



**MORE LIGHT**

# Jenoptik Capital Markets Day 2021 – Webcast

November 30, 2021, Start: 13:00 CET



MORE LIGHT

# Agenda 2025

## “MORE VALUE“

Dr. Stefan Traeger

- 13:00** Welcome and introduction – Dr. Stefan Traeger  
Agenda 2025 – “More Value”
- 13:45** Market and Business Deep Dive  
Dr. Ralf Kuschnerreit, Kevin Chevis
- 15:00** Q+A session
- 15:30** Coffee break
- 16:00** Central initiatives of the Jenoptik Group  
Maria Koller, Dr. Stefan Traeger
- 16:30** Financial Summary – Hans-Dieter Schumacher  
Summary of Agenda 2025 – Dr. Stefan Traeger
- 17:00** Q+A session



## Jenoptik Capital Markets Day 2021 – Video “More Light”

# Our cultural change led us to our brand house

## Brighter futures with the power of light

Better futures by harnessing the potential of light

## External expression

What we say externally to the world

## Delivering the power of light

We deliver photonic solutions

## Customer promise

What customers can always expect

## The leading light in the application of photonics

The company that drives business with the power of light

## Positioning

What we stand for in the market place

### Inspired by you

Your challenges drive us

### Invented for you

Beyond the norm

### Putting you in the lead

Striving towards progress

## Key differentiators

Why customers choose us

### Open

Engaged

Curious

Open to new ideas

### Driving

Ambitious

Winning mindset

Moving forward

### Confident

Optimistic

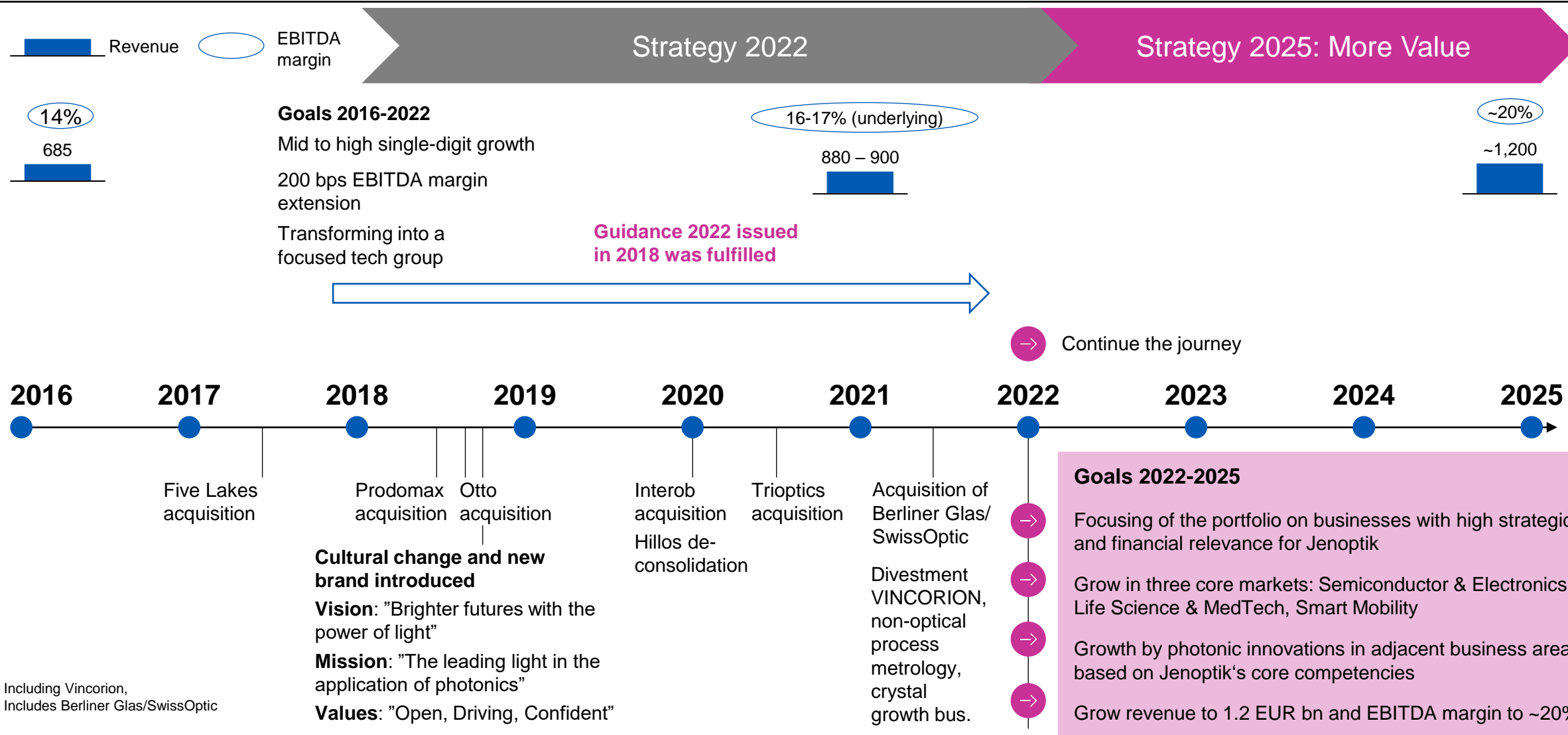
Courageous

Determined

## Values

What makes us who we are

# Our strategy “More Value” for 2022-2025 builds directly on the achievements of our previous strategy “More Light”

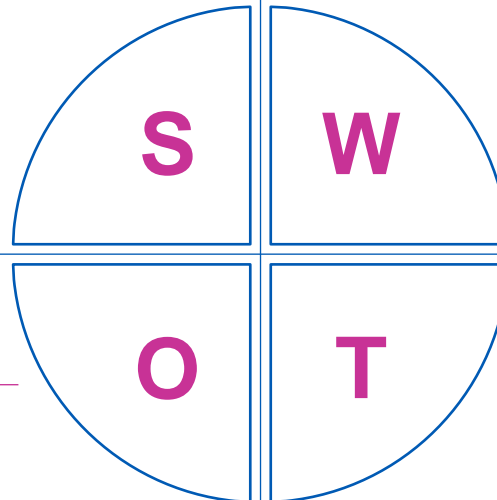


1. Including Vincorion,  
2. Includes Berliner Glas/SwissOptic

# Our core competence: transferring complex photonic challenges of our customers into industrialized products and solutions

## Strengths: Solve complex photonic challenges

- **Design and industrialization** of complex optics and photonics components
- Outstanding capabilities in light detection
- **Decoding photonic signals** in data imaging solutions
- **Sensor fusion** – integrating video, radar, laser and artificial intelligence technologies



## Weaknesses: Generating economies of scale

- Revenue and profitability targets are dependent on a **small number of large customers**
- **Scale markets**
- Pro-actively develop and sell photonic innovations
- Concentration on geographical home markets in Europe and the US, and especially countries where we have a local presence or partner

## Opportunities: Increasing importance of photonics

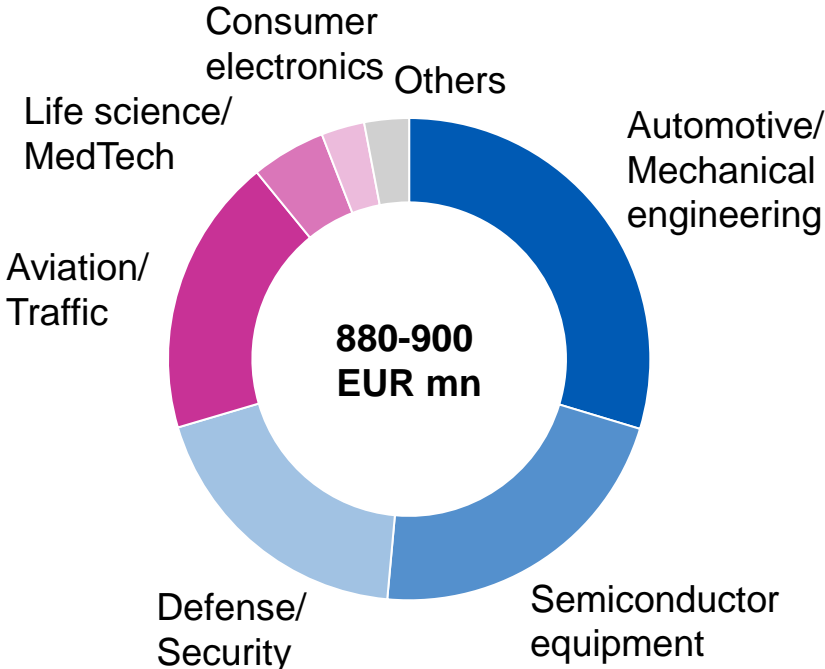
- Technological progress leads to **higher requirements on photonics design and manufacturing**
- **Increasing demand in photonics solutions**, e.g., in semiconductors, AR/VR, quantum technologies, satellite communication, and biophotonics
- ESG-conscious societies increase demand for Semiconductors, Electronics, and cleaner transportation
- **Increasing demand for integration of hardware and service sales**, leading to a higher share of recurring revenue, e.g. in Smart Mobility business

## Threats: Competitive landscape intensifies

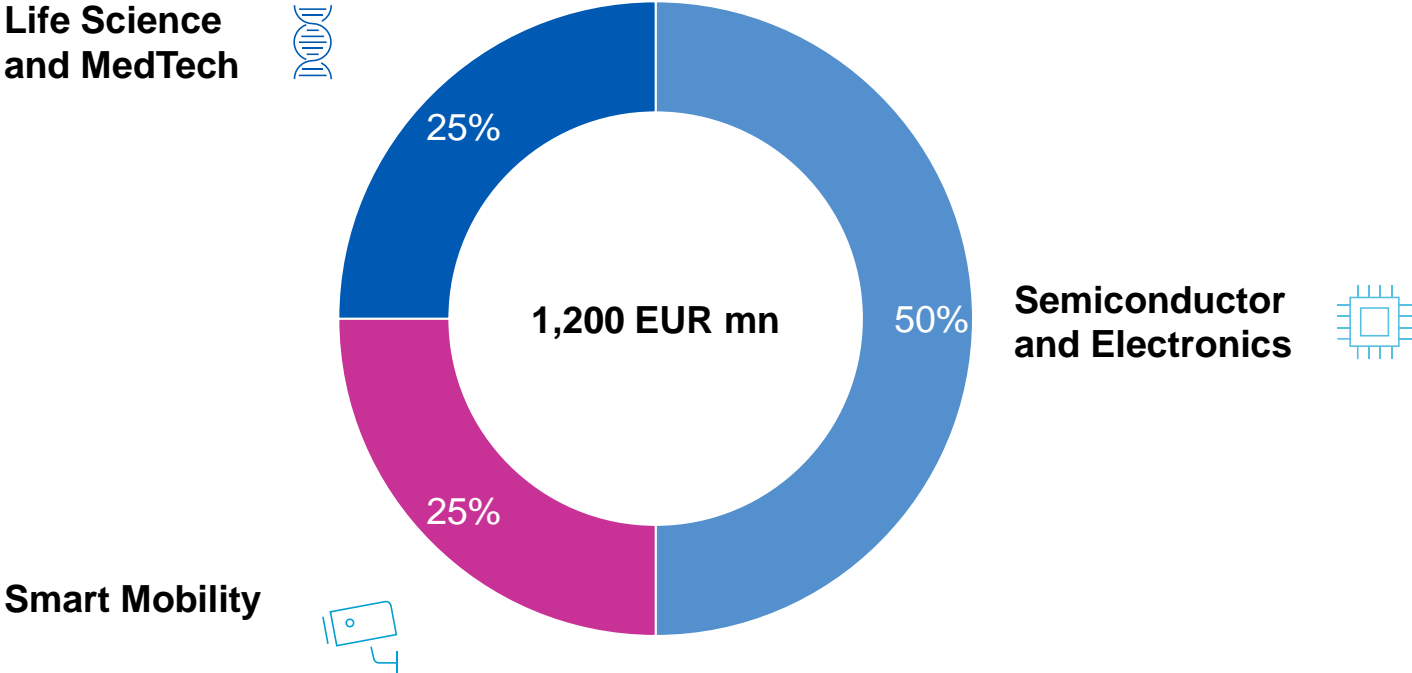
- In individual markets, photonic competence loses **differentiation potential**
- Decoupling of Chinese and Western markets limit scalability
- **Consolidation** of competitive landscape

# Future Jenoptik setup with focus on three core markets: Semiconductor & Electronics, Life Science & MedTech, and Smart Mobility

## 2021e – Jenoptik present in 6+ markets



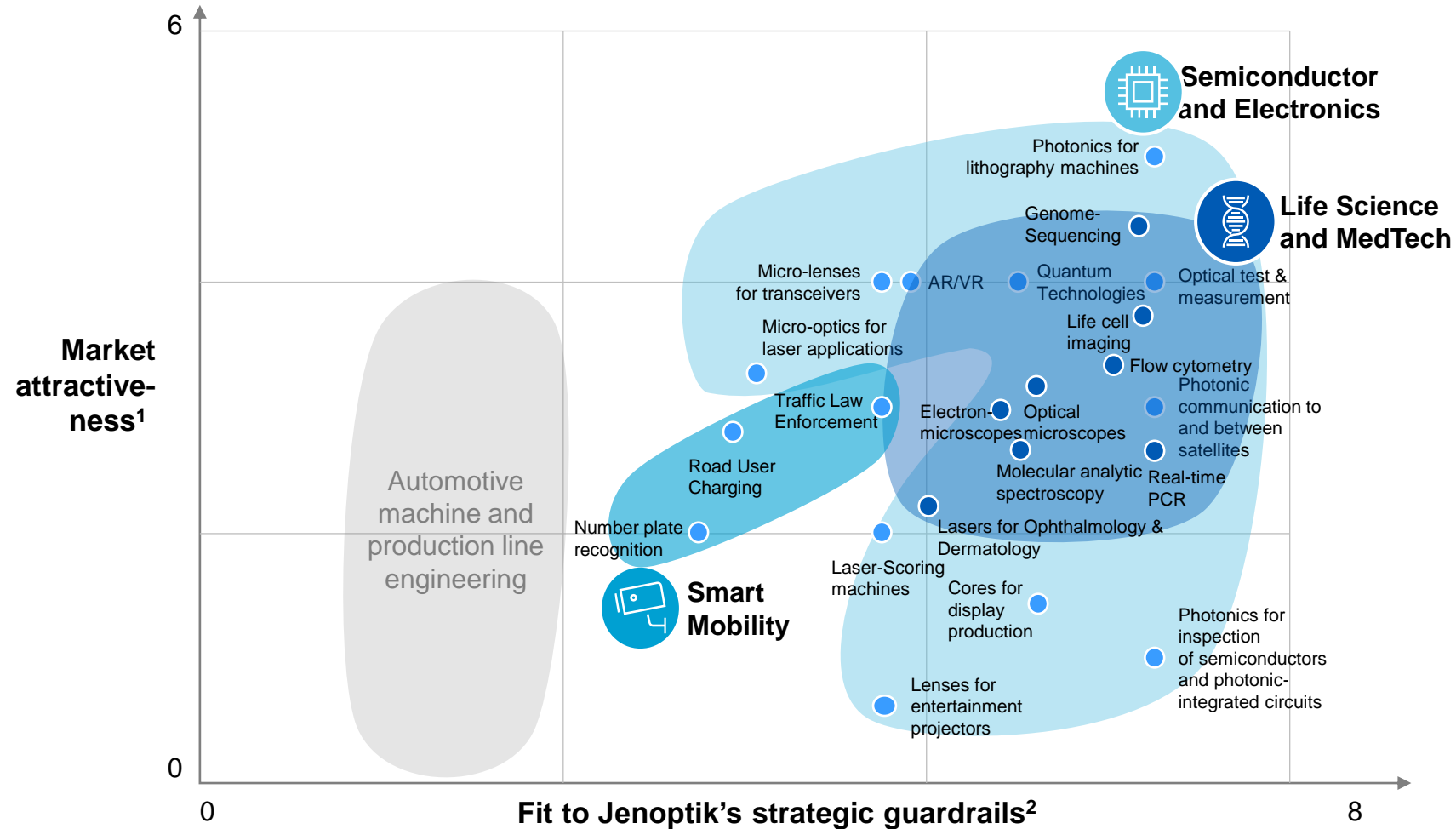
## 2025 – Jenoptik focuses on 3 core markets





