

# ANNUAL REPORT 2025



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# Haulotte, a leading player in working at height

Haulotte is a leading global player in people lifting solutions, recognized for its industrial expertise, international presence, and close relationship with professionals working at height.

As the European leader, the Group has been designing, manufacturing, marketing, and supporting a wide range of solutions for more than 40 years, serving the construction, industry, logistics, and maintenance sectors.

Thanks to an integrated model combining innovation, industrial excellence, services, and strong field presence, Haulotte helps its customers secure their operations, optimize their equipment, and sustainably enhance the value of their investments.

This expertise is driven by a constant ambition: to offer solutions that are ever safer, more efficient, and more responsible.



**€512 million**

2025 Revenue

**17000**

Employees

**6**

Product Ranges



**150**

Countries presence

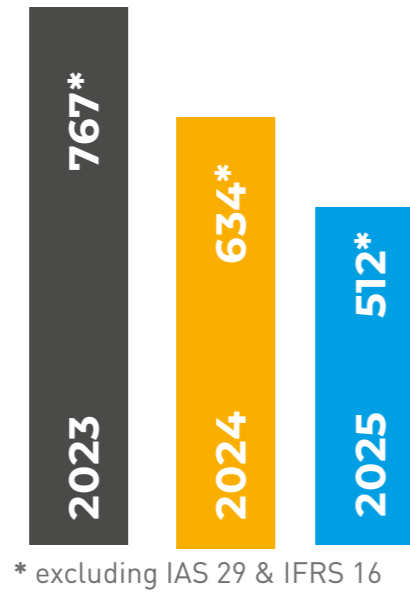
**20**

Subsidiaries

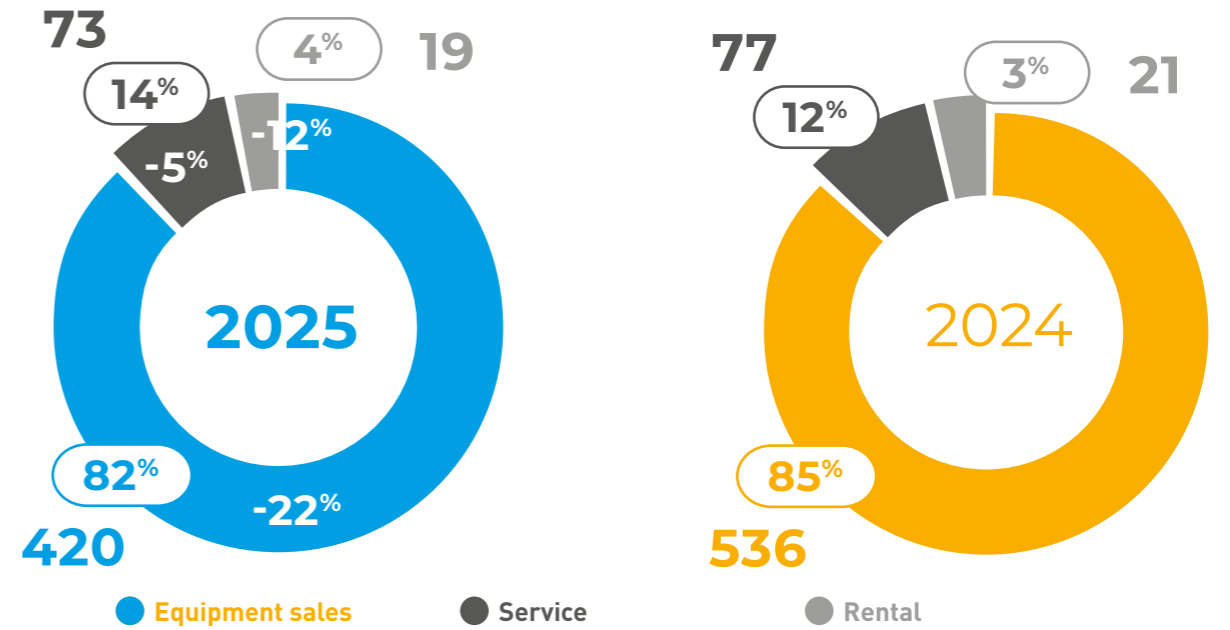
**5**

Production Units

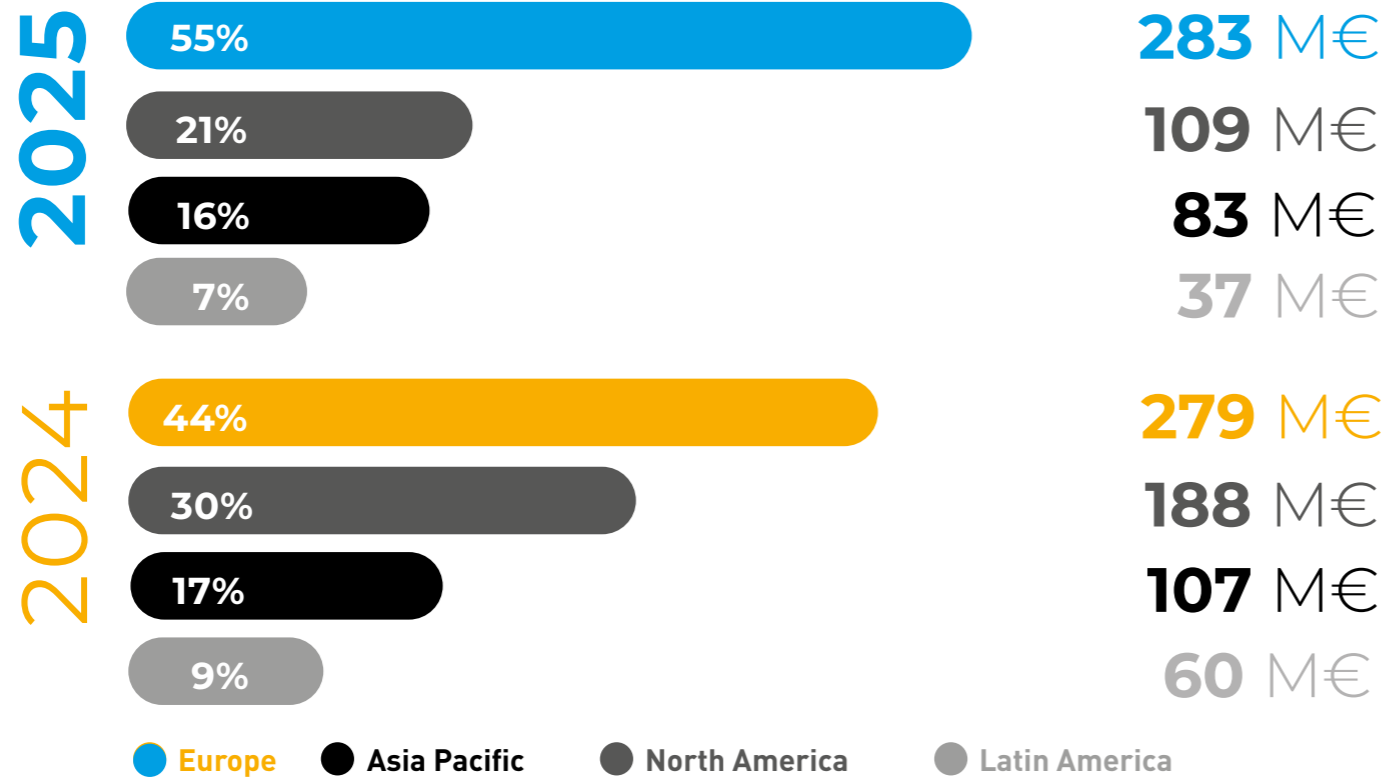
### SALES EVOLUTION IN € MILLION



### SALES BREAKDOWN PER ACTIVITY IN € MILLION excluding IAS29 & IFRS16



### SALES BREAKDOWN