

Kardex – Company Presentation

March 2021

Agenda

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ESG

Why Kardex –Investment Case

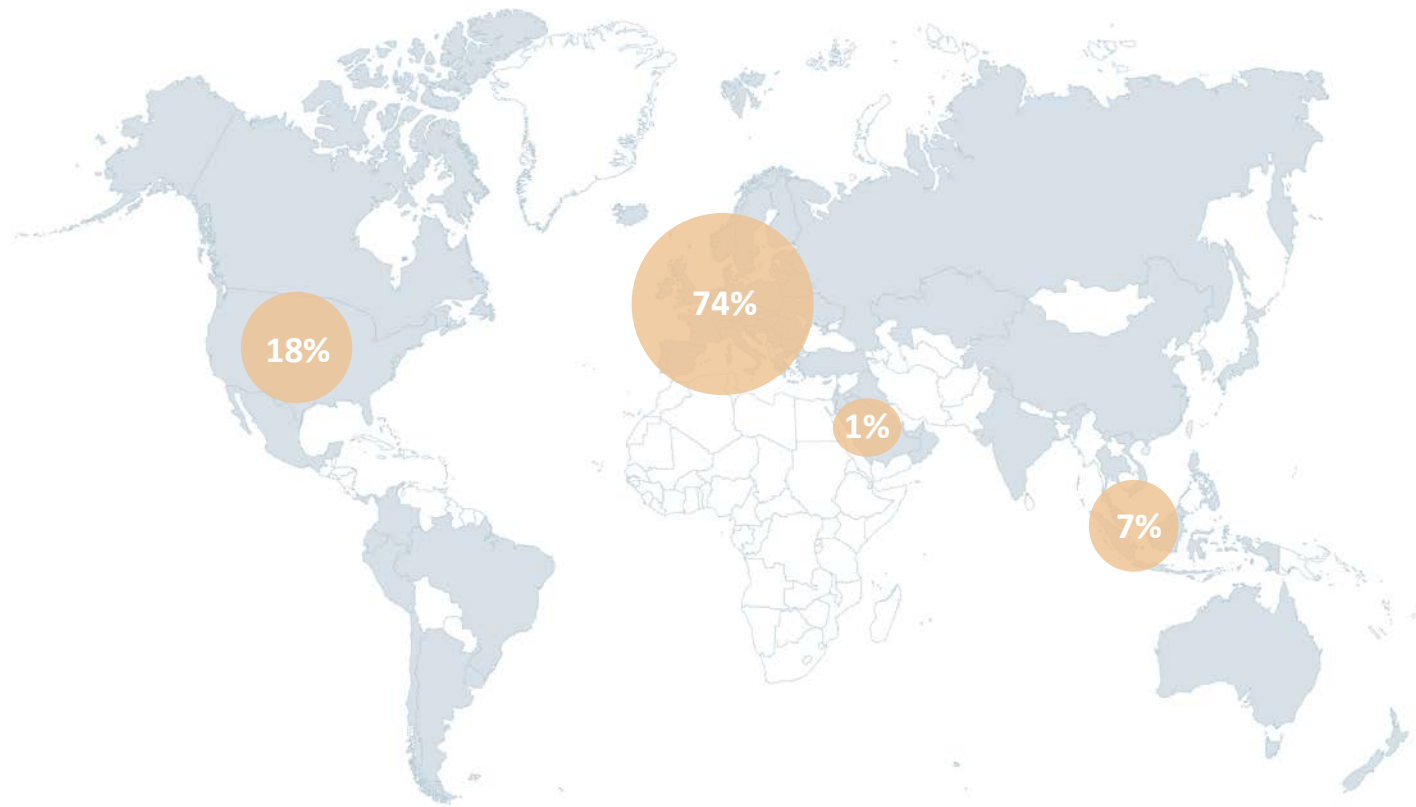
Kardex in Brief

- Kardex provides solutions and services to increase the **efficiency in storing and handling of goods and materials** of its customers
- Kardex consists of 2 Divisions which are both positioned in an **attractive market with growth potential**

- **Key figures FY 2020**
 - Net revenue € 413 million
 - EBIT margin 13.4%
 - Net profit € 40.7 million

