

re-imagined  
re-invented



Earnings Call – HY1 2021  
Landsberg am Lech, 05 August 2021

# Key figures Q2 2021

Recovery faster and stronger than expected

**212 mEUR**

Sales revenues

**+81%**

Increase in  
sales revenues

**57%**

Gross  
margin

**25%**

EBIT-  
Margin

**62 mEUR**

Operating  
Cash Flow

**7 mEUR**

Investments

**77%**

Equity  
ratio

**242 mEUR**

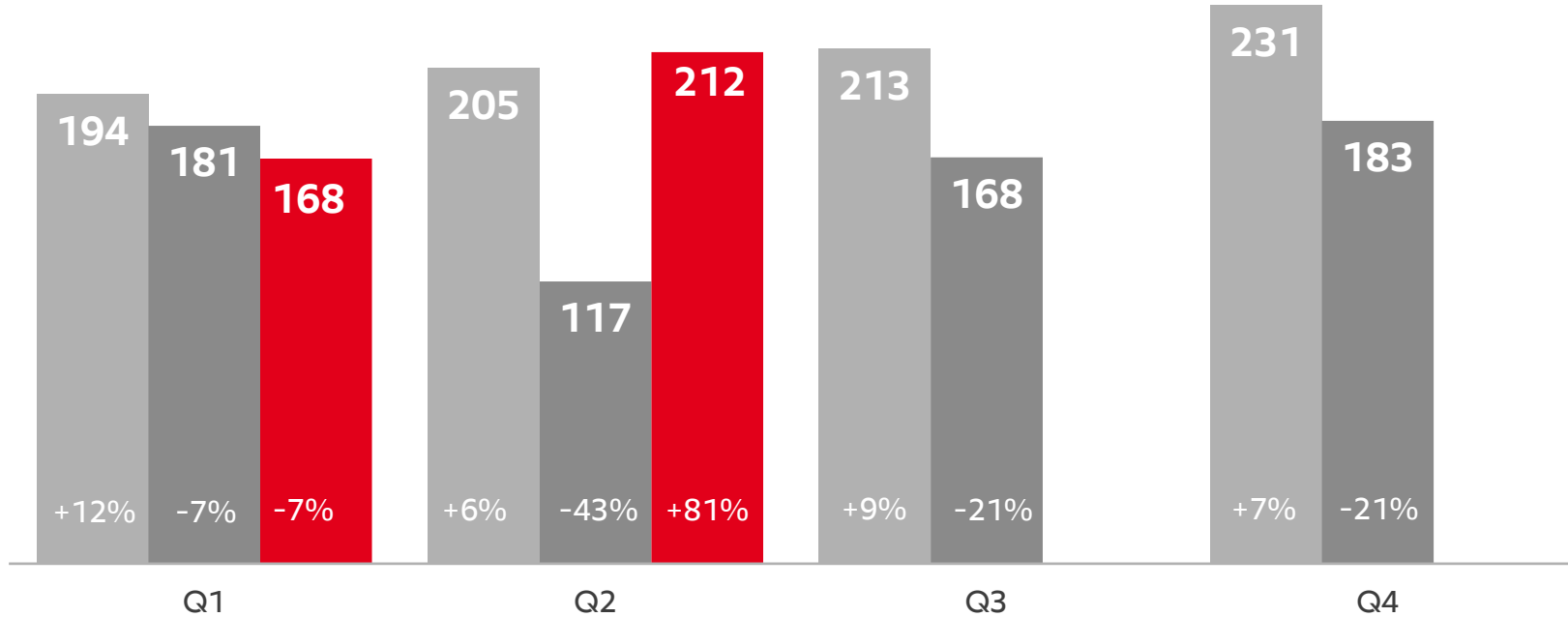
Liquidity

## Special effects supporting sales growth in Q2

1. **Catch-up effects:** the opening up of the catering sector in most countries and the start of the tourist season prompted investments and led to the completion of projects launched earlier.
2. **State aid programs:** in many cases, state aid measures were used for the investments. Due to the limited duration of these programs, investments were brought forward in some countries.
3. **Higher delivery times:** because of the tight supply situation worldwide, dealers and customers bought appliances for stock in order to avoid being caught out by potential supply shortages in the coming months.

