

# KUKA

KUKA Aktiengesellschaft  
Investor Relations\_Q3\_2021



## Agenda

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





## 1. Business Segments and Strategy



## \_Highlights\_ Q3/2021

**Tradition Meets Technology: Robots**  
Provide Support in **Joineries**



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



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



Building sustainably: KR QUANTEC  
prints **3D facades**



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



**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



### Core industries

Automotive



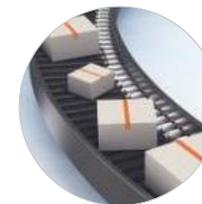
Electronics



Metal & Plastic



E-Commerce & Retail



Consumer Goods



Healthcare



» The clear choice for smart automation.«

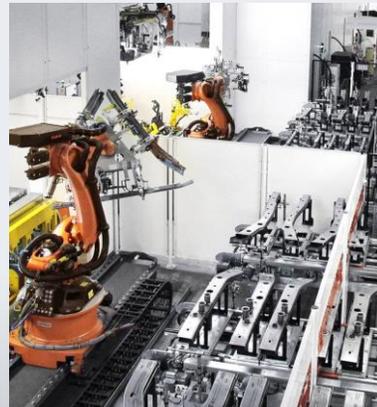
## \_KUKA Robotics

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



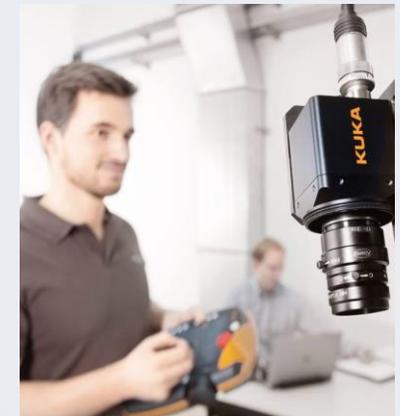
Customized  
Manufacturing Cells



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



swisslog  
healthcare 



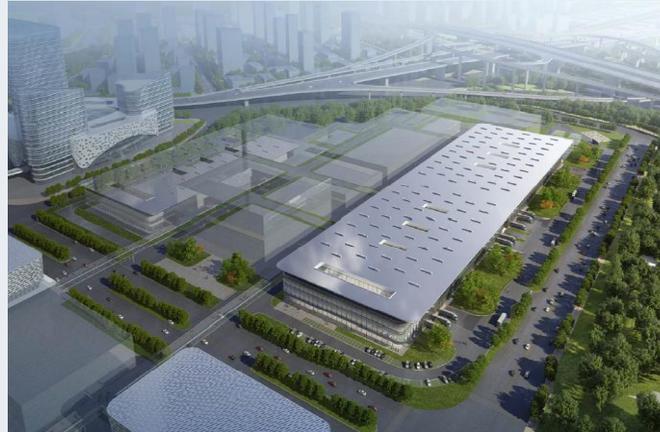
Our solutions create space for the limited time resources of care professionals and enable them to be where they are needed most:  
**With the patients.**

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



**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



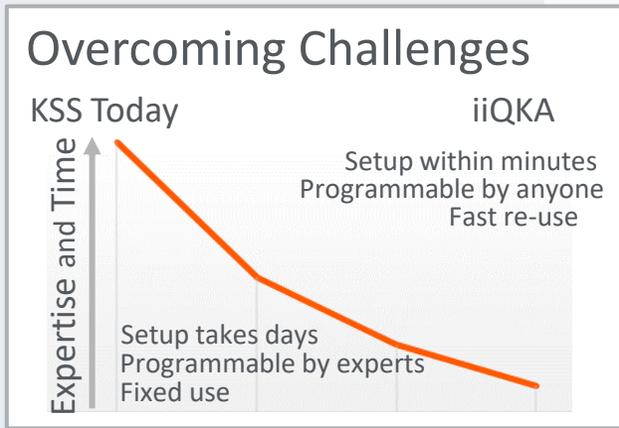
**Warehouse management  
system SynQ**  
as pure software package



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

\_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*

The image illustrates the integration of accessible hardware, user-friendly software, and a scalable ecosystem to deliver innovation 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** 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 **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

