

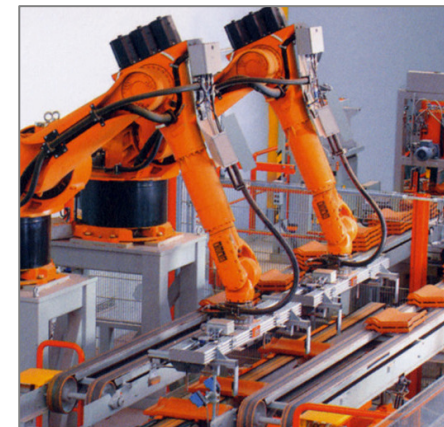
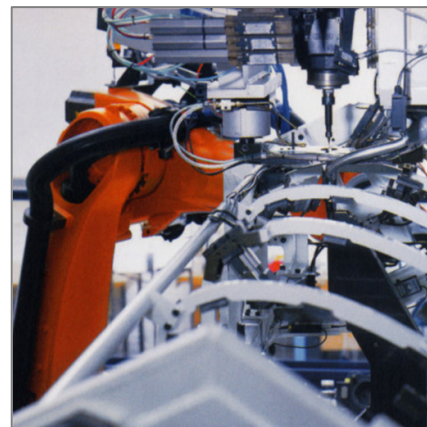
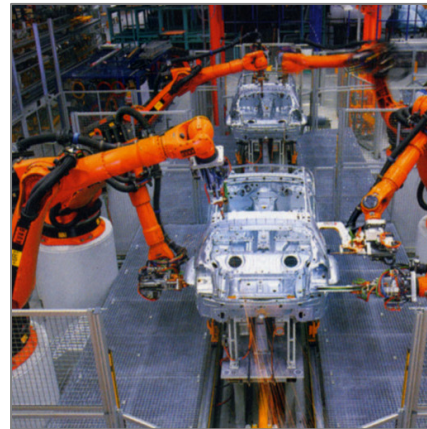
KUKA AG
DVFA Analysts Conference
Frankfurt

Gerhard Wiedemann (CEO)

Dr. Jürgen Koch (CFO)

Bernd Liepert

March 19, 2008



1. Overview and mid-term targets

- Summary financial results 2007
- Dividend and share buyback
- Mid-term targets



2. Financials

- Financial details 2007
- Cost of sales method
- Financial details KTPO



Gerhard Wiedemann

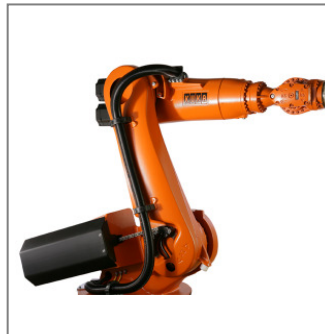


2006 Restructuring

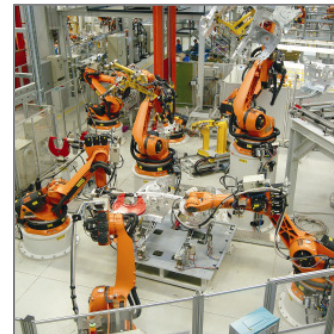
Production Technology	Robotics Technology	Manufacturing Technology	Process Technology	Packaging Technology
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2007 Focusing

Robots incl. applications



Robot cells



Robot automated plants



2008 Profitable growth



(€ million)	2007	2006 ¹	Δ
Order income	1,343.8	1,186.4	13.3%
Sales revenue	1,286.4	1,164.6	10.5%
EBIT	70.4	16.7	321.6%
EBIT margin (in %)	5.5	1.4	4.1%p
Employees	5,732	5,580	2.7%
Net income	117.9	-64.8	-
Equity ratio (in %)	26.3	11.2	15.1%p
Net debt/ net liquidity	163.6	-83.9	-
ROCE (in %)	41.6	8.1	33.5%p

- EBIT more than quadrupled
- Net cash: improvement of € 247.5 million
- Sound balance sheet structure

1) Figures shown on comparable basis without Packaging division.



