PALFINGER

CAPITAL MARKETS DAY2024

VIENNA, DECEMBER 6, 2024


PALFINGER
NETWORK AND
SERVICE EXCELLENCE
ANDREAS KLAUSER
CEO

RESILIENCE THROUGH INDUSTRY DIVERSITY

65%

REVENUE SHARE*)

DIVERSE CUSTOMER SEGMENTS

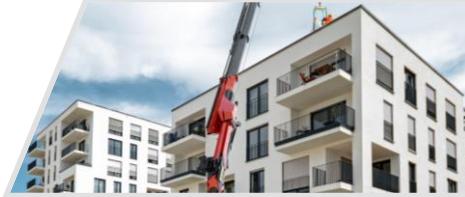
- Passengers / Cruise
- Aquaculture & Fishing
- Offshore Wind
- Railway
- Transport & Logistics
- Rental
- Public Sector
- Offshore / Oil and Gas
- Waste Management & Recycling
- Forestry

35%

REVENUE SHARE*)

CONSTRUCTION RELATED

- Private Housing
- Building Construction
- Infrastructure



*) As of the first three quarters 2024.

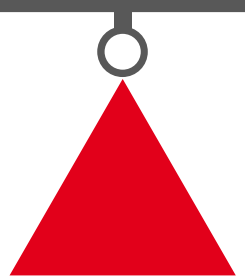
BOOSTING CUSTOMER SATISFACTION AND PROFITABILITY

Significant investments in our future

Premium positioning

Most professional network

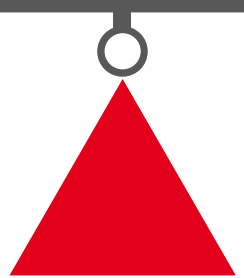
CUSTOMER SATISFACTION



DOUBLE SERVICE AND PARTS REVENUE TO 700M EUR IN 2030

Service and parts business is overproportionally contributing to EBIT and ROCE

PROFITABILITY



BOOSTING SERVICE AND PARTS BUSINESS FOR STABLE TOPLINE GROWTH IN VOLATILE TIMES

PALFINGER GLOBAL SERVICE STRATEGY

1. Connected products for maximum uptime.
2. Trained and certified network.
3. Seamless digital customer journey.
4. Standardized tools and services.
5. Competent and professional business model.

