Agenda

1. Business Segments and Strategy
2. Global Markets
3. Financials, Guidance and Shareholder Structure
4. Appendix
1. Business Segments and Strategy
Tradition Meets Technology: Robots Provide Support in Joineries

Everything in focus: KUKA.ProcessScreen monitors the entire process chain

Building sustainably: KR QUANTEC prints 3D facades

Swisslog implements innovative project for Siemens Mobility AG

Welding huge fans: Medium-sized company relies on robot technology

New mobile platform expands KUKA offering KMP 600-S
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 €
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

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
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.
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
- **Warehouse management system SynQ** as pure software package
- **KUKA.Sim 4.0**: simulation software Plan robotic cells more easily
- **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 vs iiQKA
- Setup within minutes
- Programmable by anyone
- Fast re-use
- Setup takes days
- Programmed by experts
- Fixed use

Positive Market Reaction

Accessible and affordable robots

Delivering Innovation
Easy2Use for entire portfolio

Ecosystem for speed and scalability
2. 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.
Semiconductor shortage

**Market Insights**

**2021 – 2024**

- Global trend towards automation will continue after COVID-19 pandemic
- New industries starting to consider using automation among their processes
- Increasing usability will give additional companies and easy access to automation
- Anticipated shortage of skilled workforce in manufacturing industries will continue

**Risks**

- Next waves of Coronavirus impacting 2021+
- Semiconductor shortage
- Price increase of raw materials
- Inflation


All Types Robots, shipments in thousand units

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</tr>
</thead>
<tbody>
<tr>
<td>Shipments in thousand units</td>
<td>254</td>
<td>304</td>
<td>400</td>
<td>422</td>
<td>382</td>
<td>384</td>
<td>435</td>
<td>453</td>
<td>486</td>
<td>518</td>
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</table>

**Compound Annual Growth Rate (CAGR)**

- +19%
- 5% - 10%
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>Automotive</th>
<th>General Industry</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.

- World (2020): -0%
- China (2020): +20%
- World w/o China (2020): -11%

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

**Hit by the crisis (midterm)**

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

**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. Financials, Guidance and Shareholder Structure
### Key Figures 9M/21

<table>
<thead>
<tr>
<th>Segment</th>
<th>Orders received (€ million)</th>
<th>Sales Revenues (€ million)</th>
<th>EBIT (€ million)</th>
<th>EBIT-Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Systems</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9M/21</td>
<td>863.2</td>
<td>718.3</td>
<td>-27.3</td>
<td>-5.5</td>
</tr>
<tr>
<td>9M/20</td>
<td>514.4</td>
<td>495.6</td>
<td>26.0</td>
<td>3.6</td>
</tr>
<tr>
<td><strong>Robotics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9M/21</td>
<td>831.5</td>
<td>734.6</td>
<td>-10.1</td>
<td>-1.6</td>
</tr>
<tr>
<td>9M/20</td>
<td>679.6</td>
<td>623.9</td>
<td>37.6</td>
<td>5.1</td>
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<tr>
<td><strong>Swisslog</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9M/21</td>
<td>456.0</td>
<td>466.7</td>
<td>10.3</td>
<td>2.2</td>
</tr>
<tr>
<td>9M/20</td>
<td>401.0</td>
<td>393.9</td>
<td>3.6</td>
<td>0.9</td>
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<tr>
<td><strong>Swisslog Healthcare</strong></td>
<td>166.5</td>
<td>148.6</td>
<td>1.8</td>
<td>1.2</td>
</tr>
<tr>
<td></td>
<td>126.9</td>
<td>154.3</td>
<td>4.3</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>China</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9M/21</td>
<td>509.5</td>
<td>405.2</td>
<td>-10.1</td>
<td>-3.7</td>
</tr>
<tr>
<td>9M/20</td>
<td>361.1</td>
<td>275.2</td>
<td>0.4</td>
<td>0.1</td>
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</table>
The recovery of the global economy had a positive effect on business performance.

The sharp rise in demand also from previous quarters led to a substantial increase in sales revenues of 19.9%.

