## **DUNGHEINRICH**

Capital market presentation









### 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



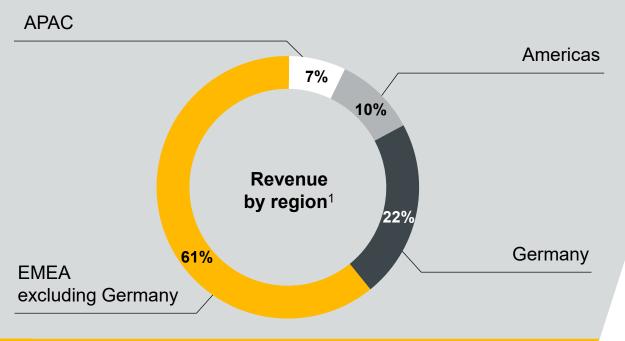
Warehousing equipment

Electric counter-balanced trucks

Energy systems

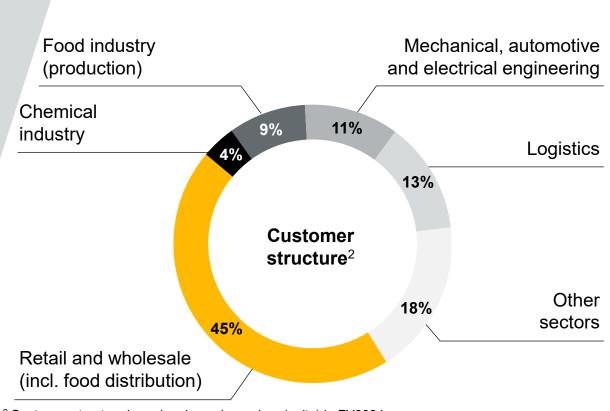
Warehouse equipment

### Strong position in Europe, balanced customer structure



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

¹in FY 2024, total: €5,392 million



<sup>&</sup>lt;sup>2</sup> Customer structure based on incoming orders (units) in FY2024

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



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





# 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



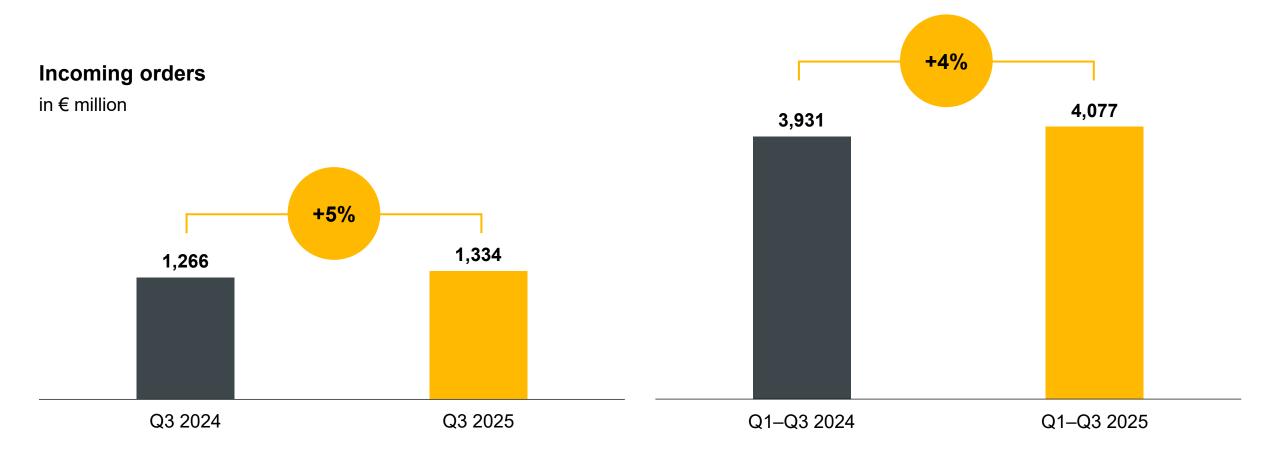
EBIT of €160 million and EBIT return on sales of 4.0% in line with expectations



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



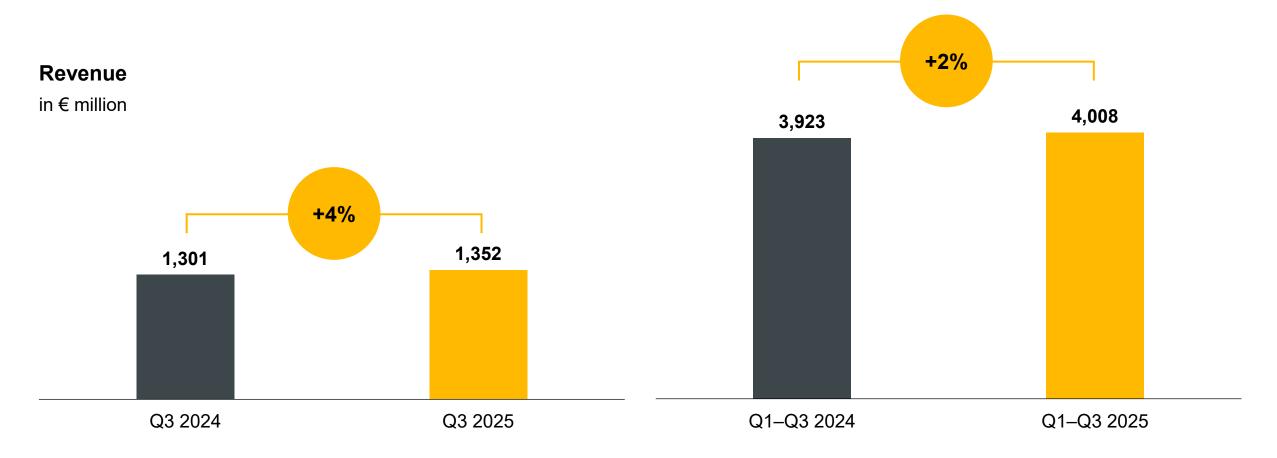
## Incoming orders up against previous year



