



CMD 2025

Industrial Service

Industry-leading lifecycle services

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KONECRANES

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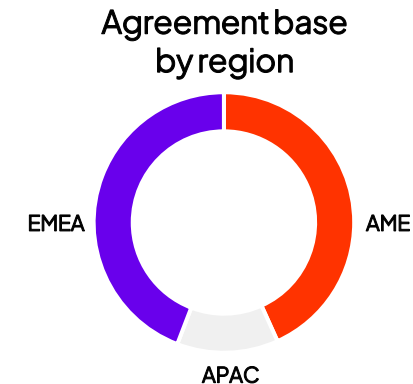
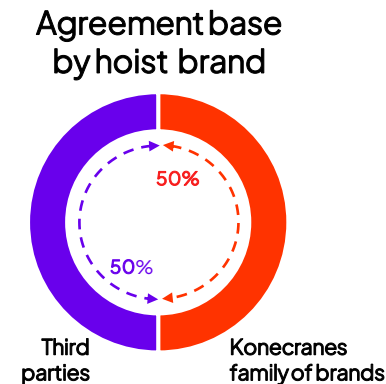
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Industry-leading lifecycle services

For all types and makes of industrial cranes and hoists to improve the safety, productivity and sustainability of our customers' operations

Diversified agreement base



Largest and most extensive service network



Present in 50+ countries



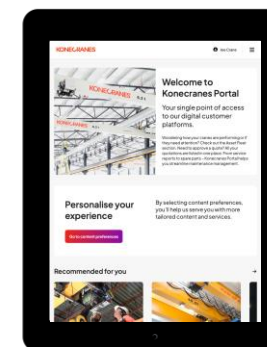
Driving toward sustainable operations
Electrifying the service fleet and smart route planning



~4,300 technicians

Next generation digital services

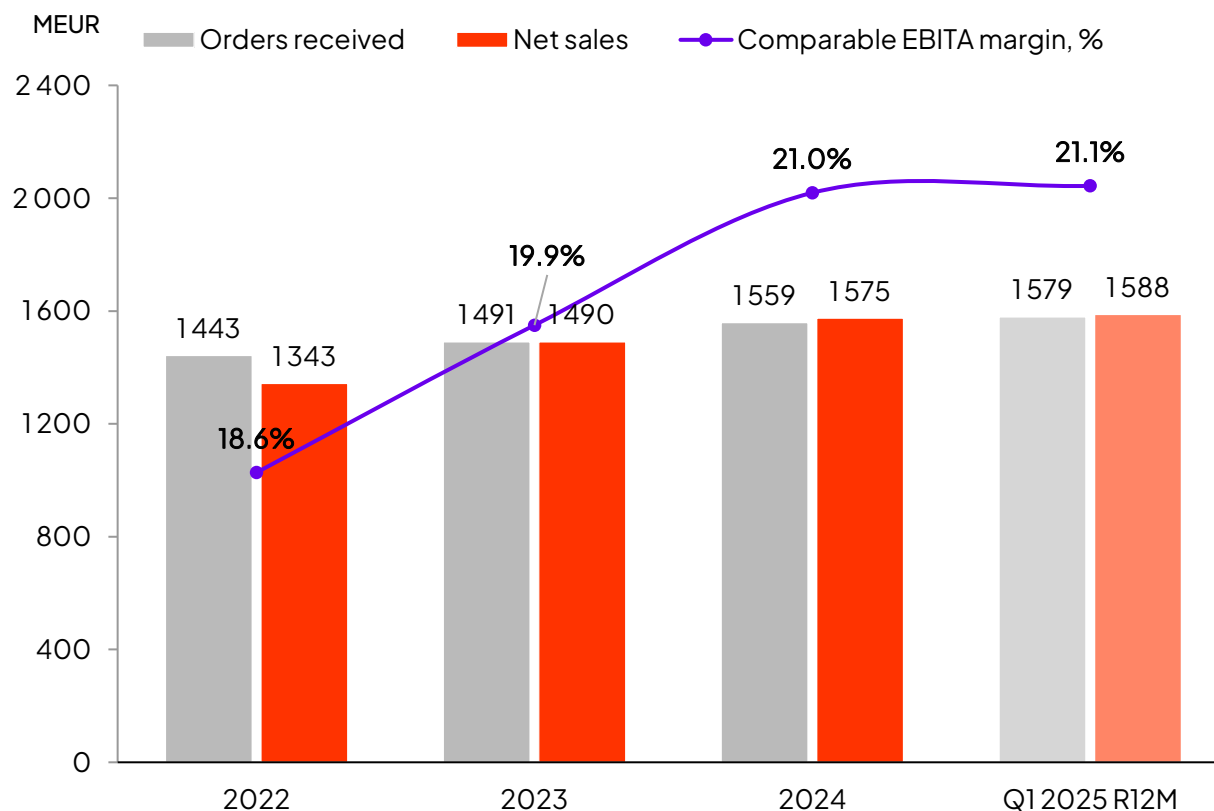
Konecranes Portal
Streamlined customer experience



