## CEWE Annual Press & Analysts' Conference







CEWE Stiftung & Co. KGaA March 30, 2023





# **CEWE clearly achieves target for 2022 with turnover and earnings growth**

in million euros



- Group turnover increases by 48.2 million euros to 741.0 million euros in 2022
- Growth across all business segments
- Group EBIT increases by 3.4 million euros to 75.6 million euros
- All cost increases (mainly due to inflation) were offset
- Turnover (680 to 740 million euros) and EBIT targets (65 to 80 million euros) for 2022 clearly achieved or even slightly exceeded



### **CEWE's long-term growth path continues in 2022**





## EBIT 2022 continues its upward trajectory

EBIT in million euros





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## Fourteenth consecutive dividend increase in Euro



\* recommendation of board of management and supervisory board to AGM (June 7, 2022)

# Awards 2022: CEWE is a "Great Place to Work" and offers young talents a "GREAT START"









AUSGEZEICHNETER AUSBILDUNGSBETRIEB

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- CEWE honored as one of the 100 best employers in Germany
- 3,250 employees (84 percent of those entitled to participate) of the CEWE Group took part in the survey
- 81 percent of the participating employees rated CEWE as a "very good" employer
- CEWE also receives the GREAT START certificate for its excellent trainee program



#### Awards 2022: CEWE once again among "Europe's Climate Leaders"



- » Financial Times and Statista analyzed more than 400 European companies with regard to the reduction of their emissions in relation to their turnover
- » For the second time in a row, they also rank CEWE among "Europe's Climate Leaders", highlighting the company's leading role in reducing emissions intensity



## Awards 2022: CEWE honored for exemplary corporate management for the third time in a row



The competition is organized on an annual basis by Deloitte, Wirtschaftswoche, Credit Suisse and BDI.



## Agenda

- (1) Corporate Development by Business Segments
- (2) Group Results 2022
- (3) Sustainability
- (4) Financial Details
- (5) Innovation
- (6) Outlook 2023
- (7) Q&A-Session



## Photofinishing







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#### **28 Product Launches across all categories**



#### Focus on Premiumization: Slipcase, Designs, Leather&Linen





#### Focus on Sustainability: Recycled Paper, New Products, Second Use and Brand Collaborations







### World's largest photo competition: CEWE Photo Award

Cewe Photo Award

## Our world is beautiful

Internationaler Fotowettbewerb

CEWE spendet für jedes eingereichte Foto 10 Cent an

SOS KINDERDÖRFER WELTWEIT



### Number of prints and turnover Photofinishing 1-4



- » Corona normalization enables photo opportunities again (especially travel, celebrations, ...) and thus occasions for photo product orders: Photo volume and turnover increase significantly
- » Turnover per photo increases nicely compared to pre-Corona period (in the Corona lockdown of the previous years 2020 and 2021, wall prints with a high turnover per photo were in particularly high demand)

## СЕЖЕ РНОТОВООК



» CEWE PHOTOBOOK with growth at the upper end of the planned target range, thus on the way towards pre-Corona level



## **Business Segment Photofinishing**

in Euro millions



» PF also shows growth again in the reporting period

» Earnings shortfall from Q1 (Corona special in previous year) more than made up for

- Q1 still with expected decline in turnover (-9.9% due to special boom caused by "stay-at-home" effect in Q1 of previous year), Q2, Q3 and Q4 with significant increase in turnover: in Q2 (+8.2%), Q3 (+13.0%) and Q4 (+6.4%), photofinishing turnover increases with increasing normalization of Corona pandemic. In particular, the strong vacation travel activity generates many new photo images and makes consumers order more photo products. In addition, implemented price increases support turnover growth and provide additional contribution margins.
- With the turnover now achieved, PF is also growing significantly by +8.5% compared to the last pre-Corona period in 2019.
- The Q1 earnings shortfall (-7.3 million euros compared to Q1 of the previous year with Corona special boom) is more than made up for with a strong Q4.
- At the same time, only 217 thousand euros in social security payments (at the beginning of the year) in the form of short-time allowances partially compensated for the personnel costs incurred without work performed (2021: 958 thousand euros).
- Special effects 2022: -4.2 million euros

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- Effects from the purchase price allocation of Cheerz: -1.7 million euros
- Effects from the purchase price allocation of WhiteWall: -2.1 million euros
- Effects from the purchase price allocation of Hertz: -0.4 million euros
- Special effects 2021: -3.8 million euros
  - Effects from the purchase price allocation of Cheerz: -1.7 million euros
  - Effects from the purchase price allocation of WhiteWall: -2.1 million euros



## Photofinishing-Turnover by Quarter: Target for 2022 achieved

Seasonal distribution: CEWE 2018 to 2022 - Share in turnover by quarter as a million



Rounding differences may occur.

