ANNUAL REPORT

2025

MERKUR GROUP

Contents

Foreword by the Chairman of the Management Board

Dear Reader,

In hindsight, we tend to attach special significance to certain years – sometimes so frequently that the exceptional almost becomes commonplace. 2025, however, was anything but commonplace; indeed, it marked a genuine turning point: it was the first full financial year in which the founder of the company, Paul Gauselmann, was no longer on the Management Board. For 67 years, he shaped the group. It is now up to my colleagues on the Management Board and me to lead the MERKUR GROUP into the future in a responsible way.

We have approached this task with respect and confidence – underpinned by the strength and stability of the MERKUR GROUP: as a family company, as a global gaming group and as an employer of more than 15,000 people worldwide. Revenue growth of around 7.5 per cent to EUR 2.1 billion goes to show that in 2025, too, we retained our strong operational position and were able to benefit from the diverse nature of our business model.

On this basis, it was possible to drive forward new strategic initiatives. These include taking over the ten casinos in Lower Saxony, bringing our portfolio to 25 venues in total and further strengthening our position as Germany's leading casino operator. Internationally, we also laid down important markers. Having been granted the licence to manufacture and distribute MERKUR products in the state of Nevada and taken over Las Vegas-based technology provider Gaming Arts, we have returned to one of the most demanding and strictly regulated gaming markets in the world – the USA. We are proud of this success, as it offers us new growth opportunities and provides impetus for our international development.

At the same time, we remain firmly focused on our domestic market, Germany. This is where our roots lie, this is where we have built our brand, and this is where we have shown responsibility for decades – towards our guests, our employees, our partners and the regions in which we operate. As such, it is all the more important to have regulatory frameworks that strike a balance between player protection, channelling and commercial viability. For if legal offerings are too heavily restricted, this does not lead to better player protection but creates opportunities for illegal operators who evade state control.

We are also keeping an eye on the dynamics of change in our industry. Technological innovations, regulatory requirements, digitalisation and rising expectations regarding compliance and responsible gaming are just some of the issues that influenced what we did in 2025. In this environment, we want and need to continue to grow – but not indiscriminately; rather, where we can bring our strengths to bear and remain competitive in the long term.

Our strategy therefore follows a clear logic: we want to further develop the MERKUR GROUP while maintaining its philosophy. It should become more international, more digital and more resilient, without losing the entrepreneurial ethos that has defined it for decades: market proximity, product excellence and financial solidity.

Many developments can be planned strategically but it is the people who realise them who ensure that they come off well. I would therefore like to extend my heartfelt thanks to the employees of the MERKUR GROUP. In a year of transition, they have shown great dedication in helping us to continue successfully on our path. I would also like to thank our customers, business partners, regulatory authorities and everyone who gave us their trust in the course of the year.

Special thanks go to the Gauselmann family, the Gauselmann Family Foundation and the Supervisory Board of the MERKUR GROUP. The open and frank dialogue with the Chairman of the Supervisory Board Michael Gauselmann and the entire Supervisory Board was hugely important to the Management Board.

I would now like to invite you to join us on the following pages as we look back on a financial year that was decisive for the MERKUR GROUP in many ways. Gain an insight into our business development, into our strategic decisions and other important issues that defined the year 2025. Join us in looking ahead – to the opportunities and possibilities with which we want to shape the future of the MERKUR GROUP.

Yours,
Lars Felderhoff
Chairman of the Management Board of the MERKUR GROUP

Governance

From a part-time one-man operation to an international gaming corporation with around 15,000 employees worldwide: this is the impressive arc of the MERKUR GROUP since its foundation by Paul Gauselmann in 1957.

The group fully intends to continue this success story and maintain the business as a family-owned company for the generations to come. For this reason, in 2016, the company shares of founding shareholder Paul Gauselmann and his family were transferred to the Gauselmann Family Foundation. As the sole shareholder, the Foundation has been responsible for corporate strategy and has overseen its sustainable organisation and development since that date.

The Family Foundation consists of the four-member Foundation Board chaired by Michael Gauselmann and the Foundation Advisory Board composed of members of the Gauselmann family.

The Supervisory Board, of which Michael Gauselmann is also Chairman, acts as the central advisory and governance body of the MERKUR GROUP. It oversees the actions of the Management Board appointed by it, ensuring that it acts in the interests of the company and its stakeholders. The Management Board is responsible for the operational management of the MERKUR GROUP.

It implements the strategy of the Family Foundation and ensures the smooth day-to-day running of the business. In doing so, it works closely with the Supervisory Board, regularly informing the latter about how the business is going.

The strong working relationship between the governing bodies guarantees the effective and sustainable management of the MERKUR GROUP. By having a presence in the highest governance bodies, the Gauselmann family plays an important role in the success of the company and shows dedication to the MERKUR GROUP as a reliable economic powerhouse and a secure employer in East Westphalia.

Lars Felderhoff
Chairman of the Management Board
Finance & Administration

Manfred Stoffers
Vice Chairman
Communication, Public & Legal Affairs

Dominik Raasch
MERKUR GAMES

Meik Sellenriek
MERKUR OPERATIONS

David Schnabel
MERKUR CASINOS

Report of the Supervisory Board

Michael Gauselmann
Chairman of the Gauselmann Family Foundation and the Supervisory Board

Dear Readers and Friends of MERKUR,

2025 occupies a special place in the history of the MERKUR GROUP: for the first time, the company was governed with autonomy by an independent Management Board.
It is a Board whose members have many years of experience within the MERKUR GROUP. Appointed with effect from 1 January, the new members – *Dominik Raasch* (MERKUR GAMES), *David Schnabel* (MERKUR CASINOS) and *Meik Sellenriek* (MERKUR OPERATIONS) – settled into their roles quickly; at the same time, the Chairman and his Vice Chairman, *Lars Felderhoff* and *Manfred Stoffers*, respectively, did an excellent job of knitting the Board into a dedicated team.

The Supervisory Board closely oversaw the Management Board across eight meetings in total. It gave advice where requested, and drew attention to areas that needed improvement. This included a ground-breaking decision within the MERKUR GAMES business segment: on the initiative of the Supervisory Board, the company parted with the Head of Research and Development in May 2025 and amalgamated this department with Sales headed up by Dominik Raasch. In the process, development was restructured into three pillars: basic development and hardware, product management and, thirdly, game development. With the help of the Supervisory Board, external executives with long-standing experience in the gaming industry were recruited to head up product management and game development.

The Supervisory Board was also regularly and fully informed by the Management Board about other material operating, strategic, regulatory and organisational matters, and its advice and approval sought on individual actions. Items discussed in meetings included the reorganisation as well as the progressing of individual business activities in terms of technology and marketing, the strategic and structural alignment of the sports betting business, MERKUR's new trade fair stand at ICE in Barcelona, the acquisition of companies in the international online and retail business as well as opportunities for expansion in existing and new markets.

The annual budget, in particular the financial and investment plan for the individual business segments, was hugely important in the year under review. In its November meeting, therefore, the Supervisory Board closely considered the budget plans for the watchlisted subsidiaries that are currently performing less well. The watchlist is part of monthly reporting since the beginning of 2025, and informs the Supervisory Board about the development of companies we need to keep an extra close eye on or which need a firmer hand on the tiller. The December meeting centred on discussing the budget for the MERKUR GROUP's biggest drivers of earnings and profit.
The meetings in the year under review were also used to give the Supervisory Board a deeper understanding of the corporate group in the form of presentations from the heads of the business segments. Topics included responsible gaming, business UK, human resources and personnel development as well as product management, which is in the process of being built up.

My colleagues on the Supervisory Board and I are pleased to report that the Management Board did its work with responsibility and care in the 2025 financial year, and succeeded in exceeding its budget target by an impressive 30 per cent.
The Supervisory Board would like to thank the Management Board of the MERKUR GROUP for the confidence placed in it and wishes the Board every success in 2026 as well.

Enjoy the Game.

Yours,
Michael Gauselmann
Chairman of the Supervisory Board

Business segments of the MERKUR GROUP

The MERKUR GROUP is involved in diverse activities: its broad portfolio serves a wide variety of market segments all over the world. To optimise resource use, promote innovation and ensure efficient operations, the corporate group's activities are divided into five business segments.

The MERKUR GAMES business segment encompasses the development, production and sale of games and gaming machines in Germany and abroad as well as the development and marketing of online casino solutions and online games. In addition, Money Management and Financial Services fall under the MERKUR GAMES business segment.

The MERKUR OPERATIONS business segment is responsible for the operation of gaming arcades in Germany and other European countries, arcade management and hospitality installation.

The activities of the MERKUR GROUP in its capacity as an operator of terrestrial and cruise ship casinos come under the remit of the MERKUR CASINOS business segment.

The MERKUR iGAMING and MERKUR SPORTSBETTING business segments comprise the operation and the marketing of online casinos as well as online and retail sports betting offerings.

By focusing the business segments on specific products, services and markets, the MERKUR GROUP can direct its strengths, be flexible to changes and secure its position on the international market in the long term.

