

Jenoptik Capital Markets Day 2023

December 1, 2023, Start: 9:00 a.m. CET

Agenda



09:00	Welcome – Andreas Theisen
09:05	Strategy Execution Update – Dr. Stefan Traeger
09:40	We make roads and cities safer – growth platform Smart Mobility – Kevin Chevis
10:00	Q+A session
10:20	Coffee Break
10:50	We enable the digital age – growth platform Semi – Dr. Ralf Kuschnereit
11:20	We drive life science & healthcare development – growth platform Bio – Dr. Ralf Kuschnereit
11:40	See the difference – growth platform Electronics – Dr. Ralf Kuschnereit
12:00	Financials – Dr. Prisca Havranek-Kosicek
12:20	Summary – Dr. Stefan Traeger
12:30	Q+A Session
01:00	End

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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.

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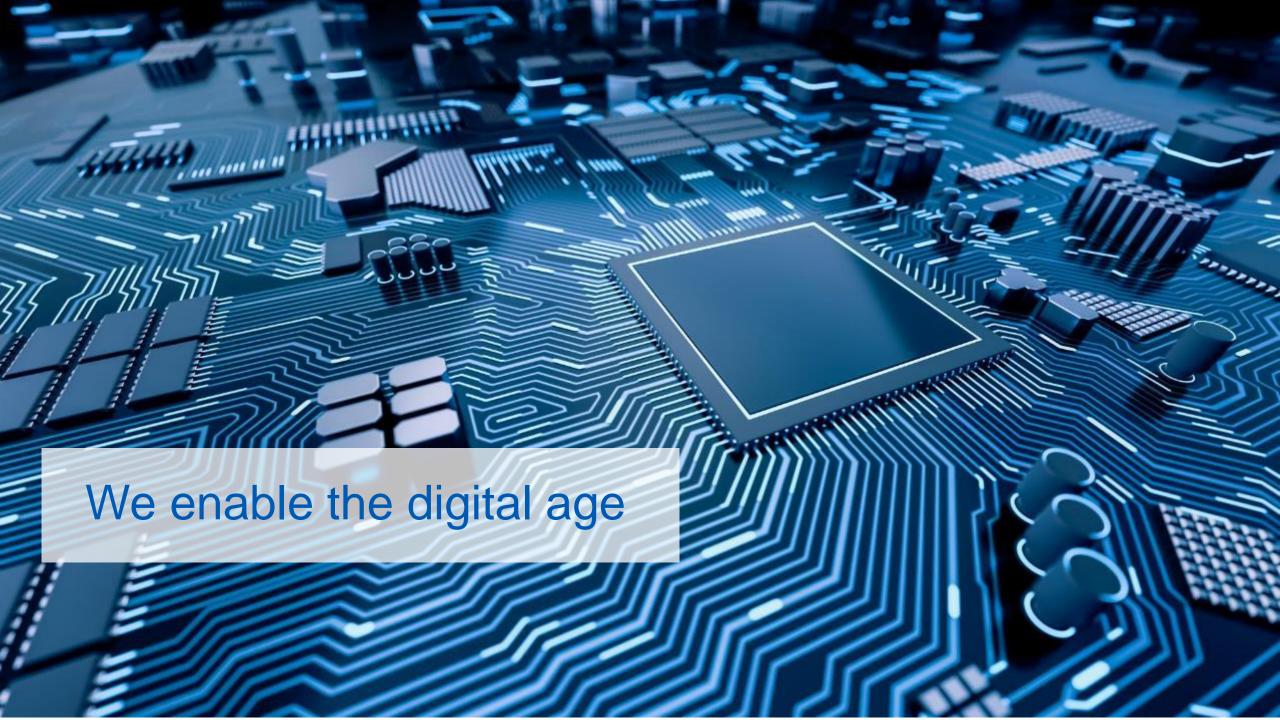
Photonics is the Mastery of Light!

Our Mission

The Leading Light in the Application of Photonics

Strategy Execution Update

Dr. Stefan Traeger



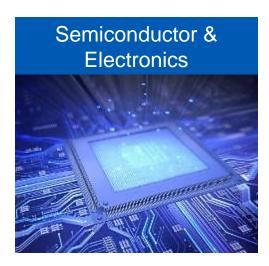


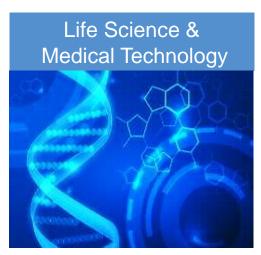














Revenue share substantially increased through organic growth and acquisitions

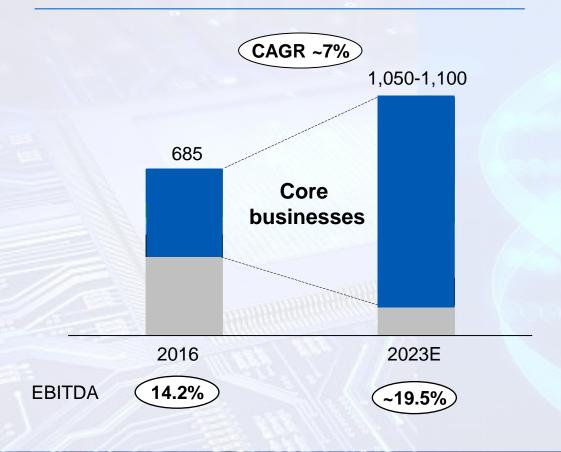
- Growth of core markets >GDP growth
- Differentiation through our core technological competences in optics and photonics
- Leveraging existing deep customer relationships
- Resilience to end-market fluctuations by focussing on both cyclical and non-cyclical industries

Deploying core competences to attractive markets to enhance shareholder value

Taking a broader view: Jenoptik's profound business transformation has been successfully executed







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What has changed?

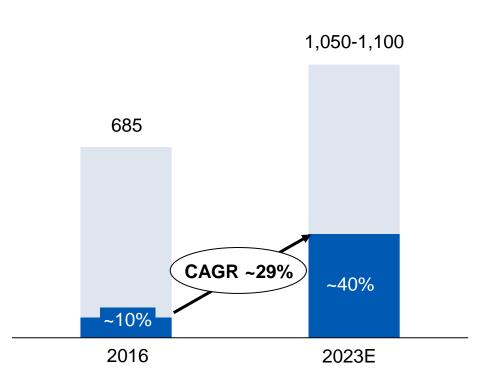
- An industrial conglomerate has been turned into a leading photonics company
- Jenoptik today is not just more focused
 - Strong positions in attractive markets created
 - Clear value proposition
 - Substantially enhanced growth and margin profile

It's all about customers:

Proven strategy of focusing on key customers by deepening relationships



Share of top key accounts



Revenue in million euros

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- "Grow share of wallet" strategy with market leading key customers worked well
- Expand partnership positions
 (joint R&D roadmaps and beyond)
- Business with high entry barriers through designed-in products and regulatory requirements
- Moving forward by taking more responsibility to become part of the customers integrated ecosystem
- Growing customer concentration is part of our business model

Status quo at mid-stage of our "More Value 2025" agenda: Successful execution, both from a portfolio as well as from a financial perspective





