KUKA Aktiengesellschaft

Company Presentation 2021
Agenda

1. Business Segments and Strategy
2. Update on Covid-19 impact
3. Global Markets
4. Financials, Guidance and Shareholder Structure
5. Appendix
1. Business Segments and Strategy
Highlights 2021

KUKA wins major order from global automaker for body-in-white construction

KUKA robotics for modern treatment of tumors – High-precision irradiation instead of a scalpel at CyberKnife Center

Swisslog: Realising more Micro Fulfilment Centres for international customers

Digital Edition of Hannover Messe - KUKA opens its doors virtually and unveils new operating system

Mission until 2030 - KUKA makes automation available to everyone

Modular and future-proof: KUKA and Webasto revolutionize battery production
Customers benefit from KUKA’s unique smart automation expertise

KUKA Group

Systems
Smart, safe & efficient production solutions

Robotics
Robots, cells & service for smart automation

Swisslog
Data & robotics-driven logistics automation

Swisslog Healthcare
Medication management

China
Automation for China – from China

Global presence

KUKA HQ
Augsburg, Germany

>40 Countries
2.8 bn € Order Intake (2020)
13,700 Employees

Core industries

Automotive
Electronics
Metal & Plastic
E-Commerce & Retail
Consumer Goods
Healthcare

» The clear choice for smart automation.«
Business Segments – KUKA Robotics

The core components for the automation of manufacturing processes is supplied by our business segment Robotics:

From **industrial robots with software and control to manufacturing cells** – KUKA Robotics offers **customer-specific solutions** to respond optimally to the different requirements of its customers.
## Business Segments – KUKA Systems

<table>
<thead>
<tr>
<th>Body Structure</th>
<th>Assembly &amp; Test</th>
<th>Batteries</th>
<th>AGV – HRC – Industrial IoT</th>
</tr>
</thead>
</table>
| Flexible and efficient production processes | Automation and test solutions for all drive train modules, cars and trucks | Production processes for E-mobility and energy storage | AGV: Flexible mobility for smart automotive production  
HRC: Shared work, space, tasks and capabilities  
Industrial IoT: Profitable digital change for industrial business |

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### Solution Execution

<table>
<thead>
<tr>
<th>Tech-Center</th>
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</table>
Business Segments – Swisslog

Picking & palletizing solutions

Automated storage & retrieval systems

Future-ready warehouse management systems

Automated transport & conveyor systems
Our solutions create space for the limited time resources of care professionals and enable them to be where they are needed most: With the patients.

Our product portfolio covers all steps of inpatient and outpatient medication management in hospitals.

We are one of the leading global providers for both automation solutions for pharmacies and hospital logistics. These core technologies are networked through comprehensive software and analytics solutions.
Business Segments – China

With all four business segments in China, KUKA China is speeding up business in this dynamic market.

New Production Site in Shunde – potential for global growth

Market-tailored product portfolio for Asia
Customers benefit from a broad product portfolio and solutions

- **New**
  - KR QUANTEC and IONTEC: New product series in the medium and high load class

- **New**
  - ItemPiQ: automatic robot-based picking

- **New**
  - KR SCARA: Strong, fast, highly efficient

- **First robot-based Laser bone cutting worldwide**

- **Warehouse management system SynQ as pure software package**

- **New**
  - Robot control system KR C5 micro: small, flexible, smart
KUKA offers sustainable products and solutions

Thanks to their efficiency, KUKA robots and systems help our customers to save costs, while at the same time contributing to the conservation of resources and combating climate change.

VDMA: “Without the energy-efficient, environmentally friendly technologies of mechanical and plant engineering, innovative sustainable solutions and end products would not be feasible.”

Source: VDMA (German Mechanical Engineering Industry Association), Climat-neutral production May 2020
2. Update on Covid-19 impact
Update on Covid-19 impact

Health and Safety Measures
A coronavirus task force implements precautionary measures and keeps employees regularly informed about current developments.

Financial Flexibility
KUKA’s liquidity reserves and the available financing options provide sufficient financial leeway – even under Covid-19 scenarios.

Robotic Production
Flexibilization of ordering and delivery concepts of our in-house production and the second source strategy enabled us processing of all customer orders.

