## **PIERER MOBILITY AG**

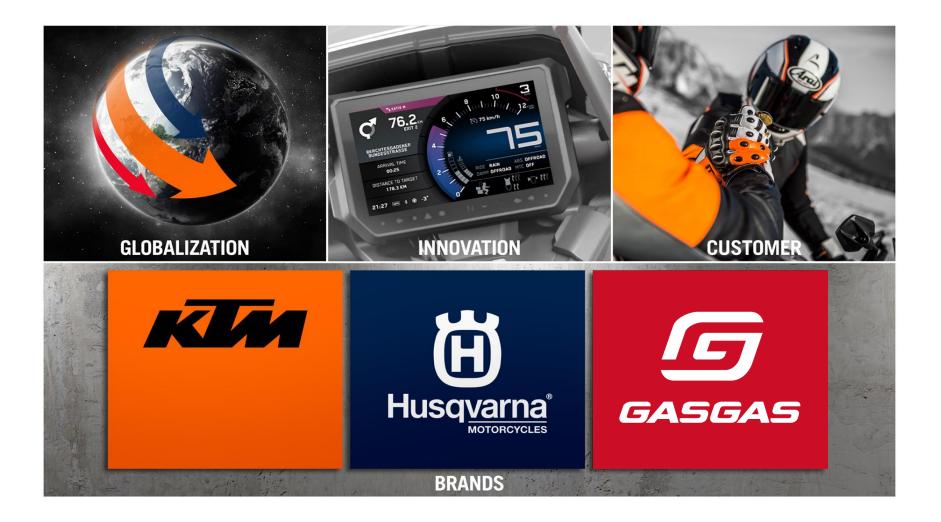


THE LEADING EUROPEAN POWERED TWO-WHEELER COMPANY.

