

KUKA

KUKA Aktiengesellschaft
Investor Relations_Q3_2022



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**

gm
30th annual
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





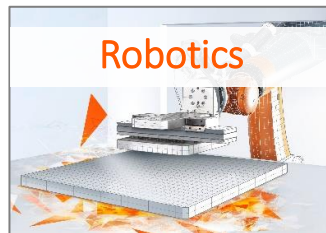
_Customers benefit from KUKA's unique smart automation expertise

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



Core industries

Automotive



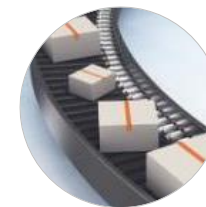
Electronics



Metal & Plastic



E-Commerce & Retail



Consumer Goods



Healthcare



» The clear choice for smart automation.«

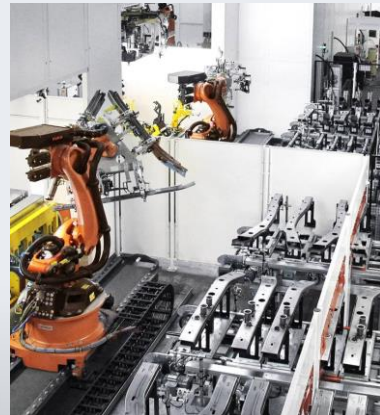
_KUKA Robotics

The core components for the automation of manufacturing processes is supplied by our business segment Robotics:

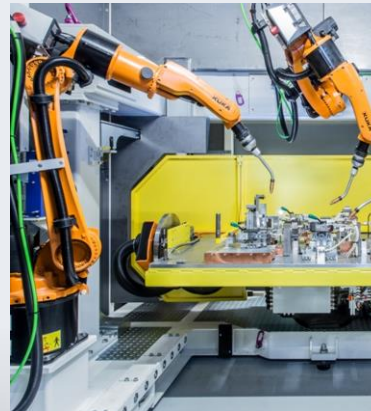
From **industrial robots with software and control to manufacturing cells** – KUKA Robotics offers **customer-specific solutions** to respond optimally to the different requirements of its customers.



Industrial Robots



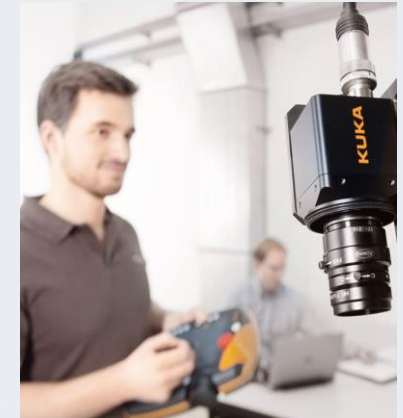
Customized
Manufacturing Cells



Standardized Cells



Smart Software

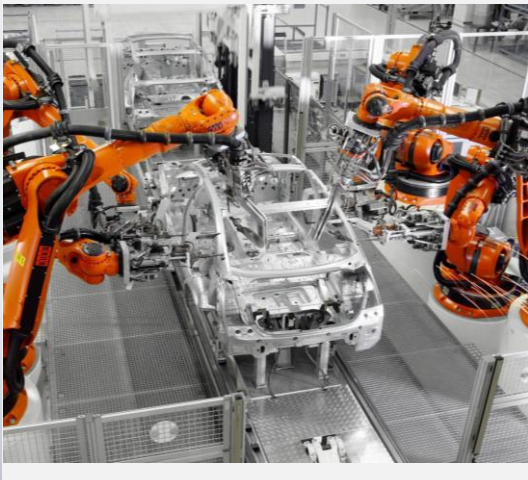


Customer Service

_KUKA Systems

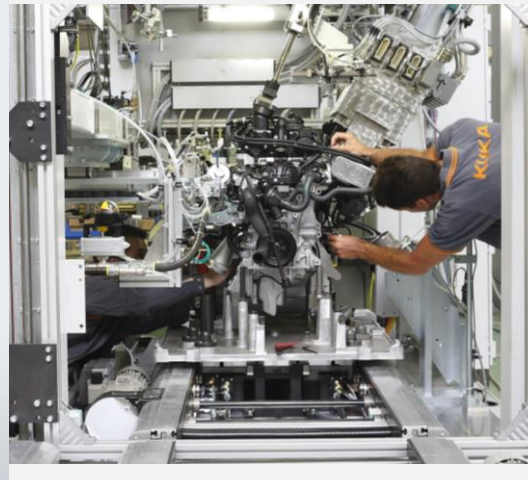
Body Structure

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



Solution Execution

Tech-Center

_Swisslog



Picking & palletizing solutions



Automated storage & retrieval systems



Future-ready warehouse management systems



Automated transport & conveyor systems

_Swisslog Healthcare



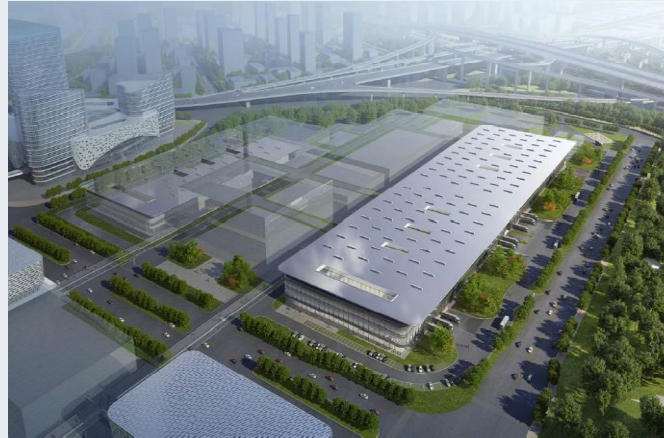
Our solutions create space for the limited time resources of care professionals and enable them to be where they are needed most:
With the patients.

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.

_China

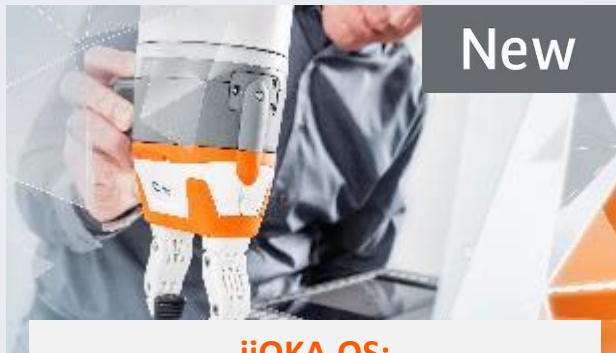
With all four business segments in China, KUKA China is **speeding up business** in this dynamic market



