



Konecranes Investor Presentation

October 2026

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KONECRANES

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Agenda

1. Konecranes in brief
2. Updated strategy & financial targets
3. Key financials development
4. Konecranes as an investment
5. Business Area overviews
6. Appendix



1. Konecranes in brief



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

Nasdaq Helsinki

KCR

since 1996

Headquartered in

Hyvinkää

Finland

Active in around

50

countries

Approximately

16,500

employees, Q3/26

Order intake

4,389.3

EUR million, 2025

Net sales

4,187.8

EUR million, 2025

Comparable EBITA

14.0%

margin, 2025

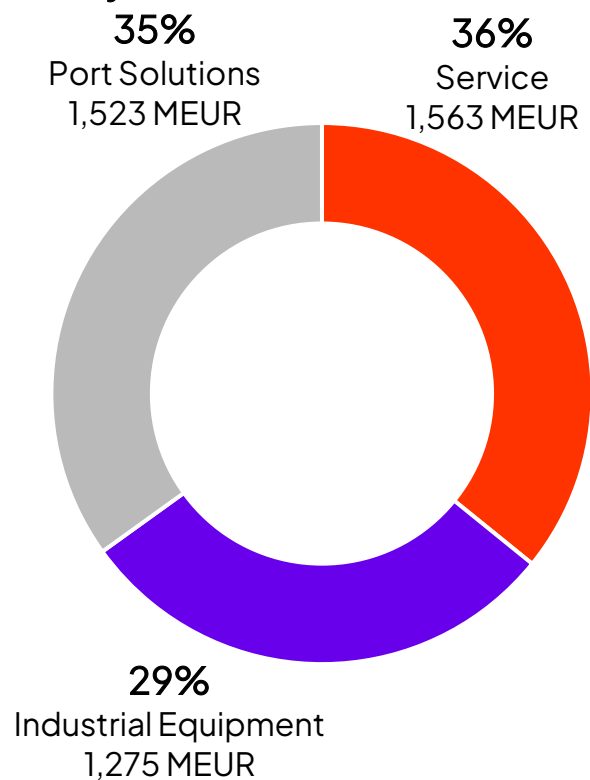
Order book

2,988.4

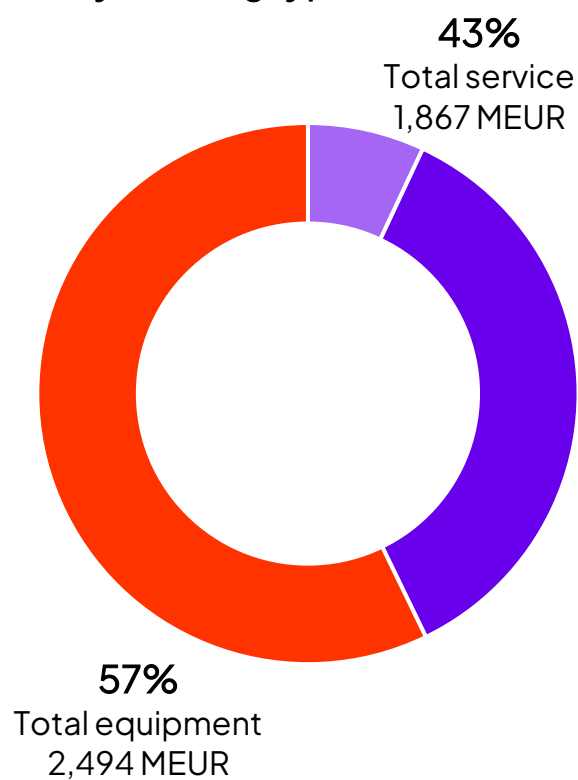
EUR million, 2025

Two main customer segments, extensive service coverage and a truly global presence

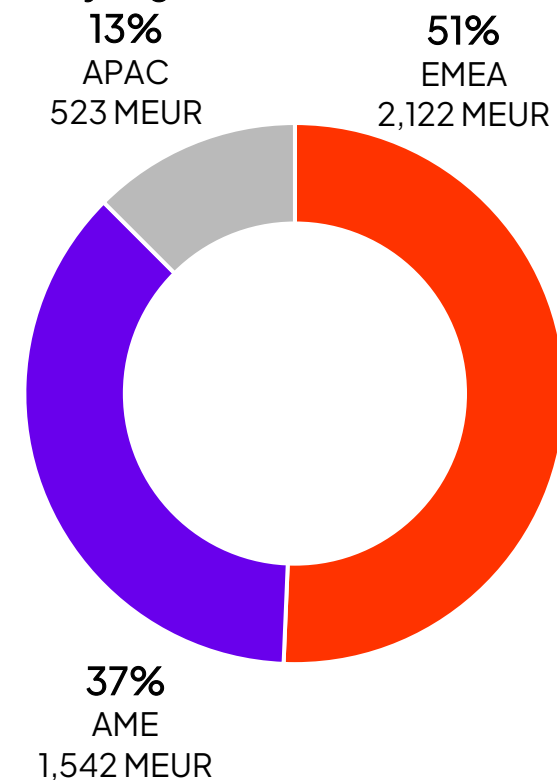
Sales by Business Area, 2025



Sales by offering type, 2025



Sales by region, 2025



Note (1): Total service includes Service and Port Solutions' service sales of 304.6 MEUR.

Note (2): Total equipment includes Industrial Equipment and Port Solutions excluding Port Solutions' service sales of 304.6 MEUR.

An industry and technology leader in material handling solutions



Industrial Service

- Specialized maintenance services and spare parts for all types and makes of industrial cranes and hoists
- Unparalleled global service network



Industrial Equipment

- Extensive range of industrial cranes, from components and light duty applications to demanding process solutions
- Technology leadership and leading market position

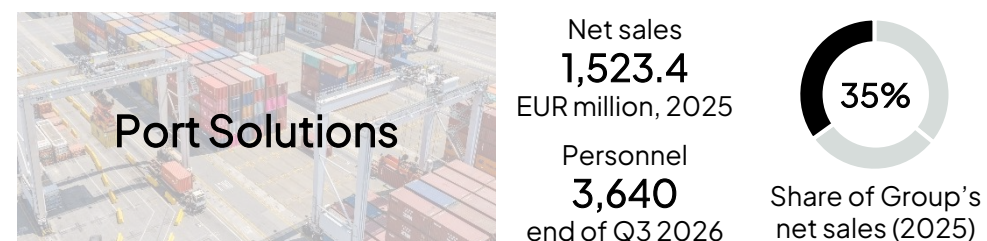
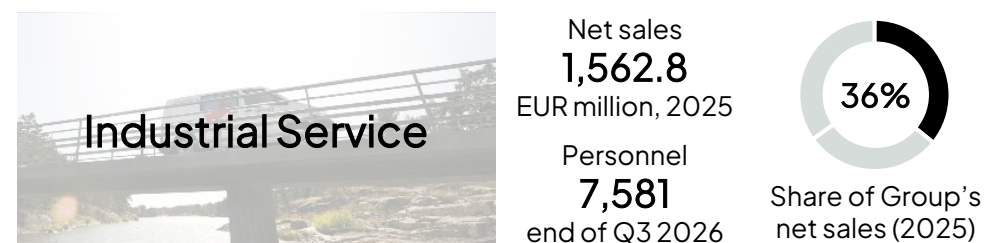


Port Solutions

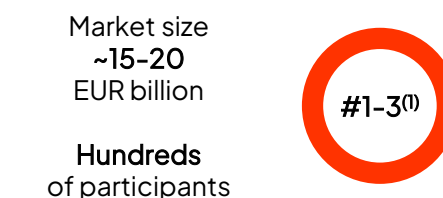
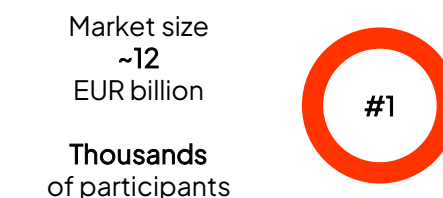
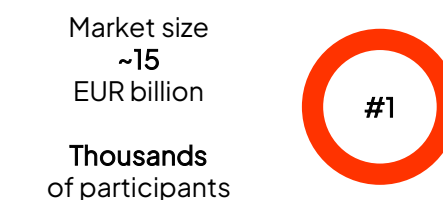
- Provides equipment, solutions and service for the container handling industry and ports
- One of the leading global suppliers

We have a solid platform with leading market positions to build on

Business Area



Market⁽²⁾ & position



Offering

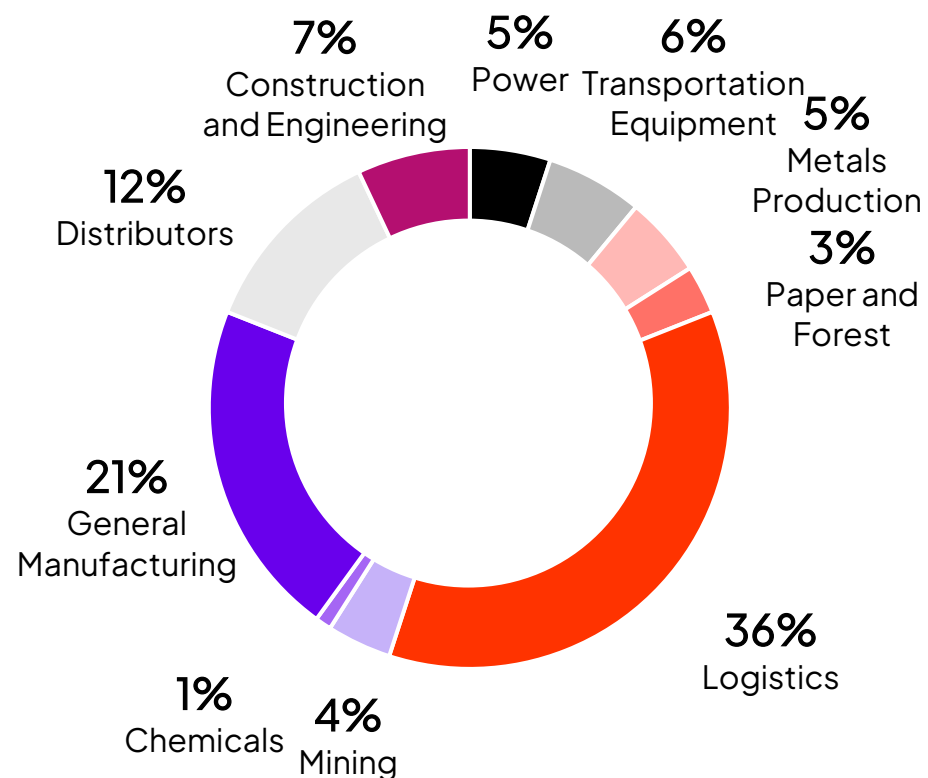
- Inspections & preventive maintenance
 - Predictive maintenance & remote monitoring
 - Corrective maintenance & retrofits
 - Consultation services
 - Modernization services
 - New equipment & spare parts
-
- Hoists and components (electric wire rope hoists, electric chain hoists, Core of Lifting)
 - Standard cranes (built from standardized modules, largely comprise overhead cranes)
 - Process cranes (application-specific cranes tailored to a specific customer need)
-
- Quayside cranes (STS, MHC)
 - Container yard, intermodal & horizontal transport equipment (RTG, RMG, ARTG, ARMG/ASC, SC, AGV)
 - Lift trucks (RS, FLT, LCH/ECH)
 - Software solutions (TOS, ECS)
 - Service, spare parts, retrofits, modernizations

1) Depending on the product

2) Not all markets / countries are accessible/addressable

Our broad customer base provides both stability and growth opportunities

Orders by customer segments, 2025



Logistics



General manufacturing



Metals production



Paper and forest



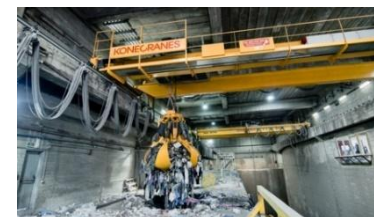
Automotive



Mining



Power & Nuclear



Waste-to-energy



Petroleum and gas

More than 100 years of growth both organically and through strategic acquisitions

Manufacturing starts in Helsinki
1910s



Expanding to Hyvinkää
1940s



1950s
War reparations and the start of harbor cranes production



Establishing a service strategy
1960s



1970s
Crane business pioneer



Visionary leadership and expansion
1980s



1990s
An independent company



Global expansion and lift trucks
2000s

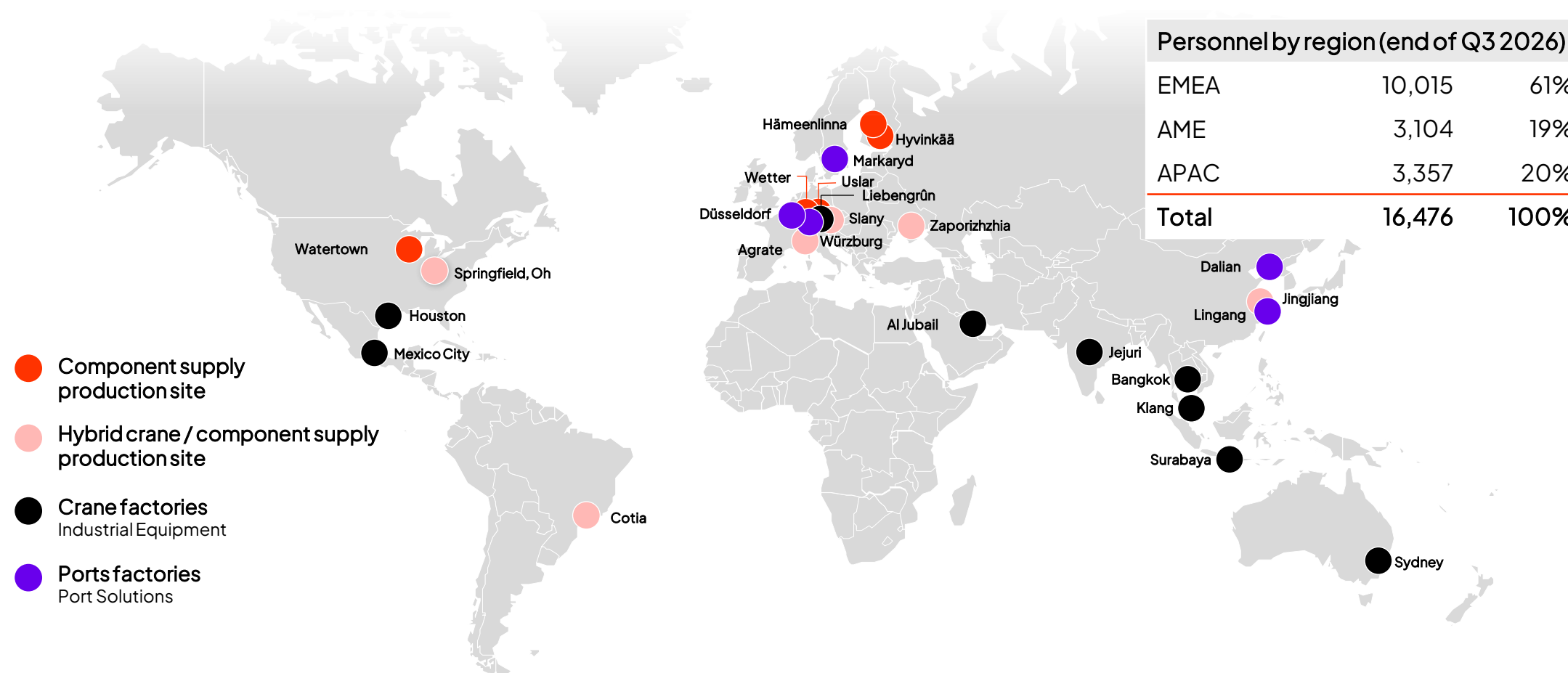


2017
Significant growth via the acquisition of the MHPS business



Unveiling of Konecranes' refreshed purpose, ambition and brand
2023-2024

Around 16,500 employees and production facilities located in the Americas, EMEA and APAC



Megatrends that shape our industry and provide business opportunities

Technological development

Technological development is accelerating within the industries we provide solutions to, and customers increasingly explore new solutions to enhance productivity, safety and sustainability.

Automation, digitalization, advanced connectivity, cyber security, AI, electrification

Geopolitics

Changing trade routes and supply chains increase the global demand for material handling solutions and services.

Nearshoring, friendshoring, regionalization, investments in defense

Sustainability

While complexity has increased, companies continue to have high ambitions and demands for decarbonization, safety and ethical business conduct.

Circularity, safety, decarbonization, nature, transparency, compliance

We harness the advantages of our purpose-built componentry, technology innovation and digitalization

- Core of Lifting comprises purpose-built, integrated package of gearbox, motor, control system and connectivity, made specifically for cranes and lifting motion
- Designing and creating the core in-house provides cranes a longer lifetime, optimized performance and cost, increased safety and productivity
- Same unified digital and physical componentry across the entire portfolio enables effective customer engagement throughout the world
- Embedded sensors and software provide real-time data to customers and enable process optimization and predictive maintenance

2,000,000

Motors
since 1933

500,000

Inverter based
control systems
since 1993

49,000

Connected cranes
in 140 countries

2,000

Active and
pending patents

4,500+

Service
technicians



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%	

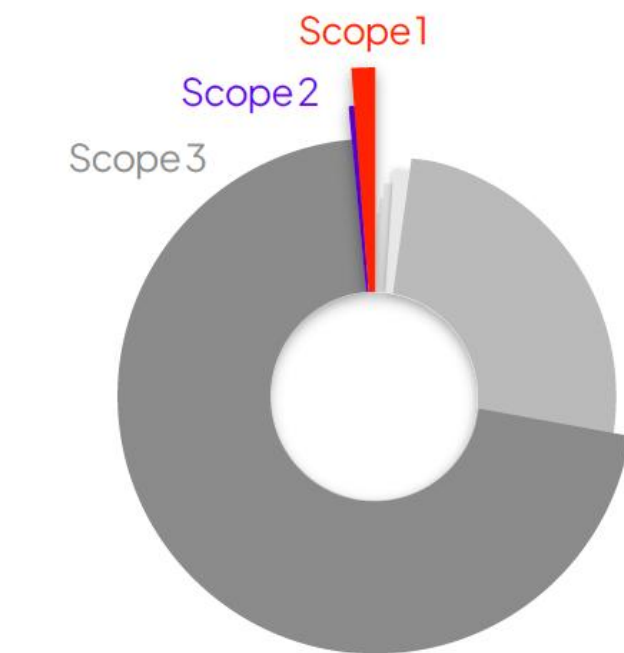
Total recordable incident rate

Target 2030 <3
Progress 2025 5.2

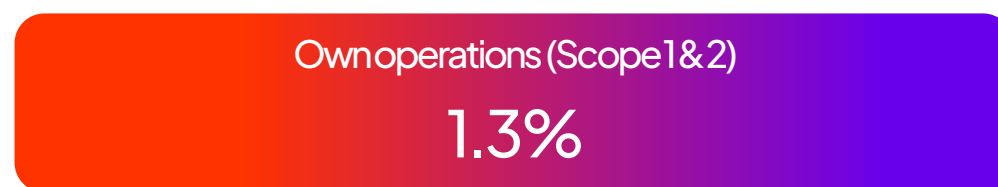
1) Science-based near-term targets: 60% absolute GHG emission reduction from own operations (Scope 1 & 2) and 50% reduction from value chain (Scope 3) covering use of sold products and purchased goods and services (steel raw material) by 2030 from base year 2019.

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).

