

2020

Short Version
Annual Report

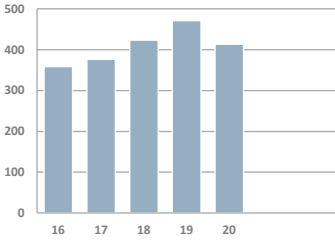
More detailed information:



Kardex at a glance

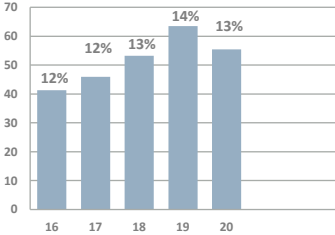
Net revenues

in EUR million



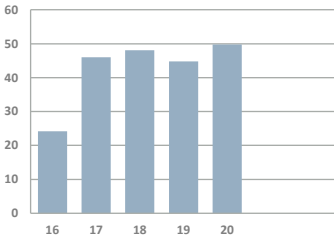
Operating result (EBIT) and EBIT margin

in EUR million and in %



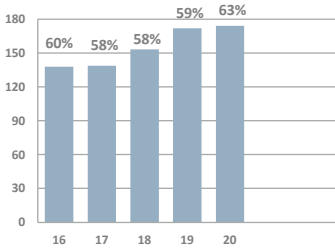
Net cash flow from operating activities

in EUR million



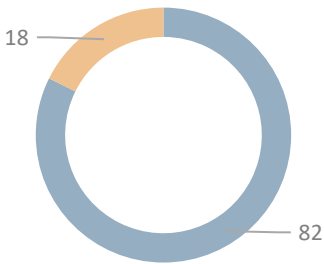
Equity and equity ratio

in EUR million and in %



Net revenues by segment

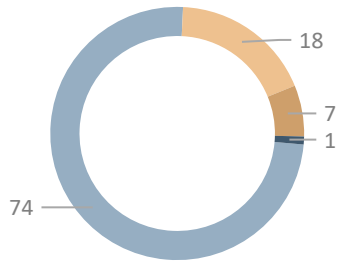
2020 financial year in %



- Kardex Remstar
- Kardex Mlog

Net revenues by region

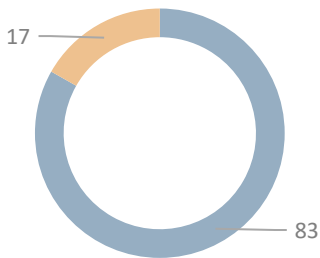
2020 financial year in %



- Europe
- Americas (North, Middle, South)
- Asia/Pacific
- Middle East and Africa

Net revenues by segment

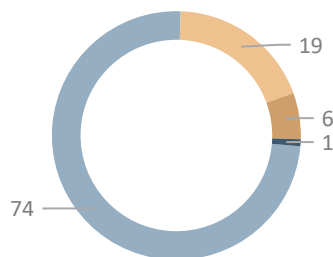
2019 financial year in %



- Kardex Remstar
- Kardex Mlog

Net revenues by region

2019 financial year in %



- Europe
- Americas (North, Middle, South)
- Asia/Pacific
- Middle East and Africa

Highlights and key figures in 2020




**Robust
business
model**

The Life Cycle Service business lives up to its stabilizing role in the pandemic



**High
adaptability**

The Kardex team demonstrates a high degree of flexibility and its strong cohesion in the extraordinary situation



**Positive
windfall
effects**

Immediately implemented cost-saving programs, as well as lower travel expenses and variable compensation, have a positive impact on earnings



**Continued
investments**

Kardex believes in the growth potential of intralogistics and is therefore continuing to make strategic investments with undiminished consistency

Key figures

in EUR million

1.1.-31.12.	2020		2019	+/-%
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%
Operating result (EBIT)	55.5	13.4%	63.5	13.5% -12.6%
Result for the period (net profit)	40.7	9.9%	44.9	9.5% -9.4%
Net cash flow from operating activities	49.8		44.8	11.2%
Free cash flow	25.2		30.8	-18.2%
ROCE	43.7%		51.2%	

	31.12.2020		31.12.2019	+/-%
Net working capital	67.9		77.3	-12.2%
Net cash	122.3		133.6	-8.5%
Equity/Equity ratio	174.3	62.9%	172.0	59.4% 1.3%
Employees (FTE)	1 860		1 913	-2.8%

	2020		2019	+/-%
Distribution per share (CHF) ¹	4.00		4.50	-11.1%

¹ 2020: Distribution of a dividend as proposed to the Annual General Meeting to be held on 15 April 2021.

About us



Kardex is a global industry partner for intralogistic solutions and a leading supplier of automated storage solutions and materials handling systems. The Group consists of the two entrepreneurially managed divisions, Kardex Remstar and Kardex Mlog.



Around 1 900 employees in over 30 countries worldwide work for the companies of Kardex.



Kardex Holding AG is listed on the SIX Swiss Exchange and applies the accounting standards of Swiss GAAP FER.



The two divisions are partners for their customers over the entire lifecycle of a product or solution. This begins with an assessment of customer requirements and continues via the planning, realization and implementation of customer-specific systems through to ensuring a high level of availability and low life cycle costs by means of customer-oriented lifecycle management.