# Second quarter up 81% in sales revenues – above Q2 19 level

Sales revenues per quarter



Sales revenues in mEUR  
Sales revenues growth in %

2019 2020 2021

# Key figures HY1 2021

**379** mEUR

Sales revenues

**+27%**

Increase in  
sales revenues

**56%**

Gross  
margin

**22%**

EBIT  
margin

**76** mEUR

Operating  
cash flow

**11** mEUR

Investments

**77%**

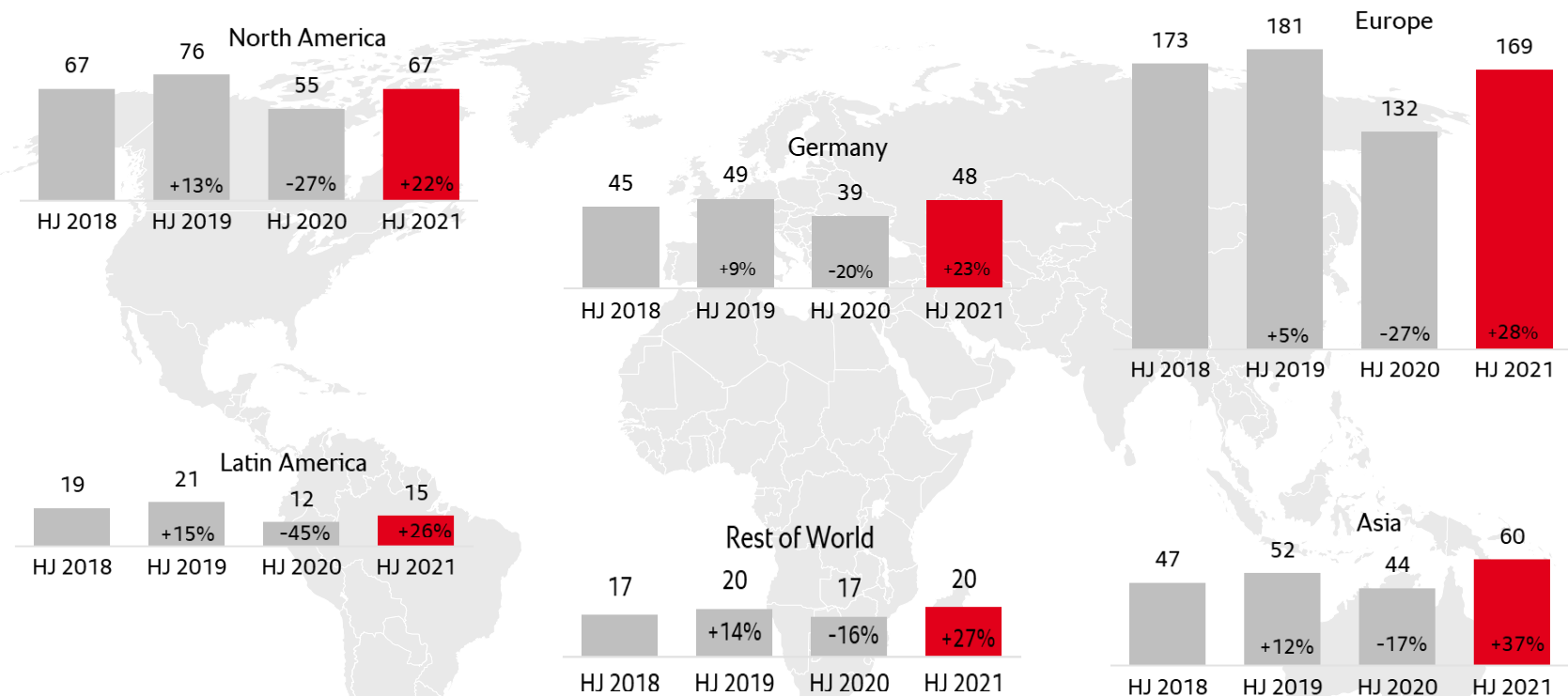
Equity  
ratio

**242** mEUR

Liquidity

# Sales revenues HY1 2021 by region

All regions above 2020 – Asia even tops pre-Covid19 level of 2019



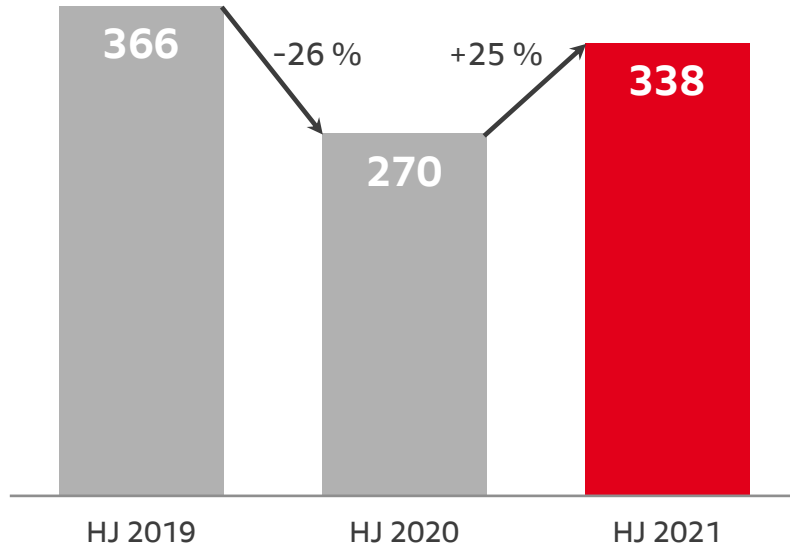
Sales revenues in mEUR

Sales revenue growth compared to previous year

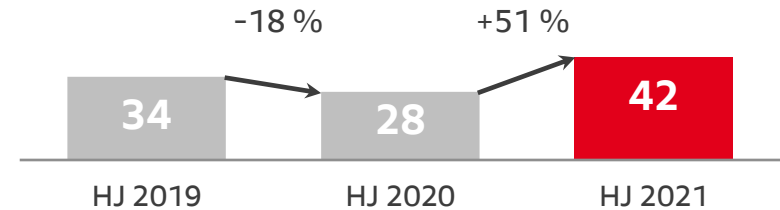
# iCombi up 25% - iVario grows by 51%

New iVario markets such as US and China supporting growth

Sales revenues iCombi

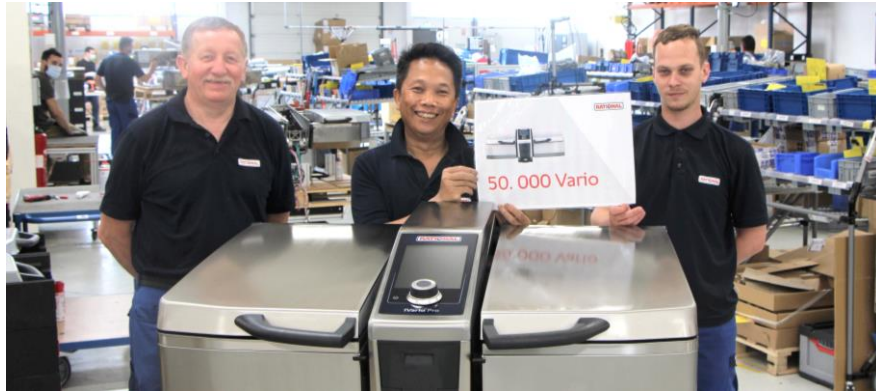


Sales revenues iVario



