



Annual General Meeting 2024

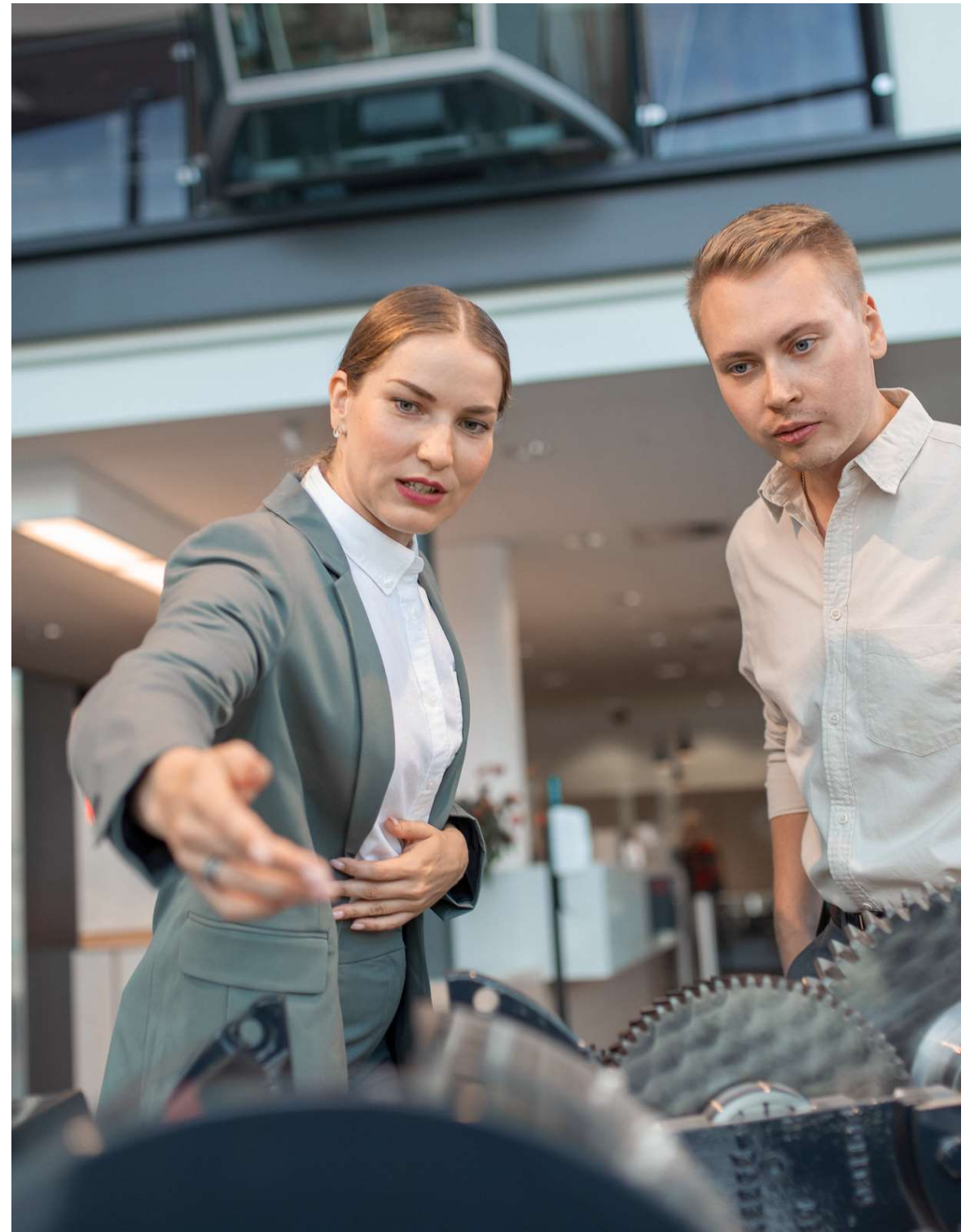
Anders Svensson, President and CEO

March 27, 2024

KONECRANES

Agenda

1. Full-year 2023 review
2. Updated strategy
3. Current year



Full-year 2023 review

The year 2023 in numbers

4,161.4

MEUR (-1.6%)
Order intake

3,966.3

MEUR (+17.9%)
Net sales

11.4%

Comparable EBITA, %
(+1.9 pp)

3,040.8

MEUR (+4.8%)
Order book

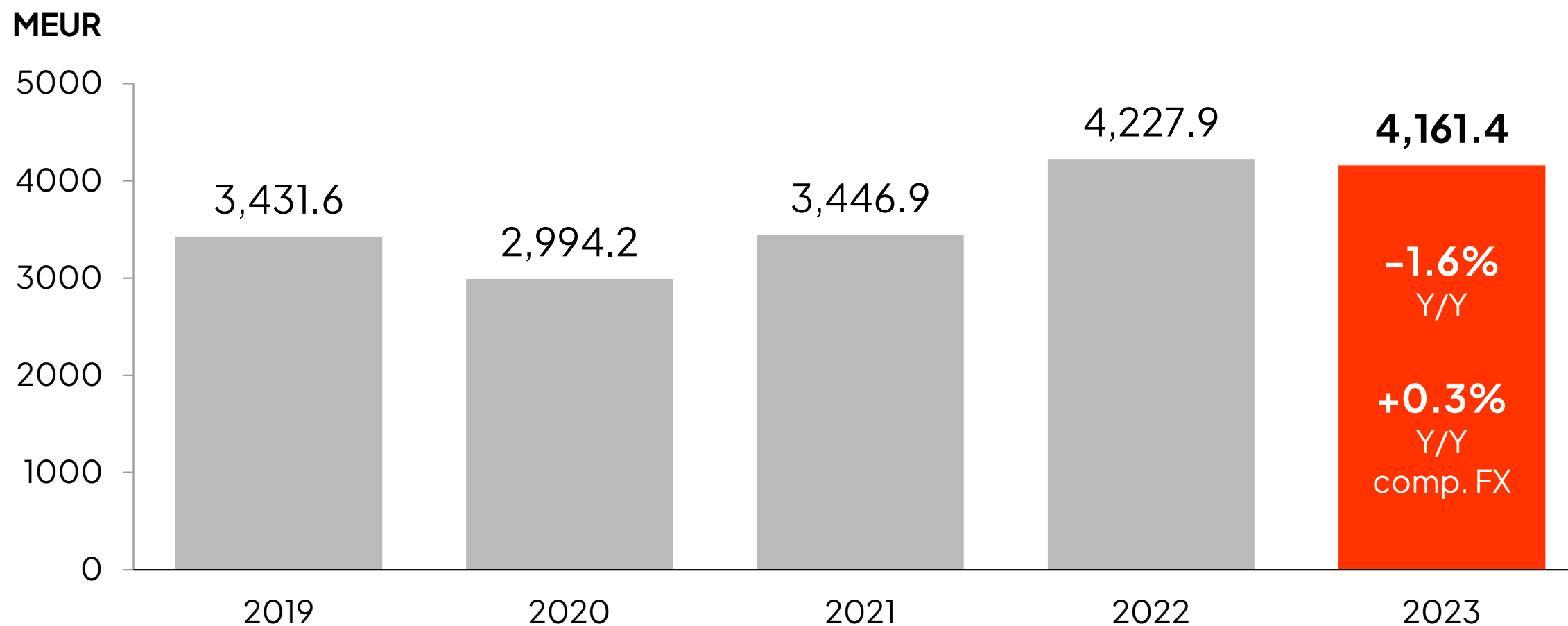
10.1%

Operating margin, %
(+3.5 pp)

