



Capital Markets Day 2022

1 December 2022

Agenda

The background of the slide is a photograph of a modern building with a prominent corrugated metal roof. The building features large glass windows and a clean, industrial aesthetic. The sky is a clear, bright blue with some light, wispy clouds. The overall scene is well-lit, suggesting a sunny day.

Welcome

Dr Peter Stadelmann (CEO)

Introduction

Dr Martin Hermann (CTO)

Development of Landsberg Site

Jörg Walter (CFO)

Happy Cooking

Factory Tour

Wrap up/Networking

Appointment of Dr Hermann as CTO



Mr Peter Wiedemann

1988: Joined RATIONAL
1996: Management Board Technology
1999: Chief Technical Officer (CTO)
2022: Chief Operating Officer (COO)



Dr Martin Hermann

2005: Managing Director Technology
H. Stoll GmbH & Co. KG
2012: CTO/COO Hauni Maschinenbau GmbH
2022: New CTO RATIONAL AG

RATIONAL headquarters

Landsberg am Lech, Germany





RATIONAL in Landsberg

Active in two locations.

Location Landsberg

Plant 1 and Plant 2



Plant 1

Start 1973

Supervisory Board, R&D,
Purchasing, Service, etc.

Plant 1R

Training workshop,
Pan production

Plant 2

Start 1993

Management Board,
Personnel, Finance, IT,
etc.

P Employee Car Park

Start 2000

Location Landsberg

Plant 3



Plant 3

- A** Assembly Plant 1
Start 2008
- B** Training Centre
Start 2013
- C** Service Parts
Start 2014
- D** Assembly Plant 2
Start 2018
- E** Security
Start 2018
- F** Logistics Centre
Start 2021

Location Landsberg

Facts and figures



110 mEUR

Investments in Landsberg site

approx.

