

**Annual General Meeting
of KION GROUP AG**

Wednesday, May 17, 2023

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

(Check against delivery)

Dear Shareholders,

Dear partners – and dear companions of the KION Group,

Welcome to our Annual General Meeting – also on behalf of our more than 41,000 employees.

2022 was a year full of challenges for the KION Group due to external and internal factors. Our business last year was dominated by disruptions in the supply chains, sharply rising costs for materials, energy and logistics as well as delayed capital expenditure by some customers.

In the Supply Chain Solutions segment, inefficiencies – due to a lack of availability of important parts – led to delays for customers. As these delays coincided with the start of new projects, our need for skilled labor increased. These workers were hard to come by due to high demand from other industries – especially in North America. In addition, SCS was only able to pass on a small part of the cost increases to customers in recent years because the terms and conditions in the old contracts did not permit such price adjustments.

In the Industrial Trucks & Services segment, there were also high cost increases and major shortages of parts last year. Here, too, it was not possible to pass on the higher costs at the beginning of the year. All of this had a negative impact on earnings and – because of the high level of capital tied up in current assets (net capital) – also on the KION Group's free cash flow.

Ladies and Gentlemen,

All of us at KION and all of our stakeholders had hoped for much more from last year. At €292 million adjusted EBIT, we did achieve our new targets set in September 2022 and our forecast for 2022, but well below the planned level. This was and is a major disappointment, especially for you, our shareholders. Our established operational processes, systems and workflows have worked well over many years in stable times.

But 2022 was anything but stable. That is why we have intensively revised our processes, systems and workflows over the past year in order to be able to achieve profitable results even in volatile times. This is being done in close cooperation with the Management Board and the Supervisory Board and on the basis of a clearly structured roadmap to improve our resilience and profitability.

This year we are focusing on the further implementation and sustainable success of these important measures. But more on that later. First, I would like to take you briefly through the key economic indicators of the past year.

KION GROUP AG closed fiscal year 2022 with a high level of order intake – despite the difficult economic and political environment. We achieved order intake of around €11.7 billion. This was only around 6 percent below the previous year. We increased revenue by around 8 percent to €11.1 billion. This is the highest revenue figure in the history of the KION Group. That is something we can be proud of.

The challenges of 2022, which I have just outlined to you, significantly impacted our two segments. This resulted in a decline in adjusted EBIT of €292 million and a clearly negative free cash flow of €716 million. In addition to the significant drop in earnings, the high level of net working capital also had a negative impact.

As far as the dividend is concerned, we are proposing to you today the distribution of 19 euro cents per share. This corresponds to a total distribution of €24.9 million. The significant decrease compared to the dividend of the previous year is due to the negative development of earnings and free cash flow. The payout ratio is therefore around 25 percent. This is within the target corridor of 25 to 40 percent.

Ladies and Gentlemen,

we have learned a great deal from our experiences of the past year. We have defined a clear roadmap with commercial and operational measures to successfully grow profitably in volatile times.

First, we have improved our commercial agility. We have significantly better control of our costs and we are shaping our prices dynamically. We have also introduced price adjustment clauses in our contracts in both segments. This is how we protect ourselves against inflationary pressure in the future.

Second, we have also increased our operational agility. We have improved our procurement processes and expanded our supplier network even further, worldwide. To this end, we have qualified numerous additional suppliers. By contrast, we have significantly reduced the number of critical suppliers. Our engineers redesigned and validated individual components. This enabled them to install new microprocessors that we got on the market in our trucks and deliver the finished trucks to our customers. In this way, we have succeeded in reducing the number of unfinished trucks, which were missing just three components on average: from more than 12,000 at the peak to less than 3,000 now.

Third, we have further expanded our already strong service to our customers with an even broader range of services and technicians.

Fourth, we are fundamentally improving our processes, systems and workflows in the SCS segment to be more agile and robust in the volatile environment. We have fundamentally overhauled the management of our material procurement, contracting and customer projects.

