

Capital Markets Day

Creating the next wave of profitable growth

Marko Tulokas, President and CEO October 23, 2026

Important notice

The following applies to this presentation, the oral presentation of the information in this presentation by Konecranes Oyj (the “**Company**” or “**Konecranes**”) or any person on behalf of the Company, and any question-and-answer session that follows the oral presentation (collectively, the “**Information**”). In accessing the Information, you agree to be bound by the following terms and conditions.

This presentation does not constitute an offer of or an invitation by or on behalf of, Konecranes, or any other person, to purchase any securities.

The Information is not directed to, or intended for distribution to or use by, any person or entity that is a citizen or resident of, or located in, any locality, state, country or other jurisdiction where such distribution or use would be contrary to law or regulation or which would require any registration or licensing within such jurisdiction.

The Information contains forward-looking statements. All statements other than statements of historical fact included in the Information are forward-looking statements. Forward-looking statements give the Company’s current expectations and projections relating to its financial condition, results of operations, plans, objectives, future performance and business. These statements may include, without limitation, any statements preceded by, followed by or including words such as “target,” “believe,” “expect,” “aim,” “intend,” “may,” “anticipate,” “estimate,” “plan,” “project,” “will,” “can have,” “likely,” “should,” “would,” “could” and other words and terms of similar meaning or the negative thereof. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors beyond the Company’s control that could cause the Company’s actual results, performance or achievements to be materially different from the expected results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company’s present and future business strategies and the environment in which it will operate in the future.

The Information, including but not limited to forward-looking statements, applies only as of the date of this document and is not intended to give any assurances as to future results. Market data used in the Information not attributed to a specific source are estimates of the Company and have not been independently verified.

We have built a strong foundation for the next wave of growth

Lifecycle partner
4th Decade

Leading the industry through to automation, autonomization and data-driven customer value

Leveraging scale
3rd Decade

Broadest offering and widest presence
Operational excellence – KC Way
Leveraging Data to Knowledge

Built to last
2nd Decade

Optimized go-to-market model
Scalable processes and systems
Connectivity and digitalization

Net sales (CAGR)

~8%

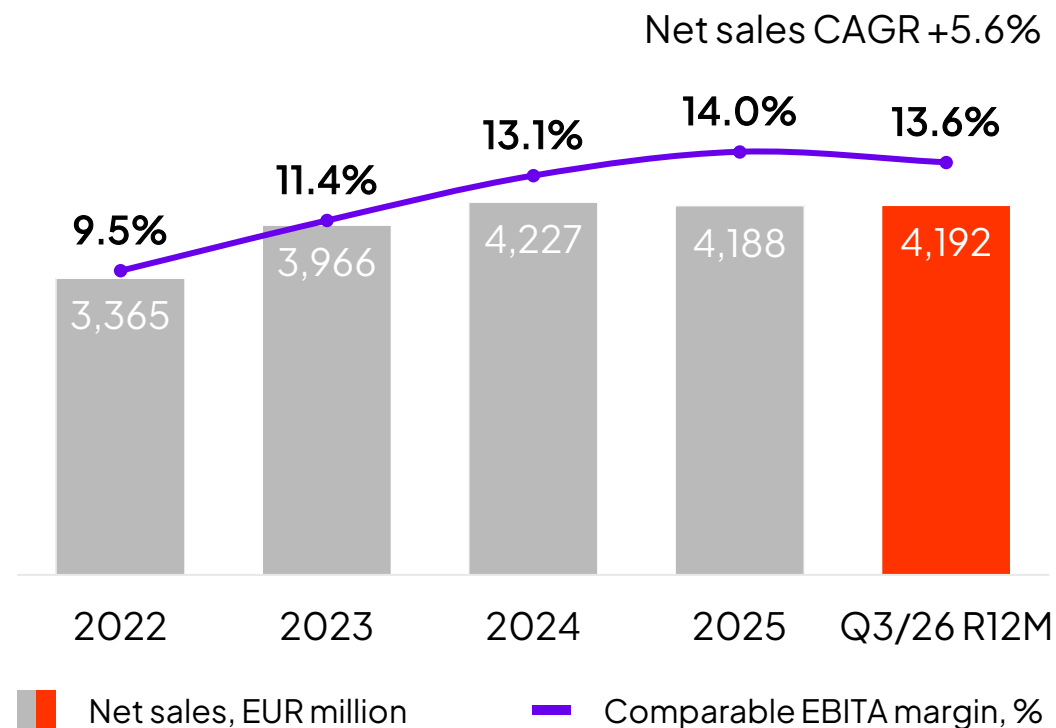
(1994-Q3/2026 R12M)

