

## Our Vision – Brighter Futures with the Power of Light.

### Disclaimer



This presentation can contain forward-looking statements that are based on current expectations and certain assumptions of the management of the Jenoptik Group. A variety of known and unknown risks, uncertainties and other factors can cause the actual results, the financial situation, the development or the performance of the company to be materially different from the announced forward-looking statements. Such factors can be, among others, geopolitical conflicts, pandemic diseases, changes in currency exchange rates and interest rates, energy supply, the introduction of competing products or the change of the business strategy. The company does not assume any obligation to update such forward-looking statements in this document in the light of future developments.

## Agenda



- O1 Company overview
- 02 Divisional set-up
- Results 9M/2025 and outlook
- 04 Appendix

## Jenoptik at a glance – a leading globally operating photonics group



1991

Year of foundation

>80

Represented in countries

>4,500

Employees worldwide

~1.2bn<sup>1</sup>

Market capitalization in euros

Fiscal year 2024

1.12 billion

19.9

Revenue in euros

EBITDA margin in %

<sup>1</sup> as of 31.10.25

Our Mission

The Leading Light
In the Application of
Photonics

### Focus on four growth areas

- Semiconductor technology
- Medical technology
- Metrology
- Smart Mobility

Jenoptik Investor Relations Presentation

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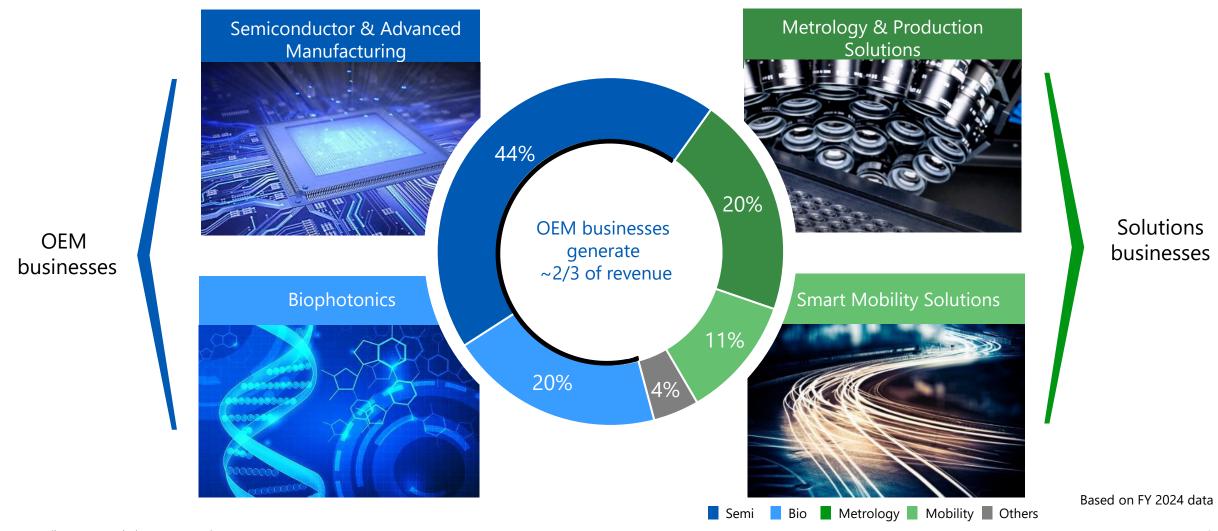
### Addressing multiple mega-trends with our strong photonics expertise





### Clear focus on attractive markets





Jenoptik Investor Relations Presentation

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## Strong value proposition: Leading photonics expertise combined with strong customer relationships





### Customer access / relationship



Joint R&D programmes

Shared R&D roadmaps

Designed-in solutions

Application excellence

Industrial manufacturing know how

Manufacturing capacity

Evolution

Supplier Joint R&D projects

Joint roadmaps

Joint ecosystem (Partner)

# Portfolio has been aligned to future markets of photonics; focus on organic growth



### **Priorities**

Organic growth

Operational excellence

Innovation

Utilization of photonic growth platforms

### **Initiatives**

- Increased customer focus
- Investment in new application areas and regions
- Reorganization
  - Allocation of production units
  - Stronger standardization
- Continuous investment in development (e.g. micro-optics, optics, automation)

# Streamlined organizational structure implemented to enhance customer focus and efficiency



### Jenoptik has become more simple

- Matrix structure largely removed in 2024
- Full allocation of plants to individual Strategic Business Units



Stronger customer focus, more efficiency clearer responsibilities





### Robust track record of profitable growth



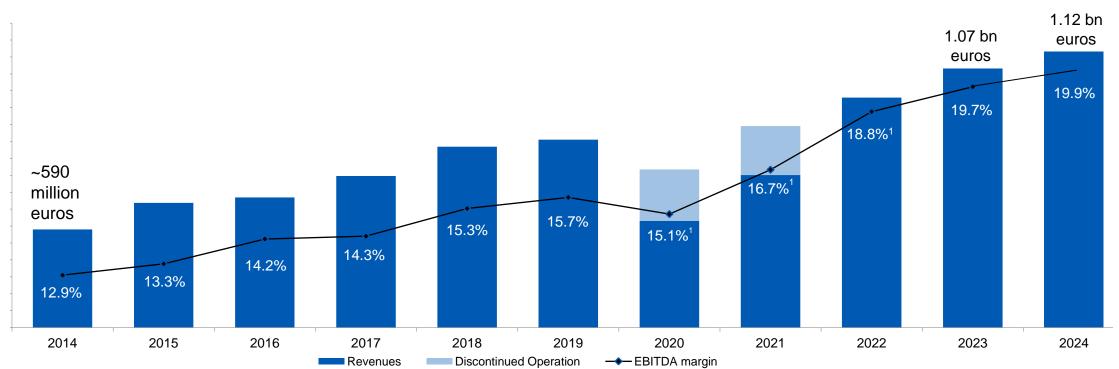
### 2014 - 2024

Revenue CAGR ~7%

EBITDA margin increased ~7 percentage points

### Main driver to margin expansion

- Product mix effects
- Operating leverage



1) EBITDA margin of continuing operations; for 2021 excluding one-off items

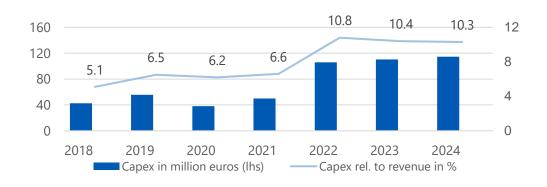
### Substantial investments to support organic growth