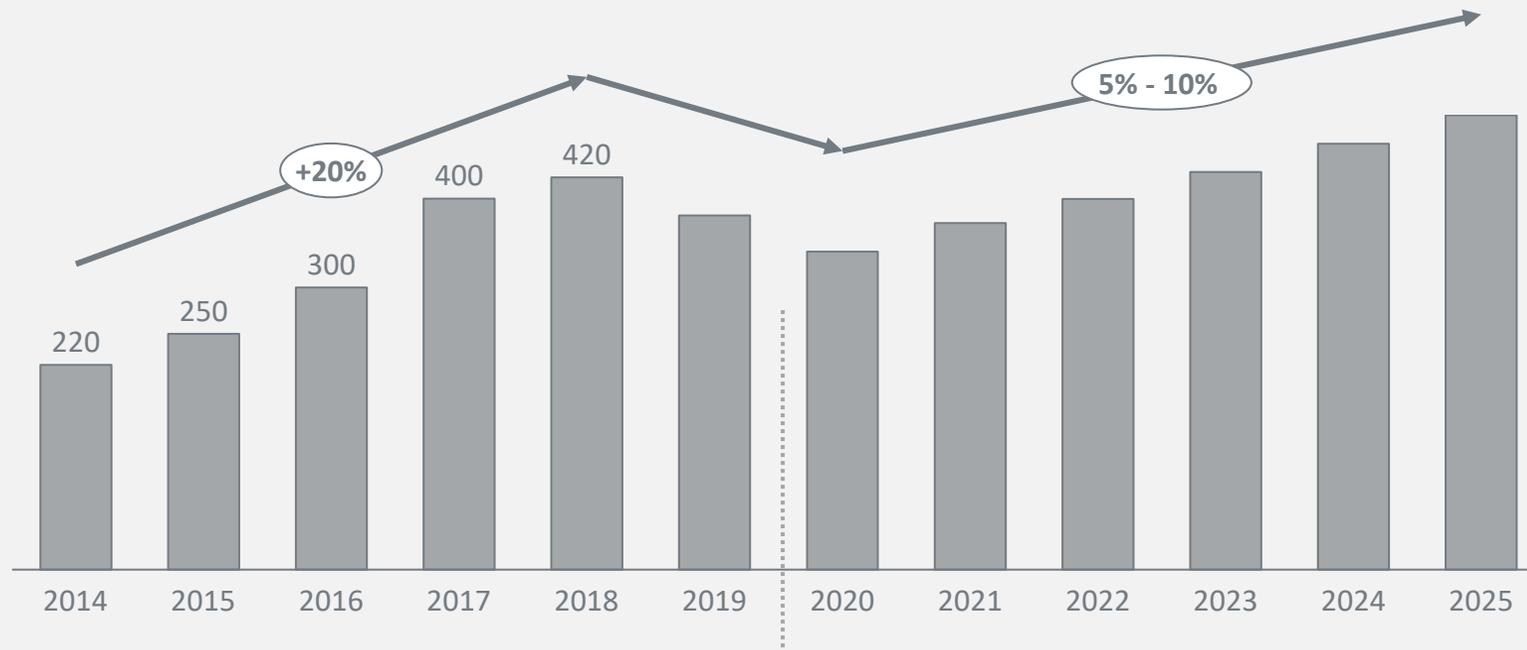


- **Global production sites and networks** have become indispensable in the race to satisfy global demand and the specific local requirements of customers
- **Standards and processes** must be introduced and monitored on a global scale and they must be flexible enough to allow for **adaptation and refinement**.



## \_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

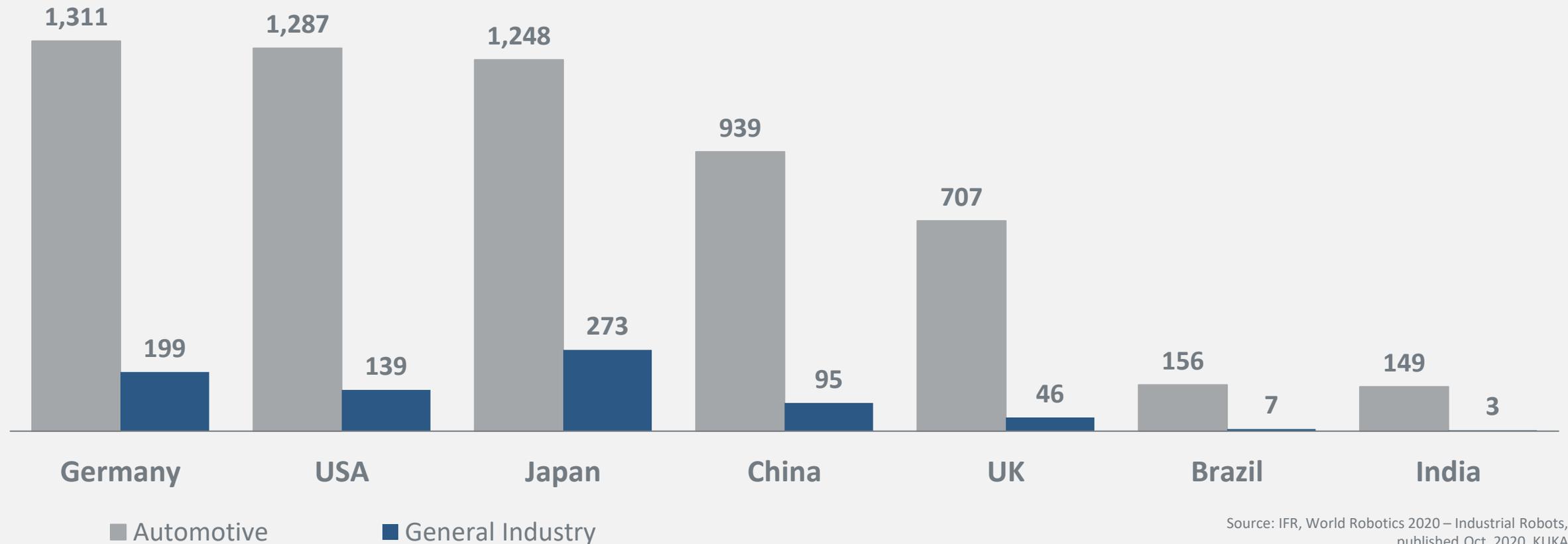
- Risks arising from the coronavirus pandemic



## \_Robotics – High growth potential for automation due to low robot penetration in General Industry and emerging markets

### Robot density

(Robots per 10,000 employees)



Source: IFR, World Robotics 2020 – Industrial Robots, published Oct. 2020, KUKA

## \_Global Robotic Market 2019 dropped by -12%



**Articulated Robots  
(2019)**

Articulated: Global Market  
drops by



**Other Types  
(2019)**

Other Types: Global Market  
drops by



**All Types  
(2019)**

All Types: Global Market  
drops by



## \_Global Robotic Market 2019\_Decline in all regions

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



World  
(2019)

