



# Kardex - Company Presentation 2024

03/2024

# Agenda

Introduction to Kardex

Division Kardex Remstar

Division Kardex Mlog

Kardex AS Solutions

Case Studies

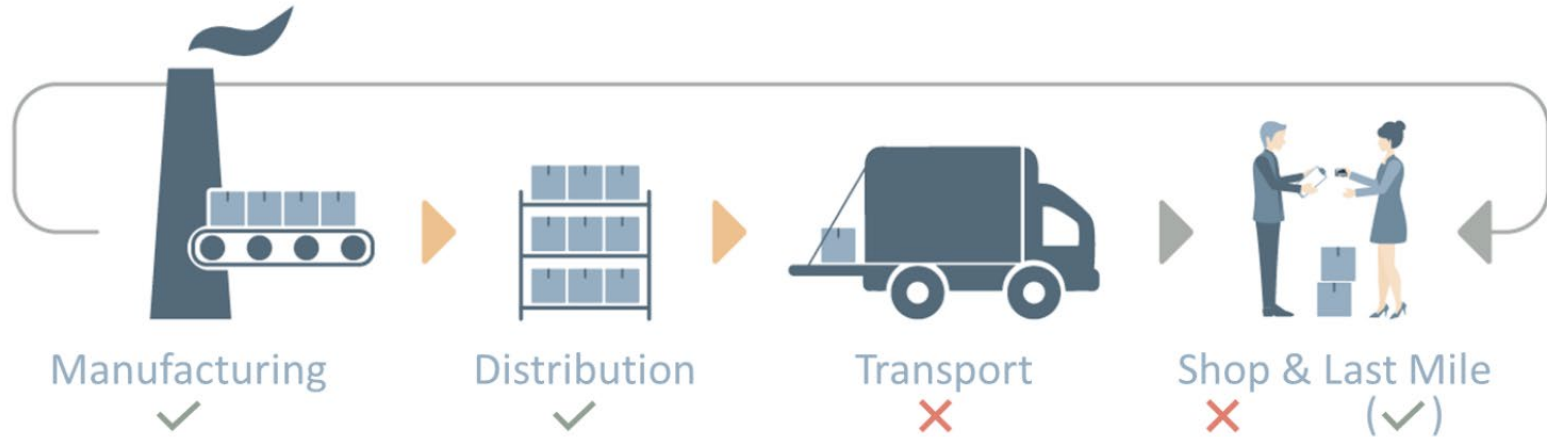
Sustainability

Outlook

Investment Case – Why Kardex

# Introduction to Kardex

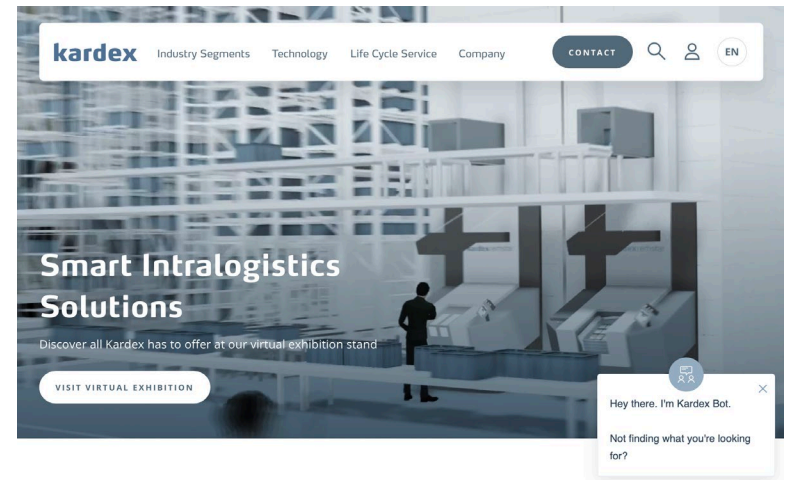
# Market in Brief – Definition of Intralogistics