### Significant investments into production capacities

- Doubling production with new micro-optics cleanroom fab
   (LEED certified) in Dresden; production started in early 2025
- New biophotonics production site in Berlin inaugurated in June 2023;
   capacity significantly expanded
- Continuous investment into production equipment

### Capex and capex ratio



Capex expected to decline significantly in 2025





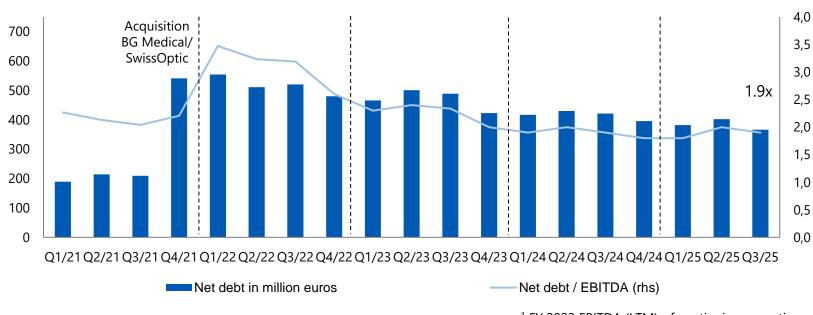
## Robust key financial figures; net debt reflects recent acquisitions



### Key financial ratios

Jenoptik Group	9M/2025	FY/2024
Equity ratio in %	59.1	56.6
Net debt in million euros	366.3	395.5
Net debt / EBITDA	1.9x	1.8x

### Net debt and net debt to EBITDA<sup>1</sup>



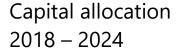
<sup>1</sup> FY 2022 EBITDA (LTM) of continuing operations

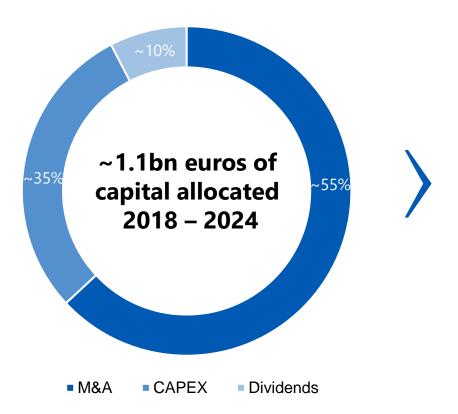
### Financing

Substantial financing capacities available based on undrawn credit facilities (around 370 million euros in 9M/2025)









### New capital allocation priorities



Investment into organic growth (Capex, R&D)



Return to shareholders



Bolt-on acquisitions





Selected theme	KPI	2024	Target 2025
Environment	Share of green electricity	95.8%	>90%
Environment	CO <sub>2</sub> reduction	55.8%	>55%
Social	Diversity rate	31.6%	33%
	Engagement score	76%	Better than global benchmark
Governance/ others	CSR rate	60.9%	50%
Reach net zero (Scope 1+2) by 2035 at the latest			





# Divisional set-up

# Leaner organizational structure to increase customer focus and efficiency and more clearly assign responsibilities



# Semiconductor & Advanced Manufacturing

- Optical and microoptical modules & subsystems for the semiconductor equipment industry
- Information and communication technologies and other applications

### Biophotonics

- Optical components for life science & medical technology industry
- Various industrial applications (incl. security and defense)

# Metrology & Production Solutions

 Systems and service for inspection, metrology and production solutions for optical, electronics and automotive industries

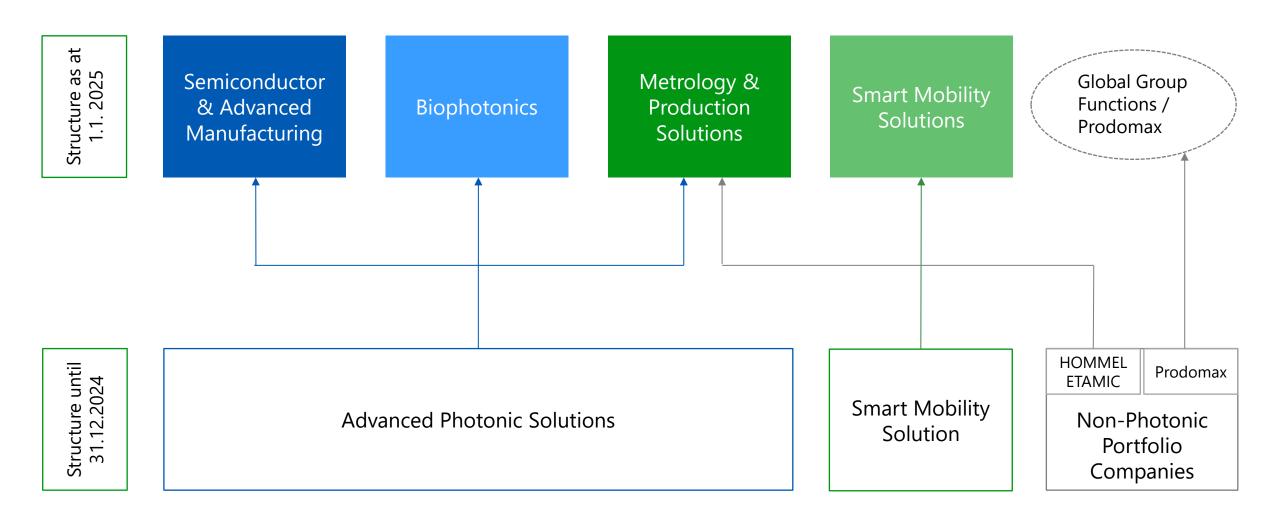
## Smart Mobility Solutions

 Camera systems and services for traffic surveillance, civil security and roads user charging

