

JOST



JOST ROCKINGER *TRIDEC*

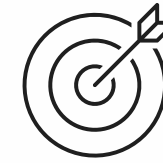
ROCKINGER *Quicke*

CAPITAL MARKETS DAY 2024

BOOSTING GROWTH

Podium Discussion – September 10, 2024





AMBITION 2030

SALES
REVENUE

> € 2_{bn}

CAGR: 7% p.a.

ADJ.
EPS

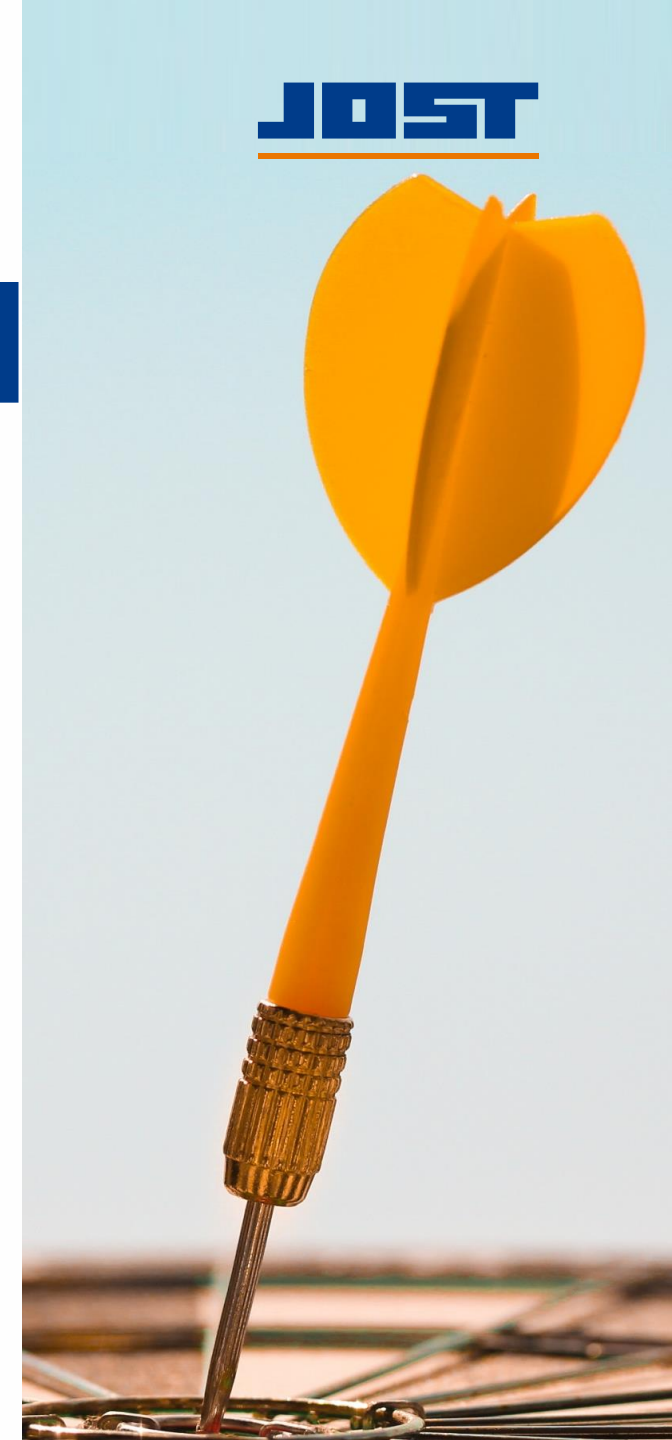
> €10
per share

CAGR: 8% p.a.

