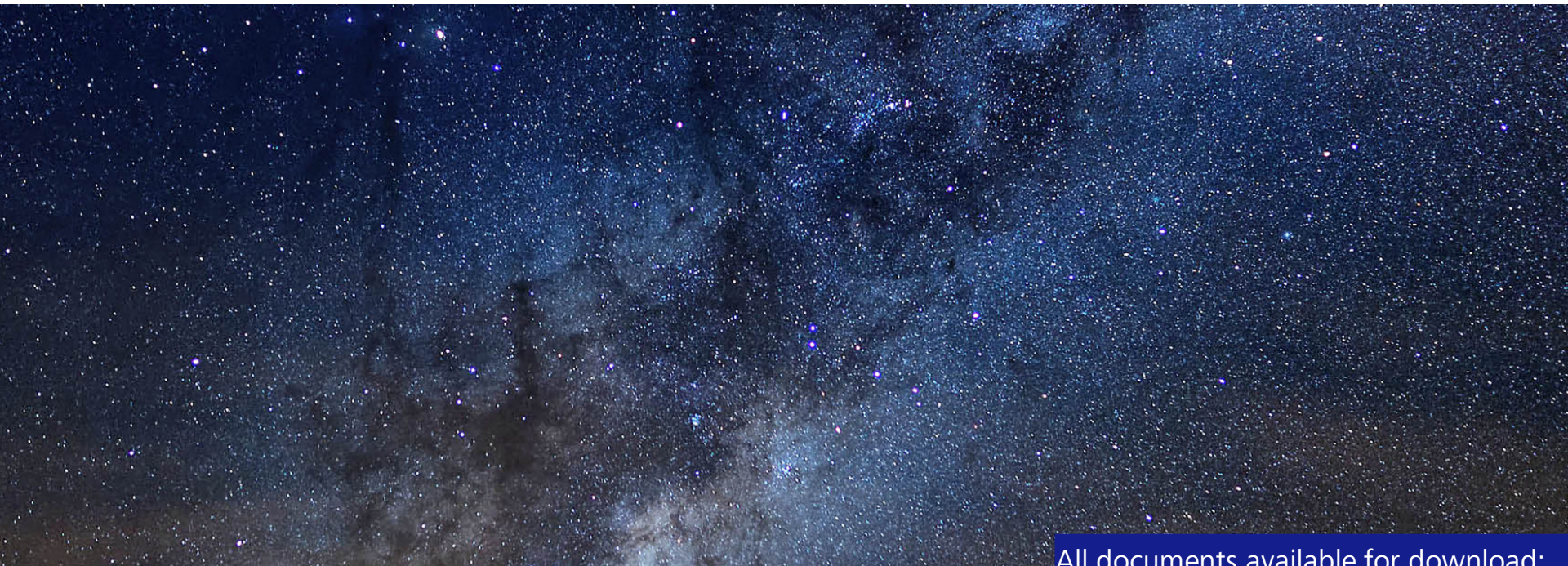


# Annual Press Conference

Stuttgart, 11 December 2019



**Prof. Dr. Michael Kaschke**  
President & CEO

**Dr. Christian Müller**  
Chief Financial Officer

All documents available for download:  
**[www.zeiss.com/pressconference](http://www.zeiss.com/pressconference)**



**Prof. Dr. Michael Kaschke**  
President & CEO



**Dr. Christian Müller**  
Chief Financial Officer



Revenue

**6,428M****+11%**

Incoming orders

**6,575M****+9%**

Employees

**31,260****+7%**

EBIT

**1,063M****+291M**

Consolidated profit/loss

**748M****+213M**

EVA

**574M****+161M**

As of 30 September 2019  
All figures in euros.

