

# PRESENTATION



# GENERAL PRESENTATION

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## A MAJOR LIFTING EQUIPMENT MANUFACTURER

Haulotte Group, the people and material lifting equipment specialist, manufactures and distributes through its sales and services subsidiaries network, a wide range of more than 60 models to meet all customers' needs: access equipment, telehandlers, earth moving equipment, system and utility scaffolds, event staging and seating.

23 subsidiaries & offices

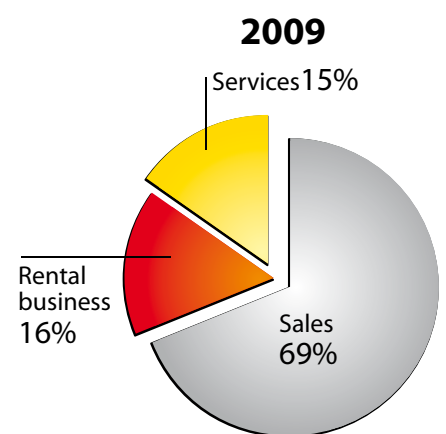
7 production units

1 500 employees

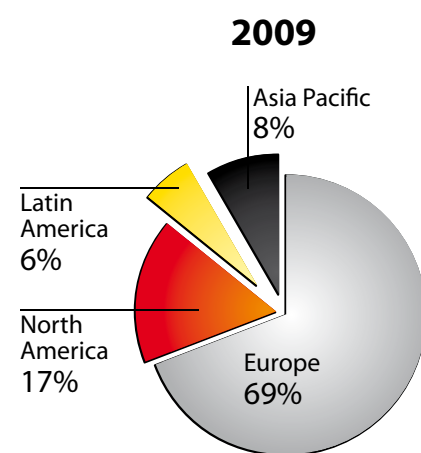
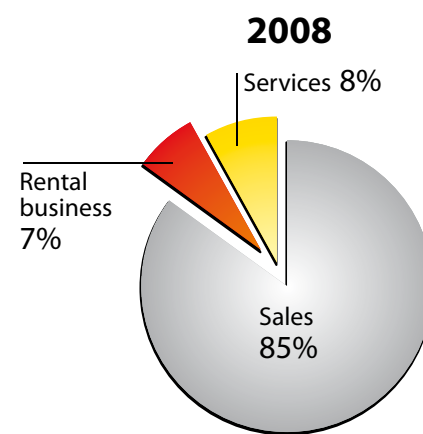
83% of international sales



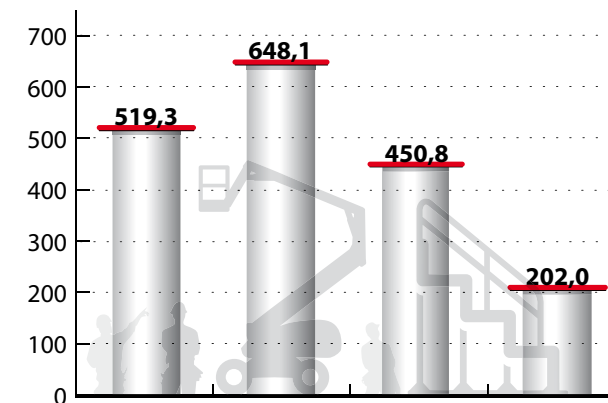
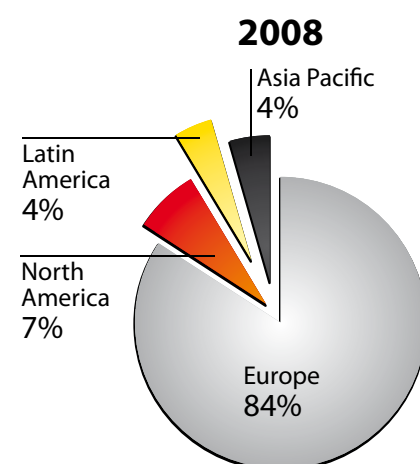
# KEY FIGURES



