

Wacker Neuson Group – Our success story

Company Presentation November 2024





Who we are

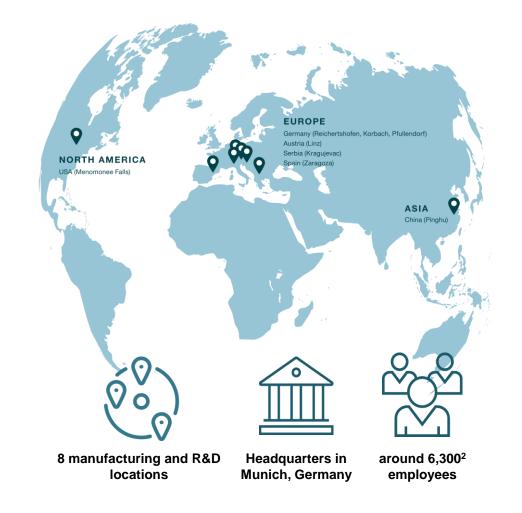


Wacker Neuson Group at a glance



A leading global manufacturer of high-quality light and compact equipment





¹ FY/2023; ² H1/2024

Wacker Neuson Group: Investment Highlights

WACKER NEUSON





Revenue CAGR 2013-2023 of 8.6% across the market cycle and strategic perspective of EUR 4 billion revenue in 2030

Innovator in zero emission solutions and digitalization of construction equipment

Worldwide reach with diversified customer base in both agriculture and construction markets

Global megatrends like urbanization, infrastructure modernization and decarbonization drive the long-term business outlook

Stable financial profile with low financial leverage (equity ratio of 57%, net debt to EBITDA of 1.2)¹

6

Experienced management team





Dr. Karl Tragl (CEO, since 06/2021)

more than 15 years of CEO experience with Alcoa/Aronic Inc., Bosch Rexroth AG

Responsible for strategy, M&A, legal matters & compliance, HR, investor relations, corporate communication, real estate, sustainability and business process management



Christoph Burkhard

(CFO, since 06/2021)

more than 10 years of CFO experience with Nordex, Siemens AG

Responsible for finance, controlling & risk management, auditing, IT, sales financing and integrated business planning



Alexander Greschner

(CSO, since 01/2017)

more than 20 years of CSO experience with Amman Group, Rammax Maschinenbau GmbH

Responsible for sales, service, marketing and aftermarket



Felix Bietenbeck

(CTO & COO, since 10/2020)

more than 10 years of CTO & COO experience with Continental AG

Responsible for production, quality, supply chain management, procurement and research & development

Nobody is perfect, but a team can be!

















We serve our markets with three strong brands



W Wacker Neuson Group















Construction, gardening and landscaping, municipal bodies, recycling, railroad/track construction, etc.

Agriculture, stud farms/stables, municipal services, tree nurseries

Further brands and participating interests:



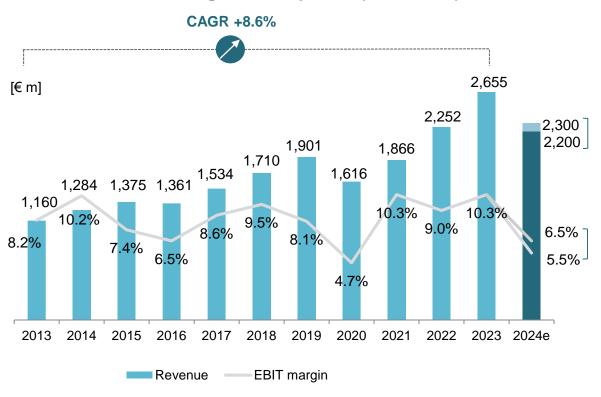




Successful long-term growth across the cycle



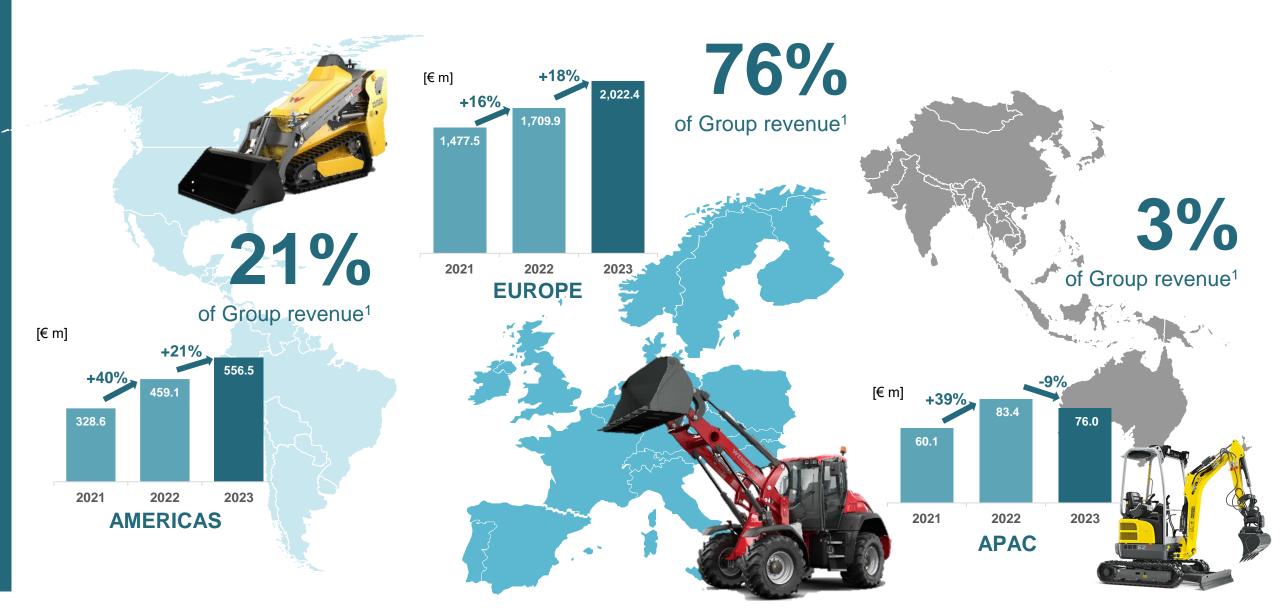
Revenue and EBIT margin development (2013-2023)





Europe and Americas with double-digit growth





We are a one-stop solution provider with an unrivaled offering







20%

of Group revenue¹

.525.9 m

Revenue¹

LIGHT EQUIPMENT

€ 2,673.3 m



62%

of Group revenue¹



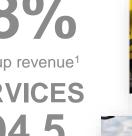
€1,652.9 m

Revenue¹





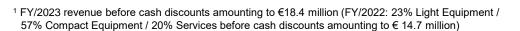
Revenue¹











Overview full year 2023 results



Full year 2023

Revenue

€ 2,654.9 m

(+17.9% YoY)

EBIT margin

10.3%

(py: 9.0%)

NWC ratio

32.8%

(py: 31.9%)

FCF

€ -24.9 m

(py: €-130.8 m)¹



Revenue up 17.9% YoY, driven by the growth trend in the first half of 2023 followed by economic slowdown



After strong margin development in the first half of the year significant decrease in Q4/2023



Increase in the NWC ratio by the end of 2023 driven through economic slowdown



Only sporadically occurring supply chain bottlenecks

Overview Q3/2024 // 9M/2024¹



Q3/2024				
Revenue	EBIT margin	NWC ratio ²	FCF	
€ 517.6 m	4.8%	39.0%	€ 87.0 m	
(-20.1% YoY)	(py: 9.8%)	(py: 35.5%)	(py: € -10.4 m)	

9M/2024					
Revenue	EBIT margin	NWC ratio ²	FCF		
€ 1,722.4 m	6.3%	39.0%	€ 91.5 m		
(-14.5% YoY)	(py: 11.9%)	(py: 35.5%)	(py: € -40.9 m)		



Revenue 9M/2024 -14.5% compared to 9M/2023 due to persistently weak markets and high dealer stocks



EBIT margin 9M/2024 at 6.3% after weak Q3/2024



NWC ratio² elevated due to annualized lower revenue base and trade payables



Positive momentum in free cash flow continues due to net working capital reduction

¹ Please note the rounding differences in the presentation.² Net Working Capital in % of the annualized revenue.

Our measures to be Fit for 2025



Actions for earnings improvement and addressing current market dynamics

	9M/2024 Measures	Q4/2024 Additional Measures
Costs	 Adjustment of production output Lower personnel expenses Further cost savings from other operating expenses 	 Short-time working extension Further FTE reduction of production as well as SG&A staff Reduced marketing, travel and IT cost
Sales	 Launch of sales initiatives Expansion of the Rental business and rental equipment sale Growth in Spare parts & Services business Promotion of financing programs for dealers and end customers Additional revenue potential with new products 	 Further sales initiatives Vendor financing
Earnings Contribution 2024	approx. € 33 million (before restructuring costs of approx. € 5 million)	approx. € 22 million (additional) (before restructuring costs of approx. € 2 million)

Measures taken in 2024 will strengthen profitability in 2025

Business outlook



CEMA¹

Business climate index for the



Still high dealer stocks



Adjusted guidance for 2024:

- Revenue between € 2,200 and € 2,300 million (prev.: between € 2,300 and € 2,400 million)
- EBIT margin between 5.5% and 6.5% (prev.: between 6.0% and 7.0%)
- Investments around € 100 million²
- Net working capital ratio around 34%

¹ As of October 2024.

² Investments in property, plant and equipment and intangible assets. Investments in the Group's own rental portfolio, equity investments and financial assets are not included.



Strategy & Innovation

Our innovative solutions drive technological change.



OUR PURPOSE

OUR MISSION

We make a strong contribution to sustainable construction and agriculture.

We make our customers more productive than anyone else in the market.