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



LBR iiy Cobot
Set it up, switch it on, get started



KR DELTA Hygienic robot:
designed for use in
highly sensitive conditions



KR SCARA:
fast assistants for
industrial production



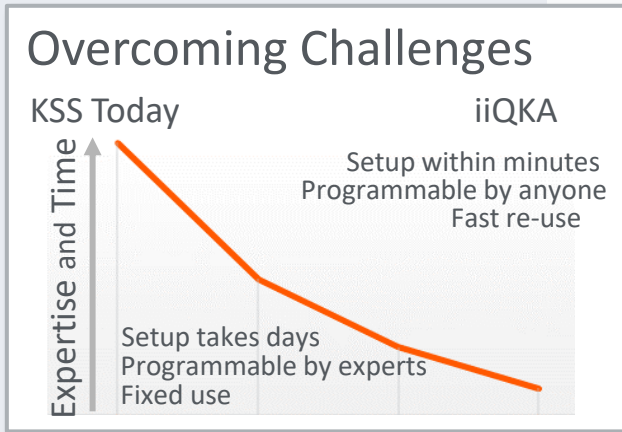
**Warehouse management
system SynQ**
as pure software package



**Robot control system
KR C5 micro:**
small, flexible, smart

_iiQKA.OS

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



Delivering Innovation

Accessible and affordable robots *Easy2Use for entire portfolio* *Ecosystem for speed and scalability*

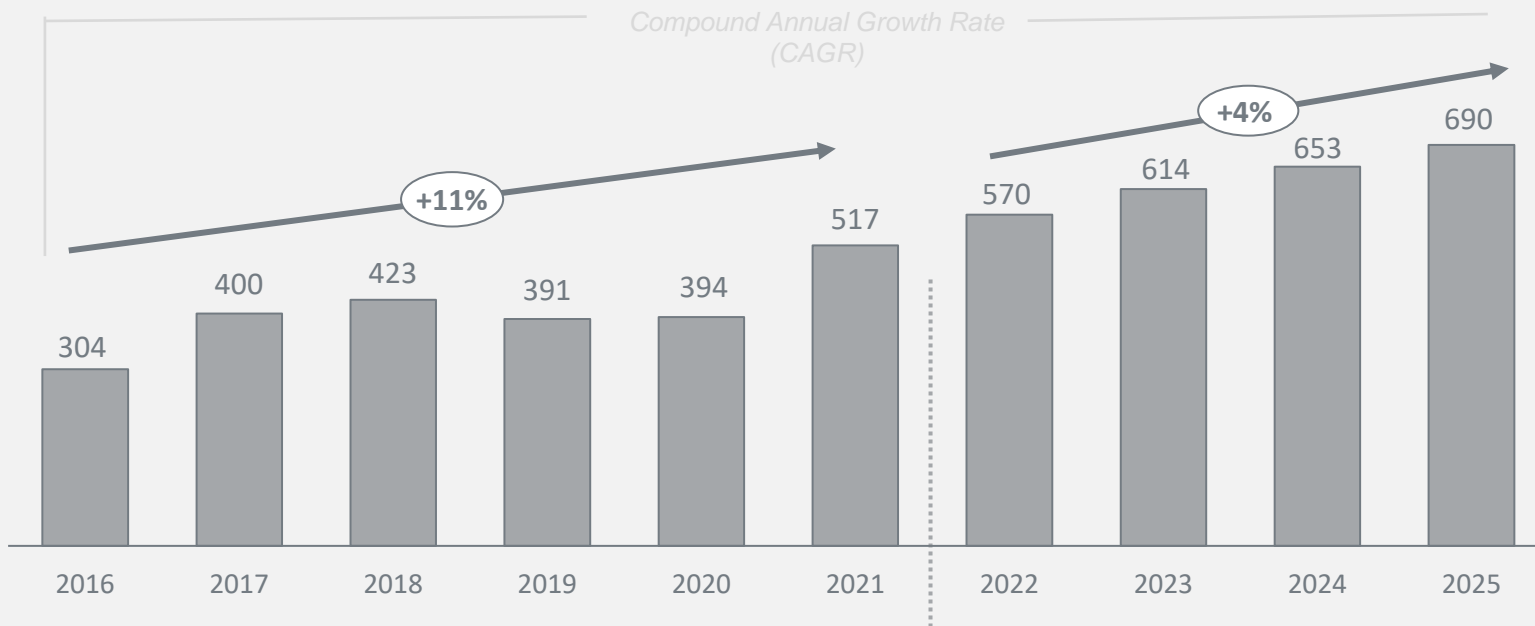


2. Global Markets



_Global Robotics Market_Growth Expectation

All Types Robots, shipments in thousand units



Source: IFR, World Robotics 2022 – Industrial Robots, published Oct. 2022, KUKA

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

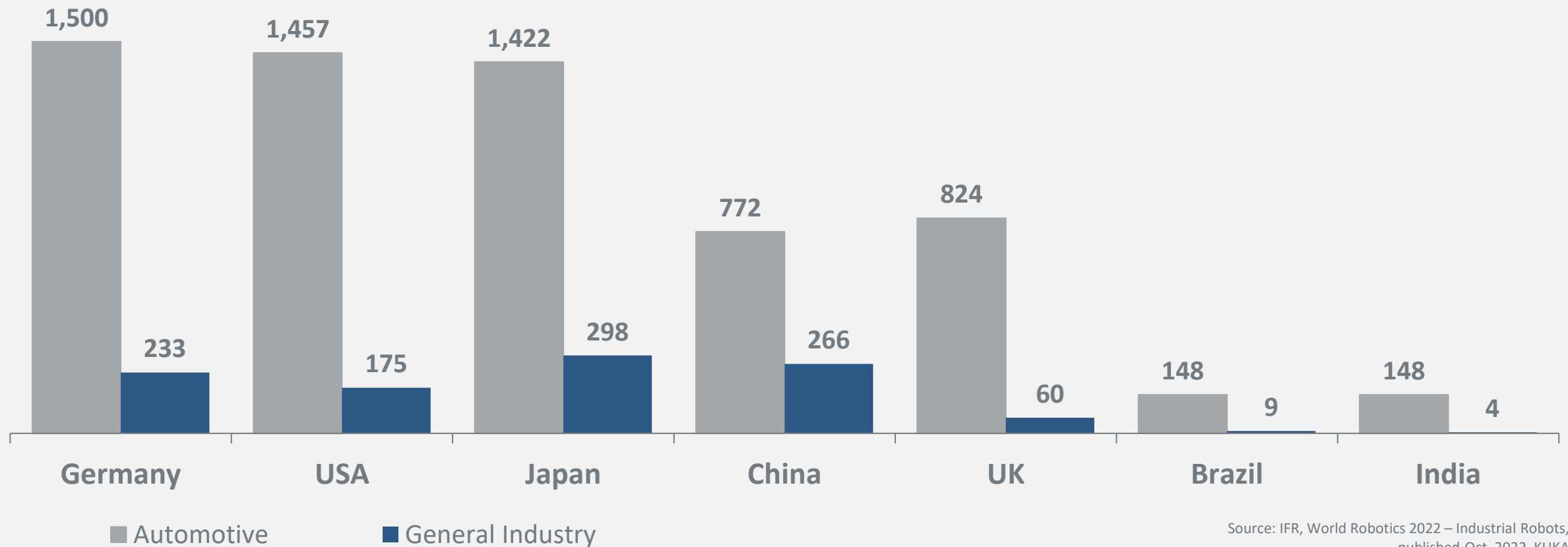
- General economic risks, especially with regard to inflationary pressures both in energy and raw material prices
- Recessionary threats due to monetary and fiscal tightening
- Uncertainties caused by the war in Ukraine, especially for EU, where gas rationing in winter 2022 is a possible scenario
- Supply-demand 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



