Agenda

1. Business Segments and Strategy
2. Global Markets
3. Financials, Guidance and Shareholder Structure
4. Appendix
1. Business Segments and Strategy
Highlights

Automation in the semiconductor industry – measures against the chip shortage

KUKA signs major contract with Ford Otosan

New KUKA robotic technology guarantees the highest hygiene standards

Swisslog passes 300th AutoStore project milestone

KUKA jointly with Midea defines long-term growth plan for the company

New solution for transport and sorting of laboratory samples
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

> 50 Countries
3.6 bn € Order Intake (2021)
14,000 Employees

Core industries

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

» The clear choice for smart automation.«
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.
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

Solution Execution

Tech-Center
Automated storage & retrieval systems

Future-ready warehouse management systems

Picking & palletizing solutions

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.
With all four business segments in China, KUKA China is speeding up business in this dynamic market. Production Site in Shunde – potential for global growth.

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

- **iiQKA.OS**: the powerful and intuitive new operating system
- **KR SCARA**: fast assistants for industrial production
- **KUKA.Sim 4.0**: simulation software. Plan robotic cells more easily
- **Warehouse management system SynQ**: as pure software package
- **KR DELTA Hygienic robot**: designed for use in highly sensitive conditions
- **Robot control system KR C5 micro**: small, flexible, smart
iiQKA.OS
The future KUKA operating system will mark the beginning of a new era in robotics

Overcoming Challenges
KSS Today
- Setup takes days
- Programmable by experts
- Fixed use

iiQKA
- Setup within minutes
- Programmable by anyone
- Fast re-use

Positive Market Reaction

Accessible and affordable robots

Delivering Innovation
- iiQKA.OS
  The future KUKA operating system will mark the beginning of a new era in robotics

Ecosystem for speed and scalability

Easy2Use for entire portfolio

Setup within minutes
Programmable by anyone
Fast re-use
2. Global Markets
Global Robotics Market Growth Expectation

**Growth drivers**

- Megatrends such as digitalization, customization of products, demographic changes, and greater regionalization necessitate increasingly flexible and at the same time more efficient solutions in production and intralogistics environments.
- Increasing demand for automation due to greater regionalization aiming at improving resilience of supply chain systems.
- Demand for smart automation is expected to grow in order to cover worker shortages.
- Trend towards reducing entry barriers for automation

**Risks**

- Enormous worldwide uncertainties and risks impact global economy.
- Supply Chain disruptions due to material shortages and supply bottlenecks.
- Rise in coronavirus infection rates and the associated consumer uncertainty are slowing the economic recovery.
Robotics – Especially the GI and new industries with almost non-existing automation will drive future growth

Robot density
(Robots per 10,000 employees)

<table>
<thead>
<tr>
<th>Country</th>
<th>Robotic density (GI)</th>
<th>Robotic density (Automotive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>1,395</td>
<td>216</td>
</tr>
<tr>
<td>USA</td>
<td>1,528</td>
<td>157</td>
</tr>
<tr>
<td>Japan</td>
<td>1,269</td>
<td>300</td>
</tr>
<tr>
<td>China</td>
<td>1,150</td>
<td>126</td>
</tr>
<tr>
<td>UK</td>
<td>782</td>
<td>53</td>
</tr>
<tr>
<td>Brazil</td>
<td>164</td>
<td>9</td>
</tr>
<tr>
<td>India</td>
<td>184</td>
<td>3</td>
</tr>
</tbody>
</table>

Global Robotic Market 2020 leveled at 0%

Articulated Robots (2020)
Articulated: Global Market drops by -5%

Other Types (2020)
Other Types: Global Market drops by +12%

All Types (2020)
All Types: Global Market drops by -0%

Global Robotic Market 2020: China only growing region, rest of the world still negatively impacted by the pandemic.

Market

World (2020) -0%

China (2020) +20%

World w/o China (2020) -11%

Market trends and developments | It is a volatile world

- **Disrupted recovery, higher inflation**
- **Automotive crisis intensifies**
- **Geopolitical uncertainties**
- **Globalization vs. regionalization**
- **Automation & digitalization grow**
- **Supply chain disruptions**

- Reduce dependency on Automotive business
- Accelerate growth in General Industry, Logistics and Healthcare
- Global market orientation and empowerment of the regions

Source: IMF, World Economic Outlook Update January 2022
In the long term, the automation market will grow on average twice as fast as GDP.

