MAY 2020 – INVESTOR PRESENTATION – Q1 2020 UPDATE

INVESTOR PRESENTATION JOST WERKE AG

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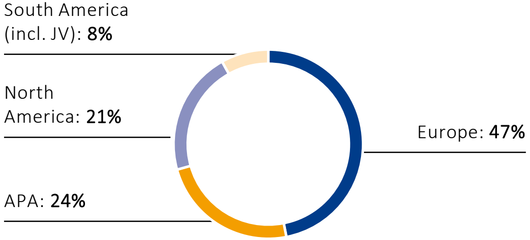
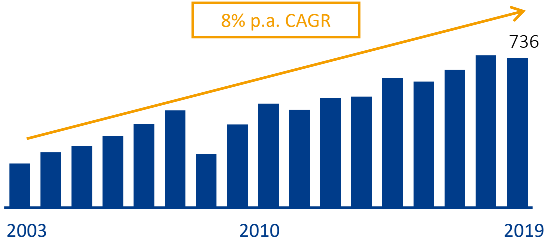
JOST at a Glance: A Leading Global Supplier of Safety Critical Solutions for Commercial Vehicles

REGIONAL MIX 2019 — in % of sales (incl. JV)

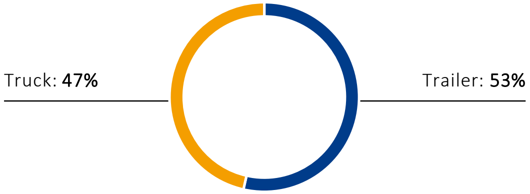


STRONG GROWTH FUNDAMENTALS — in €m



STRONG BRANDS WITH HIGH CUSTOMER LOYALTY

APPLICATION MIX 2019 — in % of sales



- JOST is **#1** producer and **supplier of fifth wheels and landing legs worldwide** with global market shares of approx. 60%
- Future **diversification of growth** by strengthening JOST footprint **in agriculture** via acquisition of:
  - a **new strong brand** for JOST's portfolio: **Quicke**
  - Quicke is **#1** producer and **supplier of front loaders for agricultural tractors** with global market shares of approx. 30%

1) EXPECTED EFFECT AFTER CONSOLIDATION OF ÅLÖ

Strong Products Driving Brand Desirability and Pulling Demand

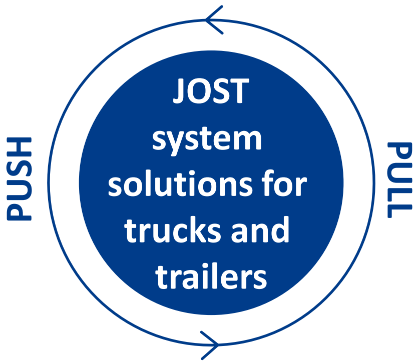
VEHICLE INTERFACE — 75% of sales in 2019

MANEUVERING SYSTEMS — 15% of sales in 2019

HANDLING SOLUTIONS — 10% of sales in 2019

TRUCK OEMS **TRAILER OEMS**

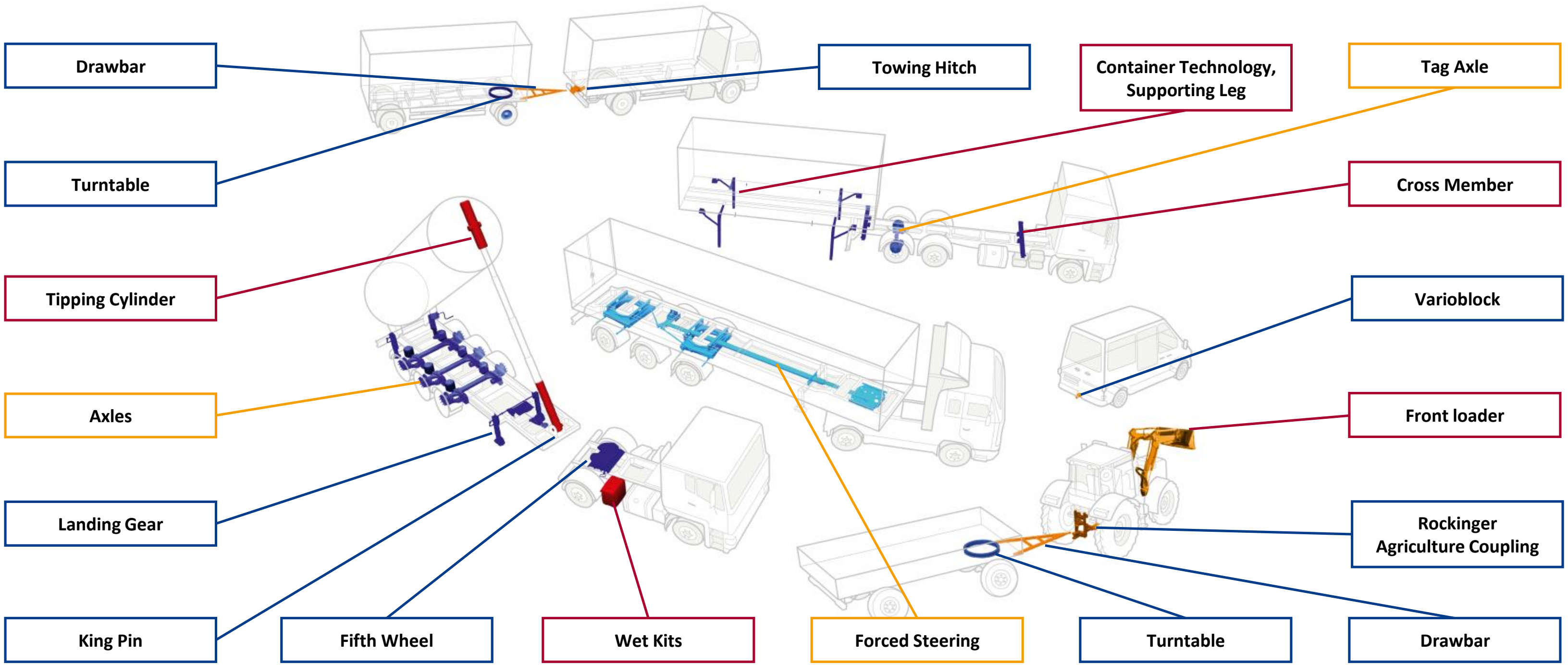
- High demand from fleet operators (pull)
- High delivery performance
- High quality
- Logistic integration
- Power to innovate and generate value-add
- Competitive prices
- Geographical proximity