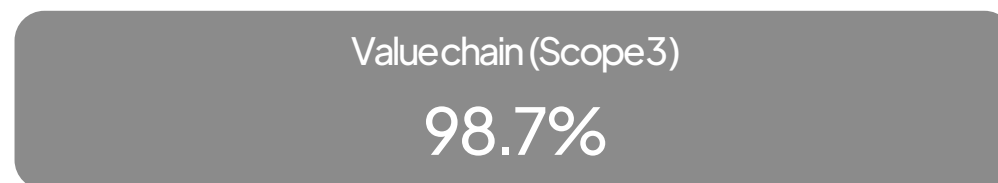
The most significant emission reduction potential comes through electrification and utilization of low-emission steel



Konecranes' total climate impact in 2025:
3.06 million tons of CO₂e *



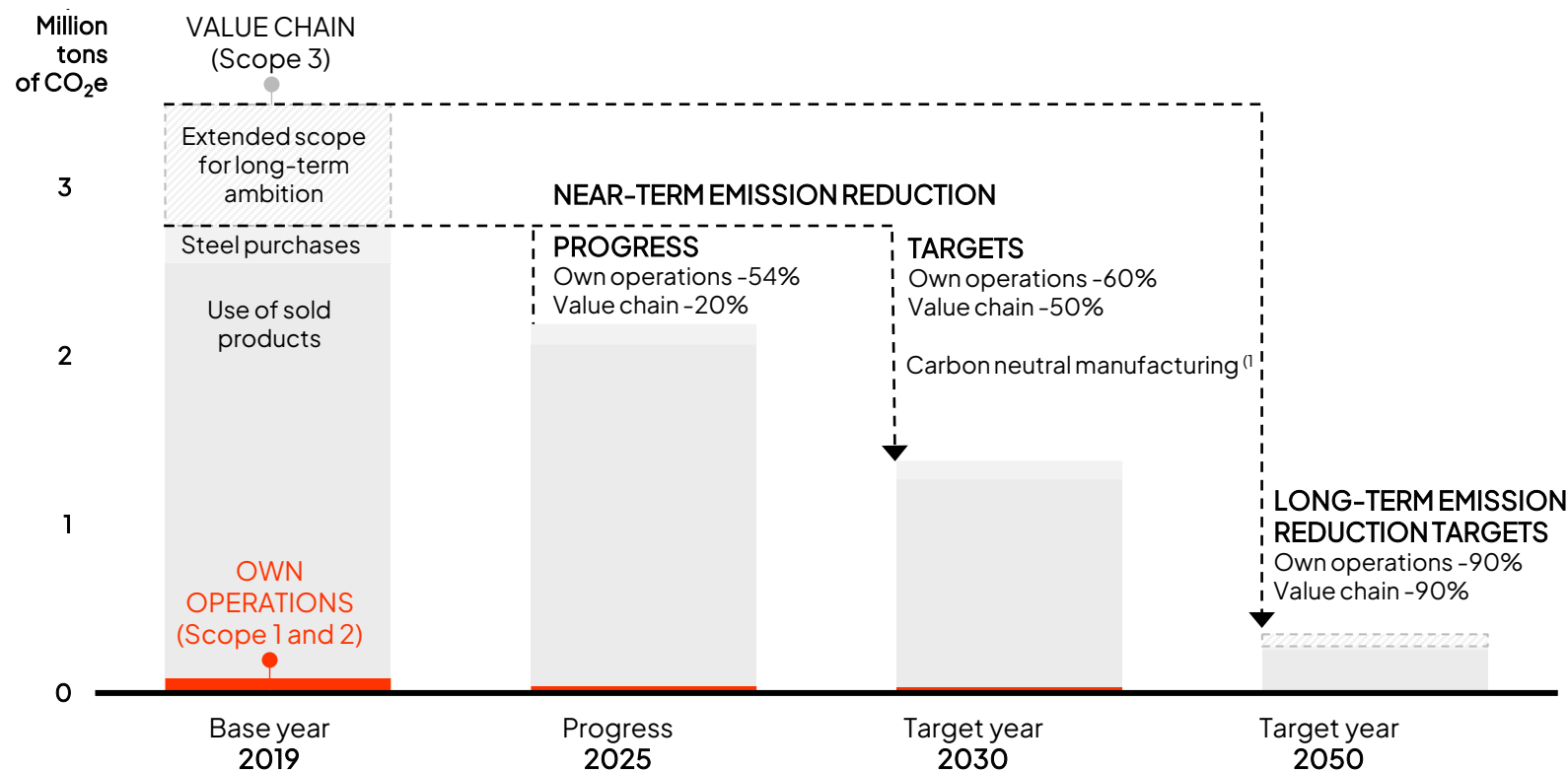
Scope 1 (for example: fuels, gas)	1.3%
Scope 2 (for example: electricity)	0.1%



Use of sold products	66.2%
Purchased goods and services	26.7%
Upstream transportation and distribution	5.0%
Fuel and energy related activities	0.4%
Business travel	0.3%
Waste generated in own operations	<0.1%

*As part of the process to update its science-based targets in 2025, Konecranes also updated its emission calculations with more accurate information, for example related to energy use assumptions for key products, leading to lower total emissions than previously reported.

Solid progress towards updated climate targets: 54% emission reduction for own operations, 20% for value chain



TRANSITION PLAN

External market transformation:

- Customer industries decarbonization
- Steel industry decarbonization
- Energy market decarbonization

Konecranes' own actions:

- Advancing electric offering
- Purchasing steel with lower emissions
- Advancing ecodesign and circularity
- Decarbonizing our own operations

Detailed information about climate targets and transition plan can be found from Konecranes [Sustainability Statement 2025](#) and konecranes.com/sustainability/climate-action.

1) For 2030, Konecranes has a separate target of achieving carbon neutral manufacturing operations, meaning first reducing absolute emissions as much as possible, and then offsetting the unavoidable emissions through the purchase of verified carbon credits, which have an immediate impact by delivering finance to emission reduction projects elsewhere.

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.

2. Updated strategy & financial targets



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

Aim to grow profitably across all three Business Areas

Industrial Service



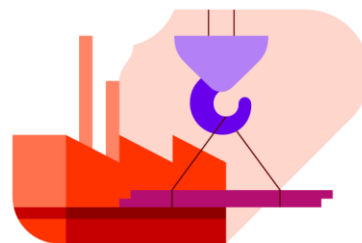
Net sales
growth of ⁽¹⁾

7%

Comparable
EBITA margin ⁽²⁾

23-25%

Industrial Equipment



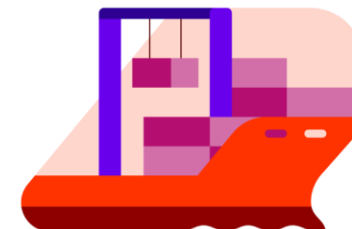
Net sales
growth of ⁽¹⁾

6%

Comparable
EBITA margin ⁽²⁾

10-12%

Port Solutions



Net sales
growth of ⁽¹⁾

7%

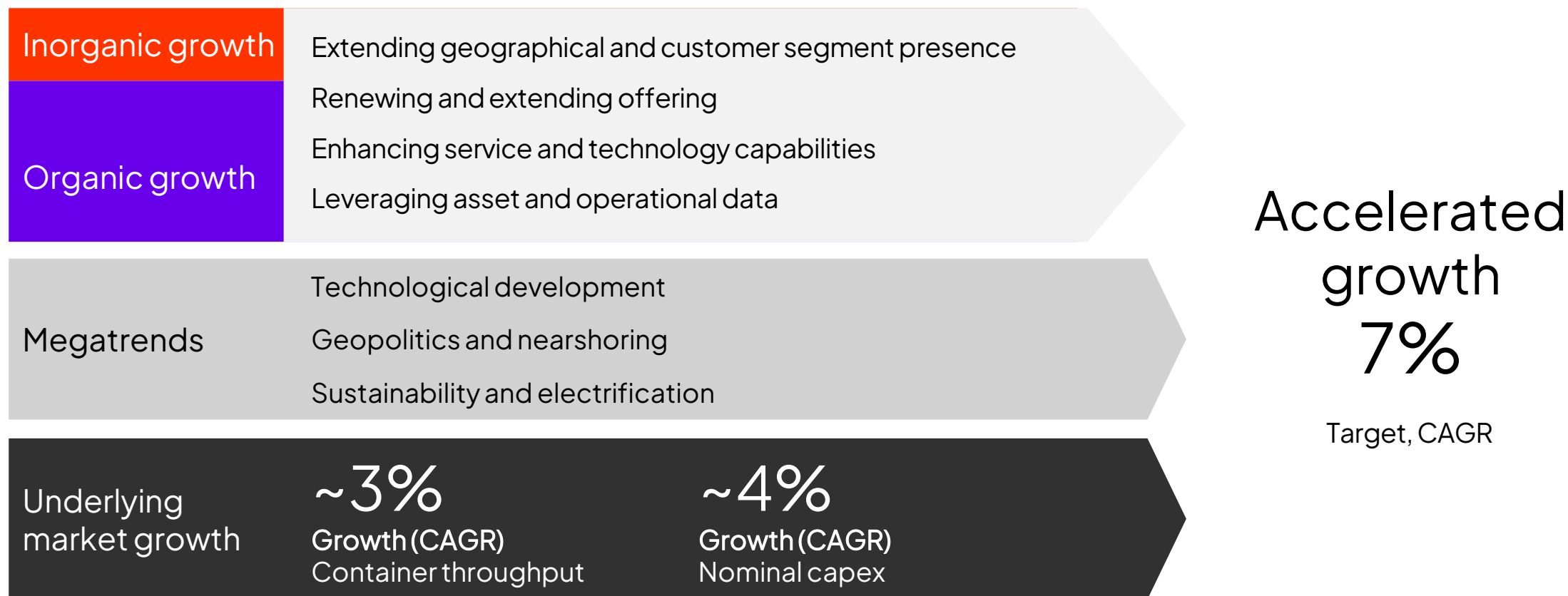
Comparable
EBITA margin ⁽²⁾

9-12%

1) CAGR

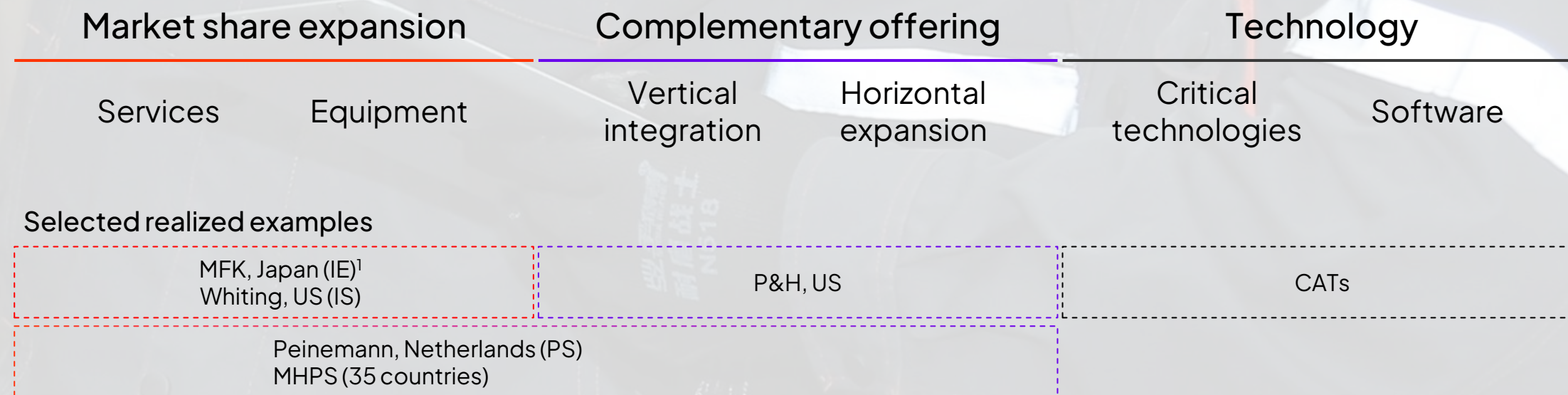
2) To be reached latest for the year 2030

Underlying market growth, megatrends and clear strategy enable accelerated growth



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

We have inorganic growth opportunities in several dimensions



Acquisitions done since 2016: 14 companies & roughly EUR 1.6 billion in net sales

¹) MFK acquisition agreement announced in July 2026. The transaction is expected to be completed in early 2027.

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



We have clear capital allocation priorities

Capex

Reinvesting into own operations to grow the business and improve productivity

Dividends

Returning capital to the shareholders according to the updated dividend policy

Acquisitions

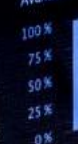
Growing and strengthening the business through targeted acquisitions

Share buybacks

Share buybacks can be considered subject to excess cash availability

3. Key financials development

Availability



In maintenance (0.0 %)
Available (100.0 %)

0.0%

0.9%

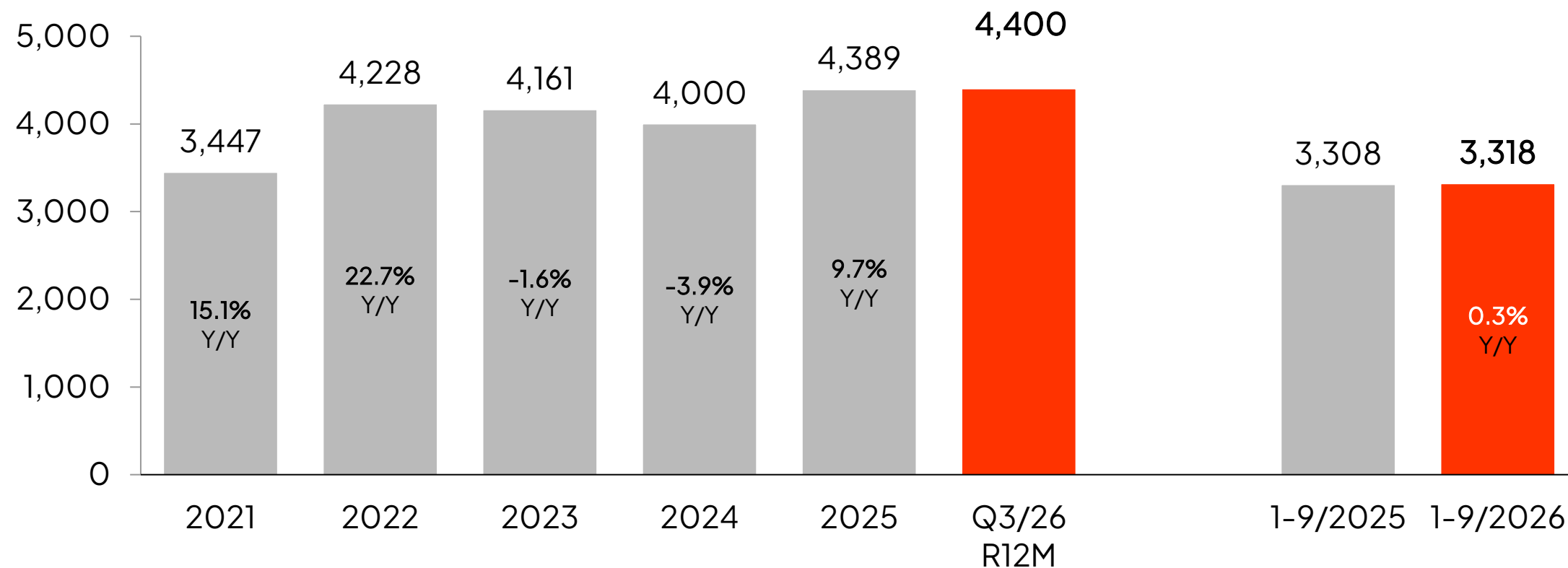
2.4%

6.9%

89.8%

Order intake

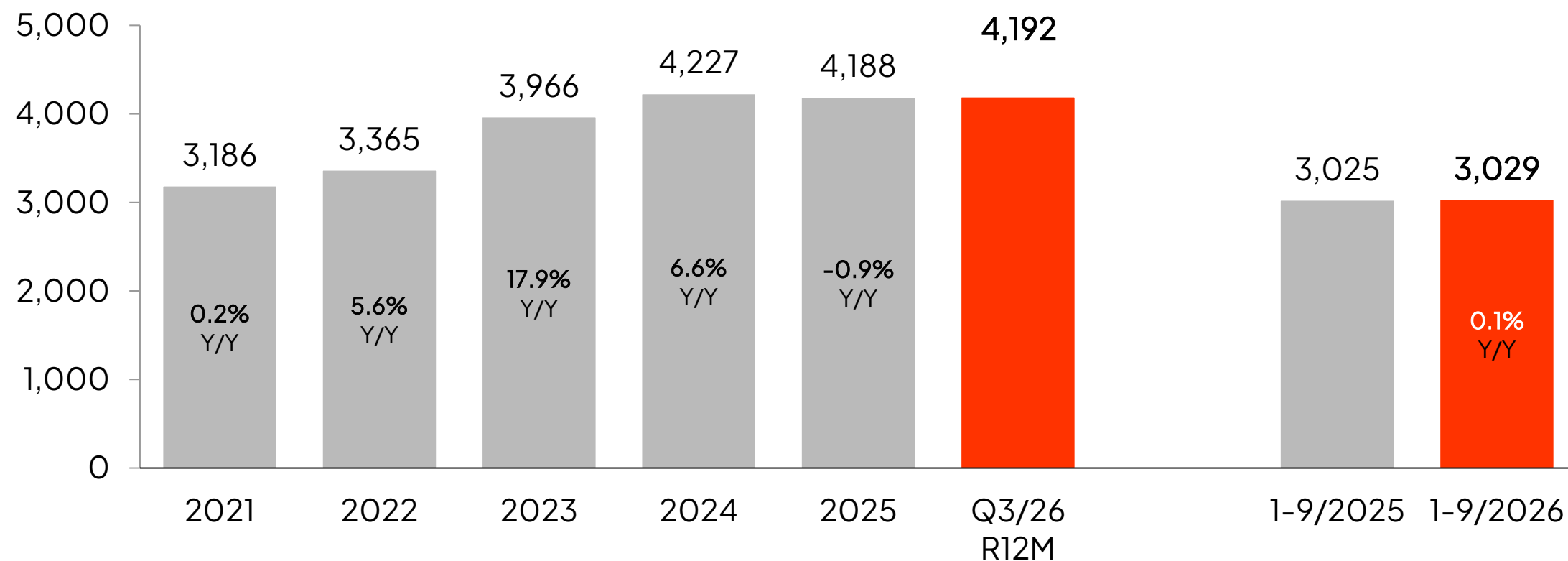
EUR million⁽¹⁾



Note (1): Agreement base included in Order intake from Q1 2023 onwards and historical figures are restated

