Company presentation 2017

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Business summary FY 2017

Business summary – FY 2017

Group sales up 11% to €701.3m

✓ Europe up by 5% to €441.2m – Solid sales growth on an elevated level

✓ North America up by 8% to €118.5m – Rapidly recovering truck market boosted demand

✓ APA up by 37% to €141.6m – Growth driven by regulatory changes in China; other markets in the region also contributed to strong sales growth

Adjusted EBIT increased by 23% to €76.4m

✓ Group margin improved by 110bp to 10.9%

Net debt more than halved to €113.3m

✓ Leverage improved to 1.2x down from 3.5x

✓ Liquid assets grew from €47.2m to €66.3m

Further mid-single digit sales and earnings growth expected in 2018

Management Board proposes dividend of €0.50 per share

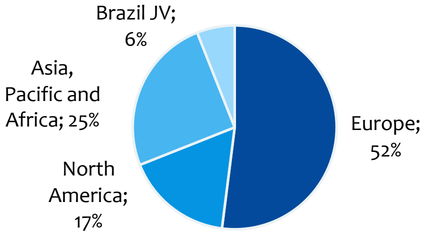
Company overview and key highlights

JOST – leading global supplier of safety critical truck and trailer solutions

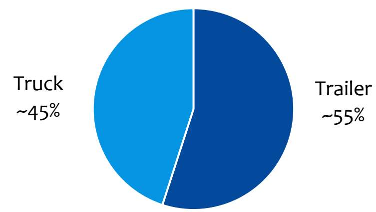
FY 2017

Sales / CAGR (14-17A)	Adj. EBIT[2] / margin	CF / Cash conversion[3]
€701m / 3.6%[1]	€76m / 10.9%	€75m / 79.6%

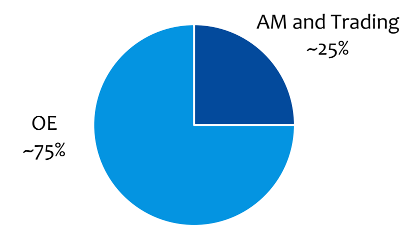
Sales by region[4,5]



Sales by application[6]



Sales by type



Product portfolio

Brands: JOST, ROCKINGER, TRIDEC, Edbro

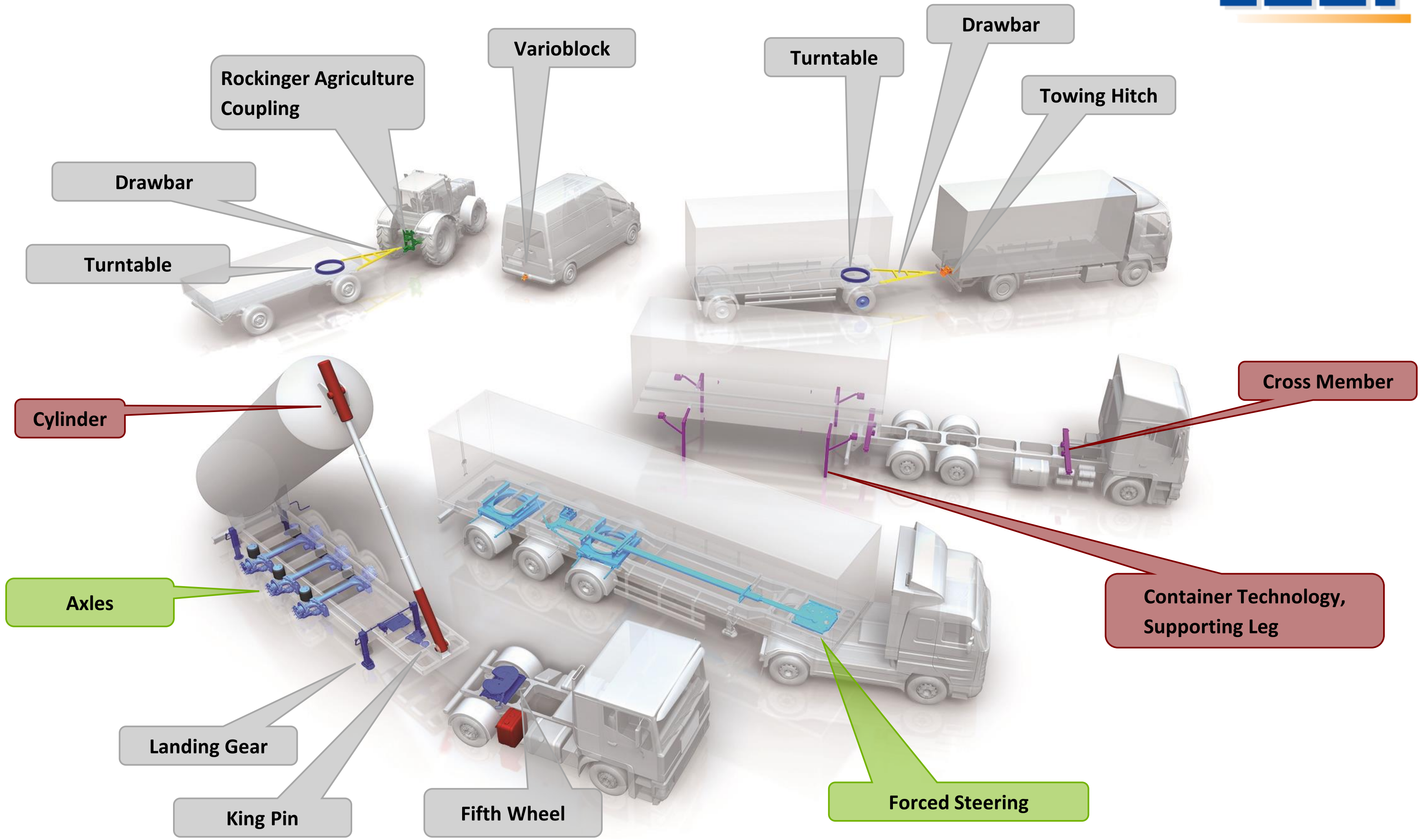
Systems: Vehicle interface (74% sales) | Handling solution (10% sales)[7] | Manoeuvring (16% sales)

Product examples

JOST has ~55% market share globally in products representing 64% of sales[8]

[1] CAGR assuming MBTAS reflected in 2014 sales, [2] Excluding PPA D&A and exceptional items, including pro rata net income from Brazil JV, [3] Cash flow (CF) defined as adjusted EBITDA – capex; cash conversion defined as (adjusted EBITDA – capex)/adjusted EBITDA, [4] Sales by region including consolidation effects, [5] Sales by region represent global sales of JOST's branded products including 100% of Brazil JV, which had sales of €43m in 2017, [6] Includes aftermarket and trading, [7] Including other, [8] Fifth wheel: JOST 54%, Other 46%; Landing gear: JOST 56%, Other 44%
Source: Roland Berger 2017

Overview of our main products



Vehicle interface (74% sales)	Handling solution (10% sales)[7]	Manoeuvring (16% sales)