120,000

Units capacity per year



65%

Production utilisation
expected for 2022



6,000

Guests / Visitors 2022



88,500

m² Gross floor areas

213,000

m² Land area

8,735,000
kWh Power consumption



3,561,000
kWh Natural gas consumption



240,000

Meals in the company restaurants



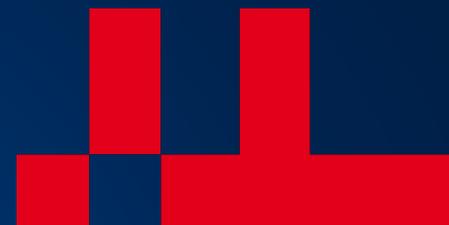
approx. 1,400
Employees in Landsberg

2,400

Employees worldwide

Factory of the Year 2022

RATIONAL wins the overall ranking



1999
Best small
series producer

2003
GEO Award

2014
GEO Award



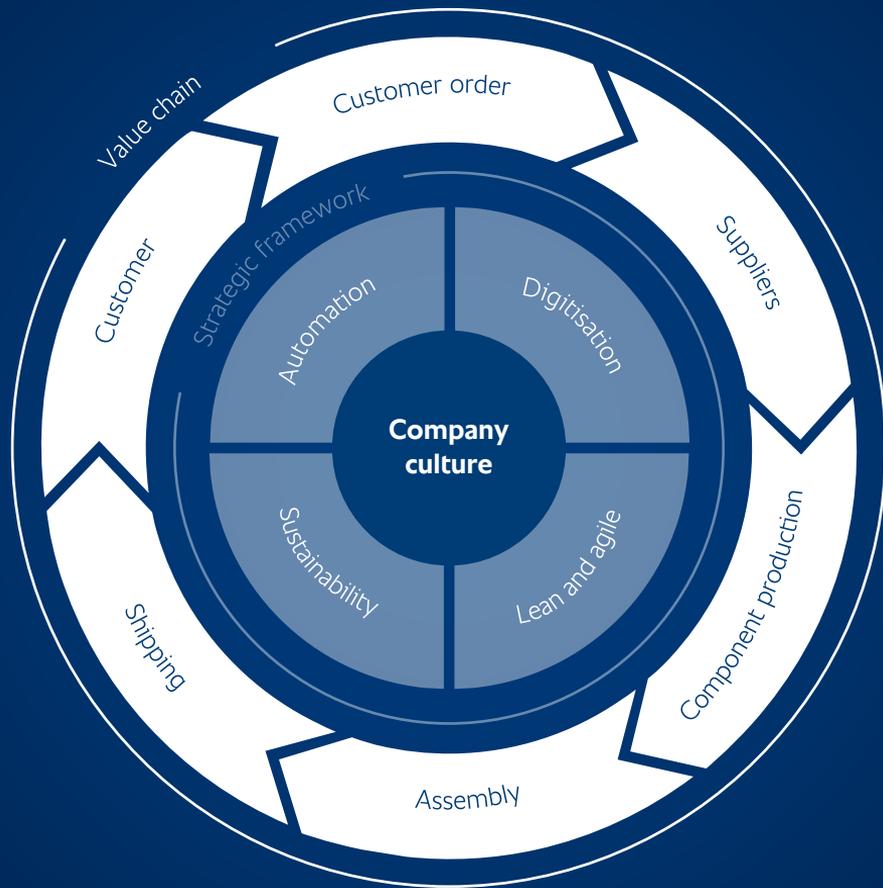
<p>Factory of the year 2022</p> <p>RATIONAL AG Factory 1-3, Landsberg am Lech</p> 		<p>GEO-Award</p> <p>Rolls-Royce Power Systems Factory 1 and 2, Friedrichshafen</p> 	<p>Excellent transformation: site</p> <p>BSH Hausgeräte GmbH Bad Neustadt factory</p> <p>B/S/H/</p>
<p>Excellent transformation: digitalization</p> <p>WILO SE Dortmund location</p> 	<p>Excellent series production</p> <p>egeplast international GmbH Greven factory</p> 	<p>Excellence in sustainability</p> <p>Voith Group Garching factory</p> 	<p>Excellence in supply chain resilience</p> <p>Siemens Schweiz AG Zug factory</p> 



