CMD 2025

Industrial Equipment

Global leader in sustainable lifting solutions

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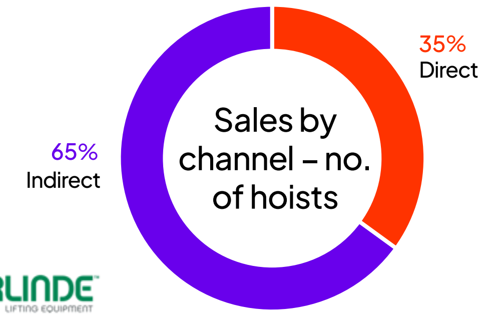
Global leader in sustainable lifting solutions

Covering a full range of industrial applications

Dual channels to market



Indirect distribution

DEMAG donati R&M SWF KRANTECHNIK VERLINDE

Direct to end users

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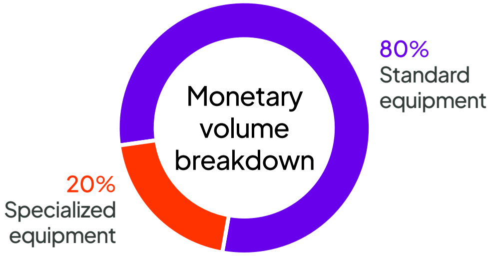
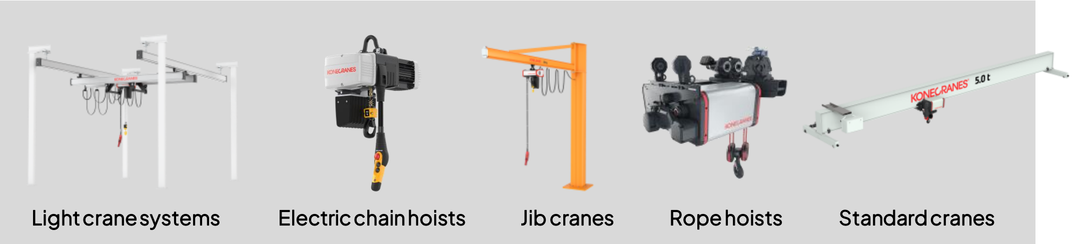
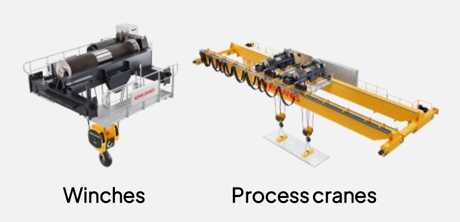
Efficient, comprehensive offering with economies of scale

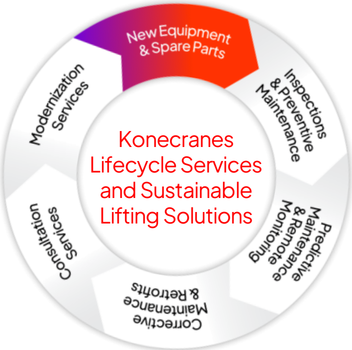


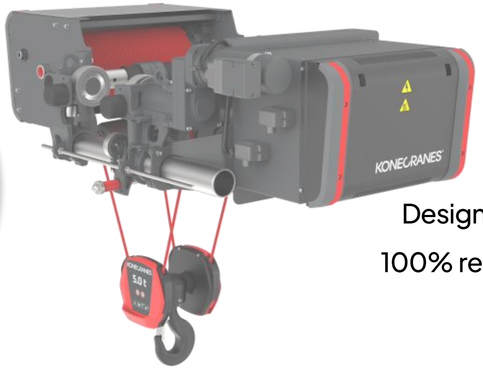
Direct and indirect





Lifecycle offering





Carbon neutral* manufacturing in Finland

Design for Environment in product development

100% renewable electricity in manufacturing sites

*Aligned with the CarbonNeutral building certification in accordance with The CarbonNeutral Protocol

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Industrial Equipment operating model

Focused on maximizing our market coverage and optimizing the lifecycle approach

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Component brands

5 power brands – indirect distribution
80+ countries
1000+ partners

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R&M MATERIALS HANDLING
VERLINDE LIFTING EQUIPMENT
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Konecranes Industrial Equipment

1 global brand – direct to end-user
50+ countries
Full lifecycle offering

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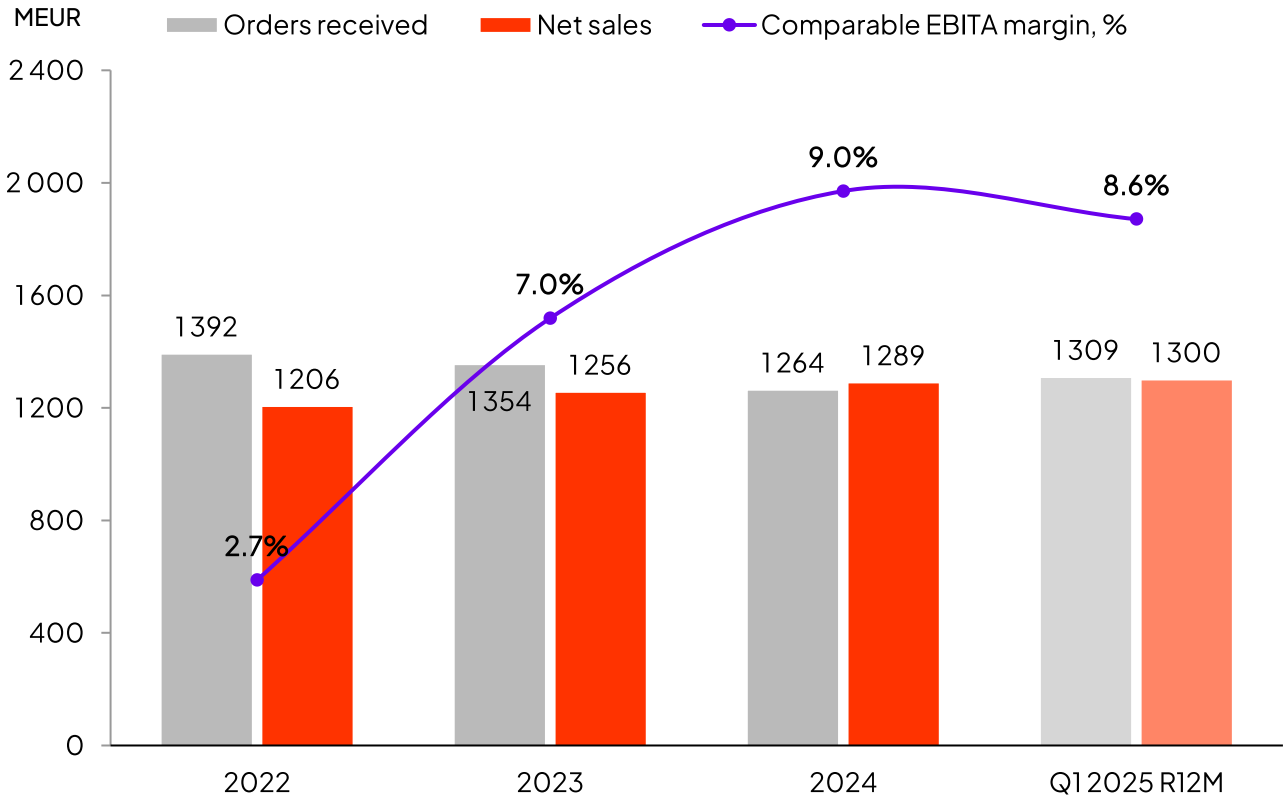
Standard Equipment