## 2018/19

Collaborations

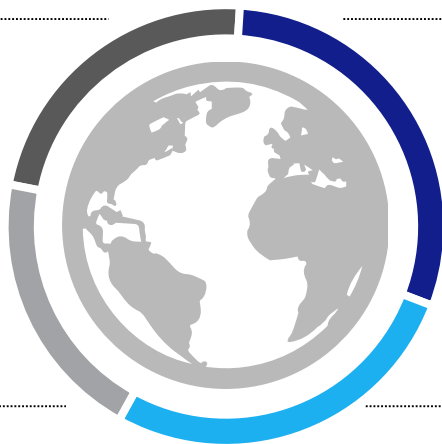
**1,484M**

+4%

Americas

**1,347M**

+2%



EMEA

**1,881M**

+8%

of which Germany

**626M**

+4%

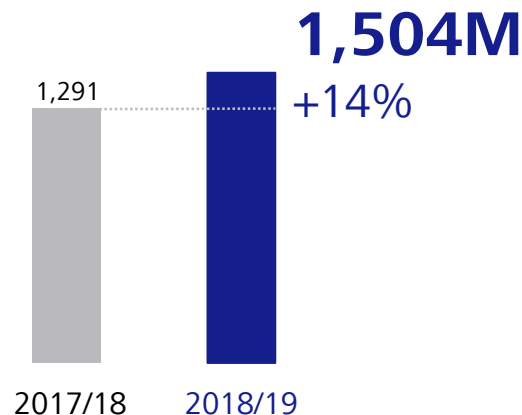
APAC

**1,716M**

+15%

## Revenue trend

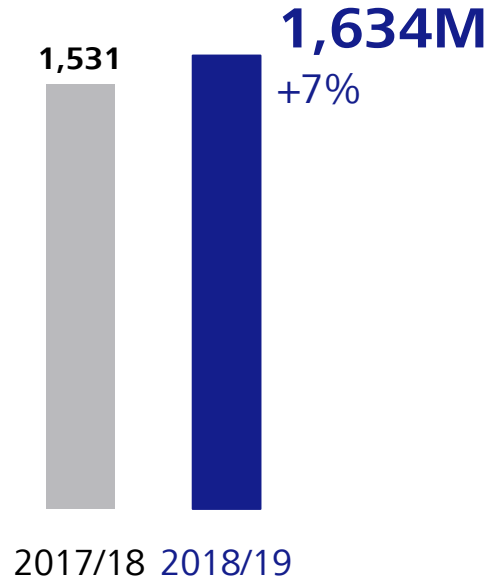
Direct business in RDEs



Around 90 percent of revenue generated outside Germany.

15 percent growth for APAC.

## Revenue



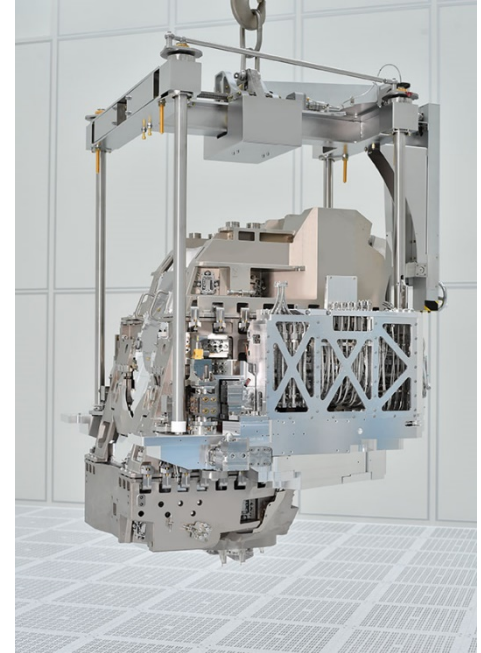
## Fiscal year 2018/19

Business benefited from the expansion of chip fabs driven by global digital trends

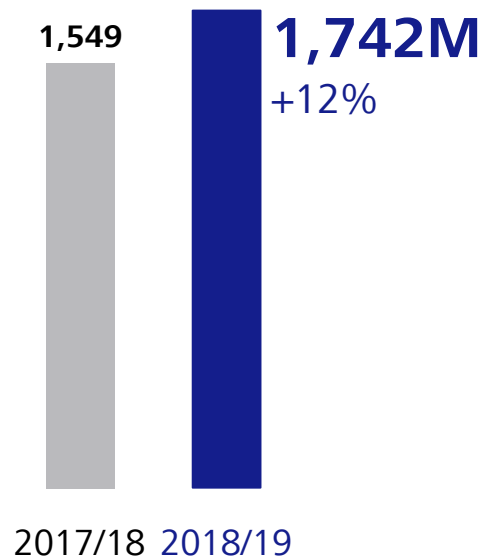
First premium end devices available on the market with chips produced using EUV optics from ZEISS