FLEET OPERATORS

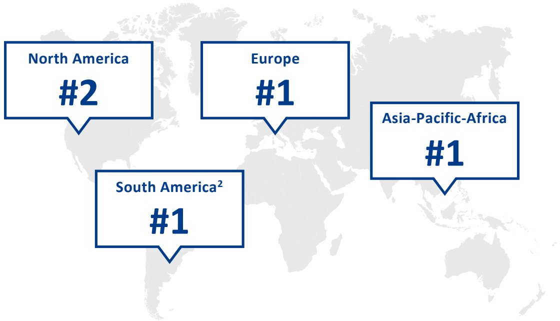
- Strong brand and reputation
- Strong customer relationship
- High quality
- Low costs of ownership
- Easy to repair
- International spare part availability
- Power to innovate and increase fleet efficiency

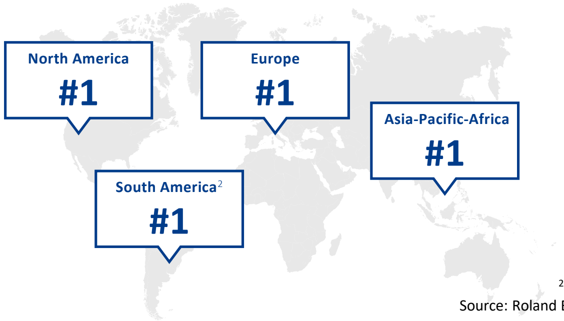
Main Products Overview



Global Leadership in Branded Products for Vehicle Interface

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





[2] Includes Brazil JV
Source: Roland Berger 2017, JOST

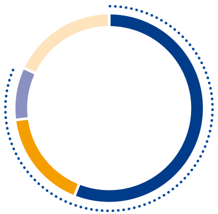
FIFTH WHEEL MARKET

TOP 3 suppliers cover
~85% of global market

JOST global
market share ~57%

LANDING GEAR MARKET

TOP 3 suppliers 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

High Aftermarket Content and High Customer Fragmentation Support Business Resilience

CUSTOMER FRAGMENTATION 2019

51% Other

Top customer <10% of sales

Top 25 customers represent 49% of sales

FIFTH WHEELS

After market value 50% of OEM first fit sales

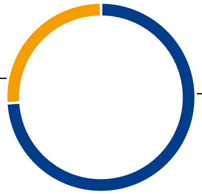
LANDING GEAR

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

- 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 2019

Aftermarket and trading: **26%**



OEMs: **74%**

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

KEY PARTS OF THE VALUE CHAIN

Number of product variants[1]			20	100	100	1,500	On demand			
Stage	Design/ engineering	Forging and casting	Purchased materials/ pre-products	Mech. processing/ machining	Coating	Assembly	Painting	Quality control	Logistics integration	Vehicle assembly
		High capex				Robotics applied				

Outsourced/Not focus   Focus area

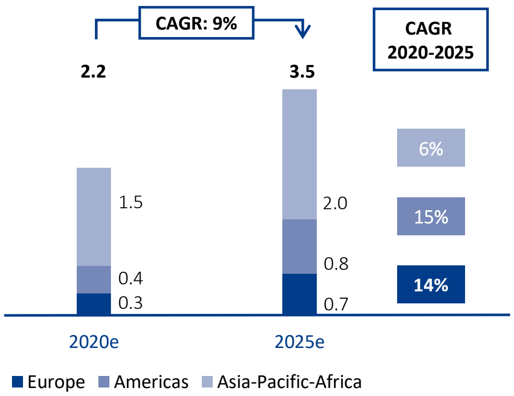
ASSEMBLY PROCESS

HIGH NUMBER OF VARIANTS

[1] On the example of fifth wheel

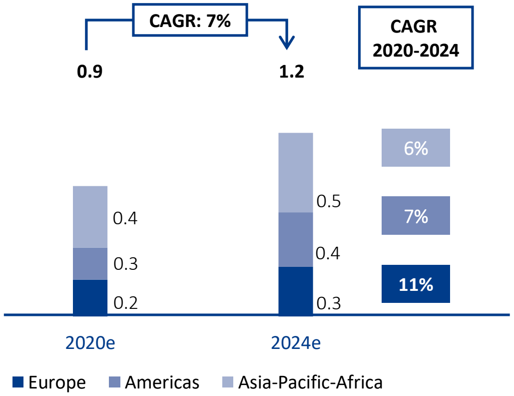
Growth Engine: Strong Market Fundamentals Driving Future Growth

TRUCK PRODUCTION BY REGION (million units)



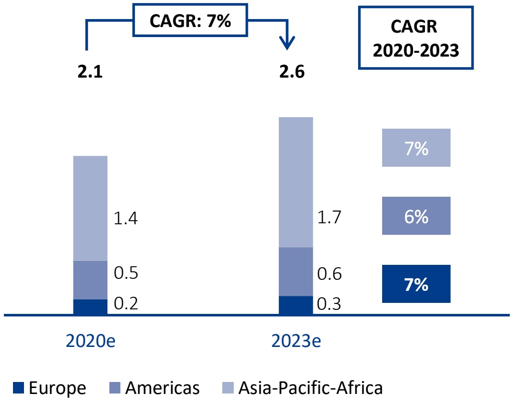
Source: LMC 2020 (global truck production for medium and heavy duty trucks)