Solutions & Warehouse Automation

Commercial Excellence

Technology

We have successfully executed our profitability improvements and reached our target range



Strong financial performance in recent years

- Simplified go-to-market model
- Streamlined wire rope hoist product portfolio
- Successful pricing strategy
- Rigorous product cost management
- Solid project execution

Note: In the beginning of 2024, Konecranes made changes in reporting Industrial Equipment's order intake and net sales. The change also impacts Industrial Equipment's relative profitability. Year 2023 figures presented have been restated and are fully comparable with the current year figures. Earlier years have not been restated.

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Seasonality effect in the Industrial Equipment business

Driven by customer buying behavior, European vacation season, project nature of crane business

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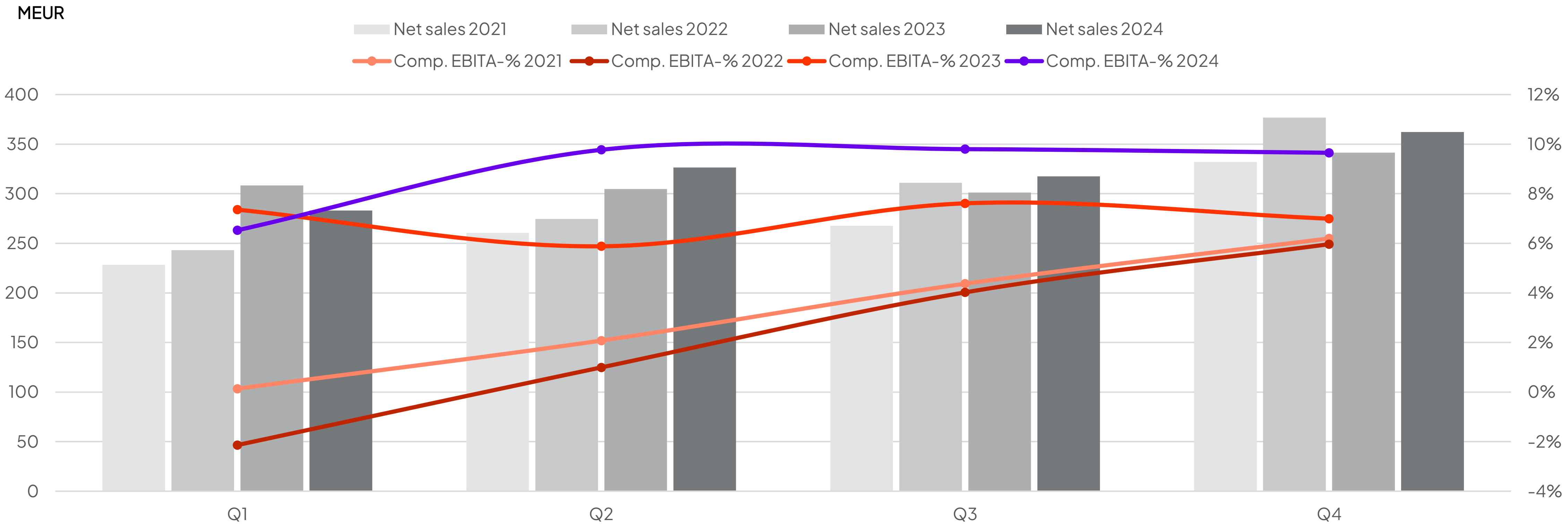


Q1

Lower sales, result impacted by under-absorption, price increases implemented, normally higher component order intake

Q2

Salary/wage increases, and price increases start to take effect, post price increase orders slow down

Q3

Holiday period impacts sales but with lower personnel costs

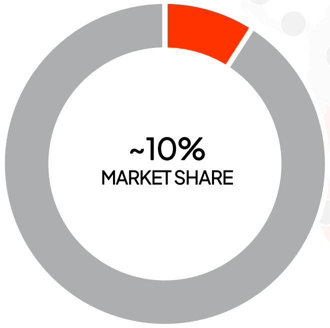
Q4

Higher sales, but unfavorable mix due to high labor projects typical

Focused on increasing market share in established markets and selectively in existing white spots

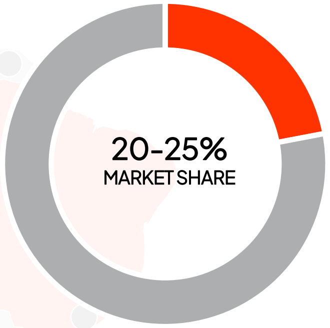
Industrial Equipment market

Equipment market share is adjusted for hoist and component packages sold through Alpha channel i.e., equivalent "crane units."



