

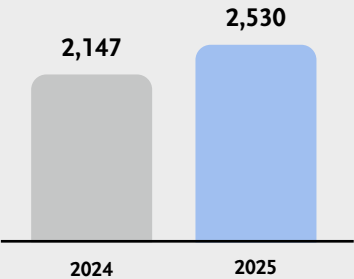
Our fiscal year

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The fiscal year 2025 at a glance

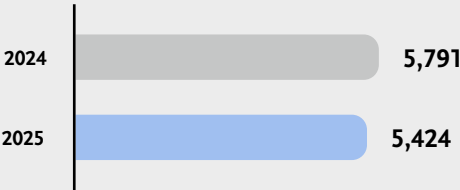
Sales

(in € million)



Employees

(annual average)

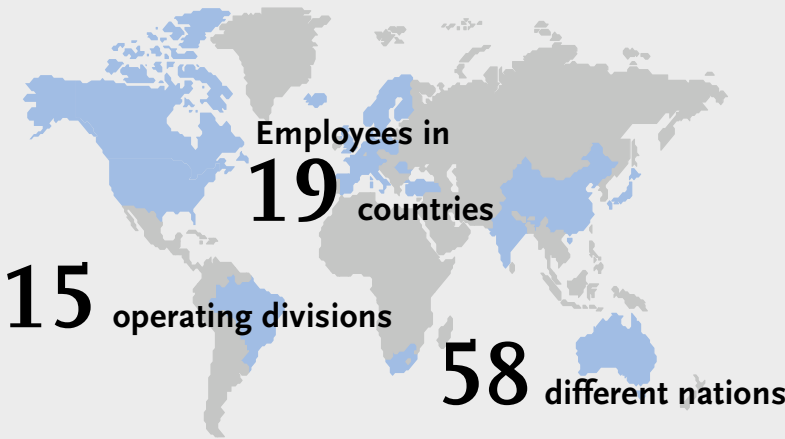


Segment sales*

(in € million)

Segment	2025	2024
Coffee Europe	753	482
South America	671	534
North America	170	159
Professional	260	267
Household Europe	647	673
Others & Services	29	32
Total	2,530	2,147

* Excluding intra-group revenue from other segments



Business development

Strong brands, leading positions

Since its foundation, the Melitta Group has always had a clear mission: to deliver innovative products that make people's everyday lives easier and more enjoyable. Underpinning this mission is a deep understanding of customer needs, as well as a range of strong brands. These brands provide guidance, build trust, and stand for dependable solutions that perform reliably in everyday life – both at home and in commercial environments.

This commitment continues to define the Melitta Group to this day – in its Coffee business as well as its Coffee Preparation and Household Products business fields. In all three business fields, the goal is to achieve leading positions and continuously expand them.



Leading positions in the fiscal year 2025

- Global market leader in the coffee filter paper business
- Market leader in Europe for household films and products – under the Toppits® and Swirl® brands, among others
- Market leader for coffee products in Germany and Brazil, the world's second- and third-largest coffee markets

The Melitta Group's successful positioning in numerous countries and markets is also due to its commitment to understanding regional differences, expectations, and habits – and incorporating them specifically into its product portfolio. Today, Melitta products are used to prepare one in every four cups of roasted coffee worldwide – whether in the form of coffee, filter papers, coffeemakers, or other accessories.

Long-term and independent growth

As a family-owned company, the Melitta Group does not think in terms of financial quarters, but focuses on long-term and sustainable development. Entrepreneurial independence is our top priority. Quality, expertise, integrity, and reliability are therefore the hallmarks of our business practices.

In challenging times like these, the effectiveness of this approach is particularly evident. It strengthens the Melitta Group's adaptability and resilience, provides the necessary space for innovation and new business models, and at the same time ensures that we remain a reliable partner for our customers and business associates – even under difficult circumstances.

Long-term growth strategy

Key drivers:

- Focus on the Coffee and Coffee Preparation business fields as growth drivers
- Profitability and stability in the Household Products business field
- Internationalization of business activities and entry into new markets
- Strengthening of the branded product business
- Investment in new categories within the coffee sector and exploitation of opportunities in the international coffee market
- Expansion of the Professional and Direct-to-Consumer segments
- Continuation of investments in growth businesses

Challenging environment 2025

Geopolitical developments, fluctuating commodity and energy prices, and high living costs: the fiscal year 2025 was another extremely challenging year for most companies in the consumer goods industry.

