

Capital Goods

Global Industrials Conference 2024
preview: strong H2 required

Industry Overview

Global Industrials Conference, 19-21st March

The 2024 Global Industrials Conference is the largest we have ever held. From 19-21st March we host 75+ companies and 650+ investors at the Landmark Hotel, London. Full agenda and Q&A included in this note. Much of what we said with the Year Ahead is proving valid, but what has not happened is earnings falling ([Capital Goods - Global: Global Industrials Conference 2024: strong H2 required & you might get it in the US 13 March 2024](#)). As a result, V (valuation) is driving share price performance (SXP +4% rel SXXP ytd) rather than E (earnings), with management commentary and guidance proving more optimistic than we (and consensus) had expected through the FY results. Against this, the high correlation between Industrial Momentum indicator and 12mth fwd P/E ([Global Industrials: BofA Industrial Momentum Indicator breaks out of range: positive signal 27 February 2024](#)) suggests scope for valuation to keep pace with the rising indicator. We highlight the key sector themes to watch for and Q&A for the companies attending including **Siemens, ABB, Atlas Copco, Assa Abloy, Daimler Truck, Epiroc, Hexagon, SKF, Siemens Energy** and many more.

Theme #1: Structural vs cyclical

Strong investment trends continue in a number of end markets (grid, datacentres, oil & gas), while others continue weaker (mining, auto). We expect debate to revolve around structural growth (energy transition, datacentres) vs the cyclicity inherent in capex and shorter-cycle end markets such as industrial automation and low-voltage construction.

Theme #2: weak H1, strong H2

FY guidance for 2024 implies an acceleration through the year with a stronger H2 dependent on 1) easy comparatives, 2) scope for demand inflection and 3) improvement in short cycle end markets. Given we are now towards the end of Q1, the focus of the debate at the conference will likely be how trading has been and trajectory into Q2/H2.

Theme #3: Regional flavour... US vs Europe vs China

We expect the conference debate to be around the dynamics of a slow Europe, a defiantly robust US and a relatively muted China. The recent National People's Congress yielded few reasons to believe in a strong H2 in China, but the US economy continues to be robust and our economist colleagues recently raised their growth estimates. Europe remains muted in the middle. Question for the conference will be where that can change.

Theme #4: Indicators vs fundamentals

71% of 80+ proprietary indicators in BofA's [Global Proprietary Signals](#) are bullish or neutral vs 43% a year ago, which makes this year's Global Industrial Conference 19-21st March a particularly timely event. Positive inflections in the OECD Lead Indicators in Europe & China complement inflecting PMIs, but the fundamentals are much more mixed, with orders still slowing or declining in many end markets.

13 March 2024

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Refer to important disclosures on page 37 to 38.

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2024 Global Industrials Conference agenda

Tuesday, 19 March 2024 - The Landmark Hotel London

7.15am Registration & Light Breakfast			
Location	Track 1 Grand Ballroom 1	Track 2 Grand Ballroom 2	Companies hosting 1-1/group meetings
7.50 – 8.00am	Opening Remarks Alex Virgo , EMEA Capital Goods, Aerospace & Defence, BofA Global Research Andrew Obin , AMRS Multi-Industry and Engineering and Construction, BofA Global Research		ABB Ltd - IR Arcadis – CEO, CFO, IR Atlas Copco AB - IR BAE Systems PLC – CEO, CFO, IR Dassault Aviation SA - IR Deere & Co – CTO, IR Epiroc AB – CFO, IR Fortive Corp – CFO, IR General Electric - IR Hensoldt AG – CFO, IR Howmet Aerospace – CEO, CFO, IR ITT – CEO, CFO, IR Jacobs Engineering Group Inc – CEO, IR Metso Corporation – CEO, IR MTU Aero Engines AG - IR NKT A/S – CEO, IR Parker-Hannifin Corp – CEO, IR PARSONS CORP – CEO, CFO, IR RBC Bearings Inc - COO Rolls-Royce Holdings PLC – CEO, IR Safran SA - IR Siemens AG – CFO, IR Signify NV – CEO, IR Stadler Rail AG – CFO, IR Teledyne Technologies Inc – CEO, Vice Chair Timken Co/The - CFO, IR Vontier – CFO, IR Wabtec Corp – CFO, IR
8.00 – 8.40am	Howmet Aerospace John Plant , CEO <i>Moderator: Ron J. Epstein, AMRS Aerospace & Defence Electronics, BofA Global Research</i>	Stadler Rail AG Raphael Widmer , Group CFO <i>Moderator: Alex Virgo, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
8.50 – 9.30am	BAE Systems PLC Brad Greve , CFO <i>Moderator: Ben Heelan, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Metso Corporation Pekka Vauramo , CEO <i>Moderator: Elliott Robinson, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
9.40 – 10.20am	Teledyne Technologies Inc Edwin Roks , CEO <i>Moderator: Ron J. Epstein, AMRS Aerospace & Defence Electronics, BofA Global Research</i>		
10.20 – 10.35am Coffee Break Marble Ballroom			
10.35 – 11.15am	Siemens AG Ralf Thomas , CFO <i>Moderator: Alex Virgo, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Vontier Corp Anshooman Aga , CFO <i>Moderator: Andrew Obin, AMRS Multi-Industry and Engineering and Construction, BofA Global Research</i>	
11.25 – 12.05pm	Parker-Hannifin Corp Jennifer Parmentier , CEO <i>Moderator: Andrew Obin, AMRS Multi-Industry and Engineering and Construction, BofA Global Research</i>	Expert Speaker: Rementum Research and Management Carl Holmquist , Executive Chairman Douglas Floyd , Managing Director of Germany, Continental Europe and North America <i>Moderators: Michael Feniger, AMRS Industrial Machinery, BofA Global Research & Virginia Montorsi, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
12.15 – 12.55pm	Rolls-Royce Holdings PLC Tufan Erginbilgic , CEO <i>Moderator: Ben Heelan, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	12.05 – 1.05pm Lunch Marble Ballroom	
1.05 – 1.45pm	ITT Inc Luca Savi , CEO <i>Moderator: Andrew Obin, AMRS Multi-Industry and Engineering and Construction, BofA Global Research</i>	Signify NV Eric Rondolat , CEO <i>Moderator: Alex Virgo, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
1.55 – 2.35pm	Timken Co/The Philip Fracassa , Executive Vice President, CFO <i>Moderator: Michael Feniger, AMRS Industrial Machinery, BofA Global Research</i>	Parsons Corp Carey Smith , Chair, President & CEO Matt Ofilos , CFO <i>Moderator: Mariana Perez Mora, AMRS Aerospace & Defence Electronics, BofA Global Research</i>	





2.35 – 2.50pm	Coffee Break Marble Ballroom	
2.50 – 3.30pm	Fortive Corp Chuck McLaughlin, <i>SVP & CFO</i> Elena Rosman, <i>VP, Investor Relations</i> <i>Moderator: Andrew Obin, AMRS Multi-Industry and Engineering and Construction, BofA Global Research</i>	Hensoldt AG Christian Ladumer, <i>CFO</i> <i>Moderator: Ben Heelan, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>
3.40 – 4.20pm	Expert Speaker: Discussing the Outlook for Grid Infrastructure Investment Wilfried Breuer , <i>Managing Director, Maschinenfabrik Reinhausen</i> <i>Moderator: Alex Virgo, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
5.10pm	Conference Drinks Hotel Bar	

Wednesday, 20 March 2024 - The Landmark Hotel London

7.15am Registration & Light Breakfast			
Location	Track 1 Grand Ballroom 1	Track 2 Grand Ballroom 2	Companies hosting 1-1/group meetings
7.50 – 8.00am	Opening Remarks Ben Heelan , EMEA Capital Goods, Aerospace & Defence, BofA Global Research		AerCap Holdings NV – CFO, IR
8.00 – 8.40am	Prysmian SpA Massimo Battaini, CEO-Designate & COO <i>Moderator: Alex Virgo, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	SKF AB Annika Ölme, CTO <i>Moderator: Ben Heelan, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	AGCO Corp – SVP – Fendth & Valtra – GM EME, IR Allegion PLC – CFO, IR Ariston Group – CEO, IR Ashtead Group – CFO, IR Assa Abloy AB - IR BAE Systems PLC – IR Boeing Co/The – CFO, IR BWX Technologies Inc – CEO, CFO
8.50 – 9.30am	Hexagon AB Paolo Guglielmini, CEO <i>Moderator: Alex Virgo, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Halma PLC Funmi Adegoke, Sector Chief Executive, Safety <i>Moderator: Ben Heelan, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Canadian National Railway Co – CFO, IR Chart Industries – CEO, IR Dassault Aviation SA - IR Eaton Corp PLC – COO, IR Epiroc AB – CFO, IR ESAB Corp – CFO, IR Halma PLC – CFO, IR Herc Holdings Inc – CEO, CFO, IR Hexagon AB – CEO, IR Industrie de Nora Spa – CFO
9.40 – 10.20am	Boeing Co/The Brian West, CFO & Executive Vice President, Finance <i>Moderator: Ron J. Epstein, AMRS Aerospace & Defence Electronics, BofA Global Research</i>	Herc Holdings Inc Larry Silber, President & CEO Mark Humphrey, SVP & CEO <i>Moderator: Sherif El-Sabbahy, AMRS Industrial Machinery, BofA Global Research Team</i>	IPG Photonics Corp - IR Kongsberg Gruppen ASA – CFO, IR Montana Aerospace – Co-CEO & CFO, IR MSA Safety – CFO, IR Nexans SA – CEO & CFO, IR Rexel SA – CEO, CFO, IR Rheinmetall AG – CEO, IR Rockwell Automation Inc – SVP, Intelligent Devices, IR Prysmian SpA - CEO, CFO, IR Safran SA - IR Siemens AG – CFO, IR SKF AB – CTO, IR Spectris PLC – CFO, IR Wabtec Corp – CFO, IR
10.20 – 10.35am	Coffee Break Marble Ballroom		
10.35 – 11.15am	Ashtead Group Michael Pratt, CFO <i>Moderator: Arnaud Lehmann, Head of EMEA Building and Construction, BofA Global Research Team</i>	Rheinmetall AG Armin Papperger, CEO <i>Moderator: Virginia Montorsi, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
11.25 – 12.05pm	Rexel SA Guillaume Texier, CEO <i>Moderator: Alex Virgo, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Nexans SA Jean-Christophe Juillard, Deputy CEO & CFO <i>Moderator: Ben Heelan, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
12.05 – 1.05pm	Lunch Marble Ballroom		
1.05 – 1.45pm	Ariston Group Maurizio Brusadelli, CEO <i>Moderator: Alex Virgo, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Chart Industries Jill Evanko, President & CEO <i>Moderator: Saurabh Pant, US Energy Services, BofA Global Research</i>	
1.55 – 2.35pm	Spectris PLC Derek Harding, CFO <i>Moderator: Alex Virgo, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>		