MORE customer focus / MORE direct business responsibility / MORE efficiency

## Our new organizational structure starting January 2025





## Jenoptik is strongly rooted in main applications IC lithography and IC inspection



#### **Markets**

## **Semiconductor & Advanced Manufacturing**

Main characteristics

Market position

Financial profile

Supplier to global manufacturers of wafer fab equipment for optical lithography and inspection

- Performance-critical, designed-in optical and micro-optical modules and subsystems
- Few key accounts / deep & long-term customer relationships
- Global R+D and manufacturing footprint
- Strategic supplier for high-end optical solutions, leveraging emerging technologies
- Unique technology portfolio; from nano-structured to classical optics
- Deep experience in semiconductor industry & markets

Revenue 2024A:

EUR 491.8m (+12.9% yoy)

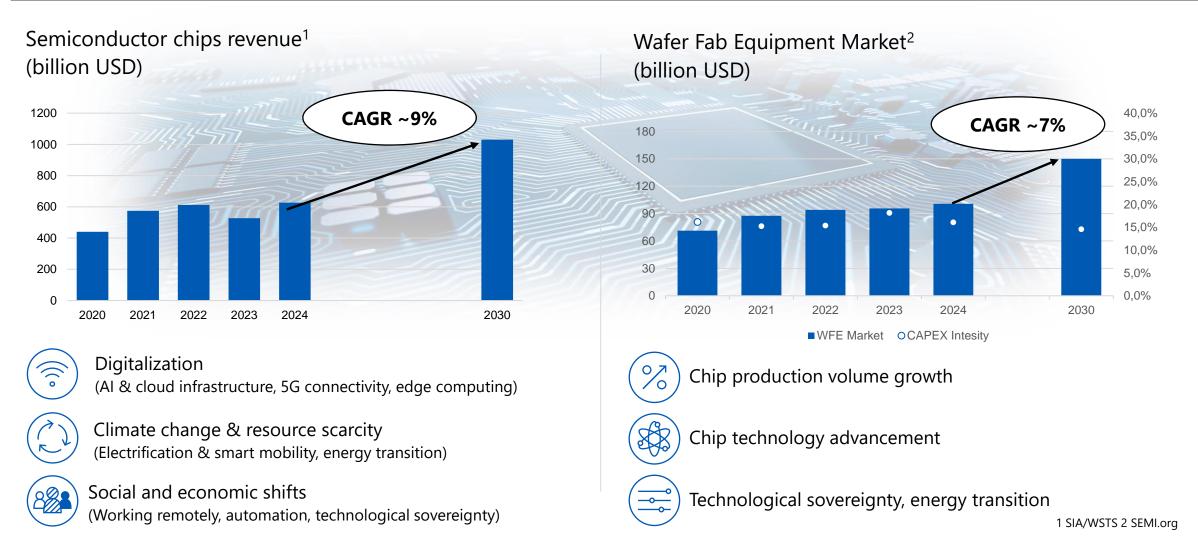
**EBITDA 2024A:** 

EUR 139.9m Margin: 27.9% Manufacturing footprint:

Jena (GER), Dresden (GER), Heerbrugg (CH), Jupiter (US), Wuhan (CN)

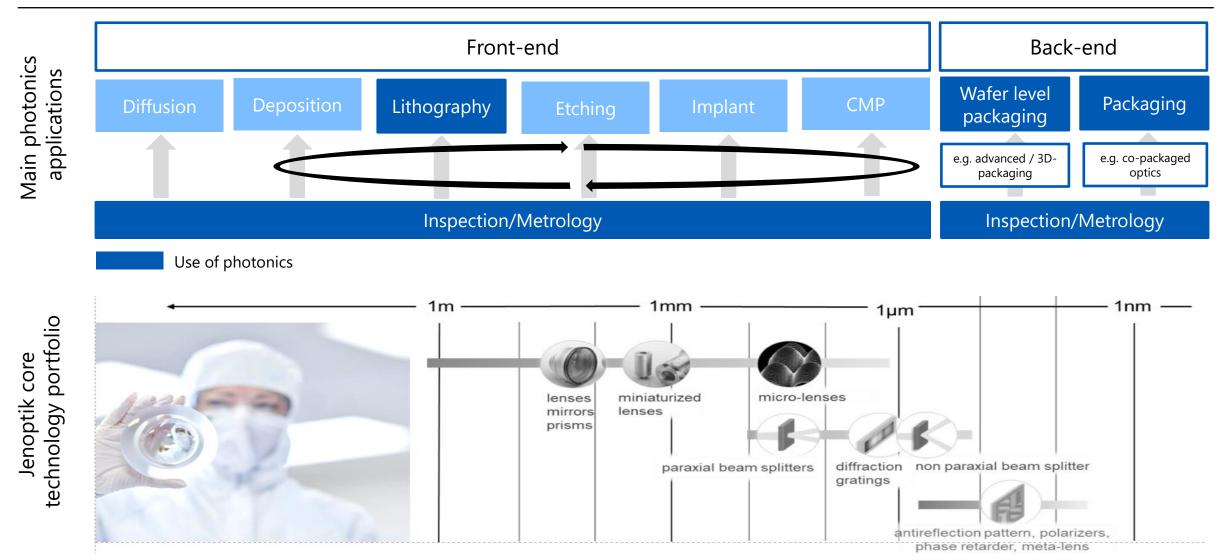
## Semiconductor market expectations remain robust; Multiple drivers support mid-term equipment market growth











# Jenoptik leverages its strong position in the global semi supply chain; revenues more than doubled since 2020 – CAGR (organic) > 10%



