

JOST



JOST ROCKINGER TRIDEC HYVA

Quicke ROCKINGER HYVA

INVESTOR PRESENTATION

JOST WERKE SE – January 2026



DISCLAIMER



THIS PRESENTATION IS CONFIDENTIAL AND MUST NOT BE RELEASED, PUBLISHED, TRANSMITTED OR DISTRIBUTED, IN WHOLE OR IN PART, DIRECTLY OR INDIRECTLY, INTO OR WITHIN THE UNITED STATES OF AMERICA, CANADA, AUSTRALIA, JAPAN OR ANY JURISDICTION WHERE SUCH DISTRIBUTION IS UNLAWFUL.

This presentation (the “Presentation”) was specifically prepared by JOST Werke SE (the “Company”) for informational purposes only. It is intended to provide a general overview of the Company’s business and does not purport to include all aspects and details regarding the Company. This Presentation must not be reproduced in any form, passed on or otherwise made available, directly or indirectly, to any other person, or published or otherwise disclosed, in whole or in part, for any purpose, without prior written consent by the Company. Neither the Company nor any of its directors, officers, employees or advisors, nor any other person makes any representation or warranty, express or implied, as to, and accordingly no reliance should be placed on, the fairness, accuracy or completeness of the information contained in the Presentation or of the views given or implied. Neither the Company nor any of its respective directors, officers, employees or advisors nor any other person shall have any liability whatsoever for any errors or omissions or any loss howsoever arising, directly or indirectly, from any use of this information or its contents or otherwise arising in connection therewith.

This Presentation is neither an advertisement nor a prospectus and does not, and is not intended to, constitute or form part of, and should not be construed as, an offer to sell, or a solicitation, invitation or inducement to purchase, subscribe for, under- write or otherwise acquire any securities of the Company, nor should it, or any part of it, form the basis of or be relied on in connection with or act as any inducement to enter into any contract to purchase or subscribe for any securities of the Company, nor shall it, or any part of it, form the basis of or be relied on in connection with any contract or commitment or investment decision whatsoever. This Presentation and the information and opinions contained therein are selective in nature and do not purport to contain all information that may be required to evaluate the Company and/or its shares. The information and opinions contained in this Presentation are provided as of the date of this Presentation and may be subject to updating, revision, amendment or change without notice. Neither the Company nor any of its directors, officers, employees or advisors are under any obligation to update or keep current the information contained in this Presentation or to correct any inaccuracies in any such information which may become apparent or to provide any additional information whether as a result of new information, future events or otherwise.

This Presentation contains forward-looking statements relating to matters that are not historical facts. These statements reflect the Company’s current knowledge, intentions and beliefs as well as its current expectations and projections about future events, including the Company’s prospects, growth, strategies, the industry in which it operates and potential or ongoing acquisitions. Forward-looking statements can be identified by the context of such statements or words such as “anticipate,” “believe”, “estimate”, “expect”, “forecast”, “intend”, “plan”, “project”, “target”, “may”, “will”, “would”, “could” or “should” or similar terminology. By their nature, forward-looking statements are subject to a number of risks, uncertainties and assumptions, many of which are beyond the Company’s control, that could cause the Company’s actual results and performance to differ materially from and adversely affect any expected future results or performance expressed or implied by any forward-looking statements as a result of various factors (including global economic conditions, changed market conditions, competition, costs of compliance, changing political, legal, economic and other conditions). Forward-looking statements should not therefore

be read as guarantees of future performance or results and will not necessarily be accurate indications of whether or not such results will be achieved. Similarly, past performance should not be taken as an indication of future results, and no representation or warranty, express or implied, is made regarding future performance. In addition, even if the development of the Company’s prospects, growth, strategies and the industry in which it operates are consistent with the forward-looking statements contained in this Presentation or past performance, those developments may not be indicative of the Company’s results, liquidity or financial position or of results or developments in subsequent periods not covered by this Presentation. The Company undertakes no obligation to release the results of any revisions to any forward-looking statements in this Presentation that may occur due to any change in its expectations or to reflect events or circumstances after the date of this Presentation.

To the extent available, the industry and market data contained in this Presentation is derived from third-party sources. Third-party industry publications, studies and surveys generally state that the data contained therein have been obtained from sources believed to be reliable, but that there is no guarantee of the accuracy or completeness of such data. In addition, certain information in this Presentation is selective and may not necessarily be representative for the Company. Further, some of the industry and market data contained in this Presentation is derived from the Company’s own internal research and estimates based on the knowledge and experience of the Company’s management in the market in which the Company operates. While the Company believes that such research and estimates are reasonable and reliable, they, and their underlying methodology and assumptions, have not been verified by any independent source for accuracy or completeness and are subject to change without notice. Accordingly, no reliance should be placed on the industry or market data contained in this Presentation.

Subject to limited exceptions described below, the information contained in this Presentation is not to be released, published, transmitted or distributed within or into the United States of America (“United States”), Australia, Canada or Japan and does not constitute an offer of securities for sale in any of these jurisdictions. Any securities offered by the Company have not been, and will not be, registered under the U.S. Securities Act of 1933, as amended (the “Securities Act”), or the securities laws of any state or other jurisdiction of the United States and such securities may not be offered or sold within the United States, except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act and applicable state or local securities laws. This Presentation does not contain or constitute an offer of, or the solicitation of an offer to buy or subscribe for, securities to any person or in any jurisdiction to whom or in which such offer or solicitation is unlawful. Any failure to comply with these restrictions may constitute a violation of applicable securities laws.