STRATEGIC PERSPECTIVES

> 11 %
EBIT MARGIN

4 billion €

≤ 30 %

STRATEGIC LEVERS

- Light Equipment
 Market Leadership
- zero emission Solution

- Time to market and innovation
- 4 Americas Growth Strategy
- Asia and Low-regulated Markets

- 6 Digitalization and Automation
- 7 Cost, Operations and Footprint Optimization
- 8 Aftermarket and Services
- 9 Sustainability Actions

Best Company to work for

OUR LEADERSHIP PRINCIPLES



OUR VALUES

"We assume responsibility."



"We believe in mutual respect.



"We continue to develop."



"We act as coaches."



"We celebrate success."

Reliability

Safety

Efficiency

Sustainability

Machines and solutions for construction and agriculture

OUR BUSINESS OBJECTIVE

1

TRATE

Strategy 2030 implementation in Q1/2024

Wacker Neuson Group strategic levers 2030



Light Equipment Market Leadership



Product launch to strengthen the strategic position:

- new generation of batterypowered (zero emission) and two-cycle rammers
- Powerful battery-powered plate with unique direct drive DireX



Time to Market and Innovation



New Dual View Dumper DV125:

- Payload of up to 12,500 kg for applications with high materials handling
- Compact design and the Dual View operating concept with the operating panel that can be rotated by 180 degrees enable unrestricted visibility when driving, maneuvering and when loading and unloading

Aftermarket & Services



Cooperation with Open-S Alliance and Clean System for excavator quick coupler systems:

- Participation in the working group for software standards for attachments
- Collaboration with two technology leaders in the field of attachments for simple, efficient and maximum flexibility on construction sites

Strategy 2030 implementation in Q2/2024

Wacker Neuson Group strategic levers 2030



Digitalization and Automation

SAP S/4 HANA went live on May 12, 2024:

- Successful transition of all systems
- Increased use of the central database structure planned for further digitalization opportunities



M&A







- TorqueWerk GmbH: Integration of the TorqueWerk-components in the LE portfolio to increase the efficiency of the machines (thus realizing cost savings in the components and peripherals)
- Weidemann Nederland B.V.: Optimized market development in the Netherlands, as one of the important sales markets, and gaining additional channels into agriculture
- Axor Mietservice GmbH: Enabling business expansion with German track construction customers

Aftermarket & Services

Opening of the new logistics centre in Mülheim-Kärlich:

- Area of 55,000 square meters offers sufficient space for around 100,000 different spare parts for light and compact equipment
 - Location between Frankfurt am Main and Cologne/Bonn airports enables optimal connections to international transport networks







Strategy 2030 implementation in Q3/2024

Wacker Neuson Group strategic levers 2030

Time to Market & Innovation

Securing strategic leadership through product innovations:

- EnergyDecentral Innovation Award from the DLG¹ for the new telehandler KT316 with a fully integrated dynamic weighing system
- EuroTier Innovation Award for a new 1190e imp with function "Follow me" (incl. external remote control, safe environmental monitoring and driverless driving function)
- Innov-Agri Fair Innovation Award for the telehandler T7035 / T7042 Innov-Agri Fair in Ondes in France













WEIDEMANN

designed for work













M&A

Further core business optimization:

- Compact Machinery B.V.: strengthening of sales presence in Belgium
- Additional branch with an extended product portfolio



Action items per strategic lever ensure strategy execution



Wacker Neuson Group Strategic Levers 2030

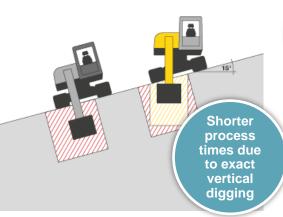
		2023		2024		2025	2026	
1) Light Equipment Market Leadership		Introduction of new rollers and plates	✓	Introduction of new rammers	✓	Battery One Reac implementation	h light equipment market share tar especially for plates & rammers	rget,
2) zero emission Solutions	zero emiss	zero emission telehandler market introduction	✓	Ecosystem (incl. Customer days, battery check, Apps, etc.) as sales boost	✓	Further expansion in North America	zero emission portfolio extension in the most promising segments	
3) Time to Market and Innovation		Introduction of various test & validating facilitates	✓	Introduction of innovative & efficient flagship models, e.g. Kramer Premium Wheel Loader & Telehandler	✓	Measures for reduced time to marke in pre-development and project management implemented	t Continued product initiatives & innovations	
4) Americas Growth Strategy	3	Mini skid steer product range expansion	✓	Milestones sales channel mix and product cost reductions	✓	Ramp-up John Deere excavator from Linz factory	Ramp-up John Deere excavator from US factory	
5) Asia and Low-regulated Markets Growth		Ramp-up mini excavator production for low- egulated export markets and introduction of global Enar products from China		Introduction Mini Skid Steer Loader for low-regulated export markets (SM50)	√ f	Supply of mini excavator rom China for global export markets including Europe	Further ramp-up of Compact Machinery for export markets	
6) Digitalization and Automation		arious new features for ePartner, the digita order platform for dealers introduced and milestones in channel shift reached		S/4HANA implementation as enabler for digitalization	W ✓	NG owned telematic back-end soluti launched as a basis for further growth with digital products	on	
7) Cost, Operations and Footprint Optimization		New Serbia steel plant lays basis for optimal in-house supply of steel components	✓	Cost down measures to take effect, resulting from structured cost down projects	✓	Cost down measures to take effect, resulting from structured cost down projects	Plants to reach optimal capacity level in terms of unit-output and cost position	
8) Aftermarket and Services		Completion of building & construction of warehouse technology for the new spare parts hub in Mülheim-Kärlich		Go-live of European aftermarket operations om new hub in Mülheim-Kärlich to increase spare parts turnover		Execution of the attachment Strategy to increase take rate and turnover	Extended Americas aftermarket operations implemented to support growth	
9) Sustainability Actions	Blanch Communication of the Co	>40% CO2 reduction vs. 2019* and installation of photovoltaic-systems	✓	CSRD-readiness & definition of further sustainability targets	✓	Reduced CO2 emission by 50% compared to 2019*		
10) Best Company to work for		Signing of collective agreement as well as of the charter of diversity as basis for employer attractiveness	✓	HR Roadmap for all large locations Extended flexible shift models agreed New experts development programme	✓ E	xecution of HR- and people-strateg employer branding, employee ben according to F	efits, diversity and other measures	