WE INVEST HEAVILY IN OUR SALES & SERVICE NETWORK

Key Achievements of Network Development

GLOBAL DEALER CONTRACT MANAGEMENT FOR DIRECT & INDIRECT PARTNERS

GLOBAL PALFINGER PARTNER PROGRAM & BONUS CONCEPT

KEY INVESTMENTS EMEA S&S HUBS: MUNICH, MADRID, DUISBURG

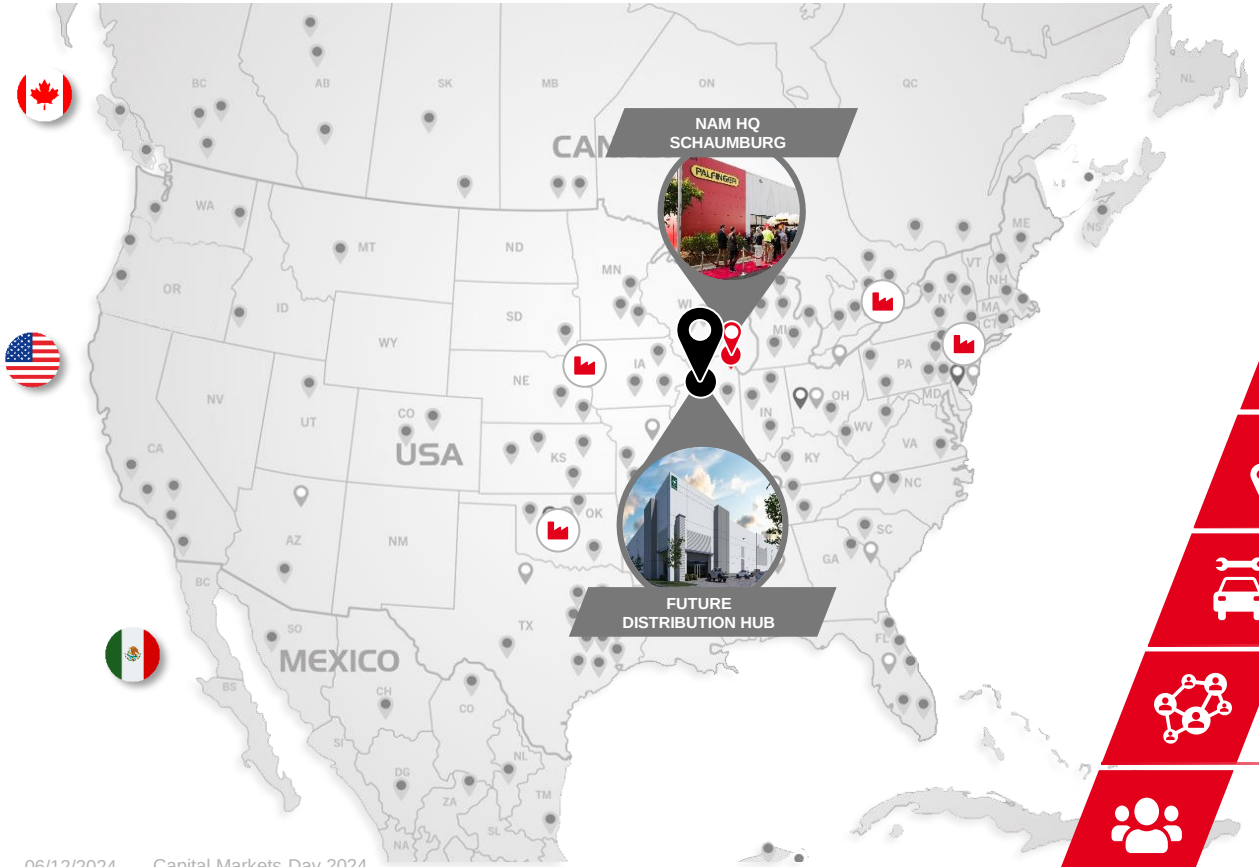
Outlook 2027 & Beyond

GLOBAL PARTNER QUALIFICATION & CONSOLIDATION

PARTNER SCOUTING: FOCUS ON PRODUCT LINES AWP & TMF

NETWORK EXTENSION – FOCUS AREAS NAM, APAC & MEA

EXPANDING NAM NETWORK TO TAP THE FULL POTENTIAL



WHERE WE STAND

96 Dealers for sales & service

>300 Service locations

DEVELOPMENT 2030

- **1** Centralized spare parts hub
- **20** Strategic PUSA service locations
- **150** Mobile service vehicles
- Extension of independent network (e.g. AWP & TMF)
- Consolidation of single product line dealers

KEY TAKEAWAYS

Resilience through industry diversity.

Boosting customer satisfaction and profitability.

Highly professional sales & service network.

Seamless digital connection to our customers.