WIDE RANGE OF MISSION CRITICAL SYSTEMS FOR ON- AND OFF-HIGHWAY COMMERCIAL VEHICLES

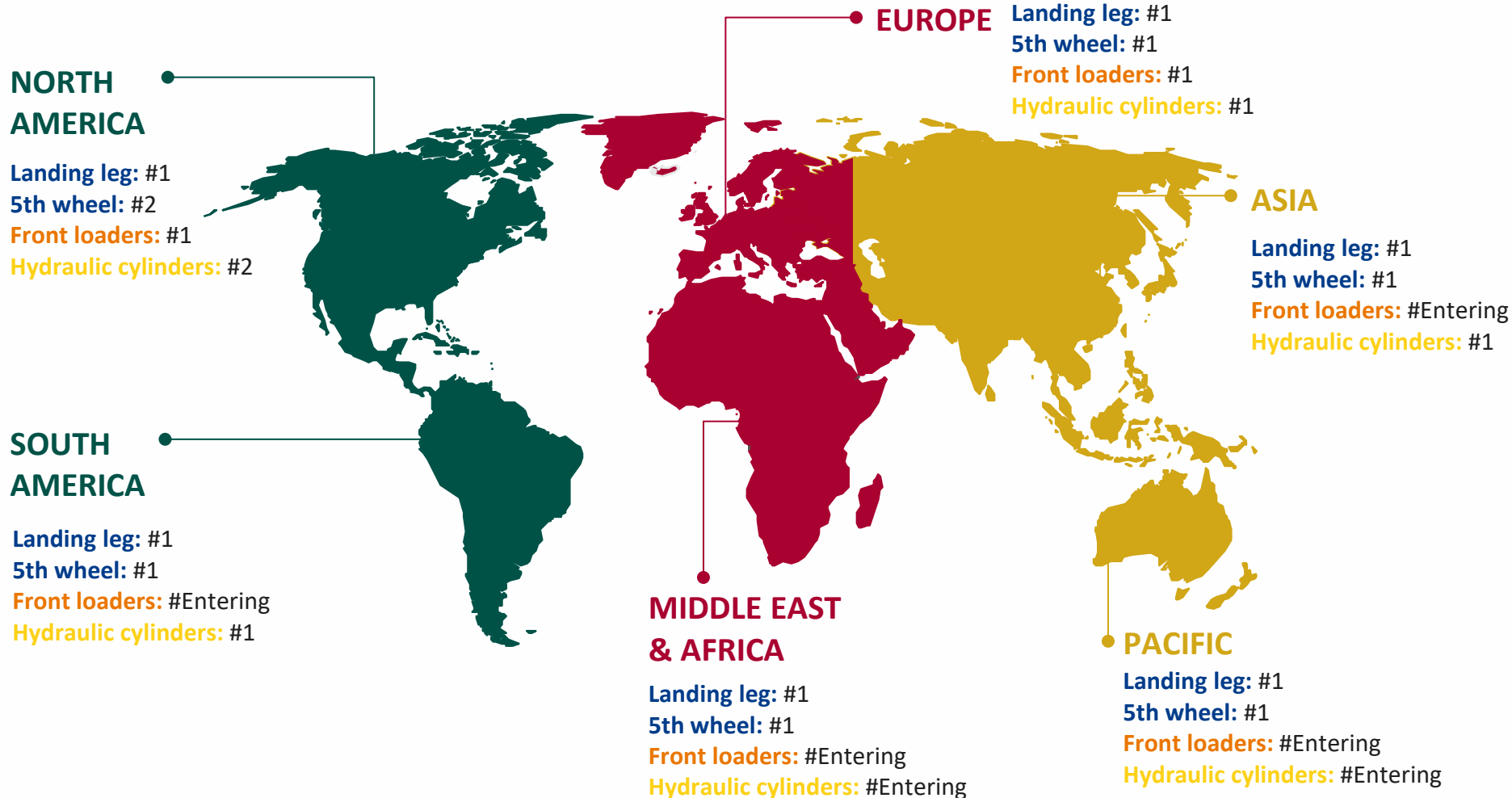


-  Agricultural & Construction industry
-  Transport industry
-  Construction & Mining & Environmental industry (Hydraulics)

TRUSTED PARTNER TO OEMs, DEALERS AND END USERS
GLOBAL MARKET LEADER FOR CORE PRODUCTS



**RESULTS
 9M 2025**



SALES	9M 2025	» 1,148m€
GP MARGIN	9M 2025	» 27.6%
ADJ. EBIT	9M 2025	» 110m€
ADJ. EBIT MARGIN	9M 2025	» 9.6%
FREE CASHFLOW	9M 2025	» +105m€

RELIABLE PRODUCTS



FOR EVERY CHALLENGE



STRONG BRANDS
HIGH CUSTOMER LOYALTY



PUSH & PULL SALES STRATEGY THROUGH STRONG BRANDS

JOST ROCKINGER *TRIDEC* *Quicke* HYVA

- + HIGH QUALITY & RELIABILITY
- + LOW COSTS OF OWNERSHIP & EASY TO REPAIR SYSTEMS
- + BEST-OF-CLASS SPARE PARTS AVAILABILITY
- + LONG-TERM VALUE FOR CUSTOMERS

