

2025+ STRATEGY

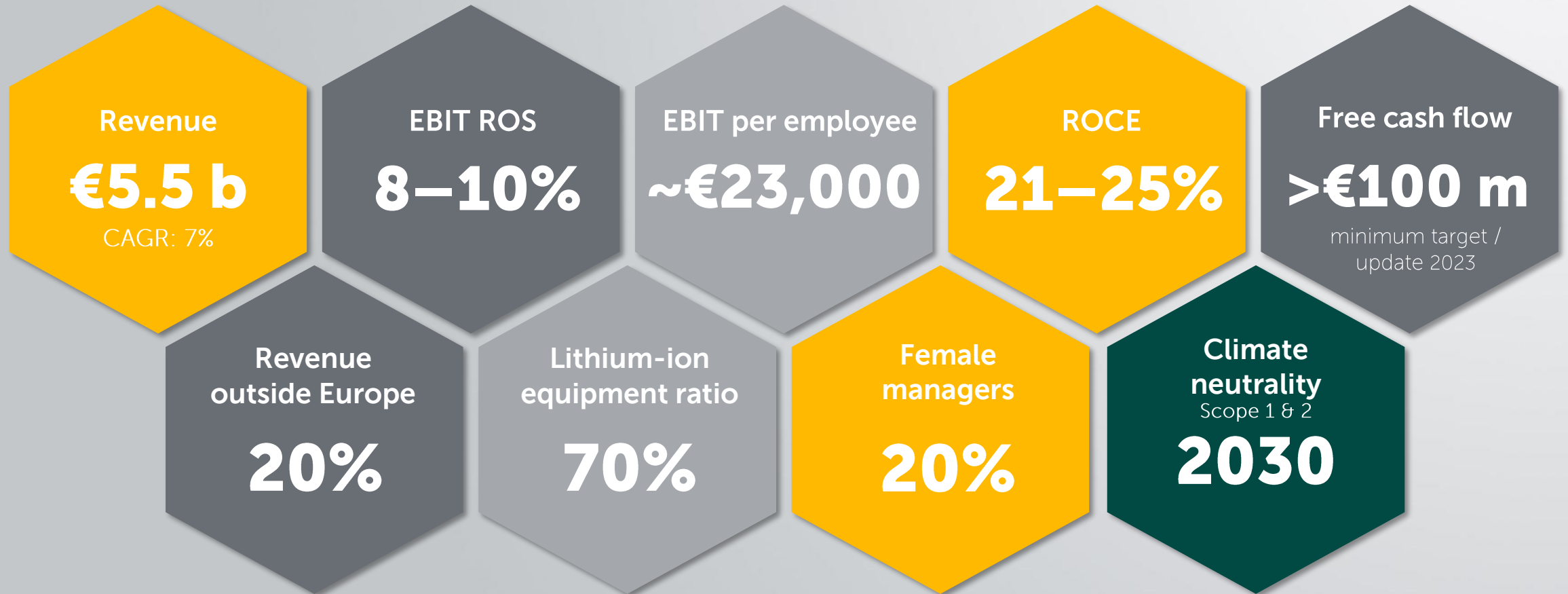
UPDATE

Dr Lars Brzoska
Chairman of the Board
of Management

Dr Volker Hues
Member of the Board
of Management, Finance



2025 TARGETS CONFIRMED & EXPANDED DESPITE GEOPOLITICAL CHALLENGES



OUTLOOK & CHALLENGES



**GROWING
INTRALOGISTICS MARKET**



**AUTOMATION &
DIGITALISATION**



**SKILLS &
LABOUR SHORTAGE**



**GEOPOLITICAL
CHANGES & CONFLICTS**



SUPPLY CHAIN



SUSTAINABILITY



NEW ENERGY SYSTEMS



CYBERCRIME

OUR PILLARS OF RESILIENCE



**MARKET &
CUSTOMERS**



**BUSINESS
MODEL**

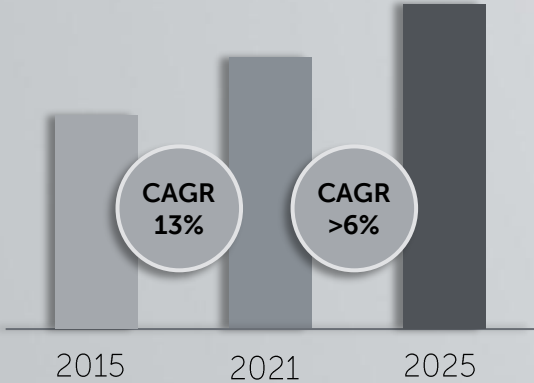


**FINANCING &
BALANCE SHEET**

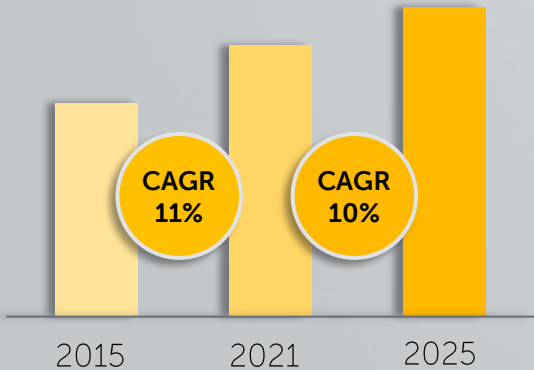
ATTRACTIVE MARKET GROWTH & RESILIENT CUSTOMER STRUCTURE