# Future core markets are attractive and suit Jenoptik's core competencies

## Overview of photonic markets



## Key Statements

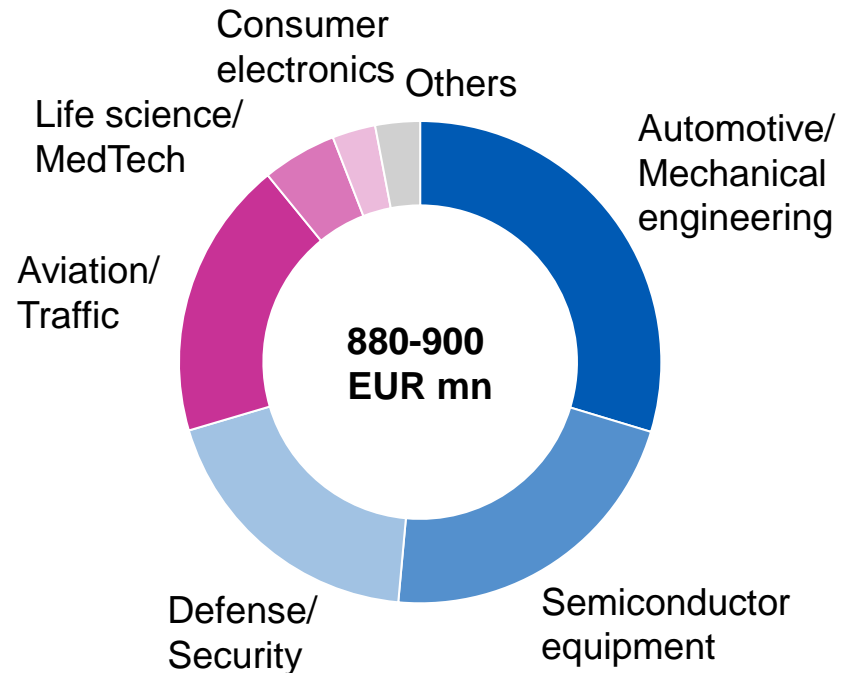
Future focus on 3 core markets

- Semiconductor and Electronics
- Life Science and MedTech
- Smart Mobility

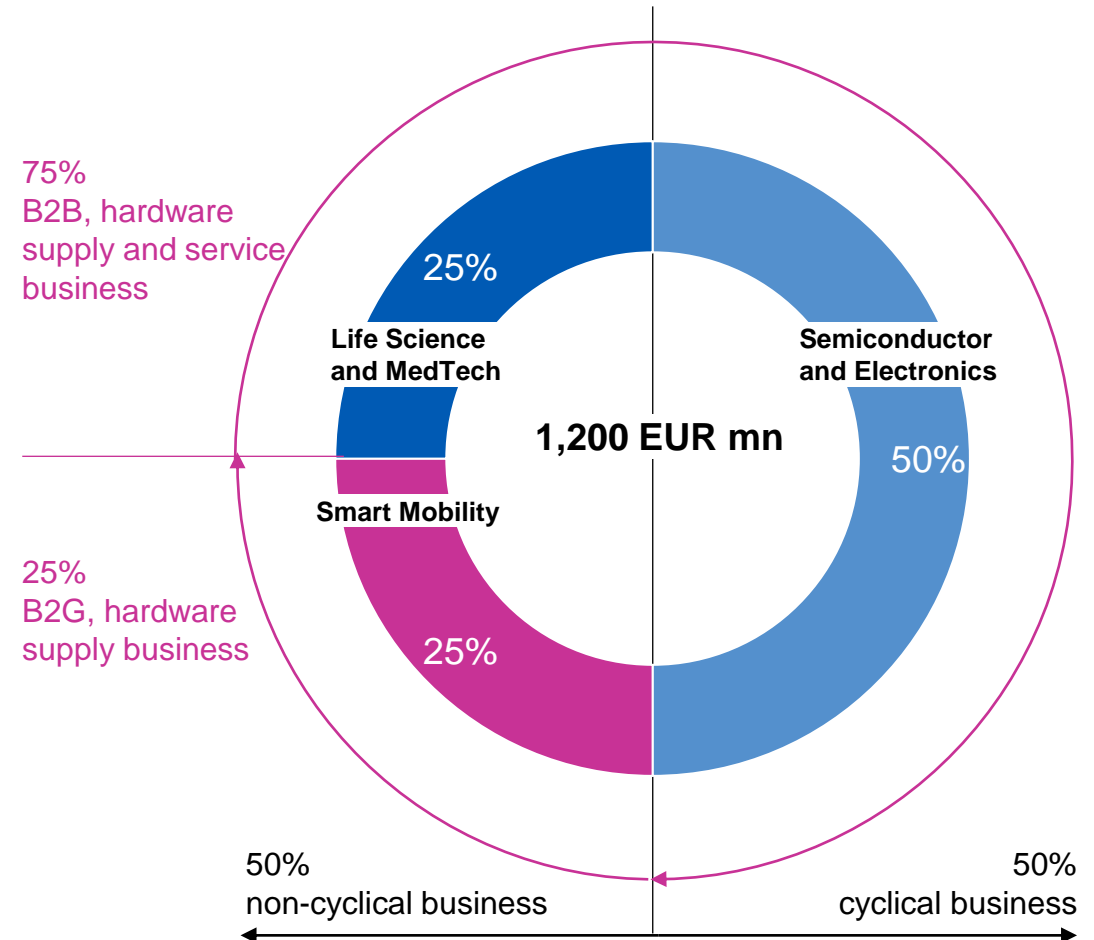
1. Assessment based on a scoring that assigns values 0-3 to the market size and to market growth. Please find details in the pre-read., 2. Based on scoring that assigns values 0-2 for technology fit, business model, scalability and trends.

# Future Jenoptik setup with focus on three core markets: Semiconductor & Electronics, Life Science & MedTech, and Smart Mobility

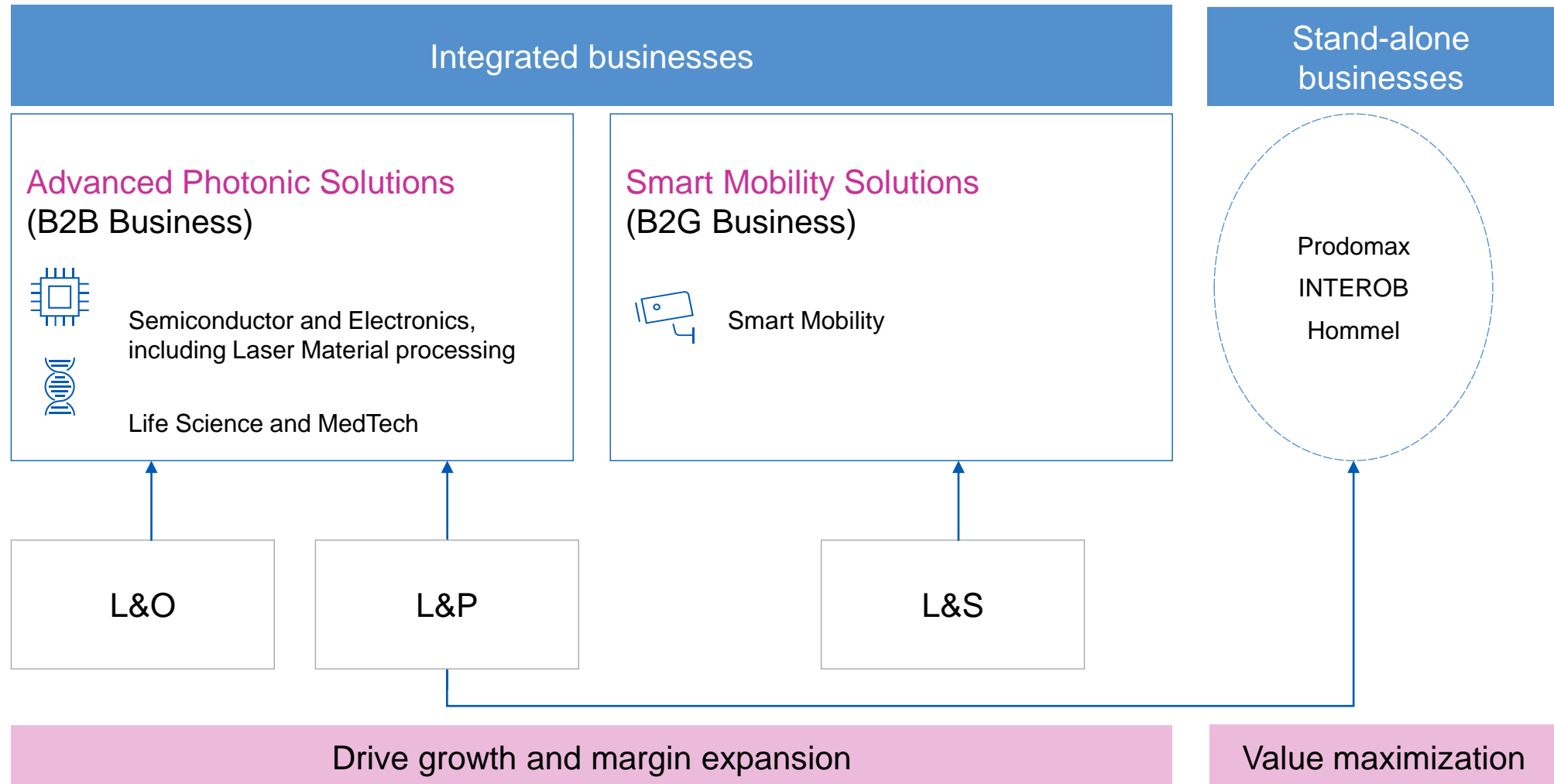
## 2021e – Jenoptik present in 6+ markets



## 2025 – Jenoptik focuses on 3 core markets



# We build the two new divisions building on today's divisions, and adding a structure that holds non-photonic portfolio companies

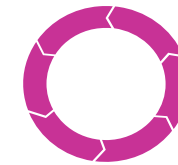


# Four central initiatives to take us to the next level: Operational Excellence, ESG, Human Resources Management, and Digitization



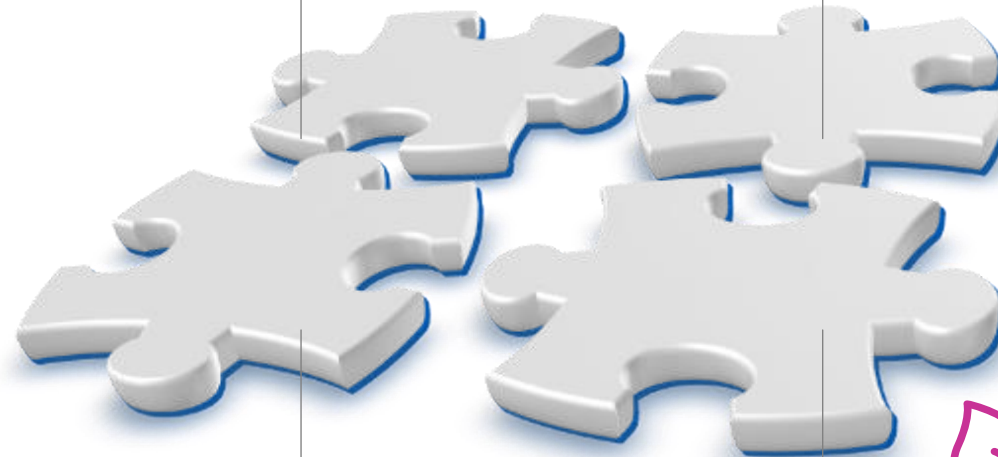
## Human resources

Winning in the  
"War for Talent"



## Operational excellence

The new Jenoptik  
Business System



## Digitization and innovation

Continuously re-inventing  
ourselves



## ESG

Our sustainability strategy



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# Semiconductor and Electronics/ Life Science and MedTech

Dr. Ralf Kuschnereit

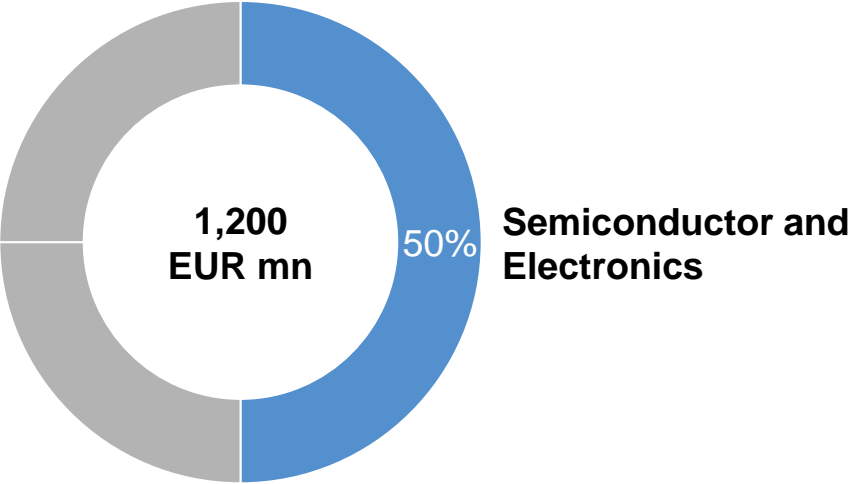
✓ Deep-dive included today

## Ambition

We aspire to bring the next level of digitization to the people by photonic innovations

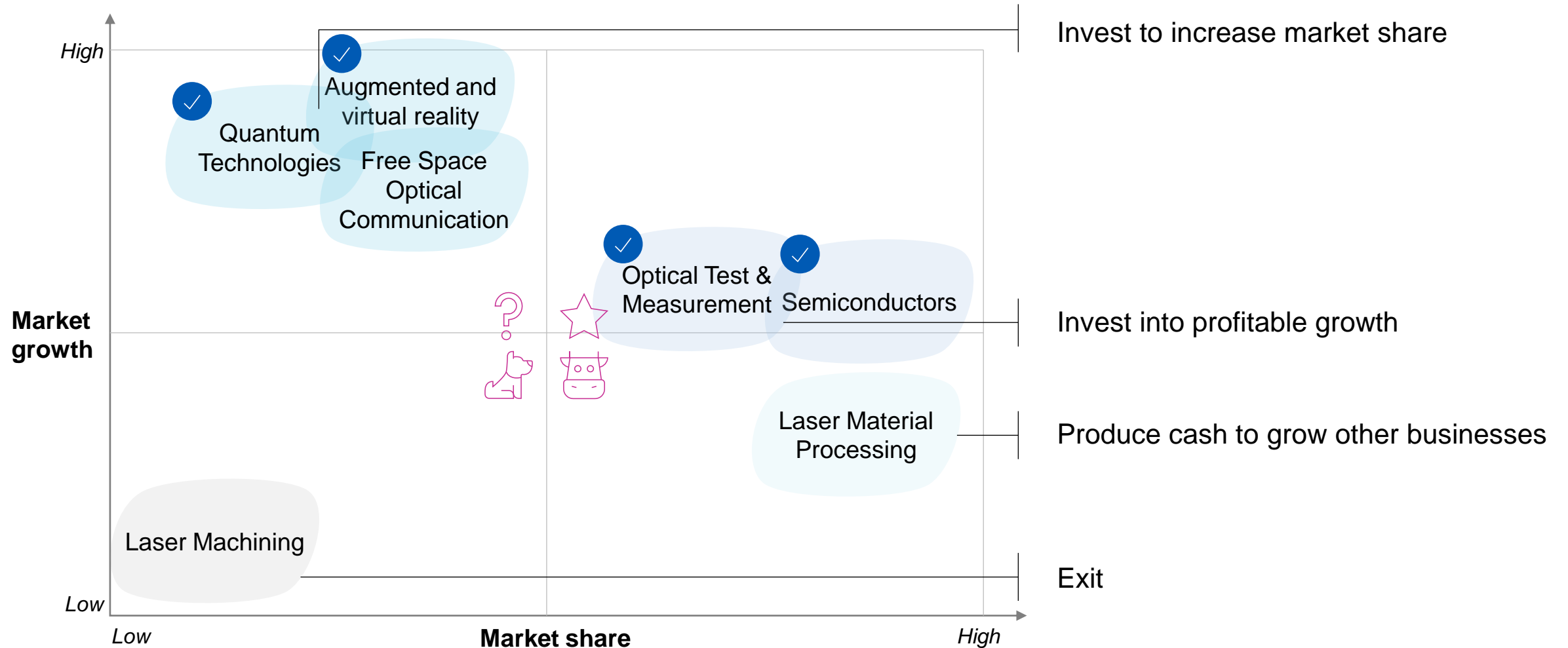
## Businesses

- Semiconductors ✓
- Optical Test & Measurement ✓
- Extended reality (AR/VR) ✓
- Quantum Technologies ✓
- Free space optical communication
- Laser Material Processing
- Laser machining



