



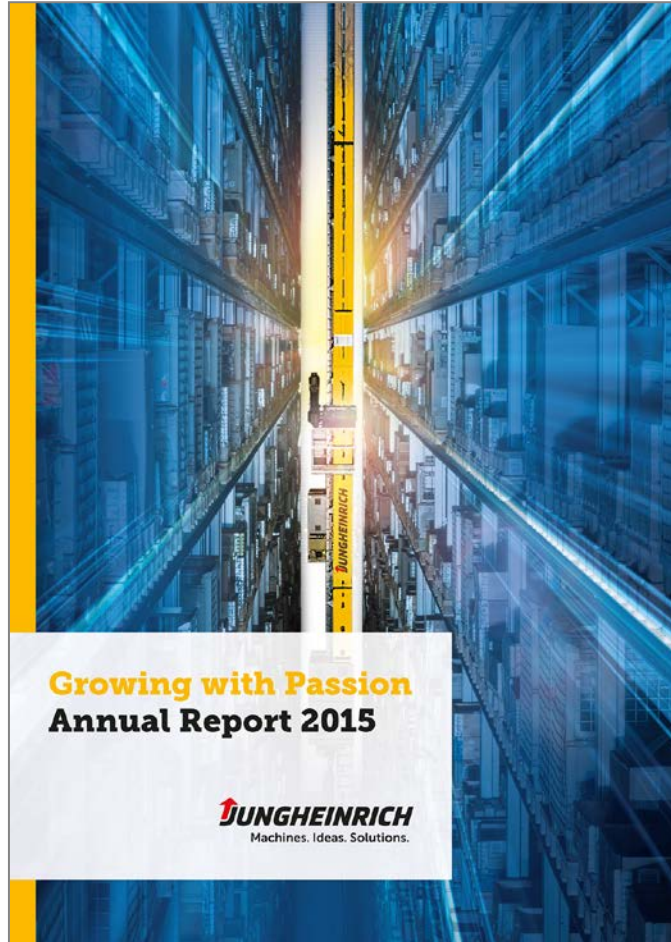
# Growing with Passion

## Analyst Conference

Hans-Georg Frey, Chairman of the Board of Management  
Dr. Volker Hues, Member of the Board of Management, Finance  
Frankfurt, March 24, 2016

**JUNGHEINRICH**  
Machines. Ideas. Solutions.

# Content



- **Jungheinrich at a Glance**
- **World Material Handling Equipment Market**
- **Business Model**
- **Business Development in 2015 and current Business Trend**
- **Strategic Issues and Outlook**



# Jungheinrich at a Glance



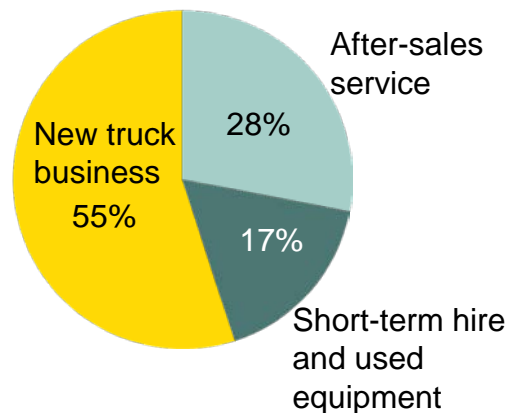
# Jungheinrich at a Glance

- Independent, family-owned company
- Leading intralogistics service & solution provider with manufacturing operations
- No. 2 in Europe, No. 3 in the world
- Focus on direct sales
- Single-brand strategy

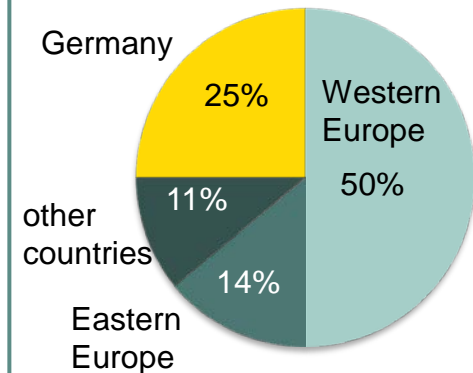
## Key figures 2015

|                 | in €<br>million | Δ      |
|-----------------|-----------------|--------|
| Incoming orders | 2,817           | +11.1% |
| Net sales       | 2,754           | +10.2% |
| EBIT            | 213             | +10.4% |
| Net income      | 138             | +9.5%  |

## Net sales Intralogistics segment



## Consolidated net sales split by region



# Highlights 2015

|    |                                                                                                  |
|----|--------------------------------------------------------------------------------------------------|
| 1. | Fiscal 2015 was an extremely successful year at Jungheinrich                                     |
| 2. | All-time highs in incoming orders, net sales, EBIT and EBT—ambitious full-year forecast exceeded |
| 3. | Production volume surpasses 90,000-unit mark for the first time                                  |
| 4. | Direct sales and service network as well as logistics systems business expanded via acquisitions |
| 5. | European and world market share increased                                                        |
| 6. | Dividend rises 14% to €1.19 per preferred share                                                  |

## Achievements in 2015 (1)

### Core business: Europa

European market share increased from 20.7% to 21.5%

Company founded through the acquisition of the dealership business in Romania

### APAC

Acquisition of the dealership business in Malaysia and of NTP Forklifts Australia

Contract for the establishment of a joint venture (50:50) with Anhui Heli Co. Ltd. (Heli), Hefei, China, for material handling equipment rentals on the Chinese market

### Logistics systems business

Acquisition of the stacker crane specialist MIAS Group

## Achievements in 2015 (2)

### ICs<sup>1</sup>

European market share increased from 7% to just under 8%

### Mail order business

Mail-order net sales lifted to €57 million

### Other highlights

Large-scale construction projects completed on time and in line with budgets

Short-term hire fleet significantly expanded once again (nearly 48,000 units<sup>2</sup>)

Company established in connection with the acquisition of the dealership business in South Africa

<sup>1</sup> IC (internal combustion) engine-powered counterbalanced trucks.

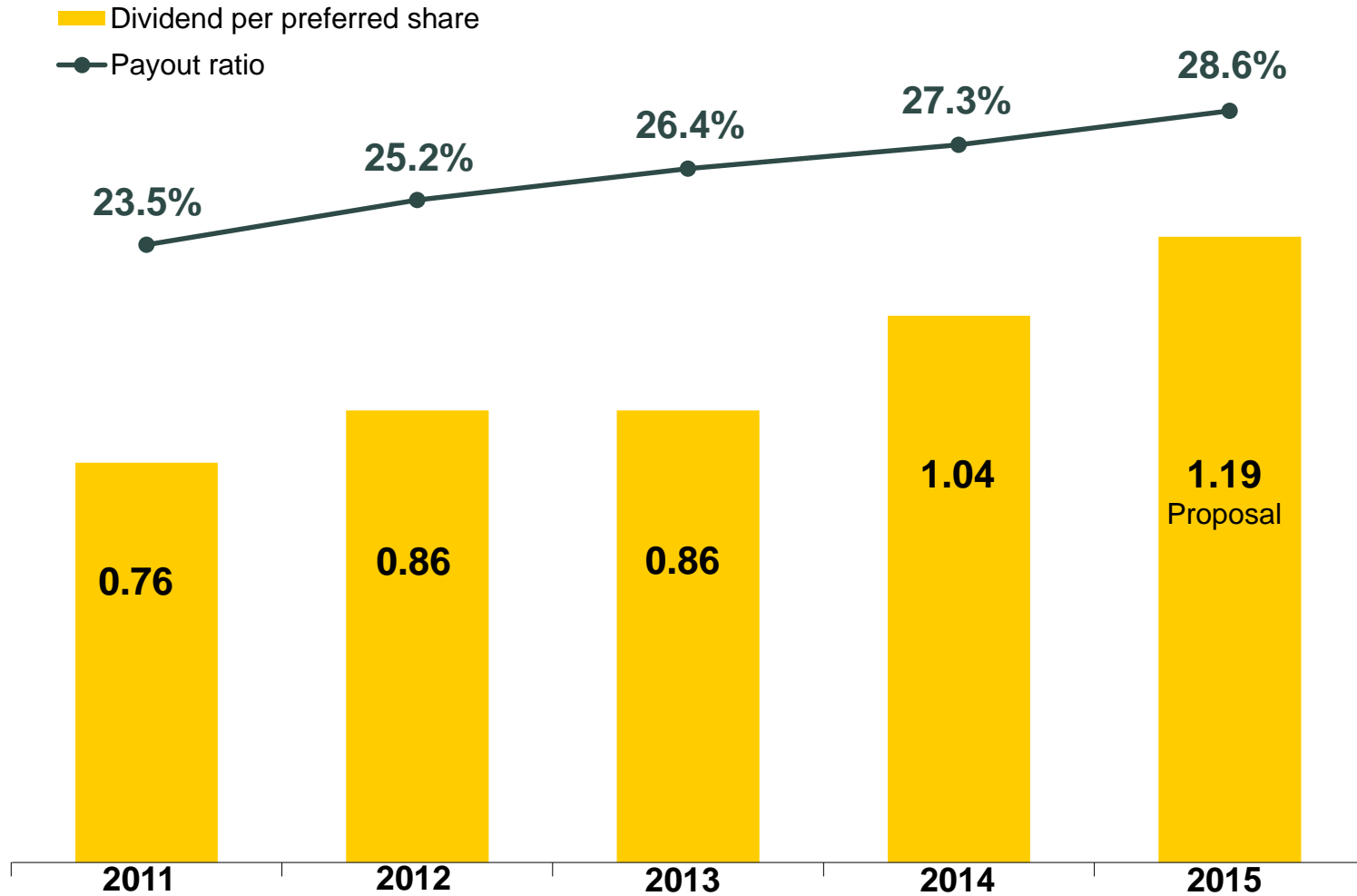
<sup>2</sup> Cut-off date.

