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

KION GROUP AG | Corporate Presentation | March 2022

Integrated Offering

• Industrial trucks
• Automated warehouse solutions
• Services

Order intake in FY 2021

Revenue in FY 2021

Adj. EBIT and margin in FY 2021

Employees as of Dec 31, 2021

#1

Based on units sold in 2020 (source: Interact Analysis, Global Forklift Market 2021)

#1

Based on revenue in 2020 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)
KION Group at a Glance: FY 2021
Strong increase in all KPIs

Order Intake:
- **EUR 12.5bn.**
  - +32.2% vs. 2020

Revenue:
- **EUR 10.3bn.**
  - +23.4% vs. 2020

EBIT adj.:
- **EUR 842m.**
  - vs. 547 m. in 2020

EBIT margin adj.:
- 8.2%
  - vs. 6.6% in 2020

Net income:
- **EUR 568m.**
  - vs. 211 m. in 2020
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

- >2,100 sales and service locations¹
- Present in more than 100 countries¹
- ~1.6m industrial trucks in the field¹
- >8,000 installed systems¹ at customers

Revenue Split

Industrial Trucks and Services
- 63%
- Supply Chain Solutions
- 37%

Americas
- 27%
EMEA
- 62%
APAC
- 11%

New Business²
- 59%
Services
- 41%

1 Data based on FY 2020
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 0.3 per cent of revenue
**KION Group at a Glance**

**KION with an increasingly non-cyclical and more global profile**

KION Group revenue split

<table>
<thead>
<tr>
<th>Year</th>
<th>Americas</th>
<th>APAC</th>
<th>EMEA</th>
<th>Non-cyclical Business¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td></td>
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<tr>
<td>2021</td>
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We expect the share of non-cyclical business to further grow over the coming years.

¹Non-cyclical business calculated as IT&S services plus SCS business solutions and services
KION Group at a Glance

A broad offering of integrated supply chain and material handling solutions

KION Group segments

Industrial Trucks & Services (ITS)

Supply Chain Solutions (SCS)

Corporate Services

Operating Units

incl. Financial Services

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

Operating Unit

- KION SCS

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 base\(^1\)

- **Americas**
  ~ 350 sales and/or service locations

- **EMEA**
  ~ 1140 sales and/or service locations

- **Asia Pacific (APAC)**
  ~ 620 sales and/or service locations

More than 2,100 sales and/or service locations in over 100 countries with more than 8,000 multi-skilled internal industrial trucks service staff and about 2,100 systems engineers

1. All numbers as of March 2022
KION Group at a Glance
A full-line player in Intralogistics 4.0

Industrial trucks
Major suppliers
- Toyota
- KION
- Mitsubishi Logisnext
- Jungheinrich
- Crown
- Hyster-Yale

Automation systems
Major suppliers
- KION
  - SSI Schäfer
  - Toyota (Vanderlande)
  - Daifuku
  - Honeywell (Intelligrated)
  - Knapp

Broad intralogistics offering
Market-leading positions globally

2. Based on revenue in 2019 for Dematic - source: Interact Analysis, The Future of Warehouse Automation 2020 (incl. hardware, software and maintenance/servicing provided by systems integrators, excl. airport baggage handling)
KION Group: Value Creation
The journey continues: strategic investments to position KION for the future

IPO and deleveraging 2013-2015

Dematic integration 2016-2017
Focus on strategic fields of action

2018-2019

Mid-term
Shaping the future of material handling

✓ More global coverage and setup
✓ Focus on innovation, software, and digital
✓ Next-level efficiency
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.
Executive Board

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

Rob Smith
CEO
Since 2022

Hasan Dandashly
President KION SCS
Since 2021

Andreas Krinninger
President KION ITS EMEA
Since 2021

Ching Pong Quek
President KION ITS Asia Pacific & Americas
Since 2013

Henry Puhl
CTO
since July 2021

Anke Groth
CFO
Since 2018

With KION since 2022
Appointed until 2024

Nationality: American/German
Born in 1965

With KION since 2018
Appointed until 2023

Nationality: German
Born in 1970

With KION since 2018
Appointed until 2024

Nationality: Lebanese/American
Born in 1960

With KION since 2011
Appointed until 2023

Nationality: Austrian
Born in 1967

With KION since 2006
Appointed until 2025

Nationality: Malaysian
Born in 1967

With KION since 2016
Appointed until 2024

Nationality: German
Born in 1970

Further details on the KION Group website

KION GROUP AG | Corporate Presentation | March 2022
KION 2027
A proven strategy
Medium-term Targets and Long-term Aspiration
Confirming double-digit margin

