Agenda

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

100 robots for BACA Systems in North America

KUKA supplies *pioneering robot training center* in Ireland

Swisslog brings *supply chain automation* to vertical farming

Swisslog automates logistic for *ttv: AutoStore & Software SynQ*

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

Modular and future-proof: KUKA and Webasto *revolutionize battery production*
_Highlights 2021

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

**Digital** KUKA Annual General Meeting with **positive outlook**

**Stellantis First Supplier Awards:** Honor for KUKA

Hub for cutting-edge technology: **Swisslog opens new location** in Dortmund

Swisslog implements innovative project for **Siemens Mobility AG**

100-year partnership: KUKA signs **major contract with Daimler**
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

> 60 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.«
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

### Body Structure
- Automation and test solutions for all drive train modules, cars and trucks

### Assembly & Test
- Production processes for E-mobility and energy storage

### Batteries
- AGV – HRC – Industrial IoT
  - **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
Swisslog

- 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

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

Overcoming Challenges
- KSS Today
- iiQKA
  - Setup within minutes
  - Programmable by anyone
  - Fast re-use

Positive Market Reaction
- Expertise
- Time
  - Setup takes days
  - Programmable by experts
  - Fixed use

Accessible and affordable robots

Delivering Innovation
- Easy2Use for entire portfolio

Ecosystem for speed and scalability

The future KUKA operating system will mark the beginning of a new era in robotics.
2. Status on Covid-19 impact
Status 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 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.

GDP Development

Source: OECD Interim Economic Outlook Forecasts March 2021
Most of KUKA’s focus industries have chances to benefit above average in the recovery.

Hit by the crisis (midterm)  boost from the Corona 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 to 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)

<table>
<thead>
<tr>
<th>Country</th>
<th>Automotive</th>
<th>General Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>1,311</td>
<td>199</td>
</tr>
<tr>
<td>USA</td>
<td>1,287</td>
<td>139</td>
</tr>
<tr>
<td>Japan</td>
<td>1,248</td>
<td>273</td>
</tr>
<tr>
<td>China</td>
<td>939</td>
<td>95</td>
</tr>
<tr>
<td>UK</td>
<td>707</td>
<td>46</td>
</tr>
<tr>
<td>Brazil</td>
<td>156</td>
<td>7</td>
</tr>
<tr>
<td>India</td>
<td>149</td>
<td>3</td>
</tr>
</tbody>
</table>

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%

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

-12%  -9%  -13%


4. Financials, Guidance and Shareholder Structure
### Segment-Split Key Figures Q2/21

<table>
<thead>
<tr>
<th>Segment-Split</th>
<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>Q2/21</td>
<td>Q2/20</td>
<td>Q2/21</td>
<td>Q2/20</td>
</tr>
<tr>
<td>Systems</td>
<td>123.9</td>
<td>362.1</td>
<td>118.7</td>
<td>236.2</td>
</tr>
<tr>
<td>Robotics</td>
<td>195.7</td>
<td>265.1</td>
<td>186.7</td>
<td>250.5</td>
</tr>
<tr>
<td>Swisslog</td>
<td>109.8</td>
<td>148.8</td>
<td>131.4</td>
<td>155.5</td>
</tr>
<tr>
<td>Swisslog Healthcare</td>
<td>35.9</td>
<td>60.3</td>
<td>50.7</td>
<td>51.0</td>
</tr>
<tr>
<td>China</td>
<td>109.5</td>
<td>201.2</td>
<td>83.5</td>
<td>152.1</td>
</tr>
</tbody>
</table>
The positive outlook for the global economy with clear signs of recovery were reflected in KUKA Group´s results.

Orders received achieved the second highest volume in the company’s history.

EBIT increase is primarily attributable to the successes of the efficiency program as well as the improved economic environment and the resulting higher revenue volume.
Systems benefited from the sharp increase in demand in North America, as automotive manufacturers increasingly invested in the electrification of their vehicle fleets.

- In Europe, the order situation remained difficult.
- The recovery in North America and improved project management had a positive impact on earnings.
- Customers around the world have once again been investing more in automation solutions and services, which has also had a positive impact on sales.
- More than 1/3 of revenues are meanwhile generated with product innovations from recent years. This includes both newly developed products and further developments of existing product groups.
- The noticeable recovery had a positive impact on earnings. However, the growth in demand has also increased the pressure on global supply chains. Supply shortages have led to higher costs in some cases, which has, in turn, had a negative impact on earnings.
Swisslog concentrated on its focus markets of consumer goods and e-commerce / retail and benefited from the continued high demand for automated logistics solutions.

The improvement in earnings is attributable to the higher revenue volume as well as to the intensified efficiency measures and the improved cost structure.
Swisslog Healthcare benefited from increased customer demand.