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



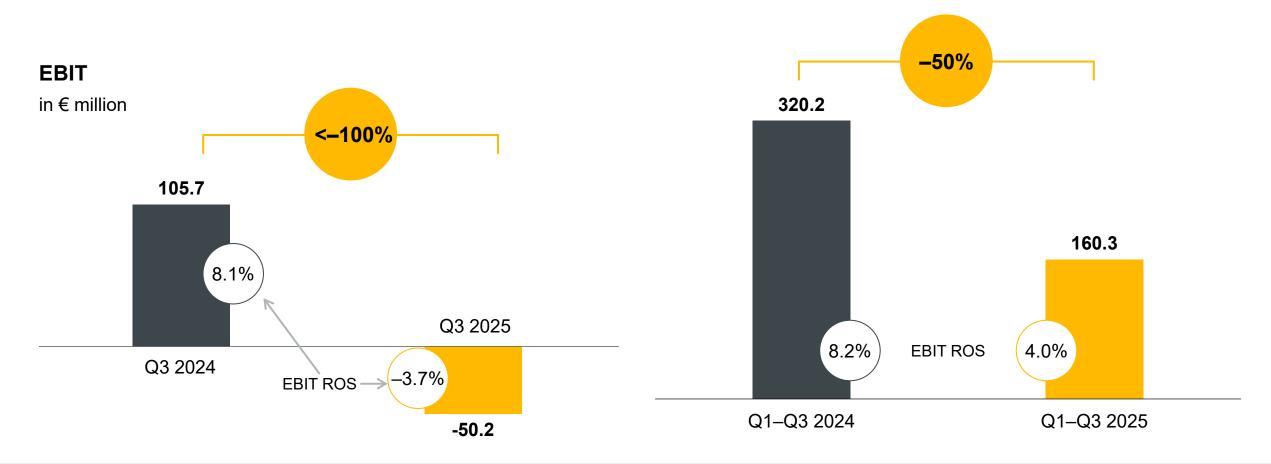
## Revenue up slightly against previous year