Predictive Maintenance Engine
Auto-generated service leads

We are within our financial targets range

Our goal is to maintain/expand through the cycle

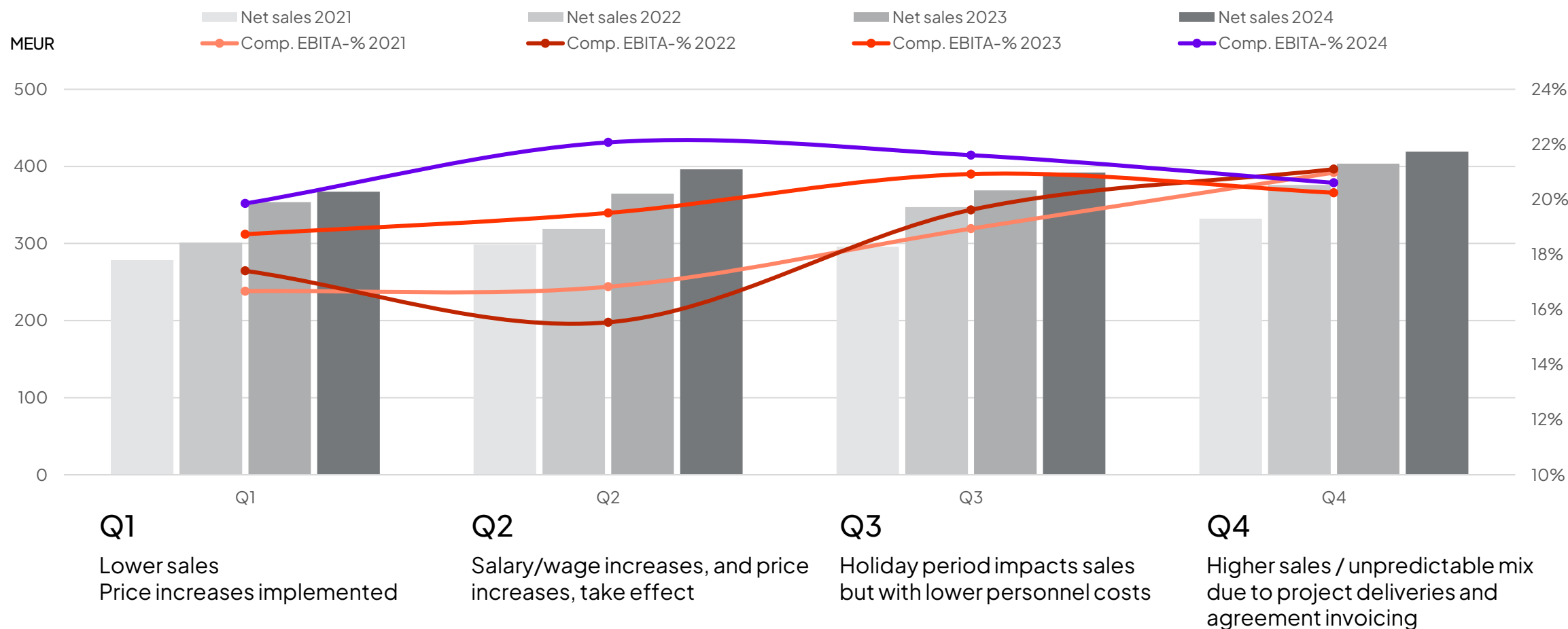


Sales growth and improved gross margins:

- Agreement base expansion
- Improved base "quality"
- Increased agreement retention
- Improved customer experience & satisfaction
- Dynamic pricing
- Improved productivity
- Cost control
- Successful bolt-on acquisitions

Consistent quarterly sales and EBITA growth

While sequential quarterly figures may be affected by seasonal factors



Industrial Service operating model

Empowered frontlines supported by dedicated teams driving continuous improvement

Customer centric Industrial Service & Industrial Equipment front line organization

INDUSTRIAL SERVICE

KONECRANES INDUSTRIAL SERVICE (BETA)

End user business/direct channel

Sales/service delivery

Regional organization

AME

EMEA

APAC

COMPONENT BRANDS PARTS (ALPHA)