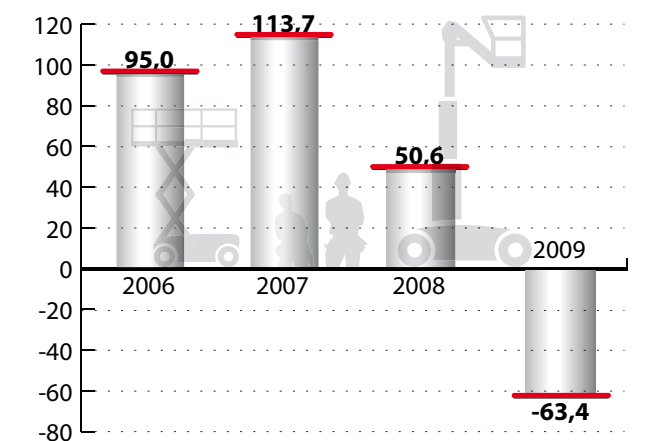
**Sales by activity**



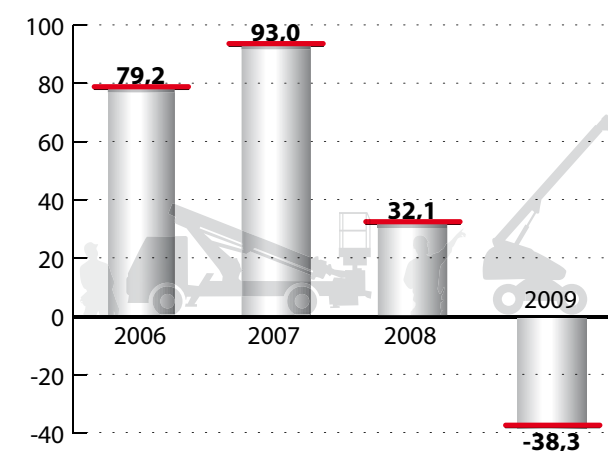
**Sales by geographical area**



**Sales (in € million)**



**Operating income before goodwill (in € million)**



**Operating cash flow (in € million)**



## Balance sheets : assets

in € million	2009	2008
<b>Non-current assets</b>	<b>164,9</b>	<b>176,8</b>
Of which > Goodwill	19,2	20,1
> Property, plant and equipment	96,1	88,7
> Receivables from financing activities (> 1 year)	38,4	53,2
<b>Current assets</b>	<b>381,5</b>	<b>472,1</b>
Of which > Inventories	207,0	236,3
> Trade receivables	66,7	141,8
> Receivables from financing activities (< 1 year)	15,1	28,5
> Cash and cash equivalents	65,8	22,8
<b>TOTAL ASSETS</b>	<b>546,4</b>	<b>648,9</b>

## Balance sheets : liabilities

in € million	2009	2008
<b>Non-current liabilities</b>	<b>225,0</b>	<b>286,3</b>
<b>Shareholder's equity (Group share)</b>	<b>31,9</b>	<b>202,4</b>
Of which > Of which Long-term debt	26,6	192,2
<b>Current liabilities</b>	<b>289,1</b>	<b>159,5</b>
Of which > Of which Trade payables	24,3	65,5
> Other payables	12,7	32,5
> Short-term debt*	240,6	48,4
<b>SHAREHOLDER'S EQUITY AND LIABILITIES</b>	<b>546,4</b>	<b>648,9</b>

\*€176.8 million will be reclassified as LT in 2010 in compliance with an amendment to the syndicated loan agreement



## Income statement highlights (in M€)

in € million	2009	2008	% Sales	Change
Revenue	202,0	450,8		-55,2%
Operating income *	-63,4	50,6	11,2%	
Income before taxes	-68,8	39,0	8,7%	
Consolidated net income	-55,7	-31,9	7,1%	