Market



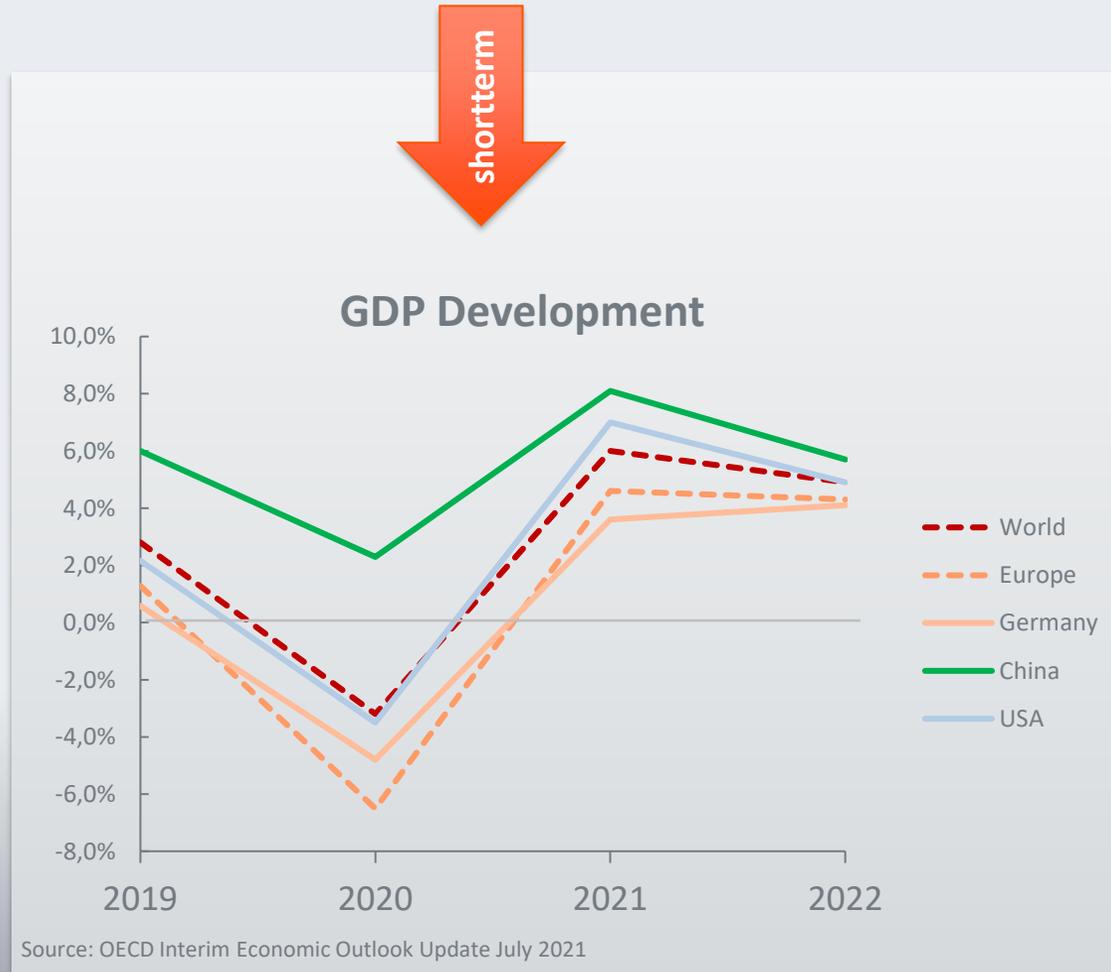
China  
(2019)



World w/o China  
(2019)



## \_Corona crisis\_ Automation market hit in the short term and benefit in the midterm



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

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



## Increasing demand from KUKA's major focus industries

*midterm*

- 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**

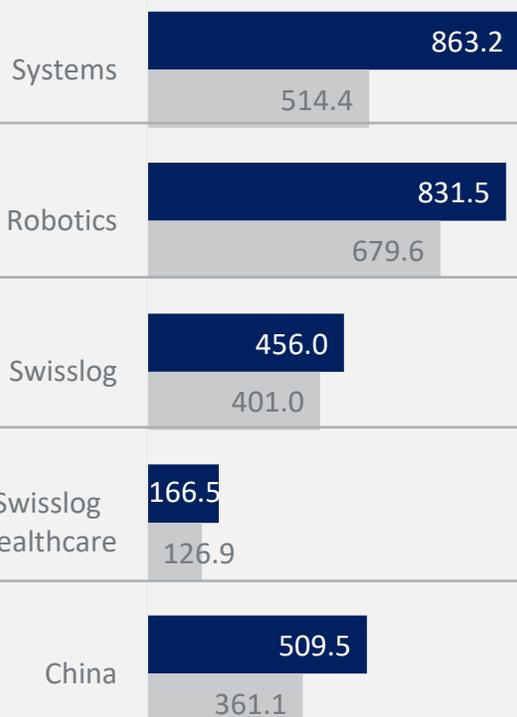
### 3. Financials, Guidance and Shareholder Structure



## \_Segment-Split\_Key Figures 9M/21

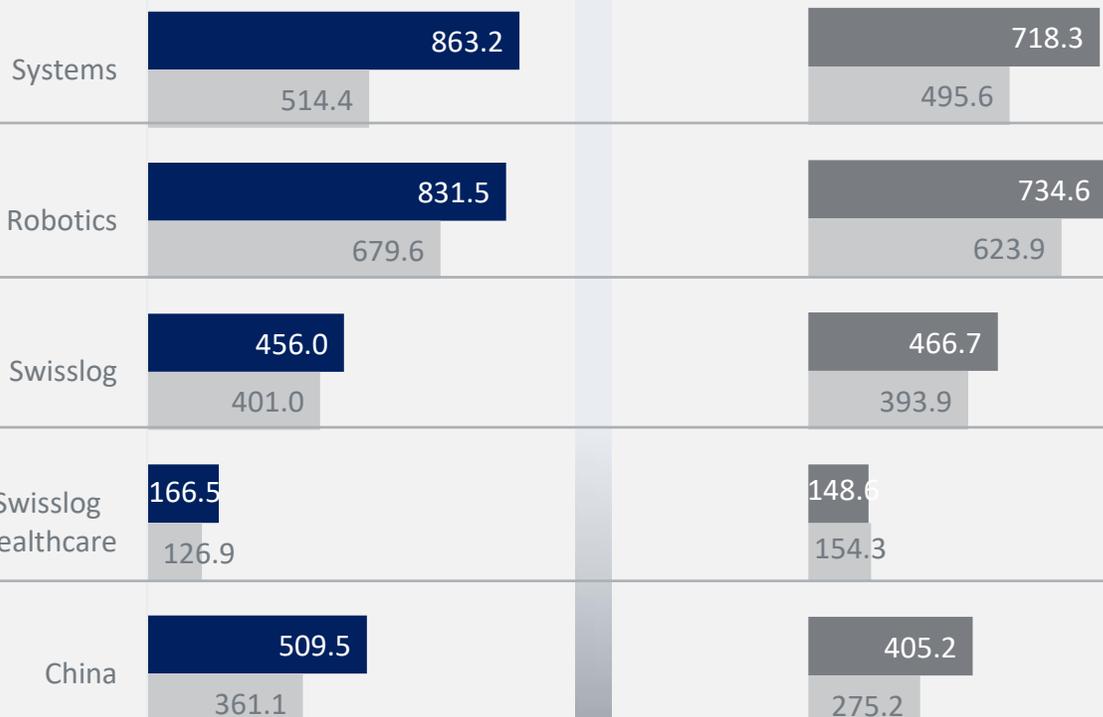
### Orders received (€ million)