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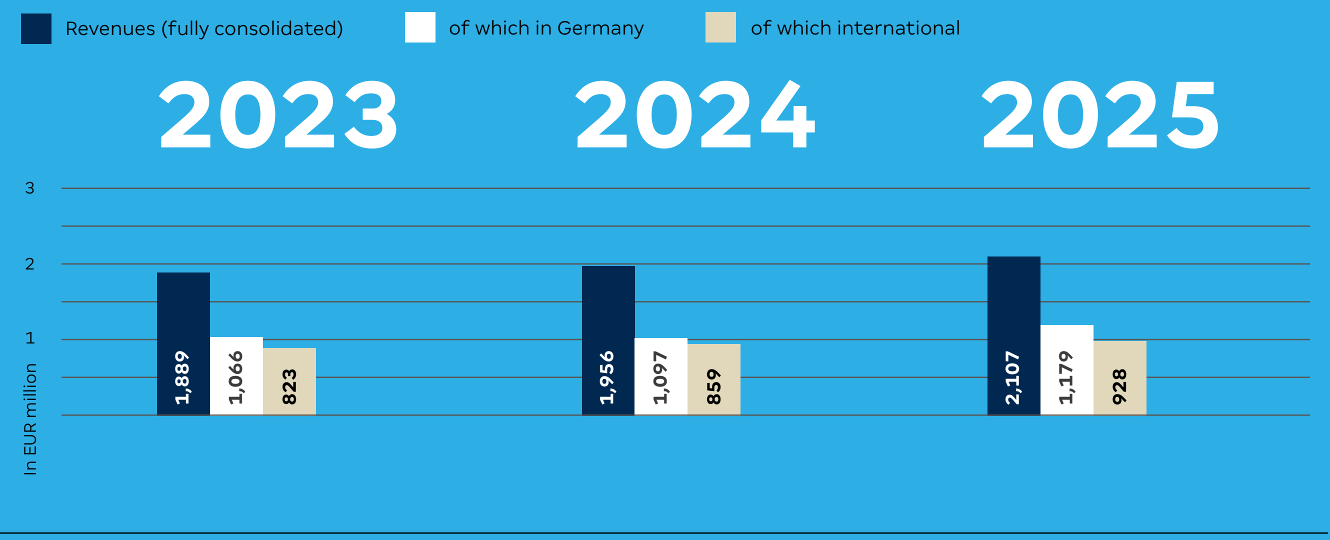
Key figures

Revenue



2023

Equity ratio	59.7%
Equity and capital contributions	EUR 1,229 million

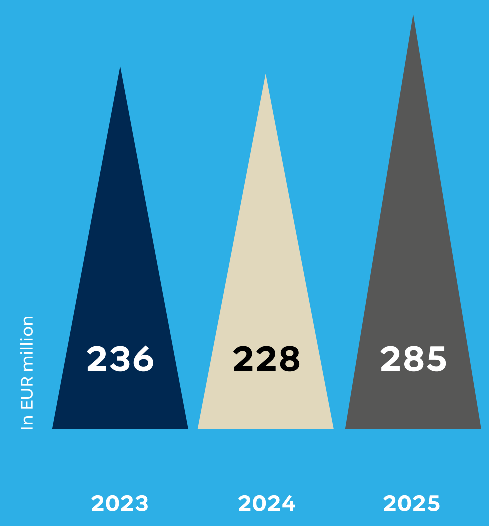
2024

Equity ratio	57.6%
Equity and capital contributions	EUR 1,215 million

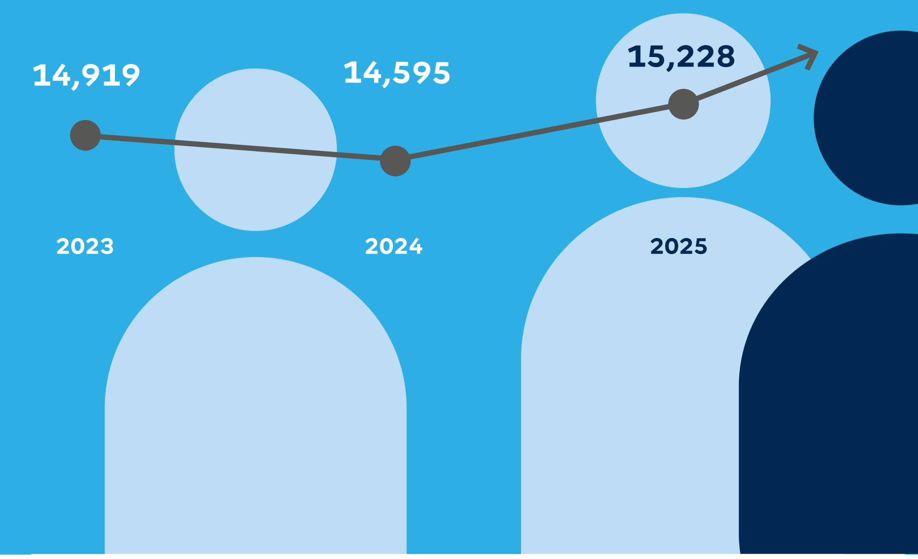
2025

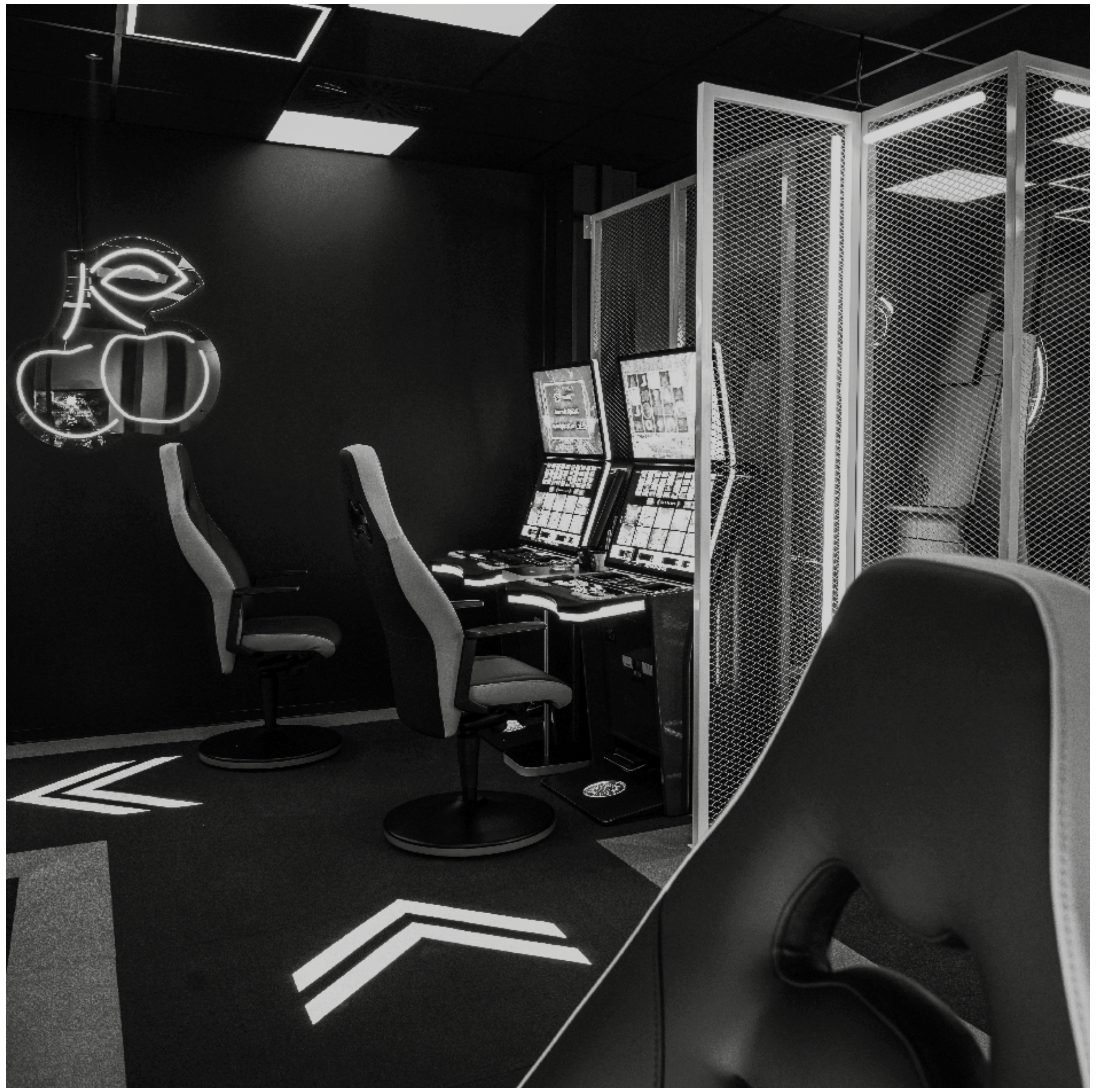
Equity ratio	59.0%
Equity and capital contributions	EUR 1,259 million

