



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

# 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

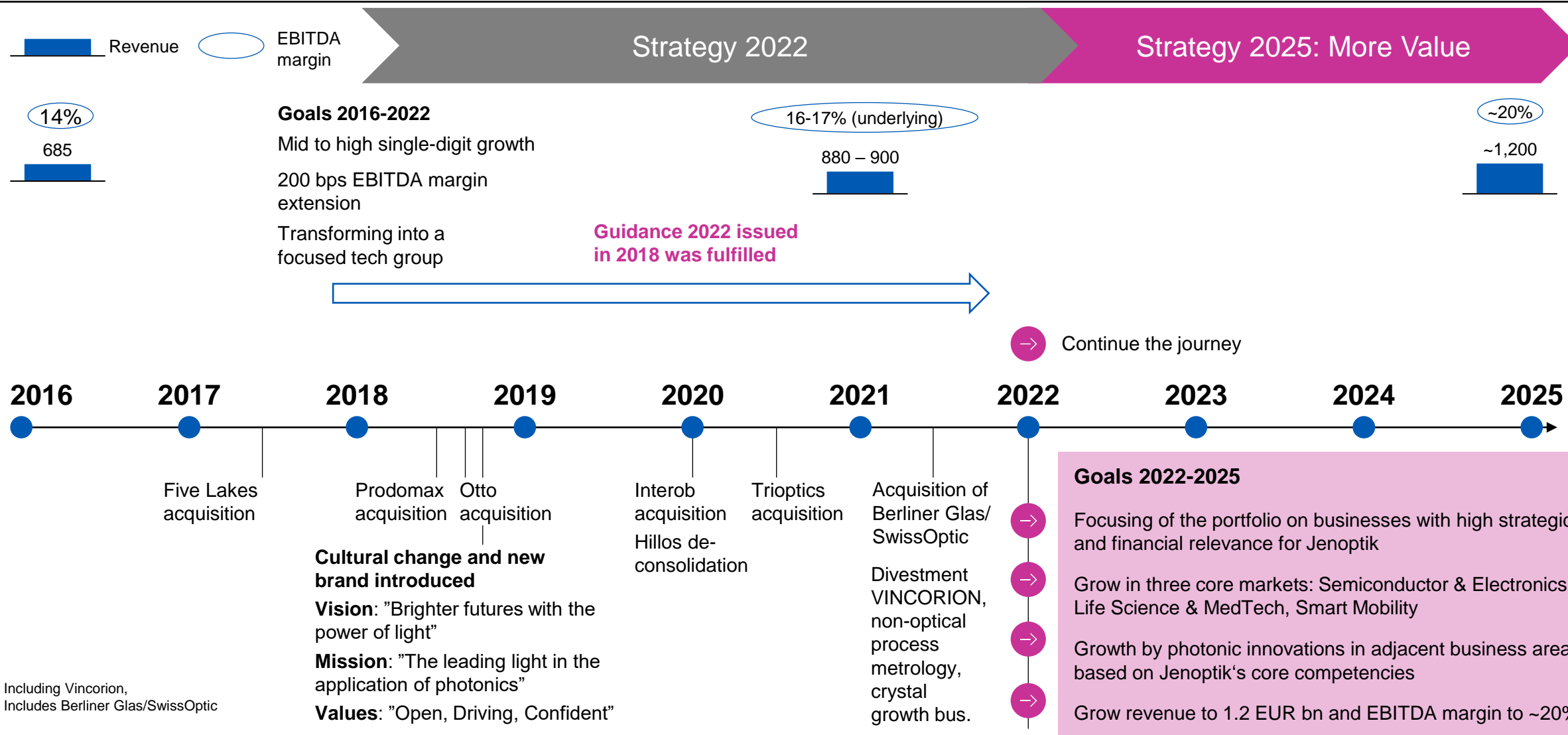
Courageous

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

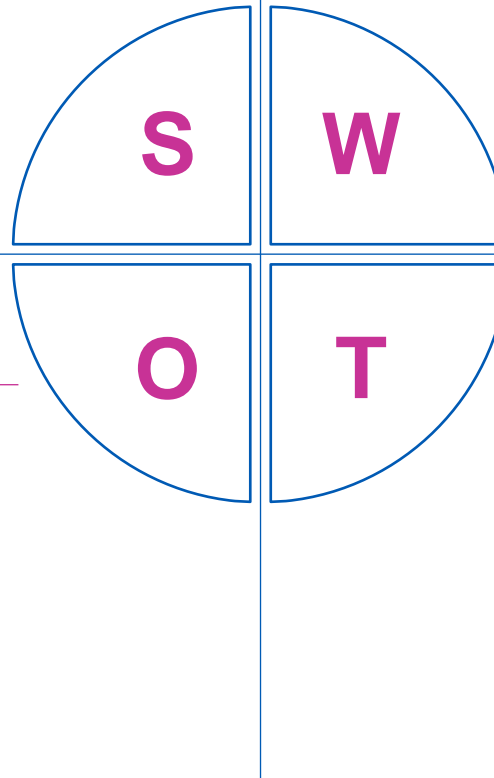
- Revenue and profitability targets are dependent on a **small number of large customers**