Sales revenues in mEUR  
Sales revenue growth in %

# 50,000 iVario / VarioCookingCenter





# Update on market size, potential and customer groups

RATIONAL renewed its analysis on worldwide market size and structure

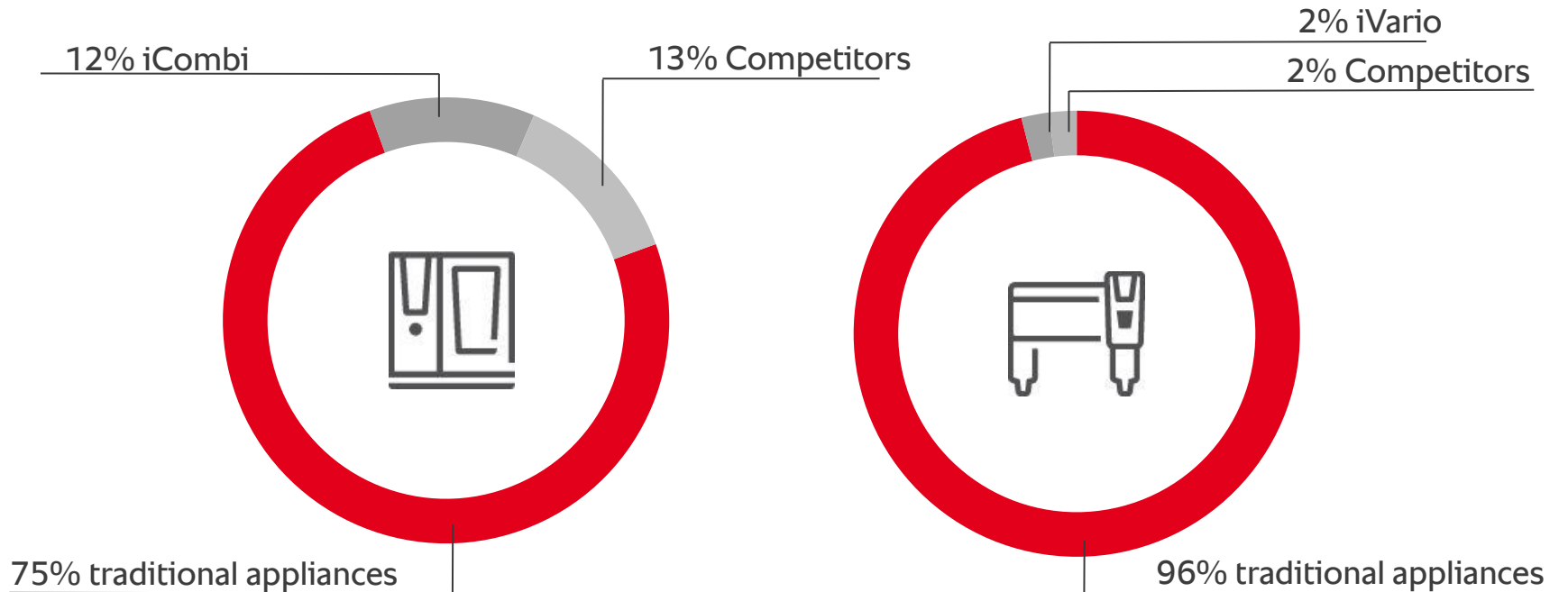
1. 8-month bottom-up project headed by our **Market Intelligence team**.
2. We gathered market analysis data from **47 countries** (15 countries more compared to 2018).
3. Additionally, we used **92 consumer foodservice/retail reports** from Euromonitor to support the countries.
4. Main results: **change in potential** for both product groups
  - => **More transparency** in all iCombi and iVario markets
  - => Therefore, **adjustments from 2018 to 2021** with regards to potential customers
  - => Slight **increase for iCombi** (slightly more than 4 million to 4.8 million)
  - => Slight **decrease for iVario** (2 million to 1.6 million)