### **Key business features:**



Close customer relationships with leading OEM's



Broad technology portfolio & deep application know-how



Strong track record in supplying function-critical components & modules



Joint development and designed-in products



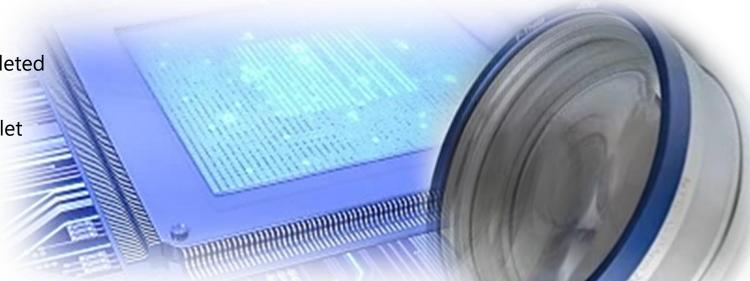
Significant capacity expansion largely completed



Target to continuously increase share of wallet

### Main demand drivers:

- Chip fabrication capacity expansion
- New technologies both front and back end
- Growing installed base



## New state-of-the-art fab in Dresden opened on time



- Largest single investment in recent history (just under 100m euros)
- Officially inaugurated in Dresden on May 6
- Expanding production & research and development capacities for innovative micro-optics
- Extremely demanding manufacturing environment (clean rooms meet the highest requirements for vibration-free operation and temperature stability)
  - Well positioned to support mid-term demand for high-performance chips, e.g. for AI



## Developing new applications in the area of Medtech & Life Sciences



#### **Markets**

## Main characteristics

Market position

Financial profile

## **Biophotonics**

- Supplier to global Medtech & Life Science OEM manufacturers
- Performance-critical, designed-in modules and sub-systems
- Key account approach / strong relationship to market leading customers
- Serves selective industrial applications (e.g., safety & security, automation)
- Strength in combining optics, illumination, detection and assembly know-how
- Strong position in certain applications, e.g., ophthalmology, DNA-sequencing and dental
- Develop growth opportunities in new fields, e.g., surgery

Revenue 2024A:

EUR 222.2m (-1.8% yoy)

**EBITDA 2024A:** 

EUR 29.5m Margin: 12.7%

### Manufacturing footprint:

Jena (GER), Berlin (GER), Triptis (GER), Jupiter (US)

### Biophotonics: main demand drivers and applications



### **Medical Technology & Life Science**

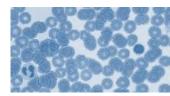
### Our products portfolio enables diagnostics and therapy, e.g.

- imaging solutions for dentistry and (robotic) surgery,
- disk lasers for ophthalmology
- readheads for DNA sequencing,
- cameras for optical microscopy,
- cameras and detectors for electron microscopy,
- diode laser stacks for esthetics









### **Industry**

Our product portfolio supports defense and industrial automation applications, e.g.

- laser rangefinders,
- thermal imaging cameras,
- LEDs,
- infrared and polymer optics





# **Drivers**

- Growing and aging population, better access to healthcare in developing countries
- New therapeutic approaches (e.g., personalized medicine / minimal invasive procedure), and digitization
- Overall average end-market growth in medtech and life science market expected at mid-single digit rate<sup>1</sup>
- Changes in geopolitical situation

1) Fortune Business Insights

# Addressing highly specialized application with a broad portfolio for efficient quality control and production solutions



#### **Markets**

## **Metrology & Production Solutions**



Main characteristics

Market position

Financial profile

Supplier of high-end testing and production solutions incl. service

- Main end-markets include automotive and electronics, as well as industries producing optics
- Broad customer-base (OEM, Tier 1/integrators, component manufacturers)
- Global sales and service infrastructure in place
- Leading position in certain niches, e.g., smart phone camera & AR/VR testing, airbag perforation, shaft measurement
- Develop growth opportunities in new/emerging fields, e.g., AR/VR, adjacent automotive applications
- Realize service opportunity

Revenue 2024A:

EUR 222.2m (-2.9% yoy)

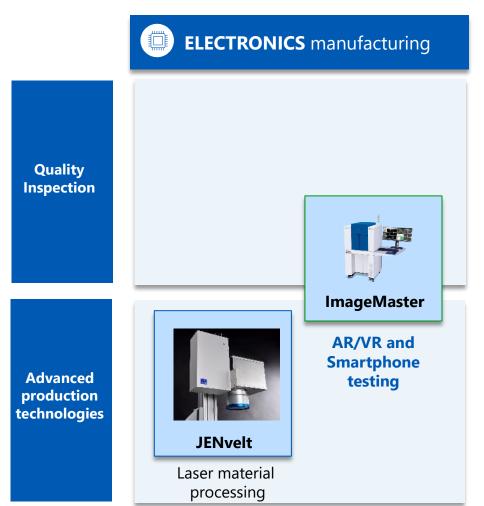
EBITDA 2024A:

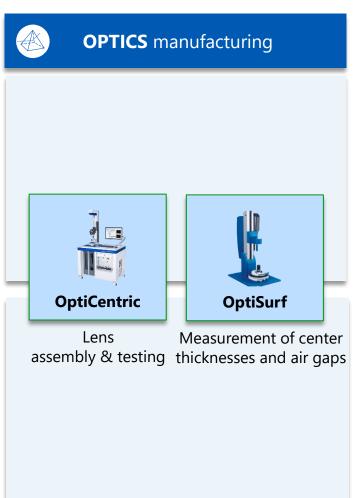
EUR 26.3m Margin: 11.8% Manufacturing footprint:

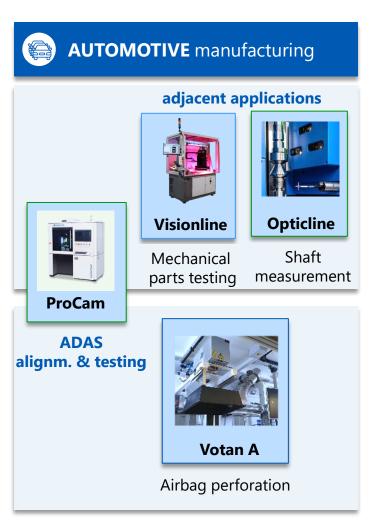
Villingen-Schwenningen (GER), Wedel (GER), Jena (GER), Bayeux (FR), Shanghai (CN)

# Deploying strong technology basis to realize growth opportunities in new/emerging fields









# Addressing highly specialized application with a broad portfolio of quality control and production solutions



#### **Markets**

## **Smart Mobility Solutions**

Main characteristics

Provider of solutions for traffic law enforcement, civil security and road user charging

- Offers equipment and software, including integration, installation and maintenance through to full-service operation (~40% recurring revenue)
- Global public sector customer basis (local and central governments, police etc.)