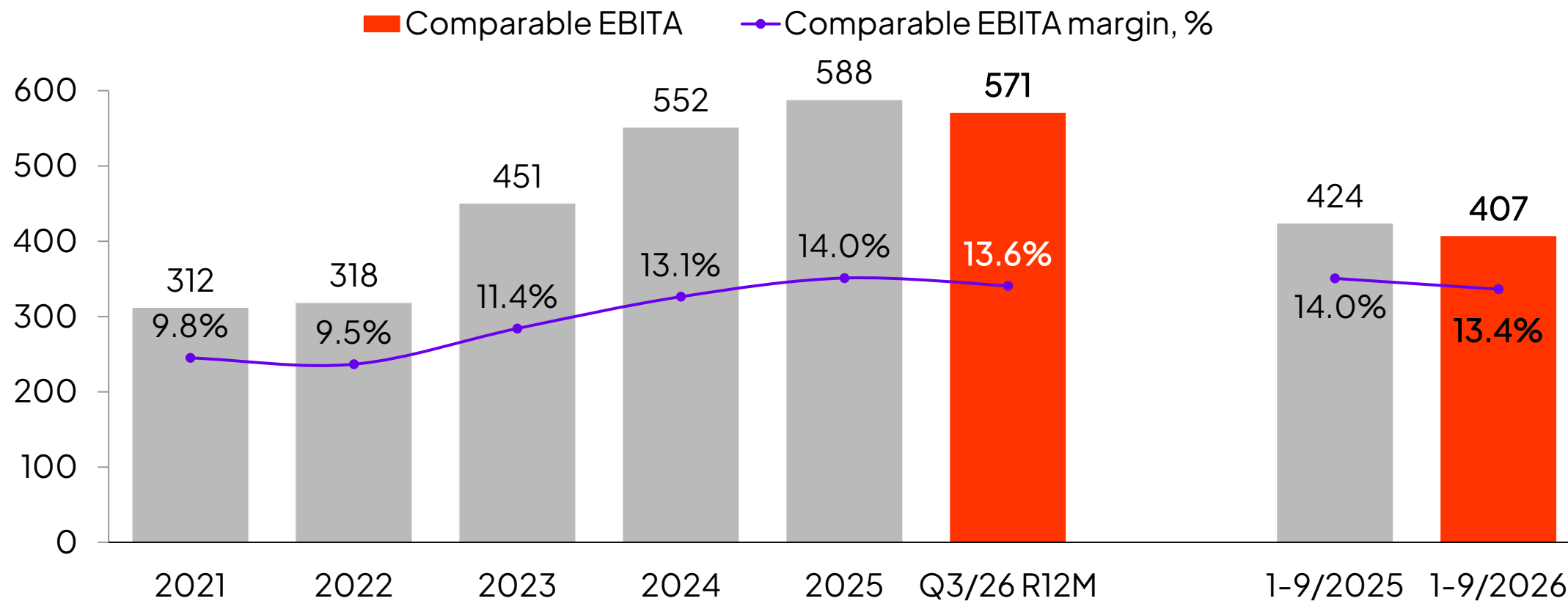
Net sales

EUR million



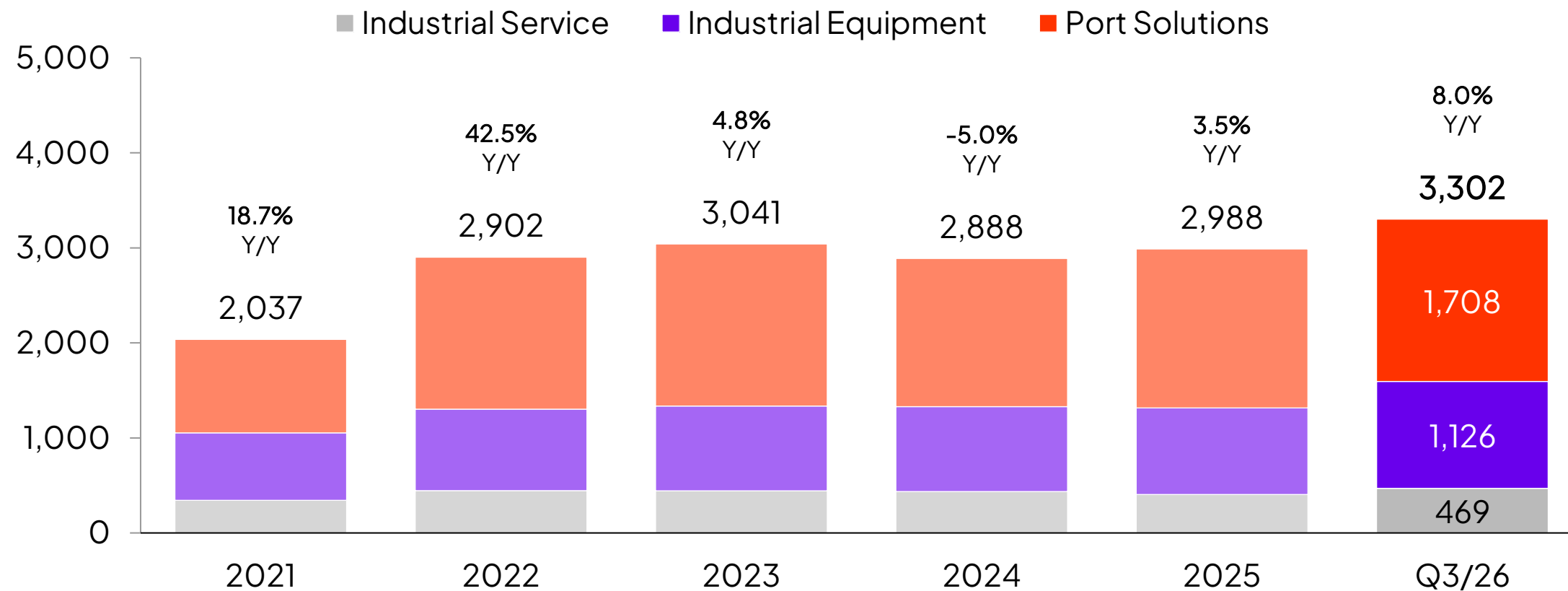
Comparable EBITA margin

EUR million

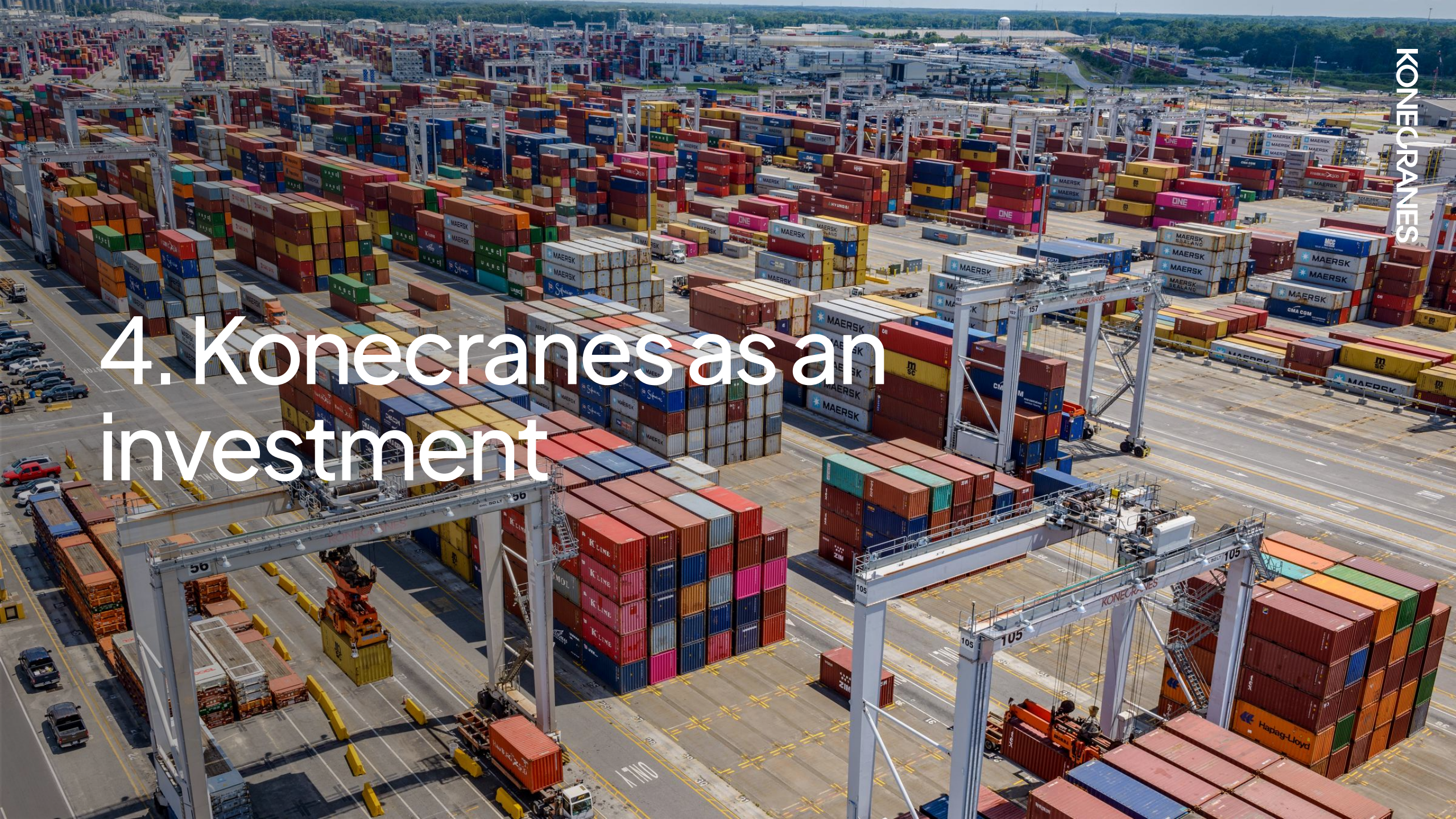


Orderbook

EUR million



4. Konecranes as an investment



Konecranes as an investment

Leader in technology

Strong market position in all
Business Areas

Attractive opportunities for
growth

Profitability target for
15–17% Group comparable
EBITA margin

Solid financial position
and dividend

Long-term commitment
to sustainability

With many innovative solutions and a solid patent portfolio, we are a technology leader in our industry

Own in-house developed Core of Lifting...



GEARS



MOTORS



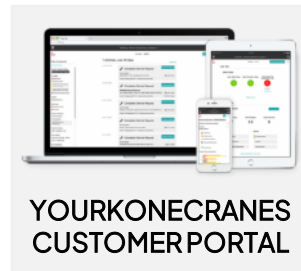
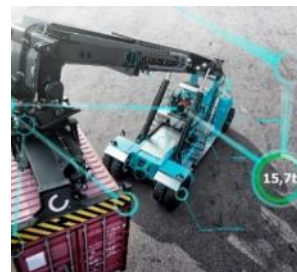
CONTROLS

...key componentry with optimized design, smarter features, better reliability...



...and used across the whole product range

Smart features & digitalized offering for improved safety and productivity

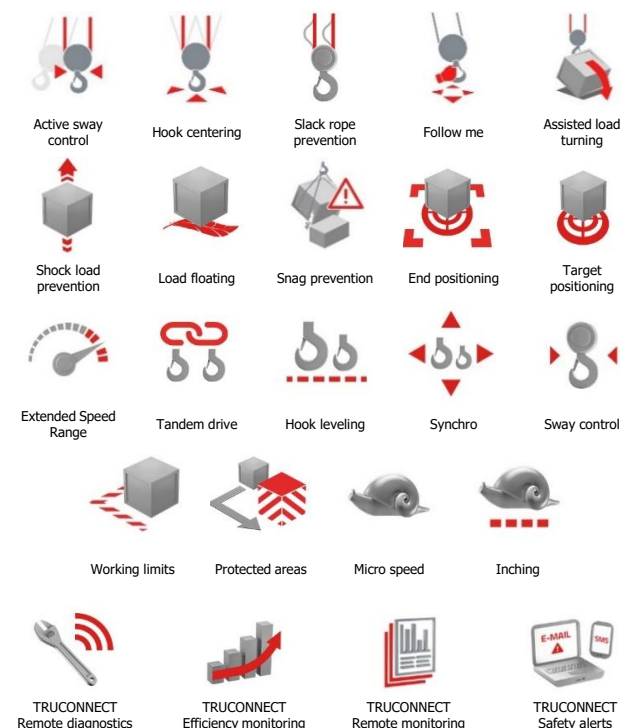


YOURKONECRANES
CUSTOMERPORTAL



Access to massive data streams and real-time connectivity enables preventive and predictive maintenance solutions for highest lifecycle value

Konecranes Smart features



We have a strong market position in all of our three segments



Industrial Service

- Our **global branch network** is unique in the industry – there is **no global or regional competition** in industrial crane maintenance



Industrial Equipment

- Our family of leading brands secures our position as the **global market leader** in industrial cranes



Port Solutions

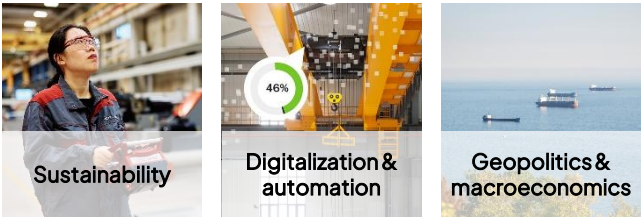
- We rank market **number 1-3** in **all product categories** for port and container terminals

Illustrative competitive landscape

Company	Country	Industrial cranes	Port cranes	Lift trucks	Service
Columbus McKinnon	USA	●			●
Abus Kransysteme	Germany	●			
GH	Spain	●			●
OMIS	Italy	●			●
Weihua	China	●			
ZPMC	China		●	●	●
Kalmar	Finland		●	●	●
Liebherr	Germany		●	●	●
Taylor	USA			●	
CVS Ferrari	Italy			●	
Mitsui E & S	Japan		●		
Kunz	Austria		●		
Hyster	USA			●	
Sany	China		●	●	

Konecranes is a global leader in material handling solutions, serving a broad range of customers across multiple industries

Megatrends driving our business



Demand drivers

- The world is facing an increasingly acute challenge to provide materials and goods that are essential for people while preserving scarce resources and limiting emissions
- Demand driven by market conditions in manufacturing industries and container handling industry
- New equipment investments to expand capacity or replace old existing equipment
- New investments are cyclical and varies depending on the economic environment
- Increasing demand for higher productivity, safety and eco-efficiency presents growth opportunities

Industrial Service

Net sales growth of 7% CAGR

- Service Programs renewal / Agreement base expansion
- Enhanced customer experience/journey
- Commercial Excellence / Price Management
- Continued optimization of sales and service delivery
- Equivalent Parts for third party equipment
- Bolt-on acquisitions

Industrial Equipment

Net sales growth of 6% CAGR

- Focus on improving profitability
- Global leader in sustainable lifting solutions
- Comprehensive offering of standard equipment and process cranes for a full range of industrial applications
- Diversified customer base across industries & geographies

Port Solutions

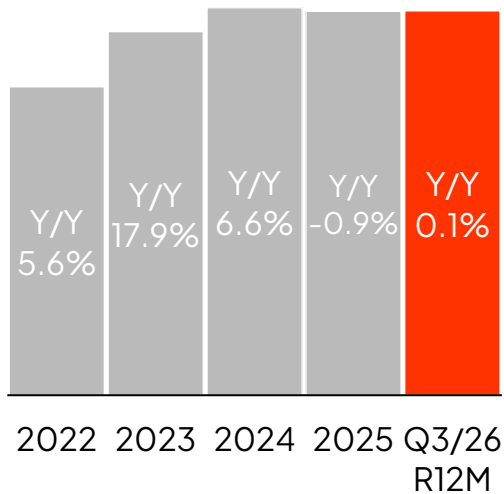
Net sales growth of 7% CAGR

- Widest and deepest offering provides good opportunities for growth and to increase market share
- Clear growth plan for Port Services
- Automation and customers' commitments to sustainability drive growth, and we have leading offering

Konecranes' updated financial targets reflect increased ambition

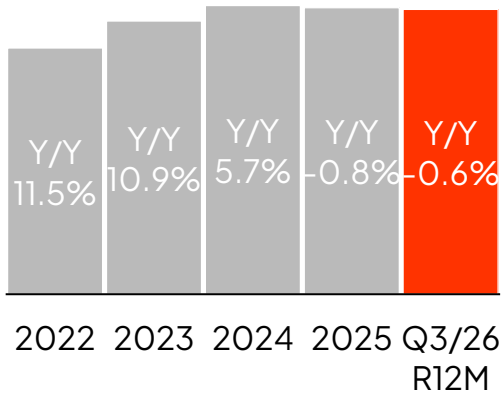
Konecranes

Target: CAGR 7%



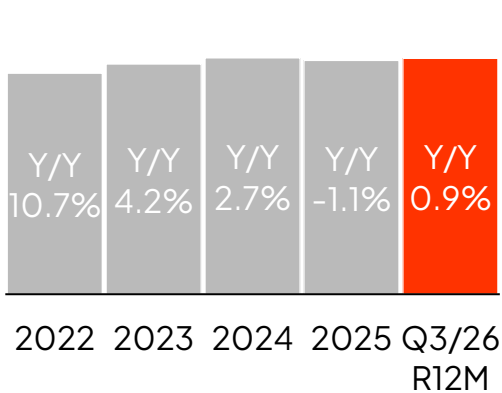
Industrial Service

Target: CAGR 7%



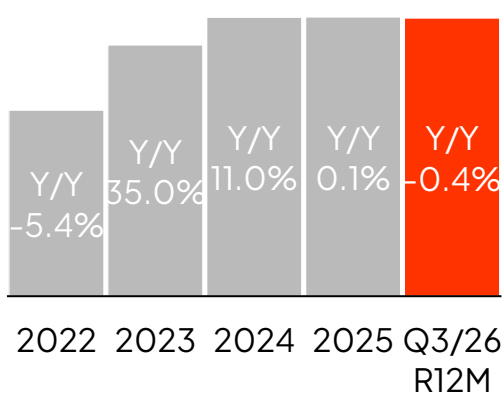
Industrial Equipment

Target: CAGR 6%



Port Solutions

Target: CAGR 7%

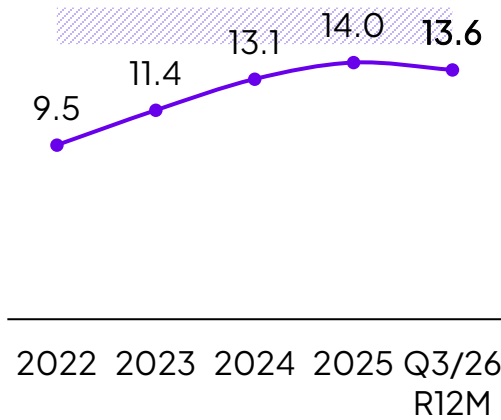


Net sales, EUR million

Konecranes' updated financial targets reflect increased ambition

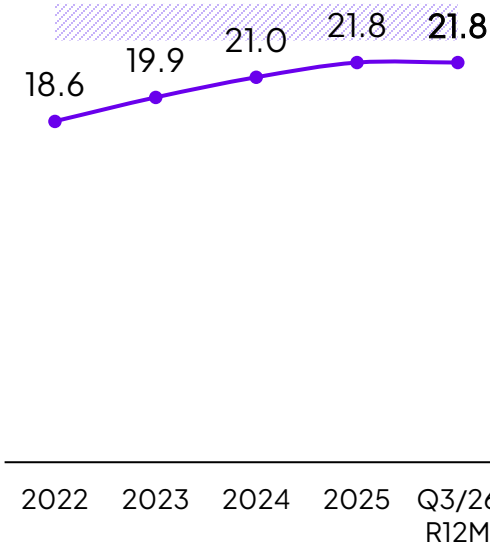
Konecranes

Target: 15-17%⁽¹⁾



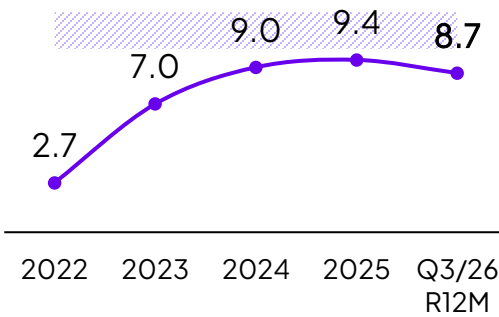
Industrial Service

Target: 23-25%⁽¹⁾



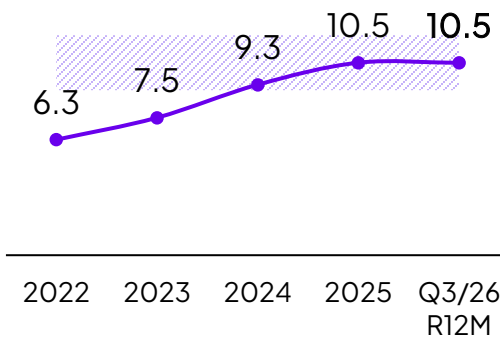
Industrial Equipment

Target: 10-12%⁽¹⁾



Port Solutions

Target: 9-12%⁽¹⁾

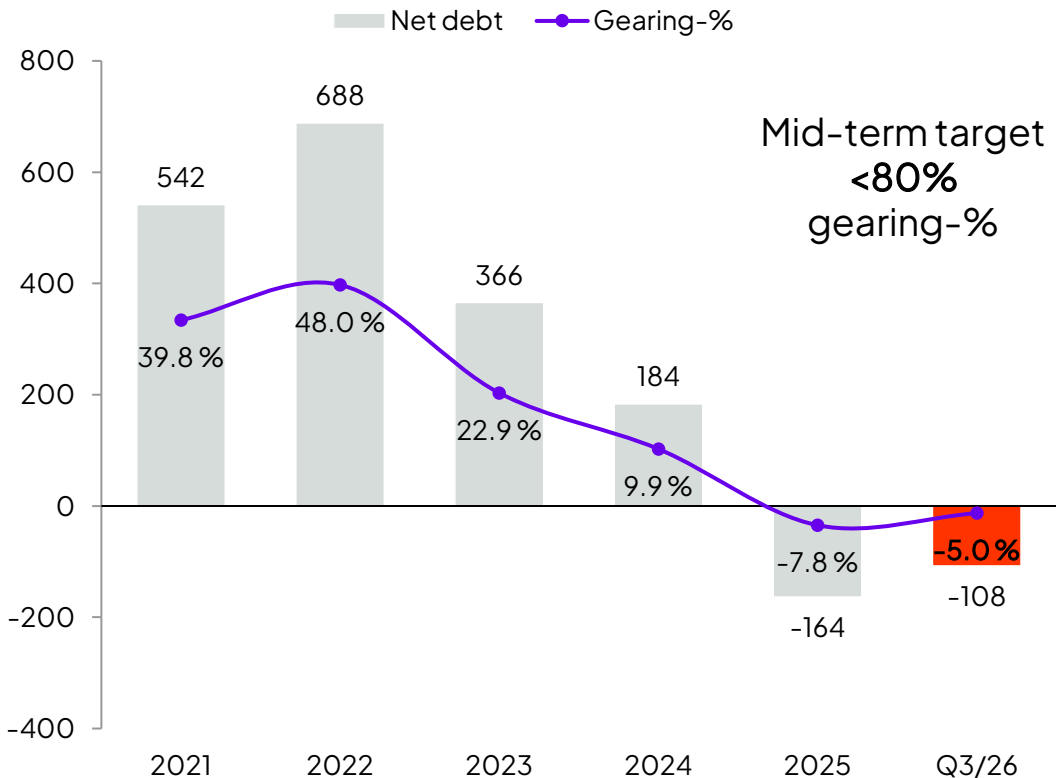


—●— Comparable EBITA margin, % ■ Target range

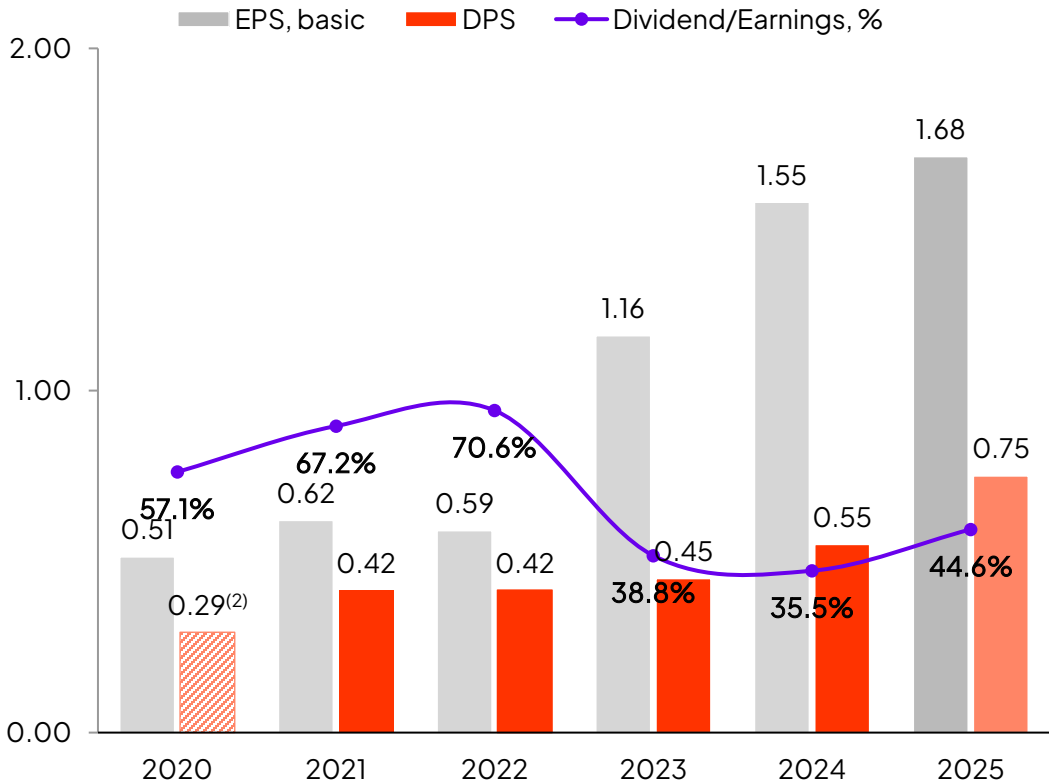
Note (1): For the year 2030

A healthy balance sheet enabling long-term development & growth, and a 40-60% dividend payout ratio