Portfolio transformation

- Defense business divested; photonic businesses strengthened through acquisitions
- Substantially increased share of revenue generated in core markets
- Position as OEM partner markedly enhanced

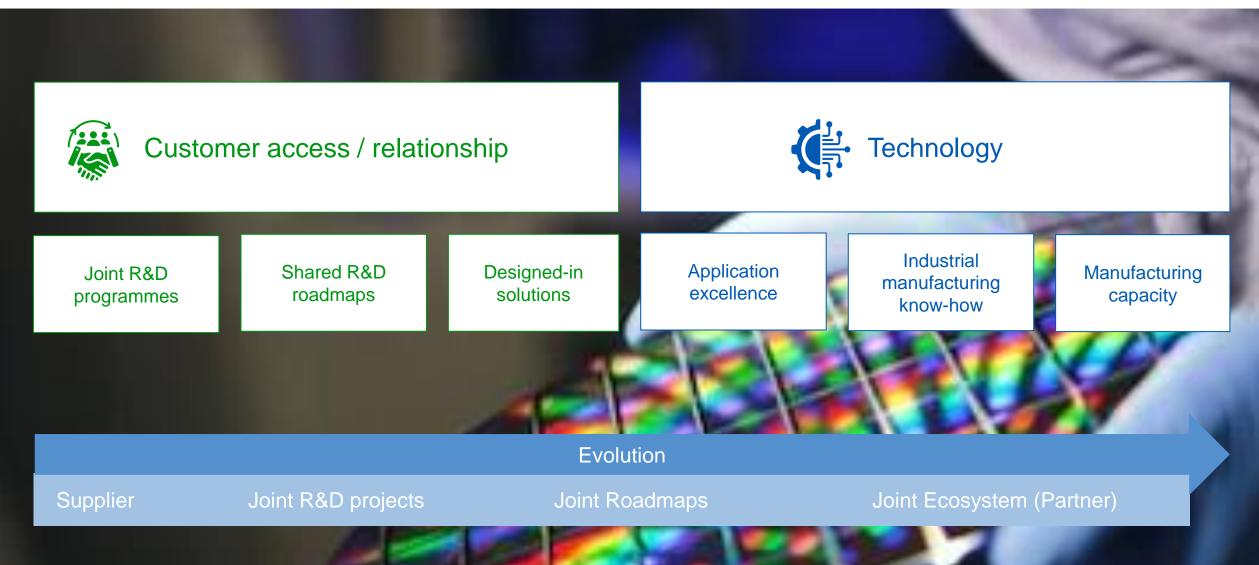


Financial transformation

- ~10% organic growth since inception of current strategy period; ahead of mid-term plan
- Added ~280 bps to EBITDA margin¹
- Leverage successfully reduced; full flexible financing with further headroom in place

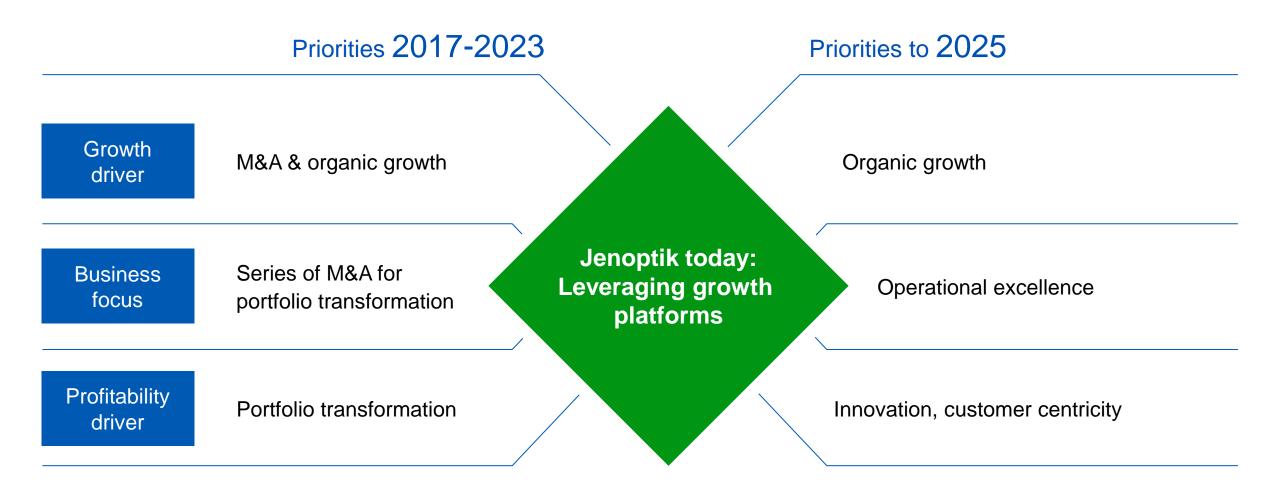
Strong value proposition: Leading photonics expertise combined with strong customer relationships





Priorities shift from portfolio transformation and M&A to organic growth and operational excellence





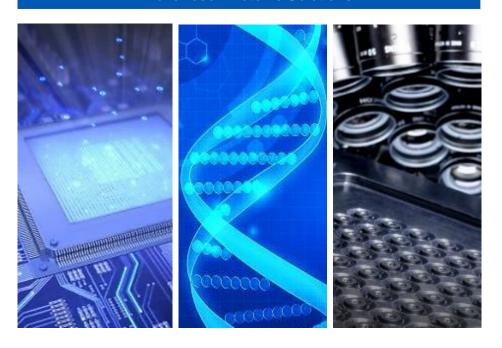
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2024 | Verticalize Advanced Photonic Solutions Division

Advanced Photonic Solutions



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Smart Mob. Solutions



Contribution to future success

MORE customer focus

MORE direct business responsibility

MORE efficiency

Innovation remains a major driver for Jenoptik





NPC segment: Strategic plan remains unchanged







HOMMEL ETAMIC (industrial metrology)

- Optical, tactile and pneumatic measuring systems
- Business to be developed either internally or externally

Main initiatives to drive future growth and profitability





- Continue successful "grow share of wallet" strategy
- Realize growth opportunities in new application areas and regions
- Increased customer focus supported by simplified organization



- Expansion of R&D capacity, flexibility and related competences
- Pre-development & ownership of innovative technologies
- Invest in supporting new applications



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- Further enhance operational excellence and efficiencySubstantial capacity expansion

