

03 Driving scalable service growth and customer engagement



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Michael Bruninx

Senior Vice President, Services

2011

Managing Director
Atlas Copco

2016

VP Parts & Services
Sandvik

2014

VP Parts
Sandvik

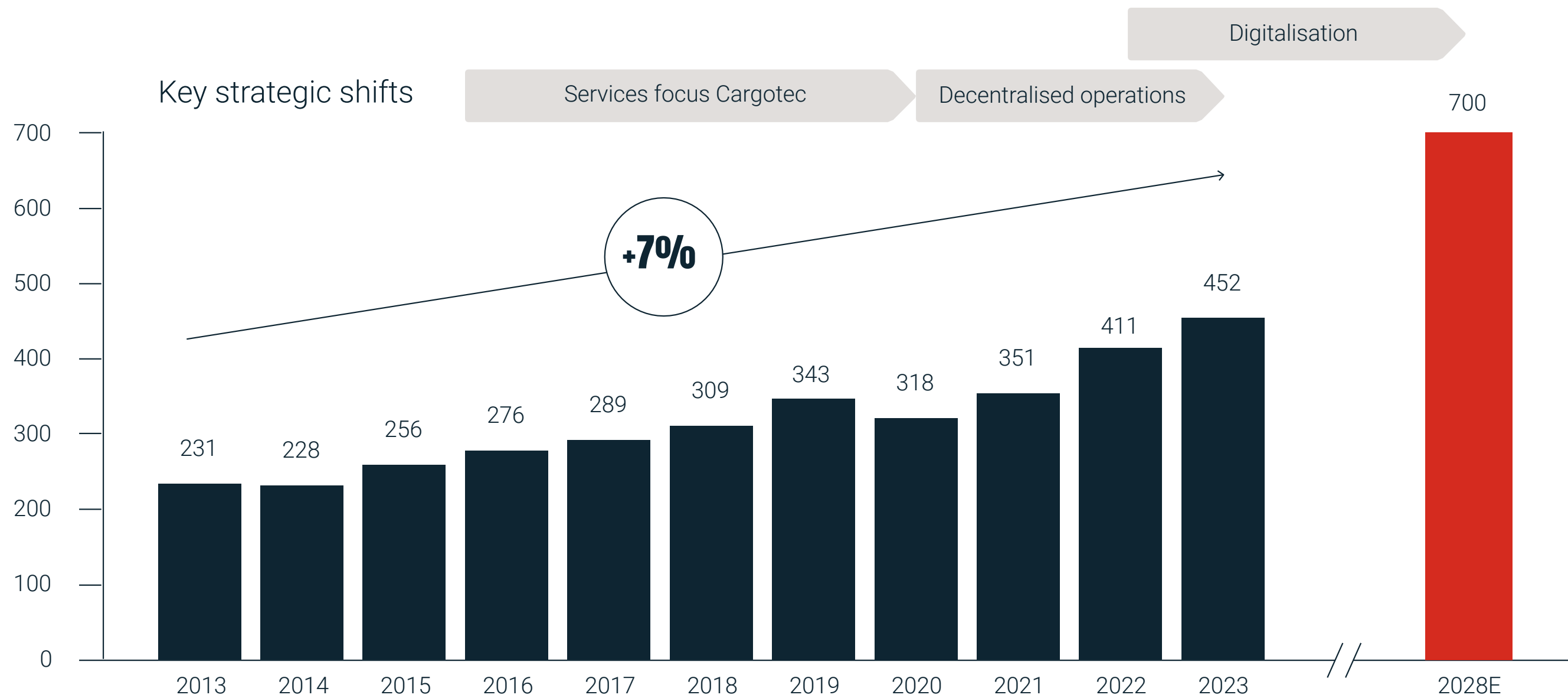
2020

SVP, Service
Hiab

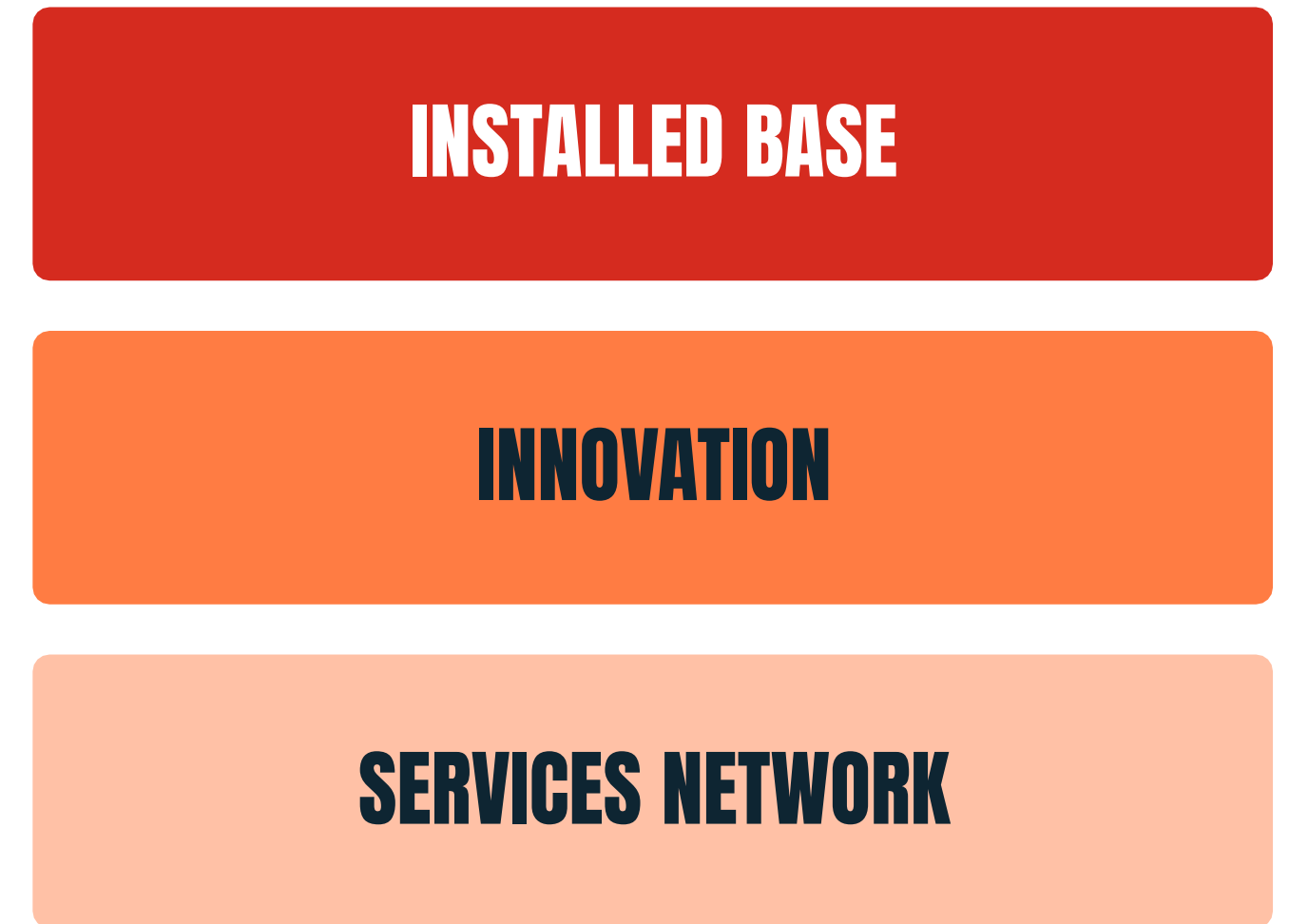


Attractive and growing aftermarket business

Service sales 2013–2023



Growth levers



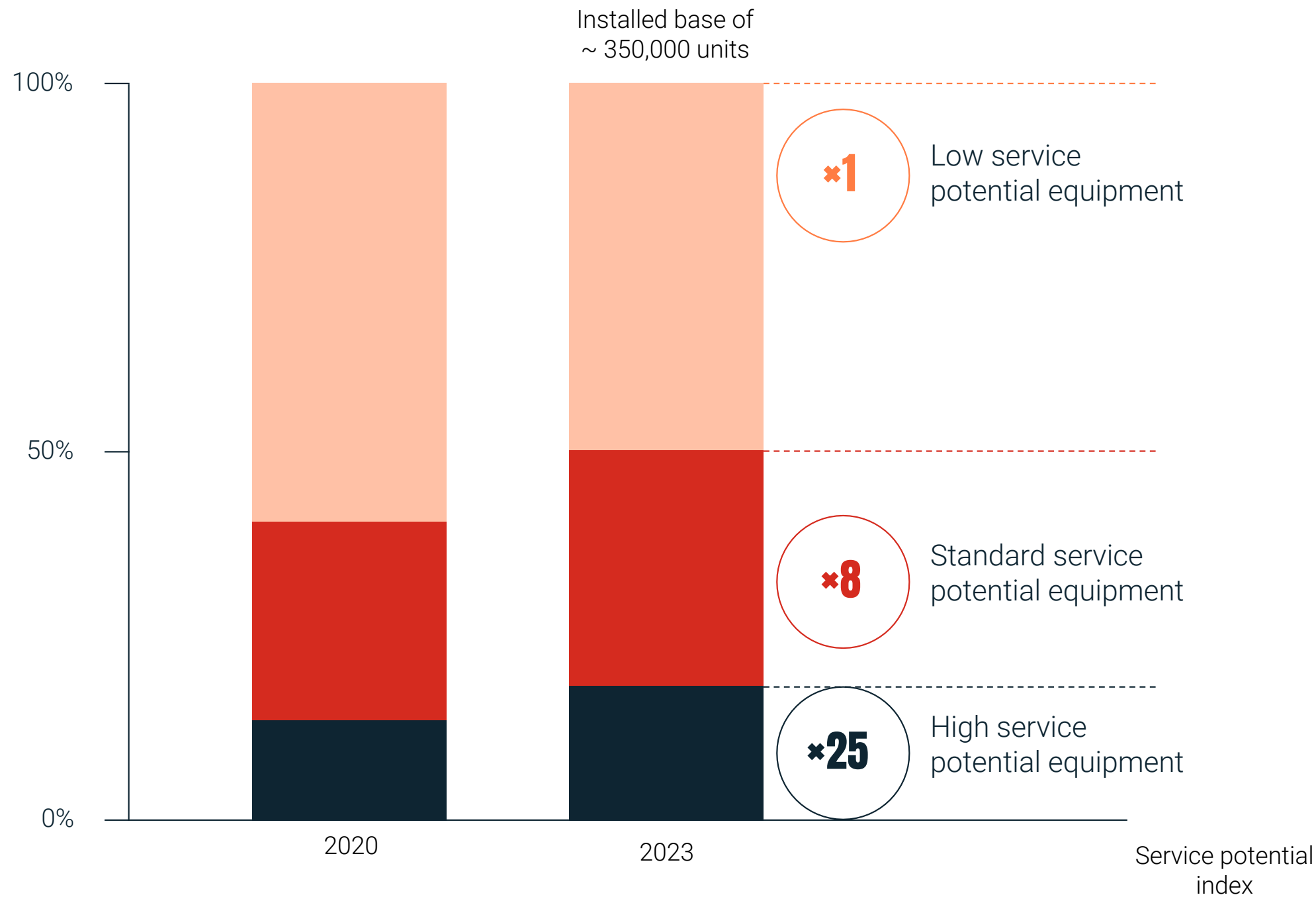
¹ AER FX rate, comparable portfolio mix over the periods

