PALFINGER
CAPITAL MARKETS DAY 2025

VIENNA OCTOBER 2025

REACH HIGHER
STRATEGY 2030+

ANDREAS KLAUSER, CEO

ACHIEVEMENTS SINCE CMD 2024
WE DELIVERED WHAT WE PROMISED

SECOND HIGHEST TURNOVER AND EBIT IN 2024

FREE CASH FLOW EUR 120 MILLION IN 2024

STRENGTHENED BALANCE SHEET

GLOBAL MARKET LEADER
WITH GROWTH AND EARNINGS POTENTIAL

EQUITY STORY:
WHAT SETS US APART

MARKET LEADERSHIP

As a market and innovation leader, PALFINGER creates added value for its customers every day with smart technologies

RESILIENCE

Broad product portfolio, global presence, industry diversity, and consistent implementation of local value creation

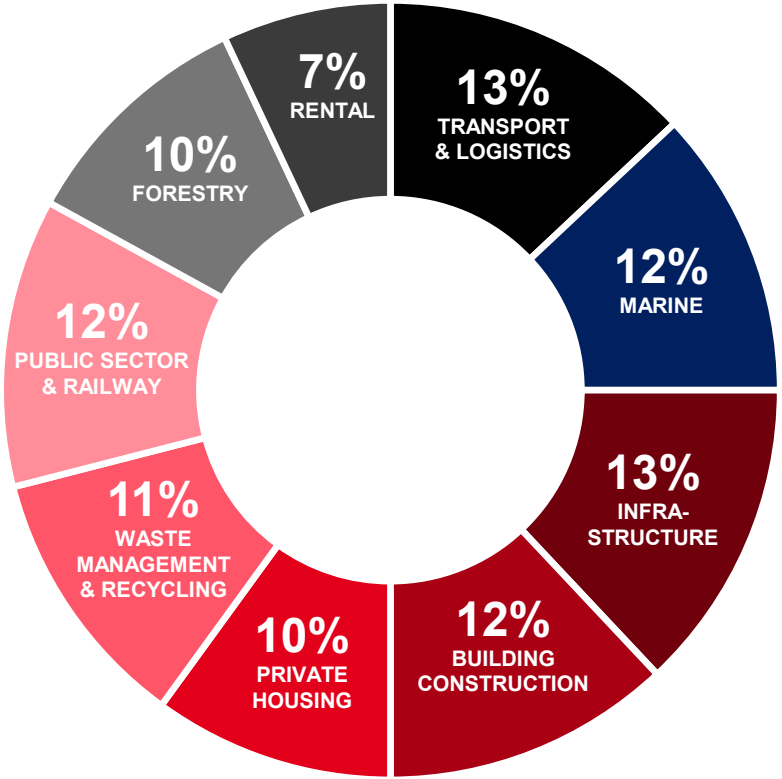
GROWTH

Momentum in Europe, focus on growth markets, NAM, APAC, and MARINE, as well as in the service segment

EARNINGS POTENTIAL

Significant potential for increased profitability through digitalization, standardization, and footprint optimization

RESILIENCE THROUGH
INDUSTRY DIVERSITY



WHAT KEEPS US MOVING
MARKET UPDATE

EMEA

Performing well; infrastructure projects and ReArm Europe are still expected to kick in

NAM

Latest tariffs developments, in particular Section 232, have a negative impact on demand and are resulting in profitability reduction

LATAM

At record level

APAC

India continues to drive growth in APAC

MARINE

Good market environment and strong profitability

CIS

Massive slump in the Russian economy is causing a strong reduction in earnings in Russia

LIFETIME EXCELLENCE IS OUR PROMISE

WE DELIVER BY CONSTANTLY IMPROVING AND AIMING TO BE BETTER

2019 PALFINGER implemented the integrated Global PALFINGER Organization (GPO).

2020 PALFINGER introduced its ‘Strategy 2030’.

This allowed us to achieve several record years and handle different crises successfully.

But since 2020, the world has changed considerably.

NOW IS THE TIME TO RE-EVALUATE OUR STRATEGY

MASSIVE CHANGES IN THE BUSINESS ENVIRONMENT

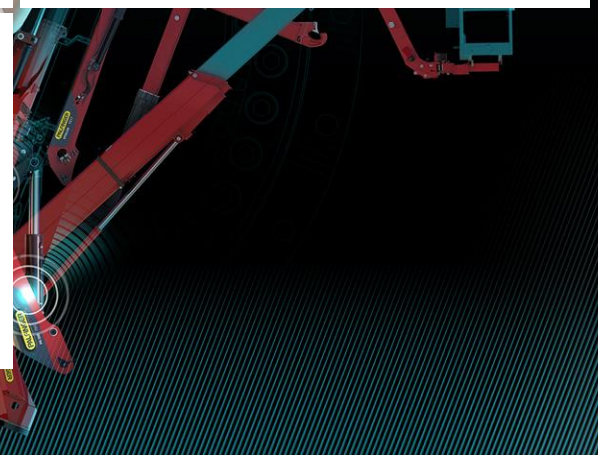
High **uncertainty, volatility** and **ambiguity in geopolitics** and the **world economy**