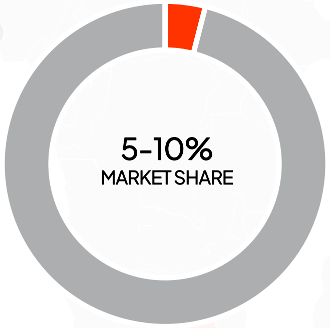
Market size: ~3B€

Light lifting equipment



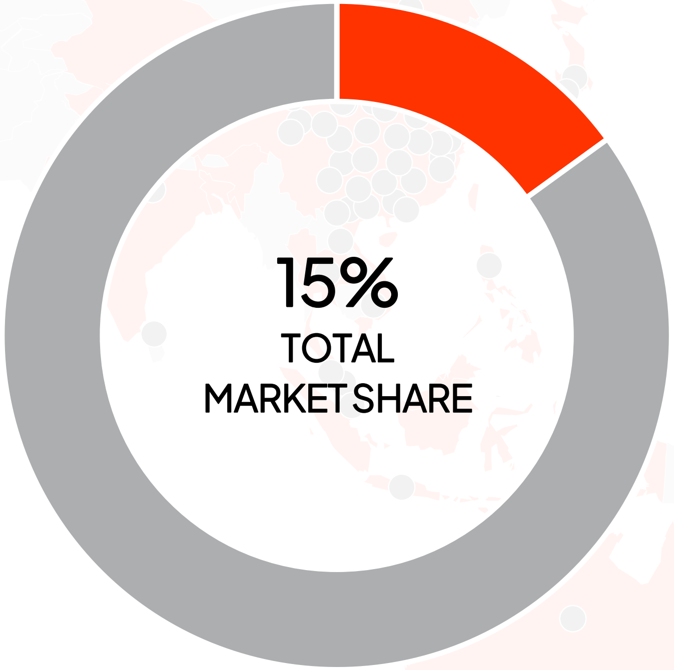
Market size: ~5B€

Standard cranes/ rope hoists[1]



Market size: ~3B€

Process cranes



Total market size: ~10B€

[1] Not all parts of the Chinese market are addressable – nor are western maintenance practices followed throughout. Same comment may apply to other developing markets.

[2] Market share of CTO/WRH includes estimated crane volume from sold hoists through the Alpha channel. 15% of sold solo hoists are assumed to be for replacement purposes and a crane would need in average 1.15 hoists.

2025 market outlook remains stable while volatility between regions and industries increases

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Digitalization & automation

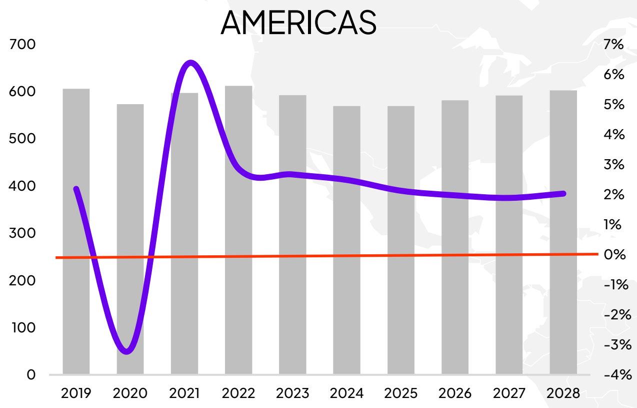
Emerging market competition

Supply chain realignments

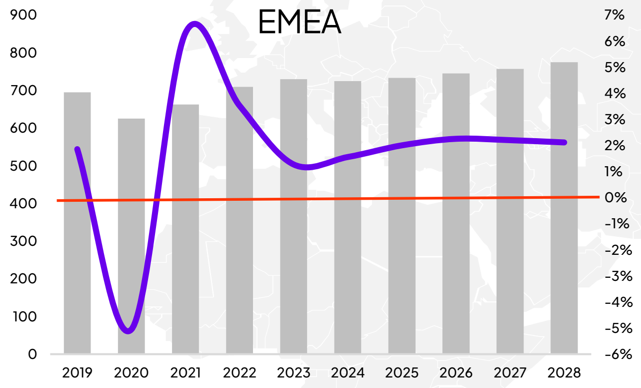
Sustainability

Safety

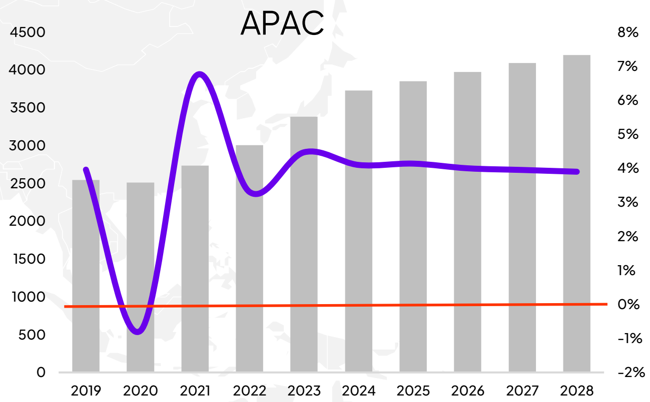
Productivity



Supply chain realignment and increasing automation driving long-term growth in Americas. Short-term financial policies increase volatility.



