

Annual Press Conference

15 December 2021

Video Call



Dr. Karl Lamprecht
President and CEO

Dr. Christian Müller
Chief Financial Officer

15. December 2021

A close-up, high-resolution image of a human eye. The iris is a light blue color with a complex, fibrous texture. The pupil is dark and appears to have a small, bright yellow-white light source in the center, giving it a glowing effect. The eyelashes are long and dark, framing the eye. The skin around the eye is a natural, warm tone.

**Challenge the limits
of imagination**



Dr. Karl Lamprecht
President & CEO



Dr. Christian Müller
Chief Financial Officer

Revenue

7,529m

+20%

Order intake

8,974m

+32%

EBIT

1,479m

+557 million

Consolidated profit/loss

1,047m

+431m

EVA

818m

+374m

Employees

35,375

+10%

2020/21

Cooperations

2,140m
+31%

Americas

1,416 m
+20%



EMEA

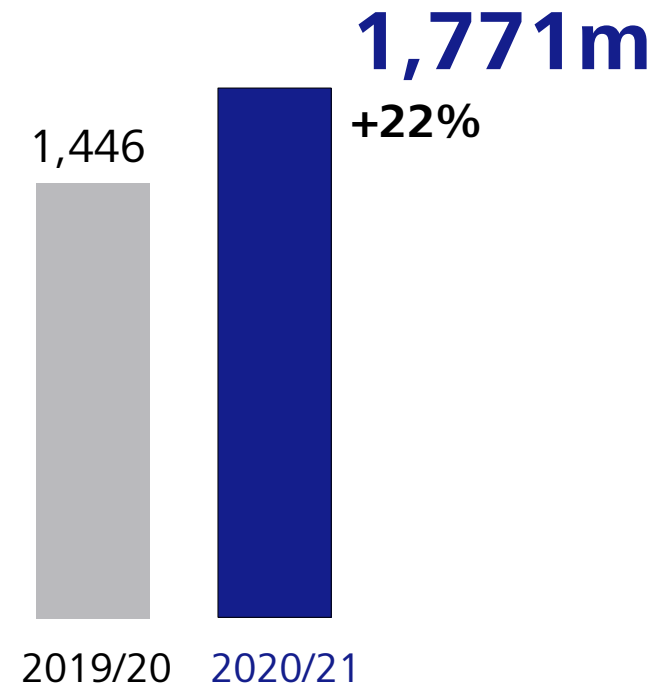
1,953m
+12%

of which Germany
602m
+2%

APAC

2,020m
+16%

Revenue trend Direct business in RDEs

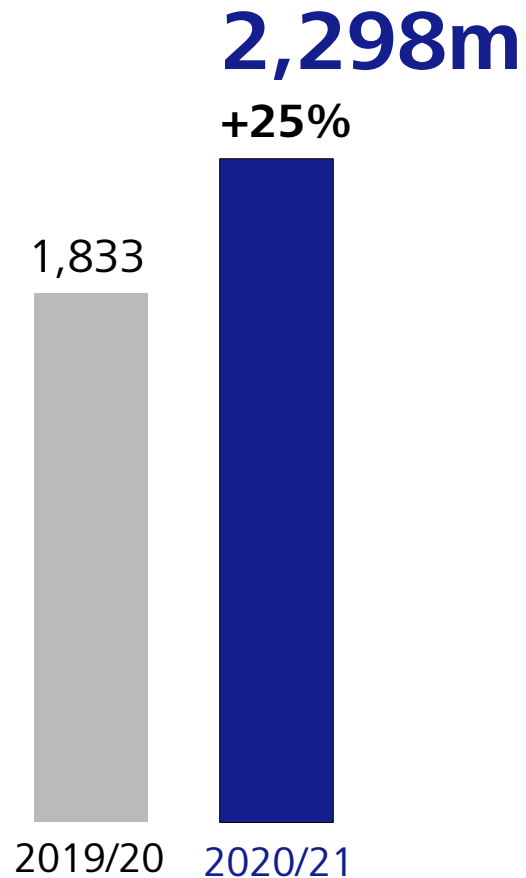


Over 90 percent of revenue generated
outside Germany

Semiconductor Manufacturing Technology



Revenue



Fiscal year 2020/21

Another record year

Digital transformation as driving force

Sustained high demand for EUV and DUV lithography systems

Strong headcount increase in Production and Development

Next EUV generation: High-NA EUV

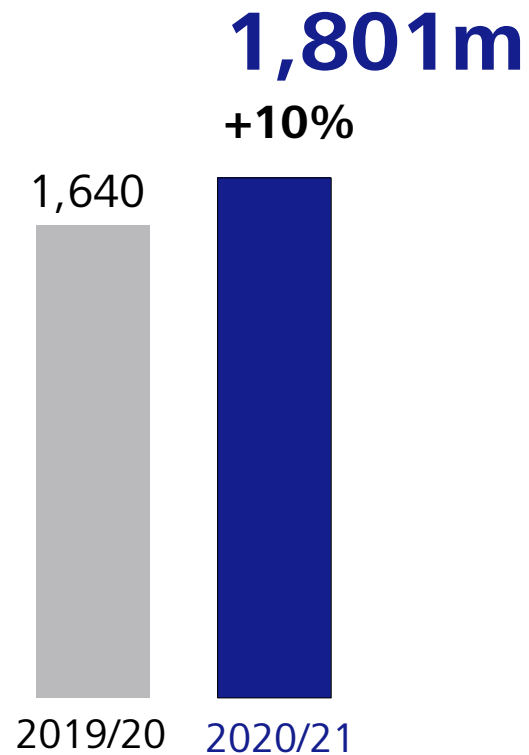
Outlook

Positive outlook

Following extremely high growth in the past fiscal year, growth returned to normal in 2021/22



Revenue



Fiscal year 2020/21

Business with microscopy solutions continues to grow; supported by ongoing research in the life sciences and electronics