Kardex Remstar develops, produces and maintains dynamic storage and retrieval systems, and Kardex Mlog offers integrated materials handling systems and automated high bay warehouses.

Contact

Kardex Holding AG
Thurgauerstrasse 40
8050 Zurich
Switzerland

Thomas Reist, CFO
Edwin van der Geest, Investor Relations

Tel. +41 44 419 44 79
investor-relations@kardex.com

Contact share register

ShareCommService AG
Europastrasse 29
8152 Glattbrugg
Switzerland

Tel. +41 44 809 58 53

<u>2021 Annual General Meeting</u>	<u>15 April 2021</u>
<u>2021 Interim Report</u>	<u>29 July 2021</u>
<u>2021 Annual Report</u>	<u>3 March 2022</u>
<u>2022 Annual General Meeting</u>	<u>21 April 2022</u>
<u>2022 Interim Report</u>	<u>28 July 2022</u>

This is a short version of the Kardex Holding AG Annual Report. Please find the full version on www.kardex.com in the investor relations/results and presentations section.

Report to the shareholders

Kardex proves robust in an environment dominated by the pandemic

Kardex' financial year 2020 was strongly influenced by the global pandemic. Despite significant business losses and operational constraints, the Group's business model proved to be robust. Thanks to the cautious planning of recent years, a short response time, and the above-average commitment of its employees, Kardex weathered the year, which was negatively impacted by the Corona pandemic, well. Looking into the future, strategic investments were deliberately continued, which will further consolidate Kardex' market position. In addition, Kardex has in a first step summarized its internal efforts in the area of sustainability, which have long been part of its corporate philosophy, and documented them in the annual report.

In 2020, Kardex recorded bookings of EUR 416.8 million, 7.9% below the previous year. Revenues declined more sharply to EUR 412.9 million and were 12.4% lower than in the previous year. However, the picture was not uniform for the two divisions. While new business at Kardex Remstar weakened considerably in most regions in the first half of the year, with Kardex Mlog it recovered significantly after the weak previous year. By contrast, the stabilizing Life Cycle Service business held up very well throughout the Group. Since the second half of the year, demand for new business from Kardex Remstar has also been recovering slightly.

Profitability at previous year's level

Despite the decline in revenues, Kardex was able to maintain its profitability in percentage terms. At EUR 153.0 million, gross profit was only 10.7% below the previous year's record, but the gross margin rose from 36.4% in the previous year to 37.1%. Operating costs were reduced by almost 10% thanks to the rapidly implemented measures, resulting in an operating profit (EBIT) of EUR 55.5 million. This represents a decrease of 12.6% compared to the previous year. Because of the Covid pandemic and the one-off effect of the inventory correction at Kardex Mlog, this corresponded to a gratifyingly high EBIT margin of 13.4%, on a par with the previous year level.

Net profit amounted to EUR 40.7 million, a decline of 9.4% compared to the previous year. The net profit margin was 9.9%, ROCE 43.7%, and earnings per share CHF 5.65. After many years of growth, Kardex' headcount declined slightly by 2.8% to 1 860 full-time positions.

The pleasing business result was positively influenced by windfall effects which, however, will not be repeated to this extent and thus cannot be projected linearly into the future. Low travel and distribution costs, sharply reduced variable compensation, deferred expenses, but also the positive effects of partial short-time work contributed their share.

Strategic investments continued

No changes were made to the Group's strategic orientation. Supported by Kardex' strong balance sheet and confidence in the high medium- to long-term growth potential of intralogistics, strategic investments were pursued with undiminished consistency. However, due to the restrictions imposed by the pandemic, their implementation was slowed down. For example, the new Kardex Remstar plant in the USA, which is now almost complete, is not expected to start operations until the third quarter of 2021, but will then become a pillar of the supply chain close to the market.

The strategic investments in new technologies were continued, including the investments in the technology companies Robomotive B.V. and Rocket Solution GmbH, which are deliberately not integrated into the divisions. They are maturing as entrepreneur-led, innovative companies with leading product platforms. New strategic initiatives were also developed and implemented in Marketing and Human Resources as part of Corporate Services, which are available to the divisions for the implementation of their strategic plans. A global partnership agreement was also signed with AutoStore AS in February 2021. The successful storage and picking solution with autonomous robots ideally complements Kardex' range of products and services.

Kardex Remstar maintains profitability

Kardex Remstar achieved a good result in a difficult financial year despite a sharp drop in volumes. Many customers were reluctant to invest in new machinery, especially in the first half of the year. As a result, bookings suffered severely, and revenues fell in step.

Kardex Remstar responded quickly to the downturn with immediate measures and rigorous cost management. In combination with the gratifyingly stable Life Cycle Service business, a slightly higher gross profit margin was achieved. The operating result declined at a disproportionately low rate.

Thanks to its good market position and the continued growth of the intralogistics market, Kardex Remstar expects an increasing recovery in bookings and revenues in 2021. From today's perspective, margins can still be expected to remain within the communicated financial targets.

