



A different kind of inspiration

For the professional kitchens of the world

IR Presentation
9M 2019

Success factors

- › Concentration on professional kitchens
- › Specialisation in “thermal cooking”
- › Highest possible customer benefit
- › The entrepreneur in the company



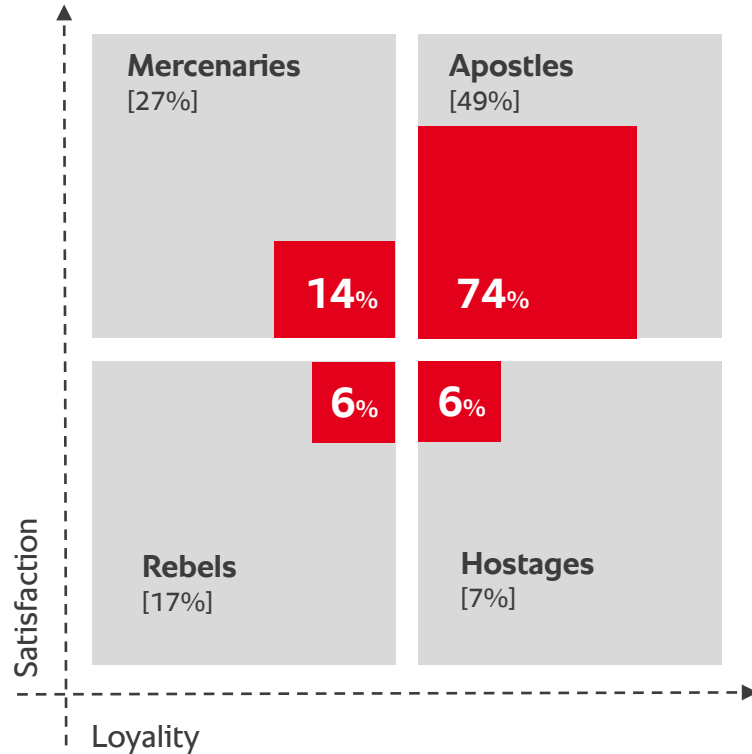
For People

That prepare hot food in
professional kitchens



High customer satisfaction

Above average number of apostles



Source:
Kantar TNS / MI (2016-2019) – in 14
markets with RATIONAL subsidiaries

[x]: Average of the
manufacturing industry
worldwide





7.6

billion people live on
earth

+

80

million more each year

130,000,000



dishes are prepared using RATIONAL appliances every day

4,000,000

potential professional kitchens

>90%

recommendation rate



“I decide on the desired result,
RATIONAL does the rest, and I can rely
absolutely 100% on the quality.”

BMW Group

Kurt Rass, Kitchen Manager BMW Group
Munich, Germany



“Without RATIONAL, we would not be able to prepare 20,000 Peking ducks every day with such high quality.”

Quanjude Group

Yan Dajian, Head of R&D, P.R. China



“They know what they do and understand what we need. We believe that RATIONAL is simply the perfect partner.”