Business with solutions for industrial quality assurance has recovered

E-mobility offers great opportunities

Growth potential through investments in alternative drive technologies

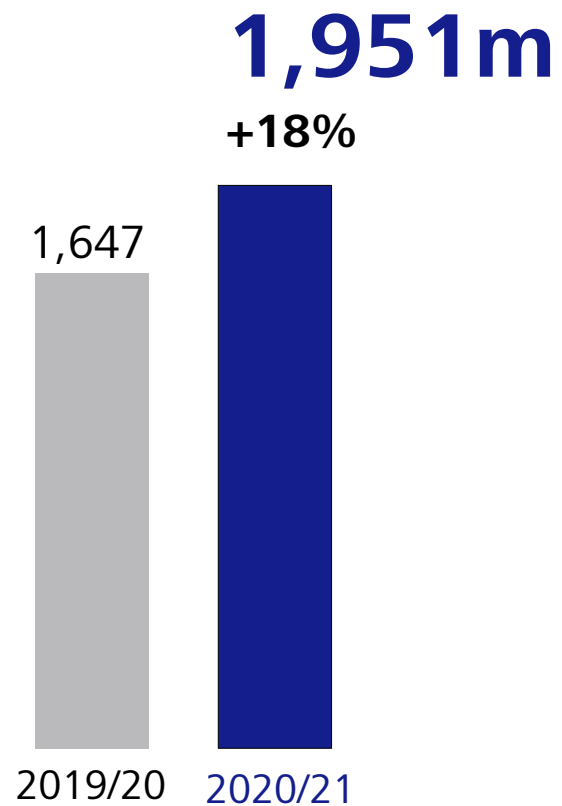
Outlook

Order stock a reason for optimism

Impetus primarily from the life sciences and electronics



Revenue



Not identical to the Carl Zeiss Meditec Group

Fiscal year 2020/21

Clear revenue growth despite fraught situation in the supply chain

Investments in strategic development projects

Strong growth in recurring revenues, e.g. consumables

Sustained strong sales momentum in APAC

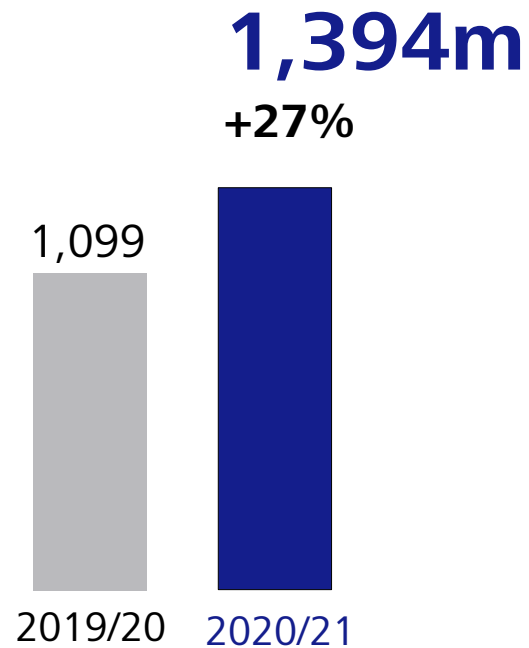
Outlook

Due to positive business development and high order stocks, positive outlook and further growth expected

Difficulties in procuring components



Revenue



Fiscal year 2020/21

Segment is recovering and is on track for growth

In ophthalmology, innovations in ZEISS branded eyeglass lenses, digital products and services, as well as increasing purchasing power in emerging countries, are contributing to growth