Key takeaways

Key investment highlights

1. **Leadership – Global leadership in branded products**
2. **Attractive company growth – Market outperformance: upselling, market expansion and bolt-on M&A**
3. **Market growth – Sustained growth on the back of strong fundamentals**
4. **Diversification – High aftermarket content and high diversification by customer and geography**
5. **Business model – Flexible and asset-light business model**
6. **Track record – Industry-leading margins and cash generation profile**

Additional investment back up highlights in appendix

1 Global leadership in branded products

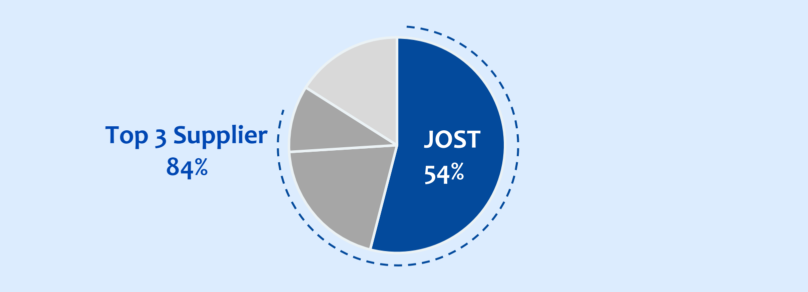
One of the leading global suppliers of truck and trailer systems with high market share in core segments

JOST has a leading market position in Vehicle Interface systems

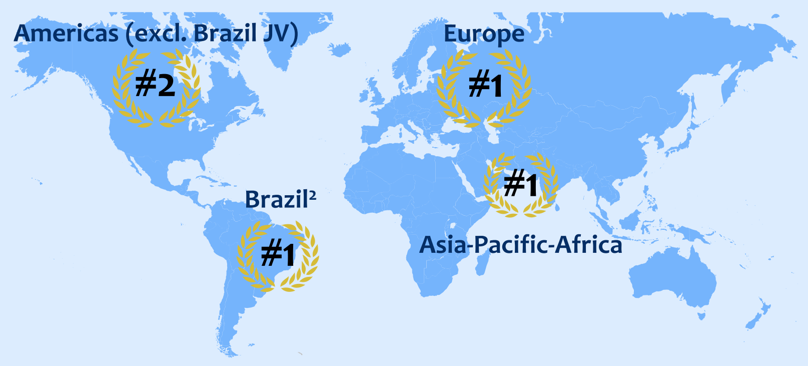
>50% global market share in articulated truck trailer combinations market

Fifth wheel

Global market share[1]

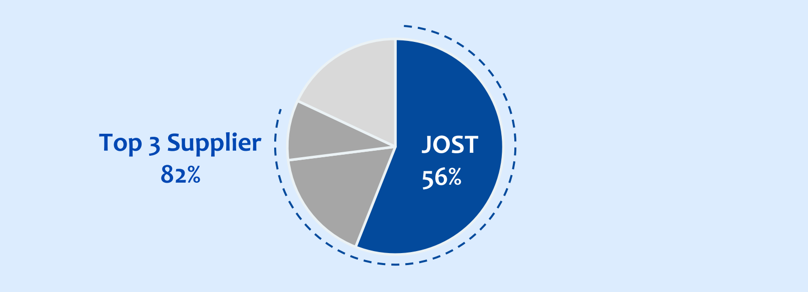


Market position by geography[1]

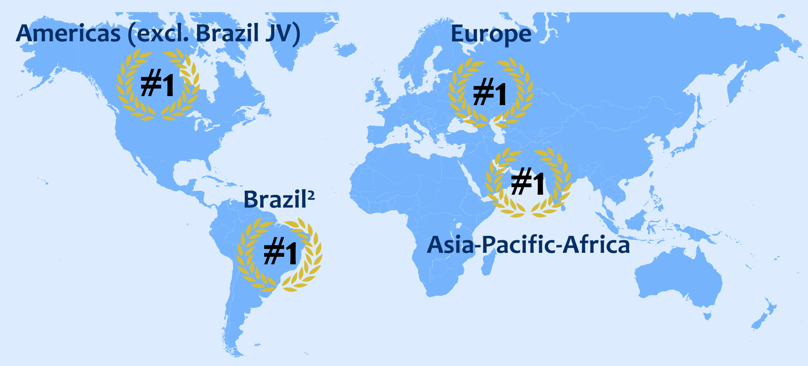


Landing gear

Global market share[1]



Market position by geography[1]



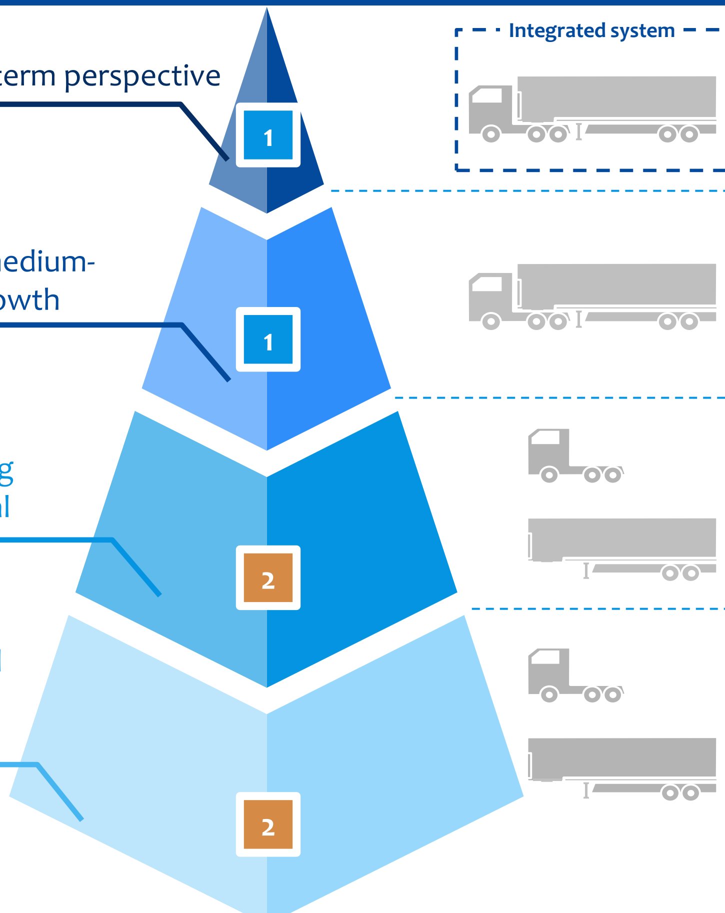
#1 player in key products[3] that account for 64% of total sales

[1] By sales
[2] Includes Brazil JV
[3] Fifth wheel and landing gear

Source: Roland Berger 2017

2 Market outperformance: upselling, market expansion and bolt-on M&A

JOST's strategy is focused on further enhancing its cash generative baseline business while developing advanced solution systems to provide long-term growth