Investments

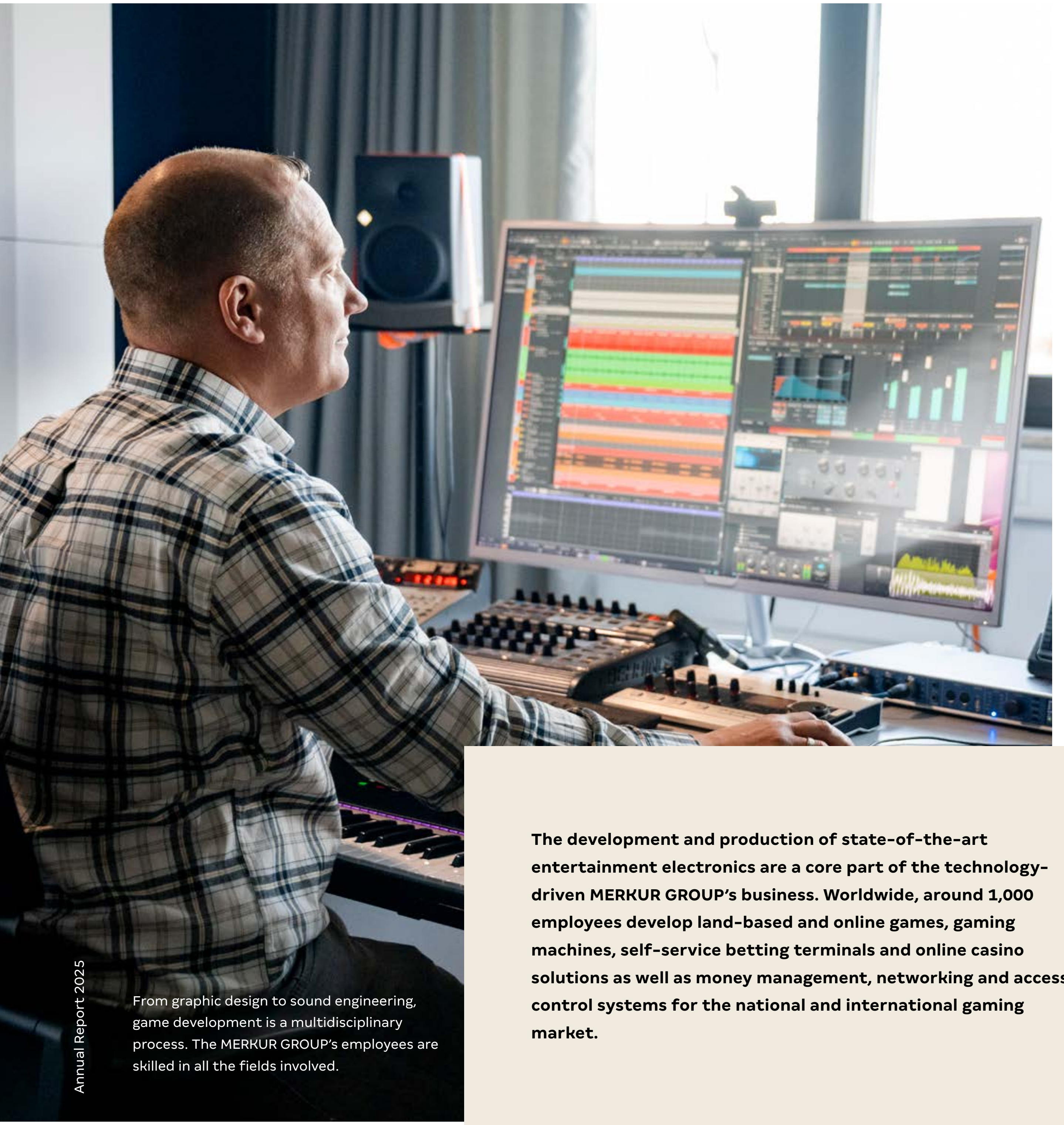


Jobs





Research, development and production



From graphic design to sound engineering, game development is a multidisciplinary process. The MERKUR GROUP's employees are skilled in all the fields involved.

Annual Report 2025

The development and production of state-of-the-art entertainment electronics are a core part of the technology-driven MERKUR GROUP's business. Worldwide, around 1,000 employees develop land-based and online games, gaming machines, self-service betting terminals and online casino solutions as well as money management, networking and access control systems for the national and international gaming market.

adp MERKUR GmbH centrally manages development capacity in Lübbecke, where basic development and quality assurance in particular are pooled. The MERKUR GROUP has development facilities all over the world, not just in Germany: from North America, England, Spain and Austria to India and Australia.

Research and development highlights in the year under review included the launch of two premium products on the German market: arcade operators and players loved the multigamer M-BOX GIGA with its 39-inch monitors, the integrated orbex technology and innovative content. With new games and the DRAGOR feature, the games package V25 New Games was positively received in the arcade and hospitality market.

Internationally, there was a focus on the successful MOD EX cabinet: firstly, the US authority granted Gaming Arts the licence to distribute the modular multigamer in the North American market. Secondly, the MERKUR development team set up the hardware side so that the design of the MOD EX cabinet will be highly consistent in future and it will be possible to swap its content in and out across various locations and markets. The past financial year was also successful from the production perspective: despite tough purchasing conditions, production figures and utilisation remained on a par with the previous year.

Despite these successes, Research, Development and Production had another challenging year in 2025. In Germany in particular, the restrictive legislation as well as the economic environment – high tax burden, growing bureaucracy, rising minimum wage and astronomical energy prices – made development and production activities difficult for the MERKUR GROUP. In addition, in light of the global tariff policies, pragmatic solutions were called for while, at the same time, targeted efforts were required to make supply chains more robust.

On the whole, the year under review was a time of change and new departures for the MERKUR GROUP's Research & Development: processes were scrutinised and sometimes revamped, development capacity was specifically expanded and investment made in both Human Resources and new platforms, in order to shorten innovation cycles and further improve quality at the same time. Among the most important new technological approaches is a uniform engine, making the MERKUR GROUP fit for the future. The first games created on this basis, such as "Paw Link" and "Dimension Link" were very positively received at the leading industry trade fair ICE in Barcelona at the beginning of 2026 and are set to be brought to market following successful testing.

With its large monitors, powerful performance and exciting game contents, the M-BOX GIGA promises a first-rate gaming experience.

Land-based slot business (B2B)

In gaming arcades, casinos or hospitality establishments, modern gaming machines and innovative gaming systems define the land-based slot business worldwide. For almost 60 years, the MERKUR GROUP has been an international leader in the provision of high-quality gaming products “Made in Germany”.

Development and production as well as national and international sales are managed by subsidiary adp MERKUR within the MERKUR GAMES business segment.
The German market is looked after by the company’s own wholesale organisation, whereas, internationally, MERKUR GAMING is responsible for sales with national organisations in the Netherlands, Serbia, Mexico, Peru, Argentina and Colombia. Completing this network are the Spanish development and sales organisation MERKUR DOSNIHA, the Blueprint Group in the UK and the US subsidiary Gaming Arts.

A promising combination that impressed trade fair visitors in 2025: game content from Gaming Arts and the premium cabinet MOD EX from MERKUR GAMING.

Market situation

The 2025 financial year was challenging for adp MERKUR: rising costs, mounting regulation and a growing number of illegal competitors in the German domestic market curbed willingness to invest and reduced market size. That said, thanks to its premium product portfolio, the company managed to consolidate its market position and expand its market share.

The United Kingdom again proved to be a key growth driver for the MERKUR GROUP. On the back of Blueprint Group’s high level of sales and development expertise, our market leadership in the UK stabilised further. The subsidiary Regal Gaming Technologies was also a contributor: the B2B pub operator increased the number of supplied machines from around 12,000 to almost 14,000 through targeted customer acquisition measures, thereby cementing its leading role in the segment. In other international markets – particularly in Argentina, Romania and Mexico – political uncertainties and strict regulatory regimes weighed heavily on business development. MERKUR GAMING consequently closed its sales organisation in Romania and since then has been working with a local partner for local sales and service.

Having been granted the manufacturing and distribution licence for its products in Nevada as well as with the takeover of Gaming Arts, the MERKUR GROUP re-entered the North American gaming market in 2025. The aim of the strategic alliance is to speed up market penetration in the US and strengthen the presence of the laughing MERKUR sun in the long term. In addition, the Group expanded its partnership with the Slovenian ETG specialist Spintec by taking a stake, in order to broaden the portfolio and create synergy in international sales. Both moves create significant momentum for the consistent implementation of the international growth strategy.

Products

Despite challenging market conditions in Germany and abroad, adp MERKUR consistently invested in the strengthening of its installation business in 2025 – with gaming solutions that meet regulatory requirements and, at the same time, cater to country-specific gaming preferences.

In the German gaming arcade market, the generation of games packages V25 New Games and the M-BOX GIGA made a strong impact. The latter features powerful performance thanks to orbex technology, large 39-inch monitors as well as a modern design and exciting portfolio of games.

Internationally, MERKUR GAMING launched the jackpot systems Clash Link and Link Palace as well as the Dragor system, adapted for international markets. In addition, a custom version of the modular cabinet concept MOD EX was launched for the North American market, which is being distributed in conjunction with games content from Gaming Arts. The US subsidiary demonstrated its development competence with new titles such as Glory of Giza, Eternal Riches and Wild Temple.

In 2025, too, trade fairs such as G2E in Las Vegas provided the business segment with the ideal platform to showcase its portfolio of products for the international gaming market up close and personal.

After many years of the established "industry summit", the business segment broke new ground in 2025 with its new event MERKUR XPERIENCE – which captured the spirit of the times, as visitor numbers and customer feedback confirm.

Trade fairs and events

As usual, adp MERKUR placed emphasis on having a strong presence at trade fairs in 2025, in order to effectively showcase innovations and foster existing as well as new business contacts. One highlight was the leading industry trade fair ICE, which took place in Barcelona for the first time. MERKUR GAMING was one of the biggest exhibitors with its new 2,500 square-metre stand concept, which it shared with its affiliates, and showcased a broad portfolio of products.

Having been granted the Nevada licence and following the takeover of Gaming Arts, the MERKUR GROUP used G2E in Las Vegas as a platform to strengthen its presence in North America – with a resoundingly positive response from customers and other visitors from the industry. Our international trade fair calendar was rounded off by further dates in Europe and Latin America.

In the German market, adp MERKUR launched a new event format called MERKUR XPERIENCE. This was a product innovation customer information series with the slogan "Gigantisch. Neu." (Gigantic. New.), and the five in-person events took place in locations throughout Germany. In addition, the company held its established in-house trade fairs at MERKUR GROSSHANDEL and at Schneider Automaten as usual.