COMPANY PRESENTATION June 2020









# **READY TO RACE**



## PURITY PERFORMANCE



# COOL RIDING



## SIMPLE PROGRESSIVE SWEDISH ROOTS



# **GET ON THE GAS!**



## VIBRANT & INVITING SPANISH ROOTS



# HUSQVARNA E-BICYCLES

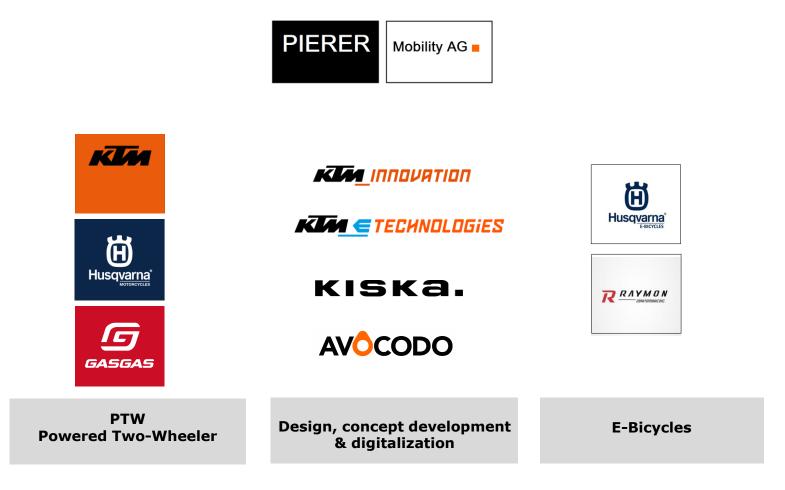


SIMPLE PROGRESSIVE SWEDISH ROOTS





## **The Leading European Powered Two-Wheeler Group**







### **Highlights Business Year 2019**

Continuation of strong growth and market share gains

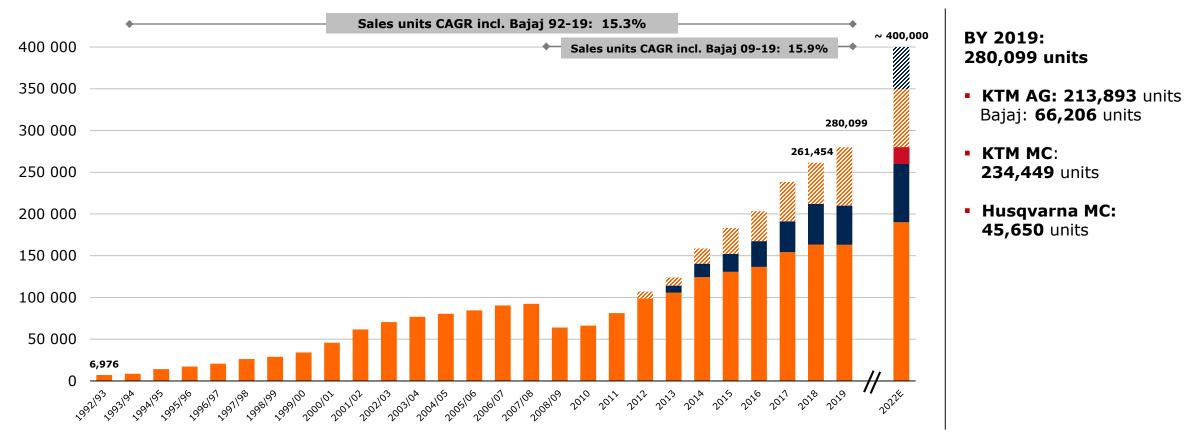






## Twenty eight years of successful track record

Sales units

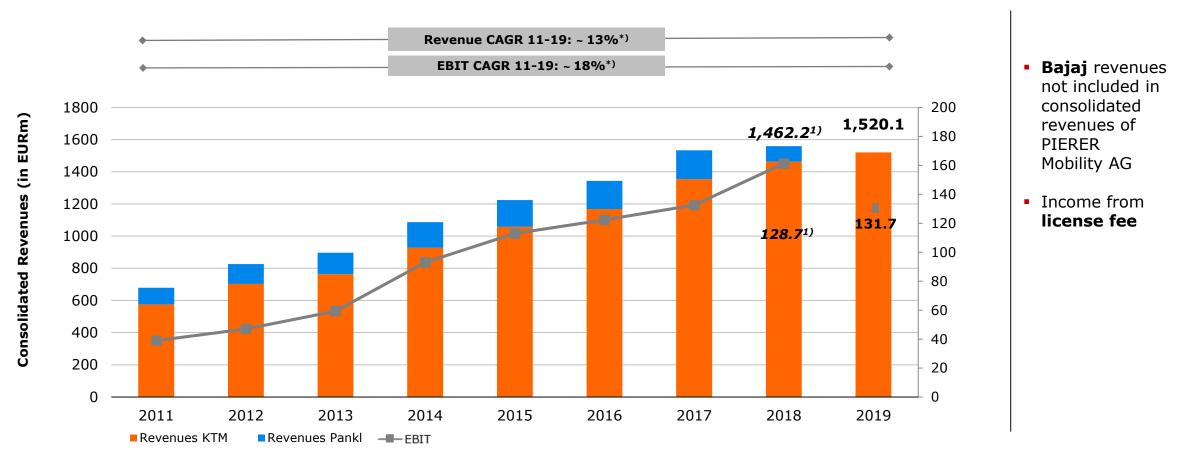






## The Leading European Powered Two-Wheeler Group

Revenue and EBIT performance



Source: PIERER Mobility AG \*) excluding Pankl Figures

<sup>1)</sup> Sale of Pankl Group in H1 2018: Revenue and EBIT of continued operation in 2018: Revenue: EURm 1,462.2; EBIT: EURm 128.7; Total consolidated Revenue and EBIT in 2018: Revenue: EURm 1,559.6; EBIT: EURm 161.2





## **Development of Employees**



- 160 apprentices
- 37 years average age
- 23% female share

#### **Flex-time Model**

great flexibility of time and place

#### **Improvement of Employee Benefit Program**

#### КТИ\_ ЯСЯДЕТУ

- Digital Intrapreneurship MBA
- Young Pioneers College
- New high quality approach in Apprentice Training & increase up to 180 apprentices in 2020