Distribution business/indirect channel

Brand organization – Demag, R&M, SWF, Verlinde, Donati

BU SERVICE

COMMON BA FUNCTIONS

Commercial & Business Development | Sustainability

Business Processes & Systems

Finance

People & Culture

Health, Safety & Environment

Legal

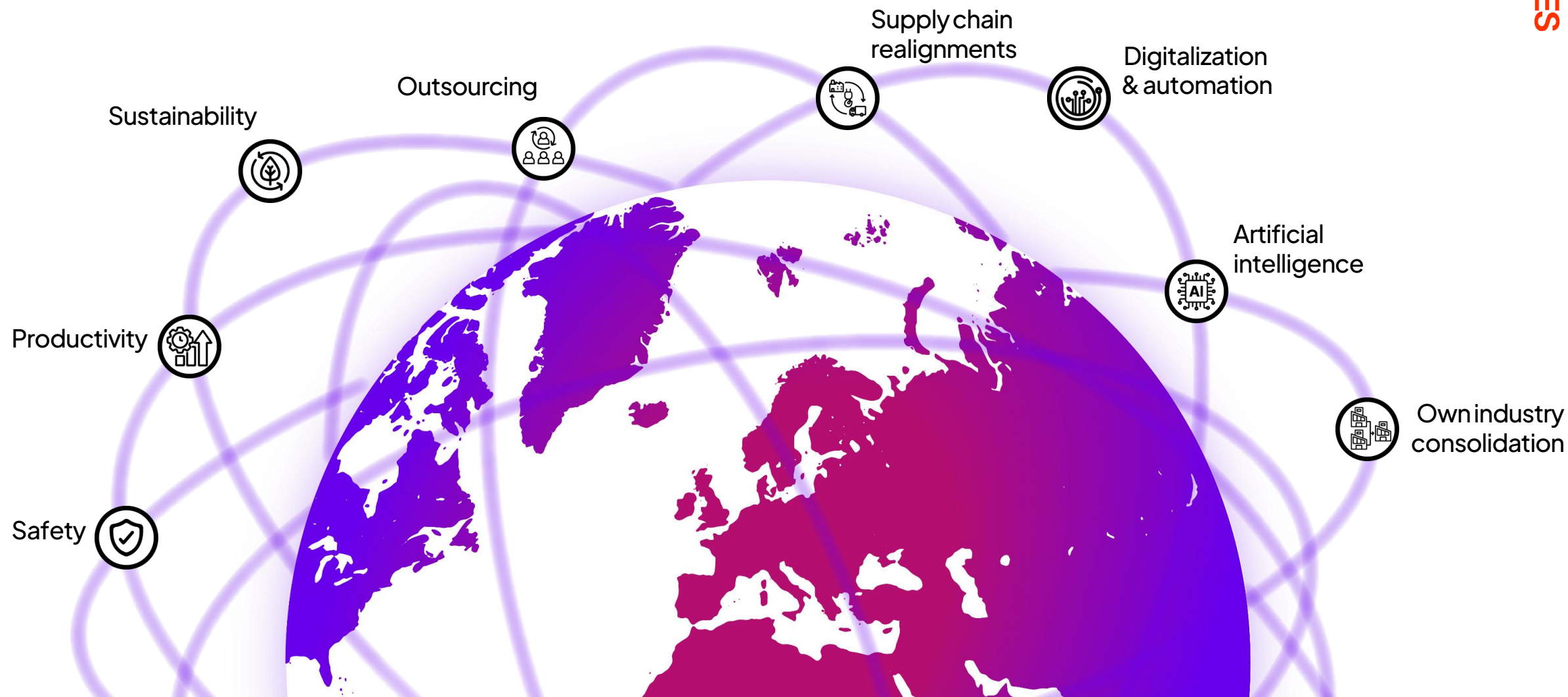
IT

Field Service

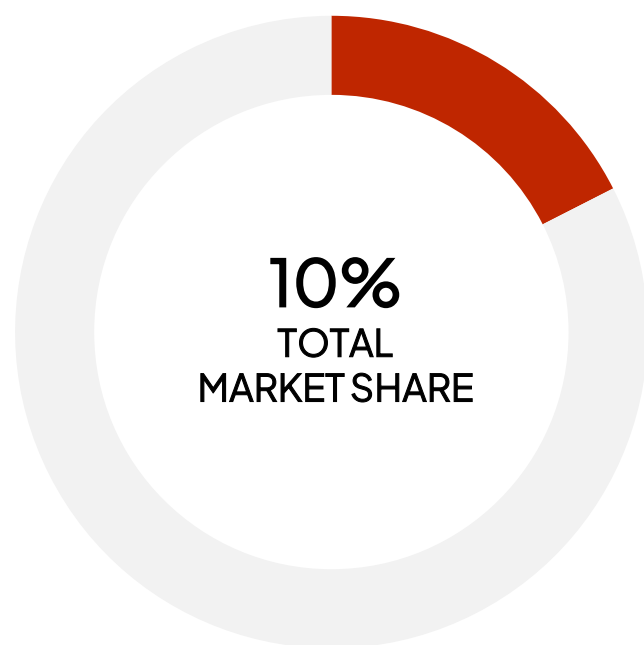
Parts Supply &
Service Procurement

Modernizations

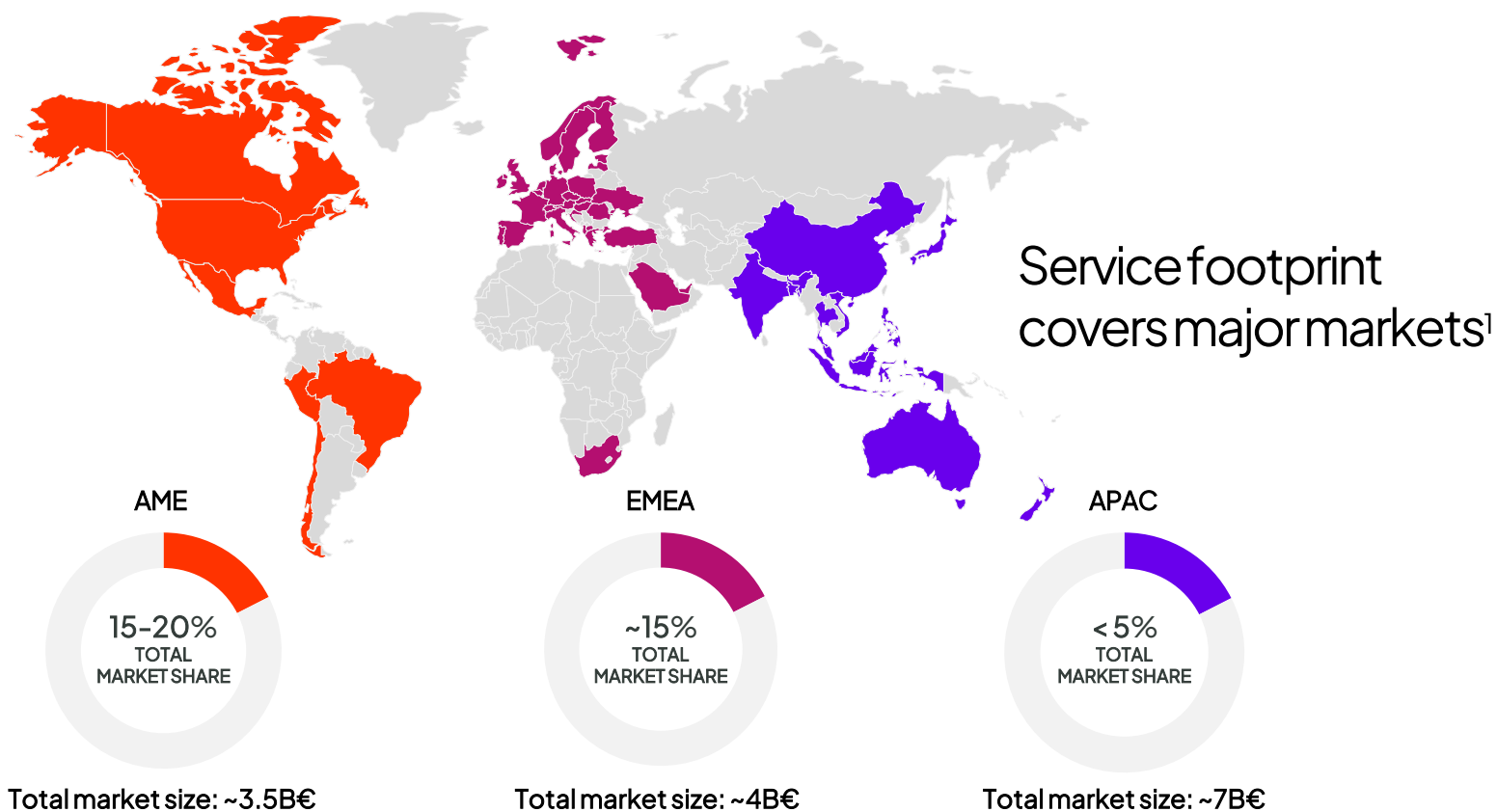
Megatrends and underlying demand drivers



Focused on increasing share in addressable markets and most profitable segments



Total market size: ~15B€



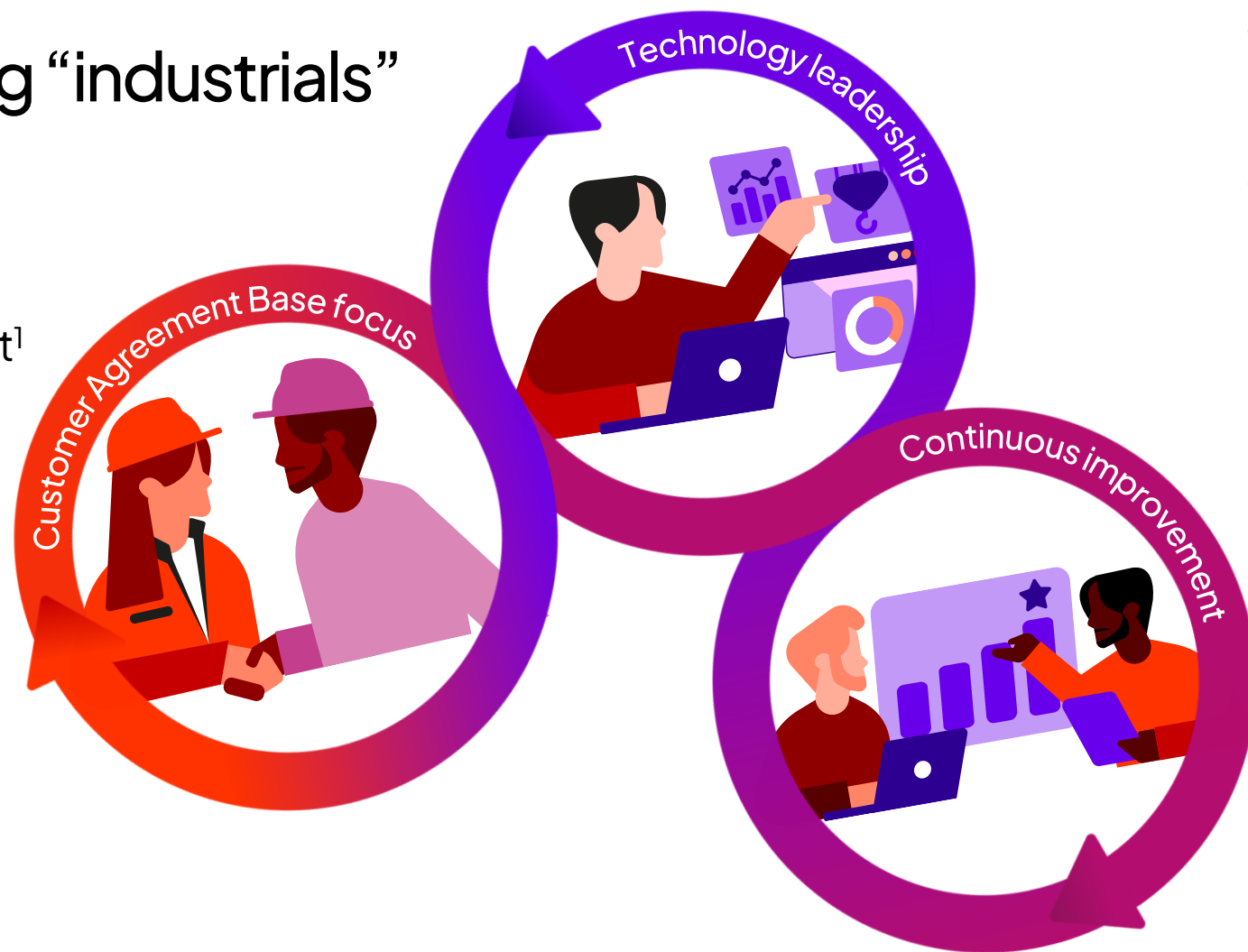
¹Industrial crane service market size/market share includes all maintenance services both insourced and outsourced. Service scope based on current Konecranes scope. Not all markets /countries are accessible/addressable.

