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

Joint Offering

#1 & #2

#1 in industrial trucks
in EMEA¹

Global #2 in
industrial trucks²

#1

in supply chain solutions
globally³

€11.7bn

€11.1bn

€292m

~41,000

Order intake in FY 2022

Revenue in FY 2022

Adj. EBIT and margin in FY 2022

Employees as of Dec 31, 2022

1. Based on units sold in 2021 (source: Interact Analysis, Global Forklift Market 2022)
2. Based on revenue in 2021 (source: Modern Material Handling; Top 20 lift truck suppliers 2021, August 2022)
3. Based on revenue in 2021 for Dematic - source: Interact Analysis, The Future of Warehouse Automation 2022 (incl. hardware, software and maintenance/servicing provided by systems integrators, excl. airport baggage handling)
KION Group at a Glance: FY 2022
Sales increase, but earnings decline

Order Intake

-6.2% vs. 2021

Revenue

+8.2% vs. 2021

EBIT adj.

vs. 842 m. in 2021

EBIT margin adj.

2.6% vs. 8.2% in 2021

Net income

vs. 568 m. in 2021

Net income

EUR 106 m.

EBIT adj.

EUR 292 m.

EBIT margin adj.

2.6%

Revenue

EUR 11.1 bn.

Order Intake

EUR 11.7 bn.
KION Group at a Glance: Attractive Market
Megatrends drive material handling industry

E-commerce | Urbanization | Digitalization | Sustainability
---|---|---|---
E-commerce automation | Micro-fulfillment | Mobile robots | 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 locations\(^1\)

Present in more than 100 countries\(^1\)

~1.7m industrial trucks in the field\(^1\)

Revenue Split 2022

- **66%** Industrial Trucks and Services
- **34%** Supply Chain Solutions
- **27%** Americas
- **61%** EMEA
- **12%** APAC
- **58%** New Business\(^2\)
- **42%** Services

1 Data based on FY 2022
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

Our segments: Integrated supply chain and material handling solutions

**Industrial Trucks & Services (ITS)**
- Linde Material Handling
- STILL
- FENWICK
- OMG
- Baoli

**Supply Chain Solutions (SCS)**
- DEMATIC

**Corporate Services**
- Internal service entities
- Holding functions

**Operating Units**
- KION ITS EMEA
- KION ITS Americas
- KION ITS Asia Pacific

**Operating Unit**
- KION SCS
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

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 2,100 sales and/or service locations in over 100 countries with more than 8,000 multi-skilled internal industrial trucks service staff and more than 1,900 systems engineers

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

Industrial trucks¹

- Toyota
- KION
- Jungheinrich
- Mitsubishi Logisnext
- Crown
- Hyster-Yale

Automation systems²

- KION
- Honeywell (Intelligrated)
- Toyota (Vanderlande)
- Daifuku
- Knapp
- SSI Schäfer

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)

Broad intralogistics offering
Market-leading positions globally¹,²
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

Hasan Dandashly  
President KION SCS  
since 2021  
With KION since 2018  
Appointed until 2024  
Nationality:  
Lebanese / American  
Born in 1960

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 2023  
Nationality:  
Austrian  
Born in 1967

Henry Puhl  
CTO  
since July 2021  
With KION since 2016  
Appointed until 2024  
Nationality:  
German  
Born in 1970

Ching Pong Quek  
President KION ITS Asia Pacific & Americas  
since 2013  
With KION since 2006  
Appointed until 2025  
Nationality:  
Malaysian  
Born in 1967

→ Further details on the KION Group website
KION 2027
A proven strategy
KION 2027 Strategy
Our foundation for profitable growth

2027 Targets

- Profitability
- Sustainability
- Growth
- Resilience & Agility
- Profitable Growth
  Ambition: Adj. EBIT margin >10%
- Capital Efficiency

Action Fields

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

Ambition:
Adj. EBIT margin >10%
Profitable Growth
**KION 2027 Strategy**

**Action fields drive profitable growth**

<table>
<thead>
<tr>
<th>Multi-branded Go-to market</th>
<th>Region-specific growth plans</th>
<th>Sustainability</th>
<th>Automation &amp; Software</th>
<th>Performance &amp; Agility</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Successfully positioned differentiated brands teaming up</td>
<td>• Expansion of sales network in China and North America</td>
<td>• Li-Ion batteries (KBS)</td>
<td>• Mobile Automation (AGVs, AMRs)</td>
<td>• Global value platform</td>
</tr>
<tr>
<td>• Complete solutions offering and tailored go-to-market</td>
<td>• Additional production capacity in China (SCS)</td>
<td>• Fuel cell technology</td>
<td>• Proprietary WMS Dematic iQ</td>
<td>• Subsystems and standards</td>
</tr>
<tr>
<td></td>
<td>• Production expansion &amp; localization in North America</td>
<td>• AI-based energy management (ifesca)</td>
<td>• Cloud innovations</td>
<td>• Optimized production network</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Products, people, processes</td>
<td>• Artificial Intelligence</td>
<td></td>
</tr>
</tbody>
</table>
Focus on 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 2022