* Scope 1 and Scope 2

We drive innovation to improve our customers' processes



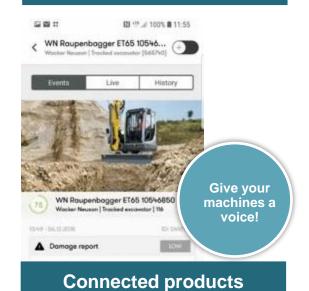




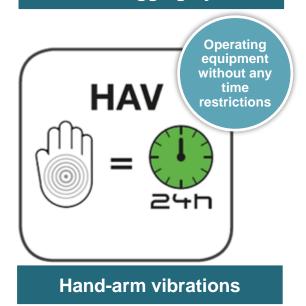




Dual View Dumper



Vertical Digging System



Zero emission



Self-driving equipment

Remote-control steering



Modular design

zero emission product portfolio of Wacker Neuson Group 2023/24





BATTERY | Five manufacturers offer Battery One

Wacker Neuson Group

Battery One – cross-brand standard for customers





***ENAR**

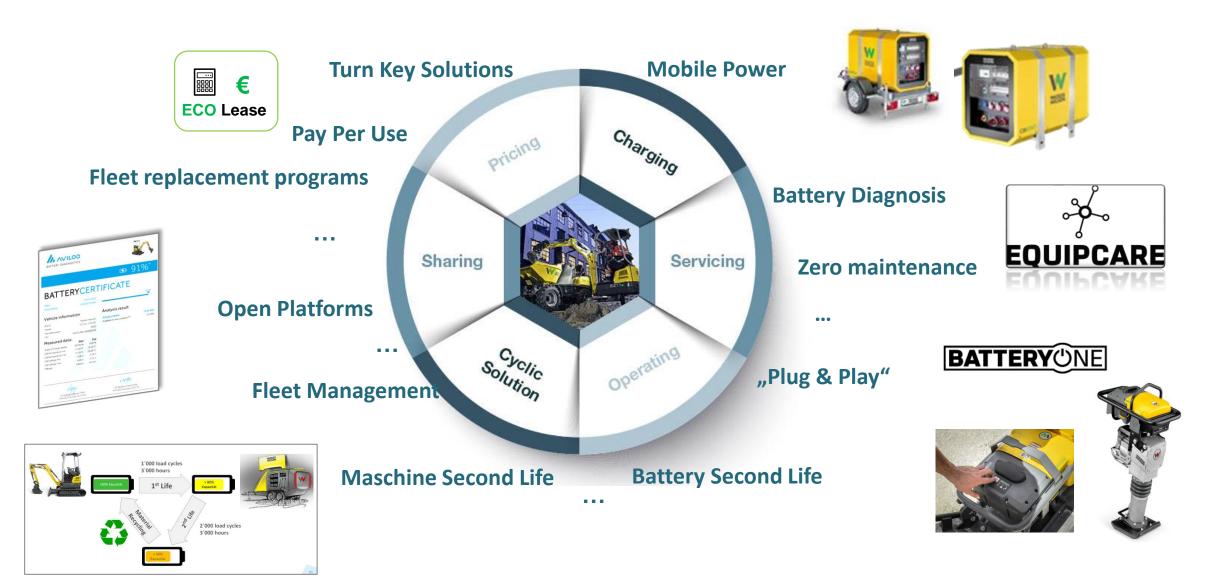
♦ DYNAPAC



zero emission ecosystem



Transformation of the processes in construction and agriculture industries to the 360° ecosystem



Long-term partnership with John Deere



Kramer¹ distributing through John Deere dealer network (since 2017)

