



Konecranes Investor Presentation

February 2024

KONECRANES

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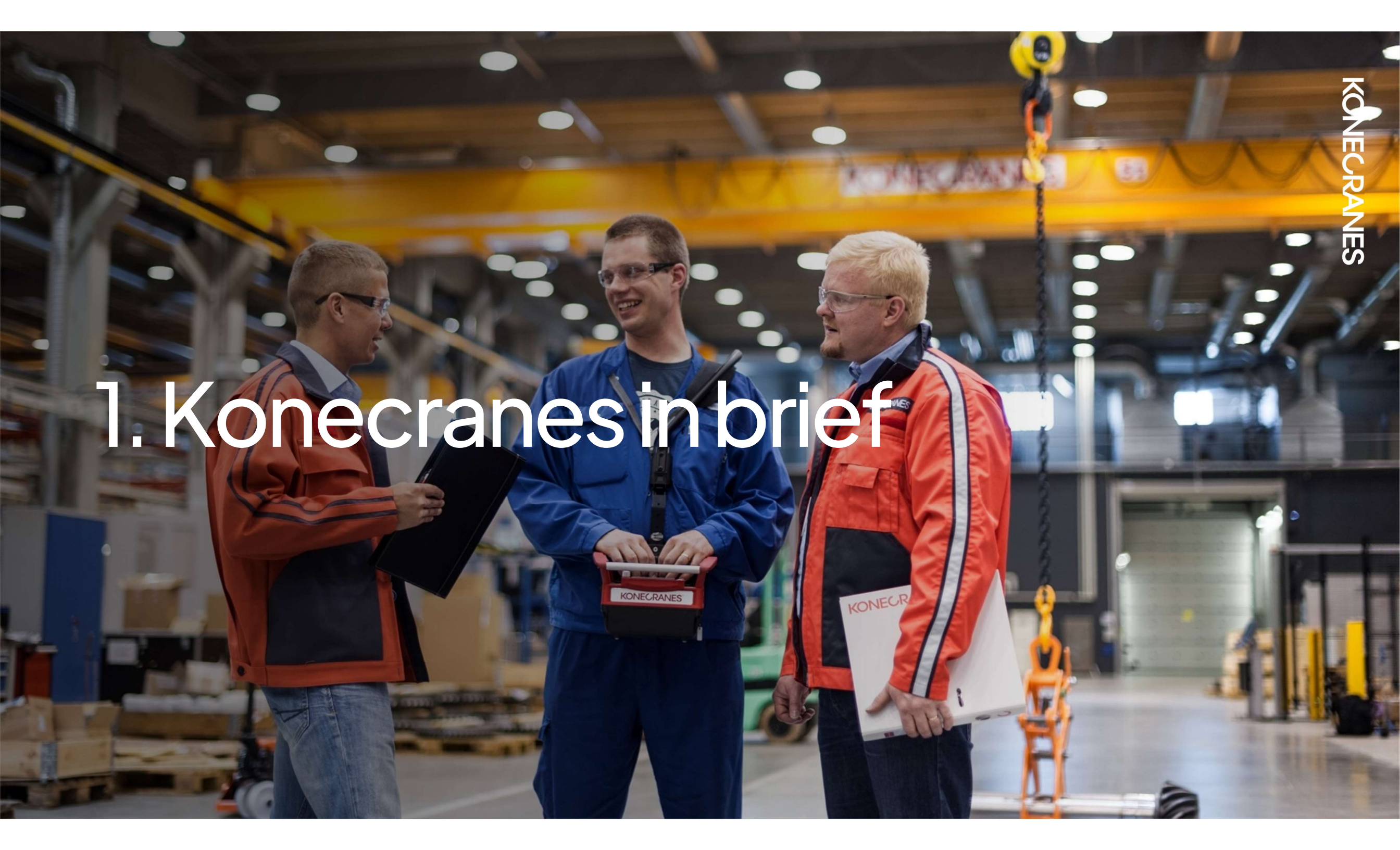
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Agenda

1. Konecranes in brief
2. Updated strategy & financial targets
3. Key financials development
4. Konecranes as an investment
5. Segment overviews
6. Appendix
7. Latest quarterly result presentation



1. Konecranes in brief



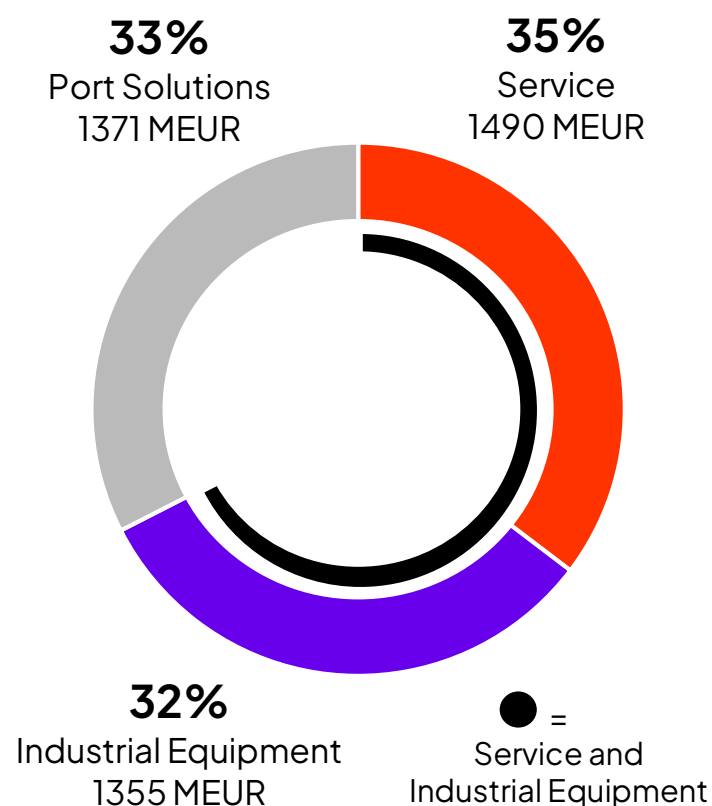
Shaping next generation material handling for a smarter, safer and better world

| | | | |
|--|---|---|---|
| <p>Nasdaq Helsinki</p> <p>KCR</p> <p>since 1996</p> | <p>Headquartered in</p> <p>Hyvinkää</p> <p>Finland</p> | <p>Active in around</p> <p>50</p> <p>countries</p> | <p>Approximately</p> <p>16,600</p> <p>employees, Q4/23</p> |
| <p>Orders received</p> <p>4,161.4</p> <p>MEUR, 2023</p> | <p>Net sales</p> <p>3,966.3</p> <p>MEUR, 2023</p> | <p>Comparable EBITA</p> <p>11.4%</p> <p>margin, 2023</p> | <p>Order book</p> <p>3,040.8</p> <p>MEUR, 2023</p> |

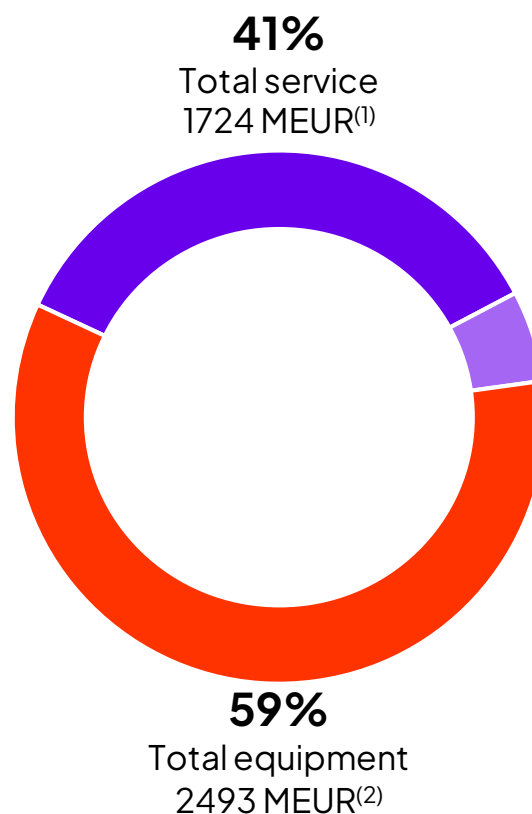


Two main customer segments, extensive service coverage and a truly global presence

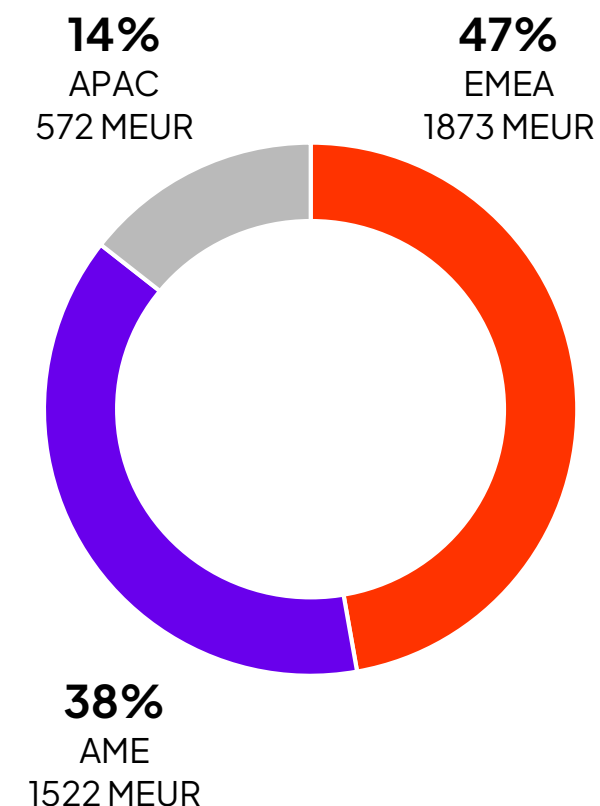
Sales by segment, 2023



Sales by offering type, 2023



Sales by region, 2023



Note (1): Total service includes Service and Port Solutions' service sales of 233.3 MEUR

Note (2): Total equipment includes Industrial Equipment and Port Solutions excluding Port Solutions' service sales of 233.3 MEUR

An industry and technology leader in material handling solutions



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**

Service and Industrial Equipment

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

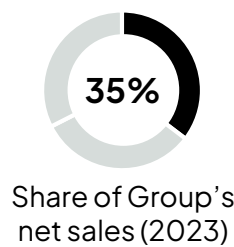
Segment

Service and Industrial Equipment



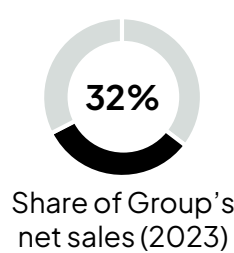
Service

Net sales
1,490.4
MEUR, 2023
Personnel
8,010
end of Q4 2023



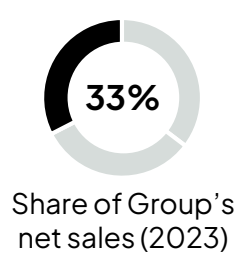
Industrial Equipment

Net sales
1,355.3
MEUR, 2023
Personnel
5,253
end of Q4 2023



Port Solutions

Net sales
1,370.8
MEUR, 2023
Personnel
3,222
end of Q4 2023



Market & position

~10–15 BEUR
addressable
core market
Thousands
of participants



~10 BEUR
addressable
core market
Thousands
of participants



~15–20 BEUR
addressable
core market
Hundreds
of participants



Offering

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

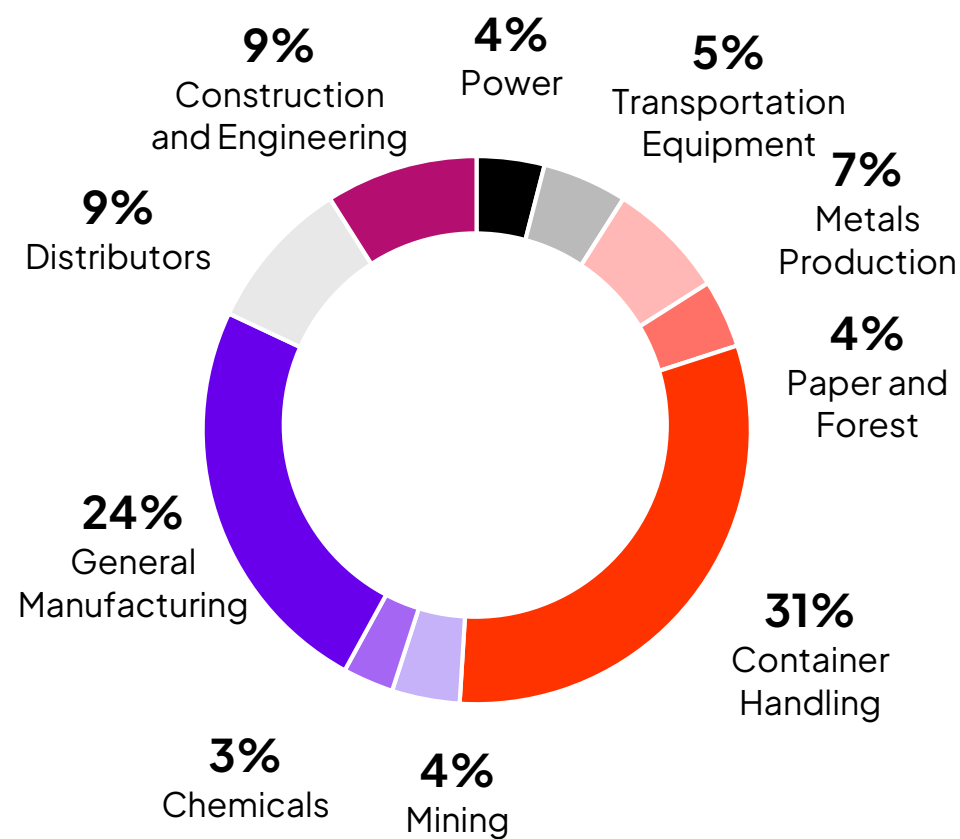
- Hoists and components (electric wire rope hoists, electric chain hoists, Core of Lifting)
- Standard cranes (built from standardized modules, largely comprise overhead cranes)
- Process cranes (application-specific cranes tailored to a specific customer need)

- 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, 2023



Container handling



General manufacturing



Metals production



Paper and forest



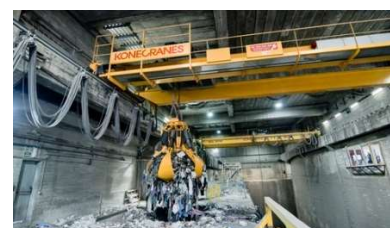
Automotive



Mining



Power & Nuclear

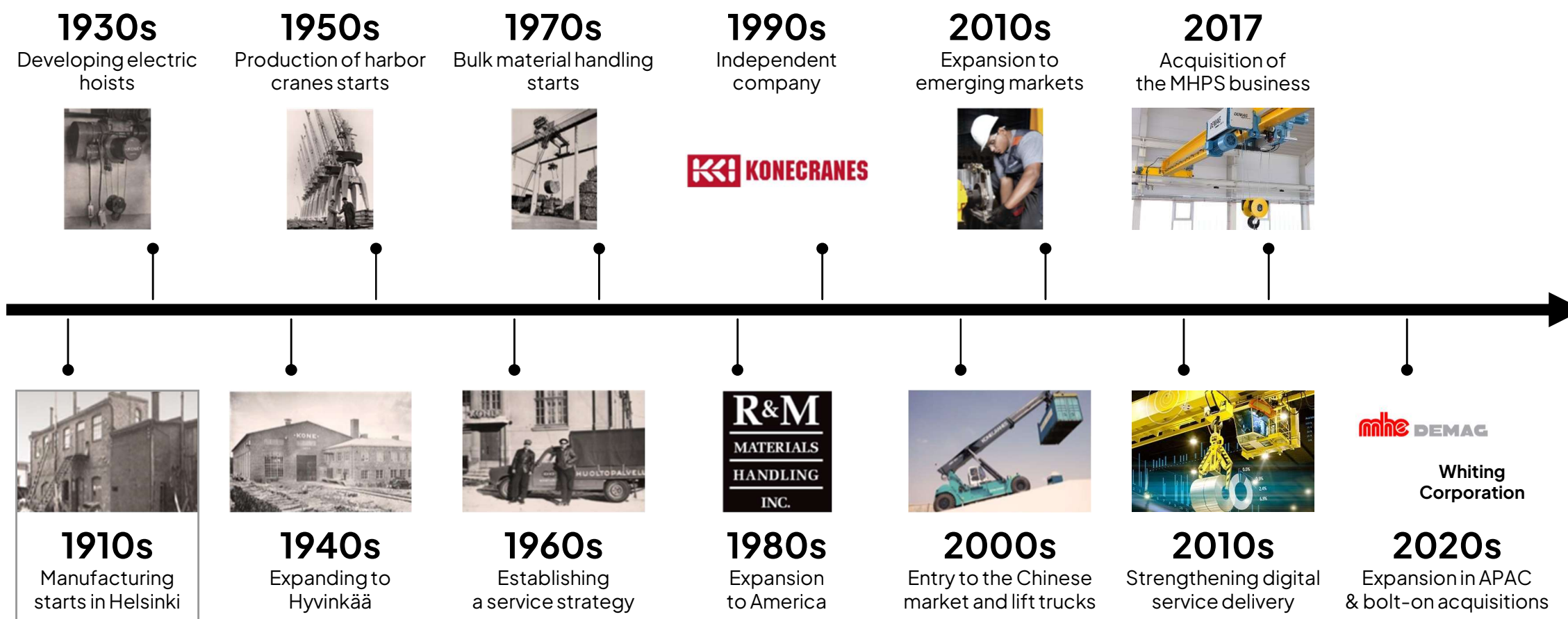


Waste-to-energy

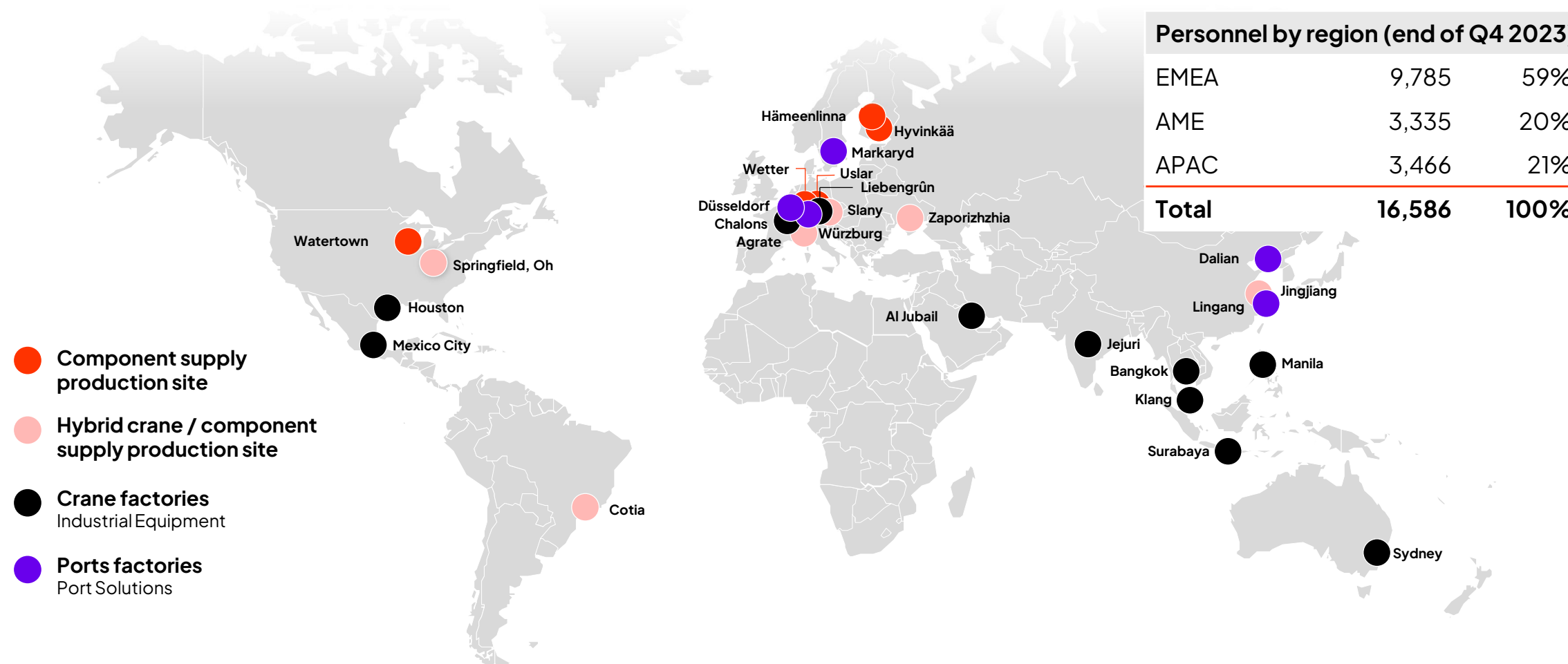


Petroleum and gas

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



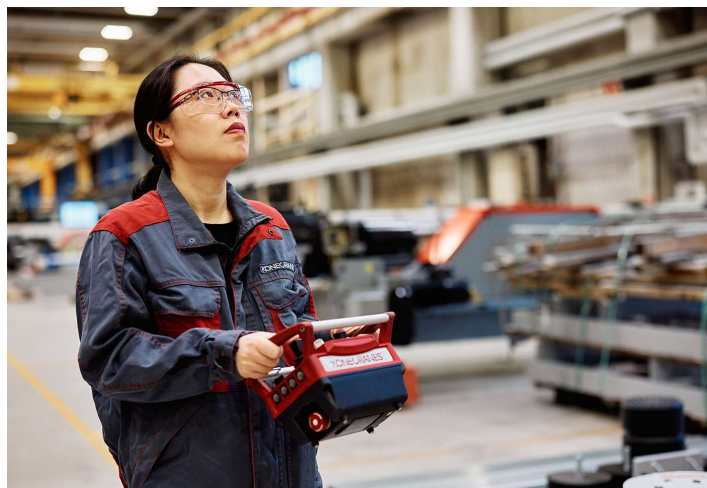
Around 16,600 employees and production facilities located in the Americas, EMEA and APAC



Konecranes has identified the following megatrends that shape its markets and provide business opportunities

Sustainability

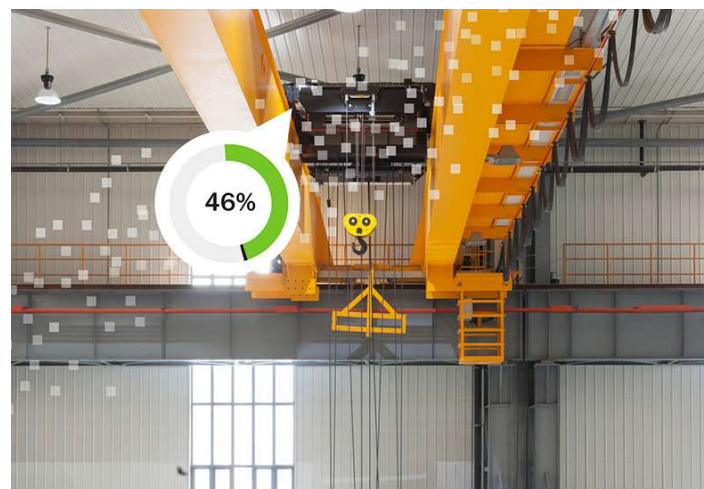
Sustainability has become **the norm** in business, the focus widening to managing the **whole value chain's impact** on social and environmental aspects



We enable **a decarbonized, circular and safer world** by embedding sustainability across our business and supporting our customers in achieving their targets.

Digitalization and automation

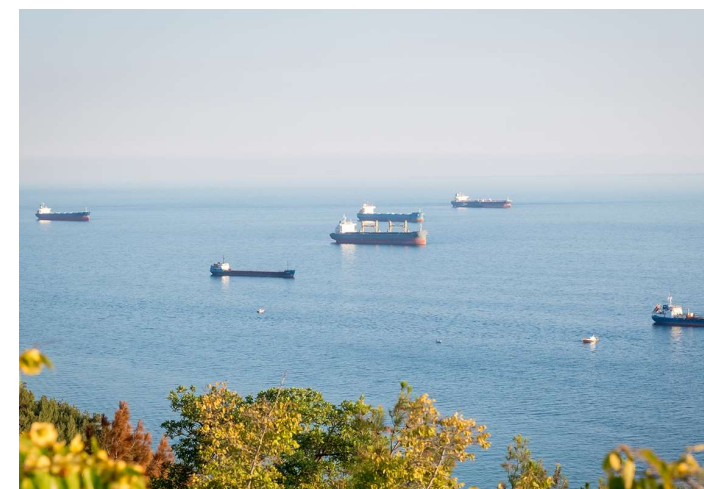
Productivity and seamless operations, enabled by **digitalization and automation**, are a higher priority for companies



We provide **automated, intelligent** and more complete material handling **solutions** that boost our customers' **productivity**.

Geopolitics and macroeconomics

Geopolitical issues **change** the dynamics in the **global flow of goods and information**, and macroeconomic changes cause overall **economic uncertainty**



We contribute to **improving data management** and **the resilience** of overall operations and supply networks.

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



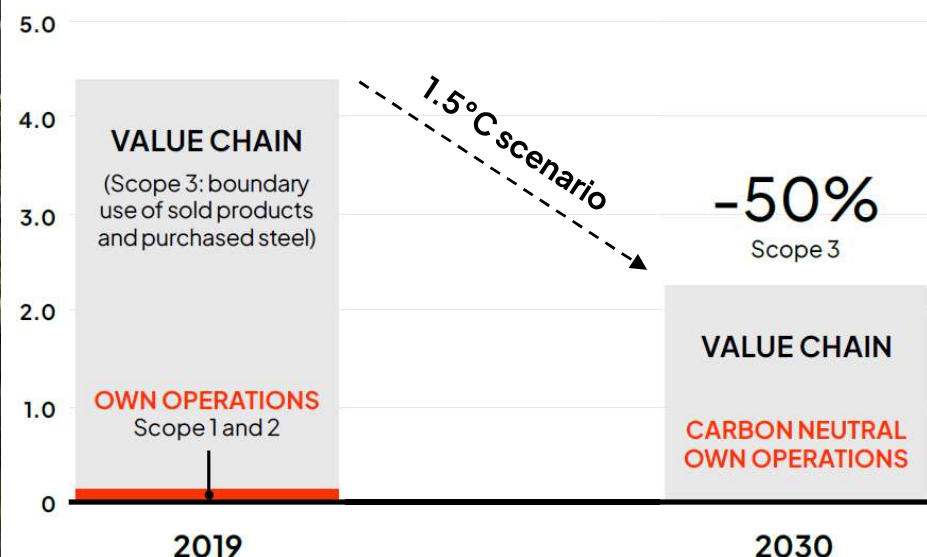
We expect high ethical standards of ourselves and our business partners

- 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 CO₂e



PROGRESS:

Own operations:

- **50% absolute GHG emission reduction⁽¹⁾ by 2030**
- **Progress: Target achieved in 2022** (53% reduction in 2019–2023)
- **New, more ambitious target set: Carbon neutral own operations by 2030**

Value chain:

- **50% absolute GHG emissions reduction by 2030⁽¹⁾, encompassing use of sold products and steel purchases⁽²⁾**
- **Progress: 19% reduction in 2019–2023**

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

MSCI
ESG Rating
2023⁽¹⁾



CDP
Climate
Change
2023



EcoVadis
Sustainability
rating 2023



ISS
ESG Rating
2023



Commitment to the UN Sustainable Development Goals



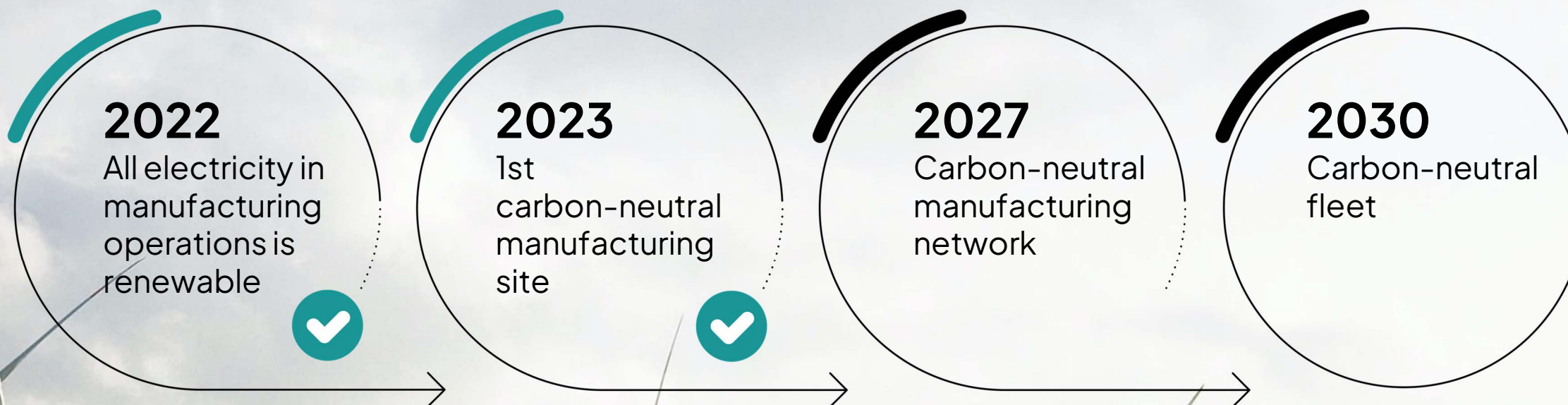
- Signatory member of the UN Global Compact since 2010

Selected highlights in 2023:

- We set a new target: Carbon neutral own operations by 2030, after achieving our science-based target to halve our Scope 1 and 2 emissions during 2019-2022
- We target to halve Scope 3 (value chain) emissions by 2030, with current progress of 19% decrease in 2019-2023
- We continuously develop our digital ecosystem and product safety features and have further strengthened our information security management system as well as our safety culture
- In 2023, Konecranes renewed its Code of Conduct, which guides the behaviour of each Konecranes employee
- Konecranes focuses on safeguarding human rights in its global supply chains and in 2023, we conducted an extensive human rights risk assessment in the supply chain
- A diverse and inclusive workplace underpins our winning culture and during 2023, we further embedded diversity, equity and inclusion into our talent, recruitment, and successor planning processes

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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

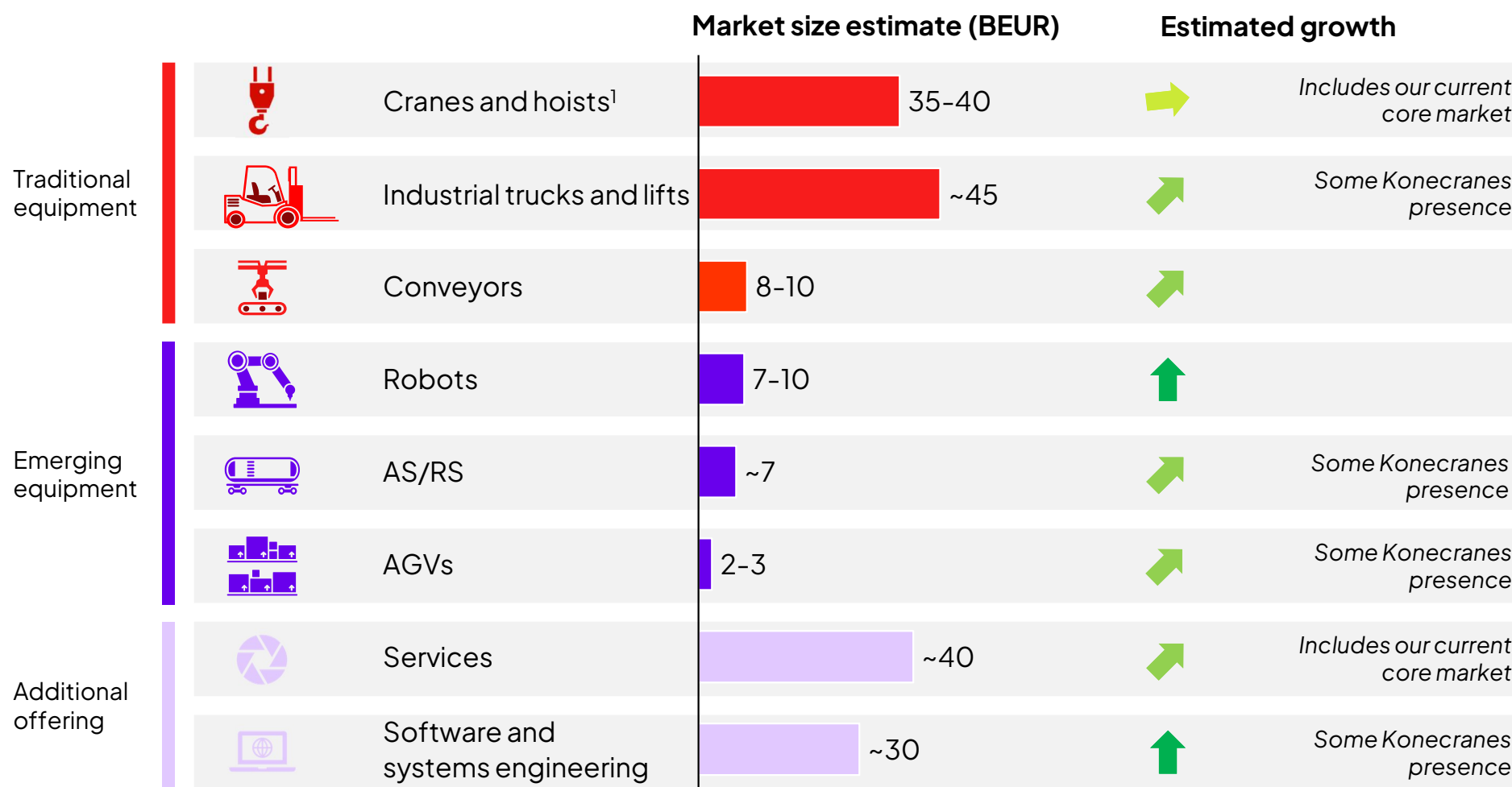
Our Brand Promise

KONECRANES Moves what matters.

2. Updated strategy & financial targets



Material handling market offers possibility to capture growth



Notes: 1) Cranes and hoists category also includes other cranes and hoists in addition to KC offering
Source: internal analysis



Our focus is on our core businesses...

... at the same time, adjacent material handling areas offer the possibility to capture growth and to fulfil customers' broader material handling needs.