\* Of which €28.8 million in nonrecurring income in 2008





# CORPORATE GOVERNANCE



## Members of the board of directors

### **Pierre Saubot**

Chairman and CEO

### **Alexandre Saubot**

Chief Operating Officer

### **Bertrand Badré**

### **Michel Bouton**

### **José Monfront**

Deputy Managing Director

### **Elisa Saubot**

### **Hadrien Saubot**

## Executive Committee



### **Alexandre Saubot**

Chief Operating Officer



### **José MONFRONT**

Deputy Managing  
Director



### **Florence FLICHY**

Chief Financial  
Officer



### **Philippe NOBLET**

Corporate  
Secretary



### **Thibault MOUILLEFARINE**

Marketing Director

## Statutory auditors

### **PricewaterhouseCoopers Audit**

Represented by Elisabeth L'hermite

20, rue Garibaldi • 69451 Lyon cedex 06

### **Cabinet Hoche Audit**

Represented by Dominique Jutier

35, avenue Victor Hugo • 75116 Paris



## INTERVIEW OF PIERRE & ALEXANDRE SAUBOT



### How would you characterize the year 2009?

When one manages a manufacturing group confronted with a fourfold decrease in business volume in 12 months, the phrase that comes inevitably to mind is «Annus Horribilis». This extremely sharp decline is the result of the economic and financial crisis on activity and the capital investment plans of our main customers, equipment rental companies, particularly in Europe and the US.

In an environment that has become extremely challenging, Group results were inevitably impacted by the 55% drop in our sales. Despite this, **we managed to maintain our market share in Europe while still making significant inroads in Asia and the Americas**. We have also continued to develop outside Europe with the successful integration of the US company BilJax, acquired in July 2008 and the launch in mid-2009 of our first manufacturing plant on the Asian continent in Changzhou.



### What are the consequences of the crisis for Haulotte Group?

The impact of the crisis on our accounts has been significant. Following the sharp decline in revenue, operating results (€63.4 million) were also adversely affected by

- the significant negative volume effect on the gross margin;
- the high level of provisions set aside for inventory and trade receivable losses;
- the subnormal capacity usage costs for manufacturing facilities

Our rental business operations were also impacted by the economic crisis while services were affected by the reduced utilisation rate for the fleets of our customer base of equipment rental companies.

**In 2008 we already took measures to respond to the crisis and in 2009 these were further reinforced.** Very significant efforts were undertaken to reduce fixed costs (-27% in relation to 2008 like-for-like). We have reduced working capital requirements and taken all measures to accelerate efforts to cut inventories. We have also reduced selling and marketing costs and overhead expenses, while maintaining efforts to support investments for research and development.

Despite weak market conditions in 2009, **we successfully reduced net borrowings by more than €15 million** through a significant decline in product volumes combined with a ten day reduction in our DSO (Days Sales Outstanding) or average collection period. At 31 December 2009, the Group had a cash balance of nearly €66 million.

At the level of Group financing, assured in large part by a syndicated loan with an available credit line at 31 December 2009 of €233.5 million, after a breach of debt covenants in the 2009 second half, we initiated negotiations with our banking partners and reached an agreement in early 2010 setting new conditions applicable to the loan agreement until its maturity in July 2013.





## Has the crisis called into question your strategic choices?

**The flexibility of our business model has allowed us to adapt** to a crisis of unprecedented severity. This in turn has enabled us to weather the storm. Our strategic choices have not changed and our priority is to be on the medium-term.

**The Group's strategy** that has always consisted on **maintaining a strong focus on the needs of our customers** through a network of directly owned subsidiaries and by offering a complete range of products and services, will be strengthened by concentrating on two priorities.

- **Local customer service:** increased proximity to customers through a dedicated sales force and enhanced marketing structures and services.

- **An innovative offering:** Increased R&D expenditures accompanied by further acceleration in the pace of new product launches.