Nando's International
Partner for more than 25 years

For kitchens

In which 20 or 20,000 dishes
are prepared



1,000,000

Combi-Steamers produced since 1976



35,000

VarioCookingCenter® produced since 2005



Worldwide presence

Close to the customer

Local presence in more than

120

countries



32

subsidiaries

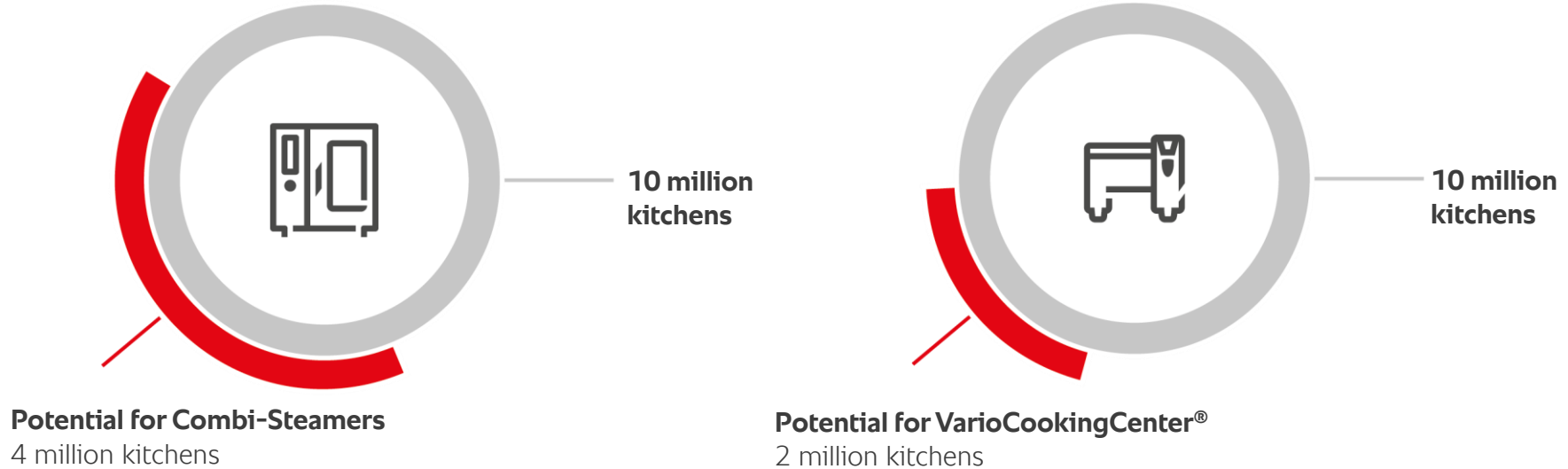
More than

4,000

partners worldwide

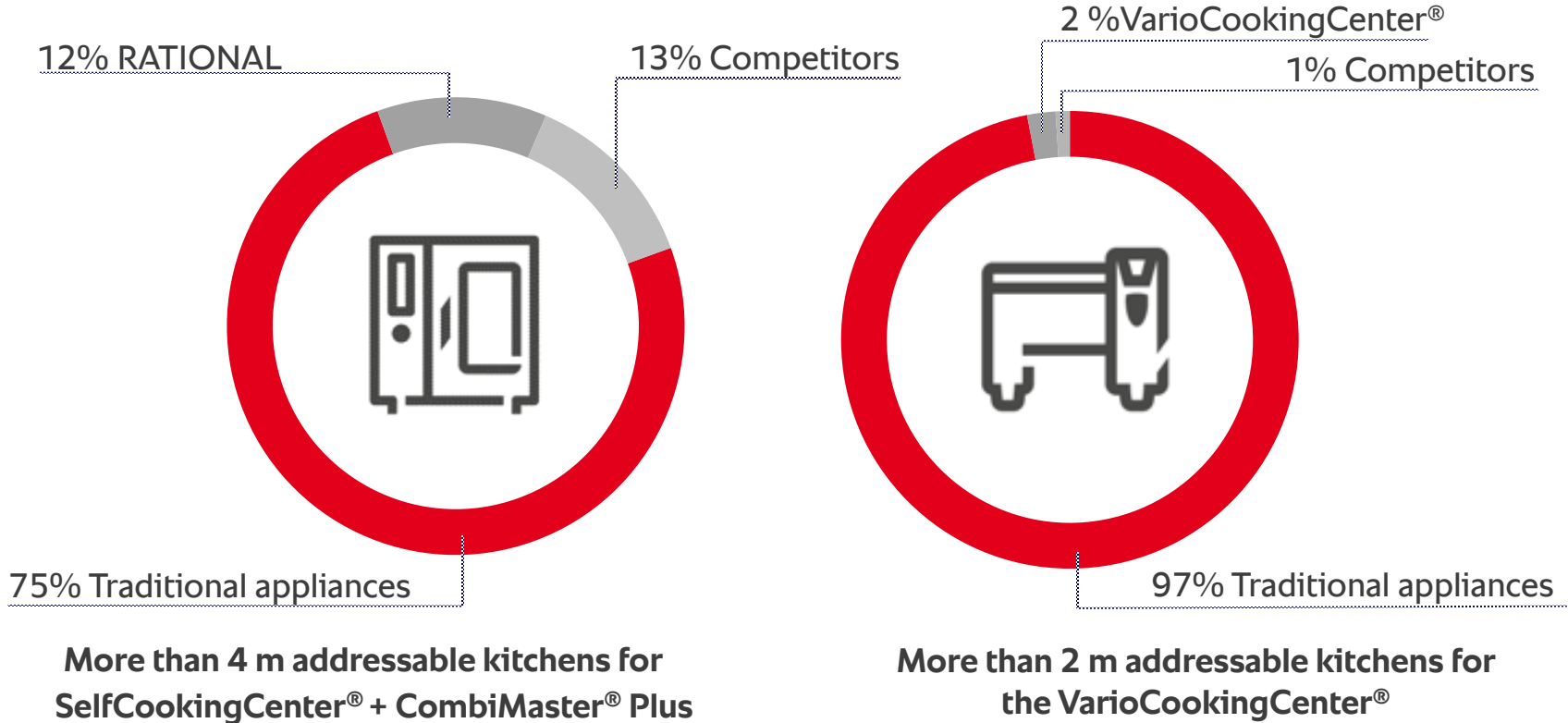
The world market potential

More than 4 million professional kitchens



High untapped market potential for both product groups

Aiming to substitute traditional equipment in professional kitchens



Our customers worldwide

Establishments with over 20 meals per service



Graphic refers to the number of sold appliances



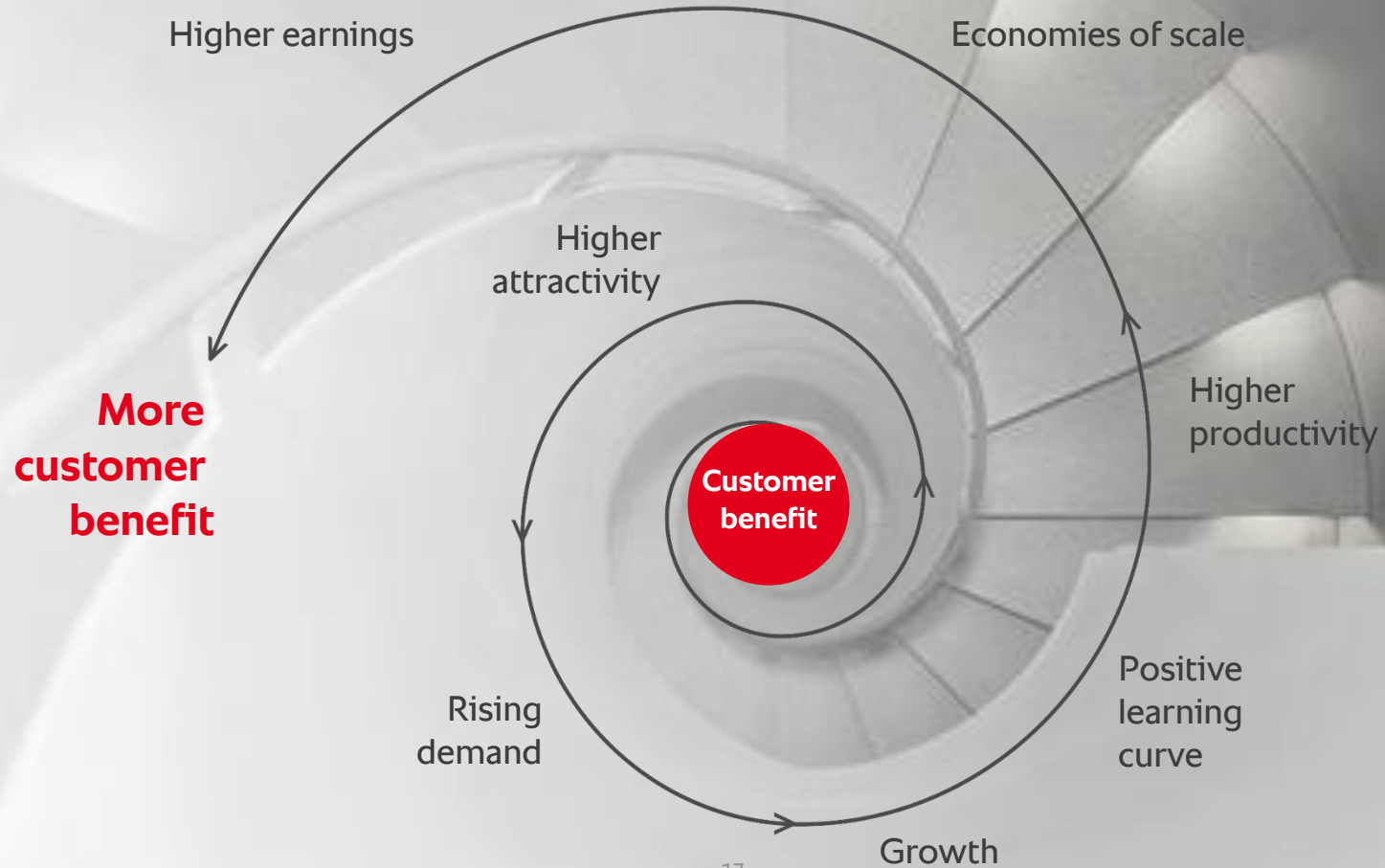
For food

Whose quality is setting standards



For customer benefit

That exceeds all expectations



The SelfCookingCenter® - Intelligent and powerful

Grilling. Pan frying. Baking. Steaming. In one single appliance.



