



A different kind of inspiration

For the professional kitchens of the world

Telephone Conference – Fiscal Year 2018
14 March 2019



“Whether at IZAKAYA or in our other kitchens, in order to achieve the best possible quality, we continuously rely on RATIONAL appliances in all our kitchens.”

Matthias Stuber
Executive Chef of Roomers



“RATIONAL creates safe processes — so that we can serve 1.3 million meals daily.”

Daniel Mendez
President of Sapore



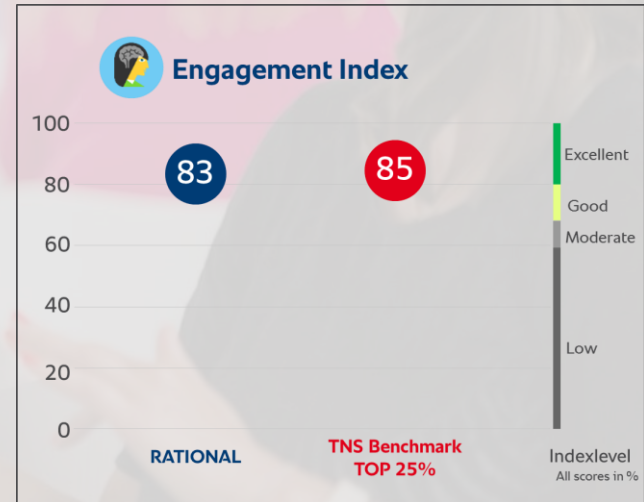
Awarded as Germany's best company canteen

“We want our colleagues to be able to experience every day why we inspire professional chefs around the world.”

Andreas Deyerler
Head of the RATIONAL company restaurant

High employee engagement – worldwide

Confirmed by the U.i.U.[®] Compass 2018





- › Expansion of production capacity in Landsberg am Lech
- › Additional 16,000 square meters space
- › Enough capacity for the growth of the coming years