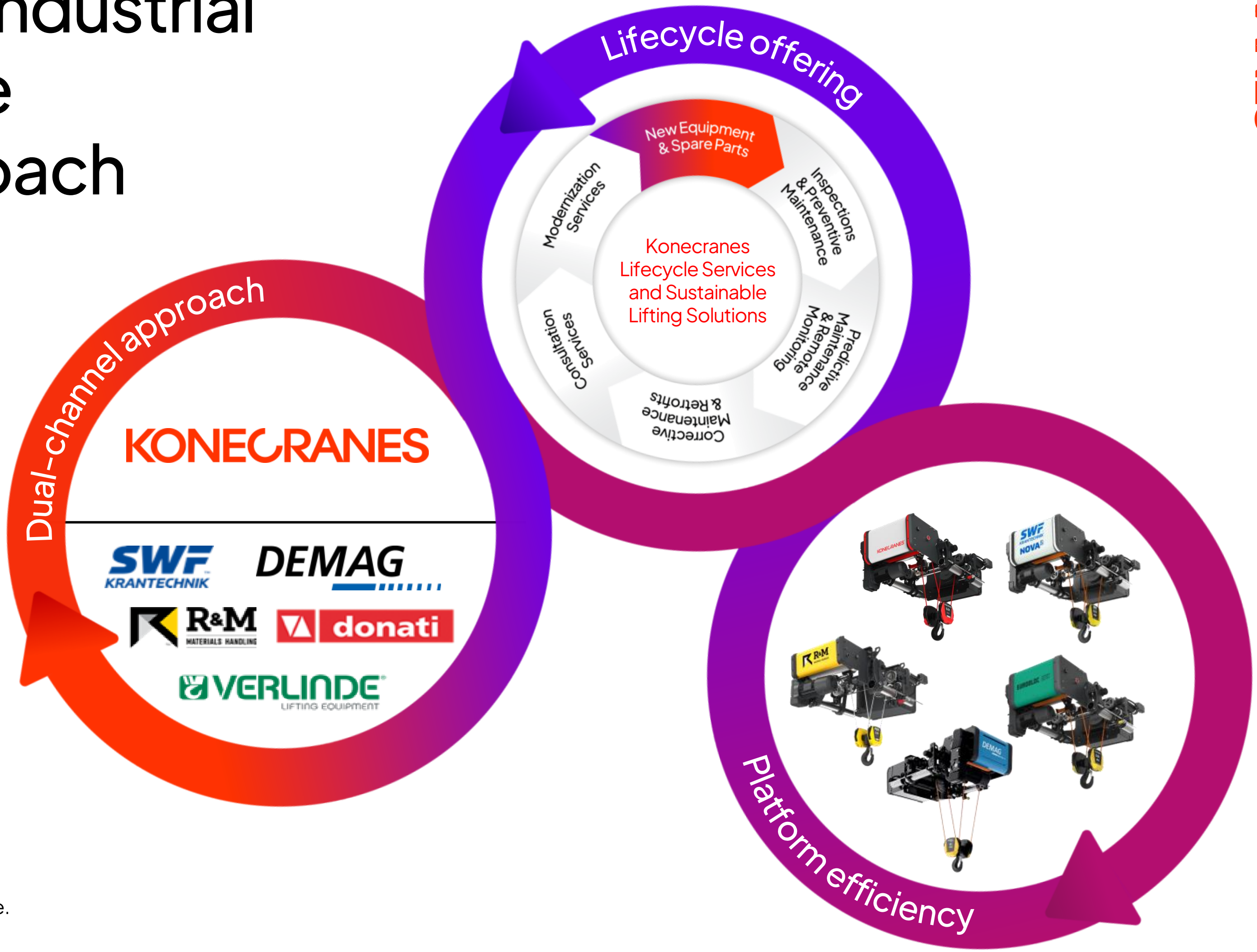
European manufacturing sector recovery is expected although there are timing related uncertainties. Sustainability agenda driving investments in power, automotive and metals.



APAC region drives technological innovation Industrialization of India and South-East Asia supports demand. Chinese competition increases competition in the market.

Our Ambition

Continuously outperform industrial lifting companies and drive sustainable lifecycle approach



Sales growth in line with the market[1]

Comparable EBITA margin of 8-11%[2]

[1] Nominal world GDP growth, IMF World Economic Outlook
[2] As soon as possible, but no later than in 2029. Profitability range, depending on the cycle.

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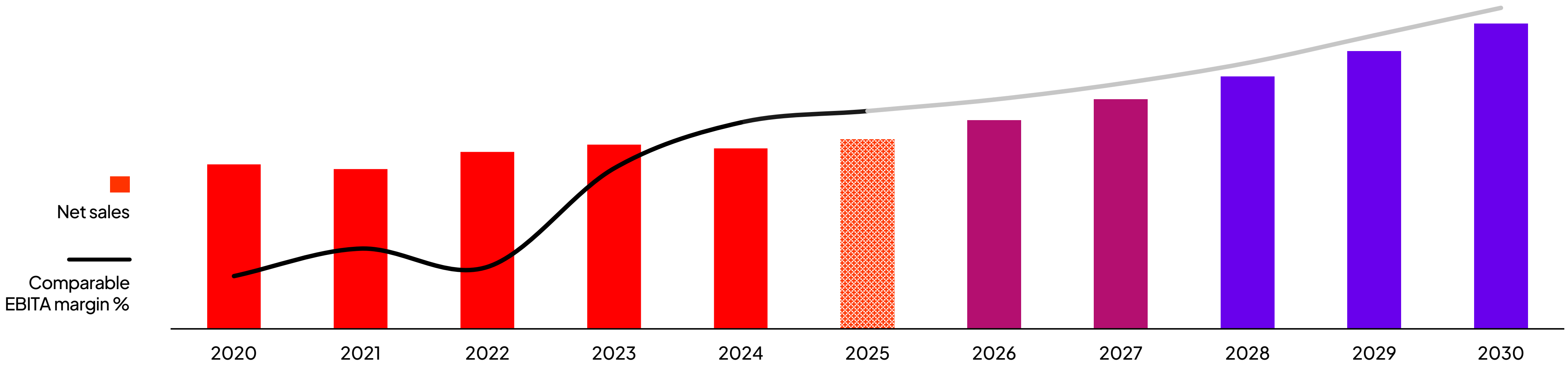
Business transition proceeding from profitability focus to growth phase



Profitability focus
Go-to-market model simplification and rationalization of business and product portfolio.

Next generation launch
Renewal of core-products, digitalization of offering, and supply chain transition.

Fully streamlined for growth
Optimized channel presence, product portfolio and supply chain simplified for maximum leverage, connected and collaborative equipment.

Go-to-market model streamlined

Further opportunities for expansion in market coverage, channel optimization and positioning

