


# Konecranes Investor Presentation

July 2025

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# Agenda

1. Konecranes in brief
2. Updated strategy & financial targets
3. Key financials development
4. Konecranes as an investment
5. Business Area overviews
6. Appendix



# 1. Konecranes in brief



# Shaping next generation material handling for a smarter, safer and better world

Nasdaq Helsinki

**KCR**

since 1996

Headquartered in

**Hyvinkää**

Finland

Active in around

**50**

countries

Approximately

**16,500**

employees, Q2/25

Orders received

**3,999.6**

EUR million, 2024

Net sales

**4,227.0**

EUR million, 2024

Comparable EBITA

**13.1%**

margin, 2024

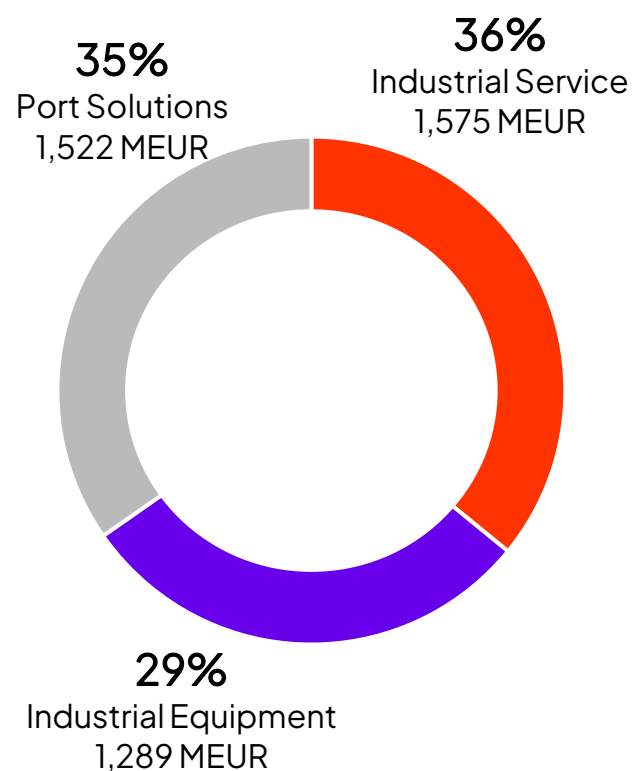
Order book

**2,888.4**

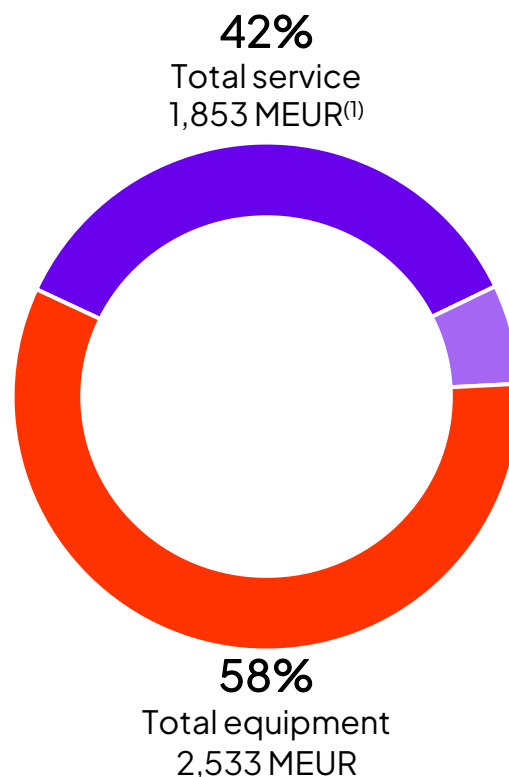
EUR million, 2024

# Two main customer segments, extensive service coverage and a truly global presence

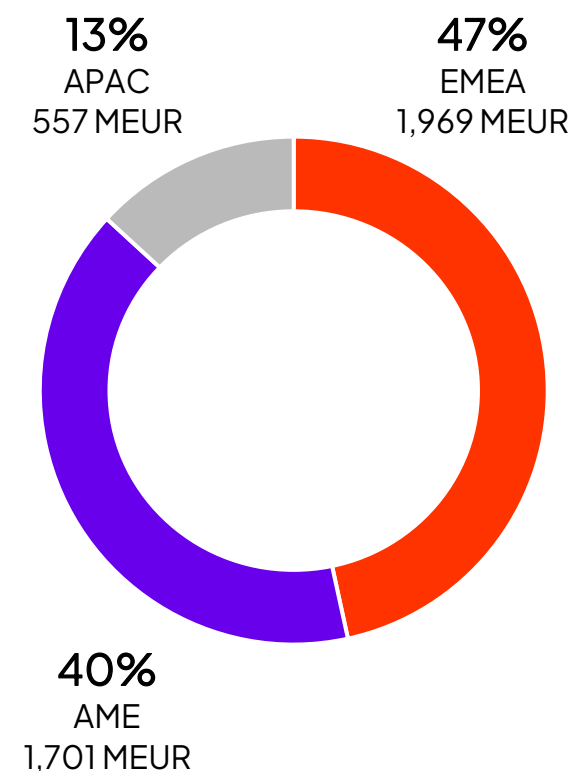
Sales by Business Area 2024



Sales by offering type, 2024



Sales by region, 2024



Note (1): Total service includes Service and Port Solutions' service sales of 278.2 MEUR

Note (2): Total equipment includes Industrial Equipment and Port Solutions excluding Port Solutions' service sales of 278.2 MEUR

# An industry and technology leader in material handling solutions



## Industrial Service

- Specialized maintenance services and spare parts for all types and makes of industrial cranes and hoists
- Unparalleled global service network



## Industrial Equipment

- Extensive range of industrial cranes, from components and light duty applications to demanding process solutions
- Technology leadership and leading market position



## Port Solutions

- Provides equipment, solutions and service for the container handling industry and ports
- One of the leading global suppliers

# We have a solid platform with leading market positions to build on

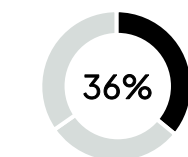
## Business Area



### Industrial Service

Net sales  
**1,574.7**  
EUR million, 2024

Personnel  
**7,795**  
end of Q2 2025



Share of Group's  
net sales (2024)

## Market & position

~15  
EUR billion  
addressable  
core market

Thousands  
of participants



## Offering

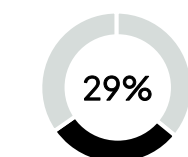
- Inspections & preventive maintenance
- Predictive maintenance & remote monitoring
- Corrective maintenance & retrofits
- Consultation services
- Modernization services
- New equipment & spare parts



### Industrial Equipment

Net sales  
**1,289.3**  
EUR million, 2024

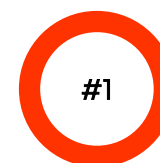
Personnel  
**5,219**  
end of Q2 2025



Share of Group's  
net sales (2024)

~10  
EUR billion  
addressable  
core market

Thousands  
of participants



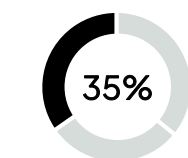
- Hoists and components (electric wire rope hoists, electric chain hoists, Core of Lifting)
- Standard cranes (built from standardized modules, largely comprise overhead cranes)
- Process cranes (application-specific cranes tailored to a specific customer need)



### Port Solutions

Net sales  
**1,521.7**  
EUR million, 2024

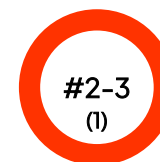
Personnel  
**3,410**  
end of Q2 2025



Share of Group's  
net sales (2024)

~15-20  
EUR billion  
addressable  
core market

Hundreds  
of participants

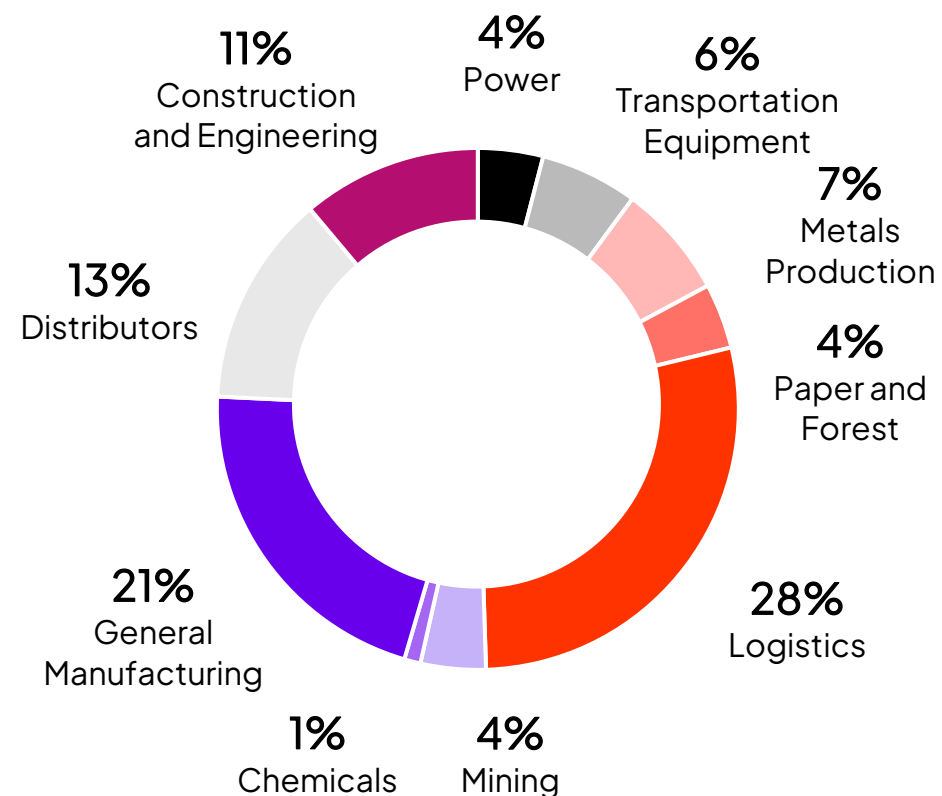


- Quayside cranes (STS, MHC)
- Container yard, intermodal & horizontal transport equipment (RTG, RMG, ARTG, ARMG/ASC, SC, AGV)
- Lift trucks (RS, FLT, LCH/ECH)
- Software solutions (TOS, ECS)
- Service, spare parts, retrofits, modernizations

Note (1): Market position estimate varies depending on Business Unit

# Our broad customer base provides both stability and growth opportunities

Orders by customer segments, 2024



Container handling



General manufacturing



Metals production



Paper and forest



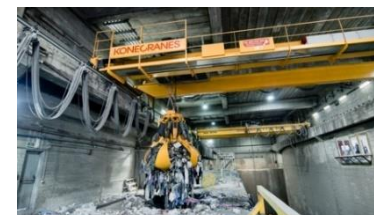
Automotive



Mining



Power & Nuclear



Waste-to-energy

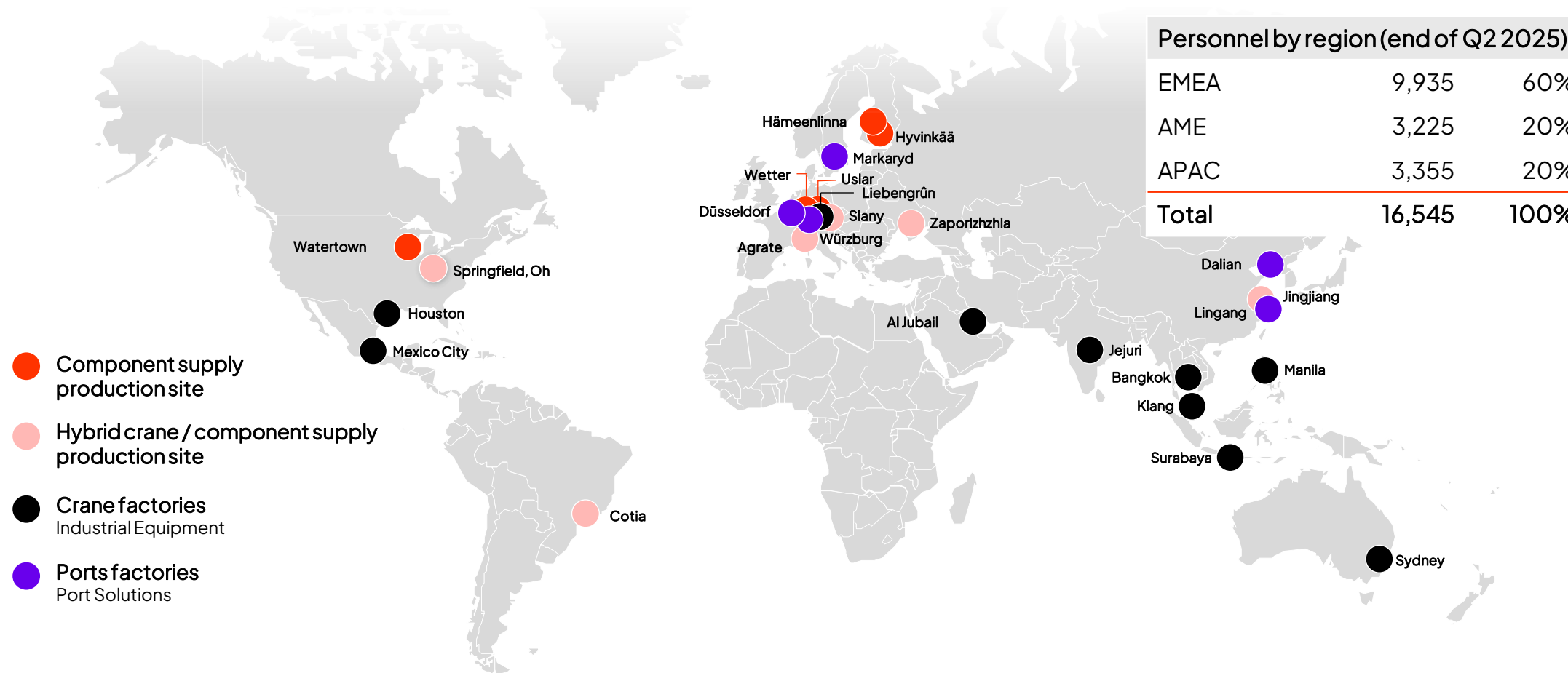


Petroleum and gas

# More than 100 years of growth both organically and through strategic acquisitions

<p>Manufacturing starts in Helsinki <b>1910s</b></p>		<p>Expanding to Hyvinkää <b>1940s</b></p>		<p>Establishing a service strategy <b>1960s</b></p>		<p>Visionary leadership and expansion <b>1980s</b></p>		<p>Global expansion and lift trucks <b>2000s</b></p>		<p>Unveiling of Konecranes' refreshed purpose, ambition and brand <b>2023-2024</b></p>
	<p><b>1930s</b> Developing electric hoists</p>		<p><b>1950s</b> War reparations and the start of harbor cranes production</p>		<p><b>1970s</b> Crane business pioneer</p>		<p><b>1990s</b> An independent company</p>		<p><b>2017</b> Significant growth via the acquisition of the MHPS business</p>	

# Around 16,500 employees and production facilities located in the Americas, EMEA and APAC



- Component supply production site
- Hybrid crane / component supply production site
- Crane factories  
Industrial Equipment
- Ports factories  
Port Solutions

# Megatrends that shape our industry and provide business opportunities

## Technological development

Technological development is accelerating within the industries we provide solutions to, and customers increasingly explore new solutions to enhance productivity, safety and sustainability.

Automation, digitalization, advanced connectivity, cyber security, AI, electrification

## Geopolitics

Changing trade routes and supply chains increase the global demand for material handling solutions and services.

Nearshoring, friendshoring, regionalization, investments in defense

## Sustainability

While complexity has increased, companies continue to have high ambitions and demands for decarbonization, safety and ethical business conduct.

Circularity, safety, decarbonization, nature, transparency, compliance

# We harness the advantages of our purpose-built componentry, technology innovation and digitalization

- Core of Lifting comprises purpose-built, integrated package of gearbox, motor, control system and connectivity, made specifically for cranes and lifting motion
- Designing and creating the core in-house provides cranes a longer lifetime, optimized performance and cost, increased safety and productivity
- Same unified digital and physical componentry across the entire portfolio enables effective customer engagement throughout the world
- Embedded sensors and software provide real-time data to customers and enable process optimization and predictive maintenance

2,000,000

Motors  
since 1933

500,000

Inverter based  
control systems  
since 1993

49,000

Connected cranes  
in 140 countries

2,000

Active and  
pending patents

4,500+

Service  
technicians



# Konecranes' sustainability commitments



## We deliver safe and secure material handling solutions

- Providing solutions for safe, uninterrupted and secure material handling
- Ensuring uncompromised safety in our own operations and supply chain



## We enable a decarbonized and circular world

- Supporting our customers in reaching their low-carbon targets with our offering
- Maximizing lifecycle value and eliminating waste with circular solutions throughout the whole value chain
- Working to decarbonize our own operations



## We create fair, inclusive, diverse and engaging working environment

- Supporting human rights in our value chain
- Ensuring a fair and engaging workplace
- Representing the multicultural communities where we operate



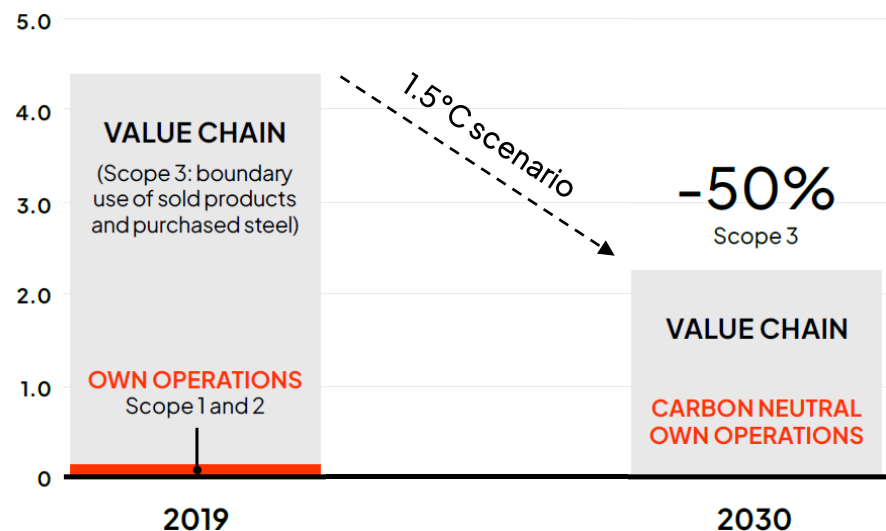
## We expect high ethical standards of ourselves and our business partners

- Embedding sustainability, compliance and ethical requirements in our business processes
- Following strong governance on sustainability, compliance and ethics

# We have ambitious climate targets and have made great progress towards them

## SCIENCE-BASED TARGETS:

Million tons of CO<sub>2</sub>e



## PROGRESS:

### Own operations:

- 50% absolute GHG emission reduction<sup>(1)</sup> by 2030
- Progress: Target achieved in 2022 (56% reduction in 2019-2024)
- New, more ambitious target set: Carbon neutral own operations by 2030

### Value chain:

- 50% absolute GHG emissions reduction by 2030<sup>(1)</sup>, encompassing use of sold products and steel purchases<sup>(2)</sup>
- Progress: 12% reduction in 2019-2024

## FOCUS OF PATHWAY ACTIVITIES:

Introducing new technological innovations to reduce dependency on fossil fuels

Applying smart product design focusing on energy efficiency, durability and maintainability

Optimizing material flows with automation and digital solutions

Purchasing steel from suppliers with minimum emissions

Investing in renewable electricity and energy efficiency in own operations

Our science-based climate targets have been validated by SBTi as being in line with the ambition to limit global warming to 1.5°C.

1) From 2019 base year. 2) The Scope 3 target covers more than 70% of the value chain emissions.

# Our sustainability work has been recognized with leadership ratings

## Sustainability ratings



## Committed to UN SDGs <sup>(1)</sup>



## Selected highlights in 2024:

### We deliver safe and secure material handling solutions

- Konecranes received IEC 62443 cybersecurity certification for its product development process, covering RTGs, Process Cranes and Light Lifting products.

### We create a fair, inclusive diverse and engaging working environment

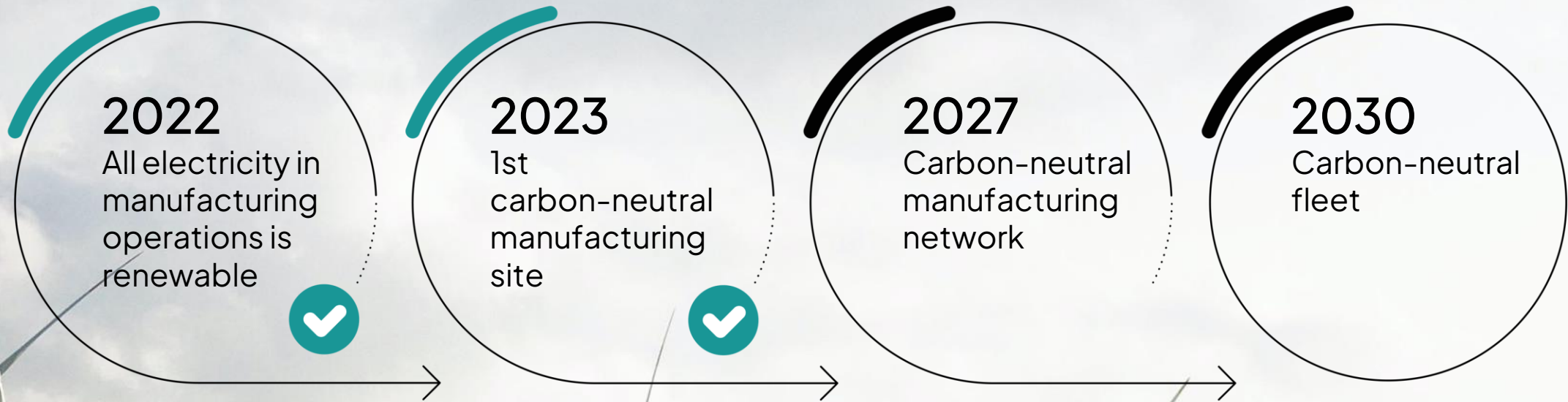
- Konecranes paid an adequate wage to all employees, committed to meeting living wage requirements and started to close the gaps. Living wage is higher than the adequate wage in several locations.
- Konecranes measured an 83 percent inclusion index in 2024, indicating a strong feeling of inclusion among our employees.

### We expect high ethical standards of ourselves and our business partners

- Konecranes rolled out an updated Supplier Code of Conduct and supplier selection approach was changed from spend-based to risk-based.

Note (1): Konecranes is a signatory member of the UN Global Compact since 2010. The use by Konecranes of any MSCI ESG research Llc or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Konecranes by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

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



# This is Konecranes

## Our Purpose

Shaping next generation material handling a for smarter, safer, and better world

## Our Ambition

The world leader in material handling solutions, creating value for everyone

## Our strategic enablers

Deepening  
customer  
focus

Accelerating  
efficiency

Scaling  
technology  
innovation

Advancing  
responsible  
business

Enhancing  
our winning  
culture

## Our Values

Putting customers first

Doing the right thing

Driving for better

Winning together

## Our Brand Promise

**KONECRANES** Moves what matters.

KONECRANES

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# 2. Strategy & updated financial targets



# We have a clear strategic agenda to execute in all our Business Areas

## Industrial Service:

### Drive agreement growth

- Increase market coverage
- Improve sales and marketing efficiency
- Enhance customer experience
- Operational excellence

### Bolt-on acquisitions

## Industrial Equipment:

- Ensuring market coverage by the dual go-to-market model
- Continuing portfolio renewal and business model simplification
- Operational efficiency

## Port Solutions:

- Continued focus on core offering with best growth opportunity
- Capturing automation and electrification opportunities
- Growing Port Services and Intermodal

## 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

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

## Financial targets:

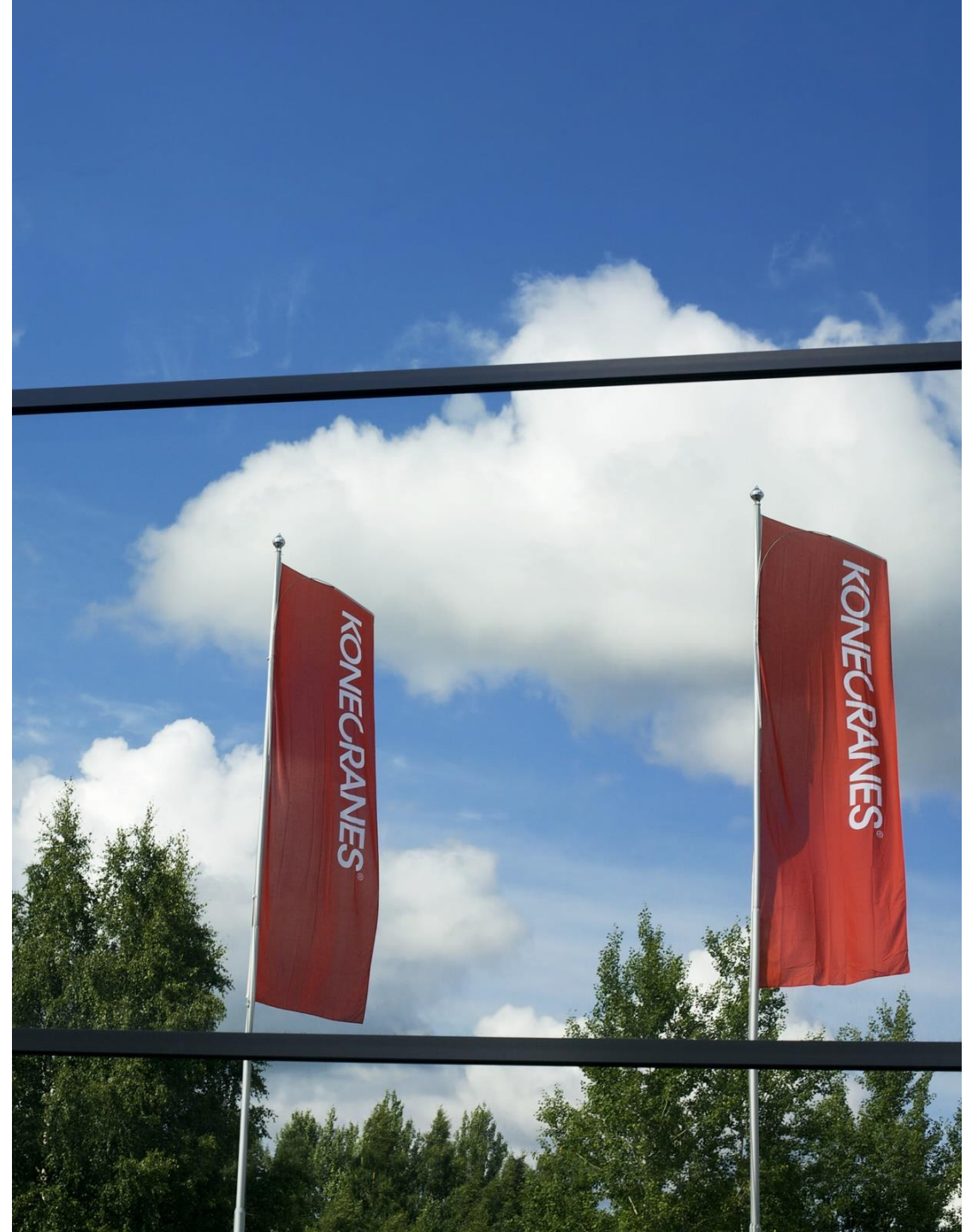
- Sales growth faster than the market<sup>1</sup>
- Comparable EBITA margin of 13-16%<sup>2</sup> as soon as possible, but no later than in 2029

## Dividend policy:

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

<sup>1</sup>nominal world GDP growth, IMF World Economic Outlook

<sup>2</sup>profitability range, depending on the cycle



# Financial targets

Sales growth faster than the market<sup>1</sup>

13-16% comparable EBITA margin<sup>2</sup>



**Industrial Service**

Sales growth clearly faster than the market<sup>1</sup>

**21-25%**  
comparable EBITA margin<sup>2</sup>



**Industrial Equipment**

Sales growth in line with the market<sup>1</sup>

**8-11%**  
comparable EBITA margin<sup>2</sup>



**Port Solutions**

Sales growth clearly faster than the market<sup>1</sup>

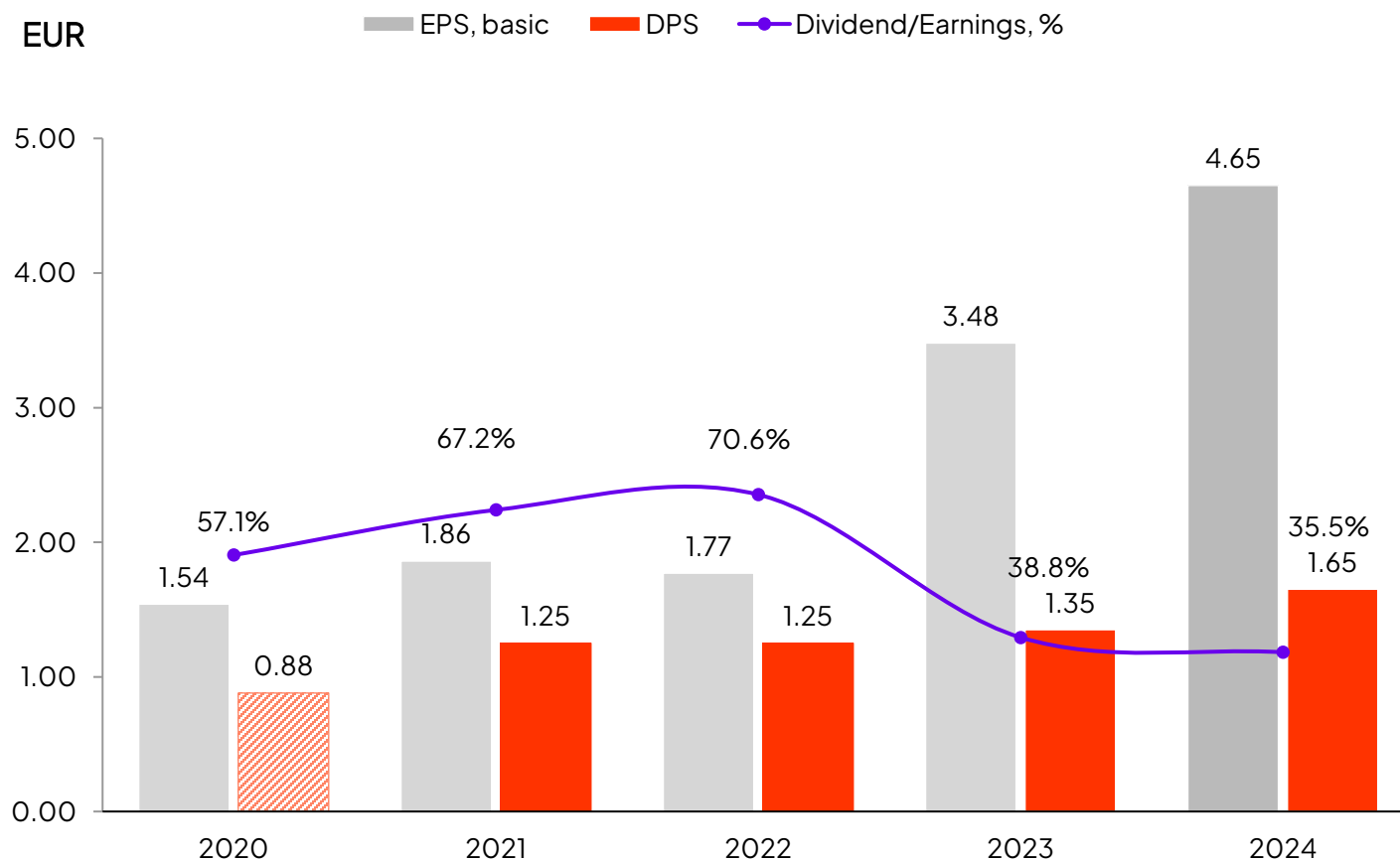
**9-11%**  
comparable EBITA margin<sup>2</sup>