3.48

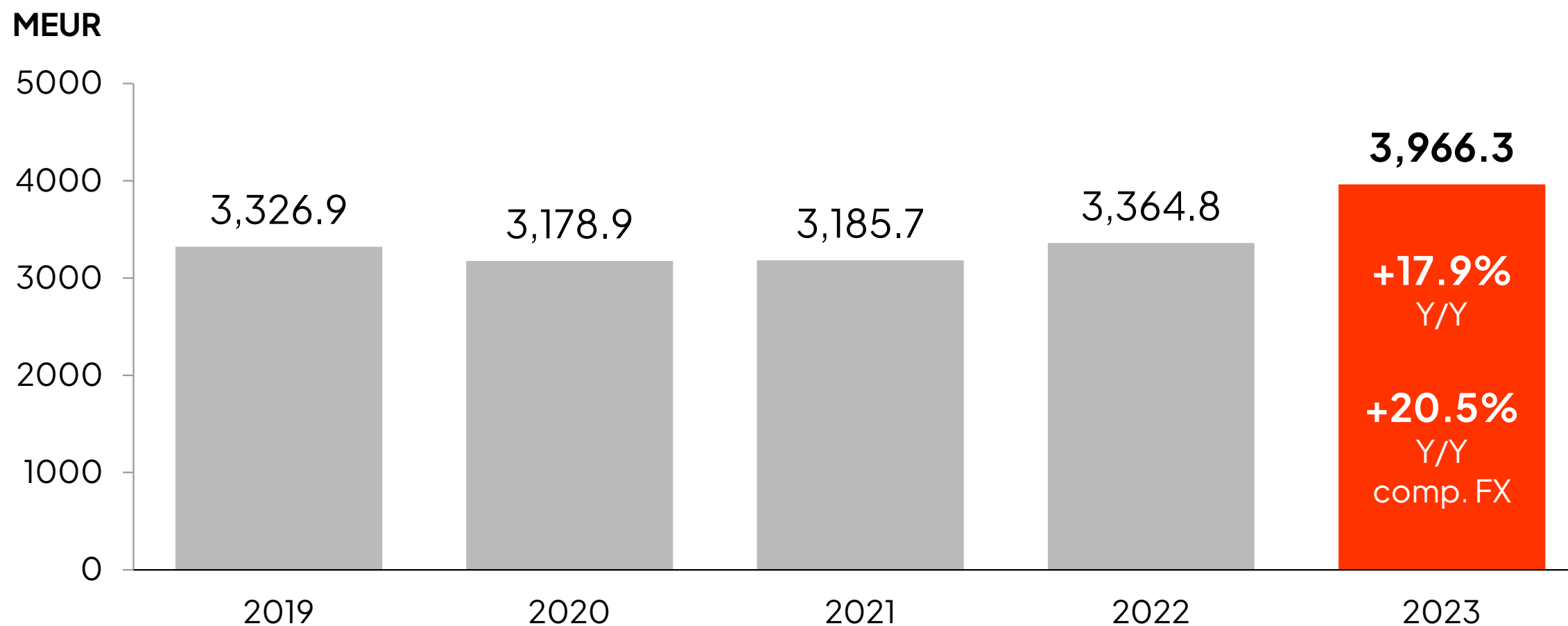
EUR (1.77)
Earnings per share, basic

Order intake: EUR 4,161.4 million, -1.6% Y/Y

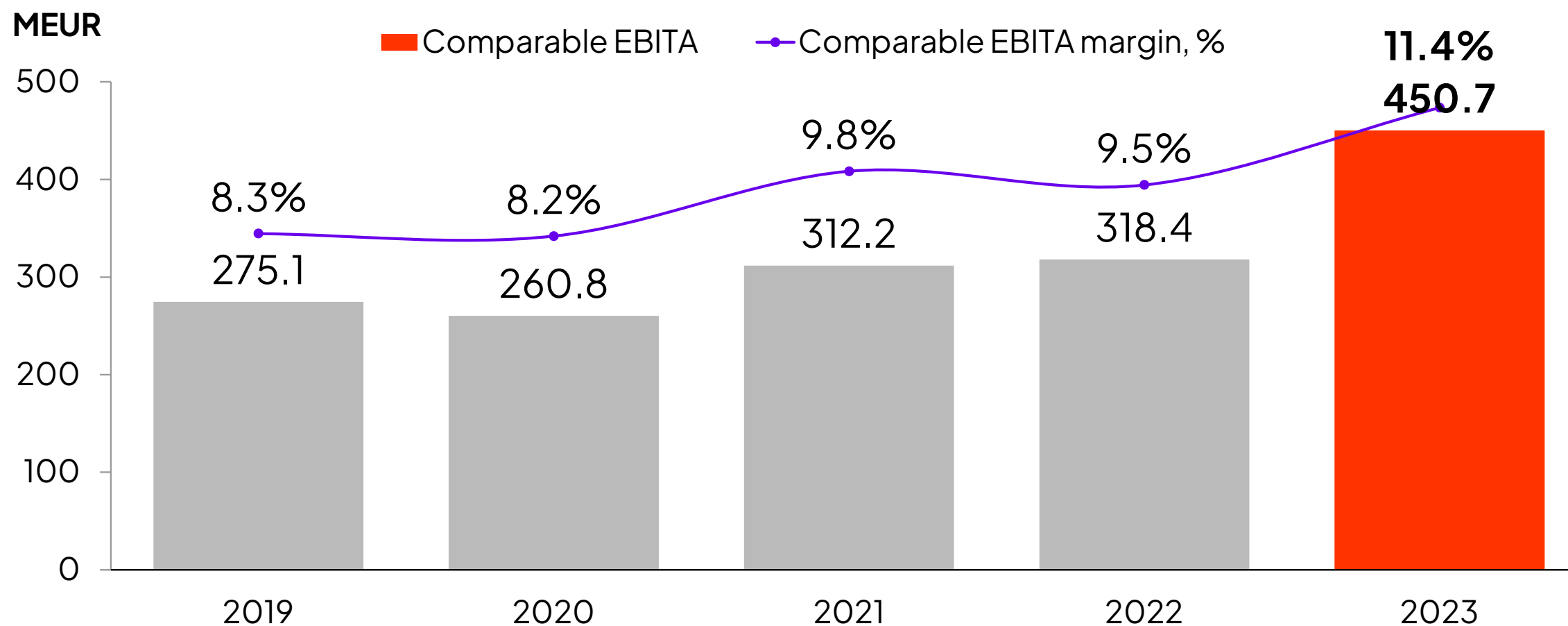


