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Jungheinrich at a glance

ONE OF THE WORLD’S LEADING COMPANIES FOR THE INTRA-LOGISTICS SECTOR

NO. 2 IN THE SECTOR IN EUROPE

SINGLE-BRAND STRATEGY

INDEPENDENT FAMILY-OWNED COMPANY

EMPLOYEES >16,000

FOCUS ON DIRECT SALES

REVENUE €3.44 BILLION

INCOMING ORDERS €3.56 BILLION

EBIT €259 MILLION

06.11.2018
Business fields – regions – customer structure

**Revenue intralogistics segment**
- New truck business: 58%
- After-sales services: 26%
- Short-term rental and used equipment: 16%

**Group revenue by region**
- Germany: 25%
- Western Europe: 47%
- Other countries: 12%
- Eastern Europe: 16%

**Customer structure by sector**
- Retail and wholesale (incl. food distribution): 45%
- Logistics: 13%
- Mechanical, automotive and electrical engineering: 13%
- Food industry (Production): 7%
- Chemical industry: 4%
- Timber, paper and print industries: 2%
- Other industry sectors: 16%
Reasons to invest in Jungheinrich

- **Global customer base** in attractive growth sectors
- **Integrated business model** with large service ratio
- **Strong market position** in material handling equipment: number 2 in Europe
- **Clear corporate strategy** geared to sustainable, profitable growth
- **Financially independent** due to sound balance sheet
- **Stable shareholder structure**: ordinary shares in family ownership
- **Continuous dividend payments** distribution ratio between 25% and 30% of profit or loss
The Jungheinrich business model

- New trucks
- Short-term rental
- Used equipment
- Logistics systems
- Digital solutions
- Mail-order business
- Financial services
- After-sales services
- Consulting
Dividend

Objective: Payout ratio of between 25% and 30% of profit or loss

Figures are retroactively restated due to stock split (1:3) on 22 June 2016
Development of key figures Jungheinrich 2006 until 2018e

STRATEGY 2020: € 4 billion

Revenue

in € million

-100 -50 0 50 100 150 200 250 300


1,748 2,145 2,270 2,754 3,435

Revenue

EBT  Profit or loss  Dividend

FC 3,650 - 3,750

FC 250 - 260

Revenue
World material handling equipment market

Jungheinrich is second in the sector in Europe
Market development

Incoming orders in thousand units

<table>
<thead>
<tr>
<th>Region</th>
<th>2007</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>951</td>
<td>1,182</td>
<td>1,395</td>
</tr>
<tr>
<td>Asia</td>
<td>266</td>
<td>444</td>
<td>568</td>
</tr>
<tr>
<td>North America</td>
<td>191</td>
<td>241</td>
<td>267</td>
</tr>
</tbody>
</table>

Sources: WITS, SIMHEM
Breakdown of market volume by region

2007 = 951 thousand units

Europe 43%

Asia 28%

thereof China 12%

North America 20%

thereof Eastern Europe 9%

Rest of world

Central/South America 5%
Australia/Africa 4%

2017 = 1,395 thousand units

Europe 34%

Asia 41%

thereof China 27%

North America 19%

Rest of world

Central/South America 3%
Australia/Africa 3%

+ 47%

Sources: WITS, SIMHEM; based on incoming orders in units
The trend towards warehousing equipment continued across all regions.

**Breakdown of volume by product segment**

**Worldwide 2017: 1,395 thousand units**
(2007: 951 thousand units)

- **Warehousing equipment**
  - 2007: 37%
  - 2017: 45%

- **Battery-powered counterbalanced trucks**
  - 2007: 18%
  - 2017: 17%

- **Internal combustion engine-powered counterbalanced trucks**
  - 2007: 18%
  - 2017: 15%

**Europe**
- 2007: 15%
- 2017: 20%

**Asia**
- 2007: 58%
- 2017: 65%

**North America**
- 2007: 48%
- 2017: 34%

Sources: WITS, SIMHEM; based on incoming orders in units
Europe and China: clear trend towards warehousing equipment = future growth potential for Jungheinrich

Market structure comparison broken down by product segment in 2017 (2007)

Europe

- Warehousing equipment: 65%
- Battery-powered counterbalanced trucks: 15%
- Internal combustion engine-powered counterbalanced trucks: 20%

China

- Warehousing equipment: 65%
- Battery-powered counterbalanced trucks: 23%
- Internal combustion engine-powered counterbalanced trucks: 12%