Market position

- Very strong market position in certain markets including UK, Germany and Australia
- Strong basis for future growth of direct business in North America
- Addressing growth opportunities: distracted driving, automatic number plate recognition

Financial profile

Revenue 2024A: EBITDA 2024A: EUR 119.5m EUR 13.6m (+0.6% yoy) Margin: 11.4%

Manufacturing footprint:

Monheim (GER), Camberley (UK)

## Smart Mobility Solutions Division: main demand drivers and applications



### **Traffic Law Enforcement**

### **Civil Security**

### **Road User Charging**

- New applications such as distracted driving
- Growing demand for integrated services
- Political initiatives such as Vision Zero in additional countries.
- Overall average market growth expected at ~8-10%<sup>1</sup>

1) MarketsandMarkets report

### Equipment & full service provider

Redlight monitoring

Speed & average speed control (fixed & mobile)

Moving vehicle offenses

Distracted driving

Automatic number plate recognition for e.g. border control, predictive analytics

Road user charging & emission control









# 9M/2025 results & outlook

### Continued acceleration of demand, market environment remains uncertain



### Business highlights:

- Order intake almost reached prior-year level
- Revenue and EBITDA below prior year, as expected;
   positive development over the course of the year
- Free cash flow significantly improved

### Cost management further intensified:

Program to reduce personnel and material expenses largely implemented

### Focus on main growth opportunities:

 Al-driven semi demand, optical communication for data centers, defense, expansion of SMS business in US, and AR/VR

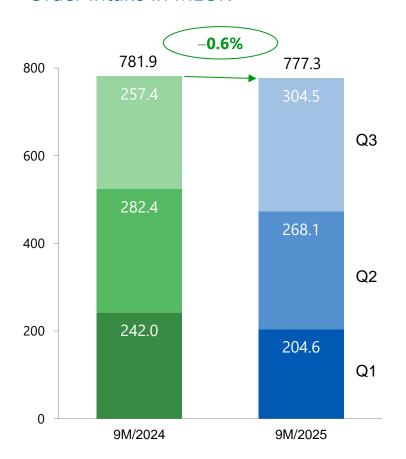
### Forecast further specified



# Order intake almost at prior-year level, substantial improvement in demand in the course of the year



#### Order intake in MEUR



In million euros	9M/2025	9M/2024	Change in %
Semiconductor & Advanced Manufacturing	297.6	364.7	
Biophotonics	213.2	159.0	34.2
Metrology & Production Solutions	158.8	144.7	9.7
Smart Mobility Solutions	97.2	90.1	7.8
Other	10.5	23.4	55.1

- Semiconductor & Advanced Manufacturing: lower demand and one-off effect due to non-recurring product adjustment in Q1, positive development in particular in inspection
- Biophotonics: strong demand in most areas; in particular in defense business
- Book-to-bill ratio: 1.03 (prior year 0.96); in Q3: 1.20 (prior year 0.94)
- Order backlog of 658.9 million euros (31.12.2024: 670.1 million euros),
   35-40% to be converted to revenue in 2025

## Revenue in first nine months influenced by challenging environment



#### Revenue in MEUR



In million euros	9M/2025	9M/2024	Change in %
Semiconductor & Advanced Manufacturing	314.9	371.2	15.2
Biophotonics	182.1	160.7	13.4
Metrology & Production Solutions	139.0	156.7	
Smart Mobility Solutions	94.4	83.0	13.7
Other	22.8	43.4	-47.5

- Semiconductor & Advanced Manufacturing: lower revenue attributable mainly to lithography business
- Biophotonics: increase due to, amongst other things, strong business in defense and medical technology areas
- Metrology & Production Solutions: continuing weakness in automotive market and shift of revenue into O4
- Smart Mobility Solutions: strong business in the Americas and Middle East/Africa

# EBITDA down on lower revenue and product mix effects; EBITDA margin at 17.5% vs. 19.7% in prior year



#### **EBITDA in MEUR**



	EBITDA in m	nillion euros	EBITDA margin in %	
	9M/2025	9M/2024	9M/2025	9M/2024
Semiconductor & Advanced Manufacturing	78.2	111.4	24.1	29.6
Biophotonics	39.1	17.1	21.3	10.3
Metrology & Production Solutions	1.8	13.6	1.3	8.6
Smart Mobility Solutions	11.4	6.2	12.1	7.4
Other	1.3	12.3	_	

- Semiconductor & Advanced Manufacturing: lower utilization, change in product mix and costs for moving to new site in Q1; strong profitability in Q3
- Biophotonics: earnings more than doubled due to operating leverage and product mix
- Smart Mobility Solutions: EBITDA substantially increased
- Metrology & Production Solutions and Other: lower revenue weighed on EBITDA

# Program to reduce personnel and material expenses largely implemented; earnings, however, did not reach prior-year level



In million euros	9M/2025	9M/2024	Change in %
Revenue	753.2	815.1	<b>-7.6</b>
Gross margin	31.9%	33.9%	
Functional costs	168.9	174.0	-2.9
Other operating result	1.6	1.9	-0.3
EBITDA	131.8	160.6	-17.9
EBIT	72.9	104.6	-30.2
Financial result	-11.0	-12.4	11.6
Earnings before tax	61.9	92.1	-32.8
Earnings after tax*	47.0	66.8	-29.7
Earnings per share (euros)*	0.80	1.15	-30.4

