

MORE LIGHT

Governance Roadshow

Investor Relations Presentation | March 2026

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Refreshing Jenoptik's Supervisory Board

Focus areas as of March 2026

Leadership transition & continuity

- Lead CEO search and onboarding (since Dec 2025)
- Interim governance structure for the Executive Board (since Dec 2025)
- Orderly transition of Supervisory Board chairmanship (since Dec 2025)

Supervisory Board composition & effectiveness

- Evaluate and enhance Supervisory Board effectiveness (from June 2026)
- Structured onboarding for new Board members after AGM 2026 (from June 2026)
- Sharpen Supervisory Board's competence with strategy

Strategy & remuneration

- Shaping the Group's strategy update and transformation agenda
- Evaluate and adjust Executive Board | Supervisory Board remuneration



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Supervisory Board of Jenoptik as of April 2026

Shareholders' Representatives



Daniela Matheus

Professional Supervisory Board member and management consultant

Chairwoman of the Supervisory Board



Elke Eckstein

Professional Supervisory Board member



Andreas Gerstenmayer

Professional Supervisory Board member and entrepreneur



Prof. Dr. Dr. h.c. Ursula Keller

Em. Professor at the ETH Zurich



Thomas Spitzenfeil

CFO | CIO of Zentiva*, Professional Supervisory Board member

* until end of March 2026



Andreas Krey

Managing Director of LEG Thüringen**

** to be appointed by court

Employee Representatives



Jakob Habermann

Trade union secretary of the IG Metall central district management

Deputy Chairman of the Supervisory Board



André Hillner

Production Engineering Expert at JENOPTIK Optical Systems GmbH



Dörthe Knips

Chairwoman of the Group Works Council of Jenoptik



Alexander Münkwitz

Chairman of the Works Council of JENOPTIK AG



Christina Süßenbach

Director, HR Business Partner Metrology & Production Solutions



Franziska Wolf

Second Representative of the IG Metall branches Gera and Jena-Saalfeld

Supervisory Board – Current qualification matrix

	Daniela Mattheus	Elke Eckstein	Andreas Gerstenmayer	Prof. Dr. Ursula Keller	Thomas Spitzenpfeil	Andreas Krey	Jakob Habermann*	André Hillner*	Dörthe Knips*	Alexander Münkwitz*	Christina Süßenbach*	Franziska Wolf*
Independence ¹ / Availability	✓	✓	✓	✓	✓	✓	n.a.	n. a.	n. a.	n. a.	n. a.	n. a.
Corporate governance experience	✓	✓	✓		✓	✓						
(Supervisory or Executive Board) experience in listed companies	✓	✓	✓		✓	✓						
CEO experience (in non-listed companies)		✓	✓			✓						
CFO experience (in non-listed companies)			✓		✓							
Financial and business skills	✓	✓	✓		✓	✓			✓	✓	✓	
Human resources expertise, co-determination and social matters	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Sales and marketing expertise		✓										
Operational expertise		✓	✓					✓	✓		✓	
Digitization, AI, Cybersecurity	✓	✓		✓	✓					✓		
Innovation		✓		✓				✓				
Technology		✓	✓	✓				✓				
Strategy and growth / mergers and acquisitions / portfolio management	✓	✓	✓		✓	✓						
Markets and internationality		✓	✓	✓								
Entrepreneurship/management	✓	✓	✓	✓	✓	✓						
Capital markets	✓		✓		✓	✓						
Specific industrial and sector expertise	✓	✓	✓		✓	✓		✓	✓	✓	✓	
ESG expertise	✓	✓	✓		✓							

¹ According to the Supervisory Board's self-assessment for the shareholder representatives

✓ = Criterion is deemed to be met on the basis of a self-assessment by the Supervisory Board if there is good knowledge or experience in the dimension concerned. These can be acquired through existing qualifications or as part of the work as a member of the Supervisory Board (for example, many years of service on the Audit Committee)

* Employee representative

Supervisory Board shareholders' representative tenures

Current terms of Shareholder representatives

	Andreas Krey	AGM 2026	
	Prof. Dr. Dr. h.c. Ursula Keller	AGM 2026	
	Thomas Spitzenfeil	AGM 2026	
	Elke Eckstein		AGM 2029
	Andreas Gerstenmayer		AGM 2029
	Daniela Matheus		AGM 2029

Current terms of employee representatives: AGM 2027

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Supervisory Board (re-)elections 2026