## Jungheinrich Group—2015 Forecast Exceeded

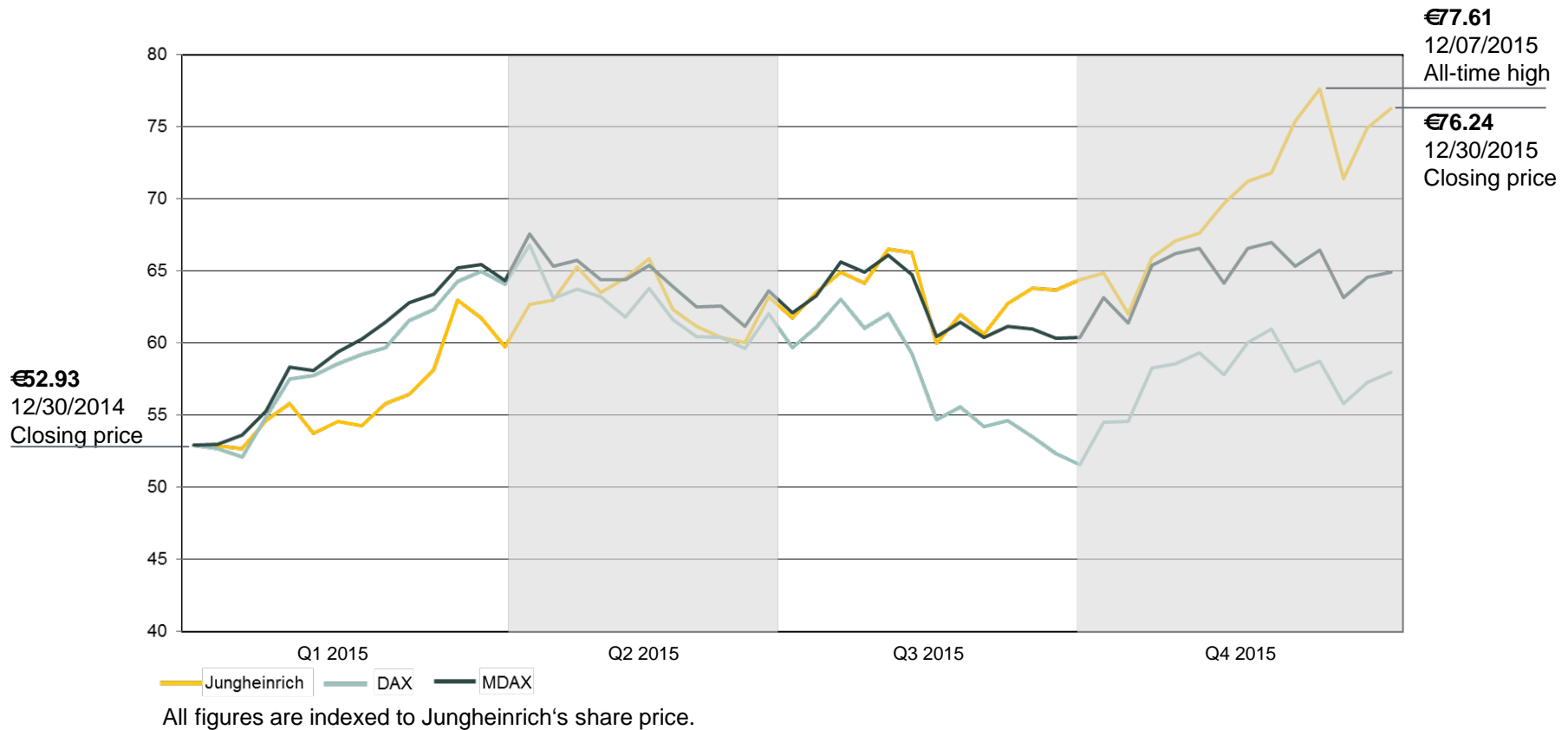
|                 | Forecast                       | FY 2015        |   |
|-----------------|--------------------------------|----------------|---|
| Incoming Orders | €2.7 bn - €2.8 bn              | €2,817 million | ✓ |
| Net sales       | €2.65 bn - €2.75 bn            | €2,754 million | ✓ |
| EBIT            | €190 million -<br>€205 million | €213 million   | ✓ |
| EBIT ROS        | >7.0%                          | 7.7%           | ✓ |
| EBT             | €180 million -<br>€190 million | €198 million   | ✓ |
| EBT ROS         | >6.0%                          | 7.2%           | ✓ |



# Dividend



# Share price development



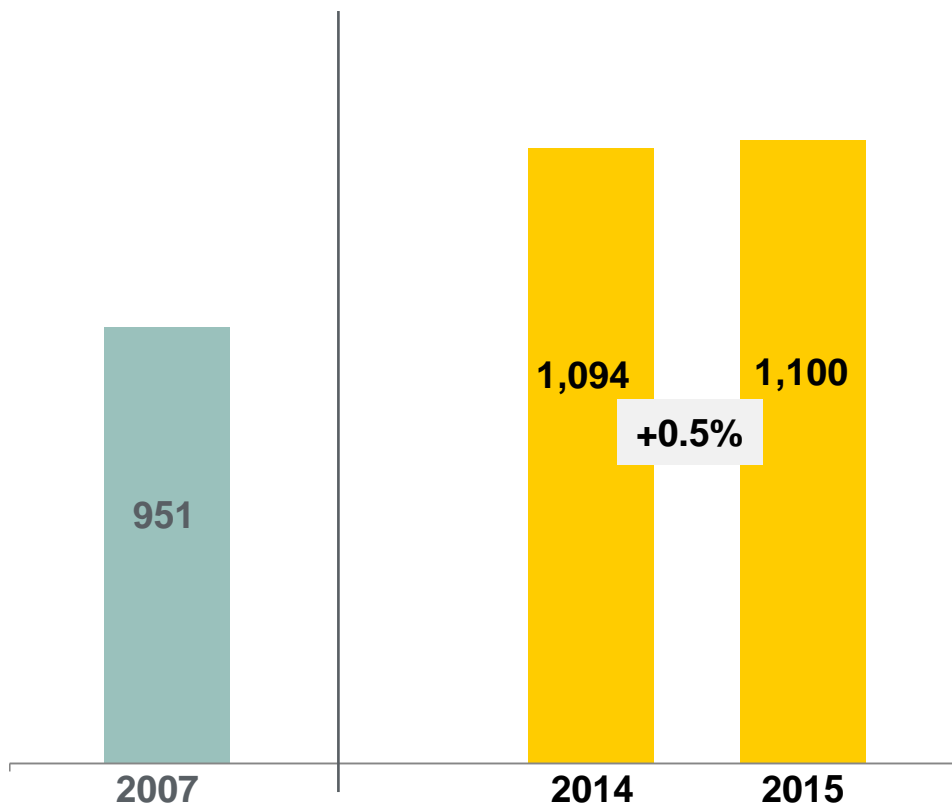
# World Material Handling Equipment Market



# World Material Handling Equipment Market—Volume

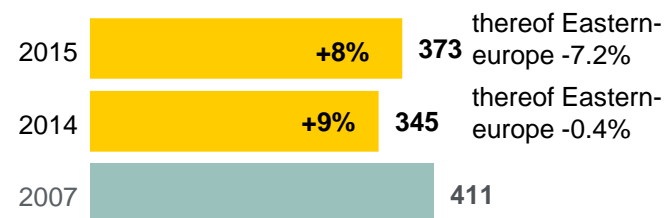
Incoming orders in thousand units

## Worldwide

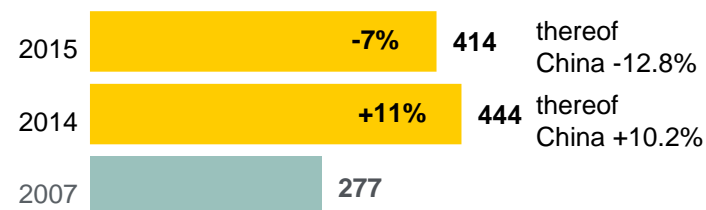


Source: WITS, SIMHEM.

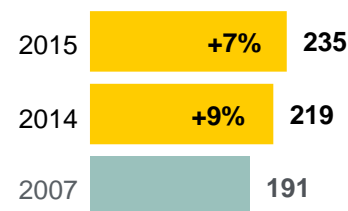
## Europe



## Asia



## North America

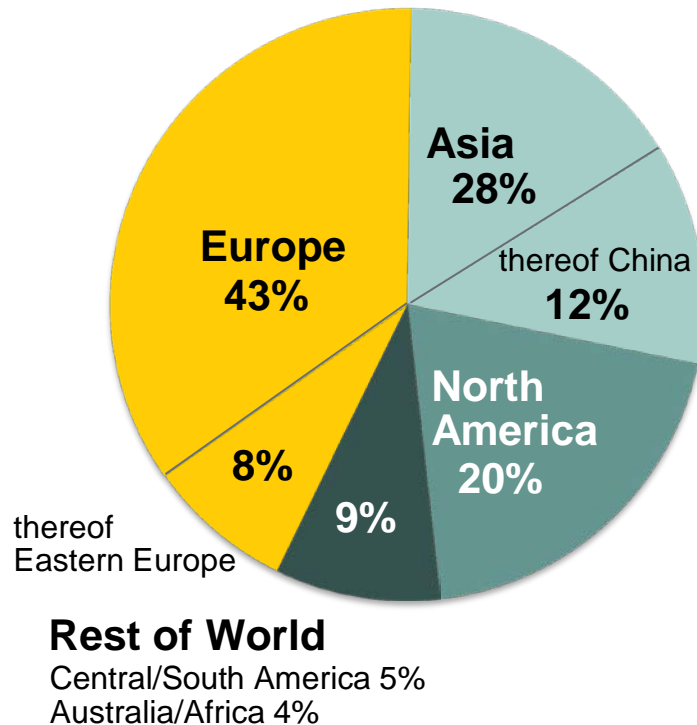




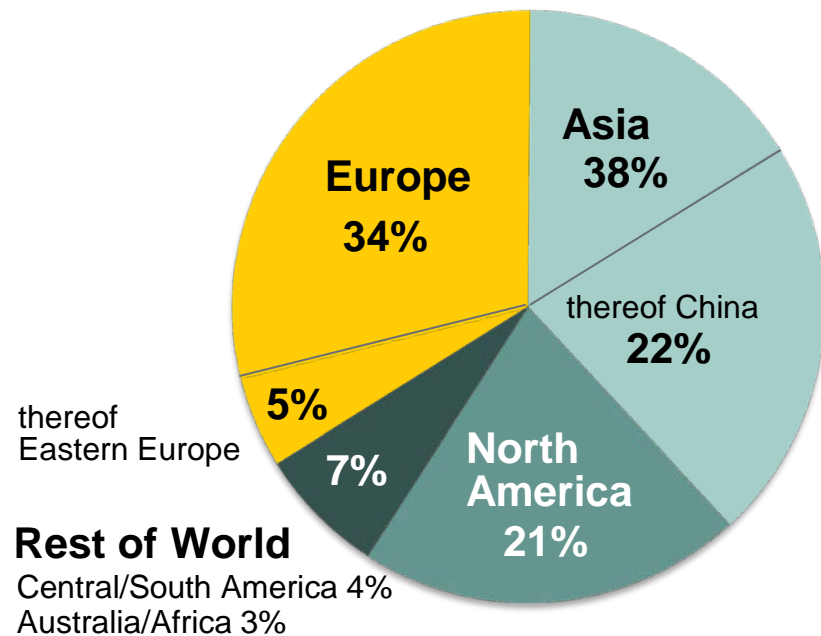
# World Material Handling Equipment Market Breakdown of Volume by Region

based on incoming orders in units

**2007 = 951,000 units**



**2015 = 1,100,000 units**



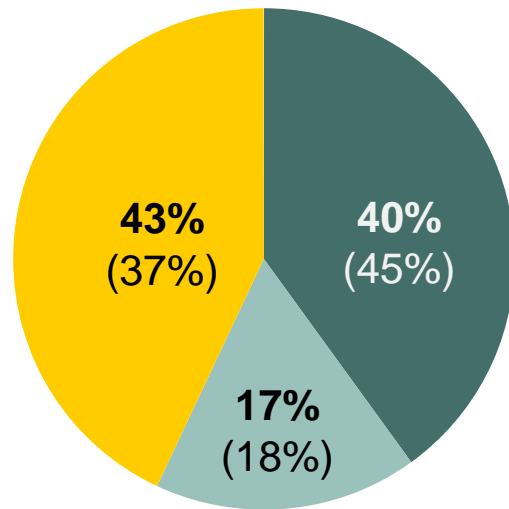
Source: WITS, SIMHEM.