Kardex Mlog with positive business development

In financial year 2020, Kardex Mlog confirmed the resilience of its business model in a difficult market environment and achieved pleasing results. Bookings recovered strongly compared to the previous year. Revenues were below the previous year due to the low order backlog at the beginning of the year. Gross profit margin remained at a solid level. Reported operating result suffered from a one-time inventory revaluation in the first half, but recovered strongly in the second half. Overall, EBIT was satisfactory in operational terms and only slightly below the communicated target corridor due to the one-time effect. Kardex Mlog starts fiscal year 2021 with a solid order backlog and is thus equipped to generate good results in 2021 as well.

Strong balance sheet and further improvement in equity ratio

Despite the acquisitions made and the strategic investments, Kardex' balance sheet remains very stable. At the end of the year, with total assets of EUR 277.3 million, the equity ratio had risen further to 62.9%. Capex increased year-on-year to around EUR 20 million (approx. EUR 17 million) and the free cash flow generated was EUR 25.2 million. Kardex had a net cash position of EUR 122.3 million at year-end.

Dividend of CHF 4.00 per share proposed

The solid annual result enables the Board of Directors to propose a distribution of CHF 4.00 per share (previous year CHF 4.50) to the Annual General Meeting on April 15, 2021. This corresponds to around 70% of the net operating profit generated and a dividend yield of 2.1%.

Handover at the top of the Board of Directors

All current members of the Board of Directors will stand for re-election at the Annual General Meeting. There will be a handover in the chairmanship. Philipp Buhofer, who has led the Board for 10 years, is stepping down from his position and will hand over the responsibility to Felix Thöni.

Felix Thöni has been a member of the Board of Directors since 2011, led Kardex as Delegate from 2012-2016 and has since acted as Vice Chairman. Philipp Buhofer will remain a member of the Board of Directors and in this capacity will also represent the interests of the long-term oriented anchor shareholder BURU Holding. The Board of Directors thanks Philipp Buhofer for his great services and wishes Felix Thöni every success in his new function.

Outlook

The Board of Directors and the Group Management remain convinced of the medium to long-term growth opportunities and the dynamics of automation in intralogistics. The difficult circumstances of the past year have proven that the organization is resilient and flexibly positioned. Market conditions and the short-term impact on business are difficult to assess due to the continuing pandemic, especially at Kardex Remstar. However, Kardex' medium-term growth and financial targets remain unchanged.



Philipp Buhofer
Chairman of the Board of Directors



Jens Fankhänel
Chief Executive Officer

Division Kardex Remstar

Profitability increases despite a sharp decline in bookings and revenues

Kardex Remstar achieved a good result in the financial year 2020, despite a difficult year marked by the Corona pandemic, which was partly boosted by corona-related windfall effects. Many customers were reluctant to make investment decisions, particularly in the first half of the year. This had a strong impact on bookings, which decreased by 15.9% to EUR 326.9 million. Revenues decreased by 13.3% to EUR 340.2 million. Kardex Remstar responded swiftly to the downturn with immediate measures, including rigorous cost management. In combination with the smoothing effect of the pleasingly stable Life Cycle Service business, the operating result fell by 8.5% to EUR 56.2 million, corresponding to an EBIT margin of 16.5%.

Kardex Remstar's financial year was characterized by two different semesters. In the first half of 2020, bookings, which had already been flagging since the fall of 2019, suffered from the global economic slowdown, which gained additional momentum due to the Corona pandemic. This trend reversed in the second half of the year and new business bookings recovered noticeably. As expected, the Life Cycle business was much less volatile and contributed significantly to the stabilization of the operating results.

Decline in demand partially compensated for in the second half of the year

Overall, bookings declined by 15.9% to EUR 326.9 million, after being around 26% below the previous year in the first half of the year. In new business, the decline at the end of the year was around 21% and resulted in orders of EUR 216.1 million. Life Cycle Services orders, on the other hand, were only 3.8% below the previous year's figure at EUR 110.8 million. The decline manifested itself both in Asia and Europe and, with some delay, in North America. In Europe, demand declined sharply in almost all countries, and the important US market experienced a slowdown of similar magnitude, particularly in the second half of the year. Developments in the Austrian, Swiss and Czech markets were somewhat more encouraging and even showed a slight increase compared to the previous year. In Asia, China achieved positive growth rates in the second half of the year, while Australia even recorded significant growth thanks to its good positioning in the e-commerce market.

Restraint was more pronounced among customers in production and assembly than in areas with higher growth figures such as e-commerce, warehousing, wholesale or healthcare. At EUR 144.9 million, the order backlog at the end of the year corresponds to around 5 months' work in progress.

Due to the still very good order backlog at the beginning of the year, revenues decreased slightly less than bookings to EUR 340.2 million. New business contributed 67.6% or EUR 230.0 million, which represents a decrease of around 18%. The share of the stable Life Cycle Service business increased to 32.4% or EUR 110.2 million due to the changed mix, and revenues decreased by only 1.3% compared to the previous year.