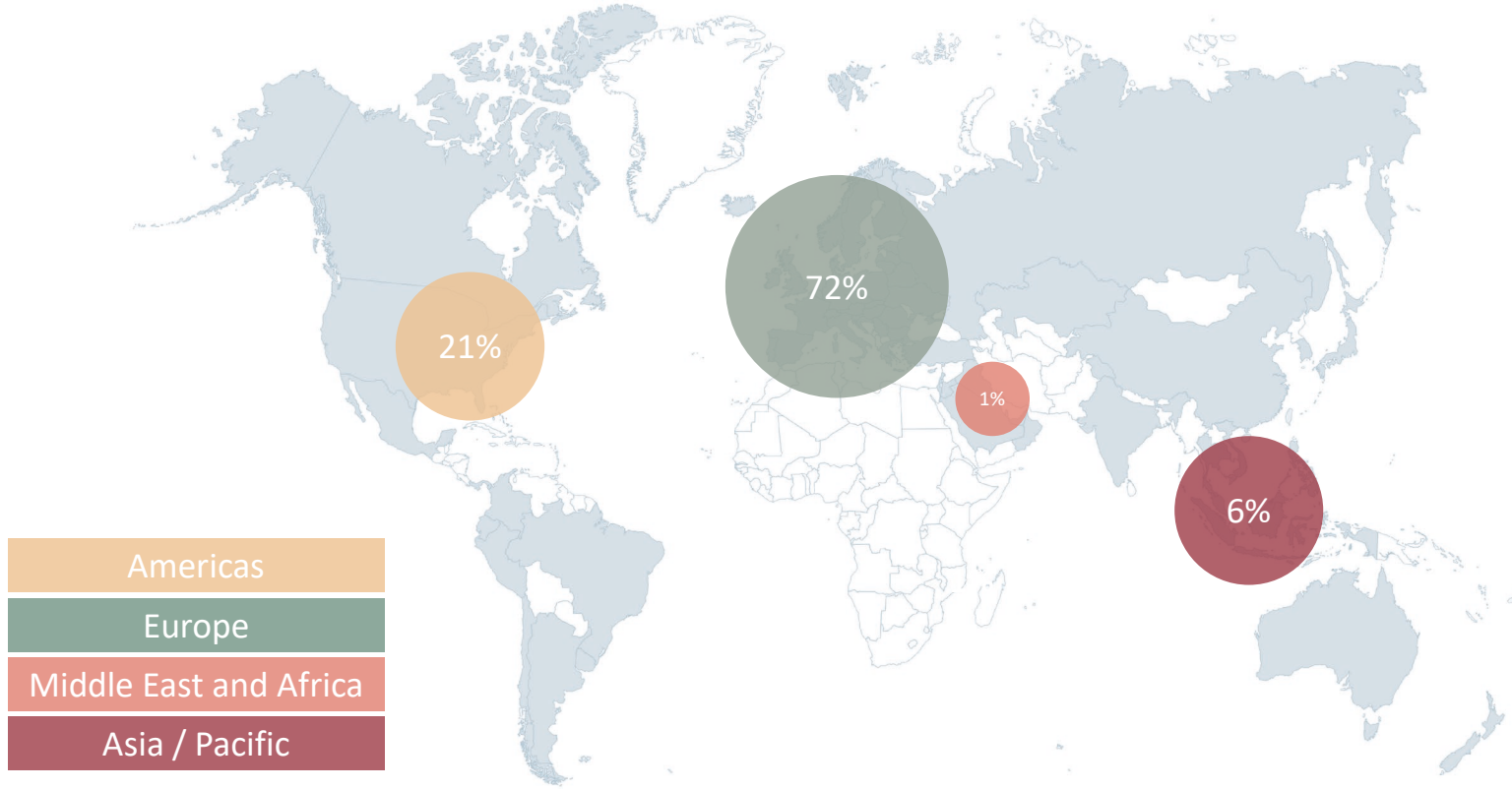
- Intralogistics optimizes the efficiency of supply chains within the boundaries of a manufacturing and/or distribution center
- Intralogistics solutions provider offer a range from purely manual to highly automated solutions
- Over the past decade the Intralogistics definition has been extended to partially cover the B2C interface (last mile)
- Within the extended Intralogistics Market, Kardex focuses on [Automated Material Handling Solutions](#) for items, bins and pallets

# Kardex in brief

- Kardex provides Intralogistics solutions and services to increase the efficiency in storing and handling of goods and materials
- Kardex consists of 2 Divisions which are both positioned in attractive growth markets
- Well balanced Business Model with New Business and Life Cycle Services (both profitable)
- Key figures 2023
  - Net Revenues EUR 702.9 m
  - EBIT EUR 85.9 m
  - EBIT Margin 12.2 %
  - Net Profit EUR 66.9 m
  - Net Profit Margin 9.5 %
- Market Cap (as of End Dec 2023) CHF 1'685 m

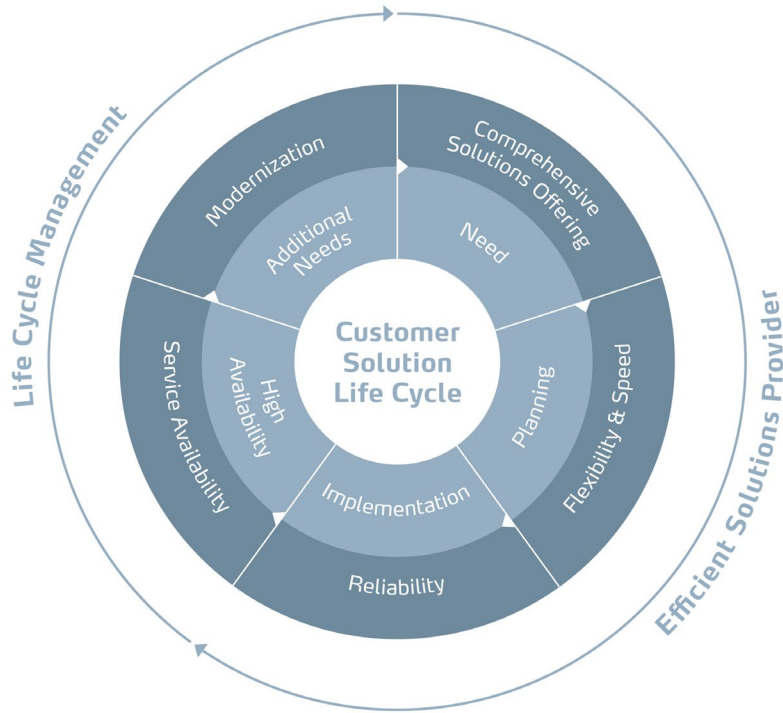


# Kardex in brief – Global Footprint 2023



# Kardex in brief – Profitable and sustainable Business Model

## Business Model



## Market Information

- More than 140'000 installed Kardex Remstar machines worldwide with a lot of potential for repeat business
- Kardex Mlog with more than 1'000 systems with approx. 2'500 stacker cranes and a lot of modernization potential
- Intralogistics solutions typically with very good financial returns
- The installed base allows Kardex to target approx. 30% net revenues share for its Life Cycle Services Business
- Life Cycle Services as strong backbone for the entire Business Model