■ 9M/21 ■ 9M/20



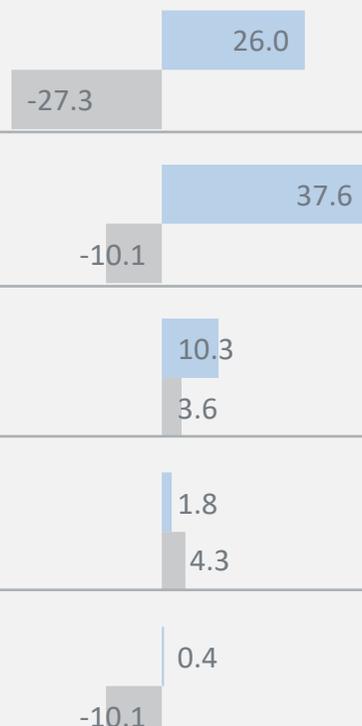
### Sales Revenues (€ million)

■ 9M/21 ■ 9M/20



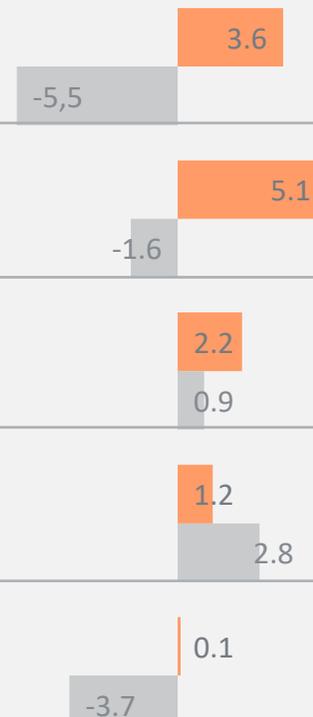
### EBIT (€ million)

■ 9M/21 ■ 9M/20

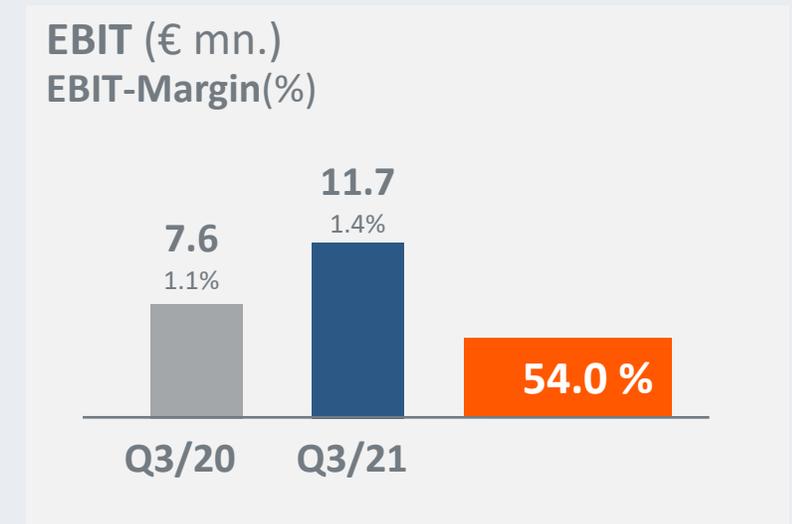
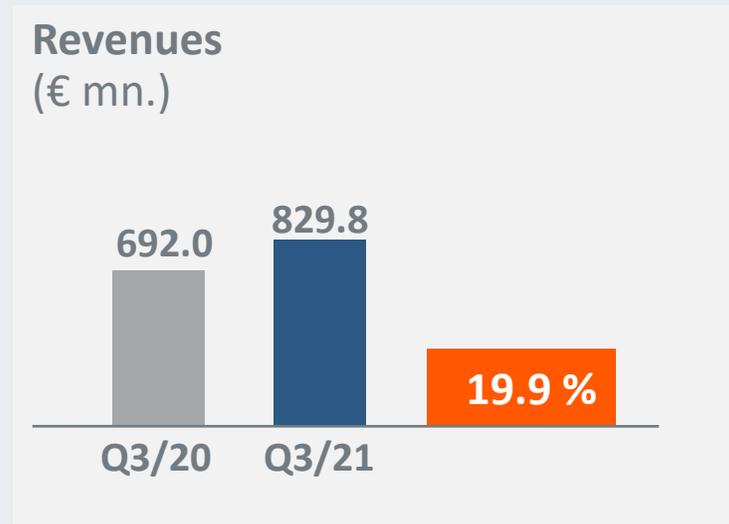
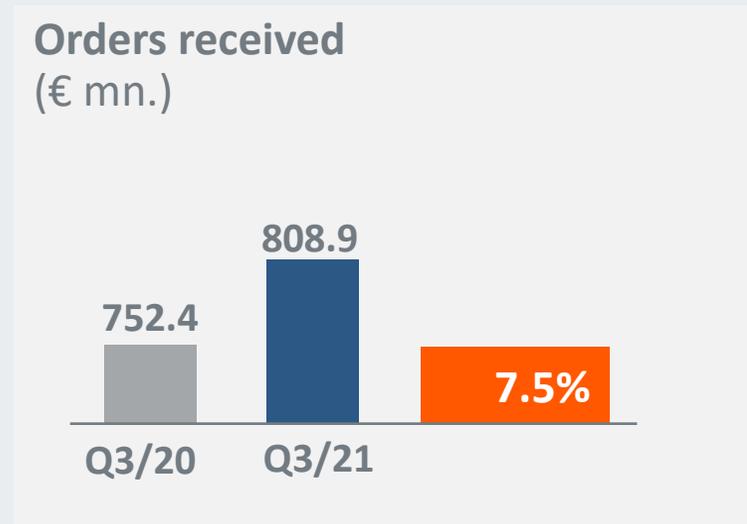