Innovations for nature observation, hunting and in film and mobile photography

Expansion of strategic partnership for mobile photography

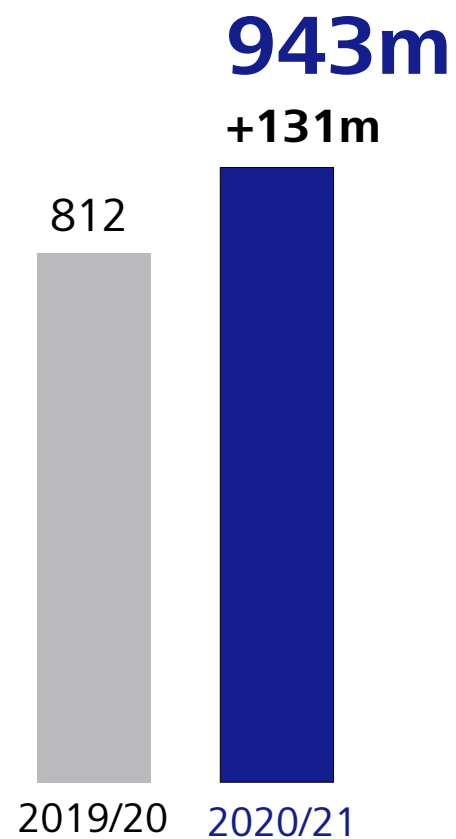
Outlook

Digital products and services provide impetus for new fiscal year

Temporary restrictions due to regional lockdowns still a possibility

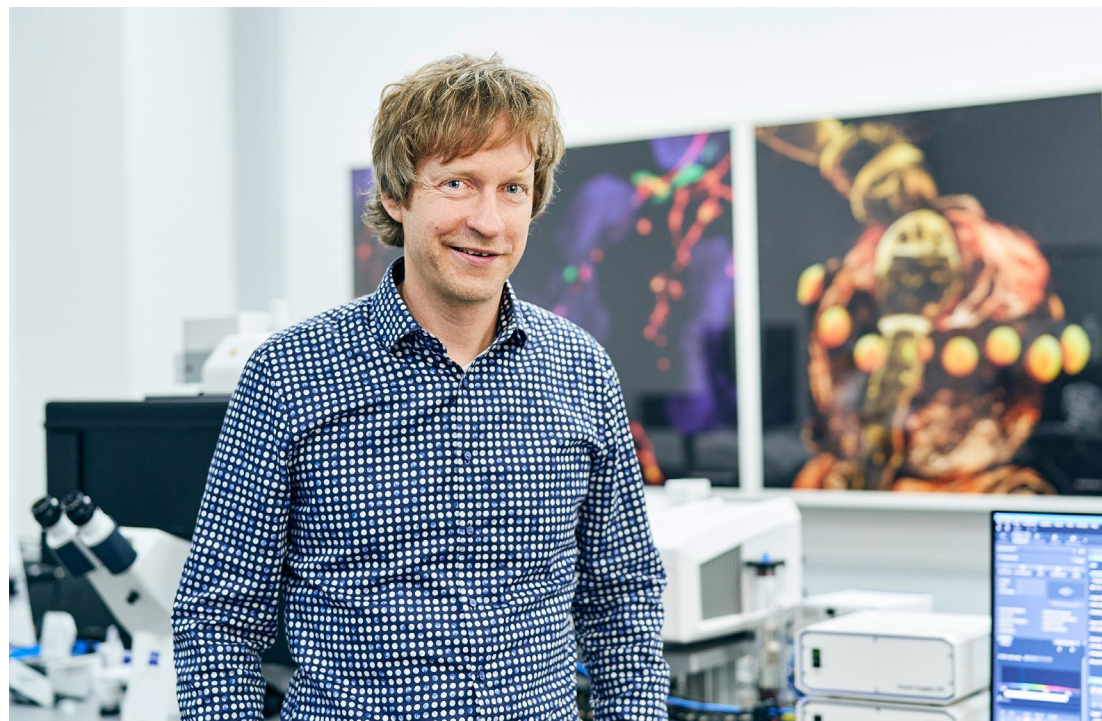


R&D expenditures



Fiscal year 2020/21

R&D expenditures totaled 13 percent of revenue at a consistently high level to bolster innovative strength