Source: WITS; based on incoming orders in units
Development of the material handling equipment markets of importance to Jungheinrich

- China: +39%
- North America: +11%
- Asia (excl. China): +10%
- Germany: +7%
- France: +14%
- Italy: +9%
- UK: <1%
- Spain: +17%
- Poland: +29%
- Netherlands: +12%
- Russia: +17%
- Australia: +17%
- Turkey: +9%

European market volume up 14% in 2017 compared to pre-crisis levels (2007)
Business model

Jungheinrich is far more than just a forklift manufacturer
„Intralogistics“ business fields

New truck business
- Development, production and sales of new forklift trucks including “Logistics systems” and “Mail-order” business, focus on direct sales

Short-term rental
- Hire periods: generally 1 day to 24 months
- Targeted degree of capacity utilisation >80%
- Ø-Inventory 2017 = 57 thousand trucks

Used equipment
- Marketing of used equipment (leasing, short-term hire and trade-ins)
- Professional reconditioning of forklift trucks in the Dresden used equipment centre

After-sales services
- 7,000 employees in the global after-sales organisation, thereof ~4,900 after-sales service engineers
“Logistics Systems” / “Mail Order” Business:
Revenue in 2017

New truck business
revenue €2,099 million

Logistics Systems
- System trucks
- Racking
- Project business

Mail Order

Development of revenue in € million

2015 2016 2017

Logistics Systems
381 441 581
+16% +32%

Mail Order
57 68 84
+19% +24%

06.11.2018
The variety of our solutions

- Maintenance & service
- Material flow analysis
- Planning and project design
- Realisation and system integration
- Forklift trucks (automated)
- Racking and storage equipment
- Shuttle systems
- Radio data
- Assistance systems
- Jungheinrich WMS
- Conveyor systems
- Stacker cranes

CUSTOMER
Digital solutions

ISM Online

StartSafe

Call4Service

New modules:
- Battery management module
- Maintenance control module
- Access control module

Almost 80,000 trucks in ISM Online, available in 21 European countries.

20.11.2018
# Financial services

## Principles and objectives

<table>
<thead>
<tr>
<th>Business policy</th>
<th>Sales policy</th>
<th>Risk management</th>
<th>Balance sheet</th>
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<tbody>
<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td>§ Service function for Jungheinrich sales division</td>
<td>§ Promotion and expansion of new truck business and after-sales services</td>
<td>§ Matching refinancing (term and interest)</td>
<td>§ Full disclosure on Jungheinrich’s consolidated balance sheet</td>
</tr>
<tr>
<td>§ Substantial financial services profits are stated in sales division</td>
<td>§ Principle: Every financial service agreement to cover full service and maintenance</td>
<td>§ Regular creditworthiness checks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>§ Permanent customer retention</td>
<td>§ Quarterly assessment of contractual/residual value risks</td>
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<tr>
<td></td>
<td>§ Flexible, customised contracts</td>
<td>§ Transparency and process reliability via Group database</td>
<td></td>
</tr>
</tbody>
</table>

Promotion and expansion of new truck business and after-sales services
- Principle: Every financial service agreement to cover full service and maintenance
- Permanent customer retention
- Flexible, customised contracts

Matching refinancing (term and interest)
- Regular creditworthiness checks
- Quarterly assessment of contractual/residual value risks
- Transparency and process reliability via Group database

Full disclosure on Jungheinrich’s consolidated balance sheet

2106.11.2018
Current business trend Q1-Q3 2018

Jungheinrich is one of the world’s leading manufacturers and service providers for the intralogistics sector.
Jungheinrich highlights
Q1-Q3 2018

- Significantly increased highs once again for incoming orders (value) and revenue
- Incoming orders at almost €3 billion
- EBIT record: €193 million (+5%) despite difficult underlying conditions
- Orders on hand up 51% on 31 December 2017; orders account for six months of production
- Forecast raised for incoming orders and revenue
  EBIT in the range of €270 million to €280 million confirmed
Global material handling equipment market, January to September 2018

Growth rates by region

- **Europe**: +13.5%
- **West**: +12%
- **East**: +21%
- **Asia**: +15%
  - thereof China: +19%
- **North America**: +10%
- **World**: +14%

**Global market, in thousand units**

- Q1 - Q3 2017: 1,025
- Q1 - Q3 2018: 1,164

Sources: WITS, SIMHEM; based on incoming orders in units, January to September 2018 vs January to September 2017
Incoming orders

