

**PALFINGER**

# **CAPITAL MARKETS DAY 2023**

Lengau, November 9, 2023

A portrait of Andreas Klausner, CEO of Palfinger, smiling. He is wearing a dark blue suit jacket over a light blue button-down shirt. A small Palfinger logo is visible on his lapel. The background is a blurred green landscape. The right side of the image features a large red graphic with white text.

**PALFINGER**

# **NAVIGATING IN A VOLATILE ENVIRONMENT**

**ANDREAS KLAUSER / CEO**





A portrait of Felix Strohbichler, CFO of Palfinger, wearing a dark blue suit jacket over a white shirt. He is positioned on the left side of the frame against a light grey background. The right side of the image features a large, abstract red and orange geometric graphic.

**PALFINGER**

# **RESILIENCE IS KEY**

**FELIX STROHBICHLER / CFO**



# EXCEPTIONAL PERFORMANCE IN A DIFFICULT ENVIRONMENT

**PALFINGER**

## Q1-Q3/2023



**REVENUE, EBIT AND  
CONSOLIDATED NET RESULT  
AT RECORD LEVELS.**



**INFLATION AND HIGH  
INTEREST RATES IMPACT  
ORDER INTAKE IN EMEA.**



**HIGH INVENTORY LEVELS DUE  
TO POOR TRUCK DELIVERY  
RELIABILITY IN EMEA AND NAM.**

# BY FAR THE BEST Q1-Q3 RESULT IN PALFINGER'S HISTORY



| in EUR million          | Q1-Q3/2021 | Q1-Q3/2022 | <b>Q1-Q3/2023</b> | Δ%     |
|-------------------------|------------|------------|-------------------|--------|
| Revenue                 | 1,337.6    | 1,580.9    | <b>1,798.9</b>    | +13.8% |
| EBITDA                  | 188.3      | 170.6      | <b>233.4</b>      | +36.8% |
| EBIT (operating result) | 125.4      | 112.5      | <b>165.0</b>      | +46.7% |
| EBIT margin             | 9.4%       | 7.1%       | <b>9.2%</b>       | –      |
| Consolidated net result | 71.4       | 53.2       | <b>90.9</b>       | +70.9% |

In accordance with IFRS, slight rounding differences possible.

# POSITIVE FREE CASH FLOW IN Q3 FOLLOWING NEGATIVE FREE CASH FLOW IN THE FIRST HALF YEAR

| in EUR million   | Q1-Q3/2021 | Q1-Q3/2022 | <b>Q1-Q3/2023</b> |
|--|------------|------------|-------------------|
| <b>EBITDA</b>  | 181.0      | 163.1      | 209.0             |
| +/- non-cash income from at-equity companies                           | -8.1       | 6.8        | -5.4              |
| +/- change in working capital  | -53.1      | -137.9     | -112.8            |
| +/- cash flow from tax payments  | -22.1      | -36.3      | -14.7             |
| Cash flow from operating activities                                    | 97.6       | -4.3       | 76.1              |
| +/- cash flow from investing activities                                | -100.8     | -71.3      | -121.5            |
| Cash flow after changes in working capital and investments             | -3.2       | -75.6      | -45.4             |
| +/- cash flow from interest on borrowings adjusted for tax expenditure | 6.0        | 5.8        | 17.7              |
| Free cash flow   | 2.8        | -69.8      | -27.7             |

In accordance with IFRS, slight rounding differences possible.



# HIGH INVENTORY LEVELS CONTINUE TO INFLUENCE NET DEBT



| in EUR million                           | 09/30/2021 | 09/30/2022 | <b>09/30/2023</b> |
|--|------------|------------|-------------------|
| Financial liabilities (FV) <sup>1)</sup> | 494.6      | 719.1      | <b>794.1</b>      |
| Avg. interest debt <sup>2)</sup>         | 1.28%      | 1.91%      | <b>3.68%</b>      |
| Avg. remaining term debt                 | 2.08 years | 3.31 years | <b>3.18 years</b> |
| Net debt                                 | 421.0      | 629.8      | <b>719.0</b>      |

1) Including EUR 45.3 million leasing liabilities according to IFRS 16 (09/2022: EUR 41.5 million)

2) Excluding currency hedging costs.

In accordance with IFRS, slight rounding differences possible.

# ACTIONS FOR INVENTORY REDUCTION OF MORE THAN EUR 50 MILLION UNDER WAY UNTIL HY 1/2024

01

Reduce finished goods inventories by de-bottlenecking dealer installation capacities.

02

Improve supply chain footprint by developing regional strategic suppliers in NAM.

03

Review stock strategies.

04

Further development of inventory management governance, processes & tools.

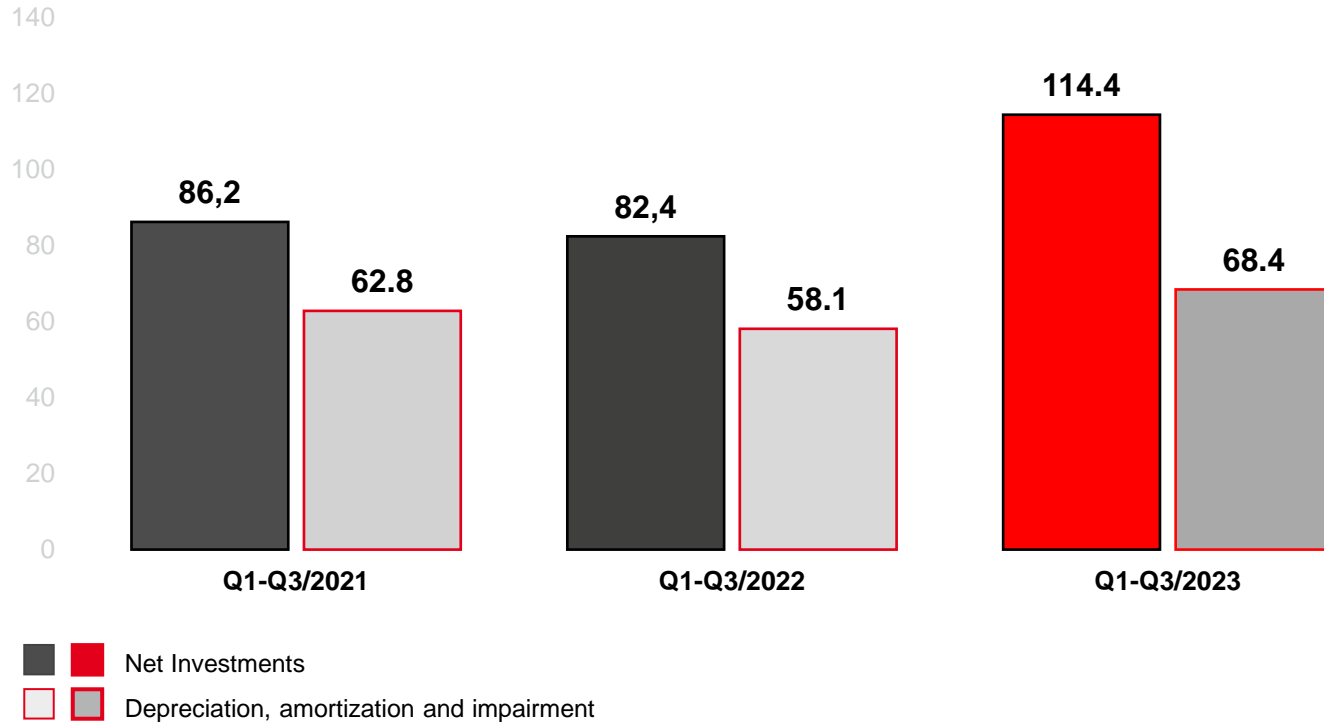
05

Advanced inventory simulations to ensure right stock levels for supply materials.

