

JOST



JOST ROCKINGER *TRIDEC*

ROCKINGER *Quicke*

CAPITAL MARKETS DAY 2024

Leveraging global operations

Dirk Hanenberg – COO JOST Werke SE – September 10, 2024



BUILDING ON STRONG FOUNDATION PREPARING FOR THE FUTURE



Global footprint
with “Local for Local” regional core



Flexible and asset light production
geared to adapt quickly to ups and downs in the cycle



Skilled staff
committed to continuous improvement



Ability to rethink
processes based on a green field approach



Automation and efficiency
boosting profitability

GLOBAL FOOTPRINT WITH “LOCAL FOR LOCAL” REGIONAL CORE



24

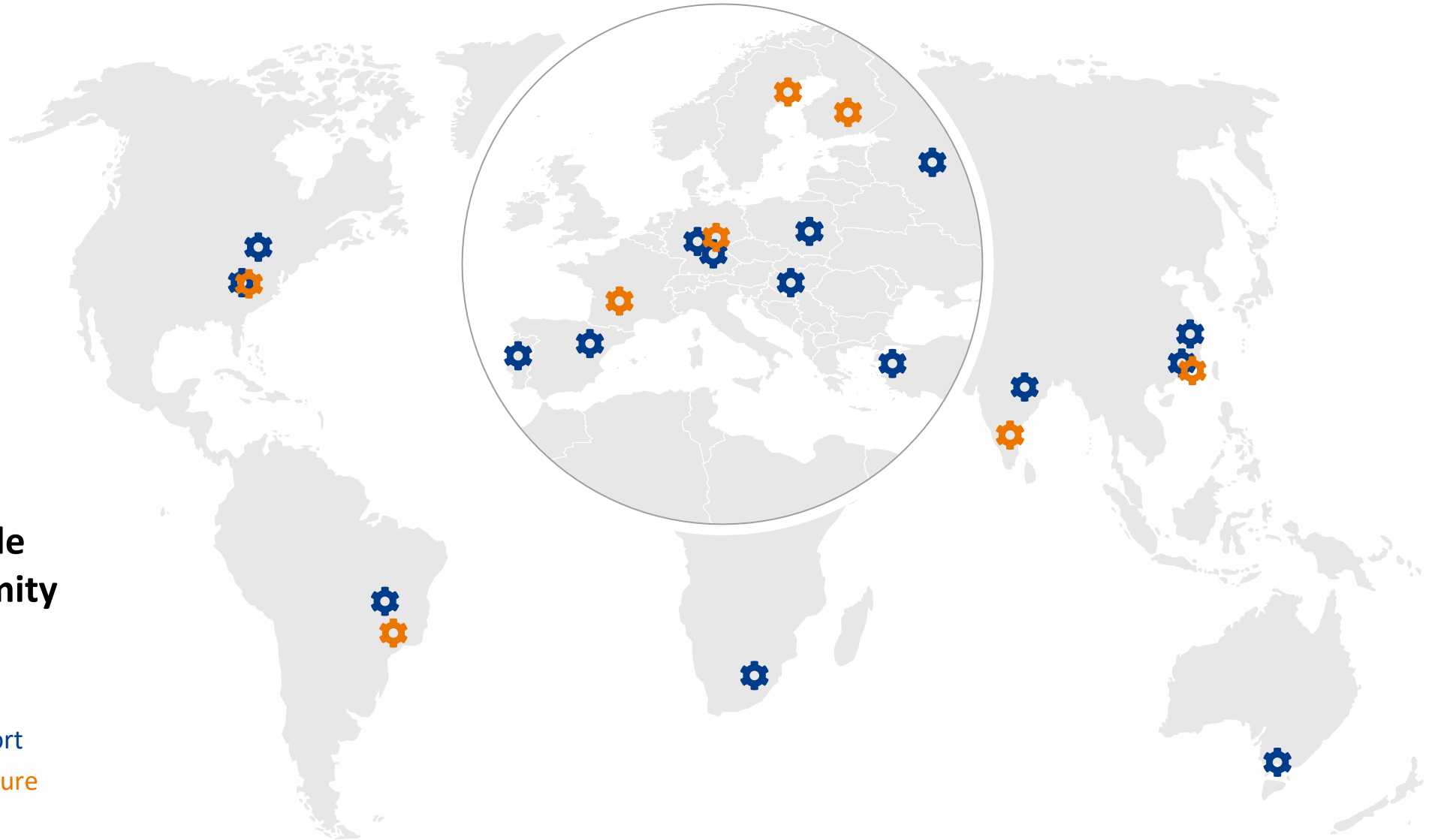
Production plants

4,500

Employees

Leveraging geographical diversification while maintaining proximity to customers

-  Production Site Transport