² CAGR Services to be above equipment sales over the macro cycles

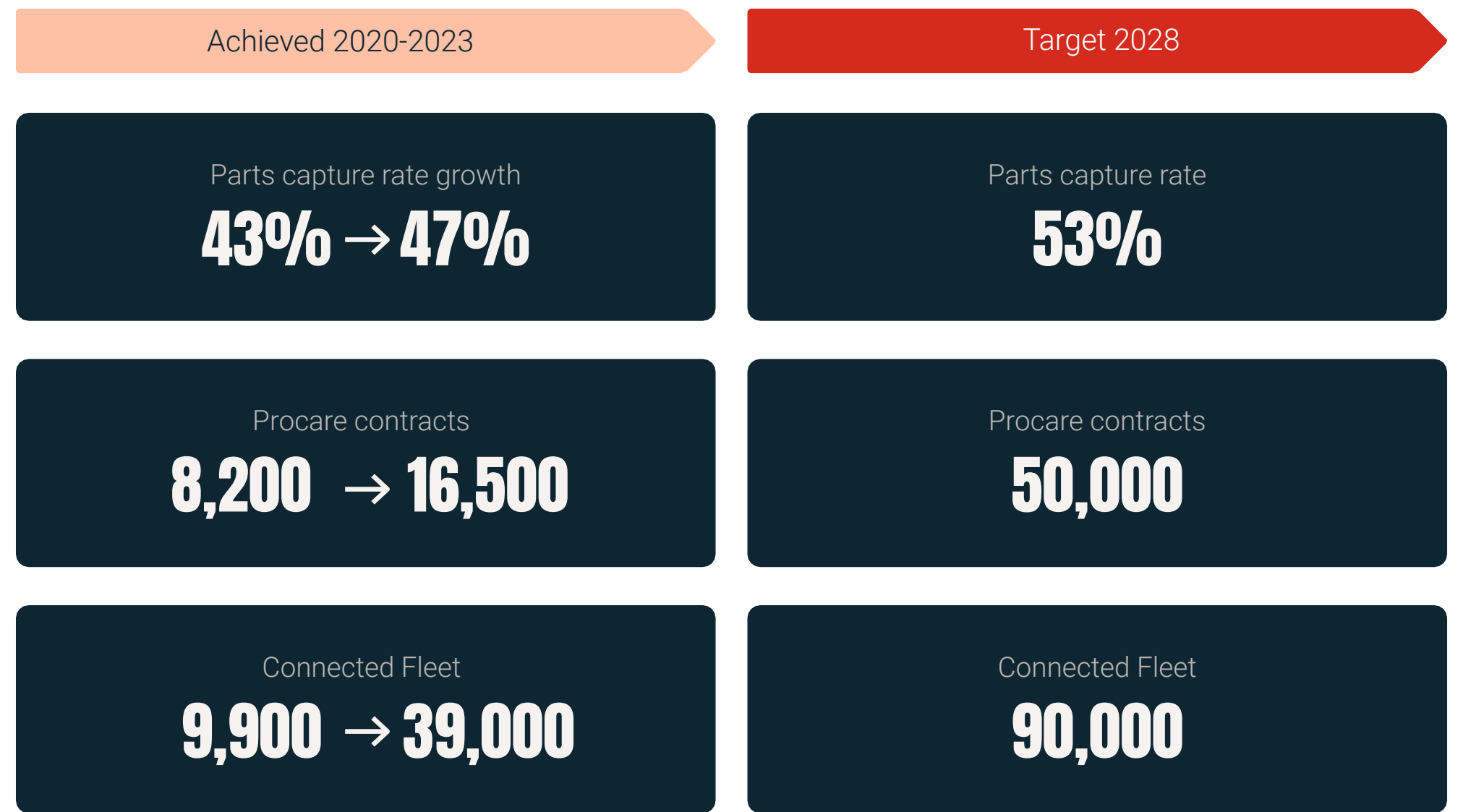
Hiab is uniquely positioned...

...to tap into the increasing potential of the growing installed base.

Equipment mix development 2020–2023



Value creation highlights



Service contracts are designed to support growth and enhance customer satisfaction