Our Ambition

Raise the benchmark among “industrials”

Sales growth clearly faster than the market¹

Comparable EBITA margin of 21-25%²

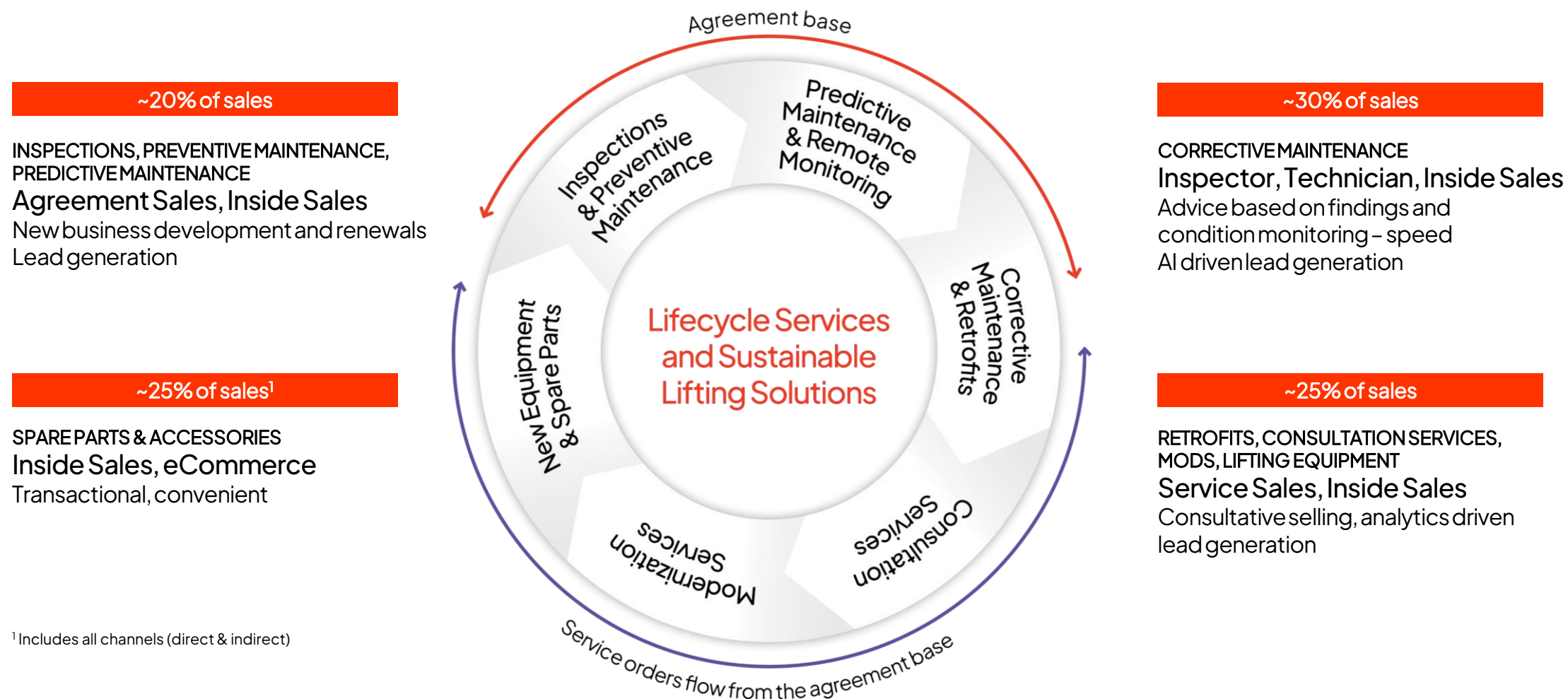


¹ Nominal world GDP growth, IMF World Economic Outlook

² As soon as possible, but no later than in 2029. Profitability range, depending on the cycle.

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

Service growth strategy | Focus on Agreement Base growth



Driving agreement growth

Value per asset and agreement profitability are prioritized

1. Increase market coverage > add new agreements

- Differentiated approach by customer segment
- Dedicated resources and processes

2. Improve sales & marketing efficiency > expand existing agreements

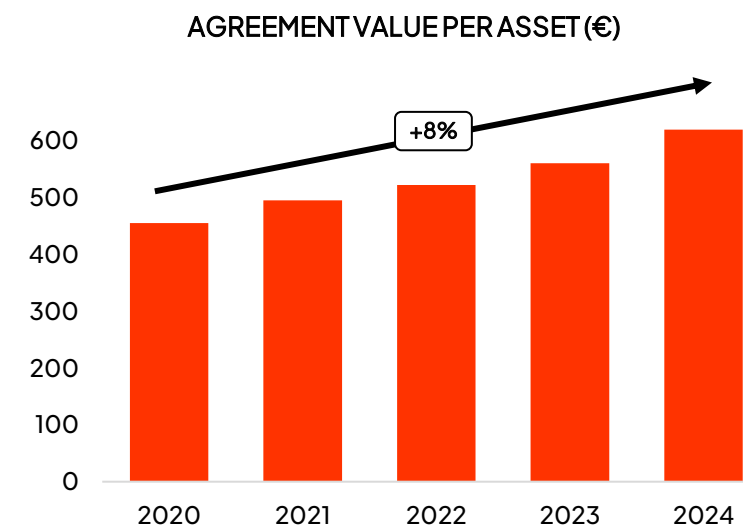
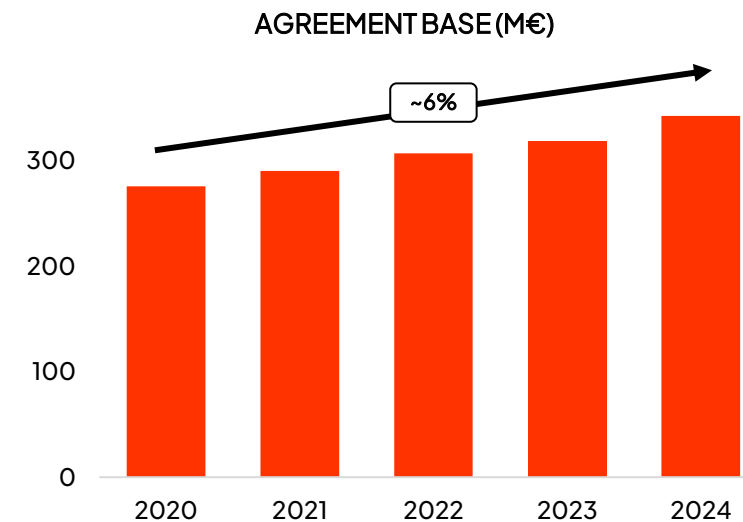
- Sales model evolution
- Agreement configuration and renewal process upgrade