## Outlook

The positive trend continues in all three SBUs at Semiconductor Manufacturing Technology, due primarily to a further increase in the number of EUV orders



## Revenue



## Fiscal year 2018/19

Measuring technology and quality assurance benefited from Carbody Solutions and Service, continued healthy growth in APAC and Germany

Revenue in microscopy business significantly higher than previous year

GOM acquisition: Growth potential with surface measurement and digitalization technology

## Outlook

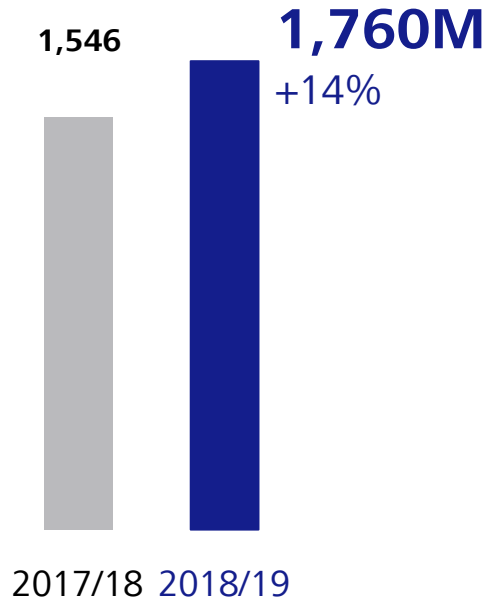
Weak development on the automotive markets

Ongoing positive trend in microscopy business



## Revenue

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## Fiscal year 2018/19

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EMEA and APAC enable strong growth  
Product launches in ophthalmology in particular contributed to success

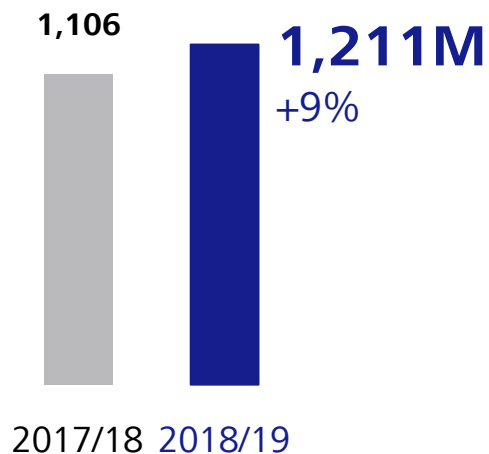
## Outlook

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Megatrends continue to ensure growth,  
but risk of reduced momentum