For all business fields, in € million

- Growth significantly due to higher demand for logistics systems solutions

New truck business, in thousand units

<table>
<thead>
<tr>
<th>Q1-Q3 2017</th>
<th>Q1-Q3 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,596</td>
<td>2,996</td>
</tr>
</tbody>
</table>

+15%

<table>
<thead>
<tr>
<th>Q1-Q3 2017</th>
<th>Q1-Q3 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>92.1</td>
<td>100.6</td>
</tr>
</tbody>
</table>

+ 9 %
Production and orders on hand

New truck business

Production, in thousand units

Orders on hand, in € million

- Orders account for six months of production.

<table>
<thead>
<tr>
<th></th>
<th>Q1-Q3 2017</th>
<th>Q1-Q3 2018</th>
<th>31/12/2017</th>
<th>30/09/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>88.3</td>
<td>89.9</td>
<td>692</td>
<td>1,043</td>
</tr>
<tr>
<td>Orders on hand</td>
<td>+2%</td>
<td>+30%</td>
<td>+30%</td>
<td></td>
</tr>
</tbody>
</table>
Revenue and earnings

**Group revenue**, in € million
- “Logistics Systems” share of revenue: 15%
- Short-term rental and used equipment increases by 11%, after-sales services up by 9%

**EBIT**, in € million
- In addition to staffing costs increasing significantly, raw materials prices exceeding expectations and the costs for the industry’s most important trade fair, CeMAT, supply bottlenecks accompanied by price increases from some suppliers had a negative impact on earnings

<table>
<thead>
<tr>
<th></th>
<th>Q1-Q3 2017</th>
<th>Q1-Q3 2018</th>
<th>EBIT-ROS</th>
<th>Q1-Q3 2017</th>
<th>Q1-Q3 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group revenue</td>
<td>2,461</td>
<td>2,699</td>
<td></td>
<td>183.8</td>
<td>193.3</td>
</tr>
<tr>
<td>EBIT</td>
<td></td>
<td></td>
<td>7.5%</td>
<td></td>
<td>7.2%</td>
</tr>
</tbody>
</table>

+10% +5%
### Employees
(full-time equivalent)$^1$

<table>
<thead>
<tr>
<th></th>
<th>31/12/2017</th>
<th>30/09/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Germany</strong></td>
<td>6,962</td>
<td>7,294</td>
</tr>
<tr>
<td><strong>Abroad</strong></td>
<td>9,286</td>
<td>10,291</td>
</tr>
</tbody>
</table>

- **Expansion focus:**
  - Europe and South America
- 23% of the new employees work at the new sales companies in Colombia, Ecuador and Peru as well as in Serbia.
- 370 after-sales technicians hired, equivalent to 28% of the total new employees

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$^1$ Including apprentices, excluding temporary workers.
Strategic issues and outlook
Sustainable growth strategy with clear targets
As we strive to achieve our revenue goal of €4 billion by the 2020 financial year, we aim to grow by 7% per annum.

With the developments in 2017, the Group is on track to achieve its targets for 2020.
The Jungheinrich Group’s growth strategy

- Core business Europe
- Mail-order business
- ‘Counterbalanced trucks’ product segment
- Logistics systems business
- APAC’s growth markets focusing on China

Goal 2020

€4 billion in revenue
## Global material handling equipment market

Forecast for global and European growth in 2018 unchanged*  

Sources: WITS, SIMHEM; based on incoming orders in units

<table>
<thead>
<tr>
<th>Region</th>
<th>2017</th>
<th>2016</th>
<th>2007</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>1,395</td>
<td>1,182</td>
<td>951</td>
<td>+18%</td>
</tr>
<tr>
<td>Europe</td>
<td>470</td>
<td>421</td>
<td>411</td>
<td>+12%</td>
</tr>
<tr>
<td>Asia</td>
<td>568</td>
<td>444</td>
<td>266</td>
<td>+28%</td>
</tr>
<tr>
<td>North America</td>
<td>267</td>
<td>241</td>
<td>191</td>
<td>+11%</td>
</tr>
</tbody>
</table>

- 2018 growth >10% for material handling equipment market, both globally and in Europe

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*Assumptions regarding market development for the whole of 2018 have not changed from those in the interim report published in August 2018.*
**Jungheinrich Group 2018 forecast adjusted**