# World Material Handling Equipment Market Breakdown of Volume by Product Segment

based on incoming orders in units

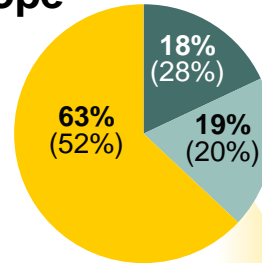
## Worldwide

2015: 1,100,000 units  
(2007: 951,000 units)

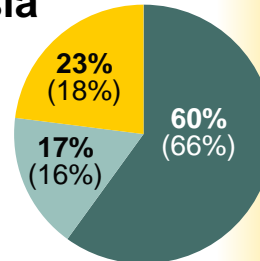


- Warehousing equipment
- Battery-powered counterbalanced trucks
- Internal combustion engine-powered counterbalanced trucks

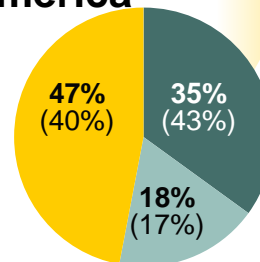
## Europe



## Asia



## North America

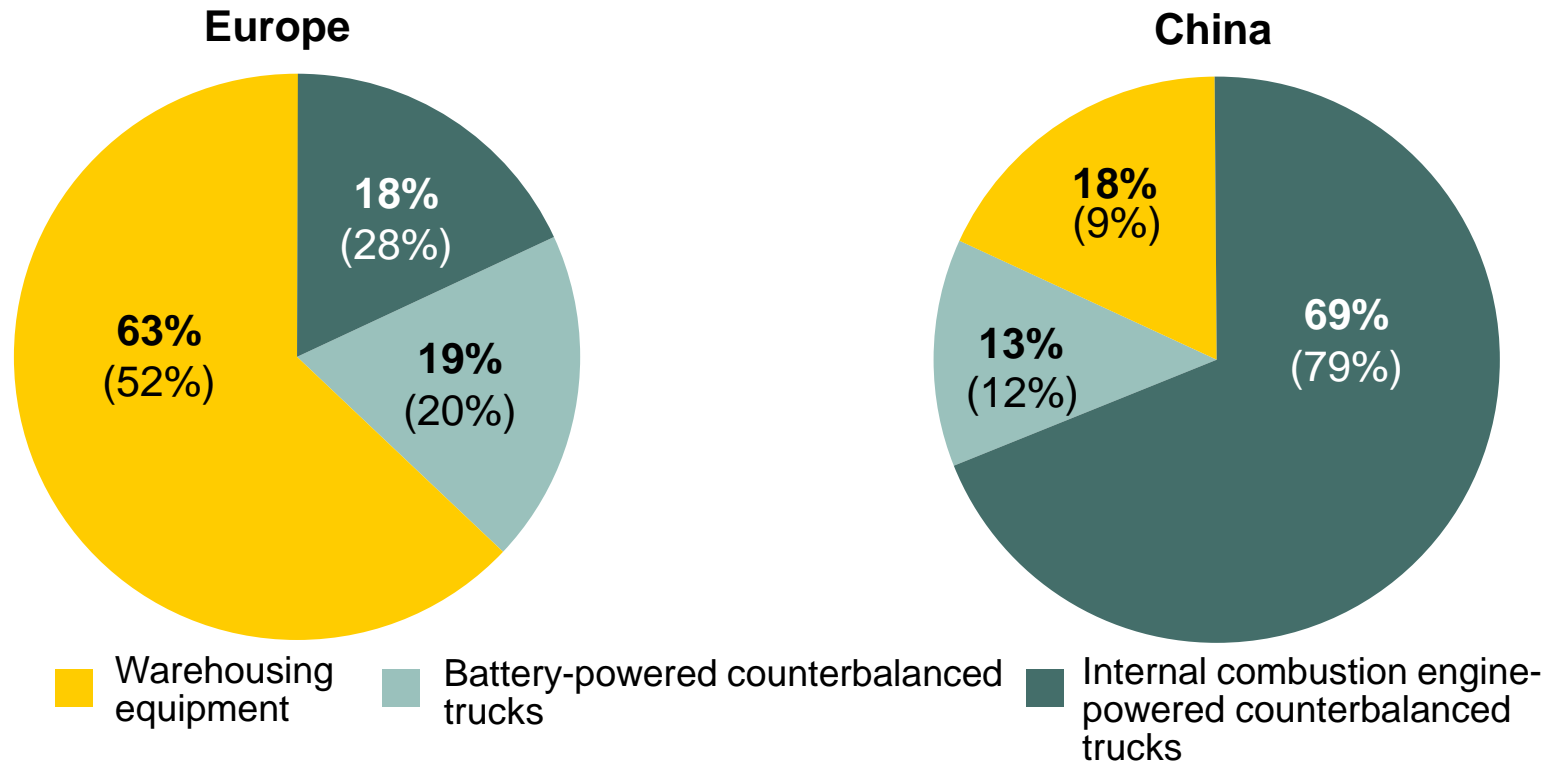


The trend towards  
warehousing  
equipment  
continued across all  
regions

Source: WITS, SIMHEM.

# World Material Handling Equipment Market—Market Structure Comparison Broken Down by Product Segment in 2015 (2007)

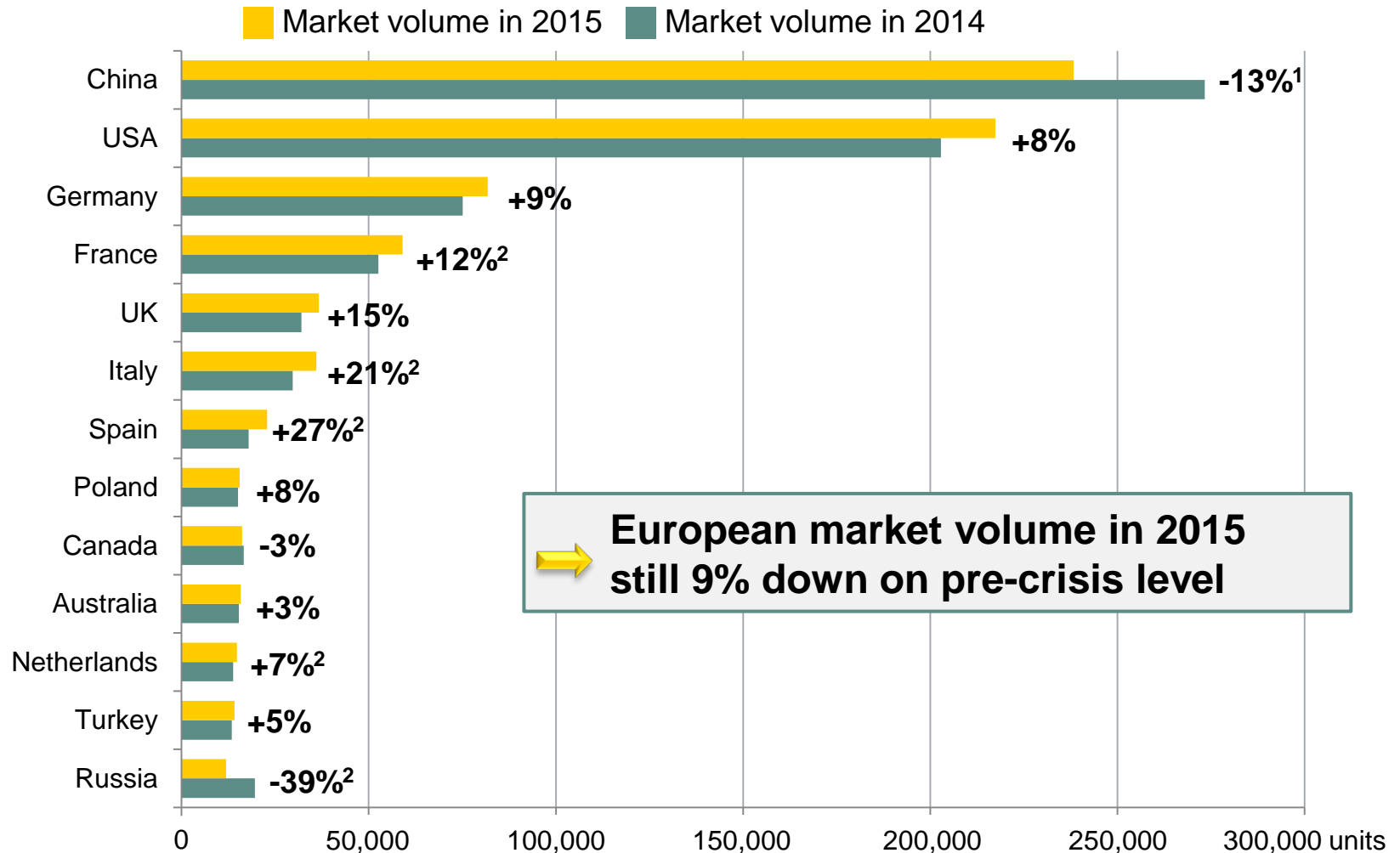
based on incoming orders in units



➔ **Europe and China: Trend towards warehousing equipment; future growth potential for Jungheinrich**

Source: WITS.

# Development of the Material Handling Equipment Markets of Importance to Jungheinrich



1 Solely due to the shrinkage of the counterbalanced truck market (in particular ICs), not of the warehousing equipment market.

2 2007 pre-crisis level not achieved yet.