**HIGH BARRIERS TO ENTRY
DUE TO NETWORK EFFECTS**



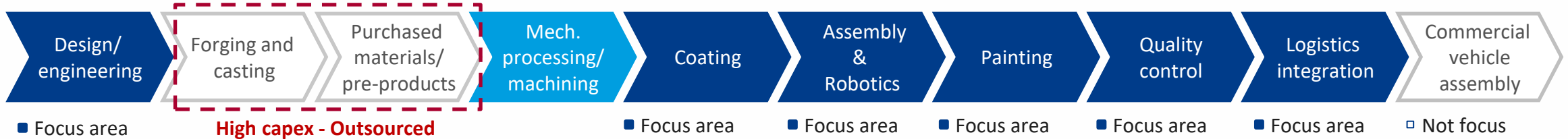
**HIGH GLOBAL
MARKET SHARES**

ASSET-LIGHT & FLEXIBLE BUSINESS MODEL

LOCAL-FOR-LOCAL REGIONAL CORE WITH GLOBAL REACH

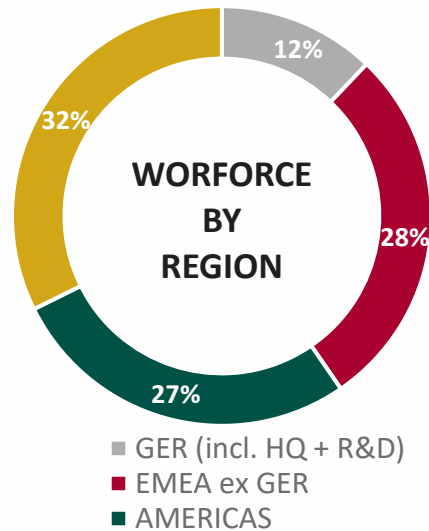


ASSET-LIGHT VALUE CHAIN

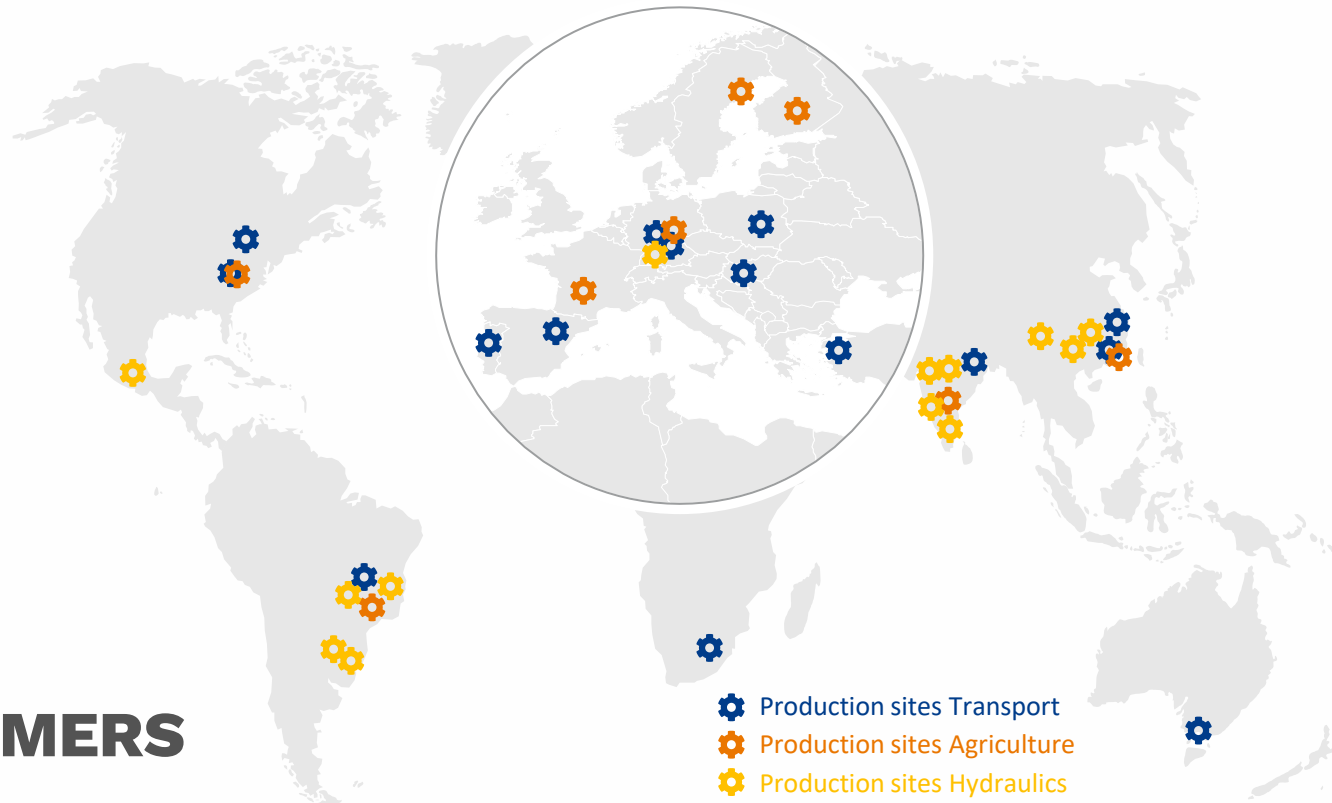


7,300 employees

36 production sites



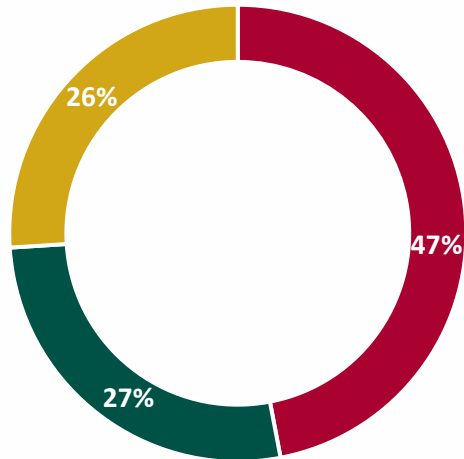
GLOBAL REACH STRENGTHENED BY PROXIMITY TO LOCAL CUSTOMERS



RESILIENCE THROUGH BALANCE

WIDE RANGE OF GEOGRAPHIES, INDUSTRIES AND CUSTOMERS

SALES BY DESTINATION 9M 2025
(in % of sales)

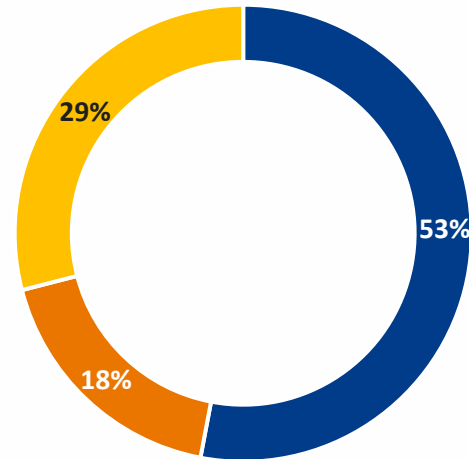


■ EMEA ■ AMERICAS ■ APAC

Broad global reach with strong footprint in growing regions

Leveraging global presence to better serve OEM customers with global vehicles platforms

SALES BY INDUSTRIES 9M 2025
(in % of sales)

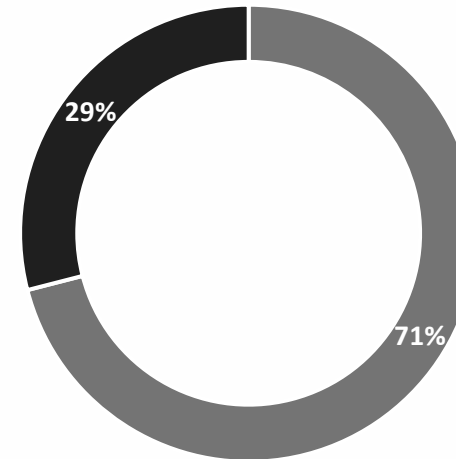


■ Transport ■ Agriculture ■ Hydraulics (Mining/Constr.)

Serving diverse industries with different investment cycles

Operating in highly diversified end markets on- and off-highway

SALES BY CHANNEL 9M 2025
(in % of sales)

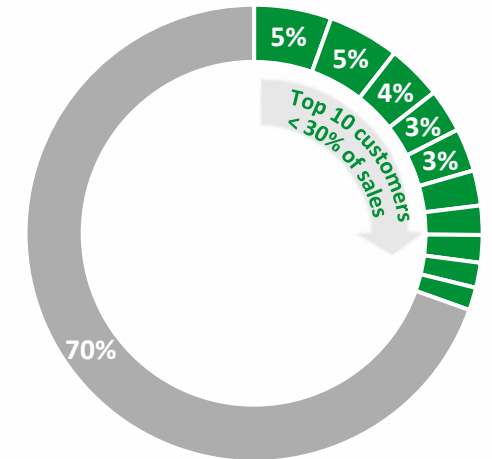


■ OEMs ■ Aftermarket

Recurring aftermarket sales with high profitability

Protecting JOST's profitability even in market downturns

SALES BY CUSTOMER 9M 2025
(in % of sales)