(€ million)	2007	2006 ¹	Δ
Order income	434.9	382.3	13.8%
Sales revenue	412.9	373.3	10.6%
EBIT	33.6	22.4	50.0%
EBIT margin (in %)	8.1	6.0	2.1%p
Employees	2,023	1,838	10.1%
ROCE (in %)	34.6	24.3	10.3%p

- EBIT considerably increased by 50%
- All three segments (Automotive, General Industry, Service) grew significantly
- Higher ROCE driven by EBIT increase
- Expansion of product range
- Market entry in medical robotics – first significant orders received

1) Figures shown on comparable basis without Packaging division.



(€ million)	2007	2006 ¹	Δ
Order income	937.7	847.8	10.6%
Sales revenue	900.0	832.8	8.1%
EBIT	37.2	10.0	272.0%
EBIT margin (in %)	4.1	1.2	2.9%p
Employees	3,582	3,620	-1.0%
ROCE (in %)	51.0	9.9	41.1%p

- EBIT more than tripled, strong improvement of EBIT margin
- Significant improvement of business in the U.S.
- Relevant sales contribution from India
- ROCE increase driven by lower capital employed (higher level of advance payments)
- Orders from non-automotive industry

1) Figures shown on comparable basis without Packaging division.



KUKA employees



	2007		2006 ¹		Δ
KUKA Group	5,732	100%	5,580	100%	2.7%
thereof Germany	3,267	57%	3,236	58%	1.0%
thereof abroad	2,465	43%	2,344	42%	5.2%

- Investment in highly skilled work force
- More employees in the U.S. and in Hungary

1) Figures shown on comparable basis without Packaging division.



Dividend

- Proposed dividend for 2007 of € 1.0 per share, or payout of € 26.6 million in total
- Dividend payout for 2007 is supported by strong financial results and solid balance sheet

Share buyback

- Shareholders participate in solid cash position
- Buyback of 10% of outstanding shares
- Around € 50 million allocated for share buyback program¹

1) Calculated on the basis of KUKA's share price as of March 18, 2008.



(€ million)	Guidance	Performance
Sales revenue	> 1,250	1,286
EBIT margin ³	> 4.2% ¹ / 4.6% ²	4.9%
Equity ratio	> 22%	26.3%
Results from discontinued operations	63.0	69.1

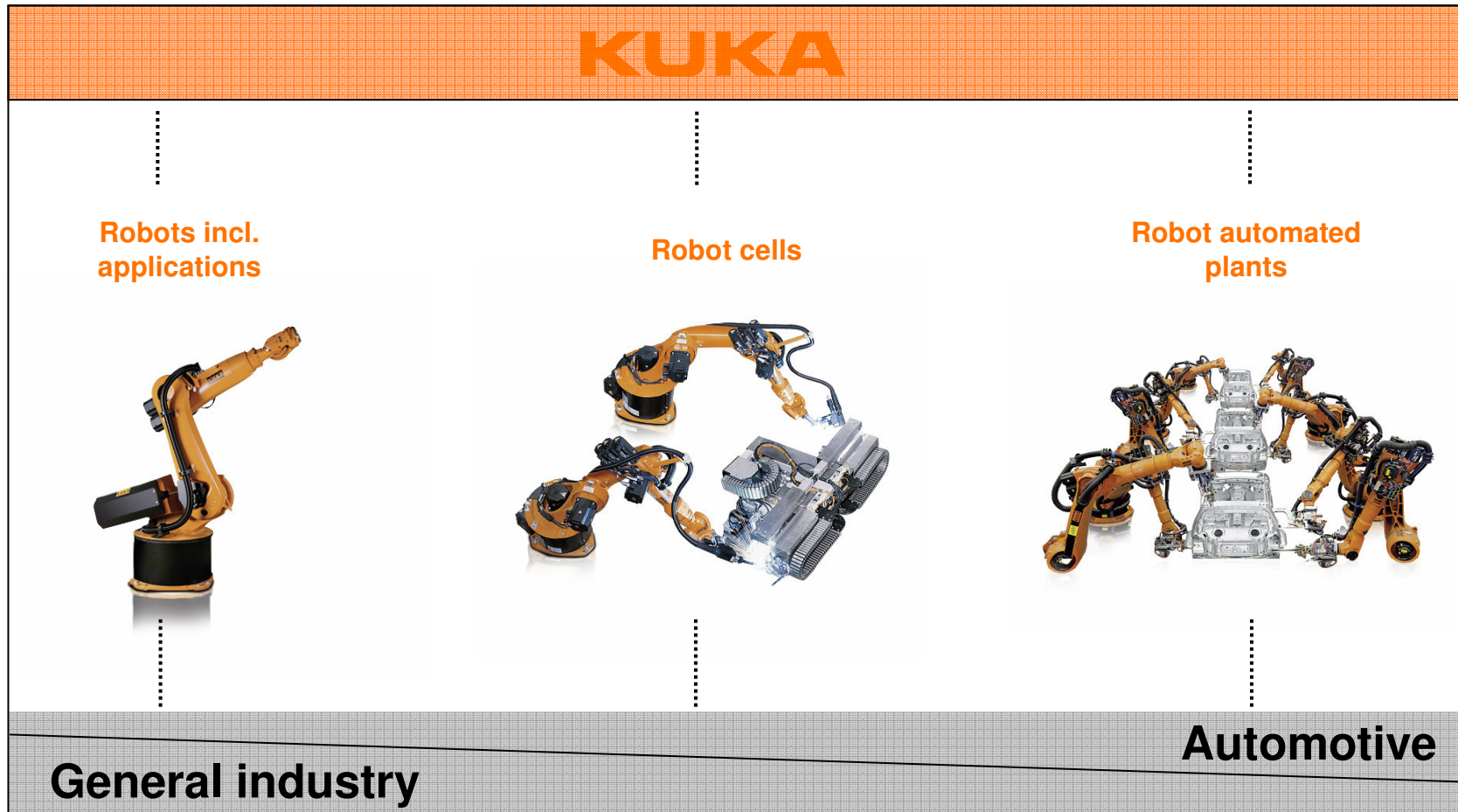
- Approximately € 78 million return to shareholders via dividend and share buyback

