

PALFINGER's most interesting stories from the world of lifting solutions and beyond.

BUSINESS

Shaping Change in an Innovative Way

MARKET

2024 is a Key Year

TALK

Our Future is Female

BUSINESS

The Power of Innovation



We focus
on the Essential.

ISSUE #03





Dear &beyond Reader!

We are confronted with a wide range of far-reaching developments and challenges. From the megatrends of sustainability, digitalization and social change and the effects of the many fiscal policy measures against rising costs and inflation to the current economic downturn, especially in Europe.

Despite this environment, PALFINGER achieved in 2023 the highest revenue and EBIT in its more than 90-year history. Such great results don't come by themselves. They are the result of future-driven work, a clear focus on essential issues, and decisiveness.

2024 will be more challenging than 2023 in many ways. This gives us the opportunity to demonstrate what we have all been working on together at PALFINGER since the implementation of the GLOBAL PALFINGER ORGANIZATION: Shaping the future proactively.

In this issue of &beyond, you can read about what we focus on and which priorities we set in the process. Explore the North American market with us, learn about new apprenticeships, familiarize yourself with sustainability and find out how artificial intelligence is changing work and the economy.

Enjoy reading this magazine!



Andreas Klauser
CEO PALFINGER AG

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The beauty of thinking

When we are completely at ease with ourselves, when we focus on our inner thoughts, something brilliant happens. Right here and right now. And again, right in this moment. We become aware of something, it begins to spark, creates bubbles, forms images which spun into ideas and something new can be created. More and more of them escape, grow and float in and around us, they engage, move and accompany us.

We look back, forwards, to the side, in all directions and of course, beyond the horizon. Our inner eye, reveals the possibilities – what goes, what comes, what stays. It is the unbelievable power of thought, the intellectual power that creates great things. The will to change, the motivation for unique solutions. It opens up new worlds, structures millions of impulses and fragments into a big picture, and in doing so constantly realigns the focus to ultimately craft outstanding strategies.

In this issue of &beyond, the incredible wealth of ideas and the seemingly endless worlds of thought of our decision makers, employees, people with whom we work in industry, guest authors and interviewees are illustrated in a unique way. Using fantastical and abstract thought bubbles or clouds. Each of them makes visible what goes on inside these brains, what makes them tick and motivates them. It provides individual insights and outlooks, visualizes reflections, visions and associations – shows what is most important to PALFINGER, what the future holds today and tomorrow: the focus on the essentials.



Shaping change in an inno- vative way

Breaking new grounds

Current challenges such as climate, geopolitical instability and crises are further accelerating the already far-reaching transformation of the construction industry. That is why it is now necessary to proactively define the priorities that will guarantee future viability and open up new ways.

Text: Solveig Menard-Galli, COO East Wienerberger AG



The past four years have been a rollercoaster ride, especially in the construction sector: Since the corona outbreak, which triggered the first supply chain problems back in December 2019 and led to a practical standstill of all business activities in large parts of Europe a few months later, one disruption followed the next. The resulting low production volumes in 2020 met with a short-term shift in demand towards single-family homes and private renovation projects, which in turn led to chronic bottlenecks in the supply chain and increase in costs. The Russian war of aggression against Ukraine and the associated gas crisis was all that was needed to cause many companies existential problems and further fueling the inflationary spiral. The interest rate policy of the ECB, Fed and national banks in the non-euro area was a logical step, but the rate at which interest rates were raised led to an abrupt decline in economic growth and a massive decline in construction activity during 2023.

All of these short-term challenges are taking place against the backdrop of an enormous transformation towards a sustainable and carbon neutral future. Not only does infrastructure for energy supply in all areas of life need to be rethought, but we also face significant challenges when it comes to water supply and waste water disposal, because climate-related extreme weather events can no longer be regulated using traditional systems.

That said, these crises also lead to an enormous boost in innovative power, creativity and transformation. Innovations that significantly influence competitiveness and will sustainably change the future of construction include:

- Digital customer interaction and services:
The lockdowns caused by the corona pandemic led to an unprecedented surge in acceptance of digital tools in the construction industry - from ordering apps to web shops, logistics tools and planning solutions.
- Manufacturing carbon neutral building materials:
The building sector has one of the largest carbon footprints, but converting a brick production line from gas to green electricity, for example, increases energy costs three-fold, meaning that this challenge had to be met by developing innovative kiln technology that is three times as efficient compared to conventional production processes.
- Developing robotics:
The first patent for a construction robot was filed over 100 years ago. But it was only the increasing shortage of skilled workers combined with an increasing need for renovation, with the aim of creating carbon neutral and affordable living space, that it was no longer just an attempt to imitate manual bricklaying with a robotic arm, but that the end-to-end process from brick design to adhesive mechanism was rethought and optimized.





Recognizing challenges as opportunities

Companies need to play a proactive and pioneering role if they want to maintain a leading position in a competitive industry. This requires an innovative way of thinking, the development of poignant future scenarios and a consistent focus on their implementation - these types of scenarios are particularly important in the construction industry. One of the main challenges is to manage the balancing act between sustainable, affordable and energy-efficient construction.

Ultimately, being able to strategically focus on such visions of the future is what enables companies to meet the constantly changing demands of the market, at the same time as remaining competitive over the long term. The basis for this is fundamental involvement in handling the megatrends of our time, such as climate change, digitalization and the shortage of skilled workers. That is why creative solutions need to be developed, and in order to remain competitive and future focused, sustainability certainly needs to be an integral part of the strategy.





Using R&D to expand competitive advantage

The multitude of current challenges requires a holistic approach to new developments and, in this sense, cooperation in order to pursue focused R&D projects together with universities and research institutions, as well as with processors and construction companies. In the construction sector, the focus is currently on the development of new materials, products and solutions, the optimization of existing production technologies and the development of new ones, as well as the digitalization of processes and the evolution of the Internet of Things.

A key research topic at the moment is the ongoing optimization of the properties of building materials and the deployment of resources in conjunction with the development of new solutions to meet the constantly increasing specifications of building materials, such as energy efficiency, carbon footprint, earthquake resistance and load bearing properties.

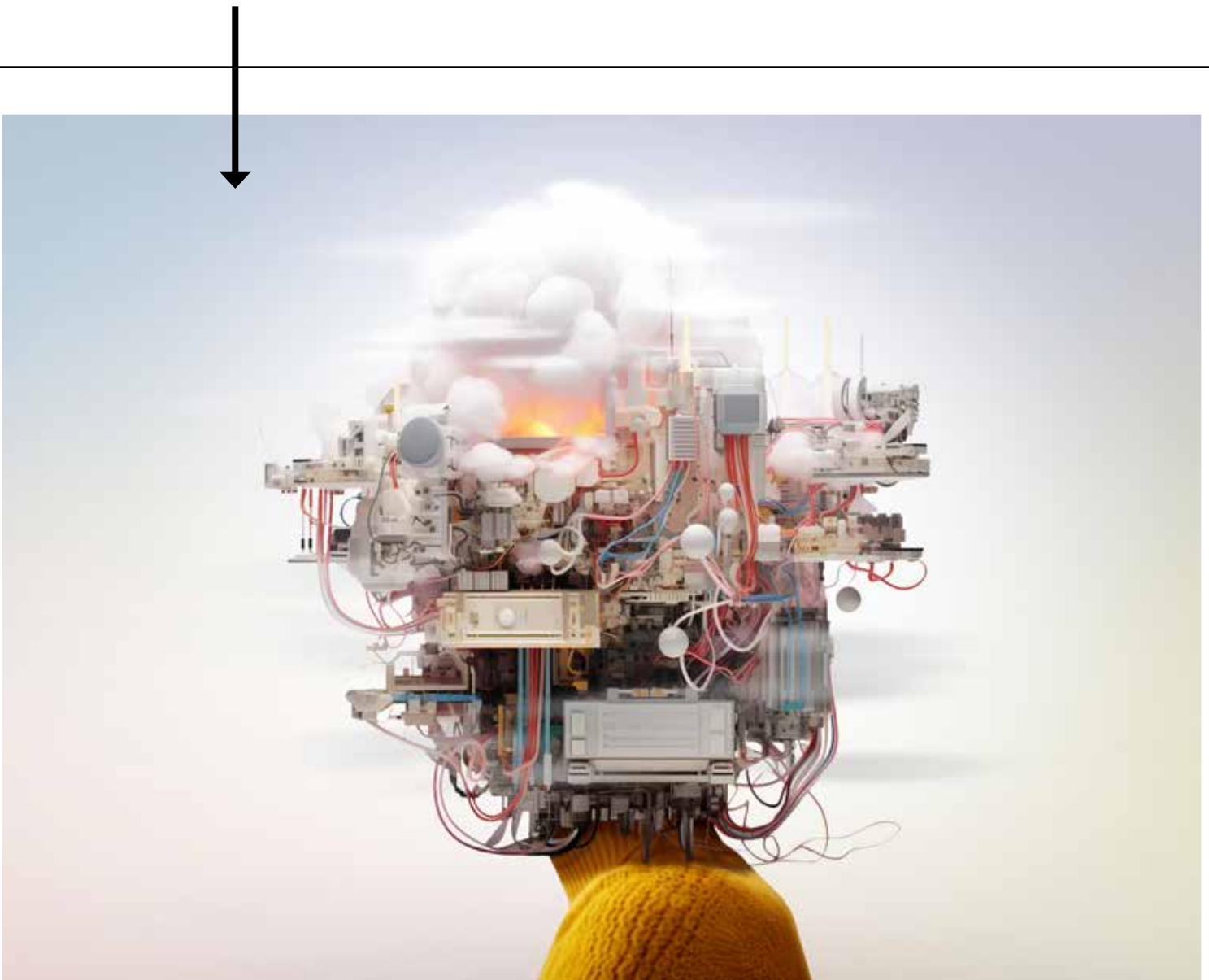


The role of innovation and digitalization in companies

Focused innovation is the answer to the current challenges of climate change, shortage of skilled workers and scarcity of resources. A good example of this is when existing systems are equipped with intelligent functions to help customers handle their climate and resource challenges. There is huge potential in this area and action needs to be taken quickly, especially in the interest of future generations.

The result of these efforts for wienerberger can be seen in the increase in sales of innovative products as a proportion of revenue from 23 percent in 2012 to 32 percent today. By 2026, the share of innovative and ecological solutions should account for more than 30 percent of total revenue. The same applies to sustainability: 70 percent of revenue currently comes from construction products that contribute to climate neutral and emission-free buildings. Our stated goal is to generate 75 percent of revenue from construction products that contribute to climate-neutral and emission-free buildings by 2026.

A key driving factor for progress here is the use of artificial intelligence, because it does things so much faster than us human beings. This is going to be a game changer in achieving efficiency goals, particularly in terms of operative processes and improving performance.





Sustainability as a driver of growth and innovation

In the construction industry in particular, solutions are needed that can meet changing conditions due to climate change - including in the water management sector. New solutions are needed here to deal with weather extremes such as heavy rain events. On the one hand, this means collecting rainwater and, on the other, developing solutions to make sensible use of it.

There is also a lot of potential regarding the circular economy. Innovative processes such as urban mining are used to create additional circular products. This involves cities as a source of raw materials. High volumes of materials have accumulated in them that need to be kept in the value cycle. For example, valuable building materials can be recovered by strategically demolishing buildings. They can then be reused or used as processed secondary raw materials for new products. When buildings are dismantled, their materials are harvested to recoup as much value as possible. The recycled materials provide the best possible starting point for upcycling and manufacturing new products.

In addition, energy efficiency and renewable energy have the potential to make industrial processes significantly more climate-friendly. The use of renewable energy and the transition to low-emission energy sources for carbon neutral production, is on the rise worldwide. Companies are producing their own green electricity from solar and wind power as well as biogas, which reduces dependence on fossil fuels, lowers costs and increases competitiveness.

The long-term goal for us in the construction industry is clear:
 We need to invest in research & development as well as innovation to create solutions for affordable, sustainable and resource-saving construction. The question we have to ask ourselves right now is: What do we have to do differently today to achieve this goal?



Investments that pay off

According to the latest data from Statistics Austria, Austrian companies' innovation activities declined slightly over the short term in the period 2019 to 2020 due to the Corona crisis – both in relation to the share of companies with innovative activities, innovative products and innovative business processes, as well as the share of revenue achieved with innovative products. Over the long term, however, the trend towards a consistent increase in domestic investment in R&D remains strong: gross domestic spending on R&D increased by over 60 percent from around EUR 10 billion per year to almost EUR 15.5 billion per year in the period from 2013 to 2023.



About: Solveig Menard-Galli

COO East Wienerberger AG
 Member of the Managing Board

Solveig Menard-Galli has been part of the Wienerberger Managing Board since 2019. As of 2023, she assumed the role of Chief Operating Officer responsible for all Wienerberger operations.

In her previous position at Wienerberger as Chief Performance Officer (CPO) she was responsible for the group's performance-enhancing and digitalization measures. She was highly successful in implementing the Fast Forward program and the associated transformation process.

Insight Out



ts



looks

Interview with the Board

2023 was the most successful year in PALFINGER's history. In this interview, CEO Andreas Klauser, CFO Felix Strohbichler and COO Alexander Susanek look back on the challenges and milestones of the past year. And they explain what they will be focusing on in 2024: reducing complexity, increasing productivity, an attractive portfolio in terms of technology and price, strong partnerships and even greater customer centricity.



Andreas Klauser, what was your highlight of the year?

Andreas Klauser: The absolute highlight is, of course, the record revenue of EUR 2.45 billion, combined with an EBIT of EUR 210 million and an EBIT margin of 8.6 percent. These are very significant and important KPIs. For me personally, the opening of the PALFINGER Campus and PALFINGER World in Lengau was also a milestone, because they are proof of our customer-centric approach. On top of that, we also opened our North American headquarters in Schaumburg/Illinois. In 2023, we succeeded in clearly establishing our setup in North America supporting the local team and expanding the business. We now generate a quarter of our revenue in North America. By 2027, it should be even a third.

Felix Strohbichler: Andreas Klauser has already mentioned some key figures. I would like to add to this: in 2023, we achieved the best EBIT margin since 2008 and, at 107.7 million euros, the best consolidated net result in PALFINGER's history. As a result, we will be paying out an absolute record dividend for 2023. What is very important to me in addition to these figures: in 2023, we succeeded in driving forward many topics in line with our strategy. We have restructured the tail lift business and turned it back into the positive. The Marine business has developed very well and is very profitable. We expect these positive developments to continue in 2024.

Alexander Susanek, you joined PALFINGER on July 1, 2023, and accompanied the second half of the year. What were your highlights as the new COO?

Alexander Susanek: For me, it was of course a highlight to take on the responsibility as COO and to work with a strong team in such a successful company. In order to make revenue growth possible, we delivered a very strong performance in the production network in the past fiscal year. On the product side, we launched many new products on the market with the new TEC cranes and the Gen3 of our timber and recycling cranes. In addition, we have entered into a very important cooperation agreement with Aker BP to develop cyber cranes. We expect this to be a really big leap in innovation, especially when it comes to the autonomy and electrification of cranes.

The market environment in 2023 was challenging with inflation, geopolitical upheavals and the beginning of recession in Europe. What were the biggest challenges for PALFINGER?

Andreas Klauser: On the one hand, the general geopolitical situation with the Russian war of aggression in Ukraine and the unstable situation in the Middle East. At the social level, a certain radicalization that does not necessarily bring a positive outlook for the future. On the other hand, interest rate developments, which have also contributed to inflation. In this context, it is very important to underline the fact that we at PALFINGER know how to deal with these volatile elements. We have done this very well in the past and will continue to manage these situations in the future.