Outlook

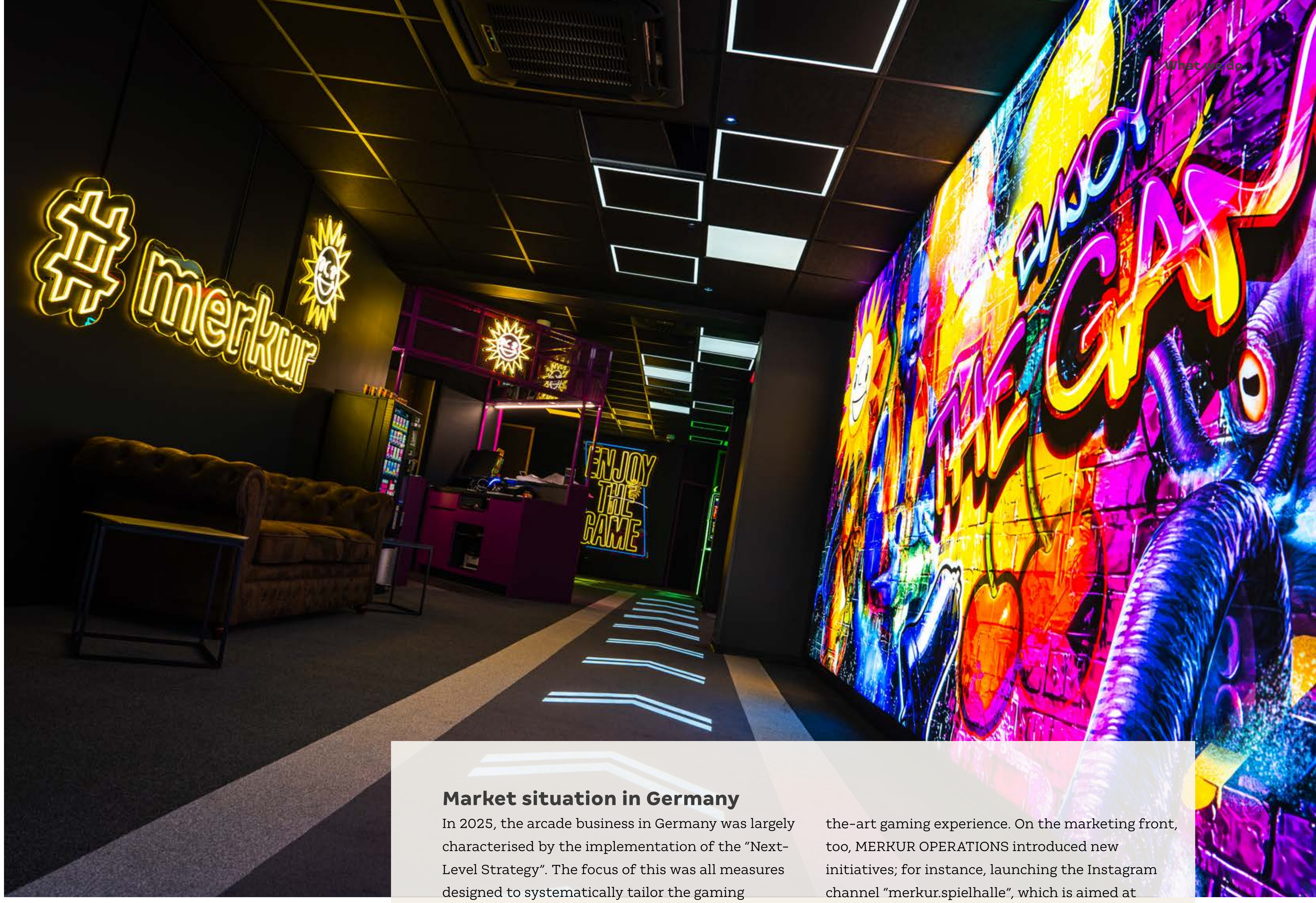
For MERKUR GAMES, the 2025 financial year very much revolved around change and restructuring. These efforts will be systematically pursued in 2026 – with strategic initiatives and structural adjustments as well as a change of tack in market cultivation.

The conditions remain challenging. In Germany, the business segment is banking on impetus created by the announcement of the reform of the Gaming Ordinance but, at the same time, is facing further legal restrictions and a shrinking arcade market. The Spanish market offers growth potential: investment in development and in management changes at MERKUR DOSNIHA are intended to further expand the market position in this important market of the future. In 2026, Gaming Arts will focus on the game titles launched during the year under review in conjunction with the MOD EX, thereby laying the foundations for strong growth in the market. Spintec, too, is systematically pressing ahead with its expansion strategy in the new financial year by intensifying existing partnerships, especially with MERKUR DOSNIHA and Blueprint, and by tapping into new markets.

Armed with innovative hardware and software solutions, adp MERKUR will tackle the challenges head-on in 2026, too. In the German market, the V26 generation of games packages in conjunction with MERKUR Pro and orbex technology, is set to seal the company's competitive edge. Internationally, new jackpot systems such as Dimension Link and Paw Link as well as titles developed by Gaming Arts will bolster the product portfolio.

The ICE trade fair sent a strong signal of intent right at the start of 2026: with modern branding and an impressive technology portfolio, the group highlighted its role as an international full gaming provider. The focus for 2026 is clear: to consolidate its position in the German market and to press ahead with international growth in a targeted manner – all underpinned by strong innovations and a clear strategy.

Gaming arcades



Bright neon lighting, clear lines and an innovative space layout concept create a gaming experience that sets new standards.

What began over 50 years ago with the first gaming arcade in Delmenhorst, Lower Saxony, has become the Europe-wide success story in the operation of gaming venues that is the MERKUR GROUP. Today, the business segment MERKUR OPERATIONS has a portfolio of more than 250 venues in Germany and around 500 venues in other European countries.

This success has always been built on four central pillars, which are firmly embedded in the company's DNA: unique atmosphere, innovative products and games, best service and qualified personnel. What's more, beyond the borders of Germany, too, MERKUR is one of the largest and most successful operators of gaming arcades, and currently operates in Bulgaria, England, Croatia, the Netherlands, Northern Ireland, Serbia, Spain and Czechia.

In addition to the operation of its own portfolio of venues, MERKUR OPERATIONS is responsible for arcade management and hospitality installation. Under the brand MERKUR GASTRO, the company bundles its longstanding expertise in installing gaming and amusement machines in hospitality establishments as well as at service stations along motorways. Furthermore, MERKUR OPERATIONS provides sports betting offerings in Serbia (land-based and online) and Czechia (online) as well as online casinos in both countries.

Market situation in Germany

In 2025, the arcade business in Germany was largely characterised by the implementation of the "Next-Level Strategy". The focus of this was all measures designed to systematically tailor the gaming experience to guests' needs – from the moment they arrive to when they leave, and the time they spend with us. At the same time, the portfolio of machines underwent continuous optimisation: more than 3,000 gaming machines were upgraded to the new orbex technology and the V25 generation of games packages. In addition, around 300 new M-BOX GIGA and ZONIC Curved cabinets were installed in the venues. Unused rental space was used to set up 55 billiards tables, providing an additional source of entertainment.

Another key component of the "Next-Level Strategy" entailed a new premium service concept: brands such as Red Bull and Lavazza elevate the standard of quality in the venues. Interior and exterior design that matches guests' expectations rounds out and contributes to the modern, state-of-the-art gaming experience. On the marketing front, too, MERKUR OPERATIONS introduced new initiatives; for instance, launching the Instagram channel "merkur.spielhalle", which is aimed at younger target groups in particular.

In terms of financials, despite fewer venues and machines, the takings per machine increased slightly. The consistent implementation of the "Next-Level Strategy" combined with extensive process and cost optimisation as well as the creation of synergy within the corporate group cemented our standing as the quality market leader in Germany and lays the foundation for the sustainable success of existing business.

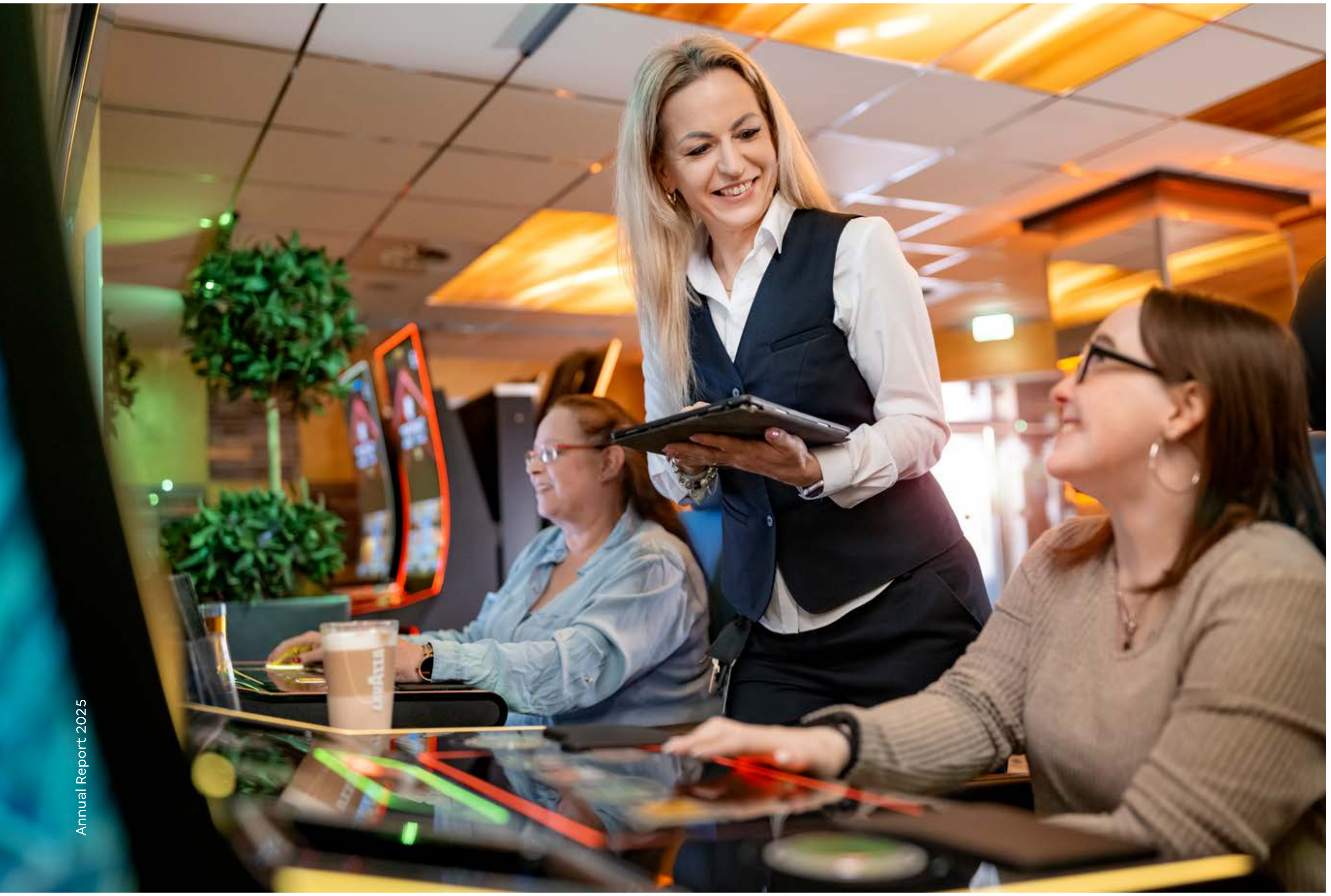
Market situation outside Germany

Despite some challenges, such as higher entertainment tax in Serbia, Bulgaria and the Netherlands, international business saw strong growth, making it the most successful financial year in the company's history.

