



Investor Relations Presentation

November 2024



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1. **Company Overview**
 - I. **KION Group at a Glance**
 - II. Market Development and Business Drivers
 - III. Industrial Trucks & Services
 - IV. Supply Chain Solutions
2. Synergies and Combined Activities
 - I. A New Era in APAC
 - II. Mobile Automation
3. Sustainability / ESG
4. Appendix

KION Group at a Glance

One of the world leaders in industrial trucks and supply chain solutions

Joint Offering

- Industrial trucks
- Automated warehouse solutions
- Services



€10.9bn

€11.4bn

#1 & #2

#1 in industrial trucks in EMEA¹

Global #2 in industrial trucks²

€791m / 6.9%

#1

#1 in supply chain solutions globally³

>42,000

Order intake in FY 2023



Revenue in FY 2023



Adj. EBIT and margin in FY 2023

Employees as of Dec 31st, 2023

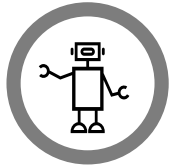


1. Based on units sold in 2022 (source: Interact Analysis, Global Forklift Market 2023) 2. Based on revenue in 2023 (source: Modern Material Handling; Top 20 lift truck suppliers 2023, August 2024)
3. Based on revenue in 2022 for Dematic - source: Interact Analysis, The Future of Warehouse Automation 2023 (incl. hardware, software and maintenance/servicing provided by systems integrators, excl. airport baggage handling)

KION Group at a Glance

A truly global player with a well-balanced portfolio

Global Footprint



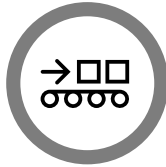
~2,100
sales and service
locations¹

Present in
>100
countries¹

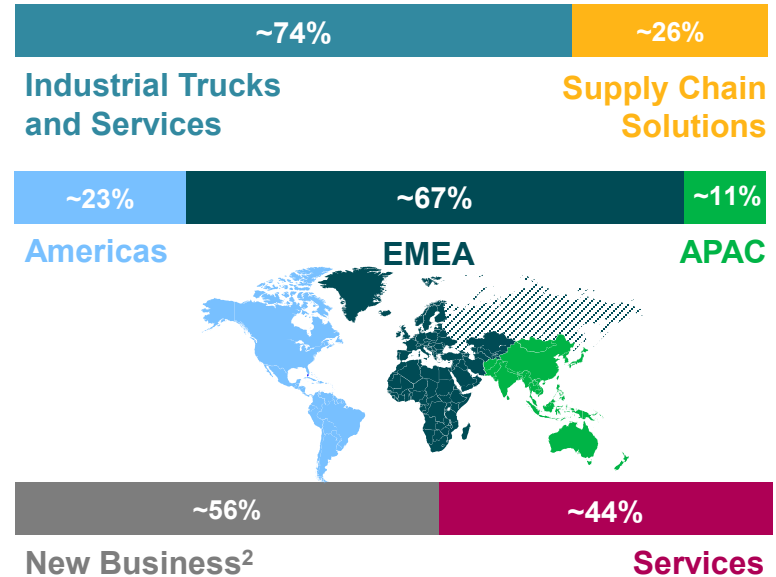


>1.8m
Industrial trucks
in the field¹

Ongoing
Lifecycle
support



Revenue Split^{1,3}



1. Data based on FY 2023 2. New Business comprises ITS new business and business solutions from SCS; Services comprises service business from ITS, SCS, and Corporate Services
3. Corporate Services account for ~2% of revenue in FY 2023



Solutions Offering

Broad material handling offering

From **industrial trucks** to fully **automated warehouses**

Tailor-made **electric, fuel cell and IC-powered** counterbalance and warehouse trucks

Warehouse automation solutions to optimize **material and information flow**

Full **life cycle offering** via a broad range of **services**

Competitive Landscape

Market leading positions globally

Industrial trucks¹

Toyota Industries

KION

Mitsubishi Logisnext

Jungheinrich

Crown

Hyster-Yale



Automation systems²

KION

Honeywell
(Intelligrated)

Toyota Industries
(Vanderlande / Bastian Solutions)

Daifuku

SSI Schäfer

Knapp

Broad intralogistics offering

Full-line player in intralogistics 4.0

1. Based on revenue in 2023 (source: Modern Material Handling; Top 20 lift truck suppliers 2023, August 2024) 2. Based on revenue in 2022 for Dematic - source: Interact Analysis, The Future of Warehouse Automation 2023 (incl. hardware, software and maintenance/servicing provided by systems integrators, excl. airport baggage handling)

KION 2027 Strategy

Action fields to drive profitable growth towards >10% adj. EBIT margin by 2027

Multi-branded Go-to market

- Successfully positioned differentiated brands teaming up
- Complete solutions offering and tailored go-to-market

Region-specific growth plans

- Expansion of sales network in China and North America
- Additional production capacity in China (SCS)
- Production expansion & localization in North America

Sustainability

- Li-Ion batteries (KBS, Li-Cycle)
- Fuel cell technology
- AI-based energy management (ifesca)
- Products, people, processes

Automation & Software

- Mobile Automation (AGVs, AMRs)
- Proprietary WMS Dematic iQ
- Cloud innovations (Google)
- Artificial Intelligence (IMOCO, LoadRunner)

Performance & Agility

- Global value platform
- Subsystems and standards
- Optimized production network

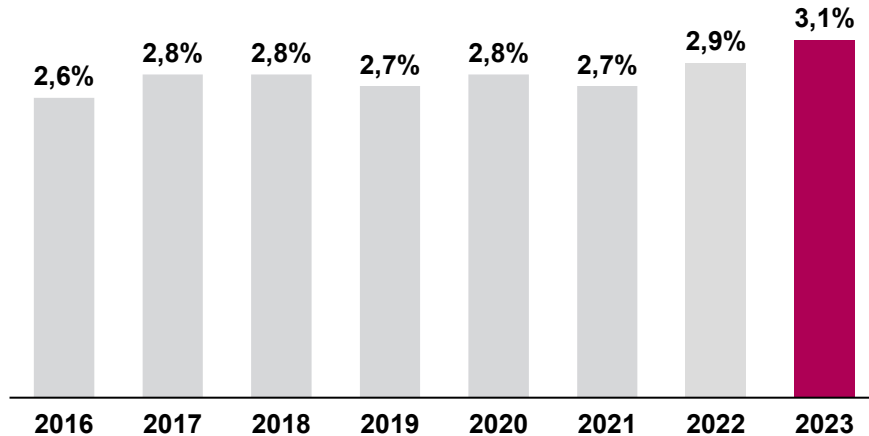
Values, People & Leadership

Development of R&D Spend

Strong R&D commitment with increased spend in clear focus areas

R&D spend¹

in % of revenue



Stable R&D spend at KION Group level
~3% of group revenue

Increased R&D spend for **focus areas**:

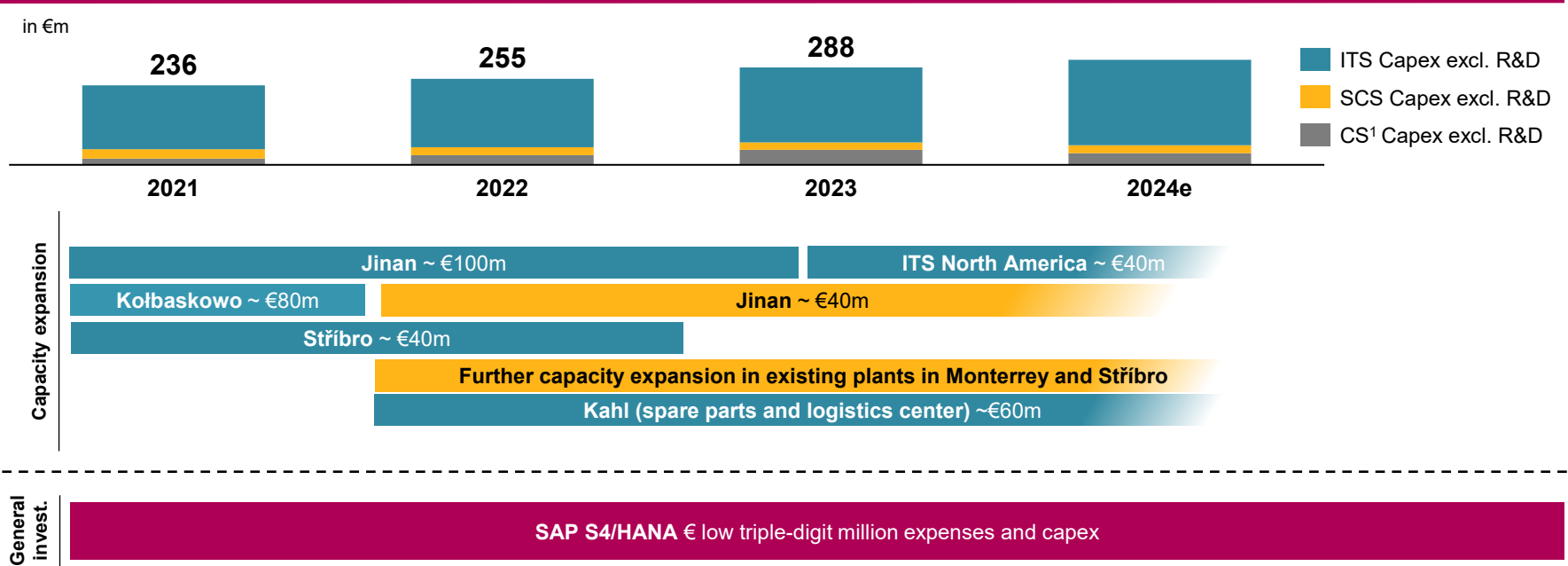
- New platforms and standards
- Sustainability
- Automation & Software

1. R&D expenditures (P&L) + capitalized development costs = R&D spend

Development of Strategic Investments

Next growth investments lined up

Strategic investments excl. R&D and SAP S4/HANA



Investment Highlights

Key reasons for an investment in KION Group

1 | Attractive markets

Need for intralogistics solutions fueled by **structural trends and demand drivers** e.g. demographics, need for sustainable solutions and faster delivery requirements

2 | One of the global leaders

Well positioned to **outperform the material handling market** by driving customer centricity, innovation and **investments into new technologies**

3 | Capitalize on attractive areas of growth

Focus on **strategic investments** into regional coverage, manufacturing footprint, product and software portfolio

4 | Margin upside potential

Value creation through **integrated intralogistics solutions, agility, scale efficiencies and synergies**

5 | Resilient & sustainable business model

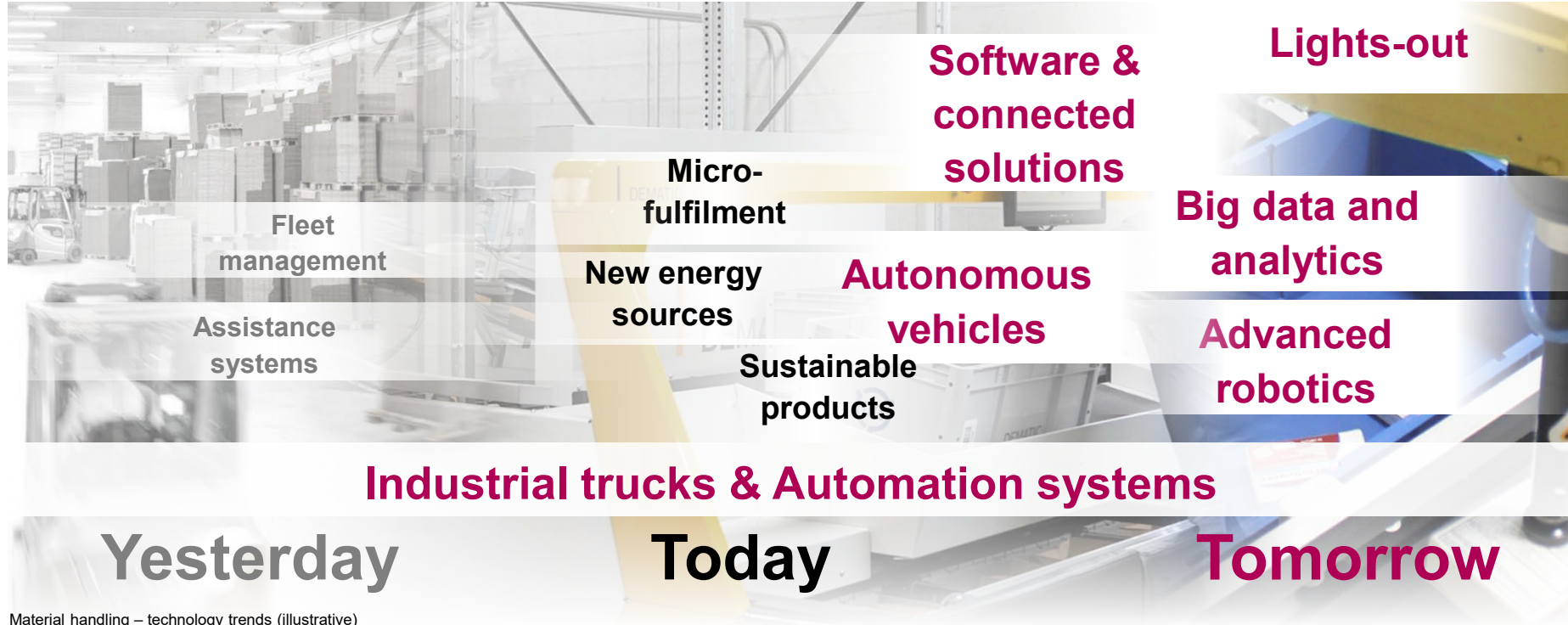
Integrated sustainable business model with **high contribution** from the **recurring services business**

Agenda

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Material Handling Market Trends

On its path to lights-out material handling solutions







Material handling – technology trends (illustrative)

Megatrends and Expected Market Developments

Long-term attractive markets

Megatrends & demand implications

Long-term market growth

 E-commerce	➤ Demand for automated warehouse solutions	➤ Warehouse automation market	~ +8%¹
 Emerging markets	➤ Demand for (value) trucks in Chinese market	➤ Industrial truck market China	~ +5%¹
 Sustainable solutions	➤ Demand for zero-emission intra-logistics solutions	➤ Market for Li-Ion powered trucks	~ +16%¹
 Demographic change	➤ Demand for automated and robotic solutions	➤ Mobile automation market	> +30%¹

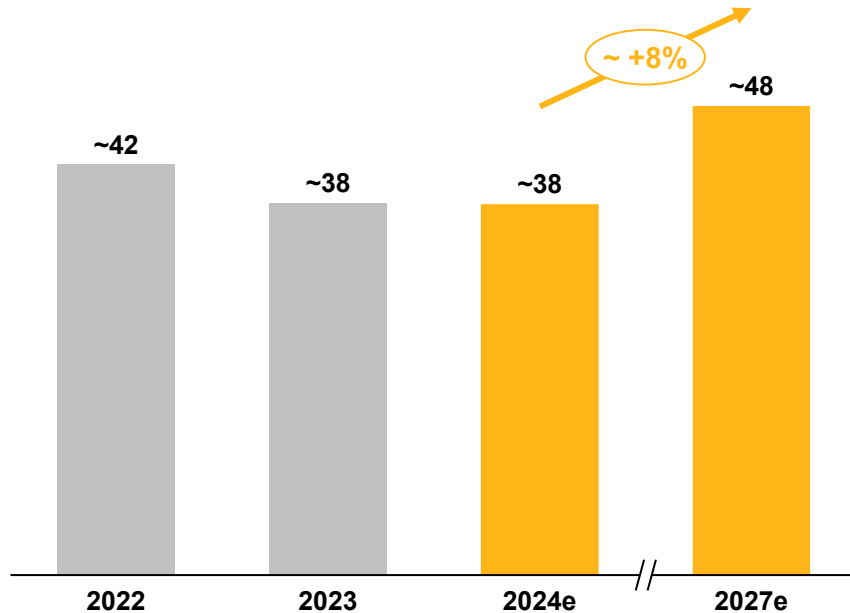
1. CAGR 2024-2027, management assumptions based on internal KION Market Model as of May 2024 (SCS) and June 2024 (ITS) and Interact Analysis as of May 2024 (SCS and mobile automation)

Global Supply Chains Solutions market

Long-term attractive market after temporary weakness in 2023 and 2024

Supply Chain Solutions Market¹

Revenue estimate in €bn and CAGR in %



1. Based on internal KION market model as of May 2024, including service, supported by Interact Analysis (May 2024)

Main drivers

2024

The recent challenging market environment is expected to persist in 2024, resulting in a slight decline.

