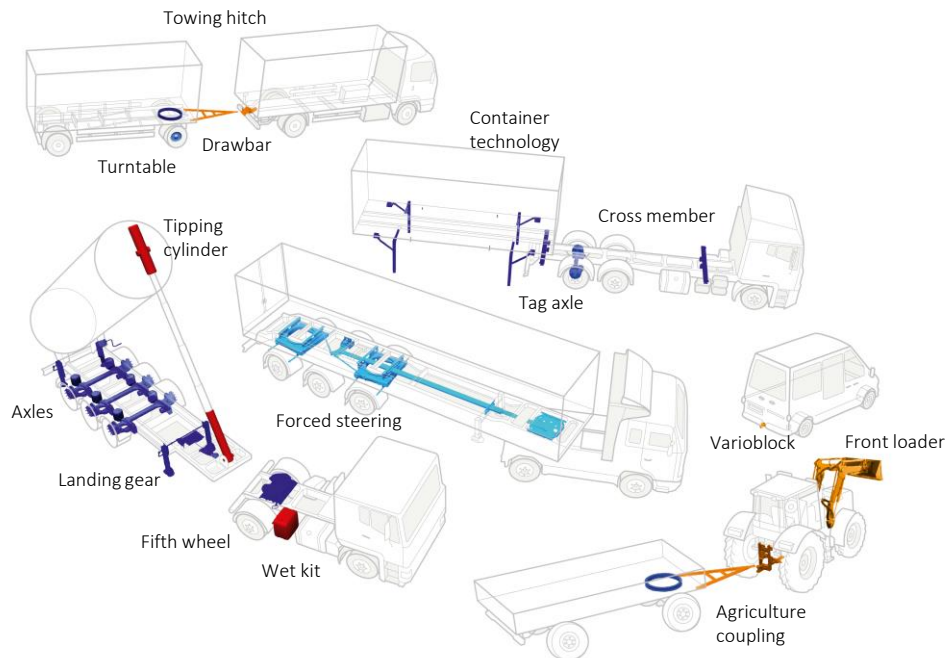




JOST WERKE AG

INVESTOR PRESENTATION – ROMY ACOSTA

JOST: A Leading Global Supplier of Mission Critical Solutions for Commercial Vehicles



794m €
sales
in 2020

73m €
adj. EBIT
in 2020

23
production
plants

3,000
employees

Strong Products Driving Brand Desirability and Pulling Demand

With the Push & Pull sales strategy end users generate additional demand by actively asking OEMs for JOST's products

Truck OEMs



Trailer OEMs



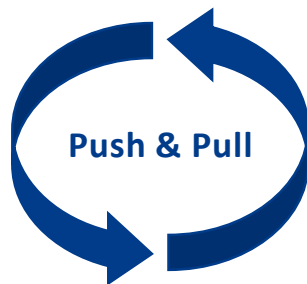
Tractor OEMs



Fleet operators



Farmers



JOST ROCKINGER *TRIDEC* Edbro *Quicke*

WORLDWIDE LEADING SUPPLIER WITH HIGH MARKET SHARES AND CUSTOMER LOYALTY

#1 SUPPLIER OF FIFTH WHEELS FOR TRUCKS WORLDWIDE

#1 SUPPLIER OF LANDING GEARS FOR TRAILERS WORLDWIDE

#1 SUPPLIER OF FRONT LOADERS FOR AGRICULTURAL TRACTORS WORLDWIDE

High Aftermarket Content and Wide Diversification by Application and Region Support Business Resilience

FIFTH WHEELS



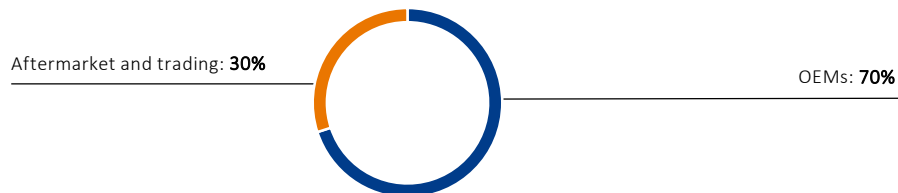
After market value 50% of
OEM first fit sales

