


Konecranes Investor Presentation

March 2026

© 2026 Konecranes. All rights reserved. 'Konecranes', 'Moves what matters' and  are either registered trademarks or trademarks of Konecranes Global Corporation.

KONECRANES

KONECRANES

Important Notice

The following applies to this presentation, the oral presentation of the information in this presentation by Konecranes Oyj (the “Company” or “Konecranes”) or any person on behalf of the Company, and any question-and-answer session that follows the oral presentation (collectively, the “Information”). In accessing the Information, you agree to be bound by the following terms and conditions.

This presentation does not constitute an offer of or an invitation by or on behalf of, Konecranes, or any other person, to purchase any securities.

The Information is not directed to, or intended for distribution to or use by, any person or entity that is a citizen or resident of, or located in, any locality, state, country or other jurisdiction where such distribution or use would be contrary to law or regulation or which would require any registration or licensing within such jurisdiction.

The Information contains forward-looking statements. All statements other than statements of historical fact included in the Information are forward-looking statements. Forward-looking statements give the Company’s current expectations and projections relating to its financial condition, results of operations, plans, objectives, future performance and business. These statements may include, without limitation, any statements preceded by, followed by or including words such as “target,” “believe,” “expect,” “aim,” “intend,” “may,” “anticipate,” “estimate,” “plan,” “project,” “will,” “can have,” “likely,” “should,” “would,” “could” and other words and terms of similar meaning or the negative thereof. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors beyond the Company’s control that could cause the Company’s actual results, performance or achievements to be materially different from the expected results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company’s present and future business strategies and the environment in which it will operate in the future.

The Information, including but not limited to forward-looking statements, applies only as of the date of this document and is not intended to give any assurances as to future results. Market data used in the Information not attributed to a specific source are estimates of the Company and have not been independently verified.

Agenda

1. Konecranes in brief
2. 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, Q4/25

Orders received

4,389.3

EUR million, 2025

Net sales

4,187.8

EUR million, 2025

Comparable EBITA

14.0%

margin, 2025

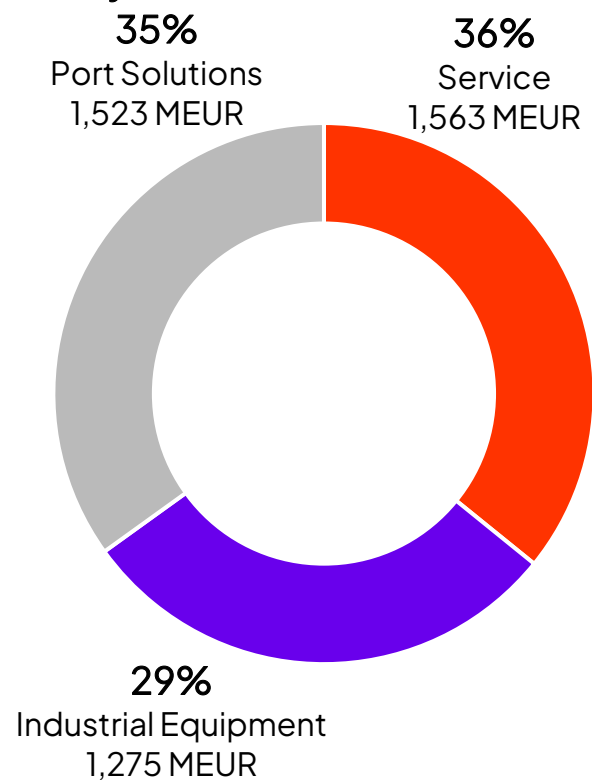
Order book

2,988.4

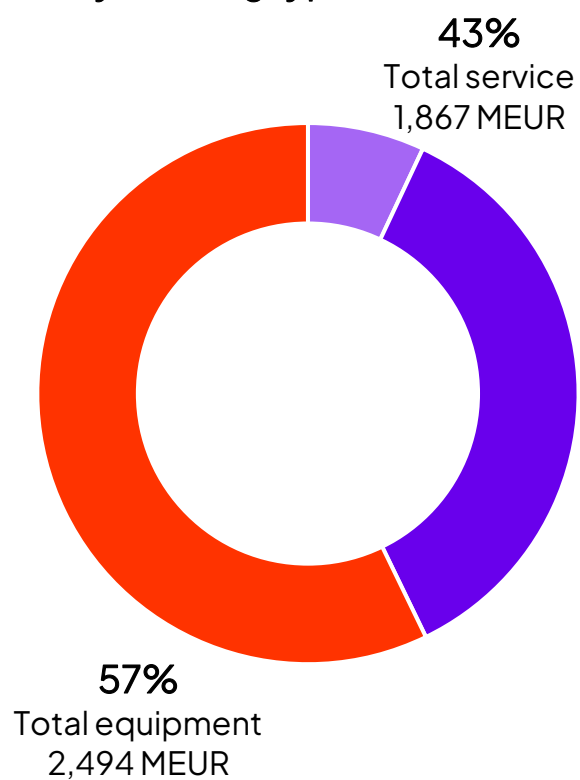
EUR million, 2025

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

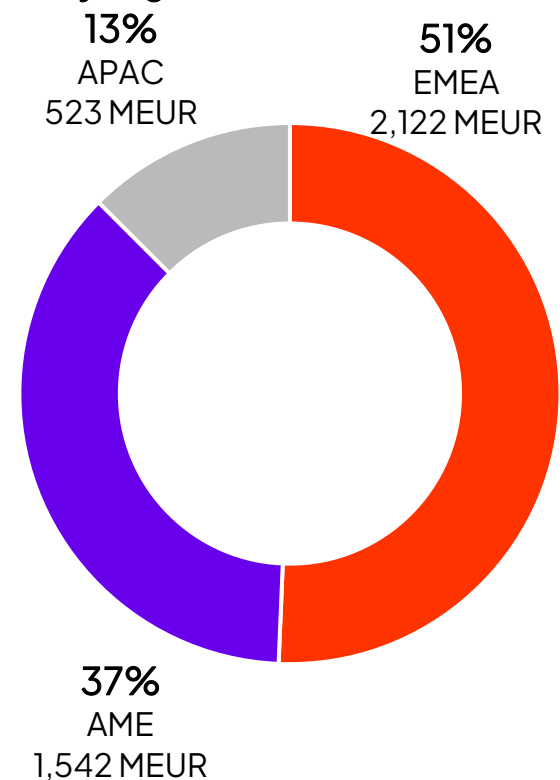
Sales by Business Area 2025



Sales by offering type, 2025



Sales by region, 2025



Note (1): Total service includes Service and Port Solutions' service sales of 304.6 MEUR.

Note (2): Total equipment includes Industrial Equipment and Port Solutions excluding Port Solutions' service sales of 304.6 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

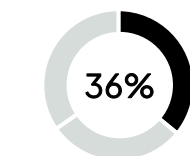
Business Area



Industrial Service

Net sales
1,562.8
EUR million, 2025

Personnel
7,721
end of Q4 2025



Share of Group's
net sales (2025)

Market & position

~15
EUR billion
addressable
core market

Thousands
of participants



Offering

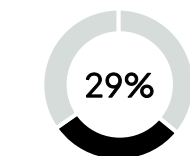
- Inspections & preventive maintenance
- Predictive maintenance & remote monitoring
- Corrective maintenance & retrofits
- Consultation services
- Modernization services
- New equipment & spare parts



Industrial Equipment

Net sales
1,275.3
EUR million, 2025

Personnel
5,131
end of Q4 2025



Share of Group's
net sales (2025)

~10
EUR billion
addressable
core market

Thousands
of participants



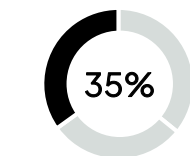
- Hoists and components (electric wire rope hoists, electric chain hoists, Core of Lifting)
- Standard cranes (built from standardized modules, largely comprise overhead cranes)
- Process cranes (application-specific cranes tailored to a specific customer need)



Port Solutions

Net sales
1,523.4
EUR million, 2025

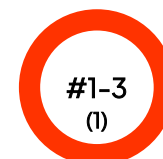
Personnel
3,494
end of Q4 2025



Share of Group's
net sales (2025)

~15-20
EUR billion
addressable
core market

Hundreds
of participants

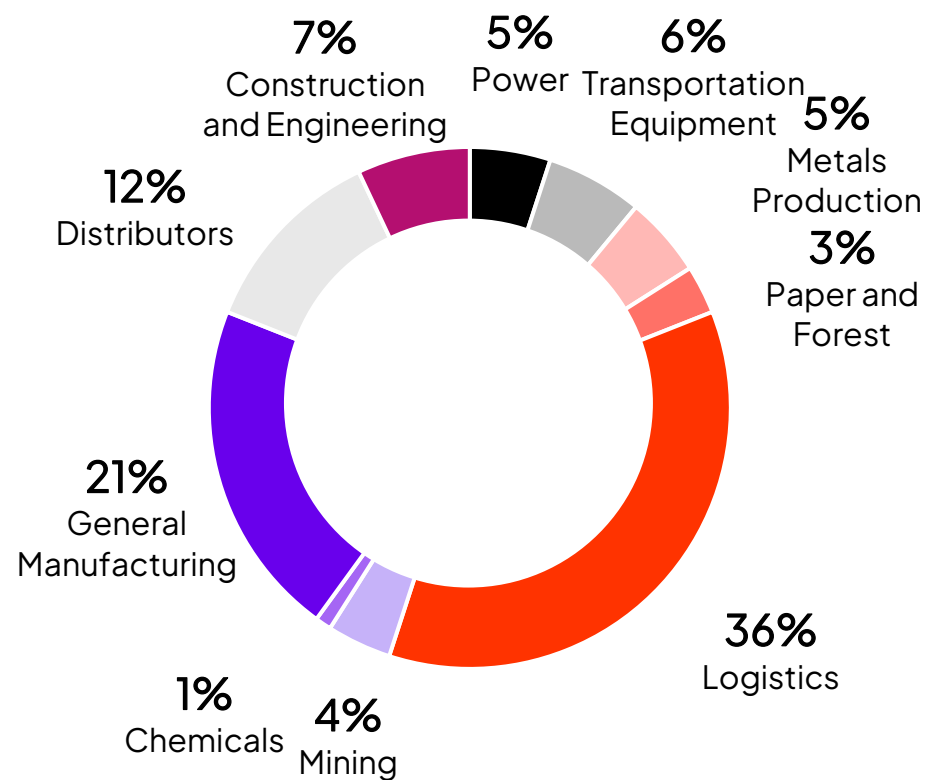


- Quayside cranes (STS, MHC)
- Container yard, intermodal & horizontal transport equipment (RTG, RMG, ARTG, ARMG/ASC, SC, AGV)
- Lift trucks (RS, FLT, LCH/ECH)
- Software solutions (TOS, ECS)
- Service, spare parts, retrofits, modernizations

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

Our broad customer base provides both stability and growth opportunities

Orders by customer segments, 2025



Logistics



General manufacturing



Metals production



Paper and forest



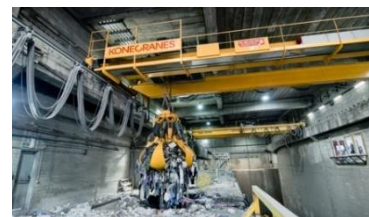
Automotive



Mining



Power & Nuclear



Waste-to-energy



Petroleum and gas

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

Manufacturing starts in Helsinki
1910s



Expanding to Hyvinkää
1940s



Establishing a service strategy
1960s



Visionary leadership and expansion
1980s



Global expansion and lift trucks
2000s



Unveiling of Konecranes' refreshed purpose, ambition and brand
2023-2024



2017
Significant growth via the acquisition of the MHPS business



1990s
An independent company

1970s
Crane business pioneer



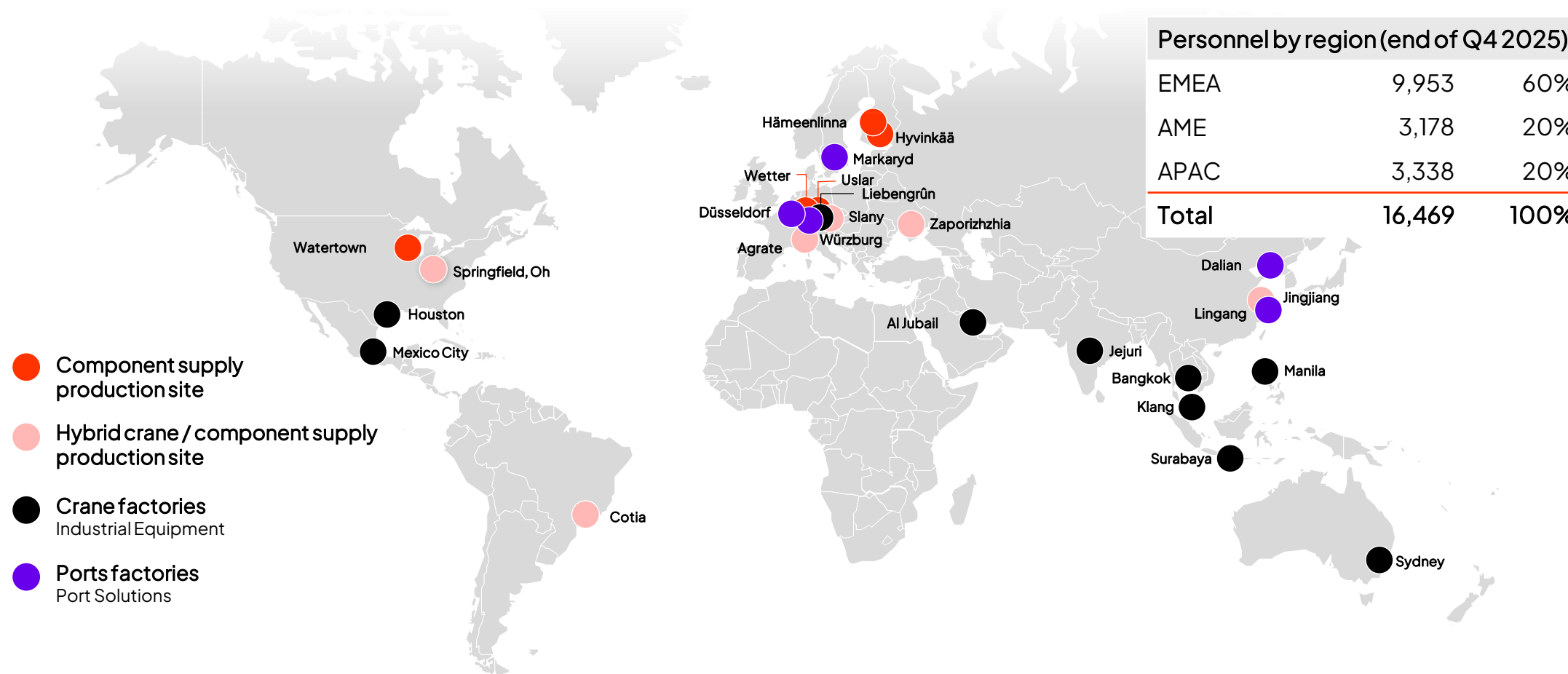
1950s
War reparations and the start of harbor cranes production



1930s
Developing electric hoists



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



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

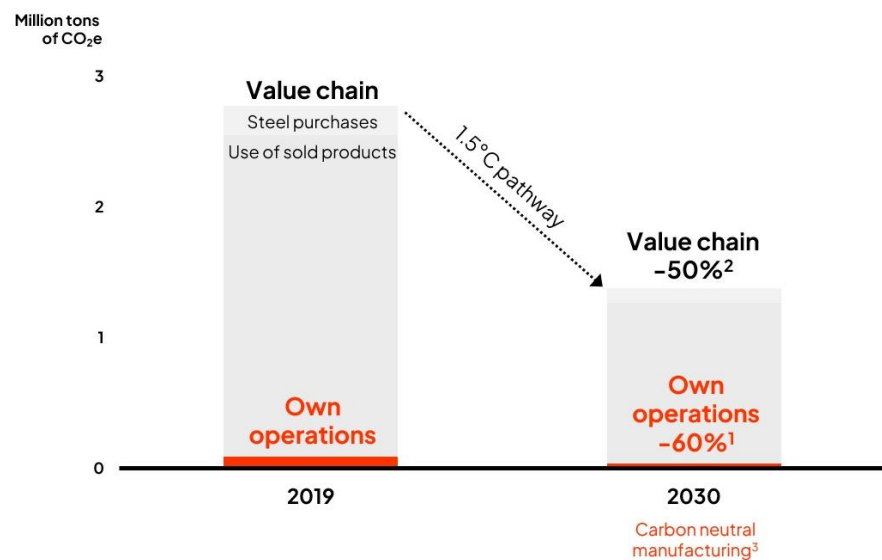


We expect high ethical standards of ourselves and our business partners

- 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:



PROGRESS:

Own operations:

- 60% absolute GHG emission reduction⁽¹⁾ by 2030
- Current progress (2025): 54%

Value chain:

- 50% absolute GHG emissions reduction by 2030⁽¹⁾, encompassing use of sold products and steel purchases⁽²⁾
- Current progress (2025): 20%

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 ⁽¹⁾



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.

This is Konecranes

Our Purpose

Shaping next generation material handling for a 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

4 0.0 t

2. Strategy & financial targets

KONECRANES



0.4

0.9

0.89

0.8

0.67

0.6

0.5

0.45

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:

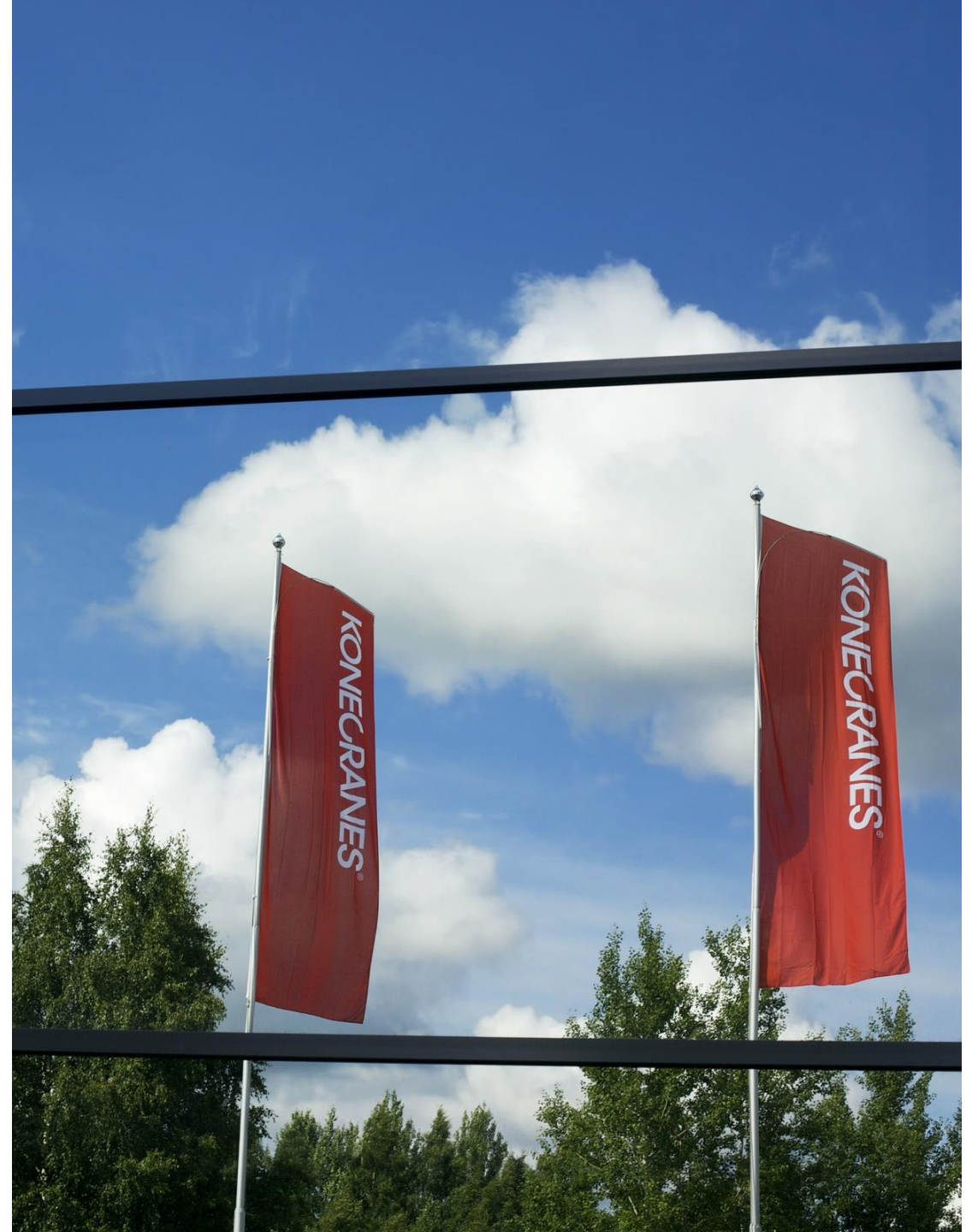
- Sales growth faster than the market¹
- Comparable EBITA margin of 13-16%² as soon as possible, but no later than in 2029

Dividend policy:

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

¹nominal world GDP growth, IMF World Economic Outlook

²profitability range, depending on the cycle



Financial targets

Sales growth faster than the market¹

13-16% comparable EBITA margin²



Industrial Service

Sales growth clearly faster than the market¹

21-25% comparable EBITA margin²



Industrial Equipment

Sales growth in line with the market¹

8-11% comparable EBITA margin²



Port Solutions

Sales growth clearly faster than the market¹

9-11% comparable EBITA margin²

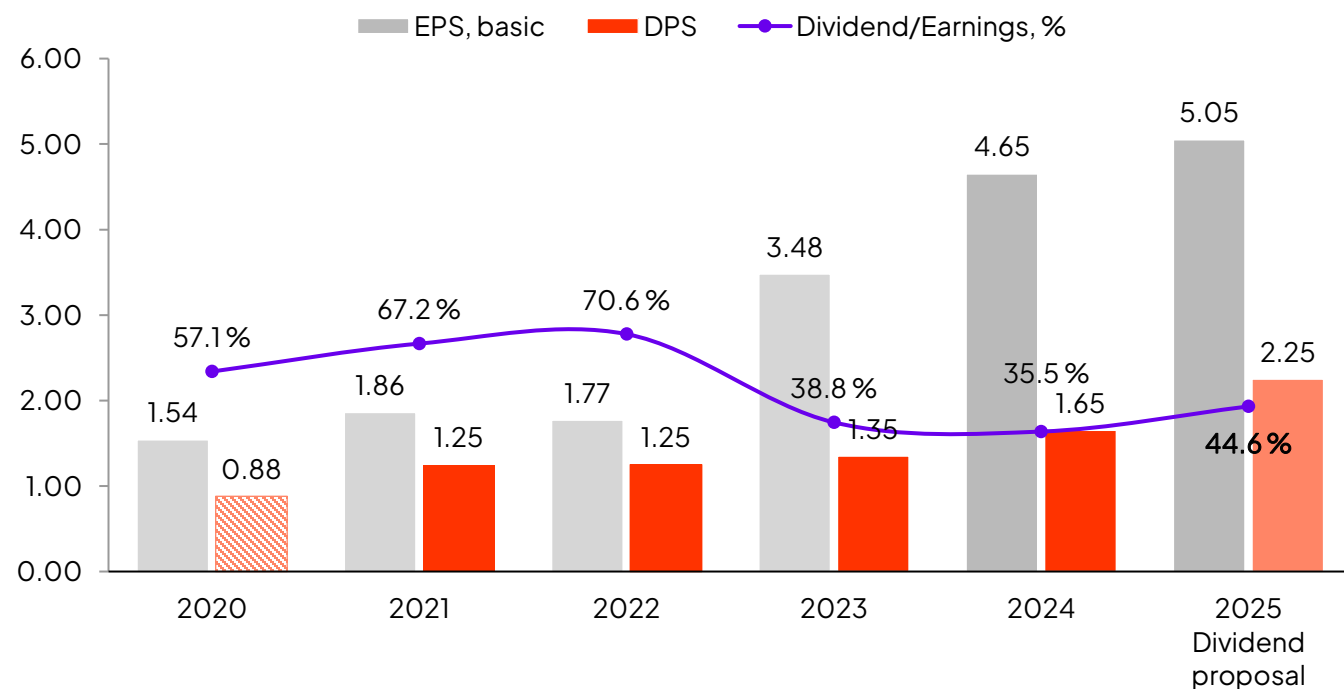
Comparable EBITA margin target to be reached as soon as possible, but no later than in 2029

¹nominal world GDP growth, IMF World Economic Outlook

²profitability range, depending on the cycle

We pay a stable to increasing dividend to our shareholders

EUR



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

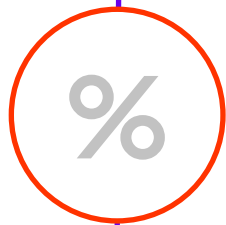


Our capital allocation priorities



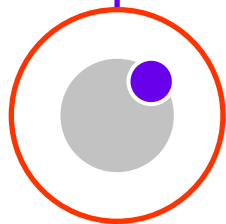
Capital expenditure

Reinvesting into own operations to grow the business and improve productivity



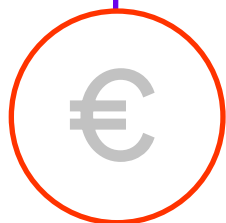
Dividends

Distributing profits to shareholders according to the dividend policy



Acquisitions

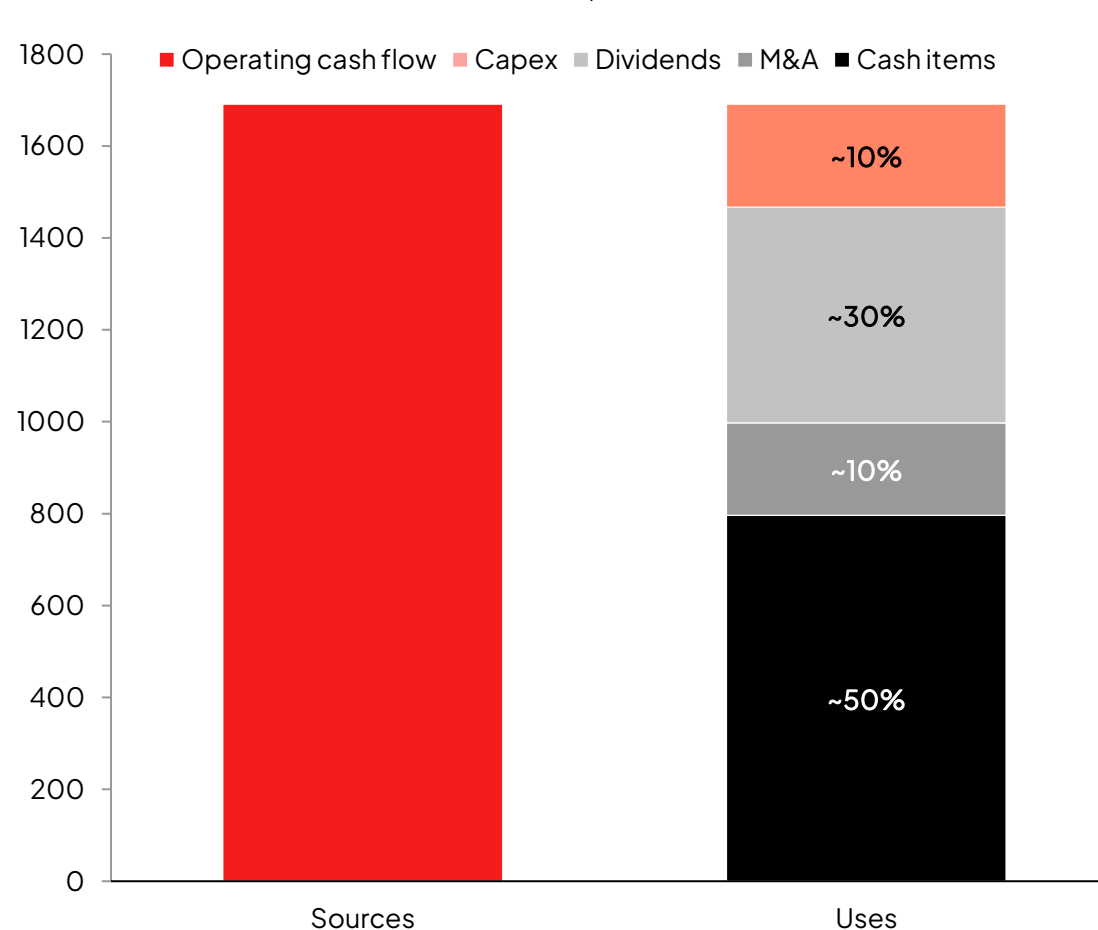
Strengthening the business with bolt-on and adjacent acquisitions



