

Remuneration Report

Letter from the Chair of the Konecranes Board of Directors

Dear Shareholders,



It is my pleasure to present you the latest remuneration report as Chair of the Konecranes Board of Directors and Human Resources Committee.

At Konecranes, remuneration is closely aligned with performance across all levels of the

organization. We believe that offering competitive and motivating rewards strengthens management's dedication to reaching the company's strategic and financial goals and contributes positively to shareholder value.

In June 2025, Konecranes welcomed Marko Tulokas as our new President and CEO. Before his appointment to this role, he was already a member of the Konecranes Leadership Team as Business Area President, Industrial Equipment. The remuneration data in this report reflects only Tulokas' salary and remuneration for his CEO position, unless otherwise stated.

Sales growth and profitability improvements are the key financial targets for Konecranes. Over the past few years, we have been successfully executing our strategy, and this is positively reflected in our financial results. In 2025, our performance continued strong and all our Business Areas delivered good results. Despite all the uncertainty in the operating environment, our order intake was on a high level and our profitability continued to improve, mainly due to good cost management and solid strategy execution.

The good performance is reflected in the short-term incentives (STI) for the year 2025, which will be paid out in March 2026. In 2025, the short-term incentives had a slightly higher focus on sales growth compared to the previous years' STI programs. Similarly, 2024 was a strong year for Konecranes, and the 2024 STI payments paid out in 2025 were on a high level.

The improved profitability and increased earnings per share (EPS) are reflected in management's long-term incentives (LTI), both those to be paid out in 2026 and those paid out in 2025. It is worth mentioning that the Performance Share Plan 2022 had EPS as the only performance criterion, whereas the Performance Share Plan 2023 had two performance criteria, compound annual growth rate (CAGR) and EPS. In addition, Konecranes increased the weighting on the ESG

performance criterion to reflect the company's strong commitment to sustainability. The ESG performance criterion for Performance Share Plan 2025 covered the CO₂ emissions from Konecranes' own operations and the company's EcoVadis score.

Finally, Konecranes continued to develop its remuneration by following that the remuneration levels and elements are aligned with market practices.

The criteria in the Performance Share Plan we will launch in 2026 will again focus heavily on cumulative comparable EPS, followed by ESG performance, and the STI program for 2026 will have a higher emphasis on order growth rather than sales growth to accelerate the growth ambition. We believe that these changes will further strengthen management's commitment to Konecranes' growth and sustainability ambitions.

I welcome any feedback or comments on Konecranes' Remuneration Report for 2025.

Pasi Laine
Chair of the Konecranes Board of Directors and
Human Resources Committee

1. Introduction

This report has been prepared by the Konecranes Board of Directors' Human Resources Committee. It is based on **Konecranes' Remuneration Policy** and has been prepared in accordance with the requirements set forth by the amended EU Shareholders' Rights Directive, which was implemented in Finland in 2019, and the Finnish Corporate Governance Code issued by the Finnish Securities Market Association. The report will be presented at the Konecranes 2026 Annual General Meeting (AGM), and the resolution of the AGM on the matter will be advisory.

Konecranes' Remuneration Policy was first implemented in 2020 to formalize the existing and continuing practices and to illustrate the link between Konecranes' business targets

and strategy and how those have been considered in existing remuneration principles. The Policy was updated in 2024. The AGM 2024 gave an advisory resolution to support the Remuneration Policy, covering the principles for remuneration of the members of the Board of Directors, President and CEO and Deputy CEO. The Remuneration Policy's validity is regularly reviewed by the Board of Directors, and it is presented to the General Meeting at least every four years or whenever substantial changes are made to it.

In 2025, the remuneration decisions were made within the frame of the Remuneration Policy 2024. There were no deviations from the Remuneration Policy.

The primary target of Konecranes management's remuneration is to align the interests of Board members,

executives and shareholders, to strengthen management's commitment to achieving strategic targets and promoting the long-term financial success of the Company, as well as to contribute to the positive development of shareholder value. The executive shareholding requirements support the alignment of corporate aims and executive interests.

At Konecranes, remuneration is linked to performance and achievements on all organizational levels. The short-term incentive plan for senior management is based on annual targets related to the financial and sustainability performance of the Group. The long-term Performance Share Plan is based on longer-term financial and sustainability performance and shareholder value creation.