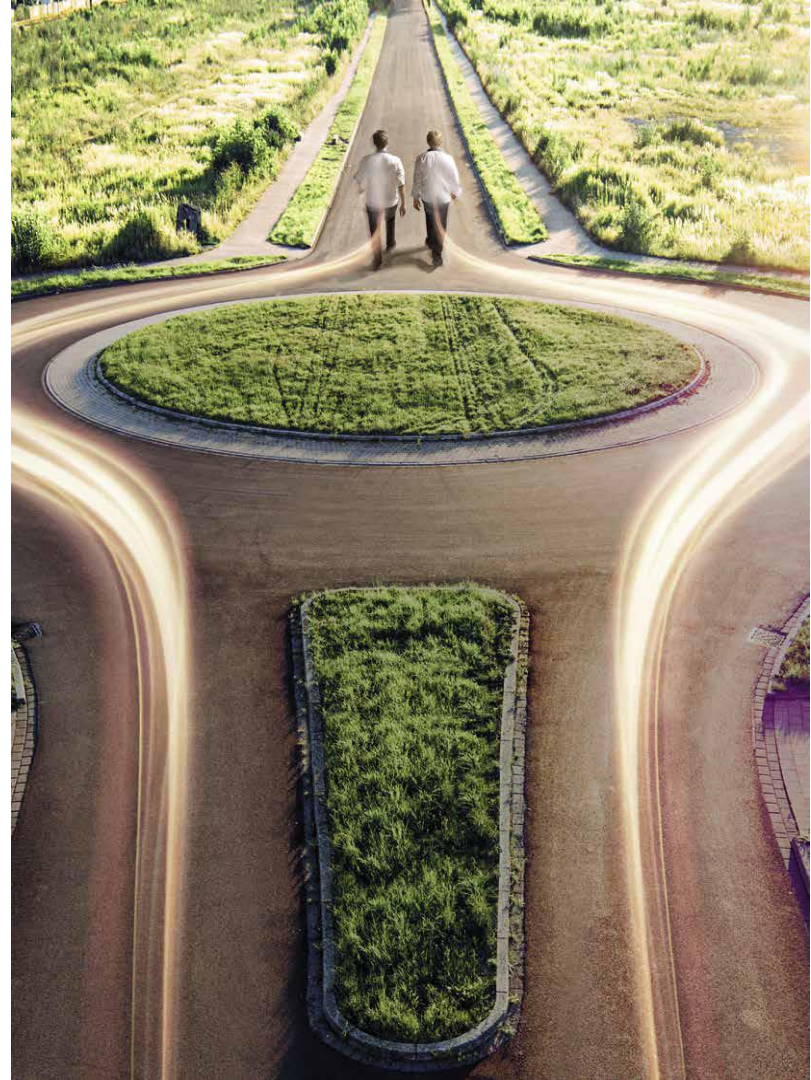
Grow / together

RATIONAL and FRIMA

RATIONAL and FRIMA combined

Strategic objective

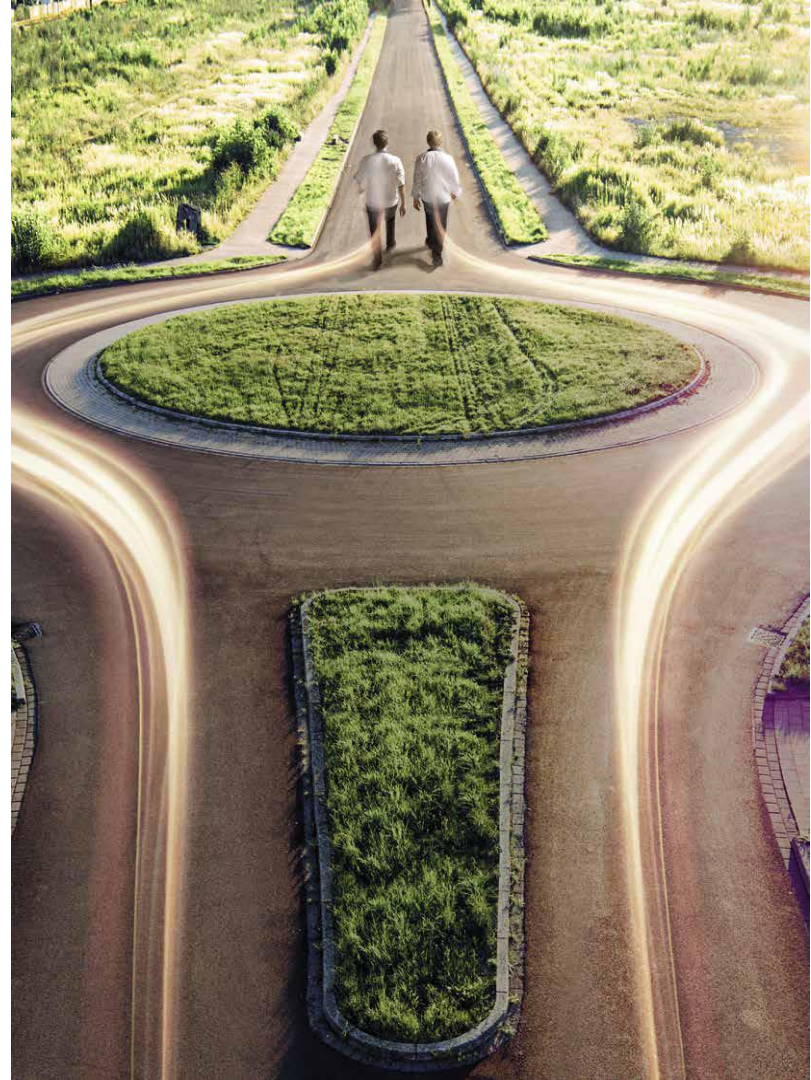
- › Efficiency benefits by using the already existing RATIONAL distribution infrastructure for the VarioCookingCenter®
- › Successful entry of the VarioCookingCenter® into new markets
- › Use RATIONAL as a strong brand to penetrate the market of the VarioCookingCenter® deeper and faster and use its vast potential



RATIONAL and FRIMA combined

Implementation

- › Worldwide brand change of the VarioCookingCenter® to RATIONAL
- › More than 250 training and project days were carried out
- › More than 260 RATIONAL employees were actively involved in the brand merger
- › Company changes affected employment contracts, change of office location and office remodeling
- › Sales management at RATIONAL – product specialization remains unchanged