-  Production Site Agriculture



Serving JOST globally

Strategic multi-sourcing and global competence

Regional strength to better adapt to changing local needs and circumstances



Customers trust JOST's strong track record of reliable delivery of high-quality products

In times of constant supply chains disruptions JOST always managed to fulfill its delivery promises

Optimize and leverage global supplier and production network



China

1.4 Billion people, huge market → Local-for-local to stay competitive
Keep a low dependency on China through regional multi-sourcing



India

1.4 Billion people, second big player → local market
Opportunity to access and service other markets as well, like U.S.

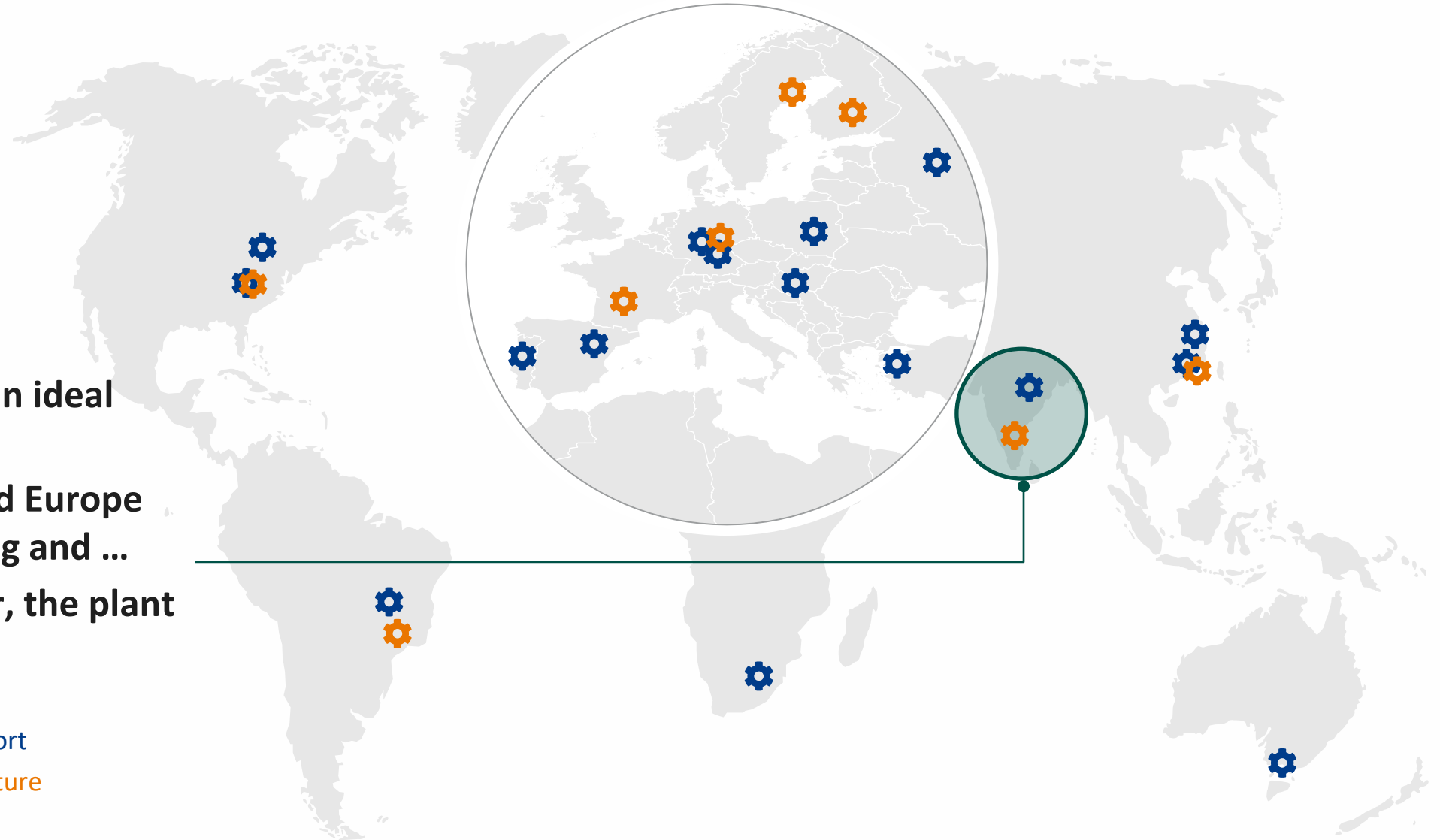
Strengthen JOST's position as global tier 1 supplier