**PALFINGER**



# EXCEPTIONAL LEVEL OF INVESTMENTS IN 2023

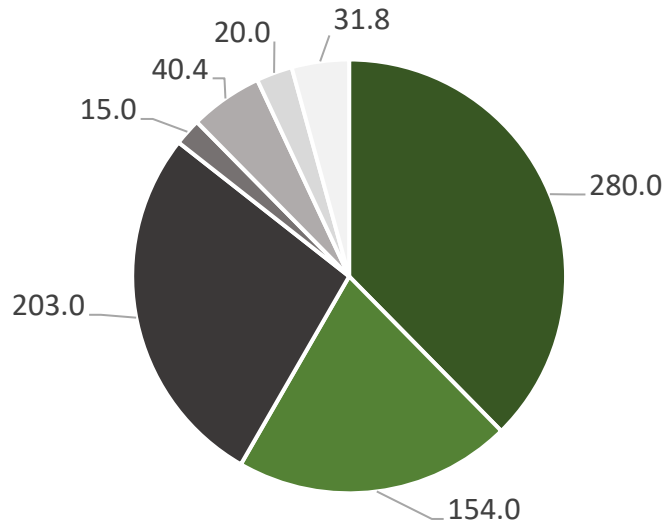




# MAJORITY OF FINANCING IS SUSTAINABILITY-LINKED AND VARIABLE, AS INTEREST RATES ARE EXPECTED TO GO DOWN



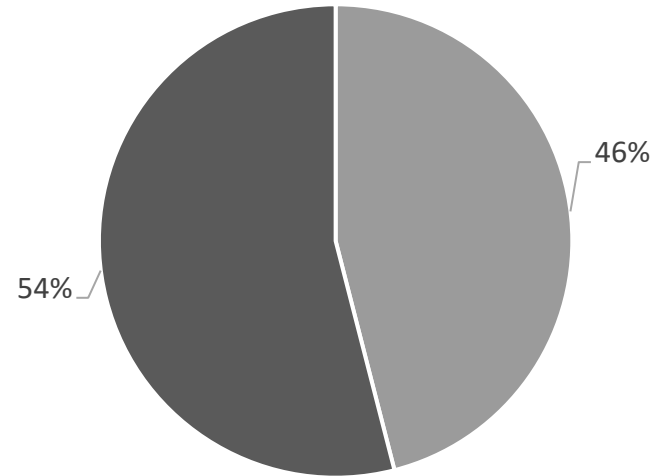
Financing mix in EUR million as of September 30, 2023



- ESG Loans
- Promissory Note Loans
- Bilateral Loans

- ESG Promissory Note Loans
- OeKB-Loans
- Credit line committed

Split of floating and fixed interest rates as of September 30, 2023

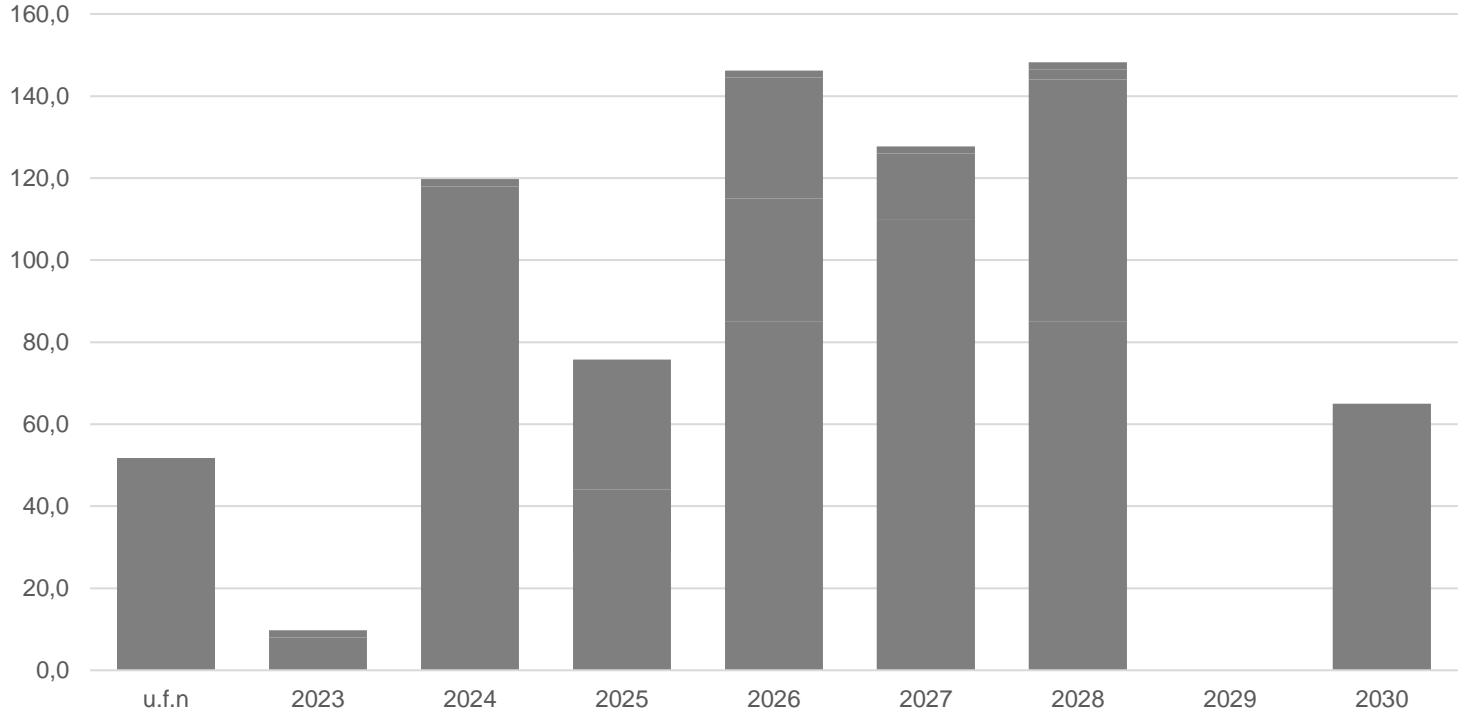


- fixed interest rate loans
- floating interest rate loans

# LONG-TERM FINANCING AND A WELL-BALANCED MATURITY PROFILE SUPPORTS FINANCIAL RESILIENCE



in EUR million



# PRODUCT LINE TAIL AND PASSENGER LIFTS WITH NEW STRUCTURE

- ▣ Reorganization of management and functions to streamline structures and strengthen the areas of quality and purchasing.
- ▣ In cooperation with the Works Council, a socially responsible reduction in personnel to reduce structural costs was agreed, communicated and implemented.
- ▣ Extensive catalog of measures for additional cost reductions has been developed and is already being implemented.
- ▣ New brand presence under the well-known brands MBB by PALFINGER in EMEA and Interlift by PALFINGER in NAM.





# ON TRACK FOR A SIGNIFICANT REVENUE AND EBIT RECORD

- Management expects **revenue of EUR 2.4 billion** and **EBIT above EUR 200 million** for the full year 2023.
- Order book coverage until end of Q1/2024.**
- Target is to achieve a **positive Free Cash Flow until year end 2023**. Main lever is to **improve Working Capital**.

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**2023**

# RESILIENCE IS THE KEY TO PREPARING FOR A CHALLENGING YEAR 2024



## REVENUE

NAM and Marine regions are expected to grow, while APAC and LATAM are expected to be stable. No noticeable recovery in EMEA currently foreseeable.

## PROFITABILITY

Lower material costs, increased productivity and stringent structural cost management encounter rising labor costs and very limited pricing elasticity.

## BALANCE SHEET

Substantial improvement of Working Capital and Net Financial Debt should lead to improved Gearing and Equity Ratio.

## LIQUIDITY

Reduction of CAPEX .  
Expansion of factoring and reverse factoring.  
Target for 2024 is to achieve a clearly positive Free Cash Flow.



# WE REMAIN COMMITTED TO OUR AMBITIOUS FINANCIAL TARGETS FOR 2027



**#1**

**Market leader for crane and lifting solutions**

**EUR 3.0 billion\***  
Revenue from organic growth

**10%**  
EBIT margin

**12%**  
ROCE

\*Target for 2027 independent of business development in Russia







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# **INCREASING EFFICIENCY, PREPARING FOR GROWTH**

**ALEXANDER SUSANEK / COO**

# BROAD SPECTRUM OF EXPERIENCES FROM PREVIOUS JOBS

## ▪ Chief Operating Officer **since 07/2023**

**PALFINGER**

- Head of Global Engine Production Network **2023**
- Plant Manager Engine Plant, Austria **↑**
- Assembly Manager Car Assembly **2014**
- Head of Prototyping



- Plant Manager Truck Assembly, Poland **2014**
- Several leading functions in headquarters and Munich plant **↑**
- 2005**



- Master's in Business Administration **2005**
- PhD in Economics and Management **↑**
- Master's in Engineering **1994**







**IMPRESSIONS AFTER 100 DAYS AND VISITS TO 20 PALFINGER SITES**





# SET-UP OF COO RESPONSIBILITIES SUPPORTS CROSS-FUNCTIONAL OPTIMIZATION

**PALFINGER**



## PLM&E

- 6 product lines
- 3 centers of engineering
- 760 engineers



## PROCUREMENT

- EUR 1.4 billion purchasing volume
- 7,000 suppliers
- 120 purchasing employees



## SCM

- Supply chain and operations planning
- Footprint and make-or-buy
- Transportation planning



## OPERATIONS

- 30 production sites
- Manufacturing, assembly and installation
- 5,970 employees



# MAINTAINING MARKET LEADERSHIP POSITION THROUGH EFFECTIVE PRODUCT DEVELOPMENT

**PALFINGER**



## PLM&E

- 6 product lines
- 3 centers of engineering
- 760 engineers

## Highlights 2023

- New tech line for Loader Cranes
- Launch Gen3 Timber & Recycling on-road
- Partnership for Cyber Cranes

