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JOST at a Glance: A Leading Global Supplier of Safety Critical Solutions for Commercial Vehicles

Regional mix in % of sales (incl. JV)
- South America (incl. JV): 7%
- North America: 19%
- APA: 24%
- Europe: 50%

Application mix in % of sales
- Truck: 54%
- Trailer: 46%

Customer type mix in % of sales
- OEMs: 75%
- Aftermarket: 25%

Strong growth fundamentals
- 9% p.a. CAGR
- 755m€

Strong brands with high customer loyalty

#1 producer and supplier of fifth wheels and landing legs worldwide
- Approx. 60% global market share in products representing 61% of total sales
- Road transportation growing worldwide
- Environmental and safety regulations forcing renewal of truck and trailer fleets in developing countries
- Trend towards autonomous driving

Approx. 60% global market share in products representing 61% of total sales

Road transportation growing worldwide

Environmental and safety regulations forcing renewal of truck and trailer fleets in developing countries

Trend towards autonomous driving
Strong Products Driving Brand Desirability and Pulling Demand

Vehicle Interface
74% of sales in 2018

Maneuvering Systems
16% of sales in 2018

Handling Solutions
10% of sales in 2018

- High demand from fleet operators (pull)
- High delivery performance
- High quality
- Logistic integration
- Power to innovate and generate value-add
- Competitive prices
- Geographical proximity

Fleet operators
- Strong brand and reputation
- Strong customer relationship
- High quality
- Low costs of ownership
- Easy to repair
- International spare part availability
- Power to innovate and increase fleet efficiency
Main Products Overview
Investment Highlights
Global Leadership in Branded Products for Vehicle Interface

JOST has approx. 60% global market shares in articulated truck-trailer connection market

#1 player in core products fifth wheels and landing gear accounting for 61% of total sales

Fifth wheel market

TOP 3 supplier cover
~85%
of global market

JOST global market share
~57%

Landing gear market

TOP 3 supplier cover
~82%
of global market

JOST global market share
~56%

2 Includes Brazil JV
Source: Roland Berger 2017, JOST
Growth Engine: Upselling through Innovation

**Increasing value-add for customers and generation growth through clear innovation road-map**

### Future growth
- **Automonomous docking systems**
  - Pre-requisite for autonomous driving
  - Efficiency boost for fleet operators
  - Advanced smart system solutions

### Near- and mid-term growth
- **System integration**
- **Industry trends as growth motor**
  - New product development
  - Market expansion into smart system solutions
  - System integration

### Upselling through innovation
- **Upselling through innovation**
  - Modular concept
  - Engineering expertise creating value-add
  - Product enhancement and optimization

### Branded volume market as cash generative baseline
- **Branded entry level systems**
  - Proven quality
  - Operational efficiency
  - Low costs of ownership
Growth Engine: Regional Growth and Product Expansion

Increasing value-add for customers through innovation

REGIONAL GROWTH
- Further market share gains with OEMs in North America
- Growth opportunities in emerging markets driven by structural and legislative changes
- Localizing of existing products in new regions

PRODUCT GROWTH
- Expansion of aftermarket sales in the axle business
- Expansion of production capacity for hydraulics
- Expansion of market penetration for Handling Solutions and Maneuvering Systems products

ACCRETIVE M&A
- Widening product portfolio within commercial vehicles
- Strengthening regional presence in adjacent products
- Increasing R&D synergies for future product development
Growth Engine: Strong Market Fundamentals Driving Future Growth

Growing GDP with rising private and industrial spending
Growing share of road transportation and increasing freight volumes
Environmental regulatory pressure accelerating renewal of truck and trailer fleets
Stronger road safety policies driving need for additional safety features
Disruptive trends like autonomous trucks and electrification driving innovation

Source: LMC 2019 (global truck production for medium and heavy duty trucks)
Source: Clear Consulting 2019 (global commercial vehicle trailer production)
High Aftermarket Content and High Customer Fragmentation
Support Business Resilience

<table>
<thead>
<tr>
<th>High customer fragmentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top customer</td>
</tr>
<tr>
<td>51%</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

Top 25 customers represent 49% of sales

<table>
<thead>
<tr>
<th>Fifth wheels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aftermarket value 50% of OEM first fit sales</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Landing gear</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aftermarket value 200-300% of OEM first fit sales</td>
</tr>
</tbody>
</table>

Safety critical products with high quality and safety requirements

Large numbers of product variants with high degree of customization

High customer loyalty with customer relationships averaging 34 years

Products are independent from truck and trailer builder or model

Worldwide product and spare part availability through wholesaler distribution channels

Sales breakdown by customer type

- Aftermarket and trading: 25%
- OEMs: 75%
## Flexible and Asset Light Business Model Allows a Quick Adaptation to Changing Market Environment

