

An aerial 3D architectural rendering of a large industrial facility, likely a warehouse or manufacturing plant. The facility features extensive high-bay storage racks filled with white palletized goods. A complex network of yellow automated guided vehicles (AGVs) and conveyor systems is shown moving materials throughout the space. Several yellow overhead cranes are positioned for lifting heavy loads. The facility is surrounded by parking areas with trucks and other vehicles. The KION GROUP logo is visible in the top left corner.

KION
GROUP

KION GROUP AG

Corporate Presentation

→ March 2024

KION Group at a Glance

One of the world leaders in industrial trucks and supply chain solutions



Joint Offering

- Industrial trucks
- Automated warehouse solutions
- Services



#1 & #2

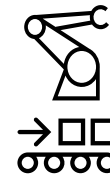
#1 in industrial trucks in EMEA¹

Global #2 in industrial trucks²



#1

in supply chain solutions globally³



€10.9bn

Order intake in FY 2023



€11.4bn

Revenue in FY 2023



€791m

6.9%

Adj. EBIT and margin in FY 2023

~42,000

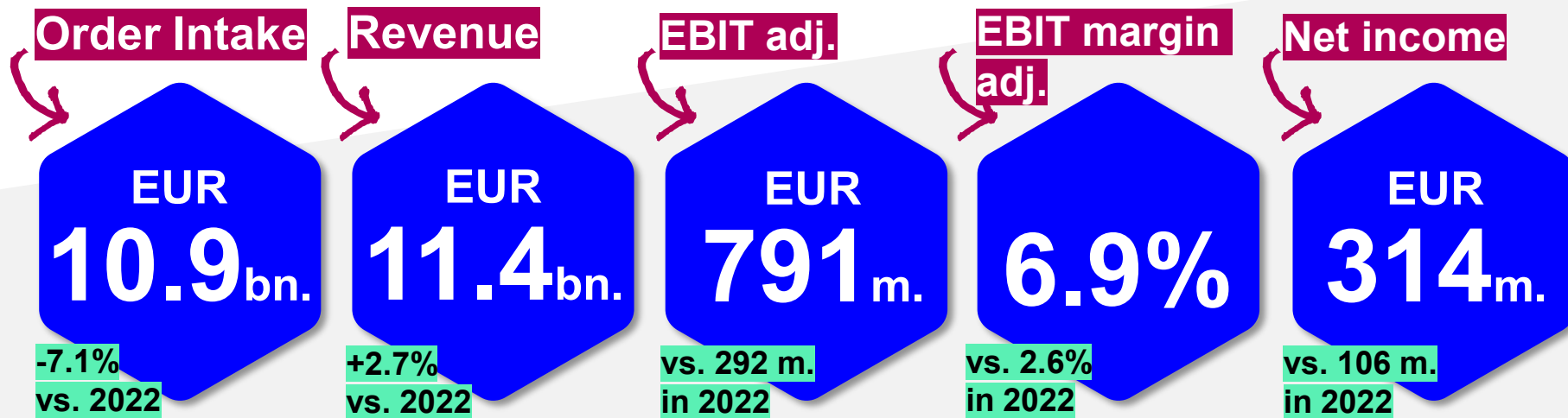
Employees as of Dec 31st, 2023



1. Based on units sold in 2022 (source: Interact Analysis, Global Forklift Market 2023) 2. Based on revenue in 2022 (source: Modern Material Handling; Top 20 lift truck suppliers 2022, August 2023) 3. Based on revenue in 2022 for Dematic - source: Interact Analysis, The Future of Warehouse Automation 2023 (incl. hardware, software and maintenance/servicing provided by systems integrators, excl. airport baggage handling)

