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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): 19%
- North America: 7%
- APA: 7%
- Europe: 50%

Application mix
in % of sales

- Truck: 46%
- Trailer: 54%

Strong growth fundamentals

- 9% p.a. CAGR
- 755m€

Strong brands with high customer loyalty

- 2003 to 2018: 9% p.a. CAGR

Application mix
in % of sales

- #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

Customer type mix
in % of sales

- Aftermarket: 25%
- OEMs: 75%
Strong Products Driving Brand Desirability and Pulling Demand

<table>
<thead>
<tr>
<th>Product Line</th>
<th>2018 Sales Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Interface</td>
<td>74%</td>
</tr>
<tr>
<td>Maneuvering Systems</td>
<td>16%</td>
</tr>
<tr>
<td>Handling Solutions</td>
<td>10%</td>
</tr>
</tbody>
</table>

- **Vehicle Interface**: 74% of sales in 2018
- **Maneuvering Systems**: 16% of sales in 2018
- **Handling Solutions**: 10% of sales in 2018

### JOST System Solutions for Trucks and Trailers

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

**Trailer OEMs**

**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

- Turntable
- Drawbar
- Towing Hitch
- Container Technology, Supporting Leg
- Cross Member
- Tag Axle
- Axles
- Tipping Cylinder
- Landing Gear
- Wet Kits
- Forced Steering
- Drawbar
- Fifth Wheel
- Tag Axle
- Varioblock
- Rockinger Agriculture Coupling
- King Pin
- Turntable
- Overview
- Drawbar
Investment Highlights
Global Leadership in Branded Products for Vehicle Interface

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

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%

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

2 Includes Brazil JV
Source: Roland Berger 2017, JOST
Increasing value-add for customers and generation growth through clear innovation road-map

Growth Engine: Upselling through Innovation

- **Future growth**
  - Autonomous 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**
  - Modular concept
  - Engineering expertise creating value-add
  - Product enhancement and optimization

- **Branded entry level systems**
  - Proven quality
  - Operational efficiency
  - Low costs of ownership
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

### Truck production by region (million units)

- **Europe**
  - 2015: 2.5
  - 2019: 3.1
  - 2025: 3.6
  - CAGR 2015-2019: 7%
  - CAGR 2019-2025: 3%
- **Americas**
  - 2015: 1.4
  - 2019: 1.8
  - 2025: 2.1
  - CAGR 2015-2019: 3%
  - CAGR 2019-2025: 1%
- **Asia-Pacific-Africa**
  - 2015: 0.5
  - 2019: 0.7
  - 2025: 0.8
  - CAGR 2015-2019: 3%
  - CAGR 2019-2025: 4%

### Trailer production by region (million units)

- **Europe**
  - 2015: 0.4
  - 2019: 0.5
  - 2025: 0.6
  - CAGR 2015-2019: 3%
  - CAGR 2019-2025: -1%
  - Note: 2%
- **Americas**
  - 2015: 0.4
  - 2019: 0.4
  - 2025: 0.4
  - CAGR 2015-2019: 6%
  - CAGR 2019-2025: 0%
  - Note: 1%
- **Asia-Pacific-Africa**
  - 2015: 0.3
  - 2019: 0.3
  - 2025: 0.3
  - CAGR 2015-2019: 1%
  - CAGR 2019-2025: 2%

### Key Drivers

- 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)
- Clear Consulting 2019 (global commercial vehicle trailer production)
## Regulatory Changes Transforming Industry in Emerging Markets

### Truck overload restrictions

**Restrictions on truck and trailer dimensions**

- Length of maximum 22.0 meters of truck and trailer combination
- Overloading prohibited

### Changes of fleets operators’ needs

**Higher number of swivel points necessary in new trucks**

- Trend towards articulated trucks, away from long rigid trucks, increasing addressable market for JOST
- Business opportunities for new products like towing hitches

**Fleet operators need to find ways to increase efficiency without overloading**

- Replacement demand for existing fleet
- Higher focus on quality and safety of couplings
- Ratio of trailer per truck will increase
High Aftermarket Content and High Customer Fragmentation
Support Business Resilience

<table>
<thead>
<tr>
<th>High customer fragmentation</th>
<th>Fifth wheels</th>
<th>Landing gear</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top customer</td>
<td>After market value 50% of OEM first fit sales</td>
<td>After market value 200-300% of OEM first fit sales</td>
</tr>
<tr>
<td>&lt;10% of sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top 25 customers represent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49% of sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>51% Other</td>
<td></td>
<td></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

<table>
<thead>
<tr>
<th>Aftermarket and trading</th>
<th>25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>OEMs</td>
<td>75%</td>
</tr>
</tbody>
</table>

Aftermarket value 50% of OEM first fit sales

Aftermarket value 200-300% of OEM first fit sales
### 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>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>Number of product variants</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>