TRAILER PRODUCTION BY REGION (million units)



Source: Clear Consulting and FTR 2020 (global commercial vehicle trailer production)

TRACTOR PRODUCTION BY REGION (million units)



Source: JOST 2020, BIS Research, McKinsey

Growing GDP with rising private and industrial spending

Growing share of road transportation and increasing freight volumes

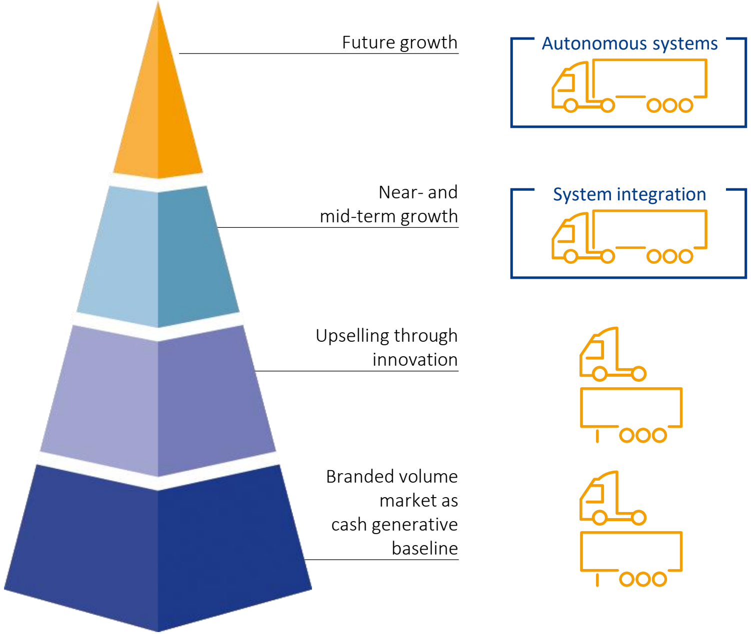
Environmental regulatory pressure accelerating renewal of equipment

Increasing labor costs driving efficiency, mechanization and automation

Disruptive trends like autonomous driving and electrification driving innovation

Growth Engine: Upselling through Innovation

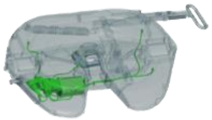
Increasing value-add for customers and generation growth through clear innovation road-map



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

INDUSTRY TRENDS AS GROWTH MOTOR
- 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

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
- Localization of existing products as well as *Quicke* products in new regions

PRODUCT GROWTH

- Development of new products and upselling
- Expansion of aftermarket sales in the axle business
- 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

Mercedes-Benz Trailer Axle Systems
ROCKINGER
TRIDEC
REGENSBURGER ZUGGABEL
Edbro
Quicke®

Accretive M&A – Integration of Ålö Group started as of February 2020

Post Merger Integration on track – immediate positive impact on adjusted EBIT seen in Q1 2020

- Ålö is a **global market leader** for agriculture tractor applications **with excellent growth prospects**
- Strong, worldwide **renowned brand (Quicke®)**, highly valued by farmers, dealers and OEMs
- **Push & pull sales strategy** offers possibility to replicate JOST's successful business model
- High-quality and innovative products, which generate **significant added value for end-users** due to versatile and modular use
- Niche market with low threats from substitutes, **strong industrial know-how** and excellent **R&D**
- **Sound financial profile** with adjusted EBIT margins at current JOST's group level and potential to **exceed average JOST's margins** mid-term

Acquisition Highlights

- Diversification of JOST's earnings profile resulting in reduced cyclicality ✓
- Synergetic add-on through combination of know-how in on-road and off-highway market for commercial vehicles ✓
- Top- and bottom line synergy potentials ✓
- Accretive M&A transaction with enterprise value of €250m, financed at favorable conditions for JOST ✓

Efficient and Flexible Supply and Production Platforms with Wide Geographical Footprint

3,430 EMPLOYEES

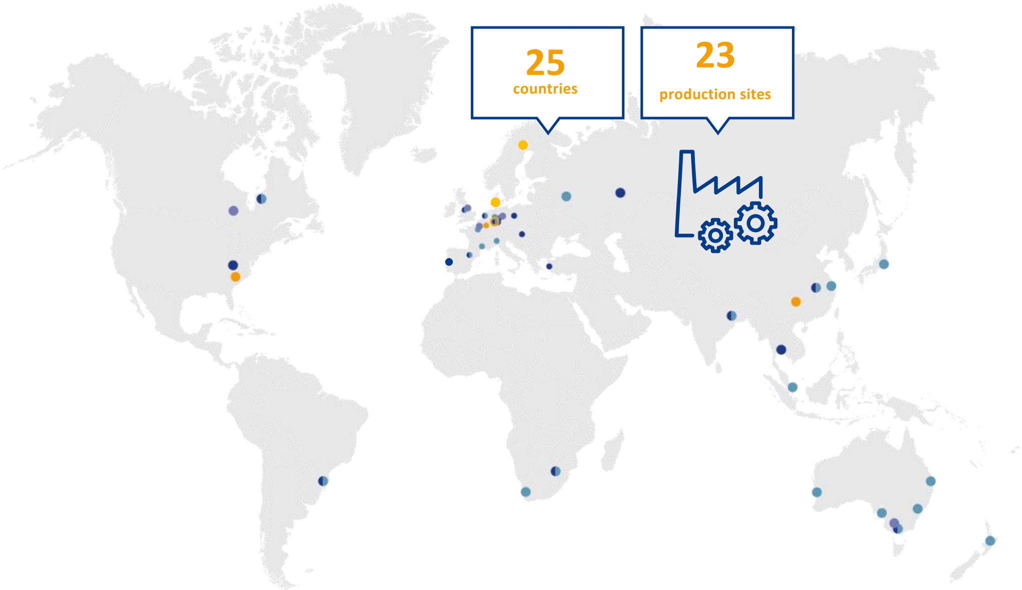
Low cost regions[1]; **52%**

High cost regions[2]; **48%**

PURCHASING BY REGION[4]