2018: A successful fiscal year

Facts and figures

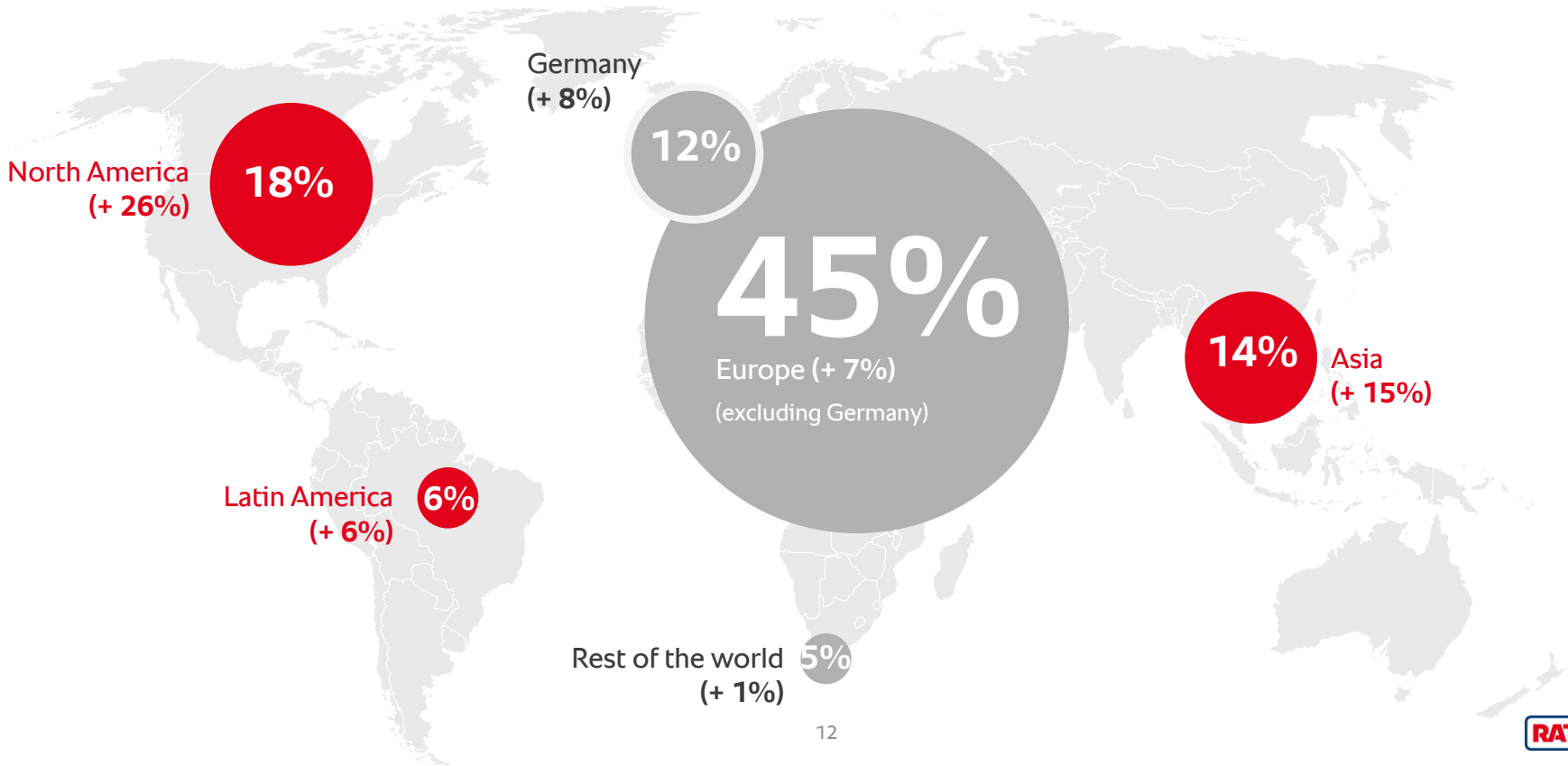
The foodservice industry

A growing industry

- › B2B versus B2C
- › Continued high level of propensity to invest
- › Industry structure mainly unchanged – only a few newcomers or takeovers
- › Competition grows mostly through acquisitions
- › RATIONAL with strong organic growth