	Business area development	Example products	Operational focus
1 Future growth engine	Longer term perspective	Autonomous docking systems	* Leveraging stable business cashflows to invest in the technologies of the future
	Near-, medium-term growth	Comfort Coupling System; E-landing gear; Forced Steering Systems; Wheel Suspensions	* New adjacent market expansion * Stand-alone derivatives from new product development
2 Cash generative baseline	Upselling potential	LubeTronic Fifth Wheel	* Upselling based on modular concept * Product optimization and enhancement features – value engineering
	Branded volume market	Entry level Landing Gear; Entry level Fifth Wheel; Entry level Towning Hitch	* Branded quality entry level systems * Cost and operational efficiency (e.g. plant consolidation)

2 Market outperformance: upselling, market expansion and bolt-on M&A

JOST's successful strategy to outgrow the market

JOST's approach to outperform the market

1 Higher content per product

- ✓ Upselling through innovations

Manual landing gear → **E-Drive landing gear**

Increased content compared to base version (e.g >**4x** for landing gear)

Manual fifth wheel → **LubeTronic fifth wheel** → **Comfort Coupling System**

2 Growth initiatives

Region

- ✓ Growth in US: gain market share with OEMs
- ✓ Localisation of Rockinger and Tridec in China

Product

- ✓ Growth in axles: expand in aftermarket
- ✓ Growth in hydraulics: expand capacity

By region

TRIDEC

ROCKINGER

By product

3 Accretive M&A

- ✓ Strong M&A track record
- ✓ Potential add-on M&A opportunities

ROCKINGER

REGENSBURGER ZUGGABEL

TRIDEC

Edbro

Mercedes-Benz Trailer Axle Systems

3 Sustained growth on the back of strong fundamentals

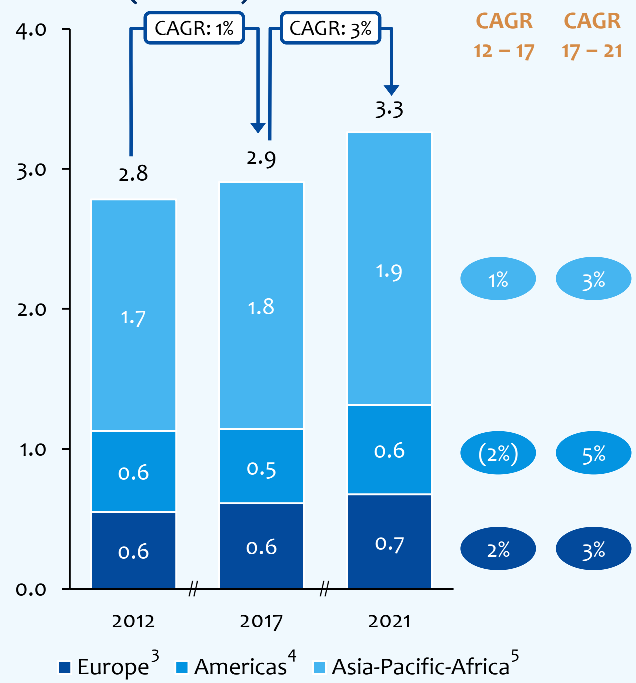
Truck and trailer in all other regions are expected to outperform GDP growth on the back of favorable long-term economic factors

Macro factors supporting robust long-term sector growth

1. Positive GDP and freight growth
2. Growing share of road transportation
3. Regulation driving renewal of truck and trailer fleets

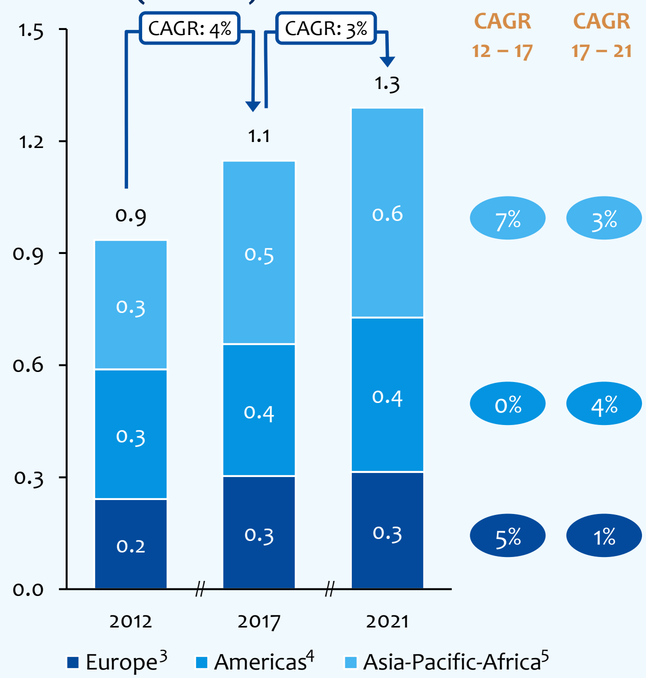
Truck production development

Global truck[1] production by region, 2012 – 21 (m units)



Trailer production development

Global trailer[2] production by region, 2012 – 21 (m units)



Recent trailer development

Press reports

"Policy changes impact Chinese heavy vehicle market"
Global Trailer Magazine, June 2017

"US trailer sales going up"
Global Trailer Magazine, June 2017

"EU commercial vehicle market on the rise"
Global Trailer Magazine, June 2017

[1] Includes medium duty trucks (6-15 to GVW) and heavy duty trucks (>15 to GVW)
[2] Includes medium and heavy duty commercial vehicle trailers
[3] Western Europe, Eastern Europe, Russia
[4] North America, Brazil, Rest of Latin America
[5] China, India, Asia Pacific, RoW
Source: Roland Berger 2017

Sustained growth on the back of strong fundamentals

China's newly implemented truck overload restrictions positively impact truck and trailer demand in China

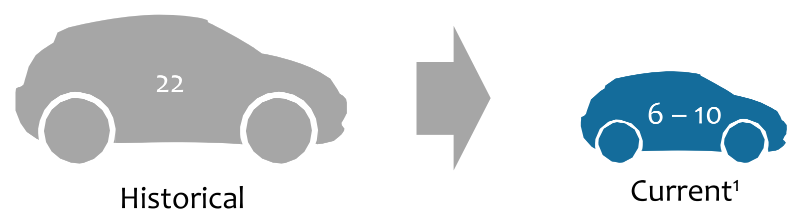
Truck overload restrictions

* Implementation of new regulation on truck overload restrictions (GB1589)
  * No transition phase permitted
* New restrictions on truck and trailer dimensions:
  * Length of maximum 22.0 meters of truck and trailer combination
* For example, car carriage capacity significantly drops
* From c.22 cars per vehicle to 6 – 10 cars per vehicle depending[1]
* The key positive implications for JOST:
  * **Higher number of swivel points** in a truck (eg replacement of rigid with articulated trucks)
  * **Replacement demand** for existing fleet
  * Higher **focus on quality and safety** of couplings

Traditional car carrier in China

Car carriage capacity

Number of vehicles



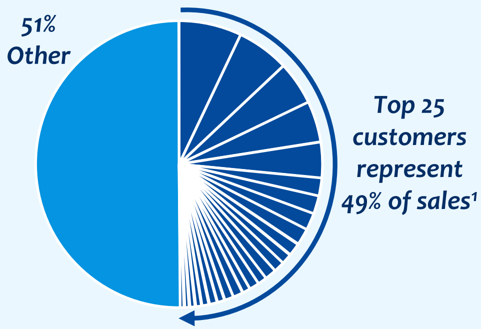
New China policies are expected to provide short- and long-term support to the market