Development of the fees of the Board of Directors and CEO compared to the development of the average remuneration of employees and to the company's financial development over the preceding five financial years:

Financial Performance / Remuneration in €	2021	2022	2022 vs. 2021	2023	2023 vs. 2022	2024	2024 vs. 2023	2025	2025 vs. 2024
Net sales, MEUR	3,185.7	3,364.8	5.6%	3,966.3	17.9%	4,227.0	6.6%	4,187.8	-0.9%
Comparable EBITA, MEUR	312.2	318.4	2.0%	450.7	41.6%	551.6	22.4%	588.1	6.6%
Chair of the Board*	140,000	140,000	0.0%	150,000	7.1%	150,000	0.0%	160,000	6.7%
Vice Chair of the Board*	-	100,000	n/a	100,000	0.0%	-	n/a	100,000	n/a
Other board members*	70,000	70,000	0.0%	70,000	0.0%	70,000	0.0%	72,000	2.9%
President and CEO **	901,303	748,778	-16.9%	814,208	8.7%	850,950	4.5%	784,536	-7.8%
Average Konecranes employees ***	49,089	53,129	8.2%	56,807	6.9%	61,129	7.6%	62,622	2.4%
CEO-to-employee pay ratio ****	18.36	14.09	-23.2%	14.33	1.7%	13.92	-2.9%	12.53	-10.0%

* Only fixed fee included, without meeting fees.

** The compensation of the President and CEO reflects the remuneration of Rob Smith from Feb 2020 to Dec 2021, Interim CEO Teo Ottola from Jan 2022 to Oct 18, 2022, Anders Svensson from Oct 19, 2022, to May 31, 2025, and Marko Tulokas from June 1, 2025. The remuneration details contain the base salary as well as the car and phone benefit; pension is not included in this amount.

*** Excluding restructuring costs.

**** This figure has been calculated using a different method compared to that used in the Konecranes Sustainability Statement and other sustainability indices.

2. Remuneration of the Board of Directors

The Board of Directors' remuneration consists of Annual Fee, Board Meeting Attendance Fees, Committee Attendance Fees, and travel reimbursements.

According to the AGM 2025 decision, the annual remuneration for the Chair of the Board was increased from EUR 150,000 to EUR 160,000. Similarly, the annual remuneration for the Board members was increased from EUR 70,000 to EUR 72,000. The annual remuneration for Vice Chair was EUR 100,000. As per the AGM 2025 decision, 40 percent of the annual remuneration was paid in Konecranes shares acquired on behalf of the Board members at a price determined in public trading on Nasdaq Helsinki, and the purchase of shares was carried out in four equal installments; each installment purchased within a two-week period following the publishing of Konecranes' interim reports and the financial statement release. The Company paid transaction costs and a transfer tax in connection with the purchase of remuneration shares.

In addition to the Annual Fees, as per the AGM 2025 decision, the Board members were eligible for a meeting fee of EUR 1,000 for each meeting they attend. For meetings of the Board committees, the Audit Committee Chair is entitled

Fees payable to the Board members as confirmed by the Annual General Meeting on March 27, 2025

Annual fee 2025	Total EUR
Chair of the Board	160,000
Vice Chair	100,000
Board member	72,000
Fee per Board meeting	1,000
Fee per Board Committee meeting	1,500
Chair of the Audit Committee per committee meeting	5,000
Chair of the HR Committee per committee meeting	3,000

Board members are also reimbursed for their travel expenses.

Board meeting attendance in 2025

Member	Board meetings attended	Audit Committee meetings attended	HR Committee meetings attended
Chair			
Pasi Laine	12/12		5/5
Vice Chair			
Ulf Liljedahl	12/12	6/6	
Other Board Members			
Pauli Anttila	12/12		5/5
Gun Nilsson	12/12	6/6	
Sami Piittisjärvi*	11/11		
Päivi Rekonen	11/12	6/6	
Thomas Schulz	10/12		5/5
Birgit Seeger	12/12	6/6	

Ulf Liljedahl was appointed as Vice Chair of the Board in AGM 2025.

* Sami Piittisjärvi was only allowed to attend 11 board meetings in accordance with the mutual agreement made with Konecranes employees.

to a compensation of EUR 5,000, the Human Resources Committee Chair is entitled to a compensation of EUR 3,000 and the other Board members are entitled to a compensation of EUR 1,500 per each attended committee meeting. No meeting fee is paid for decisions that are confirmed in writing without a meeting.

In case the remuneration could not be paid in shares due to legal or other regulatory restrictions or due to other reasons related to the Company or a Board member, the annual remuneration would be paid fully in cash. In case the term of office of a member of the Board of Directors ends before the closing of the Annual General Meeting in 2025, he or she is entitled to the prorated amount of the annual remuneration calculated based on his or her actual term of office. In 2025, all Konecranes Board members received 40 percent of their annual remuneration in Konecranes shares.

Travel expenses for all Board members, including the employee representative, were compensated against receipt.

In accordance with the agreement on employee representation between Konecranes and its employees, no Board remuneration shall be paid to Board members employed by the Company. Therefore, Sami Piittisjärvi did not receive remuneration for his Board membership and meeting attendance.

Konecranes' Board members are not in an employment relationship or service contract with Konecranes with the exception of Sami Piittisjärvi who was selected as a Board member among the employees. The other Board members do not participate in Konecranes' incentive programs or have pension schemes arranged by Konecranes.