# High untapped market potential for both product groups

Mission unchanged: replace traditional equipment

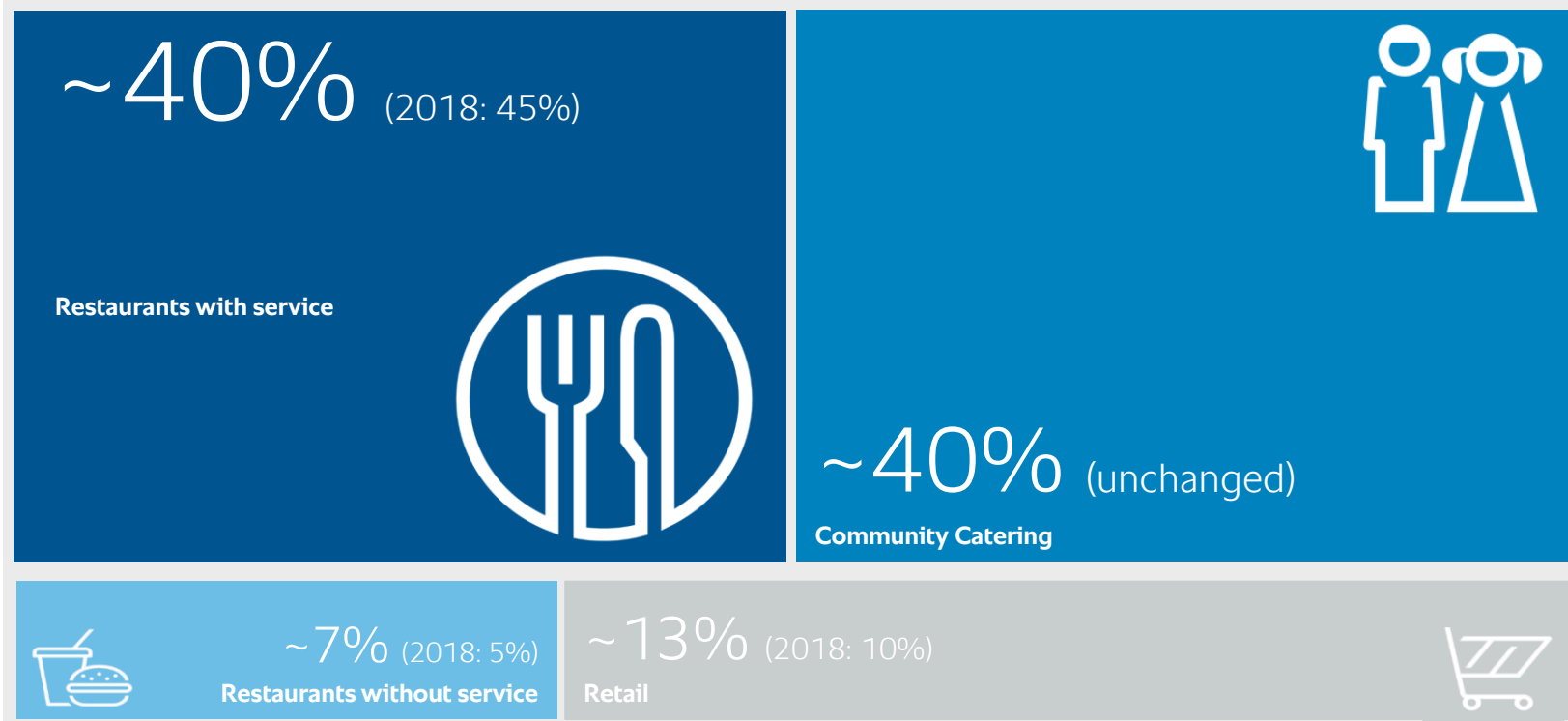
4.8 million addressable kitchens for iCombi