Note: Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

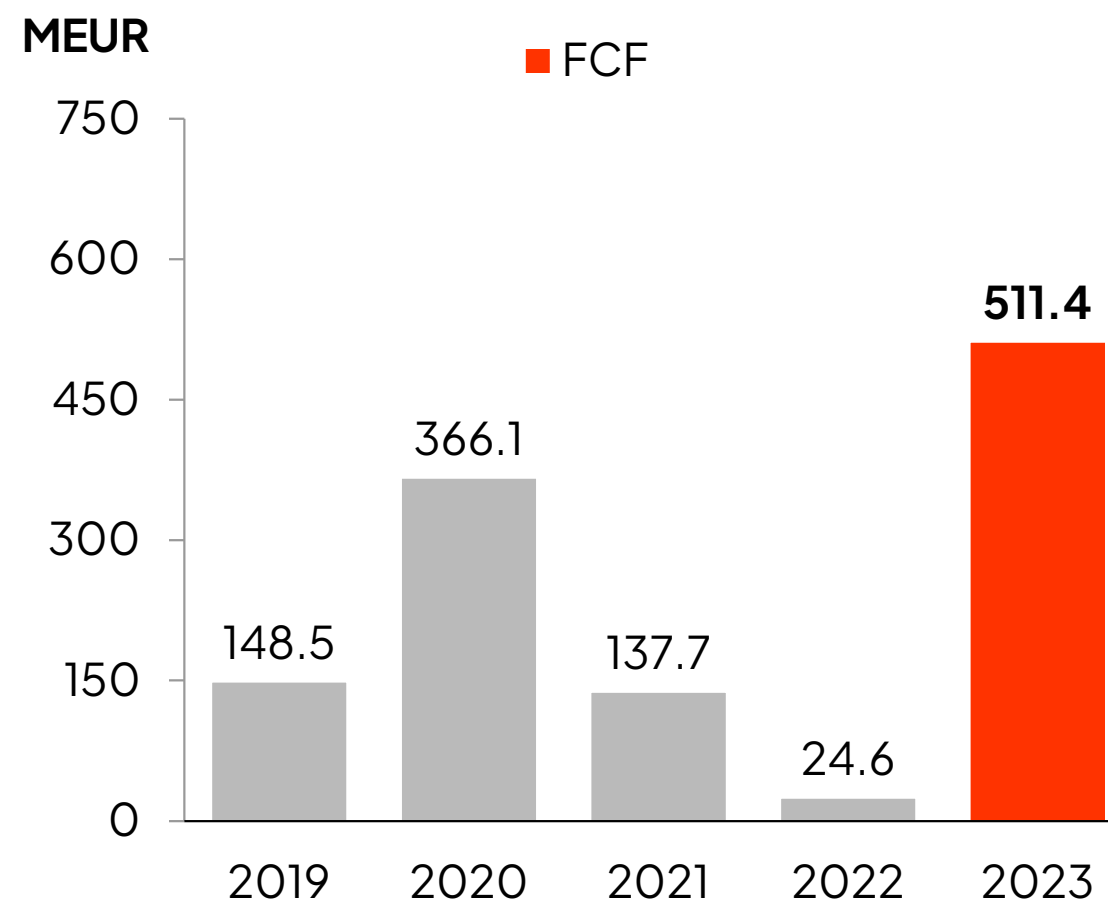
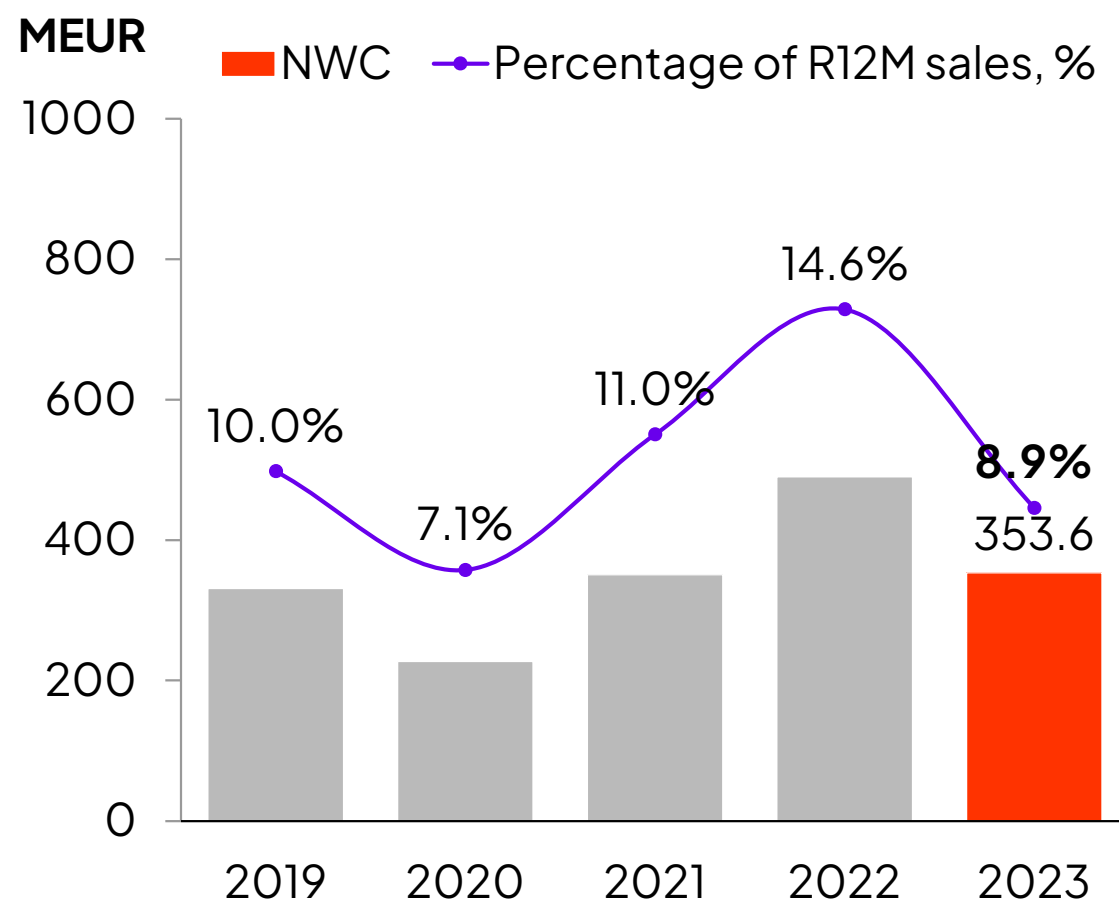
Net sales: EUR 3,966.3 million, +17.9% Y/Y