KION Group at a Glance: FY 2023

Increase in revenue and earnings



KION Group at a Glance: Attractive Market

Megatrends drive material handling industry

E-commerce



**E-commerce
automation**

Urbanization



Micro-fulfillment

Digitalization



Mobile robots

Sustainability



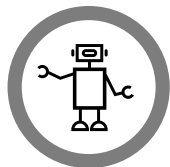
**Li-Ion powered
trucks**

**Expected
material
handling
trends**

KION Group at a Glance

A truly global player with a well-balanced portfolio

Global Footprint



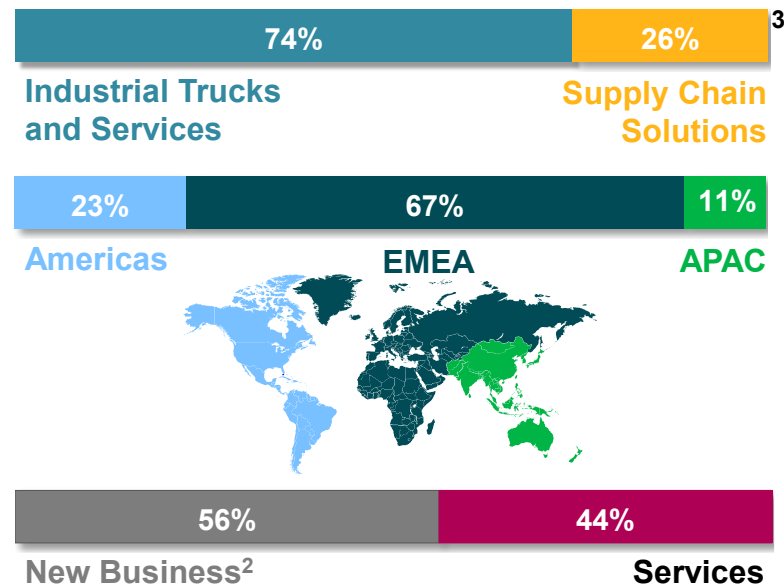
>2,000
sales and
service
locations¹

Present in more
than **100**
countries¹



~1.8m
industrial
trucks in the
field¹

Revenue Split 2023



¹ Data based on FY 2023 ² New Business comprises ITS new business and business solutions from SCS; Services comprises service business from ITS, SCS, and Corporate Services
³ Corporate Services account for 2 per cent of revenue

KION Group at a Glance

Our segments: Integrated supply chain and material handling solutions



Industrial Trucks & Services (ITS)



Operating Units

incl. Financial Services

- KION ITS EMEA
- KION ITS Americas
- KION ITS Asia Pacific

Supply Chain Solutions (SCS)



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Operating Unit

- KION SCS

Corporate Services



- Internal service entities
- Holding functions

Solutions Offering

A broad offering of integrated supply chain and material handling solutions

From **industrial trucks** to
fully **automated warehouses**

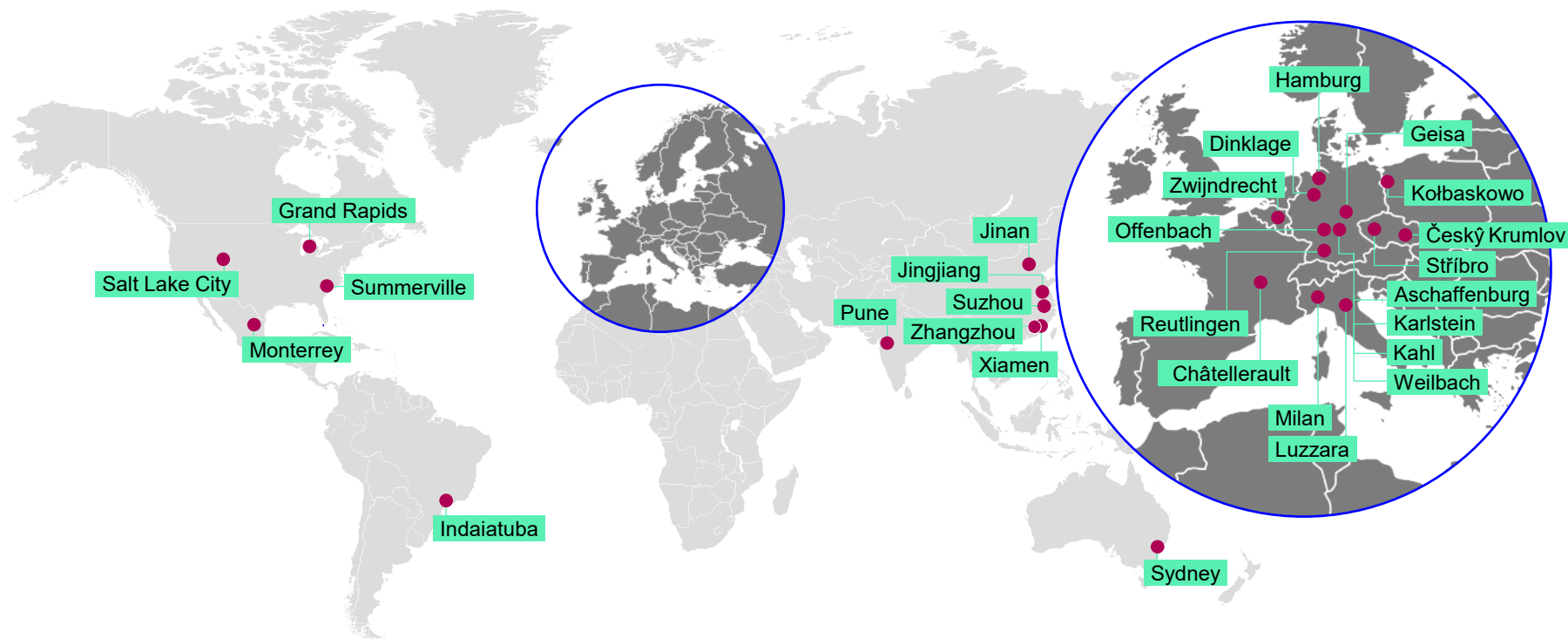
Tailor-made **electric, fuel cell**
and **conventionally powered**
counterbalance and warehouse trucks

