Agenda

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

**automatica 2022:** KUKA shows "product fireworks" at Munich trade fair stage

KUKA's new operating system and ecosystem receives [German Innovation Award](#)

General Motors names KUKA a 2021 Supplier of the Year

KUKA signs major contract with Ford Otosan

Automation in the semiconductor industry – measures against the chip shortage

Swisslog passes 300th AutoStore project milestone
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 €
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
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
- **LBR iiys Cobot:** Set it up, switch it on, get started
- **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
Overcoming Challenges

KSS Today
- Setup takes days
- Expertise and Time
- Programmed by experts
- Fixed use

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

Positive Market Reaction

Delivering Innovation

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

Accessible and affordable robots

Ecosystem for speed and scalability

Easy2Use for entire portfolio
2. Global Markets
**Global Robotics Market Growth Expectation**

**Growth drivers**
- Commodization of robots - Decreasing costs for robots, higher productivity levels, lower setup costs
- Democratization of robotics - Robot technology widely available, also for SMEs
- No Code Robotics and easy of use concepts to reduce barriers
- Growing ecosystems and new business models (webshops, app stores, RaaS, …)

**Risks**
- General economic risks, especially with regard to inflationary pressures both in energy and raw material prices
- Recessionary threats due to monetary and fiscal tightening
- Uncertainties caused by the war in Ukraine, especially for EU, where gas rationing in winter 2022 is a possible scenario
- Supply-demand imbalances still prevail (shortage of semiconductor or steel supplies)
- Economic slowdown in China, also due to Covid-19-related lockdowns
- Increasing amount of new players, especially for Cobot market

**All Types Robots, shipments in thousand units**

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</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>304</td>
<td>400</td>
<td>423</td>
<td>391</td>
<td>394</td>
<td>517</td>
<td>570</td>
<td>614</td>
<td>653</td>
<td>690</td>
</tr>
</tbody>
</table>

*Source: IFR, World Robotics 2022 – Industrial Robots, published Oct. 2022, KUKA*
Robotics – Especially the GI and new industries with almost non-existing automation will drive future growth

Robot density
(Robots per 10,000 employees)

Germany 1,500
USA 1,457
Japan 1,422
China 772
UK 824
Brazil 148
India 148

Global Robotic Market 2021 increased by 31%

Articulated Robots (2021)
Articulated: Global Market drops by +41%

Other Types (2021)
Other Types: Global Market drops by +17%

All Types (2021)
All Types: Global Market drops by +31%

Global Robotic Market 2021

World (2021) +31%

China (2021) +51%

World w/o China (2021) +15%

Cyclical growth in volatile world

Resilience
» withstand potential market crisis

Growth
» Scalable growth

Focus
» what to do and what not to do

Source: IMF, World Economic Outlook Update January 2022

» Changing global environment – we take action to emerge stronger from the crisis «
In the long term, the automation market will grow on average twice as fast as GDP. Accelerate growth in General Industry, Logistics, Healthcare and China.

**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

**Healthcare**
3. Financials, Guidance and Shareholder Structure
### Segment-Split_Key Figures 9M 2022

<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><strong>Systems</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9M/22</td>
<td>994.4</td>
<td>800.9</td>
<td>42.3</td>
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<tr>
<td>9M/21</td>
<td>863.2</td>
<td>718.3</td>
<td>26.0</td>
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<tr>
<td><strong>Robotics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9M/22</td>
<td>1,119.8</td>
<td>764.4</td>
<td>13.8</td>
</tr>
<tr>
<td>9M/21</td>
<td>831.5</td>
<td>734.6</td>
<td>37.6</td>
</tr>
<tr>
<td><strong>Swisslog</strong></td>
<td></td>
<td></td>
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<tr>
<td>9M/22</td>
<td>585.7</td>
<td>532.7</td>
<td>25.5</td>
</tr>
<tr>
<td>9M/21</td>
<td>456.0</td>
<td>466.7</td>
<td>10.3</td>
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<tr>
<td><strong>Swisslog Healthcare</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9M/22</td>
<td>192.2</td>
<td>174.4</td>
<td>3.5</td>
</tr>
<tr>
<td>9M/21</td>
<td>166.5</td>
<td>148.6</td>
<td>1.8</td>
</tr>
<tr>
<td><strong>China</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9M/22</td>
<td>982.1</td>
<td>644.7</td>
<td>22.1</td>
</tr>
<tr>
<td>9M/21</td>
<td>509.5</td>
<td>405.2</td>
<td>0.1</td>
</tr>
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</table>
Worldwide demand for automation solutions increased sharply. In the first three quarters of 2022, orders received by KUKA reached the highest level in the company’s history, totaling €3,686.3 million. In the third quarter of 2022 alone, orders received increased by 41.0% to €1,140.9 million, setting another new record.

The sharp rise in demand from previous quarters led to a substantial increase in sales revenues. This also includes FX effects, which had a positive impact on the development.

EBIT grew to €32.3 million in the third quarter of 2022. Despite higher material and logistics costs, which had a negative impact, the margin increased; this was due primarily to the higher sales volume compared to the previous year as well as improved project management.
Systems recorded a strong level of orders received, particularly in North America.

At €254.7 million (Q3/21: €256.2 million), sales remained at a stable level.