Group\* = continuing operations + discontinued operation (VINCORION)

- Gross margin influenced in particular by lower contribution of Semiconductor & Advanced Manufacturing
- Functional cost ratio amounted to 22.4% (prior year 21.3%)
  - **R+D expense ratio:** 6.0% (prior year 5.7%)
  - **Selling expense ratio:** 9.9% (prior year 9.6%)
  - Administrative expense ratio: 6.5% (prior year 6.1%)
- **EBIT margin** reduced to 9.7% (prior year 12.8%)
- Financial result impacted by lower interest payments
- Tax rate at 28.3% (prior year 27.5%)
  - Cash-effective tax rate of 27.4% (prior year 22.3%)
- Group earnings after tax include income of 2.6 million euros (prior year 0 euros) arising from sale of VINCORION

## Balance sheet ratios and liquidity situation remain solid



In million euros	9M/2025	9M/2024	Change in %
Cash flows from operating activities before income taxes	139.7	124.9	11.8
Cash flows from operative investing activities	-55.1	-62.6	-12.0
Free cash flow (before interest and income tax payments)	84.6	62.3	35.7
Cash conversion rate	64.2%	38.8%	n.a.
Equity ratio	59.1%	55.6%*	n.a.

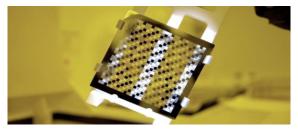
- Cash flows from operative investing activities influenced in particular by payments for property, plant and equipment (Dresden)
- Net debt at 366.3m euros (31.12.24: 395.5m euros)
- Leverage: 1.9x (net debt to EBITDA / 31.12.2024: 1.8x)
- Working capital ratio of 30.3% (31.12.2024: 28.6% / 31.9.2024: 30.1%)
- Capital expenditure amounted to 58.3m euros (prior year 72.6m euros)

Cash flows from operating activities: reduction (prior year increase) in working capital more than offset lower earnings

<sup>\*31.12.2024</sup> 

## Guidance further specified











### Targets 2025 and future development

- Revenue at lower end of guidance range (between prior-year figure and minus 5% / 2024: 1,115.8 million euros)
- EBITDA margin at lower end of guidance range incl. expected expenses for cost reduction measures in high single-digit million euro range (18.0 to 19.5 percent / 2024: 19.9%)
- Capital expenditure substantially lower than in prior year (2024: 114.6 million euros)
- Effects from current macroeconomic and political uncertainties or fundamentally positive developments in the semiconductor industry on 2026 business development cannot be assessed with sufficient certainty at this time
- Expected negative impacts, e.g. from cost increases, are offset by 2025 cost saving measures
- Executive Board expects an increase in revenue as well as an improved EBITDA margin in 2026

The guidance is subject to the assumption that political and economic conditions do not deteriorate, including in particular economic trends, the war in Ukraine, the conflict in the Middle East, European and international regulations, and macroeconomic developments.

Potential portfolio changes are not considered in this forecast.



# Appendix

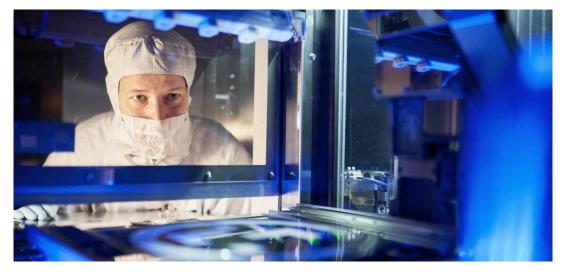
## Innovation remains our main growth engine through our leading competencies in...



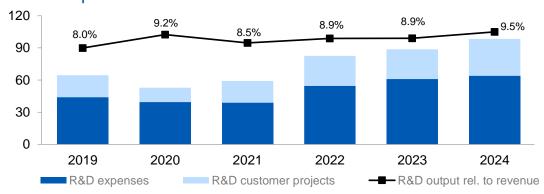
- Harnessing light
- Helping our customers to solve highly complex photonic problems
  - Design and industrialization of complex optics and photonics components
  - Decoding photonic signals in data imaging solutions

Approx. 700 R+D colleagues are dedicated to drive innovation and to engineer novel solutions.

Investment into future applications such as AR/VR will continue.



#### R+D output in million euros<sup>1</sup>



1) R+D output incl. R+D expenses, developments on behalf of customers as well as capitalized R+D

## Megatrends will drive growing demand for photonics solutions of the future



#### Societal needs

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Digitization

Growing demand for chips for various existing as well as new applications; increasing usage of augmented and virtual reality

Jenoptik supplies high-performance optics, micro-optics for semiconductor equipment as

Jenoptik's contribution

Health

Aging population >> 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

well as innovative test & measurement systems

Mobility

Increasing demand for intelligent safety solutions

Jenoptik supplies innovative products for more safety on roads and in cities

Sustainability

Solutions for e.g. climate protection, sustainable mobility, efficient use of resources

Jenoptik enables its customers to produce more efficiently for greater resource conservation and climate protection

Global photonics market CAGR of ~6%<sup>1</sup> until 2030

1) Verified Market Research

## A long tradition of innovation in optoelectronics



















1846

1946

1989-91

1992-98

1998-2006

**Flexibility** 

2007-16

since 2017

# Founded in Jena by Carl Zeiß

"Workshop for precision mechanics and optics"