We have a clear strategy to execute in all our Business Segments

Deliver **Service** growth



- Renewed Service Program: segmented offering driving agreement base expansion
- Enhanced customer experience
- Commercial and operational excellence
- Equivalent parts for third party equipment
- Data driven sales
- Bolt-on acquisitions

Improve **Industrial Equipment** profitability



- Simplification of go-to market model
- Renewed and standardized offering
- Platform harmonization
- Operational excellence
- Optimized portfolio
- Stabilization and fixing profitability for Process Cranes

Generate profitable growth in **Port Solutions**



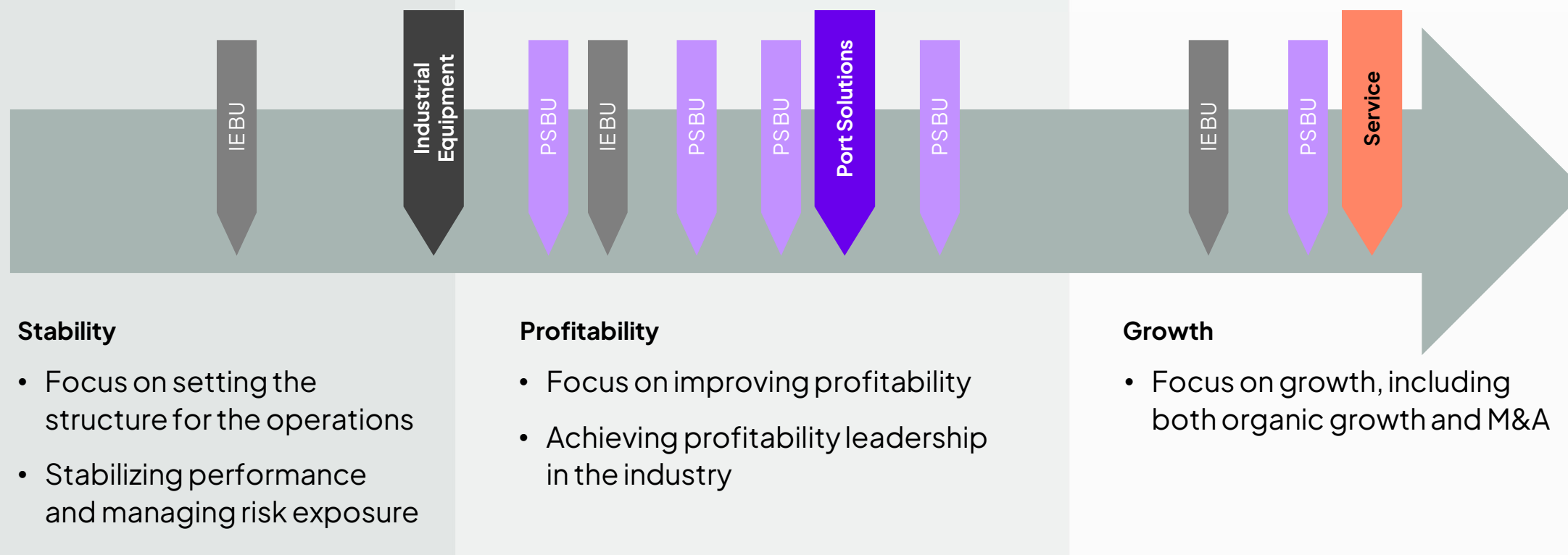
- Focus on core offering with best growth opportunity
- Growing Port Services
- Capturing automation opportunities
- Operational excellence
- Project management excellence
- Launching sustainable offering

We focus on:

- Profitable and high growth offerings and geographies
- Leveraging technology leadership through automated and digital solutions
- Markets and segments that appreciate the added value of our offering
- Pricing, cost management and internal efficiency

Our focus is on profitability before embarking on growth

We will manage our businesses by clear mandates for their operations.
Depending on the stage of development, the mandates are either for Stability, Profitability or Growth.



Portfolio management will play an even more important role going forward and we will not shy away from fixing, growing or exiting businesses.

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

Financial targets:

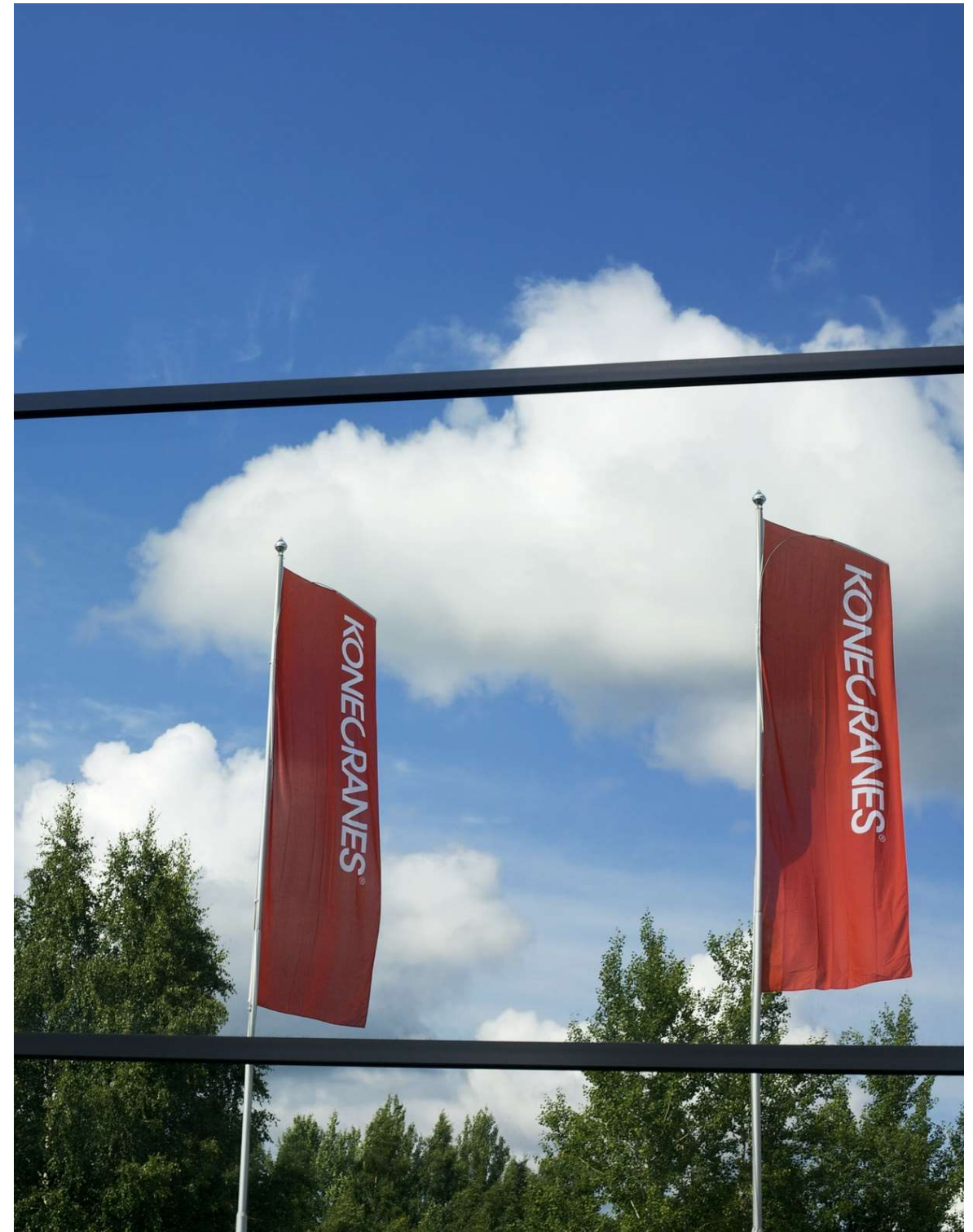
- Sales growth faster than the market¹
- Comparable EBITA margin of 12-15%² as soon as possible, but no later than in 2027

Dividend policy:

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

¹nominal world GDP growth, IMF World Economic Outlook

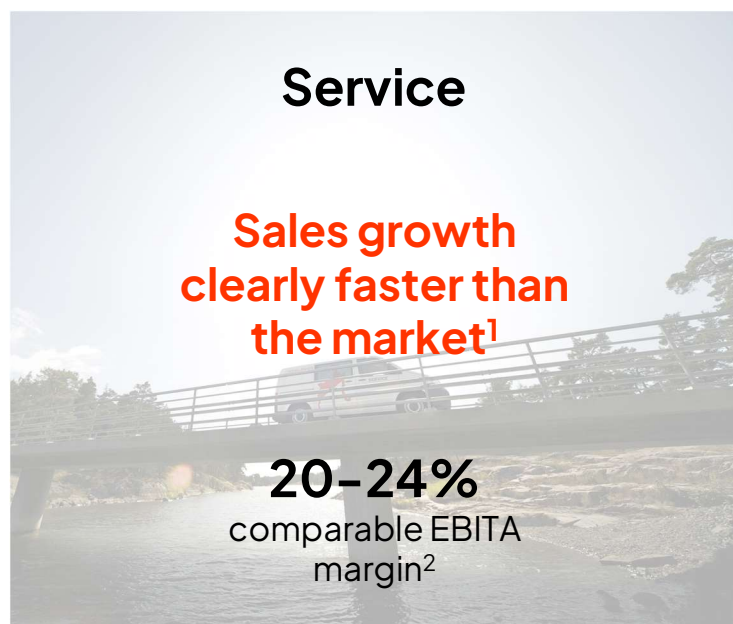
²profitability range, depending on the cycle



Financial targets

Sales growth faster than the market¹

12–15% comparable EBITA margin²

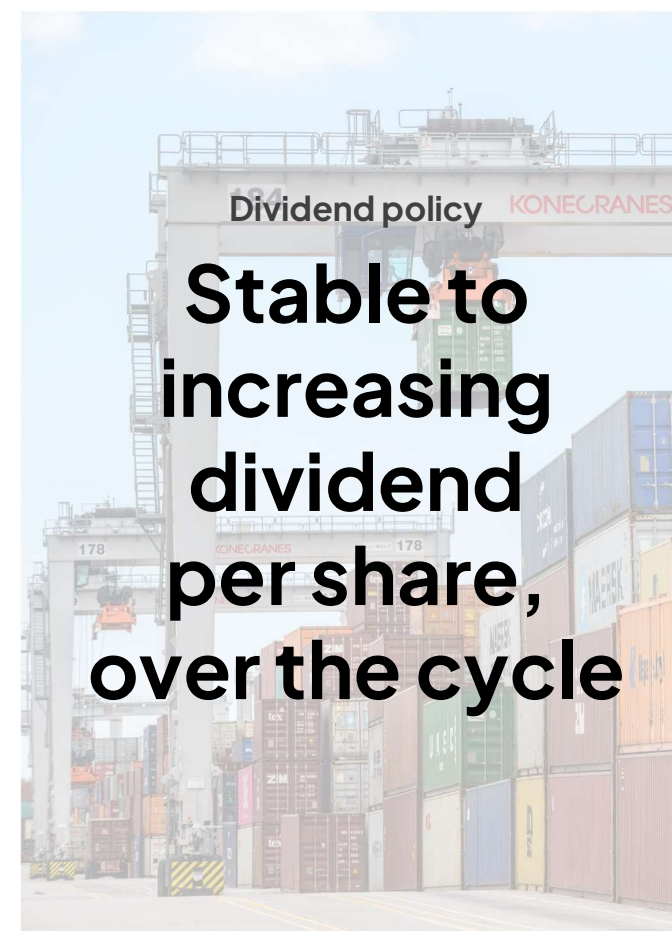
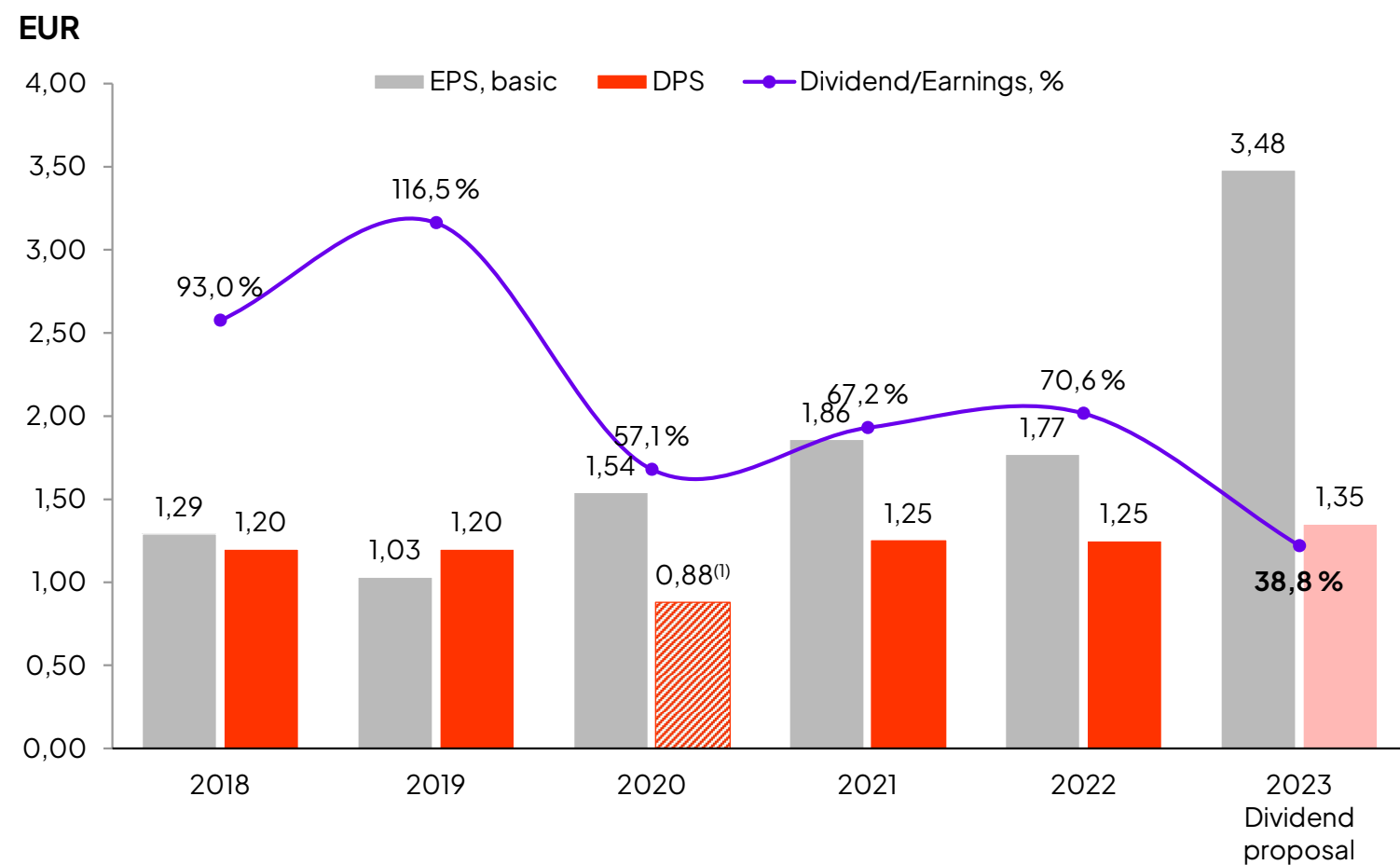


Comparable EBITA margin target to be reached as soon as possible, but no later than in 2027

¹nominal world GDP growth, IMF World Economic Outlook

²profitability 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

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

We have a strong platform to build on and a clear plan to execute:

We have...

- ✓ Great people
- ✓ A leading position in services and equipment
- ✓ A broad customer base
- ✓ An unrivalled global service network
- ✓ Technology leadership
- ✓ Plenty of market opportunities
- ✓ An inspirational Purpose and Ambition
- ✓ A clear strategy for developing our business



...to take us to the next level

- Sales growth faster than the market¹
- Comparable EBITA margin of 12-15%²
- Climate targets
- Improved resilience through service growth
- Increased employee engagement

¹nominal world GDP growth, IMF World Economic Outlook

²as soon as possible, but no later than in 2027. Profitability range, depending on the cycle.

Our capital allocation priorities



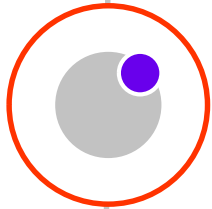
Capital expenditure

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

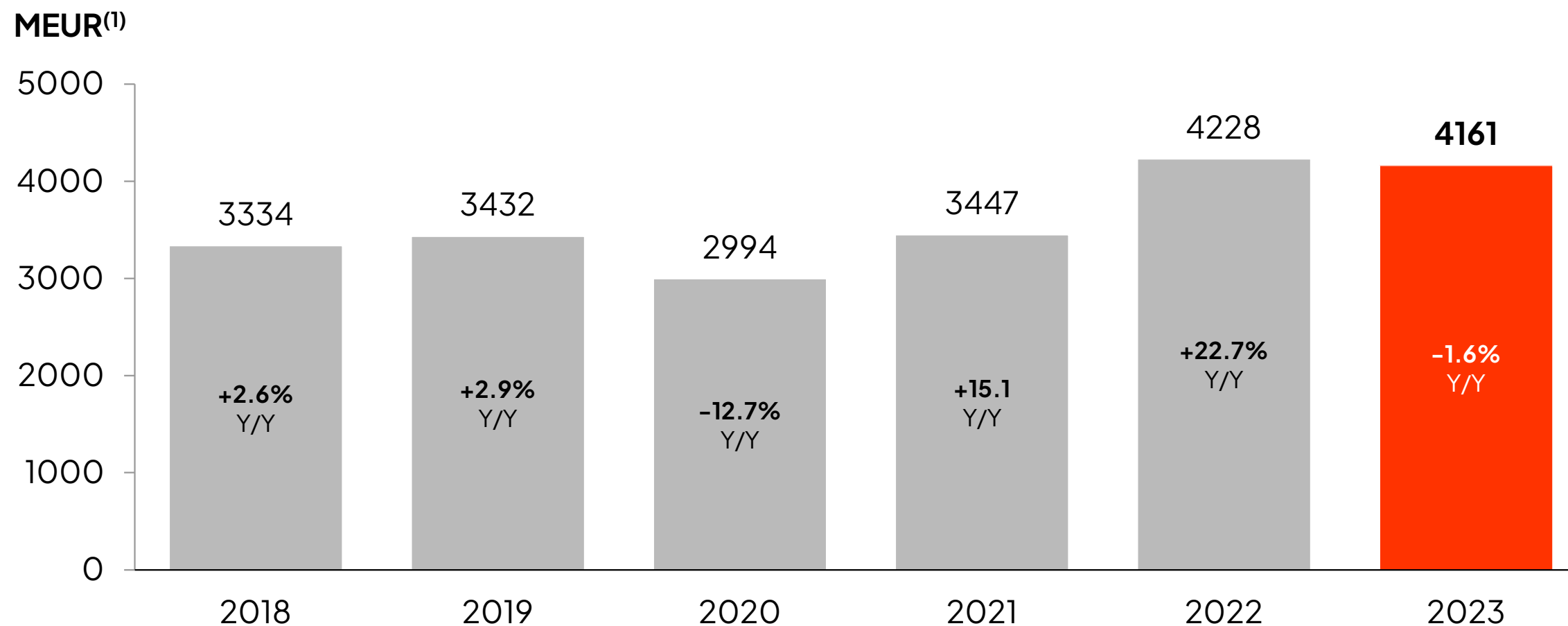
Maintaining a strong balance sheet with the debt level below the gearing ceiling target



3. Key financials development

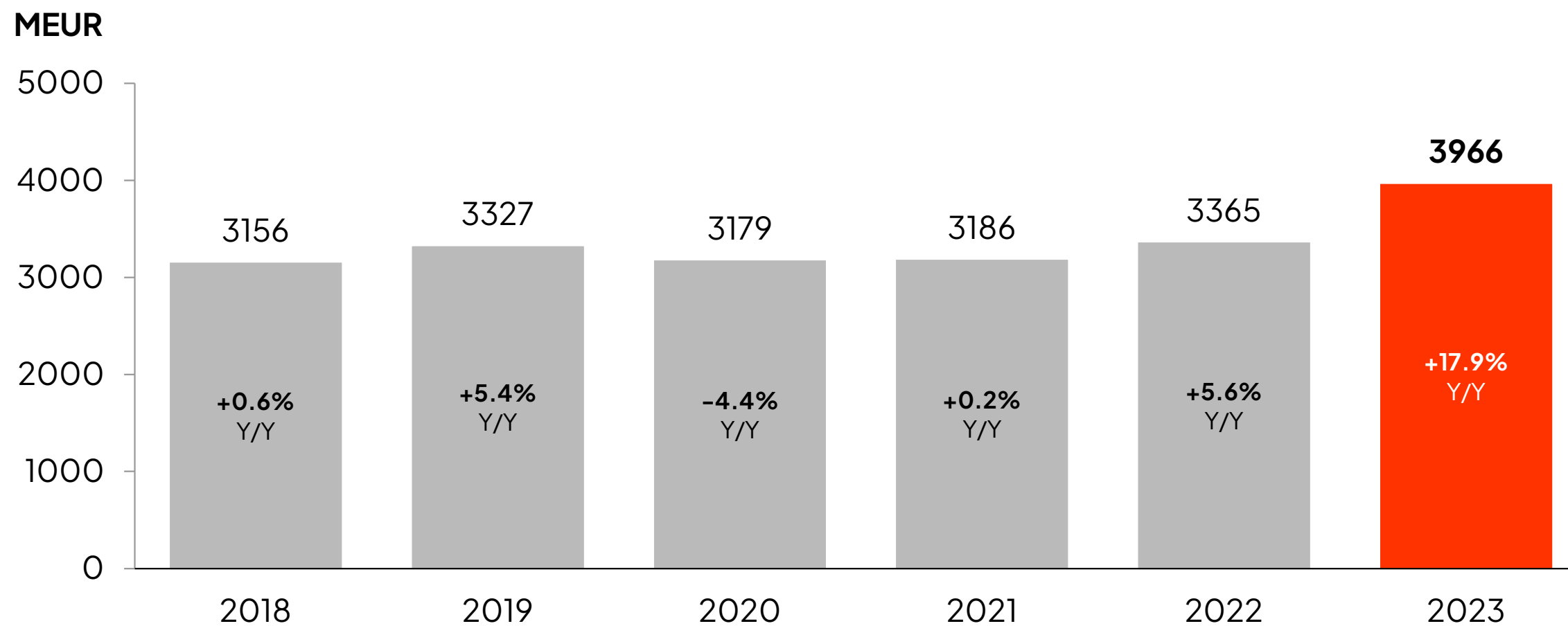


Order intake

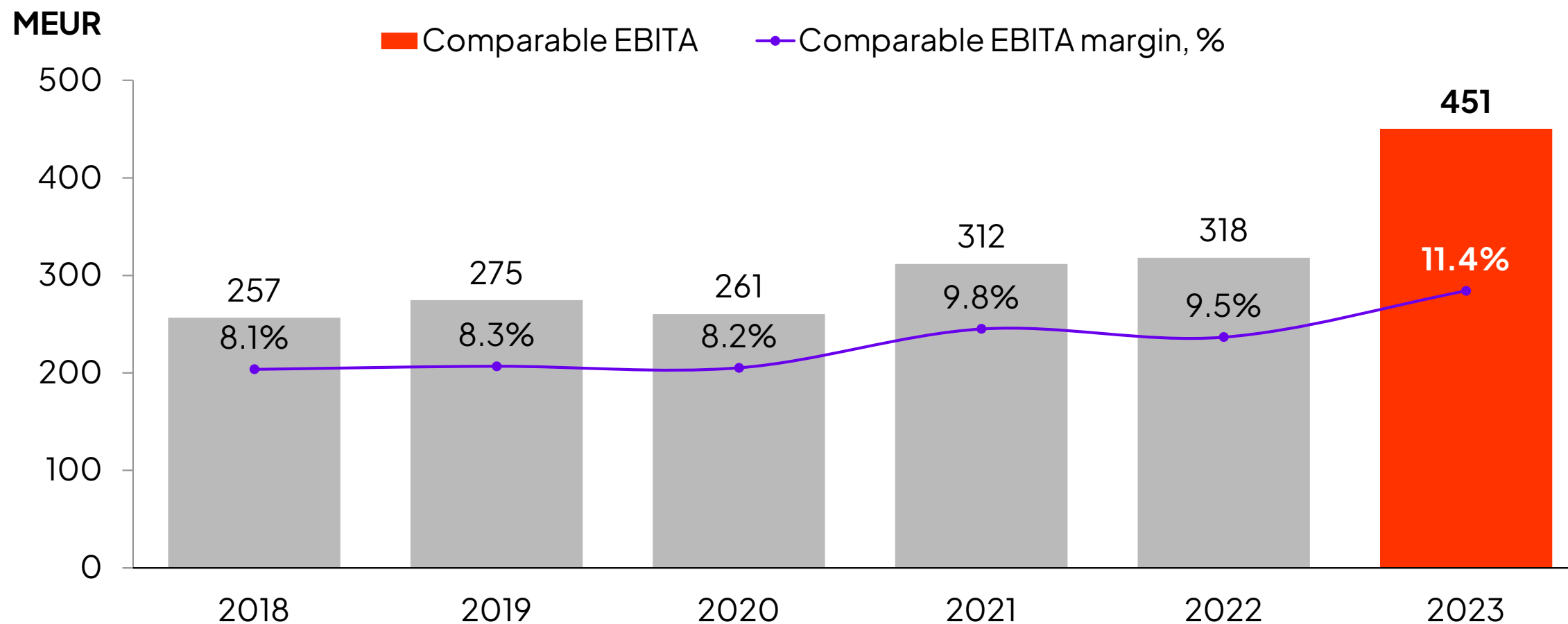


Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

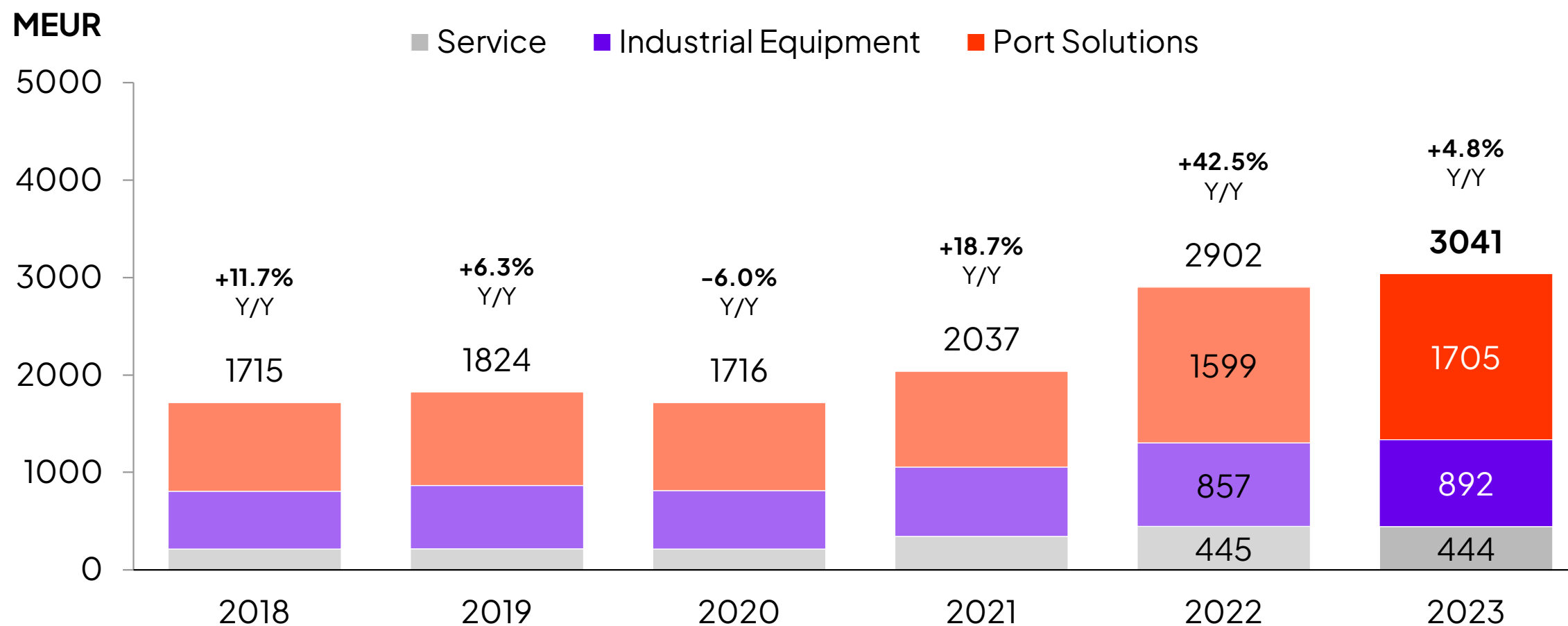
Net sales

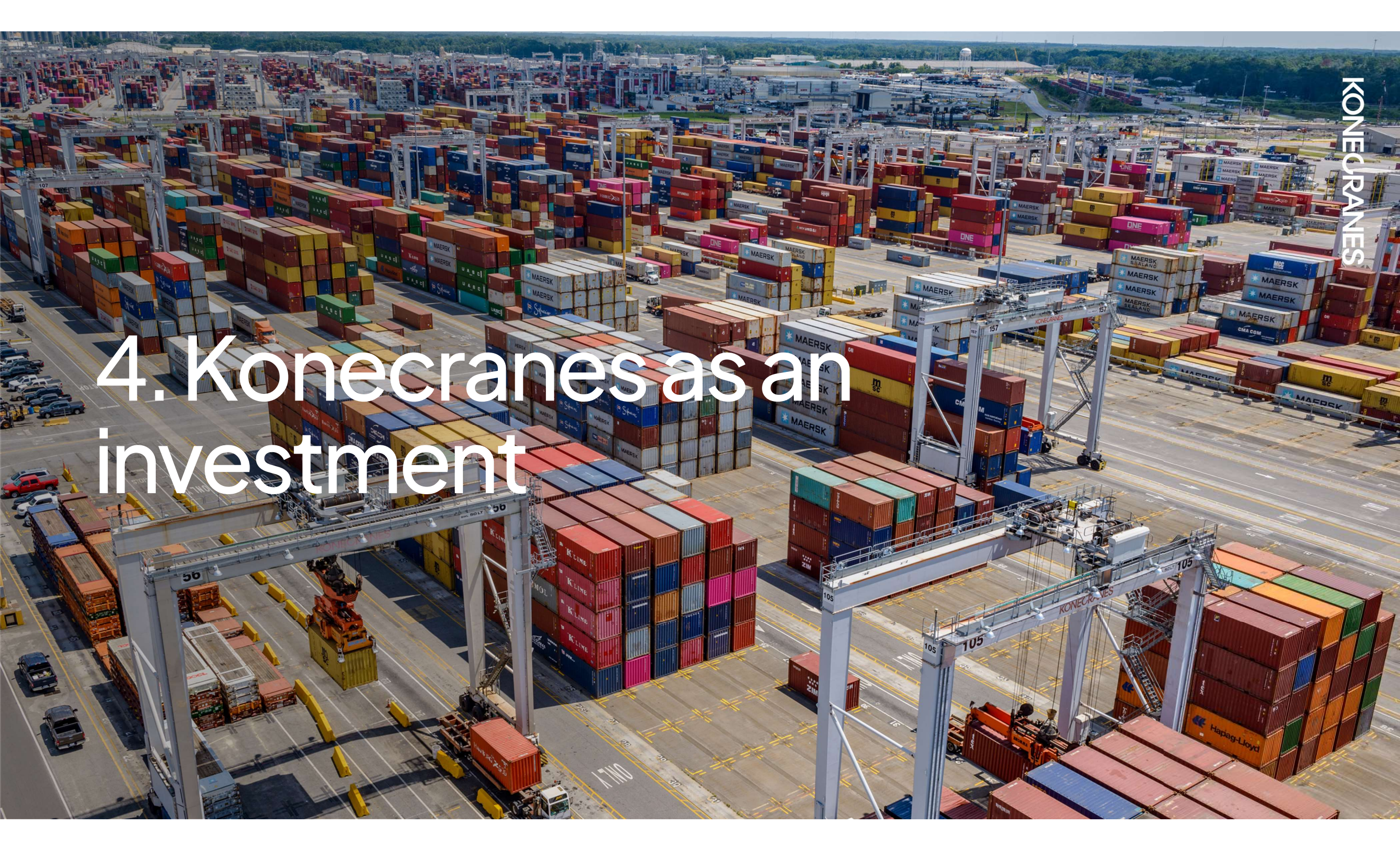


Comparable EBITA margin



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
12–15% 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

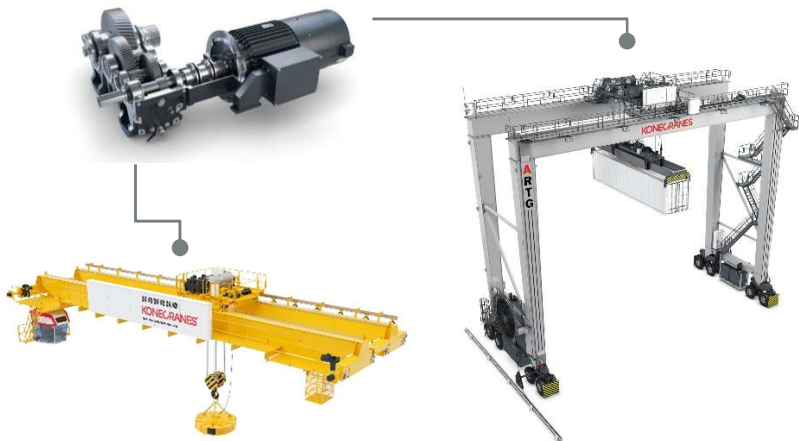


MOTORS



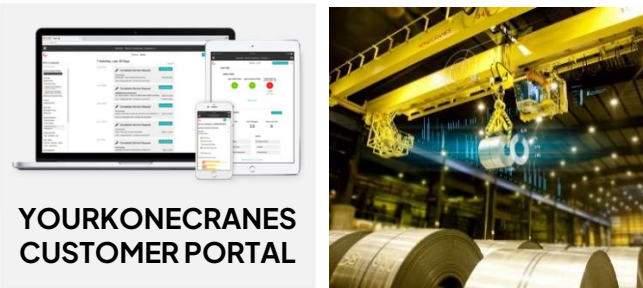
CONTROLS

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



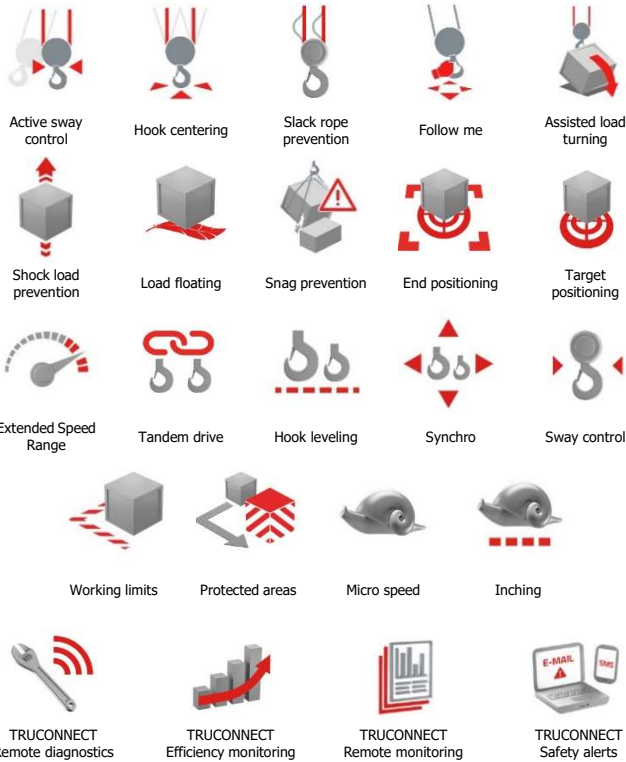
...and used across the whole product range

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



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



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

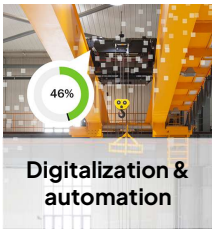
| Company | Country | Industrial cranes | Port cranes | Lift trucks | Service |
|-------------------|---------|-------------------|-------------|-------------|---------|
| Columbus McKinnon | USA | ● | | | ● |
| Kito | Japan | ● | | | |
| Abus Kransysteme | Germany | ● | | | |
| GH | Spain | ● | | | ● |
| OMIS | Italy | ● | | | ● |
| Weihua | China | ● | | | |
| ZPMC | China | | ● | ● | ● |
| Kalmar (Cargotec) | 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



Sustainability



Digitalization & automation



Geopolitics & macroeconomics

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

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

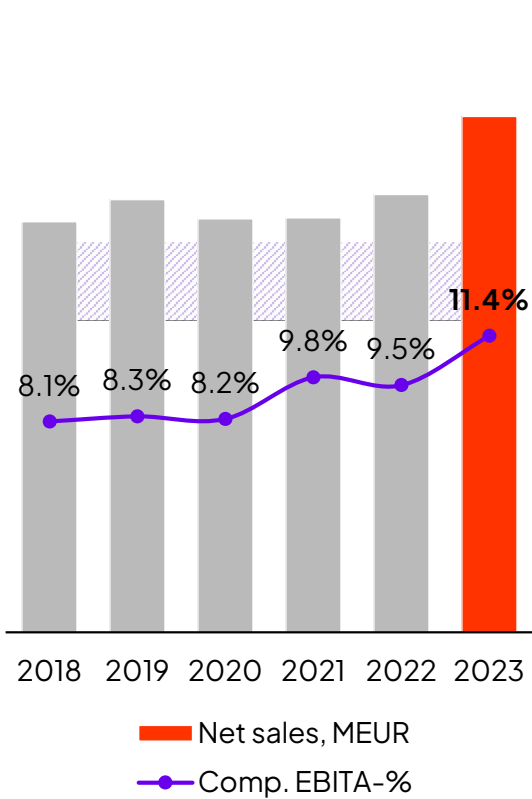
- Widest and deepest offering provides good opportunities for growth and to increase market share
- Clear growth plan for Port Services
- Automation and customers' commitments to sustainability drive growth, and we have leading offering