PER GEOGRAPHICAL AREA IN € MILLION excluding IAS29 & IFRS16

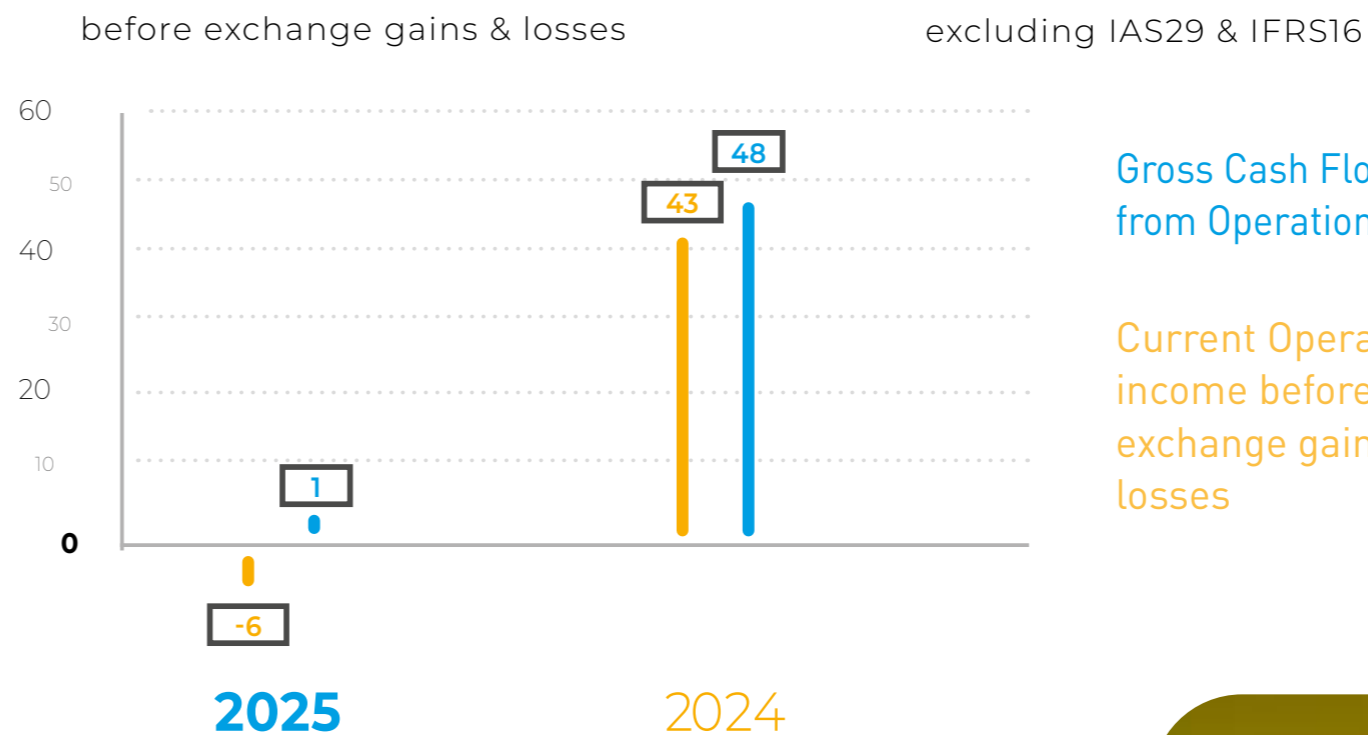


REVENUE

**512**  
€ MILLION\*  
-19%

\* excluding IAS 29 & IFRS 16

CURRENT OPERATING & GROSS CASHFLOW FROM OPERATIONS  
IN € MILLION



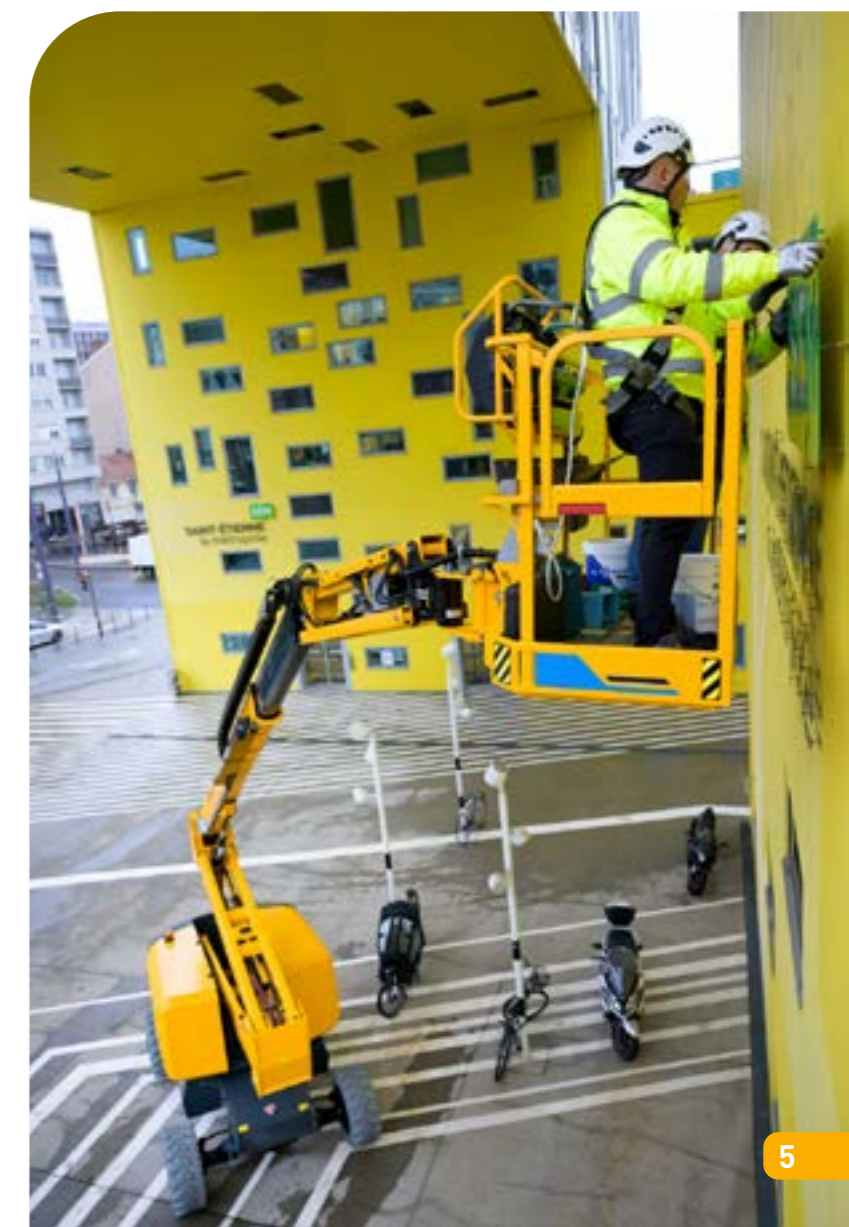
Gross Cash Flow from Operations

Current Operating income before exchange gain and losses

INCOME STATEMENT HIGHLIGHTS IN € MILLION

excluding IAS29 & IFRS16

IN € MILLION		GLOBAL	
		2025	2024
EXCLUDING IAS 29 & IFRS 16	REVENUE	512	634
	CURRENT OPERATING INCOME BEFORE GAINS & LOSSES	(6)	43
	OPERATING INCOME	(8)	38
	INCOME BEFORE TAXES	(23)	16
CONSOLIDATED NET RESULT		(39)	12



**Haulotte supports a wide variety of customers with an approach tailored to uses, operational constraints, and the specific expectations of each segment.**



## **EQUIPMENT RENTAL COMPANIES**

Long-standing partners in the Group's development, rental companies play a central role in the distribution of our solutions and in maintaining proximity to end users.

Their product expertise, in-depth understanding of applications, and local network make them key players in our ecosystem.



## **INDUSTRY**

The Group's industrial customers operate in a wide range of environments: logistics, manufacturing, maintenance, airports, retail, and infrastructure.

