

**Annual General Meeting  
of KION GROUP AG**

Wednesday, May 11, 2022

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From the speech of  
**Rob Smith,**  
Chief Executive Officer of KION GROUP AG

(Check against delivery)

Ladies and gentlemen: shareholders, partners, and supporters of the KION Group,

On behalf of our more than 40,000 employees and the whole Executive Board: Welcome to this year's Annual General Meeting!

The world has become a very different place since last year. Europe is once again victim to a war that has now been raging for 77 days. We are deeply shocked by the war and by the suffering in Ukraine.

I would like to echo the words of our chairman of the Supervisory Board, Michael Macht: Our thoughts are with everyone who has suffered so much loss and grief. We wish you strength and fortitude, even though we appreciate that our words can offer little comfort.

But we can and will help.

At the beginning of the war, we donated €1 million to the Red Cross for people in need in Ukraine.

We have also made forklifts available free of charge to the Red Cross's logistics centers in Eastern Europe in order to facilitate the provision of humanitarian aid on the ground.

We have also supplied Berlin Tegel Airport with forklift trucks. This is where the support efforts of the Red Cross are being coordinated.

What's more, many of our colleagues are committed to helping in person.

Naturally, we comply with all sanctions against Russia and Belarus. The KION GROUP has decided to restructure and reduce its business in Russia. We are examining the options for selling our business in Russia.

But most of all, we hope that we will once again be living in more peaceful times soon.

Ladies and gentlemen,

As a global player, we promote dialogue. Between cultures and nations. I myself have lived in and feel at home in many countries.

Let me give you a brief summary.

I hold joint German and US nationality. I live with my wife here in Frankfurt  
And I have family in the USA. I have lived and worked in the USA, Germany, France, Switzerland, and Finland. Always in global companies.

That is why I am particularly pleased to be heading up the KION Group.  
A strong group that is active around the world.

I am inspired by the people here at KION – by their energy, their motivation, and their talent.  
I am inspired by our customers. And by our business. And I am proud of our products,  
services, and intralogistics and supply chain solutions.

KION is in a very good position. And the company has huge potential for the future.

This is also borne out by last year's results:

2021 was dominated by the ongoing pandemic and its effects.

Once again, we had major challenges to overcome:

- o Significantly higher procurement costs and
- o disruptions in the supply chain.

Despite this, we met the forecasts for all of our KPIs in 2021. A very impressive result.

In 2021, we recorded the highest order intake to date: around €12.5 billion. That is a year-on-year increase of more than 30 percent!

At around €10.3 billion, revenue was also significantly higher than in 2020. This was the first time that it exceeded €10 billion, and equates to an increase of 23.4 percent.

Adjusted EBIT rose by 53.9 percent year on year to a very healthy €842 million. The adjusted EBIT margin improved by 1.6 percentage points to 8.2 percent.

Free cash flow has jumped four-fold to €544 million.

The strong performance in 2021 is also reflected in the basic earnings per share of €4.34. A big increase compared to €1.81 in the previous year. We want you, our shareholders, to share in this success. We therefore propose to the 2022 Annual General Meeting a dividend of €1.50 per share.

How did business in our two segments go in 2021?

The Supply Chain Solutions segment, which includes Dematic, increased its order intake by 18.5 percent to €4.3 billion.

The segment also increased revenue by an impressive 44.5 percent to €3.8 billion.

Adjusted EBIT came to around €410 million, substantially higher than the €278 million in 2020. The adjusted EBIT margin stood at 10.8 percent, slightly higher than in the prior year.

In 2021, the Industrial Trucks & Services segment also made up for the pandemic-related setbacks of 2020.

Order intake rose by 40.9 percent to €8.2 billion. The segment also increased revenue by an impressive 13.8 percent to €6.5 billion.

Adjusted EBIT rose to €536 million. And the EBIT margin reached 8.2 percent, which is 2.8 percentage points higher than in 2020.

