# KUKA

Geopolitische Risiken im Maschinenbau

 Einschätzungen aus Sicht des VDMA und aus der Praxis der KUKA AG
 RMA RMC\_08.05.2023









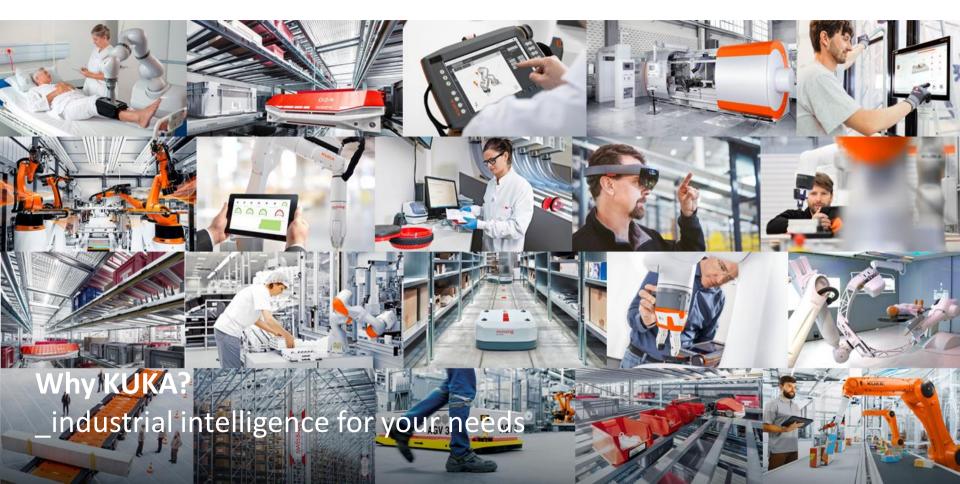




























2022/Release of the detailed full year figures only by Apr 28th, 2023

Why KUKA? the numbers speak for us







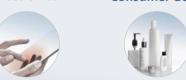
# Connecting industries, applications & technology makes us different

# **Industry Know How**

Automotive/Tier1 E-Commerce/Retail



**Electronics** 



Metal, Plastic



Medical

**Consumer Goods** 

### **Application & Process Know How**

#### Welding



**Assembly** 



**Intralogistics** 



**Battery** 



**Picking** 



**Mobile Manipulation** 



# **Latest Automation Technology**







# **Data Insights**

iiQKA

Easy-to-use



More to come

» Innovate by understanding unmet scalable customer needs

Recognise Values Protect Values Create Values Page: 6



# \_Stakeholder Management CHINA Business

Foster information and communication flow

In order to understand business opportunities and the respective risks we ensure a broad stakeholder management.

#### Information is key:

- KUKA China: JV exchange with Midea
- Customers in local market corporation in Europe
- VDMA and other associations
- Political actors exchange with Bavarian government
- Business intelligence providers



KUKA Risk Management Recognise Values Protect Values Create Values







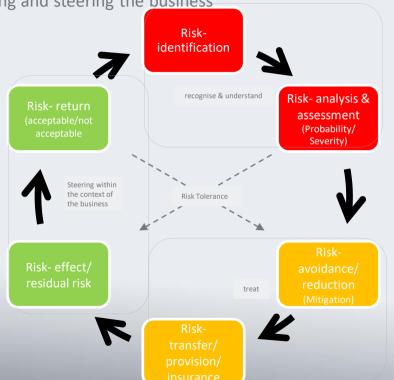
add value for better decision making and steering the business

#### **RM General**

RM displays the effect of uncertainties on objectives

RM supports Management for better decision making

RM protects Enterprise from high volatility on results



#### **CRM for Business**

CRM supports the risk identification & assessment process, e.g. by risk dialogues, tools and trainings

CRM provides transparency over the risk map

CRM provides overview and cross functional communication

Risk Management helps to assess the probability to reach group targets by outlining possible plan deviations caused by risks

KUKA Risk Management Recognise Values Protect Values Create Values



# Risk Management Approach





# Improve decision making and business development through holistic risk analysis



Geopolitical situation as regular topic in strategic risk management review



Identify and analyse all relations with EU – USA – CHINA aspect for existing and planned business



Supply Chain mapping as broad as possible



Evaluate scenarios (worst-, regular and best case)



Qualify and quantify



Set or adapt risk strategy for most exposed cases/areas according to level



Achieve commitment of shareholder and business leaders



Regular review process



IT Enterprise Architecture
Data Management

R&D, IP Management

**Cyber Security** 

**Supply Chain** 

Competence & Talent Management

**Customer and Product Management** 

Legal (Sanctions-Liabilities)

Finance & Insurance

M&A

Brand/Marketing

Communication

...other

UKA Risk Management Recognise Values Protect Values Create Values







# Vielen Dank!

# **KUKA Aktiengesellschaft**

Zugspitzstraße 140 86165 Augsburg / Germany www.kuka.com