_Robotics – Especially the GI and new industries with almost non-existing automation will drive future growth

Robot density

(Robots per 10,000 employees)



_Global Robotic Market 2021 increased by 31%



**Articulated Robots
(2021)**

Articulated: Global Market
drops by



**Other Types
(2021)**

Other Types: Global Market
drops by



**All Types
(2021)**

All Types: Global Market
drops by



_Global Robotic Market 2021



World
(2021)

Market



China
(2021)



World w/o China
(2021)



_Cyclical growth in volatile world



Resilience

» withstand potential market crisis

Growth

» Scalable growth

Focus

» what to do and what not to do

_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



Metal, Plastic, ...



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

E-Commerce/Retail; Consumer Goods



- Main focus of warehouse automation in Europe, US and starting in SEA

Healthcare



- Medication management is a stable growth market; North America as main focus

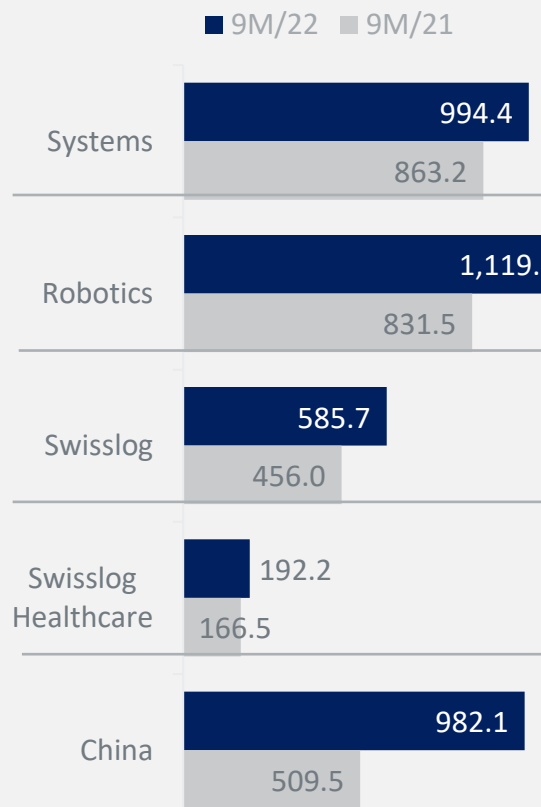
» Accelerate growth in General Industry, Logistics, Healthcare and China «

3. Financials, Guidance and Shareholder Structure

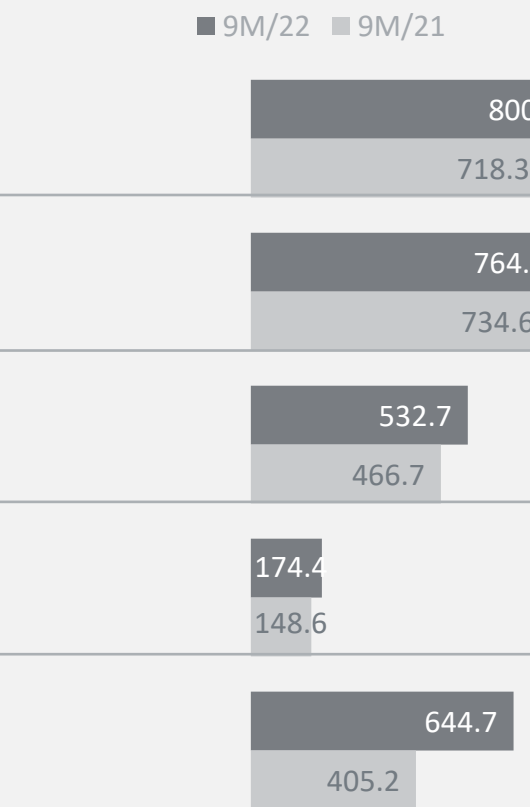


_Segment-Split_Key Figures 9M 2022

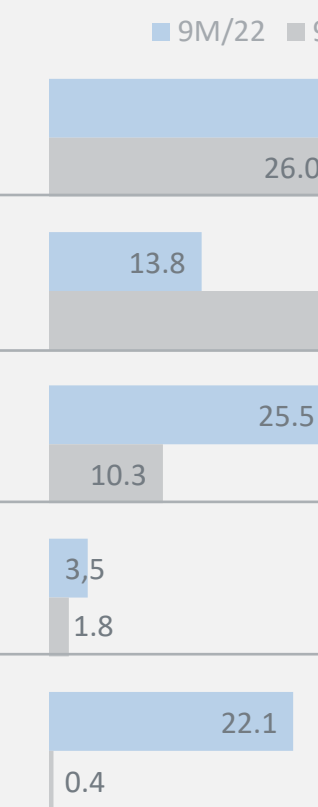
Orders received (€ million)



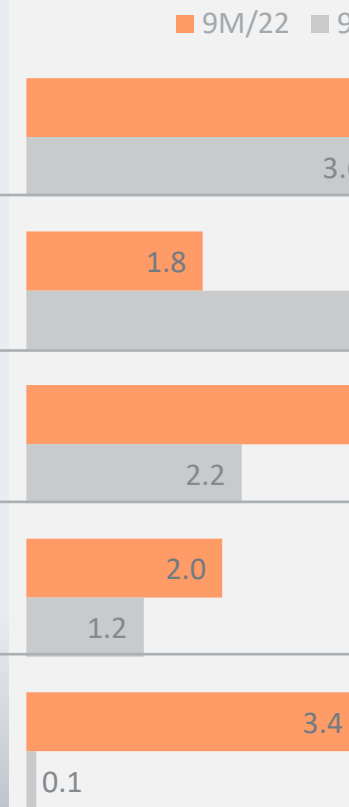
Sales Revenues (€ million)