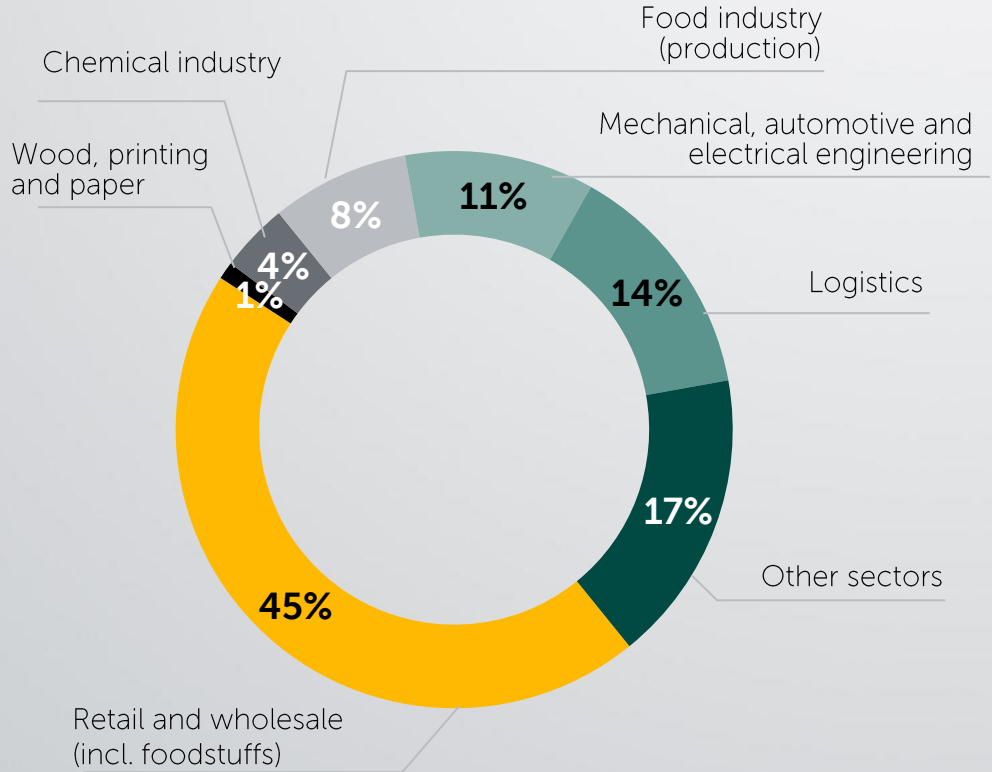
Global market for material handling equipment



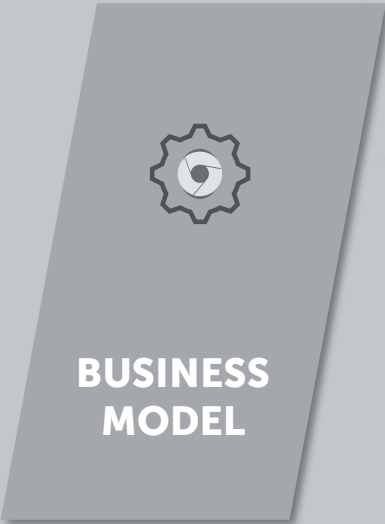
Global market for automated systems



Customer structure Jungheinrich

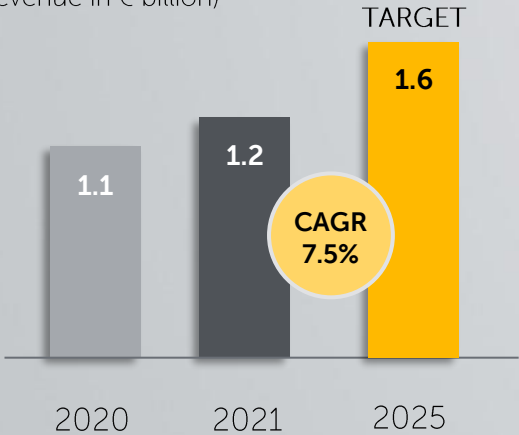


AFTER-SALES & FINANCIAL SERVICES ENSURE LONG-TERM CUSTOMER LOYALTY



After-sales services

(revenue in € billion)



>8,300 employees globally (~44% of the total workforce)

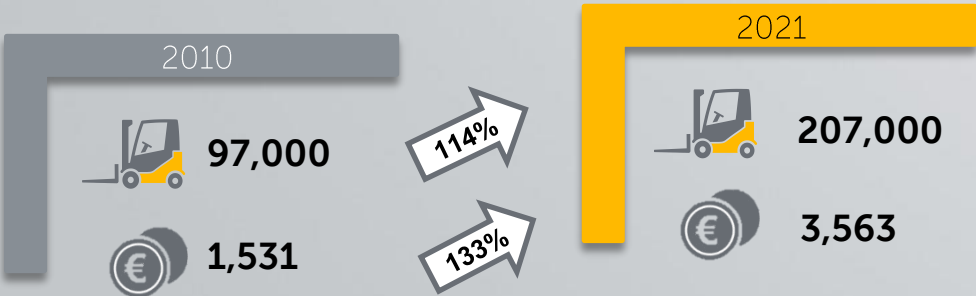
24/7 service & support expansion for automated systems

Expanding our expertise in the field of automation

Artificial intelligence and big data for predictive maintenance

Financial services

(contracts on hand in items and € million)



