Baseball Hold | Reza Vahdati | Winner CEWE Photo Award 2019

manager magazin
Investors' Darling
2019
#2 SDAX: CEWE

CEWE
Company Presentation

CEWE Stiftung & Co. KGaA
May 2020

cewe

CEWE acts with clear priorities in Corona crisis

1. We focus on **health and safety of our employees**
2. We **secure production capabilities** of our laboratories and printing plants
3. We **keep online and mobile sites up** and **communicate with our customers**
4. We ensure **cost reductions** and **review investments**
5. We prepare the **re-start of Retail and Commercial Online-Print**
6. We seek „**Corona-upsides**“

Means to tackle the Corona crises have been implemented and continuously updated

- **Photofinishing**: With **13 production plants** all over Europe, CEWE is able to **digitally route customer orders** to other production sites to produce and ship from there
- **Shifts** are **separated** from each other to limit a default risk. In the **administrative area** functions were **separated and relocated** accordingly. If possible, CEWE **employees** are **working from home.** Nearly **all meetings** are carried out **by video conference.** So far, there is a group-wide **visitor and travel stop.**
- **Emphasis** on **online ordering** and **mail home delivery** as long as POS are closed
- **Commercial Online-Print**: Strengthening of SAXOPRINT's cost leadership at production site in Dresden
- **Retail**: Development of **sales support** (incl. technological improvements) **to promote reopening**
- **Sourcing** of supply products and materials **is continuously ensured**
- Program to **reduce costs,** (precautionary) registration of **short-time work** and **re-evaluation of all investment projects**

With its long term strategic perspective CEWE seems well prepared: CEWE = stability

Crisis management	CEWE acted quickly, courageously and with clear priorities
Strong team	All 4,200 CEWE employees are committed to coping with the crisis
Solid financial foundation	Strong balance sheet (cash position and equity ratio)
Diversified portfolio	Photo products in the consumer business are more independent of current shutdowns than business print
Omnichannel provider	Even if shops are closed, most CEWE photo products can still be ordered online for all consumers, and delivery is also direct to your home
Stay-at-home effect	Customers can use the time at home to create photo products

In Q1, Corona effects visible but managed and, all in all, they counterbalance each other: Q1 results as last year

At a glance: Q1 2020

- **Turnover in Photofinishing rose by 10.8% to EUR 114.7 million**, **EBIT improved** by EUR 0.3 million **to EUR 3.3 million**. Sales of the CEWE PHOTOBOOK increased by 2.2% to 1.36 million copies. Due to corona, instant printing in the retail store is declining; online business is growing due to the onset of the “stay-at-home” effect.

- **Commercial Online-Print** is **significantly affected by the corona crisis** from mid-March, turnover at EUR 22.6 million is 10.5% below the previous year's level. Accordingly, the **EBIT** of **EUR -0.8 million** is around EUR 0.4 million weaker than in the previous year.

- The **corona shutdown** with store closures in March **hits (Hardware-)Retail**, **turnover** declines by 27.5% to **EUR 7.5 million**. Due to the good start in January and February, Retail ended the first quarter with an **EBIT** of **EUR -0.5 million** just EUR 0.1 million weaker than previous year.

- **Group EBIT is EUR 1.8 million** (Q1 2019: EUR 2.3 million), including an additional EUR 0.5 million burden from the purchase price allocation of WhiteWall that did not exist in the previous year.
  All in all a good first quarter.

Catching Some Morning Air | Richard Whitson | Winner CEWE Photo Award 2019

Agenda

In a nutshell

Corporate Development

Sustainability

Annual results 2019

Results Q1 2020

Share

The CEWE-Group

EUROPE'S LEADING PHOTO SERVICE AND ONLINE PRINTING PROVIDER

From its beginnings in 1912, CEWE has established itself as the first choice as a photo service for anyone looking to make more of their photos. The company's CEWE PHOTOBOOK in particular stands for this, with multiple awards and significantly more than six million copies sold every year. Customers can obtain further personalised photo products through the brands CEWE, WhiteWall and Cheerz, for instance – and from many leading European retailers. These brand worlds inspire customers to produce a wide range of creative designs with their personal photos, and customers entrust the company with around 2.4 billion photos every year.

In addition, for the still young online printing market the CEWE Group has established a highly efficient production system for printed advertising media and business stationery. Billions of quality printing products reliably reach their customers via the distribution platforms SAXOPRINT, CEWE-PRINT.de, LASERLINE and viaprinto every year.

The CEWE Group is committed to a sustainable corporate management philosophy which is also supported by the Neumullers, the company's founding family and anchor investor, and has been recognised with multiple awards: for its long-term business focus; its fair, partnership-based relationships with customers, employees and suppliers; and for assuming social responsibility while pursuing an environmentally friendly approach and conserving resources. For instance, all CEWE brand products are produced on a climate-neutral basis.

The CEWE Group is present in more than 20 countries, with over 4,000 employees, and its turnover increased to 714.9 million euros in 2019. The CEWE share is listed in the SDAX index.

Key Indicators CEWE-Group

21
European countries[1]

27
Distribution offices

714.9 million euros
Turnover

6.6 million
CEWE PHOTOBOOKS

18,000
CEWE PHOTOSTATIONS

4,200
Employees

14
Production plants

20,000
Retailers supplied

2.4 billion
Photos produced

Premium Quality with Leading Brands

PHOTOFINISHING

- mein CEWE fotobuch
- meine CEWE wandbilder
- mein CEWE kalender
- DeinDesign
- meine CEWE sofortfotos
- meine CEWE cards
- WHITE WALL
- CHEERZ

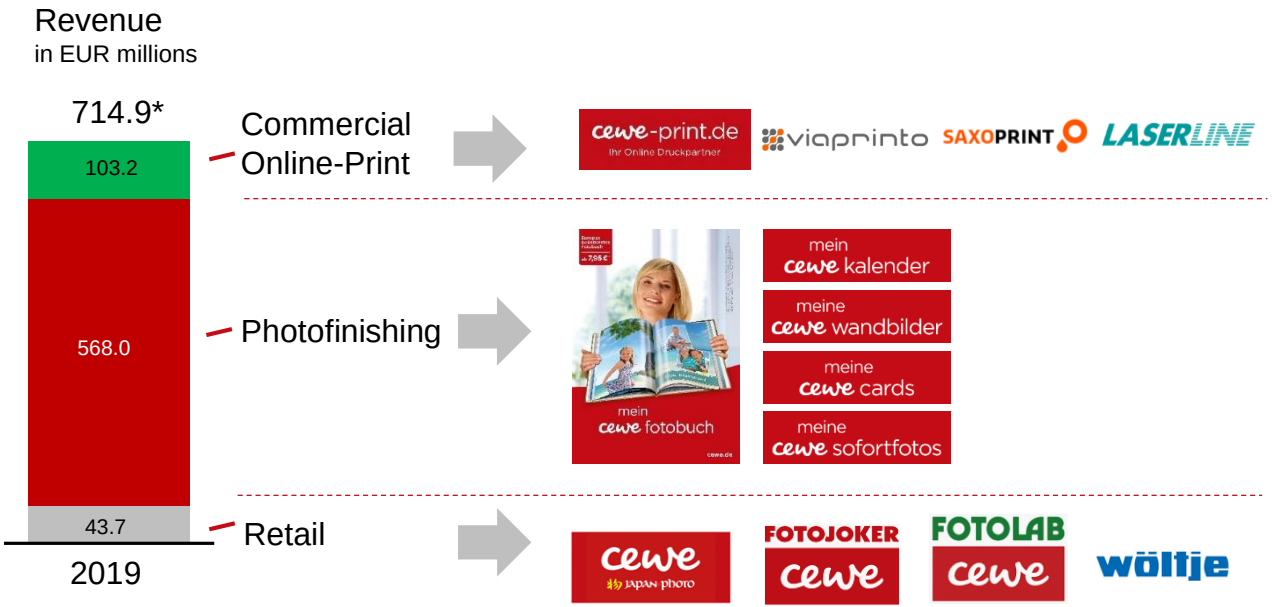
RETAIL

- CEWE JAPAN PHOTO
- FOTOLAB CEWE
- FOTOJOKER CEWE
- wöltje

COMMERCIAL ONLINE PRINTING

- CEWE-print.de Ihr Online Druckpartner
- SAXOPRINT Where print meets passion.
- viaprinto Meine Art zu drucken.
- LASERLINE WE PRINT IT. YOU LOVE IT!

Business segments of CEWE



* including revenue from the "Other" segment in the amount of EUR 5.5 million

CEWE products: An extensive range of premium products

PRODUCT RANGE

- **CEWE PHOTOBOOK:** 8 formats, 6 paper types, hard and soft covers with special effects
- **Prints:** 6 formats, enlargements, square prints, stickers, retro prints, fine-art prints
- **Wall Art:** 9 different materials, from 20x20cm to 100x150cm, hanging fittings can be included
- **Calendars:** 6 formats, 4 paper types, up to A2 format
- **Cards:** 8 formats, envelopes included, pre-made templates or own customized design
- **Phone cases:** 11 different cases, for almost all phone types, new iPhone and Samsung types available
- **Photo gifts:** 35 products, 8 different mug types, for home and office

» **CEWE offers a 100% satisfaction guarantee on all products**

20,000 retail partners in Europe

Drugstores	dm, BUDNI, Müller, ROSSMANN, Kruidvat, teta, BIPA, dm
Photo retailers	RING FOTO, FOTOJOKER, Hartlauer, France Loisirs, FOTOLAB, Japan Photo
High street	fnac.com, MediaMarkt, HELKJØP, SATURN, mediaexpert, DARTY, GALERIA Kaufhof
Grocers	Kaufland, EDEKA, Lidl, dm, Marktkauf, U, Carrefour, NETTO, DELHAIZE, Auchan, cora, REWE, Bilka, real-, MIGROS
Travel business	AIDA, schauinsland reisen, berge & meer, HAPAG-LLOYD CRUISES, TUI Cruises
Internet retailers	amazon.com, Google, pixum, PHOTOCITE.fr, la Feltrinelli

- » CEWE reaches consumers through strong retail brands
- » Retail partners invest in distribution and marketing
- » Retail sales channels with online retailers and system partners

20,000 retail partners in Europe

dm
Partner since 1998
1.977 Stores

ROSSMANN
Partner since 1996
2150 Stores

MIGROS
Partner since 1990
617 Stores

E.LECLERC
Partner since 2001
569 Stores

EDEKA
Partner since 1979
11.308 Stores

Kruidvat
Partner since 1991
1.135 Stores

SUPER U
Partner since 1997
735 Stores

fnac
Partner since 2004
160 Stores

Müller
Partner since 2004
533 Stores

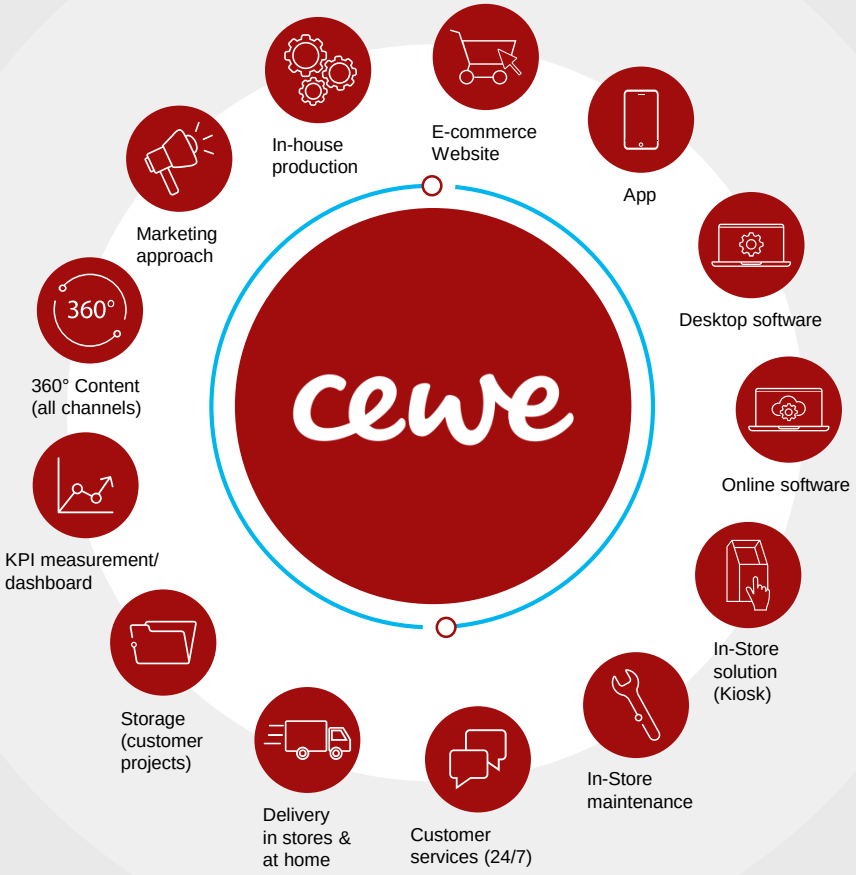
Partner since 1995
966 Stores

BIPA
Partner since 1986
600 Stores

teta
Partner since 1999
500 Stores

New strategic partnership in UK and Ireland

CEWE will take care of Boots Photo



Success Factor: CEWE’s omni-channel solution

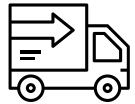
THE CUSTOMER CAN ORDER:

AT HOME

IN STORE

ANYWHERE

PICKUP:



MAILORDER

IN STORE

Order at CEWE: Anytime & anyplace

The customer can choose from 4 order channels:

IN-STORE

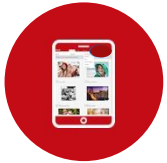
- True self service for customers, simple for store staff to manage
- Integrated iOS- and Android card reader
- Easy, fast and intuitive
- New, attractive creative output products

ONLINE

- Easy, convenient in-browser option
- Includes 6 months free project storage
- Photo editing options
- Automatic layout function selecting multiple photos
- Personalisation available with text and clip-art

DESKTOP SOFTWARE

- Fully functional software with extensive editing features
- Ideal for larger photo books
- Save projects offline
- Include QR codes for Videos in photo books
- Full range of products available
- Pre-made templates
- Cover highlights
- Assistant available



APP

- Intuitive, quick and easy
- In-app Photo editing
- Automatic layout function selecting multiple photos
- Options for personalisation with text and clip-art

Google play

App Store

The In-Store solution: On-site Printing via Mobile Devices

meine cewe sofortfotos

» **Instant print orders placed via mobile devices**

Success Factor: „Innovation“

Success Factor „Customer Focus“

Customer Charter: Digitisation with Responsability

1. We protect your data

2. Our technologies shall help you

3. You have the control and all degrees of freedom

4. We are open and transparent

5. We want to shape our future based on European values

Success Factor „Customer Focus“

CEWE Customer Charter Advisory Board

Prof. Dr.
Susanne Boll-Westermann
Professor of Multimedia and Internet at the Faculty of Computer Science at the University of Oldenburg
Member of the Board of OFFIS e.V. Institute of Computer Science

Prof. Dr. Dr. h.c. mult.
Wolfgang Wahlster
Professor of Computer Science and CEA of the German Research Center for Artificial Intelligence (DFKI)

Ranga Yogeshwar
Science journalist, physicist and moderator

TIPA World Awards for CEWE PHOTOBOOK and WhiteWall

my cewe photobook

CEWE PHOTOBOOK
with leather and linen cover

The new leather and linen covers provide for an outstanding visual and haptic experience. They are also an elegant way to protect your most cherished memories. You can customize your CEWE PHOTOBOOK by adding text and clip arts as special highlights on the front and back cover.

my cewe photobook

CEWE PHOTOBOOK

Hardcover with highlights in rosé-gold

Highlights in rosé-gold are now available as new design elements.
This allows for new markets and target groups to be opened up.

60 millionth CEWE PHOTOBOOK in 2019

Thomas Lichtblau (BIPA), Lydia Reich and Ewald Hahn (CEWE)

- Bestselling photo book in Europe
- CEWE customer Lydia Reich ordered the 60 millionth CEWE PHOTOBOOK at trading partner BIPA in Austria
- Since 2005, the CEWE PHOTOBOOK has been a bestseller

CEWE Photo Award 2019

PR-Clippings: CEWE Photo Award 2019

GEO

FOTOPREIS

So komisch kann Tierfotografie sein

Fast eine halbe Million Bilder haben Fotografen aus aller Welt beim CEWE Photo Award eingereicht. Durchgesetzt hat sich eine Hobby-Fotografin mit der Aufnahme eines Ziesels

1 / 10

Bild

CHRISTIE GOODWIN IM INTERVIEW

Promi-Fotografin gibt Tipps für perfekte Bilder

[…] Goodwin ist Jurorin des diesjährigen CEWE Photoawards: In den über 400.000 Teilnehmern sieht sie 400.000 Unterstützer ihrer Revolution: „Ich will, dass mich die Fotos umwerfen.“ […]

Computer Bild

Fotowettbewerb mit Rekordbeteiligung

Cewe Photo Award 2019 ist weltweit größter Fotowettbewerb

13.06.2019, 09:39 Uhr **Unter dem Motto „Our world is beautiful" kamen zum Cewe Photo Award 2019 insgesamt über 450.000 Beiträge zusammen. Nun hat die Fachjury die schwere Wahl, einen Gewinner zu küren. Alle Infos!**

von unserem Autor Henning Evers

THE Sun NEWS WEBSITE OF THE YEAR

Amateur Photographer

Evening Standard. WEBSITE OF THE YEAR

ONLINE FOCUS

Menschen, Orte, Momente: Das Einfangen besonderer Augenblicke ist eine Kunst, die es zu beherrschen gilt. Beim „CEWE Photo Award 2019" mit FOCUS Online können Hobby- und Profifotografen jetzt zeigen, was sie drauf haben. Den Gewinnern winken hochkarätige Preise.

DAILY STAR

Gala

EIN BILD SAGT MEHR ALS 1000 WORTE

«Our world is beautiful» hiess das Motto des **CEWE PHOTO AWARD 2019**. Aus 448152 eingereichten Bildern hat eine hochkarätige Jury die Gewinner ermittelt. Zu den Besten gehören auch 21 Fotos von Schweizerinnen und Schweizern

ntv

NATIONAL GEOGRAPHIC POLSKA

MADONNA 24

Die Welt ist schön

Hobbyfotografen und ihre Bilder

Über 448.000 Bilder von passionierten Freizeitfotografen konkurrieren beim Cewe-Fotowettbewerb "Our world is beautiful" um den Titel. Hier eine kleine Auswahl der Kandidaten - von traumschön bis skurril.

cewe

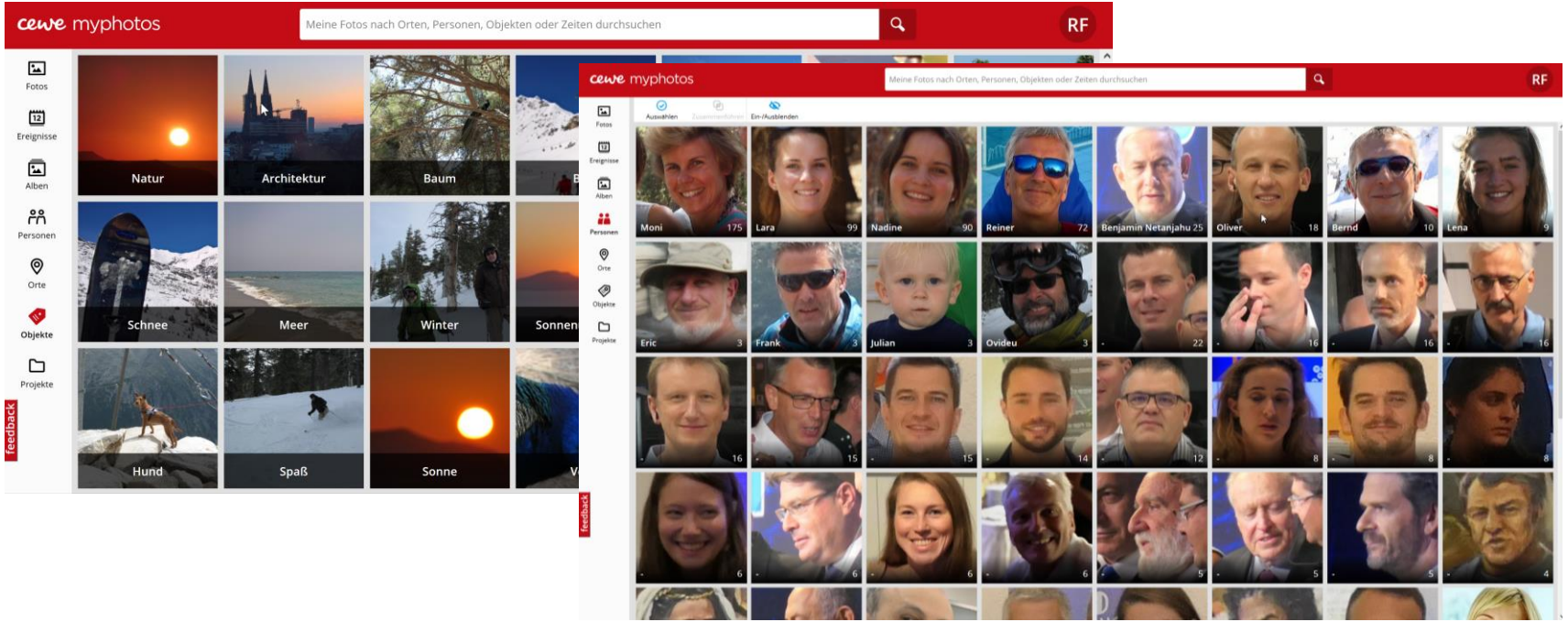
SMARTPHONES ARE THE MOST IMPORTANT PICTURE TAKING DEVICES

CEWE IS WELL POSITIONED

The essential technology developments for the future

- Mobile
- Cloud applications
- Artificial intelligence
- Smart data
- Voice control