[1] Semitrailer with a capacity of 6 cars; drawbar trailer with a capacity of 10 cars
Source: Roland Berger 2017

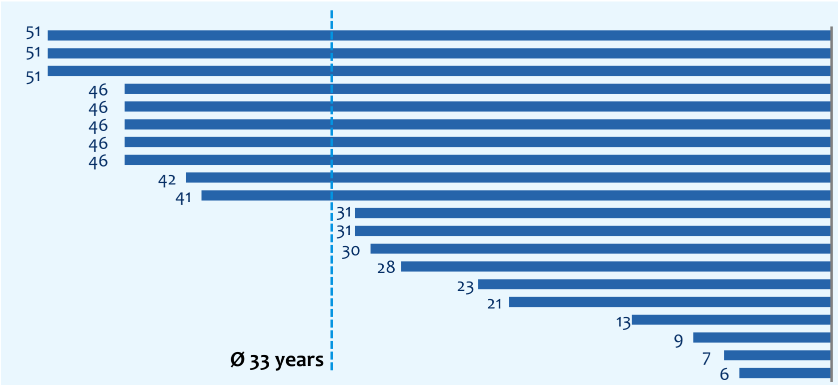
4 High aftermarket content and high diversification by customer and geography

High resilience due to high customers fragmentation and leading AM business

High customer fragmentation



Average customer relationship of more than 30 years[1, 2]

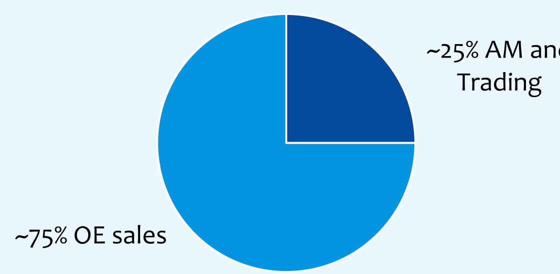


Pre-1980	1980s	1990s	2000s

Attractive AM opportunity

Product	Fifth Wheel 	Landing Gear 
AM value vs OE[3]	50%	200 – 300%

AM % of JOST sales



[1] Including Brazil JV
[2] Top 20 customers with average relationship of 33 years represent 45% of sales
[3] Value based

5 Flexible and asset light business model

Ability to quickly adapt to changing market environment due to asset light and efficient supply and production platform

Key parts of the value chain

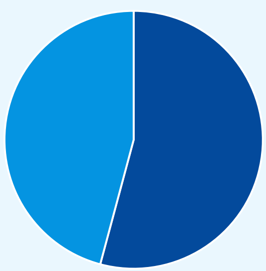
Stage	Design/ engineering	Forging and casting	Purchased materials/ pre-products	Mech. processing/ machining	Coating	Assembly	Painting	Quality control	Logistics integration	Vehicle assembly
Number of variants[1]		High capex	20	100	100	1,500	On demand			

Robotics applied

Outsourced/Not focus   Focus area

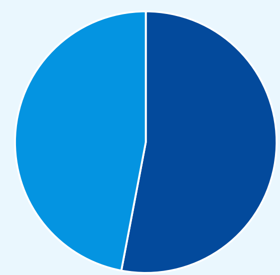
Employees located in low cost countries

Share of employees by plant location



Purchasing from low cost countries[4]

Share of purchasing by region

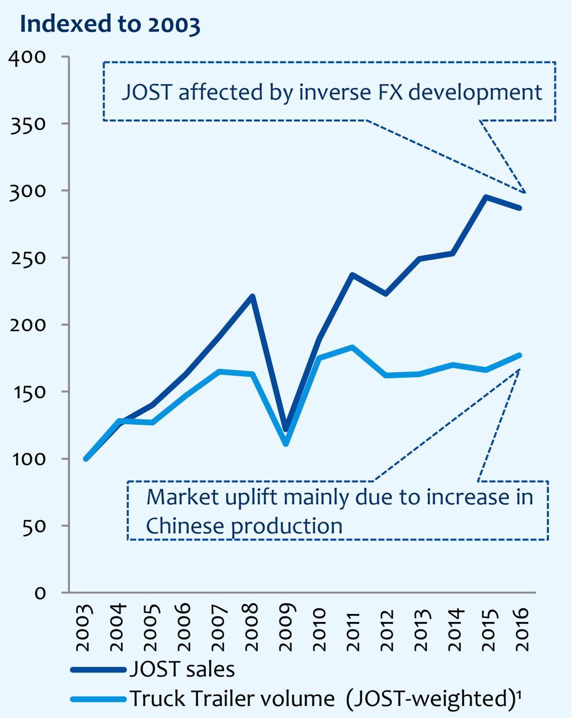


[1] On the example of fifth wheel
[2] Low-cost countries include Russia, Poland, Hungary, Portugal, South Africa, China, India
[3] High-cost countries include Germany, France, Spain, Italy, UK, The Netherlands, Australia, USA, Singapore and Japan
[4] High-cost regions include Western Europe and North America; Low-cost regions include Eastern Europe, Asia and Brazil

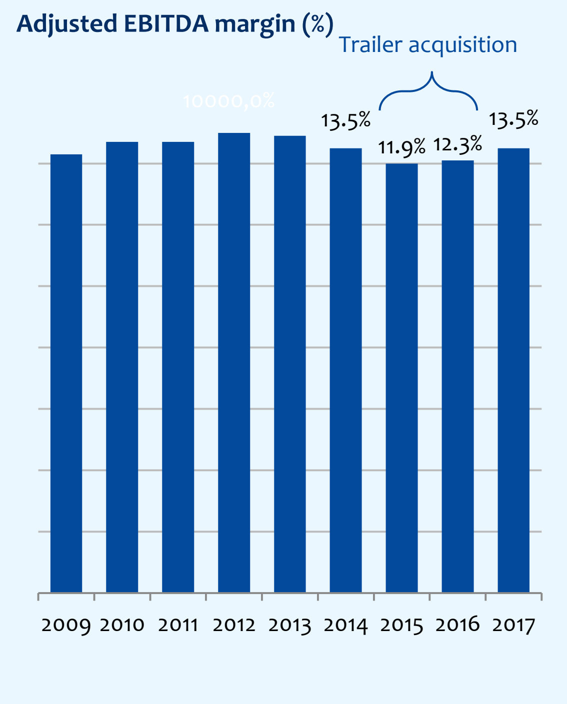
6 Industry-leading margins and cash generation profile