- Early signs from e-commerce retailers indicating some recovery in demand
- Continued customer hesitancy to make investment decisions in light of macroeconomic uncertainty and postponed interest rate cuts
- Solid growth of resilient service business

Beyond 2024

Underlying megatrends drive future growth

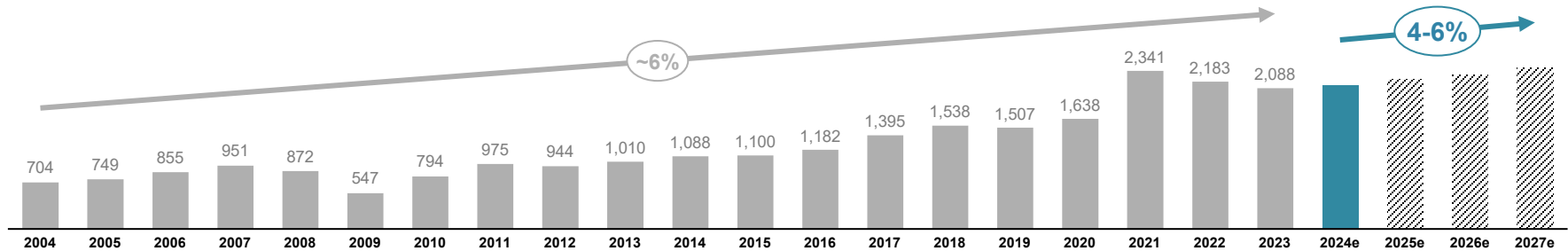
- Automation (Technological advancements in automation/robotics and AI)
- Sustainability
- Urbanization, demographic change, labor and space shortage
- Continued growth in online sales
- Speed and accuracy of fulfilment and delivery

Global Industrial Trucks market

Long-term attractive market, stabilizing in 2024 after two years of normalization

Industrial Trucks Market

(in '000 units)¹



Comments on 2024

- Following two years of normalization, back to slight growth in the course of 2024 in unit terms
- Development supported by growth in EMEA and APAC, while Americas is expected to decline significantly
- Growth fueled especially by class 3.1 WH-equipment, while IC trucks likely to decline further
- Despite unit market growth, in value terms a moderate global market decline year-on-year is expected reflecting product mix shifts

Comments beyond 2024

- Expected trend growth until 2027
- Continued shift towards electrification
- Global growth primarily driven by APAC, class 3.1 WH-equipment and E-trucks

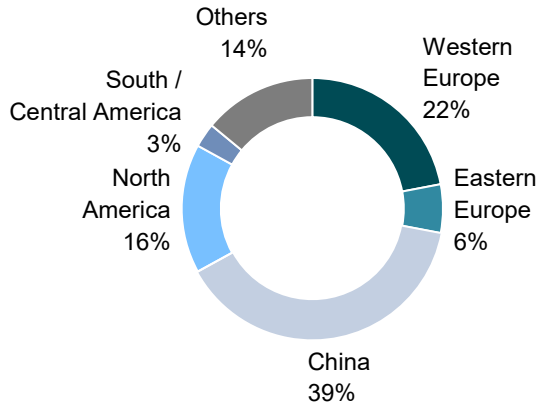
1. Source: WITS/FEM (April 2024), estimates for 2024-2027 based on internal KION market model as of June 2024

Forklift Trucks Penetration

Well positioned to capture momentum in emerging markets

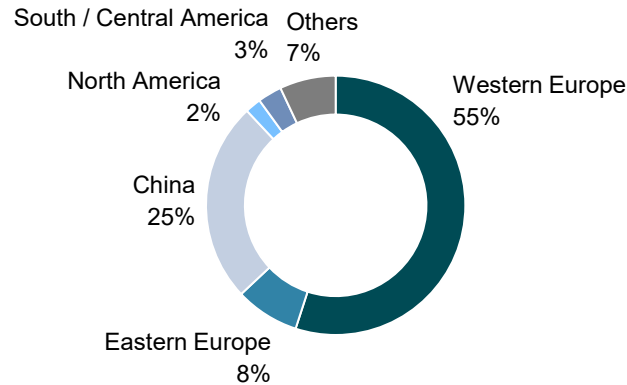
Regional mix ITS market

Unit order intake split 2023 in %¹



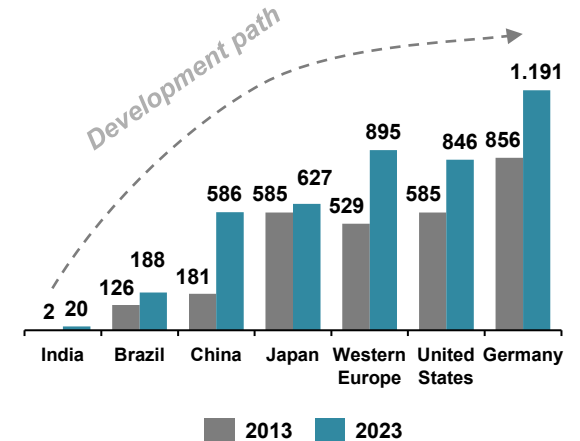
Regional mix KION ITS

Unit order intake FY 2023 in %¹



Development potential

Forklift penetration² per 1 million inhabitants 2023 vs 2013



1. Source: WITS/FEM (April 2024, e.g. Market data until December 2023) 2. Number of trucks ordered in 2013 / 2023 – source: WITS/FEM, IMF

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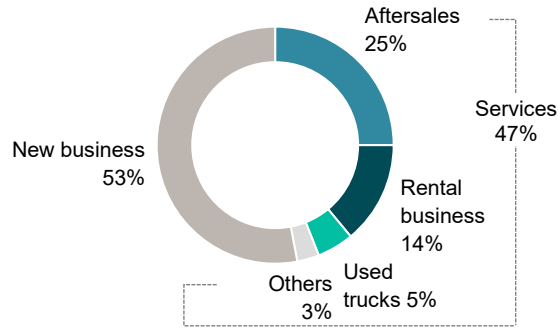
3. Sustainability / ESG

4. Appendix

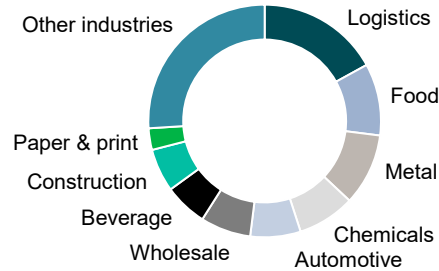
Industrial Trucks and Services at a Glance

One of the world leaders in industrial trucks

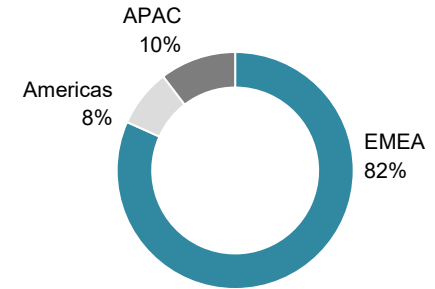
Revenue by product¹



Truck shipments by industry²



Revenue by region¹



No. 1³
in EMEA
in industrial
trucks

No. 2⁴
globally
in industrial
trucks

No. 3⁵
in China
in industrial
trucks

5
established
brands



>1.8m industrial
truck base¹
supports aftersales
business

~2,000
sales and/or
service
locations¹

Active in
>100
countries

1. Based on FY 2023 2. Calculation in shipment unit terms for 2023, based on German customers only 3. Based on units sold in 2022 (source: Interact Analysis, Global Forklift Market 2023)
4. Based on revenue in 2022 (source: Modern Material Handling; Top 20 lift truck suppliers 2022, August 2023) 5. Based on revenue for 2022 - source: Chinaforklift, 2023

Industrial Trucks and Services at a Glance

Financial overview

Key financials

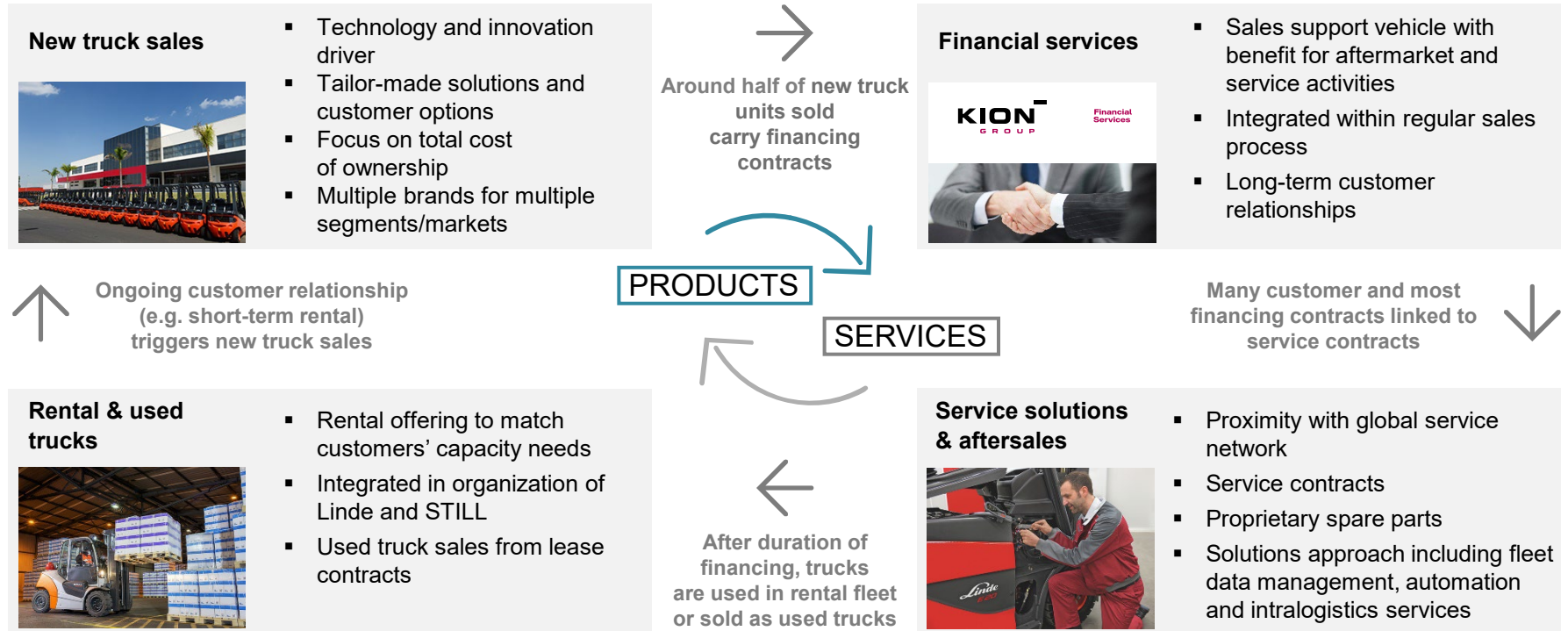
(in €m)	2023	2022	2021	2020	2019	2018	2017
Order intake	7,890	8,426	8,166	5,797	6,330	6,211	5,859
Order book	3,197	3,818	2,878	1,384	1,409	1,501	1,216
Order intake (in '000 units)	241.7	268.2	299.4	198.3	213.7	216.7	201.4
Thereof IC trucks	9%	12%	13%	13%	14%	16%	18%
Thereof E trucks	25%	27%	25%	24%	25%	26%	26%
Thereof electrified WH equipment	66%	61%	62%	63%	61%	58%	56%
Revenue	8,480	7,356	6,514	5,723	6,410	5,922	5,572
Thereof new business	53%	49%	48%	48%	52%	51%	56%
Thereof service business	47%	51%	52%	52%	48%	49%	44%
Adj. EBIT¹	849	420	536	311	695	655	643
Adj. EBIT Margin ¹	10.0%	5.7%	8.2%	5.4%	10.8%	11.1%	11.5%
Number of employees	30,283	28,738	26,149	26,149	26,131	25,533	24,090

1. Adjusted for PPA items and non-recurring items

Note: Key figures for 2017 were restated due to the initial application of IFRS 15 and IFRS 16; Effective January 1, 2021, the logistics service companies were transferred from the Corporate Services segment to the Industrial Trucks & Services segment. The 2020 segment figures have been adjusted accordingly

Industrial Trucks and Services

Integrated business model



Competitive Strengths

Three pillars expected to drive profitable growth of KION's ITS segment

Technology expertise



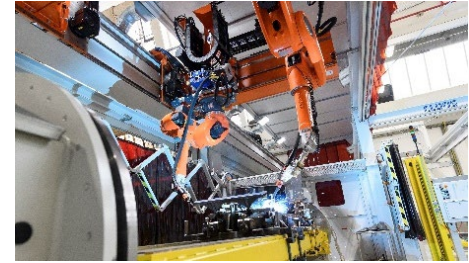
- High operational performance of trucks¹
- Energy solutions offering
- Safety solutions offering
- Mobile automation

Resilient services



- Striving to cover the full life cycle with innovative offering
- Expected to grow continuously with resilient services
- Digitalizing customer-facing processes

Efficiency improvement



- Modularizing products
- Optimizing plant footprint
- Efficient & flexible operations set-up
- Improving sales & services processes

1. Based on a self-conducted test of a typical 2.0 to 3.5 ton Linde industrial truck with equivalent trucks of competitors in 2019, KION estimates that the total operating performance (comprising energy consumption, purchase cost, maintenance and labor cost) of such a Linde industrial truck is better than for an equivalent truck of tested competitors. The testing methodology to compare the energy consumption and productivity (measured as time required per job) of industrial trucks used by KION was certified by TÜV Nord in 2009.