Low cost countries[1]; **47%**

High cost countries[2]; **53%**



[1] Low-cost regions include Eastern Europe, Russia, Turkey, Africa, Asia and Brazil
[2] High-cost regions include Western Europe, North America, Australia, New Zealand, Singapore and Japan

JOST Investment Case Summary

BUSINESS MODEL	EARNINGS	CASH FLOW
• Strong brands with high OEM (push) and end-costumer (pull) loyalty worldwide • Wide diversification by product, customer and region • Market outperformance through service, product innovation and international expansion	• Sustainable market growth thanks to global footprint and strong fundamentals • High aftermarket content with strong network effects • Attractive margin profile	• Strong balance sheet and high cash generation • Flexible and asset-light business model • Conservative financial profile with ample scope for growth

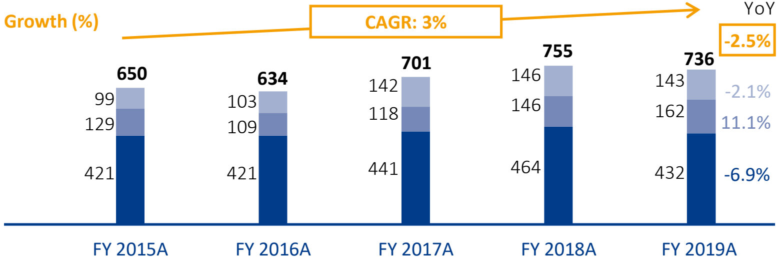
KEY FINANCIALS – SOLID PERFORMANCE IN CHALLENGING TIMES

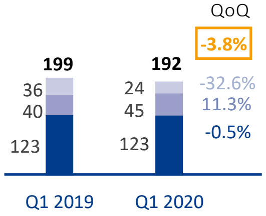
Key Developments – Q1 2020

M&A	• Ålö **acquisition closed on January 31** with very solid long-term financing conditions. • **Ålö contributed positively** to JOST's business development **in February and March**. • **Post merger integration on track.**
SALES	• Q1 2020 was strongly affected by the outbreak of the coronavirus pandemic in China and its global spread across the world. Group sales including Ålö decreased by **-3.8% to €192m** • Sales in **Europe** were down by only **-0.5% to €123m. North America** sales grew by **+11.3% to €45m** while sales in **APA** declined by **-32.6% to €24m** due to the 8 weeks total shutdown of our production plant in Wuhan, China.
OPERATING RESULT	• Despite the drop in sales and the severe negative impacts of the pandemic on our business, we were able to reach an **adj. EBIT margin** of **7.4%** • **Adjusted EBIT** decreased to **€14m** and was impacted by the abrupt shutdown in China and higher logistic costs due to disruptions in the supply chain. The sharp decline in first-fit business due to OEM plant shutdowns in Europe had also a negative impact.
CASH FLOW	• **Free cash flow** increased by €19m to **€18m** (Q1 2019: €-1m) mostly due to improvements in working capital. • **Net Working Capital** as % of LTM sales improved by 1.7pp to **20.0%** (Q1 2019: 21.7%)
NET EARNINGS	• **Earnings after taxes** was also burdened by non-cash effect in the financial result. The lower operating earnings resulting from the pandemic combined with higher financial expenses caused adjusted net earnings to fall to **€5.4m** (Q1 2019: €16.1m).

Development of Sales and Earnings by Region

SALES SPLIT BY GEOGRAPHY (IN M€)

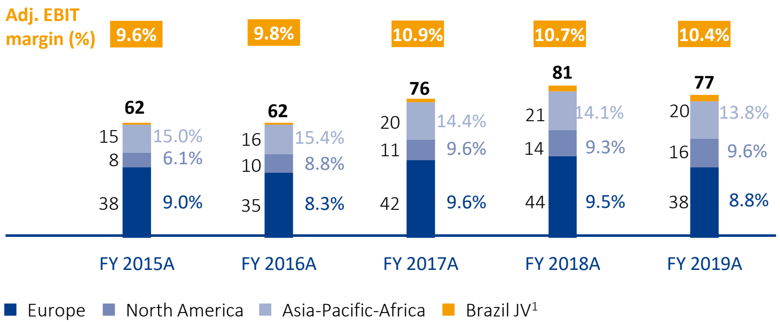


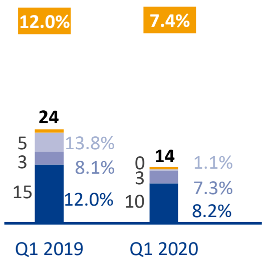


Q1 2020 COMMENTARY

- Acquisition of Ålö contributed positively to JOST's sales in February and March (+ €31m)
- Sales negatively impacted by coronavirus pandemic outbreak, especially in APA region
- Aftermarket business remained strong, offsetting demand decline for first-fit

ADJUSTED EBIT SPLIT BY GEOGRAPHY[1] (IN M€)