Foundation
1st Decade

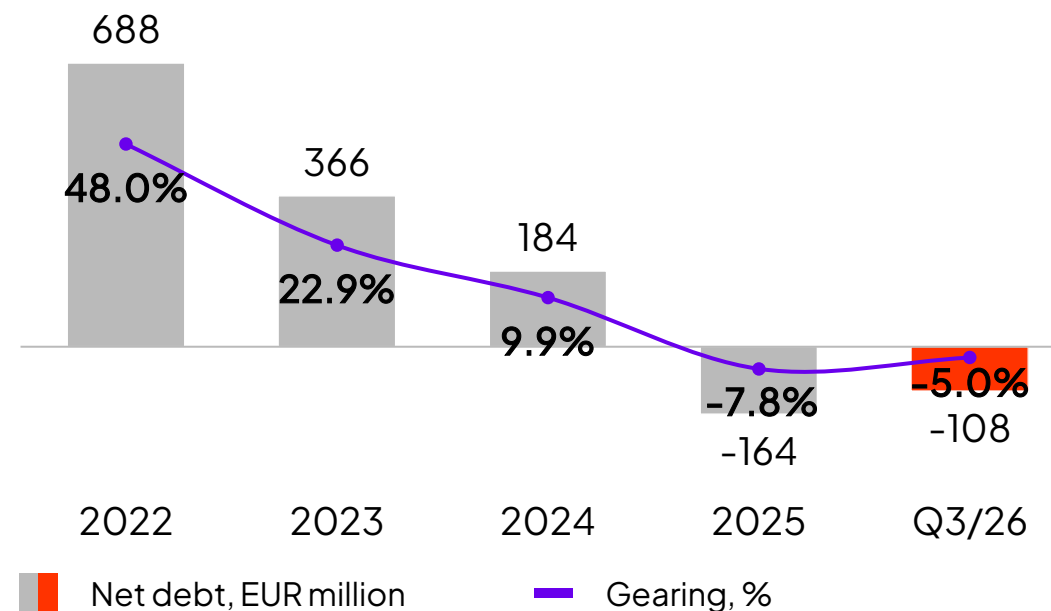
Multi-channel distribution
Service lifecycle approach
Leading technology – Core of Lifting

We have made structural improvements resulting in a step change in performance

Key financials



Net debt and gearing



Our lifecycle-based business model has generated strong shareholder returns

Total shareholder return⁽¹⁾



Total shareholder return

+202%

Jan 2022- Sep 2026

Capital returned to
shareholders as dividend

EUR 614 million

2022-2026⁽²⁾

1) Total shareholder return: Jan 2022 – Sep 2026, dividends reinvested
2) Dividends paid for years 2021-2025

We are a global leader with a strong position and clear runway to grow

	Net sales in 2025 ⁽¹⁾	Market position	Market size ^(1, 3)
The only global player in Industrial Service	1.6	#1	~15 Thousands of participants
Industrial Equipment , a technology leader with widest offering and broadest reach	1.3	#1	~12 Thousands of participants
Port Solutions , the Western leader with deepest and widest offering	1.5	#1-3 ⁽²⁾	~15-20 Hundreds of participants

