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

Order intake in FY 2023
€10.9bn

Revenue in FY 2023
€11.4bn

Adj. EBIT and margin in FY 2023
€791m
6.9%

Employees as of Dec 31st, 2023
~42,000

#1 & #2
#1 in industrial trucks in EMEA¹
Global #2 in industrial trucks²

#1
in supply chain solutions globally³

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

Order Intake
EUR 10.9bn.
-7.1% vs. 2022

Revenue
EUR 11.4bn.
+2.7% vs. 2022

EBIT adj.
EUR 791m.
vs. 292m. in 2022

EBIT margin adj.
6.9%
vs. 2.6% in 2022

Net income
EUR 314m.
vs. 106m. in 2022
KION Group at a Glance: Attractive Market
Megatrends drive material handling industry

- E-commerce
- Urbanization
- Digitalization
- Sustainability

Expected material handling trends

- E-commerce automation
- Micro-fulfillment
- Mobile robots
- Li-Ion powered trucks
KION Group at a Glance
A truly global player with a well-balanced portfolio

Global Footprint

- >2,000 sales and service locations
- Present in more than 100 countries
- ~1.8m industrial trucks in the field

Revenue Split 2023

- Industrial Trucks and Services: 74% (23% Americas, 67% EMEA)
- Supply Chain Solutions: 26% (11% APAC)
- New Business: 56%
- Services: 44%

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)  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**
  - ~ 400 sales and/or service locations
- **EMEA**
  - ~ 1,000 sales and/or service locations
- **Asia Pacific (APAC)**
  - ~ 800 sales and/or service locations

Almost 2,200 sales and/or service locations in over 100 countries

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1. All numbers as of December 2023
KION Group at a Glance
A full-line player in Intralogistics 4.0

Industrial trucks

Major suppliers

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

Automation systems

Major suppliers

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

Broad intralogistics offering
Market-leading positions globally

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 Kriinnerger
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
KION 2027 Strategy
Our foundation for profitable growth

2027 Targets
- Growth
- Profitability
- Sustainability
- 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
## KION 2027 Strategy

### Action fields drive profitable growth

<table>
<thead>
<tr>
<th><strong>Multi-branded Go-to market</strong></th>
<th><strong>Region-specific growth plans</strong></th>
<th><strong>Sustainability</strong></th>
<th><strong>Automation &amp; Software</strong></th>
<th><strong>Performance &amp; Agility</strong></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>

### Values, People & Leadership
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 2023

IC-trucks

9%

31%

60%

E-trucks

E-warehouse trucks

Electrified products

91%

Total: 242k
Focus on Sustainability
KION is driving electrification and green industrial trucks

Electrification of Industrial Trucks
Global Development from 2004 to 2023\(^1\)

\(^1\)Order 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

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

Micro-fulfillment
New energy sources
Sustainable products

Fleet management
Assistance systems

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

\[\text{R&D expenditures (P&L) + capitalized development costs = R&D spending}\]

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

\(^1\text{R&D expenditures (P&L) + capitalized development costs = R&D spending}\)
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  Collaboration  Courage  Excellence

We do what is right.  We trust each other.  We change and innovate.  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>Key financials</th>
<th>Q1/2024</th>
<th>2023</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>1,804</td>
<td>7,890</td>
<td>8,426</td>
<td>8,166</td>
</tr>
<tr>
<td>Revenue</td>
<td>2,153</td>
<td>8,480</td>
<td>7,356</td>
<td>6,514</td>
</tr>
<tr>
<td>Adjusted EBIT&lt;sup&gt;1&lt;/sup&gt;</td>
<td>240</td>
<td>849</td>
<td>420</td>
<td>536</td>
</tr>
<tr>
<td>Adjusted EBIT Margin&lt;sup&gt;1&lt;/sup&gt;</td>
<td>11.1%</td>
<td>10.0%</td>
<td>5.7%</td>
<td>8.2%</td>
</tr>
</tbody>
</table>

Revenue by product<sup>4</sup>

- Services: 47%
- New business: 53%

Revenue by geography<sup>2,4</sup>

- EMEA: 82%
- Asia Pacific: 10%
- Americas: 8%

Shipments by industry<sup>3,4</sup>

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

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

New truck sales

Financial Services

Products

Services

Most financing contracts also contain service contracts

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

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
- 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\(^1\) 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

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

<table>
<thead>
<tr>
<th>(in €m)</th>
<th>Q1/2024</th>
<th>2023</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>642</td>
<td>3,032</td>
<td>3,362</td>
<td>4,329</td>
</tr>
<tr>
<td>Revenue</td>
<td>719</td>
<td>2,997</td>
<td>3,807</td>
<td>3,796</td>
</tr>
<tr>
<td>Adjusted EBIT(^1)</td>
<td>18</td>
<td>44</td>
<td>-46</td>
<td>410</td>
</tr>
<tr>
<td>Adjusted EBIT Margin(^1)</td>
<td>2.6%</td>
<td>1.5%</td>
<td>-1.2%</td>
<td>10.8%</td>
</tr>
</tbody>
</table>

### Revenue by product\(^2\)

- Services: 35%
- Business solutions: 65%

### Revenue by region\(^2\)

- Americas: 64%
- EMEA: 24%
- APAC: 12%

### Revenue by industry\(^2,3\)

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

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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

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

- Project Engineering
- Supply Chain
- Installation

Modernizations & Upgrades ➔ Spare Parts
Project Operations ➔ Remote Support
Field Support ➔ Consultative & Training
Digital Services

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

Conveyor
Storage
Sortation
Palletizing
AGVs/AMRs
Picking

KION GROUP AG | Corporate Presentation | April 2024
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