

LIFT

Manitou Group Strategy

2026 - 2030



MANITOU
GROUP

SET THE WORLD
IN MOTION



01

**BACK TO NEW
HORIZONS 2025**

new horizons 2025

Key targets

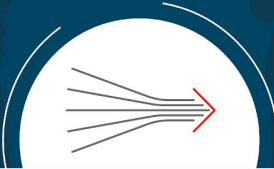
Exceed
customers
expectations with
value-added services



Drive
the green transition
for a sustainable
business model



Boost
performance
with **streamlined
operations**



Build
our success
on one
united team

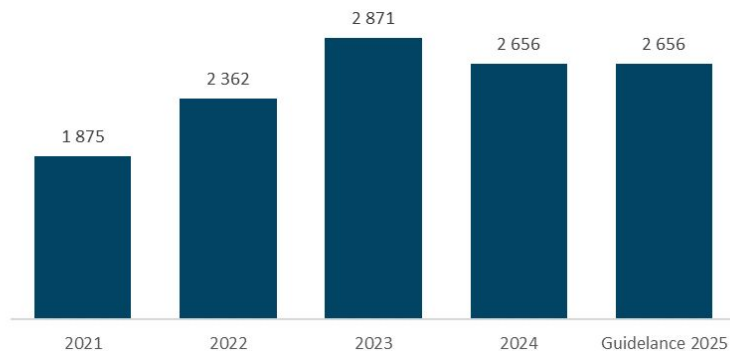


DATA as a game changer & INNOVATION as our DNA

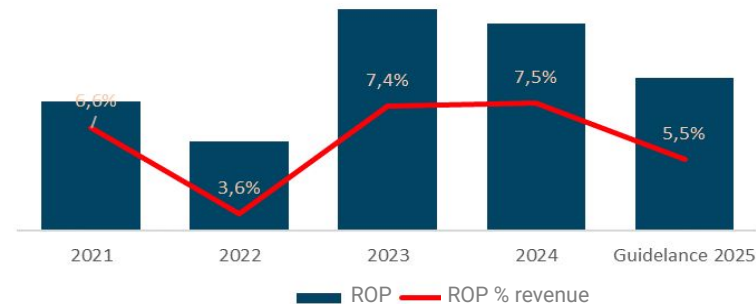
- | | |
|---|-----------|
| ★ Revenue | > €2.5 bn |
| ★ Recurring operating profit <i>in % of revenue</i> | > 8% |
| ★ EBITDA <i>in % of revenue</i> | > 10% |
| ★ Capital expenditure | ≈ €460 m |

KEY TARGETS ACHIEVEMENTS

TURNOVER in M€

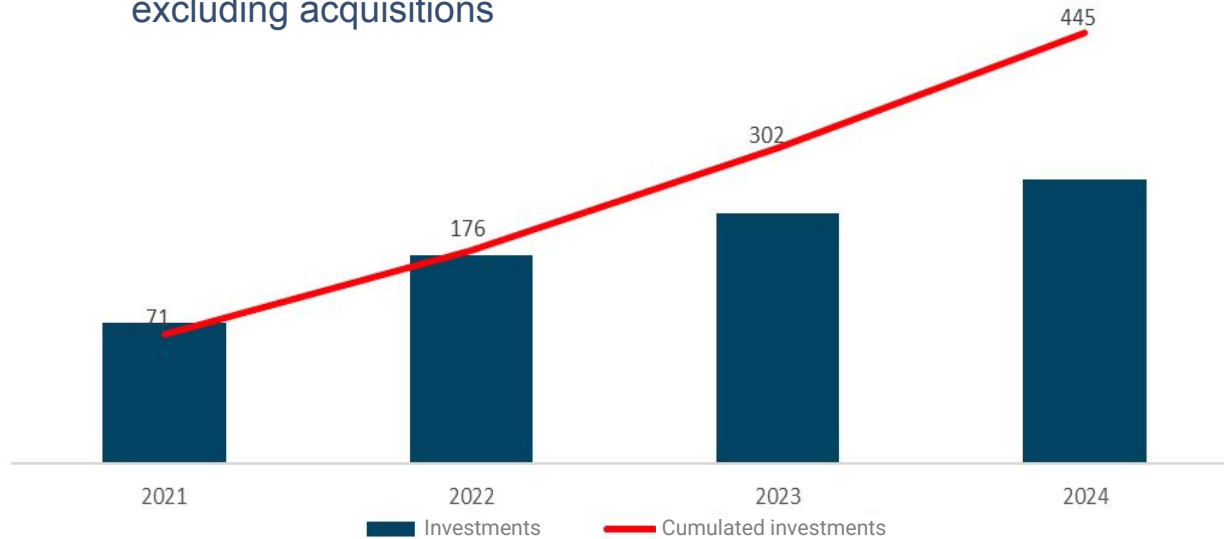


ROP in M€



KEY TARGETS ACHIEVEMENTS

CAPEX in M€
excluding acquisitions



NH25 2021-2025 target: 460 M€
Candé welding: 60 M€



02

**MANITOU GROUP
2030 STRATEGY**



MAKE LIFE SAFE & EASY

At Manitou Group, we see both human life and the environment
as precious assets to be protected and nurtured.