In the first three months of the current financial year, much higher procurement costs and disruptions in the supply chain adversely affected the Group's profitability.

An already tense situation has been exacerbated by the war in Ukraine and new lockdowns.

As a result, adjusted EBIT fell to €170 million. Accordingly, the adjusted EBIT margin fell to 6.2 percent.

Free cash flow was down significantly on the prior year at minus €432 million, driven by the increase in unfinished products.

Net income for the period stood at €80 million, which was also below the level for the prior-year period. This figure included an expense of €29 million after taxes for non-recurring items relating to business in Russia.

The KION Group's order intake grew by 10.4 percent to €2.9 billion compared with the prior-year period. Consolidated revenue even increased by 15.1 percent year on year to €2.7 billion.

Due to the ongoing economic and political uncertainty, KION GROUP AG decided on April 4 to withdraw its published outlook for 2022. From the current perspective, it is not possible to reliably assess how the war in Ukraine or the coronavirus pandemic will unfold or what their economic impact will be. There remains considerable uncertainty in any assessment of our business performance for the remainder of this year.

We intend to produce a new outlook in the course of the year once the situation can be better assessed.

Despite the many challenges, I am confident that our Group is well equipped for the future.

Why?

- o We are the leading full-service provider in intralogistics and supply chain solutions in terms of revenue. And we are active in all important markets around the world.
- o Our two strong segments and the Group's solid financial footing mean that we are very well equipped to overcome the new challenges that face us.

- o The fundamental growth drivers of our industry are strong:
  - Sustained growth in e-commerce
  - Urbanization
  - The growing shortage of warehouse workers
  - Raised customer expectations worldwide when it comes to speed of delivery

Ladies and gentlemen,

Digitalization and automation remain THE game changers. And that is the case in intralogistics too.

KION is excellently positioned to take advantage of this as one of the leading providers of fully automated warehouse systems. Of automated guided vehicles. Of robotics. And of digital software solutions.

The trend toward fully automated distribution centers continues. Fast, reliable, and efficient supply chains are absolutely essential for our customers. Not just in the online economy. But in ALL sectors of industry.

The warehouse of the future combines sustainability, safety, and performance. Machines operate and react in real time thanks to innovative software and networks. With full transparency and simple operation.

The ultimate goal is the fully automated lights-out warehouse. Including networked trucks, warehouse technology, and warehouse systems. These fulfillment centers are high-tech and operate almost without any human intervention.

We keep the world moving. And we are shaping the future of our industry.

In the areas of sensors, software, big data, cloud solutions, and many others, KION combines our engineers' skills with the latest IT technology. We are both a software and a hardware company.

The growth of e-commerce offers great potential for our business. Other drivers of innovation include the Internet of Things and artificial intelligence. And the introduction of 5G will enable more accurate real-time analysis and control.

KION is well prepared for these trends. Some people say bring on the future. At KION, we say the future is already here – and we are actively and sustainably shaping it.

Let me give you an example:

The new high-performance, multichannel fulfillment center of the Kering Group. Dematic built it in Trecate in Italy. Kering is a French fashion and luxury goods company with famous brands such as Gucci, Saint Laurent, and Brioni.

The distribution center delivers garments, jewelry, and much more. To 80 countries around the world. The two complexes of the Kering fulfillment center in Trecate cover an area the size of around 22 soccer pitches. It is one of the most modern and fastest warehouses that Dematic has ever built. It has set the benchmark. In Europe and around the world.

It never ceases to amaze me what is possible today. And developments are continuing at a rapid pace.

All this is possible thanks to our successful KION 2027 strategy.

The strategy provides the framework for profitable growth. And it defines targets across the Group. It is flexible and can be expanded. And we have made a concerted effort to improve it.

So far, we have focused on five strategic areas of action: energy, digitalization, automation, innovation, and performance.

But sustainability is also important to us and our customers. Which is why we have added sustainability as a separate, central area of action. And we have set ourselves ambitious targets.

