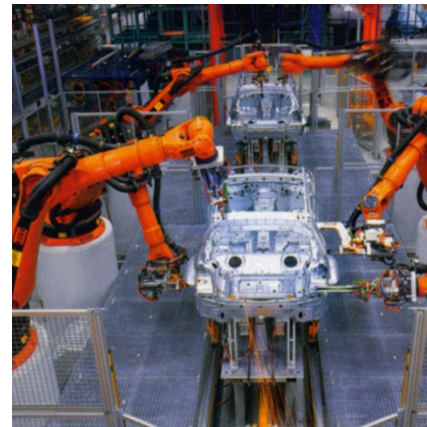


**9th German Corporate Conference
Cheuvreux**

January 19, 2010


Dr. Till Reuter (CEO)



KUKA Group: global market leader with more than 110 years of experience


KUKA

Robot-automated plants




A photograph showing a car body on an assembly line with several orange KUKA robotic arms positioned around it.

Robot cells



A photograph of a KUKA robotic cell in a factory setting, surrounded by yellow pallets and industrial equipment.

Robots incl. applications











A photograph of a KUKA robotic arm working on a production line, with yellow pallets in the foreground.

Automotive

General Industry



Leading position in robot based automation

Systems				Robotics			Internal/ external
							
BIW	Aero	Solar	Others	Automotive	General industry	Service	Advanced robotics

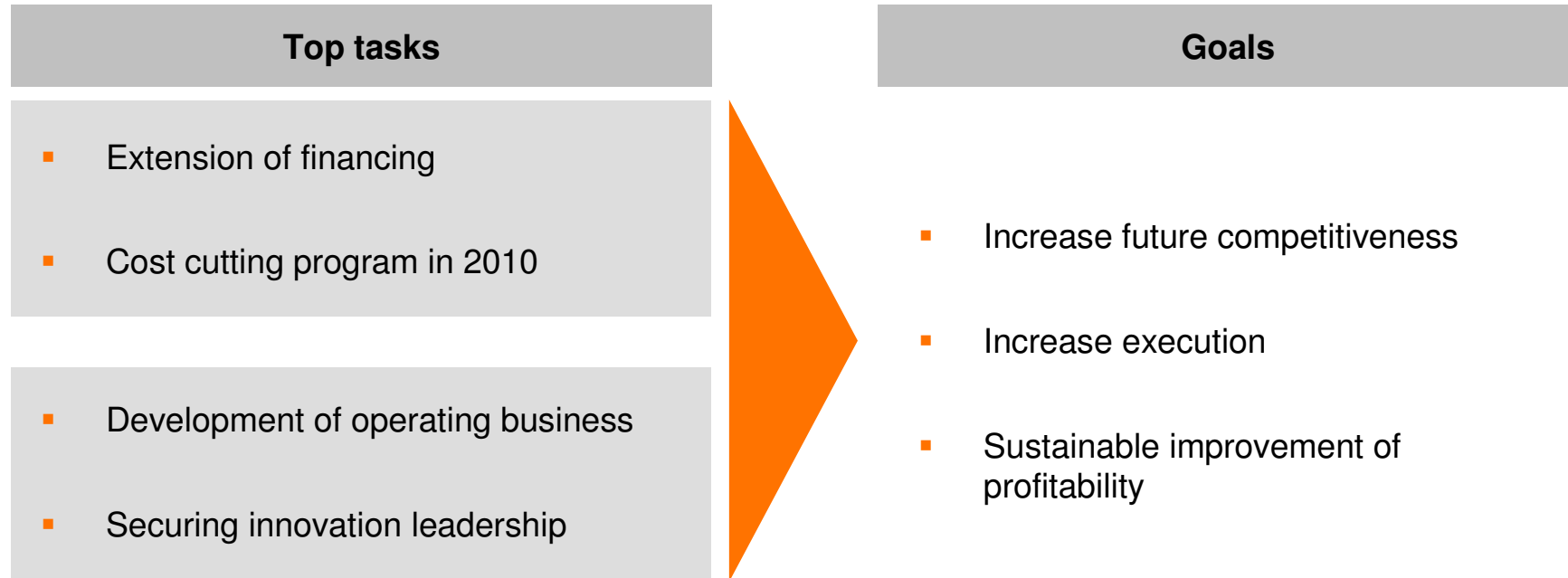
- Worldwide deliverability
- #1 in Body in white: worldwide, USA and Europe
- Long term experience in plant engineering
- Leverage in General Industry
- Business activities: automotive, aero, solar etc.

