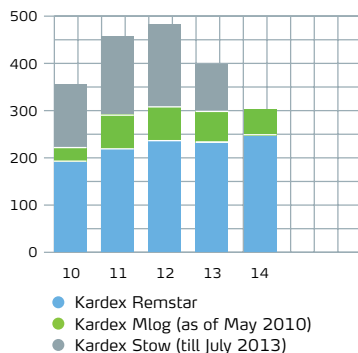

2014

Short Version
Annual Report

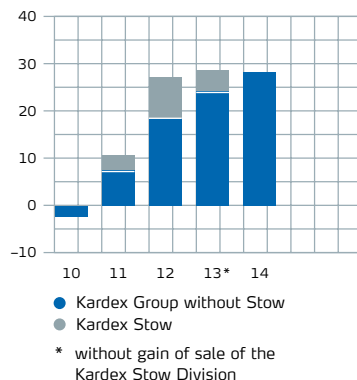
kardexgroup

Kardex Group at a glance

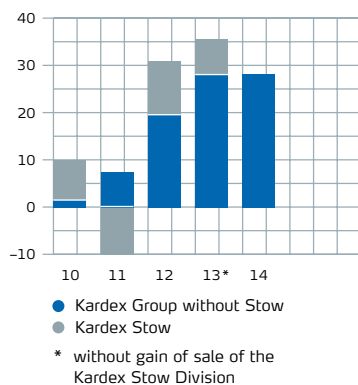
**Net revenues
by divisions**
in EUR millions



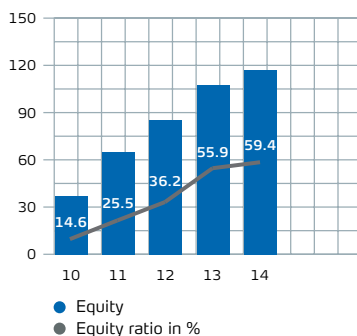
Operating result (EBIT)
in EUR millions



**Net cash flow from
operating activities**
in EUR millions



Equity and equity ratio
in EUR millions and in %



Highlights and key figures in 2014

Positive development in the intralogistics market continues

Kardex Remstar enjoys profitable growth

Kardex Mlog confirms its turnaround

Increased service share reduces cyclicity

Strong balance sheet and stable free cash flow enable an increase in the payout ratio

Key figures (Continued Operations)

EUR millions

1.1.-31.12.	2014		2013		+/-%
Bookings	308.9	100.3%	301.5	99.8%	2.5%
Order backlog (31.12.)	107.8	35.0%	108.0	35.7%	-0.2%
Net revenues	308.0	100.0%	302.1	100.0%	2.0%
Gross Profit	102.8	33.4%	96.1	31.8%	7.0%
OPEX	74.3	24.1%	71.9	23.8%	3.3%
Operating result (EBIT)	28.5	9.3%	24.2	8.0%	17.8%
EBITDA	34.6	11.2%	30.4	10.1%	13.8%
Result for the period (net profit)	23.8	7.7%	19.9	6.6%	19.6%
Net cash flow from operating activities	28.3		28.2		0.4%
ROCE	33.4%		28.7%		16.4%
	31.12.2014		31.12.2013		+/-%
Net working capital	56.9		54.4		4.6%
Net cash	85.1		77.0		10.5%
Equity/Equity ratio	115.8	59.4%	106.9	55.9%	8.3%
Employees (FTE)	1 480		1 447		2.3%

“Kardex further expands its profitability in 2014”

Dear shareholders,

The Kardex Group enjoyed a successful 2014 financial year and recorded further major increases in profitability. The good overall result can be attributed to the general strong demand, the profitable growth of its major division Kardex Remstar and the confirmation of the turnaround of Kardex Mlog. In the following information, the previous year comparisons of the Group results are based on continued operations only. In other words, the revenue and results figures for the Kardex Stow division sold at the end of July 2013 are not taken into account.

Further substantial improvements to the operating result

At EUR 308.9 million, the Kardex Group recorded a 2.5% increase in bookings compared to the previous year (EUR 301.5 million). The generated revenue of EUR 308.0 million exceeded the previous year (EUR 302.1 million) by 2.0%. The order backlog at the end of the year was EUR 107.8 million (EUR 108.0 million). The gross margin generated increased by 7.0% to EUR 102.8 million, equating to an increase of 1.6 percentage points to 33.4% of the revenue. Although the operative costs increased by EUR 2.4 million (+3.3%) to EUR 74.3 million, this was largely due to increased research and development expenditure (+EUR 1.3 million). On the whole, the operating result increased over proportionately by 17.8% to EUR 28.5 million (previous year: EUR 24.2 million) with an EBIT margin of 9.3% (8.0%). As a result of the almost unchanged financial result and a slightly higher but still low tax rate of 16.8%, a net profit of EUR 23.8 million (7.7% of the revenue) was generated, up around 20% on that of the previous year. Pleasing returns on capital employed (ROCE) of 33.4% (previous year: 28.7%) were achieved. The Group headcount increased in 2014 by 33 full-time positions to 1 480 employees.