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

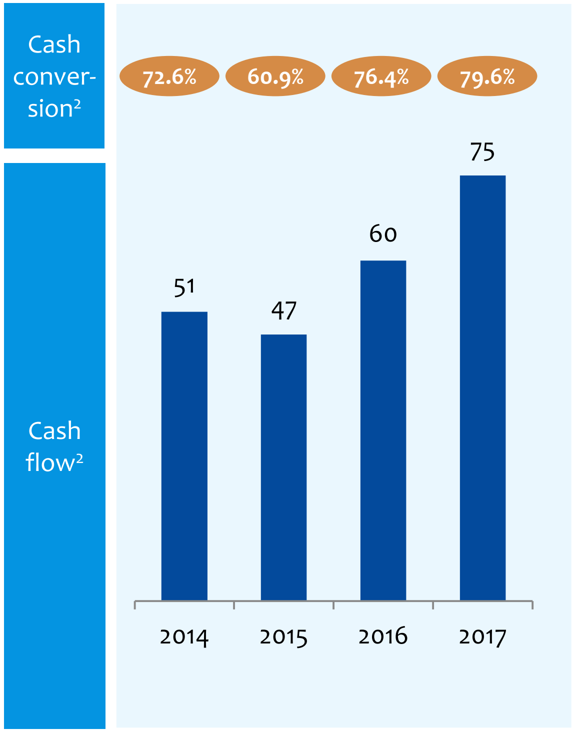
JOST's performance over time



Strong margin resilience



High cash flow generation



JOST has continuously outperformed the truck market since 2003

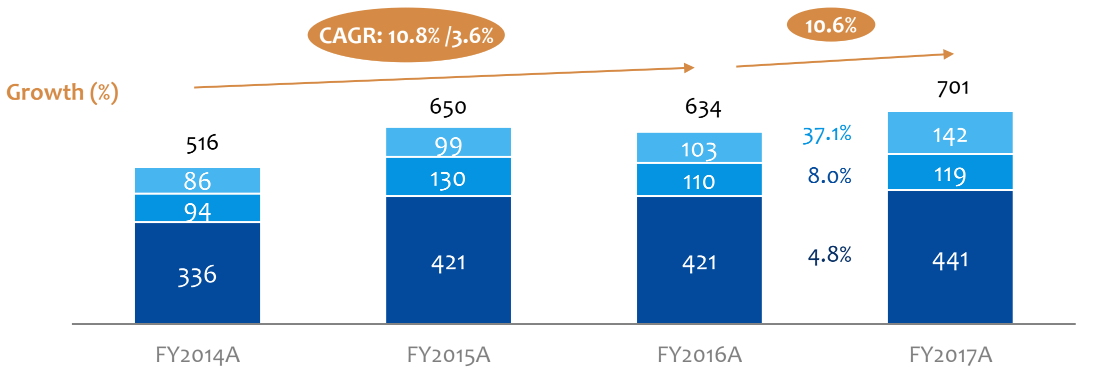
[1] Weighted by approximate weight of truck and trailer revenues

[2] Cash flow defined as Adjusted EBITDA-Capex and cash conversion defined as (Adjusted EBITDA-Capex) / Adjusted EBITDA

Key financials

Record year in JOST's history with strong improvement in margins

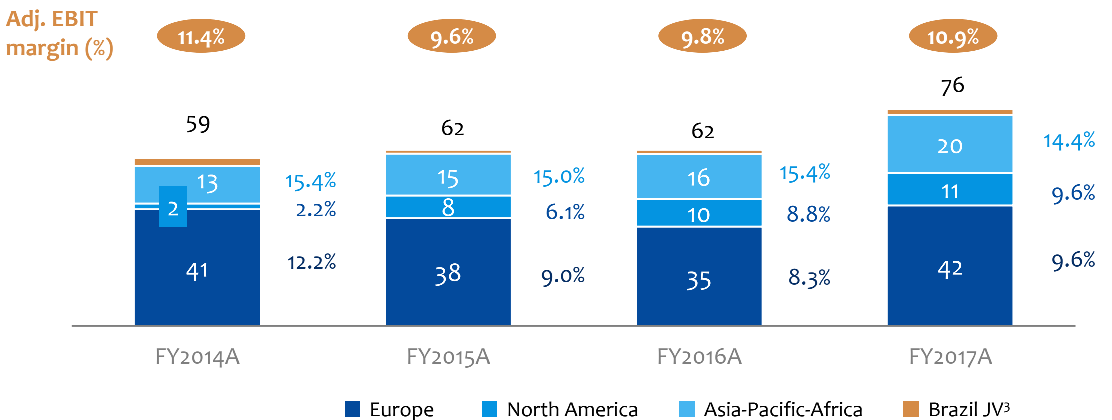
Sales split by geography[1] (€m)



2017 commentary

- ✓ Record sales performance. Growth driven by solid performance in Europe, high activity level in APA and recovering truck market in North America

Adjusted EBIT split by geography[2] (€m)



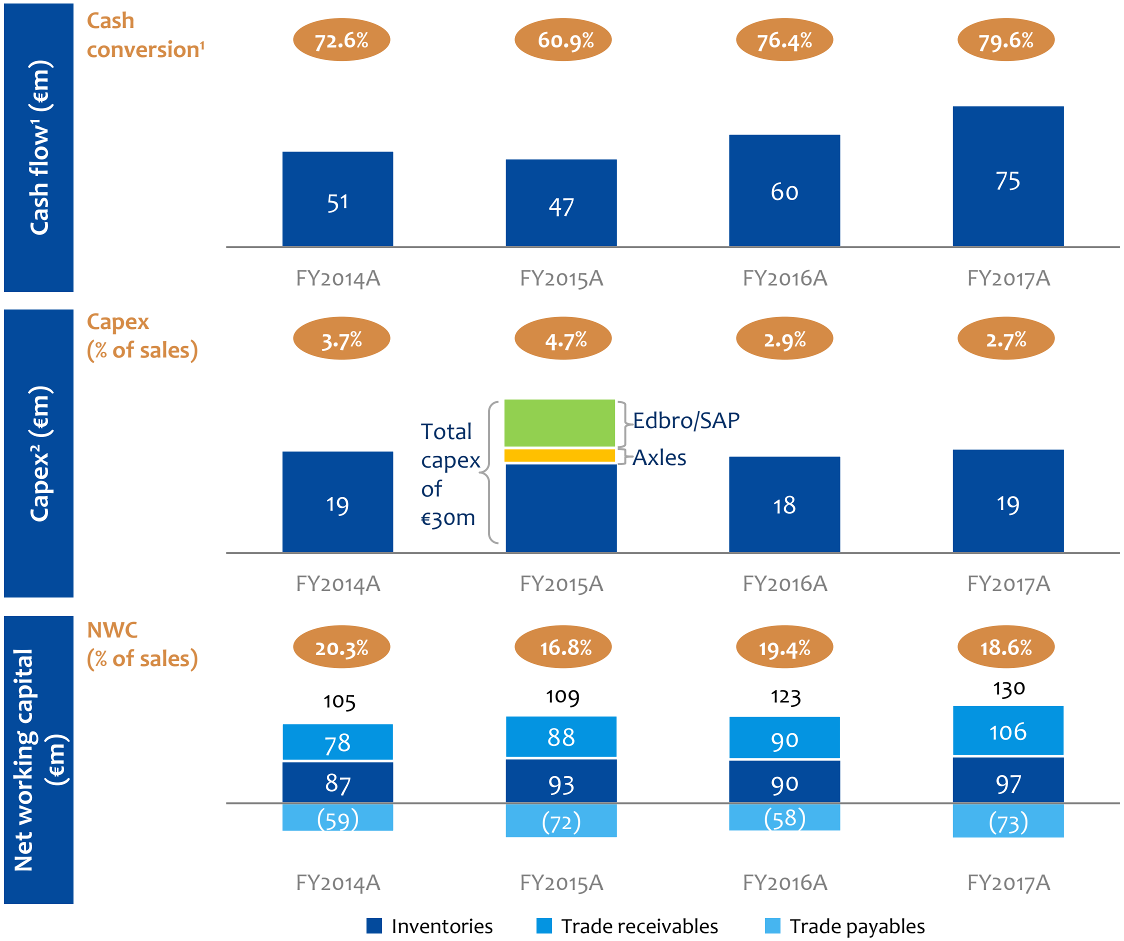
2017 commentary

- ✓ Adj. EBIT grew by 23% resulting in margin expanding to 10.9% in 2017
- ✓ Main reasons: completed integration of axle business, efficiency improvements, favorable mix effects and operating leverage benefits

