

COMPANY PRESENTATION

Q1 - Q3 / 2025 RESULTS

November 2025



GLOBAL MARKET LEADER WITH GROWTH AND EARNINGS POTENTIAL

EQUITY STORY: WHAT SETS US APART



MARKET LEADERSHIP

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

RESILIENCE

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

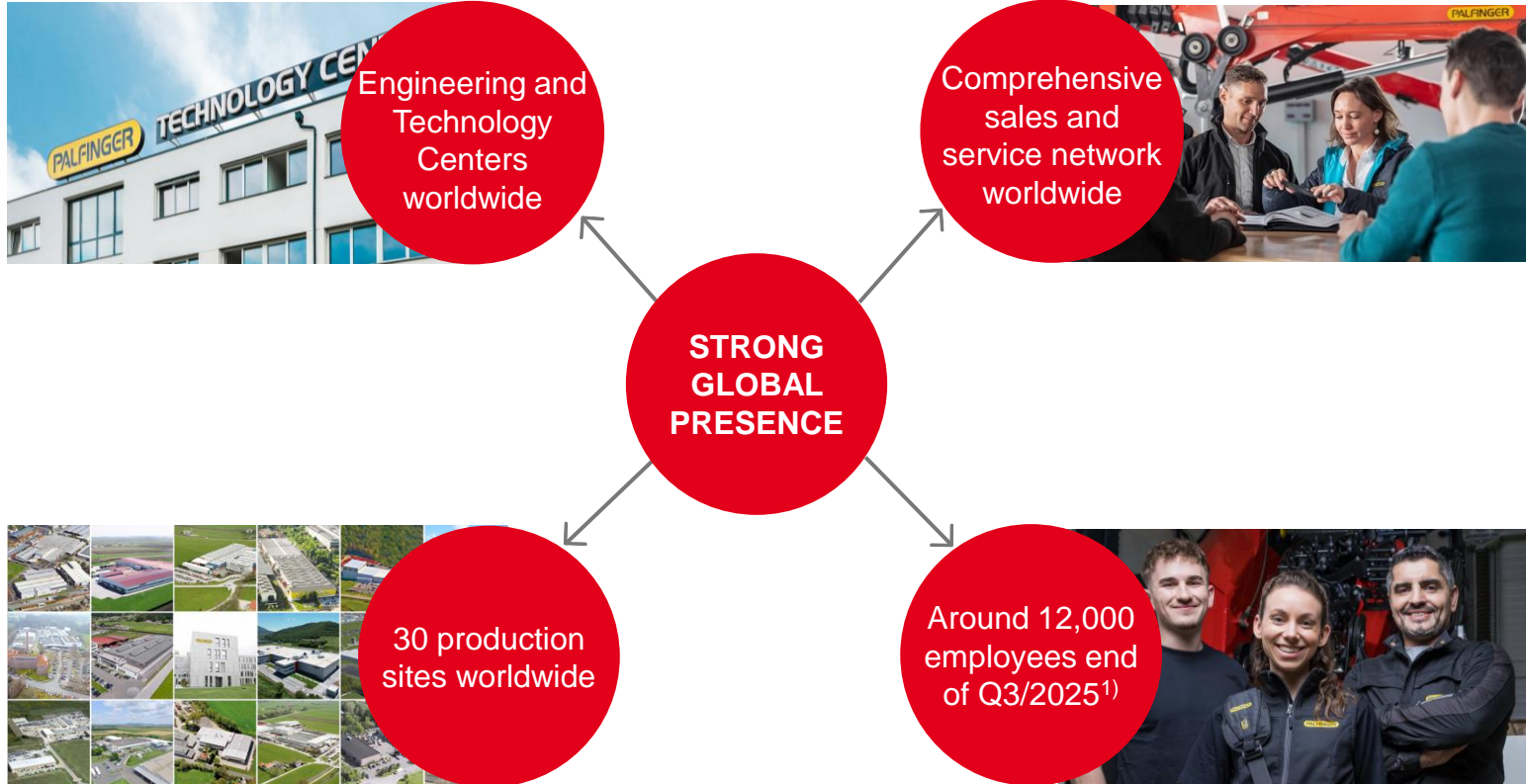
GROWTH

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

EARNINGS POTENTIAL

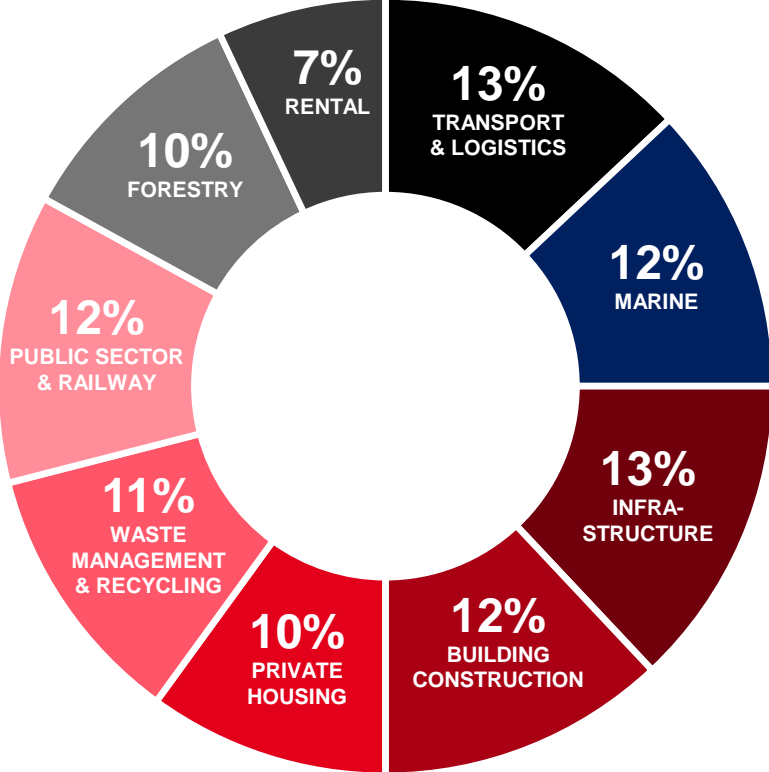
Significant potential for increased profitability through digitalization, standardization, and footprint optimization