Thanks to the breadth of its offering, Haulotte is able to provide solutions tailored to specific needs and demanding operating conditions.



## **SPECIALIZED MACHINES**

Haulotte also develops a complementary offering of tailor-made solutions designed to meet specific, high value-added applications.

This activity contributes to the Group's differentiation and its ability to respond with agility to specific needs.

## An integrated business model

The Haulotte model is based on the complementarity of three business activities, strengthening product control, market proximity, and understanding of user needs.



### DESIGN AND ASSEMBLY

The Group's expertise is built on its ability to design, develop, and assemble solutions adapted to the evolving needs of the market.

Innovation, R&D, engineering, and marketing work in coordination to anticipate customer expectations and offer high value-added products, accessories, and services.



### DISTRIBUTION

The Group relies on an international network structured around its subsidiaries, offices, and distributors to ensure sales, support, and close proximity to its markets.

This organization enables Haulotte to cover more than 150 countries and support customers as closely as possible to their needs.



### RENTAL

A complementary part of the business model, rental enables the Group to strengthen its field presence, refine its understanding of usage, and better meet end-user expectations.

It also helps drive the evolution of the offering and services.



OUR  
DIRECTION



“  
**To become the best customer experience company in the Aerial Work Platforms business**  
”

## **A structuring ambition that guides the Group's transformation and sustainably strengthens its differentiation.**

In an environment where customer expectations are evolving rapidly and where requirements for safety, availability, economic performance, and sustainability are increasing, customer experience is more than ever a key differentiating factor.

At Haulotte, this conviction guides our path.

Beyond the quality of our equipment, we believe that the value created for our customers is also measured by our ability to support them over the long term, secure their operations, optimize the performance of their assets, and support the profitability of their investments.

This ambition is part of a Group-wide dynamic already underway: improving service quality, simplifying customer journeys, streamlining interactions, and developing an increasingly reliable, useful, and lasting relationship with all our stakeholders.

By placing listening, proximity, and operational excellence at the heart of our priorities, we affirm a clear direction: making customer experience a lasting lever for value creation, loyalty, and brand preference.

# “Taking care of people”

At the heart of our mission is acting responsibly toward our partners, employees, and society.

Our commitment is based on a simple conviction: a company’s sustainable performance is built on the attention given to people, the quality of relationships, and the impact of its activities.

This mission is embodied every day through three fundamental pillars.



## Our Partners

- Supporting our customers and suppliers over the long term through a comprehensive quality approach
- Offering products and services that are ever safer, more reliable, and more sustainable
- Embedding ethics at the heart of our relationships with all stakeholders



## Our Employees

- Developing skills and talent
- Ensuring health, safety, and well-being at work
- Attracting, engaging, and retaining teams



## Society

- Reducing the environmental impact of our activities
- Supporting our customers’ energy transition
- Promoting longer product lifespans and the circular economy