2.35 – 2.50pm	Coffee Break Marble Ballroom	
2.50 – 3.30pm	Rockwell Automation Tessa Myers, <i>SVP Intelligence Devices</i> <i>Moderator: Andrew Obin, AMRS Multi-Industry and Engineering and Construction, BofA Global Research</i>	AerCap Holding NV Peter Juhas, <i>CFO</i> <i>Moderator: Ron J. Epstein, AMRS Aerospace & Defence Electronics, BofA Global Research</i>
3.40 – 4.20pm	Allegion PLC Mike Wagnes, <i>SVP & CFO</i> <i>Moderator: Andrew Obin, AMRS Multi-Industry and Engineering and Construction, BofA Global Research</i>	Kongsberg Gruppen ASA Mette Toft Bjørgen, <i>CFO</i> <i>Moderator: Virginia Montorsi, EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>
5.10pm	Conference Drinks Hotel Bar	

Thursday, 21 March 2024 - The Landmark Hotel London

7.15am Registration & Light Breakfast			
Location	Track 1 Grand Ballroom 1	Track 2 Grand Ballroom 2	Companies hosting 1-1/group meetings
8.00 – 8.40am	Aalberts NV Stéphane Simonetta, <i>CEO</i> Rutger Relker, <i>Director of IR</i> Moderator: Elliott Robinson, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Iveco Group Gerrit Marx, <i>CEO</i> Moderator: Virginia Montorsi, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Aalberts NV – CEO, IR Airbus - CFO (<i>fireside chat only</i>) Alfa Laval AB – CEO, IR Assa Abloy AB - IR Carrier Global Corp – CFO, IR Daimler Truck – CEO, IR Eaton Corp PLC – COO, IR Fluidra SA – Chairman, CFO, IR GEA Group AG – CFO, IR Hexcel Corp - CFO IMI PLC – IR Iveco Group – CEO, CFO, IR KION GROUP AG – CFO, IR Knorr-Bremse AG – CFO, IR Legrand SA - IR Leidos Holdings Inc – CEO, IR Leonardo SpA – CEO PACCAR – CFO, IR Saab AB – CFO/Deputy CEO, IR Sandvik AB – CEO, IR Siemens Energy AG – CFO, IR Traton SE – CFO, IR
8.50 – 9.30am	Leonardo SpA Roberto Cingolani, <i>CEO</i> Moderator: Virginia Montorsi, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Knorr-Bremse AG Frank Markus Weber, <i>CFO</i> Moderator: Alex Virgo, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
9.40 – 10.20am	Carrier Global Corp Patrick Goris, <i>SVP & CFO</i> Moderator: Andrew Obin, <i>AMRS Multi-Industry and Engineering and Construction, BofA Global Research</i>	KION Group AG Christian Harm, <i>CFO</i> Moderator: Ben Heelan, <i>EMEA Aerospace & Defence, BofA Global Research</i>	
10.20 – 10.35am Coffee Break Marble Ballroom			
10.35 – 11.15am	Daimler Truck Martin Daum, <i>CEO</i> Moderator: Virginia Montorsi, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Fluidra SA Javier Tintore, <i>CFO</i> Moderator: Alex Virgo, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
11.25 – 12.05pm	Siemens Energy Maria Ferraro, <i>CFO</i> Moderator: Alex Virgo, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>		
12.05 – 1.05pm Lunch Marble Ballroom			
1.05 – 1.45pm	Airbus Thomas Toepfer, <i>CFO</i> Moderator: Ben Heelan, <i>EMEA Aerospace & Defence, BofA Global Research</i>		
1.55 – 2.35pm	Sandvik AB Stefan Widing, <i>President & CEO</i> Moderator: Ben Heelan, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>		
2.35 – 2.50pm Coffee Break Marble Ballroom			
2.50 – 3.30pm	Alfa Laval AB Tom Erixon, <i>CEO</i> Moderator: Alex Virgo, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	Saab AB Christian Luiga, <i>CEO</i> Moderator: Virginia Montorsi, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>	
3.40 – 4.20pm	GEA Group AG Bernd Brinker, <i>CFO</i> Moderator: Alex Virgo, <i>EMEA Capital Goods, Aerospace & Defence, BofA Global Research</i>		
5.10pm Conference Drinks Hotel Bar			



Aalberts – Key questions

We will host the Aalberts CEO at the conference. Below are 10 key questions.

1. **New CEO:** To a lot of investors it will be the first interaction they've had with you. Do you want to give a bit of background on yourself and your journey to Aalberts?
2. **View:** What have been your first impressions of Aalberts? What have you been impressed with, and what areas have you identified as potentially having room for improvement?
3. **Market Share:** A significant amount of your growth is expected to come from market share gains, across all four business areas. Can you explain what will underpin those gains?
4. **Building Technology:** What demand dynamics are you seeing in Building Tech currently, and more broadly in the wider construction market? Are you seeing any majority discrepancies across regions?
5. **Building Technology:** We recently attended a Datacentre World 2024 event, which Aalberts attended in hydronic flow. How or why is hydronic flow exposed to data centres, and how big is this exposure? Maybe it is worth also mentioning your split between residential and commercial, and what falls into that commercial exposure?
6. **Building Technology:** How should we think about the sensitivity of the sales of Aalberts to regulation within BT. Are your products sales boosted from either subsidy rates or from regulatory requirements?
7. **Industrial Technology – Semicon Efficiency:** Within Semicon, have you seen any build up in order momentum since Q4, given the strong order momentum seen at key customers such as ASML.
8. **Industrial Technology – Sustainable Transportation:** What demand dynamics are you seeing here? There have been concerns about pressure on production levels in Automotive this year.
9. **Industrial Technology – Sustainable Transportation:** What is the impact of a industry transition toward EV's for Aalberts? How much of your automotive revenues in sustainable transportation relate to EVs, and do you generate more/less revenue and EBIT per vehicle?
10. **R&D:** If we look at the mix of the R&D, it has been moving more towards IT. How much of that is Semicon, and how do you see the longer term trajectory of that capex mix within R&D?

ABB Ltd. – Key questions

We will host ABB's IR at the conference. Below are 10 key questions.

1. **Electrification:** Strong growth expectations in both near term and medium term echo the market and peer group guidance; do you think the ABB portfolio is now settled and well rounded? Strong demand in medium voltage feels well underpinned; discuss the regional differences and the strength of demand you're seeing across the product portfolio. Distribution Solutions has made considerable progress in terms of profitability and now feels well positioned for growth; where are the opportunities?
2. **Electrification:** LV portfolio likely the drag in the near term; discuss the different regional and end market dynamics. Pricing? Discuss your datacentre offering and the capabilities (product and region) that you have? Competitive environment? Pricing?
3. **Motion:** Discuss the different end market dynamics you face in Motion given the range of power you serve; mining, rail, machine builders. Have you seen much change in the competitive landscape here? Dynamics around pricing?
4. **Process Automation:** O&G capex trends seem to be holding up better than some other end markets; how does the demand picture vary across your process end markets? Margins are now mid-teens & legacy contract dilution appears to be behind us; can you talk to the improvements in gross margin and pricing in the backlog, how does this deliver over the next 12-24mths and how should we model margin progression from here?
5. **Robotics:** Discuss the different dynamics between Machine Automation and Robotics? Do you think we've seen the worst of the machine tool builder demand normalisation? You appear to have lost considerable market share on the basis of the data we see coming out of China; how much of this is deliberate (to stay disciplined on price/margins) and how much a function of end market development?
6. **Robotics:** Margins here have suffered from the considerable volatility in volumes in both businesses. How would you describe 2024 and 2025 in terms of margin outlook? What do gross margins look like in the backlog? How do pricing and gross margins look in the orders you're signing now?
7. **Strategy:** Gross profit/FTE seems to be a very shrewd KPI for compensation in a difficult macro environment; is it sufficient to enable employees to capture the growth opportunity?
8. **Strategy:** Tough to answer, given CEO change/timeline, but given the business is now on a more profitable footing, do you think a pivot to a more "growthy" strategy makes sense?
9. **Strategy:** Do you think you're generating sufficient cash and have balance sheet headroom to deliver both growth and incremental shareholder returns?
10. **Strategy:** The CMD at the back end of 2023 highlighted how different the demands of the Business Areas are; how well do you think the BAs are positioned to capture the growth opportunity facing them? Do you think further portfolio adjustment is required?