Candidates and proposed tenures

Proposed terms of (re-)elected Shareholder representatives



Dr. Frank
Stietz

AGM 2028



Andreas
Krey

AGM 2029



Thomas
Spitzenfeil

AGM 2030

Supervisory Board (re-)elections 2026

Main competencies and qualifications of candidates

C-Level management experience	Financial & business skills	Accounting & audit	Transformation & change management	Specific industry & sector experience	Corporate strategy & planning
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<p>Thomas Spitzenfeil (standing for re-election) Financial expert acc. to AktG (German Stock Corporation Act)</p>	✓	✓	✓		✓	✓
<p>Dr. Frank Stietz (new candidate)</p>	✓	✓		✓	✓	✓
<p>Andreas Krey (new candidate)</p>	✓	✓		✓	✓	✓

CV of Supervisory Board candidate – Andreas Krey*



Andreas Krey

Nationality
Year of birth
Profession

German

1963

Managing Director of Landesentwicklungsgesellschaft Thüringen mbH (LEG Thüringen)

Career

- 1991 – 1993 Advisor at the Thuringian Ministry of the Interior, Erfurt
- since 1993 Landesentwicklungsgesellschaft Thüringen mbH (LEG Thüringen)
 - 1993 - 1997 Head of Conversion Department
 - 1997 - 2004 Head of Industry and Trade Department
 - since 2004 Chairman of the Management Board

Mandates in Supervisory Boards under applicable law

- BATT (Betreiber-gesellschaft für Applikations- und Technologiezentren Thüringen mbH (Chairman of the Supervisory Board, internal mandate), non-listed
- Analytik Jena GmbH & Co KG (Chairman of the Advisory Board), non-listed
- Stahlwerk Thüringen GmbH (member of the Supervisory Board), non-listed

Relevant knowledge, skills, and experience

- Corporate governance experience
- Supervisory Board experience in listed and non-listed companies
- CEO experience in non-listed companies
- Financial/business skills
- Human resources expertise, co-determination and social matters
- Strategy and growth / mergers and acquisitions / portfolio management
- Entrepreneurship / management
- Capital markets
- Specific industrial and sector expertise

* In the opinion of the Supervisory Board, Andreas Krey is an independent member in accordance with sections C.1, C.6 and C.7 of the German Corporate Governance Code

CV of Supervisory Board candidate – Dr. Frank Stietz*



Dr. Frank Stietz

Nationality	German
Year of birth	1965
Profession	CEO of Heraeus Group

Career

2008 – 2009 Senior Vice President Corp. Research and Technology at ZEISS Group
 2010 – 2015 ZEISS Microscopy
 2010 - 2011 Managing Director
 2012 - 2015 Member of the Board
 since 2015 Heraeus Group
 2015 - 2020 President of Global Business Unit Heraeus Electronics
 2020 - 2025 COO and Member of Board Management Directors
 since 2025 CEO and Chairman of Board Management Directors

Mandates in Supervisory Boards under applicable law

- none

Relevant knowledge, skills, and experience

- CEO and Supervisory Board experience in non-listed companies
- financial/business skills
- Operational expertise
- Technology expertise
- Human resources expertise, co-determination and social matters
- Strategy and growth / mergers and acquisitions / portfolio management
- Markets and internationality
- Entrepreneurship / management
- Capital markets
- Specific industrial and sector expertise
- Compliance

* In the opinion of the Supervisory Board, Dr. Frank Stietz is an independent member in accordance with sections C.1, C.6 and C.7 of the German Corporate Governance Code when elected

CV of Supervisory Board member for re-election – Thomas Spitzenpfeil*



Member of the Supervisory Board since 2022
Elected until the end of the Annual General Meeting 2026

Nationality German
Year of birth 1962
Profession CFO and CIO of Zentiva Group, a.s. (until 03/2026); Professional Supervisory Board member

Career

2004 - 2010 CFO of Zumtobel AG, Dornbirn, Austria
2010 - 2018 CFO and CIO of Carl Zeiss AG, Oberkochen, Germany
2018 – 2023 Commercial Managing Director/CFO of Schenck Process Holding GmbH, Darmstadt, Germany
2024 – 03/2026 CFO and CIO of Zentiva Group, a.s., Prague, CZ
since 2024 Managing Partner TNA Advisors GmbH, Ludwigsburg, GER

Mandates in Supervisory Boards under applicable law

- Joachim Goldbeck Holding GmbH (comparable supervisory body member), non-listed

Other important duties supplementary to the above mandates and Supervisory Board mandate