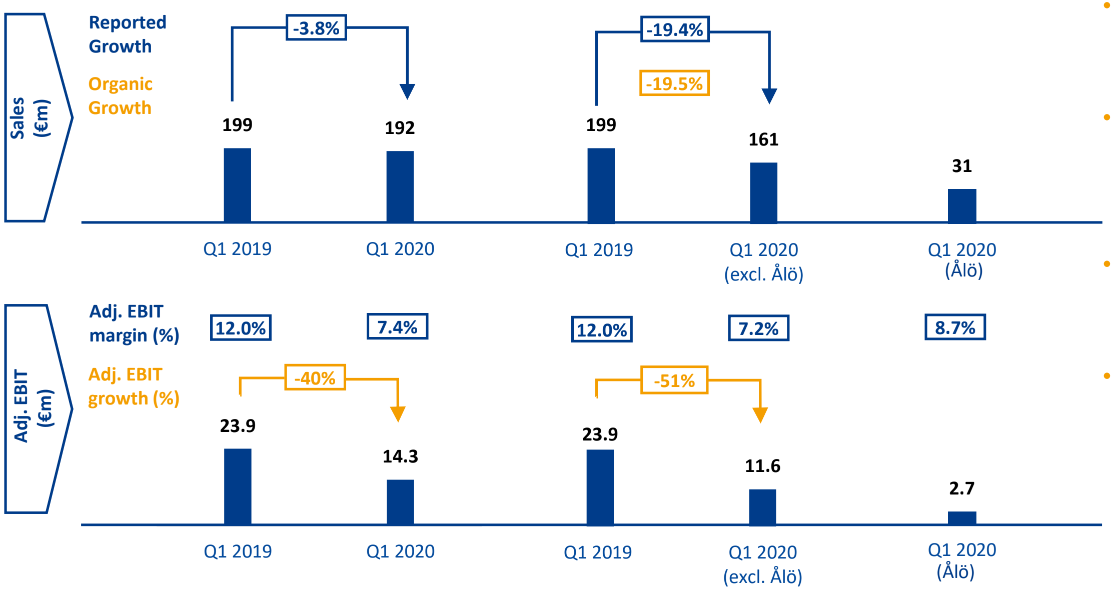
Q1 2020 COMMENTARY

- Acquisition of Ålö was accretive to adj. EBIT, with Ålö adding + €2.7m € adj. EBIT to the group and reaching an adj. EBIT margin of 8.7% in February and March.
- Strong impact of pandemic in China as well as lower sales volumes due to OEM shutdowns and declining demand for trucks impacted margins in Q1
- JOST managed to break-even in APA in Q1 despite an eight-week shutdown of production plant in Wuhan

[1] Pro-rata net income from Brazil JV not allocated to segments and therefore shown separately

Development of Sales and Earnings for Ålö and JOST in Q1 2020

KEY FINANCIALS OVERVIEW

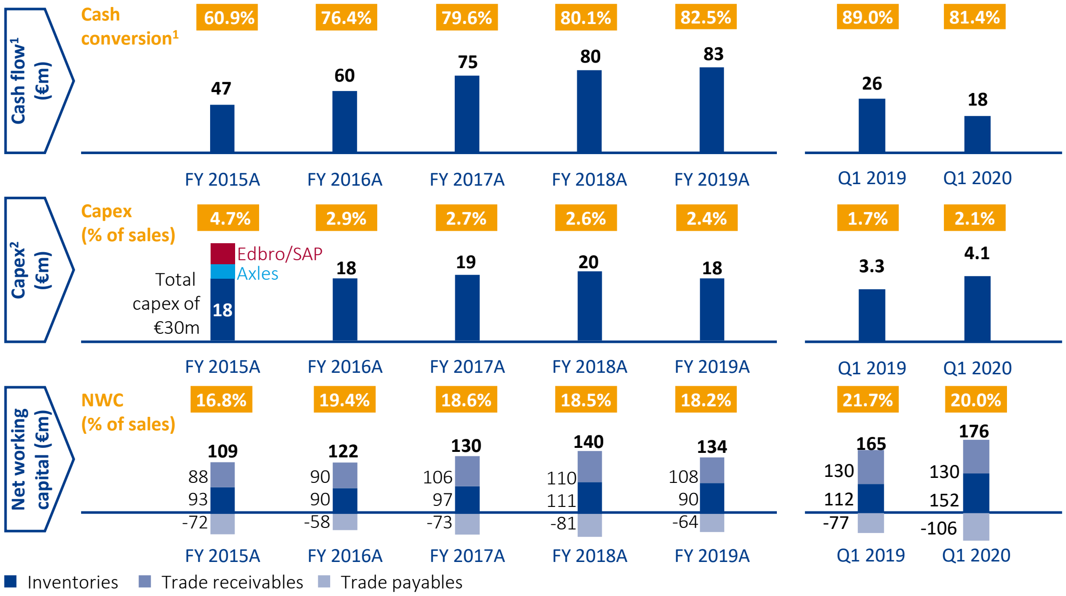


Q1 2020 COMMENTARY – FOCUS ÅLÖ

- Market for agricultural front loaders was significantly less impacted by Covid-19 than markets for truck and trailers
- Ålö performance in North America in Q1 was disrupted by short-term supply issues due to the temporary shutdown of Ålö's Ningbo plant in China, which supplies the North American market
- Additional costs in North America resulted from the relocation of Ålö's U.S. plant from Telford, Tennessee to Simpsonville, South Carolina
- Overall, Ålö contributed with an adjusted EBIT margin of 8.7% in February and March positively to the consolidated group results