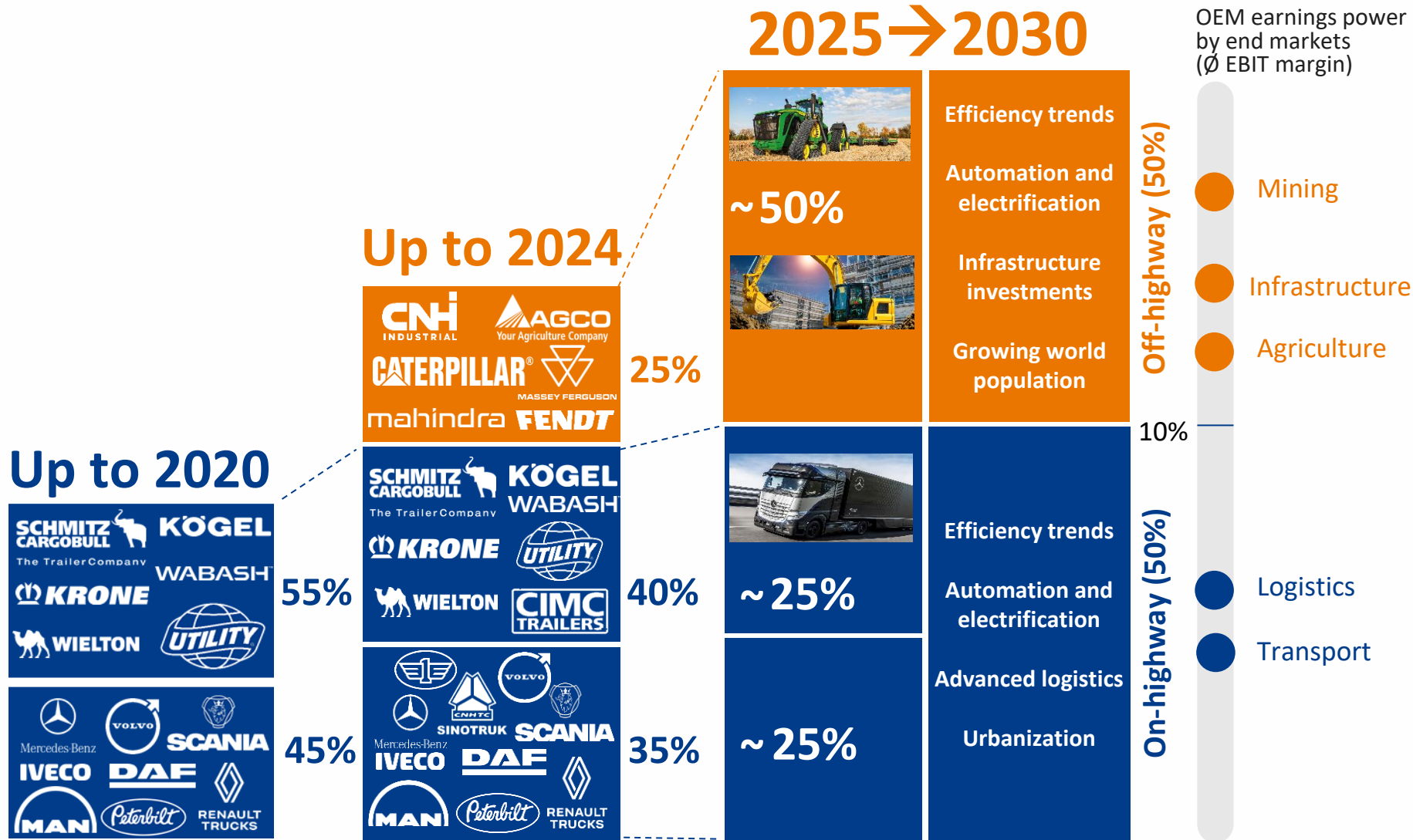
■ Top 10 customers ■ +1,000 customers

High customer fragmentation with balanced regional spread

Among Top 10:



REPLICATING SUCCESS IN ADJACENT INDUSTRIES SEIZING NEW OPPORTUNITIES FOR PROFITABLE GROWTH



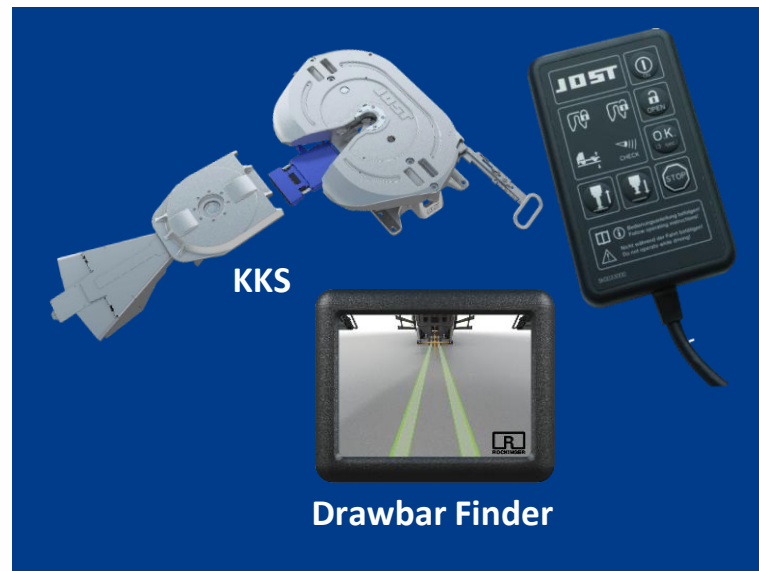
Balancing
end markets
Off-highway
On-highway



Leveraging digital and automation know-how in R&D to develop smart solutions for our customers across business lines.

TRANSPORT

DIGITAL COUPLING SOLUTIONS (DCS)



AGRICULTURE

DIGITAL LOADING SOLUTIONS (DLS)



HYDRAULICS

DIGITAL TIPPING SOLUTIONS (DTS)



ASSIST

DIGITAL

OUR TARGET
COMMITMENT TO DRIVE VALUE CREATION

AMBITION 2030

SALES
REVENUE

> € 2_{bn}

CAGR: 7% p.a.

ADJ.
EPS

> €10
per share

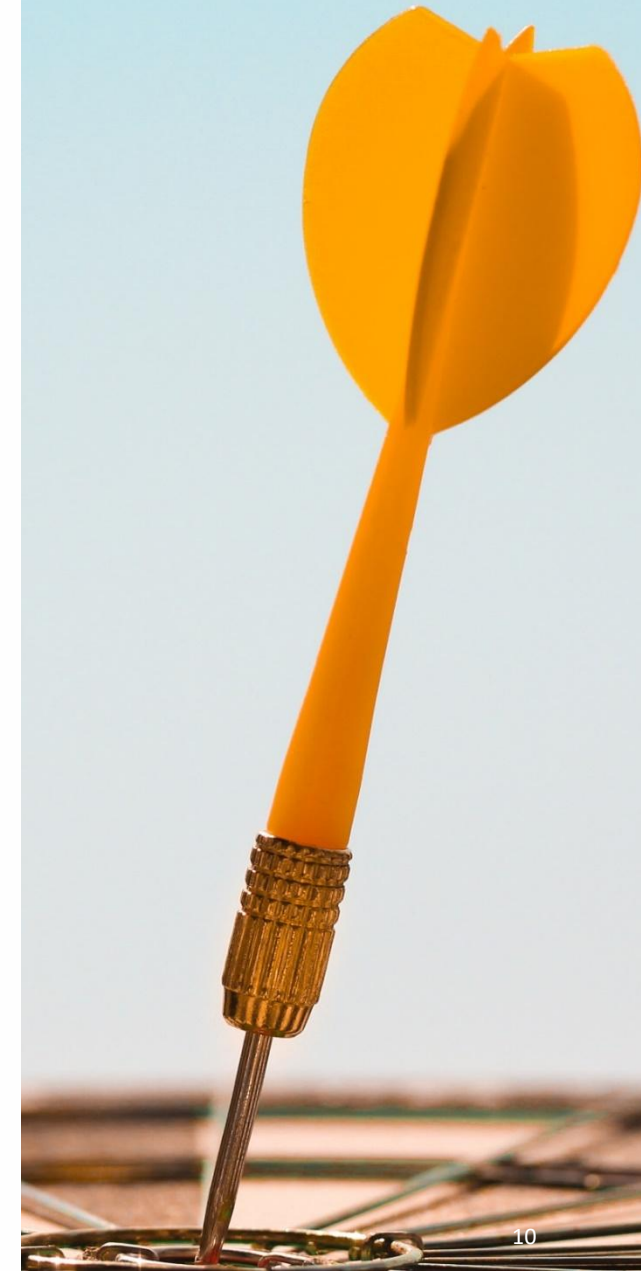
CAGR: 8% p.a.