Number of new trucks sold via financial services: > 40%

FINANCING POWER & STRONG BALANCE SHEET SAFEGUARD IMPLEMENTATION OF STRATEGY 2025+



**FINANCING &
BALANCE SHEET**

BALANCE SHEET TOTAL **~€6 billion**

EQUITY RATIO **32%**

**CASH & CASH
EQUIVALENTS &
SECURITIES** **>€500 million**

ROCE (Intralogistics) **14.4%**

OUR STRATEGIC FIELDS OF ACTION



AUTOMATION



DIGITALISATION



EFFICIENCY



GLOBAL FOOTPRINT



ENERGY SYSTEMS



SUSTAINABILITY

EXPANSION OF THE AUTOMATION FIELD VIA PARTNERSHIPS AND M&A



MOBILE ROBOTS



**AUTOMATED
WAREHOUSE
SYSTEMS**



ROBOTICS

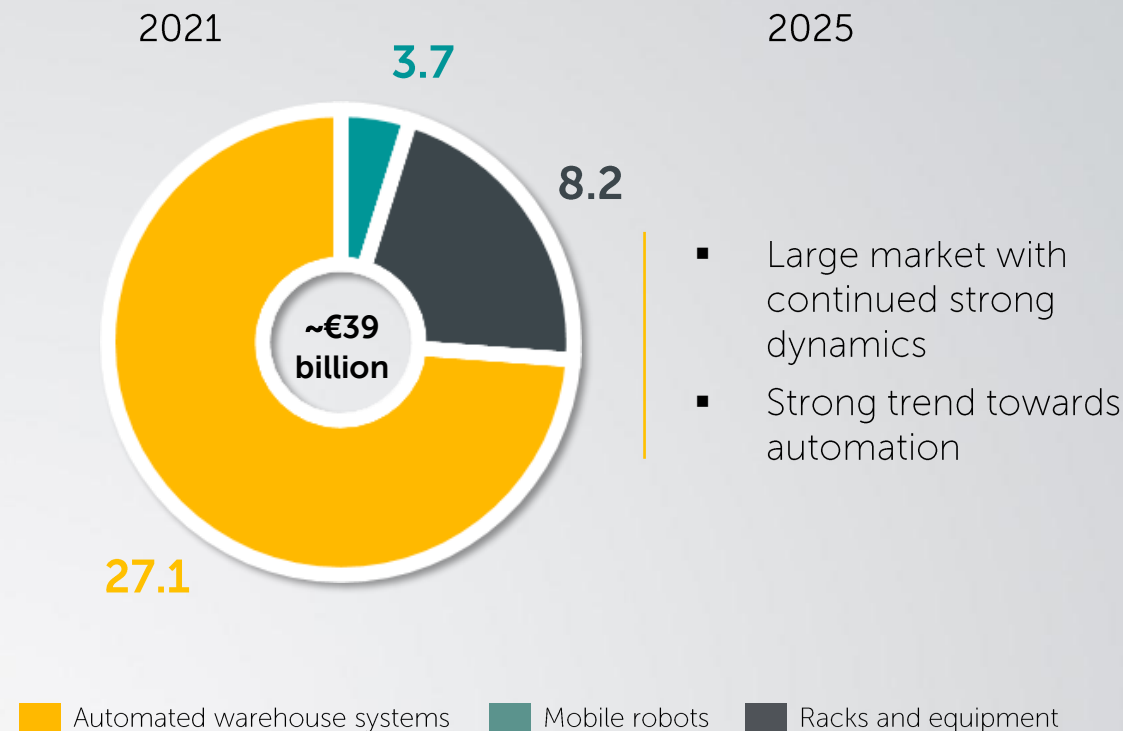


**SOFTWARE &
DIGITALISATION**

AUTOMATION

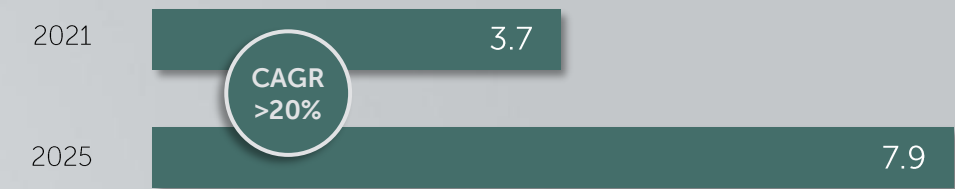
Automated systems & warehouse equipment

(global market volume in € billion)



Mobile robots

(global market volume in € billion)



Automated warehouse systems

(global market volume in € billion)



DRIVERS OF AUTOMATION

1

COST PRESSURE

Lower process costs, boost efficiency

2

SKILLED LABOUR SHORTAGE

Automated transport, storage and order picking, as skilled workers and forklift drivers are available in limited numbers