2025 updated financial targets

Revenue of ~1.2 billion euros

despite near-term market uncertainties

EBITDA margin of 21-22%



Smart Mobility Solutions: Key competences and strategy



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Our competence

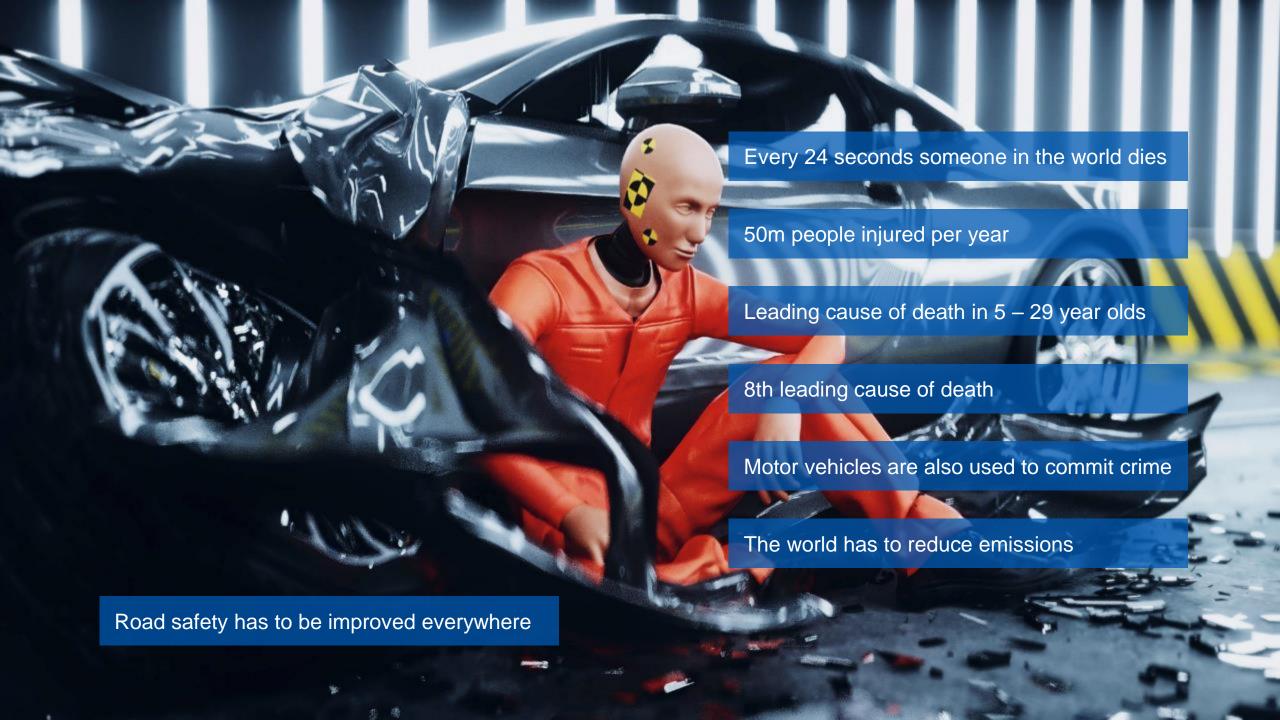
- We solve complicated problems for our clients, using our in-depth photonics expertise
- We have a longstanding and intimate knowledge of their requirements, where **technology performance** is critical to the outcome
- We design and build camera platforms which we leverage to deliver functionality and services

Our strategy

- Leverage market knowledge and expertise to move up value chain in selected countries, covering the design, supply and management of the technology, including processing and fine collection
- Increase investment in new technology and applications in the enforcement as well as smart mobility marketplace

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Own locations



Markets

Traffic Law Enforcement



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Civil Security



Road User Charging



Key facts

- Revenue 2022: ~114 million euros (thereof ~40% recurring)
- EBITDA margin 2022: ~17%
- ~490 employees

Business profile

- Operating in 3 key segments of the Smart Mobility marketplace
- Strong presence in North America, Europe and Australia
- Partner business in more than 50 countries

Main customers

 B2G: Public sector (local and central governments, police and regulatory authorities)

Smart Mobility Solutions addresses a growing market





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Growth drivers

- New applications such as distracted driving enforcement or moving vehicle offences
- Extended service operations
- Political initiatives such as Vision Zero in new countries



Our response

- Increasing use of video analytics and artificial intelligence along with sensor fusion
- Gradual move from the supply of equipment to the provision of extended service programs
- Increased demand for road safety, esp. in emerging markets, with first contracts signed

Mobility of the future will require smart infrastructure applications combining both, enforcement and intersection management



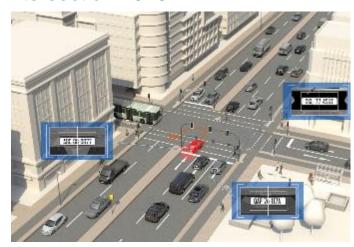
Intersection 2010



Speed & Red-light Enforcement

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Intersection 2020



- Speed & Red-light Enforcement
- Additional features such as illegal turners,
 Distracted Driving, ANPR/ALPR, tailgating,
 bus lane enforcement, civil security
 applications (e.g. Police ANPR)

Intersection of the future



- Speed & Redlight Enforcement
- Additional features such as illegal turners,
 Distracted Driving, ANPR/ALPR, tailgating,
 bus lane enforcement, civil security
 applications (e.g. Police ANPR)
- V2X Data (real time date, protection of VRU)
- Traffic Management (e.g. Traffic Counting, Traffic Light control)

Main levers for future profitable growth



Continue building up business in the Americas

- Significant pipeline built, esp. for Traffic
 Service Provision, with first contract wins
- In some countries; full-service operations, incl. ticket review and payment collection
- Further invest in Sales and Operations



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Expand market reach by extended services

- Further grow existing business by extended and new services offerings
- First service contracts signed in new markets
- Introduce new service models (Software as a Service)





Drive adoptions of new applications

- Enhanced features (e.g. moving vehicle objects) using video analytics and AI
- Further drive new applications such as distracted driving, sound detection
- Further invest in new technologies and innovation



Fig: Classification Approach

Our strategy is underpinned by the following key actions



Key initiatives for continued profitable growth

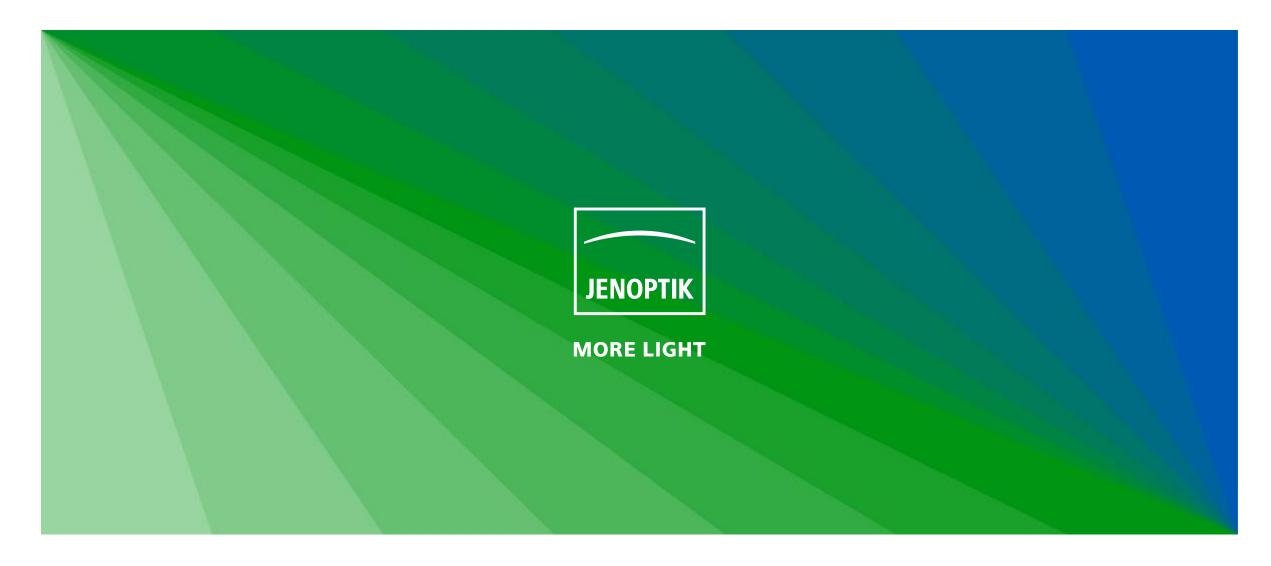
- Grow own business in the Americas, by moving up the value chain gaining a much greater share of the wallet in service provision
- Further grow recurring revenues and expand market reach globally
- We increase investment in new technology to leap ahead of the competition and beyond law enforcement technology to smart mobility offerings and become the market leader of the future