Strong Cash Generation Profile Supported by Low Capex Spend

KEY FINANCIALS OVERVIEW



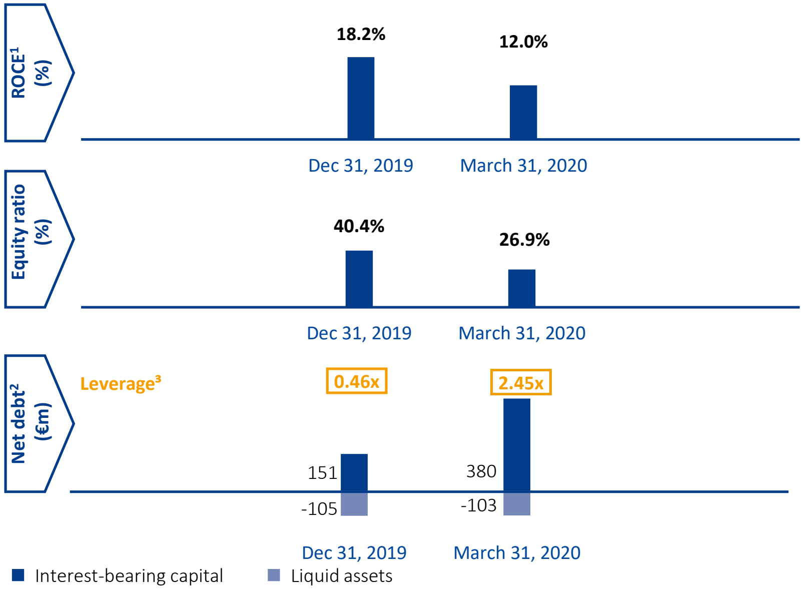
Q1 2020 COMMENTARY

- Cash conversion rate remained strong at 81.4% despite the decrease in adj. EBITDA during Q1 2020, which was mostly driven by the negative economic impact of the pandemic.
- Capex in Q1 2020 amounted to € 4.1m or 2.1% of total sales, thus within the expected range of approx. 2.5% of sales
- Increase in WC in Q1 was driven by the increase in inventories, resulting from the consolidation of Ålö. This effect was offset by a comparable increase in trade payables.
- NWC as % of sales improved to 20.0% in Q1

[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

Development of Equity Ratio and Net Debt

BALANCE SHEET OVERVIEW AS AT MARCH 31, 2020



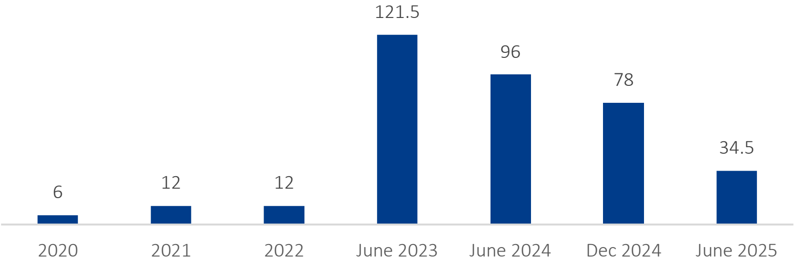
COMMENTARY

- The increase in financial liabilities due to the acquisition of Ålö led to a reduction of ROCE and equity ratio as well as to an increase of net debt and leverage, compared to year-end. Accordingly:
  - ROCE fell to 12.0%
  - The equity ratio declined to 26.9%
  - Net debt rose to €278m
  - Leverage increased to 2.45x
- Liquid assets remained stable at € 103m, compared to year-end, despite the use of €50m cash to finance part of the acquisition. This was mostly due to the significant improvement incash flow from operating activities, which resulted in an increase of the free cash flow by € 18.9m to € 18.1m (Q1 2019: € -0.8m)

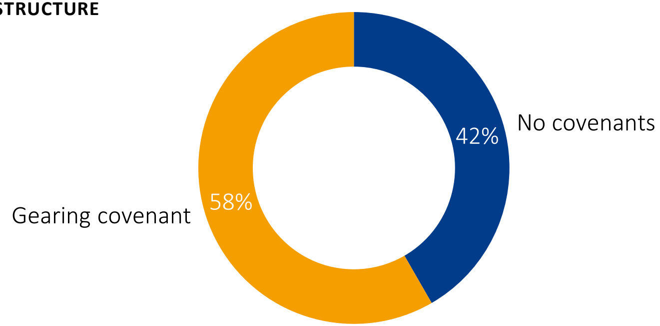
[1] ROCE=LTM adj. EBIT / interest-bearing capital employed (interest-bearing capital: equity + financial liabilities [excl. refinancing costs] – liquid assets + provisions for pensions)
[2] Net debt = Interest-bearing capital (excl. refinancing costs) – liquid assets
[3] Leverage = Net debt/LTM adj. EBITDA [LTM EBITDA Q1 2020 = € 113m; LTM EBITDA FY 2019 = € 101m]

New financing structure after closing acquisition of Ålö

DEBT REPAYMENT TIMELINE (€m)



COVENANT STRUCTURE



COMMENTARY

- Long-term and well balanced maturity profile for all current loans
- 100% of debt is free of a leverage covenants
  - 42% of debt is completely covenant free
  - 58% of debt has a gearing covenant with plenty of headroom (gearing = net debt / equity)
- Gearing KPI is less susceptible to short- and mid-term decline of economic performance as it is not directly affected by short-term changes to EBITDA
- JOST still has undrawn credit lines in its revolving credit facility, which gives the group further flexibility

Market Outlook for FY 2020

	EUROPE	NORTH AMERICA	APA
TRUCK (37% of sales)	**(40) – (35)%** Expected market contraction has worsened due to pandemic	**(55) – (50)%** Very strong decline of demand for new trucks expected	**(25) – (20)%** New-build rates affected by the pandemic, but not as strongly as in other regions
TRAILER (42 % of sales)	**(25) – (20)%** Stronger decline than originally anticipated, following a weak 2019	**(55) – (50)%** The pandemic is expected to have a major negative impact on demand	**(20) – (15)%** Stronger decline than originally anticipated due to the pandemic
TRACTORS (21 % of sales)	**(15) – (10)%** Tractor market is expected to be more resilient than the truck and trailer markets	**(15) – (10)%** Demand for agricultural tractors is contracting less than demand for trucks and trailers	

Note: Market estimates for heavy truck based on LMC, Clear Consulting and FTR and OEMs announcements (as of April 2020)