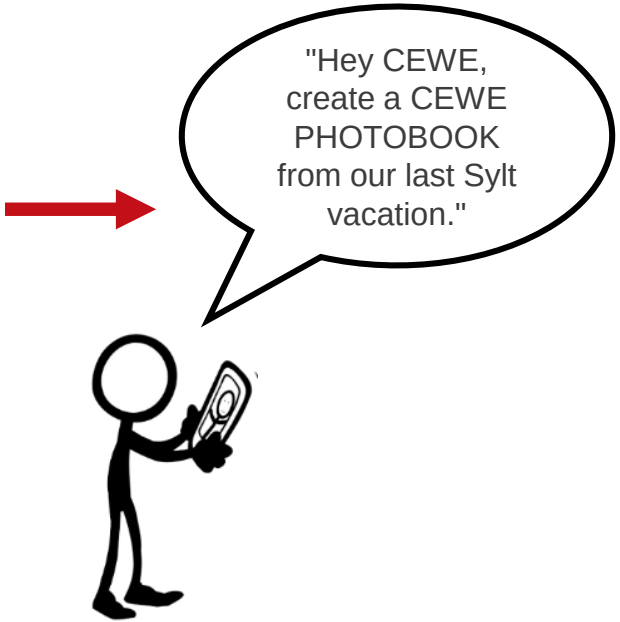
Face recognition and objects

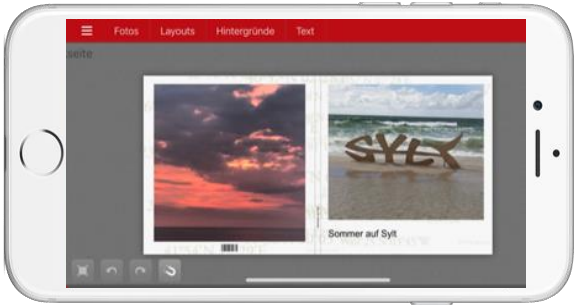


» **Together with "Places" basis for the CEWE PHOTOBOOK on command**

CEWE PHOTOBOOK on command

Photokina Concept Car





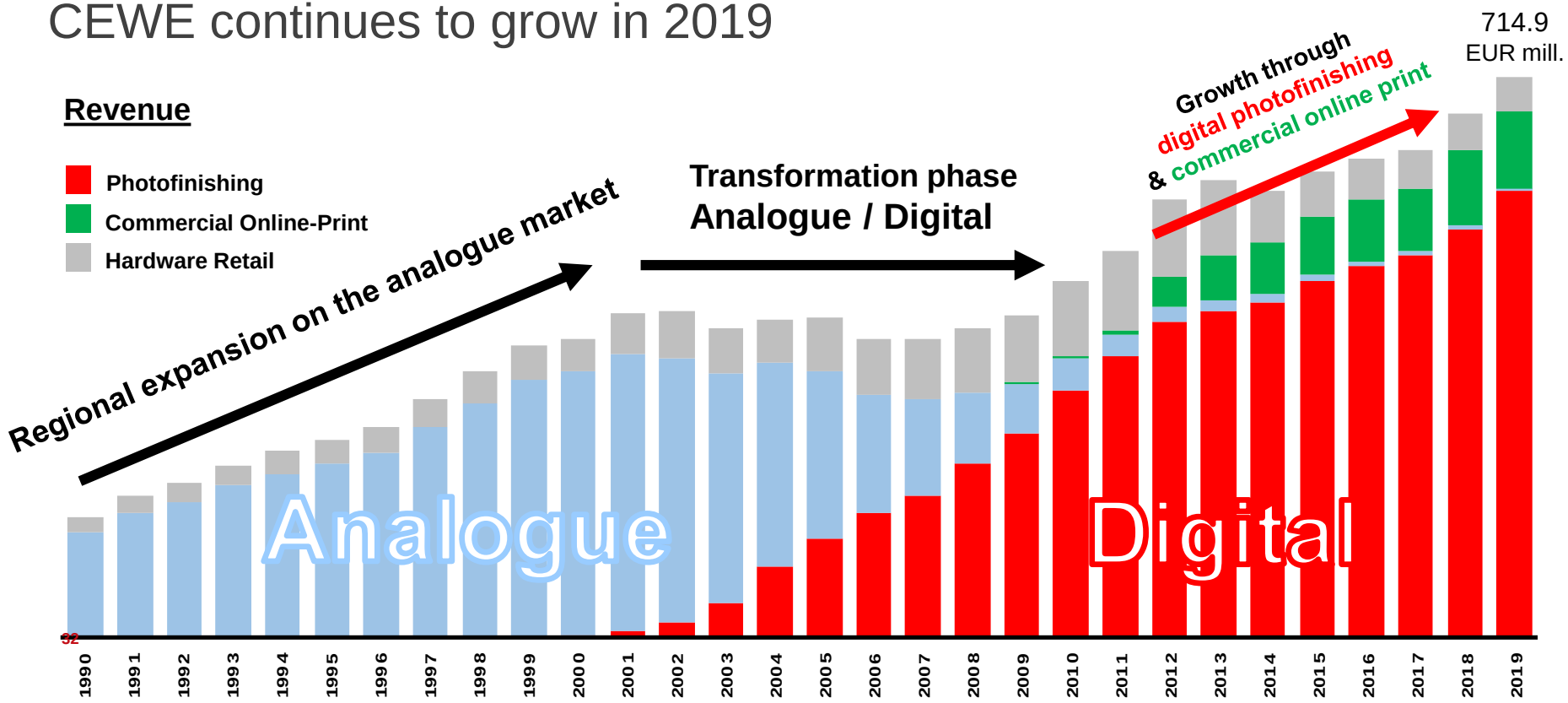
Store. Organise. Edit. Order.

Anytime. Anywhere. On any device.

CEWE growth phases

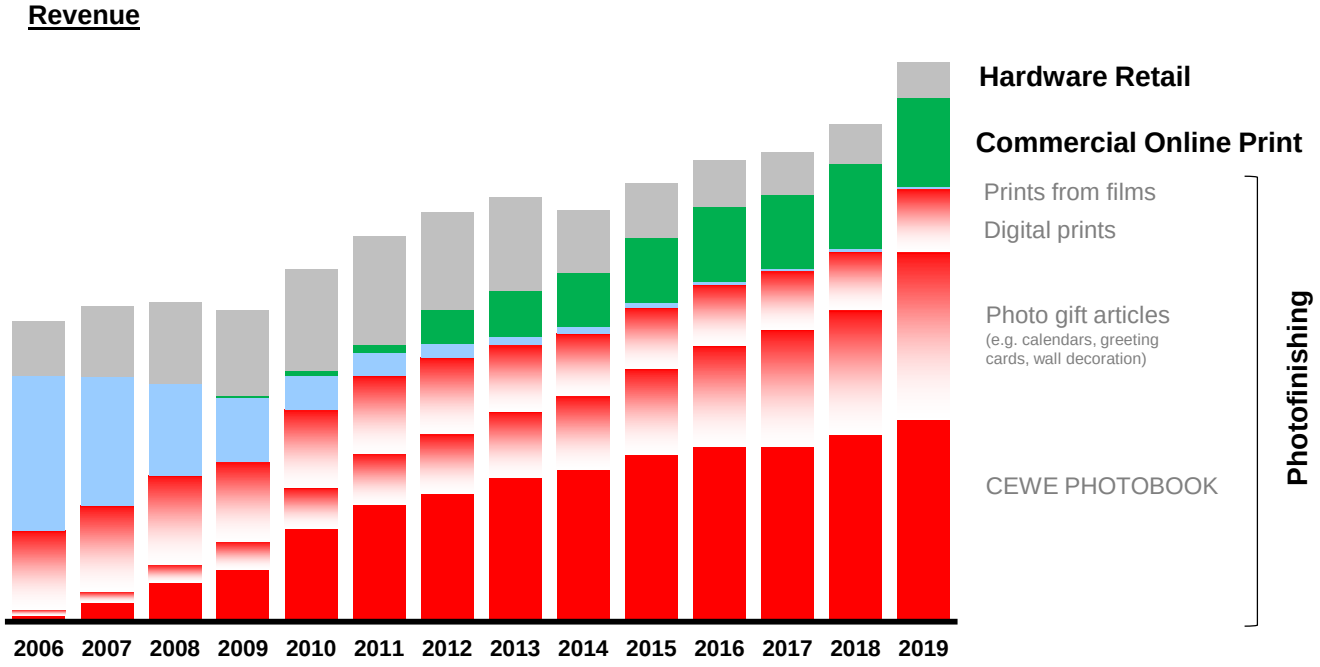
CEWE continues to grow in 2019

CONCEPTUAL



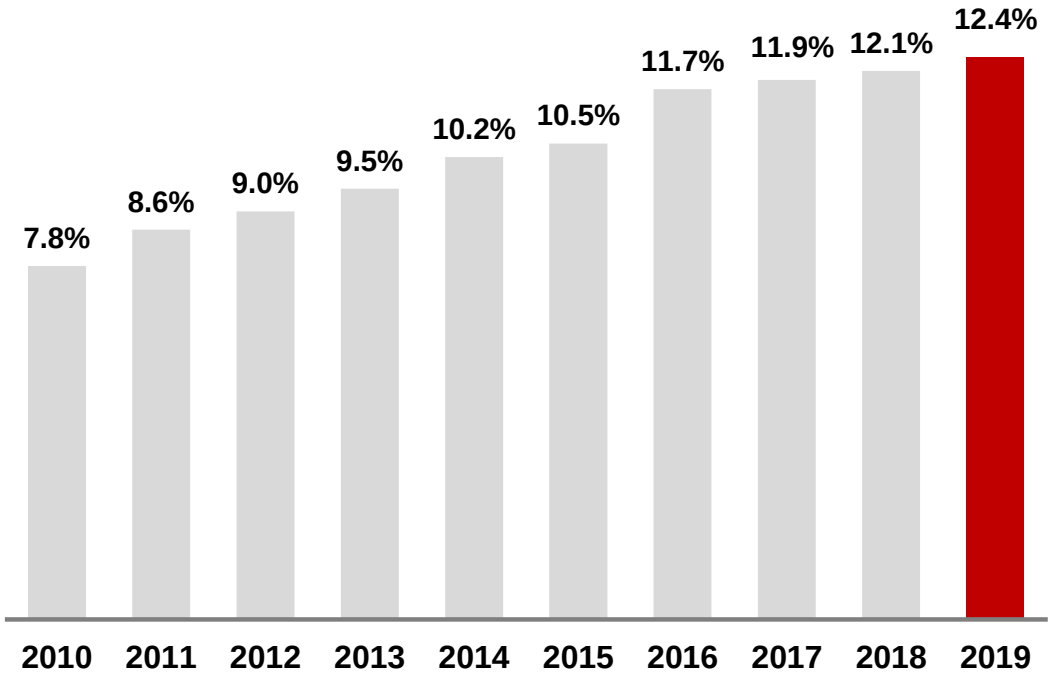
Growth in revenue for various product groups

CONCEPTUAL



» **CEWE PHOTOBOOK and photo gift articles replace single-print revenue**

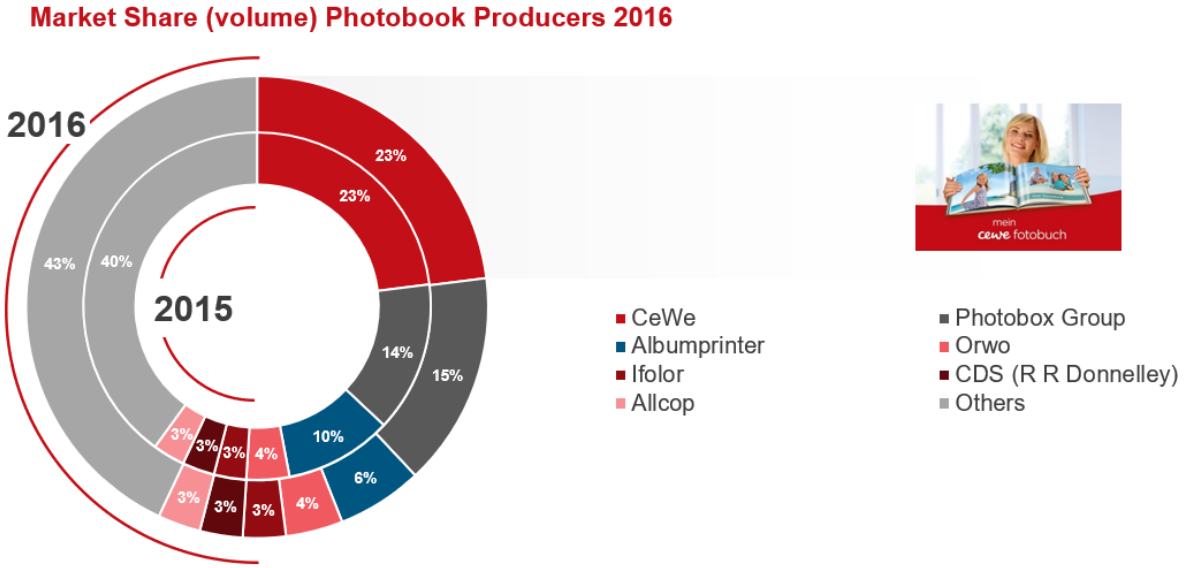
Operational Photofinishing EBIT margin* continues to increase



* without special items shown in segment reporting (mainly PPA-effects)

Photobook market in Western Europe

© 2017 Futuresource Consulting Ltd



» **Market leader CEWE: CEWE PHOTOBOOK with 23% market share (volume)**

Brand overview CEWE photofinishing

mein cewe kalender

meine cewe wandbilder

meine cewe cards

meine cewe sofortfotos

Brand-marketing: Broad media-mix

» **Multi-channel brand-marketing for CEWE PHOTOBOOK**

CEWE PHOTO BOOK: Customers‘ voices

Frau Platzek (D)

Familie Wartmann (D)

Frau Jaworski (D)

Frau Benedikt (AT)

Familie Koers (NL)

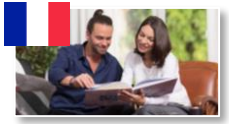
Familie Stäger (CH)

Familie Voigt (D)

Familie Barth (D)

Familie Oppenheimer (D)

Familie Fauster (AT)


Familie Caillou (FR)

Frau Gantzhorn (DK)

Frau Bergmann (D)

Familie Baur (D)

Familie Grove (UK)

Familie Martincovi (CZ)

Familie Rehovi (CZ)

Familie Sasvari (HU)

Frau Broeks (D)

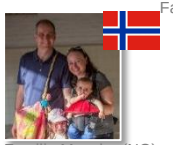
Frau Jentzsch (D)

Frau Liskova (SK)

Familie Brunovi (SK)

Familie Safijanski (PL)

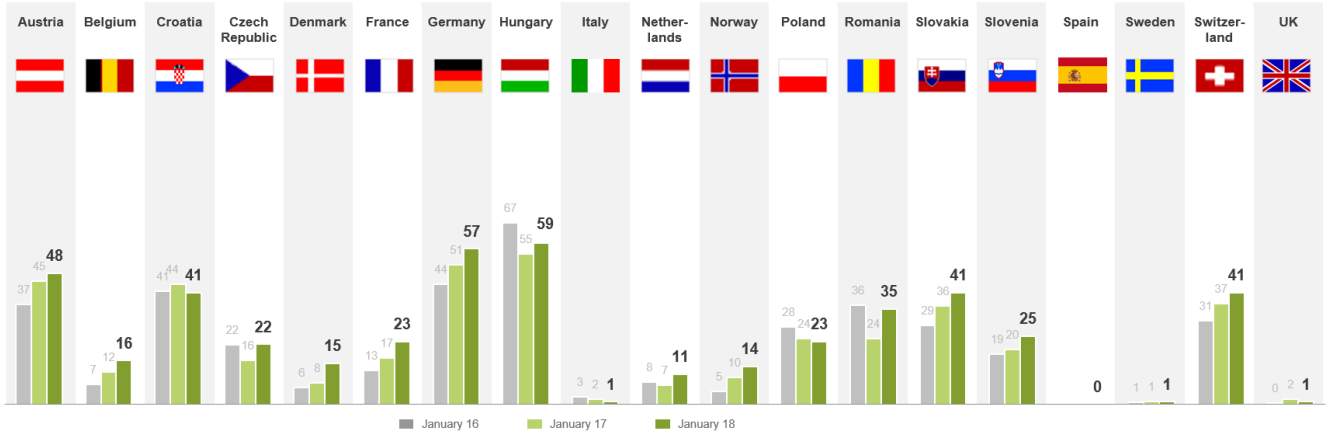
Familie Majewski (PL)


Familie Mosebo (NO)

» **Real customers as CEWE-(brand-) ambassadors**

Brand Awareness “CEWE PHOTOBOOK”

Unaided brand awareness [%]



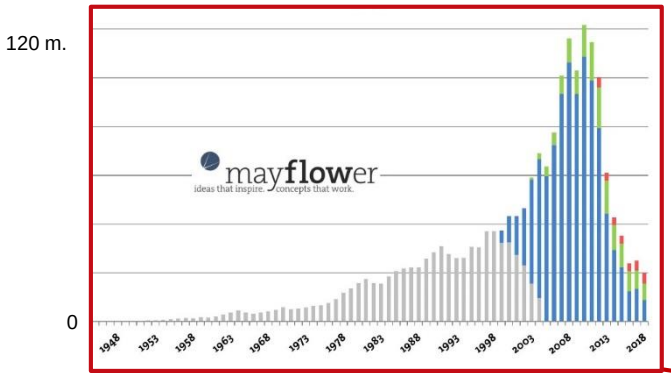
» **All countries with a positive development**
» **Yet chances to grow brand awareness in many countries**

Base: Online Population Age 18 upwards; Persons who ever heard about photobooks; in %.
Question 3a: Which photobook manufacturers or suppliers do you know of, at least by name?

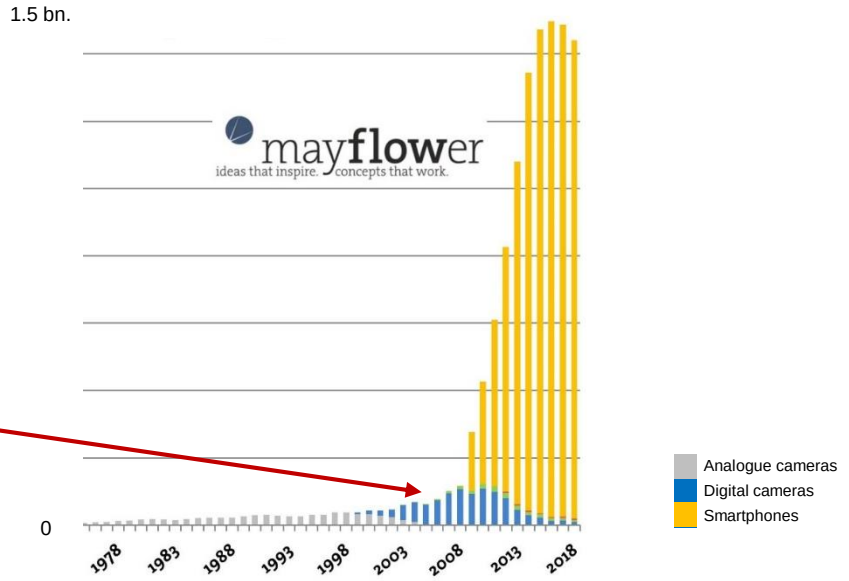
Source: Nielsen

Worldwide camera production figures from 1947 to 2018

Camera production volume …

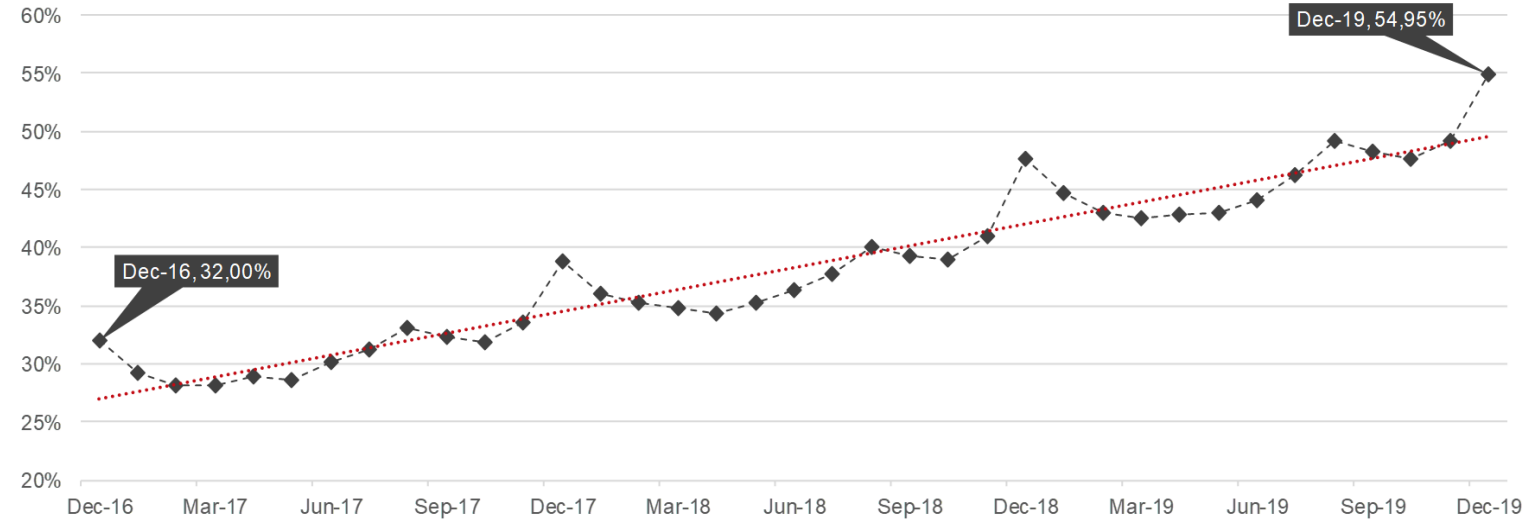


… incl. smartphones



» **Smartphones are the most important devices for taking pictures**

Share of smartphone images in CEWE production



1 bezogen auf Anzahl Gesamtbilder mit Exif-Verweis

- First time more than every second image in CEWE production
- Two out of three images printed at the CEWE PHOTOSTATION

IMPRIMEURS DE SOURIRES

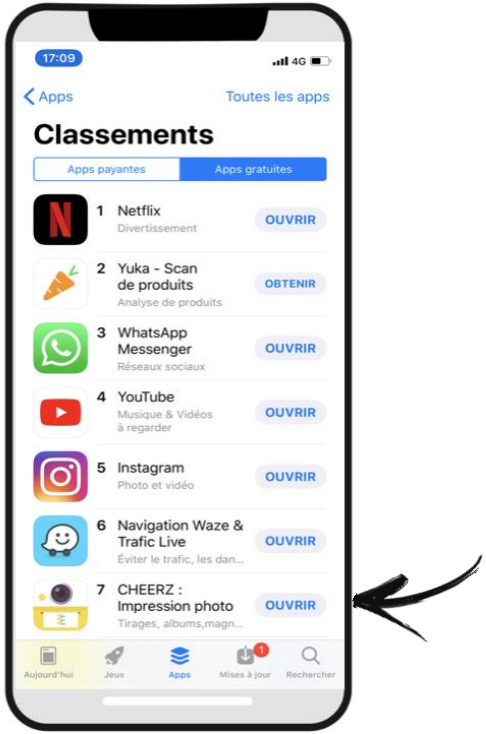
Positioning of Cheerz

MOBIL

FRANCE
SPAIN & ITALY

TARGET GROUP
FEMALE 20-40 YEARS

Cheerz is the # 1 photo printing app in France, Spain and Italy

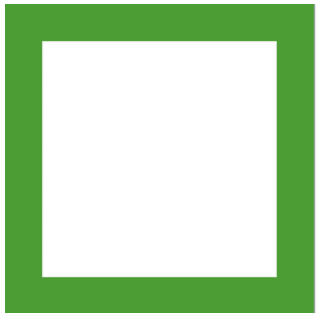


And the # 7 of all free apps in France

Heart magnets

Retroprints

Big Fat Box



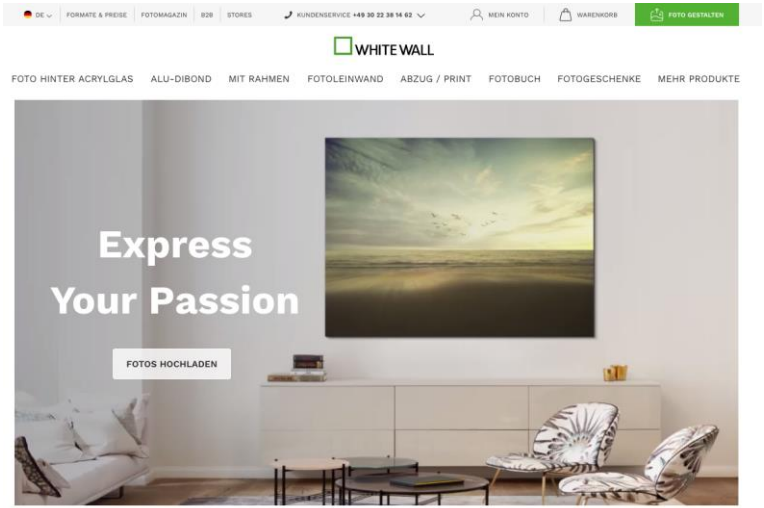
WHITE WALL

WhiteWall – The Company

Personalised wall art prints
Customers create
wall art from their own photos

In-house production
for WhiteWall and LUMAS

WhiteWall – A premium multichannel provider



Webshop
with delivery in 46 countries

Own stores
in Berlin, Dusseldorf, Hamburg & Munich

Shop-in-Shop @ LUMAS
in Frankfurt, Cologne, New York, Paris, Zurich & Vienna

WHITE WALL

cewe

The CEWE online print brands

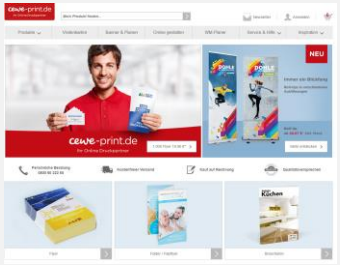
cewe-print.de
Ihr Online Druckpartner

SAXOPRINT
Where print meets passion.

viaprinto

LASERLINE
We print it. You love it!

