

Bernardo Calleja

General Shareholders' Meeting

May 22th, 2019

Zardoya Otis Group

784

MILL.
CONSOLIDATED
SALES



146

MILL.
P.A.T.



R+D

One of the
world's
biggest design
and
engineering
centers



5.476

EMPLOYEES



3

FACTORIES



> 288.000

UNITS UNDER MAINTENANCE

Source: Annual Report Zardoya Otis 2018

OTIS

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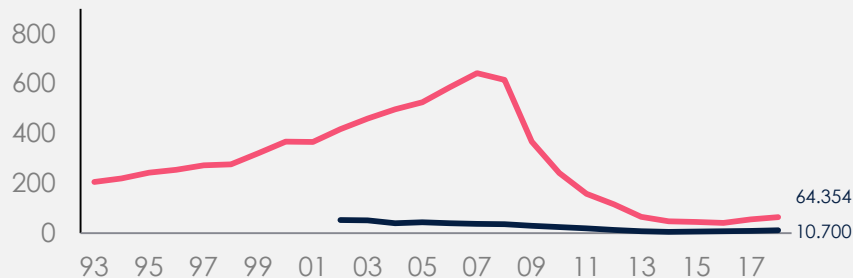
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Macroeconomics



HOUSING MARKET*

Spain 2007: > 500 mill

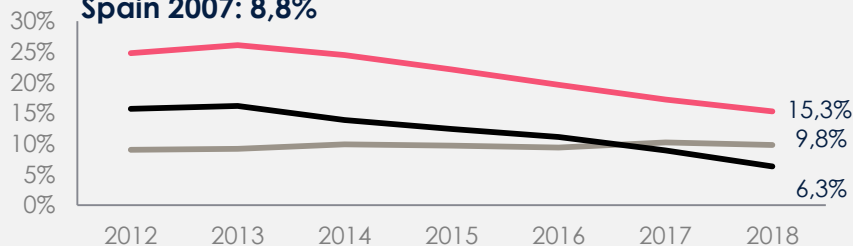


* Portugal: INE ; Spain: Ministry of Infraestructure



UNEMPLOYMENT RATE

Spain 2007: 8,8%



Source: Euroconstruct, June 2016

INE

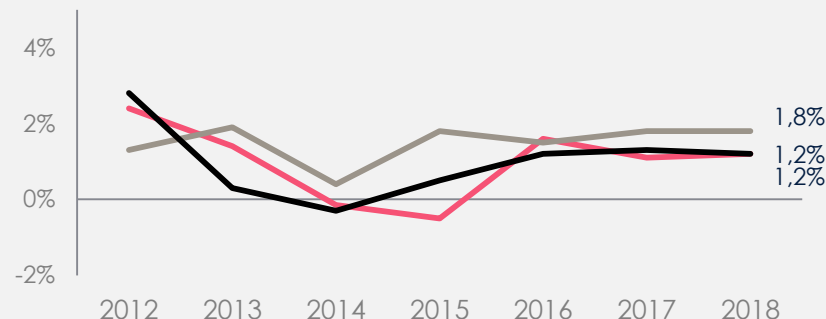
SPAIN

MOROCCO

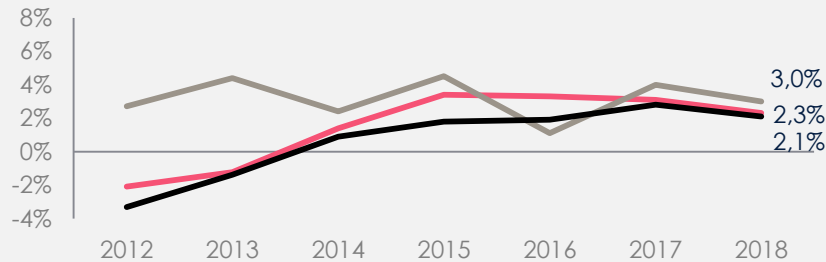
PORTUGAL



CPI

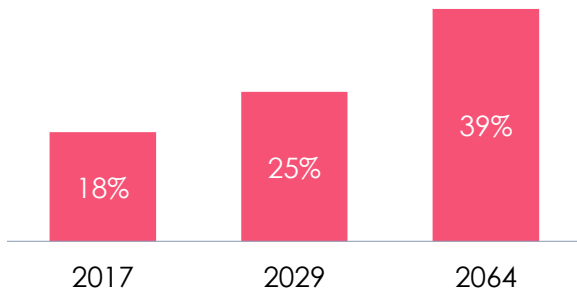


GDP GROWTH



Demographic environment

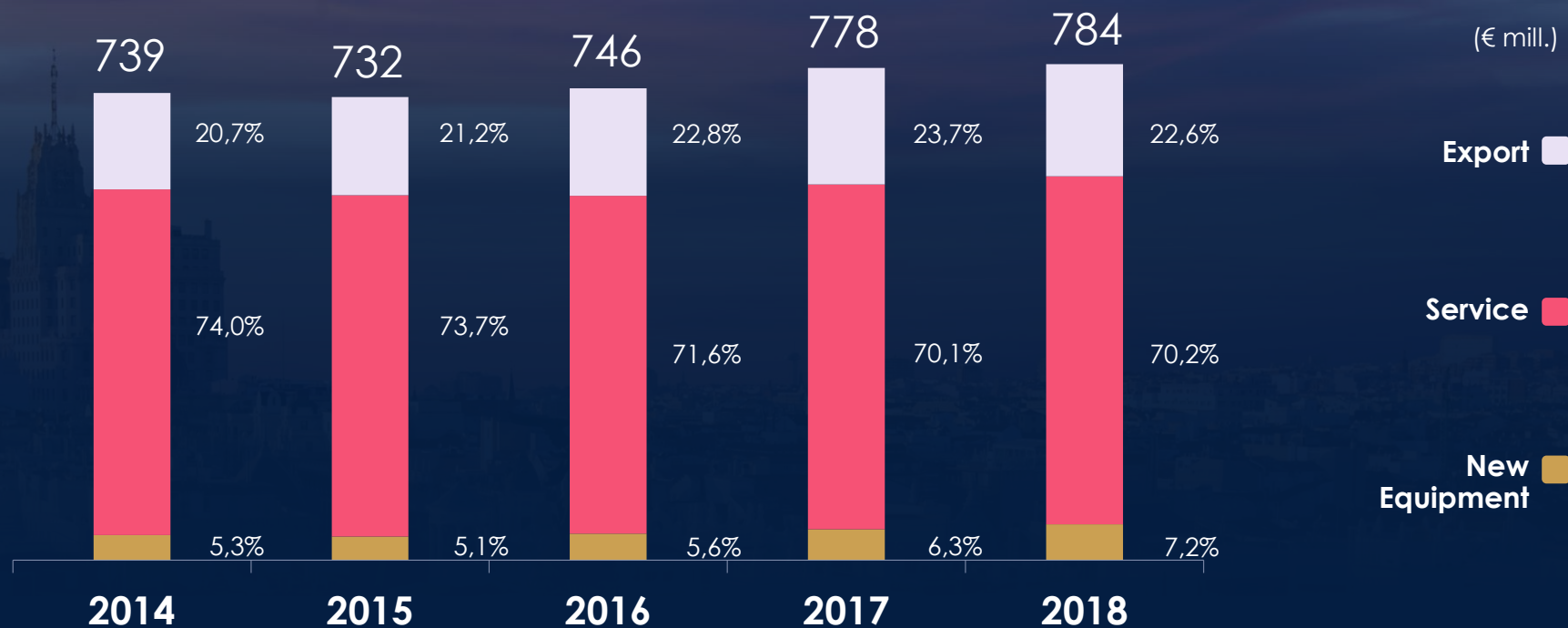
Spanish population > 65 years*



* Source: INE (National Statistics Institute)

- In 10 years, **25%** of the spanish population will be > 65 years
- In 45 years, **39%** the spanish population will be > 65 years

Sales





Gen2[®] Home

COMMERCIAL
SUCCESS PRODUCT

GEN2[®] Home. LIVE YOUR HOME

Advanced technology | Very small hoistways | Elegant aesthetics