# Strategic growth drivers



## Geographical expansion

- Increased market penetration with focus on North America and Asia



## Leverage existing customer base

- generate additional sales with existing customers through an extended solution and service offering

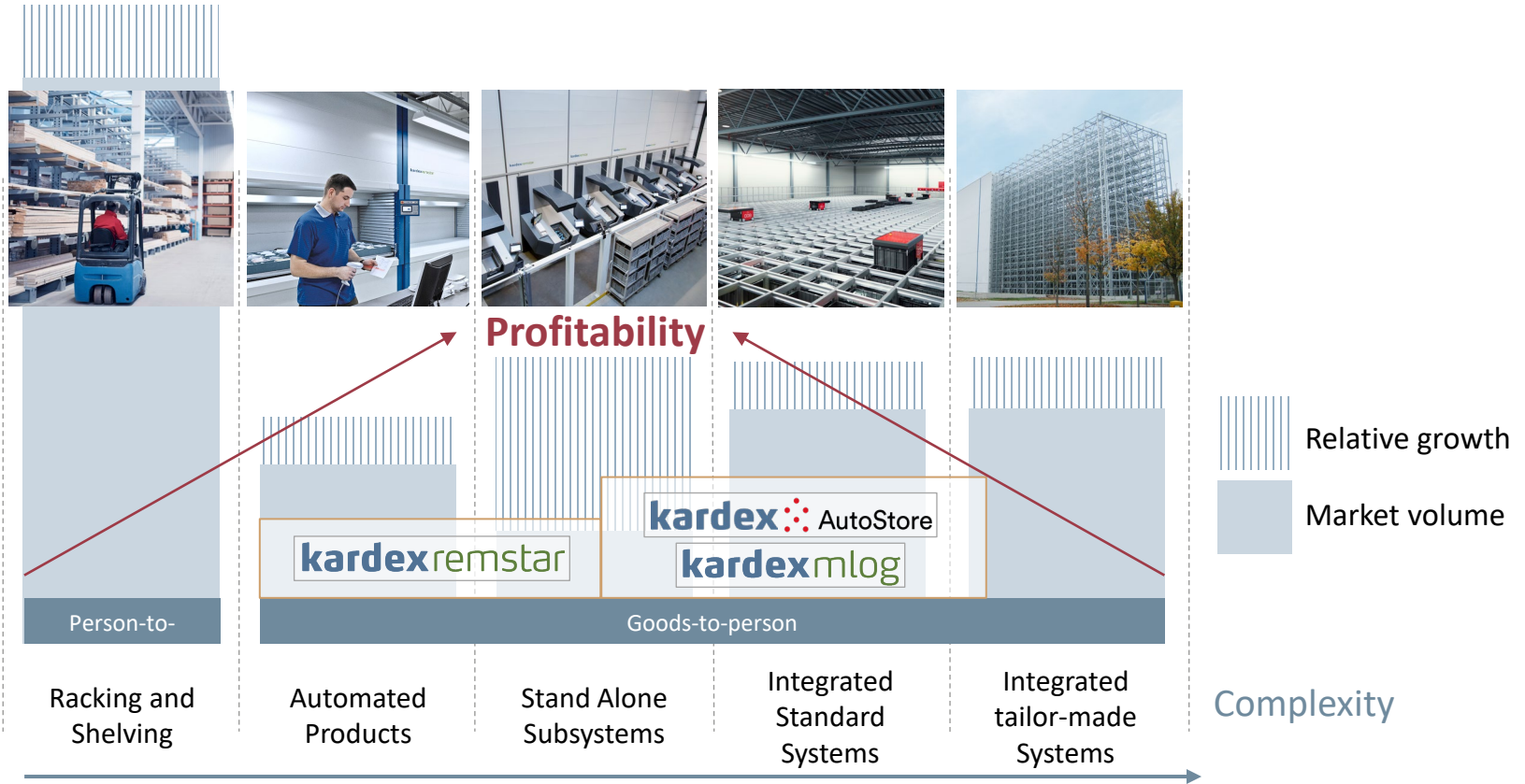


## Focus on target industry segments

- Kardex will further exploit focus industry segments with existing standard solutions or new industry specific solutions