Warehouse automation solutions to
optimize **material and information flow**

Full **life cycle offering** via a broad range of
services

KION Group at a Glance

A truly global production plant setup



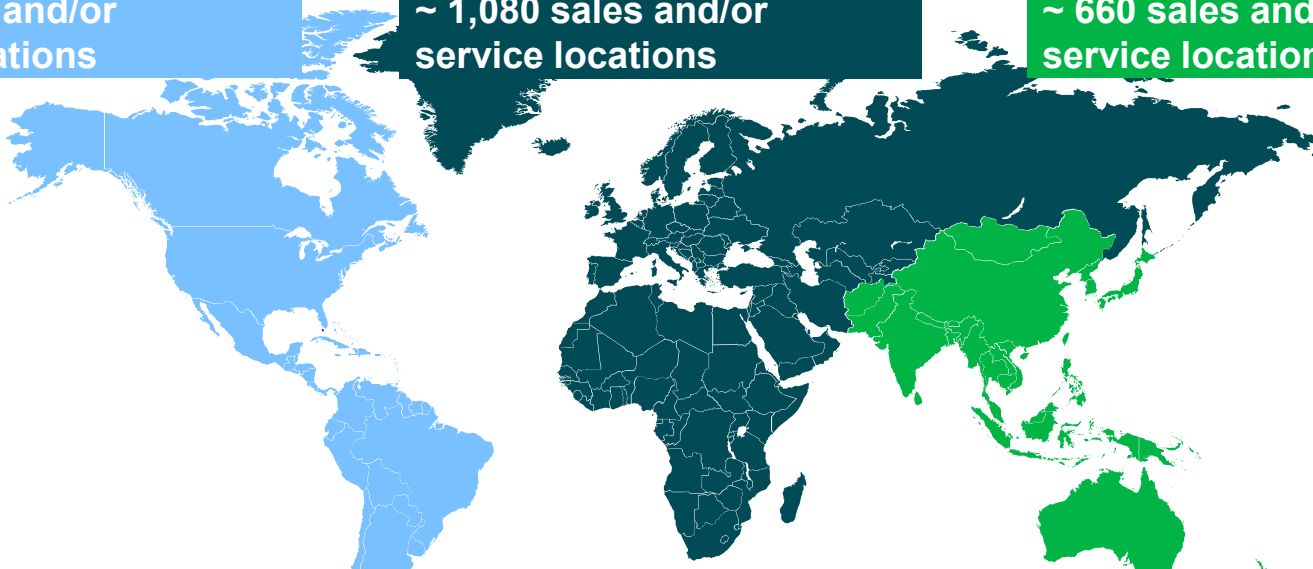
KION Group at a Glance

Strong global sales and service network for a global customer base¹

Americas
~ 370 sales and/or
service locations

EMEA
~ 1,080 sales and/or
service locations

Asia Pacific (APAC)
~ 660 sales and/or
service locations



More than 2,000 sales and/or service locations in over 100 countries

1. All numbers as of December 2022

KION Group at a Glance

A full-line player in Intralogistics 4.0

Industrial trucks¹

Major suppliers

Toyota

KION

Jungheinrich

Mitsubishi Logisnext

Crown

Hyster-Yale



Automation systems²

Major suppliers

KION

Honeywell (Intelligrated)

Toyota (Vanderlande)

Daifuku

Knapp

SSI Schäfer

Broad intralogistics offering

Market-leading positions globally^{1,2}

1. Based on revenue in 2021 - source: Modern Material Handling; Top 20 lift truck suppliers 2021, August 2022 2. Based on revenue in 2021 for Dematic - source: Interact Analysis, The Future of Warehouse Automation 2021 (incl. hardware, software and maintenance/servicing provided by systems integrators, excl. airport baggage handling)

