# 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

## #1 & #2

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

## #1

- in supply chain solutions globally³

### Financials

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>€10.9bn</td>
</tr>
<tr>
<td>Revenue</td>
<td>€11.4bn</td>
</tr>
<tr>
<td>Adj. EBIT and margin</td>
<td>€791m / 6.9%</td>
</tr>
<tr>
<td>Employees as of Dec 31st, 2023</td>
<td>&gt;42,000</td>
</tr>
</tbody>
</table>

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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**

<table>
<thead>
<tr>
<th>Order Intake</th>
<th>Revenue</th>
<th>EBIT adj.</th>
<th>EBIT margin adj.</th>
<th>Net income</th>
</tr>
</thead>
<tbody>
<tr>
<td>EUR 10.9 bn.</td>
<td>EUR 11.4 bn.</td>
<td>EUR 791 m.</td>
<td>6.9%</td>
<td>EUR 314 m.</td>
</tr>
<tr>
<td>-7.1% vs. 2022</td>
<td>+2.7% vs. 2022</td>
<td>vs. 292 Mio. 2022</td>
<td>vs. 2.6% 2022</td>
<td>vs. 106 Mio. 2022</td>
</tr>
</tbody>
</table>
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
KION Group at a Glance
A truly global player with a well-balanced portfolio

Global Footprint

- >2,000 sales and service locations\(^1\)
- Present in more than 100 countries\(^1\)
- ~1.8m. industrial trucks in the field\(^1\)

Revenue Split 2023\(^1,3\)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Americas</th>
<th>EMEA</th>
<th>APAC</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Trucks and Services</td>
<td>23%</td>
<td>67%</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Supply Chain Solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Business(^2)</td>
<td>56%</td>
<td></td>
<td></td>
<td>44%</td>
</tr>
</tbody>
</table>

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**

<table>
<thead>
<tr>
<th>Industrial Trucks &amp; Services (ITS)</th>
<th>Supply Chain Solutions (SCS)</th>
<th>Corporate Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="#">Industrial Trucks &amp; Services</a></td>
<td><a href="#">Supply Chain Solutions</a></td>
<td><a href="#">Corporate Services</a></td>
</tr>
</tbody>
</table>

#### 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

<table>
<thead>
<tr>
<th>Industrial trucks¹</th>
<th>Automation systems²</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wichtige Anbieter</strong></td>
<td><strong>Wichtige Anbieter</strong></td>
</tr>
<tr>
<td>Toyota</td>
<td>KION</td>
</tr>
<tr>
<td><strong>KION</strong></td>
<td>Honeywell (Intelligrated)</td>
</tr>
<tr>
<td>Jungheinrich</td>
<td>Toyota (Vanderlande)</td>
</tr>
<tr>
<td>Mitsubishi Logisnext</td>
<td>Daifuku</td>
</tr>
<tr>
<td>Crown</td>
<td>Knapp</td>
</tr>
<tr>
<td>Hyster-Yale</td>
<td>SSI Schäfer</td>
</tr>
</tbody>
</table>

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 2029
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 Krinninger
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
- 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%
## KION 2027 Strategy

**Action fields to drive profitable growth towards >10% adj. EBIT margin by 2027**

<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, Li-Cycle)</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 (Google)</td>
<td>• Optimized production network</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Products, people, processes</td>
<td>• Artificial Intelligence (IMOCO, LoadRunner)</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

Electrified products

Total: 242k

IC-trucks

E-trucks

E-warehouse trucks

91%
Focus on Sustainability
KION is driving electrification and green industrial trucks

Electrification of Industrial Trucks
Global Development from 2004 to 2023¹

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

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

Yesterday

Material handling – technology trends (illustrative)

Today

Industrial trucks & Automation systems

Tomorrow

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

KION GROUP AG | Corporate Presentation | July 2024
Development of R&D Spend
Strong R&D commitment with increased spend in clear focus areas

R&D spend\(^1\)
in % of revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;D Spend</th>
</tr>
</thead>
<tbody>
<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>
<tr>
<td>2020</td>
<td>2.8%</td>
</tr>
<tr>
<td>2021</td>
<td>2.7%</td>
</tr>
<tr>
<td>2022</td>
<td>2.9%</td>
</tr>
<tr>
<td>2023</td>
<td>3.1%</td>
</tr>
</tbody>
</table>

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) | H1/2024 | 2023 | 2022 | 2021
---|---|---|---|---
Order intake | 3,770 | 7,890 | 8,426 | 8,166
Revenue | 4,306 | 8,480 | 7,356 | 6,514
Adjusted EBIT\(^1\) | 471 | 849 | 420 | 536
Adjusted EBIT Margin\(^1\) | 10.9% | 10.0% | 5.7% | 8.2%

Revenue by product\(^4\)
- Services: 47%
- New business: 53%

Revenue by geography\(^2,4\)
- EMEA: 82%
- Asia Pacific: 10%
- Americas: 8%

Shipments by industry\(^3,4\)
- Other Industries
- Logistics
- Food
- Metals
- Chemicals
- Automotive
- Paper & Print
- Beverage
- Wholesale

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.

Adjusted for Company-specific purchase price allocation effects and non-recurring items. May not add up to 100% due to commercial rounding. Calculation based on German customer base. Financial Year 2023.
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

Most financing contracts also contain service contracts

PRODUCTS

SERVICES

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

Aftersales and service solutions

Rental and used trucks
## Competitive Strengths

Three pillars expected to drive profitable growth of KION’s ITS segment

<table>
<thead>
<tr>
<th>Technology expertise</th>
<th>Resilient services</th>
<th>Efficiency improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• High operational performance of trucks(^1)</td>
<td>• Striving to cover the full life cycle with innovative offering</td>
<td>• Modularizing products</td>
</tr>
<tr>
<td>• Energy solutions offering</td>
<td>• Expected to grow continuously with resilient services</td>
<td>• Optimizing plant footprint</td>
</tr>
<tr>
<td>• Safety solutions offering</td>
<td>• Digitalizing customer-facing processes</td>
<td>• Efficient &amp; flexible operations set up</td>
</tr>
<tr>
<td>• Mobile automation</td>
<td></td>
<td>• Improving sales &amp; services processes</td>
</tr>
</tbody>
</table>

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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 products 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

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
Safety

Design to Service
Connectivity

1. ✓
2. ✓
3. +
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>1,318</td>
<td>3,032</td>
<td>3,362</td>
<td>4,329</td>
</tr>
<tr>
<td>Revenue</td>
<td>1,451</td>
<td>2,997</td>
<td>3,807</td>
<td>3,796</td>
</tr>
<tr>
<td>Adjusted EBIT(^1)</td>
<td>42</td>
<td>44</td>
<td>-46</td>
<td>410</td>
</tr>
<tr>
<td>Adjusted EBIT Margin(^1)</td>
<td>2.9%</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\(^2,3\)

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

\(^1\) 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

~ 2-24 months

~ 6-24 months

~ 15-30 years

Digital Services

Modernizations & Upgrades

Spare Parts

Remote Support

Consultative & Training

Project Engineering

Supply Chain

Installation

Conveyor

Storage

Sortation

Palletizing

AGVs/AMRs

Picking

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
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