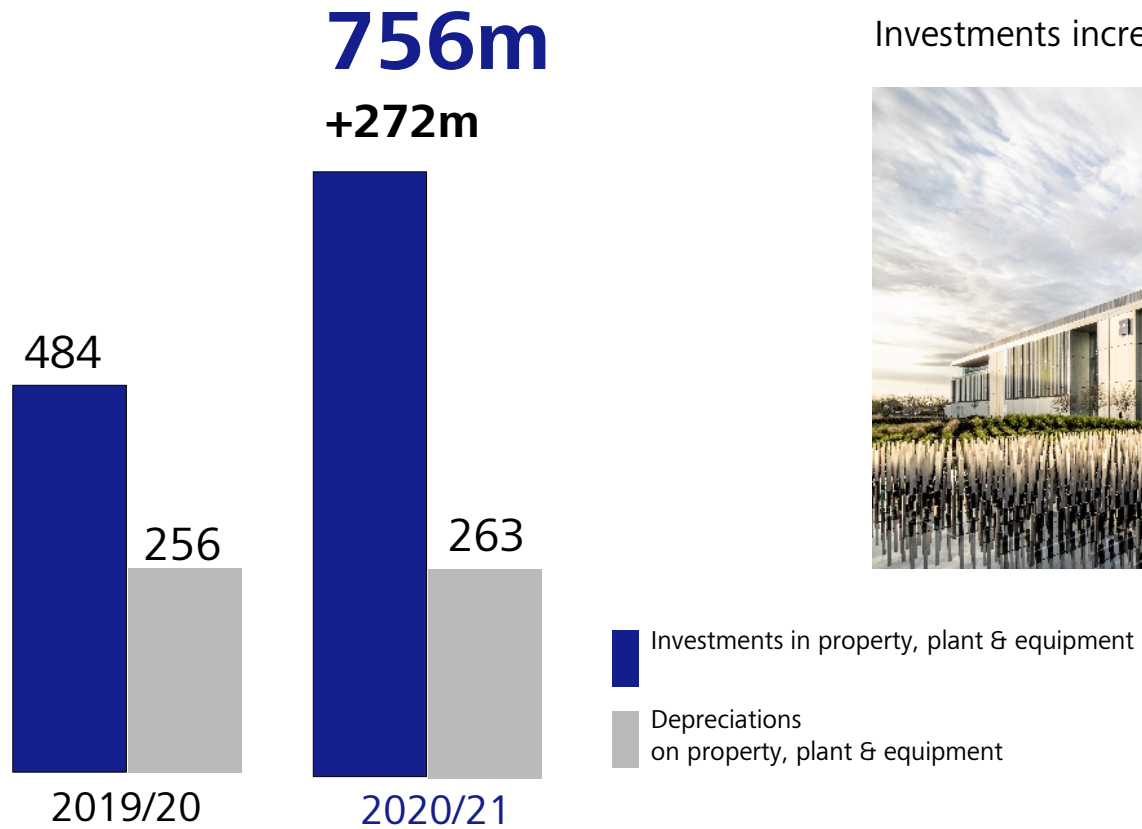


Dr. Kai Wicker, Head of the new ZEISS Innovation Hub in Dresden

Investments in property, plant & equipment

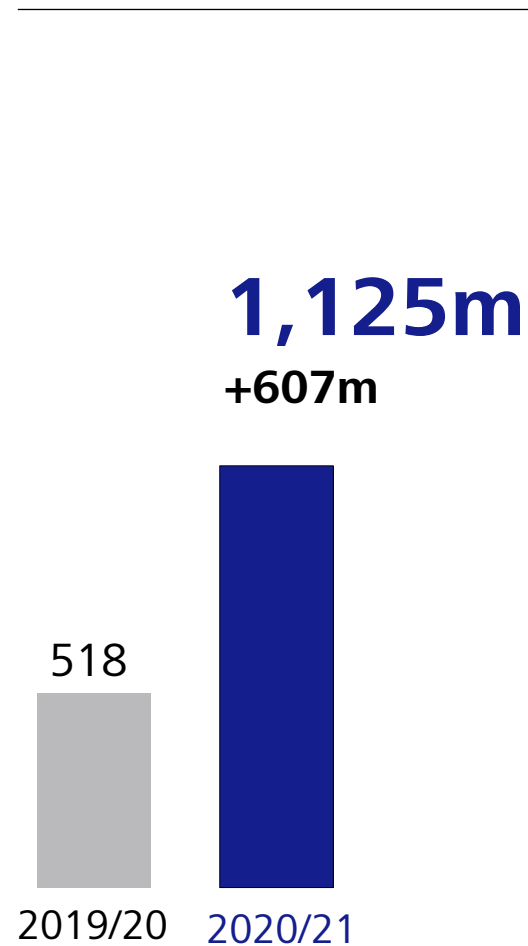
