



KION GROUP AG

Corporate Presentation

→ March 2025

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



€10.3bn

€11.5bn

#1 & #2

#1 in industrial trucks in EMEA¹

Global #2 in industrial trucks²

€917m / 8.0%

#1

#1 in supply chain solutions globally³

>42,000

Order intake in FY 2024



Revenue in FY 2024



Adj. EBIT and margin in FY 2024

Employees as of Dec 31st, 2024



1. Based on units sold in 2023 (source: Interact Analysis, Global Forklift Market 2024) 2. Based on revenue in 2023 (source: Modern Material Handling; Top 20 lift truck suppliers 2024, August 2024)
3. Based on revenue in 2023 for Dematic - source: Interact Analysis, The Future of Warehouse Automation 2024 (incl. hardware, software and maintenance/servicing provided by systems integrators, excl. airport baggage handling)

KION Group at a Glance: FY 2024

Increase in revenue and earnings

Order Intake	Revenue	EBIT adj.	EBIT margin adj.	Net income
EUR 10.3 bn.	EUR 11.5 bn.	EUR 917 m.	8.0%	EUR 369 m.
-4.9% vs. 2023	+0.6% vs. 2023	vs. 791 Mio. 2023	vs. 6.9% 2023	vs. 314 Mio. 2023

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

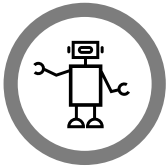


KION Group at a Glance

A truly global player with a well-balanced portfolio



Global Footprint



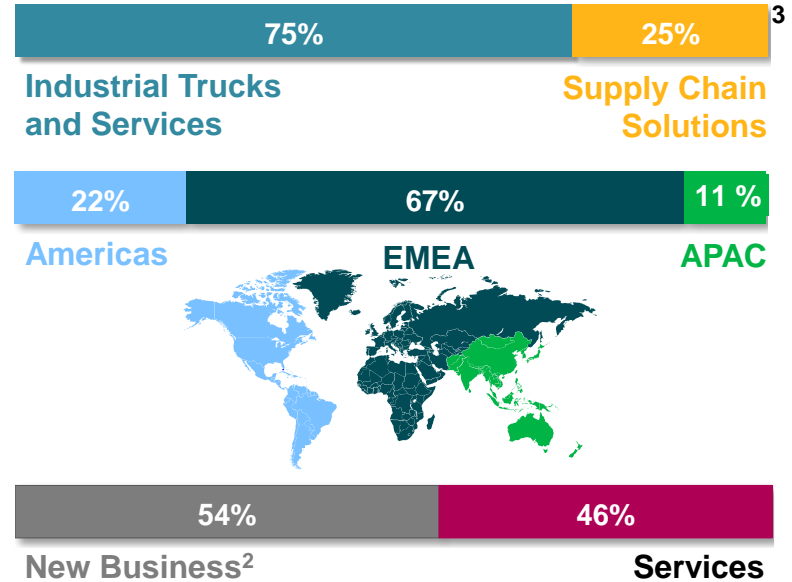
>2.000
sales and
service
locations¹

Present in more
than **100**
countries¹



>1.9m.
industrial
trucks in the
field¹

Revenue Split 2024^{1,3}



¹ Data based on FY 2024. 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 accounts for 2 percent 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)