## Photofinishing-EBIT by Quarter: Target for 2022 achieved

Seasonal distribution: CEWE 2018 to 2022 – EBIT by quarter in Euro million



Rounding differences may occur.

## Strong development: Operational Photofinishing EBIT margin\*



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## **Commercial Online-Print**







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### **Commercial Online-Print**



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

## **Business Segment Commercial Online-Print**



- » COP benefits from (post-Corona) recovery and increases turnover and earnings
- » Although turnover has not yet returned to pre-Corona
- levels, significantly better earnings are achieved

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COP benefits from the ongoing Corona normalization and significantly increases in turnover with the "best price strategy" (Q1: +38.8%; Q2: +52.5%; Q3: +28.4%; Q4: +15.7%).

This does not yet bring COP back to the pre-Corona revenue level from 2019 (EUR 103.2 million) ...

- ... but shows strongly improved earnings and overall lower breakeven threshold mainly due to optimized cost structure vs. 2019 (EBIT -7.7 million euros, including 5.0 million euros restructuring provision for Laserline, operating EBIT -2.7 million euros).
- The turnover growth and continued strict cost management also improved EBIT compared with the previous year.
- In this context, the COP fully compensates for social security payments still made in the prior-year period in the form of shorttime allowances amounting to 693 thousand euros (EBIT 2021 without short-time allowances: 0.5 million euros; 2022: no shorttime allowances).
- Special effects 2022: -0.2 million euros
  - Effects from the purchase price allocation of Laserline: -0.2 million euros
- Special effects 2021: -0.2 million euros
  - Effects from the purchase price allocation of Laserline: -0.2 million euros



## Retail







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### **Retail with focus on photofinishing business**



- 101 own retail stores in NO, PL, CZ, SK
- Strategic focus on photofinishing and online business
- EUR 32.4 million revenue (2022) with photo-hardware (cameras, lenses, ...)

» Retail segment contains hardware revenue only, photofinishing business is shown in photofinishing segment



### **Retail with focus on photofinishing business**





#### Retail with focus on photofinishing business





## **Business Segment Retail\***

in Euro millions



#### » Retail shows itself well positioned with optimized store structure

- Already in Q1 2022, retail with Corona normalization increased its turnover by +4.0%, this positive development continues in Q2 with +4.4%, in Q3 with +2.5% and in Q4 with +4.7%: retail increases +3.9% in 2022.
- Looking also at retail against the last pre-Corona period in 2019, it has significantly reduced hardware turnover with reduced store count by a good 25% in line with strategy ...
- ... while still being able to improve the earnings situation (EH EBIT 2019: EUR 0.0 million).
- In this context, the retail segment fully compensates for social security payments still made in the previous year in the form of short-time allowance in the amount of 736 thousand euros (EBIT 2021 without short-time allowance: -0.5 million euros; 2022: no short-time allowance).
- Special effects 2022: none
- Special effects 2021: none



## Other







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## **Business Segment Other**

in Euro millions



» Others business unit further increases turnover

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

 The EUR 8.3 million in turnover is exclusively attributable to futalis (2021: EUR 7.6 million).

- The EBIT contribution of the segment amounts to -0.6 million euros (2021: -0.4 million euros).
- In the previous year's EBIT, the reversal of a provision of EUR 0.3 million for a potential property tax back payment for Saxopark in Dresden also had a positive effect on earnings.



## **Group Results 2022**







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<sup>■</sup>Photofinishing ■Commercial Online-Print ■Retail ■Other

#### » Turnover growth in all business areas also in 2022 as a whole





**EBIT-Margin** 

Rounding differences may occur.