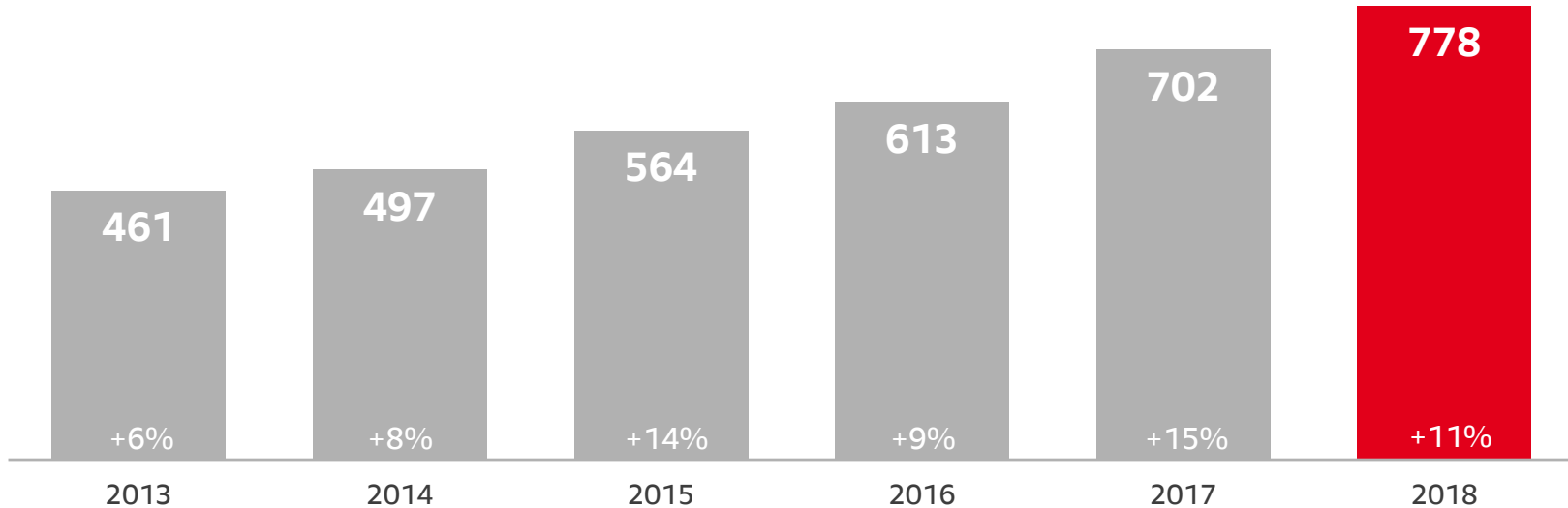
Worldwide success

2018: Disproportionate high growth in North America



Organic growth

2018: 11% sales revenue growth, currency-adjusted 13%

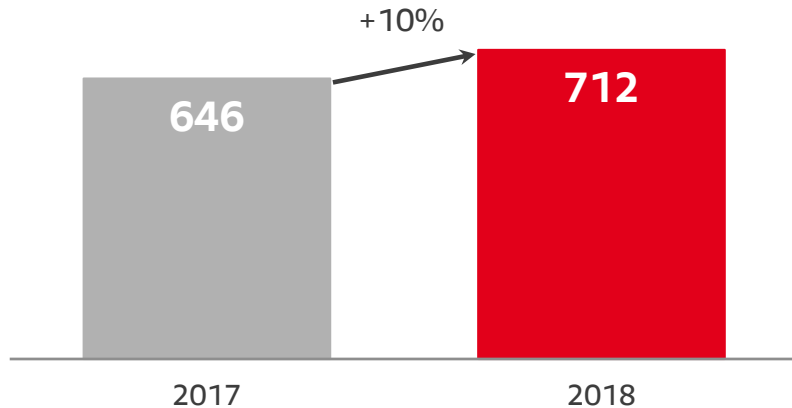


Sales revenue in m EUR
Sales revenue growth in %

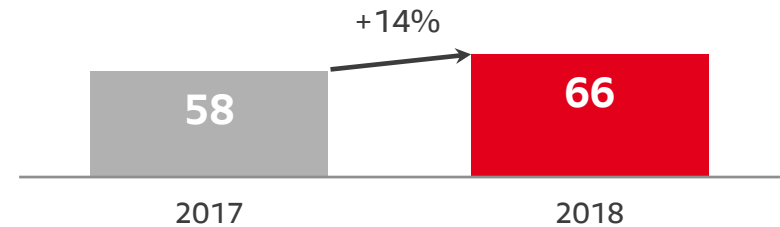
Good performance in both product segments