How contract coverage and connectivity increases our share of wallet

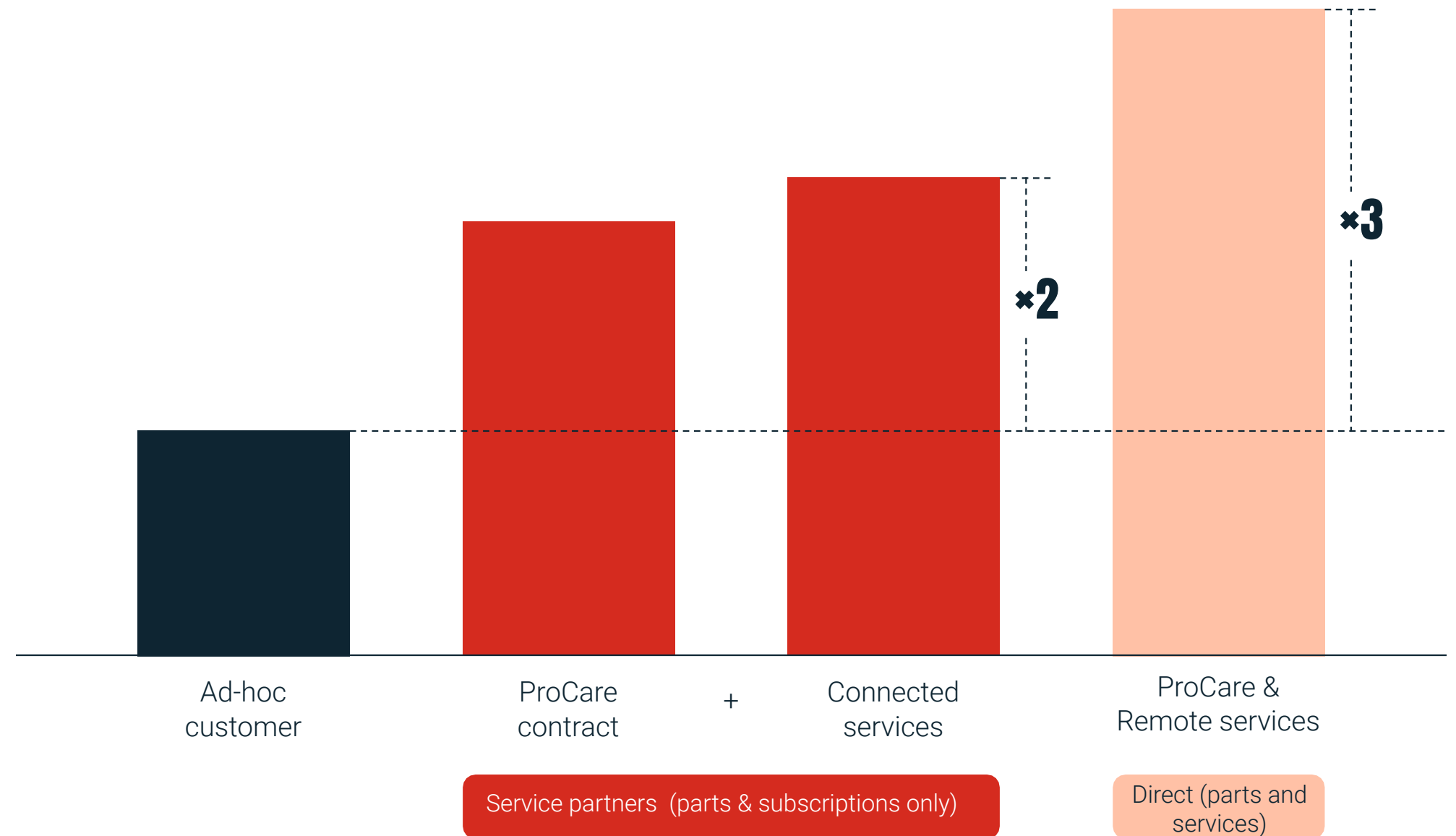
"As a rapidly expanding company, we rely on the best service and equipment uptime.

Initially handling fleet maintenance ourselves, we switched to Hiab after experiencing their efficiency and reliability. This decision has greatly satisfied us, enhancing our uptime and total cost of ownership."