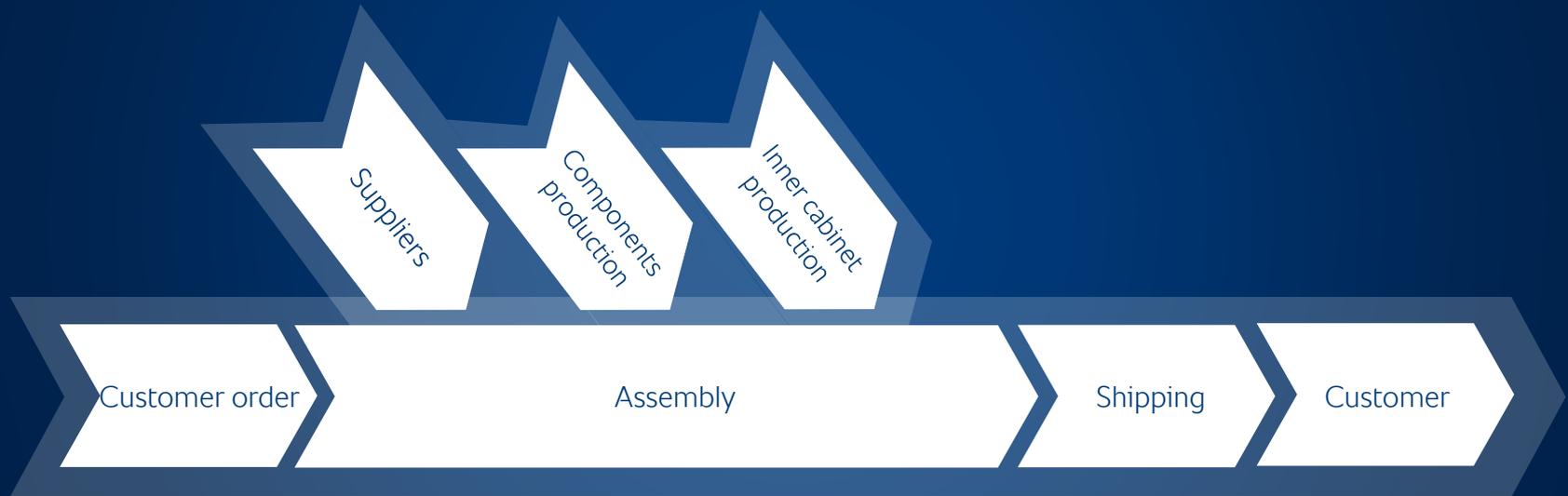
Competition: Factory of the year 2022

The “Factory of the Year” is one of the most important industry competitions in Europe. The winners of the current benchmark competition are honored at the congress of the same name.



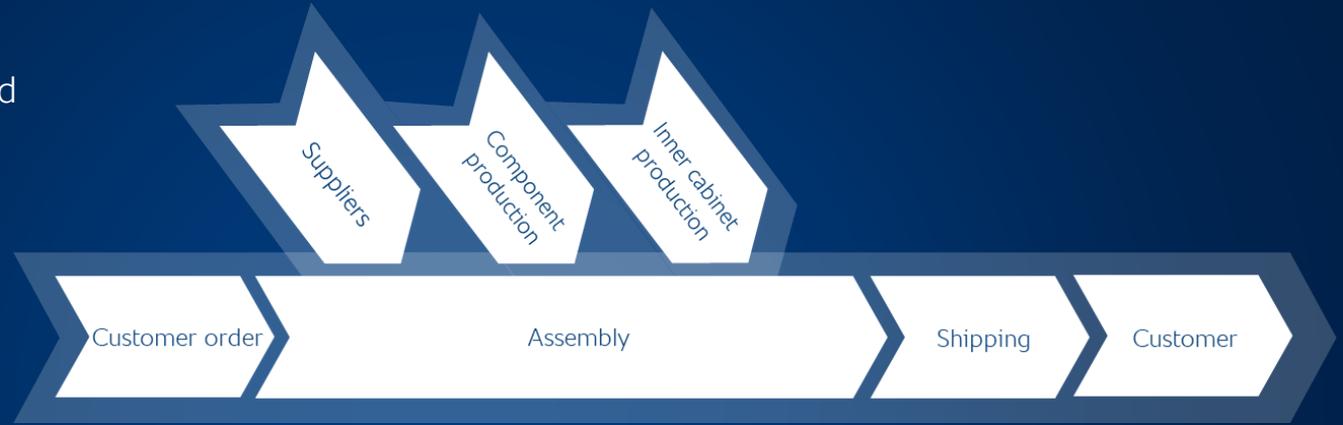


Best-practice examples of our **value chain**



How do we do it?

- › Customer order-based production
- › 99% KANBAN for material supply
- › Fractal factory
- › Every employee acts like a U.i.U.



Lean processing of customer orders

What do we achieve?

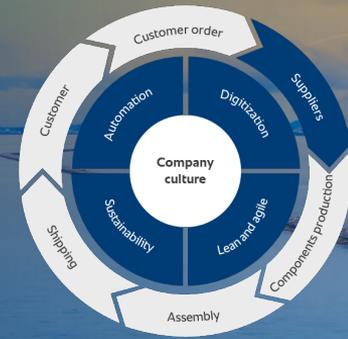
- › Short processing times
- › Maximum flexibility
- › Low inventory levels
- › Maximum quality through personalized cooking systems
- › Continuously increasing productivity