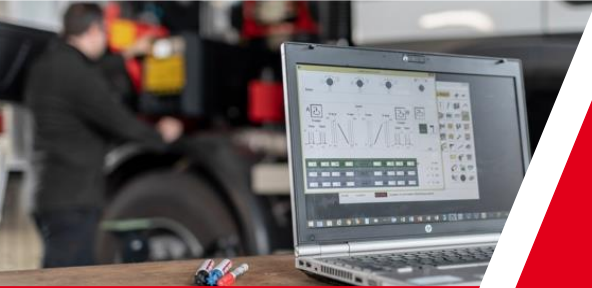
## Challenges 2024

- Keep product portfolio competitive
- Reduce time-to-market and complexity
- Improve performance of AWP



# STRATEGIC PARTNERSHIPS WITH SUPPLIERS NEED TO BE INTENSIFIED

**PALFINGER**



## PROCUREMENT

- EUR 1.4 billion purchasing volume
- 7,000 suppliers
- 120 purchasing employees

## Highlights 2023

- Cost reduction of EUR 20 million
- Increase of delivery performance
- Assembly partner for truck mounted forklifts

## Challenges 2024

- Cost reduction of at least EUR 30 million
- Develop strategic partners
- Optimize supplier portfolio



# OPTIMIZATION OF SUPPLY CHAIN MANAGEMENT IS KEY FOR REDUCING INVENTORIES AND IMPROVING CASH FLOW

**PALFINGER**



## SCM

### Highlights 2023

- Stabilize supply chain after COVID
- Establish SCM organization
- Shut down Krefeld and Harderwijk

- Supply chain and operations planning
- Footprint and make-or-buy
- Transportation planning

### Challenges 2024

- Reduce inventories by more than EUR 50 million
- Streamline end-to-end planning processes
- Optimize plant footprint





# UNCERTAIN MARKET DEVELOPMENTS REQUIRE FLEXIBLE ADJUSTMENTS OF CAPACITY IN 2024

**PALFINGER**



## OPERATIONS

- 30 production sites
- Manufacturing, assembly and installation
- 5,970 employees

## Highlights 2023

- Redesign Löbau plant for platforms
- Relocation of products to best cost countries
- Optimization of assemblies in several plants

## Challenges 2024

- Adjust capacity according to demand
- Increase productivity
- Reduce Capex



A portrait of a middle-aged man with short, dark hair, wearing a dark suit jacket over a light blue button-down shirt. He is looking directly at the camera with a neutral expression. A small yellow Palfinger logo is pinned to his jacket.

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**MARKET LEADER  
PALFINGER -  
CONTINUOUSLY  
PUSHING THE LIMITS**

**ANDREAS HILLE / SVP Global Product Line Management /  
R&D**

# VISION 2030 - DRIVING BUSINESS SUCCESS THROUGH INTEGRATED SUSTAINABLE LIFTING SOLUTIONS



**01** GO FOR SOLUTIONS



**02** GO DIGITAL



**SUCCESSFUL SUSTAINABILITY**



**SUSTAINABLE BUSINESS SUCCESS**



# MAINTAINING MARKET LEADERSHIP POSITION THROUGH EFFECTIVE PRODUCT DEVELOPMENT



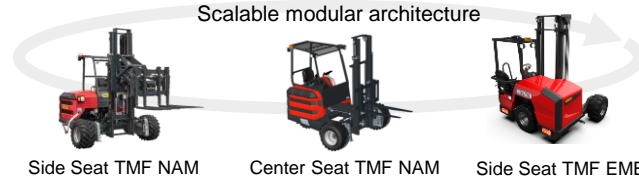
## CONTINUOUS INVESTMENT IN PRODUCT & TECHNOLOGY DEVELOPMENT