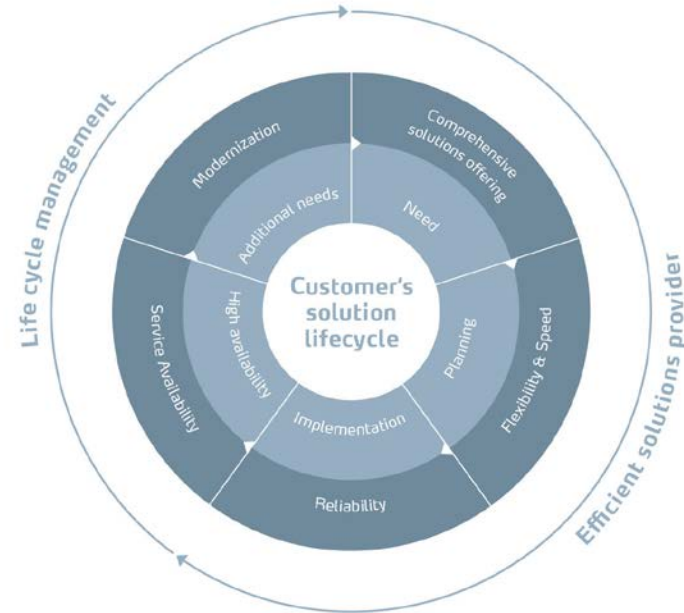
- **Market Cap** as of December 2020: approx. CHF 1 497 million

Global Footprint

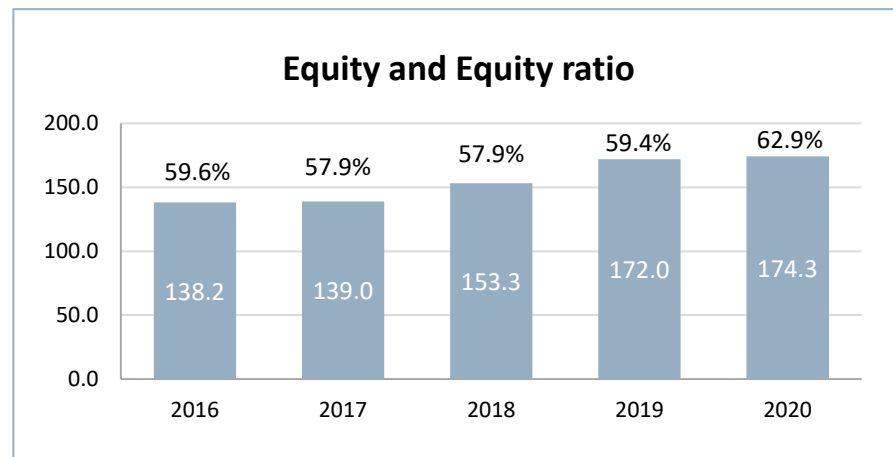
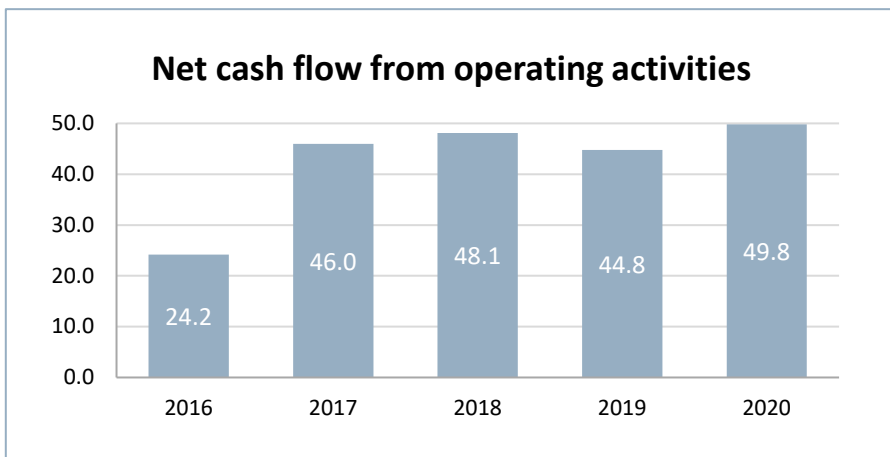
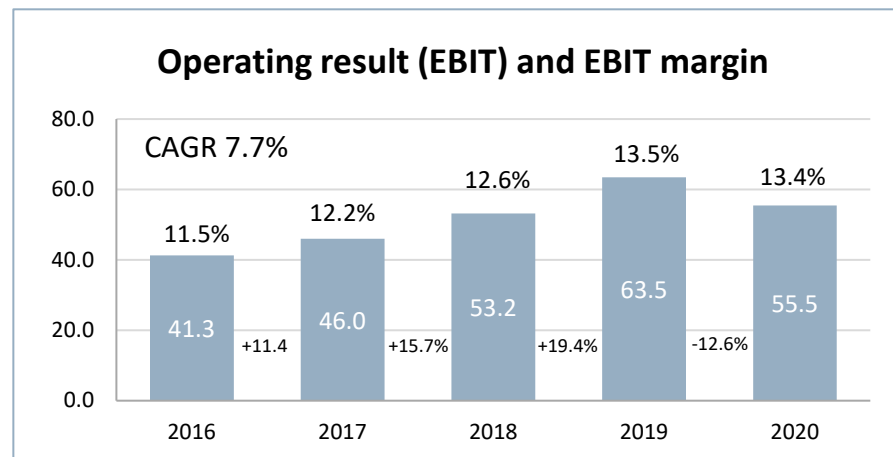
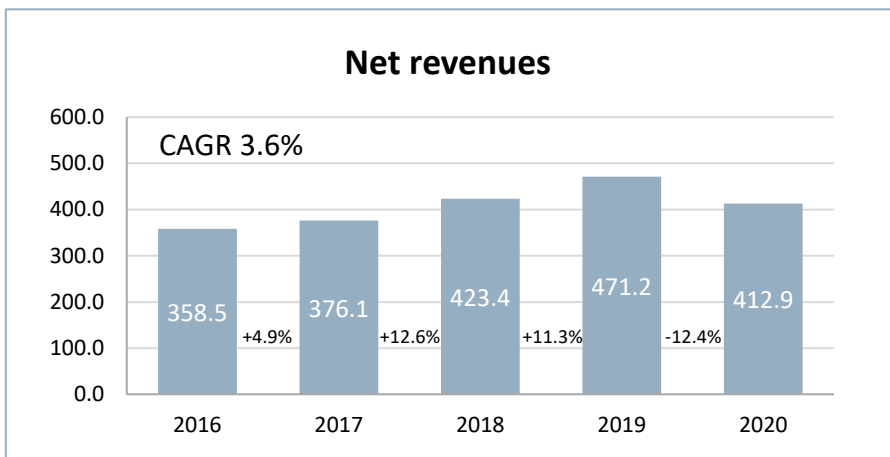