Economic growth in Germany and other key European markets was no more than modest. In Brazil and China, the economic climate was clouded by numerous uncertainties. Only the US economy achieved comparatively high growth rates.

For coffee-producing companies, the situation was further complicated by sharply fluctuating prices for green coffee beans: a pound of Arabica beans cost US\$3.20 at the beginning of the year and rose to a year-high of US\$4.30 in mid-February. After falling to US\$2.80 in early August, the price climbed to US\$4.20 in mid-September, only to drop back to US\$3.30 by the end of the year.

Continued growth

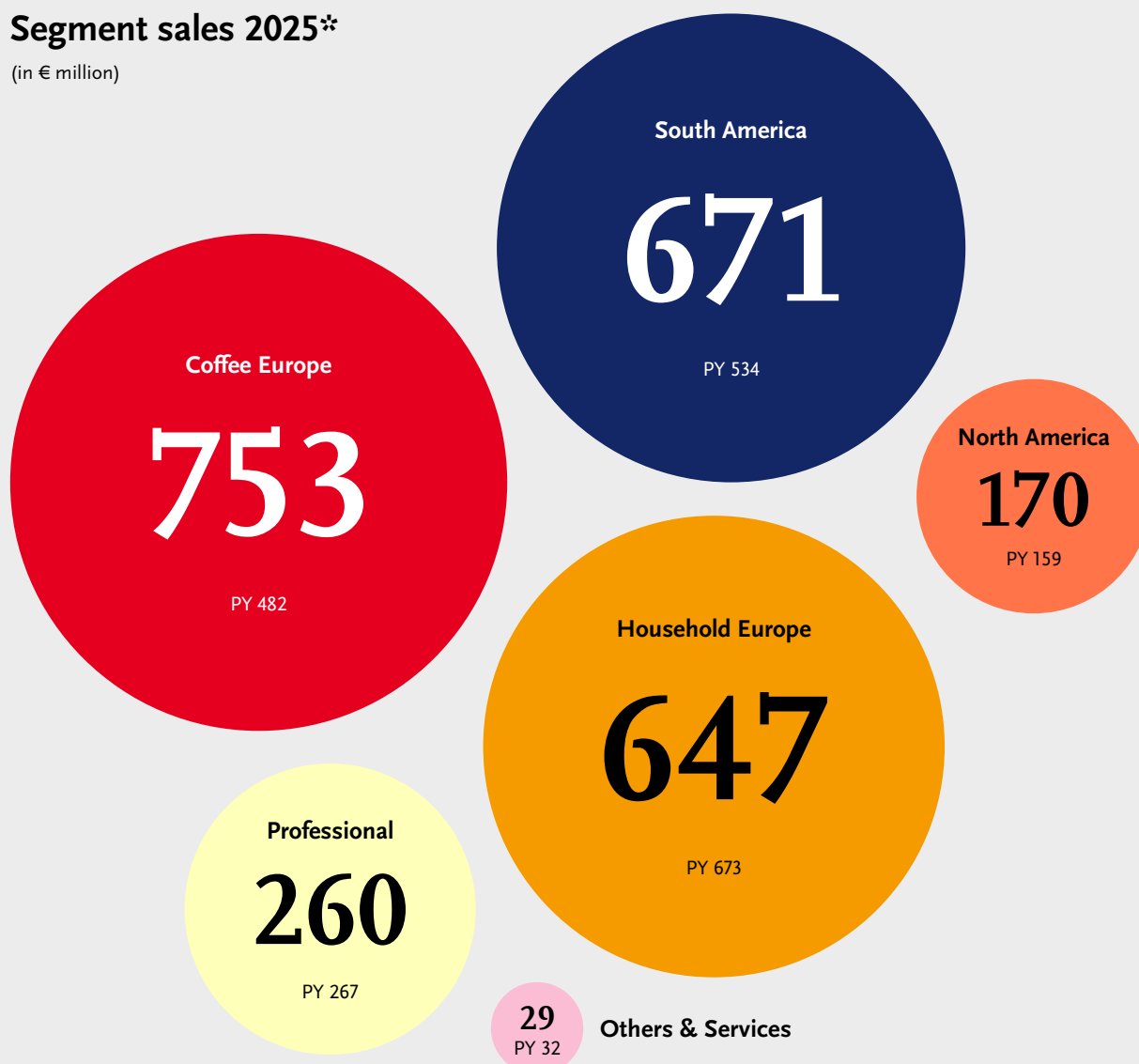
Despite these challenges, the Melitta Group's overall performance in fiscal year 2025 was very satisfactory. This was largely due to the Group's strong positions in numerous markets, its stable business relationships, and its long-term outlook. Measures to strengthen the operating divisions and corporate functions – already initiated in fiscal year 2024 – also played a key role.