Positive developments in new business and in after-sales services



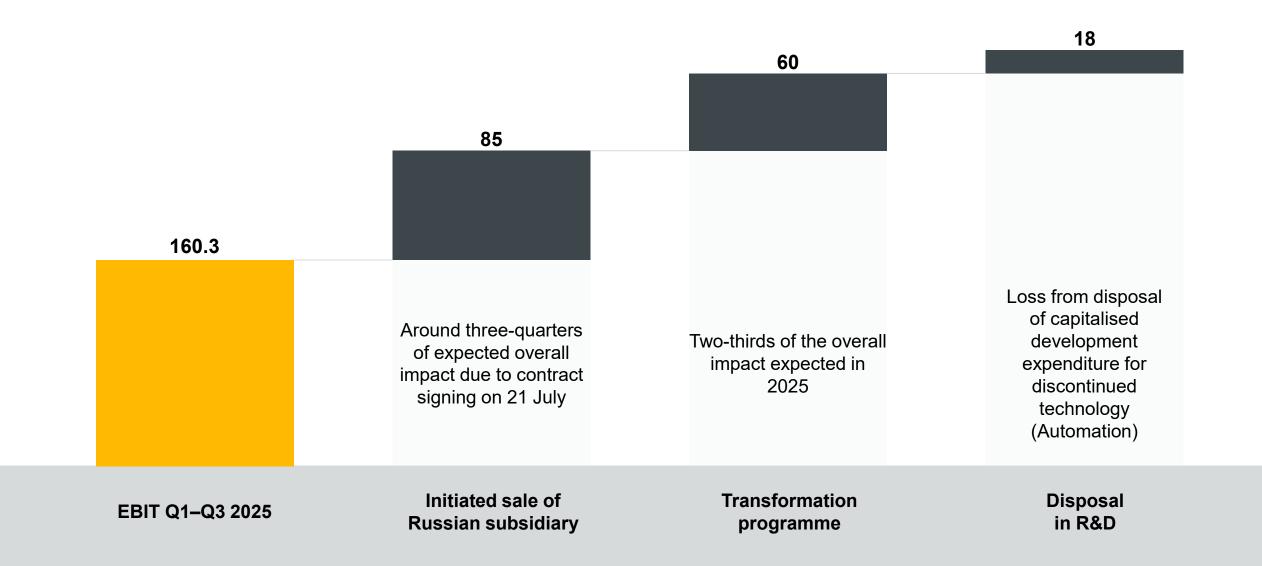
## **EBIT** impacted by one-off effects



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







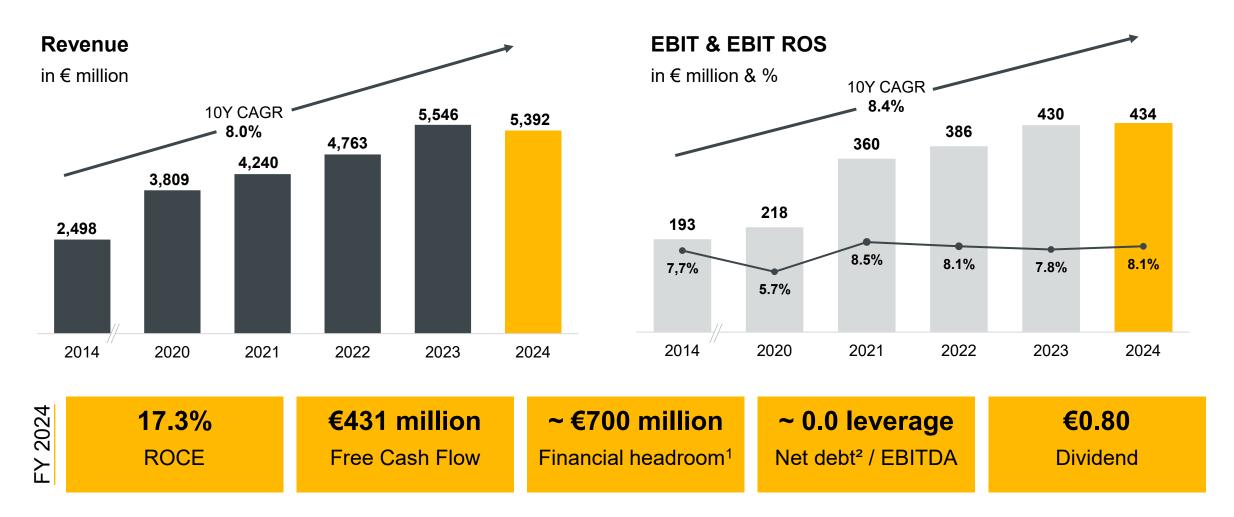


Where we are today

TRATEGY +

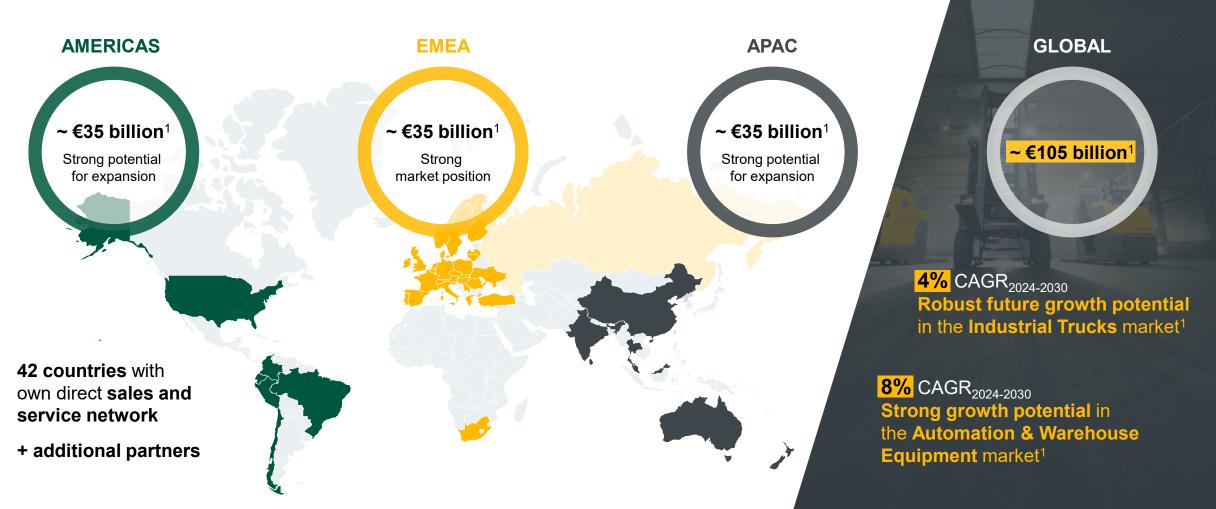


## Strong track record of delivering profitable growth and achieving our targets



<sup>&</sup>lt;sup>1</sup> Liquid funds and securities <sup>2</sup> 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