Digitalization, social change and **sustainability** remain the most important megatrends for PALFINGER

Climate change will have significant impact on our future customer segments by 2050

New technologies: AI, autonomy & automation functions; 3D printing and modular construction

Changes in demand behavior: Electrification and extension of lifecycle



FULL IMPLEMENTATION OF OUR
NEW STRATEGY, BRAND AND CULTURE

OUR IDENTITY
Who we are and what we stand for

HOW WE DELIVER
How we act, work together and get things done

OUR COMMITMENT
What we do to deliver on our promise of Lifetime Excellence

OUR CLAIM
OUR PURPOSE

LIFETIME EXCELLENCE

We exist to make our customers, business partners, and employees stronger by becoming better and better in everything we do, every day.

REACH HIGHER STRATEGY 2030+

THREE STRATEGIC DIRECTIONS
MAXIMIZE CUSTOMER AND SHAREHOLDER VALUE

LIFTING CUSTOMER VALUE

We deeply understand our customers, turning their needs into seamlessly integrated solutions.

BALANCED PROFITABLE GROWTH

With our broad product portfolio and regional footprint, we drive balanced profitable growth.

EXECUTION EXCELLENCE

We deliver excellence, creating efficient, streamlined processes that power performance.

WE FOCUS ON FIVE KEY PROGRAMS
IN OUR STRATEGY

LIFTING CUSTOMER VALUE	BALANCED PROFITABLE GROWTH	EXECUTION EXCELLENCE
Customer-centric Technology and Market Leader	Services and Spare Parts Business Expansion	Supply Chain Optimization
	Aerial Work Platform as Additional Core Pillar	Process, System & Data Optimization