Competitive Strengths – Technology Expertise

KION's latest truck platforms expected to enable future growth



Productivity



Performance



**Design to
Service**



Efficiency



Connectivity



Safety

New truck platforms

with 10 to 15-year lifecycle –
more derivatives planned for
next years

Digital twin

allowing new feature sales and
efficiencies

Enablers

for expansion of market share

R&D depreciation

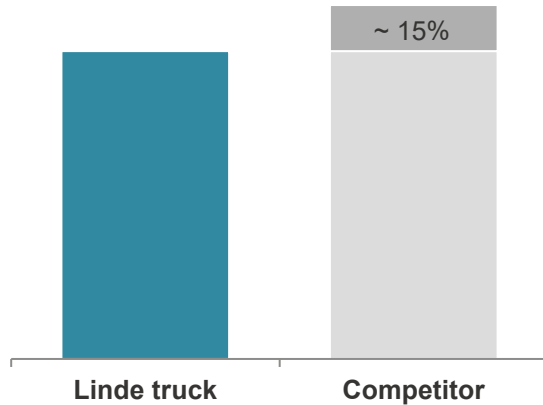
increases due to product
launches

Competitive Strengths – Technology Expertise

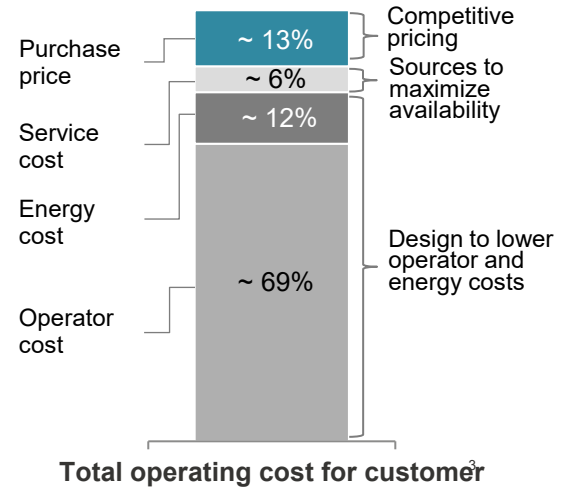
Premium efficiency and total cost of ownership

Industrial truck efficiency supports premium pricing¹

Cost per lorry load cycle²



Industrial truck purchase price only ~ 13% of TCO



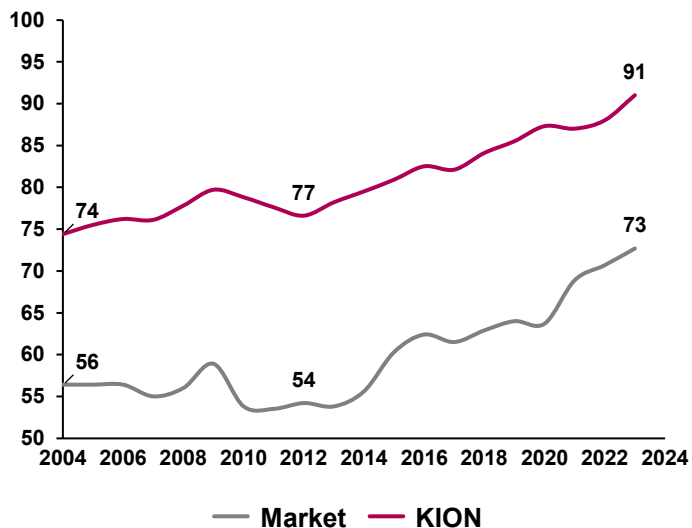
1. Application of KION developed methodology to compare the energy consumption and productivity (measured as time required per job) of industrial trucks which has been certified by TÜV (TÜV Nord certified testing methodology used by KION (2009)). Based on a self-conducted test of a typical 2.0 to 3.5 ton Linde industrial truck with equivalent trucks of competitors in 2019, which was based on the certified methodology, KION estimates that the total operating performance (comprising energy consumption, purchase cost, maintenance and labor cost) of such a Linde industrial truck is better than for an equivalent truck of tested competitors 2. Describes a defined transport task for loading and unloading of a lorry 3. Based on Western Europe according to Company estimates

Focus on Sustainability

KION is driving electrification and green industrial trucks

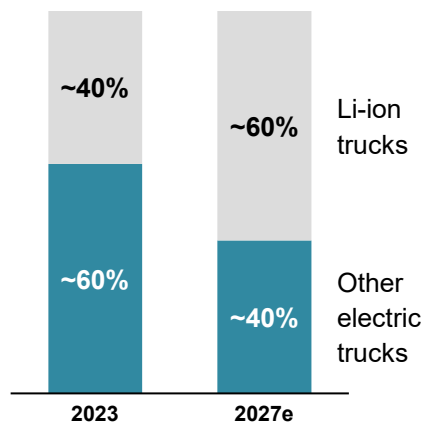
Electrification of industrial trucks

Global development from 2004 to 2023¹



Li-Ion share^{1,2}

Estimated market mix by battery technology



Comments on KION Group development

- Continued and substantial **shift** in global orders **from IC-trucks to more sustainable E-trucks, as well as WH-trucks**
- WH-trucks included in electrified equipment; therefore, the total share of **electrified unit order intake of KION Group was 92% in Q3 2024**

Comments on market development

- Development expected to continue with Li-Ion batteries to power **~60% of all electric industrial trucks ordered globally by 2027²**

1. Order Intake, figures in percent / Source: KION Group; WITS/FEM (April 2024, e.g., Market data until December 2023)
2. Management expectations – split for electrified CB-trucks and warehouse equipment

Competitive Strengths – Resilient Services

Digitalization aims to support customers' productivity and KION's efficiency

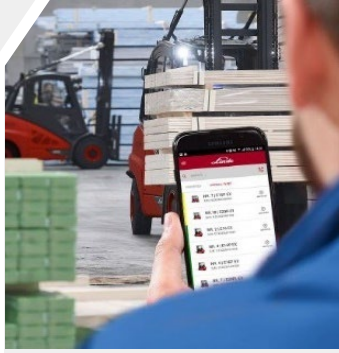
Remote health monitoring

- Truck stops from wear & tear are reduced
- Repairs and maintenance planned more efficiently



Remote technician support

- Efficiency increase through multimedia dialogue of on-site service technician and back-office specialist
- Aims to reduce downtime for customers through improved first-time-fix rate



Digital service ordering (app)

- Request service support & monitor status
- Improves convenience and transparency
- Developed inhouse at KION's Digital Campus

Expected benefits to customers

- ✓ Less downtime
- ✓ Higher productivity
- ✓ Lower aftersales cost

Expected benefits to KION

- ✓ Higher first-time-fix rate
- ✓ Shorter repair time
- ✓ Higher aftersales profitability
- ✓ Higher customer satisfaction

Summary - Industrial Trucks & Services

Accelerate volume growth and maintain double-digit adj. EBIT margin

1

Exposure to **attractive markets** with products and services addressing core needs of customers

2

New business growth expected to be driven by **technology advantages** of new product platforms, safety, energy and automation solutions

3

High contribution from **resilient services** through full life cycle offering enhanced by digitalizing processes

4

Efficiency improvements, e.g., R&D, production footprint, operations set-up, sales & service processes

**Harvest on
investments in a
highly attractive
market**

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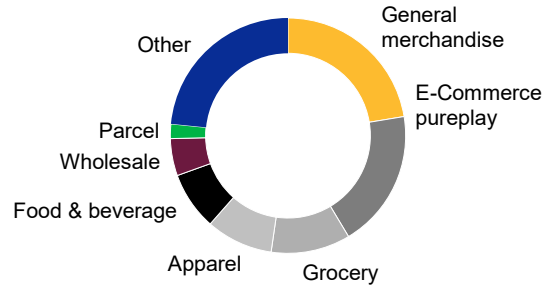
Supply Chain Solutions at a Glance

Leading in supply chain solutions

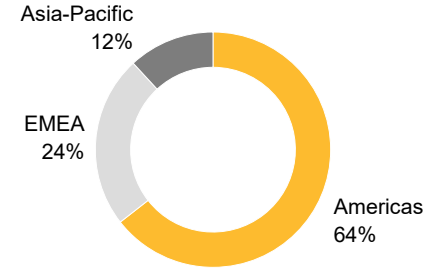
Revenue by product¹



Revenue by industry^{1,2}



Revenue by region¹



No. 1³
globally via
DEMATIC

~10,700
employees⁴

~1,500
employees⁴
software and AI
engineers⁴

~2,000
Service
technicians⁴

Ongoing
Lifecycle
support

Global
presence in
>35
countries⁵

1. Based on FY 2023 financials 2. Based on business solutions revenue 3. Based on revenue in 2022 for Dematic - source: Interact Analysis, The Future of Warehouse Automation 2023 (incl. hardware, software and maintenance/servicing provided by systems integrators, excl. airport baggage handling) 4. Data based on Dec 31, 2023

Supply Chain Solutions at a Glance

Financial overview

Key financials

(in €m)	2023	2022	2021	2020	2019	2018	2017
Order intake¹	3,007	3,327	4,329	3,654	2,771	2,425	2,099
Order book	2,921	3,025	3,792	3,071	2,232	1,797	1,398
Revenue	2,997	3,807	3,796	2,627	2,379	2,055	2,010
Thereof business solutions	65%	75%	80%	75%	75%	74%	75%
Thereof customer services	35%	25%	20%	25%	25%	26%	25%
Adj. EBIT²	44	-46	410	278	228	180	189
Adj. EBIT Margin ¹	1.5%	-1.2%	10.8%	10.6%	9.6%	8.8%	9.4%
Number of employees	10,666	11,185	10,977	9,157	7,361	6,799	6,820

1. Order intake for SCS and KION Group restated for presentation of SCS service business 2. Adjusted for PPA items and non-recurring items
 Note: Key figures for 2017 were restated due to the initial application of IFRS 15 and IFRS 16

FY 2024 – Change in Presentation of SCS Customer Service Business SCS to follow the ITS methodology

- Since FY2024, SCS customer service business is aligned with methodology applied in ITS
- SCS Customer Services order intake exclude Modernizations & Upgrades and equals revenue (like in ITS)
- Except for modernizations & upgrades, the SCS customer service business will no longer be included in the order book
- The quarterly and FY adjustments on the **order intake** and **order book** for SCS in FY 2022 and FY 2023 are as follows:

(in €m)	Q1 2022	Q2 2022	Q3 2022	Q4 2022	FY 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	FY 2023
Order intake (stated)	843	1,022	614	882	3,362	497	873	872	789	3,032
Order intake adjustment¹	-28	-22	15	-2	-37	-43	8	20	-10	-26
Order intake (pro-forma)	815	1,000	629	880	3,325	454	881	892	779	3,007
Order book (stated)	3,695	3,762	3,477	3,327	3,327	3,000	3,154	3,338	3,238	3,238
Order book adjustment	-294	-322	-317	-302	-302	-338	-331	-314	-317	-317
Order book (pro-forma)	3,401	3,440	3,160	3,025	3,025	2,662	2,823	3,024	2,921	2,921

- There will be no impact on revenue and adj. EBIT

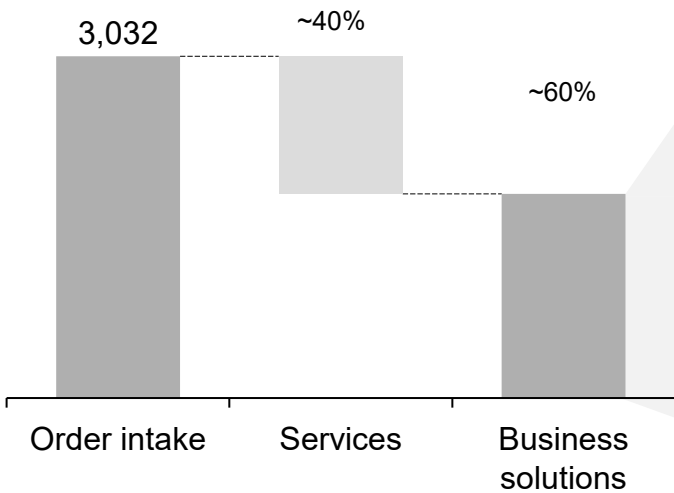
1. Adjustment on order intake is the delta of quarterly order intake less revenue. In FY 2022 and FY 2023, order intake was slightly higher than revenue

Supply Chain Solutions Order Intake Composition

Service business and smaller projects provide stability

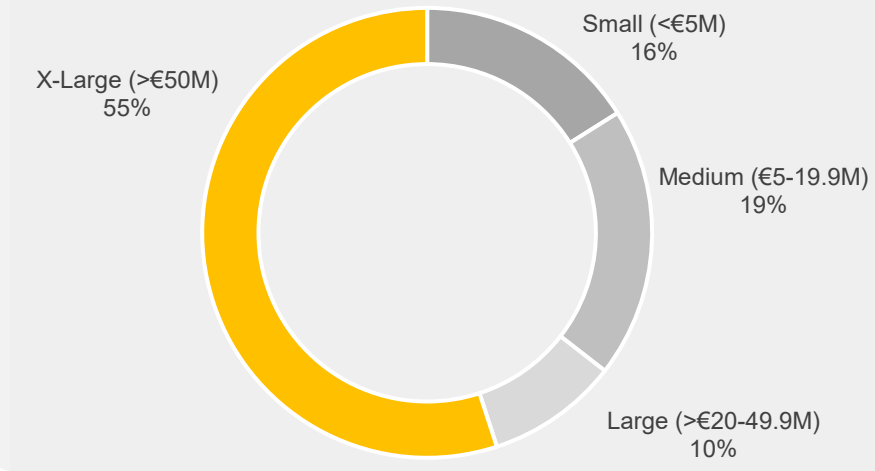
SCS order intake by product

Total order intake 2023 (in €m)



SCS orders by project size

Business solutions order intake 2023



Focus Verticals, Value Drivers and Solutions

Purposeful growth in verticals with highest growth potential

		Share of total market revenue 2023 (%) ¹	Value drivers		SCS solutions (selected solutions only)				Selected clients ⁵					
SCS focused growth verticals	General Merchandise	18%	E-commerce and growth of digital channels	Speed of fulfillment & delivery	Decentralized supply chains	Warehouse Management Software	Flexible Fulfillment Center	Micro-Fulfillment	AMR-based ² Fulfillment	mPick / GTP ³	Walmart*	TRADER JOE'S	BEST BUY	FAMILY DOLLAR
	Apparel	8%		Speed to fulfillment & delivery	Decentralized supply chains		Intelligent Control Tower	Flexible Fulfillment Center	Micro-Fulfillment	AMR-based ² Fulfillment	Pouch / GOH ⁴	H&M	ZARA	NIKE
	Food & Beverage	11%		Urbanization	Speed to consumer	Intelligent Control Tower	Flexible Mixed Case Fulfillment	Chilled / Freezer Environments	Pallet Automated Storage / Retrieval Systems (AS/RS)	AutoStore	ANHEUSER-BUSCH	pepsi	TESCO	AMERICOLA
	Grocery	15%		Speed of fulfillment & delivery	Decentralized supply chains			Micro-Fulfillment			ALDI			
Further SCS active verticals	Durable	Healthcare	Non-Durable Manufacturing	Parcel	Third-Party Logistics	Wholesale / B2B								