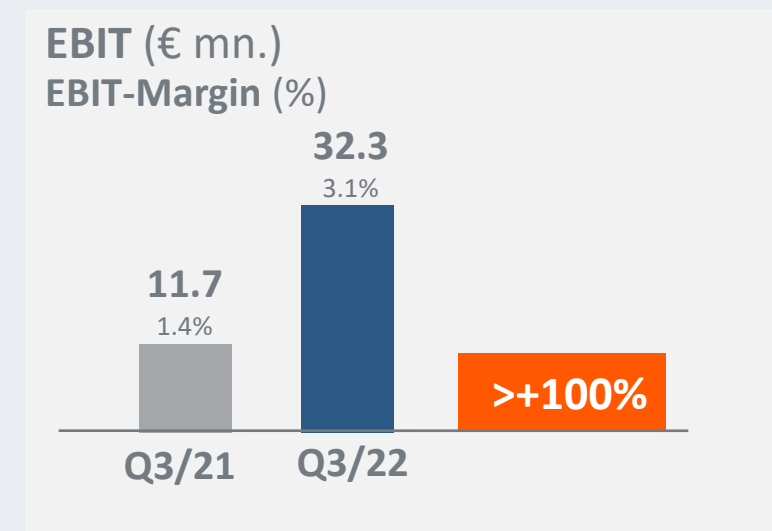
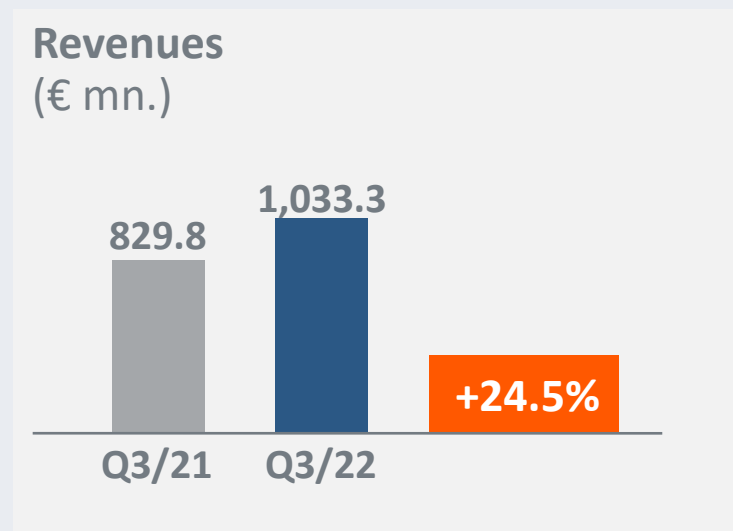
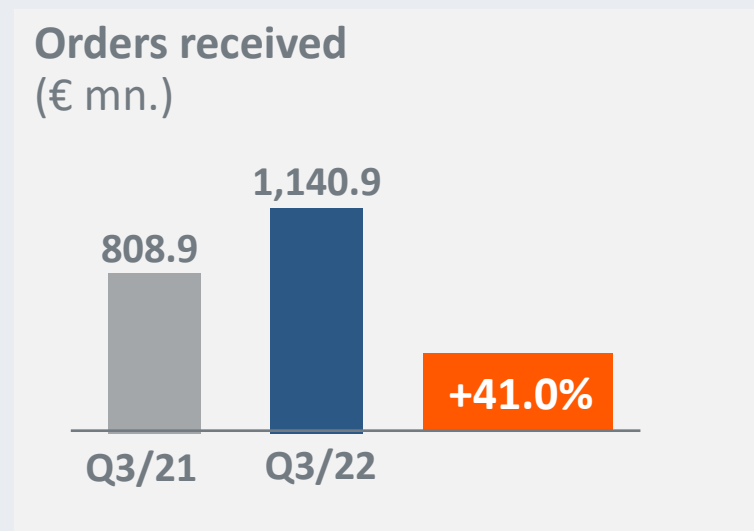
EBIT (€ million)



EBIT-Margin (%)

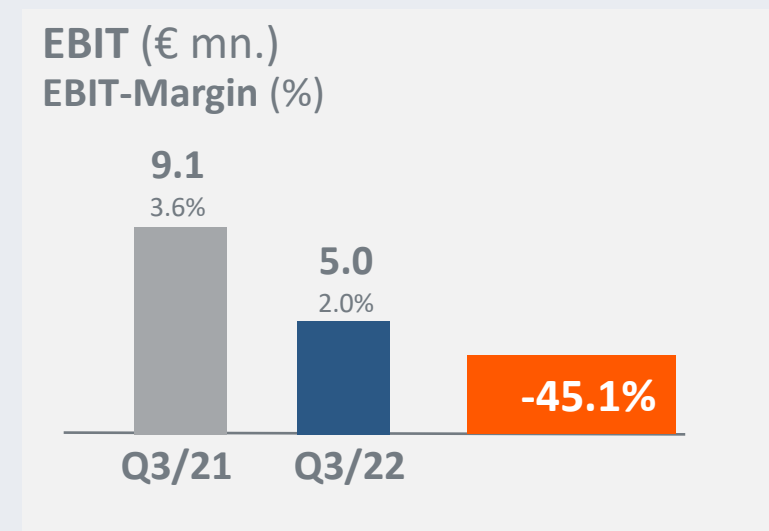
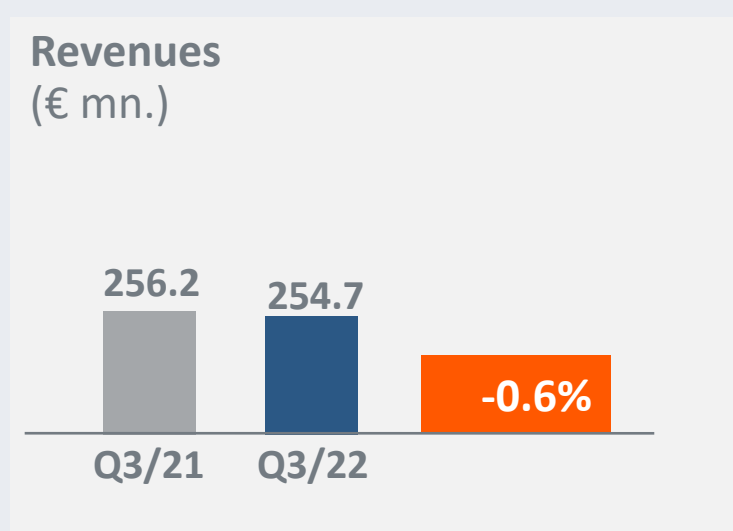
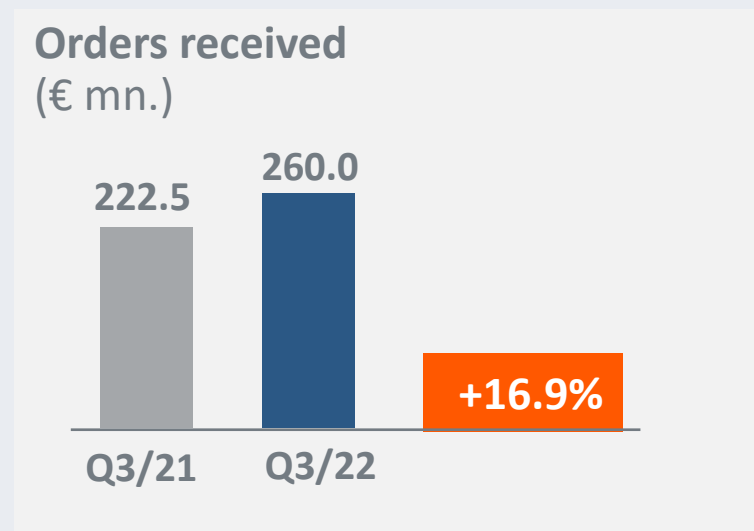