¹nominal world GDP growth, IMF World Economic Outlook

Comparable EBITA margin of 12-15% as soon as possible, but no later than in 2027

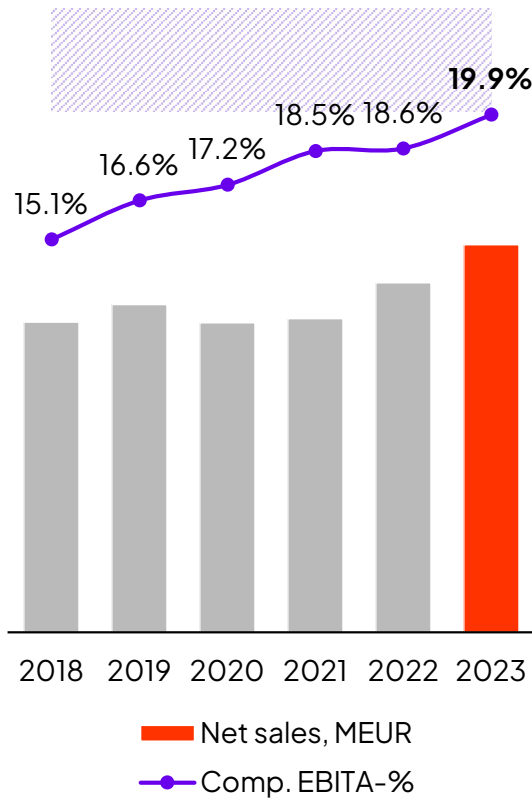
Group

Target: 12-15%⁽¹⁾



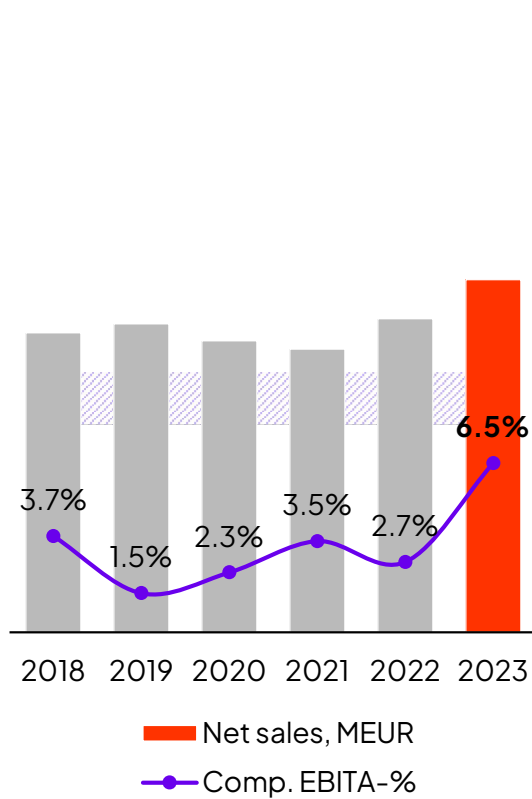
Service

Target: 20-24%⁽¹⁾



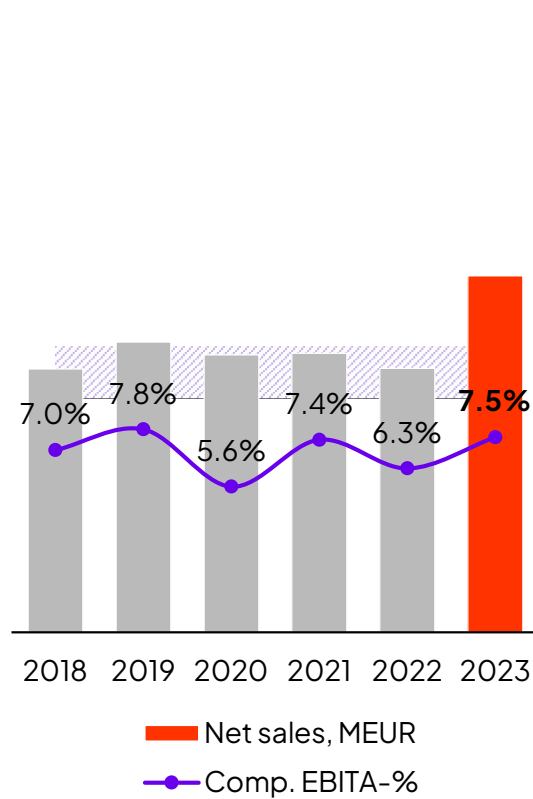
Industrial Equipment

Target: 8-10%⁽¹⁾



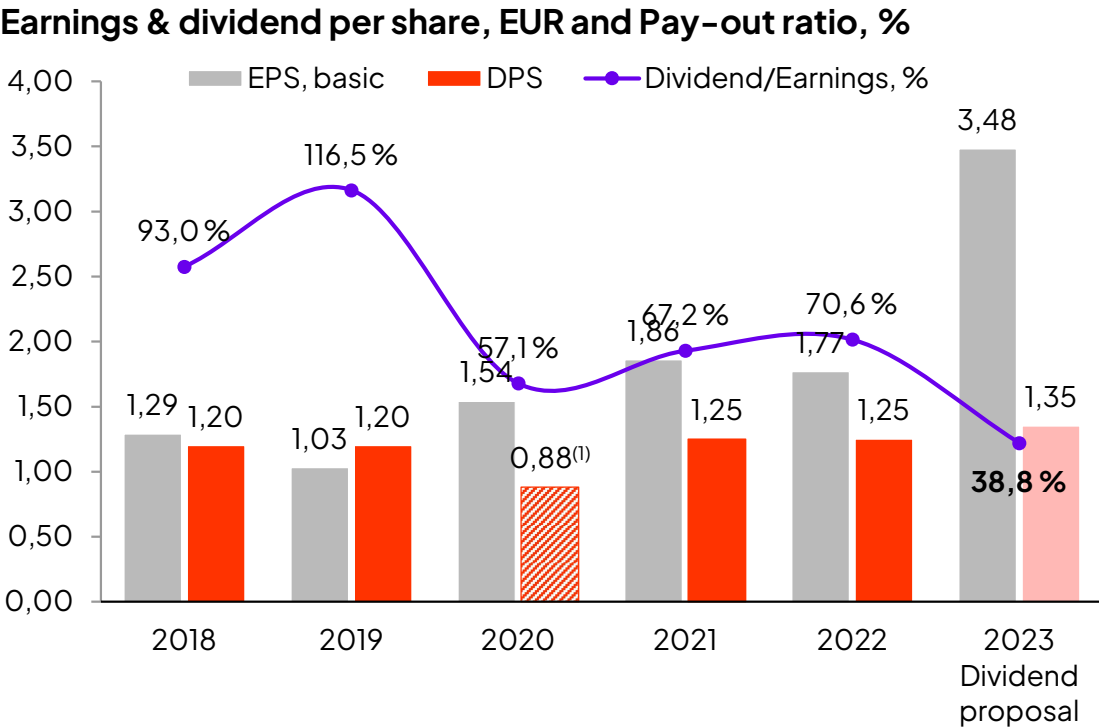
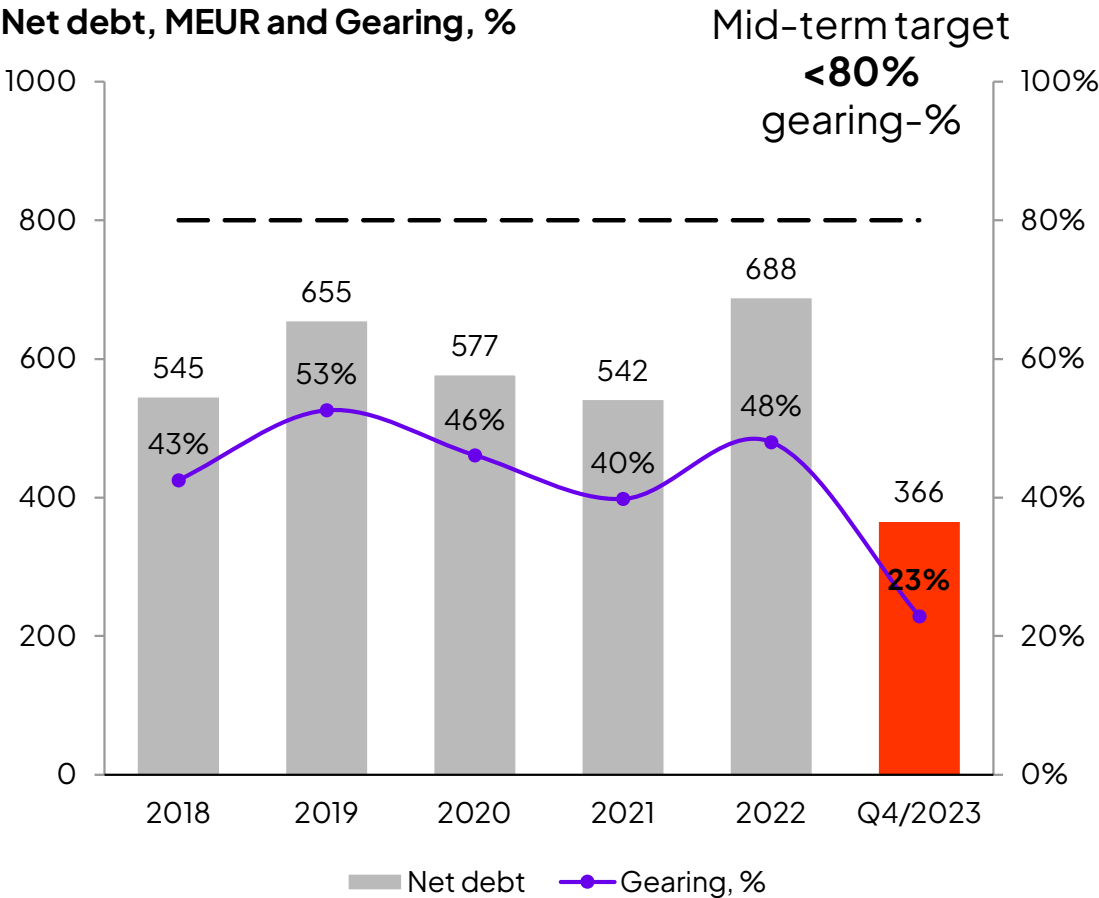
Port Solutions

Target: 9-11%⁽¹⁾



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



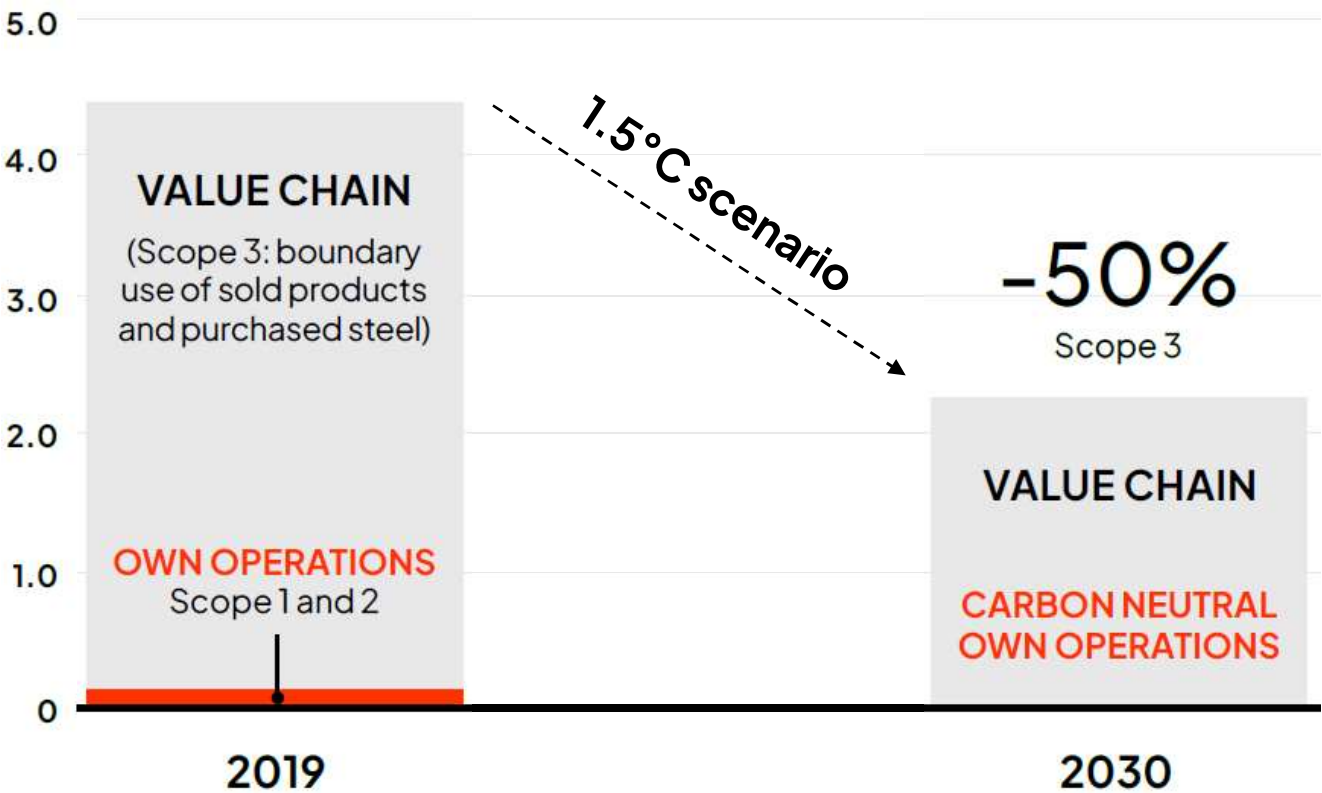
Konecranes aims to pay a **stable to increasing dividend per share, over the cycle**

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 CO₂e



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

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

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 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 12-15%²⁾ GROUP COMPARABLE EBITA MARGIN

- To be reached as soon as possible, but no later than in 2027.
- 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 (including the 2023 proposal), 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. Segment overviews

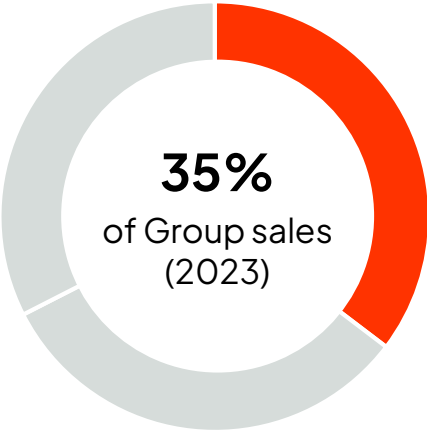


5. Segment overviews

Service



Service in brief



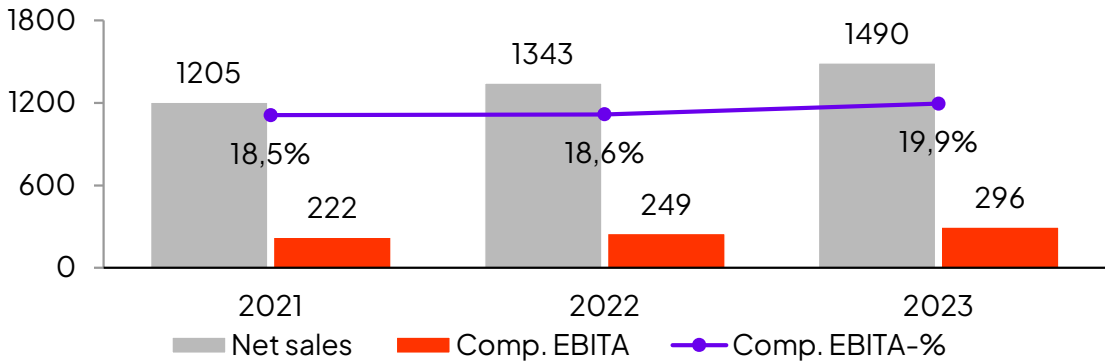
8,010
employees (end of Q4 2023)

1,490.4
net sales, MEUR (2023)

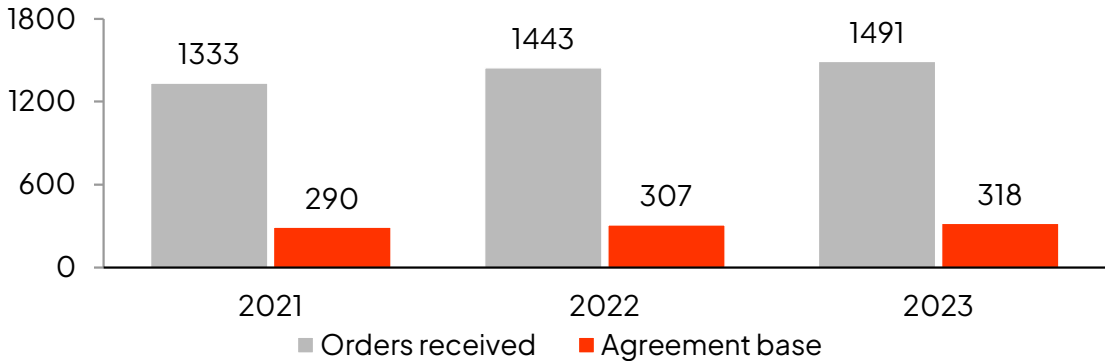
19.9%
comp. EBITA margin (2023)

- 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, MEUR



Orders received and agreement base, MEUR⁽¹⁾



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

Service: focus on growth



Service

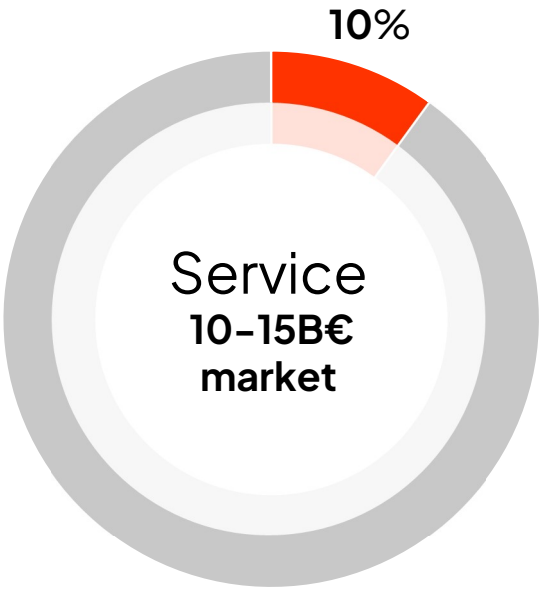
- Service Programs renewal / Agreement base expansion
- Enhanced customer experience/journey
- Commercial Excellence / Price Management
- Continued optimization of sales and service delivery
- Equivalent Parts for third party equipment
- Bolt-on acquisitions
- **Service sales growth** clearly faster than the market¹
- Comparable EBITA margin of 20-24%²

¹nominal world GDP growth, IMF World Economic Outlook

²as soon as possible, but no later than in 2027. Profitability range, depending on the cycle.

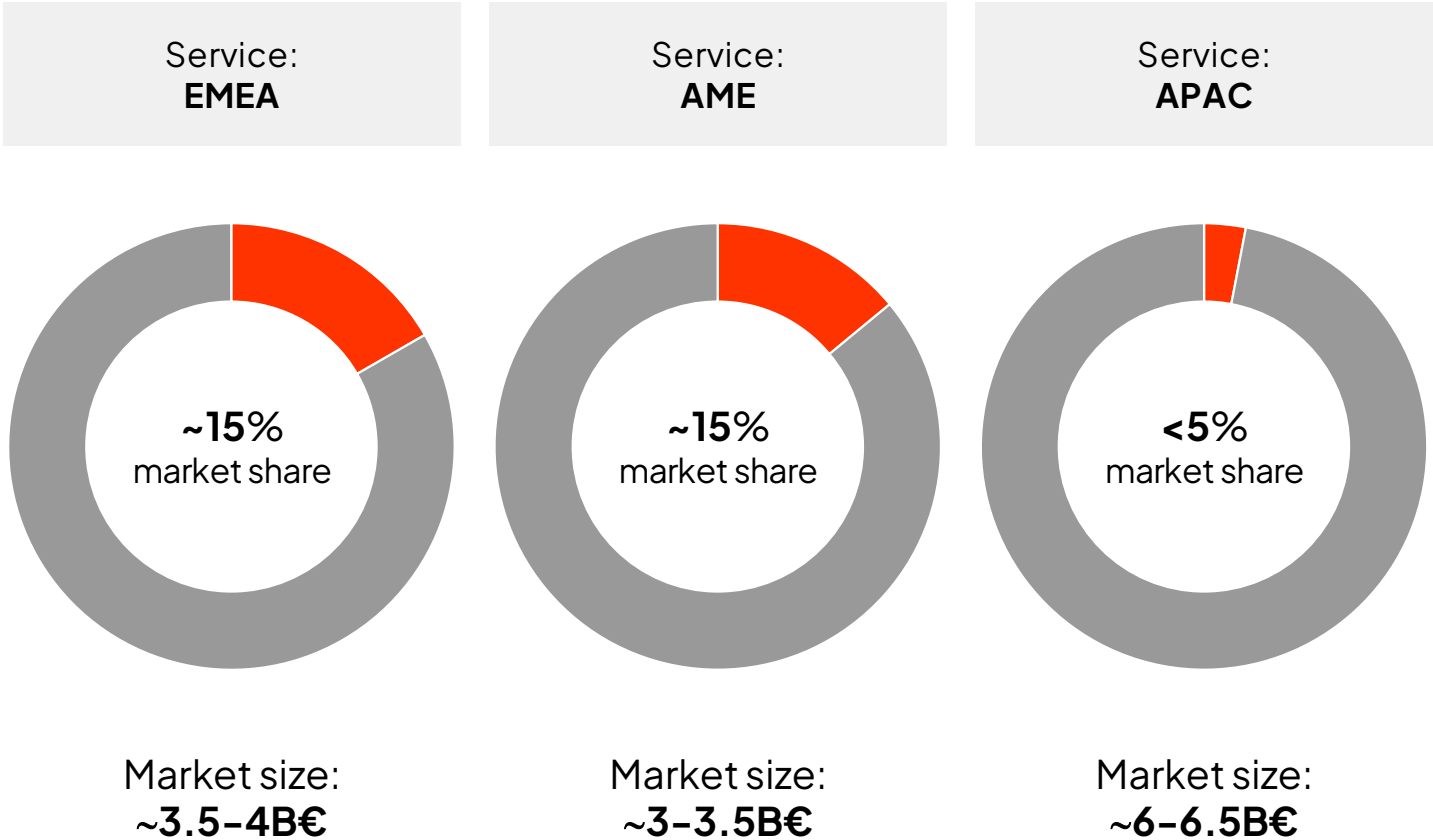


Market leader with our unique global service branch network and unmatched service offering

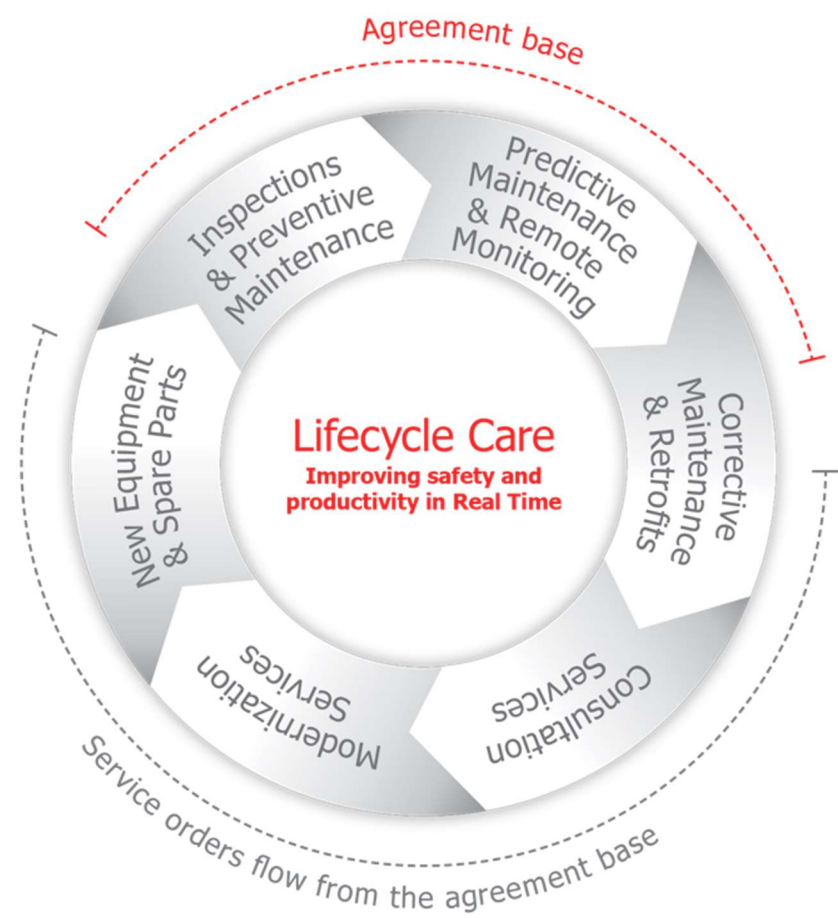


Industrial Service market

Service market size/market share includes all maintenance services both insourced and outsourced. Service scope based on current Konecranes scope.



Service business model – managing assets throughout the lifecycle



~20%
of sales

Inspections, Preventive Maintenance, Predictive Maintenance
Agreement Sales, Inside Sales
New business development and renewals
Lead generation



~30%
of sales

Corrective Maintenance
Inspector, Technician, Inside Sales
Advice based on findings and condition monitoring – speed
Lead generation



~25%
of sales

Retrofits, Consultation Services, Mods, Lifting Equipment
Service Sales, Inside Sales
Consultative selling, analytics driven lead generation



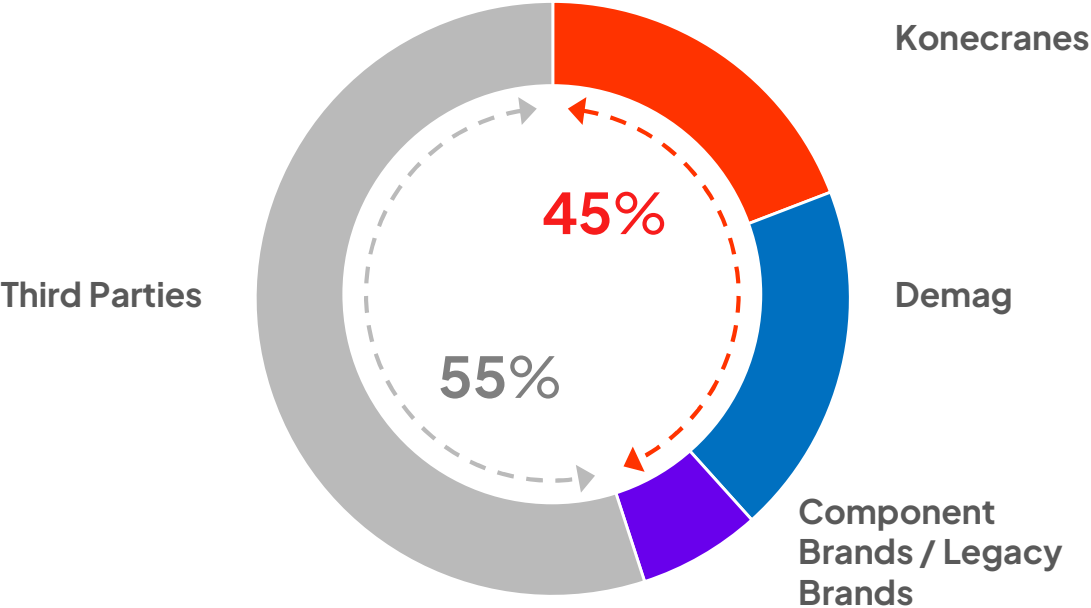
~25%
of sales*

Spare Parts & Accessories
Inside Sales, eCommerce
Transactional, convenient

* Includes all channels (direct & indirect)

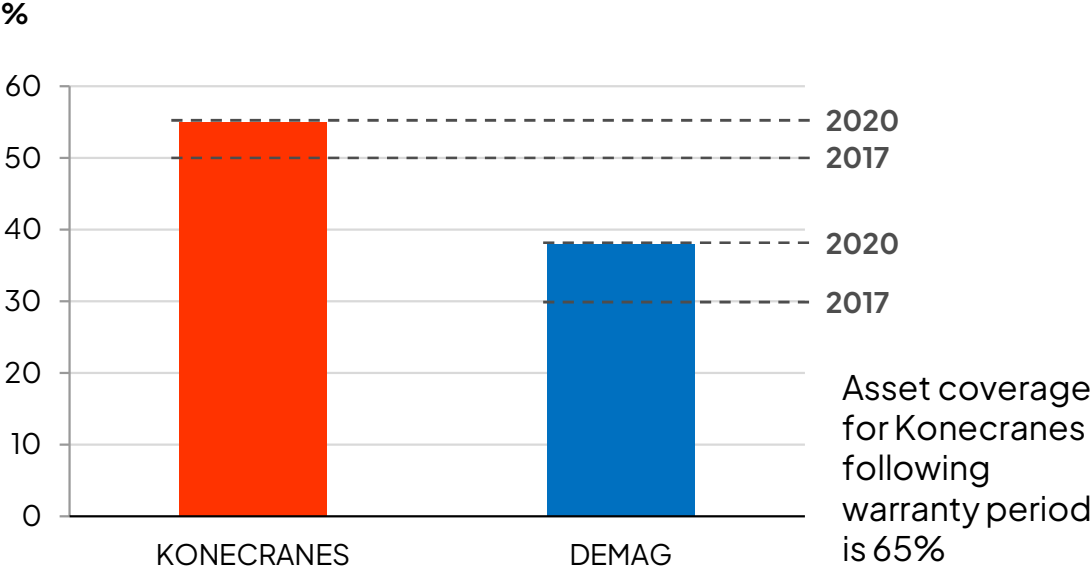
Agreement base breakdown by hoist brand and coverage ratios by asset brand

Agreement base / breakdown by hoist brand



- Approximately 45% of the hoisting machinery in our agreement base was manufactured by the Konecranes Group; the other 55% by third parties.
- Hoists can be replaced when they reach the end of their service life or even before then in order to improve safety, productivity and sustainability and/or reduce maintenance costs.

Agreement base / asset coverage by asset (crane) brand



- Coverage is based on the estimated asset installed base in operation.
- 1KC asset definition is applied. Asset generally refers to the crane: industrial crane, light crane system, jib crane, etc.
- A single asset may have multiple hoists. Hoists have a much shorter life than the crane (structure). Hoists may be replaced several times over the life of the crane.