ADJ. EBIT
MARGIN

10.0%
to
12.0%

Shifting margin corridor
up by 0.5pp

JOST



JOST: A LEADING GLOBAL SUPPLIER FOR COMMERCIAL VEHICLES

RELIABLY DELIVERING PROFITABLE GROWTH



UNIQUE STRATEGIC POSITIONING

... THAT CREATES SHAREHOLDER VALUE

+ Trusted partner to OEMs, dealers, and end users worldwide leading to high global market shares for all core products

+ Wide range of specialized mission critical systems for on- and off-highway commercial vehicles

+ Strong brands and high customer loyalty enabling successful push-pull sales strategy

+ Asset-light business model boosting flexibility and resilience across industry cycles

+ Industry know-how and innovation capabilities driving digital transformation for mission critical systems



✓ Adj. Sales CAGR since IPO **6%**

✓ Adj. EBIT CAGR since IPO **6%**

✓ Adj. EPS CAGR since IPO **8%**

✓ Free Cash Flow CAGR since IPO **14%**

✓ Average ROCE since IPO **18%**

INVESTMENT HIGHLIGHTS

JOST STRATEGY CREATES SHAREHOLDER VALUE



- ✓ **Technology leader** with **strong brands** and **high market shares** worldwide
- ✓ **Flexible and asset light** business model with **proven resilience** through industry cycles
- ✓ **Wide diversification** by product, customer and region with **high aftermarket shares**
- ✓ **Proven value creation through M&A** with a **solid pipeline** with high revenue potential
- ✓ **Strong balance sheet** and **high cash generation** provide ample scope to boost growth
- ✓ Well posed to generate **shareholder value** through **sustainable and profitable growth**



JOST

**PEAR
FOUR
MANAGE**

MARKET DEVELOPMENT EXPECTATIONS FOR 2026 (INDUSTRY VOLUME)



EMEA

0 – 5 % →

Demand expected to remain stable on prior's year level

AMERICAS

(10) – (5) % →

Market for Class 8 trucks continuing to contract in 2026

APAC

5 – 10 % →

Chinese truck OEMs grow with exports to Global South. Truck demand in India and the Pacific region should remain soft



0 – 5 % →

Trailer Market remains stable in 2026. OEM focus on internal efficiency measures and less on major investments

5 – 10 % →

Trailer market is expected to increase slightly after two very weak years

0 – 5 % →

Trailer production in India remains weak, slowing down market expectations. China on prior's year level



0 – 5 % →

Positive outlook not yet materializing in new orders. OEM focus on efficiency improvements. Expectations that 2026 will be at 2025 level

(15) – (5) % →

Tariff uncertainties remains. OEM focus on localization options and at the same time efficiency improvements to mitigate inflation

0 – 5 % →

India domestic market slightly positive again. Signs of recovery seen in Australia



0 – 5 % →

Stable replacement-led growth expected in Europe. Gulf States and Morocco are growth engines for MEA with construction projects

(10) – (5) % →

North America demand reduced due to tariffs. Soft rebound expected for the Brazil economy as interest rates fall

(5) – 0 % →

Tipper market in China driven by EV and exports. Expect India infrastructure spend to recover and Pacific to remain flat

Note: Market estimates based on LMC, Clear Consulting, ACT, OEM announcements, JOST estimates (as of December 2025)



2025 OUTLOOK

OUTLOOK FY 2025 CONFIRMED



Sales
(cont. operations)

Up by 40% to 50% vs. prior year
(2024: €1,069m)

Adj. EBIT
(cont. operations)

Up by 23% to 28% vs. prior year
(2024: €113m)

Adj. EBITDA
(cont. operations)

Up by 23% to 28% vs. prior year
(2024: €148m)

Capex
(in % of sales) ¹

Approx. 2.9% of sales
(2024: 3.1%)

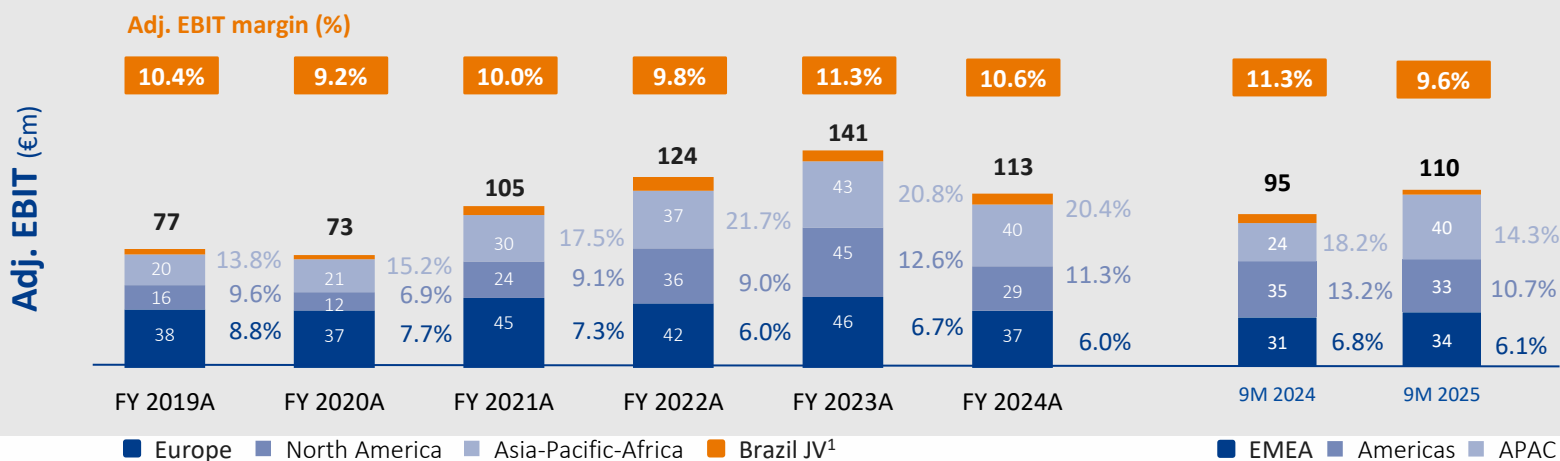
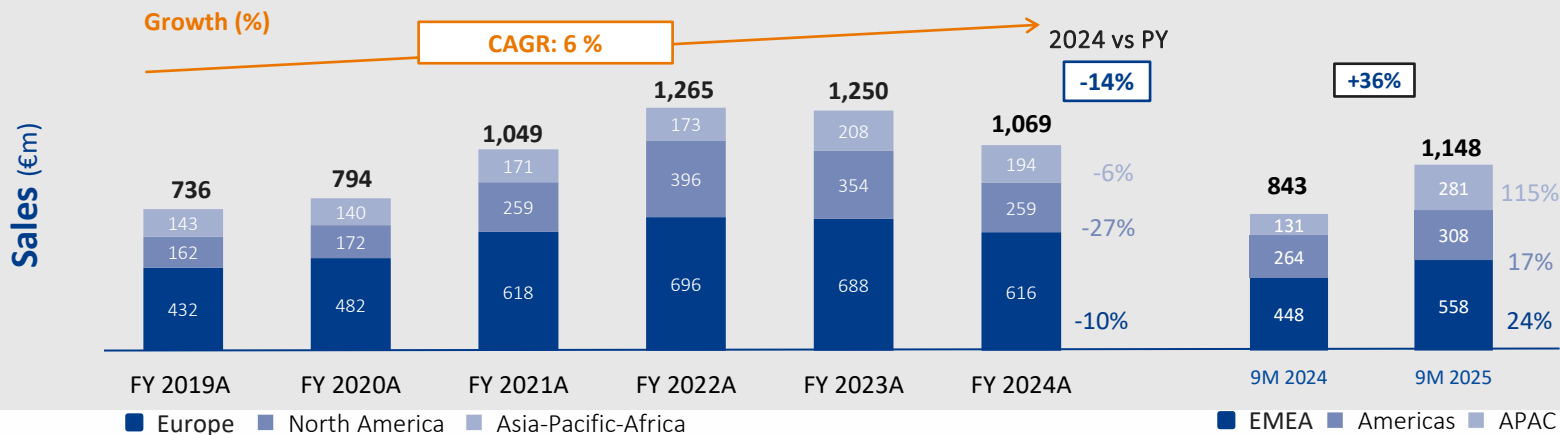
1: Excluding M&A