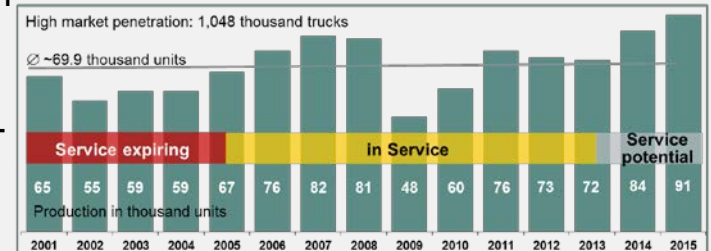


# Business Model



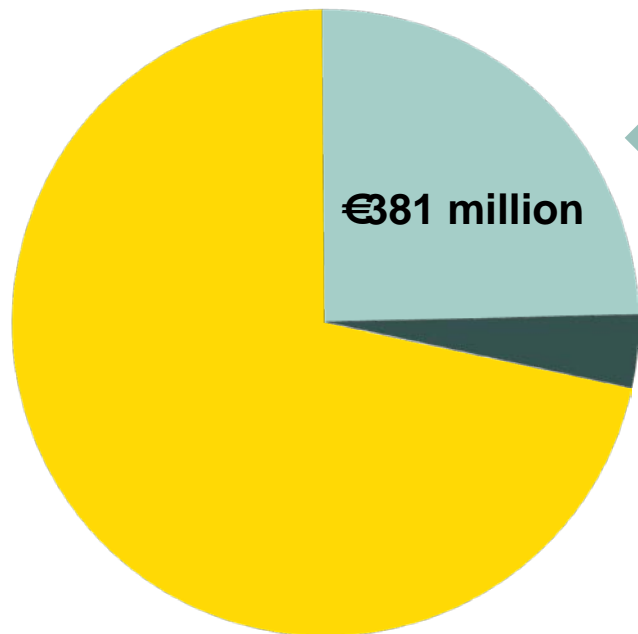
# The Jungheinrich Business Model

|                    |                            |                                                                                                                                                                                                                                                         |
|--------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial services | <b>New truck business</b>  | <ul style="list-style-type: none"> <li>Development, production and sale of new forklifts including logistics systems and mail-order business, focus on direct sales</li> </ul>                                                                          |
|                    | <b>Short-term hire</b>     | <ul style="list-style-type: none"> <li>Hire periods: generally 1 day to 24 months</li> <li>Targeted degree of capacity utilization 70% to 80%</li> <li>Ø-Inventory 2015 = 44.5 thousand trucks (+17% yoy)</li> </ul>                                    |
|                    | <b>Used equipment</b>      | <ul style="list-style-type: none"> <li>Marketing of used equipment (leasing, short-term hire and trade-ins)</li> <li>Professional reconditioning of forklifts in the Dresden Used Equipment Centre</li> <li>2015: 4,800 reconditioned trucks</li> </ul> |
|                    | <b>After-sales service</b> | <ul style="list-style-type: none"> <li>6,200 employees in the global after-sales organization, thereof 4,300 after-sales service engineers</li> </ul>                                                                                                   |



# Divisions: Logistics Systems Business and Mail-Order Business

**New truck business**  
Net sales €1,539 million



**Logistics systems**



**System  
trucks**

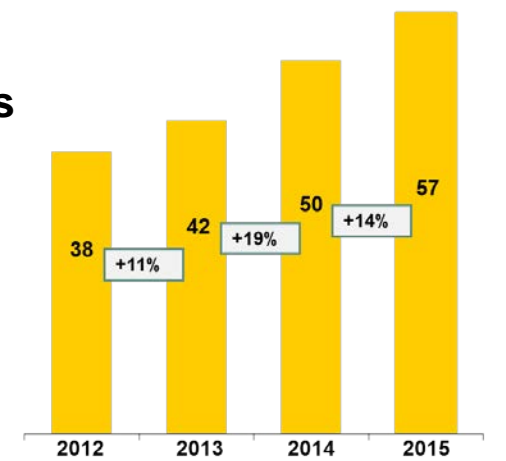
**Racking**

**Project  
business**

**€57 million**

**Mail-order business**

Development of net sales  
in € million



# The Variety of our Solutions





# Jungheinrich Fortifies Position as Leading Logistics Systems Provider via Acquisition of MIAS Group



- Acquisition of Munich-based MIAS Group as of October 1, 2015
- Company with international operations in the field of warehousing and transportation technology, specifically stacker cranes and load-handling equipment
- Production sites: Germany, Hungary & China

## Continued Expansion of Direct Sales

- Acquisition of the dealership business in Malaysia (April 2015)
- Acquisition of Adelaide-based NTP Forklifts Australia (November 2015)
- Establishment of companies in connection with the acquisition of the dealership activities in South Africa and Romania (Q4 2015)



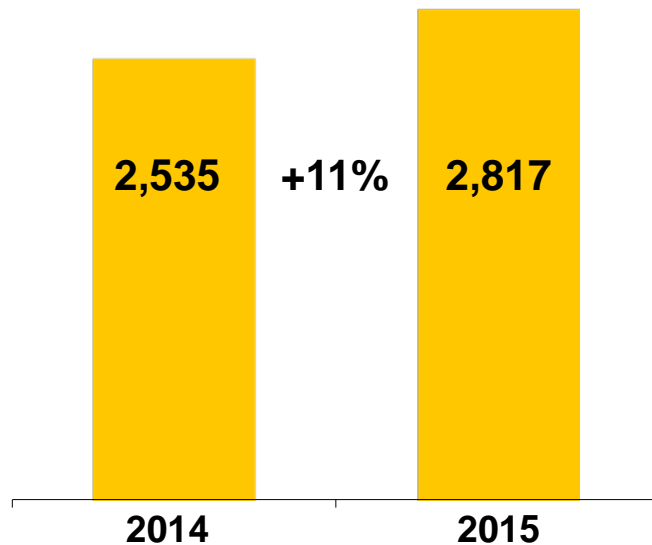


## Business Development in 2015 and current Business Trend



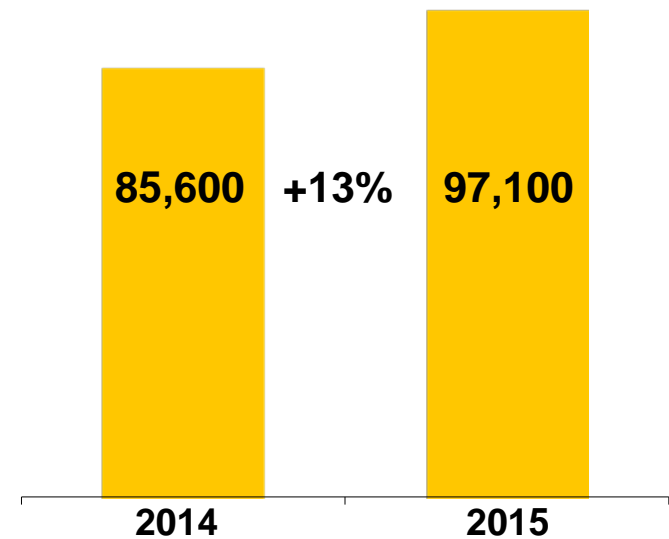
# Incoming Orders

**Of all business fields**  
in € million



- Slightly over 60% of the rise is attributable to new truck business
- Includes a major order in the 'Logistics Systems' Division (in mid-range, double-digit million euro territory)

**New truck business**  
units

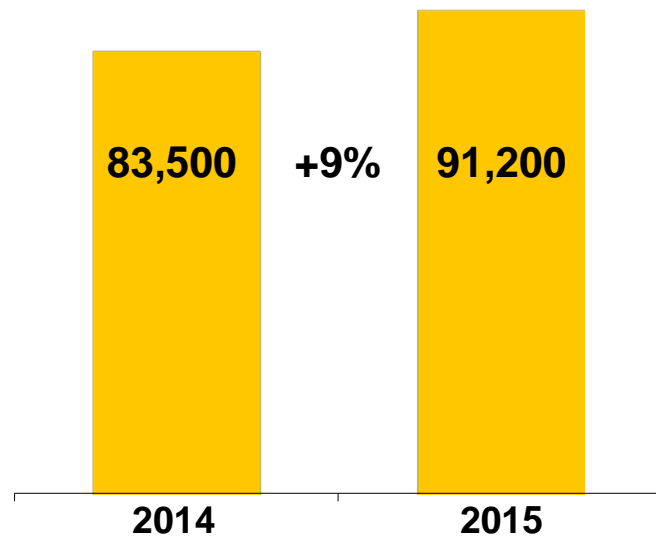


- Rise in demand in Europe
- Significant increase in truck orders for the short-term hire fleet
- European and world market share increased



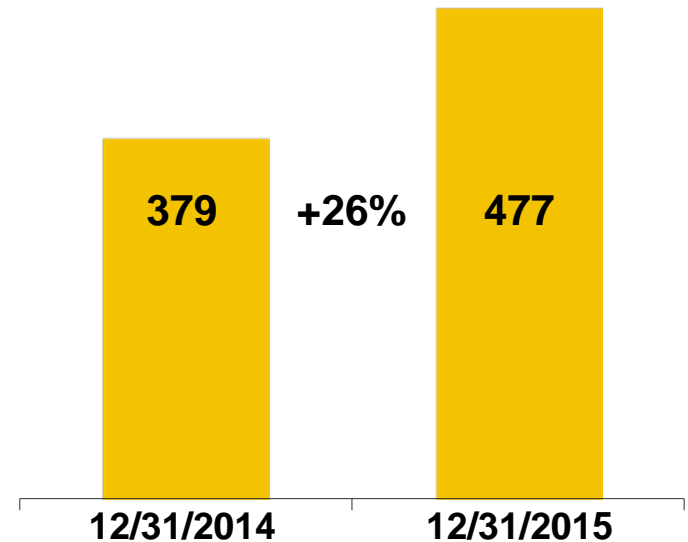
## Production and Orders on hand—New Truck Business

**Production**  
units



- Production volume exceeds 90,000 units for the first time

**Orders on hand**  
in million €

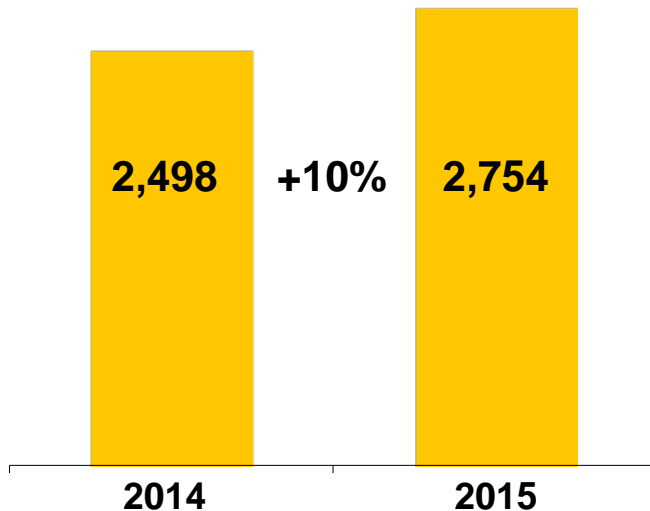


- The order reach was nearly four months

# Net Sales

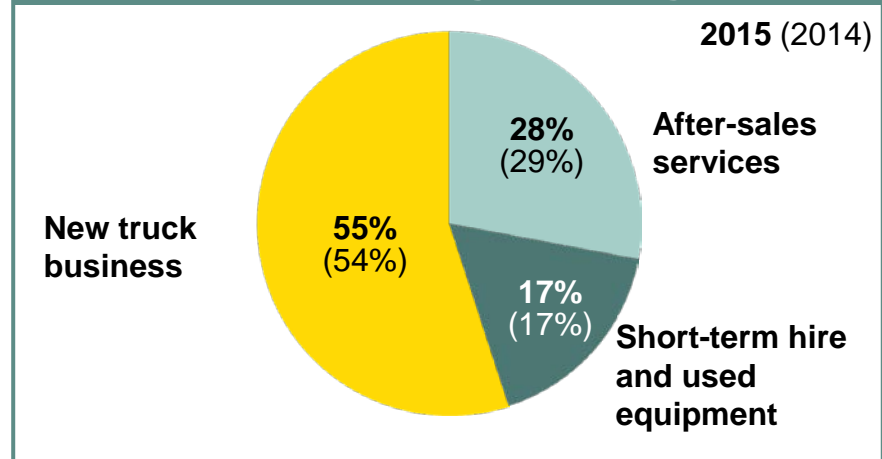
## Consolidated net sales

in million €

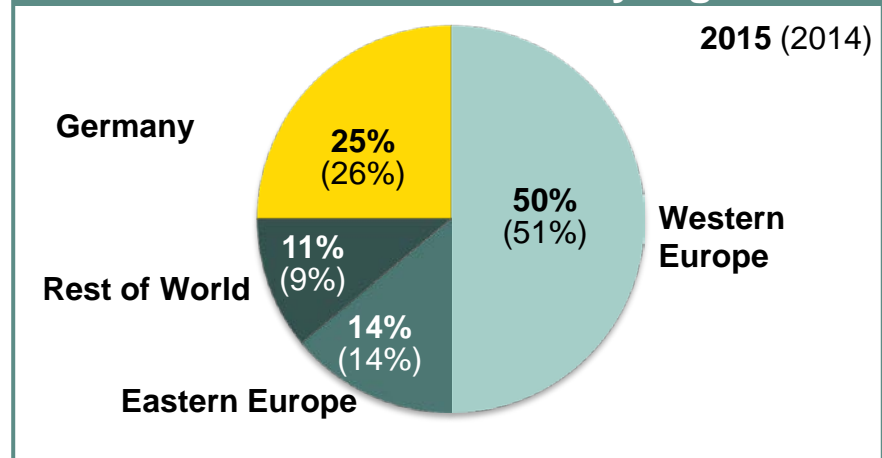


- All business areas contributed to the growth in net sales; new truck business posted a disproportionately strong increase (+12%)
- Share of total net sales generated outside Europe rises by 2 pct. points