» After the pandemic: strong Group-EBIT and EBIT-Margin are clearly above the last pre-corona year 2019

## The lockdown-related shortfall from Q1 compared with 2021 was more than made up for with another stronger Q4



# Earnings after tax

in Euro millions





» Also earnings after tax and EPS are clearly above the last pre-corona year 2019 and even stronger than 2021

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# Sustainability







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### Sustainability: Highlight Achievements 2022

Successfully reduced CO<sub>2</sub> emissions to **5.198t**, significantly outperforming our own target for 2025 (6.700t) 3 years early



Further increased the share of FSCcertified digital printing paper to **>95%** (target: 100%)



Further reduced plastics in packaging to **1,6%** and successfully introduced various new sustainable products









### **Sustainability Scorecard:** How CEWE evaluates and improves their products



Self-developed methodology evaluates all CEWE products regarding the sustainability aspects of ecology, society and economy

potential for improvement



### "CEWE Supplier Sustainability Award 2022"



- » As part of the Photopia photo trade show in Hamburg, CEWE presented the "Supplier Sustainability Award 2022" to Deutsche Post DHL and the Schiettinger Group.
- » With this award, CEWE recognizes the commitment of its partners and signals the importance of a sustainable supply chain from material procurement to shipping.



### **Sustainability Report 2022**







### Sustainability ratings: CEWE with excellent evaluation

The three most important rating agencies give CEWE a consistently positive rating:





## **Financial Details**







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### **Consolidated profit and loss account**