<table>
<thead>
<tr>
<th></th>
<th>March 2018</th>
<th>August 2018</th>
<th>November 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming orders</strong></td>
<td>3.75 to 3.85</td>
<td>Upper end of range</td>
<td>3.85 to 3.95</td>
</tr>
<tr>
<td>in € billion</td>
<td></td>
<td></td>
<td>Upper end of range</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>3.6 to 3.7</td>
<td>Upper end of range</td>
<td>3.65 to 3.75</td>
</tr>
<tr>
<td>in € billion</td>
<td></td>
<td></td>
<td>Upper end of range</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>270 to 280</td>
<td></td>
<td>Lower end of range</td>
</tr>
<tr>
<td>in € million</td>
<td></td>
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<tr>
<td><strong>EBIT ROS</strong></td>
<td>On a par with previous year (7.5%)</td>
<td>Below the previous year</td>
<td></td>
</tr>
<tr>
<td><strong>EBT</strong></td>
<td>250 to 260</td>
<td></td>
<td>Lower end of range</td>
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<tr>
<td>in € million</td>
<td></td>
<td></td>
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<tr>
<td><strong>EBT ROS</strong></td>
<td>On a par with previous year (7.1%)</td>
<td>Below the previous year</td>
<td></td>
</tr>
<tr>
<td><strong>Net debt</strong></td>
<td>Medium double-digit million euro range</td>
<td>At around €100 million</td>
<td>At around €120 million</td>
</tr>
<tr>
<td>in € million</td>
<td></td>
<td></td>
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<tr>
<td><strong>ROCE</strong></td>
<td>16.5% to 17.5%</td>
<td></td>
<td>15% to 16%</td>
</tr>
</tbody>
</table>
Disclaimer

Since developments cannot be foreseen, the actual business trend may deviate from the expectations, assumptions and estimates made by Jungheinrich company management in this presentation. Factors that may lead to such deviations include changes in the economic environment, 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.
Appendix
Global ranking of material handling equipment manufacturers
2017 revenue from forklift trucks and warehousing equipment

in € billion

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Revenue (€ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Toyota</td>
<td>10.1</td>
</tr>
<tr>
<td>2</td>
<td>Mitsubishi Logisnext</td>
<td>5.6</td>
</tr>
<tr>
<td>3</td>
<td>Jungheinrich</td>
<td>3.4</td>
</tr>
<tr>
<td>4</td>
<td>Mitsubishi</td>
<td>3.0</td>
</tr>
<tr>
<td>5</td>
<td>Raymond</td>
<td>2.7</td>
</tr>
<tr>
<td>6</td>
<td>BT Industrie</td>
<td>2.4</td>
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<tr>
<td>7</td>
<td>Cesab</td>
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<td>8</td>
<td>Linde Still</td>
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<td>9</td>
<td>Fenwick OM Still</td>
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<td>10</td>
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<td>11</td>
<td>Baoli</td>
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<tr>
<td>12</td>
<td>Voltas</td>
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</tr>
</tbody>
</table>

Ranking in Europe

Jungheinrich is the second in the sector behind Kion, in front of Toyota

Source: Logistik Journal, 10/2018

1 Financial year from April–March
2 The revenue from forklift trucks and warehousing equipment stated is usually less than the Group revenue; exceptions here are Mitsubishi Logisnext and Anhui Heli (stated value for revenue from forklift trucks and warehousing equipment = Group revenue).
### Jungheinrich Group production sites

<table>
<thead>
<tr>
<th></th>
<th>Norderstedt</th>
<th>Lüneburg</th>
<th>Moosburg</th>
<th>Deggendorf</th>
<th>Landsberg</th>
<th>Munich</th>
<th>Dresden</th>
<th>Gyöngyös</th>
<th>Qingpu</th>
<th>Kunshan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-lift trucks</td>
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<td>Stacker trucks</td>
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<td>Battery-powered</td>
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<td>Order pickers</td>
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<td>High-rack stackers</td>
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<td>Stacker cranes</td>
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<td>Load handling equipment</td>
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<td>Small-series and</td>
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<td>customized trucks</td>
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<td>batteries and chargers</td>
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<td>Reconditioning of used</td>
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### Jungheinrich key data (I)