**Market leader with premium product performance**



**Minimize product cost and complexity**



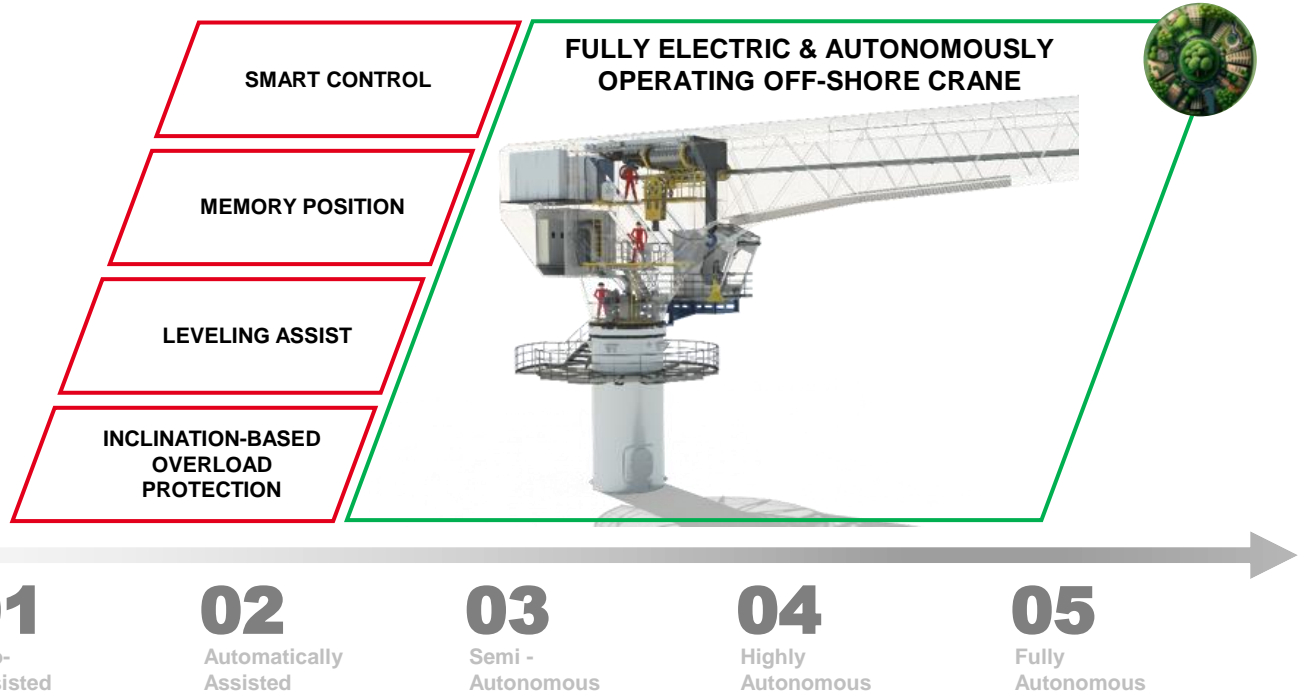
**Innovation & technology leadership**



# PALFINGER PRODUCTS – GO DIGITAL TO FURTHER ENHANCE OPERATIONAL SAFETY AND PRODUCTIVITY



## TECHNOLOGY DEVELOPMENT SHARED ACROSS BUSINESS SEGMENTS



# MARKET LEADER PALFINGER – CONTINUOUSLY PUSHING THE LIMITS



EXPERIENCE REAL PALFINGER PRODUCTS AT OUR PRODUCT SHOW

Timber & Recycling Crane

## TZ 12

Generation 3 Timber Crane



Loader Cranes

## PK24.001 SLD5

Battery-electric solutions built by  
PALFINGER

Truck Mounted Forklift

## FHS 55

New FHS 55 rapidly gaining  
market share in North America



Aerial Work Platforms

## P250BK

First Aerial Work Platform on a fully  
electric Vehicle



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# **TAILWINDS & HEADWINDS**

**GERHARD STURM / SVP Sales & Service**

# EXTERNAL & MACROECONOMIC EFFECTS ARE SLOWING DOWN OUR BUSINESS, SPECIFICALLY IN CONSTRUCTION



**ECB PRIME RATE: 4.5%**  
**US FED PRIME RATE: 5.25%**  
**HIGHEST LEVEL FOR 15 YEARS**

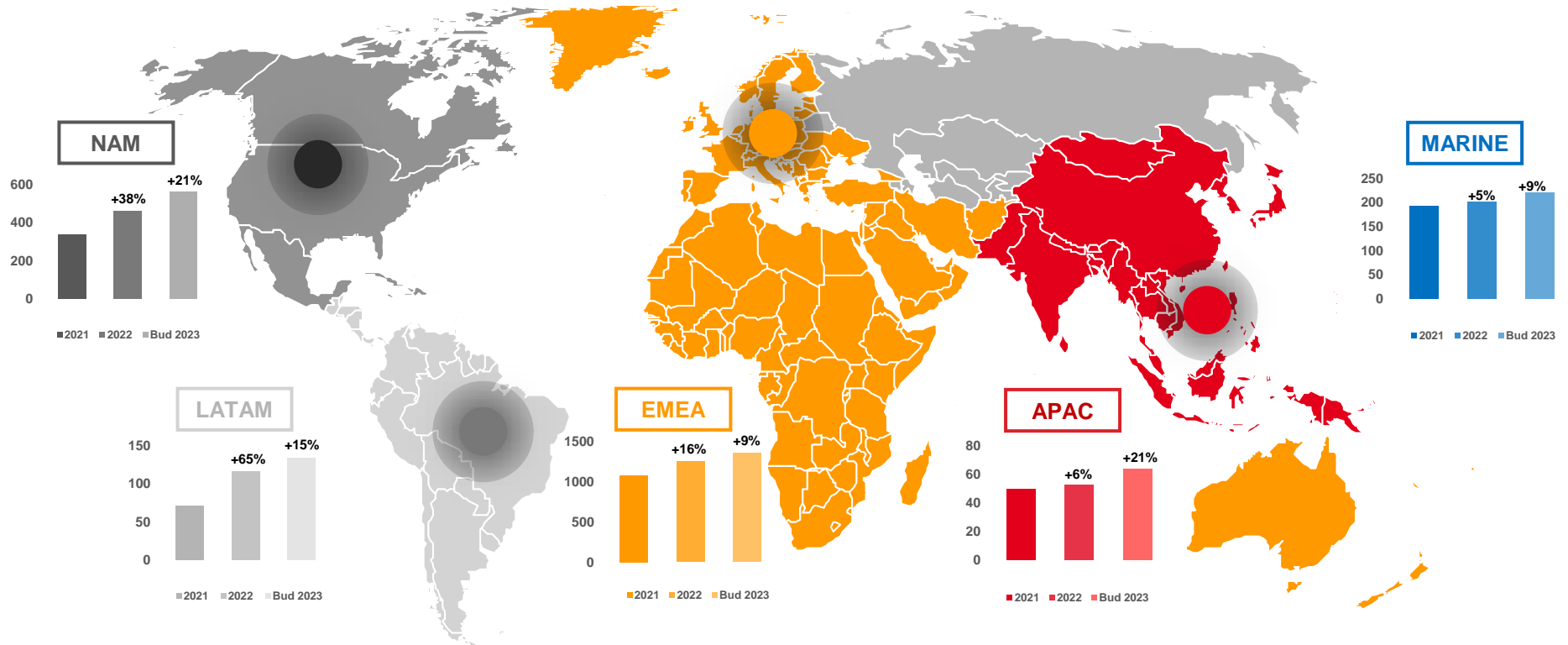


**INFLATION FORECAST 2023:**  
**EU27: 6.4%**  
**US: 4.5%**



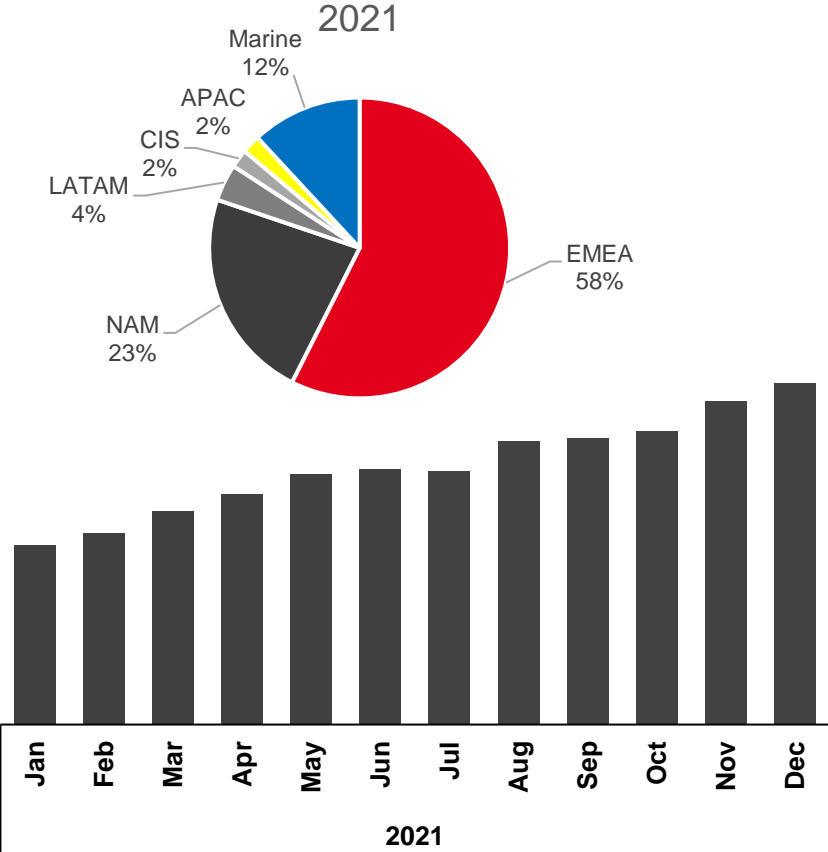
**CHASSIS DELIVERY TIMES:**  
**EUROPEAN SUPPLIERS 6-9 MONTHS**  
**NAM: FORD/RAM LIMITING ALLOCATIONS**

# DISPROPORTIONATELY HIGH GROWTH COMING FROM NAM & LATAM IN 2023

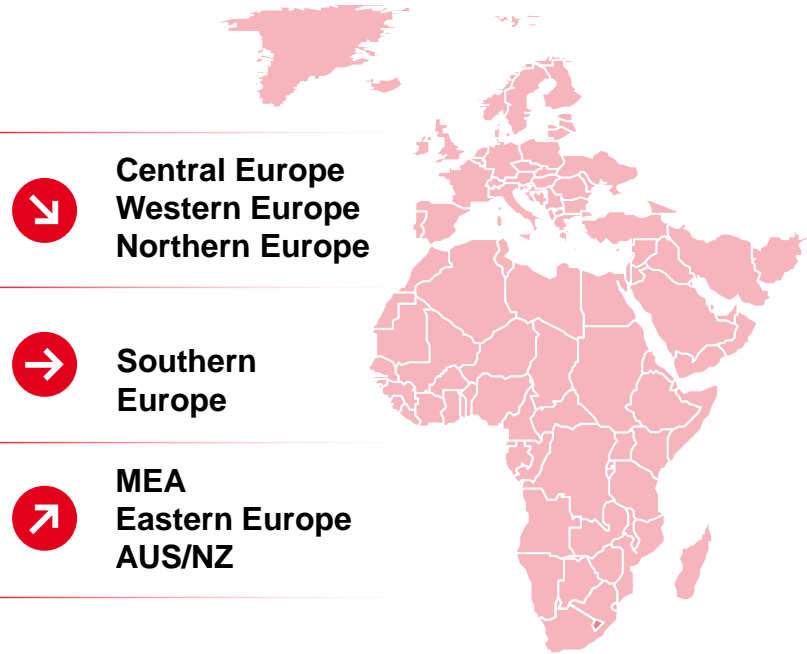




# ORDER BOOK DEVELOPMENT 2021 AND 2023



# EMEA PRODUCT & COUNTRY MIX IS CHANGING DUE TO CONSTRUCTION DOWNTURN



## OUTLOOK 2024 PER PRODUCT LINE

 Loader Crane **↓**

 T&R Crane **↓**

 AWP **↗**

# FACING HEADWINDS, FOCUSING ON OPPORTUNITIES IN EMEA REGION



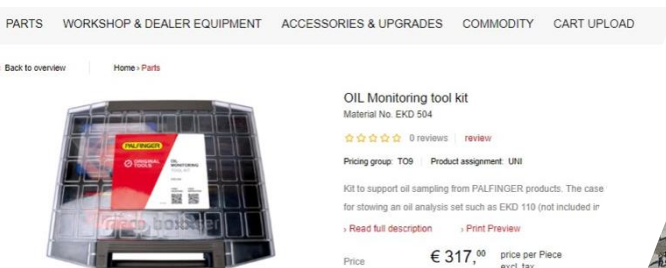
**INVESTMENT IN SALES, SERVICE,  
TRAINING & EDUCATION**