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



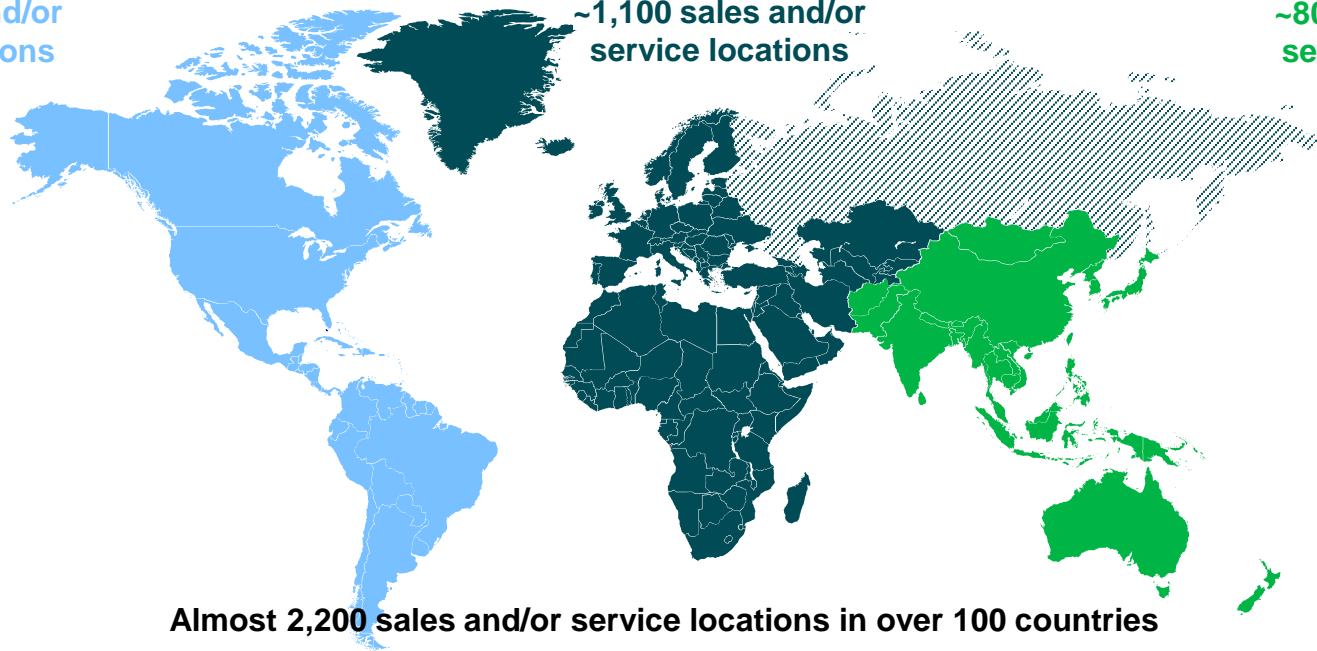
KION Group at a Glance

Strong global sales and service network for a global customer base¹

Americas
~300 sales and/or
service locations

EMEA
~1,100 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

1. All numbers as of December 2024

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 2023 - source: Modern Material Handling; Top 20 lift truck suppliers 2024, August 2024 and maintenance/servicing provided by systems integrators, excl. airport baggage handling)

2. Based on revenue in 2023 for Dematic - source: Interact Analysis, The Future of Warehouse Automation 2024 (incl. hardware, software)