No architectural or visual impact | Exterior and interior installation

Factory shipments evolution:
(units)



GEN2[®] Fit

**MINIMUM SPACES
WITH GREAT POSSIBILITIES**

Very reduced hoistways

Elevators for one passenger

Minimum consumption

100 trips autonomy without connection to the network

Energy regeneration

**INNOVATIVE PRODUCT
FOR EXISTING
BUILDINGS**

OTIS

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Gen2[®] Fit



OTIS Marine

First cruise powered by LNG

(Liquefied Natural Gas)

41 OTIS elevators

Fifth largest cruise ship in the world

6,600 passengers and 337 meters length

First in height

20 decks

LV3 Acquisition

LV3

WE STRENGTHEN OUR
PRESENCE IN THE
ACCESSIBILITY MARKET



Wheel Chairs Platforms & Stairlifts



Straight and curved sections



**Personal attention:
24 hours a day. 365 days a year**



Our Accessibility department offers free advice for installation



Accessibility. Potential market



37% of the buildings are not accessible from the public road



28% of existing elevators are not accessible from the doorway



43% of existing elevators need to improve their accessibility conditions



There are still **300,000** buildings without a lift for 4 or more floors

* Source: Owners Mutual Foundation and INE

Zardoya OTIS Group historical background

SCHNEIDER
(1885)

OTIS
(1853)

SCHNEIDER OTIS
(1965)