Felix Strohbichler: The key topics in 2023 were the achievement of a positive free cash flow, the reduction of net financial debt and the high financing costs. Refinancing at a reasonably attractive rate in the current interest rate environment is also a major challenge for us. Last year, we were able to issue a promissory note loan of EUR 155 million, achieving a very high level of oversubscription, which we are very pleased about. In other words, PALFINGER is also an attractive partner for debt investors. Another major challenge was the development of

stock levels. Due to supply chain restrictions, low delivery reliability for truck chassis and a bottleneck in installation capacities, we had high inventories of finished products in 2023 that had to be financed. This has led to very high levels of net debt. In the fourth quarter of 2023, we achieved a significant reduction in working capital and have returned to a clearly positive cash flow for the full year. We are aiming for a clear reduction in net financial debt by 2024. In addition, our treasury shares of 7.5 percent provide the opportunity to once again significantly reduce net debt by putting our own shares on the market. For 2024, we have set ourselves the goal of reducing inventories by at least EUR 50 million. We are convinced that we can do this. Reducing net financial debt is not just about reducing inventories. For example, we have expanded factoring and reverse factoring and worked very intensively on the topic of receivables.

Alexander, reducing inventory levels is also one of your subjects.

Alexander Susanek: Yes, we have implemented a whole package of measures. We are reducing finished goods inventories. We are reducing the backup stocks that we built up due to unstable supply chains during the coronavirus pandemic. This reduces the volume of materials and makes a significant contribution to reducing inventories.

In 2023, we focused on strengthening supply chain management and will continue to do so in 2024. Fortunately, supply chains have stabilized significantly over the past year. This can be seen particularly with electronic components and microchips, which caused us great difficulties in previous years. We are also slowly seeing a return to a normal situation with the already mentioned truck chassis, which is a very important and also very expensive component for us. In 2024, we want to significantly improve, starting with planning, controlling and tracking material flows, and are intensively working on the structure of supplies in the respective regions. This includes North America, for example, our key growth market. We will significantly strengthen local procurement here, not only to generate cost advantages, but also to reduce inventory in our supply chains.

In 2023 we saw a decline in the construction industry. There is now less demand for products that did well. Countries such as Germany, which have always enjoyed economic growth, are weakening. How do you see the product and country mix today, and how will it shift in 2024?

Andreas Klauser: On the one hand, the construction industry is of course declining, that's no secret. Interest rates are high, housing costs are high, private house construction has almost come to a standstill. I hope there will be programs and projects, including from the European Central Bank, that will boost this sector. In general, it is up to politicians to ensure that Europe as a whole can grow. It is not just the construction industry that is weakening. There are entire sales markets that used to be dominant: Germany, France, Scandinavia. On the other hand, we are seeing markets that are now returning or are stable, such as southern Europe, the Iberian Peninsula, and Italy. Our focus is on growing beyond the existing product range and the markets in the countries we currently serve. It's not an easy task, but one with a lot of potential.



The absolute highlight is, of course, the record revenue of EUR 2.45 billion, combined with an EBIT of EUR 210 million and an EBIT margin of 8.6 percent.

Andreas Klauser
CEO



Our Marine sector also has a stabilizing effect. Investments are being made in offshore wind farms and also in oil platforms. All of these topics will help us through critical phases and make us more resilient.

With such a broad product portfolio, how does PALFINGER remain the market leader in a wide variety of segments and even expand its market leadership?

Alexander Susanek: The PALFINGER brand stands for innovation. It stands for premium products. And it stands for the fact that we understand exactly what our customers expect from our products. That is how we have established an exceptional lead with loader cranes, as well as with timber and recycling cranes. We're not sitting back for a rest. We are working on innovations that make our products even more attractive and set them apart from the competition. A lot of this has to do with digitalization. Assistance functions that make it easier for the operator to use our products and increase the efficiency of our customers' processes. With the TEC range of loader cranes we launched outstanding products on the market in 2023. For North America, the truck-mounted forklift is a key product for which we are seeing very high demand. In addition to innovation, we focus on reducing complexity. We are taking a very critical look at whether we really need all the models we currently offer in our portfolio or if we can simplify them. Of course, we are also working on reducing our production costs so that we can offer our customers an attractive offer while making an essential contribution to our productivity.

PALFINGER adjusted prices in 2023 due to inflation. Although production costs are going down, the producer price index is still high. What are you doing in 2024 to maintain the level of margin you achieved in 2023?

Felix Strohbichler: That is certainly very challenging for 2024. As Andreas Klauser described earlier, we do not have the market environment to increase revenue significantly through volume. Price elasticity is also no longer given in this market environment as it was in previous years. The decreasing costs of freight, raw materials and energy are offset by a significant increase in personnel costs. That accounts for three percent of the income statement. In order to compensate for this, we must optimize structural costs in addition to reducing procurement costs. We can do this by increasing productivity potentials, and intensively tackling all these issues in 2024.

Speaking of staff, as a market and innovation leader, you need the best employees. What relevance do they have for PALFINGER and how do you approach the topic strategically?

Andreas Klauser: Our employees are ONE PALFINGER. That is the motto that has driven PALFINGER forward and will continue to drive PALFINGER forward. The job market is becoming more and more demanding and competitive. That's why I am delighted that, since the beginning of 2024, we have Maria Koller as a colleague on the board who focuses on human resources, diversity and continuing to make our company attractive as an employer. I expect a lot from that.





What is very important to me in addition to these figures: in 2023, we succeeded in driving forward many topics in line with our strategy.

Felix Strohbichler, CFO



In order to make revenue growth possible, we delivered a very strong performance in the production network last year.

Alexander Susanek, COO

At the same time, I believe that we are already well positioned. Thanks to our performance and strength, we offer a safe working environment and can therefore impress our employees. This is a factor that rapidly gained in importance after Covid-19.

Felix Strohbichler, Andreas Klauser mentioned diversity earlier, which is an important issue within the social aspects of sustainability (in addition to environment and governance). What significance does sustainability have for PALFINGER?

Felix Strohbichler: We see sustainability as an integral part of our strategy and business. We make targeted use of the opportunities this presents for our business. In recent years, we have successfully issued promissory note loans linked to green KPIs, among other things. Investor interest is increasing, the momentum is still ongoing, and we will see more demand - including from the capital market - in the area of ESG.

Andreas Klauser: New business models are emerging from sustainability efforts. Ultimately, investments in sustainability are reflected in business and profits. As the Executive Board of PALFINGER AG, we always need to be aware of this win-win situation.

Let us turn to 2024. Where do you see your focus?

Andreas Klauser: Alexander has emphasized our principle of producing in the region for the region. That is why it is all the more important that we do business locally. Development in EMEA has slowed down, while Latin America and Asia are stabilizing. There is growth potential in North America. This is where we see the opportunity to make a third of our revenue. Thanks to our set-up, our products - especially the truck-mounted forklift - and our focus on offering our customers the best solution. And then there is our Marine business, which developed very well last year and has very good outlooks for 2024. We do not put all our eggs in one basket, but rather in several industries to be more resilient. This is what makes PALFINGER stand out.

Felix Strohbichler: We expect a good first half-year based on our high order backlog. From today's perspective, visibility for the second half of the year is very limited. In terms of the balance sheet, the focus is certainly on further reducing net debt. This is primarily achieved through measures to optimize liquidity, i.e. inventory optimization, further focus on receivables, increased expansion of factoring and reverse factoring, and reducing investment expenditure. The goal is clear: significantly positive free cash flow should be achieved again in 2024.

Alexander Susanek: We are focusing on complexity and supply chain topics. In procurement, we are planning to cut costs by at least EUR 30 million. We are working intensively on developing strategic partners, expanding existing partnerships and realigning our supplier footprint so that we buy where we produce and sell our products. In other words, "local for local" across the entire supply chain. This has a positive effect on reducing carbon emissions and strengthens our flexibility. In production, we work intensively on our productivity and adapt our capacity accordingly to the demand situation. The focus is on costs and our ability to react when demand picks up again.

Are you sticking to the goals for 2027?

Andreas Klauser: We are sticking to our target of three billion in revenue, ten percent EBIT margin and twelve percent ROCE. These figures are not a vision for us; they are based on well-founded measures and plans that we already have in place. The focus is on specific regions, on specific products, our plans to deal with volatility even better, and our ability to identify opportunities. This ensures our success, because we can directly participate in a market upturn. It also demonstrates the agility, elasticity and flexibility that lies within PALFINGER.

Let's take another look at the financing structure. What can we expect in the future?

Felix Strohbichler: Even though the interest curve is inverted and the market expects further interest rate cuts, PALFINGER's interest expenses will increase slightly for the time being, due to upcoming refinancing loans. However, it is essential that we focus on reducing debt. In terms of balance sheet stability, we have a very solid structure with an equity ratio of around 34 percent.

You mentioned reducing complexity as a central point of focus. What are the milestones leading to 2027?

Alexander Susanek: We need to understand where complexity exists to create added value for the customer. But where it makes processes more complex, time-consuming and expensive, we will need to reduce them. Both in-house and on the supplier side. We will work more with strategic partners and bundle the volume of suppliers. Always with the aim of becoming more efficient.

Andreas, what else would you like to share with our readers?

Andreas Klauser: PALFINGER stands for reliability. Reliability towards our customers by delivering the best solutions available, reliability towards our employees, and also towards our investors. We have proven this time and again in recent years. We will continue to do so in the future.

Thank you very much for the interview.



2024

is a Key Year

A foreseeable turnaround in interest rates, a reduction in costs, and declining inflation.

Still, nothing is good yet. Personnel costs are rising significantly. The global economy is only recovering slowly and is undergoing change. It is now time to focus on future-proof structures and strengthen resilience. Because: things will not be going back to the way they were.



2024

is a Key Year

The multiple crises of the years 2020 to 2023 have had an impact. Industrial production declined worldwide, and inflation and interest rate hikes to combat it became central topics of discussion. At the beginning of 2023, a prolonged phase of monetary devaluation and thus an equally prolonged period of targeted high interest rate policy was still assumed, only for the situation to change in the middle of the year. The significant drop in inflation in the USA and the Eurozone was widely regarded as a turnaround.

Weak economic powerhouses

While the USA was able to avoid a recession, which is probably also due to the government's investment programs, Germany, Europe's economic powerhouse, entered a recession, which this time primarily affected the construction and industrial sectors and also had an impact on Austria and other core European countries. China, on the other hand, is showing clear signs of a recovery, although too weak to make up for the prevailing economic conditions in China. All forecasts indicate that growth rates in the coming years will also be significantly below those of the past. In return, the Indian economy is showing signs of growth and expansion and is increasingly taking on the role and function of an economic powerhouse for Asia.

A world undergoing change

With the drop in inflation and the foreseeable turnaround in interest rates, nothing stands in the way of the recovery of the global economy. Unless ...

... Unless the world itself had not entered a period of fundamental change. Factors such as demographic change and digitalization are currently changing the parameters of industrialized nations. While recessions have always been accompanied by a significant increase in unemployment in recent decades, the opposite is the case this time. The sometimes glaring shortage of skilled workers and the general decline in the working population in Europe and in the USA are bringing long-term changes to the labor market. In view of the challenges to be faced in 2024, this can be interpreted as a positive social factor, while medium to long term, this development must be counteracted with digital innovations, intelligent working time models and far-reaching initiatives in education and taxation policy. The alternative, which has been threatened again and again since 2023, is the de-industrialization of Europe. All the more so because active business relocation policies are increasingly being used as an incentive in the global competition to attract industry.

Recovering on weak legs

This makes 2024 a key year. There are signs of recovery already being felt in some sectors. But recovery is still on weak legs. What the global economy needs is more consistency. Returning to the expansionary monetary policy of recent years would be counterproductive. At the same time, targeted investment programs focusing on future projects go without saying. Projects in Europe, particularly in Germany, primarily involving infrastructure, road and rail networks and energy infrastructure. 2024 needs to be the year in which everyone once again puts everything to the test, analyzes it and makes it ready for the future. In the EU and in the USA there will be elections. Their outcome is uncertain. They will have an impact.



Optimizing Structures, Increasing Efficiency!

Ensuring good profitability, increasing cash flow and reducing financial liabilities – in 2024 PALFINGER CFO Felix Strohbichler will focus on these areas in particular: "Economically and geopolitically, there are major challenges ahead for the fiscal year 2024. Due to the complex economic framework conditions, in 2023 we already optimized our structures and increased our efficiency. Our focus is on growing beyond established product portfolios and core countries. In the regions NAM and Marine, profitable growth will continue in 2024. In the Marine sector, offshore wind farms and service business are stabilizing development. In NAM, we are focusing on further organic growth. PALFINGER now generates a quarter of its revenue in North America. By 2027, it should be a third. We expect profitability in the APAC and LATAM regions to remain stable in 2024.

Rising labor costs, very limited price elasticity and a difficult market environment are countered by cost reductions in purchasing of at least EUR 30 million as well as productivity increases and stringent structural cost management. We are intensifying our strategic partnerships and focusing even more on our principle of sourcing and producing in the region for the region. In production, we are working intensively on our productivity and focusing precisely on capacity demand. The focus is on PALFINGER's costs and ability to react. The reduction of inventories by at least EUR 50 million, consistent receivables management, the expansion of factoring and reverse factoring and the reduction of capital expenditure are among our measures to optimize liquidity in order to achieve a clearly positive free cash flow in 2024. For the first half of the year, we expect stable revenue compared to the previous year as well as a good profitability. At the moment, there is very limited visibility for the second half of 2024."

Felix Strohbichler, CFO PALFINGER AG



Europe

Yes, we can!



Europe still offers a lot of potential as a business location. In an interview, Swiss macroeconomist Dr. Reto Föllmi from the University of St. Gallen describes how companies can benefit from Europe's common structures, diversity and legal certainty.



Dr. Föllmi, you are researching the areas of macroeconomics, international economics and political economics – could you briefly describe the European market for us?

Europe is a central, leading global market. It accounts for a fifth of global GDP, has a large share of research and development and many highly developed industrial nations. Compared to other global markets, Europe has a high level of maturity with infrastructure that has developed over a long period, and that needs to be renewed. Maturity applies not only to infrastructure, but also to demographics with a rapidly aging population.

In addition - and this is both a strength and a weakness - Europe is very diverse. We have many languages, different regulations and different systems of interaction between government and industry. However, thanks to the EU and its free trade agreements with non-EU countries, Europe also has a common structure.

How is being a mature market a strength for Europe?

The advantage of maturity for Europe lies in a very well-educated population, an established education system and many countries have a very high quality of life. A second strength is having excellent access to an established financial system, a broad banking system and a developed capital market. Although other regions are catching up, it is these points that still make Europe attractive as a business location.

Legal certainty is of great importance, particularly in the financial sector and in long-term investments, such as choosing a location for a production site. This has not necessarily

increased in other regions of the world, and Europe should make much more use of this advantage. Legal certainty means predictability - that is a key European advantage. This brings us back to the topic of diversity. Diversity promotes competition within Europe, where the best solutions prevail. A European country cannot afford to systematically mistreat companies, because it is easy for them to move to another country in Europe.

You say that Europe must make much greater use of the advantage of legal certainty. Is Europe making too little use of its potential in other areas?

The fact is that Europe takes its own structures for granted. This is understandable to a certain extent, after all, we developed them over a long period of time. But even within Europe, systems such as legal certainty cannot be taken for granted. This is becoming increasingly clear, especially in times of security policy challenges as we are currently seeing in the East. Supposedly self-evident strengths such as a strong financial system, legal certainty and predictability should definitely be represented with more confidence.

