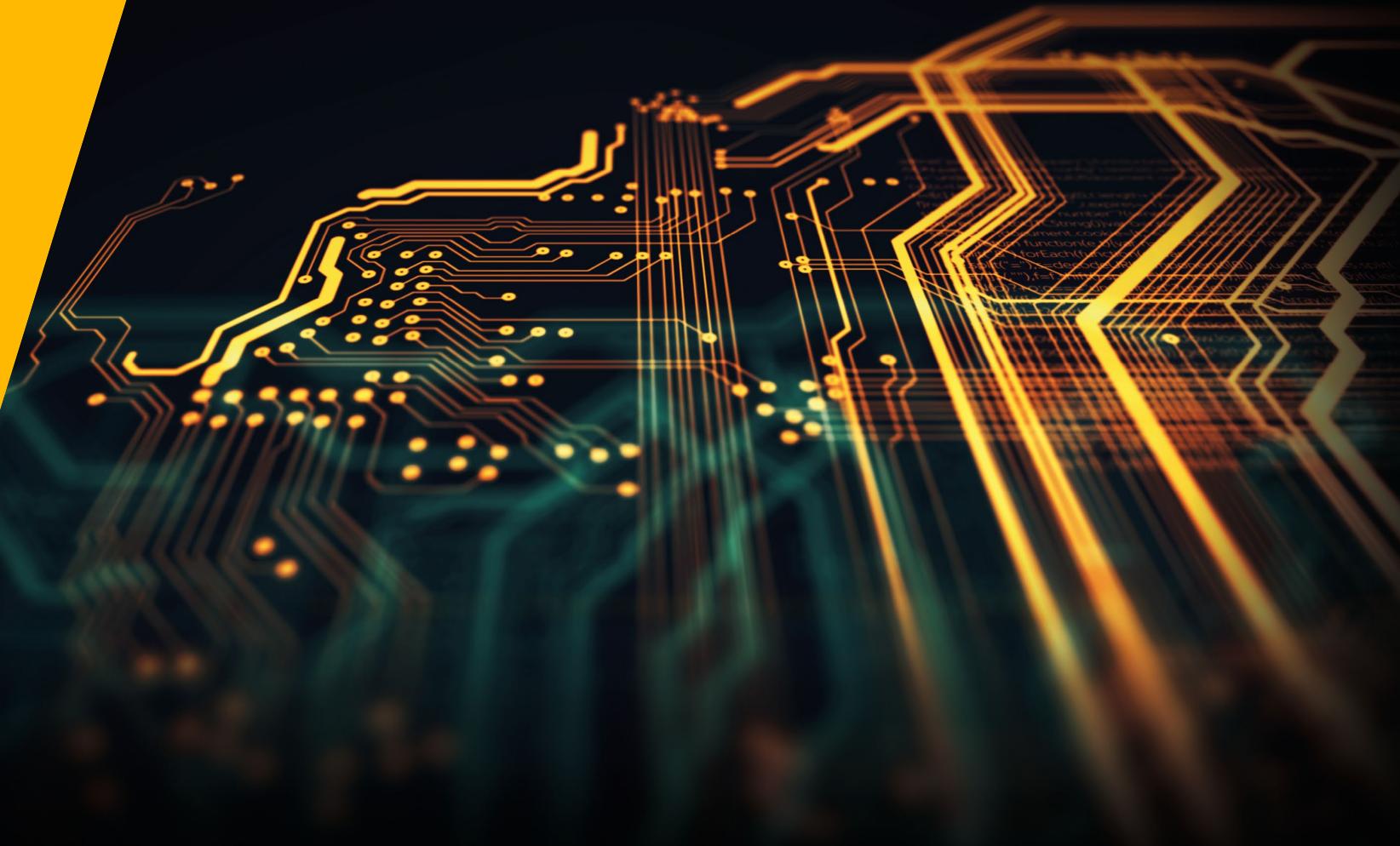




Capital market presentation

Hamburg, January 2026



Agenda



- 1 Jungheinrich at a glance
- 2 Key figures Q1 – Q3 2025
- 3 Strategy 2030+
- 4 Outlook
- 5 Additional information

Agenda



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Status quo 2024



Incoming orders (€5.3 billion) and revenue (€5.4 billion) in line with expectations



Continued focussed implementation of Strategy 2025+



EBIT return on sales 8.1%



Successful post-merger integration of **Storage Solutions and **Magazino****



Free cash flow increased to €431 million



Expansion of production in new plant in Czechia



Record dividend of €0.80 per preferred share



Expansion of nearshoring organisation driven forward

Integrated, resilient business model



Customer centricity –
all services from a single source

One-brand strategy – Jungheinrich stands for quality
across the entire product and service spectrum

Comprehensive, complete **life cycle management**

Measurable added value and **tailored solutions**
for the customers

Complete solutions for warehouse logistics



Fully automated systems

Partially automated systems

Manual systems

Warehousing equipment

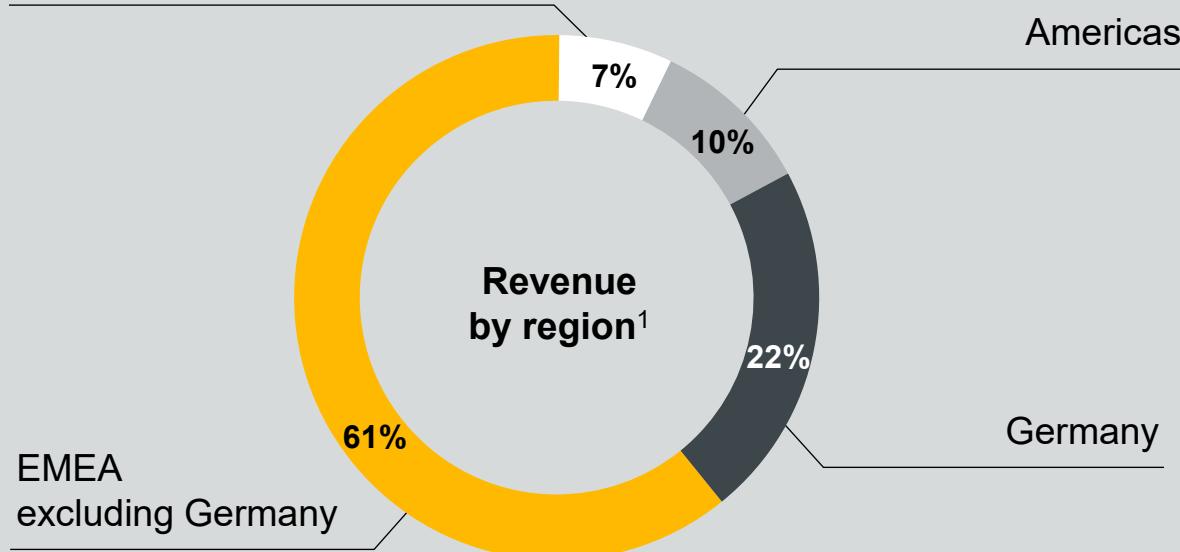
Electric counter-balanced trucks

Energy systems

Warehouse equipment

Strong position in Europe, balanced customer structure

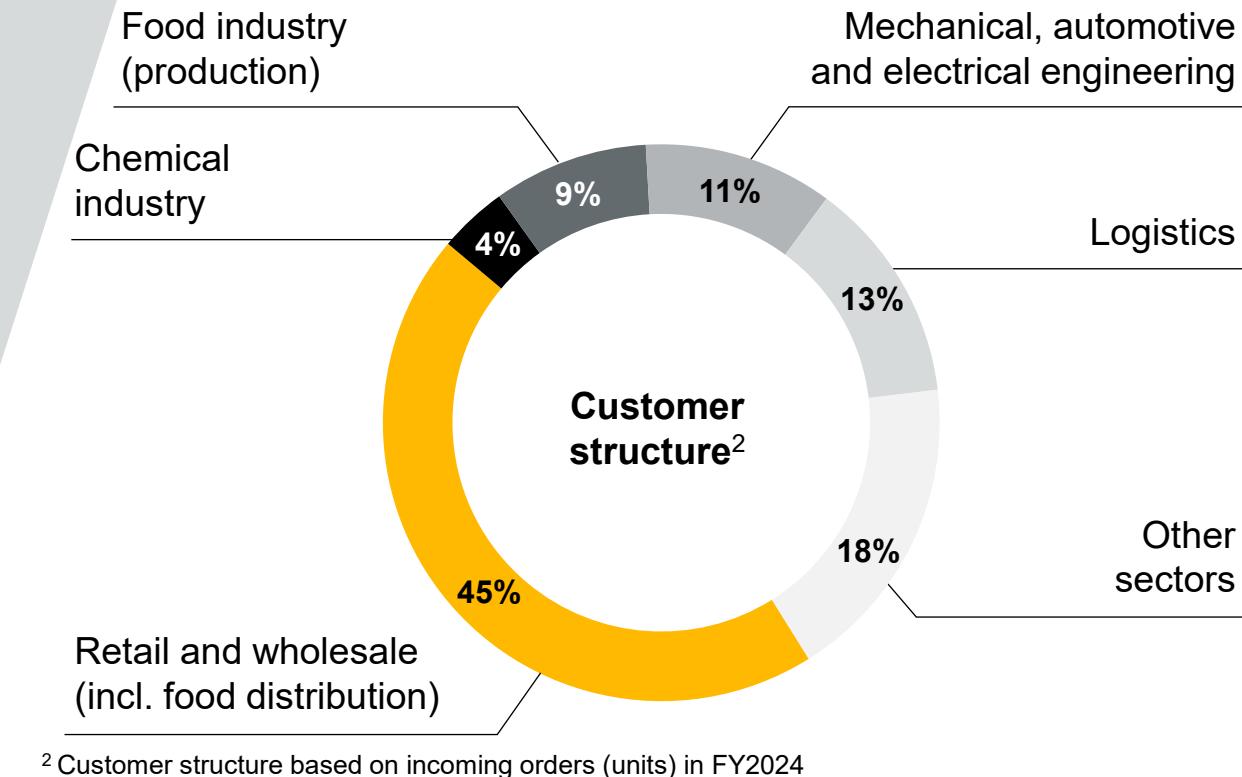
APAC



Top 5 revenue countries

1. Germany
2. Italy
3. France
4. USA
5. United Kingdom

¹ in FY 2024, total: €5,392 million



Jungheinrich is one of the world's leading solutions providers for the intralogistics sector

1

TOYOTA
MATERIAL HANDLING

2

KION
GROUP

3

JUNGHEINRICH

4

CROWN

5

Logisnext

DAIFUKU
Always an Edge Ahead

6

HYSTER-YALE
MATERIALS HANDLING

7

Honeywell

8

HELI

9

KNAPP

10

Sources: Top 20 Lift Truck Suppliers 2025 – Modern Materials Handling; Top 20 Systems Suppliers 2023 – Modern Materials Handling; annual reports