3

DIGITALISATION

Increase process safety and transparency

“

**By 2030, up to 30%
of our global fleet
of material
handling
equipment will be
automated.**

TOP 10 KEY ACCOUNT

LABOUR SHORTAGE AS A DRIVER FOR AUTOMATION



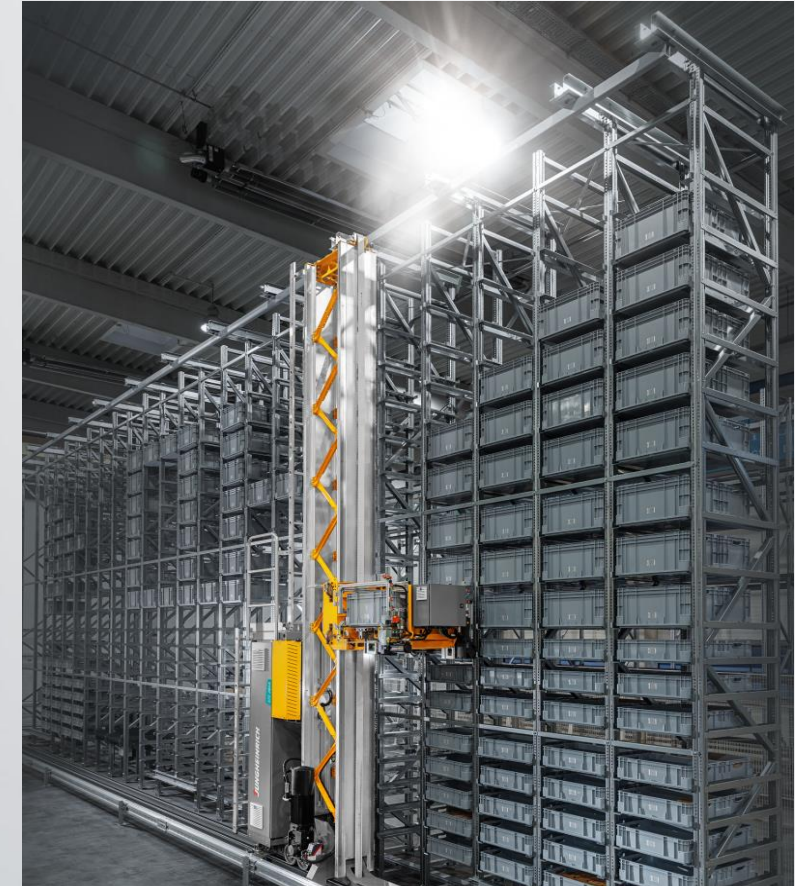
- Plastics technology
- 3 automated high-rack stackers
- 24/6 operation

~10 FTE



- Automotive
- 14 automated stackers
- 24/6 operation

~25 FTE



- Spare parts warehouse
- Automated miniload warehouse (14 lanes) and 8 stacker cranes
- 24/6 operation

~50 FTE

LogiMAT 2022

TOP CUSTOMER HIGHLIGHTS: AUTOMATION & WAREHOUSE MANAGEMENT SYSTEMS



MOBILE ROBOTS INTERACTION

HIGH STACK & UNDERLOAD TRANSPORT

Using the advantages of both truck concepts

Interaction as the basis for comprehensive automation of the core logistics functions "warehousing" and "transporting":

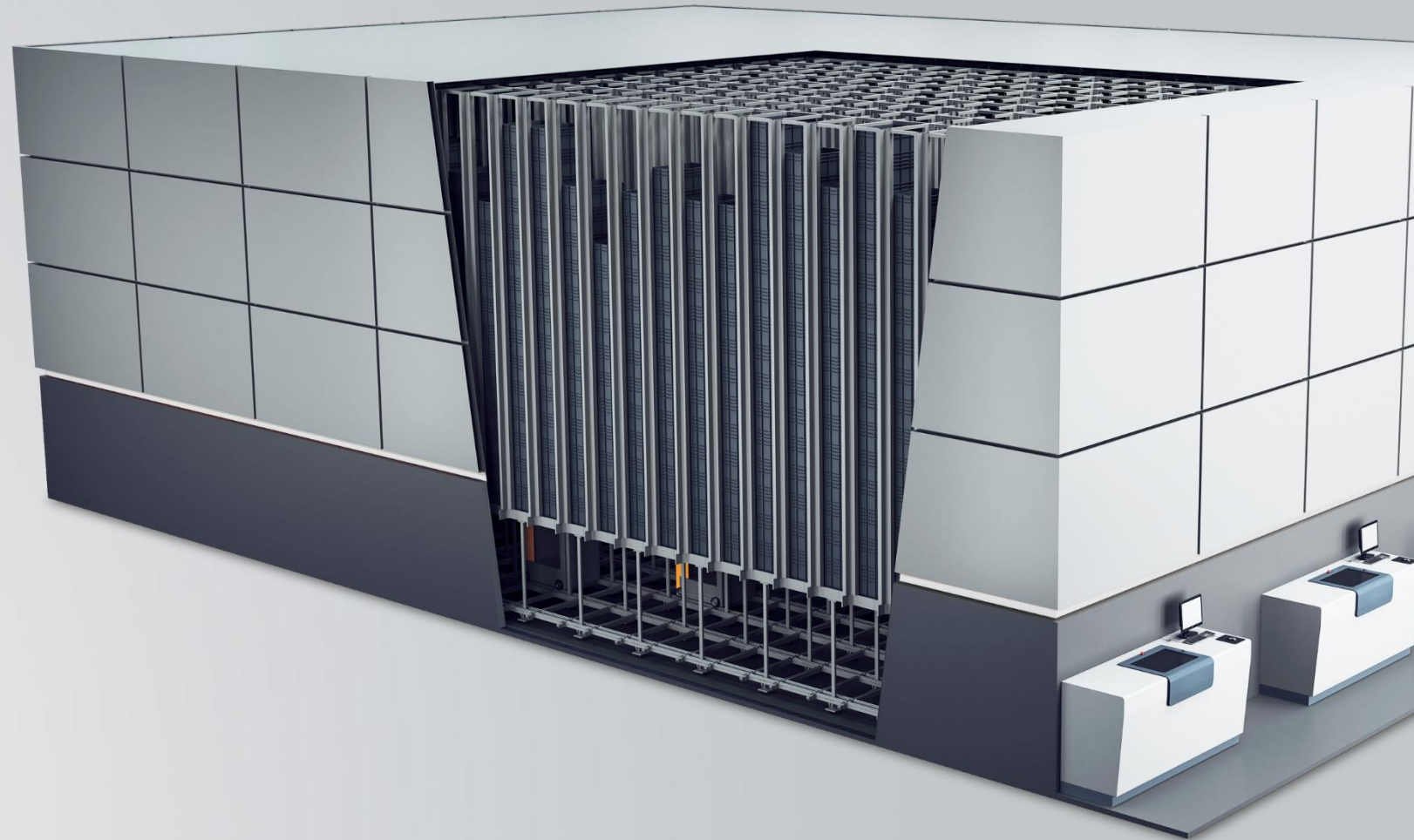
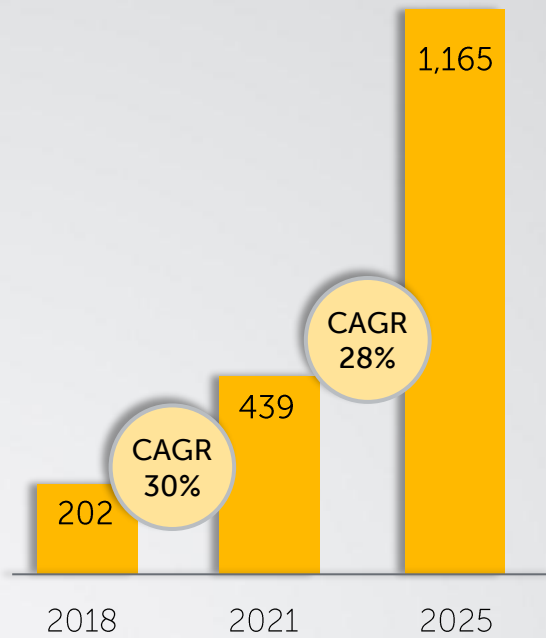
- Warehousing with the EKS215a: First Jungheinrich truck developed as an automated guided vehicle
- Transportation and provision with arculee S: First autonomous mobile robot from Jungheinrich