Also in research and development, the competition is not asleep. Europe is very well positioned here. In order to remain at the top, however, we must continue to invest. Europe must maintain its claim to be at the top in this area. However, we also face some challenges in terms of bureaucracy, regulation and data protection - because only those who remain research-friendly and attractive overall can stay on top.





Bureaucracy, regulations, data protection - you have mentioned some of Europe's challenges. What are the biggest weaknesses of the market?

The biggest problem is the reduced competitiveness due to increased costs. Although not as serious as it was a year ago, Europe still has a cost issue on the energy side. Unreliable delivery routes and overall high labor costs are also present. However, the latter is a chicken-and-egg problem, as the high labor costs go hand in hand with the good qualifications of the workforces: companies need to be clear about which production facilities they are locating where in Europe. While Western Europe is interesting for headquarter services and research and development, Eastern Europe is more suitable for mass production. That is because, of course, there are also big differences within Europe when it comes to wages.

European policies need to create a meaningful cost-benefit ratio when it comes to regulations. The stricter framework conditions for companies here compared to other countries are a cost factor. Let's take the Supply Chain Act as an example. Monitoring the supply chain and the documentation required involve high costs, especially for small companies. Regulations cost, but can also bring benefits and contribute to consumer safety.

One weakness that has the potential to become a strength is the global trade architecture. With the end of the corona crisis, freight prices have fallen again, but trade routes and their legal security remain a challenge because they are not secure. We see this from the Houthi attacks in the Red Sea, and from observing the conflict between the US and China. Here, Europe's opportunity is in evaluating and diversifying

its supply chain. Peripheral shoring within Europe is a promising topic for many companies. In Europe, companies can make use of cost advantages in a comparatively narrow geographical area and within the area covered by EU law. That is a potential that still needs to be exploited. Especially in Eastern Europe, the Baltic States, Romania, Poland and Hungary.

The deindustrialization of Europe is also a much-discussed topic – is there a great risk of this?

The risk of deindustrialization depends largely on whether Europe does its homework on the cost issues mentioned above. Here, too, the individual countries have very different positions. France, Austria and Switzerland have a better energy mix than Germany, for example. If a sector like the energy sector in Germany leads to a sharp increase in costs, you end up scoring an own goal. You risk putting too much of a burden on companies, which then relocate their production as a consequence.

This is where Europe can play to the advantage of its diversity, so that they do not all make the same mistakes. Germany was relying on one specific energy supply, which has driven up costs. Although the situation has now improved, wages have risen more sharply as a logical result. Companies now need to improve their internal processes so that productivity keeps pace with wage increases over the medium term.



Diversifying the supply chain is one way in which industrial companies in Europe can exploit potential. What else do industries need to do to be successful in Europe?

In order to successfully serve European markets, companies need a market-specific network and know-how in each country. In Europe, they have the advantage of being able to access the wide range of competencies and skill sets in the different countries.

In particular, the industry must concentrate on knowledge-intensive components with higher margins within the diversified global division of labor. These are the parts that really require skilled professionals. Reliability, legal certainty and predictability - the classic European strengths - are values that are becoming more and more important in an increasingly uncertain world.

In addition, companies in Europe have been confronted with needs such as sustainability and health promotion earlier than in other regions. As a result, they have been able to accumulate much more knowledge as first-movers. As populations in other parts of the world become more prosperous, they are also expressing these needs. Environmental issues in particular are playing an increasingly important role in China, for example.

Finally, looking to the future: What are the market trends in 2024?

Fewer new trends and more strengthening of existing topics, such as the aging population and the Race for Quality. When it comes to new changes, I see great uncertainty on a geopolitical level. Various scenarios could develop here. We have the war against Ukraine, the Middle East conflict, the elections in the USA and we need to continue to monitor China's development. The growth rate of the Chinese market has slowed, and will continue to decline. Over the last 20 years, the country has been characterized by volume growth: this means that they have caught up, invested heavily. This growth is not sustainable over the long term. We are already seeing a slowdown in the trend, even though individual years will of course vary.

As far as the various sources of conflict are concerned, we simply do not have a crystal ball. I would like Europe to continue to act resolutely and in unity. Because compared to the economic weight, it plays a relatively weak geopolitical role. Europe can contribute more and play a strong role.

The situation is different again when it comes to industrial policy issues. I would actually warn against a European industrial policy, as this often goes hand in hand with a very high level of bureaucracy. These are also issues that can be solved very well at national level and where countries should learn from each other. We shouldn't go down the Chinese route when it comes to this issue. This is where our diversity is a key asset!



About: Professor Dr. Reto Föllmi and his colleagues at the University of St. Gallen carry out research in the areas of macroeconomics, international economics and political economics. His research focuses on questions of economic growth, international trade, the regulation of financial markets and questions concerning the influence of inequality on the economic development of countries and on international trade.



EMEA Ready for take off



Differentiated markets offer success for those who identify potential, create a strong network and turn strengths and weaknesses into opportunities. EMEA is PALFINGER's largest region and accounts for 60 percent of consolidated revenue. Nonetheless, despite being the market that was traditionally the strongest, Europe is changing; interest rate hikes, political conflicts, uncertain supply chains. From resilience in the company's home country to new pillars for the region. What potential does PALFINGER have in the EMEA economic region?

The economic area of EMEA is usually defined as Europe, the Middle East and Africa. PALFINGER, however, also includes Australia and New Zealand. Nevertheless, Europe remains the most important region within the economic area. Despite the current negative forecasts for Europe, André Kluge, Vice President Sales & Service Region EMEA Product Divisions at PALFINGER, still sees potential. "We must differentiate between the biggest markets and the biggest growth markets. In the short to medium term, we see our growth in Europe in the East, for example in Poland. But Greece has also managed a turnaround, and exciting investments are being made in Spain and Portugal. While Central Europe remains an important pillar, we are creating sustainable counterbalances," explains André Kluge.

Two of the main problems in Europe are, on the one hand, higher costs and, on the other hand, the lack of qualified employees. Innovations therefore need to offer added value on several levels, just like the PALFINGER TEC series. Especially the PK 1050 TEC, the highlight in the heavy-duty crane segment. Thanks to precise control, longer outreaches, intelligent networking via PALFINGER Connected and a sophisticated levelling system, the TEC series makes everyday work easier for crane operators. Intelligent solutions such as these help highly qualified employees to carry out jobs more efficiently, quickly and safely. In addition to the loader crane, EPSILON timber cranes, truck-mounted forklifts and the hook lift are also strongly positioned and in demand on the European market. "When it comes to innovation, we are also focusing on the access platform product line. It has strong growth potential in Europe, and globally," explains André Kluge.

Industry. The people business.

In Europe, PALFINGER not only has its global headquarters, but also important development and production sites such as Köstendorf, Lengau and Löbau. "PALFINGER stands for reliable premium products and a large and strong network, which is also decisive for PALFINGER's success story in Europe. Our partnerships with general importers, their networks and the service network that supports them - that is our unique selling point," says André Kluge. PALFINGER partners are also ambassadors in the markets outside Europe. "For PALFINGER, our industry is a people business," adds André Kluge.

From Europe to a hub in the Middle East

While construction is stagnating in many European countries, major new projects are being built in the Middle East. That is what makes this market one of the strongest growth markets in the economic area, which also has the potential, at least partially, to compensate for the current weakness in Europe. To use this potential, PALFINGER opened its own office in

Dubai in October 2023. Here, too, the focus is on a strong network. "We need to be close to the market, understand customers, speak their language and know the cultural differences - then we can also create new opportunities relatively quickly," says André Kluge, describing the local efforts. "All partners and dealers from the region attended our hub opening in Dubai without exception, and all gave positive feedback. We have sent out the signal that we are focusing on the region, that we have an Arabic-speaking team in the region and that we really mean business. This was extremely well received, also by new customers."

The Loop in Dubai and the NEOM construction project with The Line in Saudi Arabia. What is being built in the Middle East are not large-scale projects based on tried and tested plans, but entirely new infrastructures. This requires new recycling concepts, new maintenance concepts and a new way of thinking. The local requirements are high-tech, a high degree of connectivity, device autonomy, and a service market. While a standard crane is often in the range of 20 to 30 meter tons for typical residential construction, heavy-duty cranes are becoming interesting for these construction projects. This requires cranes that lift air conditioning systems to a height of 30 meters so that they can be mounted on the roof. "For us, these projects also mean moving away from standard devices and towards the service market. We talk to local partners and customers to develop competitive products tailored to local needs. And we support and train our partners in this aspect. For example, we show them how to set up heavy-duty cranes. That is exactly why the first 165002 TEC crane is already in Dubai," says André Kluge, summarizing the commitment to the Middle East.

Identifying potential, creating opportunities: Australia

While PALFINGER already has around 70 percent of the market share in New Zealand, in Australia the plan is to focus on expansion. Despite the relatively small population of around 25 million people, Australia has a strong industry with a high level of automation. "The potential is there - and of course we are also keeping an eye on the Olympic Games in 2032. We have a strong partner in Brisbane and in 2024 we are also expanding our activities in the New South Wales region," says André Kluge, describing the potential in Australia.

"Eastern Europe, the Middle East and Australia are just a few examples of the many opportunities we see in EMEA. Together with our network of strong partners, the PALFINGER team is working on a strong growth spurt leading up to 2030," says André Kluge, summarizing the current situation in EMEA. Despite the rather subdued outlook in Central Europe, the EMEA economic region continues to offer PALFINGER a great deal of potential.

About: André Kluge
 joined PALFINGER in 2021 as Vice President Sales & Service for the EMEA region. He is responsible for leading the sales teams in Europe, the Middle East, Africa, Australia and New Zealand. Together with his team, he strengthens PALFINGER's presence and success in EMEA and supports partners and customers in finding tailor-made solutions for their individual challenges. He studied civil engineering at the Leipzig University of Applied Sciences. The sales expert has extensive experience in management positions at an international level.



Following the opening of its new regional headquarters in Schaumburg, Illinois, PALFINGER has further ambitious goals based on 30 years in North America. By 2027, the company intends to grow its annual revenue in the region

Full power ahead!



to one billion dollars. This will also see PALFINGER become number one in the North American lifting industry, a goal already achieved in the loader crane sector. Ismael Daneluz, Vice President Sales & Service for the North and Latin America regions at PALFINGER and Andrew Young, partner at auditor and consultant RSM US, talk about the special features of the market, the strategic orientation and how the goals can be achieved.







The new local PALFINGER Headquarter in Schaumburg, Illinois

Ismael, our main theme is “We focus on”. What is PALFINGER focusing on in the North American market, and what are your goals for 2024?

Ismael Daneluz: “We focus on” means, first and foremost, that we put our customers at the center of all our activities. Our goal is not just to meet the expectations of our customers but to deliver more than what they expect, ensuring that every interaction is a positive experience. This is the basis on which we set our standards, which will lead us to increase our market share and reach our goal of becoming number one in the lifting industry in North America.

The North American economy is seeing massive investments in infrastructure and a high level of innovative strength. Andrew, how do you assess the situation?

Andrew Young: The global economy has become considerably more volatile because of the crises of recent years. In 2023, the costs of raising capital rose significantly, which, combined with the interest rate hikes by the Fed, particularly in the third and fourth quarters, led to an increasingly pessimistic outlook. Nevertheless, there are signs of a return to greater stability in 2024. Even though the dollar has lost some of its value, the US economy remains strong. The North American economy is proving to be very robust, as confirmed by positive forecasts for the first half of 2024.

What does 2024 look like for industrial companies like PALFINGER?

Andrew Young: Over the next 12 to 18 months, a significant increase is expected in the investment rate of industrial goods companies. Our business index for middle market companies indicates that strong performance can be expected, particularly in the construction, industrial, energy and infrastructure sectors, all of which are core sectors for PALFINGER. This positive development is reinforced by investments by numerous industrial companies involved with renewable energy and associated technologies. The current funding policy of the US government significantly supports such investments.

What will be the impact of the US presidential elections this year?

Andrew Young: Regardless of the outcome of the elections, increased investment in green energy and clean fuels is expected. Whether Democrat or Republican, that only

influences the level of political initiative in this sector. Despite all political differences, there is a trend in legislative changes being sought at both state and national levels, and the same in Canada, to promote investment in clean energy and technologies.

Ismael, what effect are these investments having on PALFINGER?

Ismael Daneluz: The US government's investments in infrastructure expansion are naturally having a positive effect on our industry and strengthening business in our most important growth market. The expansion includes the modernization of transport infrastructure, which is where we are ideally positioned with our expertise. Enlarging airports and shipping ports will also significantly improve supply chain processes. The strategy of building a nationwide network of charging stations for electric vehicles and improving electricity infrastructure aligns with our commitment to sustainability and innovation.

The market for electric vehicles is rapidly gaining momentum in North America. How are PALFINGER products adapted to the various requirements in terms of characteristics such as weight, functionality and battery operation?

Ismael Daneluz: In 2023, we introduced eDrive solutions for our bucket trucks, an innovative technology that makes it possible to operate the trucks cost-effectively, energy-efficiently and emission-free. We are also in talks with chassis manufacturers about integrating our solutions with electric vehicles. We are constantly looking for ways to develop new products and features for the evolving electric vehicle market.

The latest version of the truck-mounted forklift is considered to be the most important product for growth in the North American market. Revenue doubled in 2023 compared to 2022. Which other product lines are you also focusing on?

Ismael Daneluz: The launch of the FHS series of truck-mounted forklifts, which have been precisely tailored to the needs of our North American customers, was a pivotal step in this market. We are focused on significantly increasing our market share with truck-mounted forklifts and expanding our product





Comment

Our goal? Number one in North America.

With its dynamic economy and enormous opportunities, the North American market offers huge potential for growth and innovation. In 2022 and 2023, it made a significant contribution to our record revenue. Our truck-mounted forklift plays a central role in this, with production fully booked beyond 2024. This is an example of how we have combined the specific requirements and standards of the North American market with innovative European technology to create a powerful solution.

That is what makes PALFINGER stand out from the competition in North America: reliability, efficiency, customer focus and excellent service. That is the basis of our success. Our goal is to establish PALFINGER as the number one in North America. The new regional headquarters in Schaumburg, Illinois, is designed as a hub for innovation, service and top quality training. It enables us to further strengthen our footprint in the market and address the specific needs of North American companies and industries. In the midterm, the NAM region is expected to generate around a third of PALFINGER's global revenue. We are well on our way to achieving this goal.



Andreas Klauser, CEO PALFINGER AG

range. In addition, we are expanding our range of access work platforms and service cranes by combining European product experience with market-specific solutions. The new products offer custom-built solutions for the constantly changing requirements of the market. They offer improved user interface, new functions and enhanced technical solutions to the challenges faced by our customers in the region.

The mobile service fleet in the North American market is one of the key elements of PALFINGER's success. What makes PALFINGER better than the competition?

Ismael Daneluz: Even the best products can run into problems from time to time. What is important is that they are quickly resolved. Our more than 100 mobile service vehicles, through our company-owned dealer PALFINGER USA, put us in a unique position. Essentially a PALFINGER shop on wheels, our mobile fleet allows us to offer unparalleled support directly at the customer's location or job site, reducing their downtime and optimizing uptime. The expertise of our service technicians is also a critical part of our success and the level of service we offer is unrivaled in our region. In 2023, the service team handled nearly 5,000 repair orders per month, with over 75 percent being field service calls. We plan to continue enhancing our mobile service fleet, and as we grow, our customers can expect the same high level of service and support that they have come to associate with the PALFINGER brand.