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Q1–Q3 2025 at a glance



Subdued business development in a **challenging market environment**



Incoming orders up 4 per cent at €4,077 million



Revenue slightly higher than in previous year at €4,008 million



EBIT of €160 million and EBIT return on sales of 4.0% in line with expectations

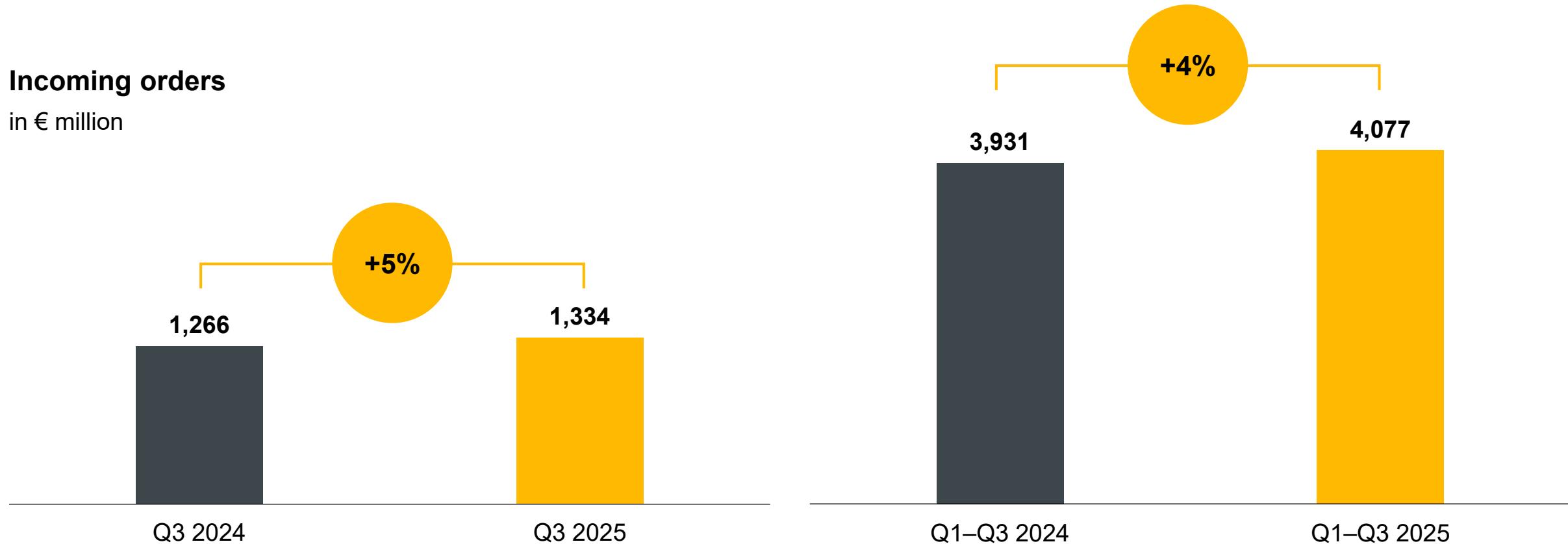


Free cash flow at €151 million noticeably lower than in same period of previous year

Incoming orders up against previous year

Incoming orders

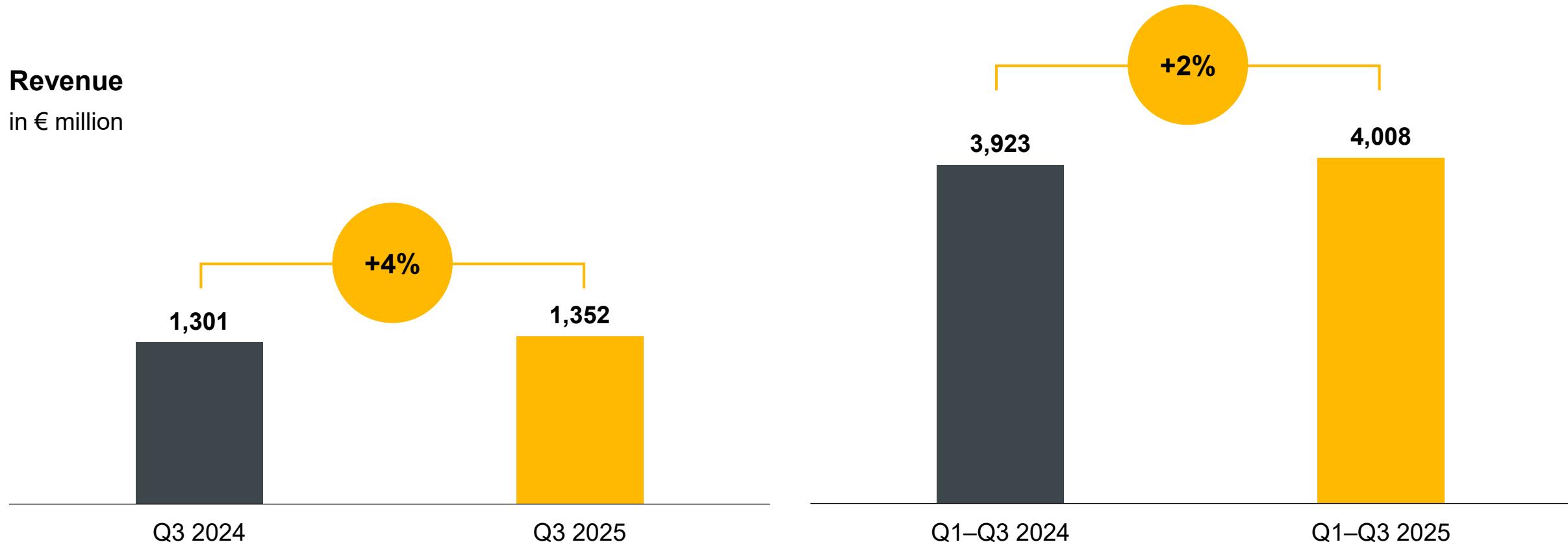
in € million



Development due in particular to new business and after-sales services

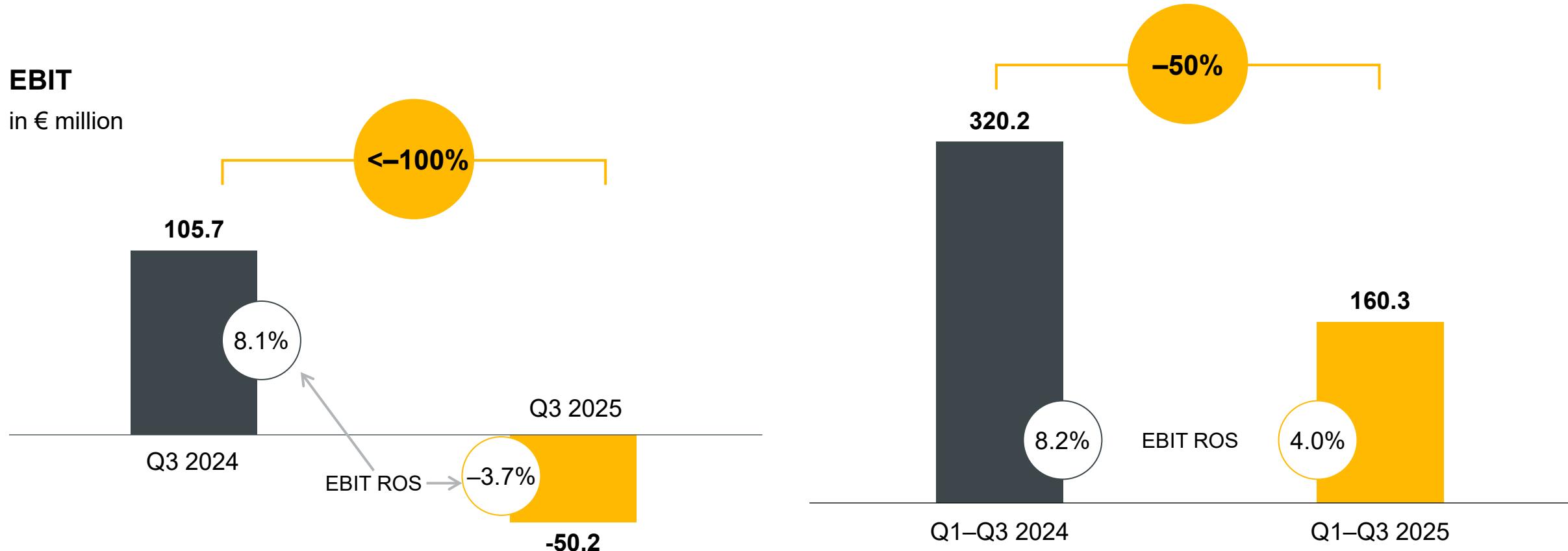
Revenue up slightly against previous year

Revenue
in € million



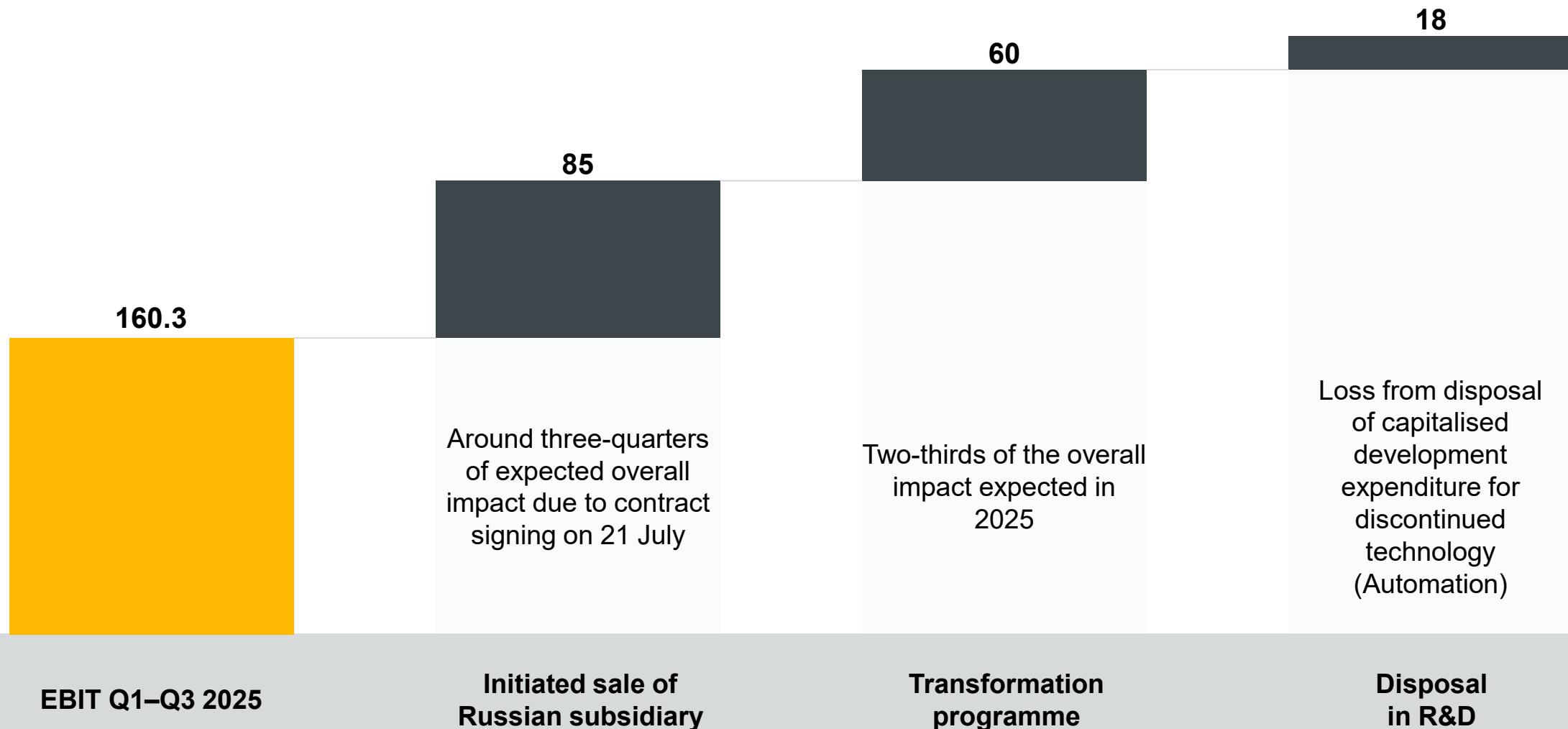
Positive developments in new business and in after-sales services

EBIT impacted by one-off effects



Negative impact of €163 million in third quarter due to the initiated sale of Russian subsidiary (€85 million), transformation programme (€60 million) and loss from disposal of capitalised development expenditure (€18 million).