Following the slump caused by the coronavirus crisis, demand in the healthcare sector picked up again significantly. This also included catch-up effects from postponements of projects due to coronavirus.

The decline in earnings is mainly due to the restructuring expenses. Swisslog Healthcare also stepped-up investment in research & development activities, focusing mainly on software solutions and expansion of its product portfolio.
The recovery in the Chinese market has been noticeable since the second half of 2020 and continued in the first half of the year 2021.

Sales revenues grew considerably with +82.1% year-on-year.

The high demand for automation solutions had a positive effect, as did subsidies.
# Group income statement (condensed)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>Delta</th>
<th>HY1 / 2020</th>
<th>HY1 / 2021</th>
<th>Delta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales revenues</td>
<td>3,192.6</td>
<td>2,573.5</td>
<td>-19.4 %</td>
<td>1,168.8</td>
<td>1,529.7</td>
<td>30.9 %</td>
</tr>
<tr>
<td>Gross earnings from sale</td>
<td>677.0</td>
<td>504.1</td>
<td>-25.5 %</td>
<td>221.3</td>
<td>337.3</td>
<td>52.4 %</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>21.2</td>
<td>19.6</td>
<td>-160 bp</td>
<td>18.9</td>
<td>22.0</td>
<td>310 bp</td>
</tr>
<tr>
<td>EBITDA</td>
<td>176.5</td>
<td>33.2</td>
<td>-81.2 %</td>
<td>-14.0</td>
<td>95.2</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>-1.2</td>
<td>6.2</td>
<td>740 bp</td>
</tr>
<tr>
<td>Earnings before interest and taxes (EBIT)</td>
<td>47.8</td>
<td>-113.2</td>
<td>&gt;-100 %</td>
<td>-78.1</td>
<td>33.8</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>-6.7</td>
<td>2.2</td>
<td>890 bp</td>
</tr>
<tr>
<td>Earnings after taxes</td>
<td>17.8</td>
<td>-94.6</td>
<td>&gt;-100 %</td>
<td>-80.6</td>
<td>26.9</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>151.1</td>
<td>80.7</td>
<td>-46.6 %</td>
<td>39.8</td>
<td>33.1</td>
<td>-16.7 %</td>
</tr>
<tr>
<td>Equity ratio (in %)</td>
<td>39.4</td>
<td>38.6</td>
<td>-80.0 bp</td>
<td>38.5</td>
<td>37.4</td>
<td>-110 bp</td>
</tr>
<tr>
<td>Net liquidity</td>
<td>50.2</td>
<td>30.0</td>
<td>-40.2 %</td>
<td>-39.9</td>
<td>82.8</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td>Employees (FTE)</td>
<td>14,014</td>
<td>13,700</td>
<td>-2.2 %</td>
<td>13,507</td>
<td>13,747</td>
<td>1.8%</td>
</tr>
<tr>
<td>Cash earnings</td>
<td>167.1</td>
<td>40.9</td>
<td>-75.5 %</td>
<td>-13.0</td>
<td>102.9</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td>Cash flow from current business operations</td>
<td>214.5</td>
<td>77.4</td>
<td>-63.9 %</td>
<td>-84.5</td>
<td>13.1</td>
<td>&gt; 100 %</td>
</tr>
<tr>
<td>Cash flow from investment activities</td>
<td>-193.8</td>
<td>-40.4</td>
<td>79.2 %</td>
<td>36.3</td>
<td>31.1</td>
<td>-14.4 %</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>20.7</td>
<td>37.0</td>
<td>78.7</td>
<td>-48.2</td>
<td>44.1</td>
<td>&gt; 100 %</td>
</tr>
</tbody>
</table>
Financing Structure (as per June 2021)

1a. €150m shareholder facility
- Framework credit facility, concluded Jun 2018
- 6 1/2 years (Mar. 2025)
- Margin = Margin SFA

1b. €150m shareholder loan
- Issued Dec 2019
- 5 1/2 years (June 2025)
- Coupon: 0.85%

2. €107.5m 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 1/2-year-tranche (Feb. 2022)
- Var. 3M - USD LIBOR (+1.05%)
- Thereof fixed $50m at 4.1225%

3. $140m assignable loan
- (rd. €121m) issued Aug 2018

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

€1.2bn
Shareholder structure

Other institutional and private investors 5%

Midea Group 95%
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
May 21, 2021  Annual General Meeting
August 5, 2021  Interim update for the first half-year
October 28, 2021  Interim update for the third quarter
The KUKA share
• ISIN DE0006204407
• Reuters KU2G.DE
• Bloomberg KU2 GY (Xetra)

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