Sales rose to €2,530 million – representing a year-on-year increase of 18 percent. Adjusted for currency effects, growth was even stronger at 21 percent. There was also a noticeable improvement in earnings. As a result, the Group exceeded its expectations for the fiscal year.

As of the fiscal year 2025, the Melitta Group's operating divisions have been grouped into six segments. Their contributions to the Group's sales revenue are as follows:

Segment sales 2025*

(in € million)



PY = prior-year figures 2024

* Excluding intra-group revenue from other segments

This overview clearly illustrates that the coffee businesses in particular – and thus the Coffee Europe, South America, and North America segments – were very successful:

- The **Coffee Europe segment** pools our coffee business in the European markets. With its core brands Melitta® and Caffè Corsini®, the product range comprises filter coffee, instant cappuccino, whole beans, and single-serve coffee. This segment also includes roastmarket.de, the largest online marketplace for premium coffee and coffee accessories in the German-speaking region. In 2025, the segment's sales revenue rose by 56 percent. In addition to higher sales volumes, this growth was primarily driven by the successful passing on of increased green bean prices.
- The **South America segment** comprises our coffee and filter paper business in the South American markets. We market coffee products, as well as Melitta filter papers and coffee filters, including under the Melitta®, Café Bom Jesus®, and Café Barão® brands. Despite a decline in sales volumes, revenue rose by 26 percent in 2025. This was driven by a consistent pricing strategy and the strong market position of the brands, particularly in Brazil.
- The **North America segment** comprises our coffee and filter paper business in the USA and Canada. Here, too, the company offers coffee products, Melitta filter papers, and coffee filters tailored to the respective market needs. The segment also achieved revenue growth in 2025. The main driver here was the passing on of increased green bean prices.

Despite the challenging market environment, the Group's other segments remained stable:

- The **Professional segment** pools the Group's international business activities in the field of professional coffee preparation – ranging from coffee machines and coffee products to service and office coffee offerings. In 2025, sales in this segment were slightly below the prior-year level. This was primarily due to the reluctance of many customers to invest in new equipment and a resulting decline in coffee machine sales. By contrast, the coffee and service business remained stable. Due mainly to rising demand for water dispensers and price adjustments, fresh at work achieved revenue growth.

- The **Household Europe segment** comprises products for coffee preparation at home, as well as household products for keeping food fresh, storage, and waste disposal. These include, among others, the Melitta®, Toppits®, Swirl®, Albal®, handy bag® and Cuki® brands. The segment remained under pressure in 2025. Revenue was down 4 percent from the previous year. This was primarily due to lower demand for filter papers and strong price pressure in the Food Management and Professional categories.
- **Others & Services** not only comprises service and holding activities but, above all, products for industrial clients, such as specialty papers, nonwovens, and flexible packaging. In 2025, revenue declined by 9 percent. A key factor was the persistently challenging situation in the European wallpaper industry, which impacted the specialty papers business.

Strongly positioned for 2026

In the fiscal year 2025, significant progress was made in the ongoing development of the operating divisions and corporate functions, with improvements in operating performance and liquidity. In addition to the strong performance of its coffee businesses, the Group was able to consolidate or expand its market positions in many key regions and strengthen its competitive standing. As a result, the Melitta Group enters 2026 in a stronger position overall.

The Group will continue to pursue its current strategy in the fiscal year 2026. The goal is to further strengthen its coffee business, drive international expansion, and systematically adapt its product portfolio to changing customer needs. The Group will continue to optimize its processes and maintain strict cost management in order to become even more efficient and resilient. The Melitta Group is therefore upbeat about its prospects for the fiscal year 2026 and expects to maintain its successful trajectory.

Employees

The Melitta Group's success is powered by 5,572 employees around the world. They work at 58 sites in 19 countries and come from 58 different nations. It is their knowledge, creativity, and dedication that help us transform good ideas into solutions that make people's everyday lives easier and more enjoyable.