The result: We are back in the black at SCS!

This shows that our measures are taking effect. We are already much more agile and resilient than last year. This year we are focusing on the further implementation of our measures. The first quarter already shows that our efforts are paying off. We got off to a strong start in fiscal year 2023. This was due to the positive performance of the Industrial Trucks & Services segment. ITS was significantly better than expected in the first three months of the year.

We increased our revenue slightly to €2.8 billion, mainly driven by an improved supply chain situation – resulting in better material supplies – and our dynamic price increases in the prior year. In line with the good results at ITS, adjusted EBIT for the Group was €156 million with a margin of 5.6 percent.

In the SCS segment, revenue and adjusted EBIT developed in line with Group expectations. The continued processing of legacy projects with low margins from previous years led to the expected low positive adjusted EBIT in the segment.

The KION Group's free cash flow was clearly positive at €105 million, compared with minus €432.6 million in the first quarter of 2022. At €73.5 million, net profit was slightly below the prior-year figure.

Dear shareholders,

As a leading intralogistics group, KION operates in a market that is very attractive in the long term. And we are building on this – now and in the future. Given the current economic and political uncertainties, we do not expect any significant growth in the markets this year – this applies to SCS and ITS. However, in the SCS market, we expect a return to high annual growth rates of around 9 percent in our strategic planning period. At ITS, the record investments of recent years are now leading to a normalization of the market in 2023. In our strategic planning period, we expect a return to a growth rate of around 4 percent.

And we are convinced that the key growth drivers for our two segments will continue to strengthen in the future. These include mega trends such as increasing global urbanization, automation, and alternative energy systems. And the growing trend toward fully automated warehouses continues worldwide. With our intelligent forklifts, networked data management and warehouse automation systems, we support customers and ensure efficient intralogistics.

Ladies and Gentlemen,

the KION Group is focused on innovation and shaping the future of intralogistics. We invest between two and a half and three percent of our revenue in research and development every year. Around 2,000 colleagues in R&D ensure that our innovation pipeline is full of exciting solutions for our customers. Since the acquisition of Dematic in 2016, we have invested more than 1.6 billion euros in research and development, and thus in our future.

I would like to show you a film that presents some of the groundbreaking innovations we are currently working on.

Film

You have just seen how many innovations are currently being created at KION. Automation, software and alternative energy systems offer great growth potential for our business in the future. So do advanced robotics and artificial intelligence. This puts the KION Group in an excellent position. We will benefit from these innovations in the coming years.

Our 'KION strategy' is a strong foundation on which we are building. Last year, we refined it to make KION even stronger. In numerous discussions and in close cooperation with many of our customers around the world, we have developed innovative prerequisites for optimum intralogistics solutions of the future. We successfully position our strong brands in the market with a clearly differentiated product and solution portfolio. At the same time, our two segments ITS and SCS work very closely together. This collaboration offers our customers a unique range of fully integrated solutions. We offer our customers products and services from a single source that are perfectly tailored to the specific needs of their business.

Six fields determine our actions:

- "Multi-Branded Go-to-Market." This is how we combine the strengths of our two operating segments ITS and SCS.
- "Region-specific growth plans"
- "Sustainability," including our new energy solutions
- "Automation and software." This field of action includes our digital solutions.
- In addition, "Performance and agility" as well as
- "Values, people and leadership" as the basis for our sustainable success.

These six fields of action form our plan for achieving our ambitious targets: First, we aim to permanently increase our adjusted EBIT margin to over 10 percent – for the Group as well as for both segments. We will achieve this within our strategic planning period. After this first step, we will focus on further increasing EBIT margin.

Another focus in our strategy is sustainability. Here we will further increase our efforts. On April 27, we published our Q1 report and also our sustainability report for 2022. And show good progress in it! Compared to 2017, we have already reduced CO2 emissions by 30 percent compared to 2017, thus achieving our interim target. In 2022, we even more than met our annual CO2 emissions reduction targets – for Scope 1, 2 and 3. We also revised our climate strategy in the previous year. We have set ourselves new strategic goals. These are in line with the current SBTi criteria.

