

2025+ **STRATEGY**

UPDATE

10 November 2021

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Chairman of the Board
of Management

Dr Volker Hues
Member of the Board
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Finance

UPDATE STRATEGY 2025+

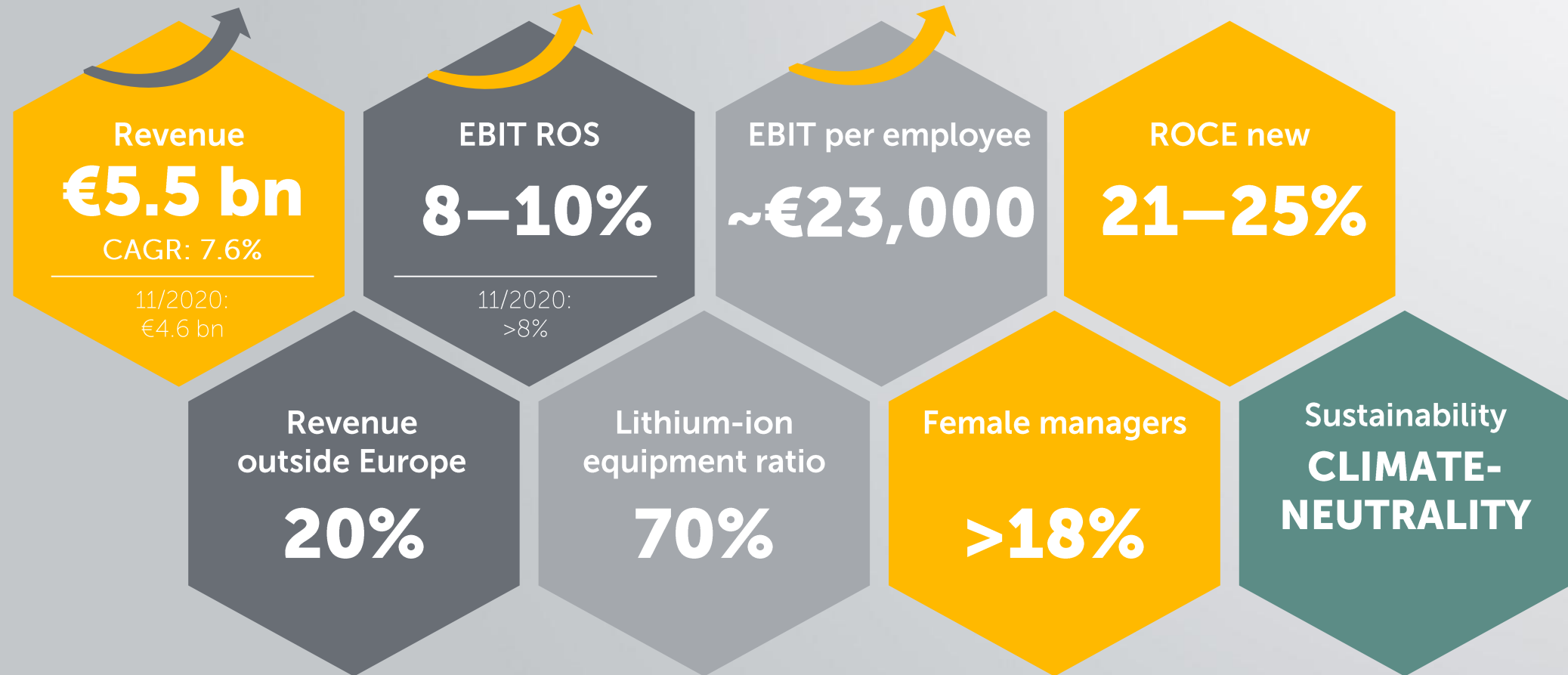
STRONG GLOBAL ECONOMY

CRISIS MODE LARGELY ABANDONED

**VERY GOOD JUNGHEINRICH
BUSINESS TREND Q1 – Q3**

**UPDATE
2025+
STRATEGY
TARGETS**

UPDATED TARGETS 2025



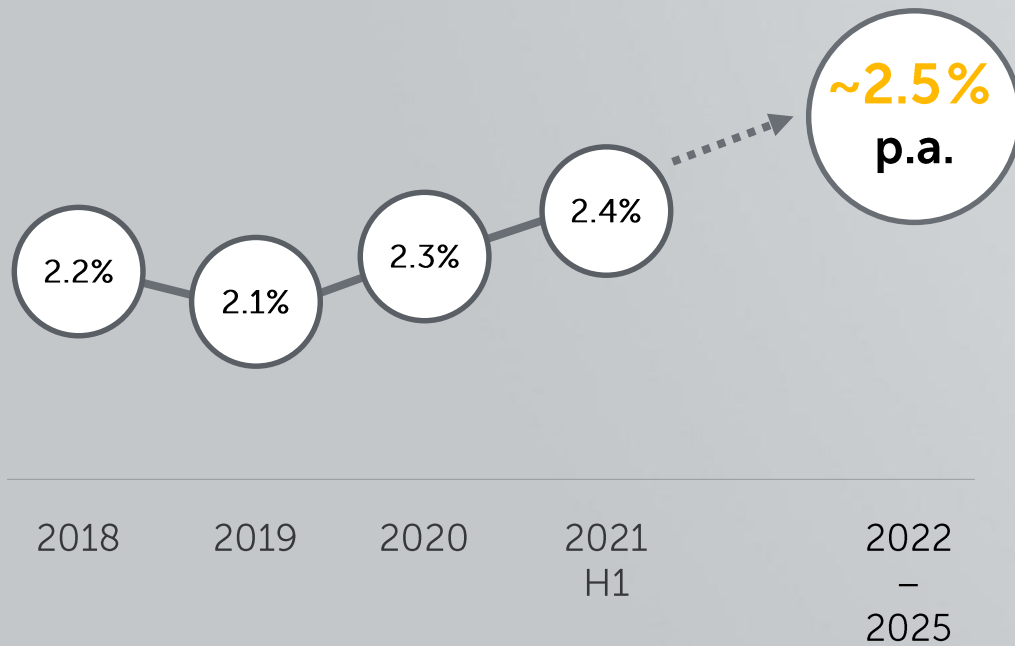
STRONG BALANCE SHEET AND LIQUIDITY