Figures in millions of euros   2021   % of rev.   2022   % of rev.   ∆ as %   ∆ m€     Revenues   692.8   100%   741.0   100%   7.0%   48.2     Increase/decrease in finished and unfinished goods   0.3   0.0%   0.0   0.0%   -119%   -0.3     Other own work capitalised   1.3   0.2%   2.9   0.4%   121%   1.6     Other operating income   27.1   3.9%   29.3   3.9%   7.9%   2.1     Cost of materials   -160.7   -23.2%   -183.5   -24.8%   14.2%   -22.8     Gross profit   560.7   80.9%   589.6   79.6%   5.1%   28.8     Personnel expenses   -194.9   -28.1%   -204.8   -27.6%   5.1%   -9.9     Other operating expenses   -241.2   -34.8%   -255.5   -34.5%   5.9%   -14.3     EBITDA   124.6   18.0%   129.2   17.4%   3.7%   4.6     Amortisation/Depreciation   -52.4   -7.6%   -53.6   -7.2%   2.2%   -1.2     Earnings before interest,							
Increase/decrease in finished and unfinished goods   0.3   0.0%   0.0   0.0%   -119%   -0.3     Other own work capitalised   1.3   0.2%   2.9   0.4%   121%   1.6     Other operating income   27.1   3.9%   29.3   3.9%   7.9%   2.1     Cost of materials   -160.7   -23.2%   -183.5   -24.8%   14.2%   -22.8     Gross profit   560.7   80.9%   589.6   79.6%   5.1%   28.8     Personnel expenses   -194.9   -28.1%   -204.8   -27.6%   5.1%   -9.9     Other operating expenses   -241.2   -34.8%   -255.5   -34.5%   5.9%   -14.3     EBITDA   124.6   18.0%   129.2   17.4%   3.7%   4.6     Amortisation/Depreciation   -52.4   -7.6%   -53.6   -7.2%   2.2%   -1.2	Figures in millions of euros	2021	% of rev.	2022	% of rev.	$\Delta$ as %	∆m€
Other own work capitalised     1.3     0.2%     2.9     0.4%     121%     1.6       Other operating income     27.1     3.9%     29.3     3.9%     7.9%     2.1       Cost of materials     -160.7     -23.2%     -183.5     -24.8%     14.2%     -22.8       Gross profit     560.7     80.9%     589.6     79.6%     5.1%     28.8       Personnel expenses     -194.9     -28.1%     -204.8     -27.6%     5.1%     -9.9       Other operating expenses     -241.2     -34.8%     -255.5     -34.5%     5.9%     -14.3       EBITDA     124.6     18.0%     129.2     17.4%     3.7%     4.6       Amortisation/Depreciation     -52.4     -7.6%     -53.6     -7.2%     2.2%     -1.2	Revenues	692.8	100%	741.0	100%	7.0%	48.2
Other operating income     27.1     3.9%     29.3     3.9%     7.9%     2.1       Cost of materials     -160.7     -23.2%     -183.5     -24.8%     14.2%     -22.8       Gross profit     560.7     80.9%     589.6     79.6%     5.1%     28.8       Personnel expenses     -194.9     -28.1%     -204.8     -27.6%     5.1%     -9.9       Other operating expenses     -241.2     -34.8%     -255.5     -34.5%     5.9%     -14.3       EBITDA     124.6     18.0%     129.2     17.4%     3.7%     4.6       Amortisation/Depreciation     -52.4     -7.6%     -53.6     -7.2%     2.2%     -1.2	Increase/decrease in finished and unfinished goods	0.3	0.0%	0.0	0.0%	-119%	-0.3
Cost of materials     -160.7     -23.2%     -183.5     -24.8%     14.2%     -22.8       Gross profit     560.7     80.9%     589.6     79.6%     5.1%     28.8       Personnel expenses     -194.9     -28.1%     -204.8     -27.6%     5.1%     -9.9       Other operating expenses     -241.2     -34.8%     -255.5     -34.5%     5.9%     -14.3       EBITDA     124.6     18.0%     129.2     17.4%     3.7%     4.6       Amortisation/Depreciation     -52.4     -7.6%     -53.6     -7.2%     2.2%     -1.2	Other own work capitalised	1.3	0.2%	2.9	0.4%	121%	1.6
Gross profit560.780.9%589.679.6%5.1%28.8Personnel expenses-194.9-28.1%-204.8-27.6%5.1%-9.9Other operating expenses-241.2-34.8%-255.5-34.5%5.9%-14.3EBITDA124.618.0%129.217.4%3.7%4.6Amortisation/Depreciation-52.4-7.6%-53.6-7.2%2.2%-1.2	Other operating income	27.1	3.9%	29.3	3.9%	7.9%	2.1
Personnel expenses     -194.9     -28.1%     -204.8     -27.6%     5.1%     -9.9       Other operating expenses     -241.2     -34.8%     -255.5     -34.5%     5.9%     -14.3       EBITDA     124.6     18.0%     129.2     17.4%     3.7%     4.6       Amortisation/Depreciation     -52.4     -7.6%     -53.6     -7.2%     2.2%     -1.2	Cost of materials	-160.7	-23.2%	-183.5	-24.8%	14.2%	-22.8 -
Other operating expenses     -241.2     -34.8%     -255.5     -34.5%     5.9%     -14.3       EBITDA     124.6     18.0%     129.2     17.4%     3.7%     4.6       Amortisation/Depreciation     -52.4     -7.6%     -53.6     -7.2%     2.2%     -1.2	Gross profit	560.7	80.9%	589.6	79.6%	5.1%	28.8
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Amortisation/Depreciation -52.4 -7.6% -53.6 -7.2% 2.2% -1.2	Other operating expenses	-241.2	-34.8%	-255.5	-34.5%	5.9%	-14.3
	EBITDA	124.6	18. <b>0</b> %	129.2	17.4%	3.7%	4.6
Earnings before interest, taxes (EBIT)     72.2     10.4%     75.6     10.2%     4.8%     3.4	Amortisation/Depreciation	-52.4	-7.6%	-53.6	-7.2%	2.2%	-1.2
	Earnings before interest, taxes (EBIT)	72.2	10.4%	75.6	10.2%	4.8%	3.4

Rounding differences may occur.