In total 18 programs to drive future growth and profitability

Deep Dive Session

AMBITIOUS FINANCIAL TARGETS
BY 2030

> EUR 3 billion

Revenue through organic growth

12 %

EBIT margin

15 %

ROCE

#1 FOR CRANE AND LIFTING SOLUTIONS

KEY TAKEAWAYS
STRATEGY 2030+

WE ARE COMMITTED TO DRIVE SHARE-HOLDER VALUE

Clear strategy moving forward

Well positioned and resilient with a **strong foundation**

Building on a **strong brand**, market and **technology leadership**

Service and Aerial Work Platform as biggest levers for **growth**

REACH HIGHER

RESILIENCE THROUGH TRANS-FORMATION

MARIA KOLLER, CHRO

WE CAN TRANSFORMATION

TRANSFORMATION

WORKFORCE	CULTURE	ESG

EXCELLENCE IN TRANSFORMATION
FLEXIBLE WORKFORCE CAPACITY

Flat organization by monitoring spans & layers

Transparent and rigorous FTE planning

International footprint

FLEXIBLE CAPACITY

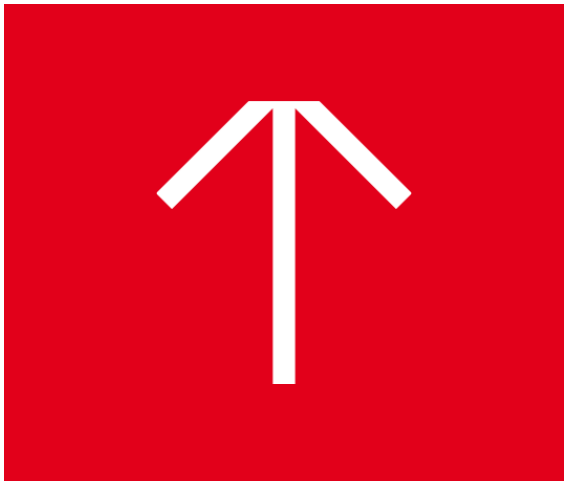
Regional training centers

Regional recruiting hubs

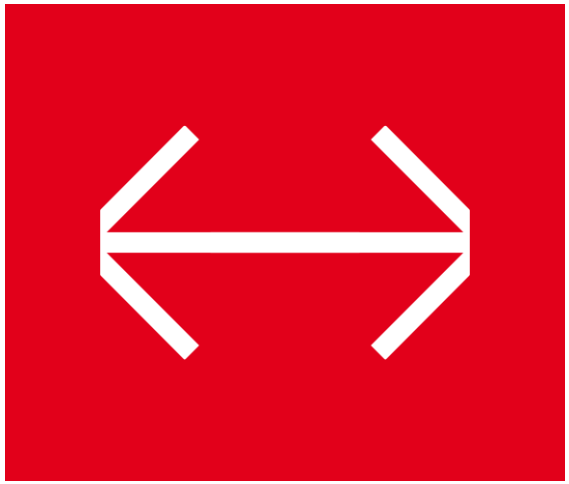
Flexible shift agreements

EXCELLENCE IN TRANSFORMATION
CULTURE AND VALUES

Strategic Program:
Lifting Brand & Culture



BE PASSIONATE
AND REACH UP



BE STRAIGHTFORWARD
AND REACH OUT

SHOW LEADERSHIP
AND REACH BEYOND

THE SOCIAL IN ESG IS THE BASIS FOR
EXCELLENCE IN TRANSFORMATION

Serving Local Communities

Development and Training

Employee Engagement

PEOPLE, VALUES AND CULTURE

Employee Health and Safety

Fair and Equal Pay

Inclusion and Equal Opportunities

CLEARLY DEFINED WORK PACKAGES & KPIs

TURNING SUSTAINABILITY
INTO OPPORTUNITY

Strategic Program:
Sustainability as an Opportunity

DRIVES INNOVATION

SUSTAINABILITY

DRIVES RESILIENCE

Climate Transition Analysis shows a resilient Business Model

Electrification

Second Life Solutions

Service

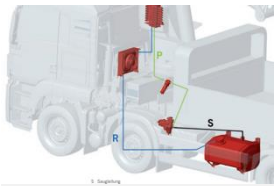
SUSTAINABILITY DRIVES INNOVATION

E CLIMATE ACTION

THE RIGHT SOLUTION FOR OUR CUSTOMERS' USE CASES

HIGHER CARBON EMISSIONS LOWER

COMBUSTION



OPTIMIZED CONTROL (LS TECHNOLOGY)

HYBRID (MEPU)

FULLY ELECTRIC

Two thirds of our carbon footprint is caused by our products in use

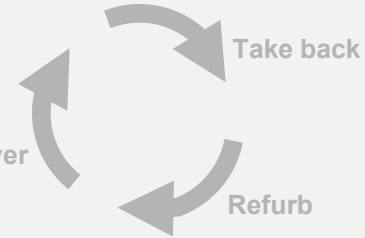
P 280 CK eDRIVE Vienna

SUSTAINABILITY
DRIVES RESILIENCE

E **CIRCULAR ECONOMY**

Existing circular business models

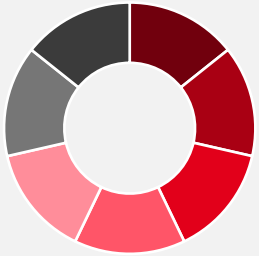
ÖBB DB



PALFINGER oil check

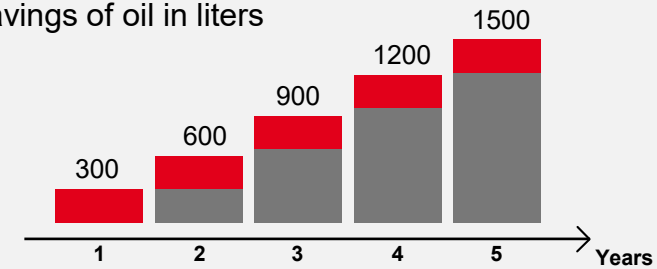
Exploring circular business models

- EMEA
- NAM
- APAC
- Railway
- Spare parts
- Marine
- Loader Crane

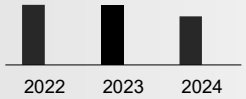
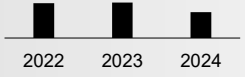


Lower environmental impact

Savings of oil in liters



TURNING RESPONSIBILITY INTO OPPORTUNITY

			Targets 2030
E	**CLIMATE ACTION**	CARBON EMISSIONS  **- 19 %**	**- 1 % p.a.**
	CIRCULAR ECONOMY		
S	**PEOPLE, VALUES AND CULTURES**	FLUCTUATION  **- 9 %**	**< 5 %**
	PRODUCT INTEGRITY	TRIR  **- 26 %**	**10.1**
G	**GOVERNANCE & COMPLIANCE**		

KEY TAKEAWAYS
TRANSFORMATION DRIVES OPPORTUNITIES

A **resilient workforce** is the basis for any sustainable growth

We kicked off a transformation of **culture** and values based on the foundation of the new strategy

Sustainability drives innovation and resilience, and creates **opportunities** for growth

REACH HIGHER

MARKET AND TECH-NOLOGY LEADER

ALEXANDER SUSANEK, COO

THREE STRATEGIC DIRECTIONS
MAXIMIZE CUSTOMER AND SHAREHOLDER VALUE

LIFTING CUSTOMER VALUE

We deeply understand our customers, turning their needs into seamlessly integrated solutions.

