

Capital Markets Day

Industrial Equipment

From driving profitability to
creating growth

Jussi Rautiainen, President, Business Area Industrial Equipment 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.

Global leader in industrial lifting

Profitable business with clear focus on growth

- Wide range of industrial lifting applications
- End-user proximity with localized Konecranes Service, deliveries and sales
- Resilience and scale through regional supply
- Scale from streamlined global technology and processes
- Wide reach through dual channels to over 100 countries

Market position

#1

globally

Market size⁽¹⁾

~12

EUR billion

Market share

15%

globally

Net sales in 2025

1.3

EUR billion

KONECRANES

R&M
MATERIALS HANDLING

SWF
KRANTECHNIK

VERLINDE
LIFTING EQUIPMENT

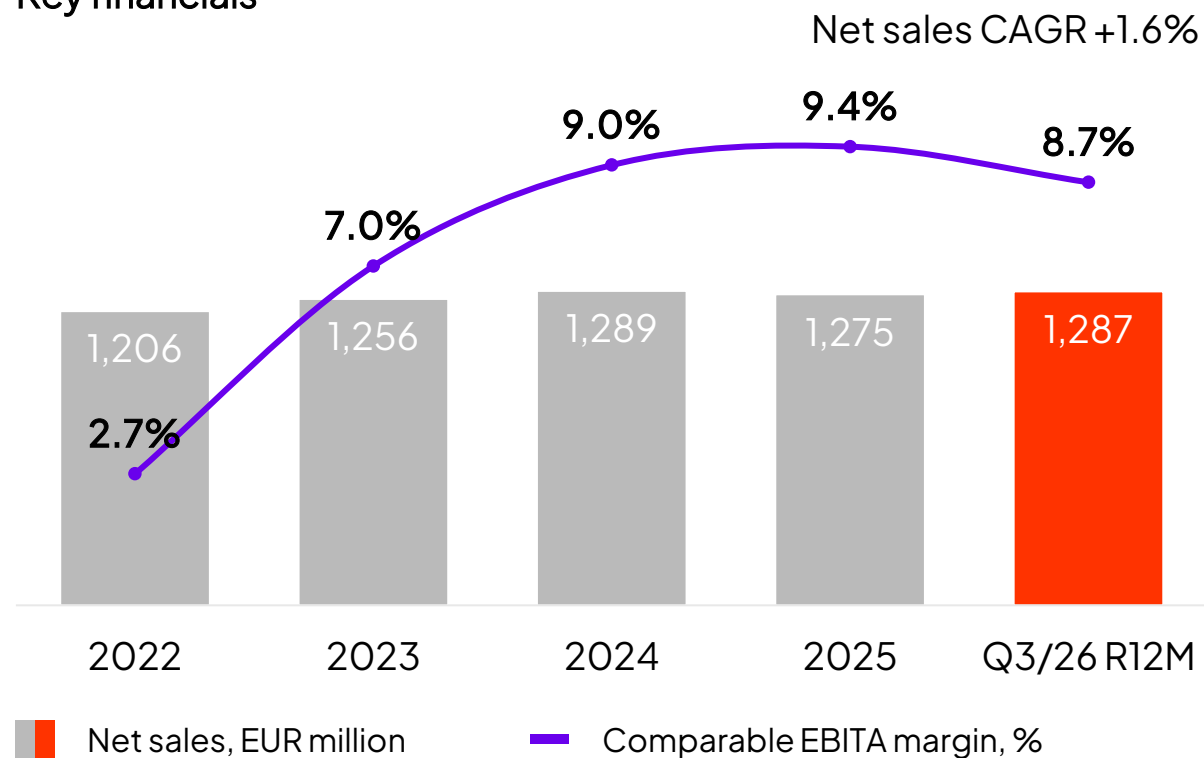
DEMAG

donati

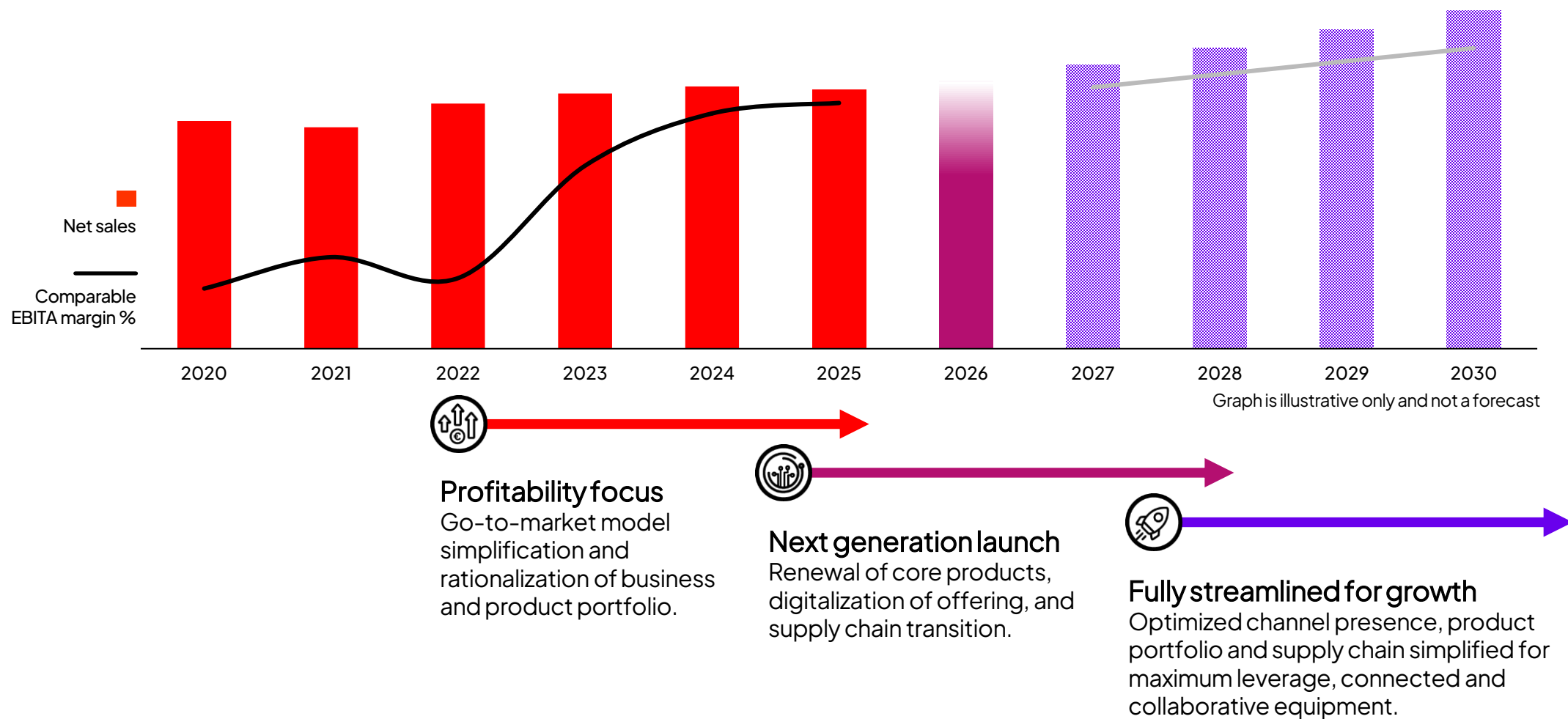
1) Not all markets / countries are accessible/addressable

Targeted profitability improvement delivered

Key financials



From optimizing profitability to streamlining for growth



Financial targets reflect increased growth ambition

Net sales growth of

6%

(CAGR)