3. Enhance customer experience > retain more agreements

- Digital experience - unified customer portal
- Smart planning
- Next generation parts delivery

4. Drive operational excellence > deliver/invoice agreements

- Technician recruitment, development and retention
- Mobility tools uplift > technician UX/productivity
- Documentation/support on demand



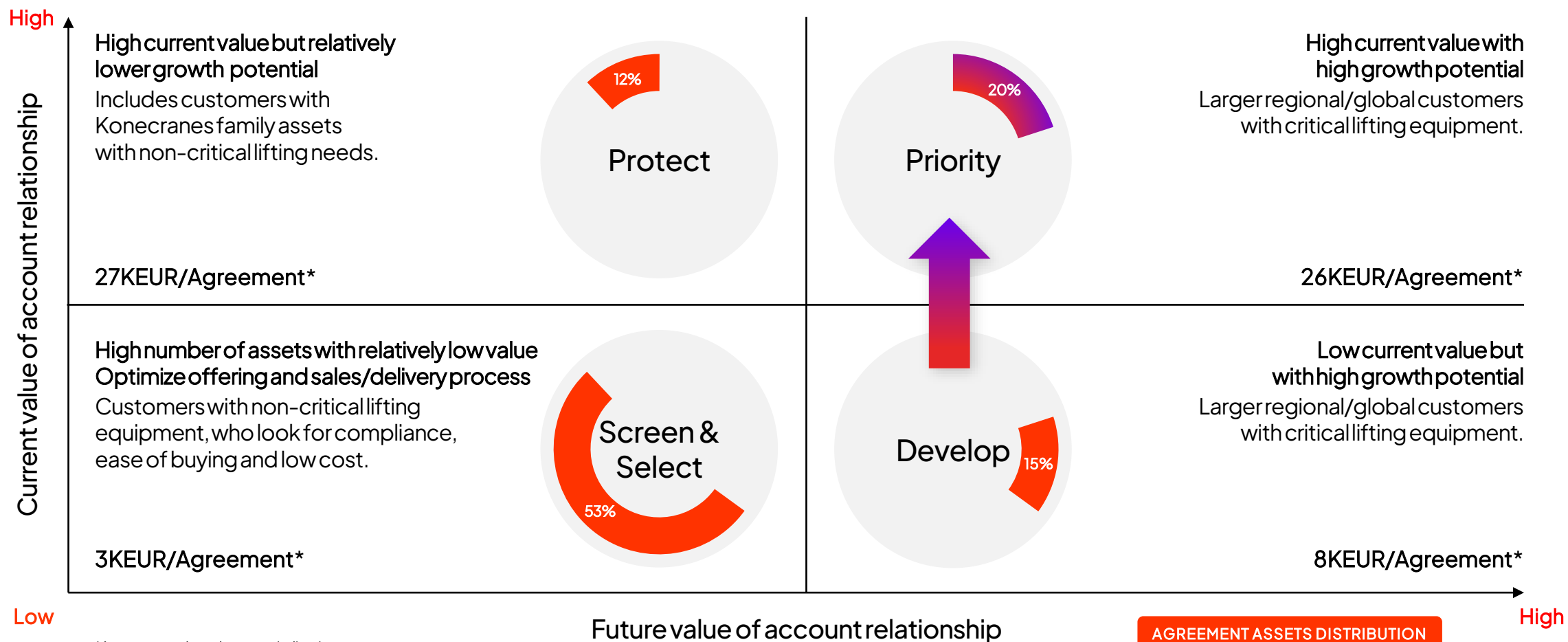
Growth rate based on comparable currencies

Our differentiated approach by customer segment enables our growth ambitions

Customer segment	VOLUME SEGMENT	MID SEGMENT	TOP SEGMENT
	Local and small with non-critical lifting equipment	Mid-size/regional with mixed lifting equipment fleet	Large/global with critical lifting equipment
Service programs	CONDITION > CARE		CARE > COMMITMENT
	Inspections & basic preventive maintenance services		Asset management services Preventive/predictive services
Strategy	DIGITAL ECOSYSTEM		
	Simplification • Streamlined consultation • Customer self-service • Efficiency in sales and service delivery • Cost competitive offering	Differentiation • Account management/dedicated resources • Comprehensive service agreements/digital services/predictive maintenance • Tailored solutions based on industry/application requirements • Specialized/advanced services and technologies • Fleet/asset management/prove value	

We adapt our approach to optimize growth and profitability

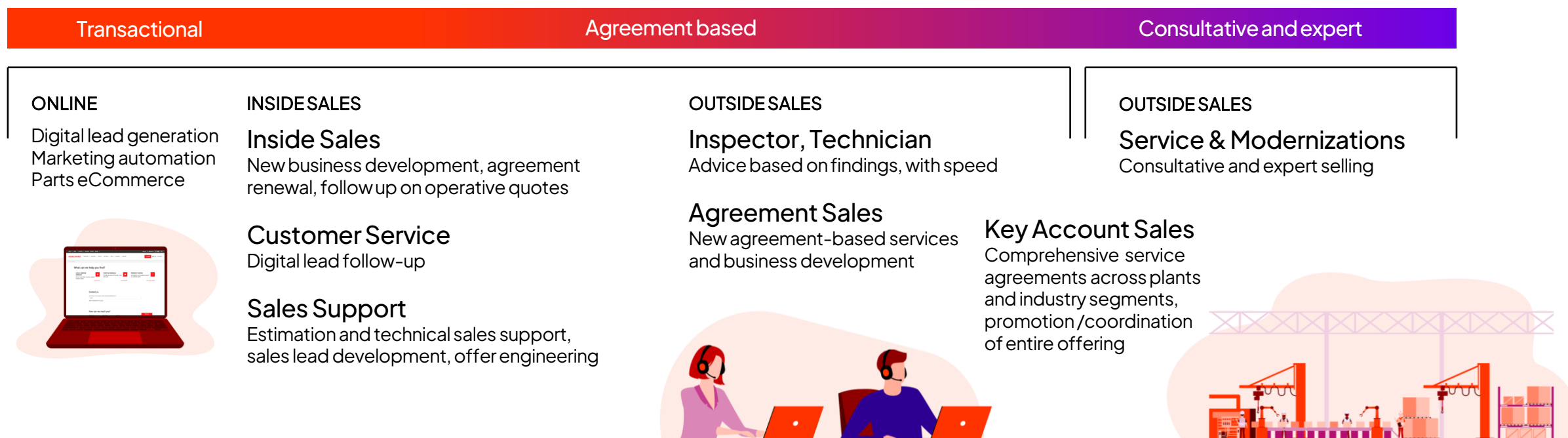
Plenty of available growth opportunities by developing our current customers



*Agreement values shown are indicative averages

Sales and marketing efficiency

Sales model evolution designed to address complexity and customer needs with a streamlined sales, quoting, and delivery process

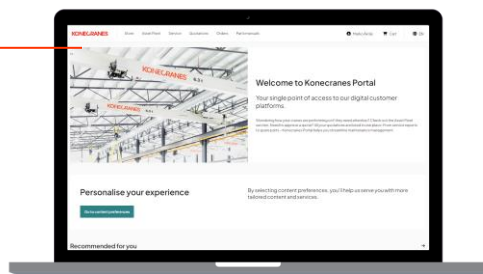


Sales and marketing tools that use data and AI support sales automation, covering processes from lead generation to lead qualification and quoting.