_KUKA Group Q3 2022_Key Figures



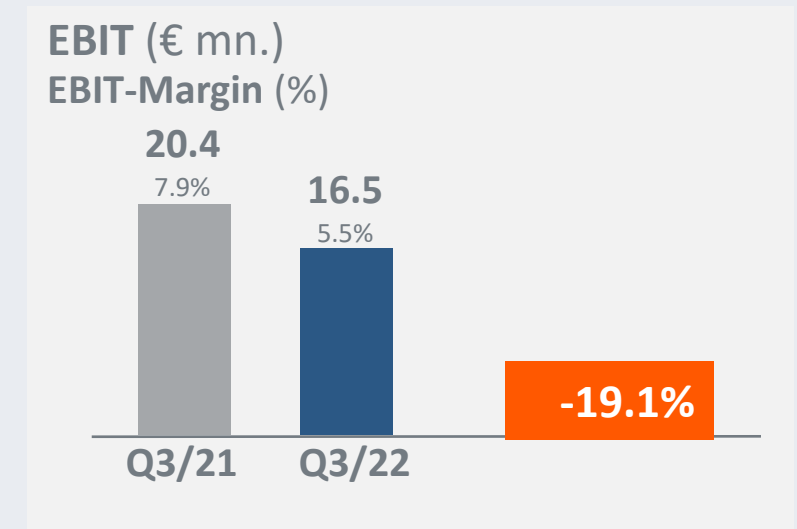
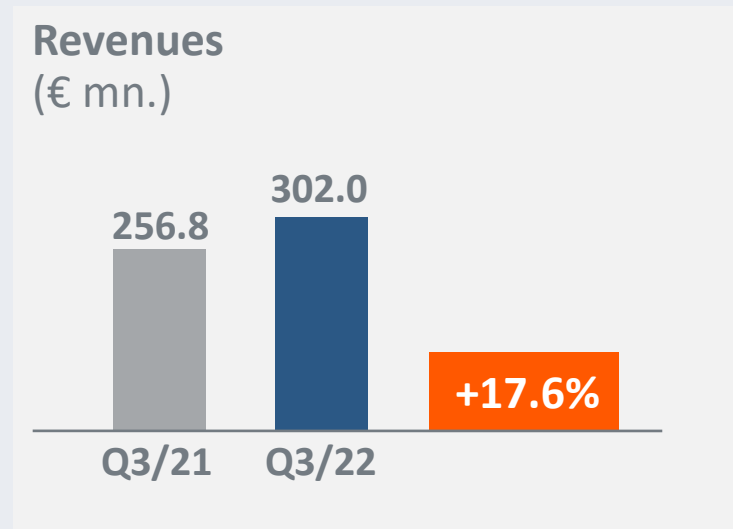
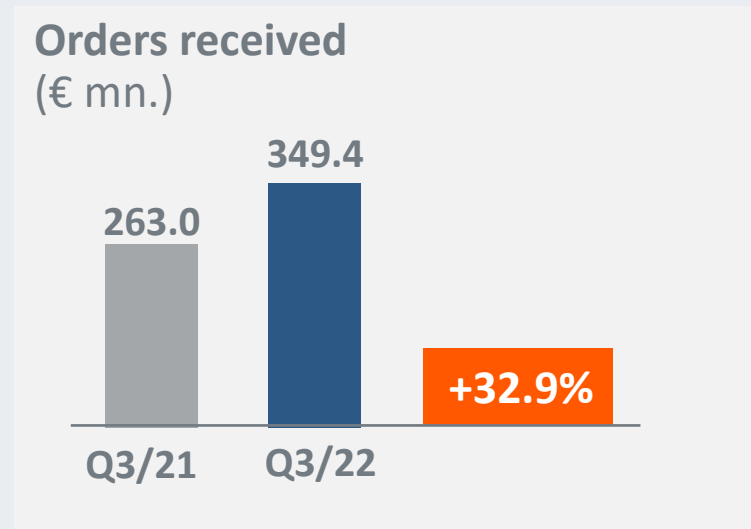
- Worldwide demand for automation solutions increased sharply. In the first three quarters of 2022, orders received by KUKA reached the highest level in the company's history, totaling €3,686.3 million. In the third quarter of 2022 alone, orders received increased by 41.0% to €1,140.9 million, setting 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 Q3 2022 _Key Figures



