

WE TAKE ON NEW CHALLENGES

Annual Report 2021

ROSENBAUER CITY  2030

DISCOVER OUR EXPEDITION INTO A RESPONSIBLE DECADE

ABOUT ROSENBAUER

1,145.2

ORDER BACKLOG
(AS OF DEC. 31, IN € MILLION)

975.1

GROUP REVENUES
(IN € MILLION)

35.0

EBIT
(IN € MILLION)

ROSENBAUER is the world's leading manufacturer of firefighting and disaster protection technology. The company develops and produces vehicles, fire extinguishing systems, equipment, digital solutions and systems for preventive firefighting for customers on all continents. All the main standards are covered by products manufactured in Europe, the US, and Asia.

Today, Rosenbauer has a sales and service network covering around 120 countries and 4,130 employees. We want to further our successful growth on this basis in the years to come – as a market leader and with our claim of providing the best value for money.

CONTENTS

02 WE TAKE ON NEW CHALLENGES

- 04 An Interview with the CEO
- 08 The Future of Fire Protection
- 10 Wildfires as a Core Competence
- 12 Focus on Fleets
- 14 Rosenbauer City 2030 – Our Strategy
- 16 Vision and Mission

18 MANAGEMENT

- 19 Key figures at a glance
- 20 Letter from the CEO
- 22 Executive Board
- 23 Supervisory Board
- 24 Report of the Supervisory Board
- 25 Corporate Governance and Compliance
- 34 Investor Relations

36 GROUP MANAGEMENT REPORT

- 37 General Information
- 43 Economic report
- 54 Other legal information
- 57 Risks and opportunities
- 62 Forecast report

66 CONSOLIDATED FINANCIAL STATEMENTS

- 68 Consolidated statement of financial position
- 70 Consolidated income statement
- 71 Presentation of the consolidated statement of comprehensive income
- 72 Statement of changes in consolidated equity
- 74 Consolidated statement of cash flows
- 76 Movement in the consolidated assets
- 80 Schedule of provisions
- 82 Segment reporting
- 84 Explanatory notes

156 INFORMATION

- 157 Auditor's report
- 163 Statement of all legal representatives
- 164 Glossary
- 166 Rosenbauer at a glance
- 168 Ten-year comparison
- 170 Contact and capital market calendar

We take on new **Challenges**

The world's fire departments and Rosenbauer itself are facing major challenges between now and 2030. Rosenbauer is meeting these together with the emergency services.



CLIMATE CHANGE

820

NATURAL DISASTERS WORLD-WIDE IN 2019 (1980: 249)

Today, climate change caused by human activities is indisputably responsible for an increase in extreme weather events. According to Munich Re, the number of natural disasters rose sharply between 1980 and 2019. Losses are also increasing. Climate impact mitigation is keeping fire departments on their toes.

SOCIAL CHANGE

Life expectancy is continuously increasing and currently stands at 80 years. The changing nature of society has also made diversity the norm. Firefighting equipment must take this trend into account and evolve with the needs of emergency personnel.

80

YEARS IS THE LIFE EXPECTANCY IN COUNTRIES WITH HIGH PER CAPITA INCOME

DIGITALIZATION



USD 1.8

TRILLION WILL BE INVESTED IN DIGITALIZATION WORLD-WIDE IN 2022.

Detection, prevention, de-escalation – digitalization and networking will open up new opportunities for fire departments and provide them with additional capabilities. Satellite-based earth observation or even the Internet of Things will make operations management more efficient and the work of emergency personnel safer.

SHIFT OF GLOBAL MARKETS

The development of the gross domestic products (GDP) of the 20 largest countries is evidence of the shift in global markets. For Rosenbauer, this results in new opportunities for growth.

USD 24,996

BILLION IN GDP IS FORECAST FOR CHINA BY 2026. (2021: USD 16,862 BILLION)



WE ARE SHAPING THE CHANGE TOWARD INTELLIGENT FIREFIGHTING

CEO Dieter Siegel talks about the future of the firefighting industry and his vision for the strategic positioning of the Rosenbauer Group in 2030.