Achieving organic Service growth

1. Expand agreement base

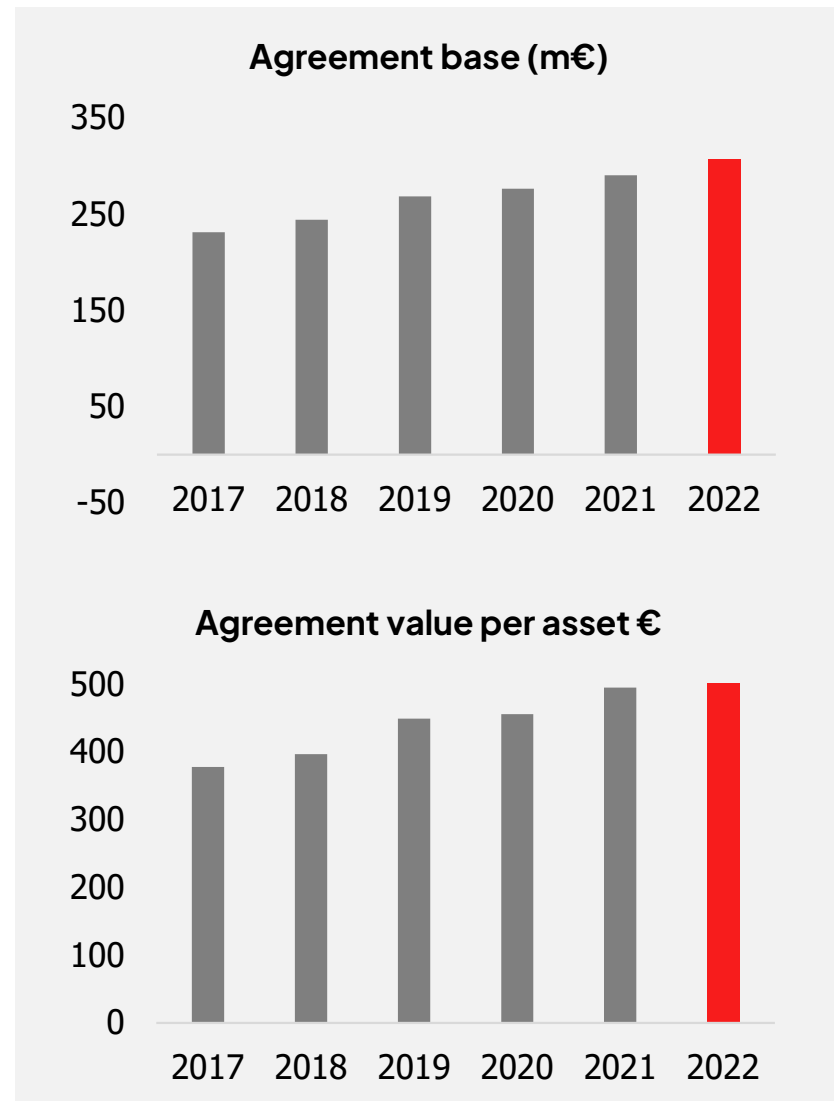
- Renewed/targeted Service Programs
- Comprehensive agreements for critical/production assets with larger accounts
- Enhanced customer experience driving customer retention

2. Continuously improve sales efficiency, planning and service delivery

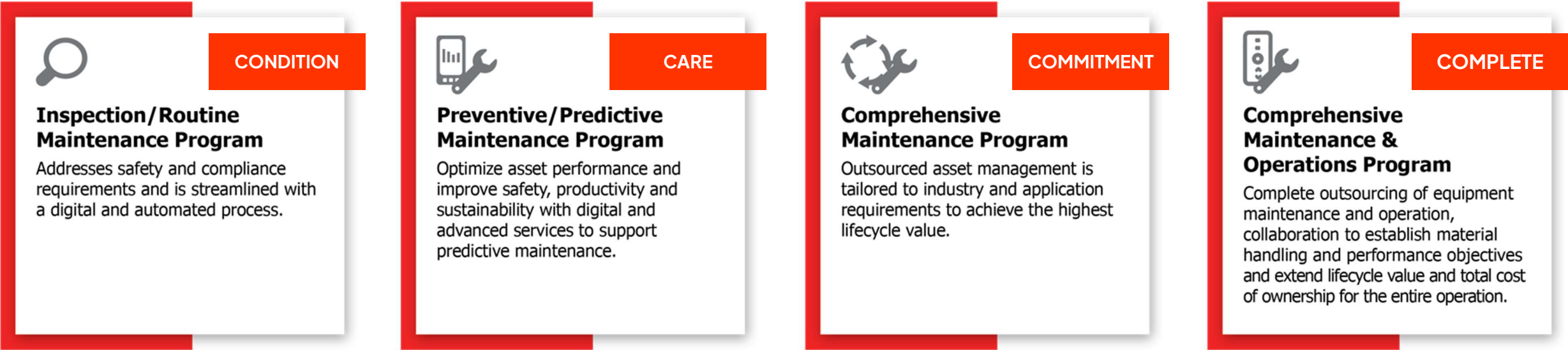
- Sales model evolution - leveraging inside sales and customer support
- “Smart” planning tools, automated quotations, and configurator enhancements
- Next generation field mobility tools and parts delivery concept

3. Expand focus on third party equipment

- Equivalent replacement parts
- Hoist and component replacements, retrofits and modernizations
- New equipment (light lifting equipment and cranes)



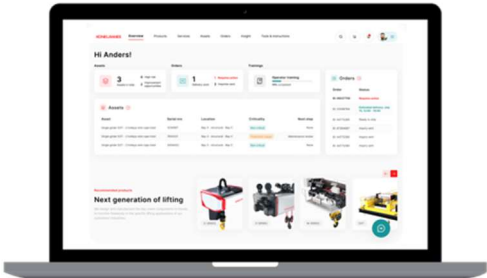
Renewed Service Programs – each tailored to a different customer segment to enhance customer experience and retention



Digital enablers in Service – Helping us enhance the customer experience and to deliver services more efficiently

Unified customer portal

- Engaging content focused on customer needs
- Self-service tools for quicker contact and support
- Full relationship view



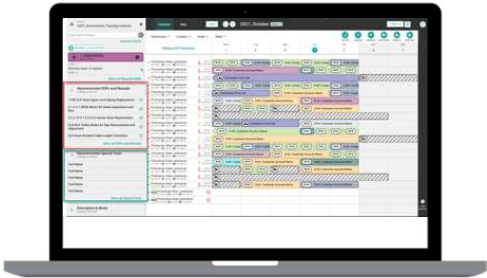
Customer engagement / sales enablement/ offer configuration

- Consolidated customer account information in one view with visibility to sales cases, service requests, etc
- Configure quotes and share relevant content to customers



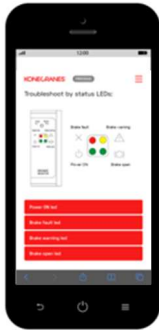
Smart planning

- Schedule work aligned with technician proximity, skill and material availability
- Optimized for most efficient customer response time



Next generation mobility apps for field operatives

- Guides behavior, provides feedback, and ensures process adherence
- Intelligent troubleshooting platform helps diagnose and repair in the field
- Live tech support available via video



Acquisition opportunities across various sectors



Bolt-on acquisitions

- Targeting installed base, service opportunities
- Adding certain customer segments and field technical resources
- Able to quickly integrate creating significant synergy potential
- Recent case: Whiting



New market entry / expansion

- Significant markets where we have little or no presence



Technologies / capabilities

- Industrial automation, systems integration, material flow simulation
- Opportunity to offer a holistic solution to the customer to optimize production and intralogistics



Complementary products & services

- Manual products, slings and accessories, industrial inspections
- Many of these products and services are currently being offered but not to a wide extent

Technicians are at the heart of our success and key to our growth

IMPROVE PRODUCTIVITY

Field operative time and tasks focused on our customers and their assets



INCREASE RETENTION

Continuously improving the employee experience



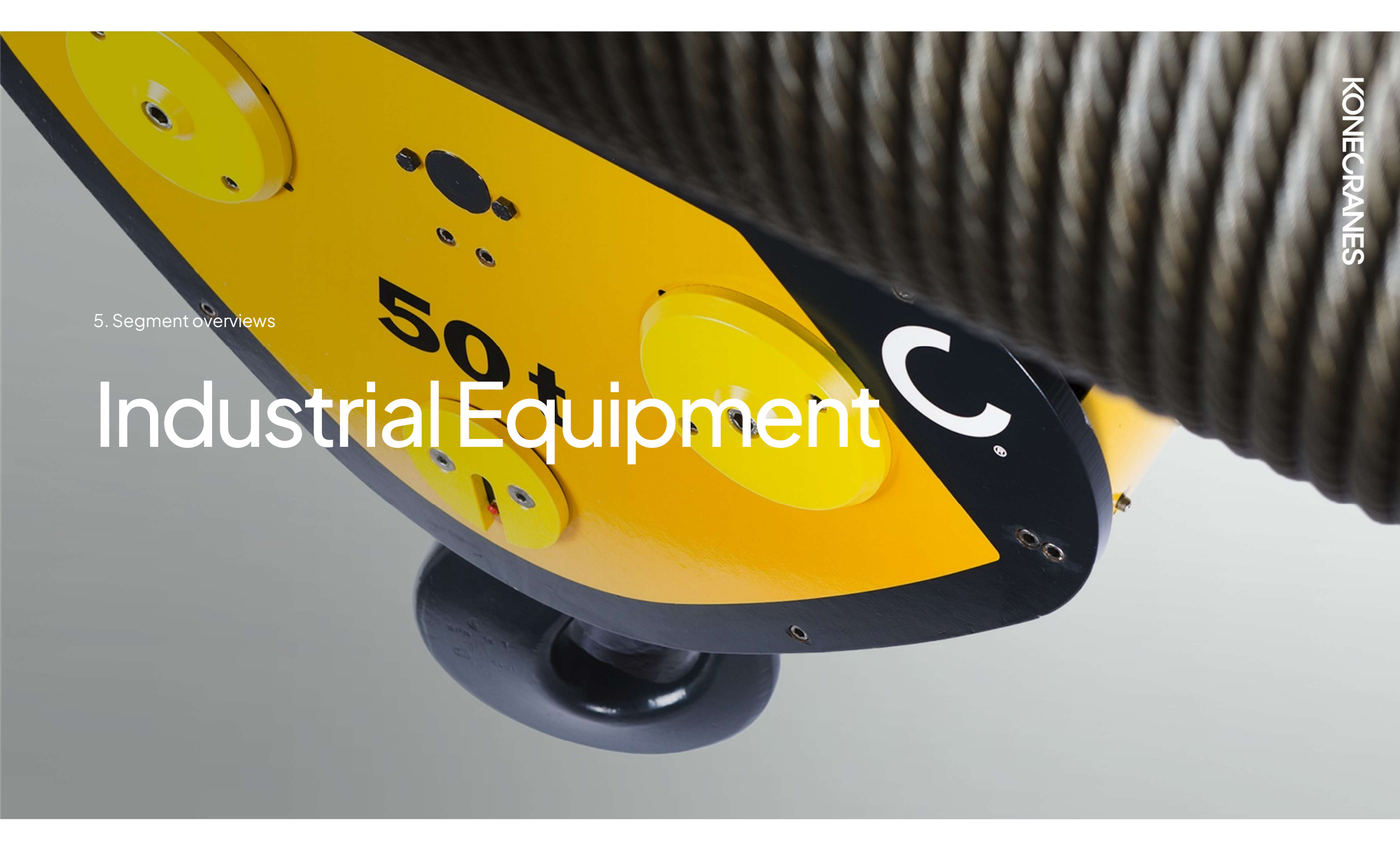
ACTIVELY RECRUIT

Always searching for our future talent

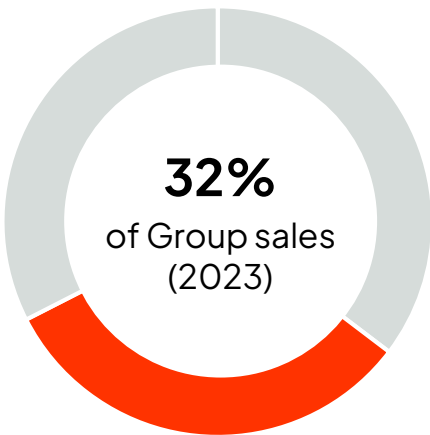


5. Segment overviews

Industrial Equipment



Industrial Equipment in brief



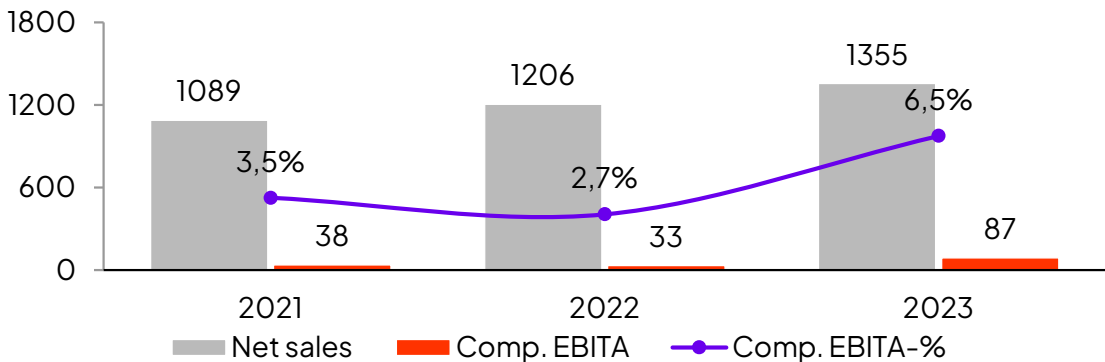
5,253
employees (end of Q4 2023)

1,355.3
net sales, MEUR (2023)

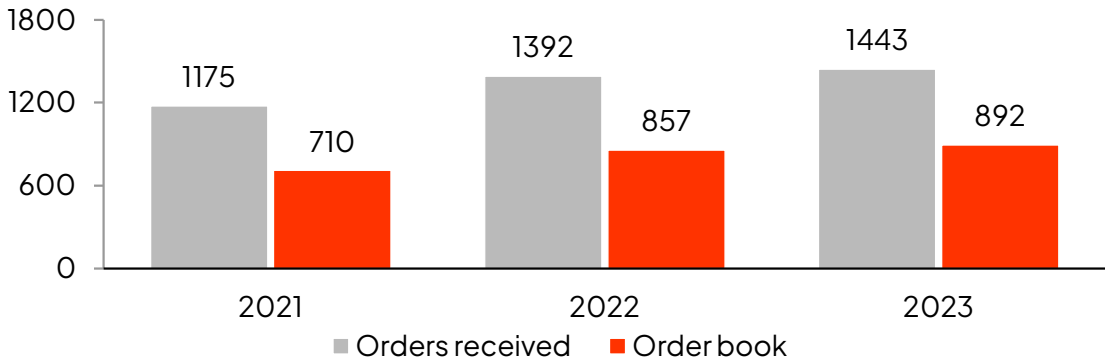
6.5%
comp. EBITA margin (2023)

- 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, MEUR



Orders received and order book, MEUR⁽¹⁾



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

Industrial Equipment: focus on profitability



Equipment

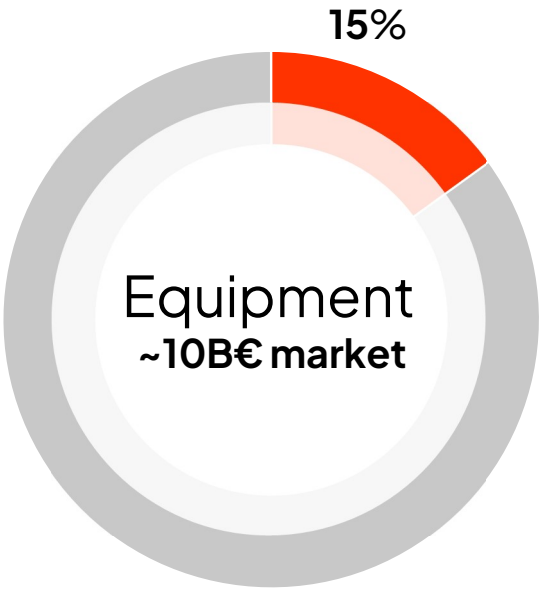
- Go-to market / operating model simplification
- Platform harmonization/rationalization
- Commercial Excellence / Price Management
- Renewed offering
- Supply chain efficiency / Operational Excellence
- Portfolio optimization
- **Equipment profitability:** comparable EBITA margin of 8-10%²
- Sales growth in line with the market¹

¹nominal world GDP growth, IMF World Economic Outlook

²as soon as possible, but no later than in 2027. Profitability range, depending on the cycle.



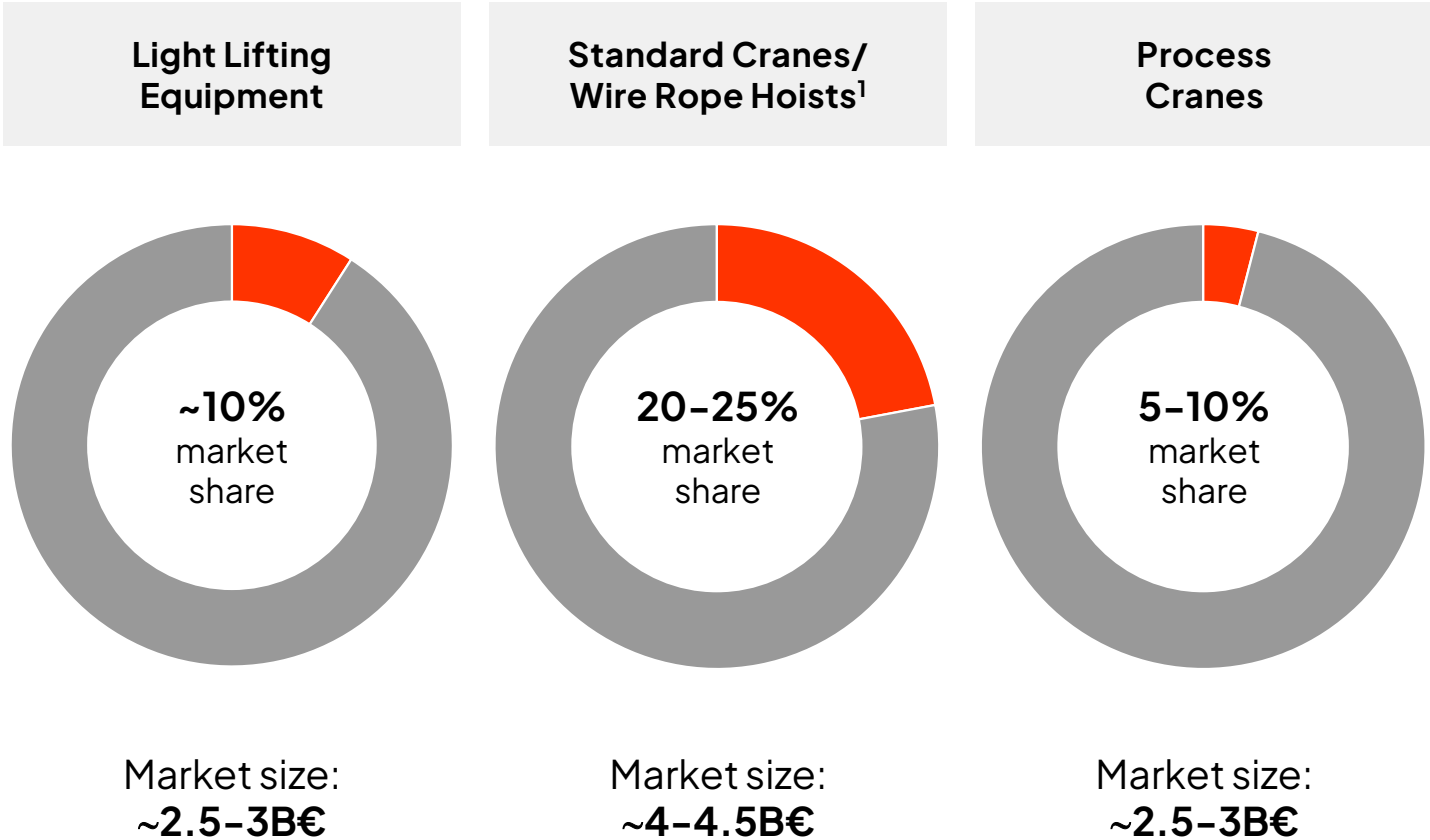
Global market leader in industrial cranes



Industrial Equipment market

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

¹ 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.



Industrial Equipment offering – leading provider of industrial cranes



Components



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)



Automotive



Power & Nuclear



Paper & forest

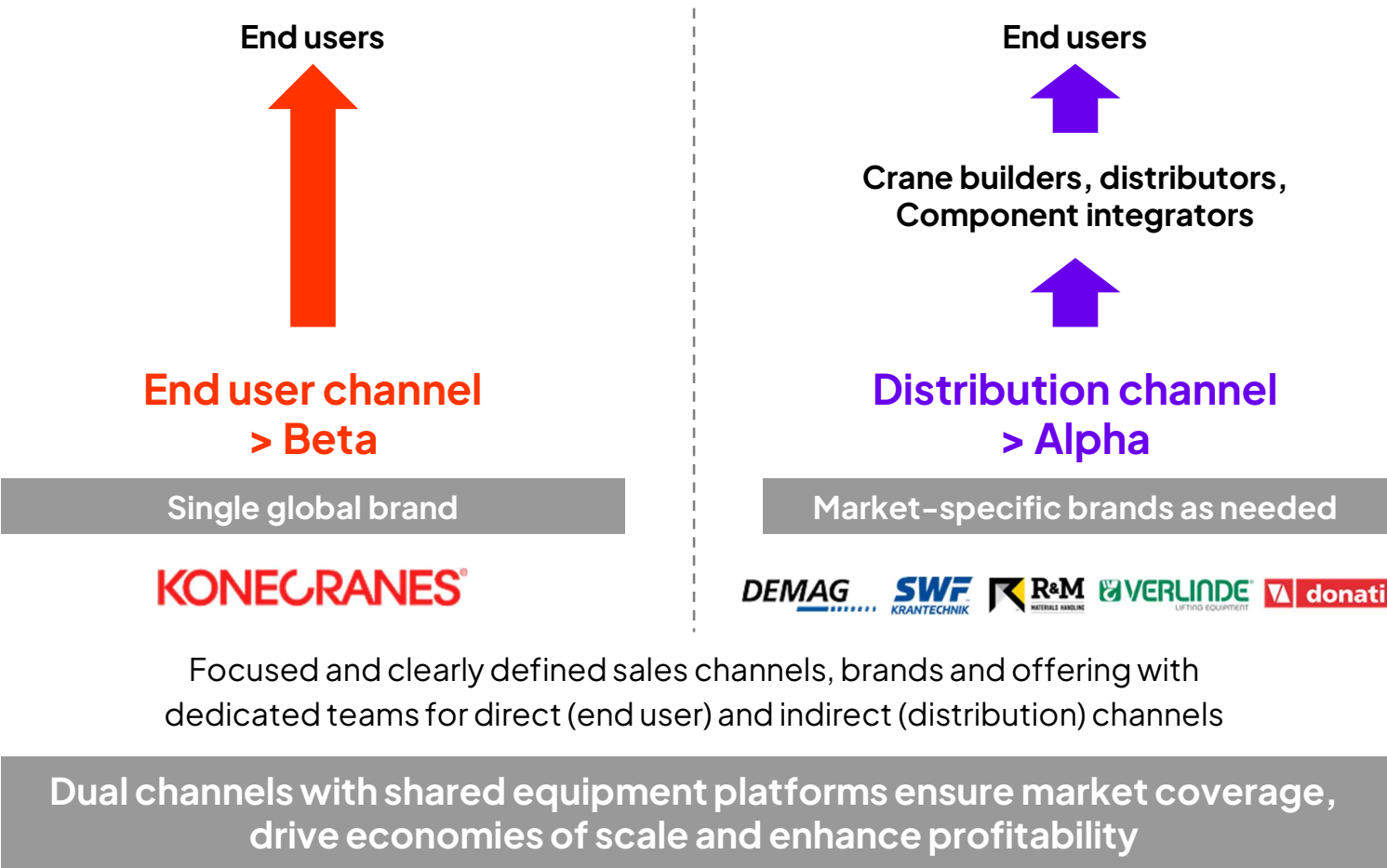


Petroleum and gas



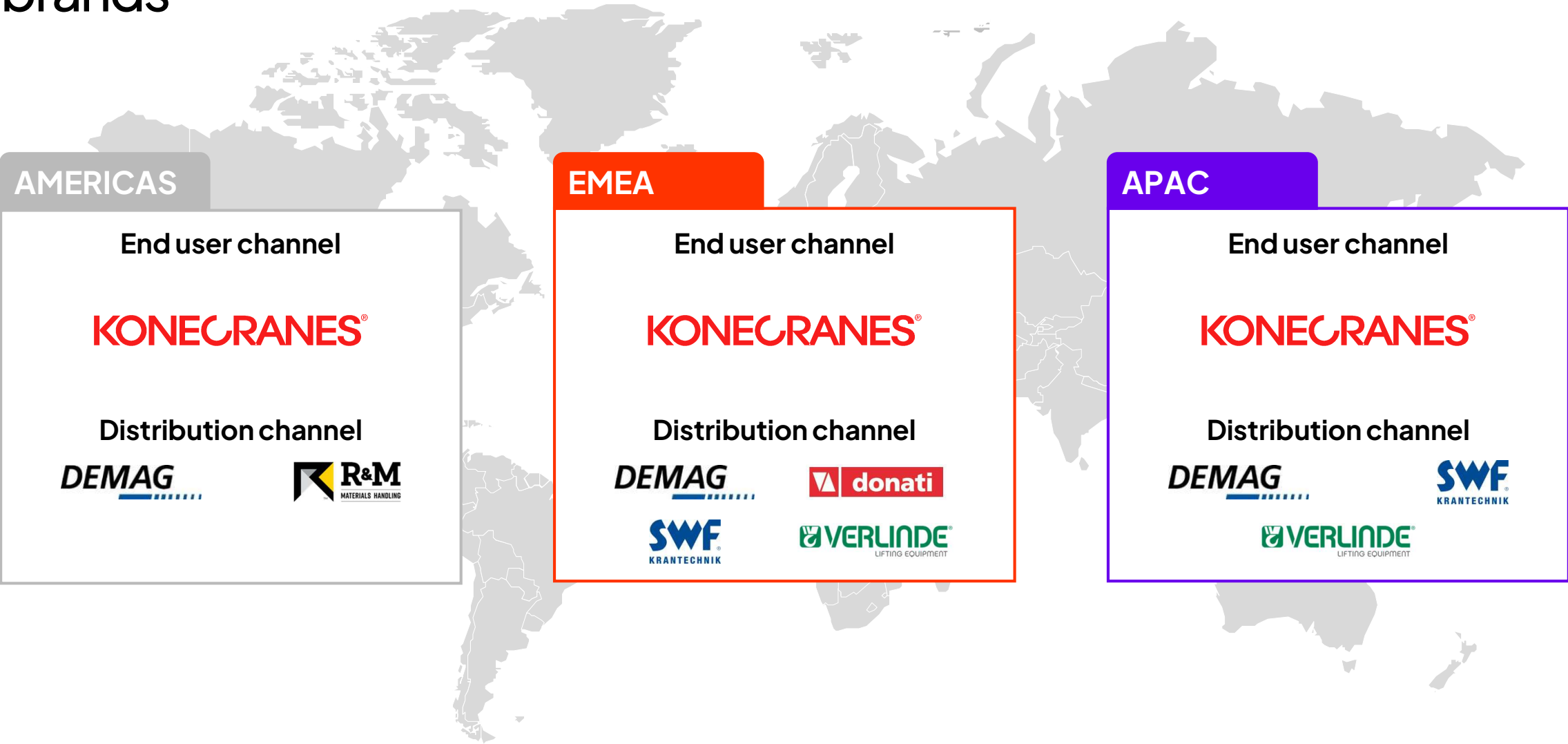
Metals production

Simplifying our go-to-market strategy drives agility and efficiency








- Industrial Equipment consists of three businesses: Components, Standard cranes, and Process cranes
- On average, in the long-term and over the cycle, Industrial Equipment's sales split has typically been approximately:
 - Components business around 25-30%
 - Standard cranes business around 50%
 - Process cranes business around 20-25%

Global presence with strong portfolio of leading industrial crane brands



Product harmonization and digitalization drive profitability

Core of Lifting “purpose built” components enable competitiveness and economies of scale

| Product offering | | Platforms 2018 | Platforms 2022* | Target 2023–2025 | Benefits of scalability |
|--------------------------|---|----------------|-----------------|--------------------------------|---|
| | | | | Global platforms* | |
| Electric Chain Hoist |  | 4 | 3 | 1 | <div>Cloud services Data driven value</div> <div>Crane software layer Intelligent control, advanced features, connectivity, Digital CX</div> <div>Electrical system Scalable common architecture across the product lines</div> <div>Mechanical structure A solid platform fulfilling market criteria</div> |
| Light Crane Systems |  | 3 | 1 | 1 | |
| Standard Wire Rope Hoist |  | 6 | 4 | 1 | |
| Winch |  | 7 | 5 | 2 Assembly and process duty | |
| Standard Cranes |  | 2 | 2 | 1 | |

*NOTE: Excludes local/niche/special application products

Next Generation Light Lifting Equipment

Delivering growth opportunities and enhanced profitability

New Electric Chain Hoist platform

- Full range offering: basic/competitive through advanced/premium
- Shared mechanical platforms,
- Differentiation through controls, digitalization, options and services
- Configurable offering drives economies of scale



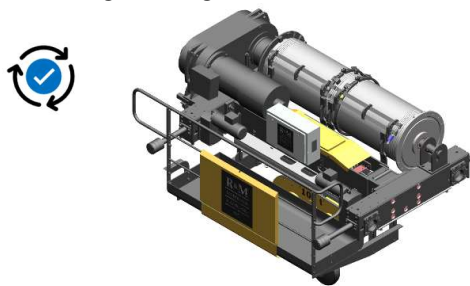
Expanded Light Crane System offering

- Expanded range, options and applications
- Free Standing Systems, increased spans, aluminum
- Ergonomics/manipulators, automation, cartesian robots
- Full range extended to Konecranes utilizing well known KBK brand



Process Cranes – improving process cranes profitability through productization, commercial and project management excellence

Assembly Duty



Process Duty



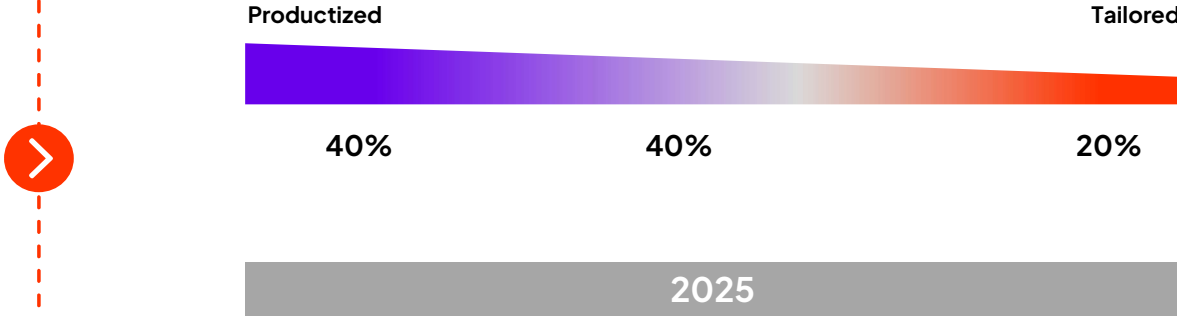
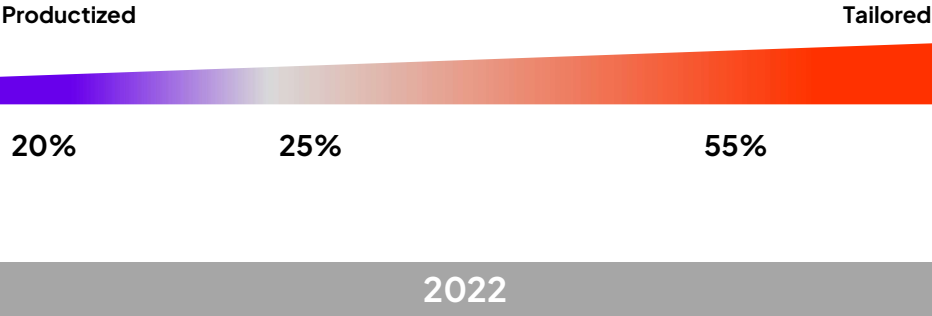
Tailored



A General
Demanding applications in general industry, power generation, etc.

B Industry-specific
Applications such as WTE, die handling, aviation, paper

C Tailored
Applications such as hot metal



Process cranes provide significant lifecycle management opportunities and are an essential part of the offering as it comes to large customers.

We continue to evaluate our manufacturing footprint to ensure agility and competitiveness in changing environments and conditions

- Crane manufacturing capacity supplemented by subcontracting network
- Component manufacturing centralized in global and regional hubs

| | | AME | EMEA | APAC |
|------------------|-------------------------|-----|------|------|
| Crane Supply | | 4 | 5 | 9 |
| Component Supply | Winches | | 1 | |
| | Wire Rope Hoists | 1 | 1 | 1 |
| | Light Lifting Equipment | | 1 | |

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

🌐 Global hub
🌐🌐 Regional hubs

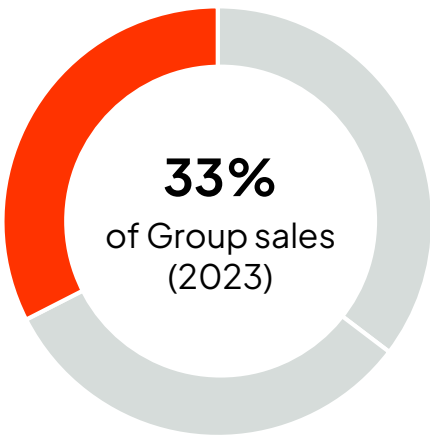


5. Segment overviews

Port Solutions



Port Solutions in brief



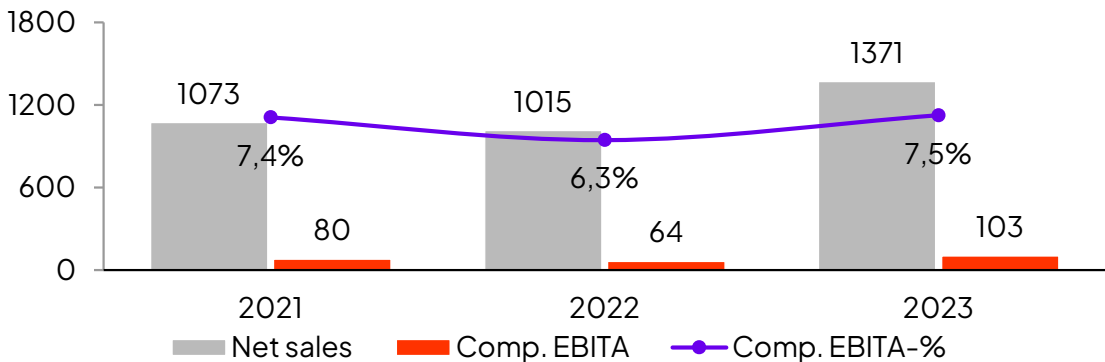
3,222
employees (end of Q4 2023)

1,370.8
net sales, MEUR (2023)

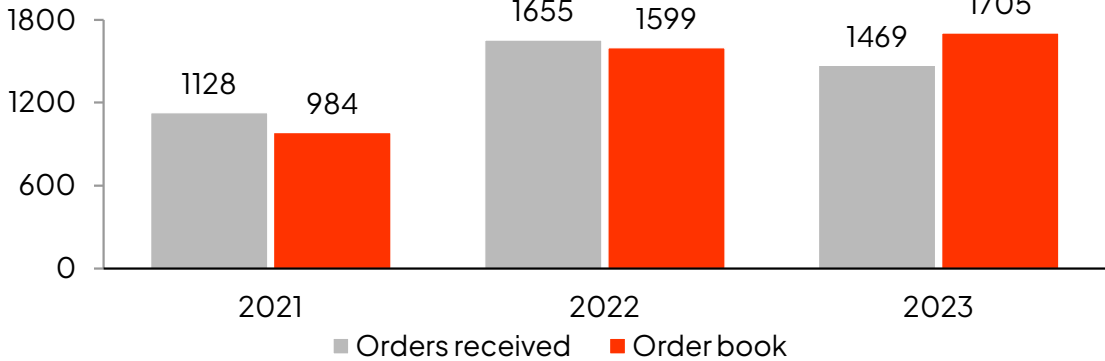
7.5%
comp. EBITA margin (2023)

- 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 2023, the service share of Port Solutions' sales was 17% (233.3 MEUR)

Key financials, MEUR




Orders received and order book, MEUR⁽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...