What influence does the choice of Schaumburg as the location of the new headquarters have?

Ismael Daneluz: Choosing Schaumburg as our regional headquarters was strategic, benefiting from its status as the second largest economic location in Illinois outside of Chicago, offering excellent international accessibility, and nestled in an area with a vibrant talent pool. Additionally, by situating our headquarters in Illinois, a state known for

its rich industrial heritage and innovation, PALFINGER taps into a dynamic industrial and technological ecosystem. This move boosts our operational effectiveness, spurs innovation, and enables us to consistently provide outstanding service to our clients and partners.

What does PALFINGER in Schaumburg need to focus on to achieve its goal of becoming number one?

Ismael Daneluz: Our new regional headquarters in Schaumburg represents an exciting chapter for PALFINGER and demonstrates our commitment to strengthening our presence in North America. The state-of-the-art facility with an integrated training and demonstration center serves as a hub for collaboration and innovation, allowing us to consolidate and further strengthen our local presence by leveraging the synergies of our diverse businesses, while serving our customers and partners better than ever before.

Ismael, what is the most important factor of your strategy in the North American market?

Ismael Daneluz: Investing in our employees is at the heart of our strategy. Their understanding, knowledge and competence significantly contribute to achieving our shared goals. Building a high-performance team is a continuous process. It is essential to create an environment where the feeling of community and passion promoted by ONE PALFINGER can flourish. It is always impressive to see how our employees are developing and continuously improving our processes to solve our customers' challenges by providing them with the best possible service.



About: Ismael Daneluz

is the Vice President of Sales & Service for PALFINGER in North and Latin America.

Since taking the helm in North America in 2022, he has been driving the region towards the ambitious goal of establishing PALFINGER as the number one in the region's lifting industry and reaching the \$1 billion revenue mark by 2027.

Ismael can look back on more than 18 years of management experience in Europe, North America and Latin America. He earned his degree in Business Administration, additional specialization programs in Marketing and Strategy, and an Executive Masters in Corporate Finance and Law from ESADE Business & Law School.



About: Andrew Young

is a tax partner at RSM US, a leading U.S. provider of assurance, tax, and consulting services focused on the middle market. He has been with RSM US since 2008, working in the business tax practice, where he guides middle market clients globally.

Andrew Young's primary responsibilities is serving globally active clients in the Industrial Products and TMT (Technology, Media, Telecommunication) industries.

Andrew oversees the Nebraska tax practice, and also is a leader on RSM's foreign direct investment team.







Our Future is *female.*

The appointment of Maria Koller as member of the Executive Board for Human Resources and Legal Affairs is the first time that a woman has played a major role at PALFINGER. In the traditionally male-dominated technology group, this new appointment is a logical step in terms of gender equality and underlines the importance of diversity and new ways of thinking. With plenty of international experience and a clear vision, she sees her role as an opportunity to actively shape changes and to guide the market leader into an even more successful future.



You have been Chief Human Resources Officer for one month now. PALFINGER has had more than three board members in the past, but there has never been a woman on the executive board. This is completely new. What significance does this position have for you personally?

For me personally, it is a dream job. I've always loved working in international and technology-driven companies. This offer was the icing on the cake - I have been able to return to Austria and become part of an international and highly successful company - it doesn't get much better than that.

How have you been received as the executive board member with responsibility for human resources and legal affairs?

Overall, the feedback is very positive. I have received feedback from female colleagues in particular that it was time for a woman to join the executive board because, among other things, it also complies with diversity. I'm also seen as a bit of a breath of fresh air, simply by the fact that I see things differently and question them, or ask new questions.

For HR and legal affair it is a massive upgrade, because these topics are given more importance and greater impact by being positioned in the same way as the agendas of my colleagues on the executive board. And HR is, and this is also how I experience it, the driver of future change and successes. My job is not to look at the past, what went wrong, but at the future - what are we facing and what do we need to change? Even though we are not under pressure to change, we need to initiate changes so that we can seize opportunities in good time and aren't too late. In general, I like to drive forward topics myself rather than be swept along. Also, driving topics forward at executive board level has its very own dynamic and a speed that it usually doesn't have. In this respect, PALFINGER is one step ahead in bringing HR and legal affairs to executive board level.

The market environment has changed and is more volatile. There are certainly also some challenges associated with your position, which you will also face. Which challenges have you already identified and are there already topics that you would like to actively address?

I've only been here for a month, which is why it's still too early to make any specific comments. But what I am convinced of is that more international perspectives need to be included in decision-making committees and that international colleagues must also be given a place at the table.

To run an international company, you need a strong international team. I also see myself as a bit of an attorney for international colleagues who are far away from headquarters. You could say that's not quite as important and yet it's essential for me. In the coming years, there will be significant growth in the USA, which is why it is important that colleagues from the PALFINGER regions are also given the same priorities. That is the one thing. And the other thing, which is nothing new, is that I am a big supporter of diversity. And in all dimensions, because it has been proven that companies are simply more successful when they operate with diverse teams. These are the two main focal points and challenges that I have seen so far.

That brings me to my next question, which you have already partly answered, concerning your objectives. Are there any other goals that you may have already set yourself for 2024?

A third topic would be to make our processes at PALFINGER leaner, more dynamic and more agile. Analyzing and standardizing processes is important, but you shouldn't standardize 100 percent, otherwise you lose speed and agility. It is important to question and review the processes and to readjust them again and again. In doing so, colleagues must also be given the opportunity to adapt the processes to their local conditions.

Meaning individuality in the region, for the region...

Exactly, but that doesn't mean that everyone does what they want and builds their own silos. That doesn't work either. We need both. Both individuality and standardization. At PALFINGER, we are currently a bit more on the standardization side, which is also understandable from a past point of view. We need to look at where it makes sense to readjust and where to allow more freedom for local business.

Now let's move on to your vita. Your career has taken you to different countries, where you worked in international corporations - from Austria to Germany, France, the UK, back to Germany and now back to Austria. During this time, you have also gained experience with different cultures, including employee management. What differences were there in each country that you noticed, or that stood out in particular?

My career has been very much shaped by American ownership. I deliberately emphasize this because performance is the only thing that counts in an American corporate culture. Age, gender and origin are irrelevant. That was basically my career booster. I was incredibly young and my employer didn't care whether I was a woman or how old I was. What mattered was the performance. I've really come to appreciate that. Of course, this also has its downsides - the culture of "hire and fire". I worked for an American-run company that had five CEOs in five years. My experience in German corporate culture is that it is very conflict averse. Conflicts are not addressed directly, which can sometimes be a problem. That is poison for corporate culture. My role was then to address the conflict and let it break out, so that the ensuing thunderstorm could clear the air, to put it another way.

Networking is important in German-speaking countries, but even more so in England. I underestimated that in the beginning. I was also a single parent during some of my time in England and if you have a small child, you simply have no time to network.

Are there any similarities in employee management between countries? Is there something that you have taken away from all these cultures to enhance your management style, where you can say yes, that is a recipe I can apply in general, or that is really good?

One thing that has stayed with me is being able to take different points of view. You will never see me making a decision without taking into consideration how the American or Chinese colleagues would react to it, for example. This is particularly important when introducing standards, policies





and processes in HR or the legal sector. That is why it is important to involve international colleagues in the decision-making of standards and processes and not to take the view that “Bergheim is the center of the world” just because the headquarters are in Austria. That is why I always like to involve colleagues. Of course, it takes a bit longer and requires more effort. But I am convinced that it simply better for the result.

Let's move on to the topic of diversity. You mentioned that this is one of the things that is close to your heart. Big international corporations employ diversity teams or even a Chief Diversity Officer. What do you think about diversity?

Diversity doesn't happen by itself; it has to be encouraged. You need a lot of people on your side to drive the issue forward. The easiest thing would be to employ a team of Maria Kollers who are just like me because I know what makes them tick. Is it the best thing for the company? Probably not. How do you get the ball rolling? By having a clear goal. The biggest drivers are gender and internationality, origin. These are the two biggest factors that can also be measured.

In your opinion, is diversity an asset or are there also many challenges in implementing it?

To be honest, diversity takes a lot of work, but it makes you more successful. It starts with the fact that recruiting takes a bit longer to find the right colleague. Especially if you want to attract women to industrial companies, you need a different

approach to reach them. Because most women mistakenly think they are not capable of doing things that they actually can, you almost have to “force” them to take the step. The framework conditions and corporate culture are important for this.

People tend to feel closer to people who are like them, in terms of values and opinions, etc. What framework conditions must the organization create so that diverse perspectives develop and new ideas arise?

There is no single initiative. It involves a large, colorful bouquet of measures. One of these measures is subconscious bias training, i.e. the identification of subconscious prejudices. This training is about how our mind, our perception, has been conditioned to behave when we encounter people who are different from us. If you don't become aware of it, you can't change anything. That is the one thing.

Another thing is that you can actively involve colleagues from other regions to participate in development programs. A certain number of places need to be reserved for these international colleagues. The program doesn't start until they're on board.



**Change is something
that is absolutely normal
and necessary.**



**I expect people to work
together professionally
in the company.**



Another approach to promoting diversity in companies is communication. One of my big learning curves at the last company was that for 100 jobs on offer not a single woman applied. The reason was that they wanted to be actively approached for the position. I wasn't so aware of that back then. You also have to advertise job offers differently. Women don't apply for jobs if they think they haven't met 100 percent of the requirements. Men, on the other hand, do. That is something that you always need to bear in mind.

I would now like to move on to the next topic. You mentioned it at the very beginning and it is probably also a matter close to your heart, namely the topic of change management. What is your general attitude towards change?

Change is something that is absolutely normal and necessary, and we need to communicate this to employees in that way. The crises of recent years have been an accelerator of change. For example, digitalization was driven forward by Corona. Mobile working would have been unthinkable before. That is the hardcore change, through disruption, through crises. But good companies, including PALFINGER, undergo change on an almost permanent level. If you make permanent change, you are much better prepared for such crises. If you already have a policy in place for mobile working, and then there is such a crisis, then you can implement it much faster.

It sounds funny but change is easier in a crisis. Because no one questions it. After all, if everything is going well, why change anything? But that's a wrong way to look at it. I want us to be prepared now for the next two years.

Honesty and fairness are very important to you. In change processes, how can you always be honest with employees right from the start? Are you in favor of direct communication?

Generally speaking, I am always a strong supporter in transparency, and also in communicating openly what we may not know yet. Communication is better than no communication at all. Saying that you don't have an answer to something at the moment, but that colleagues are working on the topic and will be able to say more about it in six months' time, for example. You need to communicate target-group-specific but the more transparent you are, the better it is.

Which social skills and tools do you give your employees? Or what do they need to get through change well?

What I personally find most important is the "level of insight," as the Americans would say. In other words, how much you question yourself. And for me, that is the basic requirement for further development. Only colleagues who question themselves are willing to work on themselves. And that's what it takes in this constantly changing world. And then, of course, to be open and curious and to work in a team, as the world is far too complex for one person to have all the answers.

Over the next few months and years, you will leave your mark on the company. Which values are particularly important to you, and which would you like to bring to the company?

I would like to put it down to three things. The first is: diverse teams are more successful. PALFINGER will have more of these in the future. I'm also a fan of openness and direct feedback. This is simply incredibly important for further development and also for working on weak points. Fair processes and systems are also important to me, especially in relation to the ongoing development of colleagues. These are the three things I definitely want to push forward with.

How would you describe your management style in a nutshell?

Straightforward, clear, direct, but warm.

Is there anything you would say you won't compromise on?

Yes, that is compliance. Zero tolerance policy and working together as professionals. No matter what colleagues do privately. But I expect people to work together professionally in the company.

We've learned a lot about you today. Thank you for the many insights you have given us on your career, including your intentions and position on diversity, change, fairness and management style. What should we keep in mind when we come across Maria Koller in our everyday working and business lives? What should remain in our minds?

The first thing I'd like to say up front is that I made a clear choice to work for PALFINGER. It is an exceptional, international, successful company. And at this point I can only invite everyone to join us. When you meet me at PALFINGER, I have to warn colleagues in advance that I ask an incredible number of questions that go way beyond any agenda. I am simply interested in the topics and it improves my work when I understand what drives my colleagues, and what they are dealing with.

Thank you very much for the interview!





Focus on Training

PALFINGER trains young people in 18 different technical and commercial professions. As the Director of Apprentice Development & Training, Bernhard Eicher knows what is important: Honest communication, solid basic education and exciting prospects. It also creates completely new job profiles.





You have been working at PALFINGER as the Director of Apprentice Development & Training for many years. The new PALFINGER Campus in Lengau was opened in 2023. How would you describe PALFINGER as a company that provides training and employment?

At PALFINGER, we can already look back on 50 years of experience as a company providing training. Currently, we offer 18 technical and commercial apprenticeships. We regularly evaluate our training offerings with our colleagues and the HR department. As a result we always know exactly which skills will be required in the future and which professions there will be. This enables us to offer the latest future-focused training to a very high standard and implement new job profiles. Production measurement technician, for example.

Thanks to the company's global structure, we can offer our apprentices prospects and extensive ongoing education opportunities at local, regional and international level. A solid basic education is a strong platform for specialization.

You mentioned the new apprenticeship as a production measurement technician, how did this come about?

Many people work in quality assurance and quality management who do well in this area, but who have not completed training specifically geared to these tasks because previously there were no training opportunities available. That is why we have established this new apprenticeship together with other major Austrian companies. This has also been very successful and can be seen as an achievement. After all our professional environments reflect the changes in the working world very closely. When I started my apprenticeship, you typically learned to become a fitter. Today, the profession of fitter consists of eight main modules. That is a high degree of specialization.

You often hear that too few young people are interested in apprenticeship training. Is this also a problem from your point of view?

From my point of view, the image of doing an apprenticeship is becoming more positive again. At PALFINGER, we are also lucky to have role models like Daniel Schinagl. He won the Austrian championships in welding in 2022 and took part in the World Championships in North America. He is the seventh-best welder worldwide, which is the best result that Austria has ever achieved in this category. We receive prospective apprentices applications that say "I want to follow in Daniel's footsteps and become a welder."

At the Austrian Skills event, we won first and third place in welding in 2023. This goes viral on social media and helps us attract tomorrow's skilled workers today.

You have already mentioned the wide range of apprenticeship opportunities, but what do you think it is that makes an apprenticeship so attractive?

Firstly, it gives you a solid basic education, it offers many opportunities and career prospects, and it is a good start to working life.

Many countries are interested in our dual education system, which we are still expanding. In addition to a traditional apprenticeship, there is the apprenticeship with school diploma, the Dual Academy and Study & Work for people who already have the Austrian school graduation diploma. So there is a colorful array of options that is becoming more and more attractive. And that is exactly what we explain to young people, their parents and grandparents at events like Apprenticeship Open Day.

I started an apprenticeship myself in 1993 and see that technologies, working environments and job profiles have changed and evolved since then.

If you compare your apprenticeship from back then with today, what has changed besides the technologies, working environments and job profiles you mentioned? Are there any differences between the generations?

What has changed is the way we communicate with apprentices. Now, apprentices are treated as equals. Today's apprentices are tomorrow's colleagues. So we treat them appropriately, and show consideration for their world and values.

In recent years, more and more initiatives have been launched to inspire women to take up technical professions. Have you found that it is difficult to promote technical careers for young women?