In discussion with the CEO

Climate change, social change, and digitalization – the world, and with it the firefighting business, are undergoing lasting change. Added to this is the shift in global markets. As a technology leader, Rosenbauer will actively shape this transformation process and redefine the limits of technology with innovative products and solutions. Dieter Siegel is convinced that the challenges of the future are also opportunities that Rosenbauer wants to seize while living up to its responsibility toward the environment, society, employees, and industry.

Mr. Siegel, the future may be impossible to predict, but anybody who wants to shape it needs to know the direction of travel. In which direction is the firefighting industry heading?

D. SIEGEL_ The firefighting industry is set to grow because the safety needs of people all over the world are growing, too, especially in urban areas. This has been a discernible trend for years. The emphasis in the market segments will shift away from firefighting toward preventive fire protection, not least due to its significance for climate protection.

Fire departments and emergency services will kit themselves out with myriad new technologies. After all, without connectivity, digitalized products or intelligent equipment and vehicles, they will be incapable of fulfilling their mission within the coordinated safety

infrastructure that characterizes the “smart city.” And they will work together with their equipment providers even more closely than before because the challenges that they must overcome are becoming increasingly complex – as the rise of electric vehicles demonstrates. In the future, they will no longer have to do everything themselves either – such as servicing electric firefighting vehicles – and will want a partner who can provide them with all the right products and solutions, tailored to their needs, and on whom they can depend completely, including when it comes to after-sales service. We accept this responsibility because we regard it as essential to the success of the Rosenbauer Group, just as we believe that economic success is essential to our ability to take on this responsibility.

You mentioned the complexity of the new challenges. How does Rosenbauer help fire departments deal with this?

D. SIEGEL_ By diversifying, by thinking beyond our range of products and services, by building up across-the-board expertise in key areas and by offering a product range that is as comprehensive as possible. So in addition to our role as an innovation and technology leader, we are striving for leadership in some very specific areas that we have defined such as the digital transformation of fire services, the electrification of vehicles and emergency technology and the problem of wildfires in all its many facets.



What conclusions do you draw for the Rosenbauer Group from the challenges facing the industry?

D. SIEGEL_ Looking at these developments, we see one thing above all else: opportunities! Opportunities to develop new areas of business by offering new, digital products and solutions and also to assert ourselves as a technological leader in the transformation of fire services. We see opportunities to sell more sophisticated products because conventional firefighting technology will be complemented by a range of digital features and functions allowing it to be used in the connected future of day-to-day firefighting operations. We also see an opportunity to expand our position as an integrated fire protection company toward prevention and so benefit from the strengths and synergies associated with being the biggest company in the industry. We are also combining opportunities for growth with the electrification of firefighting vehicles, improved customer service and an enhanced online offering for our component and equipment portfolio.

“We are changing the world of firefighting by combining classic firefighting technology with new digital solutions.”

Let's talk specifics. Where will the conventional vehicle business be in 2030, and what role will electric vehicles play in the future product range?

D. SIEGEL_ In nine years' time, conventional products will still constitute the bulk of our business and the vehicles will contribute the most revenues. However, electrification – especially of large vehicle fleets – will have gained significant momentum by then. We estimate that almost half of all vehicles that we deliver to emergency services in 2030 will be electrified. By 2023, we want to offer every vehicle and vehicle type that Rosenbauer sells worldwide with an electrified powertrain, too.

What form will this digital product upgrade take?

D. SIEGEL_ We are making drones that can be used in firefighting operations, for example. We are currently enhancing their connectivity and ensuring that the data that they collect can be made available on security platforms in bundled form and in a targeted manner. We are also working on an expanded range of functions and developing what we call “heavy-duty drones” – in other words, drones capable of carrying and transport heavier loads. Regarding our firefighting robots, too, we are addressing the issue of connectivity and working on expanding their range of functions.