BALANCED PROFITABLE GROWTH

With our broad product portfolio and regional footprint, we drive balanced profitable growth.

EXECUTION EXCELLENCE

We deliver excellence, creating efficient, streamlined processes that power performance.

LIFTING CUSTOMER VALUE
SHAPING THE FUTURE OF OUR INDUSTRY

Strategic Program:
Lifting Customer Value Programs

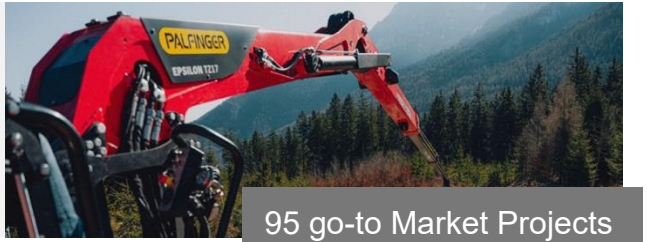
CLOSE TO THE CUSTOMER
Comprehensive sales and service network
Long-term partnerships
Co-creation with customers

Worldwide Presence

HIGH PERFORMANCE R&D
> 700 employees
> 4 % of revenues
Global R&D network

Time to Market - 20 %

SOLUTION PROVIDER
Industry benchmark in performance and quality
Seamless integration of physical products and digital services
Leadership in assistance functions and autonomy



95 go-to Market Projects

BALANCED PROFITABLE GROWTH
STRONG PRODUCT PORTFOLIO

Strategic Program:
Supporting Several Growth Programs

Loader Crane

Aerial Work Platform

Marine Solutions

Timber & Recycling Crane

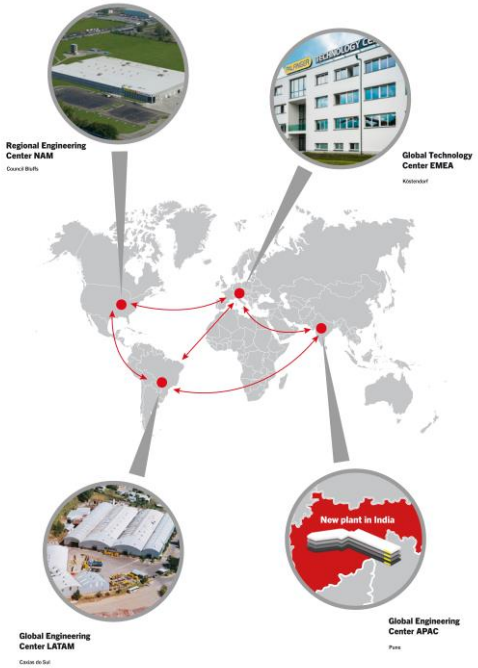
Digital Solutions

Truck Mounted Forklift

BALANCED PROFITABLE GROWTH
STRATEGIC INVESTMENTS

Strategic Program:
Supporting Several Growth Programs

International R&D network



Expansion of service network

New plant in India

EXECUTION EXCELLENCE
DELIVERING RESULTS TODAY AND TOMORROW

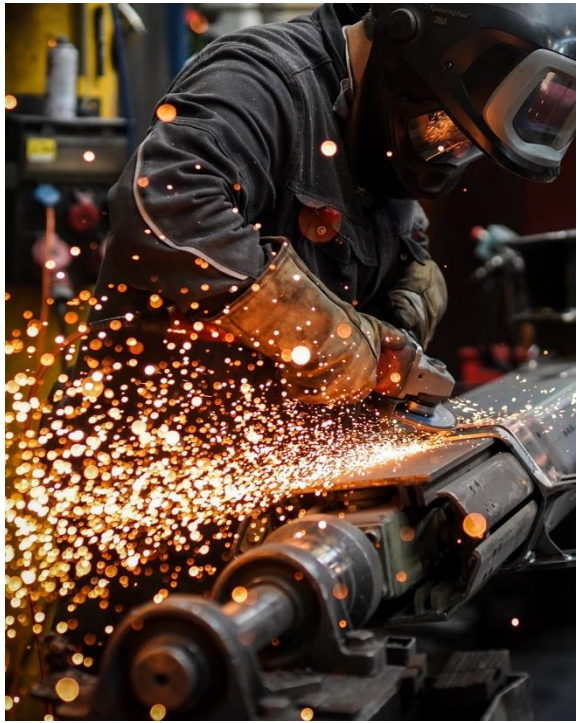
Strategic Program:
Supporting Execution Excellence Programs

Continuous optimization of footprint and value stream

Consistent management of current capital

Cost reductions in procurement and operations

Synergies across product lines through modular product architecture



KEY TAKEAWAYS
MARKET AND TECHNOLOGY LEADERSHIP

Shaping the industry as **market and technology leader** with strong customer focus