The VarioCookingCenter® - Grilling. Cooking. Frying

Up to 4 times faster and with up to 40% less energy consumption



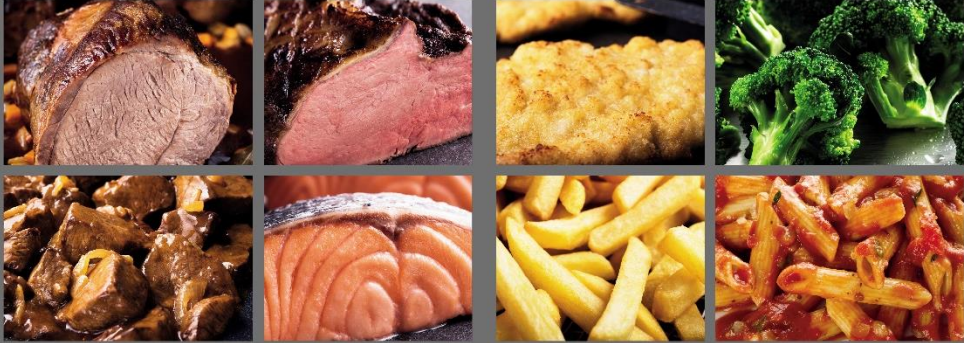
An unbeatable team

90% of all cooking processes in professional kitchens

SelfCookingCenter®



SelfCookingCenter® or VarioCookingCenter®



VarioCookingCenter®



Recurring after-sales-business

Gaining more and more importance

Share of total sales revenues

27%



Extensive Accessories

Care products

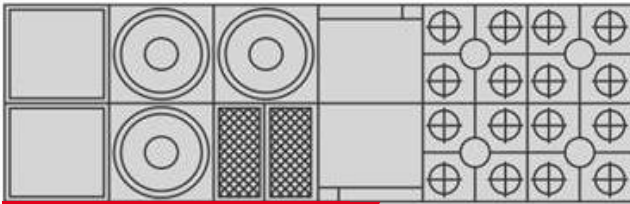
Service parts

Consulting services

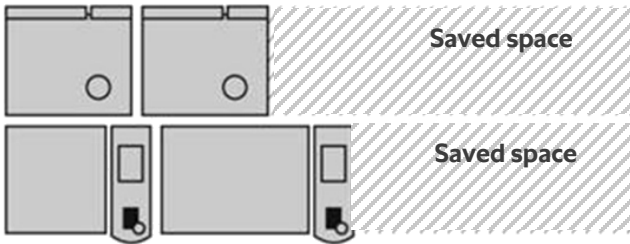
All-in-2: SelfCookingCenter® & VarioCookingCenter®

The most efficient kitchen in the world

- › Up to 50% space savings



Conventional technology



All-in-2

- › Kitchens with around 1,000 meals a day



That pays off

Restaurant with 200 meals per day

Equipment

1 SelfCookingCenter® 101

1 VarioCookingCenter® 112

Investment

appr. 25,000 euros

Profit*

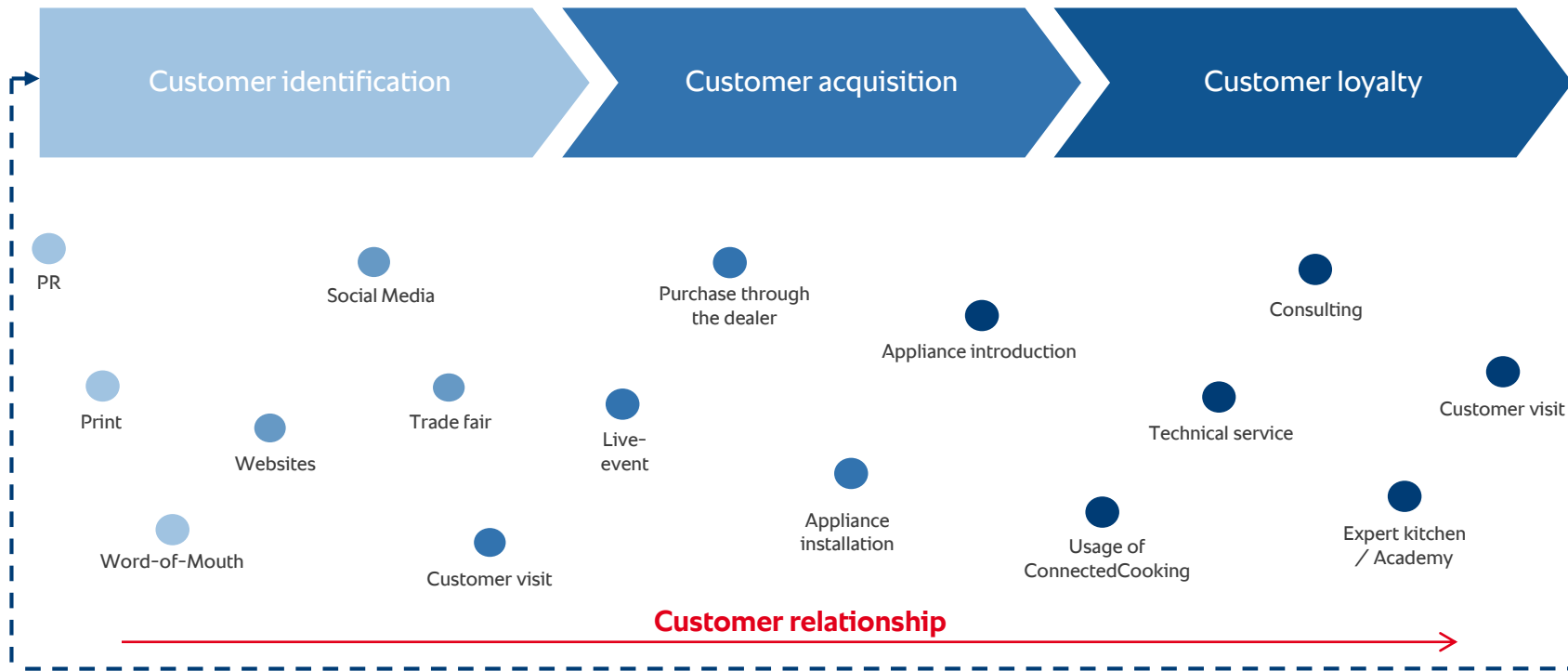
Extra earnings per month

Raw material input (20% savings)	1,536 €
Fat (up to 95% savings)	164 €
Energy consumption (up to 50% savings)	578 €
Savings for water/water softener/descaler	60 €
Less working time	3,450 €
Extra earnings per months (less monthly depreciation of 420 euros for five years)	5,368 €

* Only financial considerations, there are a lot of additional non-financial benefits

The RATIONAL Customer-Product-Cycle

Touch points to the customer





ConnectedCooking

The connected kitchen made by RATIONAL

Convenience. Security. Inspiration.

Everything under control at all times.



