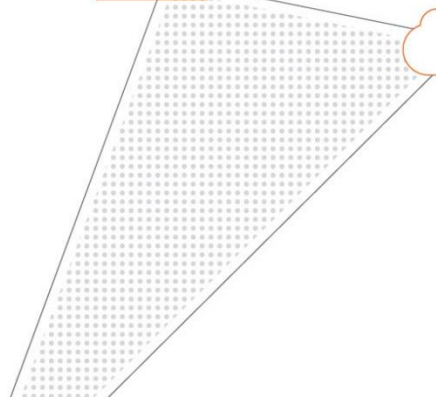


**KUKA**



# KUKA Aktiengesellschaft

Financial Results 2015  
22 March 2016





2015<sup>1</sup> – the best year in KUKA's corporate history

**€2.8 bn**

Order received (27.4%)  
Without Swisslog +2.6%

**6.6% EBIT margin<sup>2</sup>**

6.8% in 2014  
Without Swisslog 7.7%  
In 2015



**€2.97 bn**

Sales revenues (+41.5%)  
Without Swisslog +11.9%

**€86.3 million**

Earnings after taxes (+26.7%)



**€95.7 million free cash flow**

€89.8 million<sup>3</sup> in 2014



1) Including Swisslog as of Q1/15    2) Before Swisslog purchase price allocation    3) Excluding acquisitions



## Operational highlights 2015



Major orders



Internet of things  
Appearance at Hannover Messe and expansion of R&D in Austin/USA



KR Cybertech



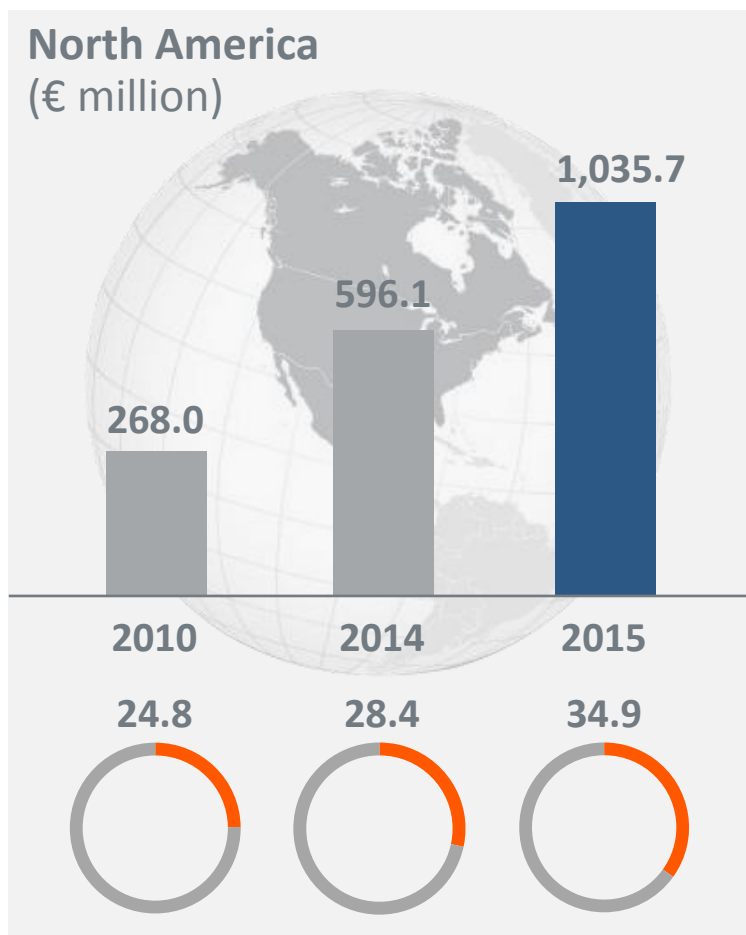
German Business Innovation Award



Daimler Supplier Award  
Ford Excellence Award



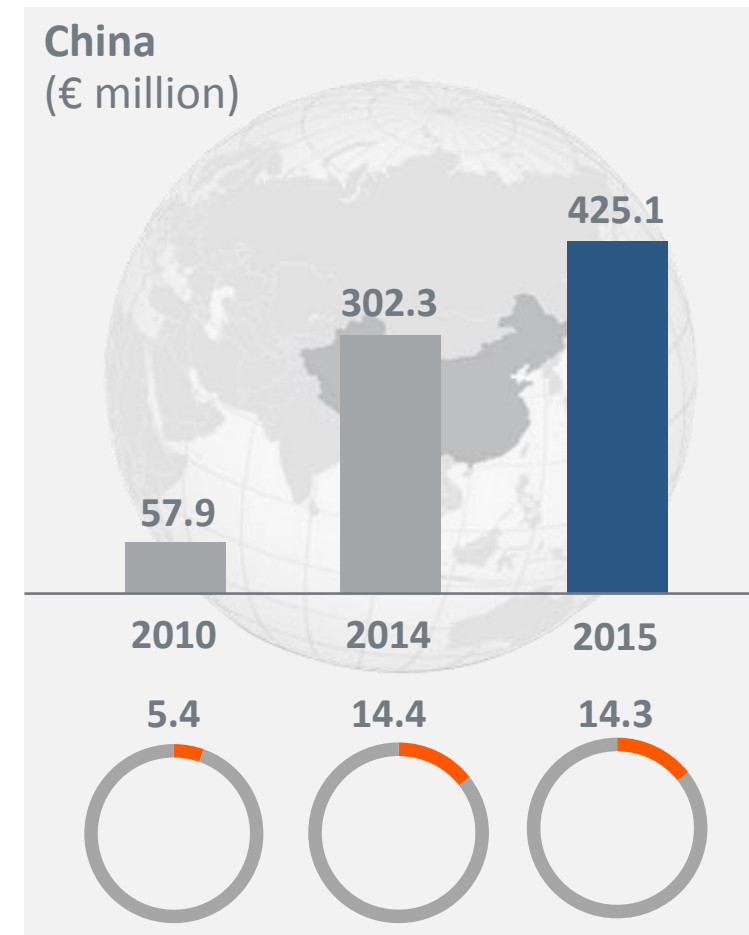
## Sales revenues 2015 – almost 50% from China and North America



### Growth drivers of automation

- **North America:**  
Low energy costs, new technologies and Internet of things
- **China:**  
High wage increases, growing customer demands for quality and industrial strategy