# Kardex in brief – Positioning of Divisions to drive Profitable Growth



## Division Kardex Remstar

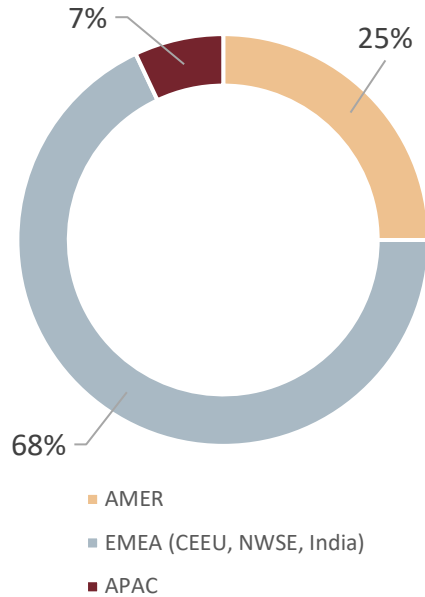
# Division Kardex Remstar



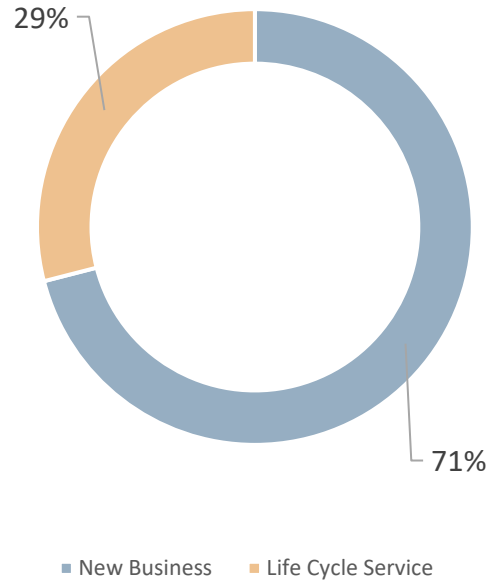
- Global organization providing Sales and Service in over 30 countries
- Automated solutions focusing on order fulfillment and storage/retrieval of single items
- 1'950+ FTEs
- 140'000+ installed solutions
- 2 manufacturing sites in Germany and 1 manufacturing site in the US
- Key figures 2023
  - Net revenues EUR 530.7 m
  - EBIT EUR 82.0 m
  - EBIT margin 15.5 %
- A global industry partner for intralogistics solutions in its niche markets – with a market share estimated at >35%

# Segment – Kardex Remstar

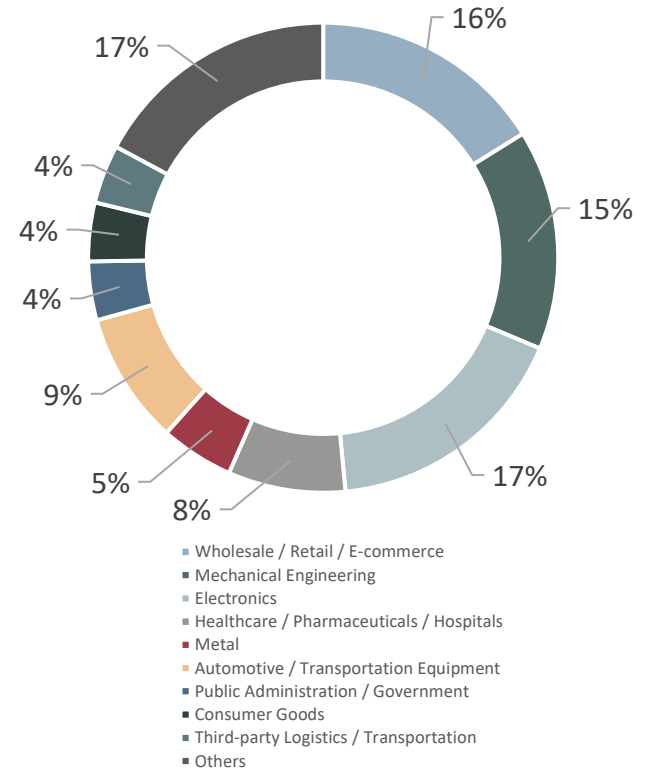
## Geographical split 2023\*



## Business units 2023\*\*



## Industry segments 2023\*\*\*



\* Bookings per region \*\* Bookings per business unit  
 \*\*\* New Business bookings by industry segment

# Division Kardex Remstar – Portfolio



Focus on automated solutions for order fulfillment and storage/retrieval of single items

## Division Kardex Mlog

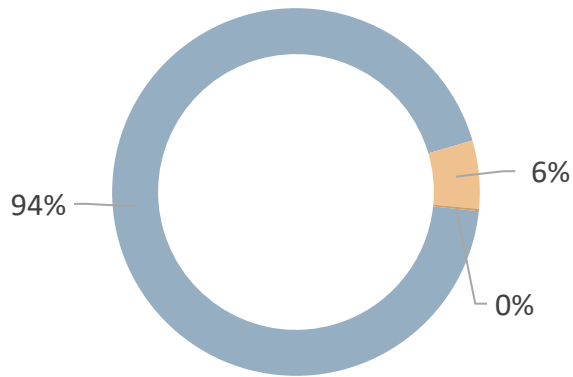
# Division Kardex Mlog



- German based organization with focus on the DACH region
- Automated solutions focusing on storage/retrieval of unit loads (pallets) and bins
- 350+ FTEs
- 1'000+ installed solutions worldwide
- 1 manufacturing site in Germany
- Key figures 2023
  - Net revenues EUR 113.4 m
  - EBIT EUR 6.5 m
  - EBIT margin 5.7 %
- Strong market position in Germany and across Europe in selected Industry Segments