## Investments

Facility Investments since 2009 ~ EUR 250 million



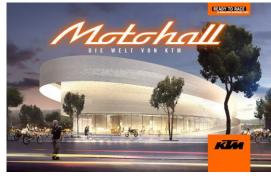
EXPANSION OF R&D MATTIGHOFEN



MOTORSPORT MUNDERFING



**EXPANSION LOGISTICS CENTER** MUNDERFING



MOTOHALL MATTIGHOFEN



## Product Investments since 2009 ~ EUR 730<sup>\*</sup>) million





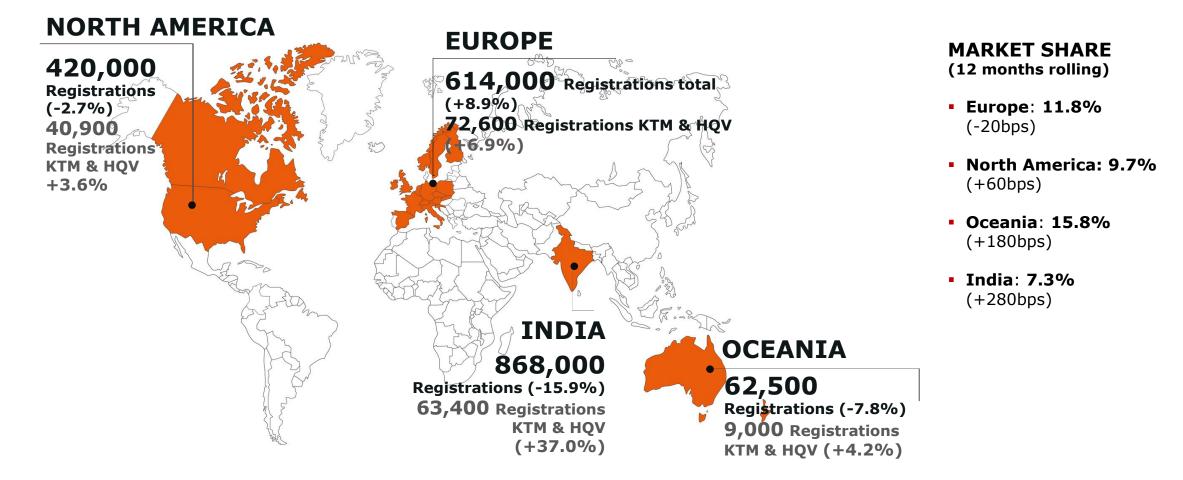






## **Retail Registrations - Relevant Market Environment Motorcycles > 120cc**

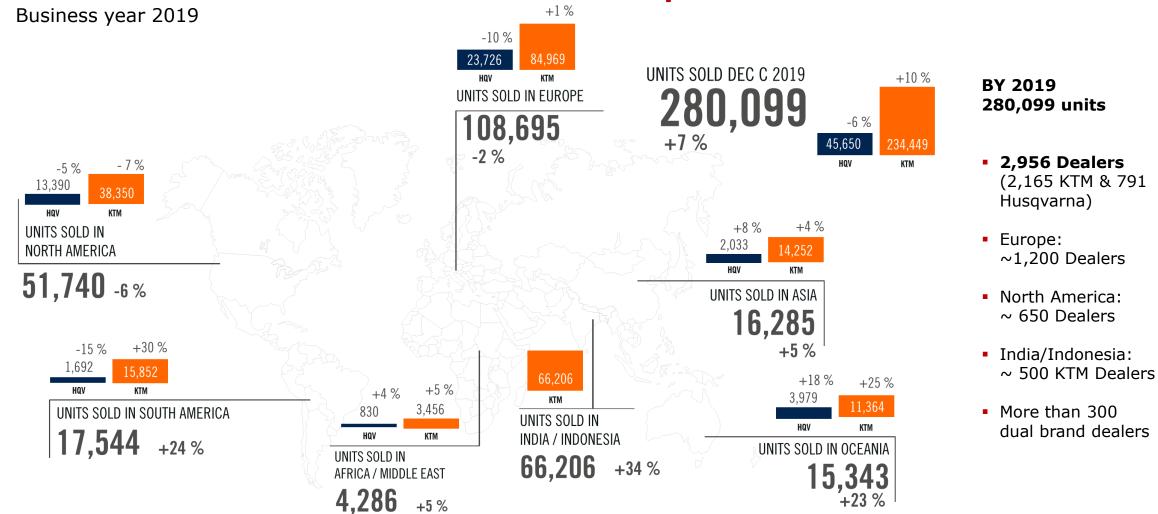
Business year 2019







## **Wholesale to Dealer Network & General Importers**

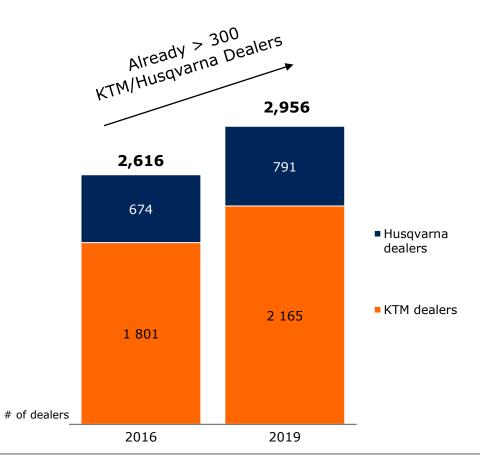






## **Motorcycle Growth Driver- Dealers & Showrooms**

Strong increase in KTM & Husqvarna dealers since 2016





Flagship Store Wels/Austria

As of 2020: + 70 new GASGAS Dealers



## Market and Competitive Environment 12/2019 (cumulated)

Positioning and momentum

#### **Brand performance**

	Performance ranking by brand					
	2018	2019	Diff. to PY	Change		
		4				
HONDA	165,947	175,956	10,009	6.03%		
BMW	98,957	104,284	5,327	5.38%		
KAWASAKI	115,144	120,113	4,969	4.32%		
ктм	93,083	97,793	4,710	5.06%		
BENELLI	9,486	12,963	3,477	36.65%		
MOTO GUZZI	6,475	9,379	2,904	44.85%		
HUSQVARNA	25,399	9,379 <b>27,231</b>	1,832	7.21%		
DUCATI	38,354	39,872	1,518	3.96%		
APRILIA	9,481	10,722	1,241	13.09%		
BETA	4,817	5,341	524	10.88%		
SHERCO	2,215	2,495	280	12.64%		
TRIUMPH	44,084	44,250	166	0.38%		
MV AGUSTA	1,359	1,246	-113	-8.31%		
GAS GAS	1,889	1,258	-631	-33.40%		
SUZUKI	60,225	57,682	-2,543	-4.22%		
ҮАМАНА	139,921	137,074	-2,847	-2.03%		
HARLEY-DAVIDSON	181,401	171,186	-10,215	-5.63%		

#### KTM/Husqvarna: 2<sup>nd</sup> strongest absolute growth

#### **Relative market position and momentum**

	Units ranking by brand					
	2018	2019	Diff. to PY	Change		
		<b></b>				
HONDA	165,947	175,956	10,009	6.03%		
HARLEY-DAVIDSON	181,401	171,186	-10,215	-5.63%		
YAMAHA	139,921	137,074	-2,847	-2.03%		
KAWASAKI	115,144	120,113	4,969	4.32%		
BMW	98,957	104,284	5,327	5.38%		
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BETA	4,817	5,341	524	10.88%		
SHERCO	2,215	2,495	280	12.64%		
GAS GAS	1,889	1,258	-631	-33.40%		
MV AGUSTA	1,168	1,212	44	3.77%		

#### KTM / HUSQVARNA 4<sup>th</sup> rank

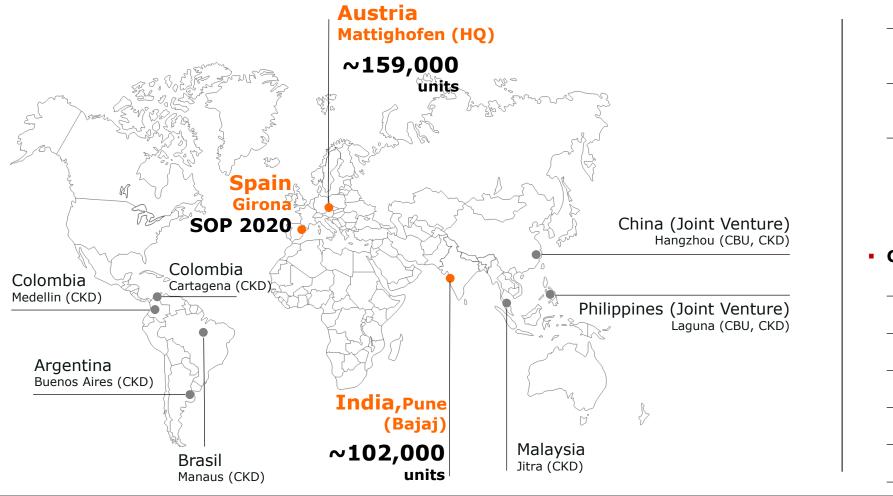
Source: PIERER Mobility AG | Europe DE, IT, FR, UK, ES, SE, BE, NL, AT, CH, FI, DN, NO): national data providers (w/o MX) | US: MIC (incl. MX) | CA: MMIC (incl. MX) Oceania AU, NZ: ERG (incl. MX) Note: Calculations are Jan - Dec cumulated | Motorcycles >120cc (excl. ATVs, electric motorcycles and scooters)





## **Global Production Facilities KTM – Husqvarna – GASGAS**

#### Production 2019



#### Production Sites

- 3 production sites & 7 CKD/CBU facilities
- No capacity restriction in Chakan factory/India
- Transfer of production of Husqvarna model line 401 to Chakan/ India in Q4/2019 – Launch in India in 2020