Coronavirus pandemic impact on JOST's business

JOST current observations – situation is extremely dynamic and changes rapidly

	EUROPE	NORTH AMERICA	APA
TRUCK	All European truck OEMs with shut-downs in April have restarted their production again. Volumes are still ramping up. JOST is flexible in adjusting capacity as needed by short-time work and complementary shift models in its production plants.	Most truck OEMs report massive declines in order intake and full stocks of finished vehicles. Aftermarket business remains robust. JOST is reducing production volumes accordingly.	After shutdown, Wuhan plant restarted again with high volumes. Chinese truck market is expected to have a strong Q2. Visibility for H2 is still limited. India, South Africa and Brazil have recommenced at low volumes.
TRAILER	Most trailer builders operate on low volume or are in short-time work. The order book of trailer builders is shrinking. JOST will adjust capacity as needed.	North American trailer market is also heavily declining. Order intake is shrinking and trailer builders and dealers have full stocks. JOST is adjusting capacity accordingly.	After shutdown, Wuhan plant restarted again. Trailer market is slowly picking up. India, South Africa and Brazil have recommenced at low volumes
TRACTORS	Ålö and Rockinger Agricultural plants reduced capacity slightly using short-time work during April. Operations are now back to normal. Agricultural segment so far showing only a slight decline in Europe. However, shutdown periods of tractor OEMs, especially in the Nordic countries, are expected.	Slight decline in order intake foreseen. All OEM factories are still operating. In general agricultural business appears robust.	Ålö production plant in Ningbo, China, was affected by a short shutdown in February, but is again back to normal operations.

Outlook 2020

Outlook temporarily suspended: Given lack of visibility over duration and severity of the pandemic, currently not possible to reliably estimate the economic impact on JOST.

Ålö’s business performance is expected to have a positive effect on JOST’s operating result as the agricultural business is less affected by the pandemic.

Aftermarket also expected to have a positive impact on the group performance, as it is more resilient than first-fit business in economic downturns

JOST will use all instruments available to reduce the impact of the pandemic to its business. Costs and cash focus further enhanced.

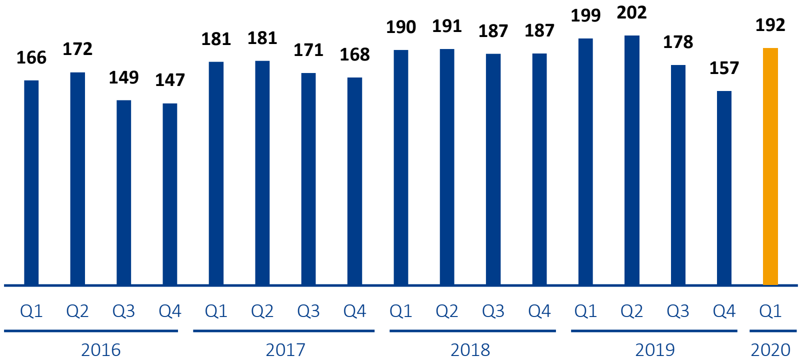
Currently, we are expecting an economic recovery from the third quarter onward. Business in China has stabilized during Q2 and is showing positive signs.

Appendix

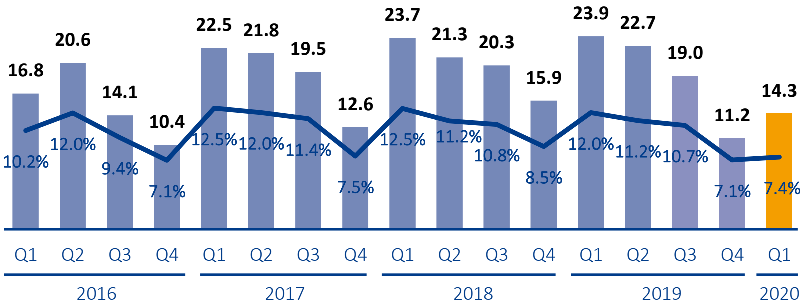
Further information

Development of JOST's Sales and Adjusted EBIT by Quarter

SALES (€m)



ADJ. EBIT (€m)

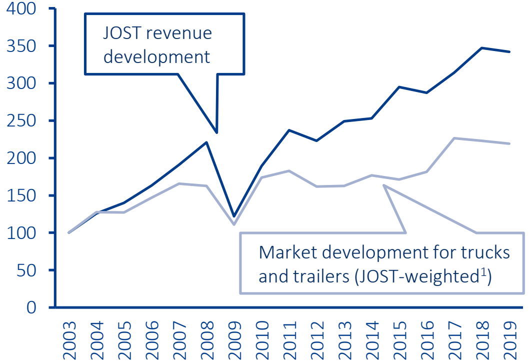


Earnings in Q1 2020 were strongly impacted by the negative effects of the coronavirus pandemic, especially in China.

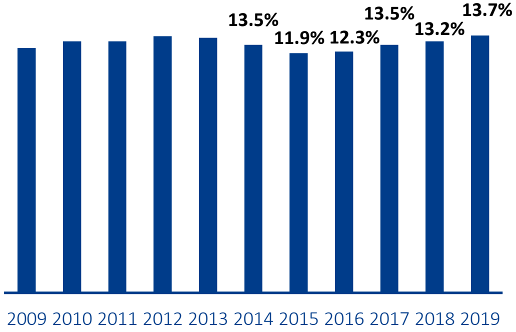
Industry-leading Margins and Cash Generation Profile

JOST has continuously outperformed the truck market since 2003 showing high profitability and strong cash generation

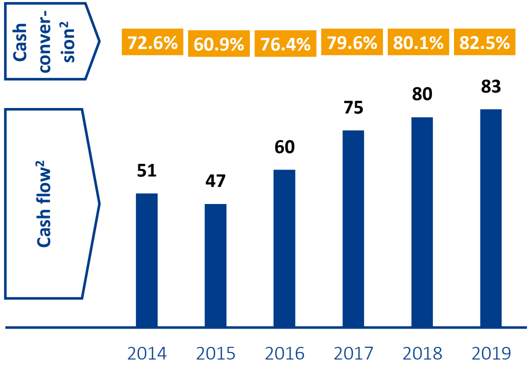
JOST'S PERFORMANCE OVER TIME Indexed to 2003