Fiscal year 2020/21

Investments increased – sustainability becomes integral part of strategy

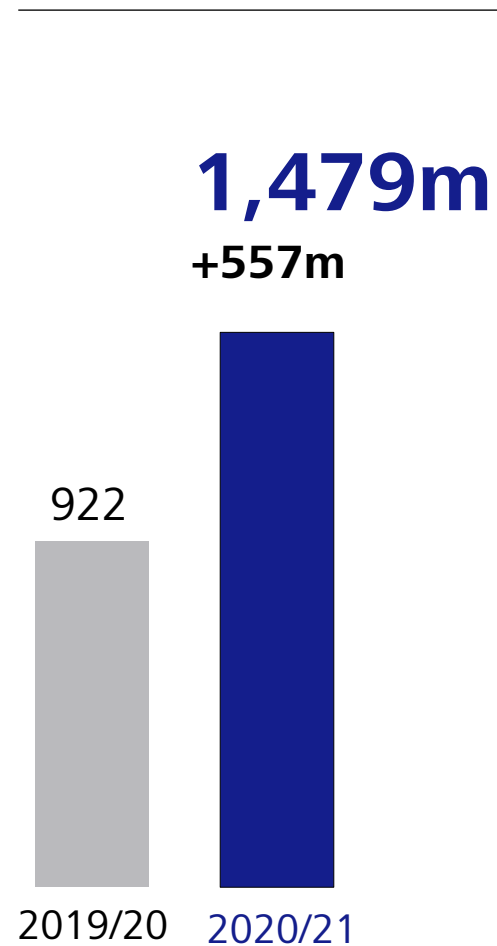


ZEISS Innovation Center in Dublin, California (USA)