Consolidated key figures for the Kardex Remstar Division

in EUR million	2020		2019	+/-%	
Bookings	326.9	96.1%	388.6	99.0%	-15.9%
Order backlog (31.12.)	144.9	42.6%	159.8	40.7%	-9.3%
Segment net revenues	340.2	100.0%	392.4	100.0%	-13.3%
EBITDA	61.9	18.2%	66.8	17.0%	-7.3%
Operating result (EBIT)	56.2	16.5%	61.4	15.6%	-8.5%
ROCE	41.2%		45.9%		
Employees (FTE on 31.12.)	1 550		1 610		-3.7%

Structures adapted to business development

Kardex Remstar countered the significant decline in bookings in the first months of 2020 with targeted immediate measures. The challenging situation was reflected in the rapid reversal from full capacity utilization of production to underutilization within a few months. In addition to rigid cost management, the adjustment measures included the reduction of overtime, the withdrawal of accrued vacation days and the introduction of partial short-time work. Thanks in particular to the rapid implementation of short-time work, there was no need to make any further structural adjustments for the time being.

The number of full-time equivalents, therefore, decreased only slightly to 1 550, particularly because a gradual recovery in bookings became apparent in the second half of the year.

Besides, Kardex Remstar is continuing its strategic investments with the construction of the new plant in the USA. This is now expected to start operations in the third quarter of 2021 due to further delays caused by the pandemic.

EBIT margin boosted by windfall effects

Flexibility in manufacturing and in particular the sales mix with more high-margin services led to a slightly improved gross profit margin of 40.8%. In combination with lower distribution costs, significantly reduced travel expenses, and lower variable compensation, this resulted in a very good operating result (EBIT). Although EBIT decreased by 8.5% in absolute terms to EUR 56.2 million, the margin increased to 16.5%. This level cannot be repeated so quickly due to the aforementioned corona-related windfall effects in the year under review and expected higher fixed costs as a result of the strategic investments.

Flexibility pays off

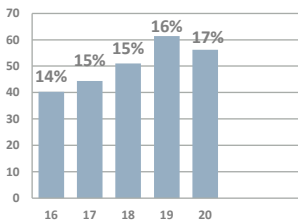
Kardex Remstar was always ready for delivery and use despite the challenges of the pandemic. In some cases, however, access restrictions at customer sites meant that deliveries, maintenance, and installations were not possible on site. Where possible, consulting and services were provided via virtual interactions and online. Internally, new work models were developed, remote work was implemented in many departments, and marketing was digitized. The flexibility and commitment of Kardex Remstar employees towards customers was great, and customer satisfaction correspondingly high.

Outlook

The current financial year 2021 will be extremely challenging for Kardex Remstar. The order backlog is lower than in previous years, the acquisition of new customers and projects more difficult due to Covid restrictions, and investment activity more subdued than in previous years. The importance of intralogistics and Kardex Remstar solutions will continue to increase in medium term. Thanks to its good market position, Kardex Remstar, therefore, expects an increasing recovery in bookings and revenues with margins in line with the communicated financial targets.

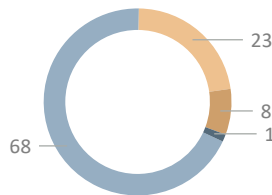
Operating result (EBIT)

in EUR million



Net revenues by region

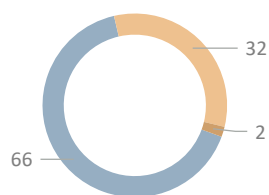
2020 financial year in %



- Europe
- Americas (North, Middle, South)
- Asia/Pacific
- Middle East and Africa

Net revenues by business unit

2020 financial year in %



- New Business
- Life Cycle Services
- OEM

Division Kardex Mlog

Strong second half-year consolidates market position

In the financial year 2020, Kardex Mlog confirmed the resilience of its business model in a difficult market environment and achieved pleasing results. Bookings recovered strongly compared to the previous year, rising by 40.9% to EUR 90.2 million. Due to the low order backlog at the beginning of the year, revenues were 7.7% below the previous year at EUR 73.0 million. The gross profit margin remained at a solid level. The reported operating result suffered from a one-time inventory revaluation in the first half of the year, but recovered strongly in the second half, resulting in a satisfactory overall operating EBIT of EUR 2.8 million with an EBIT margin of 3.8%. With a solid order backlog of EUR 75.2 million, Kardex Mlog is well equipped to continue generating good results in 2021.

The development of bookings at Kardex Mlog in the first months was significantly influenced by the delayed order placements in the previous year. Investment decisions for projects originally expected in the second and third quarters of 2019 did not arrive until the first quarter of 2020, leading to a significant improvement in bookings in the year under review compared to the same period of the previous year. Following a temporary dip in connection with the outbreak of the Corona pandemic in Europe and the associated restrictions, bookings quickly returned to normal in the first half of the reporting year.

Automation is advancing in many industries

In the second half of the year, bookings were once again higher than in the strong first half, driven in particular by good demand in Germany as well as in Austria, Serbia, Poland, and the Czech Republic. The renewed Covid 19 restrictions from November onward had little impact on business because customers had meanwhile adjusted to the new conditions. Kardex Mlog, with its agile and flexible organization, was able to move forward quickly with inquiries and new projects.

The high level of commitment shown by Kardex Mlog employees made a significant contribution to ensuring a high level of customer satisfaction. Kardex Mlog benefited also from a general increase in demand, especially from customers in the 3-PL industry (third party logistics providers), kitchen manufacturers, food producers, and tire manufacturers. In these industries, it is becoming apparent that Covid-19 is even an accelerator in their digitization and automation projects.

