



DRIVING SUSTAINABLE PERFORMANCE

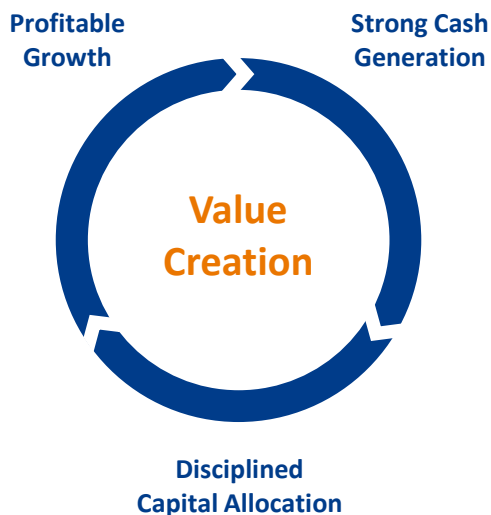
CHRISTIAN TERLINDE – CFO OF JOST WERKE AG

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

Driving Value



Focus on Value Creation Leading to Strong Shareholder Returns



SALES	FY 2017 (IPO) 701 _{m€}	»	FY 2020 794 _{m€}
ADJ. EPS	FY 2017 (IPO) 2.99 €	»	FY 2020 3.18 €
FREE CASHFLOW	FY 2017 (IPO) +45 _{m€}	»	FY 2020 +98 _{m€}
DIVIDEND	FY 2017 (IPO) 7.4 _{m€}	»	FY 2020 14.9 _{m€}

Share price development since IPO

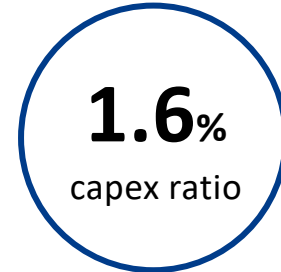
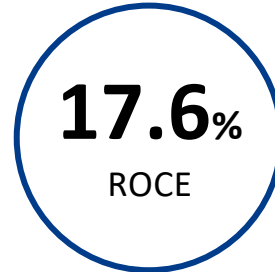
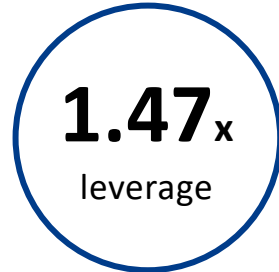
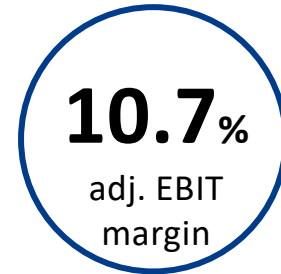
+75%

We have delivered!

The Journey Continues – Successful First Nine Month 2021

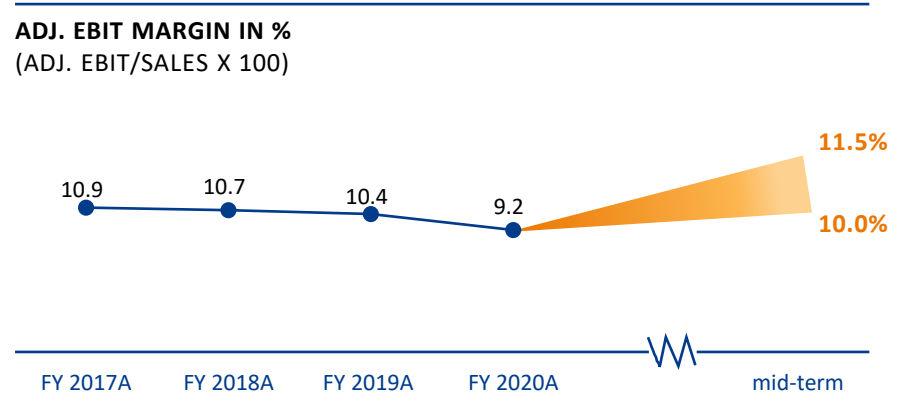
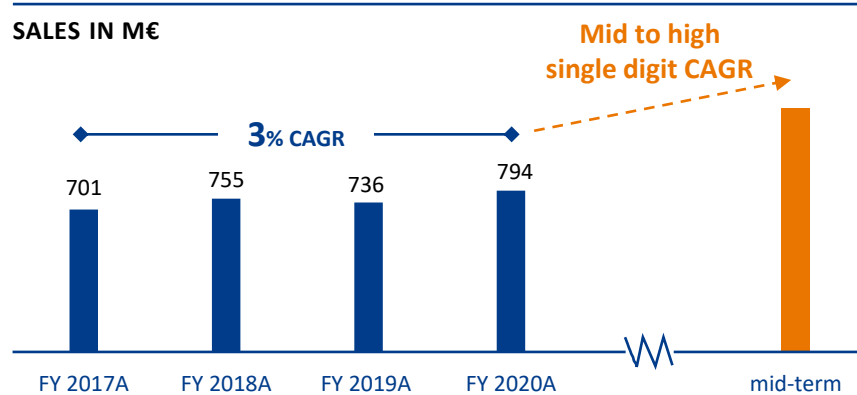


