CEO review

Marko Tulokas, President and CEO 26.3.2026

KONECRANES

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Konecranes Leadership Team

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Executive Vice President, Corporate
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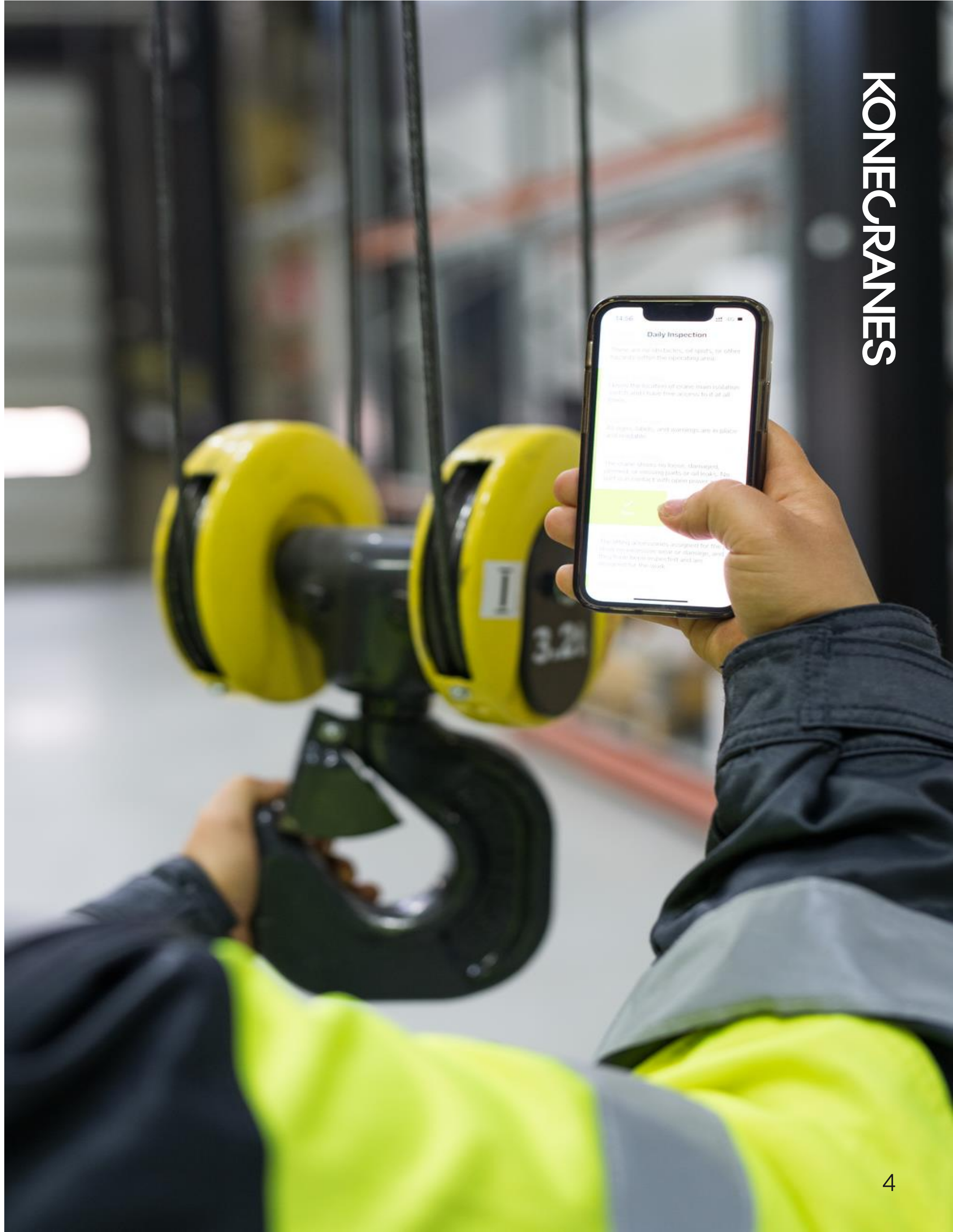
Anneli Karkovirta
Executive Vice President,
People and Culture