Alfa Laval – Key questions

We will host Alfa Laval's CEO at the conference. Below are 10 key questions.

1. **Order book:** After 2 years of strong, double-digit growth in order intake, the Group backlog stands at a full year record of SEK45 billion. How is the backlog split between the divisions (Energy, Marine and Food & Water)? What is the mix between equipment and service in the backlog?
2. **Demand/order intake:** What has driven the last 2 years of strong orders, in your view? Do you think there has been any element of pulled forward demand or pre-ordering by customers, that could be starting to normalise?
3. **Marine:** Marine contracting overall has been on a general downward trajectory in the last 2 years, while Alfa's orders have remained strong. Why do you think that is? Could you talk us through some of the recent demand trends in key ship categories you are exposed to? What level of exposure do you have in those categories?
4. **Sustainability:** Energy efficiency is a demand driver in the Energy division. Decarbonisation trends are supporting demand in Marine, and you have alternative proteins in F&W. How much of your product portfolio would you say is aligned now with energy efficiency, decarbonisation and sustainability trends? In these areas, how do you expect the growth profile to look going forward (e.g. acceleration, moderation)?
5. **Energy - HVAC:** You recently announced you would be slowing down your capacity build for HVAC within Energy. How significant is your exposure to HVAC (40% of Energy division?) and heat pumps? What kind of timeline should we expect for any normalisation, growth rebound, and capacity expansion? What are the risks of that timeline extending?
6. **Data centre:** What is your exposure to data centres currently? What level of growth have you seen in the last couple of years and what growth do you expect to see going forward?
7. **Food & Water:** You acquired Desmet in H2 2022. Since then, orders have been strong but those orders are margin dilutive (c.10% margin vs F&W 2021 margin of c.18%). Can you explain why that is the case? Is there any potential for Desmet margins to increase, e.g. through a restructuring programme?
8. **Margin outlook:** Looking over the mid to long-term, what EBITA margins should each of the divisions be capable of achieving? If we compare the divisions, is Energy structurally a higher margin business than Marine, and should we expect the Food & Water margin to be naturally lower?
9. **Capex:** If we consider capex at the Group level, at your CMD in November, you guided for SEK6bn/1.2bn/1bn capex in Energy/Food & Water/Marine over 3yrs. Do those numbers still apply? Given the split, should we see the Marine and F&W amounts as 'maintenance capex'? Given the investment in Energy, should we expect much higher growth in Energy in the near- to mid- term?
10. **Equipment/services mix:** Can you discuss how the service vs OE mix has been evolving in the last couple of years? Has services growth been helped by any pent-up demand, which could normalise? How do you see the services mix developing in 2024 and beyond?

Ariston – Key questions

We will host Ariston's CEO at the conference. Below are 10 key questions.

1. **Group Growth:** For those who might not be familiar with Ariston, could you give us a brief overview of the group.
2. **Heat Pumps:** What share of revenues at Ariston are heat pumps? Of the heat pump sales, how is that split by region? What do you expect the growth outlook to be like for this product category? What are you seeing in terms of pricing for heat pumps? How important is the Wolff brand / technology differentiation for you in Heat Pumps? Are you concerned about the build up in capacity around Europe at the moment?
3. **Competitive Landscape:** What are you seeing in heating and hot water markets in the different regions? Does demand for products act as a substitution for heat pumps, so offsetting any of that market weakness? Is there much differentiation on product/technology among the different players?
4. **2024 Margins:** Ariston's 2024 margin targets of 9.4-10% were at the lower end of expectations in Q4 results. What do you expect to see in 2024 that will impact that margin level?
5. **Demand Environment:** How have sales for Ariston been impacted by regulatory tailwind/headwinds? Do you see more countries looking to subsidise high energy efficiency products? Given the focus on emission reduction and efficiency, do you expect to see more solid demand despite broader weakness in European residential markets?
6. **Route to market:** What are the main routes to market for your products? Can you explain how this influences pricing power? What is the residential vs non-residential split?
7. **Stocking:** Are you seeing any destocking in the channel? How long might this persist, and how strong is this effect?
8. **AM:** Why is it only heating where you have a service business? How should we think about the growth rates and margin differential compared to OE? Its around 10% of the business
9. **M&A:** A key part of your medium term strategy is M&A. Going forward, what are criteria for the targets? How should we think about execution risk and internal capabilities? What are the typical size of deals you are looking at? What is the target leverage ratio for the business?
10. **R&D:** What is your R&D strategy, and where you are spending your money? How is this going to differentiate you from your competition?

Assa Abloy – Key questions

We will host Assa Abloy's IR at the conference. Below are 10 key questions.

Growth

1. **EMEA** - discuss the dynamics in Europe? Residential demand remains weak; new build markets remain weak in Nordics, Germany etc, but you've also mentioned deterioration in renovation & refurbishment demand? What about non-residential markets? Any signs of improvement in commercial real estate?
2. **US/Americas** - can you talk to the dynamics in the business now? Residential construction appears to be improving as commercial real estate deteriorates? How are the dynamics in the specification business? What about more technical buildings and the outlook for government spending? Can you talk to market share development given continued sub-par performance from your domestic peers?
3. **HHI integration & progress** - how has the business responded to the completion of the deal? What timeline should we think about for the synergies and how are you monitoring progress?
4. **Global Technologies** - has been a mixed year. Can you talk to the dynamics in PAC and Citizen ID? With the write-off and reset in the latter, what's the strategy here now? In terms of PAC, how do demand trends and patterns look now we're past the worst of supply chain issues and the distortion of catch up production?

Margins

5. **EMEA** - given Nordic construction markets remain very weak, how should we be thinking about margins through 2024, and how should we layer in the benefits of the latest manufacturing footprint adjustment programme?
6. **AMRS** - Can you remind us of the costs/margin h/winds we should be modelling for AMRS as HHI is integrated? Can the underlying business returning to 20%+ margins in 2024?
7. **Global Tech** margins as supply chains have now normalised?
8. **Entrance Systems** has made considerable improvements from LDD to >16% margins over the last 3-5yrs; what is the upper bound here? Are we still seeing the benefits of the integration of AGTA? Remind us of the mix between resi and non-resi here? Is there much margin differential when we think about perimeter security, warehouse/factory entrance systems etc?

Strategy

9. With HHI, AGTA, ASSA moved well beyond the typical "bolt-on" and tuck-in acquisitions - what have you learned and are we likely to see something of a pause on large scale deals for the near term?
10. You are well on your way to the SEK150bn in revenue and SEK25bn in EBIT by 2025 (in BofAE numbers); what's next?

Atlas Copco – Key questions

We will host Atlas Copco's IR at the conference. Below are 10 key questions.

1. **Compressor Tech:** What are you seeing in terms of demand at the moment? Are you seeing any difference between process vs industrial compressors demand?
2. **Compressor Tech:** Are you seeing any differences in demand between large and medium/small orders?
3. **Compressor Tech:** To what extent is the slower volume demand in the LTM driven from slowing industrial production, in comparison to any sort of lower payback periods on compressors given energy prices have fallen?
4. **Vacuum Tech:** Q4 saw a broad stabilisation in Semi related demand following 5 quarters of declines. What have you seen since?
5. **Vacuum Tech:** How do you see the semi recovery playing out over the next 12-18 months? How do you think about the industry growth on a longer term view?
6. **Industrial Tech:** What would be the impact from any sort of push out in EV adoption for you?
7. **Power Tech:** PT fell 11% organically in Q4. What are you seeing in terms of elevated levels of inventory in the channel. What product lines or geographies do you think are particularly elevated?
8. **Power Tech:** Do you think that there will be the typically strong Q1 buying season?
9. **China:** More broadly, what are you seeing in China for demand at the moment?
10. **M&A:** M&A is obviously a big part of your business. What are your criteria for targets? How should we think about execution risk? What are the typical size of deals you are looking at? What is the target leverage ratio for the business?

Daimler Truck – Key questions

We will host Daimler Truck's CEO at the conference. Below are 10 key questions.