Chennai

was identified as an ideal location...

- India, China and Europe started planning and ...
- 18 months later, the plant was finished.

-  Production Site Transport
-  Production Site Agriculture



CHENNAI, INDIA – EXPANDING OUR FOOTPRINT TO BOOST GROWTH



Automation and efficiency

Skilled staff

Flexible and asset light production

Global footprint



Chennai Project



Adjusting our footprint in China

Ålö & LH Lift both located in Ningbo and producing agricultural parts, 25 km apart.

FLEXIBILITY – ADJUSTING RAPIDLY TO CHANGING MARKET CONDITIONS



Automation and efficiency

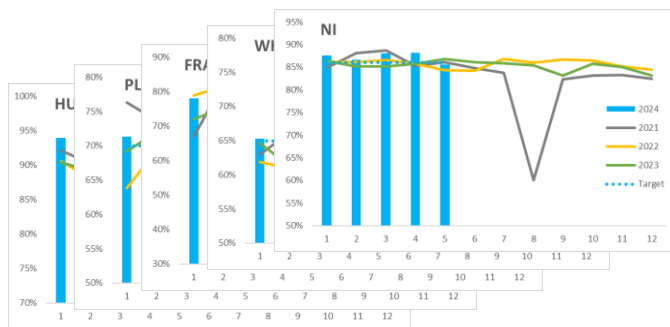
Skilled staff

Flexible and asset light production



Boost Productivity

Monitoring productivity in every plant



**Thriving to continually improve
→ Operational Excellence**

Testing ideas locally



Exchanging ideas internationally

Automation

Increasing flexibility & Efficiency

WE (DE): Automated transport & packaging station