**Americas**
- Automotive and intralogistics (E-Commerce/Retail, Consumer Goods, Healthcare) **driven**
- Dominance by **established players**
- Partly lower technology levels **accepted**

**EMEA**
- Larger **high-end segment**
- Traditionally automotive driven
- High automation degree in production
- Increasing **warehouse automation**

**APeC**
- Different countries with **different automation degrees and demands**
- Automotive and Electronics driven
- Japan and Korea with advanced automation degree; **South East Asia (SEA)** as regional work bench

**China**
- Largest and fastest **growing market**
- Strong demand for **price-sensitive, high-volume, easy-to-use automation**
- Smaller high-end segment
- **Local players** increase significance

**Automotive/Tier1**
- **Cyclical business**, higher degree of **saturation**

**Electronics**
- Continuous increase of automation degree and demand for easy-to-use

**Metal, Plastic, ...**
- **Main focus of warehouse automation in Europe, US and starting in SEA**

**E-Commerce/Retail; Consumer Goods**
- **Medication management** is a stable growth market; North America as main focus
3. Financials, Guidance and Shareholder Structure
## Segment-Split Key Figures Q1 2022

### Orders received (€ million)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q1/22</th>
<th>Q1/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systems</td>
<td>388.8</td>
<td>278.6</td>
</tr>
<tr>
<td>Robotics</td>
<td>399.8</td>
<td>303.4</td>
</tr>
<tr>
<td>Swisslog</td>
<td>180.1</td>
<td>152.3</td>
</tr>
<tr>
<td>Swisslog Healthcare</td>
<td>57.6</td>
<td>58.7</td>
</tr>
<tr>
<td>China</td>
<td>308.1</td>
<td>156.0</td>
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</table>

### Sales Revenues (€ million)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q1/22</th>
<th>Q1/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systems</td>
<td>274.0</td>
<td>225.9</td>
</tr>
<tr>
<td>Robotics</td>
<td>213.5</td>
<td>227.3</td>
</tr>
<tr>
<td>Swisslog</td>
<td>168.2</td>
<td>143.3</td>
</tr>
<tr>
<td>Swisslog Healthcare</td>
<td>54.5</td>
<td>47.9</td>
</tr>
<tr>
<td>China</td>
<td>177.8</td>
<td>110.3</td>
</tr>
</tbody>
</table>

### EBIT (€ million)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q1/22</th>
<th>Q1/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systems</td>
<td>16.8</td>
<td>11.5</td>
</tr>
<tr>
<td>Robotics</td>
<td>-1.7</td>
<td>5.0</td>
</tr>
<tr>
<td>Swisslog</td>
<td>8.2</td>
<td>2.4</td>
</tr>
<tr>
<td>Swisslog Healthcare</td>
<td>2.2</td>
<td>0.5</td>
</tr>
<tr>
<td>China</td>
<td>4.3</td>
<td>-1.8</td>
</tr>
</tbody>
</table>

### EBIT-Margin (%)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q1/22</th>
<th>Q1/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systems</td>
<td>6.1</td>
<td>5.1</td>
</tr>
<tr>
<td>Robotics</td>
<td>-0.8</td>
<td>2.2</td>
</tr>
<tr>
<td>Swisslog</td>
<td>4.9</td>
<td>1.6</td>
</tr>
<tr>
<td>Swisslog Healthcare</td>
<td>4.0</td>
<td>1.0</td>
</tr>
<tr>
<td>China</td>
<td>2.4</td>
<td>-1.7</td>
</tr>
</tbody>
</table>
Despite global challenges, orders received by KUKA Group rose strongly in the first quarter of 2022. The value of orders received increased by 42.0% to €1,264.7 million.

KUKA Group also achieved significant growth in sales revenues, which increased by 18.3% to €853.4 million in the first quarter of 2022.

EBIT increased mainly due to the reversal of impairment losses on trade receivables.