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 2029

Nationality:
American/German
Born in 1965



Christian Harm
CFO
since 2023

With KION since 2006
Appointed until 2026

Nationality: Austrian
Born in 1968



Valeria Gargiulo
CPSO
since 2023

With KION since 2023
Appointed until 2026

Nationality:
Argentinian/Italian
Born in 1972



Andreas Krinninger
President KION ITS
EMEA
since 2021

With KION since 2011
Appointed until 2028

Nationality: Austrian
Born in 1967



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

With KION since 2006
Appointed until 2030

Nationality: Malaysian
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

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

KION

Focus areas

Focus on Region-specific Growth Plans

Example: Growing in China across four pillars



01

Production

Capacity expansion through Jinan plants



02

R&D

Center of Excellence for global Value & Eco products



03

Product

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



04

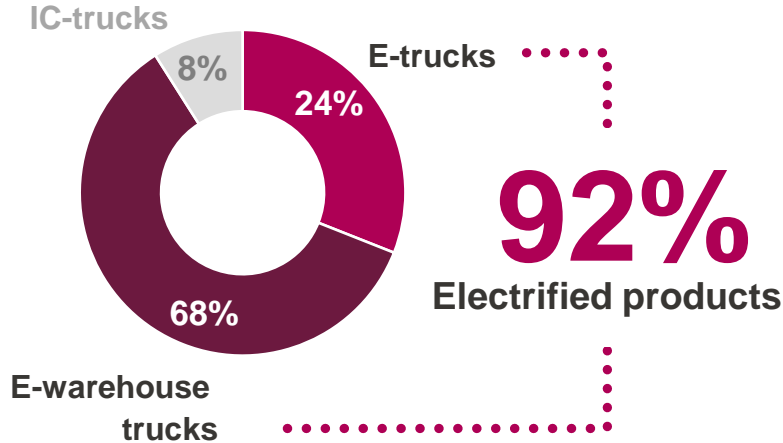
Sales

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 2024



92%

Electrified products

Total: 245k



Sustain-
ability

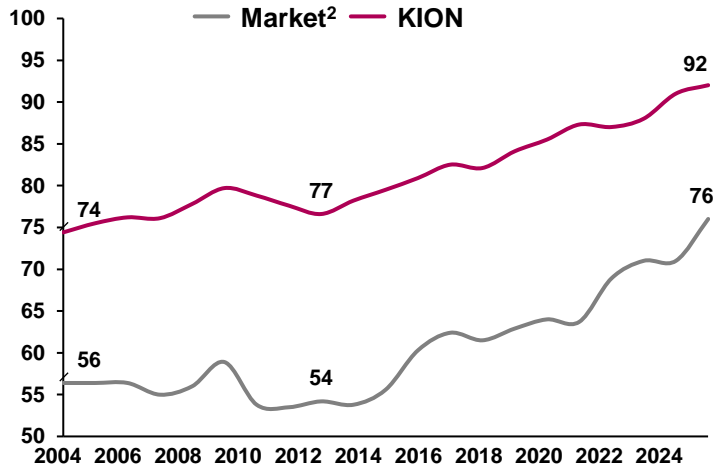
Focus on Sustainability

KION is driving electrification and green industrial trucks



Electrification of Industrial Trucks

Global Development from 2004 to 2024¹



¹Order Intake, figures in percent; ²Based on WITS YTD 10/2024 / Source: KION Group; WITS/FEM