Brand awareness CEWE



Industrial Printer

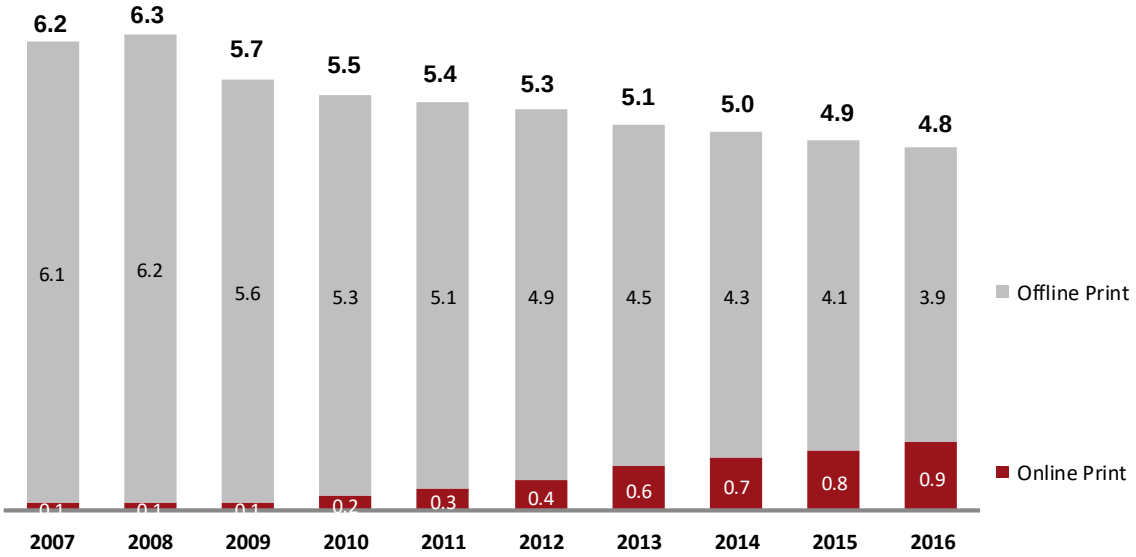
Small editions

Metropolregion Berlin

» **Business and advertising prints: flyers, business cards, stationery, packaging, promotional items, etc.**

Print market in Germany (job printing)

Market volume job printing in Germany in EUR billions



Source: Market: Statistisches Bundesamt, bvdm
Online Print: Top 5 Creditreform + Top 6-20 & Vistaprint; estimation CEWE

» **Online print market is increasing**

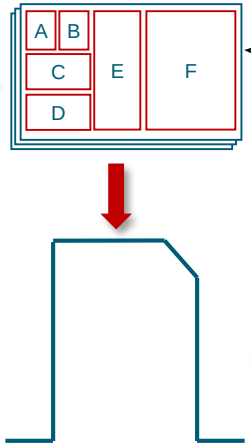
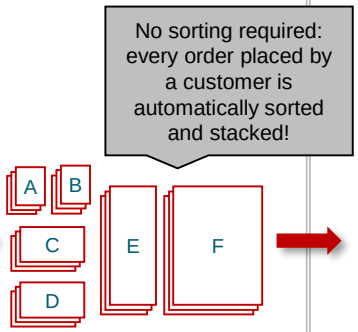
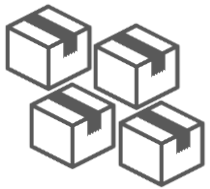
Benefits of Online Printing

The sum of all advantages are directly handed over to our customers:

- **Significant price advantage**
- **Printing quality**
- **Service quality/personal contact person**
- **Standard artwork check included**
- **Acceptance of print data until 6pm for next day delivery**
- **Environmentally conscious printing**
- **Reseller benefits**

» The internet makes printing more efficient

Economies of scale in the production of trimmed and folded goods

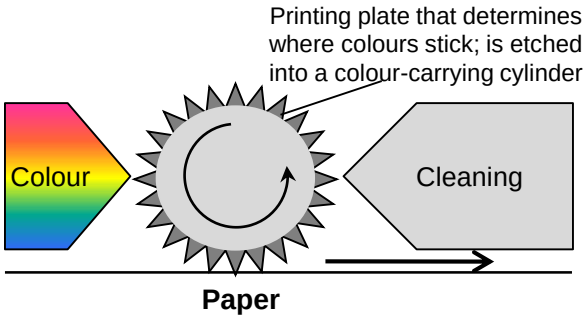
Portal / e-commerce	Printing	Finishing	Despatch
		Cost of printing plate and set-up costs are borne by a large number of orders! 	
<u>Many standardised orders</u> are collected via the portals in a short time	Maximum utilisation by generating a **<u>collected form</u>** for printing in depth	Highly automated finishing for trimmed and folded goods	Direct shipment of individual orders (A-F)

» **The benefit results from a maximum utilisation of the printing paper, less waste per order and lean processes**

Heidelberg XL 162-8-P

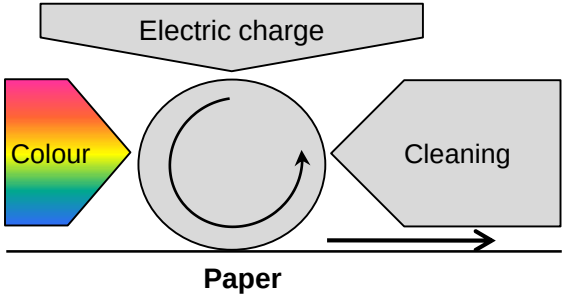
Technical difference between offset and digital printing

Offset printing



- High one-off costs for producing the cylinder
- Low variable printing costs

Digital printing



- No one-off costs for producing the cylinder
- Moderate variable printing costs

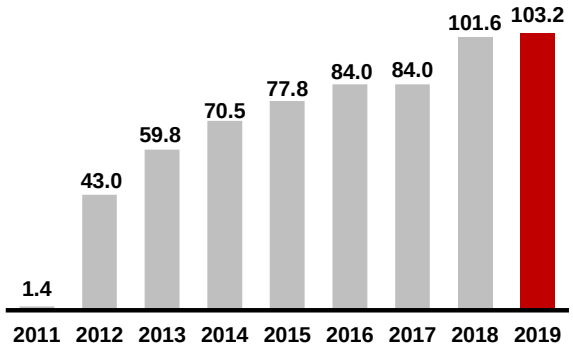
» **Elimination of one-off costs for producing the cylinder with digital printing makes print runs 1 cost-effective**

CEWE’s Commercial Online-Print activities in Europe

» CEWE operates with webshops in 10 different countries

Commercial Online-Print

Revenue
(in Euro millions)



» **Commercial Online-Print with increase in 2019**

CEWE´s retail business

- 147 retail stores
- EUR 43.7 million revenue (2019) with photo-hardware (cameras, lenses, …)
- Sales of photofinishing products in photofinishing segment

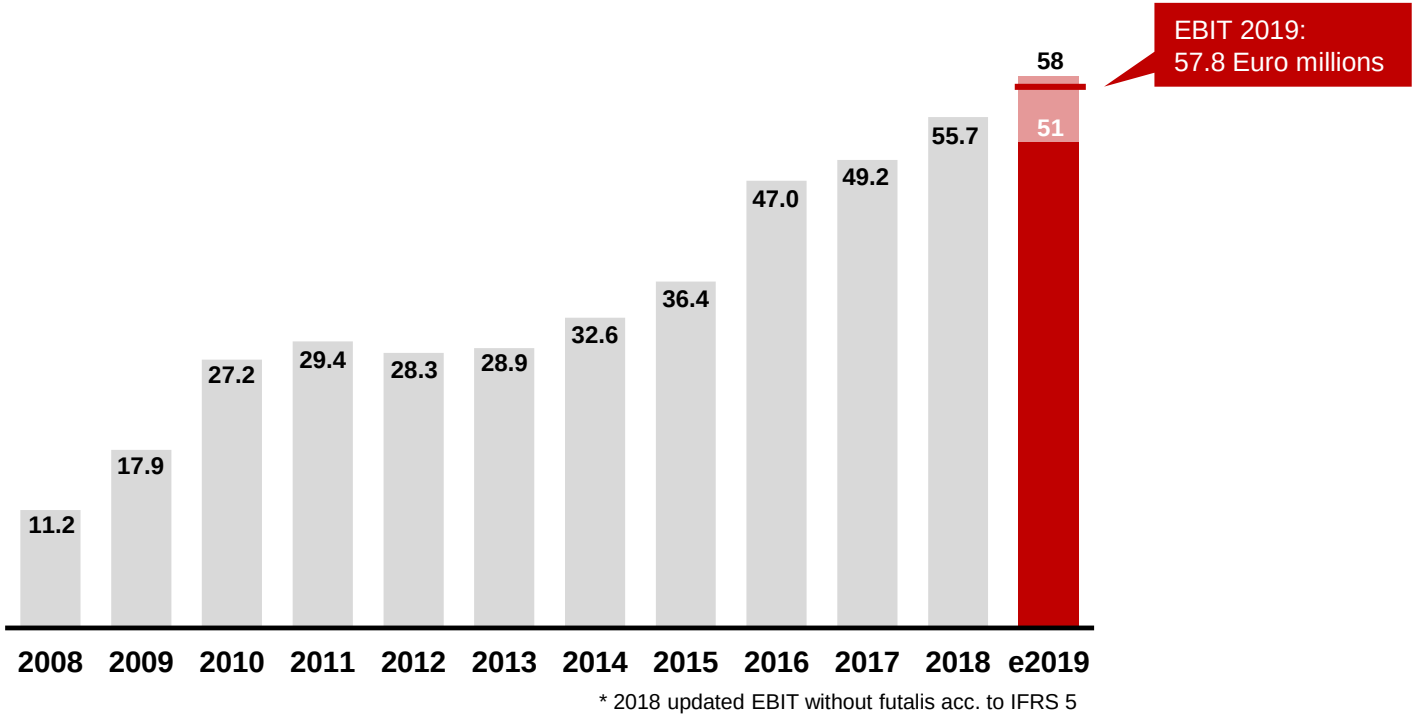
- **Retail segment contains hardware revenue only, photofinishing revenue is shown in photofinishing segment**
- **Own retail business provides an excellent window to the market**

Retail strategy

- Focus on photofinishing products in CEWE-retail shops
- Adjustments in hardware pricing and product range to improve margins

EBIT Development

in Euro millions

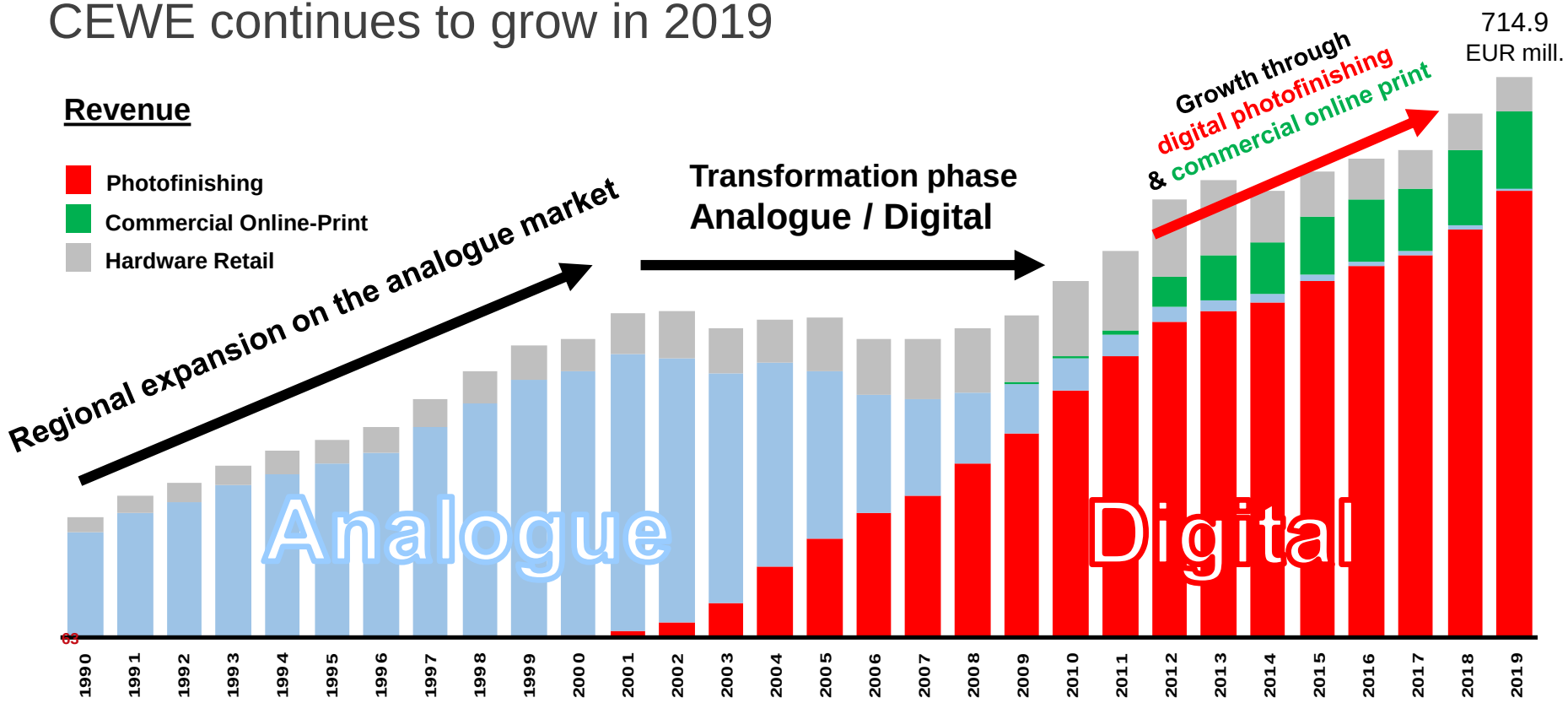


* 2018 updated EBIT without futalis acc. to IFRS 5

CEWE growth phases

CEWE continues to grow in 2019

CONCEPTUAL



Pre-Corona perspective 2020

Pre-Corona perspective 2020		PY 2019	Perspective 2020 w/o Corona
Photos [1]	billion photos	2.40	2.4 to 2.5
CEWE PHOTO BOOK	millions	6.62	6.7 to 6.9
Investments [2]	Euro millions	39.3	57
Revenue	**Euro millions**	**714.9**	**725 to 755**
EBIT	**Euro millions**	**57.8**	**58 to 64**
EBT [3]	Euro millions	54.3	56.5 to 62.5
Earnings after tax [4]	Euro millions	31.8	38 to 43
Earnings per share	Euro	4.41	5.34 to 5.90

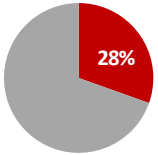
Rounding differences might occur.

1 The number of photos is the sum of the images with which CEWE photo products were designed and refers to all images that are used in value-added products (e.g. CEWE PHOTOBOOK, CEWE CARDS, CEWE CALENDAR, CEWE WALL PICTURES and other photo gifts)
2 Operational investments without possible investments in expanding the business volume (such as company acquisitions or customer base acquisitions) and without IFRS 16 leasing additions
3 Without subsequent valuations of equity instruments
4 Based on the normalized group tax rate of the previous year

- **CEWE is currently not in a position to reliably forecast what impact the coronavirus will have on the business in the coming few months**
- **The board sees the challenges and has handled them well: CEWE is stable and very soundly positioned**

CEWE Equity Story

Shareholders taking decisions



28% of shares are represented in management and supervisory board

Growth ahead

Natural consolidator in Photofinishing

WHITE WALL

CHEERZ

Growth opportunities in many European countries (Ex-DACH)

Mobile & AI will support business

Emerging Business: Commercial Online-Print

cewe-print.de – Ihr Online Druckpartner

viaprinto

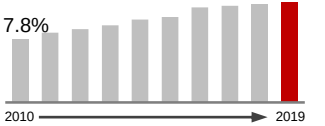
SAXOPRINT

LASERLINE

Growing profit

Increasing profitability

Operational Photofinishing EBIT margin



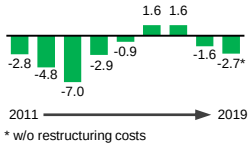
Strong brand awareness protects price

57% unaided brand awareness
75% aided brand awareness

(in Germany, Source Nielsen Panel 2018)

Commercial Online-Print started to support EBIT

EBIT Commercial Online-Print



* w/o restructuring costs

Reliable stability

Strong equity ratio

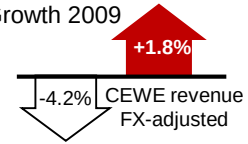
53.6%
Dec 31, 2019
(w/o IFRS 16)

Solid cash position

net cash
@ year end

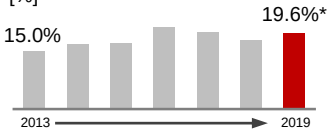
Stable also in weak economy

Growth 2009



Strong ROCE

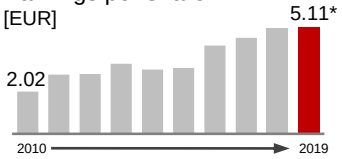
ROCE
[%]



* w/o IFRS 16 and restructuring costs

EPS

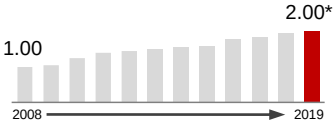
Earnings per share
[EUR]



* w/o restructuring costs

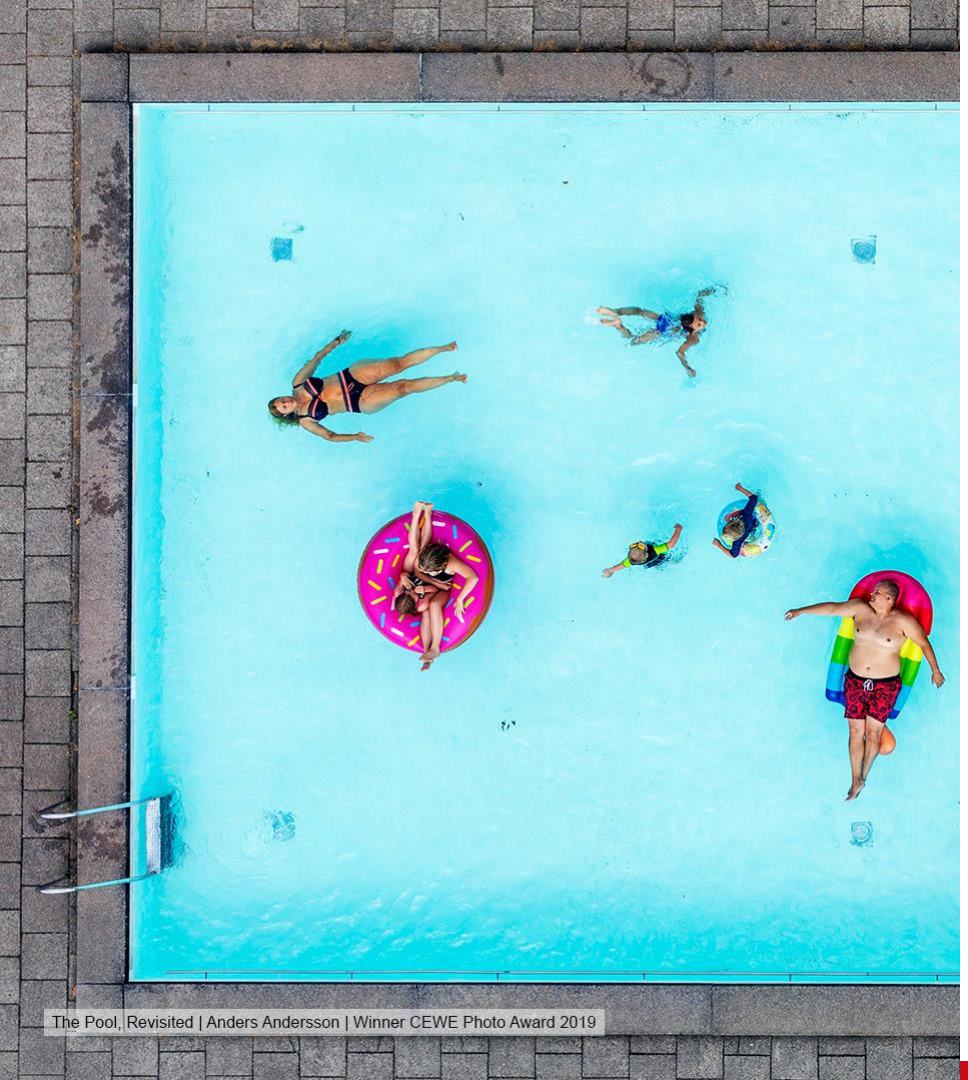
Reliable Dividend

Dividend per share
[EUR]



* recommendation of supervisory board and board of management to AGM 2020

» **Reliable stability, growing profitability, growth ahead**



The Pool, Revisited | Anders Andersson | Winner CEWE Photo Award 2019

Agenda

In a nutshell

Corporate Development

Sustainability

Annual results 2019

Results Q1 2020

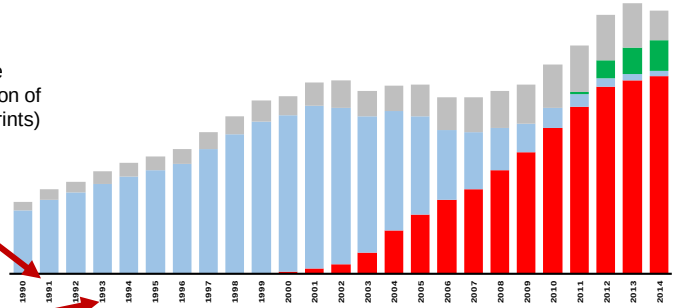
Share

Corporate development: Early innovations as key success factor

CEWE introduces the „Photo-CD“ (digitization of analogue films and prints)