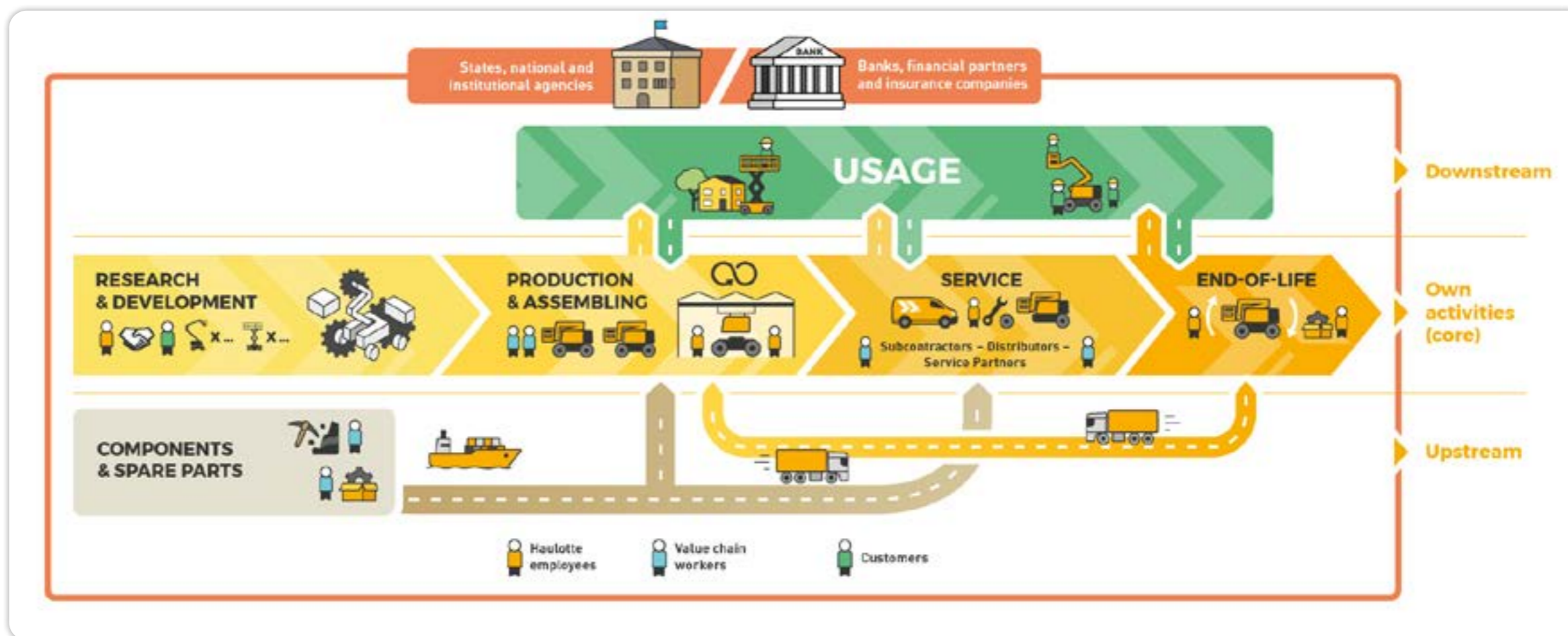
# An integrated value creation model

From design to the second life of equipment, Haulotte deploys a structured model serving performance, sustainability, and customer proximity.

Each stage of our value chain is designed to provide high-performing, sustainable solutions tailored to our customers' needs. This approach is based on four essential pillars:



This integrated value chain enables the Group to respond to market developments while maximizing the value created for its customers and partners.





# OUR OFFERING

# A comprehensive offering serving the equipment lifecycle

Haulotte offers a complete range combining equipment, services, financing solutions, and support throughout the lifecycle of machines.



## Haulotte EQUIPMENT

A complete range of safe and innovative machines designed to meet the diversity of working-at-height applications.



## Haulotte FINANCIAL SERVICES

Flexible and tailor-made financing solutions designed to facilitate investment and optimize total cost of ownership.

Drawing on its experience in the construction and industrial sectors, Haulotte structures solutions adapted to customer needs.



## Haulotte SERVICE

From acquisition to maintenance, Haulotte supports its customers throughout the lifecycle of their equipment.

Present on all five continents, the Group relies on a strategically located network of after-sales experts around the world to provide fast and effective local service.

By combining human support and digital tools, Haulotte helps its customers optimize equipment availability and total cost of ownership.

# OUR SOLUTIONS & PRODUCT RANGES

Haulotte offers a range covering all major working-at-height applications, with solutions adapted to indoor, outdoor, industrial, and rough-terrain environments.

The breadth of the Group's range enables it to meet a wide variety of operational needs by combining safety, accessibility, performance, and ease of use.



**⚡ Push-Around**  
from 8 to 14m

Lightweight and versatile equipment for occasional and mobile use.



**⚡ Vertical masts with or without jib**  
from 6 to 10m

Compact and maneuverable solutions for indoor environments and work in confined spaces.



**⚡ Scissor lifts**  
from 8 to 14m

**⚡ Rough Terrain Scissor lifts**  
from 15 to 21m

**🛢️ Rough Terrain Scissor lifts**  
from 10 to 12m

Platforms designed for tasks requiring stability, load capacity, and operational efficiency.