#### CKD/CBU Production

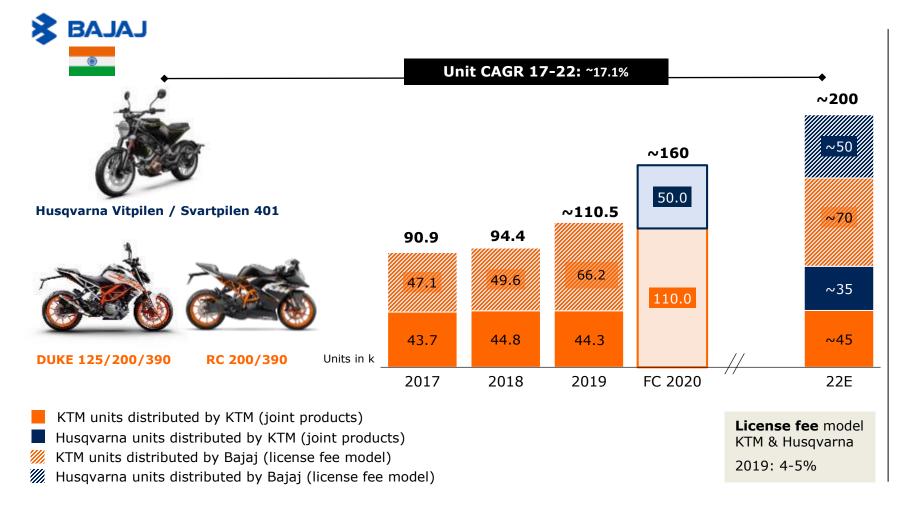
- 125 DUKE, RC 125
- 200 DUKE, RC 200
- 250 DUKE
- 390 DUKE, RC 390
- SVARTPILEN/VITPILEN 401
- 250 / 390 ADVENTURE





## **Cooperation with BAJAJ – stronger increase than planned**

Production volume is expected to increase to over 200,000 units over the next years



- Stronger increase of sales volume (units) in India than planned
- Transfer of production of Husqvarna model line 401 to Chakan/ India in Q4/2019 – Launch in India in 2020
- No capacity restriction in Chakan factory/India
- US Dollar natural hedge
- Development of a common 48 volt electric two-wheeler platform in the power range 3 to 10 kW for planned serial production in India





## **Joint-Venture with CFMOTO**

High-end motorcycle market is growing 20% p.a.

#### Joint venture with long-term Chinese partner CFMOTO

CFMOTO KINRIR



- CFMOTO is sole distributor for KTM in China
- Sales 2019: ~5,200 units
- Twin-cylinder platform will be available for CFMOTO and KTM products
- Plant ready in 09/2020
- **SOP** first product 'CFMOTO-MT800' in **10/2020**
- Assembly of KTM mid-class street motorcycles for Chinese market (790 DUKE and 790 ADVENTURE)



Plant under construction

Production capacity of around 50k motorcycles; Expansion to around 100k motorcycles possible





## **Performance and Urban E-Mobility**

Zero emission product strategy





## **Performance and Urban E-Mobility**

Zero emission product strategy

#### HUSQVARNA E-SCOOTER

#### KTM Sport E-SCOOTER



**HUSQVARNA E-BIKES** 

- EXTREME CROSS 9
- 250 W
- Retail price: EUR ~5,400



- HUSQVARNA E-SCOOTER
- 4 kW / 10 kW
- In Development













## **Outlook – Strategic Initiatives 2020/2021**

- COVID 19 Crisis will impact 2020 considerably but as a result of the crisis PIERER Mobility anticipates that the two-wheeler will become increasingly important for private transport
- **Full Integration of HUSQVARNA E-Bicycle division** Expansion of sales throughout Europe, North America and Australia through existing dealer structure
- Market Leadership in Europe Focus on B2B Business (Dealer Development)
- Offensive market strategy in emerging markets Market Launch of HUSQVARNA street models
- Extension of electrical product range (4 10 kW) in the low voltage range (48 Volt) by further models
- Integration of GASGAS motorcycle product range
- Global production capacity
  - Successful start of production of HUSQVARNA 401 model line in India
  - Development of China Joint-Venture in progress
- Continuation of sustainable efficiency program
- Strong focus on Free Cash Flow generation



PIERER

Mobility AG







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Part and

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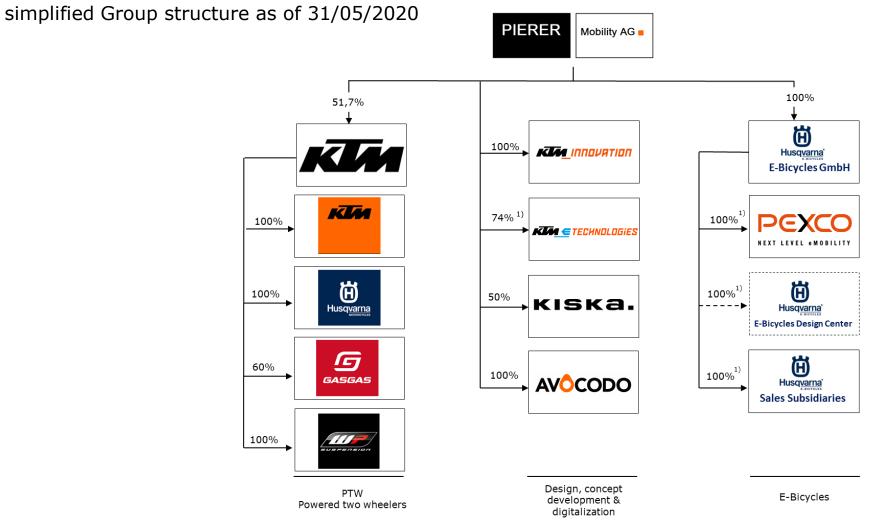


