



DRIVING GROWTH

JOACHIM DÜRR – CEO OF JOST WERKE AG

- 1** Driving Growth
- 2 Driving Flexibility
- 3 Driving Sustainable Performance
- 4 Driving Innovation



JOST Today – Well Positioned to Drive Further Growth

- #1** **supplier for fifth wheels**
Approx. 60% market share worldwide
- #1** **supplier for landing legs**
Approx. 63% market share worldwide
- #1** **supplier for front loaders**
Approx. 30% market share in Europe and North America



783m€
sales 9M 2021

10.7%
Adj. EBIT margin 9M 2021

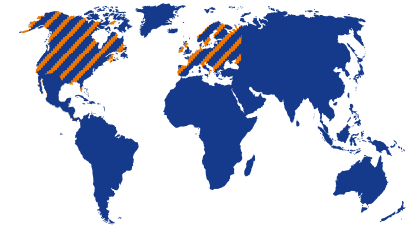
3,000+
Skilled employees

30+
years customer relationship

The Rearview Mirror – Seven Decades of Successful Growth

CONTINUOUS
GROWTH IN TRANSPORT

ACCELERATING GROWTH
IN TRANSPORT & AGRICULTURE



1952 - 2020

2020s: JOST FULL SPEED AHEAD



1956
Production of
fifth wheels

JOST
Axle systems

Quicke



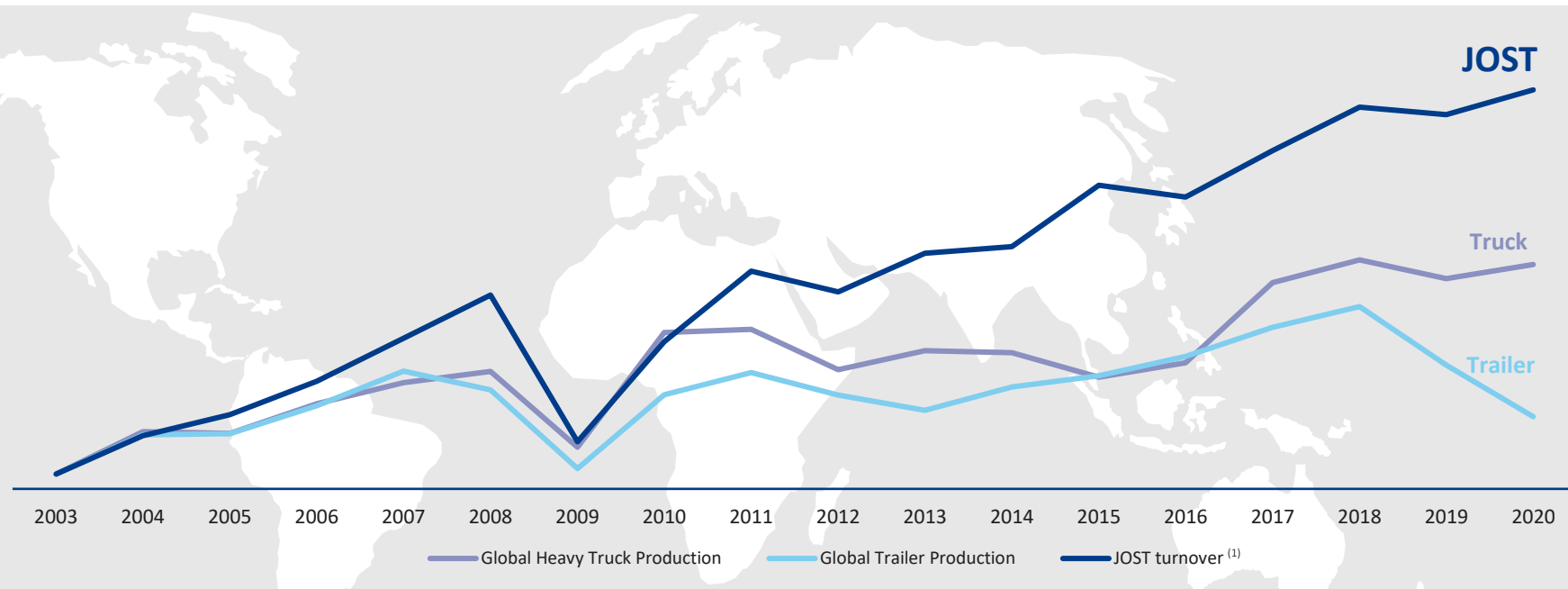
1952
Foundation in
Neu-Isenburg, Germany

**ROCKINGER
TRIDEC**



2017
IPO of
JOST Werke AG

JOST Sales Development vs. Market



⁽¹⁾ JOST turnover corresponds to the worldwide turnover of JOST branded products, including 100% of the Brazilian JV.