Significantly boosts degree of automation for the customer and lowers costs while boosting process safety

SYSTEM ULTRA HIGH-DENSITY STORAGE

UHDS

(market volume in US\$ million)



New dimension in efficiency

Jungheinrich PowerCube



CUSTOMER BENEFITS

PowerCube

Jungheinrich PowerCube

JUNGHEINRICH

HIGHEST COMPACT CONTAINER WAREHOUSE IN ITS CATEGORY

System height of up to 12 m

CAN BE ADAPTED TO A WIDE RANGE OF PARAMETERS

For unique roof designs or thoroughfares

HIGHEST PAYLOAD

Up to 50 kg per container, two containers can be accommodated at the same time

SIMPLE SYSTEM INTEGRATION

Integration into existing warehouse management software or ERP system

SCALABLE PERFORMANCE

Easy to add extra shuttles, order picking stations and rack storage locations

OUR STRATEGIC FIELDS OF ACTION



AUTOMATION



DIGITALISATION



EFFICIENCY



GLOBAL FOOTPRINT



ENERGY SYSTEMS



SUSTAINABILITY

ADVANCING DIGITALISATION

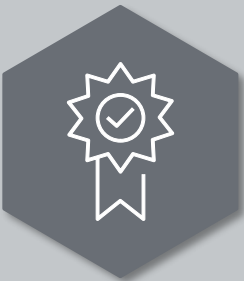
Cybercrime



Successful certification



Successful assessment for automotive customers



Annual external cybersecurity maturity assessment



Realignment of the internal security organisation and set-up of the Security Operations Center 24/7

New IT plant



New hybrid cloud foundation for global interconnectivity of people, machines and systems



Digital real-time partnership with customers and partners with the highest degree of security and flexibility



Completion of IT plant: end of 2023

ADVANCING DIGITALISATION

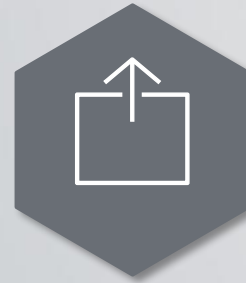
Fleet management system



Expansion into a cloud-based telematics platform



>52 million data points per day
Available in 18 countries and further roll-out
2025: >400,000 trucks digitally connected



Migration of all customers from former to new system scheduled for the end of 2023



Introduction of a new pricing schedule and new bundles (Finance, Access, Productivity, Safety and Safety Plus) from April 2022

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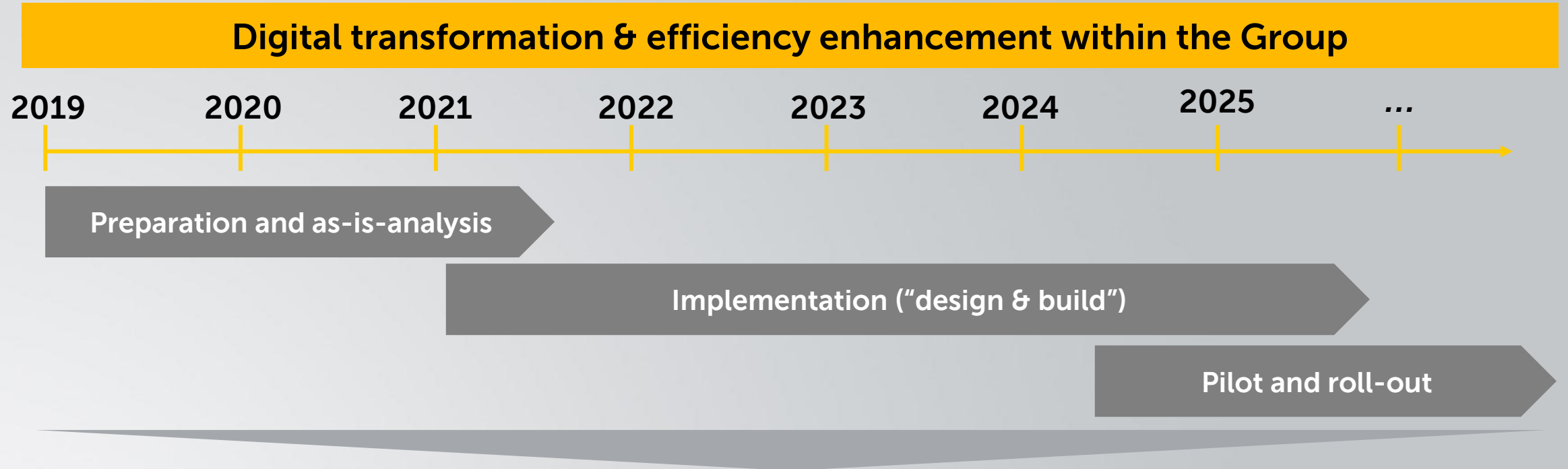


