

Konecranes Investor Presentation

February 2026

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KONECRANES

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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

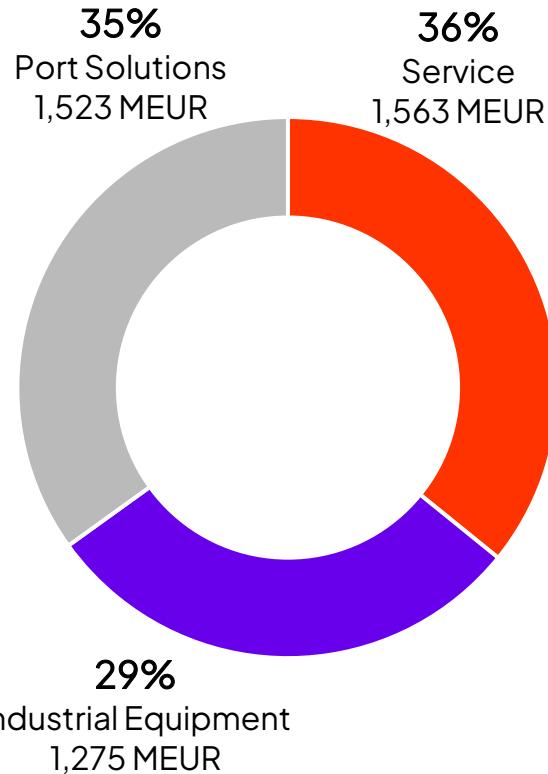
Order book

2,988.4

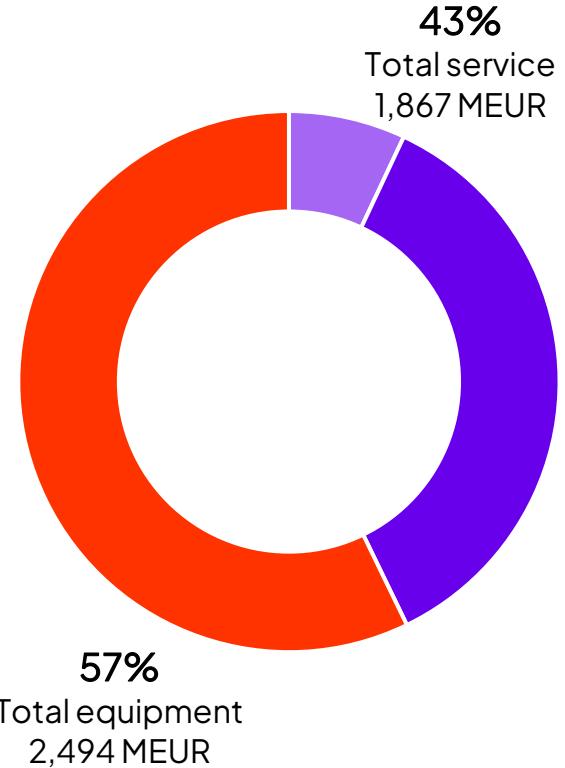
EUR million, 2025

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

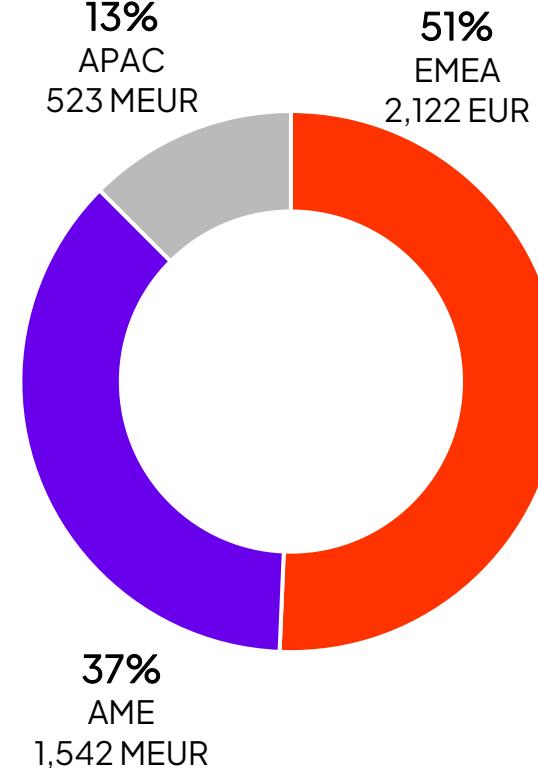
Sales by Business Area 2025



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

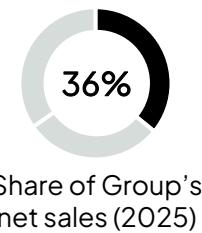
We have a solid platform with leading market positions to build on

Business Area



Industrial Service

Net sales
1,562.8
EUR million, 2025
Personnel
7,721
end of Q4 2025



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



~10
EUR billion
addressable
core market
Thousands
of participants

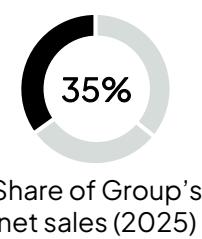


- Hoists and components (electric wire rope hoists, electric chain hoists, Core of Lifting)
- Standard cranes (built from standardized modules, largely comprise overhead cranes)
- Process cranes (application-specific cranes tailored to a specific customer need)