1.6 million addressable kitchens for iVario



# Retail wins with Covid19 – Restaurants with service decreased

Distribution of sold units to Customers Segments



Graphic refers to the number of sold appliances

# Customer Highlights in New York area

Organic Crush: cooking intelligence enables smart growth



The freshest, tastiest organic food,  
customised for each customer.

Advanced menu management  
with ConnectedCooking.

## Customer Highlights

100+ units sold to ghost kitchen customers in India



Strong development in the new segment Ghost Kitchens in India.

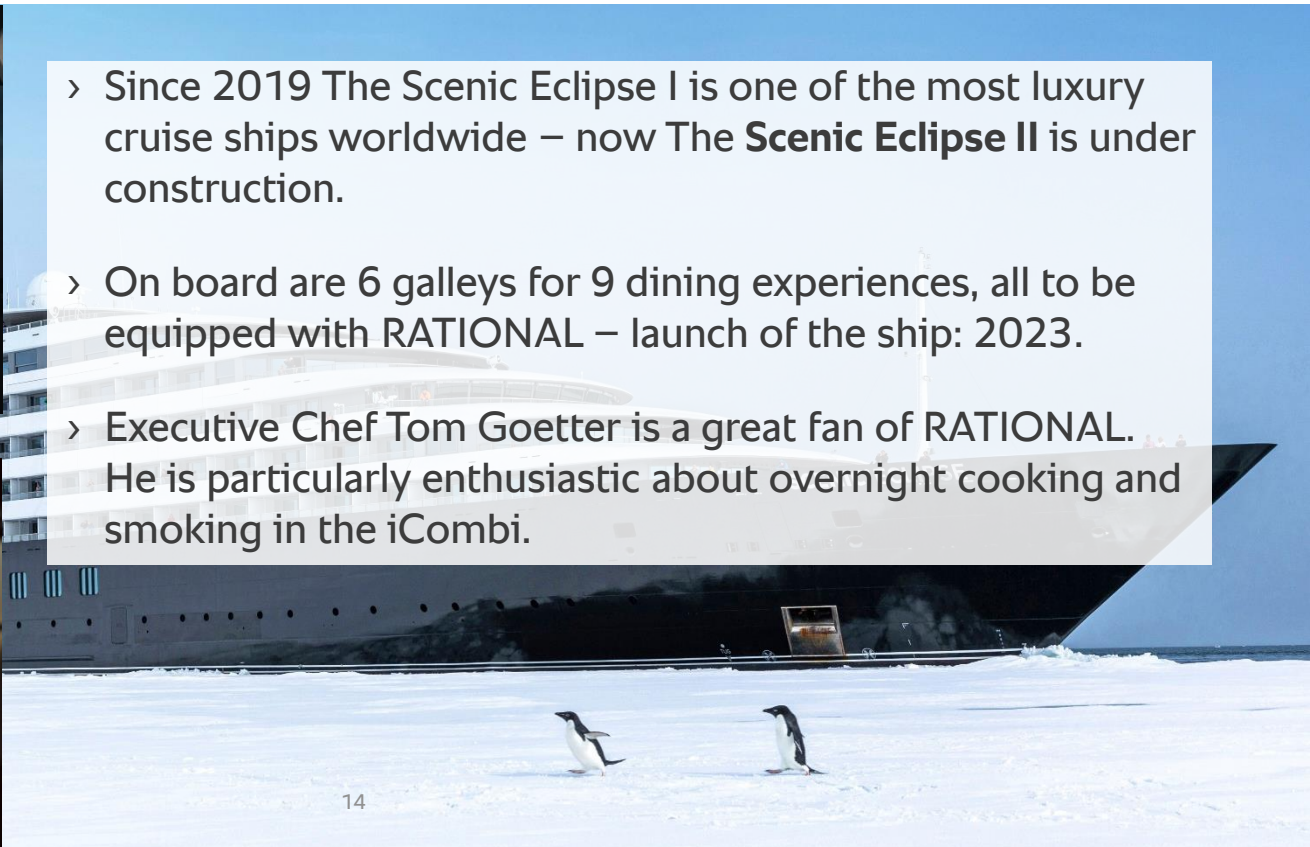
The signature dish is one of the key products for delivery menus in India – and perfectly suitable for a high effective bulk production in an iCombi Pro.