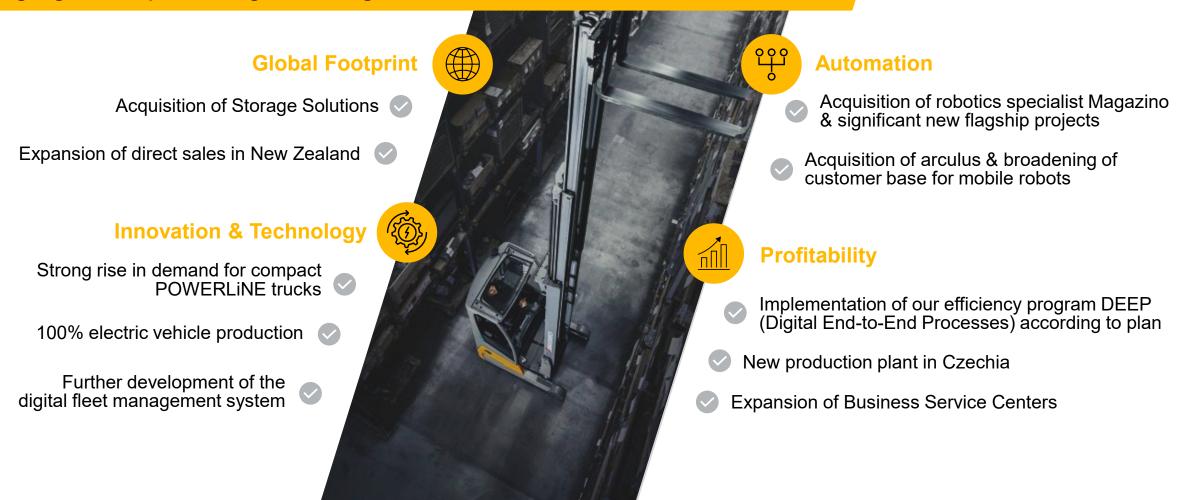


<sup>&</sup>lt;sup>1</sup> Based on external market reports (Interact Analysis); revenue incl. services and software (Global Forklift Market Report Nov. 2024 (growth in units); Warehouse Automation Report Nov. 2024; Warehouse Pallet Racking Model Dec. 2024)



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

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



# 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



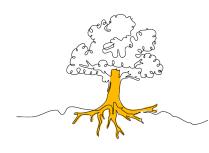




Strategy 2030+: Our path ahead



## 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**

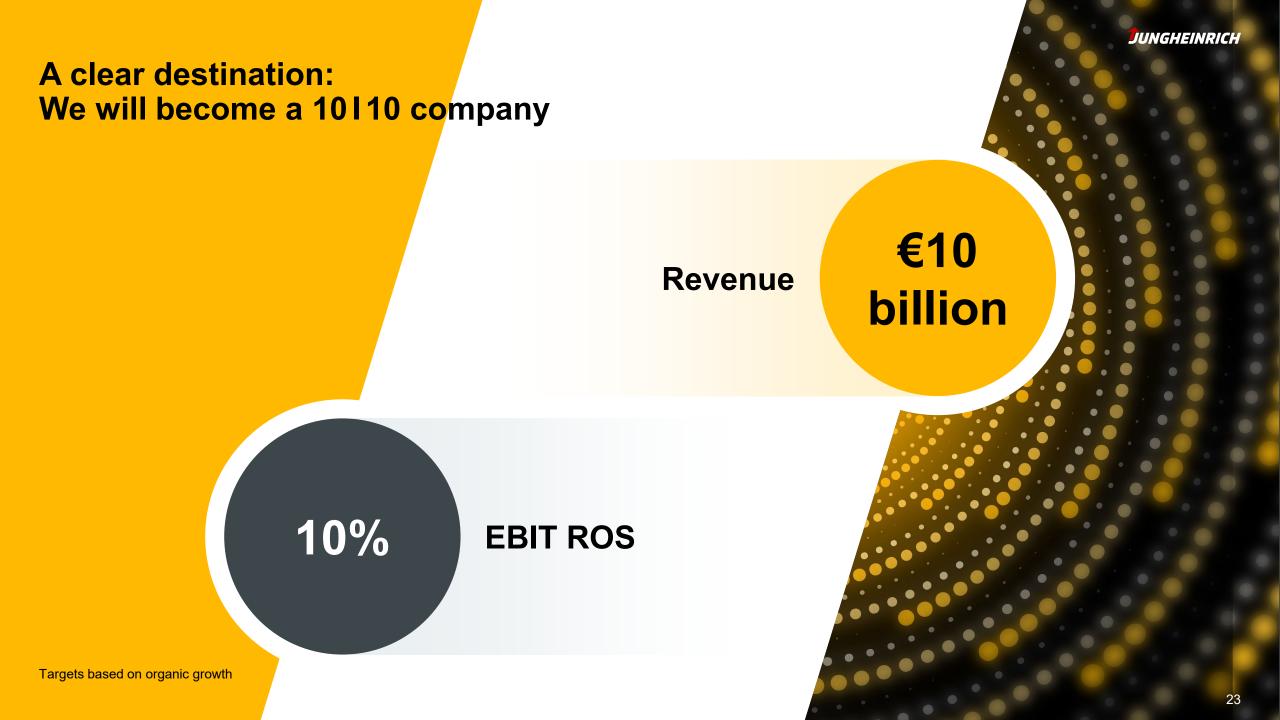
Connecting people and goods for a world in motion.