The members of the Shareholders' Nomination Board are not entitled to any remuneration from Konecranes on the basis of their membership.

Total remuneration paid to the Board of Directors in 2025

Member	EUR Cash portion as part of Total Annual Remuneration	Number of shares as part of Total Annual Remuneration	EUR value of shares as part of Total Annual Remuneration	Committee and Board Meeting Fees			Total EUR
				EUR Committee Meeting Fees	EUR Board Meeting Fees	EUR Committee and Board Meetings TOTAL	
Chair							
Pasi Laine	94,713	923	62,787	15,000	10,000	25,000	182,500
Vice Chair							
Ulf Liljedahl	55,625	540	36,875	35,000	10,000	45,000	137,500
Other Board Members							
Pauli Anttila	43,021	419	28,479	7,500	10,000	17,500	89,000
Gun Nilsson	43,021	419	28,479	10,500	10,000	20,500	92,000
Päivi Rekonen	43,021	419	28,479	10,500	10,000	20,500	92,000
Thomas Schulz	43,021	419	28,479	7,500	8,000	15,500	87,000
Birgit Seeger	43,021	419	28,479	10,500	10,000	20,500	92,000
Total Board Compensation	365,442	3,558	242,058	96,500	68,000	164,500	772,000

Due to the payment cycle, Board remuneration from January 1, 2025, until the AGM 2025 was based on the decision made by the AGM 2024. From the AGM 2025 until December 31, 2025, the partial remuneration was based on the AGM 2025 decision.

The Board remuneration presented in the above table is based on payments made in 2025. The Committee meeting fees include fees of 5 HR Committee and 7 Audit Committee

meetings. The Board meeting fees include fees of 12 Board meetings.

No remuneration was paid to Sami Piittisjärvi, in accordance with the agreement on employee representation between Konecranes and its employees.

3. Remuneration of the President and CEO and the Deputy CEO

The Konecranes Remuneration Policy defines the principles for the remuneration of the President and CEO and the Deputy CEO.

Both the President and CEO's and the Deputy CEO's remuneration are decided by the Board of Directors based on the proposal by the HR Committee.

Remuneration of Konecranes' President and CEO and Deputy CEO includes a fixed salary with fringe benefits, performance-based annual variable pay and a long-term, performance-based share plan.

In addition to the Finnish statutory pension, the President and CEO and the Deputy CEO have a supplementary contribution pension benefit provided by the Company. The pension scheme for the President and CEO sets the defined contribution at 20 percent of the annual base salary, including fringe benefits and excluding performance-based compensation (annual or long-term incentives). The contribution level for the Deputy CEO is set at 1 percent of the annual base salary. The retirement age in this supplementary pension plan is 65 years for the President and CEO and 60 years for the Deputy CEO.

Key remuneration elements for the President and CEO and the Deputy CEO according to the Remuneration Policy (2024):

Remuneration element	Key features of the policy
Base salary To provide a base salary which reflects the nature of the role and the business, the performance and contribution as well as external market trends	The base salary of the Konecranes CEO and Deputy CEO reflects the performance and individual job responsibilities, experience, skills, and knowledge. Konecranes' annual salary review also applies to the CEO and Deputy CEO and is completed by the Board after the evaluation and proposal by the HR Committee. Industry benchmarks, market trends and average salary increases in Konecranes are considered when reviewing the salary. Konecranes conducts a remuneration analysis to benchmark its remuneration levels against its peer group companies of similar size, scope and complexity to determine the appropriate remuneration level for the President and CEO, and Deputy CEO.
Benefits and pension To provide fringe benefits and pension in line with the company's practices in the prevailing market	The President and CEO's and the Deputy CEO's fringe benefits mostly follow employment country practices for CEOs and similar job level executives. Other benefits may include a company car and a phone benefit. Also, a housing benefit can be offered if considered appropriate. The CEO / Deputy CEO will normally participate in the statutory pension scheme of the relevant country. In addition, Konecranes provides supplementary contribution-based pension benefits to the CEO / Deputy CEO (Defined Contribution Plan). The retirement age will be defined according to applicable country legislation or may be defined in the service contract.
Short-term incentives To provide a performance-based remuneration tied to the achievement of key business and financial targets in the short term	The annual targets for the CEO and Deputy CEO are decided by the Board of Directors considering strategic business priorities. Typical performance indicators may be financial, operational or strategic. The CEO's and Deputy CEO's annual incentive is based on the comparison of financial performance of the Company against the set targets. The actual award payout amount is based on the HR Committee's evaluation and proposal, which is approved by the Board. The maximum achievement is capped at 100% of the annual base salary.
Long-term incentives To align the objectives of shareholders and Konecranes' key employees to increase the value of the Company, to commit key employees to the Company and to reward for achieving set targets in the long term	Konecranes provides an annual Performance Share Plan. After each Performance Share Plan period, the plan participants may earn share rewards for achieving set targets. For each share plan period, a maximum reward is defined. The actual reward payment is based on the performance of the Company against the pre-set criteria decided by the Board of Directors. If a threshold level for the criteria is not met, rewards will not be awarded. For practical reasons, part of the earned share reward is paid in cash to pay the necessary taxes for the reward. A cap for Performance Share Plan awards payments applied at the time of the vesting is 300% of the average base salary over the performance period and applicable to the new upcoming programs since the AGM in March 2024. For retention purposes, a Restricted Share Unit Plan (RSU) can be used under special conditions. The vesting periods can last from 12 to 36 months. The prerequisite for reward payment is continued employment or service until the end of the vesting period.
Shareholding requirement To support alignment of corporate aims and executive interests	The CEO and Deputy CEO have a shareholding requirement tied to the share-based incentive plans. Restrictions on selling shares earned through the plans are defined in the incentive plans.