Life Cycle Management as the basis for a sustainable business model

- 140 000+ installed Kardex Remstar machines
- 1 000+ Kardex Mlog systems with more than 2 500 stacker cranes
- Kardex grows with the customers; high proportion of New Business with existing customers in addition to ~30% Life Cycle Service business



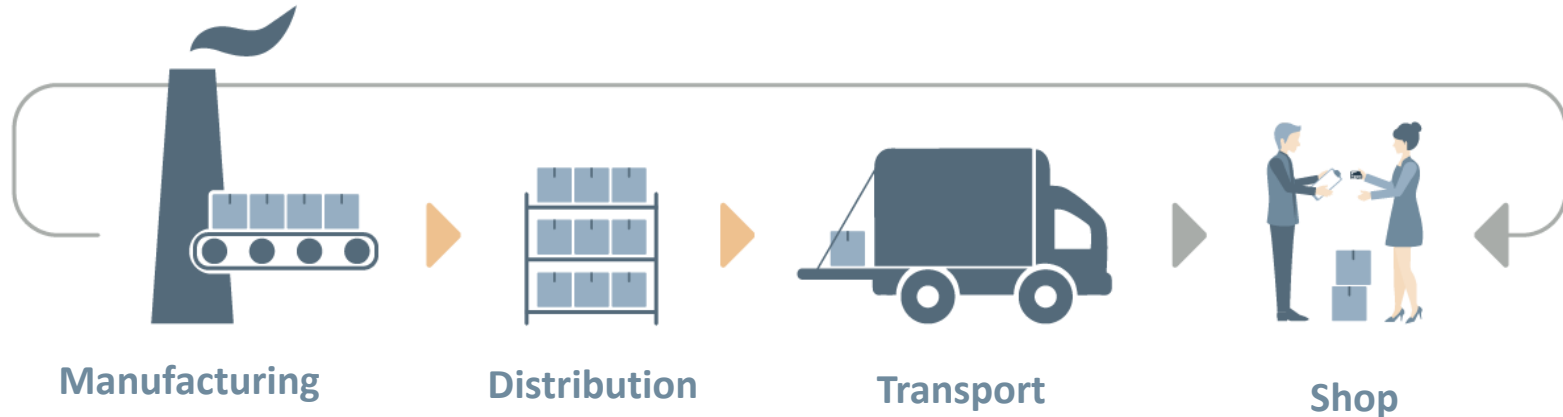
Key Figures 2016–2020 (in EUR million)



Intralogistics Industry

Definition Intralogistics and Kardex' Focus

Intralogistics optimizes the efficiency of supply chains within the boundaries of a manufacturing and/or distribution center

