

Media and Analyst Conference

12 March 2015

Agenda

Introduction

F. Thöni, Executive Director

Financials 2014

T. Reist, Head Finance & Controlling

Division Report Kardex Remstar

J. Fankhänel, Head Kardex Remstar

Division Report Kardex Mlog

H.-J. Heitzer, Head Kardex Mlog

Outlook

F. Thöni, Executive Director

Questions and Answers

Introduction

Felix Thöni, Executive Director

Highlights and Key Achievements 2014

- Positive development in the intralogistics market continues
- Kardex Remstar achieves profitable growth
- Kardex Mlog confirms turnaround
- Strong balance sheet and stable free cash flows enable an increase in the dividend payout ratio

Highlights and Key Achievements 2014

Kardex Remstar

- Order intake and Net revenues increased by 4 % respectively 7 %
- EBIT margin increased further from 10.2% to 11.4%

Highlights and Key Achievements 2014

Kardex Mlog

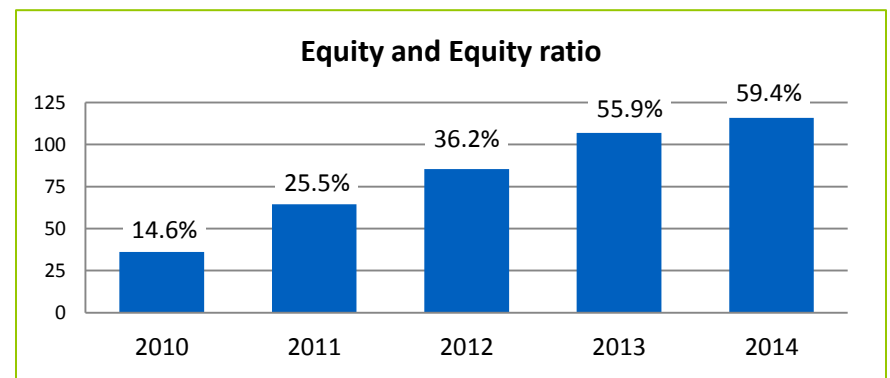
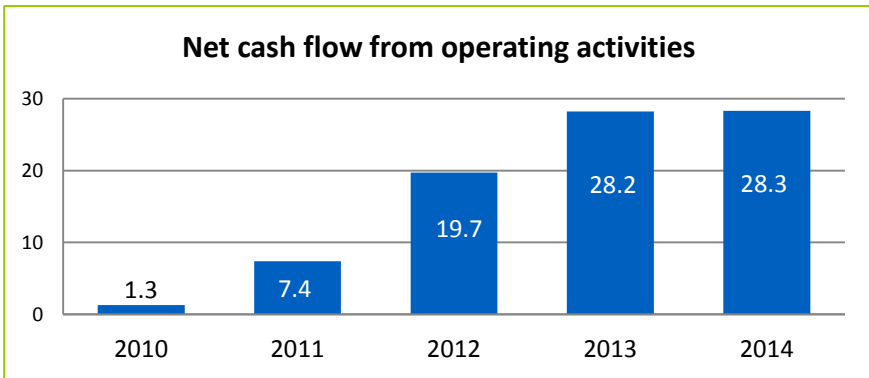
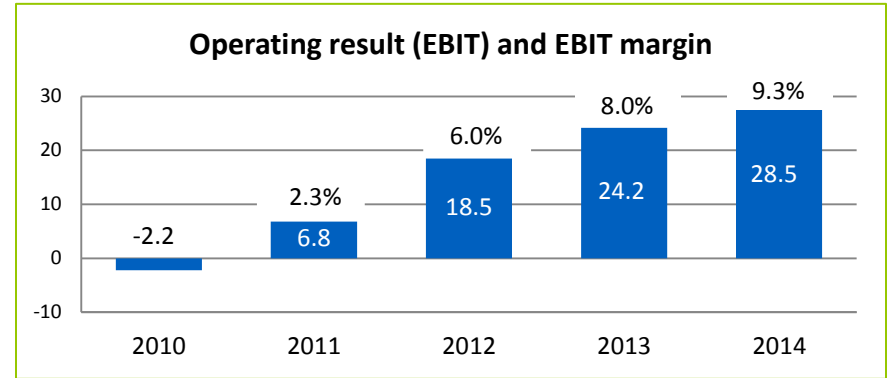
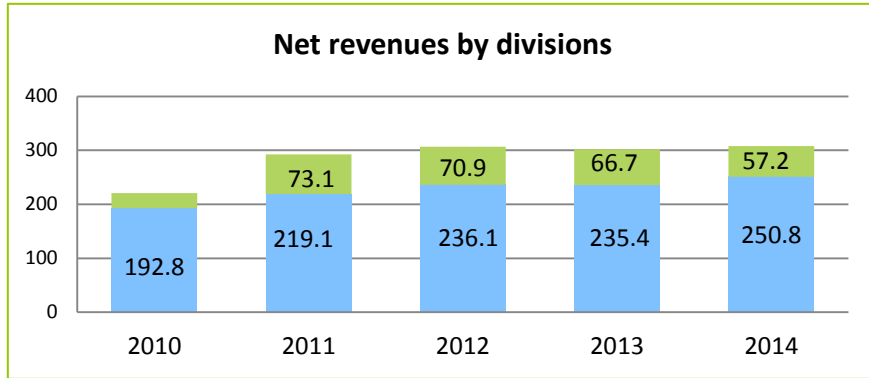
- Net revenues by 15 % lower but high value added growth of service - and refurbishment business
- EBIT increased by 58 % from EUR 1.2 million to EUR 1.9 million