## Customer Highlights

RATIONAL won the tender for the 6-star ultraluxury Scenic Eclipse II



- › Since 2019 The Scenic Eclipse I is one of the most luxury cruise ships worldwide – now The **Scenic Eclipse II** is under construction.
- › On board are 6 galleys for 9 dining experiences, all to be equipped with RATIONAL – launch of the ship: 2023.
- › Executive Chef Tom Goetter is a great fan of RATIONAL. He is particularly enthusiastic about overnight cooking and smoking in the iCombi.



# Significant margin improvement in HY1 2021

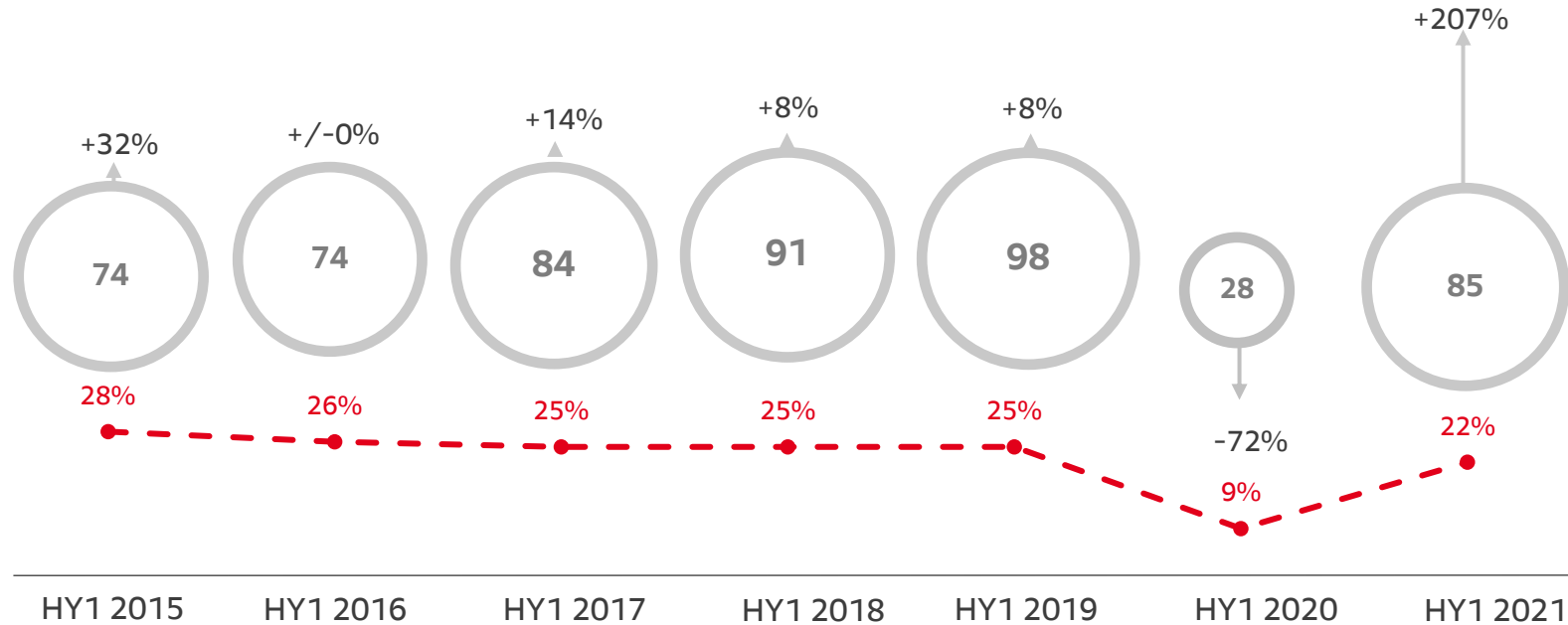
High sales growth with stable operating expenses