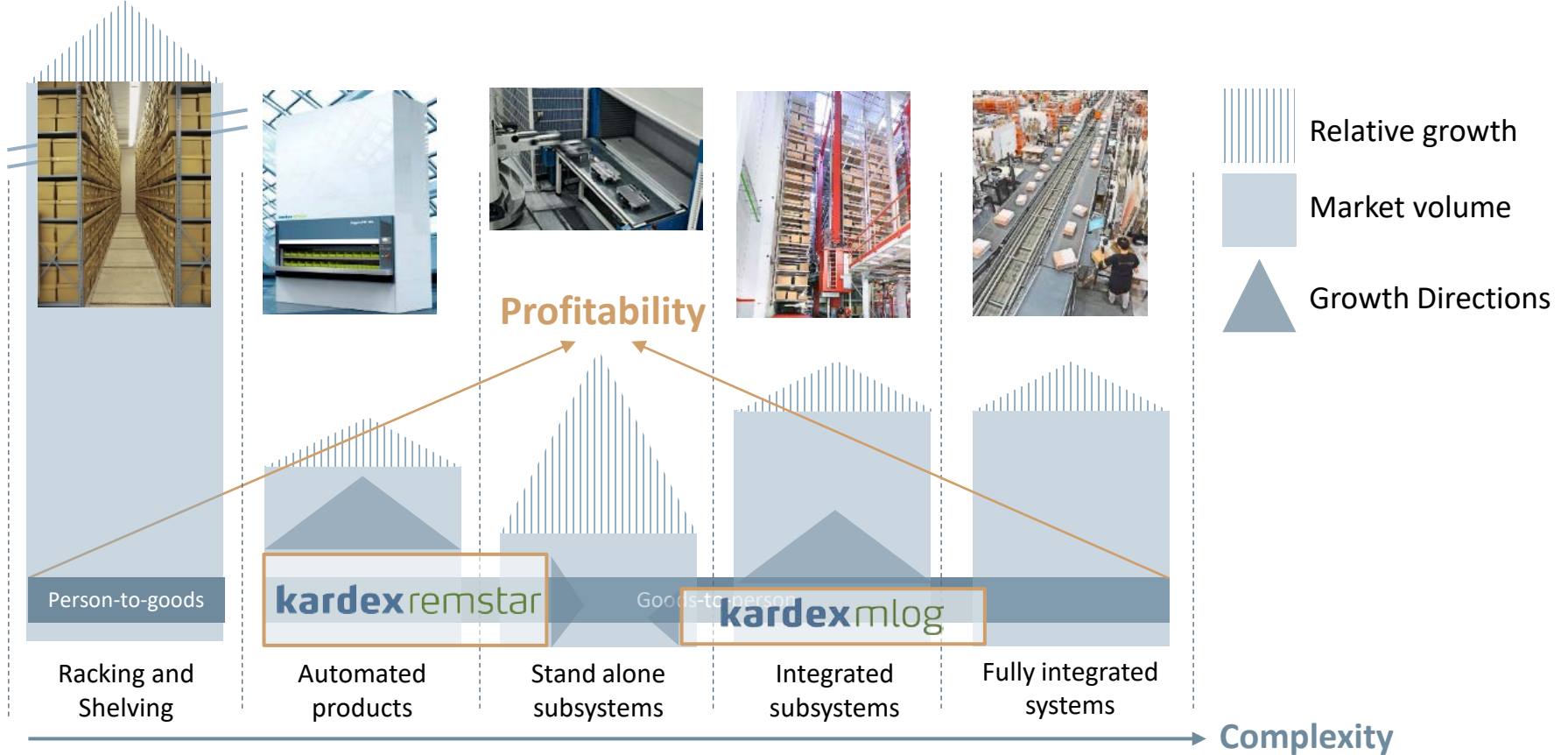


Source: Zetes, Germany

Within the Intralogistics Market, Kardex focuses on **Automated Storage and Retrieval Systems (ASRS)** for bins (**kardexremstar**) and pallets (**kardexmlog**)