Global Markets
After the severe impact due to the corona pandemic since 2020, KUKA feels a clear recovery and records an increase in demand in 2021.

Savings and efficiency measures
The improvements achieved as part of the efficiency program had a positive impact on earnings.

Long-term perspective
The experiences from the crisis will result in a growing importance for automation and logistic solutions and a boost for the Smart Factory.
Corona crisis – Automation market hit in the short term and benefit in the midterm

The digital transformation is experiencing a real boost from the Corona crisis
Most of KUKA’s focus industries have chances to benefit above average in the recovery from the Corona crisis (midterm).

Hit by the crisis (midterm)

Increasing demand from KUKA’s major focus industries:
- Demand for greater flexibility in the event of global disruptions
- Increasing regionalization
- Increasing demand for more flexibility and efficiency in production environment (smart factory)
- Agility becomes key, flexibly shifting and making resources/skills available
- Increasing digitization and automation
3. Global Markets
The megatrends of globalization, automation and digitalization are permanently changing the worlds of production and logistics

- **DEMOGRAPHIC CHANGE**
  - The world of production is affected by increasing life expectancy and falling birth rates
  - Industrial automation can free up the existing workforce for more challenging and fulfilling tasks that demand human creativity and ingenuity

- **DIGITALIZATION**
  - The Digitalization of activities and processes will impact the production environment of tomorrow
  - In industry, digital manufacturing gives rise to new possibilities for networking and optimizing production via the Industrial Internet of Things

- **CUSTOMIZATION**
  - The social trend of customization is altering consumer behavior and therefore the demands on manufacturing companies
  - The key lies in establishing high levels of standardization, automation and modularization

- **SCARCITY OF RESOURCES**
  - In order to remain competitive on the global market, it is becoming increasingly important for companies manage resources responsibly and sustainably, choosing to use alternative energy sources and renewable materials
  - Modern technologies and innovations can promote resource efficiency

- **SHIFT IN ECONOMIC POWER**
  - Global production sites and networks have become indispensable in the race to satisfy global demand and the specific local requirements of customers
  - Standards and processes must be introduced and monitored on a global scale and they must be flexible enough to allow for adaptation and refinement.
Global Robotics Market – Growth Expectation

All Types Robots, shipments in thousand units

Market Insights

2021 – 2025

• Global trend towards automation will continue after COVID-19 pandemic
• New industries starting to consider using automation among their processes
• Anticipated shortage of skilled workforce in manufacturing industries will continue
• Reshoring trend will increase level of automation

Risks

• Risks arising from the coronavirus pandemic

Robotics – High growth potential for automation due to low robot penetration in General Industry and emerging markets

Robot density
(Robots per 10,000 employees)

Germany: 1,311
USA: 1,287
Japan: 1,248
China: 939
UK: 707
Brazil: 156
India: 149

Global Robotic Market 2019 dropped by -12%

Articulated Robots (2019)
Articulated: Global Market drops by -7%

Other Types (2019)
Other Types: Global Market drops by -18%

All Types (2019)
All Types: Global Market drops by -12%

Global Robotic Market 2019: Decline in all regions

Worldwide Robotic Market was hampered by a high degree of global economic uncertainty

-12% (World 2019)
-9% (China 2019)
-13% (World w/o China 2019)

4. Financials, Guidance and Shareholder Structure
### Segment-Split: Key Figures Q1 2021

<table>
<thead>
<tr>
<th>Orders received (€ million)</th>
<th>Sales Revenues (€ million)</th>
<th>EBIT (€ million)</th>
<th>EBIT-Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1/20</td>
<td>Q1/21</td>
<td>Q1/20</td>
</tr>
<tr>
<td>Systems</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>115.5</td>
<td>278.6</td>
<td>173.2</td>
</tr>
<tr>
<td>Robotics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>269.8</td>
<td>303.4</td>
<td>221.1</td>
</tr>
<tr>
<td>Swisslog</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>150.4</td>
<td>152.3</td>
<td>147.3</td>
</tr>
<tr>
<td>Swisslog Healthcare</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>47.2</td>
<td>58.7</td>
<td>55.8</td>
</tr>
<tr>
<td>China</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>139.9</td>
<td>156.0</td>
<td>49.5</td>
</tr>
</tbody>
</table>

EBIT-Margin (%): Systems: 5.1%, Robotics: 2.2%, Swisslog: 1.6%, Swisslog Healthcare: 1.0%, China: -1.7%.
Clear signs of recovery were consequently evident in the first quarter of 2021.