## State property

The Zeiss plant in Jena, converted into state property

#### German Reunification

Acquisition of companies to open up new sales channels

#### New Businesses

IPO 1998

#### Consolidation

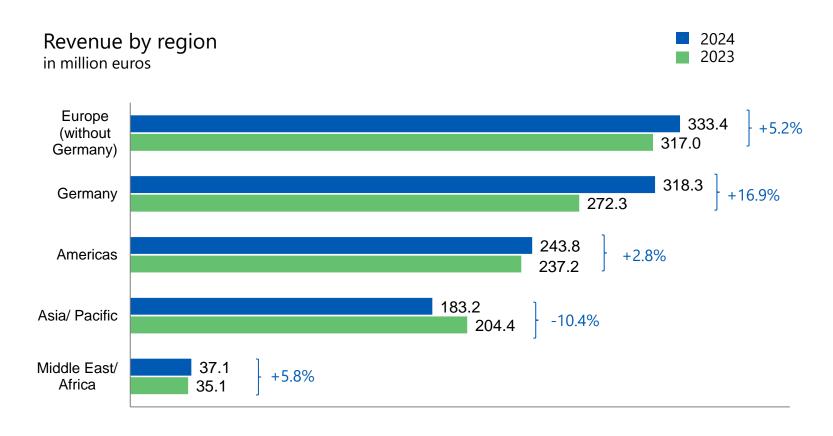
Sustainable profitable growth

Strategy "More Light" in 2018

Starting new strategy "More Value" in 2021

## Revenue growth mainly in Germany and Europe

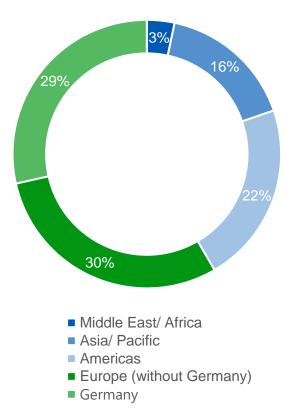






- Strongest growth in Germany due to Advanced Photonic Solutions
- Top-7 customers accounted for ~48% of revenue (prior year ~43%)

#### Revenue by region



## Overview of quarters 2023 and 2024

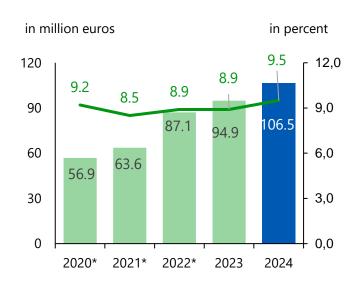


In million euros	Q1/2023	Q2/2023	Q3/2023	Q4/2023	2023	Q1/2024	Q2/2024	Q3/2024	Q4/2024	2024
Revenue	234.1	270.8	263.8	297.3	1,066.0	256.1	284.7	274.3	300.7	1,115.8
EBITDA	36.6	55.0	51.4	66.5	209.6	44.5	56.9	59.1	61.0	221.5
EBITDA margin in %	15.6	20.3	19.5	22.4	19.7	17.4	20.0	21.6	20.3	19.9
EBIT	19.9	33.9	34.3	38.2	126.3	26.0	37.7	40.9	42.0	146.6
EAT	11.8	20.9	21.5	19.3	73.5	15.4	24.8	26.6	27.4	94.2
Earnings per share in euros	0.21	0.35	0.38	0.32	1.27	0.27	0.42	0.46	0.47	1.62
Order intake	283.0	263.9	288.4	256.9	1,092.2	242.0	282.4	257.4	245.8	1,027.7
Order backlog	776.1	766.6	795.0	745.0	745.0	731.3	734.1	709.2	670.1	670.1
Free cash flow	28.5	-2.4	30.7	70.5	127.3	19.5	22.0	20.9	40.6	102.9

# Strong R+D commitment enables fundamentally new products; continuing expansion of sales structures abroad



#### R+D output

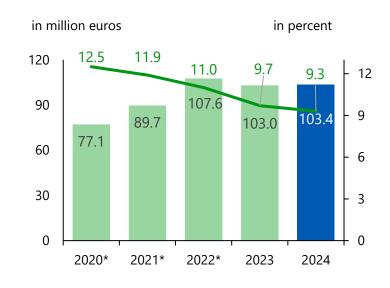


Ratio of R+D output to revenue

- 2024:

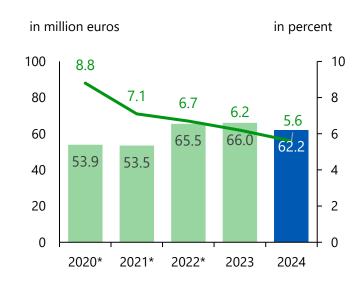
R+D output: 9.5% of revenue R+D expenses: 5.7% of revenue

#### Selling expenses



Ratio of selling expenses to revenue

#### Administrative expenses



 Ratio of administrative expenses to revenue

## Key figures – five-year overview



In million euros	2024	2023	2022*	2021*	2020*
Revenue	1,115.8	1,066.0	980.7	750.7	615.5
EBITDA	221.5	209.6	184.1	155.7 (incl. one-offs) 125.2 (excl. one-offs)	92.8
EBITDA margin (in %)	19.9	19.7	18.8	20.7 (incl. one-offs) 16.7 (excl. one-offs)	15.1
EBIT	146.6	126.3	101.9	108.1 (incl. one-offs)	47.4
EBIT margin (in %)	13.1	11.9	10.4	14.4 (incl. one-offs)	7.7
EPS (in euros)	1.62**	1.27**	0.96**	1.43**	0.73**
Free cash flow (before income tax)	102.9	127.3	82.7	43.2	52.5
Net debt	395.5	423.1	479.0	541.4	201.0
ROCE (in %)	10.8	9.6	7.9	13.4	8.2
Equity ratio (in %)	56.6	54.2	50.4	44.4**	51.5**

<sup>\*</sup>Continuing operations

<sup>\*\*</sup>Group = continuing operations plus discontinued operation VINCORION

## Key figures by segment 2024 – new group structure



in million euros	Semiconductor & Advanced Manufacturing	Biophotonics	Metrology & Production Solutions	Smart Mobility Solutions	Group <sup>2)</sup>
Revenue <sup>1)</sup>	491.8	222.2	222.2	119.5	1,115.8
EBITDA	139.9	29.5	26.3	13.6	221.5
EBITDA margin in %	27.9	12.7	11.8	11.4	19.9
Order intake <sup>1)</sup>	453.6	209.6	209.3	122.9	1,027.7
Order backlog <sup>1)</sup>	311.5	142.0	116.4	65.1	670.1