Comparable EBITA margin of

10-12%

to be reached latest for the year 2030

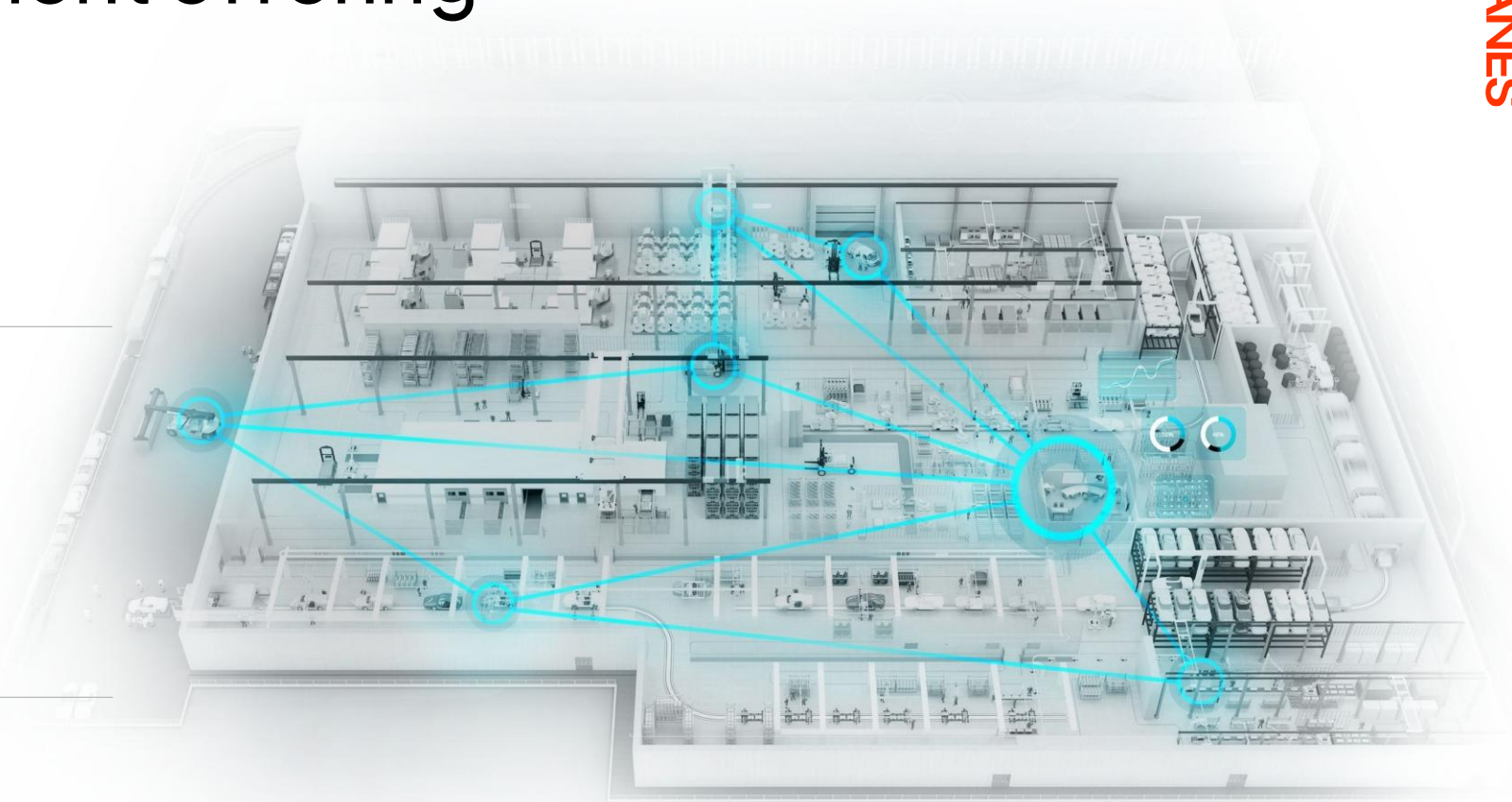
Airborne visibility and access built on intelligent equipment offering

Intelligent equipment offering

- ▶ Safe, reliable and productive base product
- ▶ Connectivity, modular smart features and automation