LANDING GEAR



After market value 200-300%
of OEM first fit sales

SALES BREAKDOWN BY CUSTOMER TYPE 2020



REGIONAL MIX IN 2020 (DESTINATION)

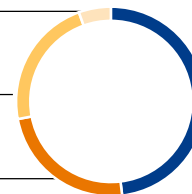
in % of sales (incl. JV)

South America (incl. JV): 5%

North America: 23%

Asia Pacific Africa: 24%

Europe: 48%



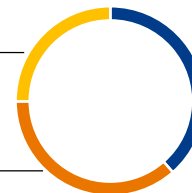
APPLICATION MIX IN 2020

in % of sales

Tractor: 25%

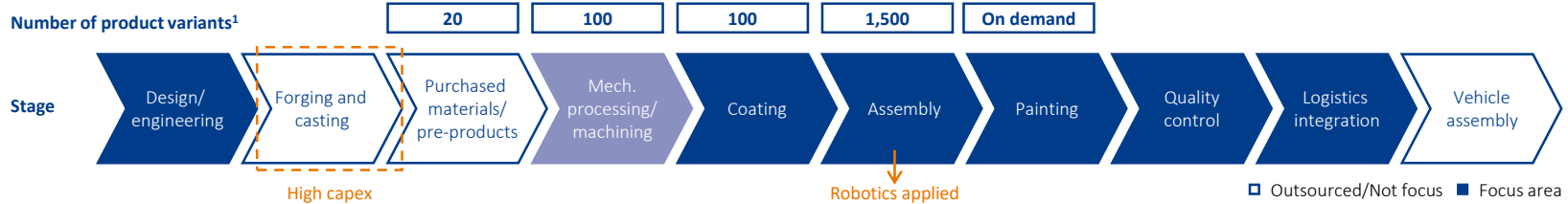
Truck: 36%

Trailer: 38%



Flexible and Asset Light Business Model Allows a Quick Adaptation to Changing Market Environment

KEY PARTS OF THE VALUE CHAIN



ASSEMBLY PROCESS



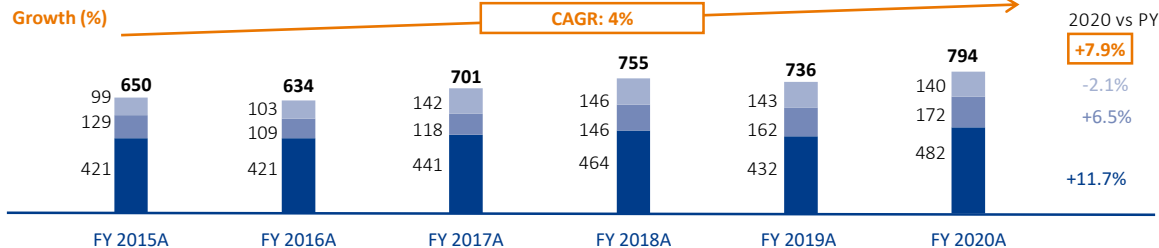
¹ On the example of fifth wheel

HIGH NUMBER OF VARIANTS

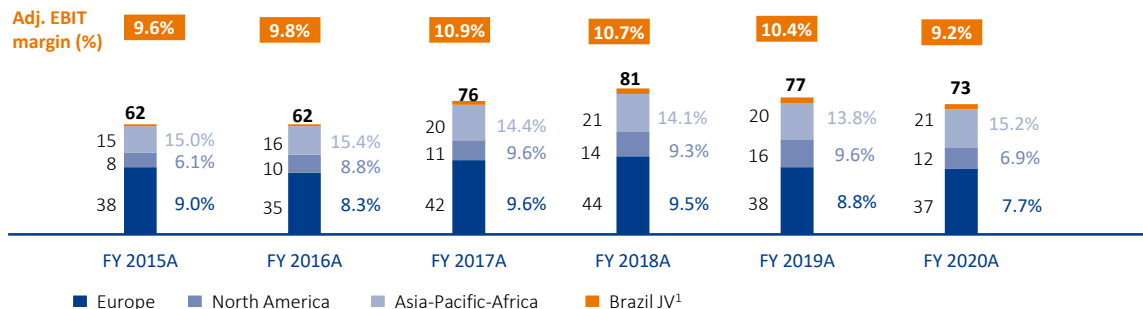


Development of Sales and Earnings by Region

SALES SPLIT BY GEOGRAPHY (IN M€)