Kardex Group: Key Figures (Continued Operations)

EUR millions	2013	in %	2014	in %	+/- in %
Bookings	301.5	99.8 %	308.9	100.3 %	+ 2.5 %
Order backlog (31.12.)	108.0	35.7 %	107.8	35.0 %	- 0.2 %
Net revenues	302.1	100.0 %	308.0	100.0%	+ 2.0 %
Gross profit	96.1	31.8 %	102.8	33.4 %	+ 7.0 %
Opex	71.9	23.8 %	74.3	24.1 %	+ 3.3 %
EBIT	24.2	8.0 %	28.5	9.3 %	+17.8 %
EBITDA	30.4	10.1 %	34.6	11.2 %	+13.8 %
Result for the period	19.9	6.6 %	23.8	7.7 %	+19.6 %
Net cash flow from operating activities	28.2		28.3		+ 0.4 %
ROCE	28.7 %		33.4 %		+16.4 %

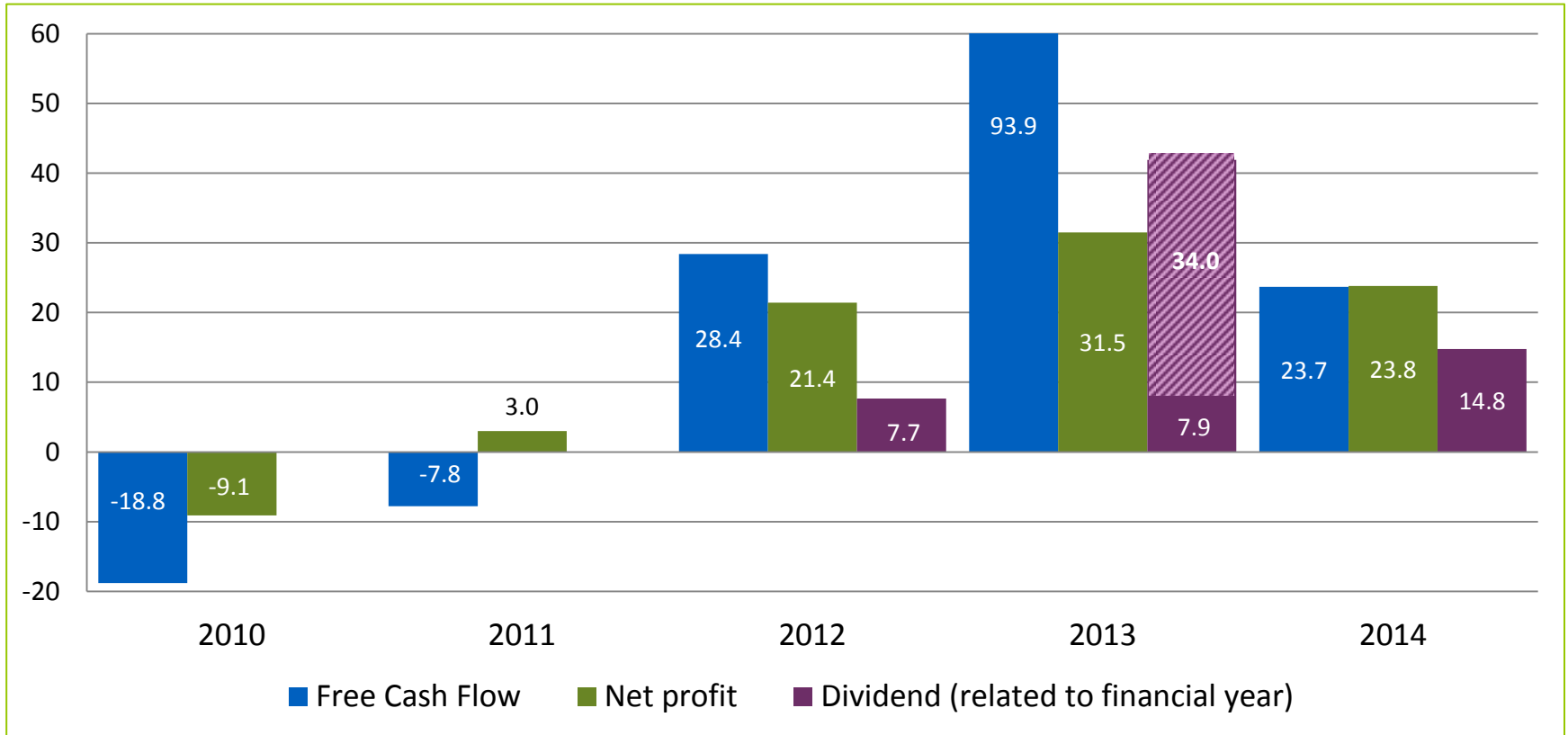
Kardex Group: Key Figures 2010–2014 (Continued Operations)

EUR millions



Kardex Group: Dividend Payouts 2010-2014

EUR millions



Financials 2014

Thomas Reist, Head Finance & Controlling

Kardex Group: Income Statement

EUR millions	2013	2014	+/-	+/- in %
Net revenues	399.3	308.0	- 91.3	- 22.9 %