ADJ. EBIT
MARGIN

10.0%
to
12.0%

Shifting margin corridor
up by 0.5pp



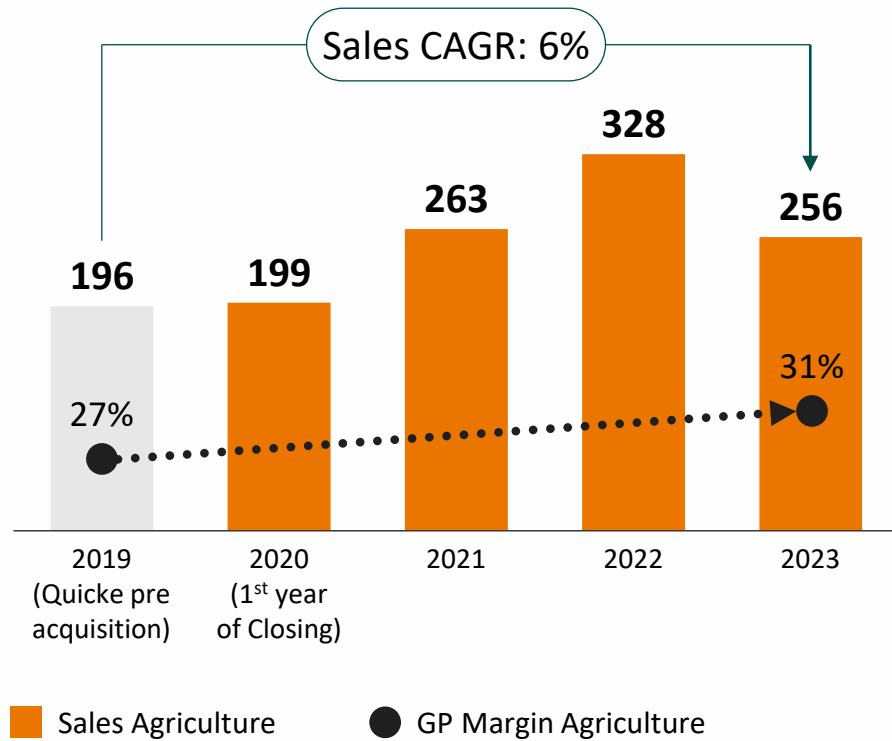


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AGRICULTURE

SUCCESSFUL DEVELOPMENT DESPITE CHALLENGING MARKETS

With the expansion into Agriculture in 2020 JOST has opened new attractive and profitable business opportunities for the group



Achieved CAGR for Agriculture higher than initial investment case expectations, despite current weakness in Agricultural markets

JOST's global footprint has led to the successful acquisition of new OEM contracts