**GROWTH FROM DEFENSE  
BUSINESS**



**INCREASE MARKET PRESENCE IN  
EMERGING MARKETS**



**BOOSTING OUR PARTS  
REVENUES**



**STRONG PRESENCE IN CORE  
MARKETS** COREUM IN FRANKFURT



**DEVELOPMENT OF OUR  
NETWORK**

# STRONG SET-UP TO ACHIEVE THE FULL POTENTIAL OF NAM REGION



**~1000**  
WORKFORCE IN 2023



**19**  
MANUFACTURING AND ASSEMBLY,  
SALES AND SERVICE LOCATIONS



**100**  
MOBILE SERVICE  
VEHICLES



**35**  
YEARS IN THE REGION



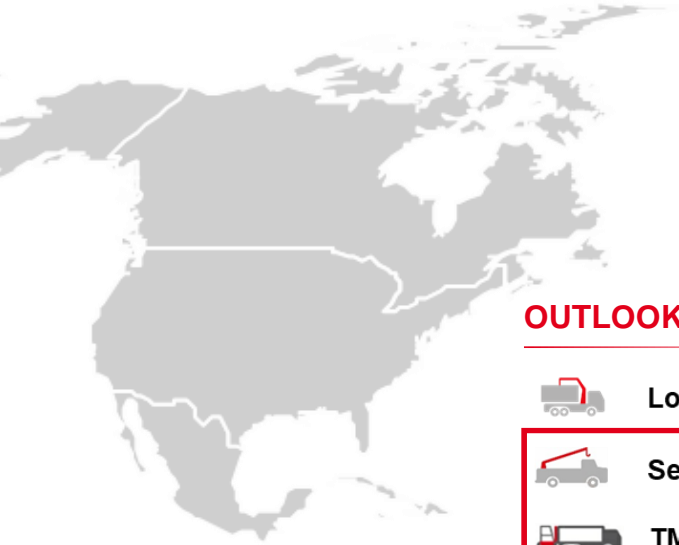
**PORTFOLIO**  
SEVEN PRODUCT LINES

# THE NAM HQ IS OUR COMMITMENT TO FULLY FOCUS ON THE POTENTIAL OF NAM REGION






# FURTHER GROWTH COMING FROM NAM REGION IN 2024



## OUTLOOK 2024 PER PRODUCT LINE

 Loader Crane →

 Service Crane ↗

 TMF ↗

 AWP ↗



# INDIA IS SEEN AS THE FASTEST-GROWING ECONOMY IN THE WORLD

## ECONOMIC GROWTH OF INDIA

- India is set to become the **world's third-largest economy by 2027** (with a GDP of USD 5 trillion) after USA and China
- The IMF has projected average growth of 6.5% p.a. in India between 2023-28, which is **double the global growth rate**
- India's ratio of **working-age inhabitants** to total population will be 68.9% by 2030, which is the highest for any large economy

## GROWTH IN INFRASTRUCTURE INDUSTRIES

- The National Infrastructure Pipeline project triggering capital outlay of USD 1.5 trillion – **roads, railways and urban infrastructure are key growth drivers**
- The Indian **construction equipment industry is expected to grow at a CAGR of 12% between 2023-30** and is already the world's third-largest market for construction equipment

|       |       |       |
|-------|-------|-------|
| 1,007 | 3.02  |       |
| 7,984 | 7.76  |       |
| 2,658 | 7.70  |       |
| 26    | 4,375 | 10.56 |
| 494   | 4,870 | 11.20 |

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**PALFINGER**



# **CREATING REAL CUSTOMER VALUE ALONG THE DIGITAL CUSTOMER JOURNEY**

**GERHARD STURM**  
SVP Sales & Service

**&**

**PHILIPP SMOLE**  
Digital Transformation Officer

# VISION 2030 - DRIVING BUSINESS SUCCESS THROUGH A HOLISTIC DIGITAL CUSTOMER JOURNEY



**01** GO FOR SOLUTIONS



**02** GO DIGITAL



**SUSTAINABILITY**



**LEADERSHIP  
ORGANIZATION**



# WE ARE TRANSFORMING INTO A PROVIDER OF INTEGRATED SOLUTIONS, TO HELP OUR CUSTOMERS WIN IN THE MARKETPLACE



DEVICE

CLOUD

USER

TRUCK

CRANE



**OUR CUSTOMERS ARE THE FOCUS IN EVERYTHING WE DO**



# THE DIGITAL CUSTOMER JOURNEY CREATES ADDED VALUE FOR OUR CUSTOMERS, OUR PARTNER NETWORKS, AND PALFINGER

**PALFINGER**

## DUE TO SEAMLESS INTEGRATION OF CUSTOMER INTERACTION



**High availability (24/7) and information provided conveniently to customers & partners**



**Efficient processes enable quick decisions**



**Maximum equipment availability, efficient service, up-selling (spare parts, service contracts)**



**Efficiency gains, revenues from up-selling, scalability & enablers of new business models**



**Machine data on usage and maintenance status as an important basis for decision-making**

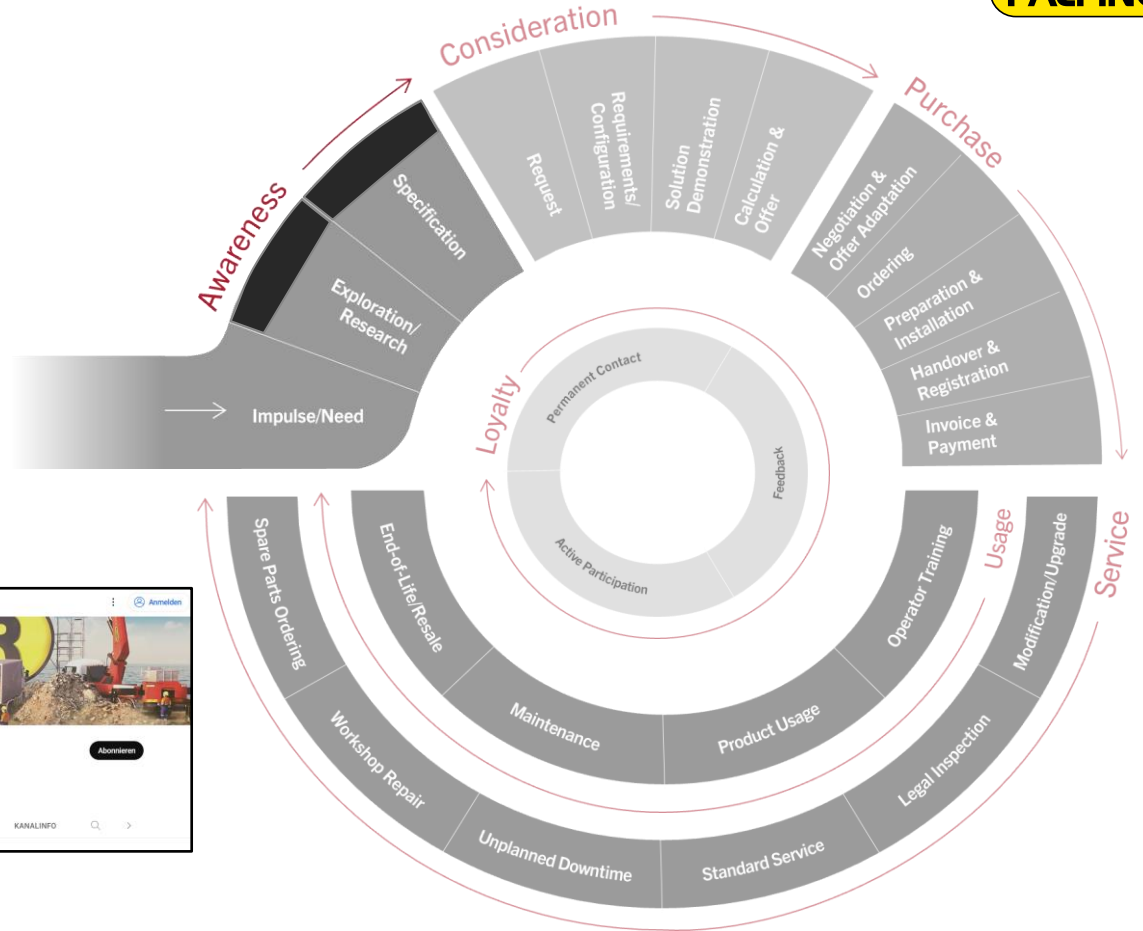
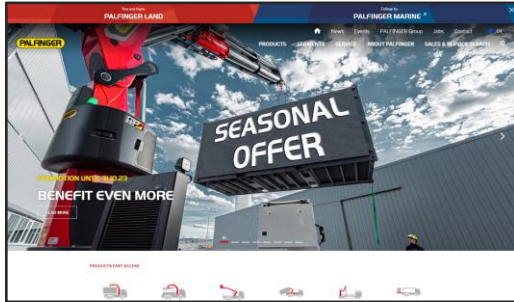