1. **Order intake:** At FY23 you mentioned that Europe is sold out till 1Q, while North America Q2. Could we have an update on where we stand on this? How should we think about Europe vs US? Can you give us any colour re. the speed at which you have been booking orders so far? When should we start seeing the first effects of pre-buying in North America ahead of the 2027 regulation? 2025? 2026?
2. **Orderbooks:** You have mentioned you expect normalization going into this year. What are the biggest risks to this in your view? What are the biggest difference between key geographies?
3. **Supply chain:** Throughout the year we have seen progressive improvement of the supply chain. How should we think about it going forward? At FY23 you mentioned you have solved your supply chain issues in North America - is it fair to assume an easier environment for supply chain in 2024?
4. **Deliveries:** You have guided for group unit sales between 490-510k units (VA cons at 510.2k), highlighting HD truck market in NA between 280-320k units (-16% to -3% vs 2023) while Europe between 260-300k units (-24% to -12% vs 2023). How should we think about the two regions for FY24? What's driving the strength in NA vs Europe?
5. **Pricing:** Pricing has been strong in FY23 and you have mentioned you should be able to benefit from some of these tailwinds in 1H24 - your margin guidance of 9.5-10% in a market down double digits implies decent pricing power. How should we think about pricing power in FY24? Any difference between divisions? When do you expect pricing to start fading?
6. **Capital Markets Day:** How confident do you feel about the targets presented at your CMD? What are going to be the key focus elements going forward?
7. **Margin guidance:** You have mentioned you target >10% margins for your industrials business by 2025 (sunny day scenario): what will be the key drivers behind this improvement? What is your confidence in Daimler being able to achieve to its sunny day scenarios?
8. **Industrial Cash Flow:** You have provided a strong guide for FCF in FY24 given the decline in volumes that is expected in NA and Europe - how should we think about the key moving pieces? R&D? Capex? NWC?
9. **Shareholder returns:** You currently have quite an attractive shareholder return strategy (EUR2bn buy-back programme, 40-60% dividend pay-out ratio). What are your main priorities when you think about capital allocation?
10. **Financial Services:** How do you see the health of your financial services business? How are you thinking about FY24? What levels of delinquencies are you seeing?

Epiroc AB – Key questions

We will host Epiroc's CFO at the conference. Below are 10 key questions.

1. **Mining:** How are you seeing the market dynamics now in Greenfield vs Brownfield, and in the longer term? What are the key drivers impacting the greenfield/brownfield dynamic?
2. **Mining:** Please can you explain why permitting challenges would more mines would be likely to expand underground?
3. **Mining:** In Q4 you said AM demand is very stable. AM itself is made up of a few components (Service, Spare & Wears, Retrofit). What share does each of those components make up in AM, and what are you seeing in regards of order dynamics for each one?
4. **Mining:** What is your wider geographical exposure, and what have you been seeing in each geography regarding order dynamics?
5. **Mining:** Epiroc's profitability/leverage has been a bit lower in the last 2 quarters vs historically very high standards. What has been driving this, and how are you planning to rectify this?
6. **BEV Transition:** How does your BEV offering vary vs your competitors, and why that does that set you up better for any BEV transition?
7. **BEV Transition:** How should we think about BEV adoption rates in the coming years? Is it the case that you expect to see piecemeal adoption in the mines, or one where a mine will completely replace their fleet in one go? What are the advantages/disadvantages of each way of doing it and how does that relate to you?
8. **BEV Transition:** What is the level of profitability of BEVs vs ICEs. BEVs require less service, indicating that the profitability per vehicle could be lower.
9. **M&A:** How is the Stanley and Decker acquisition going? Could you run us through the motivation to purchase Stanley and Decker how it benefits Epiroc?
10. **M&A:** Is there any scope for further M&A? Would you ever look to move further down the Mining chain into process?

Fluidra – Key questions

We will host Fluidra's CFO at the conference. Below are 10 key questions.

1. **FY24 guidance:** Your sales guidance for 2024 implies 2%-3% sales decline at the bottom end, and c.5% sales growth at the top end. Before we get into the detail, please could you briefly remind us of the moving parts that sum together to create that sales guidance?
2. **New build:** Thinking about the longer term - what are the structural demand drivers that could help demand growth for new pools (e.g. construction, demographics)? On the other hand, what do you think are the risks? Do you think there was significant pulled forward demand, not only from COVID-19 but also related to the US housing bubble in the earlier 2000s?
3. **Destocking:** You are estimating EUR100m of benefit from an absence of destocking in 2024. Could you talk us through how you have arrived at that EUR100m estimate? Do you still think you could get EUR100m of benefit if distributors including Pool Corp are still reducing inventory levels slightly this year?
4. **Europe:** Most of the focus is on the US market. How much of your Group adjusted EBITDA does Europe represent? In terms of demand growth and margin expansion, how fast do you expect your European business to develop relative to the US business? Which countries are your biggest markets in Europe?
5. **Regulation changes/ESG:** There seems to be more focus in Europe than the US on environmental regulations. Do you see any tailwinds from either region from regulation changes in the near term?
6. **Market positioning:** Fluidra is said to be positioned at the higher end of the market, i.e. you are more exposed to more expensive, luxury pools. How should we therefore think about Fluidra's new build sales compared to the overall market's new build sales in 2024?
7. **Remodel:** Have you seen any customers postponing remodel activities in the last 2 years, so maybe in 2025 or later you could see a tailwind if those postponed remodel projects are started?
8. **Commercial:** How much of your Group sales do commercial pools represent - about 10%? How do the margins compare vs. residential sales? Could you briefly explain your strategy regarding commercial pools, including geographical focus? In terms of demand growth and margin expansion, how fast do you expect that business to develop relative to the residential business?
9. **Competitive landscape:** Where do you think you are now in terms of market share % and market position, in the US and globally? What is your outlook for market share for you and your peers in the near-/mid-term, and why? The pool industry is fragmented - do you expect significant market consolidation?
10. **Simplification programme:** Your ongoing simplification programme is expected to generate EUR100m of savings over 3 years, 2023-2025. However, considering you have made various acquisitions in recent years, perhaps you have not had a chance to fully extract the synergies from those. As such, should we expect another cost saving programme on top of the one that is already ongoing?

GEA – Key questions

We will host GEA's CFO at the conference. Below are 10 key questions.

1. **Service:** Service share of revenues has continued to expand. Why is that? Do you continue to see this being the case? Also, service can often pertain to a wide number of product offerings. What is the product mix within Services (e.g. Software, Traditional servicing, Spare/wears, retrofits)?
2. **Separation and Flow:** You have had 13 quarters of positive organic growth in Separation and Flow. What have the driving factors behind this been? How much of that is price vs vols?
3. **Liquid & Powder Technologies:** You spoke of "Longer project schedules and slower execution pace on the customer side explaining the muted new machine sales generation" in Q4, with OE order growth of c1.5%. What did you mean by that? At the same time, you said you are expecting a "moderate acceleration" in 2024. Is this on the OE side, or on the service side?
4. **Liquid & Powder Technologies:** Liquid and Powder is the division most exposed to 'New Foods'. Could you just expand on how Liquid and Powder is exposed to new foods and how you see the potential growth outlook here?
5. **Food & Healthcare Technologies:** Orders declined organically by c8% in Q4, with declines in both Food & Pharma, following pressure throughout 2023. What demand dynamics that you have seen in the division, and what gives you the confidence on your 2024 guidance of (-2)%- (+2%)?
6. **Food & Healthcare Technologies:** You spoke of cost savings in 2024 to account for the decreasing order backlog and to help drive operational efficiencies. What changes are you making here (e.g. 400 FTE reduction), and what impact should we expect that to have?
7. **Farm Technologies:** You spoke in Q4 that farms are facing higher financing costs but on the other hand, unbroken optimisation and consolidation which is supporting growth. How do you look at both of those in tandem? How should we think about the payback periods of some of the products with farm tech, and how much of your consumer base is dependent on raising debt in order to finance these purchases?
8. **Heating & Refrigeration Technologies:** You spoke of strong demand in heat pump solutions in Q4. Although we appreciate that you aren't on the residential side of heat pumps, that is an area that is struggling at the moment. Could you just expand a bit on the demand dynamics you are seeing? How has the gas vs electricity price impacted that at all?
9. **Capital Allocation:** You're currently in the middle of a c400m buyback programme which is expected to be complete by the April. You also did a 2021/2022 buyback programme. How should we think about capital allocation in the coming years? Will it always be share buyback as the priority, or is there scope for M&A as well? Where would those priority areas for M&A be?
10. **Margin targets:** As part of Mission 2026 you have targeted EBITDA margins of >15%. You guided 14.5-14.8% in 2024, a 10bps-40bps expansion YoY and already close to the 2026 targets. Would you say that you're ahead of your Mission 2026 goals at the moment on margins? What factors would allow you to get more/less constructive on your margin outlook, both from factors from within the company that you can control and also factors outside the company?

Halma – Key questions

We will host Halma's CFO of the Safety Division at the conference. Below are 10 key questions.

1. **Overview:** You have now been the Safety CEO for around a year. What have been your impressions of the business? What have you liked and what areas did you think there could potentially have been improvement?
2. **Overview:** You have come from an interesting background, with a lot of legal experience but also experience at Melrose, another company with its roots in M&A. How has this helped shaped your own experience and how does it inform your strategic decision making?
3. **Leadership changes:** Both the CEO and CFO are also relatively new in their seats. Can you just tell us about the transition there has been, and any strategy shifts the company has seen?
4. **M&A:** M&A is obviously a big part of your business. What are criteria for the targets? How should we think about execution risk and internal capabilities? What are the typical size of deals you are looking at? What is the target leverage ratio for the business?
5. **M&A:** How do you think about M&A as you grow. Either you'll have to take on more acquisitions, or alternatively bigger deals? Do you have a preference here, and do you foresee any challenges here? How do you see your own role within that?
6. **Safety:** Fire Safety is now c20% of group revenue (sits within Safety). Can you just run us through the key drivers here for growth? How much of that growth has already been realised (if we think about for example, the increasing penetration of smoke alarm in residential houses from <10% in the 80's to well >90% now).
7. **Safety:** When we look at Fire Safety - how is that impacted by Construction market weakness?
8. **Safety:** FirePro was the last M&A deal for Halma with a consideration of >£100m (March 2023). Can you talk us through the acquisition, and potentially the benefits of not using a pressurised gas system? What end markets is this company more penetrated in, and what end markets do you see further potential growth?
9. **Medical:** Some of the biggest acquisitions of the last 6m have been in Medical (LeDan and Rovers Medical). Could you just run us through each of the acquisitions, and why you bought them?
10. **Environmental & Analysis:** Profitability in E&A was lower in H1, driven from weakness in the higher margin Spectroscopy, both from demand and IT disruptions. What are you seen here?