**Working
Capital**

Below 18.5% of sales
(2024: 15.3%)

STRONG PERFORMANCE

DEVELOPMENT OF SALES AND EARNINGS BY REGION



- + M&A contribution from continuing operations in Hydraulics of €334m in 9M 2025
- Demand for Transport in North America still very low due to tariffs uncertainties
- + Demand for agriculture and transport products stabilizes further in EMEA and APAC
- + Organic sales only slightly down -1.8% in 9M 2025 supported by market share gains, esp. in Agriculture

- + Ramp-up of first synergies across all supported profitability
- + Wide mix of end-industries, products, customers and regions increased flexibility, allowing us to offset negative market dynamics
- + Resilient aftermarket business continued to support profitability

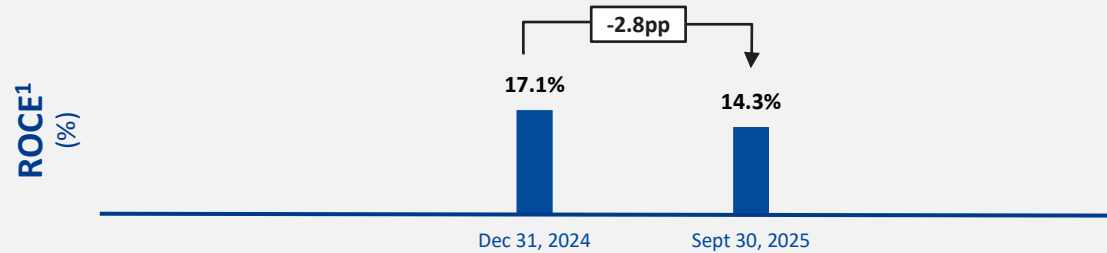
1 Pro-rata net income from Brazil JV not allocated to segments and therefore shown separately

STRONG BALANCE SHEET

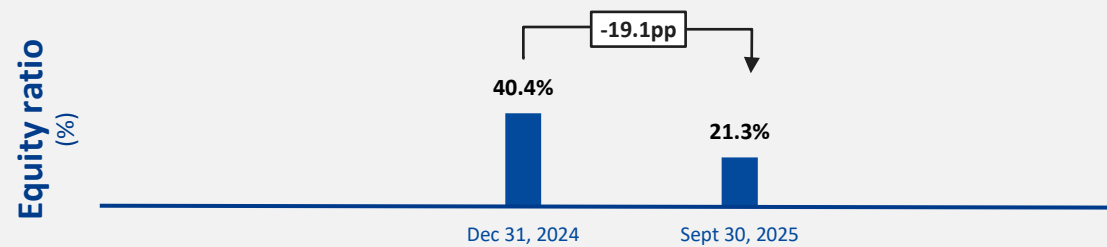
ROCE, EQUITY RATIO AND LEVERAGE DEVELOPMENT



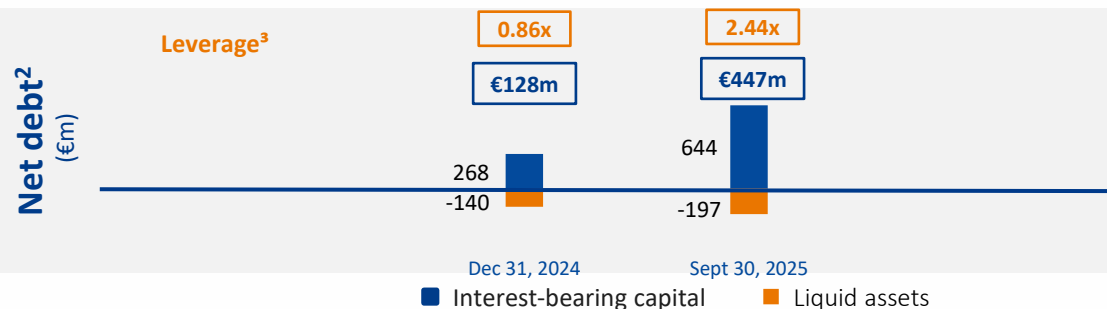
BALANCE SHEET



- Increase in financial liabilities to finance acquisition of Hyva resulted in an expected decline in ROCE, compared to year-end
- + First sequential improvements to ROCE vs. prior quarter (Q2 2025: 13.0%) as adj. EBIT grows through synergies and financial liabilities start to decline



- Increase in current and noncurrent liabilities following the acquisition of Hyva led to a decline of the equity ratio to 21%
- FX translation effects (mainly USD devaluation vs EUR) of €-52m in 9M impacted equity development negatively (-2.4ppt ratio driven by FX)



- Net debt grew to €447m following the debt-financed acquisition of Hyva and dividend payout of €22m in Q2 2025
- + Strong FCF development in Q3 allowed us to bring leverage swiftly back below the 2.5x mark initially targeted for year-end.

