KION Group at a Glance
One of the world leaders in industrial trucks and supply chain solutions

Integrated Offering

- Industrial trucks
- Automated warehouse solutions
- Services

#1

- in industrial trucks in Europe¹
- in supply chain solutions globally²

€9.4bn

Order intake in FY 2020

€8.3bn

Revenue in FY 2020

€547m

Adj. EBIT and margin in FY 2020

~38,000

Employees as of June 30, 2021

1. Based on units sold in 2019 (source: Interact Analysis, Global Forklift Market 2020) and 2020 (source: Company estimate based on preliminary data)
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 at a Glance: First Half of 2021

Strong increase in all KPIs

Order Intake: EUR 5.88bn. (+40.4% vs. 2020)
Revenue: EUR 4.97bn. (+36.5% vs. 2020)
EBIT adj.: EUR 462m. vs. 205 m. in 2020
EBIT margin adj.: 9.3% vs. 5.2% in 2020
Net income: EUR 291m. vs. 50.6 m. in 2020
Megatrends drive material handling industry

**E-commerce**
- E-commerce automation

**Urbanization**
- Micro-fulfillment

**Digitalization**
- Mobile robots

**Sustainability**
- Li-Ion powered trucks
KION Group at a Glance
A truly global player with a well-balanced portfolio

Global Footprint

- >1,900 sales and service locations\(^1\)
- Present in more than 100 countries\(^1\)
- >1.6m industrial trucks in the field\(^1\)
- >6,000 installed systems\(^1\) at customers

Revenue Split

- **Industrial Trucks and Services**
  - 68%
- **Supply Chain Solutions**
  - 32%
- **Americas**
  - 22%
  - 66%
- **EMEA**
  - 12%
- **APAC**
- **New Business\(^2\)**
  - 56%
- **Services**
  - 44%

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

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
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** ~ 340 sales and/or service locations
- **EMEA** ~ 1040 sales and/or service locations
- **Asia Pacific (APAC)** ~ 530 sales and/or service locations

Around 1,900 sales and/or service locations in over 100 countries with more than 19,000 multi-skilled industrial trucks service staff and more than 3,000 systems engineers

1. All numbers as of March 2021
**KION Group at a Glance**

**A full-line player in Intralogistics 4.0**

<table>
<thead>
<tr>
<th>Industrial trucks(^1)</th>
<th>Automation systems(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major suppliers</strong></td>
<td><strong>Major suppliers</strong></td>
</tr>
<tr>
<td>Toyota</td>
<td>KION</td>
</tr>
<tr>
<td>KION</td>
<td>SSI Schäfer</td>
</tr>
<tr>
<td>Mitsubishi Logisnext</td>
<td>Toyota (Vanderlande)</td>
</tr>
<tr>
<td>Jungheinrich</td>
<td>Daifuku</td>
</tr>
<tr>
<td>Crown</td>
<td>Honeywell (Intelligrated)</td>
</tr>
<tr>
<td>Hyster-Yale</td>
<td>Knapp</td>
</tr>
</tbody>
</table>

**Broad intralogistics offering**

**Market-leading positions globally\(^1,2\)**

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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)
The journey continues: strategic investments to position KION for the future

2013-2015
IPO and deleveraging

2016-2017
Dematic integration

2018-2019
Focus on strategic fields of action

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

Gordon Riske
CEO
Since 2008
With KION since 2007
Appointed until 2022
Nationality: American
Born in: 1957

Anke Groth
CFO
Since 2018
With KION since 2018
Appointed until 2023
Nationality: German
Born in: 1970

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

Andreas Krinninger
President KION ITS
EMEA
Since 2021
With KION since 2011
Appointed until 2023
Nationality: Austrian
Born in: 1967

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

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

Further details on the KION Group website
KION 2027
A proven strategy
Medium-term Targets and Long-term Aspiration

Confirming double-digit margin

Medium-term Targets FY 2023

Surpassing €11bn revenue, fueled by continued strong SCS growth and ITS recovery

> €11bn

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

10-12%

Aspiration KION 2027

Strive continuously to optimize return on capital employed

Grow above the material handling market

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

Maintain profitability through market cycles

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

Energy

Digital solutions and processes

Automation solutions for our customers

Innovation

Efficient use of energy, new energy sources

Innovation ecosystem, agile development processes

Performance

High-performing products, efficient processes

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 2020

- E-trucks: 24%
- IC-trucks: 13%
- E-warehouse trucks: 63%

Electrified products: 87%
Total: 198k
Focus on Energy and Sustainability
KION is driving electrification and green industrial trucks