- none

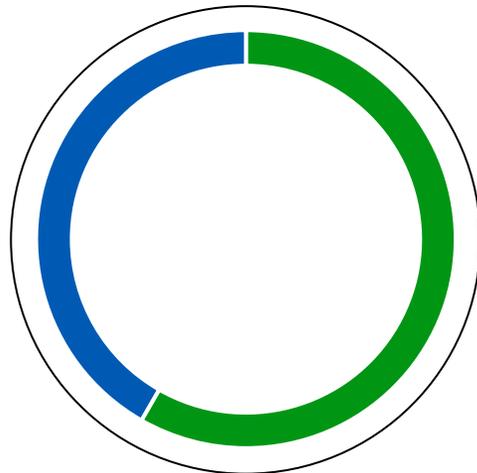
Relevant knowledge, skills, and experience

- Corporate governance experience
- Supervisory and Executive Board experience in listed companies
- CFO experience in non-listed companies
- Financial/business skills including financial accounting, account balancing, and control (financial expert as set out in Section 100(5) AktG (German Stock Corporation Act))
- Human resources expertise, co-determination and social matters
- Digitization, AI, cybersecurity
- Strategy and growth / mergers and acquisitions / portfolio management
- Entrepreneurship / management
- Capital markets
- Specific industrial and sector expertise
- ESG expertise

* In the opinion of the Supervisory Board, Thomas Spitzenpfeil is an independent member in accordance with sections C.1, C.6 and C.7 of the German Corporate Governance Code

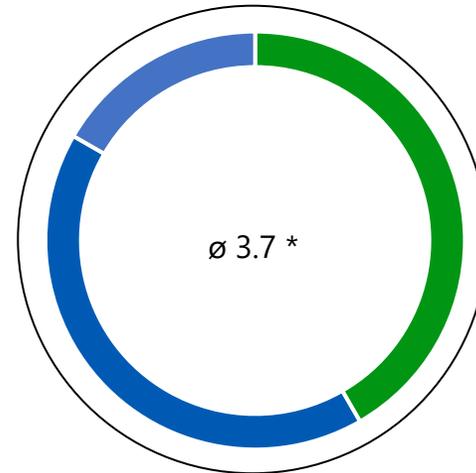
Proposed Supervisory Board Profile – post AGM 2026

Gender ratio in the Supervisory Board of JENOPTIK AG *



■ Female 41.7%
■ Male 58.3%

Length of service



■ 0 – 3 years ■ 4 – 8 years ■ 9 – 12 years

Average age



1 member 30 – 39 years
4 members 40 – 49 years
2 members 50 – 59 years
5 members ≥ 60 years

* in accord. with § 96 (2) AktG

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How the Jenoptik Supervisory Board and its committees operated in 2025

Supervisory Board

9 Meetings
5 face-to-face
4 virtual

98%



Personnel

5 Meetings
2 face-to-face
3 virtual

100%



Nomination

4 Meetings
1 face-to-face
3 virtual

100%



Audit & ESG

7 Meetings
4 face-to-face
3 virtual

100%



Innovation

3 Meetings
3 face-to-face
0 virtual

100%



Investment

3 Meetings
1 face-to-face
2 virtual

94%



Mediation

0 Meetings

 Participation rate of all Supervisory Board members

Supervisory Board Committees (2026) – New committee structure to enhance Board efficiency

Supervisory Board



Personnel

Daniela Mattheus *	Jakob Habermann **
Elke Eckstein	Dörthe Knips
Andreas Gerstenmayer	Franziska Wolf



Nomination

Elke Eckstein *
Andreas Gerstenmayer
Daniela Mattheus



Audit & ESG

Thomas Spitzenpfeil *	Dörthe Knips
Daniela Mattheus**	Alexander Münkowitz



Transformation

Elke Eckstein *	Dörthe Knips
Andreas Gerstenmayer	Alexander Münkowitz
Thomas Spitzenpfeil	Franziska Wolf



Strategy & Investment

Andreas Gerstenmayer *	Jakob Habermann **
Prof. Ursula Keller	André Hillner
Daniela Mattheus	Christina Süßenbach



Mediation ***

Daniela Mattheus *	Jakob Habermann **
Thomas Spitzenpfeil	Alexander Münkowitz

* Chairman/ Chairwoman

** Deputy Chairman / Chairwoman

*** committee required by law under section 27(3) of the Co-determination Act

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CV of Supervisory Board member – Daniela Mattheus*