End users

End user channel > Beta

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End users

Crane builders, distributors, component integrators

Distribution channel > Alpha

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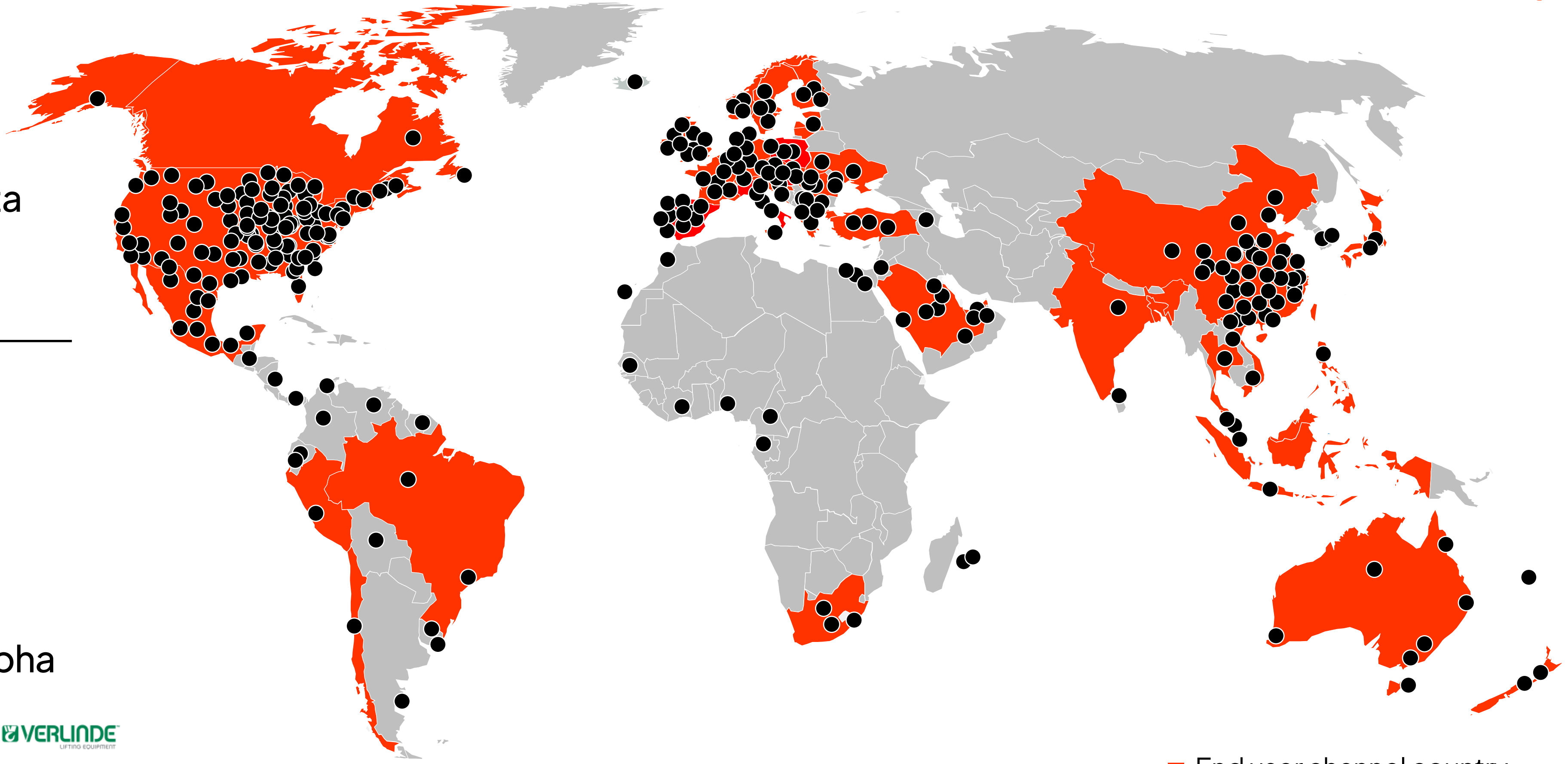


Success in portfolio and business model simplification as planned

PRODUCT OFFERING	PLATFORMS 2018	PLATFORMS 2024*	PLATFORMS 2027*	COMMENTS
 Electric Chain hoists	4	3	1	New platform for Demag launched. Proceeding with new generation launch.
 Light crane Systems	3	1	1	Harmonization to Demag KBK platform complete. Focusing on sales tools and enhancing local availability.
 Standard wire rope hoists	6	2	1	New Konecranes S-series hoist launched in EMEA. Launches in APAC and AME in 2025 proceeding as planned.
 Winches	7	5	3	Modularization of platforms progressing.
 Standard cranes	2	1	1	Konecranes X-series crane launched in EMEA. 3rd generation sales tools launched.

*Main platforms. Excluding, local, small volume variants

Product launches under way as planned and portfolio conversion in process

Konecranes X-series crane

Konecranes S-series low headroom hoist

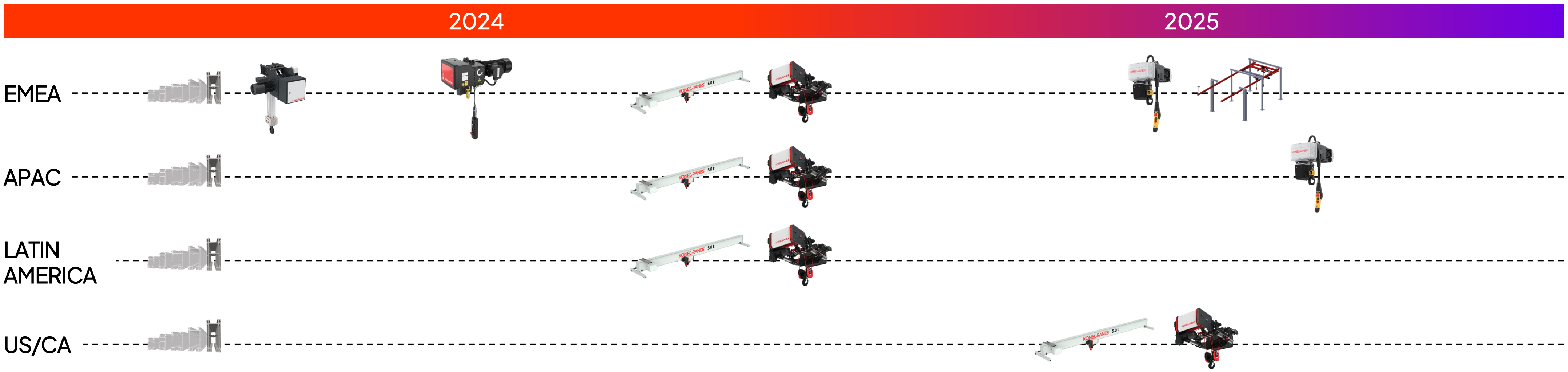
Konecranes D-series electric chain hoist