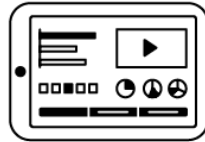
Focus on Automation & Software

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



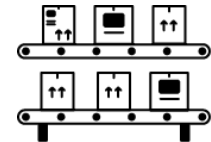
Cloud based fleet data management

- 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



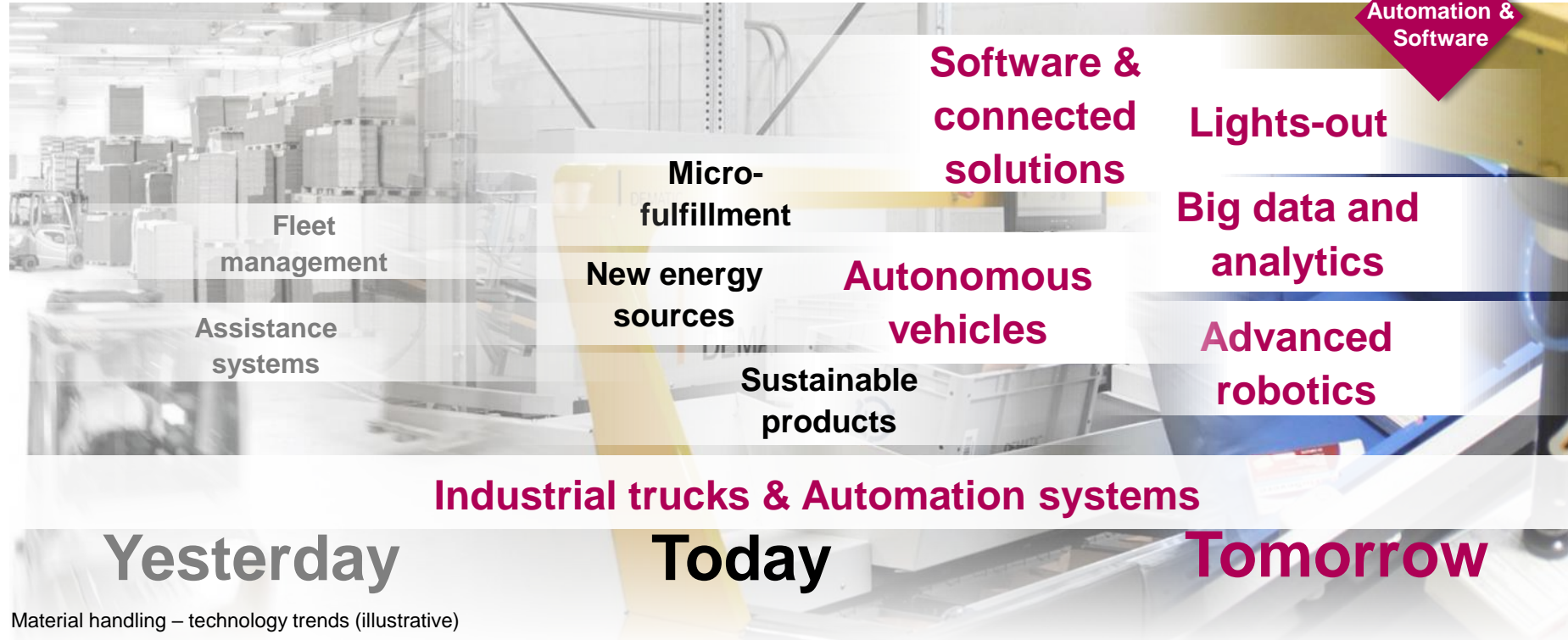
Automation systems

- 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

Automation &
Software



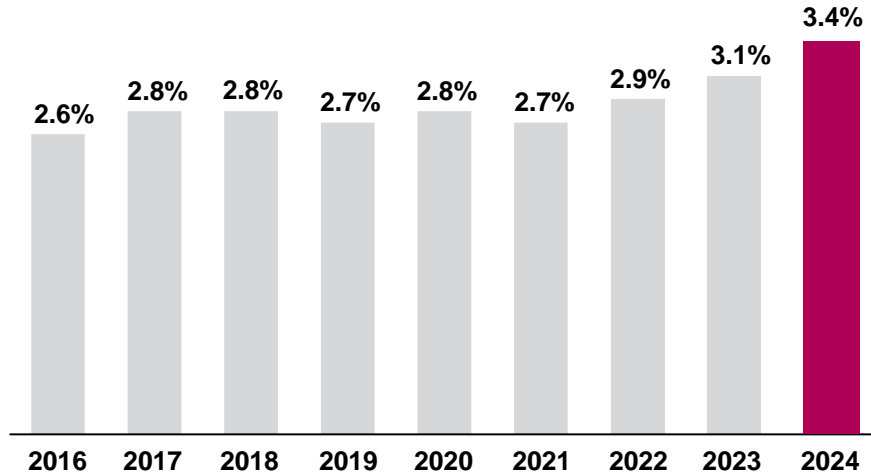
Material handling – technology trends (illustrative)

Development of R&D Spend

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

R&D spend¹

in % of revenue



Increased R&D spend for **focus areas**:

- New platforms and standards
- Sustainability
- Automation & Software

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

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

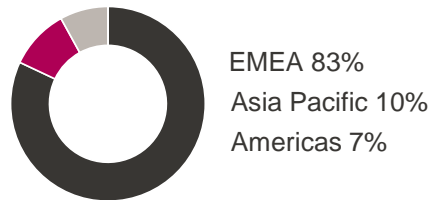
Key financials

(in €m)	FY 2024	2023	2022	2021
Order intake	7,766	7,890	8,426	8,166
Revenue	8,609	8,480	7,356	6,514
Adjusted EBIT ¹	918	849	420	536
Adjusted EBIT Margin ¹	10.7%	10.0%	5.7%	8.2%