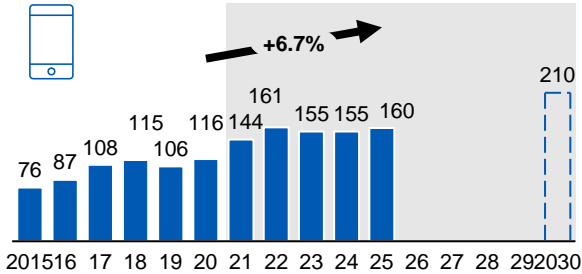
# In the Semiconductor and Electronics market we have a well-balanced portfolio of high growth and high market share businesses

✓ Deep-dive included today

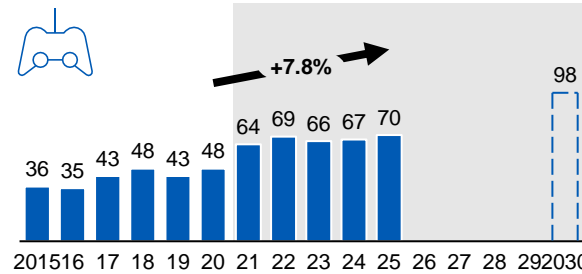


# Semiconductor end-markets expected to grow ~7% longer-term

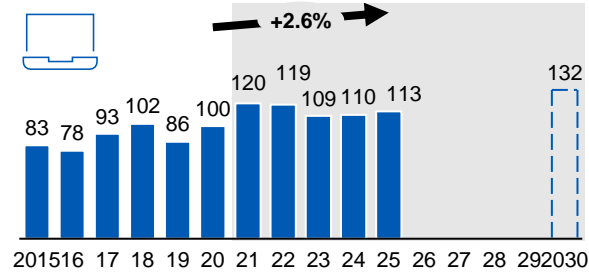
**Smartphone (bUSD)**



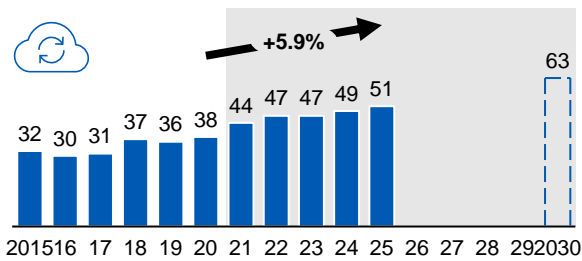
**Consumer electronics (bUSD)**



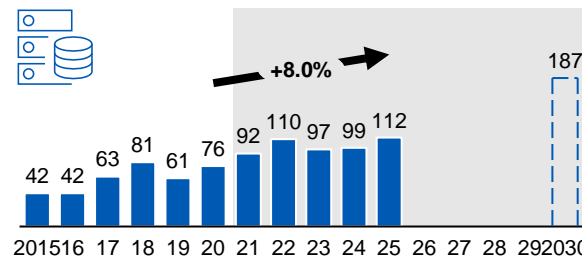
**Personal computing (bUSD)**



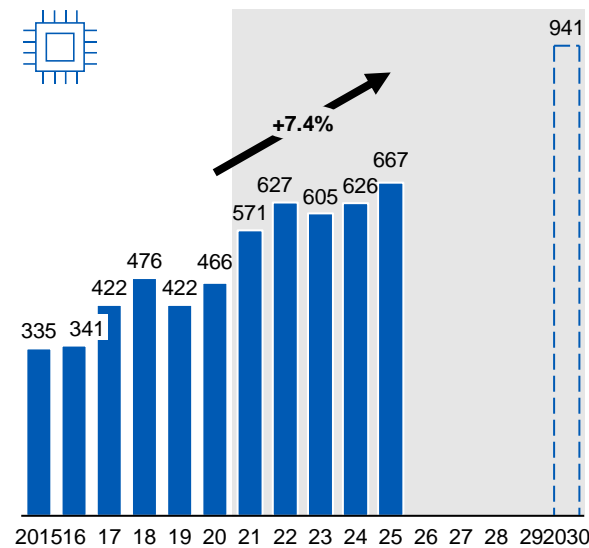
**Wired and wireless infrastructure (bUSD)**



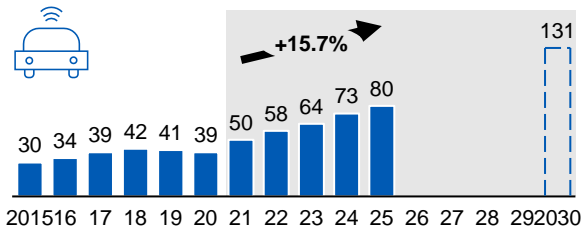
**Servers, data centers, and storage (bUSD)**



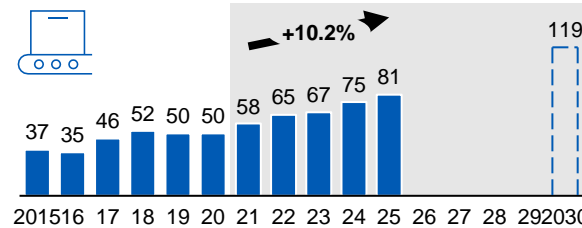
**Total semiconductor (bUSD)**



**Automotive (bUSD)**



**Industrial electronics (bUSD)**



Forecast

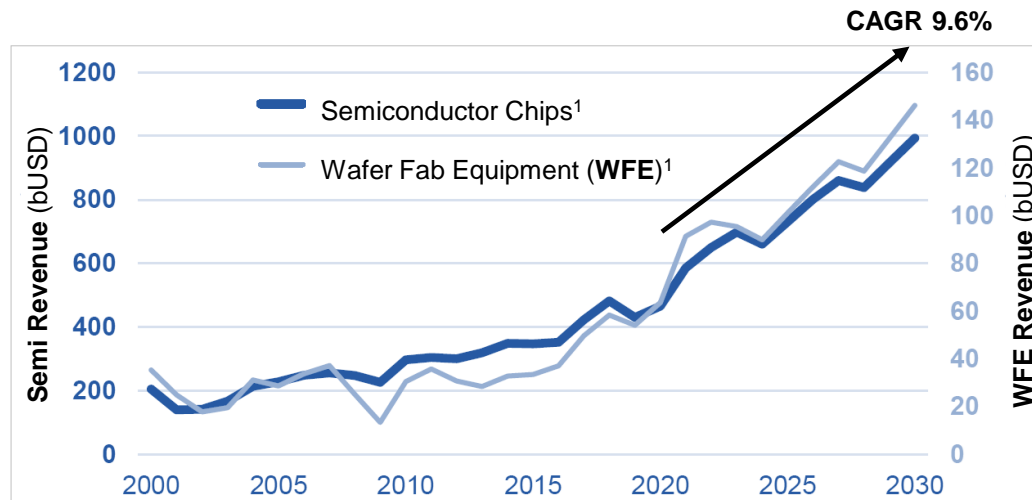
## Drivers for growth

- Smartphones, 5G, Gaming, Servers
- New types of computing including AI and other data crunching
- Sensors (self driving cars, etc.)
- Internet of Things
- Actual increased demand resulting from deceleration of chip supply in 2019/20

Source: Historical: Gartner. Forecast: Gartner 2Q21 forecast (Jun30 2021); 2030: ASML extrapolation of data to 2030 using '15-'25 Compound Annual Growth Rate (CAGR)



# Continued strong market growth for Semiconductor Equipment



**Unprecedented growth** in demand for Semiconductor Equipment, driven by

## Technology

- Data centers, faster wireless communication and automotive are driving advanced logic & memory chips

## Geopolitics

- China self sufficiency
- New investments in US (Samsung, tsmc, Intel)
- Europe sees additional investments

## New Opportunities for Litho

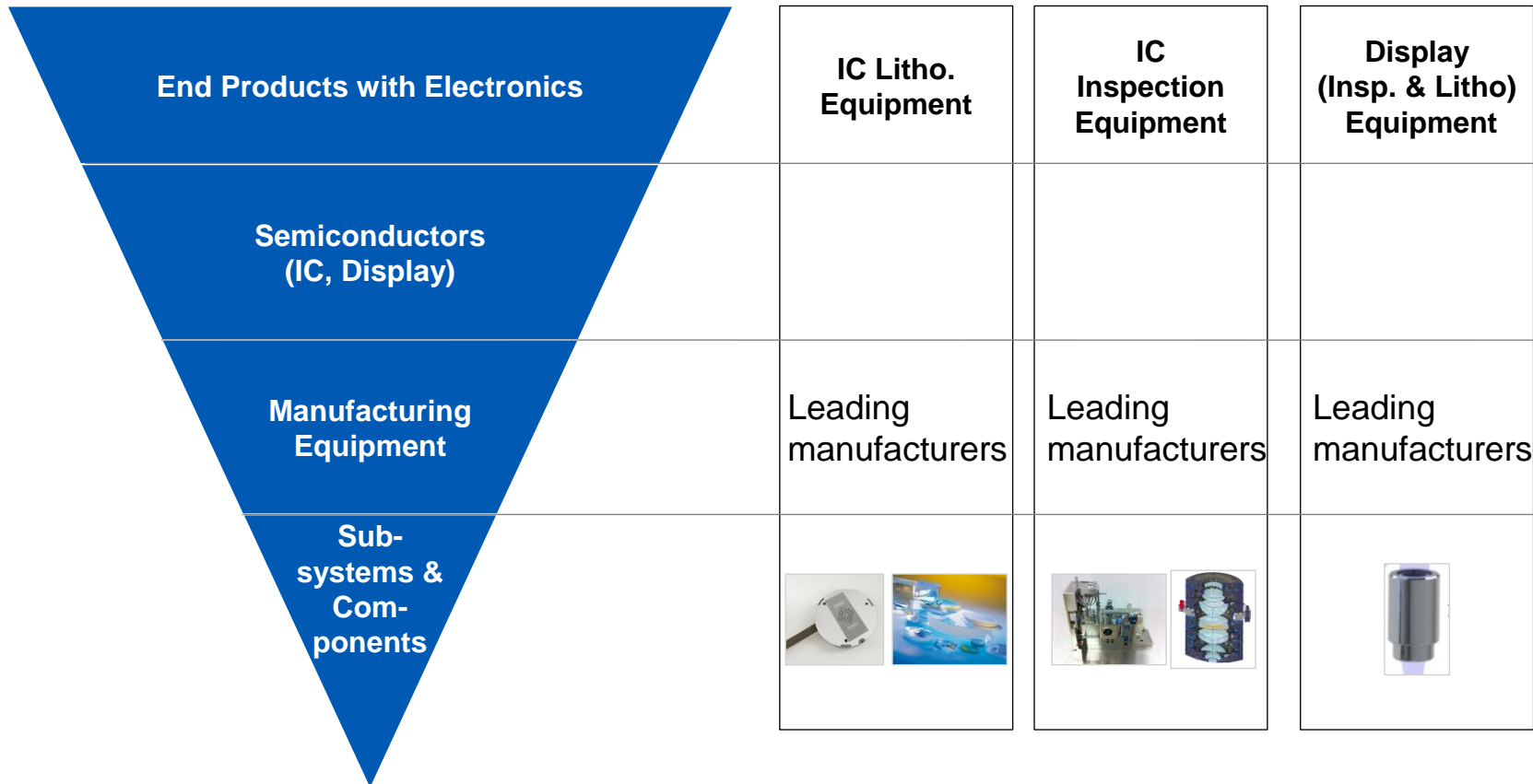
- DUV chip layer share to increase for several device architectures
- EUV introduction does not lead to significantly lower share for DUV

## Outlook past 2025

- ASML<sup>1</sup>: “We see significant growth opportunities beyond 2025. We expect (for our products) ...an annual revenue growth rate of around 11% for the period 2020 2030, based on third party research and our assumptions.”

1. VLSI research, Sept 2021

# Business Fields and Strategic Approaches



## “Where to Play, how to Win”

- A** Grow share of wallet with major customers
- B** Gain market share from competition and grow share of wallet
- C** Enter display litho market with innovative technology

Strategic approaches: customer proximity, technology leadership, innovation

# Grow share of wallet with key customers



## Achievements

1. New ebeam lithography system ordered, production start scheduled for begin of 2023
2. New Microoptics Cleanroom Fab at Dresden approved and detailed planning started, production start scheduled for early 2025
  - Investment of approx. 70 EUR mn
  - Doubling production capacity
3. Extension of product portfolio and related fabrication capacity by acquisition of SwissOptic

# Summary and Outlook 2025: we continue to build our business and are well-prepared for the future

## Jenoptik honored with ASML Sustainability Excellence Award 2021

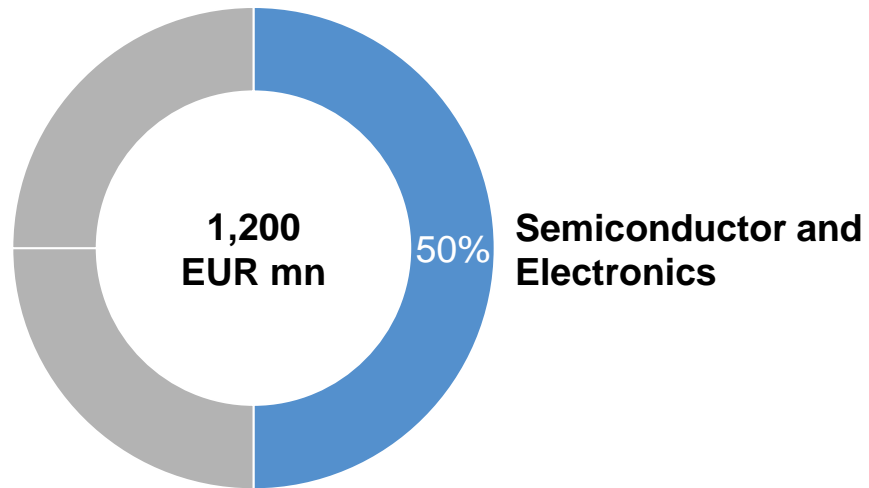


## Outlook to 2025

We continue to build our Semiconductor business along the lines we just outlined

- Grow share of wallet with key customers
- Gain market share from competition
- Enter display market with innovative technology

We are well-prepared for the future, including our investment into the fab in Dresden that will support revenue growth



## Ambition

We aspire to be globally recognized as the leading provider of application-specific optical test and measurement solutions for optics in high-end electronic products

## Businesses

Semiconductors

**Optical Test & Measurement**

Extended reality

Quantum Technologies

Free space optical communication

Laser Material Processing

Laser machining



# TRIOPTICS – strong growth and high profitability

- Gold standard for measuring and testing optics (for lenses, lens systems, and camera modules) in mobile devices
- Measurement solutions for augmented and virtual reality optics to enable the production of ever higher quality VR and AR products

For the coming years:

Growth and margin above group average

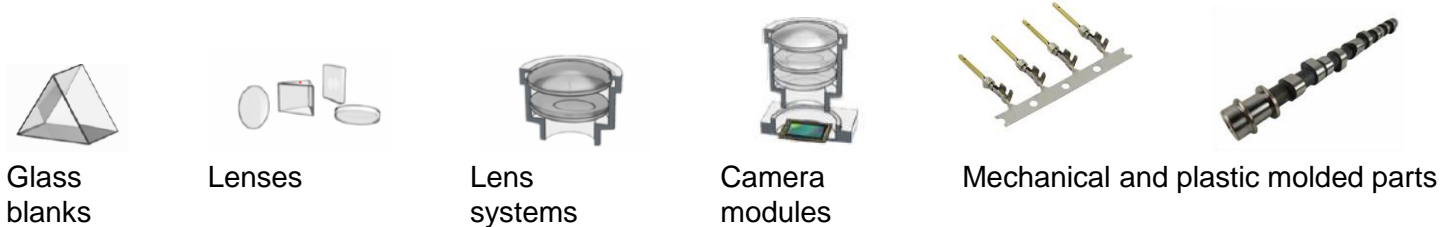


# Jenoptik combines a broad product portfolio of optical test and measurement solutions and is positioned in attractive growth markets

## End-user Devices



## Components & Subsystems



## Optical Test & Measurement Systems



Jenoptik provides application-specific test and measurement solutions based on optical technology combined with sophisticated software for image processing, customer intimacy and service

# Attractive portfolio mix; Growth is expected to be driven by AR/VR and advanced driving assistance systems (ADAS) applications

CAGR



7%

## Optics manufacturing

- Glass and lenses
- Optics mounting
- Laser technology



10%

## Smartphones

- Mobile phone cameras
- Fingerprint sensors
- Facial recognition sensors
- Connectors



18%

## Automotive<sup>2</sup>

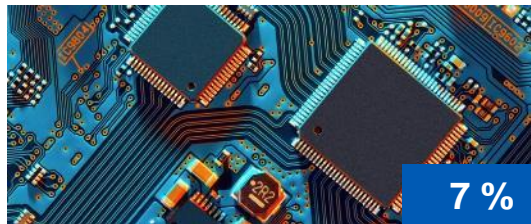
- ADAS cameras
- LIDAR systems
- Rearview mirrors
- Connectors and plastic parts
- Rotary symmetrical parts