Remuneration paid to the President and CEO and the Deputy CEO in 2025

In 2025, the fixed salary including salaries and fringe benefits paid to the previous President and CEO Anders Svensson (January 1–May 31, 2025) amounted to EUR 351,571, those paid to Marko Tulokas (June 1–December 31, 2025) in his current role as President and CEO amounted to EUR 432,965 and those paid to the Deputy CEO Teo Ottola to EUR 373,810.

The short-term incentive payments for 2024 were paid in 2025 and amounted to EUR 748,992 for the previous President and CEO Anders Svensson and EUR 300,344 for the Deputy CEO Teo Ottola. The short-term incentive plan 2024 for the previous President and CEO as well as for the Deputy CEO was based on the achievement of the following measures: 65 percent weight on Group comparable EBITA margin, 25 percent weight on Group sales growth %, and 10 percent weight on ESG targets. The actual outcome was 91.6 percent out of the maximum 100 percent. Marko Tulokas only received short-term incentive payments for his role as Business Area President, Industrial Equipment in 2025, before starting in his position as the President and CEO.

The short-term incentive plan for 2025 for the President and CEO and Deputy CEO was based on the achievement of the following measures: 60 percent weight on Group comparable EBITA margin, 30 percent weight on Group sales growth %, and 10 percent weight on ESG targets. The short-term incentive payments for 2025 due to be paid in 2026 amount to EUR 275,993* for the President and CEO and EUR 218,512 for the Deputy CEO. The outcome was 65.4* percent for the President and CEO and for the Deputy CEO out of the maximum 100 percent.

Rewards based on the long-term Performance Share Plan (PSP) 2022 were paid in 2025. The plan had a three-year-long performance period with three separate one-year-long

measurement periods. There were separate targets for each measurement period, and the criterion for all measurement periods (2022, 2023 and 2024) was comparable EPS. Items affecting comparability of the EPS included defined restructuring costs, mergers and acquisitions related transaction costs and other unusual items. The outcome for the PSP 2022 was 70.4 percent. The Deputy CEO participated in the PSP 2022 and was delivered 15,484 gross shares. Out of the total gross shares, 50 percent was paid in shares and 50 percent in cash.

The Performance Share Plan 2023 consists of a three-year-long performance period of 2023–2025 decided by the Board of Directors. The criteria for the performance period are sales growth (CAGR) and comparable cumulative EPS.

The three-year-long performance period for the PSP 2023 ended in December 2025, and the total outcome was 100 percent. The PSP 2023 rewards are due to be paid in 2026, and the President and CEO will be delivered 10,000 gross shares and the Deputy CEO will be delivered 22,000 gross shares. Out of the total gross shares, 50 percent will be paid in shares and 50 percent in cash.

The previous President and CEO participated in the PSP 2023 but did not receive any delivery as he decided to leave the company.

In 2025, the total remuneration paid to the previous President and CEO amounted to EUR 1,738,546, for the current President and CEO to EUR 432,965*, and for the Deputy CEO to EUR 1,700,632.

* The data reflects Marko Tulokas' remuneration only after he started as President and CEO on June 1, 2025.

Remuneration elements and terms of service of the President and CEO and of Deputy CEO