1) Guidance given on May 8, 2007.

2) Increased guidance on August 7, 2007.

3) Without book gain from sale of properties (€ 5 million).





Strategic criteria

- Focus on strengthening integrated business model
 - customer segments and/ or products groups
- Focus on investments in international markets
- Focus on investments in technology add-ons

Financial criteria

- No investments in restructuring cases
- Investments supported by financial flexibility and possible increase of leverage



Mid-term targets - Robotics



Figures	2007	Mid-term	
		2009e	2010e
Top-line growth	10.6%	10%	10%
EBIT margin	8.1%	10%	10.5%

- Focus on volume growth
- Strong contribution from general industry
- Increase of order income from service
- Innovations in co-operating robots and man/robot combination
- Market expansion in advanced robotics segment



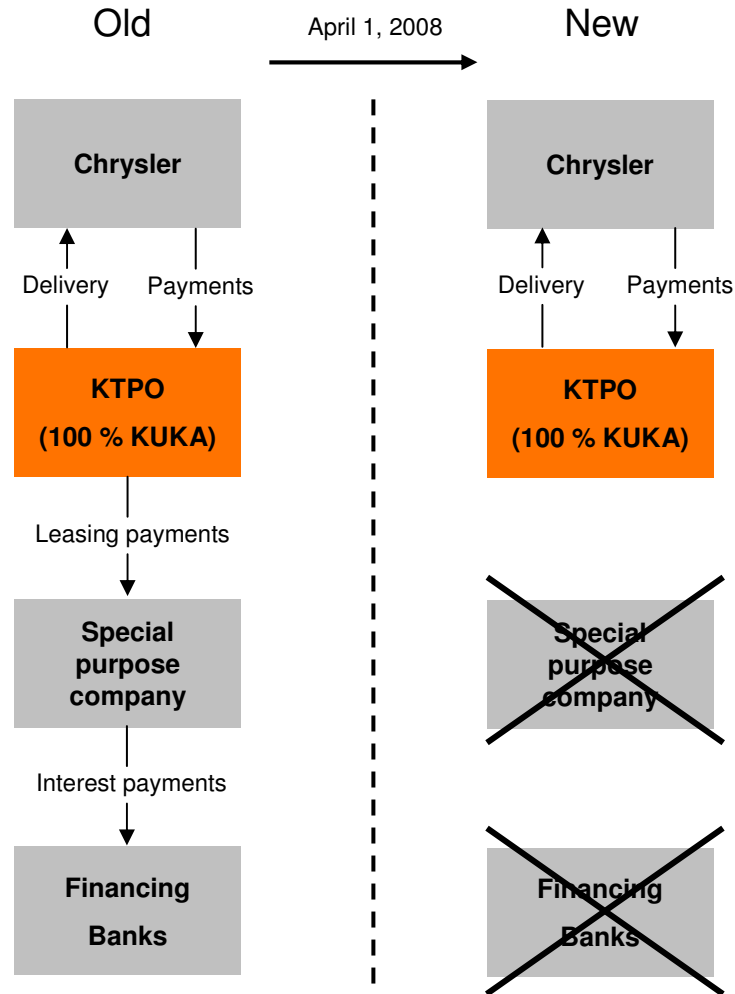
Mid-term targets - Systems



Figures	2007	Mid-term	
		2009e	2010e
Top-line growth	8.1%	5%	5%
EBIT margin	4.1%	5%	5.5%

- ❑ Growth in BRIC countries and in general industry (aircraft/ solar)
- ❑ Stable margin development in the U.S.
- ❑ Market consolidation in Europe
- ❑ Margin improvement in press dies and assembly lines
- ❑ Low-cost country sourcing





Impacts on KUKA Group

- Stabilizing U.S. business (Systems and Robotics)
- Further use of an established showroom
- Stable cash flows from KTPO operations
- Less complex legal structure
- Increase of capital employed



Mid-term targets - KUKA Group



Figures	2007	Mid-term	
		2009e	2010e
Top-line growth	10.5%	7.0%	7.0%
EBIT margin	4.9% ¹	6.0%	7.0%
ROCE	41.6%	← minimum 25% →	

- ❑ Targets based on organic growth
- ❑ Steady growth and margin improvement
- ❑ Higher contribution of Robotics division
- ❑ Higher top-line share and margin improvement due to general industry
(Robotics/ Systems)

1) Without book gain from sale of properties (€ 5 million).





Dr. Jürgen Koch



KUKA Group - Strongly reduced complexity



	31.12.2007	31.12.2006	31.12.2005
Total	60	99	166
Consolidated companies (incl. AG)	44	73	83
Non-consolidated companies	13	18	65
Associated companies	1	3	10
At equity	0	1	2
Financial assets	2	4	6



KUKA Group - Income statement



(€ million)	2007	2006 ¹	Δ
Sales revenue	1,286.4	1,164.6	10.5%
Gross margin	20.1%	18.7 %	1.4%p
EBIT	70.4	16.7	321.6%
Earnings before taxes	62.5	2.9	-
Earnings from continuing operations	48.8	-2.1	-
Result from discontinued operations	69.1	-62.7	-
Annual net profit	117.9	-64.8	-
Earnings per share (undiluted)	4.43	-2.43	-
thereof discontinued operations	(2.60)	(-2.36)	-

1) Figures shown on comparable basis without Packaging division.



Changes and effects

- Sales revenue unchanged
- Expenses structured by functional sectors (type of costs)
 - Costs of administration, sales, others (overheads)
 - R&D
 - Other operating expenses/ income (minor amounts)
 - Former break-down by materials and personnel expenses in the notes
- EBIT unchanged



KUKA Group - Income statement



(€ million)	2007		2006 ¹		△
Sales revenue	1,286.4	100%	1,164.6	100%	10.5%
Cost of sales	-1,028.1	-80%	-946.6	-81%	-8.6%
Gross profit from sales	258.3	20%	218.0	19%	18.5%
Sales expenses	-83.4	-6%	-76.1	-7%	-9.6%
R&D expenses	-30.8	-2%	-35.5	-3%	13.2%
Administrative expenses	-69.3	-5%	-88.2	-8%	21.4%
Other operating income / expenses	-4.3	0%	-0.5	0%	-
Amortization on goodwill	0.0	0%	-1.0	0%	-
Earnings from operating activities (EBIT)	70.4	5%	16.7	1%	321.6%
Financial result	-8.0	-1%	-13.8	-1%	42.0%
Earnings before taxes	62.5	5%	2.9	0%	-
Tax expense	-13.6	-1%	-5.0	0%	-172.0%
Result from continuing operations	48.8	4%	-2.1	0%	-
Result from discontinued operations	69.1	5%	-62.7	-5%	-
Annual net profit	117.9	9%	-64.8	-6%	-

1) Figures shown on comparable basis without Packaging division.