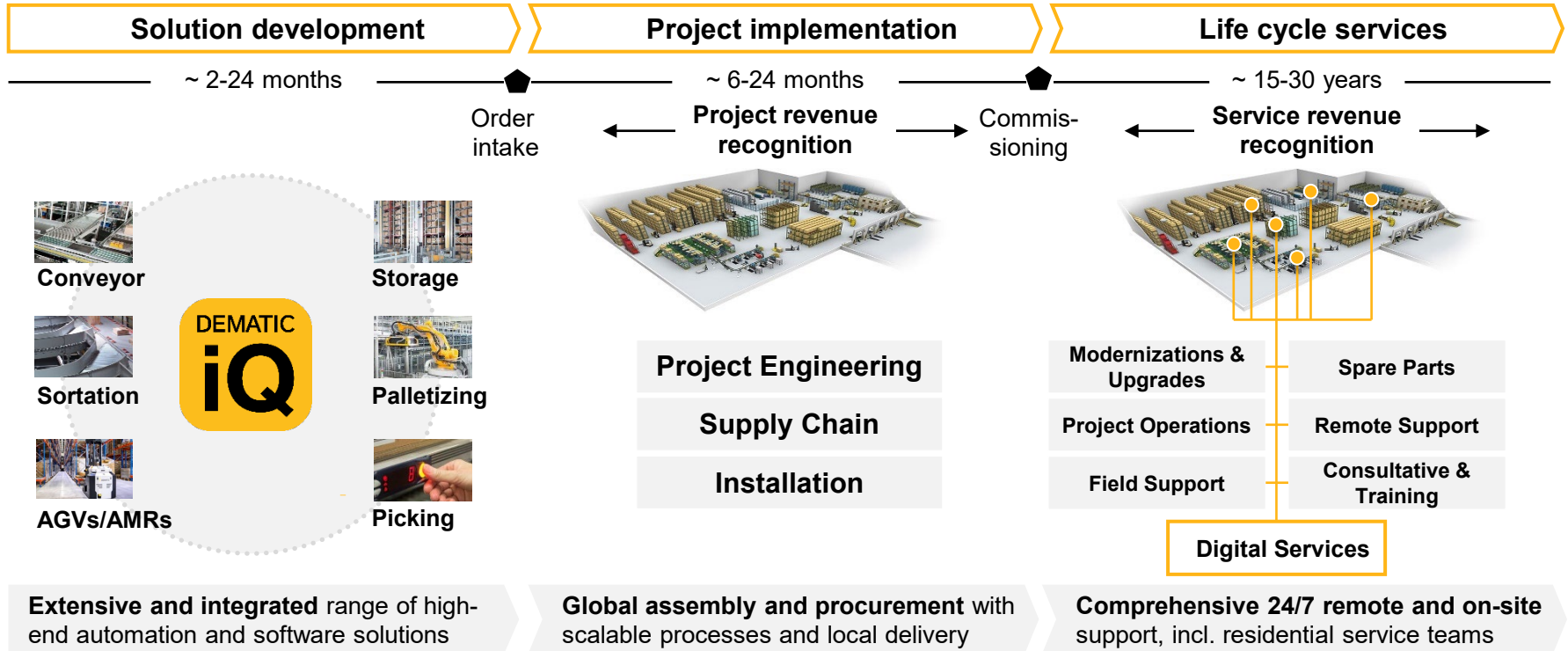
1. Business Solutions Market 2. Autonomous Mobile Robot 3. Modular Pick / Goods to Person 4. Garment on Hanger

5. Some customers feature in multiple verticals as they operate warehouses for different verticals

Source: Management assumptions based on internal KION Market Model as of April 2024

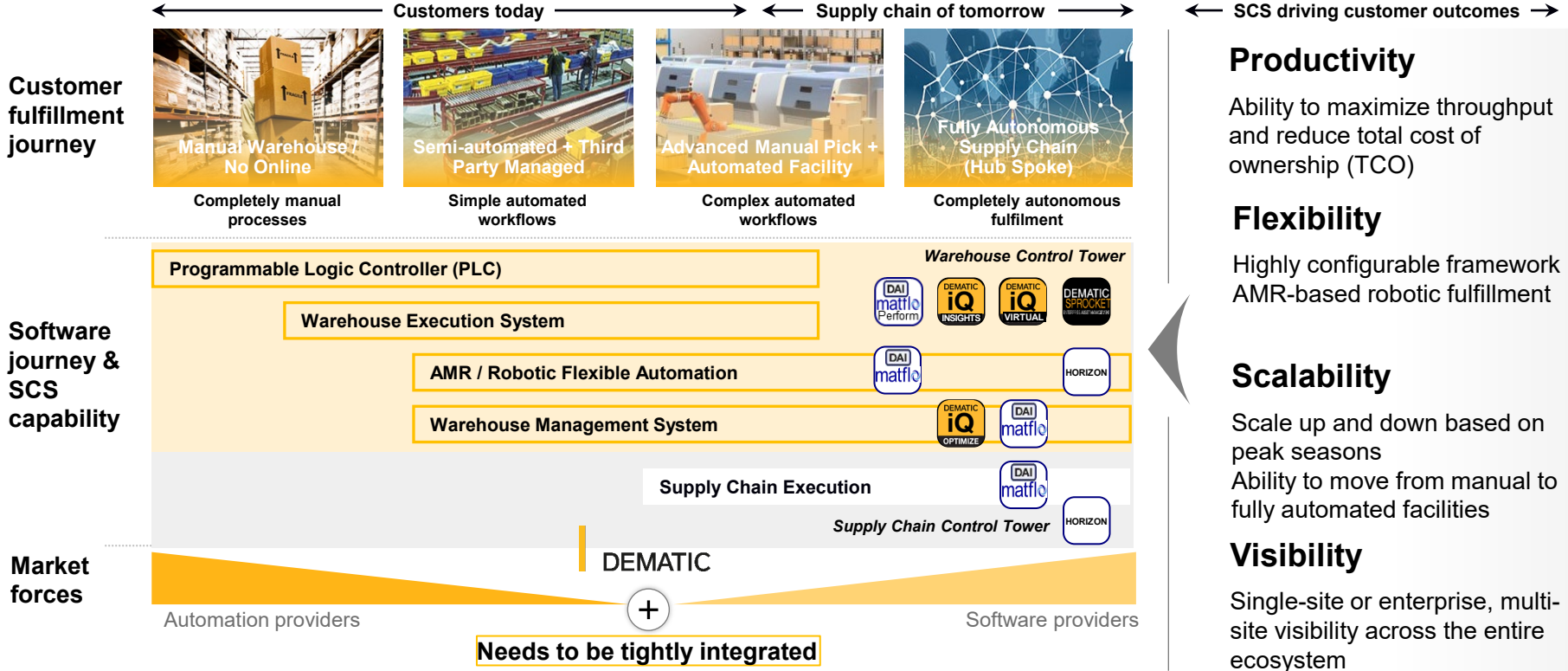
Supply Chain Solutions – Typical Project Timeline

Solution development and project implementation typically last 24 months and more



Software-defined Automation Journey and Capabilities

SCS enables the autonomous supply chain of the future



Software Vision and Footprint

Software is core to SCS's portfolio and value proposition

SCS's digital vision

To provide vertical **ecosystem based highly intelligent solutions** that combine our software / digital capabilities with automation & robotics technology to deliver **increased productivity flexibility, reliability, and throughput** to customer globally

Software expertise

>1,300

Software engineers

>200

AI¹ / R&D, cybersecurity experts

>500

Software clients worldwide

>100

Sites with remote monitoring

>99.98%

Client retention rate

Select software customers



What we deliver

(Value proposition)

increased product throughput

increased labor productivity

increased hardware availability

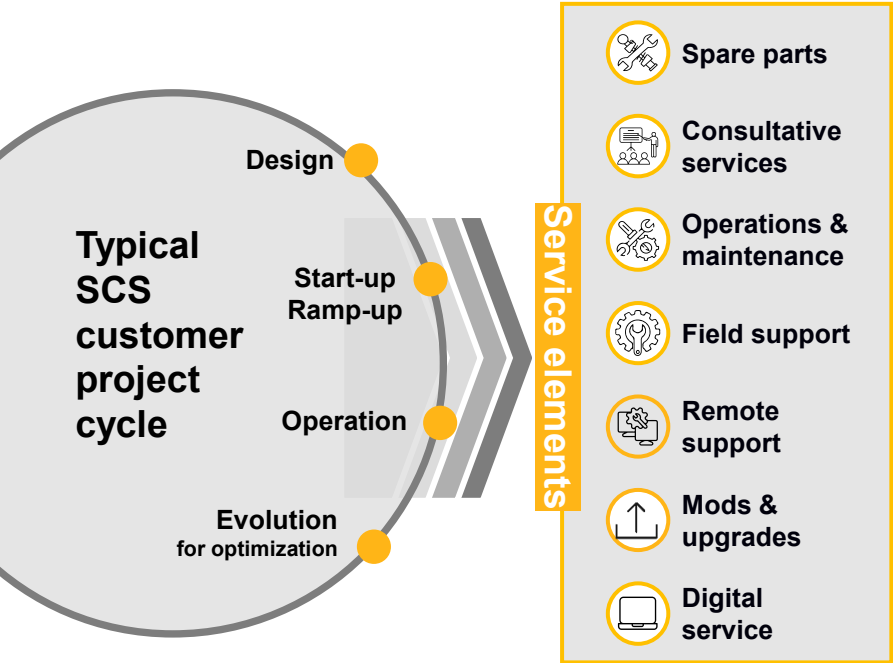
reduction in response & repair times

1. Artificial intelligence

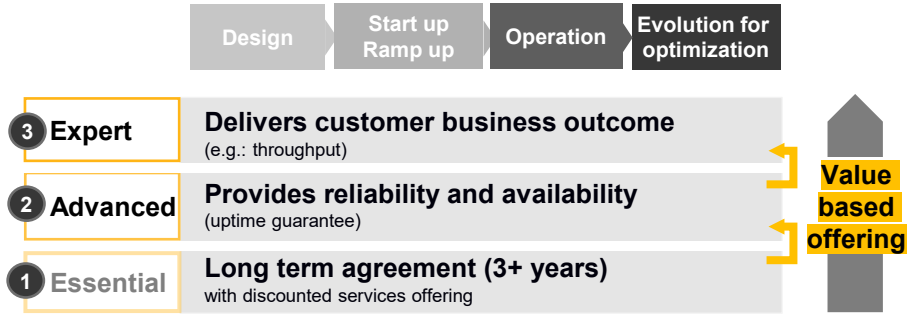
Lifecycle-based Service Approach

Reducing total cost of ownership & driving value-based service offering

Customer intimacy across project journey (20+ years)



Driving business outcomes with combined offerings



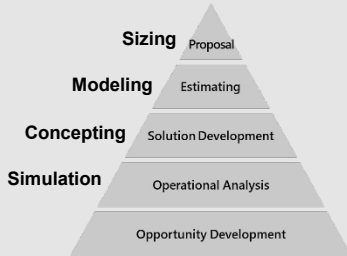
Service revenue target

- Plan to **outpace market growth**
- Ability to **bundle with business solutions** to up-sell / cross-up

Dematic Execution Excellence

Regionalization and standardization expected to drive speed, growth & profitability

Upfront engagement



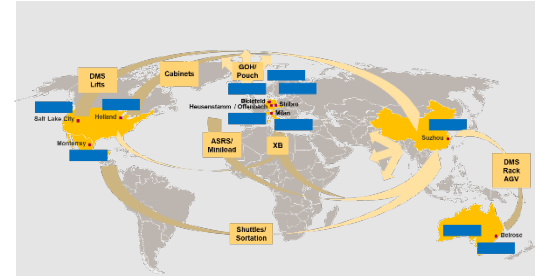
Extensive upfront customer engagement in **simulating and concepting** the right solution

Standardized solutions



Integrated range of various **automation and software solutions (pre-configured)**

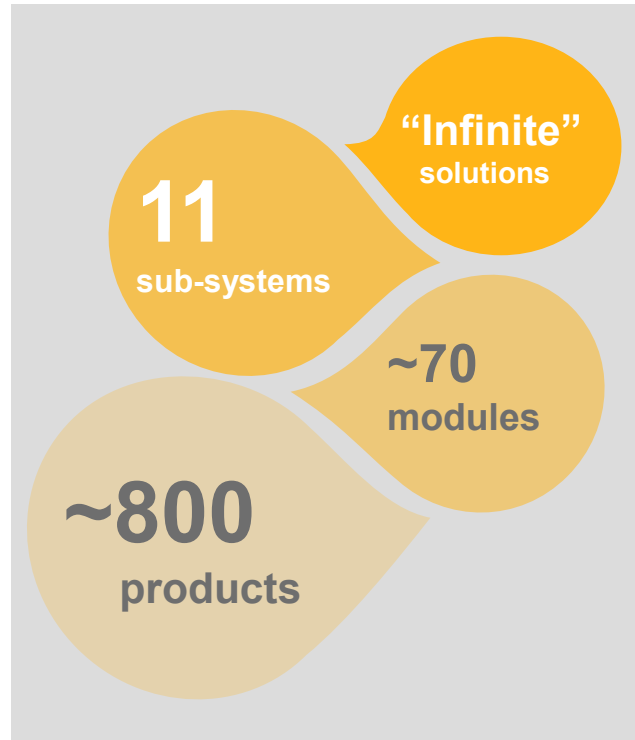
Regionalized fulfillment



Rapid on-site readiness by delivering products from regional sources

Standardization and Execution Benefits

Standardization is key to improve profitability and speed



Benefits of standards:

Scalability

Standardization helps to reduce manufacturing costs and production times

Faster execution

Selling more standard solutions reduces planning and installation times

Enhanced usability

Similar solutions across different customer locations is beneficial to quality, efficiency, operational control and maintenance

Sustainability

Less waste when integrating on site, driving higher efficiency products

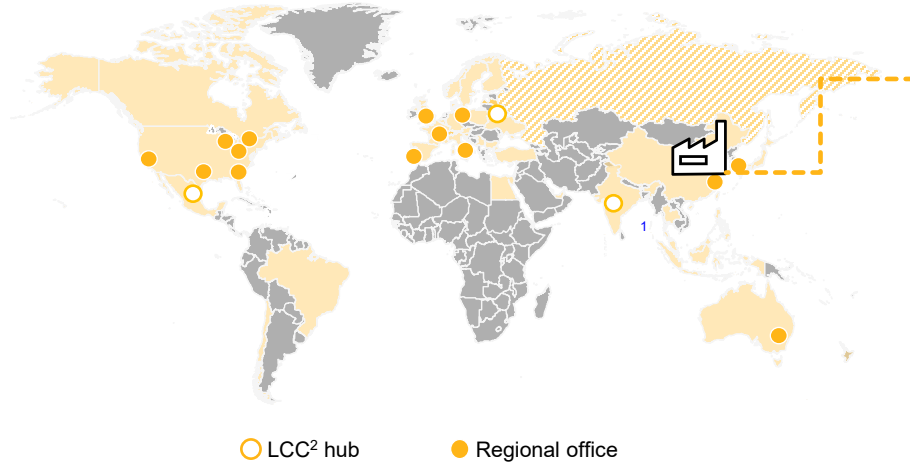
Increasing standards:

Aim to increase the share of standard products to **~40%** of SCS order intake

Emerging Markets Footprint

Driving cost leverage through low-cost country presence

Bettering global cost position and scale



Expanding engineering & software support and increasing manufacturing capacity in low-cost countries

Additional SCS APAC plant in China

- Creating a **new manufacturing facility** at Jinan
- Will become the **largest SCS plant** (28,000 m²) in China
- **Regionalized manufacturing footprint** with high-complex mix (Suzhou, China) with a low-complex mix plant (Jinan, China)
- **Value added products** such as conveyors, DMS³ racks and AGVs both for APAC market and overseas