## Net sales—Intralogistics segment

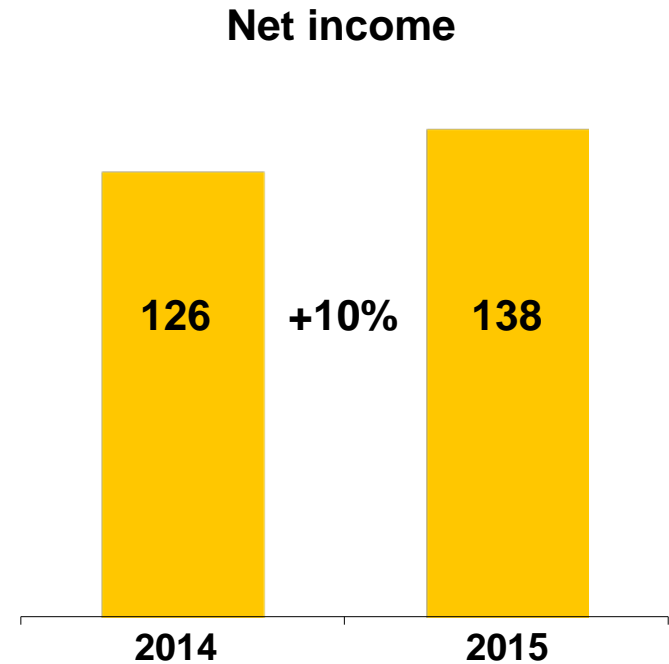
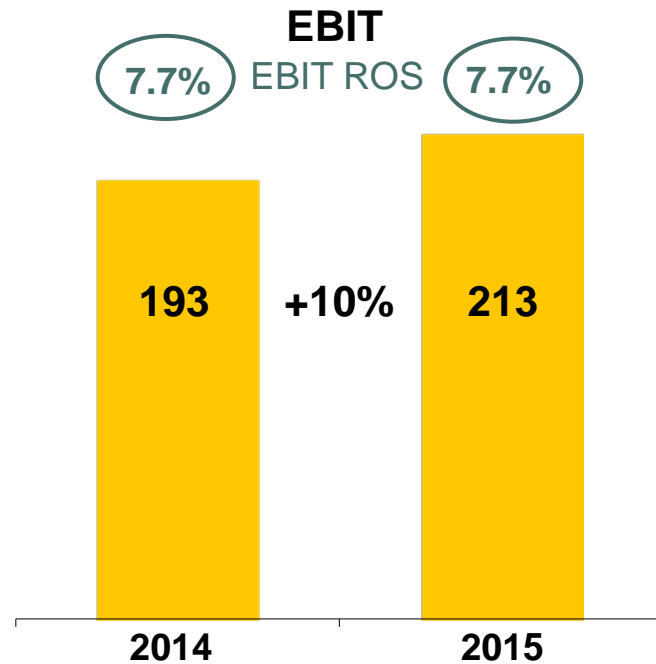


## Consolidated net sales by region



# Earnings

in million €

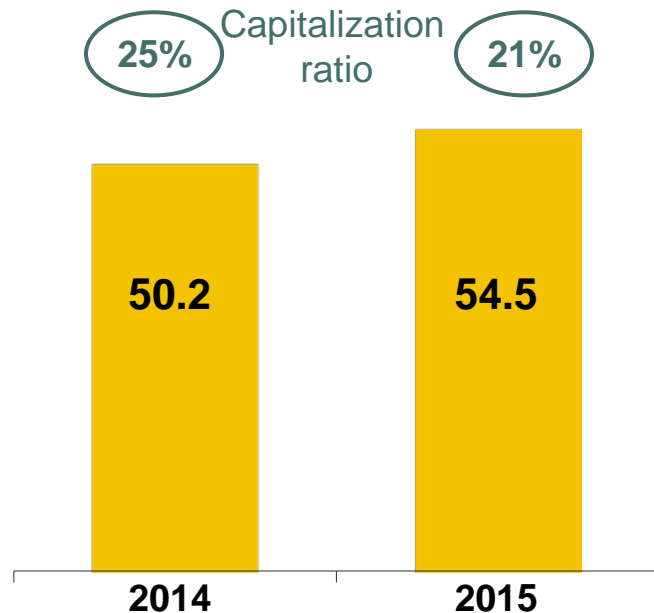


- Earnings growth driven by high unit production figures and relentlessly positive development in all business fields as well as in the Financial Services segment
- The figure for 2014 included the positive effect of the adjustment to the pension plan (€6.7 million)

# R&D and Capital Expenditures

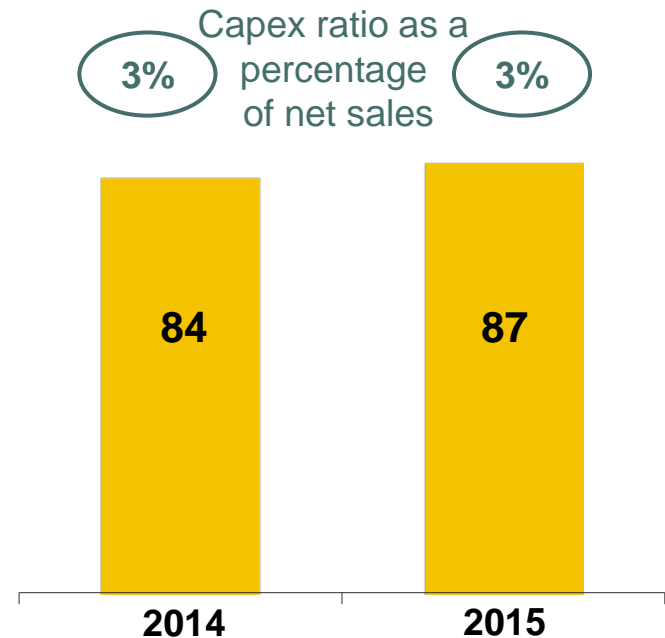
in million €

## R&D Expenditures



- R&D expenditures hit yet another record high

## Capital Expenditures

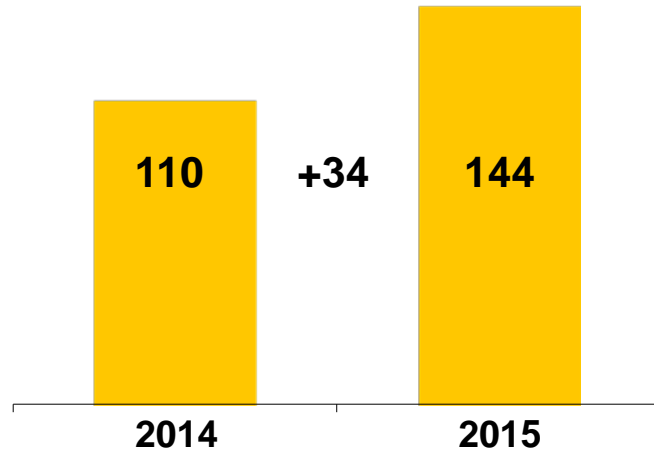


- Focal points in 2014 and 2015:
  - Construction of training centre at Norderstedt plant
  - Modernization of production facilities at Moosburg plant
  - Expansion of Dresden Used Equipment Centre
  - Construction of new corporate HQ in Hamburg
- All construction projects completed on schedule and within budgets (Moosburg in mid-2016)

# Cash Flows

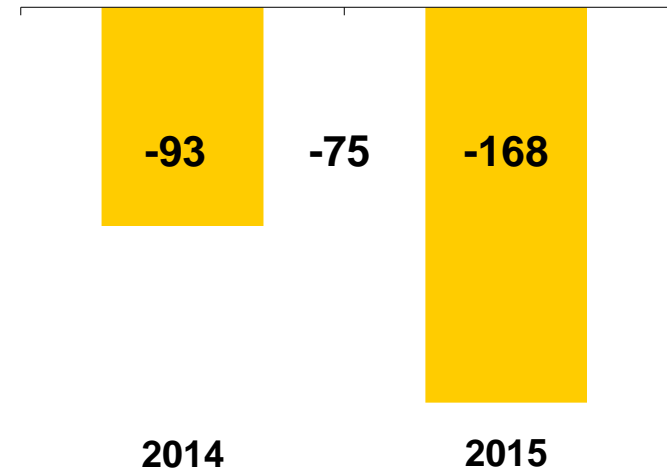
in million €

## Cash flows from operating activities



- Cash flows from operating activities significantly affected by net income and depreciation

## Cash flows from investing activities



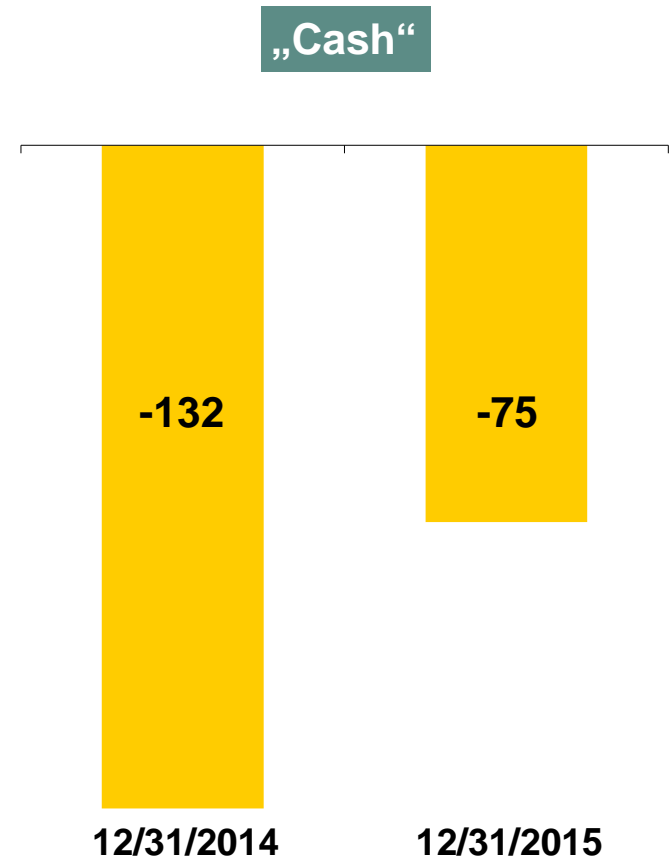
- Changes due to cash outflows for the acquisitions of MIAS, NTP and the dealership businesses South Africa and in Malaysia