	President and CEO Anders Svensson (until May 31, 2025)	President and CEO Marko Tulokas (since June 1, 2025)	Deputy CEO Teo Ottola
Base salary	Fixed salary with fringe benefits* Monthly salary: EUR 68,667	Fixed salary with fringe benefits* Monthly salary: EUR 60,020	Fixed salary with fringe benefits* Monthly salary: EUR 28,280
Short-term incentives	Based on financial performance Max. 100% of annual base salary	Based on financial performance Max. 100% of annual base salary	Based on financial performance Max. 100% of annual base salary
Long-term incentives	Performance Share Plan 2023 and 2024 RSU Restricted Share Unit 2017 plan (17,170 gross shares, 40% vested on Dec 31, 2023, and 60% on Dec 31, 2024) Employee Share Savings Plans 2023 and 2024	Performance Share Plan 2023, 2024 and 2025 Employee Share Savings Plans 2022 and 2023	Performance Share Plans 2023, 2024 and 2025 Employee Share Savings Plans 2022 and 2023
Proportion of fixed and variable pay (as % of total target remuneration)	67% base salary 33% STI** 0% LTI**	43 % base salary 22% STI** 35% LTI**	42% base salary 21% STI** 37% LTI**
Pensions	Finnish statutory pension Defined contribution plan at 20% of annual salary	Finnish statutory pension Defined contribution plan at 20% of annual salary	Finnish statutory pension Defined contribution plan at 1% of salary
Shareholding requirements	Must hold min. 100% of any net shares given based on reward plans until the value of shareholding equals annual salary, thereafter 50% until the value of shareholdings equals 150% of annual salary, and membership in the Konecranes Leadership Team continues	Must hold min. 100% of any net shares given based on reward plans until the value of shareholding equals annual salary, thereafter 50% until the value of shareholdings equals 150% of annual salary, and membership in the Konecranes Leadership Team continues	Must hold min. 50% of any net shares given based on reward plans until the value of shareholding equals annual salary, and membership in the Konecranes Leadership Team continues
Period of notice	6 months' notice by the President and CEO and by the company	6 months' notice by the President and CEO and by the company	6 months' notice by the Deputy CEO or 9 months' notice by the company
Severance pay	Equals to 12 months' salary and fringe benefits in case of termination prior to the age of 63, in addition to the salary for the notice period	Equals to 12 months' salary and fringe benefits in case of termination prior to the age of 65, in addition to the salary for the notice period	Equals to 9 months' salary and fringe benefits, in addition to the salary for the notice period
Retirement age	63 years	65 years	65 years 6 months

* Monthly salary does not include health insurance and transfer tax

** Target opportunity

Short-term incentives

2025					STI outcome			
Target levels								
KPI	Weight	Low (12.5%)	Target (50%)	Max (100%)	Performance outcome	Total performance outcome	President and CEO	Deputy CEO
Sales Growth (%)	30%	0.0%	3.0%	6.0%	21%			
Comparable EBITA (%)	60%	13.1%	13.6%	14.1%	90%	65.4%	EUR 275,993	EUR 218,512
ESG (TRI rate)	10%	5.8	5.2	4.6	50%			

2024					STI outcome			
Target levels								
KPI	Weight	Low (12.5%)	Target (50%)	Max (100%)	Performance outcome	Total performance outcome	President and CEO**	Deputy CEO
Sales Growth (%)	25%	0.0%	4.0%	8.0%	86%			
Comparable EBITA (%)	65%	10.8%	11.6%	12.4%	100%	91.6%	EUR 748,992	EUR 300,344
ESG (2 separate KPIs*)	10%	12.5%	50%	100%	50%			

* CO₂ emissions from own operations and safety.

** The total outcome includes only previous President and CEO Anders Svensson.

Long-term incentives

										Allocated shares**		Awarded shares**	
Target levels													
Plan	Performance period	KPI*	Weight	Low (10%)	Target (50%)	Max (100%)	Performance outcome	Total performance outcome	Payment/vesting schedule	President and CEO***	Deputy CEO	President and CEO	Deputy CEO
PSP 2021	2021	Comparable EPS	33.3%	€2.01	€2.18	€2.46	100%						
	2022	Comparable EPS	33.3%	€2.63	€2.98	€3.23	11.1%	70.4%	Paid in 2024	-	16,000	-	11,261
	2023	Comparable EPS	33.3%	€2.64	€2.99	€3.25	100%						
PSP 2022	2022	Comparable EPS	33.3%	€2.63	€2.98	€3.23	11.1%						
	2023	Comparable EPS	33.3%	€2.64	€2.99	€3.25	100%	70.4%	Paid in 2025	-	22,000	-	15,484
	2024	Comparable EPS	33.3%	€3.80	€4.22	€4.64	100%						
PSP 2023	2023–2025	Sales growth CAGR	40%	3.5%	4.9%	5.9%	100%	100%	To be paid in 2026	55,000	22,000	-	22,000
		Cumulative Comparable EPS	60%	€9.00	€10.00	€10.90	100%						
PSP 2024	2024–2026	Sales growth CAGR	35%	-	-	-	-						
		Cumulative Comparable EPS	55%	-	-	-	-						
		CO ₂ emissions from Konecranes' own operations (tCO ₂)	10%	-	-	-	-	n/a	To be paid in 2027	49,500	19,800	n/a	n/a
PSP 2025	2025–2027	Cumulative Comparable EPS	80%	-	-	-	-						
		ESG	20%	-	-	-	-	n/a	To be paid in 2028	17,187	8,706	n/a	n/a

* The comparable EPS used as the performance KPI in the performance share plans deviates from Konecranes' reported EPS. The items affecting comparability include e.g. defined restructuring costs, mergers and acquisitions related transaction costs and other unusual items.