**Rationale:**

- **High capex:**
  - Focus area
  - Outsource/Not focus

**Notes:**

1. On the example of fifth wheel

**Assembly process**

**High number of variants**
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.

Efficient and Flexible Supply and Production Platforms with Wide Geographical Footprint

2,900 employees

19 production sites

21 countries

Purchasing by region

Low cost countries

High cost countries

41% 59%

46% 54%

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

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

3 Low-cost regions include Eastern Europe, Asia, and Brazil.

4 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>Market outperformance through service, product innovation and international expansion</td>
<td>Attractive margin profile</td>
</tr>
<tr>
<td>Flexible and asset-light business model</td>
<td>High aftermarket content with strong network effects</td>
<td>Conservative financial profile with ample scope for growth</td>
</tr>
</tbody>
</table>
Key Financials – Solid Economic Performance
## Business Highlights – Q1 2019

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>Successful start in the year: Group sales +4.9% to €199.5m</td>
</tr>
<tr>
<td></td>
<td>Growth in North America continues for eighth consecutive quarter +31.5% to €40.4m</td>
</tr>
<tr>
<td></td>
<td>Sales in Europe and APA stable on an elevated level despite weaker underlying markets</td>
</tr>
<tr>
<td><strong>Earnings</strong></td>
<td>Adjusted EBIT +0.8% to €23.9m</td>
</tr>
<tr>
<td></td>
<td>Adjusted EBIT margin at 12.0% despite rising personnel costs in Europe and heavily growing share of OEM business in North America</td>
</tr>
<tr>
<td><strong>Investments</strong></td>
<td>Investments +19.5% to €3.3m</td>
</tr>
<tr>
<td></td>
<td>Investments in welding robots as well as automation of assembly processes to increase throughput, capacity and efficiency, especially in the U.S.</td>
</tr>
<tr>
<td></td>
<td>Localization of additional products in India to further increase production flexibility in APA</td>
</tr>
<tr>
<td><strong>Outlook confirmed</strong></td>
<td>JOST expects sales and earnings in 2019 to grow in a low-single-digit percentage range compared to the previous year</td>
</tr>
</tbody>
</table>
Sales Growth on Record Levels Supported by Strong Earnings

**Sales split by geography (€m)**

- CAGR: 10.0% / 6.6%¹
- Growth (%)
  - FY2014A: 516 (9.6%)
  - FY2015A: 650 (15.0%)
  - FY2016A: 634 (15.4%)
  - FY2017A: 701 (14.4%)
  - FY2018A: 755 (14.1%)
- Q1 19:
  - 199.5 (13.8%)

**Q1 2019 commentary**

- Sales continue on record level
- Growth in Q1 2019 driven by continued high activity level in North America and additional market share gains
- Europe and APA stable on a high level despite weakening underlying markets

**Adjusted EBIT split by geography¹ (€m)**

- Adj. EBIT margin (%)
  - FY2014A: 9.6%
  - FY2015A: 9.8%
  - FY2016A: 10.9%
  - FY2017A: 10.7%
  - FY2018A: 11.4%
- Q1 19:
  - 23.9 (13.8%)

**Q1 2019 commentary**

- Adj. EBIT grew by 0.8% to €23.9, despite higher personnel and material costs. Changes in product mix due to stronger growth with OEM clients in North America
- Investments in efficiency and automation ongoing to reduce impact of rising costs and support future profitable growth

---

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>Year</th>
<th>Cash flow (€m)</th>
<th>Capex (% of sales)</th>
<th>NWC (% of sales)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2014A</td>
<td>51</td>
<td>3.7%</td>
<td>20.3%</td>
</tr>
<tr>
<td>FY2015A</td>
<td>47</td>
<td>4.7%</td>
<td>16.8%</td>
</tr>
<tr>
<td>FY2016A</td>
<td>60</td>
<td>2.9%</td>
<td>19.4%</td>
</tr>
<tr>
<td>FY2017A</td>
<td>75</td>
<td>2.7%</td>
<td>18.6%</td>
</tr>
<tr>
<td>FY2018A</td>
<td>80</td>
<td>2.6%</td>
<td>18.5%</td>
</tr>
</tbody>
</table>

### Q1 2019 commentary

- Highly capital efficient business model with strong cash conversion
- Asset light business model with stable low maintenance capex rate
- In Q1 2019 capex grew by 19.5% to €3.3m reaching 1.7% of sales.
- Working capital growth mostly in line with higher activity levels
- NWC as % of sales grew slightly to 21.7%. By year end it is expected to fall below 20% as business seasonality leads to lower NWC in Q4.