# Net Debt

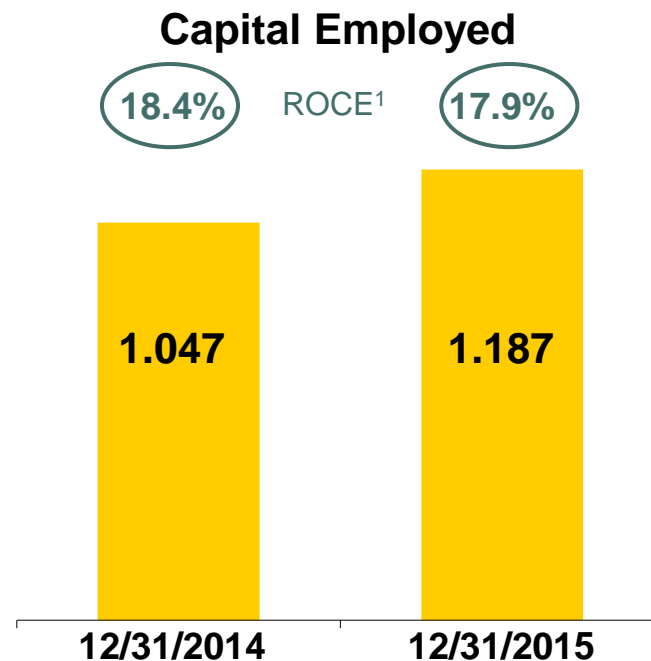
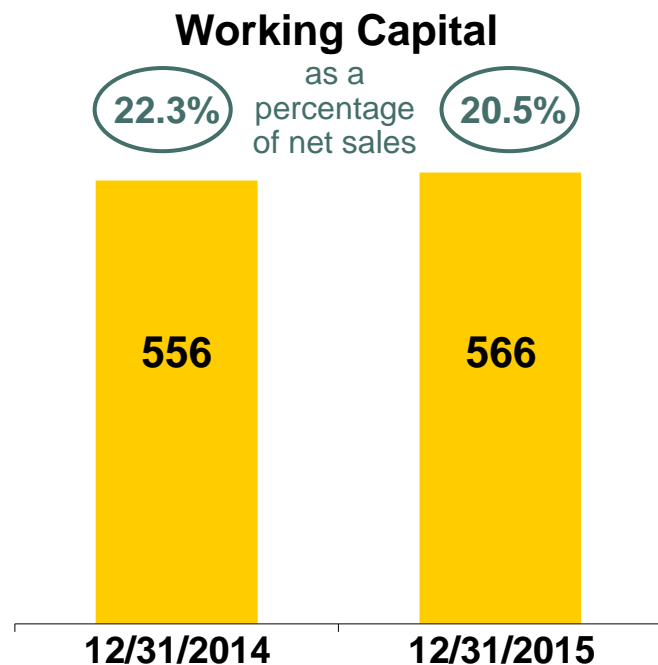
Net debt: Financial liabilities ./ liquid assets and securities (in million €)

- Decline largely due to the acquisitions of MIAS and NTP as well as the significant expansion of the short-term hire fleet



# Working Capital and ROCE

in million. €

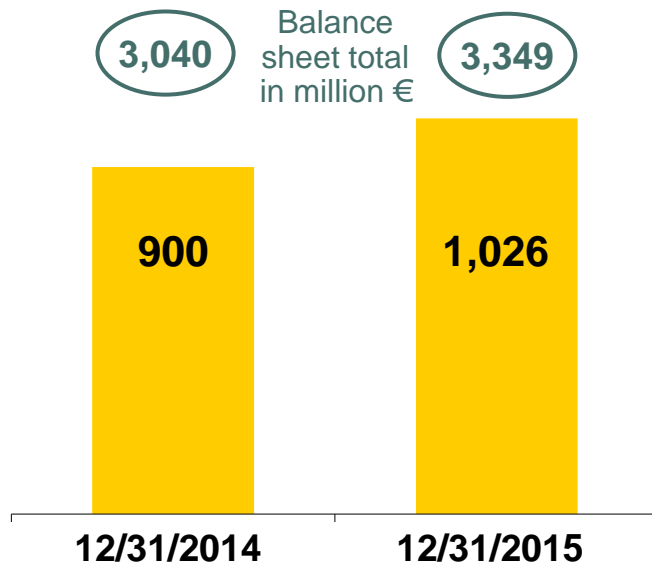


<sup>1</sup> ROCE: EBIT / capital employed (cut-off date).

Capital employed: shareholder's equity + financial liabilities + provisions for pensions and similar obligations + long-term personnel provisions  
./: liquid assets and securities.

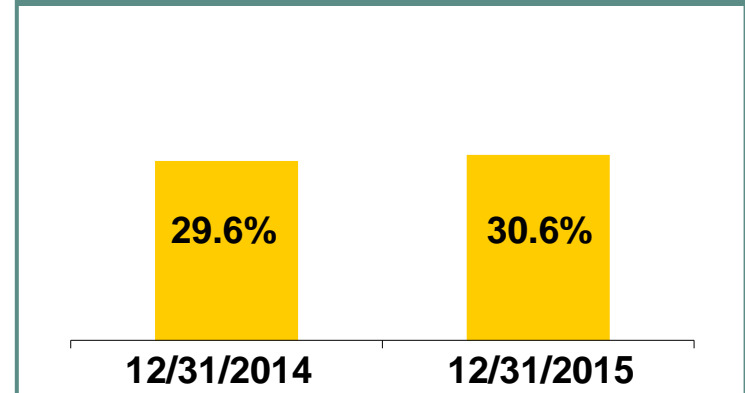
# Shareholders' Equity and Equity Ratio

## Shareholders' equity in million €

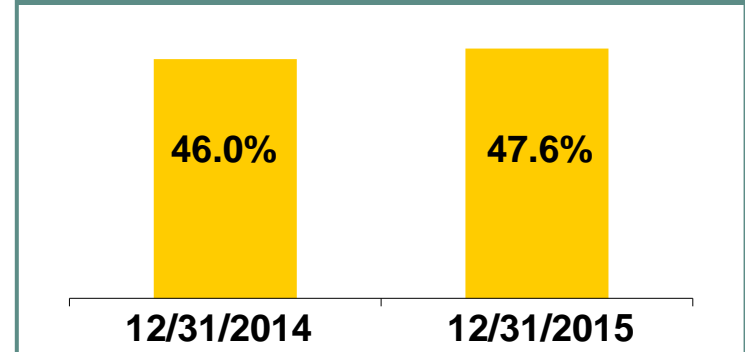


- In 2015, shareholders' equity reflected the positive, €18 million post-tax effect of the valuation of pension plans (previous year: negative effect of €27 million)

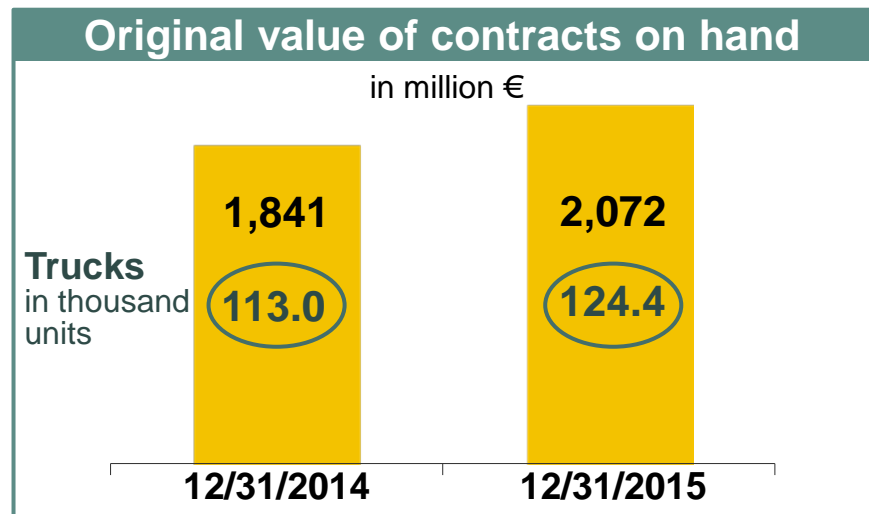
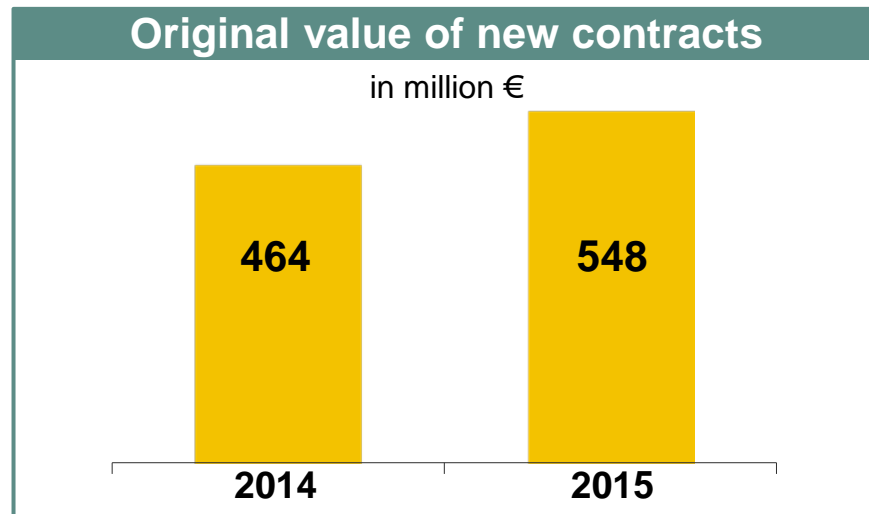
## Group's equity ratio