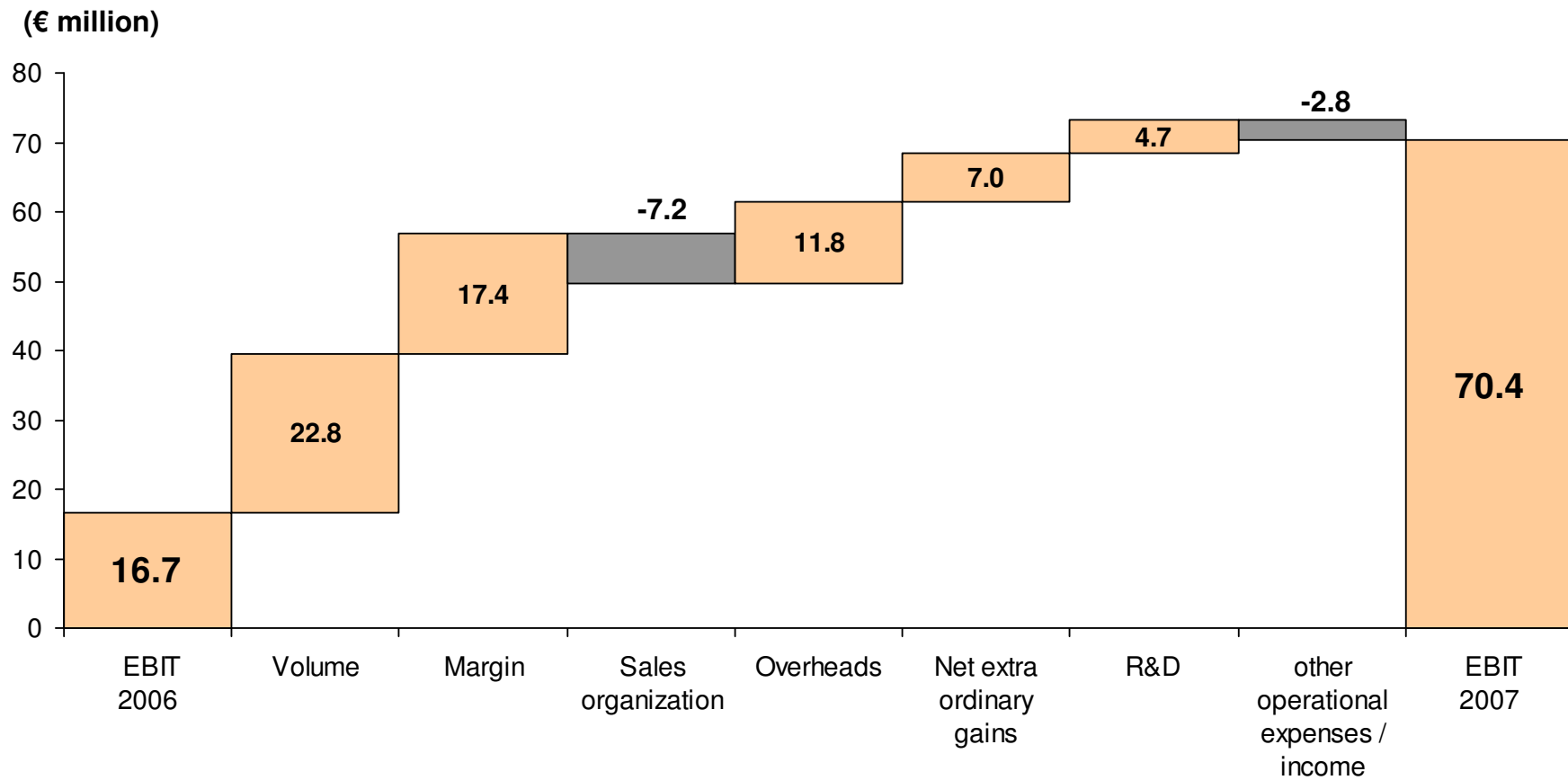
KUKA Group - Regional revenue split



(€ million)	2007		2006 ¹		Δ
Total	1,286.4	100%	1,164.6	100%	10.5%
Germany	465.4	36%	478.0	41%	-2.6%
Europe (excl. Germany)	257.6	20%	263.7	23%	-2.3%
USA/ Canada	414.3	32%	314.8	27%	31.6%
Other countries	149.1	12%	108.1	9%	37.9%

1) Figures shown on comparable basis without Packaging division.