Engineering & software efficiency

- Increasing technical support through **hub and spoke model** for software and project engineering
- Sourcing from developing markets to **drive global cost position**

1. Acquisition in India subject to regulatory approval 2. Low-cost country 3. Dematic Multishuttle

Customer Example: Dematic and Groupe Robert

First fully automated cold storage facility of its kind in Third Party Logistics (3PL)

Solution:

One of the tallest Automated Storage and Retrieval Systems (AS/RS) to support fulfillment of **fresh** and **frozen** products from **high-density cold storage**



60,000 pallets

30,000 in fresh

30,000 in frozen
temperatures down to

-28°C (-18°F)

Benefits:

Doubling of capacity in frozen and 30 to 40% more in the chilled environment

40m (130ft) tall cranes

Customer Example: AMR Solution for Radial Europe

AMRs to move pallets and totes, enhancing warehouse processes

Solution:

largest AMR project to process e-commerce orders for apparel products

Benefits:

improving efficiency (improved services and lower costs for customers), increasing flexibility, ensuring future scalability

26,000 m²

(4 football pitches)

299 AMRs

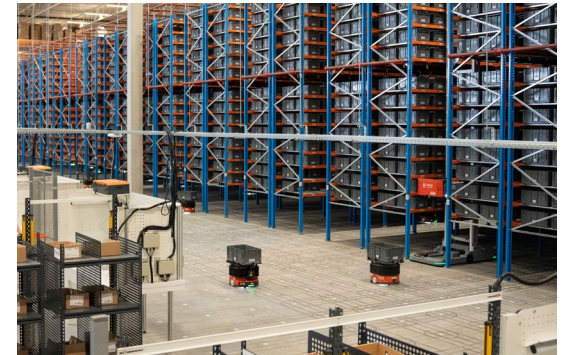
Pallet-to-picker
Bin-to-picker
Order-shelf-transport

65,000

tote storage locations

45

pick- and pack stations



Dematic and AutoStore

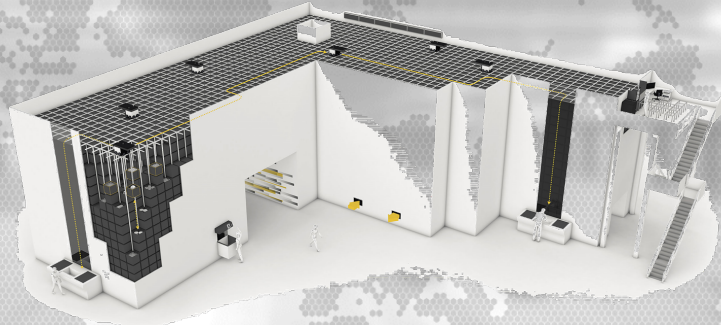
Global strategic partner since 2017



~120 AutoStore empowered by Dematic in 22 countries

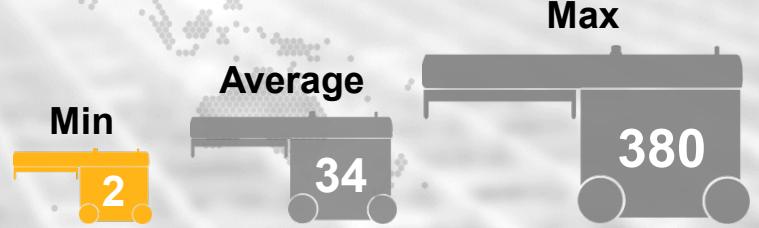
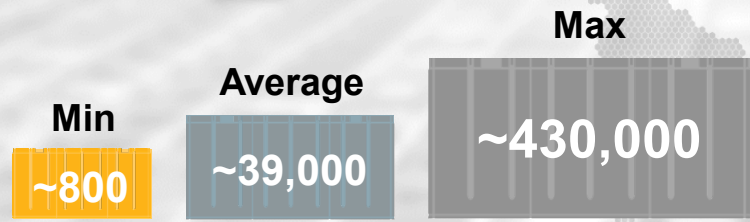
 >1,000 ports

 >99.6% Up-time



 ~4.7m bins

 >4,100 robots



Summary: Supply Chain Solutions

Growth and ambition to return to double digit adj. EBIT margins

1 Solid long-term market fundamentals expected to drive **strong growth of warehouse automation market**

2 **Capture market growth in promising verticals** through an ecosystem based on intelligent and connected automation solutions

3 Target to lead with **software and robotic technology** embedded into automation solutions across the offering

4 **Standardization and execution excellence** and focusing on **emerging markets** to drive global cost position

**Profitable
growth
with focus on
adj. EBIT**

Agenda

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 - I. KION Group at a Glance
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 - IV. Supply Chain Solutions
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 - I. **A New Era in APAC**
 - II. Mobile Automation
3. Sustainability / ESG
4. Appendix

A New Era in APAC

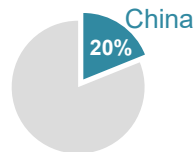
Strategic investments to capture significant upside potential in China

Growth in China



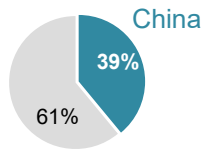
- China is the **single largest forklift market²** with significant **growth potential**
- KION is the **leading foreign player¹** in China with **longstanding experience in operation since 1993**
- **Comprehensive growth strategy** including development of **new products**, **expansion of the local sales network**, and a **value segment industrial truck plant**

Global GDP 2023²



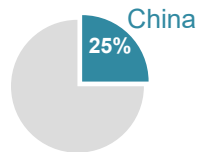
Second largest economy

Industrial Truck Market 10/2023³



Single largest forklift market

KION FY 2023³



Significant upside potential

Strategic Rationale

- Growing value segment /electrification
- Ensure production capacity
- Increase market coverage

1. Based on revenue for 2022 - source: Chinaforklift, 2023 2. Source: Oxford Economics 2024 3. Based on unit order intake FY 2023 - source: WITS/FEM as of October 2023 (WITS from February 2023)

A New Era in APAC

Value segment production plant and R&D center

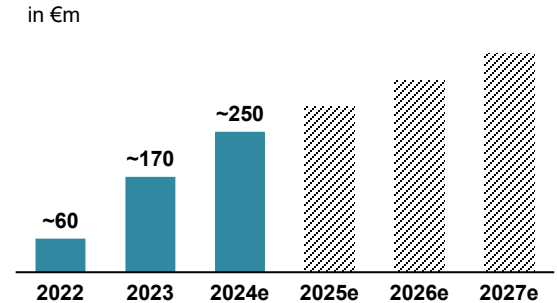
Value segment plant

- **Production capacity** of 40,000 units for future growth
- Located in **Jinan**
- **223,000 m²** – equivalent to more than 31 soccer fields
- **Capex ~ €100m**
- **Production started** in December 2021
- **Joint venture** between KION (95%) and Weichai (5%)

R&D Center

- **Future “Global Center of Excellence for Value”** for counterbalance products
- **Complementing current APAC R&D centers** in Xiamen, Jingjiang and Pune

Revenue potential



KION Group Global Value Platform

Multi-brand platform targeting the value segment



Key features

Production located at value segment plant in **Jinan, China** and local derivatives produced in the **Americas**

Multi-brand product platform for Baoli, Linde Material Handling and STILL

Modular platform for IC- and E-trucks

Various truck configurations **from eco to value**

Strategic importance

Covering the strongly growing **value segment** and strategic positioning versus **Chinese competition**

Important Features of the Value Platform

Using modular platform and scaling drives price competitiveness

Winning selling proposition

- Increased **price competitiveness** through **modular platform**
- **Reduced service time** versus Chinese competitors¹
- Optimized **price-performance ratio** for value customers

Vast product variety

- Basis for more than **50 new products**
- Including **Li-Ion series** with battery variants for all brands

Current status

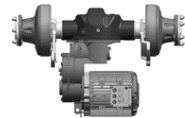
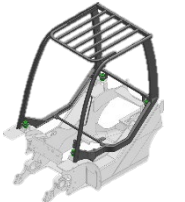
- Production started in **December 2021**
- **35 models** launched in the 2.0t & 2.5t category during 2022-2023
- **Global** roll-out in 2023 with local production in Latin America
- **7 models** to be launched in 2024 with local production in North America

1. Based on internal benchmarking

Truck architecture **using modular components**

Produce common modules for masts, chassis and overhead guard, ensuring **best product cost and quality**

Source standard modules such as engines under joint sourcing to get the **best cost to volume ratio**



Agenda

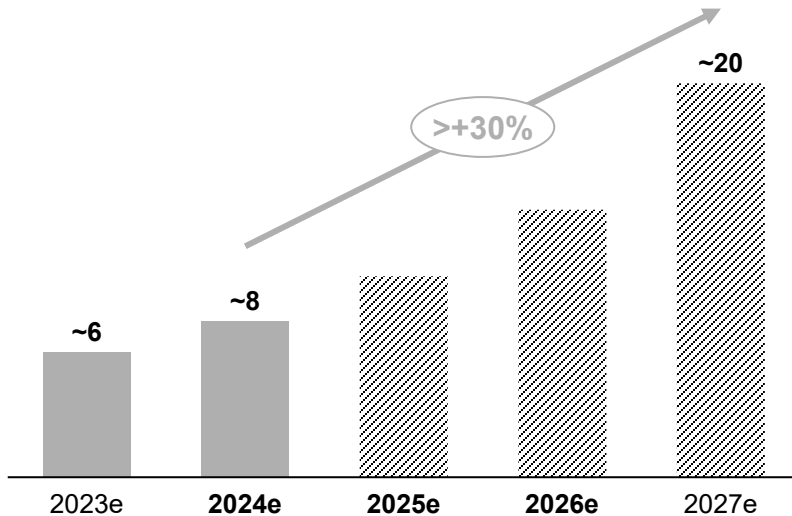
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Global Mobile Automation market

Market for mobile automation expected to reach ~ €20bn by 2027

Total market size¹

(Revenue in €bn and expected CAGR)



KION Group

One of the leaders in mobile automation²

FY 2023 revenue +30% to ~€200m

KION ensures end-to-end solution offerings by developing mobile automation solutions for all KION brands

Strategic partnerships with **Fraunhofer IML**, **Quicktron** and **idealworks** ensure and strengthen future readiness of mobile automation portfolio

Megatrends like **labor shortage** and increasing **supply chain efficiency targets** support growth even in economically strained times

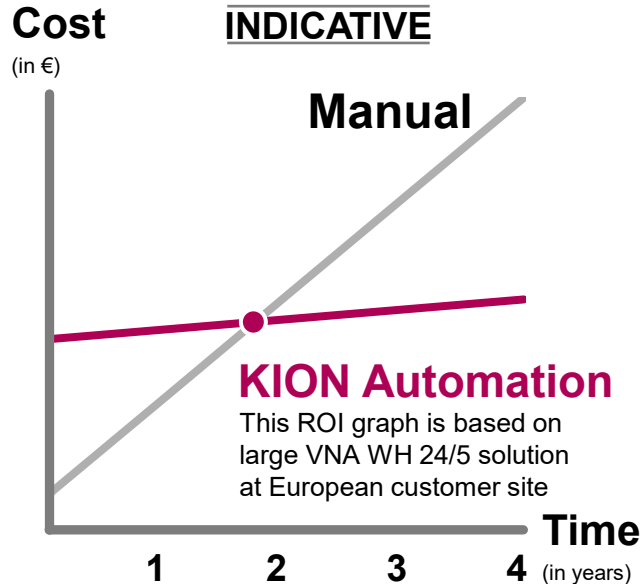
1. Market for mobile automation is comprised of mobile robots (AGVs and AMRs) and contains hardware, software, commissioning and aftersales estimations
2. Based on internal KION market model as of June 2024, supported by Interact Analysis (May 2024)

Key Mobile Automation Drivers

Our mobile automation solutions offer highly-attractive ROI potentials



- ➔ Lack of warehouse workforce
- ➔ Cost and performance
- ➔ Meeting end customer demands



- ✓ Lower product damage
- ✓ Higher process stability
- ✓ Higher process transparency
- ✓ Higher flexibility

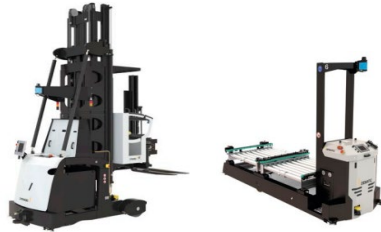
Mobile Automation – Solution Offerings

We are able to offer a broad range of solutions



Bespoke Solution

- Extensive range of fully customized AGVs



Small Batch Solution

- Built in batches / quasi-standard
- High number of customer options



Serial Solution

- Basis of every robotics solution: tried and tested standard trucks



AMR's

- AMR's with integrated **Quicktron** or **idealworks** technology for payloads up to 1.5t
Production: Xiamen, China

Mobile Automation as binding element between ITS and SCS

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Sustainability Topics and Targets

KION sets itself ambitious sustainability targets

Excerpt

2023 KION Group Sustainability Report^{1,3}

Dimension	Action field	Targets and indicators, [target year]	Status 2023	Status 2022
People	Occupational health and safety	Reduction of accident frequency rate ² by 5 % per annum (based on the annual upper limit, long-term: no occupational accidents), [per annum]	5.2	5.9
		100 % ISO 45001 certification rate ³ (all sites), [2024]	89 %	80 %
	Talent	Increase in employee satisfaction to an engagement score of at least 75 and a participation rate of at least 80 %, as measured by an annual, global employee survey ⁴ , [2026]	Engagement score: 74 Participation rate: 80 %	Engagement score: 74 Participation rate: 77 %
Products	Product and solution safety	No cases of non-compliance with KION Group minimum employment standards, [ongoing]	0 cases, target achieved	0 cases, target achieved
		ITS segment: Average number of selected safety features per industrial truck ² increased to 4, [2027]	3.4	3.3
	Product and climate and energy	SCS segment: Mitigating risks of noise pollution by offering quieter and safer solutions: 20 % of Dematic's solution portfolio targeted to operate under 85 dB(A), [2027]	•	•
		ITS segment: Strive for an electric-focused portfolio incl. battery and fuel cell-driven products by increasing the share of electric-powered vehicles sold annually ² to 90%, [2027]	91.1 %	88.1 %
Climate and energy	Absolute reduction in GHG emissions (Scope 1, 2, 3) in metric tons of CO ₂ e compared with 2021 ¹	Near-term [2030]: Scope 1+2 by 4.2 % Scope 3 by 2.5 % per year (linear)	-2.2 % -26.5 %	-4.2 % -10.0 %
		Long-term [before 2050]: 1.4 % million tons 1.0 % million tons	1.4 % million tons	1.0 % million tons



Excerpt

Selected sustainability targets¹

People



Occupational Health & Safety:
Reduce accident frequency rate by 5% p.a.
100% ISO 45001² certification rate by 2024

Products



ITS & SCS: Development towards an **electric-focused portfolio**, target to reach 90% share of electrified new trucks and to increase charging efficiency of electric vehicles by 2027

Processes



Net zero emissions latest by 2050³
100% ISO 14001⁴ certification rate by 2024

→ Access our full report [here](#)