- **Scale markets**
- Pro-actively develop and sell photonic innovations
- Concentration on geographical home markets in Europe and the US, and especially countries where we have a local presence or partner

## 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

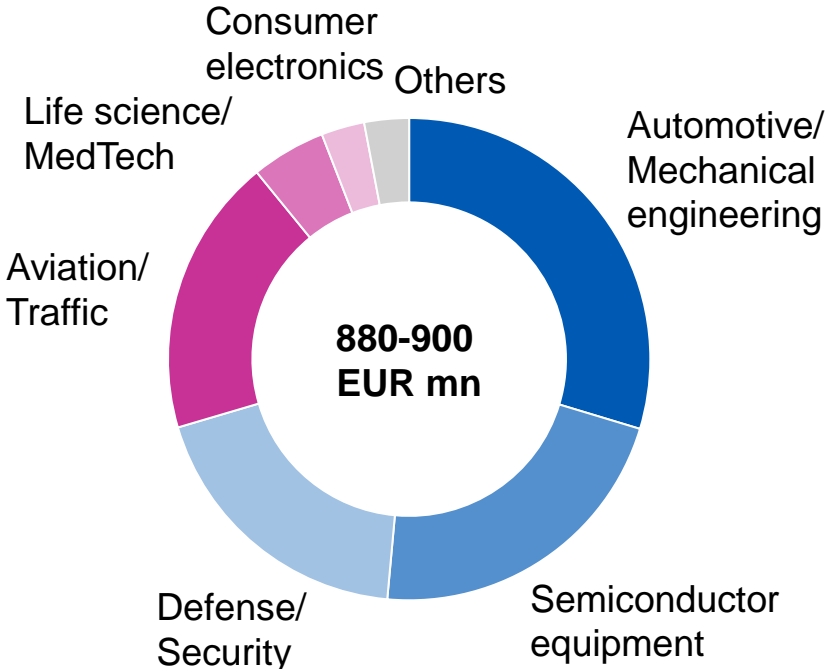
## Threats: Competitive landscape intensifies