Other

For example, share buybacks, extra dividends

Sources and uses of cash 2020-2024, MEUR⁽¹⁾



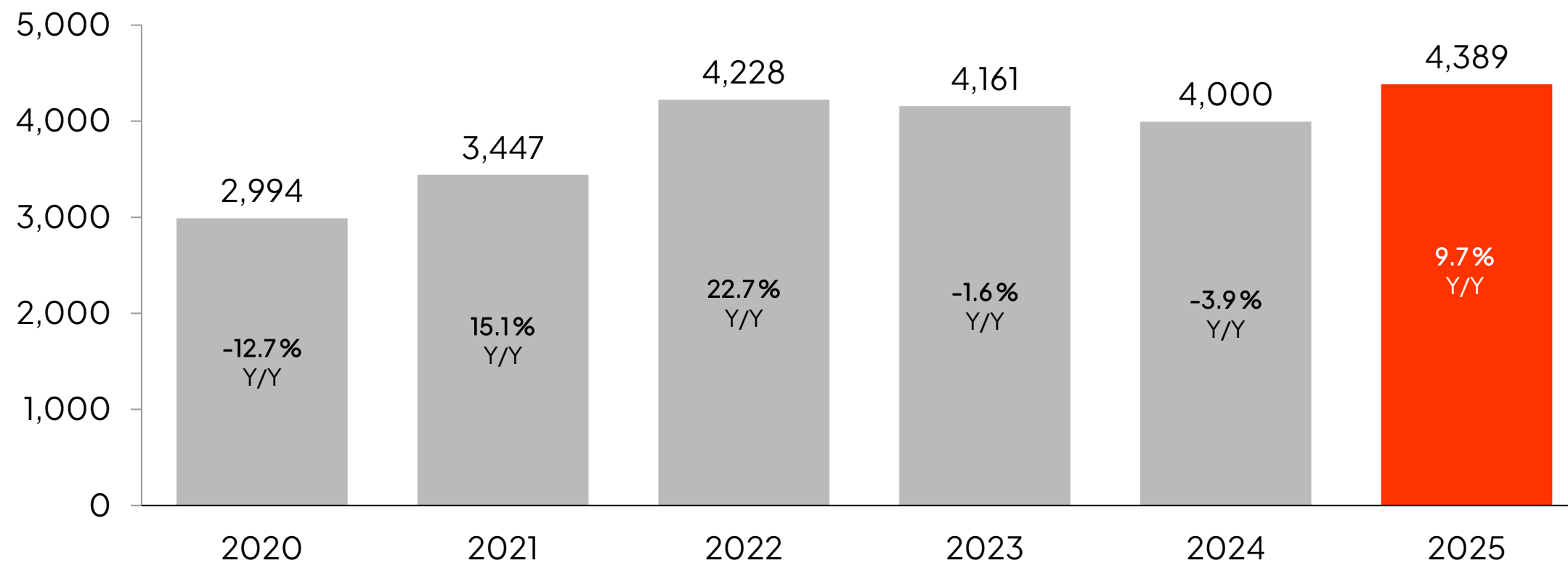
Note (1): Capex includes capital expenditures and proceeds from sale of property, plant and equipment, M&A includes acquisition of Group companies and divestment of Businesses (net of cash), Cash includes other cash flow from financing activities, translation differences in cash, and change of cash and cash equivalents

3. Key financials development



Order intake

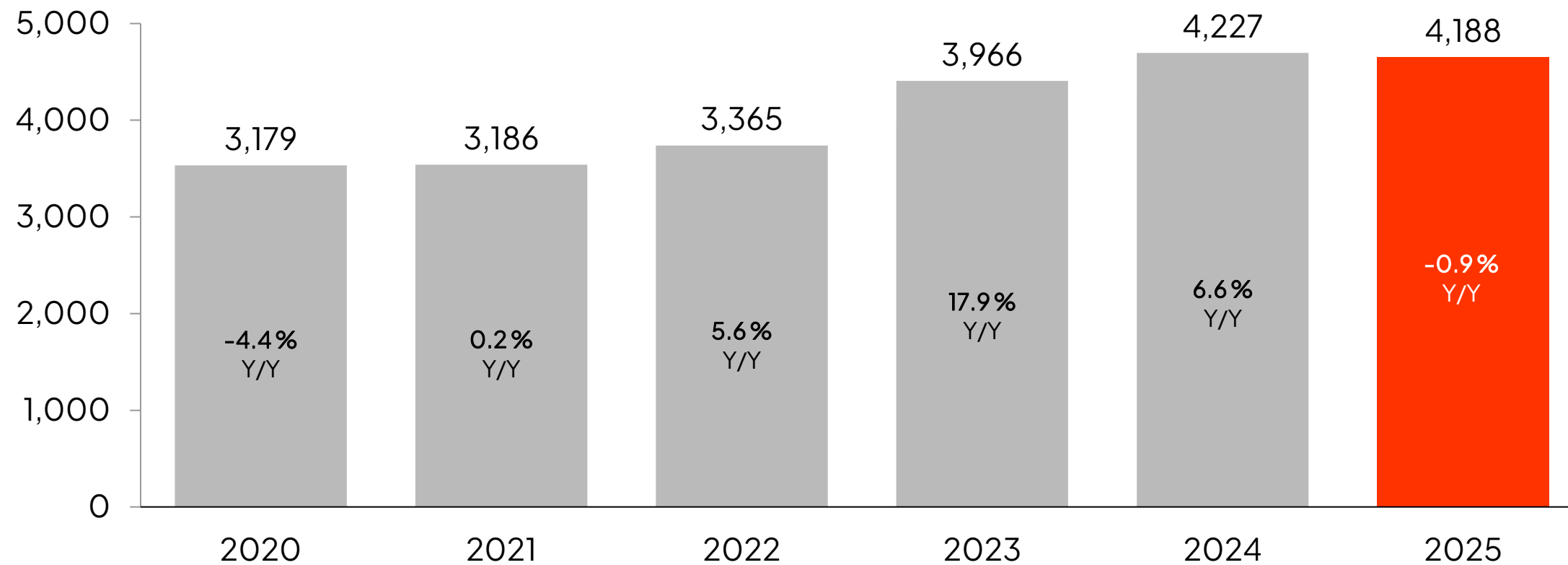
EUR million⁽¹⁾



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

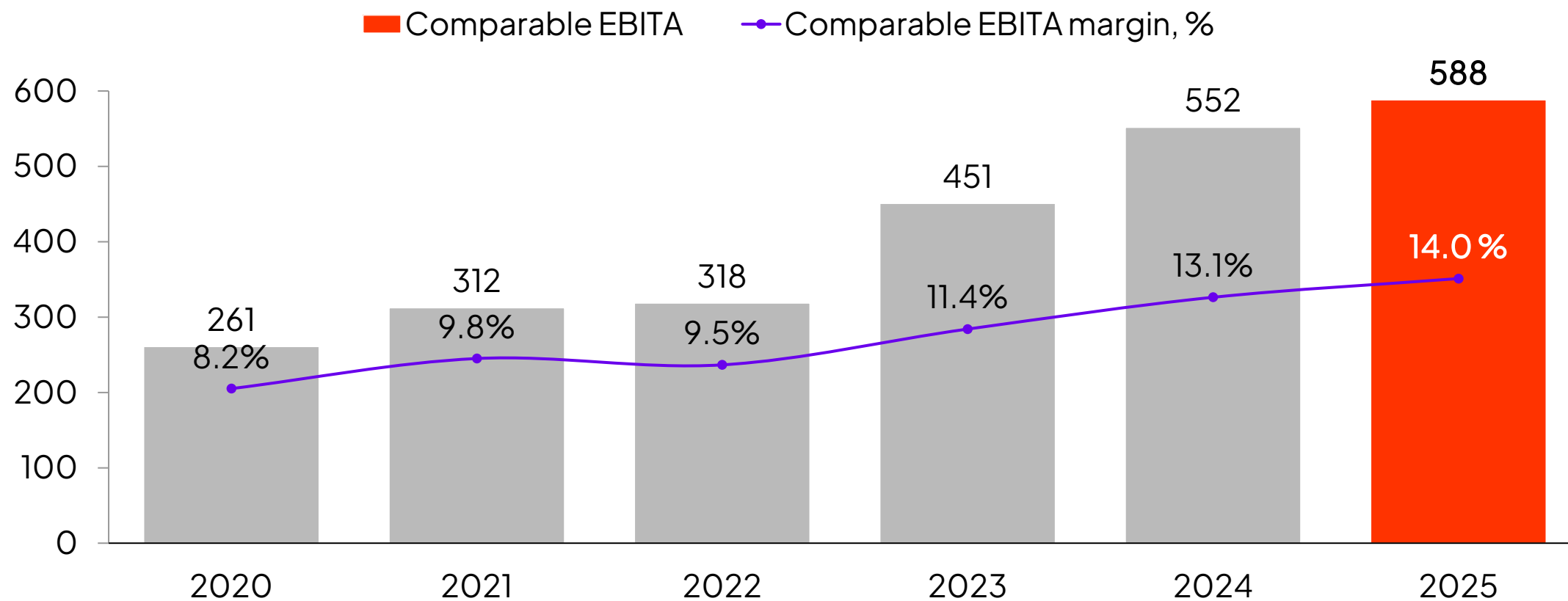
Net sales

EUR million



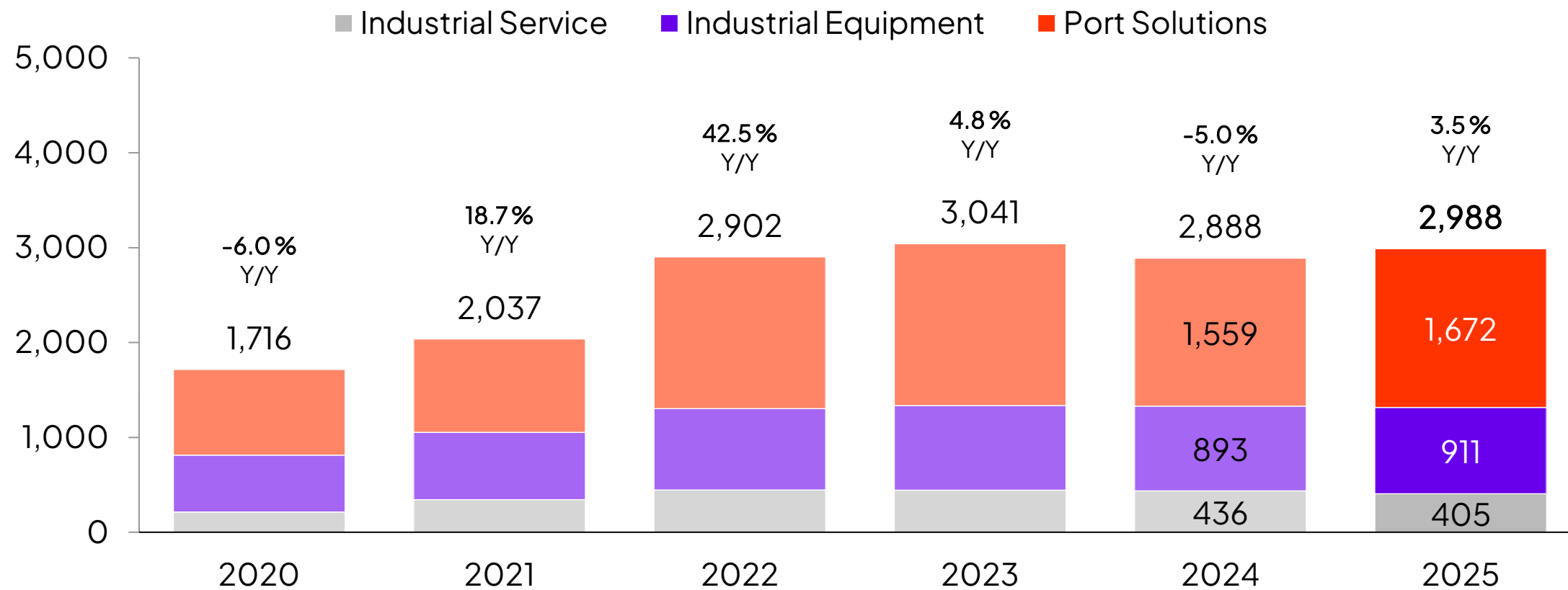
Comparable EBITA margin

EUR million

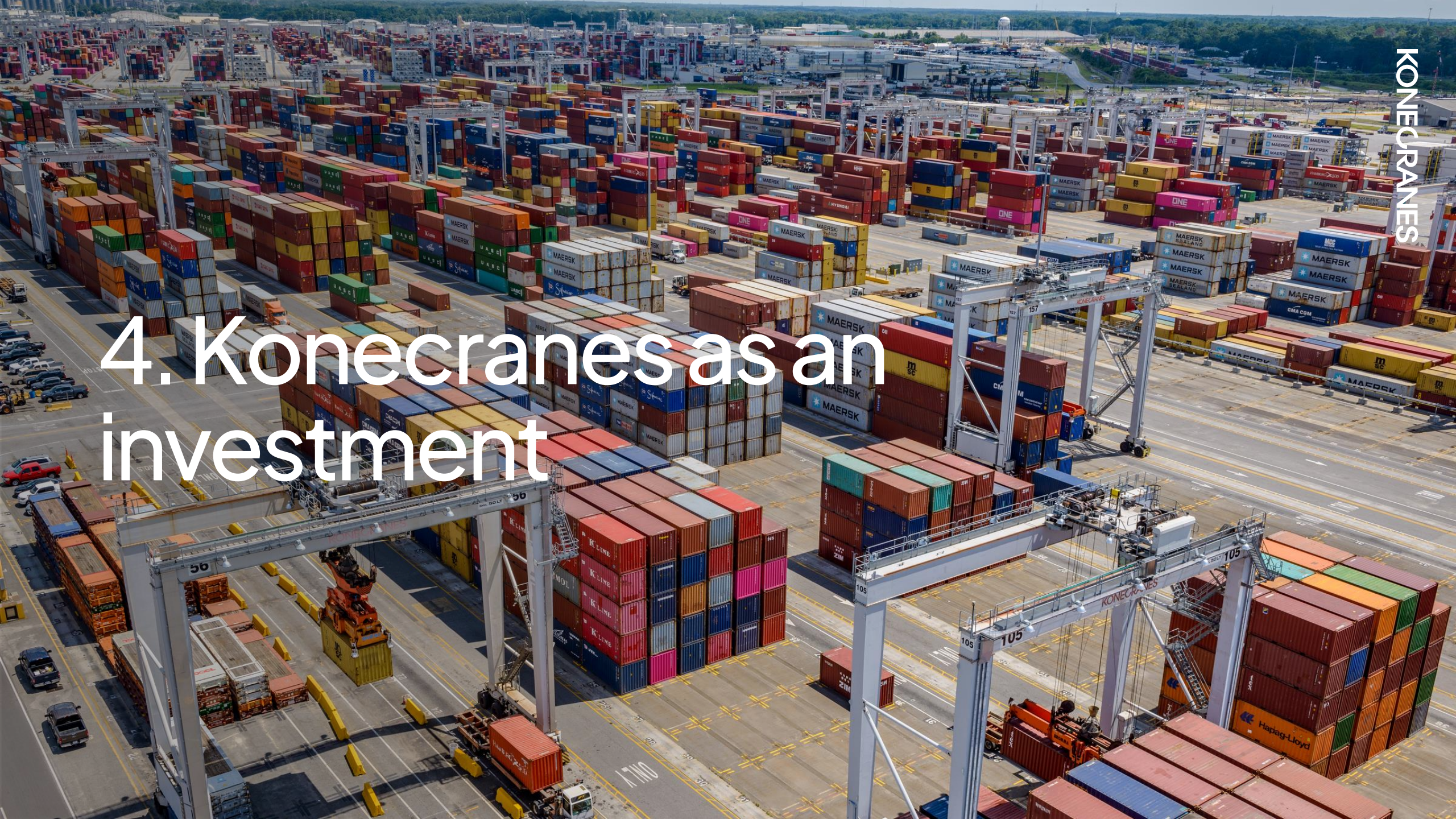


Order book

EUR million



4. Konecranes as an investment



Konecranes as an investment

Leader in technology

Strong market position in all
Business Areas

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...



GEARS



MOTORS



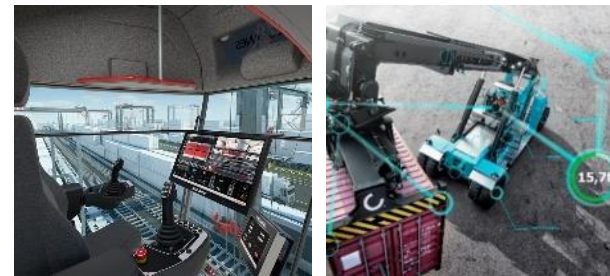
CONTROLS

...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

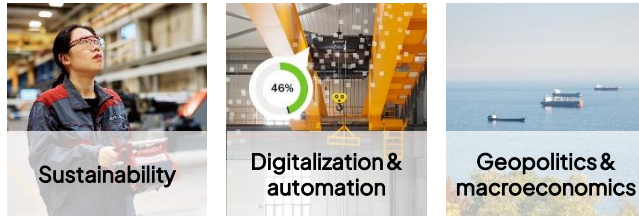
- We rank market **number 1-3** in **all product categories** for port and container terminals

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 market¹

- 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 market¹

- 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 market¹

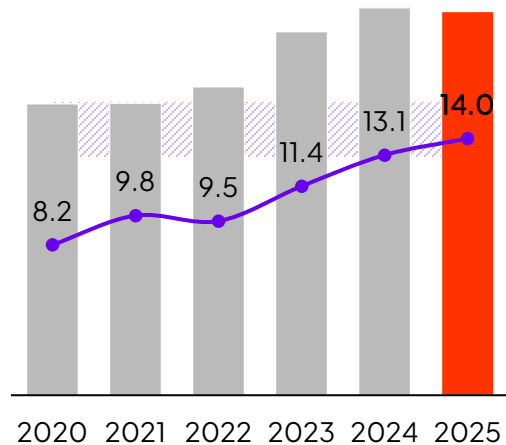
- Widest and deepest offering provides good opportunities for growth and to increase market share
- Clear growth plan for Port Services
- Automation and customers' commitments to sustainability drive growth, and we have leading offering

¹nominal world GDP growth, IMF World Economic Outlook

The third consecutive year of profitability improvement in all Business Areas and consistent progress towards our mid-term targets

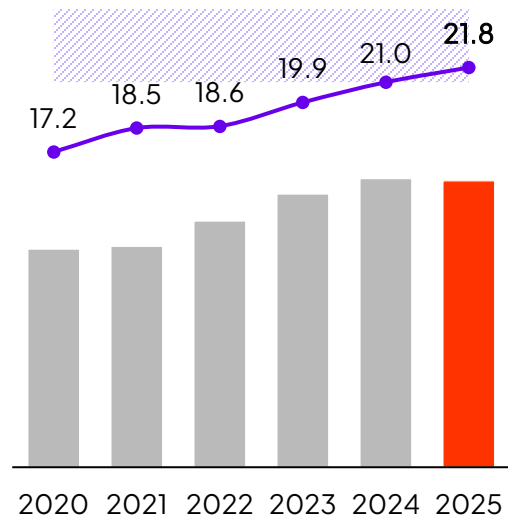
Group

Target: 13-16%⁽¹⁾



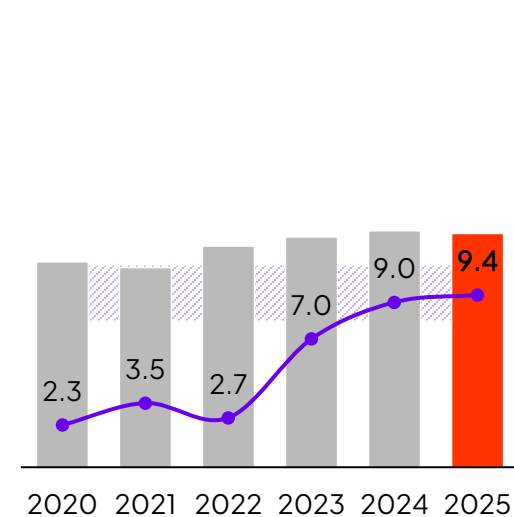
Industrial Service

Target: 21-25%⁽¹⁾



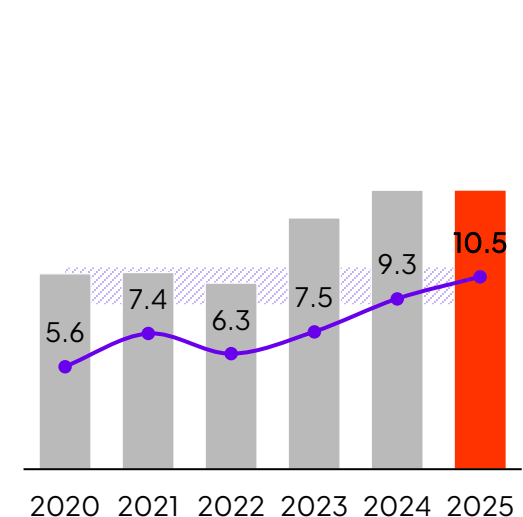
Industrial Equipment

Target: 8-11%⁽¹⁾



Port Solutions

Target: 9-11%⁽¹⁾



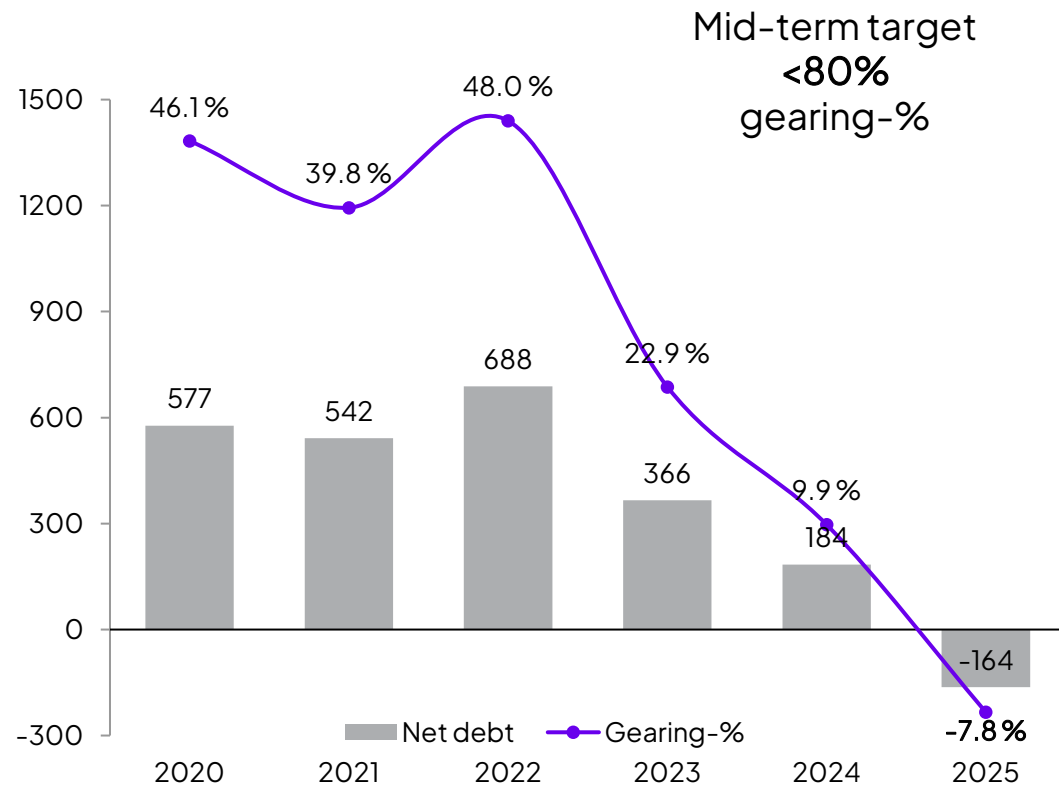
Net sales, EUR million

Comparable EBITA, %

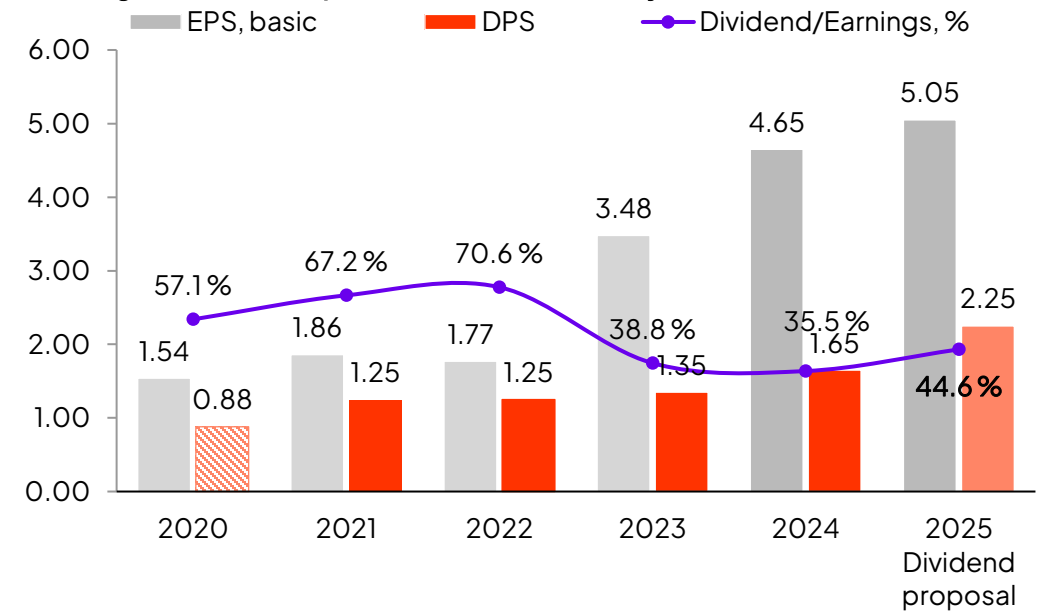
Note (1): Profitability range, depending on the cycle

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, %

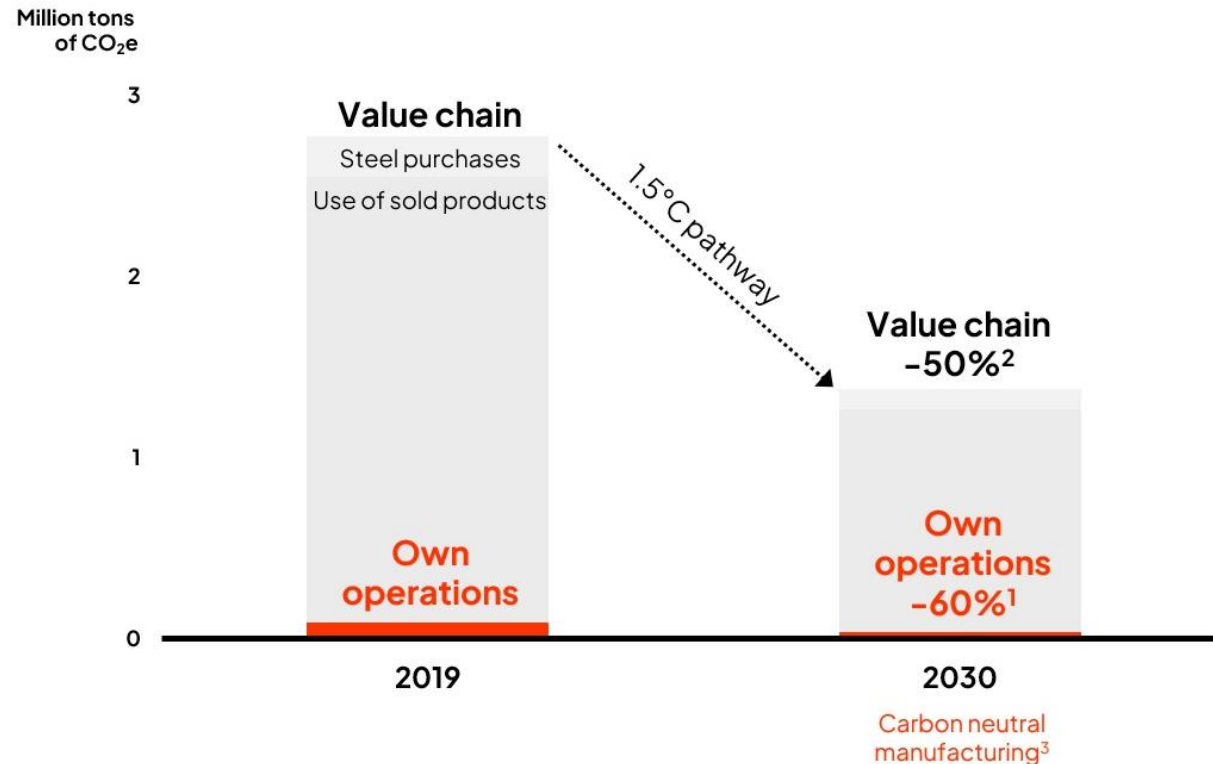


Konecranes aims to pay a stable to increasing dividend per share, over the cycle

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



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 AREAS

- 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 market¹⁾
- 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%²⁾ 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.