 Strategic partnership for telescopic handlers and wheel loaders for the agricultural sector (EMEA, CIS², Australia/New Zealand)



New long-term agreement for mini and compact excavators: Wacker Neuson Group manufacturing for Deere construction (since 2022)

- OEM sales of mini and compact excavators < 5 tons: Global agreement with focus on North America: Wacker Neuson Group designs and manufactures machines, including battery electric excavators, at its facilities in Menomonee Falls, USA, and Linz, Austria, for the requirements of John Deere.
- Existing cooperation regarding OEM sales of mini and compact excavators for APAC transferred into this new agreement
- License agreement for excavators > 5 tons:
 Wacker Neuson Group sells design and technical IP to John Deere. John Deere will incorporate design and technical IP provided by Wacker Neuson Group to develop and produce its own models.



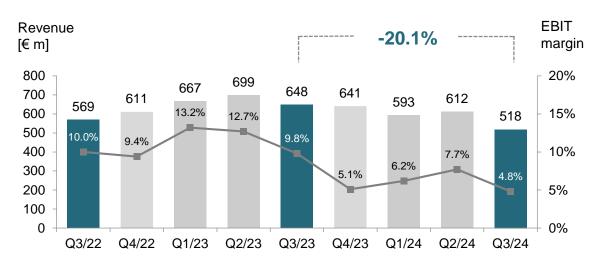


Financials Q3/2024



Revenue and profitability – Q3/2024

Declining growth and profitability, strained market



Profit and loss statement (excerpt)

€m	Q3/24	Q3/23	Δ
Revenue	517.6	648.0	-20.1%
Gross profit	118.7	162.1	-26.8%
as a % of revenue	22.9%	25.0%	-2.1PP
Operating costs ¹	-94.0	-98.4	-4.5%
as a % of revenue	-18.2%	-15.2%	-3.0PP
EBIT	24.7	63.7	-61.2%
as a % of revenue	4.8%	9.8%	-5.0PP
Financial result	-8.3	-4.8	72.9%
Taxes on income	-6.7	-15.9	-57.9%
Profit for the period	9.7	43.0	-77.4%
EPS (in €)	0.14	0.63	-77.8%



Comments on Q3/2024

Revenue -20.1% YoY (adj. for FX effects -19.9%)

- Weak market environment continues to burden the results
- No sustainable order intake growth, current order book shrinks further, full dealer stocks

Gross profit -26.8% YoY (Gross profit margin -2.1 PP)

Cost measures in production cannot fully compensate weak market conditions

EBIT -61.2% YoY (EBIT margin: -5.0 PP)

- EBIT margin in Q3/2024 mainly impacted by lower gross profit
- Operating costs -4.5% YoY as a result of cost measures in SG&A

Earnings per share -77.8% YoY

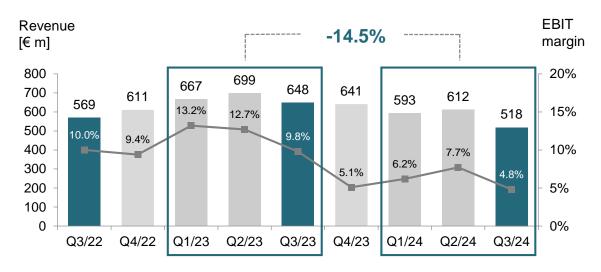
Financial result affected by increase of net debt compared to previous year

27

¹ Including other operating income / other operating expenses.

Revenue and profitability – 9M/2024

Declining growth and profitability, strained market



Profit and loss statement (excerpt)

€m	9M/24	9M/23	Δ
Revenue	1,722.4	2,013.9	-14.5%
Gross profit	404.4	506.7	-20.2%
as a % of revenue	23.5%	25.2%	-1.7PP
Operating costs ¹	-295.9	-266.3	11.1%
as a % of revenue	-17.2%	-13.2%	-4.0PP
EBIT	108.5	240.4	-54.9%
as a % of revenue	6.3%	11.9%	-5.6PP
Financial result	-17.0	-8.6	97.7%
Taxes on income	-27.1	-62.8	-56.8%
Profit for the period	64.4	169.0	-61.9%
EPS (in €)	0.95	2.48	-61.7%



Comments on 9M/2024

Revenue -14.5% YoY (adj. for FX effects -14.4%)

- Weak market environment continues to burden the results
- Both construction and agriculture industries facing a substantial downturn

Gross profit -20.2% YoY (Gross profit margin -1.7 PP)

 Cost measures in production cannot fully compensate weak market demand also driven through full dealer stocks

EBIT -54.9% YoY (EBIT margin: -5.6 PP)

- Other operating income amounting to € 26.5 million from one-offs is included in 9M/2023
- Higher operating costs YoY but improvements throughout the year 2024 as a result of cost measures in SG&A
- EBIT margin in 9M/2024 mainly impacted by lower gross profit margin

Earnings per share -61.7% YoY

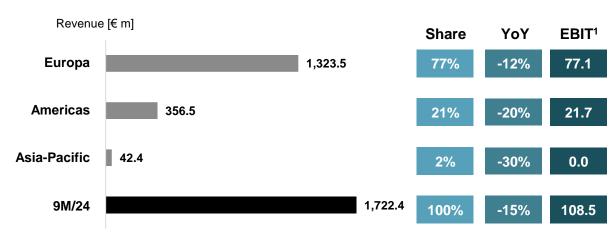
- Financial result driven by interest result of € -15.3 million (9M/2023:
 € -7.5 million), higher interest expenses due to higher net financial debt
- Tax rate of 29.6% slightly higher than previous year (9M/2023: 27.0%)

¹ Including other operating income (9m/2023: € 26.5 million from one-offs) / other operating expenses.