**Share in % of total sales revenues**





## Outlook 2016: Operational focus



**Profitable growth continues**

## Outlook 2016: KUKA invests in digitization and Internet of things

Expansion of global R&D sites

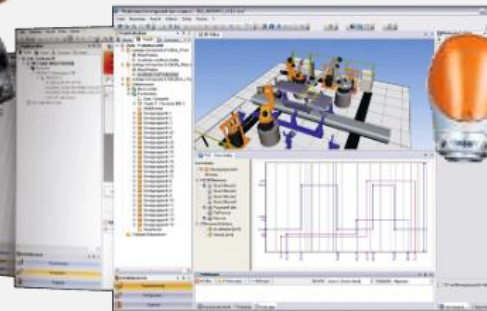
Increase of R&D personnel

Cooperative ventures

New products and services



**KUKA invests in the digitization of robot-based automation**





## Outlook 2016: Customer segments

**General Industry**

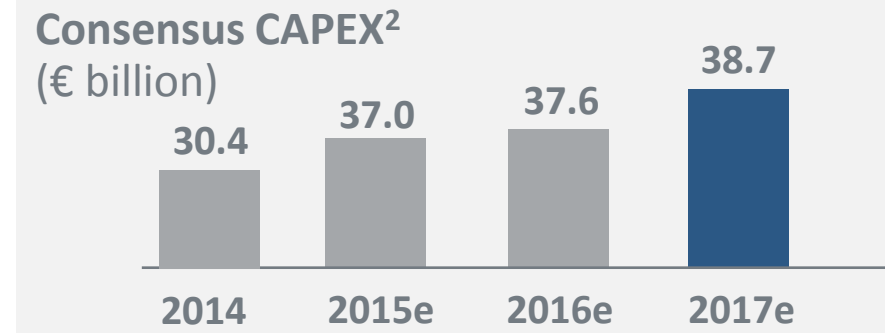
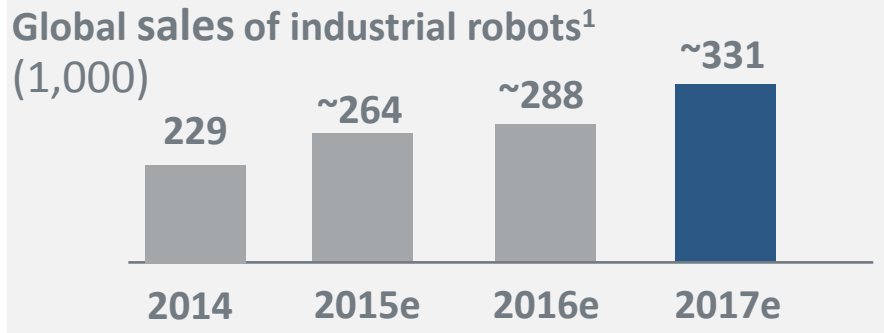
Share in revenues 2015  
**~50%**

Growth in revenues 2016  
**5-10%**

**Automotive**

Share in revenues 2015  
**~50%**

Growth in revenues 2016  
**0-5%**



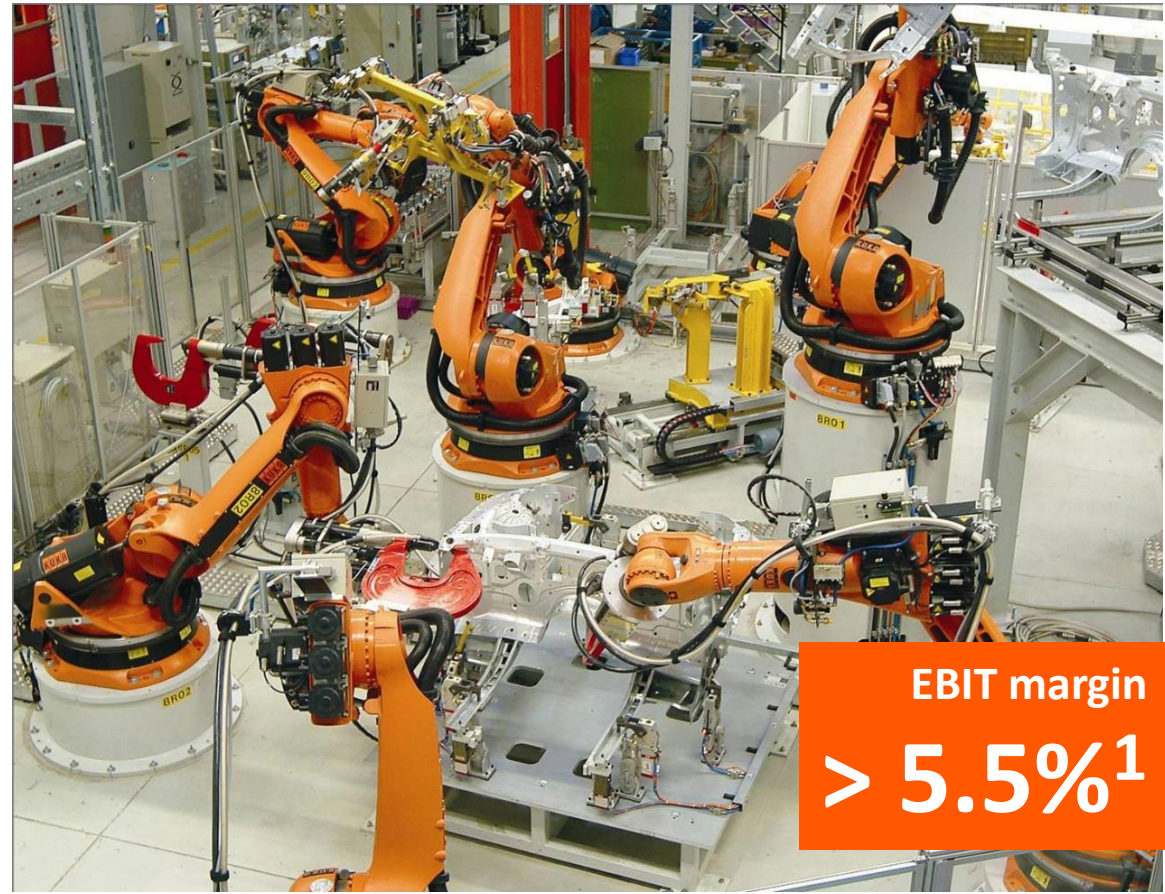
1) IFR World Robotics      2) From Bloomberg including Ford, VW, BMW and Daimler