- Worldwide deliverability
- #1 in automotive: Europe
- Strong market share increase in 2009: worldwide, USA and Europe
- Secured service business
- Business activities: automotive, plastics, food, metal, medical, machinery/ equipment etc.

- Update in March



Management focus: cost cutting and business development



Cost-cutting program 2009: execution in accordance with plan

Level	Description	Impact on EBIT	Savings 9M/09
1	<ul style="list-style-type: none"> Reduce temporary workers ✓ Reduce vacations and overtime ✓ Optimize consulting, marketing, R&D, purchasing, group, other ✓ 	<ul style="list-style-type: none"> about € 40 million 	€ 45 million
2	<p>Reduce personnel costs by 10% ✓</p> <ul style="list-style-type: none"> Short time work at Robotics and AG ✓ Short time work at Systems ✓ 10% pay cut ✓ Postponed wage increases ✓ Postponed vacation bonuses ✓ 	<ul style="list-style-type: none"> > + € 30 million 	
3	<ul style="list-style-type: none"> Selective employee reduction in Germany ✓ Forced redundancies incl. nationwide social plans Restructuring in France, Italy and Hungary ✓ 		

✓ Implemented or in progress



Cost-cutting program 2010

AG/ shared services

- Efficient structures and processes

Robotics

- Purchasing
- Design to cost
- Strong link between product management and R&D

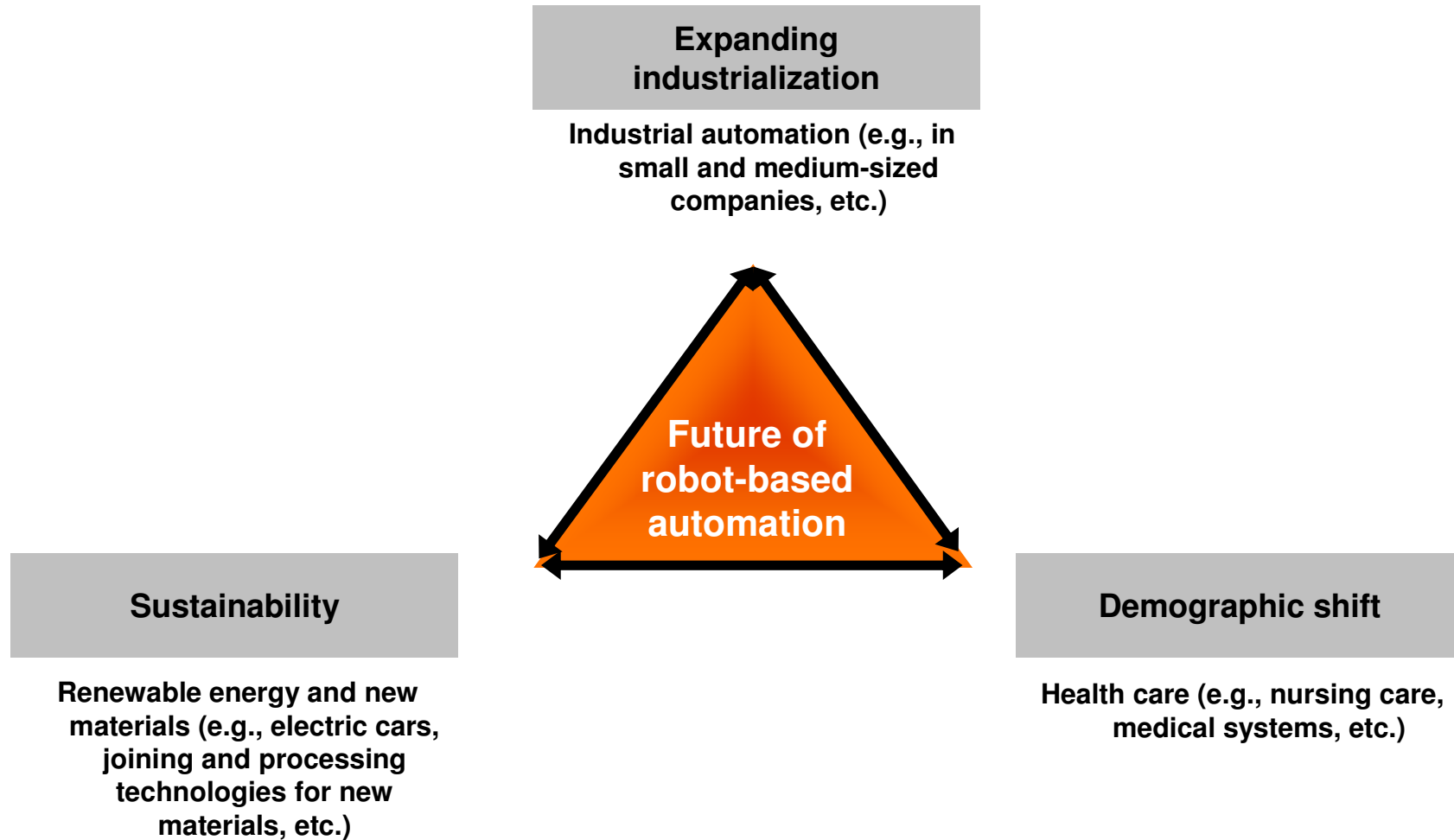
Systems

- Purchasing
- Efficient structures and processes
- Low cost country sourcing

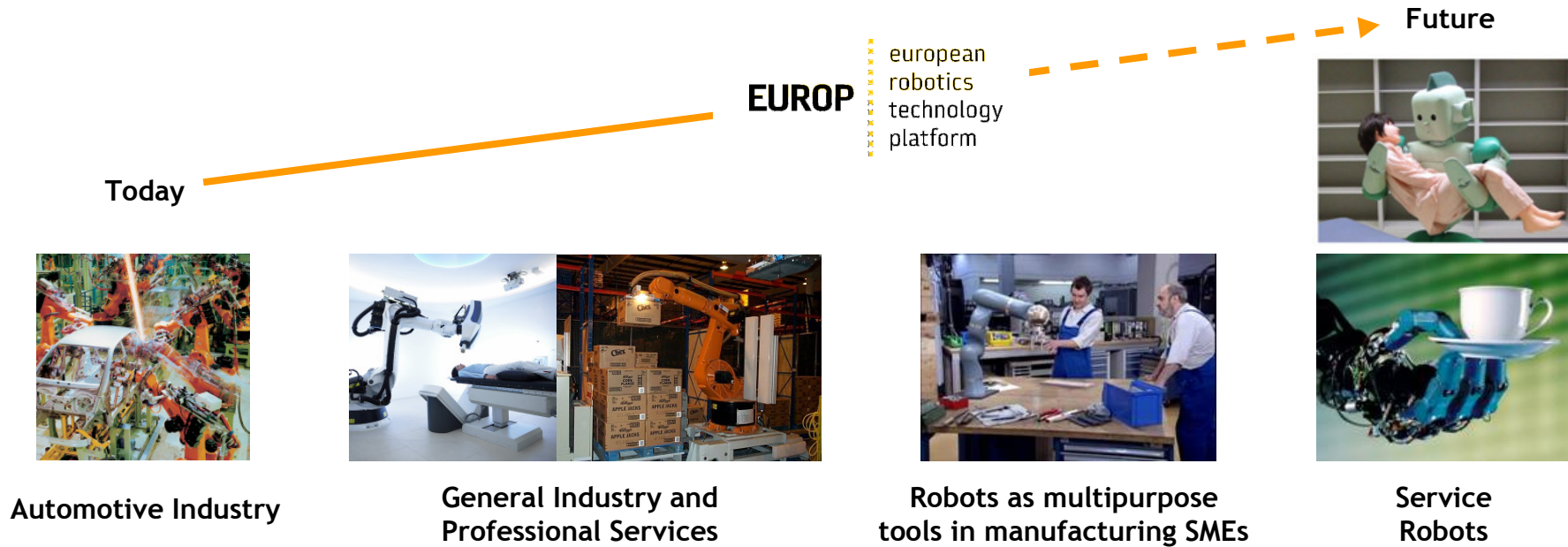
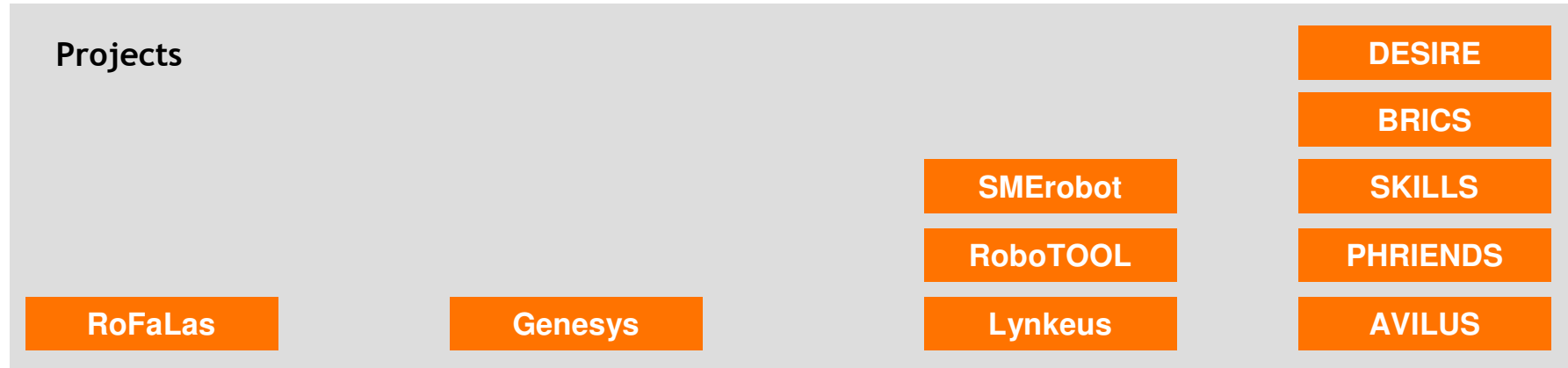
Further details will be announced in March