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>Mar 31, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity ratio (%)</td>
<td>40.6%</td>
<td>40.4%</td>
</tr>
<tr>
<td>Net debt (€m)</td>
<td>85.2</td>
<td>86.8</td>
</tr>
<tr>
<td>Leverage (x)</td>
<td>0.85x</td>
<td>0.86x</td>
</tr>
</tbody>
</table>

### Q1 2019 commentary

- ROCE slightly down at 18.2%, due to the increase of other financial liabilities following the first-time adoption of IFRS 16
- Equity ratio stable above 40% despite first-time adoption of IFRS 16 leading to an increase of short- and long-term other financial liabilities.
- Leverage stable at 0.86x
- Net debt grew by 1.9% to €86.8m as liquid assets were slightly lower (€64.5m) mostly due to the increase in Working Capital

---

1. ROCE = LTM adj. EBIT / interest bearing capital employed (interest bearing capital: equity + financial liabilities (excl. refinancing costs) – cash + provisions for pensions)
2. Net debt = Interest-bearing capital (excl. refinancing costs) – liquid assets
3. Leverage = Net debt/LTM adj. EBITDA
Market Development Outlook 2019

**Europe**
- Truck: 0-2%
  - Flat to slight increase
- Trailer: (15)-(10)%
  - Slowing market following period of steady growth

**North America**
- Truck: 5-10%
  - Continued growth on top of a strong year 2018
- Trailer: 0%
  - Flat to slight decrease after strong growth

**APA**
- Truck: (10)-(5)%
  - Market slowdown expected to continue
- Trailer: (10)-(5)%
  - Market slowdown expected to continue

Note: Market estimates based on LMC, Clear Consulting and FTR
**Outlook for FY 2019 Confirmed**

<table>
<thead>
<tr>
<th></th>
<th>FY 2018</th>
<th>Outlook 2019¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>755</td>
<td>Low-single-digit % growth</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>100</td>
<td>Low-single-digit % growth</td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td>81</td>
<td>Low-single-digit % growth</td>
</tr>
<tr>
<td>Adjusted EBIT margin</td>
<td>10.7%</td>
<td>Stable</td>
</tr>
<tr>
<td>Capex² (in % of sales)</td>
<td>20 (2.6%)</td>
<td>~2.5% of sales</td>
</tr>
<tr>
<td>Net working capital</td>
<td>140 (18.5%)</td>
<td>&lt;20%</td>
</tr>
<tr>
<td>Leverage³</td>
<td>0.85x</td>
<td>&lt;0.85x</td>
</tr>
</tbody>
</table>

¹ The outlook is 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
Group’s sales and adjusted EBIT by quarter

Typical seasonality for Q3 and Q4 influenced by reduced numbers of working days due to summer holidays in Q3 and the holiday season in Q4
Net income and EPS improved significantly in Q1 2019

Reconciliation of adjusted earnings

Key highlights

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

- Finance result improved significantly amounting to € -0.8m due to reduction of interest costs achieved through the refinancing.

- Improvements in the finance result and a lower tax rate led to an increase of net income by 18.3% to €14.2m (Q1 2018: €12.0m) with EPS growing to €0.95 (Q1 2018: €0.81).

- Adjusted EPS grew in Q1 2019 by 8.0% to €1.08 (Q1 2018: €1.00)
Industry-leading margins and cash generation profile
JOST has continuously outperformed the truck market since 2003 showing high profitability and strong cash generation

1. Weighted by approximate weight of truck and trailer revenues
2. Cash flow defined as Adjusted EBITDA - Capex and cash conversion defined as (Adjusted EBITDA - Capex) / Adjusted EBITDA
Shareholder Structure and Growing EPS und DPS

Shareholder structure as of May 31, 2019

- Allianz Global Investors: 10.0%
- Atlantic Value: 7.1%
- Morgan Stanley: 5.7%
- Black Diamond: 5.1%
- Paradice Investment Management: 5.1%
- Virtus Investment Partners: 5.0%
- Management Board: 2.4%
- Other: 59.6%

100% free float

Earnings per share & dividend proposal

<table>
<thead>
<tr>
<th></th>
<th>Q1 2018</th>
<th>Q1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPS</td>
<td>0.81</td>
<td>0.95</td>
</tr>
<tr>
<td>Adj. EPS</td>
<td>1.00</td>
<td>1.08</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
### Financial Calendar 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 28</td>
<td>Publication of Q1 2019 Results</td>
</tr>
<tr>
<td>June 6</td>
<td>dbAccess Conference Berlin 2019, Berlin/Germany</td>
</tr>
<tr>
<td>June 27</td>
<td>Warburg Highlights 2019, Hamburg/Germany</td>
</tr>
<tr>
<td>August 22</td>
<td>Publication of Q2 2019 Results</td>
</tr>
<tr>
<td>Sept. 10</td>
<td>dbAccess Cars Conference 2019, Frankfurt/Germany</td>
</tr>
<tr>
<td>Sept. 23</td>
<td>Baader Investment Conference 2019, Munich/Germany</td>
</tr>
<tr>
<td>Sept. 24</td>
<td>Berenberg and Goldman Sachs 8th German Corporate Conference, Munich/Germany</td>
</tr>
<tr>
<td>Nov. 21</td>
<td>Publication of Q3 2019 Results</td>
</tr>
</tbody>
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