of the audit evidence obtained up to the date of our auditor's report. However, future events or circumstances may result in the company no longer being able to continue as a going concern;
- we evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements present the underlying transactions and events in a manner that the annual financial statements give a true and fair view of the net assets, financial position and results of operations of the company in compliance with German legally required accounting principles;

- we evaluate the consistency of the management report with the annual financial statements, its conformity with German law, and the picture of the company's position it provides;

- we perform audit procedures on the forward-looking information presented by the legal representatives in the management report. On the basis of sufficient appropriate audit evidence we evaluate, in particular, the significant assumptions used by the legal representatives as a basis for the prospective information, and assess the proper derivation of the forward-looking information from these assumptions. We do not express a separate opinion on the forward-looking statements or on the underlying assumptions. There is a significant unavoidable risk that future events will differ materially from the forward-looking statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls identified during our audit.

Koblenz, 9 March 2026

DORNBACH GmbH  
Wirtschaftsprüfungsgesellschaft  
Steuerberatungsgesellschaft

Groß	Breker
Wirtschaftsprüfer	Wirtschaftsprüfer
(German Public Auditor)	(German Public Auditor)



# FINANCIAL CALENDAR

21 APRIL 2026

Publication of 2025 annual financial statements

8 SEPTEMBER 2026

Publication of 2026 half-year financial statements

## IMPRINT

Karlsberg Brauerei GmbH  
Karlsbergstr. 62  
66424 Homburg, Germany  
Telephone: +49 6841-1050  
Fax: +49 6841-105840  
E-Mail: [info@karlsberg.de](mailto:info@karlsberg.de)

Management: Markus Meyer

Saarbrücken District Court HRB 17866

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