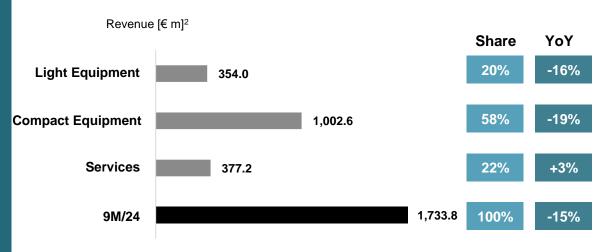
Development of regions and business areas



Lower market demand in all regions



Services business segment grows further



Comments on 9M/2024

Revenue Europe (EMEA) -12.1% YoY (adj. for FX effects -12.2%)

- Revenue decreases in Germany, France an United Kingdom could not be offset by revenue increases in the Netherlands, Portugal, Spain and Switzerland
- Negative demand trends in Eastern and Northern European markets
- Agricultural business also faces recessional environment (9M/2024: -19.2% YoY)

Revenue Americas -20.3% YoY (adj. for FX effects -19.9%)

 Negative growth in the USA, Canada as well as Mexico driven through high dealer stocks

Revenue Asia-Pacific -30.1% YoY (adj. for FX effects -29.2%)

- Industry downturn continues in Asia as well
- Revenue decreases driven by further deteriorating demand in Australia and China

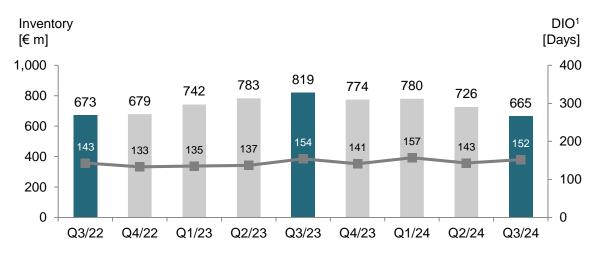
¹ EBIT for regions before consolidation amounting to € 9.7 million (9M/2023: € -54.6 million);

² Revenue incl. cash discounts amounting to € 11.4 million (9M/2023: € 13.9 million).

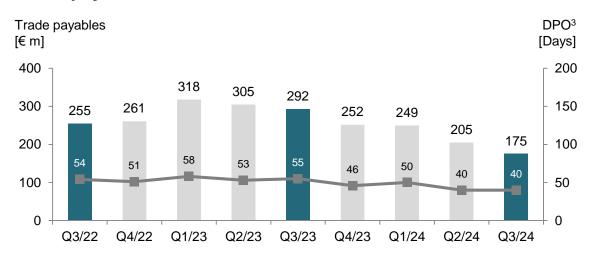
Inventory reduction continues in Q3/2024



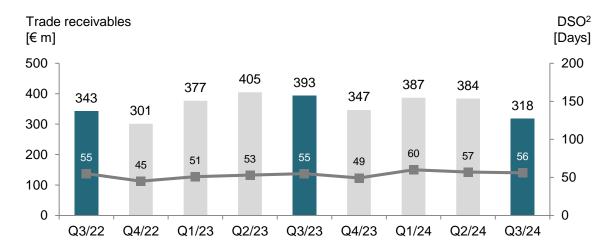
Inventories



Trade payables



Trade receivables



Comments

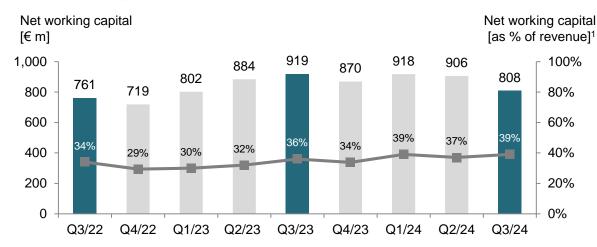
- Inventories reduced by 14.1% since year-end 2023, driven by reduction in raw materials (-22.8%) and finished goods (-11.2%)
- Trade receivables reduced by 8.2% compared to December 31, 2023
- Trade payables decrease compared to December 31, 2023 due to lower purchasing volume of production plants

¹ Days inventory outstanding (ann.) = (inventory/(cost of sales*4))*365 days. ² Days sales outstanding (ann.) = (receivables/(revenue*4))*365 days. ³ Days payables outstanding (ann.) = (payables/(cost of sales*4))*365 days.