EBIT in first nine months impacted by one-off effects in third quarter



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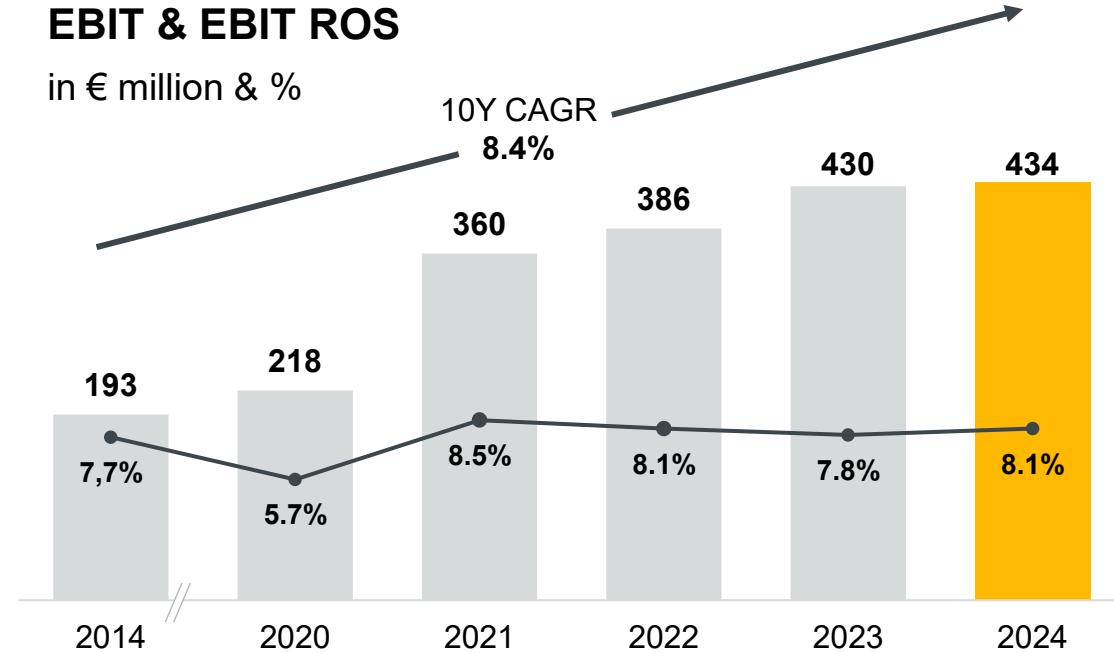
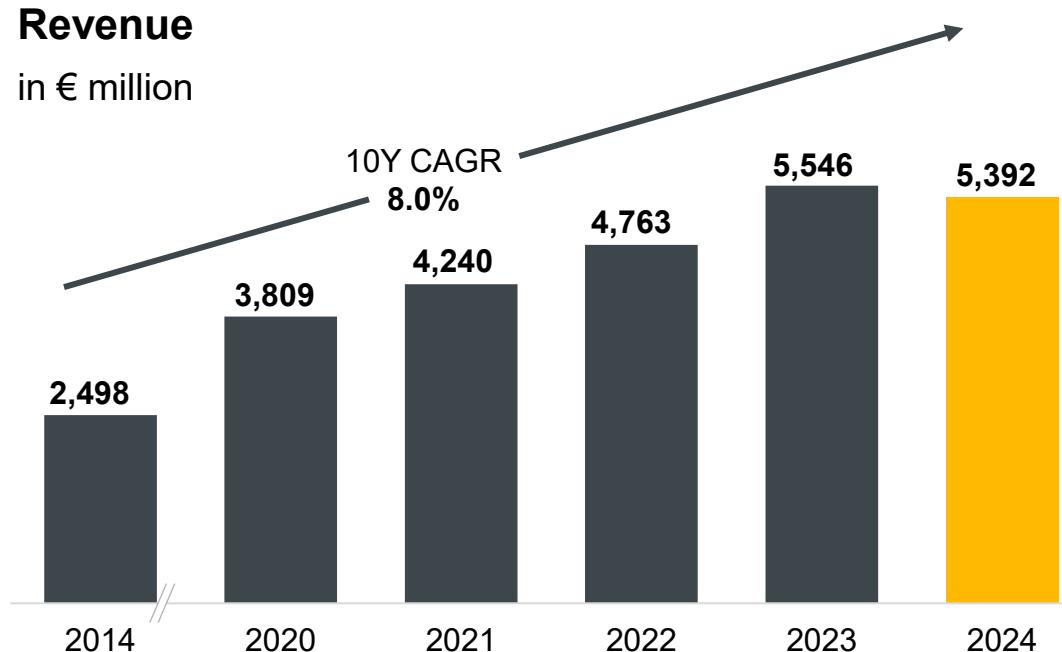


1

Where we are today

2030+
STRATEGY

Strong track record of delivering profitable growth and achieving our targets

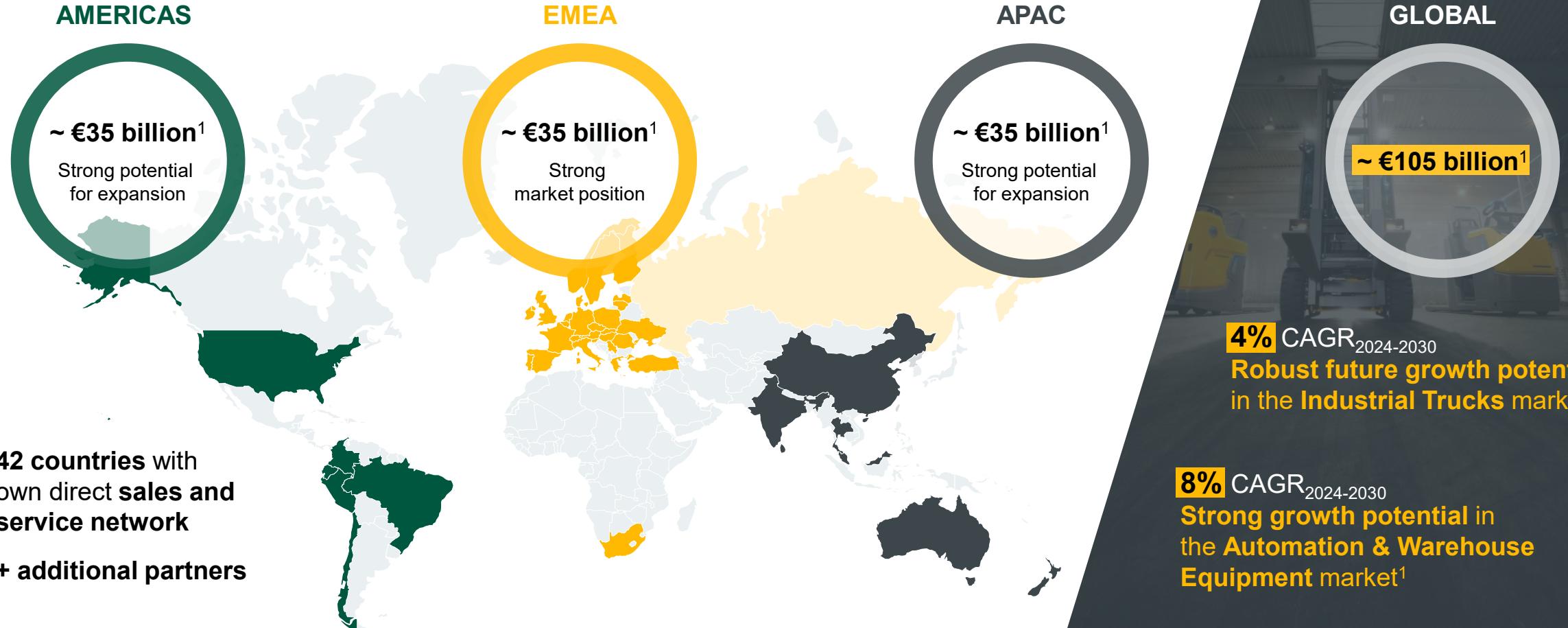


FY 2024	17.3% ROCE	€431 million Free Cash Flow	~ €700 million Financial headroom ¹	~ 0.0 leverage Net debt ² / EBITDA	€0.80 Dividend

¹ Liquid funds and securities

² Net indebtedness = Financial liabilities (excl. liabilities from financial services) – Cash and cash equivalents and securities

We are operating in a large and attractive global growth market



¹ Based on external market reports (Interact Analysis); revenue incl. services and software (Global Forklift Market Report Nov. 2024 (growth in units); Warehouse Automation Report Nov. 2024; Warehouse Pallet Racking Model Dec. 2024)

We have built a solid foundation to capitalise on the opportunities ahead

Highlights complementing our strong core business of industrial trucks & services:

Global Footprint



Acquisition of Storage Solutions ✓

Expansion of direct sales in New Zealand ✓

Innovation & Technology



Strong rise in demand for compact POWERLINE trucks ✓

100% electric vehicle production ✓

Further development of the digital fleet management system ✓



Automation



Acquisition of robotics specialist Magazino & significant new flagship projects ✓

Acquisition of arculus & broadening of customer base for mobile robots ✓

Profitability



Implementation of our efficiency program DEEP (Digital End-to-End Processes) according to plan ✓

New production plant in Czechia ✓

Expansion of Business Service Centers ✓

Market trends present significant opportunities & challenges in the coming years

Ongoing growth in demand for material handling solutions



Automation as the key driver of the future warehouse & production



Increasing impact of new, disruptive technologies



Growth of competitive landscape



Rise of the Mid-Tech segment



Glocalisation driven by geopolitical factors



Sustainability as a strategic imperative

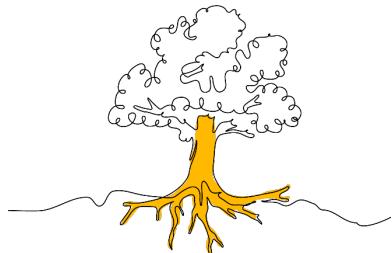


2

Strategy 2030+: Our path ahead

2030+
STRATEGY

Our four pillars: Guiding us on the path ahead



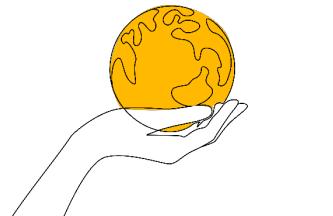
VISION

Built on strong roots, we transform into a truly global partner, delivering material handling solutions of exceptional value.



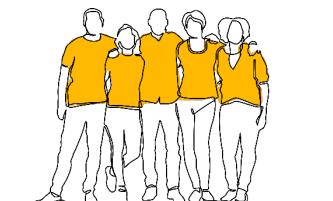
MISSION

Passionately empowering our customers to keep their promises.