### EBIT-Margin (%)

■ 9M/21 ■ 9M/20

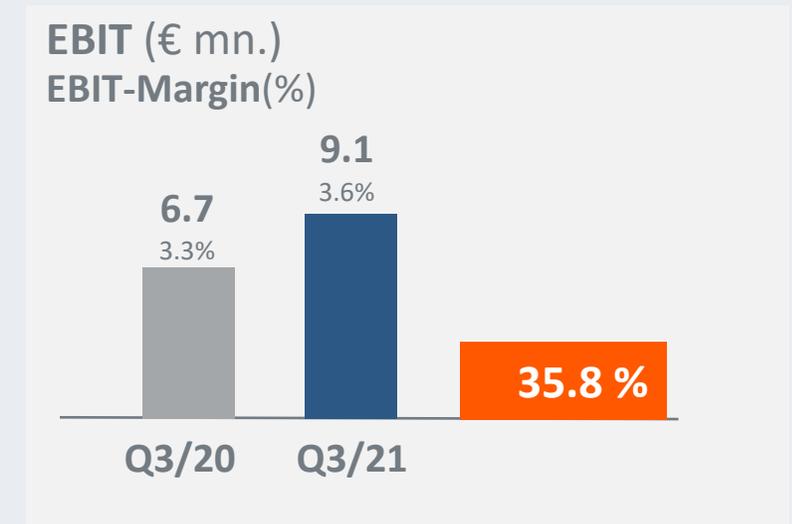
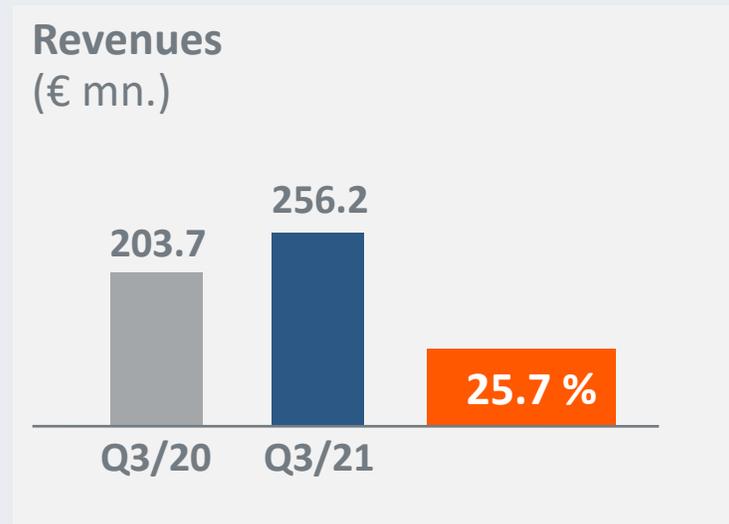
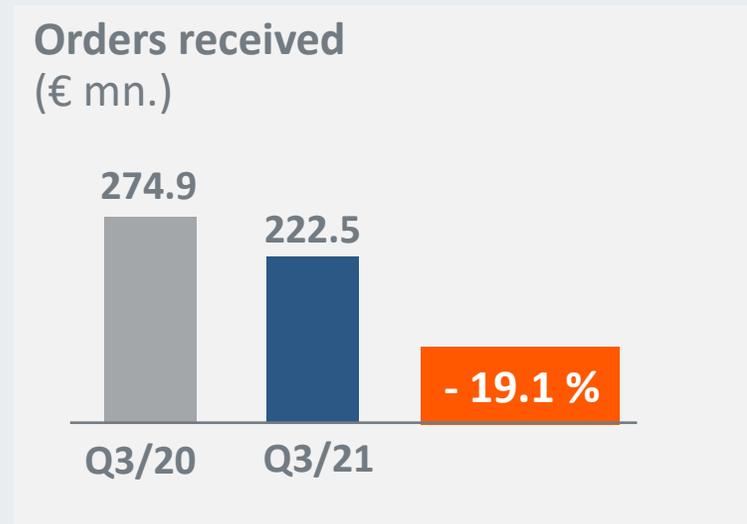


## \_KUKA Group Q3/21\_Key Figures



- 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.

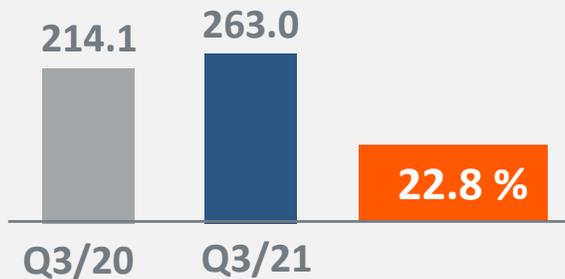
## \_Systems Q3/21\_Key Figures



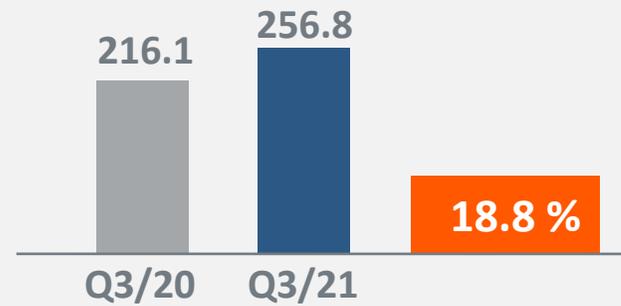
- The decline in orders received is primarily attributable to the strong prior-year quarter.
- Due to the considerably greater demand in the preceding quarters, sales revenues increased by 25.7%.
- Systems benefited primarily from the higher demand in North America, as automotive manufacturers are increasingly investing in the electrification of their vehicle fleets. In Europe, the order situation remained difficult.

## \_Robotics Q3/21\_Key Figures

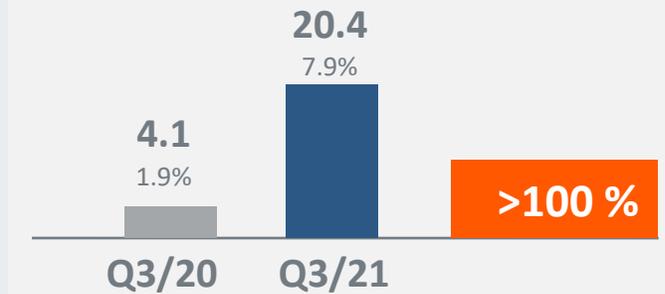
**Orders received**  
(€ mn.)