Gross profit	113.7	102.8	- 10.9	- 9.6 %
<i>Gross profit margin</i>	28.5%	33.4%	+ 4.9 %	
EBIT continued operations	24.2	28.5	+ 4.3	+ 17.8 %
<i>EBIT Kardex Stow Division (op/divest)</i>	13.6	-	- 13.6	- 100.0 %
EBIT	37.8	28.5	- 9.3	- 24.6 %
Financial result	- 2.0	0.1	+ 2.1	+ 105.0 %
EBT	35.8	28.6	- 7.2	- 20.1 %
Income tax	- 4.3	- 4.8	- 0.5	- 11.6 %
<i>Income tax rate</i>	12.0 %	16.8 %	+ 4.8 %	
Result for the period	31.5	23.8	- 7.7	- 24.4 %

Kardex Group: Balance Sheet

EUR millions	2013	2014	+/-	+/- in %
Balance sheet total	191.3	195.1	+ 3.8	+ 2.0 %
Non-current assets	34.6	31.8	- 2.8	- 8.1 %
Net working capital (NWC)	54.4	56.9	+ 2.5	+ 4.6 %
<i>NWC in % of net revenue</i>	<i>18.0 %</i>	<i>18.5 %</i>	<i>+ 4.9 %</i>	
Interest-bearing debt	-2.1	0.0	+ 2.1	+ 100.0 %
Net cash	77.0	85.1	+ 8.1	+ 10.5 %
Equity	106.9	115.8	+ 8.9	+ 8.3 %
<i>Equity ratio</i>	<i>55.9 %</i>	<i>59.4 %</i>	<i>+ 3.5 %</i>	