In the United Kingdom, despite the sale of the last bingo hall in Lowestoft, England, 2025 matched the strong cash trend of the previous year. The company successfully pressed ahead with its expansion, opening 12 new venues in England. At the same time, it tapped into a new market with the takeover of the OASIS group and its 18 venues in Northern Ireland. In Serbia, too – alongside England, the market with the business segment's highest revenue – revenue growth was encouraging.

In addition to the opening of ten new venues, the company acquired the Macao Group with its four venues in Belgrade. Our Spanish presence grew thanks to the acquisition of 11 gaming arcades in total operated by Operjoku S.L.U. while, in Czechia, the company opened its first new venue in 11 years.

In the Netherlands, efforts were made to counteract the increasingly more difficult situation in the Dutch market in general by optimising the machine mix and the service offering.



Even though organic growth is very hard to generate in the arcade business in the heavily regulated Croatian market, the results here were also very encouraging, with growth in revenue of eight per cent.

Human Resources

In 2025, the MERKUR OPERATIONS business segment numbered more than 8,000 employees in total, of which almost two thirds work outside Germany. The headcount was thus stable compared with the previous year.

MERKUR OPERATIONS took a number of initiatives to boost employee retention and strengthen personnel development. These included a nationwide managers' meeting with around 320 attendees. With the in-service training to become a casino service specialist, the business segment proceeded with its established and comprehensive programme of courses to ensure the first-class service in the venues into the future. In addition, the participation format called "MoMMo" (which translates to and is always held on a Monday in the middle of the month) increases employee involvement in key matters such as processes and procedures. These measures are flanked by comprehensive occupational health and integration management as well as an employee support hotline.

Outlook

In 2026, too, business development in the MERKUR OPERATIONS segment in Germany will be shaped by challenging regulatory and market conditions, and further declines in the arcade market. The aim is to stabilise the existing business, increase operating efficiency and, by creating targeted growth stimulus, expand the market position.

The focus here is on the consistent implementation of the "Next-Level Strategy" to improve revenue and compensate for climbing costs resulting from increases in the minimum wage and higher taxes, for example. At the same time, efforts will be made to secure the profitability of all venues and to step up expansion where this makes strategic and economic sense.

Internationally, in 2026, too, MERKUR OPERATIONS projects further growth in revenue and earnings on the back of targeted investment and continuous optimisation of the cost structure. The focus is on a combination of organic growth and expansion through acquisition in existing markets. In countries such as the United Kingdom and Serbia, there are plans to open new venues to expand the network, while, in other markets, the market position is set to undergo significant expansion both through organic growth and acquisitions.

Casinos

For many years, the MERKUR GROUP has been one of the dominant players in the German casino market. Products and services "made by MERKUR" are part and parcel of many establishments and stand for quality, innovation and a modern entertainment experience. In entering the B2C business in the year 2014 when it opened its first venue in Saxony-Anhalt, the corporate group laid the foundation for the systematic expansion of its casino operation business.

Today, the MERKUR GROUP operates the casinos Leuna-Günthersdorf, Magdeburg and Halle (Saale) in Saxony-Anhalt as well as Aachen, Bad Oeynhausen, Dortmund-Hohensyburg, Duisburg and Monheim am Rhein in North Rhine-Westphalia. The portfolio also includes the ten casinos in the state of Lower Saxony: Bad Bentheim, Bad Pyrmont, Bad Zwischenahn, Brunswick, Göttingen, Hanover, Norderney, Osnabrück, Seevetal and Wolfsburg.

Stakes in the four casinos of Spielbank Berlin – Potsdamer Platz, Fernsehturm, Ellipse Spandau and Kurfürstendamm – as well as the three casinos in Mainz, Trier and Bad Ems in Rhineland-Palatinate round out the portfolio.

At the end of the 2025 financial year, it numbered 25 casinos and three international ship casinos. With that, MERKUR SPIELBANKEN is the biggest casino operator in Germany.

2025 highlights

MERKUR SPIELBANKEN had a very successful financial year, welcoming around three and a half million visitors through its doors. One major growth driver was the takeover and integration of the casinos in the ten locations in Lower Saxony, agreement having been reached with the previous operator following prolonged legal proceedings.

Internationally, too, the corporate group continued its expansion drive. Following the opening of a casino in Aberdeen, Scotland, in 2023, a second UK venue was opened in Milton Keynes, England, which is operating successfully.

The MERKUR CASINOS business segment also underwent restructuring. Effective 1 June, *Sven Fork* was appointed as a Managing Director of MERKUR SPIELBANKEN NRW GmbH as well as of the companies under its corporate management. He is also responsible for operational management. MERKUR SPIELBANKEN Sachsen-Anhalt GmbH & Co. KG also underwent reorganisation: effective 1 July, *Björn Hohlt* and *Jan Kampe* succeeded *Meik Sellenriek* and *David Schnabel as Managing Directors.*

Product and events offerings were refined and updated in a targeted way. Highlights included the première of the MERKUR slots tournament in the venues of North Rhine-Westphalia with more than 2,400 participants, the launch of "Heads-Up Hold'em" and the "21+3" side wager in Black Jack.

In addition, more than 100 Spintec roulette play stations were installed across a number of venues. In Magdeburg, American roulette joined the classics, while in Lower Saxony the slots section was overhauled.

At the same time, MERKUR SPIELBANKEN invested heavily in the modernisation of its venues.

Key measures included extensive renovation and refurbishment of the casinos in Saxony-Anhalt. The Magdeburg casino was remodelled and the casino in Leuna was given a complete facelift: a larger gaming area done out in elegant black and gold with new machines, another smoking area as well as a redesigned bar now await guests.

A full house and an electric atmosphere at the MERKUR slots tournament in the casinos of MERKUR SPIELBANKEN NRW.

Numerous game show formats with spectacular prizes regularly captivate large audiences.

2026 outlook

For the 2026 year, the MERKUR CASINOS business segment is planning further strategic milestones. One highlight will be the opening of the sixth state-licensed casino in North Rhine-Westphalia in Siegburg. More than 35 million euros is being invested in the venue with its gaming area of 1,600 square metres, featuring high-quality games with classic table games and around 250 state-of-the-art slot machines.

In addition, MERKUR SPIELBANKEN is expanding its presence on the high seas: the "Mein Schiff Flow", the newest addition to the TUI fleet of cruise ships, will feature an international ship casino from MERKUR, marking the addition of an integrated casino concept combining classic games, slots and the excellent MERKUR service to the international cruise ship portfolio.

iGaming

Whether on a smartphone or tablet or using a traditional PC, playing online is now an integral part of modern entertainment.
The MERKUR GROUP has positioned itself in this dynamic growth market with a broad portfolio of virtual slot-machine games.

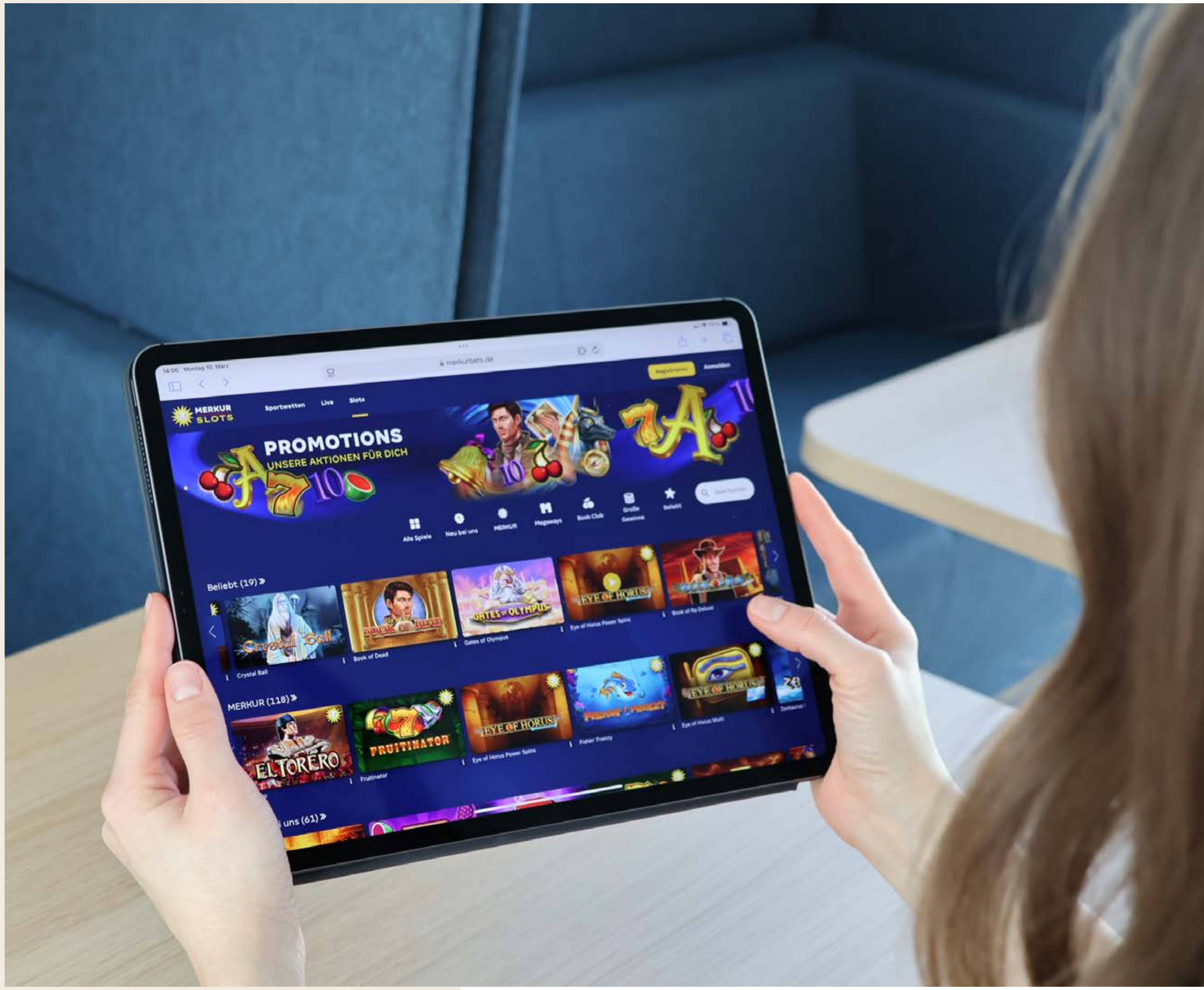
In Germany, the corporate group's brands SlotMagie, JackpotPiraten, BingBong and MERKUR SLOTS have been whitelisted by gambling licensing and regulatory authority Gemeinsame Glücksspielbehörde der Länder, and thus meet all the regulatory and legal requirements for the operation of virtual slot games. In addition, the MERKUR GROUP operates the social casinos MERKUR24 and Crazybuzzer, which are available both in Germany and many other countries, and provide an outlet to play games with no stakes.