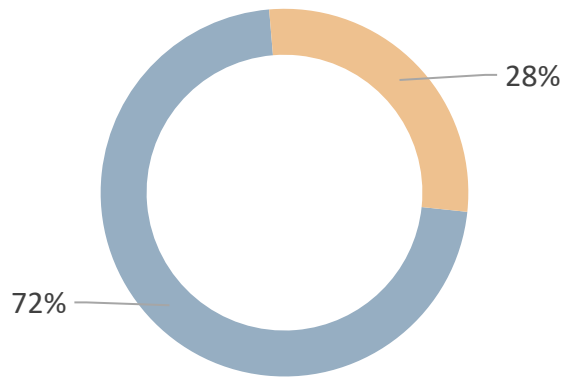
# Segment – Kardex Mlog

Geographical split 2023



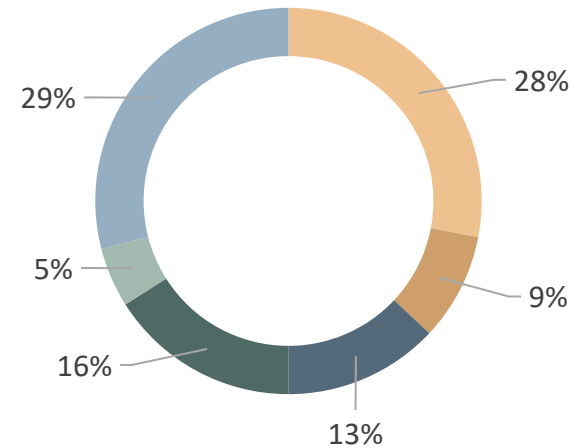
- Germany
- Rest of Europe
- Rest of world

Business units 2023\*



- New Business
- Life Cycle Services

Industry segments 2019-2023\*\*



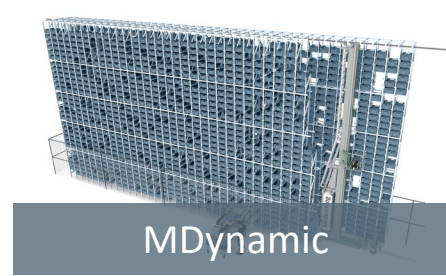
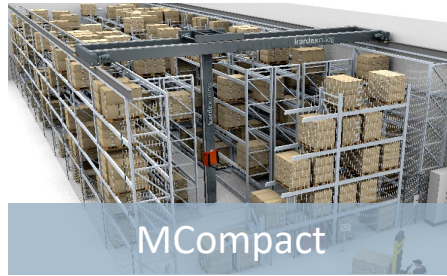
- Food & Beverage
- Automotive (Tires)
- Wholesale / Retail
- Furniture (Kitchen)
- Healthcare / Pharmaceuticals
- Others

\* Net revenues by business unit  
 \*\* Average net revenues by industry segment



# Division Kardex Mlog – Portfolio

## Standardized Industry Specific Subsystems



## Products



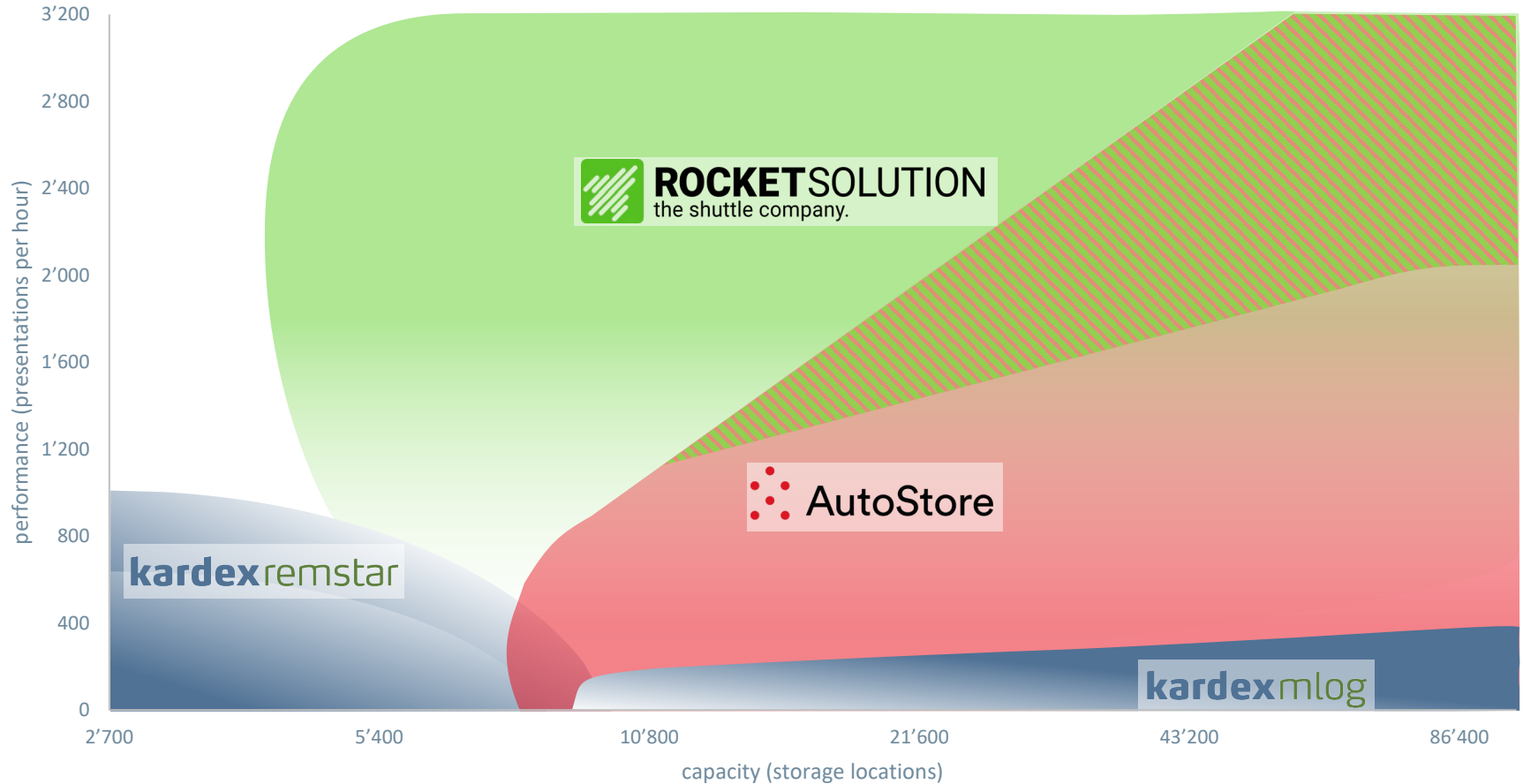
Focus on automated solutions for storage/retrieval of unit loads (pallets) and bins