We are also making good progress on our goal of achieving 90 percent electrification in our trucks by 2025. And SCS is already fully electrified anyway. Our latest award shows how successful we are on the road. At the end of April, our subsidiary STILL received the Ecovadis Platinum Award, the highest rating to be awarded. This puts STILL among the top 1 percent in the industry.

You can see how important sustainability is to us by the fact that we have created a separate board position for the area. I am delighted that two new members are joining us on the Executive Board.

In October 2022, the Supervisory Board appointed Valeria Gargiulo as Chief People & Sustainability Officer of KION. She took up her duties on May 1. Valeria Gargiulo will strengthen our sustainability profile and implement appropriate measures in a targeted manner. As Labour Director, she will focus on attracting talent to KION worldwide. And Valeria will expand internal personnel development.

Marcus Wassenberg has already been our Chief Financial Officer since January. In this role, he has a very special responsibility: Marcus Wassenberg is working with me and the entire Executive Board team to sustainably increase our profitability.

Both are experienced managers with proven track records in their areas of responsibility. And they both have convincing plans for the future of our company.

You see: We are focusing on mastering the current challenges. And we are systematically aligning our company to the important issues of the future as an attractive and responsible employer with profitable growth.

Marcus and Valeria will briefly introduce themselves and their ambitions in a film.

Film

Ladies and Gentlemen! Let us now look at the current fiscal year:

Given the economic environment, the KION Group believes it is unlikely that the global market for trucks will exceed the figures from 2022. However, we expect the long-term upward trend to remain intact. The market will grow faster than the global economy as a whole. And we are convinced that with the measures we have taken to strengthen our resilience and profitability, we are well equipped for the future. We therefore expect an increase in revenue, a significant improvement in adjusted EBIT and return on capital employed (ROCE) in 2023. We also expect free cash flow to be clearly in positive territory.

Let me summarize:

The KION Group has made enormous progress over the past twelve months in challenging times. We have made ourselves much more resilient and agile in 2022. And we are systematically continuing to implement our already successful measures – on our way to

sustainable profitable growth. We already offer our customers worldwide state-of-the-art products and material flow solutions. And our innovation pipeline for the future is well filled.

That is why we are looking to 2023 and beyond with great confidence.

Thank you very much.

Before I now hand back to Dr. Michael Macht, I would like to say a few words to our Chairman of the Supervisory Board: Michael, during your more than four years in office, you have actively helped to continue the KION Group's success story – especially as Chairman of the Supervisory Board.

You also gave me constructive support from my first day at KION. You gave me comprehensive advice on my tasks as the new CEO. In the very challenging months of the past fiscal year, this was of great importance to me.

Our cooperation was always characterized by mutual respect and trust.

We talked to each other a great deal last year. In these economically and politically uncertain times, we had intensive discussions about the future of the Group. I have always found you to be a very professional and fair person. You have put all your energy and commitment into the company.

Your extensive activities outside our Group will no longer allow you to meet your own high standards as Chairman of the Supervisory Board of the KION Group. Your decision to withdraw from our company for this reason deserves the respect of all of us.

Dear Michael, it was a great pleasure to work with you. I sincerely wish you all the best for the future – both professionally and privately.

I also wish your designated successor in office – Mr. Hans Peter Ring – every success in his new duties on the Supervisory Board. I am already looking forward to a good and trusting working relationship. His previous work on the Supervisory Board has already brought us together. This is a perfect basis for continuing the excellent cooperation for the benefit of the company.

Dear Hans Peter, here's to good cooperation!

At this point I would also like to extend a warm welcome to Dr. Peter. He is to be elected by the Supervisory Board to the Audit Committee and will take over as Chairman. Dear Dr. Peter, I am already looking forward to our cooperation.

And with that, I'll hand back to Michael Macht.