**Direct feedback for continuous improvements**

# MARKETING OPENS THE DOOR...

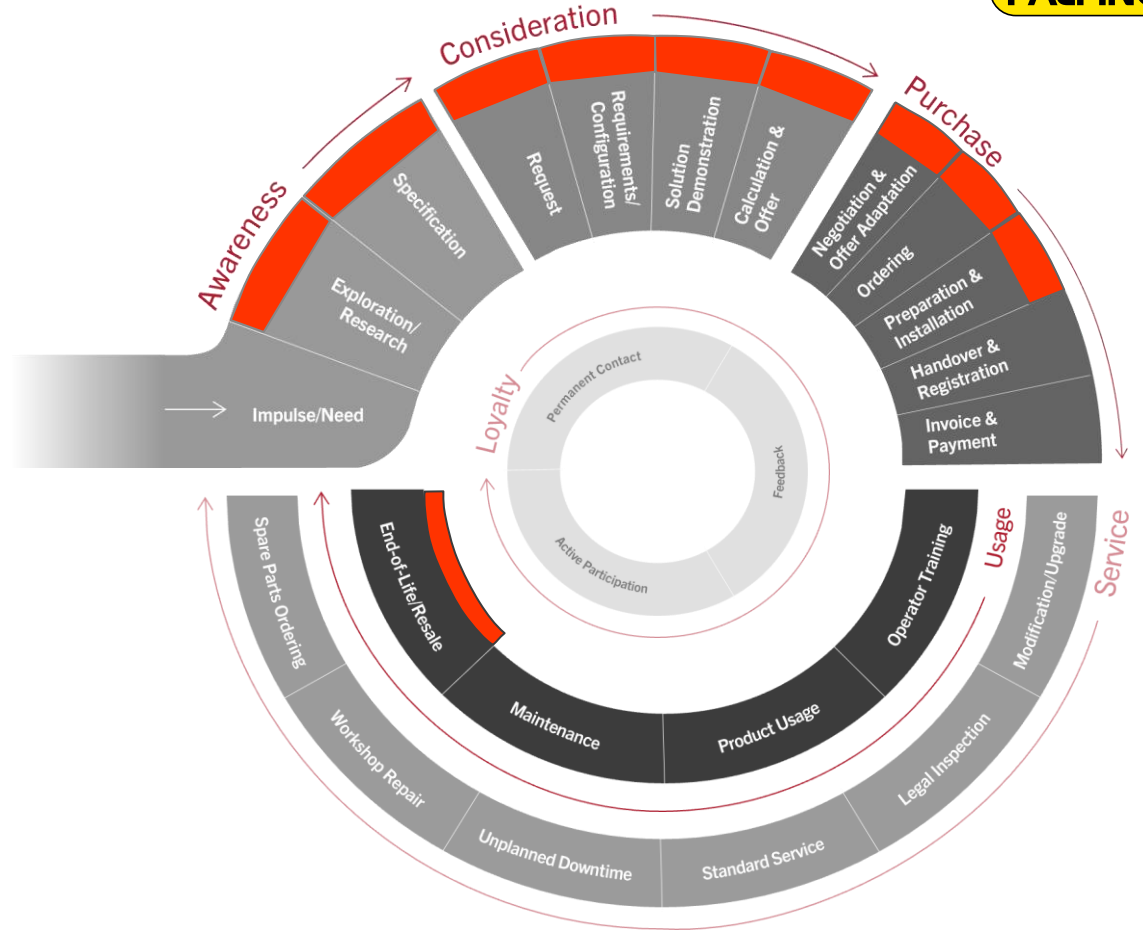
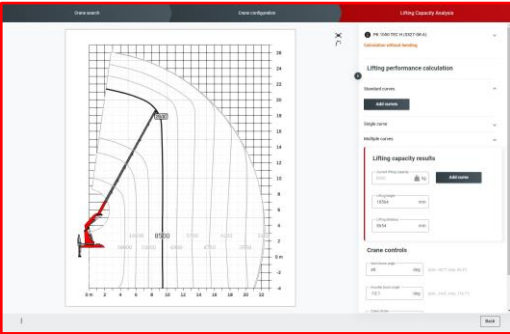


## MARKETING



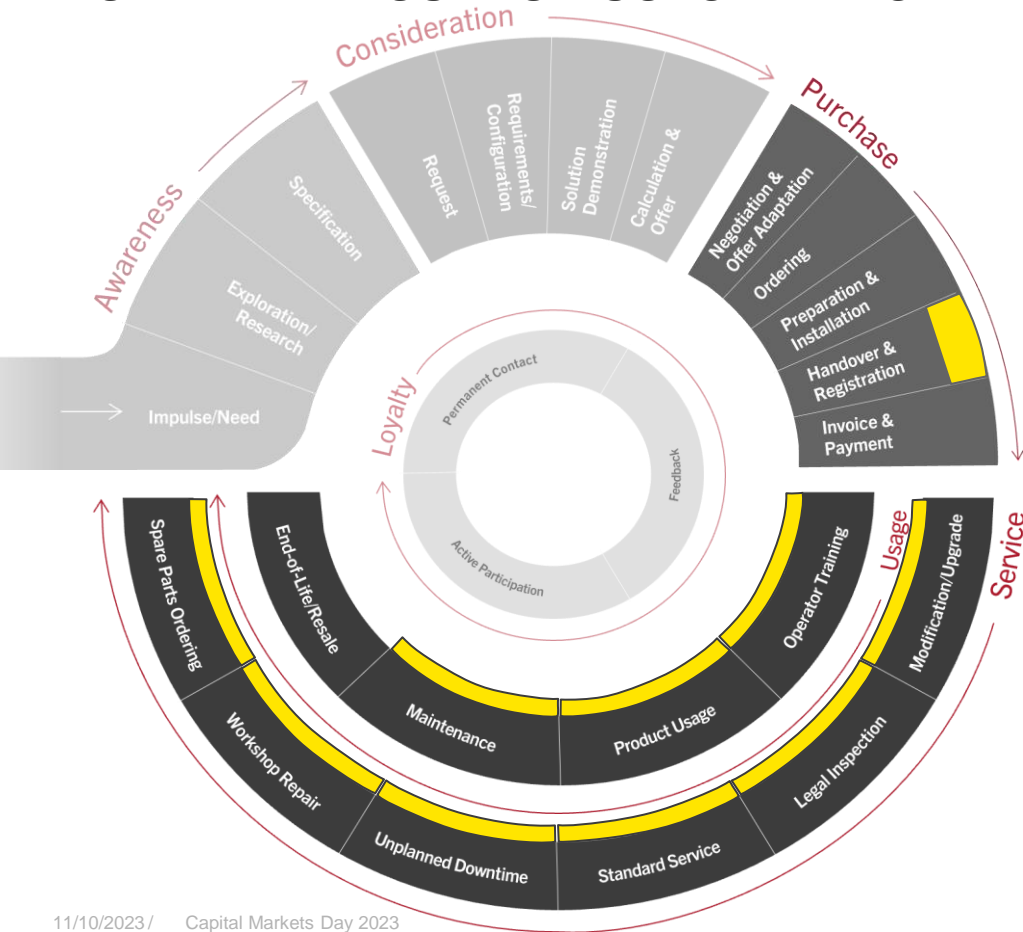
# ...SALES PAVES THE WAY TO PURCHASE DECISION...

## SALES

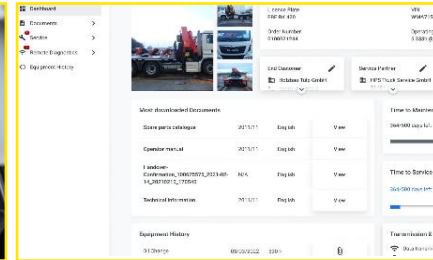
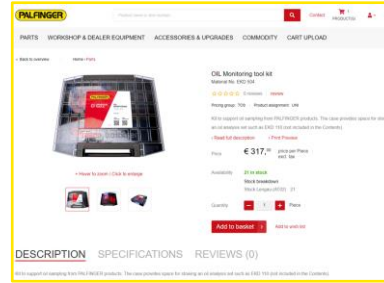