Updates



Push
notification



Remote
access



Transfer cooking
programs



HACCP

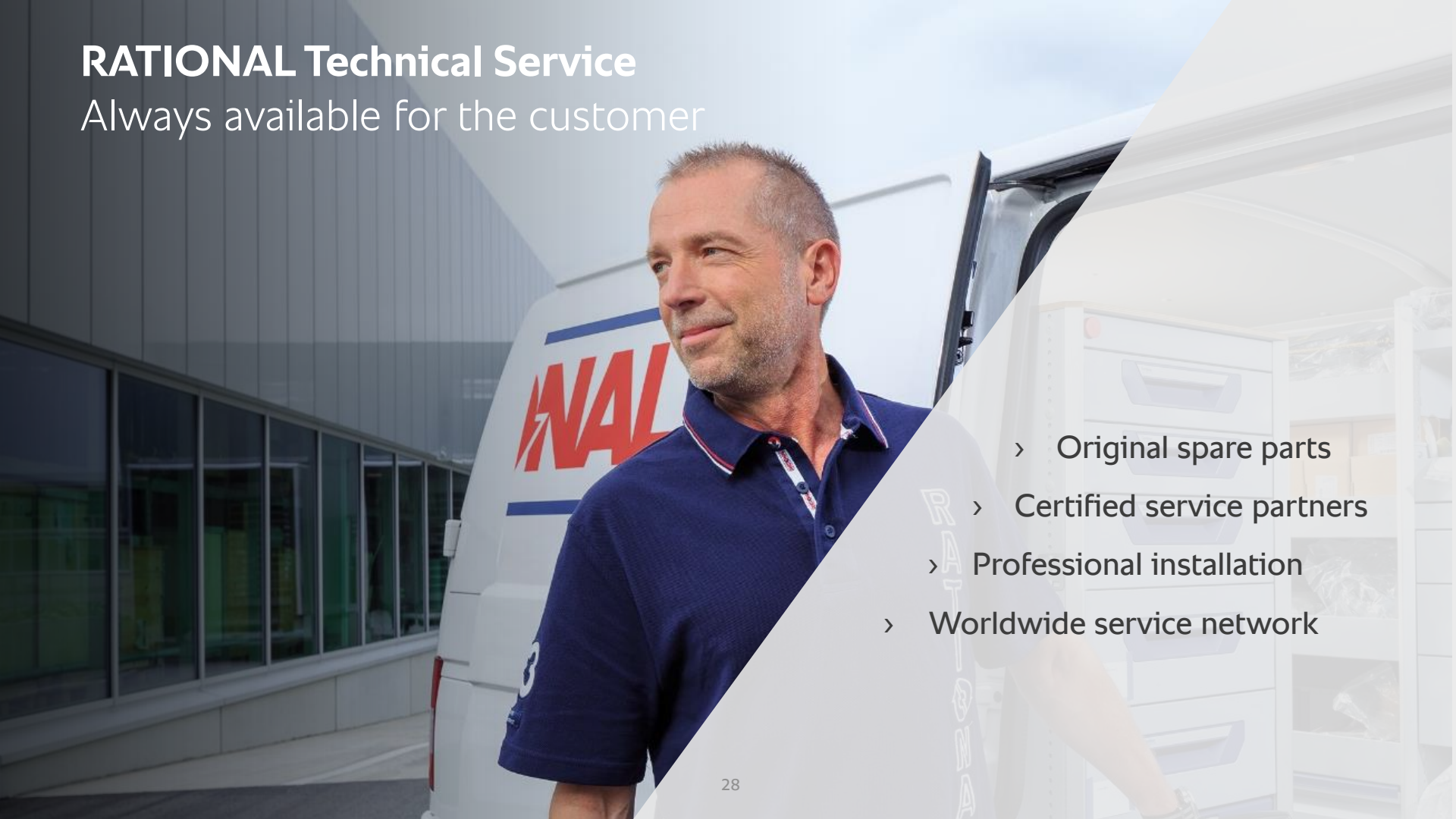
Superb services

For more customer benefit

- › Competent Consulting
- › Personal Start-Training
- › Academy RATIONAL
- › ConnectedCooking
- › ChefLine®

RATIONAL Technical Service

Always available for the customer

- 
- › Original spare parts
 - › Certified service partners
 - › Professional installation
 - › Worldwide service network

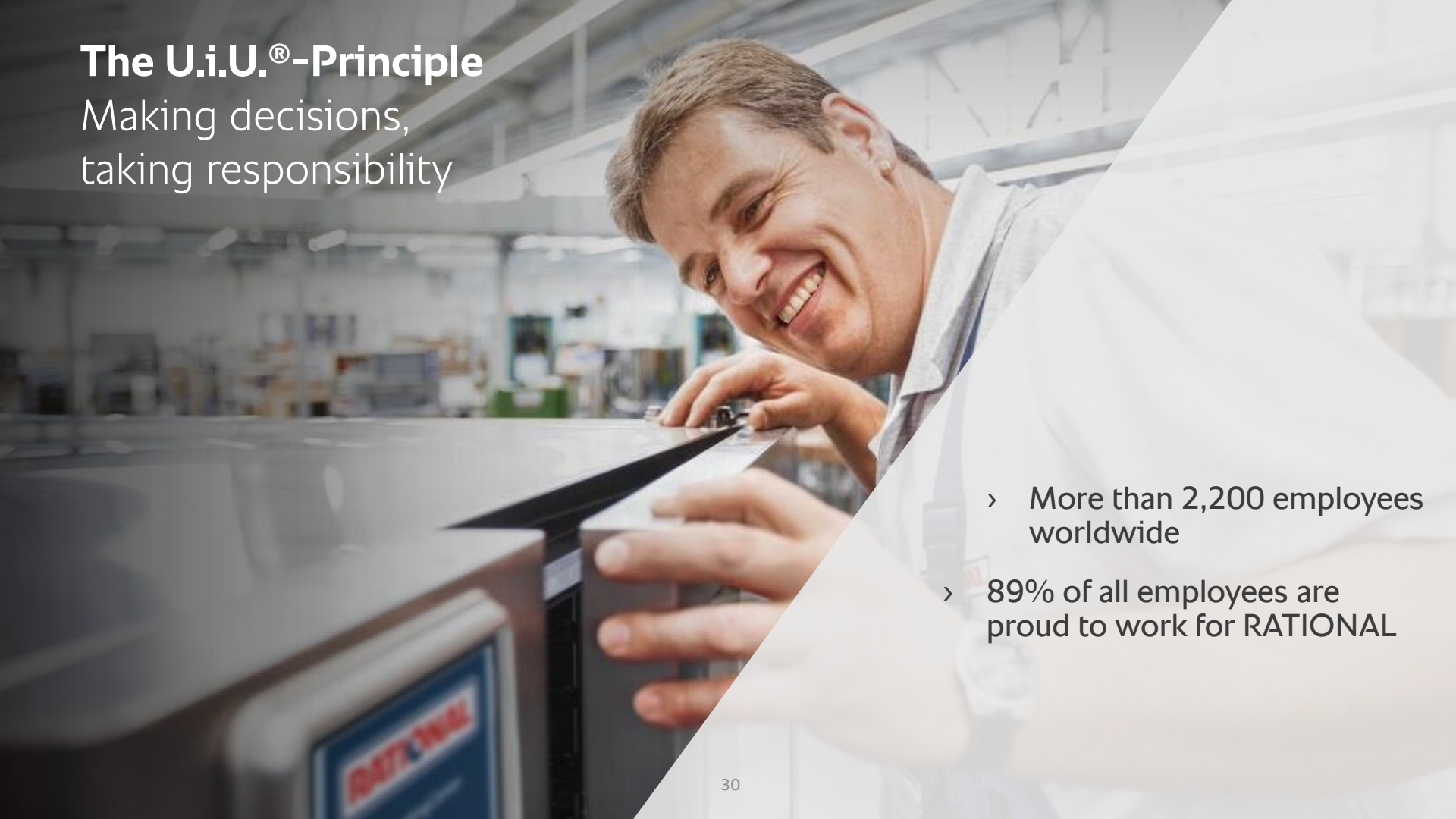


With responsibility

For people and the environment

The U.i.U.[®]-Principle

Making decisions,
taking responsibility

- 
- › More than 2,200 employees worldwide
 - › 89% of all employees are proud to work for RATIONAL