The JOST DNA – The Driving Force Behind Everything We Do

Our vision: JOST is the leading global partner in smart systems for commercial vehicles



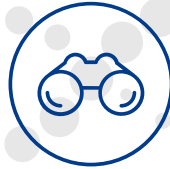
CUSTOMER

We put our customers first



FUNCTIONS

We think across functions



SOLUTIONS

We focus on solutions



PEOPLE

Our people make the difference



VALUE

We create long-term value

SUSTAINABLE

INNOVATIVE

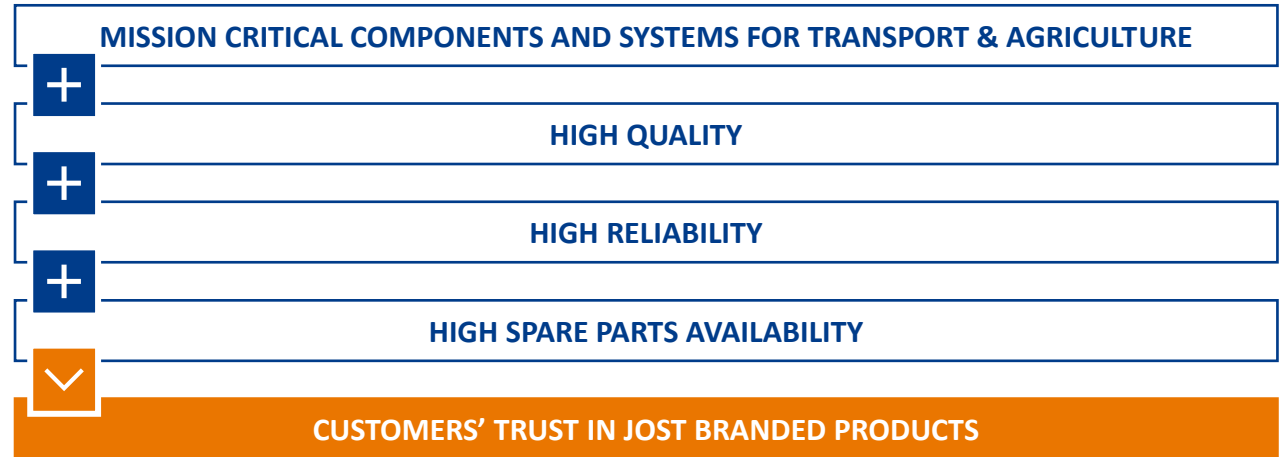
FLEXIBLE

JOST Brand Experience – JOST Branded Products

JOST brand experience strengthens customers' trust in JOST's products reinforcing network effects