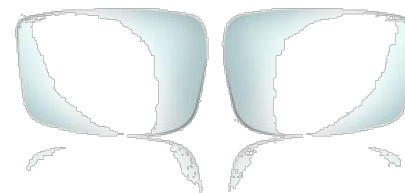
## Revenue



## Fiscal year 2018/19

ZEISS eyeglass lens growth outpaced market and competition

Process for realigning Consumer Products ensures positive contribution

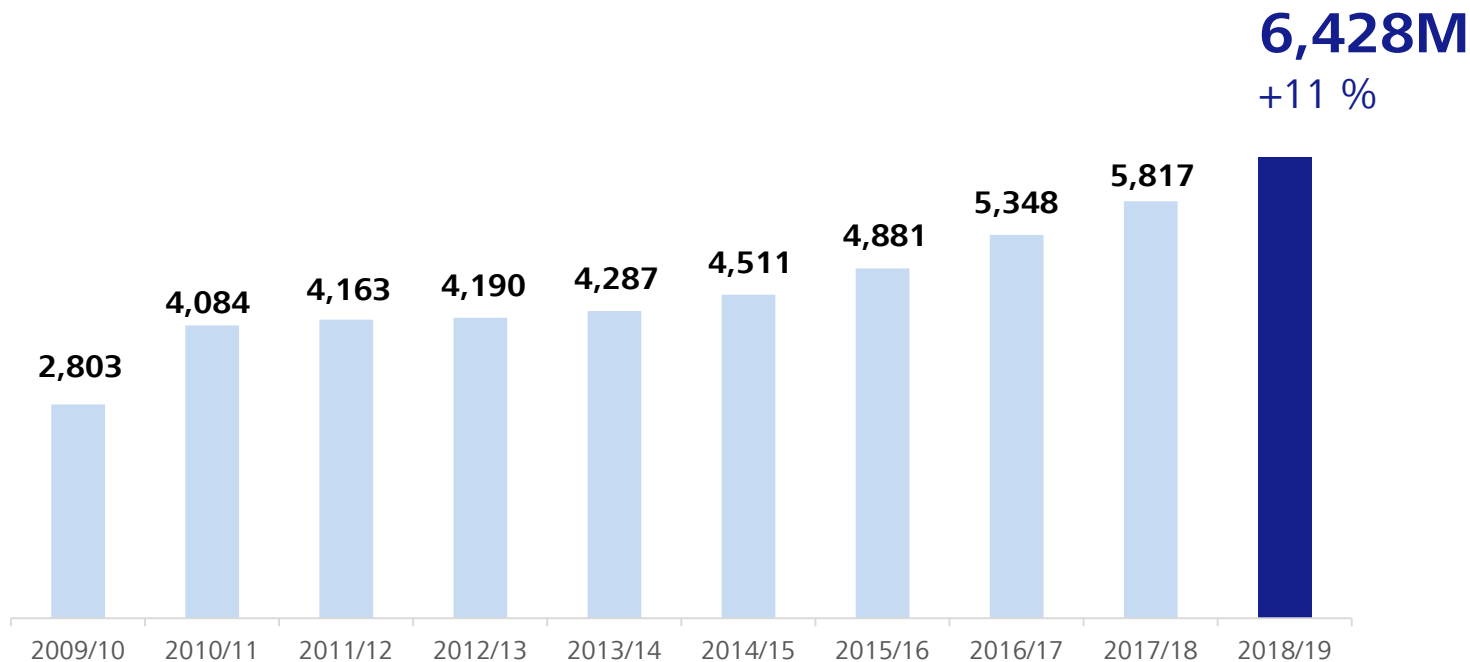


## Outlook

Opportunities in Asia and Latin America thanks to clear focus on the ZEISS Brand

Investments in issues important to the future like cost reduction and improved productivity







## **Revenue and earnings grow**

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10<sup>th</sup> record-breaking year in a row

Major growth in spite of uncertain economic climate

## **Successful together**

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All segments contributed to the positive result

All regions contributed to growth

## **Shaping markets**

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On course to become a global technology leader

ZEISS on the path to becoming a market shaper

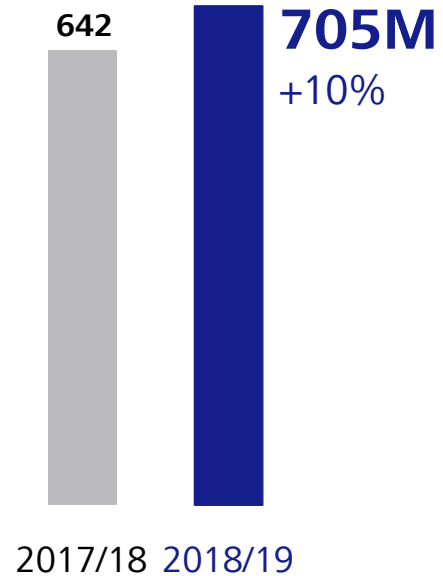
## **Implementation of ZEISS Agenda 2020**

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Targeted investment, acquisition and innovation strategy

