

re-imagined
re-invented



Earnings Call – Fiscal Year 2020
Landsberg am Lech, 24 March 2021

Agenda

1. Important events of Fiscal Year 2020
2. Final figures for Fiscal Year 2020
3. Forecast and outlook 2021
4. Your questions

Important events in Fiscal Year 2020

Management Summary

1. Impact of the COVID-19 pandemic and measures of RATIONAL
2. Launch of the completely new product generations iCombi and iVario



Different impact of lockdown on customer segments

RATIONAL Sales restricted due to social distancing

1. Restaurants, hotels, parts of catering (plant or school cafeterias...) need to close or face reduced customer volume. Lockdowns can be ordered at short notice (cf. Germany Easter period). As consequences sales shortfall, higher costs, staff fleeing, existential fear.
2. Delivery services, QSR (Quick Service Restaurants) und retail are winning market share in out of house market.
3. According to financial endowment customers have to postpone or cancel investments whereas others use the operational breakdown to renovate their operations.
4. Face to face sales and marketing activities (visiting customers, trade shows, RATIONAL CookingLive...) are not possible.

Measures for our customers

RATIONAL is reliable, even in a crisis!

1. Close communication ensured through our sales teams with our customers despite office closures, contact restrictions and lockdowns.
2. Our products could and can be ordered and delivered as usual at any time without substantial delay.
3. Especially in the first wave we offered our dealers facilitated payment terms according to the individual situation.
4. Vast digital formats have been developed for our marketing and sales processes (digital trade shows, cooking events such as iCombi live online and iVario live online).

Measures to protect the workforce worldwide

Health of all employees and partners as top priority

1. Contact and hygiene measures in all locations lead to only isolated positive COVID-19 cases at RATIONAL facilities worldwide.
2. Maximum number of employees working from home and considerable digitalisation boost.
3. Heavily restricted business travel.
4. As a social employer, avoidance of job cuts due to short-time work or similar instruments as much as possible, or by accepting temporarily relatively higher personnel costs.
5. Intensive regular information from the Executive Board to all U.i.U.

Measures to ensure supply capability in Landsberg and Wittenheim

1. No break of inbound and outbound supply chains since Corona outbreak in China.
2. Units, spare parts, accessories, cleaners always available.
3. Components available at any time, but in some cases with sharp price increases.
4. Several components could be procured from other sources during critical times if needed or could be manufactured and procured differently through redesign.
5. Multi-shift model to reduce the risk of infection.

Measures to protect the company

1. Cost-cutting program active since early 2020 and tightened from March on.
2. Review of planned investments – for some investments time stretching or waiving depending on the development.
3. Use of short-time work or similar instruments.
4. Reduction of the 2019 dividend.

iCombi Pro

The new gold standard.

iCookingSuite 
Reliable desired result.

iDensityControl 
High productivity.


iProductionManager 
Optimal planning.

iCareSystem 
Effective cleaning.



iVario Pro

The new performance class.

iCookingSuite 
Reliable results.

iVarioBoost 
Intelligent heating technology.

iZoneControl 
Intelligent heating zone management.



ConnectedCooking

The connected kitchen made by RATIONAL



A tried and tested team

For 90 % of all cooking processes in professional kitchens



Jörg Walter new Chief Financial Officer

Introduction



Supervisory Board appointed Mr. Jörg Walter as Chief Financial Officer effective 1 March 2021.

Since 2011 at RATIONAL.

Qualified financial expert from our own ranks.

Diplom-Wirtschaftsingenieur (Industrial Engineering Graduate).

Held senior commercial positions at RÜTGERS AG and ROTO Frank AG.