Orders received include also catch-up effects following coronavirus-related postponements.

The higher revenue volume, but also the improved cost structure, had a positive impact on earnings.
The US market in particular showed a positive development. Customers are increasingly investing in new drive technologies and starting projects that were postponed due to the coronavirus pandemic.

In the European market, conditions remained difficult and customers continued to hold back on investments.

Higher revenue volume and the completion of projects had a positive impact on earnings.
Robotics Q1/21: Key Figures

- The trends towards economic recovery encouraged customers to step up their investments again.
- Sales revenues increased only slightly due to the lower order volume in the previous quarters.
- Improvements achieved through the efficiency program had a positive impact on earnings.
Swisslog Q1/21: Key Figures

- Orders received (€ mn.):
  - Q1/20: 150.4
  - Q1/21: 152.3
  - Change: 1.3%

- Revenues (€ mn.):
  - Q1/20: 147.3
  - Q1/21: 143.3
  - Change: -2.7%

- EBIT (€ mn.):
  - Q1/20: 3.2
  - Q2/20: 2.4
  - Change: -26.4%

- **Swisslog** is concentrating on its focus markets of consumer goods and e-commerce / retail and is benefiting from the continued high demand for automated logistics solutions.

- Due to coronavirus-related delays in the processing of customer orders, sales revenues fell slightly.

- The lower revenue volume had a negative impact on earnings. The intensified efficiency measures and improved cost structure were unable to fully offset this development.
Swisslog Healthcare Q1/21: Key Figures

- The strong increase in orders received is primarily attributable to customer orders that had already been planned in previous quarters but were postponed due to the coronavirus pandemic.
- Sales revenues fell on account of customers’ reluctance to invest in the past financial year. It should also be noted that the business results from China are no longer included in the Swisslog Healthcare segment. Since 2021, they have been allocated exclusively to the China segment.
- Swisslog Healthcare is continuing to invest in research & development activities.
The recovery from the effects of the coronavirus crisis was clearly felt in the Chinese market, and customers invested more heavily in automation solutions again.

The improvement since the second half of 2020 was also reflected in sales revenues.

The higher revenue volume had a positive impact on earnings.
### KUKA Group – Group income statement (condensed)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>Delta</th>
<th>Q1 2020</th>
<th>Q1 2021</th>
<th>Delta</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales revenues</strong></td>
<td>€3,192.6</td>
<td>€2,573.5</td>
<td>-19.4 %</td>
<td>€624.6</td>
<td>€721.6</td>
<td>15.5 %</td>
</tr>
<tr>
<td><strong>Gross earnings from sale</strong></td>
<td>€677.0</td>
<td>€504.1</td>
<td>-25.5 %</td>
<td>€124.2</td>
<td>€156.7</td>
<td>26.2 %</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>21.2%</td>
<td>19.6%</td>
<td>-160 bp</td>
<td>€19.9</td>
<td>€21.7</td>
<td>183 bp</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>€176.5</td>
<td>€33.2</td>
<td>-81.2 %</td>
<td>-1.7</td>
<td>38.3</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>5.5%</td>
<td>1.3%</td>
<td>-420 bp</td>
<td>-0.3</td>
<td>5.3</td>
<td>559 bp</td>
</tr>
<tr>
<td><strong>Earnings before interest and taxes (EBIT)</strong></td>
<td>€47.8</td>
<td>-€113.2</td>
<td>&gt;100 %</td>
<td>-€34.2</td>
<td>8.2</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>1.5%</td>
<td>-4.4%</td>
<td>-590 bp</td>
<td>-5.5</td>
<td>1.1</td>
<td>660 bp</td>
</tr>
<tr>
<td><strong>Earnings after taxes</strong></td>
<td>€17.8</td>
<td>-€94.6</td>
<td>&gt;100 %</td>
<td>-€21.9</td>
<td>6.6</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td><strong>Capital expenditure</strong></td>
<td>€151.1</td>
<td>€80.7</td>
<td>-46.6 %</td>
<td>€18.3</td>
<td>13.5</td>
<td>-26.1 %</td>
</tr>
<tr>
<td><strong>Equity ratio (in %)</strong></td>
<td>39.4%</td>
<td>38.6%</td>
<td>-80.0 bp</td>
<td>€39.3</td>
<td>38.3</td>
<td>-100 bp</td>
</tr>
<tr>
<td><strong>Net liquidity</strong></td>
<td>€50.2</td>
<td>€30.0</td>
<td>-40.2 %</td>
<td>€20.1</td>
<td>59.9</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td><strong>Employees (FTE)</strong></td>
<td>14,014</td>
<td>13,700</td>
<td>-2.2 %</td>
<td>14,012</td>
<td>13,745</td>
<td>-1.8 %</td>
</tr>
<tr>
<td><strong>Cash earnings</strong></td>
<td>€167.1</td>
<td>€40.9</td>
<td>-75.5 %</td>
<td>-€1.6</td>
<td>38.8</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td><strong>Cash flow from current business operations</strong></td>
<td>€214.5</td>
<td>€77.4</td>
<td>-63.9 %</td>
<td>-€0.6</td>
<td>26.2</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td><strong>Cash flow from investment activities</strong></td>
<td>€-193.8</td>
<td>€-40.4</td>
<td>79.2 %</td>
<td>-€12.2</td>
<td>-8.1</td>
<td>-33.8 %</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>€20.7</td>
<td>€37.0</td>
<td>78.7 %</td>
<td>-€12.8</td>
<td>18.1</td>
<td>&gt; 100 %</td>
</tr>
</tbody>
</table>
KUKA Group – Financing Structure (as per Jan 2021)