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

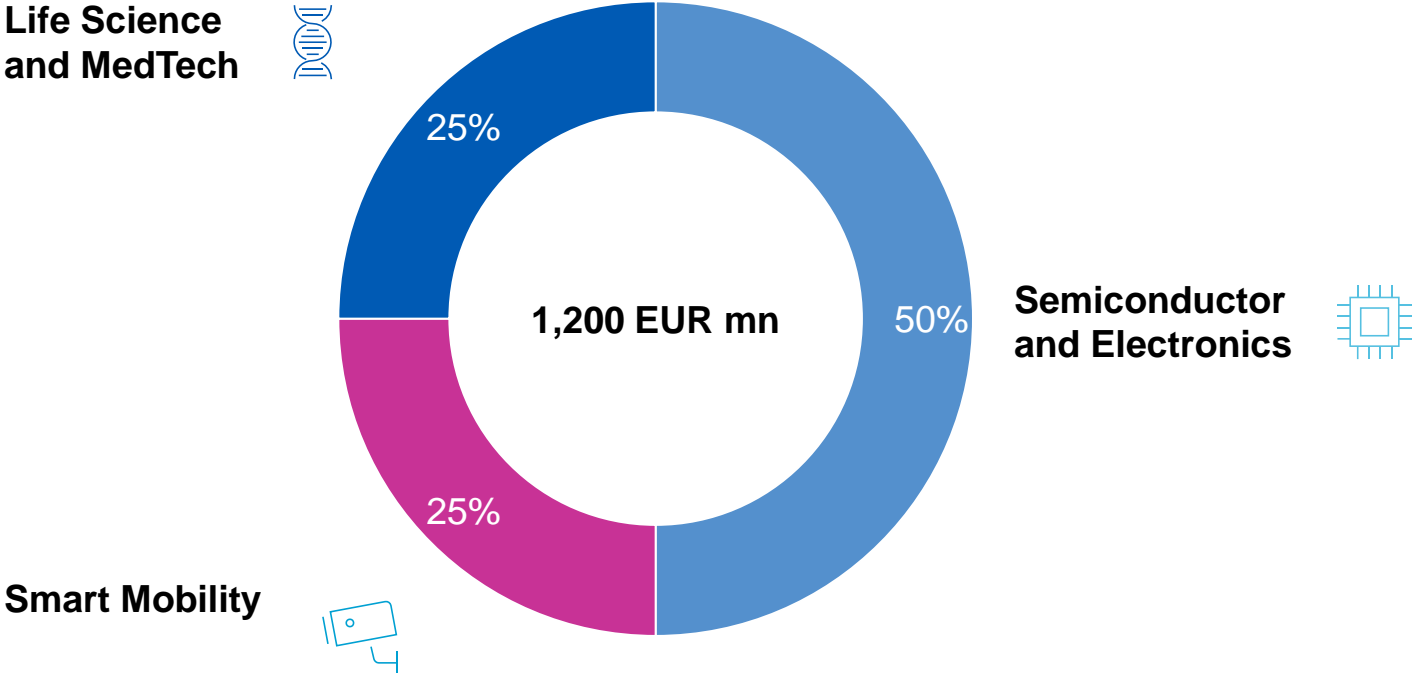


# Future Jenoptik setup with focus on three core markets: Semiconductor & Electronics, Life Science & MedTech, and Smart Mobility

