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

Building sustainably: KR QUANTEL prints 3D facades

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

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.
**KUKA Systems**

### Body Structure
- Flexible and efficient production processes

### Assembly & Test
- Automation and test solutions for all drive train modules, cars and trucks

### Batteries
- Production processes for E-mobility and energy storage

### 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

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### 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

**New**

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

- **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.
  - Modern technologies and innovations can promote resource efficiency.
_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>Germany</th>
<th>USA</th>
<th>Japan</th>
<th>China</th>
<th>UK</th>
<th>Brazil</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td>Density</td>
<td>1,311</td>
<td>1,287</td>
<td>1,248</td>
<td>939</td>
<td>707</td>
<td>156</td>
<td>149</td>
</tr>
<tr>
<td>Automotive</td>
<td>199</td>
<td>139</td>
<td>273</td>
<td>95</td>
<td>46</td>
<td>156</td>
<td>149</td>
</tr>
<tr>
<td>General Industry</td>
<td>115</td>
<td>72</td>
<td>164</td>
<td>86</td>
<td>20</td>
<td>3</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.
_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

Source: OECD Interim Economic Outlook Update July 2021
Most of KUKA´s focus industries have chances to benefit above average in the recovery boost 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. Financials, Guidance and Shareholder Structure
## Segment-Split Key Figures 9M/21

<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>Systems</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/21</td>
<td>863.2</td>
<td>514.4</td>
<td>718.3</td>
</tr>
<tr>
<td>9/20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Robotics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/21</td>
<td>831.5</td>
<td>679.6</td>
<td>734.6</td>
</tr>
<tr>
<td>9/20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swisslog</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/21</td>
<td>456.0</td>
<td>401.0</td>
<td>466.7</td>
</tr>
<tr>
<td>9/20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swisslog Healthcare</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/21</td>
<td>166.5</td>
<td>126.9</td>
<td>148.6</td>
</tr>
<tr>
<td>9/20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/21</td>
<td>509.5</td>
<td>361.1</td>
<td>405.2</td>
</tr>
<tr>
<td>9/20</td>
<td></td>
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</tr>
</tbody>
</table>

**Notes:**
- EBIT is calculated as Sales Revenues minus Costs and Expenses.
- EBIT-Margin is calculated as EBIT divided by Sales Revenues.
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.
## Group income statement (condensed)

<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>
</tr>
<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)

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

1b. €150m Shareholder Loan
    Issued Dec 2019
    5½ 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. $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%

3. €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

4. €150m Shareholder Loan
   Issued Dec 2019
   5½ years (June 2025)
   Coupon: 0.85%

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