1a. € 150m shareholder facility
Framework credit facility, concluded Jun 2018

1b. € 150m shareholder loan
Issued Dec 2019
5½ years (June 2025)
Coupon: 0.85%

2. € 107.5 assignable loan
Issued Oct 2015
7-year-tranche (Oct. 2022)
Coupon: 1.61% p. a.
5-year-tranche (Aug. 2023)
Var. 3M - USD LIBOR (+1.40%) fixed at 4.465%

3. $140m assignable loan
(rd. € 121m) issued Aug 2018
3½-year-tranche (Feb. 2022)
Var. 3M - USD LIBOR (+1.05%) thereof fixed $50m at 4.1225%
4. € 520m Syndicated loan (SFA)
As refinanced on Feb 1st, 2018, and amended on June 21st, 2019
Maturity: February 2025
Revolving Cash Facility (RCF):
€ 260m – utilization by guarantees also permitted margin (depending on leverage level): 0.9% - 1.85% p. a.; currently 0.9%
Guarantee Facility:
€ 260m
Fee (depending on leverage level): 0.525% - 1.225% p. a.; currently 0.525%
€ 170m Guarantee facilities via bilateral agreements
Until further notice

5. € 170m Guarantee facilities via bilateral agreements
Loans
Guarantee facilities
Cash facility
KUKA Group – Shareholder structure

Other institutional and private investors 5%

Midea Group 95%
KUKA Group: Guidance 2021

Sales revenues slightly above prior-year level

EBIT-Margin positive / rising

FY 2020: Sales € 2,573.5 m; EBIT-margin -4.4%
We are the clear choice for smart automation. Made by humans for humans – intelligent, reliable and easy to use.

For more than 100 years our mission has been making life and work easier. Shaping automation is our passion. Our pioneering spirit drives us. We engineer advantage. Together. Worldwide.
5. Appendix
Financial Calendar 2021

April 29, 2021  Interim update for the first quarter

August 5, 2021  Interim update for the first half-year

October 28, 2021  Interim update for the third quarter
<table>
<thead>
<tr>
<th>The KUKA share</th>
<th>Kerstin Heinrich, Head of Investor Relations</th>
</tr>
</thead>
<tbody>
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<tr>
<td>• Bloomberg KU2 GY (Xetra)</td>
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</tr>
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</table>

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These factors may include, for example, changes in the overall economic situation, exchange rates and interest rates, and changes affecting individual markets. KUKA Aktiengesellschaft provides no guarantee that the future development and the future results actually achieved will correspond to the assumptions and estimates stated here and accepts no liability if they should fail to do so.

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