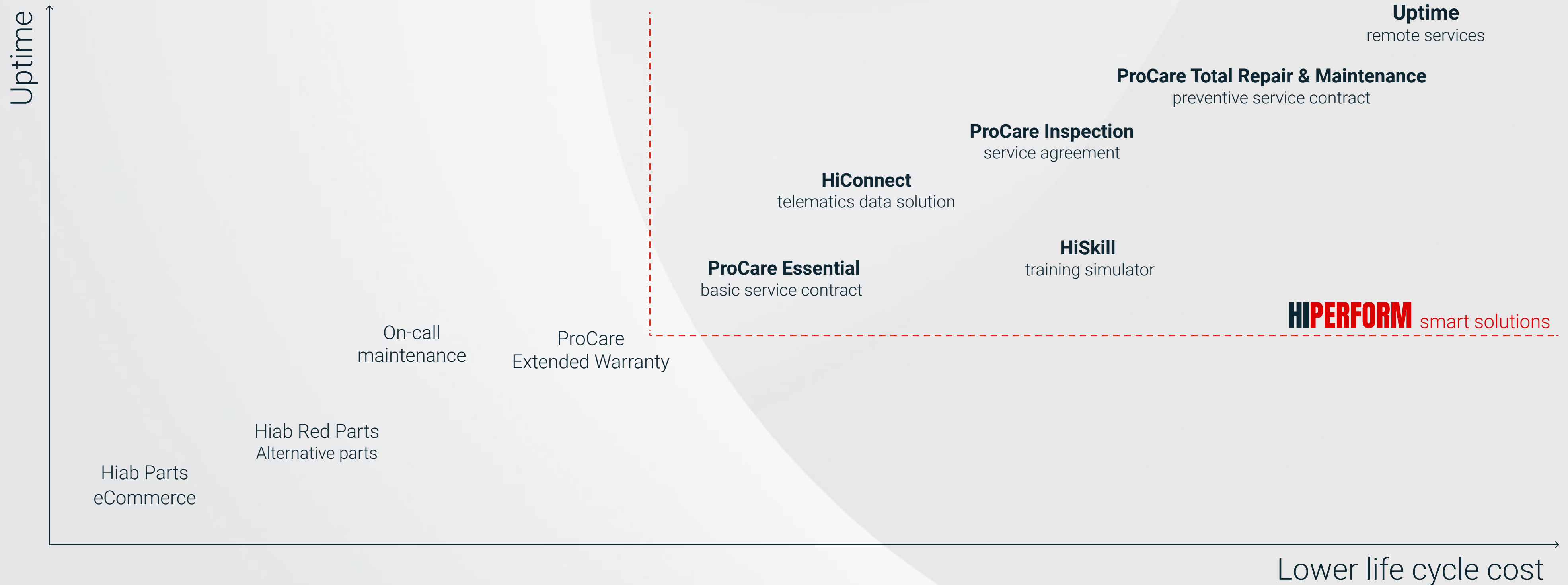


**KNETTENBRECH
GURDULIC**

Sven Kircher
CPO | KNETTENBRECH + GURDULIC



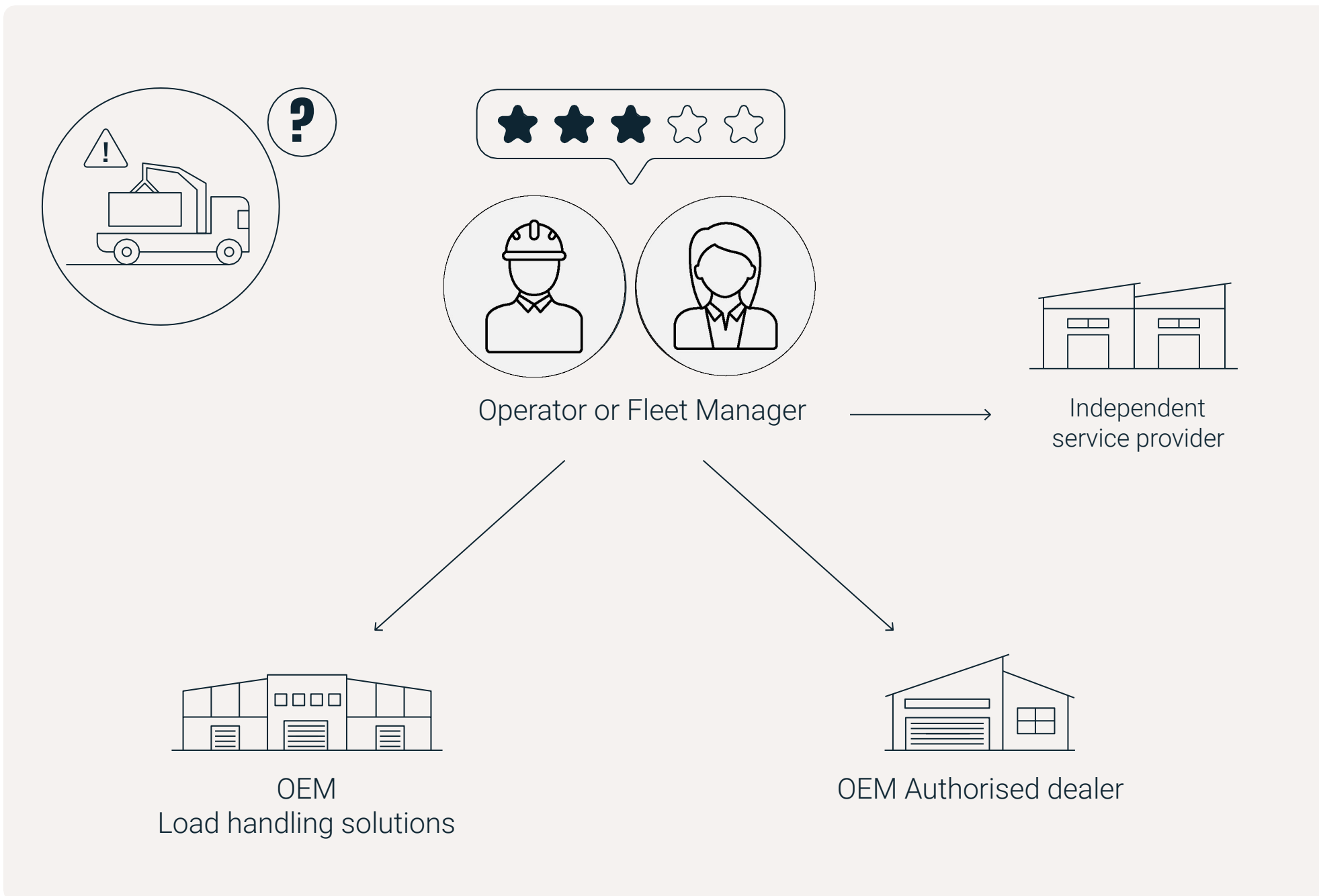
Services innovation a driver for profitable growth