## Kardex AS Solutions in brief



- AutoStore offers a well established, innovative and compact robot-based warehouse solution
- The AutoStore technology supports closing the gaps in existing Kardex portfolio
- Global partnership agreement with AutoStore since 2021
- 85 dedicated AutoStore FTEs within Kardex
- 48 won projects in 16 countries, 28 in operation
- Key figures 2023
  - Bookings EUR 67.6 m
  - Net revenues EUR 59.1 m
- AutoStore solutions growing in capacity and performance

# Kardex Positioning in Light Goods Logistics



## Case Studies

# Kardex Remstar Division – Case Study



## Customer Bonver Logistics

- 3PL company, that enables e-commerce companies to maximize business efficiencies, located in Sweden
- Challenges:
  - Growing number of SKUs (+39 %)
  - Increased order volumes (+78 %)
  - Find a storage solution that increases picking capacity to handle more orders per day
  - Running out of space

## Solution

- Scalable order fulfillment solution that can expand as businesses grow
  - 14 Kardex Megamat (VCMs) with pick-to-light technology
  - Kardex VCM Boxes

## Benefits

- Floor space reduced by 65 %
- Picking speed increased by 30%
- Picking accuracy significantly improved
- Fast ROI within 2 years

# Kardex Mlog Division – Case Study



## Customer Grass GmbH

- Manufacturer of fitting drawers “furniture industry”, distribution center in Austria
- Challenges/Pains
  - Centralization of distribution logistics
  - Elaboration of an appropriated solution
  - Handling of a large volume in goods-receiving, storage and shipping
  - Efficiency in use of space and handling
  - Value added service e.g. mixed pallets

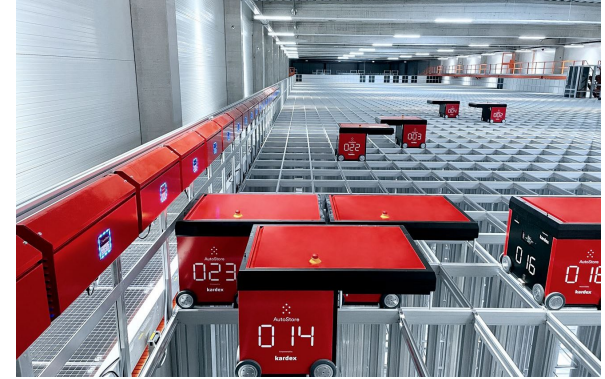
## Solution

- Automated warehouse, sequencing buffers and material flow system for pallets
- Components of the solution
  - High-Bay warehouse with 38.800 pallet locations, 11 Kardex MSingle B
  - Conveyor system incl. automated truck unloading & receiving and picking area
  - 3 Kardex MSequence (buffer solutions)
  - Material-flow-system & visualization

## Benefits

- Future-proof and flexible Intralogistics solution combines high performance, accuracy and flexibility in picking & shipping
- Main targeted gains
  - Number of logistics sites reduced 4 → 1
  - Truck unloading in only 90 seconds
  - 100% of shipping volume sequenced
  - 25% of shipping volume prepared at ergonomic pick-/pack-stations
  - 80% less training-effort for new staff

# Kardex AS Solutions – Case Study



## Customer Arbeitsschutz-Express

- Online wholesaler for safety apparel & equipment, located in Germany
- Challenges/Pains
  - Steadily growing customer orders and product range
  - Lack of space with conventional lane storage
  - Lack of efficiency in order fulfillment
  - In-time availability & delivery

## Solution

- Customized AutoStore solution tailored to the spatial conditions on site
- Components of the solution
  - 26 Red Line robots (generation R5+)
  - 54,000 storage bins (l x w x h: 649 x 449 x 425 mm)
  - 6 ergonomic CarouselPort workstations for picking and replenishment
  - Kardex Control Center (Warehouse Management System)

## Benefits

- Flexible, future-proof and highly efficient intralogistics solution
- Main gains
  - Today 60% utilization of 1.400 m<sup>2</sup> floor space (with AutoStore) vs. >100% utilization of 3.000 m<sup>2</sup> floor space (with manual storage)
  - Fast provision of requested items (goods-to-person principle)
  - Staff reduction by more than 50%
  - Scalability for future growth

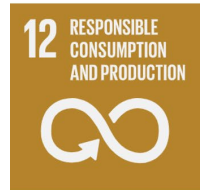
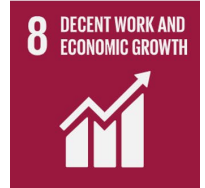
Sustainability