ENERGY SYSTEMS



SUSTAINABILITY

DEEP (DIGITAL END-TO-END PROCESSES) PROGRAMME



- Customer-centric and lean, automated processes
- Optimised, adjusted data structures
- Flexible, modern IT architecture, change of ERP system

➡ PRODUCTIVITY BOOST VALUED AT TWO-DIGIT MILLION EURO AMOUNT P.A.

CHOMUTOV PLANT (CZECH REPUBLIC)

- Expansion of production network, production start mid-2023
- Project budget around €60 million
- 37,000 square metres of production space, creation of more than 350 new jobs
- Boosting production efficiency
- Construction of one of the world's most cutting-edge manufacturing facilities for reach trucks with fully digitalised assembly line
- Focus on sustainable production & efficiency, including cutting-edge paintwork line, heat pump, special insulation and rainwater utilisation system



BUSINESS SERVICE CENTER: CONTRIBUTING TO BOOSTING EFFICIENCY, FLEXIBILITY & INTERNATIONALISATION

JUNGHEINRICH DIGITAL SOLUTIONS S.L.U., SPAIN

IT services and development of digital products

JUNGHEINRICH BUSINESS SERVICES CROATIA D.O.O.

Services related to software and hardware development

JUNGHEINRICH BUSINESS SERVICES ROMANIA S.R.L.

Purchasing for production and after-sales services, human resources and accounting services



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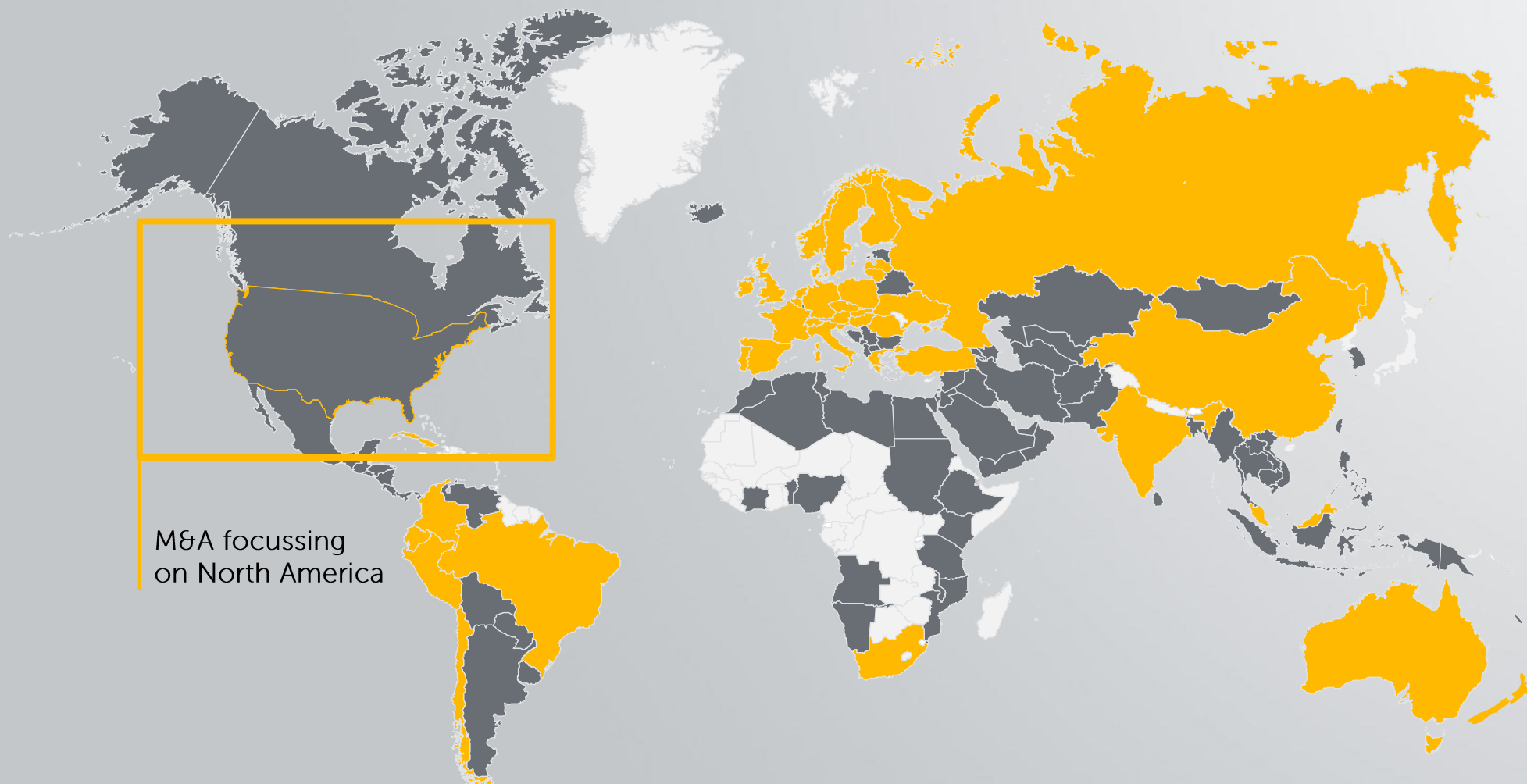