RATIONAL and more than 160 suppliers

We all pull together



Adaptation to procurement markets - VUCA



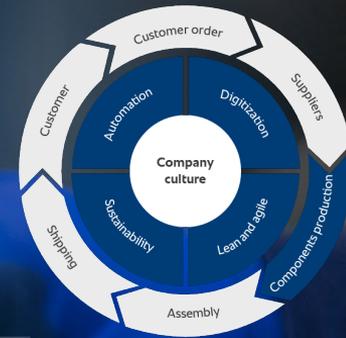
Daily meetings on supply situation & quality improvement

- > Interdisciplinary and cross-process
 - > Short information ways (entire O2C chain)
 - > Very quick decisions
 - > Short response times
- => Lean & Agile

Result

- > No production downtime
- > Agile adjustment to supply situation (partly finished cooking systems)
- > Continuous quality improvement
- > Customer value creation

Automated laser-welded interior cabinet



Measures:

- › Innovative automation
- › Digital order management
- › Predictive maintenance on punch-laser systems
- › Preventative maintenance with systemic documentation
- › Risk protection

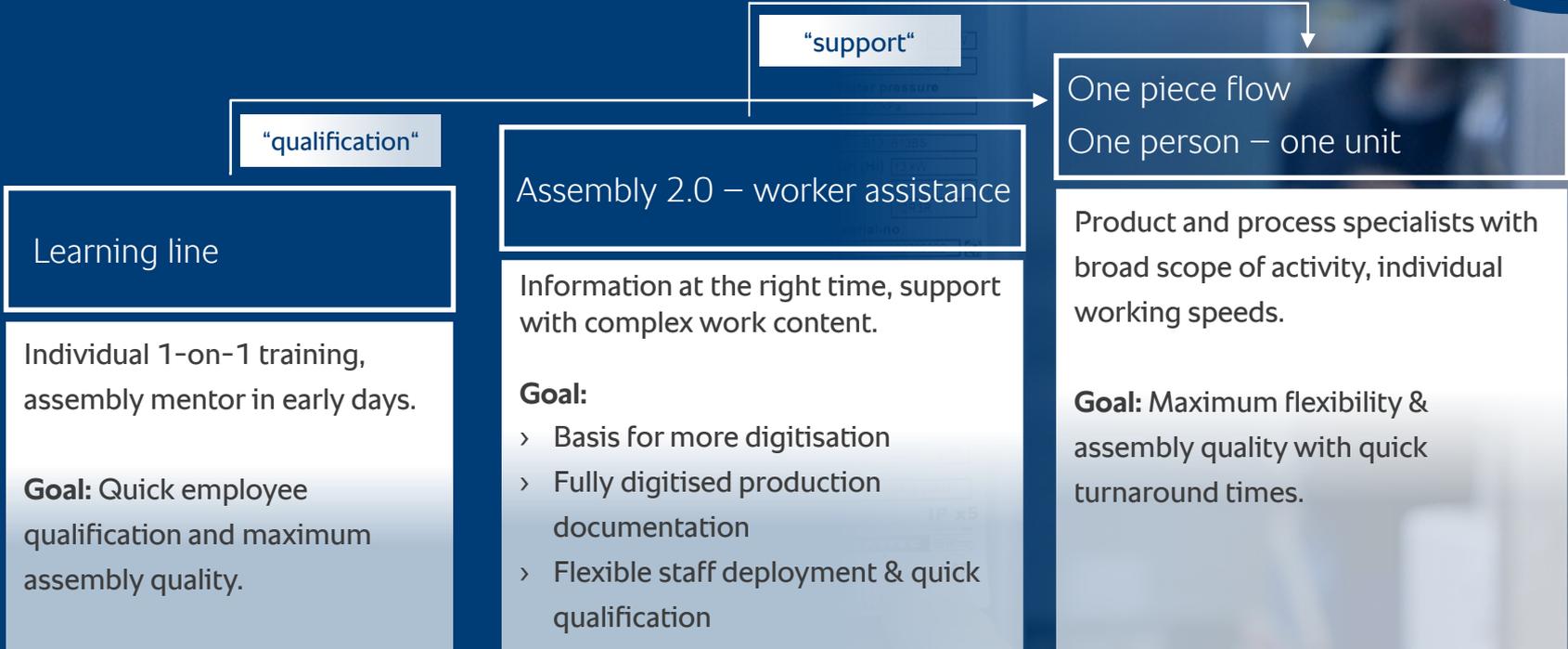
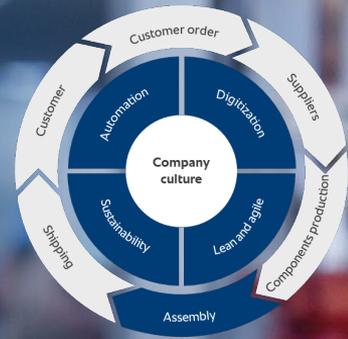
Result:

- › Increased employee efficiency
- › Improved ergonomics
- › Maximum quality standards
- › Reduce unit costs
- › Transparency through digitization
- › Improved productivity & process quality

Faster & more flexible component supplier

The efficient assembly process

One-piece-flow



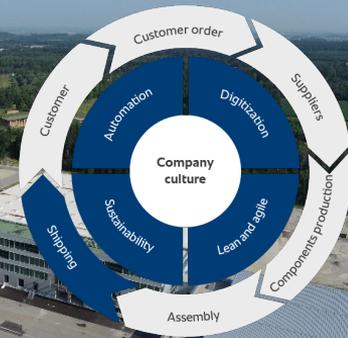
New distribution center

Sustainable and resource-efficient

- › Inaugurated after 18 months of construction in May 2021
- › Investments of around 19 million euros
- › 10,000 m² - 28 loading ramps
- › Heating/cooling by groundwater heat pump
- › Daylight-dependent adjustable LED lighting
- › Automated guided vehicles (AGV)

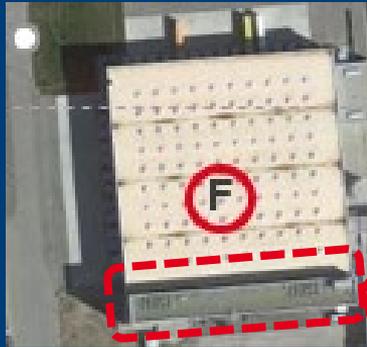
52% reduction in specific primary energy requirements*

*compared to previous shipping building



Outlook – expansion of office space in Landsberg

Move-in in March 2023



F Logistics centre



- › 100 x 11m floor space
- › 2,100 m² office space
- › 660 m² staff restaurant with preparation kitchen
- › 470 m² logistics space
- › 140 workplaces
- › Around 50 % energy savings

Outlook - new service parts building

Order picking from automatic high-rack warehouse

New
Service parts
centre
In planning

G

F

D

E

A

C

B

- › Service parts centre for iCombi and iVario
- › Investment volume of around 40mEUR

- › Parts available for at least 15 years after the end of series production (today 3.2 mEUR sales revenues with parts earlier than 2005)

- › Number of service parts on stock increased over the years (2005 from 6,500 pcs. to >10,000 pcs.)

- › Share of service parts very stable at 9% of sales revenues (2005: 25 mEUR; 2022e: 90 mEUR)

RATIONAL Wittenheim

Our second main pillar



New facility at the site in Wittenheim (France)

Increase production capacity from 10,000 units to 25,000 units



Overview new building project Wittenheim

- › Existing site area 100.000 m²
- › Production hall 10,000 m²
- › Company restaurant for ~ 350 people
- › Representative customer centre
- › Administration building with 1,500 m² for approx. 100 people
- › Extension possibilities:
 - › Production area +20,000 m²
 - › 2-3 further admin buildings

New building in Wittenheim

Current status



- A** Production
- B** Kitchen, restaurant, training centre
- C** Administration
- D** Extension areas



**Let's go to
Happy
Cooking!**