ZARDOYA OTIS

ZARDOYA

1972

EGUREN

1977

OTIS ELEVADORES PORTUGAL

1993

ACRESA

1995

ROLLTORE (Doors)

2005

OTIS MARRUECOS

2007

ENOR (Marine)

2013

LV3 (Accessibility) / Andorra / Limarlift

2018

2019

OTIS

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Corporate Social Responsibility



Diversity and inclusion

“Todos somos todos” program



Protection of children

Corporate Volunteers with “Special Olympics” and “Crusade for the children” programs

Solidarity race



Health & Wellness

“Health & Wellness” program

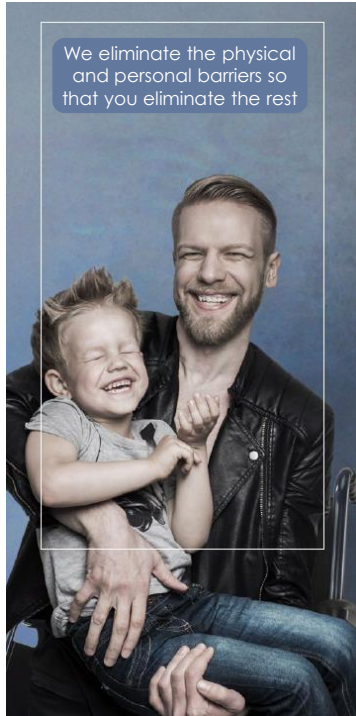


Acknowledgments



Partners & Associates

Corporate Social Responsibility

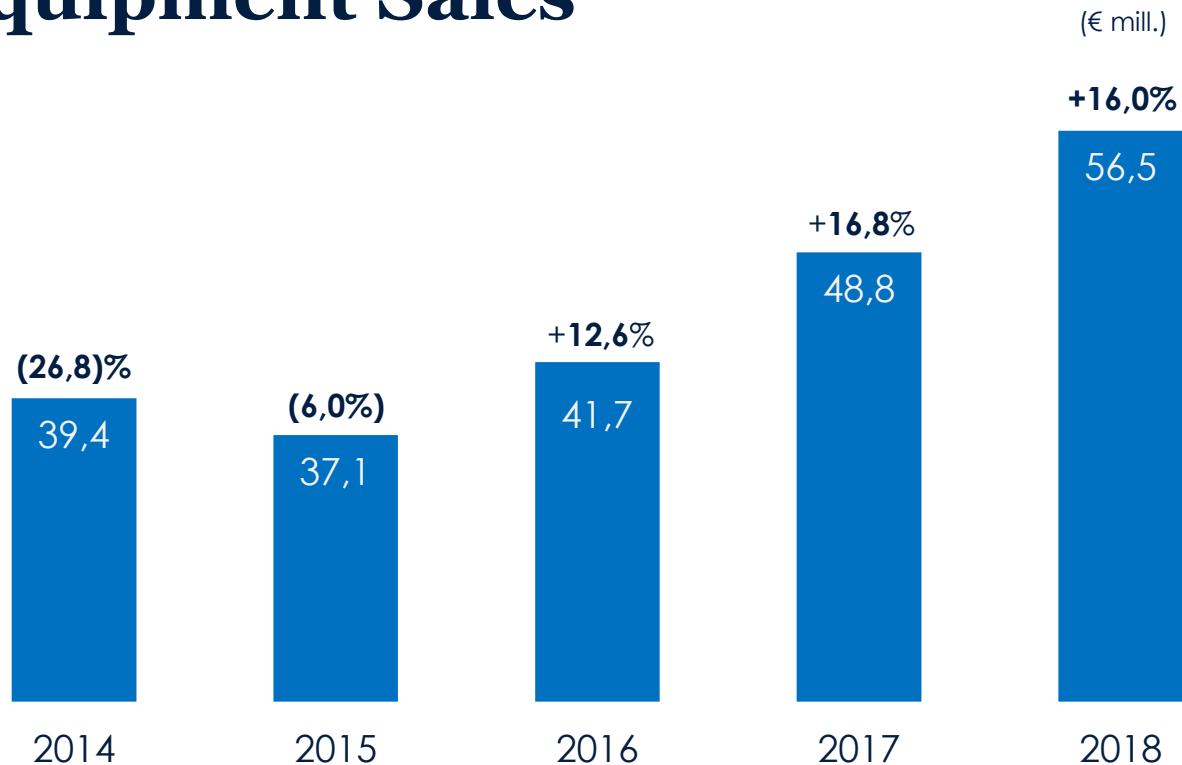


Profit after taxes and Consolidated sales



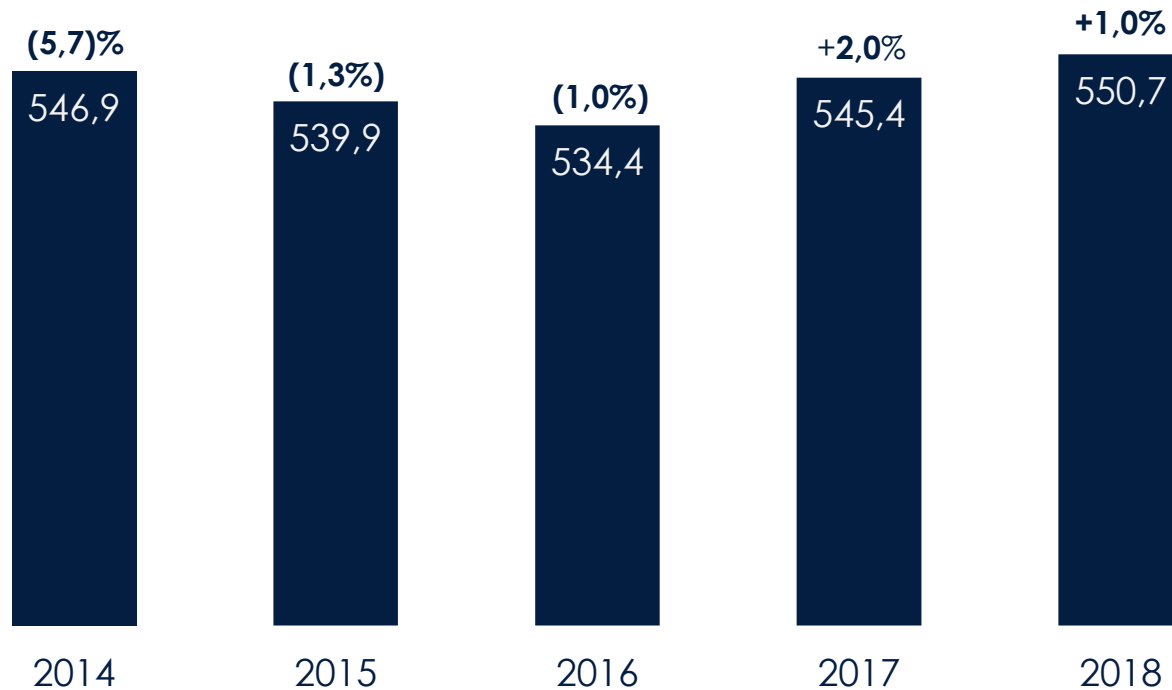
	Consolidated sales		
(€ mill.)	2017	2018	% VAR
NEW EQUIPMENT	48.8	56.5	16.0%
SERVICE	545.4	550.7	1.0%
EXPORT	184.2	177.2	(3.8%)
TOTAL	778.3	784.4	0.8%

New Equipment Sales



Service Sales

(€ mill.)