Executive Board

More than 60 years of supply chain solutions and material handling expertise



Rob Smith
CEO
since 2022

With KION since 2022
Appointed until 2024

Nationality:
American/German
Born in 1965



Valeria Gargiulo
CPSO
since 2023

With KION since 2023
Appointed until 2026

Nationality:
Argentinian/Italian
Born in 1972



Christian Harm
CFO
since 2023

With KION since 2006
Appointed until 2026

Nationality: Austrian
Born in 1968



Andreas Krinninger
President KION ITS
EMEA
since 2021

With KION since 2011
Appointed until 2028

Nationality: Austrian
Born in 1967



Hans Michael Larsson
President KION SCS &
ITS Americas
since 2024

With KION since 2021
Appointed until 2026

Nationality:
Swedish/American
Born in 1965



Ching Pong Quek
CTO & President
KION ITS Asia Pacific
since 2024

With KION since 2006
Appointed until 2025

Nationality: Malaysian
Born in 1967

→ Further details on the [KION Group website](#)

KION 2027

A proven strategy

2027 Targets



Action Fields

-  Multi-branded Go-to-Market
-  Region-specific growth plans
-  Sustainability
-  Automation & Software
-  Performance & Agility
-  Values, People & Leadership

KION 2027 Strategy

Action fields drive profitable growth



Multi-branded Go-to market

- Successfully positioned differentiated brands teaming up
- Complete solutions offering and tailored go-to-market



Region-specific growth plans

- Expansion of sales network in China and North America
- Additional production capacity in China (SCS)
- Production expansion & localization in North America



Sustainability

- Li-Ion batteries (KBS)
- Fuel cell technology
- AI-based energy management (ifesca)
- Products, people, processes



Automation & Software

- Mobile Automation (AGVs, AMRs)
- Proprietary WMS Dematic iQ
- Cloud innovations
- Artificial Intelligence



Performance & Agility

- Global value platform
- Subsystems and standards
- Optimized production network



Values, People & Leadership

Focus on Multi-Branded Go-to-Market 360 degree approach to intralogistics



Multi-
branded
Go-to-
market



360 degree approach to intralogistics

With successfully positioned differentiated brands teaming up, a complete solutions offering and tailored go-to-market.