#### **PEOPLE & CULTURE**

We work the **1**ellow Way. We are open, active, efficient & we care!







### 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.

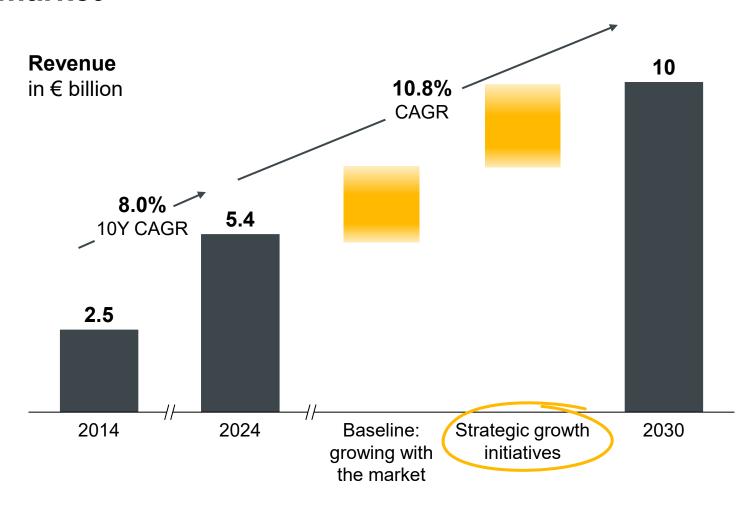








### Growth priorities to continue outperforming the market



Based on the external assumption of normalizing markets until 2030<sup>1</sup>

<sup>1</sup> Interact Analysis market reports, Nov. 2024; growth expectations see next page





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

Expected market growth<sup>1</sup>
CAGR 2024-2030

Jungheinrich ambition

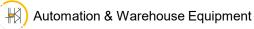
5% **Growth significantly North America** above market 8% 5% **Growth significantly APAC** above market 7% 4% Forceful growth Europe above market

STRATEGIC GROWTH REGIONS

OUR STRONG CORE

7%







<sup>&</sup>lt;sup>1</sup> 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)



# 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

Europe North America APAC

Opportunistic Strategic Focus

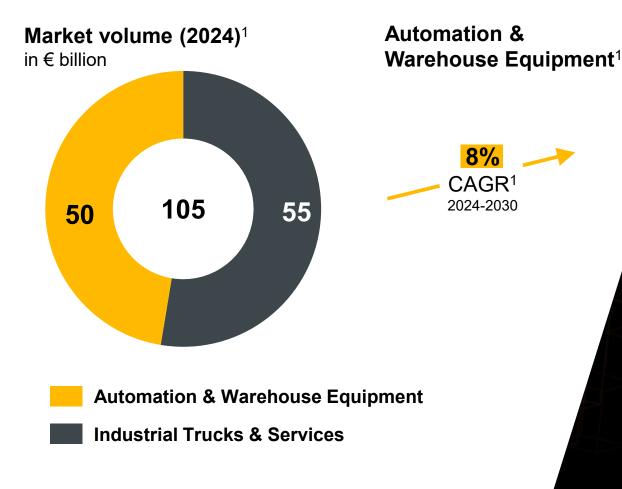
To become truly global, we are committed to achieve additional > €1 billion revenue through M&A outside Europe, on top of our organic growth

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



<sup>&</sup>lt;sup>1</sup> 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)

## 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



## 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

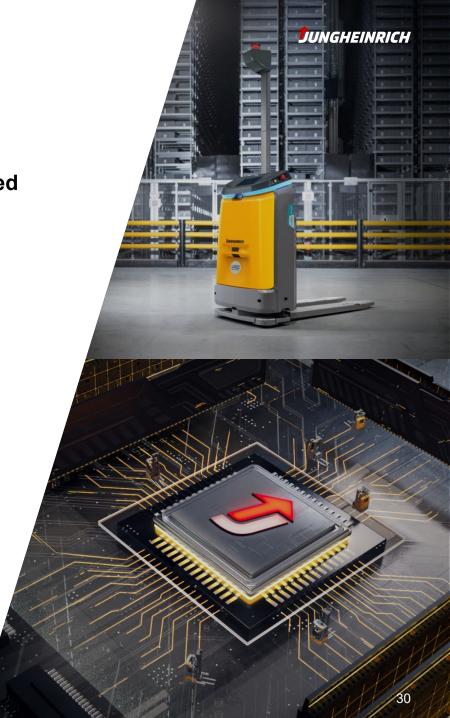
- Optimising our portfolio to support customers in transitioning from manual to automated
- Enhancing customer centricity by involving customers early in co-developing new solutions

### 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





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: Mid-Tech industrial trucks represent an attractive growth market

### High-Tech market

Industrial trucks of highest quality and performance



### **Strong player**

Focus on further optimisation and expansion of current portfolio

### Mid-Tech market

Cost-effective entry-level vehicles



### **Strong potential**

Focus on portfolio extension

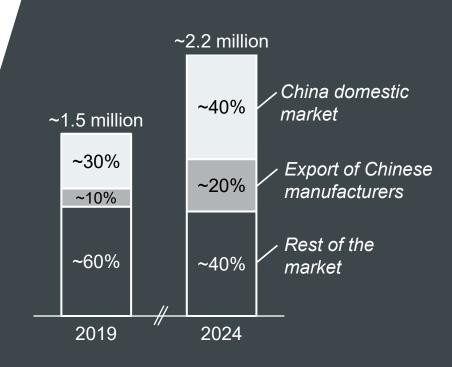
### Low-Tech market

Industrial trucks with minimal requirements



No product offering planned yet

#### Global industrial trucks market<sup>1</sup>



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





made to rely on.