Port Services




Service & maintenance, inspections, spare parts, modernizations, retrofits, training, digital services


Lift Trucks



Forklift Trucks (FLT)




Reach Stackers (RS)




Container Handlers (Laden/LCH & Empty/ECH)


Container Handling Equipment



Ship-To-Shore cranes (STS)



Mobile Harbour Cranes (MHC)



Automated equipment

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)

Shipyards Cranes




Goliath Gantry Crane



Shipyards Cranes

Software



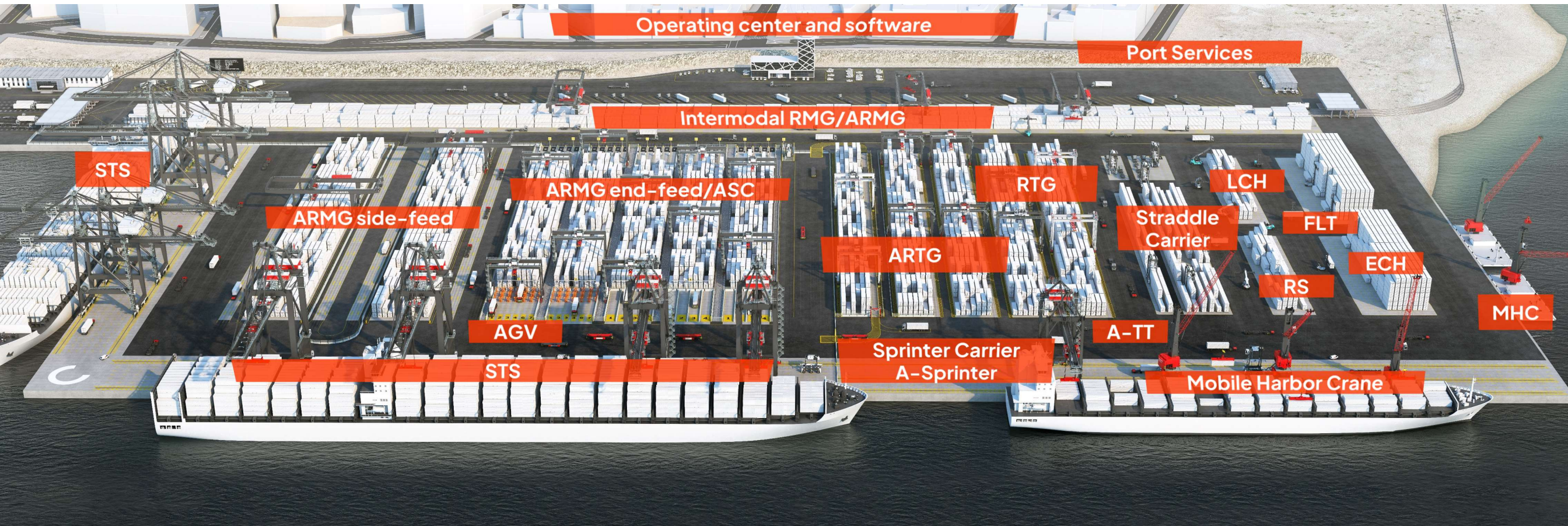
Terminal Operating System, Equipment Control System (TOS, ECS)

69

PUBLIC

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

PS offering
video ▶ [YouTube](#)



The complete solution for the Path to Port Automation lifting terminals to higher productivity and efficiency

Konecranes Software

In-house software (TOS & ECS)



Terminal Operating System (TOS)

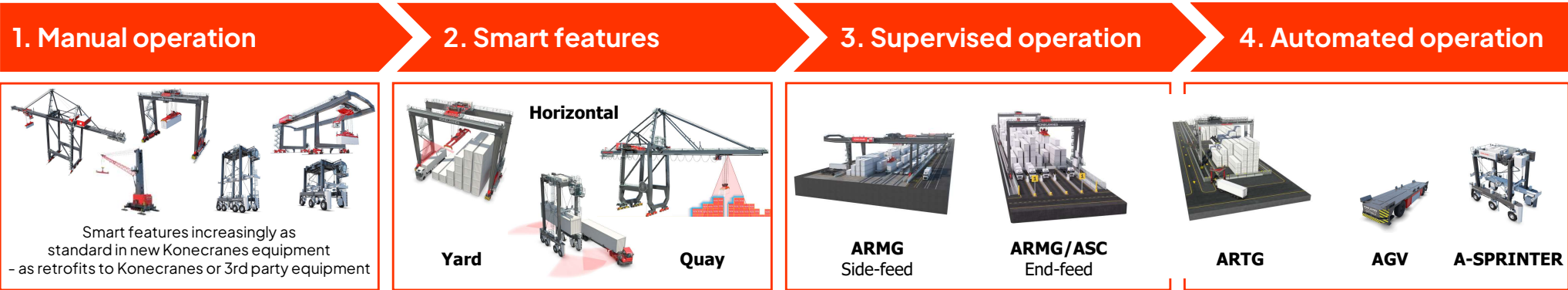
Equipment Control System (ECS)

Remote operation at any stage

Konecranes Path to Port Automation

Konecranes Equipment

Software agnostic equipment



Konecranes offering

Equipment

- Full & complementary portfolio with smart features and connectivity for all terminal sizes and stages
- Automated & manual options, automation growth path
- Container terminal, intermodal, shipyard and bulk

Services

- Field service & maintenance, inspections, and spare parts
- Digital tools & services, remote monitoring
- Modernizations, Retrofits & upgrades (incl. EcoLifting, Automation, remote operations, Smart features)

Software

- Improving the operations of ports, terminals and warehouses
- Terminal Operating System (TOS), Equipment Control System (ECS), remote operations

A comprehensive fully-electric offering and Path to Ecolifting & retrofits to increase efficiency and lower emissions

Ecolifting video ▶ 

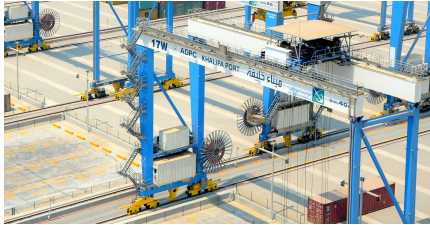
| Path to Ecolifting & equipment offering | | 1. Optimized diesel drives | 2. Hybrid drives | 3. Fully-electric drives |
|---|--|----------------------------|------------------|--------------------------|
| Quayside | | | | |
| STS | KONECRANES [®] ecolifting [™] | | | External power |
| MHC | | | | External power |
| Container yard | | | | |
| RTG | KONECRANES [®] ecolifting [™] | | | External power/battery |
| ARTG | KONECRANES [®] ecolifting [™] | | | External power |
| RMG | | | | External power |
| ASC/ARMG | | | | External power |
| Horizontal transport | | | | |
| Straddle | KONECRANES [®] ecolifting [™] | | | Battery |
| (A)Sprinter | KONECRANES [®] ecolifting [™] | | | |
| AGV | KONECRANES [®] ecolifting [™] | | | Battery |
| Lift trucks | | | | |
| Forklift | KONECRANES [®] ecolifting [™] | | | Battery |
| RS | KONECRANES [®] ecolifting [™] | | | |
| LCH/ECH | KONECRANES [®] ecolifting [™] | | | |

 Standard offering  Feasible to develop

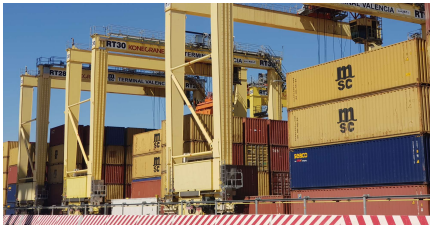
Equipment examples with fully-electric drive
(external power supply with direct connection to power grid)



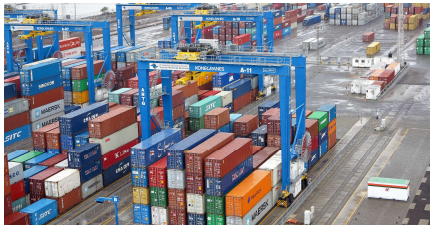
Fully-electric MHC (cable reel)



Fully-electric ASC/ARMG (cable reel)



Fully-electric & Hybrid RTG (busbar)



Fully-electric ARTG (cable reel)



Fully-electric AGV (Li-ion)



Fully-electric E-VER forklift (Li-ion)

Megatrends and other demand drivers providing opportunities for growth

As customers continue to seek increased productivity, enhanced safety and improved predictability



**Digitalization
& Automation**



**eCommerce &
changes in
logistical chains**



**Sustainability
commitments**

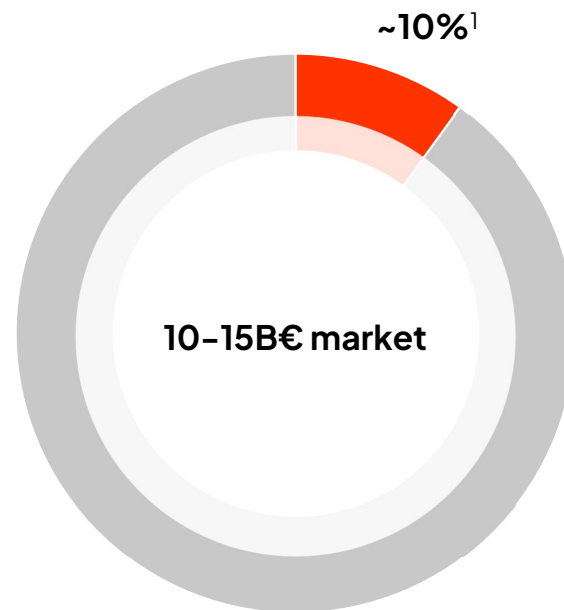


**Labour
shortage**



Geopolitics

Equipment market position and development



Port Solutions equipment market

Market size/market share includes solutions and equipment. Also segments where Konecranes has no presence.

¹~25% market share in stronghold segments

Market continues to grow

- Global Terminal Operators (GTOs) handle 2/3 of global container throughput and drive the growth
- Consolidation of the customer base continues as GTOs expand their global coverage through M&A and expand to broader logistics chain

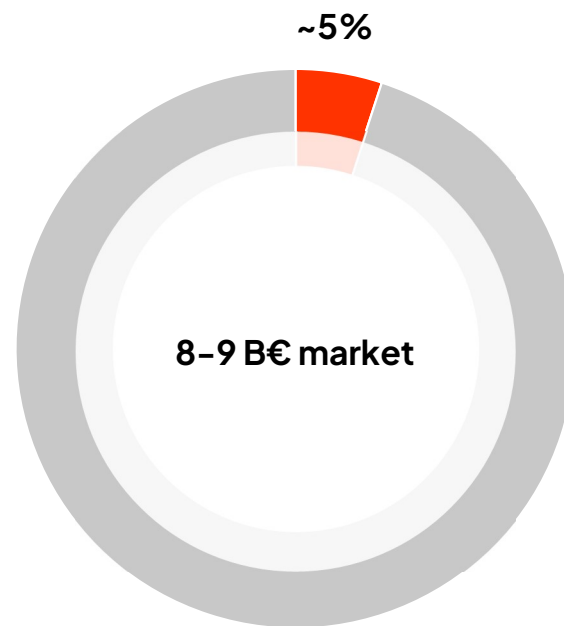
Automation opportunity grows

- Pandemic and labour shortage have increased interest towards automation
- Brownfield automation expected to drive future investments
- Growth 2x times faster than manual equipment market

Increased focus on hinterland terminals

- Search for higher efficiencies in end-to-end logistical chains
- Need for added/sustainable capacity

Port Services market position and development



Port Services market

Market size/market share includes port services (both insourced and outsourced). Services scope based on current Konecranes offering.

Port Services market expected to grow

- Majority of total market is today in-house/insourced
- Inland terminals more geared for outsourcing than maritime terminals
- Outsourcing driven by aging labour, labour shortage, automation of equipment and systems requiring special knowledge

Data enabled service opportunities

- Data driven predictive maintenance and Service Solutions
- Service Agreements for Automation systems

We aim to become the World #1 in our core offering

Financial targets:

- 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 2027. Profitability range, depending on the cycle.

We capture the market opportunity and reach our targets by:

1. Focusing on our core offering with best growth potential
2. Growing our Port Services
3. Further strengthening our automation offering and capturing automation opportunities
4. Strengthening our eco-efficient offering
5. Focusing on Operational Excellence

Market provides plenty of opportunities for growth

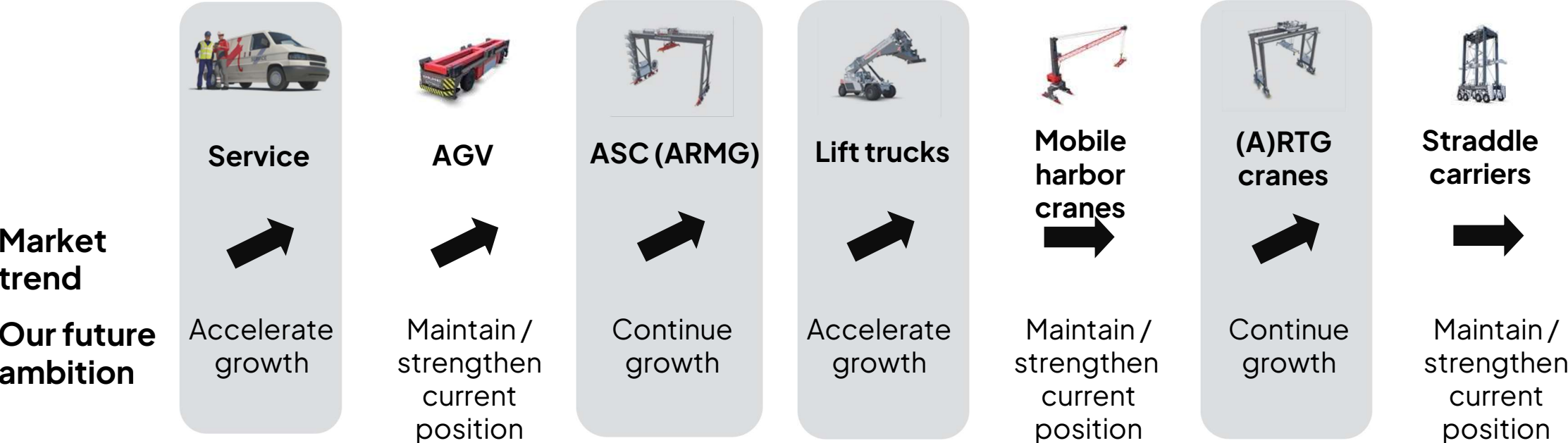
| |  Service |  AGV |  ASC (ARMG) |  Lift trucks |  Mobile harbor cranes |  (A)RTG cranes |  Straddle carriers |
|-----------------|--|--|--|--|---|---|---|
| Market size | ~8-9 B€ ¹ | ~0.3 B€ | ~1.5 B€ ² | ~2 B€ ³ | ~0.6 B€ | ~1.5 B€ ² | ~0.4 B€ |
| Global position | #2 | #1-2 | #1-2 | #2-3 | #1-2 | #1-2, #1 in ARTG systems | #1-2 |
| Market trend |  |  |  |  |  |  |  |
| Key competitors | In-house Kalmar ZPMC Liebherr ABB, Siemens Local service companies | ZPMC VDL Gaussin | ZPMC Künz Sany HHMC ABB Siemens TMEIC | Kalmar Hyster-Yale Taylor Sany ZPMC | Liebherr Italgru Sennebogen ZPMC Sany | ZPMC Mitsui Liebherr Künz Sany MiJack | Kalmar ZPMC |

¹Total market including in-house ²For yard cranes, ASC and RTG combined

³Container handling equipment and medium and heavy forklift trucks

We focus on products with the best growth potential

With the rest of the product portfolio, our focus is on market share and profitability



- Focus on products where we offer safety, sustainable solutions, high productivity, high quality, reliability & high uptime and low total cost of ownership (TCO)
- Potential to leverage Konecranes’ unique Service offering to customers
- Electrification and agile distribution model provides further opportunities to mobile equipment

We aim to grow Port Services faster than equipment over the cycle

**Increasing own
and 3rd party
fleet**

**Boosting
eCommerce &
digital channels**

**Geographic
footprint
expansion**

**Data enabled
advanced
offering and
digital services**

**Sustainability &
automation
retrofits**

Bolt-on M&A

KONECRANES PORT SERVICES FACTS

22%
Share of sales

23
countries with own
operations

**Vast network
of service partners and
LFT distributors**

We are leading port automation

65% of all the world's automated container terminals run with Konecranes and more in delivery

**Inventor of
AGV**
+700 units



**Largest western
ASC/ARMG**
+400 units



**Best performing
ECS**
+10 sites



**Pioneer of
ARTG**
+200 units



We capture automation opportunities in all terminals with our widest and deepest offering

LARGE AUTOMATED CONTAINER TERMINALS

AGV, ASC/ARMG,
A-Sprinter
and ECS

MEDIUM-SIZED CONTAINER TERMINALS

With our ARTGs and ECS

SMALL-SIZED CONTAINER TERMINALS

Limited automation
opportunities

EXISTING SITES WITH EXPANSIONS AND REPLACEMENTS

AGV, ASC/ARMG and ECS

INLAND TERMINALS

ARMG cranes

NEW SERVICE AGREEMENTS

BROWNFIELD CONVERSIONS

From manual SC
to ASC/ARMG

Manual RTG to ARTG

OTHER EQUIPMENT BRANDS

With our automation
retrofits

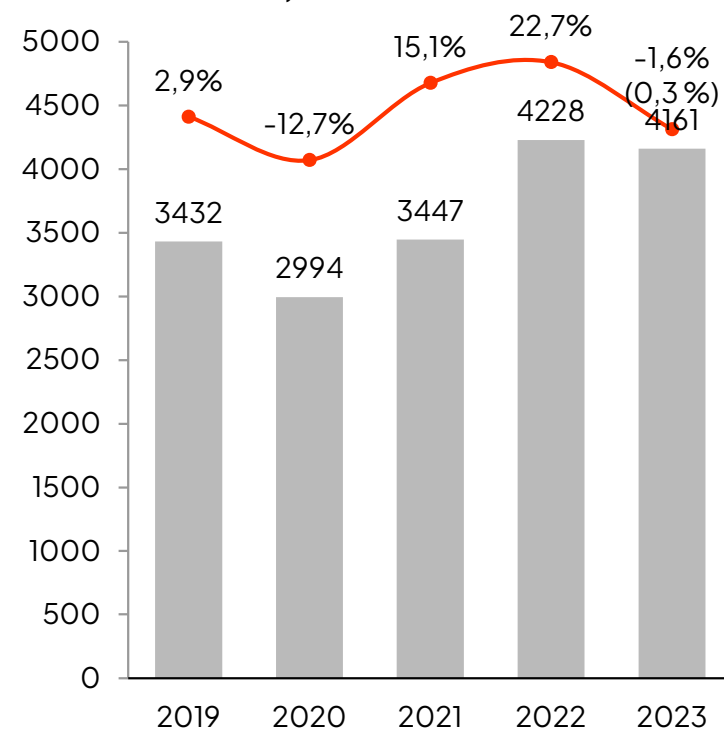
6. Appendix

Konecranes at a glance

| Key figures, 2023 | Konecranes Group | Service | Industrial Equipment | Port Solutions | Eliminations / Group |
|-------------------------------|------------------|-----------------|----------------------|-----------------|----------------------|
| Orders received | 4,161.4 MEUR | 1,490.7 MEUR | 1,442.9 MEUR | 1,468.5 MEUR | -240.7 MEUR |
| Order book | 3,040.8 MEUR | 443.5 MEUR | 892.3 MEUR | 1,705.0 MEUR | |
| Net sales | 3,966.3 MEUR | 1,490.4 MEUR | 1,355.3 MEUR | 1,370.8 MEUR | -250.1 MEUR |
| Comp. EBITA | 450.7 MEUR | 296.2 MEUR | 87.4 MEUR | 102.7 MEUR | -35.7 MEUR |
| Comp. EBITA-% | 11.4% | 19.9% | 6.5% | 7.5% | |
| Personnel (end of Q4 2023) | 16,586 | 8,010 | 5,253 | 3,222 | 101 |

Konecranes key financials development

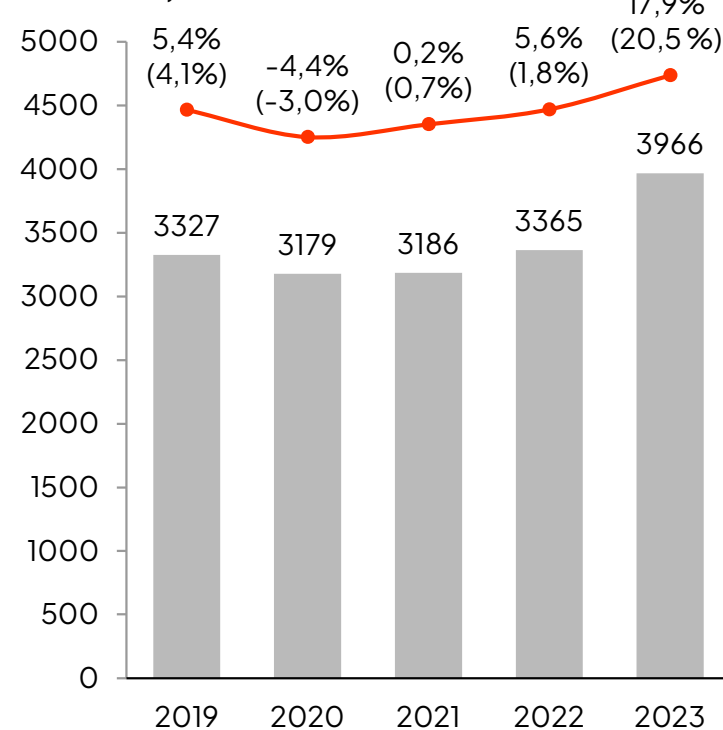
Orders received, MEUR⁽¹⁾



Orders received

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

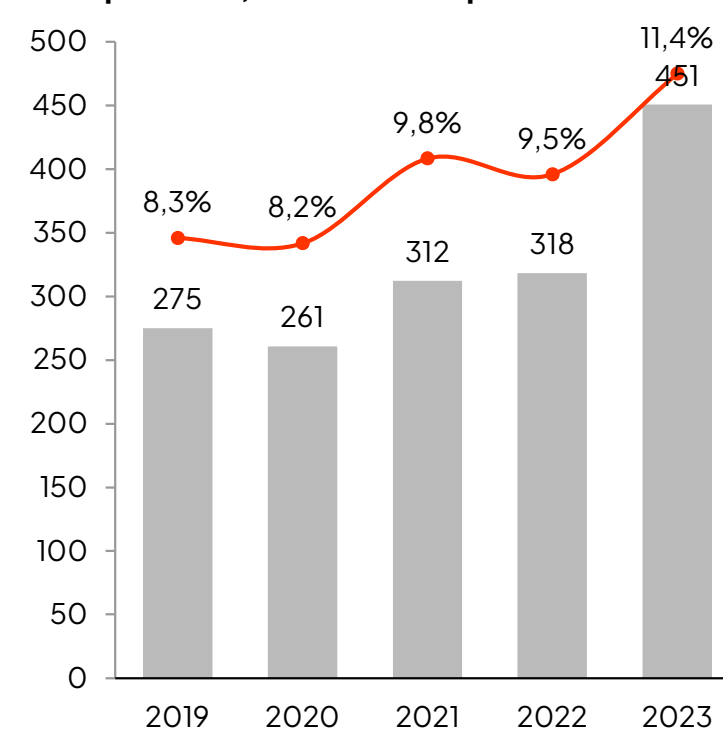
Net sales, MEUR



Net sales

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

Comp. EBITA, MEUR & comp. EBITA-%



Comparable EBITA

Comp. EBITA-%

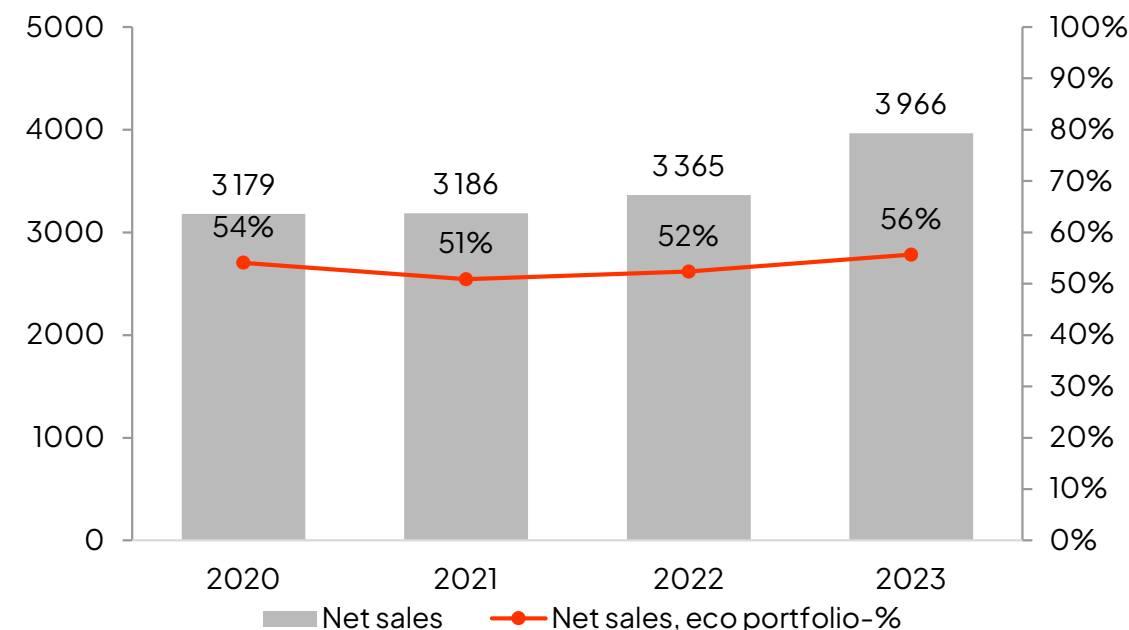
Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

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

Eco portfolio sales by segment⁽¹⁾⁽²⁾

| | | |
|----------------------|---------------------|--------------------------|
| Service | 17 % 2022 | 18 % 1-12/2023 |
| Industrial Equipment | 100 % 2022 | 100 % 1-12/2023 |
| Port Solutions | 48 % 2022 | 57 % 1-12/2023 |
| Konecranes | 52 % 2022 | 56 % 1-12/2023 |

Eco portfolio share of Group sales, %



Eco portfolio:
Fully electrified and hybrid equipment,
as well as modernizations and retrofits

Note (1): For Service, the eco portfolio only includes modernizations and retrofits, although all maintenance work and spare parts aim at extending product lifecycle and increased resource-efficiency
Note (2): For Port Solutions, the eco portfolio share is impacted by sales mix and timing of project revenues

Konecranes Board of Directors

Christoph Vitzthum

Chair of the Board



Pasi Laine

Vice Chair of the Board



Pauli Anttila

Member of the Board



Ulf Liljedahl

Member of the Board



Niko Mokka

Member of the Board⁽¹⁾



Gun Nilsson

Member of the Board



Päivi Rekonen

Member of the Board



Helene Svahn

Member of the Board



Sami Piittisjärvi

Member of the Board



Note (1): Niko Mokka is independent of the company and its significant shareholders since May 2023. Konecranes has on May 16, 2023, received a notification under Chapter 9, Section 5 of the Securities Market Act, according to which the holding of HC Holding Oy Ab in Konecranes Plc's shares and votes has fallen below 10 percent. HC Holding Oy Ab sold its entire holding in Konecranes.

Konecranes Board of Directors

9

Board members

78%Independent⁽¹⁾**33%**

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⁽¹⁾
- Pauli Anttila is deemed not to be independent of a significant shareholder of the Company based on his current position as Investment Director and Member of the Management Team at Solidium Oy
- 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

Note (1): Niko Mokka is independent of the company and its significant shareholders since May 2023. Konecranes has on May 16, 2023, received a notification under Chapter 9, Section 5 of the Securities Market Act, according to which the holding of HC Holding Oy Ab in Konecranes Plc's shares and votes has fallen below 10 percent. HC Holding Oy Ab sold its entire holding in Konecranes.

Konecranes Leadership Team

Anders Svensson

President and CEO



Teo Ottola

CFO,
Deputy CEO



Fabio Fiorino

Executive Vice President,
Industrial Service and Equipment Solutions, and EVP, Technologies⁽¹⁾



Juha Pankakoski

Executive Vice President, Port
Solutions, and EVP, Technologies⁽¹⁾



Anneli Karkovirta

Executive Vice President,
People and Culture



Sirpa Poitsalo

Executive Vice President,
General Counsel



6

Konecranes
Leadership
Team members⁽¹⁾⁽²⁾

33%

women

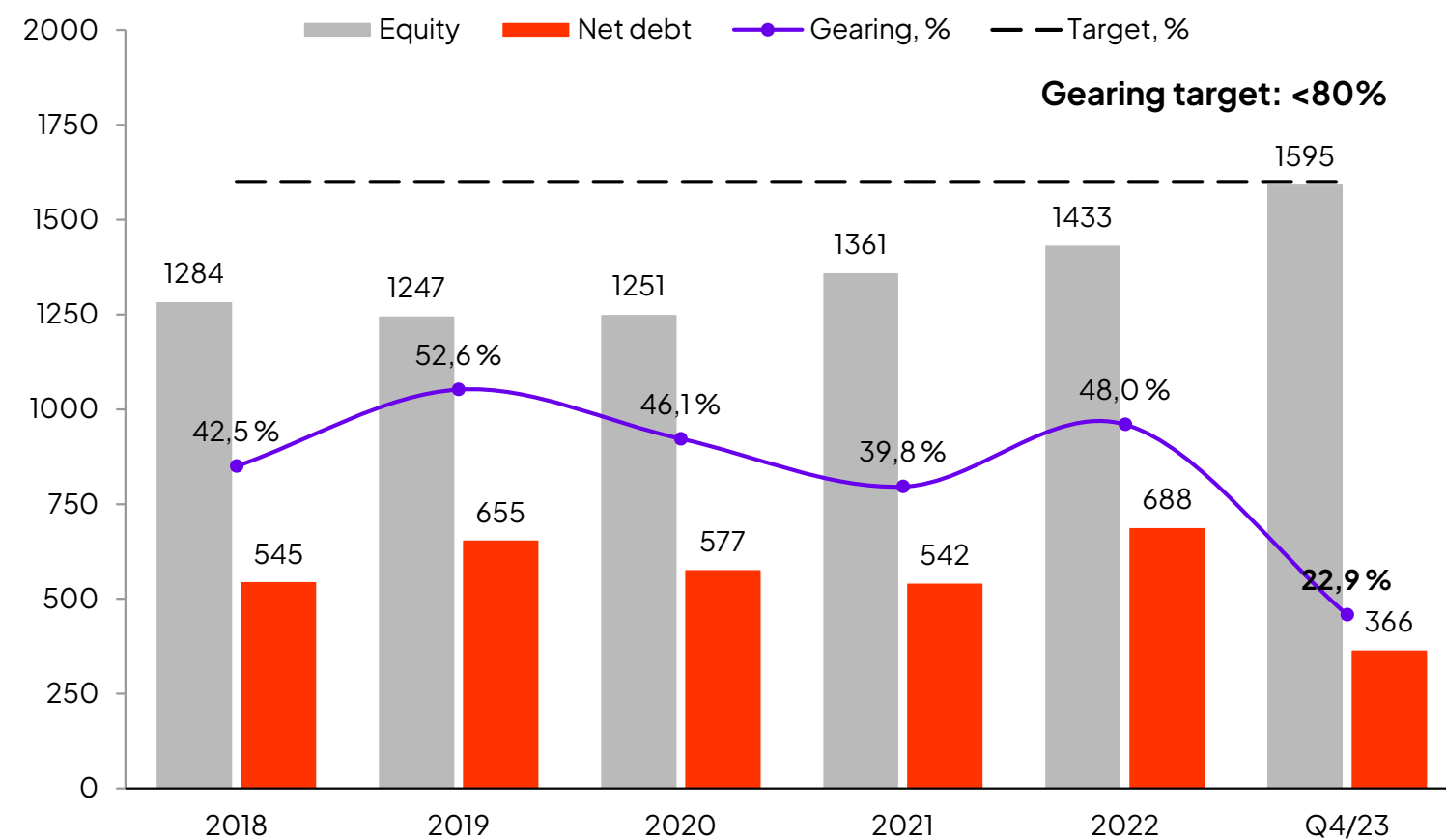
3

different nationalities

Note (1): On September 7, 2023, Konecranes announced that Juha Pankakoski had been appointed EVP, Port Solutions. He will also continue as EVP, Technologies until the successor is announced.
Note (2): December 15, 2023, Konecranes announced that Minna Aila had been appointed EVP, Corporate Affairs & Brand. She will start at Konecranes on July 1, 2024.

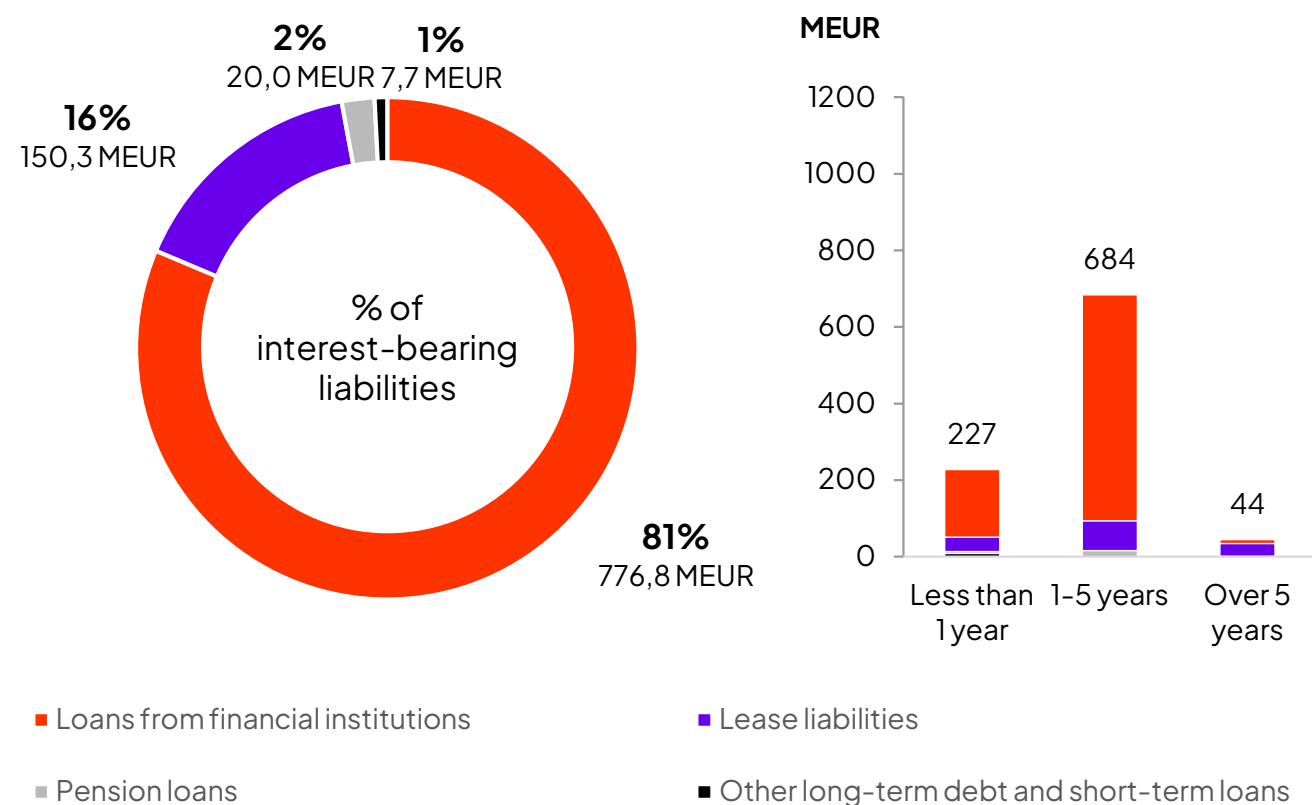
We have a strong balance sheet with financial flexibility

Equity & net debt, MEUR and gearing, %



Group interest-bearing liabilities and net debt

Structure and maturity profile of interest-bearing liabilities (Dec 31, 2023)

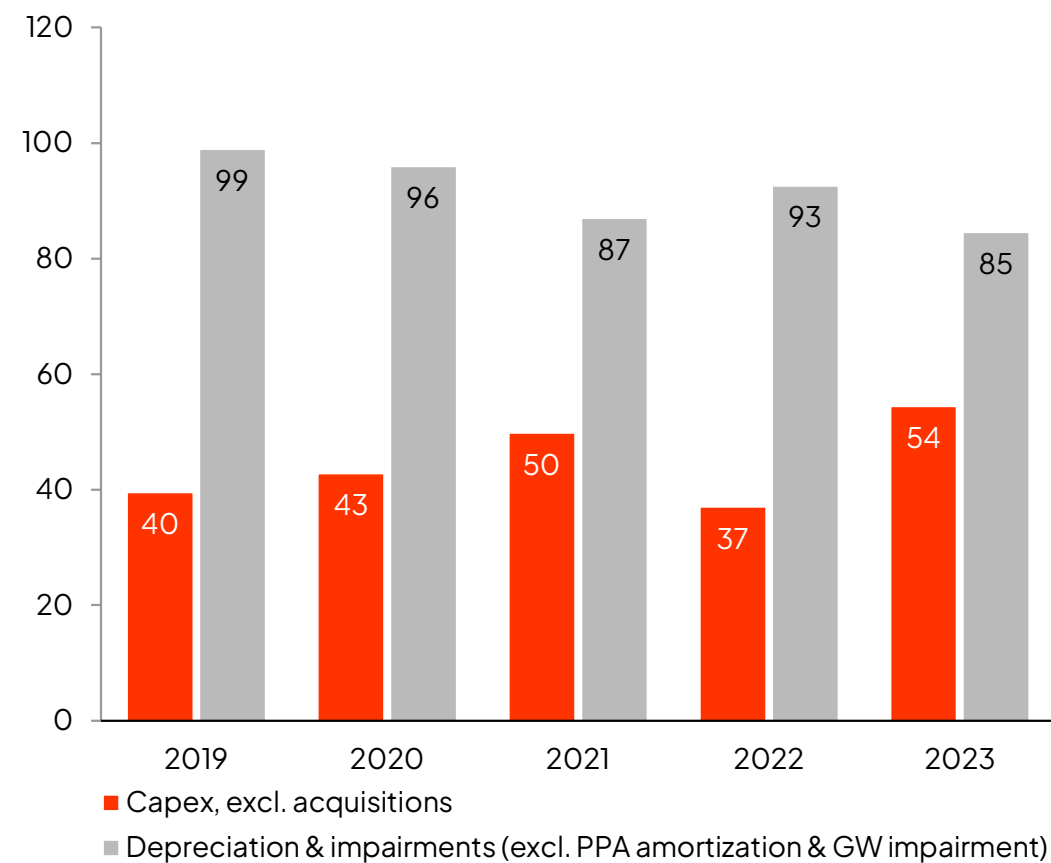


Interest-bearing net debt (Dec 31, 2023)