Broad and innovative product portfolio and strategic investments get us **ready for growth**

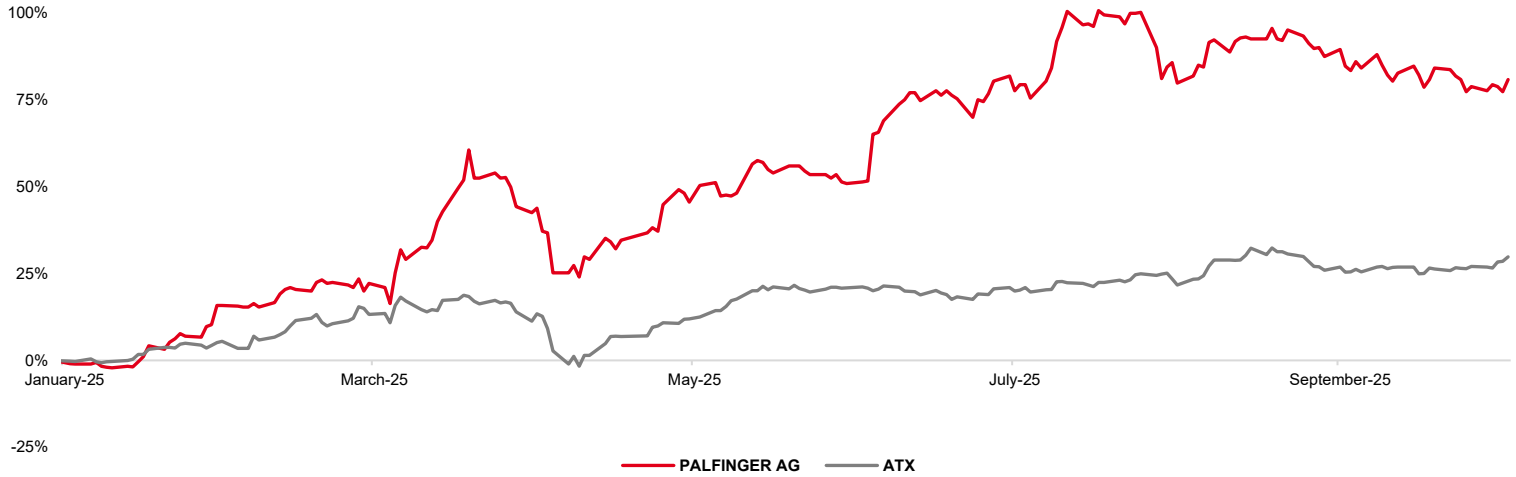
Continuous focus on execution excellence to further increase **profitability** and **cash flow**

