

**Annual General Meeting
of KION GROUP AG**

Thursday, 28 May 2026

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

(Check against delivery)

Dear Shareholders, Partners, and Friends of KION.

KION is undergoing a transformation.

Our company's history began in 2006 as a leading provider of forklifts and all related services. Ten years later — in 2016 — Dematic joined the KION family. Through this acquisition, we created a new industry: intralogistics. Now, in 2026, we are entering the third decade of KION's history. It is our shared vision to become "The Supply Chain Solutions Company." Today, I would like to show you how we are connecting our heritage with our future.

Let's start by looking back at the year 2025. We have performed solidly: In a challenging geopolitical and macroeconomic environment, customer demand was strong in both segments. As expected, 2025 was a look-through year for our Industrial Trucks & Services segment, while our Supply Chain Solutions segment continued to improve steadily. We also made significant progress in implementing our "Playing to Win" strategy. And we introduced a simpler and faster organization in the EMEA region. This allows us to support our customers even better, expand our industry-leading role, and secure KION's long-term success.

We met and, in some cases, even exceeded our outlook updated in October 2025. Group-level revenue declined slightly to € 11.3 billion. Adjusted EBIT amounted to € 789 million, with an adjusted EBIT margin of 7.0 percent. Free cash flow was strong at € 709 million. Order intake, at € 11.7 billion, was significantly higher than in the previous year. Our KION share price rose by 114 percent, outperforming the benchmark indices DAX (22 percent) and MDAX (19 percent). And it is a strong signal of our investors' confidence in KION, our strategy, and our markets. Today, the Executive Board and Supervisory Board of KION GROUP AG will propose a dividend of € 0.62 per share to the Annual General Meeting. The payout ratio will thus rise to 35 percent.

Let's turn to our Industrial Trucks & Services segment. Revenue declined slightly to € 8.3 billion. Adjusted EBIT fell to € 722 million, with a margin of 8.7 percent. Reasons for this included revenue volume, pricing, and the product mix. Order intake rose to € 8.1 billion, driven by strong customer demand. The service business also gained momentum. The number of new vehicles ordered reached 266,000, representing an increase of approximately 9 percent compared to the previous year.

In the Supply Chain Solutions segment, revenue rose to € 3.1 billion. On an adjusted EBIT basis, SCS continued its positive trend: At € 183 million, earnings rose significantly, with an adjusted EBIT margin of 6.0 percent. This was driven by growth in the service business and higher profits from the project business. Order intake rose significantly to € 3.6 billion: Demand was strong among both pure-play e-commerce customers and customers from other industries. The service business also performed well. Let's now turn to our outlook. In 2026, our "Supply Chain Solutions" segment will be renamed "Intelligent Automation Solutions." I'll get to the reasons for this shortly. For the financial year, we expect KION to see a moderate increase in revenue and a significant improvement in adjusted EBIT. Return on capital employed (ROCE) is likely to be noticeably higher than in the previous year. Free cash flow is expected to be below the high prior-year figure. The 2026 financial year will be characterized overall by varying dynamics across our segments. In Industrial Trucks & Services, we expect slight revenue growth and an increase in earnings and profitability. In Intelligent Automation Solutions, we expect significant growth in revenue and earnings.

KION also plans to increase investments through acquisitions. We announced the first of these strategic investments in April — our partnership with ZIKOO Robotics, a leading provider of robotics and software

for warehouses. This is an important step in KION's strategy to build an ecosystem of partners in the field of automation.

Ladies and gentlemen, KION's roots stretch back more than 200 years. That's 200 years of excellence, innovation, and the trust of our customers. And for the past 20 years, we have been shaping the future of supply chains under the name "KION". Two decades in which we have demonstrated: We are growing, we are flexible, and we are a strong team. And we create value in an increasingly complex global environment.

Our brands and our innovations keep the world moving. 20 years of KION — that is a story of people. Of passion. Of commitment. Of collaboration. We have become faster and more global, and we are setting new standards in efficiency and innovation. We are shaping our industry with and for our customers: with forklifts and automation, with robotics and software. Now we are turning the page to the next chapter: KION is becoming "The Supply Chain Solutions Company".

Our transformation and our strategy are also reflected in the new name of our "Supply Chain Solutions" (SCS) segment. At the start of the 2026 financial year, the segment was renamed "Intelligent Automation Solutions" (IAS). We are positioning our Dematic brand even more strongly in the field of supply chain orchestration. And Dematic, together with our brands Linde Material Handling and STILL, will serve the rapidly growing market for startup automation. Accordingly, our business combines all elements of modern supply chains: industrial trucks, automation, robotics, software, and physical AI. We work with systems and solutions that learn in real time, adapt in seconds, and plan proactively.