STRONG RESILIENCE AND SIGNIFICANT POTENTIAL

FELIX STROHBICHLER
CFO

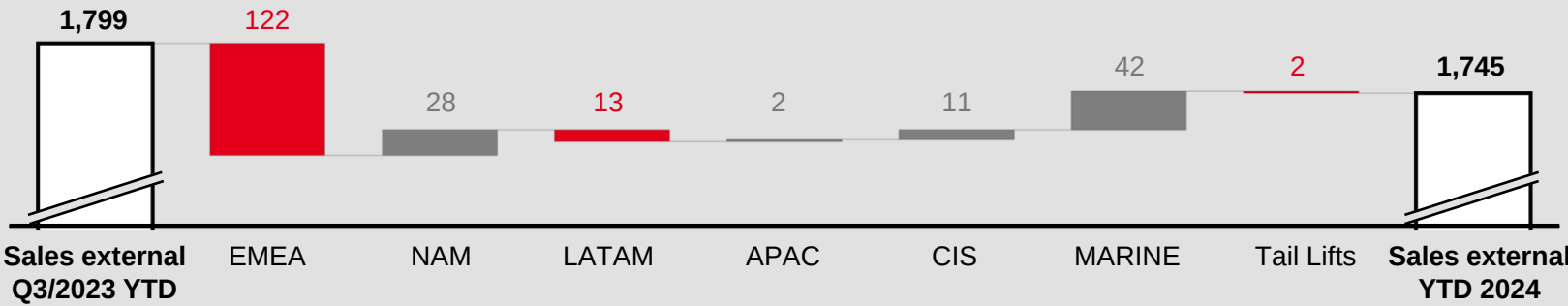
STRONG PERFORMANCE DESPITE CHALLENGING ENVIRONMENT

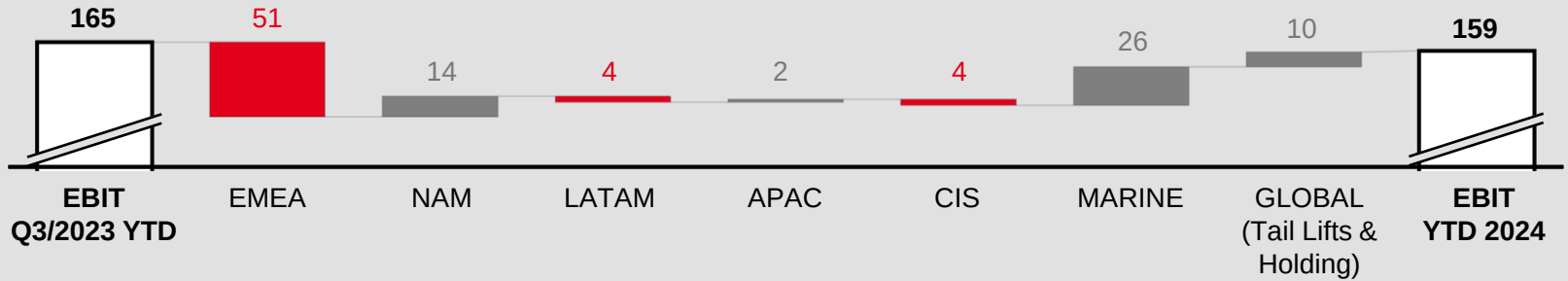
in EUR million	Q1-Q3/2022	Q1-Q3/2023	Q1-Q3/2024	Δ%
Revenue	1,580.9	1,798.9	**1,745.0**	-3.0%
EBITDA	170.6	233.4	**225.0**	-3.6%
EBIT (operating result)	112.5	165.0	**158.7**	-3.8%
EBIT margin	7.1%	9.2%	**9.1%**	–
Consolidated net result	53.2	90.9	**90.8**	-0.1%

GUIDANCE 2024: APPROX. 5 PERCENT DECLINE IN REVENUE, EBIT MORE THAN 10 PERCENT BELOW 2023.