Because one thing is clear, ladies and gentlemen: We share responsibility – for the climate, the environment, and society. And we embrace this responsibility.

We do so with a clear focus on people, planet, and profitable growth.

By people I mean our customers, our suppliers and partners, our investors, and our employees around the world.

Our expertise and progress in the area of sustainability is recognized on many levels. In 2021, the KION Group received a B rating from non-profit organization CDP and was awarded an A rating by MSCI ESG. These ratings categorize us as a sustainable investment. And we are listed in several ESG funds.

Every day, we aim to do a little bit better when it comes to sustainability. We include our suppliers and business partners in this. We support them in the implementation of their sustainability programs. And contribute to their long-term success.

We are happy to be judged by our own expectations: for us, sustainability begins in the board room. 20 percent of variable remuneration is linked to sustainability targets. For the Executive Board and more than 500 managers around the world.

We support the achievement of our growth targets through strategic investments.

In November of last year, we announced plans to build a new Supply Chains Solutions plant in Jinan. It will be located right next door to our new Industrial Trucks & Services plant, which we officially opened in December. The new plants continue our growth strategy in China and expand our product portfolio in one of the world's most important markets for material handling. In the medium term, we aim to create more than 1,000 new jobs in Jinan.

We also opened a new forklift truck plant in Kołbaskowo in 2021.

By the end of 2023, we aim to create up to 400 new jobs there.

We are also investing in Kahl am Main. The Kahl Regional Distribution Center is under construction here. Highly automated and digitally networked. It is scheduled to come on stream in spring 2024. As well as securing the existing 300 jobs at the site, we also hope to create new ones.

We are shaping the future of intralogistics thanks to the pioneering spirit and innovative strength of our thousands of engineers and software specialists.

Let me give you an example of this too:

We are one of the world's leading manufacturers of electric forklift trucks and warehouse trucks. Around 90 percent of all industrial trucks manufactured by KION are electrically powered.

Our focus is on lithium-ion technology and its ongoing development.

Two and a half years ago, we founded KION Battery Systems in Karlstein in a joint venture with BMZ. And at the end of April this year, we opened a new production line there. For our warehouse trucks in Europe. This is high-tech made by KION. And made in Germany.

Every year, we invest around 3 percent of our revenue in innovation.

As our revenue grows, so does this figure in absolute terms – every year.

Since we acquired Dematic in 2016, we have spent more than €1.3 billion on R&D. An investment in an exciting future for us.

And what does this future look like?

Here are two current examples:

We have been successfully developing systems in partnership with the internationally renowned Fraunhofer Institute for many years. For example, the Dematic multi-shuttle system. This system has since become a firm fixture in intralogistics.

The next big thing is swarm robots for warehouses.

Our shared goal is to develop a new generation of autonomous transport vehicles. They are set to revolutionize intralogistics using artificial intelligence. The vehicles are fast. They speak to each other and work together.

KION is bringing a completely new technology to the warehouse: swarm robotics.

My second example is energy management.

We want to reduce the energy consumption of our customers' logistics operations. To help them to improve their environmental footprint.

Last year, KION took a stake in the company ifesca GmbH with the aim of offering our customers a unique solution for their energy management. This platform also relies on artificial intelligence. Using its precise forecasts, our customers can schedule optimal charging periods for their trucks and warehouse technology. This reduces their energy costs and the load on the power grid, enabling them to optimize their energy consumption. These are great examples of how our high-tech solutions are helping customers to achieve their sustainability targets.

We are paving the way for carbon-neutral intralogistics.

Ladies and gentlemen,

Our ambition is clear: to keep the world moving.

We are shaping the future of our industry and helping our customers to achieve their sustainability targets – with high-tech solutions from KION.

Intralogistics is a highly attractive market of the future. It will continue to grow.

We want to be part of this – with and for our customers!

Dear shareholders,

KION is intralogistics,

and intralogistics is the future.

Join us in shaping tomorrow!

Many thanks.