Conditions in Germany remained challenging in 2025, too. Regulatory requirements and the tax burden again impacted the appeal of legal offerings. At the same time, the unregulated market grew, where providers are often able to offer more attractive conditions because they do not pay taxes and duties, and payouts are higher as a result. In addition, market consolidation continues: larger providers are expanding their presence by stepping up advertising while smaller competitors are losing visibility.

One important milestone in 2025 was the successful migration of the slotmagie.de platform to operation by the MERKUR GROUP. After temporary effects on user figures during the transition period, performance stabilised over the course of the year and the user numbers have again reached similar levels to before. At the same time, the existing offering was consistently developed. This focused on extending the portfolio of games by integrating additional game providers, improved user experience as well as measures to enhance customer retention; for instance, a loyalty programme. Furthermore, the technology was put in place to operate the platforms more efficiently and scale them better in the future. Full migration to the group's own Bede platform is planned for 2026.

Development of the other online gaming offerings in the year under review was also positive. For example, MERKUR SLOTS shored up its market position thanks to a growing portfolio of virtual slot-machine games and sports betting, fast payment processing and new product features. JackpotPiraten and BingBong expanded their offerings with the addition of new game publishers and interactive community formats in which players can chat in real time about strategies, game mechanics and new features.

Against this backdrop, the MERKUR GROUP continues to pursue its strategy of greater efficiency, continuous improvement of the technology and a clear strengthening of the core brands. For 2026, the focus is on the further optimisation of the products and the targeted expansion of the market position in a regulated environment. At the same time, the company is intent on sustainable, organic growth as well as a safe, transparent and responsible gaming experience. The positive growth trend is expected to continue in 2026 as well.



Sports-betting

Today, sports betting is digital, mobile and takes place in real time – and this is exactly where MERKUR SPORTSBETTING focuses its efforts. 2025 was about systematic modernisation, a clear brand strategy and refining the technology.

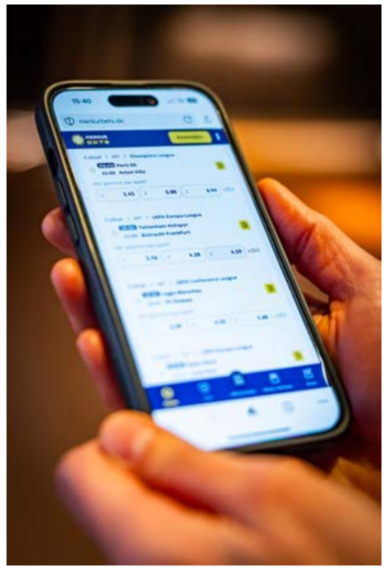
The MERKUR GROUP has been operating as a licensed organiser and broker of sports betting in Europe for more than 20 years – both land-based and online. In addition to sales organisations in Germany, Austria (both MERKUR BETS), Belgium (Betcenter) and Denmark (CASHPOINT), the corporate group operates the "product house" CASHPOINT SOLUTIONS in Gerasdorf, Austria, where, in conjunction with other partners, all sports betting products are developed for the different markets.

The period under review was a red-letter year for the strategic transformation and consolidation of the MERKUR SPORTSBETTING business segment. One key milestone was the complete rebranding in Austria: after more than two decades, the brand CASHPOINT was replaced by MERKUR BETS and the product that had been introduced in Germany back in 2024 was successfully rolled out. The MERKUR GROUP thus has a consistent platform and brand strategy in two of its core markets.

In Germany, too, the targeted realignment of the strategy continued. The land-based business is run in conjunction with the partner Tipwin under the brand "MERKUR BETS powered by Tipwin". The aim is to gear the business model more towards scalable, consistently compliant online business while tapping into efficiency potential in the land-based market.

Despite there being no major international football tournament during the year, the development of MERKUR SPORTSBETTING was encouragingly dynamic. Revenue and earnings were up in almost all markets. Growth stimulus was provided particularly by product optimisation, effective marketing as well as structural efficiency gains thanks to the realignment.

One key success factor remains the systematic refinement of the product offering. MERKUR BETS positions itself as a high-tech, cross-platform sports betting product with a clear mobile-first strategy. The apps for iOS and Android devices as well as desktop applications undergo continuous improvement and offer a high level of stability, fast processing and intuitive user experience. Furthermore, additional virtual slot-machine games and other online gaming offerings have been integrated within the platform to enhance customer retention and to further improve the economic resilience of the business model.



For 2026, the focus will be on new products in Denmark and Belgium as well as proceeding with rebranding. MERKUR BETS is expecting the FIFA World Cup hosted in North America to be a sports event the world over, which it will target for marketing and customer acquisition. It is hoping to sustain growth by continuing to focus on the online business, by strengthening the brand and through regulatory excellence.

Money management

The business segment Money Management is a key component of the MERKUR GROUP's product portfolio. With its subsidiaries GeWeTe Geldwechsel- und Sicherheitstechnik GmbH and HESS Cash Systems GmbH, the corporate group is a successful fixture in the money management market. Both subsidiaries develop, produce and distribute money-changing and payment systems. Also, the money management systems of both companies are certified to the international DIN EN ISO 9001 standard.

GeWeTe

GeWeTe offers machine-compatible solutions for checking, issuing and recycling banknotes and coins. In addition, the MERKUR GROUP subsidiary specialises in the handling and generation of tickets and vouchers as well as the acceptance of cashless forms of payment and e-wallets.

2025 was a positive financial year for GeWeTe even though the German arcade market remains one of the biggest challenges due to restrictions, regulations and closures, and there is considerable reluctance to invest. Meanwhile, business growth outside of Germany remains at a high level. The results in the United Kingdom and the Balkans were particularly encouraging. Despite the tariffs, sales were also very good in the US.

Again, the bestseller was the Cash-Center-Premium. Both internationally and in Germany, there is high demand among casinos for the GeWeTe flagship product. In addition, a large number of Cash-Center-Smart and Cash-Center-Slim machines were sold in the US. However, in gaming arcades in Germany, Spain and the UK, the most popular product is the Cash-Recycler-Premium. Overall, in the year under review, GeWeTe generated 54 per cent of its revenue abroad and, in fact, 70 per cent in the case of the big machines.

GeWeTe is optimistic about the 2026 financial year. In addition to the Cash-Center-Compact and the Cash-Center-Smart, which are targeted at customers in the US, hopes rest on the Cash-Center-Card, which was specially developed for the market in the US state of Georgia. Higher sales of the Cash-Center-Premium, with its new features, are also expected.

GeWeTe sees great development potential in the US in particular and projects success in further federal states. In addition, GeWeTe is turning its gaze towards South America; of particular interest here are the countries Peru, Argentina and Uruguay. The cash-handling specialist sees further growth potential in European countries outside Germany and in the German retail sector.

HESS

Founded in 1885, the HESS Group is made up of HESS Cash Systems with headquarters in Magstadt as well as HESS Austria and HESS Schweiz. It specialises in the development, production and distribution of high-quality automated cash and payment-handling system solutions for banks, authorities, retail companies, libraries and energy suppliers. 2025 marked the 140-year anniversary of the foundation of the HESS Group. Employees of all companies as well as partners and guests congregated in Festhalle Magstadt to celebrate this milestone together.

The 2025 financial year was not only the most successful in recent decades but probably even the company's entire 140-year history. It again surpassed the record-breaking year 2024.

In addition to the successful sales initiatives in the banking sector, the major service projects were the main contributors to this very positive performance. The stable supply situation in the international procurement markets, combined with the high level of product and service profitability, produced an exceptionally gratifying result. The most important market segment is coin-processing solutions for the banking industry, with the products CoinIn and CoinRoll remaining the top sellers. The export ratio is stable, at 40 per cent.

The biggest challenge for HESS is shaping the transformation from traditional cash solutions to digital transactions. The company has set the stage for this transformation with its new payment software MultiPay Advance.

Since demand for software solutions in the IT security, connectivity and regulatory compliance landscape has been rising for years, HESS is consistently investing in personnel, know-how and infrastructure. With new software solutions such as the billing platform for company EV chargers BillEVe, the company is getting in on the trend towards cashless payment. As a major one-off project has come to an end, HESS expects revenue to fall slightly in 2026.

Responsible gaming

The right to self-expression is a cornerstone of social life and is enshrined in Basic Law. Being able to "Enjoy the game" is part of this. If we are to take mature adults seriously, we must also respect their wish to escape the daily grind, to immerse themselves in the world of gaming and to leave things to chance for a certain length of time.

It was Jens Junge from the Berlin Institute for Ludology who made the finding that this is what makes adults play for money. According to his study, 91 out of 100 players rank "fun" and "an entertaining way of passing the time" as the most important – not the possibility of winning. Aside from this vast majority, a very small minority of people are overly absorbed and problem gaming develops. Play should be easygoing and, for it to remain so, there must be reasonable rules that are followed. In Germany, legal gaming is extensively regulated. The legislature controls and restricts the different forms of gaming with the aim, firstly, of channelling demand towards controlled offers (channelling) and, secondly, of ensuring youth and player protection.