Key figures of the Fiscal Year 2020

Financial stability remains high – sovereignty preserved

650 mEUR

Sales revenues

-23%

Decrease
Sales revenues

55%

Gross
margin

16%

EBIT-
Margin

93 mEUR

Operating
Cash Flow

80%

Equity
ratio

31 mEUR

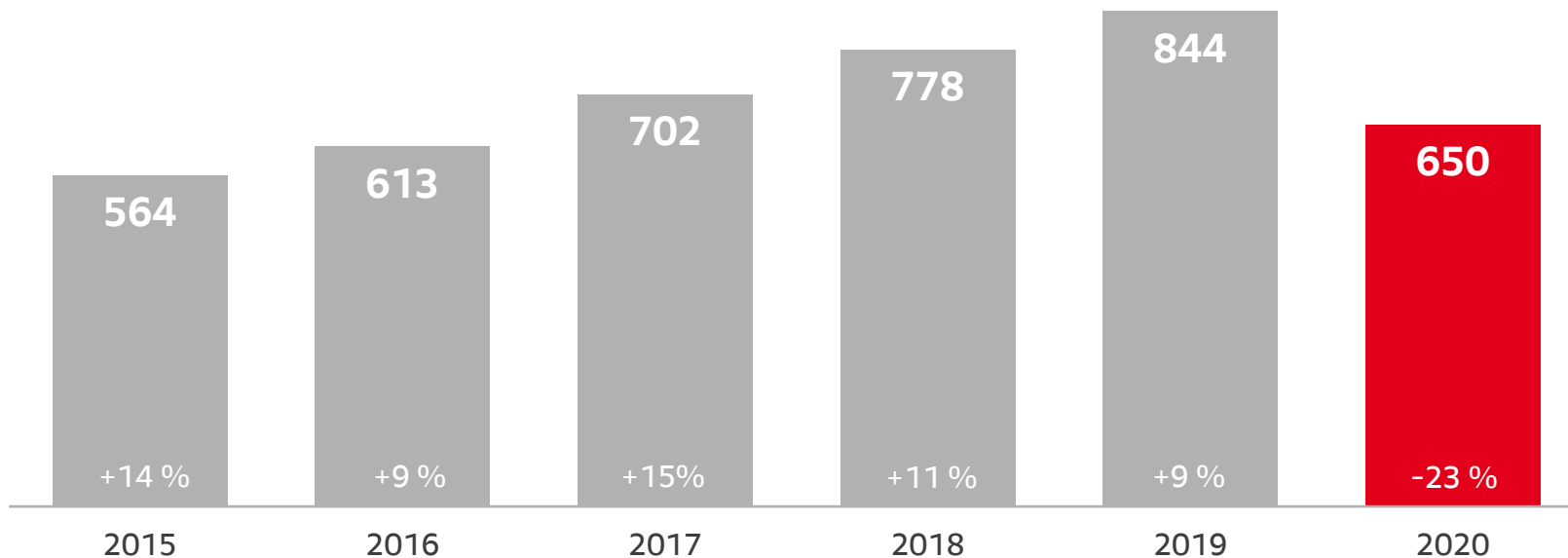
Investments

231 mEUR

Liquidity

First sales revenue decrease since 2009

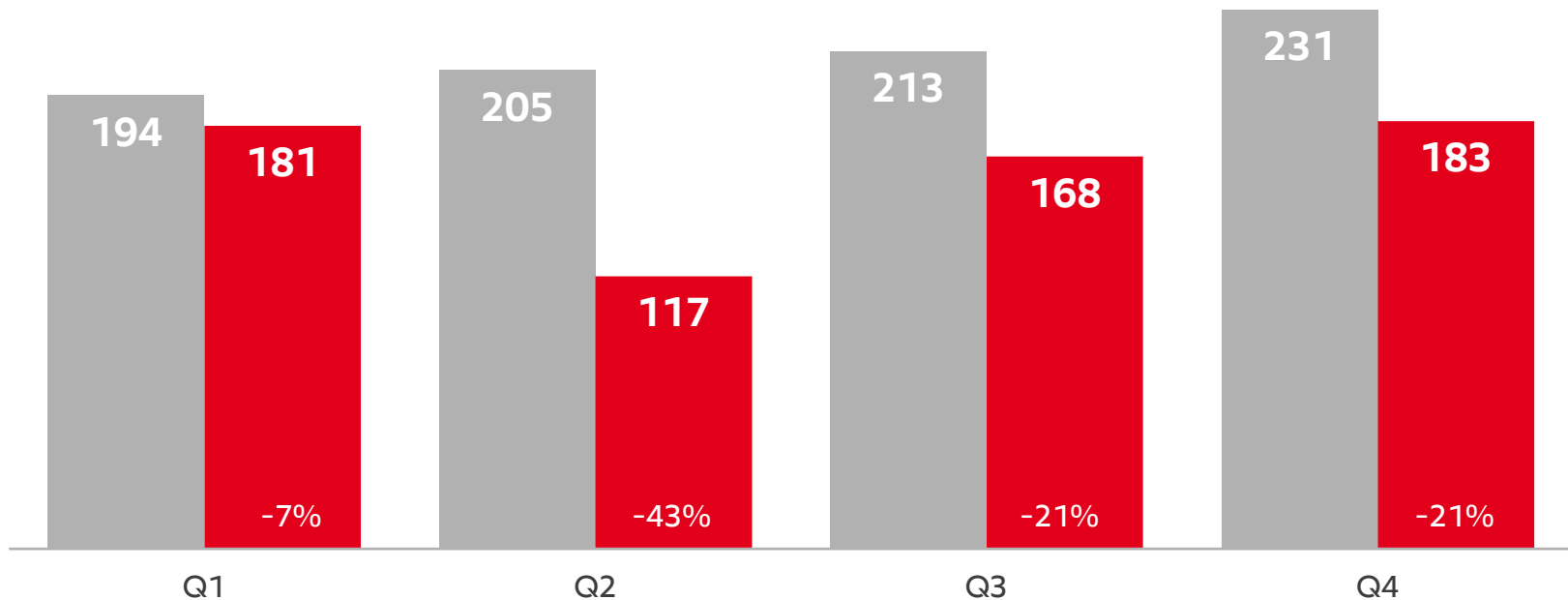
Growth trend suspended due to coronavirus crisis