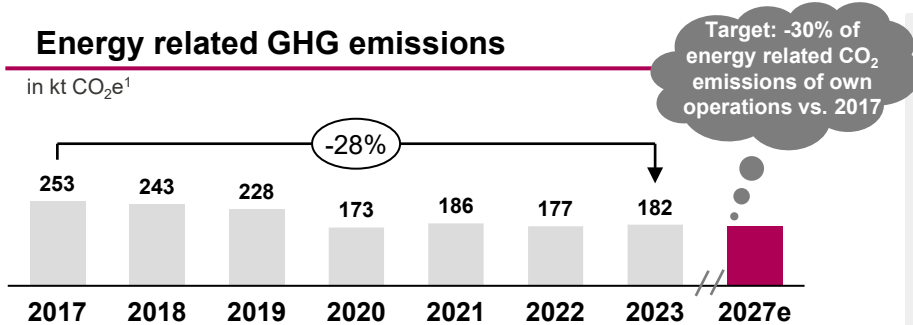
1. KION Group Sustainability Report 2023, p. 6-7 2. vs 89% / 80% achieved in 2023 / 2022 based on all locations / employees 3. Absolute reduction in GHG emissions (Scope 1, 2, 3) in metric tons of CO₂e compared with 2021; KION GROUP AG formally committed to SBTi on 06 July 2023 4. Vs. 90% / 81% achieved in 2023 / 2022 based on all locations / employees

Sustainability Topics and Targets

Targeting net zero emissions by 2050 at the latest

Energy related GHG emissions

in kt CO₂e¹



2030 targets²

- Reduction of scope 1 & 2 emissions by -4.2% per year
- Reduction of scope 3 emissions by -2.5% per year

2050 targets²

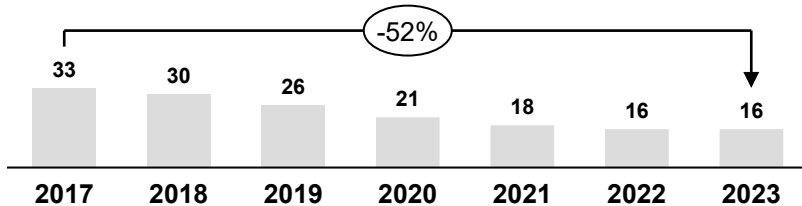
- Reduction of 100% CO₂ emissions from scope 1, 2 and 3

Levers for emission reductions include

- Reduction of energy consumption
- Substituting energy sources with carbon-neutral alternatives
- Optimization of lighting and heating systems
- Use of renewable electricity at the majority of production sites

Energy related GHG per €m of revenue

in t CO₂e / €m of revenue¹



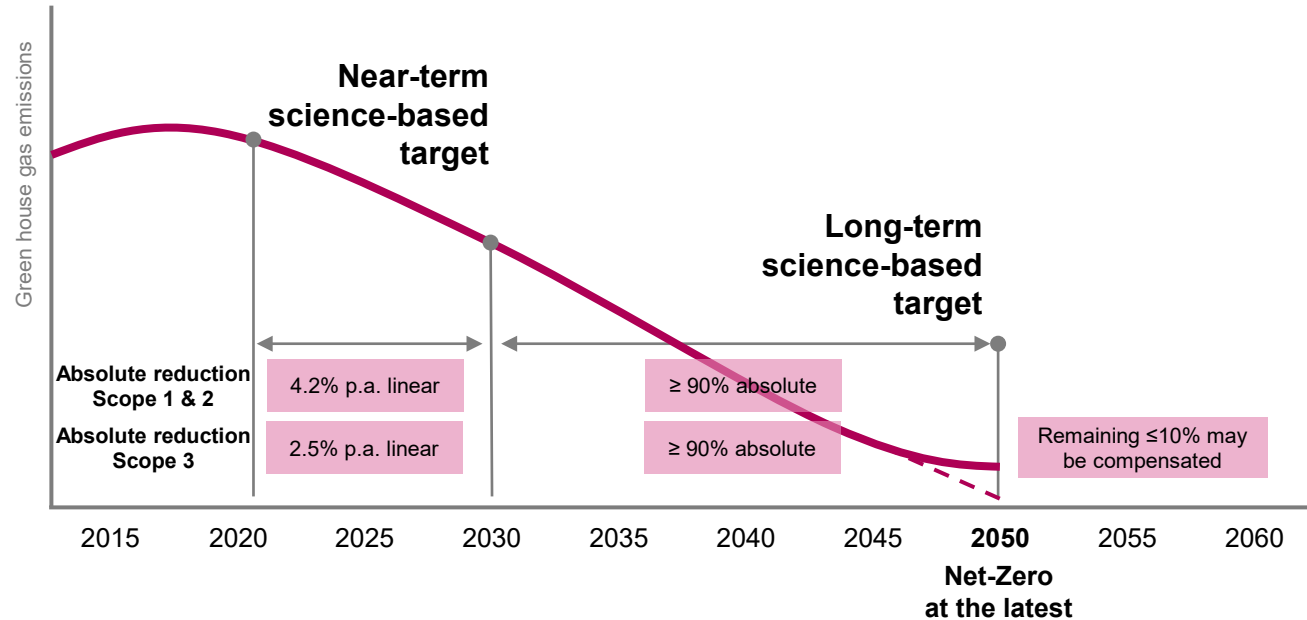
1. KION Group Sustainability Report 2023, Scope 1, 2, 3.3 market-based 2. The Boards of KION GROUP AG formally committed to SBTi on 06 July 2023

Sustainability Topics and Targets

KION commits to Net-Zero and to the Science Based Targets initiative

SBTi path to 1.5°C Net-Zero (schematic)

- Near-term path: linear
- Long-Term: **Net-Zero by 2050 at the latest**, multiple paths possible



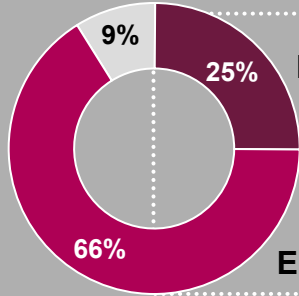
Products | Product Electrification & Efficiency

Combining electrification & efficiency focus enables client emission reduction



Electrified product portfolio¹

IC-trucks



E-trucks

91%
electrified
order intake

Electric WH-trucks

100%

Supply Chain
Solutions

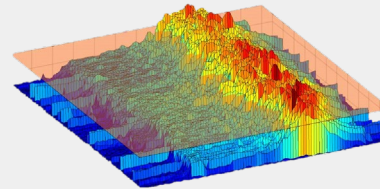
100%
electrified
solutions



Energy efficient solutions

Linde X20 – X35

E-truck series with minimized energy consumption yet IC-truck equivalent performance²

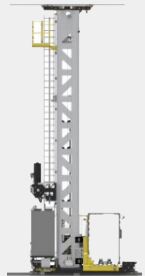


Ifesca Energy Management

Smart charging solution to reduce peak power demand

Dematic UL1200

Increased energy efficiency by 40%³



1. Based on order intake FY 2023. 2. Based on self-conducted test of Li-Ion powered Linde industrial truck X25 with equivalent diesel-powered Linde industrial truck H25D (both with load capacity of 2.5t) in 2021; KION estimates that total operating performance (productivity measured in time per cycle) of both industrial truck models is comparable. Testing methodology by KION was certified by TÜV Nord in 2009.
3. Internal assessment of Dematic UL1200 SRM and standard technology.

Using trucks & resources efficiently

Up to **99%** recyclability¹ of trucks ensured through ecological, modular design

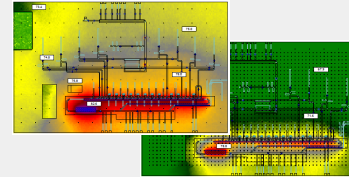
1 in 5 trucks sold by ITS in 2023 was a used truck²

Almost **100%** of counterbalance weights in EU made from scrap metal¹

1st to 3rd life truck lifecycle management from sourcing to recycling

Health & Safety at customer site

Noise abatement



Dematic Quiet Flow Solution

- **3 – 15 dB(A) reduction** via solution-based approach³
- Integration in new & retrofit applications

Ergonomics



STILL iGo Neo

- Multi-level safety, **ergonomic design**
- Up to **75%⁴ less** mounting and dismantling

1. Linde Material Handling Sustainability Report 2021 2. KION Group Sustainability Report 2023 3. Based on test results from laboratory and on-site product testing
4. Based on internal calculation and on-site testing – target to achieve that 20% of Dematic's solution portfolio operates under 85 dB(A)

People | Occupational Health & Safety and Board Remuneration

Promoting employee health & safety and strengthening board ESG focus

Achievements 2023 (selected)¹

89% of Occupational Health & Safety Management Systems at all sites certified²

98% of all employees trained in Occupational Health & Safety

~12% Decrease in LTIFR³ compared to 2022 (target -5.0% p.a.)

ESG-linked board remuneration

ESG-linked board remuneration introduced in 2021 with dedicated **target criteria**:

Occupational Health & Safety:
Lost Time Injury Frequency Rate (LTIFR)

Environmental Management System:
ISO 14001 and ISO 45001 certification

ESG performance:
S&P Global Corporate Sustainability Assessment

Employer attractiveness:
Employee Survey Score

1. KION Group Sustainability Report 2023, p. 5-7 2. ISO 45001, 100% target by 2024

3. Lost time injury frequency rate: Occupational accidents of active employees with one or more working days lost per million hours worked

Processes | Supply Chain Management

Securing an environmentally and socially responsible supply chain

Transparency along the supply chain

ecovadis



Sustainable supply chain initiative

-  **Rating:** assessment & validation of 21 ESG factors incl. environment, ethics & sustainable procurement
-  **Target:** EcoVadis or equivalent rating available for 100% of strategic and high-risk suppliers by 2023¹
-  **Future requirements:** Minimum EcoVadis score mandatory for all suppliers by 2027¹

The KION Group Principles of Supplier Conduct comprise the expectation that all **suppliers respect human rights and uphold international social standards**, including the **ban on child and forced labor** in accordance with International Labour Organization (ILO) conventions, as well as the enforcement of statutory minimum **health and safety standards**

1. KION Group Sustainability Report 2023

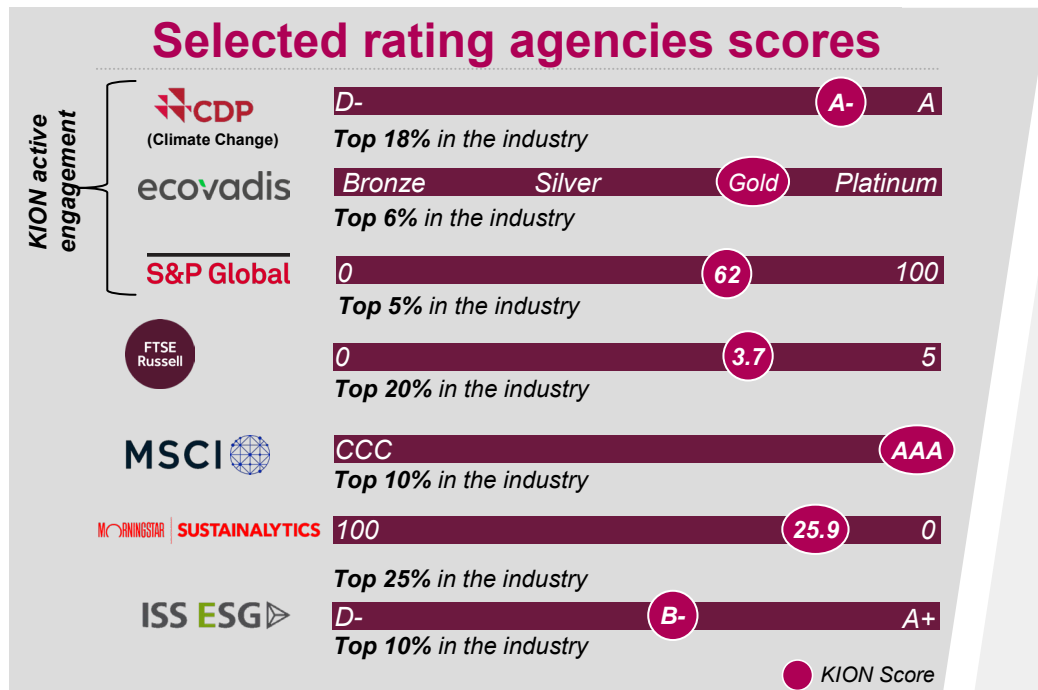
KION Selected ESG Achievements

ESG performance constantly improved over the last 5 years...

Description		Performance 2023 vs 2018	Description		Performance 2023 vs 2018	
Revenues		+43%	Employees		+28%	
E	Emission intensity GHG emissions Scope 1, 2 & 3 Market-based/Revenues	-48%	S	Diversity % of female employees	+2 Percentage Points	
	Water intensity Total water consumption/ Revenues	-24%		LTIFR Lost Time Injury Frequency Rate	-52%	
	Waste intensity Total waste produced/Revenues	-20%		G	ESG-linked incentive Variable remuneration linked to ESG criteria	Yes from 2020
	Energy intensity Total energy consumption/Revenues	-33%			Supplier assessment EcoVadis to assess suppliers (currently applied to share of suppliers)	Yes from 2018

Source: KION Sustainability reports 2018, 2019, 2020, 2021, 2022, 2023

ESG Rating agencies recognize KION leadership in sustainability



Key highlights

- Environment**
Strong Environmental position with good performance in resource management and production of low carbon products (e.g., E-trucks)
- Social**
Strong Social position with good performance in product responsibility and human rights
- Governance**
Strong Governance position, mainly due to good management systems and governance processes

“ KION Group product portfolio [...] may position the company well to tap the increasing demand for clean technology solutions, relative to peers ”

MSCI Analysts

Note: KION Group is also a member of DAX® 50 ESG (since March 2020), FTSE4Good Index Series (since June 2019) and STOXX® Europe Sustainability (since Dec. 2017)

Agenda

1. Company Overview
 - I. KION Group at a Glance
 - II. Market Development and Business Drivers
 - III. Industrial Trucks & Services
 - IV. Supply Chain Solutions
2. Synergies and Combined Activities
 - I. A New Era in APAC
 - II. Mobile Automation
3. Sustainability / ESG
4. **Appendix**