5. Business Area overviews

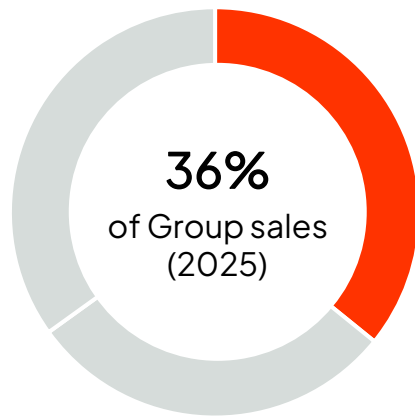


5. Business Area overviews

Industrial Service



Industrial Service in brief



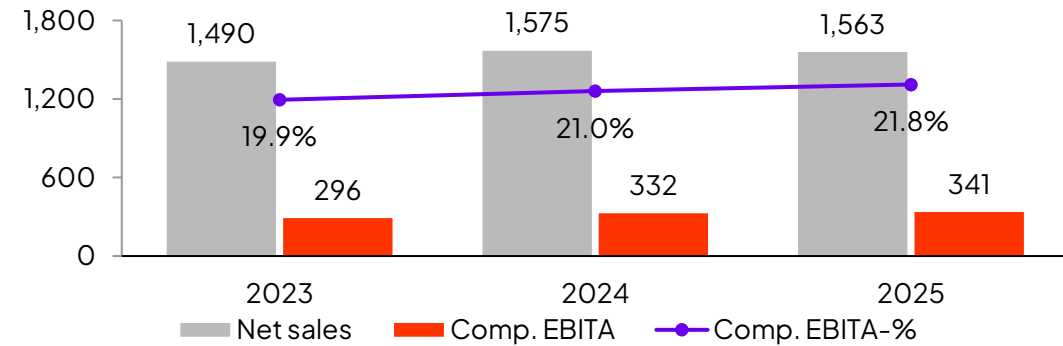
7,721
employees (end of Q4 2025)

1,562.8
net sales, EUR million (2025)

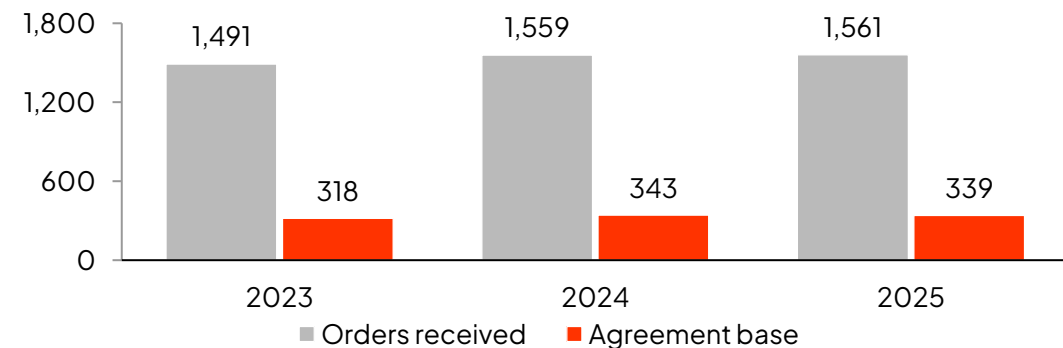
21.8%
comp. EBITA margin (2025)

- 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⁽¹⁾

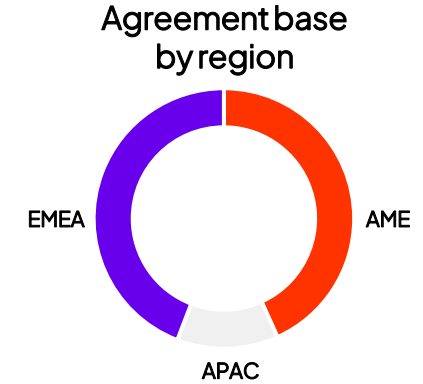
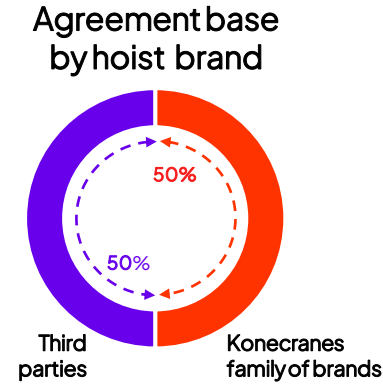


Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

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



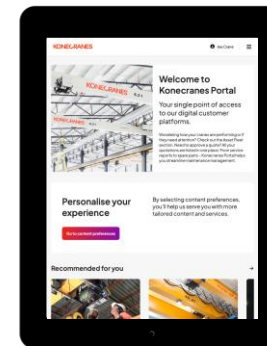
Driving toward sustainable operations
Electrifying the service fleet and smart route planning



~4,300 technicians

Next generation digital services

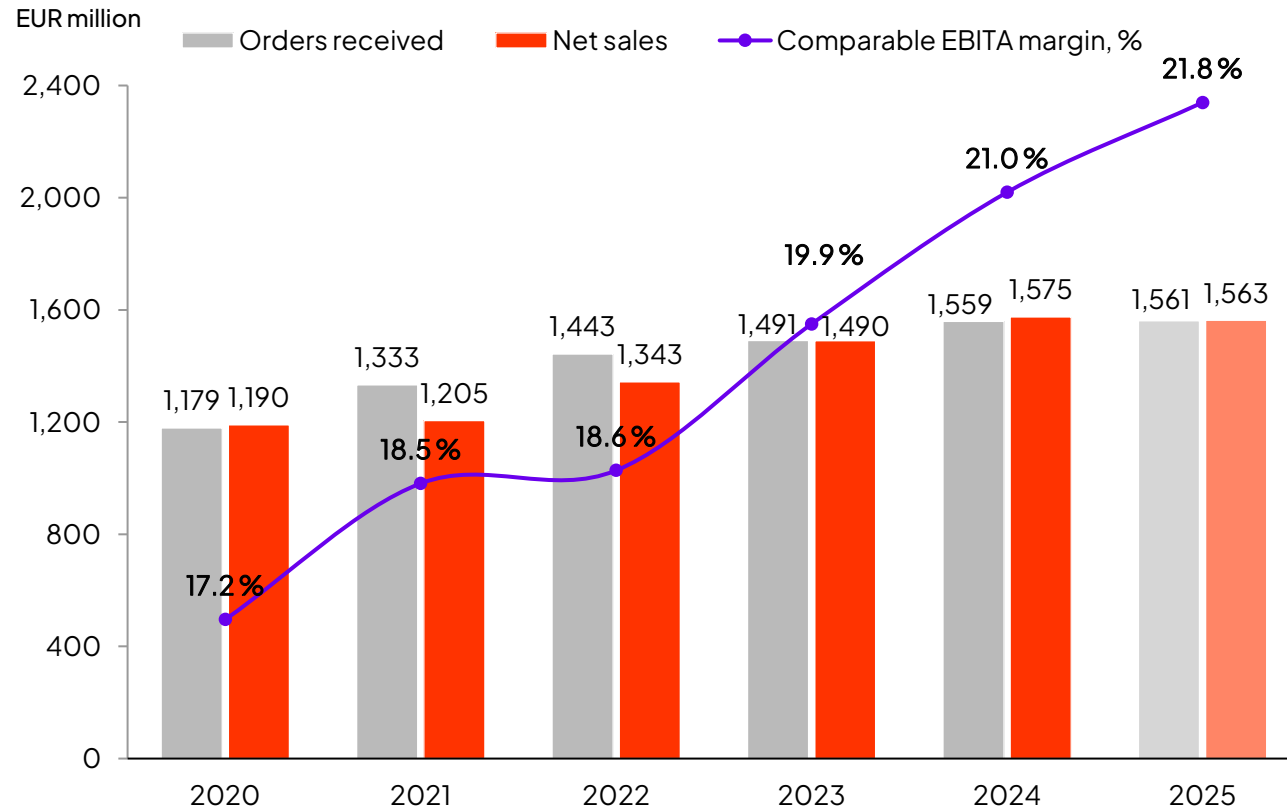
Konecranes Portal
Streamlined customer experience



Predictive Maintenance Engine
Auto-generated service leads

We are within our financial targets range

Our goal is to maintain/expand through the cycle

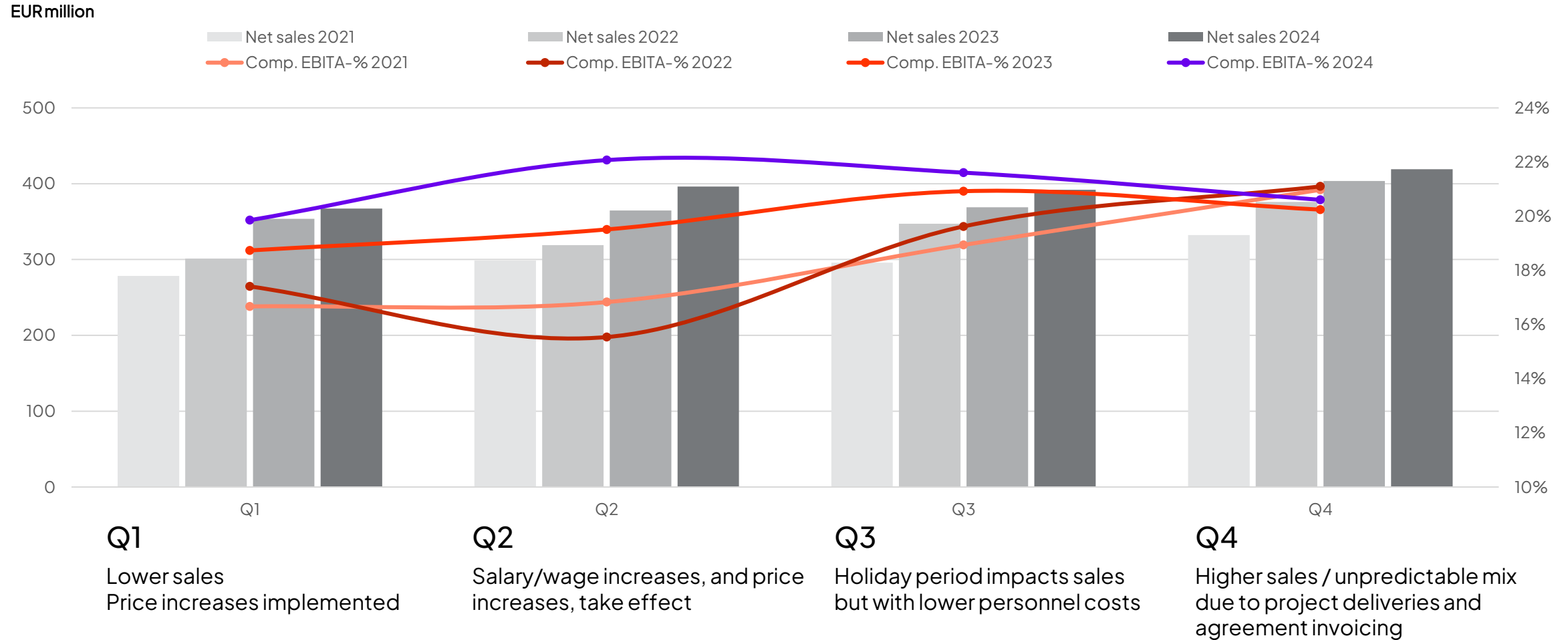


Sales growth and improved profitability:

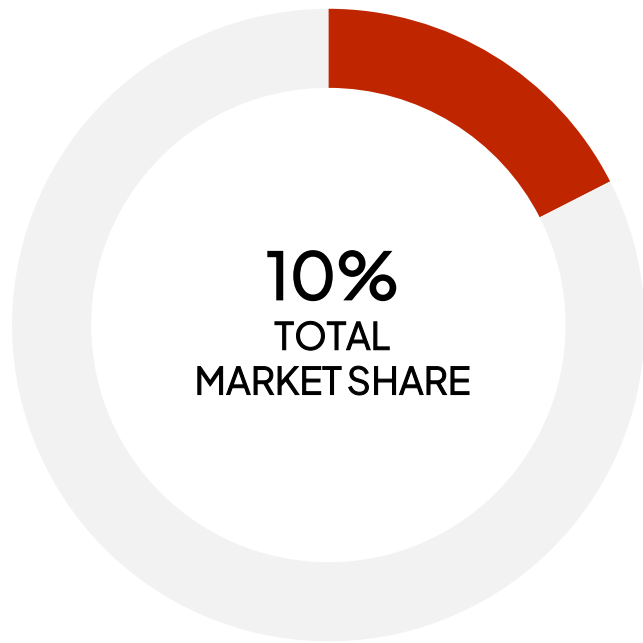
- Agreement base expansion
- Improved base "quality"
- Increased agreement retention
- Improved customer experience & satisfaction
- Dynamic pricing
- Improved productivity
- Cost control
- Successful bolt-on acquisitions

Consistent quarterly sales and EBITA growth

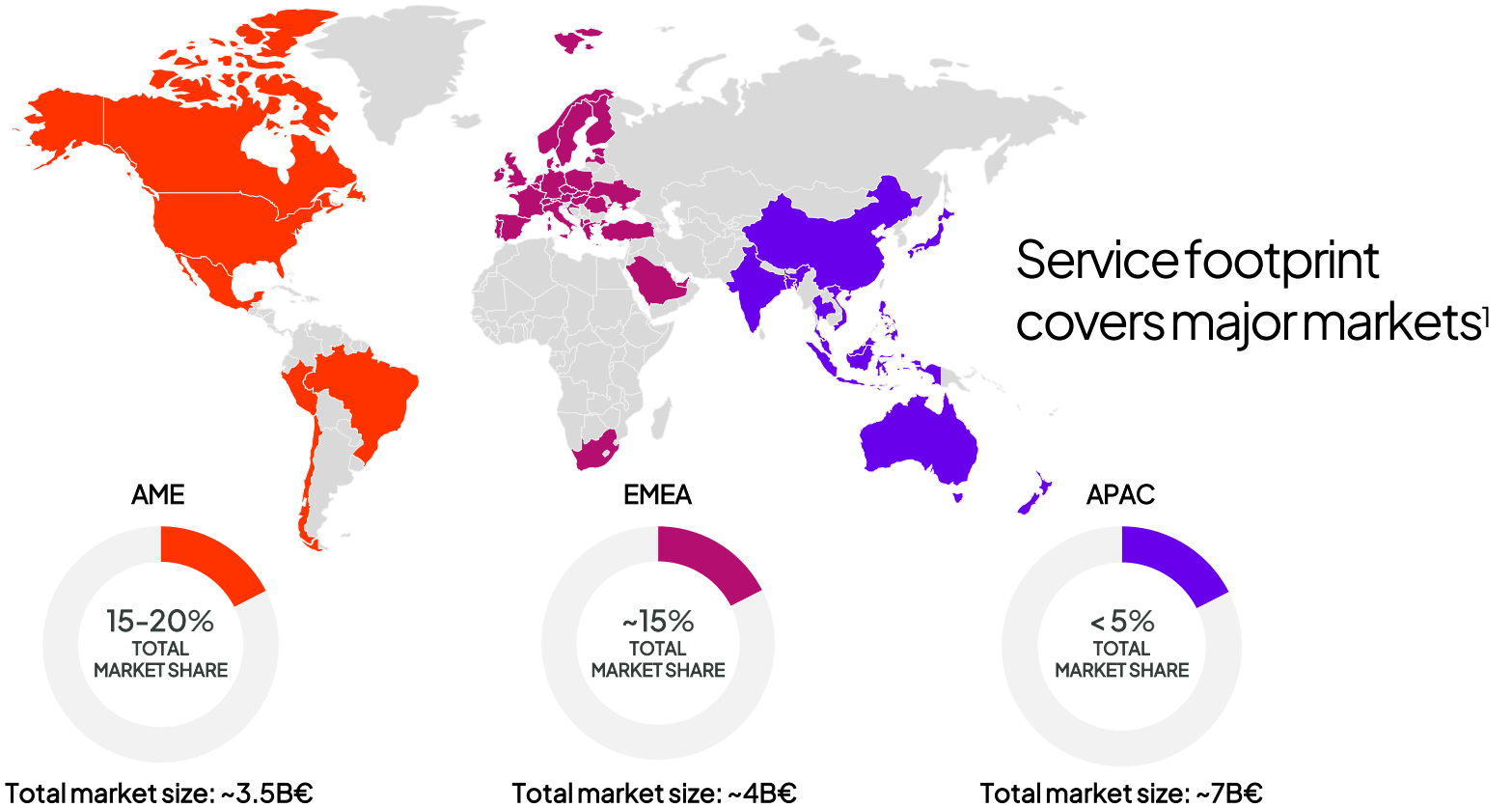
While sequential quarterly figures may be affected by seasonal factors



Focused on increasing share in addressable markets and most profitable segments



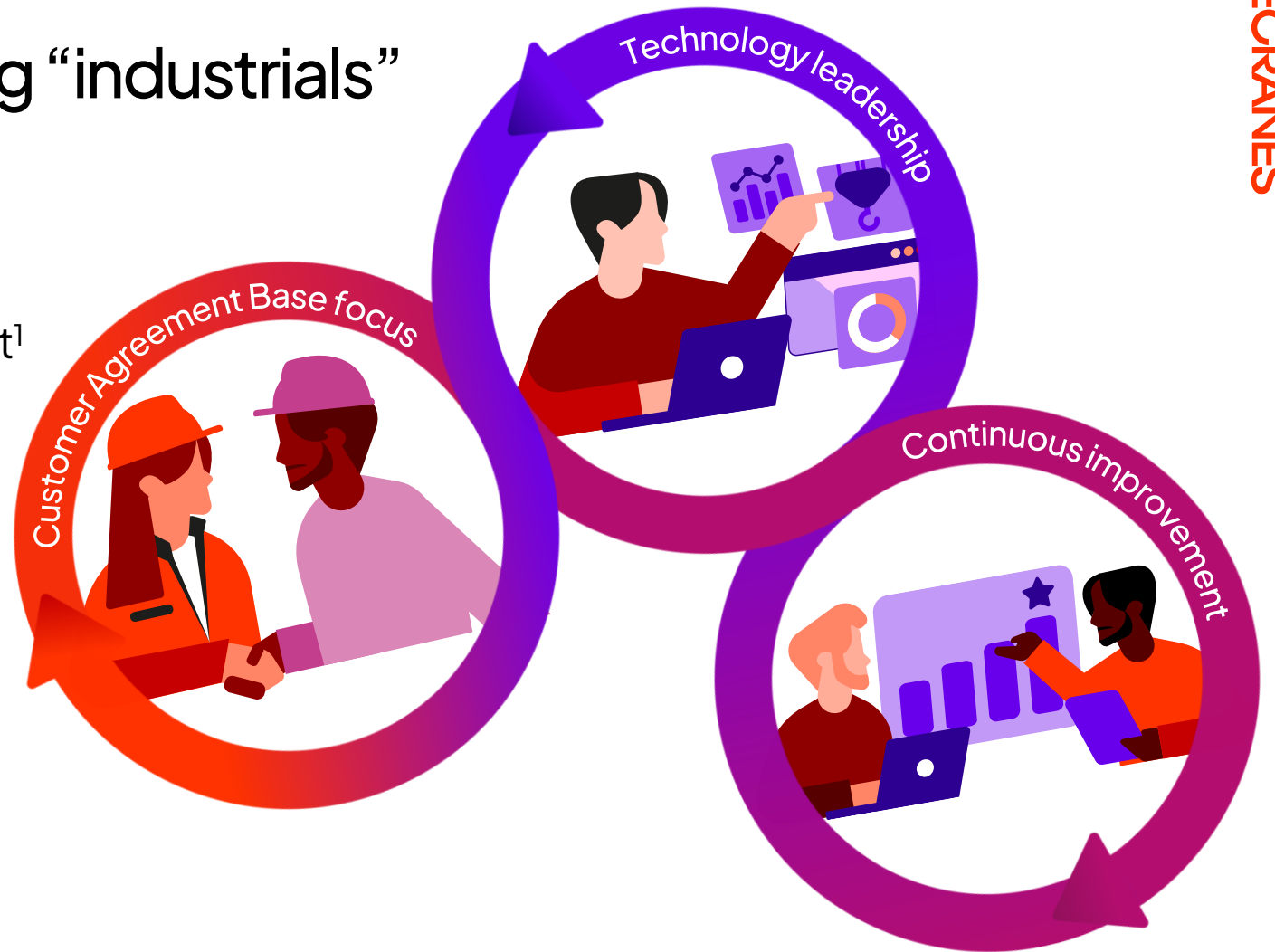
Total market size: ~15B€



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

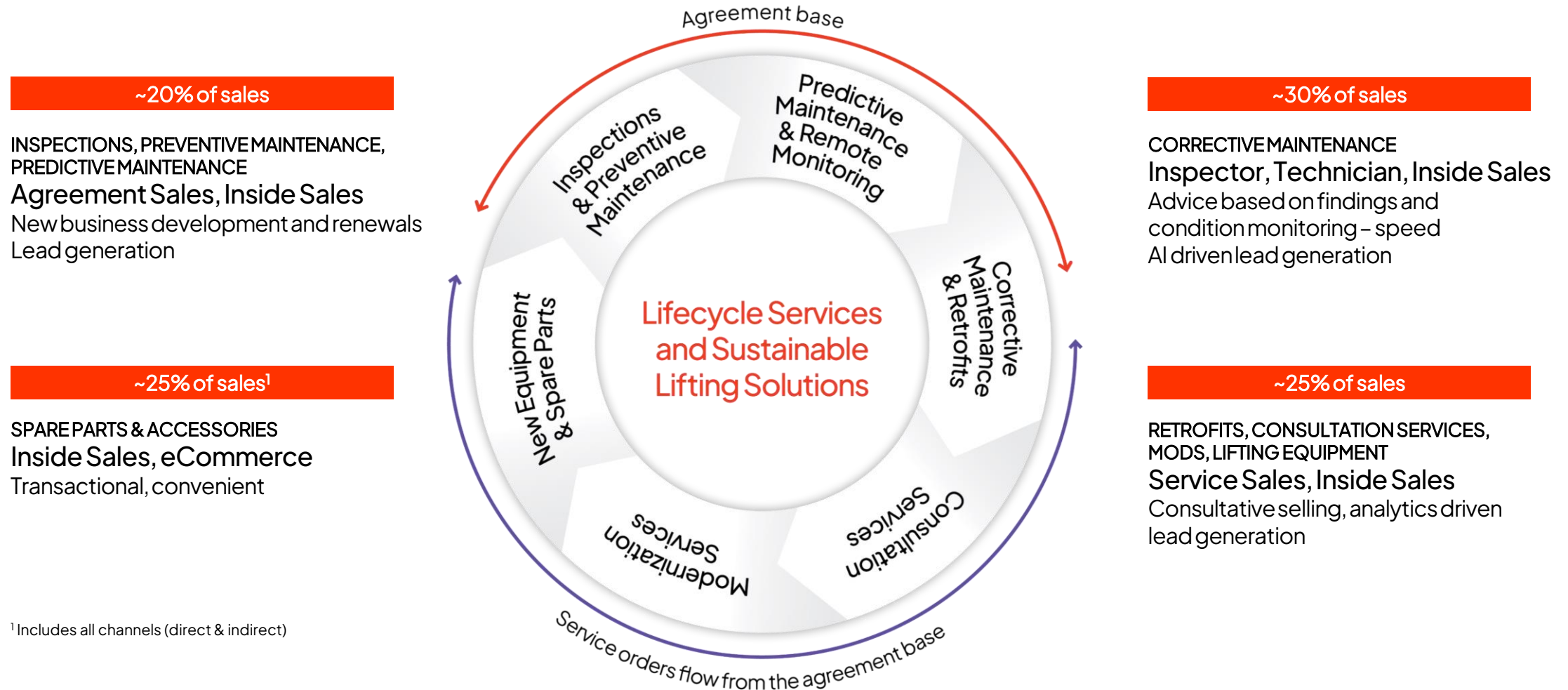


¹Nominal world GDP growth, IMF World Economic Outlook

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



¹ 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

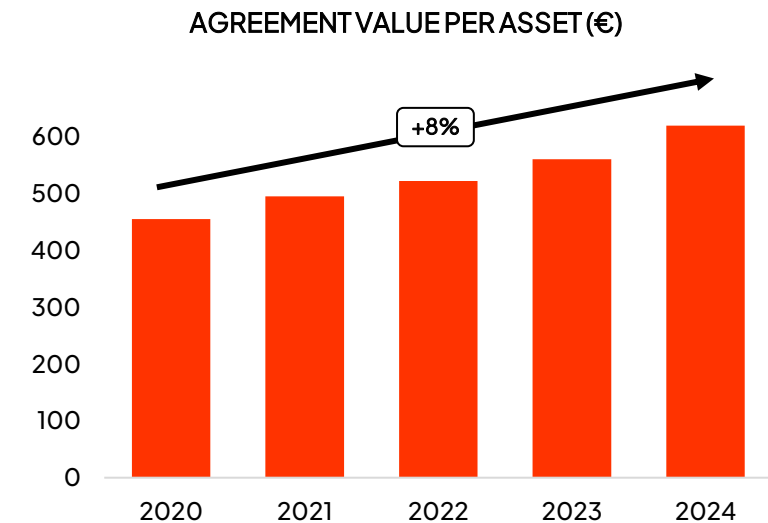
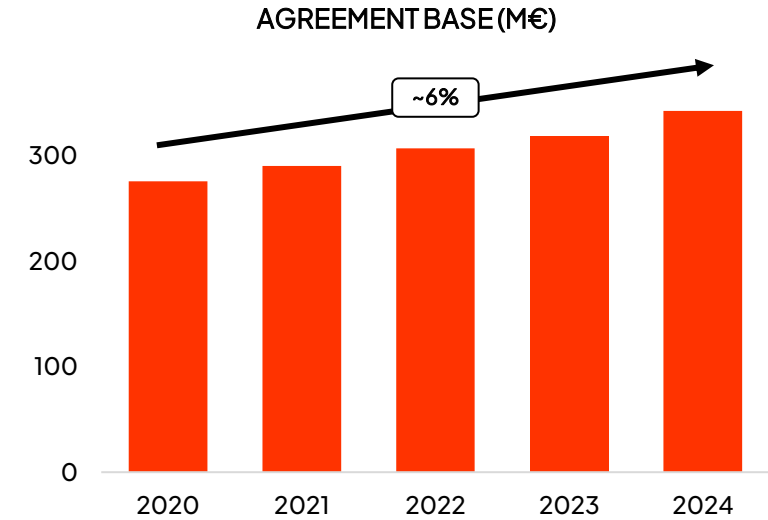
- Sales model evolution
- Agreement configuration and renewal process upgrade