## Outlook 2016: KUKA Group



Sales revenues  
**> €3.0 billion**



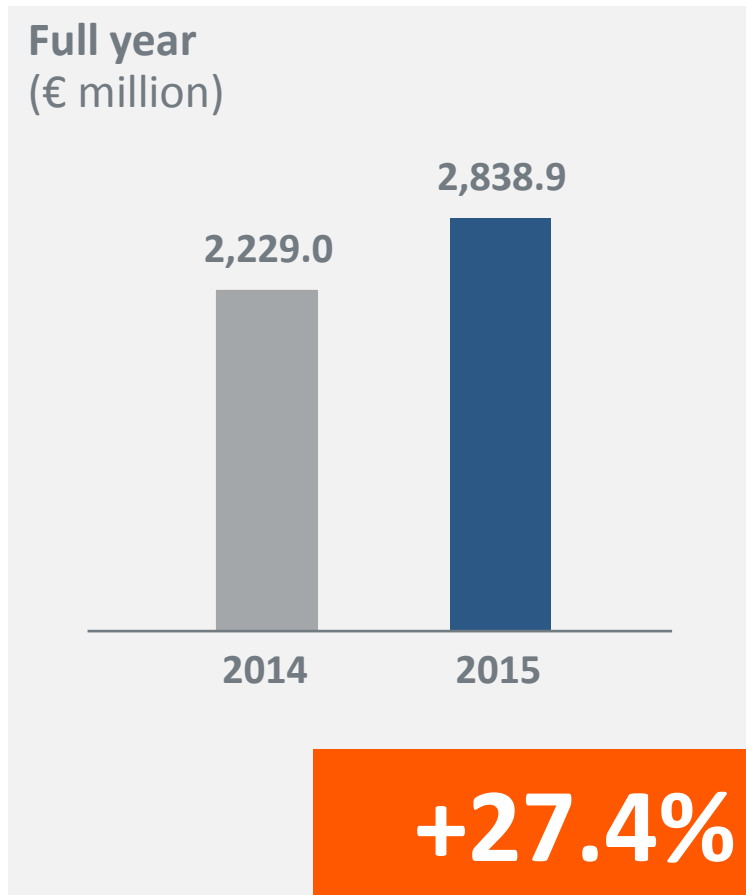
EBIT margin  
**> 5.5%<sup>1</sup>**

1) Before Swisslog purchase price allocation

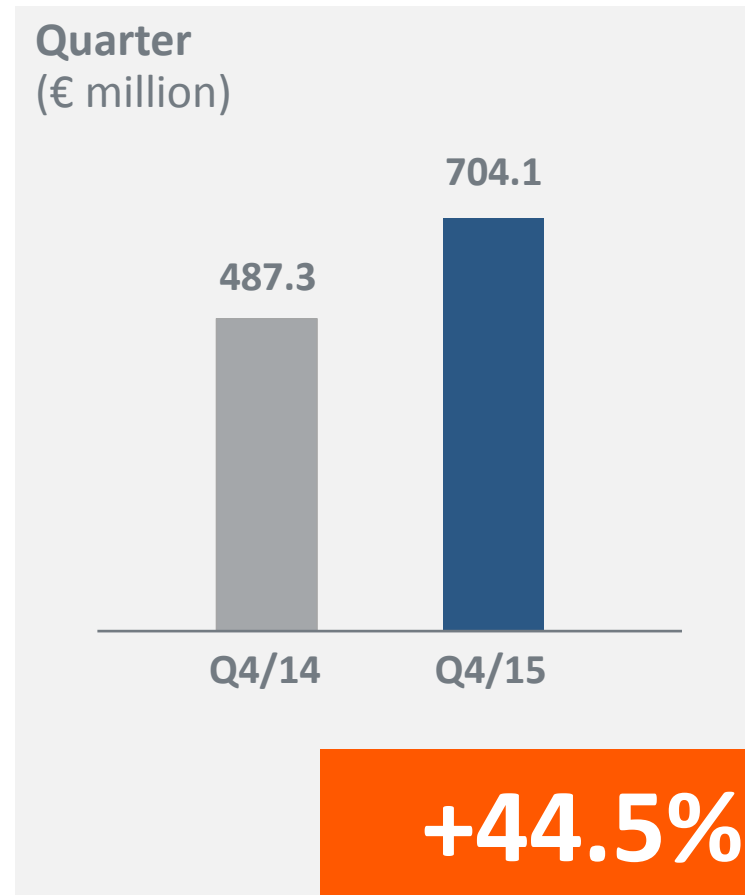




## Group: orders received<sup>1</sup>



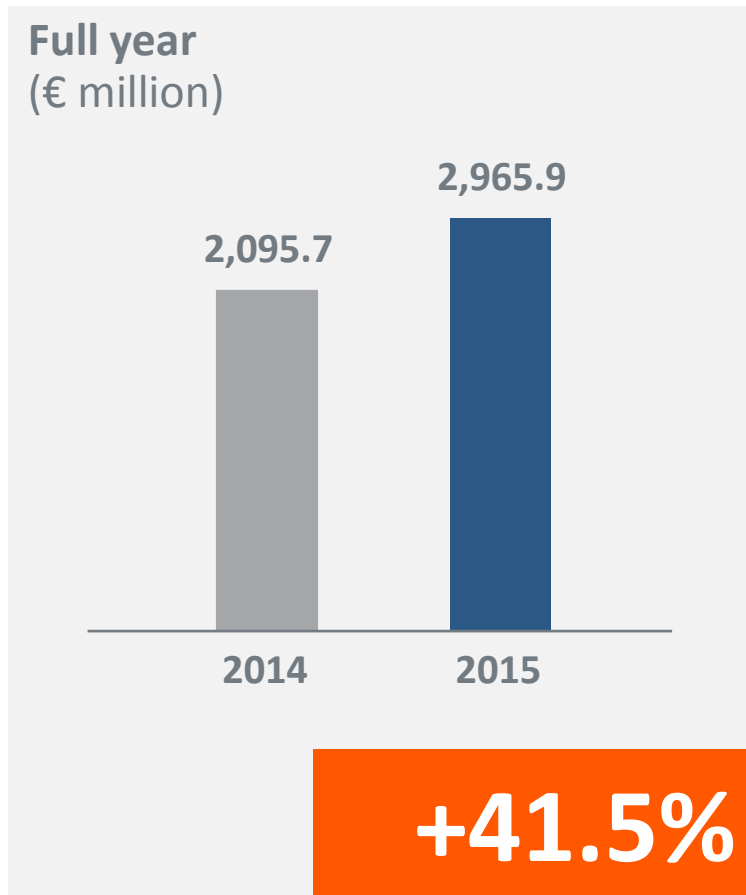
1) Incl. Swisslog as of Q1/15



- New record for orders received
- Growth in orders received without Swisslog
  - +5.3% (Q4/15) and +2.6% (2015)
- General Industry growth at Robotics at least 10% in every quarter of 2015



