



Strategy 2030+

A clear destination

Hamburg, 7 May 2025

A large yellow circle containing the text "10 / 10" in white, bold, sans-serif font. The circle is centered within a larger, dark background featuring a pattern of concentric circles of yellow and white dots, creating a tunnel-like effect.

10 / 10

**CONNECTED
SOLUTIONS
THAT FIT.**

1

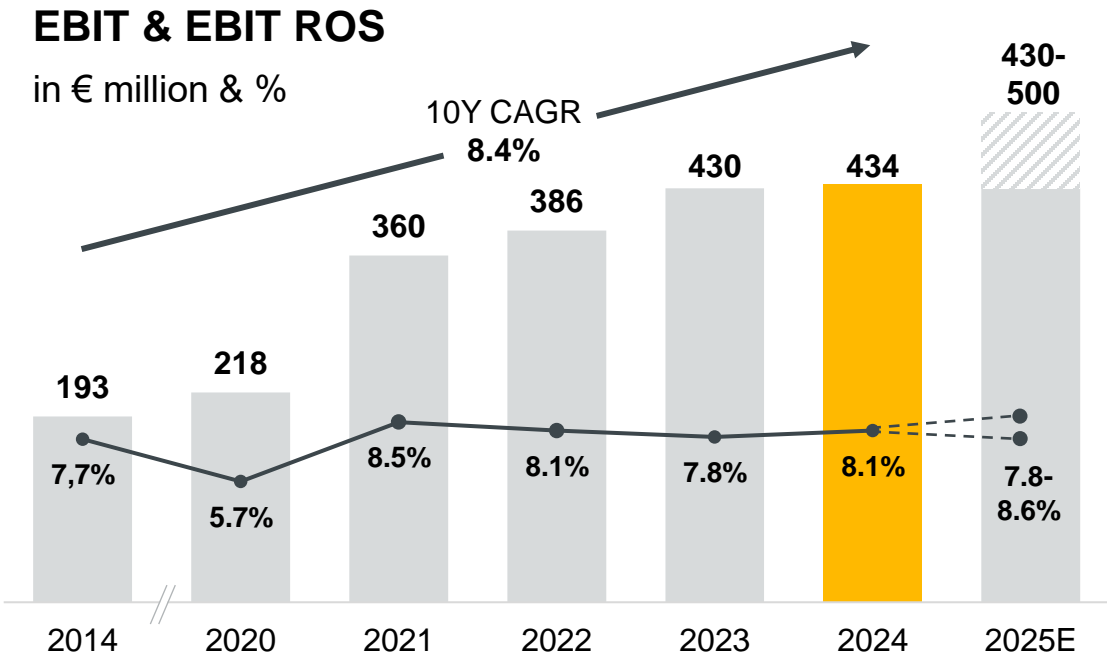
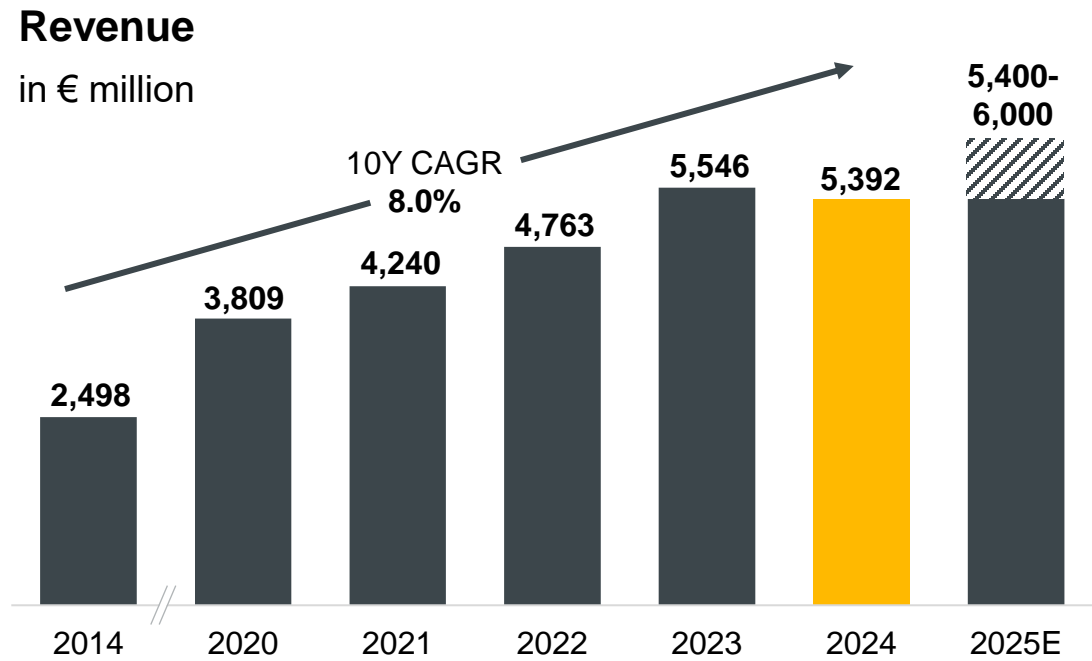
Where we are today