REACH HIGHER

DRIVING GROWTH & PROFIT-ABILITY

FELIX STROHBICHLER, CFO

STRONG SHARE PERFORMANCE –
THANK YOU FOR YOUR TRUST



Share price
December 30, 2024
EUR 19.68

Share price
October 3, 2025
EUR 35.60

Market capitalization
October 3, 2025
EUR 1.34 billion

YTD performance
October 2025
~ 80 %

Share price
since IPO 1999
almost **sevenfold**

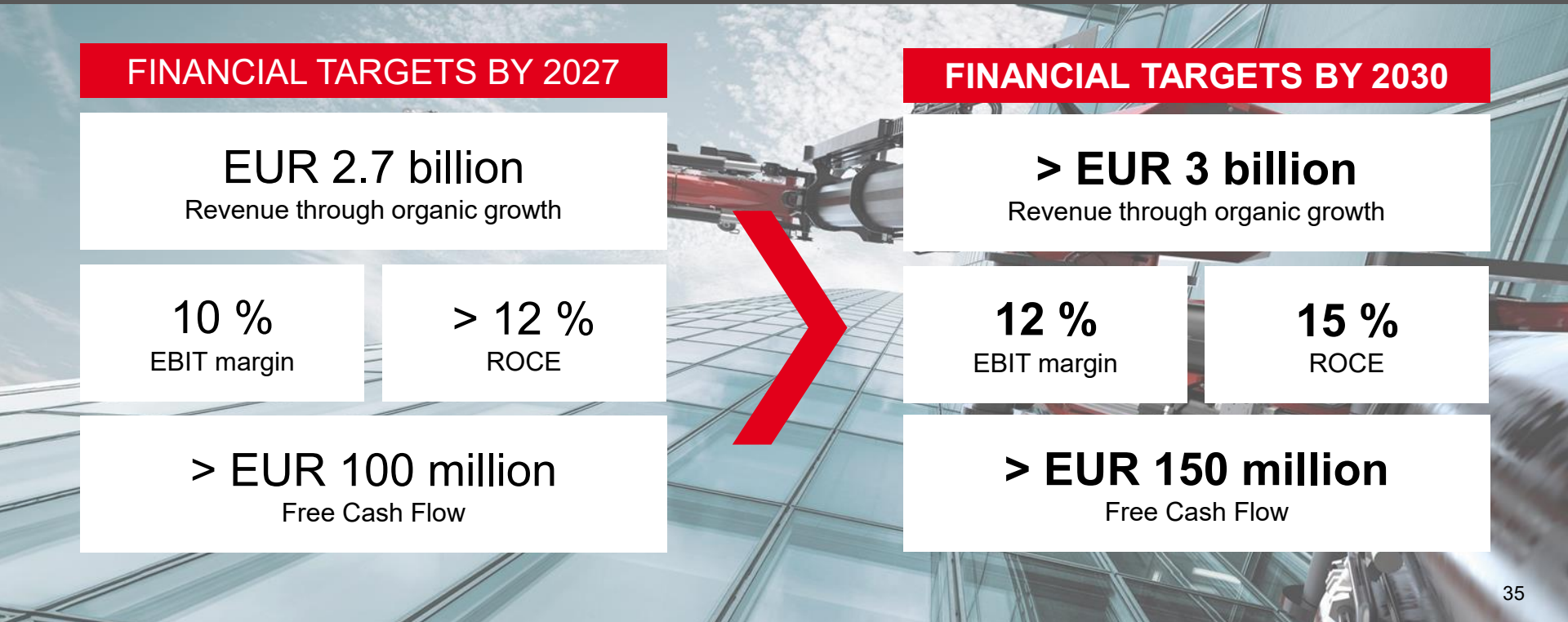
Payout Ratio:
One-third of net profit

Tenfold increase
in revenue
since IPO in 1999

Revenue
1999: **EUR 243 million**
2024: **EUR 2.36 billion**

WITH THE NEW STRATEGY,
WE ARE SETTING HIGHER GOALS

#1 POSITION FOR CRANE AND LIFTING SOLUTIONS



FINANCIAL TARGETS BY 2027

EUR 2.7 billion
Revenue through organic growth

10 %
EBIT margin

> 12 %
ROCE

> EUR 100 million
Free Cash Flow

FINANCIAL TARGETS BY 2030

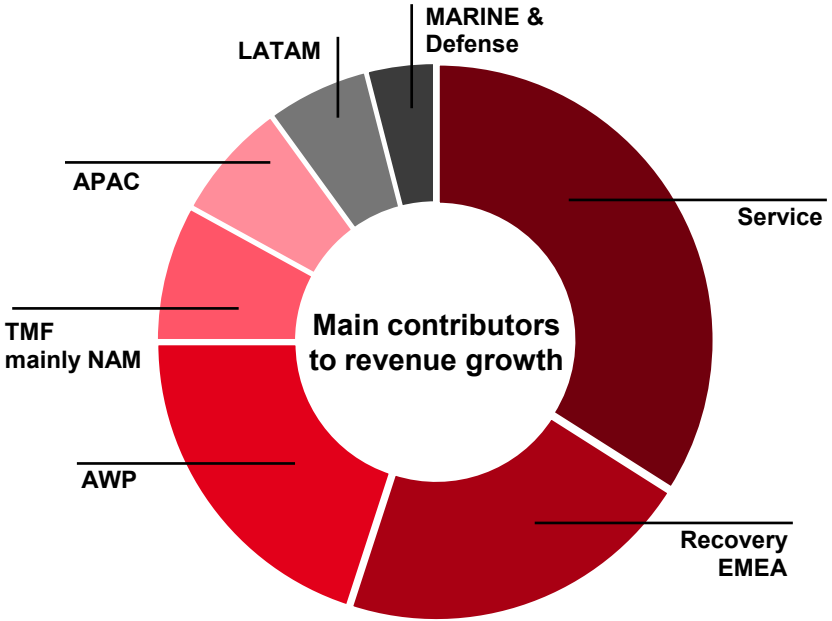
> EUR 3 billion
Revenue through organic growth

12 %
EBIT margin

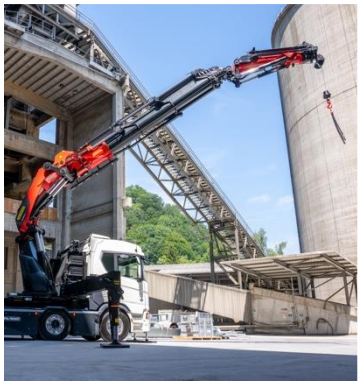
15 %
ROCE

> EUR 150 million
Free Cash Flow

GROWTH TARGET TO MORE THAN EUR 3 BILLION IS DRIVEN BY MULTIPLE LEVERS



Continuous growth also in established markets due to new features, expansion of product portfolio and increasing customer requirements