## Equity ratio— Intralogs segment



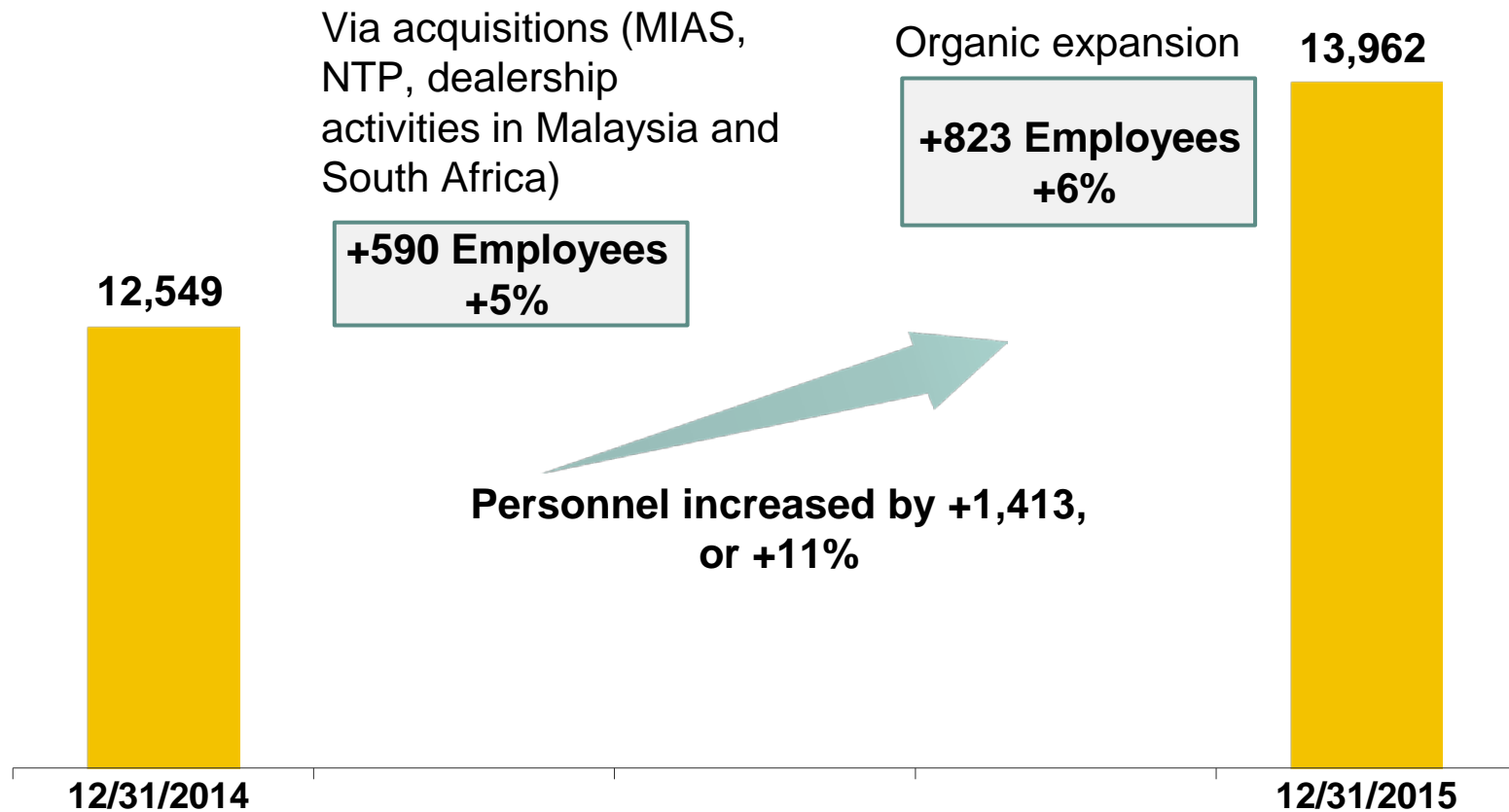
## Financial Services—Highlights



- NTP financial services company added in Australia
- 39% of new trucks sold via financial service agreements (previous year: 36%)

# Workforce Trend

in full-time equivalent (FTE), including apprentices, excluding temporary workers

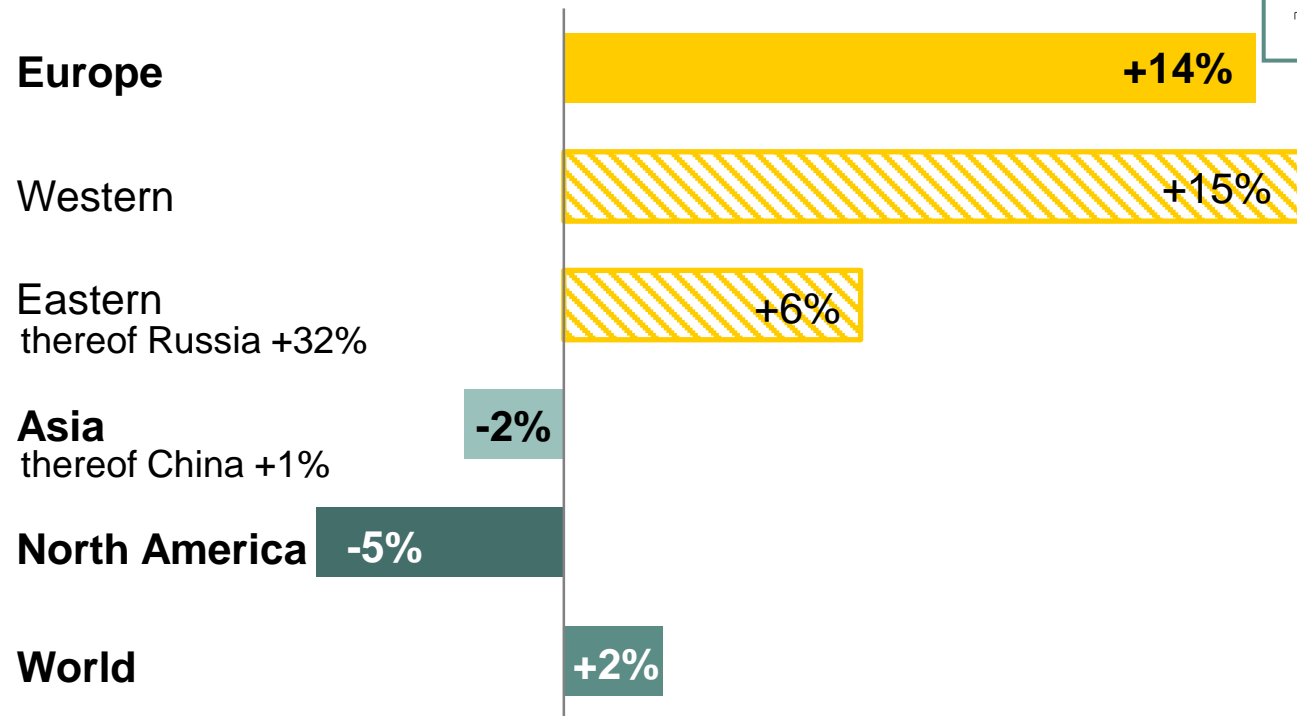
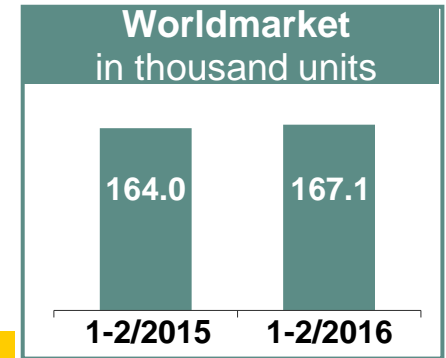




# World Material Handling Equipment Market as of February 2016

## Growth Rates by Region

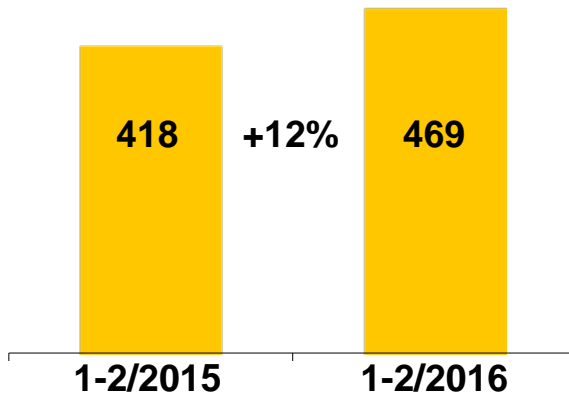
based on incoming orders in units; compared to Jan.-Feb. 2015



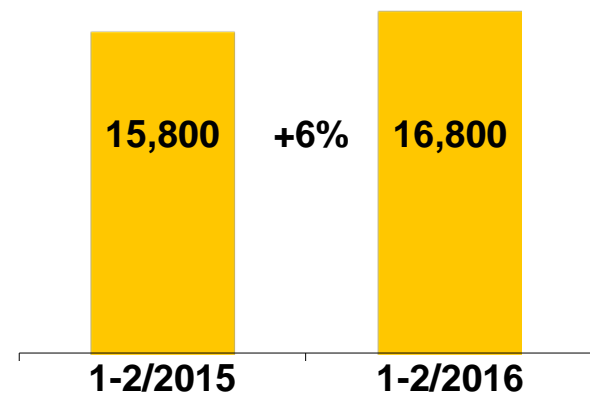
Source: WITS, SIMHEM 2/2016.