Konecranes KBK A28 aluminum profile

Konecranes KBK free-standing structure

5t belt hoist

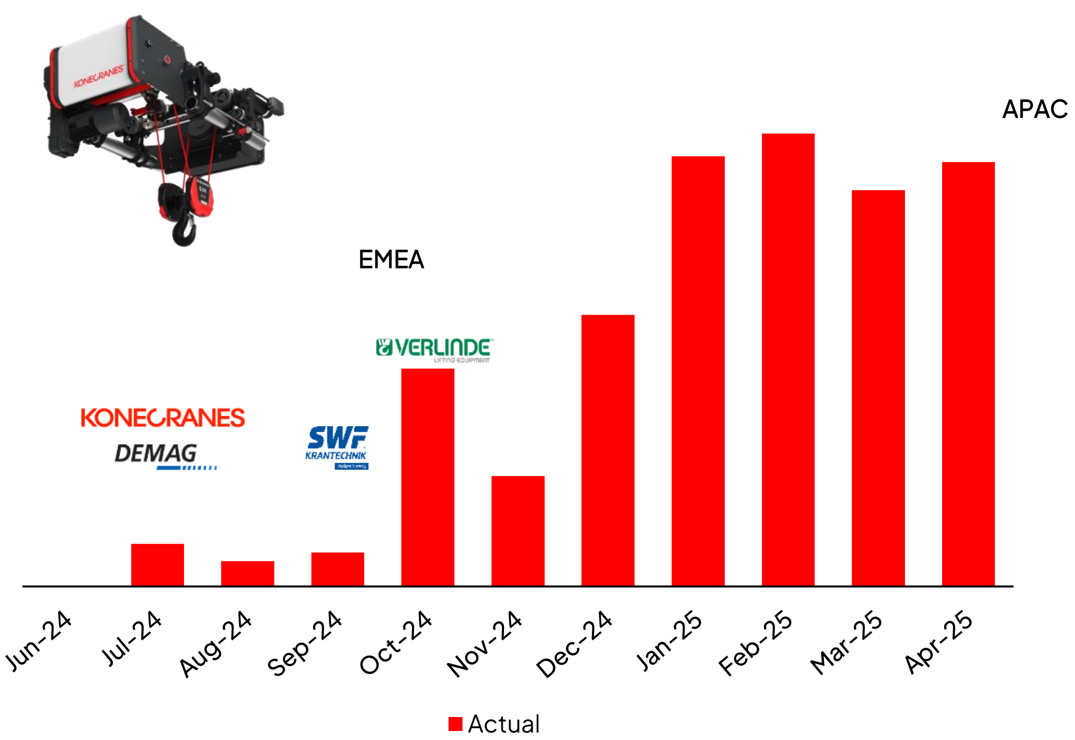
Konecranes EX C-series electric chain hoist for Zone 1/2/21



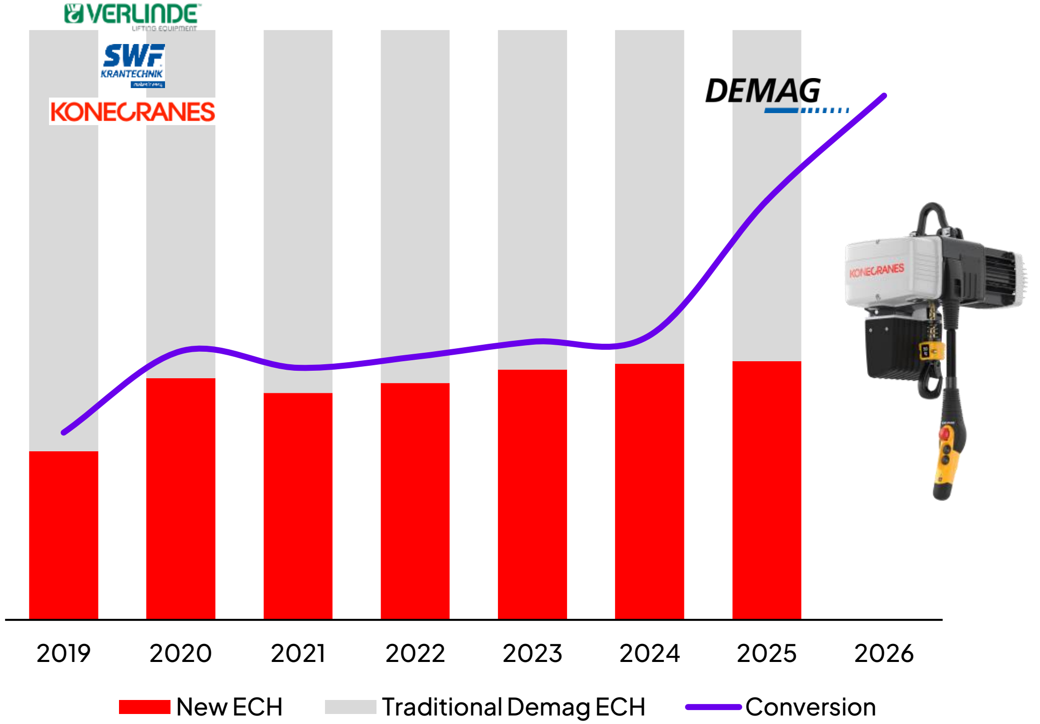
New rope and chain hoists launched in 2024

Channel expansion proceeds during 2025

Rope hoist product launch



Chain hoist product launch



Introducing new products in the lifting industry is a multiyear program to complete the entire range