GLOBAL INVESTMENT PROGRAMS OF EUR 2 TRILLION
CREATE HUGE OPPORTUNITIES FOR PALFINGER

Fiscal Package Germany
EUR 500 billion

ReArm Europe
EUR 800 billion

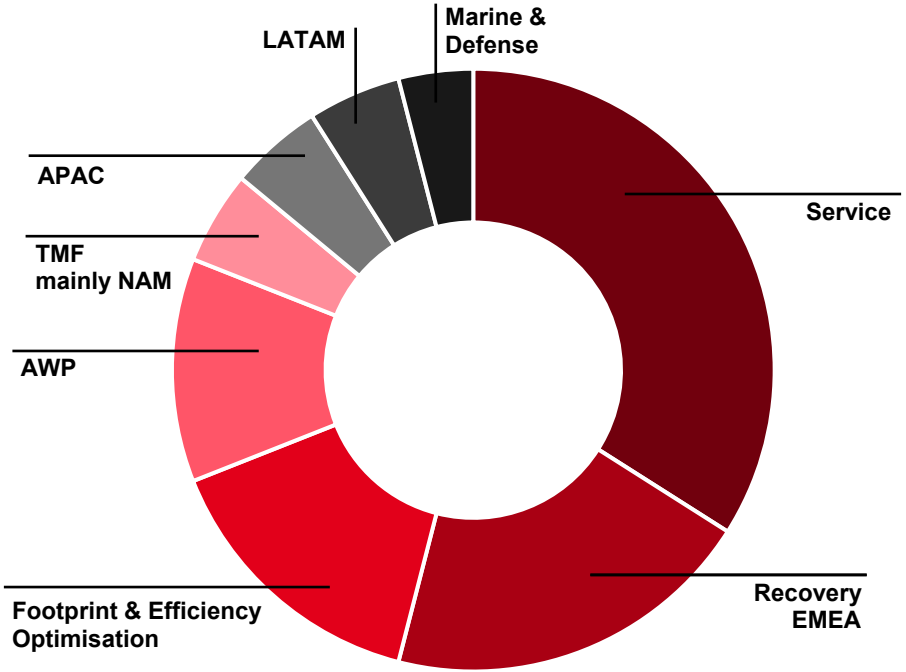
Invest EU
EUR 372 billion

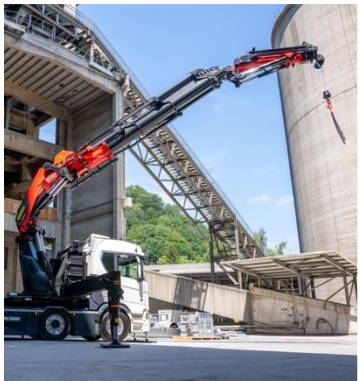
RePower Europe
EUR 210 billion

USA Stargate Project
USD 500 billion

Reconstruction of Ukraine
EUR 50 billion

PROFITABILITY IMPROVEMENT
IS DRIVEN BY SERVICE EXPANSION, GROWTH AND EFFICIENCY GAINS





ACHIEVEMENTS SINCE CMD 2024
WE DELIVERED WHAT WE PROMISED

PLACEMENT OF TREASURY SHARES

INCREASE IN FREE FLOAT

REDUCTION OF DEBT

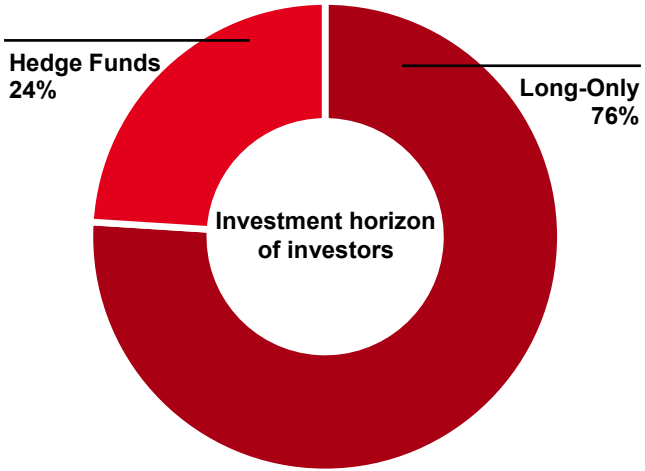
SALE OF TREASURY SHARES INCREASED ATTRACTIVENESS FOR INVESTORS AND CREATED BASIS FOR ATX INCLUSION