Sales revenues in mEUR
Sales revenues growth in %

Drop in sales revenues in Q2 – stabilisation in 2nd half-year

Sales revenues per quarter

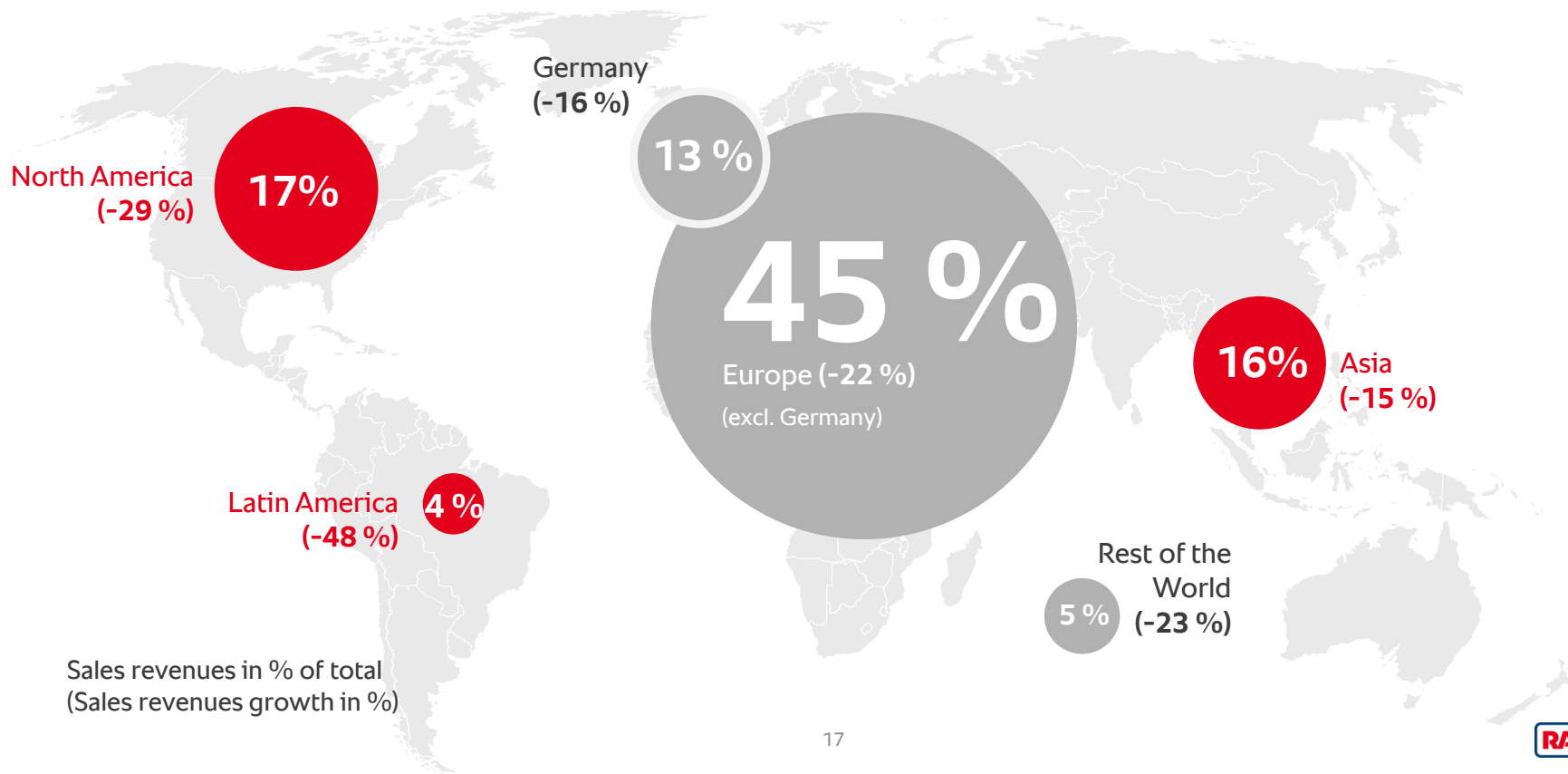


Sales revenues in mEUR