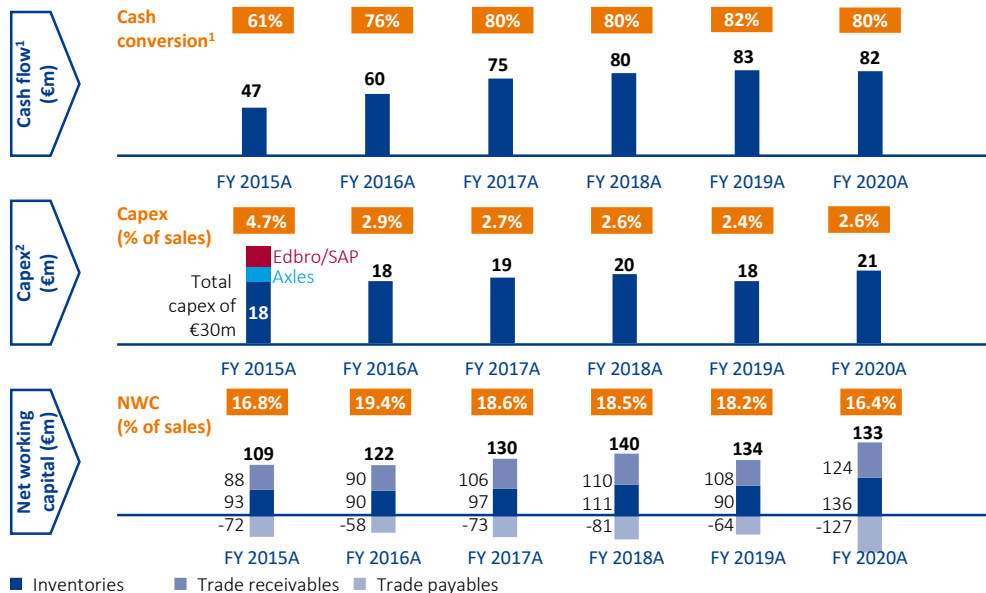


ADJUSTED EBIT SPLIT BY GEOGRAPHY¹ (IN M€)



Strong Cash Generation Profile Supported by Low Capex Spend

KEY FINANCIALS OVERVIEW



¹ Cash flow defined as adjusted EBITDA – capex; cash conversion defined as (adjusted EBITDA – capex)/adjusted EBITDA

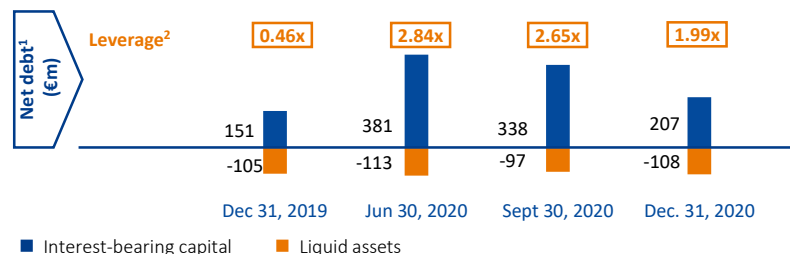
² Capex calculated as payments to acquire property, plant and equipment as well as intangible assets

2020 COMMENTARY

- Cash conversion rate remained strong at 80%, despite the effects of the coronavirus pandemic on the industry.
- Capex amounted to € 20.8m or 2.6% of total sales, thus within the expected range of approx. 2.5% of sales for the full year.
- The increase in inventories, trade payables and trade receivables resulted mostly from the consolidation of Ålö.
- NWC as % of LTM sales decreased to 16.4% due to higher sales volumes, especially in the second half of 2020.