BALANCE SHEET TOTAL	~€5.5 billion
EQUITY RATIO	30%
LIQUID FUNDS & SECURITIES	>€850 million
DEBT RATIO	<0 (€295 million net cash)
ROCE NEW	19.5%

R&D EXPENDITURE AND INVESTMENT

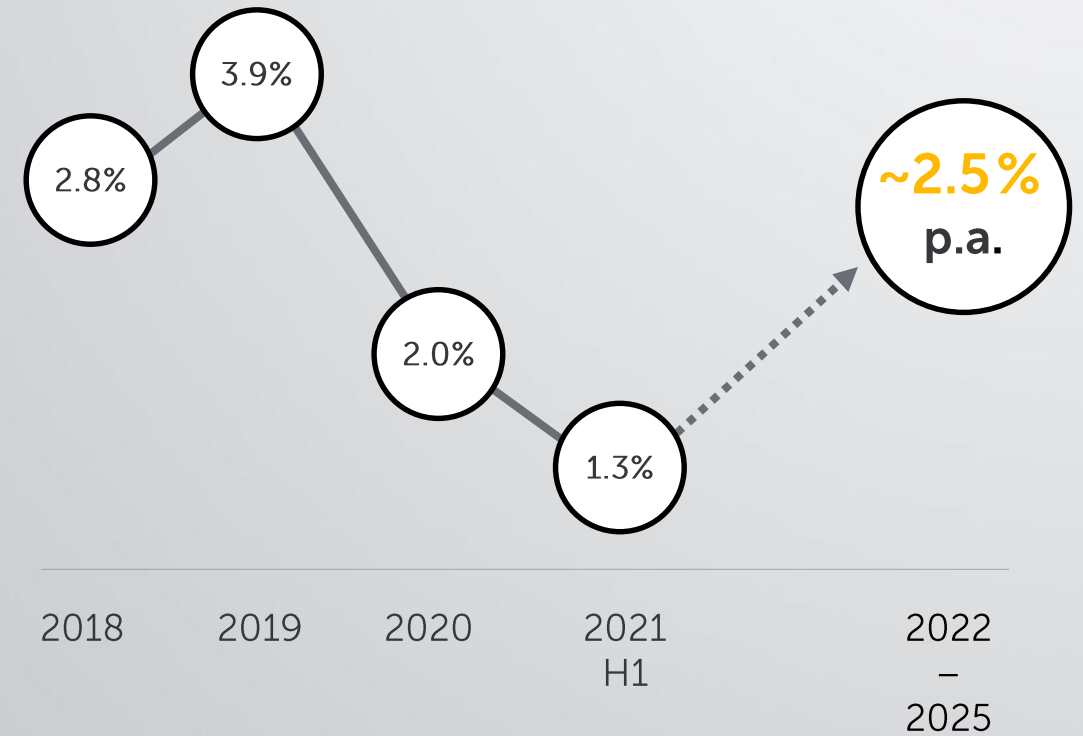
RESEARCH & DEVELOPMENT

(in % of revenue)



INVESTMENT

(in % of revenue)



OUTLOOK

CHANCES



- 1. MARKET GROWTH**
- 2. AUTOMATION**
- 3. SUSTAINABILITY**
- 4. ENERGY SYSTEMS**
- 5. NEW TECHNOLOGIES & BUSINESS MODELS**

RISKS



- 1. CORONAVIRUS PANDEMIC**
- 2. GLOBAL SUPPLY CHAINS**
- 3. TRADE CONFLICTS**
- 4. CLIMATE CHANGE**
- 5. CYBERSECURITY**