Air advantage

- ▶ Utilize airborne visibility and access
- ▶ Collaborative cranes to optimize customer operations

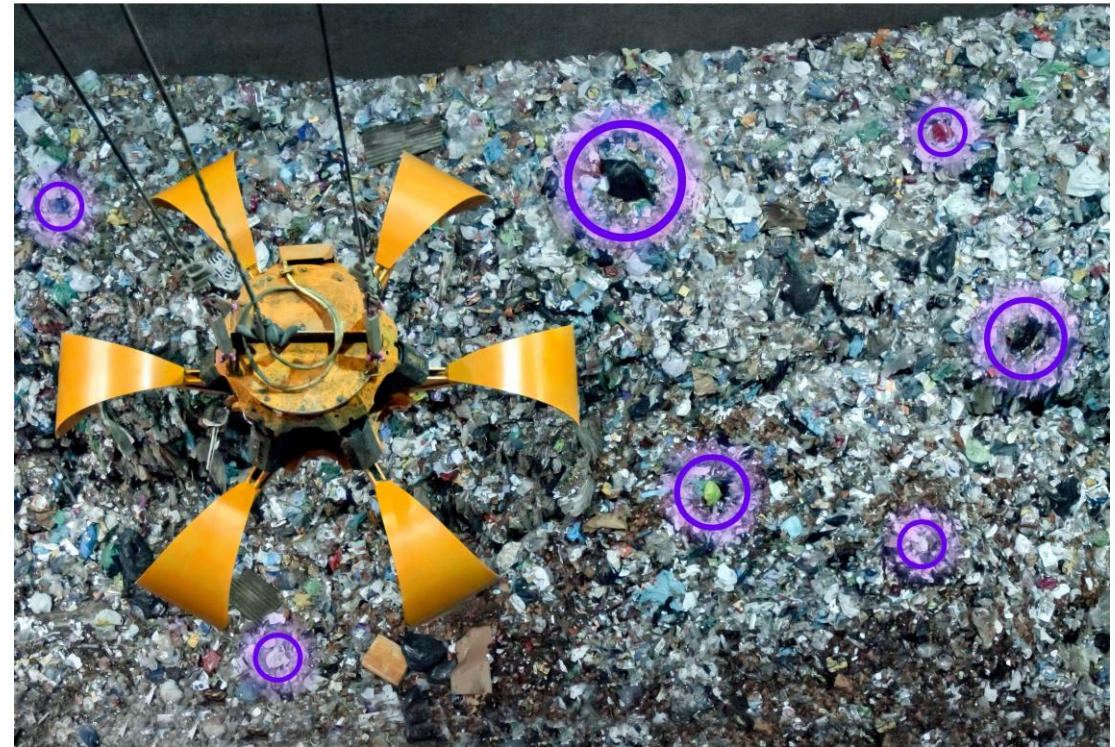


Offering Air advantage in Waste-to-Energy industry

Smart object detection

Cameras and software intelligence for more efficient operations

- ▶ Identifies unwanted objects in waste bunker
- ▶ Real-time operator alerts allow removal before they enter the furnace
- ▶ Improving productivity by optimizing waste mixing with caloric value mapping



Growing lifecycle value through customer proximity and advanced industry solutions

The full lifecycle offering within reach

- ▶ Full portfolio of lifecycle offering
- ▶ Customer proximity and equipment connectivity

Partner of choice

- ▶ Integrated industry partnering to deliver advanced industry-specific solutions
- ▶ Artificial Intelligence in the physical product and business processes