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



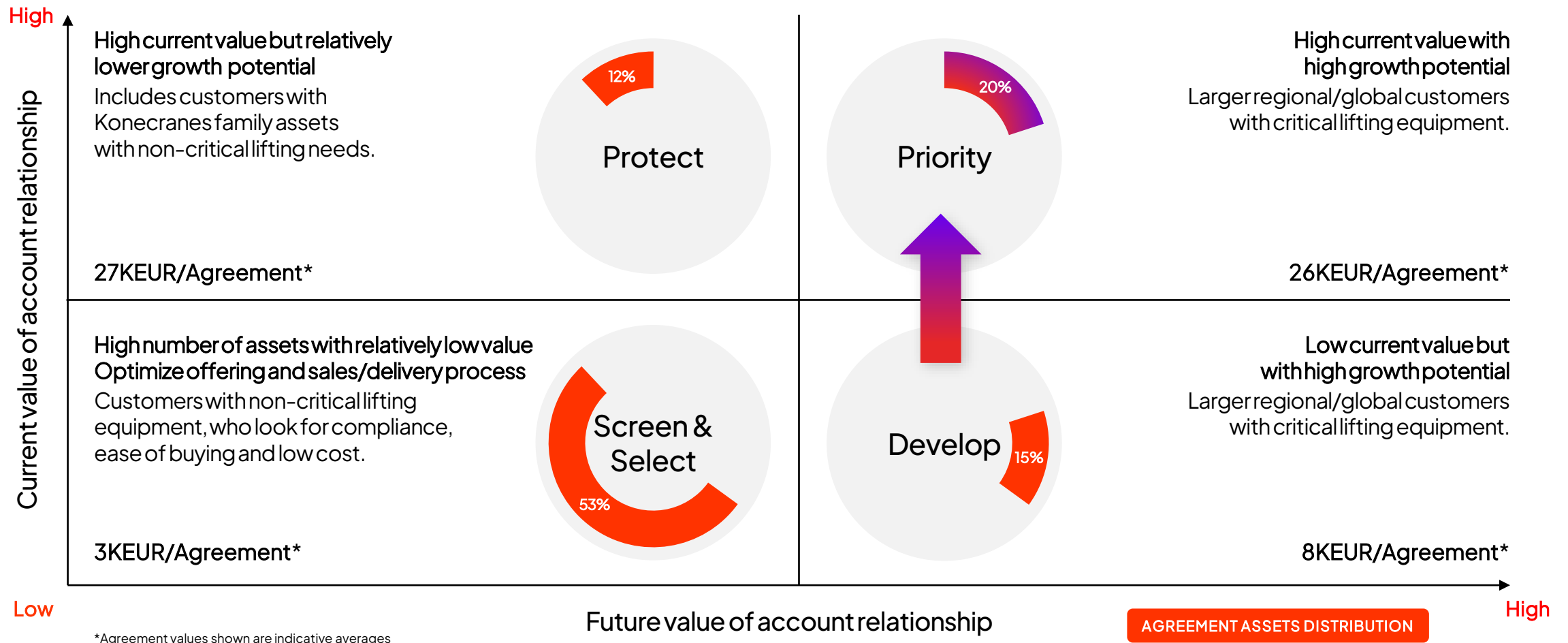
Growth rate based on comparable currencies

Our differentiated approach by customer segment enables our growth ambitions

	VOLUME SEGMENT	MID SEGMENT	TOP SEGMENT
Customer 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 <ul style="list-style-type: none"> Streamlined consultation Customer self-service Efficiency in sales and service delivery Cost competitive offering 	Differentiation <ul style="list-style-type: none"> 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

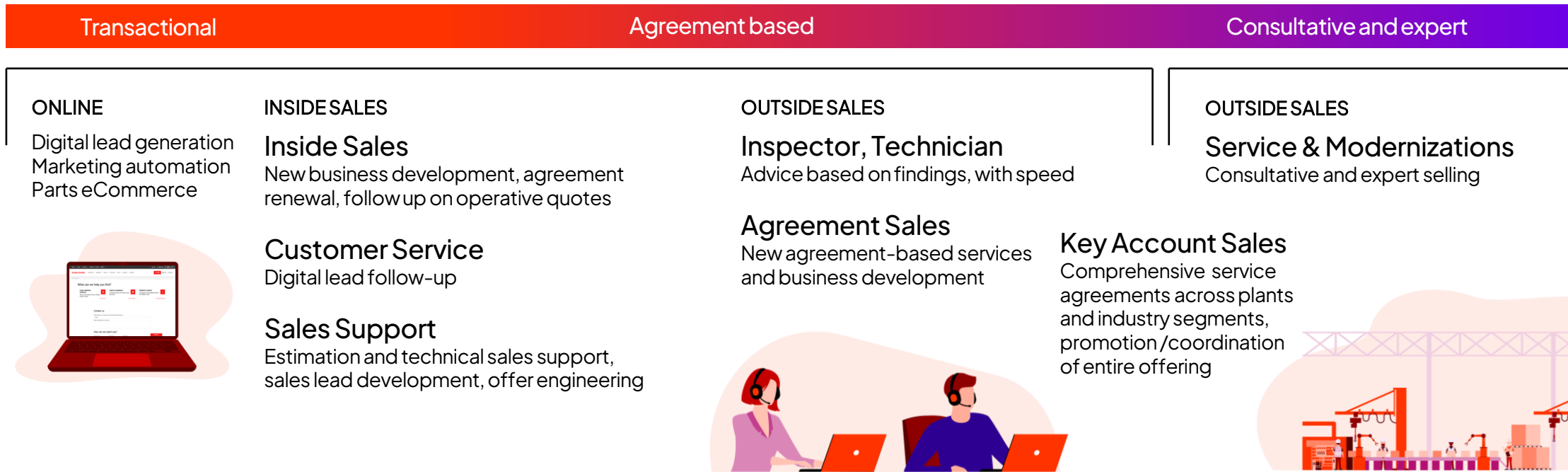
Plenty of available growth opportunities by developing our current customers



*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

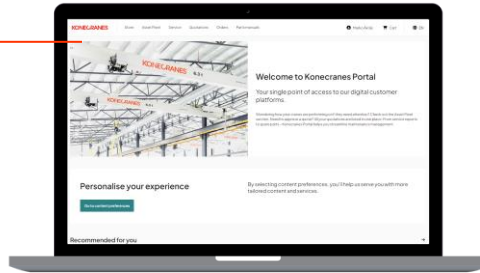


Sales and marketing tools that use data and AI support sales automation, covering processes from lead generation to lead qualification and quoting.

Customer experience

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

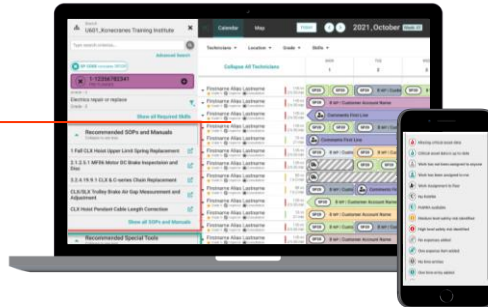
01 SEAMLESS INTERACTIONS



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.

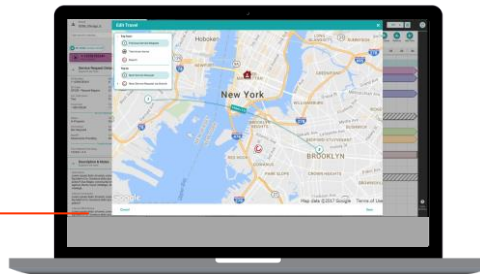
02 SMART TOOLS



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



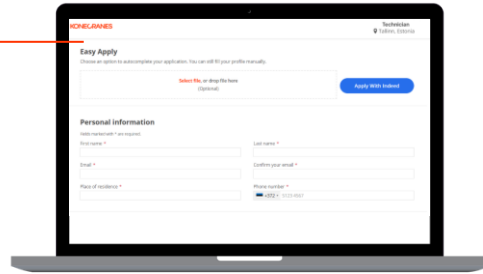
Next gen parts supply

- 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

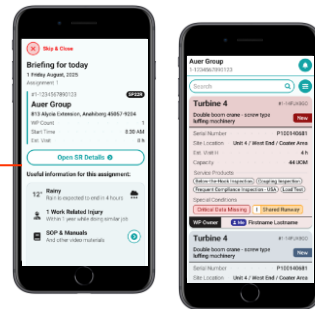
01 IMPROVED CANDIDATE EXPERIENCE



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



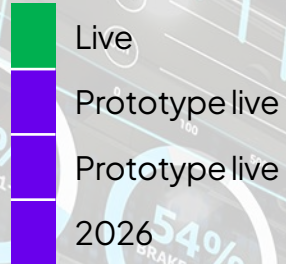
Sales & lead generation

Predictive Maintenance Engine

Life Cycle Engine

AI assisted Agreement renewal

AI assisted labor and travel hours estimator



Service delivery

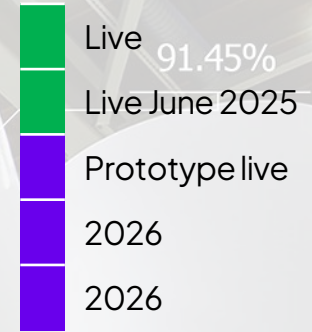
AI assisted RailQ 3D crane runway analysis

Service technician AI assistance/chat tool

Service request AI assistance

AI optimized service planning

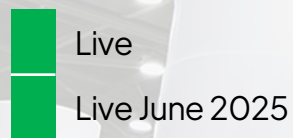
AI generated inspection warnings



Business support processes

AI and RPA assisted asset data enrichment

AI assistance for FSM/CRM users



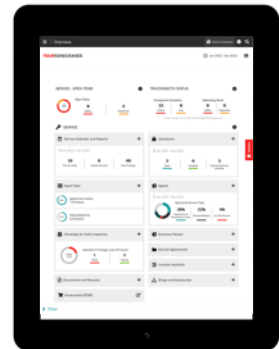
Voice of Customer

AI assisted VoC

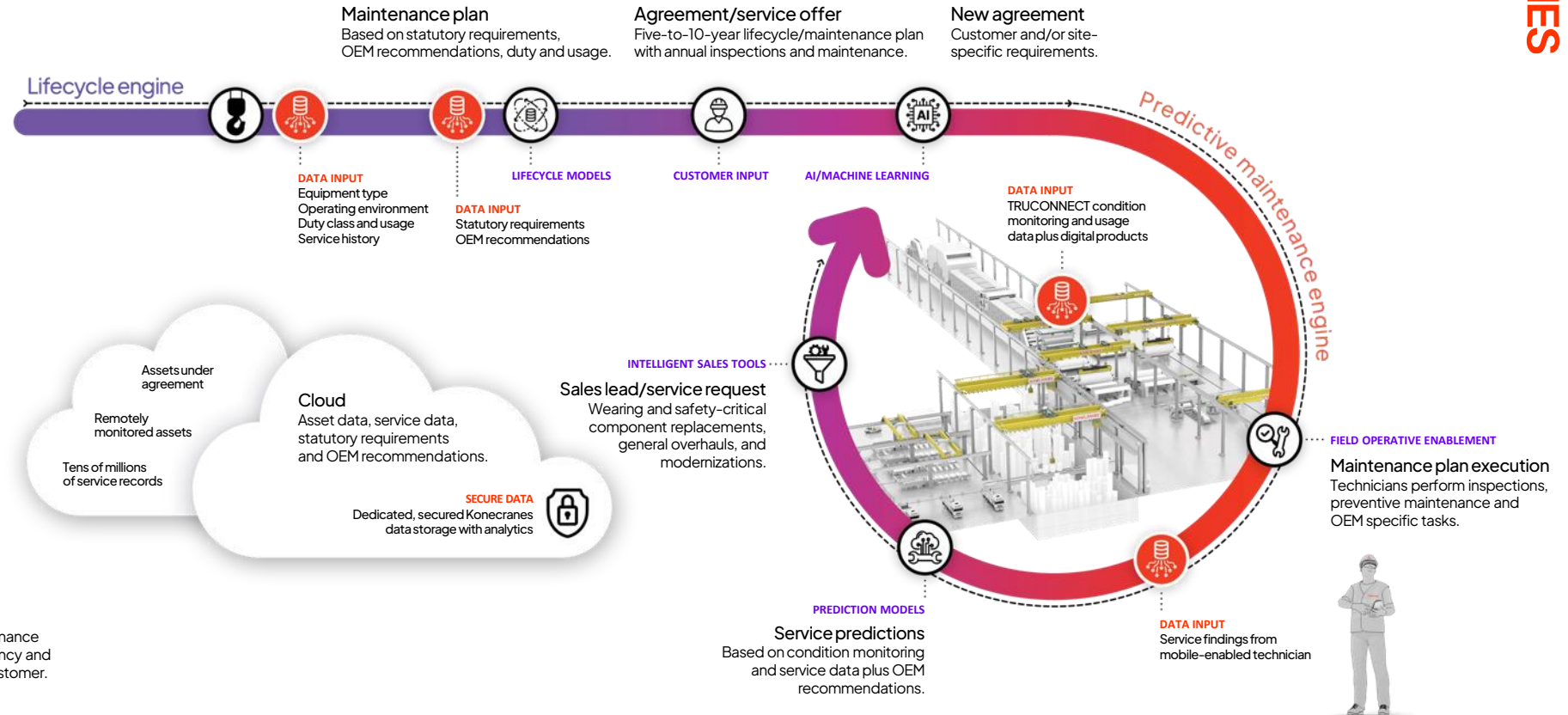


Enhancing Predictive Maintenance with the Lifecycle Engine

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.

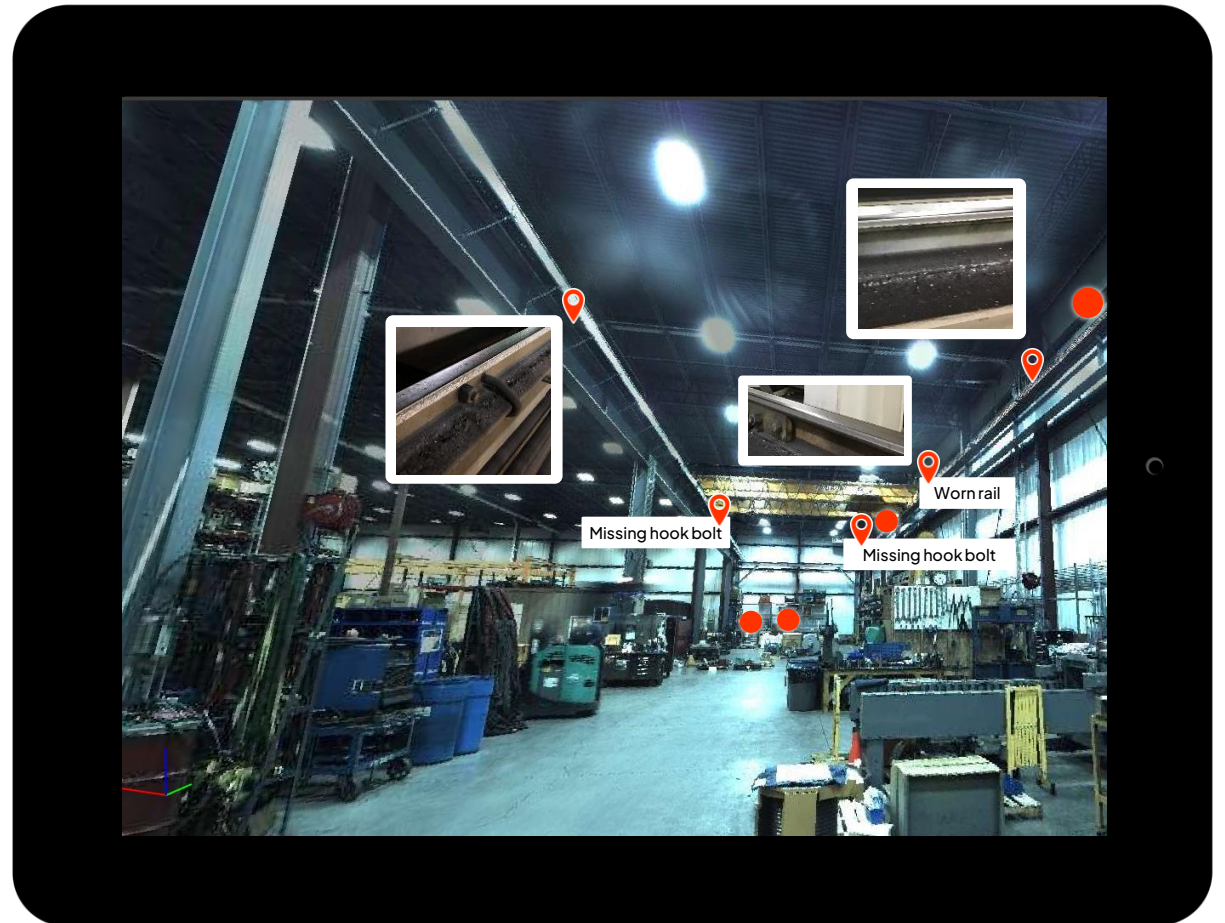
➔ **Proactive agreement enhancement:** Systematically identifies opportunities to refine and expand existing service agreements.

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

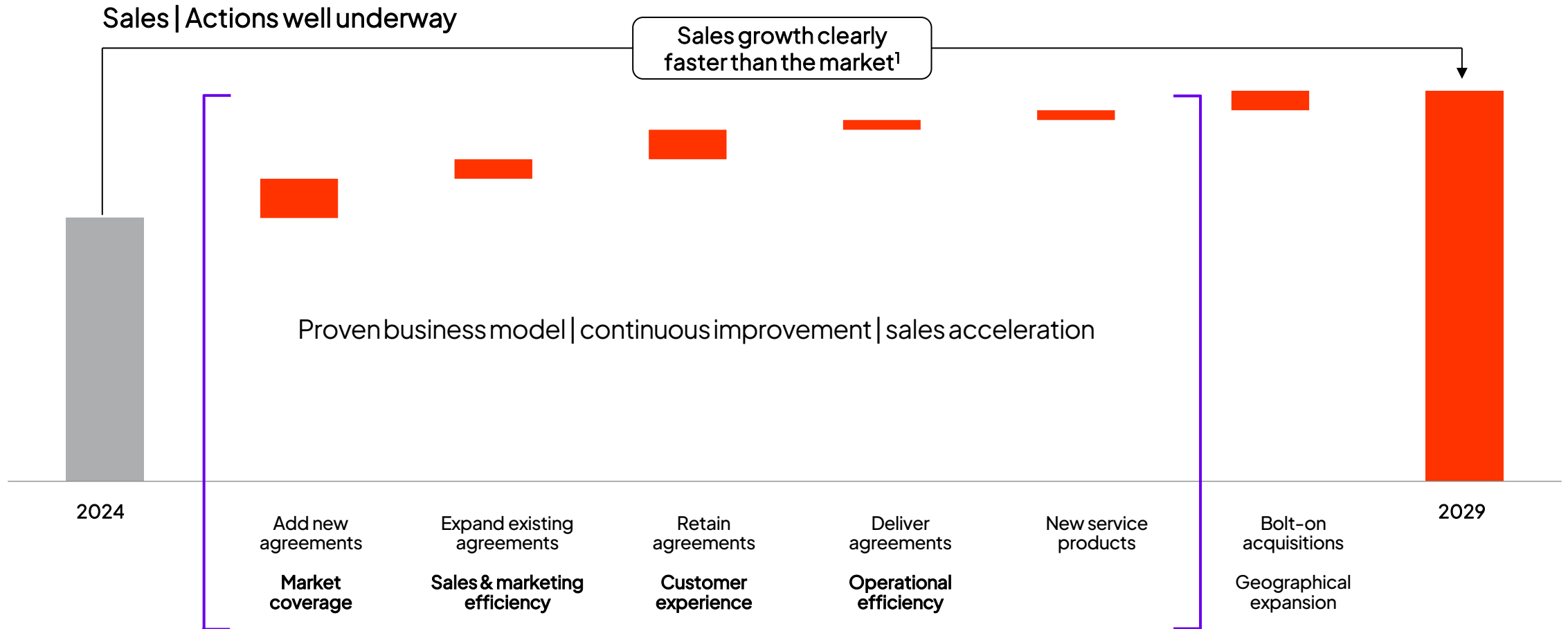
RailQ 3D: AI assisted crane runway assessment

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

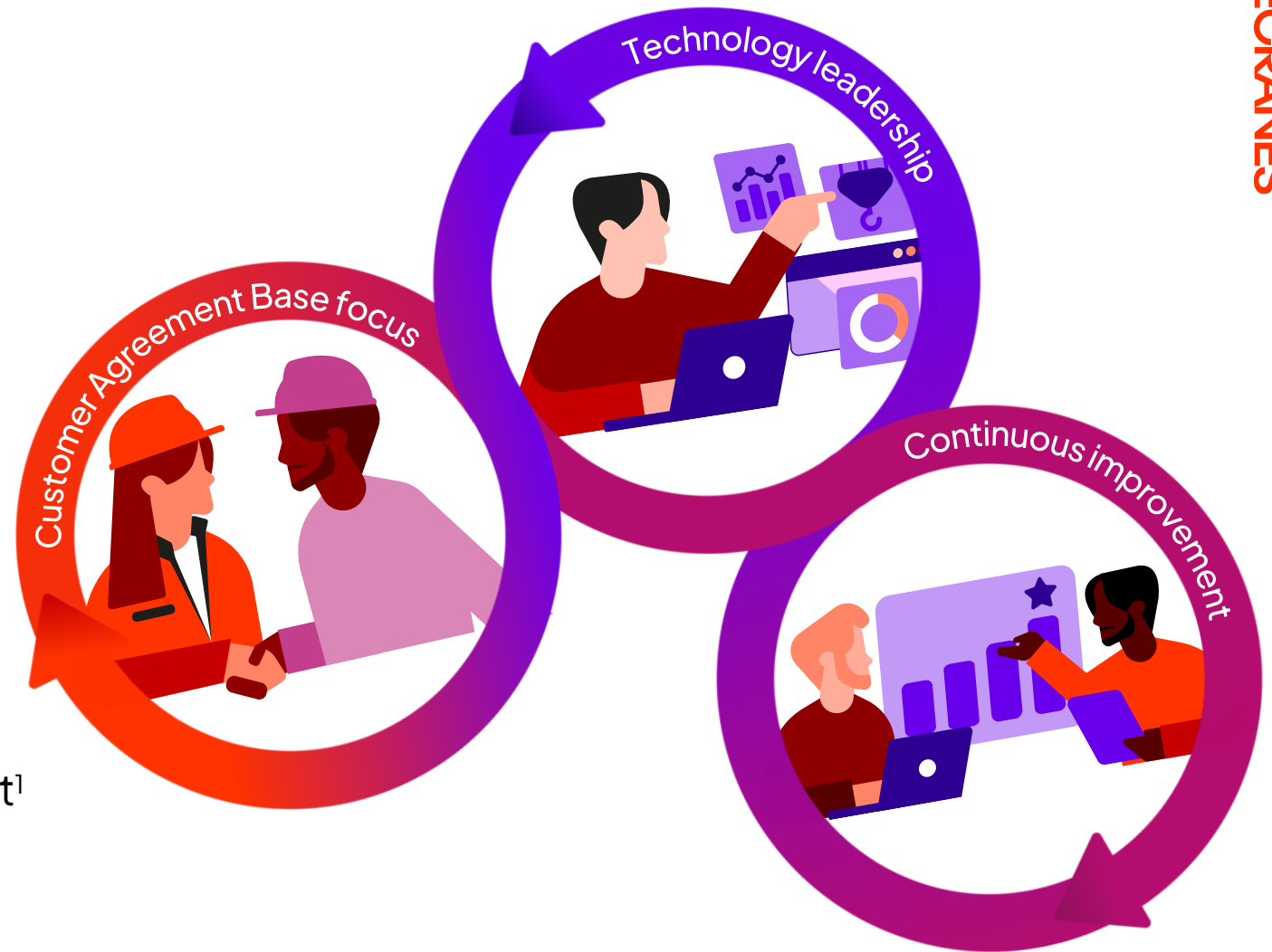


¹Nominal world GDP growth, IMF World Economic Outlook

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

Our goal is to maintain/
expand through the cycle.

Sales growth clearly faster than the market¹
Comparable EBITA margin of 21-25%²



¹Nominal world GDP growth, IMF World Economic Outlook

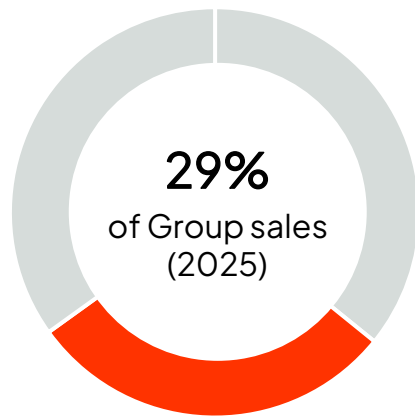
² As soon as possible, but no later than in 2029. Profitability range, depending on the cycle.

5. Business Area overviews

Industrial Equipment



Industrial Equipment in brief



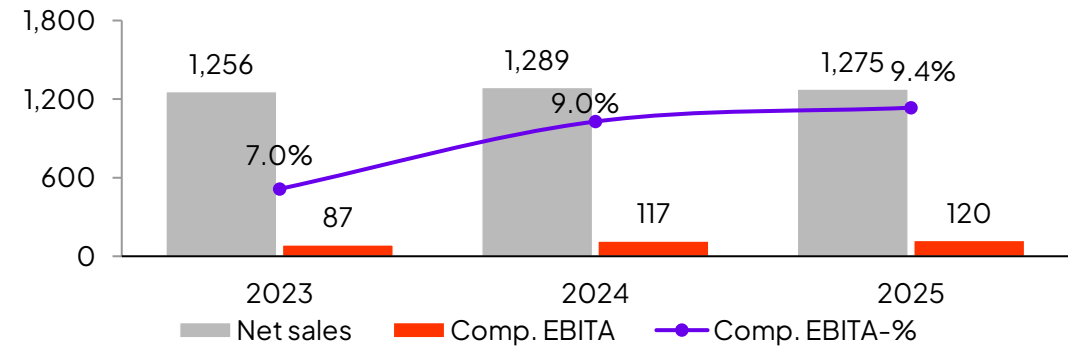
5,131
employees (end of Q4 2025)

1,275.3
net sales, EUR million (2025)

9.4%
comp. EBITA margin (2025)

- 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⁽¹⁾



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)



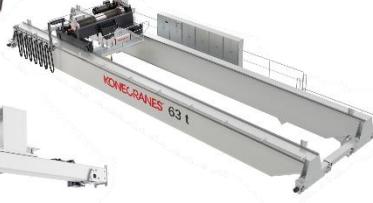
Crane kit packages



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

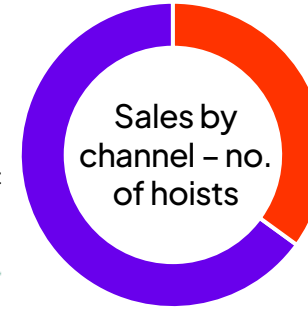
Covering a full range of industrial applications

Dual channels to market

Indirect distribution



65% Indirect

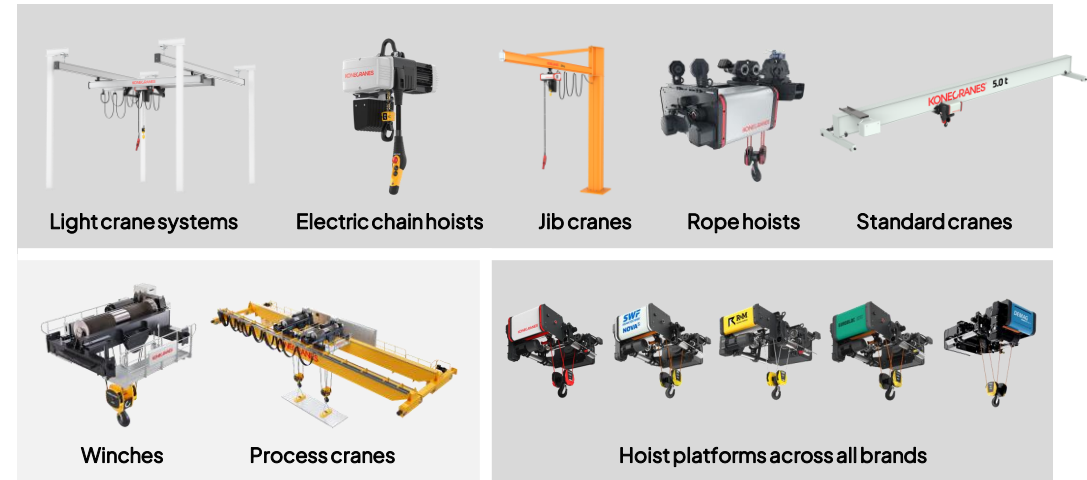
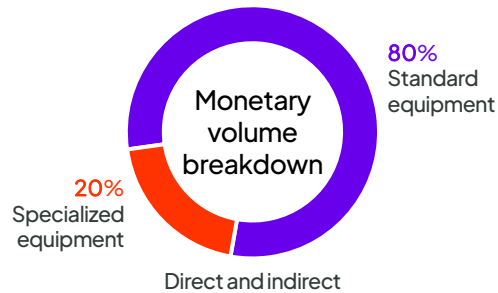