Hexagon AB – Key questions

We will host Hexagon's CEO at the conference. Below are 10 key questions.

Growth

1. Can you describe the customer commentary and demand dynamics around the various regions and end markets?
2. Construction remains a significant end market for Hexagon in its various forms; talk to the developments in Europe, China and the US? Can you give an update on SmartBuild and the momentum you have in the market vs the incumbents, especially likes of Autodesk on design software? How can you compete against a business that is so ingrained in architect training?
3. Historically your ALI business has depended on oil & gas capex for growth; how different is the business now? Can you update on the development of Infor EAM and the integration into the ALI portfolio?
4. Given what we have heard around industrial automation and the demand picture in China, how do you reconcile continued demand and robust development for Manufacturing Intelligence? Comment on the integration of ETQ? And the progress of Nexus?

Margins

5. You have already effectively hit the 30% EBIT1 margin target level; what's the upper bound here, or should we be thinking about a trade off between growth and margins/cash flow?
6. How much do you think you need to invest in the broader integration of products to solutions (e.g. Nexus), the transition to SaaS etc? You've indicated you'd expect most of the savings generated from your efficiency programmes to be reinvested... does that remain the case?
7. Gross margins are touching 65%; is this now the new normal? Can they expand towards 70%, or, how do you think about the balance between investment and the interplay between hardware/software?
8. How do you see the mix of the portfolio developing over the next five years or so, to support the margin development? What do you think the investor community misses about the interplay between software and hardware?

Strategy

9. 12mths in, how would you compare your first impressions with a) reality and b) progress in those 12mths?
10. Where do you think the portfolio strengths and weaknesses lie? And how do you enhance the former and address the latter? Do you think there is a risk that HEX spreads itself too thinly in terms of end market development? Could you narrow the focus and enhance the growth?

IMI – Key questions

We will host IMI's IR at the conference. Below are 10 key questions.

1. **New divisional structure:** You have moved to a new divisional structure with two platforms, which divide into five sectors. What was the rationale behind that, and what benefits are you seeing from having made those changes?
2. **Life Science & Fluid Control:** Some of your peers have suggested it could be difficult to gauge when the life sciences end market will inflect. What are the latest indications you have been seeing in life sciences, and what is your current outlook for the timing of an inflection? What factors might limit your visibility or make it difficult to judge the timing?
3. **Climate Control:** The end market backdrop for construction looks challenging. What have you already factored into your outlook for Climate Control? How should we think about the resilience from building energy efficiency? When are you seeing a potential inflection in underlying construction markets which could fuel further growth in Climate Control?
4. **Aftermarket:** 45% of Group sales now come from the aftermarket (FY23). Could you tell us briefly what services/products fall into that category? How does this differ from historical levels?
5. **Aftermarket:** What is the margin differential between aftermarket and original equipment? How do you expect the mix to develop going forward?
6. **R&D/Growth Hub:** You have increased investment in R&D and built Growth Hub. What benefits have you seen in terms of new product innovation, orders and market share gain? What should we expect in 2024 and 2025 in terms of R&D investment and new initiatives?
7. **Restructuring:** There are still some tailwinds to come from restructuring activity. Once this is complete, will you be happy with your cost base, or is there further scope to improve? When should we expect an end to one-off restructuring costs?
8. **M&A:** Can you talk about the integration progress and performance of some of the recent acquisitions in the group, e.g., Adaptas, Heatmiser, Bahr? What key advantages have they brought? What challenges have you experienced with the integration?
9. **Product/service portfolio:** Are there any gaps in your portfolio today? And can they be solved organically?
10. **Capital allocation:** You are within your target leverage ratio range. What does this mean for capital allocation by the end of 2024 or in 2025?

Industrie De Nora – Key questions

We will host De Nora's CFO at the conference. Below are 10 key questions.

1. **Energy Transition:** In 2023, you commented on lower growth forecasts for the green hydrogen market vs. prior expectations, given high interest rates and slower progress in regulation. What, in your view, needs to change, e.g., in terms of macro indicators, to drive a more positive outlook for investment in hydrogen?
2. **Energy Transition:** You have indicated that your production capacity target of 6GW by 2025 could be pushed out to 2026, but that you will stay ahead of the market in capacity build. Is there a risk this could be extended beyond 2026? What factors are influencing your decisions here?
3. **Stimulus/incentives:** What recent project wins or other external developments can you point to that show the impact of the US Inflation Reduction Act and European Green Deal on electrode investment?
4. **Geography:** Is public investment/stimulus having a greater impact in some regions than others? Is the outlook more positive in any particular geography?
5. **Capex:** What funding is currently being provided by US/EU/other government budgets for the projects you are involved in?
6. **Margins:** What is the forward margin trajectory by division, in your view? Electrode Tech margins have been c.25% over the last 2 years. Do you see Water Tech and Energy Transition reaching similar levels eventually?
7. **Aftermarket:** How do margins compare in services vs. new installations? Do you see new installations significantly outgrowing services in all divisions near-term?
8. **Competitive environment:** What is the outlook for De Nora's competitive position? How significant (or not) is the risk of competitors/OEMs taking market share through e.g., faster technology development, improved performance, faster reduction of noble metal content and therefore cost?
9. **Electrode Tech:** Demand has been impacted by weakness in electronics this year. However, some analysts are forecasting a return to growth in semiconductor wafer fab equipment capex in 2024. What is your outlook for the various Electrode Tech end markets in 2024?
10. **Water Tech:** What are your thoughts on a recovery in Pools, given the US construction market could remain weak throughout 2024? If the Pools segment continues to be weak, will demand elsewhere in Water Tech be enough to offset that?

Iveco – Key questions

We will host Iveco's CEO at the conference. Below are 10 key questions.

1. **Order intake:** Order intake at Q4 came in flattish - can you give us an update on where we are on orderbooks? How fast have you been filling them across all segment? How are you seeing medium and heavy duty? How should we think about LCV? What are the biggest risks to order intake for next year in your view? What are the biggest difference between key geographies?
2. **Deliveries:** At FY23 you mentioned you expect LCV deliveries to be flattish YoY - what is driving the resilience in the segment in your view? How should we think about medium and heavy duty for Iveco?
3. **Supply chain:** Throughout the year we have seen progressive improvement of the supply chain. How should we think about it going forward? What are the current lead times across your segments?
4. **Margins:** At FY23 you have guided for adjusted Industrial EBIT at EUR770-820m - what is going to be the key driver of margin expansion in FY24? And medium term? Where do you think margins can ramp up to across all divisions?
5. **Defence:** Can you give us any colour on the segment in light of the current geopolitical environment? At FY23 you mentioned roughly EUR4bn of orders over EUR1bn of sales - how should we think about demand in this space? And margin potential?
6. **Magirus:** How are your negotiations going re. an equity partner? Why not disposing of the whole division?
7. **Pricing:** Pricing has been strong in FY23 - how should we think about FY24? And how should we think about your cost base? Raw Materials?
8. **Construction:** We see deteriorating construction outlook into FY24 likely to weigh on LCVs and medium-duty trucks. How do you see the outlook going into FY24?
9. **Industrial Cash Flow:** Strong Industrial FCF at EUR1.24bn in FY23 - how should we think about the key moving pieces (mainly working capital) going into 2024? R&D and Capex? NWC? How should we think about capital return to shareholders? Any update on your dividend ambitions or share buyback programme?
10. **Financial Services:** How do you see the health of your financial services business? How are you thinking about FY24? What levels of delinquencies are you seeing?

KION – Key questions

We will host KION's CFO at the conference. Below are 10 key questions.

1. **Overview:** Can you give us a brief overview of KION and your business areas? What CAGRs should we expect in each division and what are the main growth drivers?
2. **Competitors:** What differentiates you from your competitors, and how important is that for the consumer?
3. **Industrial Trucks & Services:** If we look at your 2024 outlook for IT&S, it was a bit stronger than the market expected (at flat to 6% growth, consensus expected flat). What market trends are you seeing in the division?
4. **IT&S:** Looking at the US in particular, you said you expected to IT&S demand to decline further in 2024. When do you expect to see a turnaround and recovery here?
5. **IT&S:** Looking at China in IT&S, how much of the growth in the division in 2024 is expected to be driven from positive market dynamics rather than market share gains? KION have been building up their production footprint in the region.
6. **Supply Chain Solutions:** KION expect 60% of all electric industrial trucks ordered to be powered by Li-Ion batteries by 2027, vs 40% in 2023. Why is this, and how will KION benefit from this?
7. **SCS:** What are you seeing in SCS? KION expect it to be flat to 10% down in 2024.
8. **SCS:** SCS expects to see a big profitability ramp in the coming years, with the aim to be double digit by 2027 from around 1-2% now. What are the moving parts within that?
9. **SCS:** How confident are you that you have a handle on the project risk and profitability dynamics of the backlog for SCS?
10. **Balance sheet:** What are the largest risk factors that would prevent you from deleveraging in 2024? What do you get worried about?

Knorr-Bremse AG – Key questions

We will host Knorr-Bremse's CFO at the conference. Below are 10 key questions.