**Comparable EBITA margin target to be reached as soon as possible, but no later than in 2029**

<sup>1</sup>nominal world GDP growth, IMF World Economic Outlook

<sup>2</sup>profitability range, depending on the cycle

# We pay a stable to increasing dividend to our shareholders



Note (1): 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

# 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

Operating model with clear authorization and accountability

## We are embedding a winning attitude and growth mindset

- Engaging culture and values
- Competitive mindset
- Deliver what we promise
- Sense of urgency
- Ease of doing business with
- Open, proactive communication
- Performance management
- Continuous improvement



# Our capital allocation priorities



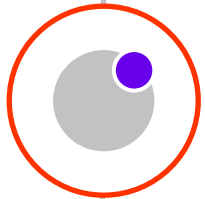
## Capital expenditure

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

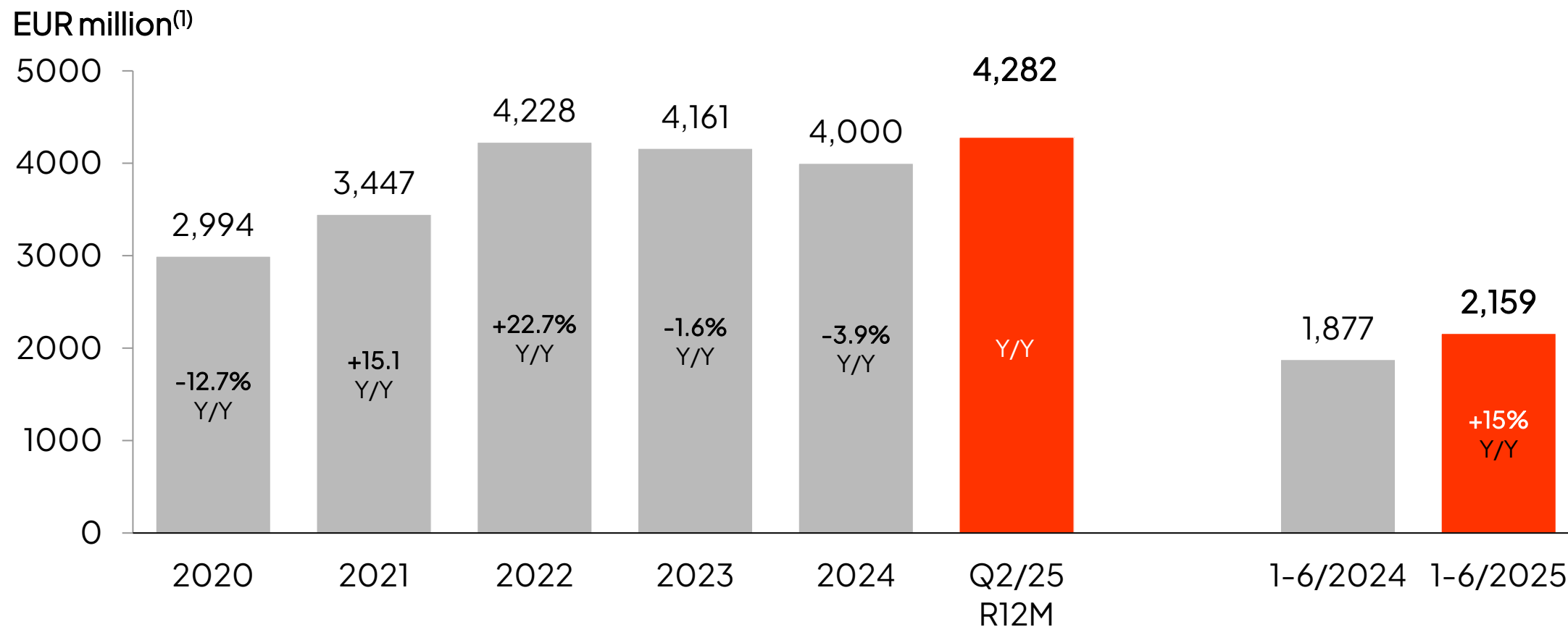
Maintaining a strong balance sheet with the debt level below the gearing ceiling target



# 3. Key financials development

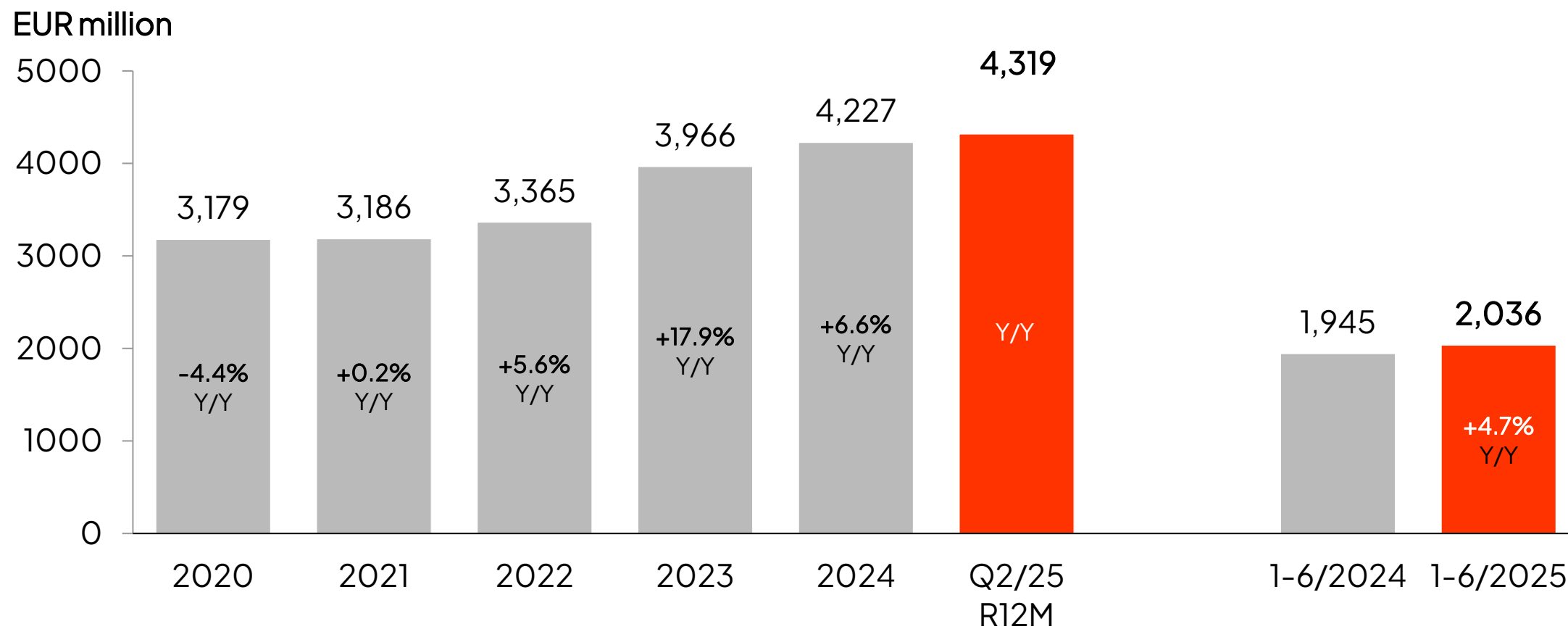


# Order intake

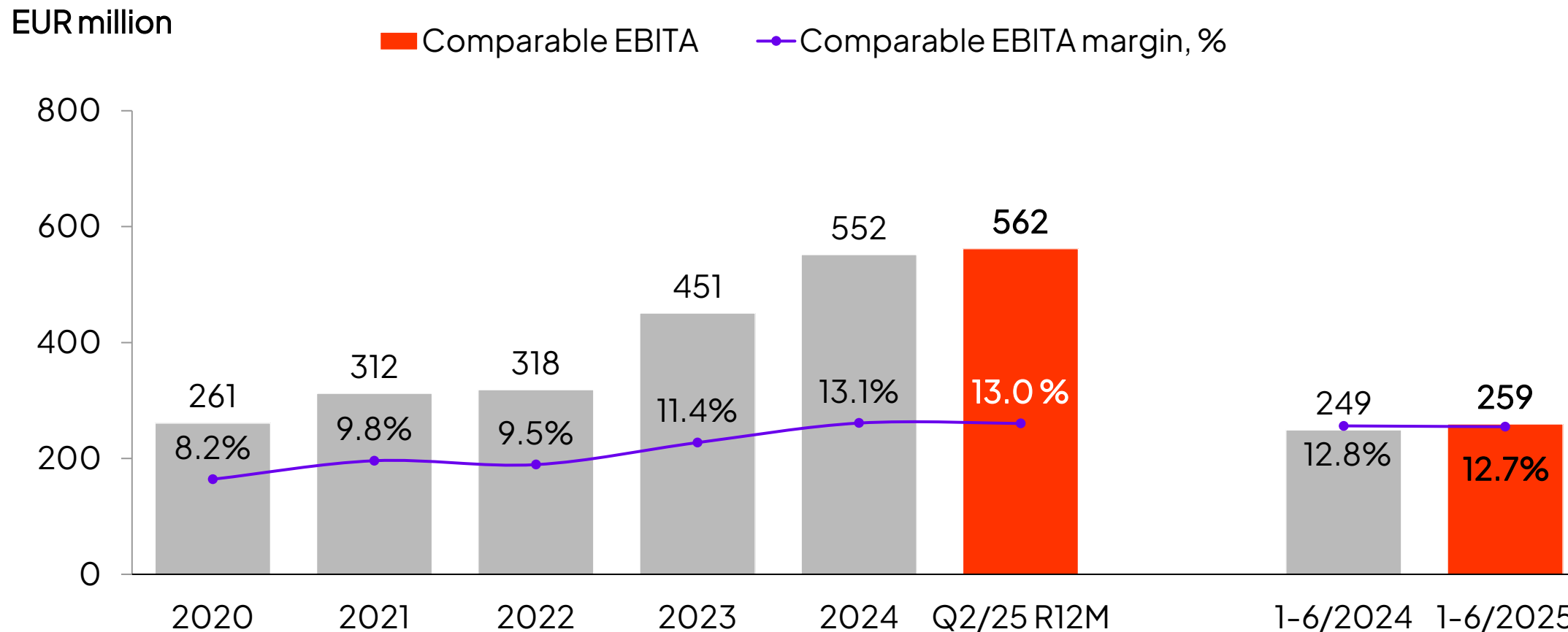


Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

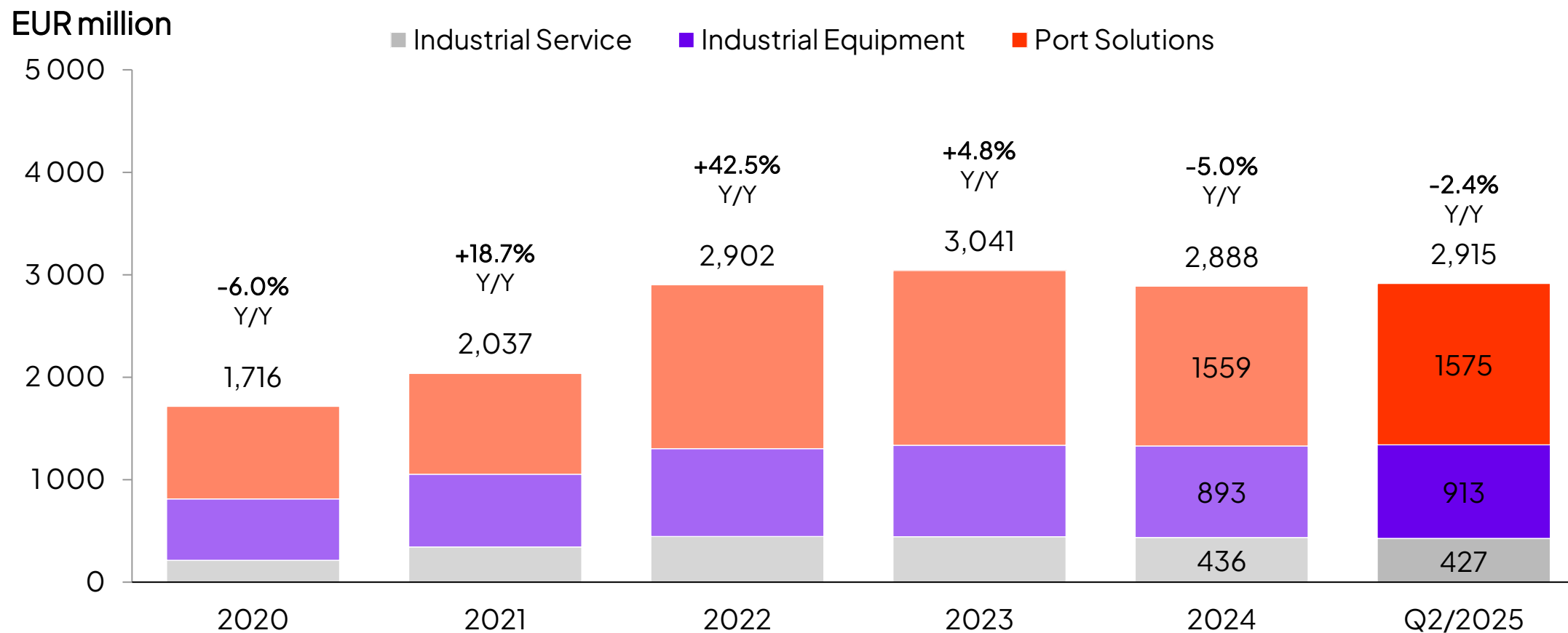
# Net sales



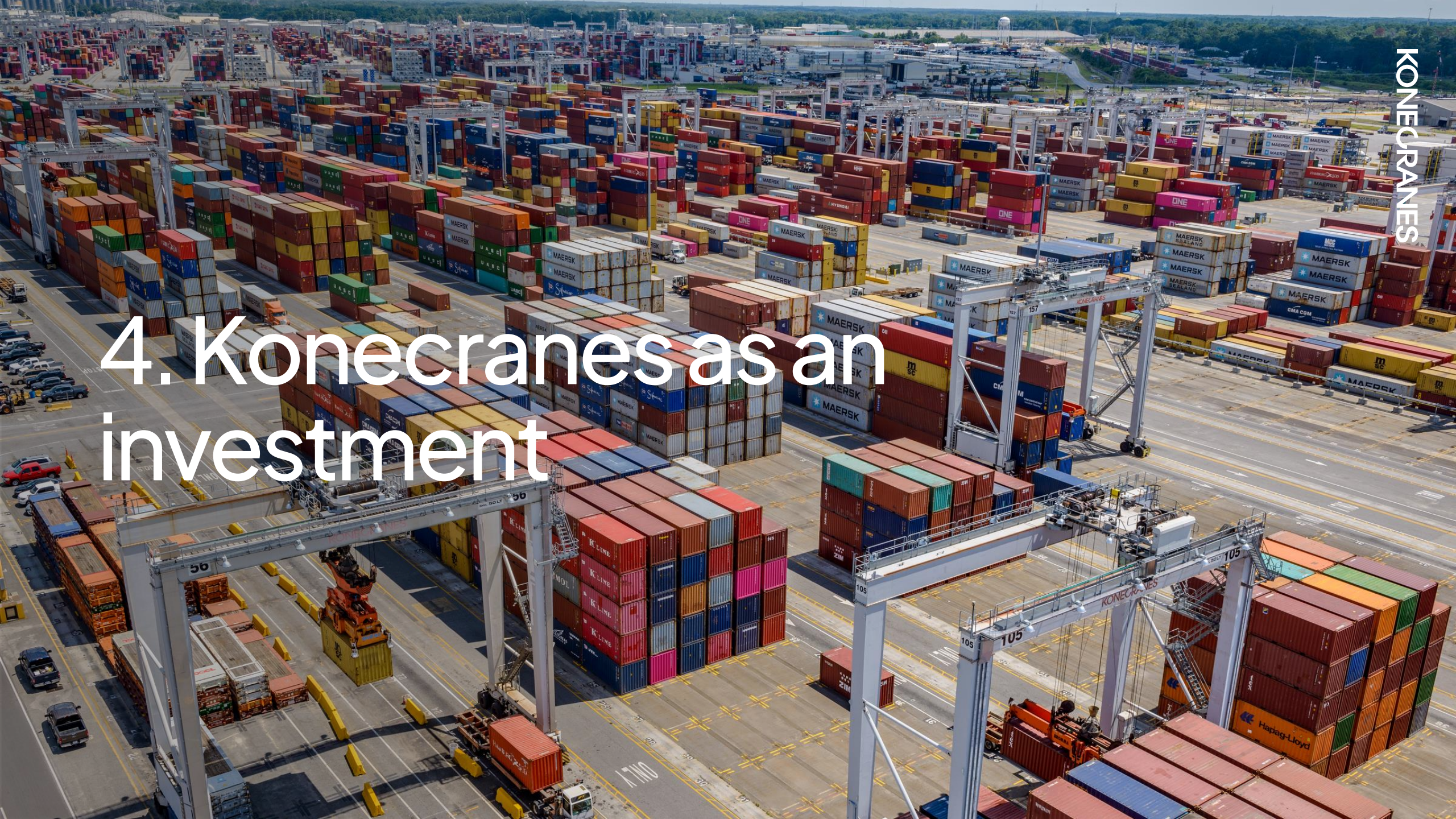
# Comparable EBITA margin



# Order book



# 4. Konecranes as an investment



# Konecranes as an investment

Leader in technology

Strong market position in all  
Business Segments

Attractive opportunities for  
growth

Profitability target for  
13-16% Group comparable  
EBITA margin

Solid financial position  
and dividend

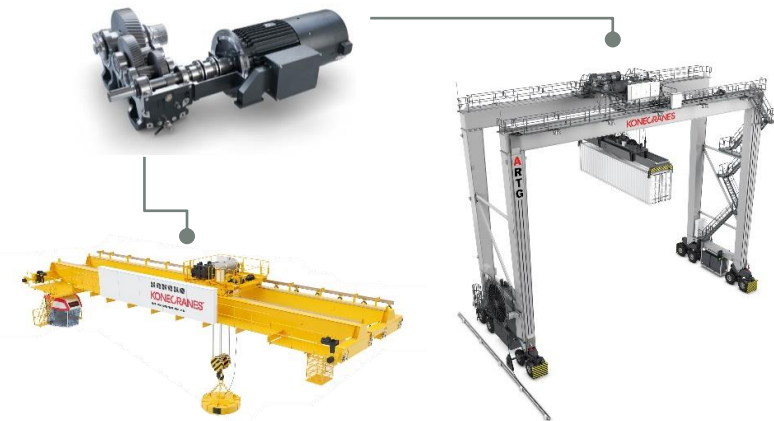
Long-term commitment  
to sustainability

# With many innovative solutions and a solid patent portfolio, we are a technology leader in our industry

Own in-house developed Core of Lifting...

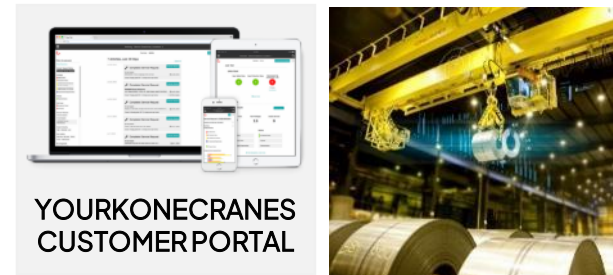
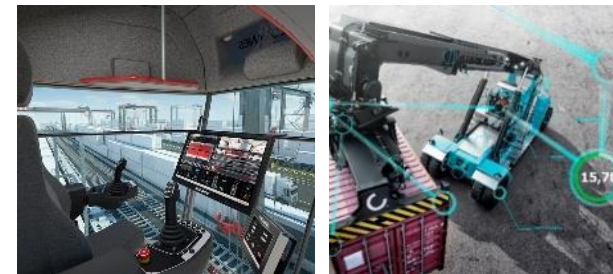


...key componentry with optimized design, smarter features, better reliability...



...and used across the whole product range

Smart features & digitalized offering for improved safety and productivity



Access to massive data streams and real-time connectivity enables preventive and predictive maintenance solutions for highest lifecycle value

### Konecranes Smart features

Active sway control	Hook centering	Slack rope prevention	Follow me	Assisted load turning
Shock load prevention	Load floating	Snag prevention	End positioning	Target positioning
Extended Speed Range	Tandem drive	Hook leveling	Synchro	Sway control
Working limits	Protected areas	Micro speed	Inching	
TRUCONNECT Remote diagnostics	TRUCONNECT Efficiency monitoring	TRUCONNECT Remote monitoring	TRUCONNECT Safety alerts	

# We have a strong market position in all of our three segments



## Industrial Service

- Our global branch network is unique in the industry – there is **no global or regional competition** in industrial crane maintenance



## Industrial Equipment

- Our family of leading brands secures our position as the **global market leader** in industrial cranes



## Port Solutions

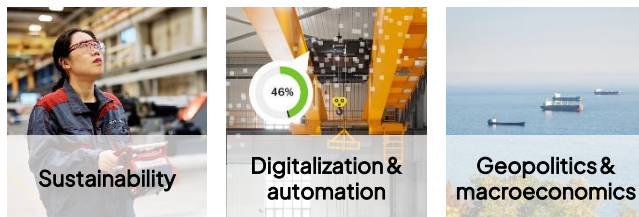
- We rank market **number 1-3** in **all product categories** for port and container terminals

## Illustrative competitive landscape

Company	Country	Industrial cranes	Port cranes	Lift trucks	Service
Columbus McKinnon	USA	●			●
Kito	Japan	●			
Abus Kransysteme	Germany	●			
GH	Spain	●			●
OMIS	Italy	●			●
Weihua	China	●			
ZPMC	China		●	●	●
Kalmar	Finland		●	●	●
Liebherr	Germany		●	●	●
Taylor	USA			●	
CVS Ferrari	Italy			●	
Mitsui E & S	Japan		●		
Kunz	Austria		●		
Hyster	USA			●	
Sany	China		●	●	

# Konecranes is a global leader in material handling solutions, serving a broad range of customers across multiple industries

## Megatrends driving our business



## Demand drivers

- The world is facing an increasingly acute challenge to provide materials and goods that are essential for people while preserving scarce resources and limiting emissions
- Demand driven by market conditions in manufacturing industries and container handling industry
- New equipment investments to expand capacity or replace old existing equipment
- New investments are cyclical and varies depending on the economic environment
- Increasing demand for higher productivity, safety and eco-efficiency presents growth opportunities

**Industrial Service**

**Sales growth clearly faster than the market<sup>1</sup>**

- Service Programs renewal / Agreement base expansion
- Enhanced customer experience/journey
- Commercial Excellence / Price Management
- Continued optimization of sales and service delivery
- Equivalent Parts for third party equipment
- Bolt-on acquisitions

**Industrial Equipment**

**Sales growth in line with the market<sup>1</sup>**

- Focus on improving profitability
- Global leader in sustainable lifting solutions
- Comprehensive offering of standard equipment and process cranes for a full range of industrial applications
- Diversified customer base across industries & geographies

**Port Solutions**

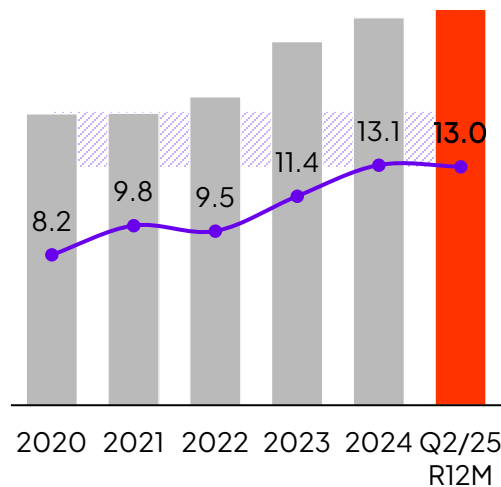
**Sales growth clearly faster than the market<sup>1</sup>**

- Widest and deepest offering provides good opportunities for growth and to increase market share
- Clear growth plan for Port Services
- Automation and customers' commitments to sustainability drive growth, and we have leading offering

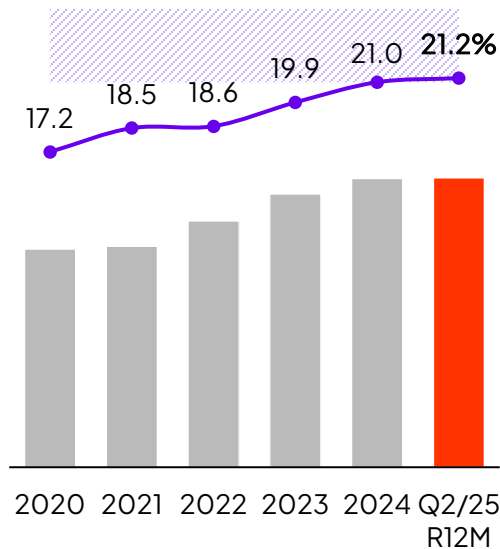
<sup>1</sup>nominal world GDP growth, IMF World Economic Outlook

# Comparable EBITA margin of 13-16% as soon as possible, but no later than in 2029

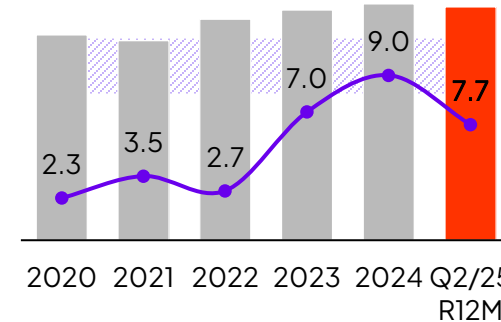
**Group**  
Target: 13-16%<sup>(1)</sup>



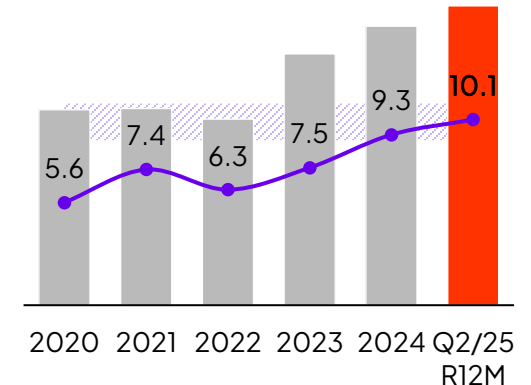
**Industrial Service**  
Target: 21-25%<sup>(1)</sup>



**Industrial Equipment**  
Target: 8-11%<sup>(1)</sup>



**Port Solutions**  
Target: 9-11%<sup>(1)</sup>

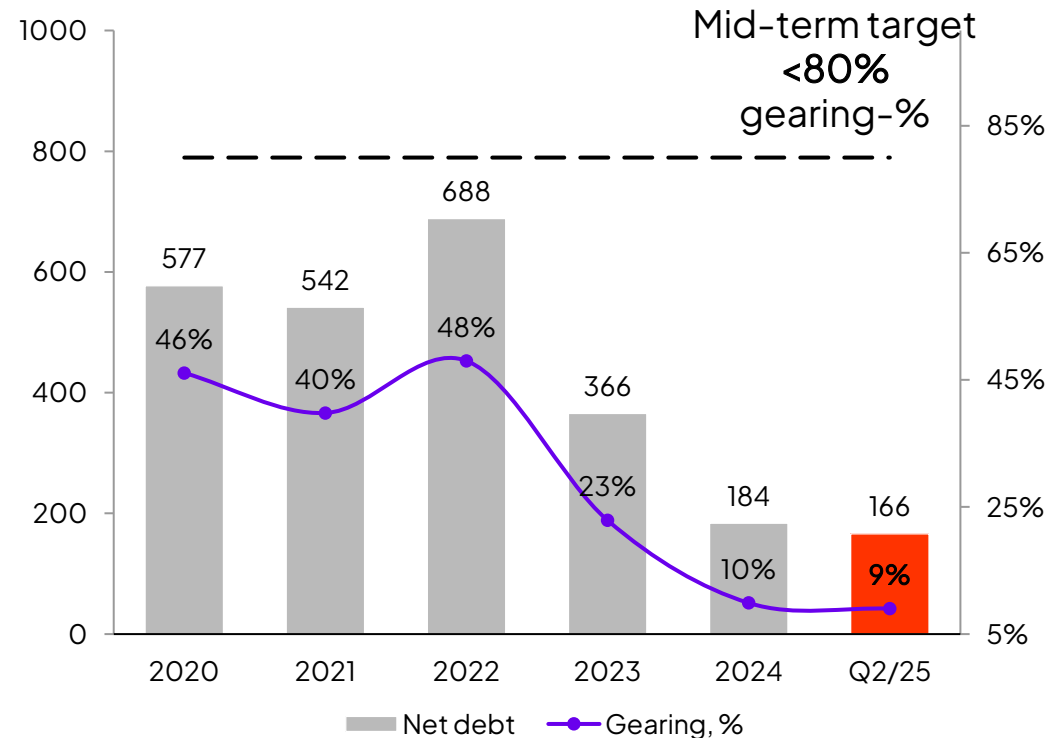


Net sales, EUR million
  Comparable EBITA, %

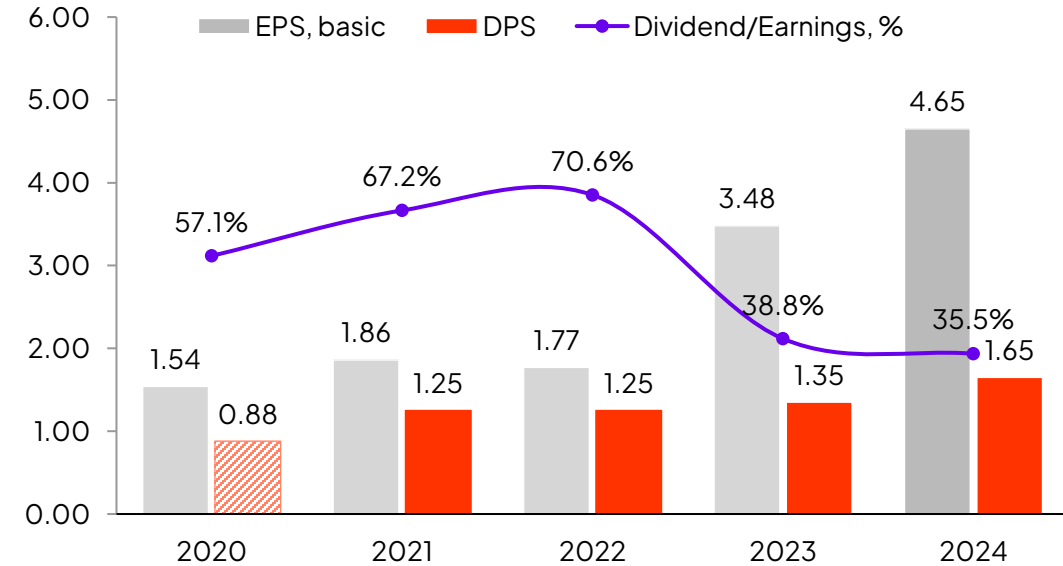
Note (1): Profitability range, depending on the cycle