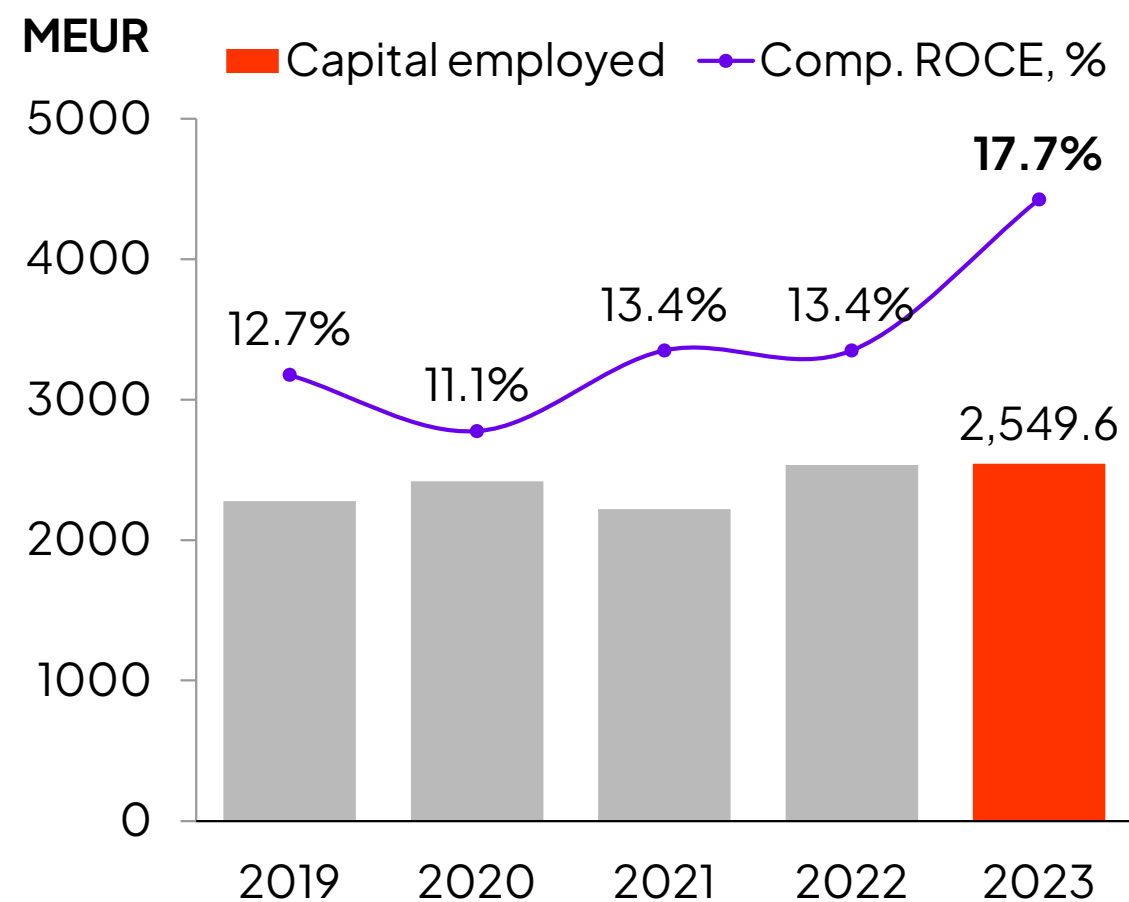
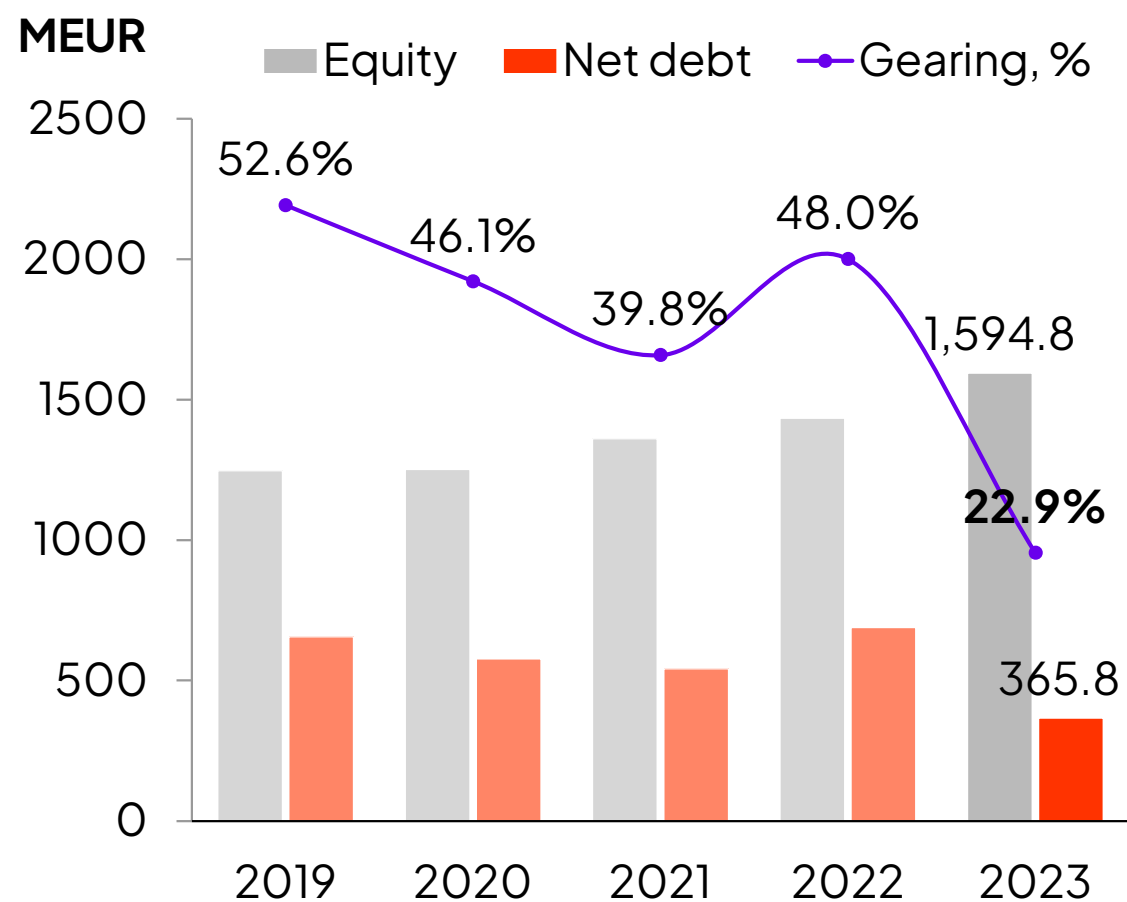
Comparable EBITA: EUR 450.7 million, 11.4% (+1.9 pp)



Net working capital and free cash flow

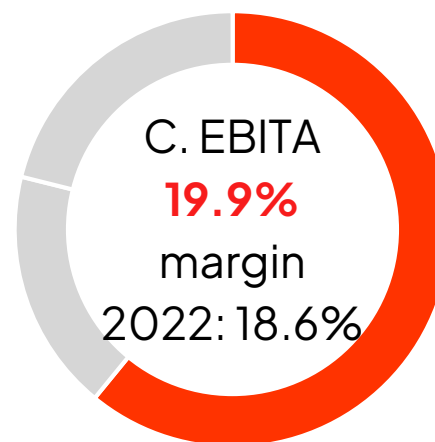
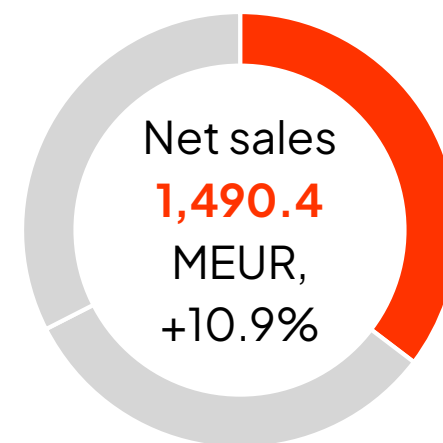
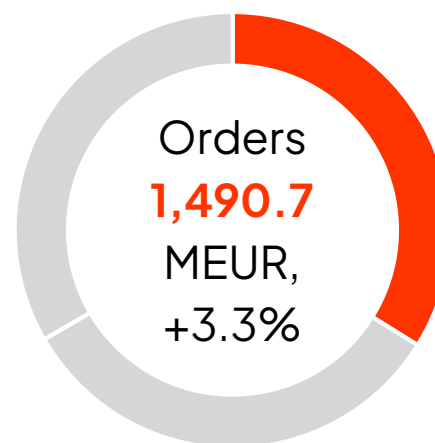


Gearing and return on capital employed





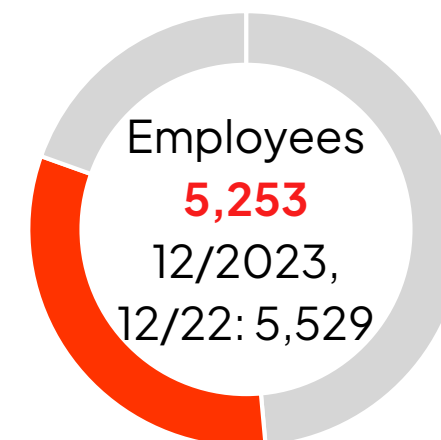
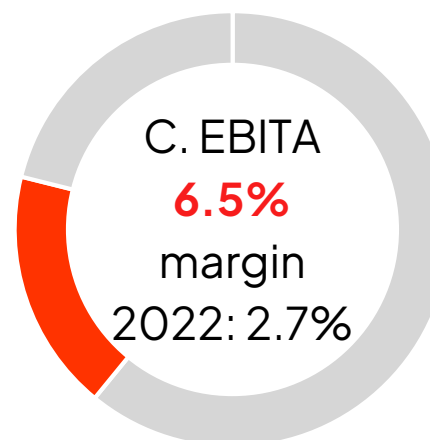
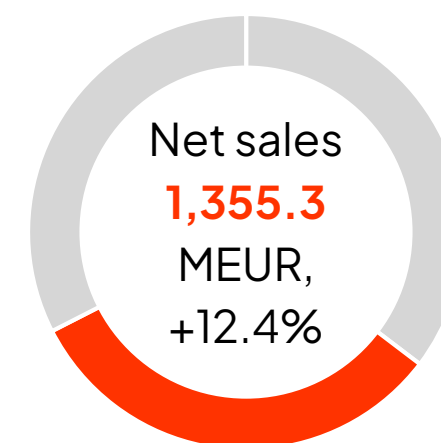
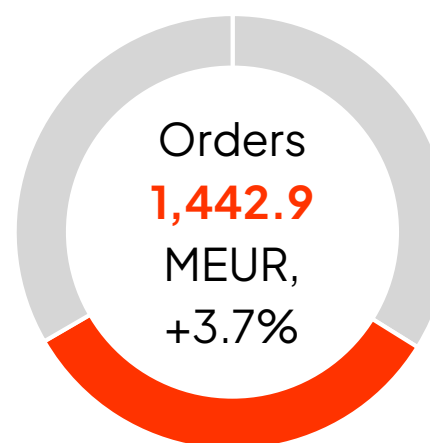
Service: industry-leading lifecycle service