Digitalisation enabling services growth

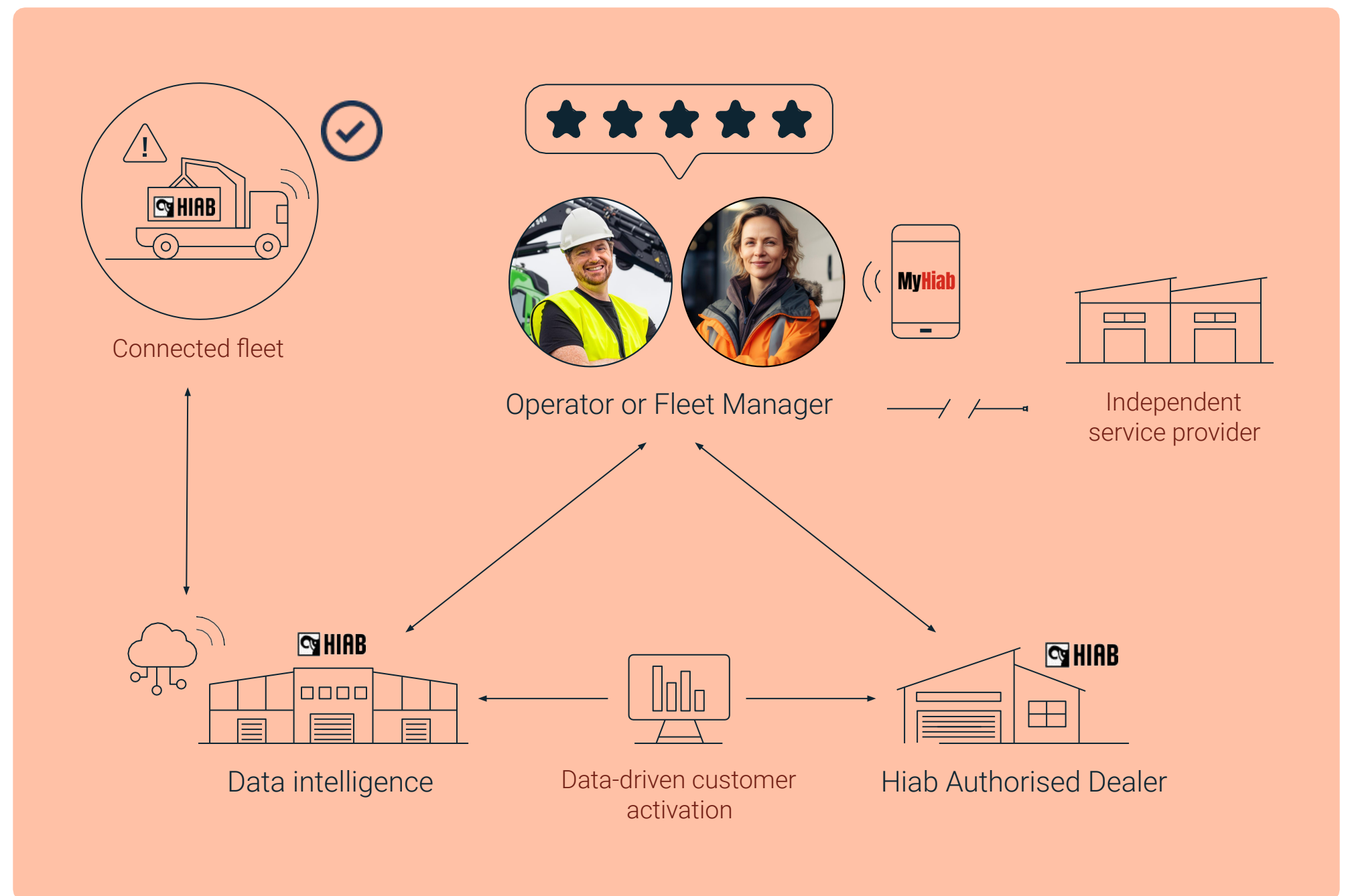
Traditional Interaction

The fleet visibility is limited and interaction is mostly reactive and initiated from the customer.