Our response to deliver specific customer value will increasingly involve **offering products conceived and developed with customer input.**

In Europe, where we have maintained our position as market leader, the Group will focus its resources primarily on maintaining the level of customer satisfaction by strengthening our local presence and network of services. We will organise specific events for each country to meet customers and promote our products, in particular by proposing a number of comparative tests.

**In Asia, North America and Australia,** the Group will **strengthen its presence** and raise its brand recognition through initiatives providing a maximum impact including professional trade fairs to optimize the promotion of our brand in target markets.

## What is the outlook for 2010?

Today there are no concrete signs to suggest a significant rebound in 2010. In the absence of visibility, Haulotte Group has accordingly taken the actions required to prepare for economic conditions comparable to those in 2009.

Still, we remain fully confident in the Group's **capacity to meet the challenges of an economic environment that has become increasingly complicated** and difficult. Our **strategic focus on delivering the benefits of innovation to our customers** will be rewarded by the introduction in 2010 of new highly promising models such as the HA12CJ and HA12CJ+, compact articulating booms with a 12m reach, designed for all types of indoor work, and the further expansion of our telehandler offering with the introduction of a line of 10m machines.

In this uncertain environment, we will pursue our efforts to reduce WCR and maintain tight control of fixed costs, critical components to effectively manage for our future. More than ever we remain committed to **maintaining the level of expertise of our teams** to offer our customers consistent high quality innovative products and related services adapted to their specific needs.





# THE BUSINESS MODEL

Group organization : 3 main activities (design-assembly, sales and services, rental business)

Global player, Haulotte Group's business model covers:

» Successful and flexible manufacturing operations able to adapt to the fluctuations in demand and specific market conditions

## 7 manufacturing plants



### Le Creusot plant

(Saône et Loire - France)

Manufacturing lines:  
Articulating and telescopic booms for heights greater than 20 m, diesel and rough terrain, electric, scissors, truck-mounted booms.



### Reims plant

(Marne - France)

Manufacturing lines:  
Electric scissors and vertical masts.



### Archbold plant

(USA)

Manufacturing line:  
Self-propelled booms, trailer-mounted booms, system and utility scaffolds, event staging and seating.



### Santander

(Spain)

Manufacturing lines:  
Telehandlers and backhoe loaders.



### L'Horme plant

(Loire - France)

Manufacturing line:  
Articulating and telescopic booms for heights of less than 20m.



### Arges plant

(Romania)

Manufacturing lines: electric and diesel scissor lifts.



### Changzhou plant

(China)

Manufacturing lines:  
Electric scissors.



# THE BUSINESS MODEL



» **Delivery of a sales and services** offering through a network of 23 subsidiaries and offices covering strategic markets, supplemented by distributors covering more than 100 countries.

» **The rental business** in certain sales markets providing enhanced local service and customer relations for end users

## The markets

» **Rental companies:** Haulotte Group's traditional customers, rental companies are key partners for developing markets. Natural strategic allies, they contribute to both increased name recognition for the brand and wider distribution of products adapted to specific needs.

» **Industries:** through its 8 product ranges, Haulotte meets the needs of a very diversified and broad spectrum of customers from logistics, manufacturing, maintenance, airports, mass-market retailing...



**SPARE PARTS**



**TECHNICAL ASSISTANCE**



**TRAINING**



**SERVICES SOLUTIONS**



## Product range

**People lifting equipment** Product portfolio of more than 60 models organised into 8 families.



**Scissors lift** : rough terrain or electric 6 to 18m



**Telescopic booms** : 14 to 43m



**Vertical masts**: 6 to 10m



**Truck mounted booms**



**Articulation booms**: rough terrain or electric 12 to 41m



**Lightweight self-propelled booms** 13 to 16m



**Push Around** 7 to 14m



**Trailers mounted booms** 10 to 19m

## Scaffolding equipments/Event Staging/ Drywall equipment

Additional ranges, further enhancing the product offering of Haulotte Group



**Scaffolding equipments**



**Event staging and seating**



**Drywall equipment**



**Escalator equipment trailers**

## Material lifting and earth moving equipment

Equipment meeting the broad range of construction industry needs



**Telehandlers**



**Earth moving equipment**



# STRATEGY & PERSPECTIVES



## Objective: customer satisfaction and loyalty building

### Strengthen customer relationships and knowledge:

through specific initiatives, such as open house events, product demonstrations to provide first-hand information regarding specific customer expectations and requirements.