Port Solutions

Net sales
1,523.4
EUR million, 2025
Personnel
3,494
end of Q4 2025



~15-20
EUR billion
addressable
core market
Hundreds
of participants

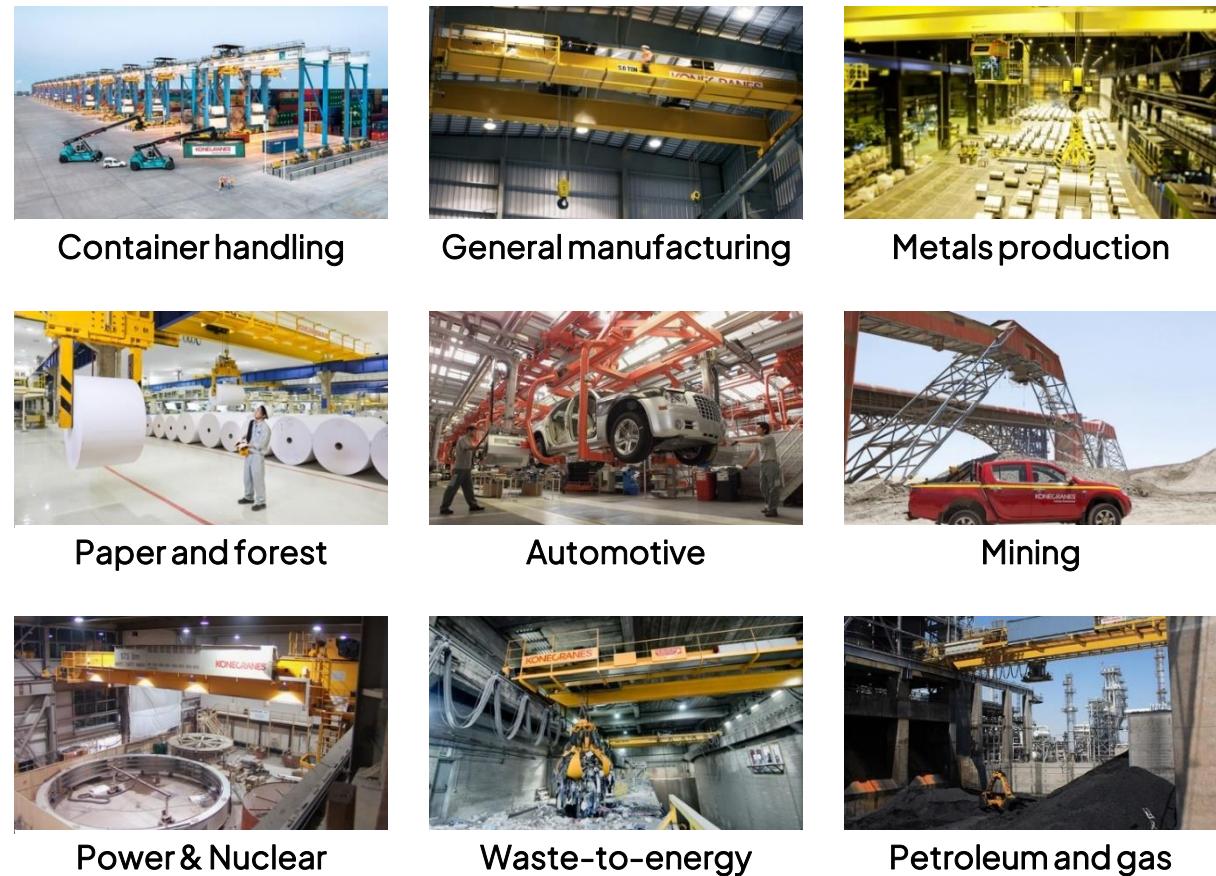
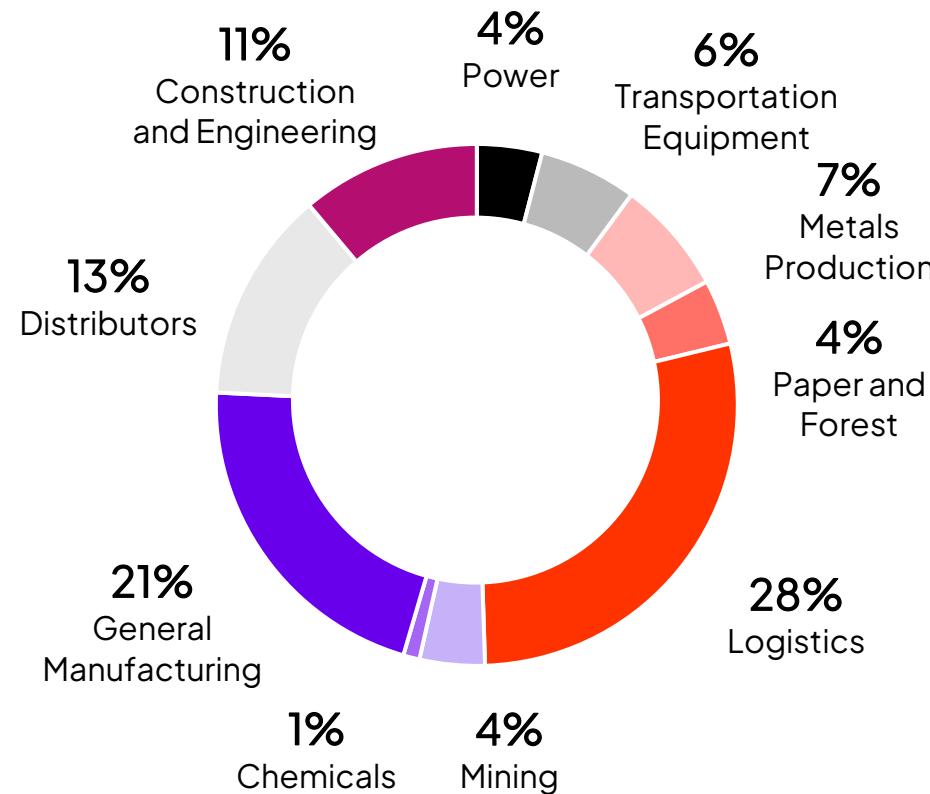


- Quayside cranes (STS, MHC)
- Container yard, intermodal & horizontal transport equipment (RTG, RMG, ARTG, ARMG/ASC, SC, AGV)
- Lift trucks (RS, FLT, LCH/ECH)
- Software solutions (TOS, ECS)
- Service, spare parts, retrofits, modernizations

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

Our broad customer base provides both stability and growth opportunities

Orders by customer segments, 2024



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

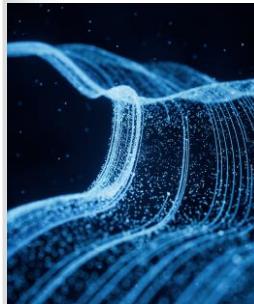


KONECRANES
1990s
An independent company

Global expansion and lift trucks
2000s



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



1930s
Developing electric hoists



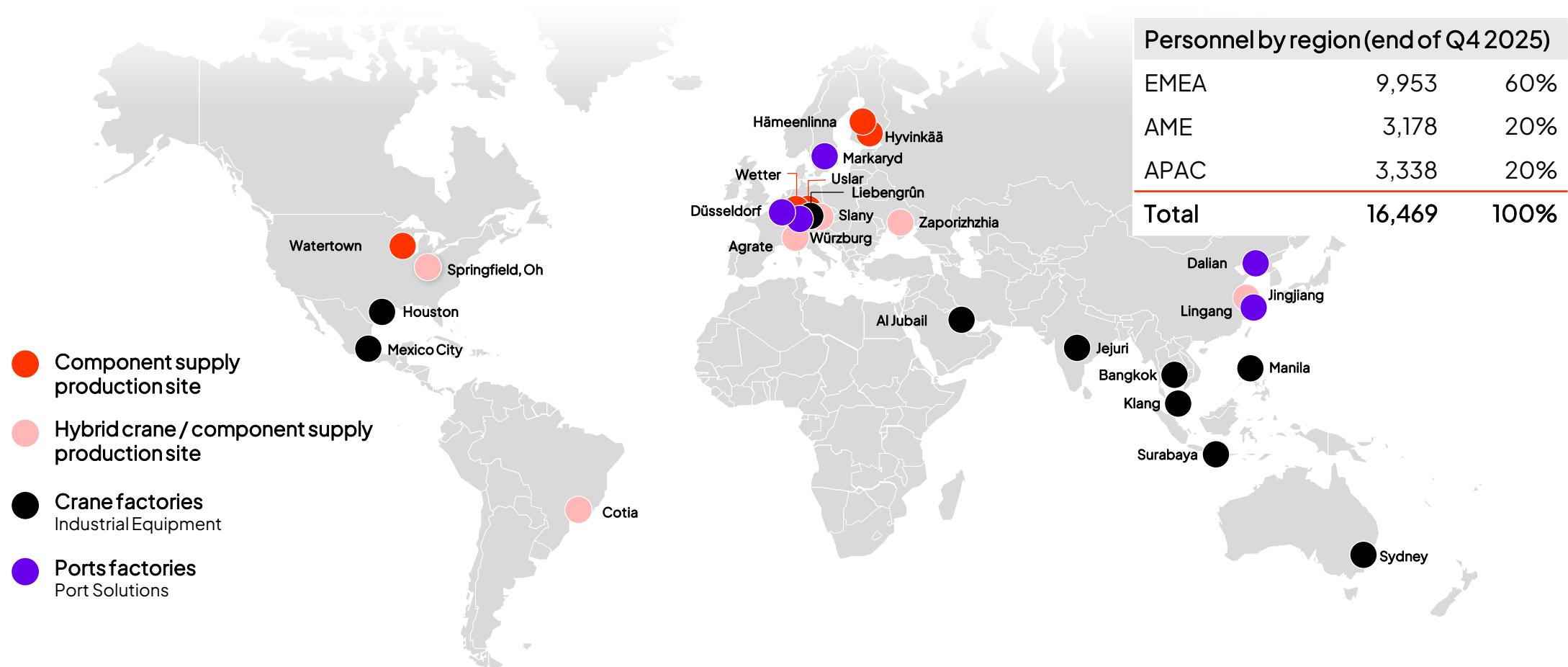
1950s
War reparations and the start of harbor cranes production