Sales revenues growth in %

2019 2020

All regions affected by the crisis

2020 sales revenues share per region

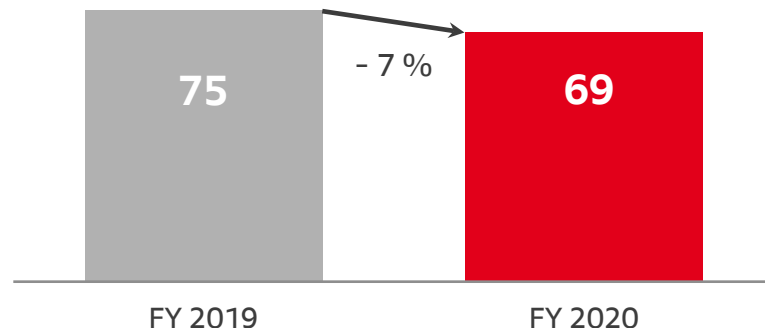
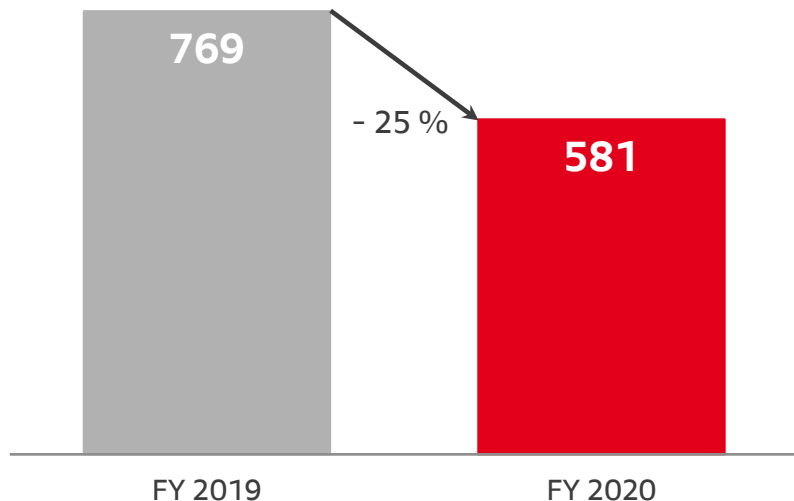