Focus on Region-specific Growth Plans

Example: Growing in China across four pillars



01

Production

New Jinan Plant



02

R&D

*Center of Excellence
for global Value &
Eco products*



03

Product

*More than ~50 new
series truck to be
launched to serve
China & Global market*



04

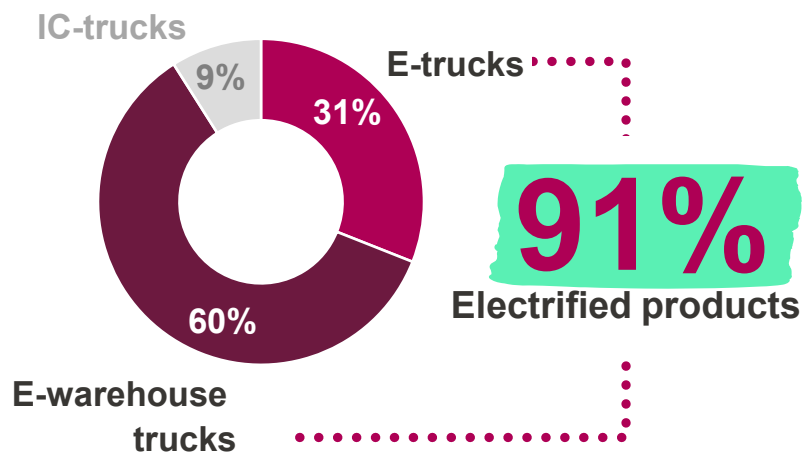
Sales

*Expansion of Sales
& Network through
multi-brand*

Focus on Sustainability

E-trucks of LMH and STILL with the performance of IC trucks

Electrification of products,
KION IT&S order intake units, FY 2023



Total: 242k



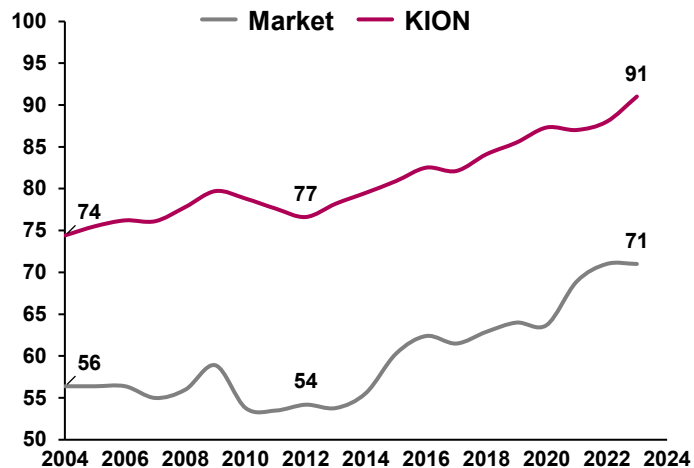
Sustain-
ability

Focus on Sustainability

KION is driving electrification and green industrial trucks

Electrification of Industrial Trucks

Global Development from 2004 to 2023¹



¹Order Intake, figures in percent / Source: KION Group; WITS/FEM

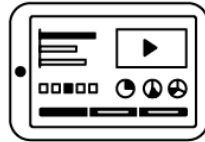
Focus on Automation & Software

How the KION Group adds value to customer operations and warehouses



Intelligent trucks

- Trucks equipped with electronic control unit
- Increased efficiency also from driver assistance systems



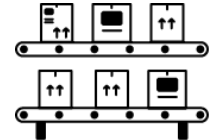
Cloud based fleet data management

- Fleet data services connect trucks with management tool
- Financial and security benefits



Automated trucks

- Broad range of automated series trucks
- Enable automation of the entire material flow

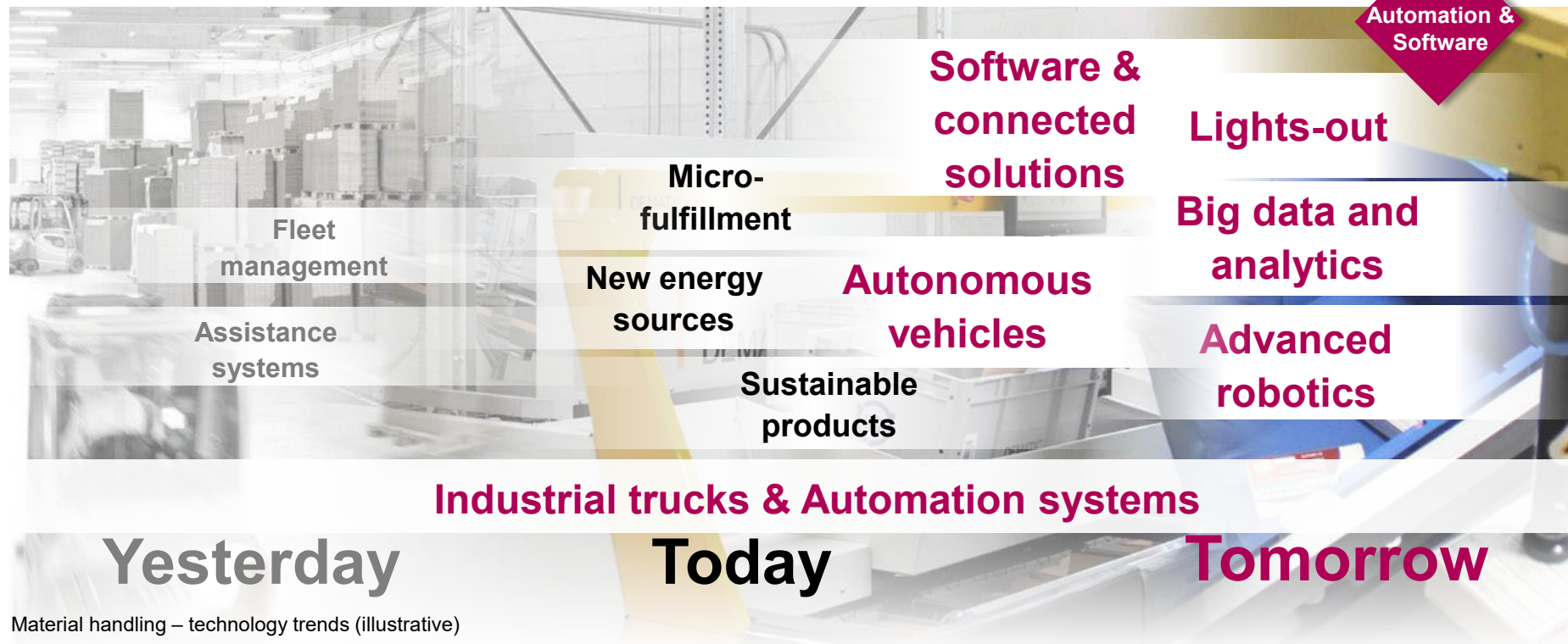


Automation systems

- Customized integrated soft- and hardware intralogistics solutions
- Solutions for robotic piece picking