**Positive development
in both divisions**

The Kardex Remstar division achieved its principle set goal of 'profitable growth' for 2014. Bookings and revenue grew by 4.1% and 6.6% respectively. The higher volume, the further increase in service business revenue and efficiency improvements more than offset the higher operating costs and sustained price pressure. The EBIT rose by 19.2% to EUR 28.6 million (previous year: EUR 24.0 million), which equates to a strong EBIT margin of 11.4% (previous year: 10.2%).

The Kardex Mlog division also developed positively and achieved the aim of confirming its turnaround. The consistently risk-conscious behaviour in the field of project business and the increased focus on product and service contracts are demanding but increasingly having a positive impact on the result. As such, in 2014 an operating result of EUR 1.9 million (previous year: EUR 1.2 million), equating to an EBIT margin of 3.3%, was achieved despite the lower volume (EUR 58.1 million, -13.3%). On this basis, the company can continue to grow and should be able to achieve the desired target EBIT margin range of 4% to 6% in the foreseeable future.

**Cyclicality reduced
through a positive
change to the revenue
mix**

The strategic measures implemented in recent years have clearly improved the Kardex Group's revenue quality. The Group-wide share of service business rose to 27.5% (previous year: 26.1%). In 2011, this share was still at 23.6%. This increased demand for services and modernization activities strengthens customer loyalty and reduces the cyclicality of greenfield installations caused by the general economic climate. The successful OEM business is also opening up new sales channels and further diversifying the customer base. From a geographic perspective, Europe remains the most important and a still growing core market for Kardex products and services (78.5% revenue share) but major investments are also being made in market development in the USA (12.5% revenue share) and the Asia/Pacific region (6.2% revenue share), where the penetration level of our technologies is still lower and thus a great deal of potential is available.

The Kardex Group has a solid balance sheet with no debts and no potential depreciation risks due to goodwill or capitalized tax loss carryforwards. The financial reserves provide the flexibility required to avail of targeted opportunities to further strengthen our market position.

Adaptation of the dividend policy and motions to the General Meeting

In April 2014, the Kardex AG General Meeting approved payouts with an equivalent value of EUR 16.8 million (ordinary dividends of CHF 1.25, special dividends of CHF 1.40 from the sale of the Kardex Stow division). This financial outflow could be more than offset by the generated free cash flow of EUR 23.7 million. The Group's equity ratio increased as at the end of 2014 to a comfortable 59.4% (previous year: 55.9%) and the net cash increased to EUR 85.1 million (previous year: EUR 77.0 million). The Board of Directors has therefore decided to adapt the dividend policy. The payout ratio is to be increased from the former level of a maximum of 35% to a new level of a maximum of 75% of the net profit. For the 2014 financial year, it will therefore be proposed to the Annual General Meeting to declare a payout of CHF 2.30 per share (tax free for Swiss individuals), equating to CHF 17.8 million. Payment will occur as a payout of CHF 1.65 from the capital contribution reserves and a CHF 0.65 reduction in the par value.

The constitution of the Board of Directors is to again remain unchanged in 2015. Internal cooperation and exchanges with the Executive Committee have been successful. All current members of the Board of Directors will make themselves available for re-election.

Positive outlook

The Kardex Group continues to expect a long-term growing need for intralogistics solutions and wants to fully exploit the opportunities available on the market. The Board of Directors and Executive Committee currently expect upheaval in several geographical markets but the continuation of the robust market conditions on the whole. We therefore again expect a solid course of business for 2015. The strength of the Swiss franc only affects us marginally as the Group, like all its main competitors, manufactures solely in the euro zone. The currently weak euro makes our products more attractive to the growth markets outside the euro zone.

Thank you

We would like to thank you, our esteemed shareholders, customers and partners, for the trust that you have shown in the company, its products and services. We would also like to express our gratitude to our employees for their hard work and successful cooperation.