Practiced sustainability

Savings in resources, no loss in quality

- 
- › Up to 50% less water usage*
 - › At least 20% less raw material*
 - › Up to 60% energy savings*
 - › More than 90% recyclable components
 - › Certified with ISO 9001, 14001 und 50001
 - › Lean operational logistics

*in comparison with traditional cooking technology

Our contribution to healthier nutrition

More nutrients and fewer harmful substances

- › More vitamins
- › More trace elements
- › More minerals
- › More secondary plant nutrients
- › Less fat
- › Fewer harmful substances from water
- › Fewer hard-to-digest carbohydrates
- › Fewer harmful substances through the cooking process

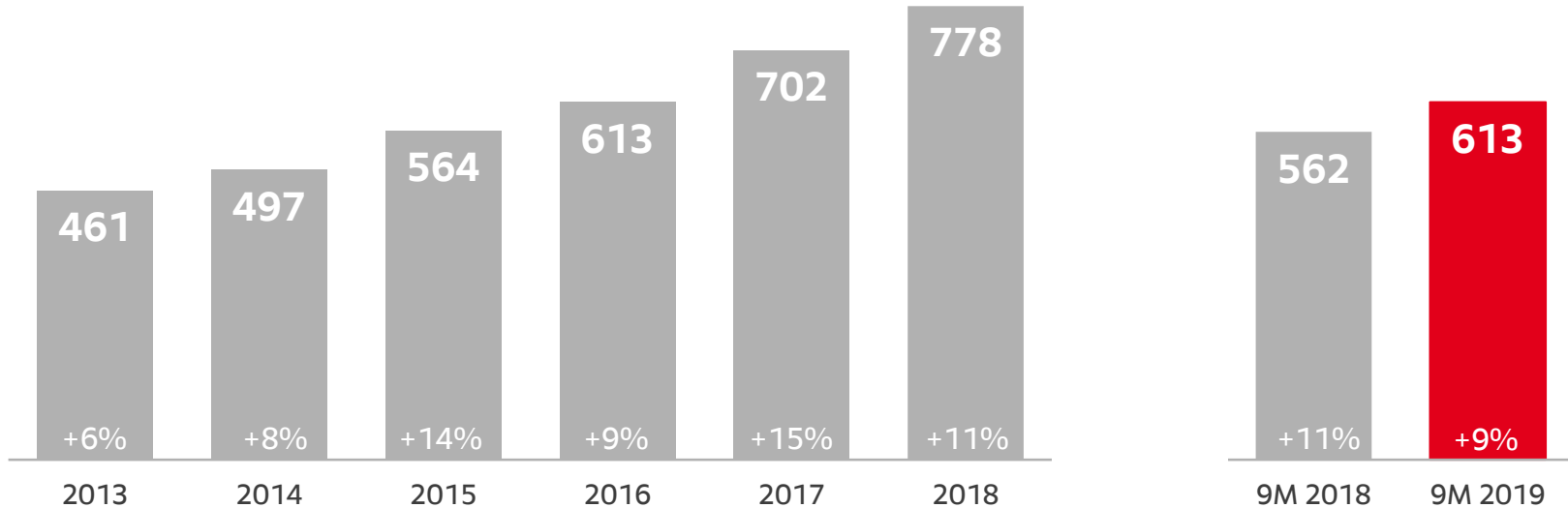
Good results

Facts and figures



Organic growth

9M 2019: Sales revenue growth in line with expectations



Sales revenue in m EUR
Sales revenue growth in %

RATIONAL is the world market leader for combi-steamers
Because we focus on what we do best