iVario with lower decrease in sales revenues

Sales revenue growth per product group

Sales revenues combi-steamer

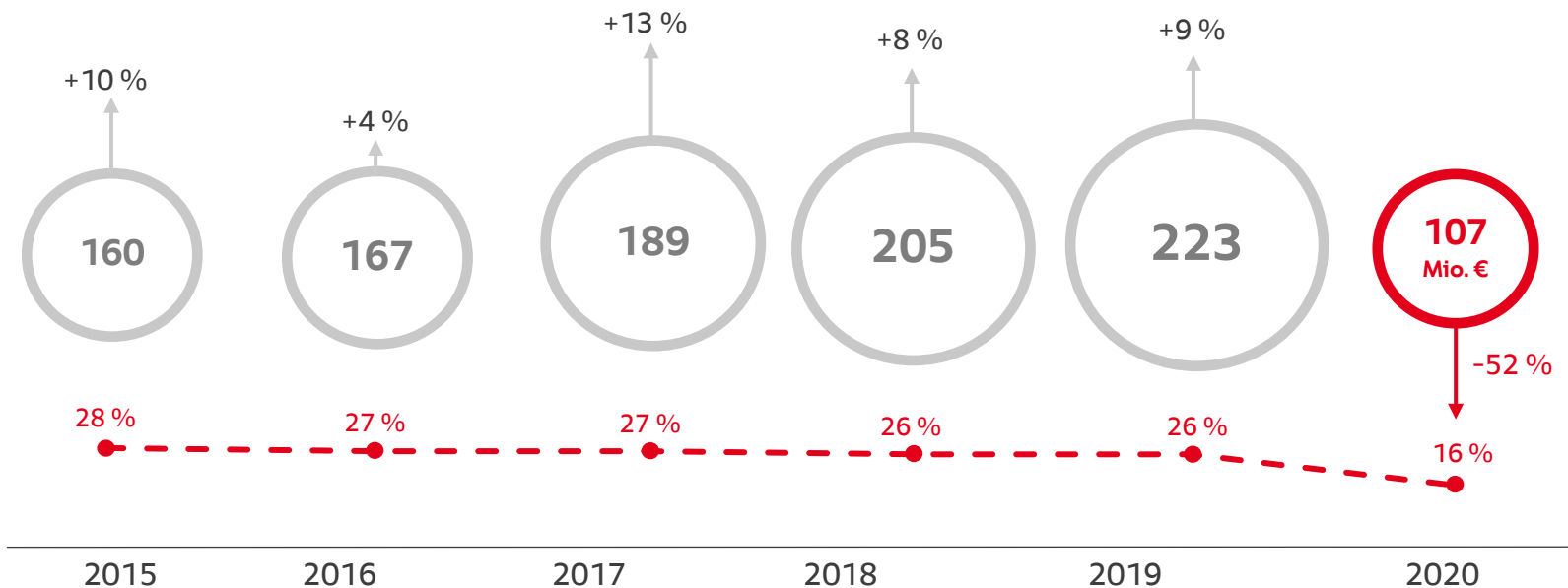
Sales revenues VarioCookingCenter/iVario