Ladies and gentlemen, KION is active in a future market! Global trade is more interconnected today than ever before: Raw materials, food, and consumer goods are transported across continents. Countless items move through the supply chain every day. This system is highly complex and, especially today, under constant pressure. Key trade routes can be blocked, or tensions in global politics can lead to disruptions in the supply chain. We see that this high level of complexity makes global supply chains vulnerable. To make them future-proof, we design supply chains to be resilient and flexible. And this entire orchestra needs a conductor! KION is present at every point in global supply chains: in factories, warehouses, ports, and logistics centers. Our focus is clear — as a driving force in our industry, with automation, physical AI, and digitalization. We offer our customers intelligent industrial trucks and solutions. Our global teams are passionately committed to this mission. We innovate, automate, and orchestrate our customers' supply chains in a complex world.

Strong partnerships are a key part of our strategy. Since late 2024, we have been working with NVIDIA and Accenture to bring physical AI and digital twins to the world of supply chains. In 2025, we showcased milestones at international trade shows, including our kick-off at CES in Las Vegas, LogiMAT in Stuttgart, the GTC AI Conference in San Jose, and CeMAT in Shanghai. This year, lighthouse customer projects are underway, and we are advancing our solutions together with our partners.

Three examples: At the GTC AI Conference, we presented our first customer pilot project in NVIDIA Omniverse. We have our first autonomous vehicle, controlled by physical AI, in operation: at a GXO Logistics warehouse in France. GXO is the world's largest pure-play 3PL. We are building a digital twin of the customer's warehouse, while all processes are simulated in real time in Omniverse. And our fully automated forklift is operating right in the real world — among people and machines. A collaboration of the future! And at LogiMAT in Stuttgart, all of our KION brands showcased our innovations: integrated systems, digital intelligence, and human expertise. Among these, we were able to present the automatic loading and unloading of trucks for the first time — also known as the "Holy Grail of intralogistics".

In April, we were guests at Hannover Messe, together with our partner Siemens. We demonstrated how we connect the digital world with the real world. We combine data, automation, and real-world facilities into a single digital twin. This allows us to plan complex supply chain solutions much faster — and much more flexibly. That’s a major advantage for our customers. Our vision: We scale physical AI and automation to orchestrate our customers’ supply chains — both within the four walls of a warehouse and along the entire supply chain.

A new solution begins its life as a digital twin. In the future, we’ll reduce project durations from years to months. The digital twin combines automation and system software. This allows us to simulate and validate our solutions, resulting in much greater efficiency when installing the actual system. For customers, this means less risk and better performance. Software is the foundation of these ecosystems. Our customers expect us to integrate AI: from fleet management to the control of multiple warehouses. Let’s watch a short video together that shows what KION stands for.

[Video]

As you’ve seen, modern supply chains must be fast, efficient, smart, sustainable, and reliable. They must operate in real time, be flexible, and meet rising expectations with fewer resources. And this is exactly where KION plays a unique role. With our integrated approach and strong brands, we create real added value for our customers. Through our “Playing to Win” strategy, we drive innovative automation and software solutions. We connect data, technology, and people — and we create solutions that make supply chains around the world smarter and more sustainable.

Because sustainability is not only our commitment, but also that of our customers. By 2050 at the latest, we will achieve net-zero emissions across our value chain. This was officially validated by the Science-Based Targets Initiative (SBTi) in 2024. We are electrifying our production processes and our service fleet, and increasing the share of renewable energy. Our progress in 2025 was enormous: We achieved our best result in the S&P Global Corporate Sustainability Assessment, were included in the Dow Jones Best-in-Class Europe Index, and attained the EcoVadis “Platinum” rating. KION thus ranks among the top 1 percent of the more than 150,000 companies across all industries and countries evaluated by EcoVadis.

Ladies and gentlemen, our partnerships, our technology, and our employees give us the strength to drive innovation and seize new opportunities — all in a market that is evolving at an incredible pace. And above all: The work we do today lays the foundation for the next 20 years of KION. 2006 was a bold step that marked the beginning of KION’s journey. This journey has had many stops along the way. It is international and shaped by our employees, our brands, and our innovations. Together, we are shaping the future of supply chains. Integrated. Intelligent. And on a global scale.

We are ready for the next 20 years.

KION is shaping global trade — globally, regionally, and locally.

Thank you very much for your attention.