6%

## Communication

- Infrared systems
- Connectors
- Rotary symmetrical parts



7%

## Microlithography

- UV optics
- Stepper lenses



30%

## AR and VR

- Optical components
- Waveguides
- Cameras
- Plastic parts



6%

## Medical technology

- Intraocular lenses
- Endoscopes
- Connectors
- Rotary symmetrical parts






2%

## Mechanical engineering

- Rotary symmetrical parts
- Connectors

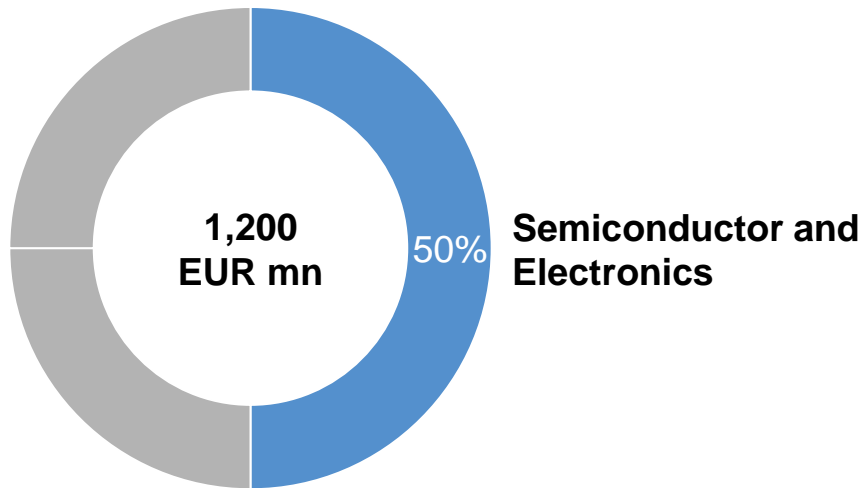


# Strategic initiatives to accelerate growth in key industries

Market		Mobile Phone		ADAS		AR/VR
<b>Winning Aspiration</b>	Safeguard Jenoptik’s leading position in the mobile phone segment		Become the number one supplier for testing of camera modules and improve market position for active alignment of cameras and LIDAR systems		Position Jenoptik as the number one supplier for test equipment for AR/VR components – <b>utilize synergies with Jenoptik’s AR/VR component development and production</b>	
<b>Measures to achieve winning aspiration</b>	<ul style="list-style-type: none"> <li>– Maintain close relationships with <b>global OEMs and their supply chain, especially in Asia</b> through key account system and local application and development centers</li> <li>– <b>Push developments for new applications:</b> testing of mobile phone cover (under-display cameras) and long EFL lenses</li> <li>– Develop <b>in-line automated test systems</b></li> </ul>		<ul style="list-style-type: none"> <li>– Strengthen relationships with <b>Automotive Tier 1 companies</b></li> <li>– <b>Introduce a new generation of focusing collimators, expand LiDar testing platform</b> and offer complete test systems</li> </ul>		<ul style="list-style-type: none"> <li>– Establish and maintain close <b>relationships with key players</b> to push sales of Image Master AR/VR</li> <li>– Develop solutions for <b>display testing, metrology</b> and customer-specific products</li> </ul>	



## Jenoptik Capital Markets Day 2021 – Video “Metaverse”



## Ambition

Jenoptik aspires to be globally known for enabling consumer acceptance of AR/VR devices by ensuring outstanding quality for optical components

## Businesses

- Semiconductors
- Optical Test & Measurement
- Extended reality**
- Quantum Technologies
- Free space optical communication
- Laser Material Processing
- Laser machining

# We distinguish between three types of extended reality: augmented, mixed and virtual

## XR = Extended Reality



*Real world with additions*

*Virtual world*



**AR**

**Augmented Reality**

User still sees the real world, but receives additional information displayed



**MR**

**Mixed Reality**

User is linked to both real and computer-generated objects



**VR**

**Virtual Reality**

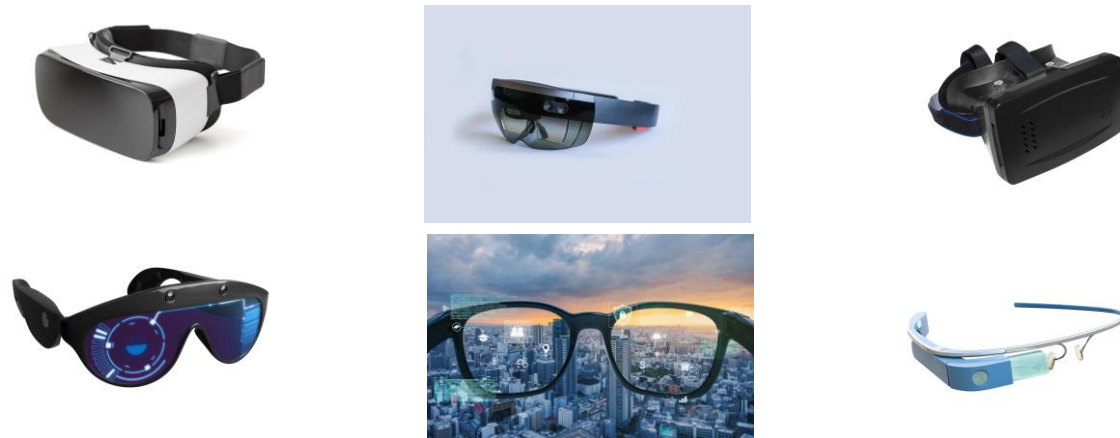
User only experience the digital 3D world with aids such as VR glasses

Jenoptik positioned to capture future growth

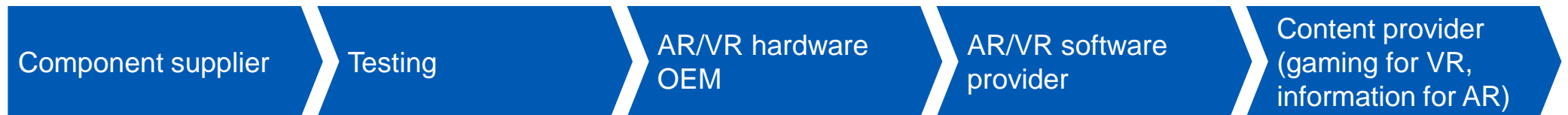
Jenoptik's offering today

# Extended reality is at an inflection point – a large variety of hardware solutions are there; content is about to be developed... “Metaverse”

Today’s AR/VR value chain offers attractive EBIT margin >25%



## Value chain



## Description

Development and production of sub-parts of AR/VR sets

Post-production functionality validation of components/ sub-assemblies

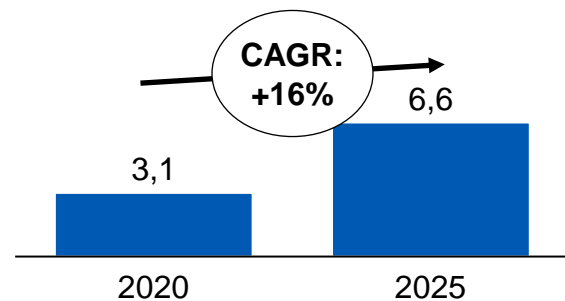
Development and refinement of full AR/VR sets based on market needs, assembly of full sets, firmware release, software development

Device specific content development

# The VR market is significantly larger than AR in 2020 but an extraordinary growth is predicted for AR

■ Most optimistic scenario ■ Base scenario

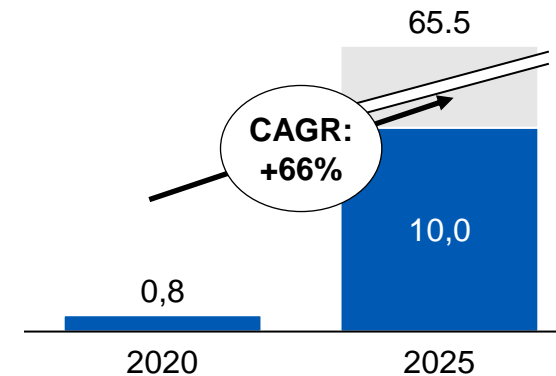
## VR headset market, 2020–2025, in EUR bn



### Growth assumptions: maturing of the market

- Unlock further use-cases
- Attract more customers due to experience in social contacts
- More focus on virtual interaction after COVID-19

## AR headset market, 2020–2025, in EUR bn



### Growth assumptions: Technical product challenges get solved, improving

- Optical performance
- Form factor

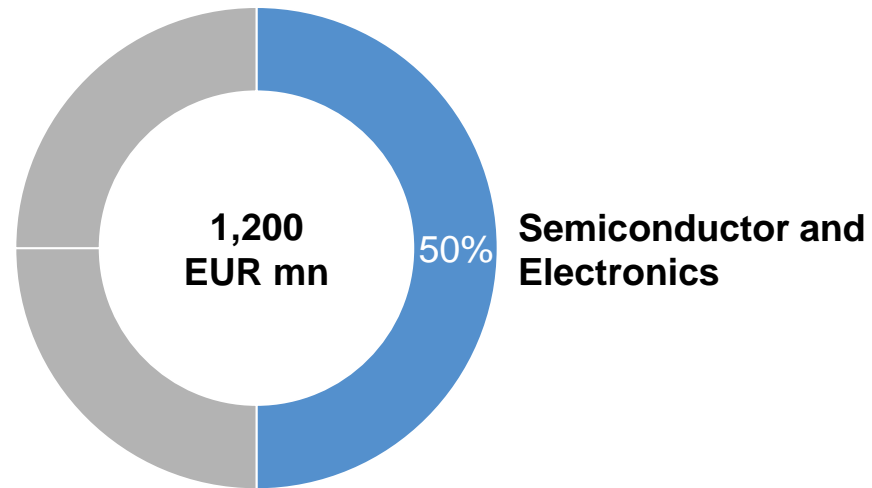
Source: McKinsey, Industry expert assessment

### VR and AR headsets – used for consumer and commercial reasons

- Applications: near-eye display, smart glasses and smart helmets
- Customer industries: gaming, entertainment, education, manufacturing, education, defense, automotive and healthcare

## Ambition

We aspire to be the photonics partner of choice in industrialization of selected Quantum Technology solutions



## Businesses

- Semiconductors
- Optical Test & Measurement
- Extended reality

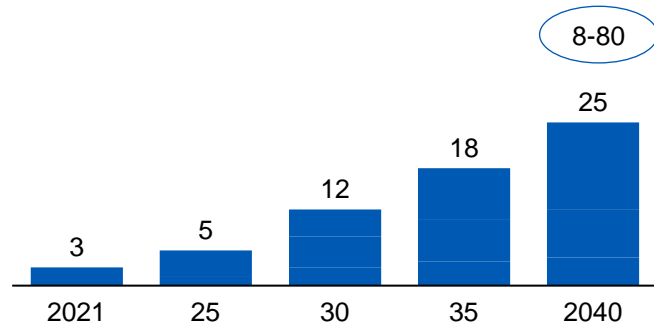
### Quantum Technologies

- Free space optical communication
- Laser Material Processing
- Laser machining

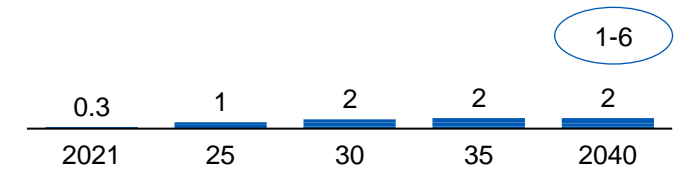
# Quantum Technologies are a major market opportunity and scaling starts now

Market potential in base scenario, EUR bn 
 (x) Range across low and high scenario

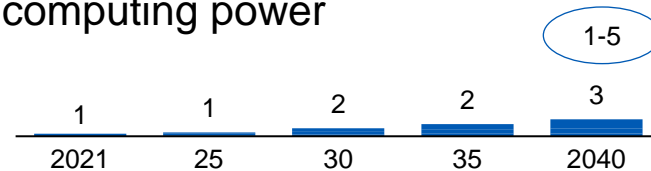
**Quantum computing** enables new territories of computing and allows for exponential performance improvement



**Quantum sensing** provides measurements of various quantities (e.g. gravity, time, electromagnetism) that are orders of magnitude more sensitive than classical sensors



**Quantum communication** ensures security of communication even in the face of unlimited computing power



Source: McKinsey's Quantum Technology Monitor



# Right-to-play: Jenoptik has a broad portfolio of high-performance optical technologies and is already active in Quantum Computing development

## Technology



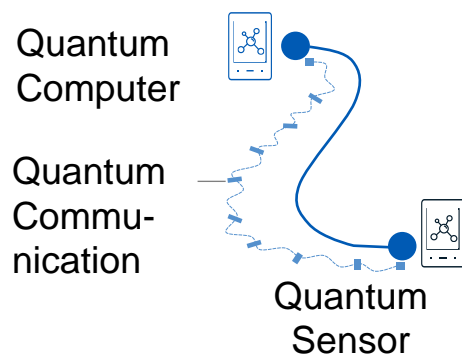
Broad portfolio of high performance optical technologies

## Customer access

Existing customers

Trusted development partner for optical systems with trapped-ion Quantum Computing pioneer

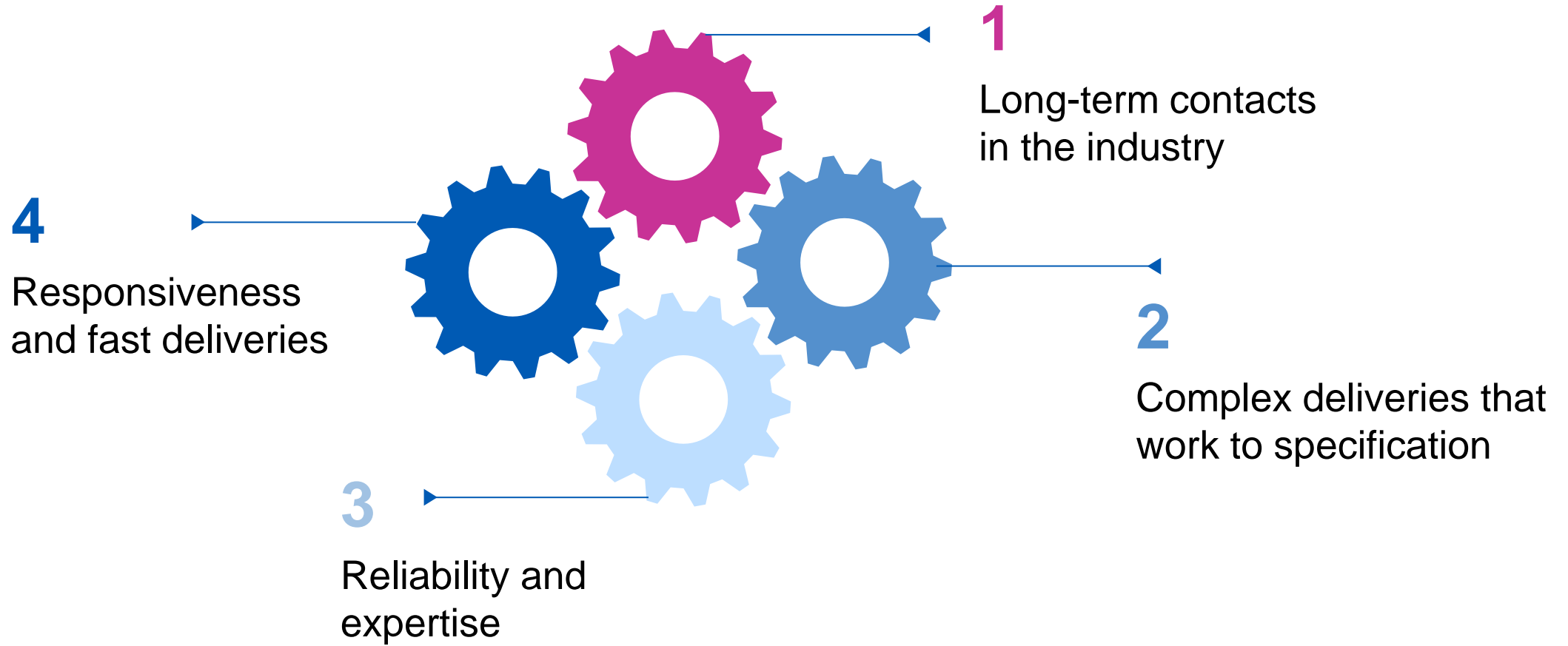
## Track record



Proven competence and capability to cater for world leading players in quantum computing

Product-market fit with adjacent technologies in Quantum Communications (BF Optical Datacom), and Quantum Sensing (BF Bioimaging)

# In future: we want to intensify overall efforts in quantum technologies



# In selected Quantum Technologies, Jenoptik has already a starting point

## Quantum Computing

### Existing business

- Jenoptik delivers optical systems to Quantum Computing pioneer

## Quantum Communications

### Development possible

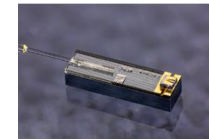
- Jenoptik delivers optical components based on greyscale lithography to Optical Data Communications customers as well as optical probecards for testing of Photonic Integrated Circuits
- Based on this, dedicated developments for Quantum Communications could be considered

## Quantum Sensing

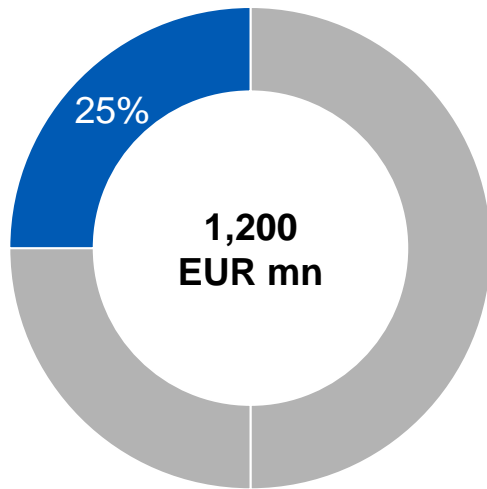
### Development possible

- Jenoptik has strong capabilities in sensing hard- and software in Biophotonics and Optical Test & Measurement SBU
- Based on this, dedicated developments for Quantum Sensors could be considered.