## Group: sales revenues<sup>1</sup>



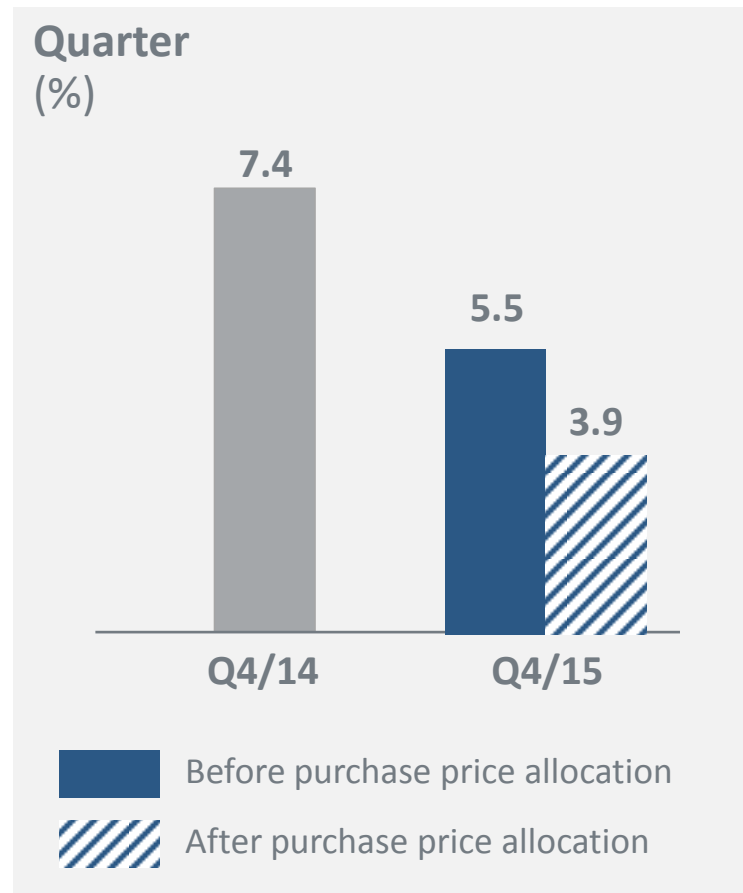
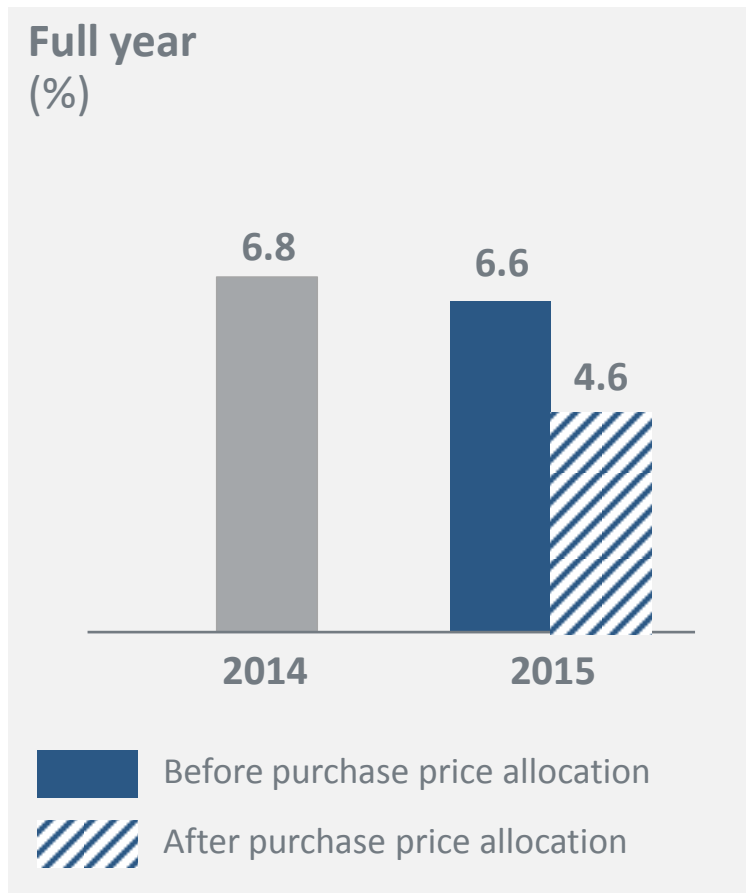
1) Incl. Swisslog as of Q1/15



- Guidance 2015 fulfilled: € 2.9 bn
- KUKA achieves a new record in sales revenues
- Growth in sales revenues without Swisslog
  - +4.5% (Q4/15) and +11.9% (2015)
- Revenues of Robotics FY15: share of General Industry > share of Automotive for the first time



## Group: EBIT margin<sup>1</sup>



- Guidance 2015 fulfilled: 6.5-7.0% before purchase price allocation and incl. book gains
- Integration costs of €8 million for Swisslog in 2015 taken into account
- KUKA reported book profits in the low double-digit million euro range from the sale of HLS and the Tools and Dies business unit

1) Incl. Swisslog as of Q1/15 and the positive one-off effect from the sale of HLS Group and the Tools and Dies business unit in 2015