Consolidated key figures for the Kardex Mlog Division

in EUR million	2020		2019		+/-%
Bookings	90.2	123.6%	64.0	80.9%	40.9%
Order backlog (31.12.)	75.2	103.0%	58.0	73.3%	29.7%
Segment net revenues	73.0	100.0%	79.1	100.0%	-7.7%
EBITDA	4.4	6.0%	6.6	8.3%	-33.3%
Operating result (EBIT)	2.8	3.8%	5.6	7.1%	-50.0%
ROCE	18.1%		33.5%		
Employees (FTE on 31.12.)	286		291		-1.7%

Good order backlog at the end of the period

Overall, bookings increased by 40.9% year-on-year to EUR 90.2 million, the second-highest figure in the company's history. All areas contributed to this pleasing development. New business resulted in bookings of EUR 48.3 million, 61.9% more than in the previous year. In the modernization and service business, the increase was 22.8%, resulting in bookings of EUR 41.9 million. With an order backlog of EUR 75.2 million, 29.7% more than in the previous year, the foundation has been set for a good start into the financial year 2021. Due to the low order backlog at the beginning of the year, Kardex Mlog's revenues of EUR 73.0 million were 7.7% below the previous year. At EUR 33.8 million, new business (integrated subsystems and products) contributed around 46% of Kardex Mlog's revenues. The modernization and service business rose slightly to EUR 39.2 million, representing around 54% of total revenues.

Solid operating margins

In line with the slightly lower revenues, gross profit decreased to EUR 14.6 million compared to the previous year, corresponding to a gross profit margin of 20.0% (22.8%). Cost discipline, efficient processes in new business, and stable margin development in the service business contributed to this result. Part of the savings in trade shows and travel costs were invested in increased development activities. A one-time revaluation of inventories in the low single-digit millions, unfortunately, had a significant negative impact on the operating result and ROCE in the first half of the year. Overall, however, an operating result of EUR 2.8 million was achieved in the year under review, corresponding to an EBIT margin of 3.8%. In terms of ROCE, a return to previous profitability levels is expected in the current financial year.

The headcount decreased slightly, although staff turnover remains very low and is a sign of the high level of job satisfaction among employees at Kardex Mlog.

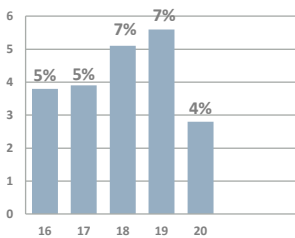
Progressing digitalization

While Kardex Mlog focused on the digitalization of internal processes in 2020, the focus in 2021 will be on the digitalization of products. This will be accompanied by the development of initial applications in the areas of augmented reality, virtual reality and digital twin. The company is also investing in the expansion of condition monitoring, predictive maintenance and cloud computing. In addition, Kardex Mlog is increasingly standardizing successful industry-specific solutions that can be replicated, further optimizing the risk profile of orders.

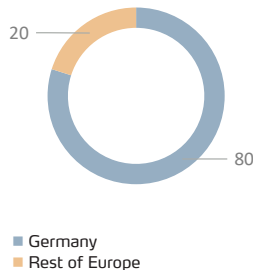
Outlook

The market environment in Kardex Mlog's sales markets remains challenging. At the same time, however, the high order backlog and the very well-filled sales funnel are signs of an encouraging start to the current financial year 2021. From today's perspective, Kardex Mlog will therefore be able to grow again in 2021 and continue to achieve the targeted margins.

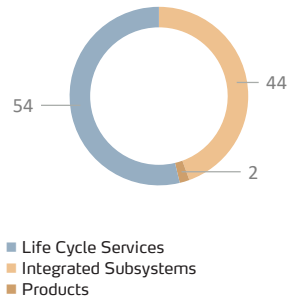
Operating result (EBIT)
in EUR million



Net revenues by region
2020 financial year in %



Net revenues by business unit
2020 financial year in %



Segment reporting 2020

Income statement

in EUR million	Kardex Remstar	Kardex Mlog	Holding / Other	Elimina- tions	Kardex
Bookings	326.9	90.2	0.1	-0.4	416.8
Net revenues, third party					
- Europe	232.5	72.6	0.1	-	305.2
- Americas	76.4	-	-	-	76.4
- Asia/Pacific	27.0	-	-	-	27.0
- Middle East and Africa	4.3	-	-	-	4.3
Total net revenues, third party	340.2	72.6	0.1	-	412.9
Net revenues, with other operating segments	-	0.4	-	-0.4	-
Net revenues¹	340.2	73.0	0.1	-0.4	412.9
Cost of goods sold and services provided	-201.4	-58.4	-0.5	0.4	-259.9
Gross profit	138.8	14.6	-0.4	-	153.0
Gross profit margin	40.8%	20.0%			37.1%
Marketing and sales expenses	-42.6	-6.4	-	-	-49.0
Administrative expenses	-28.4	-4.1	-5.9	3.0	-35.4
R&D expenses	-9.7	-1.3	-	-	-11.0
Other operating income	0.6	-	3.0	-3.0	0.6
Other operating expenses	-2.5	-	-0.2	-	-2.7
Operating result (EBIT)	56.2	2.8	-3.5	-	55.5
EBIT margin	16.5%	3.8%			13.4%
Financial result, net					-1.9
Result for the period before tax (EBT)					53.6
Income tax expense					-12.9
Result for the period (net profit)					40.7
Net profit margin					9.9%
Depreciation and amortization	5.7	1.6	-0.2	-	7.1
EBITDA	61.9	4.4	-3.7	-	62.6
EBITDA margin	18.2%	6.0%			15.2%

¹ The revenues comprise EUR 263.5 million from New Business and EUR 149.4 million from Life Cycle Services.