Fast paced deleveraging, despite fully debt-financed Ålö acquisition

NET DEBT AND LEVERAGE DEVELOPMENT



COMMENTARY

- Liquid assets grew to €108m, compared to year-end (€105m), although JOST used €50m cash in Q1 2020 to partially finance the Ålö acquisition and used additional €51.5m cash from operations in H2 to repay part of the revolving credit line which had been previously drawn.
- Leverage improved to 1.99x less than a year after the Ålö acquisition, which was fully debt-finance, showcasing strong cash generation of JOST

¹ Net debt = Interest-bearing capital (excl. refinancing costs) – liquid assets









² Leverage = Net debt/LTM adj. EBITDA [LTM EBITDA Q3 2020 = € 91m; LTM EBITDA FY 2019 = € 101m]

All financial targets for 2020 clearly achieved

	Outlook for 2020	Results 2020
Sales	Single digit percent growth y-o-y (2019: 736m€)	+7.9% to 794m€
Adj. EBITDA margin	Higher than 12.0%	12.9%
Adj. EBIT margin	Higher than 8.5%	9.2%
Capex (in % of sales)	Approx. 2.5% of sales	2.6%



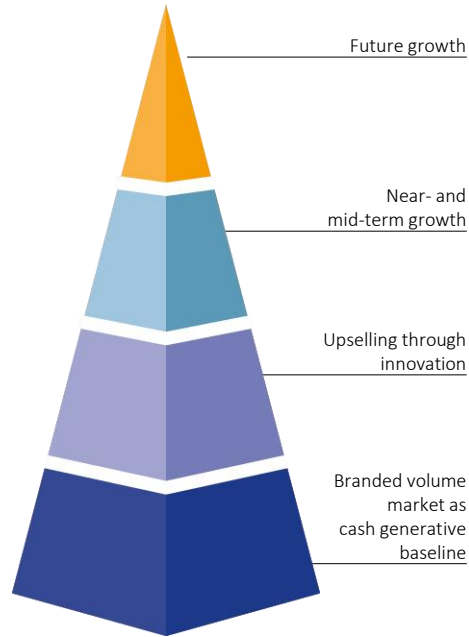
Market Outlook for FY 2021

	EUROPE	NORTH AMERICA	APA
TRUCK	10 – 15%  <p>Demand for heavy duty trucks is recovering, with a strong start in H1</p>	35 – 40%  <p>Production of class 8 trucks is expected to pick up sharply in 2021, starting the upswing in the cycle</p>	(10) – (15)%  <p>Truck production in APA is expected to contract, after a very strong demand in China in 2020. India expected to grow.</p>
TRAILER	15 – 20%  <p>Recovery of trailer production after weak years in 2019 and 2020</p>	15 – 20%  <p>Recovery of trailer production ongoing, with relatively low stocks at dealers</p>	5 – 10%  <p>Trailer production continues to recover from the low volumes in 2020 but still affected by weak Chinese export of trailers to the U.S.</p>
TRACTORS	0 – 5%  <p>Demand for agricultural tractors expected to improve in Europe, after a flat development in 2020</p>	5 – 10%  <p>Strong recovery of the tractor market in North America, aided by rising crop prices</p>	

Note: Market estimates for heavy truck based on LMC, Clear Consulting and FTR and OEMs announcements (as of January 2021)

Growth Engine: Upselling through Innovation

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



AUTONOMOUS DOCKING SYSTEMS

- Pre-requisite for autonomous driving
- Efficiency boost for fleet operators
- Advanced smart system solutions



INDUSTRY TRENDS AS GROWTH MOTOR

- System integration for new logistic concepts
- Innovations to reduce carbon footprint
- Smart solutions to increase safety and comfort



UPSELLING THROUGH INNOVATION

- Modular concept
- Product enhancement and optimization
- Reduction of environmental impact

BRANDED ENTRY LEVEL SYSTEMS

- Proven quality
- Operational efficiency
- Low costs of ownership



JOST Investment Case – An attractive opportunity

BUSINESS MODEL

- Strong brands with high OEM (push) and end-costumer (pull) loyalty worldwide
- Wide diversification by product, customer and region
- Market outperformance throughout the cycle

EARNINGS

- Sustainable market growth thanks to global footprint and strong fundamentals
- High aftermarket content with strong network effects
- Attractive margin profile

CASH FLOW

- Strong balance sheet and high cash generation
- Flexible and asset-light business model
- Conservative financial profile with ample scope for growth