# 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



Al-supported material flow



Energy solutions



Circular economy

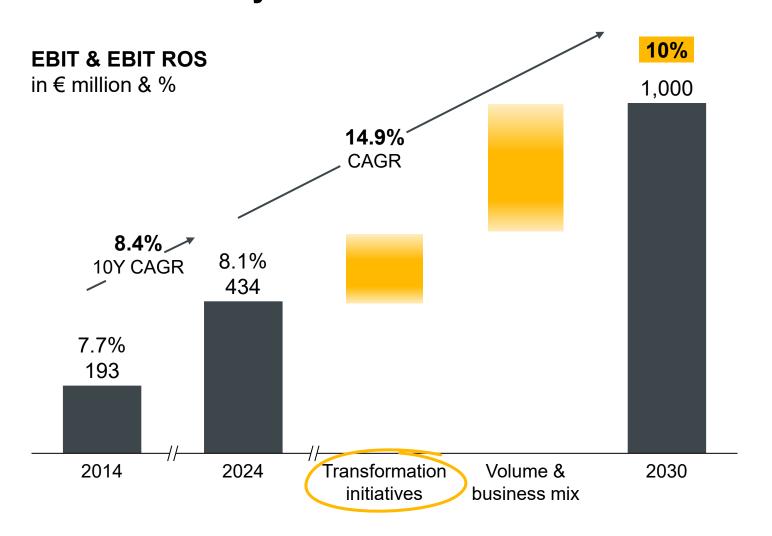


Digital platform solutions





# 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 Al 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 Al

### **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





# Al is the next big revolution and a cornerstone of our strategy

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

We have established the **Jungheinrich Al 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



#### Al is enabling us to deliver smarter and more intuitive solutions

Already today Al 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

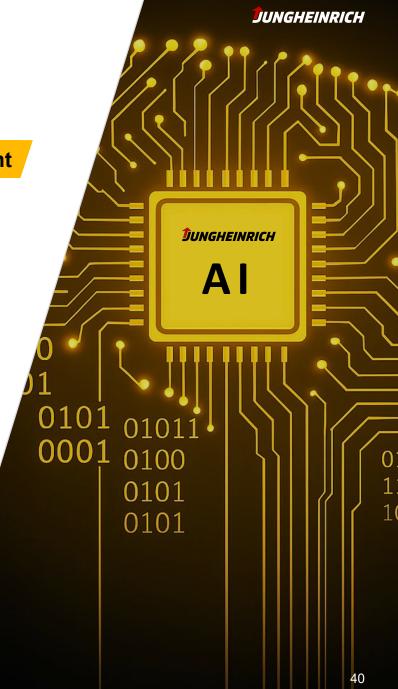


Predictive maintenance



Product development

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# 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 companies**<sup>1</sup>

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 CO<sub>2</sub> emissions



Advancing all aspects of ESG



Fostering social responsibility



Developing energy-efficient products and production methods





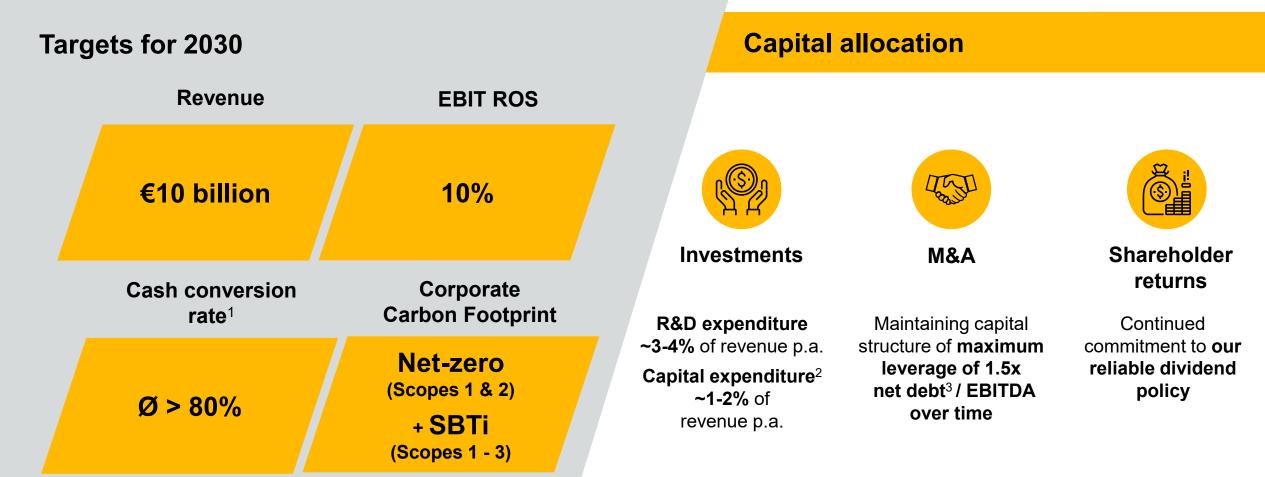


# **Key takeaways**

TRATEGY +



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



<sup>&</sup>lt;sup>1</sup> Average Cash conversion rate (Free cash flow / Profit or loss) within the strategy timeframe