Philipp Buhofer
Chairman of the Board of Directors



Felix Thöni
Executive Director

Kardex Remstar: Profitable growth achieved

In the 2014 financial year, Kardex Remstar grew profitably and generated a good result. In a demanding market environment, sales of dynamic storage and retrieval systems increased over the course of the year and achieved a consistently high level from the middle of the third quarter. Personnel and financial investments, which were largely made in the previous year, paid off and led to a revenue of EUR 251.0 million. Price pressures in the market persisted but could be offset against further increases in volume and efficiency, resulting in a strong operating result of EUR 28.6 million.

Market share increases in Europe, Asia and USA

Kardex Remstar grew in all of its main markets. Above-average, double-digit growth was recorded in the USA and Asia. In this regard, Kardex Remstar benefited from the sales structure optimizations conducted in the previous years in the USA and from the economic climate. High single-digit growth was achieved in Central Europe. Below-average development was recorded in several markets in the sales region of south-west Europe as well as in the Middle East and Africa.

Growth in the new business and service business areas

The investments made in the previous year positively affected the year under review. For example, in the area of new business, bookings were increased by 4% and revenue by 6%. The service business area also recorded a further increase in bookings. With revenue of EUR 71.9 million (previous year: EUR 67.4 million), the service division accounts for a 28.7% (previous year: 28.6%) share of the total revenue. However, the service business is not only an important source of revenue but also, and above all, a source of stability for Kardex Remstar as the service quality ensures high customer loyalty.

Pleasing revenue dynamics over the course of the year

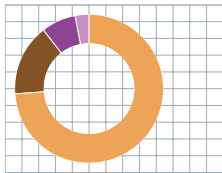
The total revenue in the Kardex Remstar division was EUR 251.0 million, 7% more than in the previous year (EUR 235.4 million). At the end of the year, the order backlog was EUR 75.0 million, and thus at the same level as in the previous year. Although high levels of bookings and a good result were recorded in the first six months, the revenue from September to December in particular was above-average. This resulted in a record revenue of EUR 134.4 million for the second half of 2014.

Consolidated key figures for the Kardex Remstar Division

EUR millions	2014		2013		+/-%
Bookings	251.2	100.1%	241.4	102.5%	4.1%
Order backlog (31.12.)	75.0	29.9%	75.1	31.9%	-0.1%
Segment net revenues	251.0	100.0%	235.4	100.0%	6.6%
Operating result (EBIT)	28.6	11.4%	24.0	10.2%	19.2%
EBITDA	33.8	13.5%	29.4	12.5%	15.0%
Employees (FTE on 31.12.)	1 242		1 198		

Net revenues by market regions – Kardex Remstar

Business year 2014 in %



● Europe	74.1%
● Americas	15.4%
● Asia/Pacific	7.6%
● Middle East and Africa	2.9%

EBIT margin over 11%

Despite the persisting price pressures, the gross profit rose by EUR 6.7 million to EUR 92.2 million as a result of the increased revenue and further efficiency improvements. This equates to a gross margin of 36.7%. The operating costs rose by EUR 2.1 million or 3.3% compared to the same period in the previous year due to higher research and development expenditure and non-capitalized IT project costs. Overall, the operating result rose to EUR 28.6 million (previous year: EUR 24.0 million) thanks to the combination of increased volumes, the sales mix, efficiency improvements and stricter cost controls. This results in an EBIT margin of 11.4% (previous year: 10.2%).

OEM strategy bears its first fruits

The implementation of the OEM strategy is a key cornerstone for the further development of Kardex Remstar. This new sales channel will lead to greater penetration of Kardex Remstar technologies in the intralogistics market. The first three contracts were signed in 2014, including with the globally present Jungheinrich Group.

Creation of jobs

In recent years, Kardex Remstar successfully solidified its leading market position by expanding its range of products and services, increasing customer loyalty and introducing numerous operational improvements. The company's economic strength is also evident from the number of employees, which increased to 1 242 fulltime equivalents as at the end of 2014 (up 74 from the end of 2012).

Outlook for 2015

The operational improvements implemented in the year under review, the good order backlog and further planned product innovations should positively affect the results in the 2015 financial year. Kardex Remstar is established in the market and well positioned. The division should therefore be able to achieve further profitable growth.

Kardex Mlog: operating result increases by more than two thirds

Kardex Mlog is well positioned on the market for premium-quality automated storage and retrieval systems and material flow systems. The realignment of the business model introduced three years ago and the associated aim of changing the revenue mix are paying off and led to a substantial improvement in operational efficiency. In the 2014 financial year, Kardex Mlog generated a revenue of EUR 58.1 million and an operating result of EUR 1.9 million. This confirms the turnaround achieved in the previous year.