### Key parts of the value chain

<table>
<thead>
<tr>
<th>Stage</th>
<th>Number of product variants¹</th>
<th>Design/ engineering</th>
<th>Forging and casting</th>
<th>Purchased materials/pre-products</th>
<th>Mech. processing/machining</th>
<th>Coating</th>
<th>Assembly</th>
<th>Painting</th>
<th>Quality control</th>
<th>Logistics integration</th>
<th>Vehicle assembly</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>20</td>
<td>100</td>
<td>100</td>
<td>1,500</td>
<td>On demand</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. **High capex**
2. **Outsourced/Not focus**
3. **Focus area**

#### Robotics applied

### Assembly process

- ![Assembly process](image1)

### High number of variants

- ![High number of variants](image2)

¹ On the example of fifth wheel
Efficient and Flexible Supply and Production Platforms with Wide Geographical Footprint

Low-cost countries include Russia, Poland, Hungary, Portugal, South Africa, China, India, Thailand and Turkey

High-cost countries include Germany, France, Spain, Italy, UK, The Netherlands, Australia, USA, Singapore and Japan

Low-cost regions include Eastern Europe, Asia and Brazil

High-cost regions include Western Europe and North America
**JOST Investment Case Summary**

<table>
<thead>
<tr>
<th>BUSINESS MODEL</th>
<th>EARNINGS</th>
<th>CASH FLOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong brands with high customer loyalty worldwide</td>
<td>Sustainable market growth thanks to global footprint and strong fundamentals</td>
<td>Strong balance sheet and high cash generation</td>
</tr>
<tr>
<td>Wide diversification by product, customer and region</td>
<td>Flexible and asset-light business model</td>
<td>Conservative financial profile with ample scope for growth</td>
</tr>
<tr>
<td>Market outperformance through service, product innovation and international expansion</td>
<td>Attractive margin profile</td>
<td>High aftermarket content with strong network effects</td>
</tr>
</tbody>
</table>
Key Financials – Solid Economic Performance
## Business Highlights – 9M 2019

| Sales | Markets slowed down in Q3; **group** sales in 9M up **+1.9%** to **€579m**
|       | JOST’s sales in **Europe** were down by **-2.3%** to **€343m** in 9M, despite strong decline of trailer markets
|       | **North America** continued with strong momentum **+20.9%** to **€129m** in 9M
|       | Sales in **APA** down **-3.1%** to **€107m** affected by very weak Indian market. JOST could increase prior year’s sales in the other countries of the region despite overall declining markets
| Earnings | Adjusted **EBIT** **+0.4%** to **€66m** in 9M
|         | Adjusted **EBIT margin** in 9M nearly stable at **11.3%**
| Finance | Operating **cash flow** doubled to **€56m** due to significant improvements in working capital
|         | Net **Working Capital** as % of LTM sales down by **2.5pp** to **19.5%**
| Outlook | JOST expects sales and earnings in 2019 to decline in a low-single-digit percentage range compared to 2018 |
Sales Growth Supported by Strong Earnings

Sales split by geography (€m)

<table>
<thead>
<tr>
<th>FY2014A</th>
<th>FY2015A</th>
<th>FY2016A</th>
<th>FY2017A</th>
<th>FY2018A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>North America</td>
<td>Asia-Pacific-Africa</td>
<td>Brazil JV²</td>
<td></td>
</tr>
<tr>
<td>516</td>
<td>650</td>
<td>634</td>
<td>701</td>
<td>755</td>
</tr>
<tr>
<td>86</td>
<td>99</td>
<td>103</td>
<td>142</td>
<td>146</td>
</tr>
<tr>
<td>336</td>
<td>421</td>
<td>421</td>
<td>441</td>
<td>464</td>
</tr>
<tr>
<td>Growth (%)</td>
<td>CAGR: 10.0% / 6.6%¹</td>
<td>7.7%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9M 2019 commentary

- Continued high activity level in North America partially offset weakness of markets in Europe and India during Q3
- In 9M 2019 group sales went up by +1.9%

Adjusted EBIT split by geography¹ (€m)

<table>
<thead>
<tr>
<th>FY2014A</th>
<th>FY2015A</th>
<th>FY2016A</th>
<th>FY2017A</th>
<th>FY2018A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>North America</td>
<td>Asia-Pacific-Africa</td>
<td>Brazil JV²</td>
<td></td>
</tr>
<tr>
<td>59</td>
<td>62</td>
<td>62</td>
<td>76</td>
<td>81</td>
</tr>
<tr>
<td>13</td>
<td>15</td>
<td>16</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>2</td>
<td>8</td>
<td>10</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>41</td>
<td>38</td>
<td>35</td>
<td>42</td>
<td>44</td>
</tr>
<tr>
<td>Adj. EBIT margin (%)</td>
<td>11.4%</td>
<td>9.6%</td>
<td>9.8%</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