1970s
Crane business pioneer



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

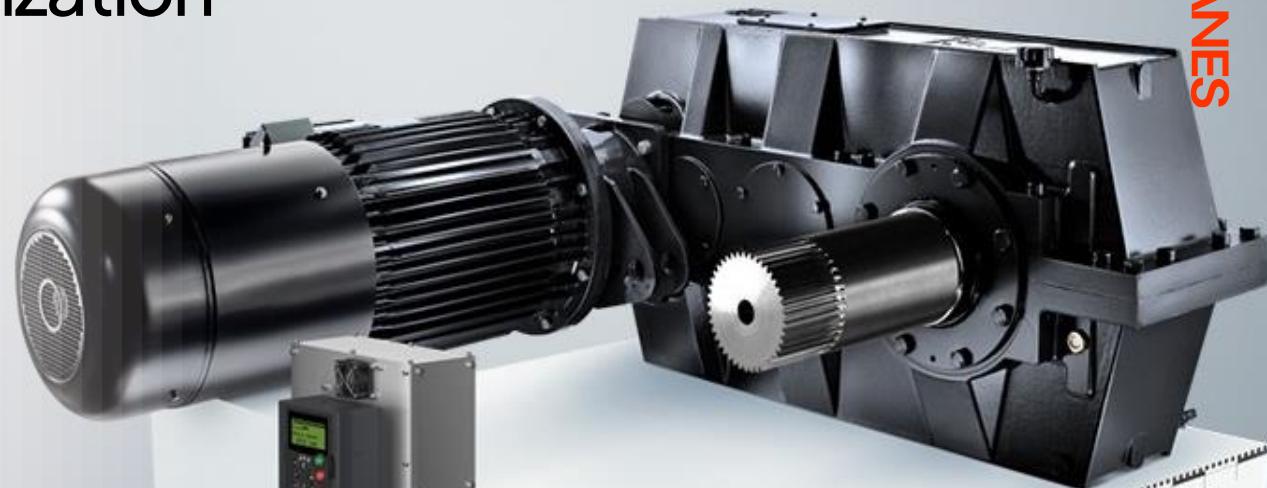
While complexity has increased, companies continue to have high ambitions and demands for decarbonization, safety and ethical business conduct.

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

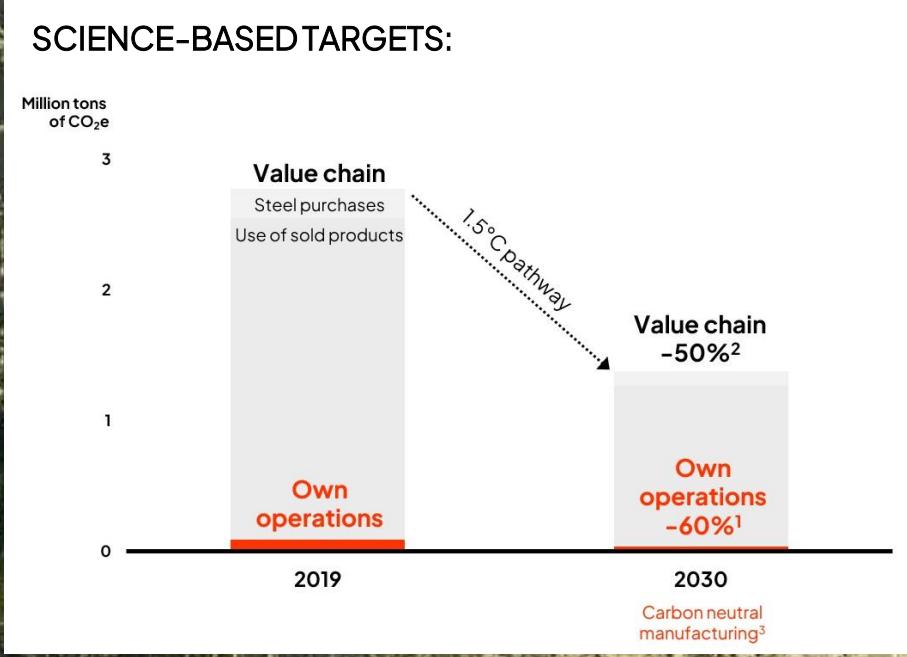
- Supporting human rights in our value chain
- Ensuring a fair and engaging workplace
- Representing the multicultural communities where we operate



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



PROGRESS:

Own operations:

- 60% absolute GHG emission reduction⁽¹⁾ by 2030
- Current progress (2024): 54%

Value chain:

- 50% absolute GHG emissions reduction by 2030⁽¹⁾, encompassing use of sold products and steel purchases⁽²⁾
- Current progress (2024): 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

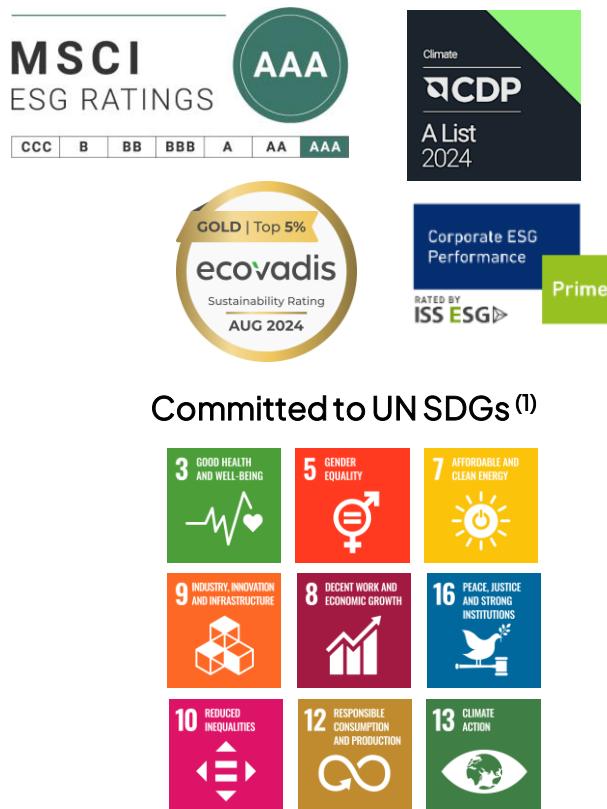
Purchasing steel from suppliers with minimum emissions

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



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.