Executive Board of KION Group

More than 60 years of experience in Supply Chain Solutions und Material Handling



Rob Smith
CEO

Since 01/2022

With KION since 01/2022
Appointed until 12/2029

Nationality: American/
German
Born in 1965



Christian Harm
CFO

Since 07/2023

With KION since 08/2003
Appointed until 07/2026

Nationality: Austrian
Born in 1968



Valeria Gargiulo
CPSO¹

Since 05/2023

With KION since 05/2023
Appointed until 04/2026

Nationality: Argentinian/
Italian
Born in 1972



Andreas Krinninger
President
KION ITS EMEA
Since 01/2021

With KION since 11/2011
Appointed until 12/2028

Nationality: Austrian
Born in 1967



Ching Pong Quek
CTO & President
KION ITS Asia Pacific
Since 01/2013

With KION since 01/2006
Appointed until 06/2030

Nationality: Malaysian
Born in 1967



Mike Larsson
President KION SCS &
KION ITS Americas
Since 01/2024

With KION since 02/2021
Appointed until 12/2026

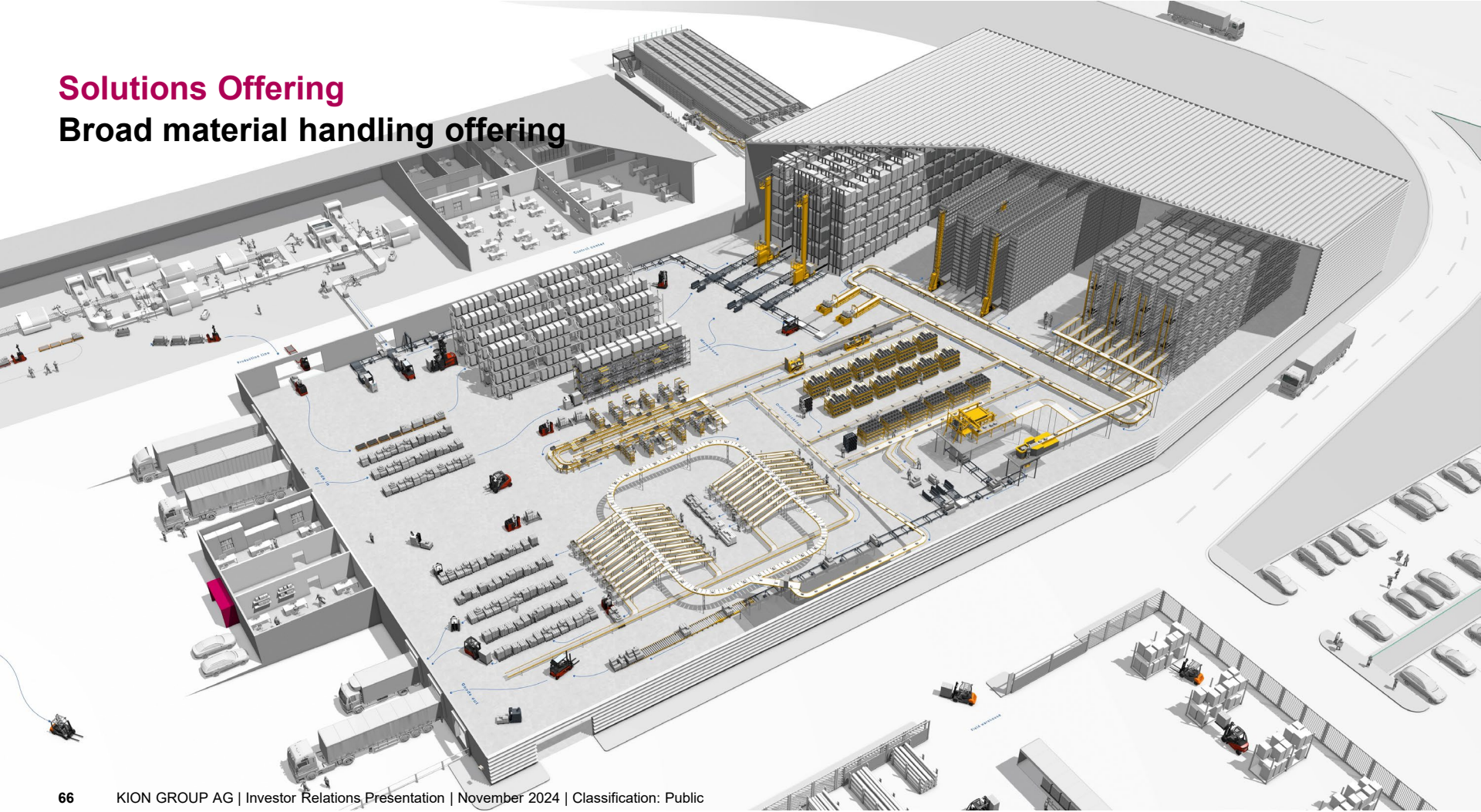
Nationality: Swedish/
American
Born in 1965

➔ Further details can be found on the [KION Group website](#)

1. Chief People and Sustainability Officer

Solutions Offering

Broad material handling offering



Industrial Trucks

Range of products serving customer needs worldwide

Examples

Internal combustion (IC) counterbalance trucks (Cl. 4/5)

- Mainly used outside



Electric (E) counterbalance trucks (Cl. 1)

- Mainly used inside



Warehouse technology: rider trucks (Cl. 2)

- Faster transportation of loads
- Specially designed for warehouse requirements



Warehouse technology: pedestrian trucks (Cl. 3)

- Transportation of loads at a walking pace



Tractors (Cl. 6)

- Industrial processes, train stations, airports



Automated and autonomous vehicles

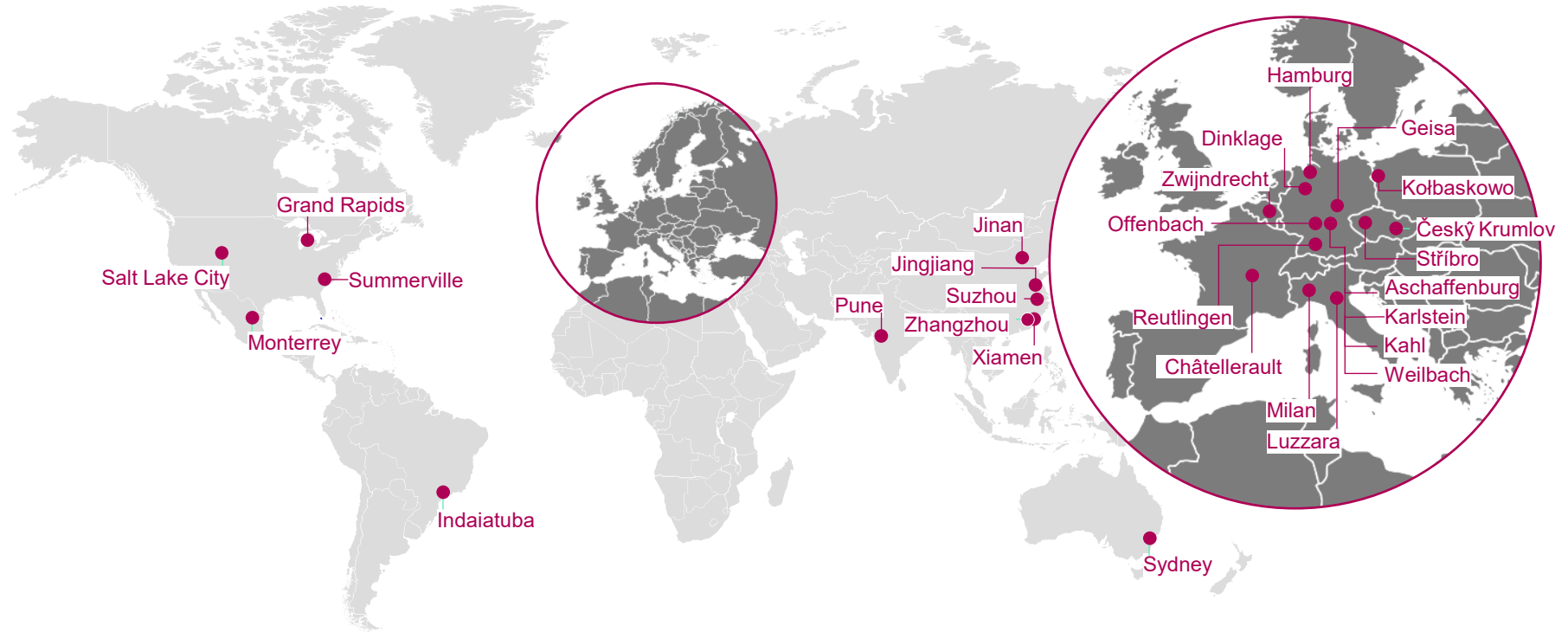
- Warehouse & distribution solutions
- Automated guided vehicle solutions



Note: The products shown are a selection from KION Group's comprehensive product range

Global Manufacturing Network

Production facilities for Industrial Trucks and Supply Chain Solutions



KION Group at a Glance

Strong global sales and service network for a global customer base¹

Americas

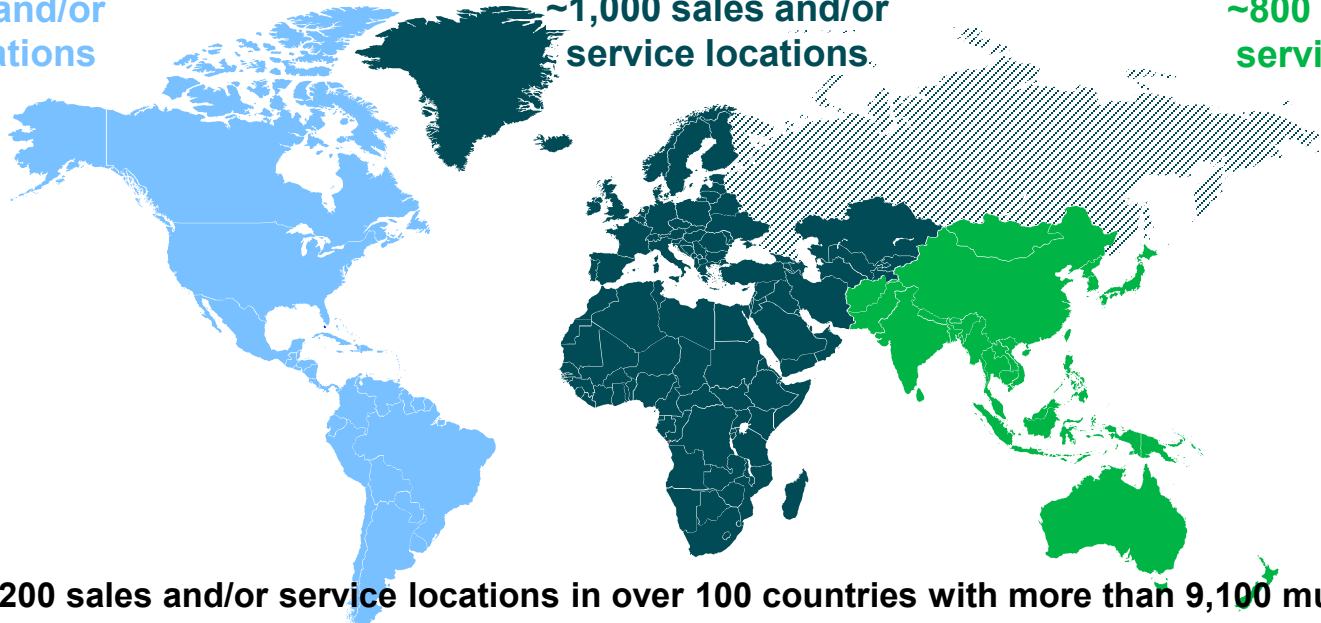
~400 sales and/or
service locations

EMEA

~1,000 sales and/or
service locations

Asia Pacific (APAC)

~800 sales and/or
service locations



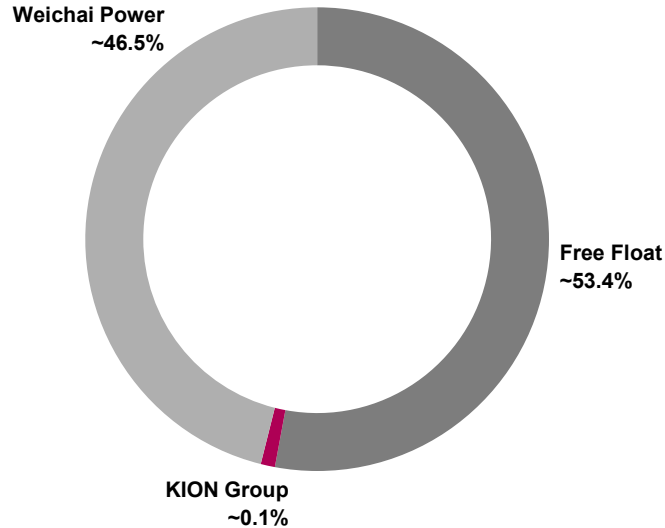
Almost 2,200 sales and/or service locations in over 100 countries with more than 9,100 multi-skilled internal industrial trucks service staff and more than 2,100 systems engineers

1. All numbers as of December 2023

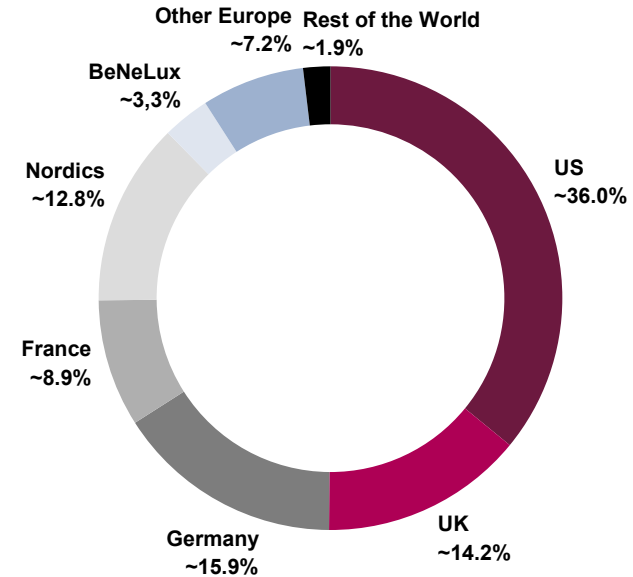
KION Shareholder Structure

Rebound of long-term oriented and ESG focused Nordic investors

Shareholder Structure end of September 2024



Free float by country end of September 2024¹

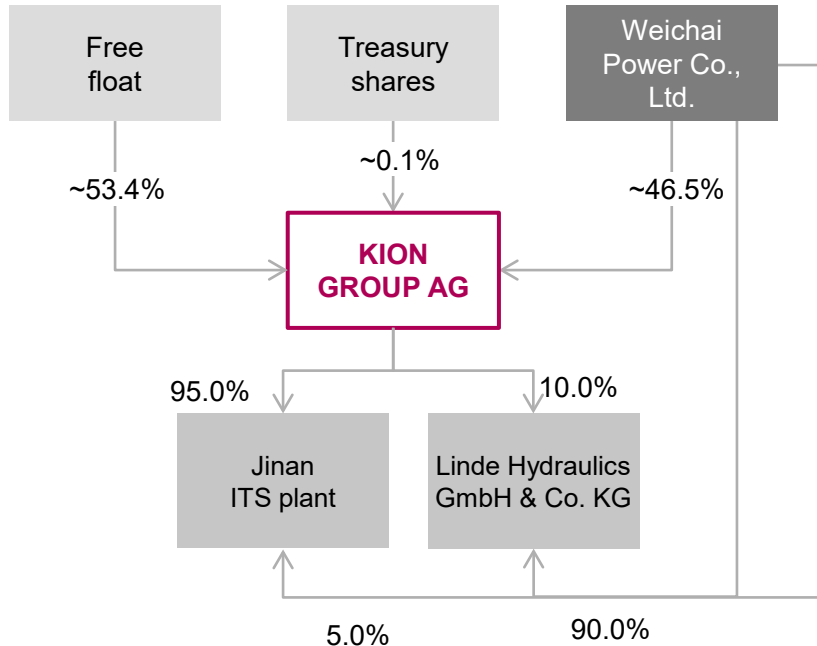


1. Based on 54,964,846 free float shares or 78% of 70,087,264 free float shares (Share-ID September 2024)

Ownership Structure and Weichai Power Partnership

Weichai Power is KION's strategic anchor shareholder

Current ownership structure



Weichai Power partnership

- KION investment**
 - Strategic anchor shareholder
 - Held 30% pre-IPO
 - Stepped up from 45.2% to 46.5% in Q4 22
- Linde Hydraulics**
 - Partner and strategic supplier for hydraulic components
 - Captive demand
- Co-operation**
 - Taking advantage of Weichai's customer base
 - Utilization of established relationships and dealership network of Weichai Power in China
 - Supply of components (e.g., Li-Ion batteries)
 - Weichai with 5% stake in JV for Jinan ITS plant