**IoT
SOLUTIONS THAT**

Material Flow Consulting

**Automation &
Optimization**

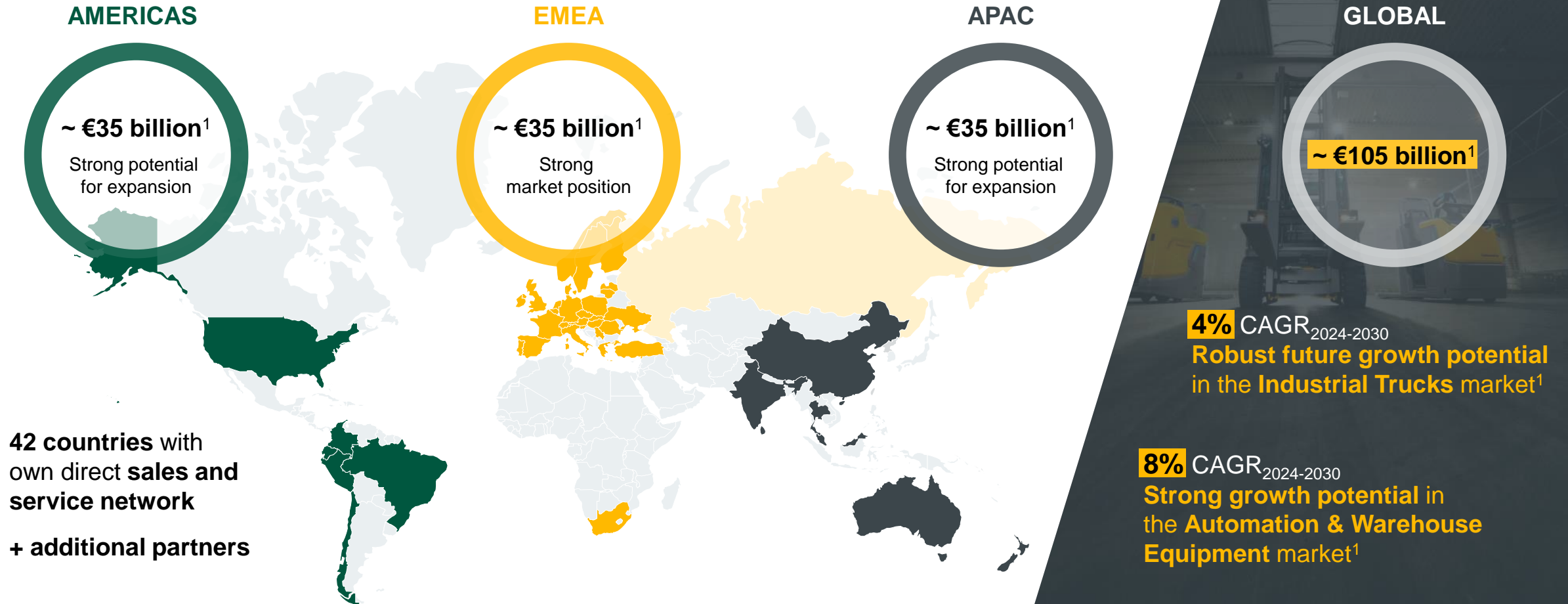
Strong track record of delivering profitable growth and achieving our targets



FY 2024	17.3%	€431 million	~ €700 million	~ 0.0 leverage	€0.80
	ROCE	Free Cash Flow	Financial headroom ¹	Net debt ² / EBITDA	Dividend ³

¹ Liquid funds and securities ² Net indebtedness = Financial liabilities (excl. liabilities from financial services) – Cash and cash equivalents and securities ³ Proposal, per preferred share

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

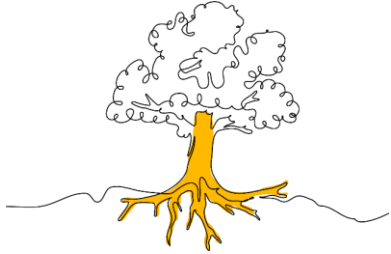


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Strategy 2030+: Our path ahead

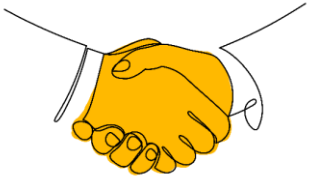
2030+
STRATEGY

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 **J**ellow Way.
We are open, active, efficient & we care!