Material and supply bottlenecks continued to pose a challenge in the first quarter.
Orders received in the Systems segment increased significantly. Demand picked up on both the US and European markets.

The good order situation had a positive effect on sales.

EBIT increased to €16.8 million in Q1/22. The main positive factors were the higher volume, increased capacity utilization in North America and improved project management.
With orders received amounting to €399.8 million, Robotics achieved its highest quarterly figure to date. Demand picked up in both Automotive and Non-Automotive, as well as Service.

Sales revenues were down on the previous year. The decline was due to material and supply bottlenecks, which meant that Robotics was able to fulfill fewer orders than planned.

EBIT fell due to lower revenue volume.
Orders received at Swisslog were up 18.3% on the previous year’s level at €180.1 million. The trend towards automated logistics solutions, which led to increased demand in the e-commerce sector in particular, had a positive impact.

This development also had a positive effect on sales.

Swisslog achieved a significant increase in EBIT. The increase was due, among other things, to the positive volume effect and improved cost management.
- Orders received at Swisslog Healthcare in Q1/22 were slightly below the prior-year level.
- Due to the good order situation in the previous quarters and the high order backlog, sales revenues increased.
- EBIT rose to €2.2 million in Q1/22. This improvement is attributable to the optimizations in cost management as well as in process and project management.
The China segment achieved a strong increase in orders received. In the first quarter of 2022, the value of orders received grew to €308.1 million. Demand increased for both robotics and systems integration.

The improvement was also reflected in sales revenues. At €177.8 million, sales were up by 61.2% on the prior-year level of €110.3 million.

The higher revenue volume had a positive impact on earnings.
### Group Key Figures

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>Delta</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales revenues</strong></td>
<td>2,573.5</td>
<td>3,286.2</td>
<td>27.7%</td>
</tr>
<tr>
<td><strong>Gross operating result</strong></td>
<td>504.1</td>
<td>696.7</td>
<td>38.2%</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>19.6%</td>
<td>21.2%</td>
<td>160 bp</td>
</tr>
<tr>
<td><strong>Earnings before interest and taxes (EBIT)</strong>*</td>
<td>-113.2</td>
<td>61.8</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>-4.4%</td>
<td>1.9%</td>
<td>630 bp</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>33.2</td>
<td>202.0</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>1.3%</td>
<td>6.1%</td>
<td>480 bp</td>
</tr>
<tr>
<td><strong>Earnings after taxes</strong></td>
<td>-94.6</td>
<td>49.4</td>
<td>&gt;100%</td>
</tr>
<tr>
<td><strong>Capital expenditure</strong></td>
<td>80.7</td>
<td>101.4</td>
<td>25.6%</td>
</tr>
<tr>
<td><strong>Equity ratio (in %)</strong></td>
<td>38.6%</td>
<td>36.5%</td>
<td>-210 bp</td>
</tr>
<tr>
<td><strong>Net liquidity</strong></td>
<td>30.0</td>
<td>148.1</td>
<td>&gt;100%</td>
</tr>
<tr>
<td><strong>Employees (FTE)</strong></td>
<td>13,700</td>
<td>14,128</td>
<td>3.1%</td>
</tr>
<tr>
<td><strong>Cash earnings</strong></td>
<td>40.9</td>
<td>223.3</td>
<td>&gt;100%</td>
</tr>
<tr>
<td><strong>Cash flow from current business operations</strong></td>
<td>77.4</td>
<td>208.0</td>
<td>&gt;100%</td>
</tr>
<tr>
<td><strong>Cash flow from investment activities</strong></td>
<td>-40.4</td>
<td>-107.6</td>
<td>&gt;100%</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>37.0</td>
<td>100.4</td>
<td>&gt;100%</td>
</tr>
<tr>
<td><strong>Earnings per Share</strong></td>
<td>-2.59</td>
<td>0.98</td>
<td>&gt;100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Q1 2021</th>
<th>Q1 2022</th>
<th>Delta</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales revenues</strong></td>
<td>721.6</td>
<td>853.4</td>
<td>18.3%</td>
</tr>
<tr>
<td><strong>Gross operating result</strong></td>
<td>156.7</td>
<td>173.8</td>
<td>10.9%</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>21.7%</td>
<td>20.4%</td>
<td>-130 bp</td>
</tr>
<tr>
<td><strong>Earnings before interest and taxes (EBIT)</strong>*</td>
<td>8.2</td>
<td>19.0</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>1.1%</td>
<td>2.2%</td>
<td>110 bp</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>38.3</td>
<td>49.1</td>
<td>28.1%</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>5.3%</td>
<td>5.8%</td>
<td>50 bp</td>
</tr>
<tr>
<td><strong>Earnings after taxes</strong></td>
<td>6.6</td>
<td>18.1</td>
<td>&gt;100%</td>
</tr>
<tr>
<td><strong>Capital expenditure</strong></td>
<td>13.5</td>
<td>22.3</td>
<td>65.2%</td>
</tr>
<tr>
<td><strong>Equity ratio (in %)</strong></td>
<td>38.3%</td>
<td>37.1%</td>
<td>-120 bp</td>
</tr>
<tr>
<td><strong>Net liquidity</strong></td>
<td>59.9</td>
<td>110.3</td>
<td>84.2%</td>
</tr>
<tr>
<td><strong>Employees (FTE)</strong></td>
<td>13,745</td>
<td>14,310</td>
<td>4.1%</td>
</tr>
<tr>
<td><strong>Cash earnings</strong></td>
<td>38.8</td>
<td>43.5</td>
<td>12.1%</td>
</tr>
<tr>
<td><strong>Cash flow from current business operations</strong></td>
<td>26.2</td>
<td>-88.5</td>
<td>&gt;-100%</td>
</tr>
<tr>
<td><strong>Cash flow from investment activities</strong></td>
<td>-8.1</td>
<td>48.5</td>
<td>&gt;100%</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>18.1</td>
<td>-40.0</td>
<td>&gt;-100%</td>
</tr>
<tr>
<td><strong>Earnings per Share</strong></td>
<td>0.17</td>
<td>0.46</td>
<td>&gt;100%</td>
</tr>
</tbody>
</table>
_KUKA Group – Financing Structure (as per March 31, 2022)_