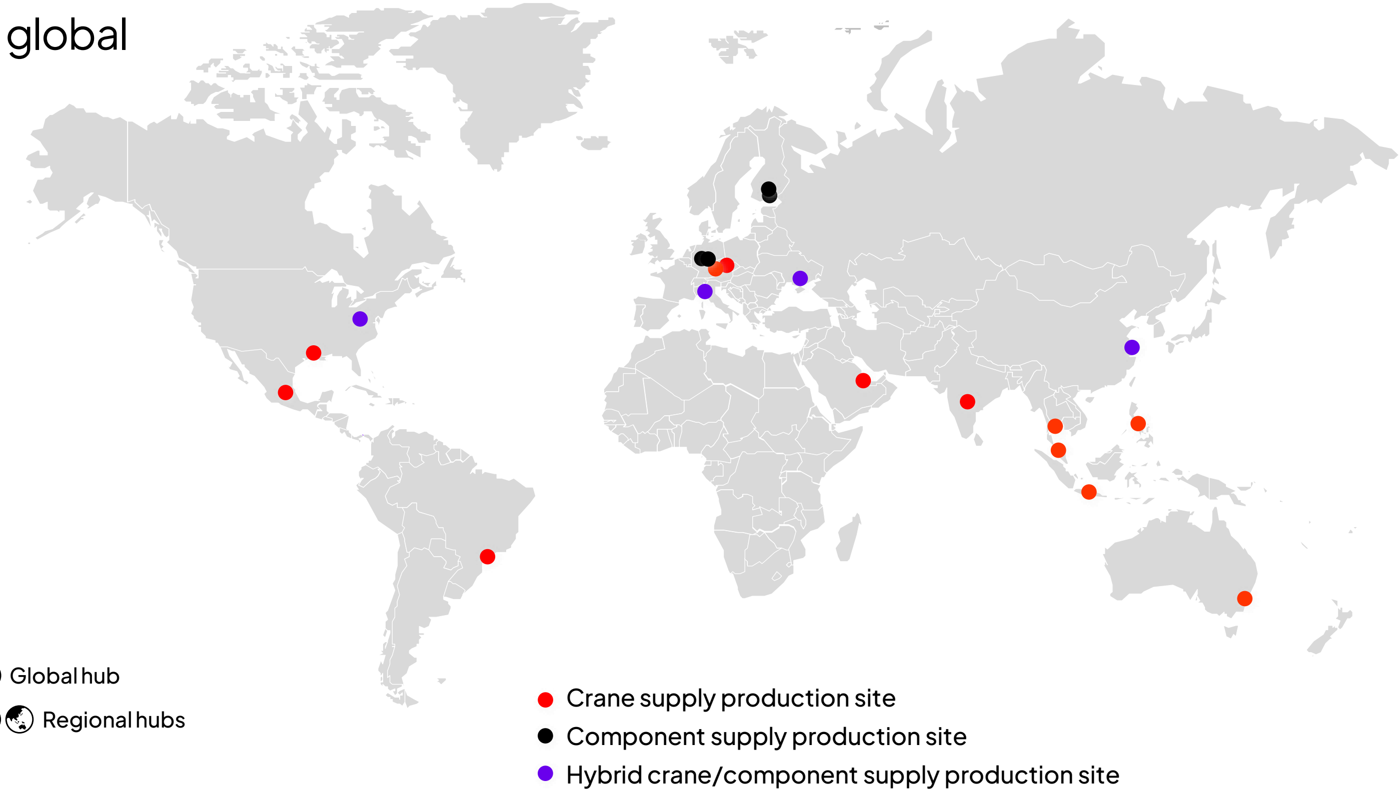
We continuously evaluate our manufacturing footprint

- Crane manufacturing capacity adjusted to demand.
- Component manufacturing concentrated in global and regional hubs.
- Regional footprint creates resilience amidst geopolitical or market turbulence.

		AME	EMEA	APAC
Crane Supply		3	3*	6*
Component supply	Winches		🌐 1	
	Wire rope hoists	🌎 1	🌐 1	🌏 1
	Light lifting equipment		🌐 1	

🌐 Global hub
🌎🌏 Regional hubs

Regional hubs supply multiple products and platforms.
Crane factories in US and China are co-located with component factories.

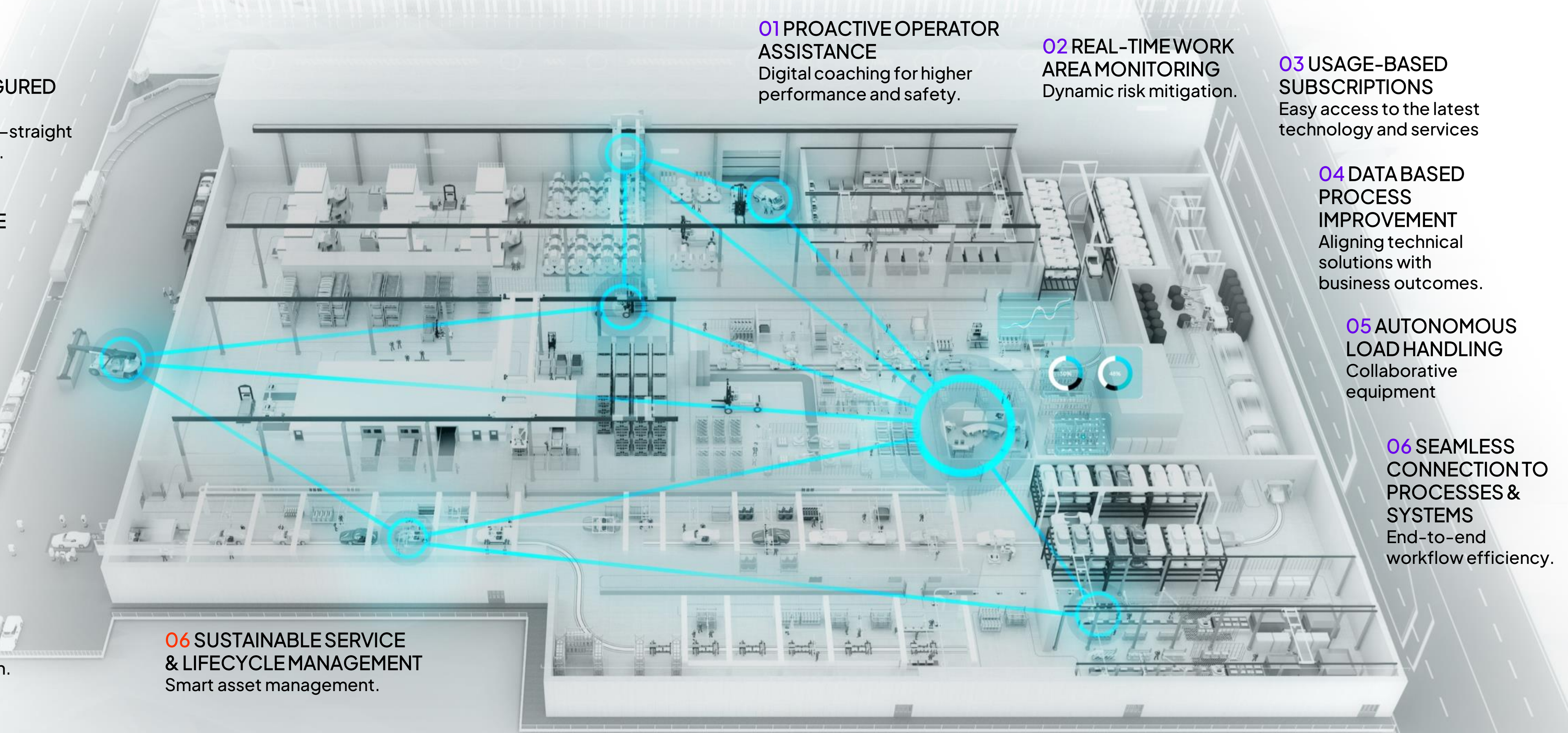


*Stopped crane manufacturing in France, Singapore, Malaysia and South-Africa; right-sized India; refocused Wetter, Germany plant; invested in intra-logistics and optimized material flow