**⚡ Articulating booms**  
from 12 to 16m

**⚡ Rough Terrain Articulating booms**  
from 16 to 20m

**🛢️ Nacelles articulées tout-terrain**  
from 16 to 41m

Solutions offering flexibility of movement and access to complex areas.



**🛢️ Rough Terrain Telescopic booms**  
from 16 to 43m

Equipment intended for work at height requiring outreach, robustness, and rough-terrain performance.



**⚡ Trailers mounted booms**  
from 13 to 19m

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

Lightweight, towed or self-propelled aerial work platforms for a variety of applications.



## Specific Solutions

A complementary offering designed to meet particular needs or specialized applications.

# Innovating to strengthen safety, performance, and sustainability

Innovation is a major lever for differentiation, helping to meet users' operational expectations and support market developments.

Haulotte continuously develops solutions designed to improve usability, safety, performance, and the energy efficiency of its equipment.

This innovation dynamic helps strengthen the value in use of equipment and supports the transformation of the industry.

## OPERATOR SAFETY



Haulotte **ACTIV' SHIELD BAR**

### Haulotte Activ'Shield Bar

Protection system against crushing risks.



Haulotte **ACTIV' LIGHTING SYSTEM**

### Haulotte Activ'Lighting System

Lighting device designed to secure loading and unloading operations.



**FASTN**

### FASTN

The first active and universal anchorage system for aerial work platforms, designed to enhance operator safety.



### Pedestrian Detection Assist

Smart camera designed to detect pedestrians in risk areas.

## PERFORMANCE AND USABILITY USAGE



Haulotte **ACTIV' SCREEN**

### Haulotte Activ' Screen

On-board diagnostic tool providing real-time access to key operating information.



Haulotte **EXTRA REACH**

### Haulotte Extra Reach

Solution designed to increase basket load capacity while maintaining performance in use.

## ENERGY AND IMPACT REDUCTION



Haulotte **STOP EMISSION SYSTEM**

### Haulotte Stop Emission System

System that reduces pollutant and noise emissions through automatic shutdown during idle periods.



Haulotte **ACTIV' ENERGY MANAGEMENT**

### Haulotte Activ'Energy Management

Device optimizing battery performance and lifespan.

# Services designed to support performance

## MAINTain



### Service contracts

Preventive maintenance solutions, warranty extensions, and regulatory support.

## MANAGE



### MyHaulotte

Web portal bringing together all useful services for equipment management and monitoring.

## TRAIN



### Training

Training programs designed to support team skills development and optimize machine use.



### Genuine spare parts

Parts designed to guarantee safety, compatibility, reliability, and residual value of equipment.



### MyCOMPANION

Web app designed for field operators, making it easier to access technical and usage information.



### Technical support

A network of experts available remotely, on-site, or in the Group's technical centers.



### SHERPAL | YOUR CONNECTED COMPANION

Telematics and fleet management solution enabling the monitoring of machine performance, access, and usage.

Beyond equipment, Haulotte develops a service ecosystem aimed at maximizing fleet availability, safety, and operational efficiency.

Customer support is an essential component of the Group's value proposition. It is based on a range of services and digital solutions designed to meet the needs of each business activity.

These services directly help improve customer experience, strengthen operational continuity, and optimize total cost of ownership.

## Extending value, supporting new uses

Extending equipment lifespan is both an economic, environmental, and strategic lever to meet changing market expectations.

By developing second-life, used equipment, and refurbishment solutions, Haulotte supports new uses while contributing to a more circular approach to its business.



### Haulotte **»»** SECOND LIFE

Refurbishment and modernization solutions designed to significantly extend equipment lifespan and preserve its value.



### USED EQUIPMENT

An offering that makes it possible to build or expand a fleet with an optimized level of investment while benefiting from rigorous inspection processes.



### **»»** RESTART by Haulotte

An industrial refurbishment approach positioned between the traditional used equipment market and new equipment.

This offering makes it possible to provide certified equipment, guaranteed by the manufacturer, and immediately available at an attractive budget.