[1] Sales split by origin
[2] Adjusted EBIT split by origin, including pro-rata net income from Brazil JV
[3] Pro-rata net income from Brazil JV not allocated to segments and therefore shown separately

Strong cash generation profile supported by low capex spend and disciplined working capital planning

Key financials overview

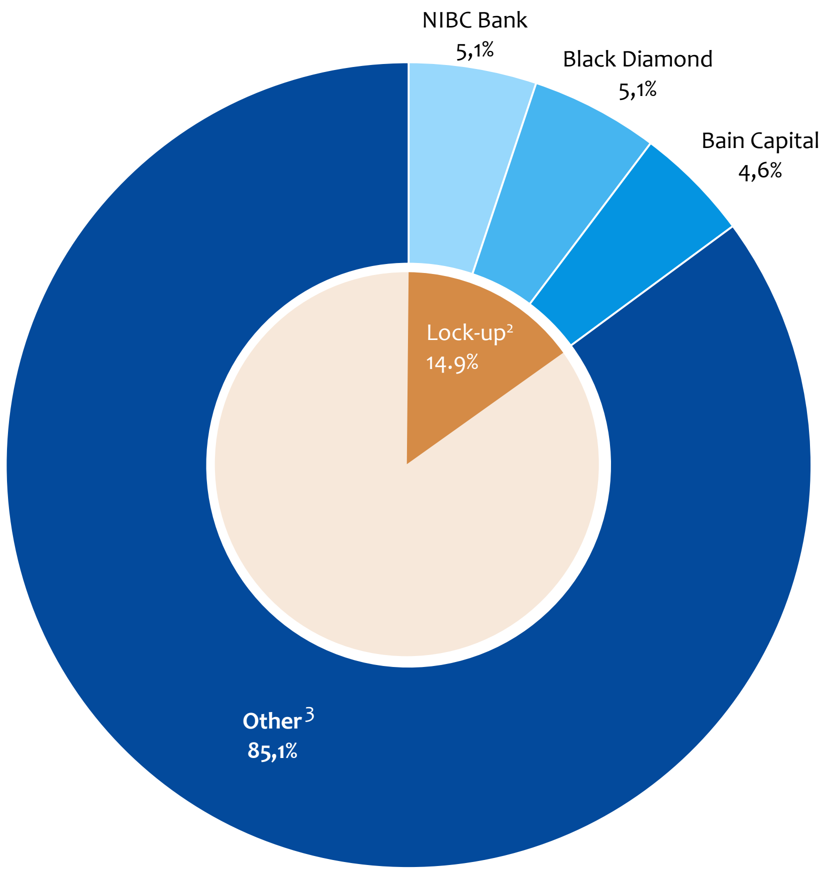


- ✓ Highly capital efficient business model with strong cash conversion
- ✓ Focus on automation increase and new machinery
- ✓ Efficient management of net working capital resulted in improved ratio

[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
Source: Company information

Shareholder structure, balance sheet highlights, EPS and DPS

Shareholder structure[1]



[1] According to German stock exchange definition 100% of shares qualify as free float
[2] Lock-up for 90 days after second placement on 31 January, 2018
[3] current members of management board hold 2% of shares

Balance sheet highlights[4]

- ✓ Equity ratio at the end of 2017 improved significantly to 34%
- ✓ Cash and cash equivalents increased by year end to €66.3m (2016: €47.2m)
- ✓ Net debt more than halved to €113.3m (2016: €272.8m)
- ✓ Leverage improved to 1.2x (2016: 3.5x)

Earnings per share & dividend proposal

(€)	FY 2017
EPS	(4.22)
Adj. EPS	2.99
Proposed DPS	0.50

2017 targets reached – Outlook 2018

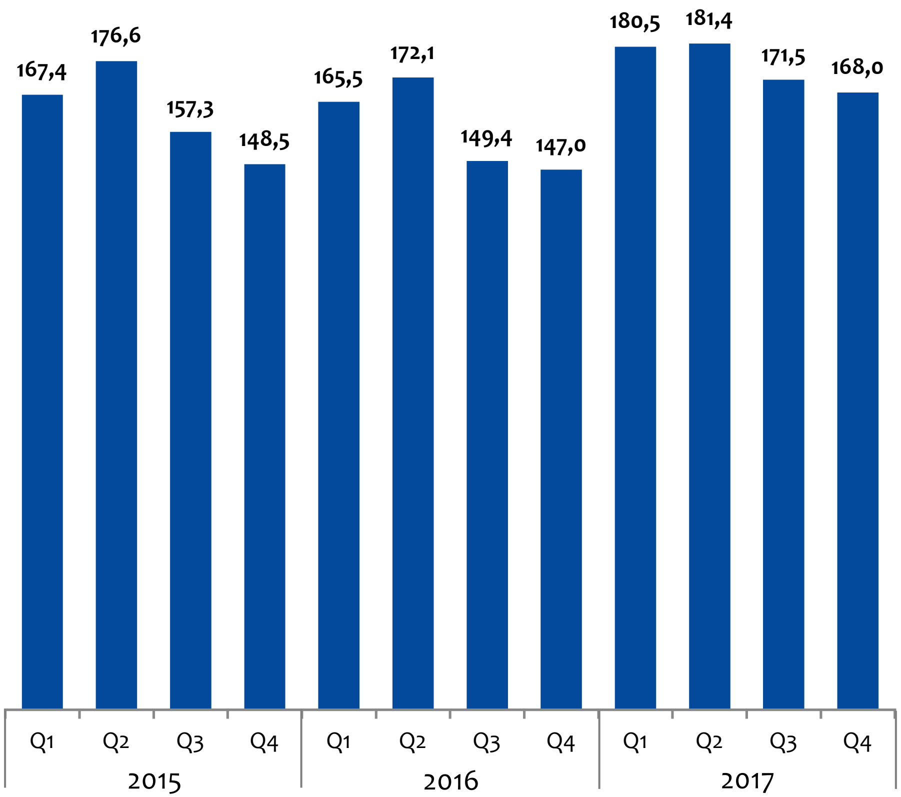
	FY 2016 (€m)	Outlook 2017	FY 2017 (€m)	2017 vs. 2016	Outlook 2018
Sales	634	High single digit growth	701	+ 11 %	Mid single digit growth
Adjusted EBIT	62	Moderate double digit growth	76	+ 23%	Mid single digit growth
Capex[1] (% of sales)	18 (2.9%)	2.0 – 2.5% of sales	19 (2.7%)	+ 5%	~2.5% of sales
Net working capital (% of sales)	123 (19.4%)	<20%	130 (18.6%)		<20%
Leverage[2]	3.5x	< 1.5x	1.2x		~ 1.0x