Segment reporting 2019

Income statement

in EUR million	Kardex Remstar	Kardex Mlog	Holding / Other	Elimina- tions	Kardex
Bookings	388.6	64.0	-	-0.2	452.4
Net revenues, third party					
- Europe	268.7	79.1	-	-	347.8
- Americas	88.5	-	-	-	88.5
- Asia/Pacific	30.5	-	-	-	30.5
- Middle East and Africa	4.4	-	-	-	4.4
Total net revenues, third party	392.1	79.1	-	-	471.2
Net revenues, with other operating segments	0.3	-	-	-0.3	-
Net revenues¹	392.4	79.1	-	-0.3	471.2
Cost of goods sold and services provided	-239.1	-61.1	-	0.3	-299.9
Gross profit	153.3	18.0	-	-	171.3
Gross profit margin	39.1%	22.8%			36.4%
Marketing and sales expenses	-51.6	-6.7	-	-	-58.3
Administrative expenses	-30.2	-4.6	-6.9	3.8	-37.9
R&D expenses	-10.2	-1.1	-	-	-11.3
Other operating income	1.2	0.1	3.8	-3.8	1.3
Other operating expenses	-1.1	-0.1	-0.4	-	-1.6
Operating result (EBIT)	61.4	5.6	-3.5	-	63.5
EBIT margin	15.6%	7.1%			13.5%
Financial result, net					-3.3
Result for the period before tax (EBT)					60.2
Income tax expense					-15.3
Result for the period (net profit)					44.9
Net profit margin					9.5%
Depreciation and amortization	5.4	1.0	0.3	-	6.7
EBITDA	66.8	6.6	-3.2	-	70.2
EBITDA margin	17.0%	8.3%			14.9%

¹ The revenues comprise EUR 321.0 million from New Business and EUR 150.2 million from Life Cycle Services.

Consolidated balance sheet

in EUR million	31.12.2020	(%)	31.12.2019	(%)
Cash and cash equivalents	122.4	44.1%	133.6	46.1%
Trade accounts receivable	49.0	17.7%	65.4	22.6%
Other receivables	22.9	8.3%	15.4	5.3%
Inventories and work in progress	14.8	5.3%	19.2	6.6%
Prepaid expenses	3.4	1.2%	4.3	1.5%
Current assets	212.5	76.6%	237.9	82.1%
Property, plant and equipment	50.7	18.3%	41.2	14.2%
Intangible assets	6.0	2.2%	4.1	1.4%
Financial assets	8.1	2.9%	6.6	2.3%
Non-current assets	64.8	23.4%	51.9	17.9%
Assets	277.3	100.0%	289.8	100.0%
Trade accounts payable	12.1	4.4%	17.3	6.0%
Current financial liabilities	0.1	0.0%	-	0.0%
Other current liabilities	15.6	5.6%	19.2	6.6%
Current provisions	9.4	3.4%	6.0	2.1%
Accruals	44.3	16.0%	54.7	18.9%
Current liabilities	81.5	29.4%	97.2	33.5%
Non-current provisions	21.5	7.8%	20.6	7.1%
Non-current liabilities	21.5	7.8%	20.6	7.1%
Liabilities	103.0	37.1%	117.8	40.6%
Share capital	2.5	0.9%	2.5	0.9%
Capital reserves	31.4	11.3%	31.3	10.8%
Retained earnings and translation differences	141.9	51.2%	138.7	47.9%
Treasury shares	-1.9	-0.7%	-1.0	-0.3%
Equity before minorities	173.9	62.7%	171.5	59.2%
Minority interests	0.4	0.1%	0.5	0.2%
Equity	174.3	62.9%	172.0	59.4%
Equity and liabilities	277.3	100.0%	289.8	100.0%

