KION Group at a Glance

One of the world’s important suppliers of integrated supply chain solutions

No. 1 in Europe +
Global No. 2
in Industrial Trucks and Services¹

Global presence in more than 100 countries³

Global No. 1
in Supply Chain Solutions²

truck base of 1.5 million
worldwide support
after sales business³

Around 1,900
sales and / or service locations³

More than 6,000
installed intralogistic
systems
at customers³

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)
3. Data based on FY 2019
KION Group at a Glance
Production plants all over the globe
KION Group at a Glance
A truly global player with a well-balanced portfolio

<table>
<thead>
<tr>
<th>Q1-Q3 2020</th>
<th>Revenue FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>€ 6.715 billion order intake</td>
<td>73% Industrial Trucks and Services</td>
</tr>
<tr>
<td>€ 6.000 billion revenue</td>
<td>27% Supply Chain Solutions</td>
</tr>
<tr>
<td>6.1% Adjusted EBIT margin¹</td>
<td>22% Americas</td>
</tr>
<tr>
<td>€ 132.5 million net income</td>
<td>68% EMEA</td>
</tr>
<tr>
<td></td>
<td>10% APAC</td>
</tr>
<tr>
<td></td>
<td>58% New Business</td>
</tr>
<tr>
<td></td>
<td>42% Services</td>
</tr>
</tbody>
</table>

¹adjusted in line with KION Group’s adjusted financial performance indicators
KION Group at a Glance

Strong global sales and service network for a global customer base

- **Americas**: ~350 sales and/or service locations
- **EMEA**: ~1020 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 18,000 multi-skilled industrial trucks service staff and more than 3,000 systems engineers

1. All numbers as of May 2020
KION Group at a Glance
A broad offering of integrated supply chain and material handling solutions

KION Group segments

Industrial Trucks & Services

Supply Chain Solutions

Corporate Services

Operating Units
incl. Financial Services

- Linde MH EMEA
- STILL EMEA
- KION Americas
- KION Asia Pacific

Operating Unit

- Dematic

- Internal service entities
- Holding functions
### KION Group at a Glance
A full-line player in Intralogistics 4.0

#### Industrial trucks

<table>
<thead>
<tr>
<th>Major suppliers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota</td>
</tr>
<tr>
<td>KION</td>
</tr>
<tr>
<td>Mitsubishi Logisnext</td>
</tr>
<tr>
<td>Jungheinrich</td>
</tr>
<tr>
<td>Crown</td>
</tr>
<tr>
<td>Hyster-Yale</td>
</tr>
</tbody>
</table>

#### Automation systems

<table>
<thead>
<tr>
<th>Major suppliers</th>
</tr>
</thead>
<tbody>
<tr>
<td>KION</td>
</tr>
<tr>
<td>SSI Schäfer</td>
</tr>
<tr>
<td>Toyota (Vanderlande)</td>
</tr>
<tr>
<td>Daifuku</td>
</tr>
<tr>
<td>Honeywell (Intelligrated)</td>
</tr>
<tr>
<td>Knapp</td>
</tr>
</tbody>
</table>

**Broad intralogistics offering**

**Market-leading positions globally**

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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)
Our Shared KION Group Values
Definitions at a glance

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.
Maintain aspiration for profitable growth

- Grow above the material handling market
- Strive continuously to *optimize return* on capital employed
- Further grow profitability\(^1\) to *double-digit range* in the long term
- Maintain profitability through market cycles

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1. Refers to EBIT margin adjusted. Note: Mid-term targets, as published in Feb 2019, are currently under review.
Strategy KION 2027
Strategic fields of action set priorities

Efficient use of energy, new energy sources

Digital solutions and processes

Automation solutions for our customers

Innovation ecosystem, agile development processes

High-performing products, efficient processes
Integrated Total Offering across KION
From industrial trucks to fully automated warehouses

Tailored Supply Chain Solutions

- **WAREHOUSE TRUCKS**
  Reliable models in the product range from low lift pallet trucks up to tailored "Very Narrow Aisle" (VNA) trucks are often the heart of warehouses.

- **VERY NARROW AISLE (VNA) TRUCKS**
  They have a lifting operating platform, and can be used both as order pickers and also for putting load units into and out of stock.

- **AUTOMATED STORAGE AND RETRIEVAL SYSTEM (ASRS) AND SHUTTLE**
  High density, compact automated storage for cases, totes or pallets allows more staging and buffering capacity in less space.