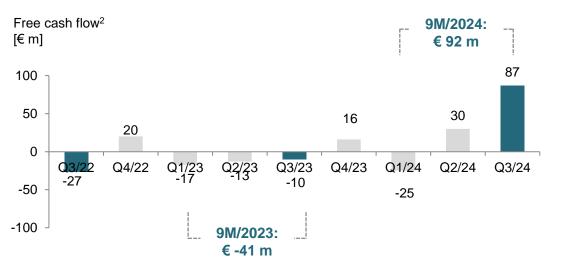
Successful free cash flow generation

Wacker Neuson Group

Net Working Capital

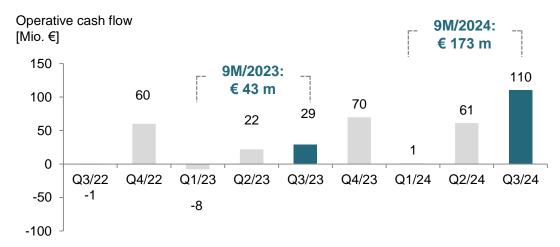


Free cash flow



¹ Net working capital as a % of annualized revenue for the quarter. ² Before outflows or inflows from time deposits

Operative cash flow



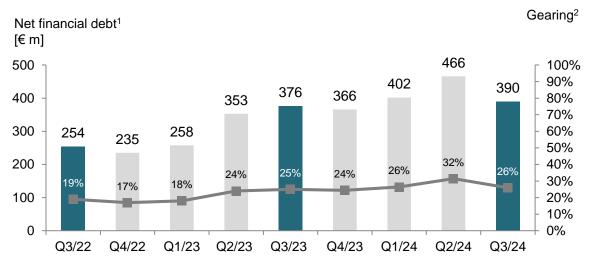
Comments

- Annualized net working capital ratio of 39.0% still elevated, mainly due to low revenue in Q3/2024
- Operative cash flow continues to grow and reaches € 109.8 million in Q3/2024, driven by inventory reduction
- Investments amounting to € 68.2 million in 9M/2024 (-36.6% YoY), thereof € 40.4 million in property, plant and equipment and € 27.8 million in intangible assets
- Free cash flow positive in 9M/2024 and above the previous year, as a result of the higher operative cash flow

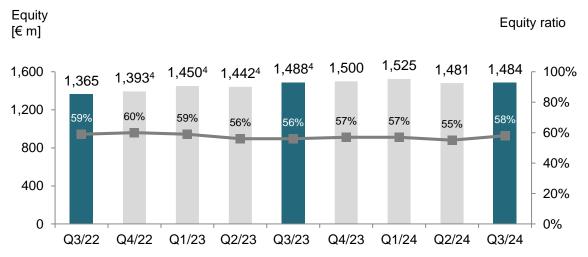
Still robust financial structure with slightly higher equity ratio



Net financial debt¹ and gearing²

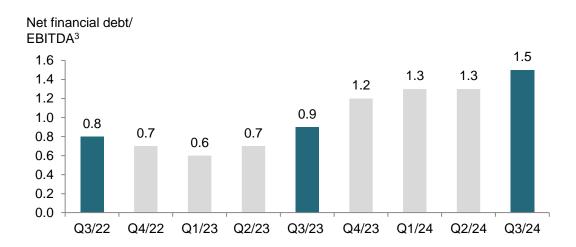


Equity and equity ratio



¹ Net financial debt = Non-current financial liabilities + Current liabilities to banks + Current portion of non-current liabilities - Cash and cash equivalents. ² Net financial debt/equity. ³ Net financial debt/annualized EBITDA for the quarter.