Net debt, EUR million
Gearing, %

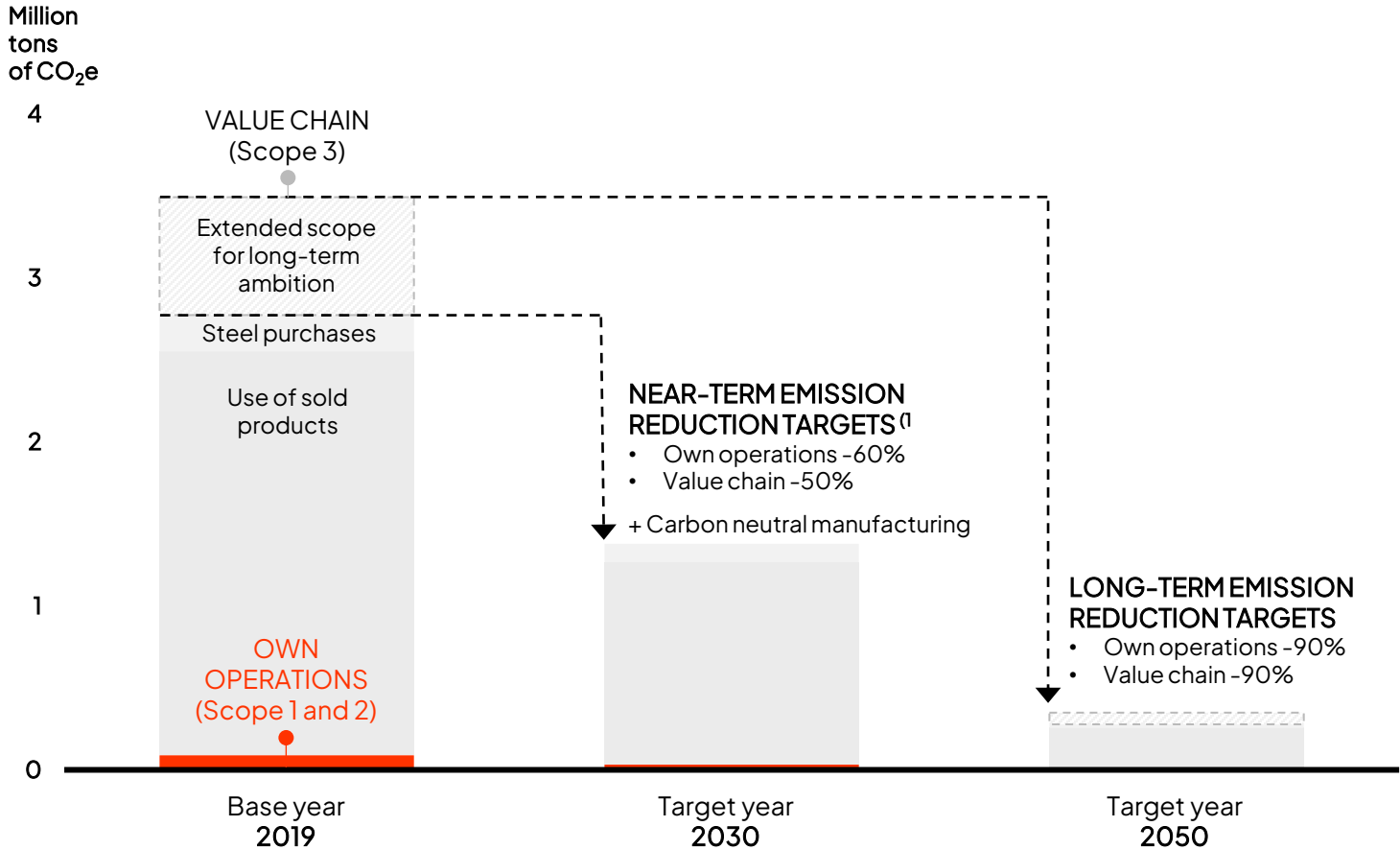


Earnings & dividend per share, EUR and Pay-out ratio, % ⁽¹⁾



Note (1): Konecranes Plc's Annual General Meeting on March 26, 2026, decided on a share split. The share-specific indicators have been calculated using the post-share split number of shares.
Note (2): For 2020, the dividend of EUR 0.29 per share was in accordance with the Combination Agreement, the planned merger with Cargotec was cancelled in March 2022
Note (3): Dividend policy: the dividend payout ratio is 40-60% of earnings over the business cycle, excluding exceptional gains or losses.

Konecranes works for a decarbonized and circular world



TRANSITION PLAN

External market transformation:

- Customer industries decarbonization
- Steel industry decarbonization
- Energy market decarbonization

Konecranes' own actions:

- Advancing electric offering
- Purchasing steel with lower emissions
- Advancing ecodesign and circularity
- Decarbonizing our own operations

Detailed information about climate targets and transition plan can be found from Konecranes [Sustainability Statement 2025](#) and konecranes.com/sustainability/climate-action.

1) For 2030, Konecranes has a separate target of achieving carbon neutral manufacturing operations, meaning first reducing absolute emissions as much as possible, and then offsetting the unavoidable emissions through the purchase of verified carbon credits, which have an immediate impact by delivering finance to emission reduction projects elsewhere.

Reasons to invest in Konecranes

1. LEADER IN TECHNOLOGY

- Our Core of Lifting – a purpose-built, integrated package of gearbox, motor, control system and connectivity – is designed specifically for cranes and lifting and created in-house. Core of Lifting optimizes solution performance and cost and increases safety and productivity. The same unified digital and physical componentry across the entire portfolio enables effective customer engagement throughout the world.
- Digital offering: embedded sensors and software, as well as access to massive data streams, provide real-time data to customers and enable process optimization and preventive and predictive maintenance for the highest lifecycle value.

2. STRONG MARKET POSITION IN ALL BUSINESS AREAS

- In Industrial Service, we are the market leader with our unique global field service network and unmatched offering. There is only limited global or regional competition in industrial crane maintenance.
- In Industrial Equipment, our family of leading brands secures our position as the global market leader in industrial hoists and cranes.
- In Port Solutions, we are a leading Western supplier of container handling equipment, with unmatched automation references. We rank #1–3 in the market in all product categories for ports and container terminals.

3. ATTRACTIVE OPPORTUNITIES FOR GROWTH

- Our technology leadership and strong market position globally, together with identified key megatrends, provide attractive opportunities for growth, and we target a net sales growth of 7%¹⁾
- Significant growth potential in Industrial Service with the expansion of Konecranes' unparalleled service offering to our own as well as third-party installed base.
- Automation and customers' commitments to sustainability, as well as our widest and deepest offering provide good opportunities for growth in Port Solutions.

1) CAGR

4. PROFITABILITY TARGET FOR 15–17% GROUP COMPARABLE EBITA MARGIN

- To be reached latest for the year 2030
- In all Business Areas, profitability improvement is mainly driven by sales growth. Growth in service business is a key driver for profitability improvement in both Industrial Service and Port Solutions. In addition, continuous improvement actions support profitability improvement.

5. SOLID FINANCIAL POSITION AND DIVIDEND

- Our strong balance sheet provides flexibility and a solid base for long-term growth.
- According to our dividend policy, the dividend payout ratio is 40–60% of earnings over the business cycle, excluding exceptional gains or losses.
- For the 2010–2025 period, the average dividend pay-out ratio was 62 percent of earnings and Konecranes has returned EUR 1.4 billion of capital to its shareholders as dividends.

6. LONG-TERM COMMITMENT TO SUSTAINABILITY

- We support customers in reaching their sustainability targets through for example our hybrid and electrified solutions and a service offering that extends equipment lifetimes.
- Four commitments with ambitious targets and roadmaps:
 1. We deliver safe and secure material handling solutions;
 2. We enable a decarbonized and circular world;
 3. We create a fair, inclusive, diverse, and engaging working environment;
 4. We expect high ethical standards of ourselves and our business partners.

5. Business Area overviews

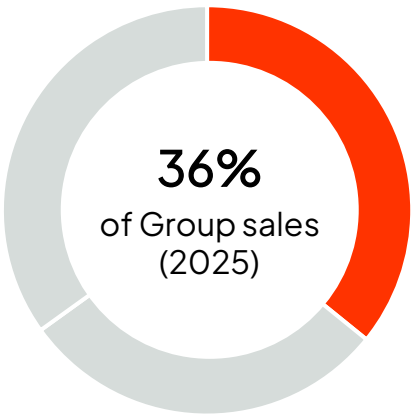


5. Business Area overviews

Industrial Service



Industrial Service in brief



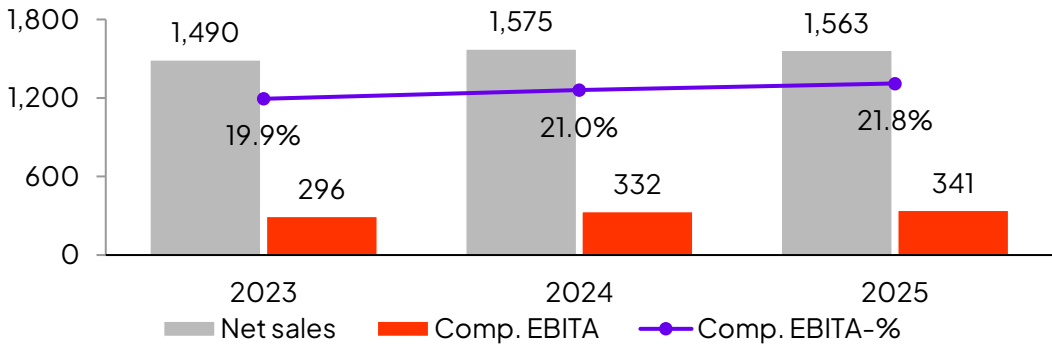
7,581
employees (end of Q3 2026)

1,562.8
net sales, EUR million (2025)

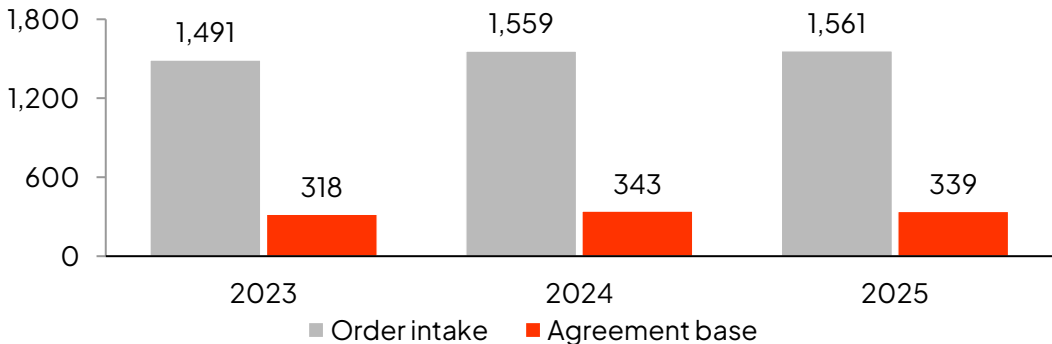
21.8%
comp. EBITA margin (2025)

- Konecranes is a market leader in crane service with one of the world's most extensive service networks
- Service provides industry-leading maintenance services for all types and makes of industrial cranes and hoists
- Our objective is to improve the safety, productivity and sustainability of our customers' operations
- Lifecycle Care is our comprehensive and systematic approach to managing customer assets; we connect data, machines and people to deliver a digitally-enabled customer experience in real time

Key financials, EUR million, % of net sales



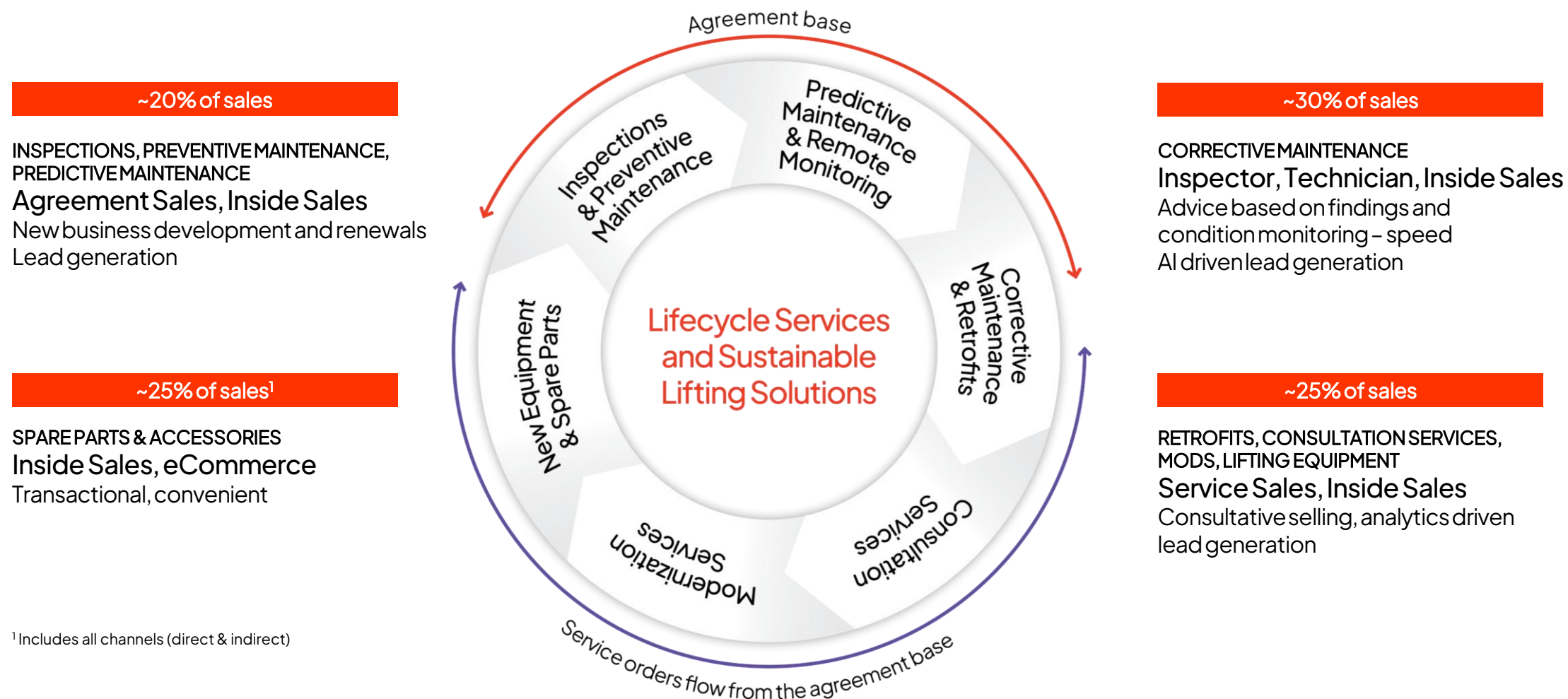
Order intake and agreement base, EUR million⁽¹⁾



Note (1): Agreement base included in Order intake from Q1 2023 onwards and historical figures are restated

Agreement Base underpins 75%–85% of overall service volume

Service growth strategy | Focus on Agreement Base growth



Upgraded targets reflect attractive growth opportunities and strong operational leverage

Net sales growth of

7%

(CAGR)

Comparable EBITA margin of

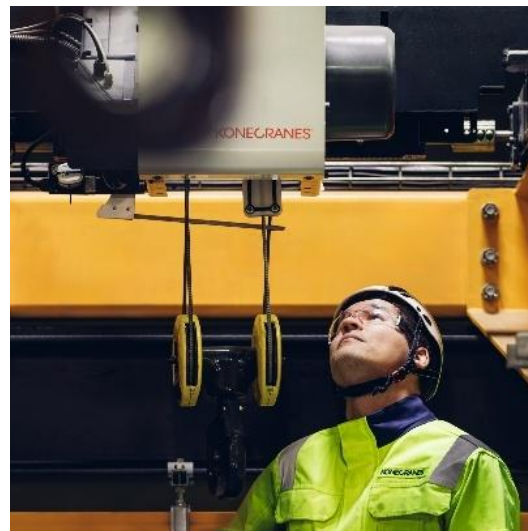
23–25%

to be reached latest for the year 2030

Clear path and ambition to achieve financial targets



Take care of our
people and planet



Grow the agreement
and installed base

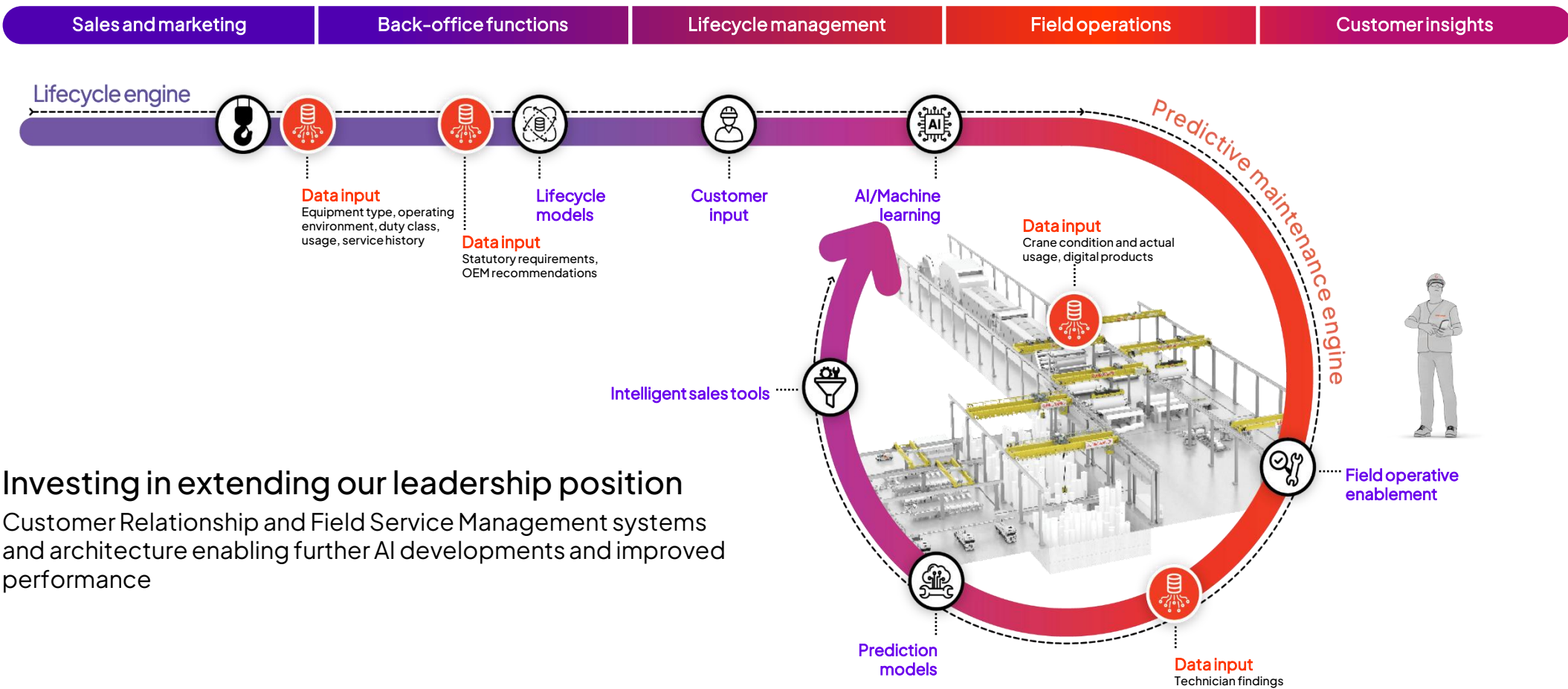


Increase presence in
selected markets and
customer segments



Unleash AI-driven
productivity

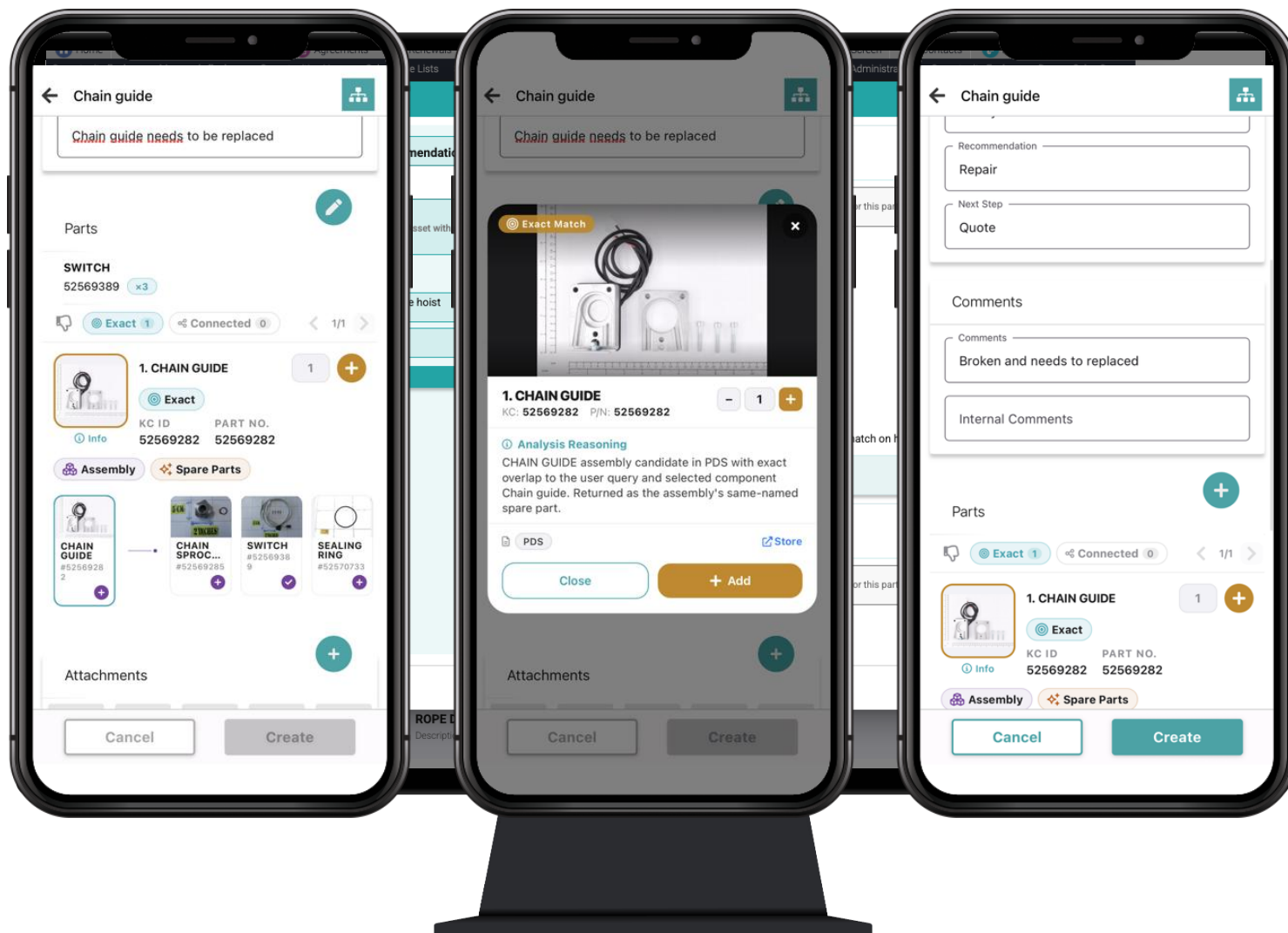
Unleashing AI-driven end-to-end productivity