CEWE invents the „Photo Index“ as first digitally produced picture

Revenue development 1990 to 2014



Hardware Retail

Commercial Online-Print

Photofinishing

CEWE installs first photo terminal worldwide

First online webshop for photo products by CEWE

CEWE starts M&A discussions in business printing

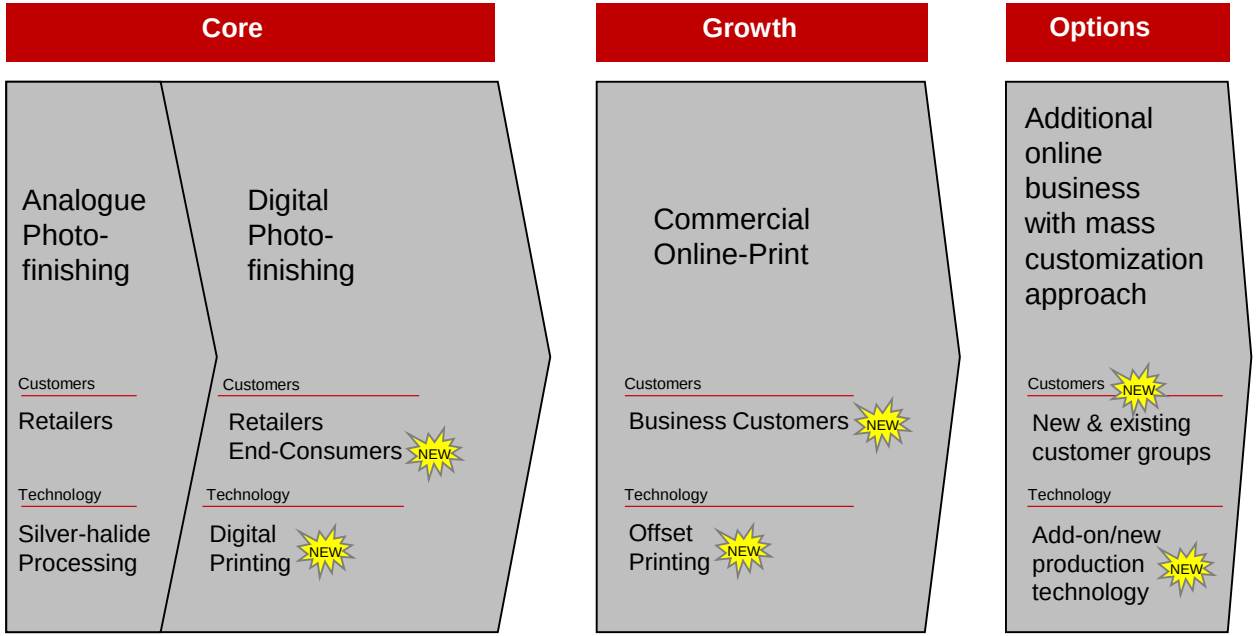
Add-on of competencies: web-based digital printing for professionals

CEWE introduces Viaprinto

CEWE acquires Saxoprint and introduces CEWE-PRINT

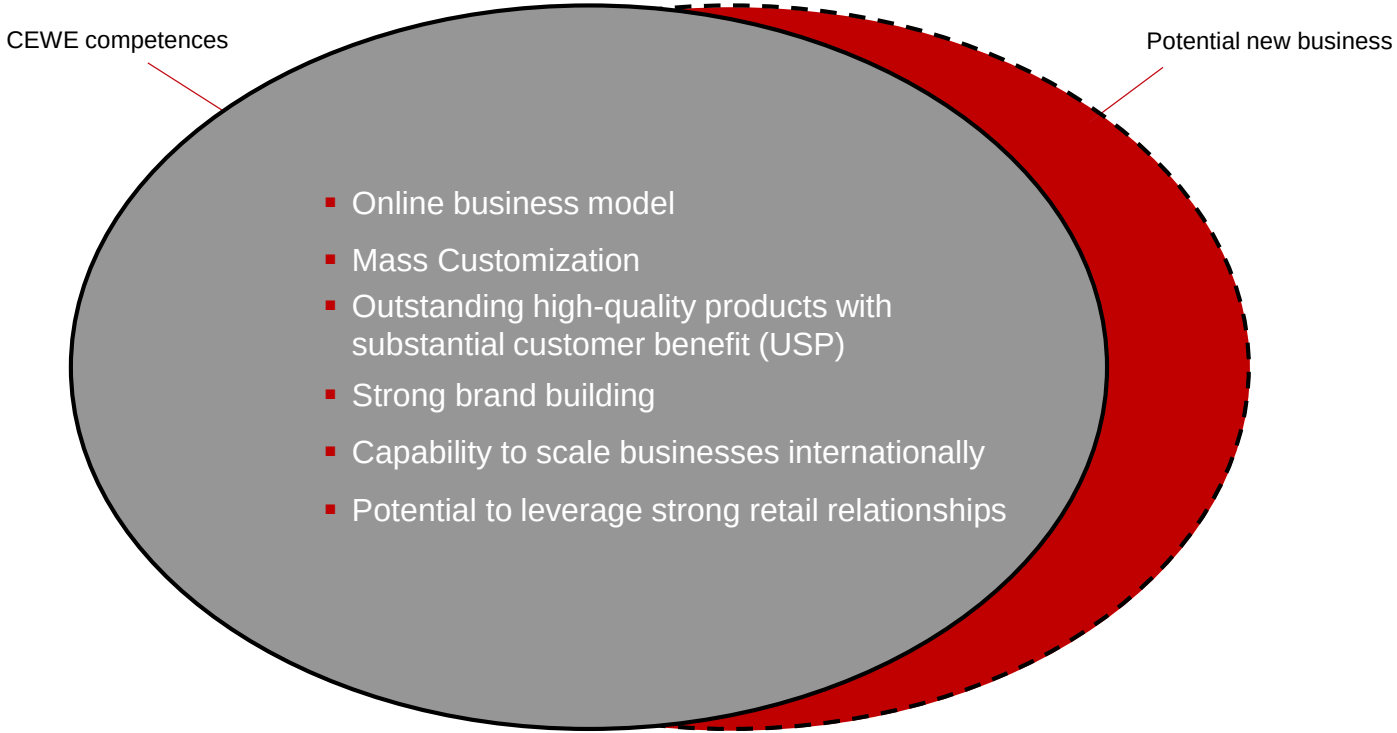
» **Each growth area needs patience … and long-term perspective**

Corporate development: Expanding in adjacent growth areas



- **In order to avoid cannibalization, CEWE is targeting adjacent growth (in addition to continuous innovation of the core business)**
- **Even in core business: Continuous innovation**

Start-up screening logic: In search of adjacent growth



» **Start-up characteristics: CEWE‘s well-known areas of expertise, but also new ground in adjacent areas**

Earn Your Turns | Christoph Oberschneider | Winner CEWE Photo Award 2019

Agenda

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Rating by sustainability intelligence

Principles of our sustainable actions

1. Corporate responsibility
2. Future economic viability
3. Protection of resources and the environment
4. Responsibility for employees
5. Social commitment

» **CEWE assumes responsibility**

"Dialogues with our employees and stakeholders are firmly anchored in our sustainability strategy."

- Dialogues with stakeholders for a materiality analysis
- Compliance with regulations, norms and laws (orientation towards the "honourable businessman")
- Partnerships and memberships in important institutions and associations

► **CEWE's approach is based on long-term business success**

❷ Future economic viability: sustainable financial management

Financial management ensures that operational functions are free of financial constraints

- Added value from operative business and not from financial fine-tuning
- Securing the long-term success of the Group
- Financial resources provide considerable scope for decision-making
- Decisions solely on the base of operative and strategic benefit

"CEWE thinks decades"

Long-term security & strategic freedom

Strong balance: high capital ratio

- Not dependent on the current financial market situation
- Stability: no reduction in the capital ratio in order to increase returns

Sound debt financing: considerable proportion of long-term lines

- Trustworthy, long-term banking relationships
- Healthy mix of long-term and short-term loan periods
- Sufficient amount of unused credit facilities

❷ Future economic viability: sustainable financial management

Investments

Don't be afraid of investments, but have a sense of proportion and sound judgement

Ensuring major investments with investment calculations

- Subsequently checking and assessing major investments
- Financial margins permit the exploitation of special offers for long-term advantages
- No speculative investment of available liquid resources

Cost-awareness

Cost-awareness typical for medium-sized companies at CEWE

- Exploiting internal competences/resources
- Check of various alternatives

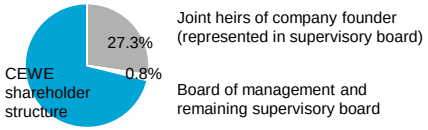
Investor relations

Investors with long-term perspectives are addressed

- Active communication of long-term perspectives to investors
- Targeted contacts to investors with a long-term focus

❷ Future economic viability: Advantages of family-run, stock-exchange listed companies

	Advantages	Situation at CEWE
Family enterprise	+ Less short-term quarterly mindset obliges	✓ Large-scale investment in digital technology in order to secure the future of the company
	+ Focus on a few core areas ...	✓ Photofinishing as the core area of business; new area with positive synergies
	+ ... in which the management is an expert	✓ Anchor persons in the management have shaped the development of the industry for many years
	+ No principal-agent problems	✓ Board of Management and Supervisory Board with large share ownership
	+ mainly organic growth, only minor acquisitions	✓ Only "digestible" acquisitions
	+ Sound financing	✓ Sound equity ratio Comprehensive available credit lines
Stock-exchange listed company	+ Transparent information policy	✓ Comprehensive IR activities
	+ Focus on earnings	✓ Profit in each year of transformation



» **CEWE combines the advantages of stock-exchange listed companies and family enterprises**

❸ Protecting resources and the environment

"Our initiatives all have one goal: sustainable CO_2 reductions."

- Save energy
- Conserve resources
- Recycling
- Ecological product optimisations
- Cooperation with nature conservation associations (e.g. NABU, WWF)

» **Environmental protection is an ongoing process at CEWE**

❹ Responsibility for employees

"Our focus is on our employees and their families."

- Combining a career and a family (CEWElino)
- Diversity and equal opportunities
- Vocational and in-service training
- Employee-shareholder
- Safety at work and health protection
- Employee participation and satisfaction

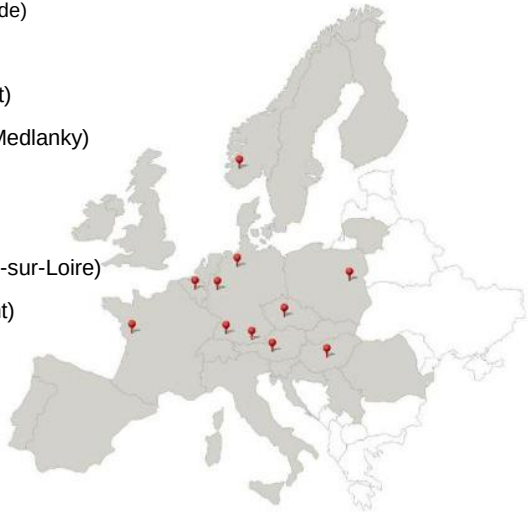
» CEWE has been distinguished for its family friendliness

❺ Social commitment

"Acting responsibly on behalf of society and social commitment are part of our self-conception."

11 cooperations with SOS KINDERDÖRFER

- Germany (Düsseldorf, Schwarzwald, Ammersee, Worpswede)
- Poland (Siedlce)
- Hungary (Budapest)
- Czech Republic (Medlanky)
- Norway (Berge)
- Austria (Moosburg)
- France (Saint-Luce-sur-Loire)
- Belgium (Cantevent)



- Promotion of young talent
- Social commitment at all the CEWE locations
- Support for staff members working in an honorary capacity
- Cooperation with SOS children's villages all over the world
- Retaining the cultural asset of photography

» CEWE is firmly rooted in its social environment

Reisterrassen | Ute Matern | Winner CEWE Photo Award 2019

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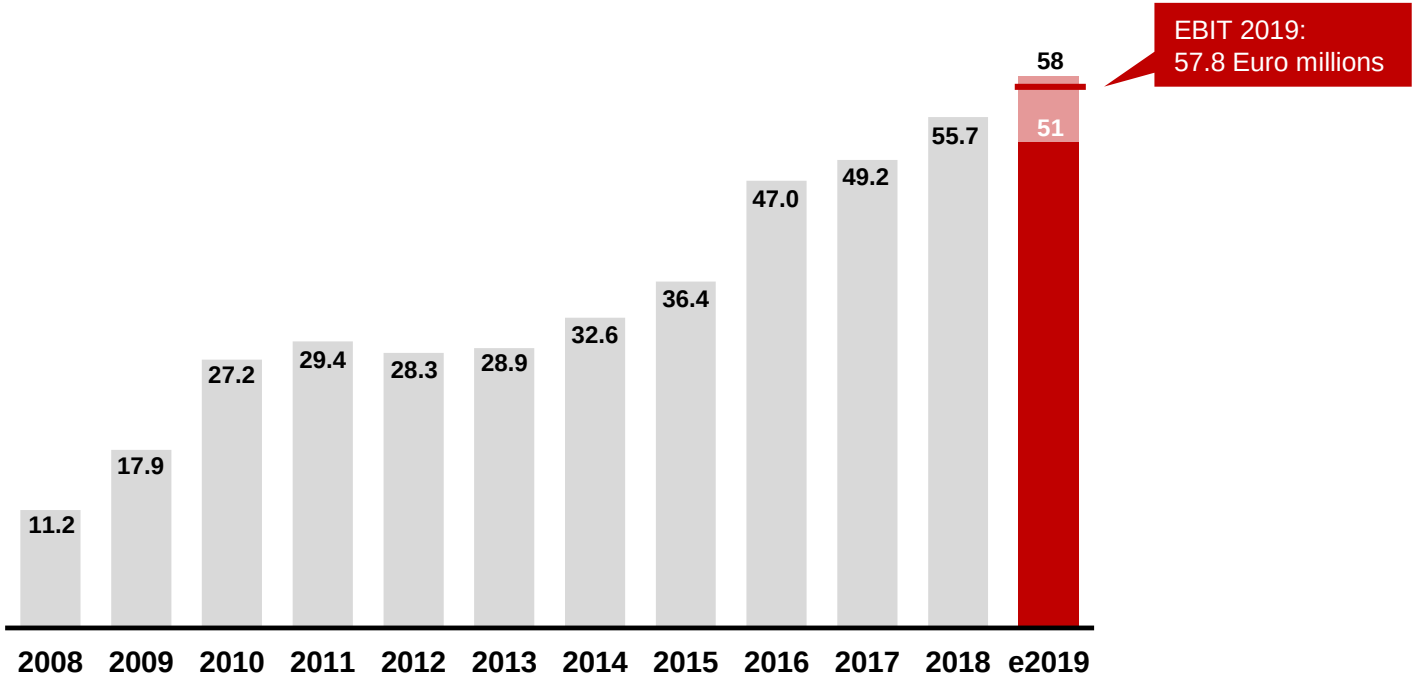
Share

2019 EBIT continues the trend of increasing earnings

in Euro millions



* 2018 updated EBIT without futalis acc. to IFRS 5

CEWE Group Targets 2019 achieved

Targets		PY 2018	Target 2019	Actual 2019	
Photos	billion photos	2.23	2.22 to 2.26	2.40	✓
CEWE PHOTO BOOK	millions	6.18	6.24 to 6.31	6.62	✓
Investments*	Euro millions	49.6	around 55	39.3	✓
Revenue	**Euro millions**	**649.9**	**675 to 710**	**714.9**	✓
EBIT	**Euro millions**	**55.7**	**51 to 58**	**57.8**	✓
EBT	Euro millions	55.3	50.5 to 57.5	54.3	✓
Earnings after tax Adjusted earnings after tax**	Euro millions	36.3	35 to 39	31.8 36.8	✓
Earnings per share Adjusted EPS**	Euro	5.06	4.74 to 5.40	4.41 5.11	✓

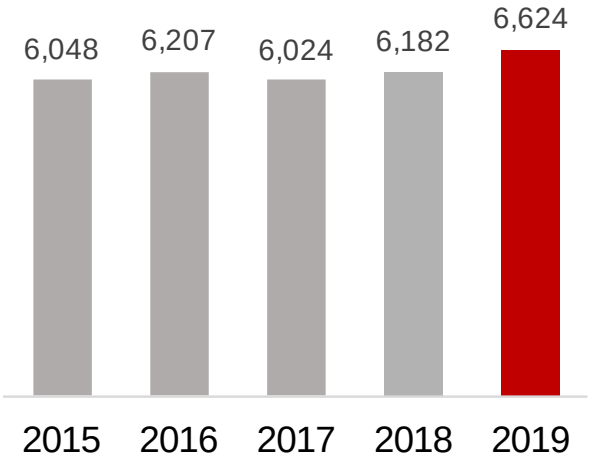
Rounding differences might occur.

* Operative investments without potential investments in expanding the business volume, corporate acquisitions, additional customer-base acquisitions and IFRS 16 leasing additions
** Adjusted by Euro 5.0 million in restructuring costs at LASERLINE, which are not tax-reducing due to the also operationally negative LASERLINE result

CEWE PHOTOBOOK

Number of CEWE PHOTOBOOKS
in thousands

+7.2%
Target 2019:
+1% to +2%



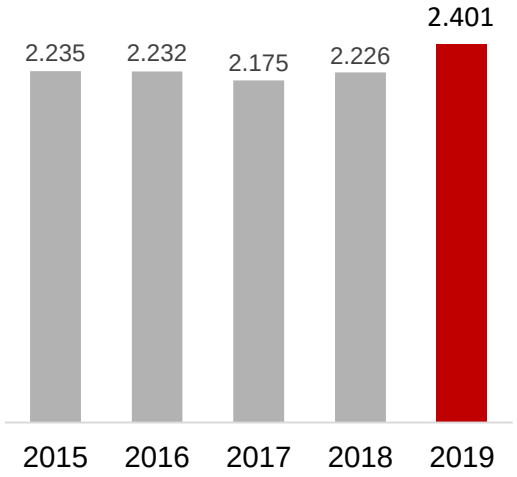
Rounding differences may occur.

» **CEWE PHOTOBOOK with significant growth – more than expected**

Number of prints and turnover Photofinishing

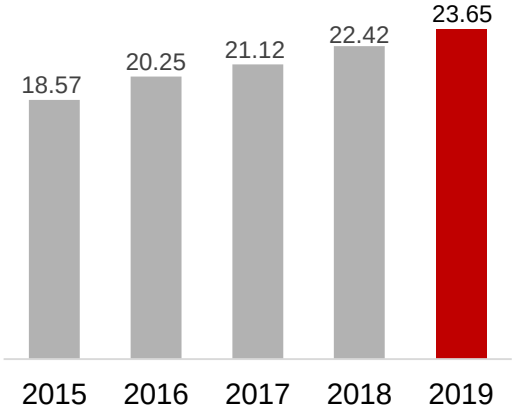
Total prints
in millions

+7.9%
Target 2019:
+0% to +2%



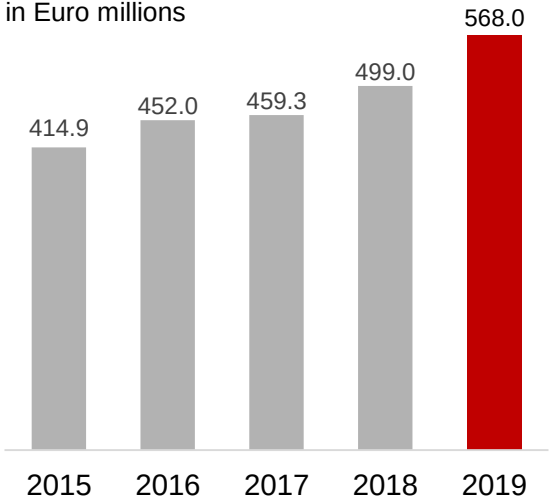
Value per photo
in Euro cent / photo

+5.5%



Turnover Photofinishing
in Euro millions

+13.8%

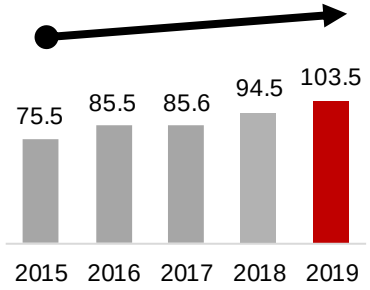


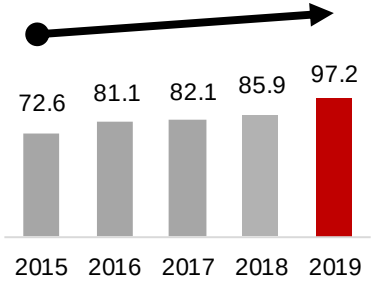
Rounding differences may occur.

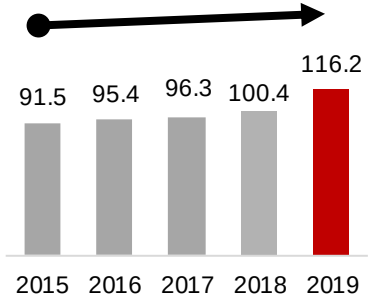
- **Volume development exceeds expected Volume**
- **Rising share of value-added-products increases turnover per photo**
- **WhiteWall supports increase of turnover per photo**

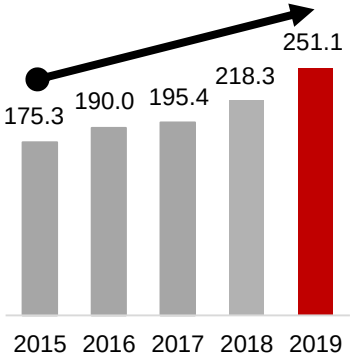
Photofinishing-Turnover by Quarter

Seasonal distribution: CEWE 2015 to 2019 – Share in turnover by quarter as a million









Turnover target 2019
520 to 555 m€*

2019 Actual
568.0 m€ ✓

Q1 Target
97.1 to 104.0 Euro mill.

Q1 Actual
103.5 Euro mill. ✓

Q2 Target
88.4 to 94.3 Euro mill.

Q2 Actual
97.2 Euro mill. ✓

Q3 Target
101.4 to 108.2 Euro mill.

Q3 Actual
116.2 Euro mill. ✓

Q4 Target
233.1 to 248.5 Euro mill.

Q4 Actual
251.1 Euro mill. ✓

** planned group turnover w/o target turnover of segments retail, commercial online-print and other. Rounding differences may occur.*

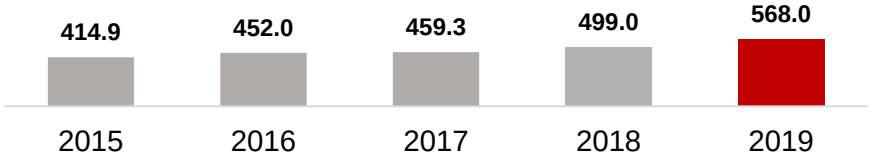
» **Turnover in Photofinishing exceeds target**

Business segment Photofinishing

in Euro millions

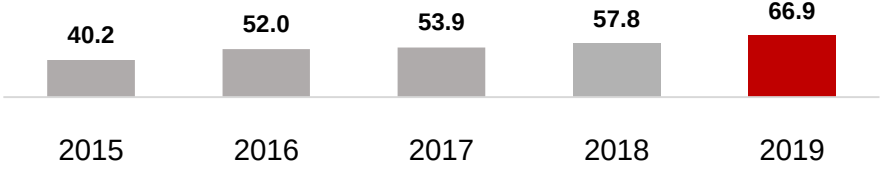
Turnover

+13.8%



EBIT

+15.7%



- Photofinishing grew by a strong 13.8% in 2019, the acquired wall art specialist WhiteWall was contributing to this growth
- 2019 started with another stronger first quarter, followed by a second quarter with the weather "more order-friendly" to result in renewed growth, contrary to the trend of seasonal shifting in previous years. The third and fourth quarters also maintained this development, with growth in core business and with acquisitions.