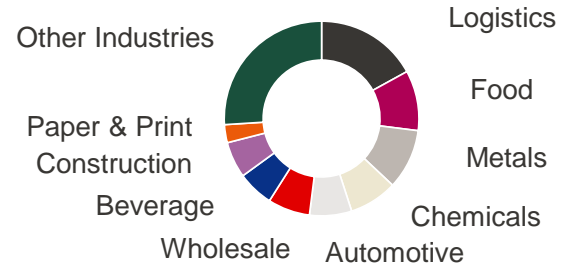
Revenue by product⁴



Revenue by geography^{2,4}



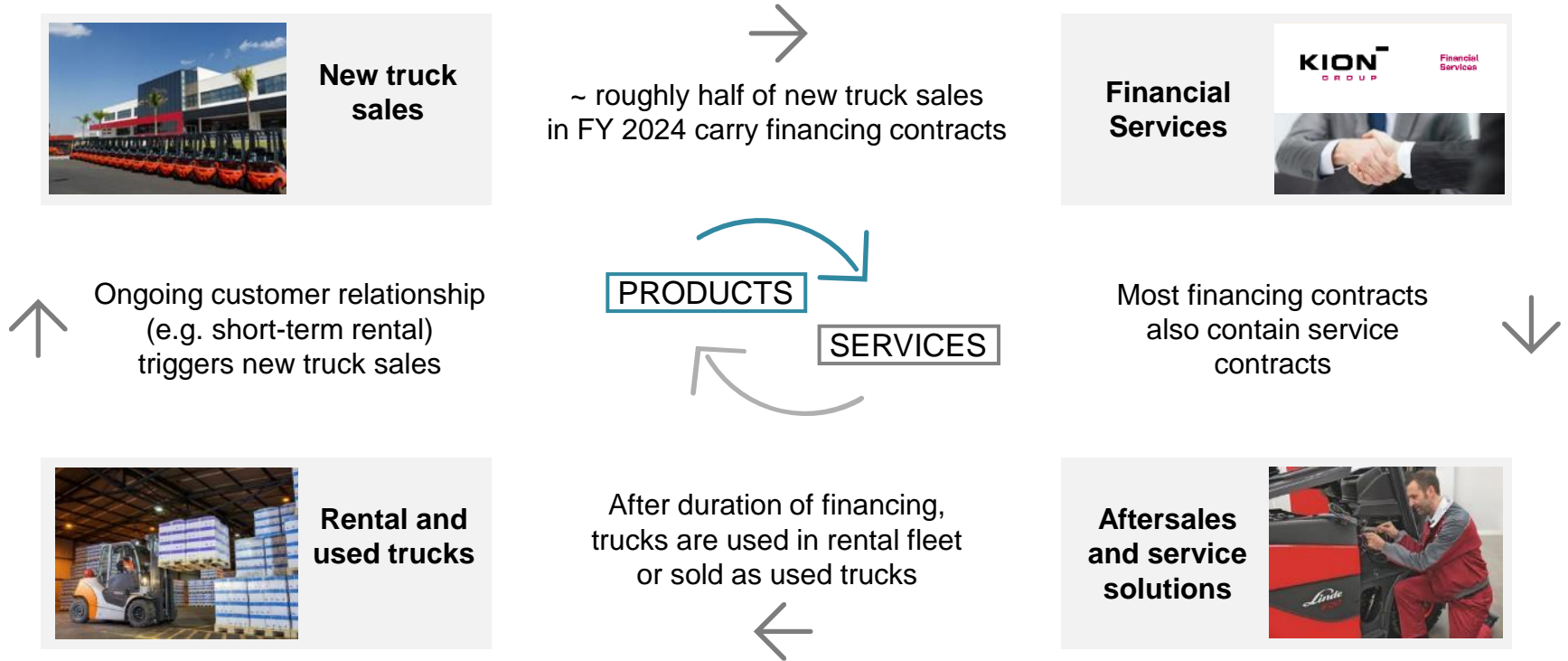
Shipments by industry^{3,4}



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 2024
 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



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



Industrial Trucks and Services: Technology Expertise

KION's new truck platforms expected to enable future growth



Productivity



Performance



Design to Service



Efficiency



Connectivity



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

Supply Chain Solutions



DEMATIC
SOFTWARE



DEMATIC

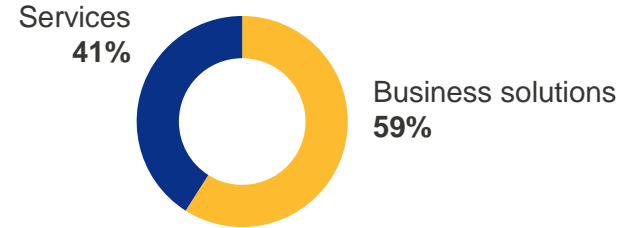
Supply Chain Solutions: Segment Overview

Leading in supply chain solutions

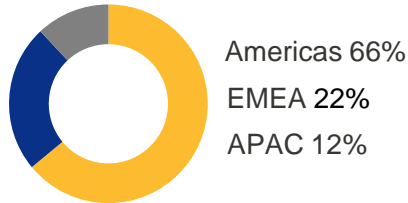
Key financials

(in €m)	FY 2024	2023	2022	2021
Order intake	2,579	3,007	3,362	4,329
Revenue	2,943	2,997	3,807	3,796
Adjusted EBIT ¹	113	44	-46	410
Adjusted EBIT Margin ¹	3.8%	1.5%	-1.2%	10.8%