Electrification of Industrial Trucks
Global Development from 2004 to 2020

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

Industrial trucks & Automation systems

Yesterday

Today

Tomorrow

Material handling – technology trends (illustrative)
Focus on Automation and Industry 4.0
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 Innovation
Strong R&D commitment with increased spend in clear focus areas

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

\begin{center}
\begin{tabular}{cccccccc}
R&D spending & 2.6\% & 2.6\% & 2.6\% & 2.8\% & 2.8\% & 2.7\% & 2.8\% \\
\end{tabular}
\end{center}

 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

Per-formance
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

<table>
<thead>
<tr>
<th>Key financials</th>
<th>H1 2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>4,021</td>
<td>5,797</td>
<td>6,330</td>
<td>6,211</td>
</tr>
<tr>
<td>Revenue</td>
<td>3,120</td>
<td>5,726</td>
<td>6,410</td>
<td>5,922</td>
</tr>
<tr>
<td>Adjusted EBIT(^1)</td>
<td>278</td>
<td>311</td>
<td>695</td>
<td>655</td>
</tr>
<tr>
<td>Adjusted EBIT Margin(^1)</td>
<td>8.9%</td>
<td>5.4%</td>
<td>10.8%</td>
<td>11.1%</td>
</tr>
</tbody>
</table>

Revenue by geography\(^2,4\)

- Western Europe 73%
- Germany
- France
- Italy
- Spain
- UK
- EEU 10%
- Rest of WEU
- Central and South America 3%
- North America 2%
- Asia Pacific 12%

Revenue by product\(^4\)

- Services 52%
- New business 48%

Truck order intake by industry\(^3,4\)

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

\(^1\) 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 2020

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 2020 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

New truck sales

Financial Services

Products

Services

Rental and used trucks

Aftersales and service solutions
Competitive Strengths
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

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

<table>
<thead>
<tr>
<th>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>
<tr>
<td>Warehouse technology: rider trucks</td>
<td>Faster transportation of loads</td>
</tr>
<tr>
<td></td>
<td>Specially designed for warehouse requirements</td>
</tr>
<tr>
<td>Warehouse technology: pedestrian trucks</td>
<td>Transportation of loads at a walking pace</td>
</tr>
<tr>
<td>Tractors</td>
<td>Industrial processes / train stations / airports</td>
</tr>
<tr>
<td>Automated and autonomous vehicles</td>
<td>Warehouse &amp; distribution solutions</td>
</tr>
</tbody>
</table>

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
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

(in €m) | H1 2021 | 2020 | 2019 | 2018
---|---|---|---|---
Order intake | 1,869 | 3,654 | 2,771 | 2,425
Revenue | 1,857 | 2,627 | 2,379 | 2,055
Adjusted EBIT<sup>1</sup> | 227 | 278 | 228 | 180
Adjusted EBIT Margin<sup>1</sup> | 12.2% | 10.6% | 9.6% | 8.8%

Revenue by region<sup>2</sup>

- APAC 10%
- EMEA 30%
- Americas 60%

Revenue by product<sup>2</sup>

- Services: 25%
- Business solutions: 75%

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 2020
<sup>3</sup> 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

Order intake

Project implementation

~ 6-24 months

Project revenue recognition

Project revenue recognition

Life cycle services

~ 15-30 years

Commis-sioning

Service revenue recognition

Conveyor

Storage

Palletizing

Picking

AGVs/AMRs

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

Project Engineering

Supply Chain

Installation

Modernizations & Upgrades

Spare Parts

Project Operations

Remote Support

Field Support

Consultative & Training

Digital Services
KION at a Glance
A global leader in its industry
Investment Highlights

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

1 | Attractive markets
KION believes to be well positioned to grow above the material handling market

2 | One of the global leaders
KION drives customer centricity with innovation and investments into new technologies within ITS and SCS

3 | Resilient business model
KION has an integrated business model with high contribution from services and automation systems

4 | Capitalize on attractive areas of growth
KION with strategic investments to capture value creation potential, including China and software

5 | Integrated group with scale and synergies
Value creation across the group through R&D, production, and further scale and efficiencies
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