# FINANCIALS





## **The Leading European Powered Two-Wheeler Group**

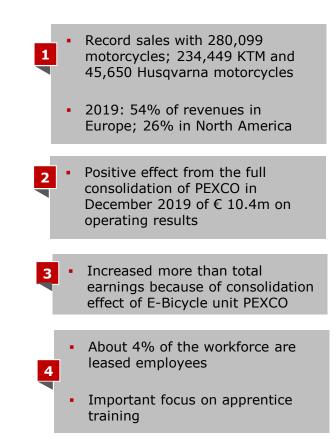




Consolidated profit & loss figures under IFRS<sup>1)</sup>

in EURm	2017	2018	2019	Δ 2018/19
Revenues	1,354.1	1,462.2	1,520.1	+4%
EBITDA	193.1	211.0	240.8	+14%
EBIT	121.9	128.7	131.7	+2%
Earnings	79.1	85.2	95.7	+12%
Earnings after minorities	39.8	41.1	54.5	+33%
EBITDA margin	14.3%	14.4%	15.8%	+1.4ppts
EBIT margin	9.0%	8.8%	8.7%	-0.1ppts
Employees (Headcount)	4,194	4,303	4,368	+2%







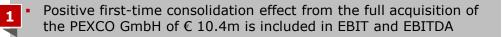


Impact of the full consolidation of the E-Bicycles unit PEXCO on the key-figures

in EURm	2019	2019		
PROFIT AND LOSS	before PEXCO consolidation	after PEXCO consolidation	Effect of PEXCO	
Revenues	1,520.1	1,520.1		
EBITDA	230.4	240.8	+10.4	- 1
EBIT	121.3	131.7	+10.4	-
EBITDA margin	15.1%	15.8%	+0.7ppts	2
EBIT margin	8.0%	8.7%	+0.7ppts	

#### BALANCE SHEET 3

Balance sheet total	1,513.3	1,613.9	100.6
Equity	608.2	618.6	10.4
Net working capital (NWC)	246.6	274.2	27.6
Net debt	352.3	395.8	43.5
Gearing	57.8%	64.0%	6.2ppts
Equity ratio	40.3%	38.3%	-2.0ppts



 Revenues of the E-Bicycles business will be included from FY 2020 in the total Profit and Loss from PIERER Mobility-Group

Strong increase in **EBITDA** is sustainable basis for **free cashflow** potential

2

- Balance sheet extension because of the full consolidation of the E-Bicycles unit; as a consequence the equity ratio is lower
- Despite of full consolidation of the E-Bicycles business PEXCO the Gearing figure is in the upper range of the expectations



Consolidated balance sheet and cash flow figures under IFRS

	including Pankl Group				
in EURm	2017	2018	2019	Δ 2018/19	_
Balance sheet total	1,465.2	1,353.9	1,613.9	+19%	1
Equity	528.6	550.8	618.6	+12%	-
Total interest bearing debt	544.0	412.6	556.7	+35%	2
Net working capital (NWC)	238.4	245.3	274.2	+12%	-
Net debt	375.0	323.3	395.8	+22%	2
Net working capital as % of sales	15.5%	16.8%	18.0%	+1.2ppts	-
Equity ratio	36.1%	40.7%	38.3%	-2.4ppts	1
Gearing	70.9%	58.7%	64.0%	+5.3ppts	2
Net debt / EBITDA	1.7x	1.5x	1.6x	+0.1x	_
in EURm	2017	2018	2019	Δ 2018/19	
Cash flow from operating activities	161.3	85.5	257.4	>100%	•
Capex <sup>1)</sup> 3	-178.6	-183.6	-164.9	-10%	-
Cash flow from investing activities	-154.0	-102.1	-165.7	+62%	-
Depreciation	86.4	91.3	109.1	19%	-

•	projects) over amortizations (EUR 56 million)
•	As a result of the initial application of IFRS 16 "Leases" and full consolidation of PEXCO & Motorcycle Distributors Australia debt level increased ( <b>EUR 142 million</b> )

1

2

3

- CAPEX driven by R&D to support high innovation rate
- Lower PP&E investments in 2019 after intensive investment program at the sites in last years



Source: PIERER Mobility AG

1) Capex is defined as Additions of property, plant & equipment (PP&E) and intangible assets according to the fixed asset schedule





Effects of the first-time full consolidation of Australian distributor and E-Bicycles unit PEXCO in FY 2019

	2019	2019 Full consolidation effects				
in EURm	<b>BEFORE</b> acquisitions	Distributor Australia	E-Bicycle PEXCO	TOTAL	<b>AFTER</b> acquisitions	
Balance sheet total	<b>1,428.0</b>	85.3	100.6	<b>185.9</b>	<b>1,613.9</b>	
Equity ratio	42.6%	<i>-2.3%</i>	<i>-2.0%</i>	-4.3%	<i>38.3%</i>	
<b>Net working capital</b>	<b>198.5</b>	48.1	27.6	<b>75.7</b>	<b>274.2</b>	
as % of sales	13.1%	<i>3.2%</i>	1.8%	5.0%	18.0%	
<b>Net debt</b>	<b>292.8</b>	59.5	43.5	<b>103.0</b>	<b>395.8</b>	
Net debt / EBITDA	1.3x	<i>0.3x</i>	<i>0.1x</i>	0.4x	1.6x	
Gearing	48.1%	9.7%	6.2%	15.9%	64.0%	
Free Cash-Flow	<b>110.5</b>	-5.9	-12.9	<b>-18.9</b>	<b>91.6</b>	
as % of sales	7.3%	<i>-0.4%</i>	-0.9%	-1.2%	6.0%	