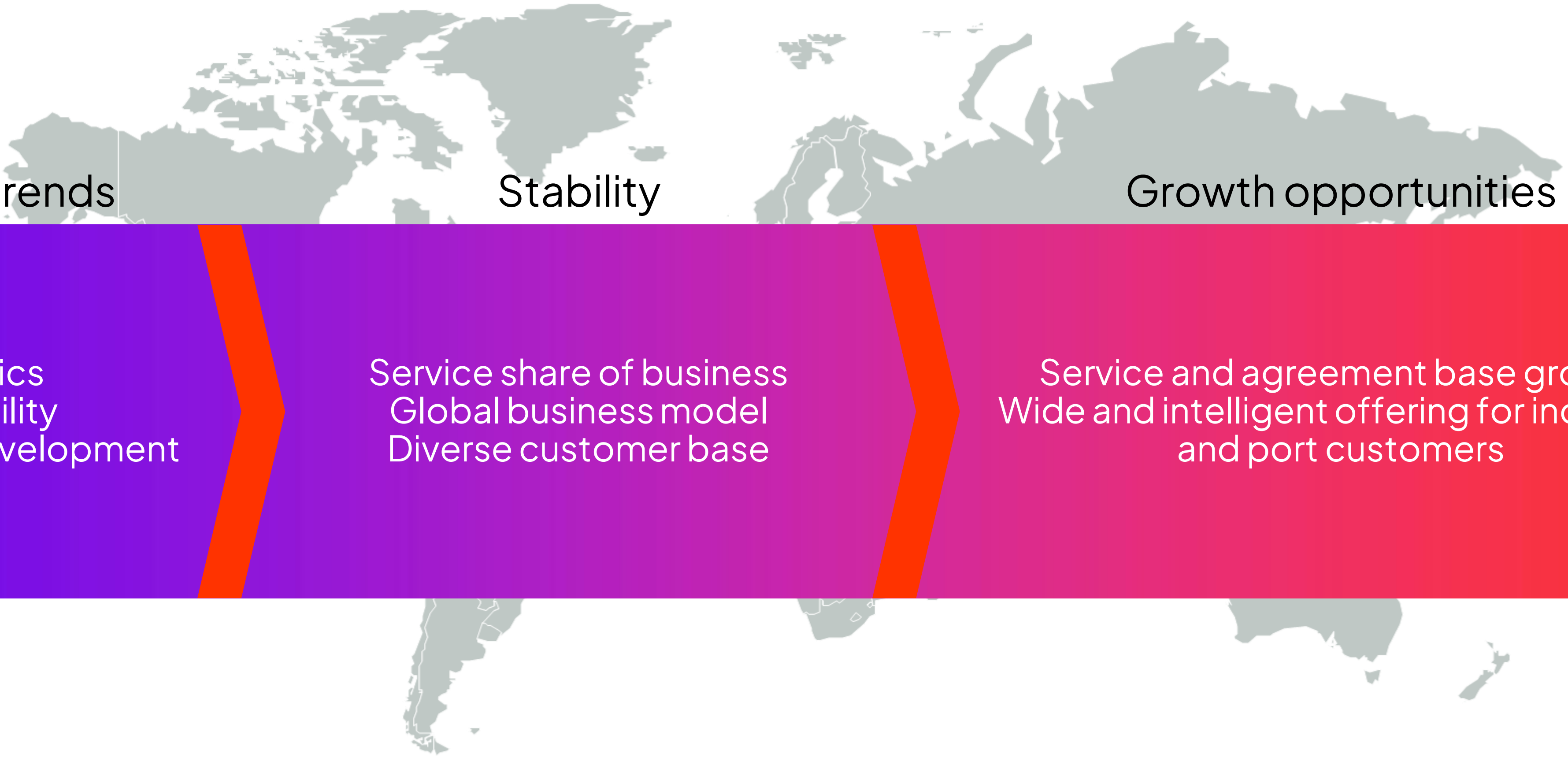
Sirpa Poitsalo
Executive Vice President,
General Counsel