RATIONAL

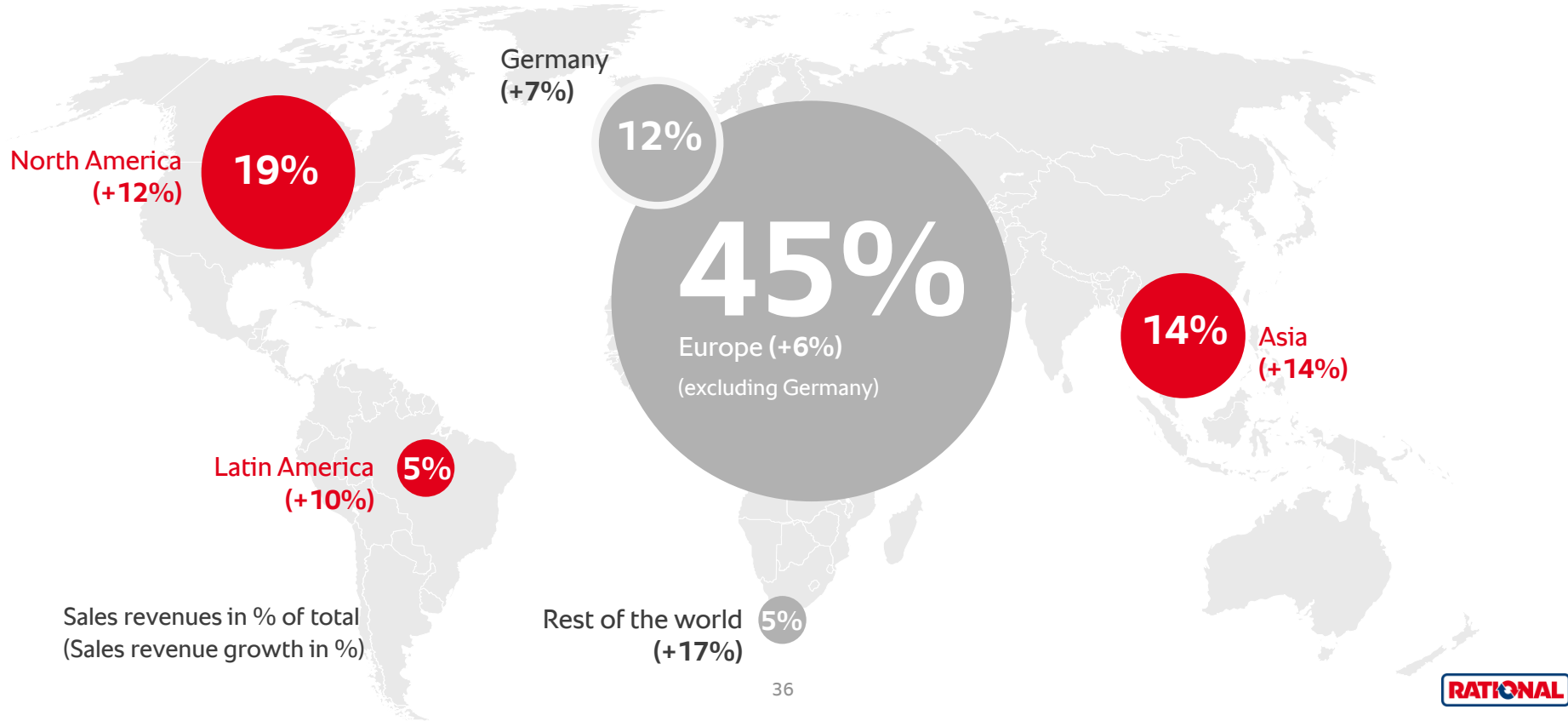


Competitors (about 100 worldwide)

Convotherm (Welbilt), Blodgett (Middleby), MKN,
Lainox & Eloma (Ali Group), Electrolux,
Alto-Shaam, Unox

Worldwide success

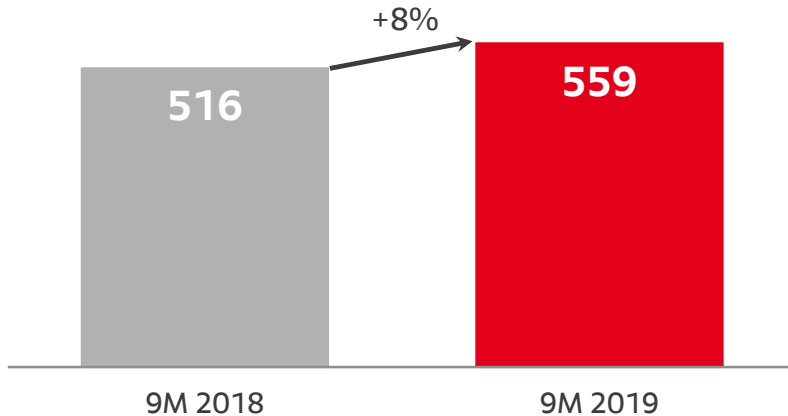
9M 2019: Disproportionately high growth in the overseas markets



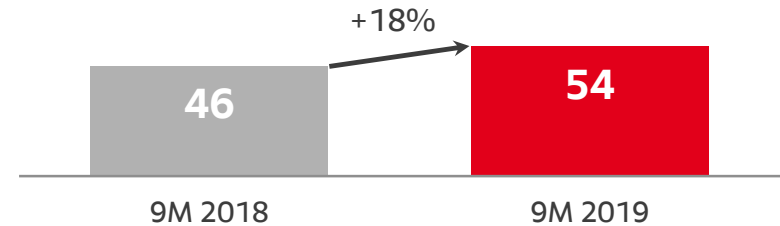
Good performance for both product groups

VarioCookingCenter® with exceptional growth

Sales revenues Combi-Steamers



Sales revenues VarioCookingCenter®

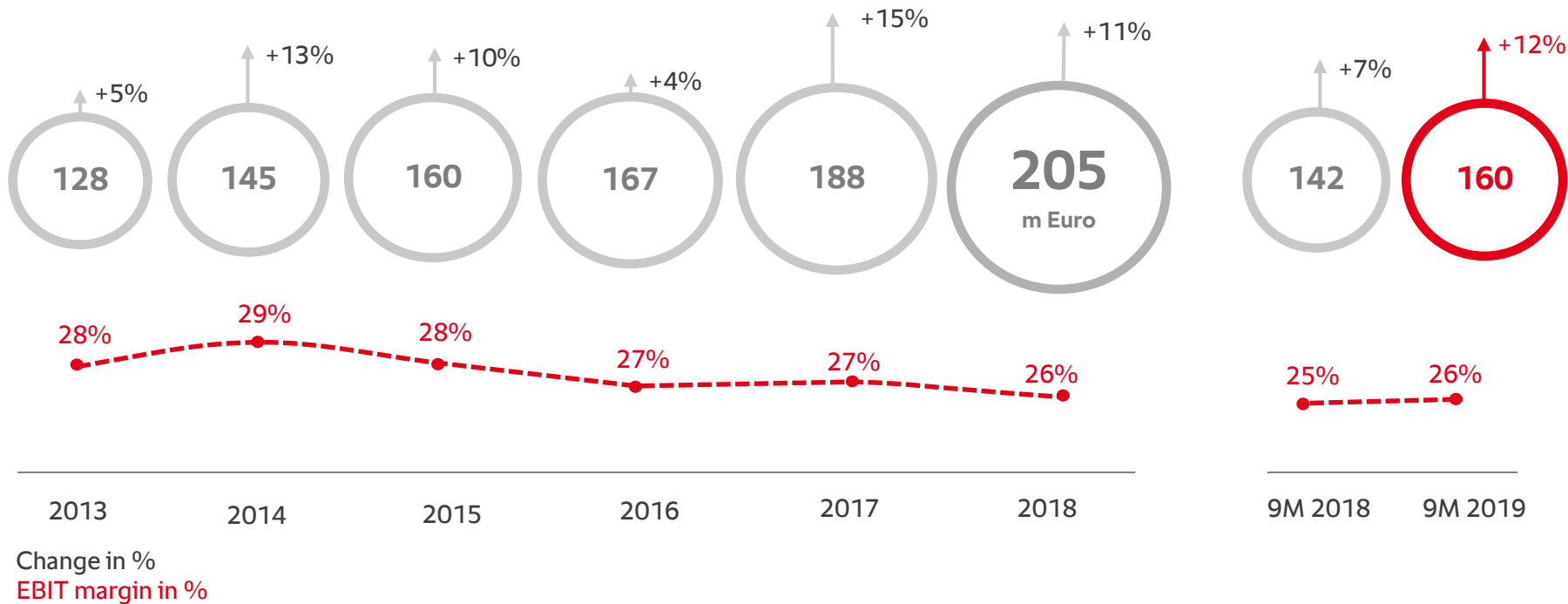


Sales revenue in m EUR

Sales revenue growth in %

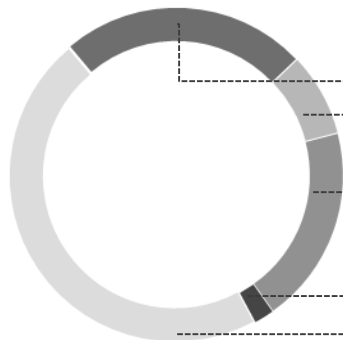
High EBIT margin level

9M 2019: 26% EBIT margin



Solid balance sheet provides security and flexibility

High equity ratio and liquidity



Non-current assets

Inventories

Trade receivables

Other assets

Liquid funds

Total assets

9M 2019

9M 2018

198

154

66

56

124

120

96

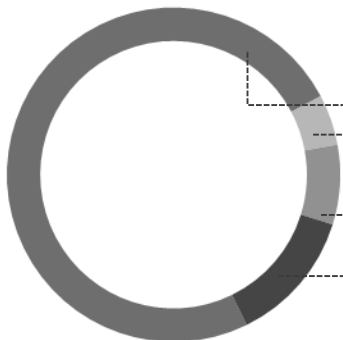
89

168

137

652

556



Equity

Non-current liabilities

Current provisions

Current liabilities

Equity & liabilities (total)