Sales revenues in mEUR
Sales revenues growth in %

EBIT-Margin despite sales drop on a good level

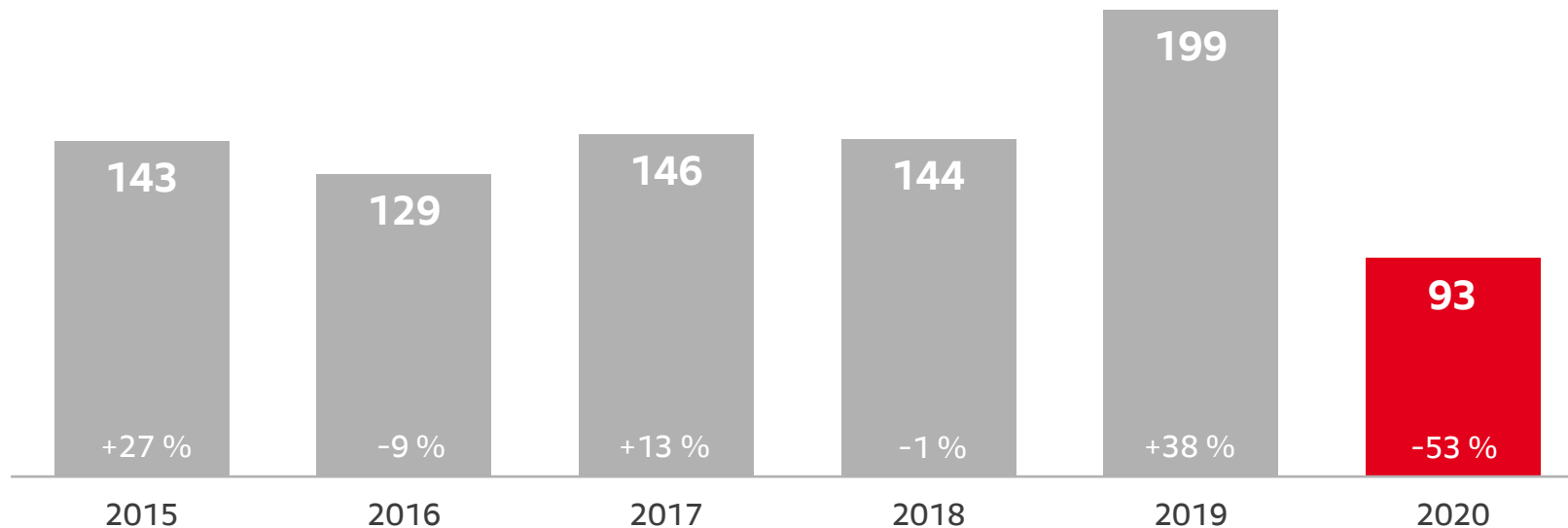
2020: EBIT-Margin above 16%



EBIT change in %
EBIT-Margin in %

Lower business development reduces operating cash flow

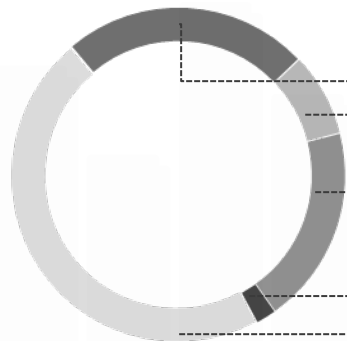
Fiscal Years 2015 to 2020



Cash flow in mEUR
Development in %

Solid balance sheet gives security and flexibility

High equity ratio and liquidity position



Non-current assets

FY 2020

FY 2019

217

204

Inventories

79

66

Trade receivables

99

125

Other assets

45

123

Liquid funds

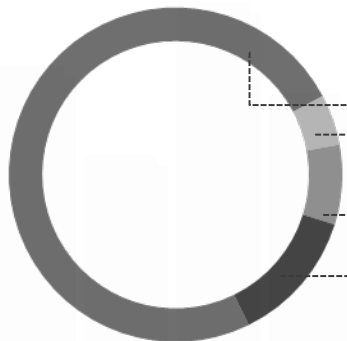
231

181

Total assets

671

699



Equity

535

517

Non-current liabilities

34

35

Current provisions

40

50

Current liabilities

61

97

Equity & liabilities (total)