## 2021e – Jenoptik present in 6+ markets

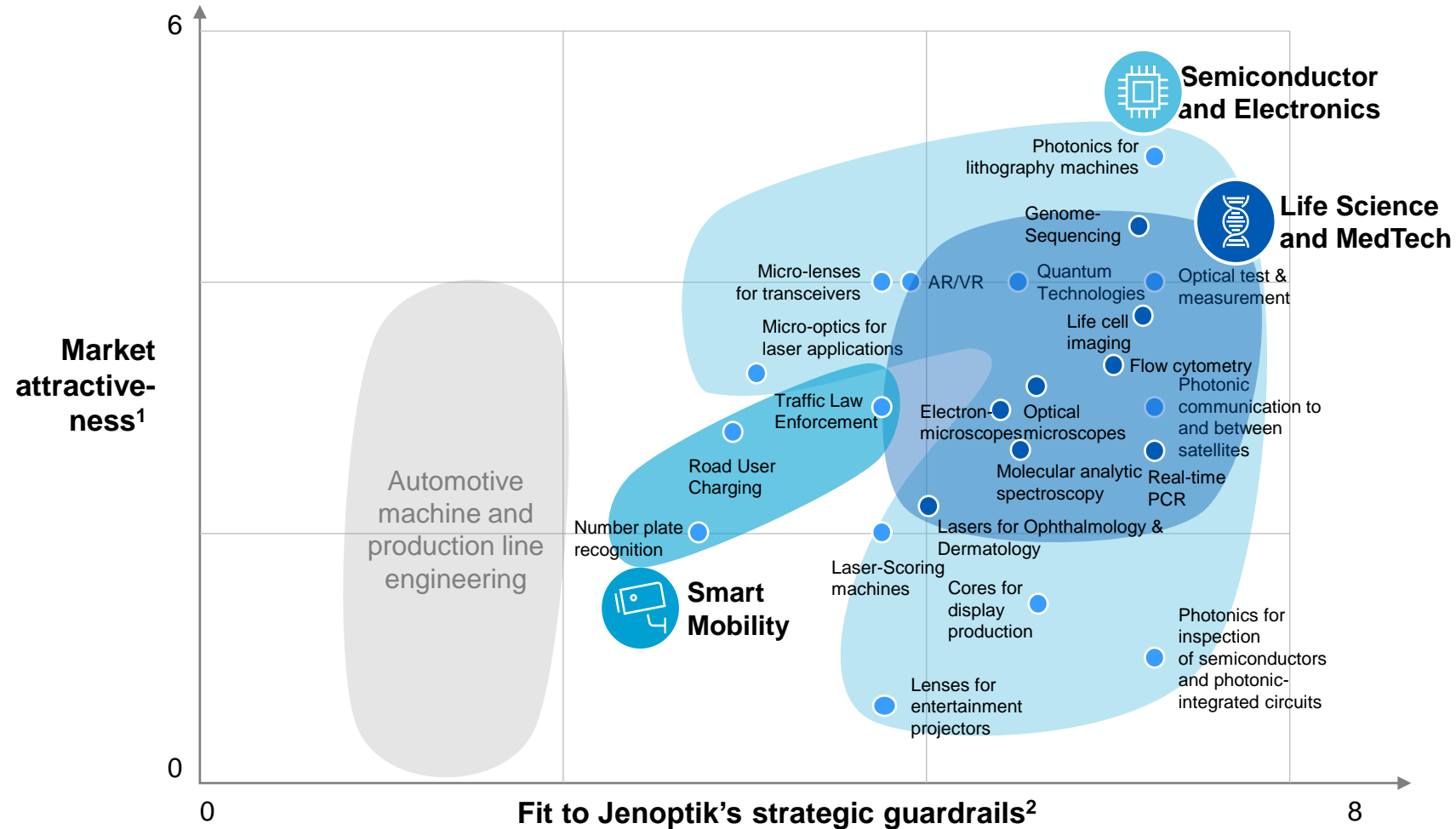


## 2025 – Jenoptik focuses on 3 core markets



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

## Overview of photonic markets



## Key Statements

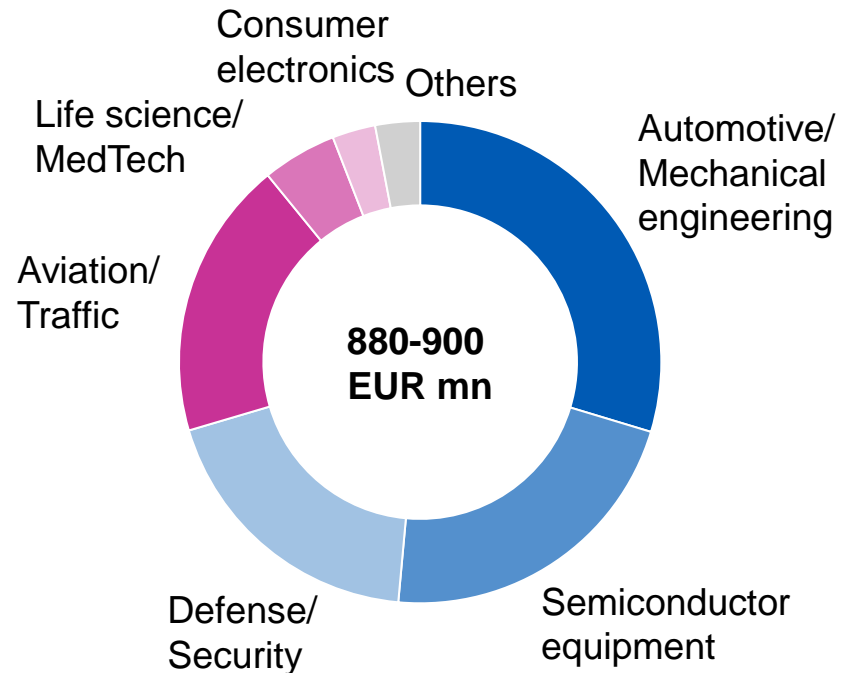
Future focus on 3 core markets