Resilience a permanent part of business activities

## R&D expenditures

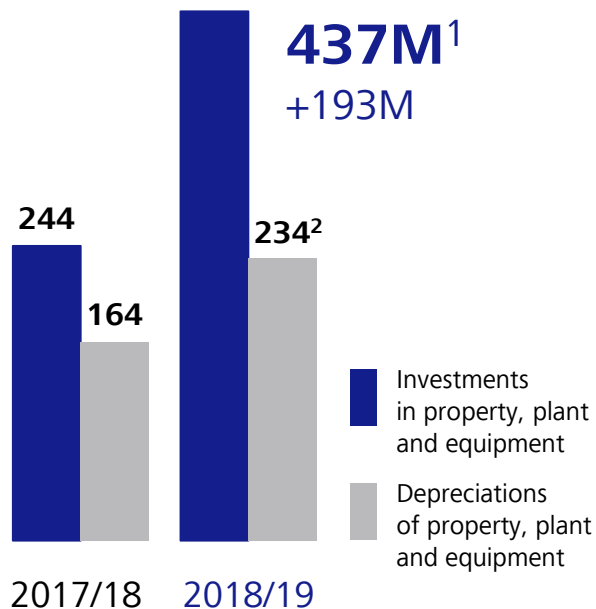


## Fiscal year 2018/19

R&D expenditures totaled 11 percent of revenue



## Investments in property, plant and equipment



<sup>1</sup> Thereof 72 million right-of-use assets due to IFRS 16 Leases

<sup>2</sup> Thereof 45 million right-of-use assets due to IFRS 16 Leases

## Fiscal year 2018/19

Investments increased – sustainability becoming even more important





## **Sustainability**

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Sustainable growth remains a fundamental principle of our business activities

Since 2010, revenue has doubled while CO<sub>2</sub> emissions in this period remained almost constant

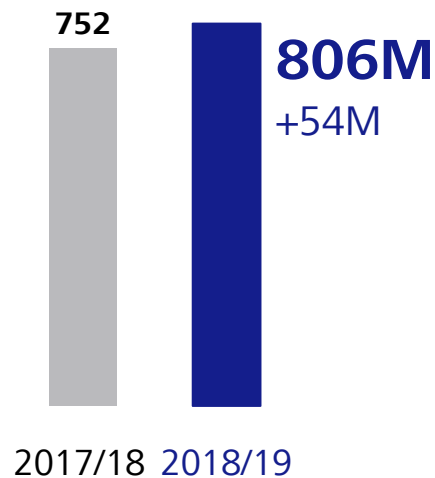
## **Outlook**

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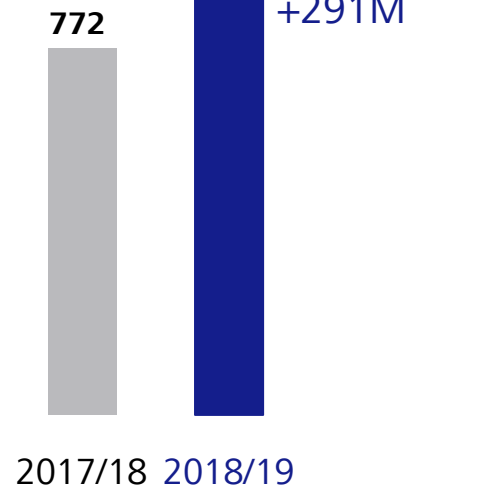
ZEISS will cover its energy needs with CO<sub>2</sub>-neutral sources by 2022

Sustainability and climate protection work dovetail in new Group function  
Head of Sustainability