**Provide a service tailored** to specific needs with a flexible and diversified offering.



## Determination: create market and customer driven company culture

### Our approach maximises knowledge management, by

- Anticipating trends regarding expertise and providing opportunities for development and change, by applying a qualitative and quantitative approach in managing career paths to better meet Group priorities. To formalize this commitment, Haulotte Group is progressively implementing:
  - The « training passport » for individual skills development
  - Annual performance review meeting for skills management planning to be expanded to all the Group's foreign sites
  - The «Corporate training» program for the communication of best-practices.
- Confirming our commitment against age discrimination in regards to recruitment, access to a vocational training, mobility, personnel classification, advancement and payment for seniors.
  - A commitment to wage parity for men and women. On the basis of objective criteria such as age, expertise, education and experience, the Group assures equal pay for the same work or work of equal value between men and women.

This employer relations policy is jointly supported by all bodies representing personnel and management. Measures implemented are validated by agreements signed by all the labour unions (FO, CGT, CFDT, CFTC) present in the Company.

## Mission: strengthen the Group's competitiveness

Two priorities for the 2010-2012 business plan :

**Customer proximity**, strengthening our sales force, reinforcing our marketing and services structure.

**Product innovation** : increasing R&D expenditures and accelerating product launches.





# HAULOTTE GROUP SHAREHOLDERS

## Investor calendar

- 22/04/2010 > 2010 first-quarter sales
- 02/06/2010 > Annual General Meeting
- 01/09/2010 > 2010 First-half sales and earnings
- 20/10/2010 > 2010 Third-quarter sales
- 31/12/2010 > End of financial year
- 16/02/2011 > Annual sales

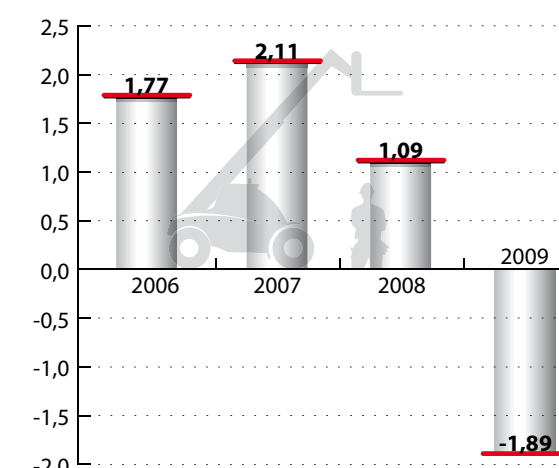
## Share trading information

Euronext Paris Compartiment B (Mid-Caps) of the NYSE Euronext  
Index SBF250  
ISIN FR 0000066755  
Ticker symbol PIG  
Reuters PYHE.PA  
Bloomberg PIG FP

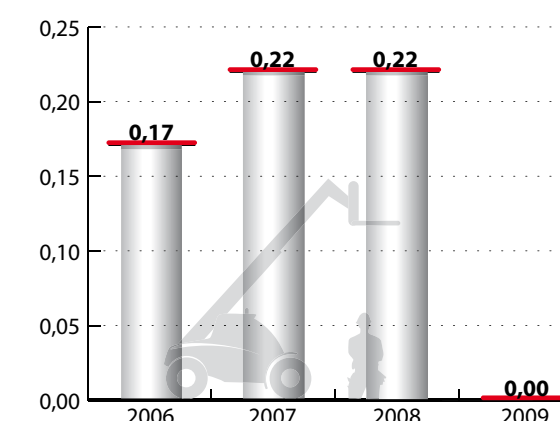
## The company's stock was covered by the following analysts in 2009