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If you want to ask a question, please send it to sabine.barnekow@jenoptik.com



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Break – the webcast will be continued at approx. 11:00 a.m. CET



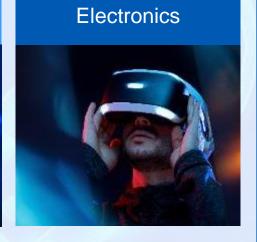




Core Markets







Business profile

Division bundles all B2B photonics activities

Global supplier of photonic-based components, modules, and machines

Market position

Strong position esp. in semi & bio applications, smartphone camera testing

Key figures 2022

Revenue: ~730 million euros

EBITDA margin: ~23%

Production sites: Germany, Switzerland,

USA, China

Employees: ~3,000

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Our business model: Broad & leading technology basis focused on attractive markets



Technology

Application know how

Industrial manufacturing know how

Manufacturing capacity

Semiconductor equipment

- Micro-optics
- Optics
- Precision components

Life Science & Medical Technology

- Optics
- Sensors/detection
- Illumination/excitation

Electronics

Optical measurement,
 testing and
 manufacturing solutions

Performance critical components, modules, & machines







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Global photonics market CAGR of ~6-8%¹ until 2028

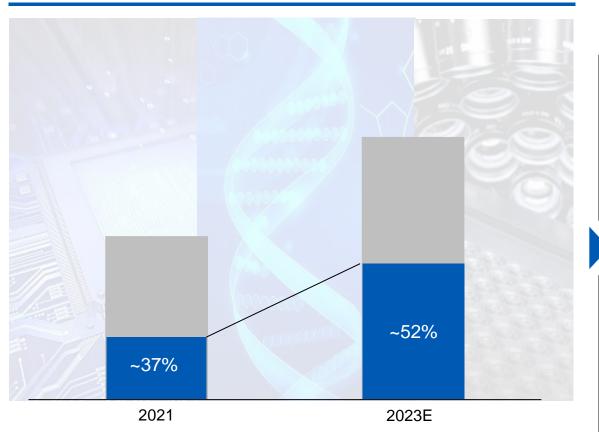
1) Triton market research, Verified Market Research

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Share of top key accounts of APS division

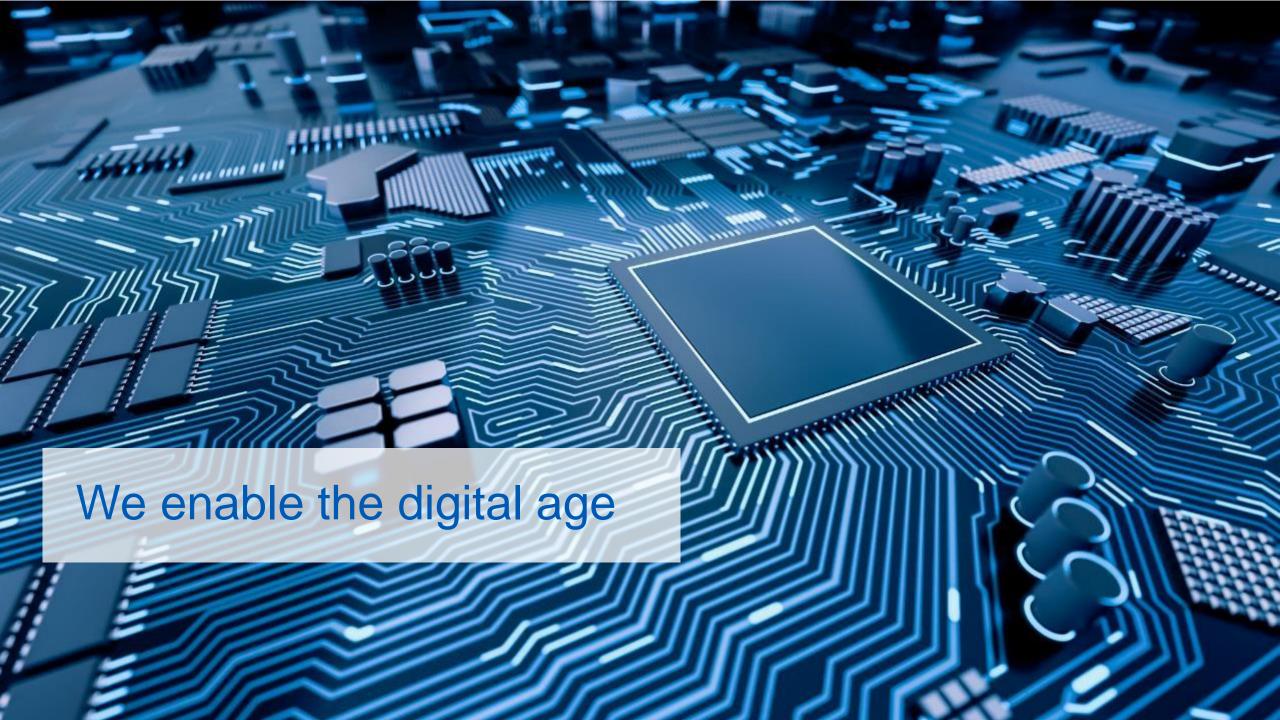


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Customer relationships

- Our key customers are leaders in their individual markets
- Dedicated key account management,
 collaboration typically starts at R&D stage
- Adding our expertise during joint development yields designed-in, performance critical solutions
- Very high customer proximity & loyalty
- Main growth levers:
 - Grow with our customers
 - Extend our share of wallet

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Strongly rooted in main applications IC lithography and IC inspection



Markets

Semiconductor equipment

Main characteristics

- Supplier to global semiconductor equipment OEM manufacturers
- Designed-in optical and micro-optical components and subsystems
- Few key accounts / deep & long-term customer relationships