## Cross-cutting for Quantum Technologies



Life Science  
and MedTech



## Ambition

We aspire to be the leading photonic OEM partner helping to improve the lives of millions of people around the world

# Strengthening global photonics business

Acquisition of Berliner Glas Medical and SwissOptic:

- Accelerated growth and stronger focus on photonics
- Expansion of global presence in attractive markets (semicon, medical)
- Broadening of customer and product portfolio



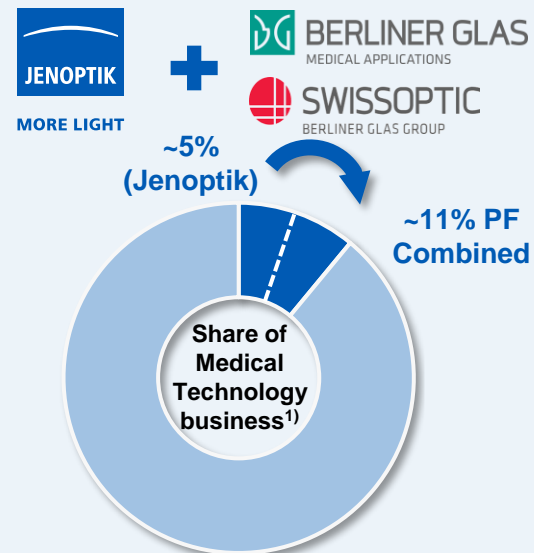
# Acquisition of Berliner Glas Medical and SwissOptics – Broadening of product and technology offering

## Medical Technology



### Jenoptik's existing medical technology business will almost double

- Berliner Glas Medical adds two new complementary application areas (dental, robotic surgery) with technological proximity to existing Jenoptik technology base (cameras, optical components)
- SwissOptic's ophthalmology and life science businesses with similar OEM customer base, thus increasing Jenoptik's relevance to respective customers



## Semicon



### Strengthening offering for major semicon customers

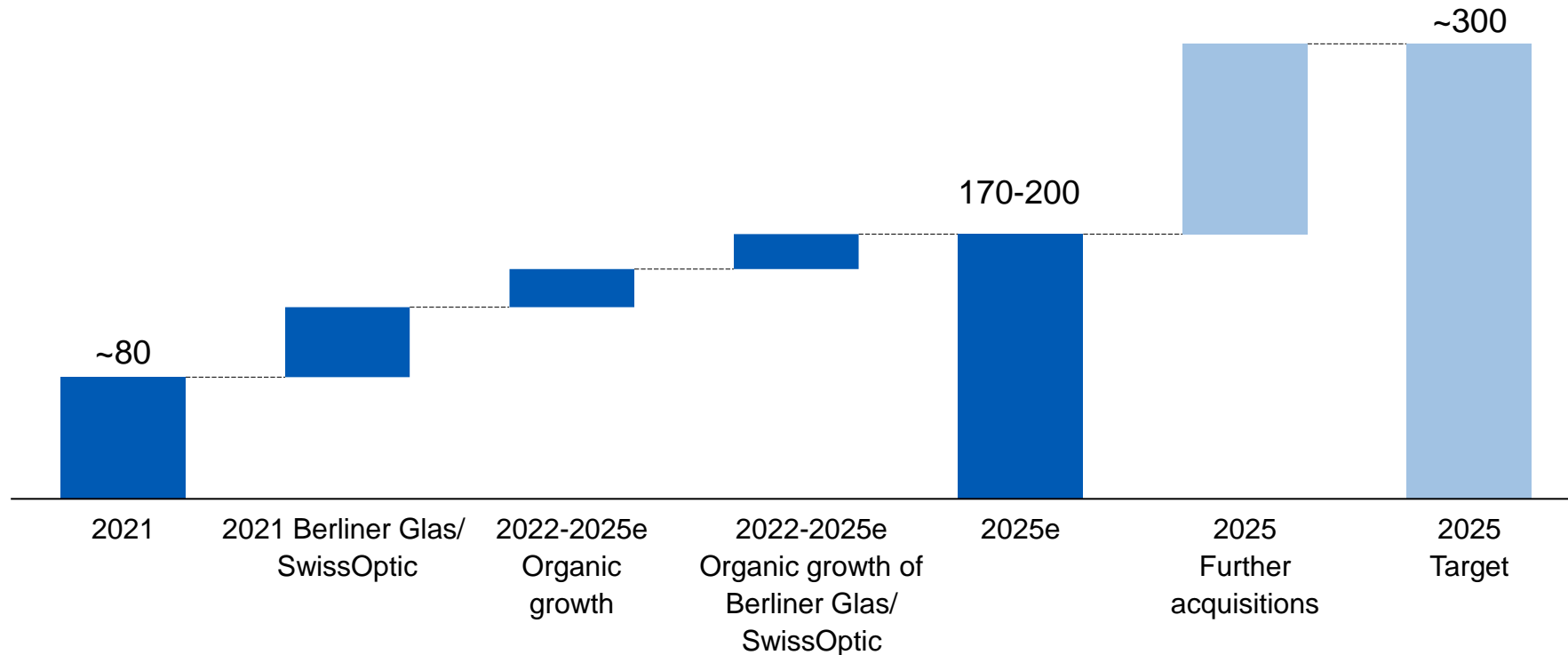
- Complementary product portfolios resulting in a comprehensive combined portfolio
- Applying Jenoptik's know-how in optics design & manufacturing to SwissOptics's semicon portfolio will allow Jenoptik to better address high customer requirements
- Increased flexibility and efficiency in product development and manufacturing ramp-ups due to similar R&D capabilities, supplier base and customer experience
- Further strengthening trusted long-standing relationship with ASML

## Strengthening of Jenoptik's Medical Technology and Semiconductor Equipment business

# Our ambitious growth path until 2025

■ Portfolio as of end 2021
 ■ Including portfolio additions

**Revenue breakdown in Life Science and MedTech 2021-2025e, EUR mn**



## Key takeaways

We have the ambition to grow our Life Science and MedTech business to ~300 EUR mn

Possibility of M&A related growth dependent on target availability and deal viability

To identify targets, we have a clear search focus



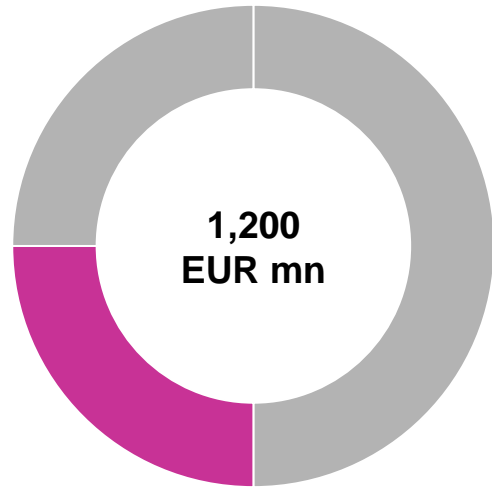
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# Smart Mobility Solutions

Kevin Chevis



In the Smart Mobility market we aim to become a global full-solution provider



Smart Mobility Solutions 

## Ambition

We aspire to become a global full-solution provider in Smart Mobility, equipping and servicing critical infrastructure with an innovative product portfolio while earning at least 50% recurring revenue

# We offer Smart Mobility Solutions to increase road safety, enable emission control and fairness of payment for road use

## Our solutions

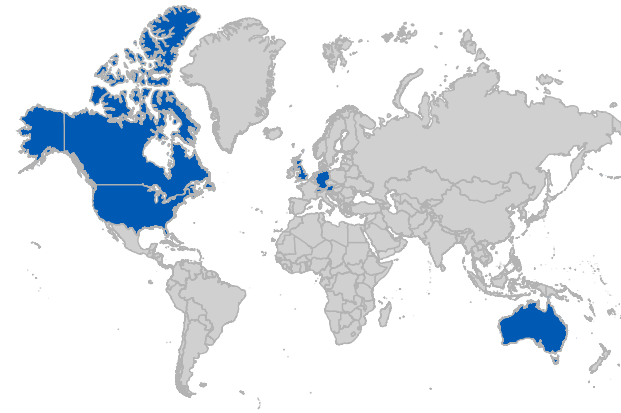


We provide **photonics-based Smart Mobility solutions**, for three main applications

- Traffic Law Enforcement
- Road User Charging
- Civil Security

These solutions identify driver behavior, movement patterns and vehicle classifications

## Our markets



Our domestic markets are Germany, United Kingdom, Netherlands, Switzerland, Austria, USA, Canada and Australia

For future growth **we will further develop our presence in North America, Europe, Middle East as well as African countries**

Our customers are local and regional governments as well as Police institutions

## Our value proposition



We know market-specific regulatory requirements in each market and our products and services are certified accordingly

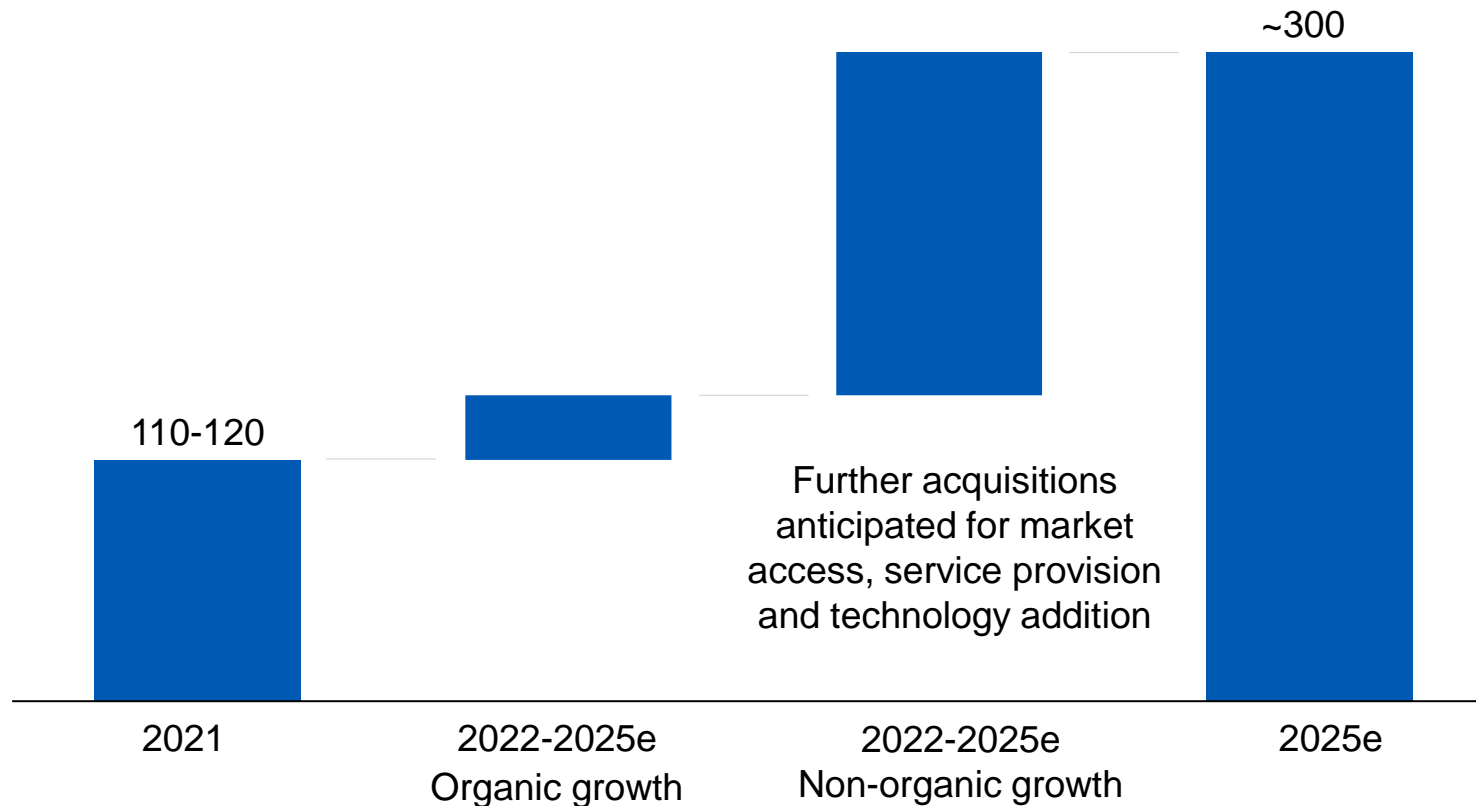
We are the **end-to-end partner** for our customers

- Photonic hardware solutions
- Software to evaluate photonic signals
- Deployment, maintenance and operations

Source: Jenoptik L&S division

# We have the ambition to significantly grow the business until 2025

## Revenue breakdown 2021-2025e, EUR mn



## Situation and outlook

**We're a profitable business** with a strong background in hardware provision and support

Until 2025 we aspire to become a full solution provider in **Smart Mobility Solutions**

- **Continue business model shift** from technology towards end-to-end solution provider
- **Updating our product portfolio** with a new generation solution for high-end markets and the launch of a product-series for low-end markets
- Grow non-organically by **entering new countries**, increase value chain and broaden technology portfolio

# We aim to increase our offering along the value chain and grow in service provision

## Our value chain

### Incident



### Technology



Provision of roadside equipment along with software, including installation, support and integration.

### Service



Provision of additional services along the value chain, including review and payment processes

Our focus today

Our growth lever

We aim to **increase our market share** by expanding our activity along the value chain

Customer demand for integrated service offerings increases, unlocks a large value pool and **increases our share of recurring revenues**

# We innovate by leveraging our Photonics and Artificial Intelligence expertise, pushing the boundaries – of what was previously thought impossible

## Using synthetic data:

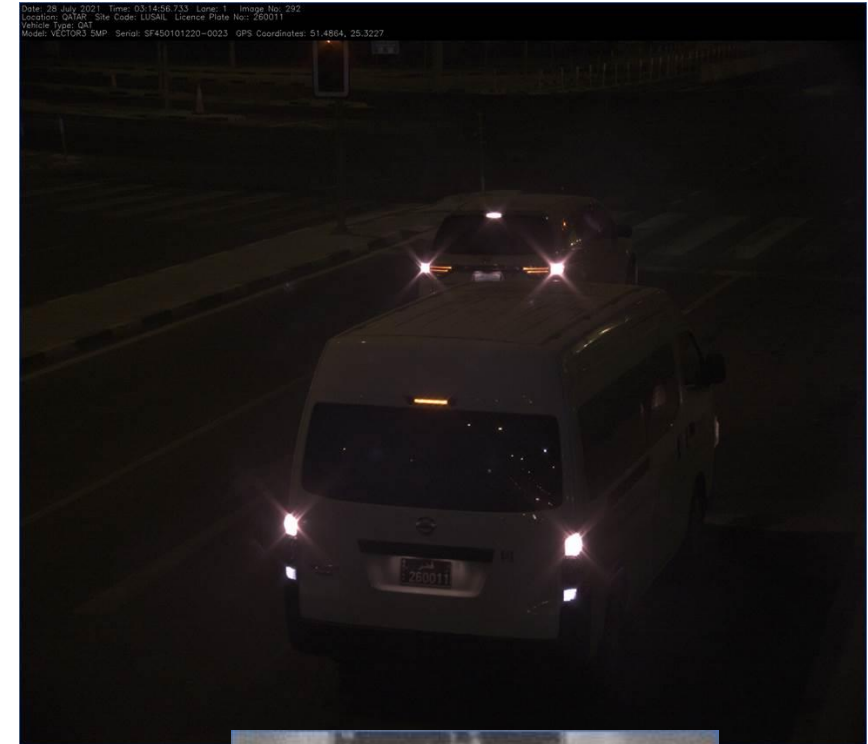
We now have the capability to create and use synthetic training data to accelerate the development of new number plate formats and styles, giving us rapid access to new markets

## Speed Measurement using Video Analytics:

Using video analytics we have developed highly accurate speed measurement, giving us access to emerging markets and an efficient solution for Secondary Speed Verification in homologated markets

## Non Retro-Reflective Plate detection:

Building on existing patents, we are now able to locate and read extremely difficult numbers plates in poor lighting conditions, without the need for white light, providing a unique market capability



# We accelerate and drive to the future world of autonomous vehicles

## V2X development – Vehicle to infrastructure:

Collaborated development with TRL (Transport Research Laboratory) on our V2X protocol. Project running for 6 months in UK with first results in relation to communication, integration and testing.