1. **Group transformation:** You have been in the CFO role since 2020. Could you talk us through the key changes you have seen and been involved in implementing over that time? How different is Knorr-Bremse now compared to 4 years ago?
2. **Fix or sell strategy:** Could you provide a brief update as to where we are now and where you expect to be at the end of 2024 in terms of the 'fix or sell' entities? Do you see potential for another review to identify more 'fix or sell' entities in the near term?
3. **BOOST 2026 program:** 'Fix or sell' is part of your brownfield initiatives, and should provide 200bps of margin expansion by FY26. Could you remind us what briefly what the What margin or growth benefit should investors expect from the greenfield initiatives?
4. **Truck cycle (CVS):** How is demand looking so far in 2024, in each of your key regions (China, Europe, US)? Is this in line with what you had expected at the start of the year? How do you see demand developing over the course of 2024?
5. **China NPC:** The National People's Congress held meetings earlier this month. Was there anything that came out of those sessions that could impact Knorr-Bremse, positively or negatively? Was there anything that surprised you or was it in line with your expectations?
6. **Pricing:** Particularly if there is greater competition for volumes in competitive tenders, do you see any risk of price deflation in any region or division? How would you describe pricing power in your industry? Are there certain product/service categories where pricing power is weaker or stronger? (e.g. brake systems, steering, connectivity)
7. **Aftermarket:** What growth do you expect to see in aftermarket vs. equipment sales, in RVS and CVS? Or, how do you expect the mix to develop over time? If this develops as you expect, what would be the impact on Group margins?
8. **R&D:** R&D spend has gone up to 6.9% of revenue in 2023 (6.5% in 2022). What has driven the increase? Could you elaborate further on what kind of projects you are funding and are most excited about? How do you see R&D expenditure as a % of sales developing over the next few years?
9. **Capex:** Capex was 4.7% of sales in FY23. How does that compare to your capex targets (5-6%)? How should we expect capex to develop going forward? Are there any particular geographies or business areas you are targeting for investment?
10. **M&A:** How significant do you expect further M&A or JV activity to be? What do you look for in potential targets or partners? Are there any particular strategic or R&D shortcomings that you will seek to compensate for?

Legrand – Key questions

We will host Legrand's IR at the conference. Below are 10 key questions.

1. Describe the residential construction market trends in Europe, N Am and Asia. Historically non-resi markets followed resi markets into recession... is it different this time?
2. How much of a problem is production and supply chains in Asia and China now?
3. Flat demand YoY in terms of guidance for FY24 would suggest volumes down and pricing up "normal" levels (i.e. 1-2%) to offset; is that fair? What would take you to the lower end of guidance, and what would take you to the upper end?
4. Can you point to tangible evidence of EU Green Deal/recovery fund investment? France just cut budgets for MaPrimeRenov, Italy cut the super bonus back in Feb, Germany has had much publicised budget issues; how much is this uncertainty likely to weigh on demand? Any signs so far?
5. US IRA feels much more tangible... but perhaps more at risk with the possibility of administration change; any views or comments on the shape or impact of government stimulus and its impact on demand in the US?
6. Discuss the outlook for data centres given the commentary from the hyperscalers... now 25% of the business in N Am... growth still DD? Dynamics between hyperscalers & others? If we exclude D/C growth from the overall group numbers in 2023, what would the growth in the underlying business have looked like?
7. Discuss the outlook for smart buildings - have you seen an acceleration in demand for more integrated building control given pressures on energy efficiency, inflation and regulatory requirements? How much of an impact would you attribute to corporates' requirement to meet sustainability goals now enshrined in KPIs and executive compensation?
8. Pricing environment - how do dynamics change here over the coming 12-24 mths as raw material prices evolve and demand deteriorates in residential markets?
9. Margins - you launched efforts to restructure w the Q3 results. What are you doing, how long will it take? What's the "right size" for the cost base? Is the operating leverage greatest in Europe still? And presumably that's where the bulk of adjustment needs to happen?
10. R&D investment needs to rise given your focus on Digital and Energy Efficiency? You've also discussed increased selling costs as you look to enter new markets and reinvigorate growth; how should we think about this with respect to margins?

Metso Corporation – Key questions

We will host Metso's CEO at the conference. Below are 10 key questions.

1. **Growth Perspective:** If we take a step back, how do you perceive longer term growth prospects in both Minerals and Aggregates? What sort of CAGRs should we be expecting and what are the main growth drivers there?
2. **Competitors:** What differentiates Metso from their competitors?
3. **Targets:** Your margin targets were upgraded from >15% across the cycle to >17% across the cycle in Q3. What drove that increase in margin outlook, and how are you planning to achieve this? What gives you confidence in your ability to meet these upgraded targets?
4. **Minerals:** In Q4 you spoke of investment decision delays for OE orders? What sort of dynamics are you seeing for OE at the moment?
5. **Minerals:** Aftermarket contains a number of different product offerings, such as rebuild, service, spares and wears. What weighting does each of those items have, and what market dynamics are you seeing for each category?
6. **Minerals:** What are the operational improvements that Metso are currently making, and how should we quantify them?
7. **Minerals:** Are there any product areas that you are focussing on gaining market share? Why those particular products?
8. **Aggregates:** In Q4 results the outlook was raised to 'improve' within Aggregates. Could you just expand on what you're seeing here?
9. **Aggregates:** Metso have done 15-17% margins in the last 18M, against you long term target of >15% across the cycle. The wider market, looking at consensus for example, expects >17%+ in the coming years, well above your margin targets. Is there any chance you would update your guidance, or is there something that the market doesn't understand that makes the >17% margins unfeasible?
10. **Capital Distribution:** Metso's leverage is low currently, and will likely fall more this year as NWCs unwinds. What are you currently thinking about in terms of capital allocation?

Nexans – Key questions

We will host the Nexans CFO at the conference. Below are 10 key questions.

1. **High voltage:** Based on market consolidation, the assumption would be that high voltage margins should be higher than medium/low voltage. What has happened in 2023 to drive the G&T adjusted EBITDA margin down to below 10%? And what is your outlook for the G&T margins to recover in 2024 and beyond?
2. **Market share:** What does the cable industry look like now in terms of market share, in high voltage vs. medium voltage vs. low voltage? Have you gained share in 2023, and what is your outlook for market share?
3. **La Triveneta Cavi:** Your 2024 guidance we note does not include the acquisition of La Triveneta Cavi in Italy, which I believe is due to close in June. It is a significant acquisition, adding about EUR800m of annual sales, so roughly 10-20% of your current sales. Can you tell us more about that acquisition, the motivations, the growth outlook and margin potential there? Would the margins be similar to your Usage business?
4. **Margins:** Adjusted EBITDA margins have expanded steadily over the years. You reached a Group adjusted EBITDA margin of 10.2% in 2023. You have the ongoing SHIFT programme to help boost profitability. Where do you see margins going over time? Do you think there is a natural ceiling/theoretical maximum margin you will reach, and when do you see that happening?
5. **Grid electrification:** You have talked in the past about the age of the electrical grid in Europe and the US, and Nexans benefiting from the investment that is needed in the grid. What is the growth outlook there in the near- to mid-term? Does that help your HV or MV or LV business more?
6. **Industry & Solutions:** Your Group strategy is to be an electrification pure play. Yet, you do have a non-electrification business, Industry & Solutions. It was 27% of Group sales in 2023. You have a mixture of end markets there. You have talked about a recovery in Aerospace, for example, helping that business. What is the current mix in terms of end market exposure (%) in Industry & Solutions? And how are the current trends in those end markets affecting Nexans?
7. **Other Activities:** The Other Activities segment is still about 16% of your sales. It is in a state of managed decline and declined organically by 18% in 2023. Can you tell us more about the strategy there? Why is it still part of the Group? What benefit (if any) does that segment give you? Are you planning to close it down or sell it?
8. **Capacity/capex:** Can you update us on the capex outlook for 2024 and beyond? I think you have guided for 2024 being similar to 2023, and then some normalisation starting from 2025. What's driving the need for capex and the shape of that investment curve?
9. **Copper availability:** You have previously talked about securing copper supply and you have visited the world's largest copper mine in Chile. What is your mid to longer term outlook there? Do you see copper scarcity as a challenge more for other players than Nexans?
10. **Aftermarket:** The cables industry has historically been very focused on OE sales with very little or no aftermarket content. How can you add aftermarket/services to the cables business model and how realistic are these ambitions? Are you competing with electrification companies in attaining this?

Prysmian – Key questions

We will host Prysmian's CEO-designate at the conference. Below are 10 key questions.