Free Cash Flow and Net Debt

in EURm	including Pankl Group <b>2018</b>	2019	Chg.		
EBITDA (continued)	211.0	240.8	29.8		
EBITDA (discontinued – Pankl)	41.5	0.0	-41.5	Net debt	
+ / - Interest receipts and payments	-14.8	-12.4	2.4	Net debt 1.1.2019   31.12.2018 (incl. IFRS 16)	Ne 31.
- Taxes	-35.6	-10.4	25.2		_
+ / - Non cash expenses (income)	-33.8	-31.9	1.9		
Gross Cash Flow	168.2	186.1	17.9	Free	
+ / - Change Working Capital employed	-87.0	50.2	137.2	-323.3 Cash Flow Dividends	
+ / - Change Non-Working Capital	4.3	21.1	16.8	Initial appli- cation -362.2 -20.2 Current Conso- Leasing Buy own lidation shares Distributor	
Cash Flow operating activity	85.5	257.4	171.9	-16.0 shares Distributor Australia (Leasing) 91.6 Conso- lidation	
Cash Flow investing activity (current)	-160.6	-165.7	-5.1	-38.9 -53.5 e-bicycles business PEXCO	
Cash Flow from Pankl sale	58.5	0.0	-58.5	-30.6 oth	hers .2
Free Cash Flow	-16.7	91.6	108.3		
in % of revenue	-1.1%	6.0%	)		



Net debt 31.12.2019

-395.8







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# APPENDIX

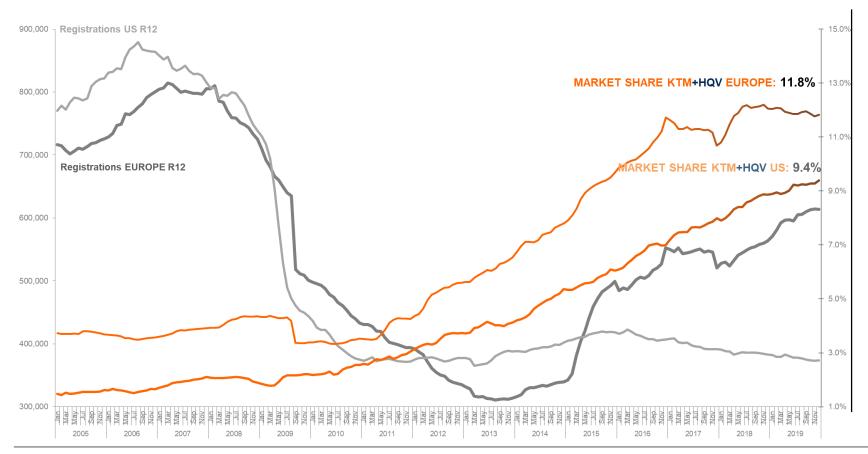




## **Market and Competitive Environment**

Overall trends in market size and share

#### Motorcycle registrations and market shares as of 31/12/2019 (12 months rolling)



- KTM Industries continues to gain market share in the US. These gains are mainly driven by the addition of Husqvarna to the KTM platform
- Despite the ongoing decline of the US market – driven by Harley-Davidson - KTM and Husqvarna are able to gain market shares
- KTM and Husqvarna combined finish 2019 with an all-time high market share in the US.
- Due to the introduction of EURO 5 standards in 2020, a consolidation among manufacturers is expected





## Market and Competitive Environment 12/2019 (cumulated)

Overall trends in market size and share

#### Motorcycle registrations and market shares by region 2019 December C

	Total registrations		KTM + Hus	qvarna regis	strations	KTM + Husq	varna marl	ket share	
	2018	2019	Diff. to PY	2018	2019	Diff. to PY	2018	2019	Diff. to PY
DE	117,236	124,053	5.8%	18,264	19,712	7.9%	15.6%	15.9%	+ 30 bps
FR	117,364	137,037	16.8%	9,834	10,833	10.2%	8.4%	7.9%	- 50 bps
IT	92,243	101,087	9.6%	8,982	9,552	6.3%	9.7%	9.4%	- 30 bps
UK	84,219	81,760	-2.9%	9,651	9,646	-0.1%	11.5%	11.8%	+ 30 bps
ES	60,791	76,238	25.4%	6,918	8,043	16.3%	11.4%	10.5%	- 90 bps
SE	9,533	10,235	7.4%	1967	2136	8.6%	20.6%	20.9%	+ 30 bps
BE	16,658	17,158	3.0%	1,889	1,967	4.1%	11.3%	11.5%	+ 20 bps
NL	11,569	12,080	4.4%	1,390	1,477	6.3%	12.0%	12.2%	+ 20 bps
AT	16,188	16,623	2.7%	4,742	5,012	5.7%	29.3%	30.2%	+ 90 bps
СН	23,938	23,351	-2.5%	2079	1933	-7.0%	8.7%	8.3%	- 40 bps
FI	2,950	3,210	8.8%	724	646	-10.8%	24.5%	20.1%	- 440 bps
DN	3,149	3,062	-2.8%	158	147	-7.0%	5.0%	4.8%	- 20 bps
NO	7,791	8,110	4.1%	1302	1474	13.2%	16.7%	18.2%	+ 150 bps
EUROPE	563,629	614,004	8.9%	67,900	72,578	6.9%	12.0%	11.8%	- 20 bps
US	382,699	373,692	-2.4%	33,941	35,114	3.5%	8.9%	9.4%	+ 50 bps
СА	49,244	46,392	-5.8%	5,490	5,734	4.4%	11.1%	12.4%	+ 130 bps
North America	431,943	420,084	-2.7%	39,431	40,848	3.6%	9.1%	9.7%	+ 60 bps
Oceania	67,793	62,491	-7.8%	9,477	9,877	4.2%	14.0%	15.8%	+ 180 bps
India	1,032,231	867,542	-15.9%	46,261	63,380	37.0%	4.5%	7.3%	+ 280 bps
TOTAL	2,095,596	1,964,121	-6.3%	163,069	186,683	14.48%	7.8%	9.5%	+ 170 bps

- Strong increase in Europe, especially in France, Spain and Italy
- Overall US market still declining
- Solid growth figures for KTM + Husqvarna in biggest European markets (DE, FR, ES, IT)
- Outperformance of North American market with almost 10% market share
- Highly successful introduction of KTM's 125cc line-up (125 DUKE, RC 125) in India.