## Smart Mobility Living Labs:

Innovation community, providing the test environment and access to infrastructure and autonomous vehicles for real-world testing and V2X communications

## Collaboration project:

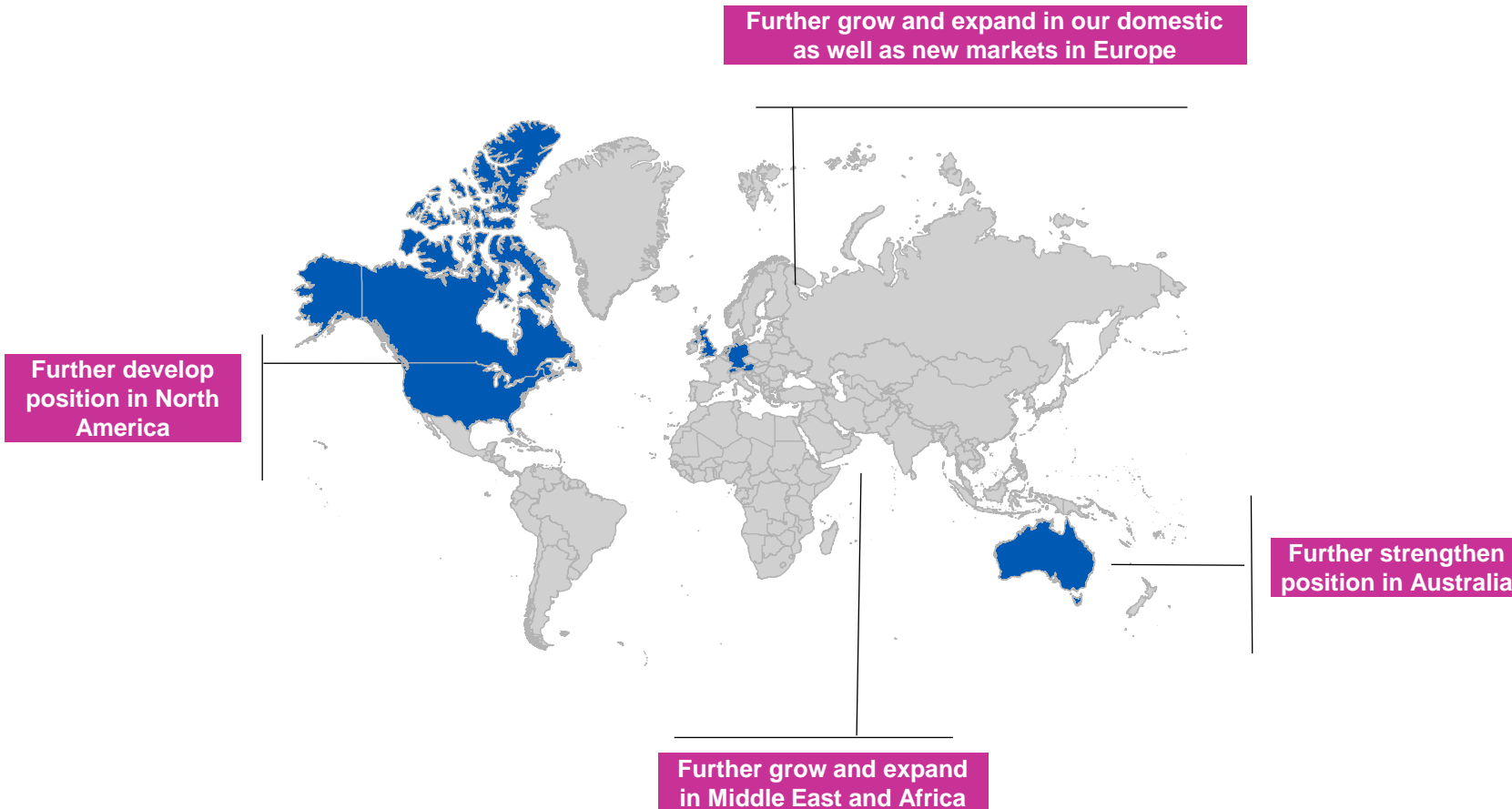
First collaborative CAV approach with pilot customer.

Goal is to apply ‘real world use case’ with Sensing and V2X Communication





# We plan to further expand in our home markets, as well as Middle East and Africa



## Key objectives for future growth

**Geographical expansion** within our core business; market access to new areas

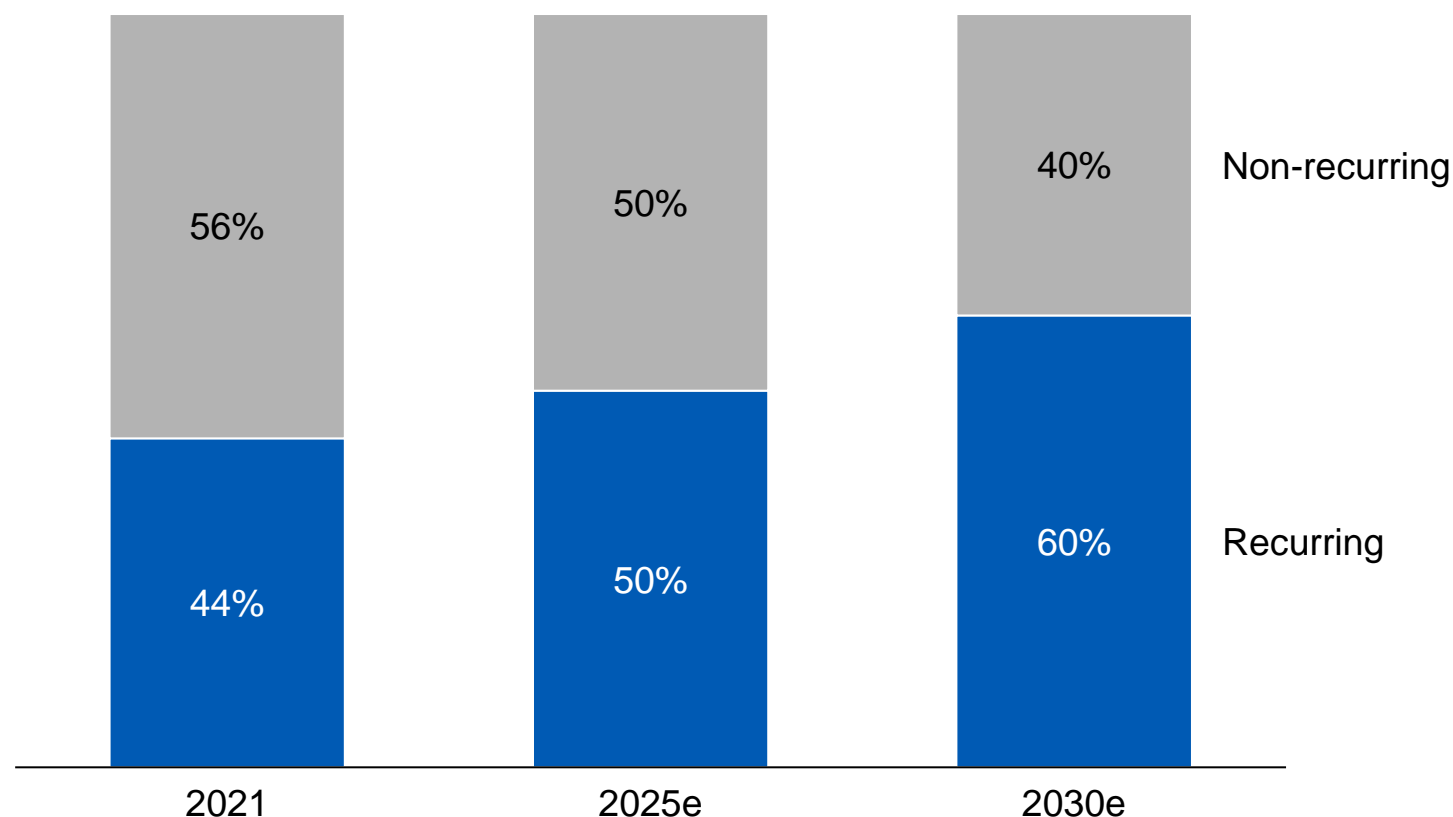
**Value chain** expansion into growing segments to ensure market access

**Invest into technology** to widen our product portfolio and accelerate our roadmap



# By strengthening our service business, we increase the share of recurring revenues

## Revenue breakdown 2021-2030e by recurrence



## Key takeaways

We already have 44% recurring revenues which increase resilience against economic downturns

Ambition to increase share of recurring revenues until 2025 to 50% or approx. 150 EUR mn

By strengthening our service business, we increase the share of recurring revenues

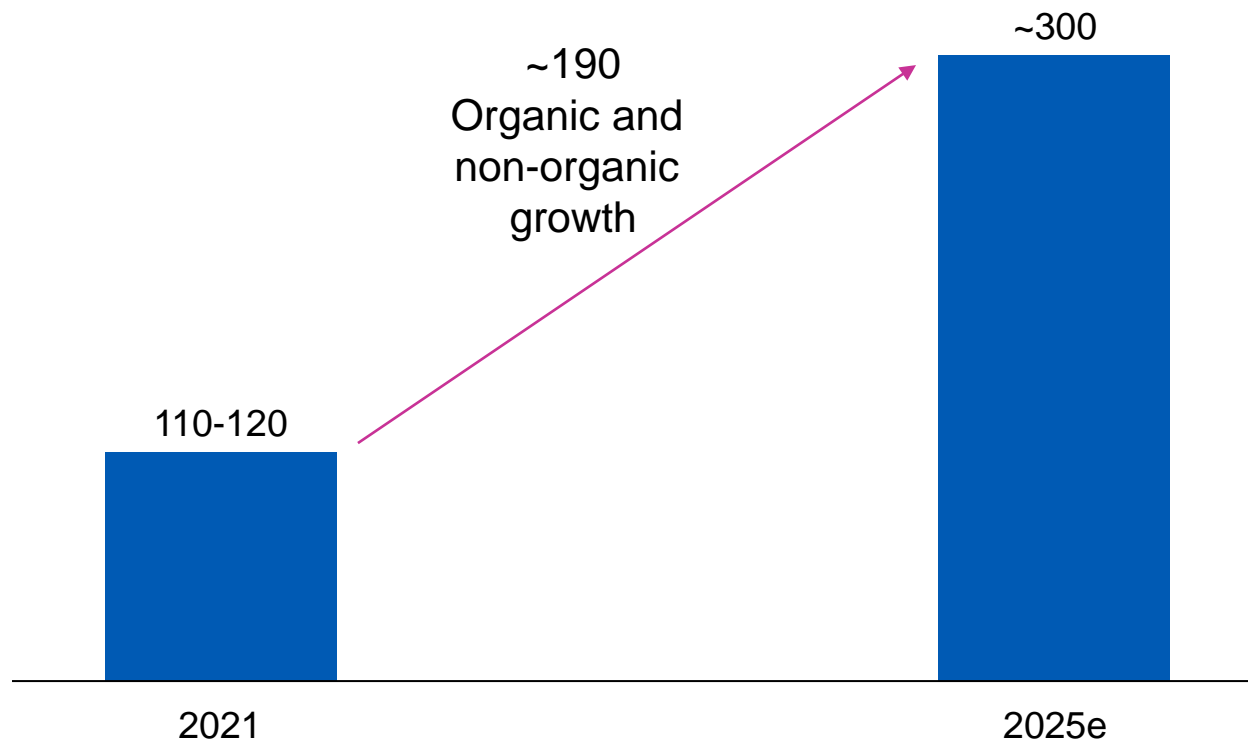
- Non-organic growth considers service business and recurring revenues as prioritization criteria
- Organic growth targeted at markets that allow for service offerings and thus recurring revenues

We have the financial strength to cover the required upfront investments when growing service business

Source: Jenoptik

# Summary: we execute four key actions to enter the prioritized markets so that we can reach our revenue ambition in 2025 of ~300 EUR mn

Revenue breakdown 2021-2025e, EUR mn



Source: Jenoptik

## Organic growth

- 1 Build out value chain and customer relationships, especially in North America
- 2 Update product portfolio with platform approach: entry level products for emerging markets and high-end solutions for developed markets

## Non-organic growth

- 3 Increase market share and value chain exposure e.g. North America, Europe
- 4 Increase technical capabilities and broaden product portfolio



**MORE LIGHT**

## Jenoptik Capital Markets Day 2021 – Q&A session

If you want to ask a question, please send it to  
[Sabine.barnekow@jenoptik.com](mailto:Sabine.barnekow@jenoptik.com)



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## Jenoptik Capital Markets Day 2021 – Webcast

The webcast will be continued at approx. 16:00 CET



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# Human Resources

Maria Koller

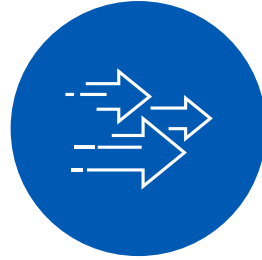
# Recap: Initiatives endorsing our values 2018 to 2021



## Open

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- Performance **feedback**
- Engagement survey
- **Diversity** initiatives
- LinkedIn **Learning**
- Culture communication
- Mobile working / New Work



## Driving

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- Globally aligned **target setting**
- Project **SPEED**
- SuccessFactors
- JENOPTIK **Business System**



## Confident

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- New Employer **Branding**
- **Leadership programs** & learning journeys
- Globally graded positions

# Recap: KPIs proving cultural transformation 2018 to 2021



## Diversity

Quarterly reporting of **women** and **international** employees in management positions and **diversity** rate



## FKI

Yearly **external audit** of our **diversity initiatives**



## Engagement

Yearly reporting of **Engagement Score** & **Net Promotor Score**



## Vol. attrition

Quarterly reporting of **voluntary attrition**

### JENOPTIK group achievements

#### Q3/21:

Diversity rate **28.6%**  
(27.9% in Q3/2020)<sup>1</sup>

Target 2025: **33%**

#### 2020:

Overall score **79%**  
(68% in 2019)

#### 2021:

Eng. Score: **72%**  
(68% in 2018)

Net Prom. Score **69%**  
(67% in 2018)