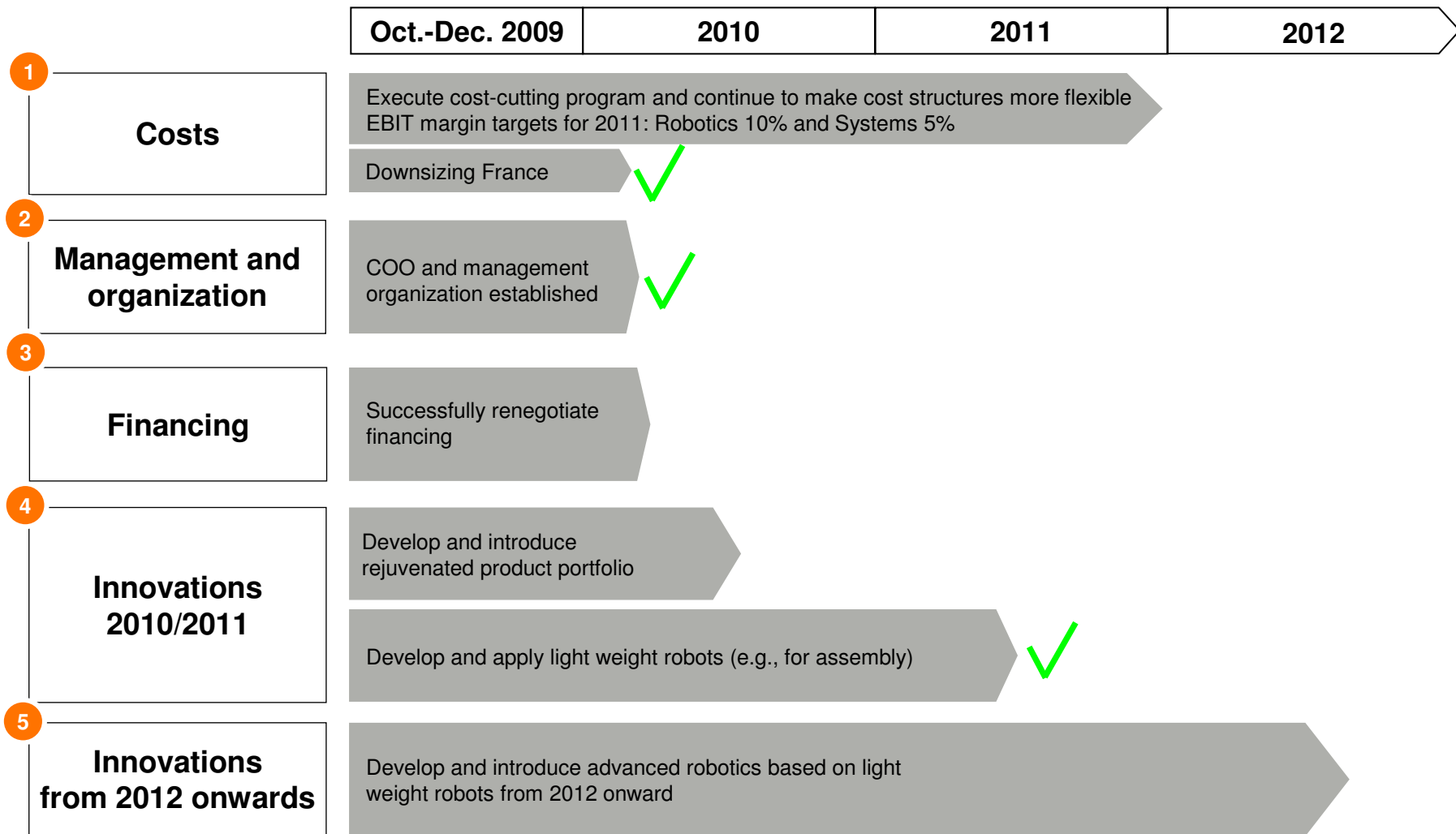
Megatrends for robot-based automation



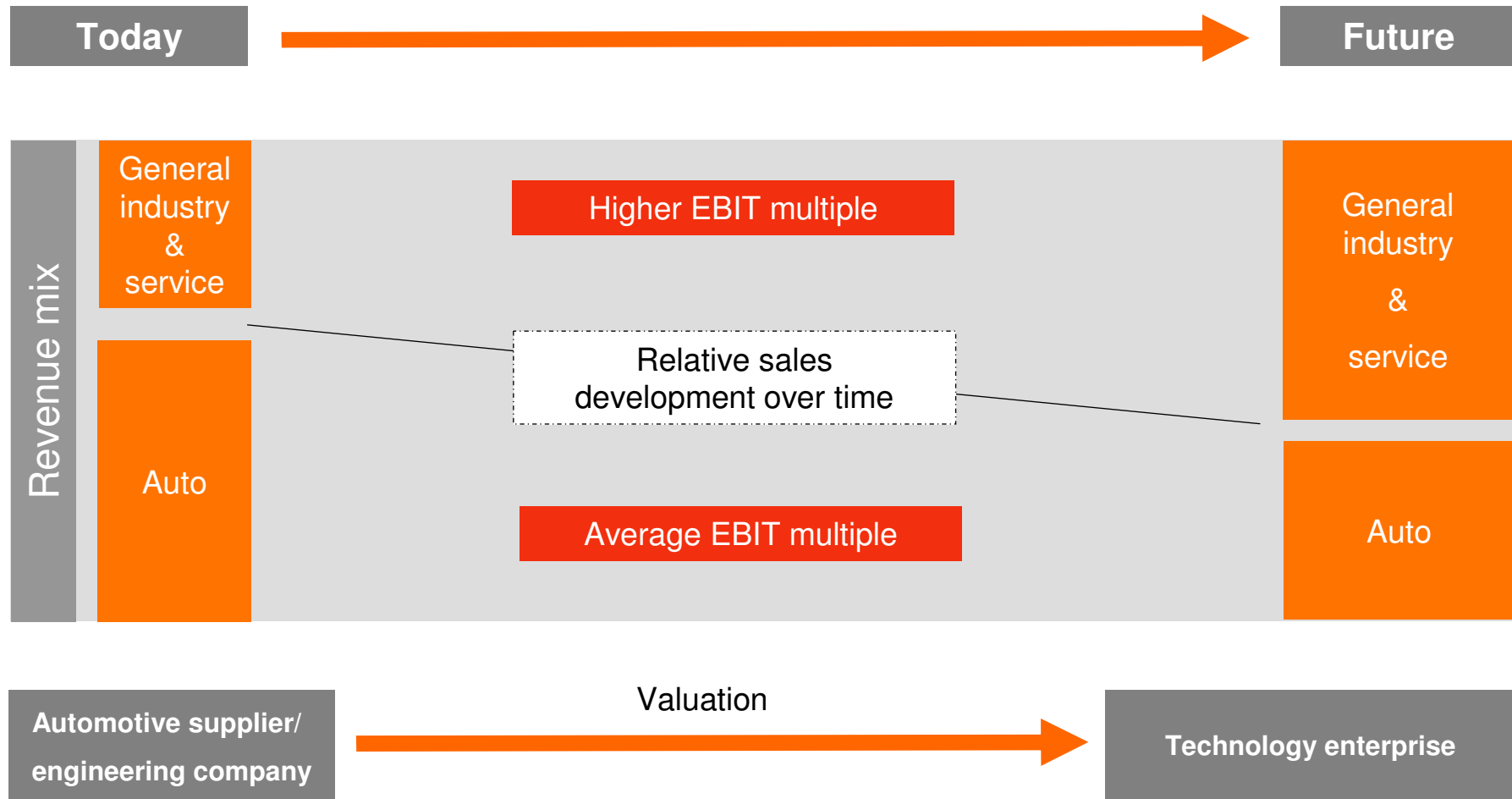
Innovation leader due to close co-operation with research institutions



Road map: cut costs and increase sales



Positioning KUKA for fast turnaround



2009 Outlook

- Operating profit (EBIT) before extraordinary restructuring expenses: € -10 to -15 Mio.
- Extraordinary restructuring expenses: > € 25 Mio.
- Free cash flow: € -40 to -50 Mio.



Disclaimer

This presentation contains forward-looking statements based on assumptions and estimates made by the management of KUKA Aktiengesellschaft. Although management is of the opinion that these assumptions and estimates are accurate, future actual developments and future actual results could deviate significantly from these assumptions and estimates due to a variety of different factors.

Some of these factors could, for example, include a change in the overall economic climate, exchange rates and interest rates, as well as changed conditions in the markets themselves. KUKA Aktiengesellschaft makes no guarantees that future developments and actual future results will align with the assumptions and estimates contained in this presentation, nor does it accept any liability for same.

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