ESG Update



# ESG Roadmap

- Membership in **the United Nations Global Compact** since 2021 (<https://unglobalcompact.org/what-is-gc/participants/149245>). In 2022 Kardex has identified SDGs to which it can bring a significant contribution (4, 8, 12, 13)
- Establishment of an **ESG Steering Group** in 2022 and integration of ESG and sustainability management both horizontally and vertically within the Group in 2023
- Performance of a **double materiality assessment** in 2022, which forms the core of Kardex' strategy for prioritizing its ESG initiatives
- **Sustainability reporting** 2022, 2023:
  - Orientation towards the Global Reporting Initiative (GRI) standards for sustainability reporting;
  - Prioritization of the material topics following the double materiality assessment;
  - Progressive expansion of the scope and enhancement transparency for both environmental and social data
- Assessment in accordance with the Due Diligence and Transparency requirements of the Swiss Code of Obligations regarding to Minerals and Metals from Conflict-Affected Areas and Child labour in 2023



## Outlook

## Outlook (as of March 2024)

- Automation and ergonomics expected to remain megatrends supporting the market potential and business model of Kardex
- Flattening inflation and stabilization of procurement market are counter-trends to the generally weak global growth expectations
- Kardex' customers expected to continue investing in intralogistics solutions to keep competitiveness and address dry skilled labor market
- Investments in R&D and digitalization will be further intensified
- Kardex expected to develop in line with the communicated financial targets
- Reporting Segments will change from HYC2024 onwards

## Investment Case – Why Kardex

## Kardex Investment Case

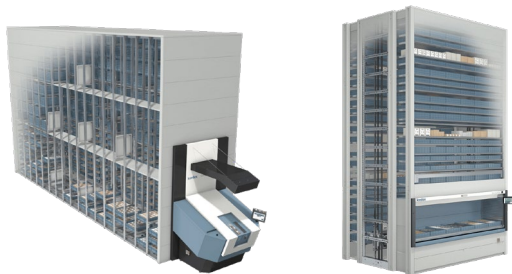
- Intralogistics with **robust and high global growth expectation** above GDP
- Logistics cost as a major cost element for Kardex' customers lead to a **constantly increasing acceptance of automation**
- Installed base and **Life Cycle Management as backbone** for a sustainable business model
- **High profitability** of both divisions as a result of their strong market positions
- **Very solid balance** sheet with no interest-bearing debt or goodwill
- Substantial **free cash flow generation**
- **Attractive dividend** policy
- Kardex' solutions and services **support sustainability** efforts of its customers
- Expansion of portfolio will contribute to Kardex image as **total solution provider**

# New Segment Structure as of H1 2024

- So far, Kardex reported
  - Division Kardex Remstar
  - Division Kardex Mlog
  - Holding Division, including Corporate Ventures (Kardex AutoStore Business)
- Kardex AutoStore Business gained enough maturity and is not considered a Corporate Venture anymore
- Divisions grow together, therefore a new segment structure is more appropriate