<table>
<thead>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming orders</strong></td>
<td>2,120</td>
<td>2,535</td>
<td>2,817</td>
<td>3,220</td>
<td>3,560</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>2,001</td>
<td>2,498</td>
<td>2,754</td>
<td>3,085</td>
<td>3,435</td>
</tr>
<tr>
<td>- Germany</td>
<td>505</td>
<td>655</td>
<td>701</td>
<td>753</td>
<td>851</td>
</tr>
<tr>
<td>- abroad</td>
<td>1,496</td>
<td>1,843</td>
<td>2,053</td>
<td>2,332</td>
<td>2,584</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>140</td>
<td>193</td>
<td>213</td>
<td>235</td>
<td>259</td>
</tr>
<tr>
<td><strong>EBIT ROS</strong></td>
<td>7.0%</td>
<td>7.7%</td>
<td>7.7%</td>
<td>7.6%</td>
<td>7.5%</td>
</tr>
<tr>
<td><strong>Capital employed</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td>578</td>
<td>1,047</td>
<td>1,187</td>
<td>1,318</td>
<td>1,497</td>
</tr>
<tr>
<td><strong>ROCE</strong>&lt;sup&gt;2&lt;/sup&gt;</td>
<td>24.1%</td>
<td>18.4%</td>
<td>17.9%</td>
<td>17.8%</td>
<td>17.3%</td>
</tr>
<tr>
<td><strong>R&amp;D expenditures</strong></td>
<td>41</td>
<td>50</td>
<td>55</td>
<td>62</td>
<td>77</td>
</tr>
<tr>
<td><strong>Capital expenditure</strong>&lt;sup&gt;3&lt;/sup&gt;</td>
<td>52</td>
<td>84</td>
<td>87</td>
<td>59</td>
<td>88</td>
</tr>
</tbody>
</table>

<sup>1</sup> Shareholders’ equity + financial liabilities – cash and cash equivalents and securities + provisions for pensions and long-term personnel obligations

<sup>2</sup> Employed interest-bearing capital x 100

<sup>3</sup> Property, plant and equipment and intangible assets without capitalised development expenditures
## Jungheinrich key data (II)

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>in € million</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity ratio (Intralogistics)</td>
<td>40%</td>
<td>46%</td>
<td>48%</td>
<td>48%</td>
<td>48%</td>
</tr>
<tr>
<td>Equity ratio (Group)</td>
<td>27%</td>
<td>30%</td>
<td>31%</td>
<td>31%</td>
<td>30%</td>
</tr>
<tr>
<td>Net debt(^1)</td>
<td>40</td>
<td>-132</td>
<td>-75</td>
<td>-56</td>
<td>7</td>
</tr>
<tr>
<td>Tax ratio</td>
<td>41%</td>
<td>28%</td>
<td>31%</td>
<td>28%</td>
<td>25%</td>
</tr>
<tr>
<td>Profit or loss</td>
<td>82</td>
<td>126</td>
<td>138</td>
<td>154</td>
<td>182</td>
</tr>
<tr>
<td>Employees (FTE)</td>
<td>10,178</td>
<td>12,549</td>
<td>13,962</td>
<td>15,010</td>
<td>16,248</td>
</tr>
<tr>
<td>- Germany</td>
<td>4,761</td>
<td>5,638</td>
<td>6,078</td>
<td>6,511</td>
<td>6,962</td>
</tr>
<tr>
<td>- abroad</td>
<td>5,417</td>
<td>6,911</td>
<td>7,884</td>
<td>8,499</td>
<td>9,286</td>
</tr>
<tr>
<td>Dividend per preferred share</td>
<td>€0.19(^2)</td>
<td>€0.35(^2)</td>
<td>€0.40(^2)</td>
<td>€0.44</td>
<td>€0.50</td>
</tr>
</tbody>
</table>

1 Net debt = financial liabilities – cash and cash equivalents and securities
2 Figures are retroactively restated due to stock split (1:3) on 22 June 2016
Share price development

All-time high: €40.63 on 2 October 2017

All figures are indexed to Jungheinrich’s share price
Financial calendar

Balance sheet press conference 07/03/2018
Analyst conference 07/03/2018
2018 Annual General Meeting 17/04/2018
Dividend payment 20/04/2018
Interim statement as of 31/03/2018 04/05/2018
Interim report as of 30/06/2018 09/08/2018
Interim statement as of 30/09/2018 06/11/2018

General information

Subscribed capital:
€102 million subdivided 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 and Hamburg and all other
German stock exchanges
Segment: Prime Standard
Branch: Industry
Stock index: SDAX
Ticker: Reuters JUNG_p.de
Bloomberg JUN3 GR

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