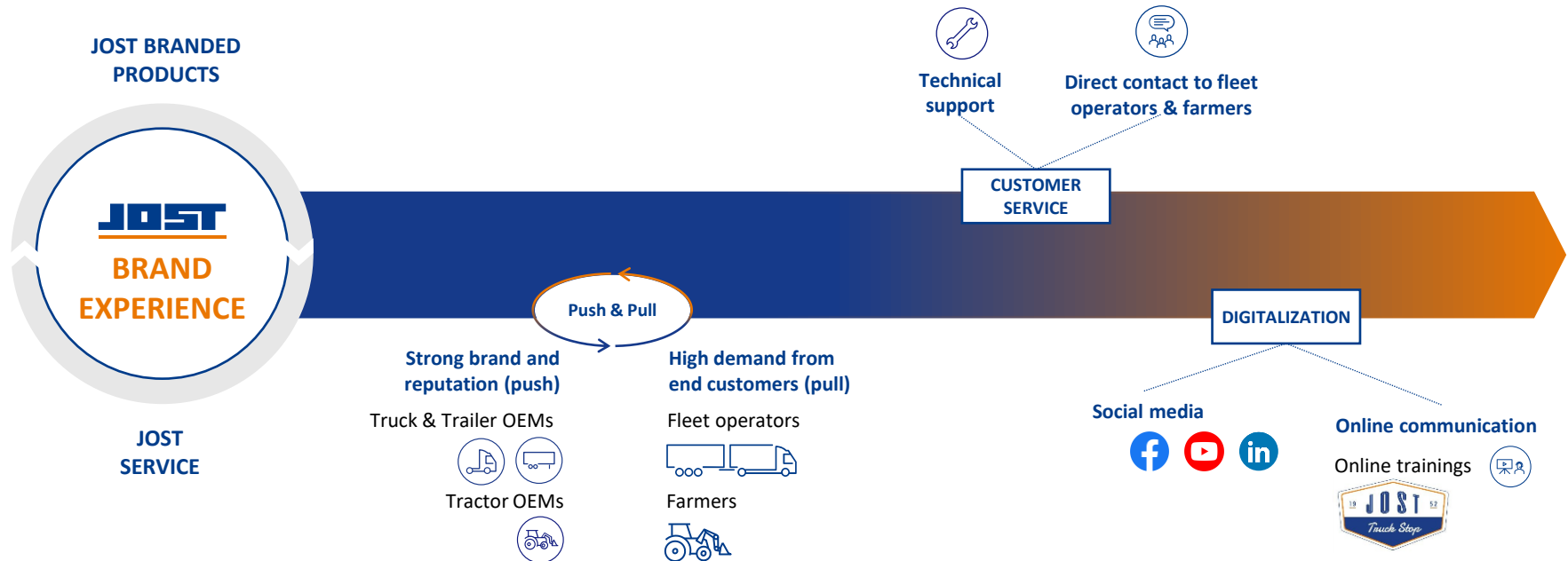


JOST ROCKINGER *TRIDEC* *Quicke*












JOST Brand Experience – JOST Service

Closeness to end customers and high quality of service is a key success factor of the JOST brand experience



Capitalize on Strong Industry Fundamentals

Expected compound annual growth rate from 2021 to 2025

	EUROPE	NORTH AMERICA	APA
TRUCK	+8% CAGR 	+4% CAGR 	+1% CAGR 
TRAILER	+4% CAGR 	+2% CAGR 	+5% CAGR 
TRACTORS	+4% CAGR 	+5% CAGR 	+6% CAGR 

Sources: Market estimates based on LMC, Clear Consulting , FTR and Rocsearch (October 2021)

Outperforming market fundamentals – Strategic Focus



TRANSPORT

Driving Innovations



AGRICULTURE

Driving Innovations



New market entry



M&A AS ADDITIONAL GROWTH LEVER

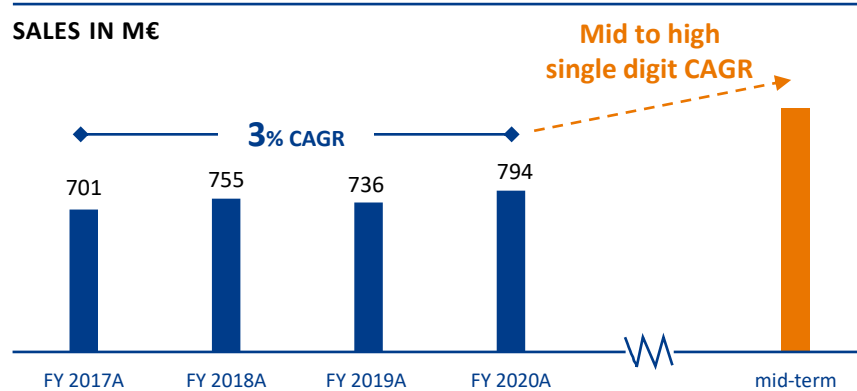
TECHNOLOGY | PORTFOLIO EXPANSION | NEW REGIONS | ADJACENT MARKETS

Capturing the Potential – the Geographical View

	TRANSPORT	AGRICULTURE
	<ul style="list-style-type: none"> ✓ Upselling through technology ✓ Expand product range 	<ul style="list-style-type: none"> ✓ Market share potential ✓ Increase regional coverage ✓ Expand product range
	<ul style="list-style-type: none"> ✓ Market share potential with fifth wheels ✓ Logistics services to OEMs 	<ul style="list-style-type: none"> ✓ Market share potential ✓ Increase penetration with dealers ✓ Expand product range
	<ul style="list-style-type: none"> ✓ Market share potential ✓ Region-specific product solutions ✓ Capitalize on changing market regulations 	<ul style="list-style-type: none"> ✓ Entry new markets ✓ Localize production where needed
<p>M&A AS ADDITIONAL GROWTH LEVER TECHNOLOGY PORTFOLIO EXPANSION NEW REGIONS ADJACENT MARKETS</p>		

JOST's Ambitions Through the Cycle

Mid-term timeframe: 3-5 years



AMBITION: Outperform relevant markets by 2-3% p.a.



Driving Growth – Executive Summary

JOST is well positioned to outperform the strong industry fundamentals in Transport & Agriculture

JOST is entering a new era of accelerated growth targeting mid to high single-digit CAGRs for sales

In the business area Transport, the focus lies on new technologies, expanding the product portfolio and M&A.

In the business area Agriculture, the focus lies on entering new markets, expanding the product portfolio and M&A.





Q&A

Disclaimer

THIS PRESENTATION IS CONFIDENTIAL AND MUST NOT BE RELEASED, PUBLISHED, TRANSMITTED OR DISTRIBUTED, IN WHOLE OR IN PART, DIRECTLY OR INDIRECTLY, INTO OR WITHIN THE UNITED STATES OF AMERICA, CANADA, AUSTRALIA, JAPAN OR ANY JURISDICTION WHERE SUCH DISTRIBUTION IS UNLAWFUL.