Focus on Automation & Software – Material Handling Market Trends

On its path to lights-out material handling solutions



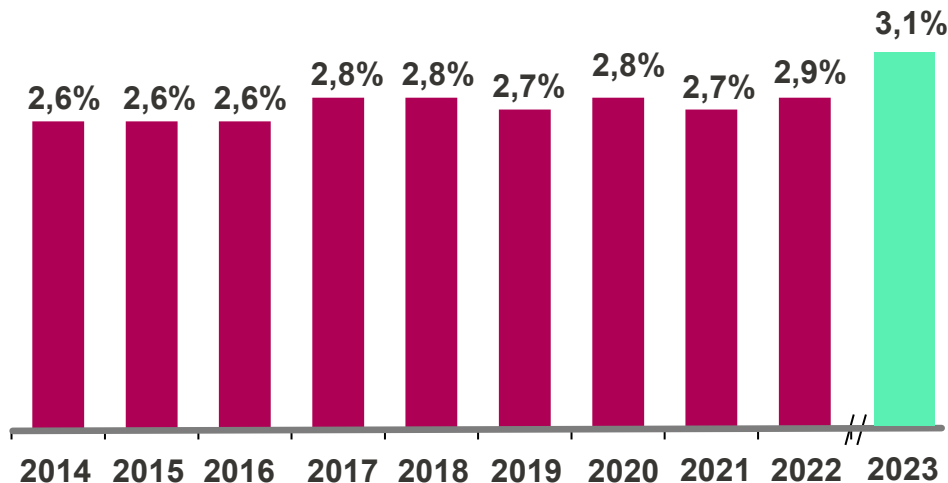
Material handling – technology trends (illustrative)

Focus on Performance & Agility

Strong R&D commitment with increased spend in clear focus areas

Commitment to R&D,

KION R&D spending¹, in % of revenue



Increased R&D spending for focus areas:

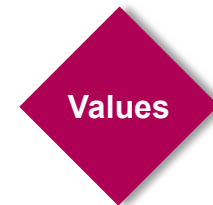
- New platforms and standards
- Sustainability
- Automation & Software

¹R&D expenditures (P&L) + capitalized development costs = R&D spending

Focus on Our Shared KION Group Values

A strong set of values for our everyday operations

OUR SHARED
KION GROUP VALUES



INTEGRITY
COLLABORATION
COURAGE
EXCELLENCE

Integrity

We do what is right.

Collaboration

We trust each other.

Courage

**We change and
innovate.**

Excellence

**We create outstanding
customer value.**

KION Group segments

A broad and integrated offering
for superior customer value

Industrial Trucks and Services



Industrial Trucks and Services: Segment Overview

One of the world leaders in industrial trucks

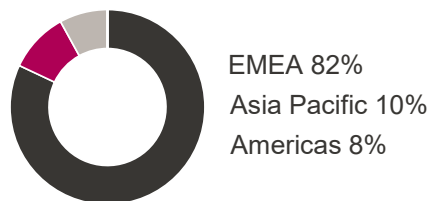
Key financials

(in €m)	2023	2022	2021	2020
Order intake	7,890	8,426	8,166	5,797
Revenue	8,480	7,356	6,514	5,726
Adjusted EBIT ¹	849	420	536	311
Adjusted EBIT Margin ¹	10.0%	5.7%	8.2%	5.4%

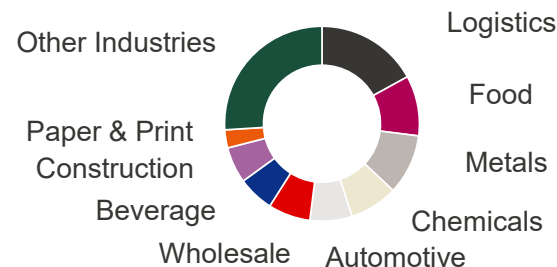
Revenue by product⁴



Revenue by geography^{2,4}



Shipments by industry^{3,4}



¹ Adjusted for Company-specific purchase price allocation effects and non-recurring items. ² May not add up to 100% due to commercial rounding ³ Calculation based on German customer base ⁴ Financial Year 2023

Note: Effective January 1, 2021, the logistics service companies were transferred from the Corporate Services segment to the Industrial Trucks & Services segment. The 2020 segment figures have been adjusted accordingly