Chairwoman of the Supervisory Board / Member of the Supervisory Board since 2023
Elected until the end of the Annual General Meeting 2029

Nationality	German
Year of birth	1972
Profession	Professional Supervisory Board member and management consultant

Career

- 1999 - 2012 Various functions (since 2006 with power of attorney) at KPMG Germany, Frankfurt am Main / Berlin
- 2012 - 2019 Corporate Governance Leader EMEIA (since 2016 Equity Partner) in Financial Accounting Advisory Service at EY, Berlin
- 2020 Self-employed attorney of law & independent governance consultant, Berlin
- 2021 - 2025 Co-Owner & Senior Advisor of European Center for Board Effectiveness GmbH, Frankfurt am Main

Mandates in Supervisory Boards under applicable law

- CEWE Stiftung & Co. KGaA (member of Supervisory Board, listed)
- Deutsche Bahn AG (member of Supervisory Board, not listed)
- Commerzbank AG (member of Supervisory Board, listed)

Other important duties supplementary to the above mandates and Supervisory Board mandate

- Die Autobahn GmbH des Bundes**

Relevant knowledge, skills, and experience

- Supervisory board experience in listed and non-listed companies
- Corporate governance experience
- Financial/business skills including financial accounting, account balancing, and auditing (financial expert as set out in Section 100(5) AktG (German Stock Corporation Act))
- Human resources expertise, co-determination and social matters
- Digitization, AI, cybersecurity
- Strategy and growth / mergers and acquisitions / portfolio management
- Entrepreneurship / management
- Capital markets
- Specific industry and sector experience
- ESG expertise
- Compliance, internal control systems, risk management

* In the opinion of the Supervisory Board, Daniela Mattheus is an independent member in accordance with sections C.1, C.6 and C.7 of the German Corporate Governance Code

** not a commercial enterprise within the meaning of Section 125 of the German Stock Corporation Act (AktG), member of Supervisory Board, not listed

CV of Supervisory Board member – Elke Eckstein*



Member of the Supervisory Board since 2017
Elected until the end of the Annual General Meeting 2029

Nationality German
Year of birth 1964
Profession Professional Supervisory Board member

Career

- 2011- 2013 OSRAM AG, Munich; Senior Vice President Corporate Supply Chain Management; Quality & Technique, since 2012 also COO Lamps, Munich
- 2013 - 2018 WEIDMÜLLER GRUPPE, CDO / COO, Detmold
- 2018 - 2019 Executive Advisor & Senior Consultant, Dresden
- 2019 - 2023 CEO Enics AG, Zurich, Switzerland

Mandates in Supervisory Boards under applicable law

- Saferoad SRH Holding AS, Norway (member of comparable supervisory body, not listed)
- KK Wind Solutions A/S, Denmark (member of comparable supervisory body, not listed)
- BE Semiconductor Industries NV, NL (member of comparable supervisory body, listed)
- Viacon Group AB, Sweden (member of comparable supervisory body, not listed)

Other important duties supplementary to the above mandates and Supervisory Board mandate

- none

Relevant knowledge, skills, and experience

- Supervisory or Executive Board) experience in listed companies
- Corporate Governance expertise
- Financial and business management expertise
- CEO experience in non-listed companies
- Human resources expertise, co-determination and social matters
- Sales and marketing expertise
- Operational expertise
- Digitization, AI, cybersecurity
- Innovation
- Technology expertise
- Strategy and growth / mergers and acquisitions / portfolio management
- Markets and internationality
- Entrepreneurship / management
- ESG expertise

* In the opinion of the Supervisory Board, Elke Eckstein is an independent member in accordance with sections C.1, C.6 and C.7 of the German Corporate Governance Code

CV of Supervisory Board member – Andreas Gerstenmayer*



Member of the Supervisory Board since 2025
Elected until the end of the Annual General Meeting 2029

Nationality	German
Year of birth	1965
Profession	Professional Supervisory Board member and entrepreneur

Career

- 2003 - 2008 Managing Director at Siemens Transportation Systems GmbH Austria and Head of Siemens Drive Technology Business Unit, Graz
- 2009 - 2012 Personal shareholder & partner of FOCUSON Business Consulting GmbH, Graz
- 2010 – 2024 Chairman of the Management Board and temporarily interim CFO of AT&S Austria Technologie & Systemtechnik AG, Leoben
- Since 2024 Independent entrepreneur, shareholder of 4M+ Management GmbH, Wien