Intralogistics – Market Segments and Positioning

Volume, Growth and Profitability



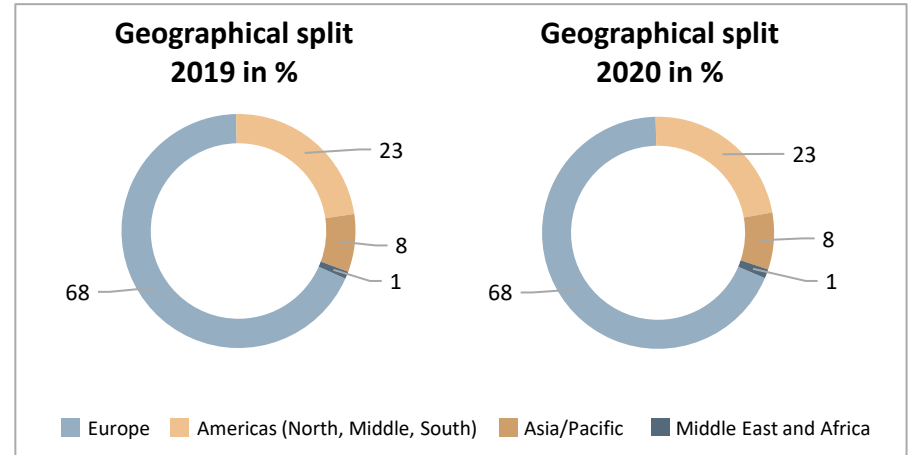
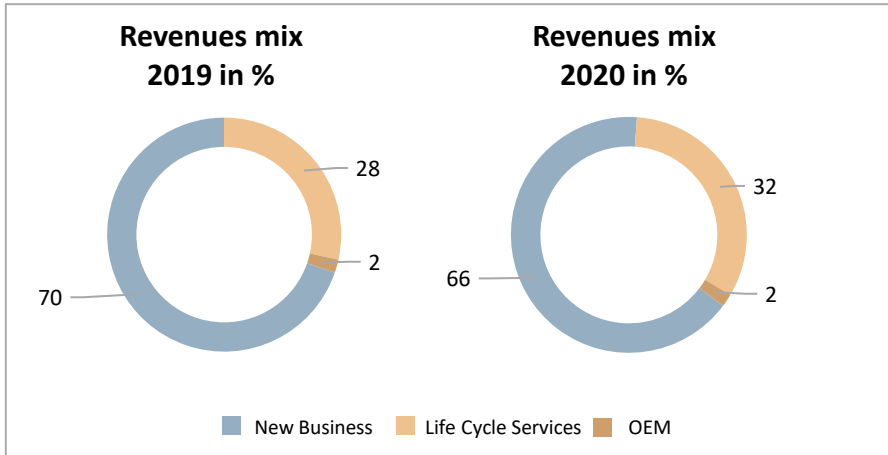
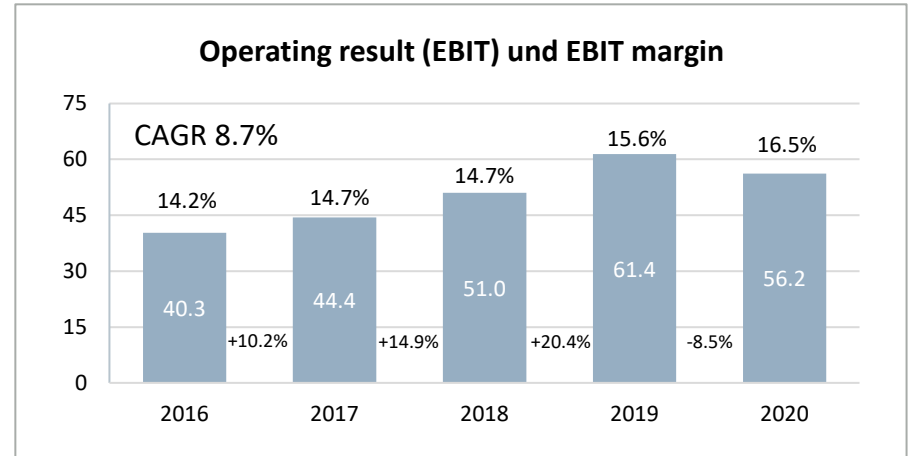
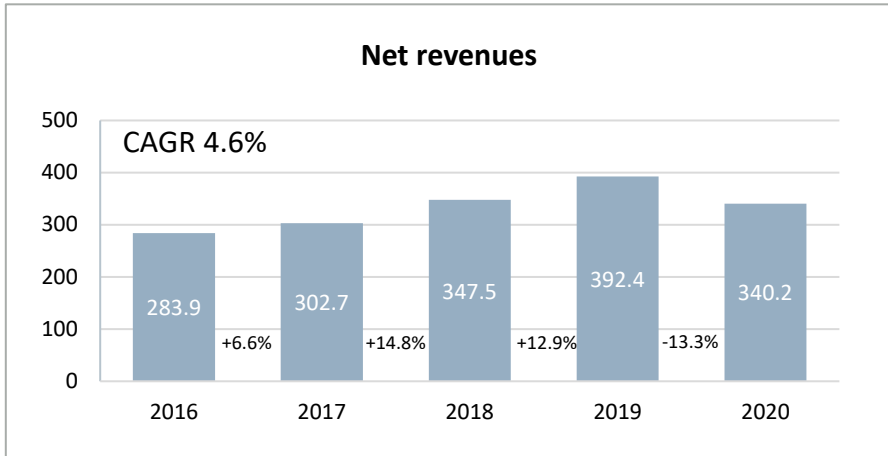
Kardex Divisions

Kardex Remstar Division

- Global market leader
- Market share > 35%
- Automated low complex solutions for bins
- 1 550 FTEs
- 140 000+ installed solutions
- 2+1 production sites
- 3 main competitors
- **Key figures FY 2020**
 - Net revenues € 340 million
 - EBIT margin 16.5%
 - EBIT € 56.2 million



Division Kardex Remstar - Key Figures 2016-2020 (in EUR million)