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

Revenue

**€10
billion**

10%

EBIT ROS

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

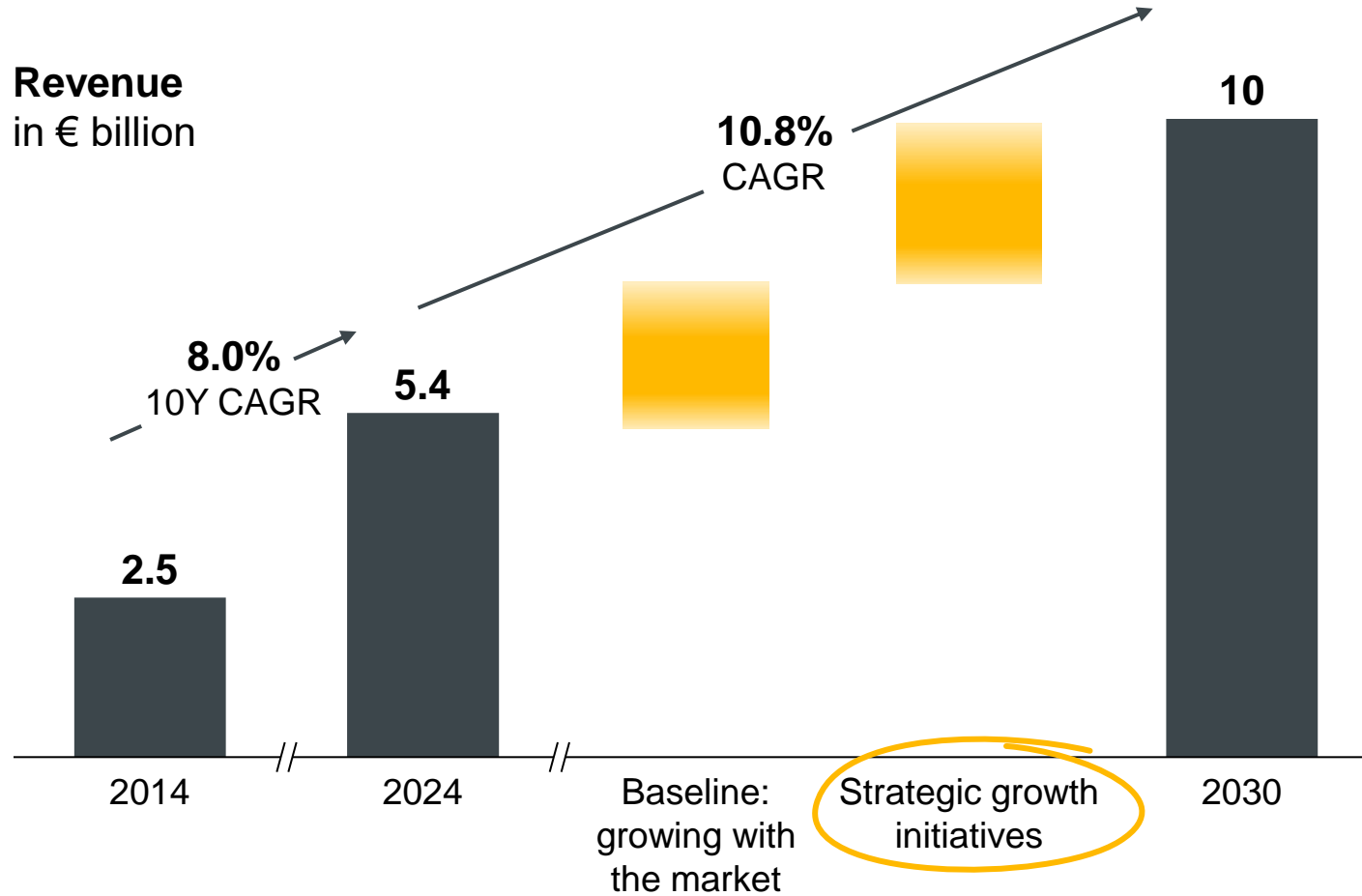
Diversified business for future growth



Transformation

Best-in-class productivity and sustainability

Growth priorities to continue outperforming the market



 Based on the external assumption of normalizing markets until 2030¹

Our growth formula

expansion of channels and global reach



extension of integrated portfolio offering



access to broad customer base and installed base









passion of our team members



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

Expected market growth¹
CAGR 2024-2030

Jungheinrich ambition

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

STRATEGIC
GROWTH REGIONS

OUR
STRONG
CORE



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)