Net financial debt/EBITDA³



Comments

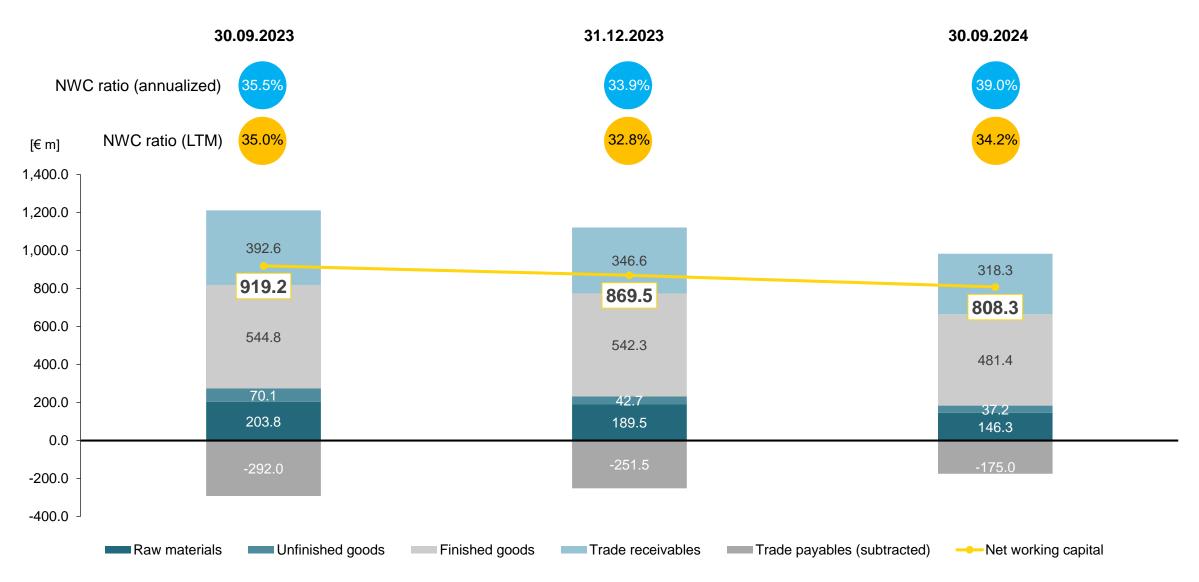
- Net financial debt¹ on September 30, 2024 still slightly higher than on December 31, 2023, nevertheless significantly declined by € 76 million since June 30, 2024 mainly due to repayment of short-term debt
- Equity slightly decreased since year-end 2023 (-1.0%) due to dividend payout and partially offsetting net income, equity ratio slightly higher by the end of Q3/2024 due to lower liabilities
- Gearing² decreases since June 30, 2024 due to lower net financial debt

⁴ Correction amounting to c. € -2 million.

Net working capital and its components



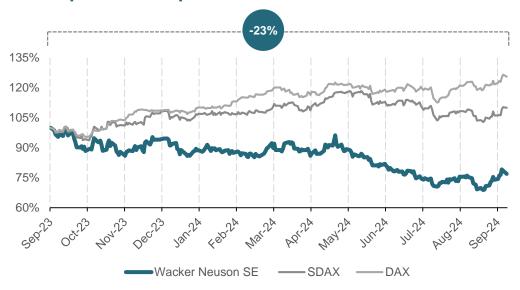
As of September 30, 2024



The Wacker Neuson SE share



Share price development vs. relevant indices¹



Key figures per share

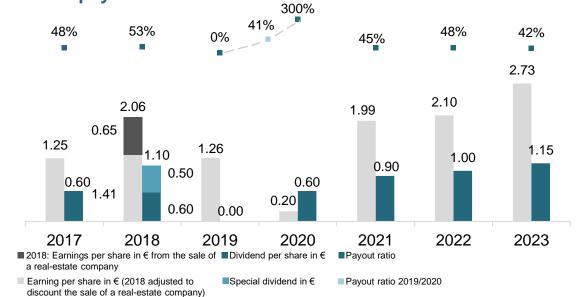
in €
Earnings per share
Book value per share
Share price at end of period
Market capitalization (€ m)

31.12.23	31.12.22
2.73	
21.38	
18.26	
1,280.8	

Coverage²

Bank	TP (€)	Recom.	Date
Hauck & Aufhäuser	20.00	Buy	Oct. 11, 202
Jefferies	16.00	Hold	Sep. 3, 2024
Warburg	17.00	Hold	Oct. 16, 2024
Metzler	14.50	Hold	Oct. 17, 2024
Kepler Cheuvreux	12.00	Reduce	Oct. 11, 2024

Dividend payout



Shareholder structure²



Total shares: 70,140,000

¹ As of October 1, 2024; ² As of October 21, 2024.

Financial calendar and contact



November 25-27, 2024 German Equity Forum 2024, Frankfurt

January 22, 2025 Kepler German Corporate Conference 2025, Frankfurt

March 26, 2025 Publication of Annual Report with Annual/Consolidated Financial Statements 2024, Earnings Call

March 27, 2025 Jefferies 5th Pan-European Mid-Cap Conference, London

May 8, 2025 Publication of Quarterly Statement Q1/2025, Earnings Call

May 23, 2025 Annual General Meeting, Munich

August 14, 2025 Publication of Half-Year Report H1/2025, Earnings Call

November 13, 2025 Publication of Nine-month Statement 9M/2025, Earnings call



Disclaimer

This presentation contains forward-looking statements which are based on the current estimates and assumptions by the corporate management of Wacker Neuson SE. Forward-looking statements are characterized by the use of words such as expect, intend, plan, predict, assume, believe, estimate, anticipate and similar formulations. Such statements are not to be understood as in any way guaranteeing that those expectations will turn out to be accurate. Future performance and the results actually achieved by Wacker Neuson SE and its affiliated companies depend on a number of risks, uncertainties and other factors. Many of these factors, including, but not limited to, those described in disclosures, in particular in the risk report of the Company, are outside the Company's control and cannot be accurately estimated in advance, such as the future economic environment, the actions of competitors and others involved in the market-place or the legal and regulatory framework. If these risks or uncertainties materialize, or if the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. Above and beyond legal requirements, the Company neither plans nor undertakes to update any forward-looking statements.

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