ENERGY SYSTEMS



SUSTAINABILITY

EXPANSION OF OUR GLOBAL PRESENCE



M&A focussing
on North America

**Since May 2022:
Jungheinrich New Zealand**

Takeover of Industrial Truck
Sales New Zealand Forklifts
with > 10 partner retailers

**DIRECT SALES COMPANIES IN
41 COUNTRIES**

**PARTNER COMPANIES IN
80 COUNTRIES**

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ENERGY SYSTEMS



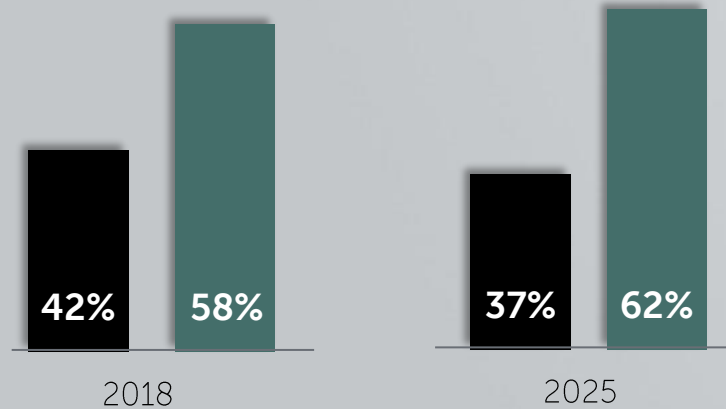
SUSTAINABILITY

STRONG TREND TOWARDS LITHIUM-ION TECHNOLOGY

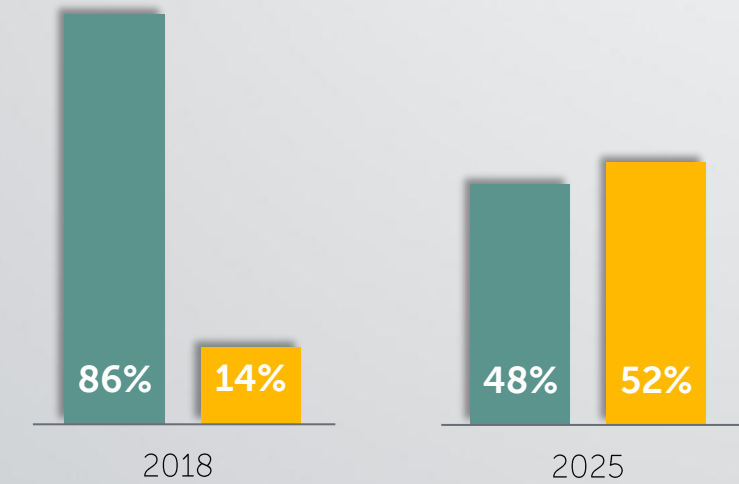
Global market for material handling equipment (in units)

Development of proportion of drive technologies

■ IC engine-powered trucks ■ Electric



■ Lead-acid batteries ■ Lithium-ion batteries



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

Source: Interact Analysis – Global Forklift Market



SHAPING THE STANDARD

THE ALL-NEW SUSTAINABLE **POWERLINE** RANGE

POWERLINE: HIGHLY INNOVATIVE TRUCK CONCEPT WITH AN EDGE OVER THE COMPETITION

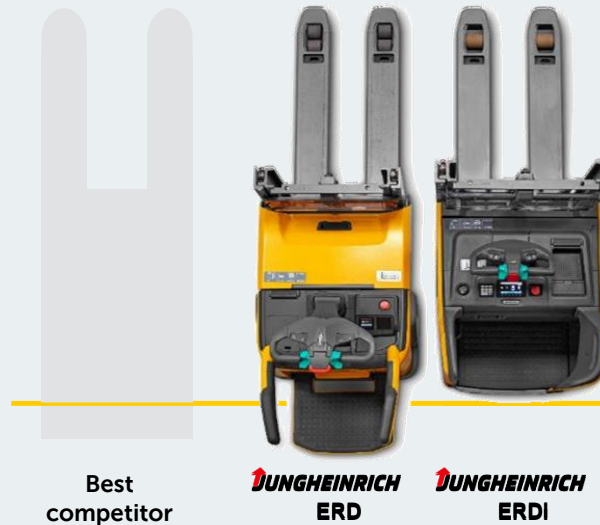
1. Highest performance and productivity

"With the new ERD 220i, Jungheinrich sets new standards in terms of a safer, perfectly protected yet super-compact electric pallet truck. The performance is first-class and is a real challenge to the competition."