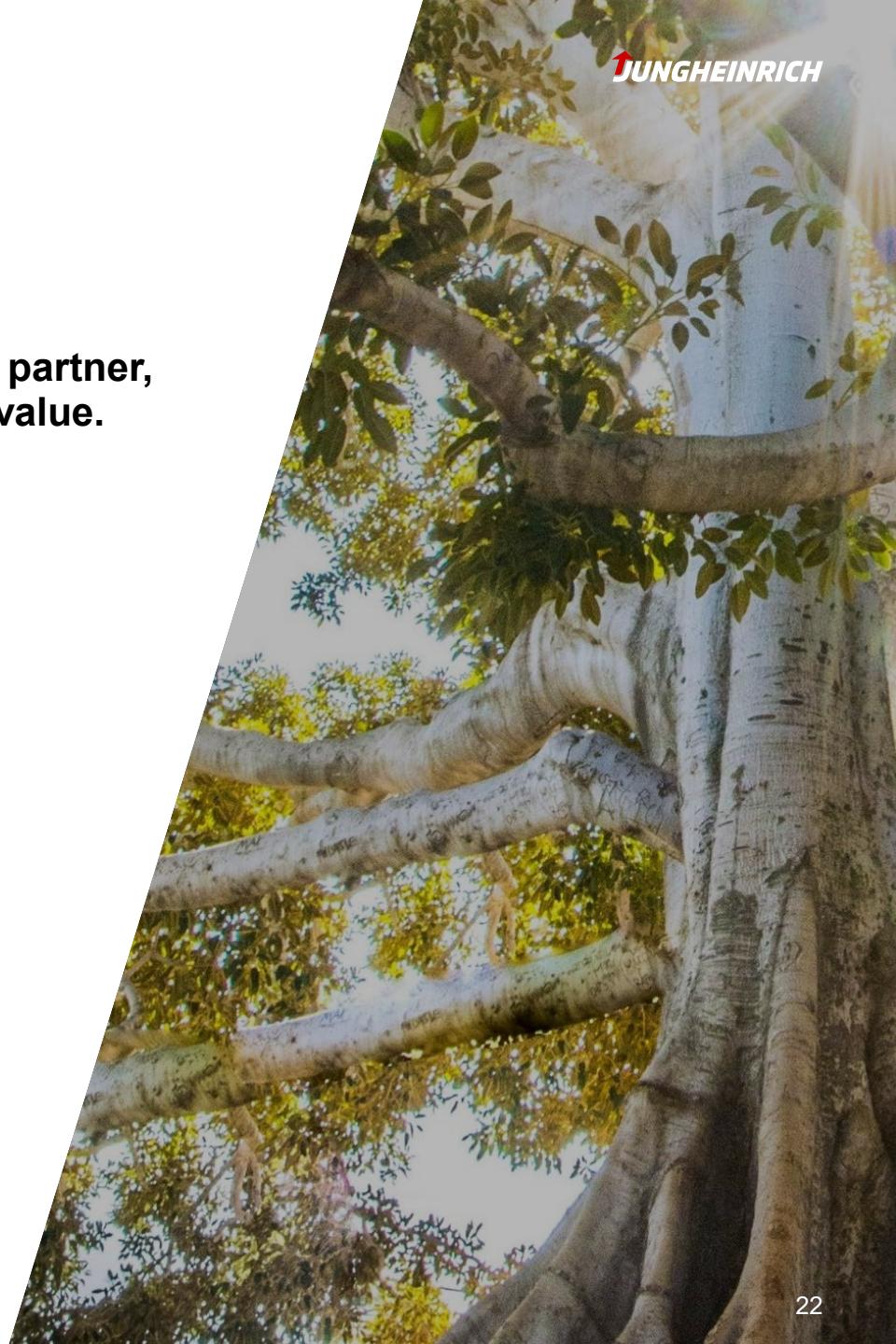
PURPOSE

Connecting people and goods for a world in motion.



PEOPLE & CULTURE

**We work the *Yellow Way*.
We are open, active, efficient & we care!**



A clear destination: We will become a 10|10 company



EBIT ROS

Revenue



€10
billion

Targets based on organic growth

Focusing on four defined Strategy 2030+ action fields

VISION

Built on strong roots, we transform into a truly global partner, delivering material handling solutions of exceptional value.



Global Expansion

Truly global



Automation

One of the leading automation players



Portfolio Extension

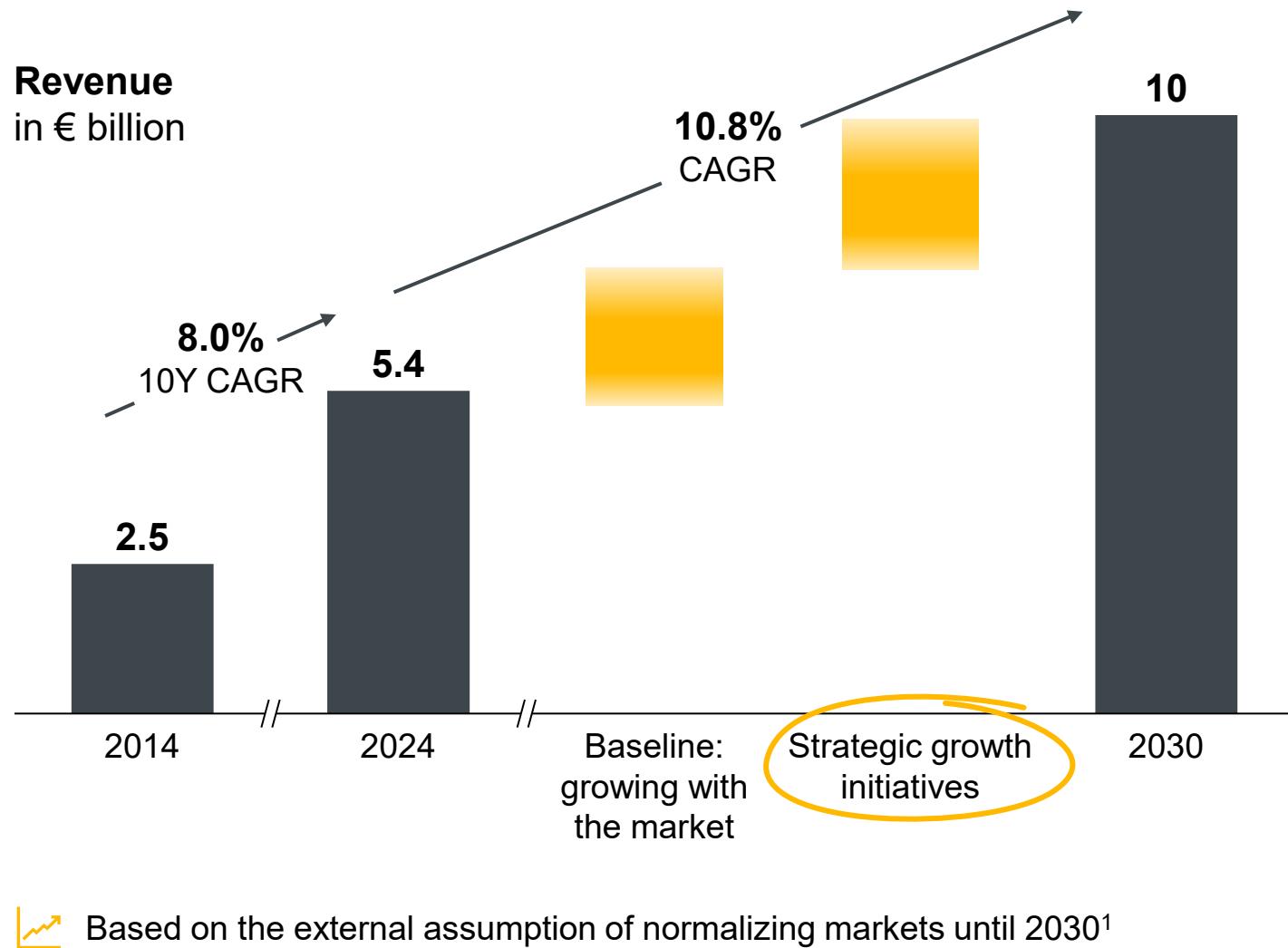
Diversified business for future growth



Transformation

Best-in-class productivity and sustainability

Growth priorities to continue outperforming the market

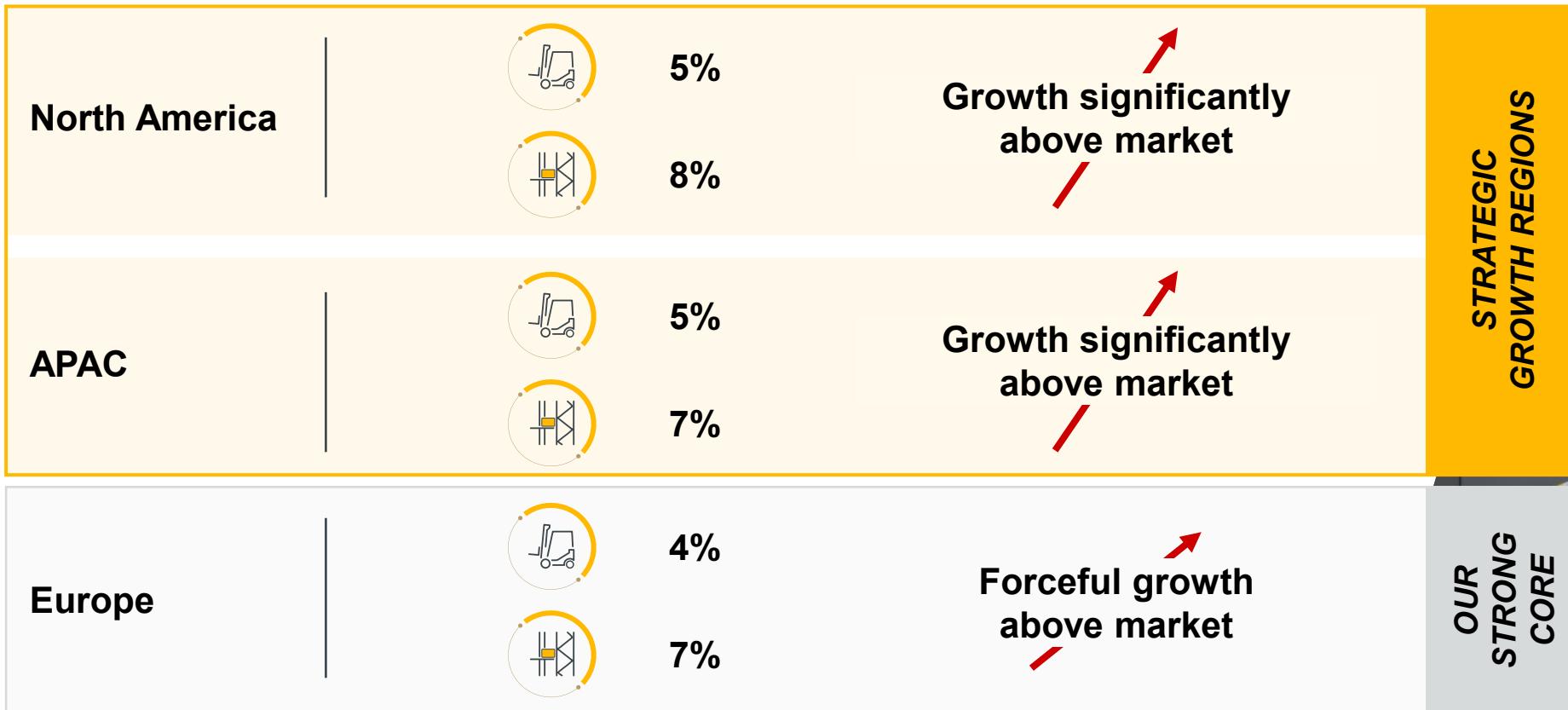




Global Expansion: Significant opportunities in regions experiencing faster growth than Europe