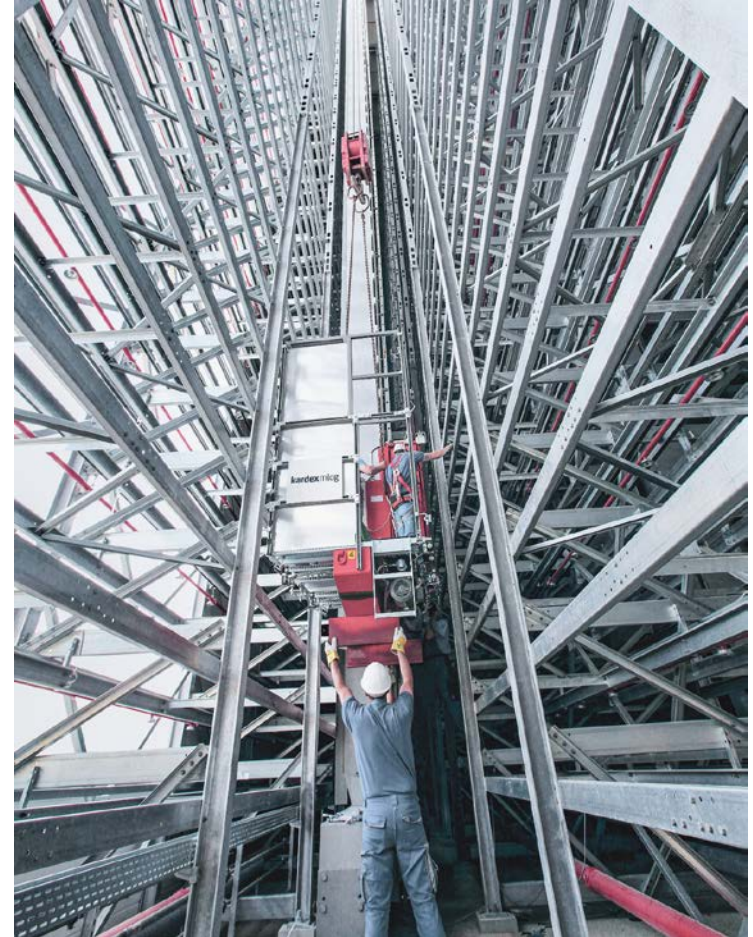
Kardex Remstar Division Product Portfolio