Main Jenoptik applications

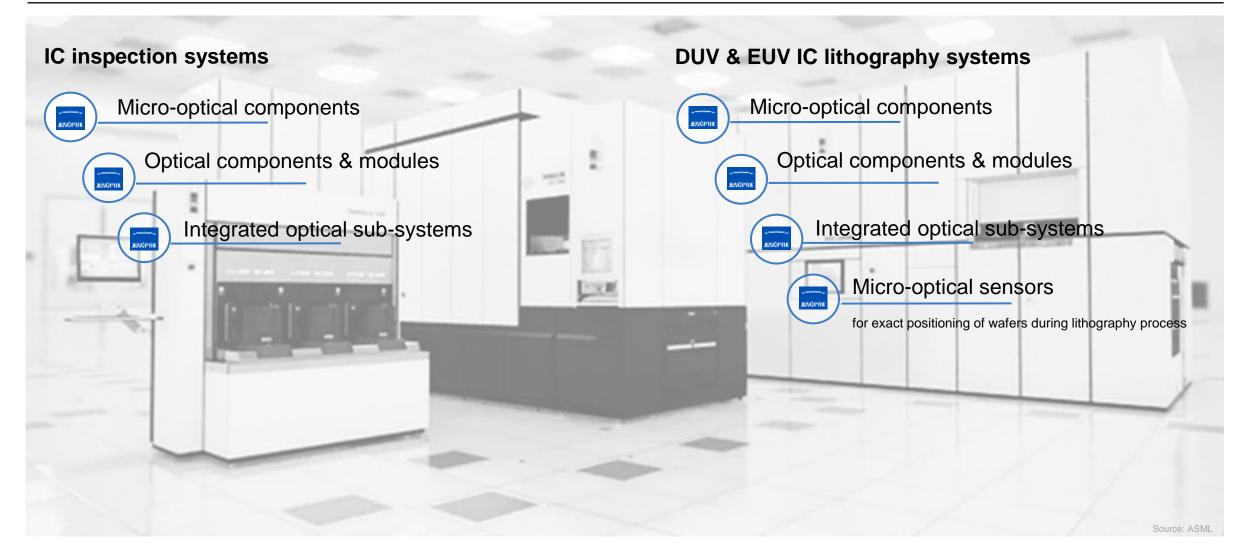
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Our products are integral part of our customers' products Support of main functionalities in current and next generation systems

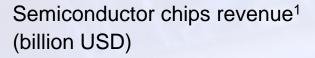
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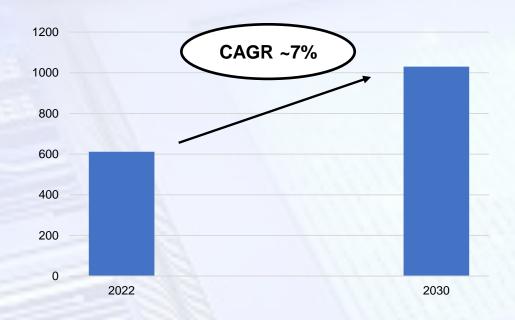




Semiconductor market expectations remain unchanged: Around 1 trillion USD of chip sales by 2030







Fundamental trends fueling market growth remain solid despite current downturn:

Connected world

- Artificial Intelligence & cloud infrastructure
- 5G connectivity, edge computing

Climate change & resource scarcity

- Electrification & smart mobility
- Energy transition

Social and economic shifts

- Working remotely, automation
- Technological sovereignty

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¹ www.semiconductors.org/chip-sales-rise-in-2022-especially-to-auto-industrial-consumer-markets/





Our strategic approaches turned into success for the majority of our main semi customers



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Key drivers for success

- Focused key account management
- Enhanced design expertise & development excellence
- Specialized & flexible manufacturing expertise



Relevant key requirement already addressed at Jenoptik

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Major investment into organic growth: new semi fab in Dresden





Timeline & investment

Purchase of land: May 2021

Groundbreaking: September 2022

Topping-out ceremonySeptember 2023

Expected start of operation
 Early 2025

Investment
 90-100 million euros

Highlights

- High-tech fab for micro-optics and sensors, mainly used in lithography systems
- 11,000 square meters of net floor space, including 2,000 square meters for clean room production (ISO 5 and 3)
- Production start planned for early 2025
- Capacities to be doubled
- Aims at meeting KfW 40 Standard and LEED Gold Standard

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Platform substantially expanded through acquisition of BG Medical



Markets



Medical Technology



Life Science

Main characteristics

- Supplier of components & modules to global OEM manufacturers
- Mostly designed-in microscope cameras, imaging solutions, optical components, and diode lasers
- Regulatory approvals at OEM level
- Moderate number of key accounts

Main Jenoptik applications

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Ophthalmology

Glaucoma treatment

Retina diseases

Ophthalmic

diagnostics



Dermatology

Hair removal

Vascular and pigmented lesion removal

Dentistry



Intraoral scanners for dental imaging

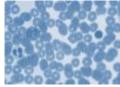
Surgery



Neurology, Urology, Gynecology Robotic Surgery, Endoscopy



DNA Sequencing Cell Imaging



Applied sciences and research applications

Tissue, blood and urine analysis



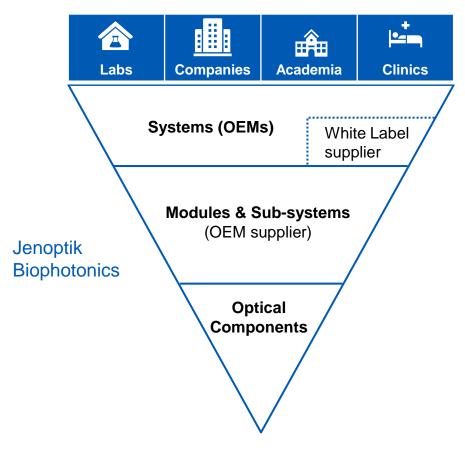
Optical microscopy Electron microscopy





Life Sciences & MedTech value chain

Business model



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- Photonic technology is at the core of many systems of major
 Life Science & MedTech OEM's
- Jenoptik's core competencies:
 photonics technology and assembly expertise of:



Optics



Illumination / excitation



Sensors / detection

- Enables to address a diverse set of end-user applications w/o limiting to one market segment
- Significant log-in due to regulatory environment (e.g. FDA approval)

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We are enabling medical innovations



Project A

Revolutionizing surgical microscopy

A robotic exoscope



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- **System:** Innovative robotic exoscope with advanced 4K 3D optics and fluorescence visualization
- Application: neurosurgery, spine, ear, nose, and throat, and reconstructive microsurgery

Jenoptik content: the core of the system, 4K digital videoscope

Project B

Bringing multiparametric endoscopy to the operating room

Multi-spectral endoscope



- System: rMSI¹ technology combining standard white light image with enhanced vascular contrast and photodynamic diagnosis in one image
- Application: urology (bladder cancer)

Jenoptik content: light-source, camera head, and coupler

1 rMSI = realtime Multi-Spectral Imaging

Our approach to gain share of wallet





Quality

Maintain quality
leadership
in terms of product
reliability, performance
and conformance to
quality standards



Relations

Increase customer
engagement; enhance
understanding of
customer needs and
responsiveness



Price

Constantly improve cost structures by sourcing excellence and high productivity



R&D

Invest in R&D capabilities to drive **strategic development partnerships** for selected applications



Delivery

Improve on-time, accurate and flexible delivery in volatile market environments



New factory in Berlin provides substantial organic growth opportunities







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Highlights

- State-of-the-art production facilities to develop and manufacture optical components and systems especially for dentistry (intraoral scanners) and robot-assisted surgery
- 2,100 m² of floor space, including >1,000 m² of clean room production space and ~600 m² of logistics space as well as office space
- Additional ~600 m² in reserve
- Start of operation: 06/2023
- Investment: ~20 million euros