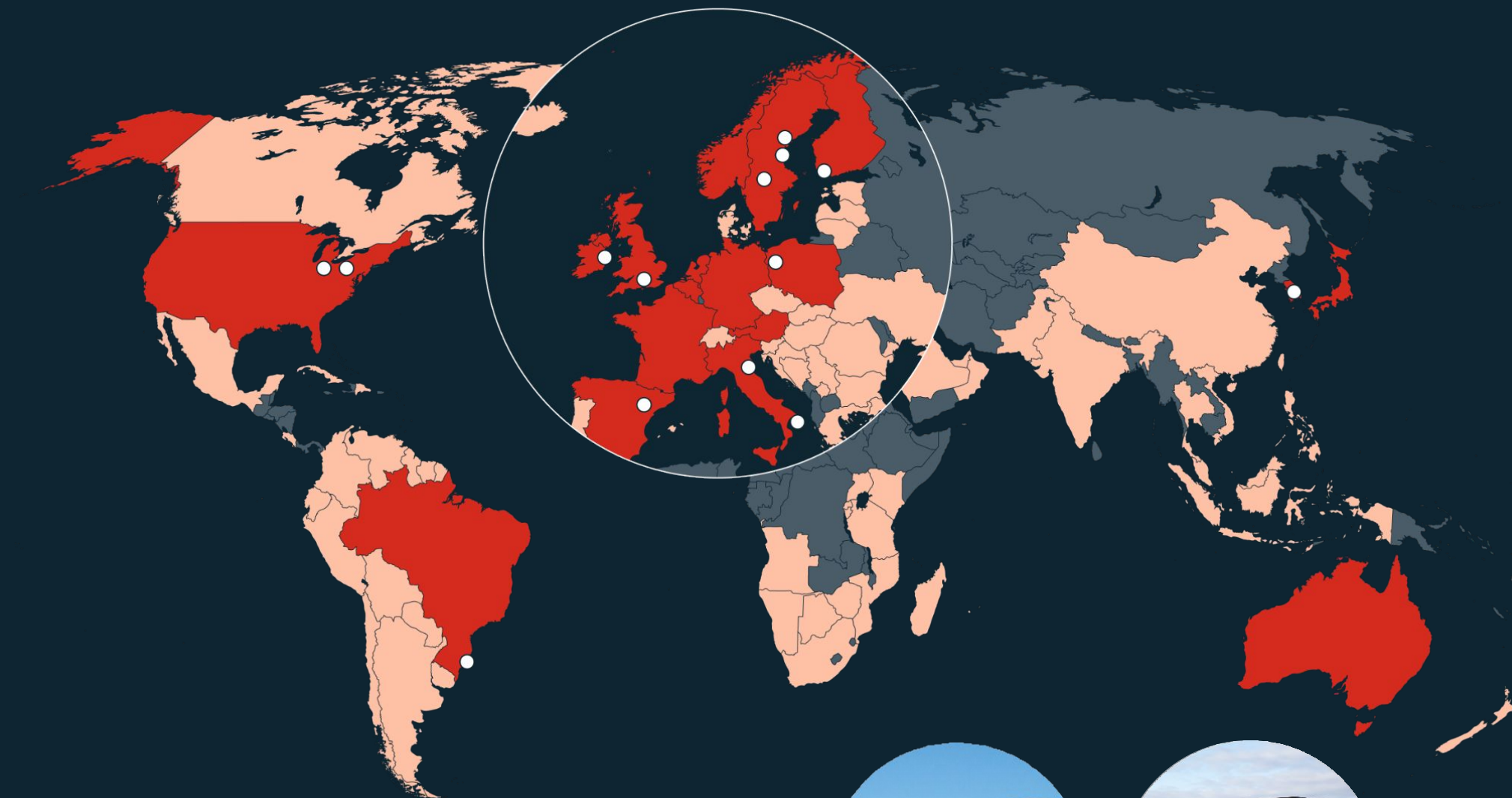
Hiab Digital Ecosystem

Hiab connectivity solutions enhance customer experience and proactively unlock value creation.



Strengthening our industry leading service network close to our customers

Our direct and partner network



■ Hiab Offices ■ Hiab Partners ● Production



Hiab France



Hiab UK

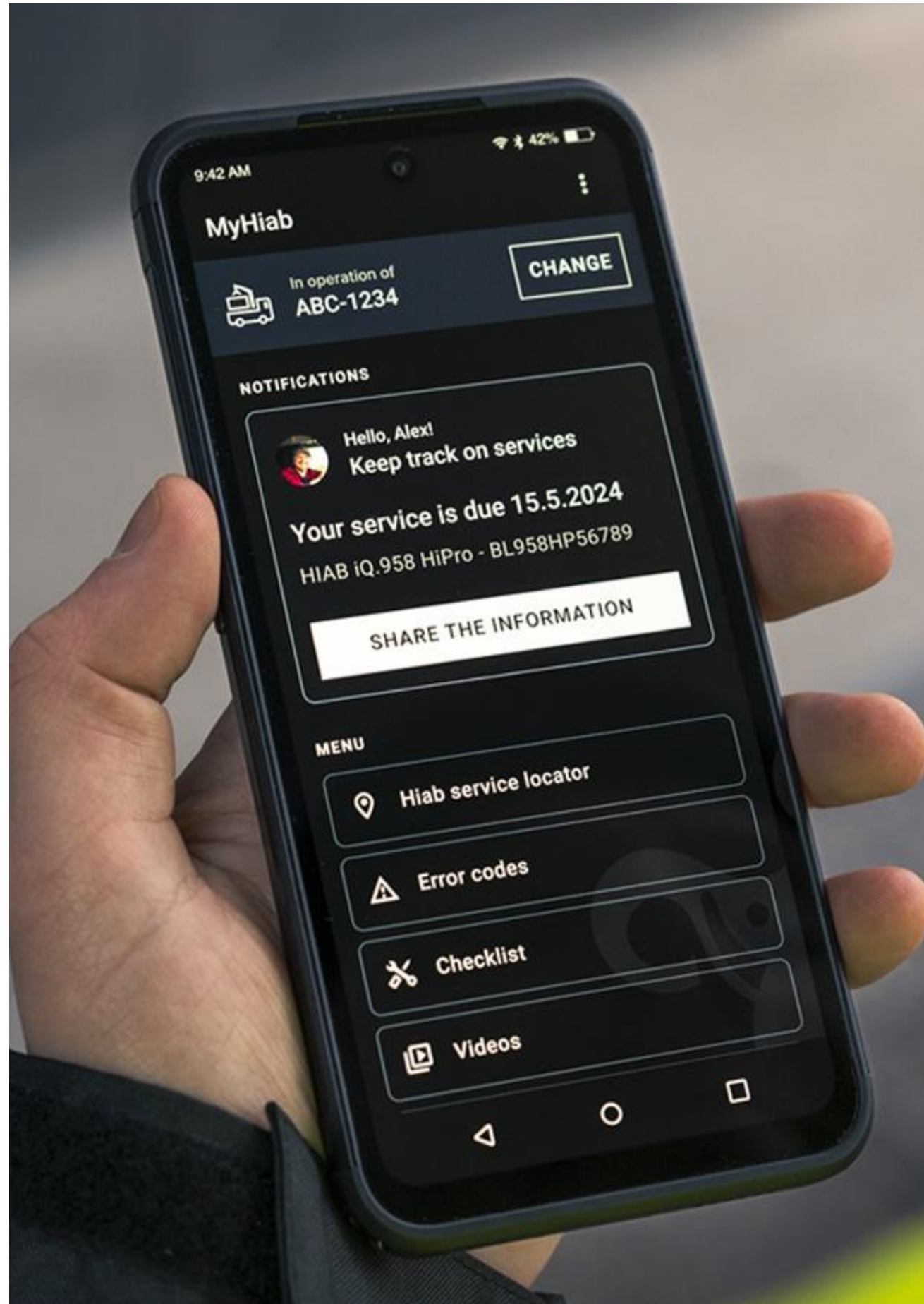
Hiab service coverage

- Investments to our own service execution as well in extending our partner network
- Leverage of connectivity data to continuous assess and extend the footprint