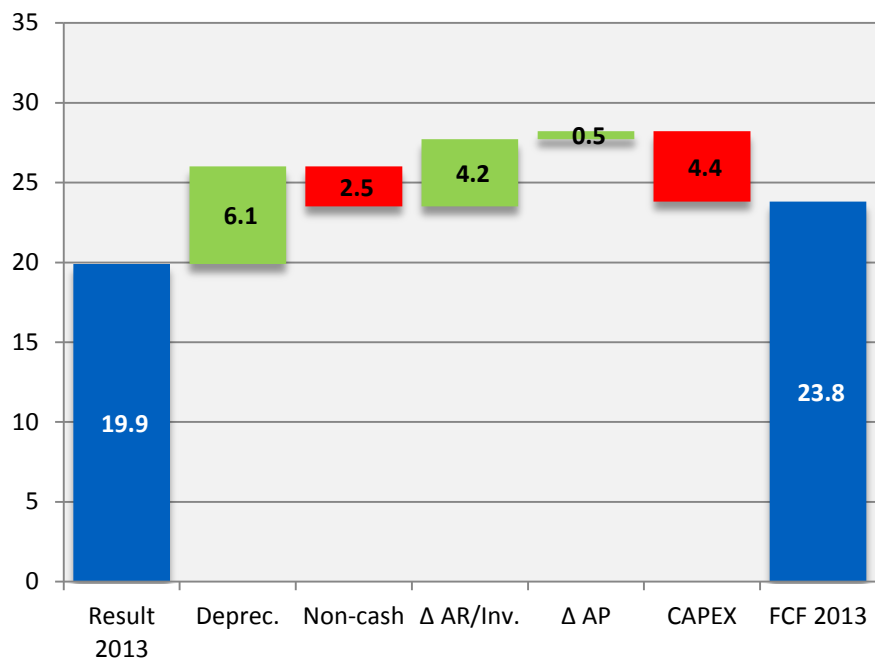
Kardex Group: Cash Flow Statement

EUR millions	2013	2014	+/-	+/- in %
Net CF from operating activities	28.2	28.3	+ 0.1	- 0.4 %
Net CF from investing activities	-4.4	-4.6	- 0.2	- 4.5 %
FCF continued operations	23.8	23.7	- 0.1	-0.4 %
<i>FCF based on Stow Division (2013: Jan-July)</i>	6.2	-		
<i>FCF divestment Stow</i>	63.9	-		
Free cash flow	93.9	23.7	- 70.2	- 74.8 %
Net CF from financing activities	-48.1	-18.9	+ 29.2	+ 60.7 %
FX effect	-0.8	1.2	+ 2.0	+ 250.0%
Net change in cash	45.0	6.0	- 39.0	- 86.7 %