More and more women have started working in technical fields at PALFINGER over the years. We now have 20 percent female employees and technical trainers on campus. The word spreads and young women also see that technical careers offer many prospects.



You have already mentioned Apprenticeship Open Day and that you invite not only young people but also parents and grandparents. What kind of responses do you get from them?

That is often the wow effect for parents. They say that they had no idea how varied, versatile and interesting an apprenticeship could be. This also leads to more positive perception of apprenticeships again.

Apprenticeships today are much more complex and specialized than they used to be and yet we hear that young people lack skills in reading, writing and numeracy after compulsory school. Have you also experienced this?

Yes, we have. One example is geometric drawing, which is no longer taught at compulsory school. However, this is important for spatial perception if you want to become a carpenter, bricklayer or machine technician.

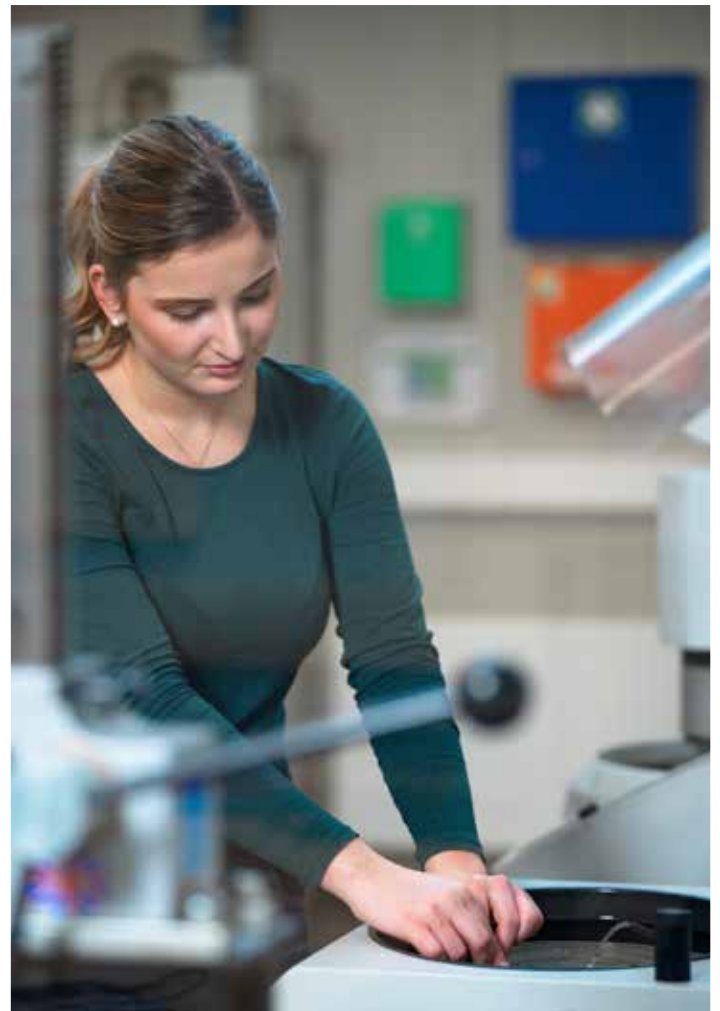
How do you deal with this at PALFINGER?

We have developed our own education courses. At PALFINGER Campus, for example, we offer tutoring, which also helps apprentices prepare for vocational school. This also attracts high school graduates who had nothing to do with technical mathematics, for example, and whom we introduce to the subject in this way.

It means that we make sure that all our apprentices start from the same level. Young people see this as an opportunity that they gladly and enthusiastically accept. The campus should be a place for young people where they can grow and learn, a kind of second home. Mistakes are allowed, of course, there are no wrong or stupid questions, and we always communicate on equal terms.

For example, a young woman came to us whose parents said she was no good at math. We supported and encouraged her until she graduated from vocational college and passed the technical skills examination with a credit. We are very proud of that. It is very intensive, but at the end of the day, the young men and women realize that training can also be fun. An apprenticeship gives you a future.

Bernhard, thank you very much.



About:
Bernhard Eicher
 Director Apprentice Development & Training EMEA at PALFINGER AG. He was also appointed to the Council for New Working Environments by Martin Kocher (Austrian Labor Minister).

... at *Second* Sight

Emilia Bruckmann had a soft spot for chemistry and mathematics at school. Today she is a materials technician and was the first to complete this training at PALFINGER. She passed her exams with distinction. She now uses every means at her disposal to push metal sheet and plate to their limits — and increases product safety as a result.

At PALFINGER, it is Emilia Bruckmann who subjects materials to the absolute endurance test, and for good reason. “PALFINGER products are exposed to extreme physical stress. As a materials technician at the analysis center, I ensure that our metal plates and sheets can withstand the cold in the north of Norway or in Austria, as well as they can handle the heat in Abu Dhabi,” explains Emilia Bruckmann. For example, the sheets are checked for brittleness in a special cooling chamber at a temperature as low as minus 70 degrees Celsius. “My work must be totally precise and flawless. Because nothing should go wrong when the product is in action,” she says.

Emilia Bruckmann is a pioneer. She was the first apprentice at PALFINGER to complete an apprenticeship as a materials technician. There is now a second apprentice in materials technology, this time it's a boy, she notes. “Everyone around me thinks it's great when women get involved in technology. That is not yet typical, but it is becoming more and more common,” says Emilia Bruckmann.

A winner in the careers lottery

Chemistry, physics and engineering — these are subjects and topics that fascinated her even at school, recalls Emilia Bruckmann. She took extra classes and chose technical subjects. Back then, however, she did not think of taking a technical apprenticeship. That changed when, having graduating from compulsory school, she realized that she wanted to do more than “just” sit in school. And that earning money might be good too. “I actually came to PALFINGER on a come and try it day to work as a design engineer, but then I had my feedback interview with Mr. Eicher,” she reflects.

“At that time, we knew that we needed to expand our team in materials technology,” says Bernhard Eicher, “And then Emilia sits there and talks about her interest in technology and chemistry. So I told her about the apprenticeship to become a materials technician and went straight to our analysis center with her.” It was a win-win result. Emilia Bruckmann remembers coming home that day with a big smile on her face. And with the knowledge that she had found a profession that suited her.

Like all apprentices at PALFINGER, Emilia completed basic training, which involves learning how to drill, mill, and weld properly, while working through a wide variety of different departments. This provides a good basis that makes it easier for you and your colleagues in the analysis center to detect errors. “When we receive faulty components for inspection, it is important to know whether they have been turned or milled, and what forces have already acted on the component. Everything has an influence on the result,” explains Emilia Bruckmann.

Cut, mill, etch, grind, draw

Emilia is not only involved in quality control, but also in analyzing materials and components that are important

for new developments. “This is where we are given components for initial testing, for example, where we analyze what still needs to be optimized, where we can make progress and how, and what we need to improve.”

To do this, the analysis center needs much more than the cooling chamber mentioned above. The laboratory has precision machines to process the materials. “We cut samples to a specific thickness so that we can embed them and analyze them under a microscope,” explains the materials technician. Alloying elements are caused to evaporate using an electric arc at a heat of over 4,500 degrees in order to find out how many different elements are present in a metal. Materials are etched, milled, and polished to define their structure and properties. What's more, they are strength tested to their absolute load limits. She and the team have much larger machines available for this purpose. The tensile testing machine, for example, which uses continuous force to subject the sample to a load until it is pulled apart. “This indicates its tensile strength, or how high the maximum force is until it fractures,” explains Bruckmann. The tractive force can go up to 25 tons.

The highest level of safety and prospects

Whatever materials, steel and sheet metal are used at PALFINGER for loader cranes or access platforms, for example, they are thoroughly tested in the analysis center. “Our products represent the highest level of safety in action. That is why our inspections are an essential part of production. During my work I am aware that I need to be exact, accurate and absolutely reliable, because it's essential that nothing goes wrong,” she points out.

Our partners also appreciate this thorough quality control, Bernhard Eicher says: “In close coordination with our suppliers, we have been able to carry out many initial tests with samples. These included examining the mechanical properties and weldability of materials. That gives us the advantage through knowledge and skill. Materials technicians and experts like Emilia Bruckmann are not easy to find on the job market, but they are essential for a company like PALFINGER,” explains Bernhard Eicher, which is why PALFINGER focuses on training young talent in-house. “During our first interview, it was immediately clear to me that I could convince this young woman, who has gained all the necessary skills at school, to come and take an apprenticeship with us,” remembers Bernhard Eicher.

Emilia Bruckmann completed her apprenticeship in August 2023. She is far from done, she points out. The technical skills exam followed in October. Next up are her A-levels, which she has prepared for alongside her apprenticeship. “Instead of taking the elective subject, I'm going to go straight for the master trade qualification. Then I will have achieved a great deal very early on,” she says, summing up her professional career so far. Perhaps, she says thinking, she will go to university. Whatever happens, she wants to continue with even more in-depth training. “There is still so much you can do and learn. In my job, it never stops. And that's great,” says Emilia Bruckmann.





FEMALE POWER

Latin America (LATAM) is a diverse and exciting region. If you want to be successful here, you have to make the most of your skills. Currently, PALFINGER's most successful market in the Latin America region is Brazil, the world's third-largest exporter of agricultural products. To be best prepared for local conditions, PALFINGER relies on successful partnerships, such as with the Diniz sisters' company Emáquinas.

Brazil, the largest state in Latin America, is one of the ten largest economies in the world with a GDP of around USD 1,920 billion. It is also currently one of the most thriving markets in the region. The country recovered extremely quickly from the recession after the Covid-19 pandemic and by 2021 had returned to pre-crisis levels. Since then, the annual growth forecasts have fluctuated at around three percent.

The Russian war of aggression, which continues to have a negative impact on global economic prospects, has strengthened Brazil again in its role as an extremely important producer of agricultural products and raw materials. PALFINGER has a good reputation in Brazil, particularly in the agricultural sector and in the mining industry. The quality of the company's products, their high level of innovation and their close partnerships based on trust form the foundations of PALFINGER's business success here. If a trusting partnership is also combined with a special story, then success is inevitable, as is the case with the three Diniz sisters.

Their company Emáquinas, based in the Brazilian state of Minas Gerais, has been an exclusive PALFINGER dealer sales agent since 1998 with an impressive range of PALFINGER products and accessories, and with excellent local connections. Minas Gerais is also one of the centers of all type of agricultural products cultivation on an industrial scale. These are excellent prerequisites for a company like PALFINGER that is heavily integrated into the market. When the owner of Emáquinas passed away in 2020, his three daughters Karla, Paula and Flávia decided to take

over the company and continue the success story. The timing couldn't have been more difficult. The family loss was compounded by the effects of the Covid pandemic, uncertain supply chains, unclear prospects and rising costs.

While Karla took over administration and finances, Paula focused on managing the sales team and Flávia on process organization and key account support. The combination of their strengths and interests proved to be very successful for the three sisters. They can also build on the experience they gained from working with their father. The market and especially the customers were not unknown to them. Within a very short period of time, they built on and expanded their father's successes. Customers in their region trust them, their knowledge and their expertise. "We are resilient, courageous and loyal to our principles, partners and suppliers. But we are also humble enough to recognize that we can always learn something new," say the sisters.

There is plenty to get done in the state of Minas Gerais, as in the whole of Brazil, where agriculture generates around 22 percent of GDP. 45 percent of the country's surface area can be used for agriculture and thanks to favorable climatic conditions and sufficient rainfall, two, sometimes even three harvests per year are possible in most regions. This makes Brazil the world's third-largest exporter of agricultural goods after the EU and the USA. These prerequisites enable PALFINGER to further develop and expand its strong market position.





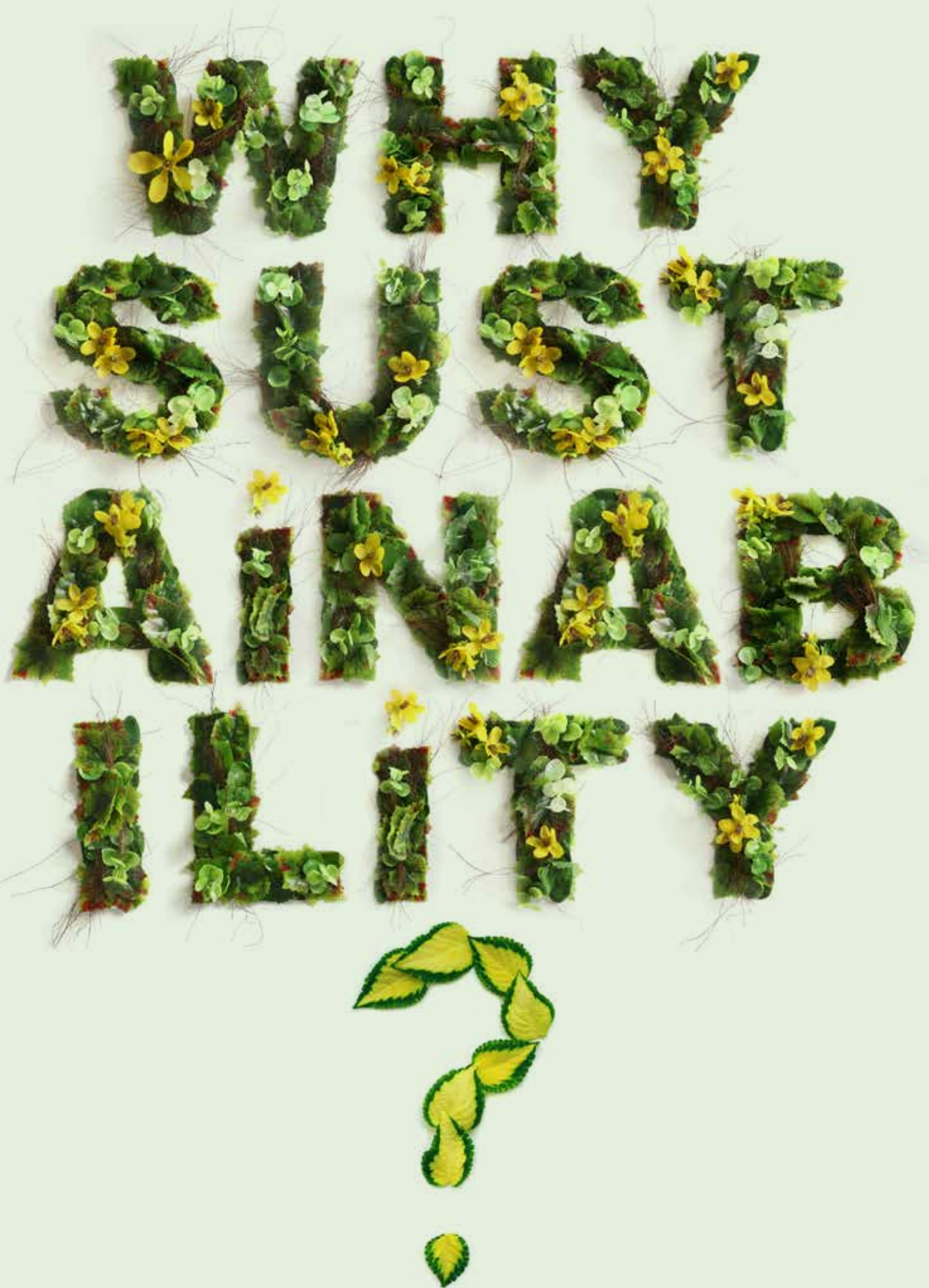
Focus on LATAM



In 2023, PALFINGER opened a new subsidiary in Sorocaba in the Brazilian state of São Paulo with a training center, a demo center and the infrastructure for vehicle bodywork, installation and maintenance. With the new location, PALFINGER is increasing its vehicle bodywork capacities by at least 50 percent.