** Gross shares, including the reward paid in cash.

*** PSP 2023 and 2024 represent the allocations to the previous President and CEO. PSP 2025 allocation reflects both Marko Tulokas' role as President and CEO and his previous role as Business Area President, Industrial Equipment.

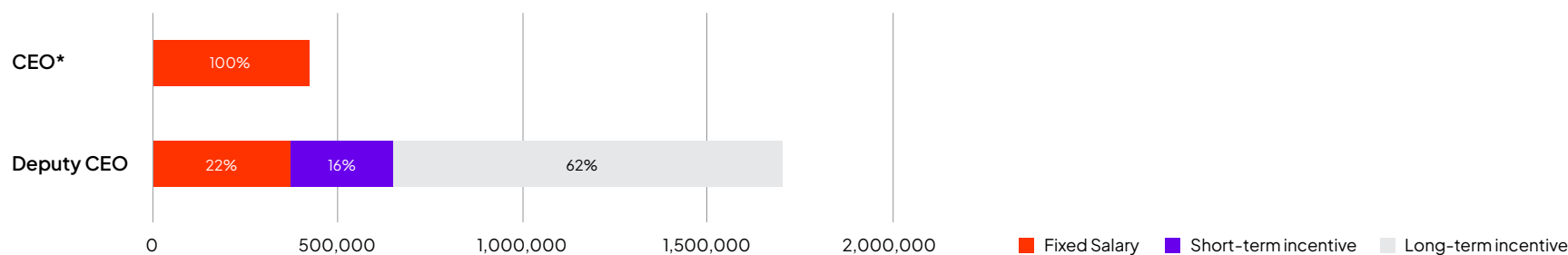
Remuneration of the President and CEO and Deputy CEO in 2025 and 2024

	2025 Marko Tulokas	2025 Anders Svensson	2025 Teo Ottola	2024 Anders Svensson	2024 Teo Ottola
	President and CEO (since June 1, 2025)	President and CEO (until May 31, 2025)	Deputy CEO	President and CEO	Deputy CEO
Fixed Salary (Salaries and fringe benefits*)	432,965**	351,571	373,810	850,950	348,014
Short-term incentives paid (based on previous year's performance)	-	748,992	274,628	778,480	298,960
One-time bonus	-	-	-	-	-
Value of long-term incentive rewards paid	-	637,983	1,052,194	275,786	540,929
Total Variable Pay	-	1,386,975	1,326,822	1,054,266	839,889
Total Remuneration paid	432,965	1,738,546	1,700,632	1,905,216	1,187,903
Proportion of fixed and variable pay	100%/0%**	20%/80%	22%/78%	45%/55%	29%/71%
Estimated short-term incentives due payment (based on previous year's performance)	275,993**	-	218,512	748,992	300,344
Gross shares delivered	-	10,302	15,484	6,868	11,261
Performance share rights allocated (# of share rights)	35,687	-	50,506	104,500	63,800
Restricted share rights allocated (# of share rights)	-	-	-	10,302	-
Shareholding in Konecranes Plc (# of shares)	23,759	-	64,543	7,938	56,801
Expense of statutory/voluntary pension plans	156,638	291,908	115,272	456,458	110,013

* Fringe benefits include car benefit, phone benefit, broadband allowance, health insurance, and transfer tax.

** The data reflects Marko Tulokas' remuneration only after he started as President and CEO on June 1, 2025.

Proportions of realized remuneration elements of the President and CEO and Deputy CEO in 2025



* The data reflects Marko Tulokas' remuneration only after he started as President and CEO on June 1, 2025.

Long-term Incentives

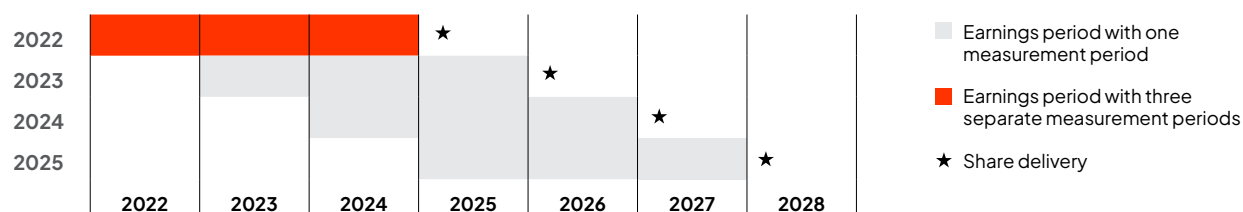
Performance Share Plan (PSP)

The aim of Konecranes' Performance Share Plans is to align the objectives of shareholders and Konecranes' key employees to increase the value of the Company, to commit key employees to the Company and to reward employees for achieving set targets. The actual grant is directly linked to Key Performance Indicators supporting long-term shareholder return and is based on a multi-year performance period.