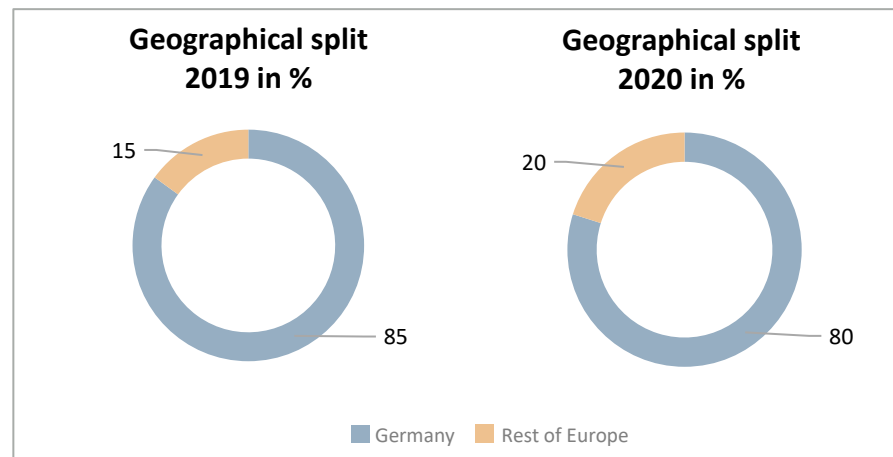
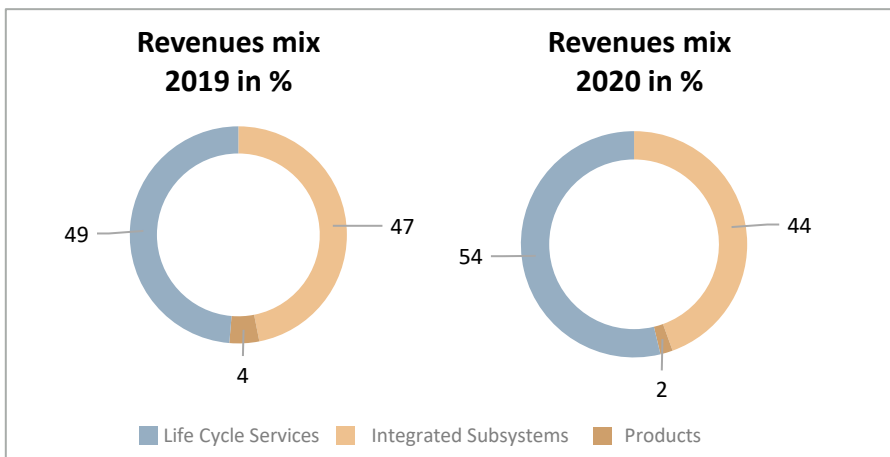
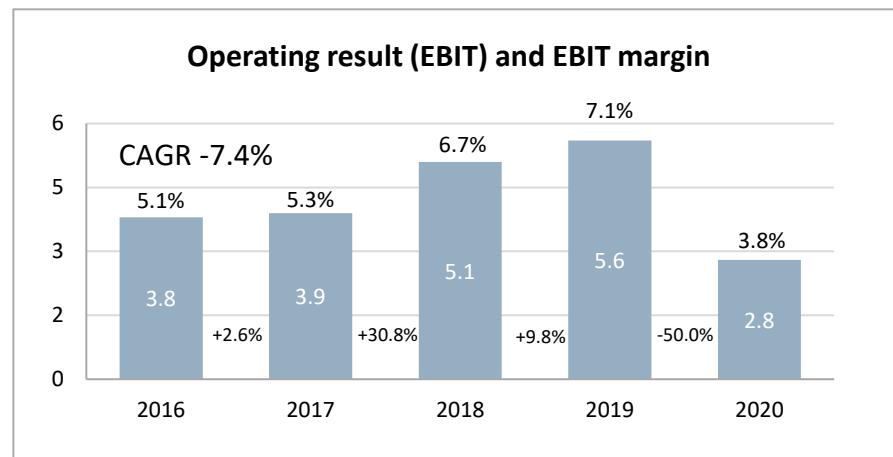
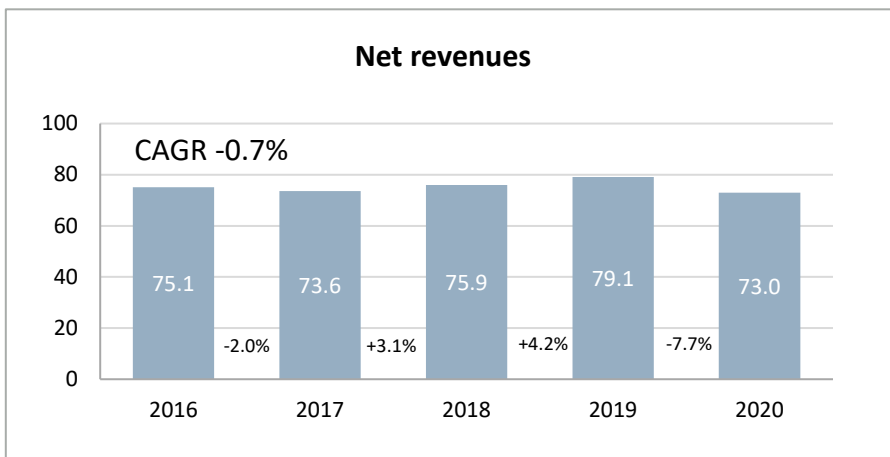
Focus on single item handling of light and small goods

Kardex Mlog Division

- Strong market position in Germany and specific segments with focus on Europe
- Medium complex high bay WH for pallets
- 290 FTEs
- 1 000+ installed solutions worldwide
- Production site in Germany
- Several local competitors
- **Key figures FY 2020**
 - Net revenues € 73 million
 - EBIT margin 3.8%
 - EBIT € 2.8 million



Division Kardex Mlog - Key Figures 2016-2020 (in EUR million)

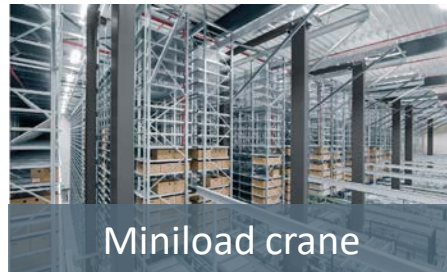


Kardex Mlog Division Solutions and Product Portfolio

Stand alone subsystems



Stacker cranes used in integrated subsystems and stacker crane systems



Focus on unit load handling of heavy goods

Financials 2020

Income Statement (1/2)

| in EUR million | 2020 | in % | 2019 | in % | +/- in % |
|------------------------|--------------|---------------|--------------|---------------|---------------|
| Bookings | 416.8 | 100.9% | 452.4 | 96.0% | -7.9% |
| Order Backlog (31.12.) | 220.2 | 53.3% | 217.8 | 46.2% | 1.1% |
| Net revenues | 412.9 | 100.0% | 471.2 | 100.0% | -12.4% |
| Gross profit | 153.0 | 37.1% | 171.3 | 36.4% | -10.7% |
| OPEX | 97.5 | 23.6% | 107.8 | 22.9% | -9.6% |
| EBITDA | 62.6 | 15.2% | 70.2 | 14.9% | -10.8% |
| EBIT | 55.5 | 13.4% | 63.5 | 13.5% | -12.6% |