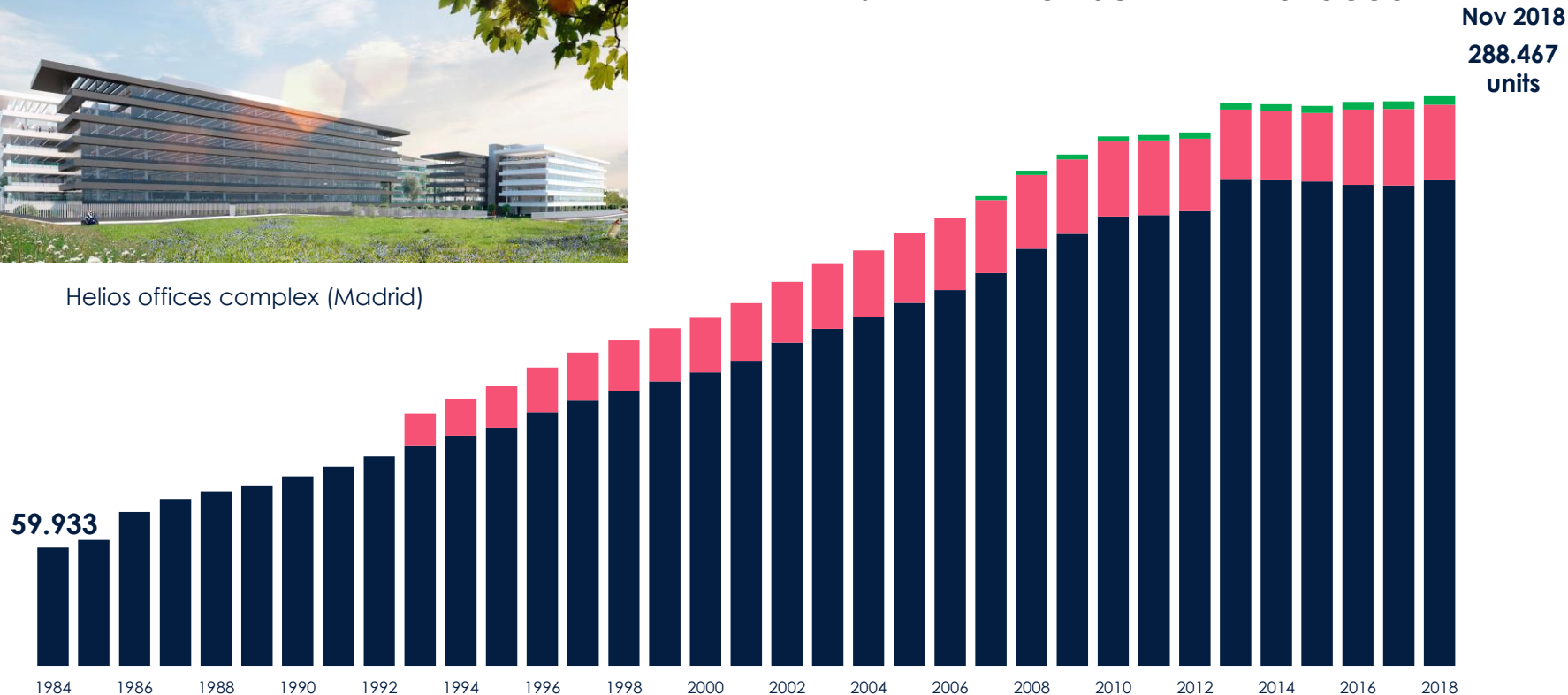


Portfolio evolution– Number of units



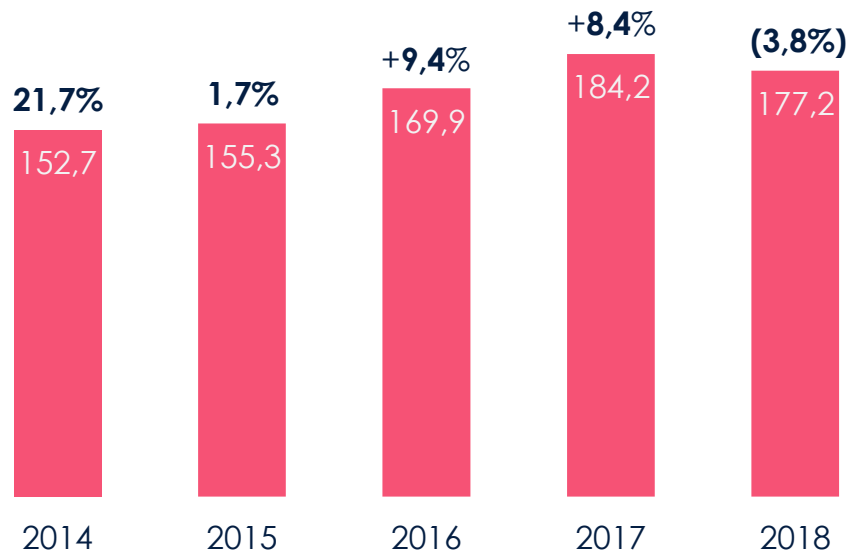
Helios offices complex (Madrid)