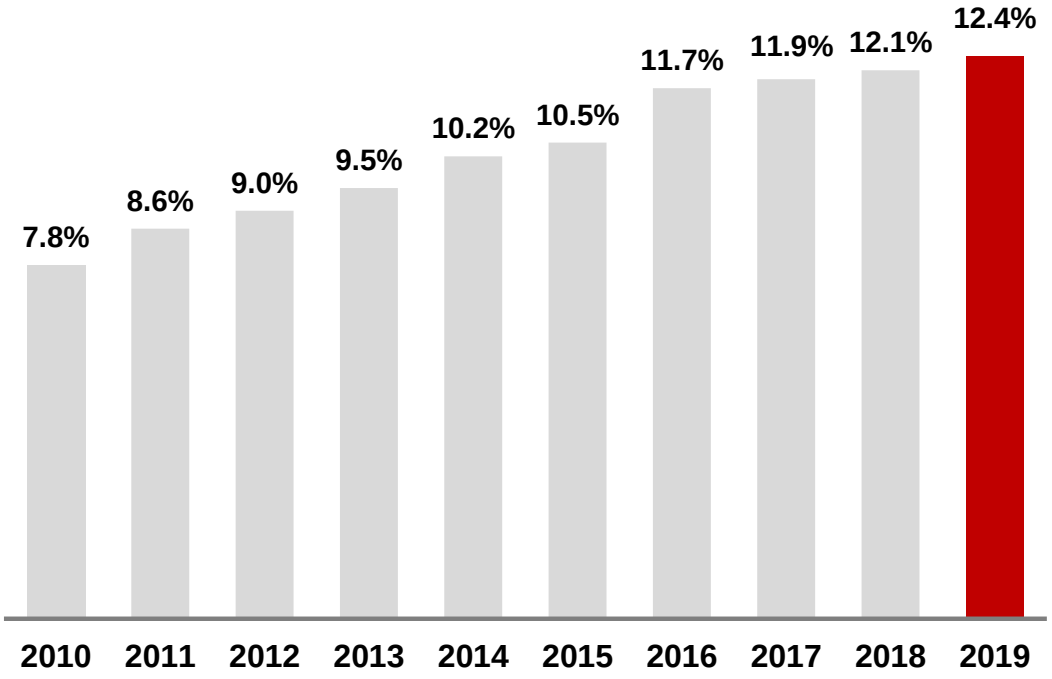
- Photofinishing EBIT grew by a strong 9.1 million euros in 2019
- 2019 special effects: -3.6 million euros
  - PPA effects from DeinDesign purchase price allocation: -0.4 million euros
  - PPA effects from Cheerz purchase price allocation: -1.9 million euros
  - PPA effects from WhiteWall purchase price allocation: -1.2 million euros
- Special effects in the previous year of 2018: -2.3 million euros
  - PPA effects from DeinDesign purchase price allocation: -0.4 million euros
  - PPA effects from Cheerz purchase price allocation: -1.8 million euros
  - Sale of former operation in Nuremberg: 1.2 million euros
  - photokina trade-show presentation one-off costs: -1.3 million euros

» **Photofinishing grows in core business, with acquisitions also driving the increase in sales**

» **EBIT increases again**

Rounding differences may occur.

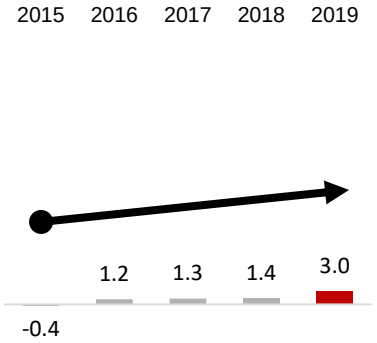
Operational Photofinishing EBIT margin* continues to increase

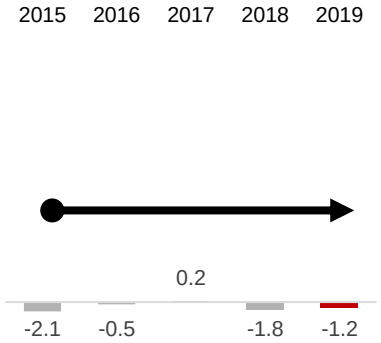


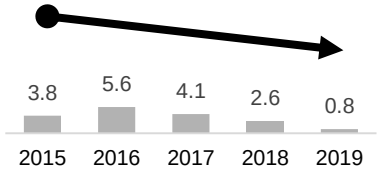
* without special items shown in segment reporting (mainly PPA-effects)

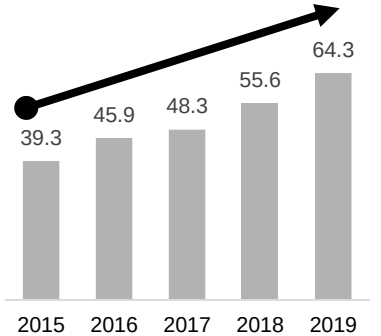
Photofinishing-EBIT by Quarter

Seasonal distribution: CEWE 2015 to 2019 – EBIT by quarter in Euro million









EBIT target 2019 Photofinishing
50.5 to 57.5 Euro mill.*

Q1 Target
+2.3 to +2.6 Euro mill.

Q2 Target
- 1.8 to -2.0 Euro mill.

Q3 Target
+ 1.0 to +1.2 Euro mill.

Q4 Target
+ 49.0 to +55.7 Euro mill.

2019 Actual
+63.7 Euro mill. ✓

Q1 Actual
+3.0 Euro mill. ✓

Q2 Actual
-1.2 Euro mill. ✓

Q3 Actual
+0.8 Euro mill. ✓

Q4 Actual
+64.3 Euro mill. ✓

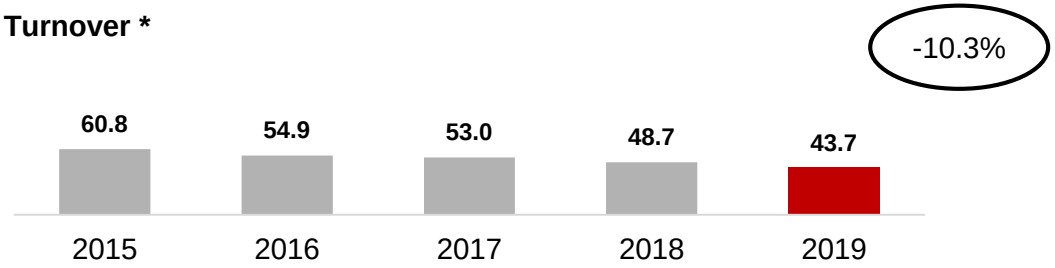
** 51.0-58.0 Euro mill. group EBIT-target less planned retail, online printing and from segment Others. Rounding differences may occur.*

» **EBIT in Photofinishing exceeds target**

Business segment Retail*

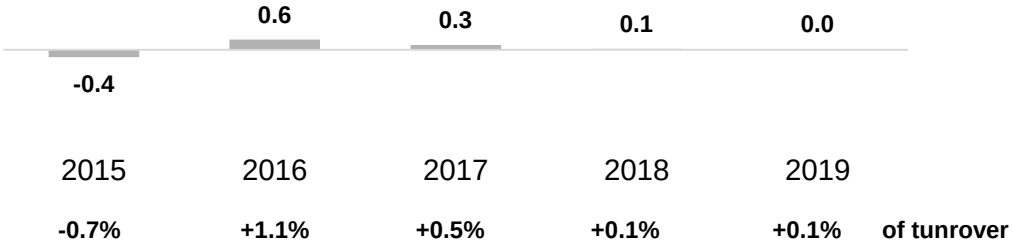
in Euro millions

Turnover *



- Retail hardware sales further reduced strategically (through focussing on photofinishing business and abandoning low-margin hardware business)

EBIT *



- In spite of a decline in turnover, the focus on margins sees earnings, at TEUR 35, at exactly the same level as in the previous year (2018: TEUR 55)

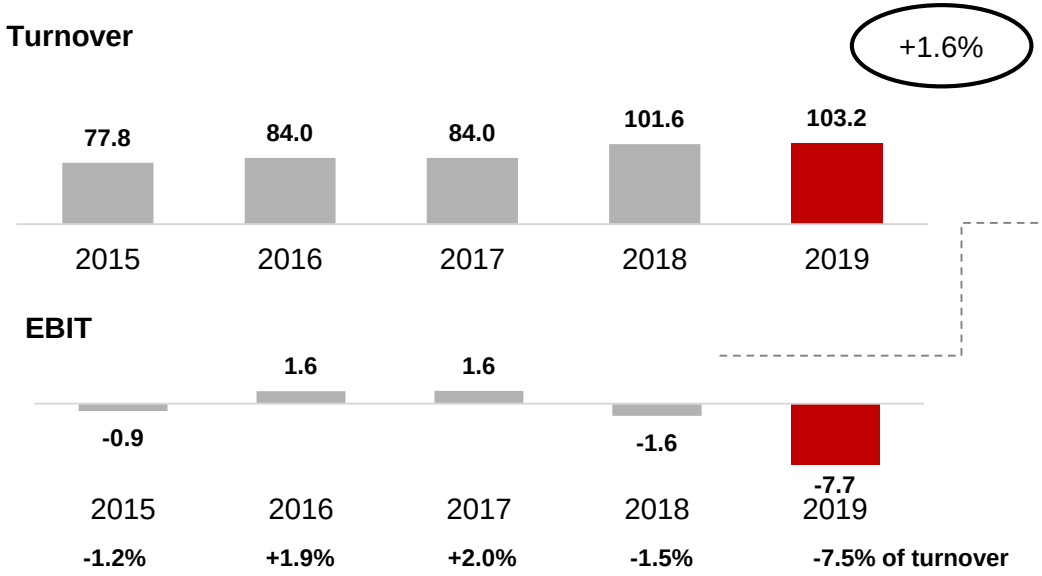
** only hardware, no photofinishing*
Rounding differences may occur.

» **Hardware turnover reduced in line with strategy in 2019 as well**

» **EBIT at the same positive level as in the previous year in spite of a decline in turnover**

Business segment Commercial Online-Print

in Euro millions



- Commercial online printing increased by 1.6% in 2019. At the same time, weak LASERLINE sales, mainly as a result of price pressure, put a damper on growth.

- EBIT decreases significantly, mainly due to the LASERLINE situation (negative operative EBIT and restructuring costs of -5.0 million euros)
- 2019 special effects: -5.6 million euros
  - PPA effects from Saxoprint purchase price allocation: -0.2 million euros
  - PPA effects from Laserline purchase price allocation: -0.3 million euros
  - LASERLINE restructuring provisions: -5.0 million euros
- Special effects in the previous year of 2018: -1.9 million euros
  - PPA effects from Saxoprint purchase price allocation: -0.6 million euros
  - PPA effects from Laserline purchase price allocation: -0.4 million euros
  - Laserline integration costs: -0.9 million euros

Rounding differences may occur.

» COP turnover increased moderately in 2019

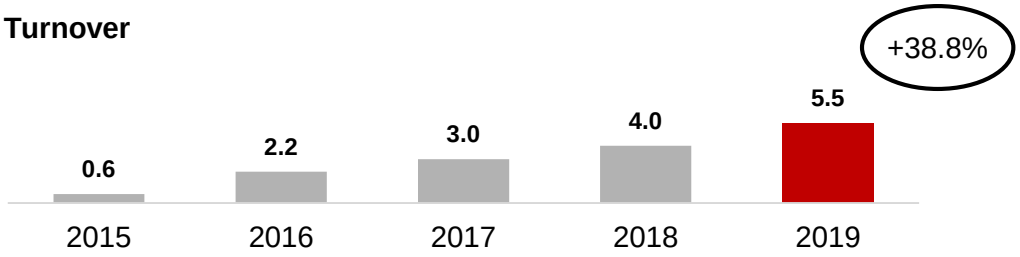
» LASERLINE situation results in a significant decline in profits

Business Segment Other

in Euro millions

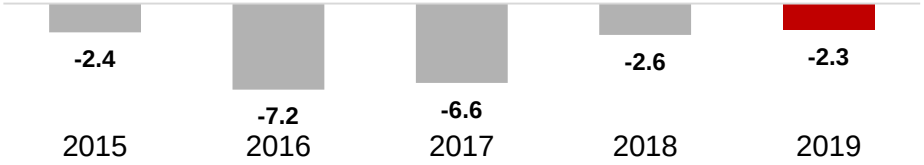
Structural and corporate costs and profits arising from real estate property and the acquisition of stocks are shown in the "other" business segment.

Turnover



- The 5.5 million euros in reported turnover is to be exclusively allocated to futalis (2018: 4.0 million euros)

EBIT



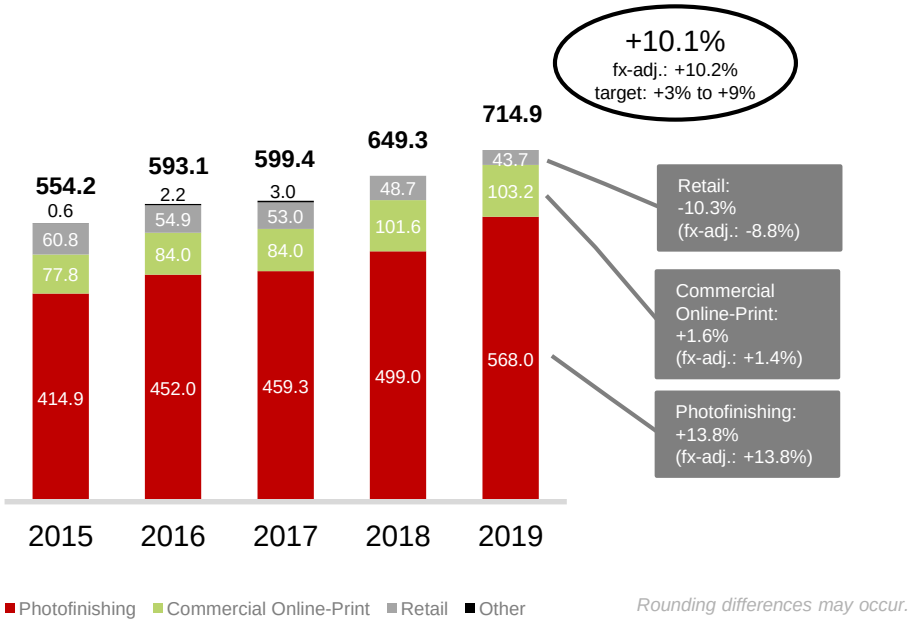
- EBIT above all improved by futalis

Rounding differences may occur.

» **Segment for other business raises turnover and improves earnings**

Turnover

in Euro millions

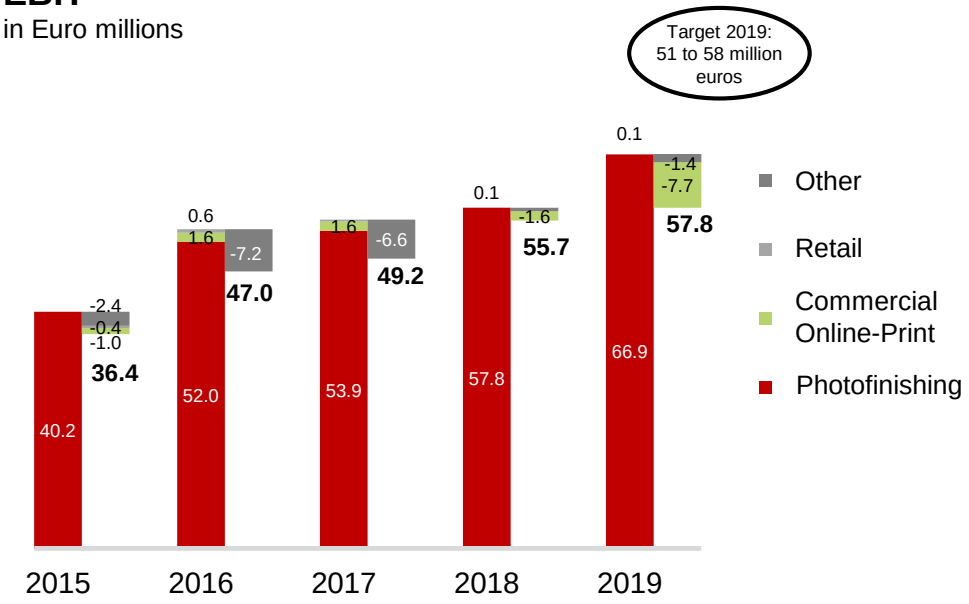


Rounding differences may occur.

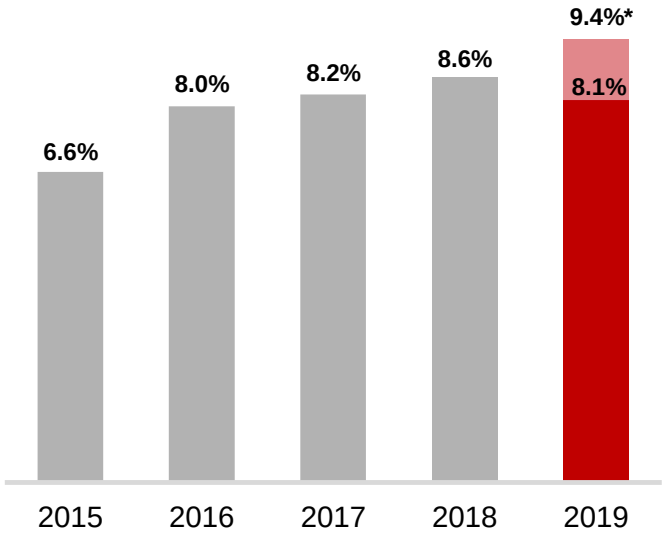
» **Photofinishing accounts for the rise in Group turnover**

EBIT

EBIT
in Euro millions



EBIT-Margin
in %



** before one-off effects resulting from purchase price allocations (-1.2 million euros) and LASERLINE restructuring costs (-5.0 million euros)*

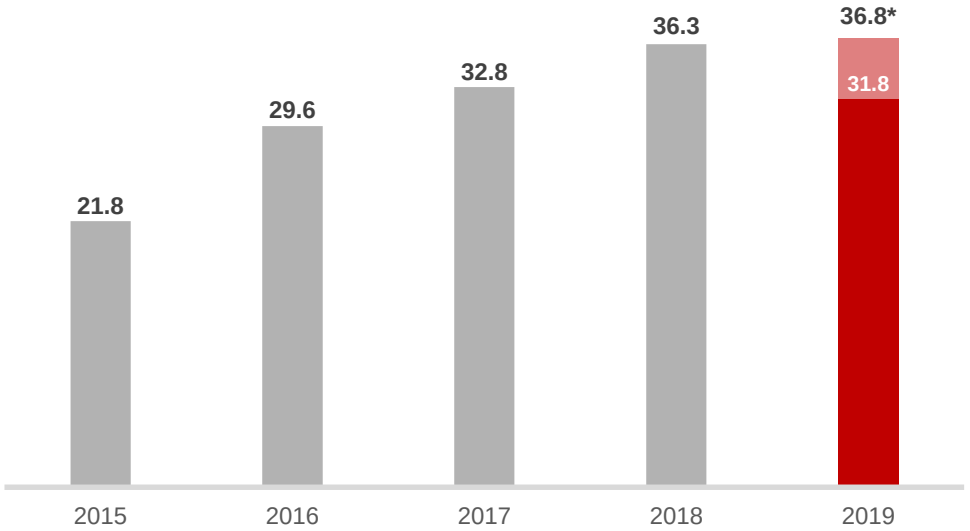
Rounding differences may occur.

» **EBIT target corridor for 2019 clearly reaches its ceiling**

» **Operative Group EBIT margin increases to 9.4%**

Earnings after tax

in Euro millions



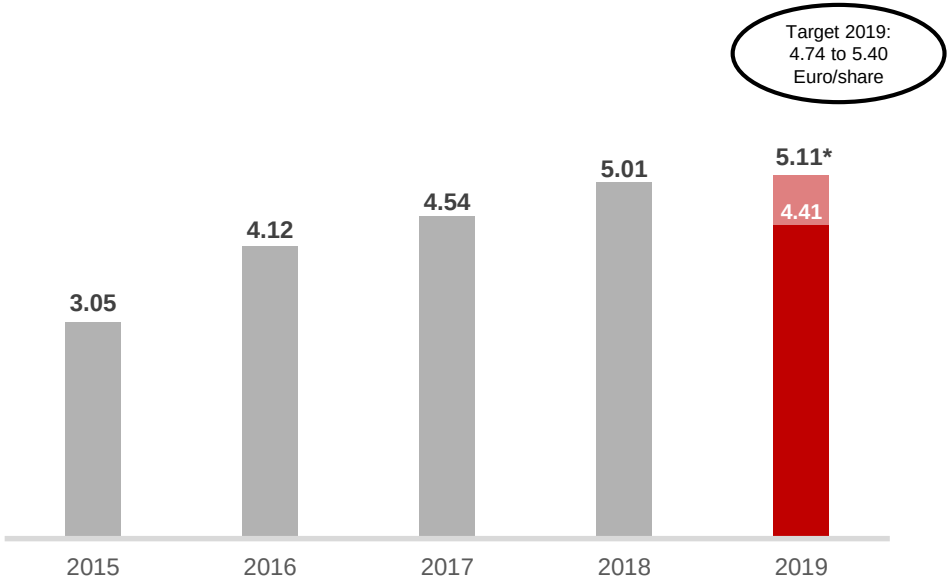
* Adjusted for LASERLINE restructuring costs

Rounding differences may occur.

» **LASERLINE restructuring sees earnings after tax decline to 31.8 million euros; when adjusted for LASERLINE restructuring costs after-tax earnings rise to 36.8 million euros**

Earnings per share

in Euro

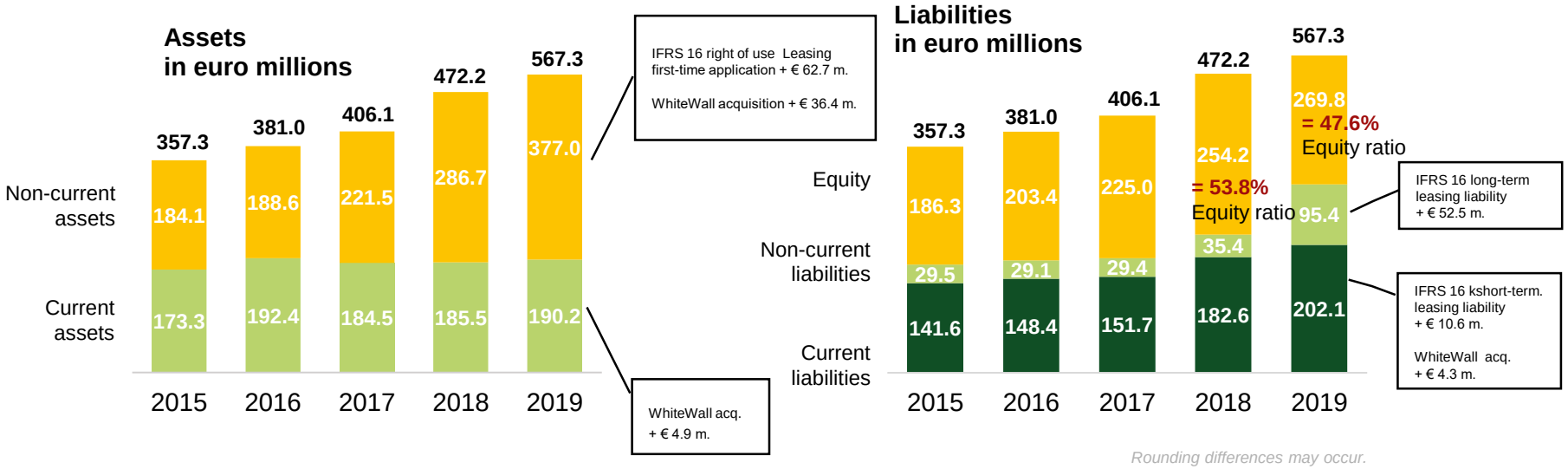


* Adjusted for LASERLINE restructuring costs

Rounding differences may occur.