471

407

37

27

64

59

80

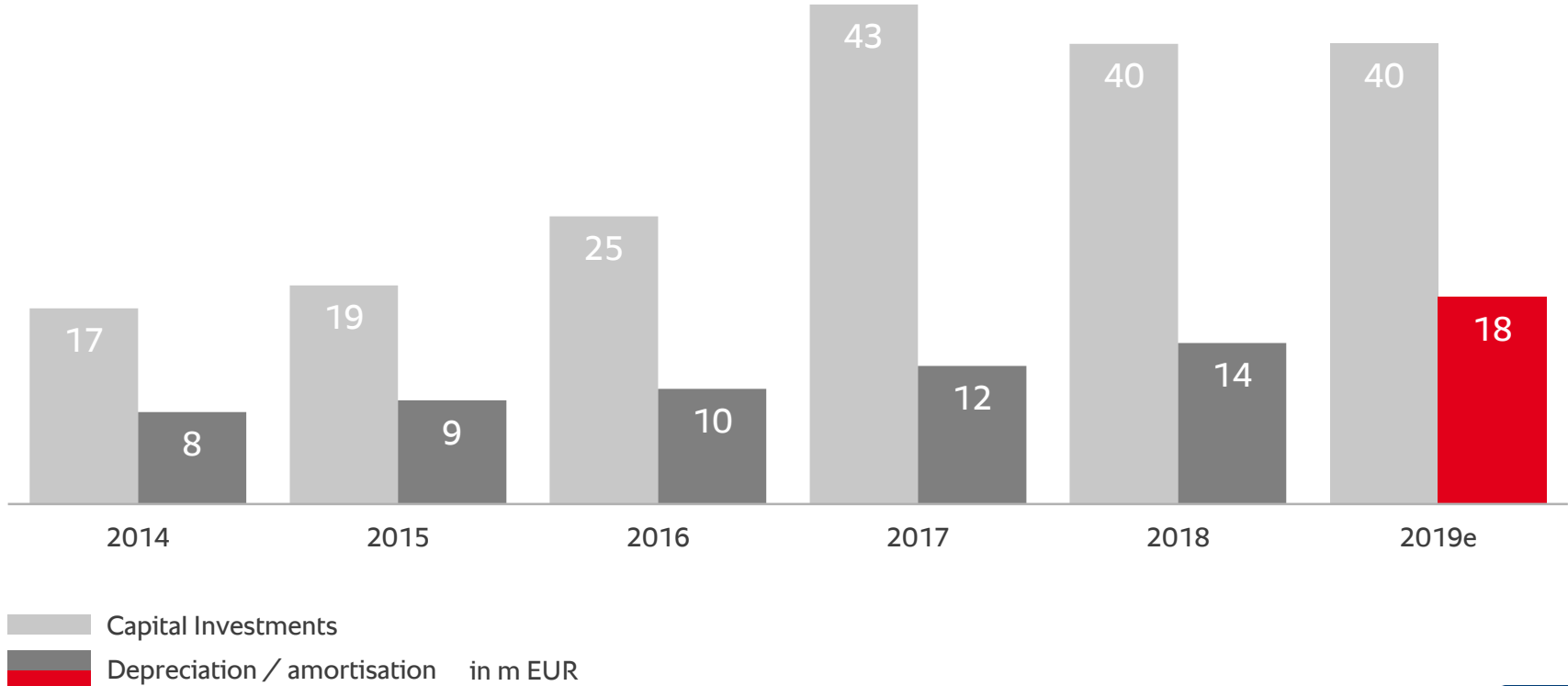
63

652

556

Targeted investments for growth and efficiency

Investment in employees, infrastructure and products



Attractive dividend policy

More than 70% payout ratio on average

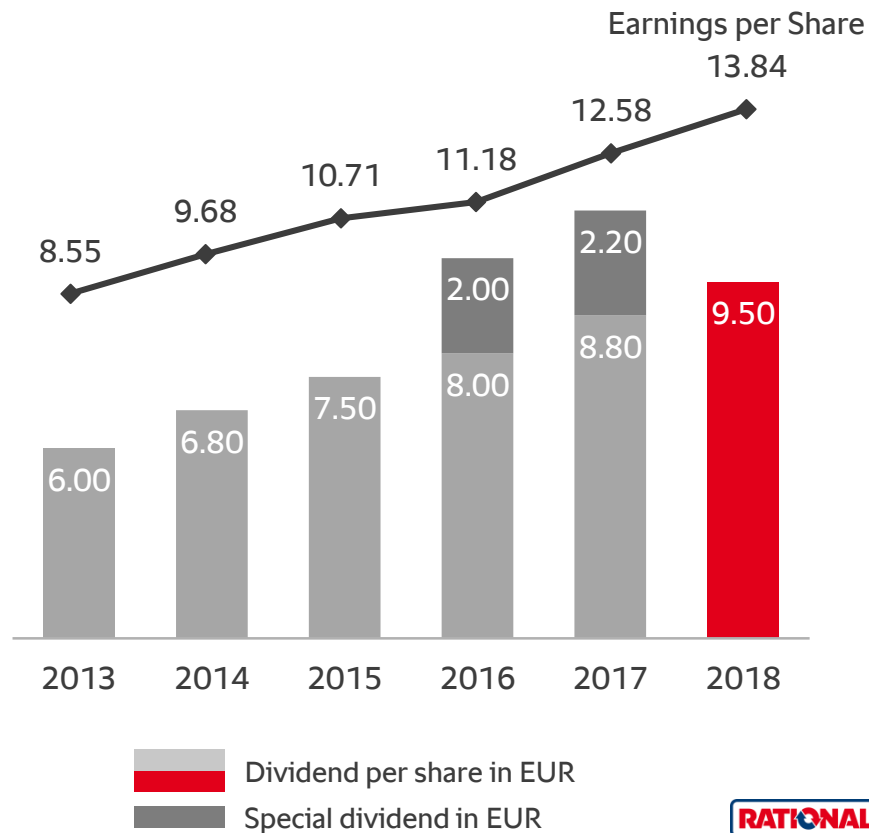


Fiscal year 2018

- › 9.50 euros dividend per share
- › About 70% payout ratio
- › Basic dividend up by 8%