¹ ROCE=LTM adj. EBIT (incl. acquisitions LTM) / interest-bearing capital employed (interest-bearing capital = equity + financial liabilities [excl. refinancing costs] – liquid assets + provisions for pensions)

² Net debt = interest bearing capital [excl. refinancing costs] – liquid assets

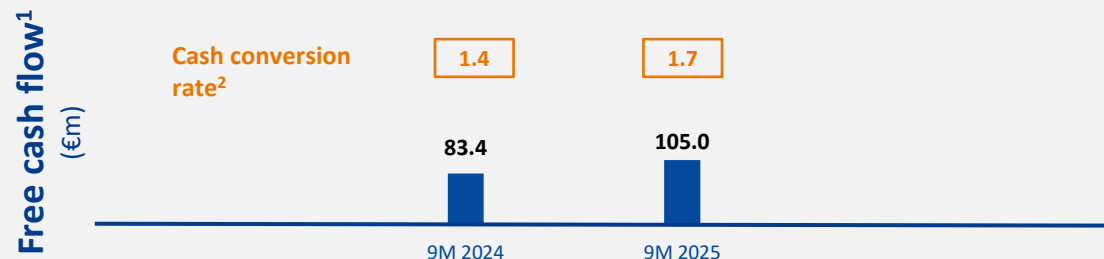
³ Leverage = Net debt/LTM adj. EBITDA [LTM adj. EBITDA 9M 2025= € 183m (incl. acquisitions LTM); LTM adj. EBITDA 9M 2024 = € 170m]

HIGH CASH GENERATION

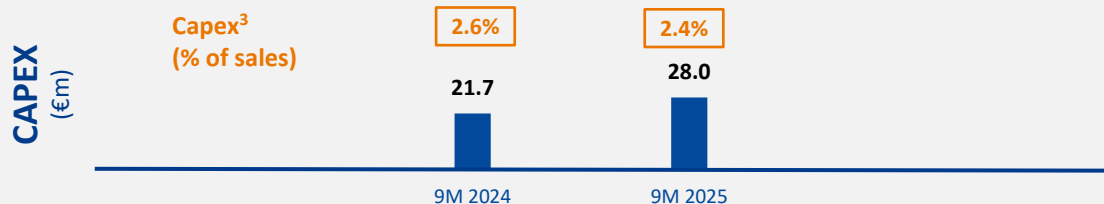
CASH FLOW AND WORKING CAPITAL DEVELOPMENT



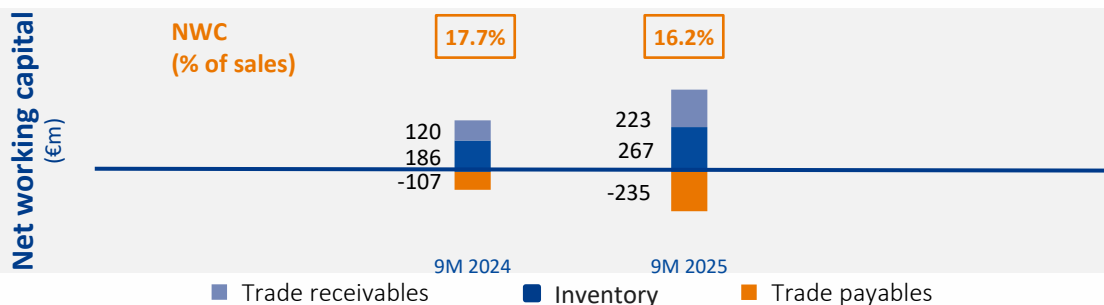
CASH FLOW



- + Operative cash flow improved vs. prior year, due to Working Capital improvements and additional positive FCF contribution by Hyva.
- + Cash conversion rate in 9M 2025 remained above long-term target range of ≥ 1 and improved in Q3 2025 to 3.6 due to some favorable timing issues



- + Capex (excl. M&A) amounted to 2.4% of sales, still below FY25 target of 2.9% mostly due to phasing in the investment projects planned



- Working Capital increased partially due to consolidation of Hyva but also due to growing activity level in all regions worldwide
- + Positive factoring contribution to trade receivables
- + NWC in % sales improved to 16.2% as the increase in Working Capital was offset by the M&A supported sales growth

¹ Free cash flow = Operating cash flow – capex (excl. M&A)

² Cash conversion = Free cash flow/adj. Net Income

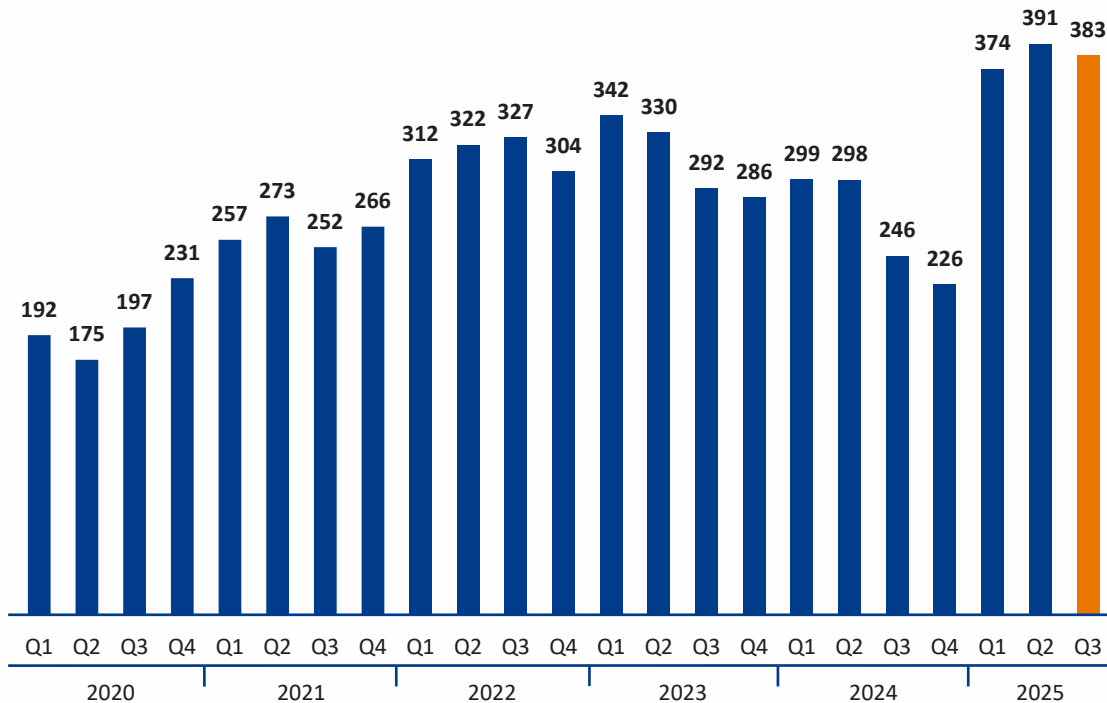
³ Capex = Payments to acquire property, plant and equipment + payments to acquire intangible assets