Industrial Trucks and Services: Integrated Business Model

Ecosystem of products and services



→

~ roughly half of new truck sales
in FY 2023 carry financing contracts

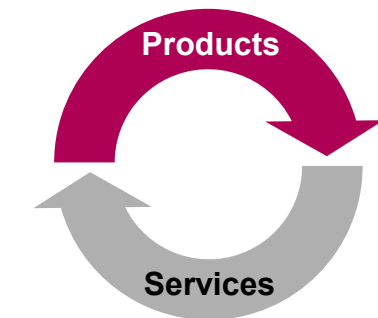


Most financing contracts
also contain service
contracts

↓

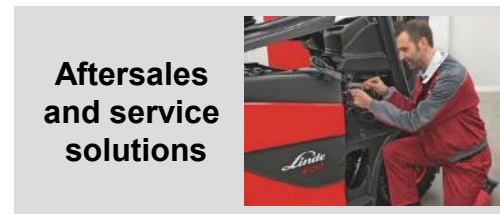
↑

Ongoing customer relationship
(e.g. short-term rental)
triggers new truck sales



After duration of financing,
trucks are used in rental fleet
or sold as used trucks

←



Competitive Strengths

Three pillars expected to drive profitable growth of KION's ITS segment

Technology expertise



- High operational performance of trucks¹
- Energy solutions offering
- Safety solutions offering
- Mobile automation

Resilient services



- Striving to cover the full life cycle with innovative offering
- Expected to grow continuously with resilient services
- Digitalizing customer-facing processes

Efficiency improvement



- Modularizing products
- Optimizing plant footprint
- Efficient & flexible operations set up
- Improving sales & services processes

1. Based on a self-conducted test of a typical 2 to 3.5 ton Linde industrial truck with equivalent trucks of competitors in 2019, KION estimates that the total operating performance (comprising energy consumption, purchase cost, maintenance and labor cost) of such a Linde industrial truck is better than for an equivalent truck of tested competitors. The testing methodology to compare the energy consumption and productivity (measured as time required per job) of industrial trucks used by KION was certified by TÜV Nord in 2009.

Industrial Trucks and Services: Product Portfolio

A wide range of products¹ serving customer needs worldwide

Internal combustion (IC) counter-balanced trucks

- Mainly used outside



Electric (E) counter-balanced trucks

- Mainly used inside



Warehouse technology: rider trucks

- Faster transportation of loads
- Specially designed for warehouse requirements



Warehouse technology: pedestrian trucks

- Transportation of loads at a walking pace



Tractors

- Industrial processes / train stations / airports



Automated and autonomous vehicles

- Warehouse & distribution solutions



¹ The products shown are just a selection of our wide product range.

Industrial Trucks and Services: Technology Expertise

KION's new truck platforms expected to enable future growth



Productivity



Performance



**Design to
Service**



Connectivity



Efficiency



Safety

New truck platforms

with 10-15 year lifecycle –
derivatives planned for
next years

Digital twin

allowing new feature sales
and efficiencies

Enablers

for expansion
of market share

R&D depreciation

increases due to product
launches



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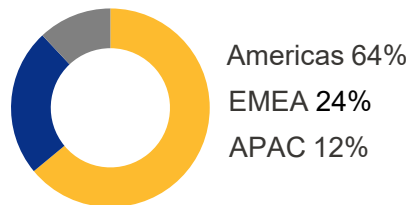
Supply Chain Solutions: Segment Overview

Leading in supply chain solutions

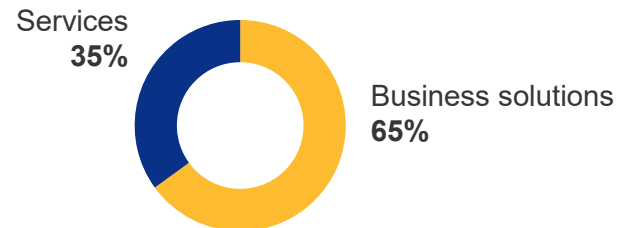
Key financials

(in €m)	2023	2022	2021	2020
Order intake	3,032	3,362	4,329	3,654
Revenue	2,997	3,807	3,796	2,627
Adjusted EBIT ¹	44	-46	410	278
Adjusted EBIT Margin ¹	1.5%	-1.2%	10.8%	10.6%

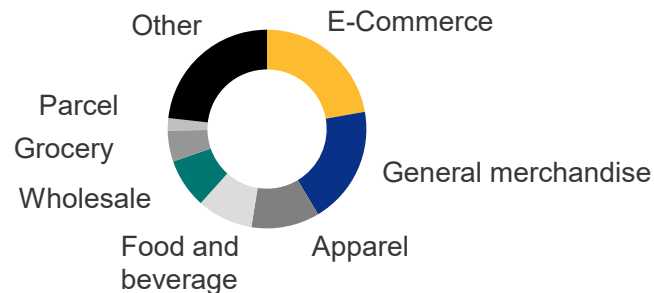
Revenue by region²



Revenue by product²



Revenue by industry^{2,3}



¹ Adjusted for Company-specific purchase price allocation effects and non-recurring items.