# A healthy balance sheet enabling long-term development & growth, and a stable to increasing dividend to shareholders

Net debt, EUR million  
Gearing, %



Earnings & dividend per share, EUR and Pay-out ratio, %



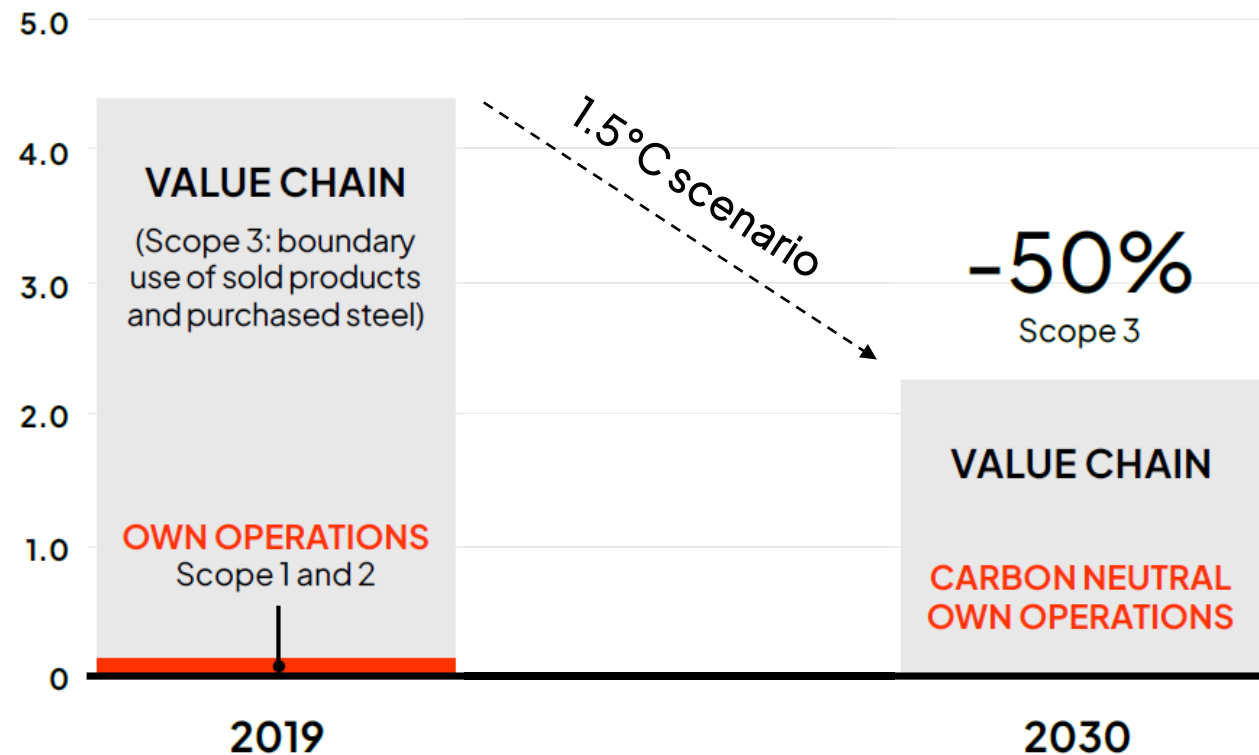
Konecranes aims to pay a stable to increasing dividend per share, over the cycle

Note (1): For 2020, the dividend was in accordance with the Combination Agreement, the planned merger with Cargotec was cancelled in Mar-2022

# Konecranes works for a decarbonized and circular world

## Konecranes' climate targets

Million tons of CO<sub>2</sub>e



## Key focus areas

Electrification of diesel-powered equipment

Smart product design focusing on energy efficiency, durability and maintainability

Optimizing material handling with automation and digital solutions

Purchasing steel with minimum emissions

Focusing on energy efficiency and renewable energy, and offsetting the unavoidable emissions of own operations

Note: All Konecranes' sustainability targets are listed on Konecranes' Investors website: <https://investors.konecranes.com/sustainability> and in the Sustainability Report

# Konecranes as an investment

## 1. LEADER IN TECHNOLOGY

- Own key componentry: gears, motor and controls enable optimized design, smarter features and better reliability.
- Digitalized product offering for improved safety and productivity.
- Access to massive data streams and real-time connectivity enables preventive and predictive maintenance solutions for the highest lifecycle value.

## 2. STRONG MARKET POSITION IN ALL BUSINESS SEGMENTS

- In Service, we are the market leader with our unique global service branch network and unmatched offering. There is only limited global or regional competition in industrial crane maintenance.
- Our family of leading brands secures our position as the global market leader in industrial cranes.
- We rank #1-3 in the market in all product categories for ports and container terminals.

## 3. ATTRACTIVE OPPORTUNITIES FOR GROWTH

- We aim to grow our sales faster than the market<sup>1)</sup>
- Significant growth potential in Service with the expansion of Konecranes' unparalleled service offering to our own as well as third-party installed base.
- Automation and customers' commitments to sustainability, as well as our widest and deepest offering provide good opportunities for growth in Port Solutions.

1) Nominal world GDP growth, IMF World Economic Outlook

## 4. PROFITABILITY TARGET FOR 13-16%<sup>2)</sup> GROUP COMPARABLE EBITA MARGIN

- To be reached as soon as possible, but no later than in 2029.
- Margin improvement mainly driven by sales growth in Service and Port Solutions.
- Margin improvement mainly driven by simplification of go-to-market model and product platform harmonization in Industrial Equipment.

2) Profitability range, depending on the cycle

## 5. SOLID FINANCIAL POSITION AND DIVIDEND

- Healthy balance sheet, providing a good base for long-term development and growth.
- Konecranes aims to pay a stable to increasing dividend per share, over the cycle.
- For the 2008-2023 period, the average dividend pay-out ratio was 88 percent of earnings.

## 6. LONG-TERM COMMITMENT TO SUSTAINABILITY

- We enable a decarbonized and circular world.
- We deliver safe and secure material handling solutions.
- We create a fair, inclusive, diverse and engaging working environment.
- We expect the highest ethical standards of ourselves and our business partners.
- Konecranes aims to have carbon neutral own operations by 2030 and continues the work to reach its science-based targets, in line with limiting global warming to 1.5°C.

# 5. Business Area overviews

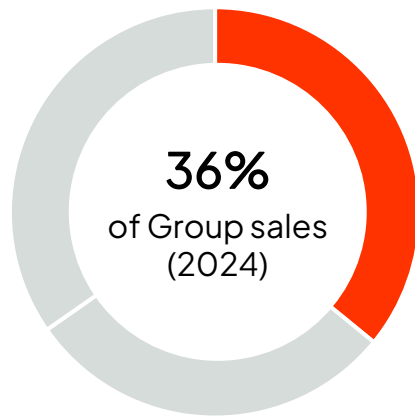


5. Business Area overviews

# Industrial Service



# Industrial Service in brief



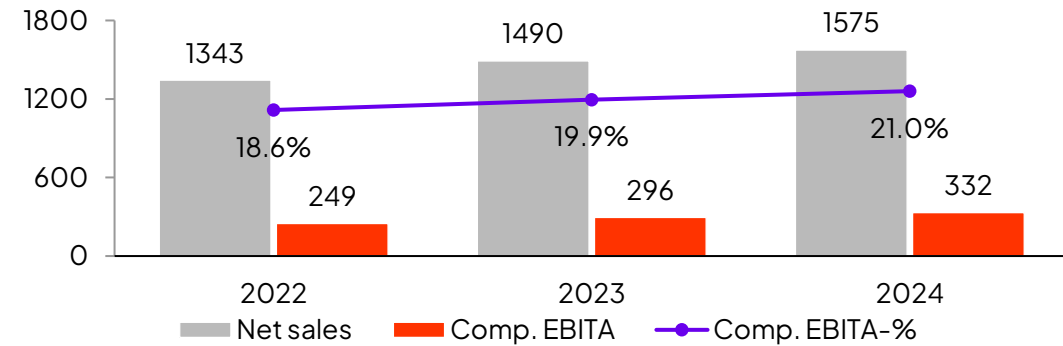
**7,795**  
employees (end of Q2 2025)

**1,574.7**  
net sales, EUR million (2024)

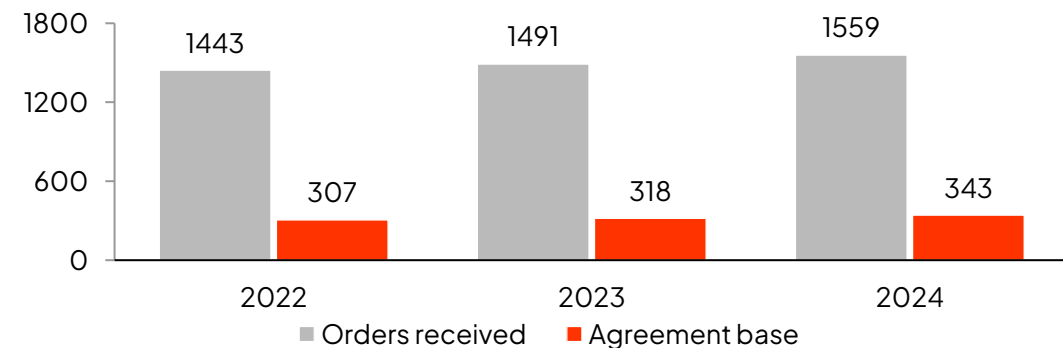
**21.0%**  
comp. EBITA margin (2024)

- Konecranes is a market leader in crane service with one of the world's most extensive service networks
- Service provides industry-leading maintenance services for all types and makes of industrial cranes and hoists
- Our objective is to improve the safety, productivity and sustainability of our customers' operations
- Lifecycle Care is our comprehensive and systematic approach to managing customer assets; we connect data, machines and people to deliver a digitally-enabled customer experience in real time

Key financials, EUR million, % of net sales



Orders received and agreement base, EUR million<sup>(1)</sup>

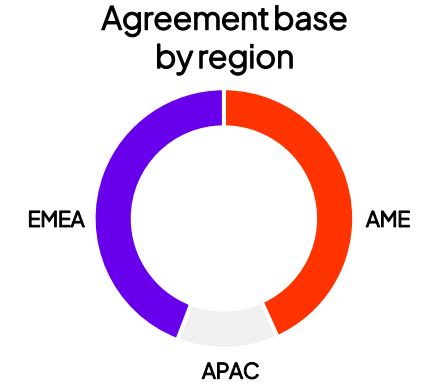
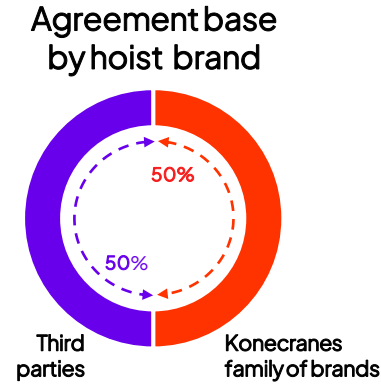


Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

# 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



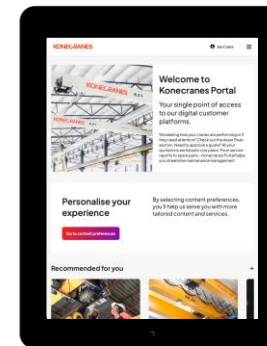
Driving toward sustainable operations  
Electrifying the service fleet and smart route planning



~4,300 technicians

Next generation digital services

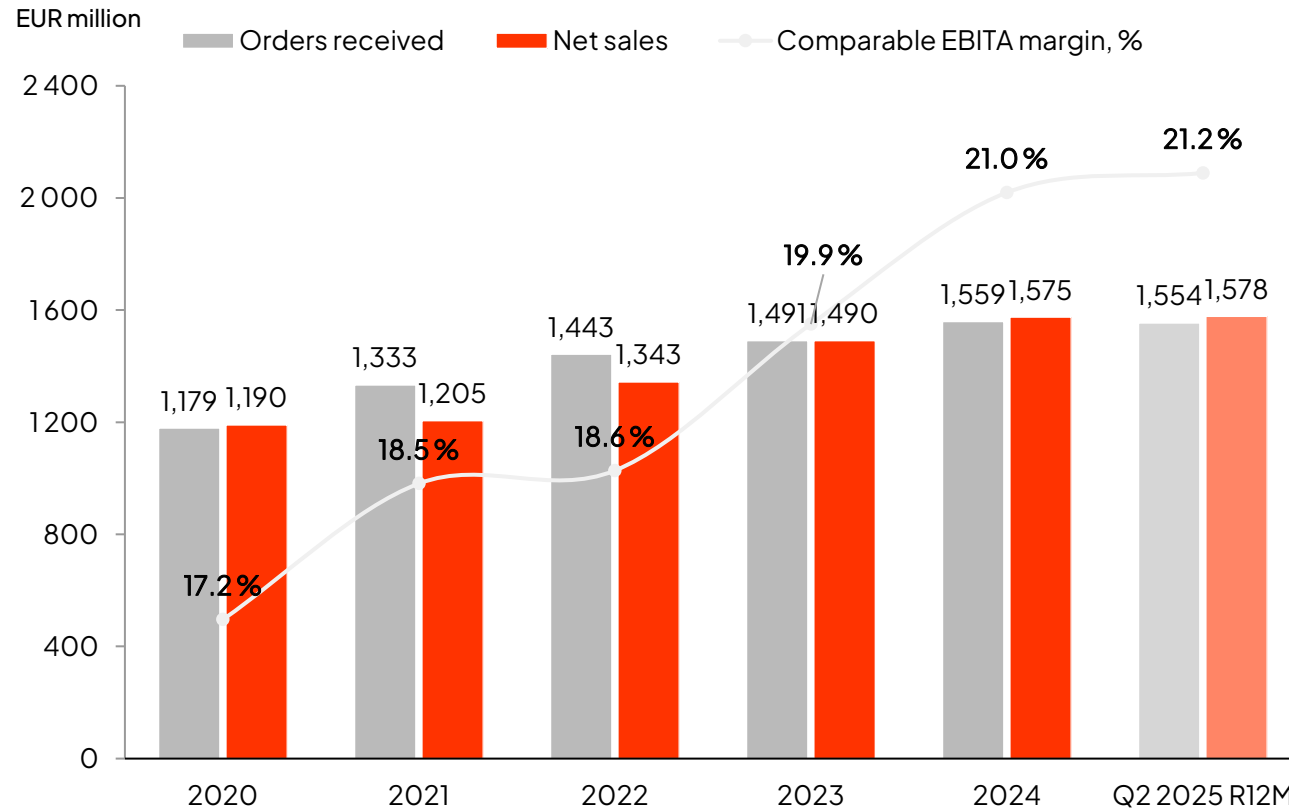
Konecranes Portal  
Streamlined customer experience



Predictive Maintenance Engine  
Auto-generated service leads

# We are within our financial targets range

## Our goal is to maintain/expand through the cycle

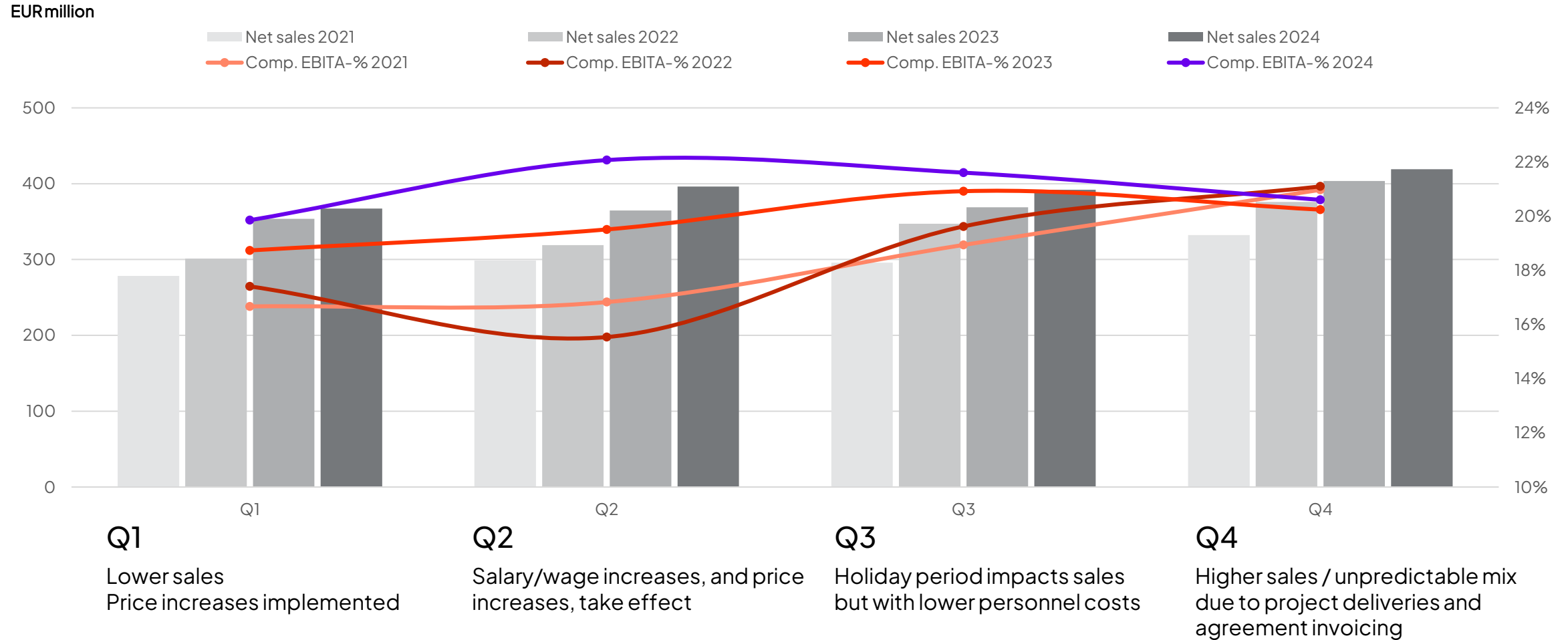


### Sales growth and improved gross margins:

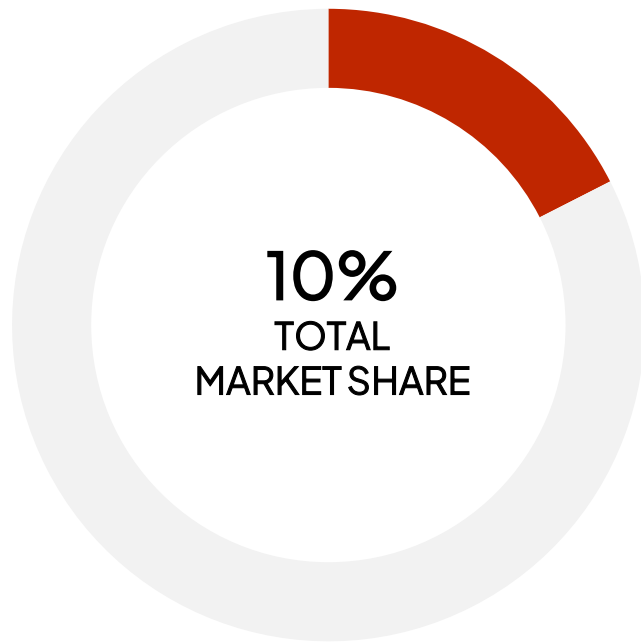
- Agreement base expansion
- Improved base "quality"
- Increased agreement retention
- Improved customer experience & satisfaction
- Dynamic pricing
- Improved productivity
- Cost control
- Successful bolt-on acquisitions

# Consistent quarterly sales and EBITA growth

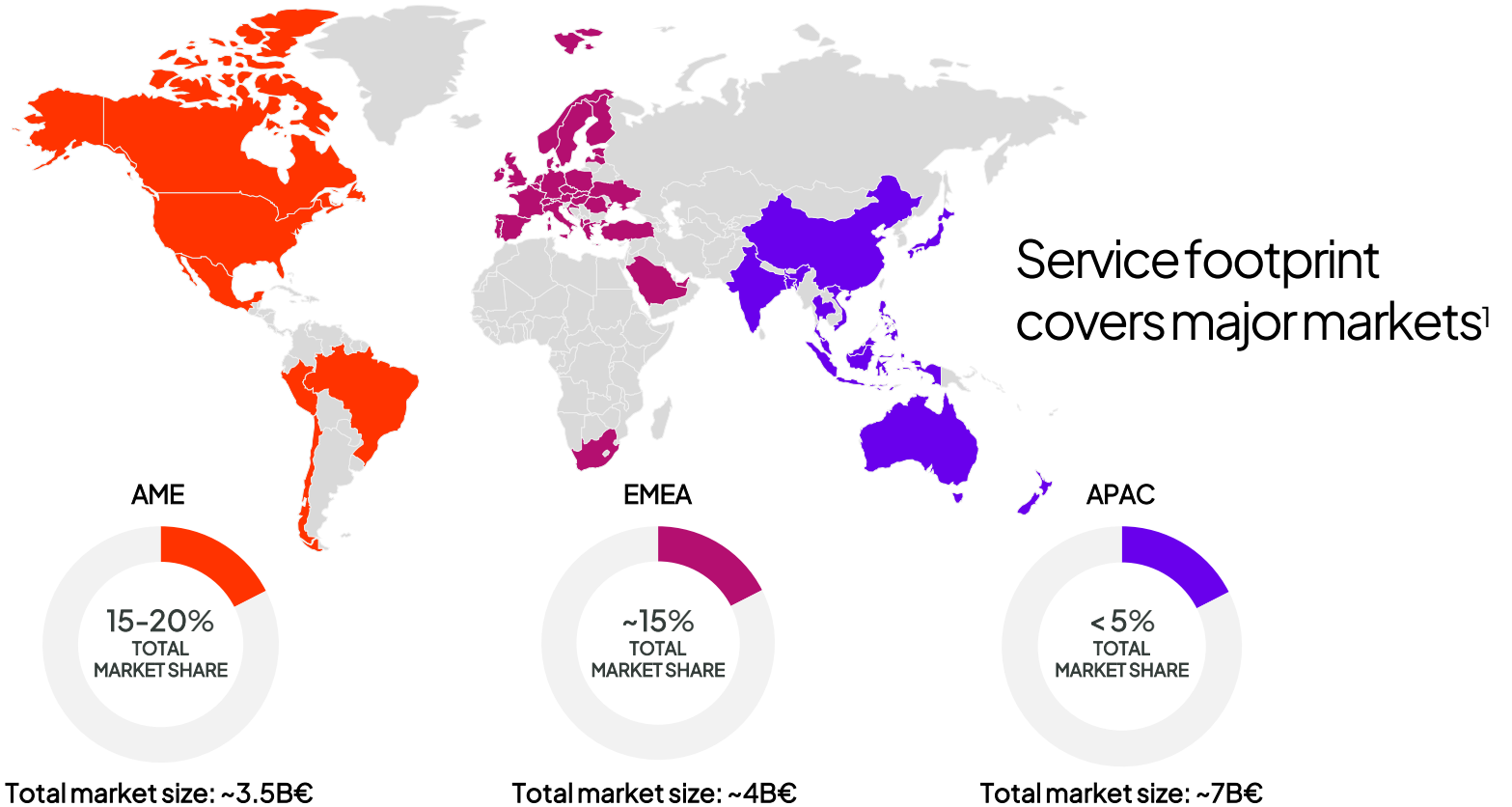
## While sequential quarterly figures may be affected by seasonal factors



# Focused on increasing share in addressable markets and most profitable segments



Total market size: ~15B€



<sup>1</sup>Industrial 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 market<sup>1</sup>  
Comparable EBITA margin of 21-25%<sup>2</sup>

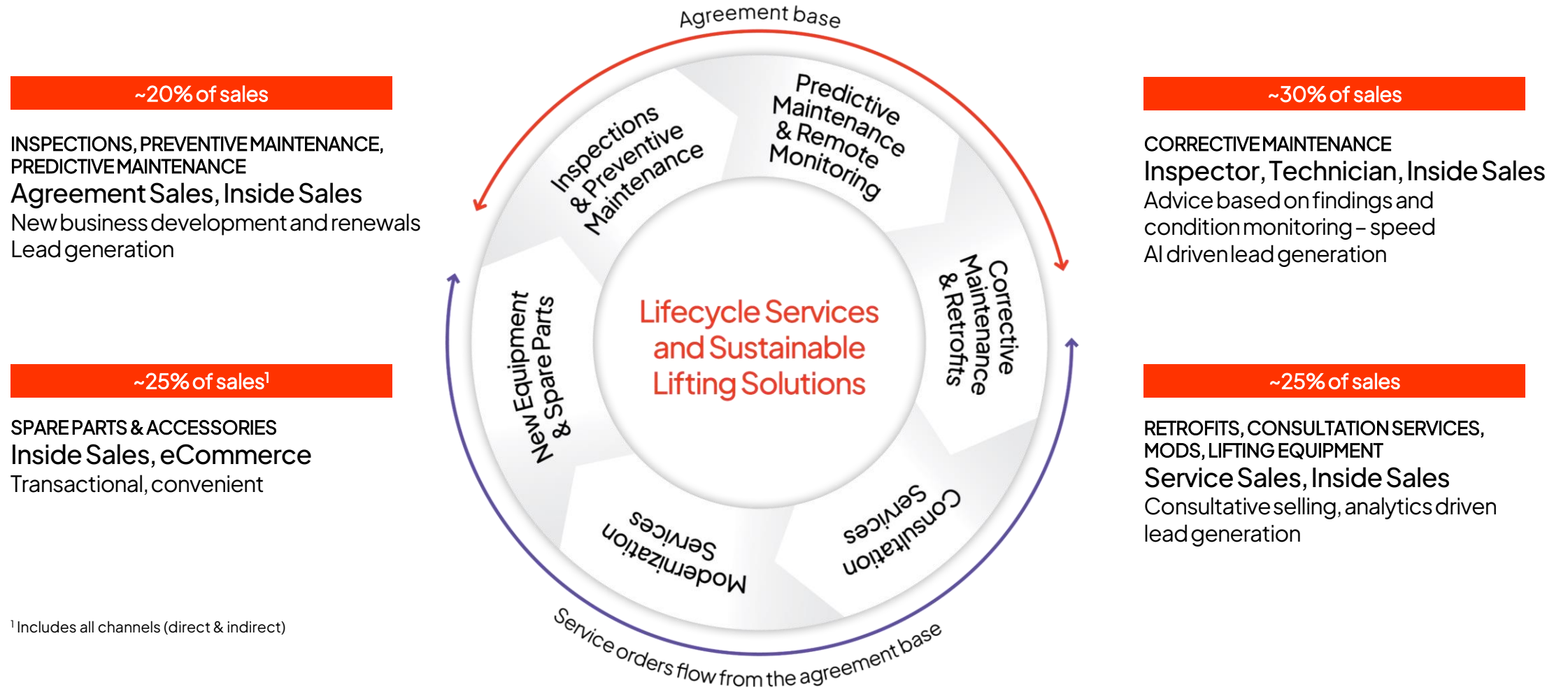


<sup>1</sup>Nominal world GDP growth, IMF World Economic Outlook

<sup>2</sup> 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



<sup>1</sup> Includes all channels (direct & indirect)

# 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

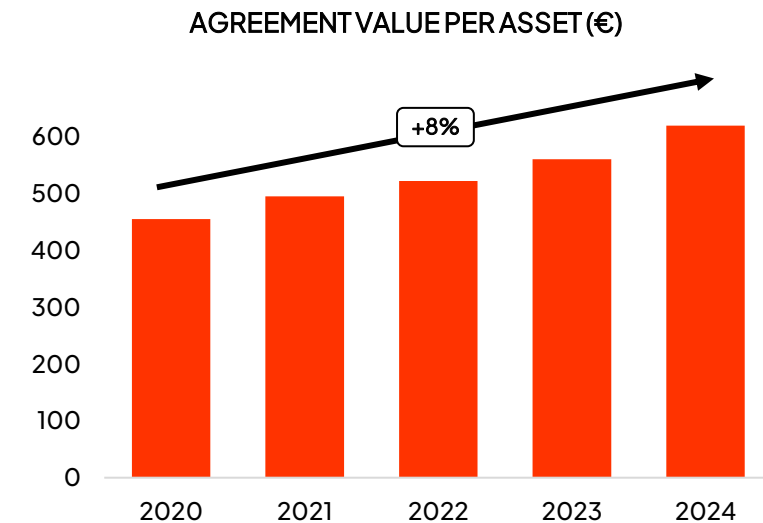
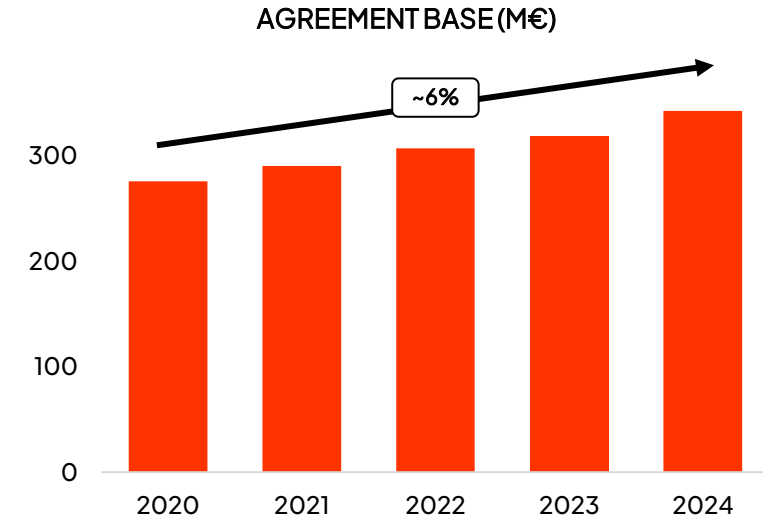
- Sales model evolution
- Agreement configuration and renewal process upgrade