■ SPAIN ■ PORTUGAL ■ MOROCCO

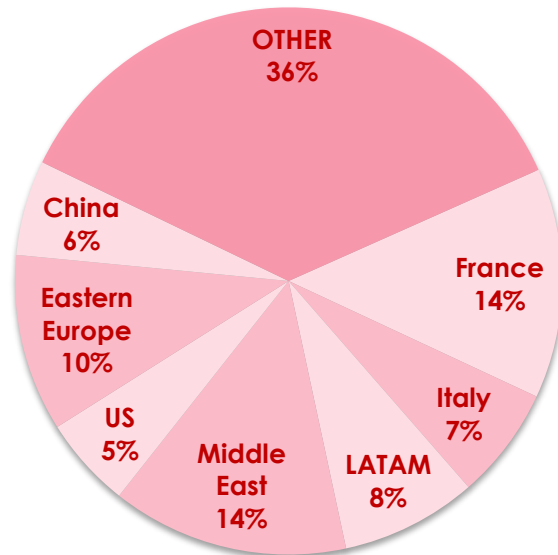


Export Sales

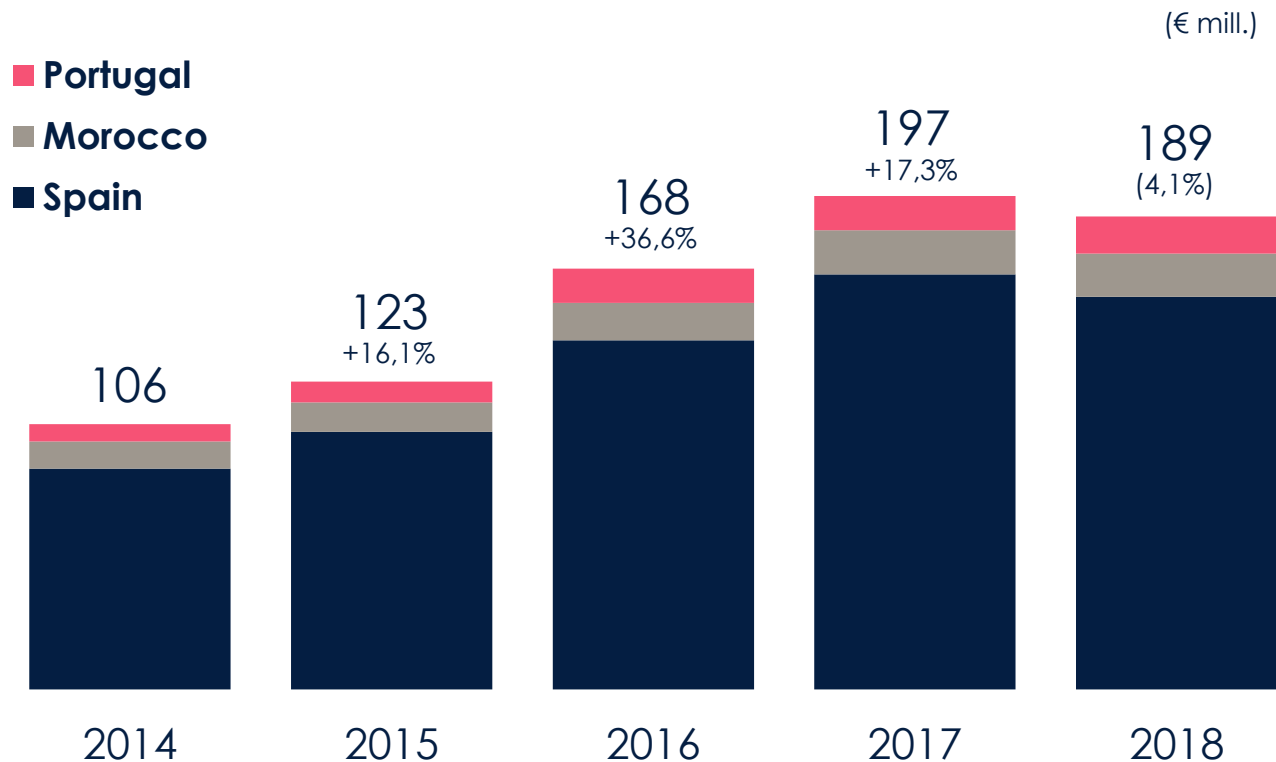
(€ mill.)