1) Net sales and market size figures in EUR billion

2) Depending on the product

3) Not all markets / countries are accessible/addressable

The upgraded financial targets reflect acceleration and our increased ambitions

Net sales growth of

7%

(CAGR)

Comparable EBITA margin of

15-17%

to be reached latest for the year 2030

Our sustainability commitments are the core of our ambitious sustainability agenda

People

We focus on safety and foster a fair and inclusive workplace

Environment

We enable a decarbonized and circular world

Responsible business

We expect responsible business practices throughout the value chain

Emission reduction targets from 2019⁽¹⁾(2)

Scope 1 & 2 Target 2030	Scope 3 Target 2030	Scope 1, 2 & 3 Target 2050
-60%	-50%	-90%
Progress 2025 -54%	Progress 2025 -20%	

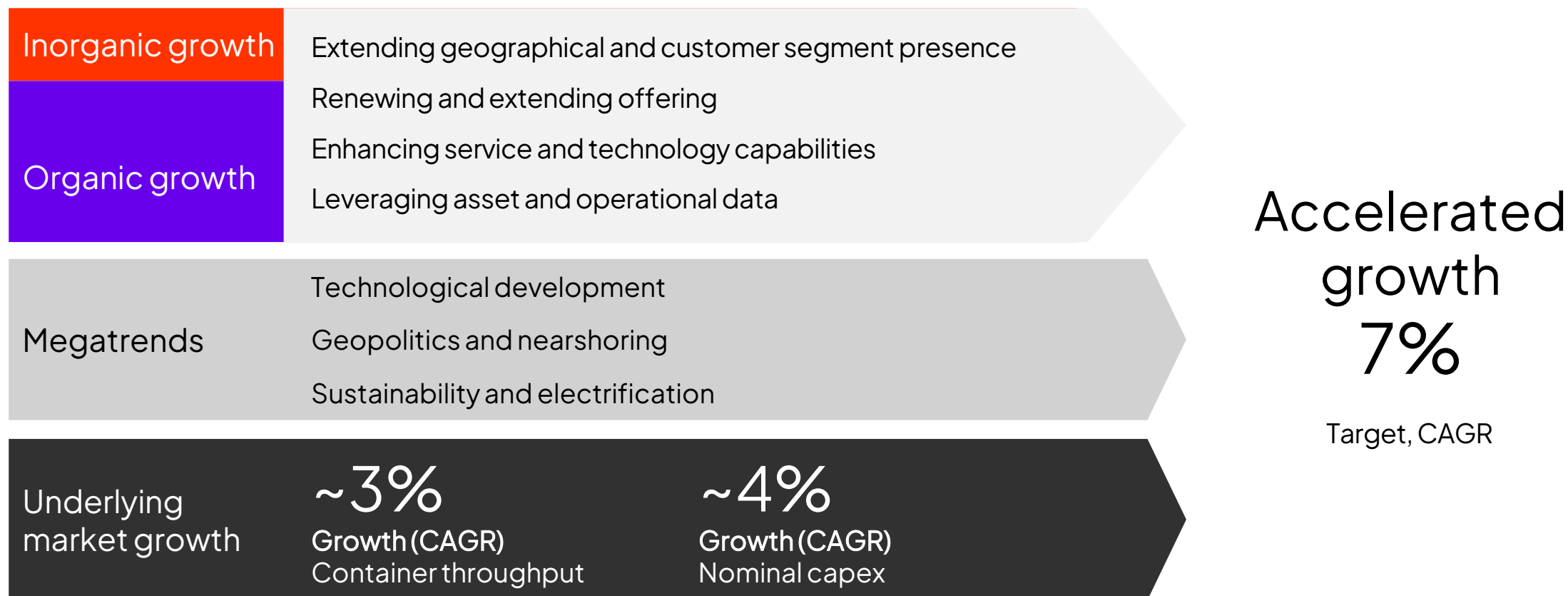
Total recordable incident rate

Target 2030 <3
Progress 2025 5.2

1) Science-based near-term targets: 60% absolute GHG emission reduction from own operations (Scope 1 & 2) and 50% reduction from value chain (Scope 3) covering use of sold products and purchased goods and services (steel raw material) by 2030 from base year 2019.