Note: Pie charts represent the Segment's share of the Group excluding Group internal orders and sales, Group costs and eliminations, and Group staff

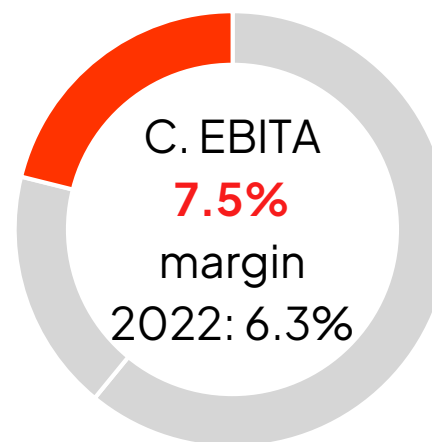
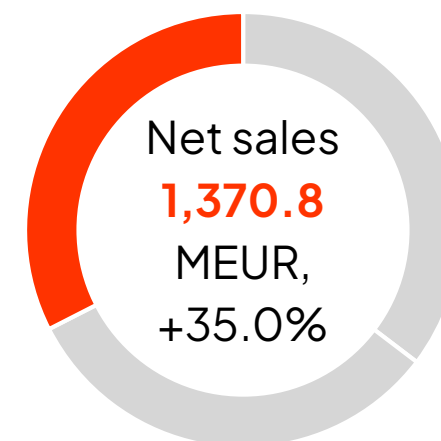
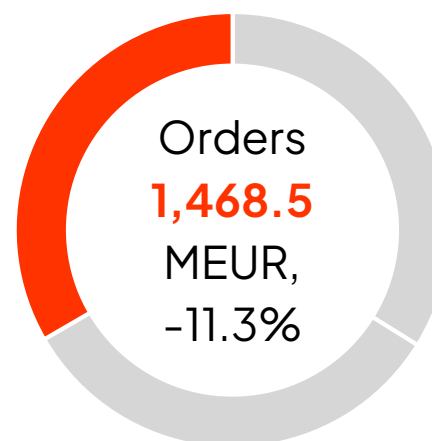


Industrial Equipment: global leader in sustainable lifting solutions



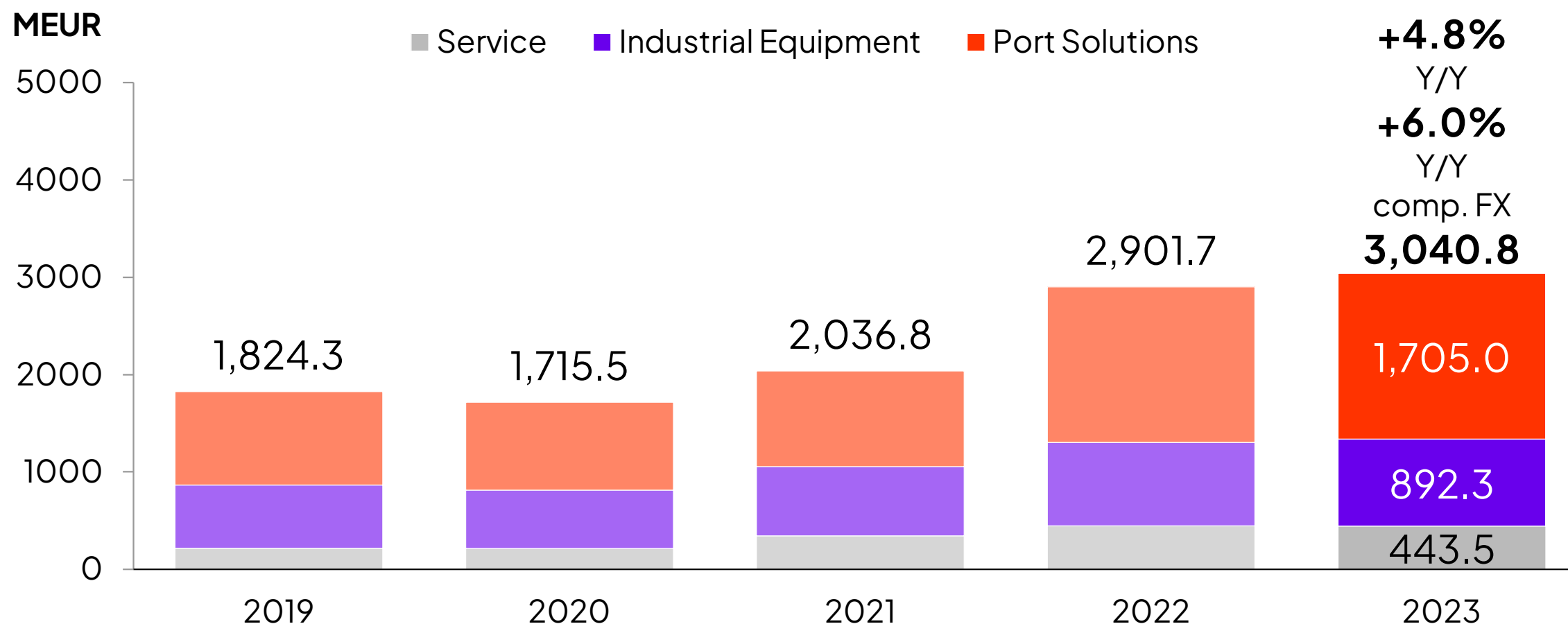
Note: Pie charts represent the Segment's share of the Group excluding Group internal orders and sales, Group costs and eliminations, and Group staff