Year 2025 reflects Konecranes' strength and improved resilience

- Good customer activity and positive development in many customer segments
- Solid customer demand and strong order intake
- Agreement base growth, profitability improvement and successful pricing actions
- Robust strategy execution, continued new product roll-outs
- Emission reduction target for own operations raised due to good progress



Our proven lifecycle model has provided resilience and stability in the current operating environment



Megatrends

Geopolitics
Sustainability
Technological development

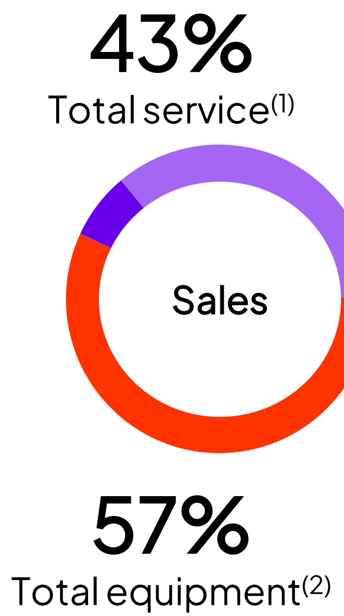
Stability

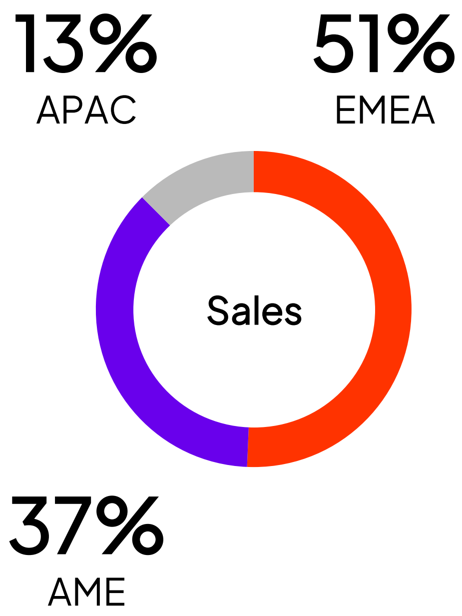
Service share of business
Global business model
Diverse customer base

Growth opportunities

Service and agreement base growth
Wide and intelligent offering for industrial and port customers

Konecranes provides lifecycle solutions across industries and is a global leader in material handling





Order intake	Order book
4.4 EUR billion	3.0 EUR billion
+11.6%*	+7.0%*

Net sales	Comparable EBITA
4.2 EUR billion	14.0% margin
+0.7%*	+0.9pp

Note (1): Total service includes Industrial Service and Port Solutions' service sales
Note (2): Total equipment includes Industrial Equipment and Port Solutions excluding Port Solutions' service sales
Note (3): All figures refer to 2025

*Year on year change on a comparable currency basis

Our targets reflect our high ambitions

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Financial targets:

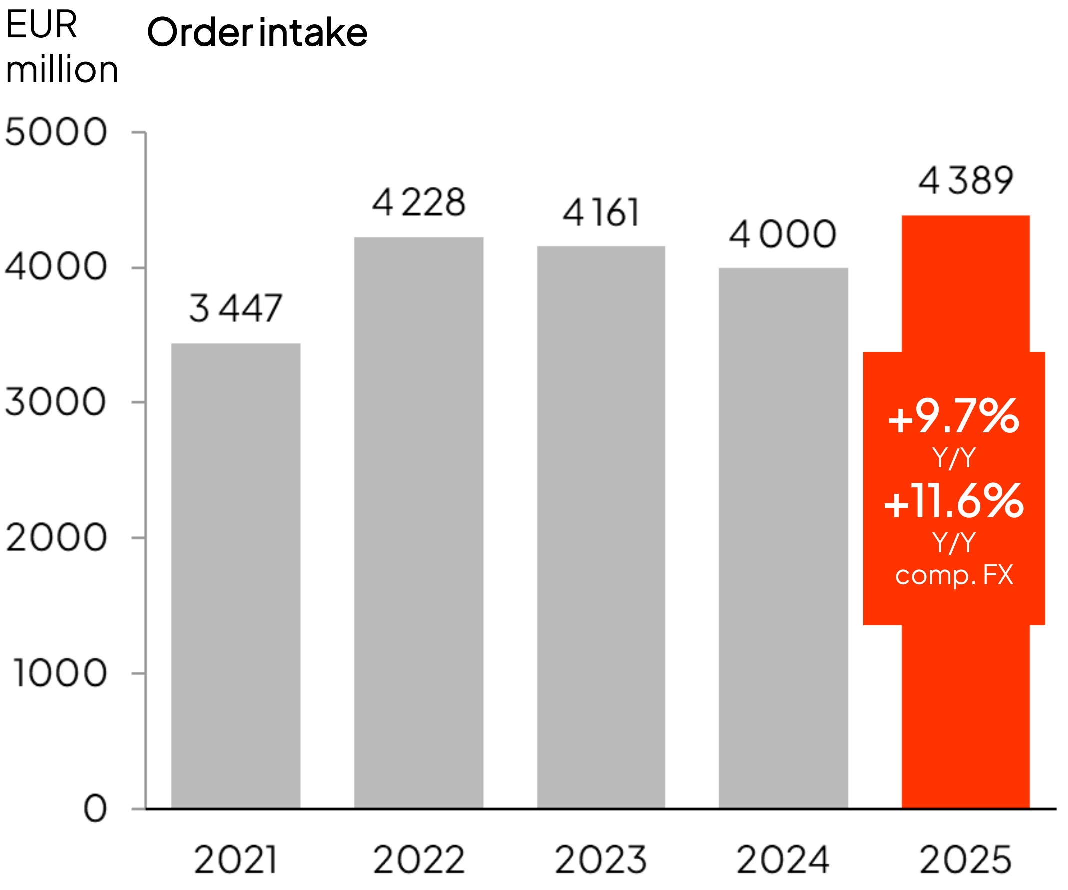
- Sales growth faster than the market[1]
- Comparable EBITA margin of 13-16%[2]

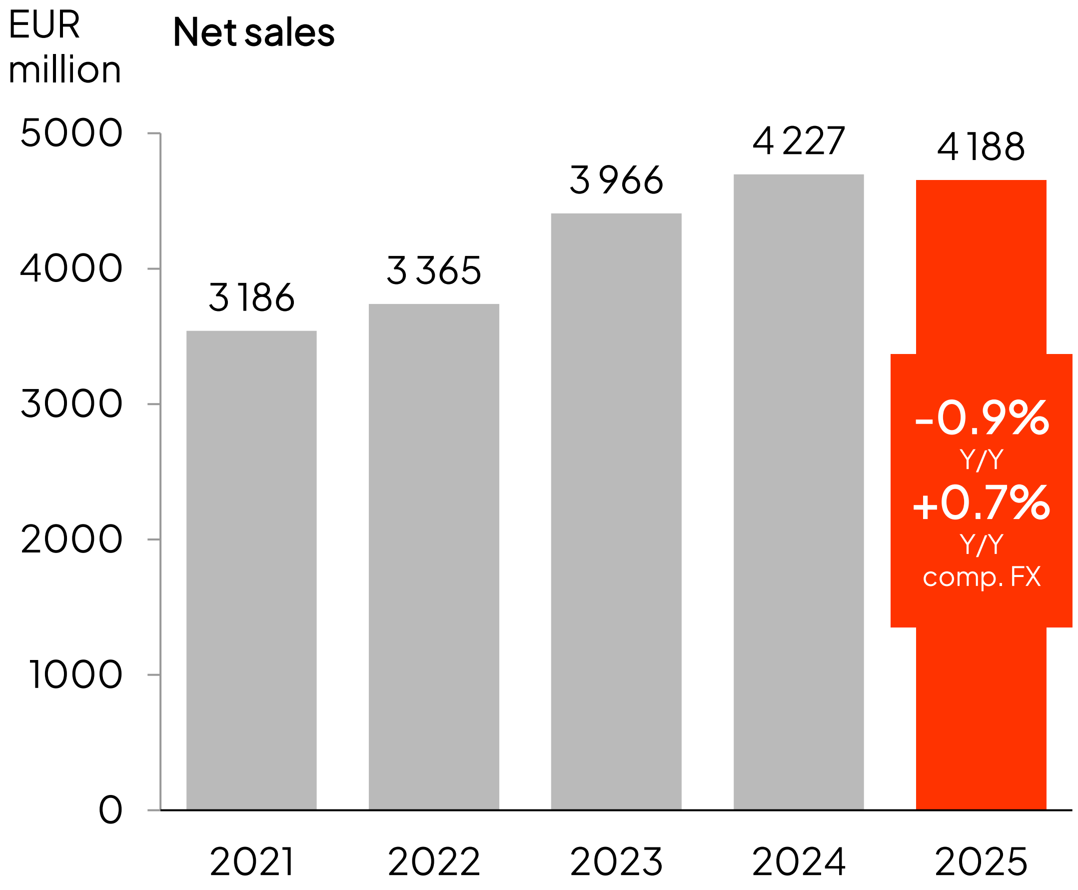
Other business targets:

- Reduce absolute Scope 1 and 2 GHG emissions by 60% by 2030
- Reduce absolute Scope 3 value chain GHG emissions by 50% by 2030[3]
- Total Recordable Incident (TRI) rate less than three by the end of 2030

[1] nominal world GDP growth, IMF World Economic Outlook
[2] profitability range, depending on the cycle, as soon as possible, but no later than in 2029
[3] encompassing purchased goods and services and use of sold products, base year 2019

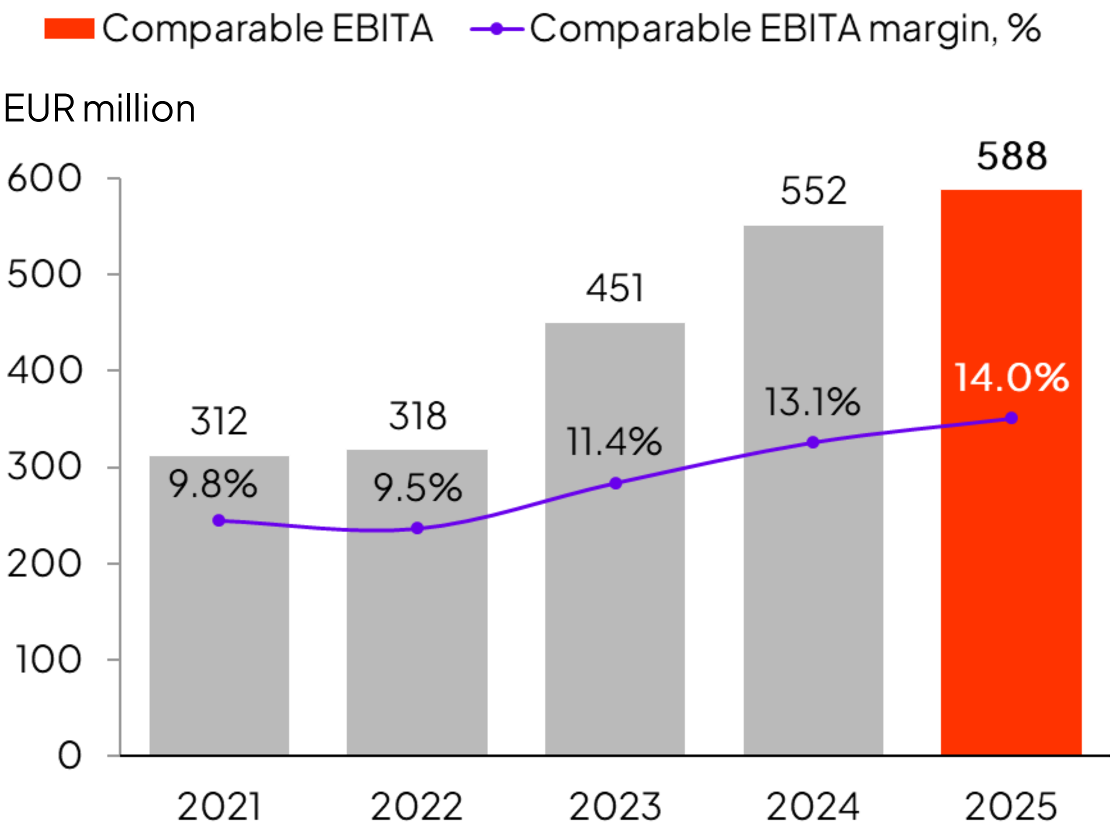
Strong orders in 2025, sales remained stable