This presentation (the "Presentation") was specifically prepared by JOST Werke AG (the "Company") for informational purposes only. It is intended to provide a general overview of the Company's business and does not purport to include all aspects and details regarding the Company. This Presentation must not be reproduced in any form, passed on or otherwise made available, directly or indirectly, to any other person, or published or otherwise disclosed, in whole or in part, for any purpose, without prior written consent by the Company. Neither the Company nor any of its directors, officers, employees or advisors, nor any other person makes any representation or warranty, express or implied, as to, and accordingly no reliance should be placed on, the fairness, accuracy or completeness of the information contained in the Presentation or of the views given or implied. Neither the Company nor any of its respective directors, officers, employees or advisors nor any other person shall have any liability whatsoever for any errors or omissions or any loss howsoever arising, directly or indirectly, from any use of this information or its contents or otherwise arising in connection therewith.

This Presentation is neither an advertisement nor a prospectus and does not, and is not intended to, constitute or form part of, and should not be construed as, an offer to sell, or a solicitation, invitation or inducement to purchase, subscribe for, under-write or otherwise acquire any securities of the Company, nor should it, or any part of it, form the basis of or be relied on in connection with or act as any inducement to enter into any contract to purchase or subscribe for any securities of the Company, nor shall it, or any part of it, form the basis of or be relied on in connection with any contract or commitment or investment decision whatsoever. This Presentation and the information and opinions contained therein are selective in nature and do not purport to contain all information that may be required to evaluate the Company and/or its shares. The information and opinions contained in this Presentation are provided as of the date of this Presentation and may be subject to updating, revision, amendment or change without notice. Neither the Company nor any of its directors, officers, employees or advisors are under any obligation to update or keep current the information contained in this Presentation or to correct any inaccuracies in any such information which may become apparent or to provide any additional information whether as a result of new information, future events or otherwise.

This Presentation contains forward-looking statements relating to matters that are not historical facts. These statements reflect the Company's current knowledge, intentions and beliefs as well as its current expectations and projections about future events, including the Company's prospects, growth, strategies, the industry in which it operates and potential or ongoing acquisitions. Forward-looking statements can be identified by the context of such statements or words such as "anticipate," "believe," "estimate," "expect," "forecast," "intend," "plan," "project," "target," "may," "will," "would," "could" or "should" or similar terminology. By their nature, forward-looking statements are subject to a number of risks, uncertainties and assumptions, many of which are beyond the Company's control, that could cause the Company's actual results and performance to differ materially from and adversely affect any expected future results or performance expressed or implied by any forward-looking statements as a result of various factors (including global economic conditions, changed market conditions, competition, costs of compliance, changing political, legal, economic and other conditions). Forward-looking statements should not therefore

be read as guarantees of future performance or results and will not necessarily be accurate indications of whether or not such results will be achieved. Similarly, past performance should not be taken as an indication of future results, and no representation or warranty, express or implied, is made regarding future performance. In addition, even if the development of the Company's prospects, growth, strategies and the industry in which it operates are consistent with the forward-looking statements contained in this Presentation or past performance, those developments may not be indicative of the Company's results, liquidity or financial position or of results or developments in subsequent periods not covered by this Presentation. The Company undertakes no obligation to release the results of any revisions to any forward-looking statements in this Presentation that may occur due to any change in its expectations or to reflect events or circumstances after the date of this Presentation.

To the extent available, the industry and market data contained in this Presentation is derived from third-party sources. Third-party industry publications, studies and surveys generally state that the data contained therein have been obtained from sources believed to be reliable, but that there is no guarantee of the accuracy or completeness of such data. In addition, certain information in this Presentation is selective and may not necessarily be representative for the Company. Further, some of the industry and market data contained in this Presentation is derived from the Company's own internal research and estimates based on the knowledge and experience of the Company's management in the market in which the Company operates. While the Company believes that such research and estimates are reasonable and reliable, they, and their underlying methodology and assumptions, have not been verified by any independent source for accuracy or completeness and are subject to change without notice. Accordingly, no reliance should be placed on the industry or market data contained in this Presentation.

Subject to limited exceptions described below, the information contained in this Presentation is not to be released, published, transmitted or distributed within or into the United States of America ("United States"), Australia, Canada or Japan and does not constitute an offer of securities for sale in any of these jurisdictions. Any securities offered by the Company have not been, and will not be, registered under the U.S. Securities Act of 1933, as amended (the "Securities Act"), or the securities laws of any state or other jurisdiction of the United States and such securities may not be offered or sold within the United States, except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act and applicable state or local securities laws. This Presentation does not contain or constitute an offer of, or the solicitation of an offer to buy or subscribe for, securities to any person or in any jurisdiction to whom or in which such offer or solicitation is unlawful. Any failure to comply with these restrictions may constitute a violation of applicable securities laws.