North America & Europe

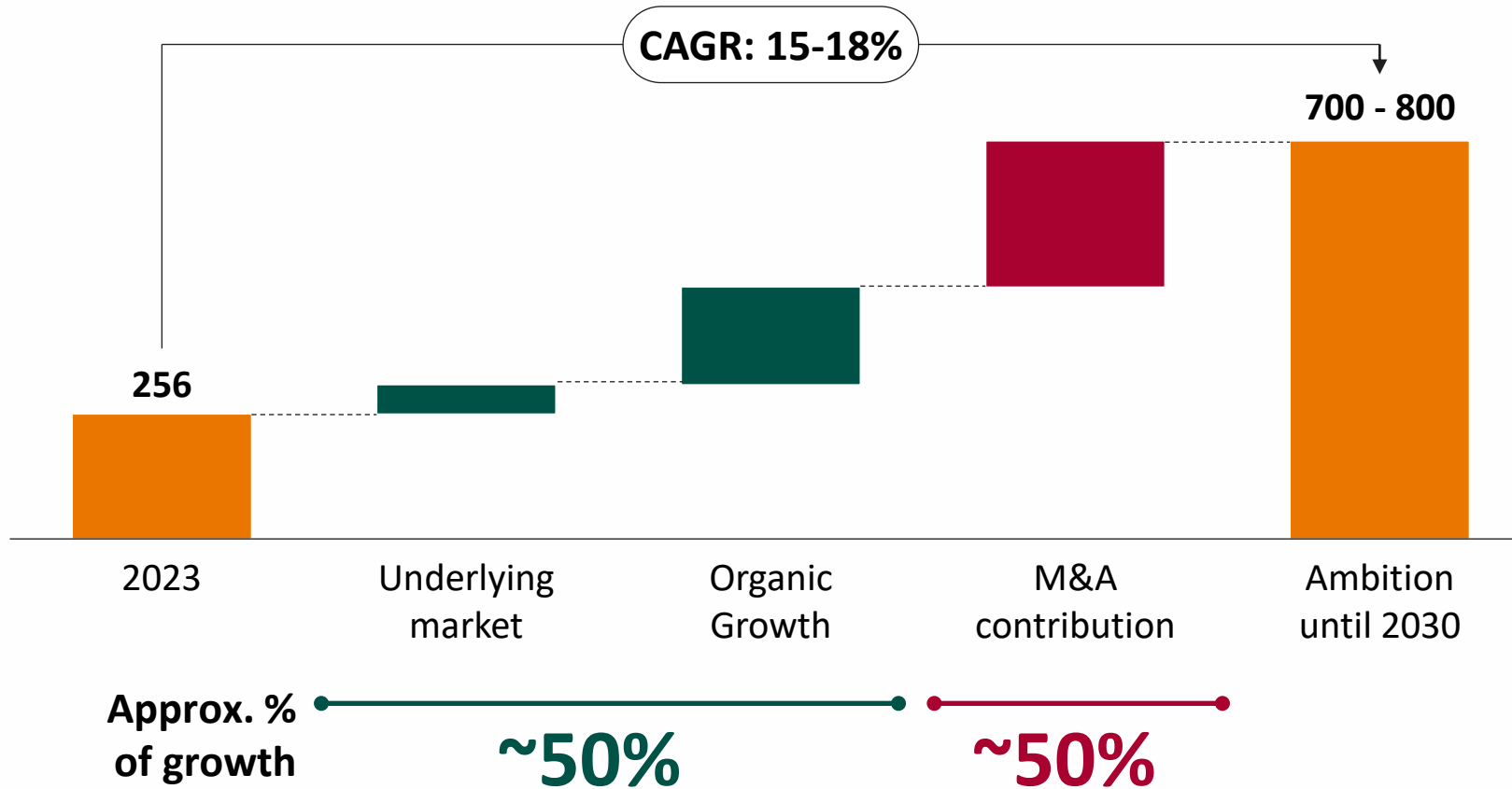
South America & Asia-Pacific-Africa

Year	OEM Contracts
2019	CASE IH AGRICULTURE, MASSEY FERGUSON, NEW HOLLAND AGRICULTURE, McCORMICK, VALTRA, Kubota
2020-2024	JOHN DEERE, Mahindra, SOLO, SUMMIT TRACTORS, YTO, LOVOL AGRICULTURE CONSTRUCTION, 中国一拖

BOOSTING PROFITABLE GROWTH WITH OFF-HIGHWAY APPLICATIONS



Organic growth paired with accretive M&As to achieve new ambitious growth targets



FIRST IN MIND – FIRST IN RANK!

Leverage innovation, digital transformation, and user-centric design to strengthen global brand leadership, gain new customers and boost organic growth

Regional Expansion



Market Share Gains



Become One-Stop Shop for Dealers



Development of New Products

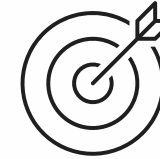


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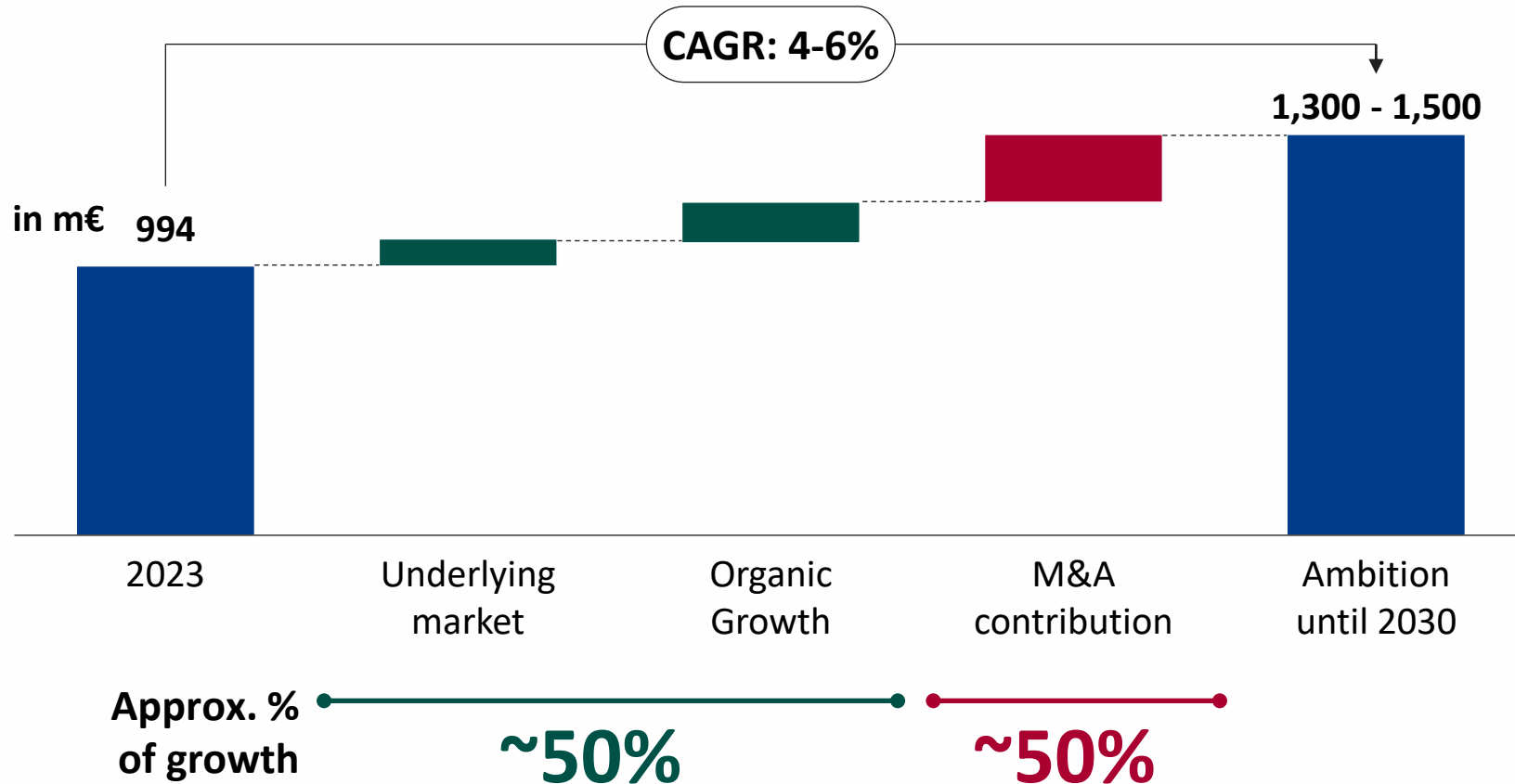