Expected market growth¹

CAGR 2024-2030



¹ Based on external market reports (Interact Analysis); revenue incl. services and software (Global Forklift Market Report Nov. 2024 (growth in units); Warehouse Automation Report Nov. 2024; Warehouse Pallet Racking Model Dec. 2024)



Industrial Trucks & Services



Automation & Warehouse Equipment



Global Expansion: Become truly global by driving expansion in North America and APAC

OBJECTIVE 2030

Develop North America into the second core market alongside Europe & become a leading market player for material handling in APAC

North America

- Increasing market penetration for industrial trucks
- Expanding Automation & Warehouse Equipment business, esp. based on our strong Storage Solutions platform
- Driving additional growth through M&A

APAC

- Expanding regionally in key markets and entering new selected markets
- Extending sales channels through dealers and online platforms
- Establishing a regional hub for APAC and new Business Service Centers in two key markets





Global Expansion: Additional M&A activities with a strategic focus on North America and APAC



To become truly global, we are committed to achieve additional > €1 billion revenue through M&A outside Europe, on top of our organic growth

Clear criteria for M&A

Enhancement of market presence

Build upon synergy effects

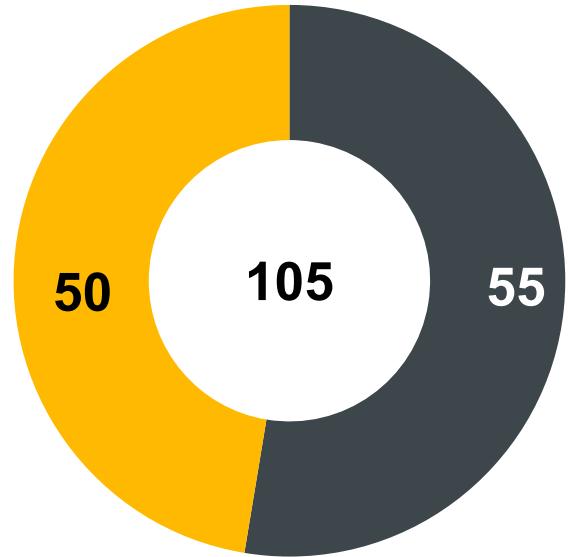
Ensure culture-fit



Automation: In a growing automation market, our broad portfolio of material handling solutions puts us in a unique position

Market volume (2024)¹

in € billion



Automation &
Warehouse Equipment¹

8%
CAGR¹
2024-2030

**What customers in the market are
looking for...**

Set-ups that seamlessly integrate industrial trucks, mobile robots and ASRS in an efficient and user-friendly way

**How we can differentiate ourselves
from the competition...**

By offering fully integrated solutions from a single source – delivering unmatched value and impact for our customers

¹ Based on external market reports (Interact Analysis); revenue incl. services and software (Global Forklift Market Report Nov. 2024; Warehouse Automation Report Nov. 2024; Warehouse Pallet Racking Model Dec. 2024)



Automation: We aim to be one of the world's leading players by 2030

OBJECTIVE 2030

Be a trusted partner by providing fully integrated & connected warehouse and production material flow solutions

Best-in-class portfolio for material storage & transport

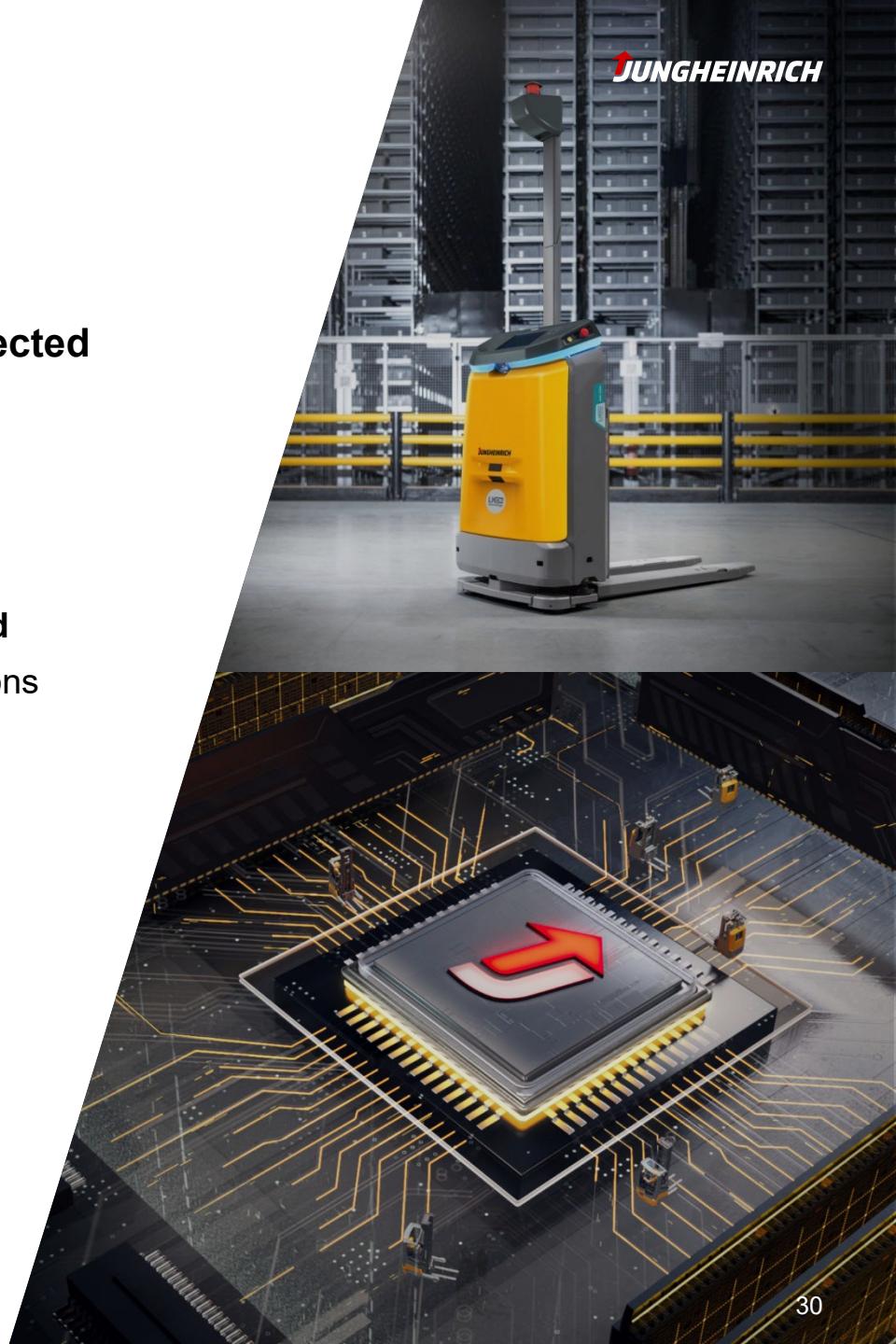
- Optimising our portfolio to support customers in **transitioning from manual to automated**
- Enhancing **customer centricity** by involving customers early in co-developing new solutions

Fully integrated & connected software

- **Connecting and integrating various material flow solutions** from Jungheinrich and partners – using standardised software modules

First-in-class service & support

- Maintaining **first-in-class service on-site and remote** to ensure 24/7 operations of critical applications for customers





Automation: We are already a proven partner for successful integrated customer solutions & system complexities



12 SOTO
for production supply



8 EKXa & 14 arculee S
for automated storage and transport





Automation: Additional M&A activities will be a key component of the strategic action field



Technology



Software



Mobile Robots

Clear criteria for M&A

Enhancement of market presence

Build upon synergy effects

Ensure culture-fit



Portfolio Extension: Accelerating growth

**Full-liner truck portfolio:
the right truck for every customer**

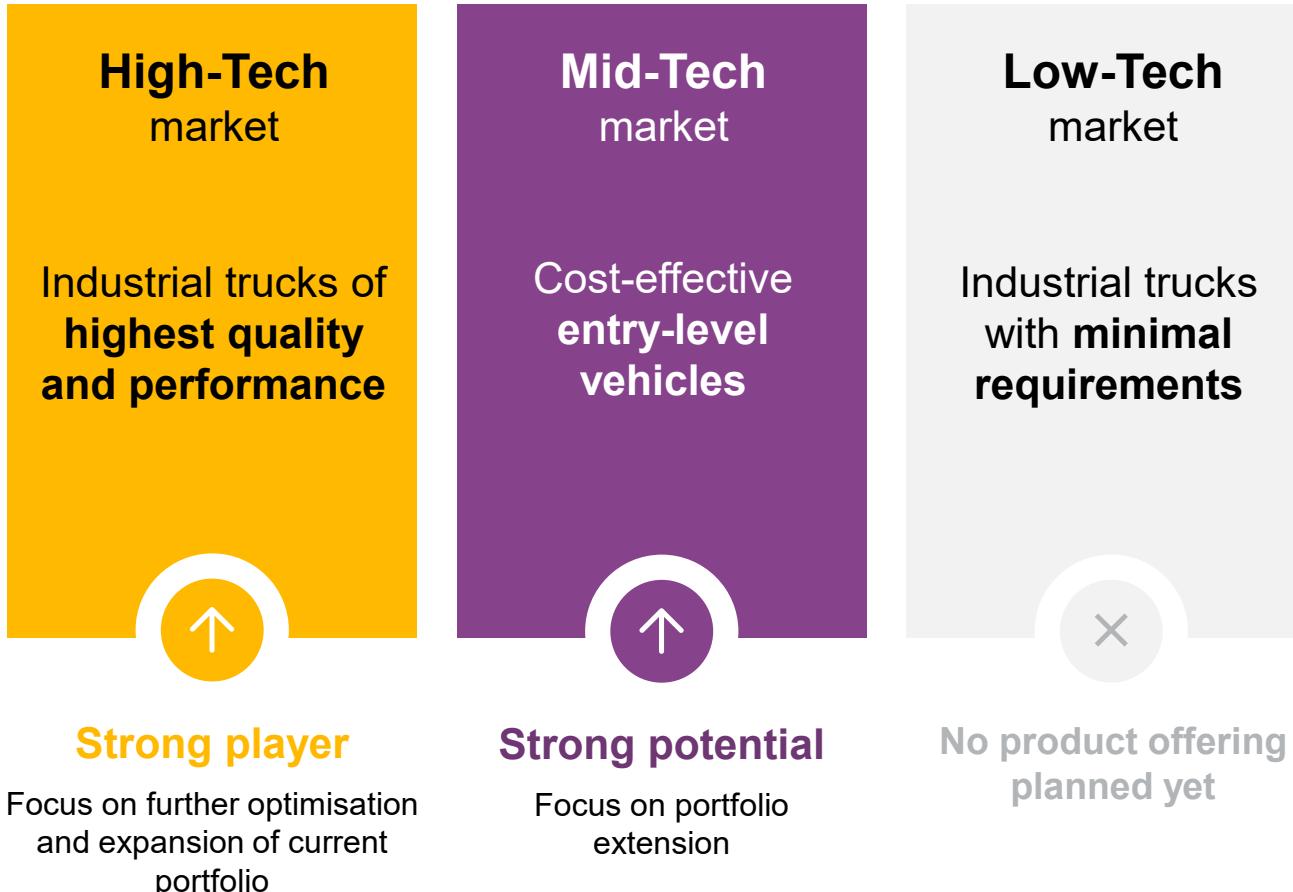
Introducing a new Mid-Tech portfolio
Optimising High-Tech portfolio