## 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



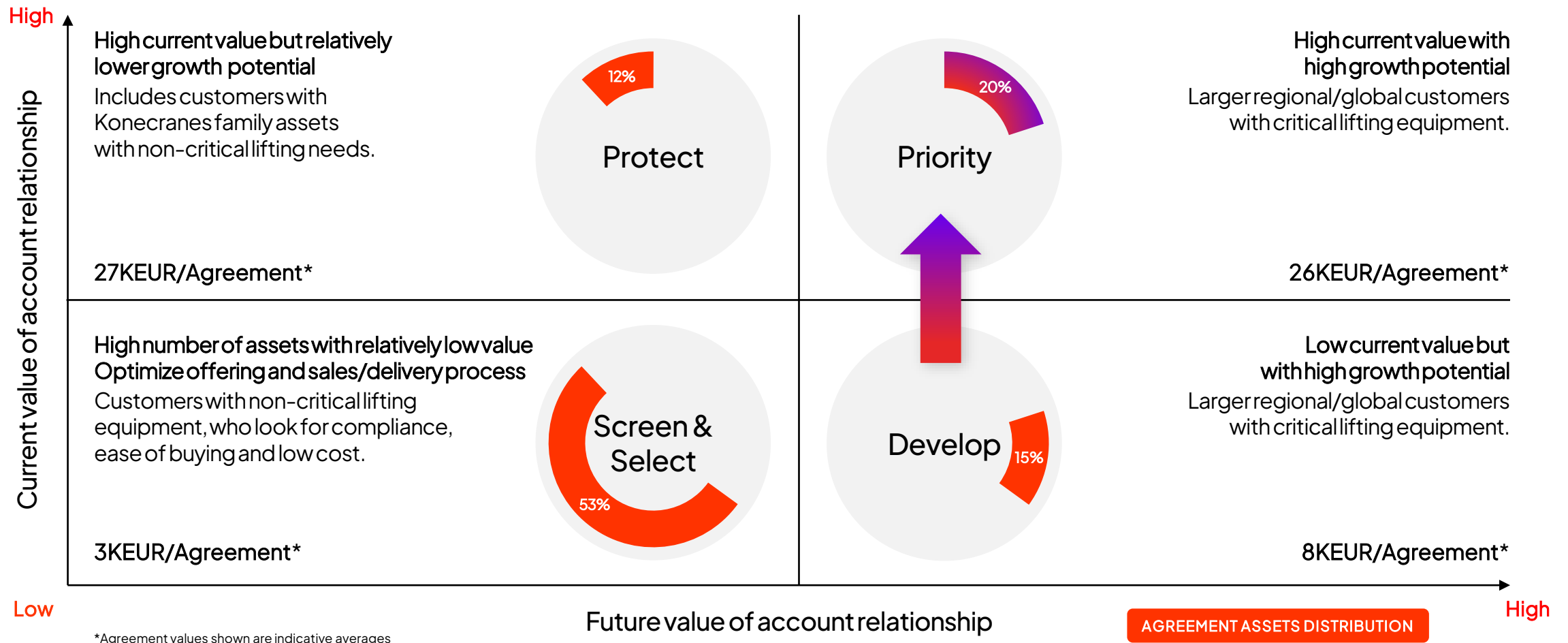
Growth rate based on comparable currencies

# 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		
	<b>Simplification</b> <ul style="list-style-type: none"> <li>Streamlined consultation</li> <li>Customer self-service</li> <li>Efficiency in sales and service delivery</li> <li>Cost competitive offering</li> </ul>	<b>Differentiation</b> <ul style="list-style-type: none"> <li>Account management/dedicated resources</li> <li>Comprehensive service agreements/digital services/predictive maintenance</li> <li>Tailored solutions based on industry/application requirements</li> <li>Specialized/advanced services and technologies</li> <li>Fleet/asset management/prove value</li> </ul>	

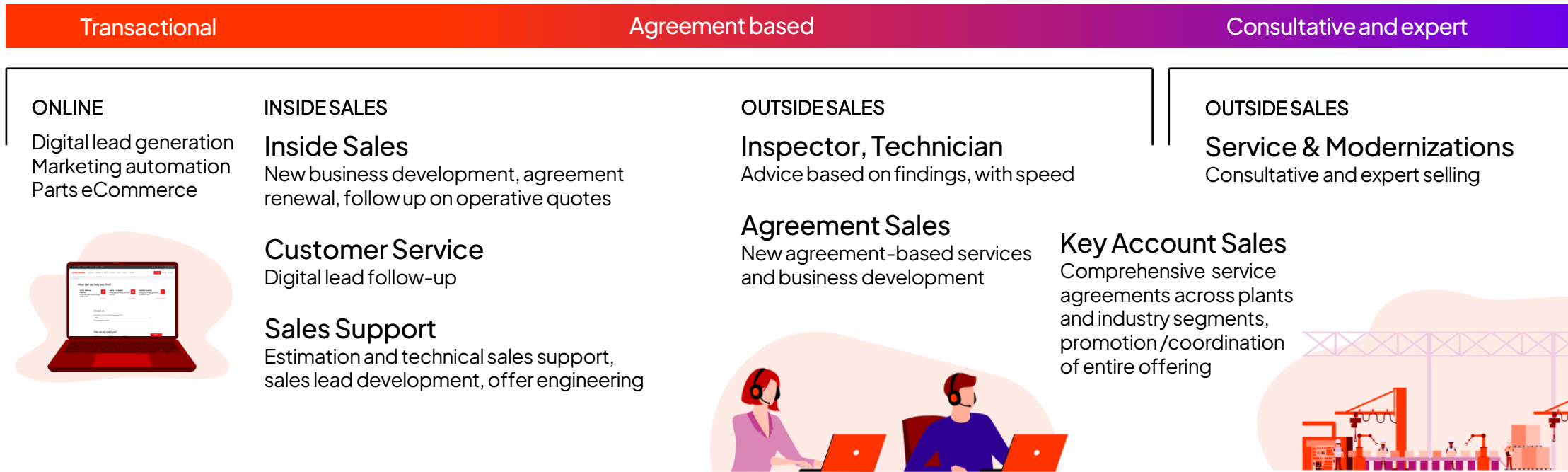
# We adapt our approach to optimize growth and profitability

Plenty of available growth opportunities by developing our current customers



# Sales and marketing efficiency

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

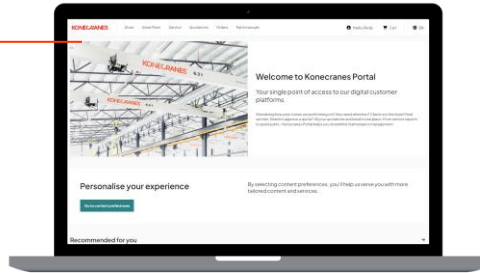


Sales and marketing tools that use data and AI support sales automation, covering processes from lead generation to lead qualification and quoting.

# Customer experience

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

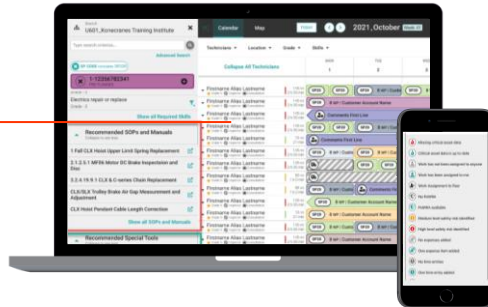
## 01 SEAMLESS INTERACTIONS



## 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.

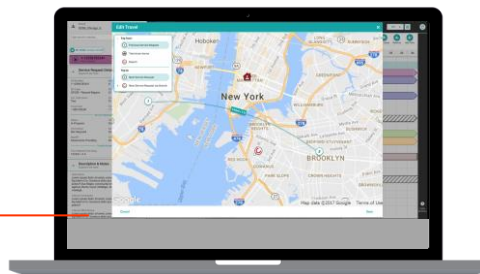
## 02 SMART TOOLS



## 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



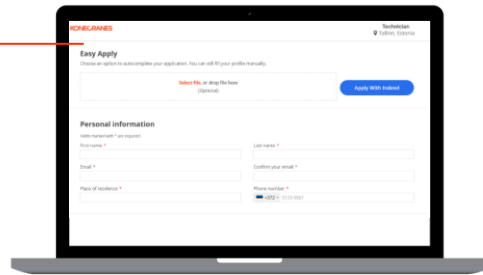
## Next gen parts supply

- 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

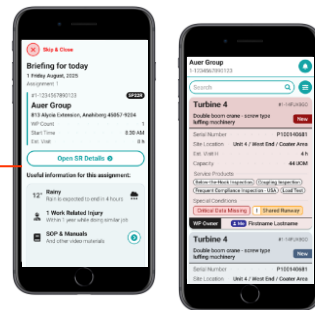
### 01 IMPROVED CANDIDATE EXPERIENCE



### 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.

### 02 IMPROVED USER INTERFACE



### 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.

### 03 GUIDED PROBLEM-SOLVING



### 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



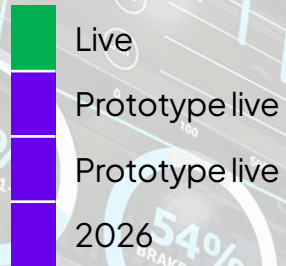
### Sales & lead generation

Predictive Maintenance Engine

Life Cycle Engine

AI assisted Agreement renewal

AI assisted labor and travel hours estimator



### Service delivery

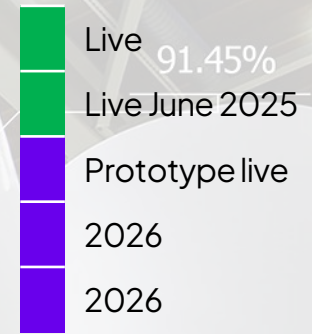
AI assisted RailQ 3D crane runway analysis

Service technician AI assistance/chat tool

Service request AI assistance

AI optimized service planning

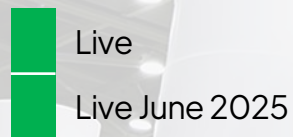
AI generated inspection warnings



### Business support processes

AI and RPA assisted asset data enrichment

AI assistance for FSM/CRM users



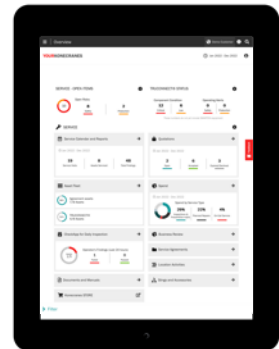
### Voice of Customer

AI assisted VoC

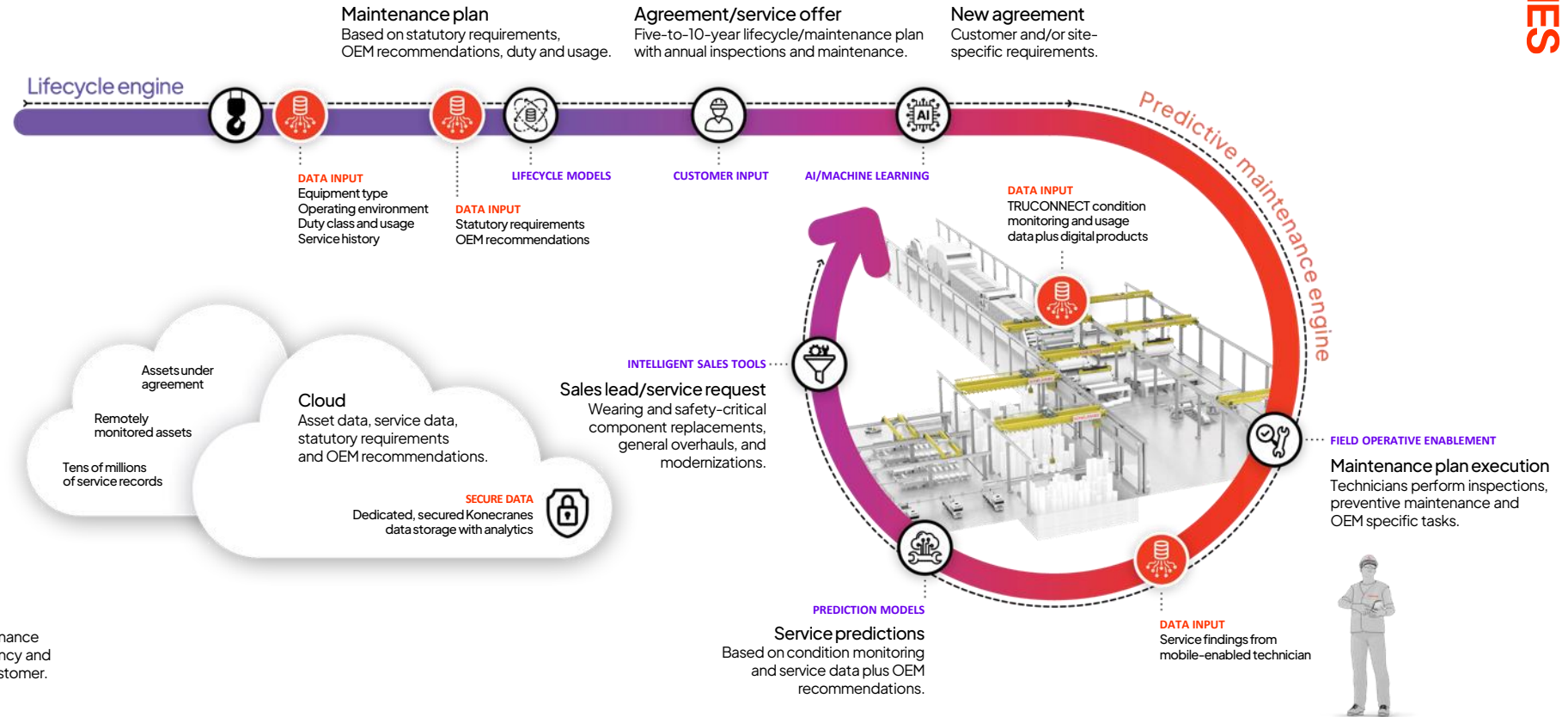


# Enhancing Predictive Maintenance with the Lifecycle Engine

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.

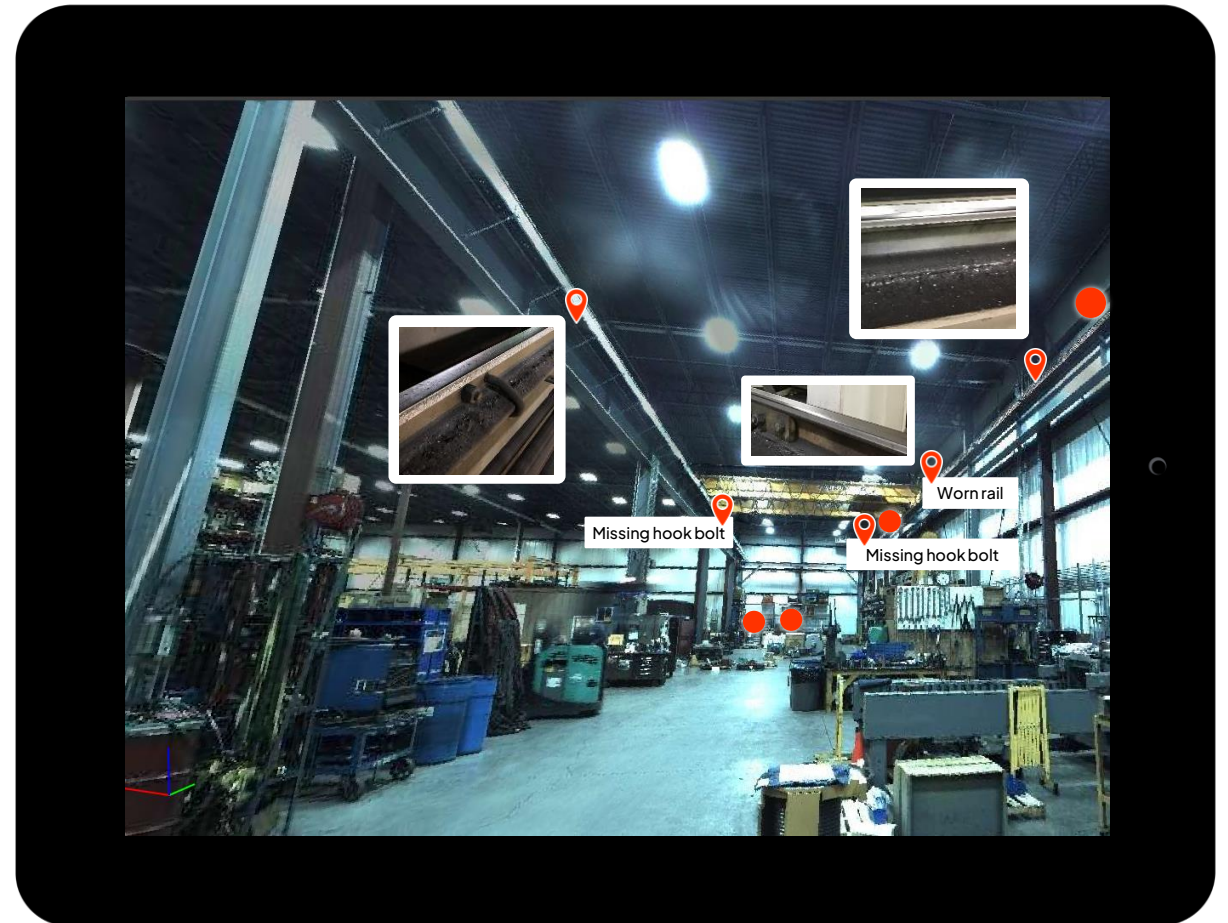
➔ **Proactive agreement enhancement:** Systematically identifies opportunities to refine and expand existing service agreements.

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

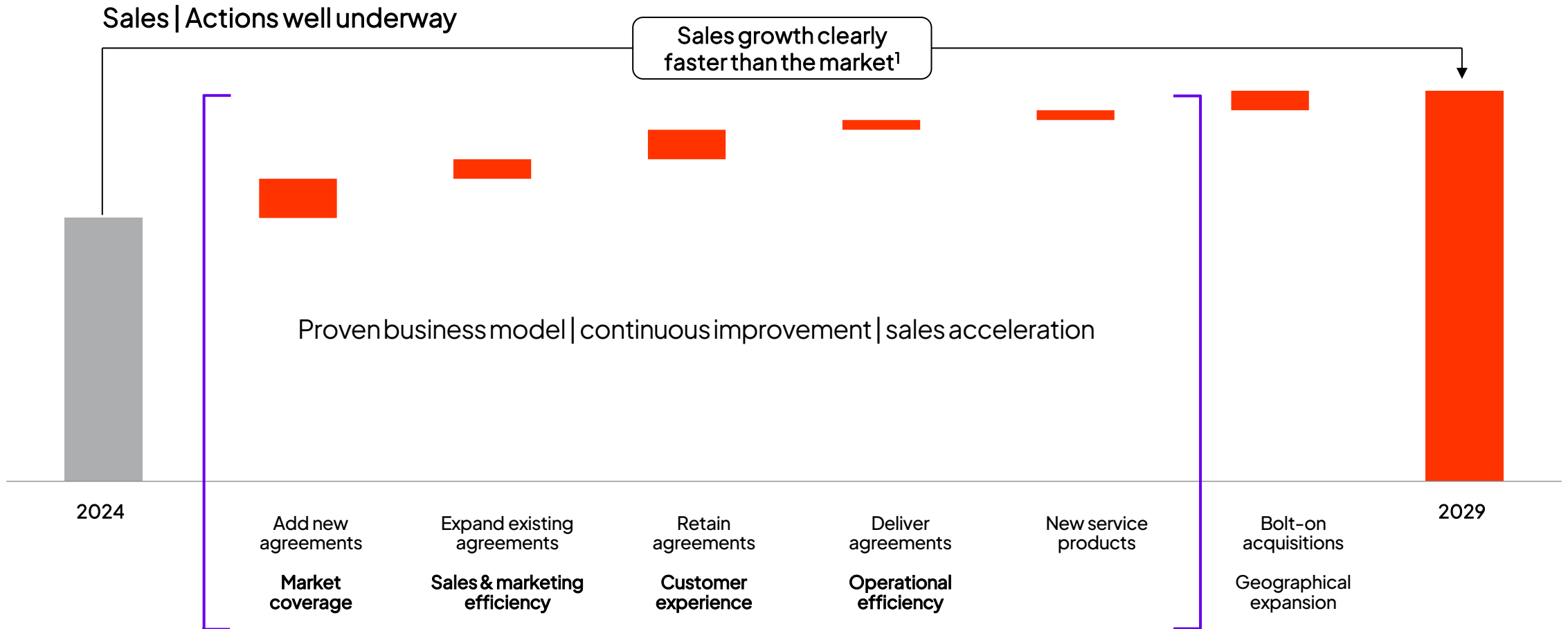
# RailQ 3D: AI assisted crane runway assessment

## 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



<sup>1</sup>Nominal 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.

Sales growth clearly faster than the market<sup>1</sup>  
Comparable EBITA margin of 21-25%<sup>2</sup>



<sup>1</sup>Nominal world GDP growth, IMF World Economic Outlook

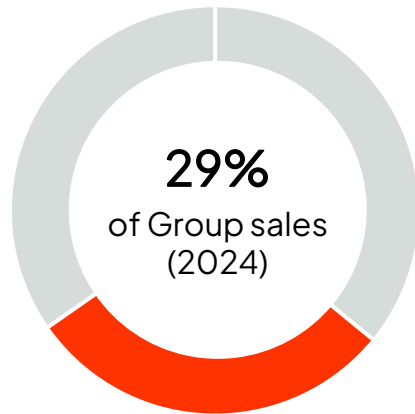
<sup>2</sup> As soon as possible, but no later than in 2029. Profitability range, depending on the cycle.

5. Business Area overviews

# Industrial Equipment



# Industrial Equipment in brief



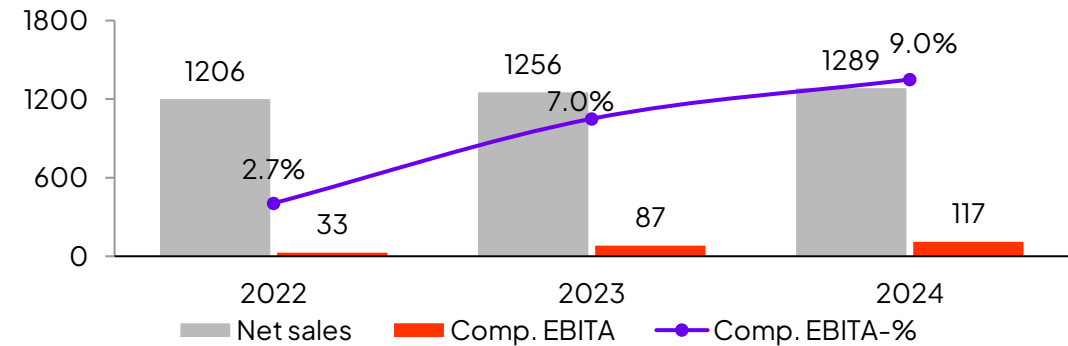
**5,219**  
employees (end of Q2 2025)

**1,289.3**  
net sales, EUR million (2024)

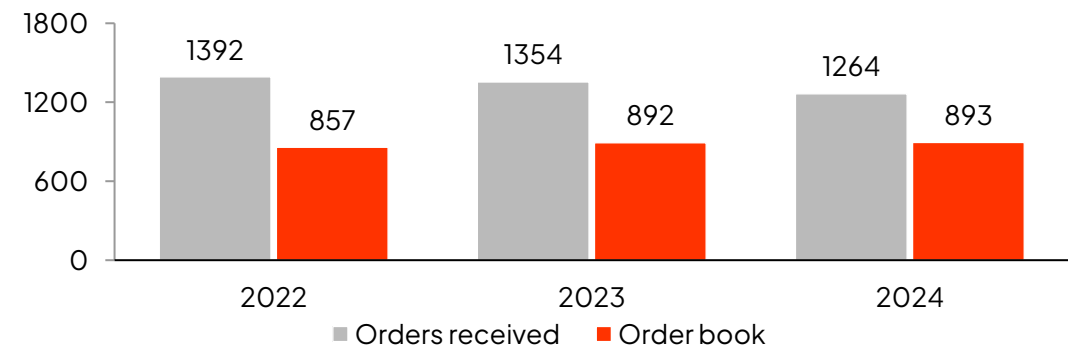
**9.0%**  
comp. EBITA margin (2024)

- Konecranes is one of the world’s largest suppliers of industrial cranes and wire rope hoists and a technology leader with digital controls, software and automation
- Industrial Equipment offers hoists, cranes and material handling solutions for a wide range of customers from General Manufacturing to various kinds of process industries like Waste-to-Energy, Paper and Forest, Automotive and Metals Production
- Products are marketed through a multi-brand portfolio

Key financials, EUR million, % of net sales



Orders received and order book, EUR million<sup>(1)</sup>



Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

# Industrial Equipment offering – leading provider of industrial cranes

### Components



**DEMAG** **R&M** **SWF** **VERLINDE** **donati**

**Hoists**  
(Wire rope hoist, electric chain hoist and winches)



**Core of Lifting**  
(Gears, Motors, Controls)




**Crane kit packages**






**Other components**


### Standard Cranes




**Overhead cranes**  
(Configured-to-order, CTO)

**Light crane systems / Workstation lifting systems**  
(workstation cranes, electric chain hoists, jib cranes)



**Products for hazardous environments**




**Other industrial products**


### Process Cranes (Engineered-to-order)




**Waste-to-energy & Biomass**




**Automotive**




**Power & Nuclear**



**Paper & forest**



**Petroleum and gas**



**Metals production**

# Global leader in sustainable lifting solutions

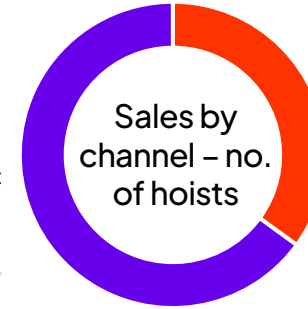
Covering a full range of industrial applications

## Dual channels to market

Indirect distribution



65% Indirect

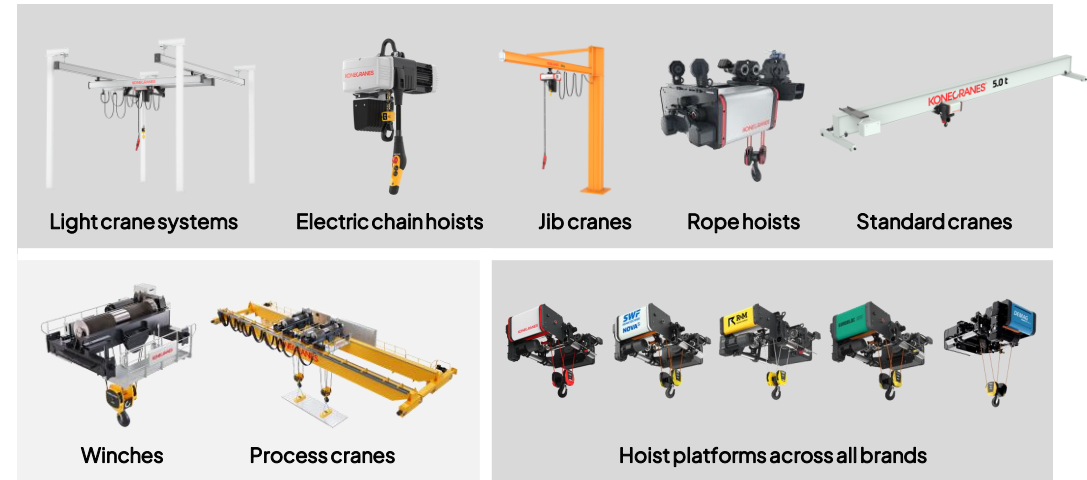
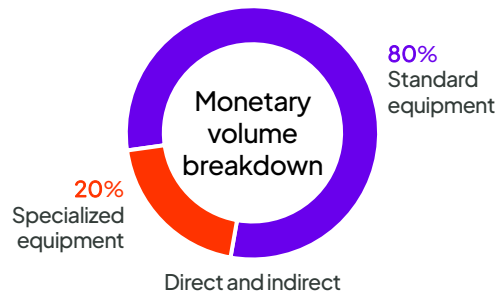


35% Direct

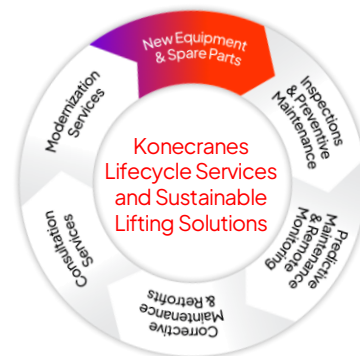
Direct to end users  
**KONECRANES**

**KONECRANES**

## Efficient, comprehensive offering with economies of scale



## Lifecycle offering

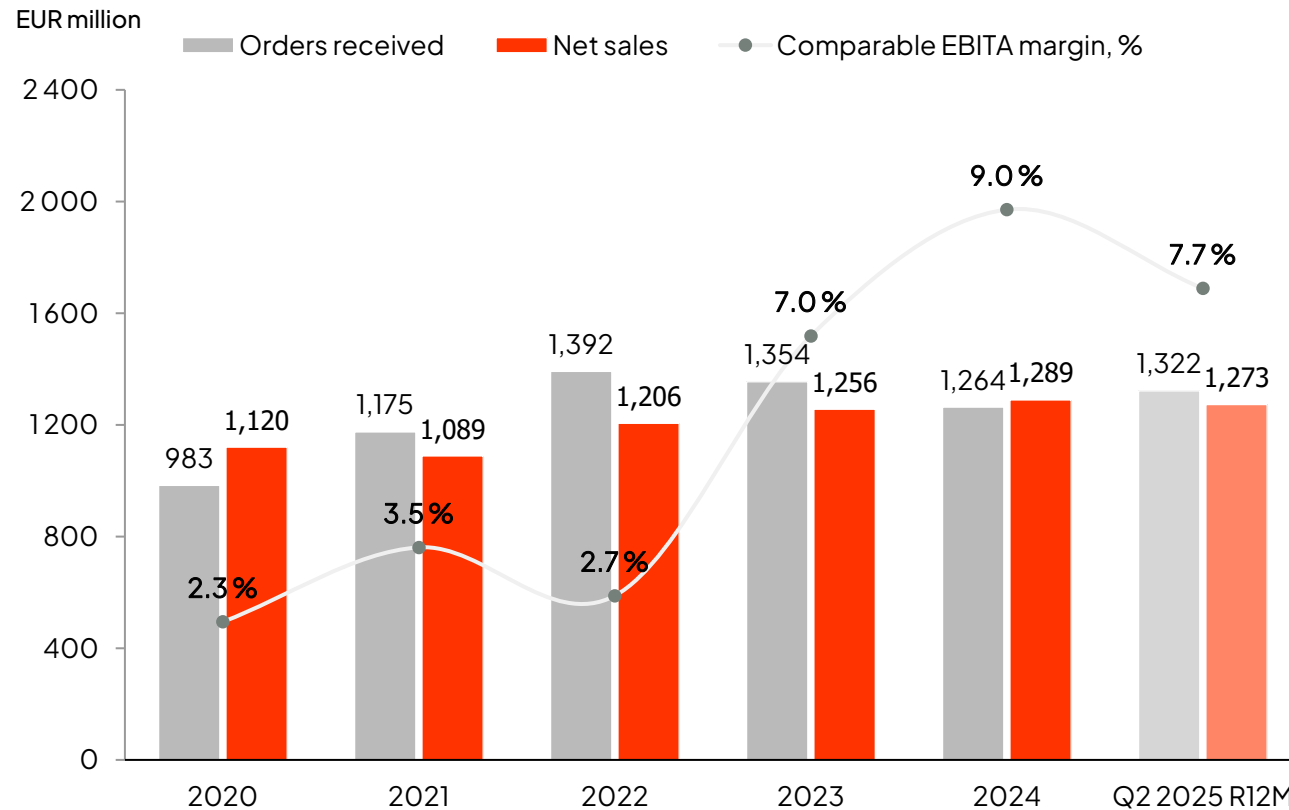


Carbon neutral\* manufacturing in Finland  
Design for Environment in product development  
100% renewable electricity in manufacturing sites

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



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



## Strong financial performance in recent years

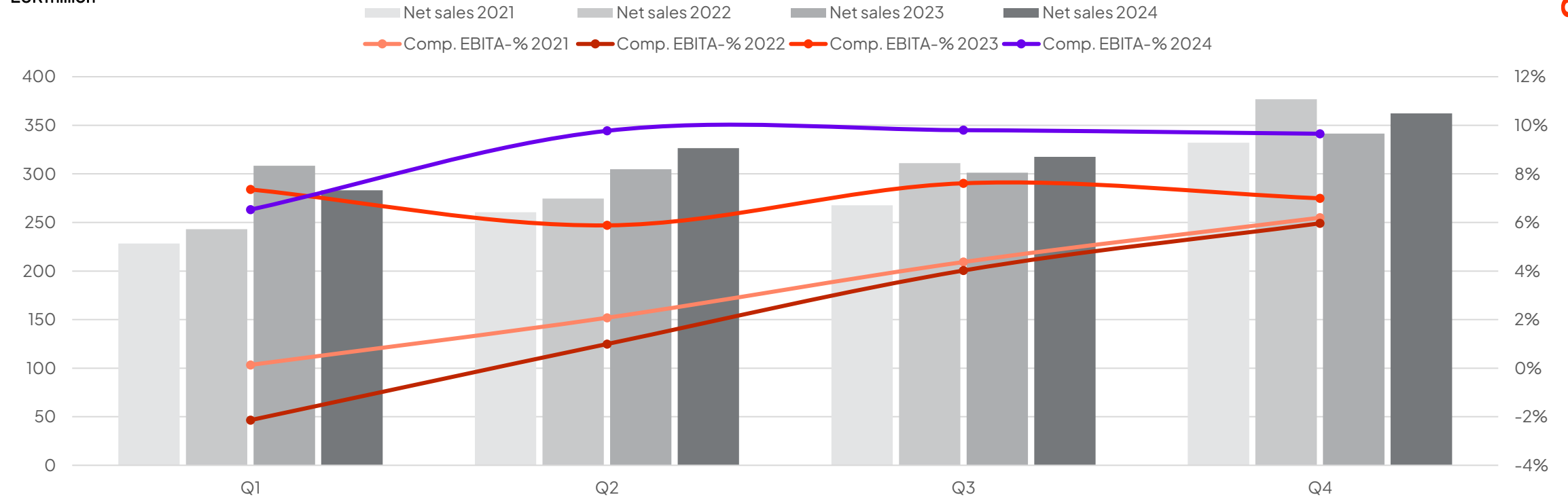
- Simplified go-to-market model
- Streamlined wire rope hoist product portfolio
- Successful pricing strategy
- Rigorous product cost management
- Solid project execution

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.