<sup>&</sup>lt;sup>2</sup> Property, plant and equipment and intangible assets without development expenditure and right-of-use assets

<sup>&</sup>lt;sup>3</sup> Financial liabilities (excl. liabilities from financial services) – Cash and cash equivalents and securities



**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



**GROWTH LEVERS** 

Transformation: Achieving best-in-class productivity and sustainability

10/10



# Geopolitical tensions weigh on European economic expectations





**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

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

<sup>&</sup>lt;sup>1</sup> Source: International Monetary Fund, 14 October 2025



## Strategic steps taken with regards to transformation and in Russia



### **Transformation programme**



#### Sale of the Russian subsidiary

#### **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

#### 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 million<sup>1</sup>

#### 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 <sup>1</sup>	Forecast 17/072025 <sup>2</sup>	Forecast 21/07/2025 <sup>3</sup>	Forecast 5/12/2025 <sup>4</sup>
Incoming orders in € billion	5.5 to 6.1	5.3 to	o 5.9	5.4 to 5.6
Revenue in € billion	5.4 to 6.0	5.3 to	o 5.9	5.4 to 5.6
<b>EBIT</b> 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
<b>EBT</b> 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	

<sup>&</sup>lt;sup>1</sup> Annual Report 2024 and interim statement as of 31 March 2025

# 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)

<sup>&</sup>lt;sup>2</sup> Ad-hoc release from 17 July 2025

<sup>&</sup>lt;sup>3</sup> Ad-hoc release from 21 July 2025 as well as interim report as of 30 June 2025 (sale of Russian subsidiary €-120 million)

<sup>&</sup>lt;sup>4</sup> 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 assessments for future developments. Such statements are subject to risks 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 the availability materials. 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 other or

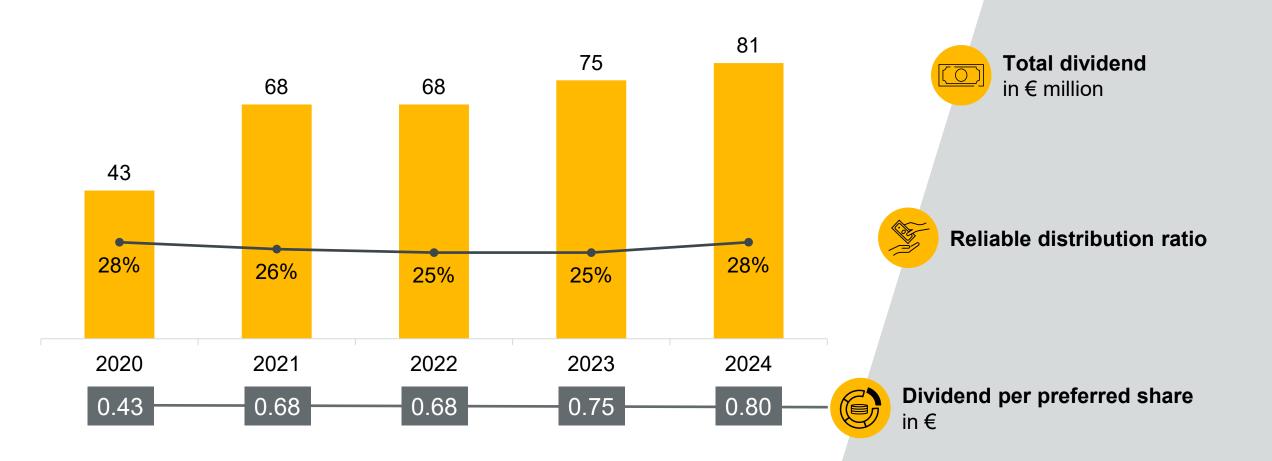
uncertainties or unknown factors apply or the assumptions on which these statements are based prove false, actual results may deviate significantly from the results stated or implied. No responsibility is therefore taken for forward-looking statements. Without prejudice to existing capital market obligations,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