[1] Capex calculated as payments to acquire property, plant and equipment as well as intangible assets
[2] Excluding potential acquisitions

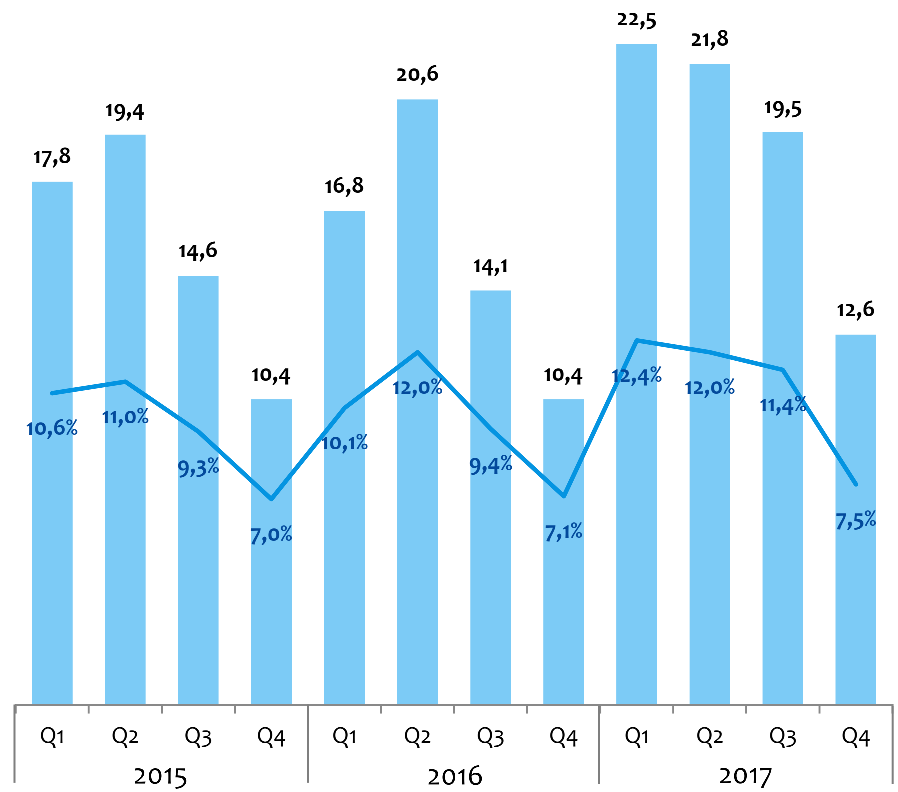
Appendix

Group's sales and adjusted EBIT by quarter

Sales (€m)

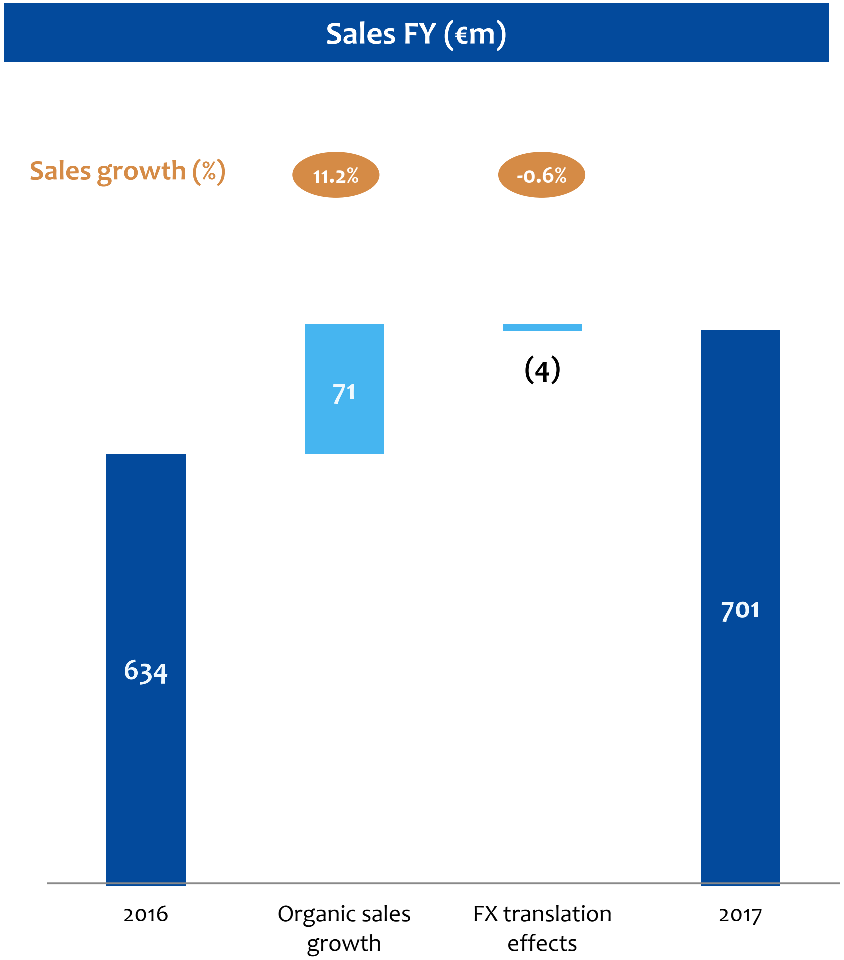


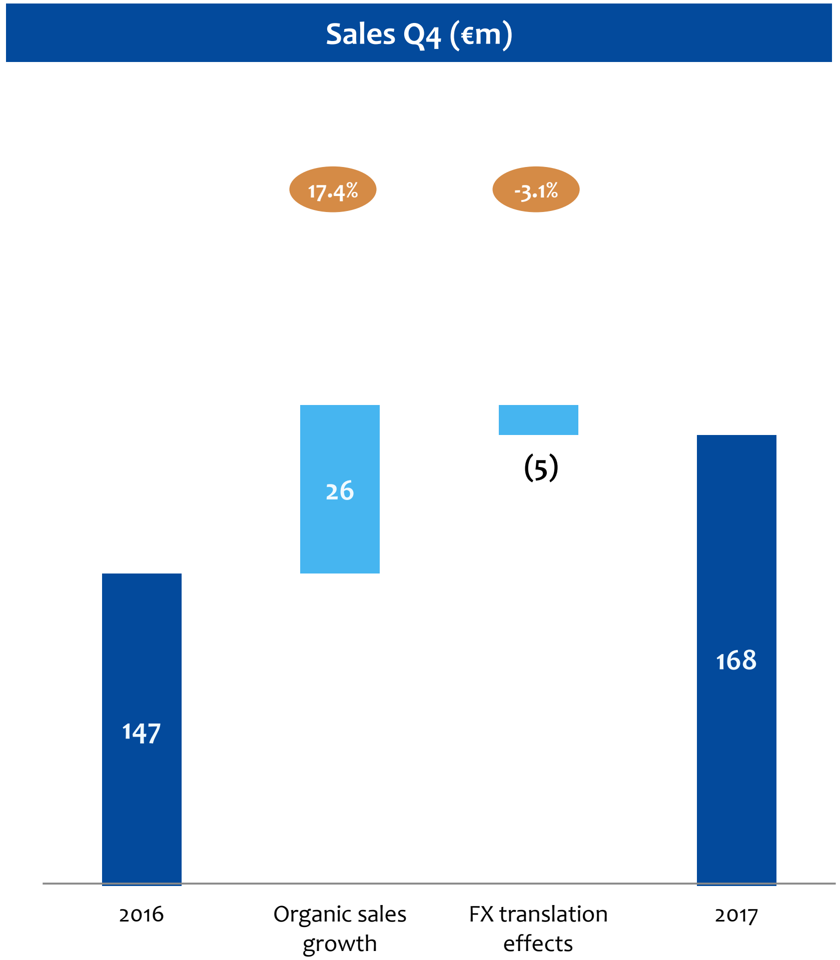
Adj. EBIT (€m)