At the end of August 2023, PALFINGER participated in Latin America's largest agricultural trade fair with 882,000 visitors. PALFINGER supports various production phases in the agricultural industry with its loader cranes - from harvesting to transport and storage.

PALFINGER's strong positioning in the agricultural business made a significant contribution to maintaining and expanding its market presence in 2023 despite a decline in demand and prices for important export raw materials such as copper, zinc and iron ore that caused a relative contraction of the traditional target markets.





Shaping a sustainable future: a necessity that also involves companies. We talk to Thiemo Färber, Head of Sustainability at PALFINGER and Frank Sprenger, long-time strategy consultant in the area of sustainability and founder of fors.earth, about what sustainability means, what it needs, what it doesn't need, and whether it is even worth it.

To get the ball rolling, and because the simplest questions are often the hardest: What is sustainability?

Frank Sprenger: I've been working on this since 1992 and I'm still looking for a clear definition — there are many different ones. In purely formal terms, you can choose the Gro Harlem Brundtland definition, which states: Sustainability means meeting the needs of today's generations without depriving future generations of the opportunity to meet theirs. Unfortunately, we are not doing very well as far as that is concerned. Another definition is based on the 17 goals of the United Nations. These start with the fight against poverty and cover a range of aims to achieving sustainable development goals in partnership. Basically, sustainability is about ensuring the dramatically changing livelihoods of eight billion people.

Thiemo Färber: Sustainability is one possible answer to the question: "What added value am I able to provide?" People achieve more together than anyone on their own. This opens up new opportunities but at the same time reaches limits. This applies not only to individuals, but also to companies. They do not exist and act in isolation, but are constantly in contact with their environment and with a wide variety of stakeholders. Sustainability therefore means making other aspects assessable, in addition to net profit, and incorporating them into decision-making.

You say that companies are constantly interacting with their environment. What impact does a technology and mechanical engineering company like PALFINGER have on society and the environment?

Thiemo Färber: At PALFINGER, we put a lot of effort into understanding our impact on the environment. To do this, we use materiality analysis. This involves a survey of all relevant internal and external stakeholders. These are people

who are interested in helping us determine what impact the company has on the environment as well as on people. And the same applies the other way around: How do current developments influence us? Starting with this analysis, we then look at where our impact is strongest. That means we literally get to the bottom of everything we do. In doing so, we create trust, because gut feeling is a good indicator. Is a company really looking at its core business and trying to build up something? Or is it more of a delay tactic because you don't want to deal with it right now?

What is the real effect of sustainability management at an industrial company like PALFINGER?

Frank Sprenger: That is the key question. Basically, the question is: Where and how do we actually achieve an impact? Viewed from the product side, the entire supply chain that leads to production comes with a backpack of resources that have already been used, including water consumption, carbon footprint and so on. This is where you can start and reduce impact here. However, this is only the footprint that a product generates until it reaches the customer. The actual and more effective lever lies in the use phase. This is where customers also have more interest. Here, for example, you can use high-quality resources that initially create a larger carbon footprint, but in return offer customers significantly higher efficiency and lower emissions over the entire product life cycle. Naturally, customers are very interested in this aspect, and that is positive in terms of the overall balance of emissions. In order to have lasting effect, a company like PALFINGER must therefore think, plan and act on a large scale and along the entire value chain.

Thiemo Färber: In general, I see four main areas where PALFINGER has a major effect. First and foremost - as you just mentioned - the use of resources and the circular



economy. Secondly, it is about technical and technological development, which includes digitalization. In concrete terms, this means: How do I make our products safer? How can we optimize them so that the operator can use them safely and no damage is caused. PALFINGER's new access platforms, which combine digitalization and electrification, are a prime example of this. Because they are operated electrically, noise and carbon emissions are eliminated at the point of use, which opens up completely new applications for our customers. Furthermore, data and how it is handled play a decisive role. With automated functions, it must be ensured that only what was planned happens. The third point is about employees in terms of occupational safety, ongoing training and diversity. After all, we can only contribute to sustainability with well-trained employees. And the fourth point is that we need to take responsibility for the fight against global warming.

What impact does sustainable management have on the capital market?

Frank Sprenger: Sustainability strategies are now relevant to investments, and because these involve significant sums of money, they indirectly influence the capital market. In turn, this means that the sustainability management of a company depends on the economic and financial development of the company. The reason for this is that very ambitious targets may be developed during a peak phase, investments may not develop as planned under changed conditions and you may have to cut back, at least temporarily.

Thiemo Färber: It is good to see that knowledge and requirements are increasing. What I have noticed more recently is that the claims of sustainability measures are being critically scrutinized. For example, why has a company defined a 30 percent reduction? Would it be possible to go even further? Can more sustainability indicators be added? I believe that capital market demands with regard to sustainability measures and requirements will increase in the coming years. Both in depth and in bandwidth.

Apart from the capital market - and this is a provocative question - is it worthwhile for companies to focus on sustainability?

Thiemo Färber: Sustainability is a topic that many people also deal with outside the work, and when people deal with a topic in depth, something new is created. We saw this in a project where the goal was to save ten percent of energy consumption at a manufacturing plant: The employees made so many good suggestions from all areas that in the end we saved far more energy than ten percent. What I want to make clear is that if you present an idea to people and give them the opportunity to contribute, you can achieve a lot.

Frank Sprenger: Whether it's worth it is a question that, funnily enough, is asked about sustainability management and sustainability, but not about finance and accounting, for example. Is accounting worthwhile? No, not really. But it doesn't work without it either. It's similar with sustainability. Nothing is worthwhile per se. If it is poorly managed, it can end up only costing money. However, if sustainability is properly integrated, it is an absolute success factor for companies. Until now, the economy and companies have operated in an unlimited world. But now we are reaching the limits everywhere. This means that there will be a differentiation between companies that deal with the framework conditions and those that ignore them. However, this does not mean that you cannot be successful over the short term if you ignore these framework conditions. But if you want to successfully manage a company over the long term and lead it safely into the future, there is absolutely no alternative to incorporating sustainability.

Thank you very much for the interview.



About: Frank Sprenger

has been a consultant to listed and medium-sized companies in the areas of environmental protection, sustainability and corporate responsibility since 1992. After studying business administration at the University of Augsburg and a subsequent degree in economics at Wayne State University in Detroit, he founded his consulting firm fors.earth. Together with his colleagues, he develops strategies for large food retailers, Audi AG, the Volkswagen Group, DHL and the German Federal Ministry of Education and Research.

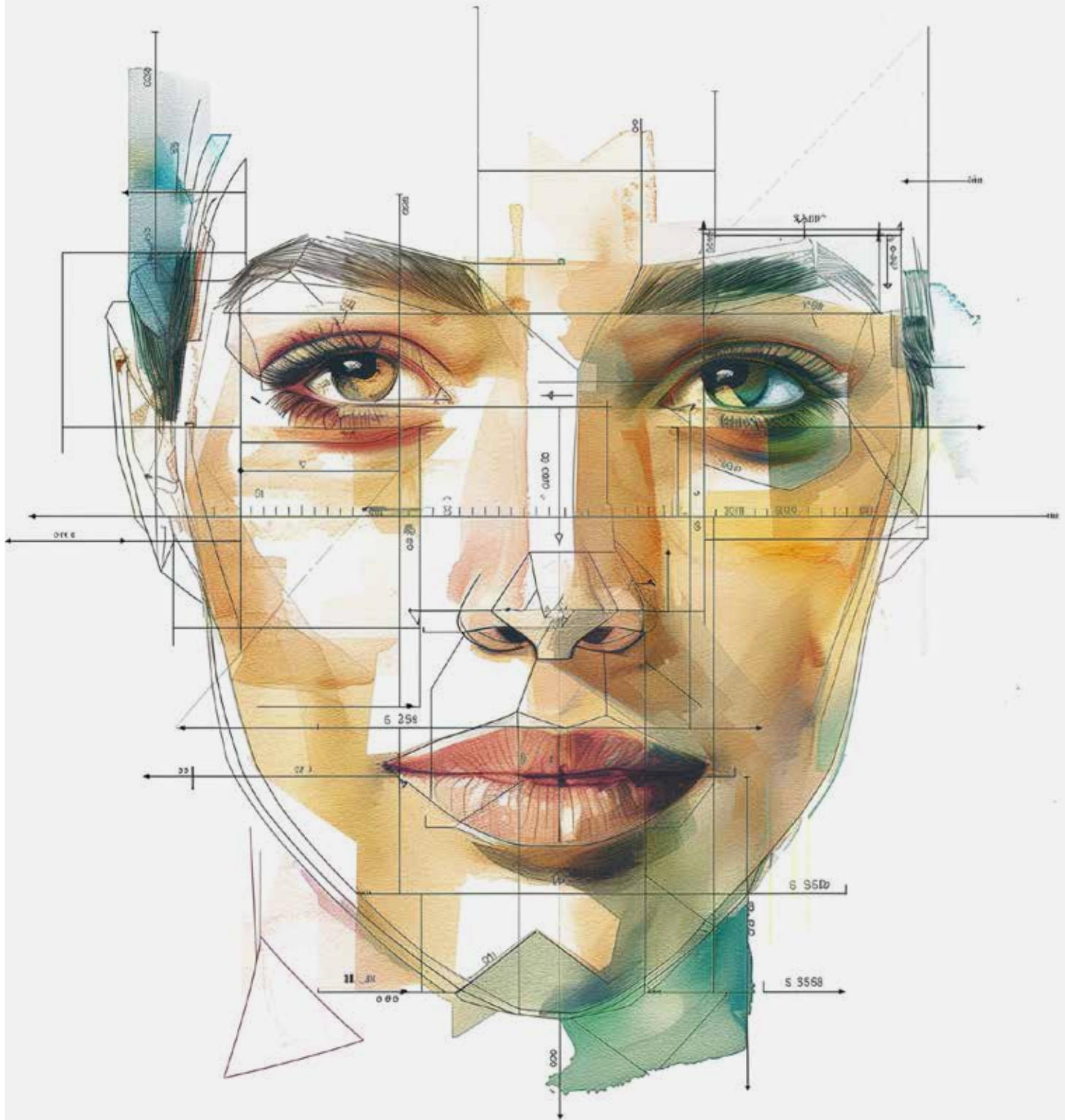
His professional focus is on sustainability strategy, -management, stakeholder dialogs, moderation and coaching.



About: Thiemo Färber

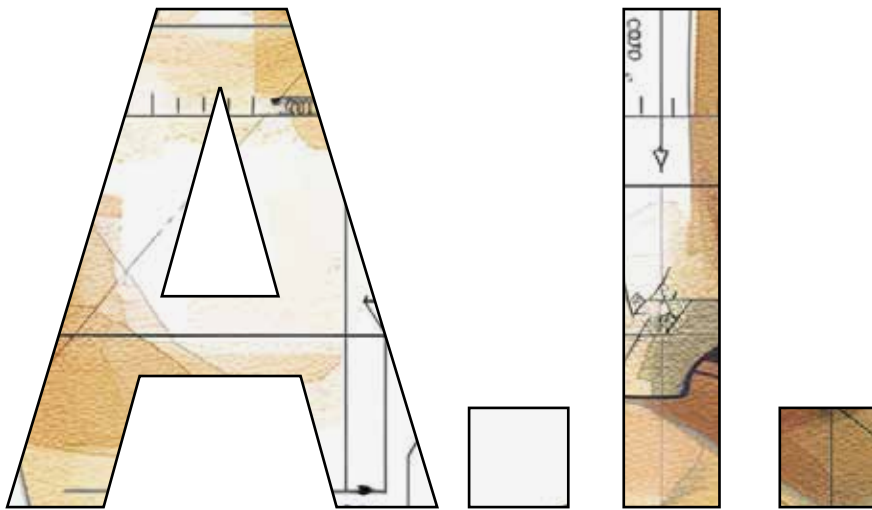
held various positions at Audi AG for more than 20 years and studied industrial engineering at the Technical University of Ingolstadt. He has been Head of Sustainability at PALFINGER since December 2022. Thiemo Färber focuses on the areas of sustainability strategy, decarbonization, diversity and circular economy.







"I'm afraid, Dave." HAL 9000 ("2001: A Space Odyssey", 1968)



The real adventures are in your head. And if they are not in your head, then they are ...

They have arrived and are changing everything, in companies, customer relationships, job profiles, business units and in the way we work together: Digitalization and new technologies, such as Artificial Intelligence. Stefanie Lindstaedt, founding president of the Interdisciplinary Transformation University Austria in Linz, discusses opportunities and challenges and what it takes to successfully shape change with Philipp Smole, Digital Transformation Officer at PALFINGER.



Stefanie Lindstaedt, Philipp Smole, how are digitalization and artificial intelligence (AI) transforming companies and working environments? What challenges does this involve?

Lindstaedt: In my opinion, the biggest challenge lies in people's minds. It is important to have people in the company who represent this new way of thinking. Looking at things from a purely data perspective is extremely difficult for most people. As a result, the opportunities are often not recognized in the first instance. You only see individual steps and not the real transformative power. ChatGPT has shifted the perception of AI because we can now see what is possible.

Smole: It is a data perspective topic. Data on its own is definitely a challenge for companies that have grown over time such as PALFINGER. Grown companies have a very heterogeneous system landscape and structure. We have financial processes, product data, machine data, we have data in customer service. Combining them creates something new. It is an organizational challenge to see this as a shared task. We've started working on this over the last few years. This is a very interesting and exciting challenge, both culturally and technologically.

Lindstaedt: Exactly, if you want to think of something completely new, like a business model, then things get complicated. I see it as if you were to take a glove and turn it inside out. It's still the same glove, but we're looking at it from the other side - from a data perspective. It is not easy to carry out this transformation in your head and not always have everything directly related to the product. That is why there are many creative approaches when building new business models to get people out of their comfort zones to think about data in a completely different, radical way. The next big step in addition to the digital transformation of an organization is the challenge of transforming entire business processes across companies, i.e. across boundaries, in the B2B sector. The whole topic of platform economy in the B2C sector is where things get totally turned around. That raises the question, what next for B2B?

Smole: At the end of the day, digitalization and transformation are not an end in themselves but enable us to develop into a complete solution provider. Our goal is to provide our customers with sustainable support in their value chain. An example: You'll be familiar with hooklifts that can pick up containers. It's an interesting product. However, our customers are increasingly lacking qualified drivers. This results in damage to containers or the hooklift. To make the process easier and safer, we use the truck's rear view camera for an assistance function to make loading easier - our Smart Loading Assistant. But we're thinking ahead and are currently working on using container geolocation to also offer our customers container logistics and control management. This is changing our business model. We need to know our customers' tasks in detail. In order to understand their problems and daily challenges, colleagues from the Customer & Market Insights team support our highly qualified employees in product management. In addition, we have created a digital product line that is responsible for the commercial implementation of such business models. Our approach has always been to learn with and from customers and this will continue to be a key focus in the future.

Lindstaedt: What you describe is exactly our approach. Our goal is to train students to become so-called transformers. They come with a bachelor's degree in computer science, sociology, psychology or even mechanical engineering. We bring them together. Our job is to teach them how to solve problems, how to understand problems, how to work on problems together with a combination of skills. We train people to think holistically. We're still going to need experts. But we also need people who think in this interconnected way and always have digital technology in mind and know what can be used effectively in which situation.