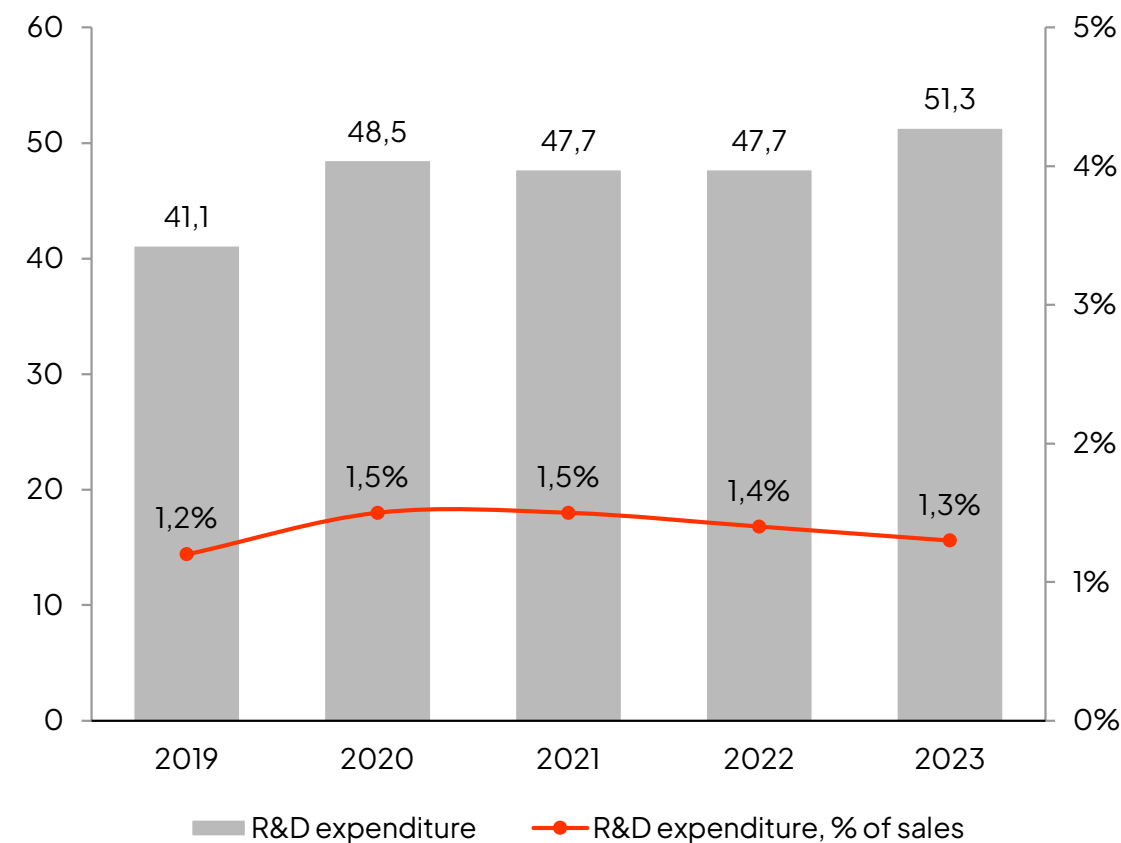
| EUR million | 31 Dec 2023 | 31 Dec 2022 |
|--|---------------|----------------|
| Non current interest bearing liabilities | 727.7 | 1,056.4 |
| Current interest bearing liabilities | 227.2 | 49.8 |
| Interest-bearing liabilities | 954.9 | 1,106.2 |
| Loans receivable | -2.5 | -3.9 |
| Cash and cash equivalents | -586.6 | -413.9 |
| Interest-bearing net debt | 365.8 | 688.4 |

Capital expenditure, depreciation and R&D expenditure

Capital expenditure and depreciation, MEUR

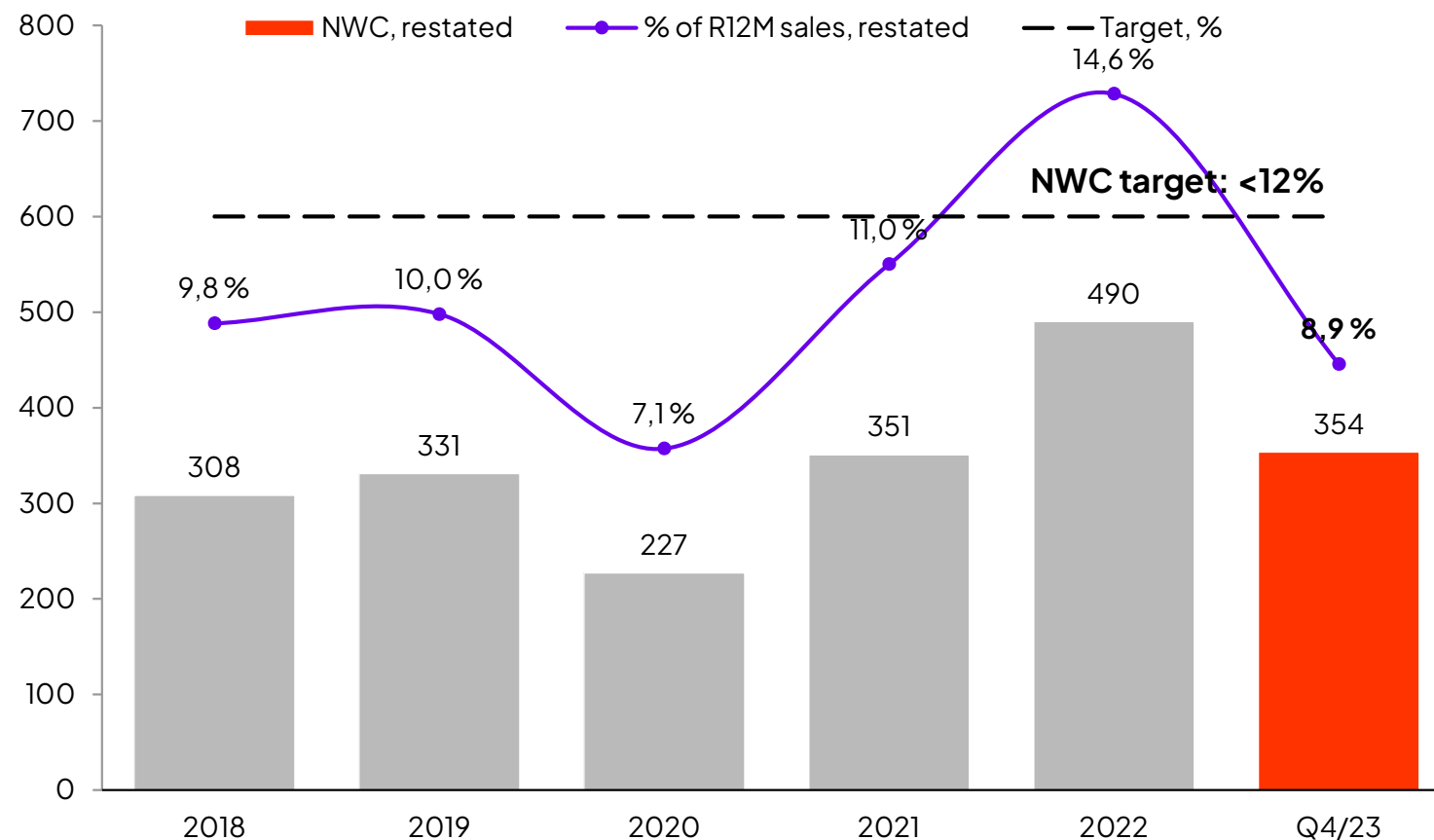


Research and development, MEUR and percentage of sales



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

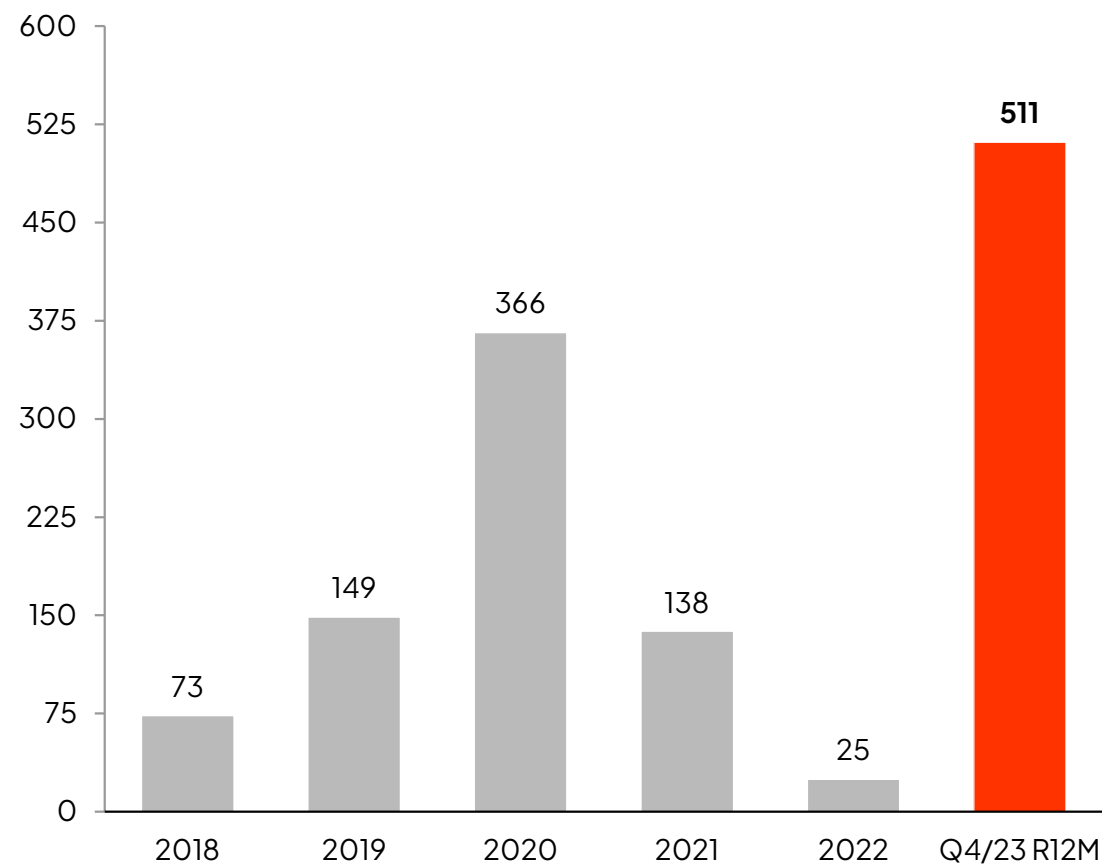
Net working capital, MEUR and percentage of sales⁽¹⁾



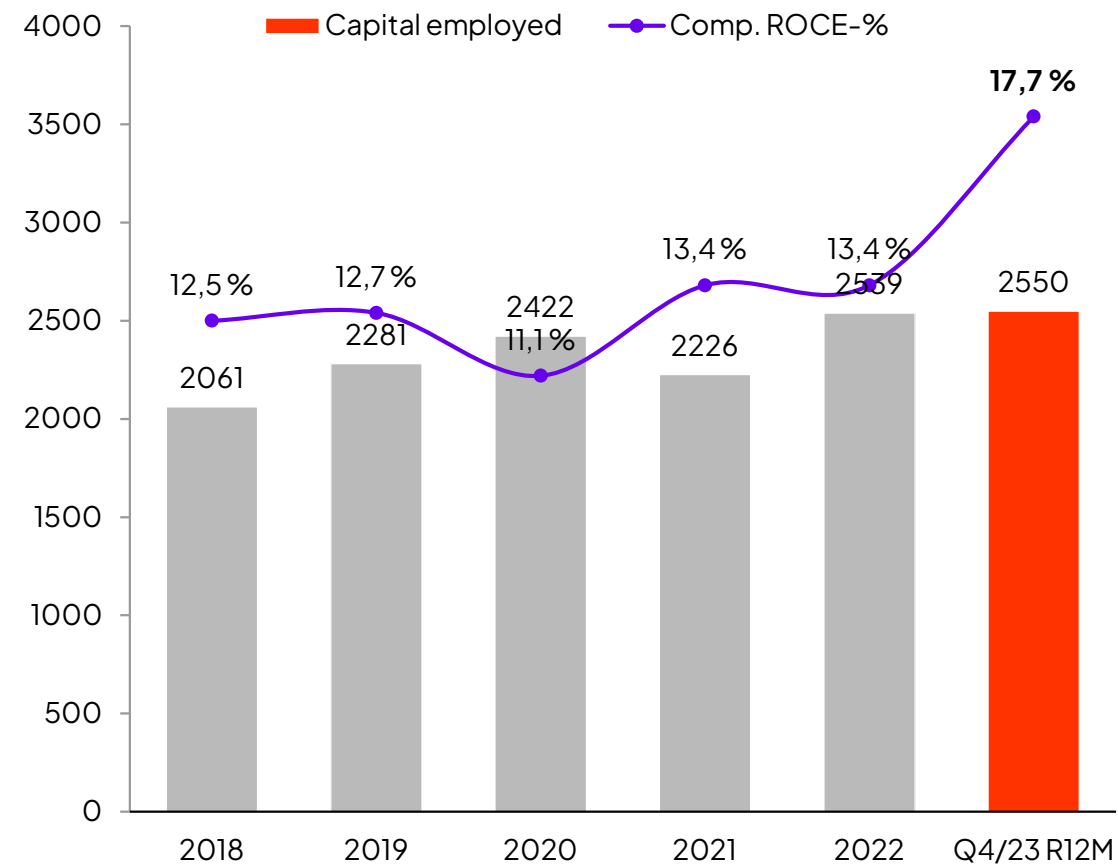
Note (1): NWC formula changed from Q1 2023 onwards and net working capital for historical periods restated

Free cash flow and return on capital employed

Free cash flow, MEUR



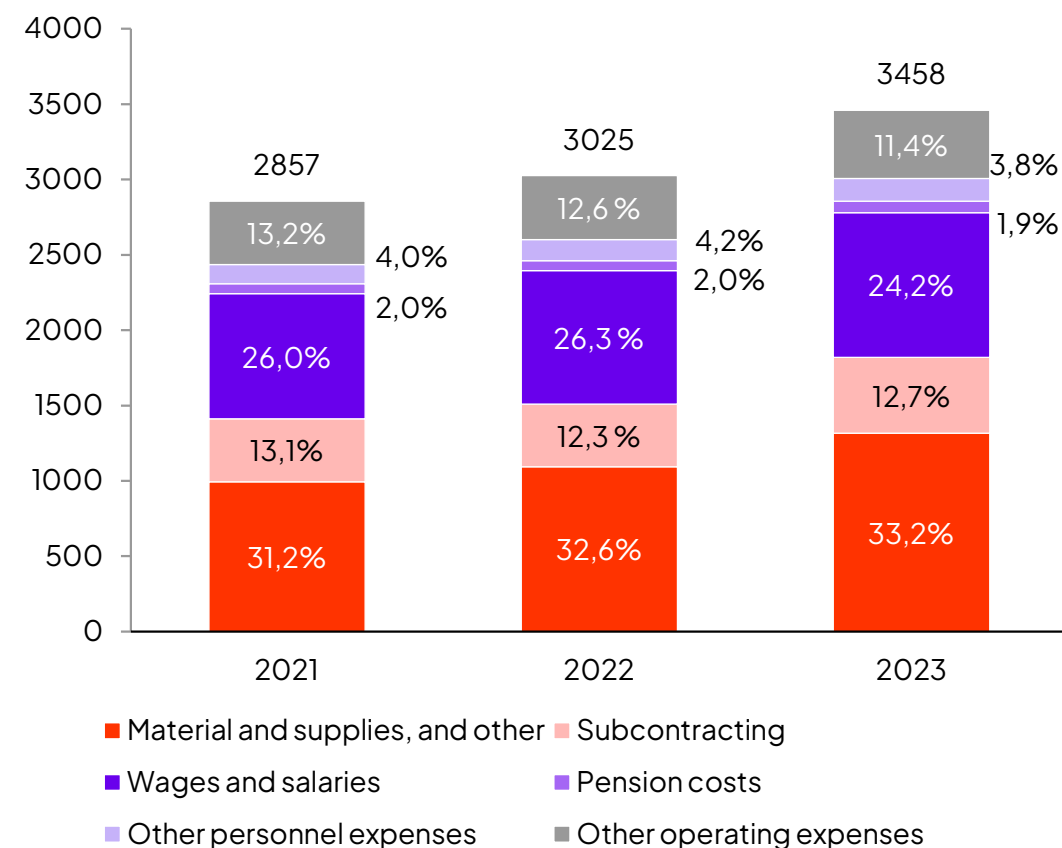
Capital employed, MEUR and comp. return on capital employed, %



Operating expenses

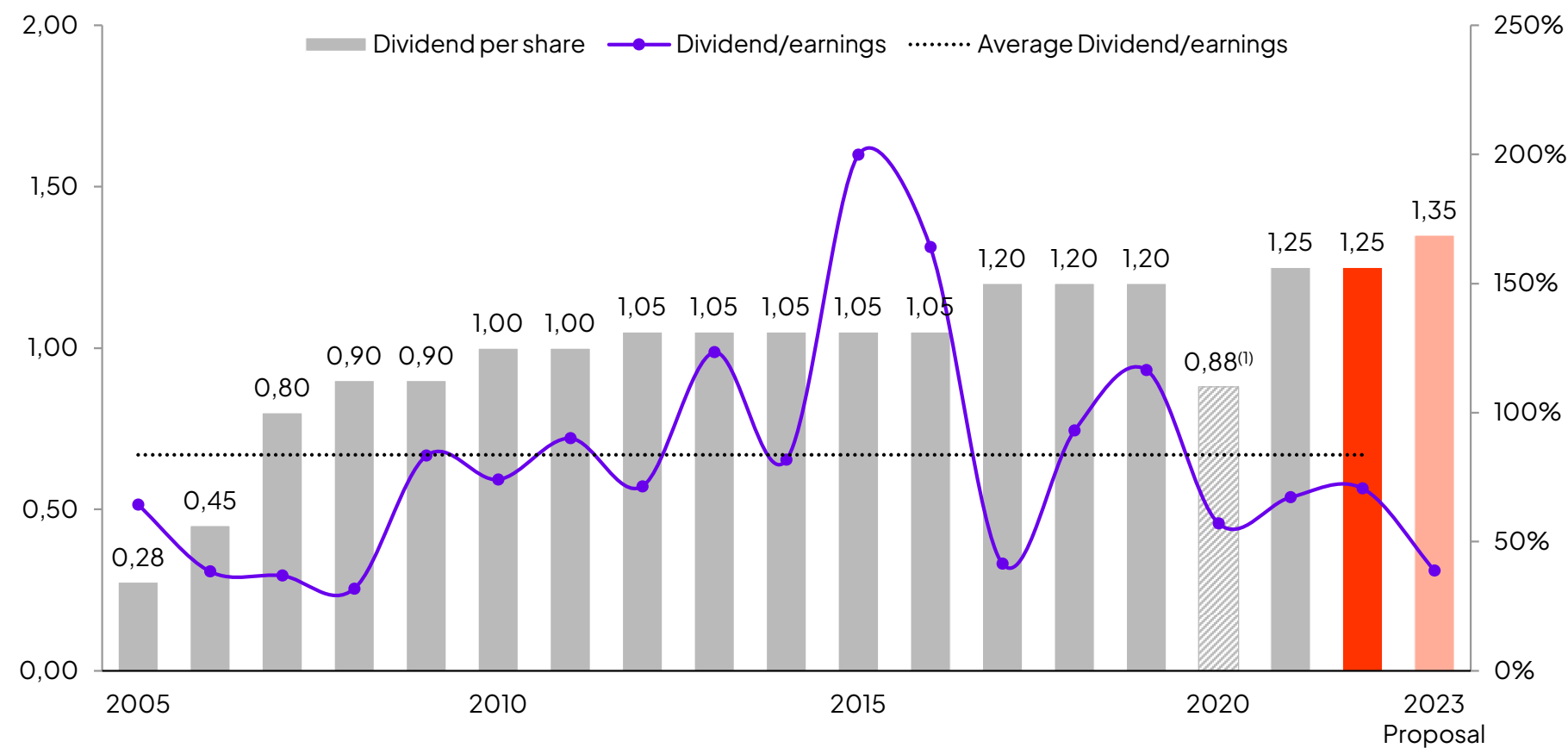
| EUR million | 1-12/ 2021 | 1-12/ 2022 | 1-12/ 2023 |
|---|----------------|----------------|----------------|
| Change in work in progress | -35.0 | -170.9 | 13.4 |
| Production for own use | -0.7 | -1.1 | -0.7 |
| Material and supplies | 1,030.7 | 1,267.5 | 1,303.7 |
| Subcontracting | 418.1 | 414.7 | 503.9 |
| Materials, supplies and subcontracting | 1,413.0 | 1,510.2 | 1,820.3 |
| Wages and salaries | 829.6 | 884.8 | 959.2 |
| Pension costs | 65.1 | 66.9 | 76.9 |
| Other personnel expenses | 128.8 | 140.2 | 150.5 |
| Personnel cost | 1,023.5 | 1,091.9 | 1,186.6 |
| Other operating expenses | 420.4 | 423.3 | 451.5 |
| Total operating expenses | 2,856.9 | 3,025.3 | 3,458.4 |

Operating expenses, MEUR and operating expenses, % of sales



Dividend per share and pay-out ratio development

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



1.35 EUR

Dividend proposal for 2023

84%

average dividend pay-out ratio
for 2005–2022

4.1%

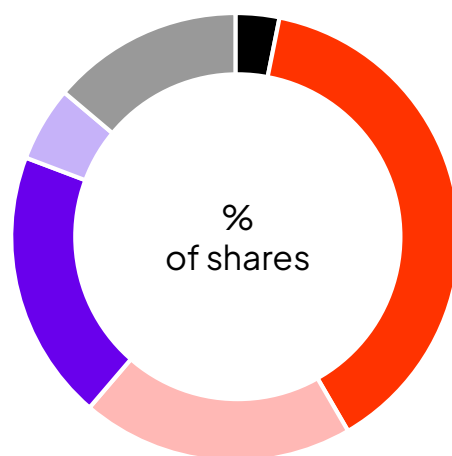
average effective dividend
yield for 2005–2022

**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 (as at Dec 31, 2023)



- Private companies (3,2% of shares)
- Financial and insurance corporations (38,5% of shares)
- Public sector organizations (19,6% of shares)
- Households (19,5% of shares)
- Non-profit organizations (5,4% of shares)
- Foreigners (13,8% of shares)

53,043 shareholders (49,253 households)

Major shareholders (as at Dec 31, 2023)

| Shareholder | # of shares | Shares, % |
|---|-------------------|---------------|
| 1 Solidium Oy | 8,793,123 | 11.10 |
| 2 Ilmarinen Mutual Pension Insurance Company | 2,407,049 | 3.04 |
| 3 Gustavson Stig and family ⁽¹⁾ | 2,366,157 | 2.99 |
| 4 Varma Mutual Pension Insurance Company | 2,085,293 | 2.63 |
| 5 Elo Mutual Pension Insurance Company | 1,165,000 | 1.47 |
| 6 Holding Manutas Oy | 1,040,000 | 1.31 |
| 7 Evli Finnish Small Cap Fund | 751,153 | 0.95 |
| 8 The State Pension Fund | 730,000 | 0.92 |
| 9 Svenska litteratursällskapet i Finland r.f. | 724,000 | 0.91 |
| 10 Säästöpankki Funds | 638,387 | 0.81 |
| Top 10 total | 20,700,162 | 26.13 |
| Nominee registered | 36,308,488 | 45.83 |
| Other shareholders | 22,213,256 | 28.04 |
| 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

7. Latest quarterly result presentation



| | |
|--------------|------------------------------------|
| | Crane 6 |
| | Single girder EOT - 2 trolleys ... |
| | KONECRANES/2005/CXT/TR... |
| | Bay 3 - Structural |
| | Low |
| Jul 29, 2017 | |
| | Hoist A Brake 28% |
| | -1.9% during period |
| | Crane 4 |
| | Single girder EOT - 2 trolleys ... |
| | KONECRANES/2005/CXT/TR... |
| | Bay 2 - Structural |
| | Moderate |
| Jul 20, 2017 | |
| | Hoist A Hoist Cycles 92% |
| | -0.1% during period |
| | Crane 10 |
| | Single girder EOT - 2 trolleys ... |
| | KONECRANES/CXT/TRU-CXT... |
| | R&D Center |
| | Moderate |
| Dec 18 2016 | |
| | Hoist A Brake 0% |
| | 0.0% during period |
| | Crane 9 |
| | Double girder EOT - 1 trolley ... |
| | KONECRANES/CXT/TRU-CXT... |
| | North/West - White Shed |
| | Low |
| Jul 29, 2017 | |
| | Hoist A Brake 42% |
| | -0.5% during period |



Q4 2023 Report

Anders Svensson, President and CEO
Teo Ottola, CFO

February 2, 2024

KONECRANES

Important Notice

The following applies to this presentation, the oral presentation of the information in this presentation by Konecranes Abp (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.

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Agenda



Anders Svensson
President and CEO

- | | | |
|----|-------------------------------------|-------------|
| 1. | Quarter's highlights | p. 4 |
| 2. | Market environment | p. 5 |
| 3. | Group financial performance | p. 7 |
| 4. | Demand outlook & financial guidance | p. 11 |



Teo Ottola
CFO

- | | | |
|----|--------------------------------------|-------|
| 5. | Group profitability bridge | p. 14 |
| 6. | Business segments | p. 15 |
| 7. | Net working capital & free cash flow | p. 18 |
| 8. | Gearing & return on capital employed | p. 19 |

Q&A

Q4 2023 – All-time high sales and comparable EBITA margin in 2023

Demand environment remained good in general in Q4

- Orders -2% Y/Y (comp. FX)

Sales exceeded €1.1 billion, +16% Y/Y (comp. FX)

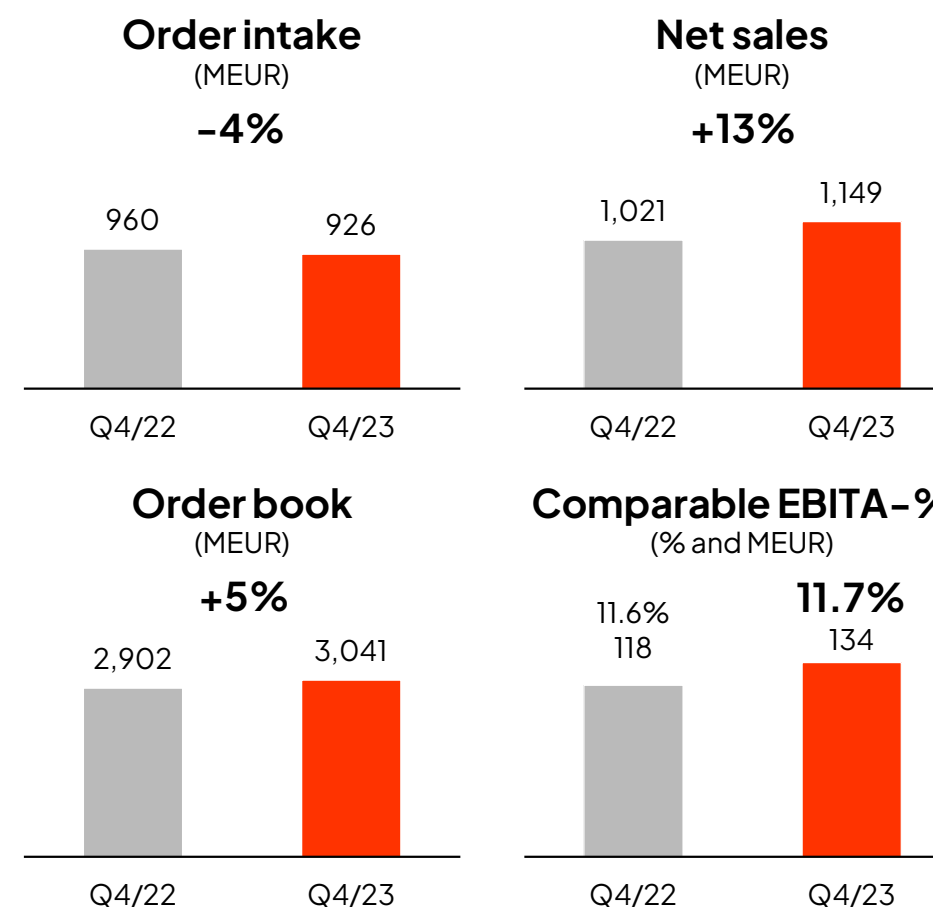
Comparable EBITA-% improved slightly Y/Y to 11.7%

- Improvement driven by higher sales and pricing
- Comp. EBITA-% improved in Port Solutions and Industrial Equipment

Cashflow continued strong

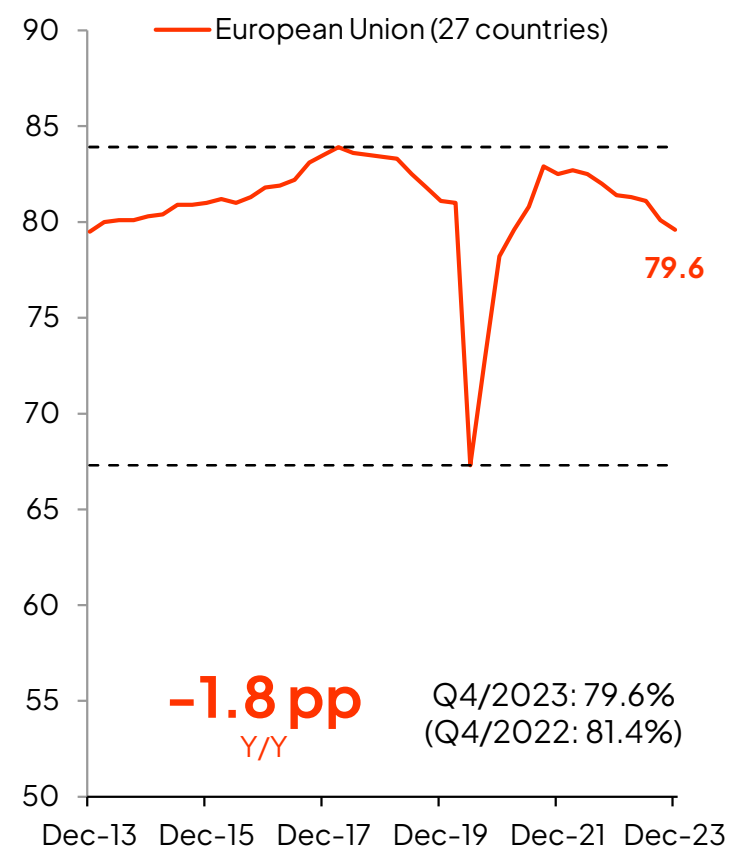
2023 dividend proposal: EUR 1.35 per share

Demand outlook updated and financial guidance given for 2024

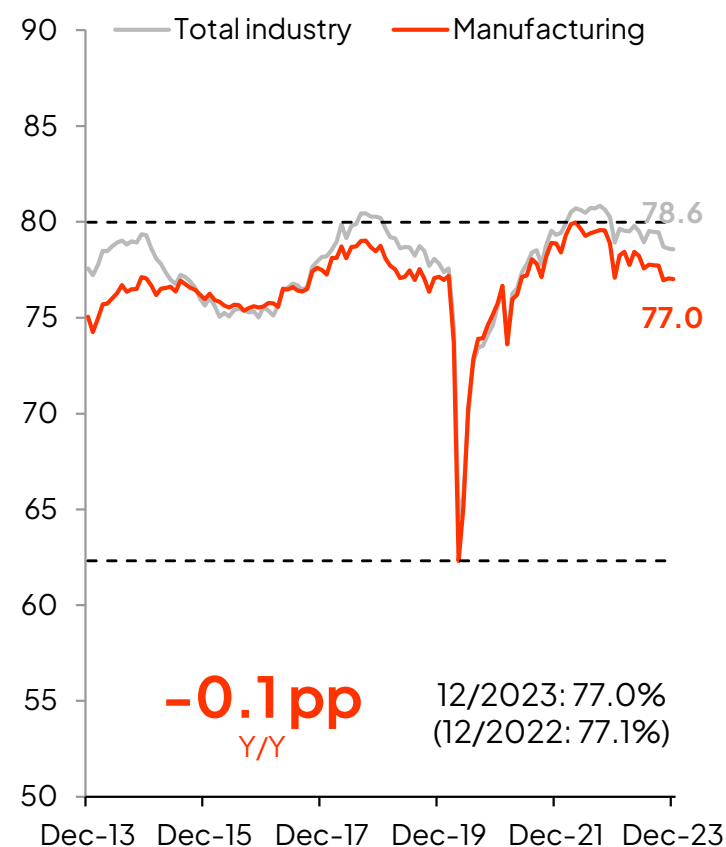


Market environment – Service and Industrial Equipment

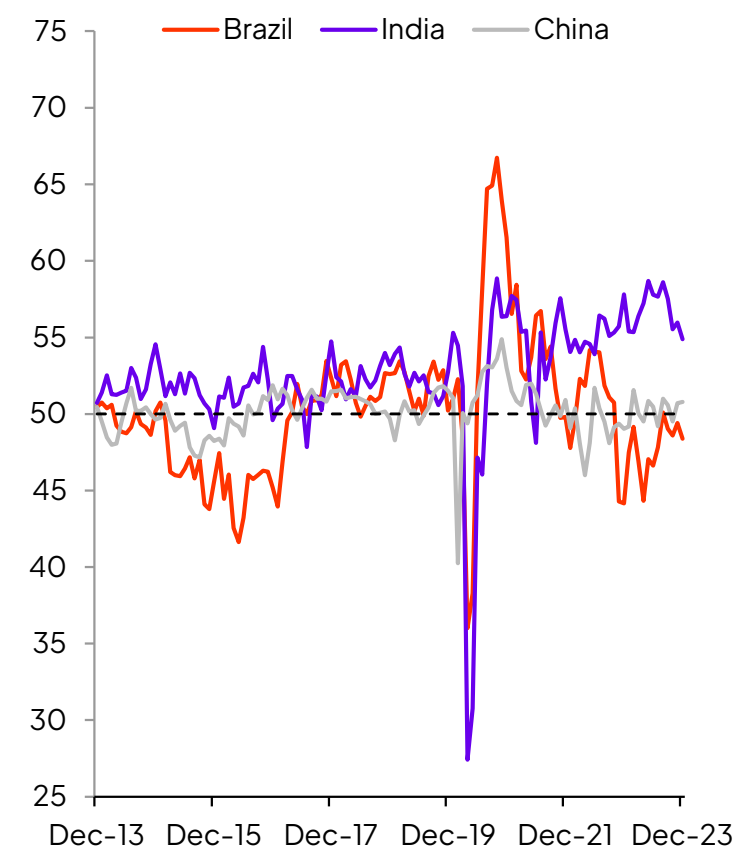
EU capacity utilization rate, %



US capacity utilization rate, %



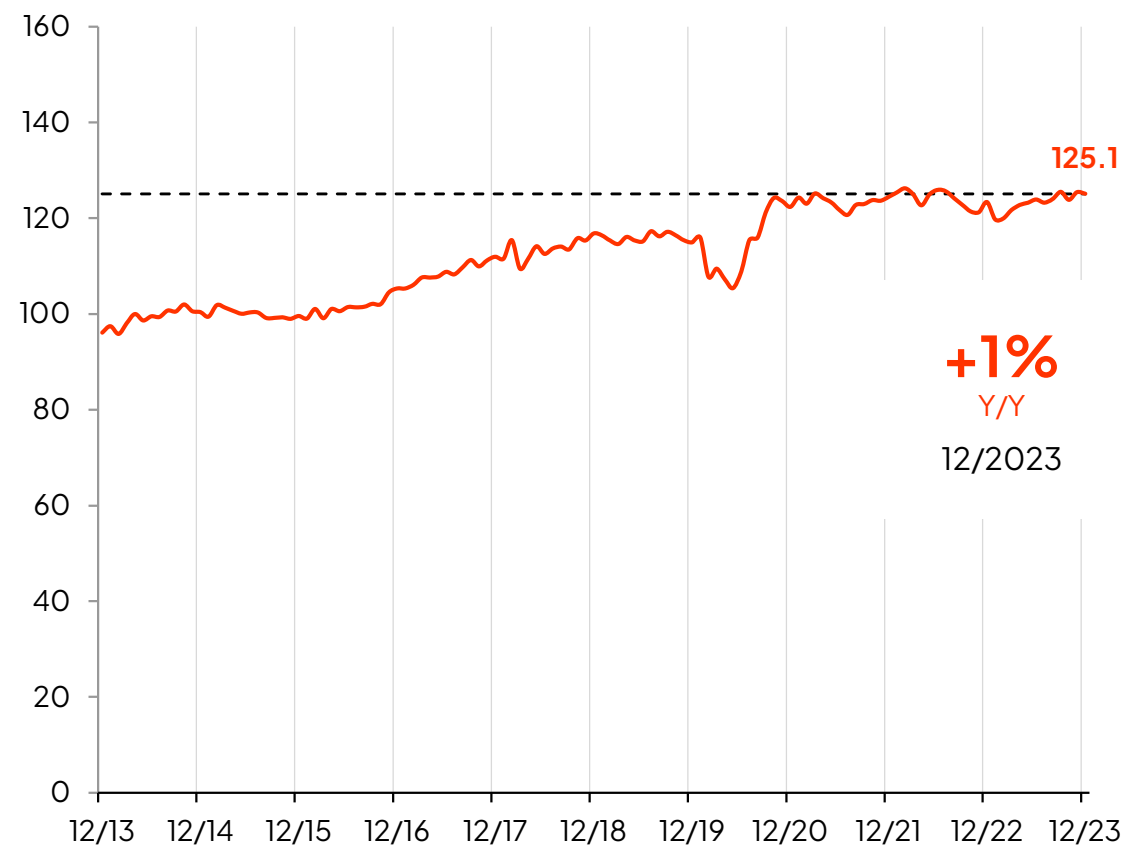
Manufacturing PMIs – Brazil, India & China