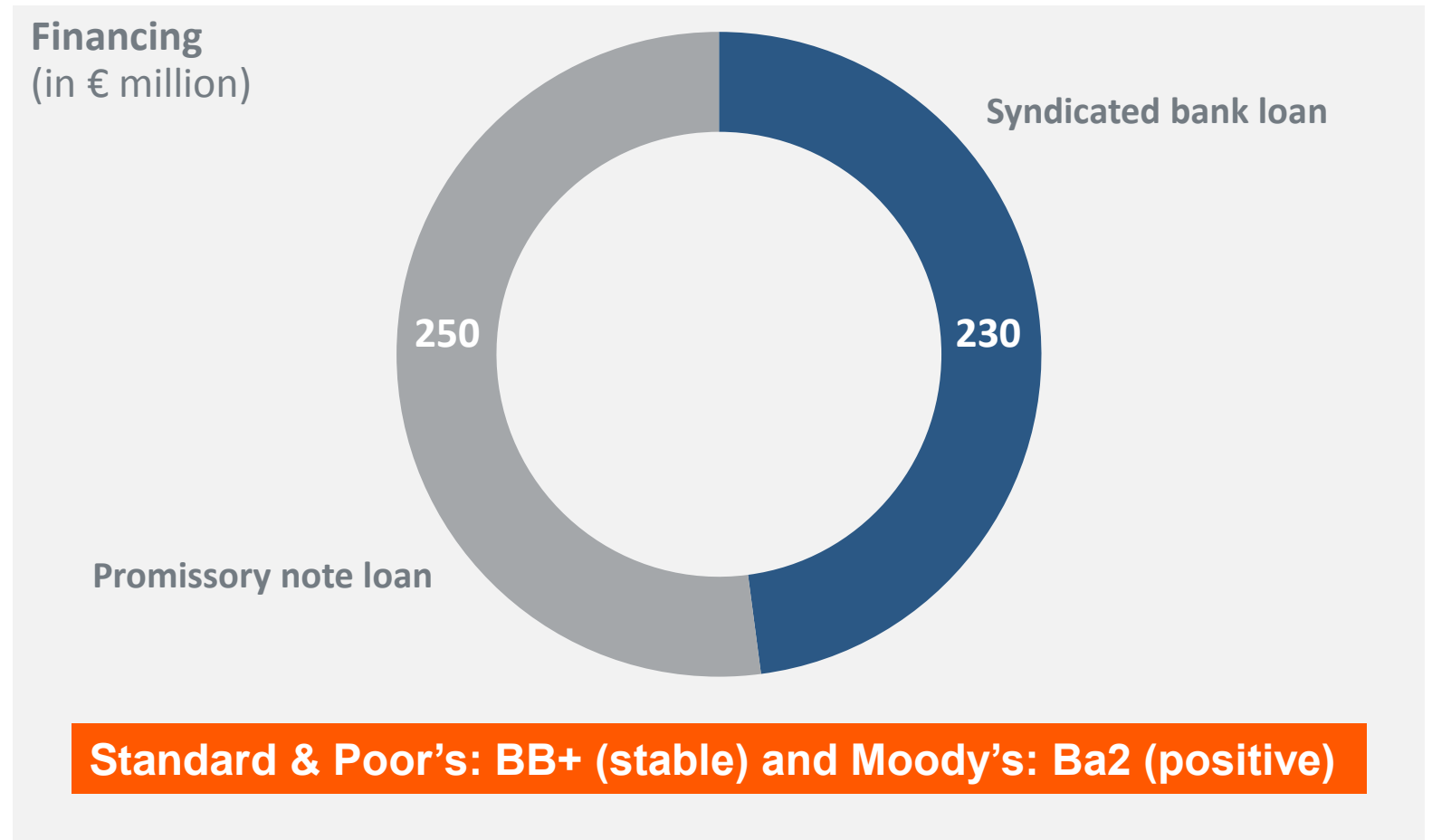
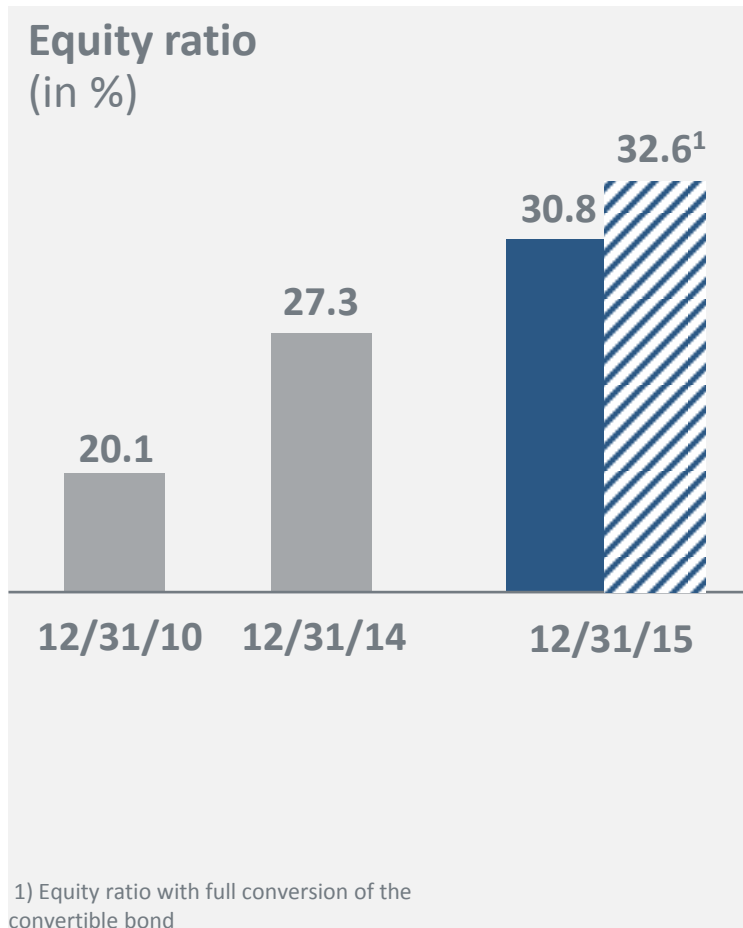
## Group: key figures<sup>1</sup> for Q4/15 and FY15

(€ million)	Q4/14	Q4/15	Delta (%)	FY14	FY15	Delta (%)
<b>Sales revenues</b>	587.8	766.5	30.4	2,095.7	2,965.9	41.5
<b>Gross operating result</b>	155.2	180.4	16.2	520.2	698.0	34.2
in % of sales revenues	26.4	23.5	-	24.8	23.5	-
<b>EBITDA</b>	56.1	59.8	6.6	185.3	259.1	39.8
in % of sales revenues	9.5	7.8	-	8.8	8.7	-
<b>Earnings before interest and taxes (EBIT)</b>	43.7	29.7	-32.0	141.8	135.6	-4.4
in % of sales revenues	7.4	3.9	-	6.8	4.6	-
<b>Earnings after taxes</b>	23.0	22.9	-0.4	68.1	86.3	26.7
<b>Capital expenditure</b>	47.4	39.3	-17.7	94.3	107.0	13.5
<b>Equity ratio (in %)</b>	-	-	-	27.3	30.8	-
<b>Net liquidity (Dec. 31)</b>	-	-	-	32.6	199.9	>100
<b>Employees (Dec. 31)</b>	-	-	-	12,102	12,300	1.6
<b>Cash earnings</b>	43.7	59.3	35.7	181.3	260.8	43.8
<b>Cash flow from current business operations</b>	61.3	134.6	>100	184.7	169.2	-8.4
<b>Free cash flow</b>	-270.0	88.5	>100	-172.2	95.7	>100