1. **New divisions:** You have moved from 3 divisions to 4. There is now: Transmission (High Voltage), Power Grid (HV-AC/MV), Electrification (Low Voltage) and Digital Solutions (Telecom). What is the rationale behind this change?
2. **CEO transition:** You were announced as the CEO designate in May last year. You have already been on Prysmian's Board for 10 years, and you have plenty of experience with the company. With you in the CEO role, should we expect any big changes or a shift in focus? What would be your top priorities now and in the next 12 months?
3. **Market share:** The high voltage market (where your Transmission business plays) is much more consolidated than medium voltage (Power Grid) and low voltage (Electrification). What is your market share in each of the new divisions, including Digital Solutions? Do you see Prysmian gaining market share in any of the divisions more than the others?
4. **Competitive environment:** In terms of trying to gain market share, what factors does the industry compete on? For example, is it price, reliability? What edge do you have over the competition?
5. **Transmission (HV):** Looking at your Transmission division's results for the last 3 years, adjusted EBITDA margins have declined over 2021 to 2023 (14.7%, 13.5%, 12.9%). Can you help us understand what drove that trend? And what is your outlook for high voltage/Transmission margins in 2024 and beyond?
6. **Electrification division (LV):** Electrification is your largest division. It represents more than 50% of sales and of adjusted EBITDA. You have a broad mixture of end markets there. Can you help us understand the current mix in terms of end market exposure (%) in Electrification? And how should we think about the current trends in those end markets?
7. **Digital Solutions (Telecom):** The Digital Solutions division, formerly 'Telecom', is made up of Fiber and Optical Cables, Connectivity, and Multimedia & Inside Plant cables (MMS). You have been heavily impacted by destocking. For how long do you see that continuing? Should it finish by the end of H1?
8. **Capital allocation:** Can you remind us of your capital allocation policy? You are in the middle of your target Net Debt/EBITDA range (0.7x vs. 0.5-1.0x target 2022-27). Are you looking to reduce leverage, or could there be M&A, or would you be more likely to return excess cash to shareholders?
9. **Margins:** Adjusted EBITDA margins have expanded steadily over the years. You reached a Group adjusted EBITDA margin of 10.6% in 2023. Where do you see margins going over time? Do you think there is a natural ceiling/theoretical maximum margin you will reach, and when do you see that happening?
10. **Data centers:** You have called out significant planned investment in data centers. Market investment looks like US\$330 billion over 2022-2030. How will Prysmian benefit? What are you doing to capitalise on data center growth?

Rexel – Key questions

We will host Rexel's CEO at the conference. Below are 10 key questions.

1. End market colour & dynamics... Residential construction remains weak? Any comment on renovation? France just stepped away from commitments on Ma'PrimeRenov for 2024, how much of an impact do you think the uncertainty around subsidy & regulatory framework in Europe is having an impact on demand? Commercial real estate outlook by region? Non-residential construction beyond CRE seems to be more robust; how does this vary by region? How does the picture look on industrial automation by region?
2. Can you discuss the margin trajectory given a more difficult and uncertain environment, especially in H1? You have made considerable structural improvements in SG&A w/ digital etc, how much further can you push these improvements?
3. Price inflation was 2% in 2023 vs. cost inflation of 4%. In 2024, cost inflation likely lower than in 2023? Your suppliers appear comfortable with pricing environment being more "normalised" at 1-2% levels; can you talk to the different product line dynamics?
4. What conversations are you having with manufacturers regarding prices? What's the scenario likely around cost inflation and price inflation, NTM and medium term?
5. China... price deflation dynamics continue? Is this a characteristic of both automation and construction end markets?
6. How would you describe inventory levels on a regional basis, and are there any regions or end markets you would call out as being further through a destocking cycle?
7. Are you happy with your FTE levels? Can you update on progress on automation of distribution centres? Can you talk about the economics of automation for you?
8. H1/H2 2024 sales... base effect of strong electrification in H1 2023... how much of a swing is this in H1 vs H2? It looks like the decline in these product lines in Q4 in Europe might have been as high as >10% YoY; while perhaps temporary, is there a risk that underlying volume declines are compounded in the near term by very tough comparatives in these product lines?
9. Same question for industrial automation, particularly in the US?
10. Historical seasonality tends to be stronger H2 volumes but not a huge difference... anything unusual this year?

Sandvik – Key questions

We will host Sandvik's CEO at the conference. Below are 10 key questions.

1. **Overview:** Could you just give us a quick summary on how you're seeing the world at the moment and the longer term growth dynamics within the industry?
2. **SMM:** At Q4 results, you said the first 2 weeks of Jan had been broadly flat vs. Q4. Have this remained the case? What are you seeing by end market (so general engineering, automotive, aerospace etc). How do you see each end market developing in 2024?
3. **SMM:** How do the market dynamics vary for machining solutions vs software within SMM? Where do you see the growth opportunities within each segment?
4. **SMR:** In Mining, what are you seeing in Greenfield/Brownfield demand dynamics. How do you expect both to develop in the longer term?
5. **SMR:** In Q4 you spoke of stable demand in Mining, but you also mentioned that you had seen some destocking in surface equipment. Can you just run us through what you're seeing at the moment, maybe on the OE vs AM side?
6. **SMR:** In Q4 you said AM demand is stable. AM itself is made up of a few components (Service, Spare & Wears, Retrofit). Please can you just run us through the share of each of those components within AM, what demand dynamics you are seeing for each one of those?
7. **SRP:** Orders fell c18% organically in Q4 with in SRP, with mining demand stable (40% of SRP) implying a substantial decline within infrastructure markets. What are you seeing here, and how are you looking at 2024?
8. **SRP:** To what extent is there too much inventory in the channel still? How should we assess that impact? Do you think that there will be the traditionally strong Q1 season?
9. **BEV Transition:** How should we think about BEV adoption rates through the industry in the coming years? Is it the case that you expect to see piecemeal adoption in the mines, or where they will completely replace their fleet in one go? What are the advantages/disadvantages of each way of doing it and how does that relate to you?
10. **BEV Transition:** Could you run us through the level of profitability in BEVs vs ICEs. BEVs require less service, which could indicate that the profitability per vehicle might be lower.

Siemens – Key questions

We will host the Siemens CFO at the conference. Below are 10 key questions.

Digital Industries

1. Can you discuss the recent trading dynamics in Digital Industries (DI)? Orders in all major regions were down double-digits %YoY in Q1, but orders were up sequentially/QoQ. China orders in Q1 were up sequentially, despite being down 55% YoY. China destocking you have said might extend into H2'24. Germany and US to inflect before H2. What indicators are pointing to that timeframe, and what are the upside/downside risks to those expectations?
2. How do you see software vs. hardware growth and margins developing in FY24 and beyond? SaaS transition: appears to be running very strongly. You have brought forward your target - cloud SaaS now 33% of ARR (vs. 30% in Q4), target 40% by FY24 (prior FY25). Do you think it likely that the ARR and cloud targets can be exceeded? SaaS - can you talk about the dynamics of customer mix - SME vs license holder conversion? SMEs have been growing as a % of total customer base. SaaS benefits – cash and margin expansion... when do we see that kicking in, in DI margins and cash generation? FY24+? Software is now about half the DI backlog.
3. Structural growth drivers around semis, EVs etc. are not going away. Semis capex (Wafer Fab Equipment) looks to be inflecting in 2024, with acceleration due in 2025. Do you see tailwinds in FY24? Or will it take longer?
4. DI cash flows: cash generation has been the most consistent of the divisions. Do you think that we have now reached a consistent new normal?

Smart Infrastructure

5. Despite a widespread construction downturn in US, Europe, and China, SI has been resilient. What are the drivers behind that? China orders down -4% YoY in Q1'24 despite easy comps. What is your outlook for the China property market, given the various stimulus measures that have already been announced in the last few quarters, with more seemingly on the way?
6. Aside from data center tailwinds in the US, is there anything else you would say is driving the differences between US and Europe demand? You have cited large orders from data center customers, but DC represents only 5% of SI. DC vs. non-DC growth and margins? Can you talk to the profitability of the different segments, so we understand the mix? DC market share? It is a fast-growing market. Do you see consolidation?
7. Margin outlook: SI margin in Q1'24 was strong, even excluding the liability reversal, helped by capacity utilisation and volume. Should that underlying SI margin be the target for SI in the near term? Why/why not? Have you got sufficient scale/production capacity in product business in SI?
8. Do you think you're missing a software backbone in SI as you have in DI? How do you address that? Do you think you need to own design software in SI, the way you do in DI, and to complement the operational capabilities you have in Building Management Systems and Building Energy Management Systems?

Mobility

9. Mobility margins: Are double digit margins in Mobility a realistic ambition? How long would this take to achieve? Have competitive dynamics improved? e.g. pricing. Would there ever be a time when ownership of Mobility is reviewed?

Group, Portfolio & other

- 10. Siemens Financial Services** – any plans to scale this back at all over time?
- 11. Capital allocation:** You've often talked about a sell down of investments (SHL, ENR) in the context of reallocating capital to the rest of the portfolio... where do you think most needs it? New timeline for remainder of ENR? Is the pension fund still likely the route?
- 12. Buyback vs. M&A pipeline:** With the completion of the existing €3bn buyback programme, the new €6bn programme is likely to start soon. Is there scope for more or do you see M&A opportunities?