**TRAINS
PORT**

GROWING REVENUE PER CUSTOMER WITH ON-HIGHWAY APPLICATIONS



Organic growth in consolidate matured market supported by new technologies



GROW REVENUE PER CUSTOMER

Focus product portfolio on growth areas and strengthen technological leadership to address changing market needs

Upselling through technology



Develop new products to meet changing market needs



Portfolio optimization focusing on profitable growth areas



Increase services to OEMs and dealers

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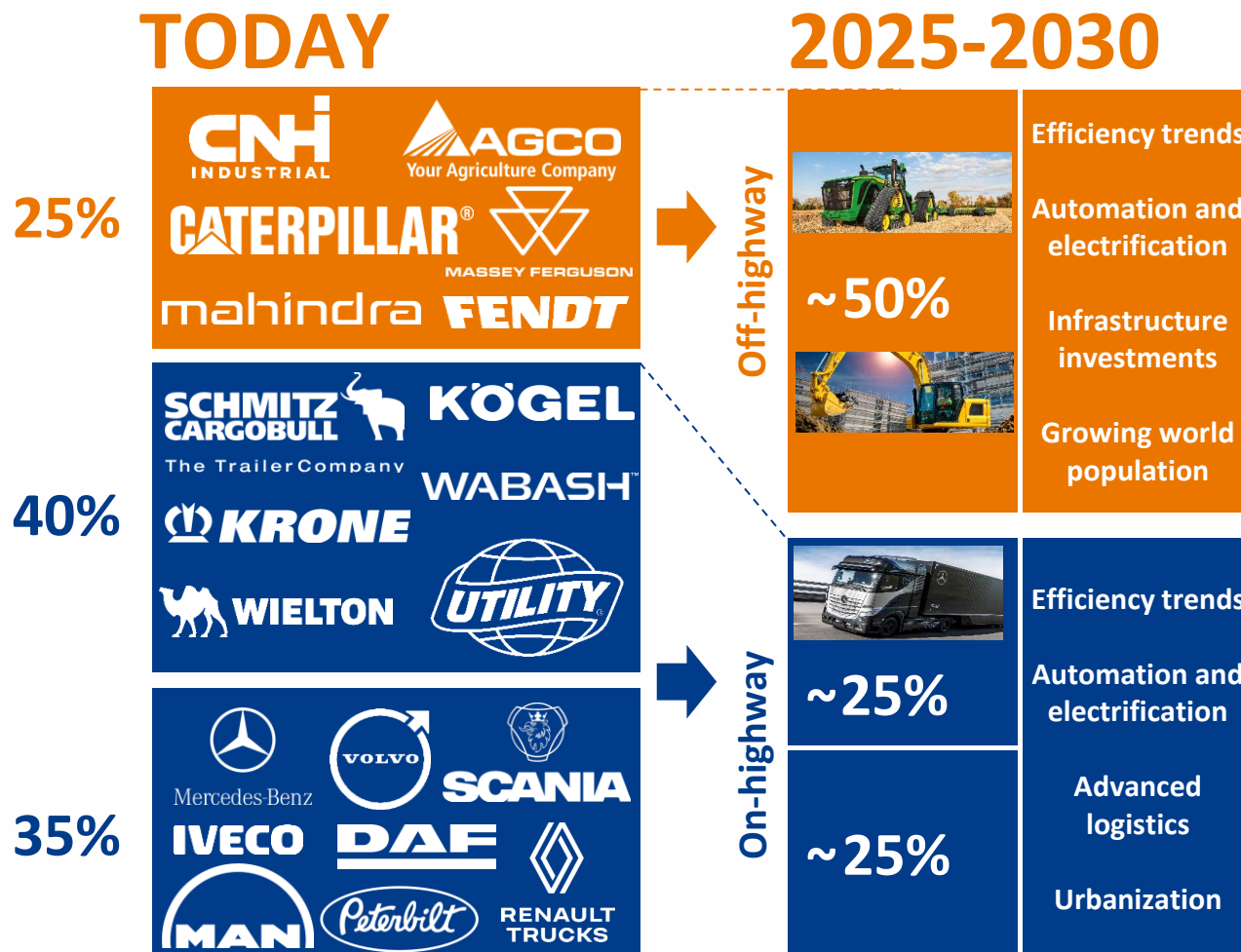
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**ORGANIC
GROWTH**