VarioCookingCenter® with exceptional growth

Sales revenues combi-steamers



Sales revenues VarioCookingCenter®



Sales revenues in m EUR
Sales revenue growth in %

Substantial share of after-sales-business

Gaining more and more importance

Share of total sales revenues

26%



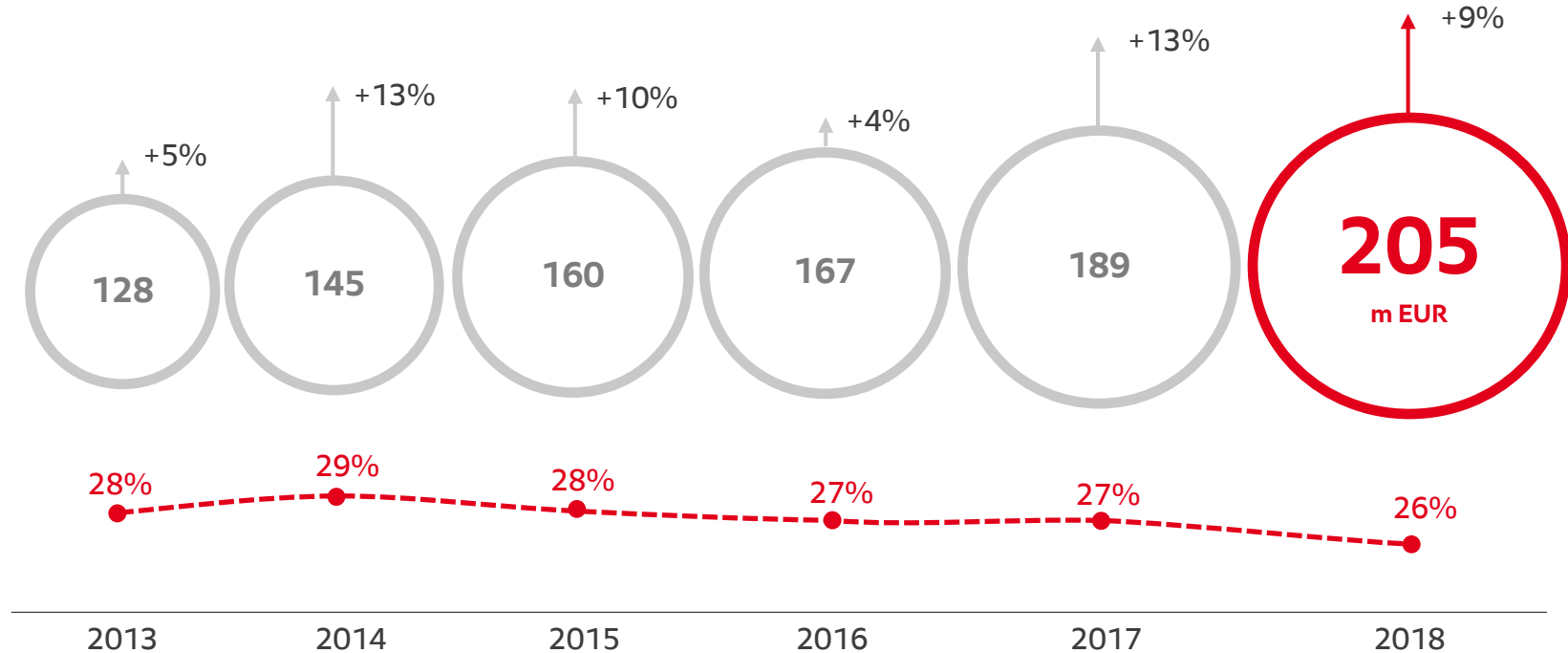
Extensive
accessories