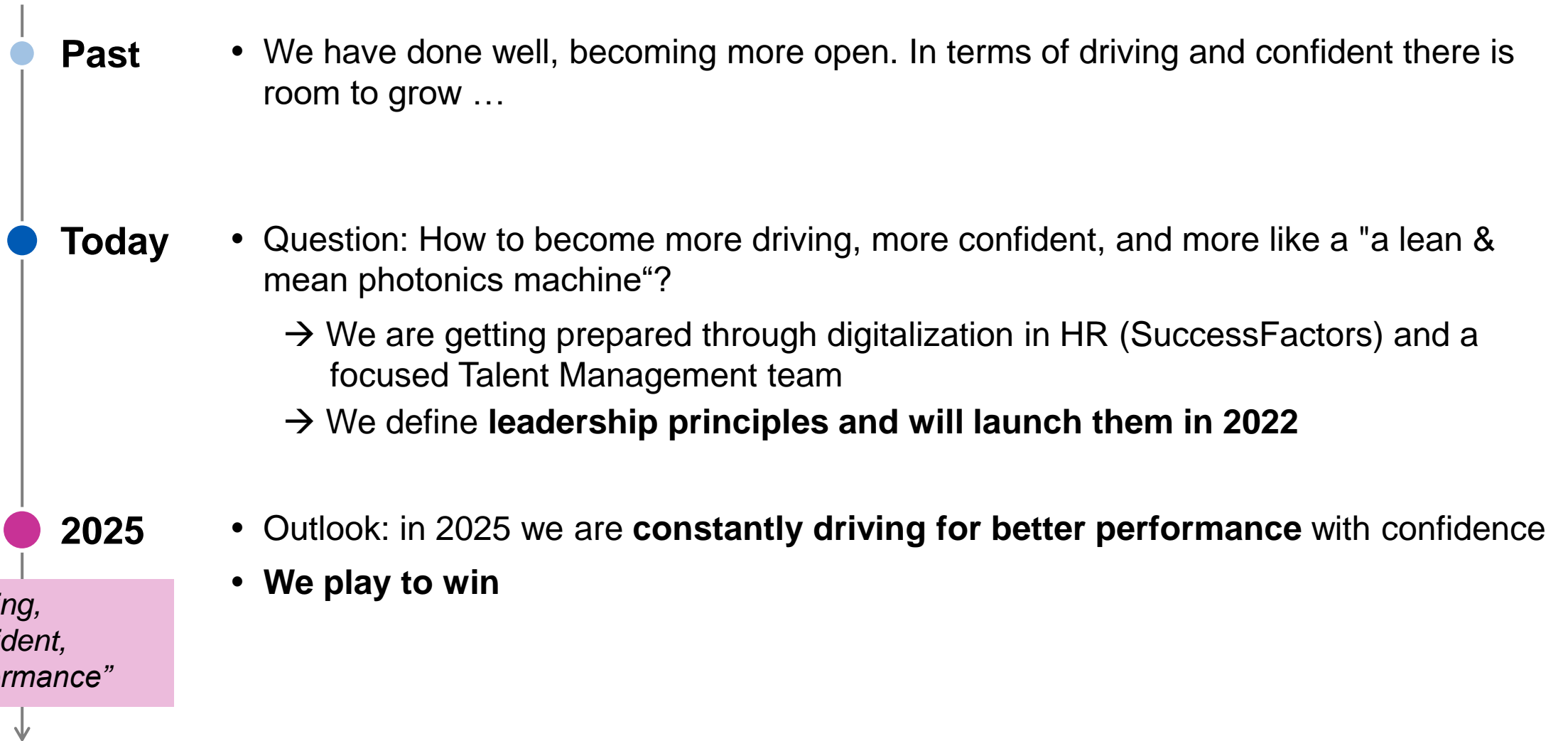
#### 09/20-09/21:

Turnover rate **5%**  
(9.16% in 2018)

1. Not evaluated in 2018/ average of Internationals and Females in Leadership positions



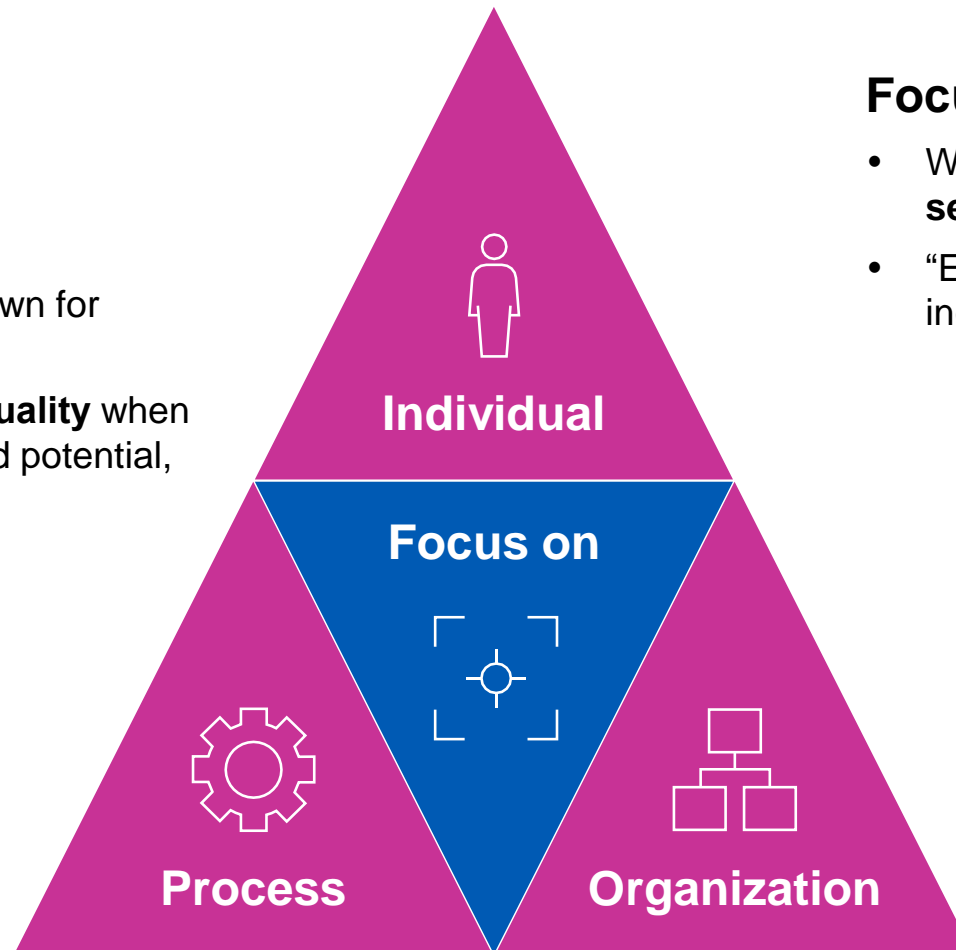
# Bridge from implemented cultural change 2018-2021 to what is needed for 2025



# What we will do differently from today until 2025: Confident. Driving. Performance!

## Focus 1: the Individual

- Leadership principles Top-Down for Jenoptik managers
- **We don't compromise on quality** when we recruit → hire mindset and potential, train skills



## Focus 2: the Organization

- We systematically review our **organizational set up** and our **talent funnel** per unit
- “Empty Seat Kaizen”: We force ourselves to increase efficiency

## Focus 3: the Process

- Cost decrease and/or output increase per department/unit

# To support a Jenoptik performance-driven organization, we plan to role out a share-based compensation

## Aspiration:

**Build a program that creates incentives for long-term and sustainable value creation**

### Explore options we have

- Several models to pick from
- Models varying in
  - the kind of entitlement → shares, options, matching, etc.
  - the cause for granting the right → target reaching, bonus, etc.
  - other restrictions and conditions → holding periods, employment, etc.

### Decision to make

- Pick the appropriate model to serve the aspiration
- Clarify participant groups, formats, financing, admin platform, etc.

### Going forward

- Staged approach to implement
- Circle 1: Preparation and role out planning
- Circle 2: Start Top-Down with implementation
- Expand scope of implementation



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# Jenoptik Business System

Dr. Stefan Traeger



A Business System helps solving Challenges in Management and drives the right Way towards future Success.

At Jenoptik, we are implementing our Business System thoughtfully over the course of the next years.

We emphasize on training, coaching and learning.

# Components of our Roll-out



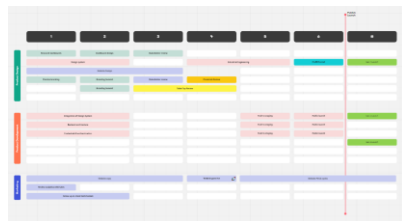
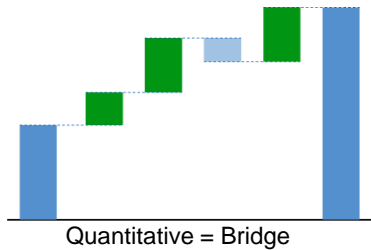


# How do we control and monitor Execution of the Strategy?

## 4 Years “Agenda 2025”

### Long Term Strategic Goals

Growth targets break down into a **roadmap** (qualitative targets) on the **4 yrs path** and **bridge** (quantitative).



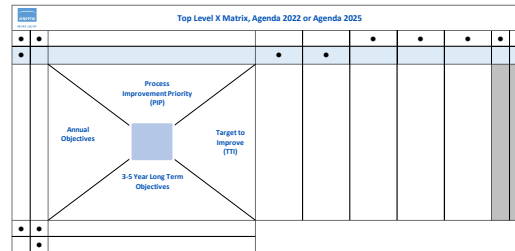
Valid for the entire strategy cycle



## Every Year

### Strategic Planning

Long-term targets are translated into the **x-matrix** and broken down into yearly targets, priorities, KPIs, responsibilities, etc.



X-Matrix Agenda 2025



## Monthly (maybe weekly)

### Tools; Problem Solving Process

**Tools and Processes** to plan, review, investigate, counter steer, etc.  
**Focus:** achieve targets; accountability; involvement

Target To Improve (TTI) Bowler - JENOPTIK AG											
	2021	2022	YTD	JAN	FEB	MAR	APR	MAY	JUN		
Plan											
Actual											
Plan											
Actual											
Plan											
Actual											

Bowler Chart

Action Plan:

Action Plan

Never-ending cycle of change & improvement

Populate the x-Matrix



## Jenoptik Capital Markets Day 2021 – Video “Enabling the amazing”

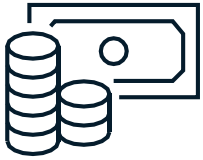


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# Financial Summary

Hans-Dieter Schumacher

## Financial targets in alignment with our “More Value” strategy until 2025



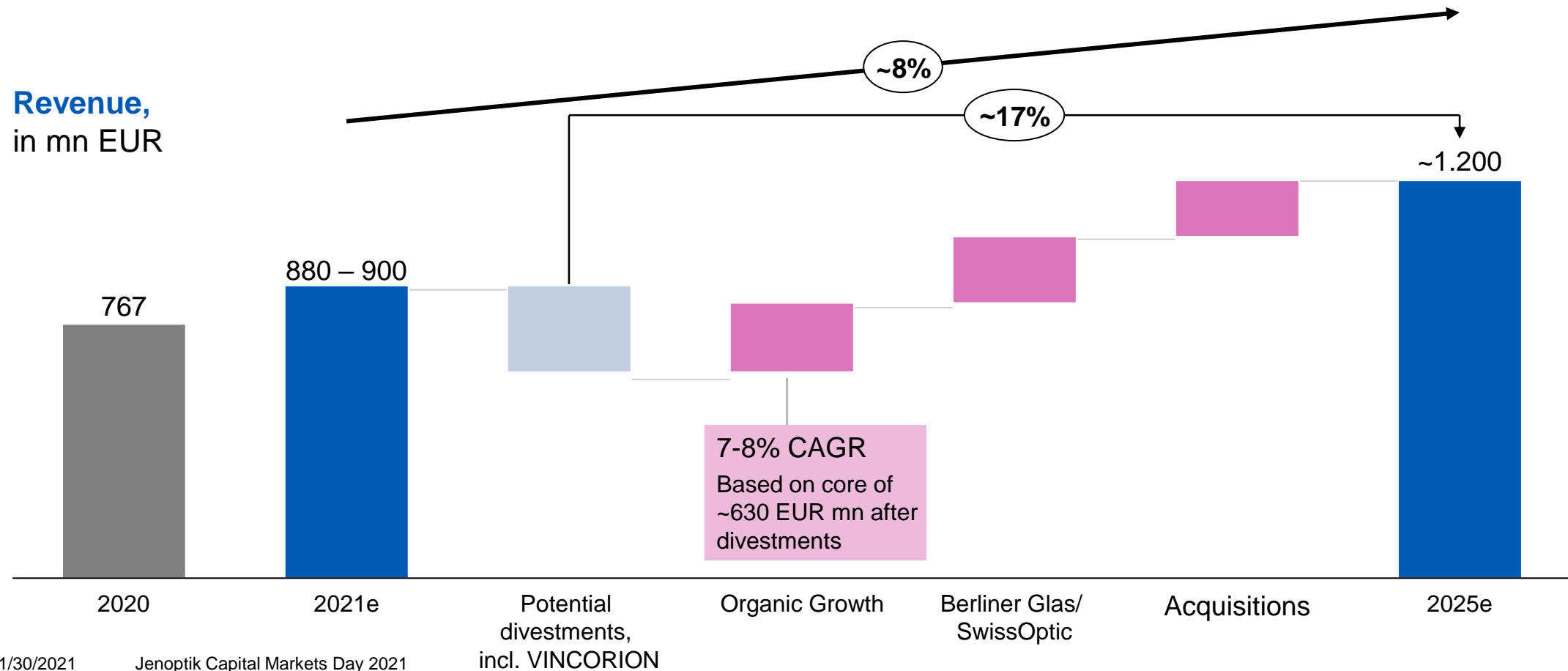
Our ambition is to significantly grow our business organically and non-organically and improve profitability.

Our balanced portfolio offers more resilience against potential market fluctuations and drives growth.

- Revenue increase from ~0.9 EUR bn to ~1.2 EUR bn
- Increase group EBITDA margin to ~20%
- Increase ROCE excl. Goodwill to above 20%

# We aim to achieve ~1.2bn EUR of revenues in 2025 including acquisitions and divestments

- JENOPTIK aims to achieve revenue of ~1.2bn EUR in 2025
- Besides organic growth, a mix of further acquisitions and divestments will support our growth ambitions

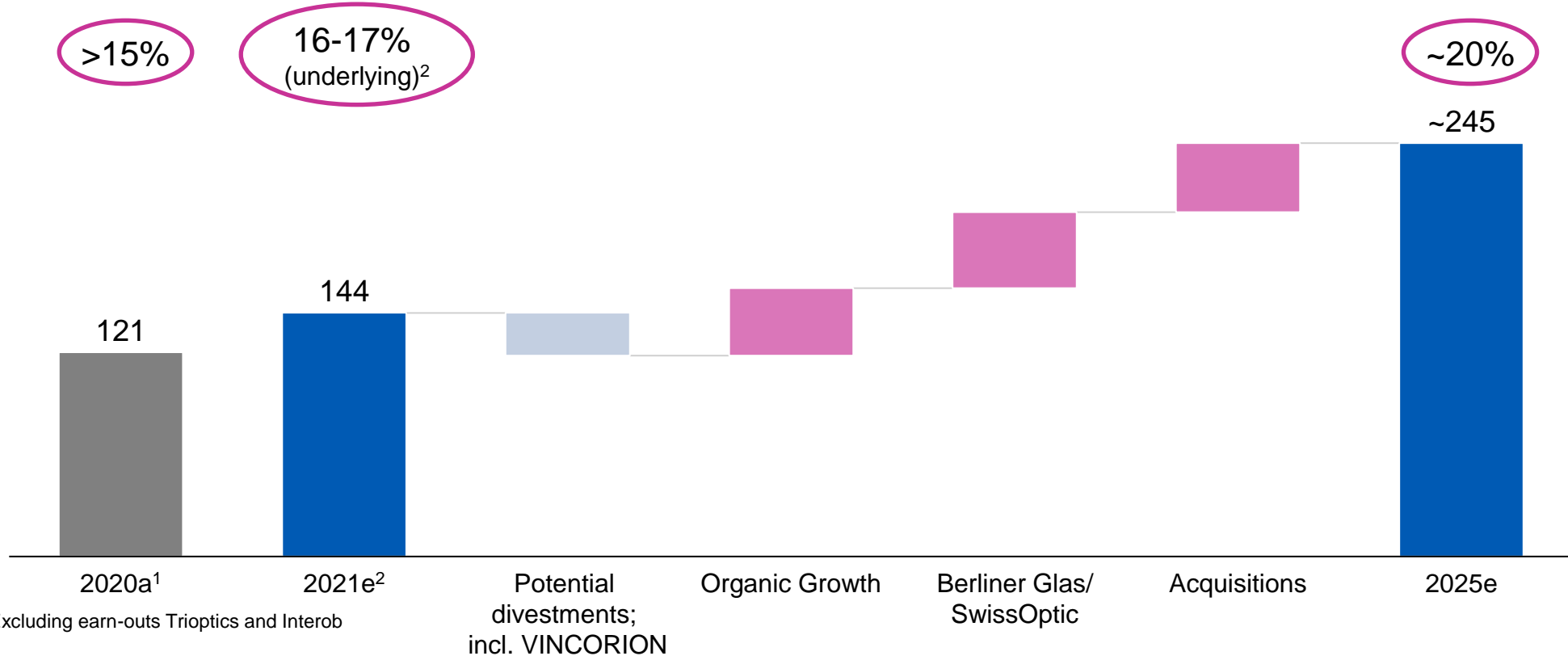


# Our target is a steadily growing profitability with an EBITDA margin of ~20% by 2025

- JENOPTIK targets for an EBITDA margin of ~20% in 2025
- Our profitability targets will be supported by further portfolio optimization focusing on photonic growth segments