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

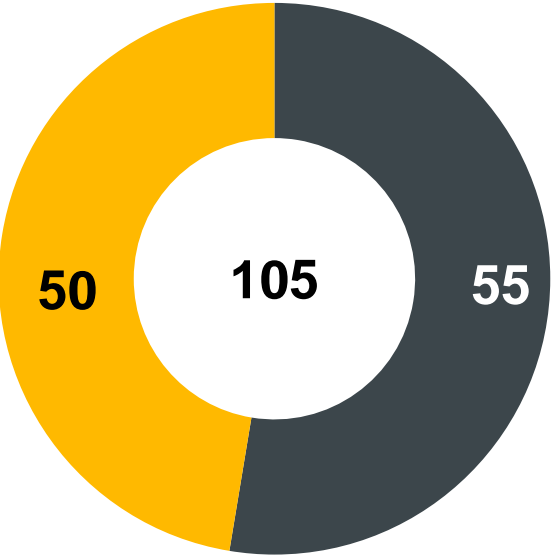
Build upon synergy effects

Ensure culture-fit



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

Market volume (2024)¹
in € billion



- Automation & Warehouse Equipment
- Industrial Trucks & Services

Automation & Warehouse Equipment¹



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**

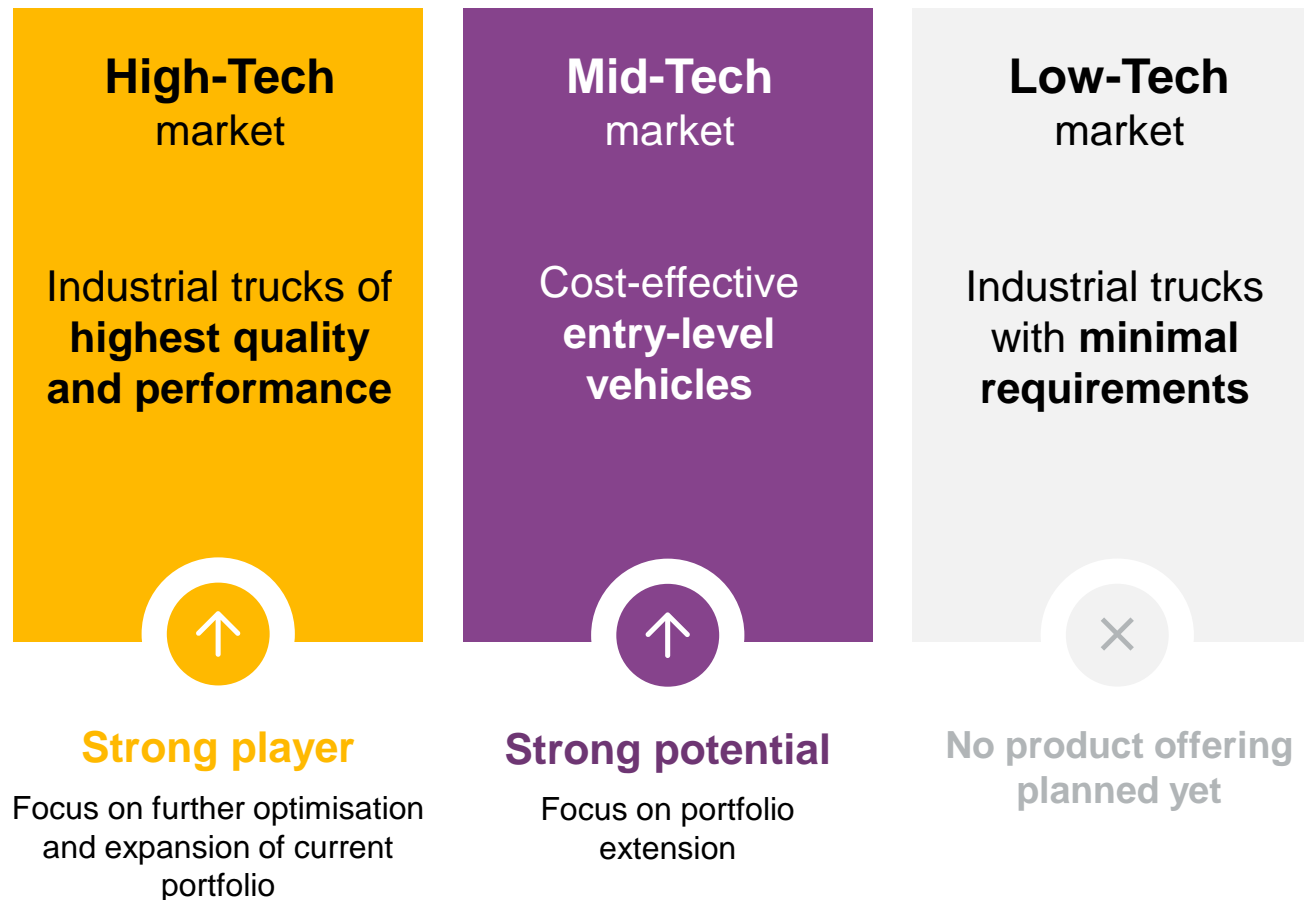
Introducing a new Mid-Tech portfolio
Optimising High-Tech portfolio

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

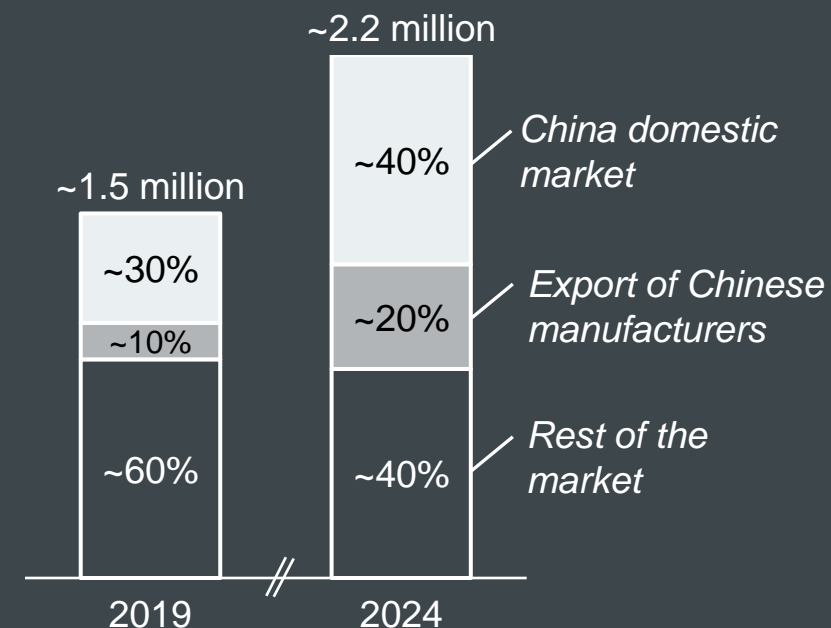
uplift
Ventures



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.