Mandates in Supervisory Boards under applicable law

- ams-OSRAM AG (member of the Supervisory Board, listed)

Other important duties supplementary to the above mandates and Supervisory Board mandate

- Member of the Board of the Federation of Austrian Industries Styria

Relevant knowledge, skills, and experience

- CEO experience and Supervisory board experience in listed companies
- Corporate governance experience
- Financial/business skills
- CFO experience in listed companies
- Operational expertise (efficiency and quality management)
- Technology expertise
- Human resources expertise, co-determination and social matters
- Strategy and growth / mergers and acquisitions / portfolio management
- Markets and internationality
- Entrepreneurship / management
- Capital markets
- Specific industrial and branch expertise
- ESG expertise

* In the opinion of the Supervisory Board, Andreas Gerstenmayer is an independent member in accordance with sections C.1, C.6 and C.7 of the German Corporate Governance Code

CV of Supervisory Board member – Prof. Dr. Dr. h.c. Ursula Keller*



Member of the Supervisory Board since 2022
Elected until the end of the Annual General Meeting 2026

Nationality Swiss

Year of birth 1959

Profession Em. Professor at ETH Zurich, Physics Department (D-PHYS) /
Institute of Quantum Electronics (IQE)

Career

- 2006 Miller visiting professor at the University of California in Berkeley, USA
- 2014 - 2018 Member of the Research Council of the Swiss National Science Foundation, Mathematics, Natural and Engineering Sciences Division
SNSF Research Council, Bern
- 2010 - 2022 Director of the National Centre of Competence in Research (NCCR) in
Molecular Ultrafast Science and Technology (MUST), Zurich
- 2024 - 2025 Full Professor, ETH Zurich, Department of Information Technology and
Electrical Engineering, Zurich

Relevant knowledge, skills, and experience

- Digitization, AI, cybersecurity
- Innovation
- Technological expertise
- Markets and internationality
- Entrepreneurship / management

Mandates in Supervisory Boards under applicable law

- none

Other important duties supplementary to the above mandates and Supervisory Board mandate

- none

* In the opinion of the Supervisory Board, Prof. Dr. Keller is an independent member in accordance with sections C.1, C.6 and C.7 of the German Corporate Governance Code

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Supervisory Board & Executive Management in the German „Two-tier Board System“

Two-tier Board System

The leadership structure of companies in some European countries consists of two tiers

- **Supervisory Board** (Aufsichtsrat) representing both shareholder (Non-Executive Directors) and employee perspective (**co-determination**)
- **Executive Management** (Board of Managing Directors)

Two tier System

One tier System

Executive Level

Executive Management

Control Level

Supervisory Board

Board (Chair & CEO)

Supervisory Board

- Appoints the Executive Management and ensures its effective composition
- Supervises and advises the Executive Board and holds joint discussion of the strategy
- Develops the remuneration system of the Executive Board (to be approved by the AGM)



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Executive Management

- Is responsible for managing the company
- Is responsible for the development and execution of the company's strategy
- Is responsible for the operating business and takes all related decisions

The Executive Board (as of February 15th)



Dr. Prisca Havranek-Kosicek

Dr. Prisca Havranek-Kosicek has been **Chief Financial Officer (CFO)** of JENOPTIK AG since April 1, 2023. She is responsible for the SBU Metrology & Production Solutions as well as Finance, Tax, Insurance, Treasury, Sustainability, Corporate Real Estate, Investor Relations, Internal Audit, IT incl. Information Security, Mergers & Acquisitions (M&A), Marketing & Communication, Legal, Compliance & Risk incl. Data Protection and Trade Compliance.