2) Long-term target: 90% absolute GHG emission reduction from Scopes 1, 2 and 3 by 2050 from 2019 base year. The Scope 3 emissions include emissions from all reported emission categories, covering over 90% of Scope 3 emissions. The target reflects the same absolute GHG emissions reduction ambition as defined by the SBTi Net-Zero Standard but does not include neutralization of residual emissions and is not validated by SBTi. Detailed information about the Company's climate targets and transition plan can be found from [Konecranes.com/sustainability](https://konecranes.com/sustainability).

Underlying market growth, megatrends and clear strategy enable accelerated growth



1) Source: Drewry, S&P Global (2026-2030)

Faster, leaner and data-driven approach drives margin expansion

Learn, adapt, execute, transform faster

Exploit unparalleled data with the help of AI

Transform our supply chain to serve regional needs

Elevate operational excellence and lean operating model



Profitable growth

15-17%

Comparable EBITA margin,
to be reached latest for the year 2030

Growth and profitability targets will be achieved with four strategic focus areas

Win with technology

- **Step up** Core of Lifting intelligence
- **Accelerate** customer path to automated, autonomous and decarbonized solutions
- **Strengthen** modularity of our architecture

Grow lifecycle value

- **Differentiate** with lasting customer relationships
- **Extend** circular lifecycle business models
- **Enhance** customer insights with sharper data

Deepen customer reach

- **Win** Global South, grow Global North
- **Cover** segment white spots
- **Empower** our partners to win

Perform with agility

- **Empower** people to perform and grow
- **Drive** safe, consistent and lean ways of working and efficient end-to-end processes
- **Scale** AI adoption for greater innovation and efficiency

We have refocused our strategy

Our core business is healthy
with significant opportunity -
We focus on our existing
Business Areas

We are pursuing accelerated
profitable growth

We are stepping up our
operational efficiency and
agility

Capital allocation reflects
increased ambition and
sustainable business model

Aim to grow profitably across all three Business Areas

Industrial Service



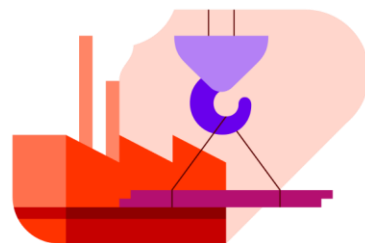
Net sales
growth of ⁽¹⁾

7%

Comparable
EBITA margin ⁽²⁾

23-25%

Industrial Equipment



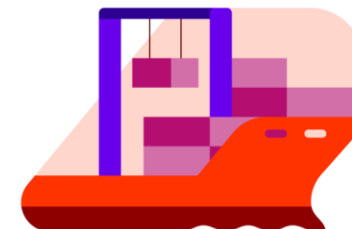
Net sales
growth of ⁽¹⁾

6%

Comparable
EBITA margin ⁽²⁾

10-12%

Port Solutions



Net sales
growth of ⁽¹⁾

7%

Comparable
EBITA margin ⁽²⁾

9-12%

1) CAGR

2) To be reached latest for the year 2030

Well positioned to accelerate growth

Net sales growth of

7%

(CAGR)

Comparable EBITA
margin of

15-17%

to be reached latest
for the year 2030

Strategic focus areas drive performance in the next wave of growth

Strong market position and attractive opportunities for organic and inorganic growth

Creating long-term shareholder value through efficient capital allocation

Partner of choice for lifting lifecycle value

Win
with technology

Grow
lifecycle value

Deepen
customer reach

Perform
with agility

Shaping next generation material handling for a smarter, safer, and better world

Putting customers first

Doing the right thing

Driving for better

Winning together

KONECRANES Moves what matters.