A key objective of the Melitta Group's HR activities is to attract and nurture the right talent and secure their long-term commitment to the company. The focus is on creating a work environment in which employees feel empowered to take on responsibility, realize their potential, and continuously develop their capabilities.

In the fiscal year 2025, the main areas of focus were:

Employee development

In 2025, the Group's HR development initiatives were further tailored to individual needs. New impact and feedback formats, as well as additional offerings for managers (individual coaching sessions, "Learning Nuggets", and "People Day"), were developed to provide more targeted support for talent development and to enhance our leadership culture. At the same time, new digital learning offerings were added, a software solution for creating company-specific e-learning courses was launched, and a global language-learning platform was implemented.

Work-life balance

To help employees achieve a healthy work-life balance, the Melitta Group supports its employees with a wide range of offerings – from counseling and coaching, to assistance with childcare and other caregiving needs, to dedicated information and sharing platforms. In 2025, the offerings expanded in the previous year were rolled out internationally and supplemented with additional information channels.

Benefits

The Melitta Group offers its employees numerous benefits in the areas of Finance & Retirement Planning, Health & Wellness, Life & Work, and Well-Being & Community. These offerings were systematically enhanced in 2025 and adapted to current needs.

Further information on the topic of “Our Workforce” can be found in the “Sustainability” chapter.



TOP Employer

The Melitta Group is one of Germany's top employers. In the employer ranking compiled by “Stern” and “Statista”, it ranked 12th in 2025.

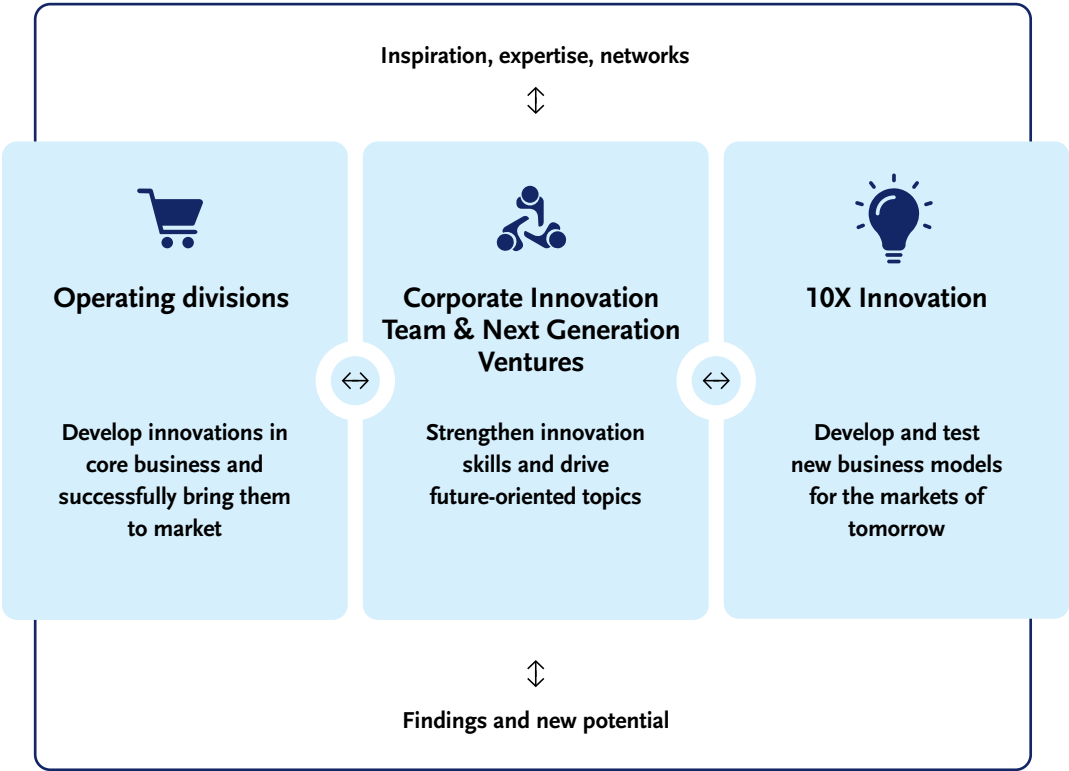
In the industry-specific rankings, it came first in the consumer durables category and third in the food and consumer goods category.