1) Figures shown on comparable basis without Packaging division.



(€ million)	2007	2006 comparable ¹	2006
ASSETS			
Non-current assets	207.0	234.6	347.7
Current assets	681.2	524.6	718.3
Assets held for sale	0.0	313.3	6.5
Total assets	888.2	1,072.5	1,072.5
EQUITY AND LIABILITIES			
Equity	233.5	120.5	120.5
Non-current liabilities, provisions and accruals	149.2	182.6	245.3
Current liabilities, provisions and accruals	505.5	540.8	706.7
Liabilities from discontinued operations	0.0	228.6	0.0
Total liabilities	888.2	1,072.5	1,072.5
Equity ratio	26.3%	11.2%	11.2%
Equity / non-current assets	112.8%	51.4%	34.7%

1) Figures shown on comparable basis without Packaging division.



Capital employed



(€ million)	2007		2006 ¹		Δ
KUKA Group	169.4	100%	205.2	100%	-17.4%
Robotics	97.1	57%	92.2	45%	5.3%
Systems	73.0	43%	101.0	49%	-27.7%
Other	-0.7	0%	12.0	6%	-

- Strong reduction of capital employed at Group level
- Systems is main driver of reduction of capital employed

1) Figures shown on comparable basis without Packaging division.



ROCE



(%)	2007	2006 ¹
KUKA Group	41.6	8.1
Robotics	34.6	24.3
Systems	51.0	9.9

- ROCE increase of Robotics driven by higher EBIT
- ROCE of Systems strongly supported by lower capital employed

1) Figures shown on comparable basis without Packaging division.