² Financial Year 2023

³ based on business solutions revenue

Supply Chain Solutions: Product Portfolio

Broad integrated range of modern automation solutions

Conveyor Systems

Dependable, cost-effective product transport



Storage Systems

Storage, retrieval and sequencing; buffering, racking and shelving



Sortation Systems

Diverse product handling, high throughput



Robotic Palletizing & Depalletizing

Automated and ergonomic palletizing and depalletizing



AGV Systems

Lights-out order fulfillment and reliable, autonomous mobile robotic solutions



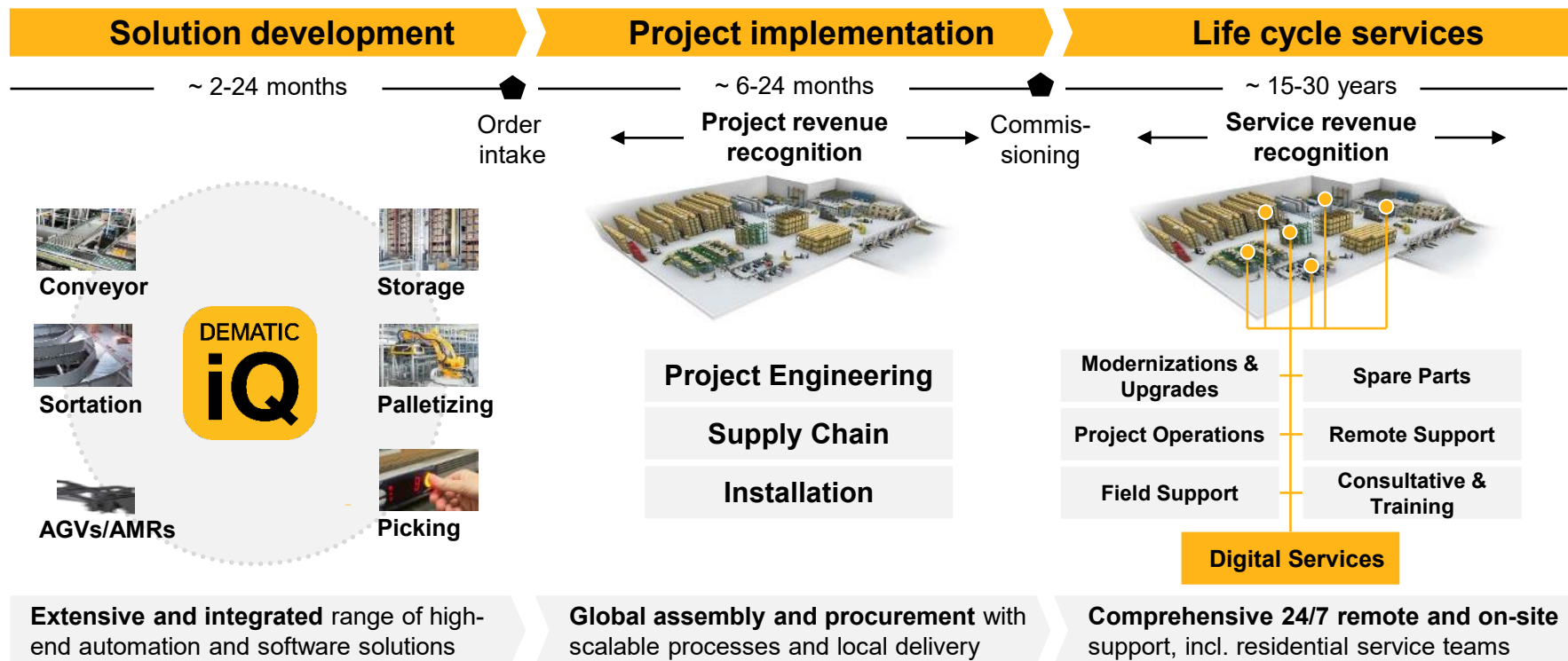
Workstation Systems

High-speed, high-volume designs for worker efficiency



Dematic Go-to-Market

Delivering life cycle value for customers



KION[—]
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