SWE – Paint Booth



Vision Recognition



SWE - Welding Automatization



NI - Cleaners



NI - AGVs

INCREASING AUTOMATION AND INVESTING TO BOOST EFFICIENCY



Automation and efficiency

Flexible and asset light production

Global footprint



WOLFRAMS-ESCHENBACH (DE) - INCREASING EFFICIENCY AND OPTIMIZING OUR LARGEST WELDING SYSTEM



Ability to rethink

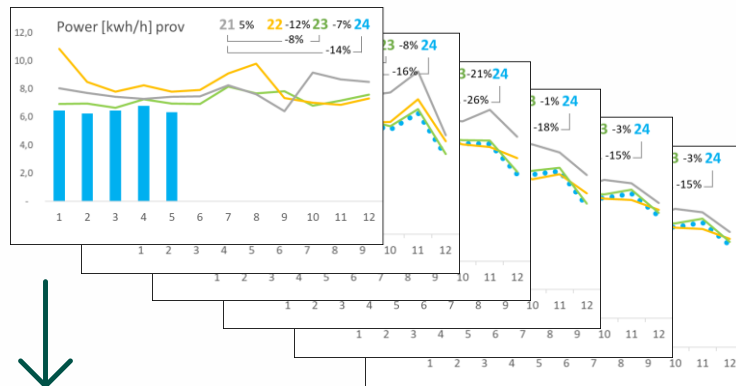
Automation and efficiency



RETHINK PROCESSES

Continuous improvement

Continually improving our gas and electricity consumption



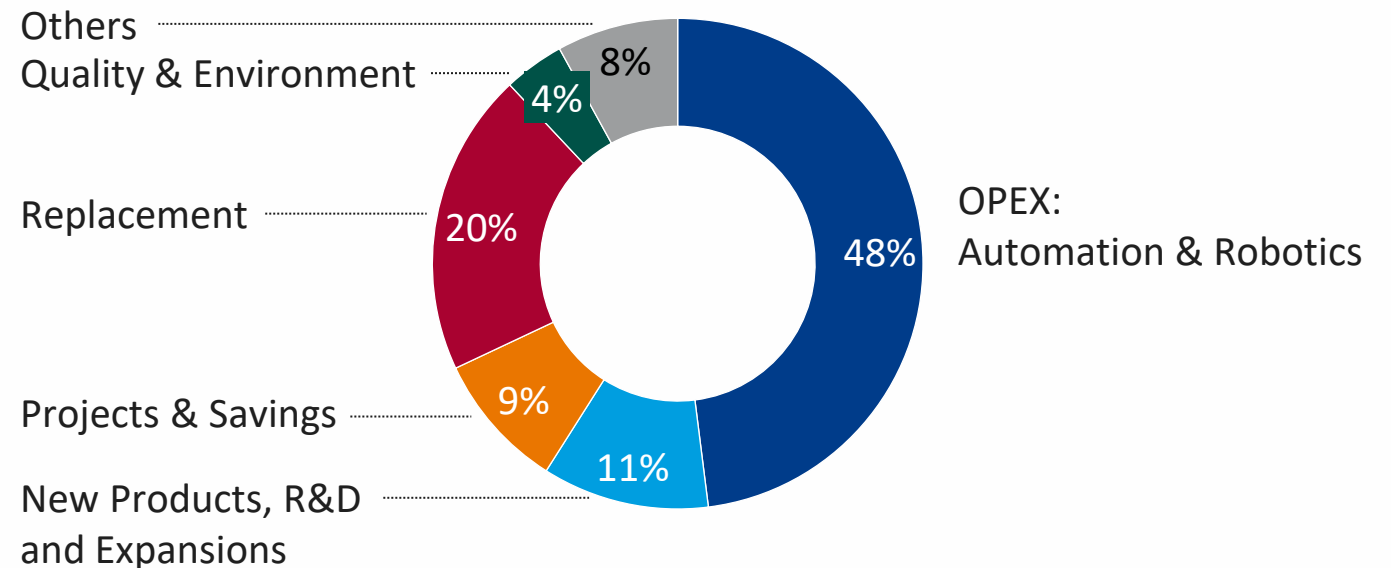
Committed to achieve 53% reduction of carbon emissions by 2030

Rethink processes

based on a green field approach

Optimization of existing processes and share of best practices and experiences

CAPEX Allocation to support organic growth in the last 3 years



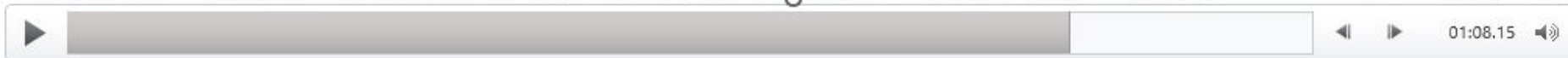
HUNGARY – WORKING WITH OUR EMPLOYEES TO MANAGE FLEXIBILITY