Innovation

New ideas are what made the Melitta Group great. Which is why innovation is still one of the most important prerequisites for its long-term success.

The Group’s various operating divisions are responsible for innovation in their core business fields. They are committed to the perpetual development of their products, product lines, and processes, and actively promote innovation at the operational level. In the fiscal year 2025, these innovations ranged from new cold and concentrated coffee concepts for North America, to the expansion of local coffee portfolios in China, as well as new product lines such as the Avoury® Body & Mind range.

The operating divisions are supported by a corporate-level team that analyzes future trends, shares innovation expertise, advises on the development of new business opportunities, and establishes new business fields. It is also responsible for investments in innovative start-ups. In 2025, highlights included a foresight project to develop new business ideas together with





TOP Innovator

In the “TOP 100” innovation competition, the Melitta Group was recognized as a “Top Innovator” in 2025. This seal of approval, awarded annually by compamedia, honors mid-sized companies with exceptional innovative strength and is based on a scientific selection process involving more than 100 evaluation criteria.

Cofresco, workshops and networking events to strengthen innovation skills, an analysis of future consumer trends in the coffee market, and an increased stake in the start-up Loffee. In addition, the team has been offering bespoke innovation workshops and keynote presentations to other companies under the comorrow by Melitta Group® brand since 2025.

Finally, the Melitta Group’s 10X Innovation incubator develops ideas for products and business models that go beyond its current core business. This portfolio also includes the LIV NATURAL® brand.

Melitta North America

M-LAB idea space

Melitta North America opens innovation center for the American coffee world.

[Learn more](#)



Internationalization

The Melitta Group is committed to long-term, profitable growth. Internationalization plays a key role in this strategy. It opens up new market opportunities, provides access to dynamic growth regions, and ensures broader risk diversification.

As markets, products, and customer groups can vary significantly from region to region, the various operating divisions each pursue their own internationalization strategies. However, they are supported by the Melitta Group's corporate divisions with market analyses, legal advice, and knowledge transfer. Moreover, the operating divisions regularly collaborate when entering new markets or expanding their activities in a country or region, drawing on existing structures and the experience of other Melitta Group companies, where available.

Melitta Europe Coffee

New opportunities in Poland

Melitta continues its international expansion in Europe with entry into the Polish market.

[Learn more](#)



The Melitta Group currently regards South America and Asia as regions with significant growth potential. The acquisition of the South African coffee roaster Caturra in 2024 also laid the foundation for further expansion of operations in Africa.

Internationalization priorities for 2025



Digitalization

Digitalization lays the foundations for the markets of tomorrow. It is therefore a key driver for the Melitta Group with regard to customer focus, sustainability, and competitive strength. Rather than focusing on individual technologies, however, the Group takes a topic-oriented approach which focuses on the tangible contribution of these technologies to its business objectives. Digital solutions are specifically developed and implemented wherever they create a measurable added value for customers, employees, and business processes.

In the fiscal year 2025, the main focus was on the topic of artificial intelligence. For the Melitta Group, artificial intelligence is not merely a technological development, but rather a catalyst for digital transformation across all areas of the Group. The aim is to systematically deploy technology as a tool for solving specific business challenges, thereby creating added value across all divisions. The most significant initiatives in this field included:

- Establishment of an AI Hub aimed at creating a cross-functional organizational structure that enables the responsible and practical use of AI in daily work routines
- Further expansion of the “Melina” AI platform, which is now used by more than one-third of employees to support their daily work
- Implementation of dedicated AI-powered applications in Customer Service and for translation tasks, which are already delivering tangible benefits to the operating divisions

In order to respond even more effectively to the needs of consumers worldwide, further developments were made to the digital communication and sales activities pooled under “Consumer Excellence”. A key milestone in these efforts was the rollout of a global Content Management System. The new system enables content to be delivered more consistently, efficiently, and scalably on an international basis, thus further enhancing the digital customer experience.

In addition to these Group-wide focus areas, the operating divisions continue to drive their own numerous digitalization projects. The primary focus is on the ongoing digitalization of production and administrative processes, the expansion of digital sales and marketing activities, the refinement of e-commerce offerings, and the strengthening of cybersecurity. The guiding principle once again is to develop and deploy digital solutions specifically in those areas where they generate the greatest added value for the respective business.

Melitta Group

AI Hub: strategic use of AI

The new AI Hub pools AI applications that deliver sustainable added value for the business.

[Learn more](#)