KUKA Group - Cash flow statement

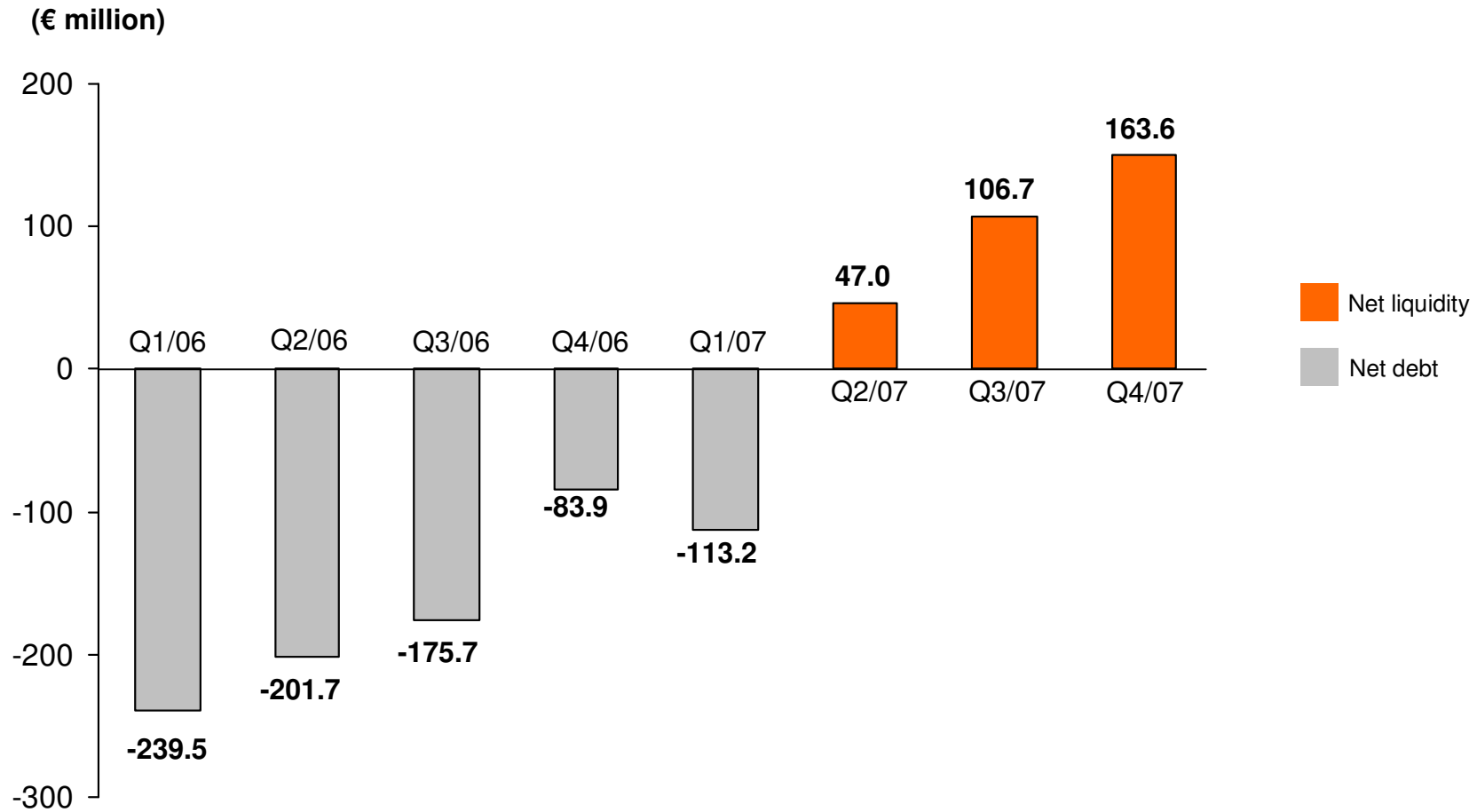


(€ million)	2007	2006 ¹	Δ
Net profit / loss for the year	117.9	-64.8	-
Cash flow	81.2	52.2	55.6%
Cash flow from operating activities	62.3	58.3	6.9%
Cash flow from investing activities	161.3	-6.9	-