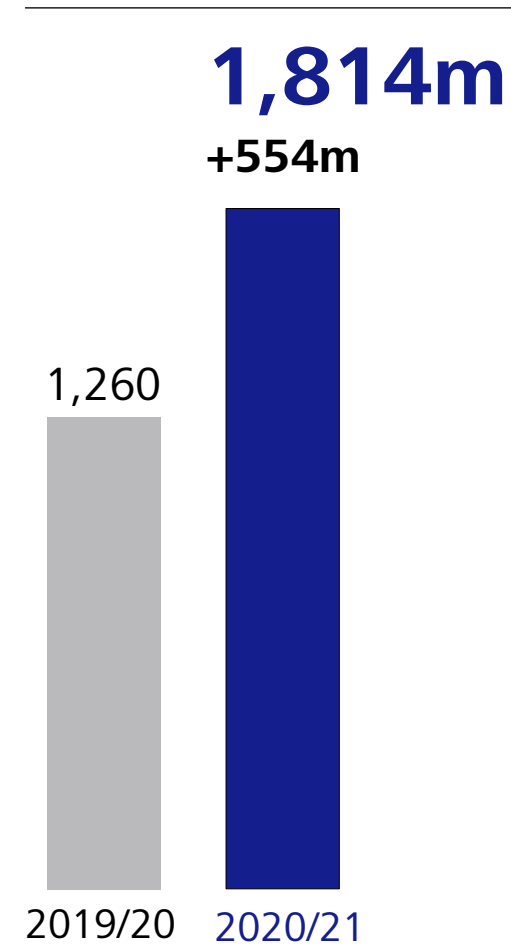
Free cash flow



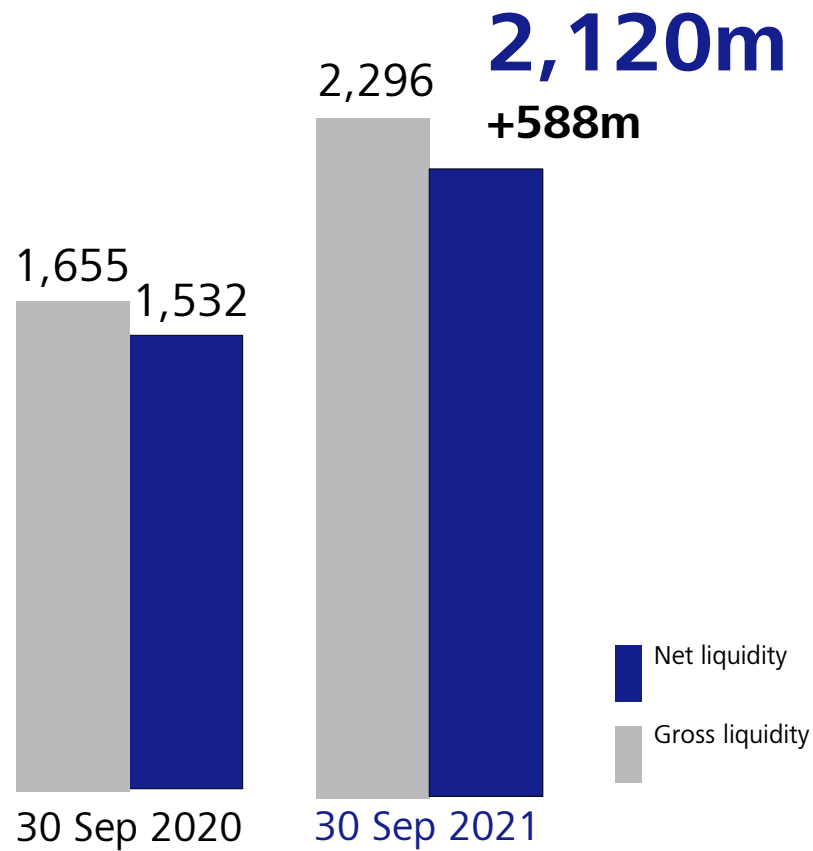
EBIT



EBITDA



Gross and net liquidity

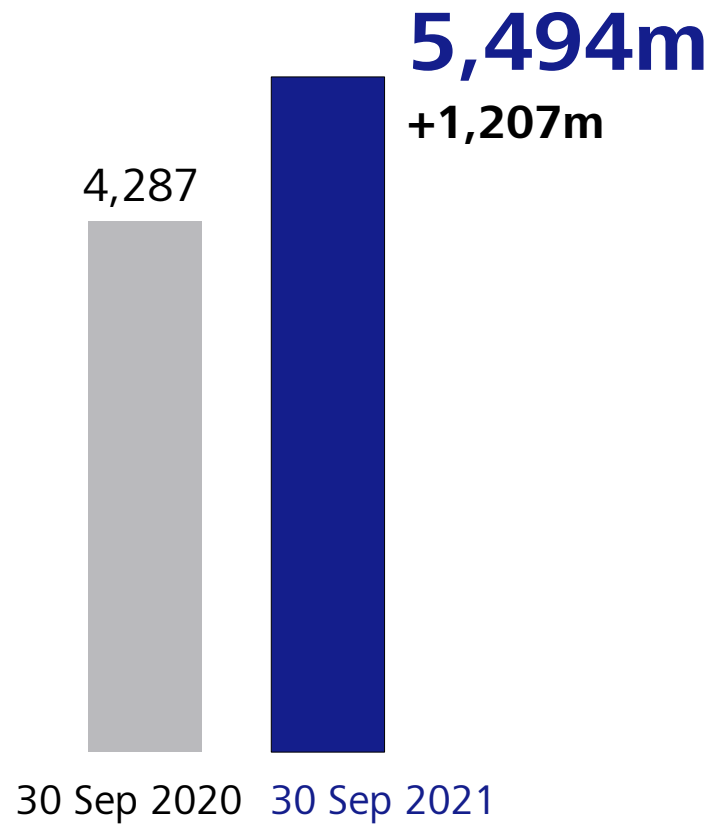


Fiscal year 2020/21

Financial situation characterized by good consolidated profit and payouts for investments and dividend payments

Consistent cost management as part of COVID-19 measures and general restrictions

Equity



Fiscal year 2020/21

Equity ratio at 52 percent



Very good end to fiscal year



Two-digit growth at all four segments



Clear global investment strategy for R&D and infrastructure



Comprehensive ZEISS Agenda 2025 for future growth



Digitalization an integral part of the ZEISS Agenda 2025



CO₂ neutrality in its own activities by 2025



Economy

Further market recovery expected

Uncertainties:

- Further COVID-19 waves
- Some risks due to bottlenecks in the supply chain
- Significant risks in global trade still apply



Measures

Adjustments to the COVID-19 catalog of measures

Professional supply management to reduce risks

Expansion of innovative power

ZEISS Agenda 2025 with clear growth trajectory



Opportunities

Balanced portfolio aligned with megatrends

Global focus

Additional opportunities through digital solutions and digital opportunities

Increasing research expenditures globally on life sciences, diagnostics and pharmacology



Forecast

Moderate rise in revenue

EBIT margin significantly over 10%

If you have any questions, please do not hesitate to contact us.

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All documents available for download:

www.zeiss.com/pressconference



Seeing beyond