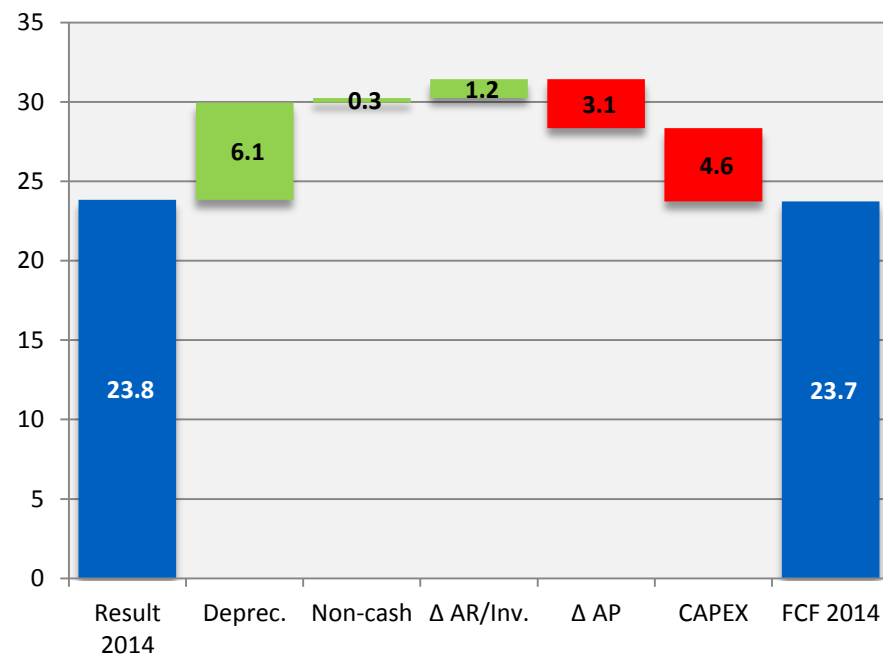
Kardex Group: FCF Continued Operation 2013 vs. 2014

EUR millions

Result for the period to FCF 2013



Result for the period to FCF 2014

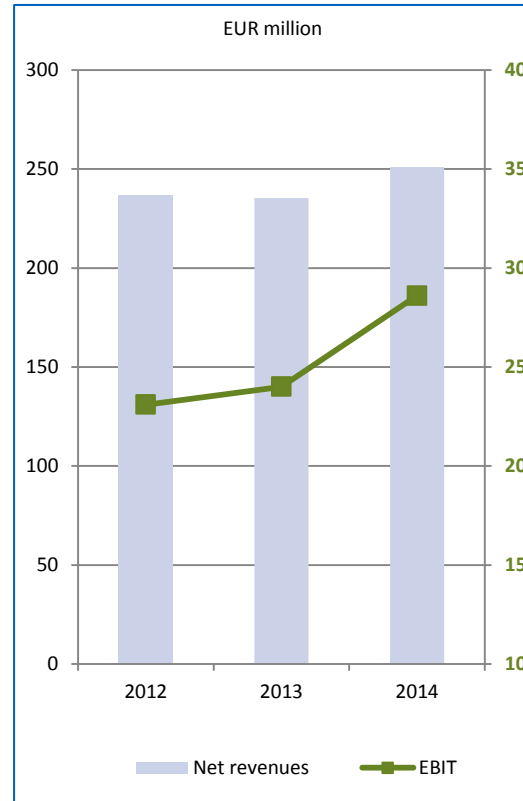


Division Report Kardex Remstar

Jens Fankhänel, Head of Division

Financial Highlights 2014

EUR millions	2013	2014	+/-
Bookings	241.4	251.2	+ 9.8
Order backlog	75.1	75.0	- 0.1
Net revenues	235.4	251.0	+ 15.6
EBIT	24.0	28.6	+ 4.6
<i>EBIT in %</i>	<i>10.2 %</i>	<i>11.4 %</i>	
EBITDA	29.4	33.8	+ 4.4
<i>EBITDA in %</i>	<i>12.5 %</i>	<i>13.5 %</i>	
Employees (FTE)	1'198	1'242	+ 44