35% Direct

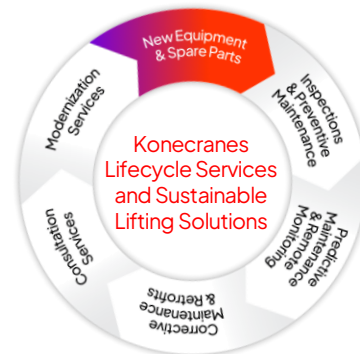
Direct to end users
KONECRANES

KONECRANES

Efficient, comprehensive offering with economies of scale



Lifecycle offering

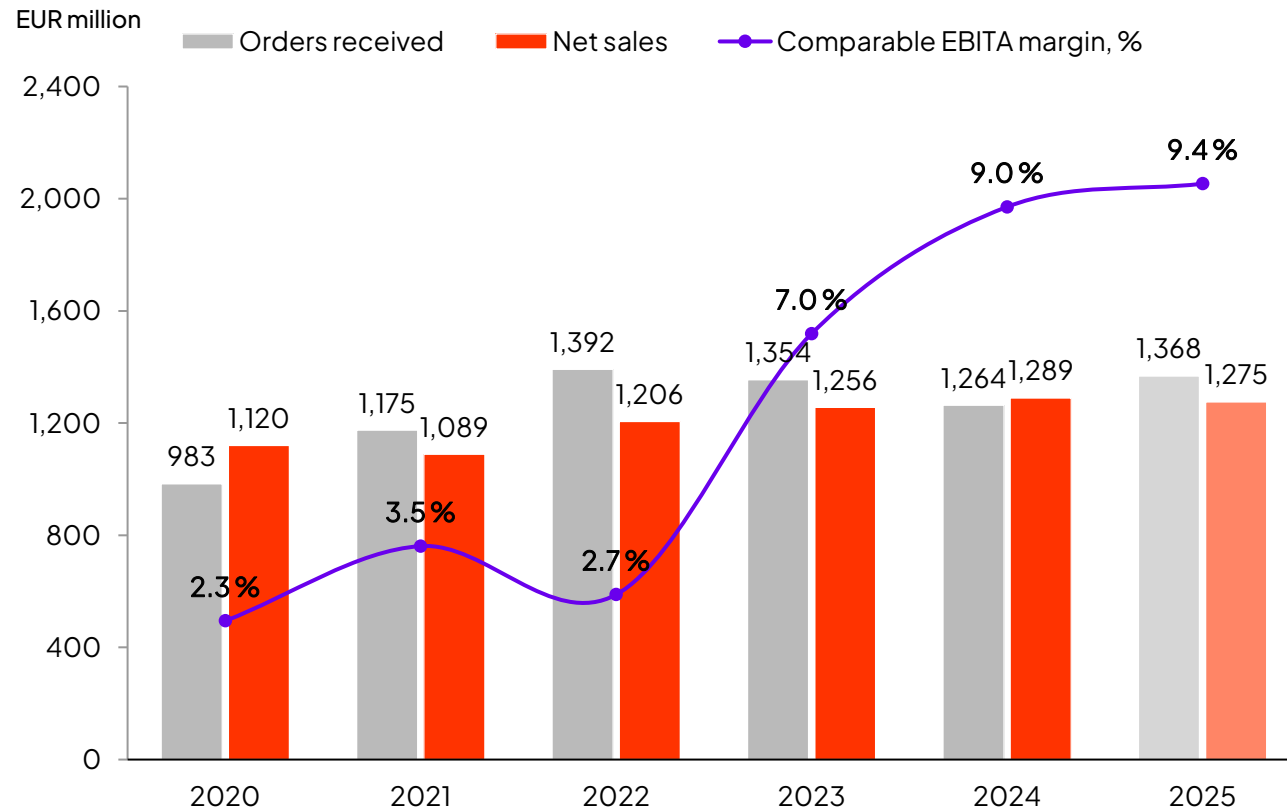


Carbon neutral* manufacturing in Finland
Design for Environment in product development
100% renewable electricity in manufacturing sites

*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

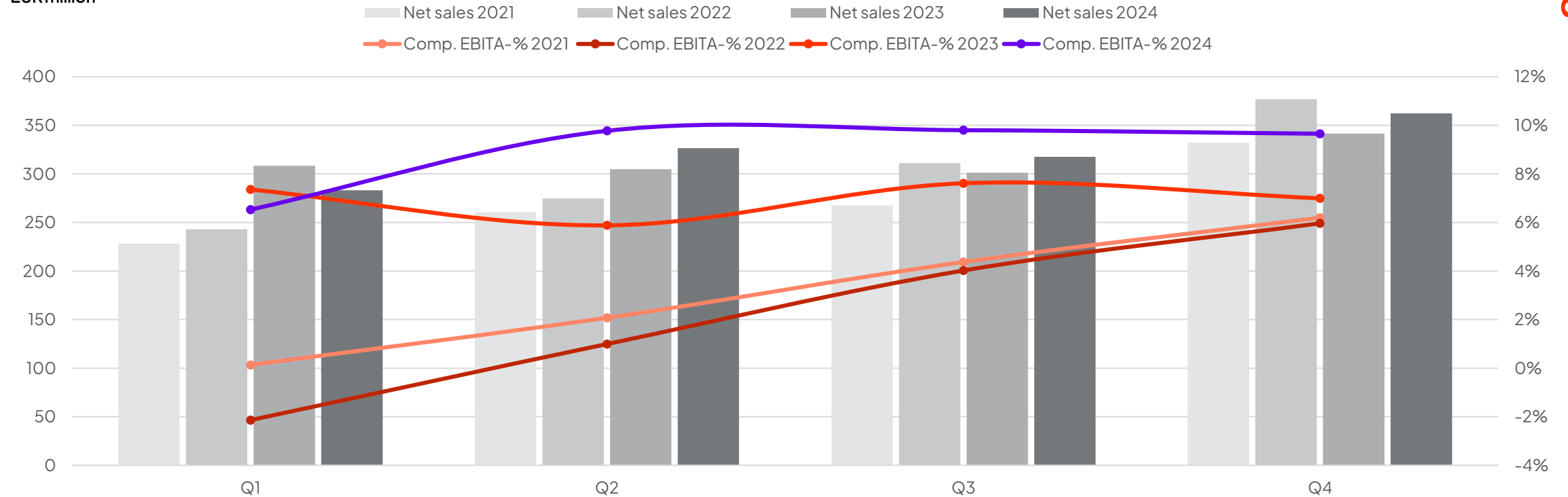
- Simplified go-to-market model
- Streamlined wire rope hoist product portfolio
- Successful pricing strategy
- Rigorous product cost management
- Solid project execution

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

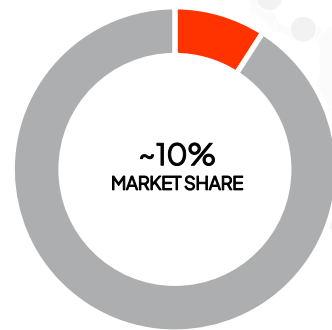
Q4

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

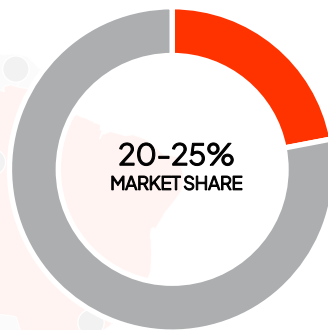
Industrial Equipment market

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



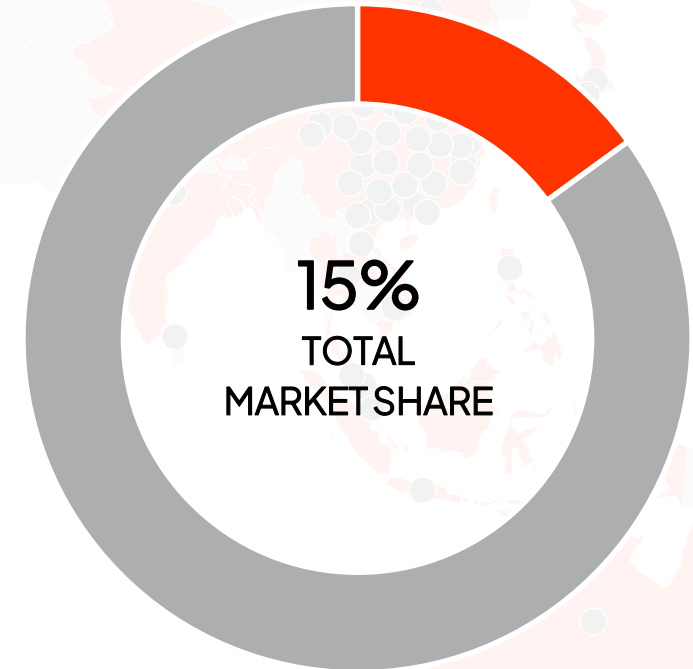
Market size: ~5B€

Standard cranes/
rope hoists¹



Market size: ~3B€

Process cranes

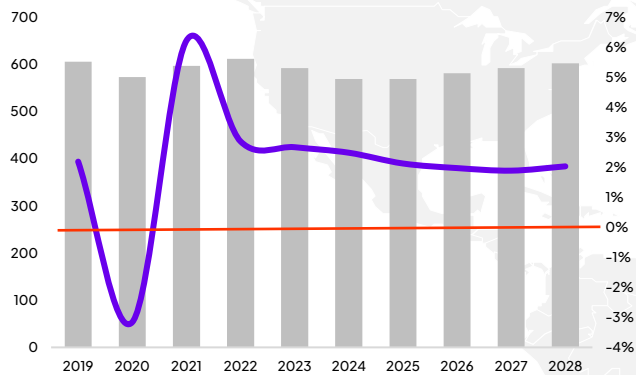
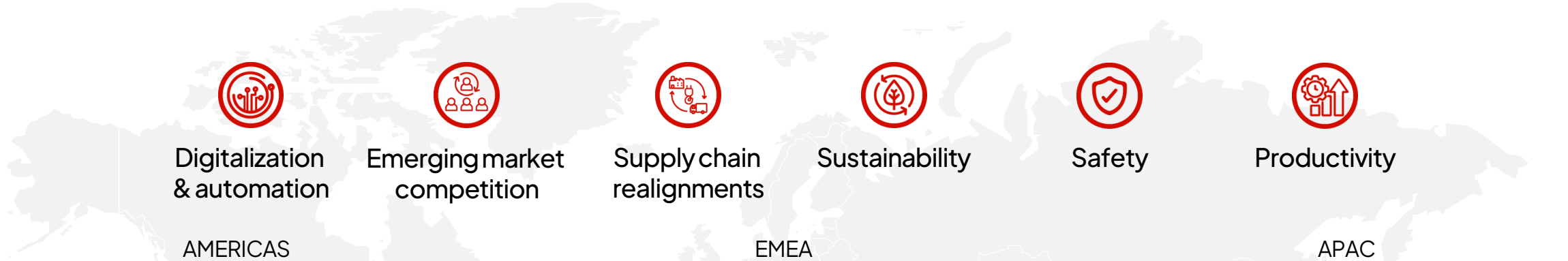


Total market size: ~10B€

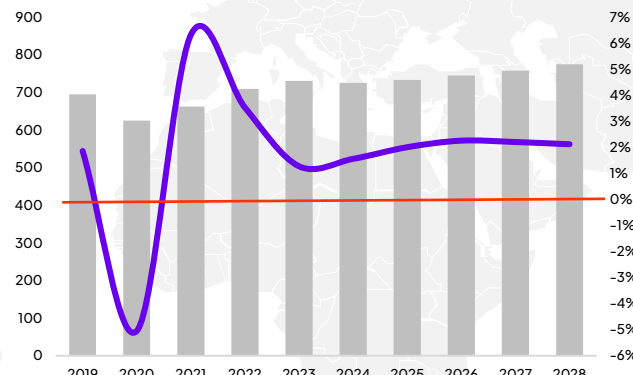
¹Not all parts of the Chinese market are addressable – nor are western maintenance practices followed throughout. Same comment may apply to other developing markets.

²Market 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.

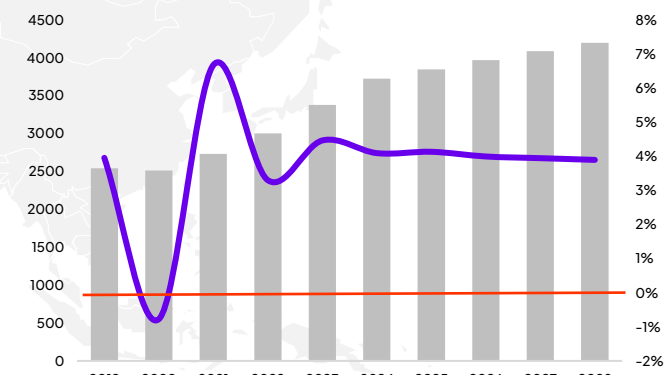
2025 market outlook remains stable while volatility between regions and industries increases



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.

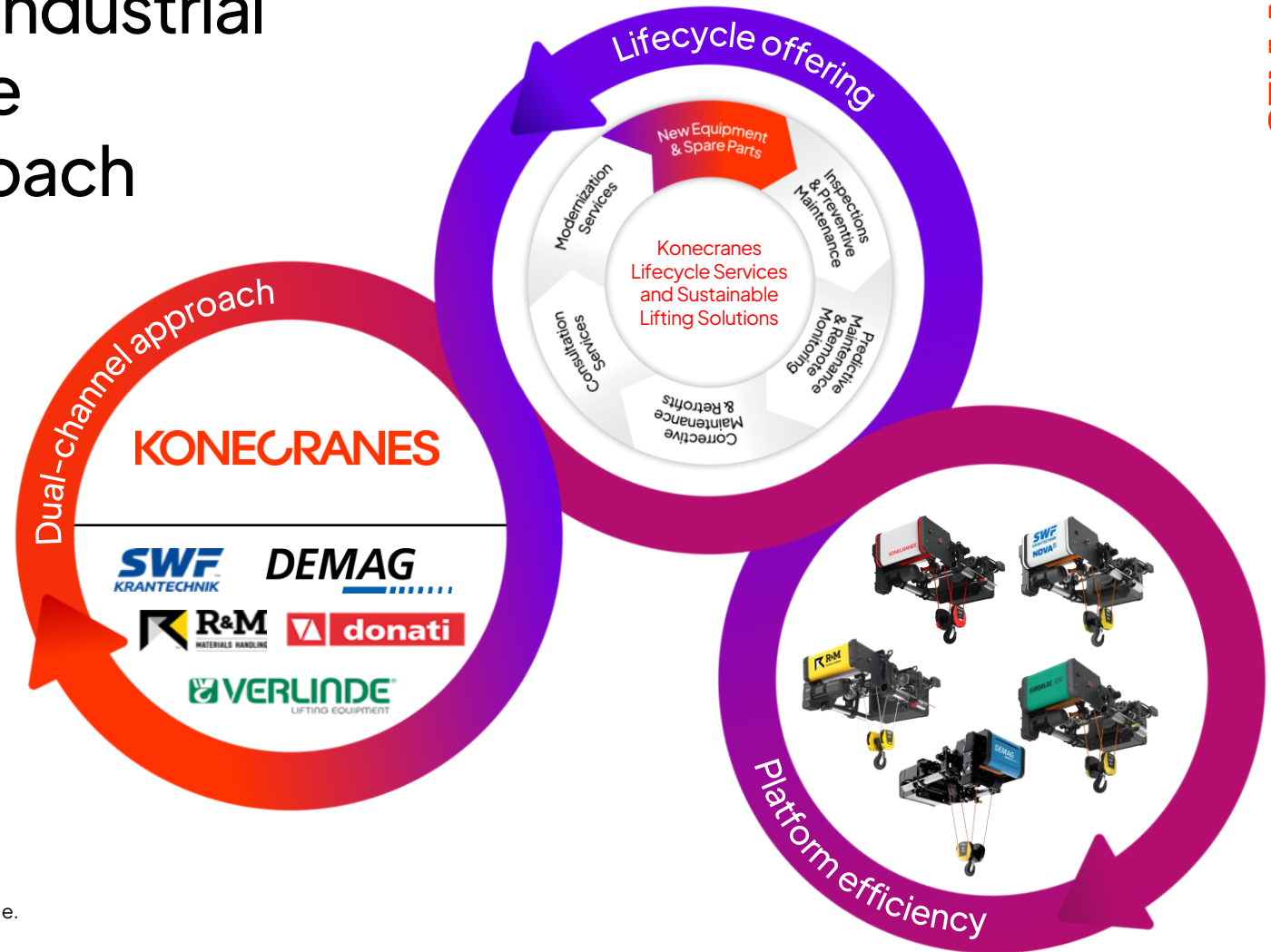
■ Capex ■ GDP

Our Ambition

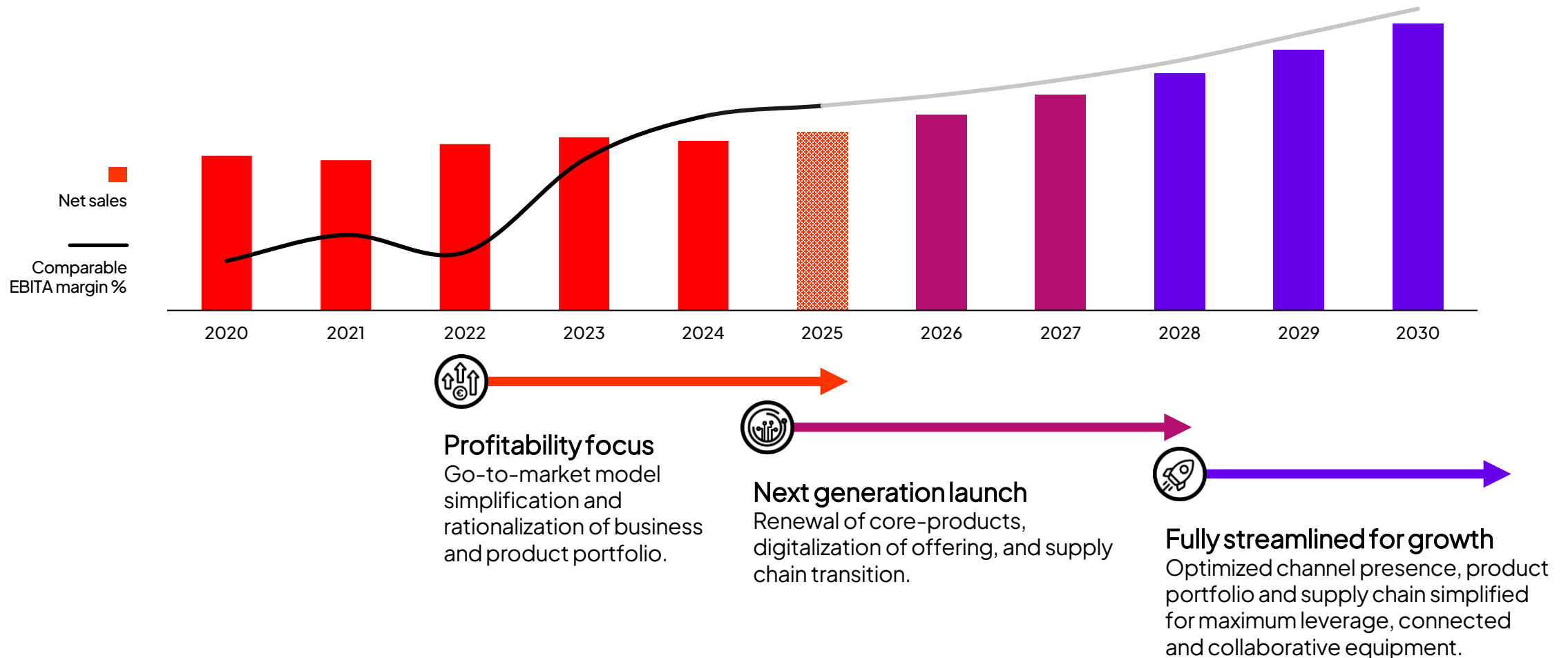
Continuously outperform industrial lifting companies and drive sustainable lifecycle approach

Sales growth in line with the market¹
Comparable EBITA margin of 8-11%²

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



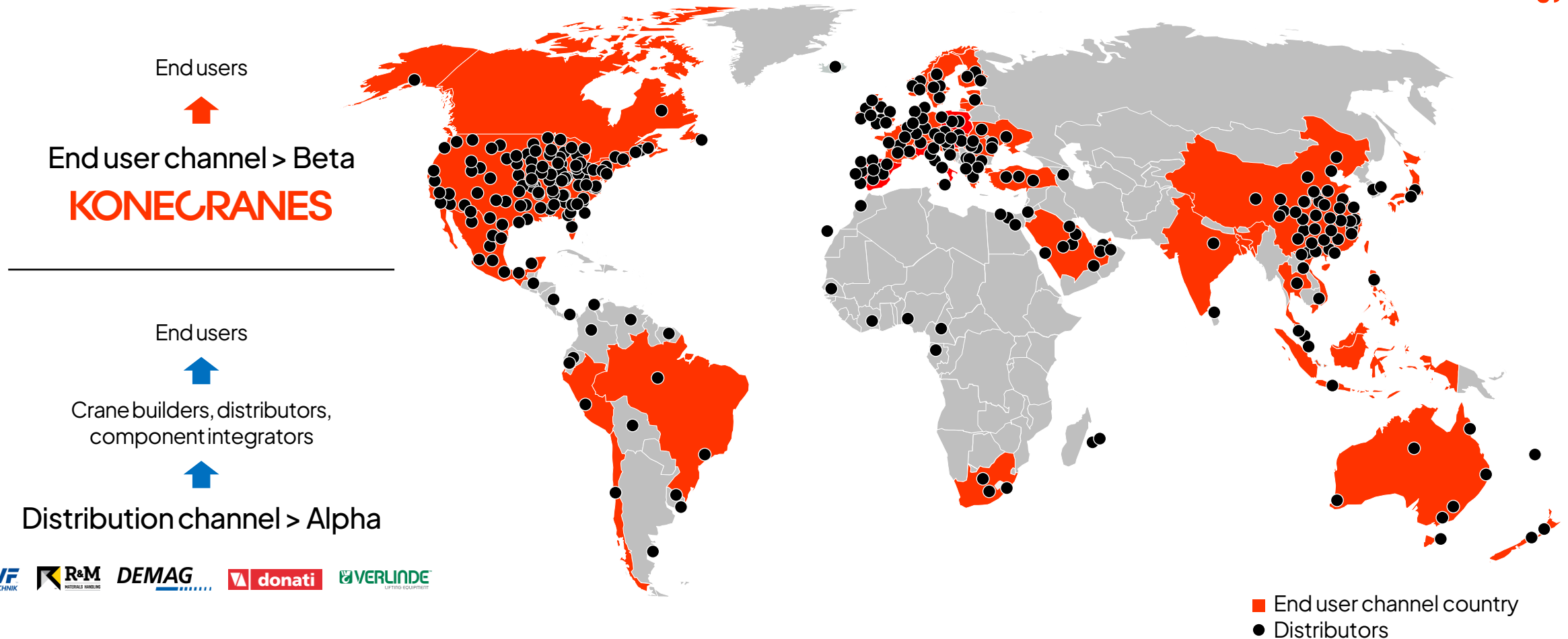
Business transition proceeding from profitability focus to growth phase










Go-to-market model streamlined

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





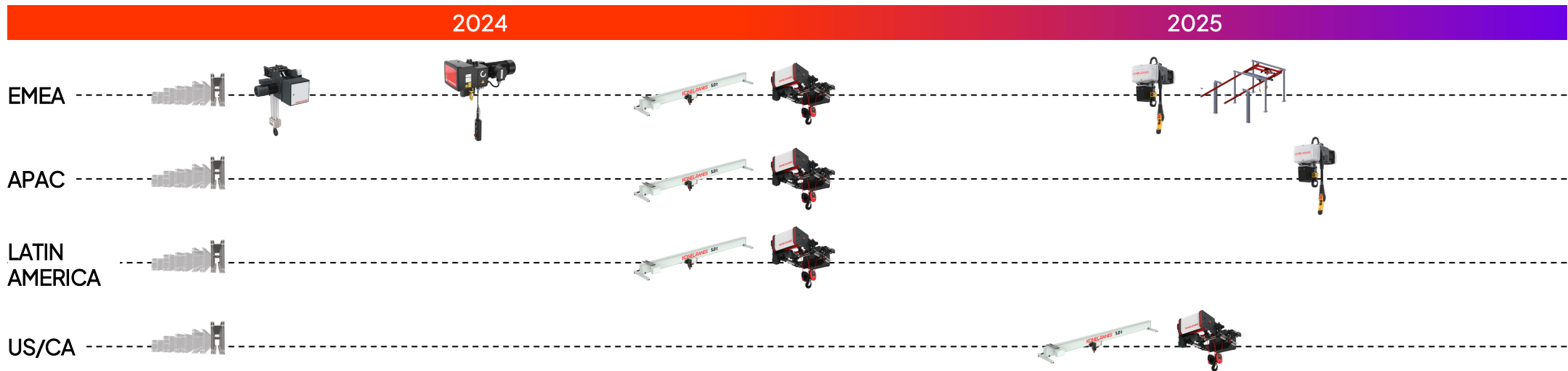
Success in portfolio and business model simplification as planned

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 rd generation sales tools launched.