1a. **€ 150m Shareholder facility**
   - Framework credit facility, concluded Jun 2018

1b. **€ 150m Shareholder loan**
   - Issued Dec 2019
   - 5 ½ years (June 2025)
   - Coupon: 0.85%

2. **€ 107.5 Promissory note loan**
   - (Schuldschein) issued Oct 2015
   - 7-year-tranche (Oct. 2022)
   - Coupon: 1.61% p. a.

3. **$ 50m Promissory note loan**
   - (Schuldschein) rd. € 43m, issued Aug 2018
   - 5-year-tranche (Aug. 2023)
   - var. 3M - USD LIBOR* (+1.40%)

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%

5. **€ 170m Guarantee facilities via bilateral agreements**
   - until further notice

6. ** € 1.1 bn**
   - € 170m Guarantee facilities via bilateral agreements
   - € 150m Shareholder facility
   - € 150m Shareholder loan
   - € 107.5 Promissory note loan
   - $ 50m Promissory note loan
   - € 260m Syndicated loan (SFA)

*LIBOR* = London Interbank Offered Rate
Shareholder structure

Other institutional and private investors <5 %

Midea Group >95 %
KUKA Group  
_Guidance 2022

Sales revenues slightly above prior-year level  

EBIT-Margin rising

FY 2021: Sales € 3,286.2 m; EBIT-margin 1.9%
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.
4. Appendix
# Financial Calendar 2022

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 29, 2022</td>
<td>Annual press conference for fiscal year 2021</td>
</tr>
<tr>
<td>April 27, 2022</td>
<td>Interim update for the first quarter</td>
</tr>
<tr>
<td>May 17, 2022</td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td>August 4, 2022</td>
<td>Interim update for the first half-year</td>
</tr>
<tr>
<td>October 27, 2022</td>
<td>Interim update for the third quarter</td>
</tr>
</tbody>
</table>
The KUKA share
• ISIN DE0006204407
• Reuters KU2G.DE
• Bloomberg KU2 GY (Xetra)

Contact
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• Phone +49 (821) 797-5481
• Fax +49 (821) 797-5213
• Email: IR@kuka.com
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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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