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A global leader for optical metrology equipment



Markets





Electronics

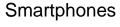


Main characteristics

- Provider of optical measurement, testing and manufacturing solutions
- Strength in measuring speed & accuracy for high-volume production
- Broad customer base

Main Jenoptik applications

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Extended reality



ADAS

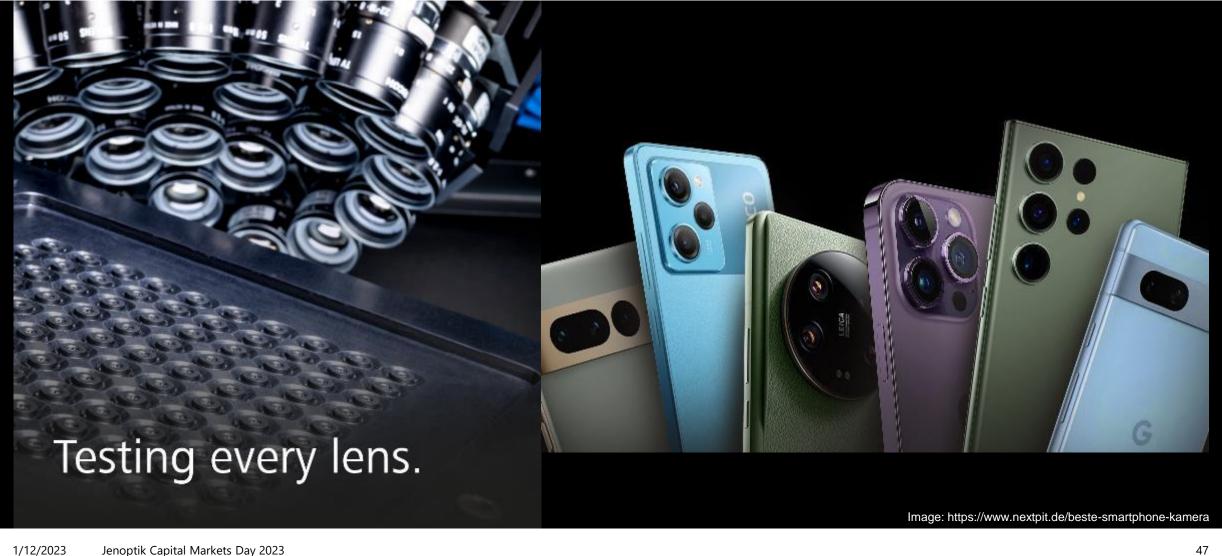


Optical manufacturing



TRIOPTICS provides the gold standard for image quality testing of smartphone lenses





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Shifts in the smartphone ecosystem lead to new opportunities in test & measurement



	Trends	Technology	Test & Measurement	
	Social media photography	Telephoto and zoom optics	High measurement point density for narrow field of view	
	User experience & safe ID	→ 3D sensing	Infrared metrology, short finite object distance	
	Weight & shape	Miniaturization of optics	➤ Metrology for short focal length, WLO¹ and meta-lenses	
	Increasing protectionism Supply chain concerns Geopolitical changes	Investments in smartphone factories beyond China, esp. in India & Vietnam	"Expand geographic reach of regional sales & service structure"	

Overall mature and stable market

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1- Wafer Level Optics

Despite slower than expected mass market adoption of AR/VR, volumes are projected to grow significantly¹



Status: Slower than expected market adoption



- Adoption hindered by unsatisfactory user experience, high costs, content availability, and evolving nature of technology
- Weak consumer spending limits demand & investments
- Lacking widely accepted user case

Perspective: Important playfield for TRIOPTICS



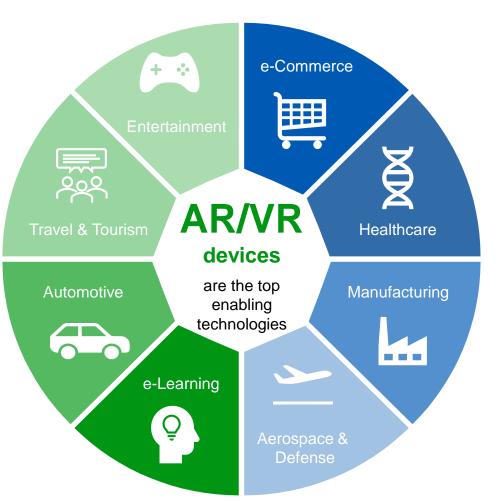
- Key players continue substantial investments
- Innovations continue to hit the market: e.g., "spatial computing"
- On-going innovations in the field of optics
- Growing invest in AR/VR-specific test & measurement solutions

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^{1 –} AR/VR headset markets forecast at 30 million by 2027 vs. 9 million in 2023 according to IDC (Morgan Stanley Research, "IDEA", 2023; IDC)

Driven by a wide range of applications extended reality is at a turning point





- 70% of Americans believe AR will become part of their everyday life
- 46.8% expected yoy growth in AR/VR headset shipments on new hardware from Meta, ByteDance, and Apple
- 16 billion USD investments in 2022

1 Advanced Teleivision.com; 2 IDC; 3 McKinsey

Embracing both optics and display technologies: We have unique positioning for testing AR/VR components



Optics

Measurement technologies

TRIOPTICS core technology

- MTF & OTF measurements
- Wavefront measurements
- Grating measurements
- Opto-mechanical measurements
- Refraction index measurements
- Focal measurements, distortion, aberrations measurements
- Active alignments of components

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Display

Measurement technologies

Adjacent technology

- Color measurements, uniformity, Color Gamut, color volume
 - Luminance, gamma, dynamic range, contrast, distortion measurements
- Flickering measurements, pixel cross-talk, power distribution
- Black Mura measurements





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Number of vehicles with ADAS/AD expected to grow by 11% CAGR¹ Strong portfolio of solutions developed to address the ADAS market



Market drivers

Key requirements

Dedicated product portfolio from Lab to Fab



Consumer preferences

Demand for comfortable & safe driving propels differentiation via ADAS among OEMs





Improvements in performance & affordability of ADAS systems

Efficiency



Warning/reduce driver fatigue, improving route planning, increasing vehicle uptime

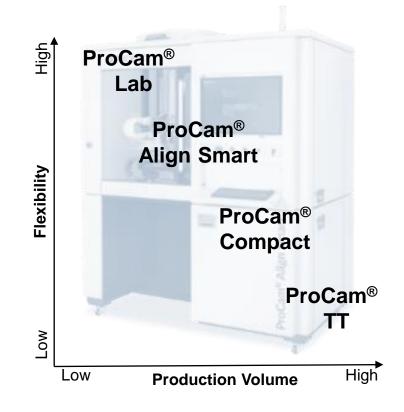
Regulations



Prioritizing safety and allowing higher levels of autonomous driving

 Lens quality check, optical alignment, and end-of-line test

- High performance with the short cycle ' times, high quality and repeatability
- Flexibility, with very short product changeover; various customizing set-ups