All the active Performance Share Plans in 2025 had three-year performance periods, but the measurement periods vary. The PSP launched in 2022 had three separate one-year-long measurement periods within the three-year performance period. Due to the uncertainty caused by the war in Ukraine in 2022, the Board of Directors decided to apply one-year-long measurement periods instead of three-year-long periods for the PSP 2022 to enable efficient and relevant target-setting. Despite the one-year-long measurement periods of the PSP 2022, remuneration was paid only after the three-year-long performance period. The PSP 2023, PSP 2024, and PSP 2025 plans have a single earnings and measurement period covering three years.

The potential rewards from the Performance Share Plans will be paid partly in shares and partly in cash. The cash proportion is intended to cover taxes and tax-related costs arising from the rewards to the plan participants. As a rule, no reward will be paid if the plan participant's employment or service ends before the reward payment.

Performance Share Plan



Performance Share Plan (year)	PSP 2022	PSP 2023	PSP 2024	PSP 2025
Performance period	2022–2024	2023–2025	2024–2026	2025–2027
Number of participants *	149	148	155	161
Measure	Comparable EPS for years 2022, 2023 and 2024 **	Cumulative Comparable EPS and Sales Growth CAGR %	Cumulative Comparable EPS, Sales Growth CAGR % and CO ₂ emissions from Konecranes' own operations (tCO ₂)	Cumulative Comparable EPS, CO ₂ emissions from Konecranes' own operations (tCO ₂), and EcoVadis score
Performance share rights allocated (# of share rights)	527,410	535,500	478,450	318,828
Grant date share value, €/Share	22.13	35.34	52.95	63.75
Total share value, based on the grant date value	€11,671,583	€18,924,570	€25,333,928	€20,325,285
Total gross shares delivered	184,387	n/a	n/a	n/a
Gross shares delivered to CEO & Deputy CEO				
Marko Tulokas, President and CEO since June 1, 2025	n/a	10,000	n/a	n/a
Anders Svensson, President and CEO until May 31, 2025	n/a	n/a	n/a	n/a
Teo Ottola, Deputy CEO (Interim CEO, from January 1 to October 18, 2022)	15,484	22,000	n/a	n/a

* At the end of December 2025

** PSP 2022 has three separate 1-year measurement periods with separate targets for each 1-year period. Measure for years 2022, 2023 and 2024 was comparable EPS.

2022–2024 Performance Share Plan (paid in 2025)

The 2022–2024 plan had a three-year-long performance period with three separate one-year-long measurement periods and separate targets for 2022, 2023 and 2024. The criterion for the measurement periods 2022, 2023 and 2024 was comparable EPS. Items affecting comparability of the EPS included defined restructuring costs, mergers and acquisitions related transaction costs and other unusual items. The target group of the plan for the performance period 2022–2024 consisted of a maximum of 170 key employees of the Konecranes Group. The rewards to be paid on the basis of the performance period corresponded to the value of a maximum total of 600,000 Konecranes shares, including the proportion to be paid in cash. The outcome for the measurement period 2022 was 11 percent, the outcome for the measurement period 2023 was 100 percent and the outcome for the measurement period 2024 was 100 percent. As a result, the total outcome of the plan was 70 percent. The rewards were paid in 2025.

2023–2025 Performance Share Plan (payable in 2026)

The 2023–2025 plan has a three-year performance period from 2023 to 2025. The plan has two performance criteria: the cumulative comparable Earnings per Share (EPS) for the financial years 2023–2025 with a 60 percent weighting and the compound annual growth rate (CAGR) for Sales for the financial years 2023–2025 with a 40 percent weighting. Items affecting comparability of the EPS include defined restructuring costs, mergers and acquisitions related transaction costs and other unusual items. The target group of the Plan consists of a maximum of 170 Konecranes key employees. The rewards to be paid on the basis of the performance period 2023–2025 correspond to the value of a maximum total of 700,000 Konecranes Plc shares, including the proportion to be paid in cash. The outcome of the plan was 100%. The rewards will be paid in 2026.

2024–2026 Performance Share Plan (payable in 2027)

The 2024–2026 plan has a three-year performance period from 2024 to 2026. The plan has three performance criteria:

the cumulative comparable Earnings per Share (EPS) for the financial years 2024–2026 with a 55 percent weighting, the compound annual growth rate (CAGR) for Sales for the financial years 2024–2026 with a 35 percent weighting and CO₂ emissions, own operations, with a 10 percent weighting. Items affecting comparability of the EPS include defined restructuring costs, mergers and acquisitions related transaction costs and other unusual items. The target group of the Plan consists of a maximum of 170 Konecranes key employees. The rewards to be paid on the basis of the performance period 2024–2026 correspond to the value of a maximum total of 600,000 Konecranes Plc shares. The potential rewards will be paid in 2027 if the plan's terms and conditions are met.