Payment in connection with the sale of consolidated companies	154.3	21.4	-
Free Cash flow	223.6	51.4	335.0%

1) Figures shown on comparable basis without Packaging division.



Improved financial flexibility



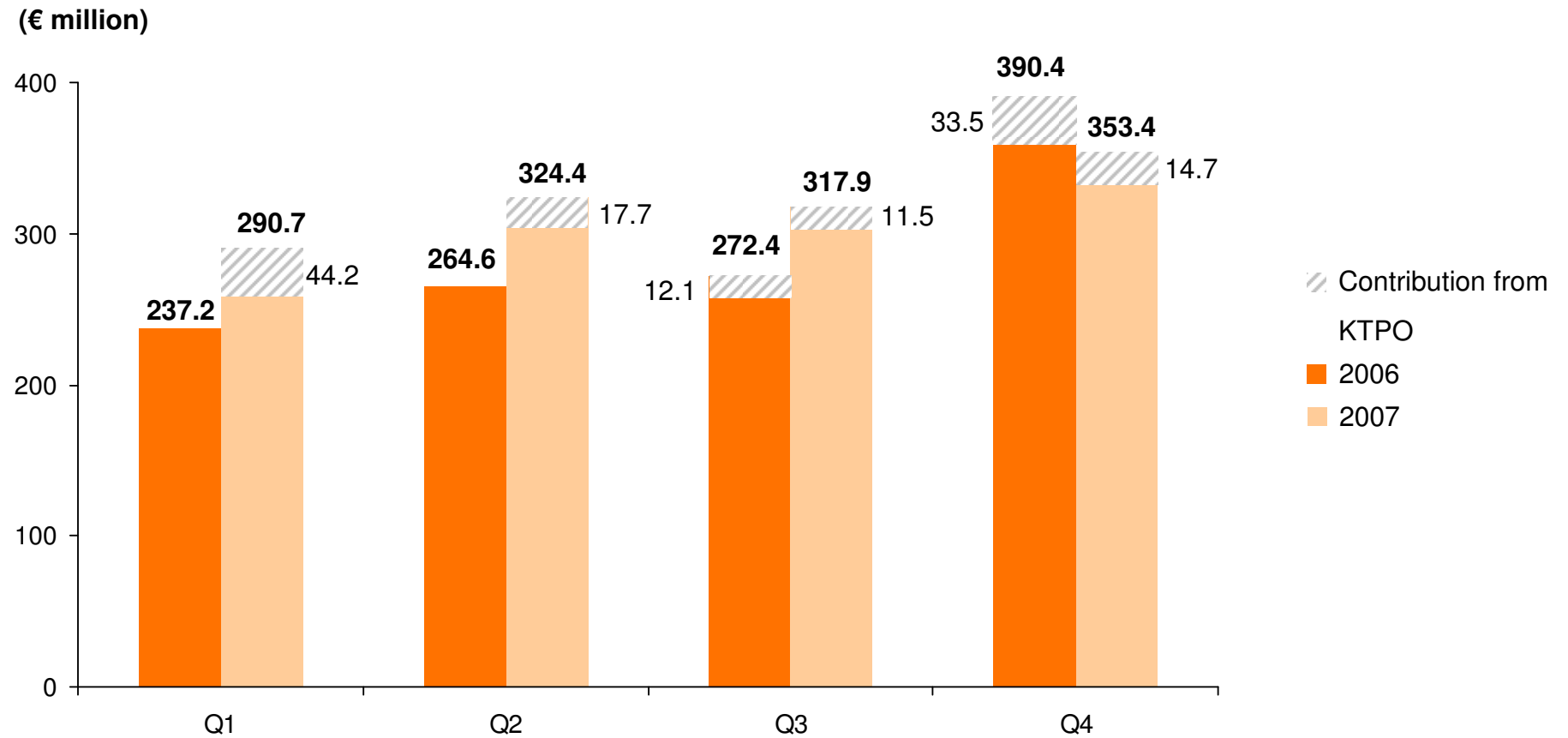
KUKA Group - Pro-forma figures including new structure of KTPO