## Current Business Trend—February 2016

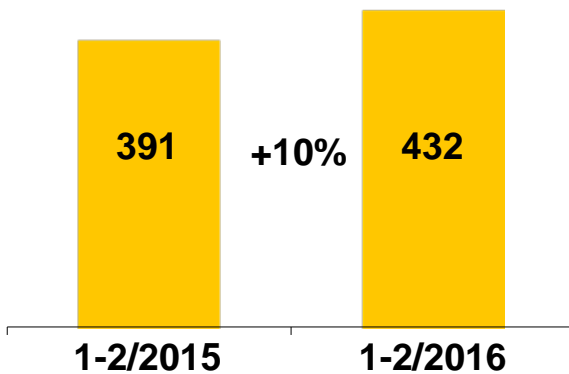
**Incoming orders** in million €



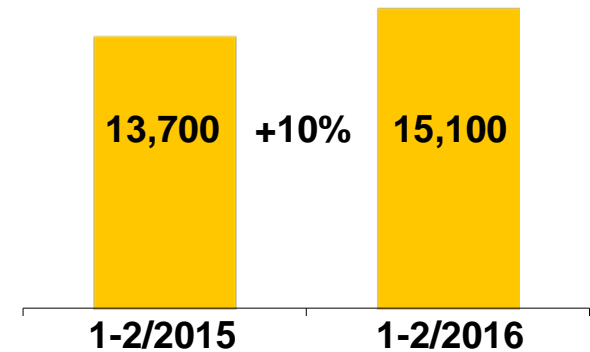
**Incoming orders** units



**Net sales** in million €



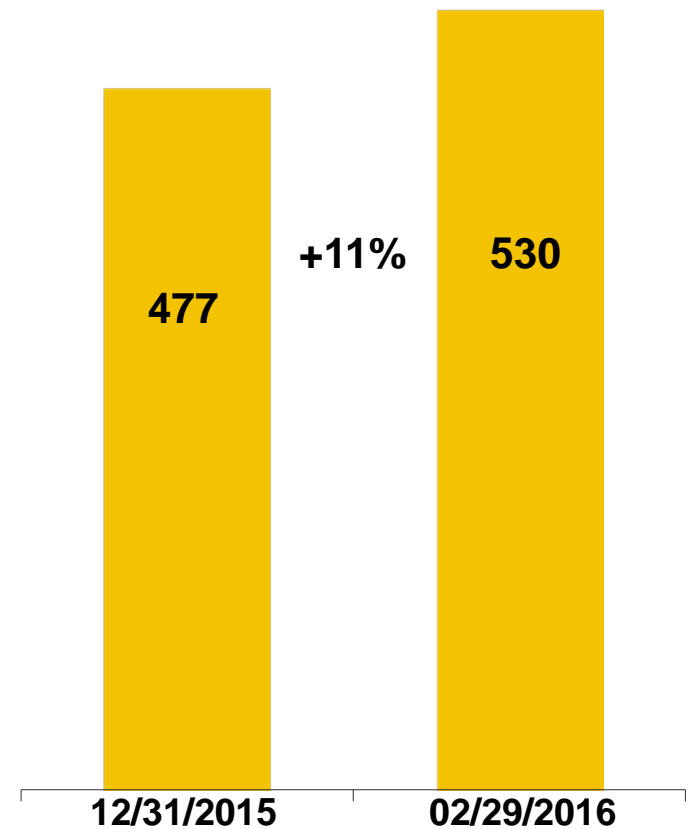
**Production** units



## Orders on Hand—New Truck Business

in million €

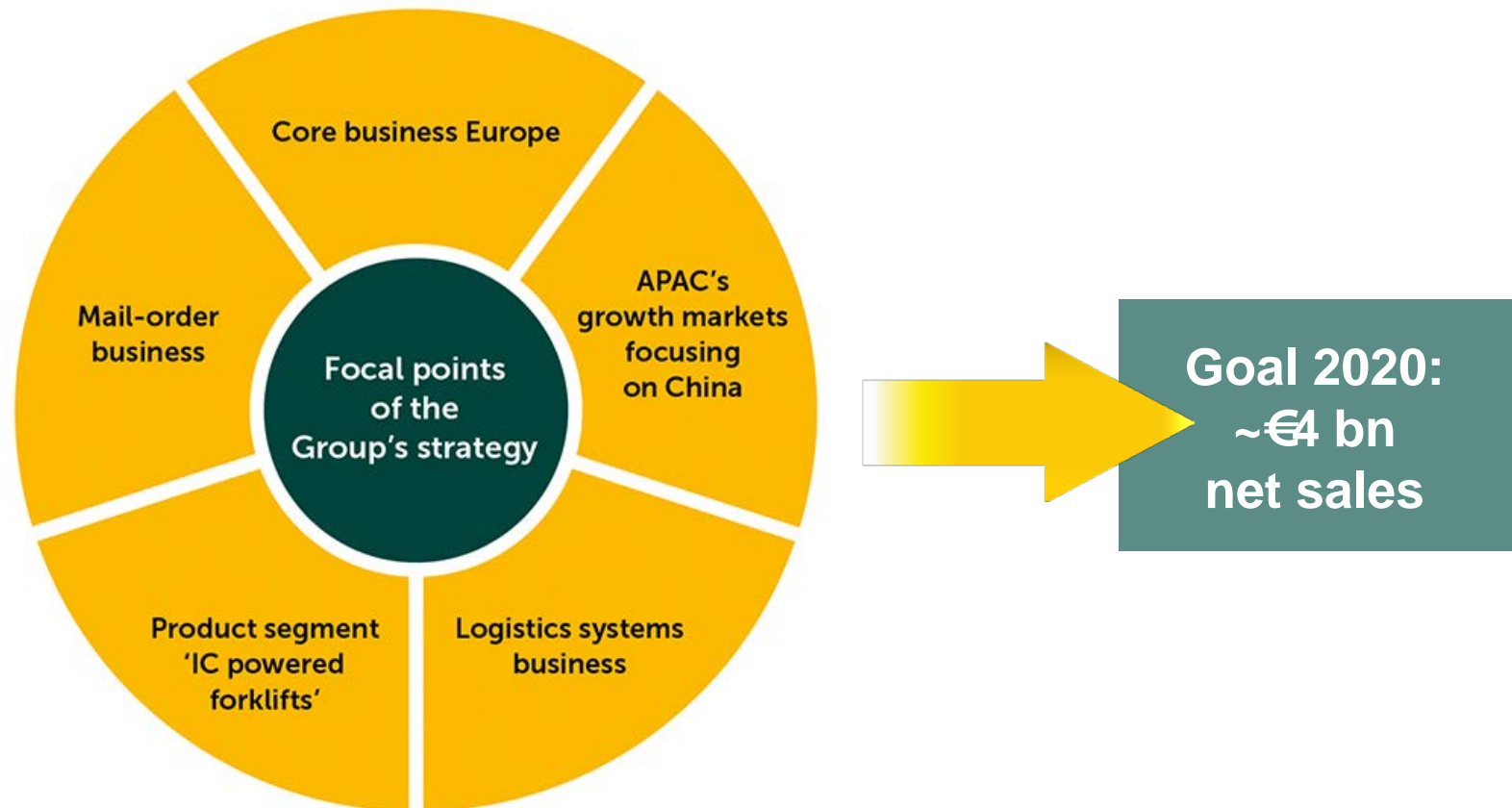
- The order reach was nearly five months



## Strategic Issues and Outlook



# The Jungheinrich Group's Growth Strategy





# World Material Equipment Market—Expected Development in 2016

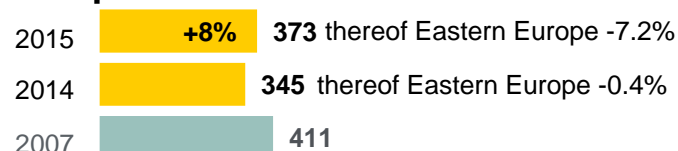
Incoming orders in thousand units

## World



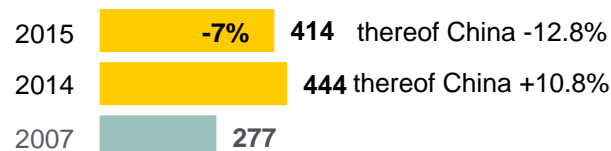
- Slight increase in world market volume.

## Europe



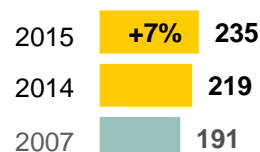
- Market volume in Western and Eastern Europe is currently expected to display positive development.

## Asia



- We anticipate that the markets in Asia expand marginally, driven by the warehousing equipment and battery-powered counterbalanced truck segments.

## North America



- For the North American market we expect a stable development.

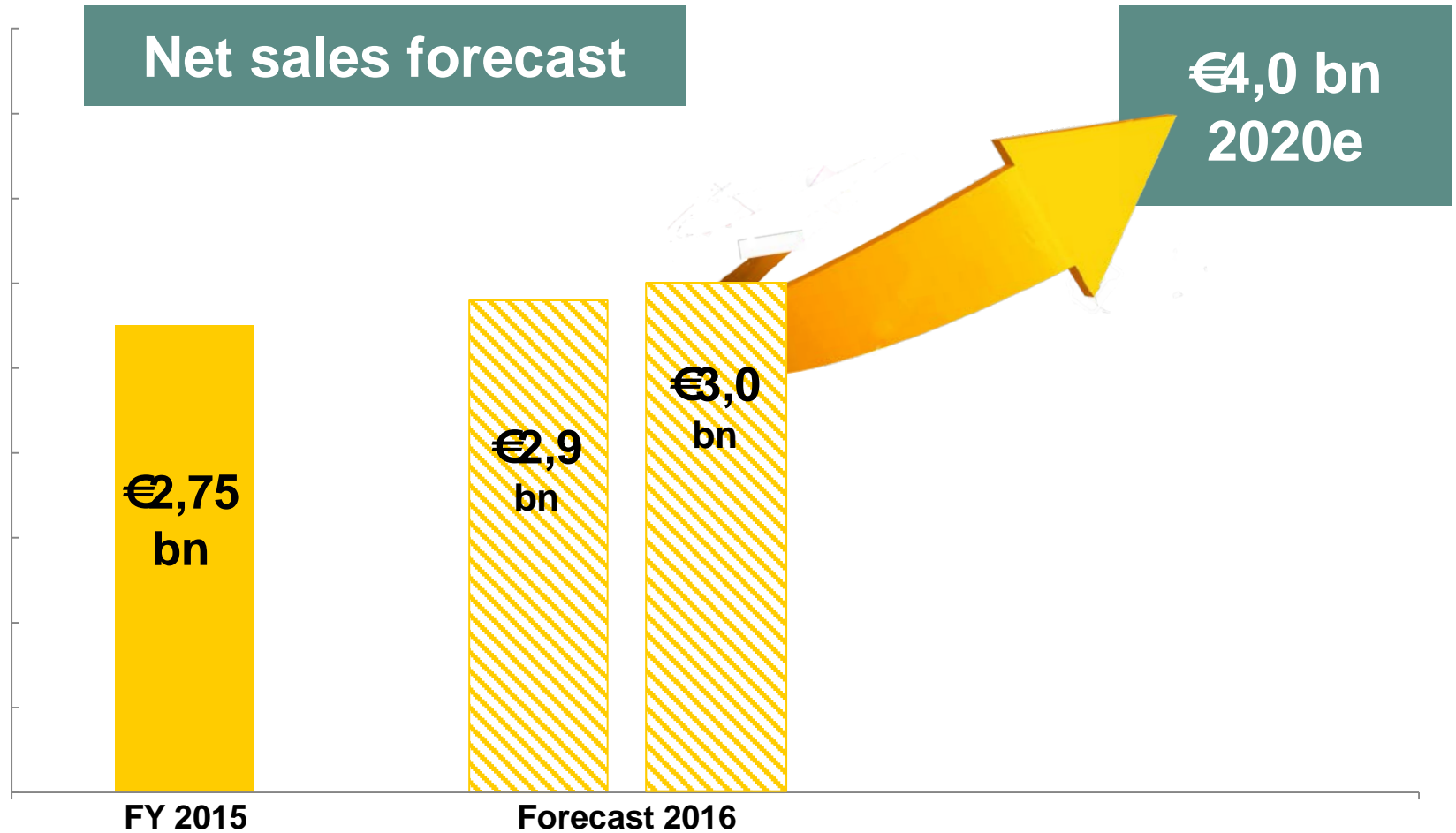
Source: WITS, SIMHEM.

## Jungheinrich Group—Forecast for 2016



**We expect another positive business trend in 2016**

## Jungheinrich Group—on Track for 2020



## Jungheinrich Group—Forecast for 2016



Incoming orders  
€3.0 bn - €3.1 bn



Net sales  
€2.9 bn - €3.0 bn



EBIT  
€220 m - €230 m



EBT  
€200 m - €215 m

EBIT ROS  
minimum 7.6%

EBT ROS  
minimum 6.9%



ROCE  
15% - 20%



Capital expenditures in tangible  
assets €90 m - €100 m



Research and development  
expenditures €60 m - €65 m



Dividend policy: Payout ratio of  
25% to 30% of net income

## Disclaimer

Since developments cannot be foreseen, the actual business trend may deviate from the expectations presented here based on assumptions and estimates made by Jungheinrich company management. Factors that may lead to such deviations include changes in the economic environment, changes in the political and legal environment and within the material handling equipment sector as well as exchange and interest rate fluctuations. Therefore, no responsibility is taken for forward-looking statements made in this presentation and no ensuing liability is assumed.