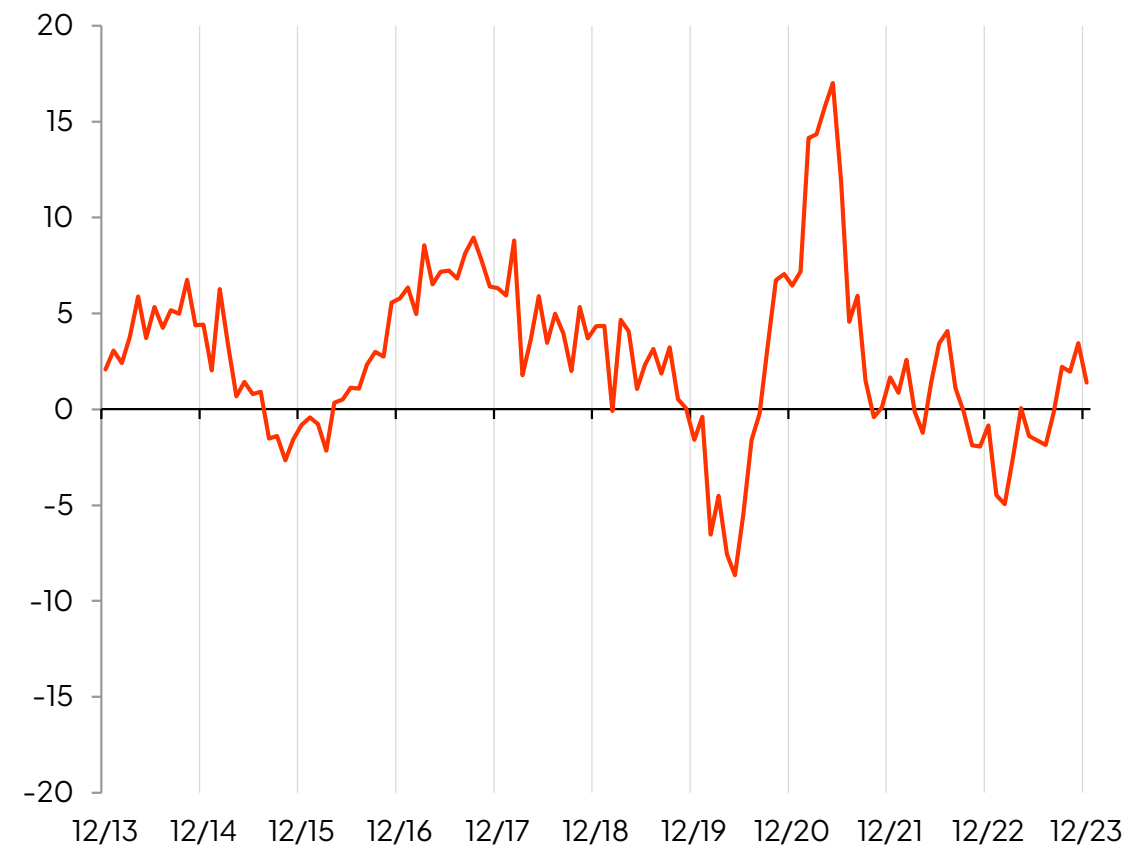
Source: Eurostat, Federal Reserve Economic Data, S&P Global

Market environment – Port Solutions

RWI/ISL Container Throughput Index (2015 = 100)



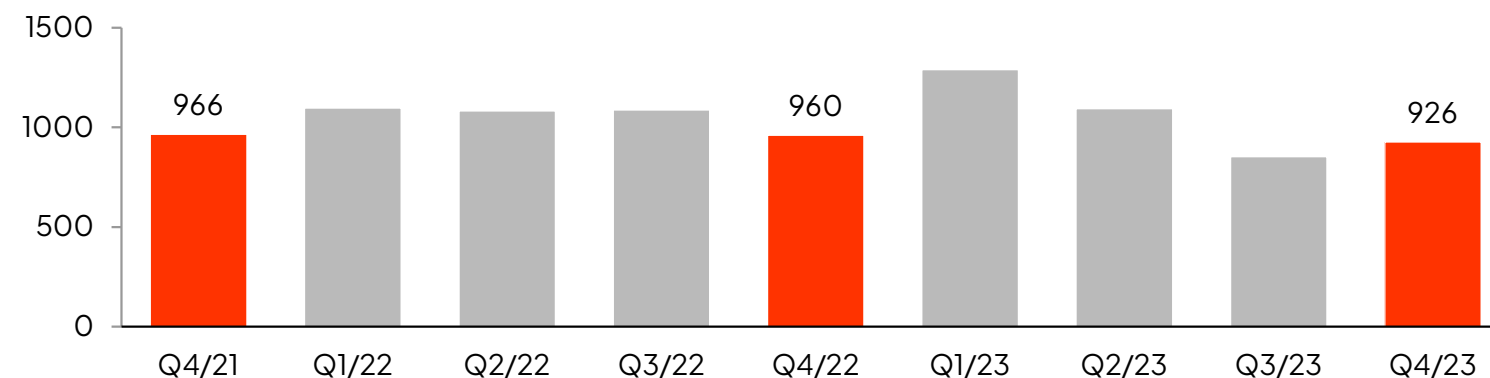
Monthly index change Y/Y, %



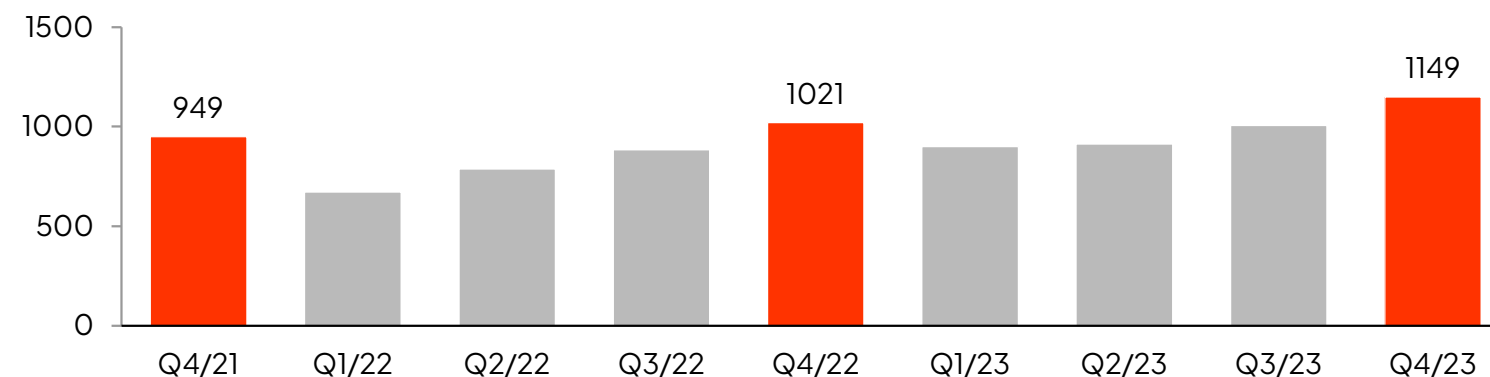
Source: RWI/ISL

Group order intake and net sales

Order intake, MEUR⁽¹⁾



Net sales, MEUR



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

Order intake

-3.6%

Y/Y reported

-1.7%

Y/Y comp. FX

- EUR 926.0 million
- Decrease in Port Solutions, approximately unchanged in Industrial Equipment and increase in Service
- Decrease in EMEA, increase in the Americas and APAC

Net sales

+12.5%

Y/Y reported

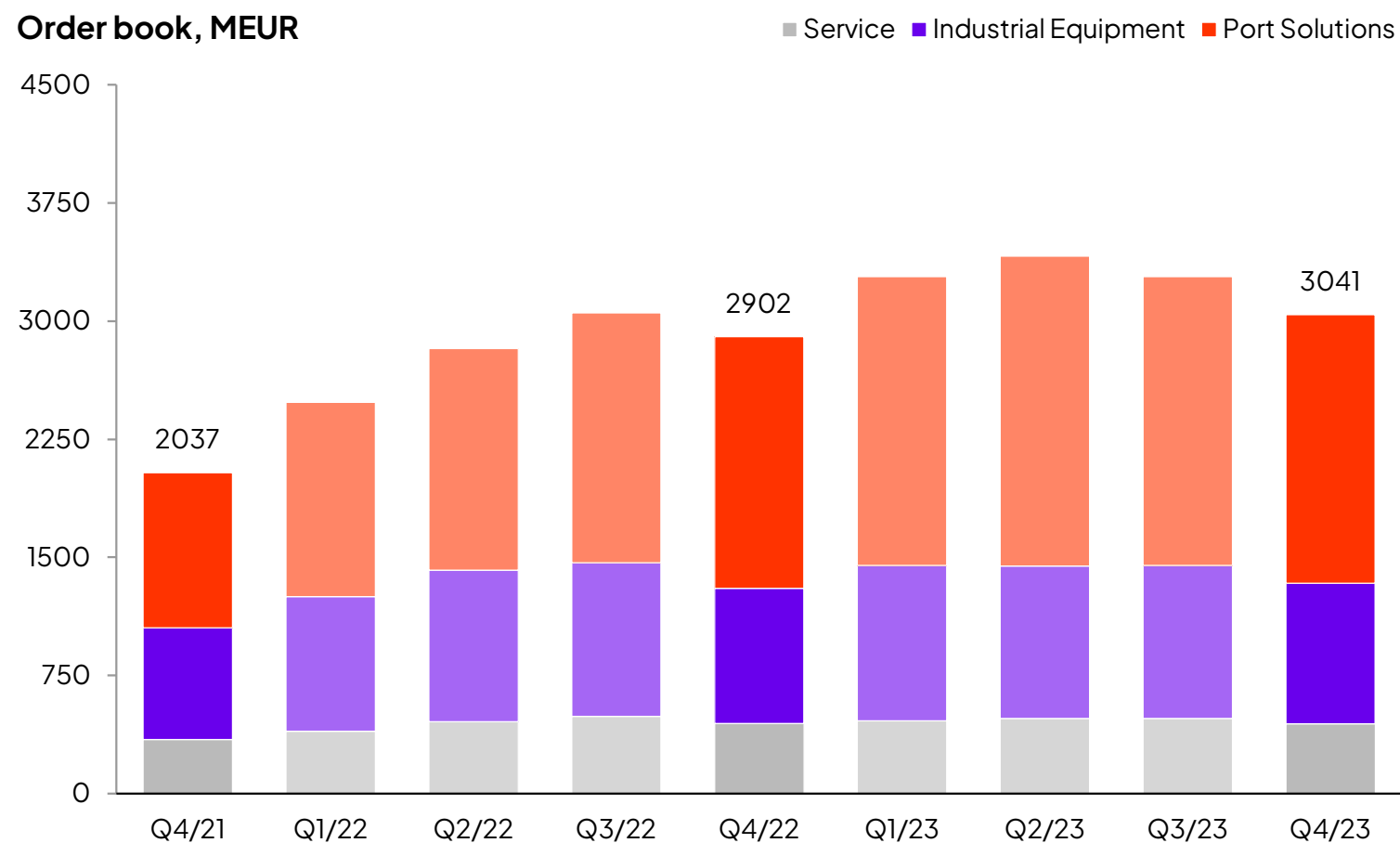
+15.8%

Y/Y comp. FX

- EUR 1,148.9 million
- Increase in Service and Port Solutions, decrease in Industrial Equipment
- Increase in the Americas and APAC, decrease in EMEA

Group order book

Order book, MEUR



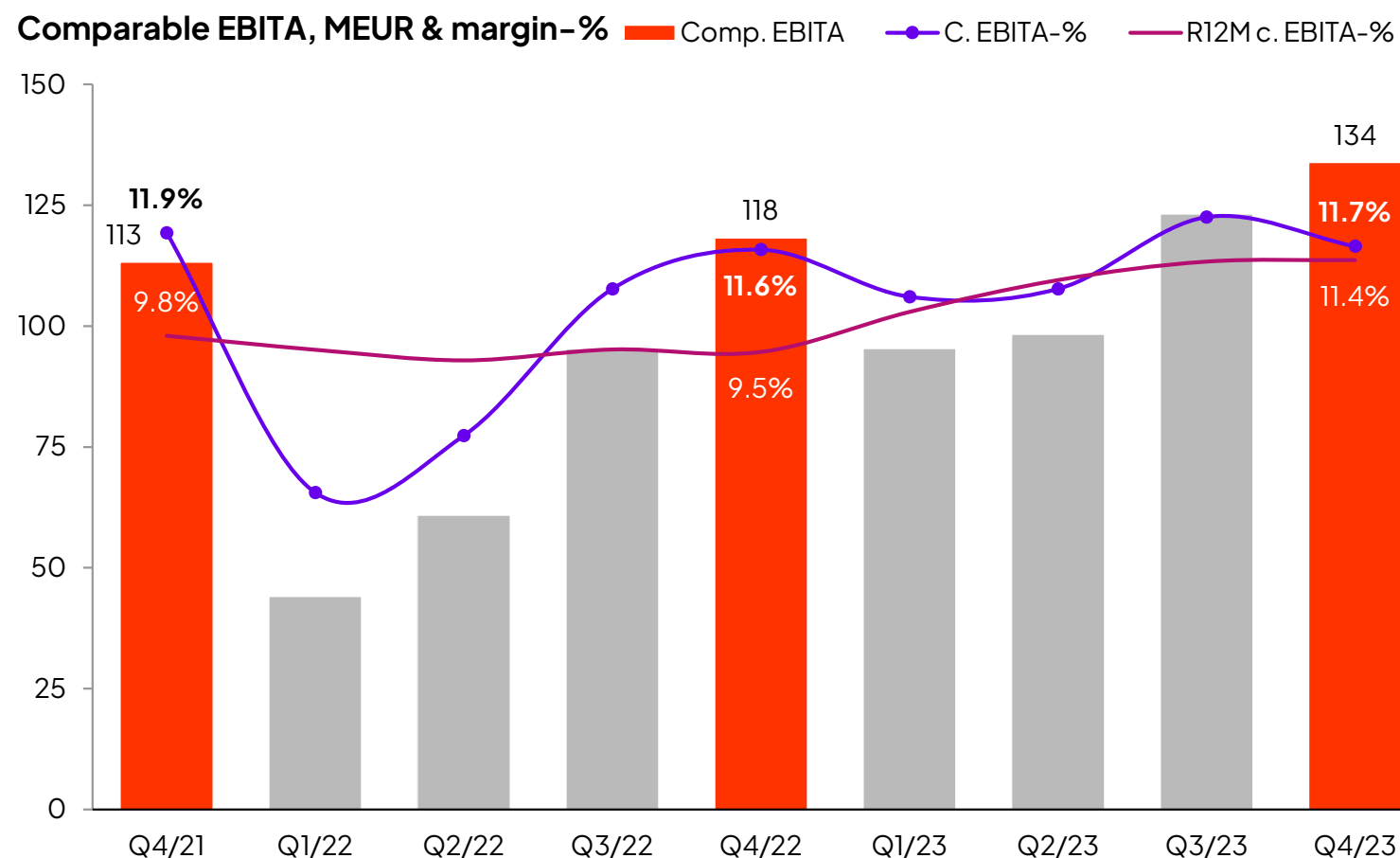
Order book

+4.8%
Y/Y reported

+6.0%
Y/Y comp. FX

- EUR 3,040.8 million
- Increase in Industrial Equipment and Port Solutions, decrease in Service

Group comparable EBITA



Comparable EBITA

11.7%
margin

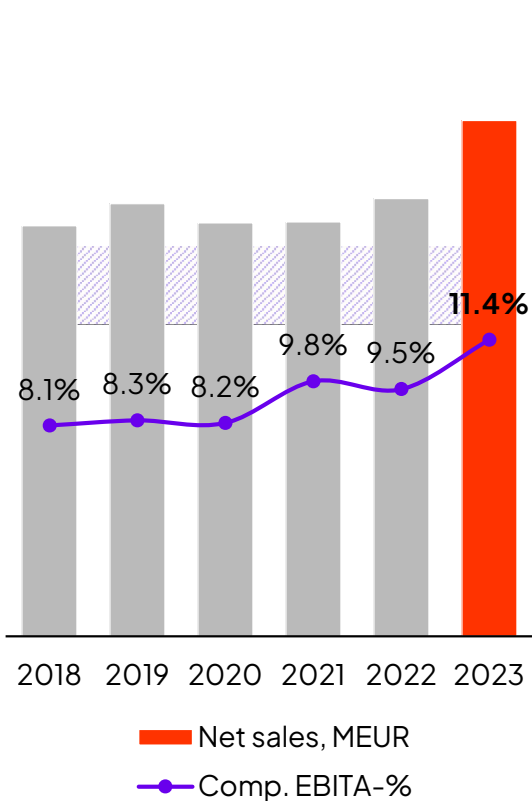
+0.1 pp
Y/Y

- EUR 133.8 million
- Comparable EBITA-% increase in Industrial Equipment and Port Solutions, decrease in Service
- Comparable EBITA-% increase mainly attributable to higher sales volumes and pricing
- Gross margin stayed approximately unchanged

Progress towards Konecranes' financial targets

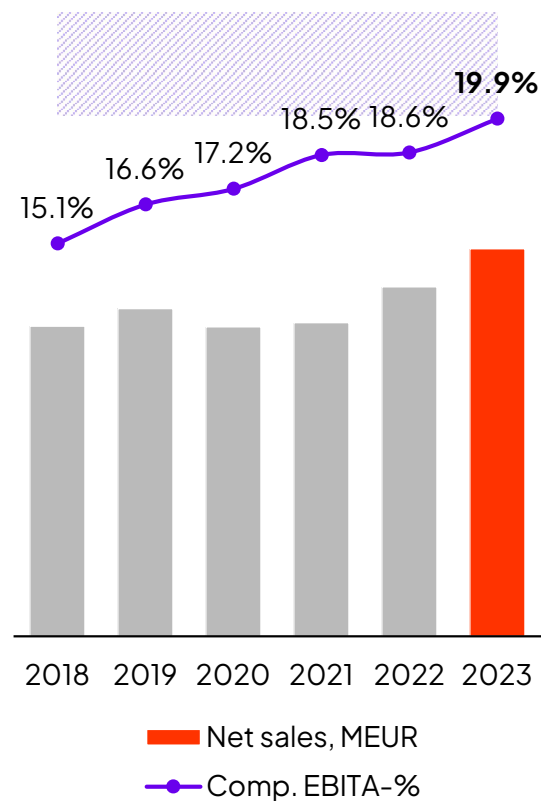
Group

Target: 12-15%⁽¹⁾



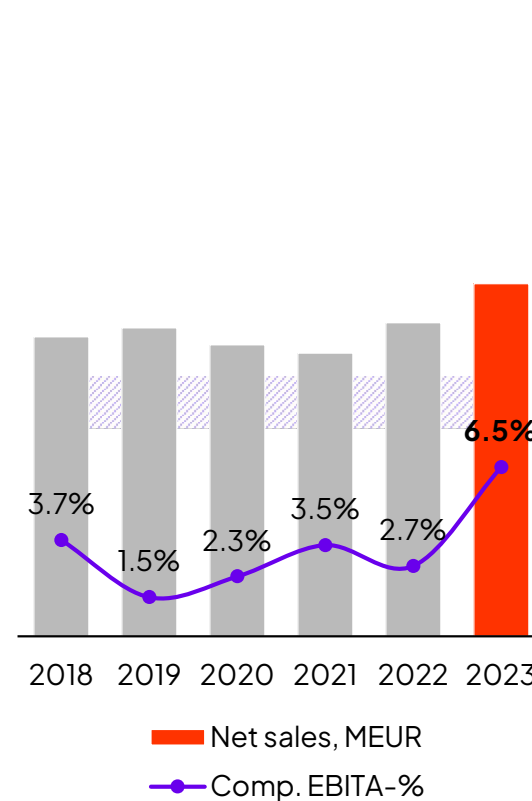
Service

Target: 20-24%⁽¹⁾



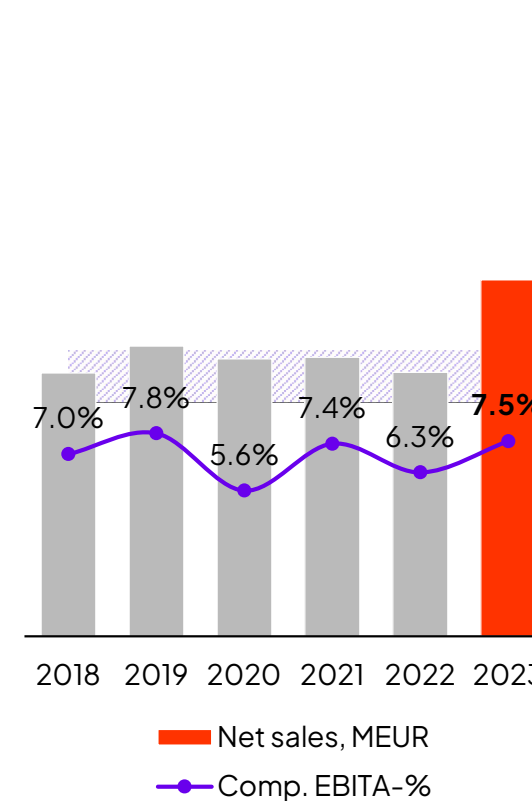
Industrial Equipment

Target: 8-10%⁽¹⁾



Port Solutions

Target: 9-11%⁽¹⁾



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

Demand outlook

Within industrial customer segments:

Americas

EMEA

Asia-Pacific

Our demand environment within industrial customer segments has remained good and continues on a healthy level.

Within port customers:

Global container throughput continues on a high level, and long-term prospects related to global container handling remain good overall.





Financial guidance for 2024

Net sales expected to remain approximately on the same level or to increase in 2024 compared to 2023.

Comparable EBITA margin expected to remain approximately on the same level or to improve in 2024 compared to 2023.

Agenda



Anders Svensson
President and CEO

1. Quarter's highlights p. 4
2. Market environment p. 5
3. Group financial performance p. 7
4. Demand outlook & financial guidance p. 11

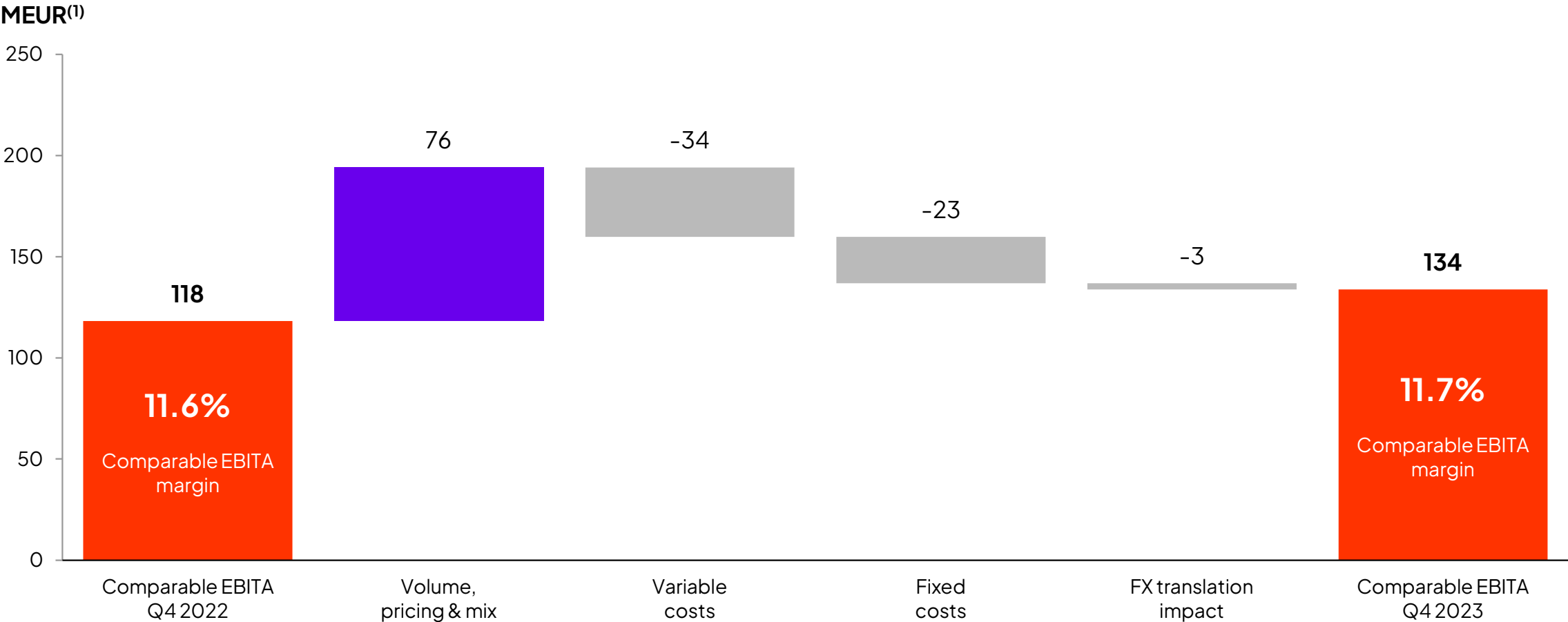


Teo Ottola
CFO

- 5. Group profitability bridge p. 14**
6. Business segments p. 15
7. Net working capital & free cash flow p. 18
8. Gearing & return on capital employed p. 19

Q&A

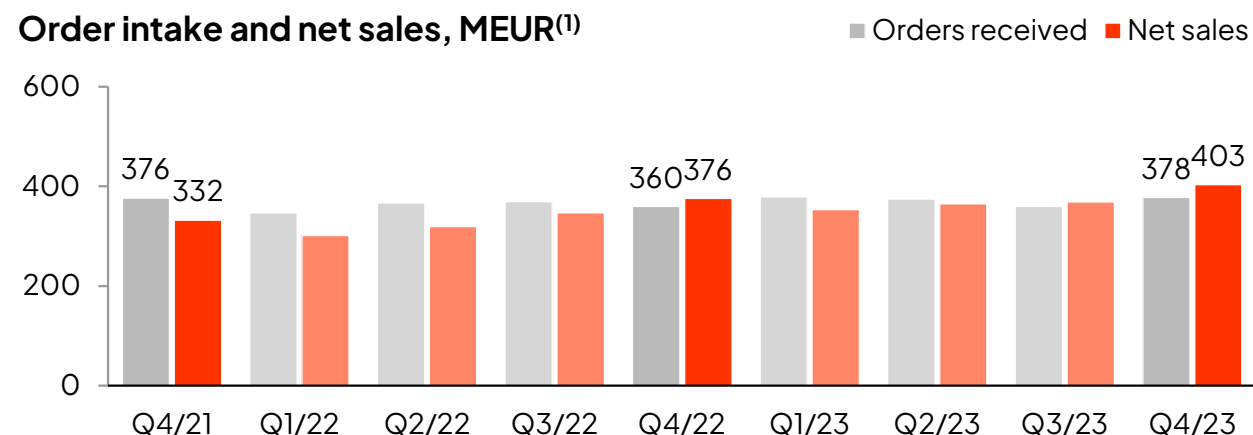
Q4 2023 comparable EBITA bridge



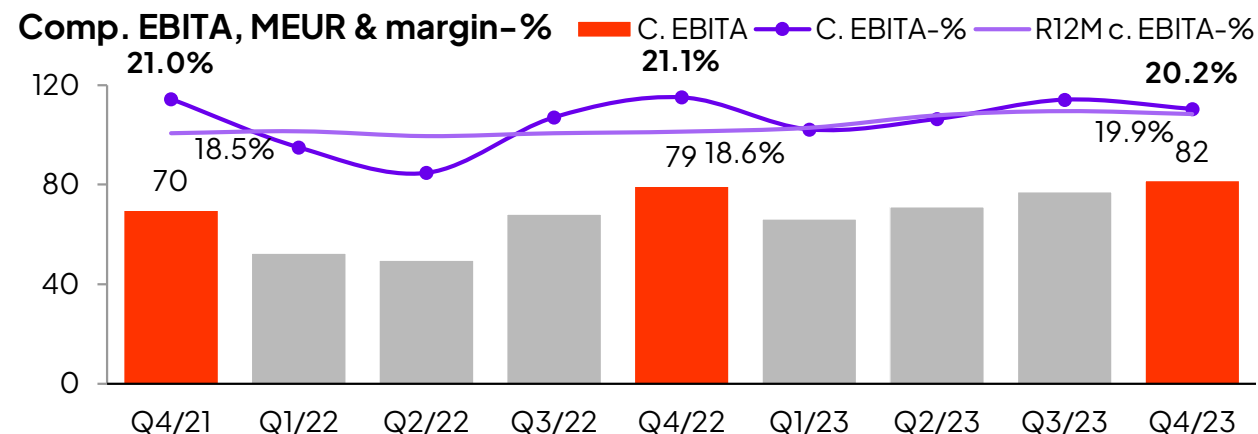
Note (1): Volume, pricing & mix, Variable costs, and Fixed costs effects do not include the FX translation impact component

Service

Order intake and net sales, MEUR⁽¹⁾



Comp. EBITA, MEUR & margin-%



Order intake

+5.1%
Y/Y reported

+8.5%
Y/Y comp. FX

- Increase in field service and parts
- Increase in the Americas, EMEA and APAC

Agreement base:

- EUR 318.3 million, +3.7% Y/Y
- +5.3% Y/Y comp. FX

Net sales

+7.3%
Y/Y reported

+11.0%
Y/Y comp. FX

- Increase in field service and parts
- Increase in the Americas and EMEA, decrease in APAC

Order book:

- EUR 443.5 million, -0.4% Y/Y

Comp. EBITA

20.2%
margin

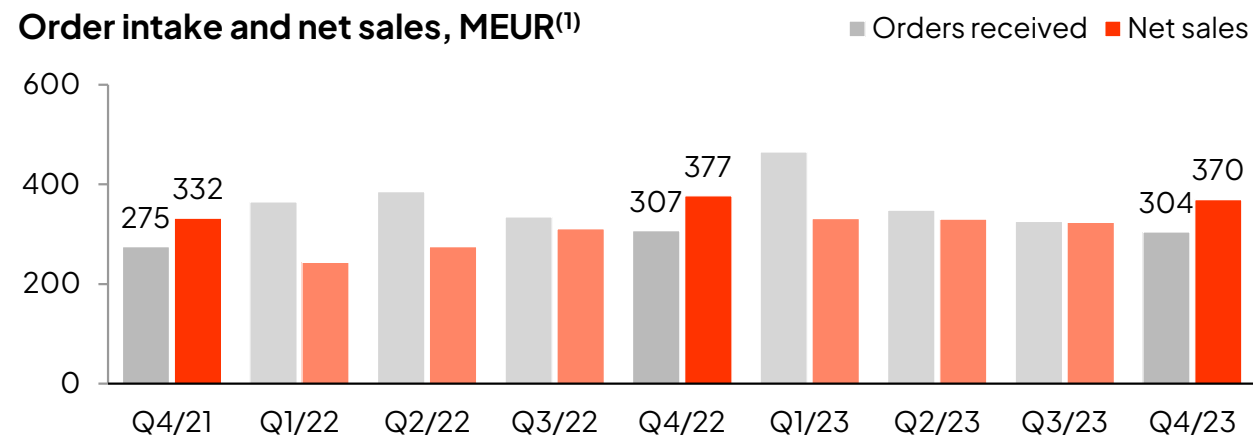
-0.9 pp
Y/Y

- Comparable EBITA-% decrease mainly attributable to temporarily lower productivity and negative sales mix
- Gross margin decreased

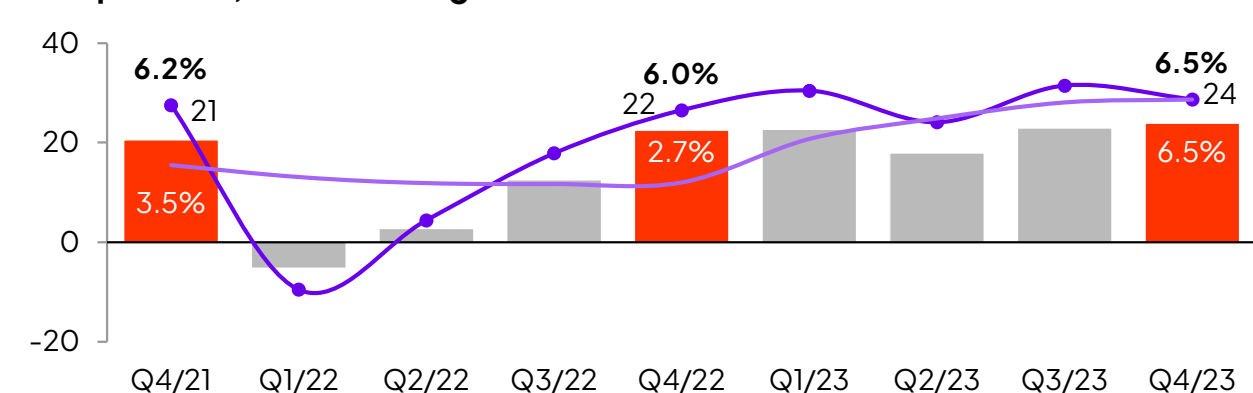
Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

Industrial Equipment

Order intake and net sales, MEUR⁽¹⁾



Comp. EBITA, MEUR & margin-%



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

Note (2): Orders received and sales were negatively impacted by the divestment of MHE-Demag's Industrial Products business

Order intake

-0.8%
Y/Y reported

+2.0%
Y/Y comp. FX

- External orders +4.0 % Y/Y comp. FX
- Increase in standard cranes, process cranes and components⁽²⁾
- Decrease in EMEA, increase in the Americas and APAC

Net sales

-1.9%
Y/Y reported

+0.8%
Y/Y comp. FX

- External sales -1.4% Y/Y comp. FX
- Decrease in process cranes and components, increase in standard cranes⁽²⁾
- Decrease in EMEA and APAC, increase in the Americas