Note: Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

We continued to strengthen our profitability in line with our strategy



Free cash flow was record-high and balance sheet continued to strengthen

Free cash flow
530
EUR million

Comparable ROCE
22.1%

NWC of sales
6.8%

Gearing
-7.8%

Figures refer to 2025

We aim to grow profitably and create long-term value for our shareholders

Capital allocation priorities

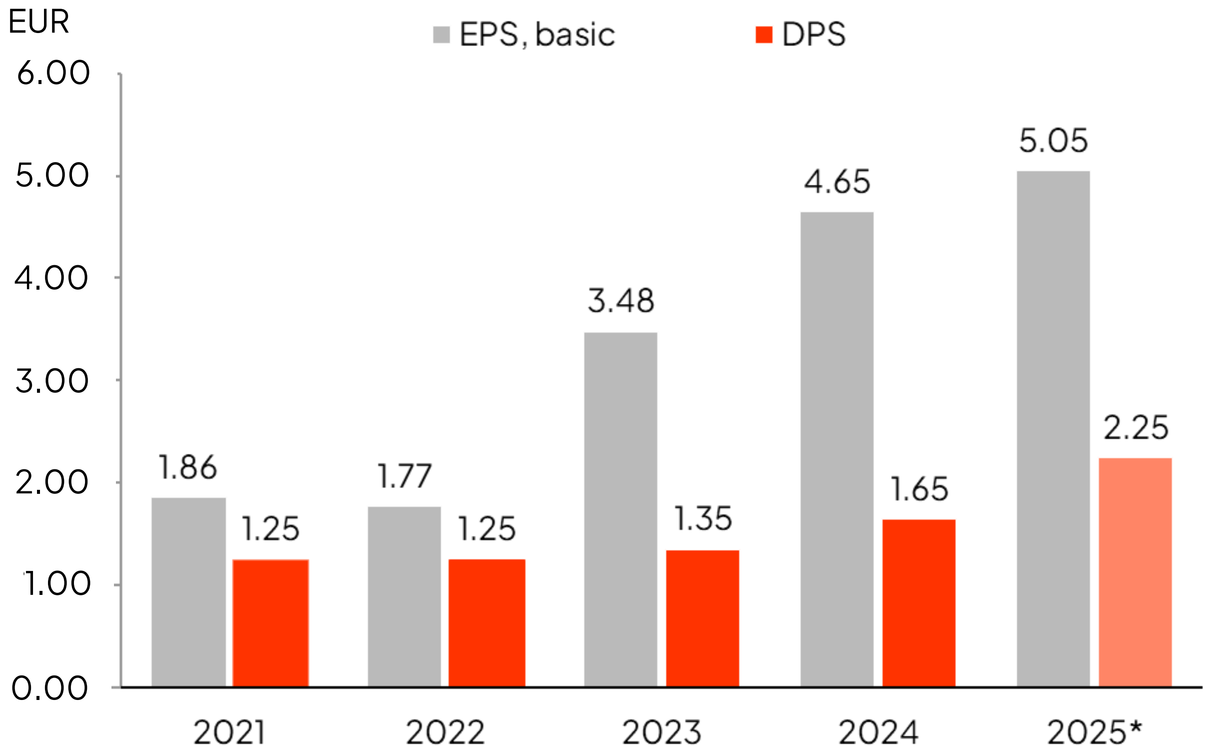
Capital expenditure
Reinvesting into own operations to grow the business and improve productivity