Consolidated cash flow statement

in EUR million

	2020	(%)	2019	(%)
Result for the period	40.7	161.5%	44.9	145.8%
Depreciation and amortization	7.1	28.2%	6.7	21.8%
Additions or reversal (net) of provisions	6.7	26.6%	6.2	20.1%
Other non-cash items	4.0	15.9%	-0.7	-2.3%
Change in accounts receivable	14.7	58.3%	-0.2	-0.6%
Change in other receivables	-6.9	-27.4%	-4.2	-13.6%
Change in inventories and work in progress	1.4	5.6%	-3.7	-12.0%
Change in prepaid expenses	0.6	2.4%	0.4	1.3%
Change in accounts payable	-2.9	-11.5%	-0.2	-0.6%
Change in other current liabilities	-3.9	-15.5%	-5.9	-19.2%
Change in provisions	-2.3	-9.1%	-3.9	-12.7%
Change in accruals	-9.4	-37.3%	5.4	17.5%
Net cash flow from operating activities	49.8	197.6%	44.8	145.5%
Purchase of property, plant and equipment	-18.8	-74.6%	-11.7	-38.0%
Sale of property, plant and equipment	0.1	0.4%	-	0.0%
Purchase of intangible assets	-3.2	-12.7%	-2.3	-7.5%
Purchase of financial assets	-0.8	-3.2%	-	0.0%
Acquisition of organizations and investment in associated companies	-1.9	-7.5%	-	0.0%
Net cash flow from investing activities	-24.6	-97.6%	-14.0	-45.5%
Free cash flow	25.2	100.0%	30.8	100.0%
Acquisition of treasury shares	-1.0	-4.0%	-	0.0%
Disposal of treasury shares	-	0.0%	0.2	0.6%
Dividend paid	-32.9	-130.6%	-27.6	-89.6%
Net cash flow from financing activities	-33.9	-134.5%	-27.4	-89.0%
Effect of currency translation differences on cash and cash equivalents	-2.5	-9.9%	1.0	3.2%
Net change in cash and cash equivalents	-11.2	-44.4%	4.4	14.3%
Cash and cash equivalents at 1 January	133.6		129.2	
Cash and cash equivalents at 31 December	122.4		133.6	
Net change in cash and cash equivalents	-11.2	-44.4%	4.4	14.3%

Information on the Kardex share

Share capital and capital structure

	2020	2019	2018	2017	2016
Par value per share (CHF)	0.45	0.45	0.45	4.05	7.35
Total registered shares	7 730 000	7 730 000	7 730 000	7 730 000	7 730 000
Number of treasury shares	19 560	11 640	13 195	15 149	16 700
Number of dividend-bearing shares	7 710 440	7 718 360	7 716 805	7 714 851	7 713 300
Registered capital (CHF 1 000)	3 479	3 479	3 479	31 307	56 816
Total voting rights	7 710 440	7 718 360	7 716 805	7 714 851	7 713 300

Key stock exchange figures per share

CHF	2020	2019	2018	2017	2016
Share price high	197.60	178.40	180.00	120.00	99.90
Share price low	92.30	112.20	106.40	94.20	57.80
Closing rate	193.60	163.00	113.40	119.60	95.25
Average volume per trading day (no. of shares)	23 664	17 167	17 110	14 415	12 596
Market capitalization - CHF million (31.12.)	1 496.53	1 259.99	876.58	924.51	736.28

Key figures per share

CHF	2020	2019	2018	2017	2016
Earnings per share (EPS) ¹ - basic	5.65	6.39	5.74	4.59	4.34
Earnings per share (EPS) ¹ - diluted	5.65	6.39	5.74	4.59	4.34
Price earning ratio (closing rate)	34.35	25.54	19.80	26.12	21.95
Dividend ²	4.00	4.50	4.00	-	-
Reduction of nominal value	-	-	-	3.60	3.30
Equity	24.47	24.23	22.36	21.17	19.18

¹ Calculated by the generally accepted method (net profit/average number of outstanding shares).

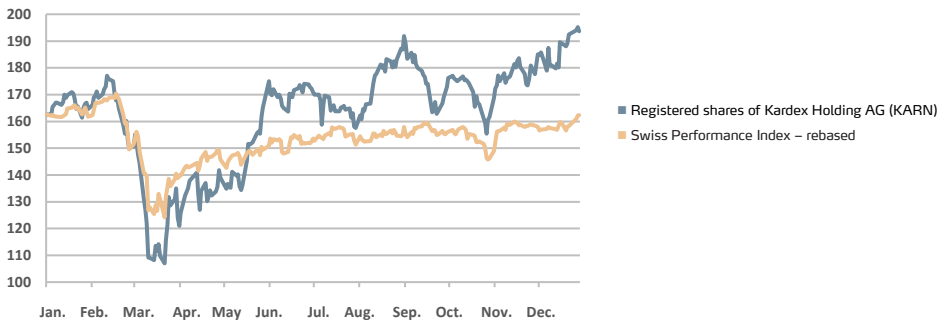
² 2020: Distribution of a dividend as proposed to the Annual General Meeting to be held on 15 April 2021.

The registered shares of Kardex Holding AG are traded by the Swiss Reporting Standard of SIX Swiss Exchange in Zurich, Switzerland. They are contained in the SPI (Swiss Performance Index). Stock exchange symbol: KARN; Swiss securities number: 10083728; ISIN number: CH0100837282; Bloomberg: KARN SW Equity; Reuters: KARN.S.

Current prices can be seen at www.kardex.com.

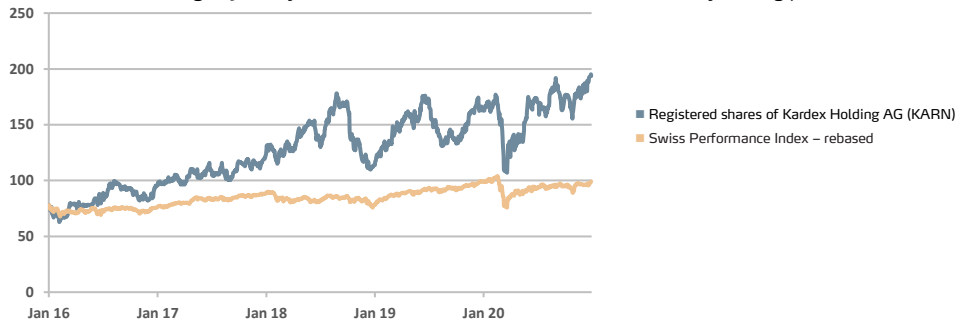
Share price performance
Kardex Holding AG share

On SIX Swiss Exchange 1 January to 31 December 2020 based on the daily closing price in CHF



The value of the Kardex share increased by 18.8% from CHF 163.00 to CHF 193.60 in 2020. Kardex paid a dividend of CHF 4.50 per share in April 2020. The Total Shareholder Return (TSR) for the year was 21.5% (47.3%).