OUR STRATEGIC FIELDS OF ACTION



AUTOMATION



DIGITALISATION



ENERGY SYSTEMS



EFFICIENCY



GLOBAL FOOTPRINT



SUSTAINABILITY

OUR STRATEGIC FIELDS OF ACTION



AUTOMATION



DIGITALISATION



ENERGY SYSTEMS



EFFICIENCY



GLOBAL FOOTPRINT

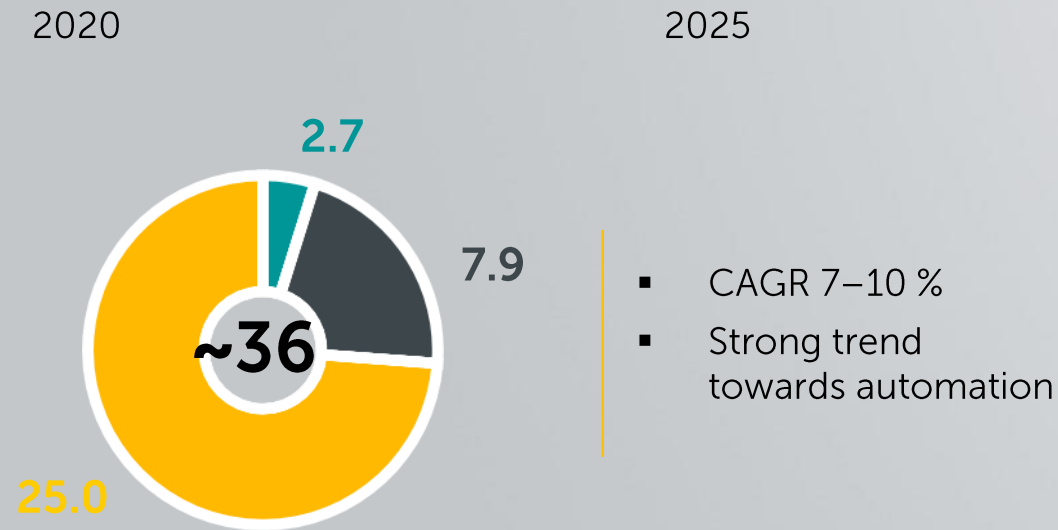


SUSTAINABILITY

FIELD OF ACTION AUTOMATION

AUTOMATED SYSTEMS & WAREHOUSE EQUIPMENT

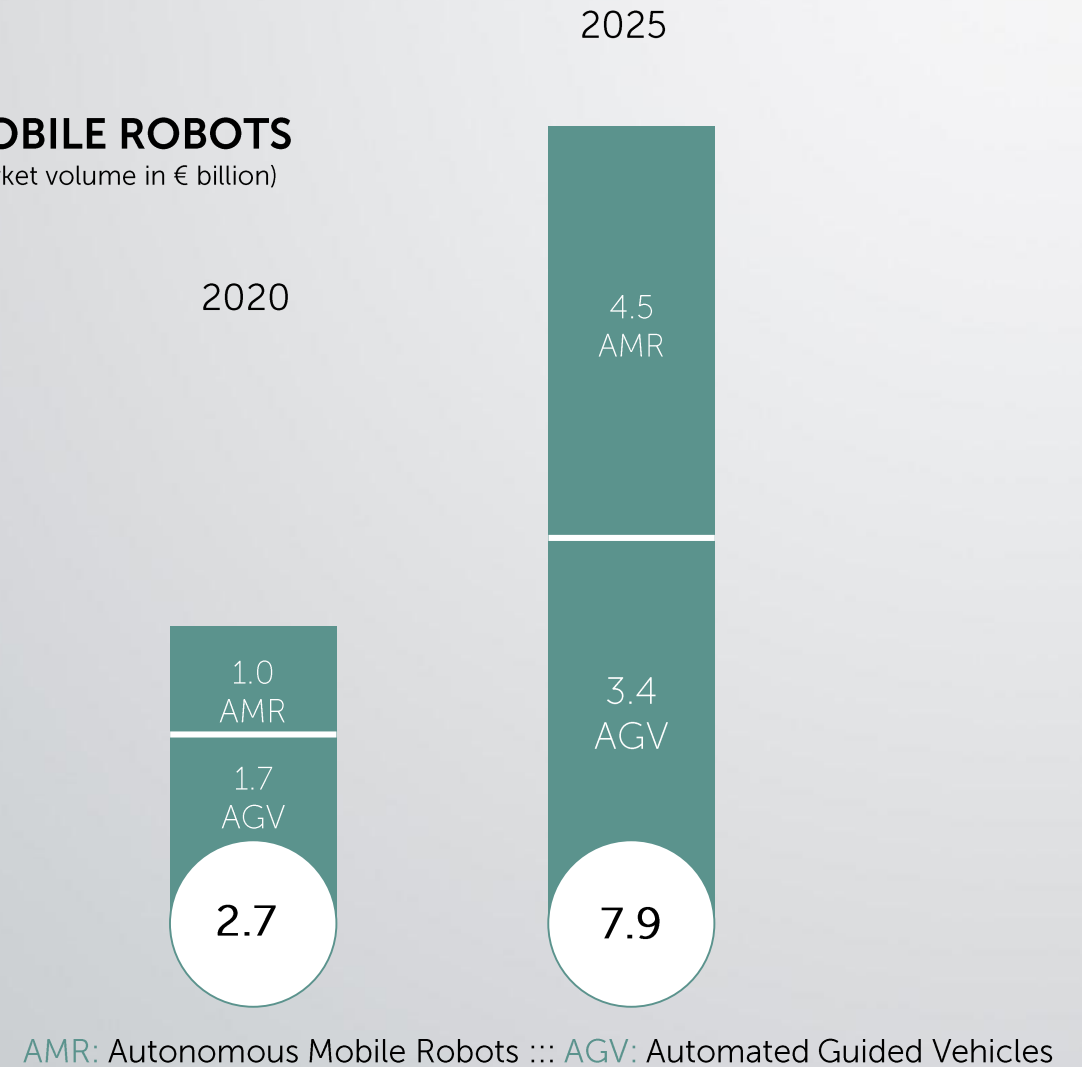
(Market volume in € billion)



AS/RS: Automated storage systems
 MR: Mobile Robots
 WE: Warehouse equipment & racks

MOBILE ROBOTS

(Market volume in € billion)



FIELD OF ACTION AUTOMATION

ACQUISITION IN THE AREA OF MOBILE ROBOTS / AMR



- Technology company from the autonomous mobile robots (AMR) sector
- Founded in 2016, based in Munich
- 90 Employees
- Portfolio:
 - Autonomous mobile robots
 - Software solutions for mobile automation
- Industry focus: automotive, energy and mechanical engineering
- Takeover in Q4 2021