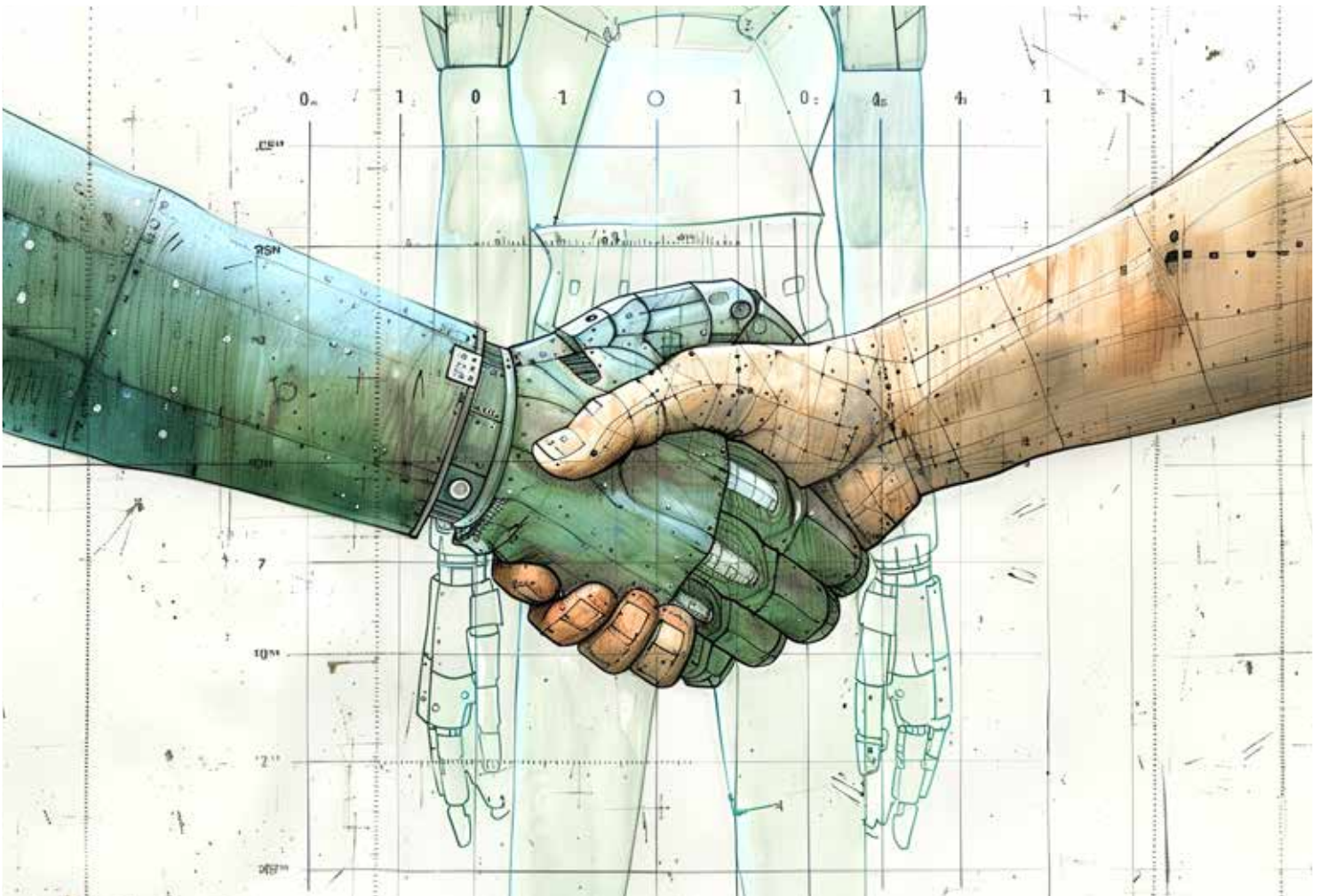
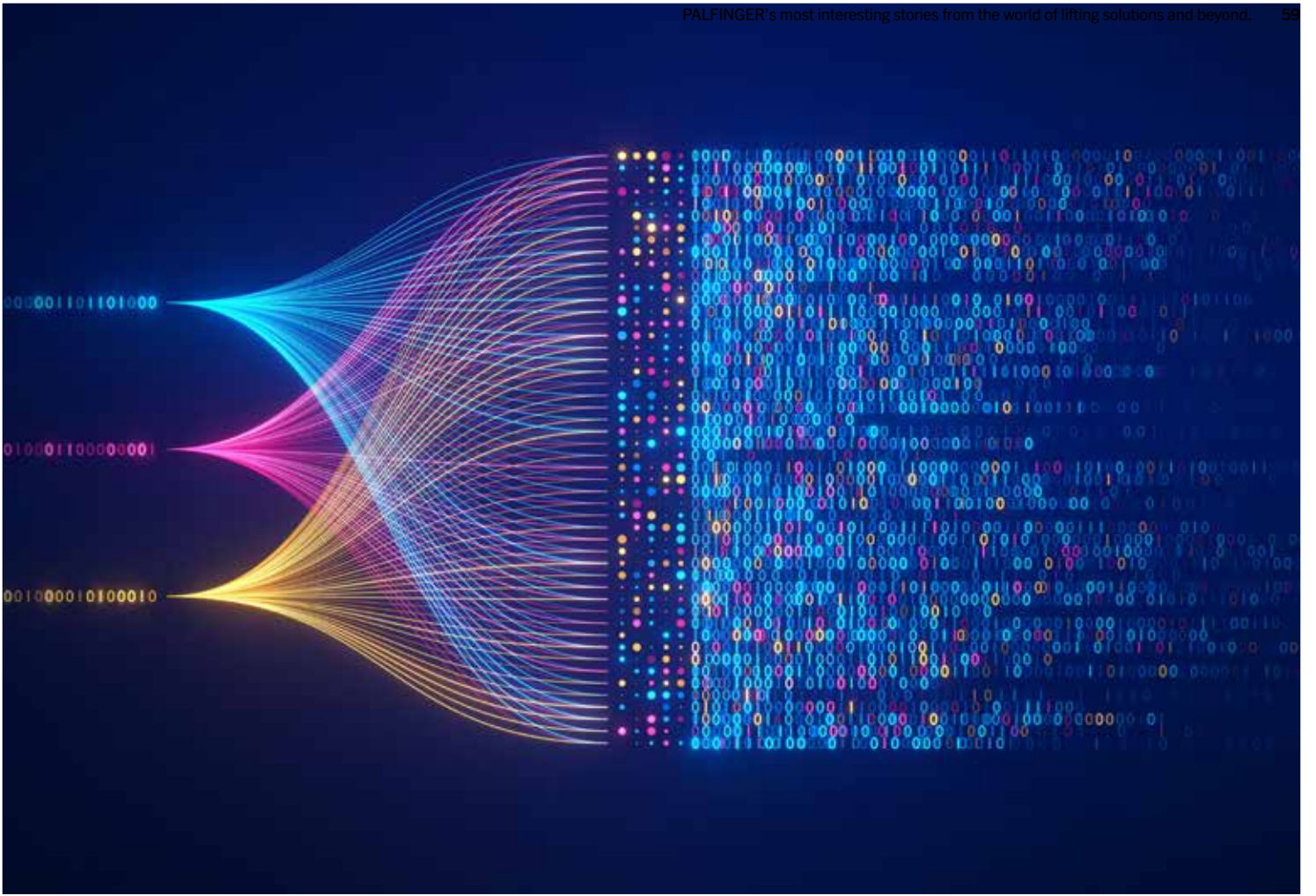
Smole: I find this approach really exciting. Establishing a solid technical basis is an essential foundation for everything we do. The challenge lies in managing complexity and constructively working together between different specialist areas. In addition to people with technical expertise, we need people who create this framework and look at problems from other perspectives. As an organization, we must build these bridges between different areas of expertise and promote a willingness to reach out to each other.

Lindstaedt: We have held many workshops with companies in order to be able to precisely identify the challenges of digitalization. This mutual understanding is often missing. You have to learn to work with another discipline as early as possible. During such discussions, you could listen in and write entire studies about misunderstandings: One says A, the other understands B and the third understands C. And the worst thing is when they don't notice it. If everyone thinks the other person has said that everything is okay, then everyone starts running in the wrong direction again. My thesis supervisor referred to this as the "symmetry of ignorance" between two disciplines. If you always stick to your own way of thinking, you won't create an interdisciplinary dialogue. So, we must find a common, unifying language.

Smole: The most important part of our transformation program is empowering the organization. My personal experience is that when a project fails, nine times out of ten it is not because of the technology, but because of mutual understanding and the collaboration model. Does that mean that the degree program you are developing is tackling this problem?

Lindstaedt: The idea is that our degree programs no longer consist of lectures at all, but of projects. In the first year, students are confronted with digital technologies through projects in various labs - for example an augmented reality lab, a data science lab, a robot lab. That is where they develop a common digital language together. In the second year, the project teams must then solve problems experienced by companies, cities, hospitals, or from research. They have the whole year to do this. In the first year, they learn computational thinking and the various computational technologies. In the second year, we use Design Thinking or Art Thinking to jointly understand and analyze the problem and find solutions together. We focus on the application, the problem and then show the solutions.





Smole: The ability to creatively solve problems together in a network and do your job well as a result - that is a very important factor. But as a company with around 12,700 employees, we can't wait that long until your first students are ready. What can we learn from you right now?

Lindstaedt: Our goal is to evaluate skills. The ability to successfully handle tasks on different levels. Getting this done efficiently is a major challenge. The high level of attention we give our students is still an advantage because we are small. If we have more students, we need to consider now which AI technologies we can use to relieve the lecturers of certain tasks and upscale everything. This means that, at the same time as the methodology, we develop the methods that enable us to implement them.

Smole: That is very similar to our employee development strategy. We not only discuss what was achieved, but also how it was achieved. The fact that you are planning to evaluate both problem-solving skills in teams and conflict skills is unusual for a university, but promotes team spirit.

Lindstaedt: We work with these "Twenty First Century Skills" - from ethics to the ability to work in a team - everywhere as cross-sectional tools. We incorporate all of this into the projects and discuss it. Does working in a team work? Or are you so divided in your opinions that nothing works anymore? What options are there to counteract this? This is a basic skill that is taught on every course. Our task is to make this truly integrative.

Smole: That's very interesting. The more we develop as a company towards solution providers, the more important the interdisciplinary networking of different skills becomes as a competitive advantage. This has a massive impact on corporate culture. How do you treat each other? How do you rate experts who are experts not only in technology but also in other areas? And how do you put value on that? It has a lot to do with self-image. How do we lead, how do we empower ourselves to do things and take risks together?

Lindstaedt: But tell me, do you use ChatGPT or something similar at PALFINGER?

Smole: Yes, but not the public version. We are working on this in a wide variety of areas and have had positive experiences, for example in using generative AI for writing software code. As part of the digital transformation program, we are in the process of comprehensively defining PALFINGER's AI strategy. There is also a major focus on further empowering employees to use AI tools skillfully and in a way that adds value.

Lindstaedt: I think that is a good idea. We will also use these technologies everywhere as tools in our projects. It's only when you get to use it that you realize that AI does not replace humans, but does support them.





Smole: And it opens up perspectives. For example, when you look at demographic change. At PALFINGER we have an age pyramid that is typical of Western European industrial companies; around 20% of employees are over 50 years old. If we want to grow and become more efficient as a company, we will need to fill a significant number of new jobs in the coming years due to people retiring. This will be a difficult task for the labor market to fulfill due to demographic developments and the availability of skilled workers. But digitalization and AI are changing job profiles and with them we can re-structure and support work tasks. Our goal is to encourage our

employees to attain further qualifications, because digitalization concerns everyone in the company, and to attract new talent to the company. ChatGPT is not capable of finding out what our customers actually need. This requires people who talk to others, who figure this out and who define the problem. But AI can assist, accelerate, simplify, and improve.

Stefanie Lindstaedt, Philipp Smole, thank you for the discussion.

About: Prof. Dr. Stefanie Lindstaedt
is the founding president of IT:U - Interdisciplinary Transformation University Austria in Linz.

She studied in Germany and the USA, where she earned a PhD in Computer Science.

After holding positions at DaimlerChrysler and GlobalSight, she took up a position at the Know-Center in Graz in 2001. In 2011, she was appointed Scientific Director of the Center.

The year before, she completed her habilitation in applied computer science at Graz University of Technology and became the head of the Institute for Knowledge Management.

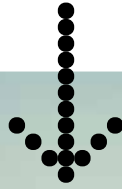
In 2023, the founding convention of the Institute of Digital Sciences Austria appointed Stefanie Lindstaedt as founding president of the new university now known as IT:U.



About: Philipp Smole
became part of PALFINGER in 2018. As Digital Transformation Officer, he actively supports and shapes the strategy of the PALFINGER Group by working for and with empowered teams that translate customer needs into product solutions, identify new business opportunities and drive breakthrough innovations to excite customers. Philipp Smole holds a PhD in physics from the Vienna University of Technology and before joining PALFINGER gained extensive experience in research, development and production of solutions for various applications at TDK EPCOS, Oerlikon Balzers and Philips Healthtech.



Human and Machine in the Centre



Since ChatGPT became available to everyone towards the end of 2022, artificial intelligence (AI) is more present than ever. Since then, AI has been going through a phase of rapid progress that is changing both people as well as companies worldwide and significantly influencing the way they do business. These new technologies and innovative applications open up exciting perspectives, while at the same time raising challenges and ethical questions - also at PALFINGER. In analyzing this technology, I am going to take a look at current developments in AI, highlight examples and use cases for companies, and discuss the advantages and disadvantages associated with implementing these technologies. Right from the start, I come to the conclusion that the combination of human and machine is the gold standard.

What is artificial intelligence?

Not everything that says AI on it is also AI. The aim of AI is for computers to perform tasks would normally require human intelligence. Or, to put it simply: AI makes machines “smart” so that they can learn, understand, decide and communicate — just like humans. The idea behind AI is that computers can not only execute simple commands, but also learn from “experiences” and adapt to various situations. General examples and areas of application for artificial intelligence include:

- **Voice assistants:**
Like Siri, Alexa, or Google Assistant. They can understand and respond to spoken commands.
- **Image recognition:**
Programs that can analyze images to identify faces or objects, for example. One example of this is facial recognition on smartphones.
- **Autonomous vehicles:**
Self-driving cars use AI to understand the environment and drive safely without human drivers.
- **Chatbots:**
Programs that can chat on websites or apps to answer customer questions. They learn from interactions and improve over time.
- **Content suggestion systems:**
Platforms like Netflix and Amazon use AI to make suggestions based on our preferences and viewing behavior.

Let's take a closer look at the underlying developments and drivers in AI, aware that the current momentum is high and that this is therefore only a snapshot:

Current developments in AI

Advances in machine learning (ML):

The rapid progress in machine learning is the driving force behind many recent developments in AI. New algorithms and techniques make it possible for machines to learn from data, recognize patterns, and make predictions. Companies use ML models for personalized content suggestion systems, precise forecasts and automated decision-making, among other things.

Breakthroughs in natural language processing (NLP):

The advances that have been made in natural language processing have taken the interaction between humans and machines to a whole new level. Voice assistants and chatbots are becoming increasingly sophisticated and accurate, enabling companies to optimize customer service, automate processes and respond to inquiries more efficiently, to name just a few examples.

Computer vision and image recognition:

The ability of machines to understand visual information has made impressive progress. Companies use computer vision, for example, to automatically inspect products, identify abnormalities in real time, and improve safety. In medicine, image recognition enables more accurate diagnoses and more personalized treatment.