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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.

2. Strategy & financial targets

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

Industrial Service:

Drive agreement growth

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

Bolt-on acquisitions

Industrial Equipment:

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

Port Solutions:

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

COMMON FOCUS AREAS:

- Profitable and high growth offerings and geographies
- Leveraging lifecycle approach
- Leveraging technology leadership through automated and digital solutions
- Pricing, cost management and internal efficiency
- Efficient operating model

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

Financial targets:

- Sales growth faster than the 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

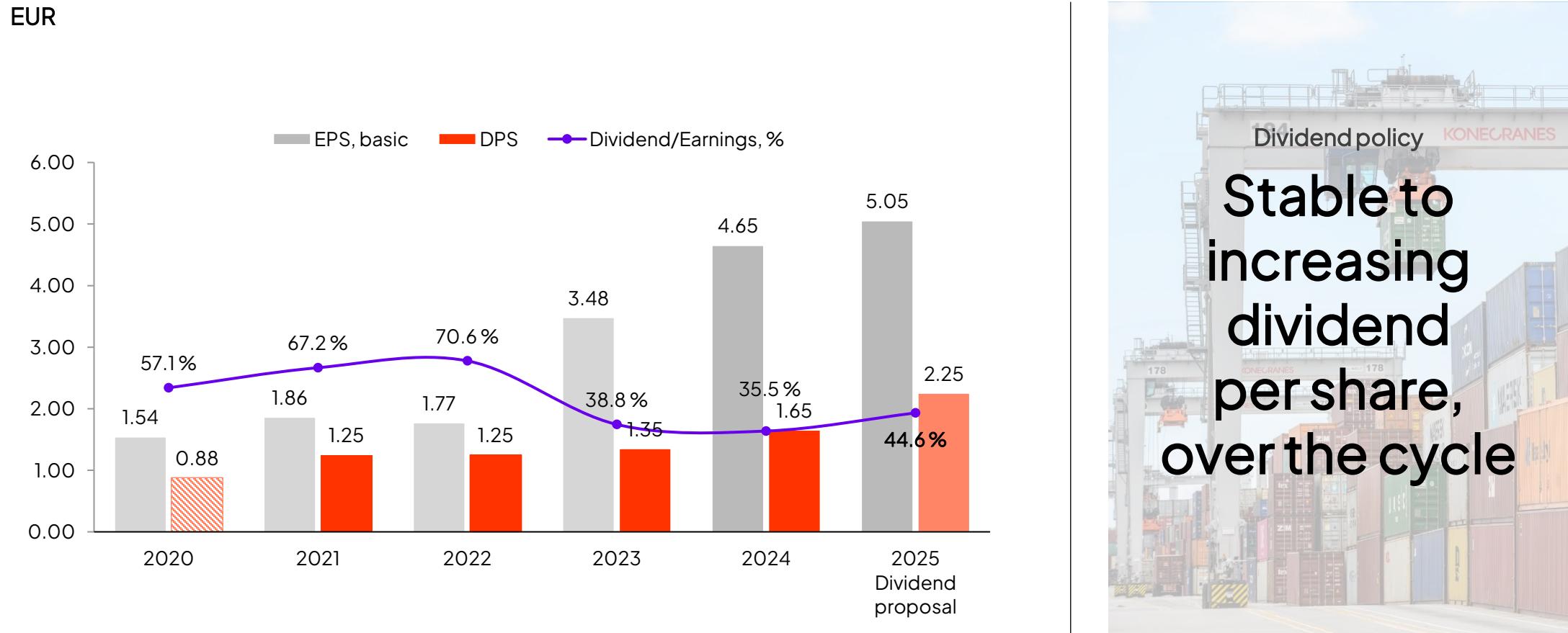


Comparable EBITA margin target to be reached as soon as possible, but no later than in 2029