*Main platforms. Excluding, local, small volume variants



Product launches under way as planned and portfolio conversion in process

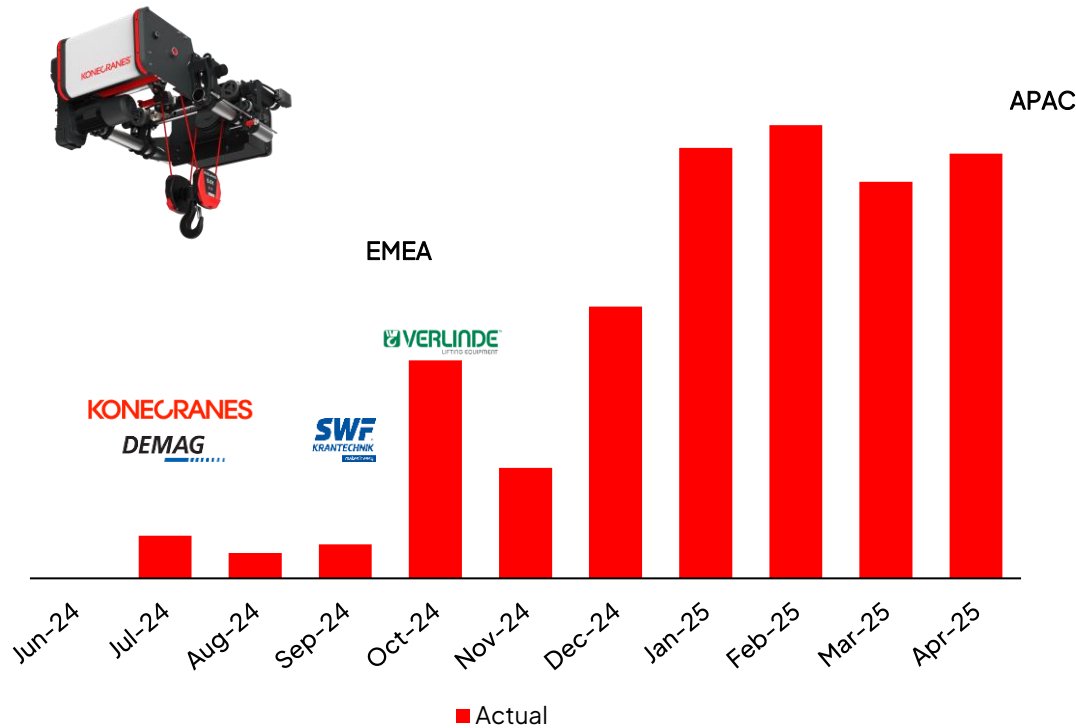




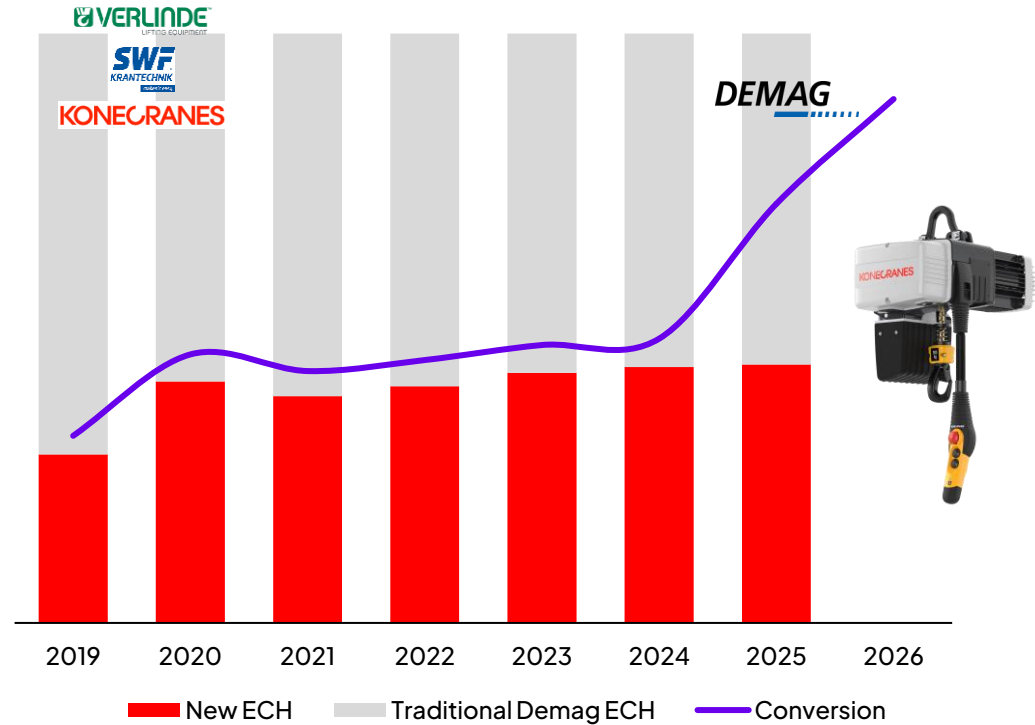
New rope and chain hoists launched in 2024

Channel expansion proceeds during 2025

Rope hoist product launch



Chain hoist product launch



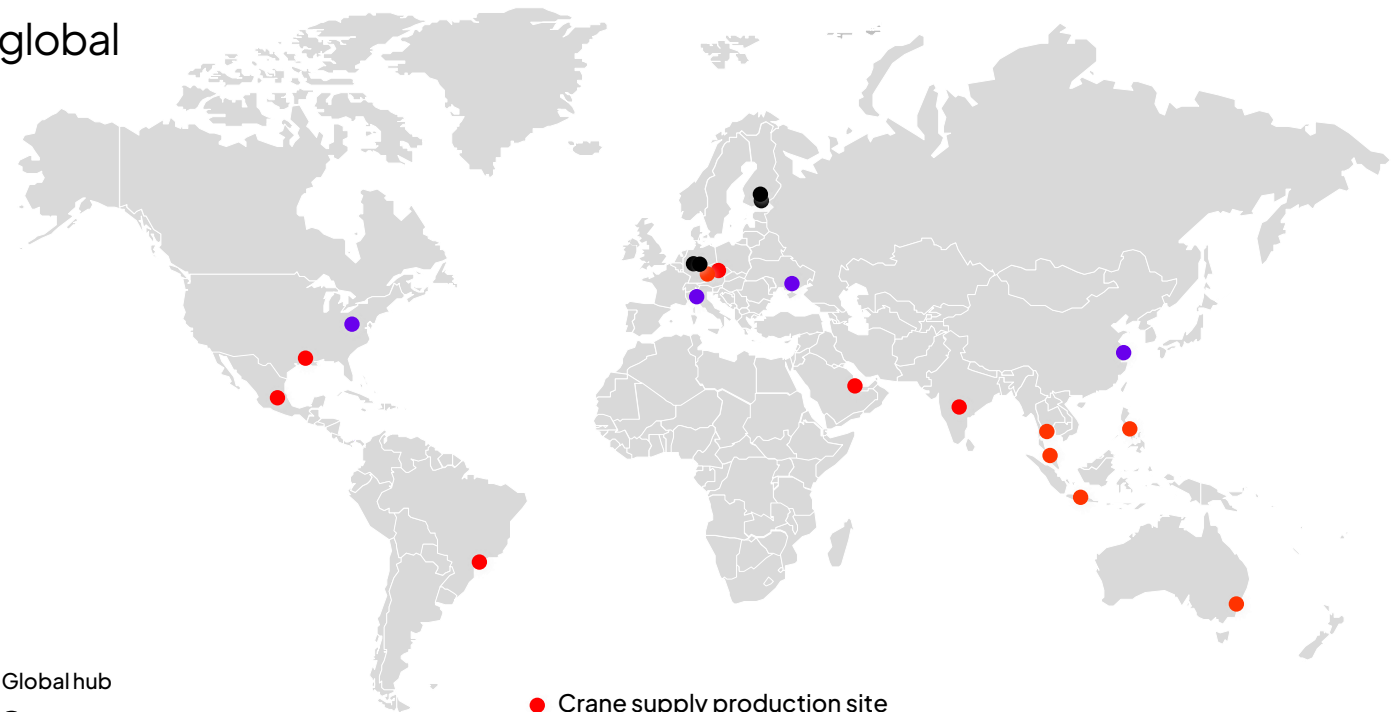
Introducing new products in the lifting industry is a multiyear program to complete the entire range



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.

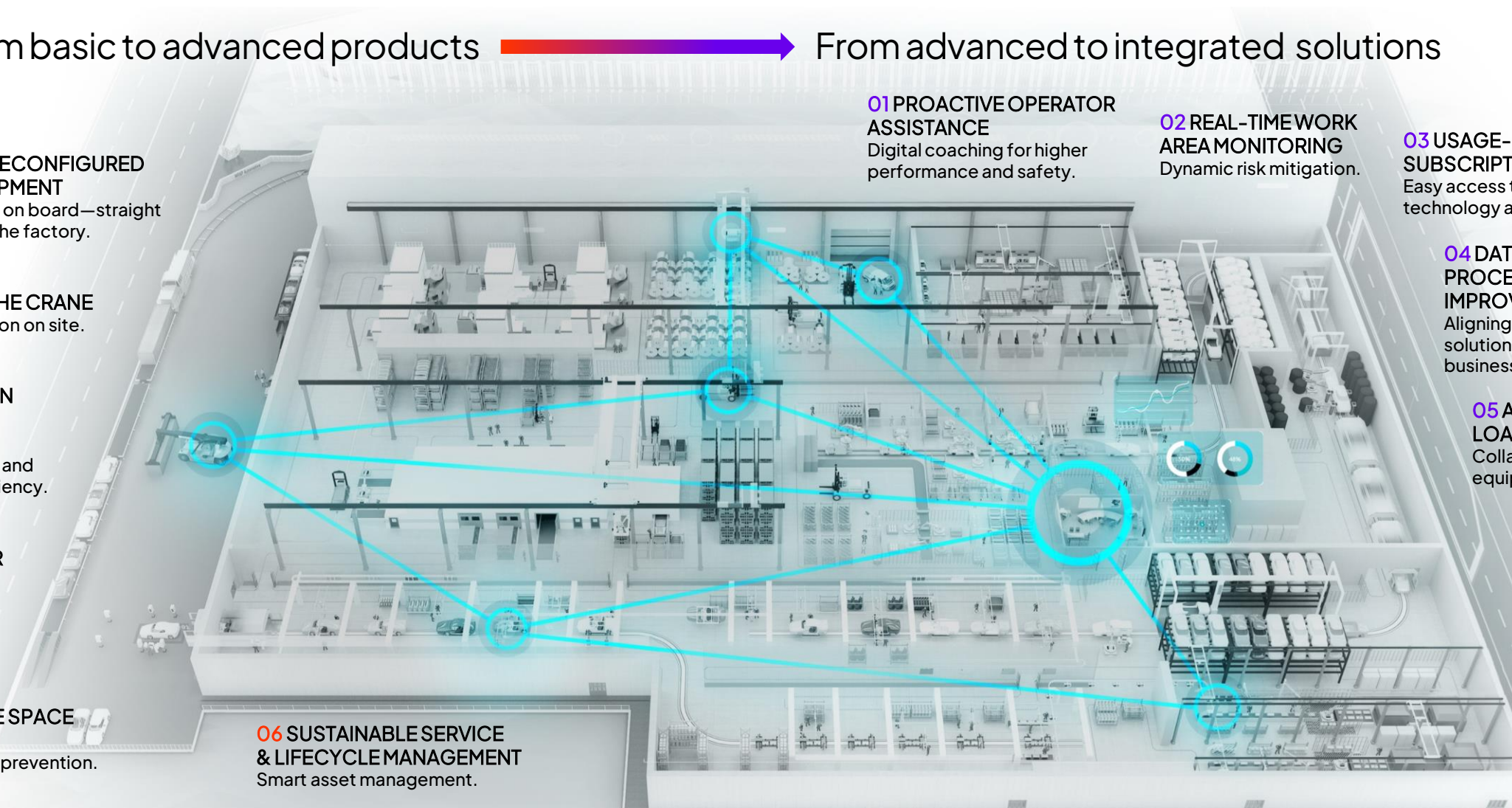
02 REAL-TIME WORK AREA MONITORING
Dynamic risk mitigation.

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

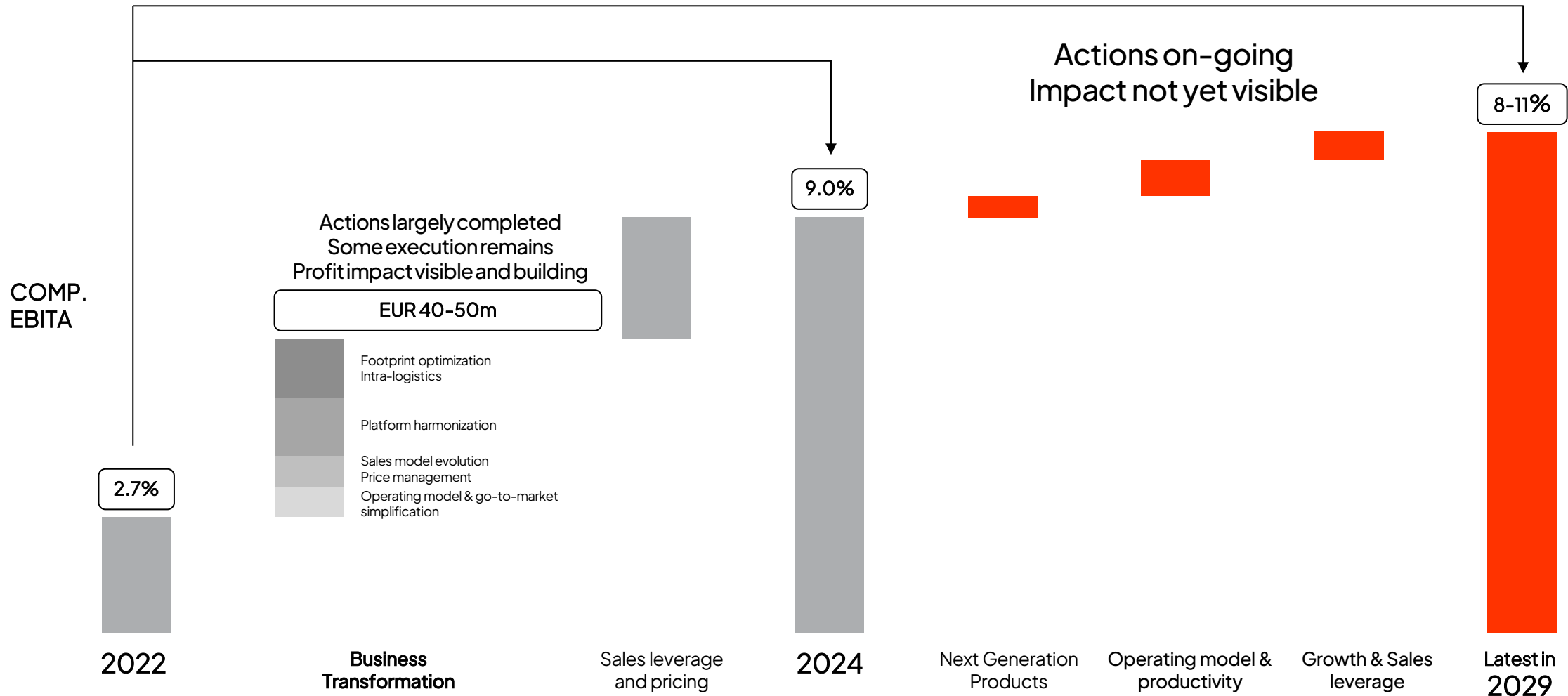
04 DATA BASED PROCESS IMPROVEMENT
Aligning technical solutions with business outcomes.

05 AUTONOMOUS LOAD HANDLING
Collaborative equipment

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



Equipment profitability improvement plan



Notes: ¹Assumes 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

¹Nominal world GDP growth, IMF World Economic Outlook.

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



Sales growth in line with the market¹
Comparable EBITA margin of 8-11%²

5. Business Area overviews

Port Solutions



AGV 558 >

STS 12 >

MAGM Nerval

Solitary

ARMG 37 >

UASC

CMA CGM

HYUNDAI

HYUNDAI

AGV 520

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

AGV 524

AGV 502

AGV 526

AGV 525

AGV 528

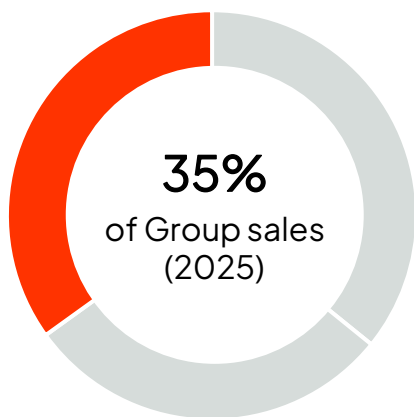
AGV 524

AGV 502

AGV 526

AGV 525

Port Solutions in brief

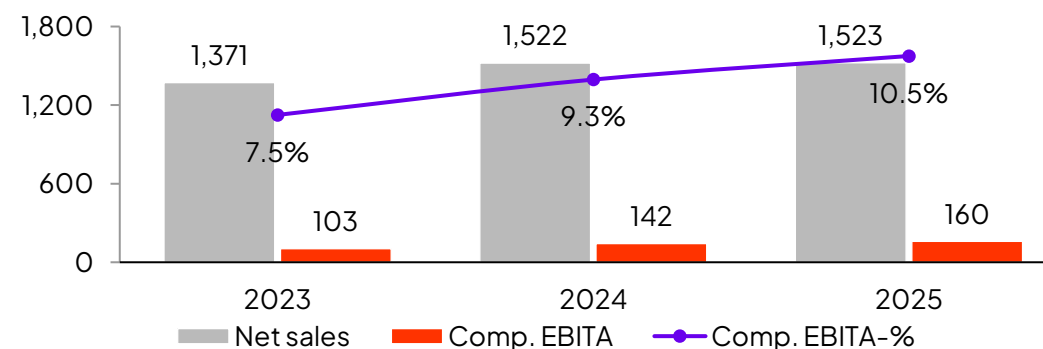


3,494
employees (end of Q4 2025)

1,523.4
net sales, EUR million (2025)

10.5%
comp. EBITA margin (2025)

Key financials, EUR million, % of net sales






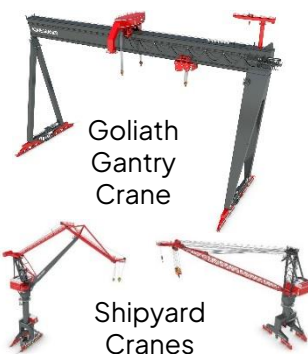


- Konecranes is a market leader in all product categories for ports and container terminals
- Port Solutions offers a full range of manned and fully automated container cranes, mobile harbor cranes, straddle carriers, heavy-duty lift trucks, and automated guided vehicles
- The offering also comprises a complete array of shipyard cranes and Terminal Operating System (TOS) and Equipment Control System (ECS) software, optimizing operations of entire container terminals
- In 2025, the service share of Port Solutions' sales was 20% (304.6 MEUR)

Orders received and order book, EUR million⁽¹⁾



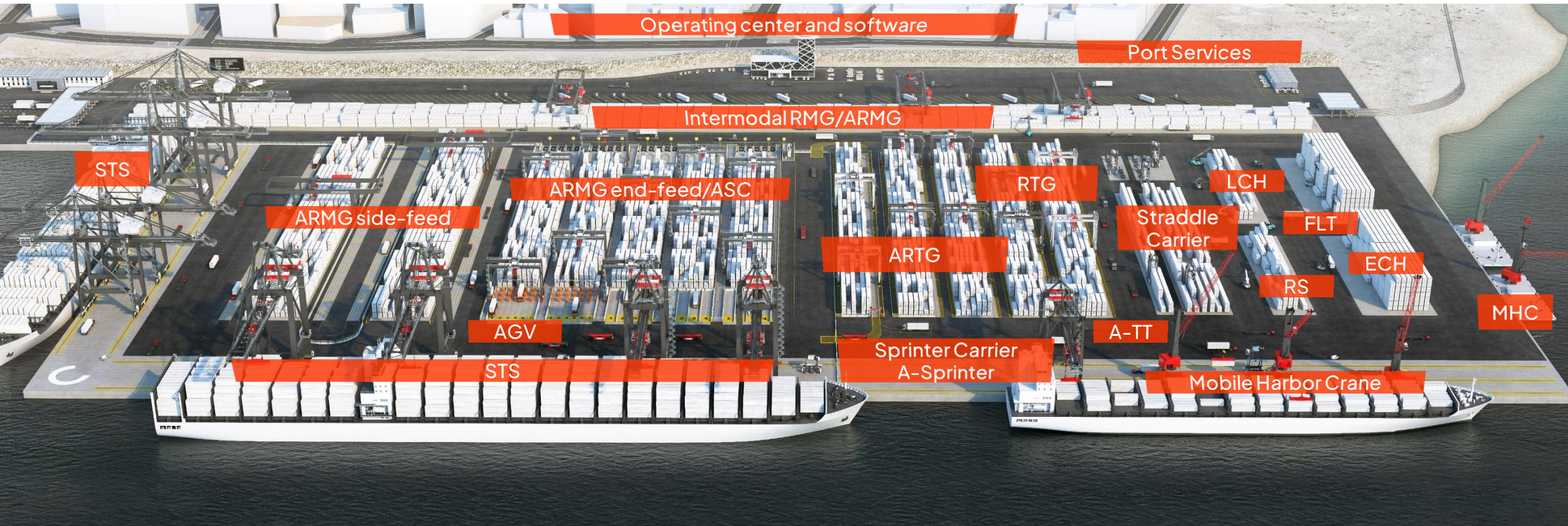
Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

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

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

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

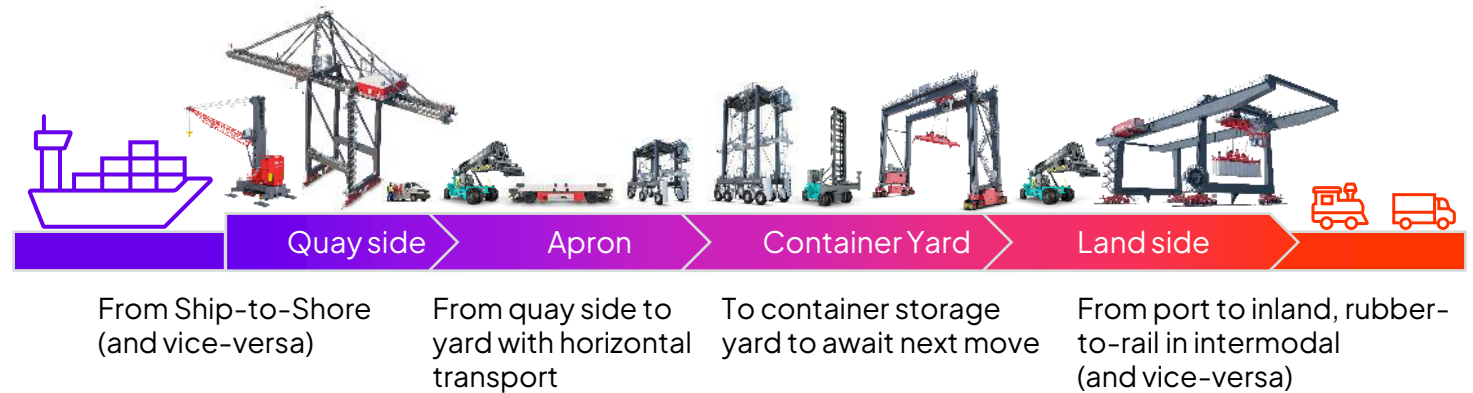
PS offering video ▶ [YouTube](#)



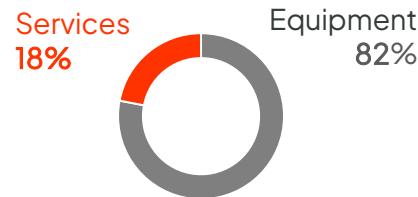
Western leader in cargo handling

- ▶ **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

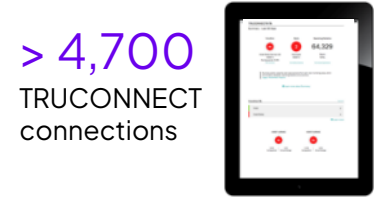
▶ Moves What Matters in container handling



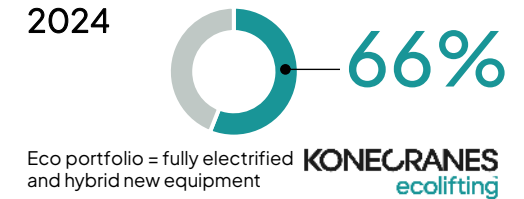
▶ Sales breakdown, 2024



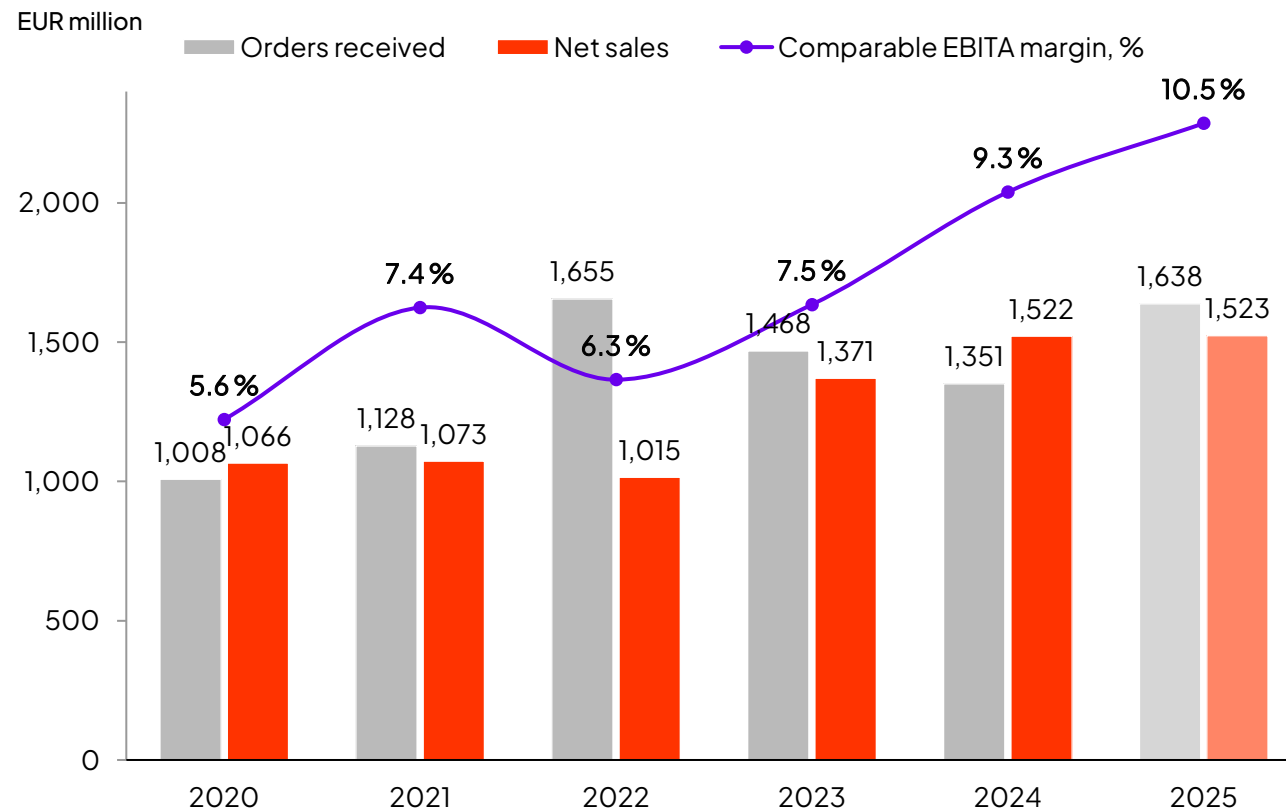
▶ Connected assets



▶ 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)¹



AUTOMATION

Automation growth exceeds general market growth



SERVICE

Service demand outpaces equipment growth

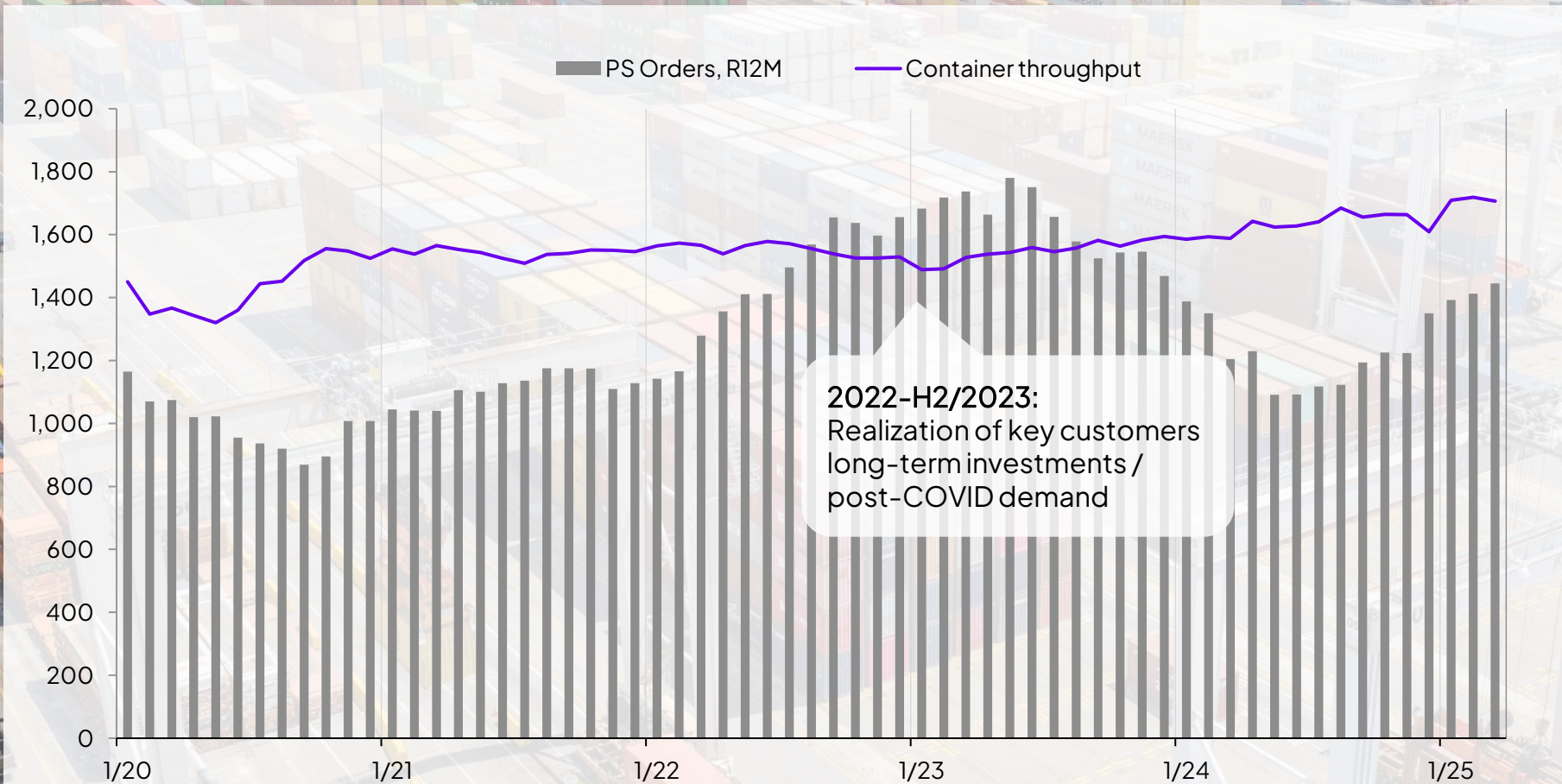


GEOPOLITICS

present us with both opportunities and threats

¹Source: Drewry Maritime Shipping

Container volume drives Port Solutions' long-term 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