Berenberg bank	Kepler Capital Markets
CA Cheuvreux	Natixis Securities
CM CIC Securities	Oddo Securities
Exane BNP Paribas	Phison Capital
Financière d'Uzès	Portzamparc
Gilbert Dupont	Société Générale
Idmidcaps	

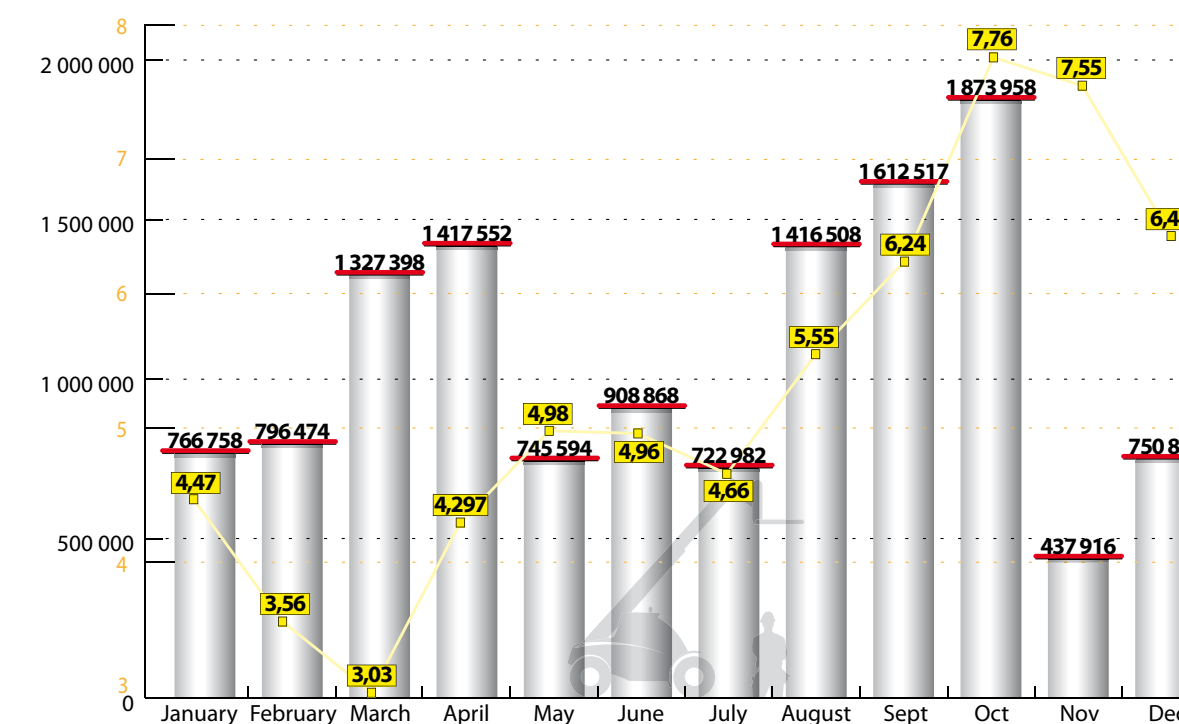
## Net earnings per share



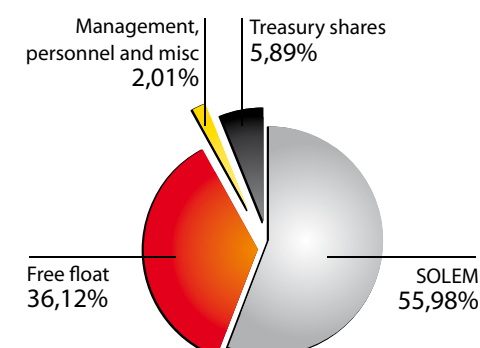
## Net dividends per share



## Trading activity and share prices trends



## Breakdown of capital on 31 December 2009



## Breakdown of voting rights on 31 December 2009