- **GOODS-TO-PERSON PICKING**
  Inventory is automatically delivered from the ASRS to a workstation where a person picks items for an order or kit.

- **SORTATION SYSTEM**
  Convey and sort systems direct cases and totes to the appropriate checkpoint workstations in the receiving operation.

- **PICKING SYSTEM**
  West mounted RF devices, pick-to-light systems and pick by voice systems improve productivity in the piece and case modules.

- **E-TRUCKS**
  Electric reach trucks are the first choice wherever noise reduction and freedom from exhaust gas pollution are priorities.

- **CONVEYOR SYSTEM**
  Work in process materials are conveyed from workstation to workstation in the production area.

- **TUGGER TRAINS**
  Require less time to bring larger amounts of goods between storage and production line.

- **PALLETTIZING SYSTEM**
  Pallets are assembled in a strategic sequence using manual, semi-automated or automated methods.

- **INTERNAL COMBUSTION TRUCKS (IC)**
  From compact to heavy duty — the diesel and LPG truck range provides the right machine for material handling outside the warehouse.

- **FLEET DATA MANAGEMENT**
  Fleet management software bundles and joins up all data for fast analysis and optimization of all material handling equipment.

- **OPERATIONS MANAGEMENT CENTER**
  Software systems provide managers and supervisors with a comprehensive, real-time view of production and distribution.

- **WAREHOUSE EXECUTION SYSTEM SOFTWARE**
  The software manages and directs receiving, to-shipping functions including order management, planning and optimization, as well as resource management.

- **AUTOMATED GUIDED VEHICLES (AGV)**
  Pallet pick up, transport and drop off is accomplished automatically using automated guided vehicles.
Attractive Market

Megatrends drive material handling industry

Megatrends

- E-commerce
- Urbanization
- Digitalization
- Sustainability

E-commerce
- Smaller order sizes
- More frequent orders
- Need for efficient, automated solutions

Urbanization
- Denser population in cities, smaller warehouses
- Need for micro-fulfillment and smaller trucks

Digitalization
- Increasing connectivity and big data capabilities
- Demand for connected vehicles and predictive maintenance

Sustainability
- Increasing demand for green supply chains
- Demand for electric vehicles with Li-Ion batteries or Fuel-Cells

E-commerce automation

Micro-fulfillment

Mobile robots

Li-Ion powered trucks

Expected material handling trends

Expected implications for material handling
Material handling is changing at high pace – on its path to lights-out

- Software & connected solutions
- Lights-out
- Big data and analytics
- Advanced robotics
- Industrial trucks & Automation systems
- Autonomous vehicles
- Sustainable products
- New energy sources
- Micro-fulfillment
- Fleet management
- Assistance systems

Yesterday - Today - Tomorrow
Resilience and global footprint
KION with an increasingly non-cyclical and more global profile

KION Group revenue split

**2014**
- Americas: 68%
- APAC: 10%
- EMEA: 22%

**2019**
- Americas: 68%
- APAC: 10%
- EMEA: 22%

Non-cyclical Business¹

- New-trucks: 62%
- Non-cyclical: 38%
- New-trucks: 62%
- Non-cyclical: 38%

¹Non-cyclical business calculated as IT&S services plus SCS new businesses and services

We expect the share of non-cyclical business to further grow over the coming years.
KION Group: Value Creation
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
Benefits for the Customer

Cost-efficient material handling

- Acceleration of product handling & shipment
- Prevention of accidents & damages
- Optimization of operation times & energy consumption
Focus on Performance
KION drives customer centricity with innovation

Innovation

- New truck generations introduced
- Focus on new technologies: Li-Ion batteries and connectivity
- Global offering based on serial trucks
- Shared technology between trucks and systems
- New vertical solutions, e.g. Micro-Fulfillment, returns handling
- Robotic picking integration
Focus on Energy and Digitalization
Electrification and software gradually more crucial

Electrification of products,
KION IT&S order intake units, FY 2019¹

Electrified products
Total: 214k

¹ Source: WITS/FEM, Industrial Trucks Market 2019
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 spend¹, in % of revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;D Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>2.6%</td>
</tr>
<tr>
<td>2015</td>
<td>2.6%</td>
</tr>
<tr>
<td>2016</td>
<td>2.6%</td>
</tr>
<tr>
<td>2017</td>
<td>2.8%</td>
</tr>
<tr>
<td>2018</td>
<td>2.8%</td>
</tr>
<tr>
<td>2019</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