Changing operating environment in the USA

Highly dynamic tariff situation with major trading partners

Greater emphasis on pro-US policies (e.g., industrial reshoring)



Shifting global trade flow patterns

Greater diversification of trade partners and "regionalization" of trade

Rising prominence of APAC countries (outside of China) fueled by economic growth



Rise in intermodal from regionalization

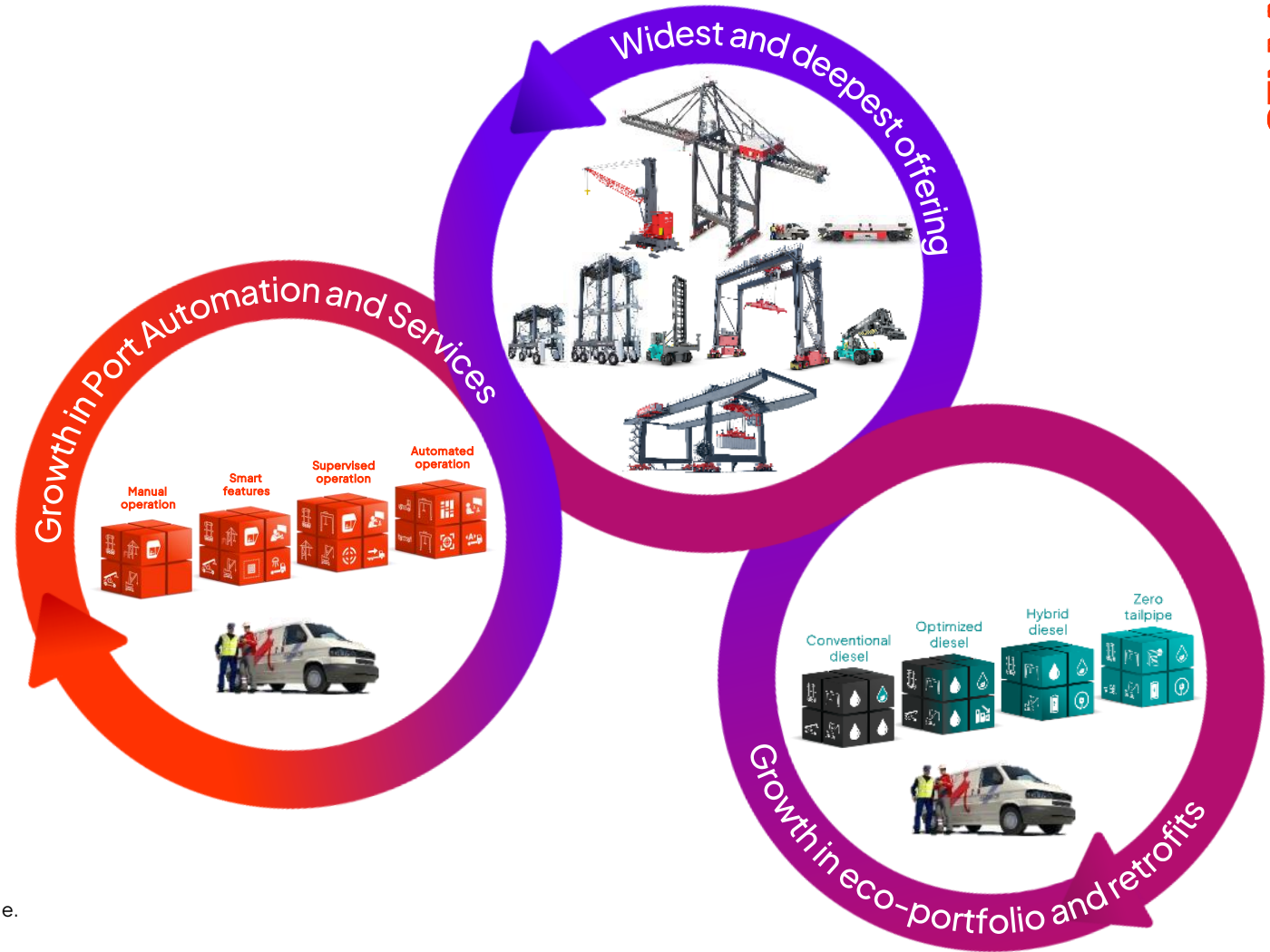
Shift from long-haul trade to regional supply chains due to economic and political shifts

Intermodal market set to triple by 2030, fueled by rising intra-regional trade

Our Ambition

The benchmark in cargo handling















Sales growth clearly faster than the market¹
Comparable EBITA margin of 9-11%²



¹Nominal world GDP growth, IMF World Economic Outlook

² 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
Market size	~8-9 B€ ¹	~2,5 B€	~0.8 B€	~0.3 B€	~0.5 B€	~1.5-2 B€ ²	~2.0 B€ ³
Konecranes position	#2	#2-3 (in key markets)	#1-2	#1-2	#1-2	#1-2	#2-3
Market trend							
Key Business Achievement	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 rd party conversions: London and Cartagena)	On track with electrification with product launches

¹Total market including in-house

²Yard cranes: ASC and RTG combined

³Container 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



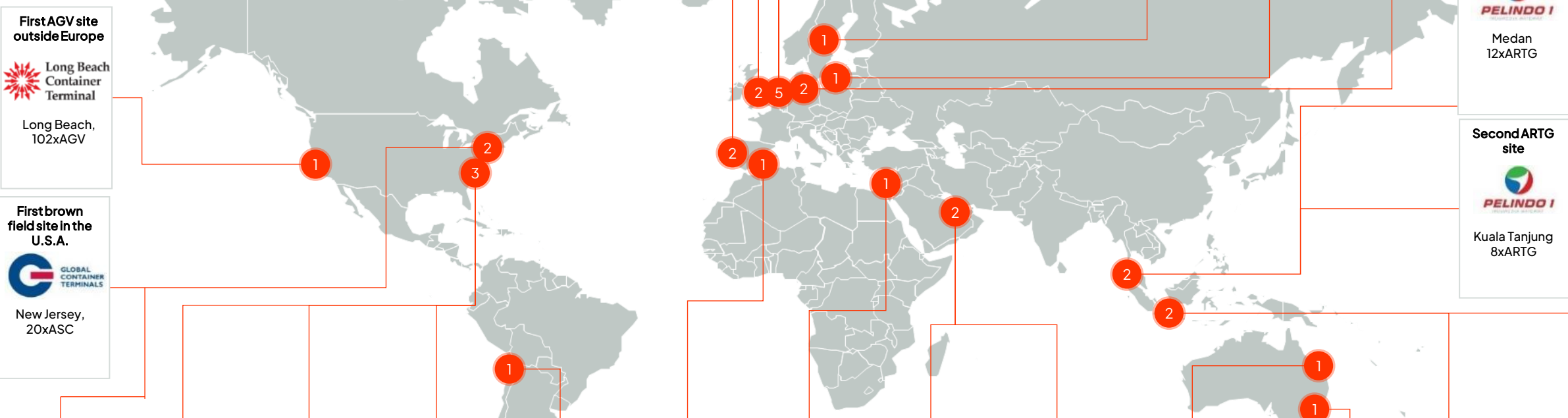
3. ARTG retrofit of existing Konecranes RTGs

PSA Baltic hub Gdansk, Poland



Establishing ARTG in Europe Liscont, 6xARTG	Establishing ARTG in Europe Leixões, 6xARTG	Full ASC brownfield solution London Gateway London, 18+60 ASC (new+retrofit)	Extending the benchmark Felixstowe, 17xARTG (automated gantry)	First beam-design ASC site Antwerp Gateway Antwerp, 54xASC	First AGV site in the world Delta Terminal Rotterdam, 296xAGV	Establishing leadership Euromax Terminal Rotterdam, 96xAGV	Complete yard automation Rotterdam 32xASC, 18xCASC, 59xLift AGV	Increasing the lead Rotterdam, 72xLift AGV	Establishing ARTG in Europe Gävle, 6xARTG	Full ARTG brownfield solution Gdansk, 10+15 ARTG (new+retrofit)	Second AGV site in the world CTA Terminal Hamburg, 98xAGV	First LI-Ion AGV site Hamburg, 25xAGV
---	---	---	--	---	--	---	---	--	---	---	--	---

65% OF ALL THE WORLD'S AUTOMATED CONTAINER TERMINALS RUN WITH KONECRANES



First AGV site outside Europe

 Long Beach, 102xAGV

First brown field site in the U.S.A.

 New Jersey, 20xASC

Third ARTG site

 Medan, 12xARTG

Second ARTG site

 Kuala Tanjung, 8xARTG

First supervised RRTG in U.S.A.

 Baltimore, 15xRRTG

Extending the benchmark

 Virginia, NIT 60xASC, 36xASC NIT N

Extending the benchmark

 Virginia, VIG 26xASC

First ASC site in the U.S.A.

 Virginia, 30xASC

Extending the benchmark

 Mejillones, 3xASC

First ASC site in the Mediterranean

 Barcelona, 54xASC

First TOS to automated terminal

 Israel, Complete A-system

First ASC site in the Middle East

 Abu Dhabi, 52xASC +TOS

Extending the benchmark

 Abu Dhabi, 54xASC

First ASC site in Australia

 Brisbane, 6xASC

Second ASC site in Australia

 Sydney, 12xASC

First ASC site in Asia

 Surabaya, 20xASC

First ARTG system delivery

 Semarang, 20xARTG

Growing electrification eco-portfolio powered by Konecranes technology platform

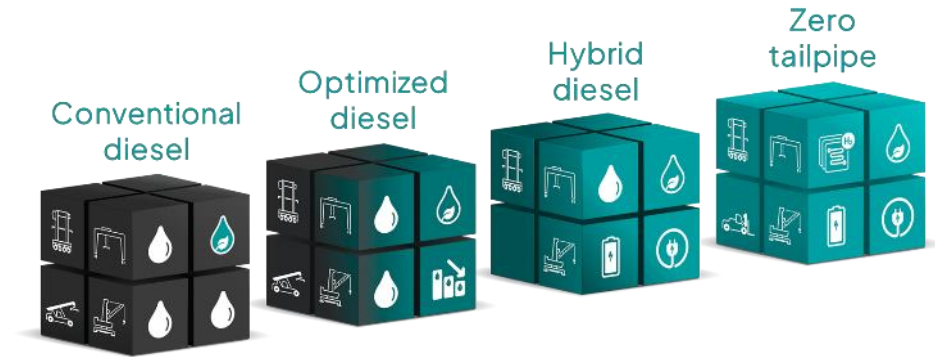
KONECRANES
ecolifting™

KONECRANES

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

Path to Ecolifting

Less CO₂ 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

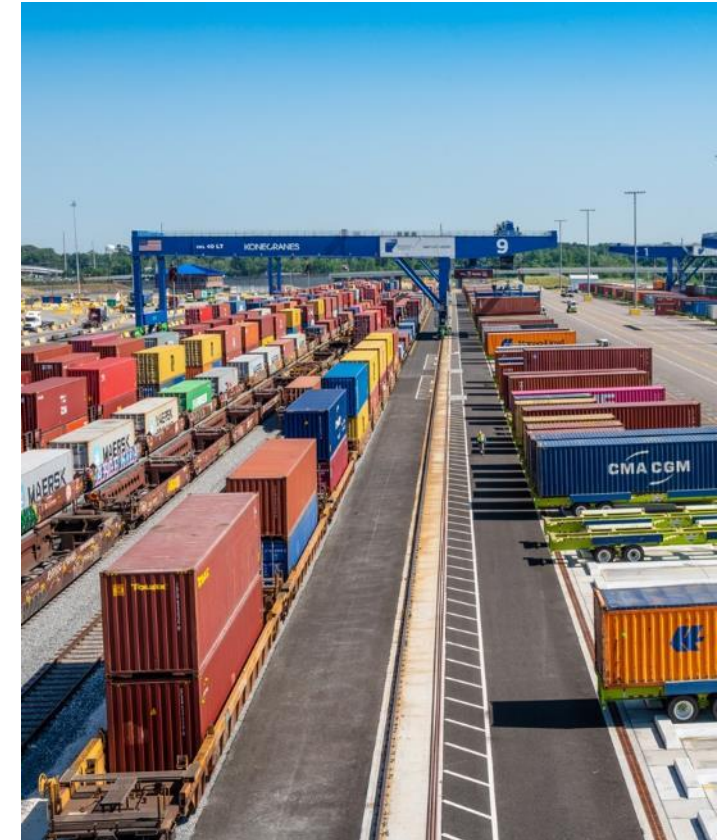
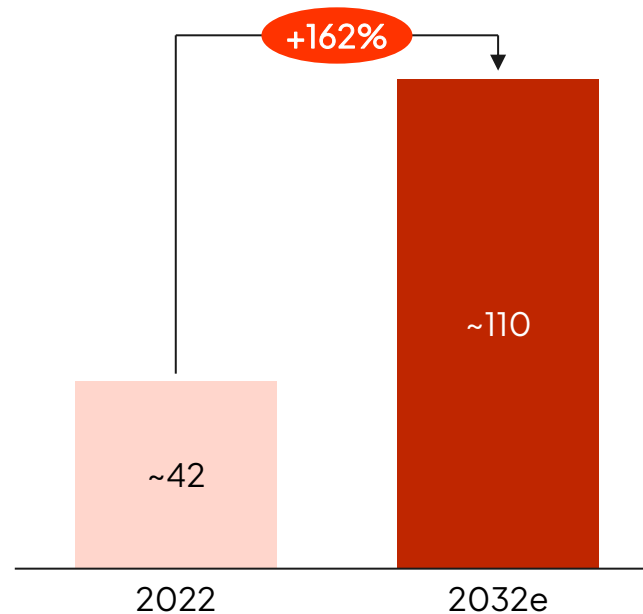


Port Services



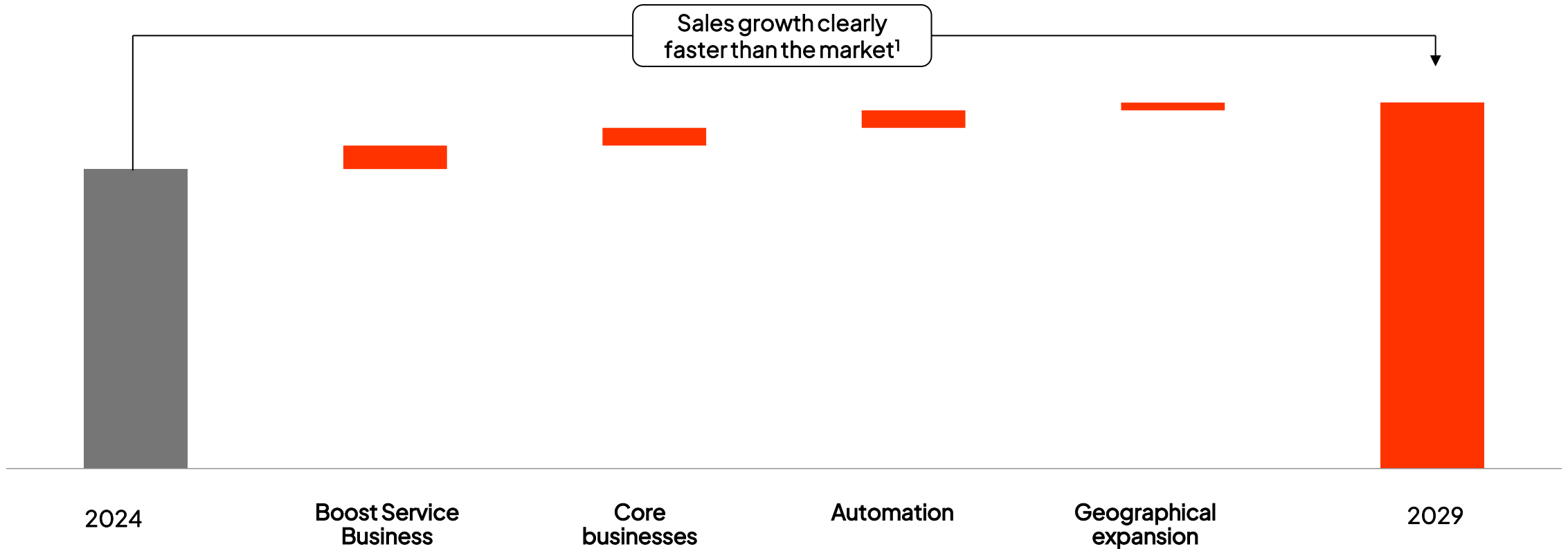
Global intermodal transport expected to grow 3x by 2030

Intermodal transport market value (\$B)



Source: European Court of Auditors; Expert interviews

Port Solutions growth plan



¹Nominal world GDP growth, IMF World Economic Outlook

Well-positioned to capture growth

Widest and deepest offering fits any customer

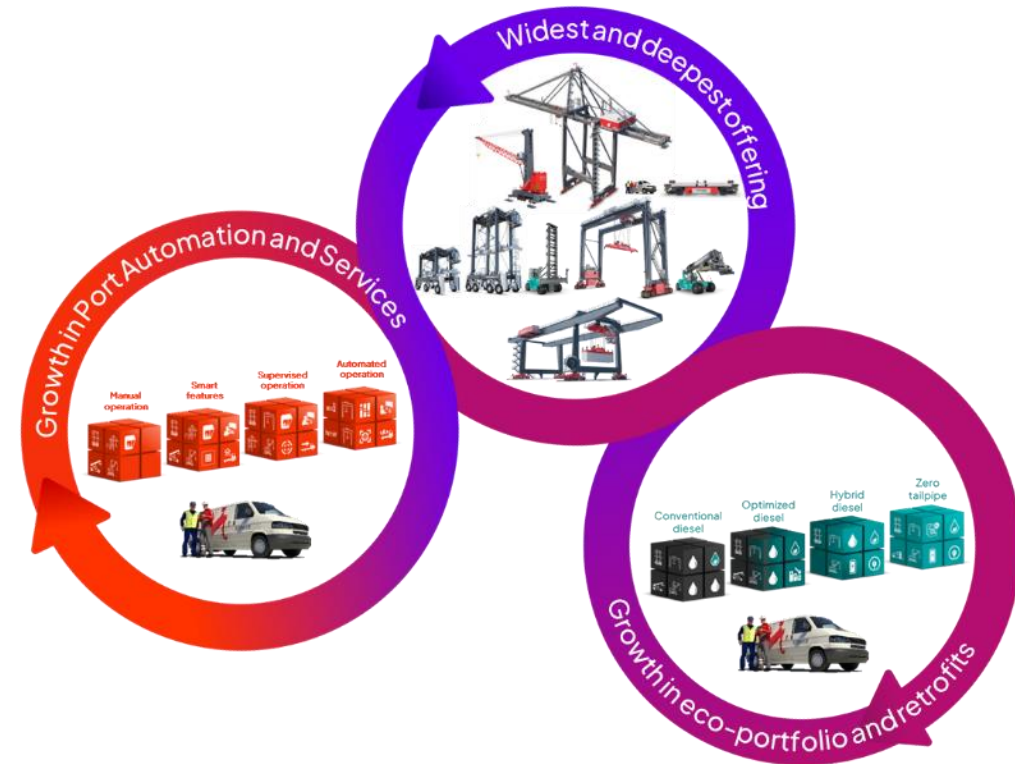
- Of any size: small, regional and global
- In any place
- At any stage of customer's developing needs

Financial targets remain unchanged:

Investments in growth

- Automation
- Electrification
- Service
- Intermodal
- Supply chain

Readiness for geopolitical dynamics



Sales growth clearly faster than the market¹
Comparable EBITA margin of 9-11%²

¹Nominal world GDP growth, IMF World Economic Outlook.

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

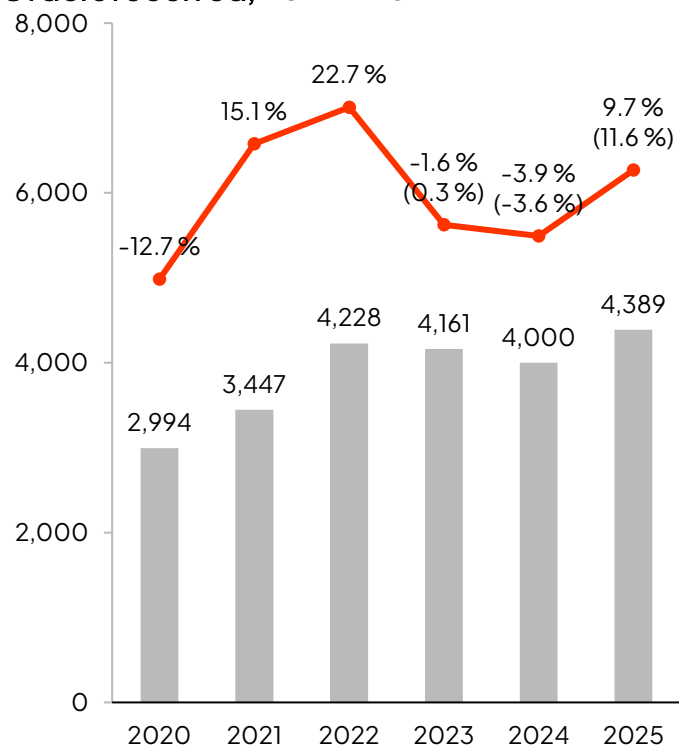
6. Appendix

Konecranes at a glance

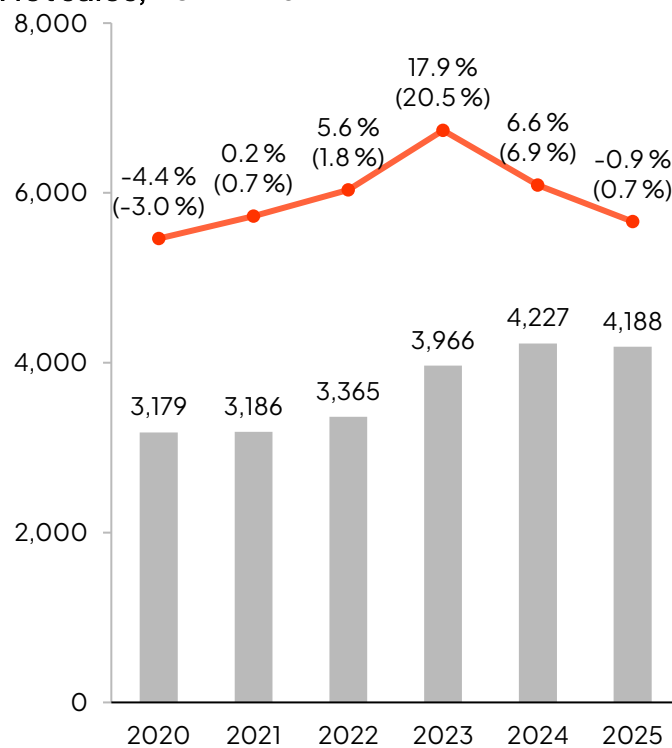
Key figures, 2025	Konecranes Group	Industrial Service	Industrial Equipment	Port Solutions	Eliminations / Group
Orders received	4,389.3 EUR million	1,561.1 EUR million	1,367.6 EUR million	1,637.8 EUR million	-177.3 EUR million
Orderbook	2,988.4 EUR million	404.8 EUR million	911.1 EUR million	1,672.5 EUR million	
Net sales	4,187.8 EUR million	1,562.8 EUR million	1,275.3 EUR million	1,523.4 EUR million	-173.8 EUR million
Comp. EBITA	588.1 EUR million	341.5 EUR million	120.0 EUR million	159.6 EUR million	-33.0 EUR million
Comp. EBITA-%	14.0%	21.8%	9.4%	10.5%	
Personnel (end of Q4 2025)	16,469	7,721	5,131	3,494	123

Key financials development

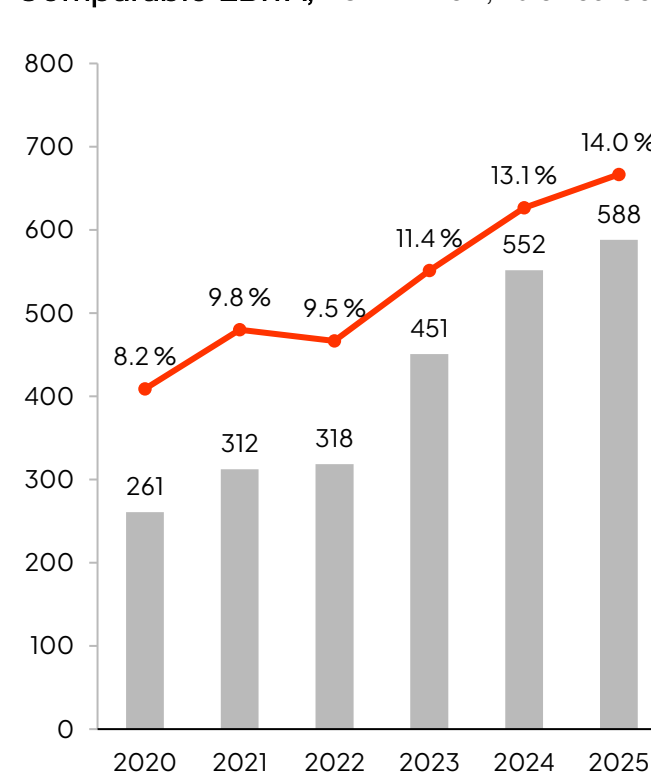
Orders received, EUR million⁽¹⁾



Net sales, EUR million



Comparable EBITA, EUR million, % of sales



Orders received

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

Net sales

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

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⁽¹⁾⁽²⁾

Circular services	40% 2025	39% 2024
Industrial Equipment	100% 2025	100% 2024
Port Solutions	62% 2025	66% 2024