(+) Sales increases in PF (+4.4%), Retail (+3.9%) and especially COP (+31.0%)

(+) Higher Income from exchange differences

 (+) Higher operating costs and costs of premises charged to third parties from real estate leasing

(-) Cost of materials increase in line with sales increase while expense ratio slightly increased compared to previous year due to price increases for raw materials and supplies

(-) Pay scale adjustments, payment of an inflation premium, and business-driven new hiring in the COP

(-) In the previous year, social security benefits were provided

through the short-term allowance scheme

 (-) Logistics and selling expenses increase in absolute terms, higher marketing costs, increased costs of premises due to a new building
(-) Higher expenses from exchange rate differences

(–) For the first time, amortisation effects from the purchase price allocation of Hertz

(-) Increased depreciation for additionally installed CEWE Photostations





» Total assets increase by € 33.2 m. to € 632.7 m. (+ 5.5 %)

» CEWE with strong, once again increased equity ratio of 57.3 % (previous year: 56.0 %)



### **From Balance Sheet to Management Balance Sheet**





#### » Capital employed increases by € 15.2 million

» Continued very solid equity leads to increase in capital invested of € 15.2 m.



### Free cash flow

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- » With the end of the corona pandemic, operating cash flow increases by € 27.7 m. to € 93.4 m.
- »Operating cash flow increases more strongly than outflow of funds from investing activities and increases free cash flow by € 10.0 m. Blue = Corona-related Rounding differences may occur.

### Normalised cash flow 2021 vs. 2022

in Euro millions



»Normalised free cash flow of € 61.4 m. matches the normalised previous year's level of € 63.7 m.

### ROCE



#### » Stronger than in pre-Corona year 2019 and also slightly better than in the previous year: ROCE rises to a very respectable 17.6%

\* ROCE = EBIT / Ø Capital Employed. Rounding differences may occur.



## Innovation







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### **CEWE PHOTOBOOK online editor utilizing MAIC technology**





### Intelligent cropping developed by MAIC (intent driven)





### **Innovations @ CEWE**

#### Focus of innovations that have led to a continuous flow of new products in recent years:



The comprehensive **strengthening of the CEWE** brand as a photofinishing brand, also thanks to the CEWE PHOTO AWARD, now the world's largest photo competition.

- 2 The **multi-brand strategy** with the brands Pixum, DeinDesign, WhiteWall and Cheerz, which cover additional market segments.
- 3 The **consistent orientation towards "mobile phones"** as an order channel: No photofinisher in Europe receives more orders directly from cell phones.
- 4 The establishment of MAIC, the "**Mobile and Artificial Intelligence Center**," to bundle knowledge and findings on artificial intelligence and implement applications. Last year, CEWE received the prestigious EISA award for the resulting mobile app.



### **Success Factor: "Innovation"**





### **Success Factor: "Innovation"**





### Success Factor: "Innovation"





## Outlook 2023







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### Strong position: CEWE stable in a weak economy

#### **Photofininshing & Retail**

- Customers are emotionally attached to their photo products
- Products with relatively low price points, but high value
- Premium positioning in the photofinishing market
- Customer base with focus on quality not on price
- Photo products are Christmas gifts you won't postpone

#### **Commercial Online-Print**

Lower break-even situation enables earnings to be increased

2009: Euro-crisis Euro 17 CEWE -4.2% +1.8%

2020: Covid-crisis Euro 17 CEWE -6.3% +1.5%

GDP development for Euro 17 states CEWE fx-adjusted turnover development

»CEWE has repeatedly proven in the past that the company is typically not affected by a downturn in general consumer spending



### **Outlook 2023: CEWE targets continuing growth**





### **Outlook 2023: Continuing the line of rising results**

**EBIT** in Euro millions



### **CEWE** builds on its strengths ...





### **CEWE** builds on its strengths ...





\* willingness of all CEWE customers to recommend CEWE photo products

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### The "WE" in CEWE

#### **Guiding Principles on Leadership & Cooperation in the CEWE Group**



- Strong cultural foundation for further growth through highly participative process
- Creates dialogue & cross-brand collaboration
- Sense of belonging: employee loyalty!
- Enables even more "free flow of talents & knowledge" – strengthens innovation





## **Q&A-Session**







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This presentation contains forward-looking statements that are based on current assumptions and forecasts of the management of CEWE. Known and unknown risks, uncertainties and other factors could lead to material differences between the forward-looking statements given here and the actual development, in particular the results, financial situation and performance of our Company. The Company assumes no liability to update these forward-looking statements or to conform them to future events or developments.

All numbers are calculated as exactly as possible and rounded for the presentation. Due to this, rounding differences might occur.