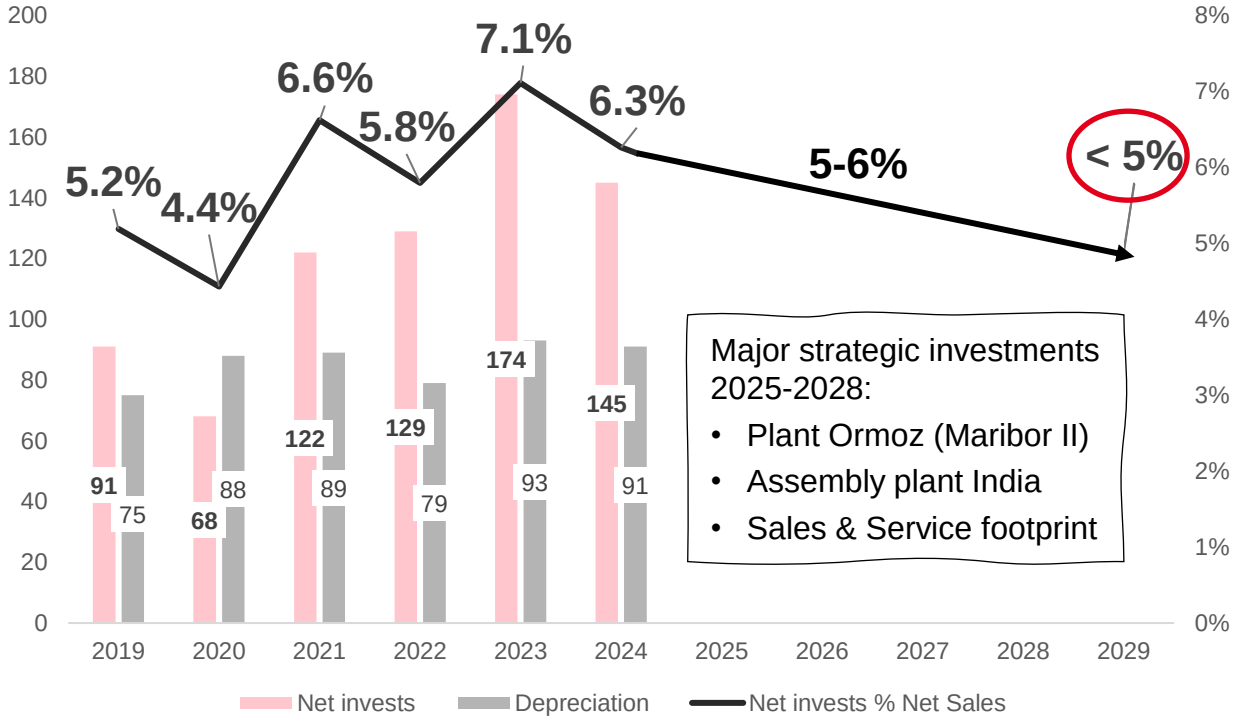
in accordance with IFRS, slight rounding differences possible.