Enhanced order structure

Kardex Mlog is making further progress in implementing the realignment introduced in 2012. Complexity could be further reduced at several levels and the risk profile improved. The professional risk assessment of projects and the strategy of focusing on smaller, less complex projects led to projects being completed within the given parameters in 2014. The increased focus on refurbishment projects and the comprehensive range of services are also well-received by customers.

Project business bookings recover over the course of the year

Despite a stable market environment, project business bookings fell in the first half of the year. This trend visibly changed in the second half of the year when bookings were twice as high as in the first half. The shortfall of bookings in the first half of the year resulted in a revenue of EUR 35.8 million, 22.3% down on the previous year (EUR 46.1 million).

Profitable growth in service business

To date, Kardex Mlog has installed around 900 systems for 400 customers. Close attention is therefore paid to the service business in order to further intensify relations with existing customers and sustainably maintain the installed base. This strategy paid off in two respects in the year under review: firstly, the revenue from refurbishment projects increased by approximately 5% to EUR 9.5 million (previous year: EUR 9.0 million). Secondly, the revenue from services in the year under review also increased by 8.1% to EUR 12.8 million, equating to a share of 22.0% (previous year: 17.6%) of the total revenue.

EBIT margin rises to 3.3%

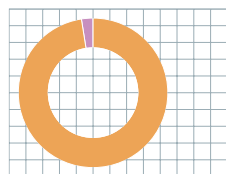
In the 2014 financial year, the Kardex Mlog division generated a total revenue of EUR 58.1 million, 13.3% less than in the previous year (EUR 67.0 million). The German market remained the most important sales market with a share of approximately 75% and the pharmaceutical sector was once again a particularly active customer segment. At the end of the financial year, the order backlog was EUR 32.9 million, and thus at a similar level to that of the previous year (EUR 33.1 million).

Consolidated key figures for the Kardex Mlog Division

EUR millions	2014		2013		+/-%
Bookings	57.9	99.7%	60.6	90.4%	-4.5%
Order backlog (31.12.)	32.9	56.6%	33.1	49.4%	-0.6%
Segment net revenues	58.1	100.0%	67.0	100.0%	-13.3%
Operating result (EBIT)	1.9	3.3%	1.2	1.8%	58.3%
EBITDA	2.6	4.5%	1.8	2.7%	44.4%
Employees (FTE on 31.12.)	231		242		

Net revenues by market regions – Kardex Mlog

Business year 2014 in %



● Europe 97.6%
● Middle East and Africa 2.4%

Consistently risk-conscious behavior in the field of project business and the broadening of the product mix give the company more stability. Although this focus was associated with fewer orders in the area of new business, and the growing areas of service and refurbishment business could only partially offset this decline, the operational performance vastly improved. The gross margin increased by 2.4 percentage points to 18.2%. In conjunction with efficiency improvements and cost reductions of approximately 9%, this led to an operating result of EUR 1.9 million, 58.3% up on the previous year (EUR 1.2 million). This equates to an EBIT margin of 3.3% compared to one of 1.8% in the same period the previous year.

New products prove successful

In the financial year under review, Kardex Mlog once again launched new, innovative products. These include the MSpacer double-deep telescopic fork, which optimizes the usable storage volume in a high bay warehouse, and the MMove ultra-flat shuttle vehicle for pallet transportation. Both of these solutions set new standards with regard to space efficiency and utilization levels, enabling Kardex Mlog customers to significantly increase their efficiency and reduce investment costs. A growing number of customers are also showing interest in modular, standardized sector solutions. At the LogiMAT 2015 the latest generation MMove shuttle vehicle was exhibited which can be integrated into material flow systems to vastly improve their efficiency.

Outlook for 2015

In the 2015 financial year, Kardex Mlog is aiming to sustainably confirm the progress that it has made and will continue to focus on achieving a balanced product mix. Kardex Mlog is now in a good position to increase its revenue and make a further step towards reaching its EBIT-target range of 4% to 6%.