Dividends
Distributing profits to shareholders according to the dividend policy

Acquisitions
Strengthening the business with bolt-on and adjacent acquisitions

Other
For example, share buybacks, extra dividends

Stable or growing dividend paid in line with our policy



*Dividend proposal by the Board of Directors

We are progressing towards our sustainability targets

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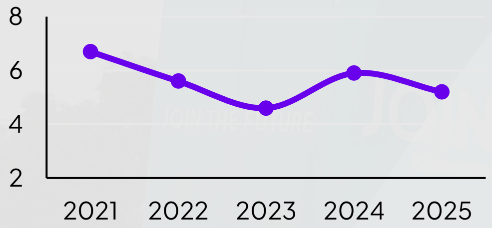
Improvement within safety

Total recordable incident rate (TRI)

5.2



Emissions from own operations reduced by

54%

From 2019

Emissions from value chain reduced by

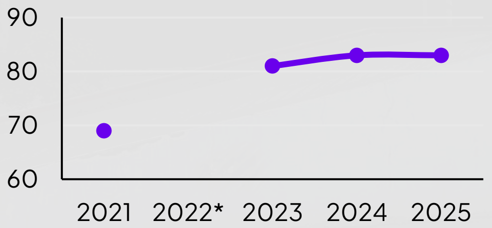
20%

From 2019

Result from the survey indicates strong inclusion among employees

Inclusion Index

83%



PLATINUM Top 1%
ecovadis
Sustainability Rating
SEP 2025

Climate
CDP
A List
2025

MSCI ESG RATINGS
AAA

CCC	B	BB	BBB	A	AA	AAA

As of Feb 2026

Note: No Inclusion Index survey in 2022

Business Area Industrial Service: industry-leading lifecycle service

Order intake
1,561
EUR million
+2.9%*

Net sales
1,563
EUR million
+1.9%*

Comparable EBITA
21.8%
margin
+0.8pp

Employees
7,721
-299

- Agreement base, which is the engine for growth, increased by 4.4%*
- Profitability continued to strengthen
- Konecranes Portal launched, giving customers better transparency on their fleet
- Meyer Turku shipyard service agreement

*Year on year change on a comparable currency basis
Figures refer to 2025

Business Area Industrial Equipment: global leader in sustainable lifting solutions

Order intake	Net sales
1,368	1,275
EUR million	EUR million
+10.8%*	+1.2%*

Comparable EBITA	Employees
9.4%	5,131
margin	
+0.4pp	-158

- Good order growth and profitability improved
- New rope hoist and chain hoist roll-out continued
- Power and defense among growing customer segments
- 39 industrial cranes to Hitachi Energy's new transformer factory in Finland