STRONG RESILIENCE THROUGH IMPLEMENTED REGIONAL SHIFTS

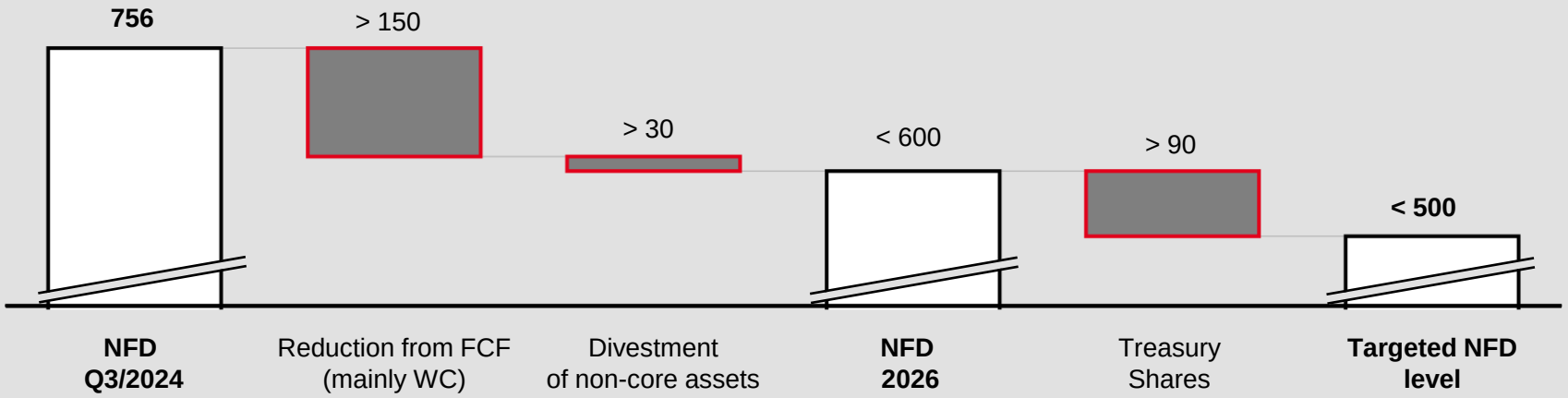




REDUCTION OF CAPEX RATIO TO REACH FREE CASH FLOW TARGET OF >100M EUR



EXTRAORDINARY LEVERS TO SIGNIFICANTLY REDUCE NET FINANCIAL DEBT



WE INCREASE THE ROCE TARGET AND KEEP THE EBIT-MARGIN TARGET DESPITE REDUCED REVENUE EXPECTATIONS

FINANCIAL GOALS 2027

MARKET LEADER IN CRANE AND LIFTING SOLUTIONS **#1**

€2.7 billion *)
Revenue from organic growth

10%
EBIT margin

>12%
ROCE

*) *Target for 2027 independent of business development in Russia*

KEY TAKEAWAYS

High resilience through global and diversified setup.

Significant potential to increase cash flow and to decrease NFD.

Ambitious 2027 targets: 10% EBIT, >12% ROCE and EUR 2.7 billion revenue.


PALFINGER
LIFTING TRANSFORMATION
IN AND THROUGH HR
MARIA KOLLER
CHRO

HR FOCUS AT EXECUTIVE BOARD LEVEL AS A COMPETITIVE ADVANTAGE

- New center of excellence: “**People Development & Culture”**.
- **HR Business Partners** driving **organizational effectiveness** globally.
- **Lifting synergies** with regional shared service and recruiting hubs (EMEA, US).
- Two additional effective centers of excellence: **Comp&Ben** and **HR Analytics.**
- **Digitalization of all HR processes.**

PROACTIVE SMART SIZING OF WORKFORCE SUPPORTS PROFITABILITY

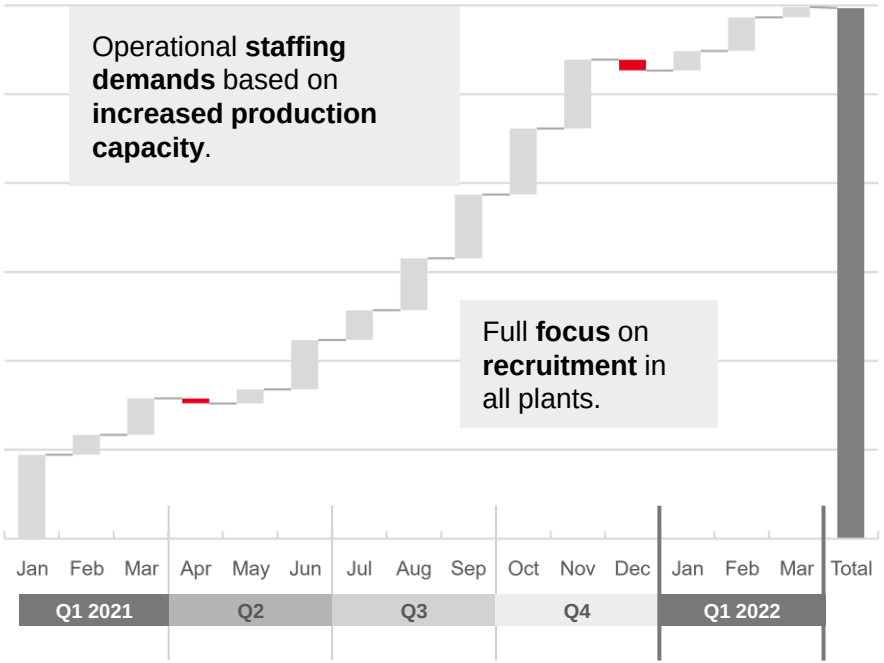
Communication	Timely and transparent, involving all stakeholders.
Mix of measures	▪ Reducing temp labor, overtime and shifts. ▪ Timely limited reduction to 4 days a week. ▪ Internal transfer to other departments. ▪ Mutual terminations. ▪ Training centers used for cross skilling.
Cooperation	Local steering committees.