**EBITDA, margin**

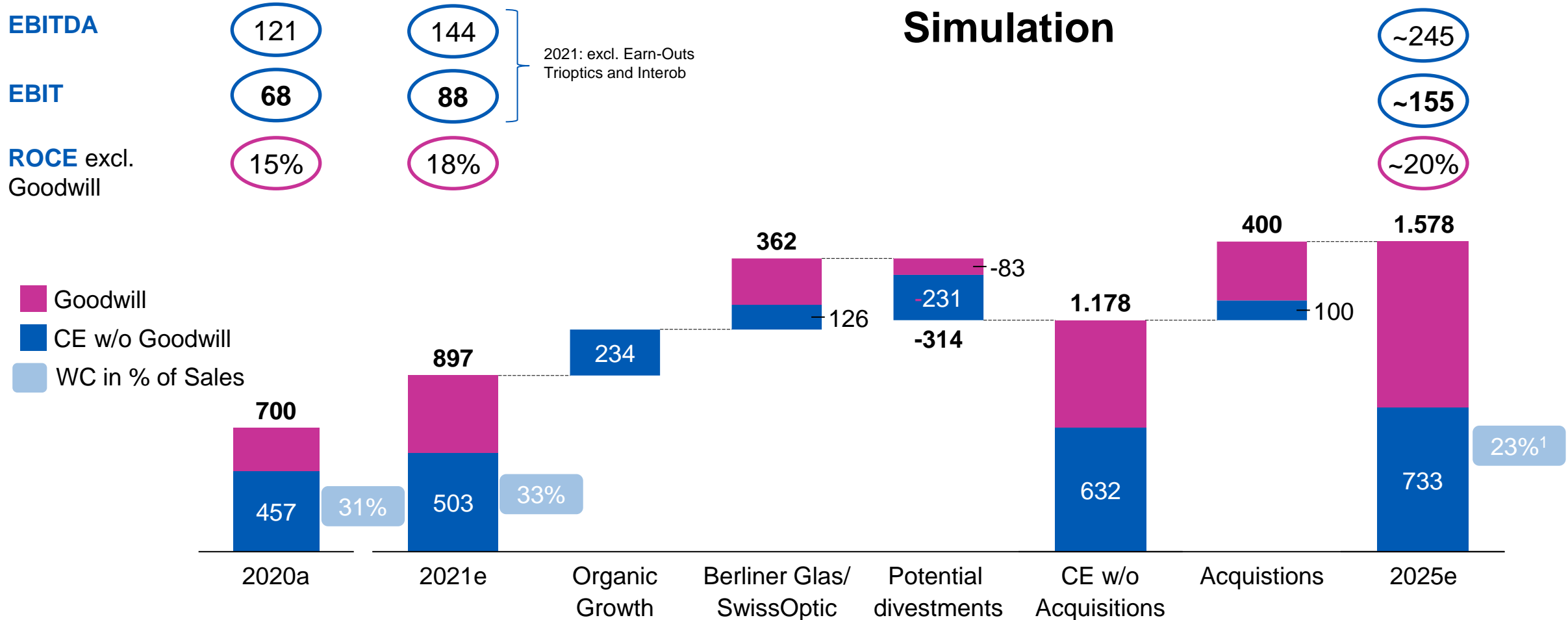
**EBITDA, in mn EUR**



1. EBITDA adjusted, 2. Excluding earn-outs Trioptics and Interob



# Underlying ROCE excluding goodwill will increase to around 20% in 2025

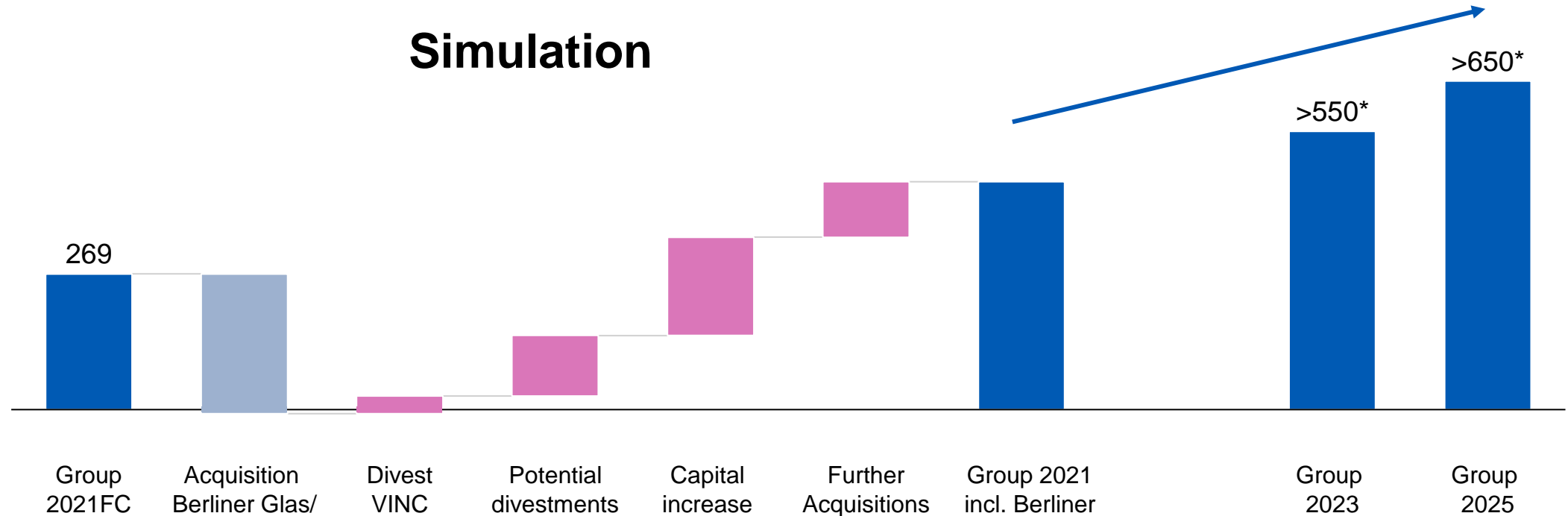


1. Working capital intensity reduces significantly due to working capital intensive divestments

# Our firepower will be sufficient to support the growth ambitions through further acquisitions of our strategy More Value until 2025

## Simulation

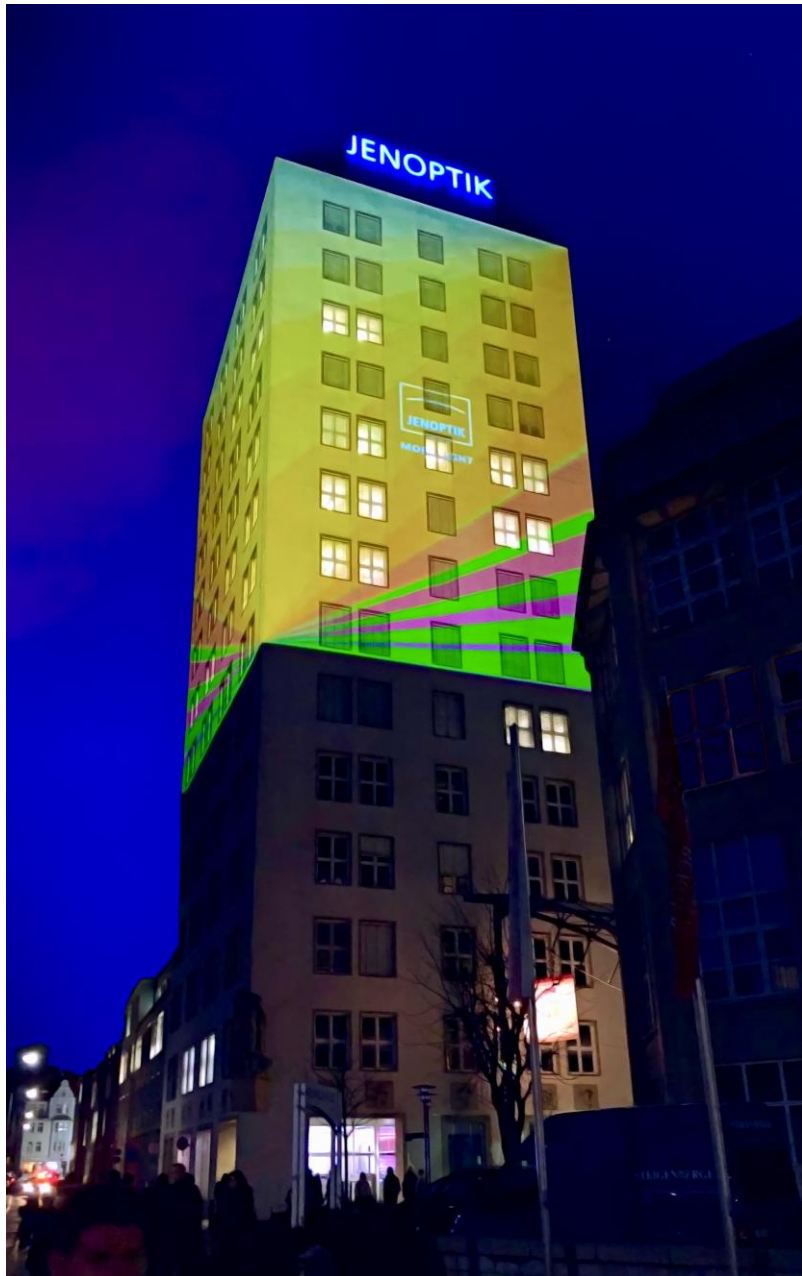
Debt capacity, mn EUR



**Assumptions:**

- Targeted Leverage 3,0
- Net Proceeds of sale Vincorion 65mn EUR
- Share price estimate at 40,00 EUR
- Capital increase 10% on the basis of existing AGM resolution
- Discount new shares 15%
- Purchase price multiple 13x (EV/EBITDA)

\* Conservative assumption: 50mn EUR per/year cash from operations as additional firepower (positive EBITDA effects not considered)



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# Summary of Agenda 2025

## „MORE VALUE“

Dr. Stefan Traeger

# Megatrends will drive demand for photonics solutions of the future – Jenoptik well positioned with its broad and innovative portfolio and expertise

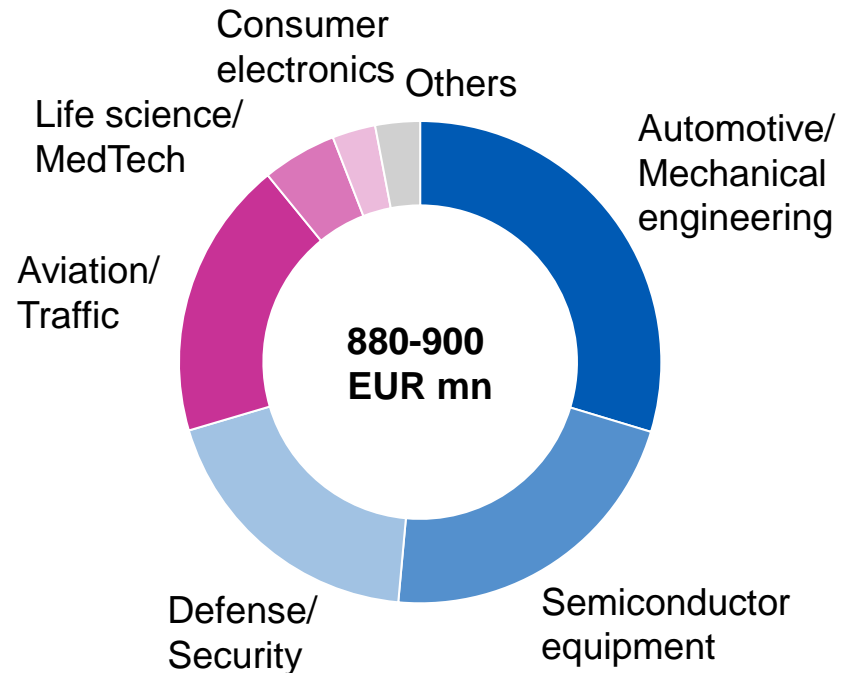
Photonics market  
estimated to reach  
**~920 bn USD**  
growing at a  
**CAGR of >8.0%**  
by 2028

Source: Triton Market Research

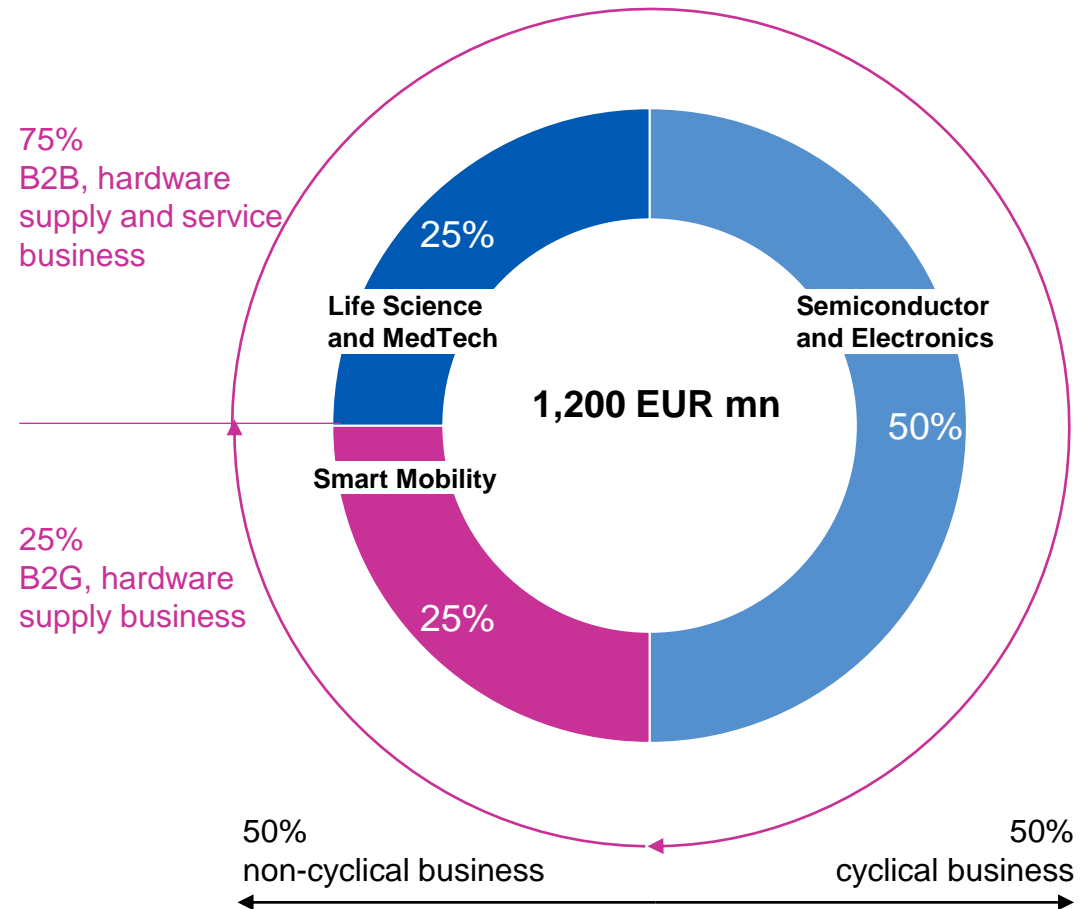
- **Digitization:** growing demand for chips for various applications; increasing usage of augmented and virtual reality>> Jenoptik supplies high-performance optics, microoptics as well as innovative test & measurement systems
- **Health:** increasing demand for therapies, diagnostics and bioimaging >> Jenoptik supplies optical systems e.g. for genome sequencing and digital image processing, microscope cameras and laser systems
- **Smart Manufacturing:** solutions for more efficiency and automation in production >> Jenoptik supplies integrated solutions for automation and laser processing
- **Mobility:** increasing demand for intelligent safety solutions >> Jenoptik supplies innovative products for more safety on roads and in cities

# Future Jenoptik setup with focus on three core markets: Semiconductor & Electronics, Life Science & MedTech and Smart Mobility

## 2021 – Jenoptik present in 6+ markets



## 2025 – Jenoptik focuses on 3 core markets



## Create more value for our stakeholders by...

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- ✓ Transforming Jenoptik into a globally leading pure photonics player
- ✓ Focusing on three highly attractive growth markets
- ✓ Driving organic and non-organic growth
- ✓ Expanding profitability
- ✓ Increasing financial firepower for additional M+A



Our agenda  
2025  
„More Value“





**MORE LIGHT**

Thank you for your attention!

Agenda 2025 – More Value



**MORE LIGHT**

## Jenoptik Capital Markets Day 2021 – Q&A session

If you want to ask a question, please send it to  
[Sabine.barnekow@jenoptik.com](mailto:Sabine.barnekow@jenoptik.com)

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