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

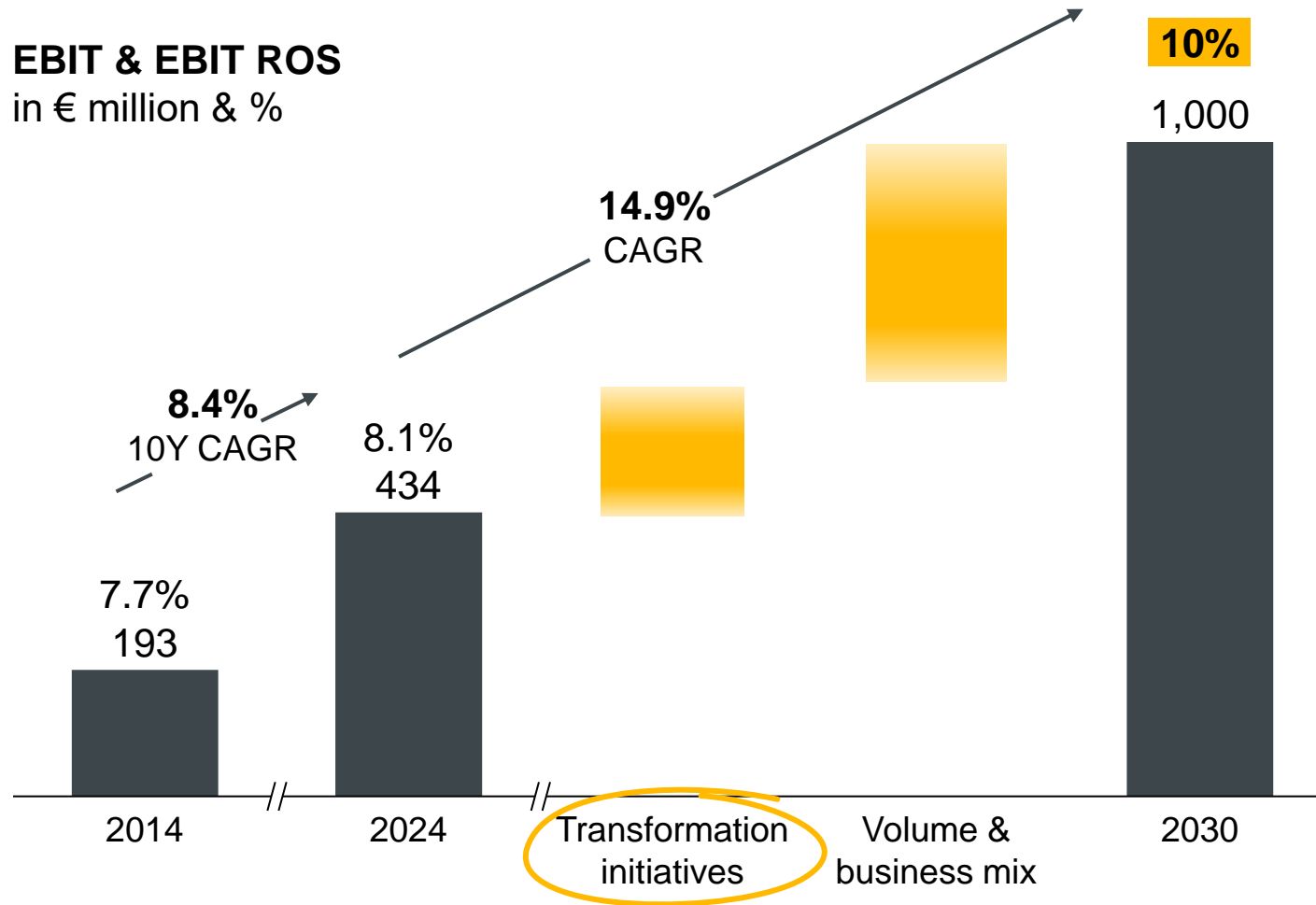
uplift
VENTURES





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

EBIT & EBIT ROS
in € million & %



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

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

Top 1%

of the world's **most sustainable companies**¹

100%

electric material handling

99%

reuse & recycling rate

81%

electricity from **renewable sources**



Reducing CO₂ emissions



Advancing all aspects of ESG



Fostering social responsibility



Developing energy-efficient products and production methods



¹ Based on EcoVadis

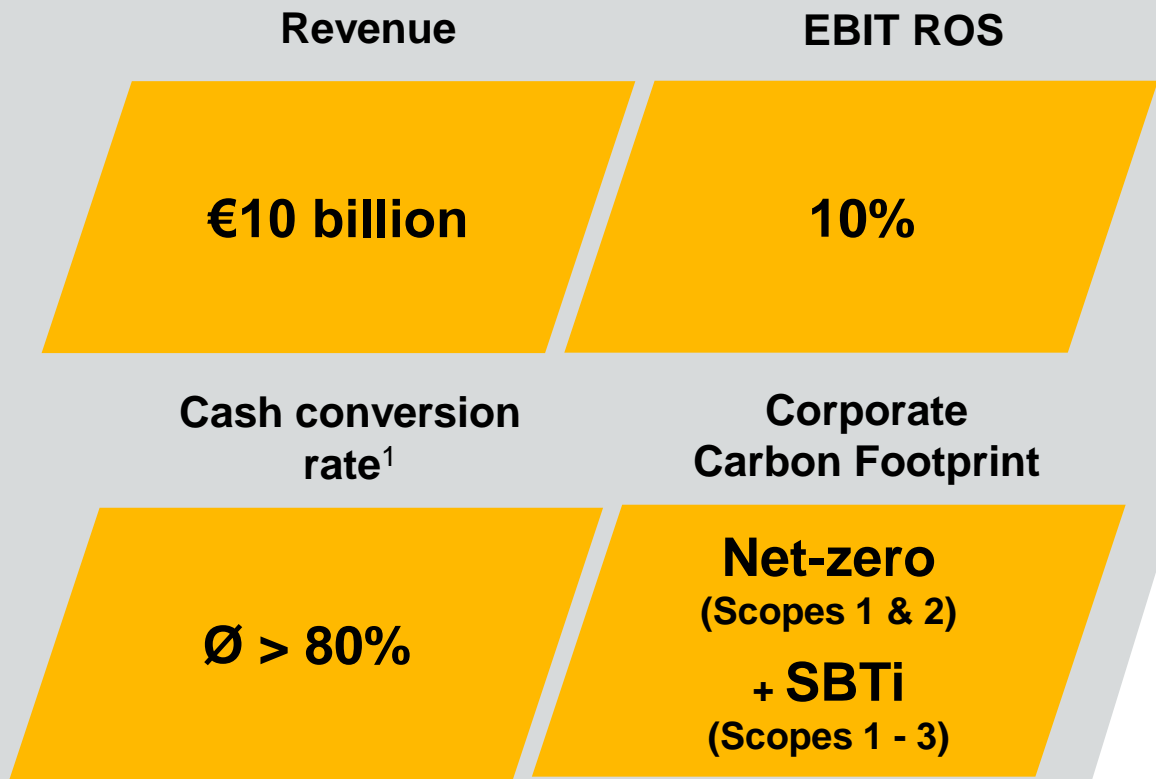
A large yellow circle containing the black number '3', which serves as a section marker.

3

Financial outlook

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

Targets for 2030



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

A photograph of a male worker in a grey uniform and yellow hard hat, talking on a mobile phone. He is standing next to a yellow Jungheinrich lift truck in a warehouse setting with high shelving units.

4

Key takeaways

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

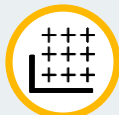
GROWTH LEVERS



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

PROFITABILITY LEVER



Transformation: Achieving best-in-class productivity and sustainability