FIELD OF ACTION AUTOMATION

ARCULUS SOFTWARE PORTFOLIO

MODULAR PRODUCTION



Software module for the controlled fulfilling of production orders in real time based on availability and resource utilisation

GOODS-TO-PERSON WAREHOUSE



Software module for goods-to-person order picking, supporting order pickers and service processes

FLEET



Intelligent traffic management platform for fleets with multiple AMRs that integrates robots from third parties via a standardised open API (VDA 5050)

FIELD OF ACTION AUTOMATION

ARCULUS HARDWARE PORTFOLIO

ARCULEE



Autonomous mobile robots (AMR) with high degree of robustness & modularity



ARCULEE XS



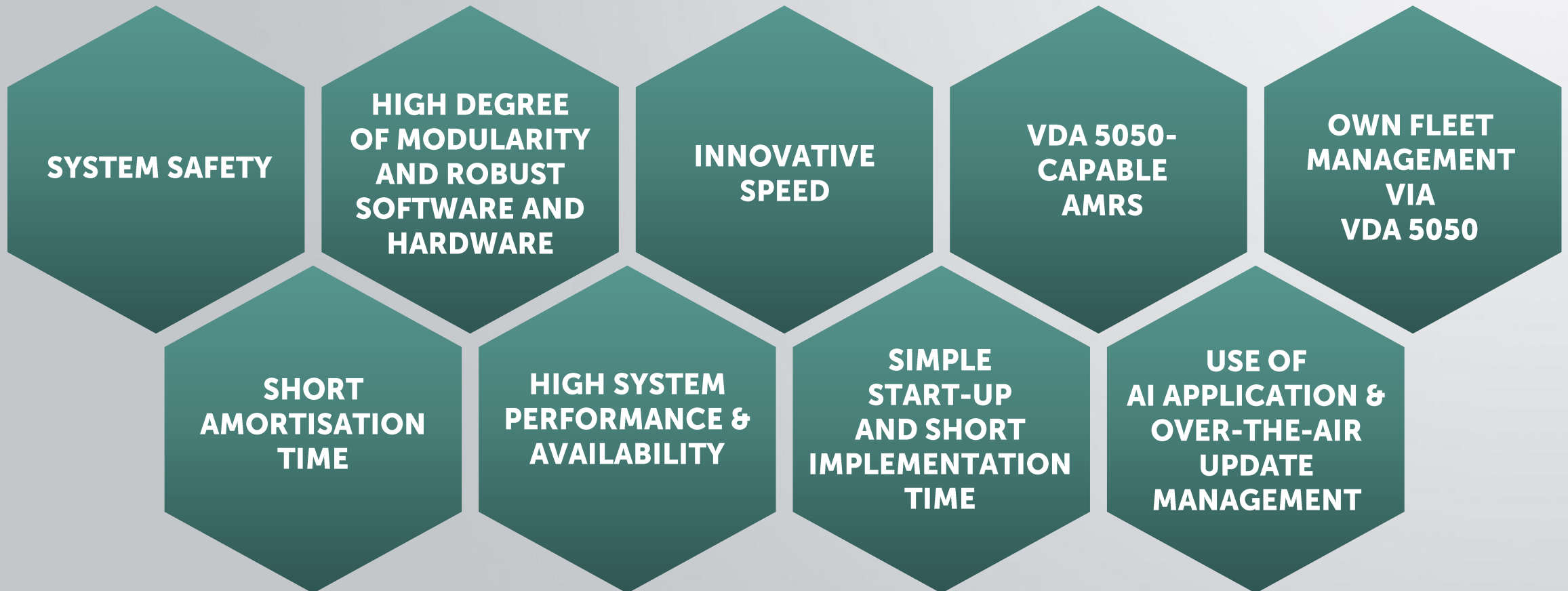
ARCULEE S



ARCULEE M

FIELD OF ACTION AUTOMATION

ARCULUS STRENGTHS & PRODUCT ADVANTAGES



FIELD OF ACTION AUTOMATION

ACQUISITION SYNERGIES

- Significant expansion of Jungheinrich's automation portfolio
- Perfect fit for the implementation of strategic goals in automation
- Comprehensive synergies on current Jungheinrich automation programmes
- High growth potential resulting from "one-stop shop" offer for mobile robots
- Strengthening access to important industries with special focus on e-fulfilment/e-commerce



JUNGHEINRICH ARCULEE

JUNGHEINRICH



FIELD OF ACTION AUTOMATION

arculus



MAGAZINO

The Jungheinrich logo, featuring a red upward-pointing arrow above the word "JUNGHEINRICH" in a bold, black, sans-serif font.

WE SHAPE ROBOTICS

GROUNDBREAKING DEVELOPMENT OF NEW MOBILE ROBOTS AND SOFTWARE PLATFORMS

FIELD OF ACTION AUTOMATION

MANUAL TRUCKS



AUTOMATED GUIDED VEHICLES



FIELD OF ACTION AUTOMATION

EKS 215a



EKS 215a NEW



First-time development of an automated guided vehicle system from the start.