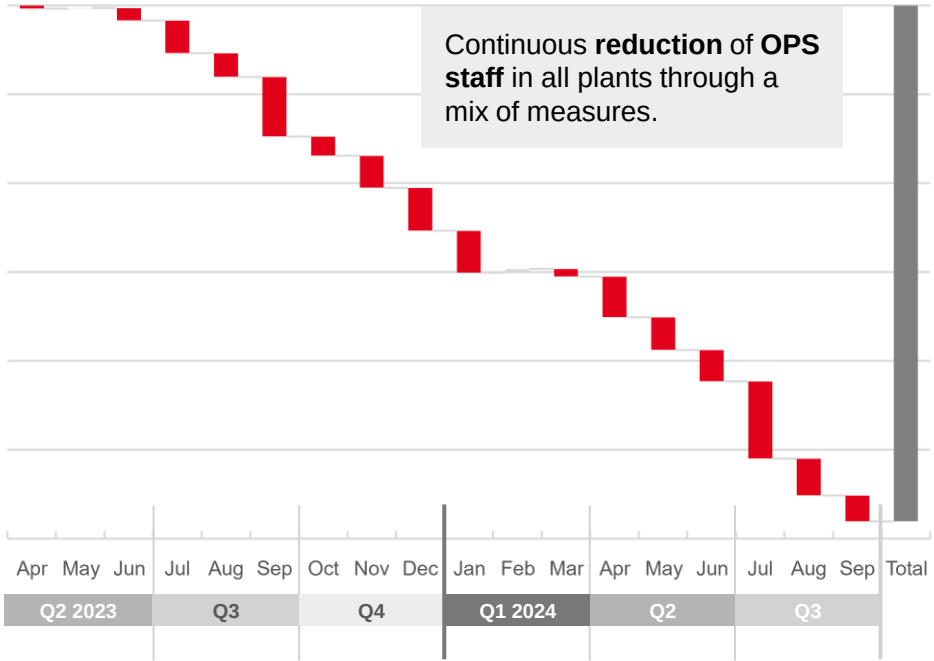
Flexing between 16 - 26 percent of direct labor capacity in 2024.

Future ramp-up easily possible.

PROVEN FLEXIBILITY THROUGH QUICK ADAPTIONS IN EMEA

Capacity adjustments in the plants – Europe 2021 / 2022 and 2023 / 2024





GREAT RETENTION OF OUR EMPLOYEES SHOWS HIGH ENGAGEMENT

- October 2024 **voluntary attrition 4.8 percent** globally (0.7 percent better YoY).
- **Better than** market **benchmark** of around 6 percent.
- **5.6 percent direct labor, 4.1 percent indirect labor.**
- Thereof: **NAM 14.1 percent**, **EMEA 2.5 percent.**

KEY TAKEAWAYS

Internationalization and professionalization of HR.

Proven flexibility for scalable global workforce.

Low voluntary turnover.

2025: Evolution of corporate culture and employer branding.

PALFINGER

VALUE CHAIN OPTIMIZATION AND R&D AND INNOVATION

ALEXANDER SUSANEK
COO

FOCUS ON COST REDUCTION AND CASH FLOW OPTIMIZATION IN THE VALUE CHAIN

SUPPLY CHAIN MANAGEMENT

- Strengthening of inventory management.
- Development of footprint (outsourcing, production in low-cost countries).

OPERATIONS

- Timely adjustment of capacities to reduced market demand.
- Lean initiative to increase productivity and reduce inventories.

PROCUREMENT

- Development of strategic partners in EMEA and NAM.
- Significant reduction of procurement costs of ~ 40M EUR.
- Optimization of payment terms by 10 days.

BOOSTING INNOVATION POWER TO SECURE TECHNOLOGY LEADERSHIP

FOCUS ON APPLICATIONS OF THE FUTURE AND CUSTOMER VALUE

- Electrification.
- Automation.
- Connectivity.