<sup>1)</sup> external

<sup>2)</sup> Difference corresponds to Other

## Key figures by segment 2024 – new group structure



## Semiconductor & Advanced Manufacturing

in million euros	Q1	Q2	Q3	Q4
Revenue <sup>1)</sup>	118.7	127.6	125.0	120.6
EBITDA	35.5	36.8	39.0	28.5
EBITDA margin in %	29.6	28.6	30.4	23.0
Order intake <sup>1)</sup>	118.4	141.0	105.3	88.9
Order backlog <sup>1)</sup>	344.7	359.7	336.4	311.5

in million euros	Q1	Q2	Q3	Q4
Revenue <sup>1)</sup>	50.7	56.6	53.4	61.6
EBITDA	4.6	4.5	8.0	12.4
EBITDA margin in %	8.6	7.9	14.6	18.5
Order intake <sup>1)</sup>	42.9	46.9	69.1	50.7
Order backlog <sup>1)</sup>	140.9	133.8	149.0	142.0

**Biophotonics** 

<sup>1)</sup> external

## Key figures by segment 2024 – new group structure



## Metrology & Production Solutions

in million euros	Q1	Q2	Q3	Q4
Revenue <sup>1)</sup>	47.9	55.8	53.1	65.4
EBITDA	1.7	6.8	5.2	12.7
EBITDA margin in %	3.5	12.2	9.5	19.3
Order intake <sup>1)</sup>	50.4	44.8	49.4	64.6
Order backlog <sup>1)</sup>	129.8	119.3	113.6	116.4

## **Smart Mobility Solutions**

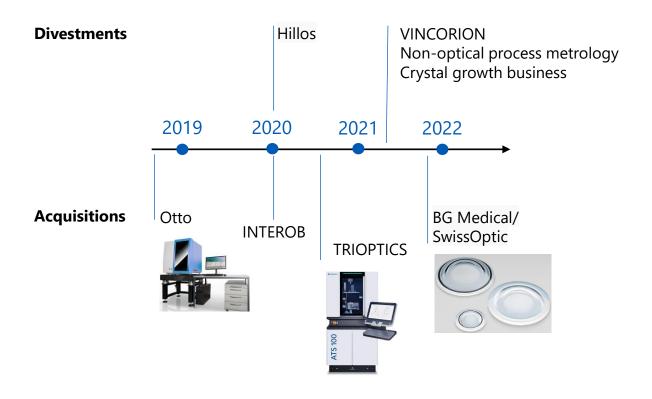
in million euros	Q1	Q2	Q3	Q4
Revenue <sup>1)</sup>	24.0	28.4	30.6	36.5
EBITDA	0.1	3.1	3.0	7.5
EBITDA margin in %	0.4	10.8	9.7	20.5
Order intake <sup>1)</sup>	29.4	33.9	26.8	32.8
Order backlog <sup>1)</sup>	66.1	72.1	68.0	65.1

<sup>1)</sup> external

## Acquisitions and divestments over last years



### Non-organic growth initiatives (M&A)

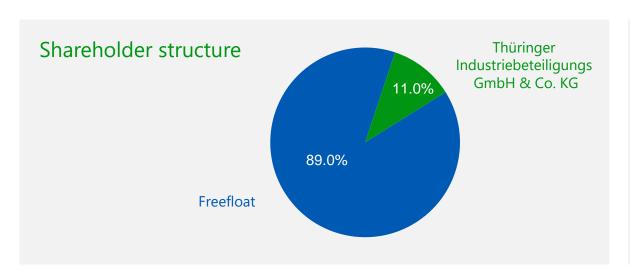


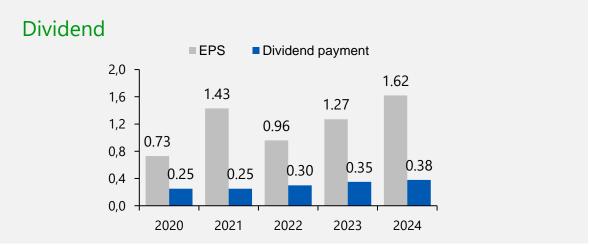
### Key acquisition criteria

- Portfolio: Complementary technologies & regional expansion
- Market position: strong technological basis, growth opportunities
- Integration: Management capacity, cultural fit

## Shareholders and dividend information



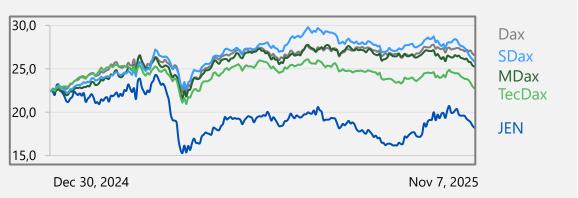




## Major institutional shareholders (11.10.2025)

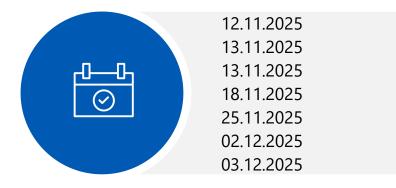
Fund Name	%	Shares	Region
Land Thüringen	11.00	6,296,193	Germany
DWS Investment	3.10	1,776.989	Germany
Black Rock	3.05	1,743,902	USA, Germany
Amundi	3.04	1,741,160	France
Wellington	2.94	1.682.365	USA
Allianz Global Investors	2.81	1.608.441	Germany
Norges Bank	2.81	1.608.858	Norway
			Source: Voting rights notifications





### Dates and contact





Publication 9M/2025
Morgan Stanley Conference, Barcelona (CEO/IR)
LBBW Conference (virtual) (CFO/IR)
BNP Paribas Exane Conference, Paris (CFO/IR)
Eigenkapitalforum, Frankfurt/Main (IR)
Roadshow Hamburg (CFO/IR)
Berenberg European Conference, London (CEO/IR)



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