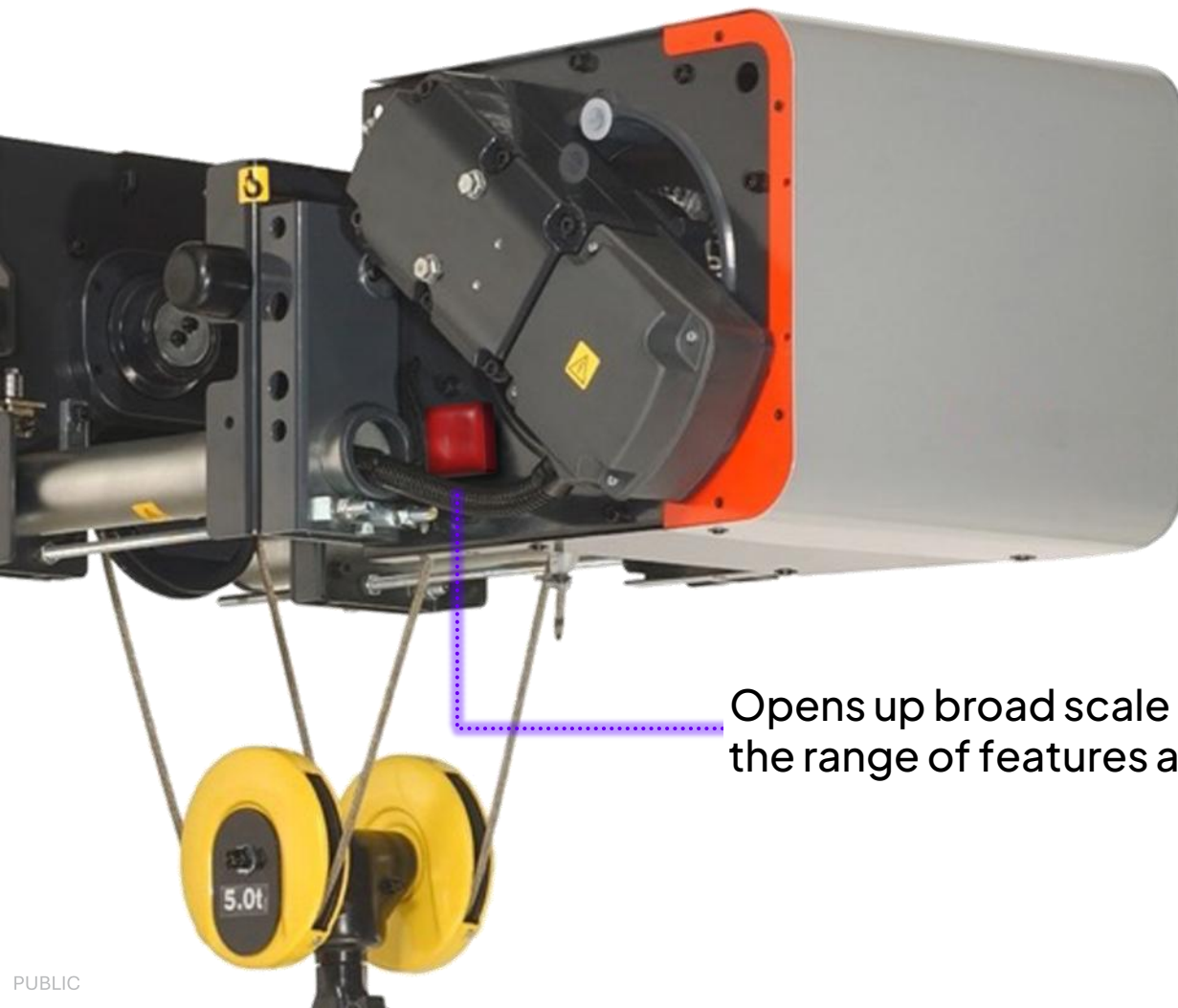
Unlocking data to drive speed and efficiency in sales

AI-assisted quoting in real-time

- Enables in-field quotation of parts and repairs
- Increased speed and accuracy
- Less need for technical support
- Continuously adding more brands and models



Fleet-wide predictive maintenance enabled by universal sensor technology



Opens up broad scale connectivity and extends the range of features and value-adding services

- Affordable, easy-to-install on all types and brands of equipment
- Supports predictive maintenance and agreement base growth
- Initial revenue stream from equipment retrofits
- Recurring revenues from subscriptions and repairs
- Opportunity to develop alternative revenue models



Developing the offering across the entire lifecycle

Grow the agreement base

- ▶ Differentiated Service programs
 - Large agreement focus
 - Mass market segment offering

- ▶ Existing agreement expansion

- ▶ Customer retention improvement

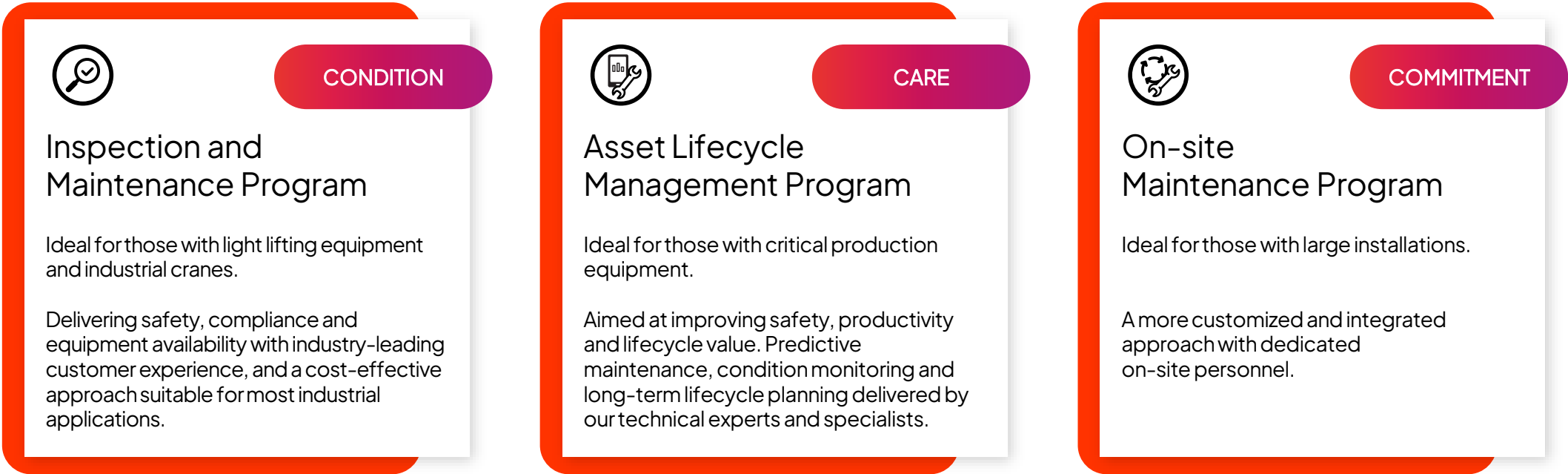
Grow the installed base

- ▶ Renewed Retrofit and Modernization offering

- ▶ Expanded equivalent parts

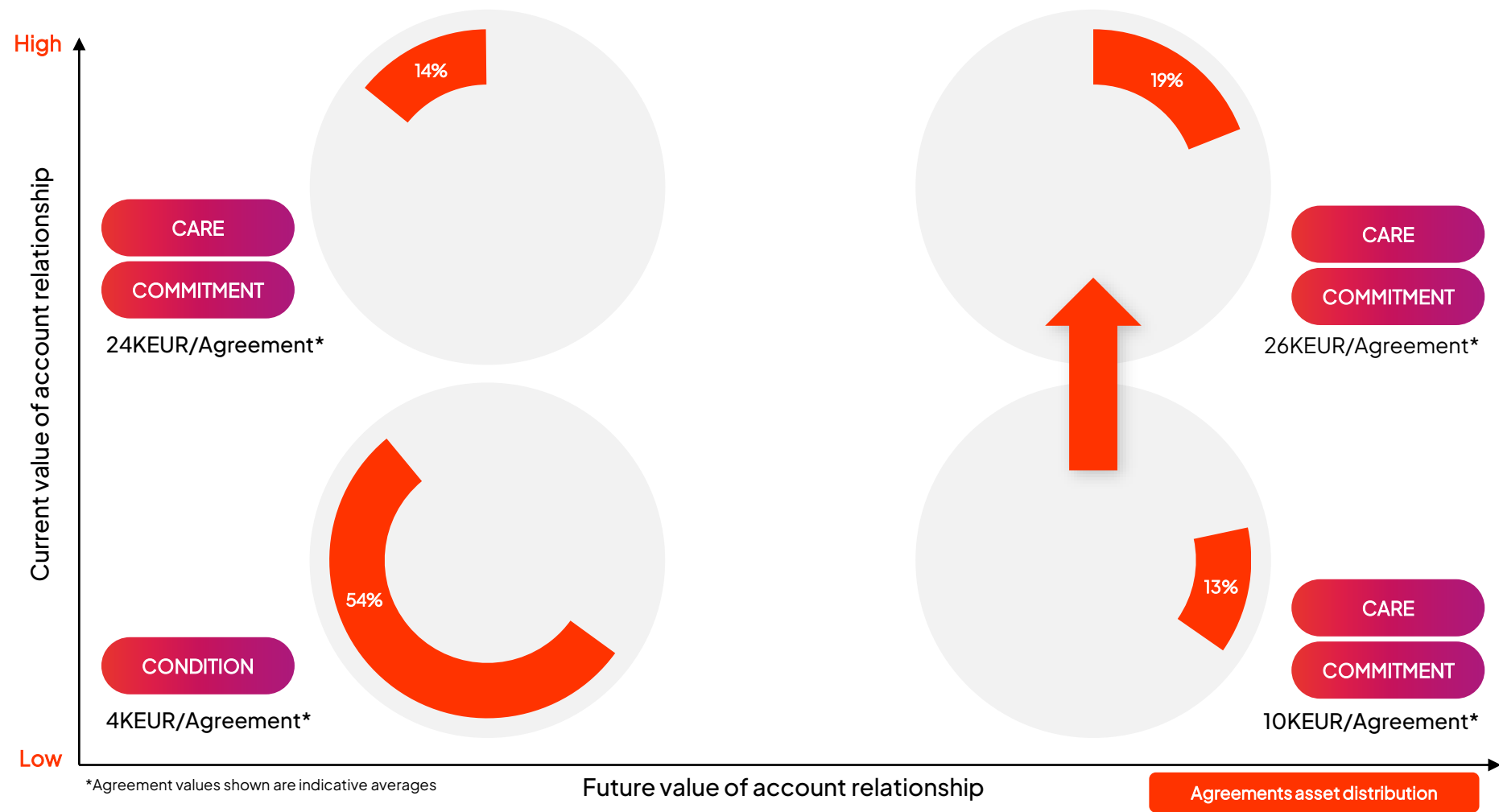


Differentiated service programs tailored to customer segments



Shapes the customer experience, sales and service delivery

Driving growth by customer segment



Broadening our customer base across channels

Expand in developed markets

- ▶ Bolt-on acquisitions
New market entry through M&A

Grow indirect channel

- ▶ Spare parts, training and digital services
Complements open markets/white spots

KONECRANES



Growing market share through differentiated actions

Europe | Good opportunities still exist throughout. Southern and eastern Europe have the highest available market share.
Middle East | Significant growth opportunities.

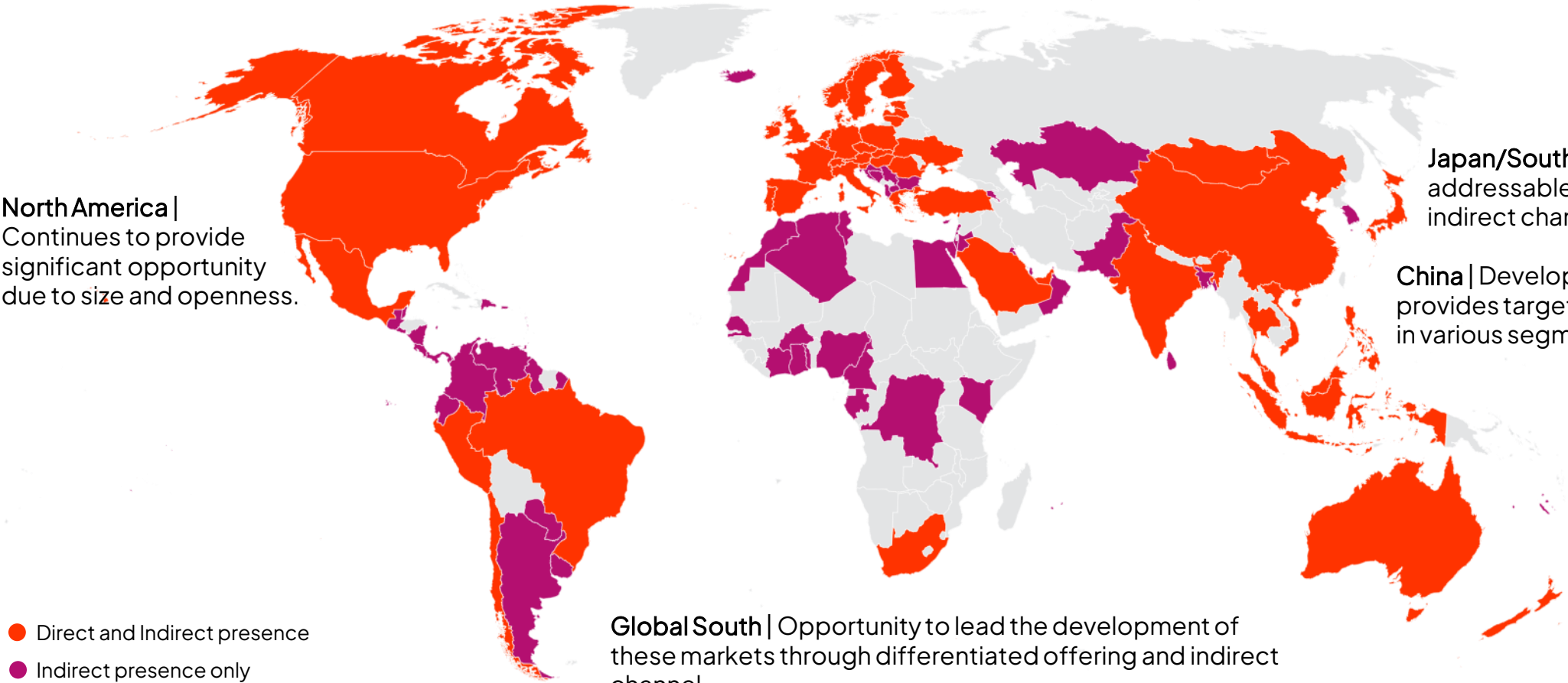
Japan/South Korea | Significant addressable markets. M&A and indirect channel opportunities.

China | Developing market provides targeted opportunities in various segments.

North America | Continues to provide significant opportunity due to size and openness.

Global South | Opportunity to lead the development of these markets through differentiated offering and indirect channel.

- Direct and Indirect presence
- Indirect presence only





Capturing the full potential of industry-leading lifecycle services

Global trends support growth ambition

Attractive opportunities for organic and inorganic growth

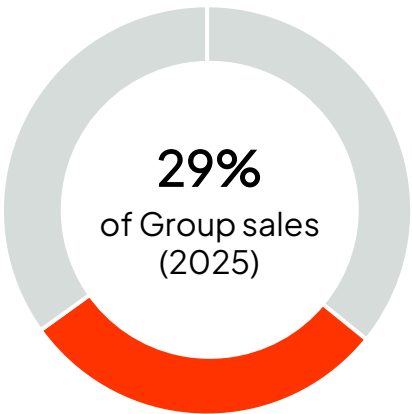
Strong operational leverage and continuous improvement drive profitability

5. Business Area overviews

Industrial Equipment



Industrial Equipment in brief



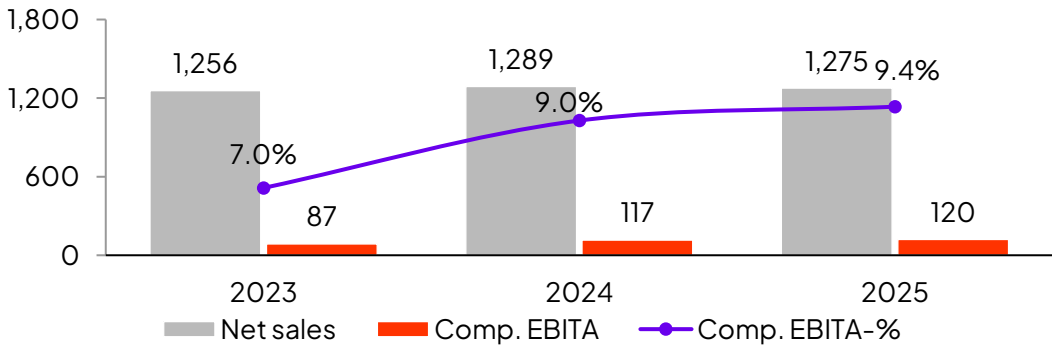
5,130
employees (end of Q3 2026)

1,275.3
net sales, EUR million (2025)

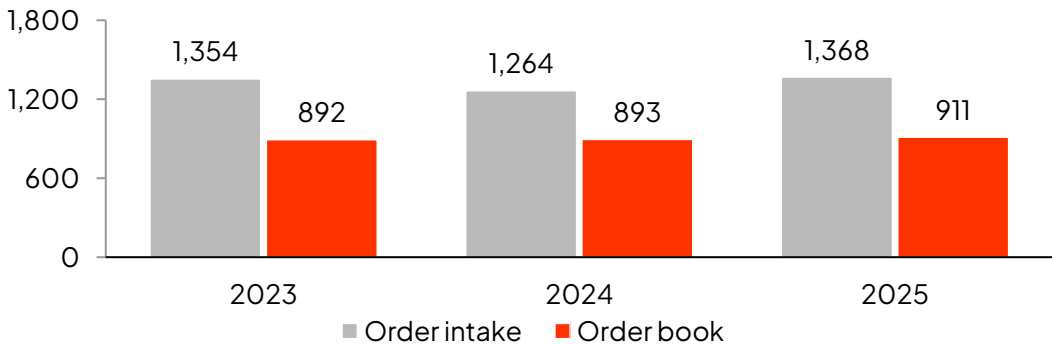
9.4%
comp. EBITA margin (2025)

- Konecranes is one of the world’s largest suppliers of industrial cranes and wire rope hoists and a technology leader with digital controls, software and automation
- Industrial Equipment offers hoists, cranes and material handling solutions for a wide range of customers from General Manufacturing to various kinds of process industries like Waste-to-Energy, Paper and Forest, Automotive and Metals Production
- Products are marketed through a multi-brand portfolio

Key financials, EUR million, % of net sales



Order intake and order book, EUR million⁽¹⁾



Note (1): Agreement base included in Order intake from Q1 2023 onwards and historical figures are restated

Industrial Equipment offering – leading provider of industrial cranes

Components



DEMAG **R&M** **SWF** **VERLINDE** **donati**

Hoists

(Wire rope hoist, electric chain hoist and winches)



Core of Lifting

(Gears, Motors, Controls)



Crane kit packages



Other components

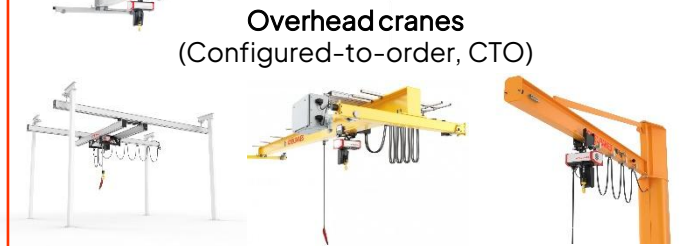


Standard Cranes



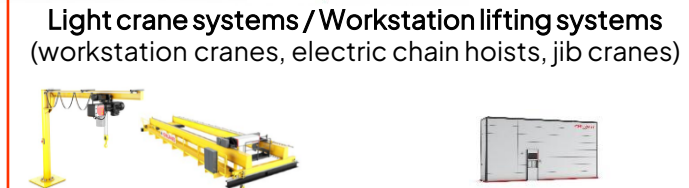
Overhead cranes

(Configured-to-order, CTO)

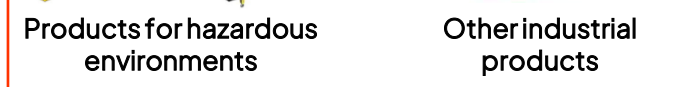


Light crane systems / Workstation lifting systems

(workstation cranes, electric chain hoists, jib cranes)