10 / 10

Q & A



2025 financial calendar and IR contact



Financial calendar

Date	Event
27/03/2025	Balance sheet press conference (virtual)
27/03/2025	Analyst conference (virtual)
07/05/2025	Interim statement as of 31/03/2025
20/05/2025	Annual General Meeting (virtual)
23/05/2025	Dividend payment
08/08/2025	Interim report as of 30/06/2025
12/11/2025	Interim statement as of 30/09/2025



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)

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

Securities identification numbers
(preferred shares):

ISIN: DE0006219934
WKN: 621 993

Segment: Prime Standard
Branch: Industry
Stock index: MDAX

Tickers:
Reuters JUNG_p.de
Bloomberg JUN3 GR

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 –, debt issues, within the material handling sector, in materials supply, the availability and price development of energy and raw materials, demand in

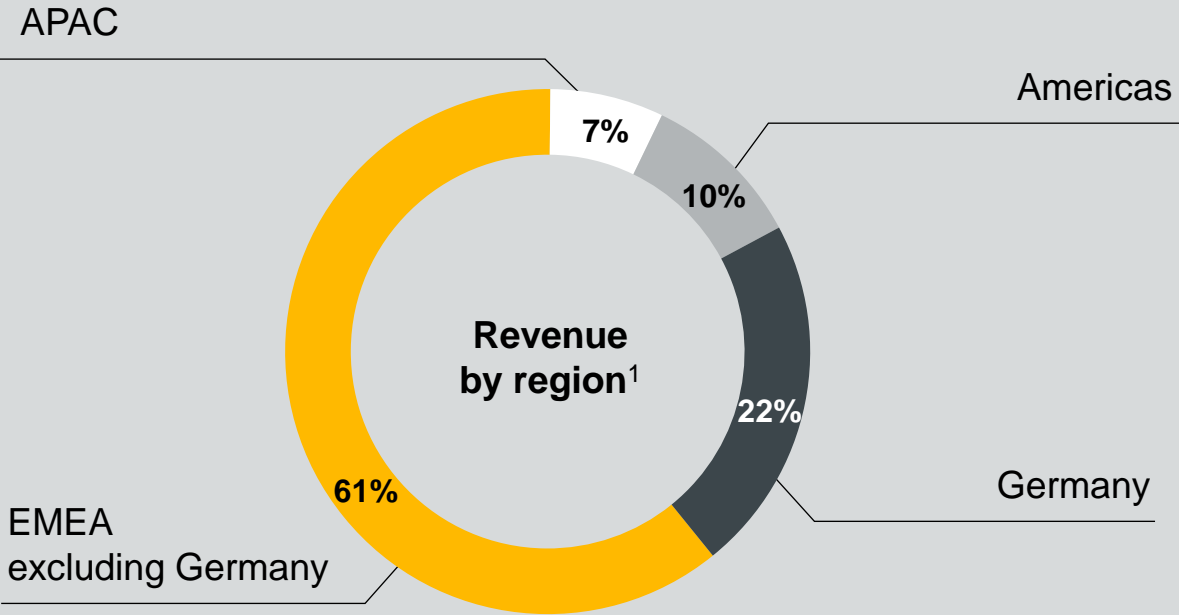
important markets, developments in competition and regulatory frameworks and regulations, exchange and interest rates and the outcome of pending or future legal proceedings. Should these or other uncertainties or unknown factors apply or the assumptions on which these statements are based prove false, 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 to accept any obligation to update forward-looking statements.