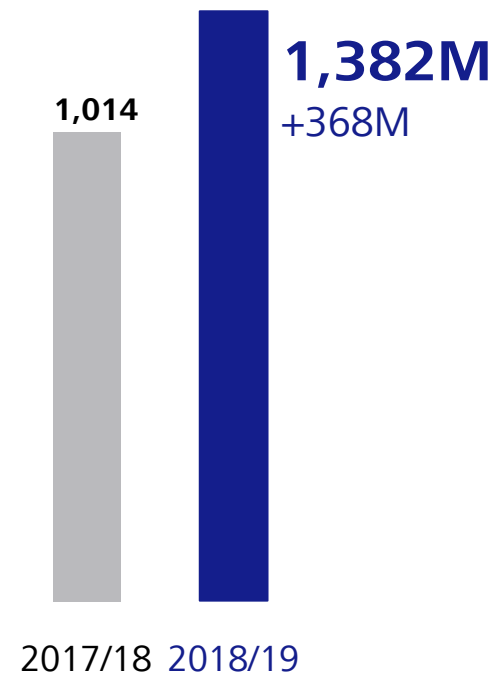
## Free cash flow



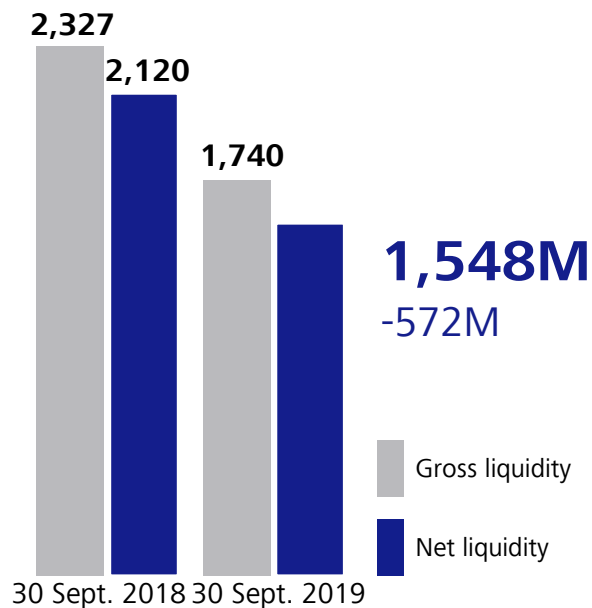
## EBIT



## EBITDA



## Gross and net liquidity



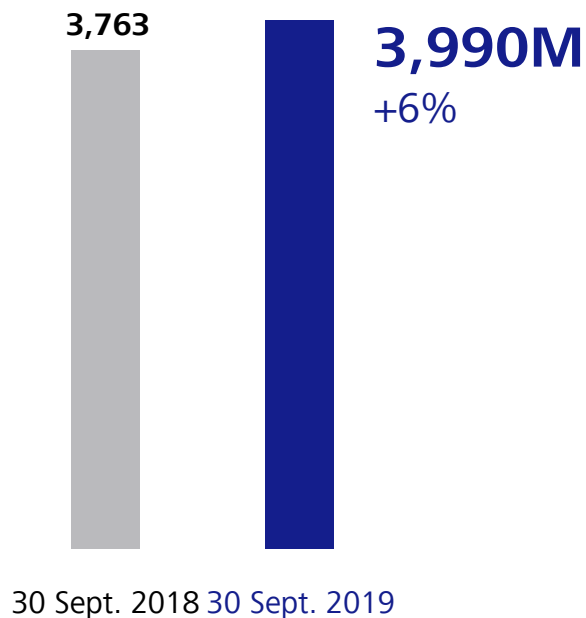
## Fiscal year 2018/19

Purchase prices for the acquisition of GOM GmbH and IanTECH Inc. visible

## Outlook

Consistent cost management  
a focal point of the ZEISS Agenda 2020

## Equity



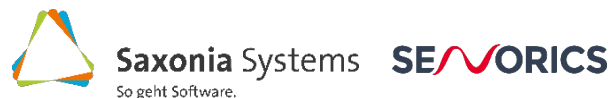
## Fiscal year 2018/19

Solid financial situation made it possible to further optimize portfolio through targeted acquisitions

Equity ratio at 44 percent

## Outlook

Sufficiently flexibility for investments, expansions and acquisitions





## Economy

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Economic growth continues to slow down in industrial and emerging economies

Growth dynamic in semiconductor technology diminishing

## Measures

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Increasing the company's resilience by retaining long-term investment strategy

International footprint and global value creation

## Opportunities

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Trend toward automation, digitalization and smart production

Increasing research expenditures globally

Megatrends in health care

## Forecast

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Slight organic growth

EBIT margin over 10 percent



If you have any questions, please do not hesitate to contact us.

**Jörg Nitschke**

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Corporate Brand & Communications  
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Email: joerg.nitschke@zeiss.com

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