This approach contributes to the circular economy, reduces environmental footprint, and optimizes equipment residual value.



**OUR  
LANDMARKS**

## Governance serving continuity and performance

The Group's governance is based on a streamlined organization that ensures strategic continuity, quality decision-making, and high management standards.

### EXECUTIVE MANAGEMENT



**Alexandre SAUBOT**

C.E.O.



**Sébastien MARTINEAU**

Executive Vice-President



**Patrice MÉTAIRIE**

Executive Vice-President



**Philippe NOBLET**

Executive Vice-President

### BOARD OF DIRECTORS



**PIERRE SAUBOT** - Chairman

**ALEXANDRE SAUBOT**

**ELISA SAUBOT**

**HADRIEN SAUBOT**

**MARION SAUBOT**

**JOSÉ MONFRONT**

**CLOTILDE CROZIER**

**BERTRAND BADRÉ**

### CONTROL AND AUDIT

#### **PricewaterhouseCoopers Audit**

Represented by **Natacha PELISSON**

20 Rue de Garibaldi - 69451 Lyon cedex 06

#### **BM & A**

Represented by **Alexis THURA**

11 Rue de Laborde - 75008 Paris

## The year's key milestones

A year marked by innovation, the international reach of the brand, and the continued transformation of the Group.



### JANUARY 2025

**FASTN** anchoring system for MEWP now **available** for **ordering**.



### FEBRUARY 2025

Haulotte unveils **Advanced Access Management**: a new era for fleet and safety management.



### MARCH 2025

Haulotte celebrates its **40th anniversary**.



### JUNE 2025

**Haulotte Australia** celebrates a **double win** at **HIRE25** in **Melbourne**. **6th consecutive year** for the **Supplier of the Year** award.



### AUGUST 2025

Haulotte launches **the next generation** of **20m Pulseo** range **HA20 E** and **HA20 E PRO**.



### SEPTEMBER 2025

Haulotte unveils the **HS21 E** and **HS21 E PRO**: the new **100% electric rough terrain scissor lift** in the **PULSEO** range



OCTOBER 2025

ITALIA\_GIS 2025: Haulotte Italia receives a 4th award for FASTN.



OCTOBER 2025

CHINA: the STAR 10 wins the "Star Product of Electric Equipment" award



OCTOBER 2025

USA: Haulotte wins "OEM Safety Innovation" award for MyCompanion at the Working at Height Awards in Nashville



NOVEMBER 2025

SPAIN : Haulotte Ibérica receives the award for best equipment with the HA20 E articulating boom lift



DECEMBRE 2025

USA: Haulotte North America receives silver recognition at the 2025 AEM Advocacy Awards

## A journey built over time

For more than 40 years, Haulotte has built its development around the same commitment: innovating sustainably to support professionals working at height.

The Group's history is part of a dynamic of growth, innovation, and international expansion, driven by a constant determination to anticipate market developments.

This journey continues today to fuel the Group's ambition, transformation, and differentiation.

» **Pierre Saubot** prend le contrôle de l'ensemble Pinguely-Haulotte auprès de l'entreprise Creusot-Loire

1985

» H46N - 1<sup>ère</sup> nacelle conçue et commercialisée sous la marque « **Haulotte** »

1986

» **Introduction en bourse**

1998

» Le nom du Groupe et le logo changent. « Pinguely-Haulotte » devient « **Haulotte Group** »

2005

» **Haulotte élargit son offre produits**, avec une gamme de chariots télescopiques nommée HTL

2007

» **Lancement des gammes RTJ et RTJ PRO**, avec la nacelle articulée 16 m

2014

» **Haulotte fête ses 30 ans**

2015

» Lancement de la gamme **PULSEO GENERATION** avec la première nacelle articulée électrique tout-terrain : **HA20LE PRO**

2018

» **Haulotte pose la 1<sup>ère</sup> pierre de son nouveau siège H3**

2019

» La gamme **PULSEO GENERATION** s'agrandit avec l'arrivée des ciseaux **HS15 E et HS18 E**

2020