Segment reporting 2014 / Income statement

Operating segments

EUR millions	Kardex Remstar	Kardex M/Log	Kardex AG Zurich (Holding)	Eliminations	Continued Kardex Group
Net revenues, third party					
– Europe	185.9	55.7	-	-	241.6
– Americas	38.5	0.1	-	-	38.6
– Asia/Pacific	19.2	-	-	-	19.2
– Middle East and Africa	7.2	1.4	-	-	8.6
Total net revenues, third party	250.8	57.2	-	-	308.0
Net revenues, with other operating segments	0.2	0.9	-	-1.1	-
Net revenues	251.0	58.1	-	-1.1	308.0
Cost of goods sold and services provided	-158.8	-47.5	-	1.1	-205.2
Gross profit	92.2	10.6	-	-	102.8
Gross profit margin	36.7%	18.2%			33.4%
Marketing and sales expenses	-35.4	-4.5	-	-	-39.9
Administrative expenses	-21.1	-3.2	-4.0	1.8	-26.5
R&D expenses	-6.3	-0.7	-	-	-7.0
Other operating income	1.0	0.1	1.8	-1.8	1.1
Other operating expenses	-1.8	-0.4	0.3	-0.1	-2.0
Operating result (EBIT)	28.6	1.9	-1.9	-0.1	28.5
EBIT margin	11.4%	3.3%			9.3%
Financial result, net					0.1
Result for the period before tax					28.6
Income tax expense					-4.8
Result for the period					23.8
Depreciation and amortization	5.2	0.7	0.2	-	6.1
EBITDA	33.8	2.6	-1.7	-0.1	34.6
EBITDA margin	13.5%	4.5%			11.2%

Segment reporting 2013 / Income statement

EUR millions	Operating segments								Kardex Group
	Kardex Remstar	Kardex M/Log	Kardex AG Zurich (Holding)	Eliminations	Continued Kardex Group	Discontinued Kardex Stow	Kardex AG Zurich (Holding) Gain from divestment	Eliminations	
Net revenues, third party									
– Europe	174.0	60.8	-	-	234.8	82.1	-	-	316.9
– Americas	35.5	3.8	-	-	39.3	4.1	-	-	43.4
– Asia/Pacific	17.0	-	-	-	17.0	8.5	-	-	25.5
– Middle East and Africa	8.9	2.1	-	-	11.0	2.5	-	-	13.5
Total net revenues, third party	235.4	66.7	-	-	302.1	97.2	-	-	399.3
Net revenues, with other operating segments	-	0.3	-	-0.3	-	0.8	-	-0.8	-
Net revenues	235.4	67.0	-	-0.3	302.1	98.0	-	-0.8	399.3
Cost of goods sold and services provided	-149.9	-56.4	-	0.3	-206.0	-80.4	-	0.8	-285.6
Gross profit	85.5	10.6	-	-	96.1	17.6	-	-	113.7
Gross profit margin	36.3%	15.8%			31.8%	18.0%			28.5%
Marketing and sales expenses	-35.1	-5.1	-	-	-40.2	-9.5	-	-	-49.7
Administrative expenses	-20.9	-3.2	-4.0	1.7	-26.4	-3.7	-	0.4	-29.7
R&D expenses	-4.9	-0.8	-	-	-5.7	-0.2	-	-	-5.9
Other operating income	1.5	0.5	3.0	-1.7	3.3	1.2	8.8	-0.4	12.9
Other operating expenses	-2.1	-0.8	-	-	-2.9	-0.6	-	-	-3.5
Operating result (EBIT)	24.0	1.2	-1.0	-	24.2	4.8	8.8	-	37.8
EBIT margin	10.2%	1.8%			8.0%	4.9%			9.5%
Financial result, net									-2.0
Result for the period before tax									35.8
Income tax expense									-4.3
Result for the period									31.5
Depreciation and amortization	5.4	0.6	0.2	-	6.2	2.1	-	-	8.3
EBITDA	29.4	1.8	-0.8	-	30.4	6.9	8.8	-	46.1
EBITDA margin	12.5%	2.7%			10.1%	7.0%			11.5%

Consolidated balance sheet

EUR millions	31.12.2014	31.12.2013
Property, plant and equipment (PPE)	24.6	25.1
Intangible assets	2.6	3.5
Financial assets	4.6	6.0
Non-current assets	31.8	34.6
Inventories and work in progress	17.6	18.6
Trade accounts receivable	48.1	49.4
Other receivables	10.5	7.4
Prepaid expenses	2.0	2.2
Cash and cash equivalents (CCE)	85.1	79.1
Current assets	163.3	156.7
Assets	195.1	191.3
Share capital	59.9	59.9
Capital reserves	34.4	51.2
Retained earnings and Translation differences	21.5	-4.2
Equity	115.8	106.9
Non-current financial liabilities	-	2.1
Non-current provisions	16.4	18.3
Non-current liabilities	16.4	20.4
Trade accounts payable	10.7	13.9
Current provisions	6.5	6.0
Accruals	28.2	26.8
Other current liabilities	17.5	17.3
Current liabilities	62.9	64.0
Liabilities	79.3	84.4
Equity and liabilities	195.1	191.3