- 131 mm shorter and 85 mm narrower thanks to the compact AGV chassis
- Independent storing of loads up to 700 kg at 6 m up
- Savings of 30 per cent on energy system costs thanks to 24-V technology
- Human-machine interface for intuitive truck operation and optimal interaction



OUR STRATEGIC FIELDS OF ACTION



AUTOMATION



DIGITALISATION



ENERGY SYSTEMS



EFFICIENCY



GLOBAL FOOTPRINT



SUSTAINABILITY

FIELD OF ACTION DIGITALISATION

DIGITALISATION MAKES NEW PRODUCTS AND BUSINESS MODELS POSSIBLE

NEW IT PLANT

- New hybrid cloud foundation for worldwide interconnectivity of people, machines and software
- Strengthening the digital transformation: short implementation times for IT solutions at the highest level of safety
- Building of modern, automated private cloud in Q2 2021; safe link to all Jungheinrich units and international cloud solutions
- Increased information safety based on state-of-the-art communication methods for accelerated, digital cooperation with customers

FIELD OF ACTION DIGITALISATION

FLEET MANAGEMENT SYSTEM

- Expansion of cloud-based telematics platform
- Significant advances in productivity for customers through central, digital fleet management and provision of digital interfaces (API) for optimised
 - Resource scheduling
 - Maintenance
 - Truck availability
- Migration of truck fleets to the new system for large customers
- >50 million data points per day
- Available in 14 countries & further roll-out
- Goal 2025: connect >250,000 trucks digitally



OUR STRATEGIC FIELDS OF ACTION



AUTOMATION



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GLOBAL FOOTPRINT

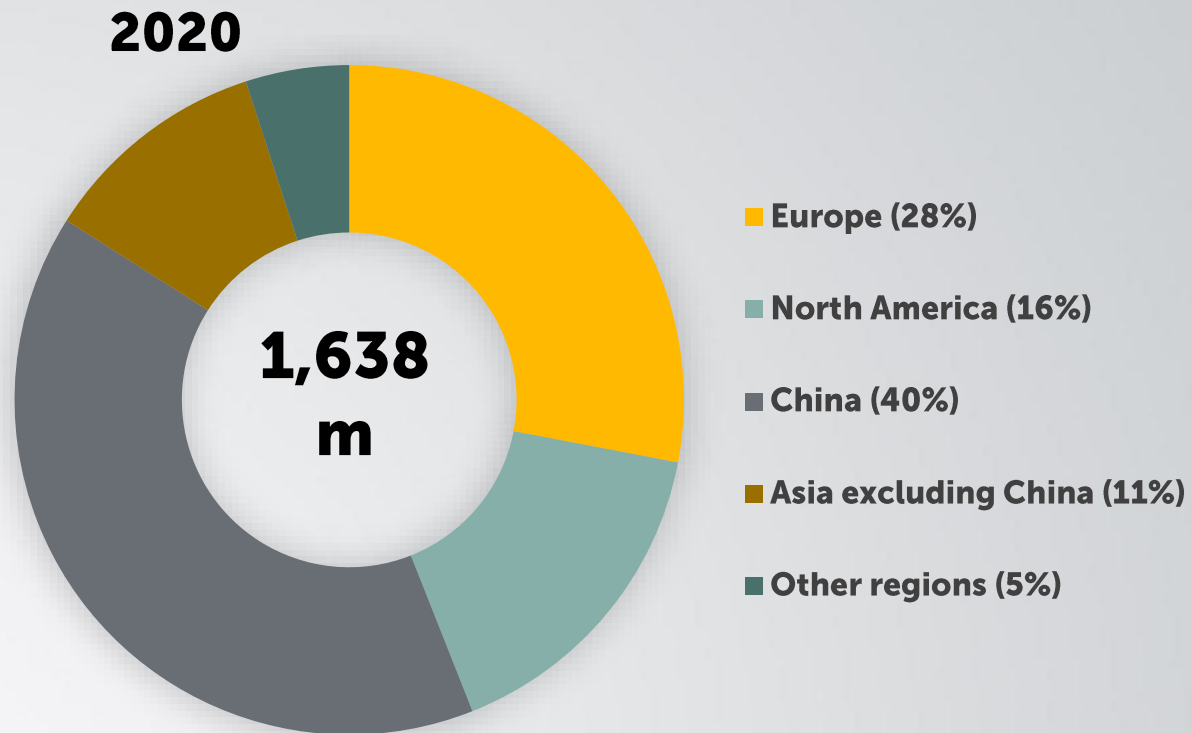


SUSTAINABILITY

FIELD OF ACTION ENERGY SYSTEMS

TRUCKS

(Global market volume in units)

