

# Letter from the Executive Board on the first 9 months of 2024



“RATIONAL AG stands for reliability and stability, as well as consistent and profitable growth. Our proven strategy, which is based on innovation, quality and sustainability, remains the cornerstone of our success.”

**Dr Peter Stadelmann**  
CEO RATIONAL AG

**Dear Shareholders,  
Customers and Business Partners,**

Over 2,600 U.i.U.s (entrepreneurs in the company) develop, manufacture and distribute our cooking systems and support customers in using them. Numerous additional functions and business processes are required so that we can offer our customers greater benefits than other providers. Reliable, motivated and responsible employees in all functions are crucial in ensuring that our customers are more satisfied than those of other manufacturers.

A U.i.U. shoulders responsibility – firstly for doing everything necessary to maximise customer benefit. In addition, they are responsible for continuously improving the way they work and the results they achieve. And also for enhancing cooperation among all U.i.U.s. U.i.U.s use resources economically, as if they were their own. The second “U.” – the company – supports that by providing excellent working conditions, ideal tools and freedom. It sets the framework for individual achievements. If a U.i.U. works hard for the company, the company works hard for them. RATIONAL treats its U.i.U.s fairly and decently, fosters their personal development and enables growth. We help each other.

It is our conviction that satisfied employees produce satisfied customers – and vice versa. Our greatest motivation is the feedback we receive from satisfied customers. It tells us that our customers could not do their jobs without our products. This is what spurs us on, even in difficult times. If a customer is dissatisfied, a U.i.U. cannot be satisfied either.

The global survey we conducted this year enabled us find out how satisfied our customers are with our cooking systems. We achieved a Net Promoter Score of 60, which means we are “best in class”. We also surveyed our U.i.U.s again this year. 88% of our U.i.U.s are proud to work at RATIONAL. 90% confirm that as a whole they are very satisfied or satisfied with their jobs at RATIONAL. 88% of our U.i.U. are proud to work at RATIONAL.

Satisfied U.i.U.s not only deliver better results, but also stay loyal to us longer. On average worldwide, our U.i.U.s have been with us for almost 9 years. Last year alone, 32 colleagues celebrated more than 30 years of service. We as a company, and especially our young, dynamic colleagues, benefit from the broad wealth of experience and expertise of these long-standing employees.

One of these long-standing RATIONAL colleagues is my fellow Executive Board member Peter Wiedemann. Mr Wiedemann joined the company in 1988 and worked his way up to the Executive Board, on which he has served as Chief Technology Officer since 1999. Mr Wiedemann will take his well-deserved retirement at the end of 2024. We would also like to take this opportunity to thank him for his numerous contributions to the success of RATIONAL. Over the past few months, he has gradually handed over his duties to his successor, Dr Martin Hermann step by step.

Mr Wiedemann's successful time on the board was concluded by the market launch of the iHexagon. The smart combination of convection, steam and microwaves on all levels enables perfect results even faster at the touch of a button. Since the spring of 2024, the company has sold its products in the three key markets of the United States, the UK and Germany. A team specialising in the iHexagon is on hand to support interested customers with advice and assistance. No one has experience with the iHexagon's cooking performance – it is a new category that had not previously been found in commercial kitchens. We want everyone to rightly choose the iHexagon and be satisfied. That is why our aim is not to grow unit sales overeagerly. We want to offer customers who value greater speed, yet perfect cooking quality, the greatest benefit.

RATIONAL AG stands for reliability and stability, as well as consistent and profitable growth. Our proven strategy, which is based on innovation, quality and sustainability, remains the cornerstone of our success. With projects such as the installation of photovoltaic systems on the roofs at our headquarters in Landsberg and our iVario location in Wittenheim, we are stepping up our efforts towards ensuring a sustainable future. With an output of over one million kilowatt hours a year, we generate about 30% of our own electricity needs ourselves. We cover our remaining requirements at Landsberg with 100% green electricity. With this investment in renewable energies, we are sending out another clear signal in terms of protecting the environment and conserving valuable resources. Acting sustainably is an integral part of our business model. Healthy nutrition, resource efficiency, ergonomic working and long-term business relationships are just a few of our key objectives in this regard. Our cooking systems make by far the largest contribution to the sustainability of our company and our planet: they save over 30% in energy and 50% in water compared to traditional technology. This is good for the environment and our customers.

For these reasons as well, iCombi and iVario continue to have enormous potential. This allows us to grow organically even in economically challenging times, as the figures for the first 9 months of the current year show. Our sale revenues of 875 million euros are 5% up on the previous year. The iVario and after-sales business were responsible for the growth. EBIT and the EBIT margin are at a high level of 227 million euros and 25.9% respectively.

We expect the current trends to continue by and large in fiscal year 2024. In view of the challenging macroeconomic conditions and the related caution in some markets, we now consider sales revenue growth in the medium single-digit percentage range to be more likely, based on the latest assessments by our sales companies. Beneficial factors in the form of further stabilising purchase prices will give an unexpected momentum to earnings. We therefore expect an EBIT margin of around 26% and an absolute EBIT close to the current analyst consensus of around 305 million euros published by Bloomberg.

We thank you for your continued trust in RATIONAL AG and look forward to shaping the next chapters of our growth and innovativeness together with you.

Best regards,

A handwritten signature in black ink, appearing to read "P. Stadelmann". The signature is fluid and cursive, with a distinct flourish at the end.

**Peter Stadelmann**  
CEO RATIONAL AG