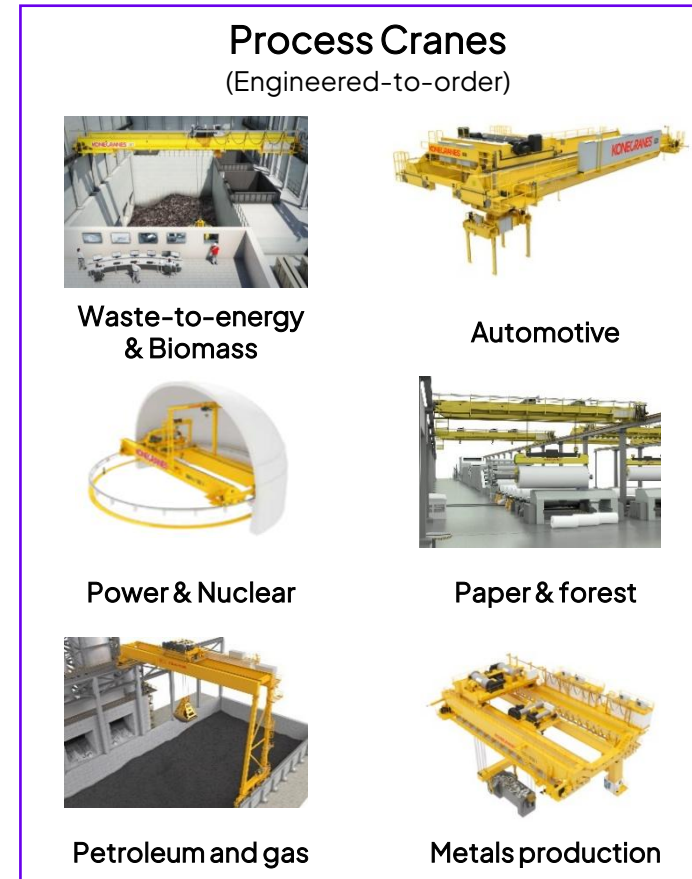
Products for hazardous environments



Other industrial products

Process Cranes

(Engineered-to-order)



Waste-to-energy & Biomass

Automotive

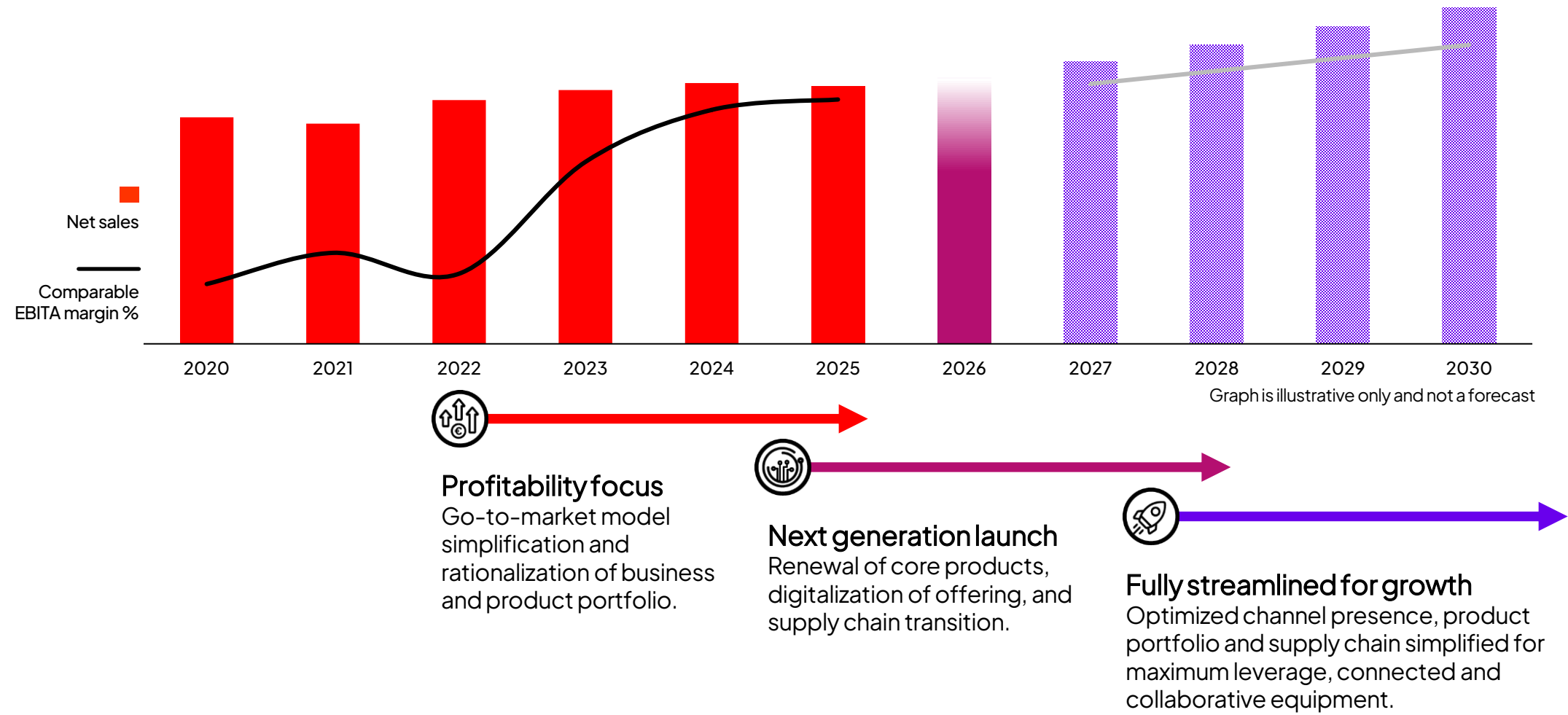
Power & Nuclear

Paper & forest

Petroleum and gas

Metals production

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

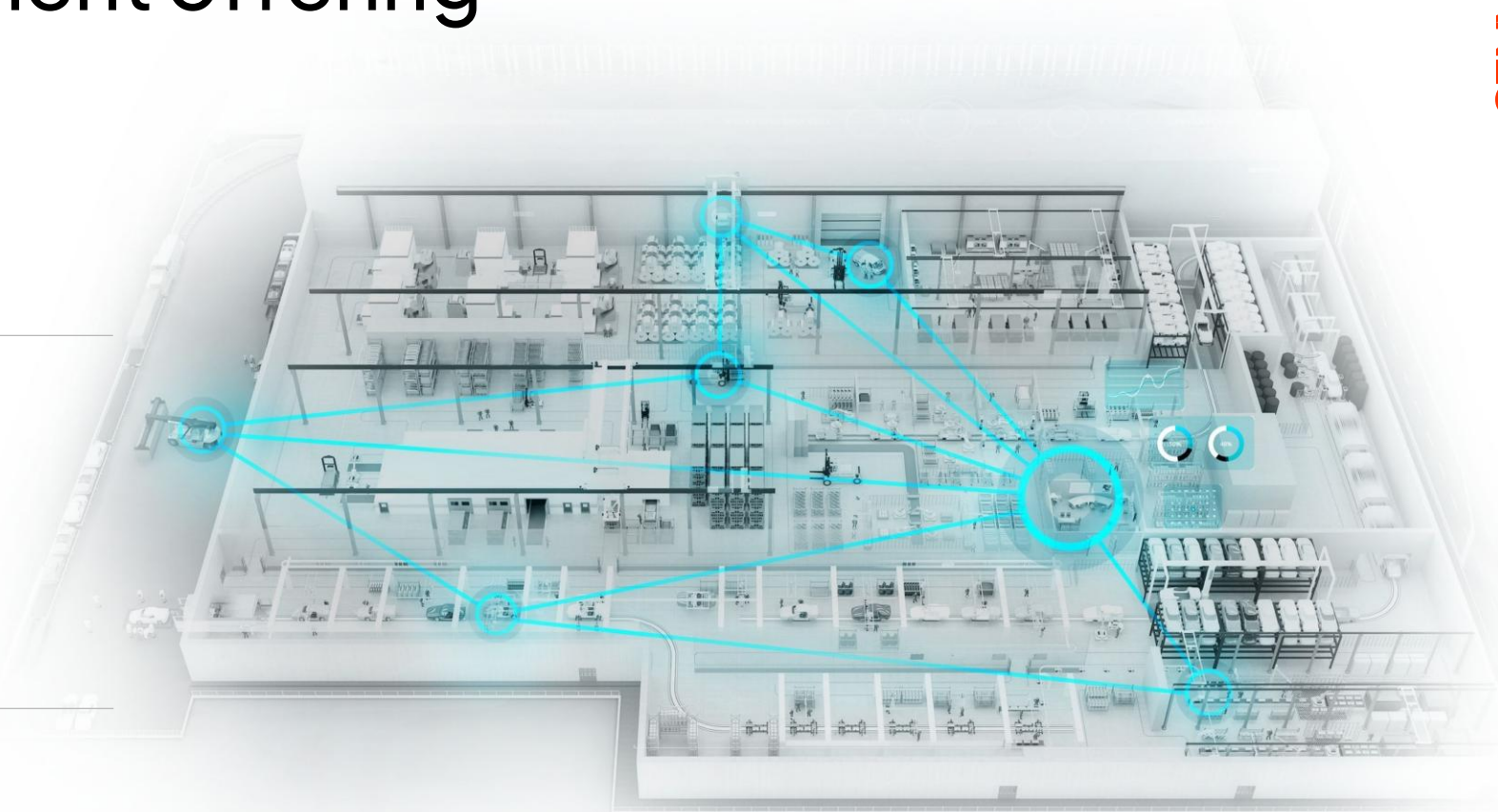
Airborne visibility and access built on intelligent equipment offering

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



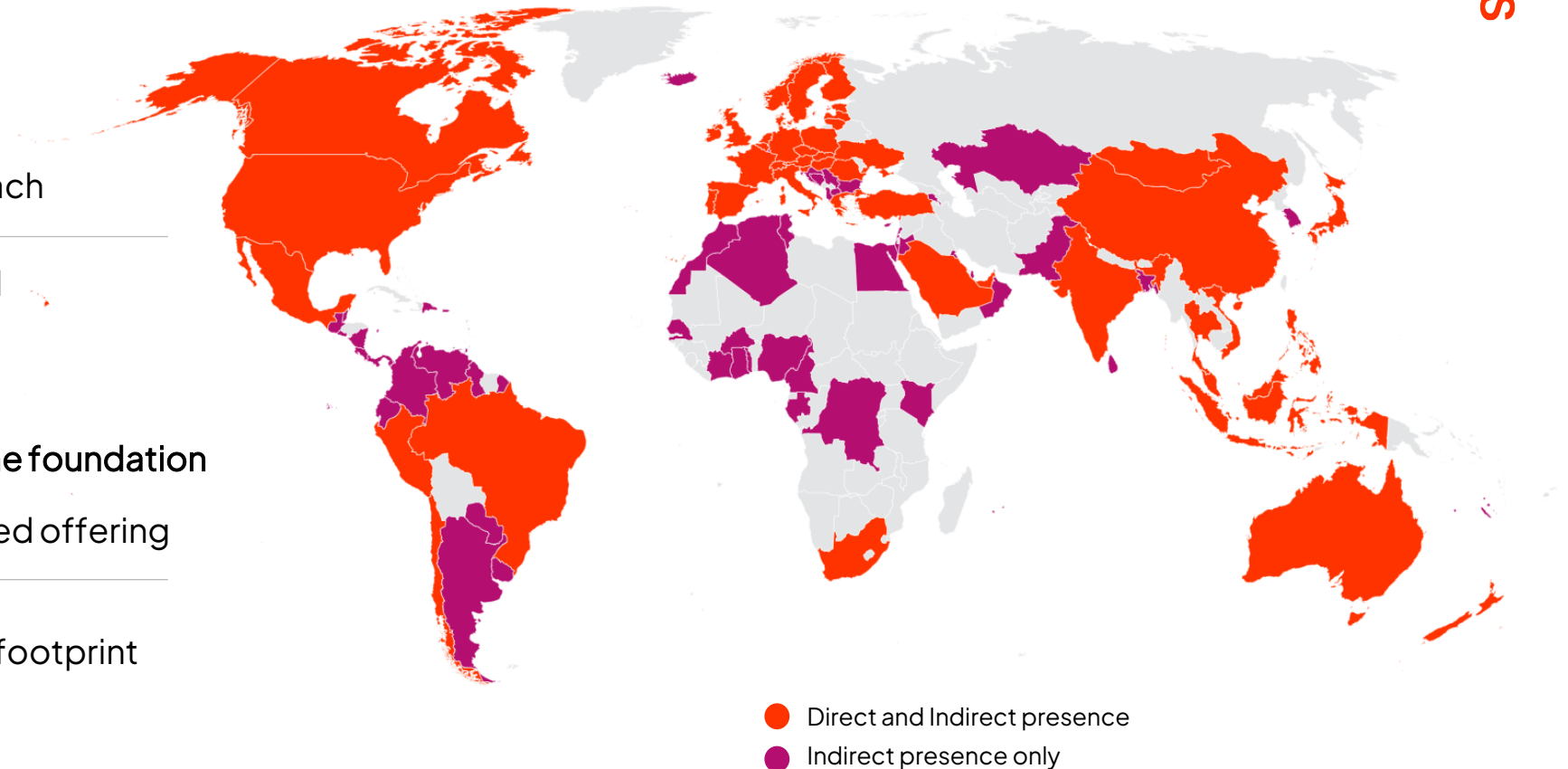
Expanded global presence with our dual-channel approach, segmented offering and targeted acquisitions

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

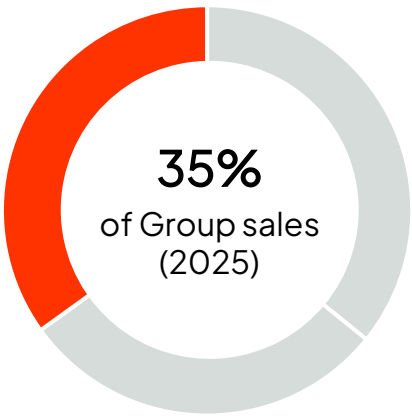
Win the race with our global scale
and local customer proximity

5. Business Area overviews

Port Solutions



Port Solutions in brief



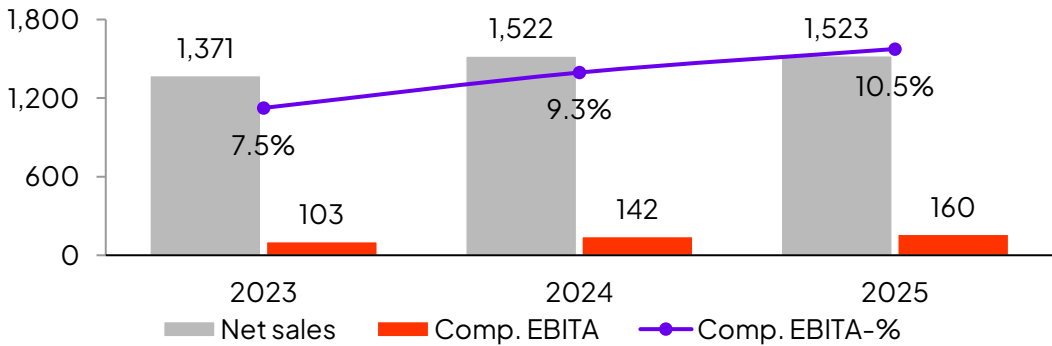
3,640
employees (end of Q3 2026)

1,523.4
net sales, EUR million (2025)

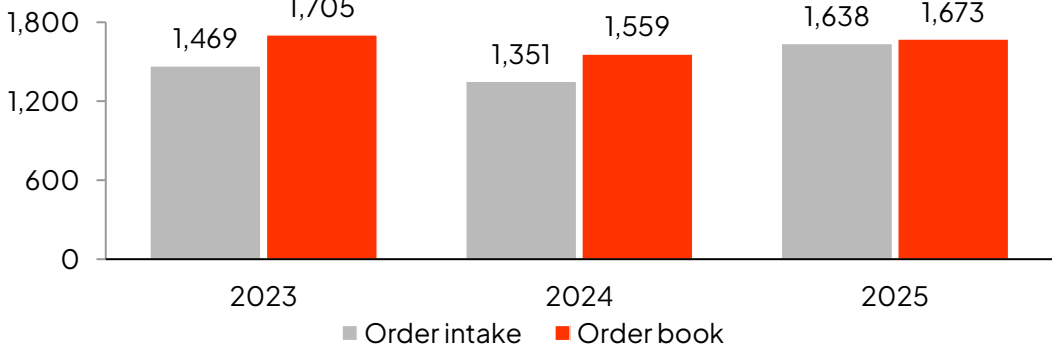
10.5%
comp. EBITA margin (2025)

- Konecranes is a market leader in all product categories for ports and container terminals
- Port Solutions offers a full range of manned and fully automated container cranes, mobile harbor cranes, straddle carriers, heavy-duty lift trucks, and automated guided vehicles
- The offering also comprises a complete array of shipyard cranes and Terminal Operating System (TOS) and Equipment Control System (ECS) software, optimizing operations of entire container terminals
- In 2025, the service share of Port Solutions' sales was 20% (304.6 MEUR)

Key financials, EUR million, % of net sales



Order intake and order book, EUR million⁽¹⁾



Note (1): Agreement base included in Order intake from Q1 2023 onwards and historical figures are restated

Port Solutions offering – widest and deepest offering for container handling...

Port Services



Service & maintenance, inspections, spare parts, modernizations, retrofits, training, digital services

Lift Trucks



Forklift Trucks (FLT)

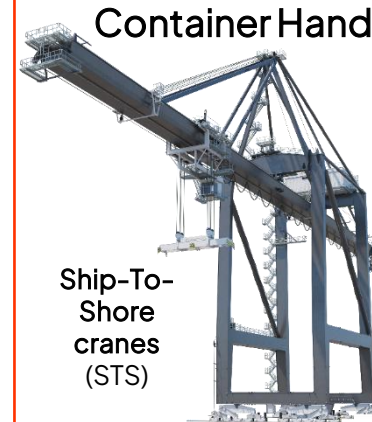


Reach Stackers (RS)

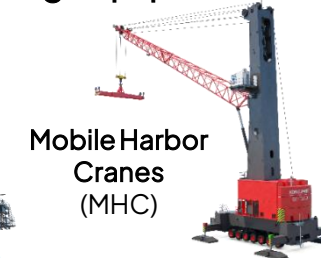


Container Handlers (Laden/LCH & Empty/ECH)

Container Handling Equipment



Ship-To-Shore cranes (STS)



Mobile Harbor Cranes (MHC)



Rail Mounted & Rubber Tired Gantry Cranes (RMG, RTG)

Shipyards Cranes



Goliath Gantry Crane



Shipyard Cranes

Software



Terminal Operating System, Equipment Control System (TOS, ECS)

Automated equipment



Automated RTG & RMG System (ARTG, ARMG/ASC)



AGVs & A-TTs



Straddle Carriers (SC)



Sprinter Carriers (SPC, A-SPRINTER)

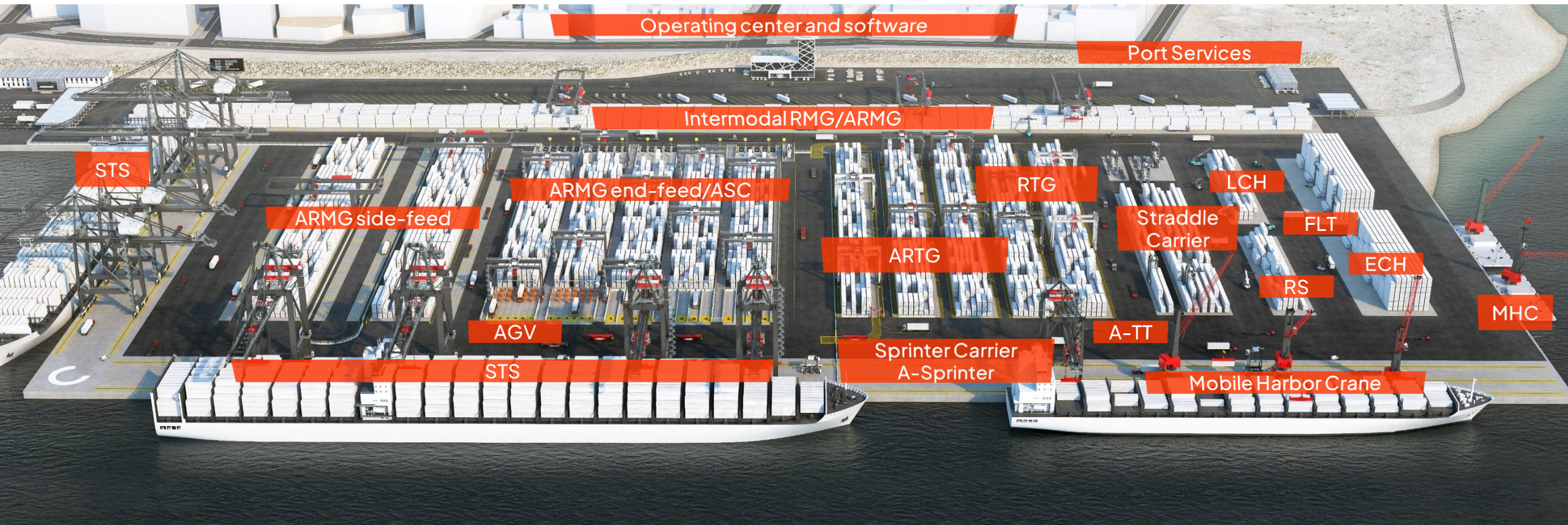


...covering equipment, automation solutions, software & services

PS offering
video ▶

YouTube

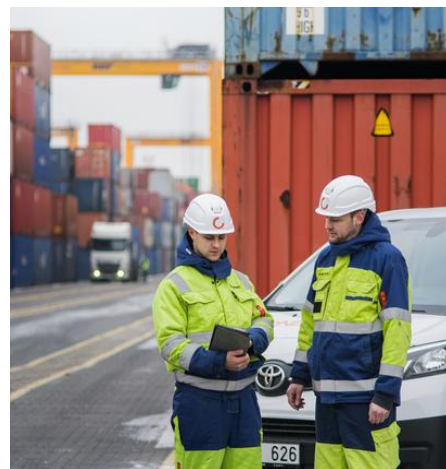
KONECRANES



Our growth strategy captures opportunities across the market



Strengthen
market share
in core business



Boost service
business



Geographic and
segment expansion



Strengthen
market position
in large cranes



Enhance mobile
equipment and product
portfolio

The upgraded financial targets reflect our ambitions

Net sales growth of

7%

(CAGR)