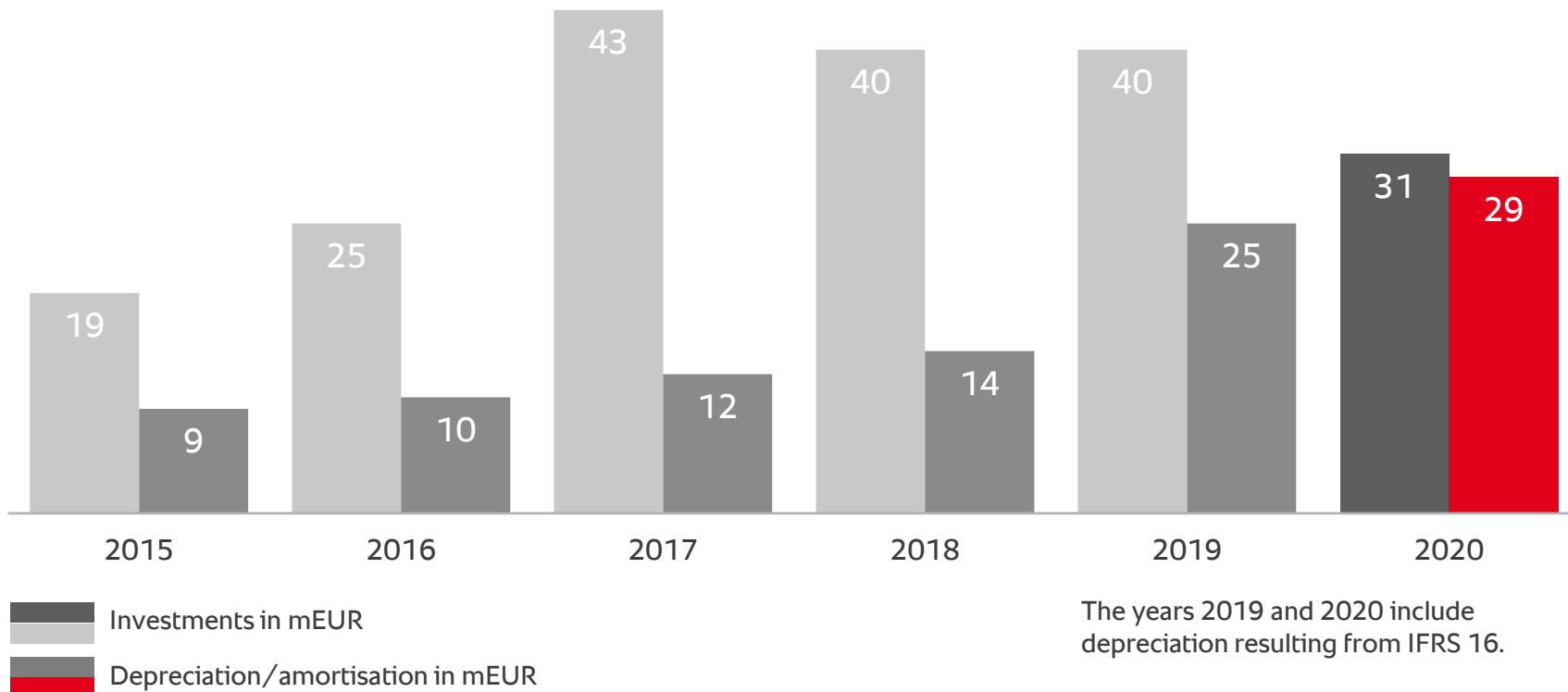
671

699

in mEUR

Targeted investments for growth and efficiency

Investment in employees, infrastructure and products



We live our social responsibility

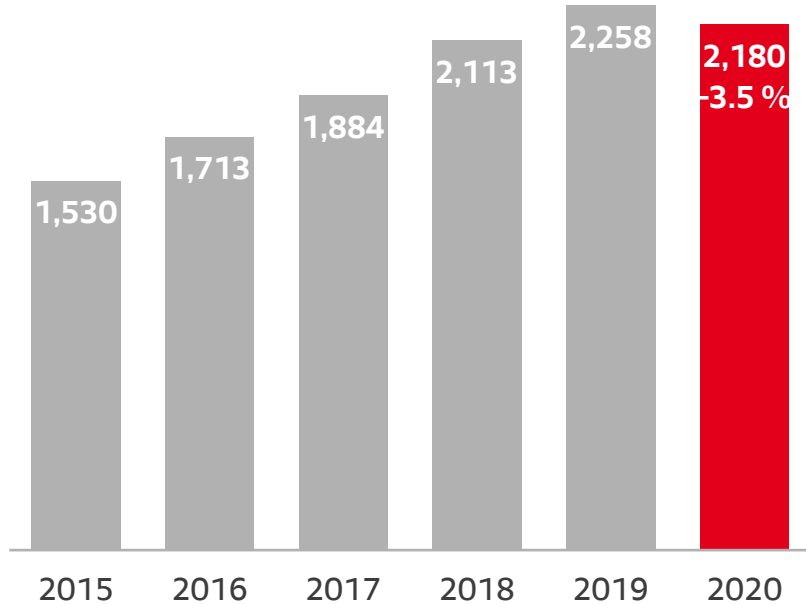
Moderate reduction in headcount

After the crisis, the market will recover:
Working together with as many U.i.U. as possible to get through the crisis.

Hiring freeze, restraint in filling job vacancies.

Reduction of overtime, vacation, fixed-term contracts and temporary workers.

Use of short-time work or comparable instruments in Germany and abroad.