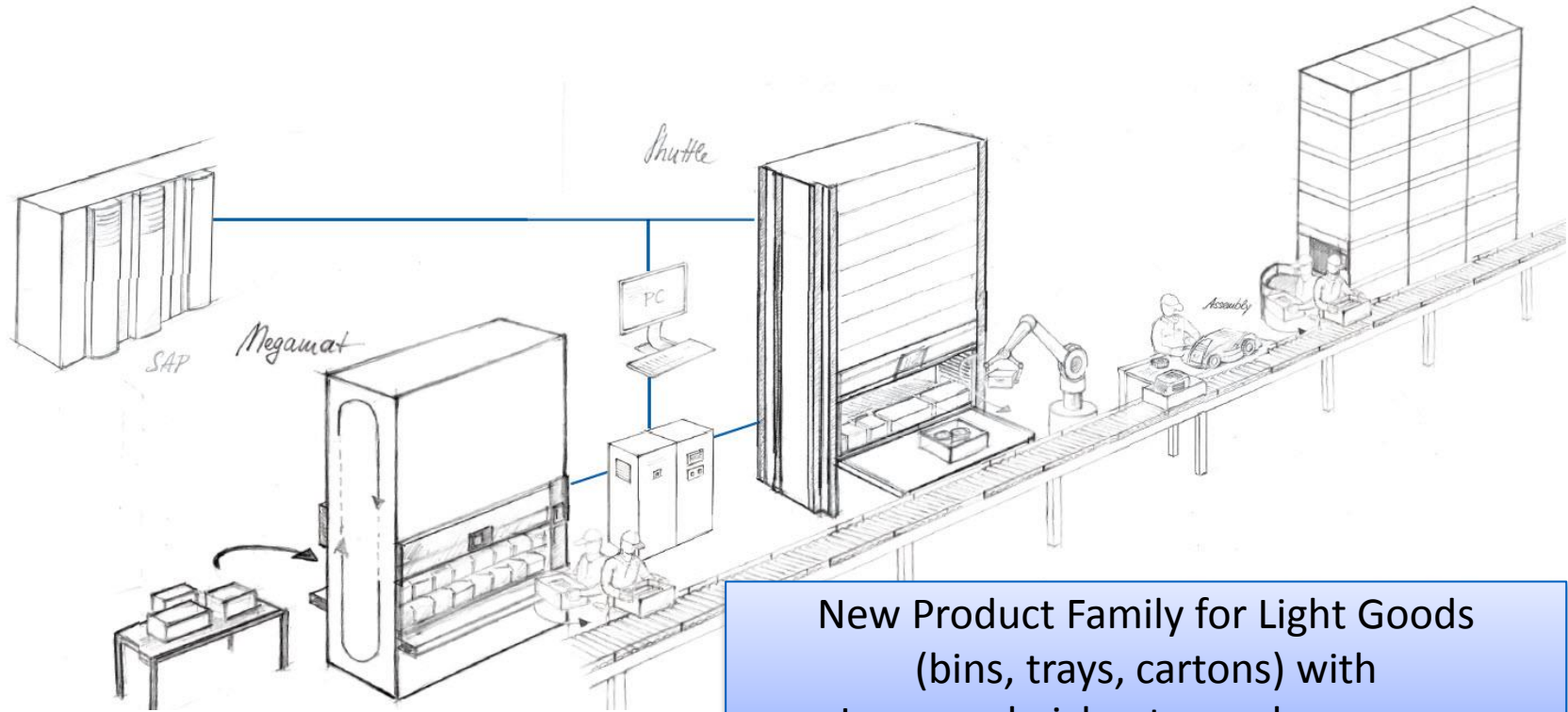


- Profitable topline growth achieved
- Major improvement in one of the 2 main production plants
- Efficiency gains in Supply Chain with high contribution to EBIT
- Topline growth and efficiency gains in Service Business leading to substantial contribution to EBIT
- All Financial KPIs in upper strategic range:
 - EBIT margin: 11.4%
 - ROCE: 26.1%

Major Achievements 2014 (refer to Strategic projects 2014)

- Transfer strategic investments (organization and people) from 2013 into profitable growth → **achieved both in New Business and Life Cycle Service**
- Sales Push specifically in North America, Asia/Pacific, Middle East/Africa to defend and extend market position → **mostly achieved**
- Push additional Sales Channels through extended OEM efforts → **not fully achieved, process slower than expected**
- Improve Customer Focus across the organization to provide better Customer Experience (Products and Services) → **mostly achieved**
- Strengthen R&D initiatives/R&D projects with the aim to extend Application, Product and Software offering, as well as to further reduce cost base through redesigns → **mostly achieved**
- Implement People Development further and enhance Company attractiveness → **in progress**