Care products

Service parts

High EBIT margin level

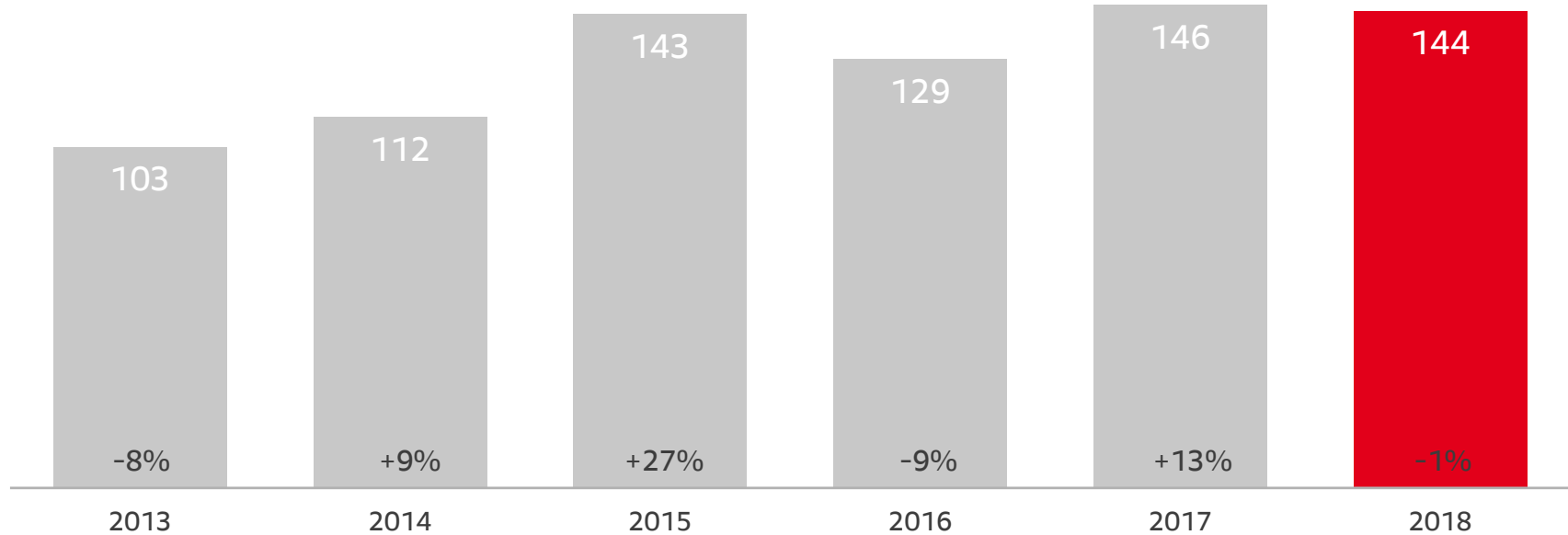
2018: EBIT margin above 26%, currency-adjusted about 27%



Change in %
EBIT margin in %

High operating cash flow despite record investments

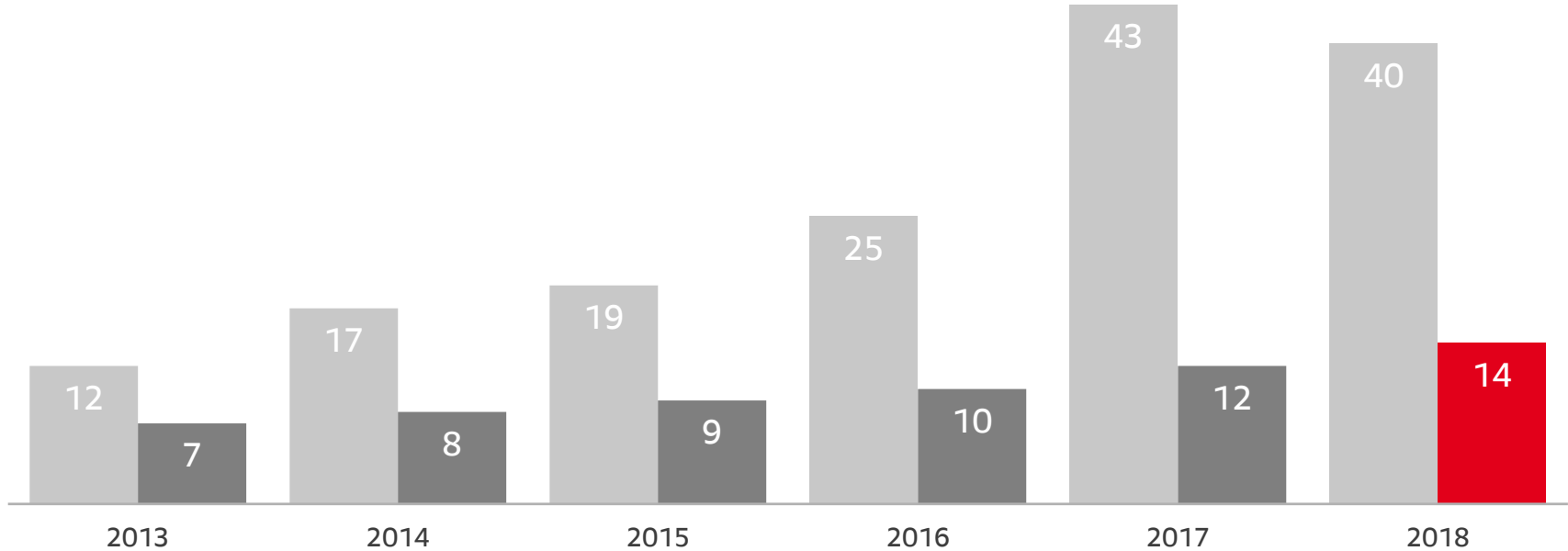
Business model with low capital intensity and a lean supply chain