Flexible and asset light production



Ability to rethink



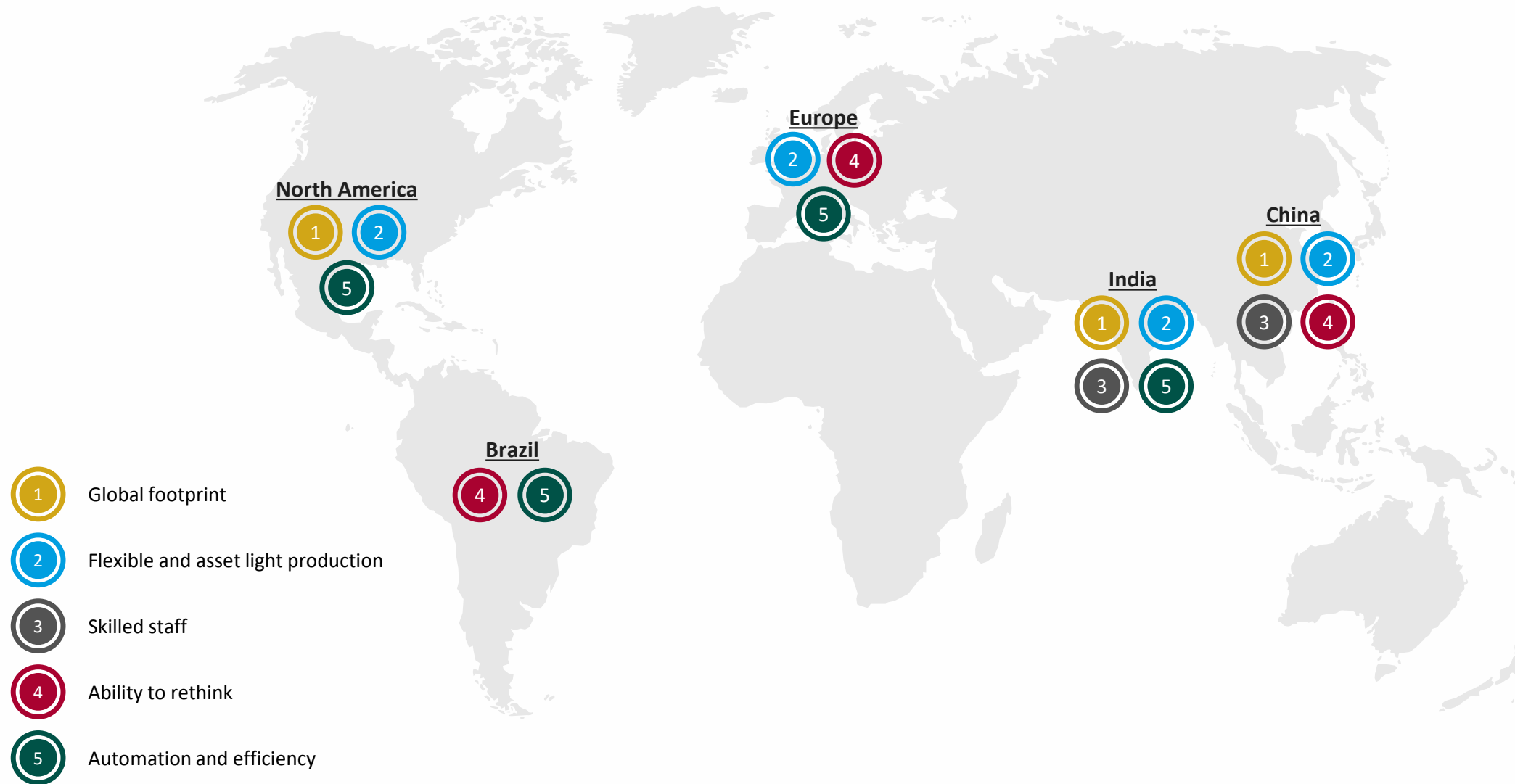
BRAZIL – RESHAPING



- Automation and efficiency
- Ability to rethink

PROJECTS YOU HAVE SEEN TODAY

ACHIEVING OPERATIONAL EXCELLENCE



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