Customer experience

Empowering our customers and personnel with the right information at the right time

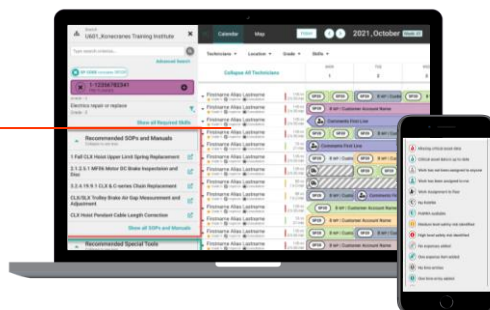
01 SEAMLESS INTERACTIONS



Customer Portal

- Personalized experience with easy access to all relevant information and services.
- Platform for planning, onboarding, assisting decision-making and proactive communication.
- Integrated APIs and automated notifications provide seamless, informed interactions.

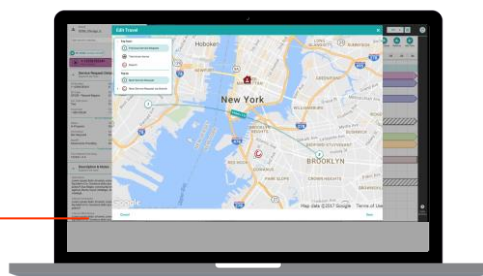
02 SMART TOOLS



Smart Planning

- Scheduled work aligned with technician proximity, skill and material availability.
- Optimized for most efficient customer response time.
- Assisted planning and smart mobile tools.

03 OPTIMIZED DELIVERIES



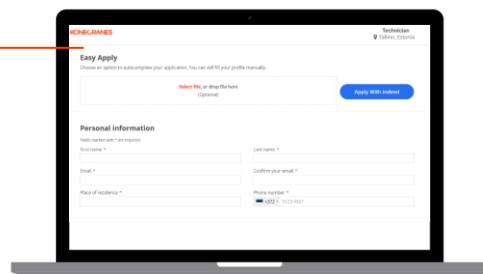
Next gen parts supply

- Enabling control of just-in-time deliveries to the optimal location; dropship to the customer, direct to the technician's home, third party access point, or service depot/site.
- E2E supply chain visibility enabling accurate, on time deliveries, backed up by balanced inventories and proactive supplier management.

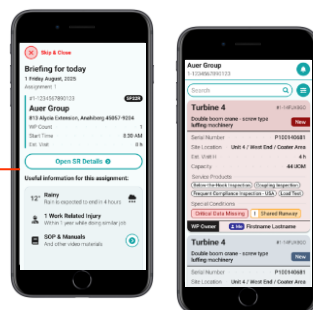
Operational excellence

Ensuring our personnel have the right tools and information at the right time

01 IMPROVED CANDIDATE EXPERIENCE



02 IMPROVED USER INTERFACE



03 GUIDED PROBLEM-SOLVING



Tech recruitment

- New talent acquisition processes and system to better support our hiring activities.
- Relationship management, analytics, and automated candidate-job matching.
- Upgrade career pages and integration with external job portals.

Mobility tools update

- Redesigning technician mobile tools to optimize workflow and enhance user experience.
- Immediate notification of the day's work, possible safety risks and relevant work instructions plus access to relevant work details including standard operating procedures.

Service technician AI assistance

- A generative AI chat tool provides technicians with real-time support, "how-to" questions and troubleshooting.
- Step-by-step instructions, service manuals, SOPs, and videos.
- Supports continuous learning through AI-driven insights and recommendations.

AI will bring a new wave of productivity improvements

Sample of the AI developments implemented and to be deployed



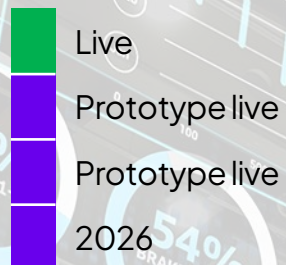
Sales & lead generation

Predictive Maintenance Engine

Life Cycle Engine

AI assisted Agreement renewal

AI assisted labor and travel hours estimator



Service delivery

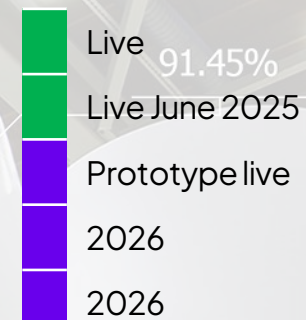
AI assisted RailQ 3D crane runway analysis