**Revenues**  
(€ mn.)



**EBIT (€ mn.)**  
**EBIT-Margin(%)**

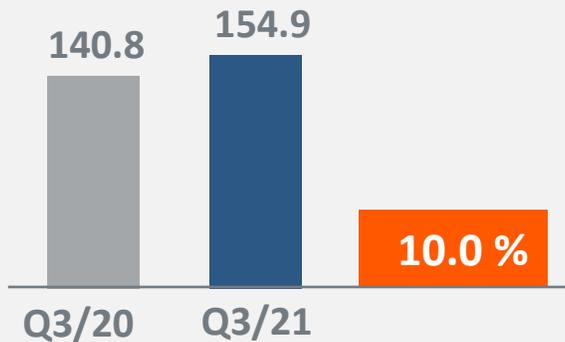


- The sharp rise in global demand led to a substantial increase in the volume of orders received in the Robotics segment.
- The good order situation in 2021 had a positive effect on the sales volume, with Robotics achieving a double-digit growth rate in sales revenue.
- The improvements also had a positive 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.

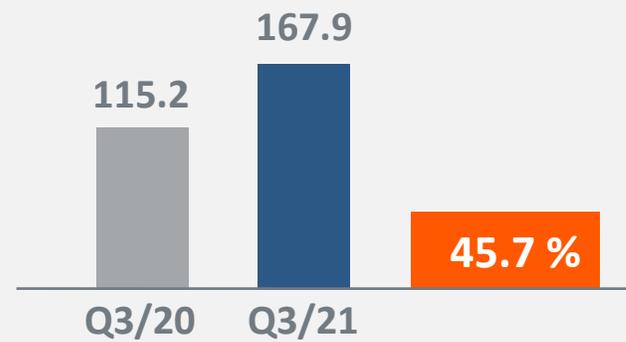


## \_Swisslog Q3/21\_Key Figures

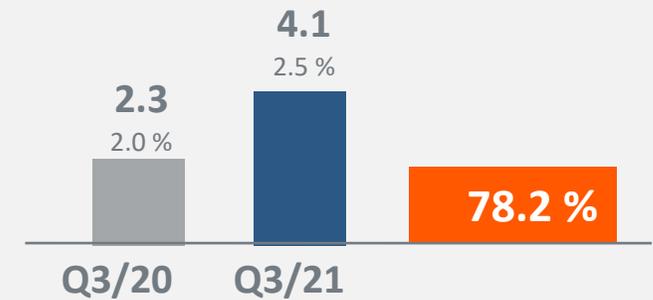
**Orders received**  
(€ mn.)



**Revenues**  
(€ mn.)

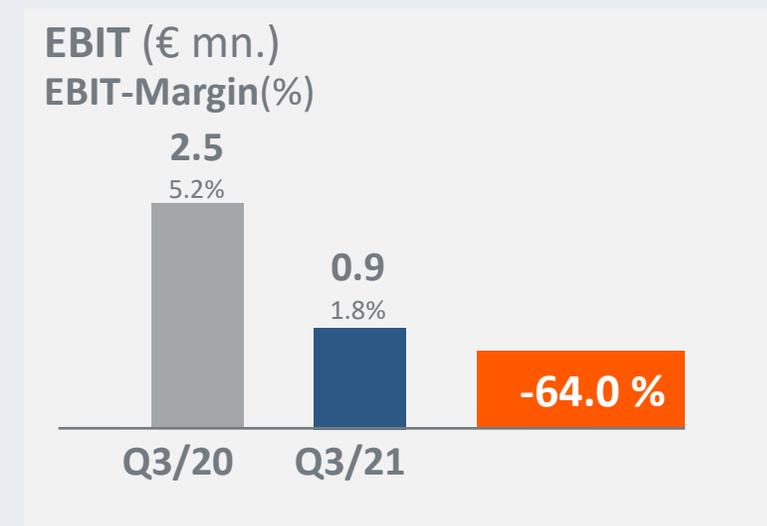
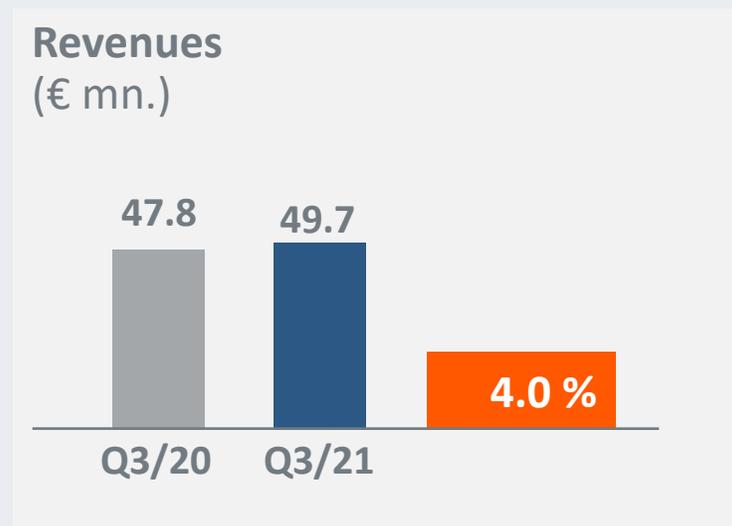
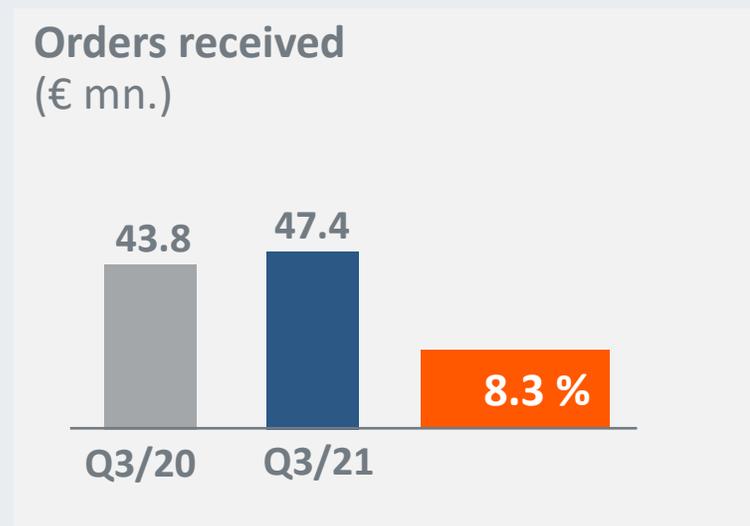