Consolidated cash flow statement

EUR millions	2014	2013 ¹
Result for the period	23.8	31.5
Depreciation on PPE and amortization on intangible assets	6.1	8.3
Changes in provisions and pension liabilities	0.6	-2.6
Gain of sale of the Kardex Stow Division	-	-8.8
Other non-cash items	-0.3	-0.2
Change in accounts receivable	2.3	8.4
Change in inventories and work in progress	1.6	-0.6
Change in other receivables and prepaid expenses	-2.7	1.4
Change in accounts payable	-3.9	-9.2
Change in other current liabilities and accruals	0.8	8.1
Net cash flow from operating activities	28.3	36.3
Purchase of PPE	-4.1	-5.0
Sale of PPE	0.1	0.2
Purchase of intangible assets	-0.7	-1.4
Purchase of financial assets	-	-0.1
Sale of financial assets	0.3	0.2
Acquisition of organizations	-0.2	-0.2
Disposal of the Kardex Stow Division, net of cash disposed of	-	63.9
Net cash flow from investing activities	-4.6	57.6
Free cash flow	23.7	93.9
Acquisition of treasury shares	-0.2	-0.1
Disposal of treasury shares	0.2	0.7
Change in current financial liabilities	-	-5.6
Change in non-current financial liabilities	-2.1	-10.4
Dividend paid	-16.8	-32.7
Net cash flow from financing activities	-18.9	-48.1
Effect of foreign currency translation differences on CCE	1.2	-0.8
Net change in CCE	6.0	45.0
CCE at 1 January	79.1	34.1
CCE at 31 December	85.1	79.1
Net change in CCE, Group	6.0	45.0

¹ Figures include Kardex Stow (1.1.-31.7.).

Information on the Kardex share

Share capital and capital structure

	2014	2013	2012	2011	2010
Par value per share (CHF)	11.00	11.00	11.00	11.00	11.00
Total registered shares	7 730 000	7 730 000	7 730 000	7 730 000	5 627 453
Number of treasury shares	-	-	21 500	3 149	15 364
Number of dividend – bearing shares	7 730 000	7 730 000	7 708 500	7 726 851	5 612 089
Registered capital (CHF 1 000)	85 030	85 030	85 030	85 030	61 902
Conditional capital (CHF 1 000)	-	-	-	-	9 900
Authorized capital (CHF 1 000)	-	-	-	7 823	-
Total voting rights	7 730 000	7 730 000	7 708 500	7 726 851	5 612 089

Key stock exchange figures per share

CHF	2014	2013	2012	2011	2010
Share price high	47.55	44.35	26.70	32.00	39.25
Share price low	37.60	23.05	11.65	10.60	23.10
Closing rate	46.25	39.20	24.40	11.95	30.30
Ø volume per trading day (no. of shares)	14 719	23 239	30 242	11 617	7 712
Market capitalization – CHF millions (31.12.)	357.51	303.02	188.61	92.37	170.51

Key figures per share¹

CHF	2014	2013	2012	2011	2010
Earnings per share (EPS) ² – basic	3.74	4.95	3.34	0.59	-2.25
Earnings per share (EPS) ² – diluted	3.74	4.95	3.34	0.59	-2.25
Price earning ratio (closing rate)	12.34	7.93	7.32	24.97	-
Dividend ³	1.65	1.25	1.20	-	-
Extraordinary dividend	-	1.40	4.00	-	-
Nominal value reduction ³	0.65	-	-	-	-
Equity	18.01	16.89	13.35	10.20	8.03

¹ The Kardex Group consisted from May 2010 till July 2013 of the divisions Kardex Remstar, Kardex Stow and Kardex Mlog. Before May 2010 Kardex Mlog was not part of the Group and since July 2013 the Kardex Stow Division does not belong to the Group anymore. Those changes are affecting the comparison of the key figures per share.

² Calculated by the generally accepted method (net result/average number of outstanding shares).

³ 2014: Payouts funded by withdrawal from the capital contribution reserve and a nominal value reduction as proposed to the Annual General Meeting held on 23 April 2015.

The registered shares of Kardex AG are traded in the Domestic Standard of Six Swiss Exchange in Zurich. They are contained in the SPI (Swiss Performance Index). Stock exchange symbol: KARN; Swiss securities number: 10083782; ISIN number: CH0100837282; Bloomberg: KARN SW Equity; Reuters: KARN.S. Current prices can be seen at www.kardex.com.

Share price performance

Kardex AG (Holding) share

On SIX Swiss Exchange 1.1.2014 to 28.2.2015 based on the weekly closing price in CHF



The value of the Kardex share rose by 18.0% from CHF 39.20 to CHF 46.25 in 2014. In the year under review Kardex paid in May a dividend of CHF 1.25 per share and an extraordinary dividend of CHF 1.40 per share. Both payouts were made from capital contribution reserve. The overall performance for the year was 24.7%.