¹nominal world GDP growth, IMF World Economic Outlook

²profitability range, depending on the cycle

We pay a stable to increasing dividend to our shareholders



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

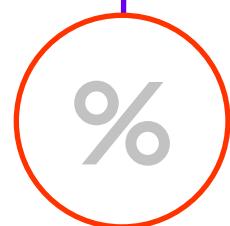


Our capital allocation priorities



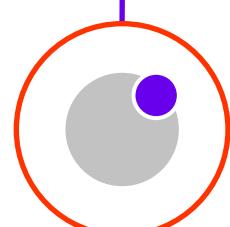
Capital expenditure

Reinvesting into own operations to grow the business and improve productivity



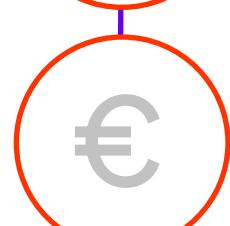
Dividends

Distributing profits to shareholders according to the dividend policy



Acquisitions

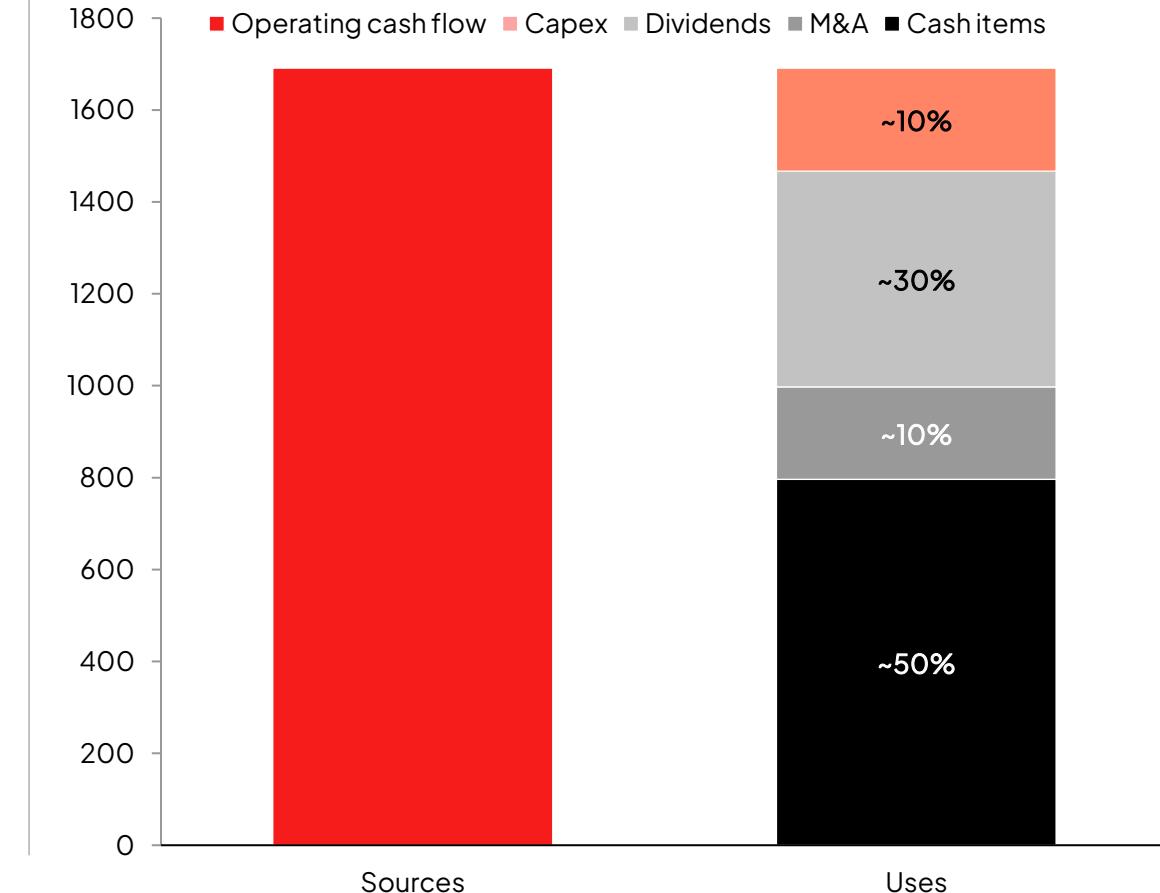
Strengthening the business with bolt-on and adjacent acquisitions



Other

For example, share buybacks, extra dividends

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



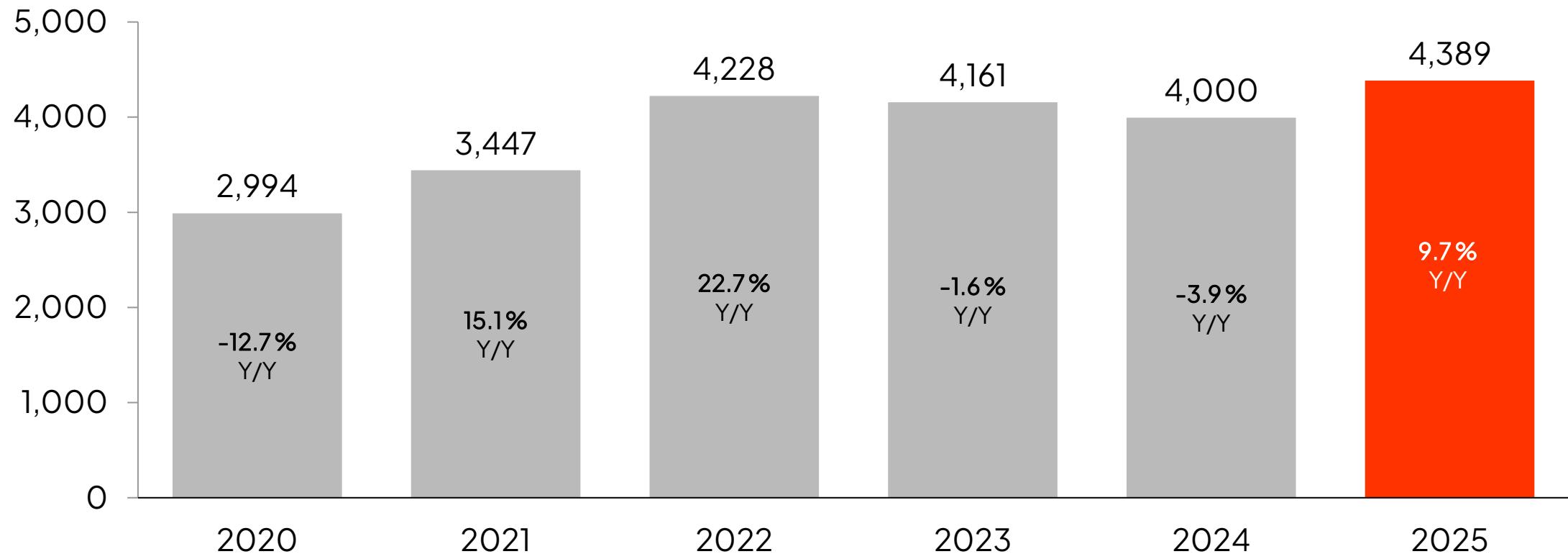
Note (1): Capex includes capital expenditures and proceeds from sale of property, plant and equipment, M&A includes acquisition of Group companies and divestment of Businesses (net of cash), Cash includes other cash flow from financing activities, translation differences in cash, and change of cash and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