Shipments by country



Orders received New Equipment



Iberdrola Campus - Madrid

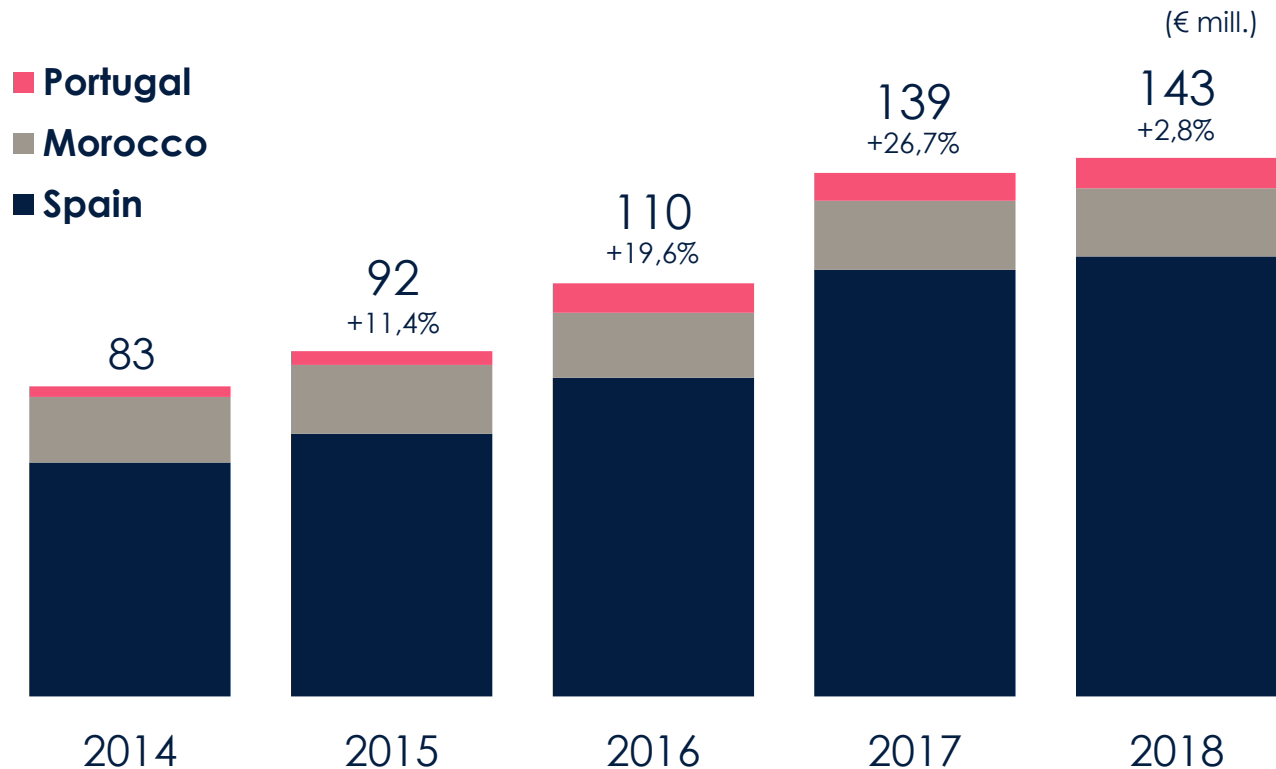


Private Hospital Vila Real - Portugal



High speed train station
Kenitra. Marruecos

Backlog of unfilled orders



City of Justice - Albacete



Madeira Private Hospital



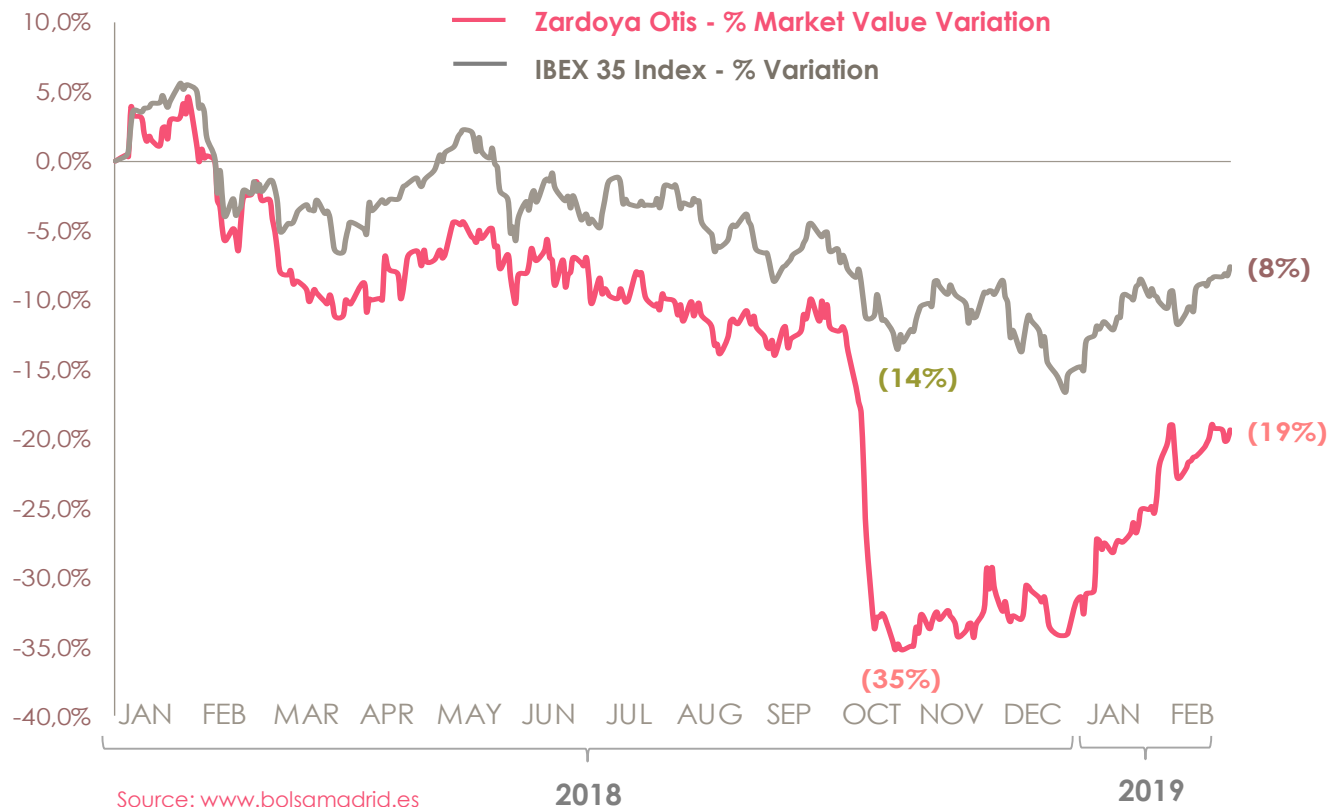
High speed train station
Casablanca. Morocco