TRUE GLOBAL PLAYER WITH EUR 2.36 BILLION REVENUE IN 2024



1) Excluding equity investments and excluding temporary workers.

RESILIENCE THROUGH INDUSTRY DIVERSITY



KEY DEVELOPMENTS IN THE MARKETS

EMEA

Order intake stable at a solid level since Q4 / 2024;
Infrastructure packages not yet showing any effects.

NAM

Recent developments in tariffs, in particular Section 232, have a negative impact on demand and lead to a reduction in profitability.

LATAM

At record level due to positive developments in Brazil.

APAC

India continues to drive growth in APAC.

MARINE

Good market environment and strong profitability.

CIS

Massive slump in the Russian economy leads to a sharp decline in sales and earnings in Russia.

DRIVEN BY OUTPUT INCREASE IN EMEA, DECLINE IN EARNINGS EXPECTED TO BE LARGELY COMPENSATED IN Q4

In EUR million	Q1-Q3/2023 ¹⁾	Q1-Q3/2024	Q1-Q3/2025	Δ%
Revenue	1,798.9	1,745.0	1,684.2	-3.5 %
EBITDA	233.4	225.0	200.8	-10.8 %
EBIT (operating result)	165.0	158.7	130.7	-17.6 %
EBIT margin	9.2 %	9.1 %	7.8 %	-
Consolidated net result	90.9	90.8	72.4	-20.3 %

¹⁾The value of all assets in Russia amounts to approx. EUR 170 million
In accordance with IFRS, slight rounding differences possible.

SALE OF TREASURY SHARES SUBSTANTIALLY INCREASED EQUITY AND SIGNIFICANTLY REDUCED NFD

In EUR million	30.09.2023	30.09.2024	30.09.2025
Equity	701.9	746.6	884.7
Equity ratio	34.0 %	35.0 %	41.3 %
Net debt	719.0	758.8	577.2
Gearing	102.4 %	101.6 %	65.2 %
Net Debt/EBITDA	2.46	2.58	2.28
ROCE ^{*)}	11.3 %	10.8 %	8.2 %

^{*)} ROCE = Ratio of NOPLAT and average capital employed (reporting date of previous year to reporting date of this year)
In accordance with IFRS, slight rounding differences possible.

ON TRACK TO ACHIEVE MORE THAN EUR 100 MILLION FREE CASH FLOW FOR THE FULL YEAR

In EUR million	Q1-Q3/2023	Q1-Q3/2024	Q1-Q3/2025
EBTDA	209.0	191.2	175.0
+/- non-cash income from at-equity companies	-5.4	-10.3	-3.8
+/- change in working capital	-112.8	-56.3	-48.2
+/- cash flow from tax payments	-14.7	-33.1	-21.9
Cash flow from operating activities	76.1	91.5	101.1
+/- cash flow from investing activities	-121.5	-118.8	-66.4
Cash flow after changes in working capital and investments	-45.4	-27.3	34.7
+/- cash flow from interest on borrowings adjusted for tax expenditure	17.7	25.4	19.3
Free cash flow	-27.7	-2.0	54.0

In accordance with IFRS, slight rounding differences possible

REACH HIGHER STRATEGY 2030+



WE FOCUS ON FIVE MUST-WIN ACTION FIELDS IN OUR STRATEGY

LIFTING
CUSTOMER
VALUE



BALANCED
PROFITABLE
GROWTH



EXECUTION
EXCELLENCE



CUSTOMER-CENTRIC
TECHNOLOGY
AND MARKET LEADER

SERVICES AND SPARE PARTS
BUSINESS EXPANSION

SUPPLY CHAIN OPTIMIZATION

AERIAL WORK PLATFORM AS
ADDITIONAL CORE PILLAR

PROCESS, SYSTEM &
DATA OPTIMIZATION

A total of 18 programs to drive future growth and profitability.

#1 POSITION FOR CRANE AND LIFTING SOLUTIONS

FINANCIAL TARGETS BY 2027

EUR 2.7 billion

Revenue through organic growth

10 %

EBIT margin

> 12 %

ROCE

> EUR 100 million

Free Cash Flow

FINANCIAL TARGETS BY 2030

> EUR 3 billion

Revenue through organic growth

12 %

EBIT margin

15 %

ROCE

> EUR 150 million

Free Cash Flow



FUTURE GLOBAL INVESTMENT PROGRAMS SUPPORT GROWTH OPPORTUNITIES

Fiscal Package Germany
EUR 500 billion

ReArm Europe
EUR 800 billion

Invest EU
EUR 372 billion

RePower Europe
EUR 210 billion

USA Stargate Project
USD 500 billion

Reconstruction of Ukraine
EUR 50 billion