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

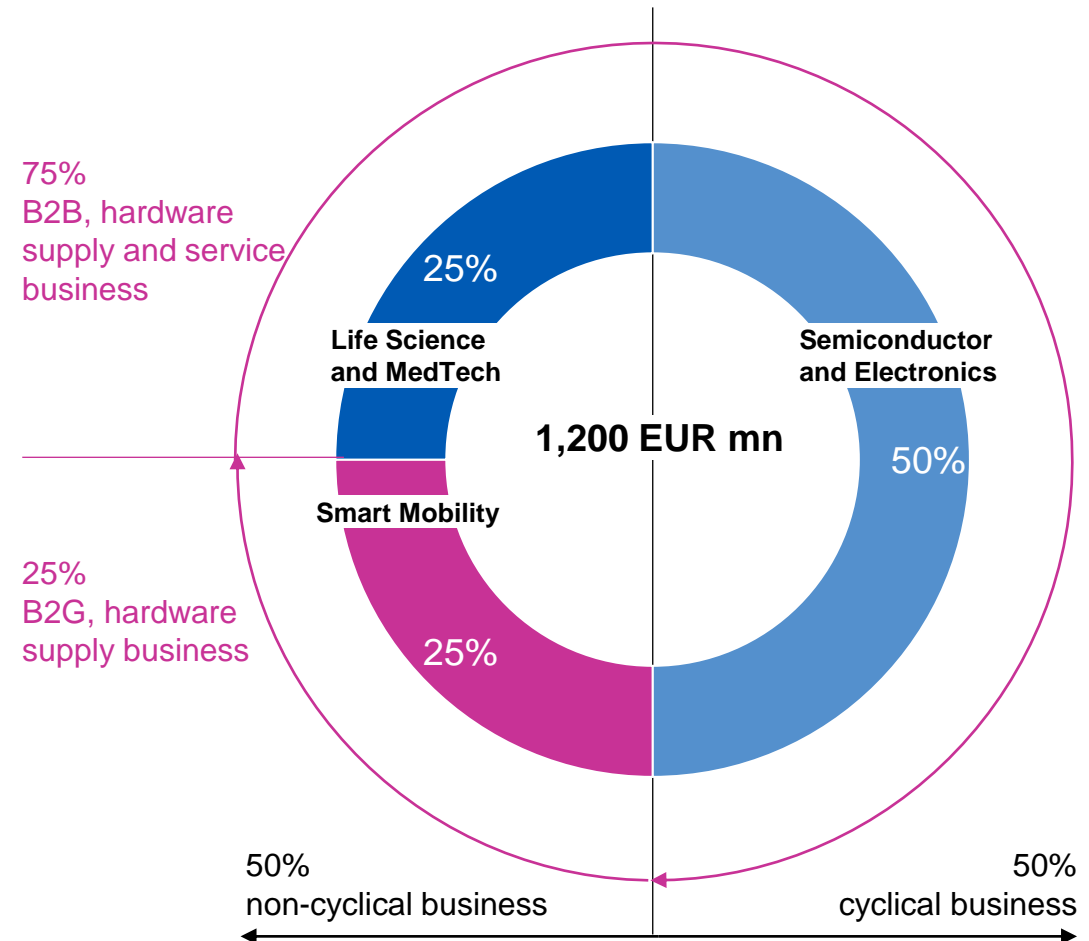
1. Assessment based on a scoring that assigns values 0-3 to the market size and to market growth. Please find details in the pre-read., 2. Based on scoring that assigns values 0-2 for technology fit, business model, scalability and trends.