Shareholder remuneration – 2018



Date	Gross per share	Charged to	Shares entitled to dividend	Total paid
April 10	0,080 €	1st interim, 2018	470.464.311	37.637.144,88 €
July 10	0,080 €	Charged to Reserves	470.464.311	37.637.144,88 €
October 10	0,080 €	2nd interim, 2018	470.464.311	37.637.144,88 €
January 10	0,080 €	3rd interim, 2018	470.464.311	37.637.144,88 €
TOTAL SHAREHOLDERS' REMUNERATION IN 2018				150.548.579,52

% Variation - Market value vs Ibex 35



1st quarter 2019 - Results

(€ mill.)	1st Quarter 2018	1st Quarter 2019	% VAR
Sales	188,0	194,4	3,4%
Profit after taxes	33,7	32,6	(3,0%)



1st quarter 2019 – Orders received & Backlog

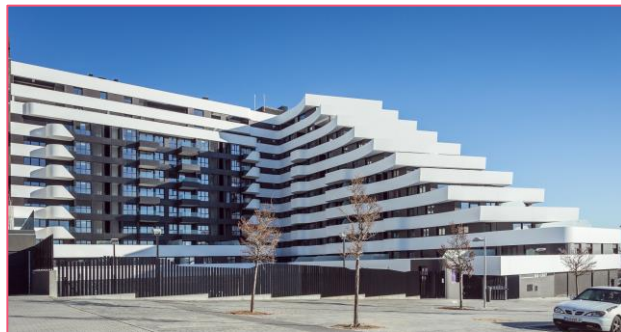
ORDERS RECEIVED

VAR %

1st Quarter **2019 / 2018**



+ 19,8%



Lake Terraces - Valdebebas (Madrid)



Riverside Tower
(Madrid)

BACKLOG

VAR %

1st Quarter **2019 / 2018**



+ 17,4%

1st quarter 2019 – Units under maintenance contract

+ 1,5 %

1st quarter
2018

285.981

Units

1st quarter
2019

290.335

Units

Proposal of the Board of Directors



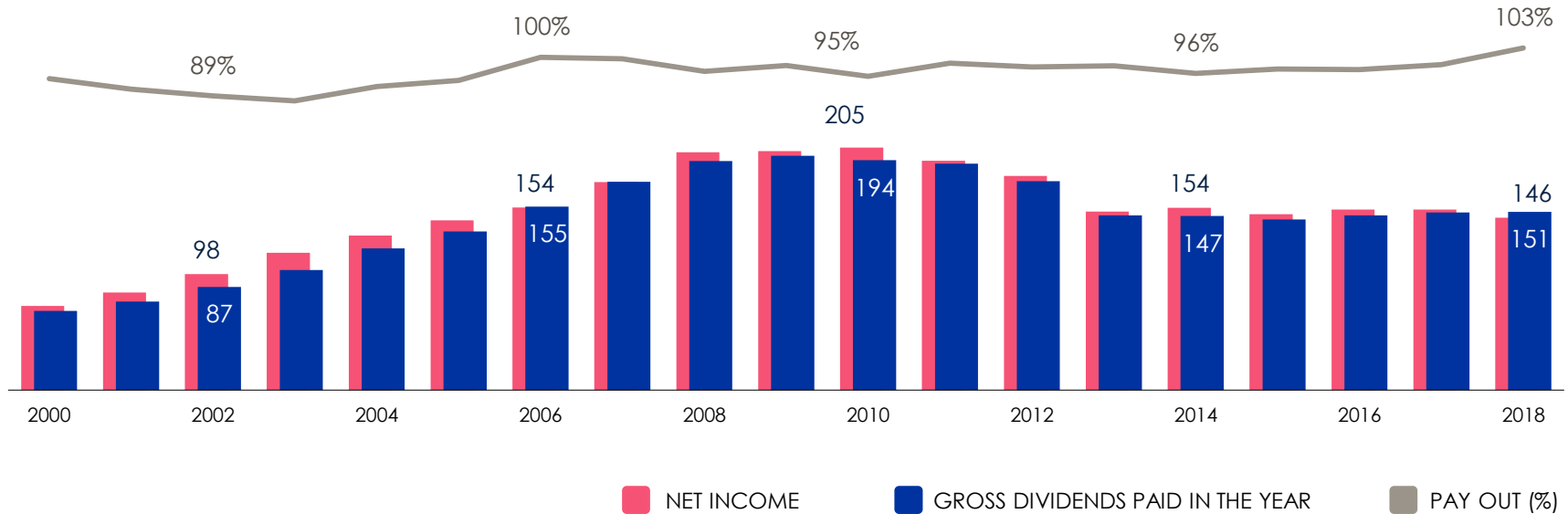
Proposal of dividend
charged to reserves
for a gross amount of
0,08 euros per share
(July 10 2019)

Shareholder remuneration



Net Income vs. Dividends paid in the calendar year (Pay-Out %)

(€ mill.)



OTIS