



# 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**

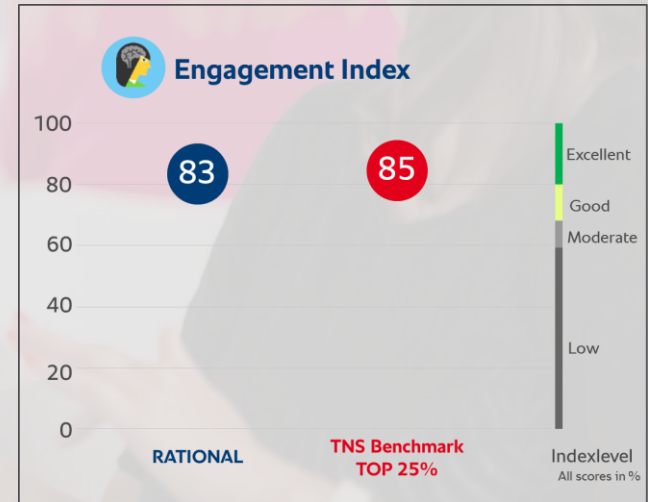
“We want our colleagues to be able to experience every day why we inspire professional chefs around the world.”

**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



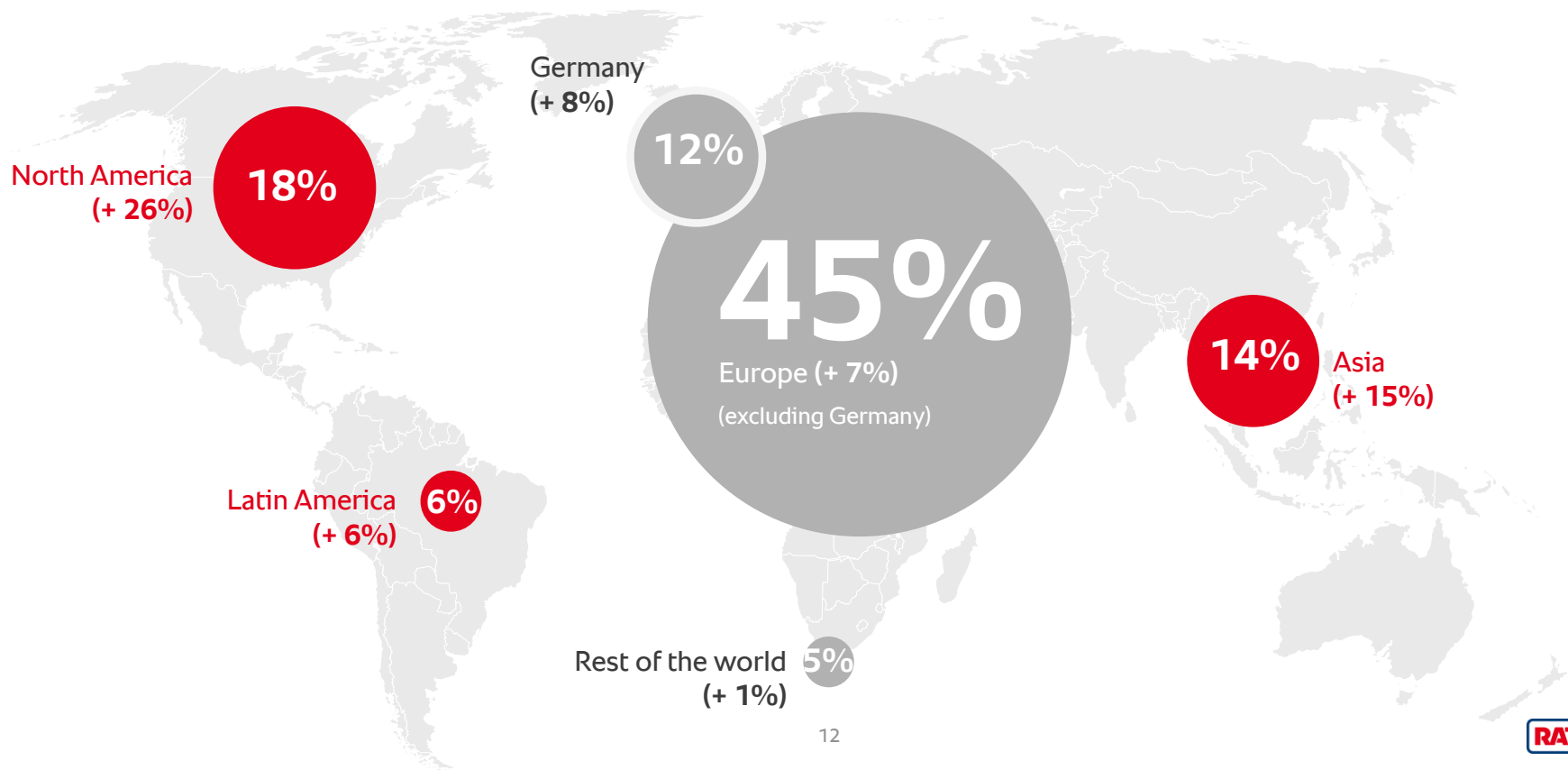
# The foodservice industry

## 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

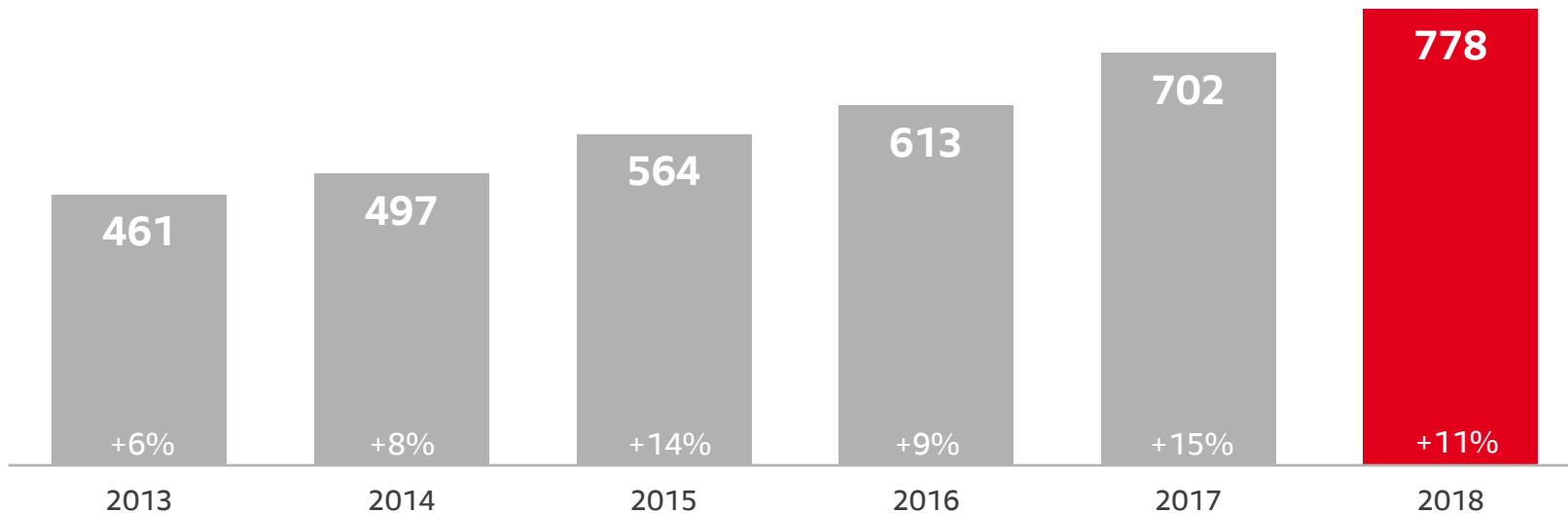
2018: Disproportionate high growth in North America