9M 2019 commentary

- Adj. EBIT developed mostly in line with sales growing by 0.4% to €66m with margin reaching 11.3%
- Good operating performance in North America partially offset cost pressure from increasing wages in other regions

¹ CAGR adjusted for acquisitions
² Pro-rata net income from Brazil JV not allocated to segments and therefore shown separately
Strong Cash Generation Profile Supported by Low Capex Spend

Key financials overview

<table>
<thead>
<tr>
<th>Cash conversion¹</th>
<th>72.6%</th>
<th>60.9%</th>
<th>76.4%</th>
<th>79.6%</th>
<th>80.1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow¹ (€m)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2014A</td>
<td>51</td>
<td>47</td>
<td>60</td>
<td>75</td>
<td>80</td>
</tr>
<tr>
<td>FY2015A</td>
<td>65</td>
<td>72</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Capex (% of sales)

<table>
<thead>
<tr>
<th>Capex² (€m)</th>
<th>3.7%</th>
<th>4.7%</th>
<th>2.9%</th>
<th>2.7%</th>
<th>2.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2014A</td>
<td>19</td>
<td>18</td>
<td>18</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td>FY2015A</td>
<td>14.2</td>
<td>11.1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Net working capital (€m)

<table>
<thead>
<tr>
<th>NWC (% of sales)</th>
<th>20.3%</th>
<th>16.8%</th>
<th>19.4%</th>
<th>18.6%</th>
<th>18.5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2014A</td>
<td>105</td>
<td>109</td>
<td>122</td>
<td>130</td>
<td>140</td>
</tr>
<tr>
<td>FY2015A</td>
<td>162</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9M 2019 commentary

- High capital efficient business model with strong cash conversion
- Capex in 9M 2019 lower than in prior year due to different phasing of investments
- Higher portion of investment should take place in Q4, with FY capex expected to be ~2.5% of sales
- NWC as % of sales improved to 19.5% mostly due to lower trade receivables and higher trade payables
- By year end NWC is expected to improve further and fall below prior year’s level (2018: 18.5%)

¹ Cash flow defined as adjusted EBITDA – capex; cash conversion defined as (adjusted EBITDA – capex)/adjusted EBITDA
² Capex calculated as payments to acquire property, plant and equipment as well as intangible assets
Equity Ratio and Net Debt Stable on an Excellent Level

### Balance sheet overview

<table>
<thead>
<tr>
<th></th>
<th>Dec 31, 2018</th>
<th>Sept 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ROCE</strong> (%)</td>
<td>20.3%</td>
<td>19.2%</td>
</tr>
<tr>
<td><strong>Equity ratio (%)</strong></td>
<td>40.6%</td>
<td>40.9%</td>
</tr>
<tr>
<td><strong>Leverage</strong>³</td>
<td>0.85x</td>
<td>0.57x</td>
</tr>
<tr>
<td><strong>Net debt (€m)</strong></td>
<td>151.3</td>
<td>151.2</td>
</tr>
<tr>
<td></td>
<td>-66.1</td>
<td>-91.6</td>
</tr>
</tbody>
</table>

### 2019 commentary

- ROCE only slightly down to 19.2% despite increase of other financial liabilities following the first-time adoption of IFRS 16.
- Equity ratio increased compared to year end, despite negative impact from the first-time adoption of IFRS 16, which resulted in an increase of short- and long-term financial liabilities, and dividend payments of €16.4m.
- Leverage improved to 0.57x.
- Liquid assets grew by €25.5m reaching €91.6m.
- Net debt was further reduced to €59.6m because of the strong increase of liquid assets.

---

1. ROCE=LTM adj. EBIT / 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 EBITDA 9M 2019 = €104m ; EBITDA FY 2018 = €100m ]
Truck and Trailer Market Outlook for 2019

Note: Market estimates for heavy truck based on LMC, Clear Consulting and FTR (as of October 2019)
## Outlook for FY 2019

<table>
<thead>
<tr>
<th></th>
<th>FY 2018</th>
<th>Outlook 2019 (old)</th>
<th>Outlook 2019 (new)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>755</td>
<td>Low-single-digit % growth</td>
<td>Low-single-digit % decline</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>100</td>
<td>Low-single-digit % growth</td>
<td>Low-single-digit % decline</td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td>81</td>
<td>Low-single-digit % growth</td>
<td>Low-single-digit % decline</td>
</tr>
<tr>
<td>Adjusted EBIT margin</td>
<td>10.7%</td>
<td>Stable</td>
<td>~ Stable</td>
</tr>
<tr>
<td>Capex$^2$ (in % of sales)</td>
<td>20 (2.6%)</td>
<td>~2.5% of sales</td>
<td>~2.5% of sales</td>
</tr>
<tr>
<td>Net working capital (in % of sales)</td>
<td>140 (18.5%)</td>
<td>&lt;20%</td>
<td>&lt;18.5%</td>
</tr>
<tr>
<td>Leverage$^3$</td>
<td>0.85x</td>
<td>&lt;0.85x</td>
<td>~0.5x</td>
</tr>
</tbody>
</table>