The MERKUR GROUP is aware of its special responsibility towards society and therefore actively encourages responsible gaming. For example, it provides players with comprehensive educational materials and wide-ranging support. This includes an immediate opportunity for introspection and referral to external counselling and supports.

The Responsible Gaming department promotes the issues of youth and player protection within the corporate group. This department serves all of the MERKUR GROUP's arcades, casinos, hospitality partners, sports betting shops and online offerings. It is primarily concerned with ensuring compliance with the complex legal requirements. Furthermore, as an experienced gambling provider, the MERKUR GROUP also has its own ideas on where good player protection starts and what form it should take. The Responsible Gaming team is committed to incorporating these approaches into the corporate culture and ensuring that all employees understand them and put them into practice.

Specifically, the employees in this department come up with tailored social concepts for the different business segments and forms of gaming. They evaluate and, with scientific support, refine the measures detailed in the concepts. To that end, the Responsible Gaming department regularly engages with scientists and organisations. The specially installed Expert Panel, which includes internationally recognised experts, ensures that the responsible gaming measures keep up with the latest science. The Responsible Gaming department even employs a researcher specifically to go through and appraise the latest research – and to support the internal and external experts based on these data.

Another pillar of responsible gaming is having well-trained professionals in the venues, as they are in direct contact with the players and have a keen eye for patterns of behaviour that could turn into compulsive behaviour.
However, watching alone is never enough: it is very important to approach a player with empathy, without finger-wagging and without condescension.

To qualify staff to do this sensitive task, they receive regular training which takes into account the latest studies.

The MERKUR GROUP's endeavours in this area receive acknowledgement from external sources time and time again. For example, in the year under review, both MERKUR SPIELBANKEN and the subsidiary MERKUR CASINO MARE were accredited by the Global Gambling Guidance Group (G4). The certification is regarded globally as the benchmark for responsible gambling and it lays down strict standards for preventing problem gambling as well as for employee training and transparency. Furthermore, MERKUR SPIELBANKEN was also recertified by the European Casino Association (ECA) last year. The MERKUR GROUP gaming arcades were also recognised for their high quality standards of responsible gaming and were recertified by TÜV Rheinland-Pfalz. In addition, the MERKUR GROUP initiated a special campaign called "Play Safely" to ensure that the important issue of responsible gaming is permanently to the fore. The measure was expanded from the casinos to the entire corporate group in 2025.

Corporate culture and Human Resources

The success of the MERKUR GROUP is measured in terms of figures – yet it is the employees who define the corporate group with their know-how, their creativity and their dedication. They are the all-important resource when it comes to competing successfully. To recognise the achievements of the employees and to realise their potential, the MERKUR GROUP places great emphasis on an appreciative working environment.

Headcount

As at the reporting date on 31 December 2025, 15,228 people were employed in the MERKUR GROUP, of whom 7,484 in Germany and 7,744 outside of Germany. The headcount thus rose year on year by 4.3 per cent (633 employees). While the number of jobs in Germany rose by 2.1 per cent (155 jobs), the increase outside of Germany was even higher, at 6.6 per cent (478 jobs).

Training – the key to success

Because the future of the MERKUR GROUP lies partly in the hands of young talents, the quality of their training is crucial. There is a strong interest in careers at MERKUR: last year alone more than 1,500 young people applied for an apprenticeship or work and study placement. 74 were accepted and began their career in the corporate group. In total, 202 apprentices and students were employed in the MERKUR GROUP as at the reporting date. Taking care of them is a dense network of training officers, who see to the development of both the hard and soft skills of the young professionals. The apprentices and students, for their part, achieve excellent results time and again: for example, in 2024, Natalia Elke was named Germany's best young coin-op technician by the German Chamber of Industry and Commerce (DIHK).

Currently, the corporate group offers apprenticeships in 20 different professions, ranging from administrative and commercial/technical areas to the industry-specific vocational training course leading to the qualification of coin-op technician and on to various dual courses of study. At around 75 per cent, the takeover rate is well above the average for Germany as a whole.

Personnel development as part of the corporate culture

For the MERKUR GROUP, personnel development is not only an essential part of achieving corporate goals but a traditional component of the corporate culture. The personnel development portfolio ranges from individual, needs-based training to strategic programmes. This approach to personnel development is also reflected in the current corporate strategy. There it states: "The strategic requirements of digitalisation, international expansion and regulatory complexity call for the targeted further development of competences and structures. MERKUR therefore systematically invests in personnel development, management training and in building up the skills required for digital excellence, international collaboration, regulatory competence and operational strength."

Personnel development is therefore routine practice: every skilled worker and manager goes through an extensive onboarding process to integrate them and ensure that they identify with the company and corporate culture from an early stage. Individual and strategic programmes for entry-level staff as well as experienced skilled workers and managers equip them with self-efficacy and professionalism in their work. Strategic programmes and projects support the achievement of the corporate goals. Individual coaching helps skilled workers and managers through individual situations in their career, ending with practical offboarding. Personnel development is aligned to industry-specific trends and innovations to ensure it is always in tune with the times.

Award-winning

To support employee performance and well-being, the MERKUR GROUP has a comprehensive package of health-promotion measures. From workplace massage to flu shots and dietary workshops to skin screening, check-ups and fitness programmes as well as mental health campaigns, the MERKUR GROUP offers its workforce a wide range of health services and preventive healthcare. In addition, urgent care physiotherapy was introduced in the headquarters in Espelkamp and Lübbecke a number of years ago, to provide rapid assistance to employees with urgent physical issues.

The MERKUR GROUP also prioritises the compatibility of work and family. For instance, the company nursery in Espelkamp provides childcare for its employees. These and other special benefits regularly receive recognition from independent entities. For example, the MERKUR GROUP has again won a Leading Employers award, placing it among the top 1% of employers in Germany. Moreover, not only is it regarded as a "Best Place to Learn" and a "Fair Company" but also a healthy employer in the Minden-Lübbecke district and a family-friendly company.

Strengthening HR as a strategic success factor

The MERKUR GROUP is intent on the efficient and sustainable management of the strong growth in Human Resources in recent years. In this context, the project "One HR" was initiated, the aim of which is to standardise the established structures and harmonise global HR processes. To systematically progress this area, the new position of Chief Human Resources Officer (CHRO) was created, and filled by *Antje Kunkies* at the beginning of the year. This move further strengthens HR as a strategic success factor within the group.

Antje Kunkies,
Chief Human Resources Officer

Sustainability

For the MERKUR GROUP, sustainability is part of conscientious governance and is routine practice within the company. As a family-run company with global operations, the MERKUR GROUP has a strong sense of responsibility towards society, its workforce and the environment. Independent of legal requirements, Environment, Social and Governance (ESG) factors have long been embedded in business operations.

Since 2022, the department Group Sustainability has been in charge of coordinating corporate sustainability group-wide, and is responsible for reporting. The company-wide sustainability strategies are defined by the Sustainability Steering Committee, consisting of the Management Board members of the MERKUR GROUP. At the same time, an interdisciplinary ESG Committee comprising experts from various departments supports Group Sustainability. This close company-wide collaboration creates the basis for the structured integration of sustainability issues into the processes and workings of all business segments. The complete group-wide acquisition of ESG data took place in 2025 for the first time. The information is collected according to the requirements of the European Sustainability Reporting Standards (ESRS) and the Global Reporting Initiative (GRI) standards and form the basis for reporting according to the requirements of the Corporate Sustainability Reporting Directive (CSRD). This allows a systematic assessment of the relevant sustainability topics to be carried out, which makes it possible to effect targeted improvements in processes and measures within the ESG realm in the future.

In addition, as part of strategic development, the materiality analysis was updated and the stakeholder engagement based thereon took place. The update ensures that new insights from the collection of data as well as relevant stakeholder expectations can be given adequate consideration. The findings gave rise to reporting topics relevant to the corporate group. In addition, based on analysis of the key stakeholder groups, strategic goals for internal and external sustainability communication were defined.

Outlook

The updated ESRS materiality analysis along with additional GRI topics means that the group has an up-to-date basis for prioritising relevant sustainability topics. Building on this, in 2026, the intensive work on the development of a sustainability strategy will continue. It is intended that this strategy will take account of the legal requirements and, at the same time, reflect the values and the aspiration of the MERKUR GROUP. Special emphasis is being placed on further professionalising the reporting as well as on external communication in order to ensure the group's clear positioning as well as giving a consistent and transparent account of the sustainability activities.

Glossary

CSRD The CSRD (Corporate Sustainability Reporting Directive) is an EU directive that stipulates the scope and level of detail of sustainability reporting. It obliges in-scope companies to disclose information about material sustainability issues, including impacts, risks and opportunities, as well as the attendant processes and indicators. It is part of the European Green Deal and supports the European Union's 2050 climate-neutral goal.

ESG The acronym ESG stands for Environmental, Social and Governance, which are the factors in sustainability. ESG provides the framework for companies and investors to analyse and address sustainability aspects, including risks, opportunities and impacts.

ESRS The European Sustainability Reporting Standards (ESRS) stipulate what companies must include in their sustainability reporting. These standards are the detailed rulebook for the EU Corporate Sustainability Reporting Directive (CSRD).

GRI The Global Reporting Initiative (GRI) standards are the globally recognised framework for sustainability reporting. They help companies standardise the reporting and disclosure of their ESG impacts. Its mission is to provide clear guidelines for organisations to transparently disclose their sustainability activities in a comparable manner.

01 Who we are.

02 What we do.

03 How we work.

04 Our other engagements.

Social projects

For the MERKUR GROUP, successful entrepreneurship and social responsibility are inextricably linked. Because it is the employees who sustain the company and live locally with their families, the MERKUR GROUP feels a sense of obligation towards the region and is committed to improving the quality of life in its place of origin and to promoting cohesion. In particular, founder of the company Paul Gauselmann has always sought to ensure that the people in the region are able to share in its success.

Paul Gauselmann has always done a great deal for children and young people and donated EUR 140,000 for a Gestringen playground.