(€ million)	2007	Δ
Sales revenue	1,286.4	-10.1
EBIT	70.4	-0.7
Financial result	-8.0	+5.0
Net income	117.9	+2.8
Net liquidity	163.6	- 75.8
Capital employed	169.4	+75.8
ROCE	41.6%	-13.3%p



KUKA Group – Quarterly development of Group sales revenue¹



1) Figures shown on comparable basis without Packaging division.



Targets 2008 - KUKA Group



Figures	2007	2008e
Top-line Robotics	10.6%	10.0%
Top-line Systems	8.1%	5.0% ¹
EBIT margin (operational) KUKA Group	4.9%	at least 5.5%

1) Including elimination of KTPO effect.



Disclaimer

This presentation contains forward-looking statements based on current assumptions and forecasts made by KUKA Group management. Any forward-looking statements contained in this presentation represent our best judgment as to what will occur in the future. Various known and unknown risks, uncertainties and other factors could lead to material differences between the actual future results, financial situation, development or performance of the company and the estimates given here. The company assumes no liability whatsoever to update these forward-looking statements or to conform them to future events or development.

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Backup



Definition of capital employed



Capital employed comprises (€ million)	2007
1. Intangible and tangible assets	160
2. Working capital	458
Inventories	150
Trade receivables	272
Other receivables and assets	28
Prepaid expenses and deferred changes	5
Balance of payables and receivables versus affiliated companies, if not classified as financial transactions	3
3. Less	-468
Other provisions	-115
Trade payables	-149
POC liabilities and prepayments	-108
Other liabilities except for liabilities similar to bonds	-96
Capital employed for 2007 (1. + 2. + 3.)	150
Capital employed for 2006	189



Details share buy back program

- Timing
 - 25.03.2008 – 29.08.2008

- Discontinuation of program
 - 31.03.2008 – 03.04.2008 and
 - 12.05.2008 – 15.05.2008

- Volume
 - Buy back of up to 2.66 million KUKA shares, representing approximately 10% of outstanding shares total
 - 10% is maximum level of a share buy back in Germany

- Approximately € 50 million in total allocated for share buy back program¹

1) Calculated on the basis of KUKA's share price as of 18 March, 2008.



Sale of Packaging Division



<input type="checkbox"/> Enterprise value	€ 240 million
<input type="checkbox"/> Total Enterprise value (incl. real estate)	€ 257 million
<input type="checkbox"/> EBIT Multiple (06)	13.9
<input type="checkbox"/> Cash in	€ 195 million
<input type="checkbox"/> Changes in P&L	€ -17.3 million (2006)
<input type="checkbox"/> Changes in balance sheet	
1) Pension liabilities	€ -54.0 million
2) Goodwill	€ -61.5 million
<input type="checkbox"/> Result from discontinued operations	€ 69.1 million