Key Financials

Group figures by year

(in €m)	2023	2022	2021	2020	2019	2018	2017 ⁸	2016 ⁶	2015	2014	2013	2012 ¹
Order intake	10,850	11,708	12,482	9,443	9,112	8,657	7,979	5,833	5,216	4,771⁵	4,489	4,590
Revenue	11,434	11,136	10,294	8,342	8,807	7,996	7,598	5,587	5,098	4,678	4,495	4,560
Adj. EBITDA ²	1,749	1,219	1,697	1,384	1,658	1,555	1,496	932	850	780	722	701
Adj. EBITDA margin ²	15.3%	10.9%	16.5%	16.6%	18.8%	19.4%	19.7%	16.7%	16.7%	16.7%	16.1%	15.4%
Adj. EBIT²	791	292	842	547	851	790	777	537	483	443	417	408
Adj. EBIT margin ²	6.9%	2.6%	8.2%	6.6%	9.7%	9.9%	10.2%	9.6%	9.5%	9.5%	9.3%	9.0%
Net income	314	106	568	211	445	402	423 ⁷	246	221	178	138	161
Dividend per share (€)	0.70	0.19	1.50	0.41	0.04	1.20	0.99	0.80	0.77	0.55	0.35	–
ROCE	7.7%	2.9%	9.1%	6.2%	9.7%	9.3%	9.3%	6.9%	11.9%	11.4%	–	–
Capital expenditures ³	443	383	334	284	287	258	218	167	143	133	126	155
Total R&D spending	351	321	273	235	237	222	212	147	131	120	114	120
R&D spend in % of revenue	3.1%	2.9%	2.7%	2.8%	2.7%	2.8%	2.8%	2.6%	2.6%	2.6%	2.5%	2.6%
Free cash flow	715	-716	544	121	568	520	474	-1,850	333	306	196	514
Net financial debt	1,211	1,671	568	880	1,609	1,870	2,096	2,903	573	811	979	1,790
Employees ⁴	42,325	41,149	39,602	36,207	34,604	33,128	31,608	30,544	23,506	22,669	22,273	21,215

1. Key figures for 2012 were adjusted due to the retrospective application of IAS 19R (2011); Order intake, Revenue, adjusted EBIT and adjusted EBITDA were aligned due to the sale of the Hydraulic Business
2. Adjusted for PPA items and non-recurring items 3. Incl. capitalized R&D costs, excl. leased and rental assets 4. Full-time employees incl. apprentices and trainees as of Dec, 31 5. Order intake for FY 2014 adjusted to new presentation 6. Dematic consolidated for 2 months 7. Incl. one-off non-cash effect resulting from the remeasurement of deferred taxes in connection with the corporate tax rate reduction approved in the US 8. Key figures for 2017 were restated due to the initial application of IFRS 15 and IFRS 16

FY 2024 Outlook

Good 9M provides confidence for FY 2024 outlook despite delayed market recovery

(in €m)	KION Group			Industrial Trucks & Services		Supply Chain Solutions	
	Old	Updated		Old	Updated	Old	Updated
Revenue <i>change yoy:</i>	11,300 – 11,700 <i>-1% to +2%</i>	11,400 – 11,600 <i>-0% to +1%</i>	➤	8,500 – 8,700 <i>+0% to +3%</i>	8,500 – 8,600 <i>+0% to +1%</i>	2,800 – 3,000 <i>-7% to +0%</i>	2,900 – 3,000 <i>-3% to +0%</i>
Adj. EBIT <i>change yoy:</i>	830 – 920 <i>+5% to +16%</i>	850 – 910 <i>+8% to +15%</i>	➤	870 – 930 <i>+3% to +10%</i>	870 – 920 <i>+3% to +8%</i>	80 – 120 <i>+80% to +173%</i>	100 – 120 <i>+128% to +173%</i>
FCF <i>change yoy:</i>	550 – 670 <i>-23% to -6%</i>	570 – 650 <i>-20% to -9%</i>					
ROCE (%) <i>change yoy:</i>	7.7 – 8.7 <i>±0bp to +100bp</i>	8.1 – 8.7 <i>+40bp to +100bp</i>					

- ➔ **Outlook ranges for revenue, adj. EBIT and ROCE tightened** with slight increase in midpoint of
- SCS revenue and adj. EBIT
 - Group adj. EBIT and Group ROCE
- Expect to remain at double-digit adj EBIT margin in H2 (at the midpoint) in **ITS**, confirming a better H2 vs H1 in **SCS**

All predictions for the business performance of the Group and the operating segments in the remainder of the year continue to be subject to uncertainty in view of the development of the macroeconomic environment and lingering uncertainty in the sales and supply markets.

FY 2024 Expectation – Housekeeping Items

Non-recurring items¹

... between **-€20m to -€25m**
(vs -€10m to -€20m before)

PPA

... around **-€110m to -€115m**

Net financial expenses

... between **-€180 to -€200m**
(vs -€170m to -€190 before)

Tax rate

... effective tax rate (excl. goodwill impairment)
to be between **32% and 36%**
(vs 30% to 35% before)

Operating Capex²

... between **-€375m to -€425m**
(vs -€400m to -€450m before)

R&D spending³

... around **3%** of group revenue

Dividend policy

... **25% to 40%** of consolidated net income,
subject to availability of distributable profit

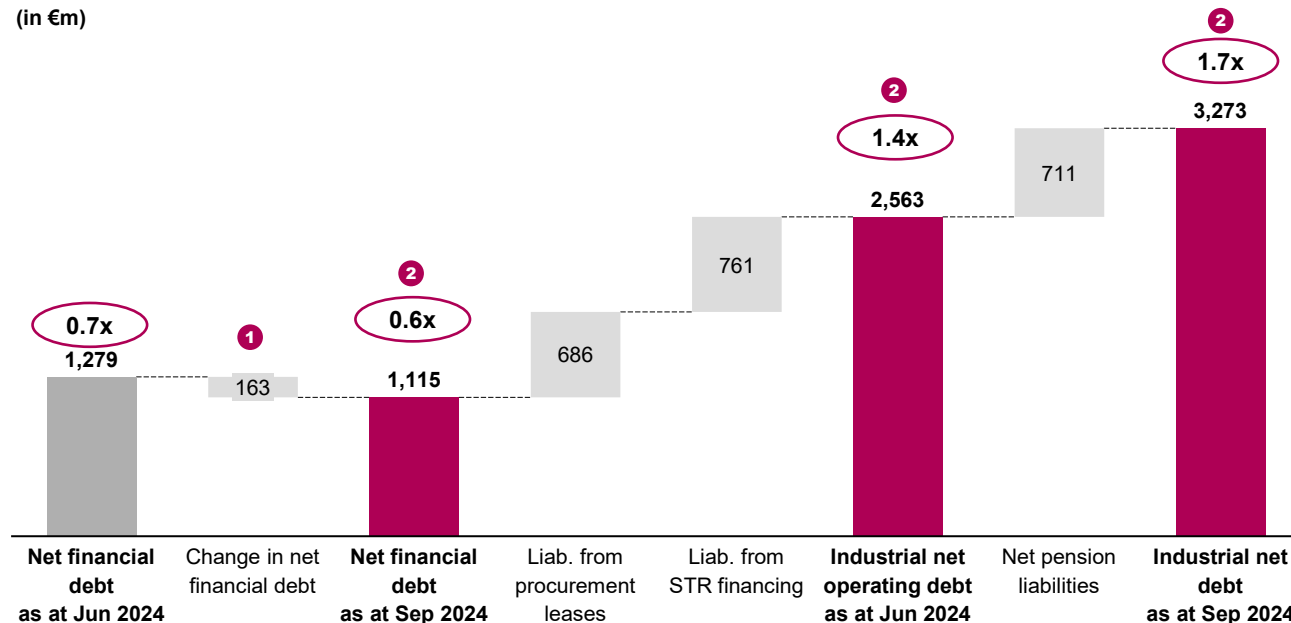
1. Refers to NRIs on EBIT 2. Includes capitalized development costs and spending on property, plant, and equipment and on intangible assets (excluding right-of-use assets)
3. Includes R&D expenditure and capitalized development costs (Please see disclaimer on last page regarding forward-looking statements)

Net Debt

Further deleveraging results into 0.1x improved leverage ratios

Indebtedness and leverage¹ ratios as at 30 September 2024

(in €m)



Comments

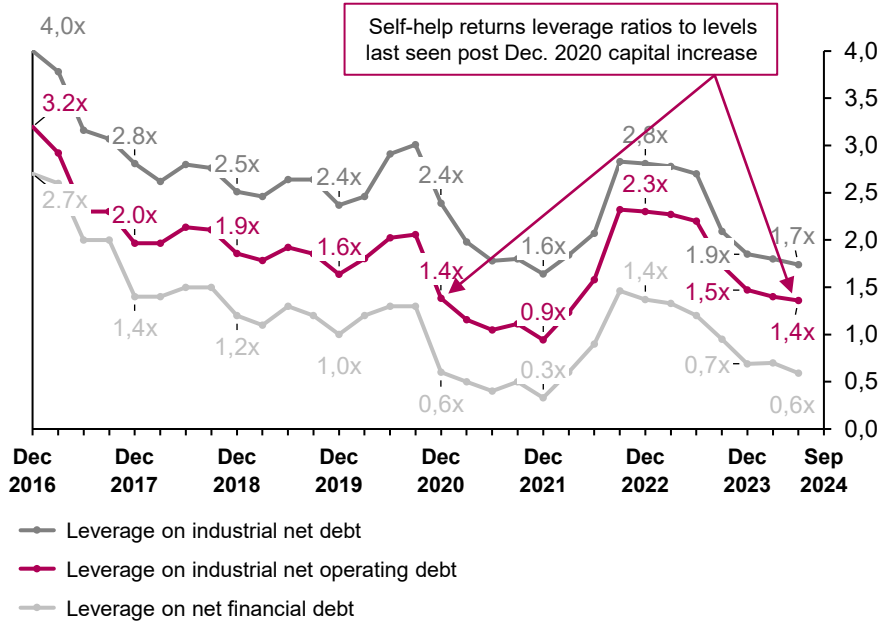
- 1 Strong FCF supports further deleveraging
- 2 **Leverage ratios** improved by 0.1x sequentially across all metrics despite sequentially higher net pension liabilities resulting from lower discount rates

1. Leverage based on LTM adj. EBITDA of €1,879m (Jun. 2024: €1,871m)

Leverage Development and Maturity Profile

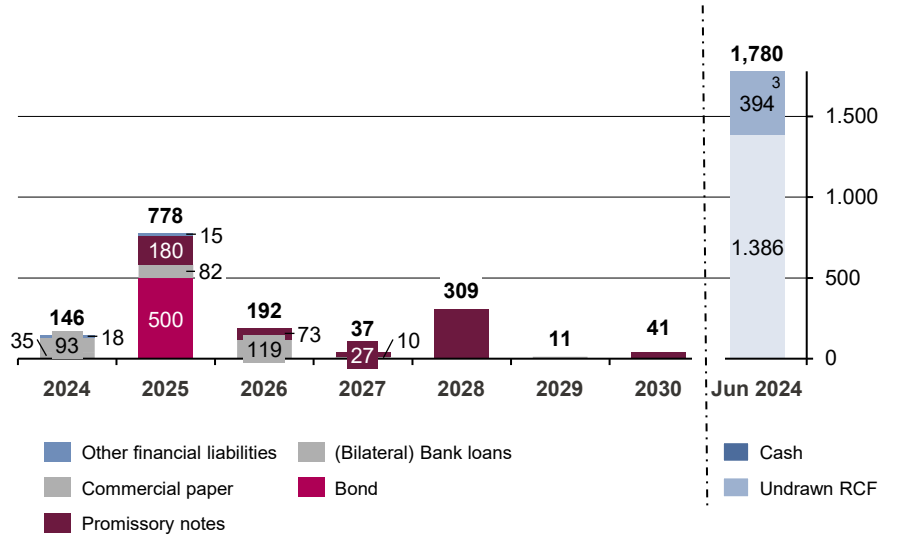
Leverage ratios improved further in Q3 2024

Leverage development^{1,2}



Maturity profile and free liquidity

as at 30 September 2024 (in €m)



1. Leverage ratios before Dec 2017 were not restated for IFRS 15 and IFRS 16 2. Leverage based on adj. LTM EBITDA 3. Total cash and cash equivalents amount to €396m

Credit Ratings and Refinancing Tools

Refinancing tools

Debt Issuance Program (EMTN)

Program size €3bn

Bonds issued under the Debt Issuance Program

Volume €500m

Issue Date Sep 2020

Maturity Date Sep 2025

Coupon 1.625%

Commercial Paper Program

Program size €750m

ESG-linked revolving credit facility (maturity Q4 2027)

Size ~€1.4bn

Corporate credit ratings

Agency	Rating	Outlook	Last Update
Fitch Ratings (long-term)	BBB	Stable	14 May 2024
Fitch Ratings (short-term)	F2		14 May 2024
Standard & Poor's	BBB-	Negative	01 Feb 2024

ESG-linked RCF details

Bonus-malus interest rate adjustment

- **+/- 2.5 basis points** interest rate adjustment based on **ESG performance**
- **First** testing in 2023 (based on KION Group Sustainability Report 2022)

Three performance criteria

- **Lost Time Injury Frequency Rate**
- **Share of electrified trucks**
- **Greenhouse gas emissions**

Financial Calendar

Date	Event
07 November 2024	KION @ Bernstein European Sustainability Conference, virtual
12 November 2024	KION @ HSBC Roadshow, Milan, Italy
12 November 2024	KION @ Baader Helvea Roadshow, Dublin, Ireland
14 November 2024	KION @ HSBC Luxembourg Day, Luxembourg
26 November 2024	KION @ KeplerCheuvreux One-Stop-Shop Amsterdam, Netherlands
26-27 November 2024	KION @ Deutsches Eigenkapitalforum, Frankfurt, Germany
26 November 2024	KION @ KeplerCheuvreux CEO/CFO Virtual Tour, virtual
28 November 2024	KION @ Bernstein The Premium Review, Paris, France
03 December 2024	KION @ Berenberg European Conference Pennyhill, London, UK
03 December 2024	KION @ UBS Global Industrials & Transportation Conference, Palm Beach (FL), United States
11 December 2024	KION @ Bank of America Christmall Calls, virtual
13-14 January 2025	KION @ Commerzbank/ODDO BHF German Investment Seminar, NYC, United States
22-23 January 2025	KION @ UniCredit/KeplerCheuvreux German Corporate Conference, Frankfurt, Germany
27 February 2025	Publication of 2024 annual report with press conference and analyst call

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G R O U P