# ...SERVICE ENSURES CUSTOMER LOYALTY...



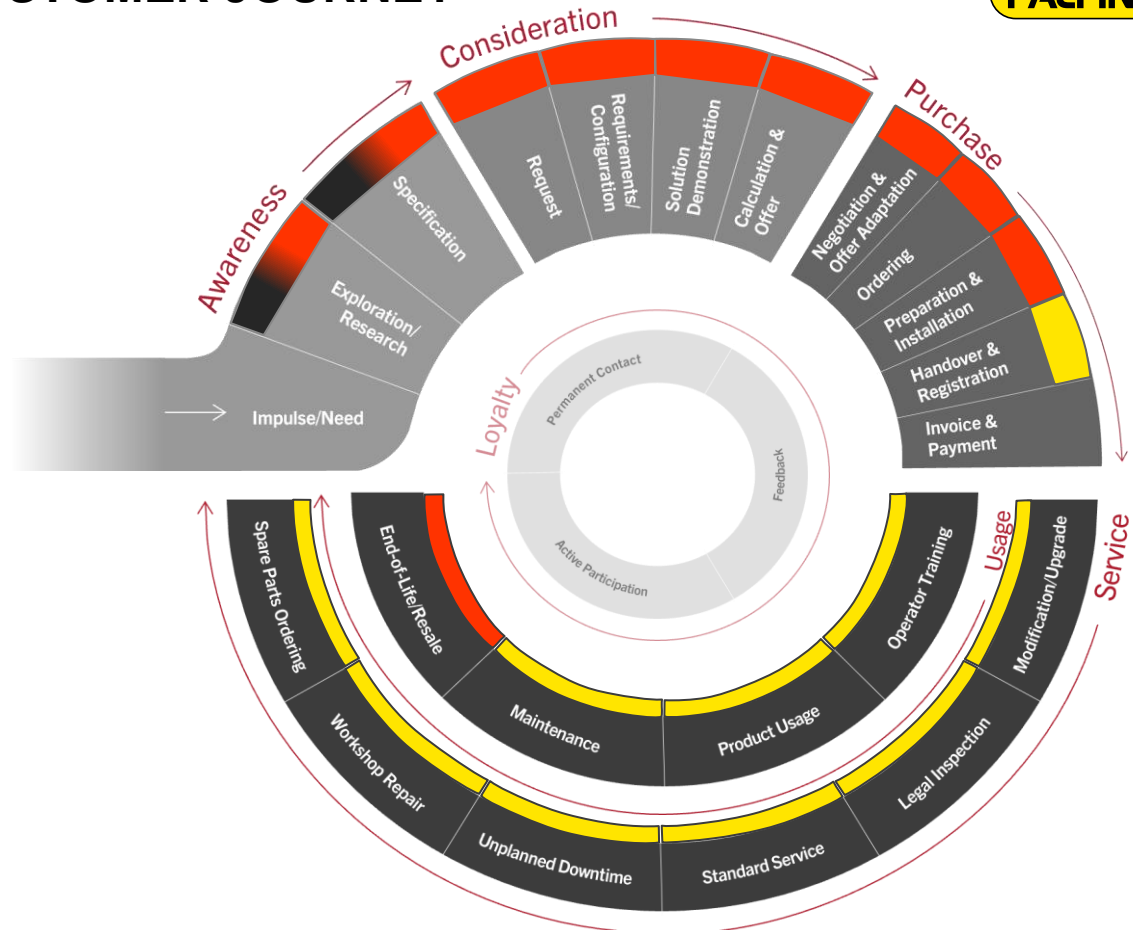
## SERVICE



# ... IN AN INTEGRATED CUSTOMER JOURNEY

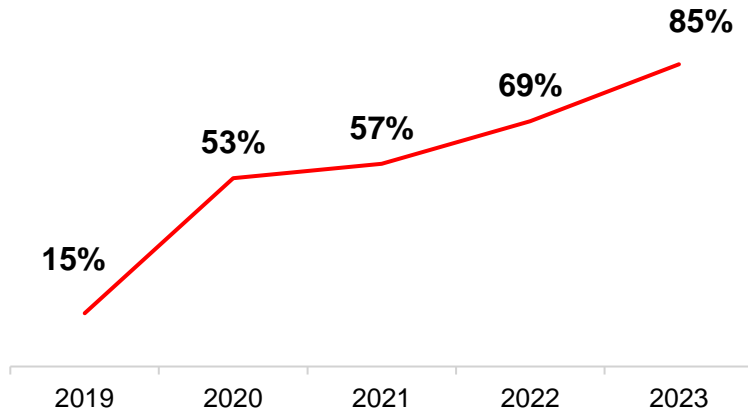


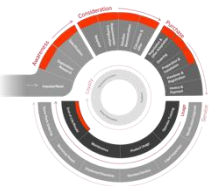
- MARKETING**
- SALES**
- SERVICE**



# MANAGING COMPLEXITY AND EFFICIENCY WITH CPQ (CONFIGURE, PRICE, QUOTE)

CPQ adoption in EMEA (LC, T&R, TMF, HL)





Deep Dive Digital Customer Journey

# VR SIMULATOR TAKING CUSTOMER TRAINING TO THE NEXT LEVEL

**PALFINGER**



## SAFETY

Risk-free training in virtual environment

## EFFICIENCY

Unlimited training without blocking physical machines

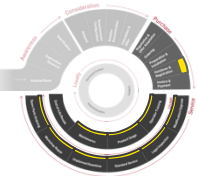
## SUSTAINABILITY

Emission-free, immersive learning experience

## LATEST TECHNOLOGY

Always recent features and models





# COMPLEMENT PALFINGER LIFTING SOLUTIONS WITH DIGITAL FEATURES AND CUSTOMER SERVICES



**CORE PRODUCTS WITH  
TELEMATICS HARDWARE**

010 LOAD UTILIZATION  
00011001011111 USAGE HISTORY 010001100101  
0001100101 SERVICE DATA 001100101  
0001000 MACHINE HOURS 0010011010

GEO POSITION



AWP HEIGHT CONTROL



FLEET PORTAL INTEGR.



WILLKOMMEN

Die unabhängigen und frei vernetzbaren Lösungen von  
FELIXTOOLS

**DIGITAL FEATURES  
AND SERVICES**

LIFT DETECTION



DIG. WEIGHING



DATA DASHBOARD



CONTAINER TRACKING



JOB PLANNER





# SERVICE IS A PROFITABLE BUSINESS DRIVER

**PALFINGER**

## SERVICE COCKPIT

Full transparency of the entire life cycle facilitates service business for our service partners & maximizes uptime for our customers

License Plate: EBC BK 420  
VIN: WMA71SZZ7MM670216  
Type: MAN

Order Number: 0100021244  
Operating hours: 5,333h (last update received 07/04/2022)  
Connected: Activated

End Customer: Holzbau Tülp GmbH  
Service Partner: HPS Truck Service GmbH  
Dealer: Holzbau Tülp GmbH  
General Agent: Palfinger GmbH

Most downloaded Documents

| Document Name  | Date    | Language | Action |
|--|---------|----------|--------|
| Spare parts catalogue                                      | 2011/11 | English  | View   |
| Operator manual  | 2011/11 | English  | View   |
| Handover-Confirmation_100675575_2021-02-14_20210219_170540 | N/A     | English  | View   |
| Technical information                                      | 2011/11 | English  | View   |

Time to Maintenance: 364/500 days left (24/02/2022)  
Warranty: Out of warranty

Time to Service: 364/500 days left (14/02/2023)  
Legal Inspection: Overdue

Equipment History: Oil Change (03/03/2022) 330h

Transmission & Tracking Status: Data transmission: Activated

## E-COMMERCE

Convenient order experience and details on global spare parts, workshop equipment and accessories.



Hover to zoom | Click to enlarge

### OIL Monitoring tool kit

Material No. EKD 504

★★★★★ 0 reviews | review

Pricing group: TO9 | Product assignment: UNI

Kit to support oil sampling from PALFINGER products. The case provided for storing an oil analysis set such as EKD 110 (not included in the kit).

[Read full description](#) | [Print Preview](#)