Operating cash flow in m EUR
Growth compared to previous year in %

Targeted investments for growth and efficiency

Investment in employees, infrastructure and products



Capital Investments
Depreciation / amortisation in m EUR

Dividend increase for ten consecutive years

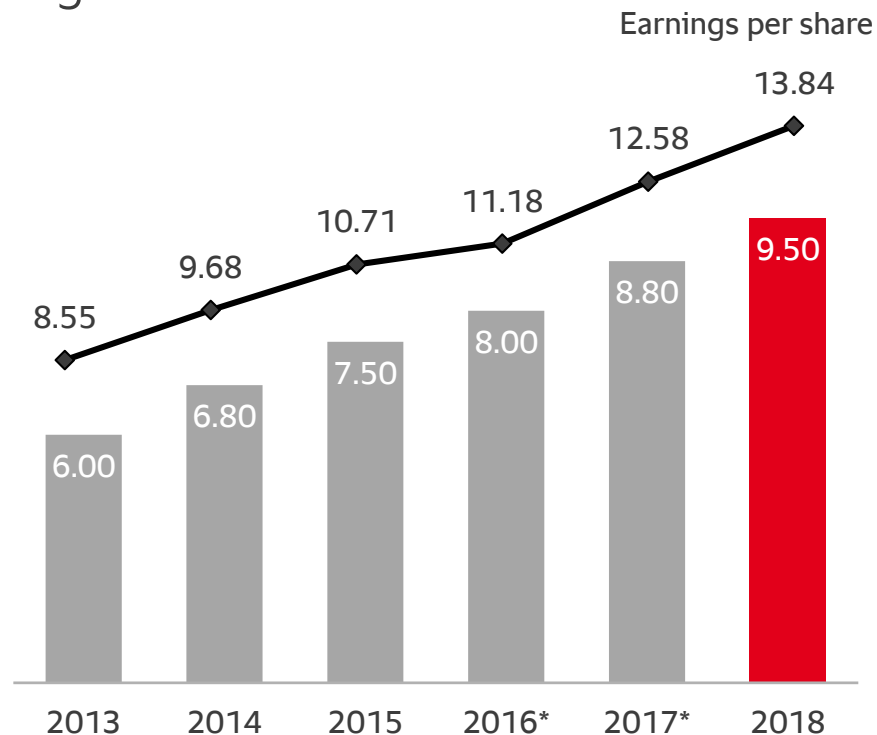
More than 70% payout ratio on average

Fiscal year 2018

- › 9.50 euros dividend per share*
- › About 70% payout ratio*
- › Basic dividend up by 8% compared to previous year

In the long term

- › Sustainable and flexible payout policy on a high level
- › Increase in the basic dividend for ten consecutive years



*Special dividend of 2.00 euros (2016) and 2.20 euros (2017)

Positive megatrends for RATIONAL

That is how the world of tomorrow lives

- 
- › Worldwide growth of population
 - › Varying catering locations
 - › Increasing purchasing power in developing countries
 - › Demand for healthier nutrition and a wider range of dishes
 - › Increasing share of single households
 - › Increasing energy, labour, occupancy costs
 - › Decreasing attraction of the chef's profession

Outlook 2019

Continuation of good business development expected