We are currently also conducting research into assistance systems and technologies for autonomous driving and flight. In the future, this technology will be found in robotic systems and firefighting vehicles. Although we of course have no plans to develop firefighting vehicles capable of driving autonomously, they will one day need to be capable of communicating with autonomous vehicles in order to clear the way when heading to an emergency.

Personal protective equipment for emergency personnel will also benefit from a digital upgrade. Smart firefighter clothing, for example, will monitor the vital signs and automatically inform incident command if, say, a member of the crew deployed with breathing apparatus risks becoming overwhelmed by heat.

How does Rosenbauer manage the balancing act of pushing back technological limits without exceeding economic limits?

D. SIEGEL_ By developing only products that can be standardized and scaled and that can be manufactured with ease – so on an industrial scale to the greatest extent possible – and whose functionality is geared precisely toward achieving the desired customer benefit. The greater the extent to which digitalization and connectivity find their way into routine firefighting operations, the more important standardized solutions that are compatible with or can be integrated in other systems will become.

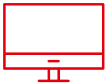
That said, we have always ensured that our research into the technology of the future never gets in the way of our day-to-day business. Our innovation department develops these products to a stage where the actual cost of developing them later on when the time comes remains within reasonable limits. A good example of this is our RT/RTX (note: for the US market). We developed the basic concept in advance as part of a study and then brought it to series maturity. The fact that we successfully brought the Berlin and Los Angeles fire departments on board as development partners here not only demonstrates how important electrification is for two of the leading fire departments in Europe and America but is also testament to their confidence



“Rosenbauer City” is a metaphor for Rosenbauer’s long-term strategy. It aims to put people even more at the center of the company.

**ROSENBAUER
CITY 2030
OUR STRATEGY**

For more on our strategy 2030 see page 14



For our strategy, see also our
microsite

50%



According to internal estimates, almost half of all vehicles will be delivered with electrified powertrains in **2030**

in Rosenbauer as an innovative and visionary partner on the road toward an electric future. In addition, we are constantly working to make our processes more efficient and take only business risks that we are confident of managing.

Sustainability is playing an ever greater role in the world of firefighting. How is Rosenbauer approaching this issue?

D. SIEGEL_ Our electric firefighting vehicle is a great example here, too. During development, we focused not only on creating a forward-looking drive concept but also on the people who would use this vehicle for deployments. The RT – or RTX – not only is safer because it handles almost like a car but also protects the health of its occupants because it is designed entirely with ergonomics in mind and ensures that they are exposed to less noise and pollution over the long distances involved in deployments. We develop all our products with sustainability in mind and launch only tried-and-tested technology that is fail-safe and capable of withstanding all the stresses and strains.

Finally, let's address the internal focus of the 2030 strategy. Where is that journey leading?

D. SIEGEL_ We developed a concept called the “Rosenbauer City”: a city as a metaphor for the company, where employees feel that they have their finger on the pulse of the time; where they work together with mutual respect and on an equal footing; where they participate actively and without barriers; and where they can achieve their personal goals. So over the coming years, we want to focus even more on the people at Rosenbauer, on breaking down our internal boundaries in the process and building for them an open city without walls. ■

The Future of Fire Protection



Robotized prefabrication of
sprinkler pipes

Rosenbauer sees numerous opportunities for growth in preventive fire protection and is set to substantially expand this business unit.



According to a study by the Fraunhofer Institute, 230,000 metric tons of used batteries from electric cars Europe-wide will need recycling come 2030. Many of the facilities needed for this have yet to be built and must be equipped with appropriate means of fire protection – a future market that opens up whole new opportunities for Rosenbauer.

Politicians and society as a whole are showing a growing awareness of the need to reuse raw materials. The recycling industry is set to benefit from this. To reduce the carbon footprint of electric vehicles, for example, battery recycling is essential. A precondition for this is

“We are already a major player on the German market, enjoy full market access as a VdS-approved company and have everything we need to continue growing.”

