Annual Press Conference
15 December 2021
Video Call

Dr. Karl Lamprecht
President and CEO
Dr. Christian Müller
Chief Financial Officer
15. December 2021
Dr. Karl Lamprecht  
President & CEO

Dr. Christian Müller  
Chief Financial Officer
<table>
<thead>
<tr>
<th>Category</th>
<th>Fiscal Year 2020/21 at a Glance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>7,529m</td>
</tr>
<tr>
<td></td>
<td>+20%</td>
</tr>
<tr>
<td>Order intake</td>
<td>8,974m</td>
</tr>
<tr>
<td></td>
<td>+32%</td>
</tr>
<tr>
<td>EBIT</td>
<td>1,479m</td>
</tr>
<tr>
<td></td>
<td>+557 million</td>
</tr>
<tr>
<td>Consolidated profit/loss</td>
<td>1,047m</td>
</tr>
<tr>
<td></td>
<td>+431m</td>
</tr>
<tr>
<td>EVA</td>
<td>818m</td>
</tr>
<tr>
<td></td>
<td>+374m</td>
</tr>
<tr>
<td>Employees</td>
<td>35,375</td>
</tr>
<tr>
<td></td>
<td>+10%</td>
</tr>
</tbody>
</table>

As of 30 Sept. 2021
All figures in euros. Headcount.
ZEISS Group  

Global revenue distribution

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

1,771m  
+22%

1,446

Over 90 percent of revenue generated outside Germany
Semiconductor Manufacturing Technology

Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>1,833</td>
</tr>
<tr>
<td>2020/21</td>
<td>2,298m</td>
</tr>
</tbody>
</table>

+25%

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

1,801m

1,640

+10%

2019/20 2020/21

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
Medical technology

Revenue

<table>
<thead>
<tr>
<th>2019/20</th>
<th>2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,647</td>
<td>1,951m</td>
</tr>
<tr>
<td>+18%</td>
<td></td>
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</table>

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

Not identical to the Carl Zeiss Meditec Group


Consumer Markets

Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>1,099</td>
</tr>
<tr>
<td>2020/21</td>
<td>1,394m</td>
</tr>
<tr>
<td>% Change</td>
<td>+27%</td>
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</tbody>
</table>

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
ZEISS Group

R&D expenditures

943m
+131m

812

2019/20 2020/21

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Investments in property, plant &amp; equipment</th>
<th>Depreciations on property, plant &amp; equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>484</td>
<td>256</td>
</tr>
<tr>
<td>2020/21</td>
<td>756</td>
<td>263</td>
</tr>
</tbody>
</table>

Fiscal year 2020/21

Investments increased – sustainability becomes integral part of strategy

ZEISS Innovation Center in Dublin, California (USA)
ZEISS Group

Free cash flow

<table>
<thead>
<tr>
<th></th>
<th>2019/20</th>
<th>2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,125m</td>
<td>518</td>
<td>2020/21</td>
</tr>
<tr>
<td>+607m</td>
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</table>

EBIT

<table>
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<th>2020/21</th>
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<tr>
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EBITDA

<table>
<thead>
<tr>
<th></th>
<th>2019/20</th>
<th>2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,814m</td>
<td>1,260</td>
<td>2020/21</td>
</tr>
<tr>
<td>+554m</td>
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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
**ZEISS Group**

**Equity**

- **30 Sep 2020**: 4,287
- **30 Sep 2021**: 5,494m

**Fiscal year 2020/21**

- Equity ratio at 52 percent

**Change**

- Increase of 1,207m
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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www.zeiss.com/pressconference