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

¹R&D expenditures (P&L) + capitalized development costs = R&D spend
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>9M 2020</th>
<th>2019</th>
<th>2018</th>
<th>2017(^1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>4,077</td>
<td>6,330</td>
<td>6,211</td>
<td>5,859</td>
</tr>
<tr>
<td>Revenue</td>
<td>4,109</td>
<td>6,410</td>
<td>5,922</td>
<td>5,572</td>
</tr>
<tr>
<td>Adjusted EBIT(^2)</td>
<td>205</td>
<td>695</td>
<td>655</td>
<td>643</td>
</tr>
<tr>
<td>Adjusted EBIT Margin(^2)</td>
<td>5.0%</td>
<td>10.8%</td>
<td>11.1%</td>
<td>11.5%</td>
</tr>
</tbody>
</table>

Revenue by product\(^5\)

- Services: 48%
- New Business: 52%

Revenue by geography\(^3,5\)

- South America: 3%
- RoW: 3%
- North America: 2%
- Asia: 9%
- EEU: 10%
- Rest of WEU: 15%
- Spain: 4%
- UK: 7%
- France: 15%
- Germany: 24%
- Italy: 8%

Truck order intake by industry\(^4,5\)

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

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\(^1\) Including effects of the first-time adoption of IFRS 15 and IFRS 16
\(^2\) Adjusted in line with KION Group’s adjusted financial performance indicators
\(^3\) Calculation based on German customer base
\(^4\) Financial Year 2019
\(^5\) May not add up to 100% due to commercial rounding
Ecosystem of products and services

~ roughly half of new truck sales in FY 2019 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

New truck sales

Rental and used trucks
## 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><strong>Internal combustion (IC) counter-balanced trucks</strong></td>
<td>- Mainly used outside</td>
</tr>
<tr>
<td><strong>Electric (E) counter-balanced trucks</strong></td>
<td>- Mainly used inside</td>
</tr>
<tr>
<td><strong>Warehouse technology: rider trucks</strong></td>
<td>- Faster transportation of loads</td>
</tr>
<tr>
<td></td>
<td>- Specially designed for warehouse requirements</td>
</tr>
<tr>
<td><strong>Warehouse technology: pedestrian trucks</strong></td>
<td>- Transportation of loads at a walking pace</td>
</tr>
<tr>
<td><strong>Tractors</strong></td>
<td>- Industrial processes / train stations / airports</td>
</tr>
<tr>
<td><strong>Automated and autonomous vehicles</strong></td>
<td>- Warehouse &amp; distribution solutions</td>
</tr>
</tbody>
</table>

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1 The products shown are just a selection of our product range.
Industrial Trucks and Services: Technology Expertise

KION’s new truck platforms expected to enable future growth

- **Productivity**
- **Performance**
- **Efficiency**
- **Safety**
- **Connectivity**
- **Design to Service**

**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></th>
<th>9M 2020</th>
<th>2019</th>
<th>2018</th>
<th>2017(^1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>2,632</td>
<td>2,771</td>
<td>2,425</td>
<td>2,099</td>
</tr>
<tr>
<td>Revenue</td>
<td>1,879</td>
<td>2,379</td>
<td>2,055</td>
<td>2,010</td>
</tr>
<tr>
<td>Adjusted EBIT(^2)</td>
<td>184</td>
<td>228</td>
<td>180</td>
<td>189</td>
</tr>
<tr>
<td>Adjusted EBIT Margin(^2)</td>
<td>9.8%</td>
<td>9.6%</td>
<td>8.8%</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

Revenue by product\(^3\)

- Services 25%
- Business solutions 75%

Revenue by region\(^3\)

- APAC 10%
- EMEA 26%
- Americas 64%

Revenue by industry\(^3\)

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

1 Including effects of the first-time adoption of IFRS 15 and IFRS 16
2 Adjusted in line with KION Group’s adjusted financial performance indicators
3 Financial Year 2019
Supply Chain Solutions at a Glance
Leading in Supply Chain Solutions with hardware and software

Mission:
Provide vertical market-based, intelligent supply chain solutions, by integrating our hardware and software capabilities to deliver flexibility, reliability, and throughput.
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

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

**Robotic Palletizing & Depalletizing**
Automated and ergonomic palletizing and depalletizing

**Workstation Systems**
High-speed, high-volume designs for worker efficiency
## Key reasons for an investment in KION

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 IT&S 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**
   - KION driving value creation across the group through R&D, production, and further scale and efficiencies
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