Medium-term
Targets FY 2023

Surpassing €12bn revenue, fueled by continued strong SCS growth and ITS recovery

Focused on profitability, striving for double-digit adj. EBIT margin

> €12bn

10-12%

Aspiration
KION 2027

Grow above the material handling market

Strive continuously to optimize return on capital employed

Maintain profitability through market cycles

Further grow profitability to double-digit range in the long term

Note: Performance depends on industry-specific conditions and may be negatively affected by increasing uncertainty or worsening of the economic and political situation
Strategy KION 2027

Strategic fields of action set priorities

- Efficient use of energy, new energy sources
- Innovation ecosystem, agile development processes
- Digital solutions and processes
- Sustainable products and responsibility for our environment
- High-performing products, efficient processes
- Automation solutions for our customers
- Innovation
- Performance
- Sustainability
- Energy
- Digital
- Automation
Focus on Energy and Sustainability

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

Electrification of products,
KION IT&S order intake units, FY 2021

IC-trucks

13%
25%
62%

E-trucks

87%

E-warehouse trucks

Electrified products

Total: 299k
Focus on Energy and Sustainability
KION is driving electrification and green industrial trucks

Electrification of Industrial Trucks
Global Development from 2004 to 2021¹

¹Order Intake, figures in percent / Source: KION Group; WITS/FEM
Focus on Digital – Material Handling Market Trends
On its path to lights-out material handling solutions

Yesterday

Material handling – technology trends (illustrative)

Today

Industrial trucks & Automation systems

Tomorrow

Software & connected solutions
Lights-out
Big data and analytics
Advanced robotics

Digital

Fleet management
Assistance systems
Micro-fulfillment
New energy sources
Autonomous vehicles
Sustainable products
Focus on Automation and Industry 4.0
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 Innovation
Strong R&D commitment with increased spend in clear focus areas

Commitment to R&D,
KION R&D spending\(^1\), in % of revenue

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<tbody>
<tr>
<td>%</td>
<td>2.6%</td>
<td>2.6%</td>
<td>2.6%</td>
<td>2.8%</td>
<td>2.8%</td>
<td>2.7%</td>
<td>2.8%</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

Increased R&D spending for focus areas:
- New energy (Li-ion batteries)
- Mobile automation
- Digital, especially connectivity

\(^1\)R&D expenditures (P&L) + capitalized development costs = R&D spending
Focus on Performance
KION provides superior customer value add

- New truck generations introduced
- Focus on new technologies: Li-ion batteries and connectivity

Industrial Trucks

- Global offering based on serial trucks
- Shared technology between trucks and systems

Mobile Automation

- New vertical solutions, e.g. micro-fulfillment, returns handling
- Robotic picking integration

Automation Systems
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

<table>
<thead>
<tr>
<th>(in €m)</th>
<th>FY 2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>8,166</td>
<td>5,797</td>
<td>6,330</td>
<td>6,211</td>
</tr>
<tr>
<td>Revenue</td>
<td>6,514</td>
<td>5,726</td>
<td>6,410</td>
<td>5,922</td>
</tr>
<tr>
<td>Adjusted EBIT(^1)</td>
<td>536</td>
<td>311</td>
<td>695</td>
<td>655</td>
</tr>
<tr>
<td>Adjusted EBIT Margin(^1)</td>
<td>8.2%</td>
<td>5.4%</td>
<td>10.8%</td>
<td>11.1%</td>
</tr>
</tbody>
</table>

Revenue by product\(^4\)

- Services: 52%
- New business: 48%

Revenue by geography\(^2,4\)

- Western Europe: 71%
- Germany: 22%
- France: 15%
- Spain: 4%
- UK: 7%
- Italy: 8%
- Rest of WEU: 15%
- Asia Pacific: 12%
- EEU: 10%
- North America: 3%
- Central and South America: 2%
- Rest of WEU: 15%

Shipments by industry\(^3,4\)

- Logistics
- Food
- Metals
- Chemicals
- Wholesale
- Automotive
- Beverage
- Construction
- Paper & Print
- Other Industries

Note:

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 2021

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 2021 carry financing 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
- Most financing contracts also contain service contracts

Products

Services

Financial Services

Aftersales and service solutions
Three pillars expected to drive profitable growth of KION’s ITS segment

**Technology expertise**
- High operational performance of trucks
- 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

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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 products serving customer needs worldwide

### Internal combustion (IC) counter-balanced trucks
- Mainly used outside

<table>
<thead>
<tr>
<th>Image</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="IC Counter-Balanced Truck" /></td>
<td>Mainly used outside</td>
</tr>
</tbody>
</table>