Eco portfolio⁽¹⁾⁽²⁾

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



Teo Ottola
CFO,
Deputy CEO



Fabio Fiorino
President, Business Area
Industrial Service



Jussi Rautiainen
President, Business Area
Industrial Equipment



Tomas Myntti
President, Business Area
Port Solutions



Claes Erixon
Executive Vice President,
Technologies



Christine George
Executive Vice President, Corporate
Strategy & Communications



Anneli Karkovirta
Executive Vice President,
People and Culture



Sirpa Poitsalo
Executive Vice President,
General Counsel

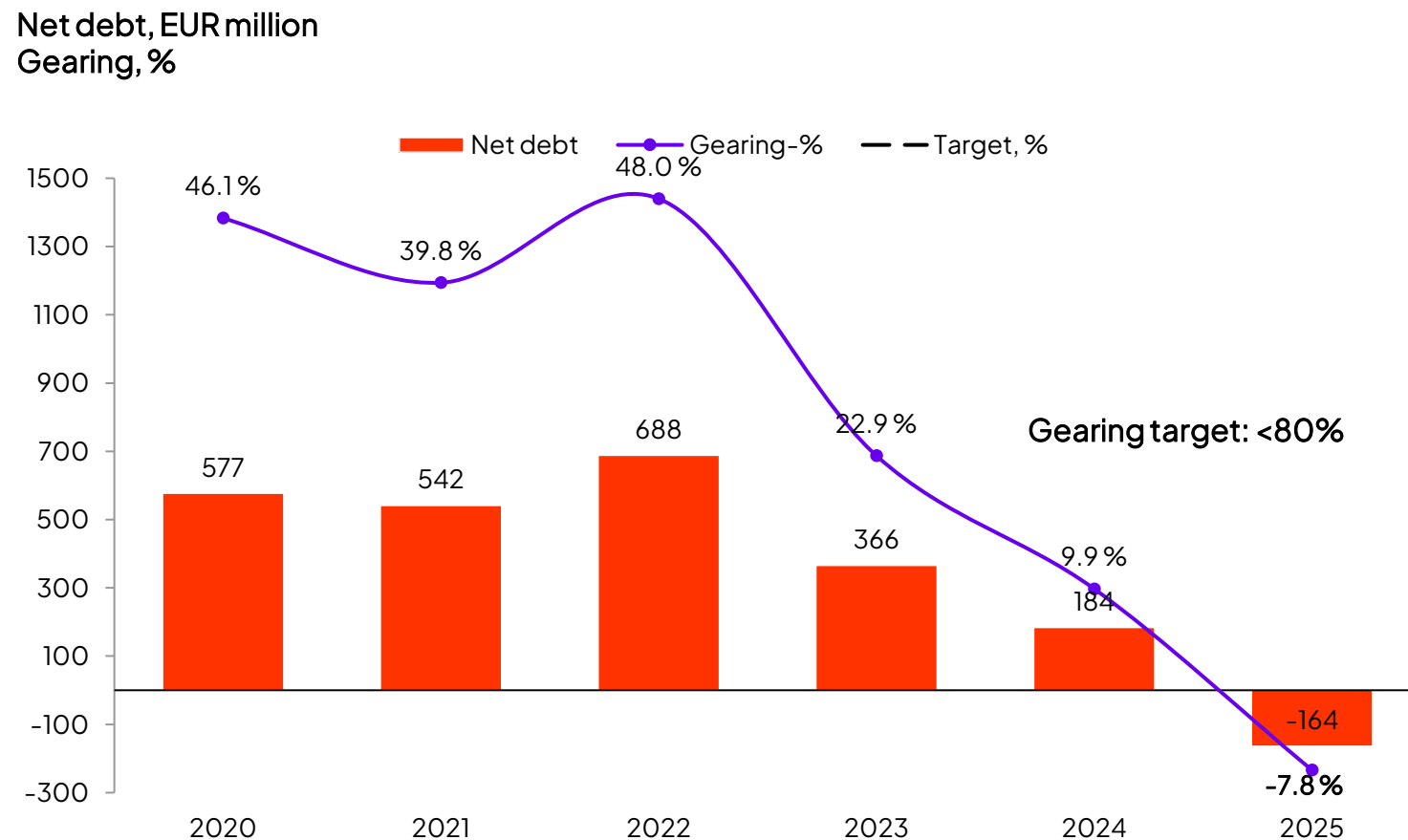


9
Konecranes
Leadership
Team members

33%
women

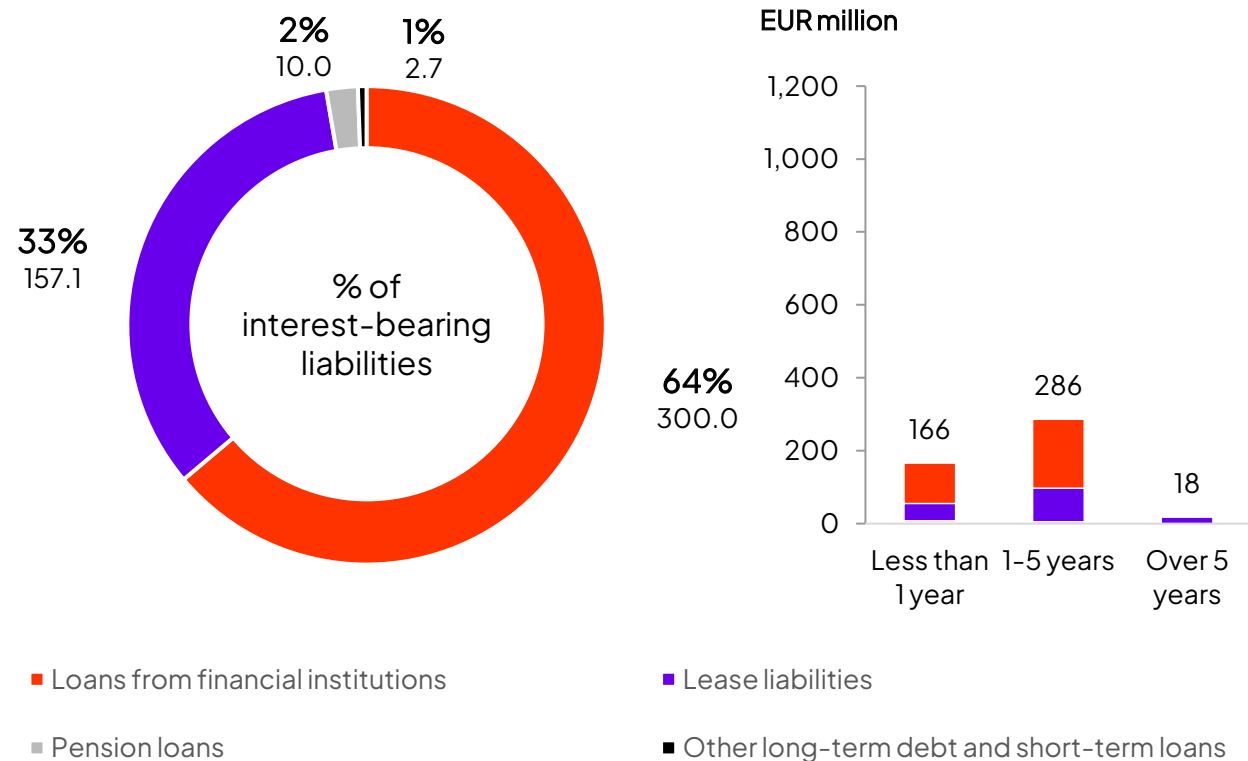
4
different
nationalities

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, 2025)

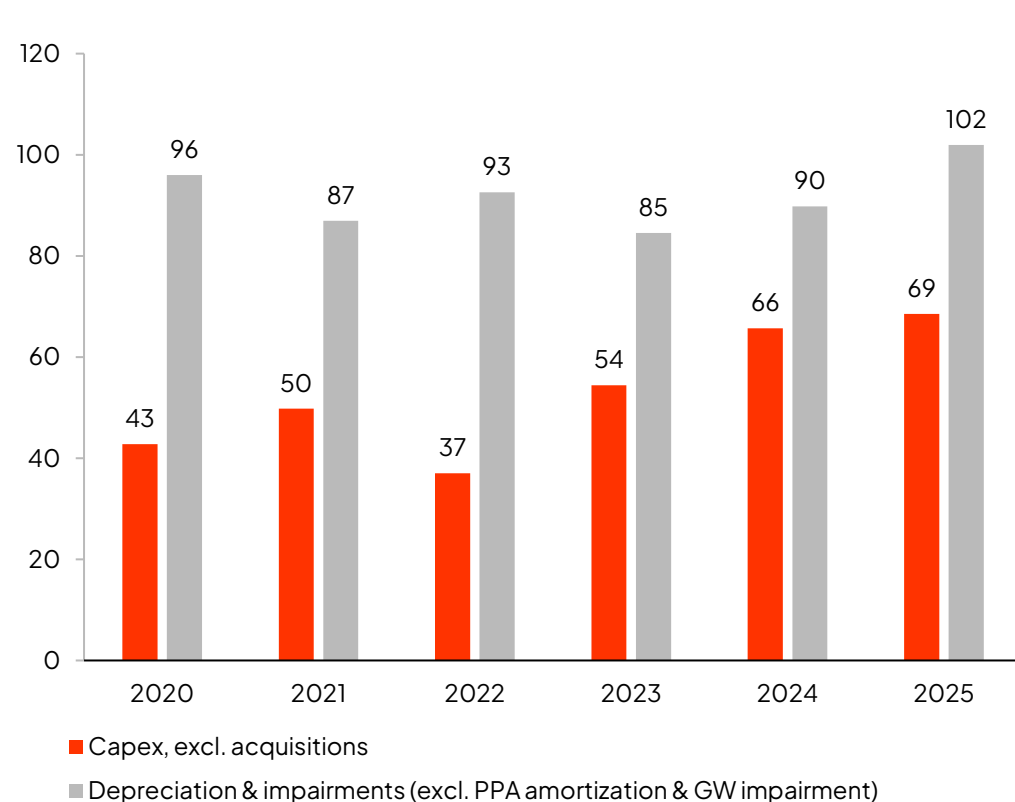


Interest-bearing net debt (Dec 31, 2025)

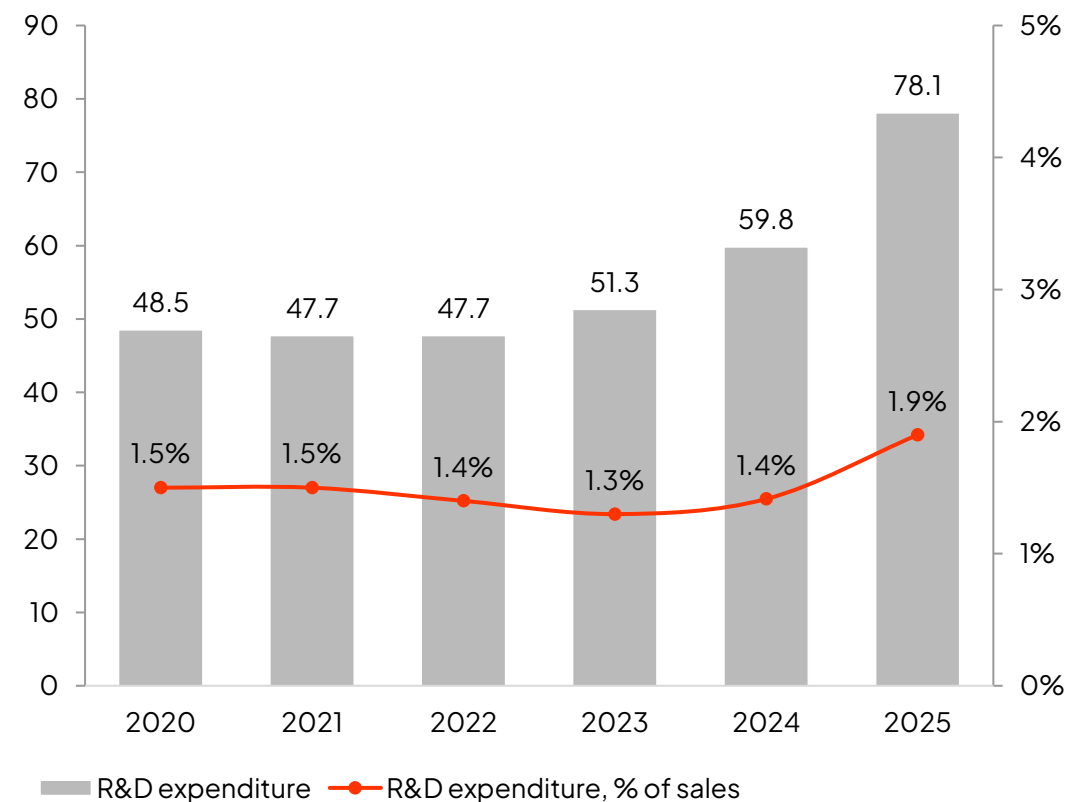
EUR million	31 Dec 2025	31 Dec 2024
Non current interest bearing liabilities	303.7	539.3
Current interest bearing liabilities	166.2	356.3
Interest-bearing liabilities	469.8	895.6
Loans receivable	-1.4	-2.1
Cash and cash equivalents	-631.9	-710.0
Interest-bearing net debt	-163.5	183.5

Capital expenditure, depreciation and R&D expenditure

Capital expenditure and depreciation, EUR million



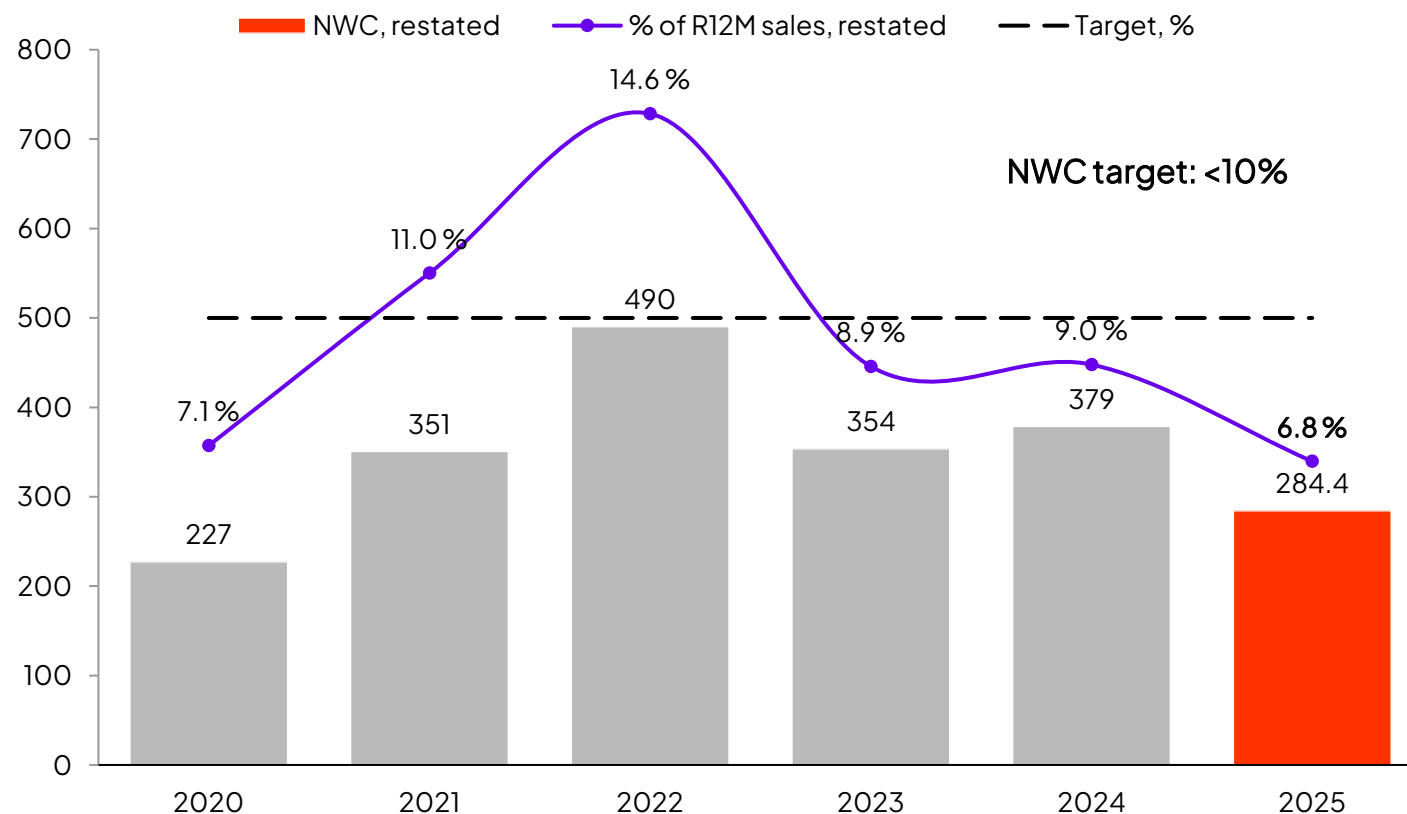
Research and development*, EUR million, % of sales



*In 2025, Konecranes revised the content of R&D expenses, the R&D expenses from the comparison period 2024 remain unchanged.

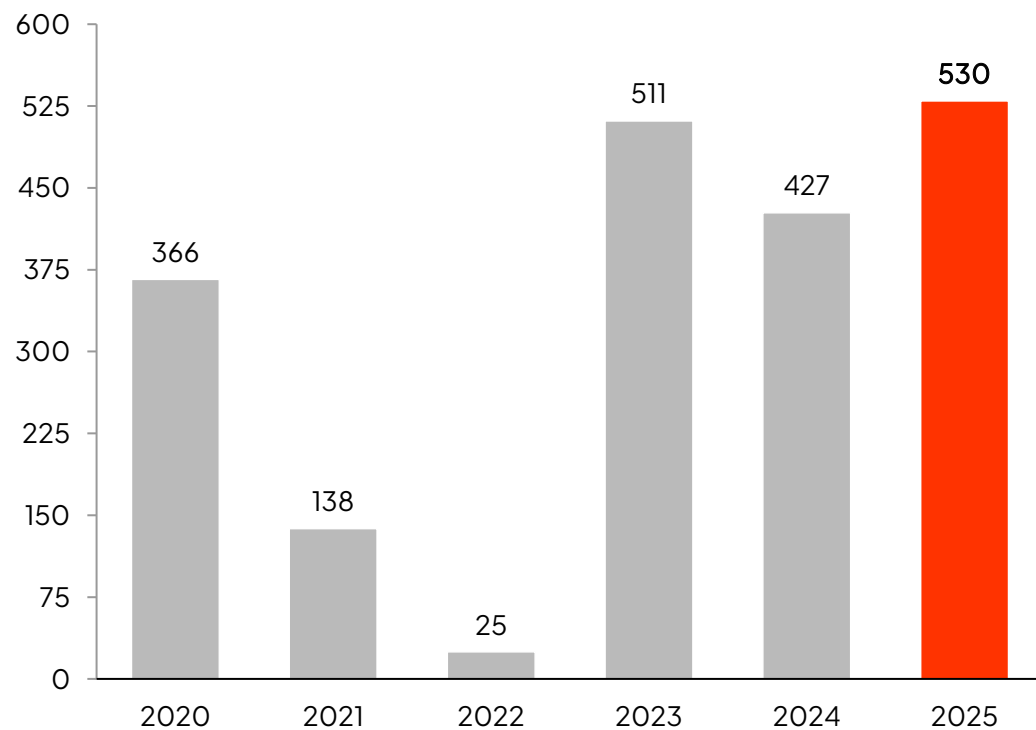
Our net working capital development is driven by timing of projects and delivery capability

Net working capital, EUR million, % of R12M sales

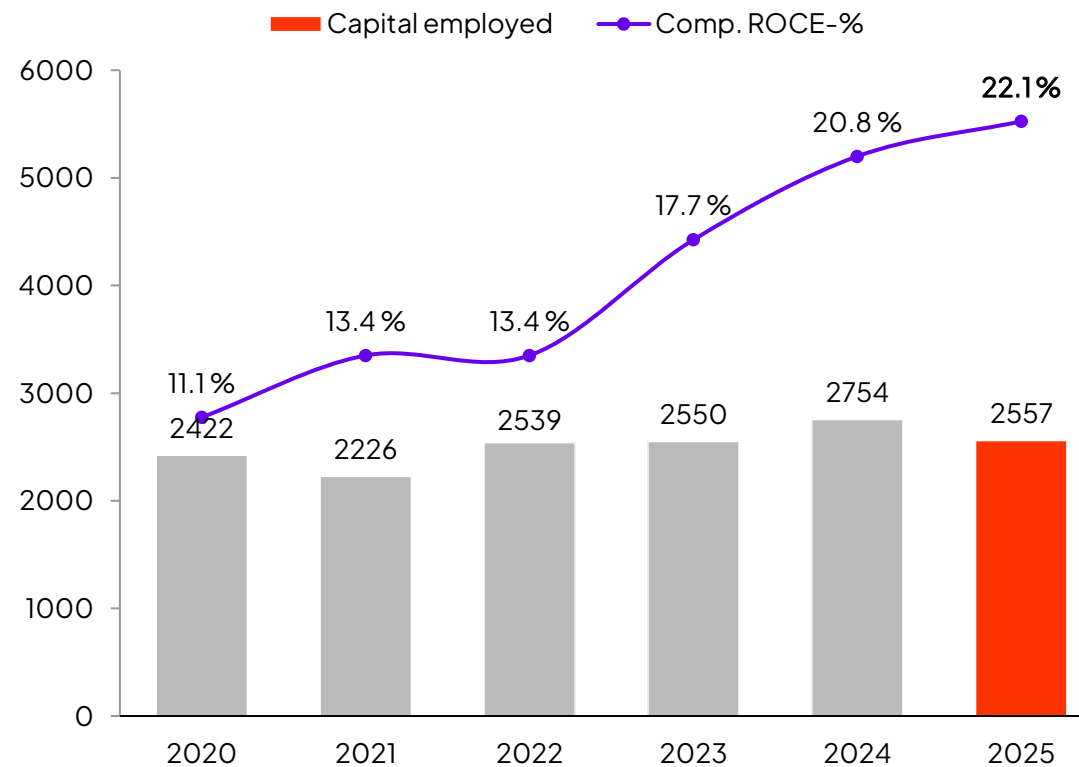


Free cash flow and return on capital employed

Free cash flow, EUR million



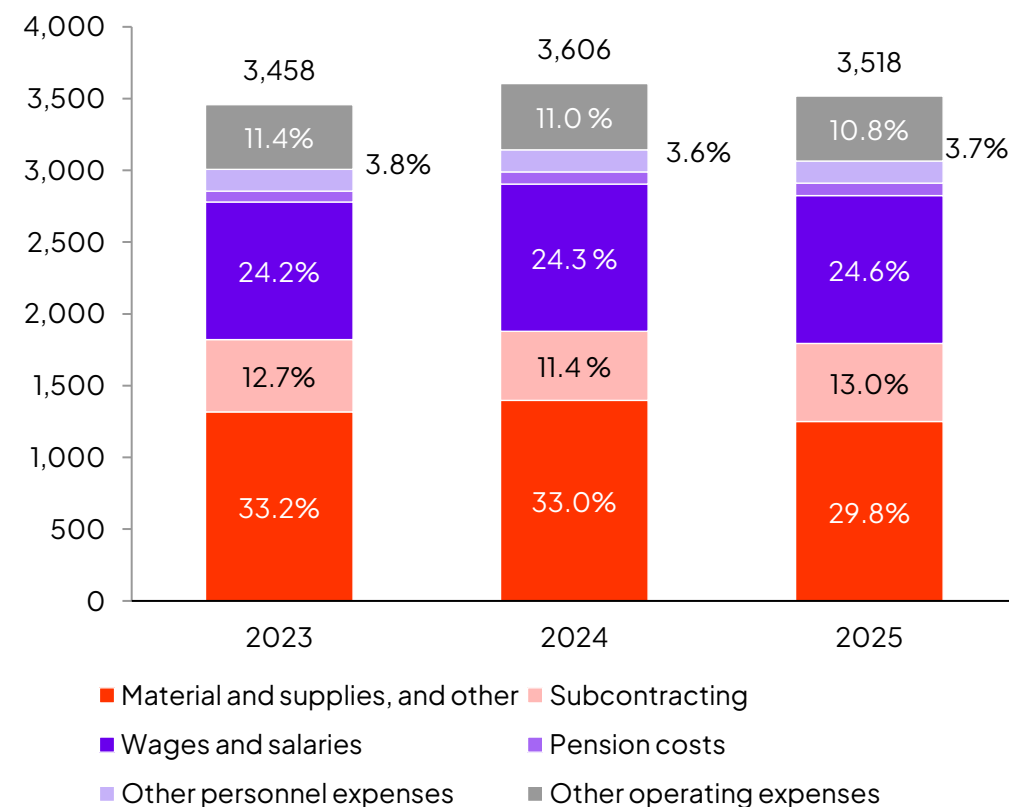
Capital employed, EUR million
Comparable return on capital employed, %



Operating expenses

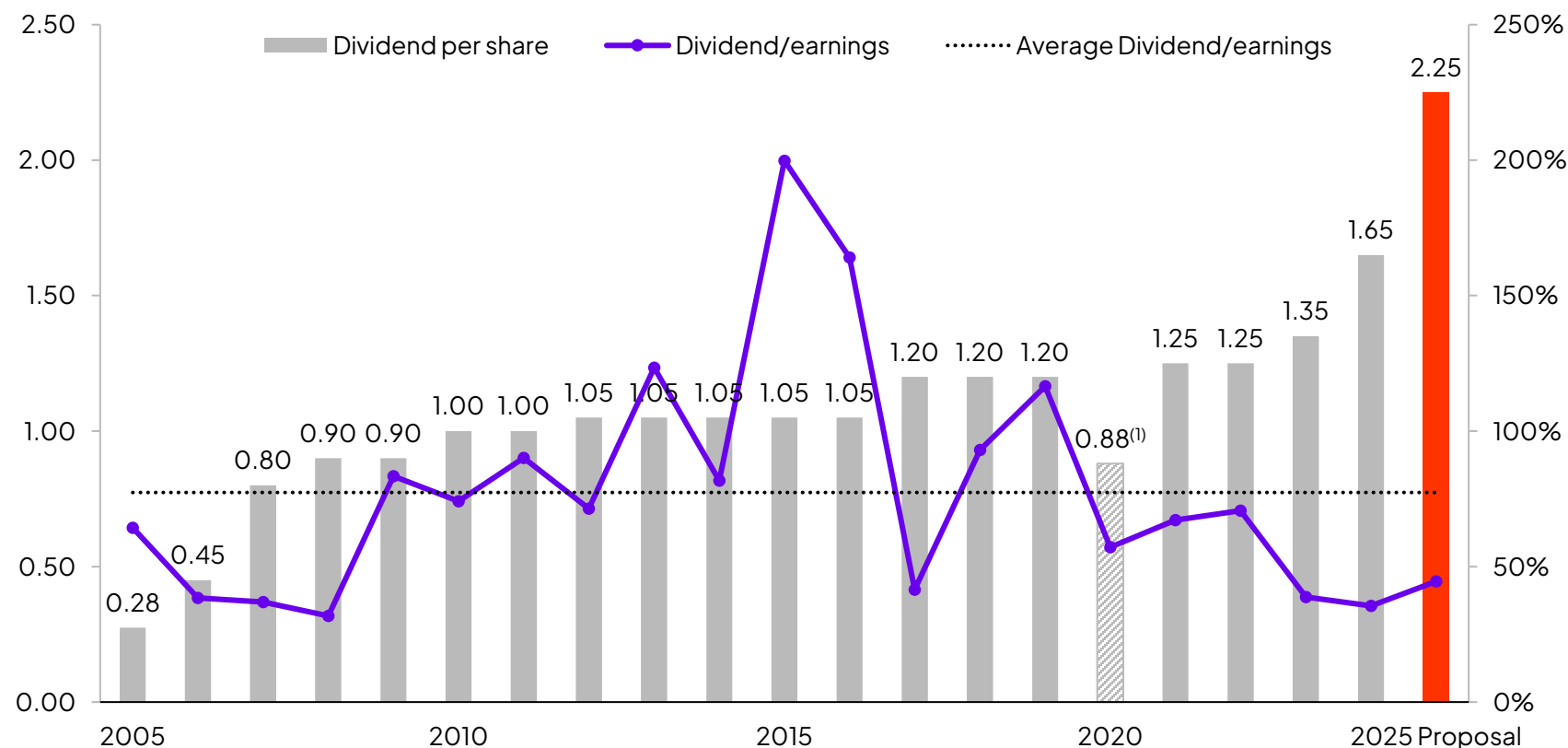
EUR million	1-12/ 2023	1-12/ 2024	1-12/ 2025
Change in work in progress	13.4	14.4	-8.5
Production for own use	-0.7	-0.3	-0.2
Material and supplies	1,303.7	1,382.7	1,257.9
Subcontracting	503.9	481.5	545.8
Materials, supplies and subcontracting	1,820.3	1,878.2	1,795.1
Wages and salaries	959.2	1,025.2	1,029.1
Pension costs	76.9	85.0	88.1
Other personnel expenses	150.5	153.8	153.5
Personnel cost	1,186.6	1,264.0	1,270.7
Other operating expenses	451.5	463.4	452.2
Total operating expenses	3,458.4	3,605.6	3,518.0

Operating expenses, EUR million, % of sales



Dividend per share and pay-out ratio development

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



2.25 EUR

Dividend proposal for 2025

77%

average dividend pay-out ratio for 2005-2025

3.9%

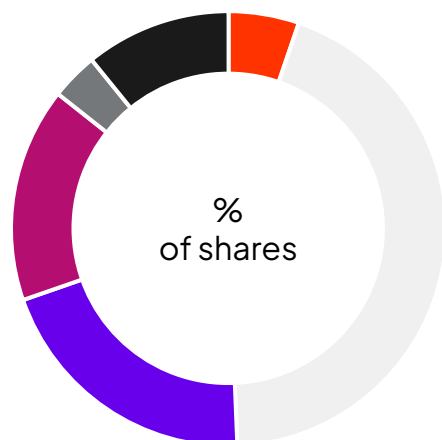
average effective dividend yield for 2005-2025

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 (December 31, 2025)



- Private companies (5.2% of shares)
- Financial and insurance corporations (44.1% of shares)
- Public sector organizations (20.3% of shares)
- Households (16.0% of shares)
- Non-profit organizations (3.5% of shares)
- Foreigners (10.8% of shares)

47,026 shareholders (43,811 households)

Major shareholders (December 31, 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	2,572,201	3.25
4 Ilmarinen Mutual Pension Insurance Company	2,505,520	3.16
5 Gustavson Stig and family ⁽¹⁾	2,366,157	2.99
6 Elo Mutual Pension Insurance Company	1,224,000	1.55
7 The State Pension Fund	730,000	0.92
8 Nordea Funds (Finland)	629,938	0.80
9 Samfundet folkhälsan i Svenska Finland rf	615,600	0.78
10 OP Investment Funds	467,023	0.59
Top 10 total	22,613,562	28.54
Nominee registered	40,178,851	50.72
Other shareholders	16,429,493	20.74
Total number of shares outstanding	79,221,906	100.00

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

Thank you

Contact information

Linda Häkkinen
Vice President, Investor Relations
Email: linda.hakkila@konecranes.com, tel: +358 (0) 20 427 2050

Ruusa Vallin
Manager, Investor Relations
Email: ruusa1.vallin@konecranes.com, tel: +358 (0) 20 427 2961