Shareholder structure

As at 31 December 2014, there were 1 566 shareholders (1 745) entered in the share register. The following shareholders held 3% or more of the outstanding share capital of Kardex AG at year end:

	31.12.2014	31.12.2013
BURU Holding and Philipp Buhofer	23.6%	22.9%
JP Morgan Asset Management ¹	5.0%	
LB (Swiss) Investment AG ¹		3.0%

¹ As soon as the stake falls below the threshold of 3%, the stake is not reported anymore.

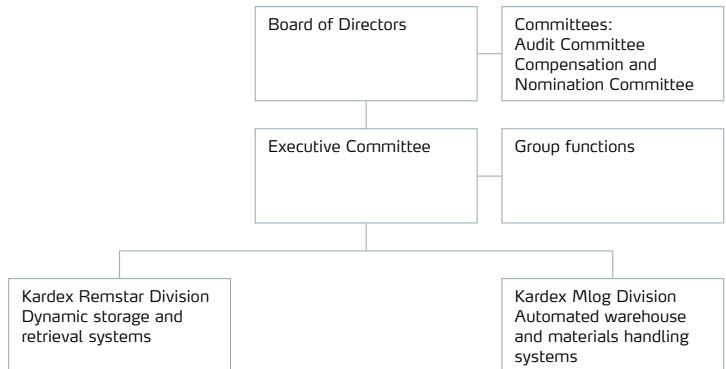
Based on the proposal of the Board of Directors to the Annual General Meeting up to 75% of the net profit (based on the consolidated group result) shall be paid out to the shareholders.

Extract of the Corporate Governance Report

Group structure and organization chart

The Kardex Group is divided into the two divisions or segments Kardex Remstar and Kardex Mlog.

The Kardex Group is led by the Board of Directors and the Executive Committee, which is headed by Felix Thöni as Executive Director. Additional members of the Executive Committee are the heads of division of Kardex Remstar and Kardex Mlog. The Executive Committee is assisted by the Head of Finance and Controlling of the holding company, although he is not a formal member.



Board of Directors

Philipp Buhofer
(1959, Swiss citizen)
Since 2004

Walter T. Vogel
(1957, Swiss citizen)
Since 2006

Jakob Bleiker
(1957, Swiss citizen)
Since 2012

Ulrich Jakob Looser
(1957, Swiss citizen)
Since 2012

Felix Thöni
(1959, Swiss citizen)
Since 2011

Committees

Audit Committee
Compensation and
Nomination Committee

Compensation and
Nomination Committee

Chairman Audit Committee

Chairman Compensation and
Nomination Committee

Executive Committee

Felix Thöni
(1959, Swiss citizen)
President of the Executive Committee

Jens Fankhänel
(1965, German citizen)
Head of Kardex Remstar

Hans-Jürgen Heitzer
(1962, German citizen)
Head of Kardex Mlog

“one share – one vote”

The 7 730 000 registered shares of Kardex AG have a nominal value of CHF 11.00 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 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. Evidence of purchase is also required.

Shareholders’ participation rights

On 31 December 2014, there were 1 566 shareholders entered in the share register. A majority of them had their registered office or domicile in Switzerland. Each Kardex AG registered share entitles the holder to one vote at the General Meeting. Furthermore, any shareholder has the right to have his shares represented at the General Meeting by a proxy authorized in writing.

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 Kardex AG’s Articles of Incorporation, a purchaser of company shares is only obliged to make a public offer under the terms of article 32 (the statutory opting-up clause) of the Swiss Federal Act on Stock Exchanges and Securities Trading (SESTA) if his holding exceeds 49% of the company’s voting stock.