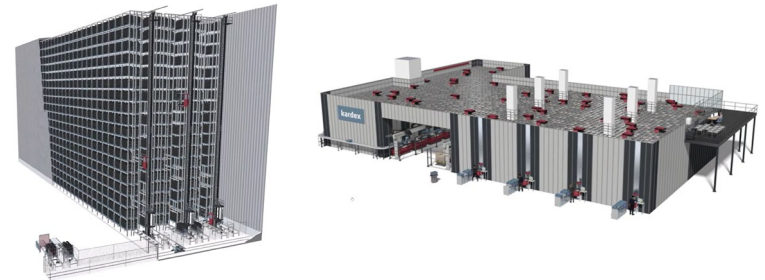
## Automated Products

Kardex Remstar



## Standardized Systems

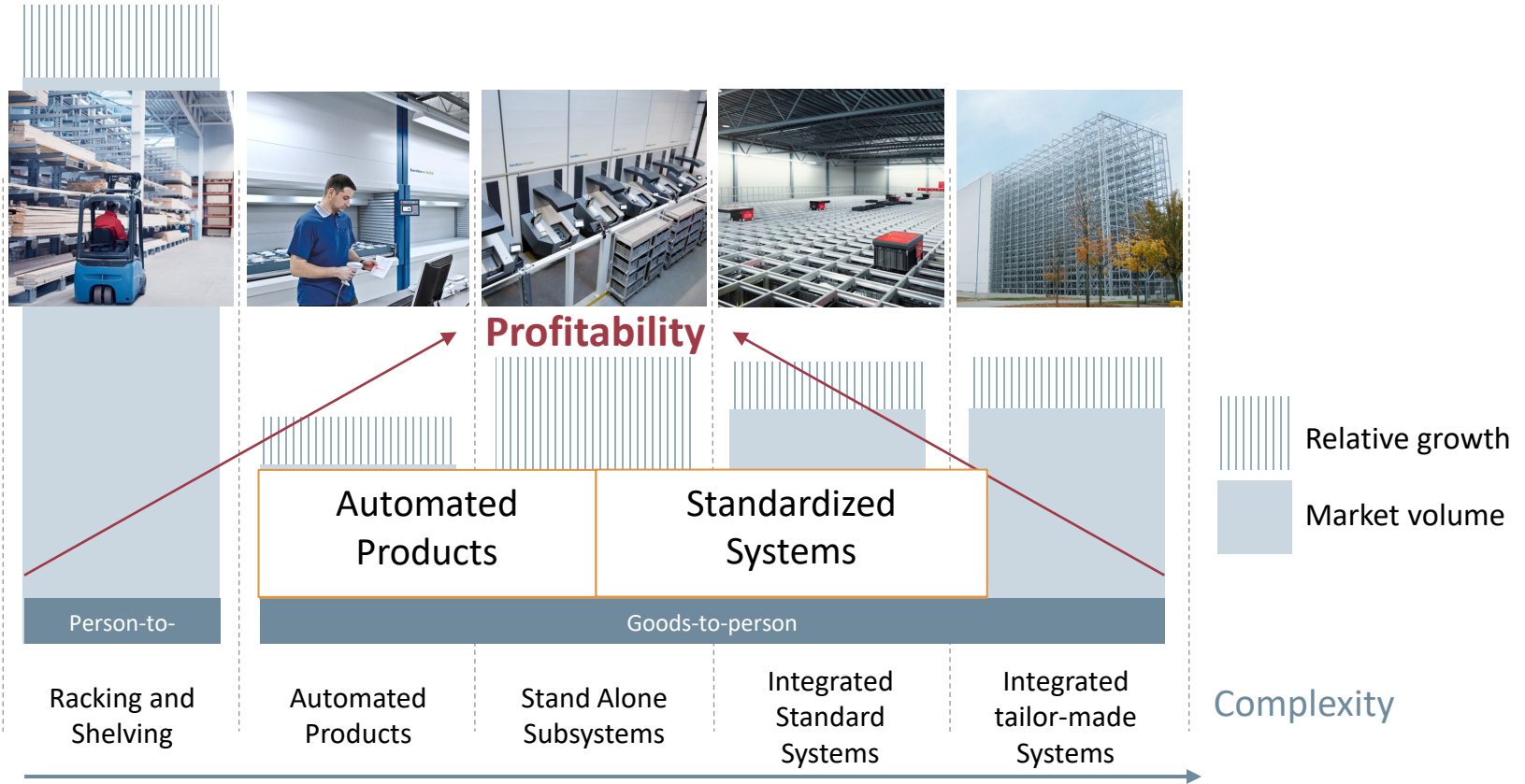
Kardex Mlog + Kardex AutoStore Business



## Financial Targets as of 01 January 2024

KPI	Scope	Target
Net revenues growth	Group	5 - 7% p.a.
EBIT margin	Automated Products	14 - 17%
	Standardized Systems	5 - 8%
	Group	10 - 14%
ROIC	Group	> 25%
Dividend policy (payout ratio)	Group operational Net profit	up to 75%
Net debt/EBITDA	Group	< 2.5x

# Kardex in brief – Positioning of Divisions to drive Profitable Growth





# Information on the Kardex share

## Corporate calendar

2024 Annual General Meeting	25 April 2024
2024 Interim Report	30 July 2024
2024 Annual Report	06 March 2025
2025 Annual General Meeting	24 April 2025
2025 Interim Report	31 July 2025

## Contact

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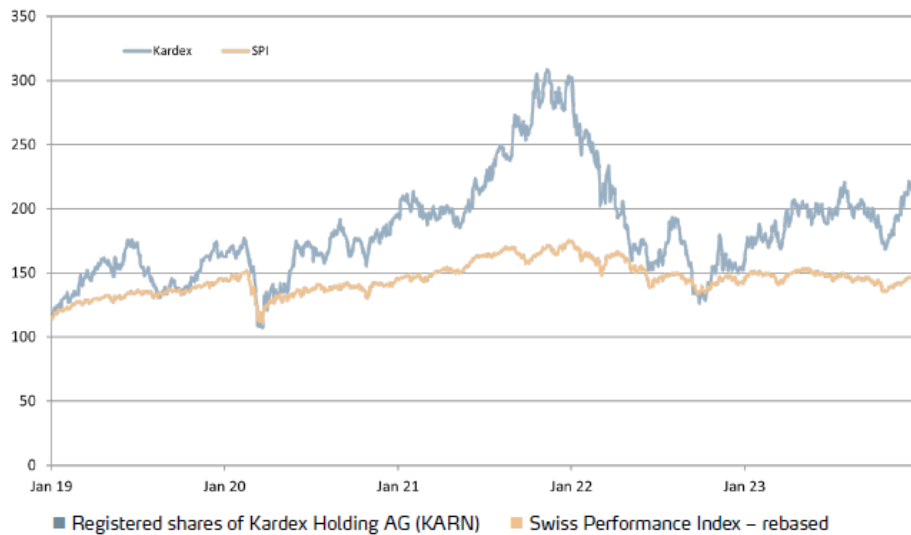
## Shareholder structure

As of 31 December 2023, there were 3'746 shareholders (3'505) entered in the share register. The following shareholders held 3% or more of the outstanding share capital of Kardex Holding AG at year end.

	31.12.2023	31.12.2022
BURU Holding AG and Philipp Buhofer	22.1%	22.1%
Kempen Capital Management N.V.	5.7%	6.4%
Alantra Partners S.A.	4.2%	5.4%
Credit Suisse Funds AG	3.1%	
Invesco Ltd.		3.1%

# Information on the Kardex share

On SIX Swiss Exchange 01 January 2019 to 31 December 2023, based on the daily closing price in CHF



## Disclaimer

This communication contains statements that constitute “forward-looking statements”. In this communication, such forward-looking statements may include statements on the financial situation, earnings situation and business results of Kardex as well as certain 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’ 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’ past and future filings and reports and in past and future filings, press releases, reports and other information posted on Kardex’ 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.