HISTORICAL SEASONALITY

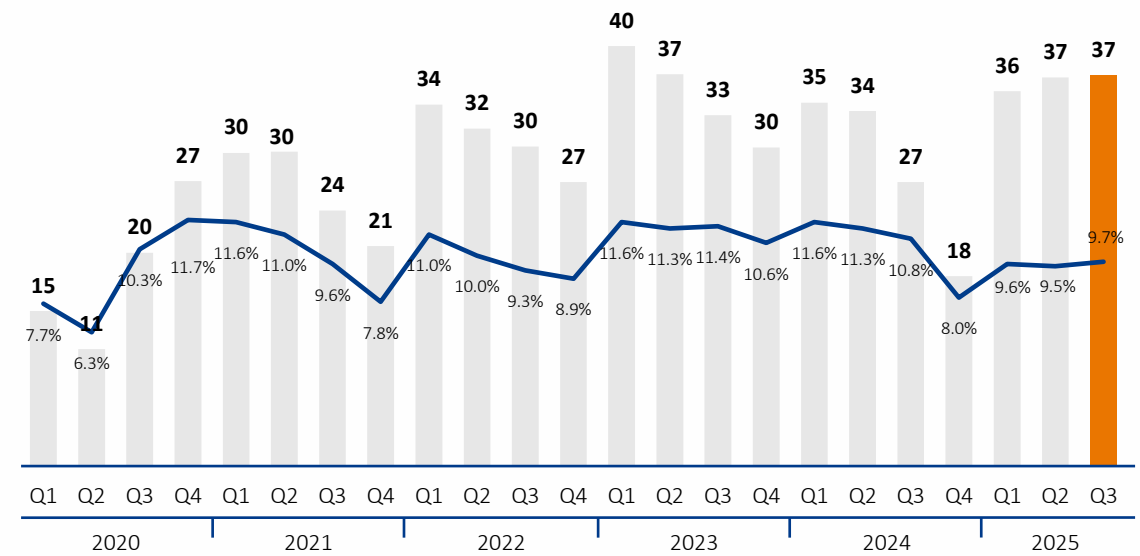
DEVELOPMENT OF JOST'S SALES AND ADJUSTED EBIT BY QUARTER



Sales (€m)



Adj. EBIT (€m) / Adj. EBIT Margin (%)



Note: Sales and adj. EBIT as well as organic sales development shown excl. discontinued operations from Cranes business

JOST

ACQUISITIONS



HYVA ACQUISITION

PERFECT STRATEGIC FIT FOR OUR M&A CRITERIA



Commercial vehicles
(no passenger car!)



Products and systems for **transport, agriculture, mining and infrastructure industry**

Relative (regional) market strength



Global market leader in hydraulic tipping cylinders with **approx. 40% global market share**

High share of branded equipment and aftermarket



HYVA is a worldwide strong renowned brand

Push & Pull: various purchasing decision makers



Wide variety of sales channels with contacts to body builders, dealers, OEMs and end users

Technology leadership



Strong industrial know-how and excellent R&D

Low share of overall cost (vs. vehicle)



Ave. costs of hydraulic cylinders **less than 10% of total vehicle value**

Fit of manufacturing, logistics and purchasing



14 manufacturing sites in countries like **India, China, Brazil, Italy and Germany**



HYVA INTEGRATION WELL ON TRACK

SWIFT SYNERGY POTENTIAL IMPLEMENTATION > €20M P.A.



Cross-selling synergies

✓ Successful offering of Hyva products to JOST's customers in various countries

✓ JOST is gaining access to new customers by leveraging Hyva's dealer networks in APAC and AMERICAS

EBIT effect target from sales:
€ 8m p.a. by end 2026



COGS synergies

Sales of Cranes business signed.
✓ Carved-out ongoing. Intended closing of transaction in Q4 2025.

Consolidation & closure of first sites and warehouses already implemented in Australia, South Africa and Europe
✓

Over 50% of purchasing and logistic contracts already renegotiated and bundled
✓

EBIT effect target from COGS:
€ 8-10m p.a. by end 2026



SG&A synergies

✓ Streamlining management and reporting structure worldwide

✓ Savings from combined IT service contracts and license fees

✓ Combination of shared-service centers for accounting and audit services fees

✓ Integration of marketing organization and first combined trade shows realized

EBIT effect target from SG&A:
€ 8m p.a. by end 2026



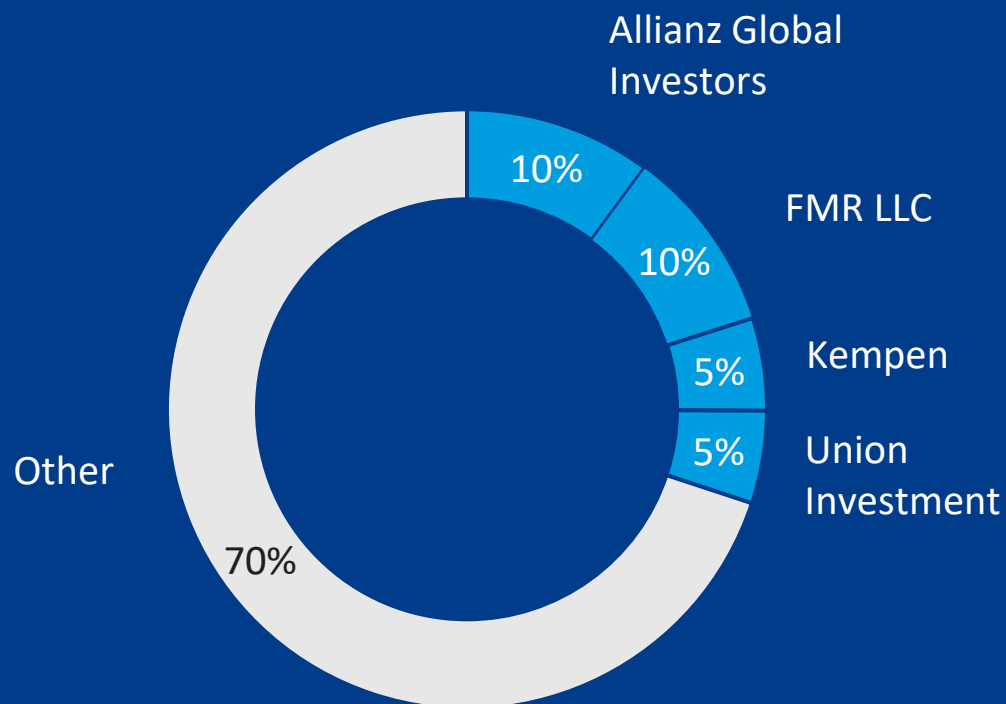
A total of €5m synergies already realized or to be finalized by end of 2025

SHAREHOLDER STRUCTURE AND SHARE INFORMATION



Shareholder structure

as of December 31, 2026



Share information

ISIN	DE000JST4000
Trading symbol	JST
German Sec. Code Number (WKN)	JST400
Shares in issue	14,900,000
Index	SDAX
Listed since	July 20, 2017

INVESTOR EVENTS 2026

Jan 8, 2026	ODDO BHF Forum 2026, Lyon/France
Jan 13-14, 2026	German Investment Seminar 2026, New York/U.S.
Jan 20, 2026	German Corporate Conference 2026, Frankfurt/Germany
Feb 19, 2026	Publication Preliminary Results FY 2025
March 5, 2026	Berenberg EU Opportunities Conference 2026, London/UK
March 26, 2026	Publication Annual Group Report FY 2025
May 7, 2026	Annual General Meeting 2026
May 13, 2026	Publication Interim Report Q1 2026
Aug 13, 2026	Publication Interim Report H1 2026/Q2 2026
Nov 12, 2026	Publication Interim Report 9M 2026/Q3 2026

INVESTOR RELATIONS CONTACT

ROMY ACOSTA

Head of Investor Relations

E-MAIL: romy.acosta@jost-world.com

PHONE: +49-6102-295-379

FAX: +49-6102-295-661

JOYT Werke SE

SIEMENSSTRASSE 2
63263 NEU-ISENBURG
GERMANY

WWW.JOYT-WORLD.COM