1) Incl. Swisslog as of Q1/15

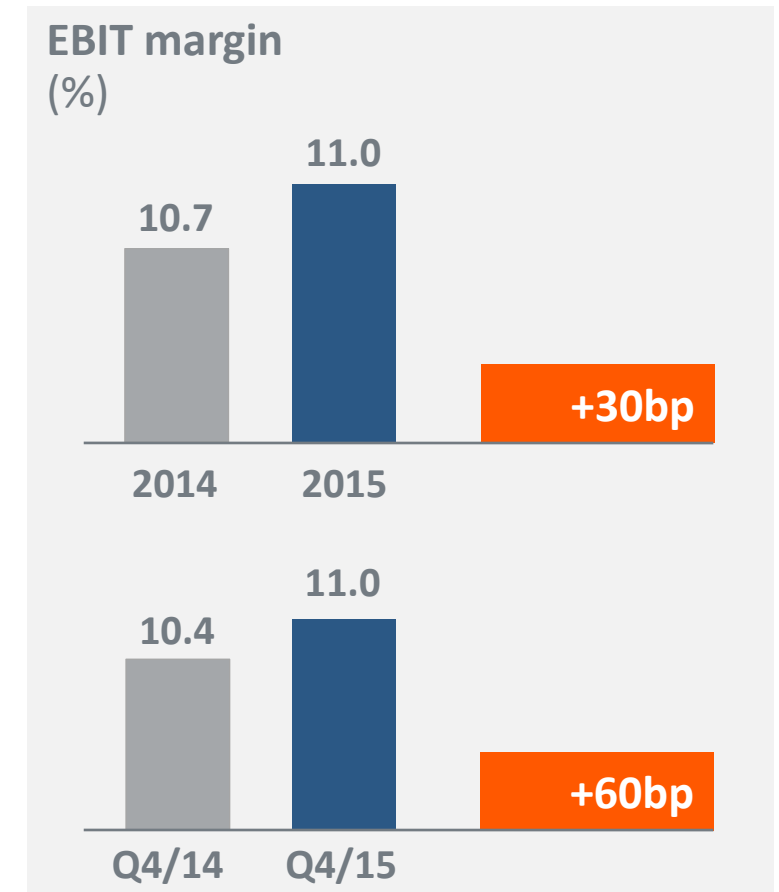
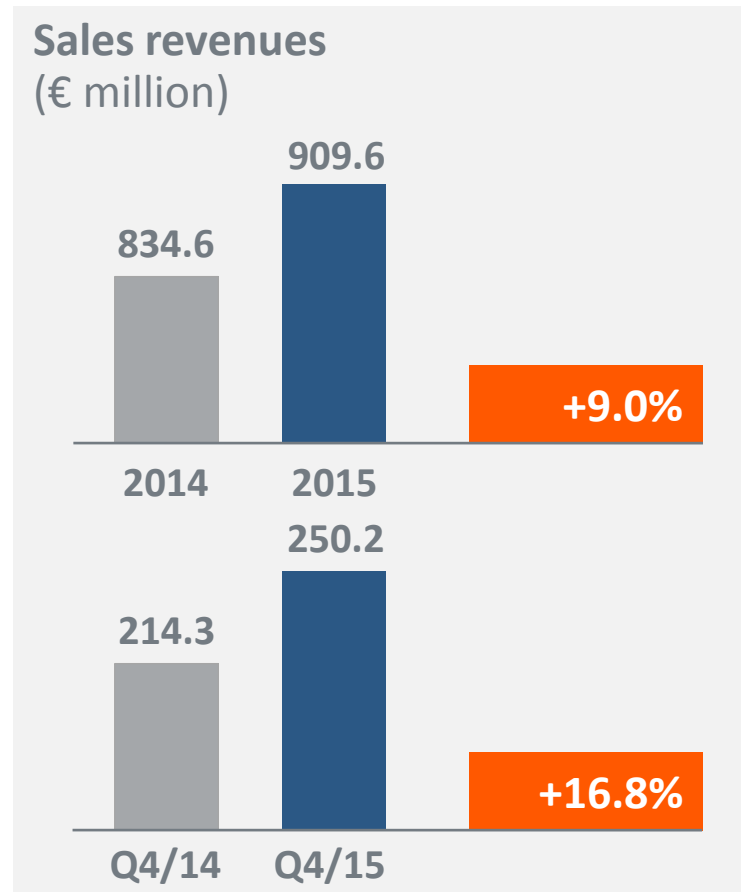
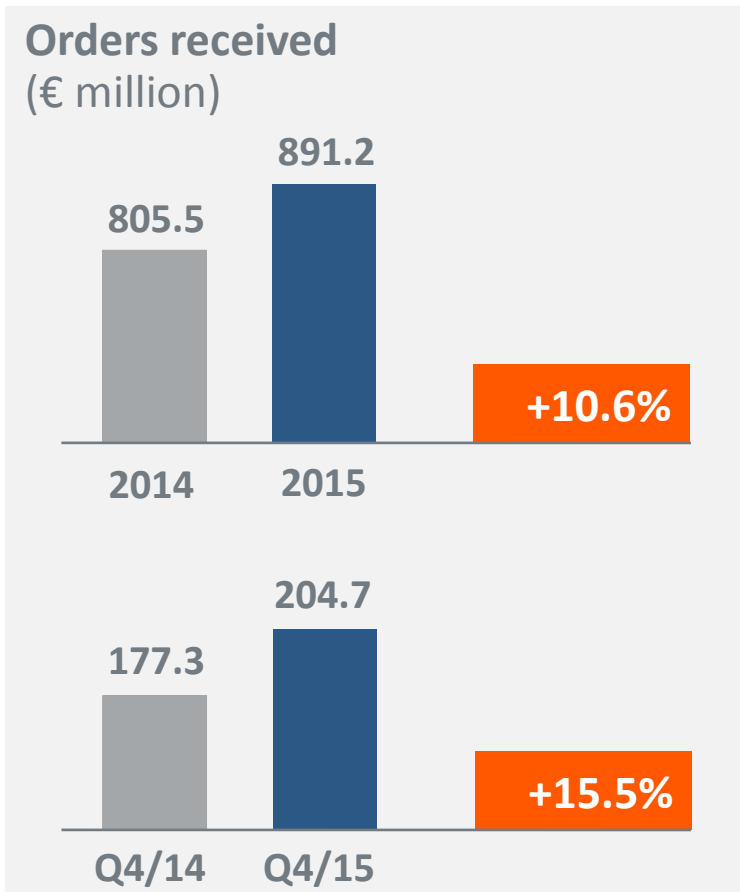