# Seasonality effect in the Industrial Equipment business

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

EURmillion



## 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

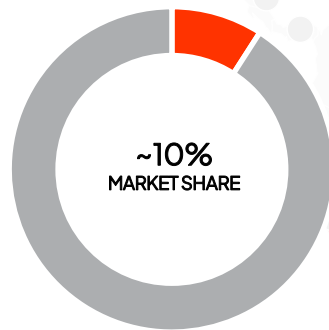
## Q4

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

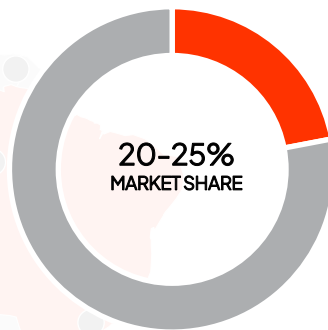
## Industrial Equipment market

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



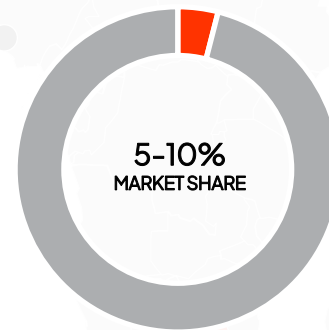
Market size: ~3B€

Light lifting equipment



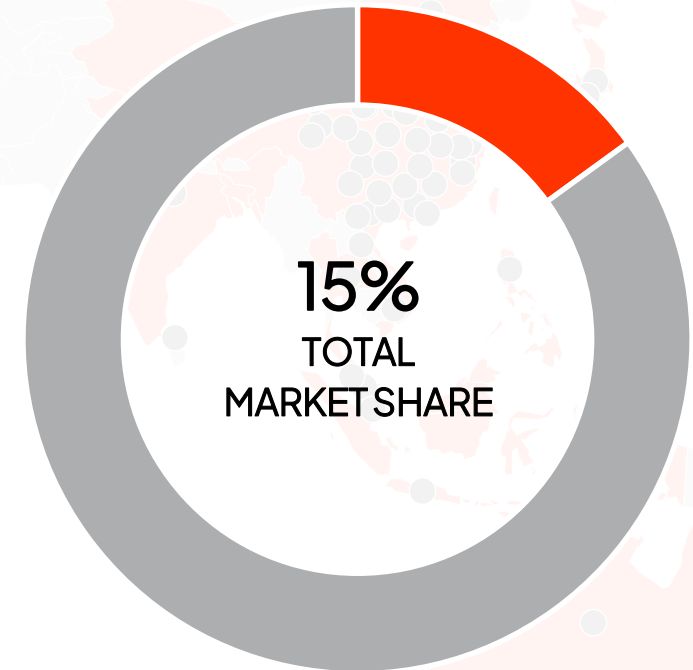
Market size: ~5B€

Standard cranes/  
rope hoists<sup>1</sup>



Market size: ~3B€

Process cranes

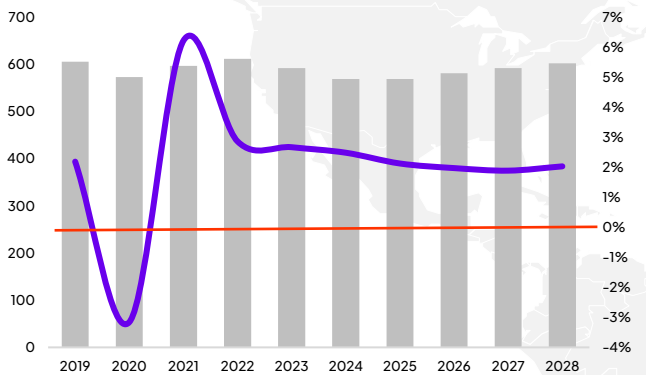
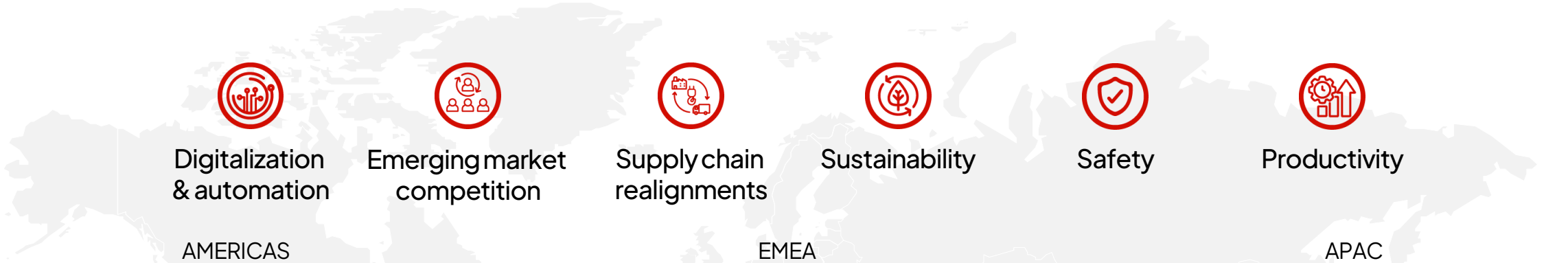


Total market size: ~10B€

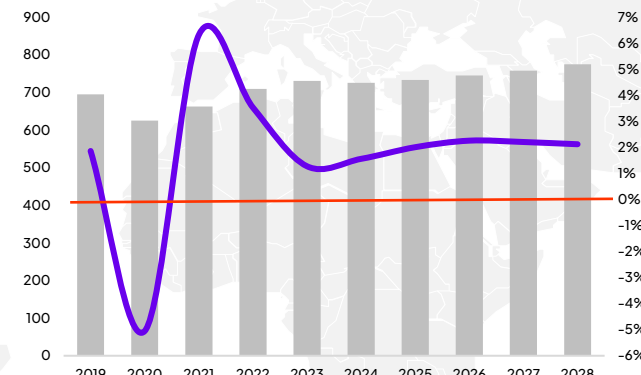
<sup>1</sup>Not all parts of the Chinese market are addressable – nor are western maintenance practices followed throughout. Same comment may apply to other developing markets.

<sup>2</sup>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.

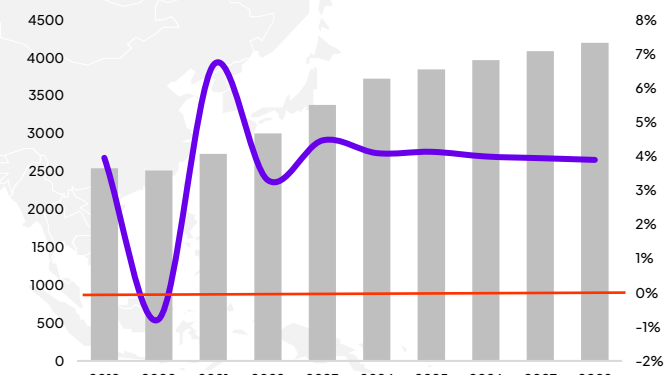
# 2025 market outlook remains stable while volatility between regions and industries increases



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.



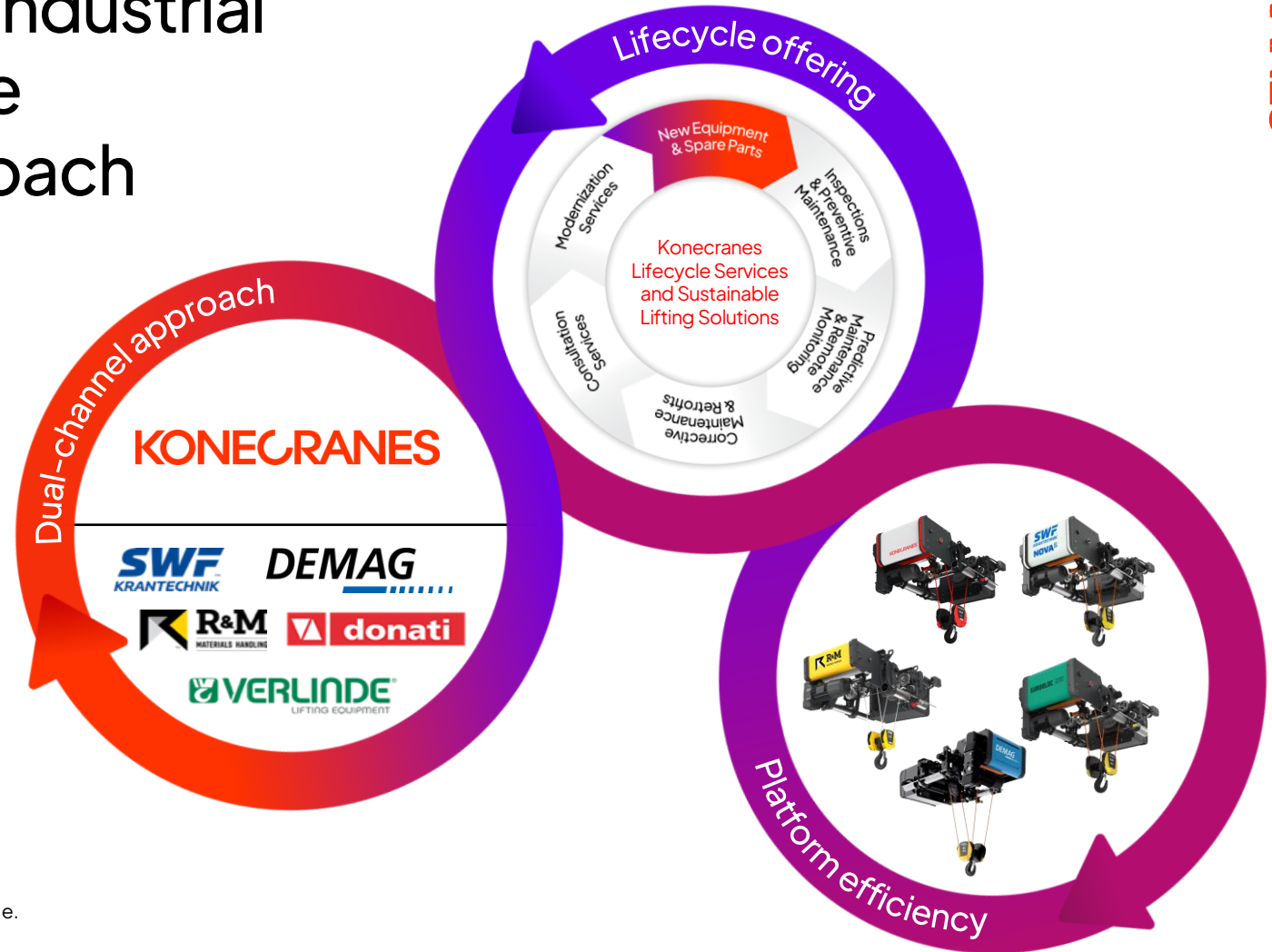
APAC region drives technological innovation Industrialization of India and South-East Asia supports demand. Chinese competition increases competition in the market.

■ Capex ■ GDP

# Our Ambition

## Continuously outperform industrial lifting companies and drive sustainable lifecycle approach

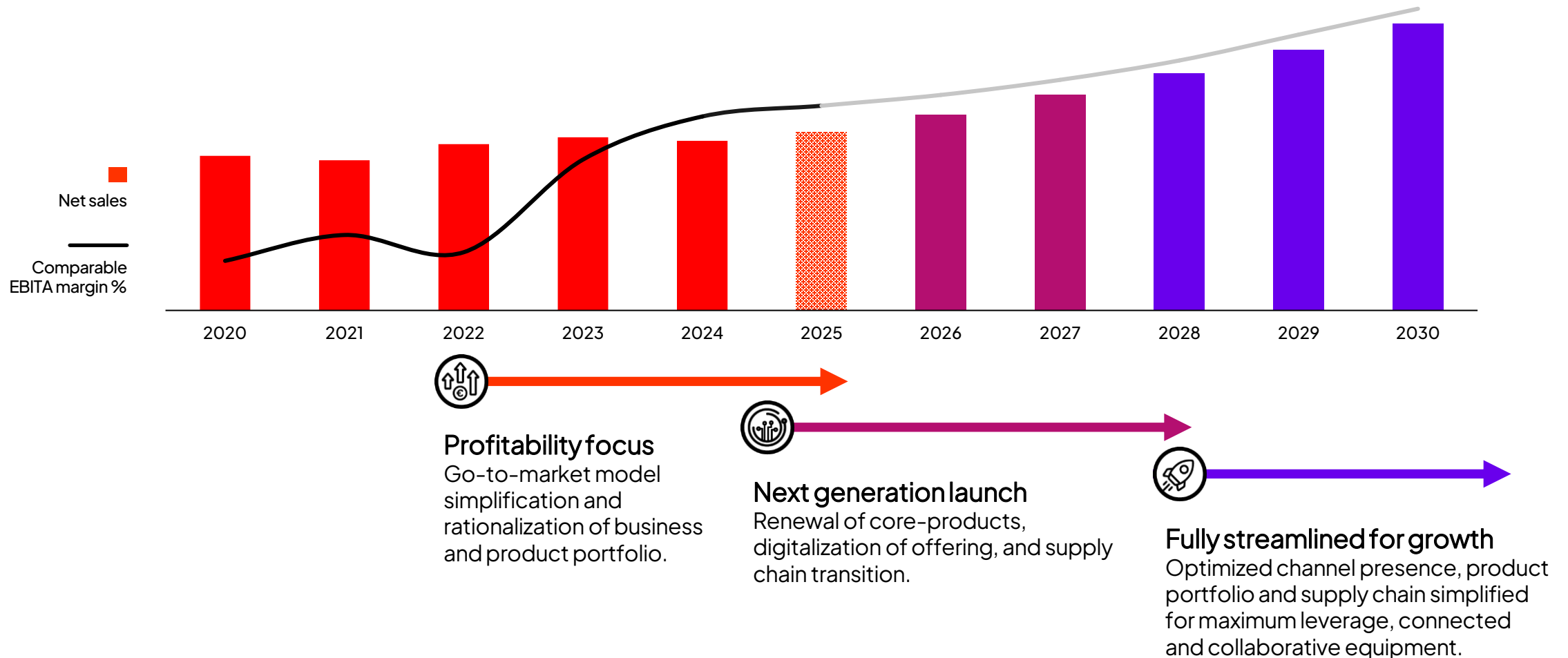
Sales growth in line with the market<sup>1</sup>  
Comparable EBITA margin of 8-11%<sup>2</sup>



<sup>1</sup>Nominal world GDP growth, IMF World Economic Outlook

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

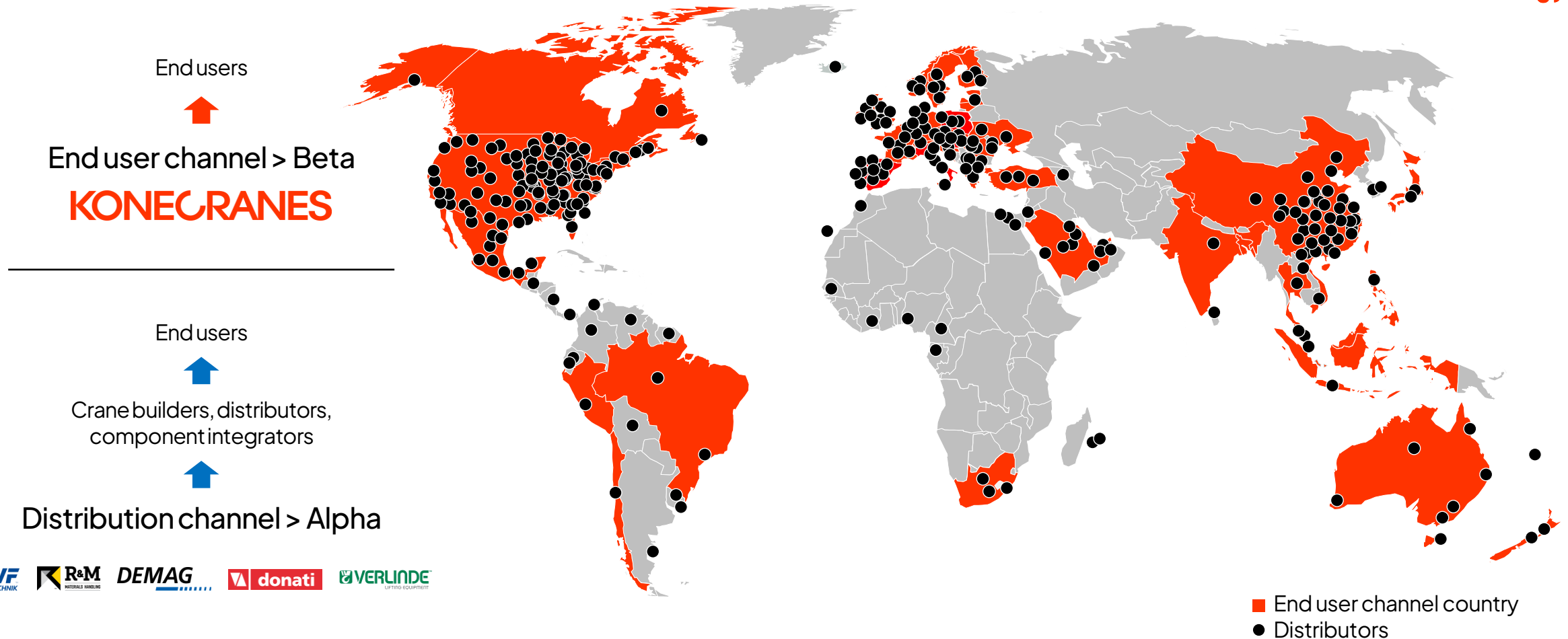
# Business transition proceeding from profitability focus to growth phase










# Go-to-market model streamlined

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





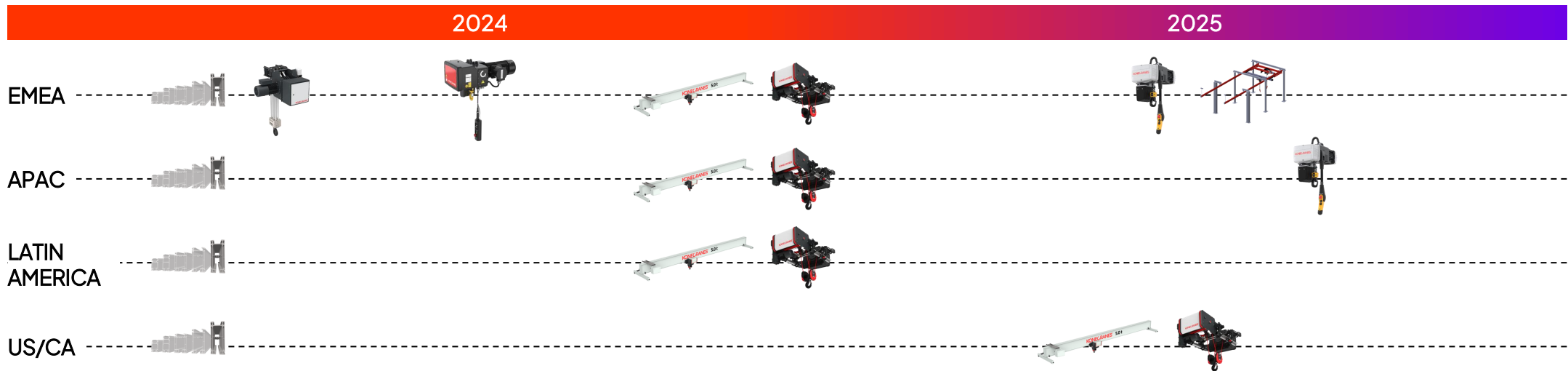
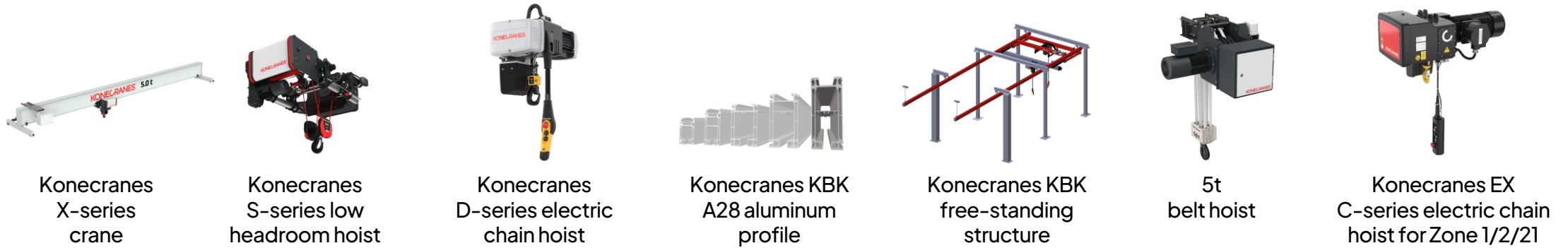
# Success in portfolio and business model simplification as planned

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. 3 <sup>rd</sup> generation sales tools launched.

\*Main platforms. Excluding, local, small volume variants



# Product launches under way as planned and portfolio conversion in process

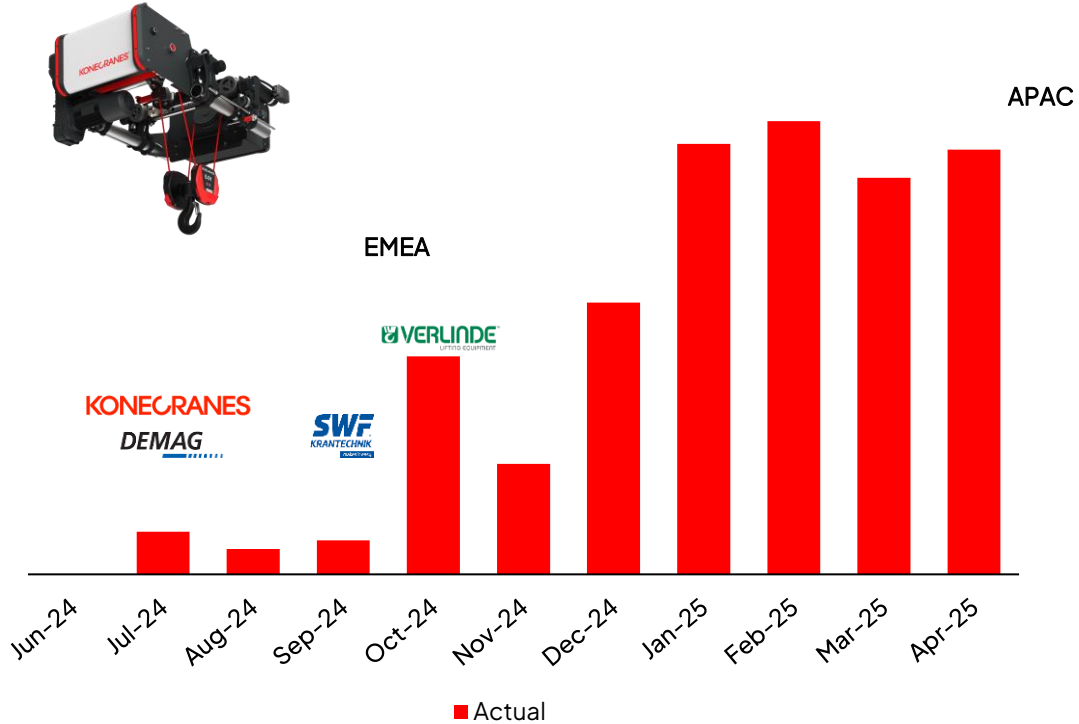




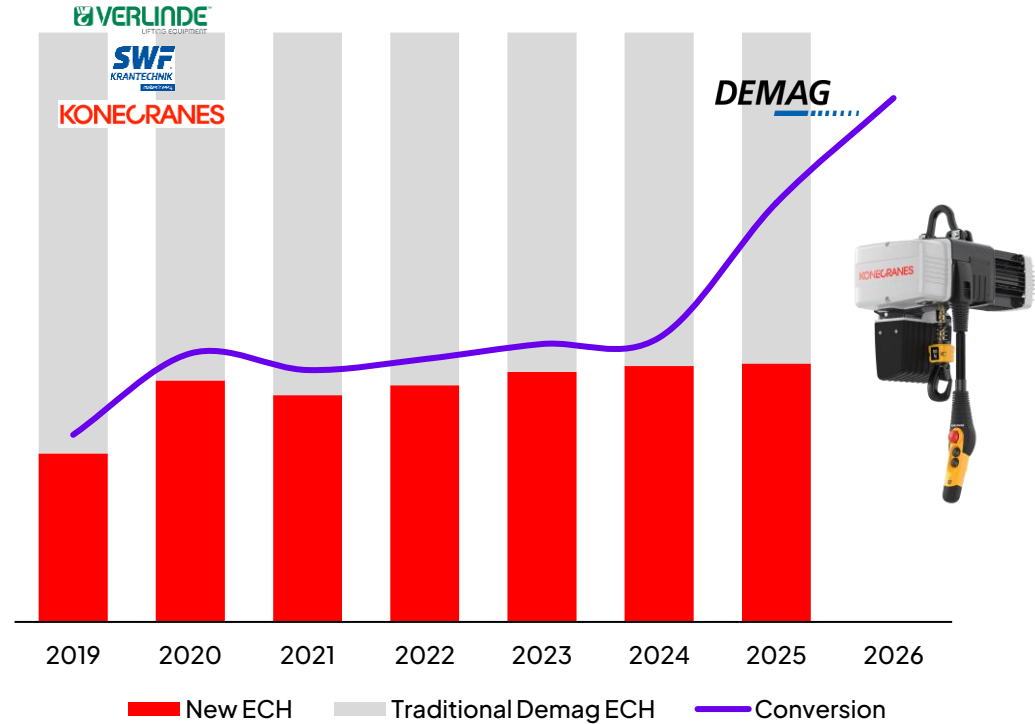
# New rope and chain hoists launched in 2024

## Channel expansion proceeds during 2025

Rope hoist product launch



Chain hoist product launch



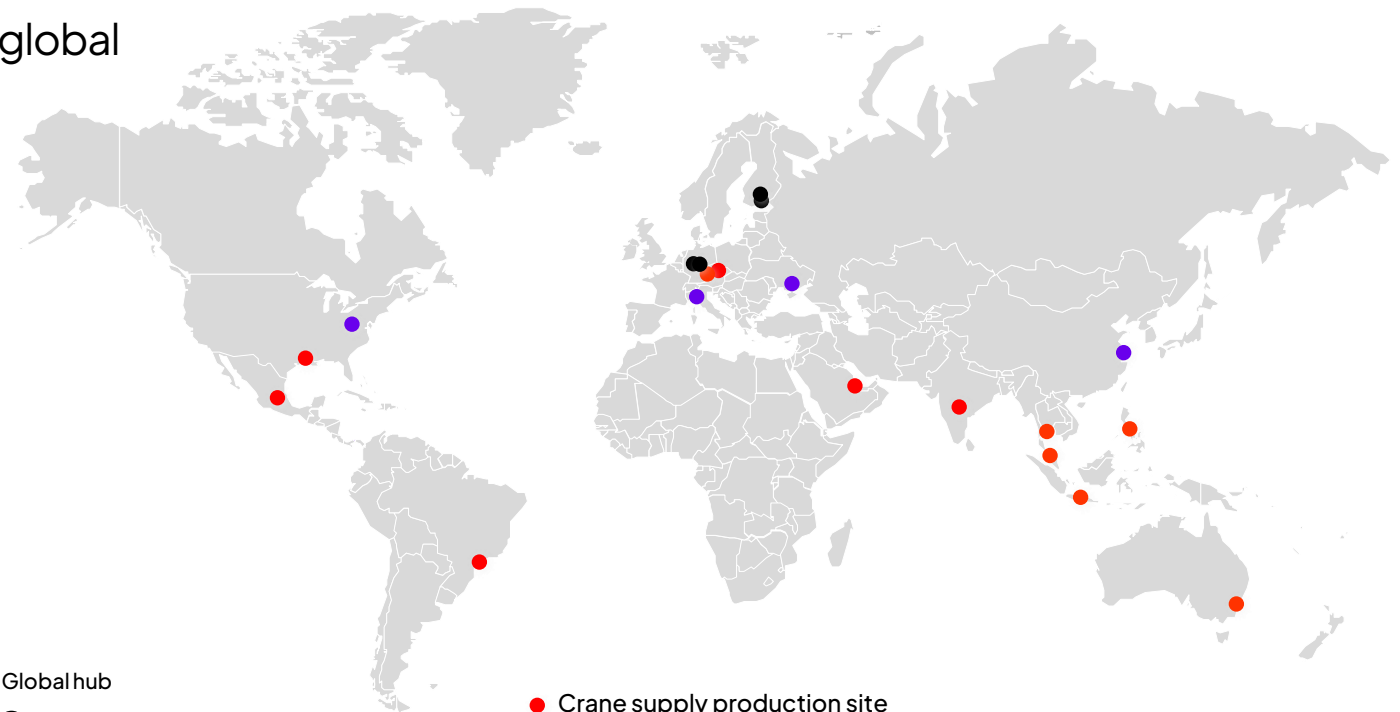
Introducing new products in the lifting industry is a multiyear program to complete the entire range



# 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

● Crane supply production site  
 ● Component supply production site  
 ● Hybrid crane/component supply production site

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.