Major Achievements 2014 – Extension of Product Portfolio



New Product Family for Light Goods
(bins, trays, cartons) with
Increased pick rates and accuracy

Main Strategic Projects 2015/2016

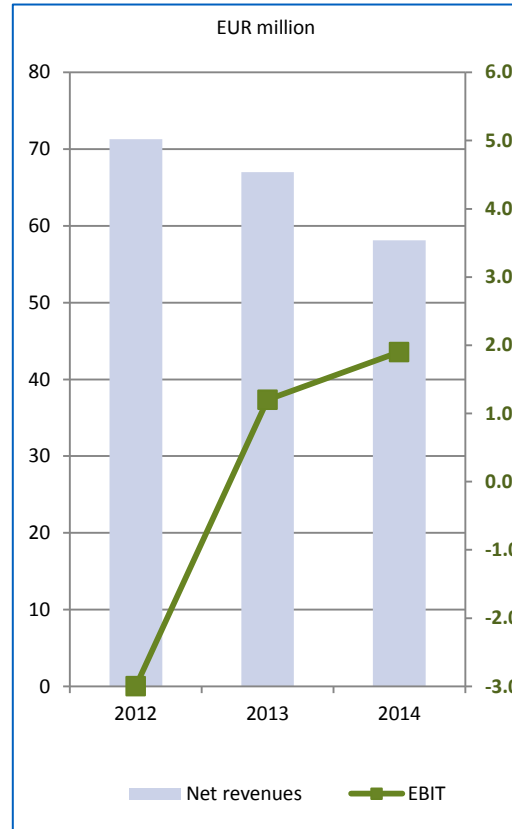
- Continue profitable growth path
- Continue Sales Push in North America and Asia/Pacific
- Recover/stabilize business in Middle East/Africa
- Enhance innovation efforts and recruit innovation drivers
- Continue development of Light Goods Product family
- Continue transition to from Product to Application Provider
- Break through of OEM activities
- Improve Life Cycle Service product portfolio
- Continue People Development programs

Division Report Kardex Mlog

Hans-Jürgen Heitzer, Head of Division

Financial Highlights 2014

EUR millions	2013	2014	+/-
Bookings	60.6	57.9	- 2.7
Order backlog	33.1	32.9	- 0.2
Net revenues	67.0	58.1	- 8.9
EBIT	1.2	1.9	+ 0.7
<i>EBIT in %</i>	<i>1.8 %</i>	<i>3.3 %</i>	
EBITDA	1.8	2.6	+ 0.8
<i>EBITDA in %</i>	<i>2.7 %</i>	<i>4.5 %</i>	
Employees (FTE)	242	231	- 11