**Invest in new businesses
beyond our current core**

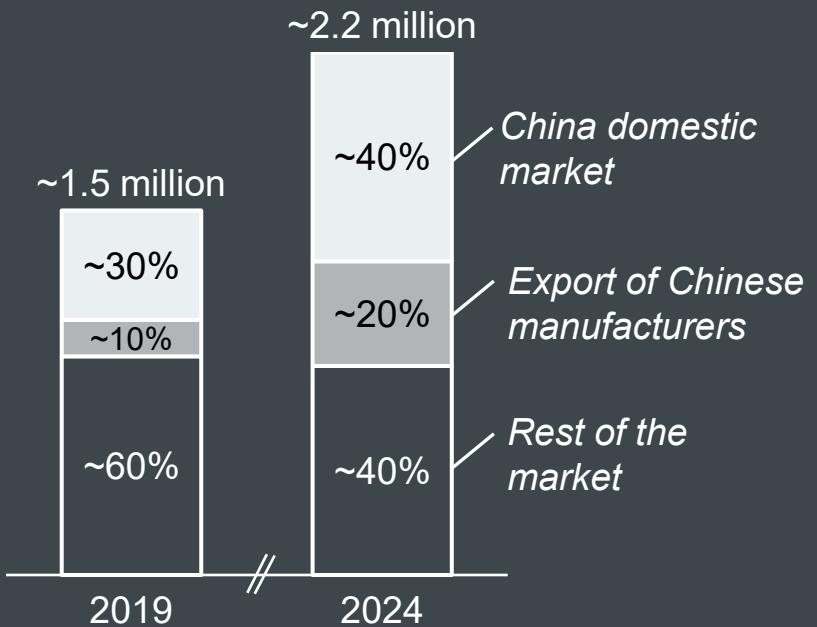
uplift
Ventures



Portfolio Extension: Mid-Tech industrial trucks represent an attractive growth market



Global industrial trucks market¹



Fast-growing Mid-Tech market,
increasingly served by Chinese suppliers



Portfolio Extension: Strategic partnership to shape the future of material handling together



Jungheinrich and EP Equipment have agreed on a **strategic partnership**

Combined strengths for more customer value

- Jungheinrich as the **trusted partner** of customers worldwide, with an exceptional **direct sales and service network**
- EP Equipment as leading player for **lithium-ion industrial trucks**
- Combining the **strengths** of both companies to enhance **efficiency**, **productivity** and **sustainability** in material handling operations **globally**

Key partner for full-liner truck portfolio

- EP Equipment as **key partner** for Jungheinrichs **Mid-Tech portfolio extension**
- Starting in 2025, EP will **supply Jungheinrich** with Mid-Tech **industrial trucks**
- **Additional partnership opportunities** will be explored over time



&



**Shaping the Future
of Material Handling
Together**



Portfolio Extension: Introducing our new Mid-Tech portfolio

- ▶ **Our new Mid-Tech portfolio** – clearly differentiated through a new brand, a new look & feel and a distinct Mid-Tech service offering
- ▶ Offered at **competitive prices**, with choice of services and backed by our established brand.
- ▶ Sales will follow a **multi-channel approach** (dealer, e-commerce, direct) with the right routes to market per region & per product
- ▶ Starting with **counterbalanced and warehouse trucks** in 2025



anton
BY JUNGHEINRICH
made to rely on.



Exemplary product mock-ups



Portfolio Extension: New businesses for future growth

 As Jungheinrich's **Corporate Venturing Unit**, **Uplift Ventures** shapes the future of moving goods & creates new businesses beyond today's core

- February 2025 – Start of ***Uplift Ventures*** (separate Jungheinrich subsidiary)
- **Building and scaling of innovative start-ups**, with the first venture projects underway
- Further strengthening of our **partnership with High-Tech Gründerfonds**
- **Investments** in additional **venture capital funds** (e.g. Merantix)

Strategic search fields



Robotics &
automation



AI-supported
material flow



Energy
solutions



Circular
economy

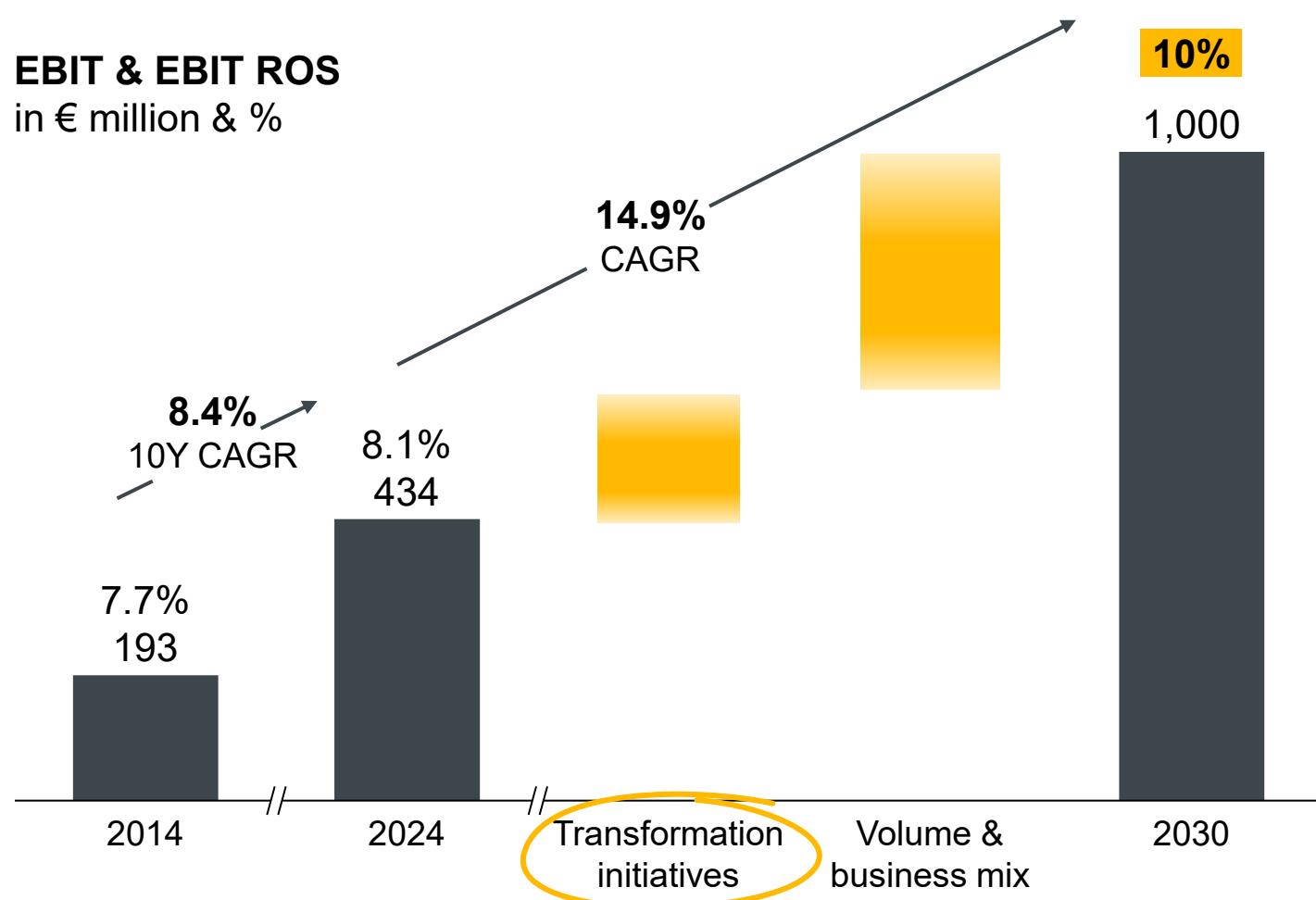


Digital platform
solutions





Transformation: We are on track to deliver 10% EBIT ROS by 2030



Our profitability formula

improving organisational structure



digitalisation and re-design of data & processes



seizing of growth potentials



passion of our team members – enabled by AI



Transformation: We strive to achieve best-in-class productivity through optimised processes and structures

OBJECTIVE 2030

Establishing an organisational design that is **highly productive, cost-efficient** and even **more customer centric**

DEEP (Digital End-to-End Processes)

Customer-centric & lean processes, optimised data structures and a future-proof IT architecture – enabled by AI

TOM (Target Operating Model)

New group operating model with business-driven segments, global Business Service Centers and lean infrastructure (asset light)

Manufacturing footprint

Efficient and sustainable manufacturing network, scaled to support our global expansion



> €30,000
EBIT / FTE in 2030

~ €21,000
EBIT / FTE in 2024

~ €14,000
EBIT / FTE in 2019



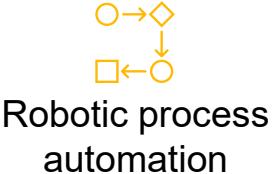
AI is the next big revolution and a cornerstone of our strategy

AI enhancing our internal capabilities – making us smarter, faster and more efficient

We have established the Jungheinrich AI Office and a Centre of Excellence to provide governance, deliver trainings and execute attractive use cases



Jungheinrich
Chatbot



Robotic process
automation



Production quality
assurance



Technician
support



AI is enabling us to deliver smarter and more intuitive solutions

Already today AI is integrated in our digital products and will drive the creation of an even more customer-centric portfolio