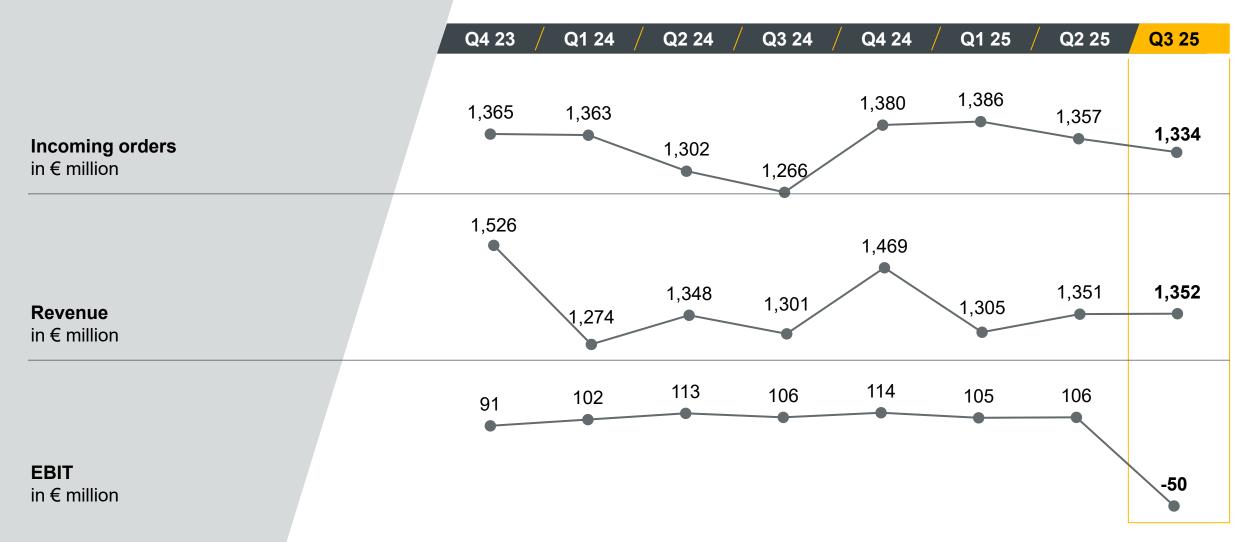




# Dividend policy: Distribution ratio between 25% and 30%



# **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%
ROCE <sup>1</sup>	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 expenditure <sup>2</sup>	75	71	73	90	88

<sup>&</sup>lt;sup>1</sup> EBIT for the Intralogistics segment in % of the segment's average capital employed

<sup>&</sup>lt;sup>2</sup> Property, plant and equipment and intangible assets without capitalised development expenditure and right-of-use assets



# Jungheinrich key figures 2020–2024 (II)

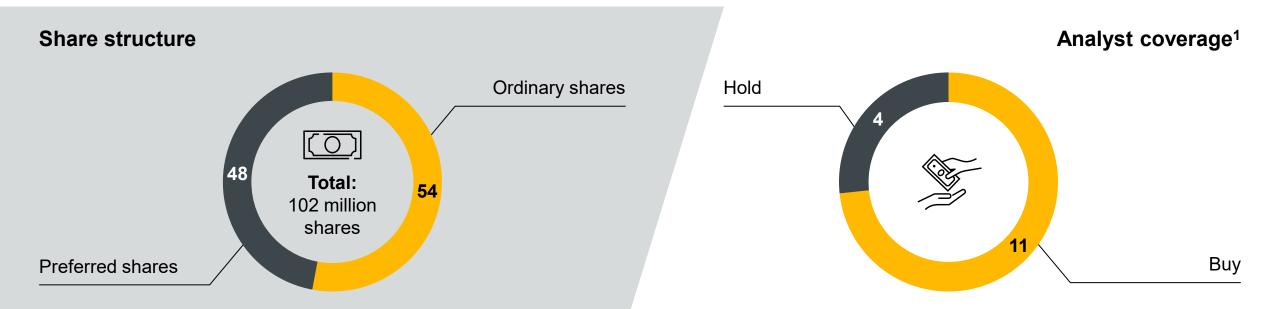
in € million	2020	/ 2021	/ 2022	/ 2023	2024
Equity ratio (Intralogistics)	45%	48%	50%	47%	52%
Equity ratio (Group)	29%	31%	33%	32%	34%
Net credit (-) / net debt (+) <sup>1</sup>	-194	-222	75	262	-22
Tax ratio	25%	23%	22%	25%	28%
Profit or loss	151	267	270	299	289
Employees (FTE <sup>2</sup> )	18,103	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

<sup>&</sup>lt;sup>1</sup> Net debt = Financial liabilities – Cash and cash equivalents and securities

<sup>&</sup>lt;sup>2</sup> Full-time equivalents, always on 31/12



## Jungheinrich share: Key figures and analyst coverage



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%

<sup>&</sup>lt;sup>1</sup> 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%  COVACIS Sustainability Patring DEC 2024	Platinum (Top 1% of assessed companies)	Platinum (Top 1% of assessed companies)
DISCLOSURE INSIGHT ACTION	Climate change: <b>B</b> (nine-step scale from A to F)	Climate change: B (nine-step scale from A to F)
ISS ESG ⊳	B- (Prime) (twelve-step scale from A+ to D-)	B- (Prime) (twelve-step scale from A+ to D-)
SUSTAINALYTICS  a Morningstar company	Medium-risk (five-step scale of negligible to severe ESG risk)	Medium-risk (five-step scale of negligible to severe ESG risk)
MSCI 🕸 /	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)



**Dr Volker Hues**Member of the Board of Management, Finance



Heike Wulff
Member of the Board of Management,
Accounting, Controlling, Tax



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)
	compared with an individual peer group
20%	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



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#### **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