R&D AS KEY DRIVER OF PALFINGER´S GLOBAL TECHNOLOGY LEADERSHIP

700 Employees at 24 locations.

3 Centers of excellence: Systems Management & Engineering, Mechatronics and Vehicle Integration.

4% of total revenue.

FULL PRODUCT PIPELINE TO STRENGTHEN GLOBAL MARKET LEADERSHIP

LOADER CRANE: STRENGTHENING PORTFOLIO

TRUCK MOUNTED FORKLIFT: ATTACKING IN NAM AND EMEA

ACCESS PLATFORMS: SETTING THE BASE FOR FUTURE GROWTH

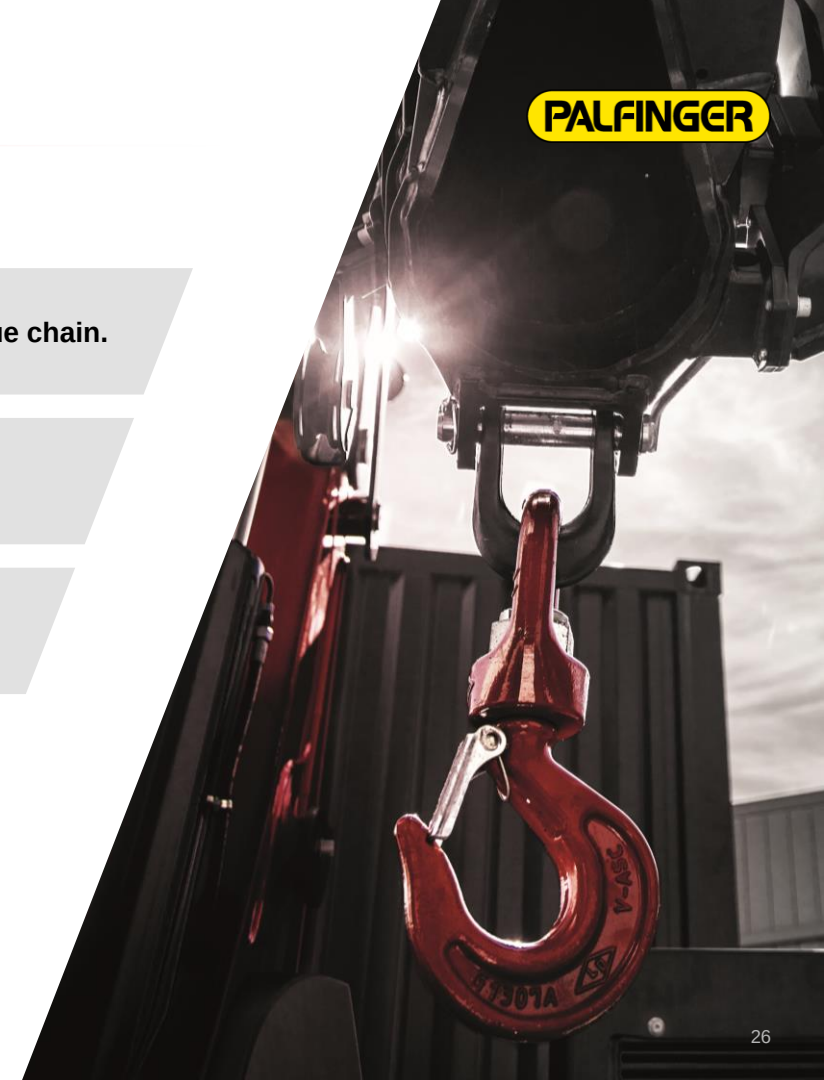
MARINE: TURN-AROUND SUCCESSFULLY COMPLETED

KEY TAKEAWAYS

Focus on cost reduction and cash flow optimization in the value chain.

Boosting innovation power to secure technology leadership.

Full product pipeline to strengthen global market leadership.






















BIG PICTURE

NEXT STEP

DEEP DIVE SESSIONS