» **Earnings per share fall short of the target corridor; within the target corridor when adjusted for LASERLINE restructuring costs**

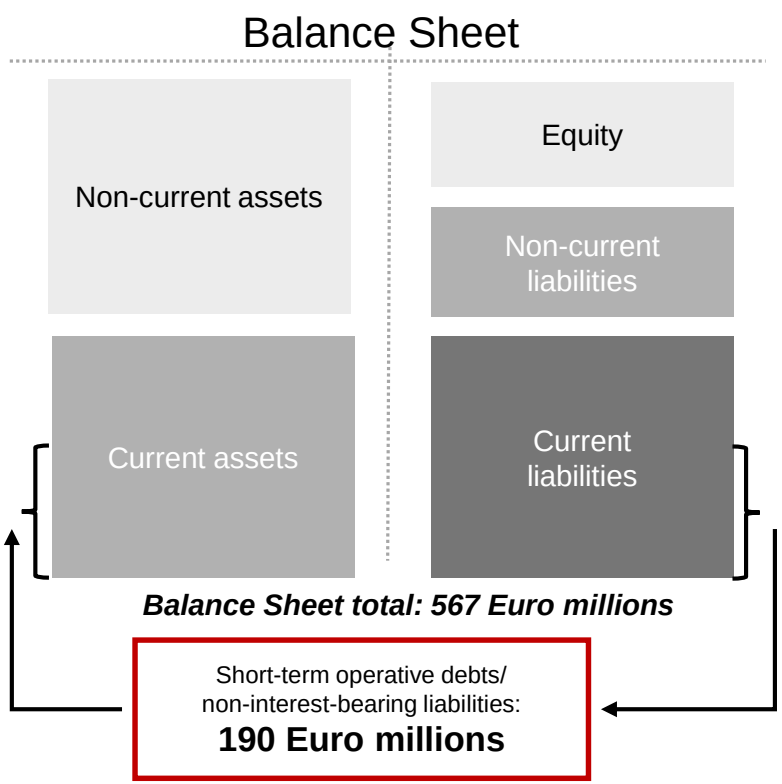
Balance Sheet

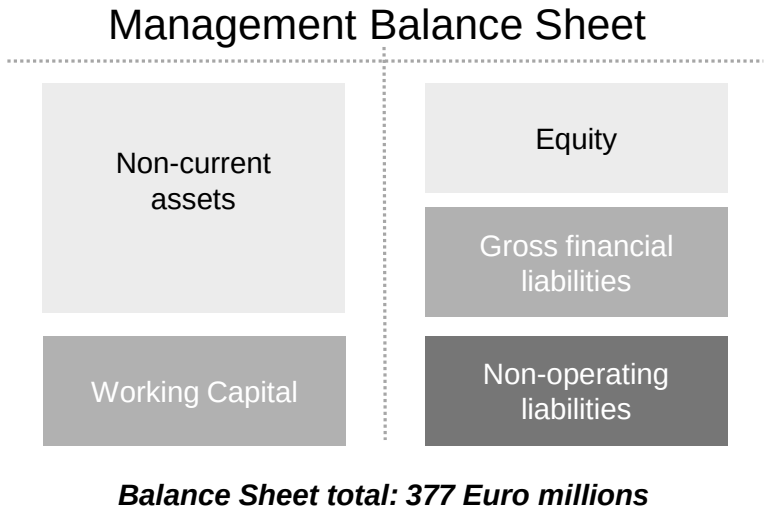


Rounding differences may occur.

- **New leasing standard and the acquisition of WhiteWall cause increase in the balance sheet total**
- **Equity ratio strong at 47.6%, w/o IFRS 16 even at 53.6%**

From Balance Sheet to Management Balance Sheet

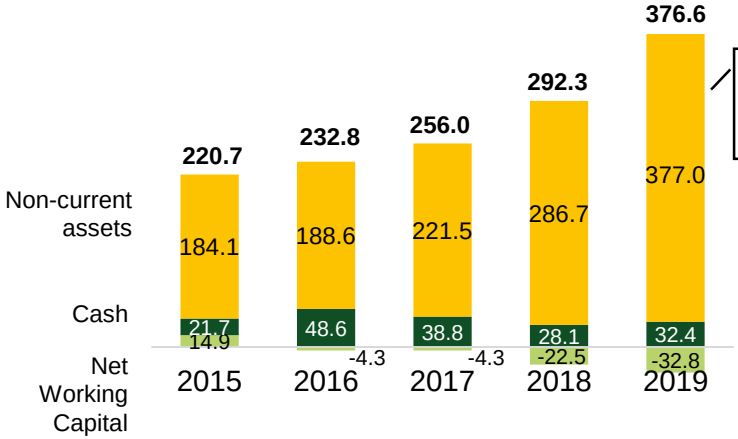




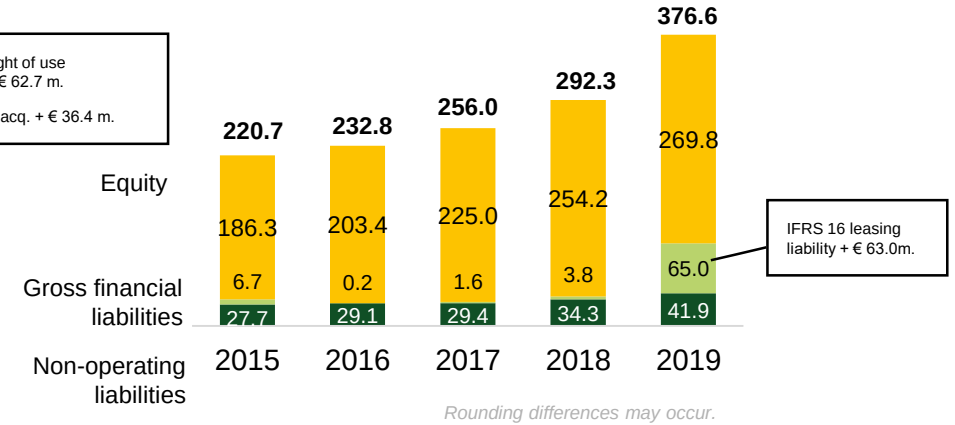
» **The Balance Sheet total is reduced to capital elements "to be paid for" (by way of dividends or interest) in the management balance sheet**

Management-Balance Sheet

Capital Employed in Mio. €



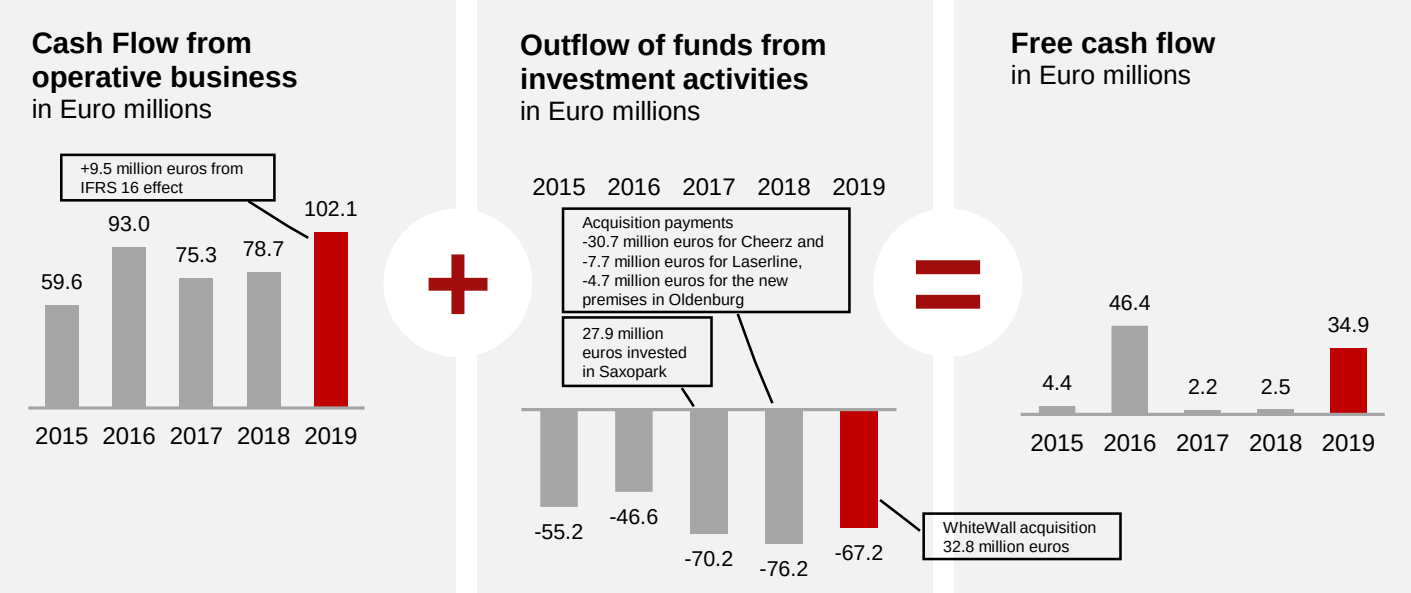
Capital Invested in Mio. €



Rounding differences may occur.

- **Non-current assets and gross financial debts increase due to IFRS 16**
- **Net working capital negative due to again higher Christmas business**

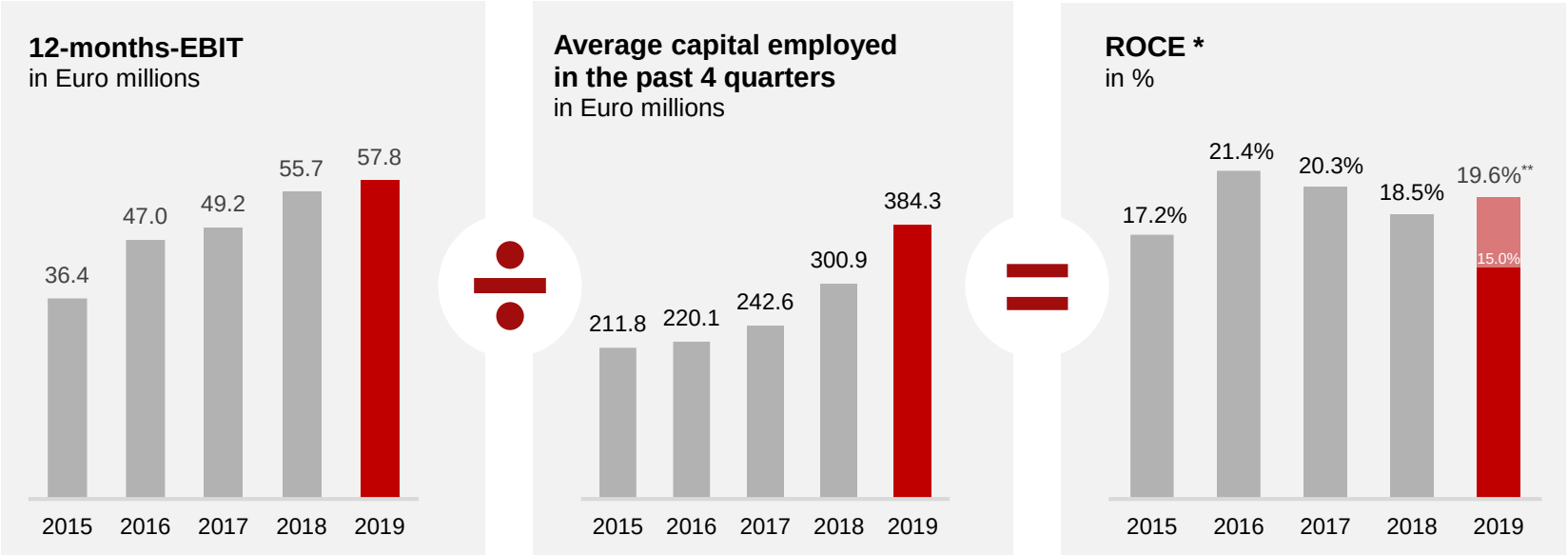
Free cash flow



Rounding differences may occur.

- **Increase in EBITDA raises cash flow from operative business**
- **Acquisitions almost double the cash flow from investment activities of earlier years**
- **Free cash flow reflects increase in cash flow from operations**

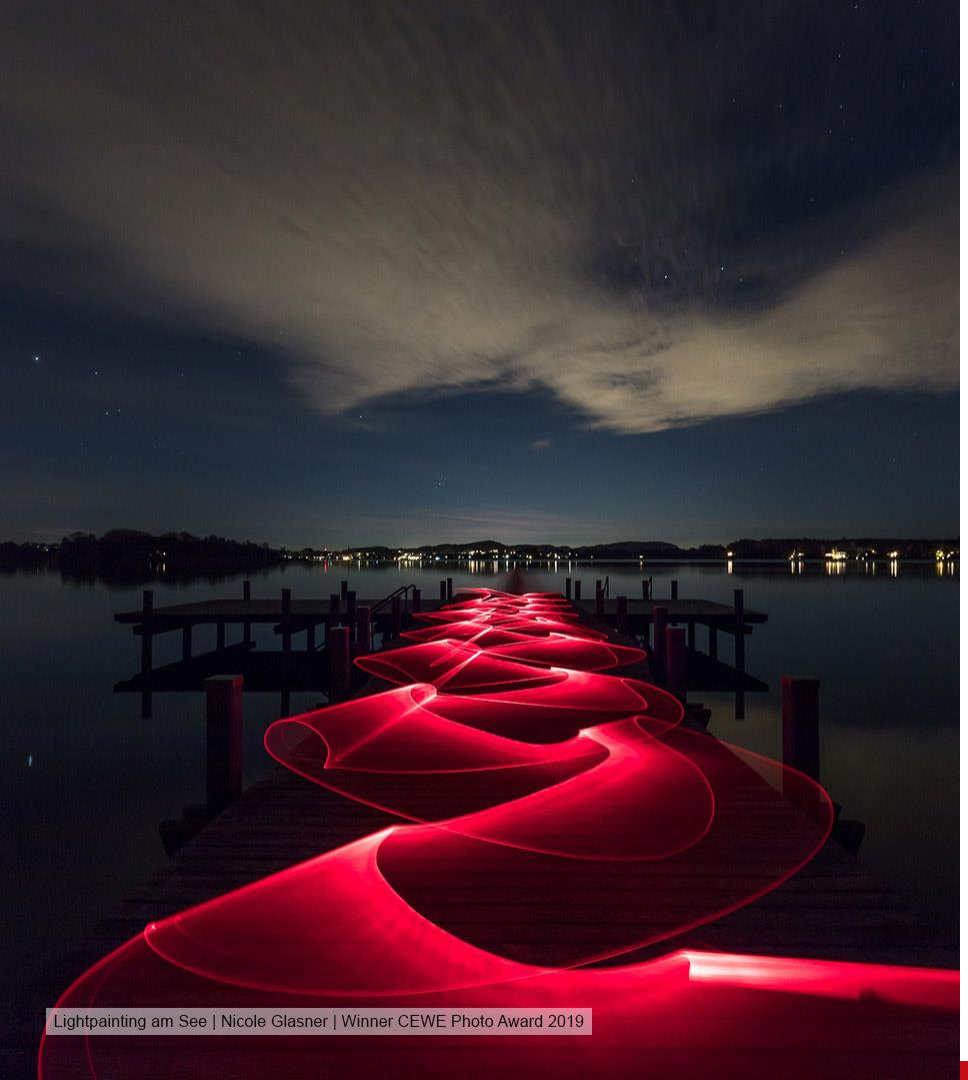
ROCE



» **Average capital employed increases to 384.3 million euros through IFRS 16 and WhiteWall acquisition**

» **Positive development of earnings sees ROCE before IFRS 16 and restructuring increasing to 19.6%**

** ROCE = EBIT / ∅ Capital Employed. Rounding differences may result*
*** Before IFRS 16 balance sheet extension and LASERLINE restructuring costs*



Lightpainting am See | Nicole Glasner | Winner CEWE Photo Award 2019

Agenda

In a nutshell

Corporate Development

Sustainability

Annual results 2019

Results Q1 2020

Share

In Q1, Corona effects visible but managed and, all in all, they counterbalance each other: Q1 results as last year

At a glance: Q1 2020

- **Turnover in Photofinishing rose by 10.8% to EUR 114.7 million**, **EBIT improved** by EUR 0.3 million **to EUR 3.3 million**. Sales of the CEWE PHOTOBOOK increased by 2.2% to 1.36 million copies. Due to corona, instant printing in the retail store is declining; online business is growing due to the onset of the “stay-at-home” effect.

- **Commercial Online-Print** is **significantly affected by the corona crisis** from mid-March, turnover at EUR 22.6 million is 10.5% below the previous year's level. Accordingly, the **EBIT** of **EUR -0.8 million** is around EUR 0.4 million weaker than in the previous year.

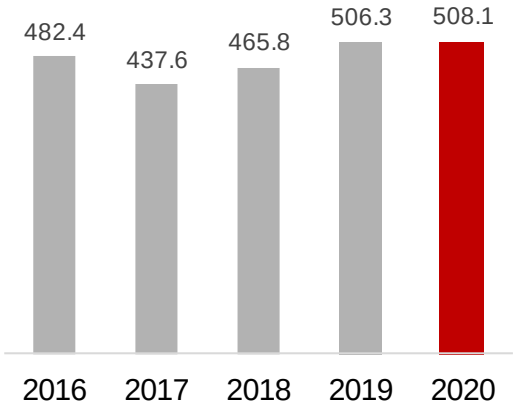
- The **corona shutdown** with store closures in March **hits (Hardware-)Retail**, **turnover** declines by 27.5% to **EUR 7.5 million**. Due to the good start in January and February, Retail ended the first quarter with an **EBIT** of **EUR -0.5 million** just EUR 0.1 million weaker than previous year.

- **Group EBIT is EUR 1.8 million** (Q1 2019: EUR 2.3 million), including an additional EUR 0.5 million burden from the purchase price allocation of WhiteWall that did not exist in the previous year.
  All in all a good first quarter.

Number of prints and turnover Photofinishing Q1

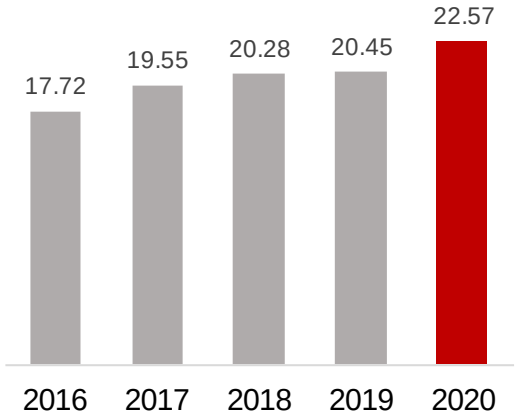
Total prints
in millions

+0.4%
Target 2020:
+2% to +4%



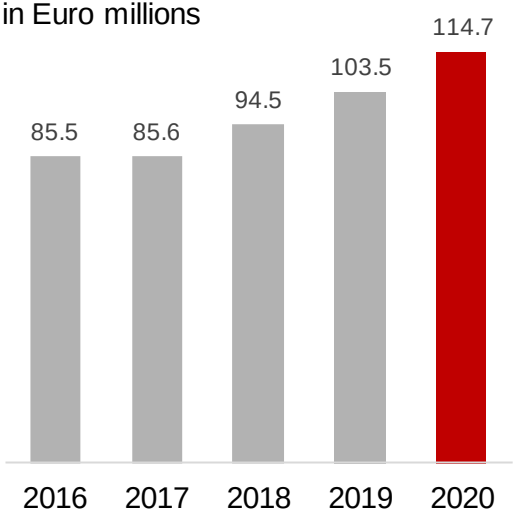
Value per photo
Turnover / photo
(Euro cent / photo)

+10.4%



Turnover Photofinishing
in Euro millions

+10.8%

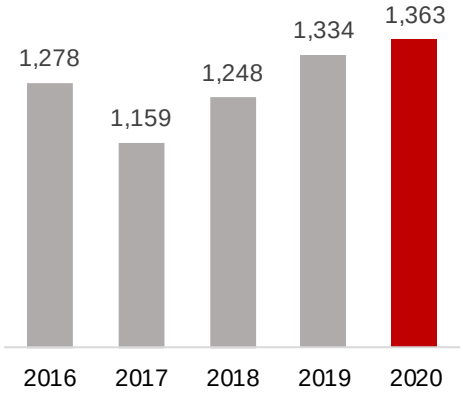


Rounding differences may occur.

- **Rising share of value-added-products increases turnover per photo**
- **WhiteWall supports increase of turnover per photo**

CEWE PHOTOBOOK with growth in Q1

Number of CEWE PHOTOBOOKS
in thousands



+2.2%
Target 2020:
+2% to +4%

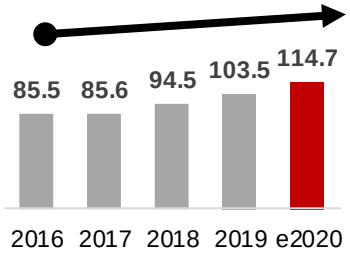
Rounding differences may occur.

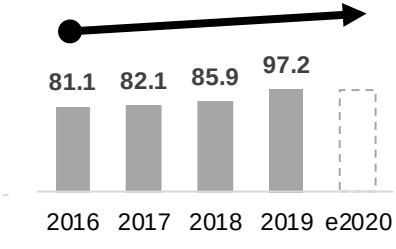
» **First, shock freezing at shutdown start mid March reduced growth in Q1**

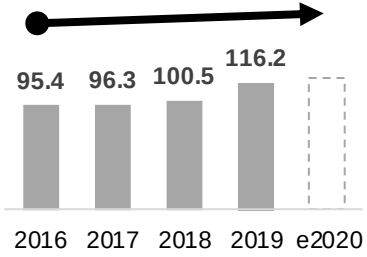
» **Then, „stay-at-home“ effect kicked in when people got self-organized with the new situation**

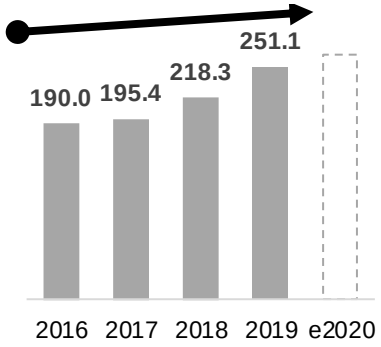
Photofinishing-Turnover by Quarter

Seasonal distribution: CEWE 2016 to 2020 – Share in turnover by quarter as a million









Rounding differences may occur.