Combining AI and the Internet of Things (IoT):

Integrating AI with the Internet of Things opens up new opportunities for companies. Sensors collect data in real time and AI analyses this information to enable predictive maintenance, automate processes, and grow efficiency. In manufacturing, for example, companies can minimize downtime and maximize productivity.

This list is not exhaustive and new possibilities are constantly being added. Applied to PALFINGER, we can imagine all of these applications and developments being used in different



areas. Some of them have already been used in our processes and products, while others are yet to be implemented. Let's broaden our horizons and look at specific use cases for different industries:

Use cases from different industries

Finance: Fraud detection

In the financial sector, AI algorithms are successfully used to detect fraud. By analyzing transaction data and behavioral patterns, suspicious activity can be identified in real time. This enables a proactive response and protects customers from financial loss.

Retail: Personalized recommendations

Online retailers use AI to generate personalized product suggestions based on their customers' specific buying behavior. This not only improves customer experience, but also increases sales by using targeted marketing strategies.

Health care: Diagnostic support

In healthcare, AI helps doctors diagnose diseases. ML models analyze medical images and patient data to make precise diagnoses and create individualized treatment schedules.

Manufacturing industry: Predictive maintenance

In the manufacturing industry, AI is perfect for predictive maintenance. Sensors on machines continuously collect data, and by analyzing this data, it is possible for AI to predict when a machine could fail. Predictive maintenance then kicks in to minimize unplanned downtime.

But as always, where there are advantages and opportunities, there are also disadvantages and challenges:

Disadvantages and challenges of AI for companies

High implementation costs:

Adopting AI requires significant investments in technology, training, and infrastructure. For many companies, particularly smaller ones, the initial costs can be an obstacle.

Privacy concerns:

The processing of large amounts of sensitive data using AI systems raises privacy concerns. Companies must ensure that they comply with data protection regulations and are transparent about how they use sensitive data, such as customer data and personal data.

Lack of acceptance and trust:

Employees and customers can be skeptical of AI applications. Not understanding how AI systems work can result in low acceptance. It is important to provide training and communicate transparently about how AI is used.

Dependence on technology:

Over-relying on AI can become a risk. Technical failures or errors in AI models can lead to significant problems and costs if companies do not have appropriate backup plans and manual solutions.

The central task of every company is to constantly assess advantages and disadvantages, benefits and costs, and to make decisions based on this assessment, including with regard to AI. This shows – and our applied research projects confirm this time and again – that the combination of humans and machines produces the best results, even in the manufacturing landscape.

Status quo: Human and machine are the dream team.

In the modern manufacturing landscape, the way humans and intelligent machines work together has taken on a transformative role. This synergy makes it possible to increase efficiency, improve quality and develop innovative solutions. Below is an explanation of how humans and machines can work together optimally to optimize productivity in a manufacturing company.

Clear distribution of tasks and teamwork:

Working together effectively starts with a clear distribution of tasks. Employees bring their strengths in creative and strategic tasks, while intelligent machines take on repetitive or data-intensive work. Once roles have been clearly defined, both sides can work together efficiently and make the best possible use of their specific skills.

Integrate AI for predictive maintenance:

Intelligent machines can help to monitor the status of production plants in real time. By analyzing sensor data, predictive maintenance models can be created that minimize downtime and extend the service life of machines. Based on these forecasts, technicians can carry out maintenance work precisely where it is needed, and in good time.

Training and skills:

In order to optimize working together, it is crucial to equip the workforce with the necessary skills to use intelligent machines. Training and skills courses help employees to understand the technology and use it safely. This not only promotes acceptance, but also supports the efficient use of new technologies.

Flexibility and adaptability:

The ability to adapt to changing requirements is critical. Intelligent machines can help make manufacturing processes more flexible. Humans, on the other hand, have the flexibility to find creative solutions to unforeseen challenges. A dynamic work environment that uses the best of both worlds promotes innovation and efficiency.

Communication and transparency:

Open communication between humans and machines is of key importance. Humans need to understand how intelligent machines make decisions, and machines have to be able to clearly understand human instructions. That is how transparent communication creates trust and promotes seamless collaboration.

Collaborative use of data:

Sharing data between employees and intelligent machines allows end-to-end analysis and optimization of production processes. By combining human expertise with the comprehensive data processing capabilities of AI, companies can make well-founded decisions and continuously improve.

Conclusion

The latest developments in artificial intelligence combined with people offer companies great opportunities to increase their efficiency and effectiveness. That said, companies also need to consider the challenges associated with implementing AI and ensure that ethical standards and laws are met. Ultimately, the dynamic nature of AI requires continuous adaptation and a willingness to learn to make the most of the benefits and minimize the potential drawbacks.

But why not let AI have the last word:**Human:**

Write me a quotation from you on how people and artificial intelligence can best be combined in companies.

AI (ChatGPT):

In companies, the harmonious synergy between people and artificial intelligence unfolds when human creativity and emotional intelligence guide AI's analytical prowess, crafting solutions that are not just efficient but also profoundly human-centric.

About: Sita Mazumder

is a member of the Supervisory Board of PALFINGER AG since 2021. She studied computer science and engineering at the ETH Zurich and subsequently economics at the University of Zurich. Sita Mazumder holds a professorship in computer science and economics in the field of artificial intelligence at the Lucerne University of Applied Sciences and Arts. Her research focuses on the interface of artificial intelligence with business and society. She is the author of several books, runs her own company and is a member of several boards of directors and supervisory boards as well as the Swiss Federal Electricity Commission ElCom.

**Comment**

PALFINGER CONNECTED: At the interface between human & machine

As Sita Mazumder writes: AI is here, and it is here to stay. It is changing industries, applications, work environments and affects business and commerce. The constant in all these changes is our focus on ensuring that new technologies such as artificial intelligence and machine learning create real added value for our customers and operators of our lifting solutions. The successful interaction of human and machine must first and foremost create advantages for our customers. Ultimately, this means increasing efficiency and safety. More time for using the equipment and less time spent on admin work. This is exactly where our cloud-based PALFINGER Connected platform comes in.

With the Fleet Monitor, Operator Monitor and Service Cockpit, smart applications optimize the use and maintenance of PALFINGER solutions. Our intelligent control system and Connected platform provide our customers with a detailed overview of their equipment: The technical status of the individual devices, the end-to-end recording of current activity and real-time information about the current status can be retrieved at any time and from anywhere. As a result, the PALFINGER fleet and PALFINGER customers are already working together as an ultra-modern, networked team.

Andreas Hille, Senior Vice President
Global Product Line Management & Engineering PALFINGER AG





The Power of INNO VAT ION

From the North Sea to the South China Sea – the offshore industry is characterized by more than the forces of nature, because there is also the power of human innovation.

PALFINGER MARINE's pioneering developments show how safety and efficiency are being revolutionized on the high seas. But what could the future of the offshore industry look like?



An idea becomes reality

It all began in 2015 when PALFINGER started with discussions around which type of crane should be delivered to the unmanned platform operated by the Norwegian energy company Equinor for the Oseberg Vestflanken oil field. Some years later, having gained much more experience on new, fully electric cranes, the idea of a strategic partnership to develop remote-controlled cranes was born in collaboration with the Norwegian company Aker BP and the leading technology company Optilift. Jan Silgjerd, Head of Global Marine Application Engineering at PALFINGER MARINE, remembers: "At the beginning, we could not even imagine the scale of this project, which ended up with this major supply contract of five cranes and an innovative concept to meet the challenges of remote operation off the coast of Norway."

Since signing the contract in 2022, Jan Silgjerd, his colleague Cyrielle Gorini-Gonçalves, Application Engineer at PALFINGER MARINE, and a team of around 60 engineers at PALFINGER MARINE Norway, have invested a great deal of time and passion in developing and implementing the project. "An exciting part of this project is not just the technical implementation, but also the regular updates involving numerous stakeholders and the integration of a wide variety of ideas and design proposals. They give us valuable input thanks to their expertise, and we get feedback directly from operators so that we can optimize the cranes," says Jan Silgjerd about the close cooperation with Aker BP. He adds: "One of the most exciting and at the same time biggest challenges about this whole project is that there has never been anything like this in the industry before. There is no harmonized standard that we can use as a guide for the remote operation of offshore cranes. The general standard EN 13852-1, which has applied to offshore cranes for many years, will need to be updated. That is a great honor, but also a great responsibility for us."

Safety in the offshore industry

By its very nature, the offshore industry is demanding and associated with risks. Stormy seas, unpredictable weather and complex technology make it a workplace where there are many dangers looming. Cyrielle Gorini-Gonçalves highlights the key importance of enhancing safety in this difficult environment: "The risk associated with offshore work must be kept as low as possible during every deployment. The aim of developing autonomous cranes is to minimize the number of people on offshore platforms and make their work even safer in the future." Controlling the cranes from onshore locations makes it possible to safely carry out hands-free lifting operations in severe conditions without personnel needing to be close to load handling areas. "The supply ship is operating in waves that are three to four meters high and in these conditions there is always a risk something unexpected might happen", says Cyrielle Gorini-Gonçalves.

Data, data and more data

On-site cameras and the integration of numerous sensors that allow evaluation of the crane data are essential for a smooth process. The data is visualized for the crane operator on a dashboard that provides them with important feedback. Working with Optilift in this area is crucial, because their technology is vital for the assistance functions and the autonomy of remote-controlled cranes. "We currently have all-electric cranes equipped with a wide range of sensors so that we receive a large amount of data which can be further processed in our control and monitoring systems. For example, we can work out when the next maintenance needs to be scheduled based on condition monitoring and predictive maintenance," explains Cyrielle Gorini-Gonçalves.

Increased efficiency and cost savings

In addition to increased safety and reduced maintenance costs, the cost factor plays a decisive role, both for materials and personnel. Jan Silgjerd emphasizes: "It is currently the case that crane operators are separated from their families for the duration of their deployment over a period of several weeks. Being able to operate the cranes by remote control has the advantage that operators will no longer have to be constantly on the platforms in the future. This eliminates the costs of travel to and from the platform and accommodation." Operating an offshore crane requires special training and a high level of competence. In the future, it will be much easier to find the right people for the job and employ them to carry out tasks at various platforms from one location. "They will be able to work from an onshore control room and will only need to travel to an offshore platform for scheduled maintenance routines and in case of unexpected events. This will fundamentally change the way they work," adds Jan Silgjerd.

A look at the offshore future

For Cyrielle Gorini-Gonçalves, the absolute highlight of the entire project was when she presented the project at the International Offshore Crane and Lifting Conference in Stavanger in June 2023. She says enthusiastically: "This encouraged many customers to contact us afterwards and find out more about these cranes. When you get the project presented live and see that the idea is actually being brought to life and that we will soon deliver these autonomous cranes, that also motivates me as a project manager."

The development of remote-controlled cranes for the oil and gas industry is just the beginning. The increasing importance of renewable energies, particularly in the offshore wind industry, opens up new perspectives because the new offshore cranes could also be used in the offshore wind sector in the future. Jan Silgjerd sees a large market with similar challenges here. "Being able to deploy cranes at unmanned installations using remote control technologies opens up new horizons for the industry. We took many different small steps until we arrived at the current solution that we are developing for Aker BP, in which we also see a huge additional market for the offshore wind industry." He adds: "I think that was one of my biggest motivations to bring various stakeholders together to work on an industry-wide solution with us." But the work for the PALFINGER MARINE team in Norway is far from over. Assembly and intensive testing of the cranes will begin this year, and the first cranes are expected to be delivered to Aker BP's offshore platforms in 2026.





Another potential application:

Wind Power

 A stylized graphic featuring a black line representing a horizon or a wave. Above the line, there are three simple line drawings of wind turbines. The word "Wind Power" is written in a large, bold, black sans-serif font, with the letters partially overlapping the horizon line.

Since delivering its first cranes in 1992, PALFINGER MARINE has gained extensive experience with offshore solutions in the oil and gas industry. Since 2002, the MARINE division has set up its own segment for wind turbine service cranes, which it has successfully advanced over the years. Rupert Reischl, Global Sales Manager Wind Cranes, explains how this sector has grown. "The boom in wind power cranes actually began in Germany and Great Britain, where we originally gained a foothold. We now include Asia among our target markets and supply wind power service cranes to wind farms in Japan, Taiwan, Vietnam and South Korea."

PALFINGER MARINE's global presence and extensive service network are decisive factors that set the company apart from its competitors. With trained personnel in every region, PALFINGER MARINE offers a complete service package for the wind power industry. "Our customers recognize us as a one-stop shop due to our comprehensive handling solutions, that cover the entire wind power sector, enabling us to successfully supply the global market," adds Rupert Reischl.

At PALFINGER, safety has the very highest priority. This is also demonstrated by another innovation from PALFINGER MARINE, which is applied specifically in the offshore wind industry and was presented for the first time at the Nor-Shipping 2023: the Offshore Passenger Transfer System (OPTS). It can safely and quickly lift up to six people from a ship onto an offshore platform. Alternatively, a payload of up to one ton can be lifted onto the platform. There are two versions, the first being a mobile unit that can be installed as an autonomous standalone unit on a ship. The second version of the OPTS is permanently integrated in the ship design. Recent years at PALFINGER MARINE have been characterized by numerous innovations that not only increase efficiency, but above all enhance safety. PALFINGER MARINE developments such as the OPTS and remote-controlled cranes show that the combination of innovative ideas and team spirit helps to shape the future of the offshore industry.

A groundbreaking innovation

2023 saw PALFINGER enter into an important strategic partnership with Aker BP to develop remote-controlled cranes. The technology we are using and developing in this project is largely built on existing technologies already used in a traditional product line. The development of an autonomous crane requires a combination of a wide range of technologies and specialized knowledge. The know-how we have acquired can then be applied to our other product lines. In this project, we are moving from the current level 2 autonomy, which corresponds to an autopilot function, to level 5 autonomy, which is more like autonomous driving. The Offshore Passenger Transfer System (OPTS) is an additional breakthrough innovation in the marine sector that enables full four-dimensional compensation so that we can safely transport people from one location to another. All in all, we expect these developments to represent a big leap in innovation.

Alexander Susanek, COO PALFINGER AG



About: Cyrielle Gorini-Gonçalves
Application Engineer at PALFINGER MARINE

Started working at PALFINGER MARINE in 2010 as Sales & Application Engineer. Project Manager for R&D and remote-operated offshore cranes. In lead of the technology qualification plan for the new all-electric jib cranes.



About: Jan Silgjerd
Head of Global Marine Application Engineering at PALFINGER MARINE

Started working at PALFINGER MARINE in 2006 as Sales Manager. Head of Global Application Technology for the product line Marine Solutions. Since 2017, heavily involved in the development of remote-controlled offshore cranes together with Equinor, Aker BP and Optilift .



About: Rupert Reischl
Global Sales Manager Wind Cranes at PALFINGER MARINE

Started working at PALFINGER MARINE in 1983 as a crane designer. Successfully set up the offshore wind division over 20 years ago. Working for the whole offshore wind business at PALFINGER MARINE since 2007.

PALFINGER

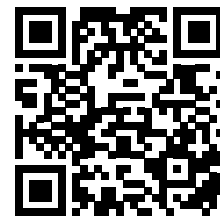
Facts & Figures 2023

Revenue (EUR million)	2,445.9
EBIT (EUR million)	210.2
Consolidated net income (EUR million)	107.7
Proposed Dividend (Euro)	1.05
Employees	12,728*

Financial Target 2027	EUR 3.0 billion Revenue
EBIT margin	10%
ROCE	12%

Annual Report 2023

PALFINGER





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