Port Solutions: leading Western supplier

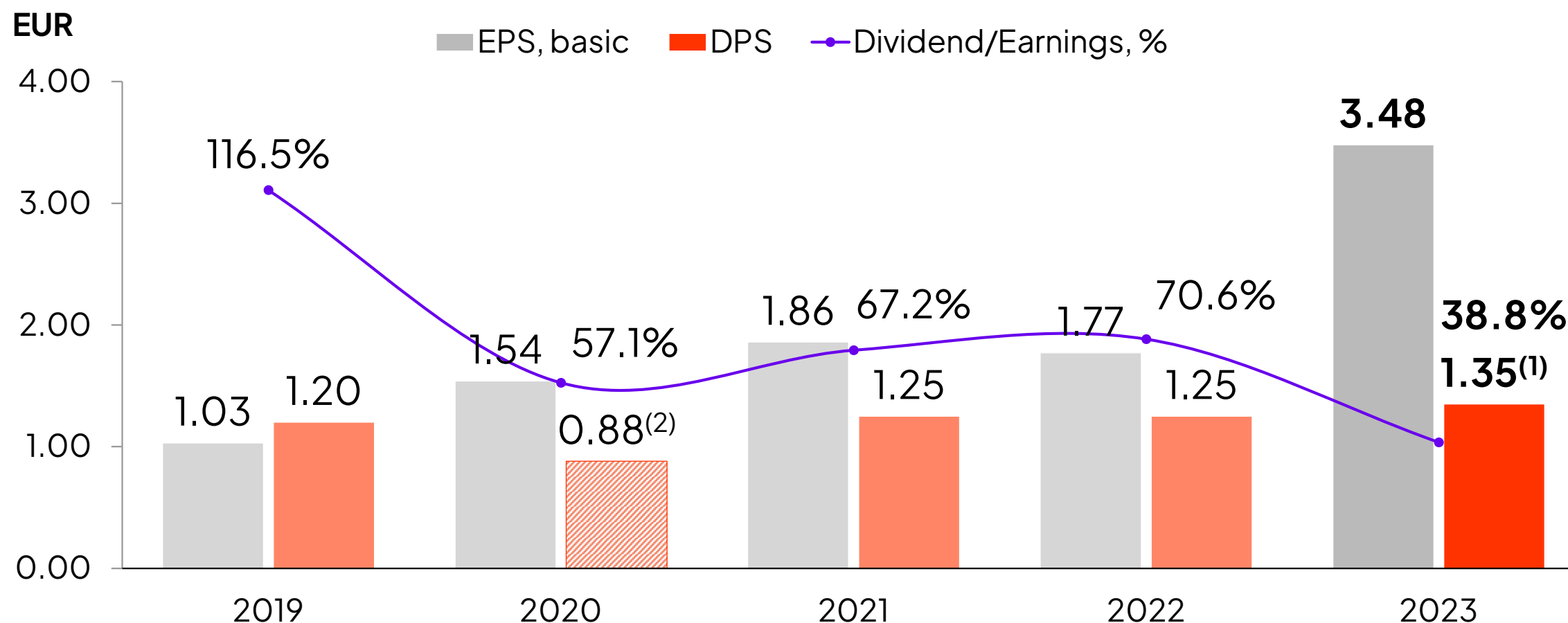


Note: Pie charts represent the Segment's share of the Group excluding Group internal orders and sales, Group costs and eliminations, and Group staff

Order book: EUR 3,040.8 million, +4.8% Y/Y



Dividend proposal: EUR1.35 per share



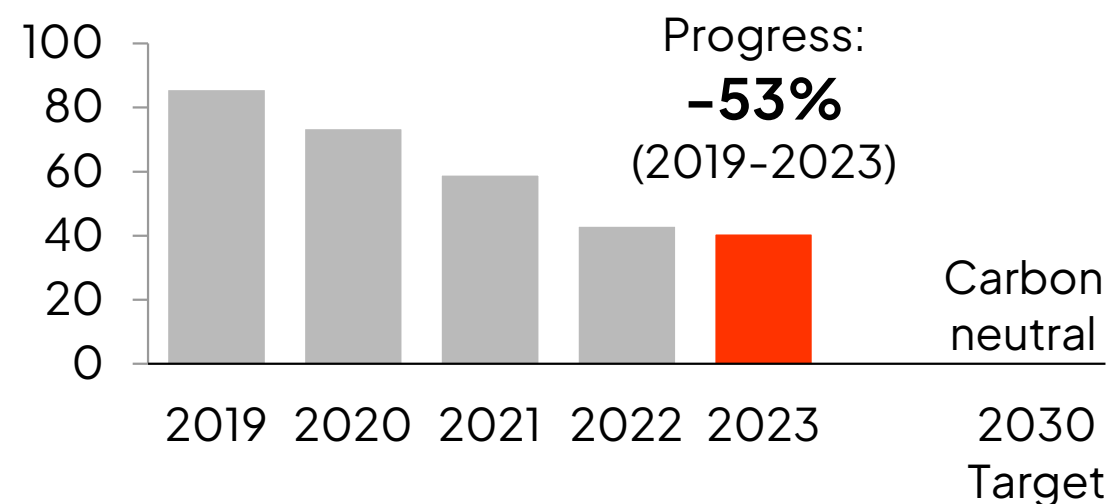
Note(1): For 2023, the Board of Directors' dividend proposal to the AGM is EUR1.35 per share

Note(2): For 2020, the dividend of EUR 0.88 per share was in accordance with the Combination Agreement, the planned merger with Cargotec was cancelled in March 2022

Good progress towards our climate targets in 2023

Emissions from own operations

Scope 1 & 2, thousand tons of CO₂e



Scope 1 and 2 target:

Carbon neutral own operations by 2030

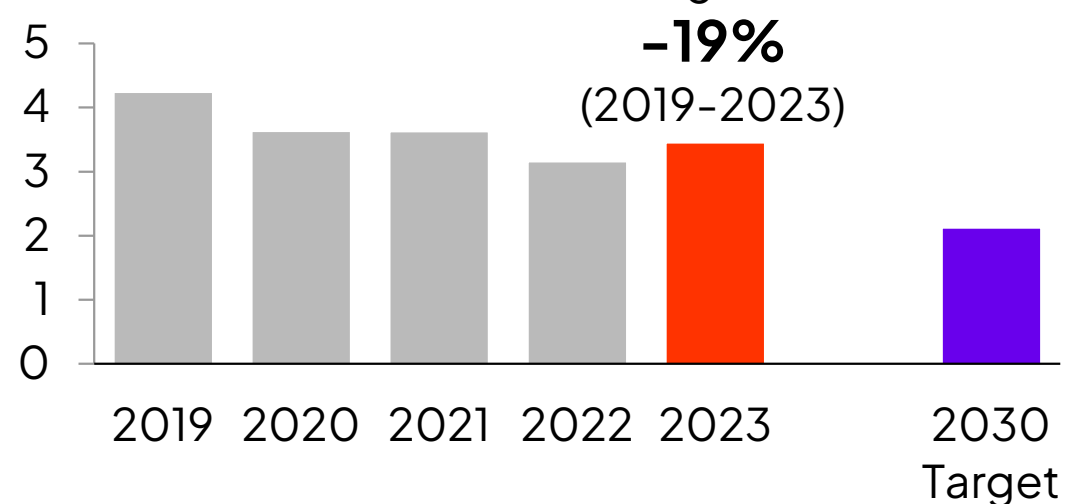
Previous target: -50% absolute GHG emissions by 2030⁽¹⁾

Note (1): From 2019 base year

Note (2): The Scope 3 target covers more than 70% of the value chain emissions

Emissions from value chain

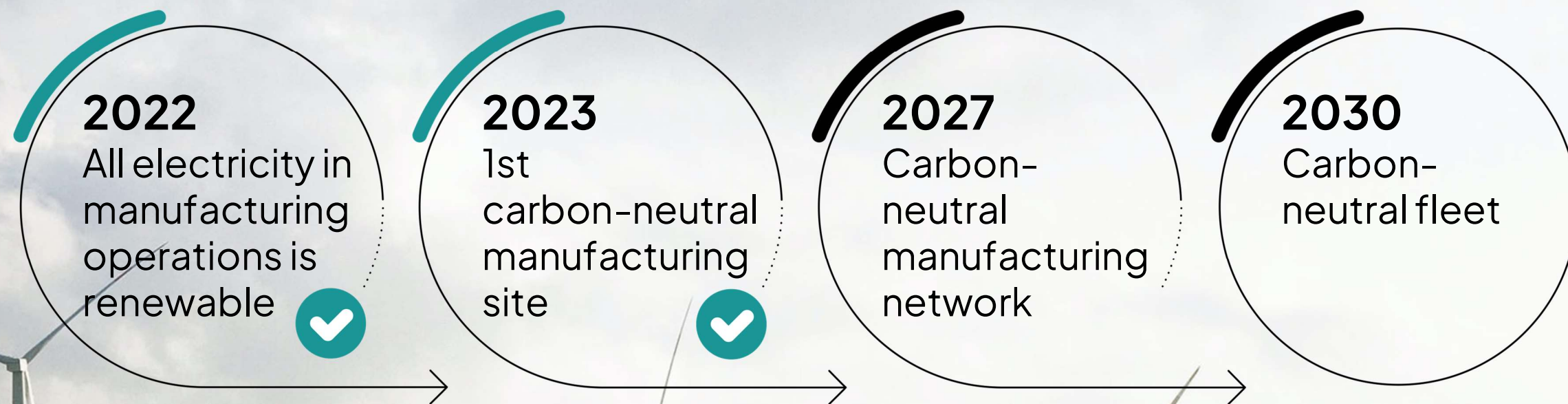
Scope 3, million tons of CO₂e Progress:



Scope 3 target:

-50% absolute GHG emissions by 2030⁽¹⁾, encompassing use of sold products and steel-related purchases⁽²⁾

We have raised our ambition and aim at carbon neutral own operations by 2030



Updated strategy

Our Ambition is to become the world leader in material handling solutions creating value for everyone

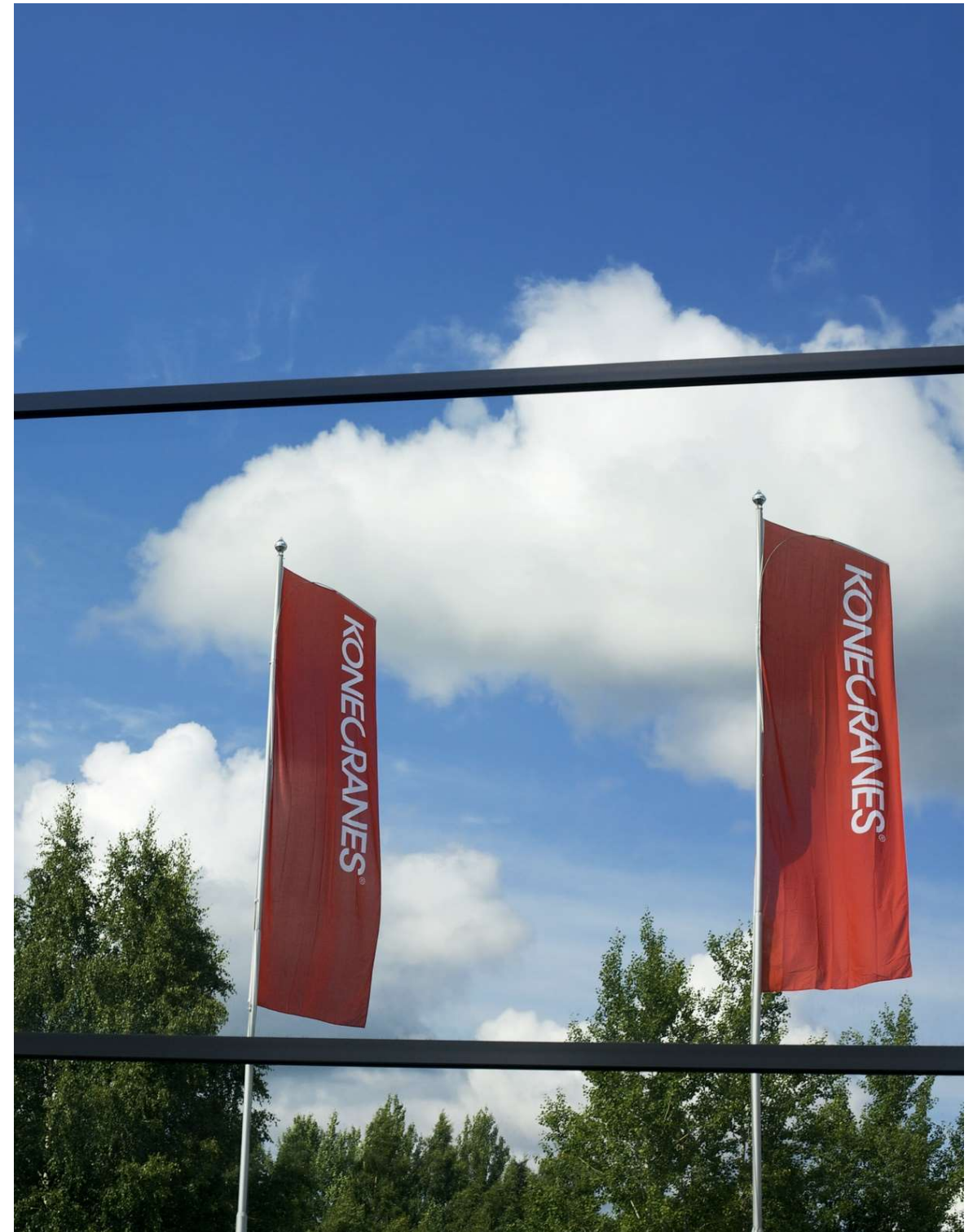
Financial targets:

- Sales growth faster than the market⁽¹⁾
- Comparable EBITA margin of 12-15%⁽²⁾ as soon as possible, but no later than in 2027

Dividend policy:

To pay a stable to increasing dividend per share, over the cycle

Note (1): Nominal world GDP growth, IMF World Economic Outlook
Note (2): Profitability range, depending on the cycle



Financial targets

Sales growth faster than the market⁽¹⁾

12–15% comparable EBITA margin⁽²⁾

Service

Sales growth
clearly faster than
the market⁽¹⁾

20–24%
comparable EBITA
margin⁽²⁾

Industrial Equipment

Sales growth
in line with
the market⁽¹⁾

8–10%
comparable EBITA
margin⁽²⁾

Port Solutions

Sales growth
clearly faster than
the market⁽¹⁾

9–11%
comparable EBITA
margin⁽²⁾

Comparable EBITA margin target to be reached as soon as possible, but no later than in 2027

Note (1): Nominal world GDP growth, IMF World Economic Outlook

Note (2): Profitability range, depending on the cycle

Strategic Enablers driving our business forward towards our ambition and financial targets

Deepening customer focus

Accelerating efficiency

Scaling technology innovation

Advancing responsible business

Enhancing our winning culture

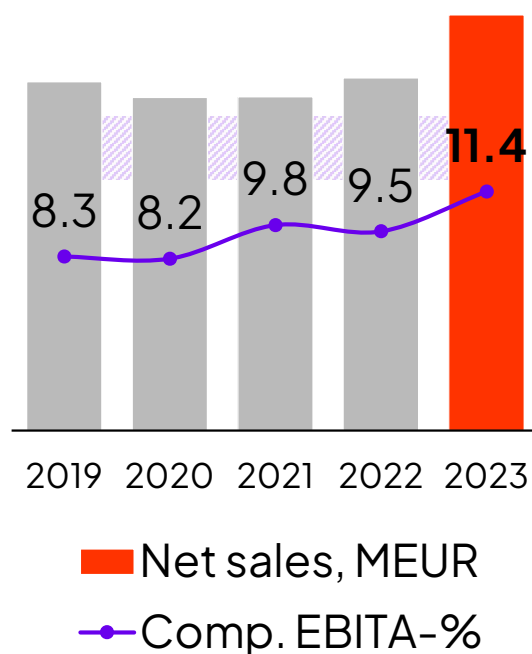
Decentralized operating model with clear authorization and accountability