*Year on year change on a comparable currency basis
Figures refer to 2025

Business Area Port Solutions: leading Western supplier

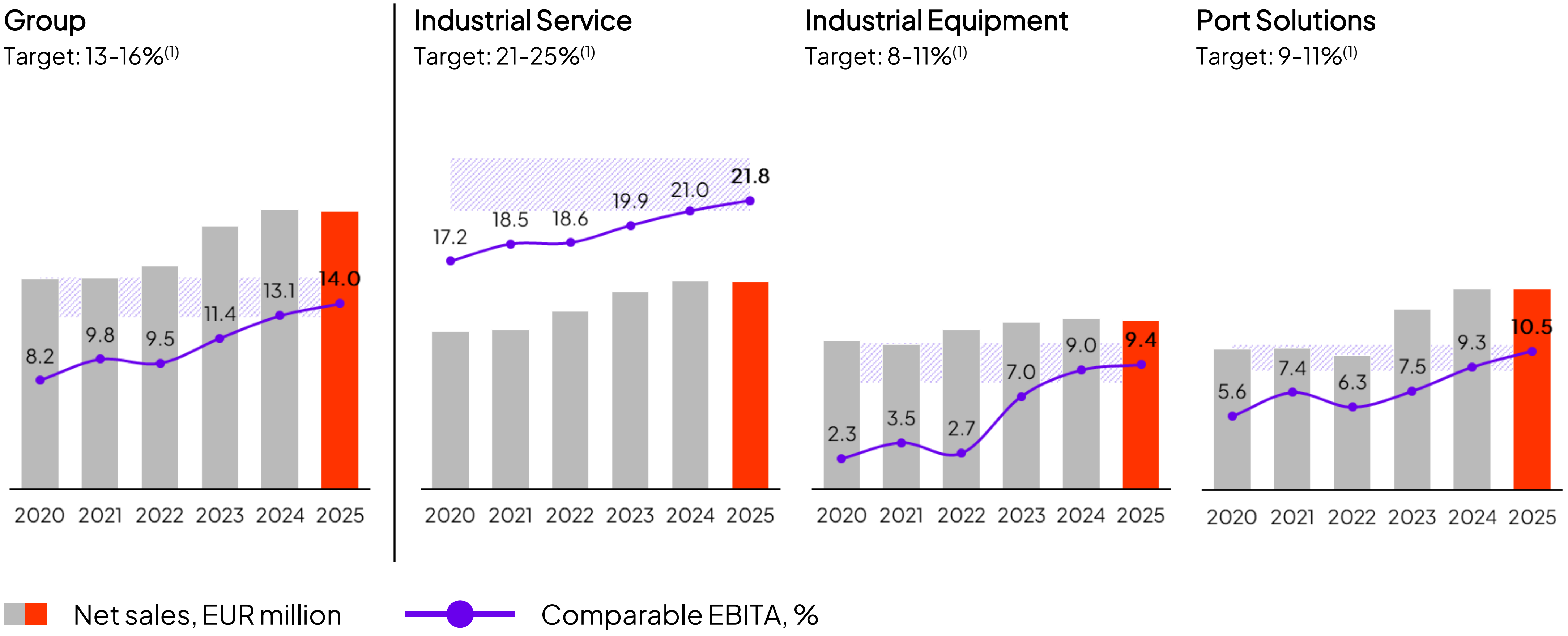
Order intake	Net sales
1,638	1,523
EUR million	EUR million
+21.2%*	+0.0%*

Comparable EBITA	Employees
10.5%	3,494
margin	
+1.2pp	+74

- Strong order growth and improved profitability
- Port Service sales increased by 11.0 %* to EUR 305 million
- New product launches
  - E-Hybrid Rubber-Tired Gantry crane (RTG) launch
  - Konecranes Noell Hydrogen Fuel Cell Straddle Carrier
  - Electric Reach Stacker
- 25 new RTGs and 10 retrofits for a major Colombian container terminal

*Year on year change on a comparable currency basis
Figures refer to 2025

We have improved profitability in all Business Areas for three consecutive years



Note (1): Profitability range, depending on the cycle

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We have set clear strategies for Business Areas to achieve our financial targets

Industrial Service

Growth through agreement base expansion and bolt-on M&A

Industrial Equipment

Continuing portfolio renewal and business model simplification

Port Solutions

Focus on core offering and service growth and capturing automation and electrification opportunities

Common focus areas:

- Profitable and high growth offerings and geographies
- Leveraging lifecycle approach
- Leveraging technology leadership through automated and digital solutions
- Pricing, cost management and internal efficiency
- Efficient operating model

Demand outlook

Within the **industrial customers segment**, we expect our demand environment to remain on a healthy level.

For our **port customers**, container throughput continues to be on a high level, and the long-term prospects for container handling remain good.

However, uncertainty related to geopolitics and trade policy tensions remains high.

Financial guidance

Net sales expected to remain approximately on the same level or to increase in 2026 compared to 2025.

Comparable EBITA margin expected to remain approximately on the same level in 2026 compared to 2025.

We are well positioned for the future

We aim to leverage our strengths

Broad customer access
Lifecycle approach
Technology leadership

We have attractive opportunities for growth

Our strong balance sheet provides financial flexibility

Thank you.