He also donated EUR 8.7 million to Espelkamp as a sign of identification with the town. The purpose of the historic donation is to support projects that are not for profit and serve the common good.

These include the construction of a fire station house to the tune of around EUR 2.1 million, a new sports hall which would not have been possible without Paul Gauselmann's EUR 2.25 million donation, and the renovation of Espelkamp water park, to which the founder of the company gave EUR 1.2 million in funding.

This unprecedented level of support meant that both the ground-breaking and the topping out ceremonies for the new sports hall took place in the year under review. The renovation of the water park also commenced, and a new fire engine costing around EUR 455,000 was handed over to Gestringen fire service. For his immense services to firefighting, Paul Gauselmann was awarded the medal of honour of the German Fire Services in 2025.

Not only that but Paul Gauselmann also made an historic donation to the town of Lübbecke, where the MERKUR GROUP's production site is located. It received five million euros, which is going towards charitable causes. With the funds, a new fire engine was purchased for the fire brigade in Blasheim, which was officially handed over in the year under review.

Furthermore, through his foundation, Paul Gauselmann funded the construction of two new day care centres in Espelkamp. Amounting to around six million euros, a new building with 55 places was built in Gestringen to replace the previous structure and a new build with 70 places was constructed in Espelkamp. Both day care centres were officially opened and handed over to the provider in 2025. To ensure that the employees of the corporate group benefit from the facilities, some of the new places serve as a company crèche.

In addition to this funding amounting to around EUR 20 million, the Paul and Karin Gauselmann Foundation brings the entrepreneurial family's social commitment to bear in wider society. In 2025 alone, around EUR 324,000 was donated to approximately 230 different projects and initiatives, supporting many sports and rifle clubs, schools and pre-schools, choirs, cultural initiatives and people in need. Over the more than 25 years of its existence, the Foundation has disbursed approximately EUR 5.3 million to some 2,700 recipients. The endowment capital now amounts to EUR 73 million.

Back in 2004, Paul Gauselmann was given the freedom of the towns of Espelkamp and Lübbecke for his outstanding social commitment. In 2015, his wife Karin was granted honorary citizenship of the town of Espelkamp.

Because animal welfare is particularly close to Karin Gauselmann's heart, she marked her 90th birthday by handing over a cheque for EUR 7,038 to Lübbecke animal shelter.

Sponsorship and partnerships

Sport stands for fairness, passion and community – values that the MERKUR GROUP actively lives by. As one of the biggest sponsors of sports in Germany, it supports grassroots and professional sport as well as women's and men's teams in equal measure, and thus improves the diversity and infrastructure of sport. Its sponsorship extends to many different disciplines – from football, handball and basketball to tennis, American football and ice hockey and on to less common sports such as table football and beach soccer.

In the year under review, the MERKUR GROUP entered into many exciting cooperation arrangements: for example, the corporate group expanded its involvement in football through partnerships with FC Schalke 04 and Alemannia Aachen, both clubs with a long tradition.
In addition, the MERKUR GROUP celebrated a return to e-sports, partnering with e-sport organisation Berlin International Gaming. The East Westphalian company also welcomed Rhein Fire Pyromaniacs on board as a partner. The Pyromaniacs are one of the top cheerleading and dance squads in Germany and their choreographies will lift spirits at various group events in the future.

The MERKUR sun has been shining in the capital of North Rhine-Westphalia since it secured the naming rights to the multifunctional stadium in Düsseldorf in 2018. The MERKUR SPIEL-ARENA is not only the home of third-division football league team Fortuna Düsseldorf, but also a venue for various large-scale events and concerts. The acquisition of the naming rights involves sponsorship of the Sports City of Düsseldorf and other top sports clubs based there.

The MERKUR GROUP is a DSC Arminia Bielefeld partner since 2023, supporting the club through thick and thin.

The MERKUR GROUP is also a sought-after sponsor beyond the world of sport. The company supports famous events such as the music festival Parookaville and TV events with large audiences, including the darts tournament "Promi-Darts-WM". These social endeavours, too, help to increase brand awareness, position the company as an attractive employer and bring the MERKUR brand to life.

German Coin-Op Museum

A journey through time into the world of mechanical wonders: coin-operated machines not only reflect the technological progress of a society, they also exemplify the basic human need for entertainment. To showcase this cultural history, the Gauselmann entrepreneurial family established the German Coin-Op Museum in 1995 after Michael Gauselmann laid the foundation for it back in 1985.
The unique collection, which has been housed in Schloss Benkhausen since 2013, today comprises more than 2,000 exhibits. The 2025 financial year marked the 40th anniversary of the collection.

The German Coin-Op Museum has around 10,000 visitors each year.
The touring exhibition "Jetzt mal ganz Ehrlich! Musik für Millionen" (The music boxes of Paul Ehrlich. Playing music for millions) also delighted many visitors.

Almost 200 coin-operated machines are on display in the around 550 square metre space in permanent and temporary exhibitions in the Coin-Op Museum. The museum attracts around 10,000 visitors every year. The trained museum staff give tailored guided tours on the historical background and the ingenious operation of the exhibits.
The tours for people with dementia are particularly moving, as they often unlock personal memories.

Young people are also regular visitors. The team at the museum puts on holiday workshops and hosts school trips to give the digital social generation an understanding of the world of mechanical entertainment.
The museum communicates on different social media channels, tailoring the message to the target audience. More than 40,000 followers and millions of views show that interest in the world of coin-op machines is unabated. In the 2025 financial year, the museum first ran the temporary exhibition "Komm'se näher, komm'se ran!" (Roll Up! Roll Up!), which immersed visitors into the world of international funfairs with around 50 historical amusement machines. Another highlight of the year under review was the six-week touring exhibition "Jetzt mal ganz Ehrlich! Musik für Millionen" (The music boxes of Paul Ehrlich. Playing music for millions). It was about the inventor Paul Ehrlich from Leipzig, who was Karin Gauselmann's great-grandfather. He built the first mechanical turntable, the Ariston, at the end of the 19th century, giving rise to a whole new branch of industry.

This was followed by another foray into the colourful world of funfair amusements, with "Eine neue Runde, eine neue Wahnsinnsfahrt!" (Around we go again, the funfair machines are back). Whereas the exhibition at the beginning of the year focused on daytime carnival life, this one revolved around nighttime. It featured boxing machines, strength testers, fortune teller and shooting machines, as well as the characteristic lights and sounds of the funfair.

Business outlook

2026|27

The 2025 financial year was characterised by difficult economic, regulatory and geopolitical conditions for the MERKUR GROUP. Despite that, the family company succeeded in consolidating its position in major regulated markets and in setting the stage for further development.

Market and regulatory environment

In the 2026 and 2027 financial years, the macroeconomic situation will remain challenging. High personnel, energy and location-related costs are affecting companies and consumers, as are economic uncertainties and volatile supply chains. Geopolitical tensions, especially the conflict in the Middle East, are also causing uncertainty in the international markets and trade flows.

The gaming industry also has to contend with strict regulations and sometimes disproportionately high taxes and duties, which, in Germany in particular, make it harder for commercial gaming arcades and hospitality establishments to do business. The black market, on which authorities still have not adequately clamped down, is putting added pressure on regulated competitors and the legal marketplace.

Strategic orientation of the MERKUR GROUP

The MERKUR GROUP addresses existing and future challenges by having a clear strategic orientation. It centres on further international expansion, the expansion of the casino business, the optimisation of digital business models, and the continuous improvement of group-wide processes. The group is expecting considerable growth stimulus, particularly from international markets as well as from the increasing dovetailing of land-based and digital offerings. At the same time, the MERKUR GROUP is pursuing a far-sighted financial policy and will continue to apply sound judgement to investments in future. The plan is to target growth in markets that offer a combination of legitimacy, commercial viability and responsible conduct.

Development of the business segments

The MERKUR GROUP's B2B business is solidly positioned both nationally and internationally. While, in Germany, no more than stable to subdued growth is expected owing to the legal uncertainties, international markets are expected to provide considerable growth stimulus. To meet the increasing requirements and keep up with the high pace of innovation in the industry, the group will invest in the creation of innovative games, gaming machines, money management systems and digital solutions to an increasing extent. Key to this will be the creation of closer links between international development locations as well as the greater pooling of technological competence within the group.

Within the B2C business, location quality, responsible entertainment and operational management efficiency remain the crucial success factors. For the German market, no change in the tense situation in the commercial gaming arcade segment is expected. In contrast, select international markets offer attractive growth opportunities – in particular where reliable conditions, strong market positions and economies of scale in operations coincide. The markets particularly in the United Kingdom, Serbia and Spain are expected to make a significant contribution to the international expansion of the group.

The casino business, too, continues to present good development prospects. After the successful takeover of the casinos in Lower Saxony in 2025, the MERKUR GROUP will systematically develop this business segment further. The planned opening of Siegburg casino – the sixth MERKUR SPIELBANKEN NRW venue – is an important milestone in this respect. At the same time, the focus is on the further integration and optimisation of the operations of the venues taken over by the group in Lower Saxony. The aim is to harmonise processes, offerings and quality of service step by step as well as to realise additional efficiency and earnings potential.

Digital offerings are becoming increasingly important for the MERKUR GROUP's strategic orientation. As such, the group will build on its technological competence and interconnect platforms to a greater extent, in order to ensure that digital business models can efficiently be further developed. This will involve combining the strengths of the land-based business with data-based management and digital offerings in a targeted way.

The sports betting business segment will continue to be managed in a deliberately defensive and results-oriented manner. By introducing consolidation measures, concentrating on the MERKUR BETS core brand as well as working with external platform partners, it is intended to reduce complexity and improve operational efficiency on a lasting basis. As before, quality and economic stability remain to the fore in these endeavours.

The MERKUR GROUP possesses a solid financial basis, established market positions and a high degree of adaptability in a challenging market environment. The springboard for further growth remains the group's innovative strength, its international structure and the great dedication of its employees. Against this backdrop, the group considers itself well positioned to further expand its international presence as well as to provide partners and guests with attractive, safe and responsible sources of entertainment, both now and in the future.

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