WMS
Warehouse
Management
System



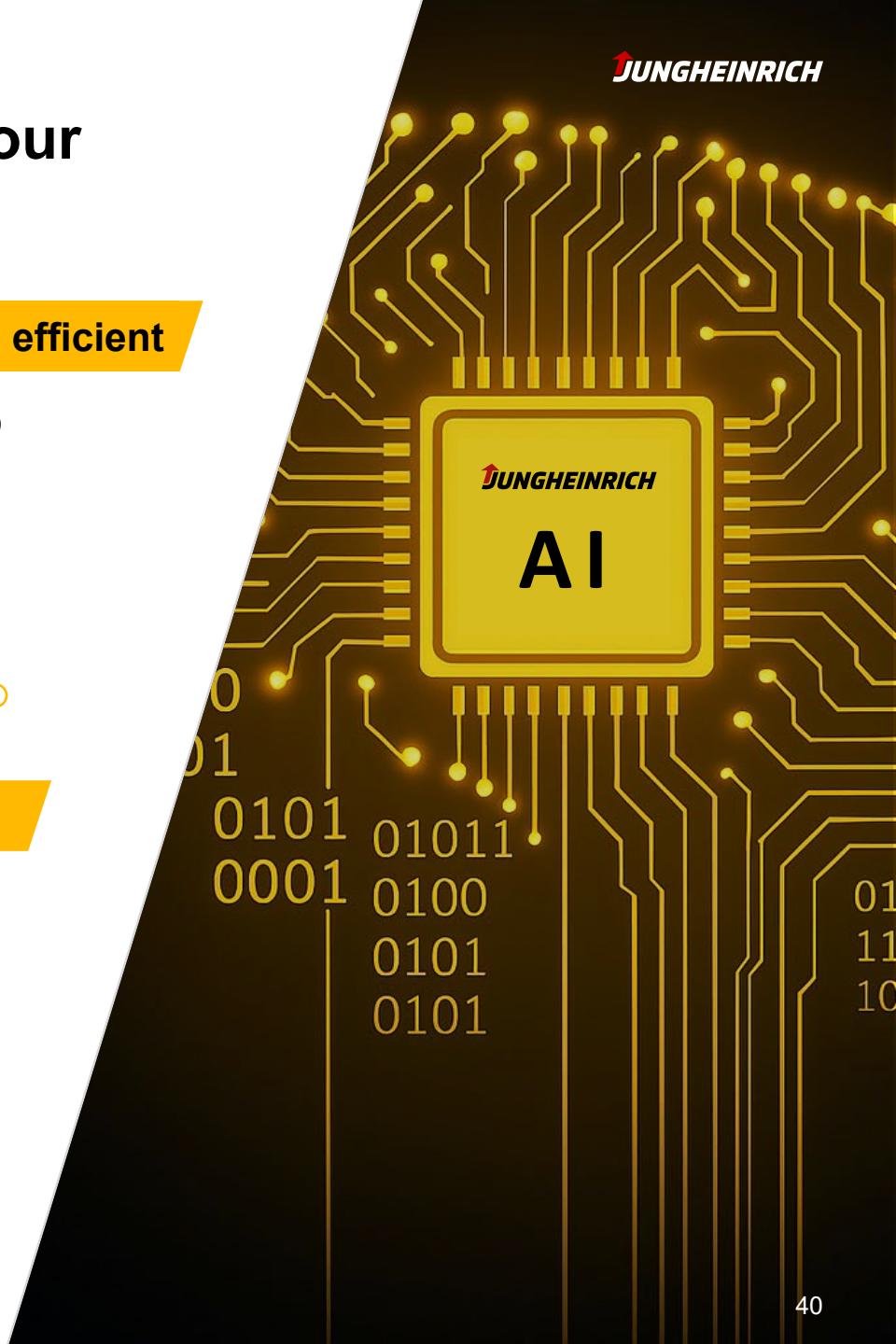
Navigation and
control system



Predictive
maintenance



Product
development





Transformation: Reinforcing our leading position in sustainability to create greater value for all our stakeholders

Where we are today

Top 1%of the world's most sustainable companies¹**100%**

electric material handling

99%

reuse & recycling rate

81%

electricity from renewable sources

Continuing our integrated approach across our organisation, our supply chains, partners, and customers

Reducing CO₂ emissions

Advancing all aspects of ESG



Fostering social responsibility



Developing energy-efficient products and production methods

¹ Based on EcoVadis



3

Key takeaways

2030+
STRATEGY

Our goals and capital allocation priorities set the clear framework for our ambitions

Targets for 2030

Revenue

€10 billion

EBIT ROS

10%

Cash conversion rate¹

Ø > 80%

Corporate Carbon Footprint

**Net-zero (Scopes 1 & 2)
+ SBTi (Scopes 1 - 3)**

Capital allocation



Investments

R&D expenditure
~3-4% of revenue p.a.

Capital expenditure²
~1-2% of revenue p.a.



M&A

Maintaining capital structure of **maximum leverage of 1.5x net debt³ / EBITDA over time**



Shareholder returns

Continued commitment to **our reliable dividend policy**

¹ Average Cash conversion rate (Free cash flow / Profit or loss) within the strategy timeframe

² Property, plant and equipment and intangible assets without development expenditure and right-of-use assets

³ Financial liabilities (excl. liabilities from financial services) – Cash and cash equivalents and securities

We have a strong foundation and significant growth potential across the business

Jungheinrich 2030: A world-leading market player delivering material handling solutions of exceptional value

GROWTH LEVERS

PROFITABILITY LEVER



Global expansion: A truly global business with an expanded presence in North America and APAC



A leading automation player: Significant growth of our automation business in Europe and North America



Portfolio extension: Full-liner portfolio featuring cost-effective Mid-Tech solutions and new businesses beyond our core



Transformation: Achieving best-in-class productivity and sustainability

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Geopolitical tensions weigh on European economic expectations



GDP ¹ in %	2024	2025 forecast
World	3.3	3.2
USA	2.8	2.0
China	5.0	4.8
Eurozone	0.9	1.2
Germany	-0.5	0.2

¹ Source: International Monetary Fund, 14 October 2025



Risks

Weak European economic environment

Geopolitical conflicts, incl. trade tariffs

Structural increase in competitive pressure



Opportunities

Intact drivers: electrification, automation, digitalisation, e-commerce and sustainability

Innovations and disruptive technologies

Global expansion opportunities

Strategic steps taken with regards to transformation and in Russia



Transformation programme

Context

Objective is to **boost global competitiveness**

Focus on optimisation of production, management and administration

One-off expenses

2025: €90 million (2/3 in Q3 2025, 1/3 in Q4 2025)

2026: approximately €17 million

Long-term cost savings in the medium term

Approximately **€100 million**

Majority of effects expected by 2027 financial year

Full realisation expected by 2030



Sale of the Russian subsidiary

Context

Sale of wholly owned Jungheinrich Lift Truck OOO to a Russian financial investor and asset manager

Sale below **carrying amount** due to Russian regulatory stipulations (max. 40% of fair value according to Russian appraisal)

Timeline of anticipated negative effects

2025: €85 million in Q3 2025

2026: €~30 million¹

Closing

Completion subject to customary closing conditions, in particular the approval by the **Russian Government Commission**

Expected in 2026

2025 forecast

	Forecast 27/03/2025 ¹	Forecast 17/07/2025 ²	Forecast 21/07/2025 ³	Forecast 5/12/2025 ⁴
Incoming orders in € billion	5.5 to 6.1	5.3 to 5.9	5.4 to 5.6	
Revenue in € billion	5.4 to 6.0	5.3 to 5.9	5.4 to 5.6	
EBIT in € million	430 to 500	280 to 350	160 to 230	220 to 260
EBIT ROS in %	7.8 to 8.6	5.3 to 6.1	3.1 to 3.9	4.1 to 4.6
EBT in € million	400 to 470	250 to 320	130 to 200	190 to 230
EBT ROS in %	7.3 to 8.1	4.8 to 5.6	2.6 to 3.4	3.6 to 4.1
ROCE in %	15.0 to 19.0	10.0 to 14.0	5.0 to 9.0	7.0 to 11.0
Free cash flow in € million	>300		>250	

**Included negative
earnings effects**

Sale of Russian subsidiary (€-85 million)

Transformation programme (€-90 million)

Loss from disposal of capitalised
development expenditure (€-18 million)

Purchase price allocations (€-10 million),
variable remunerations (€-4 million)
(from acquisitions in 2023)

¹ Annual Report 2024 and interim statement as of 31 March 2025

² Ad-hoc release from 17 July 2025

³ Ad-hoc release from 21 July 2025 as well as interim report as of 30 June 2025 (sale of Russian subsidiary €-120 million)

⁴ Ad-hoc release from 5 December 2025 (sale of Russian subsidiary €-85 million)

Disclaimer

The explanations in this presentation are partially forward-looking statements that are based on the company management's current expectations, assumptions and assessments for future developments. Such statements are subject to risks and uncertainty that are largely beyond the company's control. This includes changes in the overall economic situation – such as impacts from geopolitical conflicts, natural catastrophes, pandemics and similar force majeure events –, supply of raw and auxiliary materials, the availability and price development of energy and raw and auxiliary materials, demand in important markets, competition and regulatory frameworks and regulations, exchange and interest rates and the outcome of pending or future legal proceedings. Should these or other

uncertainties or unknown factors apply or the assumptions on which these statements are based prove false, actual results may deviate significantly from the results stated or implied. No responsibility is therefore taken for forward-looking statements. Without prejudice to existing capital market obligations, there is no intention to accept any obligation to update forward-looking statements.

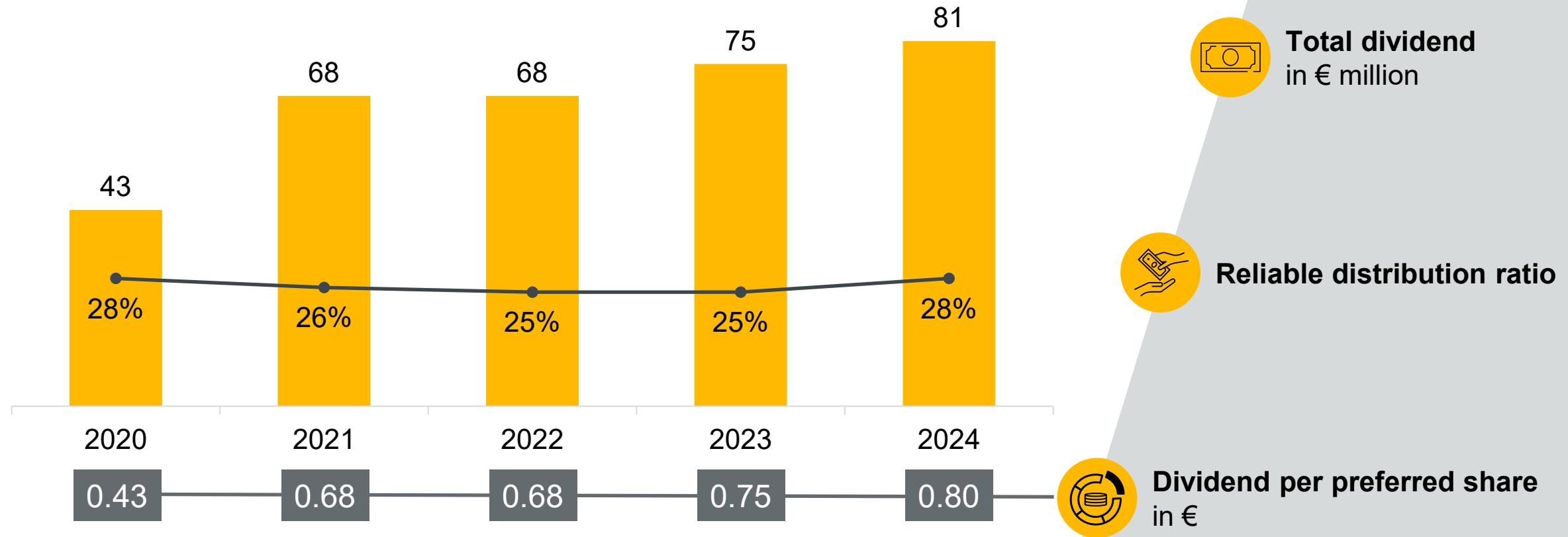
The logo for Jungheinrich, featuring the company name in a bold, black, sans-serif font. The letter 'J' is stylized with a red arrow pointing upwards and to the right through the top bar of the 'J'.