Order book: EUR 892.3 million, +4.1% Y/Y

Comp. EBITA

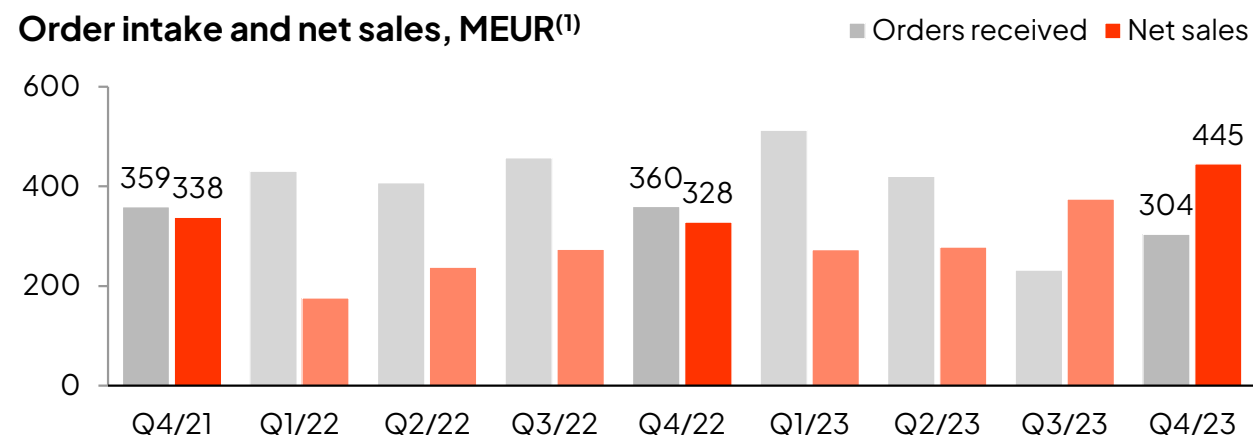
6.5%
margin

+0.5 pp
Y/Y

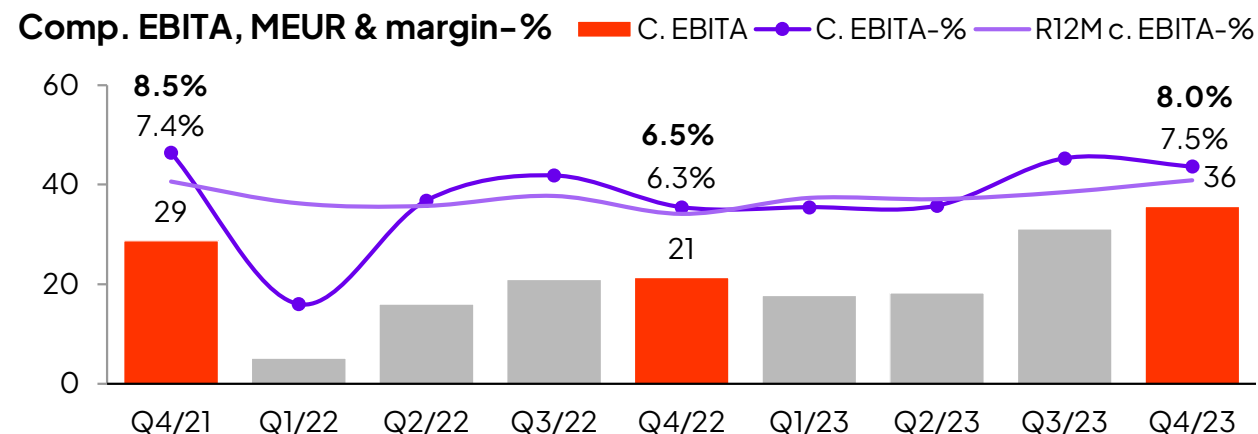
- Comparable EBITA-% increase mainly attributable to pricing and the optimization program
- Gross margin increased

Port Solutions

Order intake and net sales, MEUR⁽¹⁾



Comp. EBITA, MEUR & margin-%



Order intake

-15.6%
Y/Y reported

-15.7%
Y/Y comp. FX

- Decrease in EMEA, increase in the Americas and APAC
- Good orders especially in Mobile Harbor Cranes, Rubber-Tired and Rail-Mounted Gantry Cranes

Net sales

+35.6%
Y/Y reported

+38.5%
Y/Y comp. FX

Order book:

- EUR 1,705.0 million, +6.6% Y/Y

Comp. EBITA

8.0%
margin

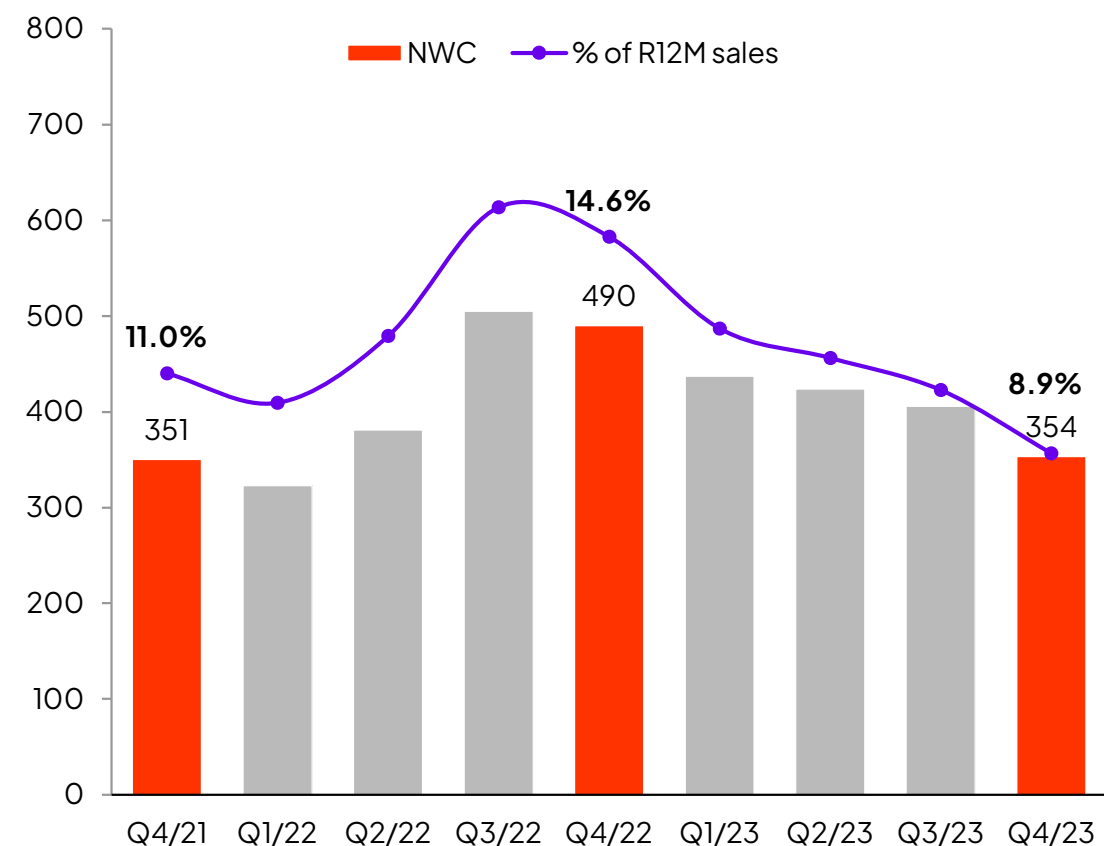
+1.5 pp
Y/Y

- Comparable EBITA-% increase mainly attributable to higher sales volumes
- Gross margin decreased

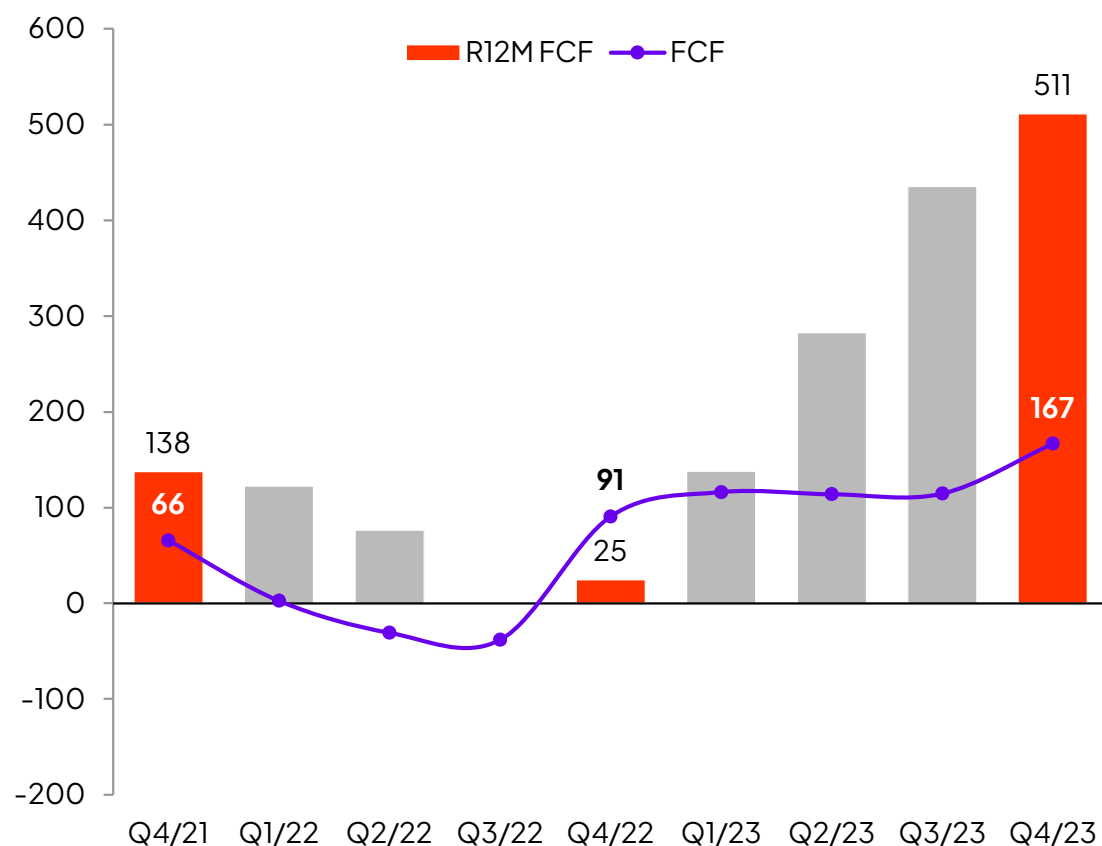
Note (1): Agreement base included in orders received from Q1 2023 onwards and historical figures are restated

Net working capital and free cash flow

Net working capital, MEUR and percentage of sales⁽¹⁾⁽²⁾



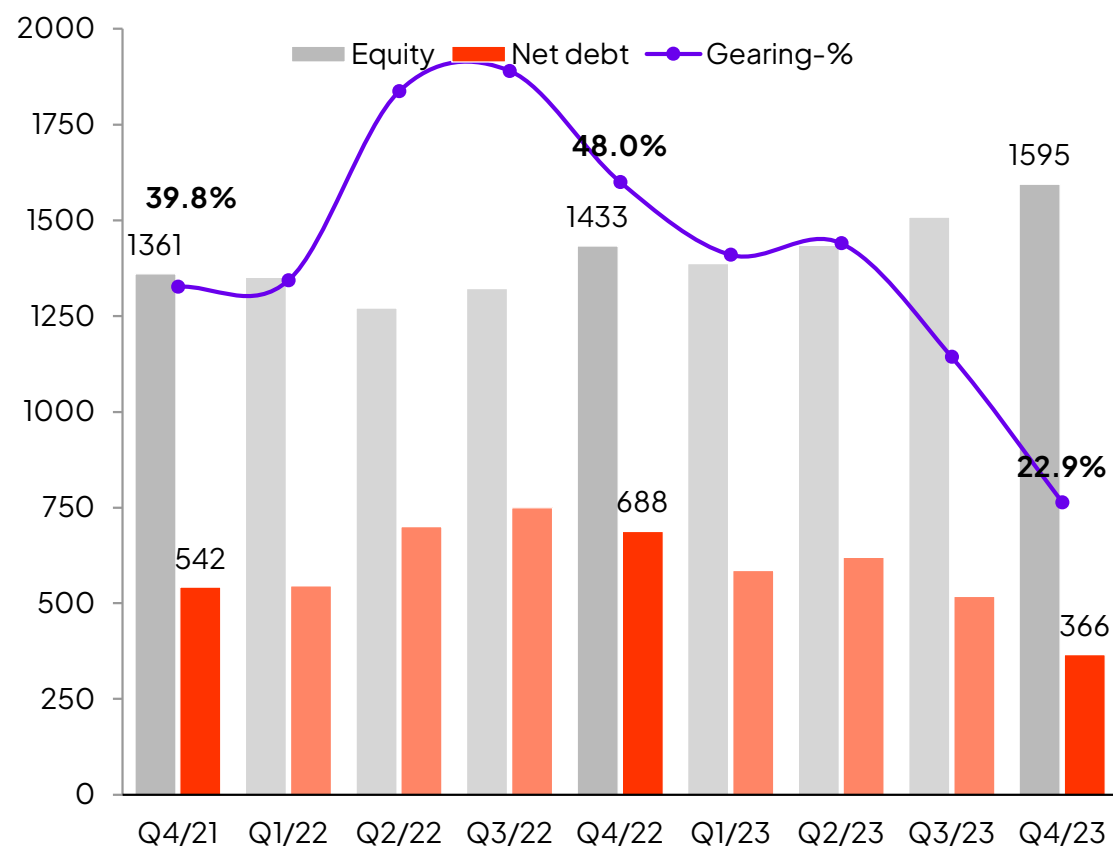
Free cash flow, MEUR



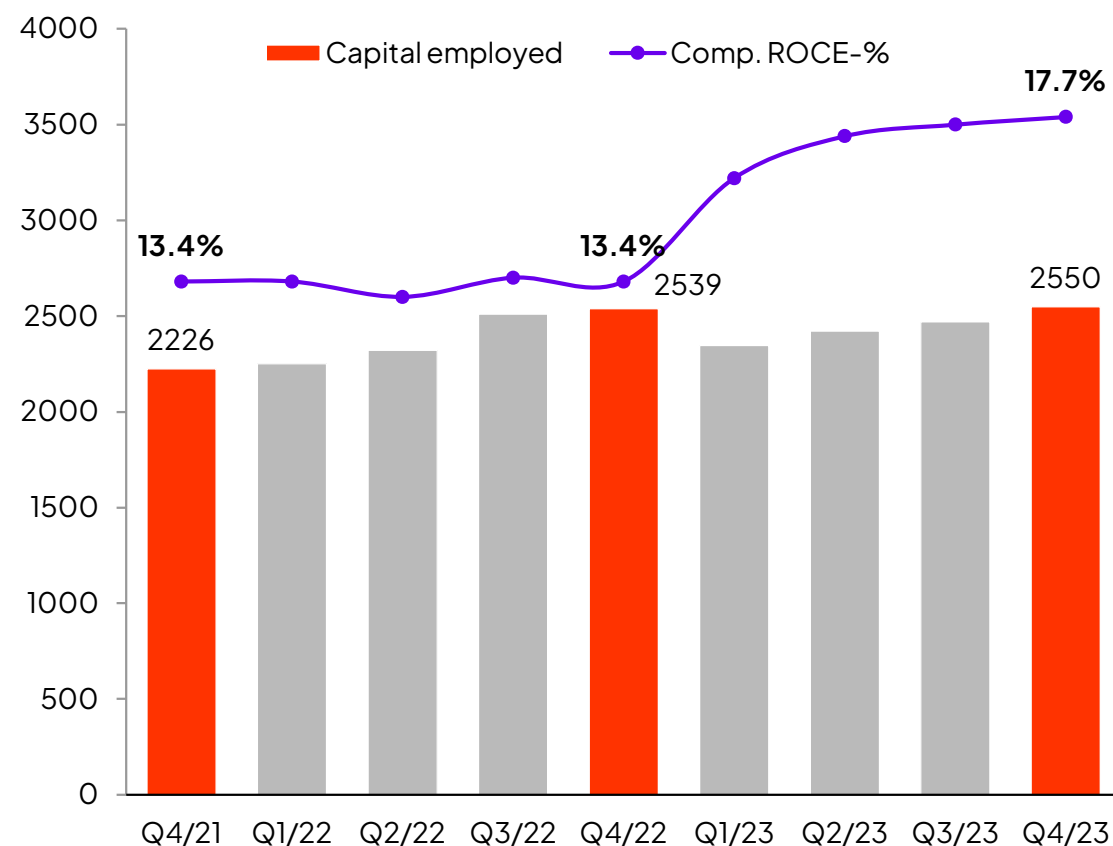
Note (1): NWC formula changed from Q1 2023 onwards and historical figures are restated
 Note (2): Q1/23 excluding dividend payable of EUR 99.0 million and an acquisition advance in deferred assets

Gearing and return on capital employed

Equity & net debt, MEUR and gearing, %



Capital employed, MEUR and comp. return on capital employed, %



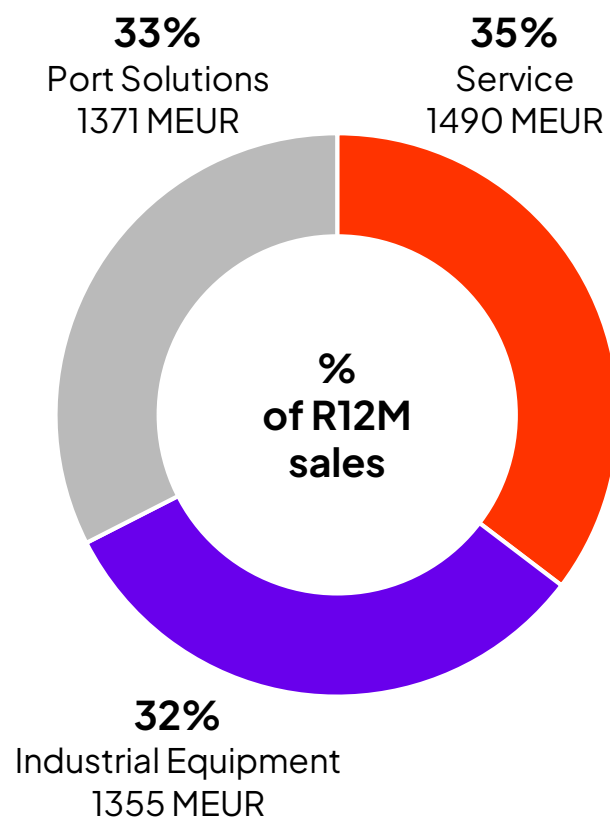
Q&A



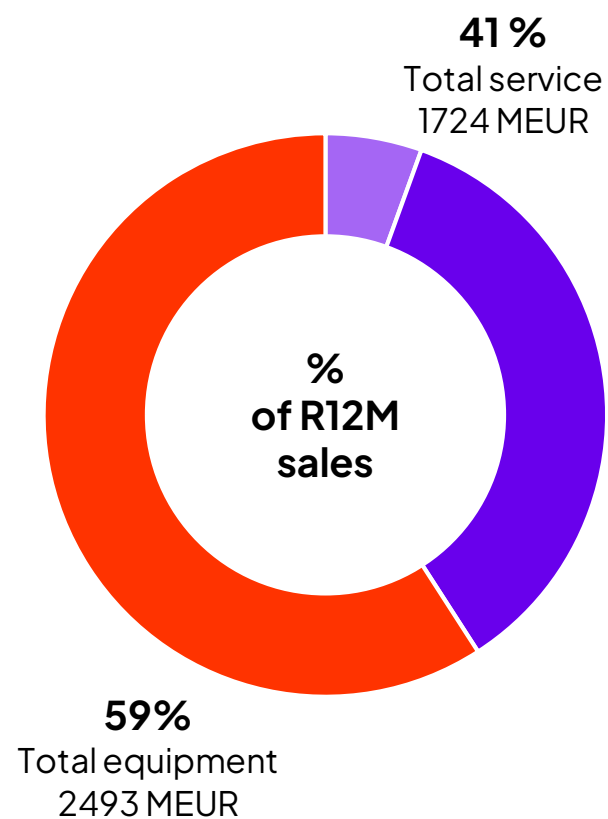
Appendix

Group R12M sales split

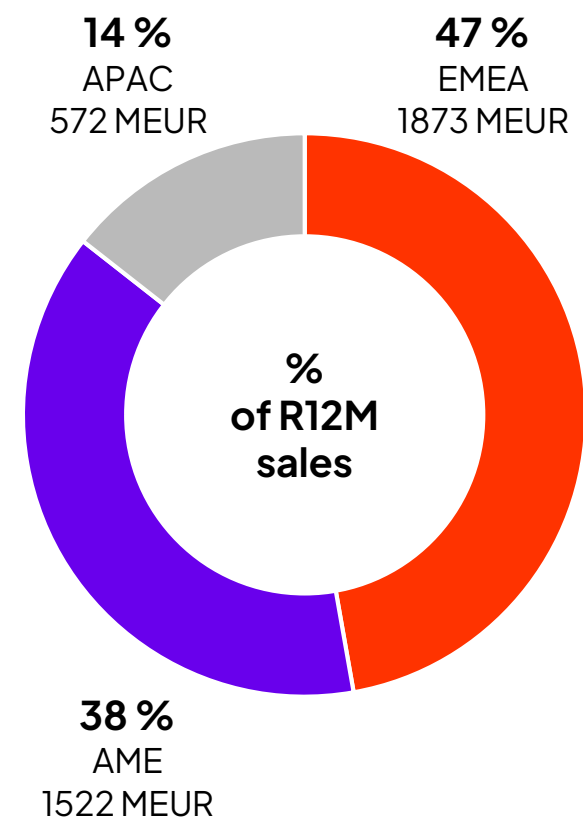
Group R12M sales by segment



Group R12M sales by offering type⁽¹⁾



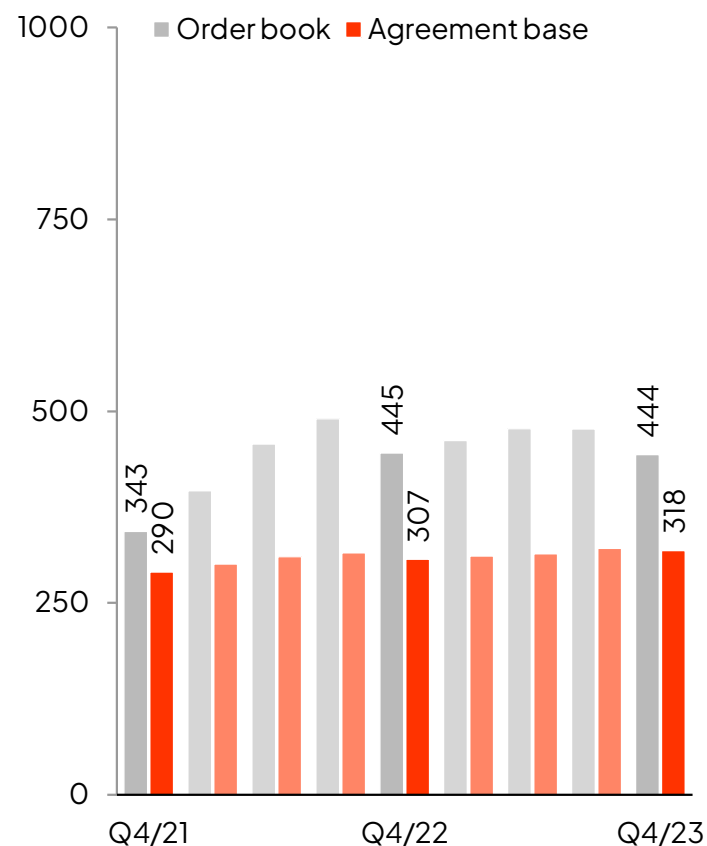
Group R12M sales by region



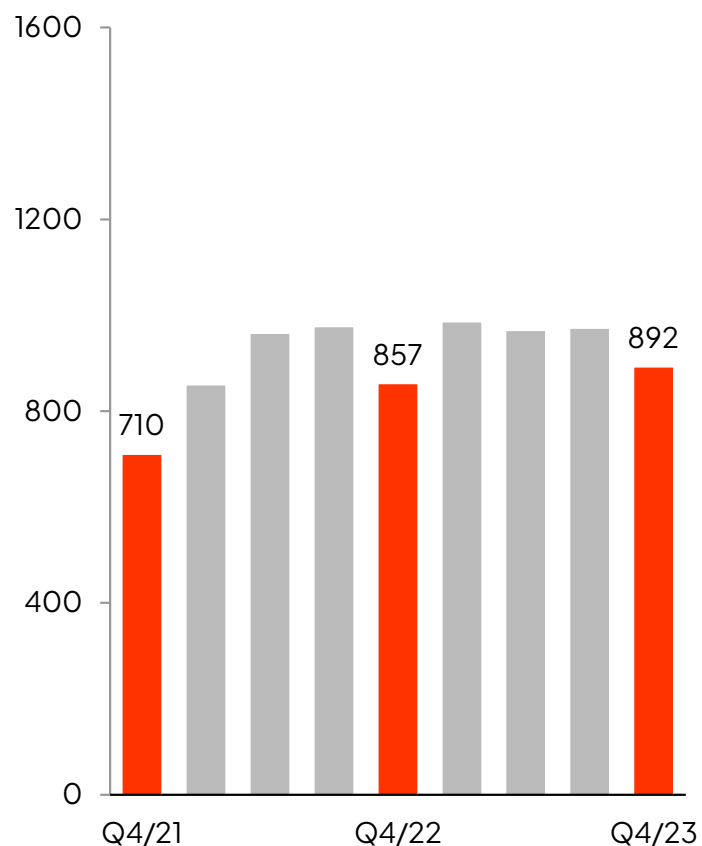
Note (1): Total service includes Service and Port Solutions' service sales, Total equipment includes Industrial Equipment and Port Solutions excluding Port Solutions' service sales

Service agreement base and order book by segment

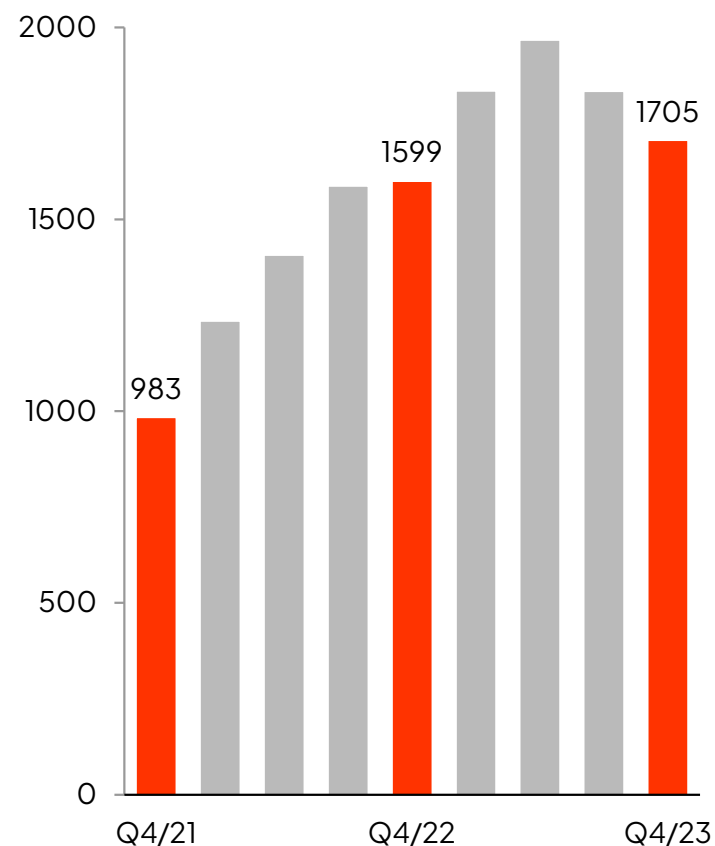
Service agr. base & order book, MEUR



Industrial Equipment order book, MEUR



Port Solutions order book, MEUR



Group key figures 1/2

| EUR million | 10-12/ 2023 | 10-12/ 2022 | Change % | Change % Comp. FX | 1-12/ 2023 | 1-12/ 2022 | Change % | Change % Comp. FX |
|-----------------------------------|----------------|----------------|----------|----------------------|---------------|---------------|----------|----------------------|
| Orders received, MEUR | 926.0 | 960.3 | -3.6 | -1.7 | 4,161.4 | 4,227.9 | -1.6 | 0.3 |
| Order book at end of period, MEUR | | | | | 3,040.8 | 2,901.7 | 4.8 | 6.0 |
| Sales total, MEUR | 1,148.9 | 1,020.9 | 12.5 | 15.8 | 3,966.3 | 3,364.8 | 17.9 | 20.5 |
| Comparable EBITDA, MEUR | 154.9 | 140.2 | 10.5 | | 535.0 | 406.1 | 31.8 | |
| Comparable EBITDA, % | 13.5% | 13.7% | | | 13.5% | 12.1% | | |
| Comparable EBITA, MEUR | 133.8 | 118.2 | 13.2 | | 450.7 | 318.4 | 41.5 | |
| Comparable EBITA, % | 11.7% | 11.6% | | | 11.4% | 9.5% | | |
| Operating profit (EBIT), MEUR | 121.6 | 103.0 | 18.0 | | 402.5 | 223.2 | 80.3 | |
| Operating margin (EBIT), % | 10.6% | 10.1% | | | 10.1% | 6.6% | | |
| Net profit for the period, MEUR | 96.4 | 72.5 | 32.9 | | 275.6 | 138.5 | 98.9 | |
| Earnings per share, basic (EUR) | 1.22 | 0.91 | 33.6 | | 3.48 | 1.77 | 96.2 | |
| Earnings per share, diluted (EUR) | 1.21 | 0.91 | 32.9 | | 3.46 | 1.77 | 96.2 | |
| Free cash flow, MEUR | 166.8 | 90.8 | | | 511.4 | 24.6 | | |
| Gearing, % | | | | | 22.9% | 48.0% | | |
| Comparable ROCE, %, (R12M) | | | | | 17.7% | 13.4% | | |

Group key figures 2/2

| EUR million | 1-12/ 2023 | 1-12/ 2022 | Change % |
|---|---------------|---------------|----------|
| ROCE, %, (R12M) | 16.4 | 9.0 | 82.2 |
| Return on equity, %, (R12M) | 18.2 | 9.9 | 83.8 |
| Equity per share (EUR) | 20.14 | 18.10 | 11.3 |
| Net debt / Comparable EBITDA, (R12M) | 0.7 | 1.7 | -58.3 |
| Equity to asset ratio, % | 41.1 | 37.9 | 8.4 |
| Investments total (excl. acquisitions), MEUR | 54.4 | 37.0 | 47.0 |
| Interest-bearing net debt, MEUR | 365.8 | 688.3 | -46.9 |
| Net working capital, MEUR | 353.6 | 490.2 | -27.9 |
| Average number of personnel during the period | 16,503 | 16,563 | -0.4 |
| | | | |
| Average number of shares outstanding, basic | 79,196,487 | 79,151,542 | 0.1 |
| Average number of shares outstanding, diluted | 79,583,067 | 79,508,099 | 0.1 |
| Number of shares outstanding | 79,202,250 | 79,166,599 | 0.0 |

Key figures by segment

| EUR million | 10-12/ 2023 | 10-12/ 2022 | Change % | Change % Comp. FX | 1-12/ 2023 | 1-12/ 2022 | Change % | Change % Comp. FX |
|-----------------------------|----------------|----------------|----------|----------------------|---------------|---------------|----------|----------------------|
| Service | | | | | | | | |
| Orders received, MEUR | 377.9 | 359.6 | 5.1 | 8.5 | 1,490.7 | 1,442.5 | 3.3 | 5.8 |
| Agreement base value, MEUR | 318.3 | 306.9 | 3.7 | 5.3 | 318.3 | 306.9 | 3.7 | 5.3 |
| Sales, MEUR | 403.5 | 376.0 | 7.3 | 11.0 | 1,490.4 | 1,343.3 | 10.9 | 13.6 |
| Comparable EBITA, MEUR | 81.7 | 79.3 | 3.0 | | 296.2 | 249.4 | 18.7 | |
| Comparable EBITA, % | 20.2% | 21.1% | | | 19.9% | 18.6% | | |
| Industrial Equipment | | | | | | | | |
| Orders received, MEUR | 304.4 | 306.9 | -0.8 | 2.0 | 1,442.9 | 1,391.6 | 3.7 | 5.7 |
| of which external | 261.0 | 259.3 | 0.7 | 4.0 | 1,261.8 | 1,194.8 | 5.6 | 8.0 |
| Sales, MEUR | 369.7 | 376.9 | -1.9 | 0.8 | 1,355.3 | 1,205.6 | 12.4 | 14.8 |
| of which external | 320.6 | 335.1 | -4.3 | -1.4 | 1,173.8 | 1,068.8 | 9.8 | 12.3 |
| Comparable EBITA, MEUR | 23.9 | 22.5 | 6.2 | | 87.4 | 32.5 | 168.9 | |
| Comparable EBITA, % | 6.5% | 6.0% | | | 6.5% | 2.7% | | |
| Port Solutions | | | | | | | | |
| Orders received, MEUR | 304.0 | 360.0 | -15.6 | -15.7 | 1,468.5 | 1,655.3 | -11.3 | -10.1 |
| Sales, MEUR | 445.3 | 328.4 | 35.6 | 38.5 | 1,370.8 | 1,015.0 | 35.0 | 37.6 |
| Comparable EBITA, MEUR | 35.6 | 21.4 | 66.9 | | 102.7 | 63.5 | 61.7 | |
| Comparable EBITA, % | 8.0% | 6.5% | | | 7.5% | 6.3% | | |

Statement of income

| EUR million | 10-12/ 2023 | 10-12/ 2022 | Change % | 1-12/ 2023 | 1-12/ 2022 | Change % |
|---|----------------|----------------|-------------|----------------|----------------|-------------|
| Sales | 1,148.9 | 1,020.9 | 12.5 | 3,966.3 | 3,364.8 | 17.9 |
| Other operating income | 2.3 | 1.5 | | 9.5 | 8.1 | |
| Materials, supplies and subcontracting | -578.4 | -502.9 | | -1,820.3 | -1,510.2 | |
| Personnel cost | -300.2 | -270.8 | | -1,186.6 | -1,091.9 | |
| Depreciation and impairments | -28.8 | -31.6 | | -114.9 | -124.4 | |
| Other operating expenses | -122.2 | -114.2 | | -451.5 | -423.2 | |
| Operating profit | 121.6 | 103.0 | 18.1 | 402.5 | 223.2 | 80.3 |
| Share of associates' and joint ventures' result | 0.4 | -0.2 | | 0.8 | 0.4 | |
| Financial income | 12.7 | 22.8 | | 32.0 | 26.8 | |
| Financial expenses | -10.6 | -26.6 | | -67.7 | -59.7 | |
| Profit before taxes | 124.1 | 99.1 | 25.3 | 367.6 | 190.7 | 92.8 |
| Taxes | -27.7 | -26.5 | | -92.0 | -52.2 | |
| Profit for the period | 96.4 | 72.5 | 32.9 | 275.6 | 138.5 | 99.0 |

Balance sheet

| EUR million | 31 Dec 2023 | 31 Dec 2022 |
|--------------------------------------|----------------|----------------|
| Non-current assets | 1,994.0 | 1,971.4 |
| Goodwill | 1,038.6 | 1,019.6 |
| Intangible assets | 458.1 | 475.4 |
| Property, plant and equipment | 359.9 | 345.9 |
| Other | 137.4 | 130.5 |
| Current assets | 2,558.4 | 2,369.2 |
| Inventories | 995.9 | 992.7 |
| Accounts receivable | 587.5 | 585.6 |
| Receivables and other current assets | 388.4 | 377.0 |
| Cash and cash equivalents | 586.6 | 413.9 |
| Assets held for sale | 0.0 | 0.0 |
| Total Assets | 4,552.4 | 4,340.6 |

| EUR million | 31 Dec 2023 | 31 Dec 2022 |
|---|----------------|----------------|
| Total Equity | 1,594.8 | 1,433.0 |
| Non-current liabilities | 1,111.7 | 1,426.8 |
| Interest-bearing liabilities | 727.7 | 1,056.4 |
| Other long-term liabilities | 232.5 | 217.7 |
| Other | 151.5 | 152.7 |
| Current liabilities | 1,845.9 | 1,480.8 |
| Interest-bearing liabilities | 227.2 | 49.8 |
| Advance payments received | 668.8 | 564.3 |
| Accounts payable | 313.4 | 306.2 |
| Provisions | 101.9 | 93.4 |
| Other current liabilities | 534.6 | 467.1 |
| Liabilities directly attributable to assets held for sale | 0.0 | 0.0 |
| Total Equity and Liabilities | 4,552.4 | 4,340.6 |

Cash flow statement

| EUR million | 1-12/ 2023 | 1-12/ 2022 |
|---|---------------|---------------|
| Operating income before change in net working capital | 520.7 | 344.5 |
| Change in net working capital | 121.9 | -162.3 |
| Cash flow from operations before financing items and taxes | 642.6 | 182.2 |
| Financing items and taxes | -85.3 | -115.5 |
| Net cash from operating activities | 557.3 | 66.7 |
| Net cash used in investing activities | -75.4 | -43.6 |
| Cash flow before financing activities | 481.9 | 23.1 |
| Net cash used in financing activities | -303.6 | 69.1 |
| Translation differences in cash | -5.6 | 1.0 |
| Change of cash and cash equivalents | 172.7 | 93.2 |
| | | |
| Free cash flow | 511.4 | 24.6 |

Thank you

Contact information

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