**RALF FREITAG, MANAGING DIRECTOR,
ROSENBAUER BRANDSCHUTZ DEUTSCHLAND**

effective fire prevention throughout the entire process chain from storage to processing, because the high-voltage batteries used in modern electric cars pose a considerable fire risk.

Upgraded products

In recent years, Rosenbauer has focused intensively on the problem of battery fires and developed a mobile extinguishing system for fire departments. But the technology can also be modified for stationary fire protection, too, an area where Rosenbauer has enjoyed success in the past thanks to its turret extinguishing systems. The turret technology, which was originally developed for use on vehicles, was additionally equipped with an infrared and laser-based early fire detection system to create a fully automatic fire protection solution. This technology has already been implemented by waste disposal companies and waste recyclers as well as in power plants, tank farms and aircraft hangars.

Early fire detection is keeping Rosenbauer busy in a whole range of areas – including wildfires – and is currently among the focal points of the Group’s research and development activities. In particular, new sensor and



Turret assembly at the Leonding location



STATIONARY FIRE PROTECTION

Turret extinguishing system with early fire detection system in a recycling plant



“Sprinkler systems will enable us to access the highest-volume market segment and, together with other measures, put us on track for continued growth.”

BERND PRUTSCH, MANAGING DIRECTOR, ROSENBAUER BRANDSCHUTZ ÖSTERREICH



Sprinkler heads for water-based extinguishing systems

Sprinkler systems are a fundamental technology and by far the most common stationary fire protection solution, which is why their inclusion in the Austrian service portfolio should trigger the rapid development of the business. Conversely, as the circular economy grows (even trading companies are now planning to have their own recycling facilities), the Austria-based know-how in turret and foam firefighting systems is increasingly attractive to the German market, which is why a technology transfer is planned in this area, too.

Further potential synergies can additionally be leveraged in the organization of the two Brandschutz subsidiaries with regard to, for example, IT systems, purchasing and engineering as well as quotation and order processing. A common assembly pool and identical tools are planned in order to ensure the flexible deployment of personnel.

Expansion of the business

The plan is for Preventive Fire Protection to grow both organically and through acquisitions – and this especially in Germany, where the stated aim is to become among the top five companies in the industry. With around 140 employees and revenues of around € 20 million, Rosenbauer already enjoys an extremely solid foundation for growth. It also already has four locations, with more planned in

the future to improve customer proximity. And with its own, robot-assisted hose prefabrication facility for water extinguishing systems, the company enjoys a clear competitive advantage.

The German subsidiary is run by a management team that was newly formed last year and is headed by two highly experienced managers who together have not only boosted earnings but also sparked enthusiasm among the employees for the company’s growth trajectory. And in Austria, a new management team has also been in place since the end of 2021. The Austrian team is keen to start cultivating the sprinkler market in the very near future, its first goal being to achieve the turnaround. ■

connectivity technologies are ideal for augmenting and upgrading existing fire protection solutions to create smart building solutions.

Synergies in the offering

Harnessing the strength of the Group is one of the primary lines of attack in the growth strategy of Rosenbauer Brandschutz. For example, a range of synergies can also be potentially leveraged in the transfer of know-how between the two Brandschutz subsidiaries in Austria and Germany. In particular, and in a first step, the German subsidiary’s know-how in water-based firefighting systems (sprinkler, water spray and water mist extinguisher systems) is being transferred to Austria.

More on the Preventive Fire Protection product portfolio



Core Competence Wildfires



Wildfire vehicle with front turret

Rosenbauer is enhancing its expertise in the area of wildfires and adding new digital solutions to its product portfolio.

The situation is alarming. A total of 15% to 20% of all greenhouse gas emissions worldwide are caused by wildfires, some of which have disastrous results for people, nature and the environment. This is why addressing the issue of wildfires is a top priority of Rosenbauer's 2030 strategy.

3,898 km²

of **forest area** was destroyed by the Dixie Fire in California from June to October 2021.