Agenda

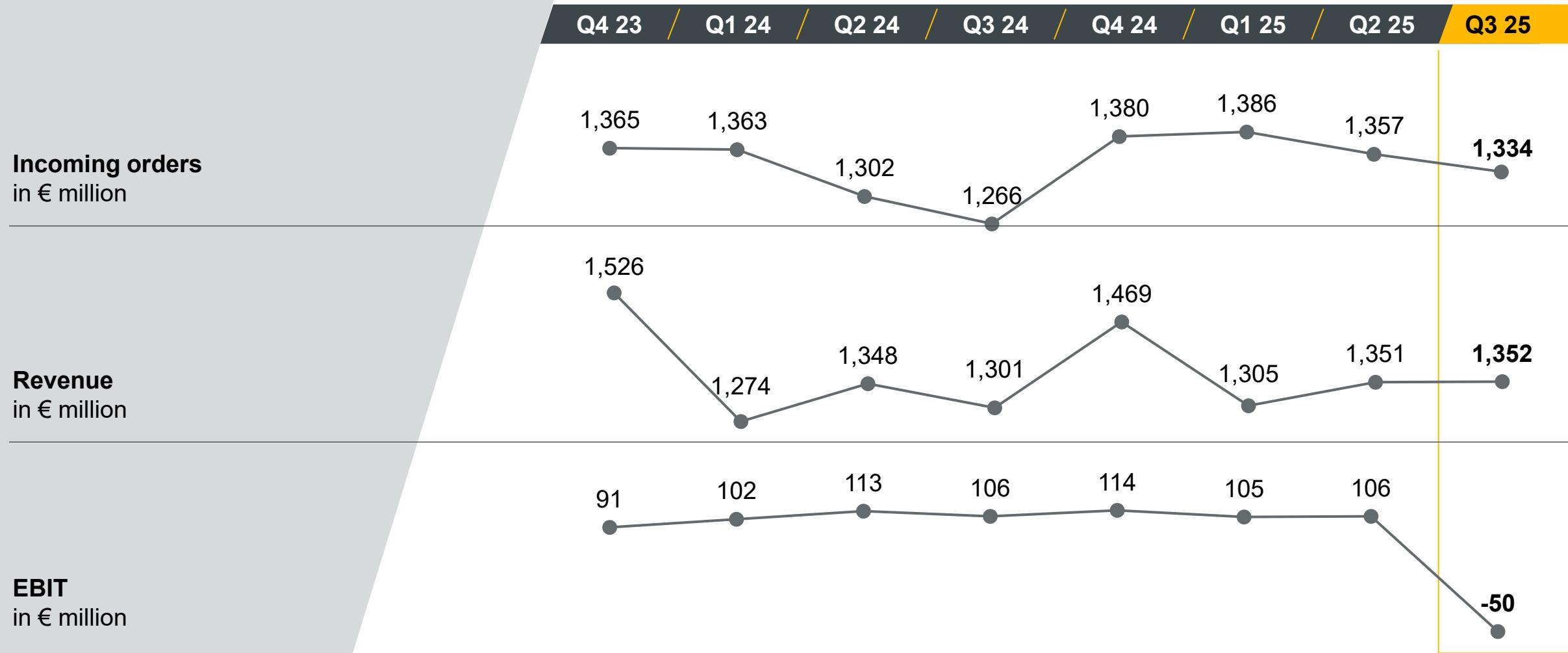


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Dividend policy: Distribution ratio between 25% and 30%



Quarterly figures at a glance



Jungheinrich

key figures

2020–2024 (I)

in € million	2020	/	2021	/	2022	/	2023	2024
Incoming orders	3,777		4,868		4,791		5,238	5,311
Group revenue	3,809		4,240		4,763		5,546	5,392
thereof Germany	917		1,014		1,106		1,205	1,168
thereof abroad	2,892		3,226		3,657		4,341	4,224
EBIT	218		360		386		430	434
EBIT ROS	5.7%		8.5%		8.1%		7.8%	8.1%
ROCE¹	10.8%		20.2%		16.3%		15.9%	17.3%
Free cash flow	–		89		–239		15	431
R&D expenditure	89		102		128		152	171
Capital expenditure²	75		71		73		90	88

¹ EBIT for the Intralogistics segment in % of the segment's average capital employed

² Property, plant and equipment and intangible assets without capitalised development expenditure and right-of-use assets

Jungheinrich

key figures

2020–2024 (II)

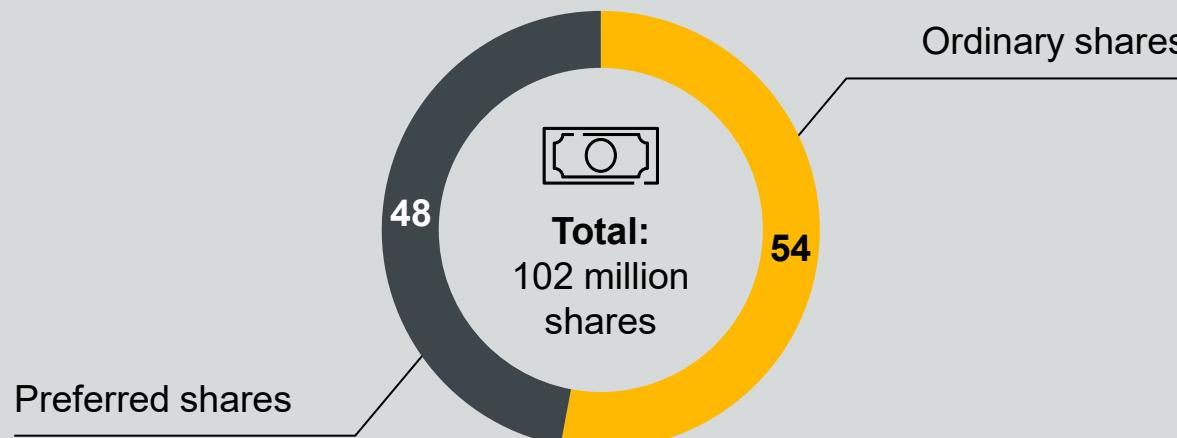
in € million	2020	/	2021	/	2022	/	2023	2024
Equity ratio (Intralogistics)	45%		48%		50%		47%	52%
Equity ratio (Group)	29%		31%		33%		32%	34%
Net credit (–) / net debt (+)¹	–194		–222		75		262	–22
Tax ratio	25%		23%		22%		25%	28%
Profit or loss	151		267		270		299	289
Employees (FTE²)	18,103		19,103		19,807		21,117	20,922
thereof Germany	7,577		7,995		8,251		8,688	8,510
thereof abroad	10,526		11,108		11,556		12,429	12,412
Dividend per preferred share	€0.43		€0.68		€0.68		€0.75	€0.80

¹ Net debt = Financial liabilities – Cash and cash equivalents and securities

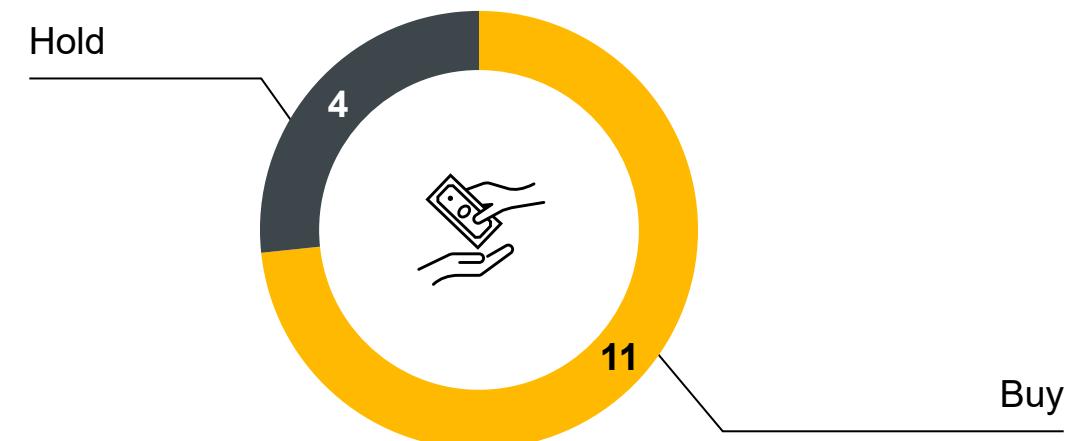
² Full-time equivalents, always on 31/12

Jungheinrich share: Key figures and analyst coverage

Share structure



Analyst coverage¹



Key figures for the share	2020	/	2021	/	2022	/	2023	2024
Earnings per preferred share	€1.49		€2.62		€2.65		€2.94	€2.84
Dividend per preferred share	€0.43		€0.68		€0.68		€0.75	€0.80
Total dividend distribution	€43 million		68 million		€68 million		€75 million	€81 million
Distribution ratio	28%		26%		25%		25%	28%

¹ as of 30/09/2025

Long-term performance of the Jungheinrich share

	2020	/	2021	/	2022	/	2023	2024
Dividend yield preferred share in %	1.2		1.5		2.6		2.3	3.1
Market capitalisation in € million	3,733		4,578		2,711		3,388	2,617
Share price performance in %	70		23		-41		25	-23

Investment period	10 years	5 years	3 years
Investment date	01/01/15	01/01/20	01/01/24
Portfolio value at end of 2023	€17,327	€12,888	€6,099
Average return p.a.	5.7%	5.2%	-15.2%

Comparable return of German share indices p.a.

DAX	7.4%	8.3%	7.5%
MDAX	4.2%	-2.2%	-10.3%
SDAX	6.6%	1.6%	-6.4%

Please note:

based on an initial investment of € 10 thousand and assuming that annual dividends received were reinvested in additional preferred shares



Sustainability efforts paying out in Ratings

Rating Agency	Current rating	Previous rating
	Platinum (Top 1% of assessed companies)	Platinum (Top 1% of assessed companies)
	Climate change: B (nine-step scale from A to F)	Climate change: B (nine-step scale from A to F)
	B- (Prime) (twelve-step scale from A+ to D-)	B- (Prime) (twelve-step scale from A+ to D-)
	Medium-risk (five-step scale of negligible to severe ESG risk)	Medium-risk (five-step scale of negligible to severe ESG risk)
	A (seven-step industry-specific scale from AAA to CCC)	A (seven-step industry-specific scale from AAA to CCC)

Board of Management team



Dr Lars Brzoska

Chairman of the Board of Management, Corporate, Automation (interim)



Heike Wulff

Member of the Board of Management, Finance



Nadine Despineux

Member of the Board of Management, Sales



Maik Manthey

Member of the Board of Management, Technics

Remuneration system



Basic remuneration

Fixed ~40 to 50%,
non-performance-related

remuneration paid as
monthly payments

Ancillary benefits (~1 to 5%):
Primarily company car and
insurance policies

Pension (~5 to 15%):
Performance-based commitment for
members appointed before 2024 and
generally fixed supply payment for
members appointed from 2024



Short-term variable remuneration

Target bonus
(~15 to 25%)

45% Group EBT return on sales
35% Increase in Group revenue
20% Lithium-ion equipment ratio

Discretionary factor:
0.8 to 1.2

Payment limit:
150% of target amount

Term: 1 year



Long-term variable remuneration

Virtual performance share plan
(~20 to 30%)

60% Return on capital employed (ROCE)
20% Relative total shareholder return (TSR)
20% compared with an individual peer group
sustainability target

Discretionary factor:
0.8 to 1.2

Payment limit:
180% of target amount

Term: 3 years

2026 financial calendar and IR contact



Financial calendar

Date	Event
27/03/2026	Balance sheet press conference (virtual)
27/03/2026	Analyst conference (virtual)
07/05/2026	Interim statement as of 31/03/2026
19/05/2026	Annual General Meeting
22/05/2026	Dividend payment
11/08/2026	Interim report as of 30/06/2026
10/11/2026	Interim statement as of 30/09/2026



IR contact



Andrea Bleesen

Head of Corporate Investor Relations

Jungheinrich Aktiengesellschaft

Friedrich-Ebert-Damm 129
22047 Hamburg, Germany

Tel +49 40 6948 3407

andrea.bleesen@jungheinrich.de
www.jungheinrich.com



General information



Subscribed capital: €102 million divided into
54,000,000 no-par-value ordinary shares
48,000,000 no-par-value preferred shares
(listed)

Securities identification numbers
(preferred shares):

ISIN: DE0006219934
WKN: 621 993

Stock exchanges: Frankfurt, Hamburg
and all other German stock exchanges

Segment: Prime Standard
Branch: Industry
Stock index: MDAX

Tickers:
Reuters JUNG_p.de
Bloomberg JUN3 GR