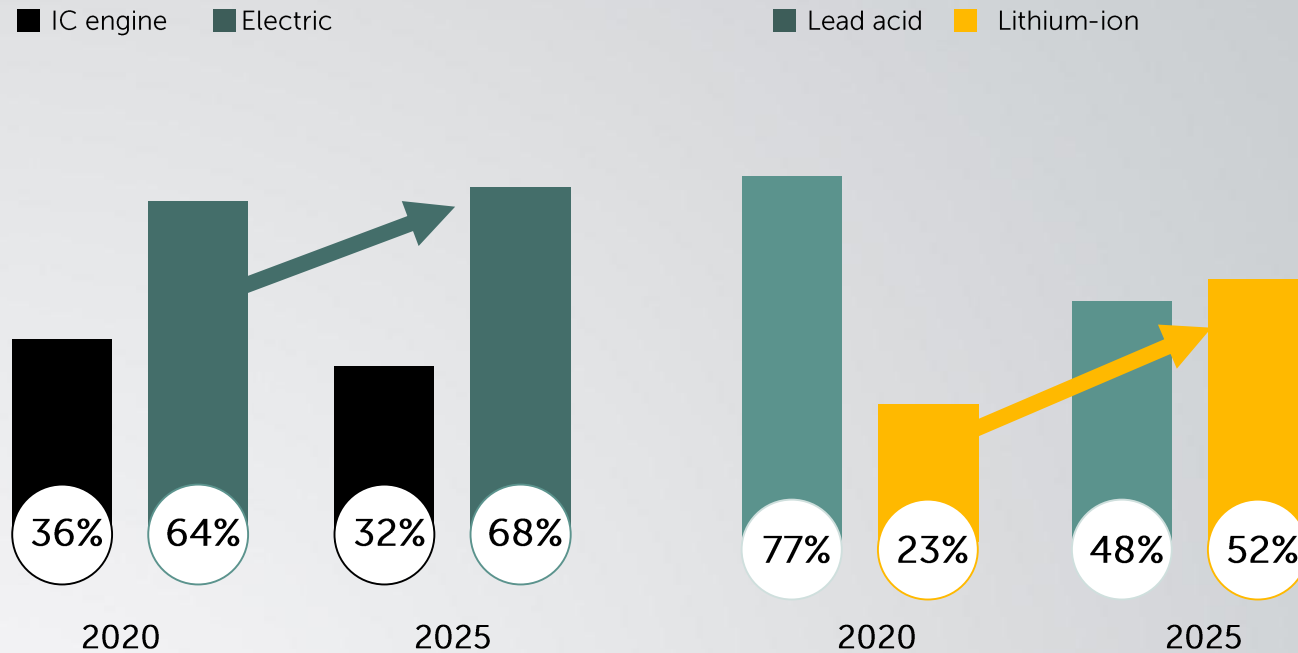


2025

- CAGR ~ 6 %
- Positive trend towards electric trucks

FIELD OF ACTION ENERGY SYSTEMS

WORLD MARKET TRUCKS (units) DEVELOPMENT RATIO DRIVE TECHNOLOGIES



**Jungheinrich strategy target:
70% lithium-ion equipment ratio in 2025**

Sources: Jungheinrich, Interact Analysis



FIELD OF ACTION ENERGY SYSTEMS

2018:

World premier ETV 216i
First forklift from the range
of trucks with integrated
lithium-ion battery

LI-ION
technology

Thanks to new design, taking into
account industry-leading
standards

- > **COMPACTNESS**
- > **SAFETY**
- > **ERGONOMICS**



FIELD OF ACTION ENERGY SYSTEMS

2021: EXTENSIVE PORTFOLIO OF TRUCKS WITH INTEGRATED LITHIUM-ION BATTERY

EREi	ERDi	ERCi	ETVi
 <p>Learn more: www.jungheinrich.co.uk/erd220i</p> <p>JUNGHEINRICH</p>	<p>Best in Class Times Three.</p> <p>Jungheinrich ERD 220i. The electric stacker truck that redefines compactness, safety and comfort.</p> <p>Uncompromising quality in every dimension – this is what the Jungheinrich ERD 220i stands for. A new lithium-ion battery concept allows ultra-compact dimensions of the truck, while at the same time the platform offers plenty of space and maximum safety thanks to operator protection on three sides. Perfection in one vehicle – in this triad everything matches, so you can expect nothing less than a vehicle in outstanding quality.</p> <p>Learn more: www.jungheinrich.co.uk/erd220i</p> <p>JUNGHEINRICH</p>	<p>If you want more power, you need new thinking all around.</p> <p>Jungheinrich ERC 216zi – the first electric pallet stacker with integrated lithium-ion battery.</p> <p>The next revolution from Jungheinrich is on its way: the new ERC 216zi. This is the first electric pallet stacker to be fitted with fully integrated lithium-ion battery, ensuring maximum performance for every task. And thanks to its compact dimensions, a fixed platform with protection on three sides and optimised controls, the new ERC 216zi is also perfect for use in very narrow warehouse environments.</p> <p>Find out more at: www.jungheinrich.xx/erc216zi</p> <p>JUNGHEINRICH</p>	<p>Li-ion power – for a new era in warehouse efficiency.</p> <p>Jungheinrich ETV 216i – the world's first reach truck with a fully integrated li-ion battery.</p> <p>Our ETV 216i is a game-changer setting the standard in li-ion technology for intralogistics. Its full power and long-lasting performance will substantially boost your warehouse efficiency, whilst its evolving vehicle design creates totally new added value in terms of ergonomics and safety.</p> <p>Find out more at: www.jungheinrich.co.uk/etv216i</p> <p>JUNGHEINRICH</p>

FIELD OF ACTION ENERGY SYSTEMS

THE NEXT MILESTONE IN THE DEVELOPMENT OF TRUCKS

WORLD PREMIER: ELECTRIC PALLET TRUCKS ERE 225i & ERD 220i

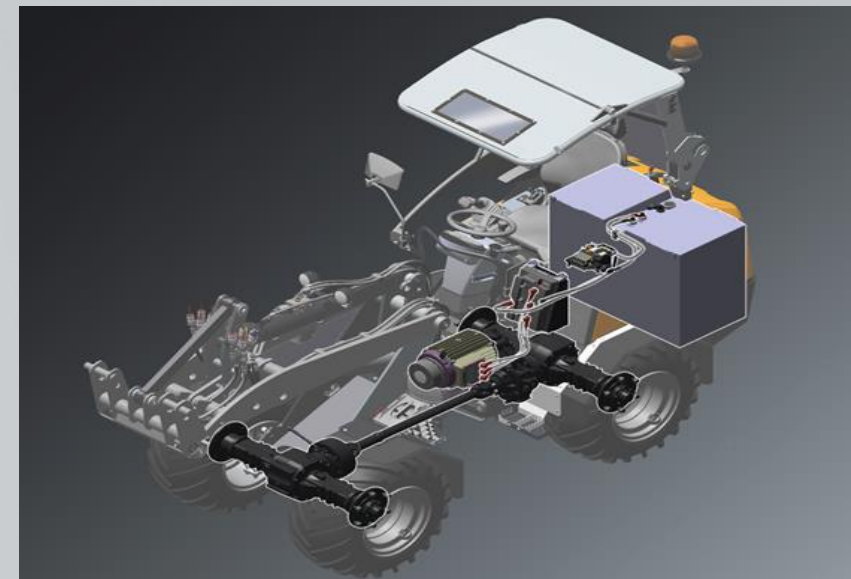
- Two new trucks with integrated lithium-ion battery for particularly volume-relevant truck segments
- Space saving of more than 30 cm compared to previous models, around 40 cm compared to competitor
- Little space needed for shunting, creating valuable extra storage space
- Increased drive comfort thanks to special suspension and ergonomic driver's platform
- New charging interfaces for direct truck connection to external quick chargers