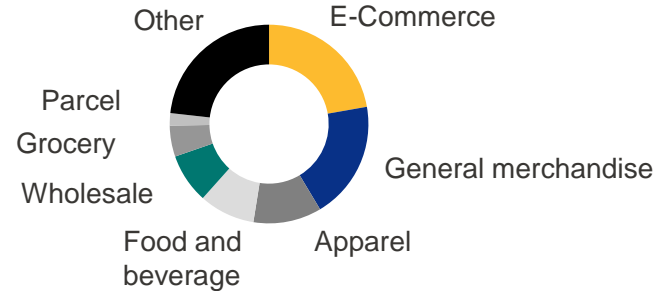
Revenue by product²



Revenue by region²



Revenue by industry^{2,3}



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

² Financial Year 2024

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



**DEMATIC
SOFTWARE**

AGV Systems

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



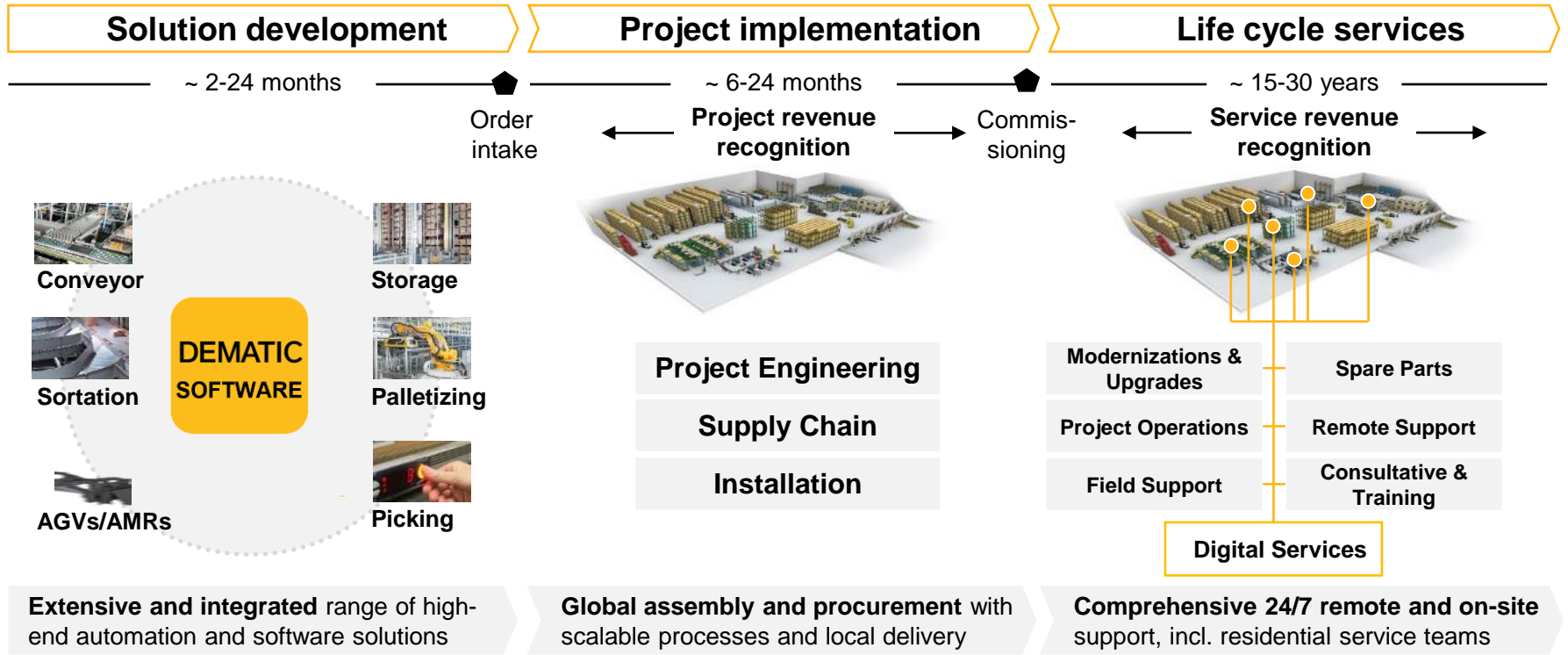
Workstation Systems

High-speed, high-volume designs for worker efficiency



Dematic Go-to-Market

Delivering life cycle value for customers



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[®]

G R O U P

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