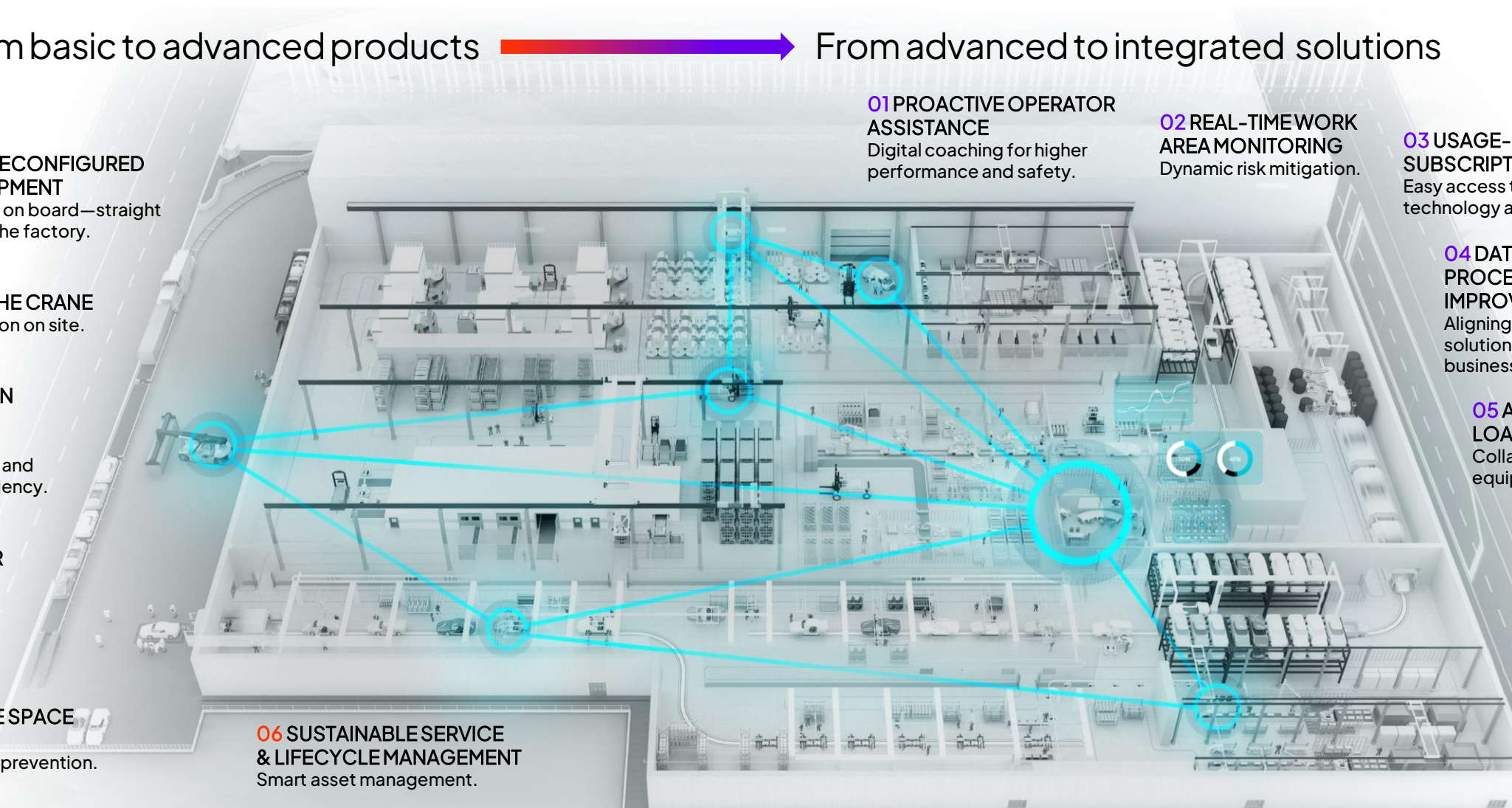
**02 REAL-TIME WORK AREA MONITORING**  
Dynamic risk mitigation.

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

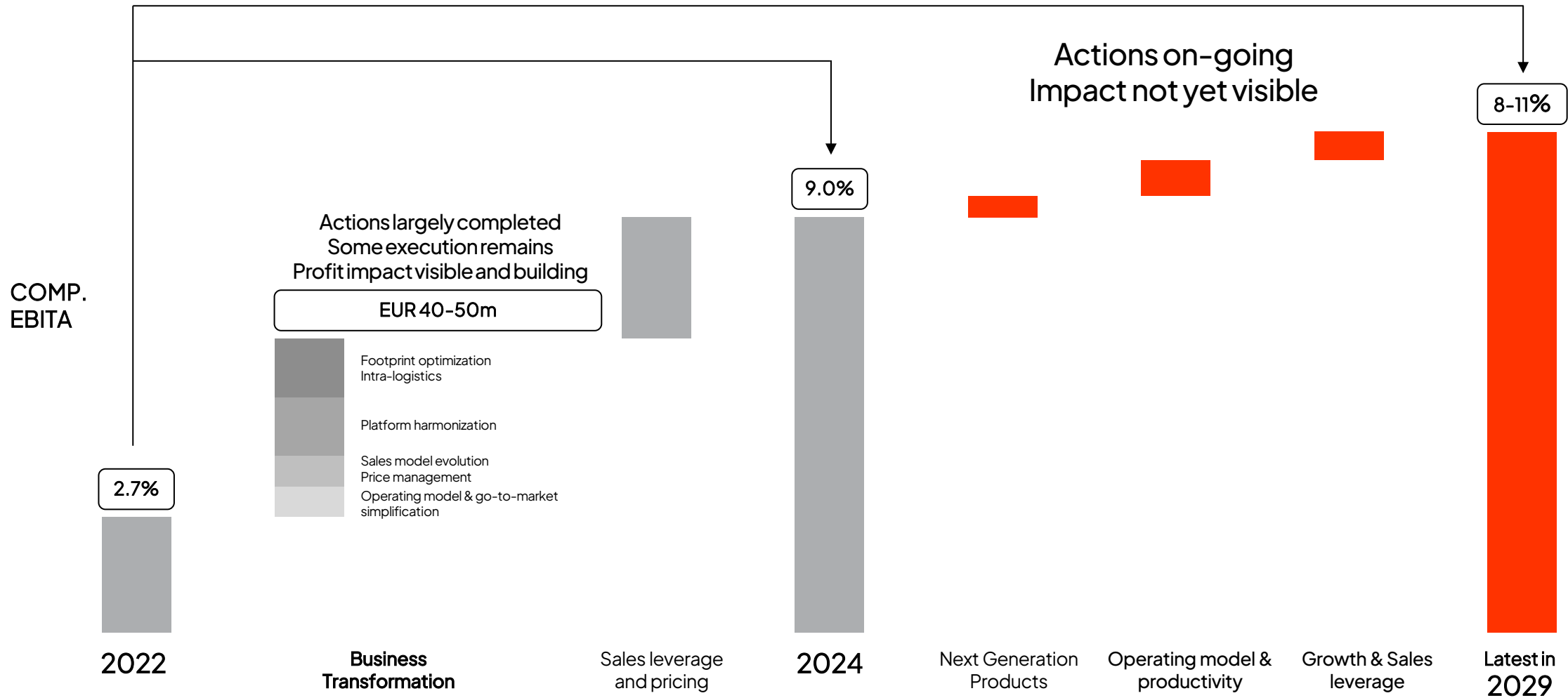
**04 DATA BASED PROCESS IMPROVEMENT**  
Aligning technical solutions with business outcomes.

**05 AUTONOMOUS LOAD HANDLING**  
Collaborative equipment

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



# Equipment profitability improvement plan



Notes: <sup>1</sup>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

<sup>1</sup>Nominal world GDP growth, IMF World Economic Outlook.

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



Sales growth in line with the market<sup>1</sup>  
Comparable EBITA margin of 8-11%<sup>2</sup>

5. Business Area overviews

# Port Solutions



AGV 558 >

STS 12 >

MAGM Nerval

Solitary

ARMG 37 >

UASC

CMA CGM

HYUNDAI

HYUNDAI

520

535

RWD

RWD

525

528

524

502

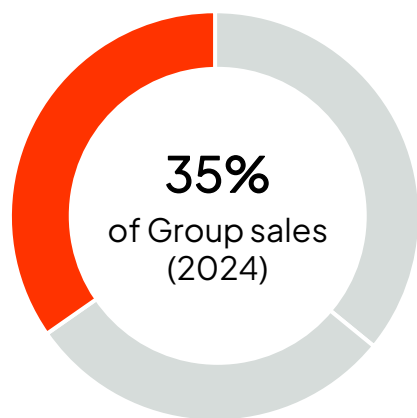
526

RWD

RWD

RWD

# Port Solutions in brief

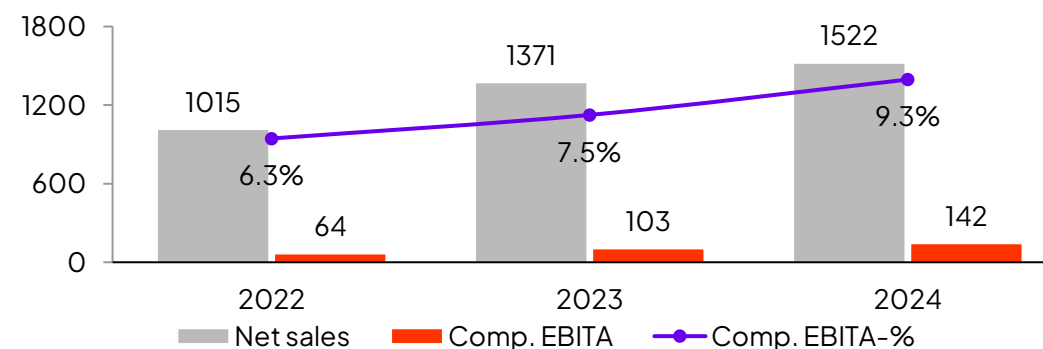


**3,410**  
employees (end of Q2 2025)

**1,521.7**  
net sales, EUR million (2024)

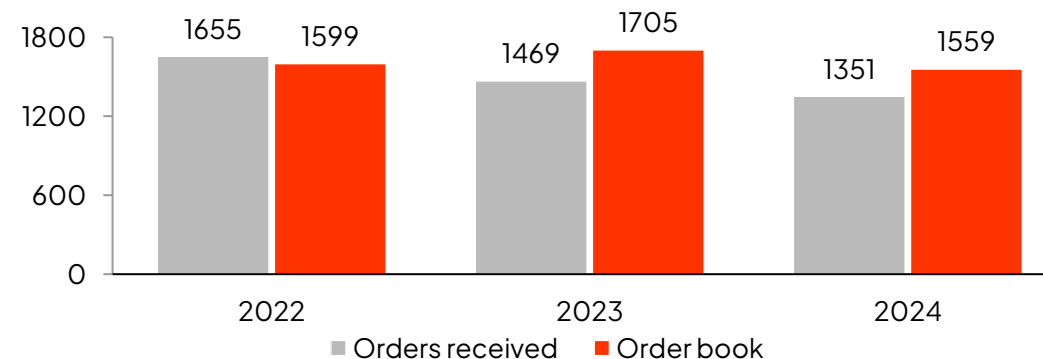
**9.3%**  
comp. EBITA margin (2024)

Key financials, EUR million, % of net sales





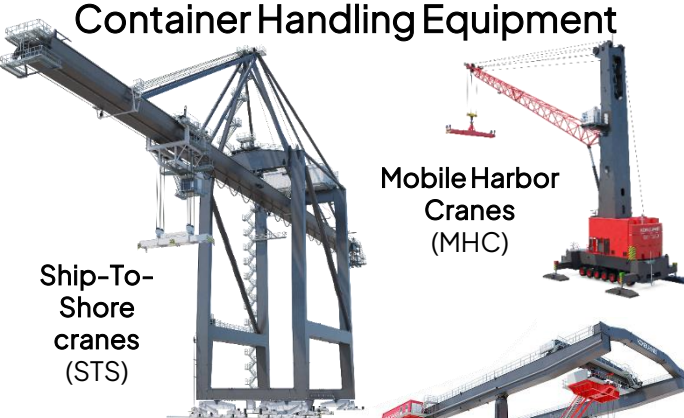
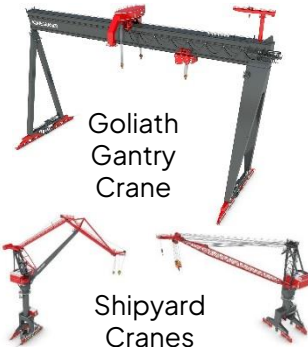


- Konecranes is a market leader in all product categories for ports and container terminals
- Port Solutions offers a full range of manned and fully automated container cranes, mobile harbor cranes, straddle carriers, heavy-duty lift trucks, and automated guided vehicles
- The offering also comprises a complete array of shipyard cranes and Terminal Operating System (TOS) and Equipment Control System (ECS) software, optimizing operations of entire container terminals
- In 2024, the service share of Port Solutions' sales was 18% (278.2 MEUR)

Orders received and order book, EUR million<sup>(1)</sup>



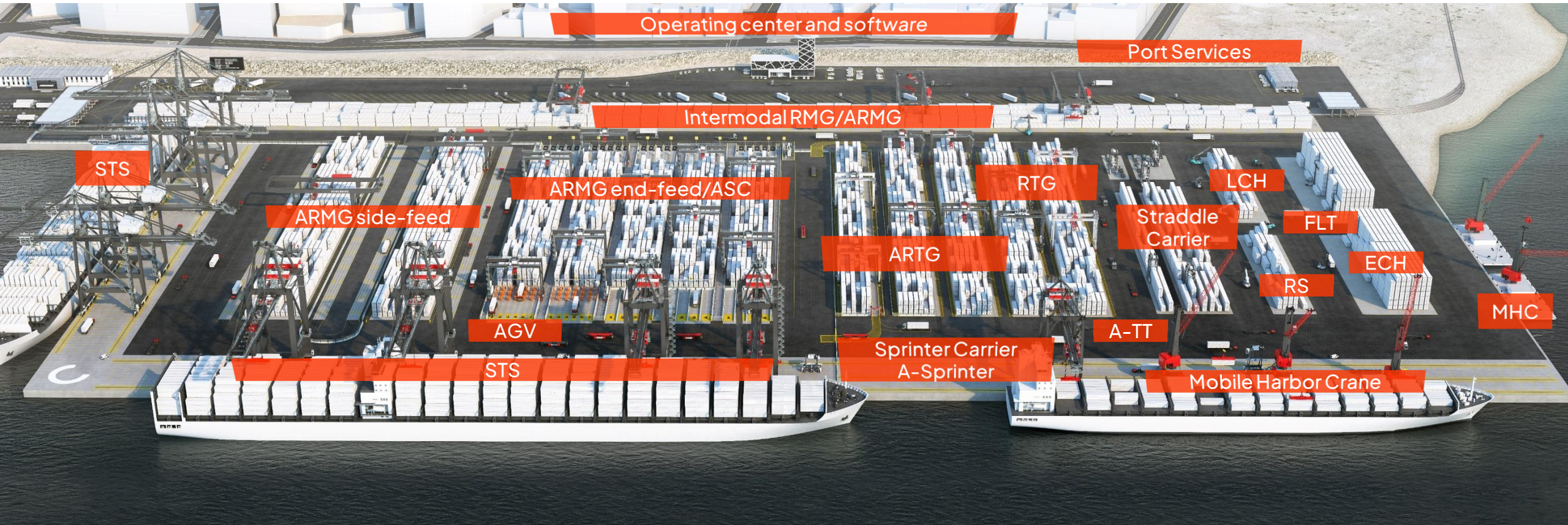
Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

# Port Solutions offering – widest and deepest offering for container handling...

<p><b>Port Services</b></p>  <p>Service &amp; maintenance, inspections, spare parts, modernizations, retrofits, training, digital services</p>	<p><b>Lift Trucks</b></p>  <p>Forklift Trucks (FLT)      Reach Stackers (RS)      Container Handlers (Laden/LCH &amp; Empty/ECH)</p>	<p><b>Container Handling Equipment</b></p>  <p>Ship-To-Shore cranes (STS)      Mobile Harbor Cranes (MHC)</p>
<p><b>Shipyards Cranes</b></p>  <p>Goliath Gantry Crane      Shipyards Cranes</p>	<p><b>Software</b></p>  <p>Terminal Operating System, Equipment Control System (TOS, ECS)</p>	<p><b>Automated equipment</b></p>  <p>Automated RTG &amp; RMG System (ARTG, ARMG/ASC)      AGVs &amp; A-TTs      Straddle Carriers (SC)      Sprinter Carriers (SPC, A-SPRINTER)      Rail Mounted &amp; Rubber Tired Gantry Cranes (RMG, RTG)</p>

# ...covering equipment, automation solutions, software & services

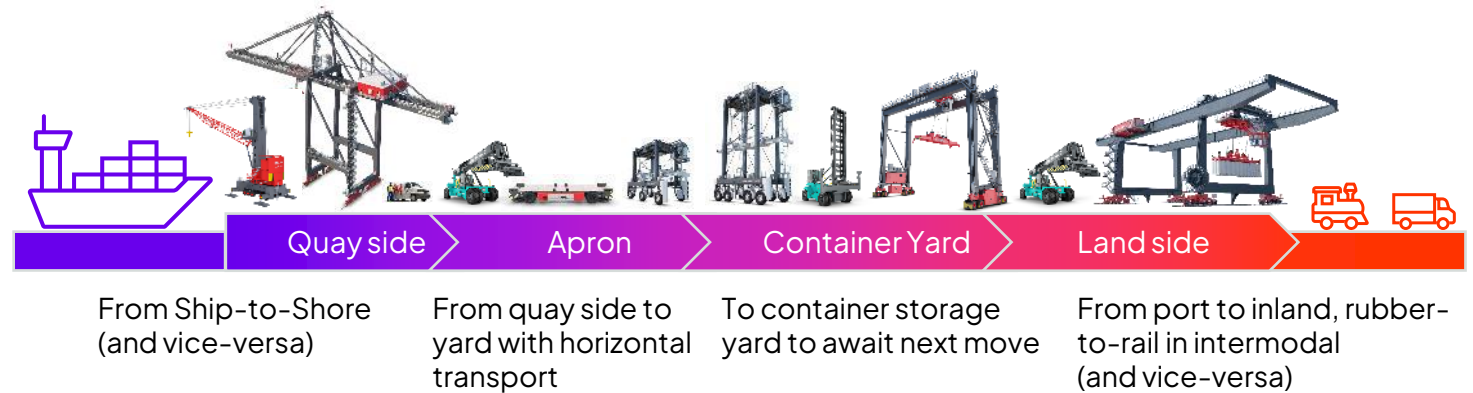
PS offering video ▶ [YouTube](#)



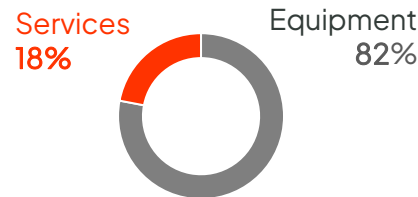
# Western leader in cargo handling

- ▶ **Widest and deepest** offering in container handling
- ▶ **Complete shipyards** offering and range for **bulk and general cargo**
- ▶ **Automation and software** with intelligent material handling solutions
- ▶ **Services** dedicated to ensure **efficiency and sustainability** across entire fleets

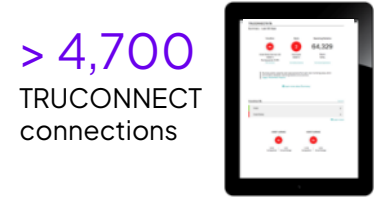
## ▶ Moves What Matters in container handling



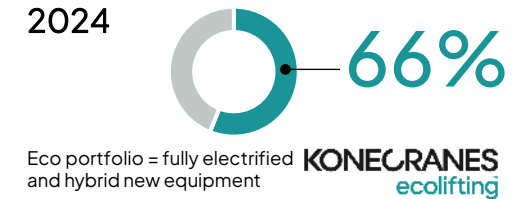
## ▶ Sales breakdown, 2024



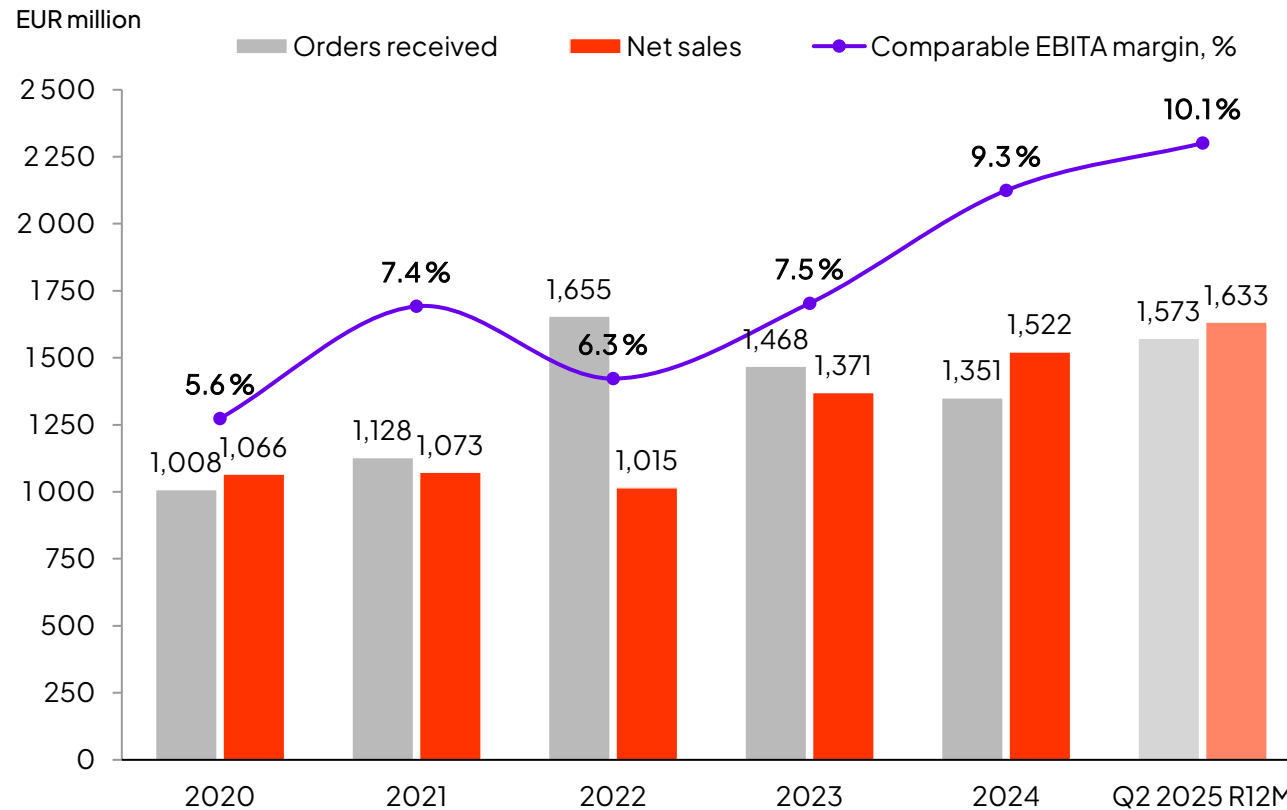
## ▶ Connected assets



## ▶ Eco portfolio share of sales, 2024



# We have successfully executed our strategy and reached our financial target range



## Strong financial performance in recent years

- Sales growth supported by strong order book
- Sales execution and project management excellence
- Pricing management and strict cost control
- Significant growth in core product offering
- Efficient and scalable operational model

# Megatrends and market dynamics shaping our industry today



## GDP

Global container volumes continue to follow the GDP development



## CONSOLIDATION

~75% of container throughput handled by Global Terminal Operators (GTOs)<sup>1</sup>



## AUTOMATION

Automation growth exceeds general market growth



## SERVICE

Service demand outpaces equipment growth

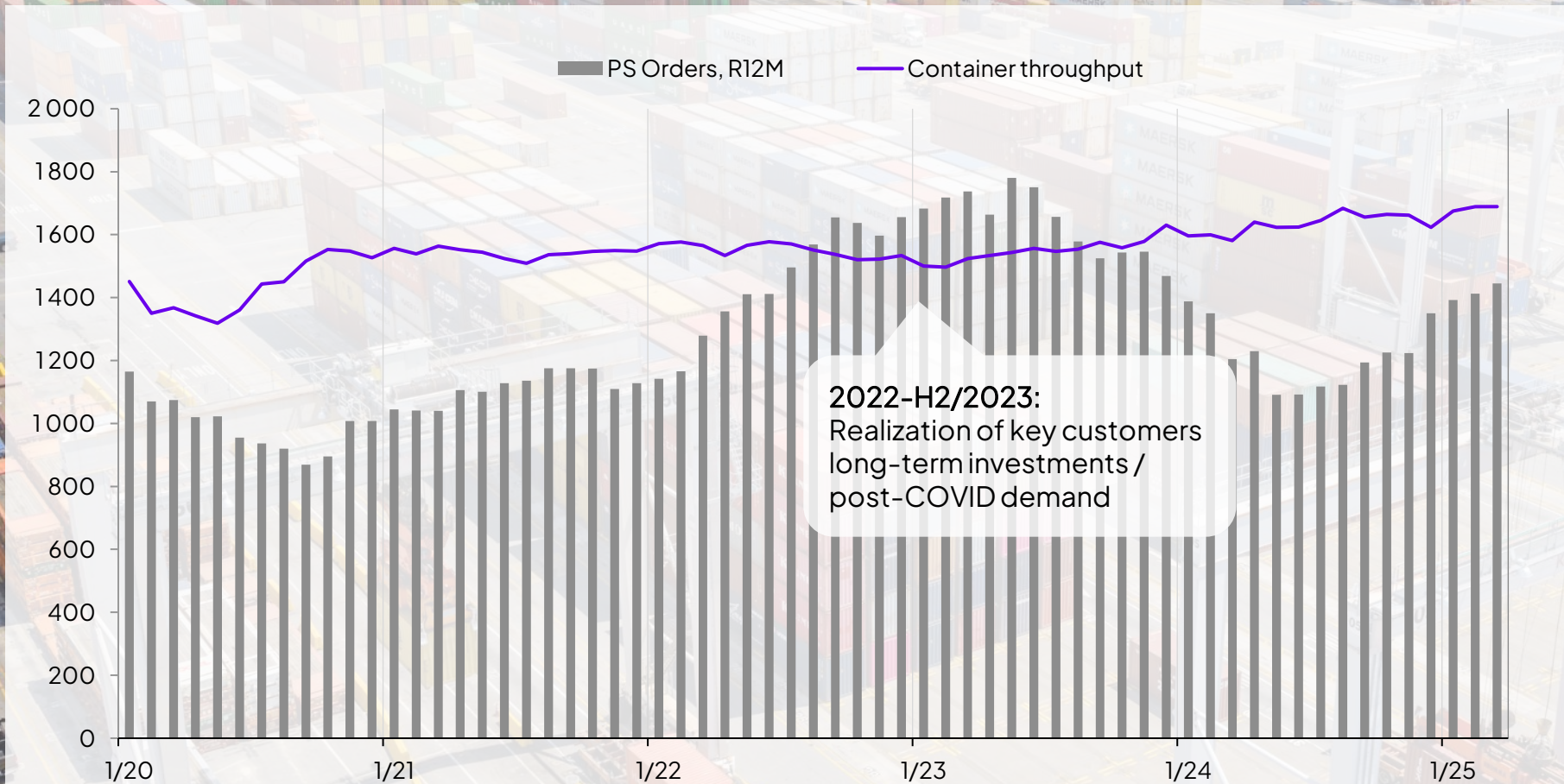


## GEOPOLITICS

present us with both opportunities and threats

<sup>1</sup>Source: Drewry Maritime Shipping

# Container volume drives Port Solutions' long-term demand



2022-H2/2023:  
Realization of key customers  
long-term investments /  
post-COVID demand

Container throughput remains on a high level and is expected to grow in the coming years.

Short-term economic cycles have a limited impact on Port Solutions' customer long-term plans.

Quarterly order intake fluctuation is normal to Port Solutions business.