Source: PIERER Mobility AG | Europe DE, IT, FR, UK, ES, SE, BE, NL, AT, CH, FI, DN, NO): national data providers (w/o MX) | US: MIC (incl. MX) | CA: MMIC (incl. MX) Oceania AU, NZ: ERG (incl. MX) India: Bajaj Market Intelligence

Note: Calculations are Jan - Dec cumulated | Motorcycles >120cc (excl. ATVs, electric motorcycles and scooters)





### **Electric Powered 2-Wheelers**

Legal Classification

		HIGH VOLTAGE		
Category (Technical & Performance)	Electric Bicycle	L1e-B Moped up to 50cc	L3e-A1 Motorcycle/Scooter up to 125cc	L3e-A2, L3e-A3 Motorcycle/Scooter
	Color to	Cortos		Correction of the second secon
Maximum Performance <i>(rated)</i>	250 W	2-4 kW	4-11 kW	>10 - 35 kW
Maximum Speed	25 km/h (15.5 mph)	45 km/h (28mph)	Not Specified	Not Specified
Required Licence	No Licence Required	Moped (AM)	A1 Motorcycle	A2, A





## **KTM Product Portfolio**

234,449 Units in 2019\*









## **HUSQVARNA Product Portfolio**

45,650 Units in 2019\*



URBAN E-MOBILITY







## **GASGAS Product Portfolio**

OFFROAD E-MOBILITY

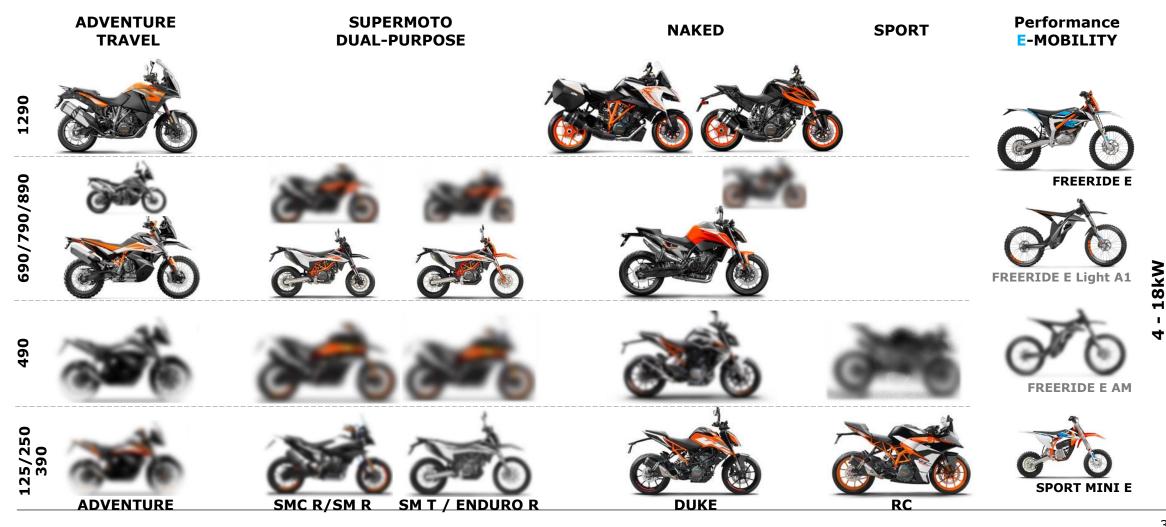
OFFROAD FULL-SIZE



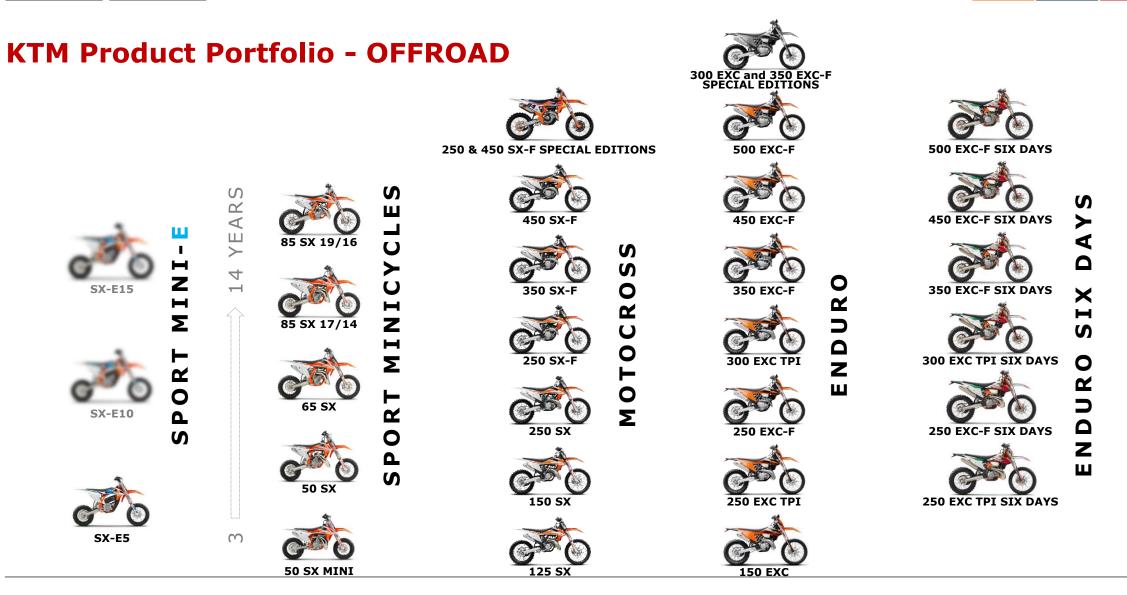