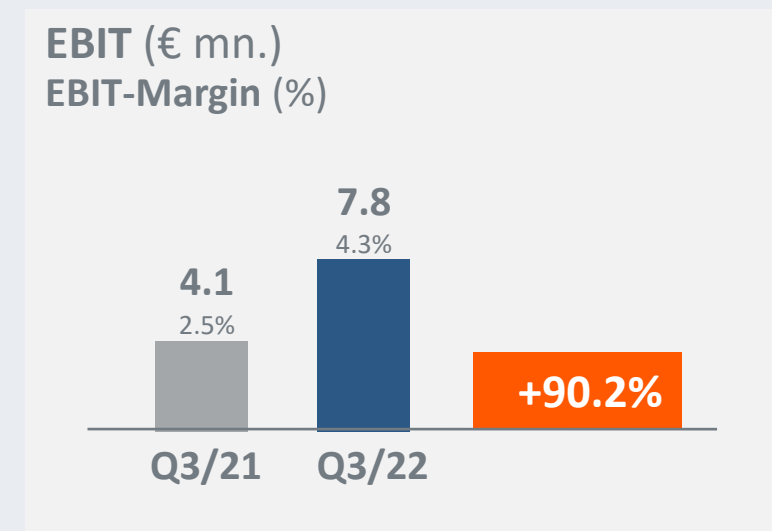
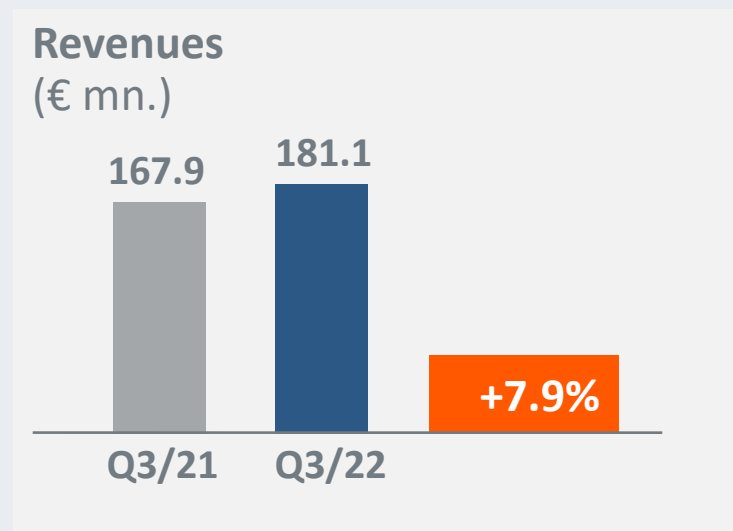
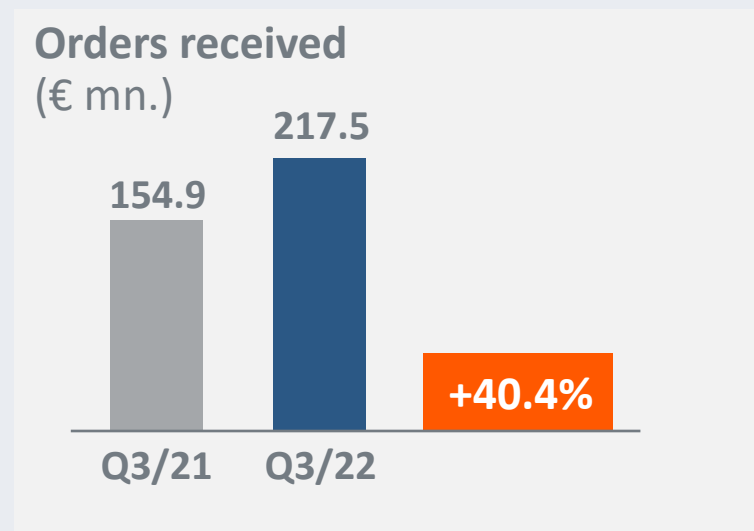
- Systems recorded a strong level of orders received, particularly in North America.
- At €254.7 million(Q3/21: €256.2 million), sales remained at a stable level.
- EBIT fell from €9.1 million to €5.0 million in the third quarter of 2022. After a strong improvement in the first two quarters of 2022, EBIT decreased due to supply bottlenecks and material shortages, among other things.

_Robotics Q3 2022 _Key Figures



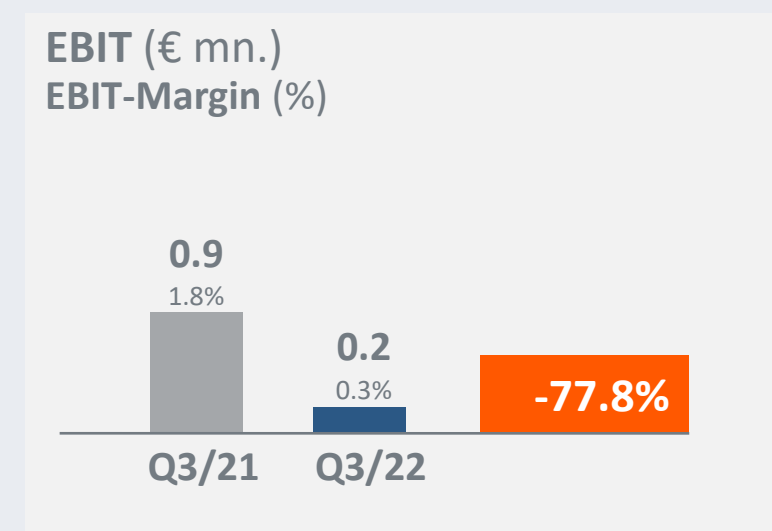
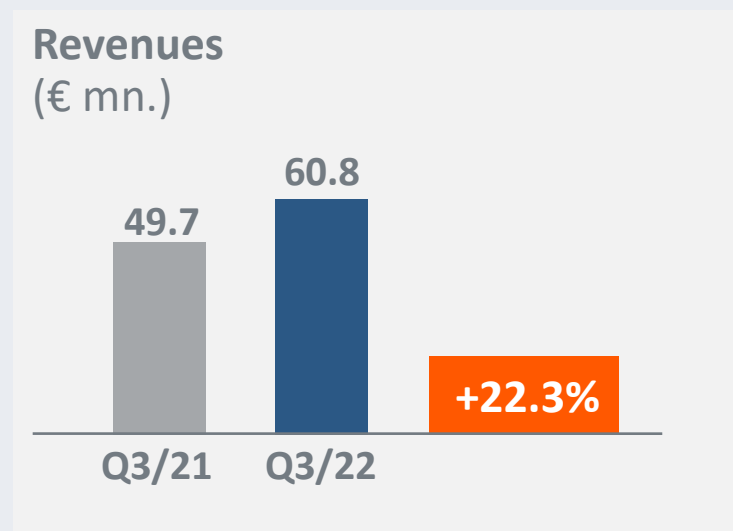
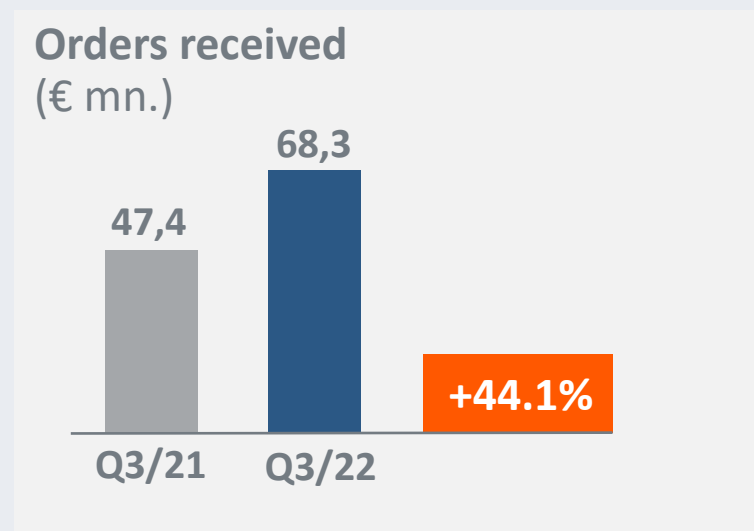
- The sharp rise in global demand for robot-based automation led to a substantial increase in the volume of orders received.
- The good order situation in 2022 had a positive effect on the sales volume, with Robotics also achieving a double-digit growth rate in sales revenue.
- However, due to global supply bottlenecks and price increases, EBIT decreased to €16.5 million.