## Organic growth

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



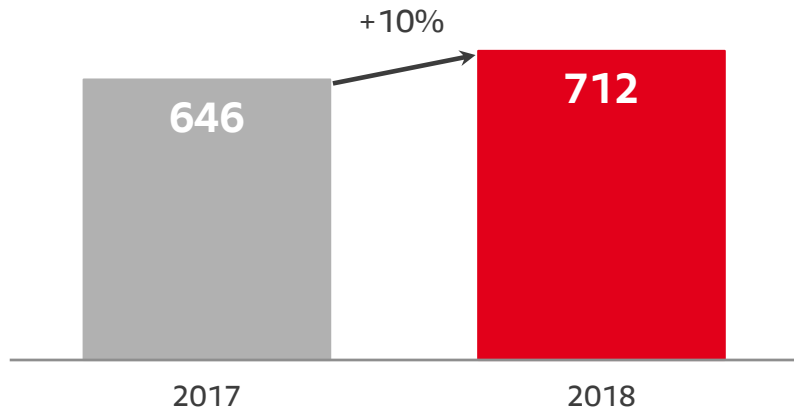
Sales revenue in m EUR

Sales revenue growth in %

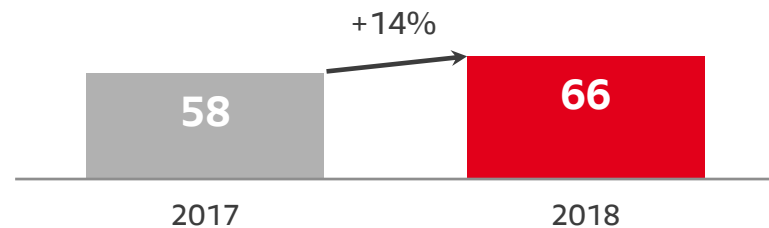
# Good performance in both product segments