- Lower Bookings and Net Revenues
- Order Backlog with slight increase
- Increased share of LCS business and positive cost effects support relative profitability

Income Statement (2/2)

| in EUR million | 2020 | in % | 2019 | in % | +/- in % |
|------------------------------|--------------|--------------|--------------|--------------|---------------|
| EBIT | 55.5 | 13.4% | 63.5 | 13.5% | -12.6% |
| Financial result, net | -1.9 | -0.5% | -3.3 | -0.7% | 42.4% |
| EBT | 53.6 | 13.0% | 60.2 | 12.8% | -11.0% |
| Income tax | -12.9 | -3.1% | -15.3 | -3.2% | 15.7% |
| <i>Tax rate</i> | <i>24.1%</i> | | <i>25.4%</i> | | |
| Result for the period | 40.7 | 9.9% | 44.9 | 9.5% | -9.4% |

- Financial result normalized in 2020
(2019 affected by interest expenses for pensions schemes and accrued interest)
- Tax rate below guidance due to used tax losses carry-forward and one-time effects

Balance Sheet

| in EUR million | 2020 | 2019 | +/- | +/- in % |
|--|--------------|--------------|--------------|--------------|
| Non-current assets | 64.8 | 51.9 | 12.9 | 24.9% |
| Current assets | 212.5 | 237.9 | -25.4 | -10.7% |
| <i>thereof cash and cash equivalents</i> | 122.4 | 133.6 | -11.2 | -8.4% |
| Assets | 277.3 | 289.8 | -12.5 | -4.3% |
| Equity | 174.3 | 172.0 | 2.3 | 1.3% |
| <i>Equity ratio</i> | 62.9% | 59.4% | | |
| Liabilities | 103.0 | 117.8 | -14.8 | -12.6% |
| Equity and liabilities | 277.3 | 289.8 | -12.5 | -4.3% |

- NWC reduced in line with volume reduction
- Cash level remains strong despite intensified investment activities
- No goodwill with according impairment risk

Cash Flow Statement

| in EUR million | 2020 | 2019 | +/- | +/- in % |
|--|--------------|-------------|--------------|----------------|
| Net CF from operating activities | 49.8 | 44.8 | 5.0 | 11.2% |
| <i>thereof change in NWC</i> | -9.4 | 13.4 | -22.8 | -170.1% |
| Net CF from investing activities | -24.6 | -14.0 | -10.6 | -75.7% |
| Free cash flow | 25.2 | 30.8 | -5.6 | -18.2% |
| Net CF from financing activities | -33.9 | -27.4 | -6.5 | -23.7% |
| FX effect | -2.5 | 1.0 | -3.5 | -350.0% |
| Net change in cash and cash equivalents | -11.2 | 4.4 | -15.6 | -354.5% |

- Reduced NWC compensated effect of lower Net Result
- CAPEX further increased due to strategic investments into Supply Chain and IT
- Substantial dividend payment to shareholders

ESG @ Kardex

ESG @ Kardex: A Current Status

Environment

- Solutions of Kardex:
 - Reduce energy consumption and footprint
 - Ensure ergonomic handling of goods
- Own Supply Chain complies state-of-the art standards:
 - Energy management system (ISO 50001:2018)
 - All plants are subject to the ISO 9001:2000 standard for quality management

Social

- Corporate Culture
 - Guiding Principles including the Core Values (Reliability, Respect, Teamwork, Passion)
 - Brand Promise
- Continuous People Development
 - Dual career model for managers and experts
 - Talent management
 - Kardex Leadership Framework
 - Kardex Academy
 - Global employee representative body

Governance

- Kardex Code of Conduct
 - Applicable to all employees and business partners
 - Mandatory training / zero tolerance policy
- Following economiesuisse Best Practice Corporate Governance
- “one share – one vote” principle
- Attractive dividend policy
 - Pay-out of up to 75% of the operational net profit

Why Kardex – Investment Case

Kardex Investment Case

- Intralogistics is a **key cost and efficiency factor** and a key competence over a wide area of industries
- **Kardex Remstar** is the **global market leader** in a very attractive niche of the intralogistics market
- **Kardex Mlog** has a **leading position** in Central Europe
- **Large installed base** with > 140 000 Kardex Remstar machines and > 1000 Kardex Mlog warehouse systems
- **Life Cycle Management** with more than 30% of Net Revenues is the **basis for a sustainable business model**
- Very solid balance sheet with **no interest-bearing debt or goodwill**
- **Substantial free cash flow** generation
- **High profitability** of both Divisions as a result of an outstanding market position and a sustainable business model
- **Very attractive dividend policy** with a payout ratio of up to 75% of the operating profit