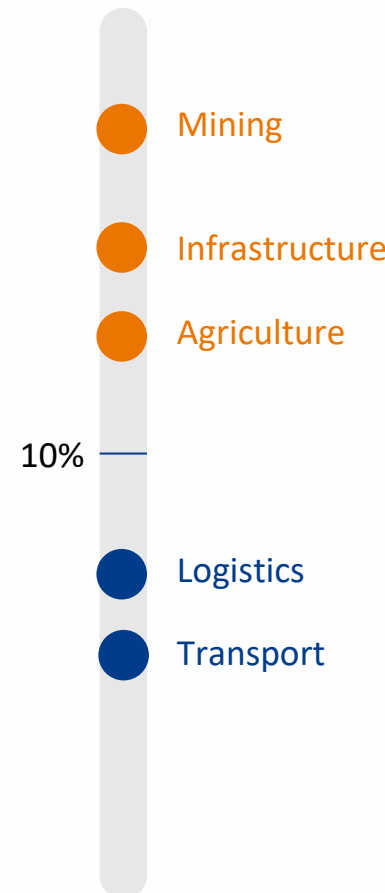
OPPORTUNITIES TO ACHIEVE PROFITABLE GROWTH



Balanced sizeable opportunities for all market applications, with growing significance of trends in off-highway



OEM earnings power by end markets (Ø EBIT margin)



Balancing end markets

Off-highway

On-highway



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ACQUISITIONS

ADDITIONAL GROWTH THROUGH M&A

Clear strategic focus to identify M&A targets

Commercial vehicles (no passenger car!)



Relative (regional) market strength



High share of branded equipment and aftermarket



Push & Pull: various purchasing decision makers



Technology leadership



Low share of overall cost (vs vehicle)



Fit of manufacturing, logistics and purchasing



FINANCIAL SCREENING CRITERIA

Key guardrails for large transactions

- Mid-term value accretive post-synergies +
- Adj. EBIT margin mid-term within strategic margin corridor +
- High returns: ROCE mid-term higher than 18% +
- Attractive cash flow potential +
- Best owner principle

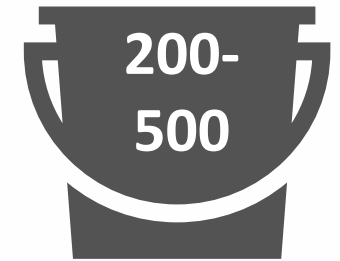
Purchase price in m€



- Technology incubation
- Steps into adjacent revenue pools
- Risk-adjusted additions



- Strengthening regional positioning
- Broadening product portfolio



- Sizable, scalable new product addition with strong cross-selling potential

Dedicated M&A and PMI team with 6 FTE continuously screening the market for opportunities:
9 targets identified in the last 12 months with total sales revenues of € 1.3 billion

BOOSTING GROWTH



Seizing the potential!

Organic growth

- Regional expansion
- Market share gains
- New technologies and new products to boost value add
- Leverage cross-selling opportunities across regions and customers
- Becoming one-stop shop for dealers
- Portfolio optimization focusing on profitable growth areas

Growth through M&A

- High share of branded equipment and aftermarket
- Push & Pull: various purchasing decision makers
- Technology leadership
- Mid-term value accretive post-synergies
- High returns: ROCE mid-term > 18%
- Attractive cashflow potential
- Best owner principle
- Commercial vehicle industry (no passenger car!)



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