– IFOY summary
about the 2022 winner –



2. Most compact trucks



3. Best ergonomics and safety

OPTIMISED CLEAR VIEW OF THE FORKS



GRADUAL SWITCH-OVER OF THE PRODUCT PORTFOLIO

Warehousing equipment

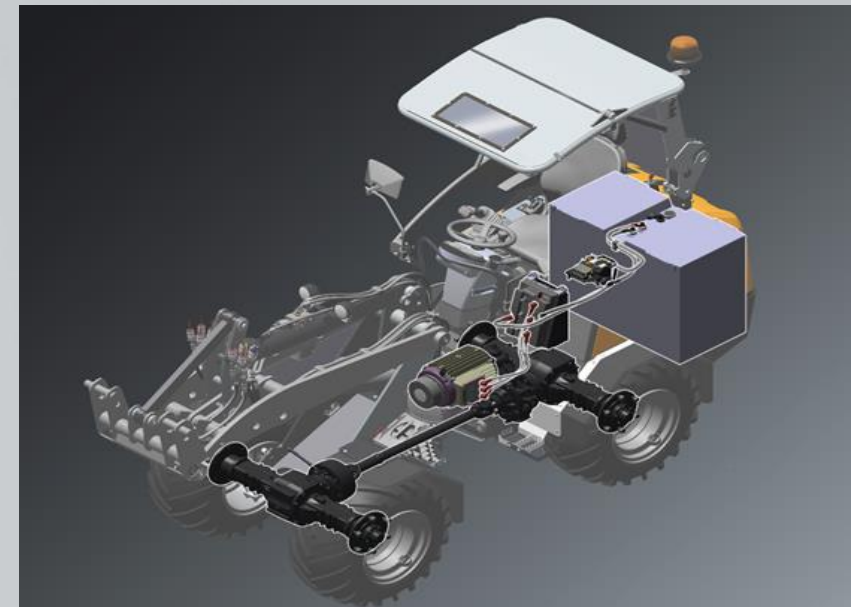


Counterbalanced trucks



POWERTRAIN SOLUTIONS

- European market potential 2030: approx. €250 million
- Electrification of products outside of the intralogistics sector, including construction and agricultural machinery, as well as lifting platforms
- Integrated solutions include batteries, chargers, control units and electric motors
- Growing number of customers for mass produced items and for projects, various market launches planned for 2023 and 2024



OUR STRATEGIC FIELDS OF ACTION



AUTOMATION



DIGITALISATION



EFFICIENCY



GLOBAL FOOTPRINT



ENERGY SYSTEMS



SUSTAINABILITY

OUR SUSTAINABILITY UNDERSTANDING

2025+ STRATEGY

CREATING SUSTAINABLE VALUE

As a **family company**, we look back **over generations**. The focus on short-term profit corresponds neither to our corporate canon of values nor to our entrepreneurial identity.

Instead, we want to help shape the world where we all live and work in a positive way. As a sustainability enabler, our products & solutions contribute towards bringing about a **sustainable transformation** in intralogistics and helping our **customers to achieve their climate targets**.

Our commitment & engagement:



PARIS2015
COP21-CMP11



BUSINESS AMBITION FOR 1.5°C



THE CLIMATE PLEDGE

ENVIRONMENT. SOCIAL. GOVERNANCE.

>1 m

ELECTRIC TRUCKS
IN USE

ALMOST
100%

OF THE
TRUCKS WE MANUFACTURE
ARE BATTERY POWERED,
WITH AIM OF ELECTRIFYING
OTHER SECTORS

FIRST
**carbon-
neutral**

AFTER-SALES SERVICES
IN INTRALOGISTICS

RECONDITIONING PLANTS
WITH UP TO

94%

REUSE RATE PER TRUCK

COMMITMENT TO THE

17

UNITED NATIONS'
SUSTAINABLE DEVELOPMENT
GOALS (SDGs)

CODE OF HUMAN RIGHTS
IN ALL

41

JUNGHEINRICH
COMPANIES AROUND THE
WORLD

FOR A FAIR, TRANSPARENT
SUPPLY CHAIN

>730

SUPPLIERS WITH
CSR SELF-ASSESSMENTS



OUR SUSTAINABILITY TARGETS



CLIMATE-NEUTRALITY

Climate-neutral operations by 2030
(Scope 1 & 2)



REDUCTION OF RESOURCE & ENERGY CONSUMPTION

0% landfill waste in plants by 2025



SUSTAINABLE PRODUCTS & SOLUTIONS FOR INTRALOGISTICS

Boost revenue with sustainable products in line with the EU Taxonomy



PROMOTING THE HEALTH & SAFETY OF OUR EMPLOYEES

Improvement of lost time injury rate to 12.5 by 2025



SUSTAINABLE PROCUREMENT

80% of globally relevant procurement volume from sustainable suppliers by 2025



HIGH RATINGS AS PROOF OF OUR SUSTAINABILITY INITIATIVES

EcoVadis / CDP / MSCI ESG Ratings / ISS ESG

TARGETS OF OUR STRATEGY 2025+ CREATING SUSTAINABLE VALUE

PROFITABILITY

margin focus ▪ cash is king ▪ dividend continuity

EFFICIENCY

customer focus ▪ lean processes ▪ easy to deal with

SUSTAINABILITY

added value for everyone ▪ entrepreneurial values ▪ contribution to society

DISCLAIMER

The explanations in this presentation, as well as all oral statements, including the question and answer session, are forward-looking statements that are based on the company management's current expectations, assumptions and assessments for future developments and in particular on the corresponding planning for the year 2025. Such statements are subject to risks and uncertainty that are largely beyond the company's control. This includes changes in the overall economic situation, including impacts from geopolitical conflicts, debt issues, the further course of the COVID-19 pandemic, within the intralogistics sector, in materials supply, the availability and price development of energy and raw materials, demand in important markets, developments in 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 nor do we accept any obligation to update forward-looking statements.