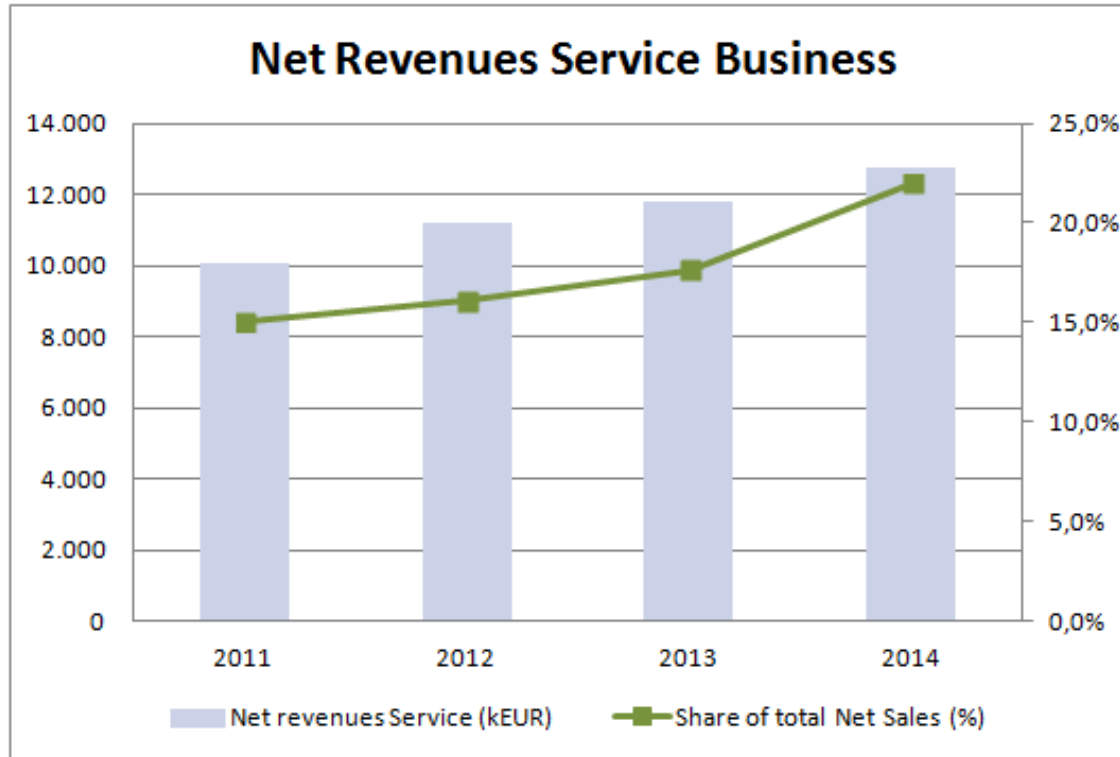


- Lower revenues on higher added value
- Further cost reductions
- EBIT close to strategic range, ROCE very strong:
 - EBIT margin: 3.3%
 - ROCE: 33.5%

Major Achievements 2014

- **Turnaround as per 2013 confirmed !**
- Improved quality of revenues (higher share of added value)
- Further cost and head count reductions
- More refurbishment projects on higher margins
 - +5% in revenues; +45% in Gross Profit
- Further profitable growth in Service business
 - +8% in revenues; +12% in Gross Profit
- No losses in current projects
- First sales success with MMove

Development Service Business



Major Strategic Projects 2015/16

- Revenue development towards our strategy. Main growth elements:
 - Components
 - Stand-alone Sub Systems and
 - predefined branch solutions
- Strengthen partner management with system integrators for Components business and Stand-alone Sub Systems
- Further strengthen the 2014 successfully implemented sales organization for Service and Refurbishment business
 - from re-active to pro-active sales approach
- Strengthen Product Management to push Component and Stand-alone business
- Sustainable management of costs and capacities
- Reach target range of 4% - 6% EBIT-margin within the next one to two years

Outlook

Felix Thöni, Executive Director

Cautiously optimistic outlook for 2015

- Growing need for efficient intralogistic solutions is globally driving demand
- Kardex Remstar: continuation of profitable growth, driven by geographic diversification, new products and OEM-sales
- Kardex Mlog has achieved a sound basis and is ready for cautious revenue expansion
- The Board of Directors is evaluating smaller acquisitions to systematically strengthen Kardex Group
- The Kardex Group's outlook remains cautiously optimistic and expects a further solid performance in 2015

Questions and Answers

Disclaimer

This communication contains statements that constitute “forward-looking statements”. In this communication, such forward-looking statements include, without limitation, statements relating to our financial condition, results of operations and business and certain of our strategic plans and objectives. Because these forward-looking statements are subject to risks and uncertainties, actual future results may differ materially from those expressed in or implied by the statements. Many of these risks and uncertainties relate to factors which are beyond Kardex’s ability to control or estimate precisely, such as future market conditions, currency fluctuations, the behavior of other market participants, the actions of governmental regulators and other risk factors detailed in Kardex’s past and future filings and reports and in past and future filings, press releases, reports and other information posted on Kardex Group companies’ websites. Readers are cautioned not to put undue reliance on forward-looking statements, which speak only of the date of this communication. Kardex disclaims any intention or obligation to update and revise any forward-looking statements, whether as a result of new information, future events or otherwise.