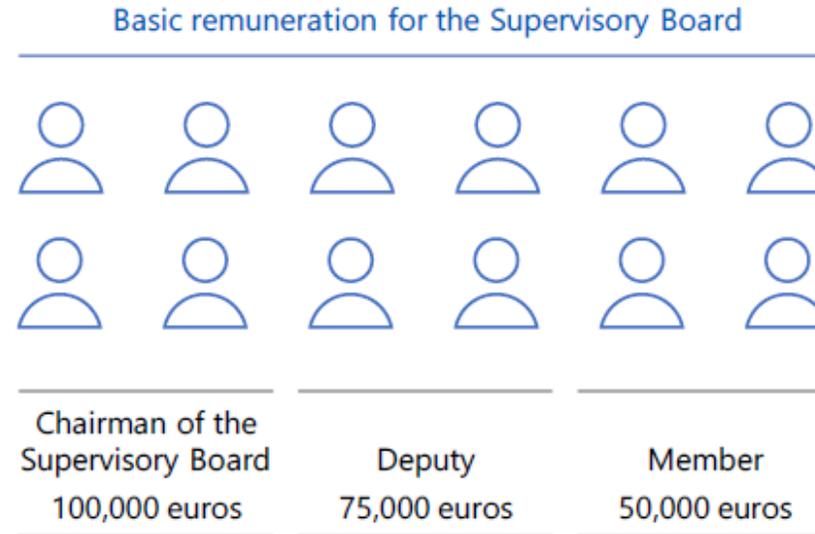
Dr. Ralf Kuschnerreit

Dr. Ralf Kuschnerreit has been a **member of the Executive Board** of JENOPTIK AG since January 1, 2023 and is responsible for the SBUs Semiconductor & Advanced Manufacturing, Biophotonics, Smart Mobility Solutions, Prodomax; the regions North America and Asia; Human Resources Director (HR) and the areas Business System & Operational Excellence, Corporate Innovation & Digital Transformation, Purchasing, Quality, Environmental, Health and Occupational Safety as well as Intellectual Property (IP).

Current Executive Board Compensation Structure

Relative share of total target remuneration	Remuneration components	Description
~ 38 % – 43 %	Basic remuneration	<ul style="list-style-type: none"> – Scheme type: Target bonus model – Limit: max. 200 % of target amount – Performance criteria: <ul style="list-style-type: none"> ▪ 40 % revenue growth ▪ 40 % EBITDA margin ▪ 20 % cash conversion rate ▪ Multiplier (0.8 to 1.2) to assess individual and collective performance of the Executive Board and ESG targets
~ 2 %	Fringe benefits	
~ 9 % – 12 %	Company pension plan	
~ 17 % – 23 %	One-year variable remuneration	<ul style="list-style-type: none"> – Scheme type: Virtual performance share plan – Performance period: Four years – Limit: <ul style="list-style-type: none"> ▪ Target attainment: max. 150 % per target ▪ Payout: max. 200 % of target amount – Performance criteria: <ul style="list-style-type: none"> ▪ 30 % return on capital employed (ROCE) ▪ 25 % relative total shareholder return (TSR) compared to TecDax ▪ 25 % relative total shareholder return (TSR) compared to individual peer group ▪ 20 % ESG targets
25 % – 30 %	Multi-year variable remuneration	<ul style="list-style-type: none"> – Opportunity to reduce bonus via the multiplier in the sense of a malus – Right of the company to request repayment of the multi-year variable remuneration (clawback)
	Malus & clawback	
	Maximum remuneration pursuant to § 87a(1) S, 2 AktG	<ul style="list-style-type: none"> – Chairman of the Executive Board: 2,550,000 euros p. a. – Ordinary member of the Executive Board : 1,800,000 euros p. a.
	Share ownership	<ul style="list-style-type: none"> – Obligation to hold shares: 100 % fixed gross annual remuneration

Current Supervisory Board Compensation Structure



Additional remuneration for committee work

in euros	Audit and ESG Committee	Personnel Committee	Investment Committee	Innovation Committee	Nominations Committee
Chairman	20,000	10,000	10,000	10,000	10,000
Deputy	15,000				
Member	10,000	5,000	5,000	5,000	5,000

Continued focus on sustainability: ambitious targets set for 2030

Selected theme	KPI	2024	Target 2025	Target 2030
Environment	Share of green electricity	95.8%	>90%	100%
	CO ₂ reduction	55.8%	>55%	70%
Social	Diversity rate	31.6%	33%	33%
	Engagement score	76%	Better than global benchmark	Better than global benchmark
	Apprentice Rate	3.8%	>4%	>4.5%
Governance/ others	CSR rate	60.9%	50%	New KPI to be developed

Jenoptik's sustainability ratings



MSCI
ESG RATINGS

9/2024 AA Rating - Top 17 percent ranked in global Electronics Components Sector



ecovadis
Sustainability Rating
JAN 2024

SUSTAINALYTICS
5/2023 „neglectable risk company“

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

Next dates and contact



25.03.2026
27.03.2026
12.05.2026
13.05.2026
09.06.2026

Financial Statements 2025
Jefferies Pan-European MidCap Conference, London
Q1/2026 results
UBS Conference, London
Annual General Meeting, Jena



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www.instagram.com/jenoptik_group/