## Equity ratio increased and long-term financing assured



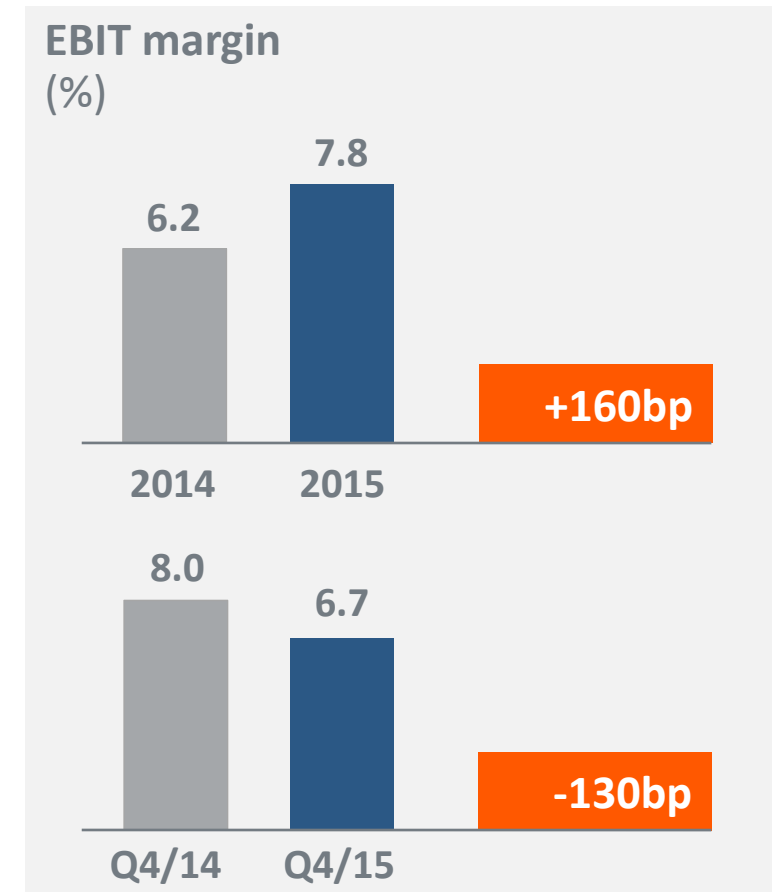
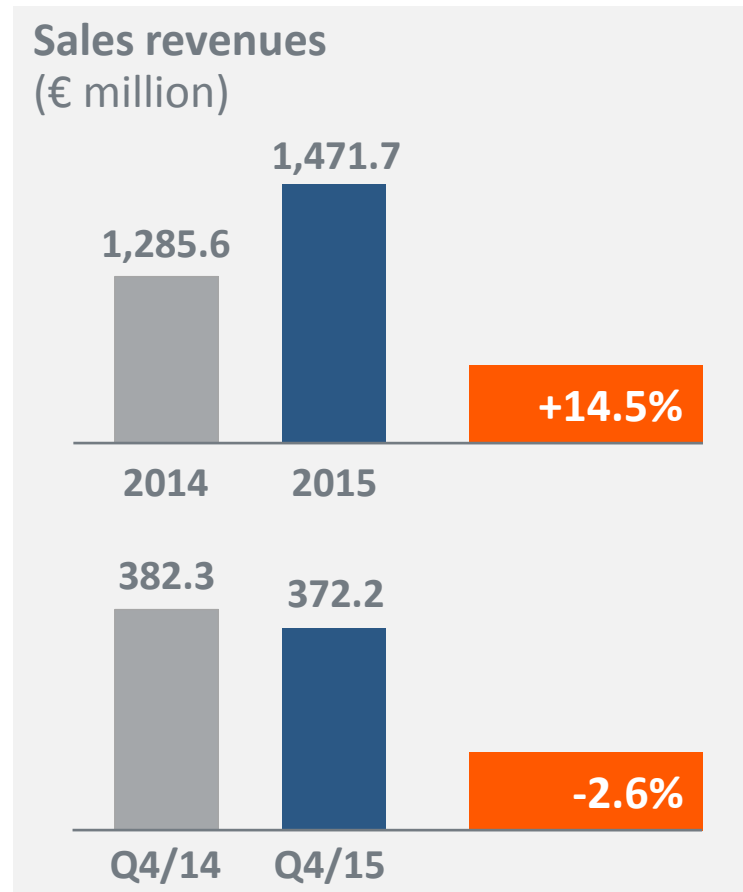
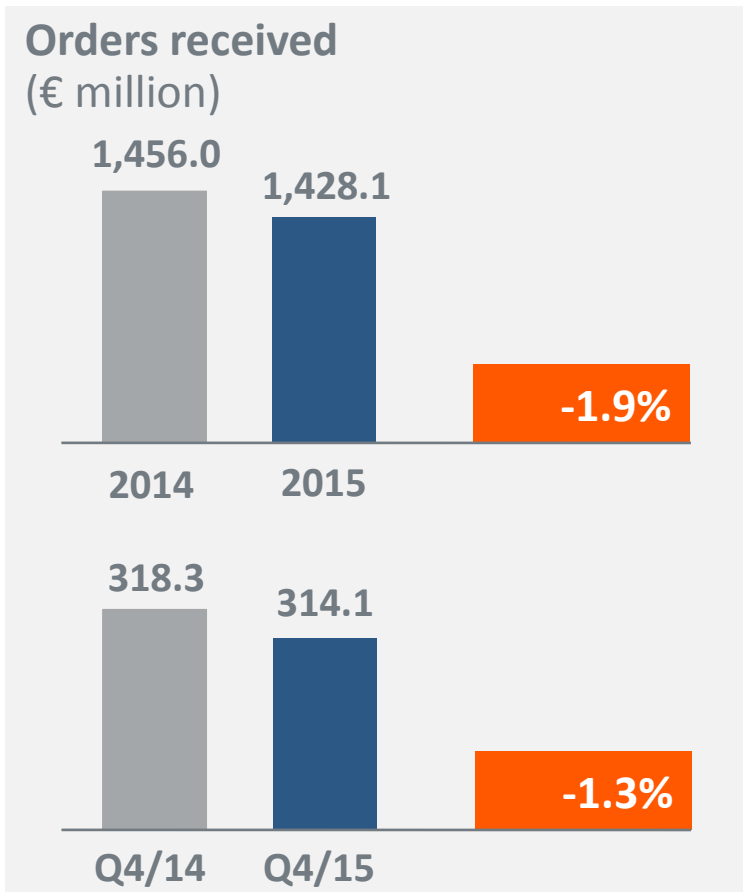