The future of material handling is collaborative equipment

Active safety & continuous productivity improvement

From basic to advanced products → From advanced to integrated solutions



01 PRECONFIGURED EQUIPMENT
Brains on board—straight from the factory.

02 TRAIN THE CRANE
Customization on site.

03 DIGITAL TWIN & REAL-TIME MONITORING
Enhanced safety and operational efficiency.

04 OVER-THE-AIR UPGRADES
Easy updates when the need arises.

05 ACTIVE SAFE SPACE TECHNOLOGY
Real-time hazard prevention.

06 SUSTAINABLE SERVICE & LIFECYCLE MANAGEMENT
Smart asset management.

01 PROACTIVE OPERATOR ASSISTANCE
Digital coaching for higher performance and safety.

02 REAL-TIME WORK AREA MONITORING
Dynamic risk mitigation.

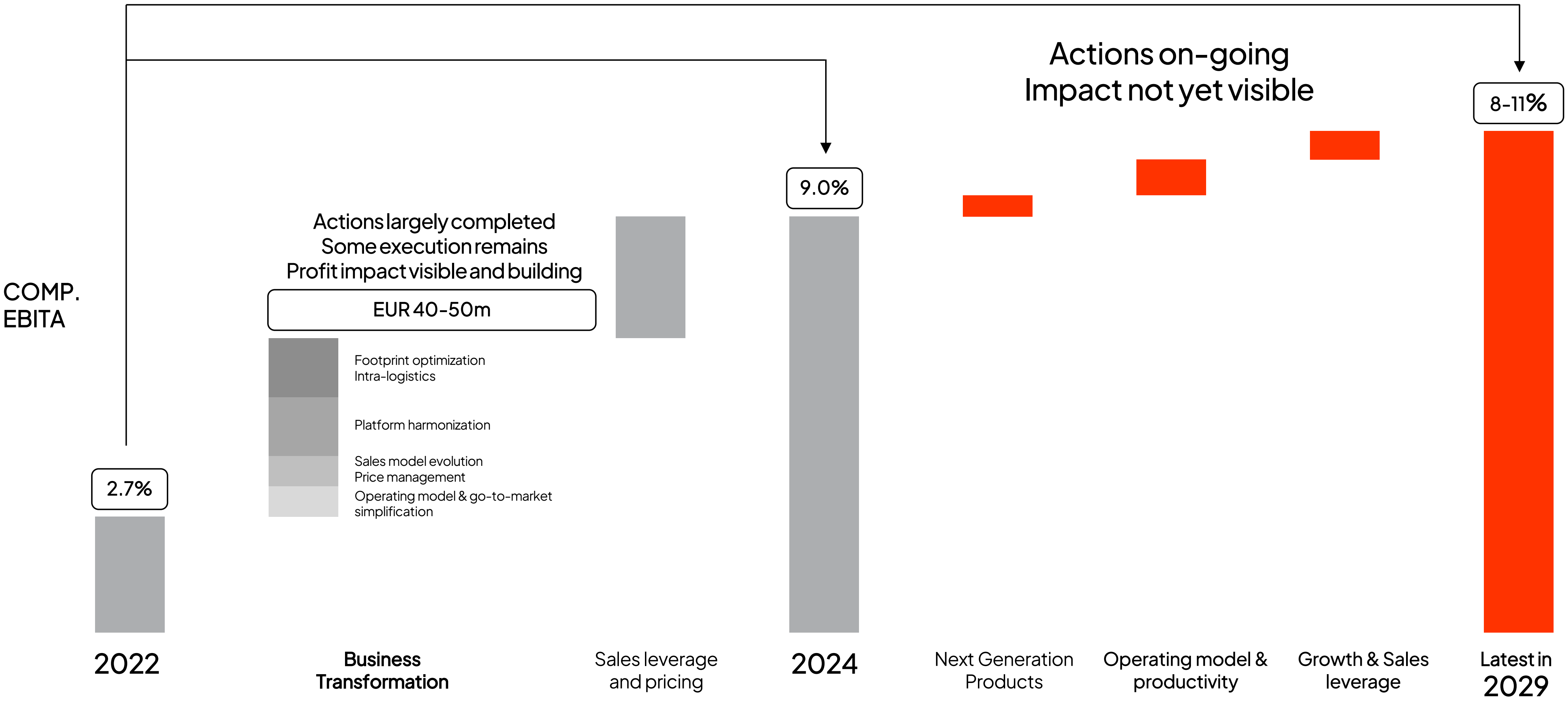
03 USAGE-BASED SUBSCRIPTIONS
Easy access to the latest technology and services

04 DATA BASED PROCESS IMPROVEMENT
Aligning technical solutions with business outcomes.

05 AUTONOMOUS LOAD HANDLING
Collaborative equipment

06 SEAMLESS CONNECTION TO PROCESSES & SYSTEMS
End-to-end workflow efficiency.

Equipment profitability improvement plan



Notes: [1] Assumes comparable currencies – not inflation adjusted.

Stay the course.
Accelerate the pace.

Market coverage

- Expand geographical coverage
- Broaden segment coverage
- Optimize go-to-market model

Portfolio renewal

- Renew wire rope hoist portfolio and expand portfolio
- Complete new electric chain hoist roll-out > streamline platforms
- Modular, flexible process crane offering
- Execute the Vision: Collaborative, connected material handling

Supply chain resilience

- Crane and component supply efficiency and agility
- Supplier base resilience

Sales growth in line with the market[1]
Comparable EBITA margin of 8-11%[2]

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Thank you.