The approach goes further than ever before: prevention before de-escalation.

Rosenbauer last year initiated a broad-based program exploring the problem of wildfires in all its myriad facets with a view to offering an appropriate range of new products and services. The R&D department established the scientific basis, conducted a range of interviews with experts and formulated an initial road map. Product Development, Product Management and Sales contributed their knowledge and provided information on existing solutions. Dedicated employees submitted their proposals and suggestions as part of an idea management process. The program is being stepped up this year to further expand the company's expertise in the area of wildfires. An initial exchange forum with international experts has already taken place and the insights gained from this will be incorporated in the road map.



“We intend to make the combating of wildfires one of our core competencies and further expand not only our know-how but also our product portfolio.”

STEVE JOHN, TOPIC MANAGER - WILDFIRES

A (near-)comprehensive range of products

Rosenbauer already offers an extensive portfolio of products designed for fighting wildfires, ranging from personal protective equipment and special firefighting systems to wildfirefighting vehicles with off-road capability. New products such as robots and drones are also waiting in the wings. Rosenbauer is currently conducting research into digital environment monitoring systems, which are essential for remotely controlling robotic systems. This technology will also be needed in the future for autonomous deployments. The company is partnering with various

COMBATING WILDFIRE

scientific institutions and startups here to develop a sensor kit that is specially designed for fire departments and can be integrated in existing systems.

The portfolio of products for fighting wildfires is being expanded in the areas of air support and special devices. In the future, the offering will include not only folding tanks for helicopters but also removable tank systems for airplanes designed to either transport large volumes of extinguishing water to inaccessible areas or release the water from the air. Rosenbauer will also be offering heavy-duty equipment designed to, for example, clear a path for firefighting vehicles or dig firebreaks.

Digital early detection

At the same time, Rosenbauer is working on a digital early detection system and is also collaborating with external partners



“In conjunction with various other factors, early detection can make a key contribution to preventing and tackling wildfires.”

VERENA HÖRANDNER, RESEARCH & INNOVATION



specialized in detection systems or the analysis of different data sources.

But when it comes to combating wildfires, Rosenbauer’s mindset goes well beyond the actual firefighting process. After all, the best way to ensure that nature, property, people and the climate are protected is to prevent fires from breaking out in the first place. Early detection plays a key role here, albeit in a more advanced form involving a system that monitors the vegetation in a particular area. A system like this provides data concerning not only the density, height, age and economic viability of a forest but also – and above all – the extent to which the vegetation is suffering from stress caused by, for example, long, hot spells, dry soil, freak weather or inadequate forest sanitation. This data could then be used to identify high-risk areas and initiate targeted, preventive steps – whether forestry-related, official or societal measures or measures aimed at raising awareness among recreational athletes.

Prevention before de-escalation

As anchored in its 2030 strategy as a central theme, Rosenbauer is taking the problem of wildfires seriously and going above and beyond its own boundaries in

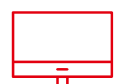
In the future, heavy-duty equipment for wildfire operations will also be available from Rosenbauer.

WILDFIRE PORTFOLIO

Personal protective equipment, special firefighting systems, wild firefighting vehicles, robots, drones, removable tank systems, heavy-duty equipment, digital early detection.

the process. The company is not only moving forward with innovative products and new digital services but also ensuring better communication and data coordination among emergency services and better interconnectedness among all the experts specialized in wildfires.

More on the challenges of wildfires





Cobra aerial rescue platform with pump and tank on Commander chassis for NASA's Langley Research Center in Virginia

FLEET ACCOUNTS

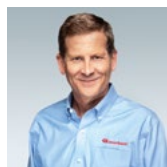
US fire departments with large fleets of vehicles want to be served by a manufacturer that can provide all the types of vehicles they need and service them through their entire lifecycle.

Focus on Fleets

Rosenbauer America is stepping up its sales activities in major cities.