FIELD OF ACTION ENERGY SYSTEMS

POWERTRAIN SOLUTIONS

- Electrification of other products beyond intralogistics, e.g. construction and agricultural machinery and lifting platforms
- Solutions include battery, battery charger, control unit and electric motors
- Sharply increasing number of series and project customers



FIELD OF ACTION ENERGY SYSTEMS

**FORKLIFT TRUCK &
BATTERIES**

ENERGY STORAGE SYSTEMS

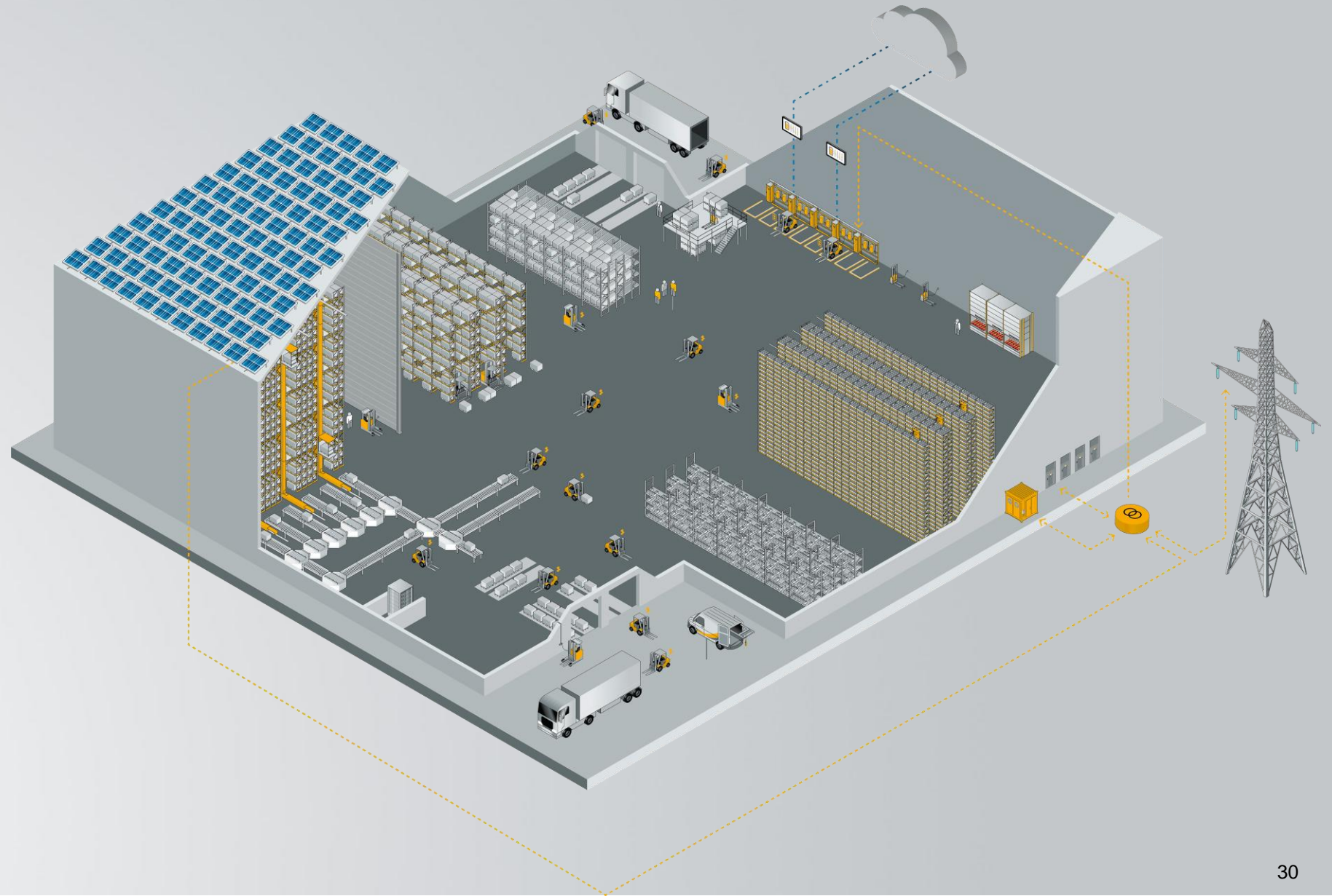
CHARGING STATIONS

**PHOTOVOLTAIC
SYSTEMS**

**DIGITAL BATTERY
& CHARGE MANAGEMENT**

ONLINE CONSULTATION

SERVICE



OUR STRATEGIC FIELDS OF ACTION



AUTOMATION



DIGITALISATION



ENERGY SYSTEMS



EFFICIENCY



GLOBAL FOOTPRINT



SUSTAINABILITY

FIELD OF ACTION EFFICIENCY

EXPANSION OF PRODUCTION NETWORK

- New plant for reach trucks
- Located in Chomutov, Czech Republic
- Project budget around €60 million
- Construction to start in 2022
- Production expected to commence in 2023
- Increase production efficiency
- Ensure long-term competitiveness