Dividend 2020

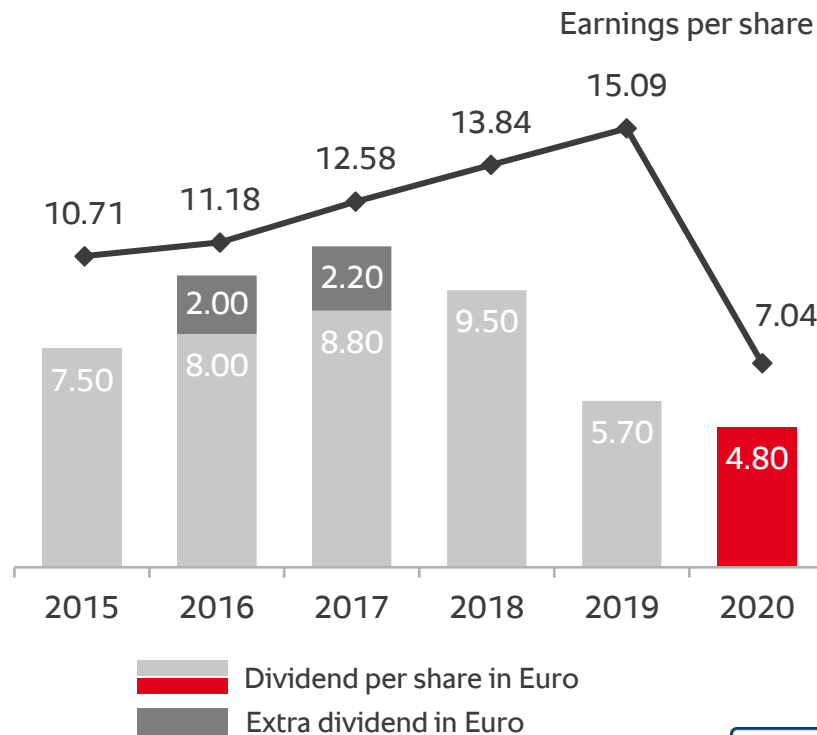
Average payout ratio of around 70%



Reduced dividend 2019 with outbreak of first wave of coronavirus crisis to secure liquidity.

Proposed dividend 2020 of 4.80 Euro.

Return to high payout ratio of around 68%.



Forecast and outlook 2021

Our current expectation

Due to the extension and tightening of the corona measures in many countries, we stay cautious. We expect:

- Slight sales growth, in the mid single-digit percentage range, and
- An EBIT margin at around the level of the previous year.

Evaluation of the financial situation

More opportunities than risks

Opportunities

Lockdowns lead to reduced costs in marketing, sales and travel.

Catch-up effects triggered by

1. Sudden increase of end customer demand (tourism, mass catering, ...) or
2. government aid programs.

In mid-term we will return to our growth path and exploit our huge market potential.

Risks

As long as the pandemic is not under control, increased volatility of sales development.

Stable Q1 2021

Growth expected as of Q2 2021

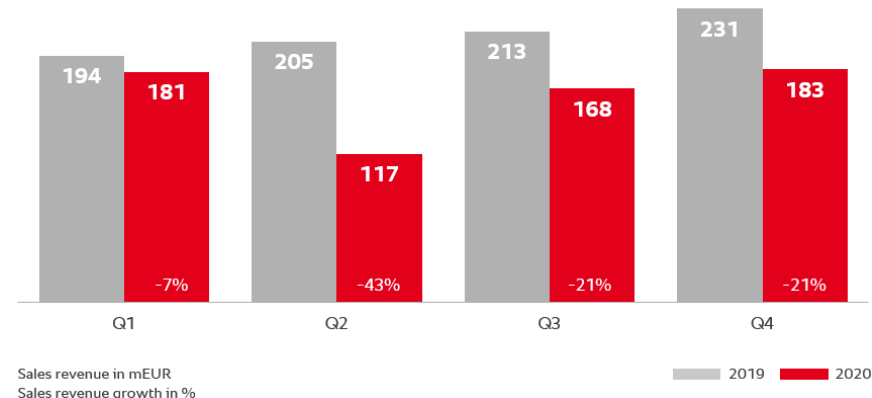
Sales revenues in Q1 2020 were only marginally affected by the impact of the corona crisis, a decrease in sales revenues for Q1 2021 close to 10% compared to the prior-year quarter is expected.

EBIT-margin in Q1 in range of the full year forecast 2021.

From Q2 2021 on a sales revenue growth compared to prior year is expected.

Drop in sales revenue in Q2 – Stabilisation in 2nd half-year

Sales revenue per quarter



Investor Relations Contact

Financial calendar

Company information

RATIONAL AG
Siegfried-Meister-Straße 1
86899 Landsberg am Lech
Germany
www.rational-online.com

Financial calendar 2021

24.03.2021	Financial Figures Fiscal Year 2020 (virtual)
05.05.2021	Financial Figures Q1 2021 (virtual)
12.05.2021	General Shareholder' Meeting 2021 (virtual)
05.08.2021	Financial Figures HY 2021 (virtual)
03.11.2021	Financial Figures 9M 2021 (virtual)
TBD	RATIONAL Analyst Day 2021

Investor Relations contact

Stefan Arnold
Tel.: +49 8191 327 2209
ir@rational-online.com

Roadshows and conferences

May 2021	Berenberg Tarrytown Conference Commerzbank European Conference, USA
June 2021	Warburg Highlights Conference Deutsche Bank dbAccess Conference
September 2021	Baader Investment Conference



Please send us your questions via the chat function in the GoToWebinar application or send it to us via email (ir@rational-online.com)