Appendix

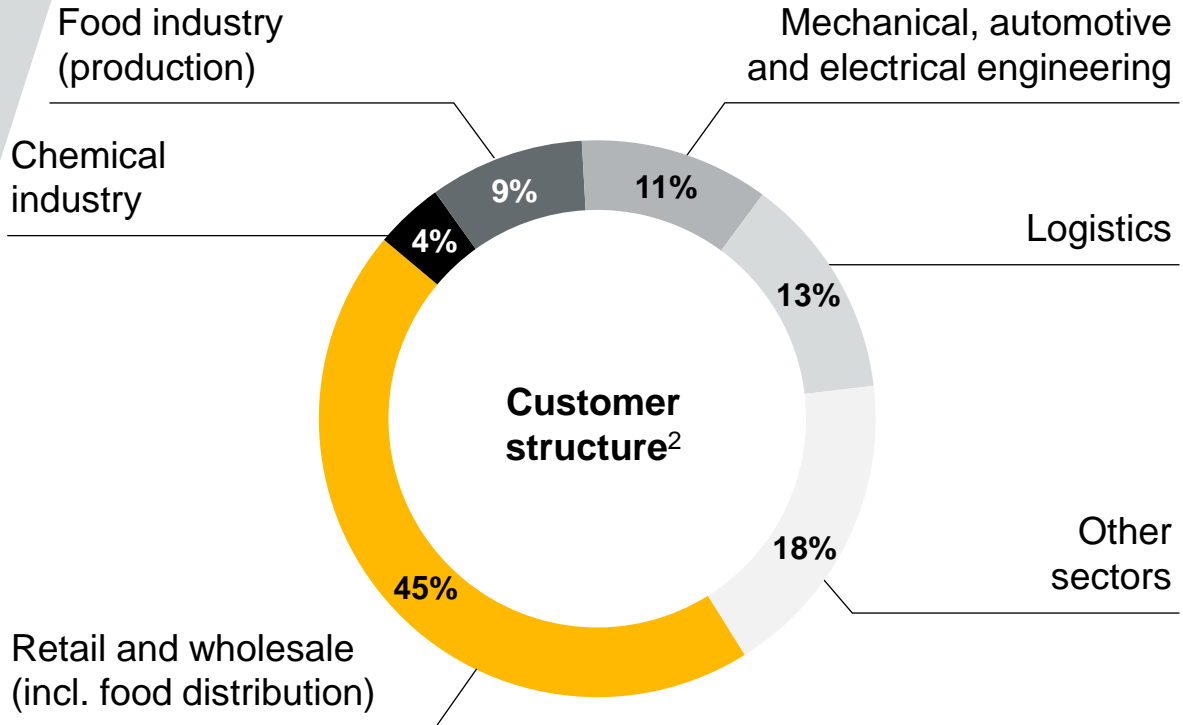


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Strong position in Europe, balanced customer structure