- E-trucks of LMH and STILL
- IC trucks

Electrified products:
- E-warehouse trucks: 61%
- E-trucks: 27%
- IC-trucks: 12%

Total: 268k
Focus on Sustainability
KION is driving electrification and green industrial trucks

Electrification of Industrial Trucks
Global Development from 2004 to 2022¹

<table>
<thead>
<tr>
<th>Year</th>
<th>Market</th>
<th>KION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>56.4%</td>
<td>56.0%</td>
</tr>
<tr>
<td>2005</td>
<td>56.0%</td>
<td>58.9%</td>
</tr>
<tr>
<td>2006</td>
<td>53.5%</td>
<td>53.8%</td>
</tr>
<tr>
<td>2007</td>
<td>60.3%</td>
<td>61.5%</td>
</tr>
<tr>
<td>2008</td>
<td>61.5%</td>
<td>62.9%</td>
</tr>
<tr>
<td>2009</td>
<td>63.7%</td>
<td>63.7%</td>
</tr>
<tr>
<td>2010</td>
<td>68.9%</td>
<td>70.7%</td>
</tr>
<tr>
<td>2021</td>
<td>87.3%</td>
<td>87.0%</td>
</tr>
<tr>
<td>2022</td>
<td>87.3%</td>
<td>88.1%</td>
</tr>
</tbody>
</table>

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

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

Intelligent trucks

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

Cloud based fleet data management

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

Automated trucks

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

Automation systems
Focus on Automation & Software – Material Handling Market Trends
On its path to lights-out material handling solutions

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

Fleet management
Micro-fulfillment
New energy sources
Sustainable products
Autonomous vehicles

Industrial trucks & Automation systems

Yesterday
Today
Tomorrow

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 spending\(^1\), in % of revenue

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</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>
<td>2.9%</td>
</tr>
</tbody>
</table>

Increased R&D spending for focus areas:
- New platforms and standards
- Sustainability
- Automation & Software

\(^1\)R&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

<table>
<thead>
<tr>
<th></th>
<th>Q1-Q3 2023</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>5,714</td>
<td>8,426</td>
<td>8,166</td>
<td>5,797</td>
</tr>
<tr>
<td>Revenue</td>
<td>6,160</td>
<td>7,356</td>
<td>6,514</td>
<td>5,726</td>
</tr>
<tr>
<td>Adjusted EBIT$^1$</td>
<td>614</td>
<td>420</td>
<td>536</td>
<td>311</td>
</tr>
<tr>
<td>Adjusted EBIT Margin$^1$</td>
<td>10.0%</td>
<td>5.7%</td>
<td>8.2%</td>
<td>5.4%</td>
</tr>
</tbody>
</table>

Revenue by product$^4$

- Services: 51%
- New business: 49%

Revenue by geography$^{2,4}$

- EMEA: 80%
- Asia Pacific: 12%
- Americas: 8%

Shipments by industry$^{3,4}$

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

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.

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 2022.
Industrial Trucks and Services: Integrated Business Model

Ecosystem of products and services

~ roughly half of new truck sales in FY 2022 carry financing contracts

Products

New truck sales

Financial Services

Most financing contracts also contain service contracts

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

Services

Rental and used trucks

Aftersales and service solutions

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 trucks\(^1\)
- 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 products¹ serving customer needs worldwide

<table>
<thead>
<tr>
<th>Product Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal combustion (IC) counter-balanced trucks</td>
<td>− Mainly used outside</td>
</tr>
<tr>
<td>Electric (E) counter-balanced trucks</td>
<td>− Mainly used inside</td>
</tr>
</tbody>
</table>
| 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

- 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  Efficiency

Design to Service

Connectivity

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

<table>
<thead>
<tr>
<th>(in €m)</th>
<th>Q1-Q3 2023</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>2,243</td>
<td>3,362</td>
<td>4,329</td>
<td>3,654</td>
</tr>
<tr>
<td>Revenue</td>
<td>2,216</td>
<td>3,807</td>
<td>3,796</td>
<td>2,627</td>
</tr>
<tr>
<td>Adjusted EBIT¹</td>
<td>31</td>
<td>-46</td>
<td>410</td>
<td>278</td>
</tr>
<tr>
<td>Adjusted EBIT Margin¹</td>
<td>1.4%</td>
<td>-1.2%</td>
<td>10.8%</td>
<td>10.6%</td>
</tr>
</tbody>
</table>

Revenue by product²

- Services: 25%
- Business solutions: 75%

Revenue by region²

- Americas: 66%
- EMEA: 24%
- APAC: 10%

Revenue by industry²,³

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

¹ Adjusted for Company-specific purchase price allocation effects and non-recurring items.
² Financial Year 2022
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

**Solution development**
- ~ 2-24 months

**Project implementation**
- ~ 6-24 months

**Life cycle services**
- ~ 15-30 years

- Order intake
- Project revenue recognition
- Commissioning
- Service revenue recognition

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

- Conveyor
- Storage
- Palletizing
- AGVs/AMRs
- Sortation
- Picking

**Global assembly and procurement** with scalable processes and local delivery

- Modernizations & Upgrades
- Spare Parts
- Project Operations
- Remote Support
- Field Support
- Consultative & Training

**Comprehensive 24/7 remote and on-site support, incl. residential service teams**

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