_Swisslog Q3 2022 _Key Figures



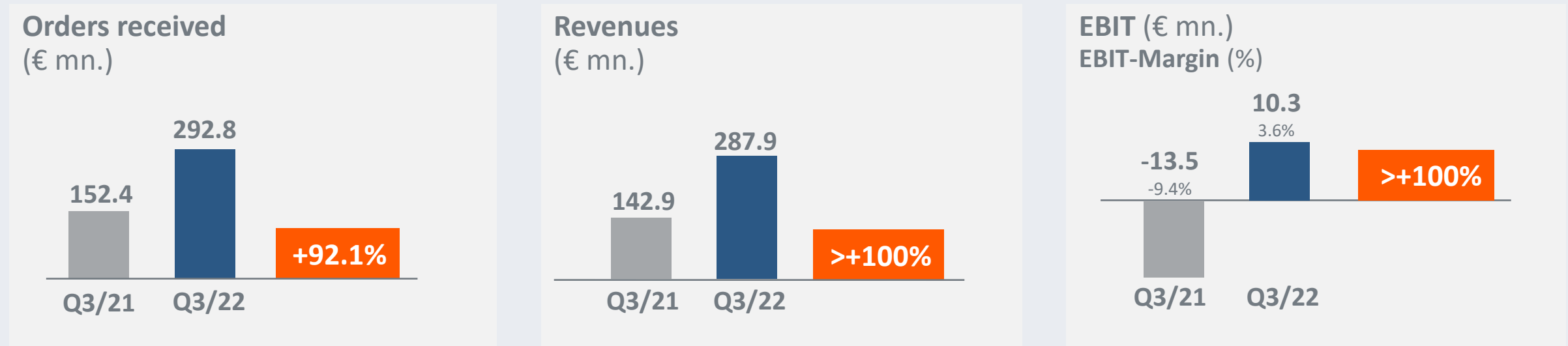
- In growth markets such as consumer goods and e-commerce/retail, demand for automated logistics solutions rose sharply and Swisslog recorded a significant 40.4% increase to €217.5 million in the volume of orders received in the third quarter of 2022. Customers in Europe and Asia in particular invested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

_Swisslog Healthcare Q3 2022 _Key Figures



- 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.

_China Q3 2022 _Key Figures



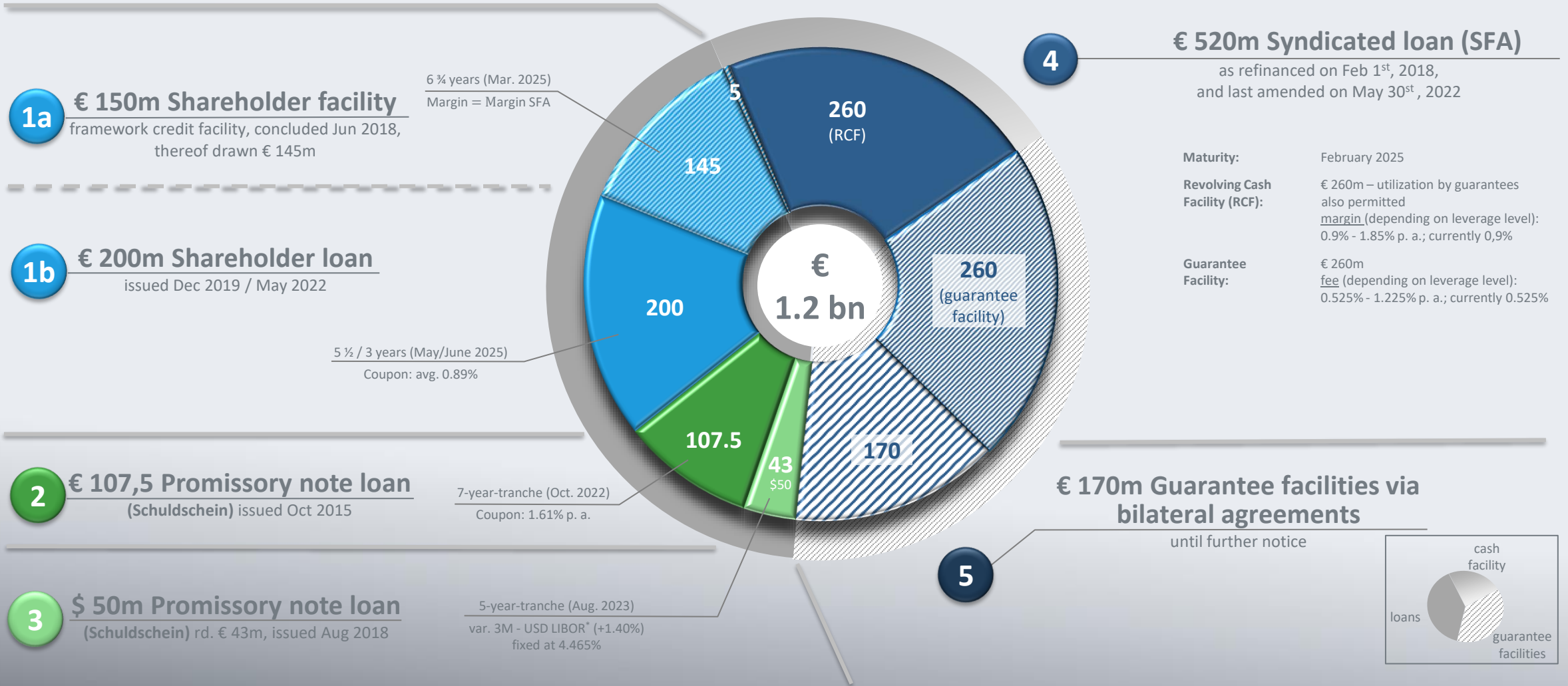
- The volume of orders received in the China segment almost doubled compared with the previous year. Orders increased by 92.1% to €292.8 million in the third quarter of 2022 (Q3/21: €152.4 million). Major orders were received from the automotive industry in particular.
- Sales revenues more than doubled 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