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%



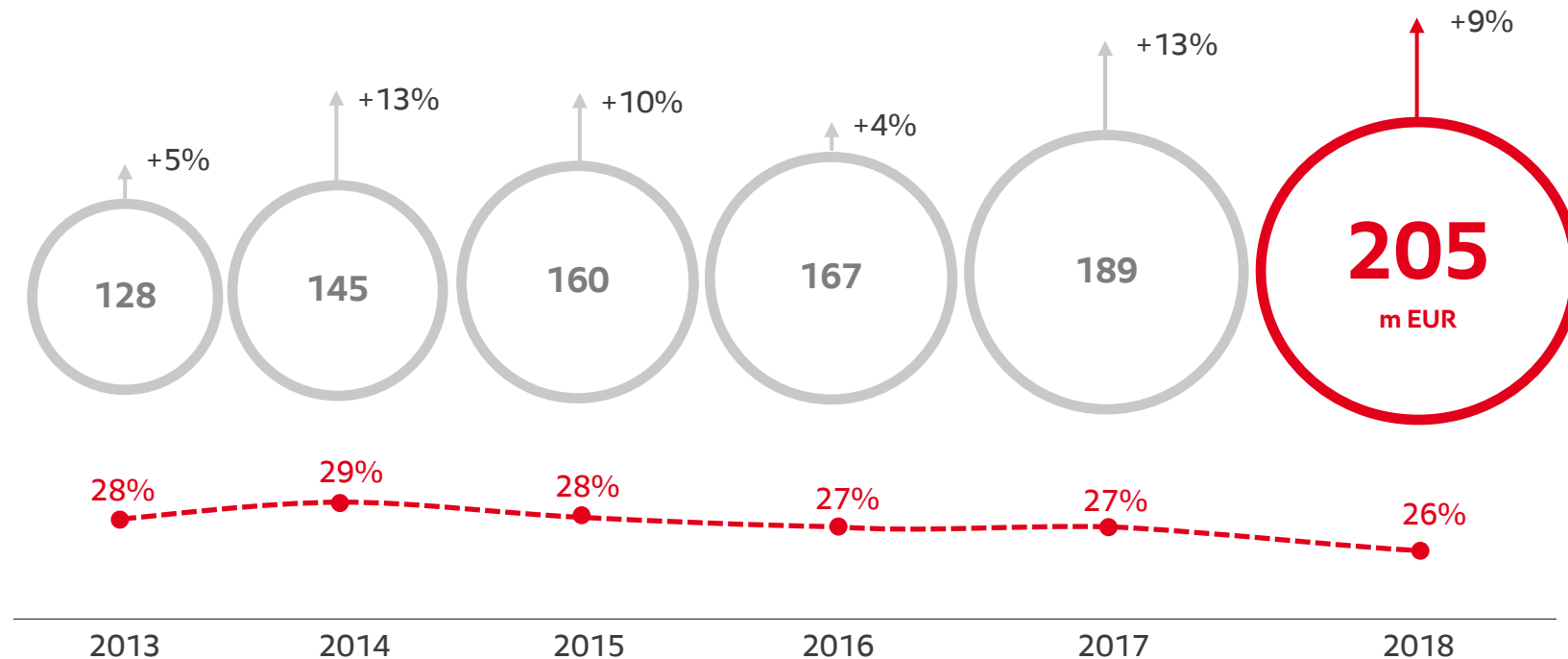
Extensive  
accessories

Care products

Service parts

## High EBIT margin level

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

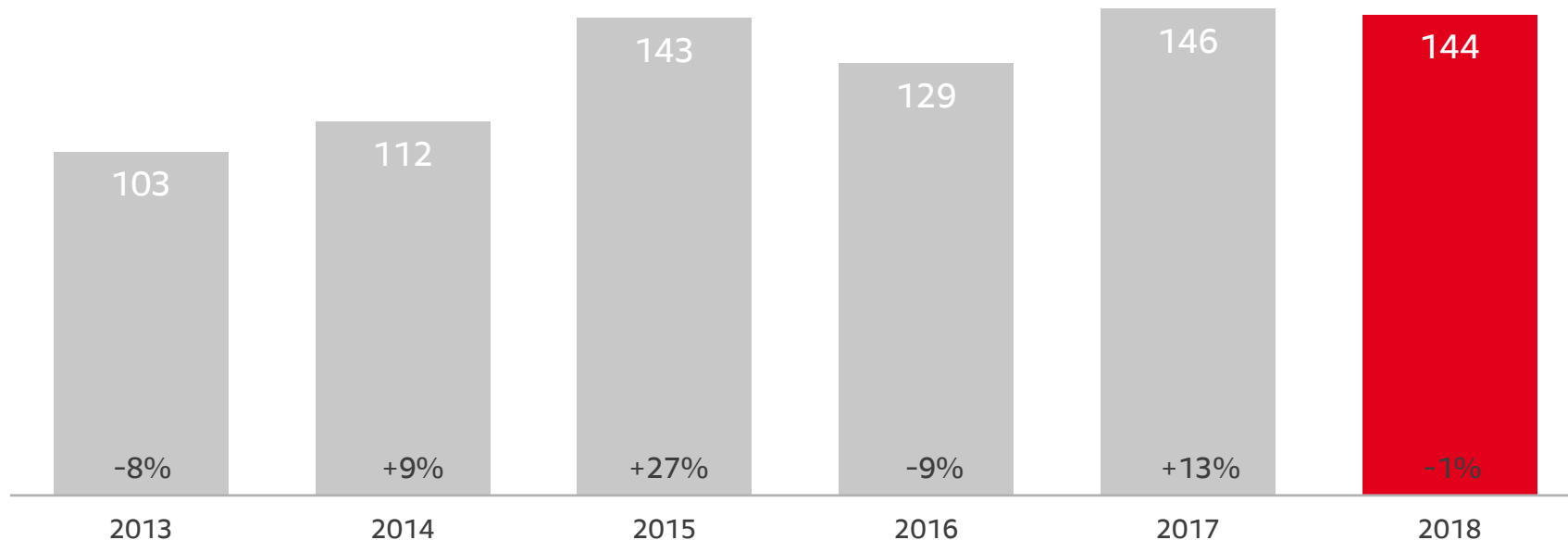


Change in %  
EBIT margin in %



## High operating cash flow despite record investments

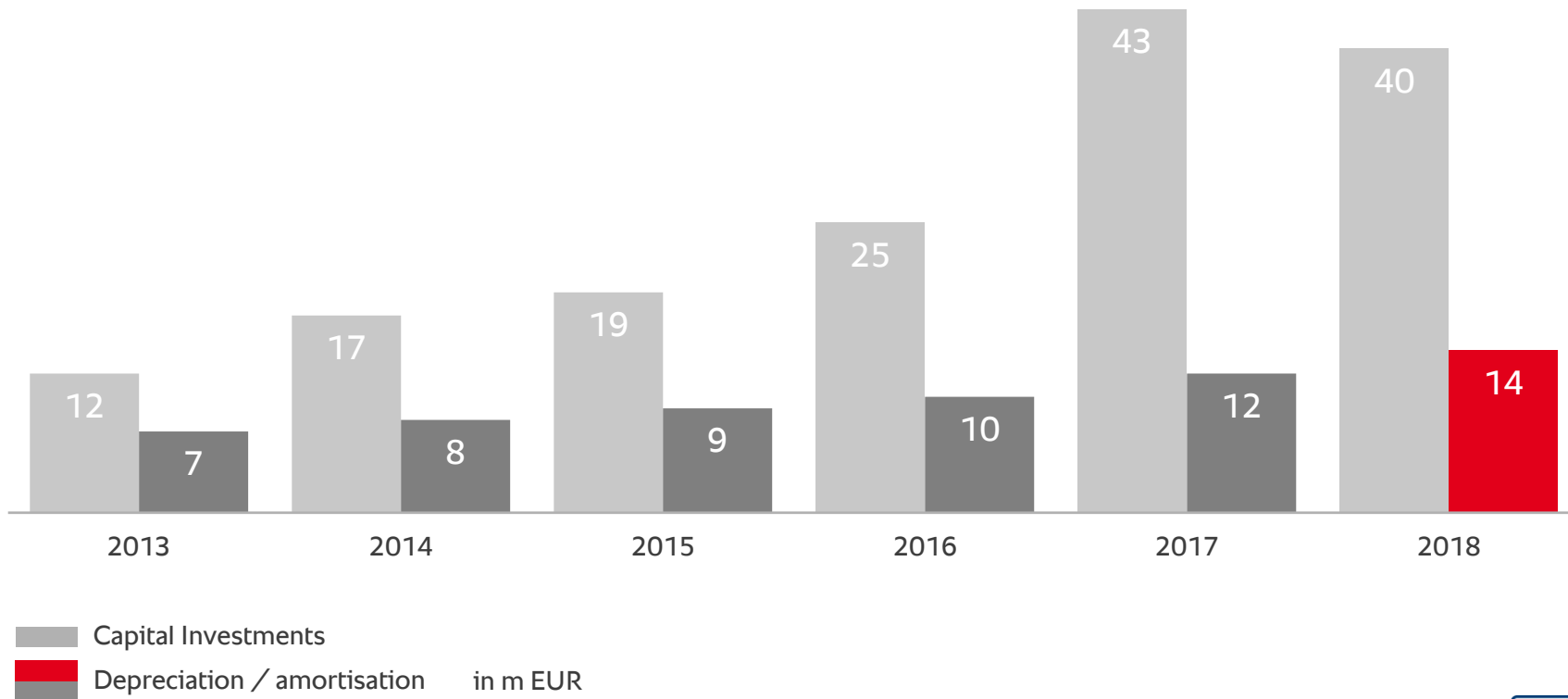