Financial Results 9M 2021



JOST's Ambitions Through the Cycle – Accelerated Profitable Growth

Mid-term timeframe: 3-5 years



AMBITION:

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

AMBITION:

Achieve adj. EBIT margin range of 10.0% - 11.5% through the cycle

Accelerated Profitable Growth – Headwinds and Tailwinds



Headwinds

- ✓ Labor cost increases
- ✓ Continuous supply chain constraints
- ✓ Material cost increases
- ✓ Downturn of global economy



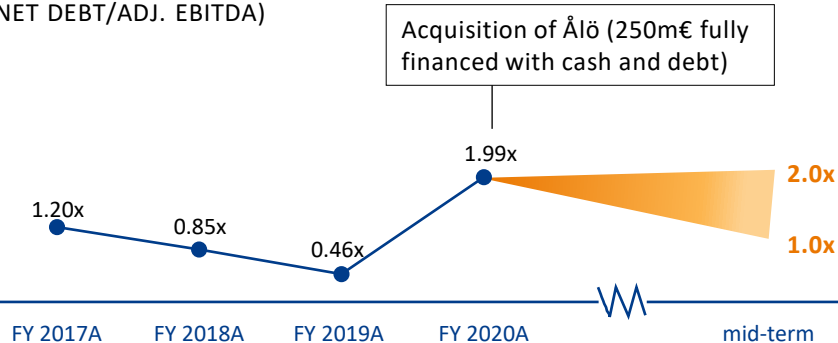
Tailwinds

- ✓ Increase of automation and digitalization
- ✓ Faster globalization of JOST's agricultural sales and production footprint
- ✓ Economies of scale with higher market shares
- ✓ Higher margins with upselling and innovation
- ✓ Future M&A

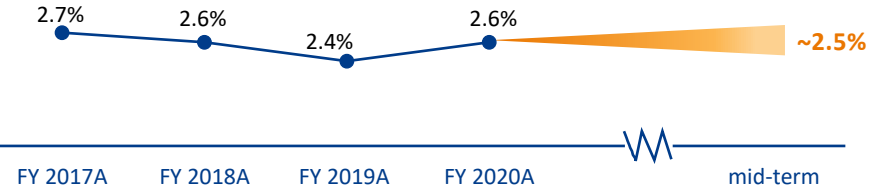
JOST's Ambitions Through the Cycle – Disciplined Capital Allocation

Mid-term timeframe: 3-5 years

LEVERAGE
(NET DEBT/ADJ. EBITDA)



CAPEX IN %
(CAPITAL EXPENDITURE/SALES X 100)



AMBITION:

**Leverage target range of 1.0x -2.0x.
After M&As, swiftly return to range**

Net debt = interest bearing capital [excl. refinancing costs] – liquid assets

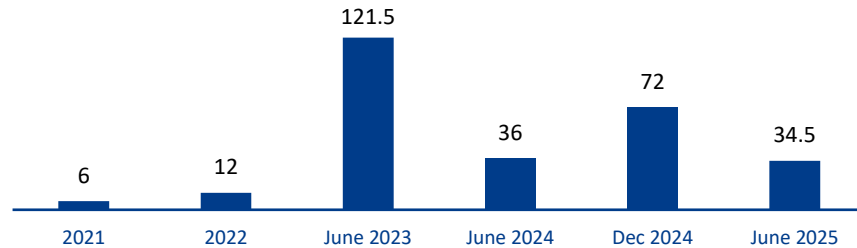
AMBITION:

**Maintain capex of approx. 2.5% of sales p.a.
excluding M&A**

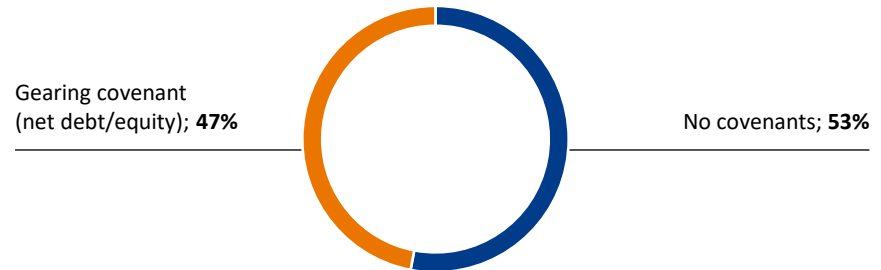
Capital expenditure = Payments to acquire property, plant and equipment + payments to acquire intangible assets

Well Balanced Maturity Profile with Strong Fire Power

DEBT REPAYMENT TIMELINE
(€M)



COVENANT STRUCTURE

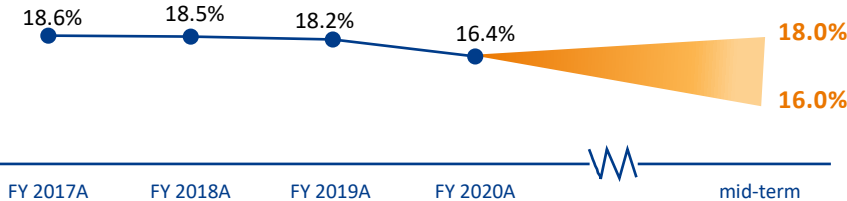


- ✓ 100% of debt is free of a leverage covenant
- ✓ Gearing covenant less susceptible to short-term economic declines
- ✓ Undrawn revolving credit lines of app. 120 m€ give JOST a high financial flexibility
- ✓ Proven track record of fast deleveraging supports ability to finance new M&A deals

JOST's Ambitions Through the Cycle – Strong Cash Generation

Mid-term timeframe: 3-5 years

NET WORKING CAPITAL IN %
(NET WORKING CAPITAL/SALES X 100)



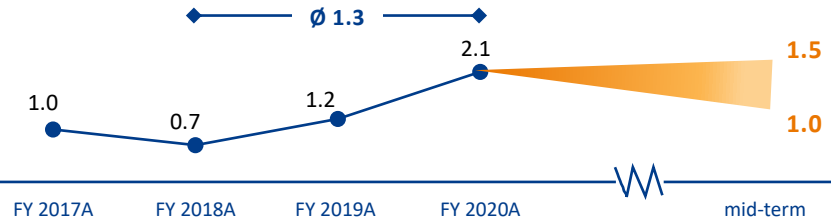
AMBITION:

**Net Working Capital range
between 16% – 18% of sales**

Net Working Capital = Inventories + Trade receivables – Trade payables

CASH CONVERSION RATE
(FREE CASHFLOW/ADJ. NET INCOME)

New definition



AMBITION:

**Three-year rolling average
cash conversion rate between 1.0 and 1.5**

Free cash flow = Operating cash flow – capital expenditure

Sustainable Performance – Our Levers for Achievement

Commitment to long-term sustainable performance

MAIN LEVERS



- ✓ Integrate ESG into our business and strategic decision-making processes
- ✓ Management Compensation System linked to sustainability targets from 2022+ onwards
- ✓ Analyze ESG impact of production processes and focus on activities that allow us to improve continuously
- ✓ Cooperate with customers to support them in their efforts towards carbon neutrality and to make the supply chain more sustainable

Towards a Sustainable Future – The Beginning of a Journey

2017

- Set up ESG data reporting system focusing on Europe
- First non-financial report (no framework, not audited)



2019

- Include all production sites in ESG reporting
- Preparing to comply with GRI-Reporting framework



JOST STARTING



2018

- Include major sites in N.A. and Asia in ESG reporting
- German Sustainability Code (DNK) framework
- Review ESG Report by external auditors

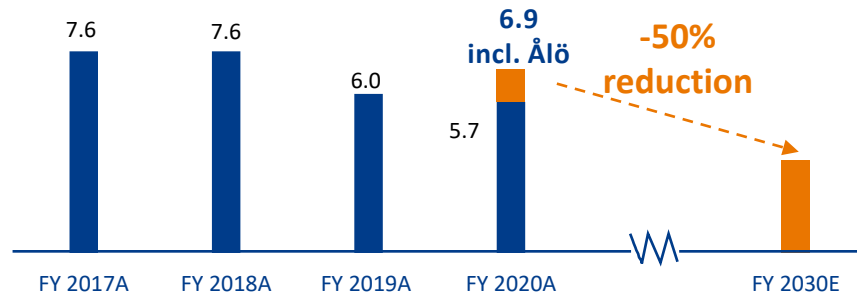


2020

- Include Ålö-Group in ESG report
- First materiality analysis
- GRI-Reporting framework and alignment with U.N. 17 SDG goals
- Setting up long-term ESG targets