Rosenbauer is the second-largest manufacturer of firefighting vehicles in North America. Thanks to a strong dealer network, it supports emergency services across the USA and Canada. As part of its strategy development for 2030, the company identified future growth opportunities for its US subsidiary. One of the most promising areas is fleet accounts.

Fleet accounts are municipal fire departments that operate large vehicle fleets. As a rule, they purchase only the very best, state-of-the-art products and want dependable support throughout the entire life cycle of their vehicles. So fleet business encompasses not only sales and customer support (including financing models) during the procurement of firefighting vehicles, but also fully comprehensive after-sales while the vehicles are in active service and, ideally, replacement procurement support



“Through key account management, we want to expand our municipal vehicle business in major cities and are aiming for multi-year contracts.”

JOHN SLAWSON, CEO ROSENBAUER AMERICA LLC

after vehicles are withdrawn from service. This is an extremely exciting market segment on which Rosenbauer plans to focus more intensively in the future.

The course is set

Various measures were taken over the past few months to ramp up fleet business. Not only was the US Sales organization further optimized, but the position of Key Account Manager was also created and filled with one of Rosenbauer America's most experienced sales professionals. At the same time, the dealer network was expanded and new, strong dealers in major urban centers on the east coast and in the south of the USA were acquired. These play a key role in the American firefighting market because they are the ones who are in direct, day-to-day contact



FLEET ACCOUNTS

“**Fire departments in major cities only purchase firefighting technology from the premium segment. And this is exactly where Rosenbauer America’s strengths lie.**”

**NIC KIRVIDA, FLEET ACCOUNT MANAGER
ROSENBAUER AMERICA**

with the customers, selling the vehicles and providing after-sales service support.

Strong manufacturer required

In the fleet business, smooth cooperation between the dealer and vehicle manufacturer is essential. They must together ensure that the vehicles are properly maintained and ready for action at all times. This is why Rosenbauer is intensifying its focus on the after-sales area, too. First, the range of training opportunities available to the partners’ service technicians is being expanded to ensure a consistently high level of quality in their workshops. Second, to speed up service processes, the partners are gradually being integrated in Rosenbauer’s systems (customer service portal with e-learning and other digital services).

Even though the day-to-day business is conducted mainly by the dealers, US fleet customers want to know that they can depend on a strong original equipment manufacturer (OEM) that they can contact directly whenever they need. This point of contact is the new Account Manager, who

also acts as a link to the dealers (e.g. when offers are prepared). It is also important for fleet operators that all their vehicle needs can be covered as far as possible by one single manufacturer. Rosenbauer America fulfills this role perfectly. Virtually no other firefighting technology provider in the USA offers such a broad and high-quality range, encompassing everything from pumper to multifunctional aerials and rescue apparatus.

New and loyal customers

Fleet account management can be likened to a long journey that the vehicle manufacturer, dealer and fire department embark upon together. One long-standing example is the partnership with the Ventura County Fire Department in California, which placed its first order back in 2014 and has since become one of Rosenbauer America’s most loyal customers. Nowadays, the fire department’s fleet comprises almost exclusively Rosenbauer vehicles – including the tiller ladder, a fully automated hydraulic aerial ladder on a semi-articulated trailer with a length of up to 20 meters and a truly iconic

piece of hardware in America’s firefighting history. The partnership was last year extended by another five years – and the department immediately placed an order for two new tillers. Poudre Fire Authority, in Fort Collins Colorado, is another long-standing fleet customer that has placed its trust in Rosenbauer with several recurring multi-year contracts.