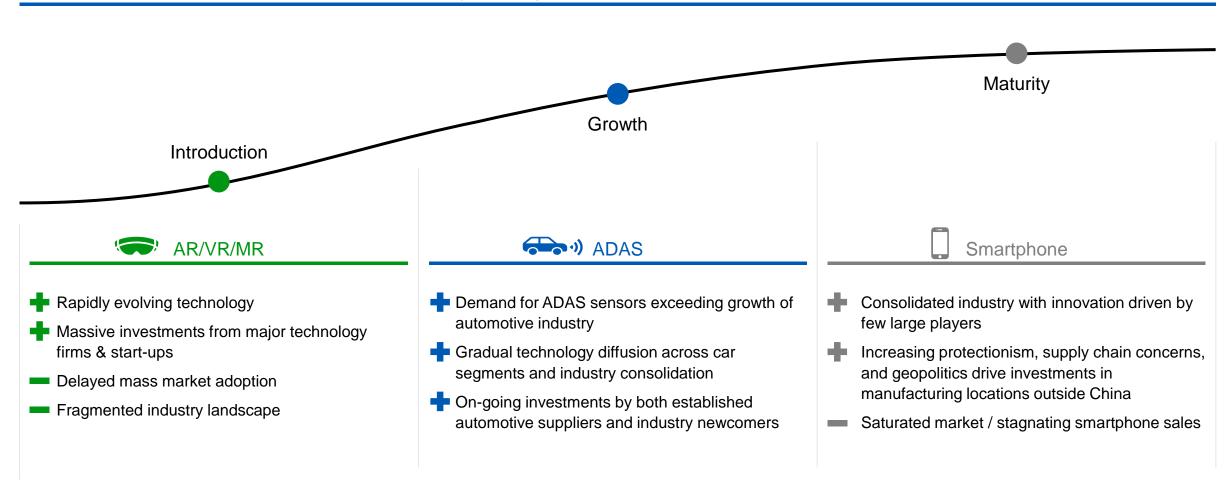
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¹ McKinsey, 2023 - Outlook on the automotive software and electronics market through 2030

TRIOPTICS has a balanced portfolio, with revenues diversified across both **mature** and **emerging** markets



Life cycle stage of TRIOPTICS' end-markets



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Key initiatives to drive organic growth





- Continue successful "grow share of wallet"-strategy
- Work with few selected start-ups that offer disruption potential
- Increase customer focus and efficiency through de-layering APS organization to support global key account management



- Expand R&D capacity, flexibility and related competences
- Pre-development & ownership of innovative technologies to meet customer demand



- Further enhance manufacturing excellence and efficiency
- Substantial capacity upgrade through new fabs: Berlin and Dresden
- Expand production capacity: Jena, Jupiter, Heerbrugg, Wuhan

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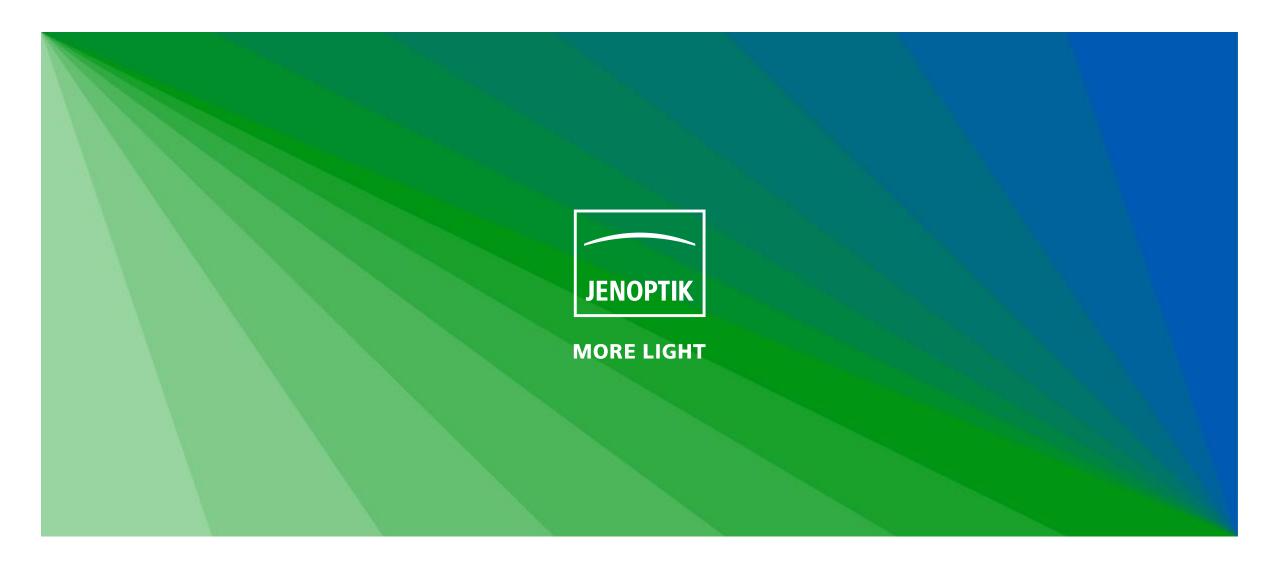




- Sound business model based on strong & broad technological competences and trusted long-term customer relationships
- Performance-critical, value-add and mainly designed-in photonic solutions directed at attractive growth markets
- Aim at scaling-up with our market-leading partners by growing share of wallet and addressing new market opportunities
- Significant investments in capacities/infrastructure to support organic growth
- Adjustment of organizational structures drive customer focus and efficiency

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Financials

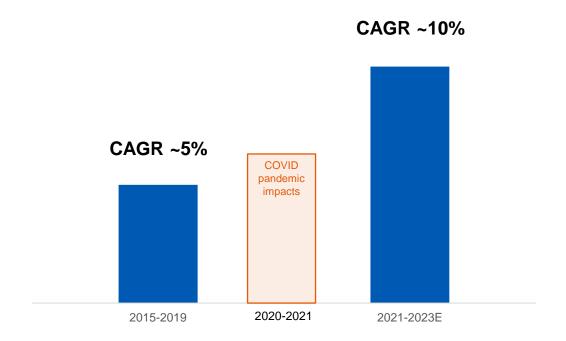
Dr. Prisca Havranek-Kosicek





Organic growth evolution

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Key drivers

- Revenue share in core growth markets Semi and Life
 Science & MedTech substantially increased
- Strength in technology and deep customer relationships key to accelerated organic growth
- Organic growth (2021-2023E) higher than plan assumption mainly on strong Semi demand

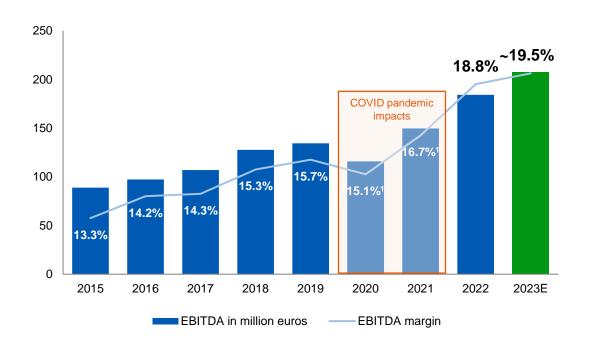
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EBITDA & EBITDA margin evolution