In the long term

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



Investment recommendations

RATIONAL – the quality stock in the MDAX


HAUCK & AUFHÄUSER
PRIVATBANKIERS SEIT 1796

HSBC  Trinkaus



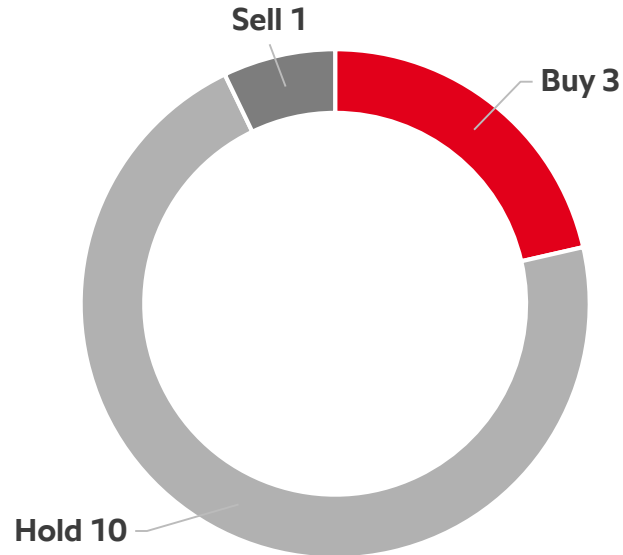
 DZ BANK

METZLER
B. Metzler seel. Sohn & Co.

LB  BW

COMMERZBANK 

Average fair value: 586 EUR



As of October 2019



Bankhaus Lampe

Deutsche Bank 

 Kepler
Cheuvreux


WARBURG RESEARCH

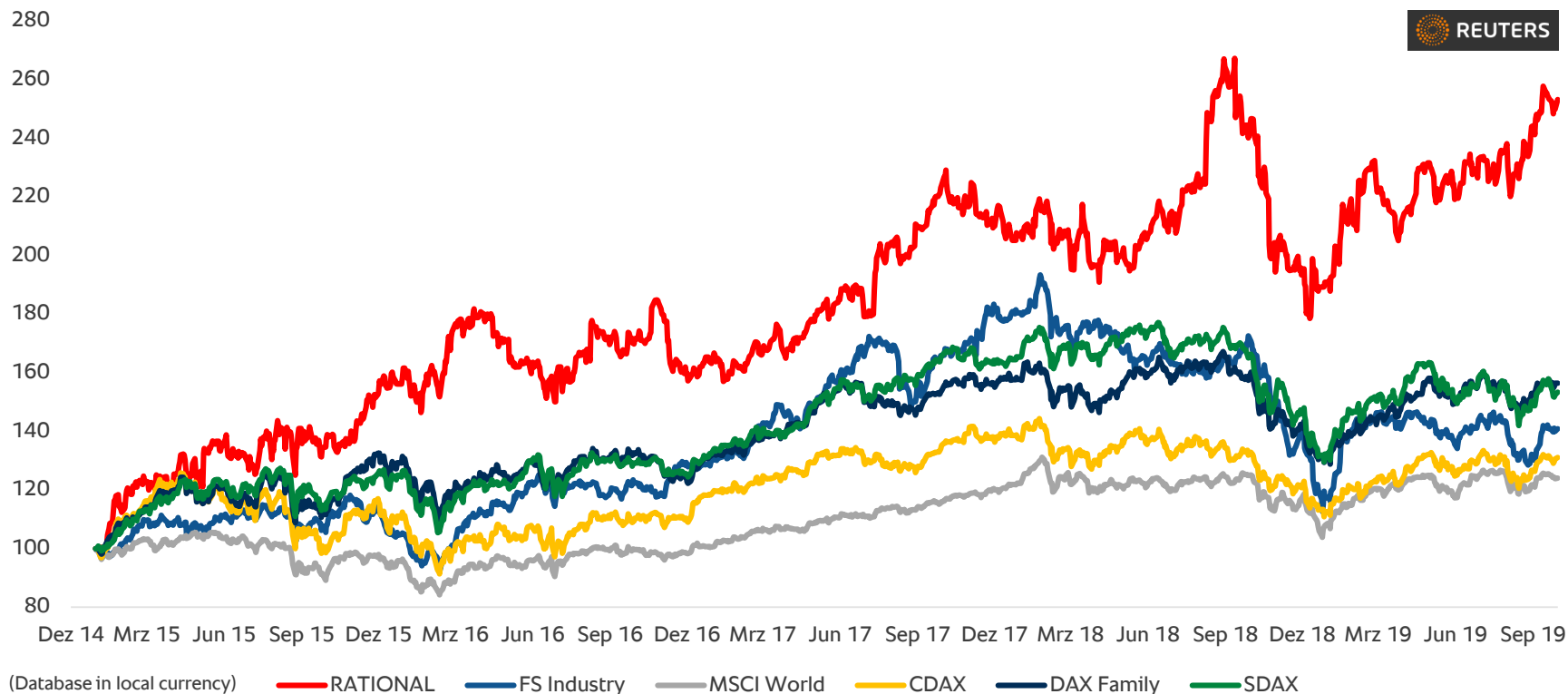
/ BAADER /


BERENBERG
PARTNERSHIP SINCE 1590

 Independent Research
Unabhängige Finanzmarktanalyse GmbH

RATIONAL share price development

More than 7 billion euros market capitalisation



**What may we
expect in the
future?**



Investment story

Positive megatrends for RATIONAL

- › Worldwide growth of population
- › Increase in life expectancy
- › Increasing purchasing power in developing countries
- › Increasing share of single households
- › Healthier nutrition and a wider range of dishes
- › Varied catering locations (e.g. supermarkets, gas stations, football stadiums, ...)
- › Less attractiveness of the chef's profession
- › Increasing energy costs
- › Increasing occupancy costs

Investment story

Our strengths profile

- › Two technologically leading products, leading in connectivity
- › By far the world market leader, huge free market potential
- › High brand awareness in professional kitchens
- › High customer satisfaction and loyalty
- › Global footprint of sales and service network, scalable business model
- › Flexible and lean production, low degree of vertical manufacturing
- › High profitability, solid balance sheet, high equity ratio, stable ownership structure
- › High employee satisfaction and loyalty
- › New market segment with the SelfCookingCenter® XS

Investor Relations contact

Financial calendar

Company information

RATIONAL AG
Siegfried-Meister-Straße 1
86899 Landsberg am Lech
Germany
www.rational-online.com

Financial calendar 2019

14.03.2019	Financial figures fiscal year 2018
07.05.2019	Financial figures 3M 2019
15.05.2019	General shareholders' meeting 2019
22.05.2019	RATIONAL analysts day 2019
08.08.2019	Financial figures HY 2019
31.10.2019	Financial figures 9M 2019

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Roadshows and conferences

05.11.2019	Roadshow Baader-Helvea (Toronto)
06.11.2019	Conference HSBC (New York)
07.11.2019	Conference Baird (Chicago)
14.11.2019	Roadshow DZ Bank (Frankfurt)
21.11.2019	Conference LBBW (London)
03.12.2019	Conference Berenberg (London Pennyhill)