### **KTM Product Portfolio - STREET** and **E-MOBILITY**



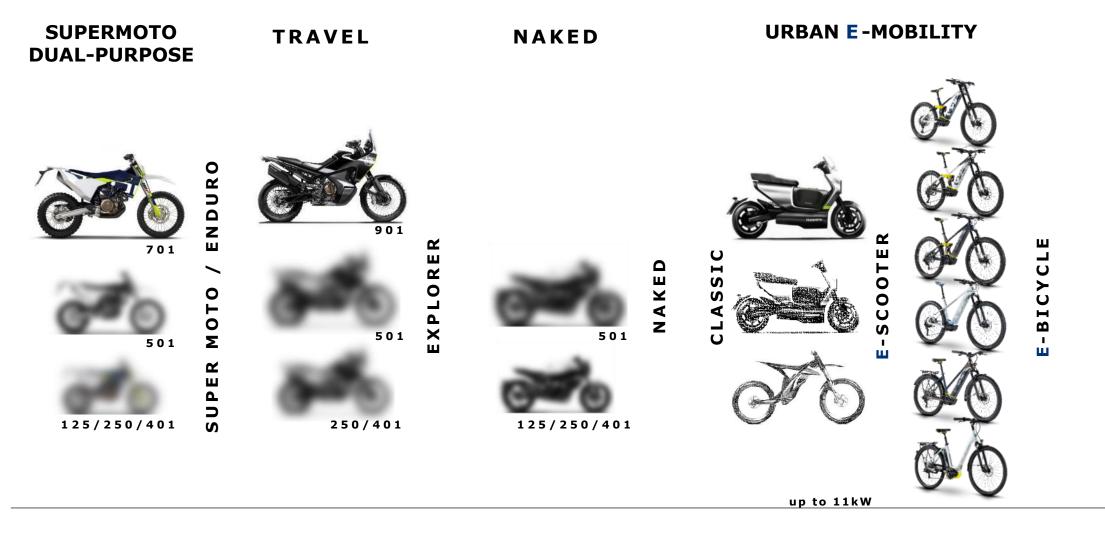








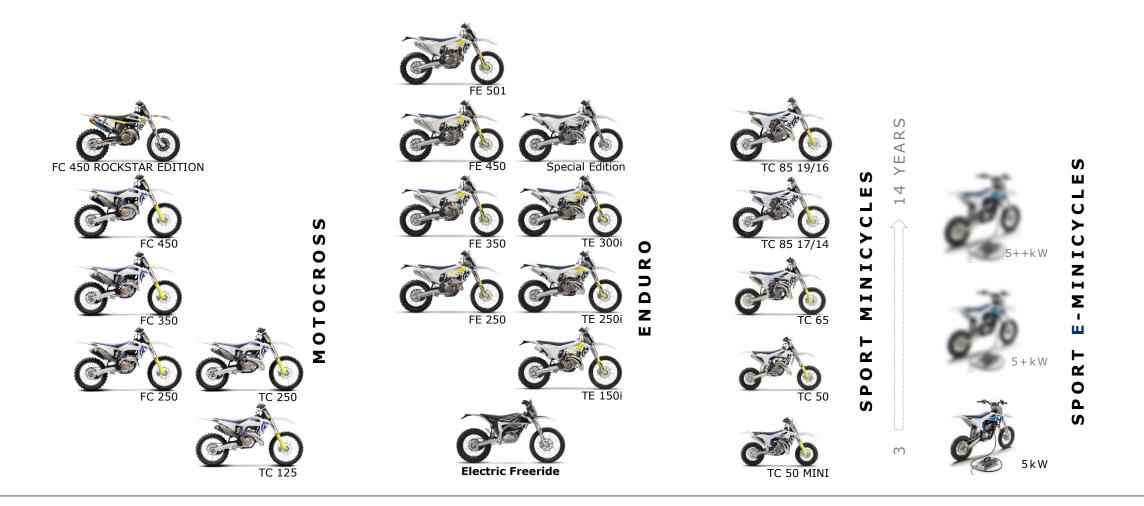
## **HUSQVARNA Product Portfolio – STREET & E-MOBILITY**







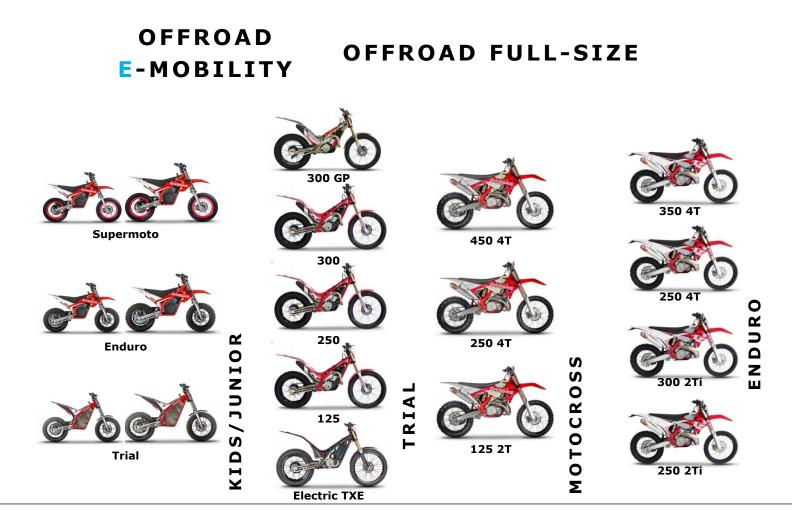
## **HUSQVARNA Product Portfolio - OFFROAD**







## **GASGAS Product Portfolio**







## **Appendix**

Data sources for motorcycles market information and intelligence

#### Sources by market

Europe	Reported countries: Data source: Motorcycles:	AT, BE, CH, DE, DK, ES, FI, FR, IT, NO, SE, UK National data providers >120cc & electric, no MX available
North America	Data source: Motorcycles:	MIC (US), MMIC (CA) >120cc, incl. MX
South Africa	Data source: Motorcycles:	eNaTis >120cc, incl. MX
Australia	Data source: Motorcycles:	ERG >120cc, incl. MX
India	Data source: Premium motorcycles:	Bajaj Market Intelligence >120cc, MSRP >~EUR 2,500 Market share partly extrapolated due to data availabilty





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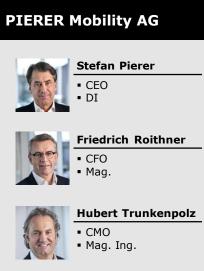
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