3. Key financials development



Order intake

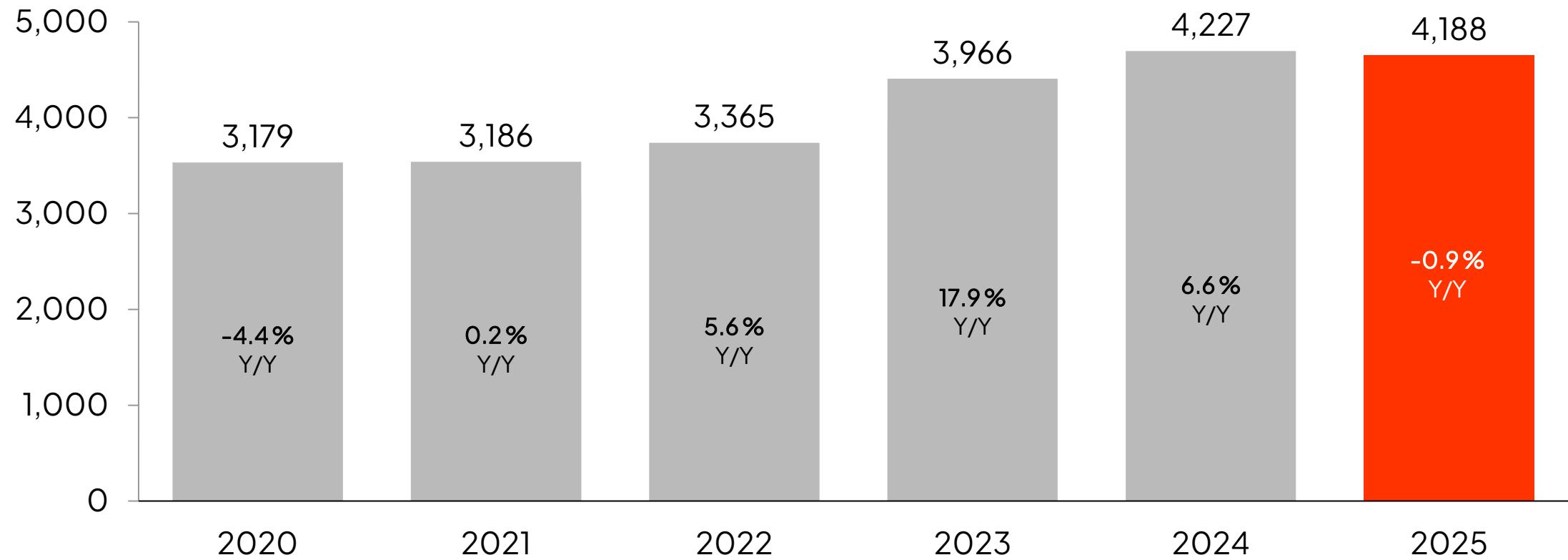
EUR million⁽¹⁾



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

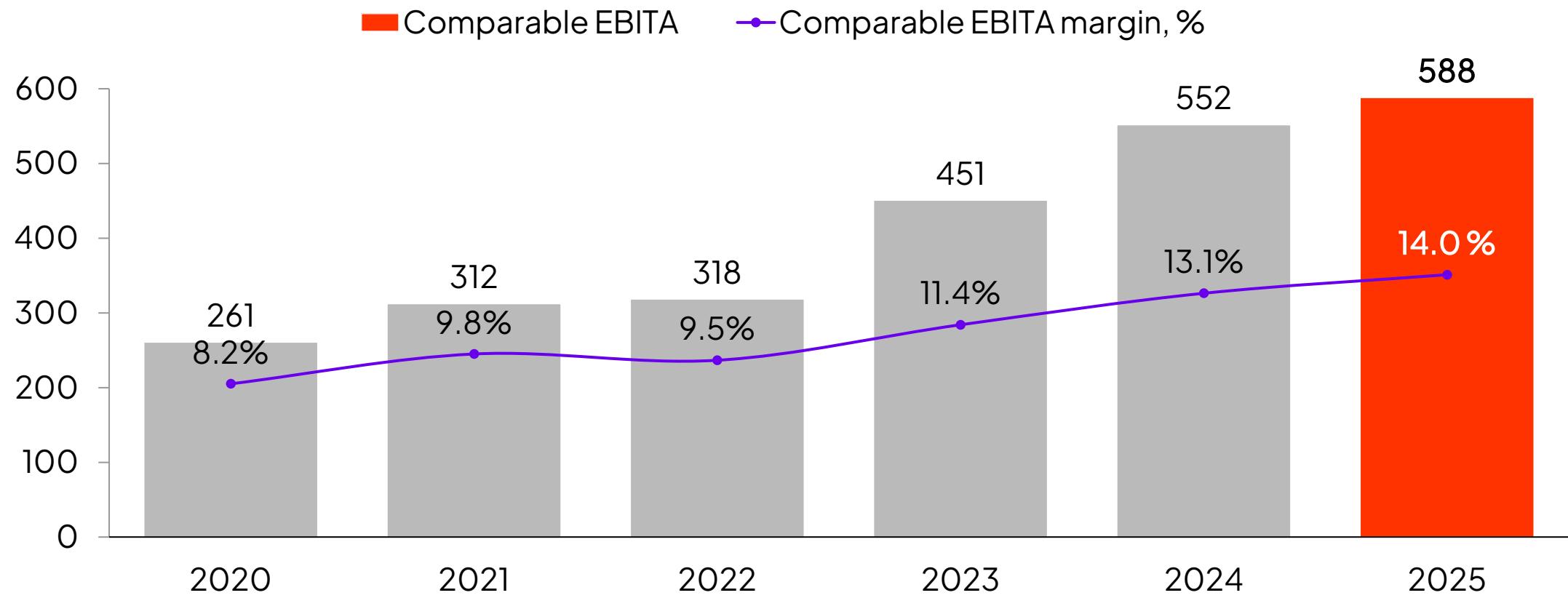
Net sales

EUR million



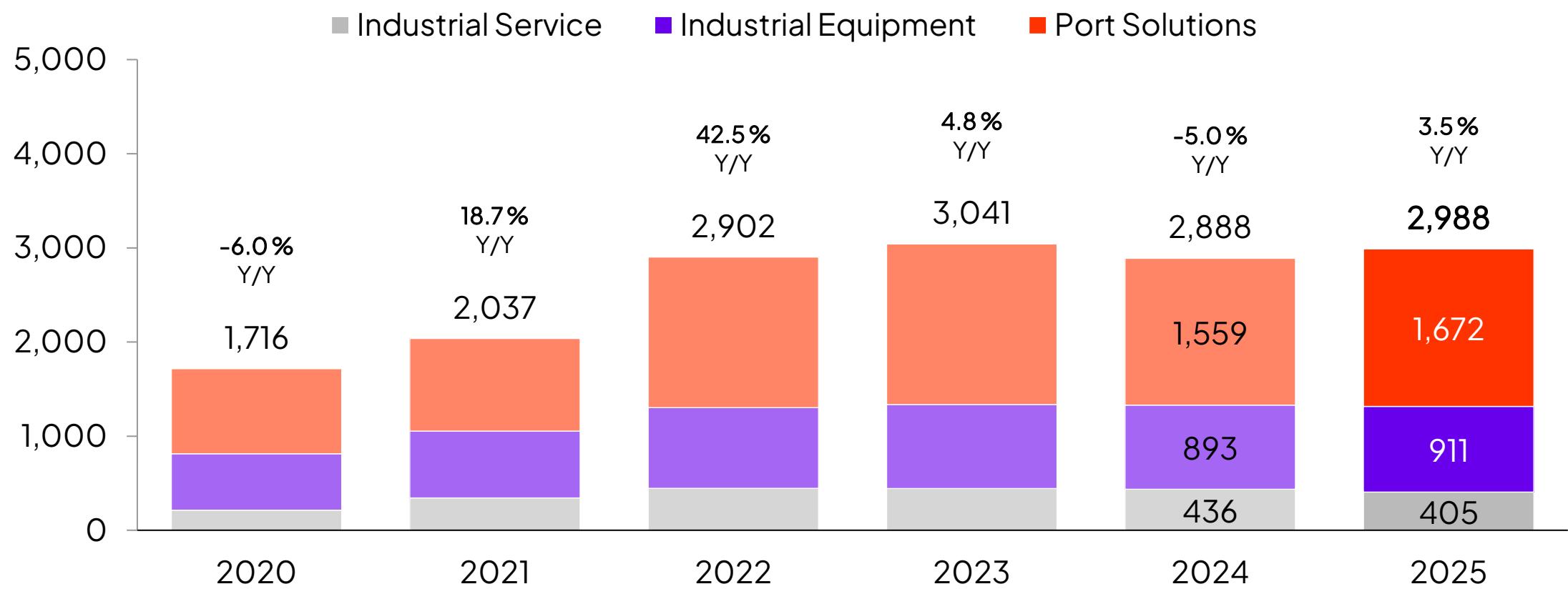
Comparable EBITA margin

EUR million

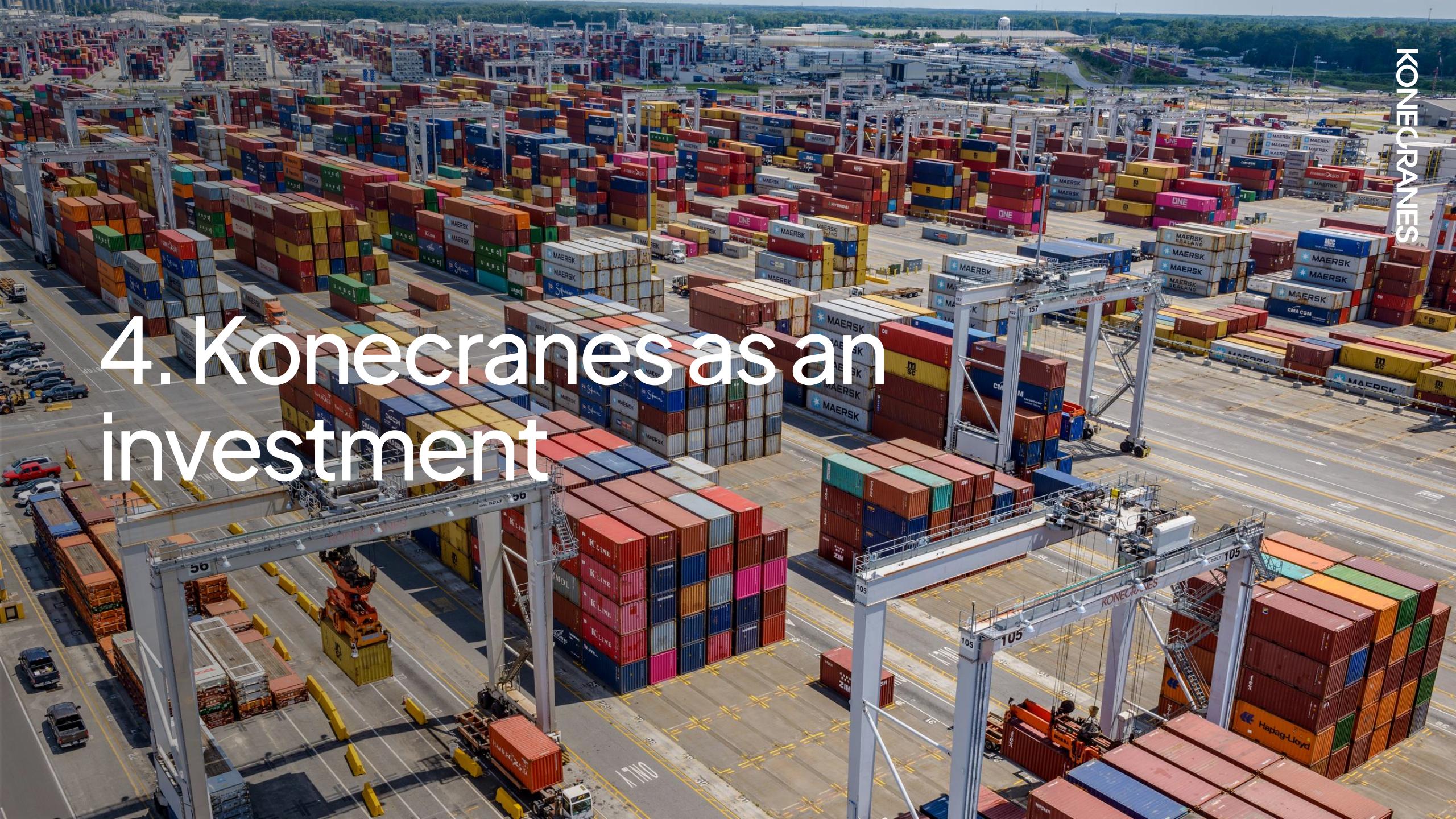


Orderbook

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



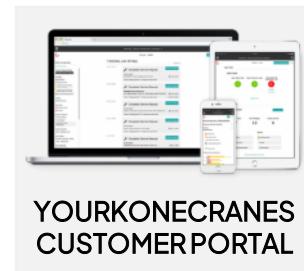
CONTROLS

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



...and used across the whole product range

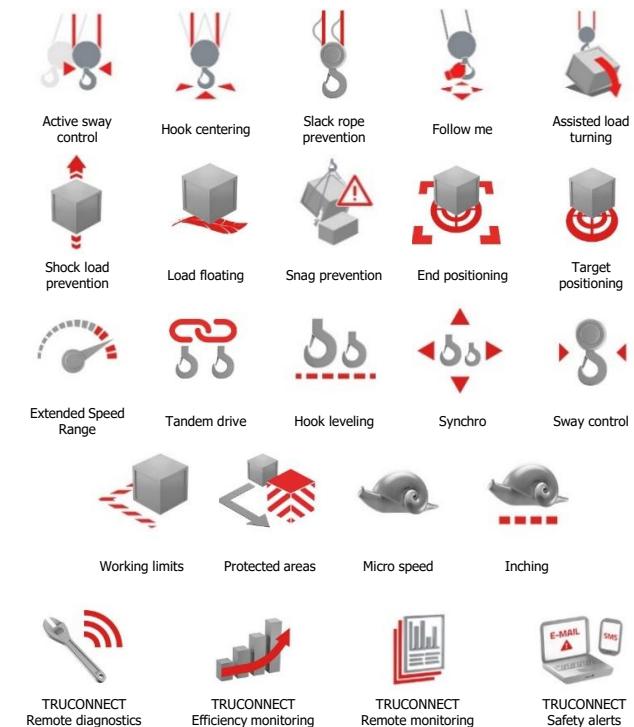
Smart features & digitalized offering for improved safety and productivity



YOURKONECRANES
CUSTOMER PORTAL

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



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



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

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

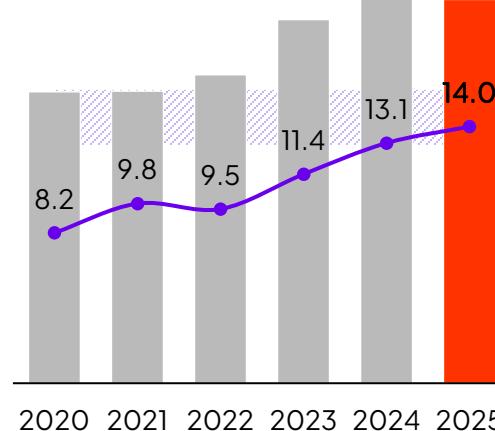
- Widest and deepest offering provides good opportunities for growth and to increase market share
- Clear growth plan for Port Services
- Automation and customers' commitments to sustainability drive growth, and we have leading offering