**EBIT (€ mn.)**  
**EBIT-Margin(%)**



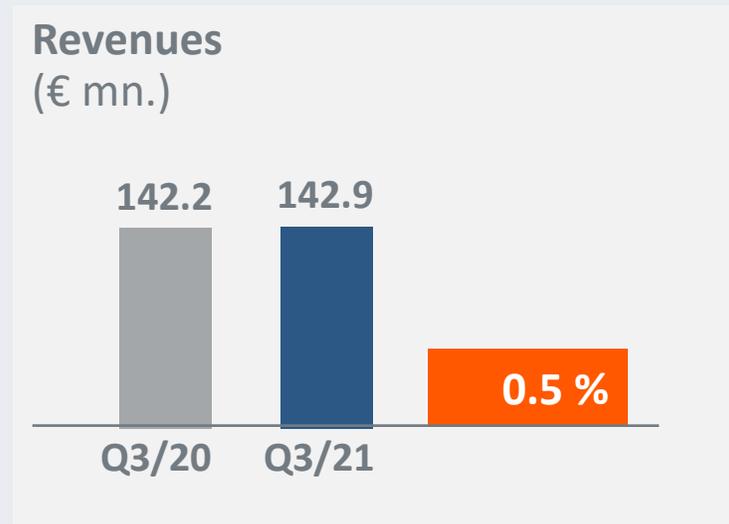
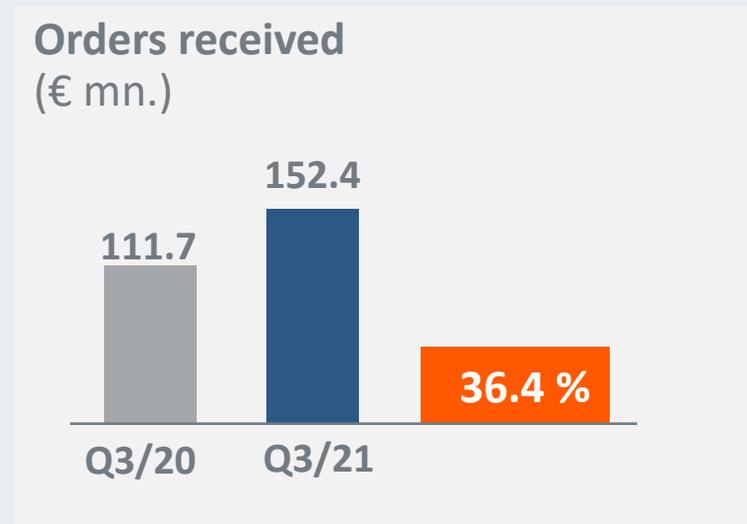
- In growth markets such as consumer goods and e-commerce/retail, demand for automated logistics solutions is rising.
- Sales revenues even grew by 45.7%. The improvement is attributable to the high demand in the preceding quarters.
- The improvements also had a positive impact on EBIT. EBIT almost doubled to €4.1 million in the third quarter of 2021 after €2.3 million in the third quarter of 2020.