Comparable EBITA margin of

9-12%

to be reached latest for the year 2030

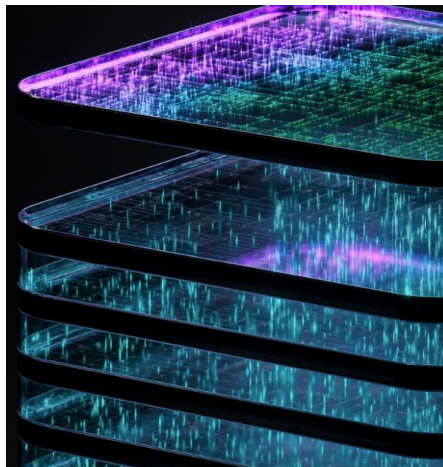
Drive technology leadership through safer, smarter and more productive cargo handling



Power technologies
and electrification



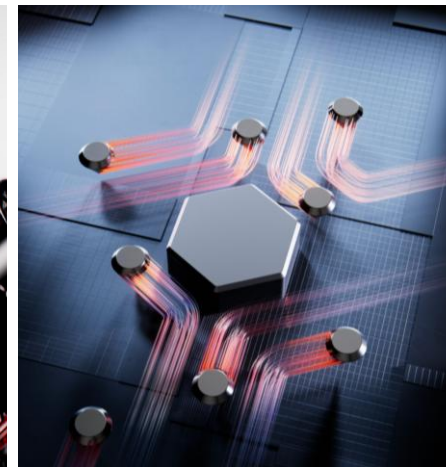
Automation



AI, IoT and
Cybersecurity

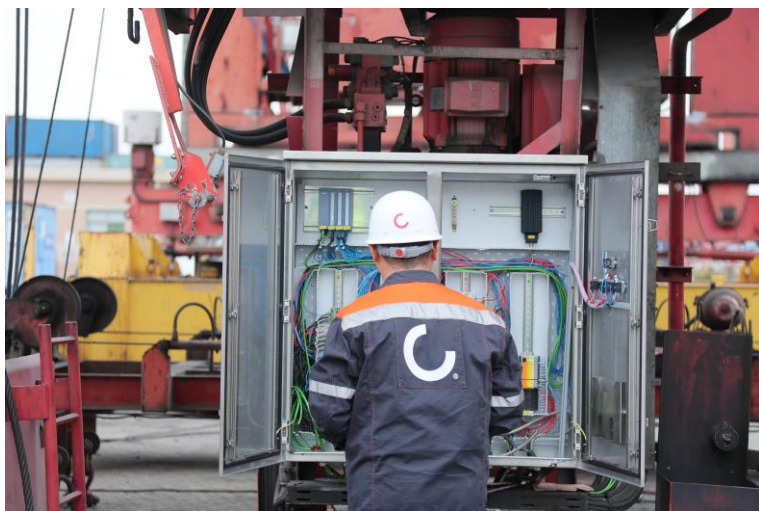


Core of Lifting



Product compliance

Grow performance-driven lifecycle value for our customers



Strengthen lifecycle value creation



Commitment to perform and build long-term customer success



Improve cybersecurity, productivity, safety and sustainability

Deepen customer reach through strong presence and broader market access

Deepening strategic relationship with customers

- ▶ Global delivery capabilities and OEM expertise
- ▶ Widest and deepest portfolio

Geographic footprint expansion with own and partner network

- ▶ Regional growth initiatives
- ▶ Scalable network of partners and distributors

Konecranes locations including Port Solutions partners



Improve responsiveness



Global supply chain that serves regional needs



Efficient and scalable operating model



Productized offering and adaptable modular platforms

Positioned to capture growth

Widest and deepest offering that fits any customer

Continue investments in growth

Resilience in changing geopolitical dynamics



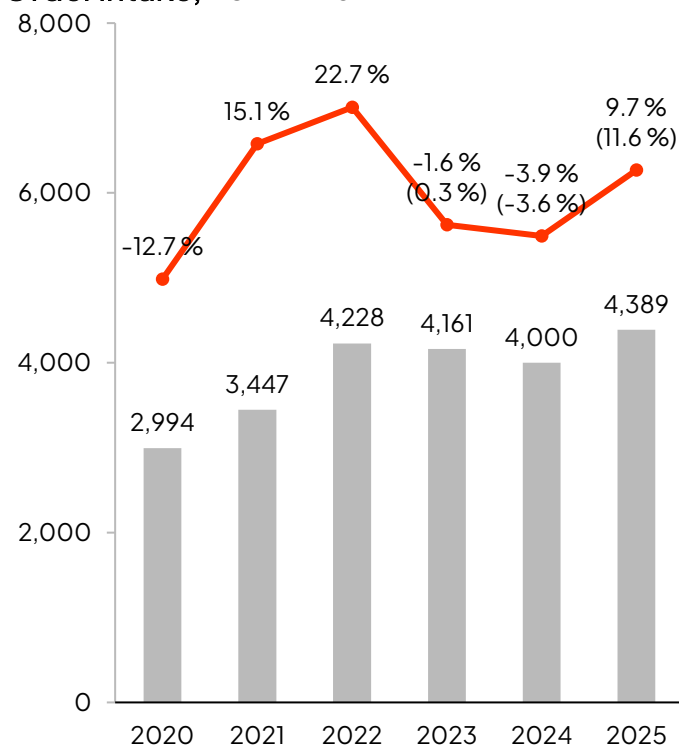
6. Appendix

Konecranes at a glance

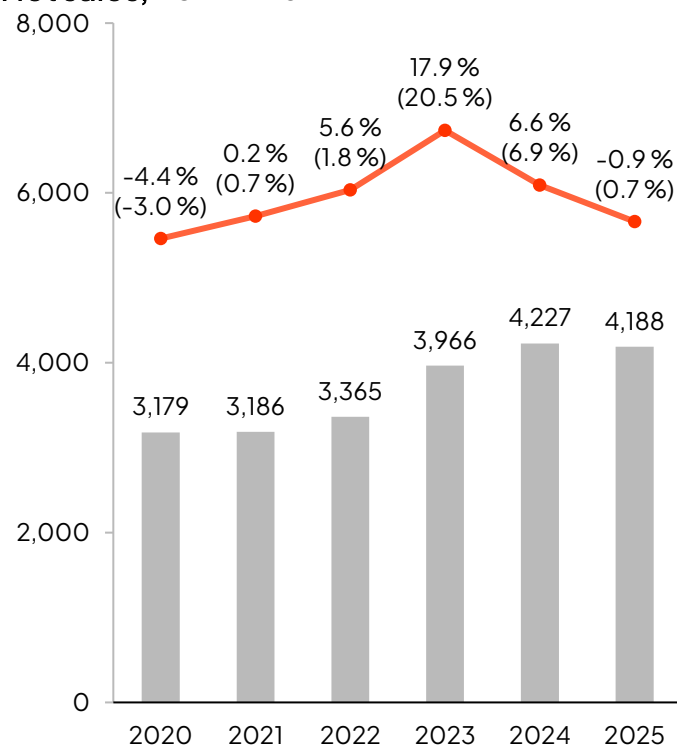
Key figures, 2025	Konecranes Group	Industrial Service	Industrial Equipment	Port Solutions	Eliminations / Group
Order intake	4,389.3 EUR million	1,561.1 EUR million	1,367.6 EUR million	1,637.8 EUR million	-177.3 EUR million
Orderbook	2,988.4 EUR million	404.8 EUR million	911.1 EUR million	1,672.5 EUR million	
Net sales	4,187.8 EUR million	1,562.8 EUR million	1,275.3 EUR million	1,523.4 EUR million	-173.8 EUR million
Comp. EBITA	588.1 EUR million	341.5 EUR million	120.0 EUR million	159.6 EUR million	-33.0 EUR million
Comp. EBITA-%	14.0%	21.8%	9.4%	10.5%	
Personnel (end of Q3 2026)	16,476	7,581	5,130	3,640	125

Key financials development

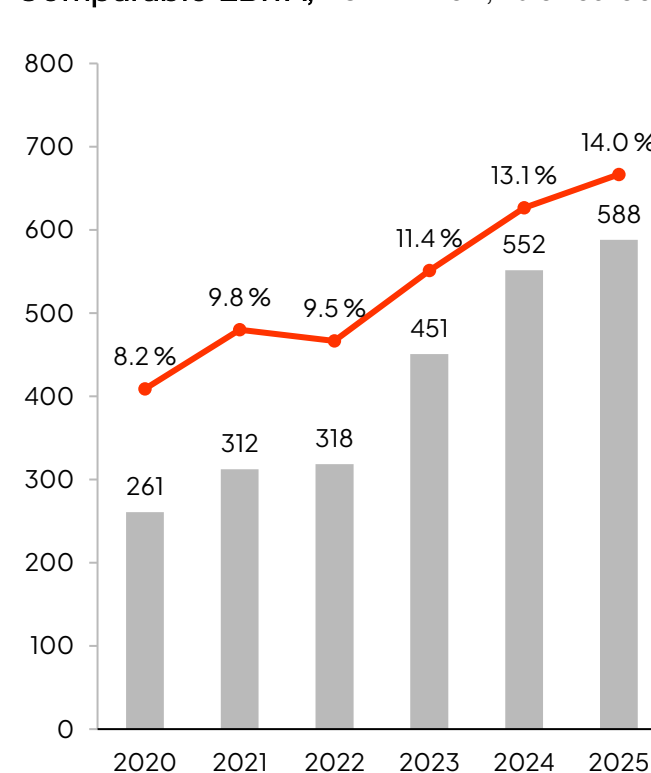
Order intake, EUR million⁽¹⁾



Net sales, EUR million



Comparable EBITA, EUR million, % of sales



Order intake

Y/Y growth-% (Y/Y growth-% in comparable FX)

Net sales

Y/Y growth-% (Y/Y growth-% in comparable FX)

Comparable EBITA

Comp. EBITA-%

Note (1): Agreement base included in Order intake from Q1 2023 onwards and historical figures are restated

Konecranes has a strong eco-efficient equipment offering combined with services to extend product lifecycles

Eco portfolio sales by segment⁽¹⁾⁽²⁾

Circular services	40% 1-9/2026	40% 2025
Industrial Equipment	100% 1-9/2026	100% 2025
Port Solutions	68% 1-9/2026	62% 2025

Eco portfolio⁽¹⁾⁽²⁾

For Industrial Service and Port Service, Konecranes reports circular services revenue that is aligned or eligible with EU taxonomy criteria, share of total group sales. This includes maintenance and repair activities, including modernizations and retrofits as well as spare parts sales.

For Industrial Equipment, Konecranes reports sales of fully electrified equipment, share of total sales.

For Port Solutions, Konecranes reports sales of fully electrified and hybrid equipment, share of total equipment sales.

Note (1): Konecranes has made changes to reporting its eco portfolio. Previous eco portfolio definition included fully electrified and hybrid equipment and modernizations and retrofits, share of total sales.

Note (2): For Port Solutions, the eco portfolio share is impacted by sales mix and timing of project revenues

Konecranes Board of Directors

Pasi Laine

Chair of the Board



Ulf Liljedahl

Member of the Board



Gun Nilsson

Member of the Board



Päivi Rekonen

Member of the Board



Matts Rosenberg

Member of the Board



Thomas Schulz

Member of the Board



Birgit Seeger

Member of the Board



Marco Wirén

Member of the Board



Konecranes Board of Directors

8

Board members

75%

Independent

38%

women

Audit & HR

Committees

Board independence

- All Board members with the exception of Pasi Laine and Matts Rosenberg are deemed to be independent of the Company's significant shareholders
- Pasi Laine is deemed not to be independent of a significant shareholder of the Company, based on his position on Solidium's Board of Directors
- Matts Rosenberg is deemed not to be independent of a significant shareholder of the Company, based on his position as Solidium's CEO.

Konecranes Leadership Team

Marko Tulokas

President and CEO



Teo Ottola

CFO,
Deputy CEO



Fabio Fiorino

President, Business Area
Industrial Service



Jussi Rautiainen

President, Business Area
Industrial Equipment



Tomas Myntti

President, Business Area
Port Solutions



Claes Erixon

Executive Vice President,
Technologies



Christine George

Executive Vice President, Corporate
Strategy & Communications



Mara Zavagno

Executive Vice President,
People and Culture



Sirpa Poitsalo

Executive Vice President,
General Counsel



9

Konecranes
Leadership
Team members

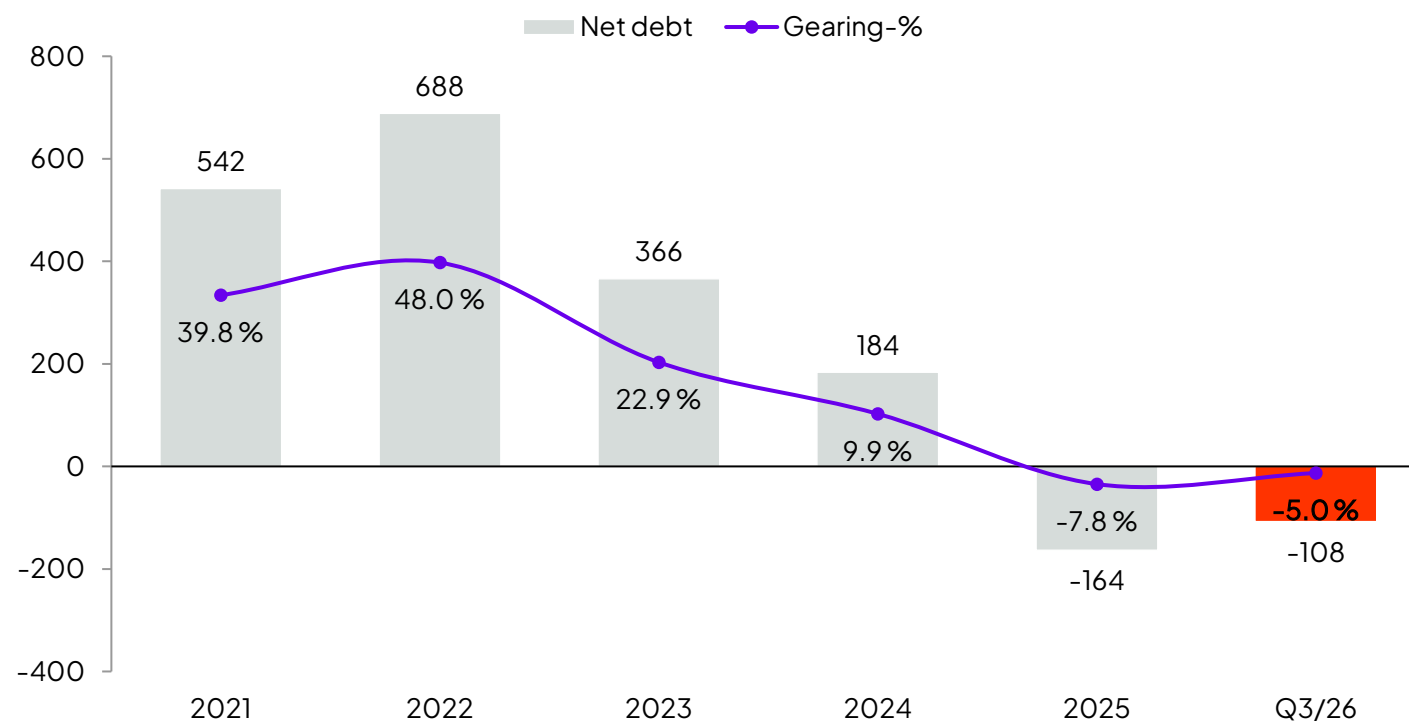
33%
women

5

different
nationalities

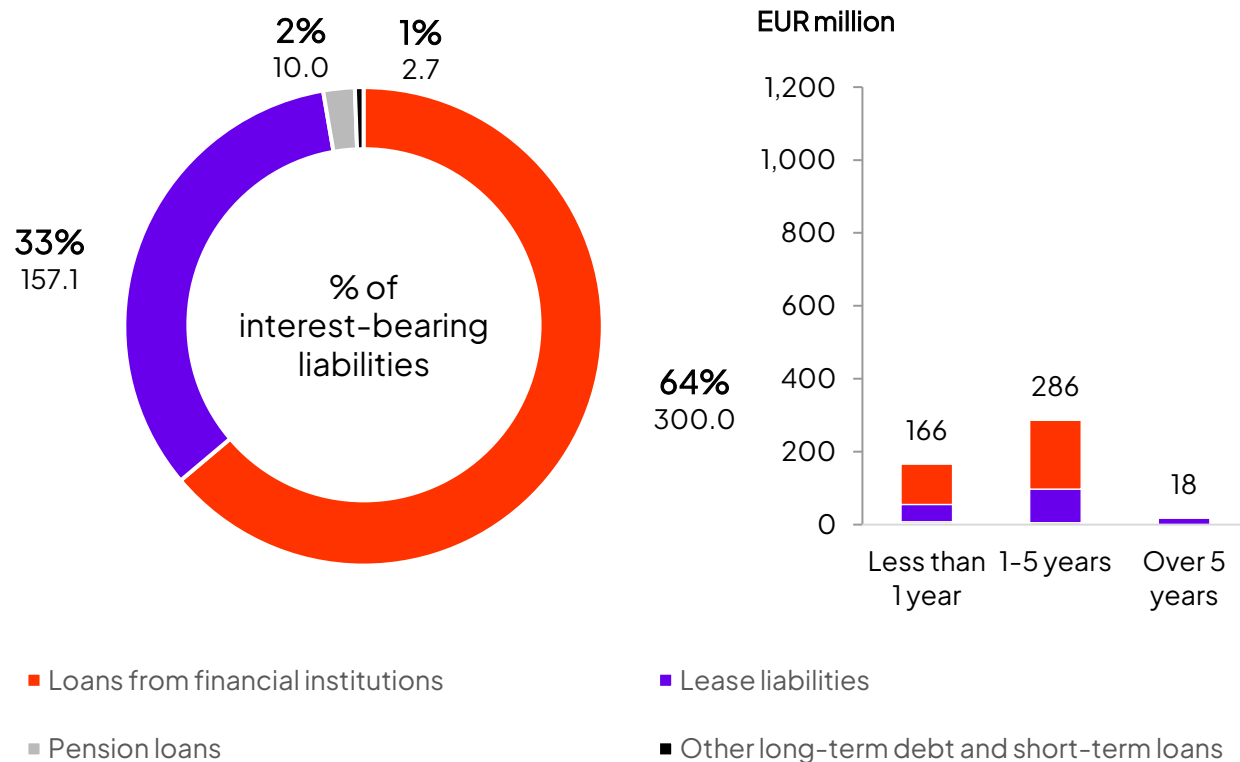
We have a strong balance sheet with financial flexibility

Net debt, EUR million
Gearing, %



Group interest-bearing liabilities and net debt

Structure and maturity profile of interest-bearing liabilities, EUR million (Dec 31, 2025)

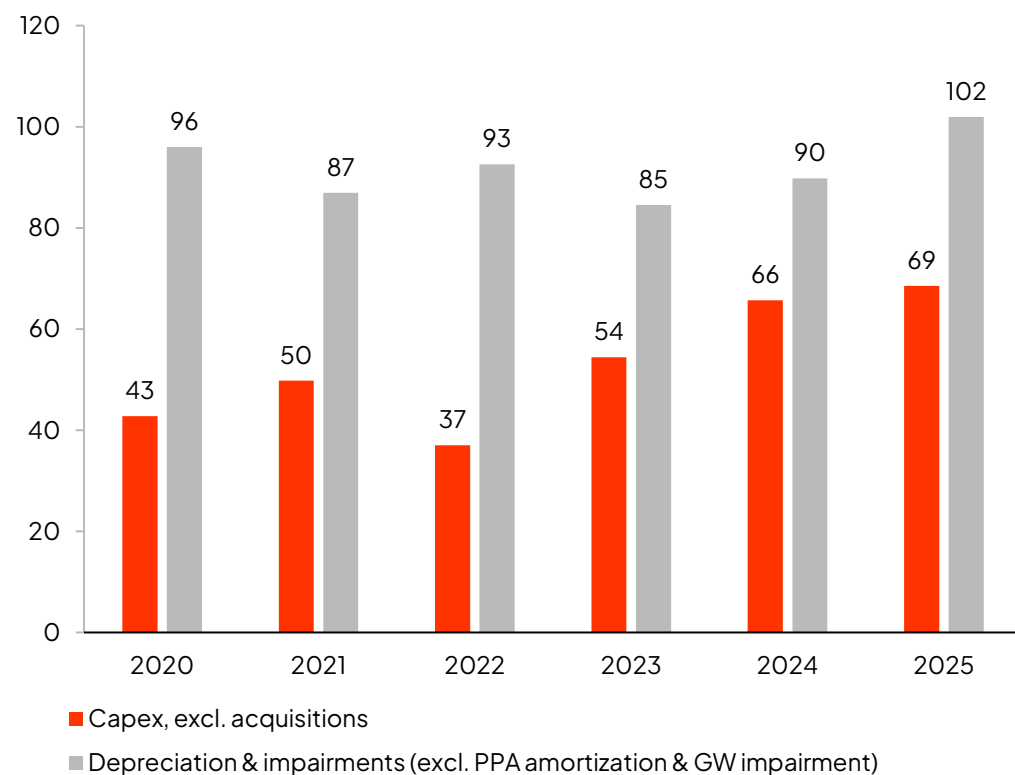


Interest-bearing net debt (Dec 31, 2025)