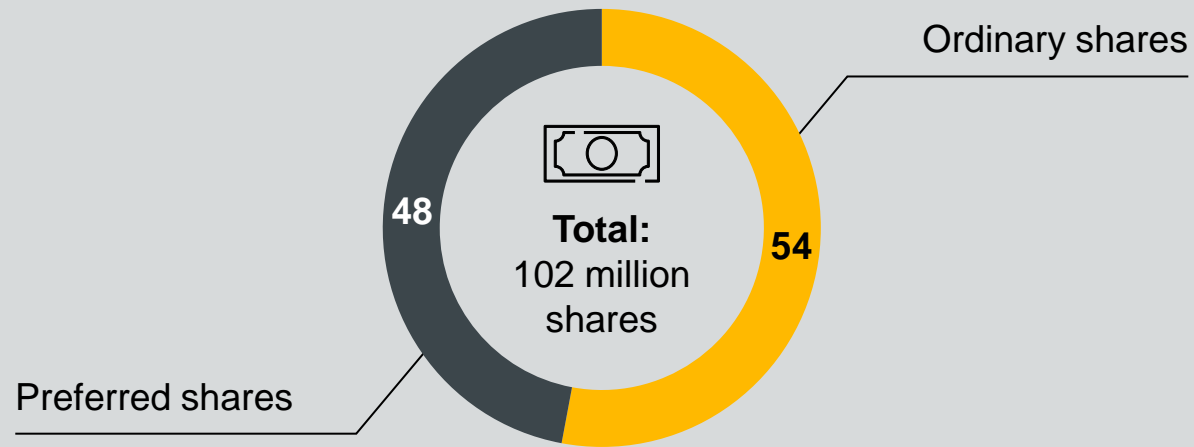
¹ FY 2024, total: €5,392 million



² Customer structure based on incoming orders (units) in FY2024

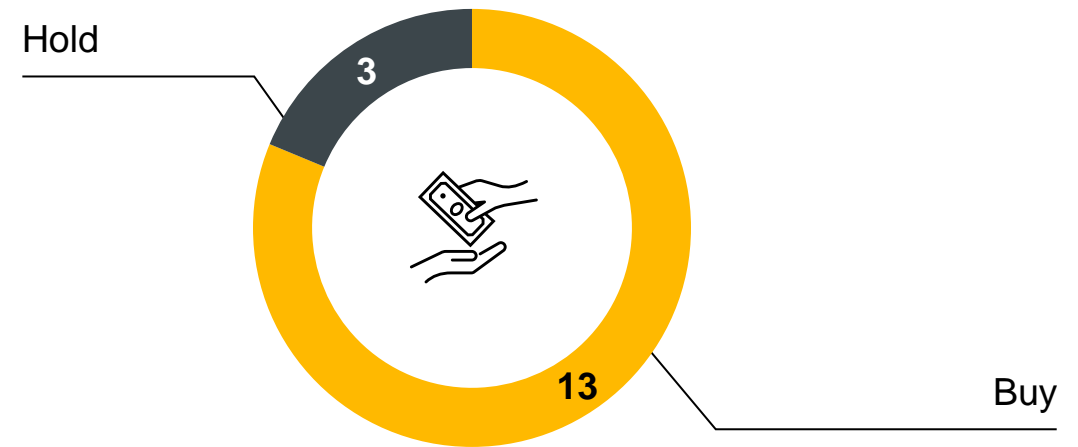
Jungheinrich share: Key figures and analyst coverage

Share structure



Analyst coverage

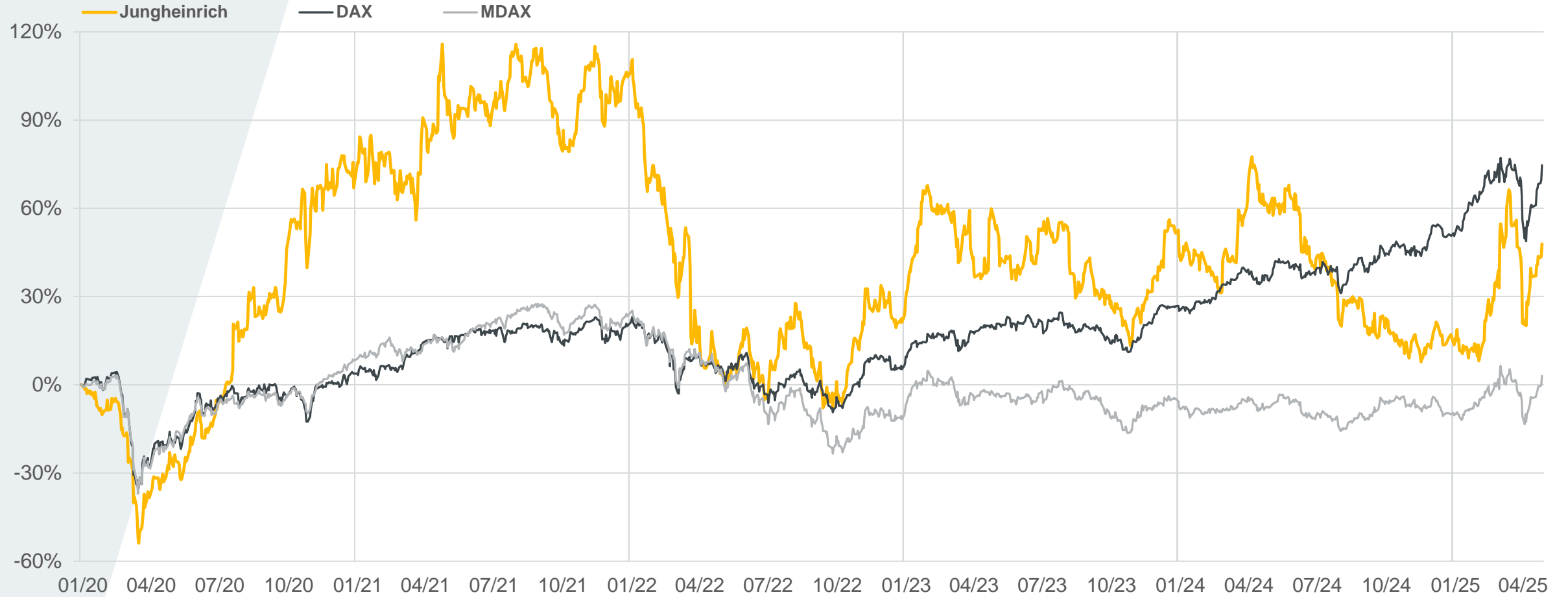
as of 30/04/2025



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 ¹
Total dividend distribution	€43 million	€68 million	€68 million	€75 million	€81 million
Distribution ratio	28%	26%	25%	25%	28%

¹ Proposal

Share price development



01/01/2020 – 30/04/2025