in mEUR	HY1 2021	HY1 2020	HY1 2019	2021 vs. 2020	
				Change	Margin Impact
<b>Sales revenues</b>	<b>379</b>	<b>298</b>	<b>399</b>	<b>+27%</b>	---
COGS	-166	-135	-163	+23%	+1,7%
<b>Gross Profit</b>	<b>214</b>	<b>163</b>	<b>236</b>	<b>+31%</b>	---
<b>Gross Margin</b>	<b>56,3%</b>	<b>54,7%</b>	<b>59,1%</b>	---	---
Sales and Service	-89	-90	-99	-1%	+6,7%
R&D	-23	-22	-21	+6%	+1,2%
Administration	-19	-19	-19	+	+1,4%
<b>Operating expenses</b>	<b>-131</b>	<b>-131</b>	<b>-139</b>	<b>+</b>	<b>+9,3%</b>
Other operating inc./exp.	1	0	0	---	+0,1%
Currency Result	1	-5	1	---	+1,9%
<b>EBIT</b>	<b>84</b>	<b>28</b>	<b>98</b>	<b>+206%</b>	---
<b>EBIT Margin</b>	<b>22,3%</b>	<b>9,2%</b>	<b>24,6%</b>	---	<b>+13,0%</b>

- > **COGS:** Improved productivity compared to the launch phase in 2020
- > **Sales and Service:** Lower personnel costs, marketing activities and travel expenses
- > **R&D:** R&D activity on a continuing high level
- > **Administration:** Stable administration organisation
- > **Currency result:** Positive currency effects in 2021, negative in 2020

# EBIT margin up by 13 percentage points in HY1 2021

EBIT margin at 22%

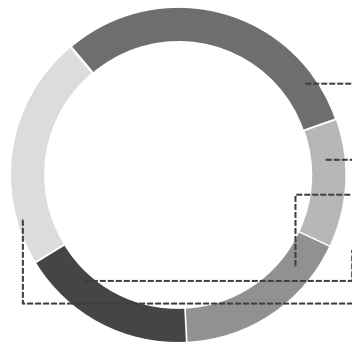


EBIT in mEUR  
EBIT growth in %  
EBIT margin in %



# Solid balance sheet provides security and flexibility

High equity ratio and liquidity



in mEUR

Non-current assets

Inventories

Trade receivables

Other assets

Liquid funds

Total assets

HY 2021

HY 2020

217

210

78

84

122

86

51

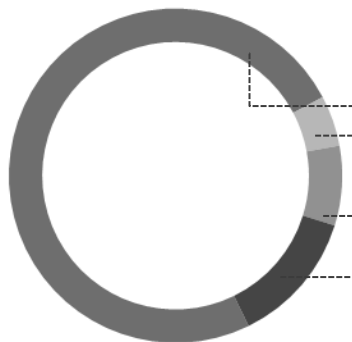
49

242

186

710

615



Equity

Non-current liabilities

Current provisions

Current liabilities

Equity & liabilities (total)