Turnover pre-corona perspective* 2020
approx. 588 to 613 m€**

Q1 pre-corona perspective*
111.7 to 116.5 m€

Comparison against pre-corona perspective* 2020

Q1 Actual
114.7 m€ ✓

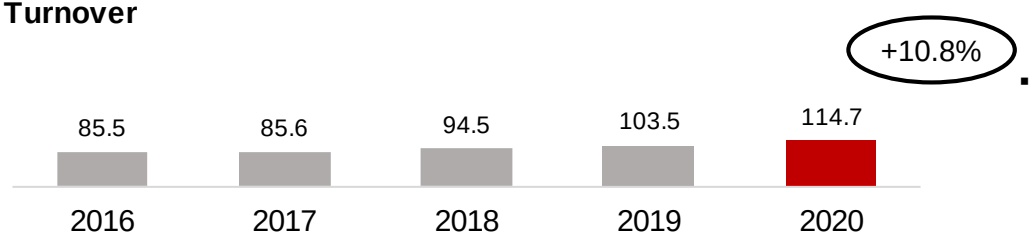
» Photofinishing turnover in Q1 is even clearly within range of pre-corona perspective* for 2020

** due to corona situation no targets can be set for 2020 so far*
*** group turnover w/o segments retail, commercial online-print and other*

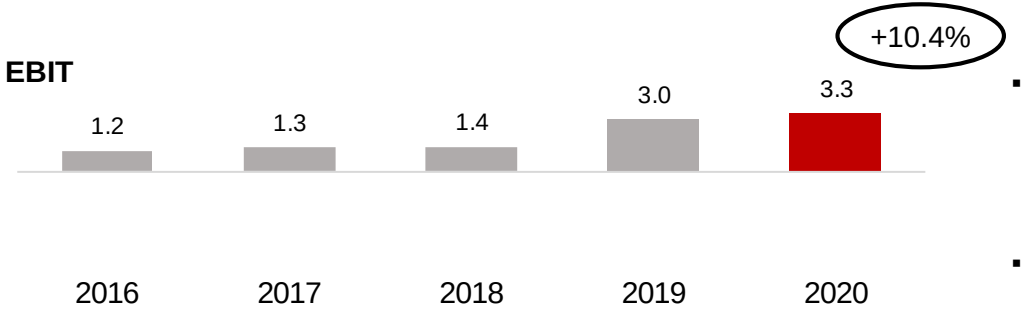
Business segment Photofinishing Q1

in Euro millions

Turnover



EBIT



- Photofinishing grew by a strong 10.8% in Q1 2020, the acquired wall art specialist WhiteWall was contributing to this growth
- From mid-March, the corona pandemic also affected the photofinishing business: immediate business decline at the kiosk systems and other POS orders, later “stay-at-home effect” visible with good order intake in the online photofinishing business
- Photofinishing EBIT grew by 0.3 million euros in Q1 2020 coping with 0.5 million euros depreciation from the purchase price allocation of WhiteWall (which did not accrue in the previous year)
- Q1 2020 special effects: -1.1 million euros
  - PPA effects from DeinDesign purchase price allocation: -0.1 million euros
  - PPA effects from Cheerz purchase price allocation: -0.5 million euros
  - PPA effects from WhiteWall purchase price allocation: -0.5 million euros
- PY Q1 2019 special effects: -0.6 million euros
  - PPA effects from DeinDesign purchase price allocation: -0.1 million euros
  - PPA effects from Cheerz purchase price allocation: -0.5 million euros

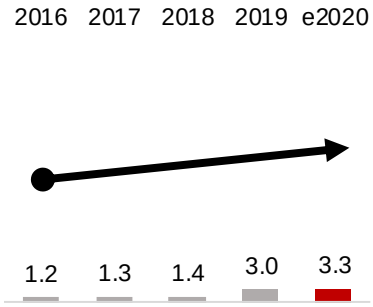
» Very decent results in Photofinishing in Q1

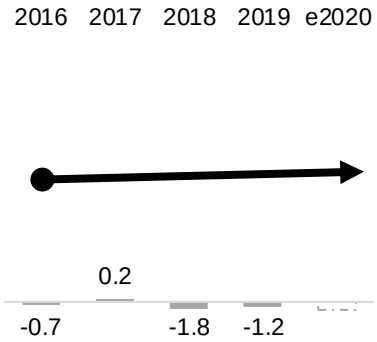
» Stay-at-home effect with increasing online business overcompensates decrease in POS direct print business due to corona-shutdown

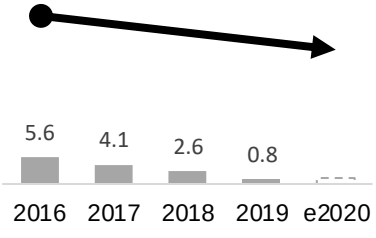
Rounding differences may occur.

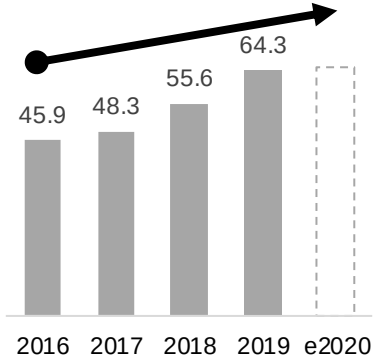
Photofinishing-EBIT by Quarter

Seasonal distribution: CEWE 2016 to 2020 – EBIT by quarter in Euro million









Rounding differences may occur.

EBIT pre-corona perspective* 2020
64.6 to 70.6 m€**

Q1 pre-corona perspective* 2020
+3.2 to +3.5 m€

Comparison against pre-corona perspective* 2020

Q1 Actual
+3.3 m€

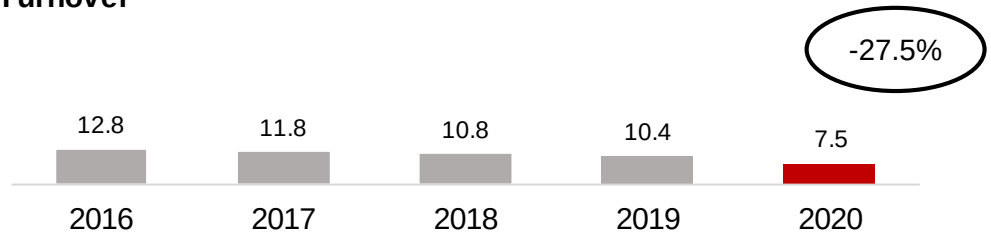
» Photofinishing turnover in Q1 is even clearly within range of pre-corona perspective* for 2020

** due to corona situation no targets can be set for 2020 so far*
*** group EBIT w/o targets of segments retail, commercial online-print and other.*

Business segment Retail* Q1

in Euro millions

Turnover *



- Hardware retailing is severely affected by the shutdown as of March due to corona-related closings and loses -27.5% in sales in Q1 2020: EUR 7.5 million (Q1 2019: 10.4 million euros)
- By focusing on the photofinishing business and abandonment of low-margin hardware business, the drop in sales until the end of February was around 15% and in line with the strategy

EBIT *

- At EUR -0.5 million, EBIT is only slightly weaker than in the same quarter of the previous year (Q1 2019: -0.4 million euros) as until the end of February Retail was ahead of previous year

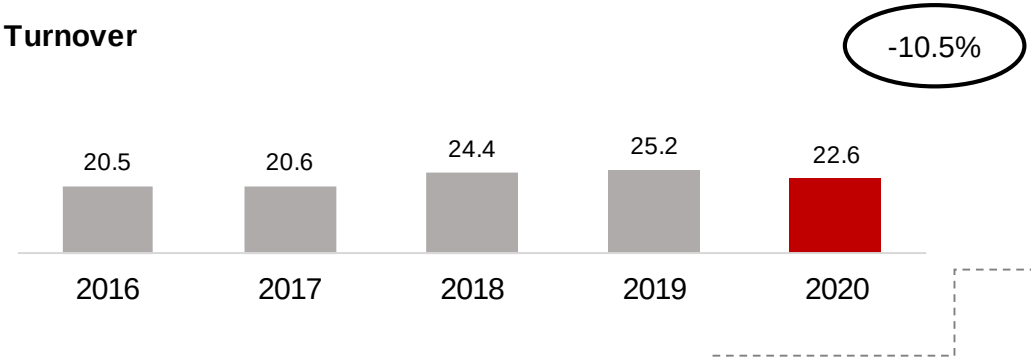
** only hardware, no photofinishing*
Rounding differences may occur.

» Hardware business affected by corona-shutdowns

Business segment Commercial Online-Print Q1

in Euro millions

Turnover



EBIT

- Since mid March, COP is under strong Corona influence in the B2B printing business and loses 10.5% in Q1 2020 sales
- Accumulated at the end of February 2020 turnover in COP increased with single digit growth rate
- As a result of the Corona-related decline in sales, the EBIT in COP also fell short of the previous year's result
- Q1 2020 special effects: -0.1 million euros
  - PPA effects from Laserline purchase price allocation: -0.1 million euros
- PY Q1 2019 special effects: -0.2 million euros
  - PPA effects from Saxoprint purchase price allocation: -0.1 million euros
  - PPA effects from Laserline purchase price allocation: -0.1 million euros

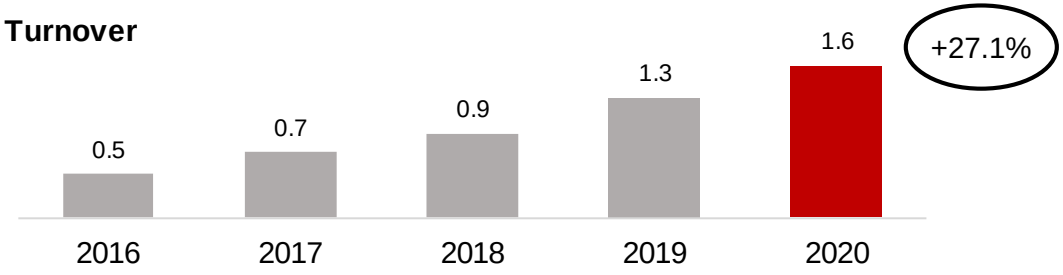
Rounding differences may occur.

» **Since mid March, COP is affected by Corona-situation in a B2B environment**

Business Segment Other Q1

in Euro millions

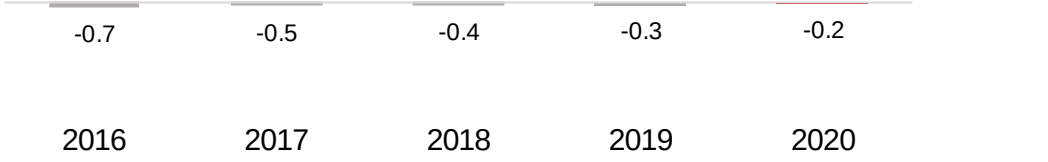
Turnover



Structural and corporate costs and profits arising from real estate property and company investments are shown in the "other" business segment.

- The 1.6 million euros in reported turnover is to be exclusively allocated to futalis (Q1 2019: 1.3 million euros)

EBIT



- EBIT above all improved by futalis

CEWE Group company futalis (which is held for sale) is nevertheless still included in the "Other" business segment as a "discontinued operation" in the segment reports pursuant to IFRS 5.

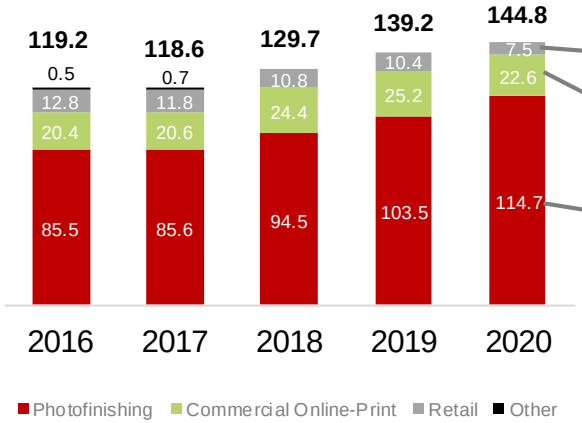
Rounding differences may occur.

» **Segment for other business raises turnover and improves earnings slightly**

Turnover Q1

in Euro millions

+4.1%
fx-adj.: +4.3%
target: +2% to +6%



Retail:
-27.5%
(fx-adj.: -24.7%)

Commercial Online-Print:
-10.5%
(fx-adj.: -10.8%)

Photofinishing:
+10.8%
(fx-adj.: +10.9%)

Turnover development in Retail and Commercial Online-Print effected by Corona-shutdown: Until end of February hardware-retailing according to strategy with focus on photofinishing products only down by around 15%, COP with slight single digit growth

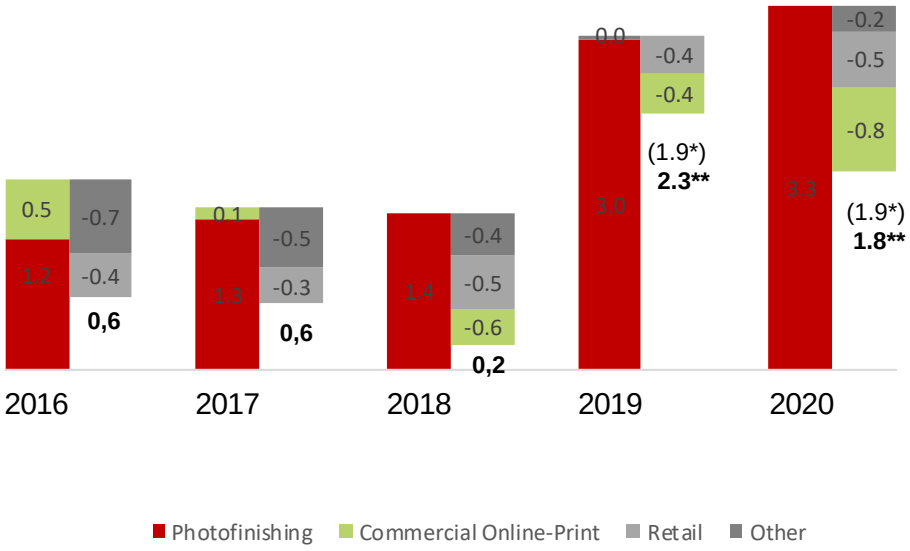
Photofinishing overcompensates decrease in other segments

Rounding differences may occur.

» **Photofinishing overcompensates Corona-driven decrease in other segments**

EBIT Q1

in Euro millions



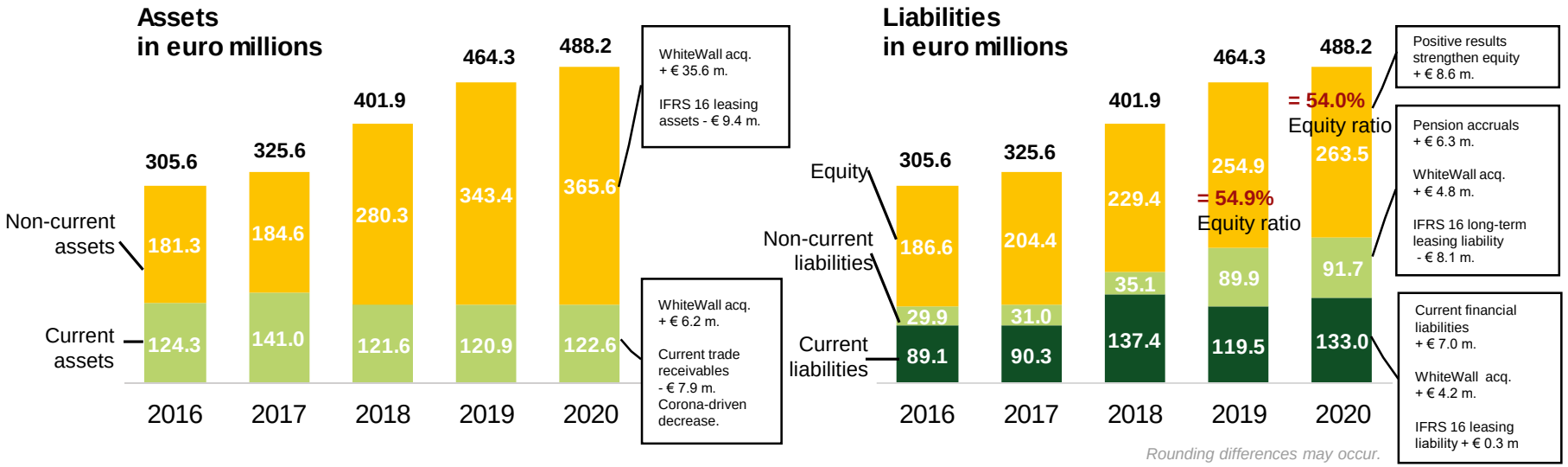
* *incl. futalis*
** *without futalis pursuant to IFRS 5*

The CEWE Group EBIT described here is shown excluding Group company futalis, which is held for sale and is nevertheless still included in the "Other" business segment as a "discontinued operation" in the segment reports pursuant to IFRS 5.

Rounding differences may occur.

» **Photofinshing with EBIT increase in Q1, COP and Retail affected by corona-shutdowns**

Balance Sheet at 31 March

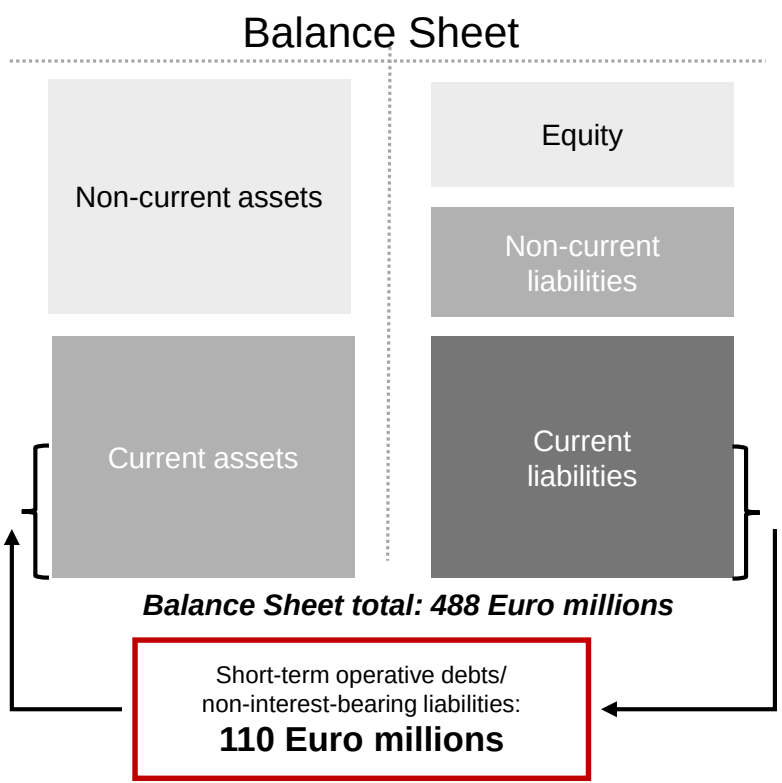


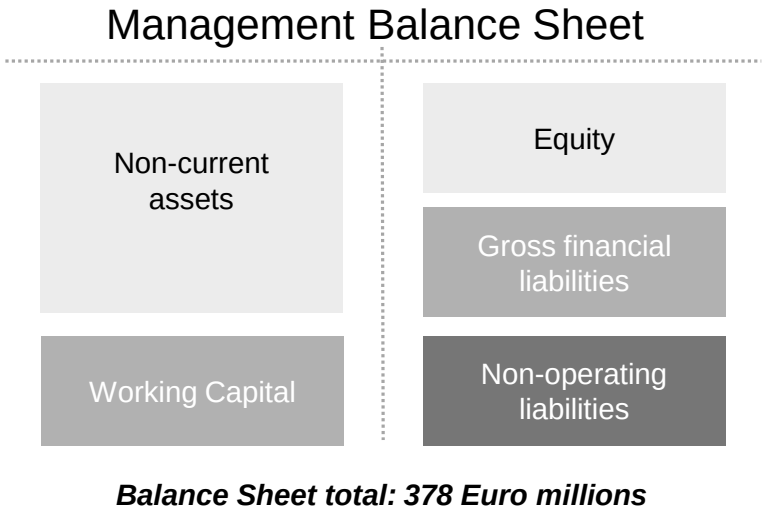
Rounding differences may occur.

» **Acquisition of WhiteWall causes increase in the balance sheet total**

» **Equity ratio strong at 54.0%, w/o IFRS 16 even at 61.4%**

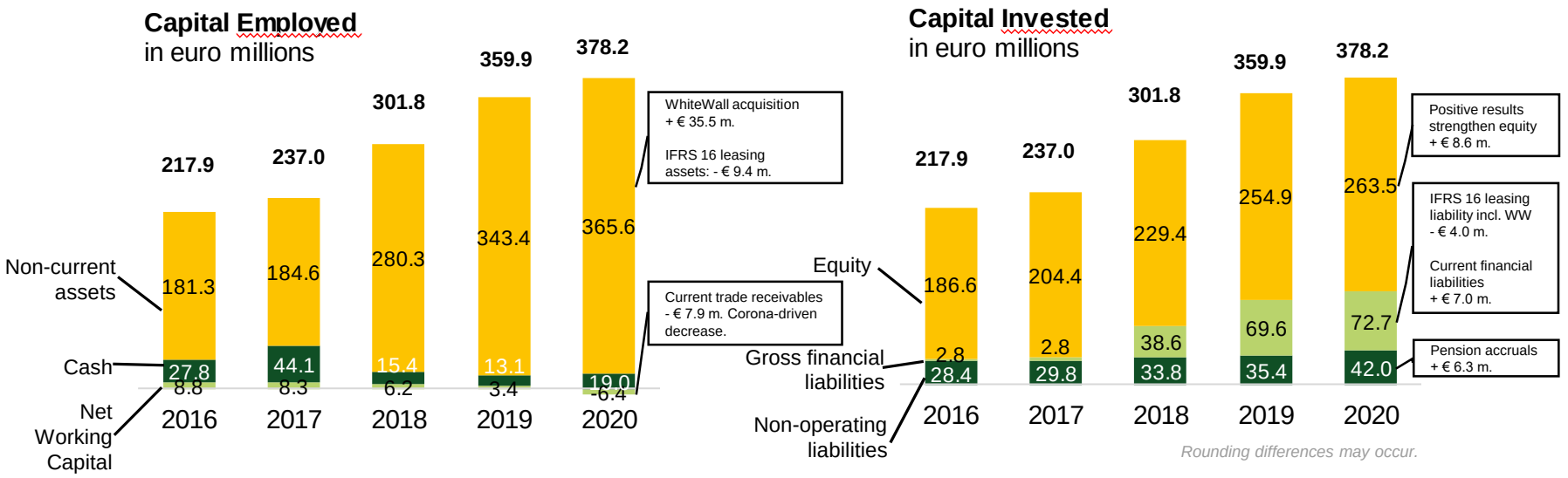
From Balance Sheet to Management Balance Sheet





» **The Balance Sheet total is reduced to capital elements "to be paid for" (by way of dividends or interest) in the management balance sheet**

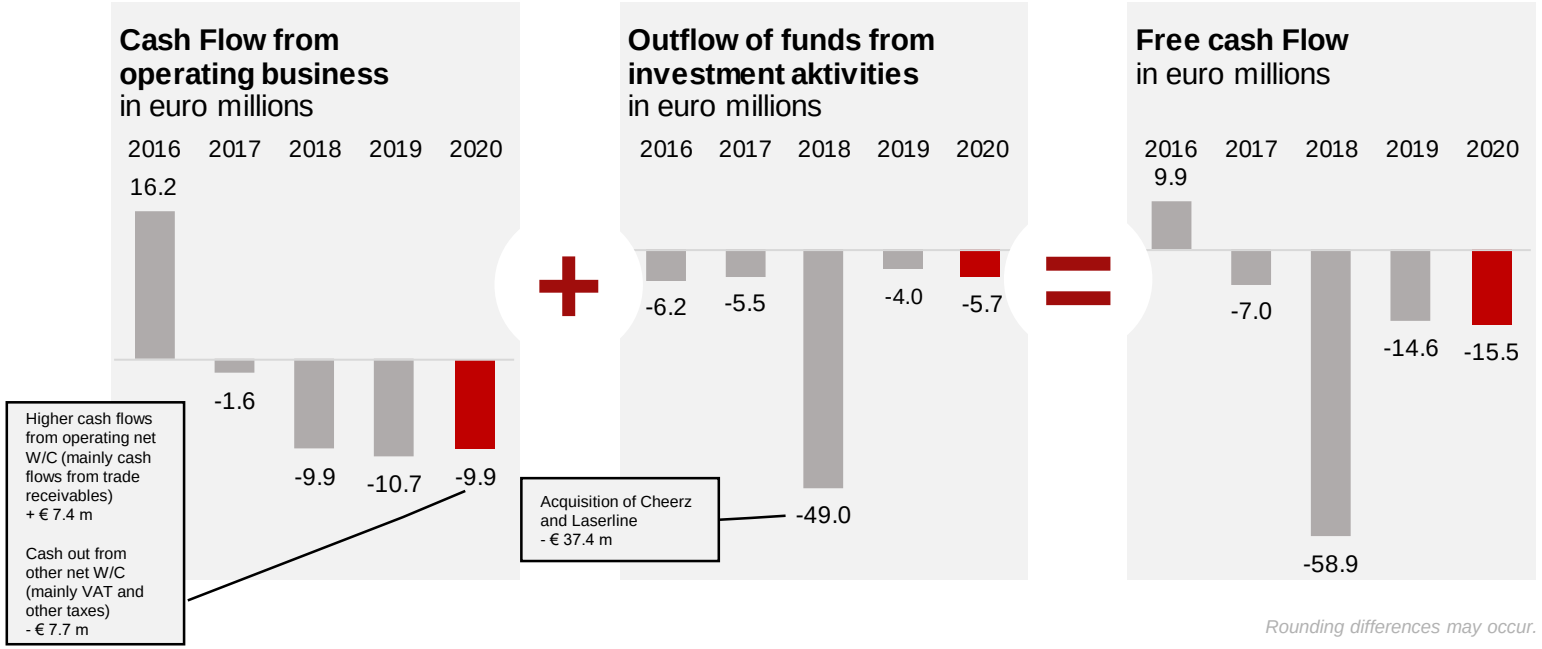
Management-Balance Sheet at 31 March



Rounding differences may occur.