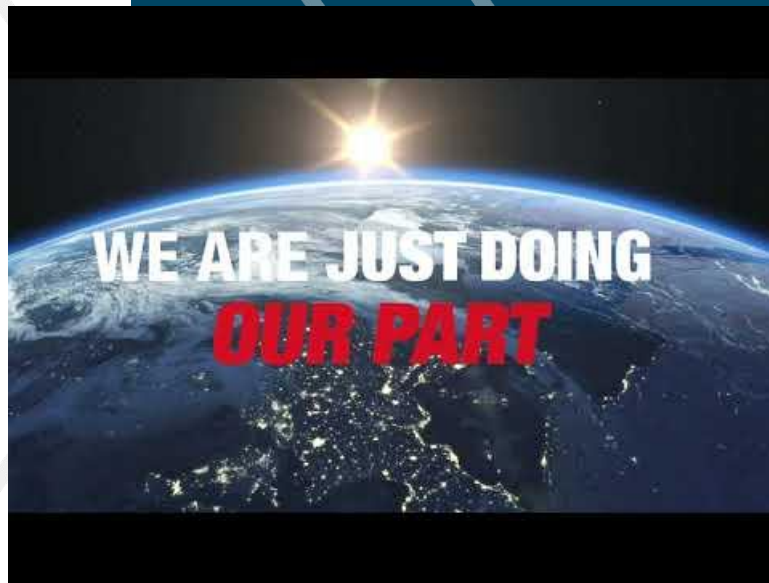
We play our part with powerful brands that aim to improve user safety and quality of life.
Brands committed to reducing their environmental impact while also designing effective solutions.





OUR *MISSION*

A world reference in the **handling, aerial work platform** and **earth moving sectors**, the mission of Manitou Group is to **IMPROVE** working conditions, safety and performance worldwide, **WHILE PRESERVING** people and **PROTECTING** their environment.



8 major short-term evolutions

A NEW WORLD ORDER

GEOPOLITICAL RESHAPING

PROTECTIONISM

COMPETITION

UNEQUAL ENERGY
& RESOURCES CRISIS

AMPLIFIED VOLATILITY

VOLATILE INFLATION &
INTEREST RATES

SUPPLY
MULTI-DISRUPTIONS

AI ACCELERATION &
CYBER RISKS

TALENT
CHALLENGE

New customer requirements are pushing Manitou Group to adapt

Value for money the name of the game


- Reduce TCO and value for money (machines / services costs optimization)
- Best in class after-sales and services performance
- Value added features : productivity, safety, talent scarcity

Customers are demanding value from data & digitalization

- Digital and data for a seamless customer journey
- Higher requirements for customer service reactivity and proactivity
- Follow and monitor the life of the machine through digital twins



New customer requirements are pushing Manitou Group to adapt



Customers are increasingly requesting **sustainable solutions** from sustainable partners

- Second hand with manufacturer warranty, refurbishing offer, remanufacturing parts offer
- Reduced emission from machines
- Retrofitting solutions

Dealer requirements are mirroring the **constraints and opportunities** of their environment

- Strong requirement for **training due to talent scarcity**
- Reinforcement of the **premium** positioning and at the same time **designed to cost machines** to answer to the low cost competition



WHY LIFT?

In a changing world, with new demands (from customers, employees, etc.), new trends, and new power dynamics, Manitou Group must transform itself to meet significant challenges: becoming more customer-focused, stronger, more agile, more sustainable, and more digital, while protecting people and their environment in 2030.

- » LIFT built around **4 pillars**
- » Effective as of **1st January 2026**
- » Roadmap built in **collaboration** with the top 100 leaders of the group, involving partner dealers & some key suppliers
- » The combination of all the initiatives in this strategic roadmap and the new operating model will enable us to make the **deep transformation needed in a world in motion**

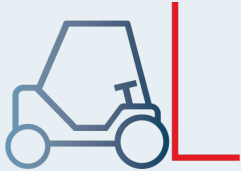


MANITOU
GROUP

LIFT STRATEGY

4 PILLARS

LEADING
ON MATERIAL
HANDLING & PEOPLE
ELEVATION MARKETS



INNOVATING
WITH SUSTAINABILITY
AND CUSTOMER-DRIVEN
MINDSET



FOCUSING
ON CUSTOMER
EXPERIENCE



TRANSFORMING
OURSELVES FOR
TOMORROW



LIFT STRATEGY

LEADING ON MATERIAL HANDLING & PEOPLE ELEVATION MARKETS

- Boost our TH leadership
- Confirm **MEWPS** as a strong second pillar
- Intensify our presence in **North America and emerging markets**