Typical seasonality has not been as pronounced in H2 2017 as in previous years

Organic sales development





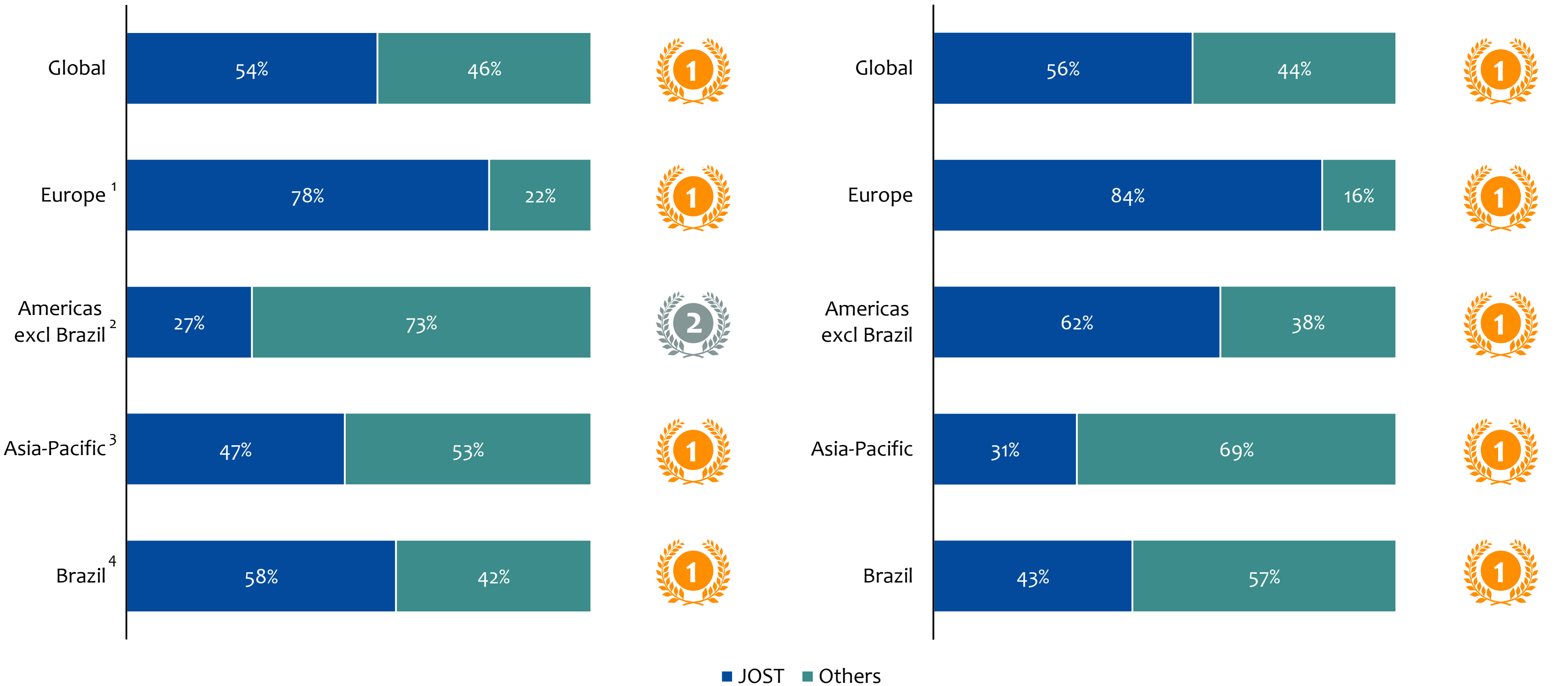
Global leadership

JOST's leading market positions – focus on fifth wheel and landing gear

JOST has a leading market position in Vehicle Interface systems

Market shares by sales in OE business by geography

Fifth wheel	JOST position	Landing gear	JOST position



JOST is the global leader in fifth wheel and landing gear

[1] Includes the following countries: AUT, BEL, DEN, FIN, FRA, GER, ITA, NED, NOR, POR, ESP, SWE, CH, UK, CRO, SRB, BLR, BGR, CZE, EST, HUN, LAT, LTU, POL, ROM, SVK, SVN, TUR, UKR
[2] Includes the following countries: CAN, MEX, USA, COL, ECU, VEN, ARG
[3] Includes the following countries: IDN, MYS, THA, PHL, KOR, JAP, AUS, PAK, TWN, IND, CHN, DZA, EGY, MOR, TUN, SAU, UAE, other MEA
[4] Including Brazil JV
Source: Roland Berger 2017

Reconciliation of earnings

(€m)	January 1 – December 31, 2017 Unadjusted	Exceptional (stock listing and other)	PPA depreciation and amortization	Shareholder loans	Adjustments, total	January 1 – December 31, 2017 Adjusted
Sales revenues	701.3				-	701.3
Cost of sale	(508.0)	0.1			0.1	(507.9)
Gross profit	193.3	0.1			0.1	193.4
Selling expenses	(85.1)		25.6		25.6	(59.4)
thereof: D&A of assets	(26.5)				-	(26.5)
Research and development expenses	(10.4)				-	(10.4)
Administrative expenses	(53.2)	3.9			3.9	(49.3)
Other income	5.6				-	5.6
Other expenses	(5.7)				-	(5.7)
Share of JV profit	2.2				-	2.2
Operating profit (EBIT)	**46.7**	**4.1**	**25.6**	**-**	**29.7**	**76.4**
Net finance result	(146.7)			134.0	134.0	(12.7)
Profit / loss before tax	(100.0)	4.1	25.6	134.0	163.7	63.7
Income taxes	37.1					(19.1)
Profit / loss after taxes	**(62.8)**					**44.6**
Number of shares as of December 31, 2017	14,900,000					14,900,000
Pro forma earnings per share (in €)	**(4.22)**					**2.99**

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