1 The previous outlook was based on the assumption of a stable macroeconomic and political environment in 2019
2 Capex calculated as payments to acquire property, plant and equipment as well as intangible assets, excluding potential acquisitions
3 Excluding potential acquisitions
Appendix
Development of JOST’s Sales and Adjusted EBIT by Quarter

Typical seasonality for Q3 and Q4 influenced by reduced numbers of working days. In Q4 2019, however, market slowdown will presumably go beyond the typical seasonal weakness of a fourth quarter.
Adjusted net income and adjusted EPS increased in 9M 2019

Reconciliation of adjusted earnings

- Net income 9M 2019: €34m
- EBIT 9M 2019: €46m
- PPA: €19m
- Other effects: €1m
- Adj. EBIT 9M 2019: €66m
- Finance result: €(5)m
- Proforma tax rate 30%
- Adj. net income 9M 2019: €43m
- Adj. net income 9M 2018: €42m

Key highlights

- Adjustments to EBIT mainly from amortization of PPA (non-operating)

- Although EBT grew by 12.9% to €41.2m (9M 2018: €36.5m), reported net earnings declined to €34.4m (9M 2018: €43.3m) due to a positive one-off tax effect in the previous year amounting to €14.8m. Accordingly EPS in 9M 2019 amounted to €2.31 (9M 2018: €2.91).

- Adjusted net income grew by 3.1% to €42.7m (9M 2018: €41.5m). Adjusted EPS grew to €2.87 (9M 2018: €2.78).
Industry-leading Margins and Cash Generation Profile
JOST has continuously outperformed the truck market since 2003 showing high profitability and strong cash generation.

JOST's performance over time
Indexed to 2003

JOST revenue development
- Market development for trucks and trailers (JOST-weighted)

Strong margin resilience
Adjusted EBITDA margin (%)
- 2009: 13.5%
- 2010: 11.9%
- 2011: 12.3%
- 2012: 13.5%
- 2013: 13.2%
- 2014:
- 2015:
- 2016:
- 2017:
- 2018:

High cash flow generation
Cash conv. 72.6% 60.9% 76.4% 79.6% 80.1%
Cash flow 51 47 60 75 80

JOST has continuously outperformed the truck market since 2003

1 Weighted by approximate weight of truck and trailer revenues of JOST
2 Cash flow defined as Adjusted EBITDA-Capex and cash conversion defined as (Adjusted EBITDA-Capex) / Adjusted EBITDA
Shareholder Structure and Share Information

Shareholder structure as of November 15, 2019

- Allianz Global Investors: 15.1%
- Atlantic Value: 7.1%
- Morgan Stanley: 5.1%
- Paradice Investment Management: 5.1%
- Virtus Investment Partners: 5.1%
- FMR LLC: 5.1%
- Management Board: 5.0%
- Other: 0.3%

100% free float

Earnings per share

<table>
<thead>
<tr>
<th>(€)</th>
<th>9M 2018</th>
<th>9M 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPS</td>
<td>2.91</td>
<td>2.31</td>
</tr>
<tr>
<td>Adj. EPS</td>
<td>2.78</td>
<td>2.87</td>
</tr>
</tbody>
</table>

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
- Dividend per share FY 2018: € 1.10

1 According to German stock exchange definition 100% of shares qualify as free float
# Further Information

## Financial Calendar 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov. 21</td>
<td>Publication of 9M 2019 Report</td>
</tr>
<tr>
<td>Nov. 22</td>
<td>Road show London, UK</td>
</tr>
</tbody>
</table>

## Financial Calendar 2020

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 10</td>
<td>ODDO BHF Forum 2020, Lyon/France</td>
</tr>
<tr>
<td>Jan. 21</td>
<td>UniCredit &amp; Kepler Cheuvreux, 19. German Corporate Conference, Frankfurt/Germany</td>
</tr>
<tr>
<td>Feb. 18</td>
<td>Preliminary Results FY 2019</td>
</tr>
<tr>
<td>Mar. 25</td>
<td>Publication of Annual Group Report FY 2019</td>
</tr>
<tr>
<td>May 7</td>
<td>Annual General Meeting 2020</td>
</tr>
<tr>
<td>May 14</td>
<td>Publication of Q1 2020 Report</td>
</tr>
<tr>
<td>Aug. 13</td>
<td>Publication of H1 2020 Report</td>
</tr>
<tr>
<td>Nov. 12</td>
<td>Publication of 9M 2020 Report</td>
</tr>
</tbody>
</table>

### IR Contact

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Fax: +49-6102-295 661