STRONG MARGIN RESILIENCE Adjusted EBITDA margin (%)



HIGH CASH FLOW GENERATION

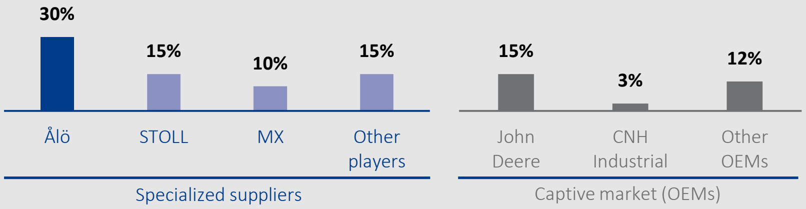


JOST has continuously outperformed the truck market since 2003

[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

Ålö – a global market leader

MARKET SHARES FOR AGRICULTURAL FRONT LOADERS



Sound financial profile

ÅLÖ FINANCIALS

SEKm	2017A	2018A	2019A
Sales	1,804.7	2,002.6	2.060
Gross profit	514.2	536.2	565
Gross profit margin	28.5%	26.8%	27.4%
Adj. EBITDA	189.4	210.1	268.7
Adj. EBITDA margin	10.5%	10.5%	13.0%

Parallels in historic development

1948: Ålö is founded.

1950's: Ålö launches the brand Quicke with the first drive-in front loader.

1960's – 1990's: Ålö grows through exports.

2000's: Ålö aquires Trima.

2010's: Ålö invests in high-tech robotics and grows in digital loader technologies.

1950's | 1960's | 1970's | 1980's | 1990's | 2000's | 2010's

1952: JOST is founded.

1950's: JOST starts production of fifth wheel couplings.

1960's – 1990's: JOST expands globally.

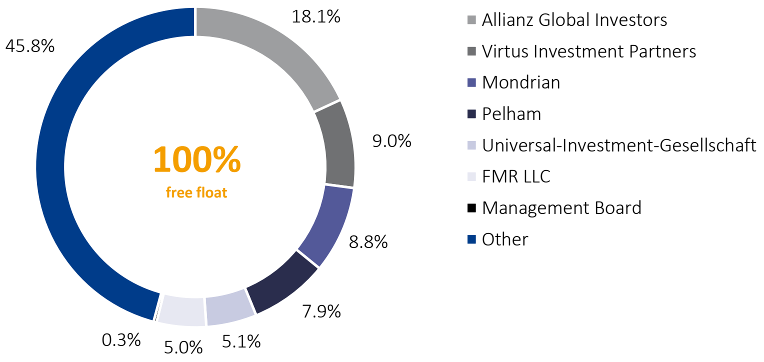
2000's: JOST takes over ROCKINGER and TRIDEC.

2010's: JOST takes over Edbro and Mercedes Benz Trailer Axle Systems.

Feb 2020: JOST and Ålö have joined forces.

Shareholder Structure and Share Information

SHAREHOLDER STRUCTURE AS OF MAY 24, 2020[1]



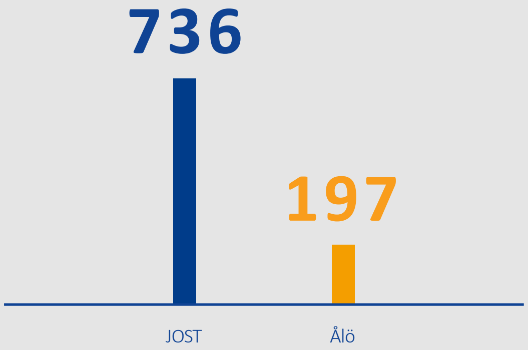
SHARE INFORMATION

ISIN	DE000JST4000
Trading symbol	JST
German Sec. Code Number (WKN)	JST400
Shares in issue	14,900,000
Index	SDAX
Listed since	July 20, 2017

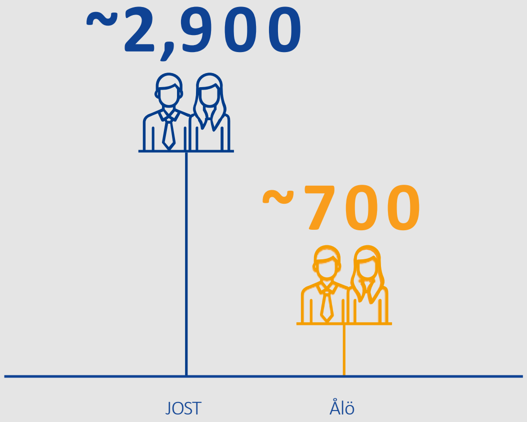
[1] According to German stock exchange definition 100% of shares qualify as free float

JOST & ÅLÖ

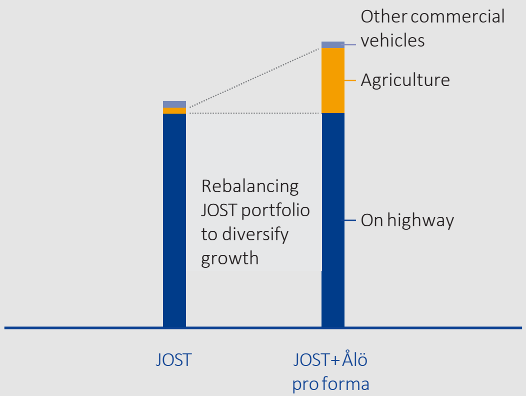
SALES 2019
in €m



EMPLOYEES 2019
head count



DISTRIBUTION BY VEHICLE APPLICIATION
2019



Financial Calendar 2020

May 14	Publication of Q1 2020 Report
May 27	Virtual Roadshow
June 22	JPMorgan Auto Conference – virtual
June 25	Warburg Highlights – virtual
July 1	Annual General Meeting
Aug. 13	Publication of H1 2020 Report
Nov. 12	Publication of 9M 2020 Report

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