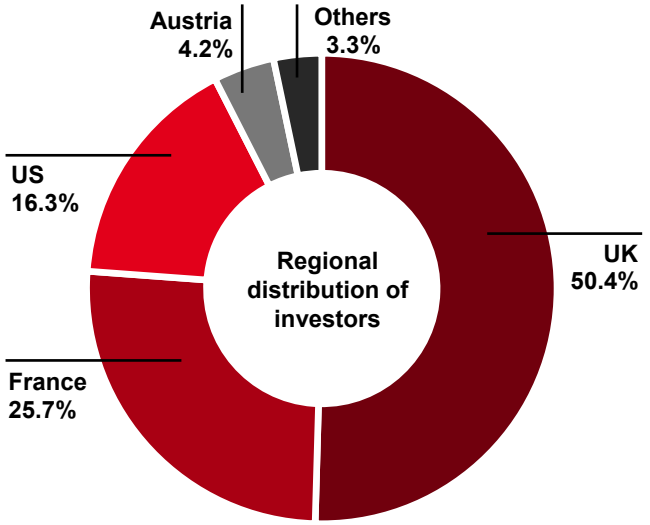
Strategic Program: **Drive Market Capitalization**

Placement price: EUR 35.40
Proceeds: > EUR 100 million

Massive strengthening of the balance sheet:
Improvement in equity ratio > 3 %
Reduction in gearing > 15 %

Driving market capitalization:
Higher free float of 43.5 % increases the liquidity of the share and the chance of ATX inclusion



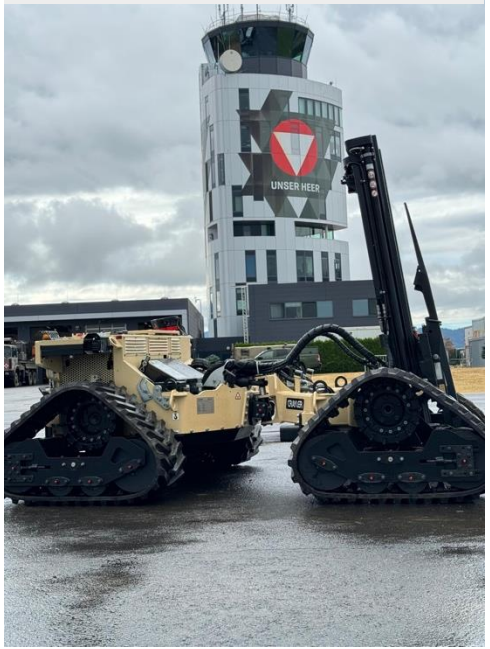


PROCEEDS FROM SALE OF TREASURY SHARES
ENABLE US TO FUND STRATEGIC INVESTMENTS

Expansion of Service Locations and Mobile Service NAM
EUR 40 million

Expansion of Service Locations EMEA
EUR 30 million

Defense Projects
EUR 20 million



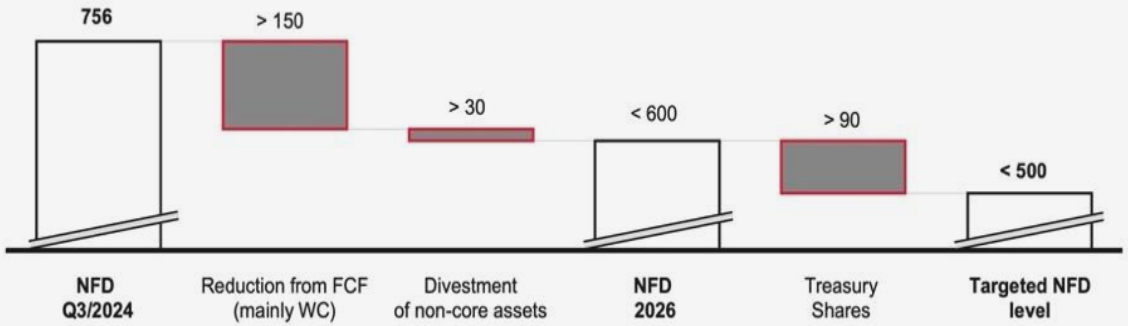
New plant in India
EUR 30 million

Spare Parts Hub NAM
EUR 10 million

WE WILL BE CLOSE TO OUR
NFD TARGET ALREADY BY THE END OF 2025

CAPITAL MARKETS DAY 2024

EXTRAORDINARY LEVERS TO SIGNIFICANTLY REDUCE NET FINANCIAL DEBT



On track to reach free cash flow target **> EUR 100 million** also in 2025

KEY TAKEAWAYS
DRIVING GROWTH AND PROFITABILITY

High potential for growth and profit improvement

Strategy 2030+ strengthens our **resilience**

Sale of treasury shares **increased attractiveness** for investors and boosts strategy implementation

Strong balance sheet – getting close to NFD target of EUR 500 million already by the end of 2025

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WITH GROWTH AND EARNINGS POTENTIAL

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