FIELD OF ACTION EFFICIENCY

OUR DIGITAL TRANSFORMATION MAKES PROCESSES AND STRUCTURES MORE EFFICIENT – THIS IS HOW WE INCREASE PRODUCTIVITY

“DEEP” – Digital End to End Processes

- Programme for the Group’s digital transformation and increased efficiency
- New concept for the Group management system and start of implementation
- Start of transformation through the definition of more efficient and customer-centric processes
- Step-by-step creation of IT target architecture
- Increase of customer satisfaction and long-term customer connection



OUR STRATEGIC FIELDS OF ACTION



AUTOMATION



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GLOBAL FOOTPRINT



SUSTAINABILITY

FIELD OF ACTION GLOBAL FOOTPRINT

WE THINK GLOBALLY AND ACT LOCALLY

- Increase of share of revenue from outside Europe to 20% by 2025
- Invest in targeted acquisitions and strategic partnerships
 - Globally with special focus above all on North America and Asia
 - Technologies in the areas of mobile robots, ASRS and software



OUR STRATEGIC FIELDS OF ACTION



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GLOBAL FOOTPRINT



SUSTAINABILITY

FIELD OF ACTION SUSTAINABILITY

AS PART OF A GLOBAL SOCIETY, WE ARE AWARE OF
OUR RESPONSIBILITY AND CONTRIBUTE TO
SUSTAINABLE DEVELOPMENT

- Climate-neutrality as target and fixed component of management system
- Methodology for recording and analysing all carbon emissions over the entire product life cycle
- Conversion to green electricity at all sites in Germany with savings of ~15,500 t CO₂ per year. International locations will follow
- Begin with generating own solar power through photovoltaic facilities in Moosburg and Hamburg. Other locations planned
- Conversion of company car fleet to electric vehicles



FIELD OF ACTION SUSTAINABILITY

- Anchoring sustainability principles in product development process
 - Supplier standards and regular audits, including survey on human and labour rights and environmental protection
 - Claim more extensive than supply chain law: consideration of all supplier levels including reporting option
- Expansion of the circular economy
 - Capital expenditure in used equipment centres in Dresden, Romania and China
 - Savings of up to 80 per cent of CO₂ compared to new trucks



JUNGHEINRICH



ENVIRONMENT. SOCIAL. GOVERNANCE.

PRODUCT LIFE CYCLE
ASSESSMENT

–20%

CO²e EMISSIONS OF
MATERIAL HANDLING
EQUIPMENT
(2010–2020)

ELECTRIC SHARE
OF TRUCKS PRODUCED
NEARLY

100%

&
GOAL OF ELECTRIFYING
OTHER SECTORS TOO

**CLIMATE
NEUTRALITY**

OUR CONTRIBUTION TO
THE SCIENCE BASED
TARGETS INITIATIVE'S
1.5 DEGREE GOAL

RECONDITIONING PLANTS
WITH UP TO

94%

REUSE RATIO
PER TRUCK

COMMITMENT TO THE

17

SUSTAINABLE
DEVELOPMENT GOALS (SDGs)
OF THE UNITED NATIONS

HUMAN RIGHTS CODE IN
ALL

40

JUNGHEINRICH
COMPANIES WORLDWIDE

FOR FAIR AND
TRANSPARENT SUPPLY
CHAINS

>500

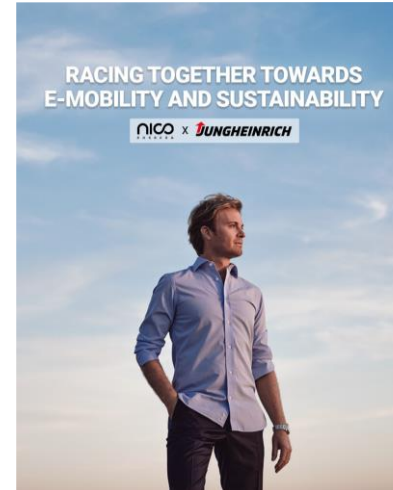
SUPPLIERS WITH CSR SELF-
ASSESSMENT



NEW BRAND AMBASSADOR



JUNGHEINRICH



S2025+ TARGET: CREATING SUSTAINABLE VALUE

PROFITABILITY

Margin focus ▪ “Cash is king” ▪ Dividend continuity

EFFICIENCY

Customer orientation ▪ Slim processes ▪ “Easy to deal with”

SUSTAINABILITY

Added value for everyone ▪ Anchored in business ▪ Contribution to society

DISCLAIMER

These documents and all oral statements during the presentation including the question and answer session reflect the company's assumptions, estimations and plans for 2025 as of today. They are predominantly based on our own assessments and expectations about the further development of the markets and market participants as well as trends in the intralogistics industry, sometimes with the help of external sources. Developments that cannot be foreseen today because they lie so far in the future may lead to the actual market course, the development of intralogistics technologies or the Jungheinrich Group's business trend being different from the assumptions, estimations and plans of Jungheinrich company management reflected in this written and oral presentation. Factors that may lead to such deviations include changes in the economic environment including the consequences of the further development of the Covid-19 pandemic, the intralogistics sector and the materials supply, as well as changes to the exchange rate and interest rates. Therefore, no guarantee is given for the forward-looking statements written or spoken about in this presentation, nor is the company obliged to update these statements at a later time.