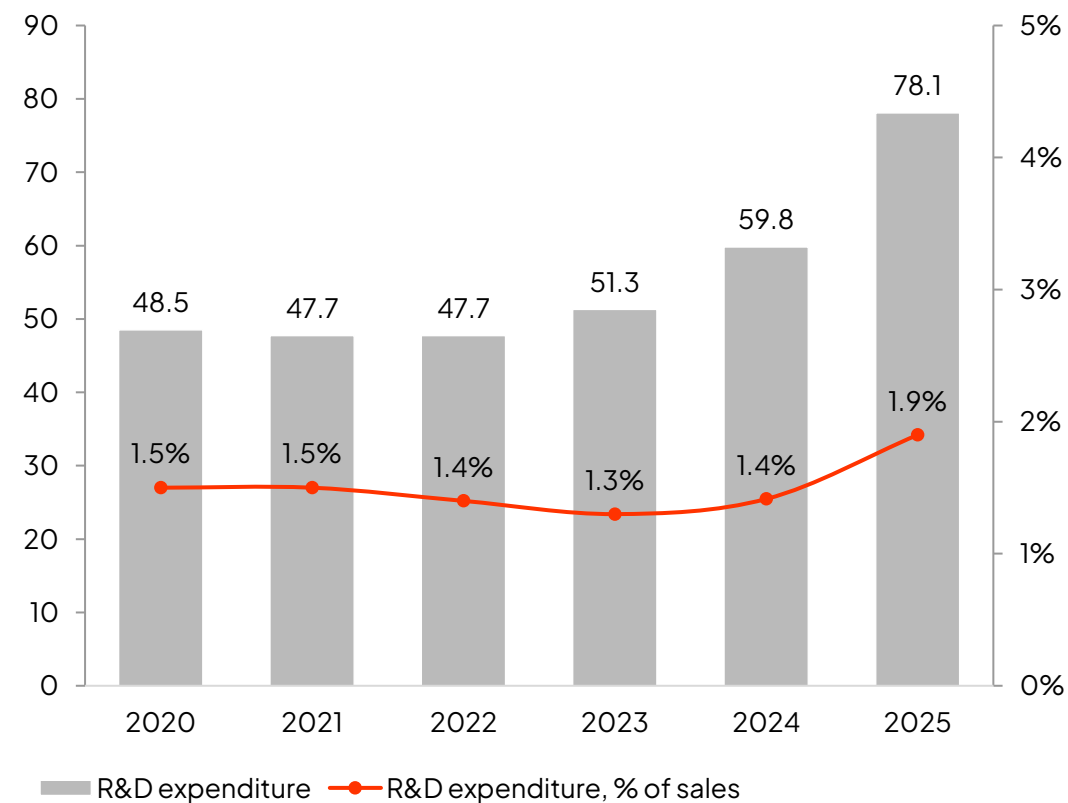
EUR million	31 Dec 2025	31 Dec 2024
Non current interest bearing liabilities	303.7	539.3
Current interest bearing liabilities	166.2	356.3
Interest-bearing liabilities	469.8	895.6
Loans receivable	-1.4	-2.1
Cash and cash equivalents	-631.9	-710.0
Interest-bearing net debt	-163.5	183.5

Capital expenditure, depreciation and R&D expenditure

Capital expenditure and depreciation, EUR million



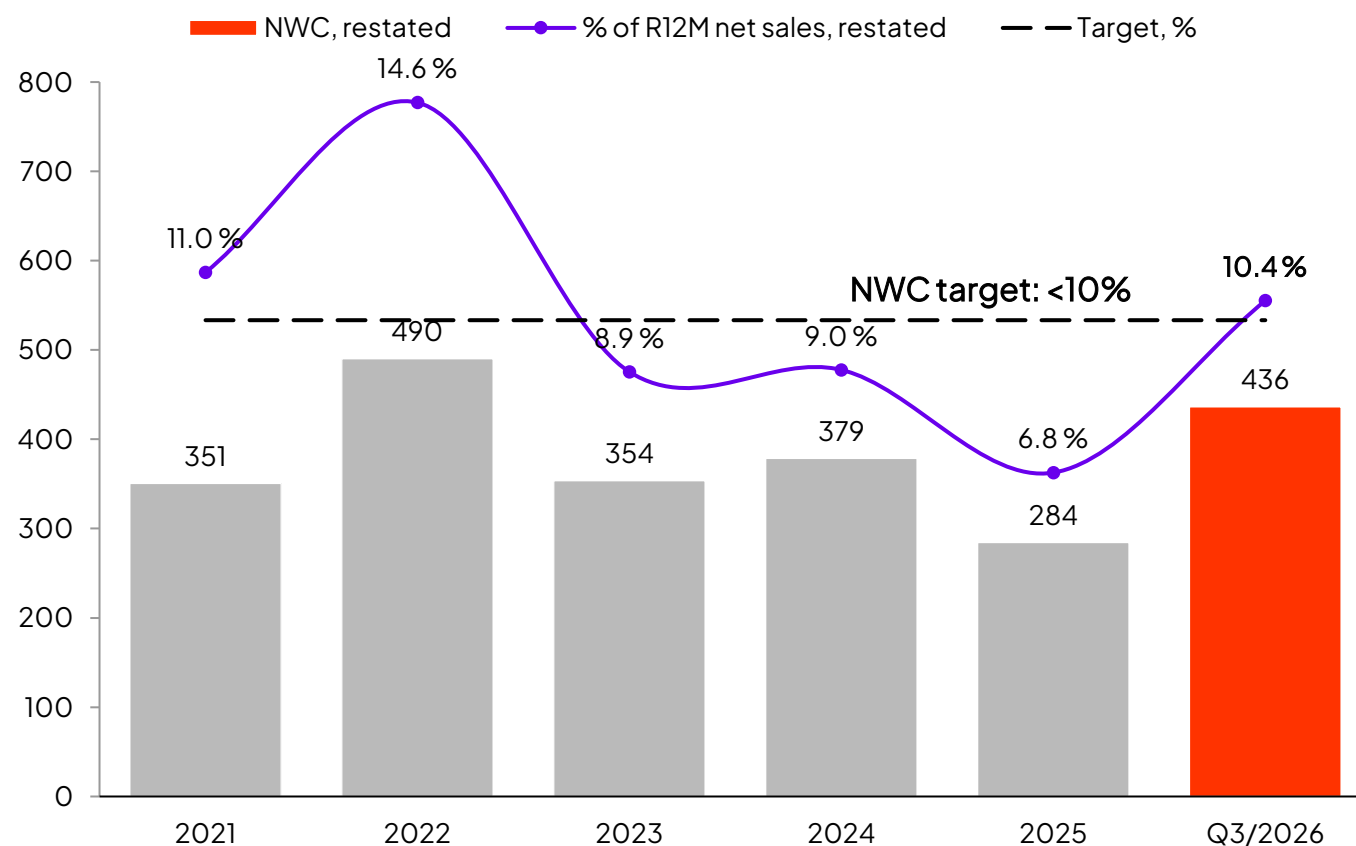
Research and development*, EUR million, % of sales



*In 2025, Konecranes revised the content of R&D expenses, the R&D expenses from the comparison period 2024 remain unchanged.

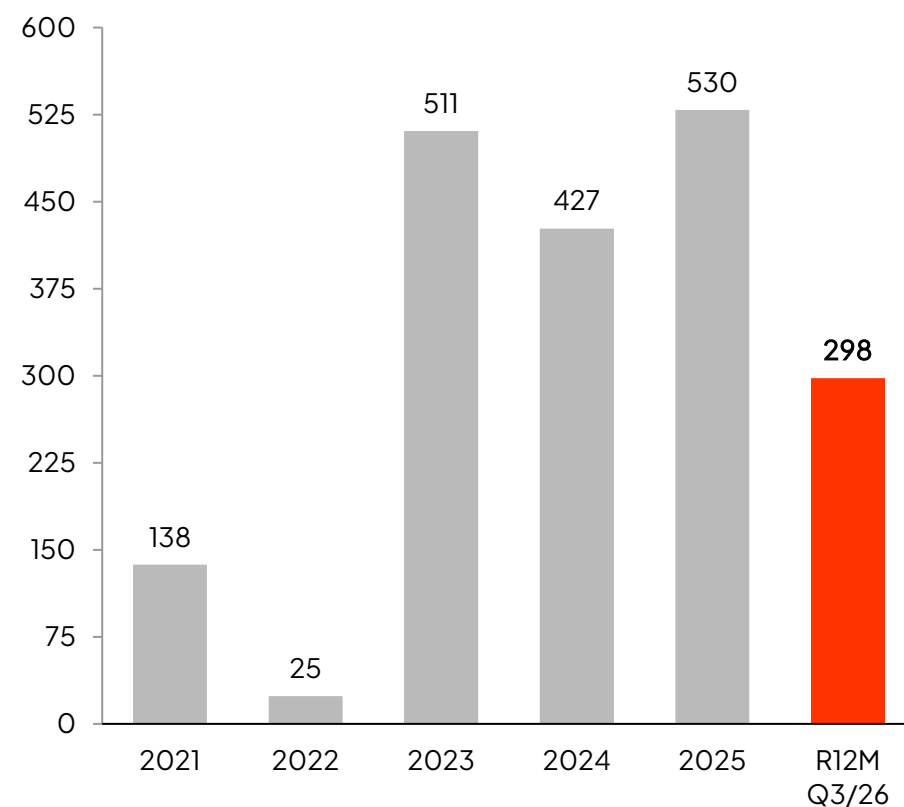
Our net working capital development is driven by timing of projects and delivery capability

Net working capital, EUR million, % of R12M net sales

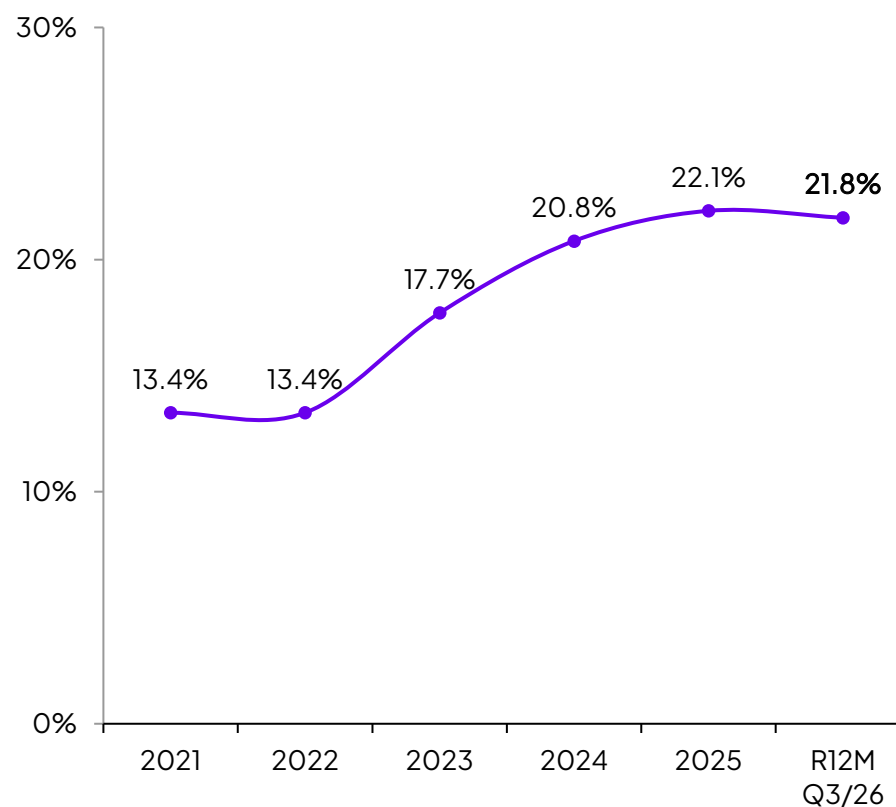


Free cash flow and return on capital employed

Free cash flow, EUR million



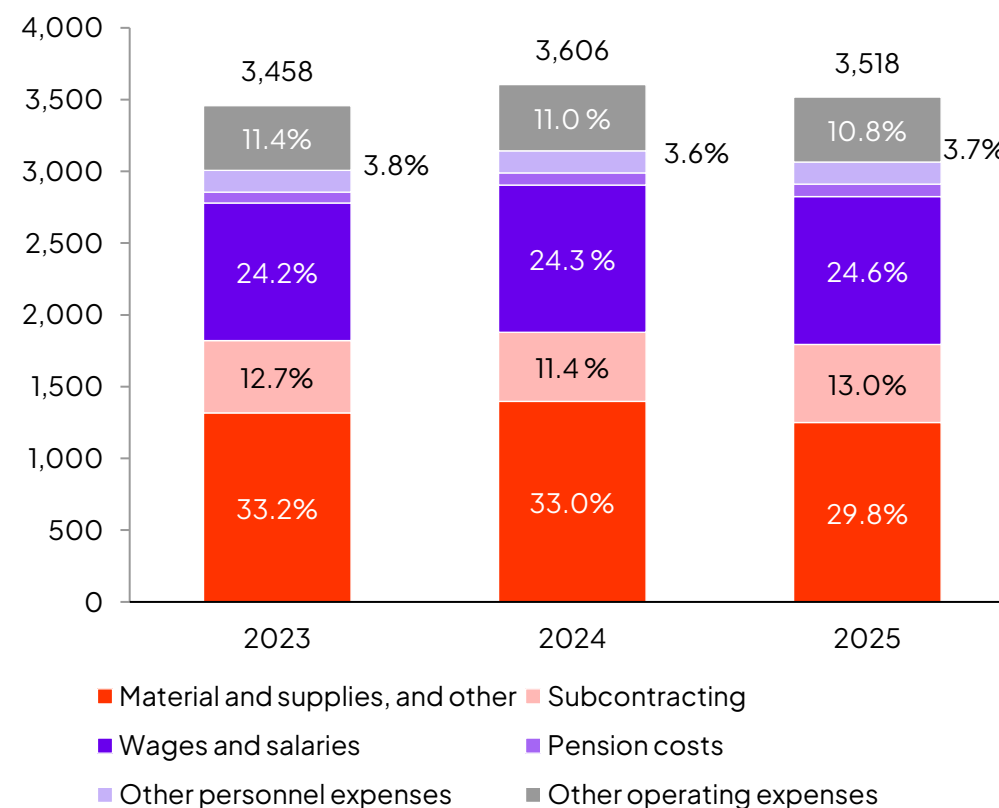
Comparable return on capital employed, %



Operating expenses

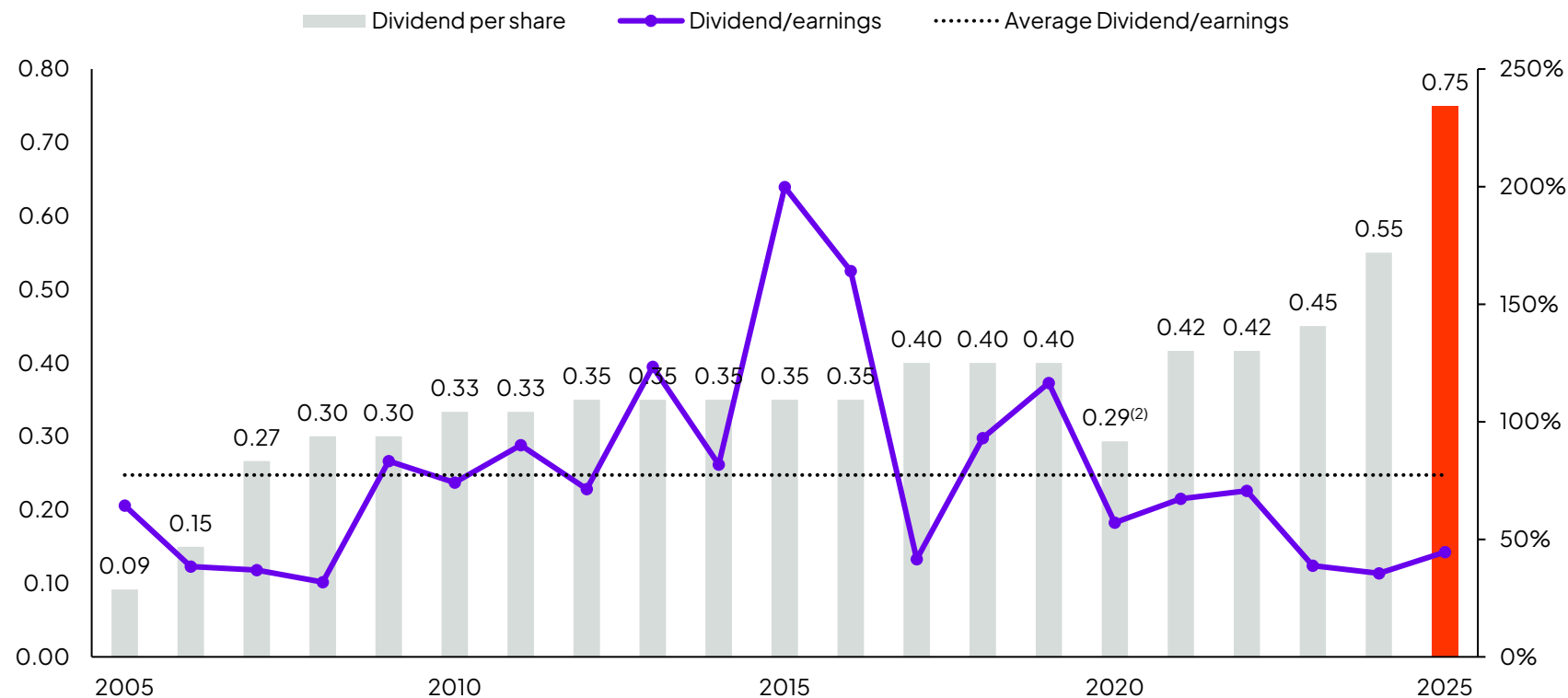
EUR million	1-12/ 2023	1-12/ 2024	1-12/ 2025
Change in work in progress	13.4	14.4	-8.5
Production for own use	-0.7	-0.3	-0.2
Material and supplies	1,303.7	1,382.7	1,257.9
Subcontracting	503.9	481.5	545.8
Materials, supplies and subcontracting	1,820.3	1,878.2	1,795.1
Wages and salaries	959.2	1,025.2	1,029.1
Pension costs	76.9	85.0	88.1
Other personnel expenses	150.5	153.8	153.5
Personnel cost	1,186.6	1,264.0	1,270.7
Other operating expenses	451.5	463.4	452.2
Total operating expenses	3,458.4	3,605.6	3,518.0

Operating expenses, EUR million, % of sales



Dividend per share and pay-out ratio development

Dividend per share, EUR and dividend/earnings ratio, %⁽¹⁾



Dividend policy⁽³⁾

Konecranes aims to distribute
40-60%
of earnings as dividends

Key figures

0.75 EUR⁽¹⁾

Dividend payment for 2025

77%

average dividend pay-out ratio for
2005-2025

3.9%

average effective dividend yield for
2005-2025

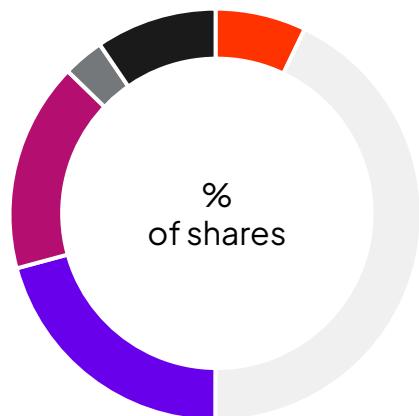
Note (1): Konecranes Plc's Annual General Meeting on March 26, 2026, decided on a share split. The share-specific indicators have been calculated using the post-share split number of shares.

Note (2): For 2020, the dividend of EUR 0.29 per share was in accordance with the Combination Agreement, the planned merger with Cargotec was cancelled in March 2022

Note (3): Dividend policy: the dividend payout ratio is 40-60% of earnings over the business cycle, excluding exceptional gains or losses.

Major shareholders and distribution of ownership

Ownership structure (September 30, 2026)



- Private companies (7.1% of shares)
- Financial and insurance corporations (42.9% of shares)
- Public sector organizations (20.8% of shares)
- Households (16.5% of shares)
- Non-profit organizations (3.2% of shares)
- Foreigners (9.5% of shares)

54,366 shareholders (50,883 households)

Major shareholders (September 30, 2026)

Shareholder	# of shares	Shares, %
1 Solidium Oy	26,379,369	11.10
2 Oras Invest Ltd	12,000,000	5.05
3 Varma Mutual Pension Insurance Company	8,785,041	3.70
4 Ilmarinen Mutual Pension Insurance Company	7,935,560	3.34
5 Gustavson Stig and family ⁽¹⁾	7,098,471	2.99
6 Elo Mutual Pension Insurance Company	3,389,000	1.43
7 OP Investment Funds	2,714,250	1.14
8 Nordea Funds (Finland)	1,844,647	0.78
9 The State Pension Fund	1,800,000	0.76
10 Samfundet folkhälsan i Svenska Finland rf	1,376,600	0.58
Top 10 total	73,322,938	30.85
Nominee registered	112,697,745	47.42
Other shareholders	51,645,035	21.73
Total number of shares	237,665,718	100.00

Note (1): Includes shares held by Stig Gustavson and the retained voting rights of shares donated to near relatives

Thank you

Contact information

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