» **Net working capital negative due to lower trade receivables reflecting effects of Corona crisis in late March**

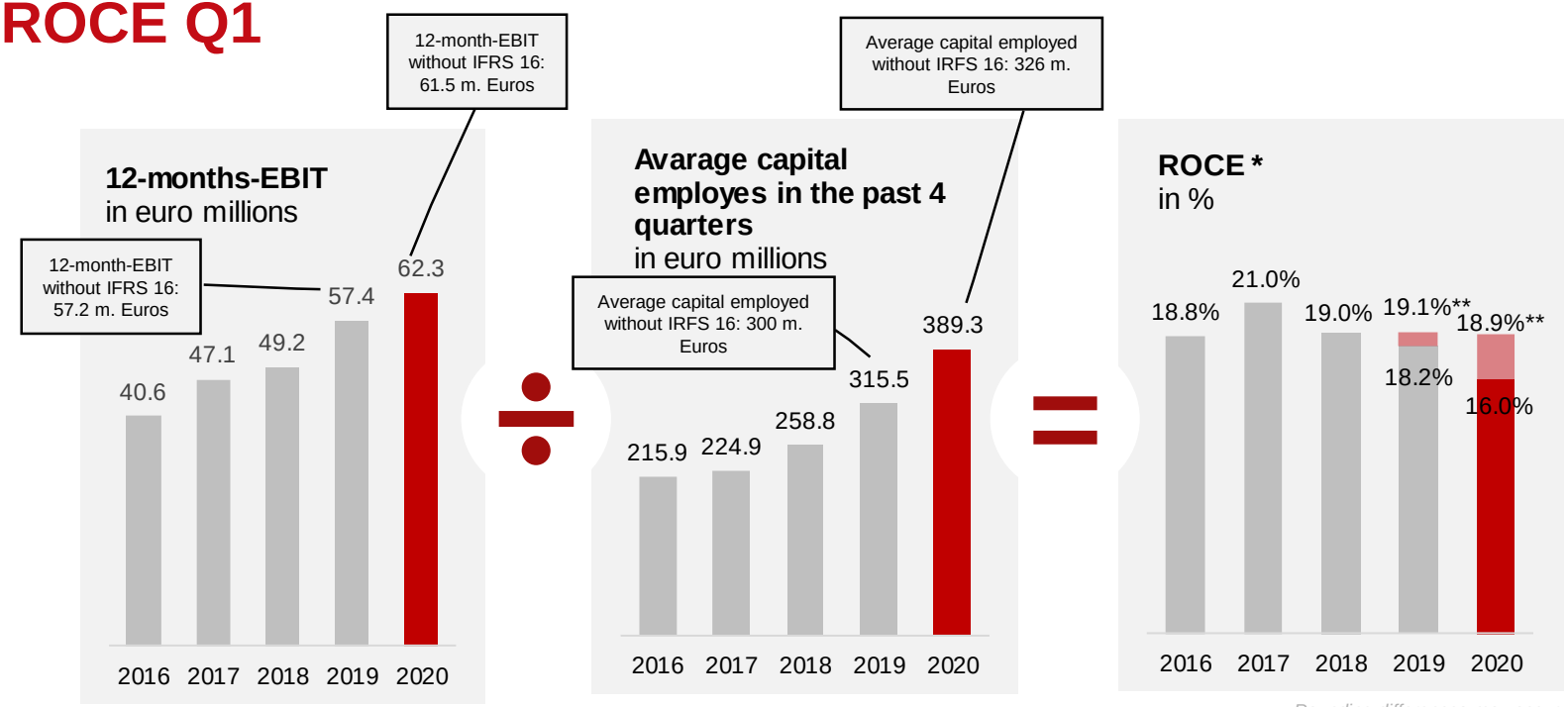
Free cash flow Q1



Rounding differences may occur.

» **Cash Flow is stable: Slight EBITDA-improvement counterbalanced by slightly higher investments**

ROCE Q1



Rounding differences may occur.

» **Average capital employed increases to 389.3 million euros through IFRS 16 and WhiteWall acquisition**

» **Positive development of earnings keeps ROCE before IFRS 16 and restructuring very sound at 18.9%**

** ROCE = EBIT / ∅ Capital Employed*

*** before IFRS 16 balance sheet extension and LASERLINE restructuring costs*

Na hrane hrebeňa | Jozef Sádecký | Winner CEWE Photo Award 2019

Agenda

In a nutshell

Corporate Development

Sustainability

Annual results 2019

Results Q1 2020

Share

Share data

CEWE Stiftung & Co. KGaA ISIN DE0005403901, WKN 540390, CWC

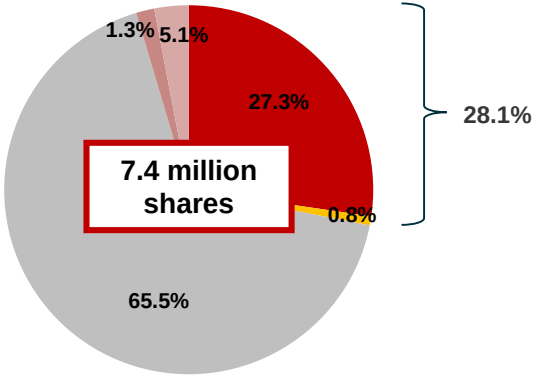
Market segment	regulated market Prime Standard
Index	SDAX DAXplus Family 30
ISIN	DE 0005403901
Symbol	CWC
Reuters	CWCG.DE
Bloomberg	CWC GR
Date of initial listing	March 24, 1993
Number of shares	7,400,020

Analysts

Baader · Berenberg Partnership since 1590 · Deutsche Bank Markets Research · Kepler Cheuvreux · GSC · Bankhaus Lampe · ODDO BHF · M.M.Warburg & Co Bank · FMR Frankfurt Main Research AG

» **Broad analyst coverage**

Shareholder structure



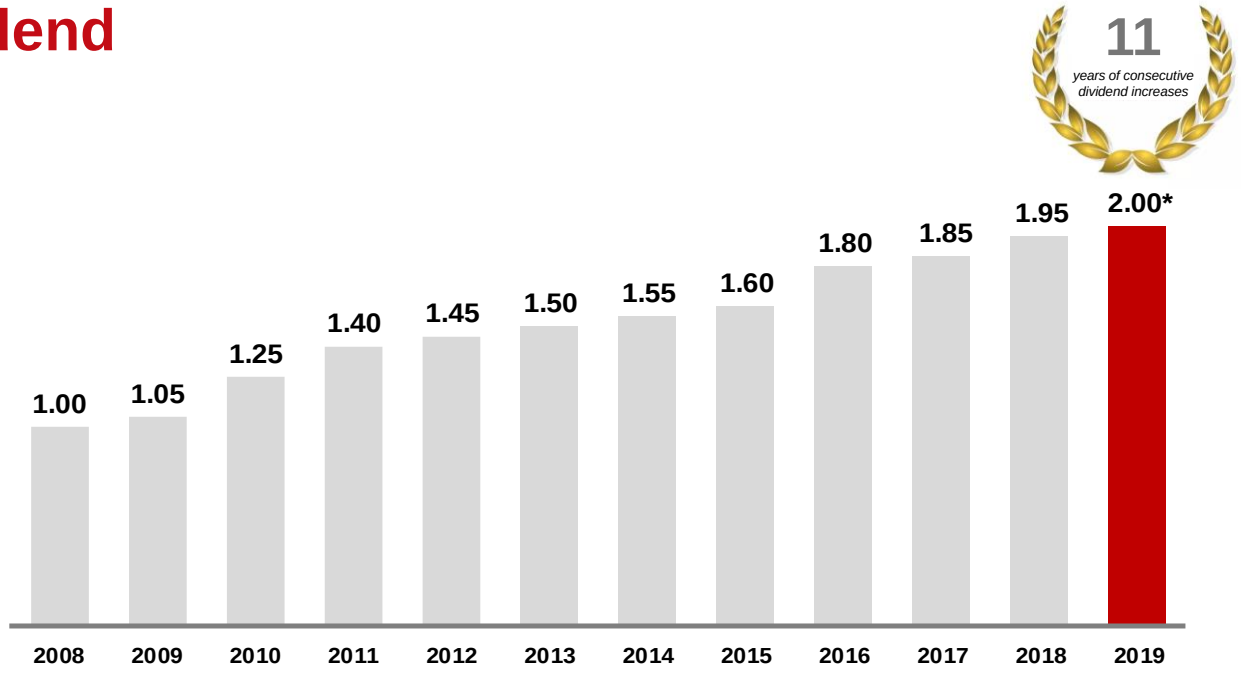
28.1%

27.3%	**ACN Vermögensverwaltungs-gesellschaft mbH & Co. KG** (joint heirs of Heinz Neumüller)
0.8%	**CEWE Board of Management and Supervisory Board**
1.3%	**CEWE Stiftung & Co. KGaA**
5.1%	**Union Investment**
65.5%	**Other shareholders**

- **Joint heirs of company founder are the main shareholders in CEWE**
- **28.1% of the shares are present in the Supervisory Board and the Board of Management**

Dividend

in Euro



* recommendation of supervisory board and board of management to AGM 2020

» **Dividend for the 2019 business year is to be increased to 2.00 euros**

» **Since analogue/digital transformation: eleventh consecutive dividend increase**

MULTI-YEAR OVERVIEW

CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR

in millions of euros

	2012	2013	2014	2015[1]	2016[1]	2017[1]	2018	2019
Revenues	507.2	536.2	523.8	554.2	593.1	599.4	649.3	714.9
Increase/decrease in finished and unfinished goods	0.1	0.3	0.2	0.4	−0.5	0.1	−0.1	0.2
Other own work capitalised	1.1	1.0	0.9	0.9	0.8	0.9	1.1	1.0
Other operating income	29.7	24.6	21.4	19.6	20.8	23.2	25.0	22.1
Cost of materials	−185.6	−190.0	−162.7	−162.2	−168.6	−168.4	−177.1	−185.5
Gross profit	**352.4**	**372.2**	**383.6**	**412.8**	**445.6**	**455.1**	**498.2**	**552.7**
Personnel expenses	−122.4	−129.9	−135.9	−143.7	−153.4	−160.3	−175.8	−194.8
Other operating expenses	−164.7	−175.4	−181.7	−194.0	−201.9	−205.5	−226.9	−243.3
Earnings before interest, taxes, depreciation and amortisation (EBITDA)	**65.3**	**66.8**	**66.0**	**75.1**	**90.3**	**89.3**	**95.5**	**114.6**
Amortisation of intangible assets, depreciation of property, plant and equipment	−37.0	−37.9	−33.5	−38.7	−43.3	−40.1	−39.9	−56.8
Earnings before interest and taxes (EBIT)[1]	**28.3**	**28.9**	**32.6**	**36.4**	**47.0**	**49.2**	**55.7**	**57.8**
Financial income	—	0.3	0.4	0.4	0.9	0.5	0.7	0.1
Financial expenses	—	−2.2	−1.4	−0.9	−1.7	−0.8	−1.1	−3.7
Financial result	**−2.2**	**−1.9**	**−1.0**	**−0.5**	**−0.9**	**−0.4**	**−0.4**	**−3.6**
Earnings before taxes (EBT)	**26.1**	**27.1**	**31.5**	**35.9**	**46.2**	**48.9**	**55.3**	**54.3**
Income taxes	−7.3	−4.8	−10.1	−14.1	−16.6	−16.0	−17.0	−21.6
Earnings after taxes from continuing operations	**18.8**	**22.3**	**21.4**	**21.8**	**29.6**	**32.8**	**38.2**	**32.7**
Post-tax profit/loss for discontinued operation	—	—	—	—	—	—	−1.9	−0.9
Earnings after taxes	**18.8**	**22.3**	**21.4**	**21.8**	**29.6**	**32.8**	**36.3**	**31.8**

1 The reference figures have been restated (cf. comments in section A).

CASH FLOW FOR THE YEAR

in millions of euros

	2012	2013	2014	2015	2016	2017	2018	2019
Cash flow from operating activities	51.4	48.3	71.2	59.6	93.0	72.4	78.7	102.1
Cash flow from investing activities	−45.8	−35.1	−43.1	−55.2	−46.6	−70.2	−76.2	−67.2
Free cash flow	5.5	13.1	28.1	4.4	46.4	2.2	2.5	34.9
Cash flow from financing activities	−23.2	−12.3	−14.5	−10.3	−19.8	−11.7	−13.4	−30.7
Change in cash and cash equivalents	−17.7	0.8	13.6	−5.9	26.7	−9.5	−10.9	4.3

MULTI-YEAR OVERVIEW

GROUP BALANCE SHEET

in millions of euros

ASSETS	2012	2013	2014	2015	2016	2017	2018	2019
Property, plant and equipment	101.2	98.6	102.5	108.6	124.5	148.1	160.2	221.1
Investment properties	4.5	4.3	5.0	5.1	4.9	17.9	17.6	17.2
Goodwill	28.5	25.4	25.4	32.7	25.8	25.8	59.7	77.8
Intangible assets	21.8	20.0	19.3	23.6	19.2	14.1	28.5	39.0
Financial assets	0.3	1.2	3.3	4.3	6.2	6.8	6.9	5.6
Non-current receivables from income tax refunds	2.1	1.6	1.1	0.5	0.0	0.0	0.0	0.0
Non-current financial assets	0.4	1.5	2.9	1.6	0.5	0.4	1.3	1.5
Non-current other receivables and assets	0.2	0.2	0.2	0.4	0.6	0.6	0.3	0.7
Deferred tax assets	8.4	9.4	8.1	7.3	6.8	7.8	12.3	14.2
Non-current assets	**167.5**	**162.0**	**167.8**	**184.1**	**188.6**	**221.5**	**286.7**	**377.0**
Inventories	62.7	59.1	48.9	50.7	49.4	50.3	49.0	48.4
Current trade receivables	72.2	88.8	84.3	90.4	84.2	84.5	92.9	91.2
Current receivables from income tax refunds	1.6	2.1	1.8	1.1	1.3	1.5	2.7	1.5
Current financial assets	3.2	3.0	3.0	2.5	3.0	2.4	3.4	5.3
Additional other current receivables and assets	4.7	3.8	4.9	5.7	5.5	5.6	9.5	8.6
Cash and cash equivalents	13.4	14.0	27.7	21.7	48.6	38.8	28.1	32.4
	157.7	**170.8**	**170.5**	**172.1**	**191.9**	**183.1**	**185.5**	**187.3**
Assets held for sale	0.2	1.0	1.3	1.2	0.5	1.4	0.0	3.0
Current assets	**157.9**	**171.8**	**171.9**	**173.3**	**192.4**	**184.5**	**185.5**	**190.2**
	325.4	**333.9**	**339.7**	**357.3**	**381.0**	**406.1**	**472.2**	**567.3**

in millions of euros

EQUITY AND LIABILITIES	2012	2013	2014	2015[1]	2016[1]	2017[1]	2018	2019
Subscribed capital	19.2	19.2	19.2	19.2	19.2	19.2	19.2	19.3
Capital reserve	56.2	56.6	69.3	70.2	71.2	73.1	75.3	76.5
Treasury shares at acquisition cost	–23.9	–23.4	–8.5	–7.5	–8.5	–7.9	–7.2	–6.7
Retained earnings and unappropriated profits	80.7	90.3	93.6	104.3	121.5	140.6	166.8	180.6
Equity	**132.2**	**142.8**	**173.6**	**186.3**	**203.4**	**225.0**	**254.2**	**269.8**
Non-current special items for investment grants	17.4	17.9	21.9	22.9	25.5	27.2	29.2	35.5
Non-current accruals for pensions	4.1	3.3	2.8	4.1	2.9	1.5	2.9	3.5
Non-current deferred tax liabilities	0.5	0.4	0.2	0.2	0.0	0.0	0.0	0.5
Non-current other accruals	23.5	4.2	2.7	1.8	0.0	0.0	1.1	1.1
Non-current interest-bearing financial liabilities	–	–	–	–	–	–	–	52.5
Non-current financial liabilities	4.2	3.0	0.0	0.0	0.2	0.1	1.6	1.9
Non-current other liabilities	0.3	0.2	0.2	0.5	0.5	0.5	0.6	0.5
Non-current liabilities	**50.0**	**29.0**	**27.8**	**29.5**	**29.1**	**29.4**	**35.4**	**95.4**
Current special items for investment grants	3.0	4.2	4.5	7.7	12.6	5.9	8.2	7.5
Current tax liabilities	2.6	4.2	3.3	2.9	3.5	3.5	3.5	6.3
Current other accruals	8.0	26.1	1.6	4.9	0.2	1.6	2.7	0.8
Current interest-bearing financial liabilities	–	–	–	–	–	–	–	10.6
Current trade payables	102.2	101.1	96.1	90.9	96.1	95.9	112.7	113.6
Current financial liabilities	4.5	3.9	3.6	0.3	1.5	1.3	10.2	11.2
Current other liabilities	22.9	22.7	29.2	34.8	34.6	43.5	45.4	51.6
	143.2	**162.1**	**138.2**	**141.6**	**148.4**	**151.7**	**182.6**	**201.6**
Liabilities classified as held of sale	–	–	–	–	–	–	–	0.5
Current liabilities	**143.2**	**162.1**	**138.2**	**141.6**	**148.4**	**151.7**	**182.6**	**202.1**
	325.4	**333.9**	**339.7**	**357.3**	**381.0**	**406.1**	**472.2**	**567.3**

1 The reference figures have been restated (cf. comments in section A).

MULTI-YEAR OVERVIEW

KEY INDICATORS

Volumes and employees

		2012	2013	2014	2015	2016	2017	2018	2019
Digital photos	in millions of units	2,298.9	2,252.9	2,203.9	2,164.1	2,176.2	2,128.1	2,185.0	2,363.7
Photos from film	in millions of units	162.3	114.4	88.6	70.7	56.0	47.0	41.1	37.5
Total volume of photos	in millions of units	2.461	2.367	2.293	2.235	2.232	2.175	2.226	2.401
CEWE PHOTOBOOKS	in millions of units	5.6	5.8	5.9	6.0	6.2	6.0	6.2	6.6
Employees (average)	converted to full-time equivalent	3.305	3.228	3.219	3.420	3.496	3.589	3.900	4.165
Employees (as of the reporting date)	converted to full-time equivalent	3.895	3.781	3.675	3.698	3.967	4.103	4.199	4.371

Income

		2012	2013	2014	2015[1]	2016[1]	2017[1]	2018	2019
Turnover	in millions of euros	507.2	536.2	523.8	554.2	593.1	599.4	649.3	714.9
EBITDA	in millions of euros	66.1	66.8	66.0	75.1	90.3	89.3	95.5	114.6
EBITDA margin	as % of turnover	13.0	12.5	12.6	13.6	15.2	14.9	14.7	16.0
EBIT	in millions of euros	28.3	28.9	32.6	36.4	47.0	49.2	55.7	57.8
EBIT margin	as % of turnover	5.6	5.4	6.2	6.6	7.9	8.2	8.6	8.1
Restructuring expenses	in millions of euros	0.0	3.3	0.0	1.0	0.2	0.0	0.0	5.0
EBIT prior to restructuring	in millions of euros	28.3	32.2	32.6	37.4	47.2	49.2	55.7	62.8
EBT	in millions of euros	26.1	27.1	31.5	35.9	46.2	48.9	55.3	54.3
Earnings after taxes	in millions of euros	18.8	22.3	21.4	21.8	29.6	32.8	36.3	31.8

1 The reference figures have been restated (cf. comments in section A).

Capital

		2012	2013	2014	2015[1]	2016[1]	2017[1]	2018	2019
Total assets	in millions of euros	325.4	333.9	339.7	357.3	381.0	406.1	472.2	567.3
Capital employed (CE)	in millions of euros	190.3	197.9	203.0	220.7	232.8	292.3	292.3	377.1
Equity	in millions of euros	132.2	142.8	173.6	186.3	203.4	225.0	254.2	269.8
Equity ratio	as % of the balance sheet total	40.6	42.8	51.1	52.1	53.4	55.4	53.8	47.6
Net financial liabilities	in millions of euros	18.1	16.3	–23.5	–15.0	–48.5	–37.2	–24.2	32.6
ROCE (previous 12 months)	as % of average capital employed	14.5	15.0	16.8	17.2	21.4	20.3	18.5	15.0

1 The reference figures have been restated (cf. comments in section A).

Share

		2012	2013	2014	2015[1]	2016[1]	2017[1]	2018	2019
Number of shares (nominal value: 2.60 euros)	in units	7,380,020	7,380,020	7,380,020	7,400,020	7,400,020	7,400,020	7,400,020	7,400,020
Earnings per share (diluted)	in euros	2.87	3.36	3.07	3.05	4.12	4.54	5.01	4.38
Year-end price	in euros	31.04	42.75	51.51	54.61	84.57	88.05	62.10	105.80
Dividend per share	in euros	1.45	1.50	1.55	1.60	1.80	1.85	1.95	2.00[2]
Dividend yield on year-end price	as %	4.67	3.51	3.01	2.93	2.10	2.10	3.14	1.89

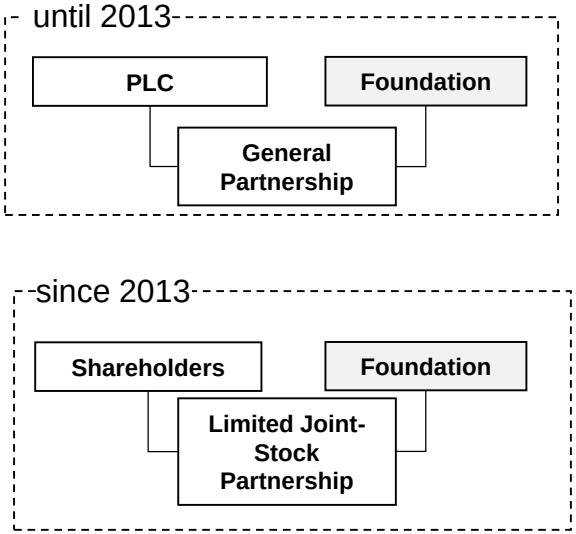
1 The reference figures have been restated (cf. comments in section A).
2 Dividend proposal to be presented by the Board of Management and the Supervisory Board to the general meeting on June 10, 2020

Legal structure: Limited Joint-Stock Partnership

Public limited company/ stock corporation

is and remains

- … a gateway to capital markets
- … the advocate of a permanent focus on returns on capital employed and on profitability



Foundation

is and remains

- … the managing body (in accordance with the intention of the founder)
- … the advocate of a long-term mindset

» **Effective cooperation between shareholders and the foundation is continued as before – but as a new, ultimately beneficial legal form in terms of taxes**

Financial schedule

(insofar as already scheduled)

06.08.2020	Publication of Interim Report H1-2020
06.08.2020	Press release on the Interim Report H1-2020
22.09.2020	Berenberg & Goldman Sachs German Corporate Conference 2020
23.09.2020	Baader Investment Conference 2020
12.11.2020	Publication of Quarterly Statement Q3 2020
12.11.2020	Press release on Quarterly Statement Q3 2020
16.11.2020	2020 German Equity Forum

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All numbers are calculated as exactly as possible and rounded for the presentation. Figures may not sum to 100, because of rounding.

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