Business model with low capital intensity and a lean supply chain



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

# Targeted investments for growth and efficiency

Investment in employees, infrastructure and products



# Dividend increase for ten consecutive years

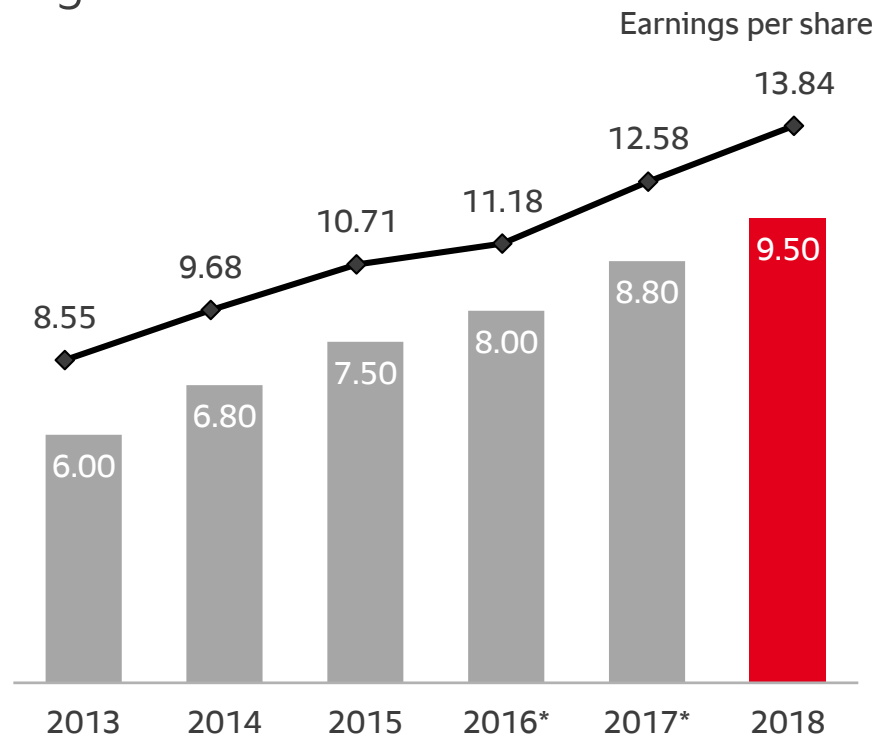
More than 70% payout ratio on average

## 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