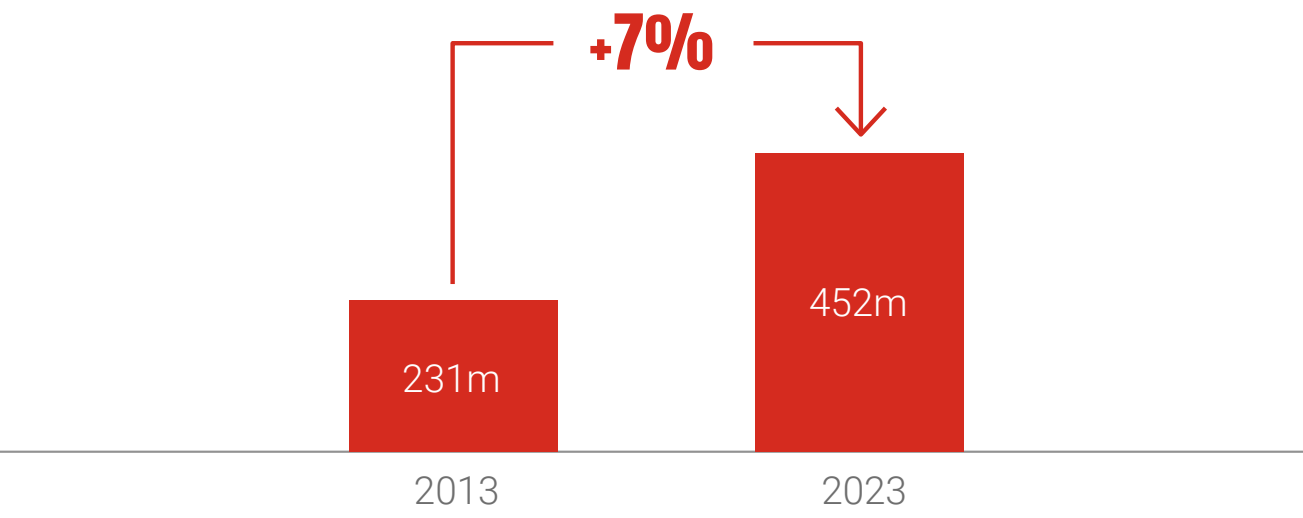
Partner network

- Partner operating standards
- Partner loyalty framework
- Service execution technology platforms
- Training and certificate programs

> 3.000 Service locations

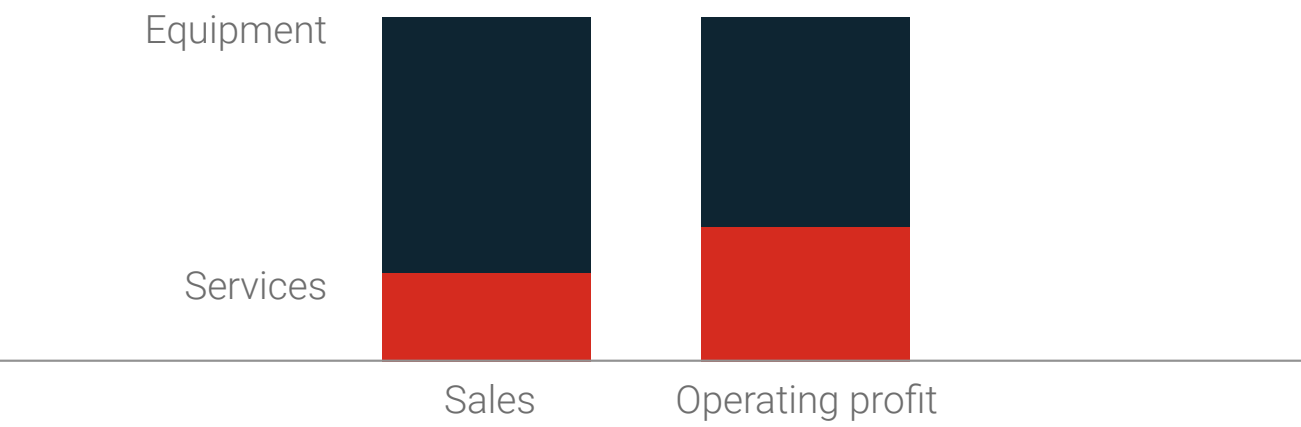


Sales CAGR



AER FX rate, comparable portfolio mix over the periods

Significant profitability contribution



2023 actuals, AER FX, Comparable OP share

Solid cash generation

Robust cash conversion
~ 100%
 Strong OP leverage
> 30%

Cash conversion 2023, OP leverage 2020-2023

Net promoter score

NPS FROM 20 TO 35

NPS yearly survey 2020-2023

Summary

- 1** Attractive and resilient aftermarket business
- 2** Strong growth levers: installed base, innovation, service network
- 3** Investing in scalable enhanced customer experience
- 4** Solid financial profile

Services business 2028 sales target: 700 MEUR



BUILT TO PERFORM

For questions, please contact:

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