Comparable EBITA margin of 12–15% as soon as possible, but no later than in 2027

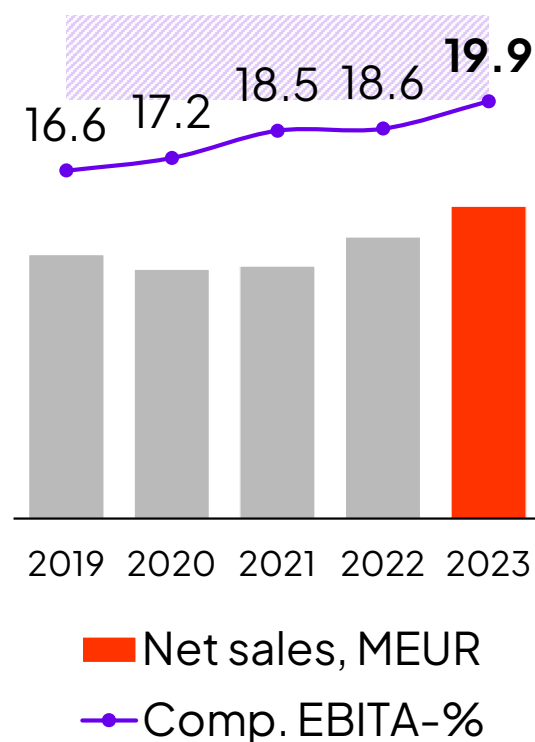
Group

Target: 12–15%⁽¹⁾



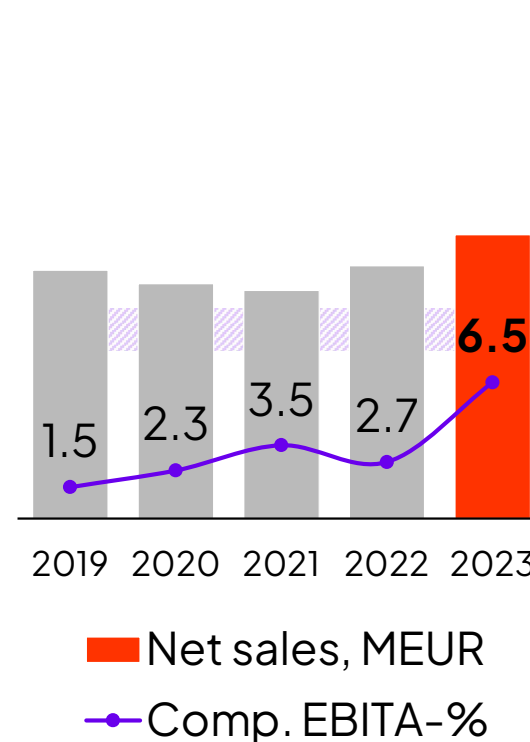
Service

Target: 20–24%⁽¹⁾



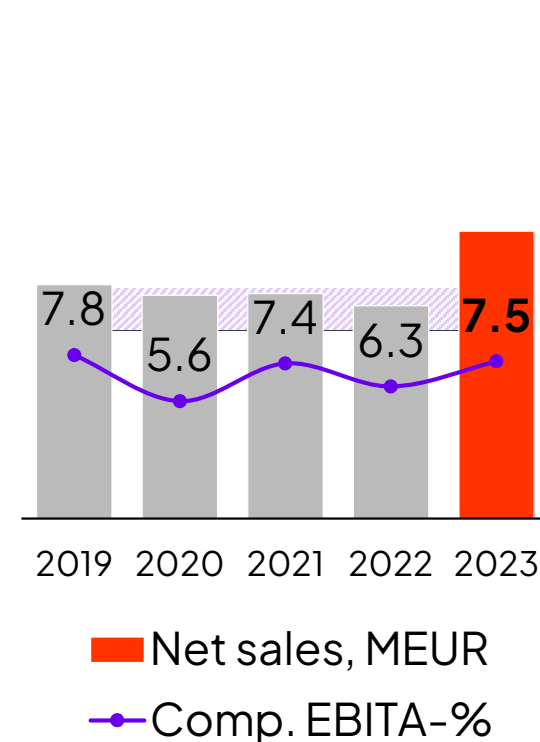
Industrial Equipment

Target: 8–10%⁽¹⁾



Port Solutions

Target: 9–11%⁽¹⁾



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

We have a clear strategy to execute in all our Business Segments

Deliver
Service
growth



Improve
Industrial Equipment
profitability



Generate profitable
growth in
Port Solutions

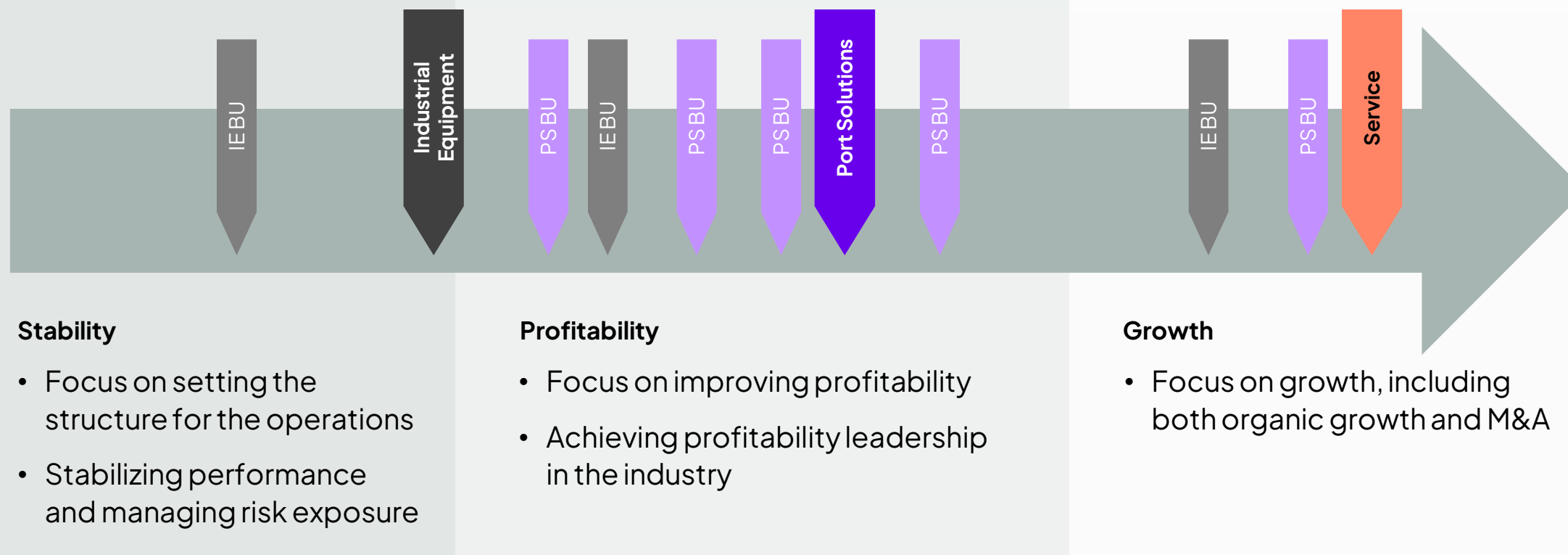


We focus on:

- Profitable and high growth offerings and geographies
- Leveraging technology leadership through automated and digital solutions
- Markets and segments that appreciate the added value of our offering
- Pricing, cost management and internal efficiency

Our focus is on profitability before embarking on growth

We will manage our businesses by clear mandates for their operations.
Depending on the stage of development, the mandates are either for Stability, Profitability or Growth.



Portfolio management will play an even more important role going forward and we will not shy away from fixing, growing or exiting businesses.

Our capital allocation priorities



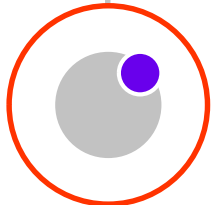
Capital expenditure

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



Debt repayment

Maintaining a strong balance sheet with the debt level below the gearing ceiling target



Current year

Demand outlook

Within industrial customer segments:

Americas

EMEA

Asia-Pacific

Our demand environment within industrial customer segments has remained good and continues on a healthy level.

Within port customers:

Global container throughput continues on a high level, and long-term prospects related to global container handling remain good overall.





Financial guidance for 2024

Net sales expected to remain approximately on the same level or to increase in 2024 compared to 2023.

Comparable EBITA margin expected to remain approximately on the same level or to improve in 2024 compared to 2023.

KONECRANES Moves what matters.