## \_Swisslog Healthcare Q3/21\_Key Figures



- 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 Q3/21\_Key Figures

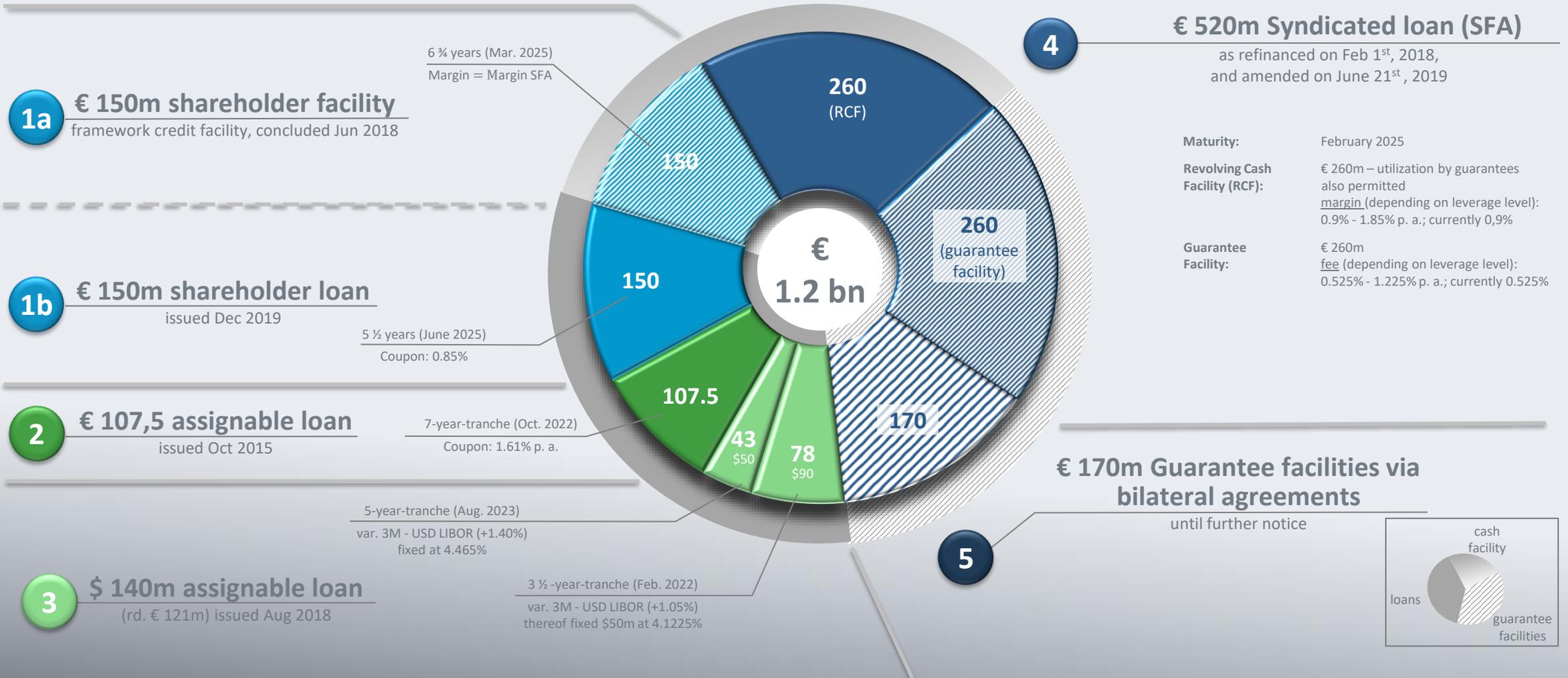


- China is the largest and fastest growing market.
- The China segment recorded strong growth of 36.4% in orders received. Sales revenues remained at a stable level.
- EBIT fell to -€13.5 million in the past quarter (Q3/20: €12.1 million). In the first nine months EBIT rose to €0.4 million after -€10.1 million in the first nine months of 2020.

## \_Group income statement (condensed)

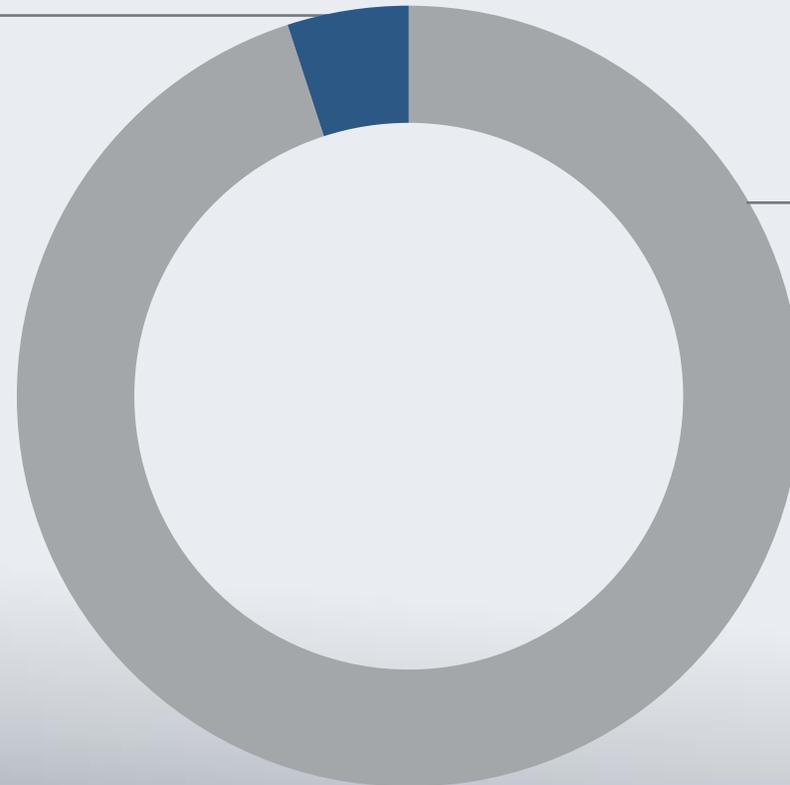
|   | (€ million) | FY19    | FY20    | Delta    | 9M / 2020 | 9M / 2021 | Delta    |
|---|-------------|---------|---------|----------|-----------|-----------|----------|
| <b>Sales revenues</b>                             |             | 3,192.6 | 2,573.5 | -19.4 %  | 1,860.8   | 2,359.6   | 26.8 %   |
| <b>Gross earnings from sale</b>                   |             | 677.0   | 504.1   | -25.5 %  | 372.7     | 512.2     | 37.4 %   |
| in % of sales revenues                            |             | 21.2    | 19.6    | -160 bp  | 20.0      | 21.7      | 170 bp   |
| <b>EBITDA</b>                                     |             | 176.5   | 33.2    | -81.2 %  | 24.5      | 137.2     | > 100 %  |
| in % of sales revenues                            |             | 5.5     | 1.3     | -420 bp  | 1.3       | 5.8       | 450 bp   |
| <b>Earnings before interest and taxes (EBIT)</b>  |             | 47.8    | -113.2  | >-100 %  | -70.5     | 45.5      | > 100 %  |
| in % of sales revenues                            |             | 1.5     | -4.4    | -590 bp  | -3.8      | 1.9       | 570 bp   |
| <b>Earnings after taxes</b>                       |             | 17.8    | -94.6   | >-100 %  | -69.2     | 29.8      | > 100 %  |
| <b>Capital expenditure</b>                        |             | 151.1   | 80.7    | -46.6 %  | 56.4      | 61.5      | 9.1 %    |
| <b>Equity ratio (in %)</b>                        |             | 39.4    | 38.6    | -80.0 bp | 38.5      | 37.3      | -120 bp  |
| <b>Net liquidity</b>                              |             | 50.2    | 30.0    | -40.2 %  | 10.8      | 84.2      | > 100 %  |
| <b>Employees (FTE)</b>                            |             | 14,014  | 13,700  | -2.2 %   | 13,676    | 14,017    | 2.5%     |
| <b>Cash earnings</b>                              |             | 167.1   | 40.9    | -75.5 %  | 31.3      | 160.3     | > 100 %  |
| <b>Cash flow from current business operations</b> |             | 214.5   | 77.4    | -63.9 %  | -16.3     | 77.9      | > 100 %  |
| <b>Cash flow from investment activities</b>       |             | -193.8  | -40.4   | 79.2 %   | 26.9      | -32.9     | > -100 % |
| <b>Free cash flow</b>                             |             | 20.7    | 37.0    | 78.7     | 10.6      | 45.0      | > 100 %  |

## \_Financing Structure (as per September 2021)



## \_Shareholder structure

**Other institutional and private investors 5 %**



**Midea Group 95 %**



Sales revenues  
**slightly above  
prior-year level**

EBIT-Margin  
**positive / rising**

**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 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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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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