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

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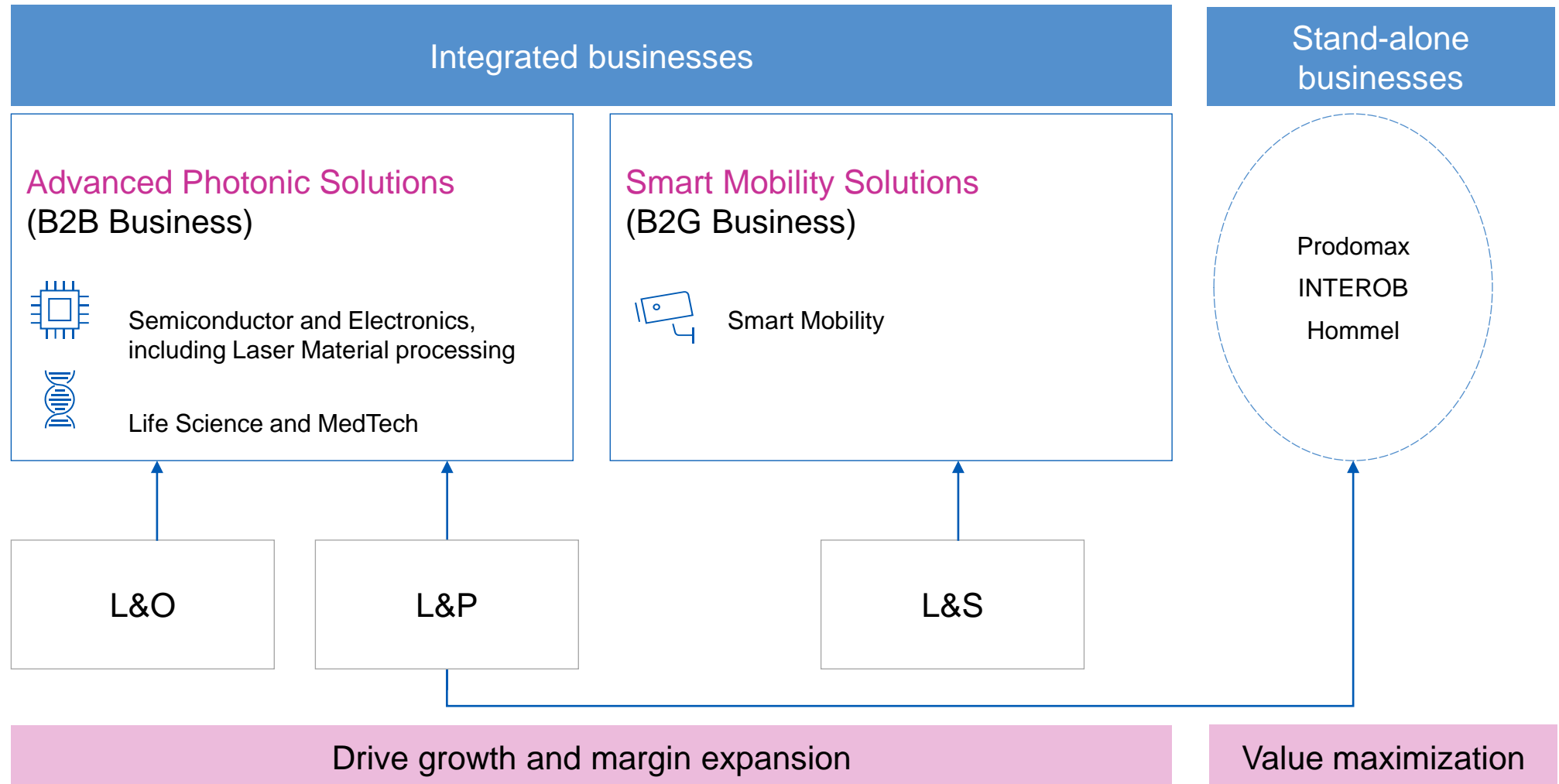


## 2025 – Jenoptik focuses on 3 core markets





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

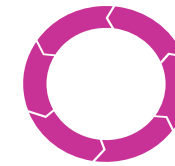


# Four central initiatives to take us to the next level: Operational Excellence, ESG, Human Resources Management, and Digitization



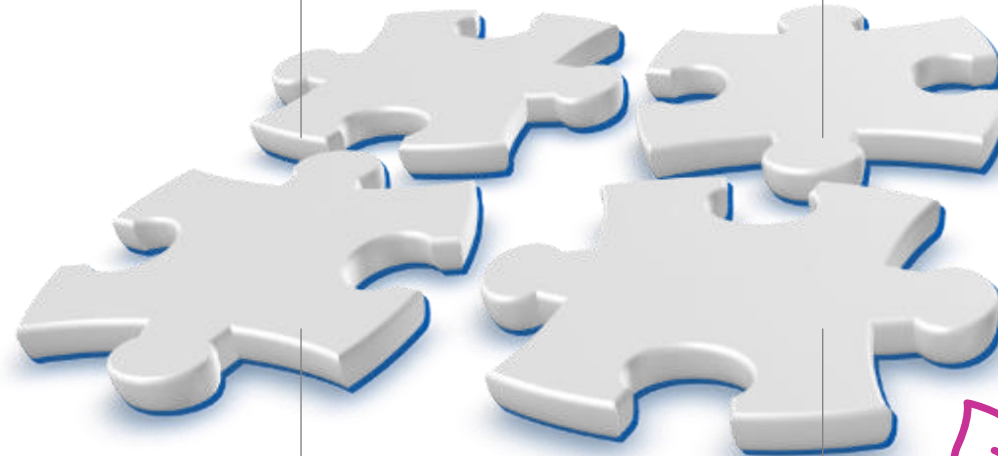
## Human resources

Winning in the  
"War for Talent"



## Operational excellence

The new Jenoptik  
Business System



## Digitization and innovation

Continuously re-inventing  
ourselves



## ESG

Our sustainability strategy

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, pandemic diseases, changes in currency exchange rates and interest rates, 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.