Statutory auditors

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

Kardex Tool Storage and Material Handling

Shuttle XP
Kardex Remstar

Megamat RS
Kardex Remstar

Horizontal
Kardex Remstar

Kardex Warehousing and Small Parts Storage

Megamat RS
Kardex
Remstar

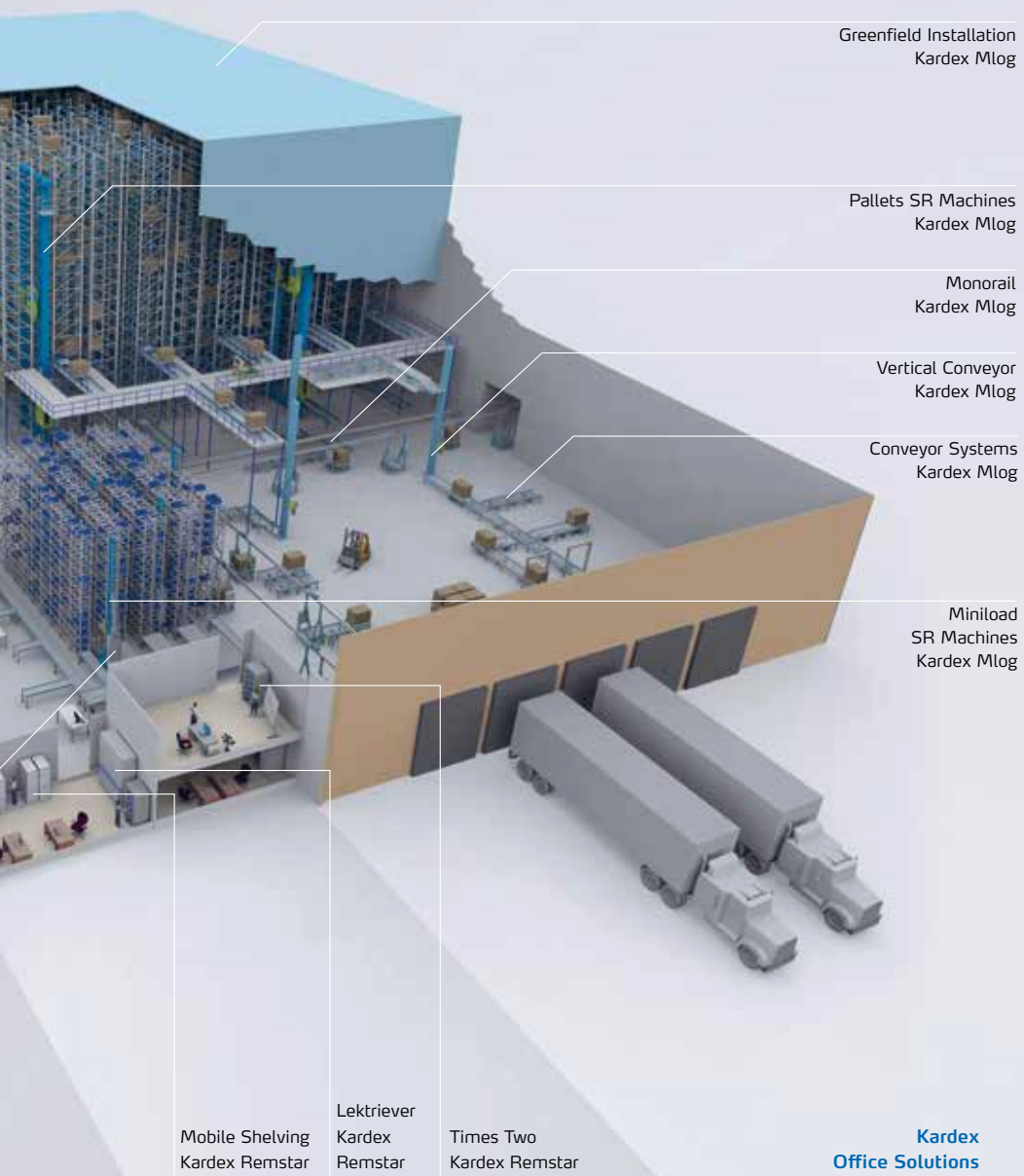
Shuttle XP
Kardex
Remstar

Service
Kardex Mlog and
Kardex Remstar

Conveyor
Systems
Kardex Mlog

Miniloader SR
Machines
Kardex Mlog

Kardex High Bay Storage and Conveyor Systems



Greenfield Installation
Kardex Mlog

Pallets SR Machines
Kardex Mlog

Monorail
Kardex Mlog

Vertical Conveyor
Kardex Mlog

Conveyor Systems
Kardex Mlog

Minitload
SR Machines
Kardex Mlog

Mobile Shelving
Kardex Remstar

Lektriever
Kardex
Remstar

Times Two
Kardex Remstar

Kardex
Office Solutions

About us

The Kardex Group is a global industry partner for intra-logistic 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.

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

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 lifecycle costs by means of customer-oriented lifecycle management.

Around 1 500 employees in over 30 countries worldwide work for the companies of the Kardex Group.

Kardex AG has been listed on the SIX Swiss Exchange since 1987.

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Corporate calendar

2015 Annual General Meeting	23 April 2015
2015 Interim Report	13 August 2015
2016 Media and analysts' conference	10 March 2016
2016 Annual General Meeting	21 April 2016
2016 Interim Report	11 August 2016

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

The Group publishes this short version of the Annual Report in English and German. The financial section will be published in English only. In the event of any conflict between the English and German versions, the English version shall prevail.

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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.

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