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Key drivers

- Significant EBITDA margin improvement of ~140 bps p.a. on average since FY 2021
- Product mix represents the main driver to margin improvement; esp. strong growth in Semi
- Economies of scale on functional level additionally supported margin expansion

Sound foundation for future profitable growth created





Our focused portfolio enables mid-term average high-single digit organic revenue growth driven by

- Above-GDP growth (average) of our core end markets
- Gaining share of wallet with our strong customer base through
- Benefiting by supporting customer innovations (eventually creating new markets)
- Directly addressing new regions



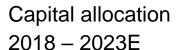
Strong levers to enhance profitability mid-term through

- Continued improvement in product mix
- Scale effects supported by efficiency gains resulting from new organizational structure

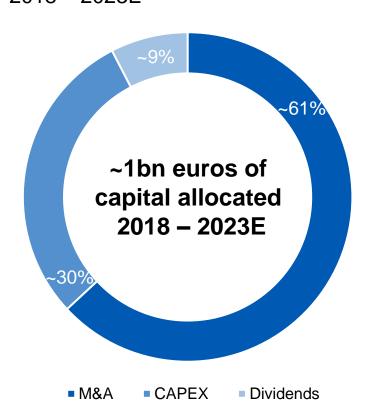
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New capital allocation priorities



Investment into organic growth (Capex, R&D)



Return to shareholders



Bolt-on acquisitions

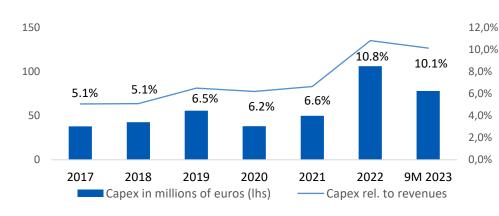
Substantial investments to support organic growth



Significant investments into production capacities

- Doubling production with new micro-optics cleanroom fab
 (LEED certified) in Dresden, Germany; production start in 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 remain elevated until 2025





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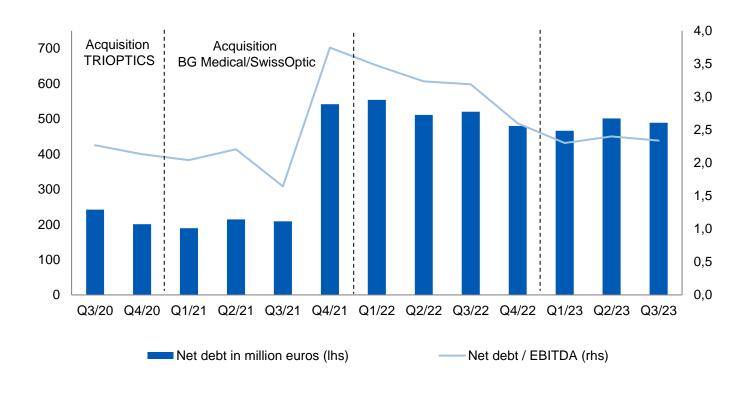


Key financial indicators

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Jenoptik Group	9M 2023
Equity ratio	52.3%
Net debt in million euros	489.3
Net debt / EBITDA	2.3x

Net debt and net debt to EBITDA¹



1. FY 2021 & FY 2022 EBITDA (LTM) of continuing operations



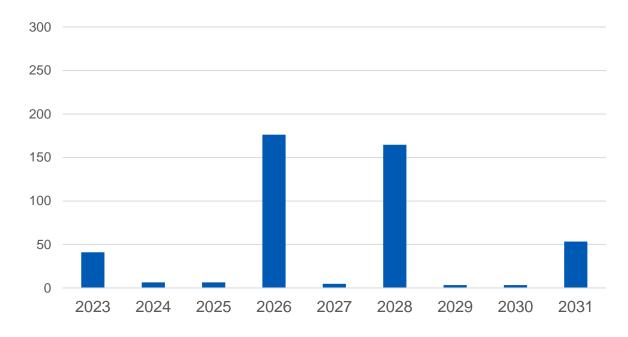


Key financing instruments

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- Financing consists of 10 debenture bonds with ESG components totaling ~375 million euros
- Substantial financing capacities available based on undrawn credit facilities (~380 million euros at end 9M/2023)
- About 2/3 of current debt volume at fixed rate (average interest rate ~ 3%)

Maturity profile of financing instruments in million euros¹



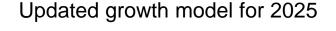
1 as of September 30, 2023

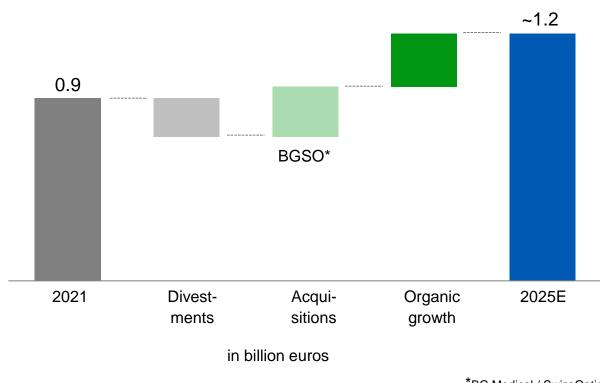




Key assumptions (change vs. 2021 model):

- No significant revenue contribution from additional acquisitions
- Organic growth stronger than expected, particularly in Semi





*BG Medical / SwissOptic

Financial 2025 targets upgraded despite weak near-term macro-economic outlook & higher market volatility



	2021 (incl. VINC)	2025 Target	2025 Target updated
Revenues	895.7million euros	~1.2 billion euros - divestments + acquisitions	~1.2 billion euros (current portfolio)
EBITDA margin	16.4% ¹	~20%	~21% - 22%
ROCE	9.9% ¹ incl. goodwill	20% ex goodwill	ROCE > WACC

1. Excl. One-off gains





Selected theme	KPI	2022	Target 2025
Environment	Share of green electricity	85.4%	(75%) New >90%
Liviloriiioni	CO ₂ reduction	35.9%	(30%) New >55%
Casial	Diversity rate	30.6%	33% (unchanged)
Social	Engagement score	76%	(72%) Better than global benchmark
Governance/ others	CSR rate	51.4%	50% (unchanged)

Reach net zero (Scope 1+2) by 2035 at the latest



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Key Messages



- Strong growth platforms drive organic growth ahead of mid-term plan
- Profitability expanded faster than originally expected
- Sound foundation for future profitable growth created
- Capital allocation priorities on capex
- Very solid financial position retained through portfolio transformation process
- Financial 2025 targets upgraded despite weak near-term macro-economic outlook

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Photonics is the mastery of light!

Our Mission

The Leading Light In the Application of Photonics

Capital Markets Day 2023 - Summary

Dr. Stefan Traeger





- Profound portfolio transformation largely completed;
 NPC segment: strategic plan remains unchanged
- Continue successful "grow share of wallet" strategy with market leading OEMs
- Realize growth opportunities in new application areas and regions
- Enhance customer orientation and efficiency by simplifying organizational structures
- Execute on capacity expansion to support organic growth

Mid-term profile

Continue to grow revenue share with key customers to >50%

Average high-single digit organic revenue growth

Continuous expansion of profitability

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If you want to ask a question, please send it to sabine.barnekow@jenoptik.com