The shared journey with the San Francisco Fire Department began only recently. Rosenbauer America successfully concluded a five-year contract to supply high-volume hose tenders. Another freshly signed and sealed fleet account is the partnership with the City of Nashville, also on a five-year contract. The city immediately placed an initial order for twelve high-quality pumpers and ladder trucks and twenty more vehicles this year. The Los Angeles County Fire Department has also been won over as a fleet customer, placing its first major order with Rosenbauer for tractor drawn aerials and water tenders. ■

More on the topic focus on fleets



Tractor drawn aerial (tiller ladder) with steerable rear axle and 30.5 m ladder set for Seaside Fire & Rescue Department in Oregon

Rosenbauer City 2030 – Our Strategy

Starting situation

**Climate change and social change.
Digitalization and shifting global
markets.**

These megatrends are fundamentally changing the framework conditions for our business. With our “Rosenbauer City 2030” strategy, we are addressing these challenges and using them as an opportunity. To this end, we are further developing ourselves and our positioning

and strengthening our market leadership. We are doing this in order to build on our success. But we are also doing this out of a sense of responsibility toward our employees, society and our planet as well as toward our industry, which, as an industry leader, we want to shape through outstanding, series-ready innovations. After all, responsibility is already a central building block for Rosenbauer’s success. With the change in social awareness, this will become much more important.

Our corporate targets for 2030

To continue on our successful path and to take account of changing conditions, we further refined our corporate strategy in 2021 and defined focus topics with targets for 2030.

Targets 2030

CUSTOMERS

CUSTOMER SATISFACTION,
PARTNERSHIPS

- Increasing customer satisfaction through serial customized production
- Promotion of development partnerships with customers
- Expansion of e-commerce

EMPLOYEES

LEADERSHIP, DIVERSITY

- Strengthening employer attractiveness
- Creation of future-proof working environments (smart work)
- Promotion of diversity and significant increase in the proportion of women

SOCIETY

CLIMATE AND SUPPLY-CHAIN
TRANSPARENCY, RESOURCE CONSERVATION

- Emission-free firefighting
- Reduction of CO₂ emissions in logistics by 50%
- Alignment of investments with ESG criteria
- Use and generation of green energy
- Development of a Group climate strategy

CAPITAL MARKET

GROWTH, PROFITABILITY,
INVESTMENTS

- Revenues of € 2 billion
- EBIT margin of 7%
- ROCE of 14%
- R&D investments of € 30 million per year

Our strategic positioning

With our Corporate Strategy 2030, we are strengthening our market recognition as an innovation and technology leader for the coming years and, in turn, expanding our potential customer base. We want to change the world of firefighting. To help us achieve this, we have defined strategic levers that we will use to sustainably develop our industry and the Rosenbauer Group.



1. Products: Product leadership

Expansion through outstanding innovation and customized serial production

We drive innovation by combining our experience with new technological possibilities. This allows us to generate further growth with higher-value products.

2. Market: Customer intimacy

Increased customer satisfaction through tried-and-tested solutions

We support our customers on a topic-oriented basis and expand our offering in defined markets. This enables us to identify gaps in demand and provide system solutions tailored to specific scenarios.

3. Production: Operational excellence

Value chain optimization and sustainability

We optimize our value chain and are mindful of sustainability, turning this into a competitive advantage.

Central areas of activity

- » **Alternative drive technologies:** Dual strategy with proprietary vehicle architectures and new body concepts for standard electric chassis
- » **Digitalization:** Development of digital products and services for organizational support and networking of fire departments as well as for operations management
- » **Smart technologies:** Integration of smart products and services, expansion with specific hardware (sensors, drones, robots, turrets) for use cases, training, autonomous operation

- » **Market leadership:** Expansion of offers in North America and the Middle East, topic-oriented customer support (electric transformation, wildfire, etc.), comprehensive fire protection, expansion of alternative sales and financing models
- » **Serial customized production:** Pre-configured vehicles, uniform user interfaces, standardization of components, optimized processes, online retail
- » **Non-vehicle business:** Implementation of an equipment and service strategy for North America and the Middle East, expansion of preventive firefighting

- » **Smart factories:** Group-wide ERP system, standardized, transparent processes, optimized production, quality management, efficient supply chains, agile methods
- » **Sustainability:** Products, production processes, infrastructure, supply chains, compliance, financing
- » **Focus on employees:** Premium employer, diversity, new working time models, modern working environments



For our strategy, see also our microsite

We change the world of firefighting!