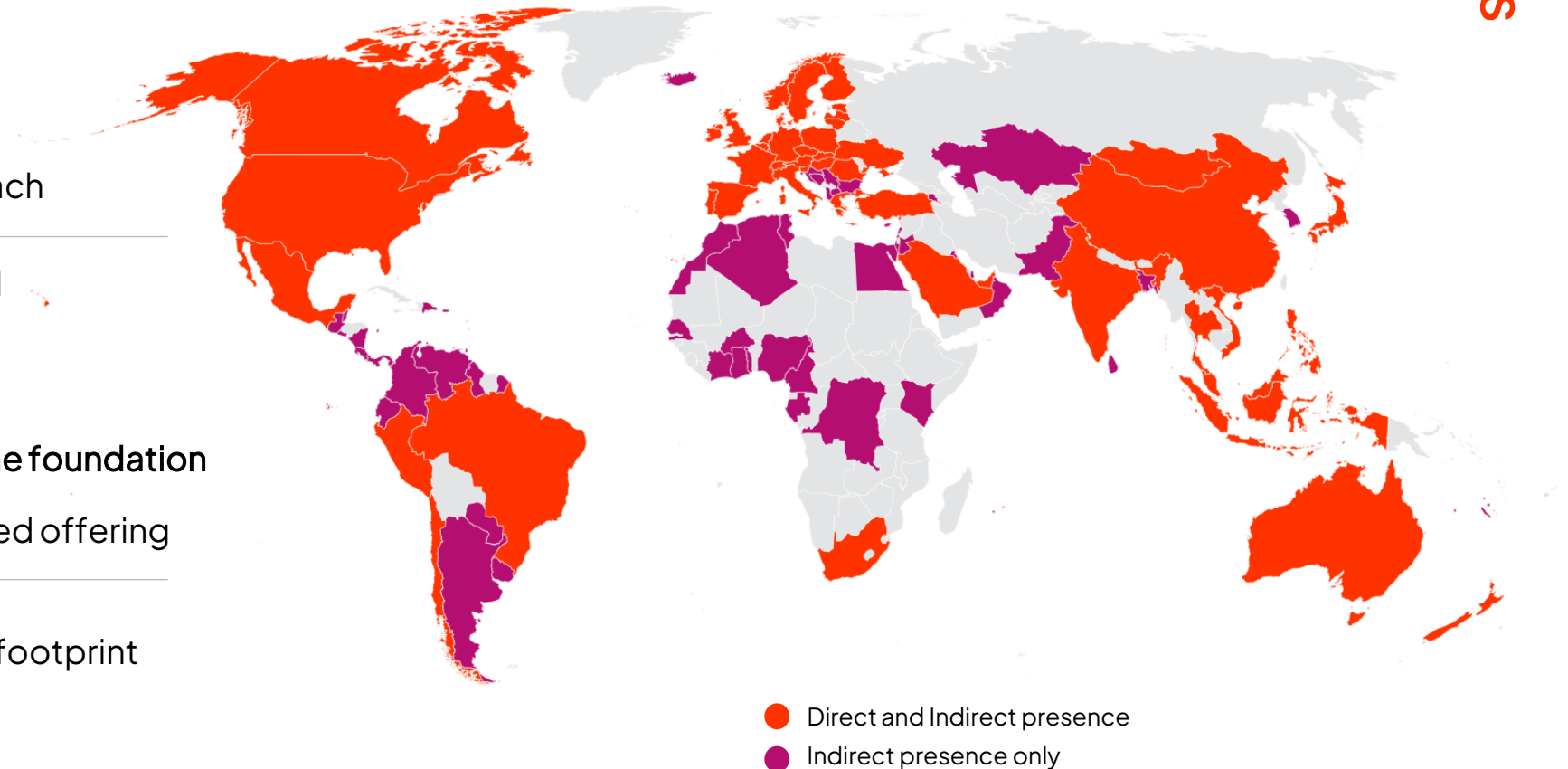
Expanded global presence with our dual-channel approach, segmented offering and targeted acquisitions

Established strong foothold in industrial developed markets

- ▶ Optimized dual-channel approach
- ▶ Regional supply enabling speed and resilience

Accelerating growth by leveraging the foundation

- ▶ Win Global South with segmented offering
- ▶ Targeted acquisitions for wider footprint





From driving profitability to creating growth

Utilizing Air advantage in our
renewed offering

Extend market reach leveraging our
dual-channel approach

Win the race with our global scale
and local customer proximity