# Automation growth expected to exceed market growth

## Automation increasing due to

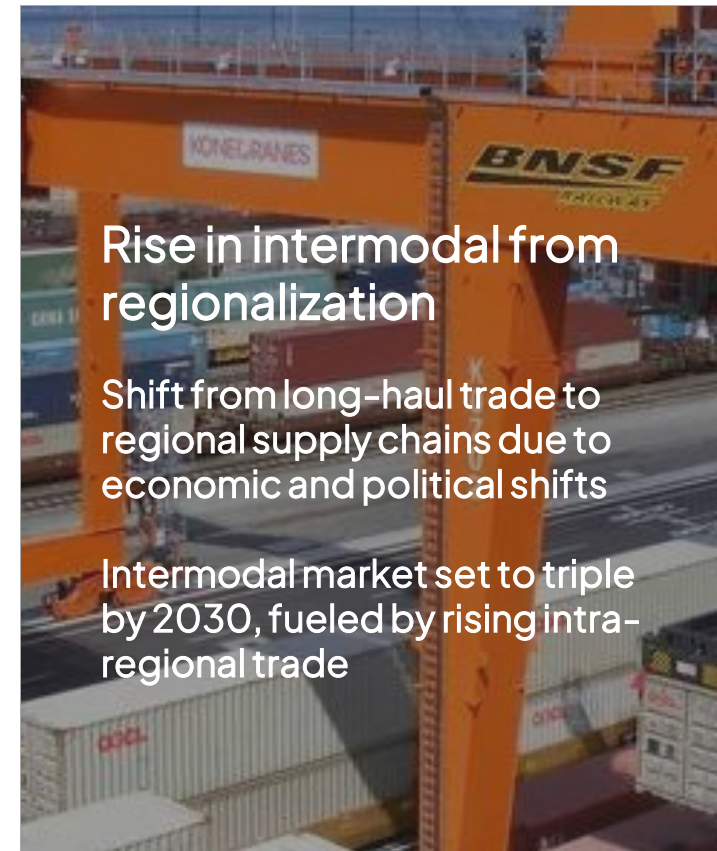
- Lack of available space
- Labor shortage
- Improved predictability
- Performance and safety improvements
- Electrification trend, goes hand-in-hand
- OPEX savings
- Capability to automate any product

GREEN FIELD  
PROJECTS

LARGE  
AUTOMATED  
TERMINALS

BROWNFIELD  
CONVERSIONS

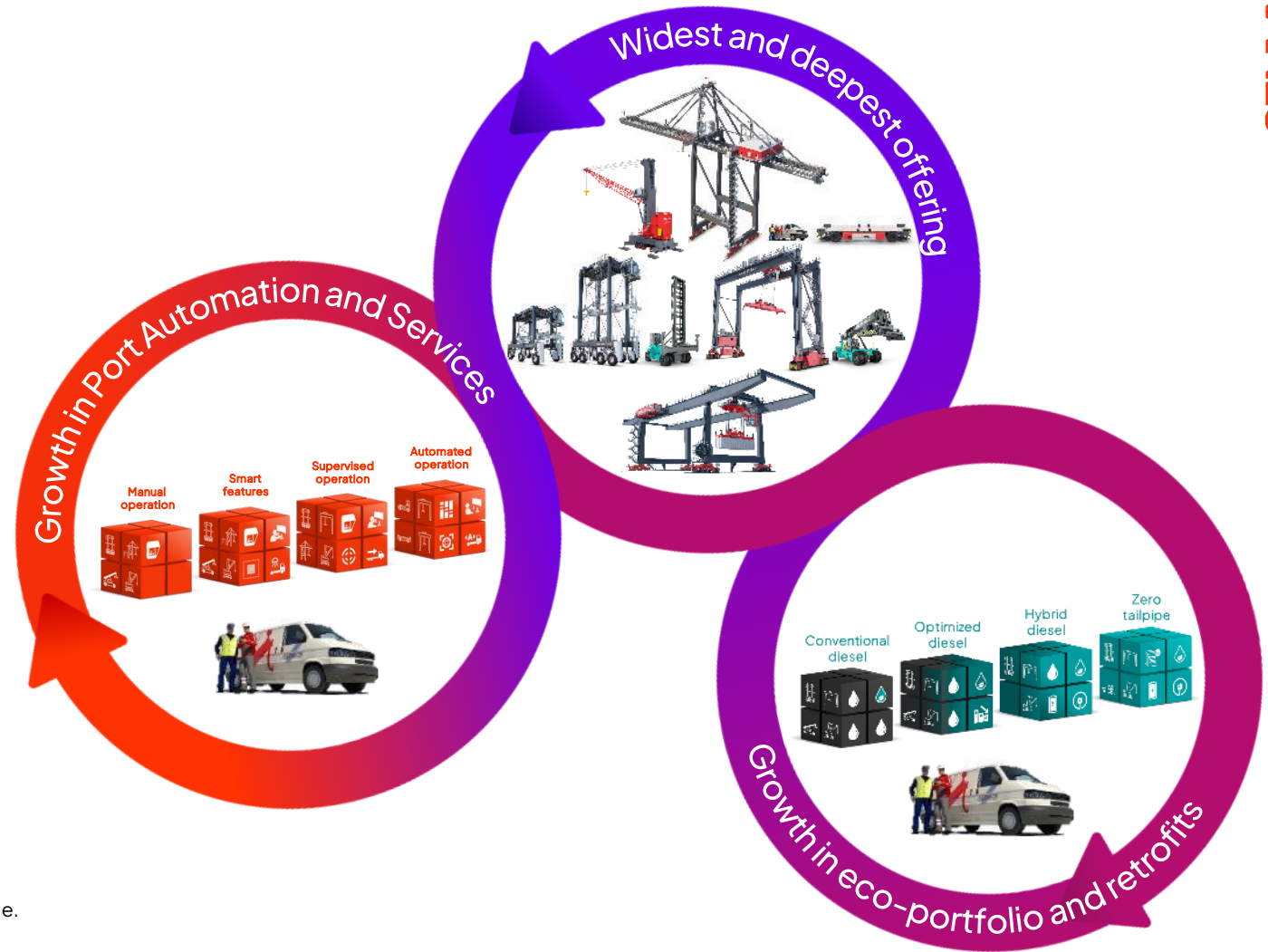
# Geopolitics reshape individual markets and provide new opportunities for Port Solutions



# Our Ambition

## The benchmark in cargo handling















Sales growth clearly faster than the market<sup>1</sup>  
Comparable EBITA margin of 9-11%<sup>2</sup>



<sup>1</sup>Nominal world GDP growth, IMF World Economic Outlook

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

# We have grown significantly in our core offering and have good future expansion potential

	 Service	 Ship to Shore cranes	 Mobile harbor cranes	 AGV	 Straddle carriers	 Yard cranes	 Lift trucks
<b>Market size</b>	~8-9 B€ <sup>1</sup>	~2,5 B€	~0.8 B€	~0.3 B€	~0.5 B€	~1.5-2 B€ <sup>2</sup>	~2.0 B€ <sup>3</sup>
<b>Konecranes position</b>	#2	#2-3 (in key markets)	#1-2	#1-2	#1-2	#1-2	#2-3
<b>Market trend</b>							
<b>Key Business Achievement</b>	New service locations Bolt-on M&A Enhanced offering	Remote STS delivered to Copenhagen CMP Supply chain for the US	Complete transformation to new MHC family	Key orders (HHLA, APMT, Euromax)	New design with all power options incl. battery	Strategic wins (3 <sup>rd</sup> party conversions: London and Cartagena)	On track with electrification with product launches

<sup>1</sup>Total market including in-house

<sup>2</sup>Yard cranes: ASC and RTG combined

<sup>3</sup>Container handling equipment and medium and heavy forklift trucks

# We capture the high potential in container terminal automation

Growth path to automation

Deepest expertise

Widest installed base, connected

anyBrand

## Path to Port Automation

More boxes per operator



## Selected case examples:

1. Port of Virginia automated yard cranes

Port of Virginia, USA



2. First terminal to operate different ASC automation platforms

DP World London Gateway, UK



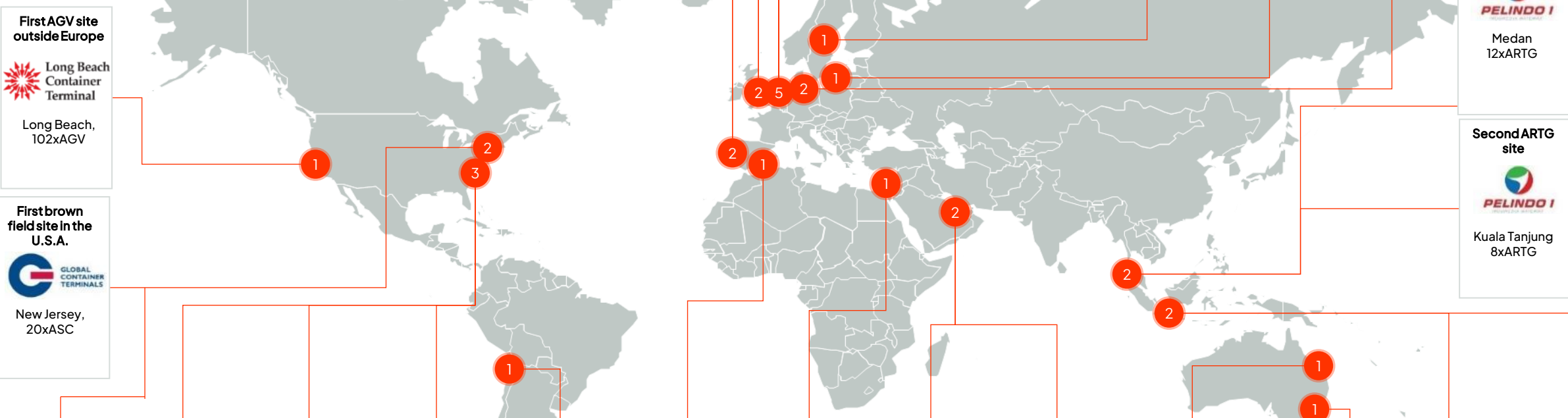
3. ARTG retrofit of existing Konecranes RTGs

PSA Baltic hub Gdansk, Poland



<b>Establishing ARTG in Europe</b>  Liscont, 6xARTG	<b>Establishing ARTG in Europe</b>  Leixões, 6xARTG	<b>Full ASC brownfield solution</b>  London Gateway  London, 18+60 ASC (new+retrofit)	<b>Extending the benchmark</b>  Felixstowe, 17xARTG (automated gantry)	<b>First beam-design ASC site</b>  Antwerp Gateway Antwerp, 54xASC	<b>First AGV site in the world</b>  Delta Terminal Rotterdam, 296xAGV	<b>Establishing leadership</b>  Euromax Terminal Rotterdam, 96xAGV	<b>Complete yard automation</b>  Rotterdam 32xASC, 18xCASC, 59xLift AGV	<b>Increasing the lead</b>  Rotterdam, 72xLift AGV	<b>Establishing ARTG in Europe</b>  Gävle, 6xARTG	<b>Full ARTG brownfield solution</b>  Gdansk, 10+15 ARTG (new+retrofit)	<b>Second AGV site in the world</b>  CTA Terminal Hamburg, 98xAGV	<b>First LI-Ion AGV site</b>  Hamburg, 25xAGV
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**65% OF ALL THE WORLD'S AUTOMATED CONTAINER TERMINALS RUN WITH KONECRANES**



<b>First supervised RRTG in U.S.A.</b>  Baltimore, 15xRRTG	<b>Extending the benchmark</b>  Virginia, NIT 60xASC 36xASC NIT N	<b>Extending the benchmark</b>  Virginia, VIG 26xASC	<b>First ASC site in the U.S.A.</b>  Virginia, 30xASC	<b>Extending the benchmark</b>  Mejillones, 3xASC	<b>First ASC site in the Mediterranean</b>  Barcelona, 54xASC	<b>First TOS to automated terminal</b>  Israel, Complete A-system	<b>First ASC site in the Middle East</b>  Abu Dhabi, 52xASC +TOS	<b>Extending the benchmark</b>  Abu Dhabi, 54xASC	<b>First ASC site in Australia</b>  Brisbane, 6xASC	<b>Second ASC site in Australia</b>  Sydney, 12xASC	<b>First ASC site in Asia</b>  Surabaya, 20xASC	<b>First ARTG system delivery</b>  Semarang, 20xARTG
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# Growing electrification eco-portfolio powered by Konecranes technology platform

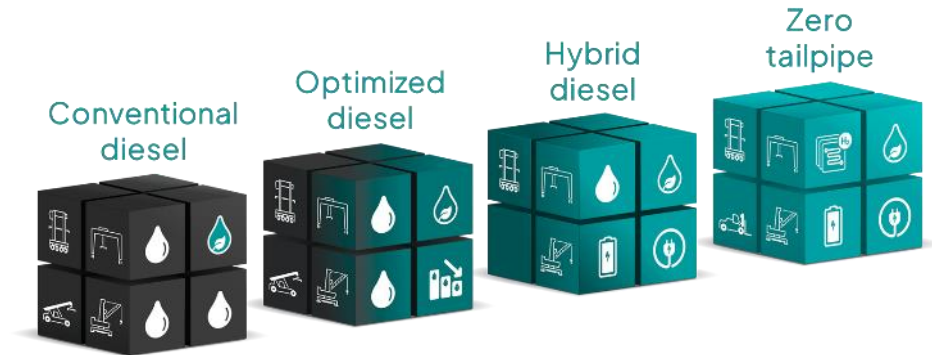
KONECRANES  
ecolifting™

KONECRANES

Capturing the  
high potential  
in Zero  
Tailpipe  
new mobile  
equipment,  
and in fleet  
conversions

## Path to Ecolifting

Less CO<sub>2</sub> per move



## Selected case examples:

1. First fully battery powered RTG

GCT Vanterm terminal,  
Canada



2. All electric Gen 6 MHC cranes with battery drive

Port of San Diego, USA



3. Ongoing electrification initiative for full electric portfolio



# Our aim is to grow Port Services clearly faster than market

**18%**

Share of sales

**~10%**

Sales CAGR  
2022-2024

**23**

countries with own  
operations

Growing network  
of service partners and  
LFT distributors

Increasing own  
and anyBrand  
fleet

Harnessing  
data for  
advanced  
offering and  
digital services

Boosting  
eCommerce &  
digital channels

Extending  
sustainability &  
automation  
retrofit offering

Expanding  
geographic  
footprint

Bolt-on M&A

**Bolt-on M&A:**  
Case Peinemann (2024)

Extensive experience as  
maintenance partner in  
Europe's largest Port in  
Rotterdam

Key provider of mobile  
equipment in Rotterdam  
area

Konecranes fleet in the  
Netherlands > 1,500  
assets



# Our Intermodal growth ambitions are supported by market growth expectations

We are well-positioned to deliver benefits to intermodal

...by scaling proven technologies and services

## Path to Port Automation



## Path to Ecolifting

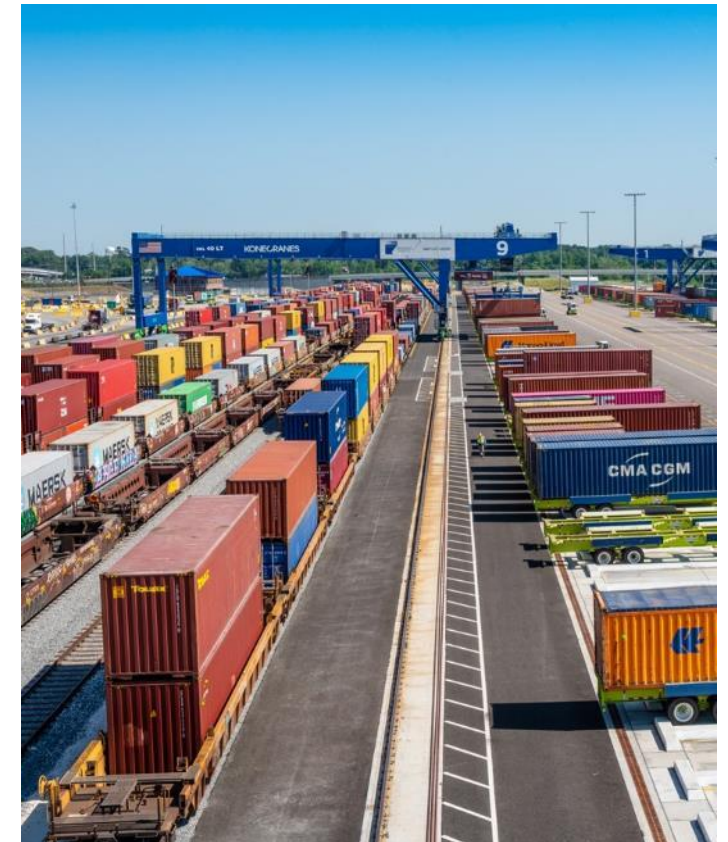
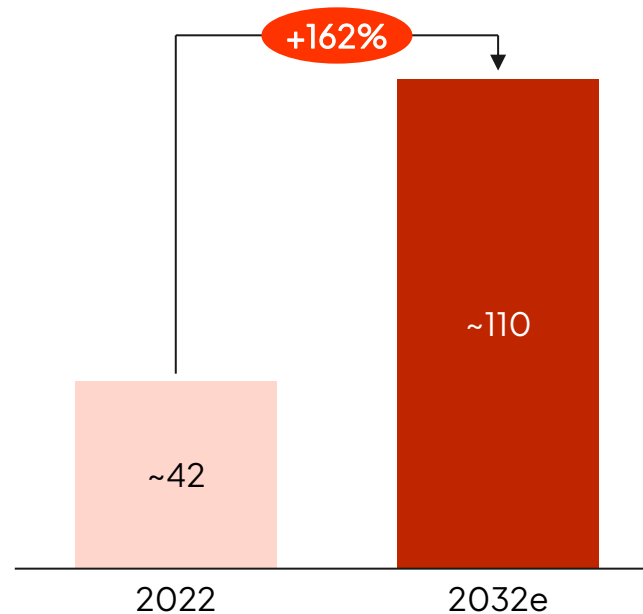


## Port Services



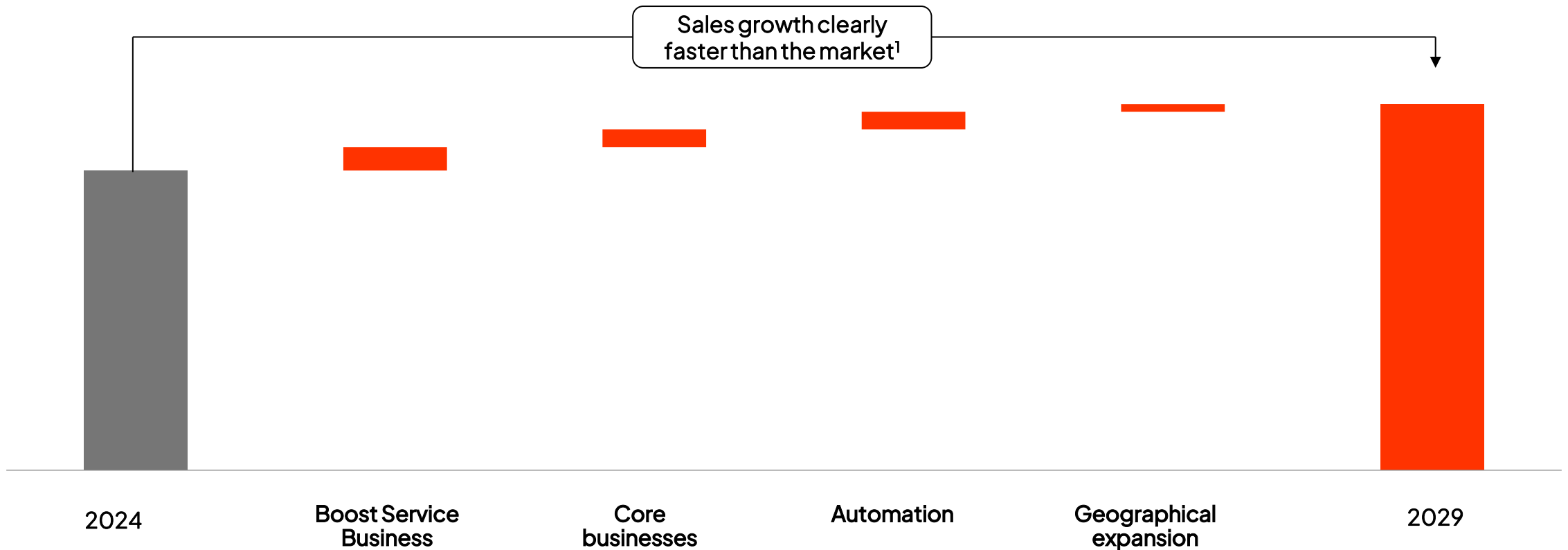
Global intermodal transport expected to grow 3x by 2030

Intermodal transport market value (\$B)



Source: European Court of Auditors; Expert interviews

# Port Solutions growth plan



<sup>1</sup>Nominal world GDP growth, IMF World Economic Outlook

# Well-positioned to capture growth

## Widest and deepest offering fits any customer

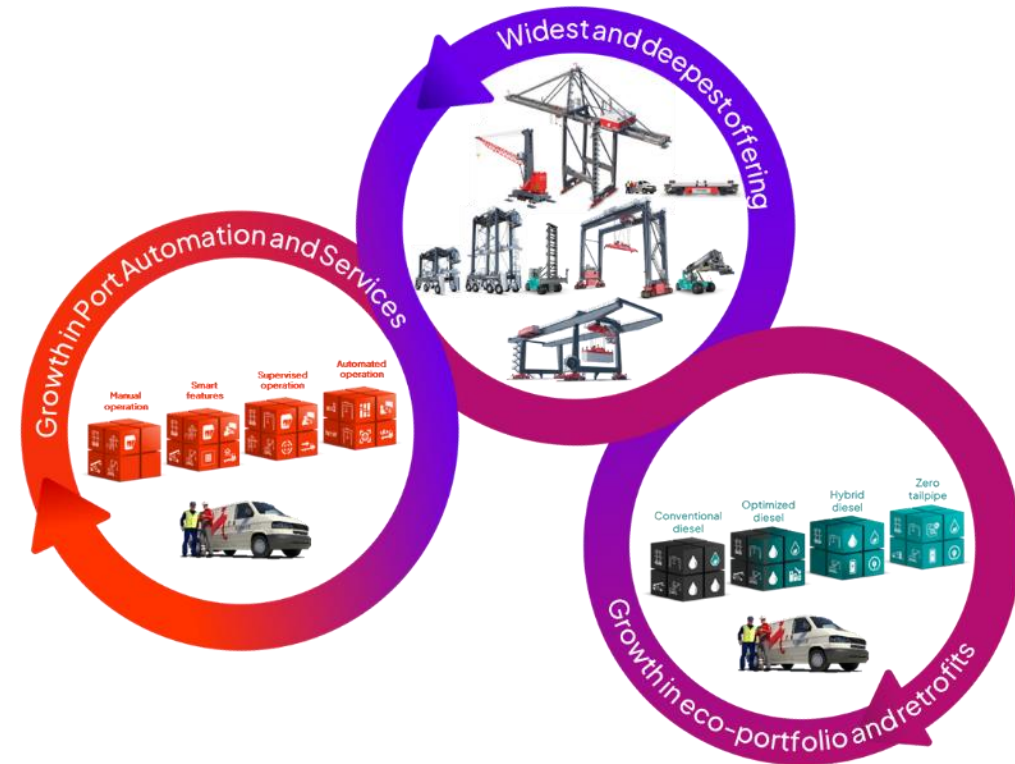
- Of any size: small, regional and global
- In any place
- At any stage of customer's developing needs

## Financial targets remain unchanged:

### Investments in growth

- Automation
- Electrification
- Service
- Intermodal
- Supply chain

### Readiness for geopolitical dynamics



Sales growth clearly faster than the market<sup>1</sup>  
Comparable EBITA margin of 9-11%<sup>2</sup>

<sup>1</sup>Nominal world GDP growth, IMF World Economic Outlook.

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

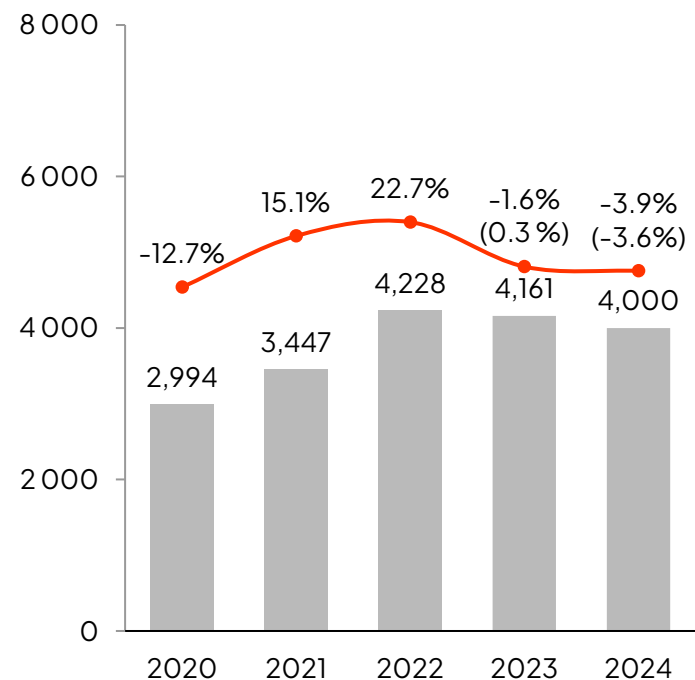
# 6. Appendix

# Konecranes at a glance

Key figures, 2024	Konecranes Group	Industrial Service	Industrial Equipment	Port Solutions	Eliminations / Group
Orders received	3,999.6 EUR million	1,559.0 EUR million	1,263.5 EUR million	1,350.5 EUR million	-173.4 EUR million
Orderbook	2,888.4 EUR million	435.9 EUR million	893.3 EUR million	1,559.1 EUR million	
Net sales	4,227.0 EUR million	1,574.7 EUR million	1,289.3 EUR million	1,521.7 EUR million	-158.7 EUR million
Comp. EBITA	551.6 EUR million	331.5 EUR million	116.5 EUR million	142.2 EUR million	-38.5 EUR million
Comp. EBITA-%	13.1%	21.0%	9.0%	9.3%	
Personnel (end of Q2 2025)	16,545	7,795	5,219	3,410	121

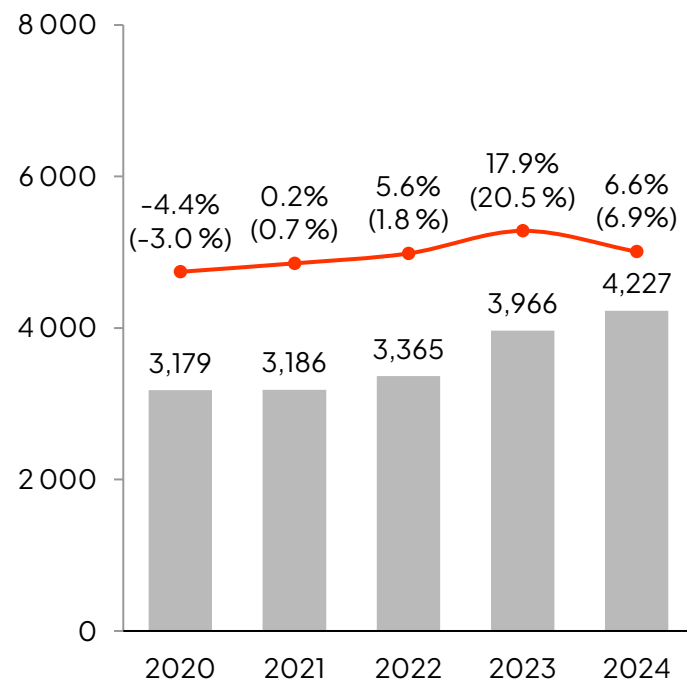
# Key financials development

Orders received, EUR million<sup>(1)</sup>



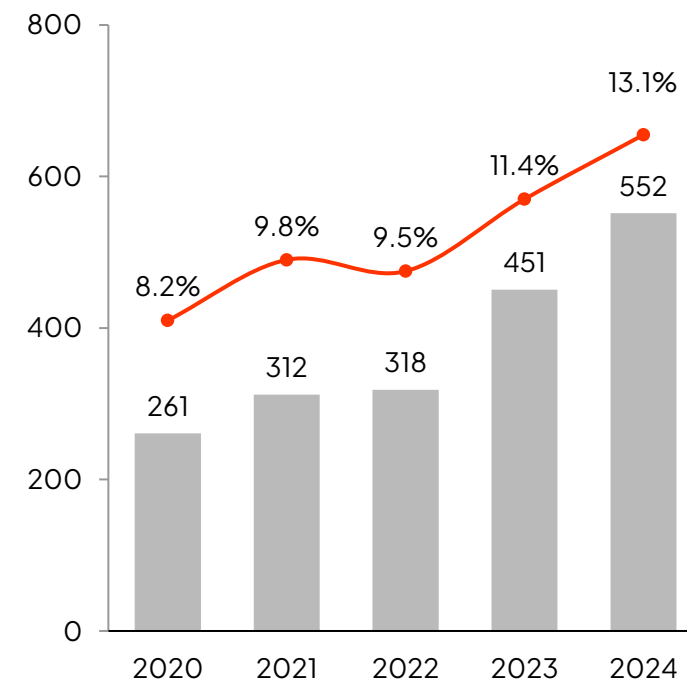
Orders received  
 Y/Y growth-% (Y/Y growth-% in comparable FX)

Net sales, EUR million



Net sales  
 Y/Y growth-% (Y/Y growth-% in comparable FX)

Comparable EBITA, EUR million, % of sales



Comparable EBITA  
 Comp. EBITA-%

Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

# Konecranes has a strong eco-efficient equipment offering combined with services to extend product lifecycles

## Eco portfolio sales by segment<sup>(1)(2)</sup>

<b>Circular services</b>	<b>39%</b> 2024	<b>40%</b> 1-6/2025
<b>Industrial Equipment</b>	<b>100%</b> 2024	<b>100%</b> 1-6/2025
<b>Port Solutions</b>	<b>66%</b> 2024	<b>57%</b> 1-6/2025

## Eco portfolio<sup>(1)(2)</sup>

For Industrial Service and Port Service, Konecranes reports circular services revenue that is aligned or eligible with EU taxonomy criteria, share of total group sales. This includes maintenance and repair activities, including modernizations and retrofits as well as spare parts sales.

For Industrial Equipment, Konecranes reports sales of fully electrified equipment, share of total sales.

For Port Solutions, Konecranes reports sales of fully electrified and hybrid equipment, share of total equipment sales.

Note (1): Konecranes has made changes to reporting its eco portfolio. Previous eco portfolio definition included fully electrified and hybrid equipment and modernizations and retrofits, share of total sales.