### Electric (E) counter-balanced trucks
- Mainly used inside

<table>
<thead>
<tr>
<th>Image</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image2.png" alt="Electric Counter-Balanced Truck" /></td>
<td>Mainly used inside</td>
</tr>
</tbody>
</table>

### Warehouse technology: rider trucks
- Faster transportation of loads
- Specially designed for warehouse requirements

<table>
<thead>
<tr>
<th>Image</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image3.png" alt="Rider Truck" /></td>
<td>Faster transportation of loads</td>
</tr>
</tbody>
</table>

### Warehouse technology: pedestrian trucks
- Transportation of loads at a walking pace

<table>
<thead>
<tr>
<th>Image</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image4.png" alt="Pedestrian Truck" /></td>
<td>Transportation of loads at a walking pace</td>
</tr>
</tbody>
</table>

### Tractors
- Industrial processes / train stations / airports

<table>
<thead>
<tr>
<th>Image</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image5.png" alt="Tractor" /></td>
<td>Industrial processes / train stations / airports</td>
</tr>
</tbody>
</table>

### Automated and autonomous vehicles
- Warehouse & distribution solutions

<table>
<thead>
<tr>
<th>Image</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image6.png" alt="Automated Vehicle" /></td>
<td>Warehouse &amp; distribution solutions</td>
</tr>
</tbody>
</table>

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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

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

Productivity
Performance

Design to Service

Connectivity

Efficiency

Safety
Supply Chain Solutions

New truck platforms with 10-15 year lifecycle – derivatives in next years

Digital twin allowing new feature sales and efficiencies

Enablers for expansion of market share

R&D depreciation increases due to product launches
Supply Chain Solutions: Segment Overview

Leading in supply chain solutions

### Key financials

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<tr>
<th>(in €m)</th>
<th>FY 2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>4,329</td>
<td>3,654</td>
<td>2,771</td>
<td>2,425</td>
</tr>
<tr>
<td>Revenue</td>
<td>3,796</td>
<td>2,627</td>
<td>2,379</td>
<td>2,055</td>
</tr>
<tr>
<td>Adjusted EBIT&lt;sup&gt;1&lt;/sup&gt;</td>
<td>410</td>
<td>278</td>
<td>228</td>
<td>180</td>
</tr>
<tr>
<td>Adjusted EBIT Margin&lt;sup&gt;1&lt;/sup&gt;</td>
<td>10.8%</td>
<td>10.6%</td>
<td>9.6%</td>
<td>8.8%</td>
</tr>
</tbody>
</table>

### Revenue by product<sup>2</sup>

- Services: 20%
- Business solutions: 80%

### Revenue by region<sup>2</sup>

- APAC: 9%
- EMEA: 28%
- Americas: 63%

### Revenue by industry<sup>2,3</sup>

- E-Commerce
- General merchandise
- Apparel
- Food and beverage
- Wholesale
- Grocery
- Parcel
- Other

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<sup>1</sup> Adjusted for Company-specific purchase price allocation effects and non-recurring items.

<sup>2</sup> Financial Year 2021

<sup>3</sup> based on business solutions revenue
Supply Chain Solutions: Product Portfolio
Broad integrated range of modern automation solutions

Storage Systems
Storage, retrieval and sequencing; buffering, racking and shelving

Conveyor Systems
Dependable, cost-effective product transport

Sortation Systems
Diverse product handling, high throughput

Robotic Palletizing & Depalletizing
Automated and ergonomic palletizing and depalletizing

Workstation Systems
High-speed, high-volume designs for worker efficiency

AGV Systems
Lights-out order fulfillment and reliable, autonomous mobile robotic solutions
Dematic Go-to-Market
Delivering life cycle value for customers

Solution development
- ~ 2-24 months
  - Order intake

Project implementation
- ~ 6-24 months
  - Project revenue recognition
  - Commissioning

Life cycle services
- ~ 15-30 years
  - Service revenue recognition

Extensive and integrated range of high-end automation and software solutions

Global assembly and procurement with scalable processes and local delivery

Comprehensive 24/7 remote and on-site support, incl. residential service teams
KION at a Glance
A global leader in its industry
### Investment Highlights

One of the global leaders in supply chain solutions & material handling equipment

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<table>
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<tbody>
<tr>
<td>1</td>
<td>Attractive markets</td>
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<tr>
<td>2</td>
<td>One of the global leaders</td>
</tr>
<tr>
<td>3</td>
<td>Resilient business model</td>
</tr>
<tr>
<td>4</td>
<td>Capitalize on attractive areas of growth</td>
</tr>
<tr>
<td>5</td>
<td>Integrated group with scale and synergies</td>
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</tbody>
</table>
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