Siemens Energy – Key questions

We will host Siemens Energy CFO at the conference. Below are key question areas:

1. **Gas Services:** Christian Bruch recently mentioned that this might be a 300 unit order year - this would be the first time in 15yrs demand has been this strong. What are the driver? Which regions? Is this a high water mark? You've had to upgrade the growth opportunity for this division a couple of times in the last 2-3yrs; clearly that's a nice problem to have, but to what do you ascribe this? Can we see demand sustained for longer than a year? The industry appears to be disciplined in both capacity and pricing; does this mean we can look forward to a period of sustained double digit margins, even w/ growth in original equipment? Can you talk to the dynamics in Services business?
2. **Grid Technology:** Can you give an indication in the regional differences here? We hear strong indications from both Europe and the US in terms of structural demand, but presumably demand extends beyond these regions? Talk to the competitive dynamics? How does capacity development look to you? Should we be wary of capacity expansion from non-Western providers becoming a bigger part of the market? Why should margins be capped at the LDD level given the supply/demand dynamics in the market?
3. **Transformation of Industry:** Can you provide an update on the commercial market opportunity here? It continues to be more opaque for the market given the different businesses within TI, but there appears to be good demand in compression, steam AND hydrogen? Have you been surprised by the margin progression here? What do you think have been the key components? Are the backlog margins supportive of margin expansion in Compression & Steam?
4. **Transformation of Industry:** What's the profit profile of EAD now? Given the grid complexity inherent in both supply/demand transition, can you provide an update on the growth prognosis in EAD and the profit pool it faces?
5. **SGRE:** Update on the development of onshore? Continue to be confident on the provisions and the probabilistic assessment of the scale of the problem and the cost to fix? When will you return to the market with the 4X and 5X? What will it cost to fix and return to the market? Remind on the trajectory of EBIT and FCF evolution over the next couple of years? How does the provision unwind? What are your existing customers saying in terms of fixing installed machines? Do you have any recourse to supply chain?
6. **SGRE:** Where are we on offshore ramp up? Has there been any spill over from onshore to offshore in terms of customer dynamics? Given the scale of offshore auctions this year, do you think there has been any impact on your commercial standing?
7. **Strategy:** Balance sheet is now in decent shape, but when do we need to consider resolving the Siemens India issue? Portfolio as it stands is now old tech and new tech; do you think you've got the right mix? Are we stable now?
8. **Strategy:** When you look at the FCF prognosis for the portfolio; clearly the SGRE drag in the near term is the big headwind, but where could this business look to be on a medium term, normalised level in terms of FCF conversion and generation?

Signify – Key questions

We will host Signify's CEO at the conference. Below are 10 key questions.

1. **New divisions:** Effective from 1 January, you have moved from 3 divisions to 4. There are now 3 customer-focused divisions: Professional, OEM and Consumer. Your 4th division is Conventional (non-LED) lighting. It is not only a reporting change - there are also operational changes. Could you talk us through the rationale behind these changes and how Signify will benefit?
2. **CFO transition:** As well as new divisional reporting, another change will be the CFO position. You announced in December that Javier van Engelen would be leaving Signify, officially on 1 April. How is the search for a new CFO going? Are we nearing the end of the search? Are you thinking of an internal or external appointment?
3. **Growth outlook:** You have not guided on sales for 2024. In terms of what you have seen so far this year, is it in line with your expectations? Have customer conversations/negotiations been easier or more difficult than you had expected?
4. **Pricing:** Pricing was strong in 2022 but it weakened over 2023. Stripping out the Conventional lighting business, pricing looks even more under pressure. What are you expecting for pricing in 2024 and beyond?
5. **Professional:** Are you seeing any evidence of customers who are interested in commencing a big lighting upgrade or installation, but maybe delaying or postponing projects due to the current environment of high borrowing costs? If interest rates come down this year as consensus expects them to, do you think that will have an immediate benefit on your sales? Or, how long will it take to show in your results?
6. **US market share:** The US is your biggest market (one third of Group sales). Since you acquired Cooper lighting in 2020, would it be fair to say that your US sales are now 90% professional lighting, and only 10% consumer? How do you think your US market share has changed since you acquired Cooper, in terms of the growth you have seen in 2021-2023 vs. your US peers?
7. **China:** Looking at the supply side, your largest factory is in China. What percentage of your production costs/COGS/labour costs is in China? Are you looking to grow, maintain, or reduce your footprint in China? How do geopolitical issues affect your decision-making there?
8. **OEM:** Revenue has been particularly weak in the OEM business, exacerbated by destocking. Could you help us understand what percentage of the Group OEM represents? What kind of decline have we already seen? Are the comparatives very easy now? When do you see the destocking coming to an end?
9. **Restructuring:** You have targeted in excess of EUR200m of cost savings. You have a track record of protecting margins in a challenging business environment, which is implied again by the 2024 margin guidance. How is the programme progressing so far? Are the EUR200m savings all coming from staff costs or are you able to get some percentage from procurement savings or other areas?
10. **Growth platforms:** How much of your sales do your 'growth platforms' represent now? Is it around 10%? Could you remind us what kind of products/end markets are included in your growth platforms? What is your growth and margin outlook for those areas?

SKF – Key questions

We will host SKF's CTO at the conference. Below are 10 key questions.

1. **Overview:** Can you tell us a bit about your role at SKF and how you work with the various divisions.
2. **Industry trends & opportunities:** What do you consider to be the main industry trends for SKF at the moment? What do you see being the largest opportunities?
3. **Demand:** A common thing SKF mention is that 20% of all energy is used to overcome friction. Could you just build on that a bit please, and how that translates into strong demand for SKF?
4. **R&D:** Could you give us an overview of the SKF R&D strategy please? How much is it, and what are the focus areas? Which products and research opportunities offer the best payback periods?
5. **RecondOil:** Can you tell us a bit about RecondOil? What is it, what are the benefits to customers etc?
6. **Ceramic bearings:** What are the benefits of ceramic ball bearings vs a traditional steel bearing?
7. **Ceramic bearings:** How penetrated are ceramic ball bearings in the market? For example, on existing planes or BEVs. Is this a market that will only exist in certain use cases? How should we think about it as a share of SKF total revenue/profit in the coming years?
8. **Ceramic bearings:** What is the profitability like on Ceramic bearings vs a traditional bearing? Is it margin accreditive?
9. **Magnetic bearings:** What are the benefits of magnetic ball bearings vs a traditional steel bearing, and also Ceramic. When would this product be more applicable?
10. **Target industries:** Are there any particular industries where you have a particular focus for R&D (e.g. Wind). How do you perceive the growth opportunities in these relative to other industries?

Spectris – Key questions

We will host the Spectris CFO at the conference. Below are 10 key questions.

1. **Portfolio transformation:** You joined Spectris in March 2019. In the 5 years you have been with the company, Spectris has made significant changes as part of a portfolio transformation journey. Could you briefly remind us of the structural changes in the Group that have happened, and the changes that are still in progress?
2. **Through-cycle targets:** You target through-cycle like-for-like i.e., organic growth of 6-7%. Some companies have a mid-term target for inorganic growth too. Have you ever considered introducing an inorganic growth target? Alternatively, what kind of ballpark M&A growth figure do you have in mind?
3. **Orders/demand:** You mentioned at your FY23 results that Group orders grew YoY in January and February. Has that trend continued or stalled? Has that growth been led by certain end markets over other ones?
4. **Spectris Dynamics - Auto:** You held a Dynamics site visit in Italy in 2023 and showed us some of your flagship product offerings in virtual testing, for the automotive end market. Can you talk us through your position in the auto supply chain? How specialised are you? And leading on from that, how resilient is Spectris to headwinds in that end market, compared to more generalised auto exposure?
5. **Competitive dynamics:** In Autos and other end markets, where do you see greatest risk, if any, of other players in the supply chain insourcing activities and replicating what Spectris does currently?
6. **Semiconductors:** Like-for-like growth in your semis end market grew double-digits in 2023, +19%, on top of double-digit growth of +15% in 2022. Can you help us understand how you have seen an acceleration compared to the semis industry more generally? What does this mean for your semis sales in 2024? Are you expecting further acceleration, or some moderation?
7. **Life sciences/pharmaceutical:** Life sciences and pharma is still your largest end market, at 18% of sales in 2023 despite 9% organic decline. You have previously talked about a process of "early inquiries" that turn into "qualified leads" that turn into orders. Hence, you have some visibility in that respect. What is the latest you have been seeing in terms of: 1) the volume of early inquiries; and 2) the lead time to go from early inquiries to orders?
8. **End markets:** Are all your end markets driving similar margins or are there some which are margin accretive, and others dilutive? Which areas or end markets are you focusing your R&D efforts on? Where do you see the greatest potential to capture growth?
9. **Recurring revenue:** What is the software share of revenues? Is there a ceiling on where this can go? What are the potential margins on your revenue streams compared to the Group average margin?
10. **Capital allocation:** You have done significant share buybacks over the last few years. Do you see that continuing, or are you shifting focus to other uses of the cash? Are there any gaps in your portfolio today? And can they be solved organically?

Stadler – Key questions

We will host Stadler's CFO at the conference. Below are 10 key questions.

1. **Overview:** Could you give us a brief overview of Stadler for those that aren't aware? You are coming up to being listed for 5 years in April.
2. **Key drivers:** What do you see driving the global railway market in the coming years, and how are Stadler well positioned to benefit from this?
3. **Products:** What differentiates your products from your competitors?
4. **Market demand:** What market dynamics are you seeing at the moment, and how is the current demand outlook? Is there any disparity between demand dynamics in the US and Europe, and why?
5. **Backlog pricing:** How should we think about pricing in the backlog?
6. **Risk:** What have you done to minimise project risk in the pipeline?
7. **Revenue:** How should we think about revenue per project in terms of OE vs AM. Similarly, how should we think about the profitability of OE vs AM revenue?
8. **Net Working Capital:** Over the cycle you want zero NWC impact. Do you think that this is still a feasible target? Has there been any factors that have inhibited your ability to keep NWC under control?
9. **2025 Guidance:** You want to achieve 7-8% EBIT margins by 2025, and 8-9% under normal market conditions. What will be the factors that will help drive margin expansion?
10. **Competitive Landscape:** A lot has been made lately about the cost of train fare vs the cost of airfare. How do you perceive this impact of this on the competitive environment? (e.g. regulation in France banning short haul flights)

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