Service technician AI assistance/chat tool

Service request AI assistance

AI optimized service planning

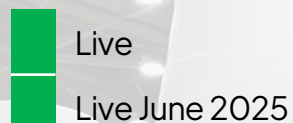
AI generated inspection warnings



Business support processes

AI and RPA assisted asset data enrichment

AI assistance for FSM/CRM users



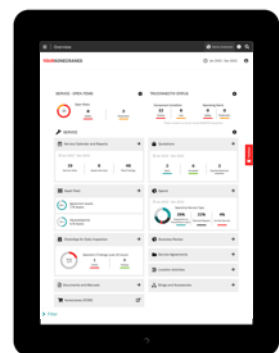
Voice of Customer

AI assisted VoC

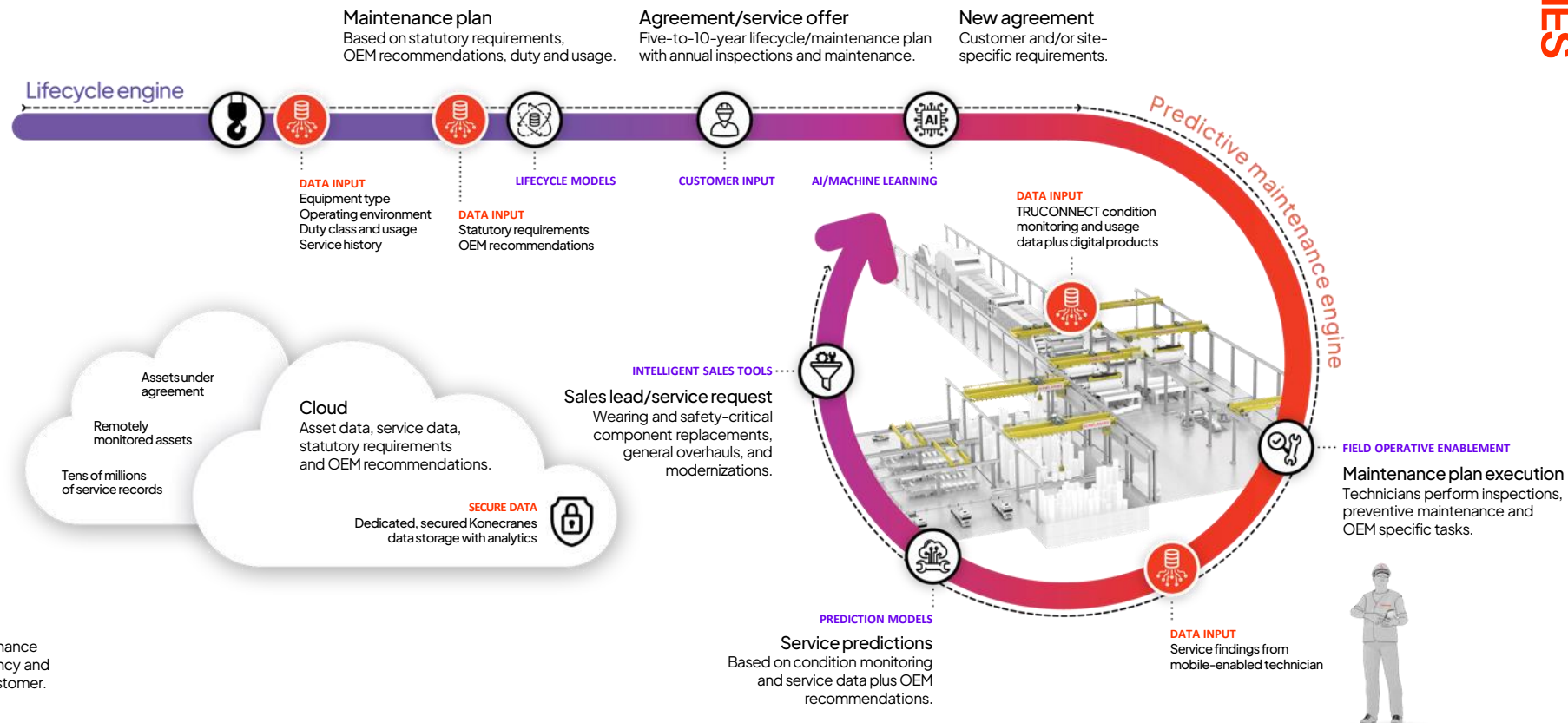


Enhancing Predictive Maintenance with the Lifecycle Engine

The Lifecycle Engine (LCE) enhances the Predictive Maintenance Engine (PME) with AI-driven analytics and rules-based algorithms, providing lifecycle recommendations and supporting service proposal generation.



Konecranes Portal
Crane operation and maintenance information giving transparency and recommendations to the customer.



Key benefits



Automated quoting: Facilitates faster turnaround times, reducing costs and enhancing customer satisfaction.



Proactive agreement enhancement: Systematically identifies opportunities to refine and expand existing service agreements.

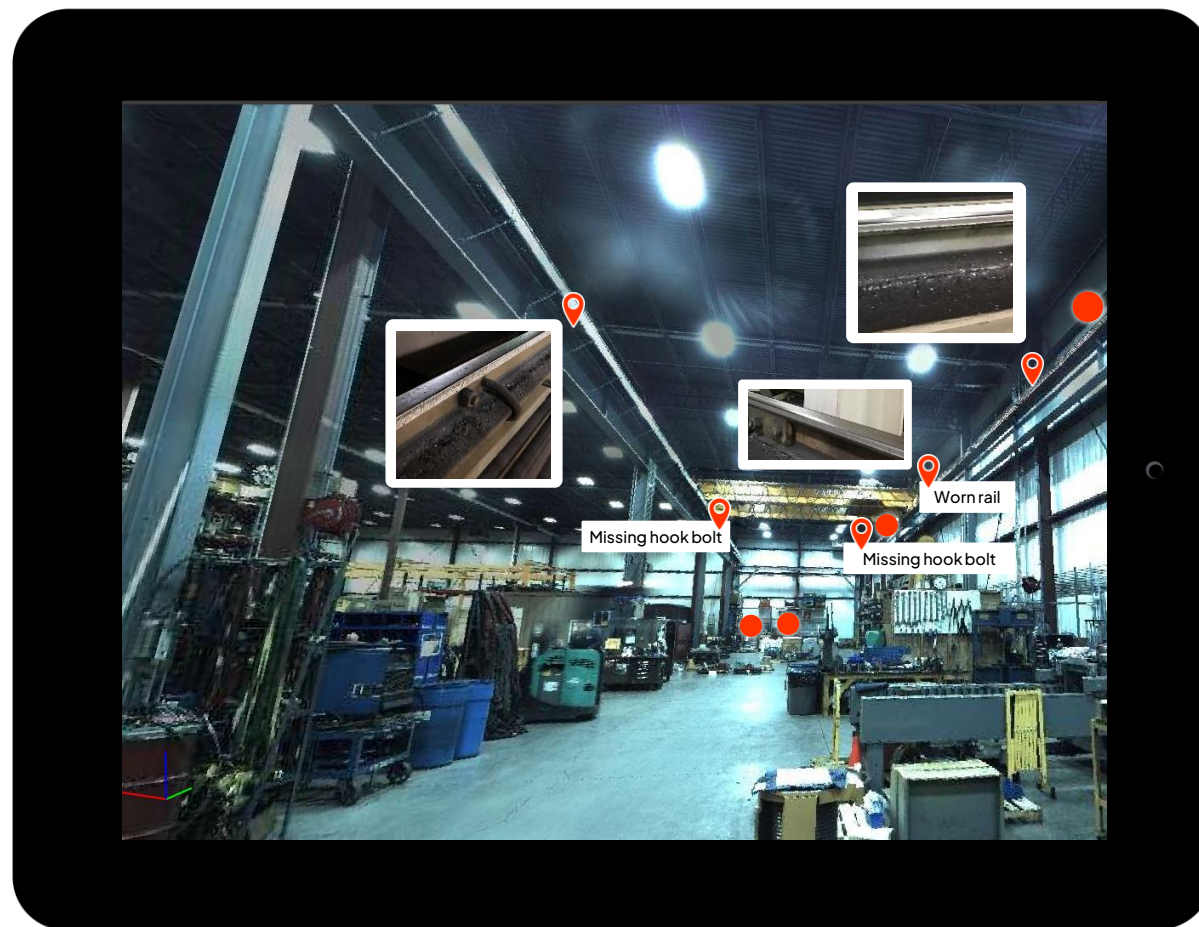


Targeted consulting, repair, and retrofit options: Tailored to specific needs and regulatory standards.