## Robotics: key figures Q4/15 and FY15



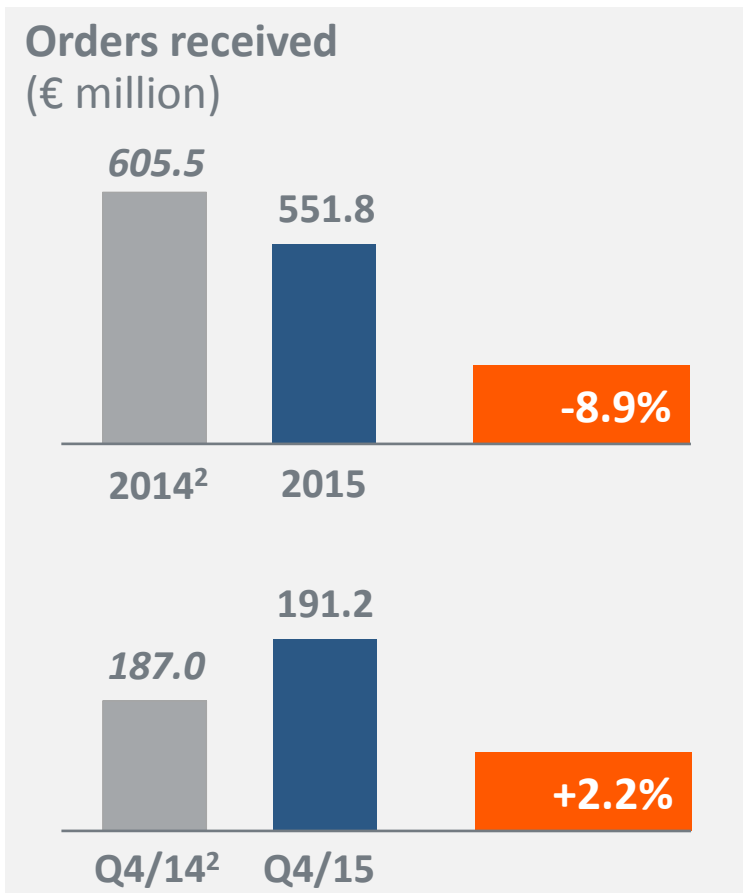


## Systems: key figures Q4/15 and FY15

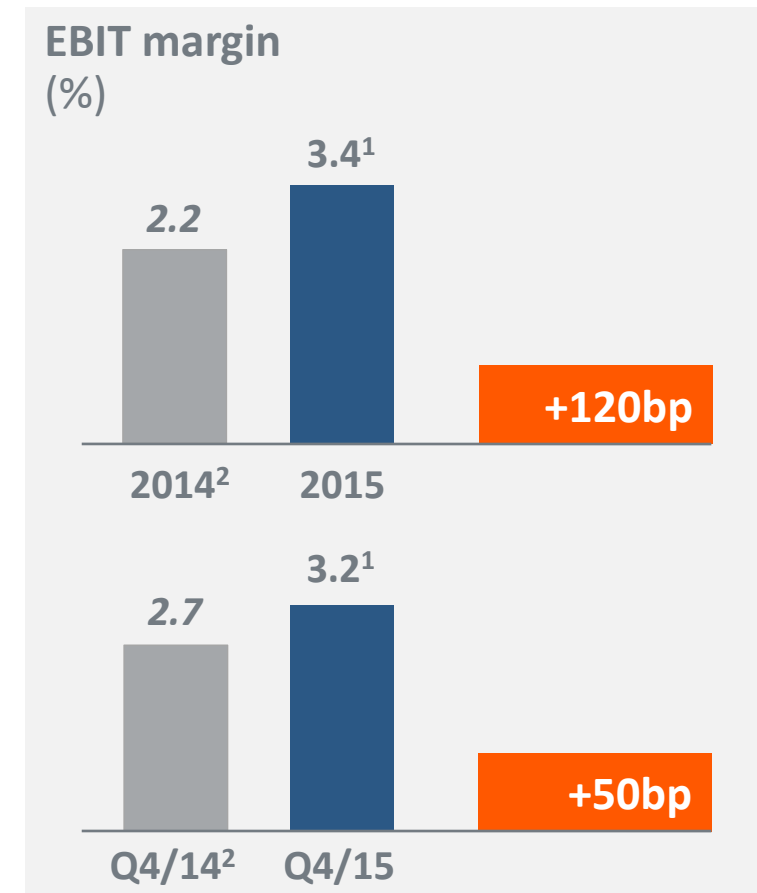
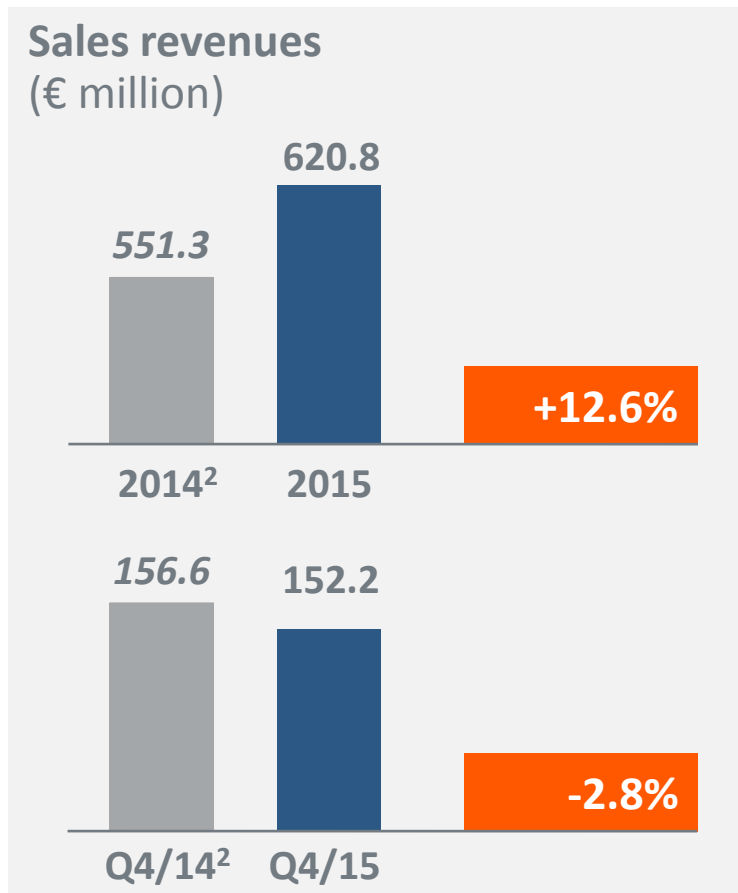




## Swisslog: key figures Q4/15 and FY15



1) Before purchase price allocation and before integration costs    2) Pro forma







## Disclaimer

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## IAS 23 R – EBIT reconciliation

(€ million)	Q1/15	Q2/15	Q3/15	Q4/15
<b>Operating result</b>	27.4	39.5	36.9	29.2
<b>Reconciliation to earnings before interest and taxes (EBIT)</b>				
Finance costs included in cost of goods sold	0.7	0.8	0.6	0.5
<b>Earnings before interest and taxes (EBIT)</b>	28.1	40.3	37.5	29.7