Note (2): For Port Solutions, the eco portfolio share is impacted by sales mix and timing of project revenues

# Konecranes Board of Directors

**Pasi Laine**

Chair of the Board



**Pauli Anttila**

Member of the Board



**Ulf Liljedahl**

Member of the Board



**Gun Nilsson**

Member of the Board



**Päivi Rekonen**

Member of the Board



**Thomas Schulz**

Member of the Board



**Birgit Seeger**

Member of the Board



**Sami Piittisjärvi**

Member of the Board



# Konecranes Board of Directors

8

Board members

75%

Independent

38%

women

Audit & HR

Committees

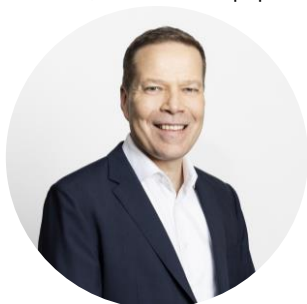
## Board independence

- All Board members with the exception of Pauli Anttila are deemed to be independent of the Company's significant shareholders
- Pauli Anttila is deemed not to be independent of a significant shareholder of the Company, as he acts as Solidium's Advisor.
- All Board members with the exception of Sami Piittisjärvi are deemed to be independent of the Company
- Sami Piittisjärvi is deemed not to be independent of the Company due to his current position as an employee of Konecranes

# Konecranes Leadership Team

**Marko Tulokas**

President and CEO & Business Area  
President, Industrial Equipment



**Teo Ottola**

CFO



**Fabio Fiorino**

Business Area President,  
Industrial Service



**Tomas Myntti**

Business Area President,  
Port Solutions



**Minna Aila**

Executive Vice President, Corporate  
Affairs & Brand



**Claes Erixon**

Executive Vice President,  
Technologies



**Christine George**

Executive Vice President,  
Strategy & Business Development



**Anneli Karkovirta**

Executive Vice President,  
People and Culture



**Sirpa Poitsalo**

Executive Vice President,  
General Counsel



9

Konecranes  
Leadership  
Team members

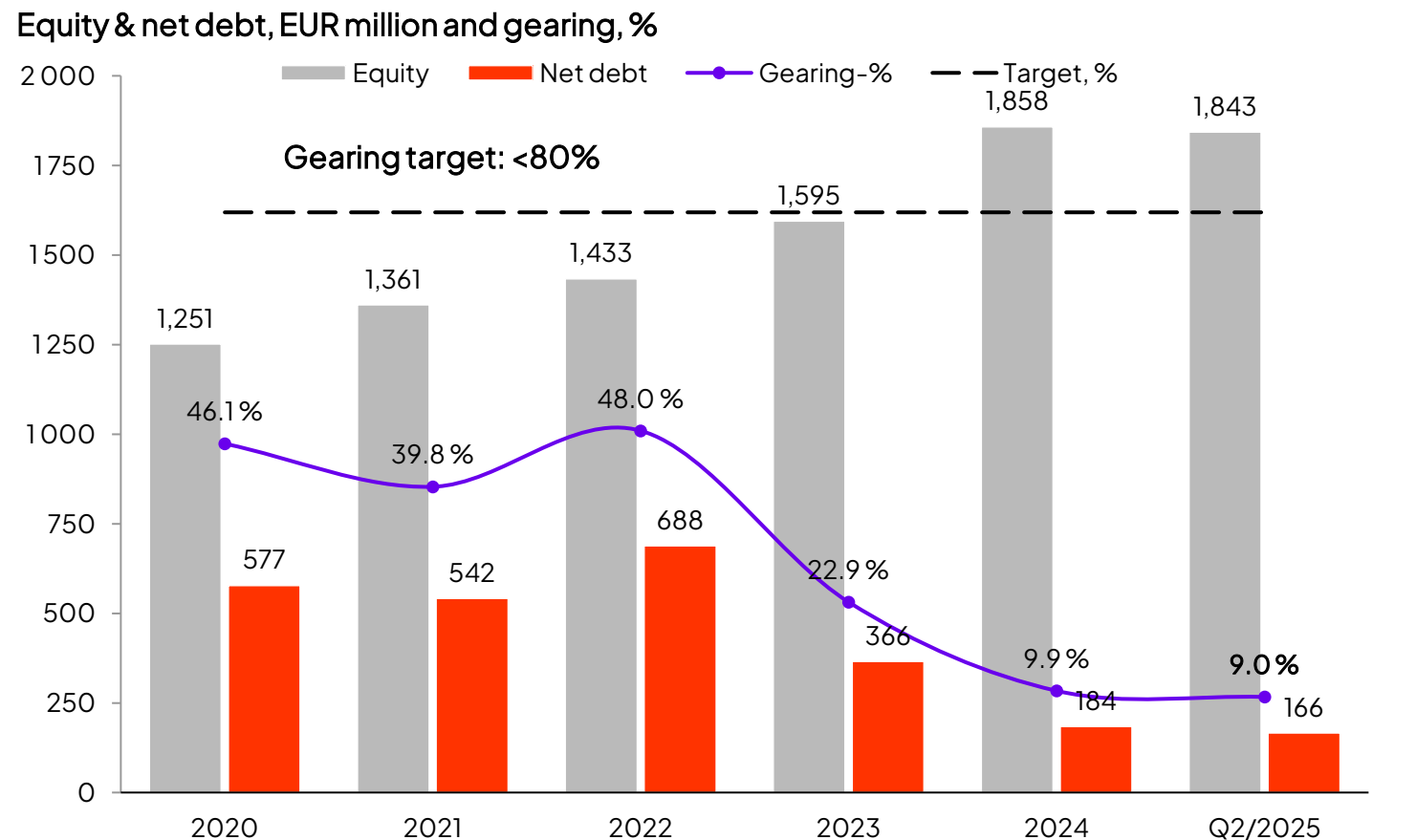
44%

women

4

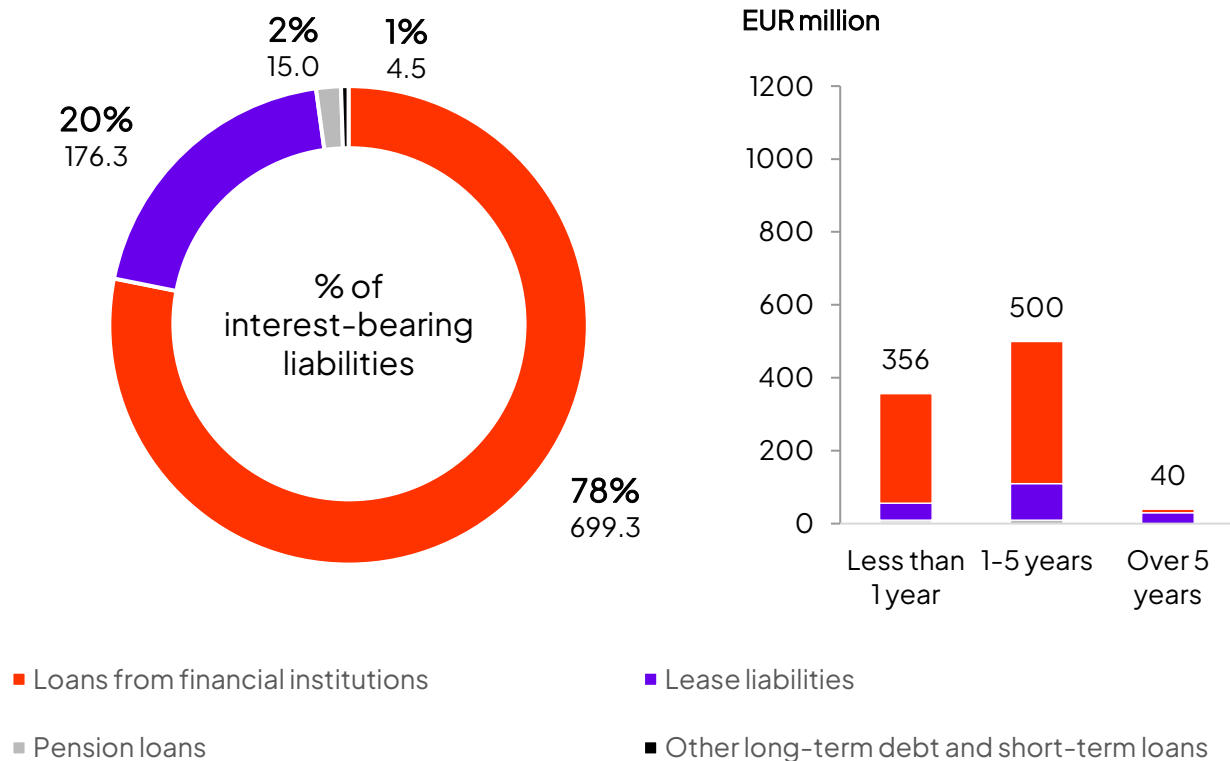
different  
nationalities

# We have a strong balance sheet with financial flexibility



# Group interest-bearing liabilities and net debt

Structure and maturity profile of interest-bearing liabilities, EUR million (Dec 31, 2024)

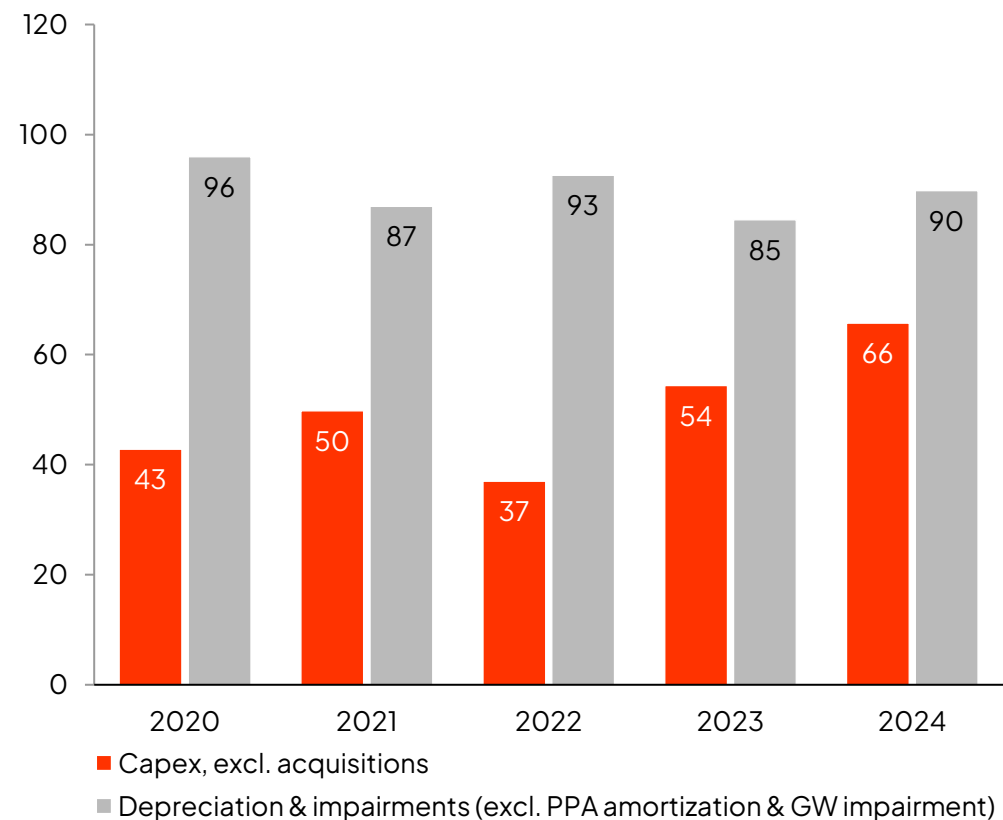


Interest-bearing net debt (Dec 31, 2024)

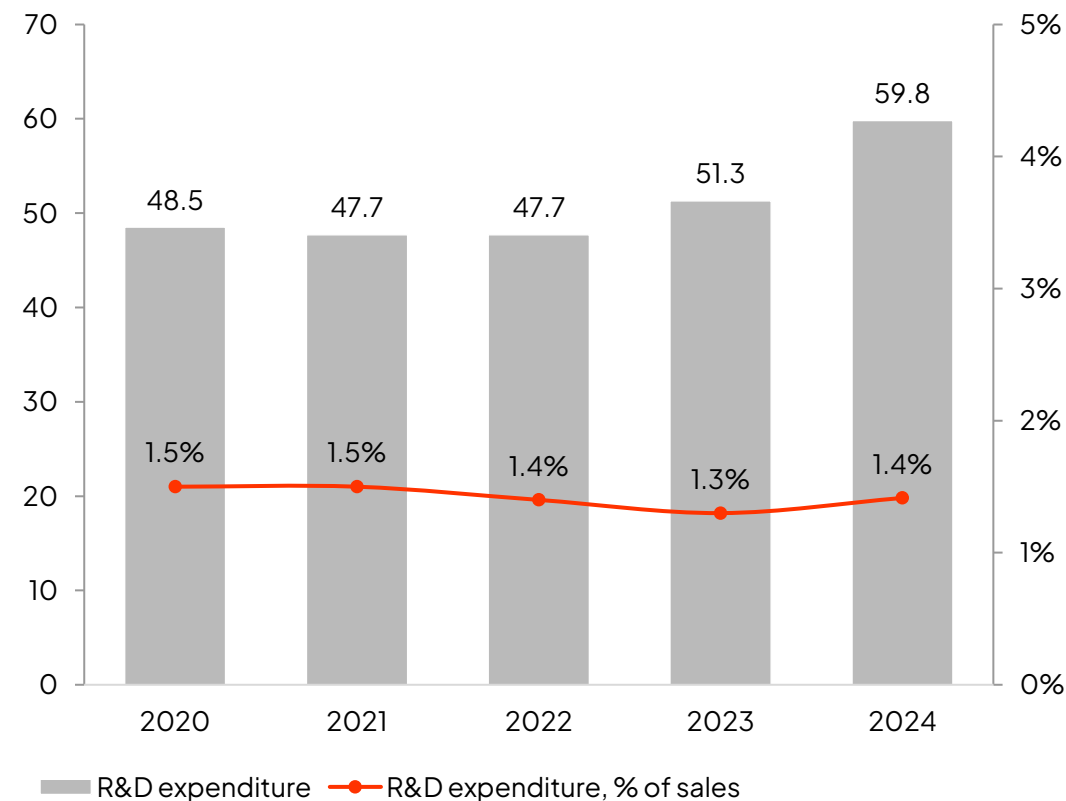
EUR million	30 Jun 2025	30 Jun 2024	31 Dec 2024
Non current interest bearing liabilities	618.4	428.9	539.3
Current interest bearing liabilities	112.8	529.1	356.3
<b>Interest-bearing liabilities</b>	<b>731.2</b>	<b>958.0</b>	<b>895.6</b>
Loans receivable	-4.7	-2.3	-2.1
<b>Cash and cash equivalents</b>	<b>-560.4</b>	<b>-518.1</b>	<b>-710.0</b>
<b>Interest-bearing net debt</b>	<b>166.1</b>	<b>437.7</b>	<b>183.5</b>

# Capital expenditure, depreciation and R&D expenditure

Capital expenditure and depreciation, EUR million

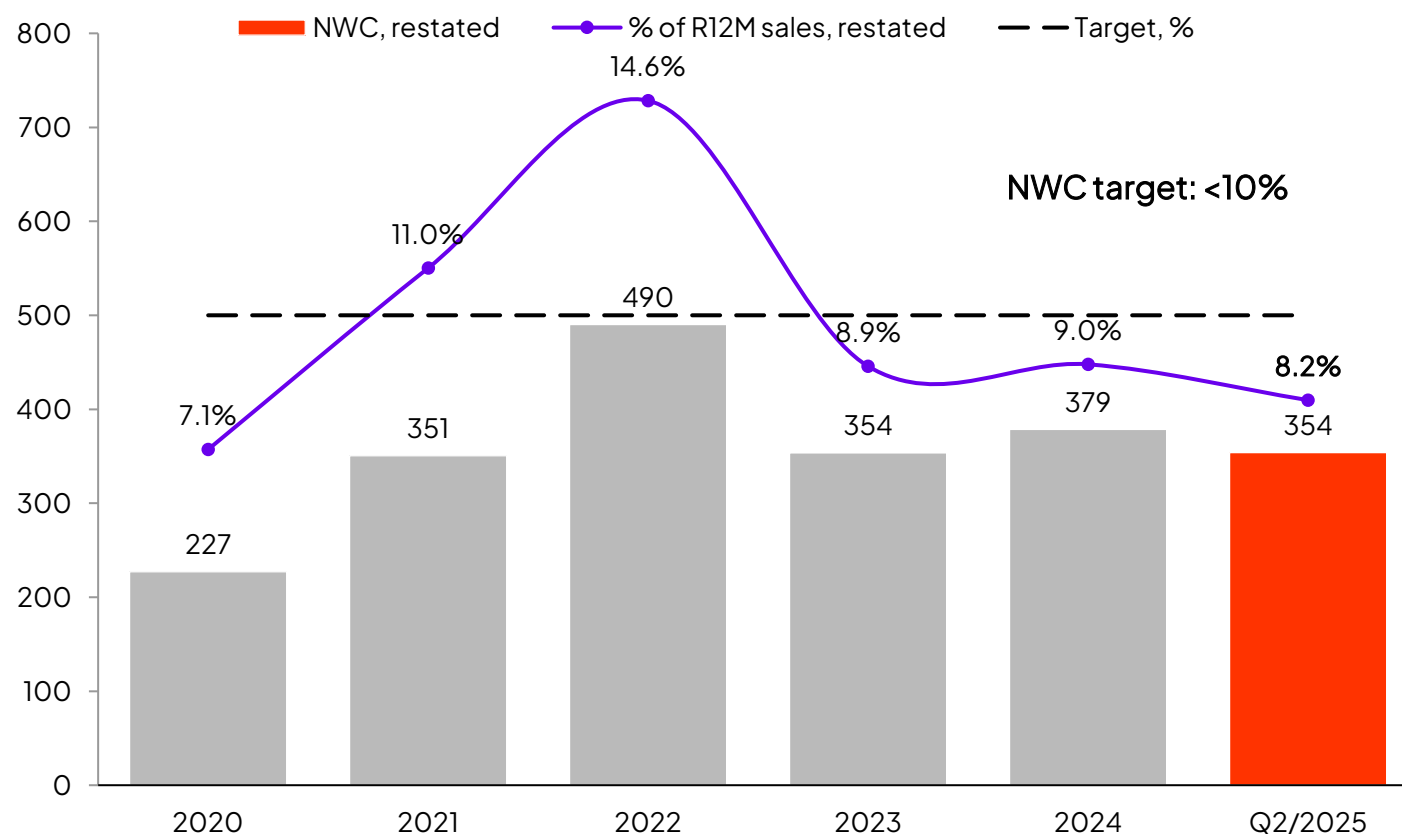


Research and development, EUR million, % of sales



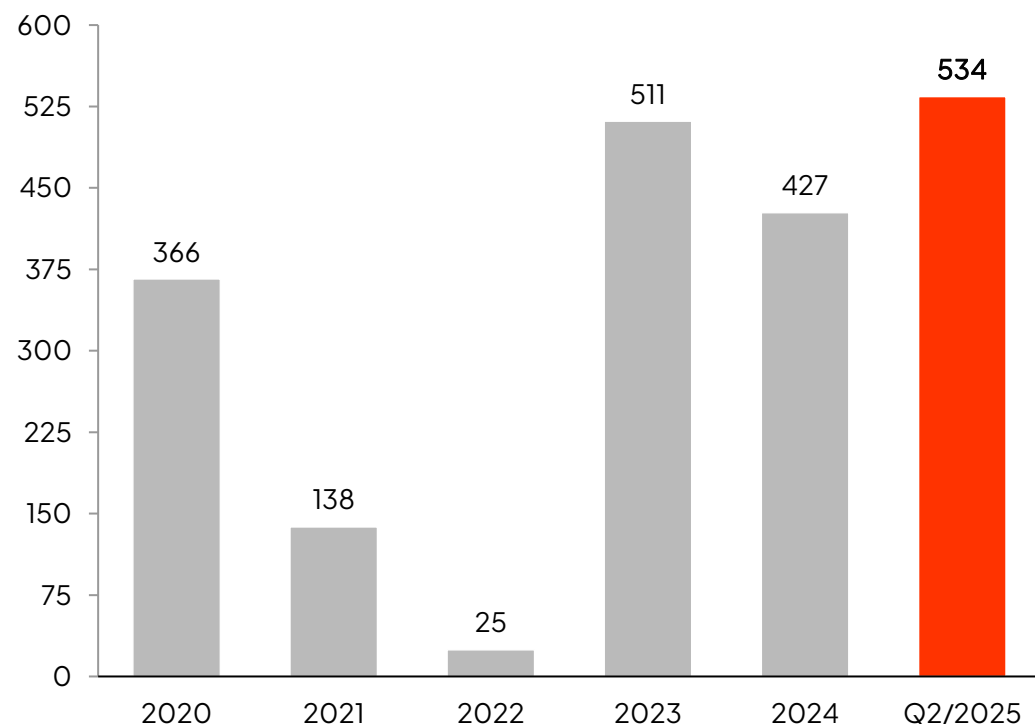
# Our net working capital development is driven by timing of projects and delivery capability

Net working capital, EUR million, % of R12 sales

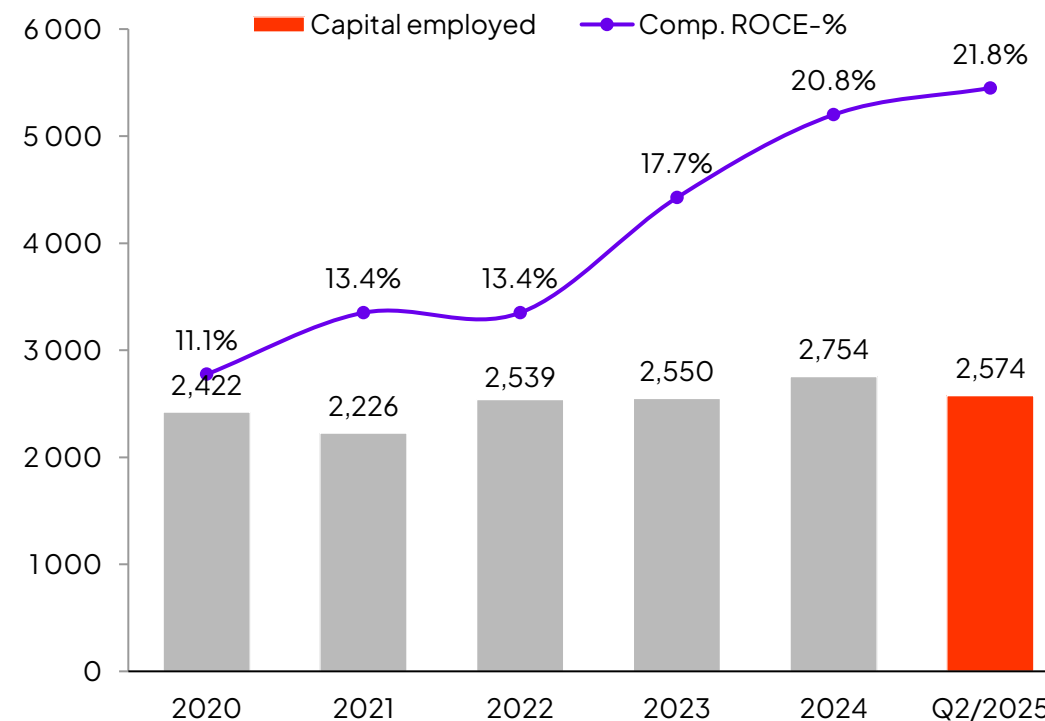


# Free cash flow and return on capital employed

Free cash flow, EUR million



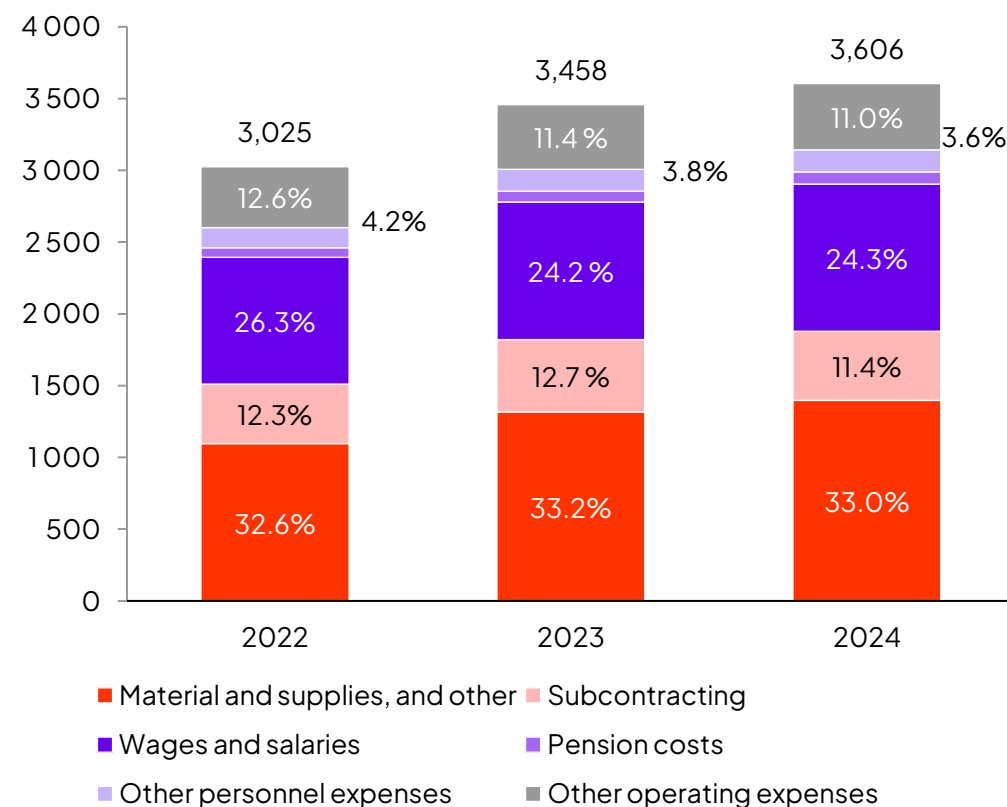
Capital employed, EUR million  
Comparable return on capital employed, %



# Operating expenses

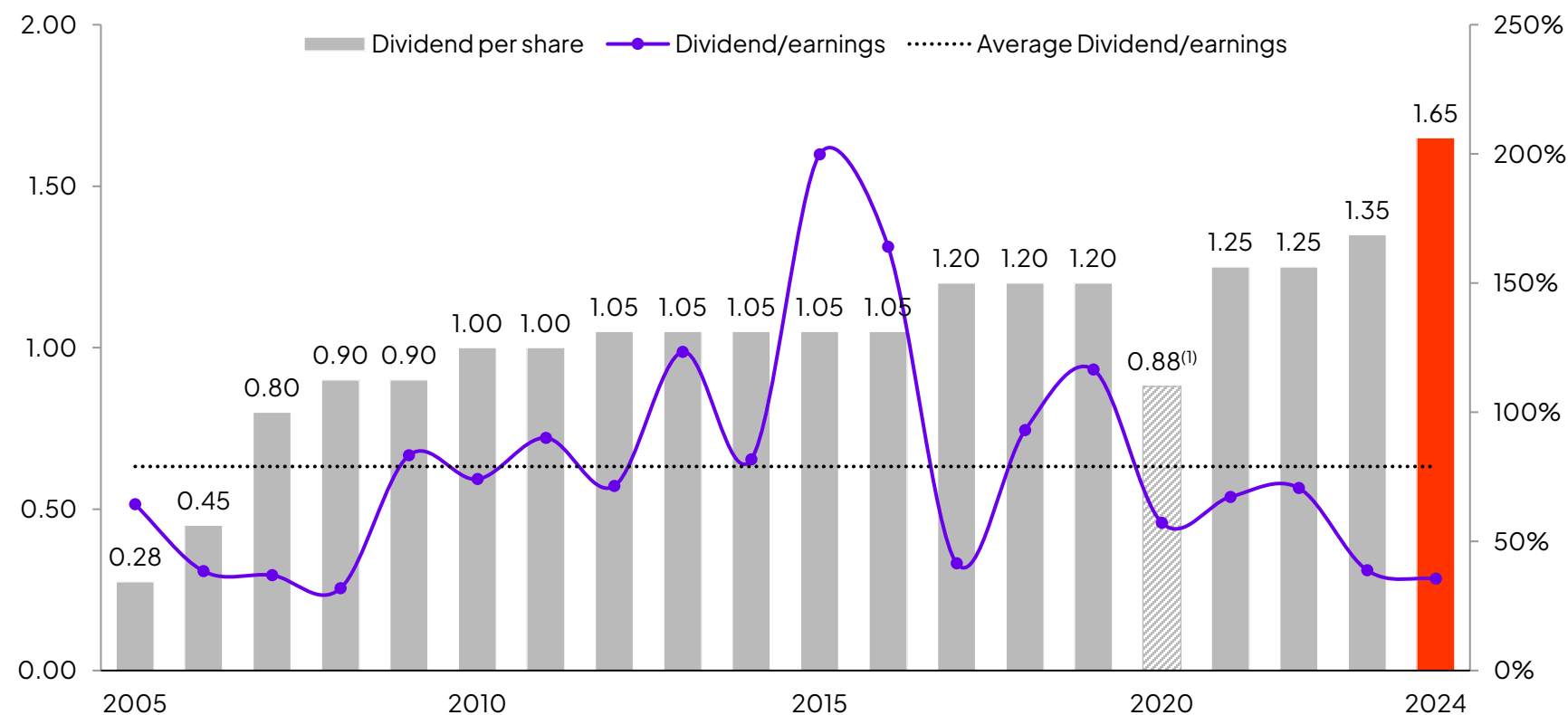
EUR million	1-12/ 2022	1-12/ 2023	1-12/ 2024
Change in work in progress	-170.9	13.4	14.4
Production for own use	-1.1	-0.7	-0.3
Material and supplies	1,267.5	1,303.7	1,382.7
Subcontracting	414.7	503.9	481.5
<b>Materials, supplies and subcontracting</b>	<b>1,510.2</b>	<b>1,820.3</b>	<b>1,878.2</b>
Wages and salaries	884.8	959.2	1,025.2
Pension costs	66.9	76.9	85.0
Other personnel expenses	140.2	150.5	153.8
<b>Personnel cost</b>	<b>1,091.9</b>	<b>1,186.6</b>	<b>1,264.0</b>
<b>Other operating expenses</b>	<b>423.3</b>	<b>451.5</b>	<b>463.4</b>
<b>Total operating expenses</b>	<b>3,025.3</b>	<b>3,458.4</b>	<b>3,605.6</b>

Operating expenses, EUR million, % of sales



# Dividend per share and pay-out ratio development

Dividend per share, EUR and dividend/earnings ratio, %



**1.65 EUR**

Dividend for 2024

**79%**

average dividend pay-out ratio for 2005-2024

**4.0%**

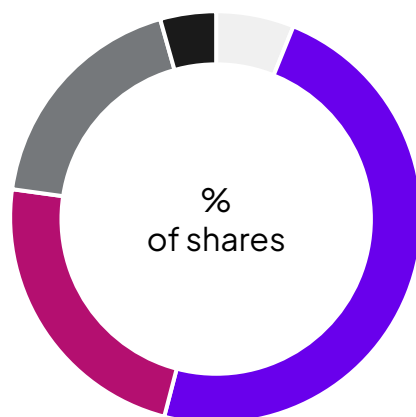
average effective dividend yield for 2005-2024

**Konecranes aims to pay a stable to increasing dividend per share, over the cycle**

Note (1): For 2020, the dividend was in accordance with the Combination Agreement, the planned merger with Cargotec was cancelled in Mar-2022

# Major shareholders and distribution of ownership

## Ownership structure (June 30, 2025)



- Private companies (5,5% of shares)
- Financial and insurance corporations (42,7% of shares)
- Public sector organizations (20,6% of shares)
- Households (16,4% of shares)
- Non-profit organizations (3,9% of shares)
- Foreigners (10,9% of shares)

**47,203 shareholders (43,893 households)**

## Major shareholders (June 30, 2025)

Shareholder	# of shares	Shares, %
1 Solidium Oy	8,793,123	11.10
2 Oras Invest Ltd	2,710,000	3.42
3 Varma Mutual Pension Insurance Company	2,702,201	3.41
4 Ilmarinen Mutual Pension Insurance Company	2,545,664	3.21
5 Gustavson Stig and family <sup>(1)</sup>	2,366,157	2.99
6 Elo Mutual Pension Insurance Company	1,254,000	1.58
7 The State Pension Fund	730,000	0.92
8 Nordea Funds (Finland)	622,246	0.79
9 Samfundet folkhälsan i Svenska Finland rf	615,600	0.78
10 OP Investment Funds	535,388	0.68
<b>Top 10 total</b>	<b>22,874,379</b>	<b>28.87</b>
Nominee registered	38,270,705	48.31
Other shareholders	18,076,822	22.82
<b>Total number of shares outstanding</b>	<b>79,221,906</b>	<b>100.00</b>

Note (1): Includes shares held by Stig Gustavson and the retained voting rights of shares donated to near relatives

# Thank you

## Contact information

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