INNOVATING WITH SUSTAINABILITY AND CUSTOMER-DRIVEN MINDSET

- Develop an “**electric**” state of mind
- Reinforce **aftermarket and reconditioning** activities
- Innovate with **robotics**

FOCUSING ON CUSTOMER EXPERIENCE

- Bolster our **dealer network**
- Develop our **data-based services**
- Develop **Manitou Centers**

TRANSFORMING OURSELVES FOR TOMORROW

- Deploy an ambitious **Employee Value proposition**
- Reinforce **agility, reactivity and competitiveness**
- Establish a new customer-centric operating model

TARGET OPERATING MODEL (project)

3 REGIONS

Market & customer knowledge, business development and growth

Europe

North America

LAPAM

4 GLOBAL FUNCTIONS

Customer centric functions, strategies, Glocal footprint, Global consistency, excellence & cost reduction

3 CORPORATE FUNCTIONS

A stronger local thanks to a stronger global

SEGMENT PRESENTATION AS FROM 2026

Europe		North America		LAPAM	
Group P&L					

2030 QUANTIFIED



TURNOVER
> €3.8 Bn



ROP
> 7.5% of revenue



EBITDA
> 10% of revenue



CAPEX
~€600 M



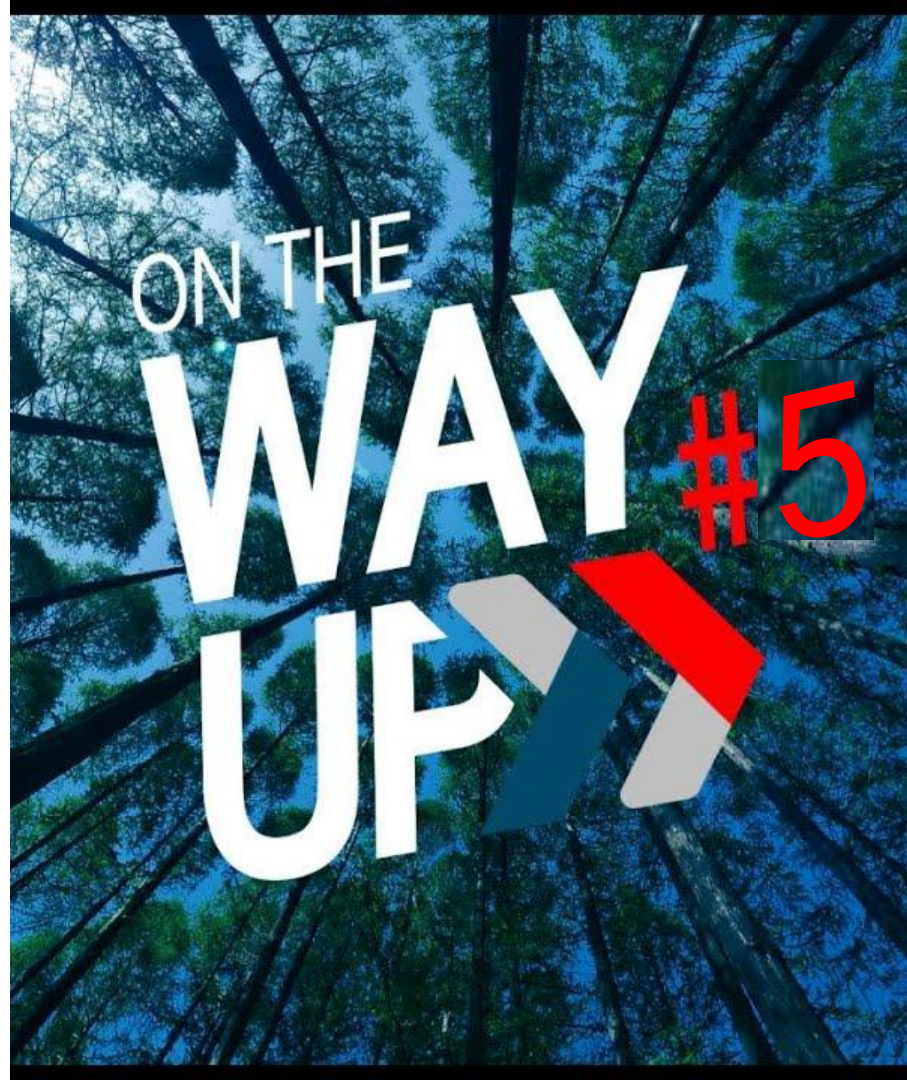
ELECTRIC MACHINES
28% of machines sold



CSR OBJECTIVES

The entire LIFT project has been built with CSR stakes in mind.

In November 2025, at the 5th edition of our CSR event “*On The Way Up*”, we will present Manitou Group's CSR roadmap 2026-2030 live.





THANK YOU

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