2025–2027 Performance Share Plan (payable in 2028)

The 2025–2027 plan has a three-year performance period from 2025 to 2027. The plan has two performance criteria: the cumulative comparable Earnings per Share (EPS) for the financial years 2025–2027 with an 80 percent weighting, and the compound Environmental, Social, and Governance (ESG) metric, which is allocated a weighting of 20 percent, comprising a 10 percent weighting for CO₂ emissions and a 10 percent weighting for the EcoVadis score. The target group of the Plan consists of a maximum of 170 Konecranes key employees. The rewards to be paid on the basis of the performance period 2025–2027 correspond to the value of a maximum total of 400,000 Konecranes Plc shares. The potential rewards will be paid in 2028 if the plan's terms and conditions are met.

Restricted Share Unit Plan 2017 (RSU)

In addition to the Performance Share Plan, Konecranes has a Restricted Share Unit Plan (RSU), which can be used for retention purposes under special conditions. The vesting periods can last from 12 to 36 months. The prerequisite for reward payment is that a key employee's employment or service continues until the end of the vesting period. The rewards to be allocated on the basis of the entire plan will amount to a maximum total of 200,000 Konecranes shares,

including the proportion to be paid in cash. The Board of Directors may decide to settle the full award in shares, taxable by the participant.

Recently, there was only one participant in the RSU 2017 plan: the previous Konecranes President and CEO Anders Svensson, who joined the Company in October 2022. He was allocated 17,170 gross shares, of which 40 percent vested on December 31, 2023, with a share delivery of 6,868 gross shares in January 2024, which were settled fully in shares. 60 percent vested on December 31, 2024, with a share delivery of 10,302 gross shares in January 2025, and was settled in shares (50%) and in cash (50%) to cover taxes. The previous President and CEO was the only participant in the RSU plan and has now received the RSU-based compensation.

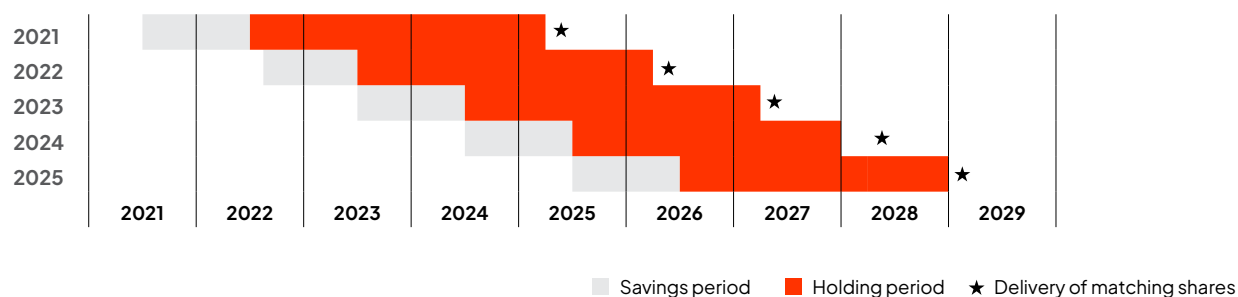
Employee Share Savings Plan (ESSP)

In 2012, Konecranes launched an Employee Share Savings Plan for all employees, including the Management, except in those countries where the plan could not be offered for legal or administrative reasons. The Board has decided to launch a new ESSP plan annually since the start of the program.

Participants can monthly save a sum of up to 5 percent of their gross salary, which is used to buy Konecranes shares from the market on behalf of the participants. If participants are still in possession of these shares after an approximately three-year-long holding period, they will receive one matching share for every two initially purchased shares.

This ESSP plan is also available to the President and CEO, as well as the Deputy CEO. Both the President and CEO and the Deputy CEO participate in ESSP 2022 and ESSP 2023 plans, which are both currently in their holding period, with potential rewards due in 2026 for ESSP 2022 and in 2027 for ESSP 2023.

Employee Share Savings Plan



Employee Share Savings Plan (year)	ESSP 2021	ESSP 2022	ESSP 2023	ESSP 2024	ESSP 2025
Savings period	July 1, 2021– June 30, 2022	August 1, 2022– June 30, 2023	July 1, 2023– June 30, 2024	July 1, 2024– June 30, 2025	July 1, 2025– June 30, 2026
Number of participants *	1,846	2,011	2,323	2,560	2,561
Number of shares acquired	168,341	141,393	118,903	84,896	16,612 (ongoing)
Delivered or expected matching shares to be delivered *	67,741	60,874	54,470	41,657	8,073
Share price by delivery date or by the end of December 2025 (for non-vested plans), €/share	69.50	93.90	93.90	93.90	93.90
Value of the delivered or expected matching shares **	€4,707,965	€5,716,069	€5,114,686	€3,911,545	€758,008

* At the end of December 2025

** Share value by delivery date or by the end of December 2025 (for non-vested plans)