Price: € 317,00 price per Piece excl. tax

Availability: **21 in stock**

Stock breakdown  
Stock Lengau (AT02) 21

**OUR CUSTOMERS ARE THE FOCUS IN EVERYTHING WE DO**



# **SUSTAINABILITY MANAGEMENT – IT'S ALL ABOUT FOCUS**

**THIEMO FÄRBER / Head of Sustainability Management**

# VISION 2030 - SUSTAINABILITY AS A CORE VALUE DRIVER AND OPPORTUNITY FOR DIFFERENTIATION IN THE MARKET



**01** GO FOR SOLUTIONS



**02** GO DIGITAL



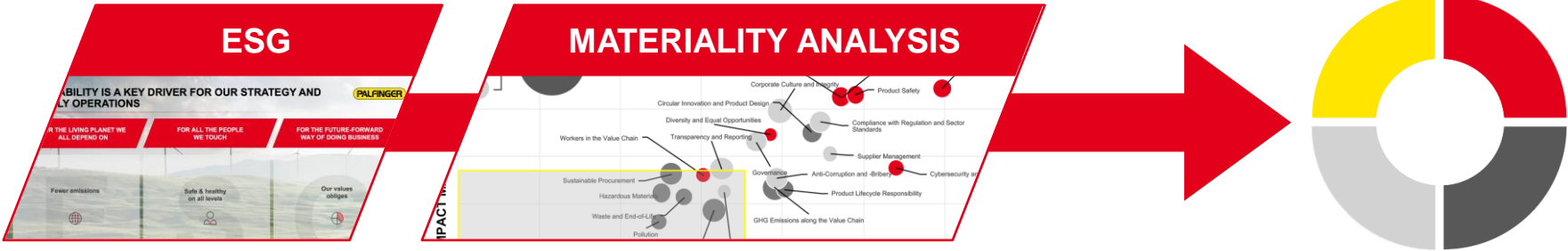
**SUSTAINABILITY**



**LEADERSHIP  
ORGANIZATION**



# WE FOCUS ON FOUR STRATEGIC FIELDS OF ACTION ACCORDING TO OUR BIGGEST IMPACTS



# SUSTAINABILITY IS A KEY DRIVER FOR OUR STRATEGY AND OUR DAILY OPERATIONS



**FOR THE LIVING PLANET WE  
ALL DEPEND ON**

**Fewer emissions**



**Positive impact on  
the value chain**

**FOR ALL THE PEOPLE  
WE TOUCH**

**Safe & healthy  
on all levels**



**Qualified & diverse workforce**

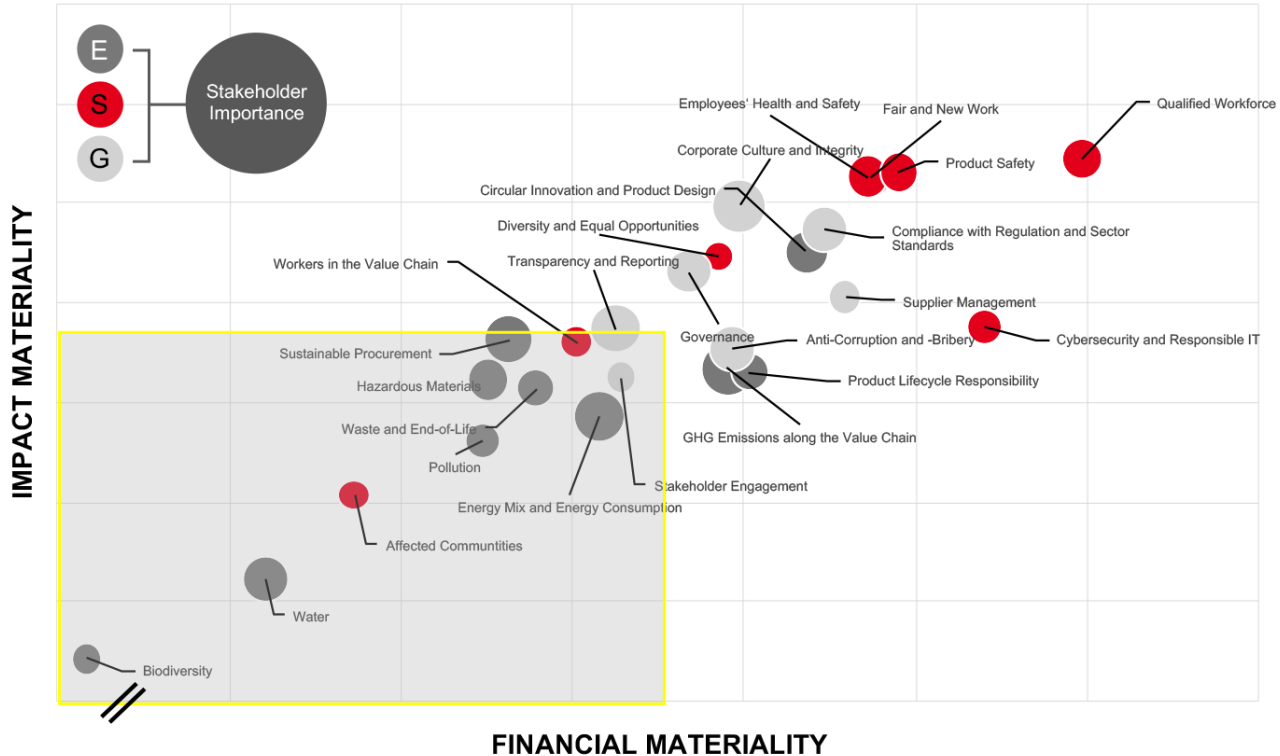
**FOR THE FUTURE-FORWARD  
WAY OF DOING BUSINESS**

**Our values  
oblige**



**Focus on  
Governance & Transparency**

# WE FOCUS ON FOUR STRATEGIC FIELDS OF ACTION ACCORDING TO OUR BIGGEST IMPACTS



# WE FOCUS ON FOUR STRATEGIC FIELDS OF ACTION ACCORDING TO OUR BIGGEST IMPACTS

## ESG

ABILITY IS A KEY DRIVER FOR OUR STRATEGY AND  
LY OPERATIONS

PALFINGER

FOR THE LIVING PLANET WE  
ALL DEPEND ON

FOR ALL THE PEOPLE  
WE TOUCH

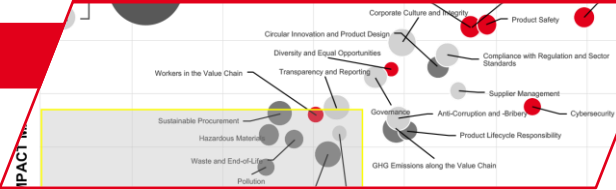
FOR THE FUTURE-FORWARD  
WAY OF DOING BUSINESS

Fewer emissions

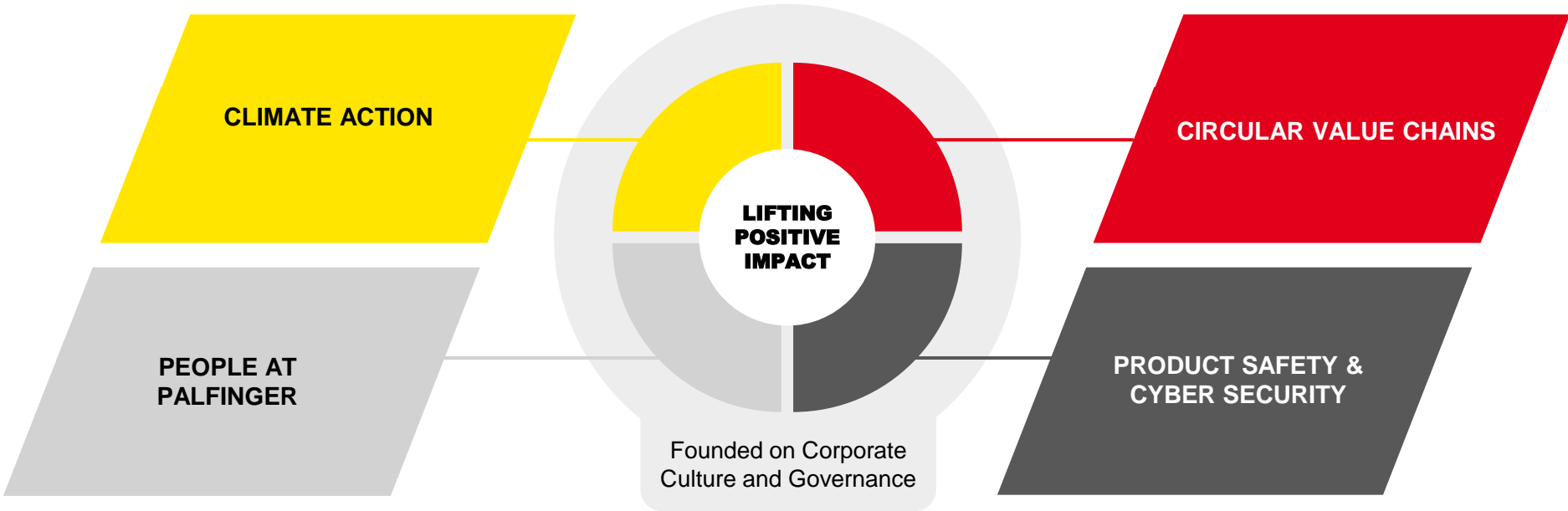
Safe & healthy  
at all levels

Our values  
oblige

## MATERIALITY ANALYSIS



# WE FOCUS ON FOUR STRATEGIC FIELDS OF ACTION ACCORDING TO OUR BIGGEST IMPACTS





# PALFINGER'S SUSTAINABILITY MANAGEMENT FORMS THE BASIS FOR FUTURE PERFORMANCE

## 1. PRINCIPLES AND STRATEGIC DEVELOPMENT

- Analyze expectation, demands and performance
- Develop principles and programs

## 2. STEER AND SUPPORT

- Start initiatives
- Support strategic projects

## 3. CAPACITY BUILDING

- Educate
- Engage
- Empower

# TURNING SUSTAINABLE IDEAS INTO REALITY

## -10% OF ENERGY CONSUMPTION

Ibtisam Bel-Arbi  
HSE Manager,  
Caussade, France



### Project status

- Implemented end of 2022
- Rollout with a focus on air conditioning
- Further studies started

## AWP GOES ELECTRIC

- Dominic Ulrich  
Head of Global Inbound Product Mgmt  
Krefeld, Germany
- Heike Bröcker  
Innovation Management  
Köstendorf, Austria



### Project status

- World premiere of the P 250 BK eDRIVE at this year's APEX in Maastricht.
- Prototype showcased at the IAA and bauma trade fairs in 2022
- Hybrid systems are already in series
- Project Phase Full Electric Platform