EBIT increased by 54.0% and is primarily attributable to the higher sales volume as compared to the previous year and also to improved project management.
The decline in orders received is primarily attributable to the strong prior-year quarter. Due to the considerably greater demand in the preceding quarters, sales revenues increased by 25.7%. Systems benefited primarily from the higher demand in North America, as automotive manufacturers are increasingly investing in the electrification of their vehicle fleets. In Europe, the order situation remained difficult.
The sharp rise in global demand led to a substantial increase in the volume of orders received in the Robotics segment. The good order situation in 2021 had a positive effect on the sales volume, with Robotics achieving a double-digit growth rate in sales revenue. The improvements also had a positive impact on EBIT. Robotics achieved a strong increase to €20.4 million. One contributor to this result was the improved project management in the cells business.
In growth markets such as consumer goods and e-commerce/retail, demand for automated logistics solutions is rising. Sales revenues even grew by 45.7%. The improvement is attributable to the high demand in the preceding quarters. The improvements also had a positive impact on EBIT. EBIT almost doubled to €4.1 million in the third quarter of 2021 after €2.3 million in the third quarter of 2020.
At €47.4 million, orders received at Swisslog Healthcare in Q3/21 were 8.3% above the prior-year figure of €43.8 million.
Demand declined recently, particularly following a weakening of the catch-up effect due to coronavirus-related postponements in recent months.
EBIT fell to €0.9 million, down from €2.5 million in the same period last year due to increased investment in research & development activities. Swisslog Healthcare focused mainly on software solutions and the expansion of its product portfolio.
China is the largest and fastest growing market.

- The China segment recorded strong growth of 36.4% in orders received. Sales revenues remained at a stable level.
- EBIT fell to -€13.5 million in the past quarter (Q3/20: €12.1 million). In the first nine months EBIT rose to €0.4 million after -€10.1 million in the first nine months of 2020.
<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>Delta</th>
<th>9M / 2020</th>
<th>9M / 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>1,860.8</td>
<td>2,359.6</td>
<td>26.8%</td>
</tr>
<tr>
<td>Gross earnings from sale</td>
<td>677.0</td>
<td>504.1</td>
<td>-25.5%</td>
<td>372.7</td>
<td>512.2</td>
<td>37.4%</td>
</tr>
<tr>
<td>in % of sales revenues</td>
<td>21.2</td>
<td>19.6</td>
<td>-160 bp</td>
<td>20.0</td>
<td>21.7</td>
<td>170 bp</td>
</tr>
<tr>
<td>EBITDA</td>
<td>176.5</td>
<td>33.2</td>
<td>-81.2%</td>
<td>24.5</td>
<td>137.2</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>1.3</td>
<td>5.8</td>
<td>450 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>-70.5</td>
<td>45.5</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>-3.8</td>
<td>1.9</td>
<td>570 bp</td>
</tr>
<tr>
<td>Earnings after taxes</td>
<td>17.8</td>
<td>-94.6</td>
<td>&gt;-100 %</td>
<td>-69.2</td>
<td>29.8</td>
<td>&gt; 100%</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>151.1</td>
<td>80.7</td>
<td>-46.6%</td>
<td>56.4</td>
<td>61.5</td>
<td>9.1%</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>37.3</td>
<td>-120 bp</td>
</tr>
<tr>
<td>Net liquidity</td>
<td>50.2</td>
<td>30.0</td>
<td>-40.2 %</td>
<td>10.8</td>
<td>84.2</td>
<td>&gt; 100%</td>
</tr>
<tr>
<td>Employees (FTE)</td>
<td>14,014</td>
<td>13,700</td>
<td>-2.2%</td>
<td>13,676</td>
<td>14,017</td>
<td>2.5%</td>
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<tr>
<td>Cash earnings</td>
<td>167.1</td>
<td>40.9</td>
<td>-75.5%</td>
<td>31.3</td>
<td>160.3</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>-16.3</td>
<td>77.9</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>26.9</td>
<td>-32.9</td>
<td>&gt; 100%</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>20.7</td>
<td>37.0</td>
<td>78.7%</td>
<td>10.6</td>
<td>45.0</td>
<td>&gt; 100%</td>
</tr>
</tbody>
</table>
Financing Structure (as per September 2021)

1. €150m Shareholder Facility
   - Framework credit facility, concluded Jun 2018
   - 6 ½ years (Mar. 2025)
   - Margin = Margin SFA

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. $140m Assignable Loan
   (rd. €121m) Issued Aug 2018
   - 3 ½ 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%

5. €170m Guarantee Facilities via bilateral agreements
   - Until further notice

- €150m Shareholder Loan
- Issued Dec 2019
- 5 ½ years (June 2025)
- Coupon: 0.85%

- €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%
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.
4. Appendix
Financial Calendar 2022

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

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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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