On SIX Swiss Exchange 1 January 2016 to 31 December 2020, based on the daily closing price in CHF



Shareholder structure and dividend policy

As at 31 December 2020, there were 2 192 shareholders (2 095) entered in the share register. The following shareholders held 3% or more of the outstanding share capital of Kardex Holding AG at year end:

	31.12.2020	31.12.2019
BURU Holding AG and Philipp Buhofer	23.0%	23.3%
Alantra Partners S.A.	6.3%	8.1%
Invesco Ltd.	5.0%	5.1%
Kabouter Management, LLC	4.8%	
Kempen Capital Management N.V.	3.5%	

Based on the proposal of the Board of Directors to the Annual General Meeting up to 75% of the net profit (based on the consolidated group result) shall be paid out to the shareholders.

Extract of the Corporate Governance Report

Group structure

Kardex is divided into the two divisions or segments Kardex Remstar and Kardex Mlog. Kardex is led by the Board of Directors and the Group Management.

Board of Directors	Functions / Committees
Philipp Buhofer (1959, Swiss citizen) Since 2004	Chairman of the Board
Felix Thöni (1959, Swiss citizen) Since 2011	Vice Chairman of the Board Audit Committee, Compensation and Nomination Committee
Jakob Bleiker (1957, Swiss citizen) Since 2012	Member of the Board Chairman Audit Committee
Eugen Elmiger (1963, Swiss citizen) Since 2020	Member of the Board Compensation and Nomination Committee
Andreas Häberli (1968, Swiss citizen) Since 2020	Member of the Board Audit Committee
Ulrich Jakob Looser (1957, Swiss citizen) Since 2012	Member of the Board Chairman Compensation and Nomination Committee
Group Management	Functions
Jens Fankhänel (1965, German citizen)	Chief Executive Officer
Thomas Reist (1971, Swiss citizen)	Chief Financial Officer
Urs Siegenthaler (1959, Swiss citizen)	Head of Division Kardex Remstar
Hans-Jürgen Heitzer (1962, German citizen)	Head of Division Kardex Mlog

«one share – one vote»

The 7 730 000 fully paid-up registered shares of Kardex Holding AG have a nominal value of CHF 0.45 (CHF 0.45) each. Each registered share corresponds to one vote at the General Meeting (“one share – one vote” principle) and is eligible for dividends. The right to apply the special rules concerning treasury shares held by the company is reserved, particularly in relation to the exception from the entitlement to dividends.

Registration rules

The registered shares of Kardex Holding AG may be purchased by any legal or natural person. Nominee registrations are permitted. The purchasing of shares is subject to the following limitations on nominee registrations:

The company may refuse registration as a shareholder with voting rights in the share register if upon request the purchaser does not expressly declare that they hold the shares in their own name and for their own account. The Board of Directors is entitled to delete an entry in the share register with retroactive effect from the date of that entry if such entry was based on false information. It may hear the shareholder or beneficiary in question in advance.

In each case, the shareholder or beneficiary in question must be immediately informed of the deletion.

Shareholders' participation rights

On 31 December 2020, there were 2 192 shareholders entered in the share register. A majority of them had their registered office or domicile in Switzerland. There are no voting right restrictions. Furthermore, any shareholder has the right to have his shares represented at the General Meeting by written proxy by an independent voting proxy, another shareholder with voting rights or a third party.

Shareholders representing at least 1% of the shares issued may request in writing that items be added to the agenda, specifying the proposed resolutions. Such items must be submitted to the Board of Directors in writing at least 40 days before the General Meeting.

Duty to make an offer upon change of control

In accordance with § 4 of the company's Articles of Incorporation, a purchaser of Kardex Holding AG shares is only obliged to make a public offer under the terms of article 135 (the opting-up clause) of the Financial Market Infrastructure Act (FMIA) if his holding exceeds 49% of the company's voting stock.

Statutory auditors

PricewaterhouseCoopers AG, Zurich, Switzerland, have been the statutory auditors of Kardex Holding AG since 2014.

Imprint

The Group publishes this short version of the Annual Report in English and German.

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 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.

Published by

Kardex Holding AG, Zurich, Switzerland

Counsel

Dynamics Group AG, Zurich, Switzerland

Realisation

Kardex Holding AG, Zurich, Switzerland

Print

Neidhart + Schön AG, Zurich, Switzerland

Kardex Holding AG

Thurgauerstrasse 40
8050 Zurich
Switzerland

Tel.: +41 44 419 44 44
Fax: +41 44 419 44 18

www.kardex.com
Investor-relations@kardex.com