EBIT fell from €9.1 million to €5.0 million in the third quarter of 2022. After a strong improvement in the first two quarters of 2022, EBIT decreased due to supply bottlenecks and material shortages, among other things.
The sharp rise in global demand for robot-based automation led to a substantial increase in the volume of orders received.

The good order situation in 2022 had a positive effect on the sales volume, with Robotics also achieving a double-digit growth rate in sales revenue.

However, due to global supply bottlenecks and price increases, EBIT decreased to €16.5 million.
In growth markets such as consumer goods and e-commerce/retail, demand for automated logistics solutions rose sharply and Swisslog recorded a significant 40.4% increase to €217.5 million in the volume of orders received in the third quarter of 2022. Customers in Europe and Asia in particular invested in logistics solutions.

Due to the strong increase in orders received from the previous quarters, sales revenues rose by 7.9% to €181.1 million in Q3/22.

EBIT almost doubled to €7.8 million in the third quarter of 2022.
At €68.3 million, orders received at Swisslog Healthcare in Q3/22 were considerably above the prior-year figure. Orders received increased by 44.1% year-on-year (Q3/21: €47.4 million).

Sales revenues also rose sharply and were up 22.3% year-on-year to €60.8 million in the reporting period (Q3/21: €49.7 million). The largest contribution continues to come from the Americas region.

EBIT fell to €0.2 million (Q3/21: €0.9 million), primarily due to higher material prices and global supply chain difficulties, particularly for electronic components.
The volume of orders received in the China segment almost doubled compared with the previous year. Orders increased by 92.1% to €292.8 million in the third quarter of 2022 (Q3/21: €152.4 million). Major orders were received from the automotive industry in particular.

Sales revenues more than doubled even, rising from €142.9 million to €287.9 million in the third quarter of 2022.

The higher sales volume, improved project management and lower expenses for expected credit losses had a positive impact on EBIT.
## _Group Key Figures_

<table>
<thead>
<tr>
<th><strong>(€ million)</strong></th>
<th>FY20</th>
<th>FY21</th>
<th>Delta</th>
</tr>
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<tbody>
<tr>
<td>Sales revenues</td>
<td>2,573.5</td>
<td>3,286.2</td>
<td>27.7%</td>
</tr>
<tr>
<td>Gross operating result</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>Earnings before interest and taxes (EBIT)</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>EBITDA</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>Earnings after taxes</td>
<td>-94.6</td>
<td>49.4</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>80.7</td>
<td>101.4</td>
<td>25.6%</td>
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<tr>
<td>Equity ratio (in %)</td>
<td>38.6%</td>
<td>36.5%</td>
<td>-210 bp</td>
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<tr>
<td>Net liquidity</td>
<td>30.0</td>
<td>148.1</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>Employees (FTE)</td>
<td>13,700</td>
<td>14,128</td>
<td>3.1%</td>
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<tr>
<td>Cash earnings</td>
<td>40.9</td>
<td>223.3</td>
<td>&gt;100%</td>
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<tr>
<td>Cash flow from current business operations</td>
<td>77.4</td>
<td>208.0</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>Cash flow from investment activities</td>
<td>-40.4</td>
<td>-107.6</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>37.0</td>
<td>100.4</td>
<td>&gt;100%</td>
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<tr>
<td>Earnings per Share</td>
<td>-2.59</td>
<td>0.98</td>
<td>&gt;100%</td>
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<table>
<thead>
<tr>
<th><strong>9M 2021</strong></th>
<th><strong>9M 2022</strong></th>
<th><strong>Delta</strong></th>
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<tr>
<td>2,359.6</td>
<td>2,769.0</td>
<td>17.4%</td>
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<td>512.2</td>
<td>568.8</td>
<td>11.1%</td>
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<td>45.5</td>
<td>80.9</td>
<td>77.9%</td>
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<tr>
<td>137.2</td>
<td>174.3</td>
<td>27.1%</td>
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<tr>
<td>14,017</td>
<td>14,762</td>
<td>5.3%</td>
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<tr>
<td>160.3</td>
<td>175.8</td>
<td>9.7%</td>
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<tr>
<td>77.9</td>
<td>-181.9</td>
<td>-100%</td>
</tr>
<tr>
<td>-32.9</td>
<td>53.3</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>45.0</td>
<td>-128.6</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>0.44</td>
<td>1.51</td>
<td>&gt;100%</td>
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</table>
KUKA Group – Financing Structure (as per September 30, 2022)

1a. **€ 150m Shareholder facility**
   - Framework credit facility, concluded Jun 2018, thereof drawn € 145m

1b. **€ 200m Shareholder loan**
   - Issued Dec 2019 / May 2022
   - 5 ½ / 3 years (May/June 2025)
   - Coupon: avg. 0.89%

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%) fixed at 4.465%

4. **€ 520m Syndicated loan (SFA)**
   - As refinanced on Feb 1st, 2018, and last amended on May 30th, 2022
   - 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
Shareholder structure

Other institutional and private investors <5 %

Midea Group >95 %
KUKA Group _Guidance 2022

Sales revenues above prior-year level*

EBIT-Margin around 3 %

* more than 10% above prior-year level (above € 3.6 Bn)
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 2023

- March 29, 2023: Annual press conference for fiscal year 2022
- April 27, 2023: Interim update for the first quarter
- August 4, 2023: Interim update for the first half-year
- October 27, 2023: 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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