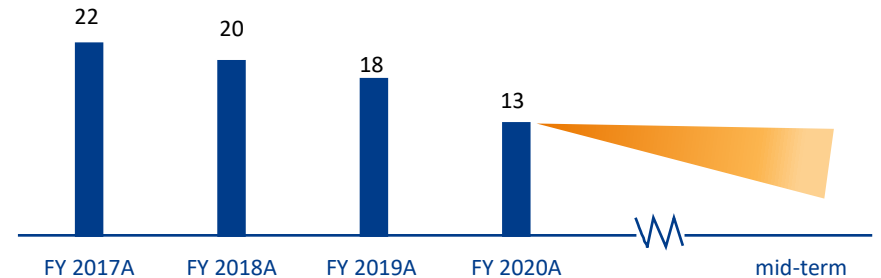
Towards a Sustainable Future – Where We Are Today

CO₂-EMISSIONS IN KG/PRODUCTION HOUR
(SCOPE 1 AND SCOPE 2)



AMBITION: -50% reduction until 2030

WORKPLACE ACCIDENT RATE
(NO. ACCIDENTS / 1,000 EMPLOYEES)

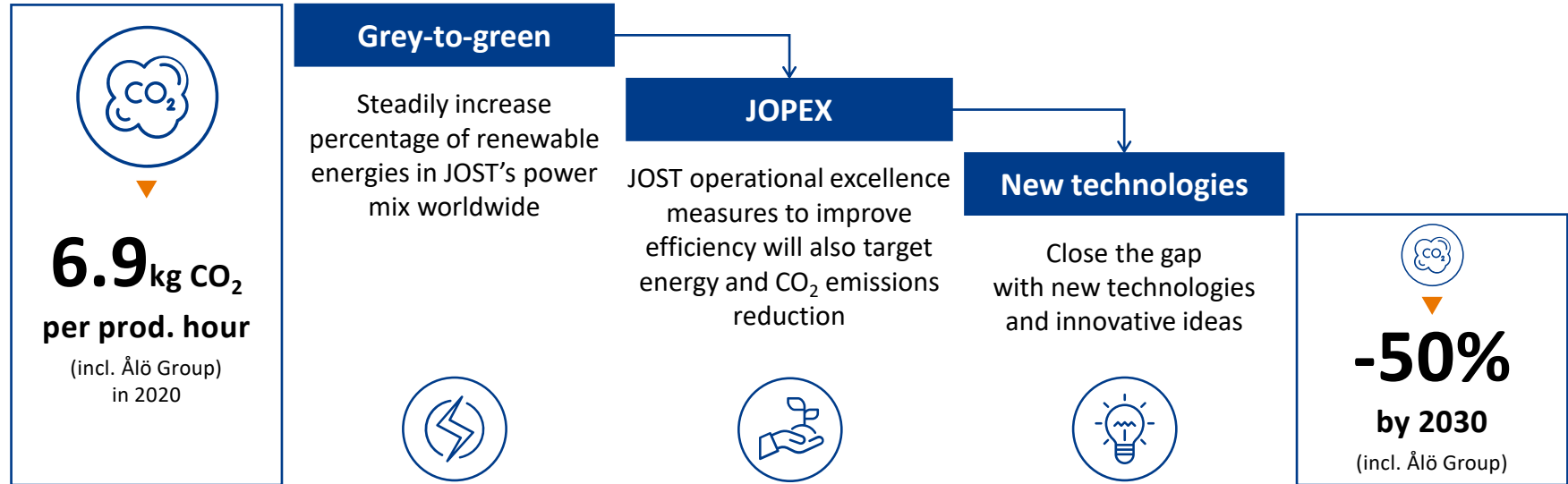


AMBITION: Continuous improvement

Figures include temporary workers | 2020 figures excl. Ålö

Towards a Sustainable Future – The Way There

Reduce Scope 1 and Scope 2 CO₂ emissions per production hour by -50% until 2030 (compared to 2020)



Driving Sustainable Performance – Executive Summary

**JOST is well positioned to achieve its targets
for accelerated profitable growth**

Strong cash flow generation and track-record of financial resilience

**Comprehensive opex and capex management supported
by strict working capital management**

**Sustainable approach to growth
focused on long-term value creation for all stakeholders**





Q&A

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