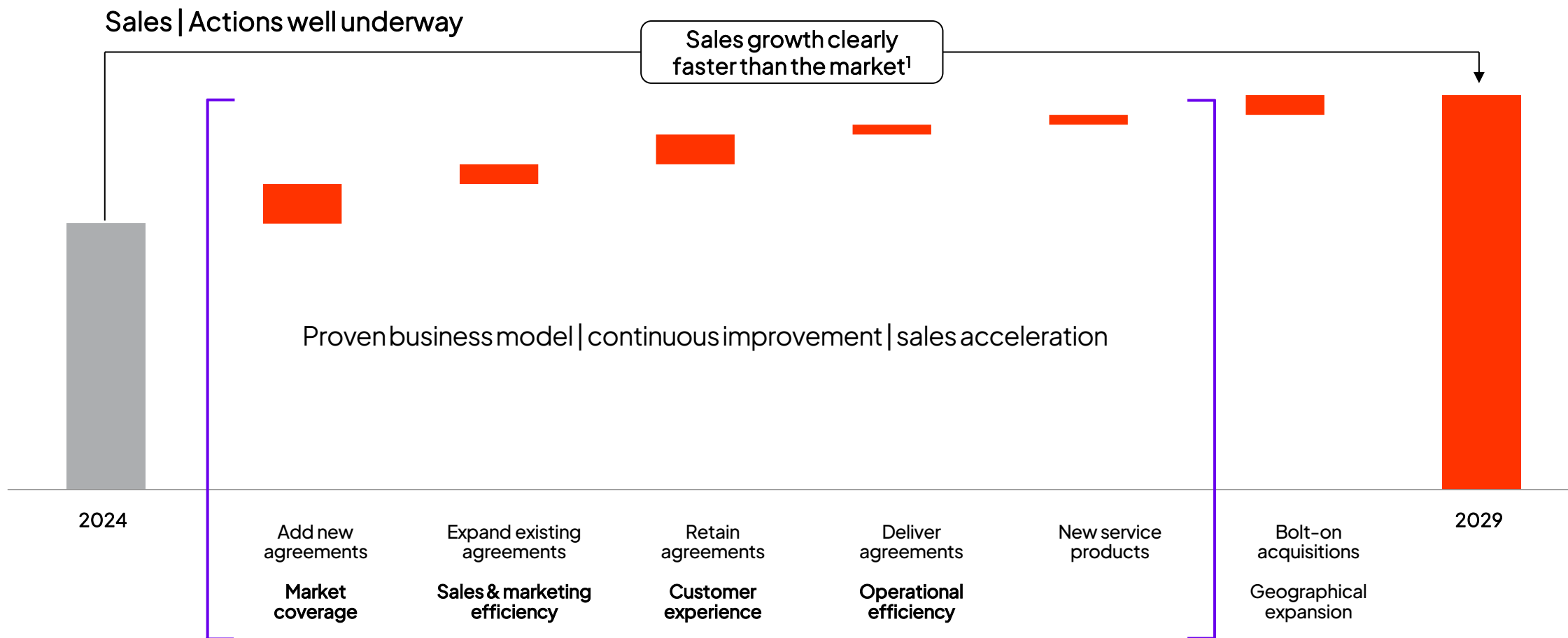
RailQ 3D: AI assisted crane runway assessment

Reduced reporting times and improved accuracy

Provides accurate data on the condition and alignment of the runway through remotely operated high-definition surveying.



Service growth plan

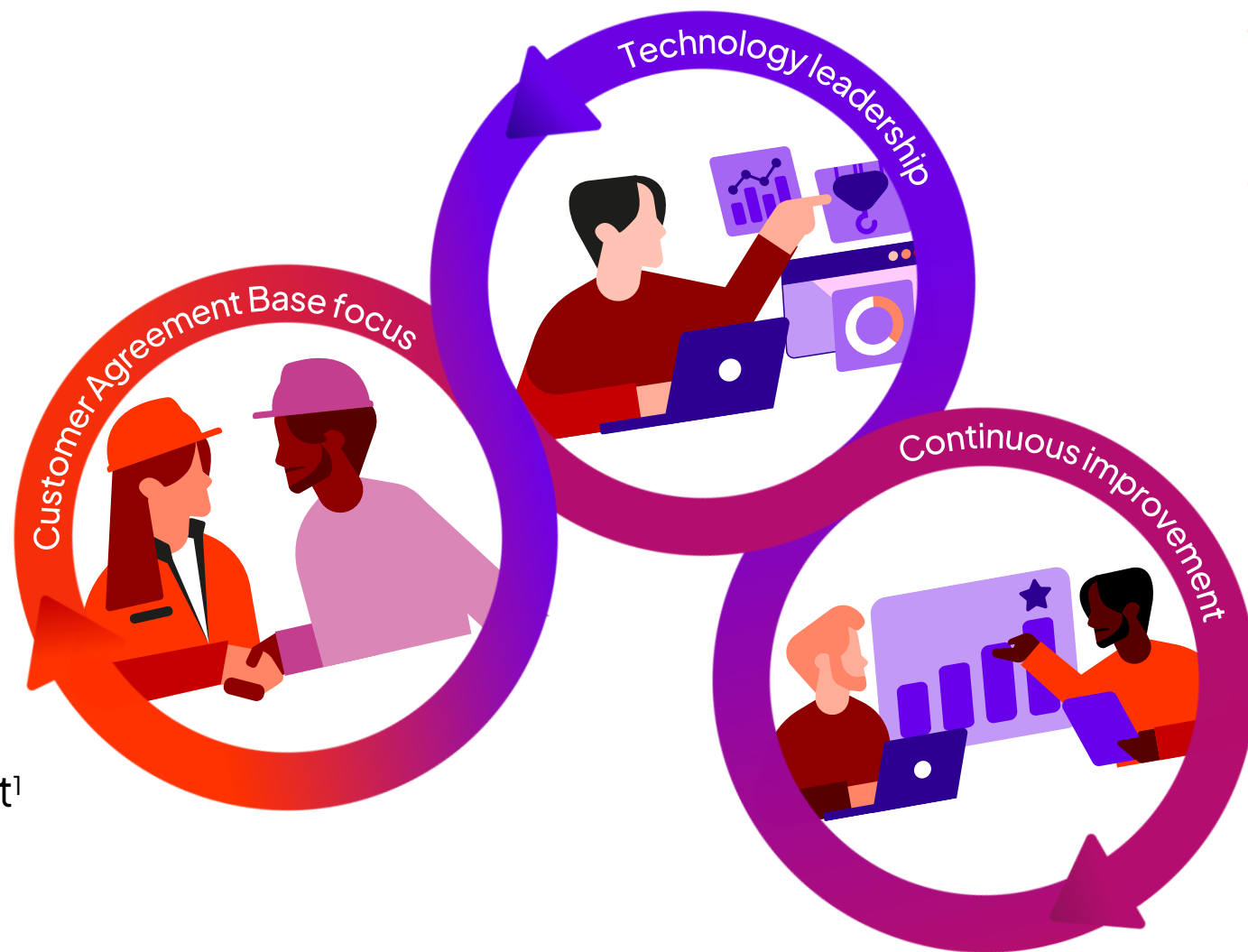


¹Nominal world GDP growth, IMF World Economic Outlook

Stay the course.
Accelerate the pace.
We are within our
financials targets range.

Our goal is to maintain/
expand through the cycle.

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Comparable EBITA margin of 21-25%²



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Thank you.