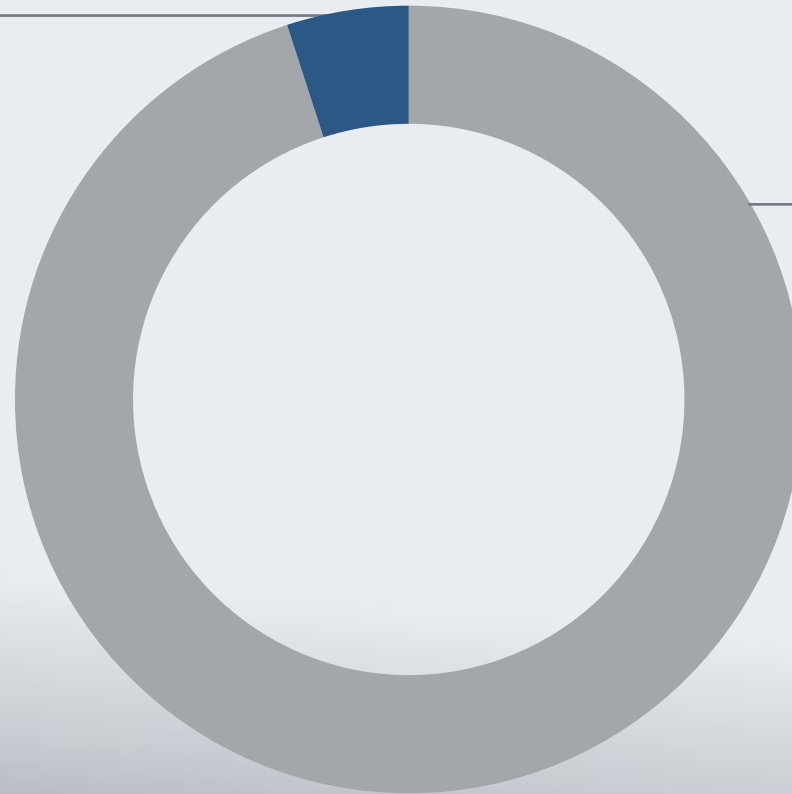
	(€ million)	FY20	FY21	Delta	9M 2021	9M 2022	Delta
Sales revenues		2,573.5	3,286.2	27.7%	2,359.6	2,769.0	17.4%
Gross operating result		504.1	696.7	38.2%	512.2	568.8	11.1%
in % of sales revenues		19.6%	21.2%	160 bp	21.7%	20.5%	-120 bp
Earnings before interest and taxes (EBIT)		-113.2	61.8	>100%	45.5	80.9	77.9%
in % of sales revenues		-4.4 %	1.9%	630 bp	1.9%	2.9%	100 bp
EBITDA		33.2	202.0	>100%	137.2	174.3	27.1%
in % of sales revenues		1.3%	6.1%	480 bp	5.8%	6.3%	50 bp
Earnings after taxes		-94.6	49.4	>100%	29.8	66.7	>100%
Capital expenditure		80.7	101.4	25.6%	61.5	84.8	37.8%
Equity ratio (in %)		38.6%	36.5%	-210 bp	37.3%	38.1%	80 bp
Net liquidity		30.0	148.1	>100%	84.2	29.1	-65.5%
Employees (FTE)		13,700	14,128	3.1%	14,017	14,762	5.3%
Cash earnings		40.9	223.3	>100%	160.3	175.8	9.7%
Cash flow from current business operations		77.4	208.0	>100%	77.9	-181.9	>-100%
Cash flow from investment activities		-40.4	-107.6	>-100%	-32.9	53.3	>100%
Free cash flow		37.0	100.4	>100%	45.0	-128.6	>-100%
Earnings per Share		-2.59	0.98	>100%	0.44	1.51	>100%

KUKA Group – Financing Structure (as per September 30, 2022)



_Shareholder structure

Other institutional and private investors <5 %



Midea Group >95 %

A light blue world map is visible in the background of the slide, centered behind the text boxes.

**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%

KUKA

Vision
& Mission

**We are the clear choice for
smart automation.
Made by humans for humans –
intelligent, reliable and easy to use.**

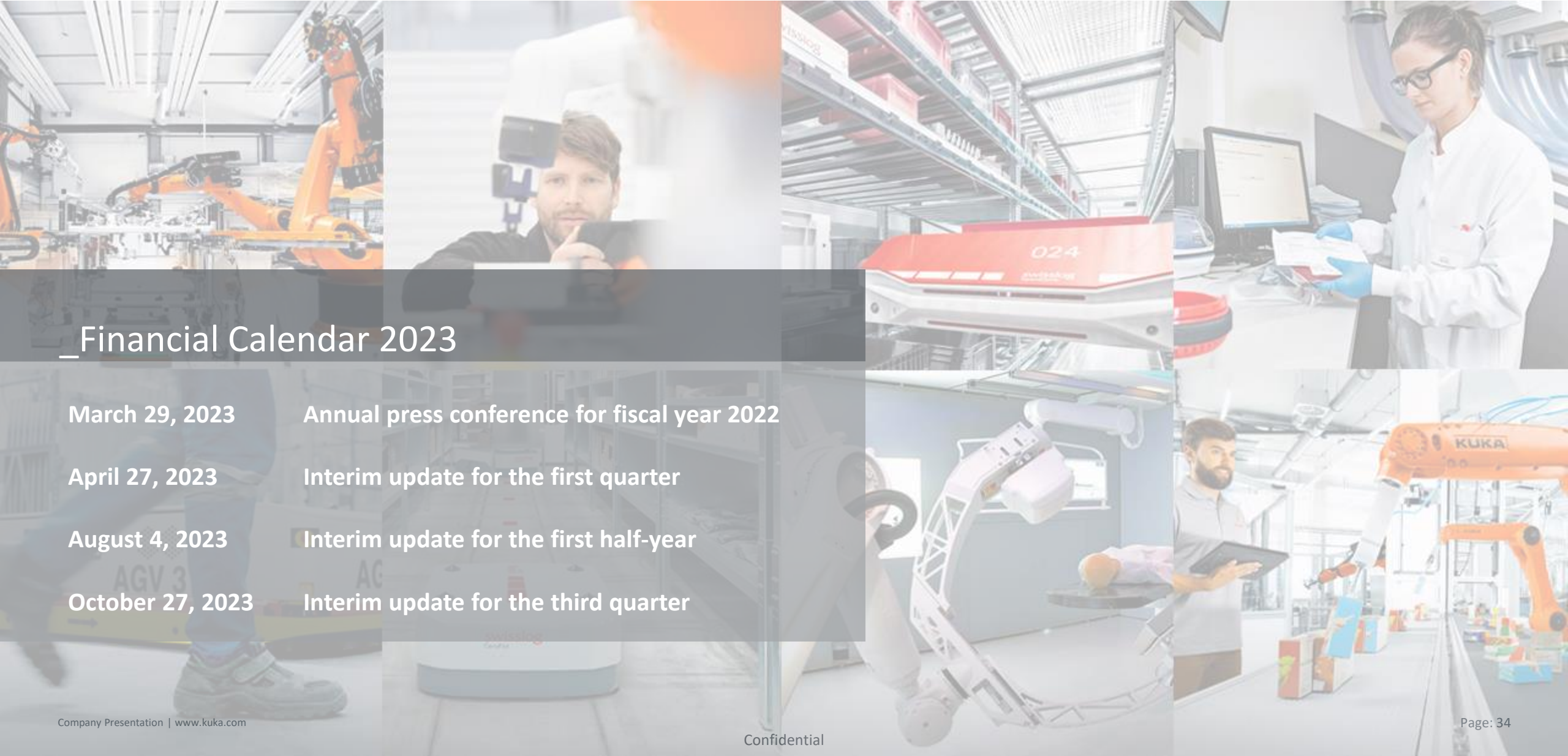
For more than 100 years our mission
has been making life and work easier.
Shaping automation is our passion.
Our pioneering spirit drives us.
We engineer advantage.
Together. Worldwide.





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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