544

472

34

34

54

46

78

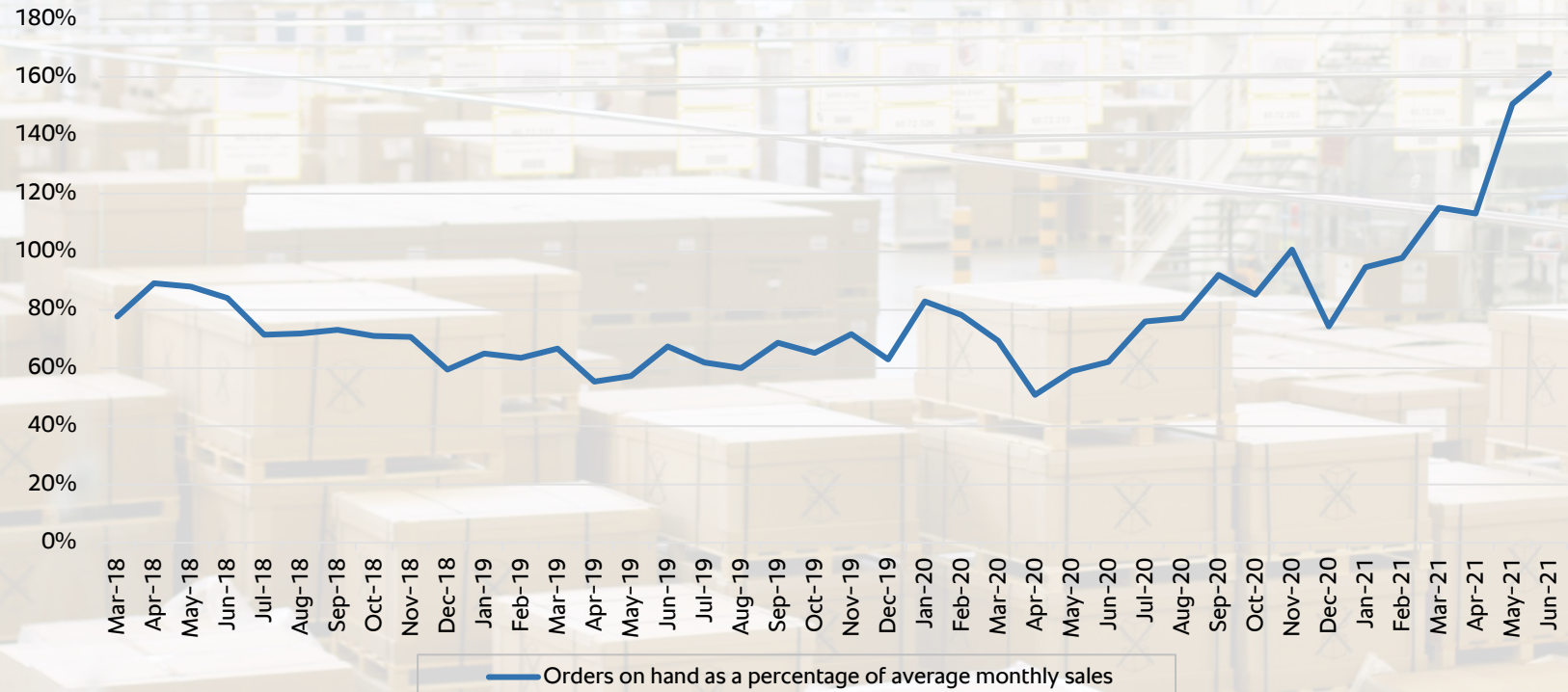
63

710

615

# Orderbook level has increased significantly

Longer lead-times due to extra market demand and supply shortages



# New facility in France

New home for iVario and the French sales organisation



# New facility in France

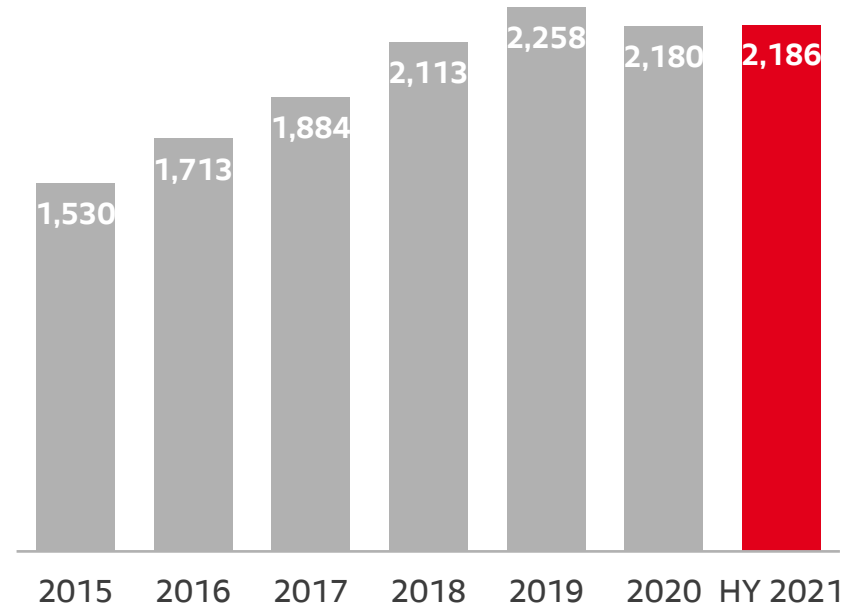
New culinary centres and meeting space



## Stable headcount building block for quick recovery

In Q2 2021 first headcount increase since beginning of crisis

- › **Keeping** the qualified and motivated **team on board** during the crisis enables us to manage the **quick recovery**.
- › **Short-time working hours ended** in all parts of the company.
- › In the **sales process** wherever possible we visit and help end-customers.
- › **Many job openings** to invest further to continue to innovate and modernise our organisation.



## Forecast and outlook 2021 – increased guidance

Our current expectation for 2021

Due to the pleasing second quarter and the high order backlog, we are optimistic for the further development throughout HY2 2021.

But we also remain cautious to the following risks:

- New lockdown measures especially in Q4
- Supply chain interruptions

Scenarios	Sales revenue growth	EBIT margin
Risks are materialising	High single-digit	Around 20 percent
Risks are not materialising	15-20 percent	Above 20 percent

# General outlook beyond 2021

Bright future for RATIONAL



- › Worldwide population growth.
- › Varying catering locations.
- › Increasing purchasing power in developing countries.
- › Increasing hygiene requirements in kitchens.
- › Increased meaning of efficient kitchen processes.
- › Demand for healthier nutrition and a wider range of dishes.
- › Increasing share of single households.
- › Increasing energy, labour, occupancy costs.
- › Chef's profession getting even less attractive.



Please send us your questions via email ([ir@rational-online.com](mailto:ir@rational-online.com))