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

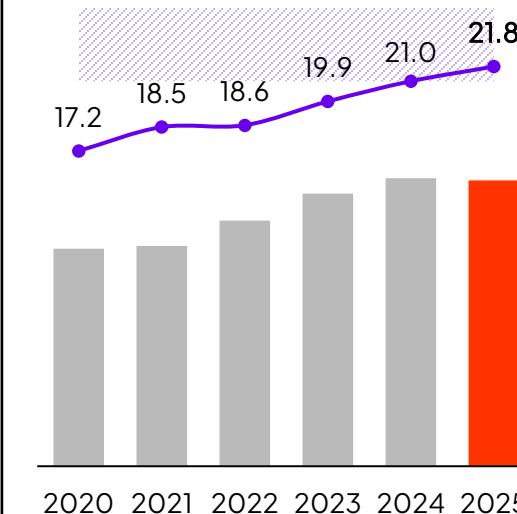
Group

Target: 13-16%⁽¹⁾



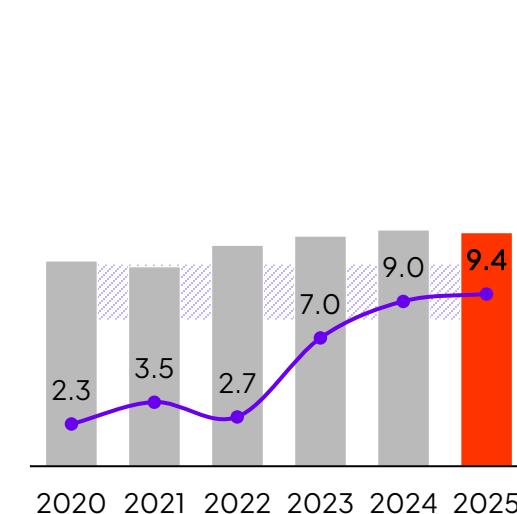
Industrial Service

Target: 21-25%⁽¹⁾



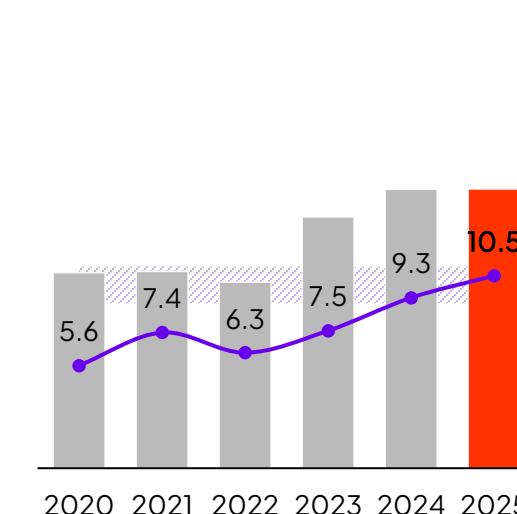
Industrial Equipment

Target: 8-11%⁽¹⁾



Port Solutions

Target: 9-11%⁽¹⁾

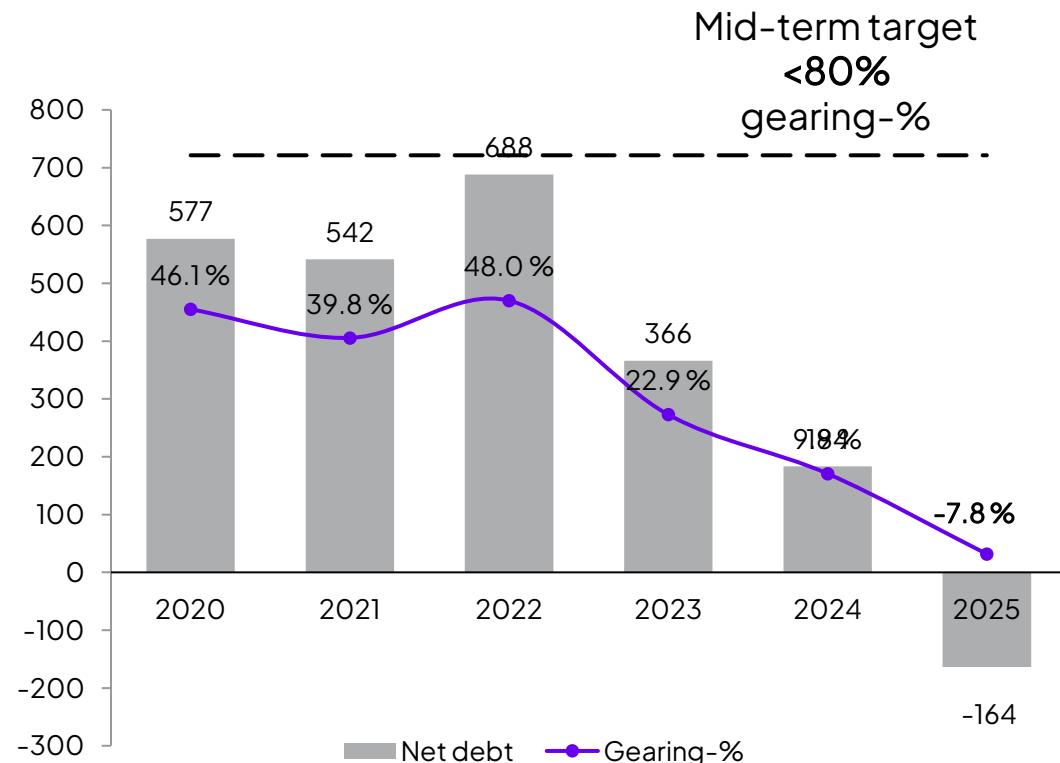


Note (1): Profitability range, depending on the cycle

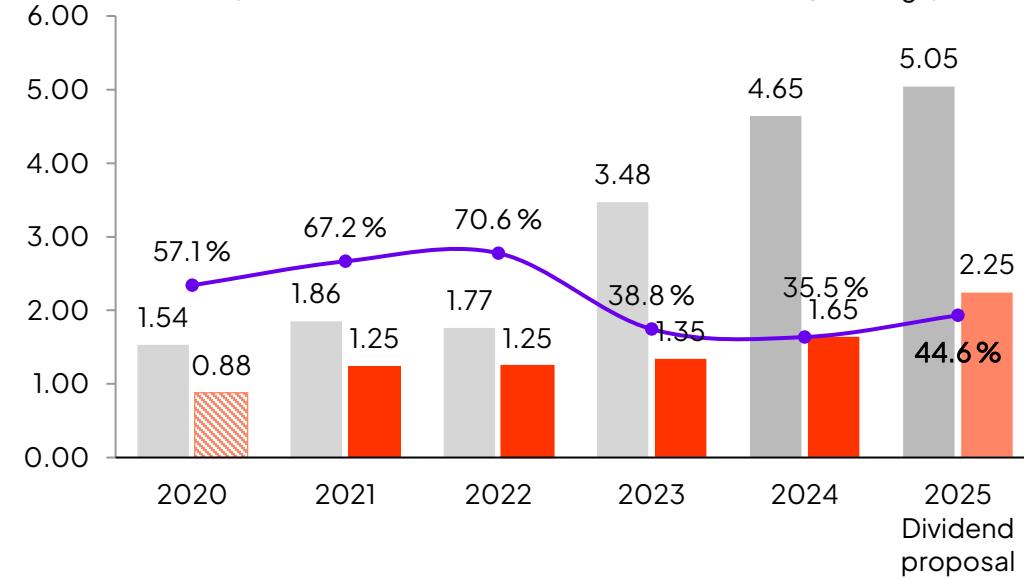
Net sales, EUR million Comparable EBITA, %

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, %

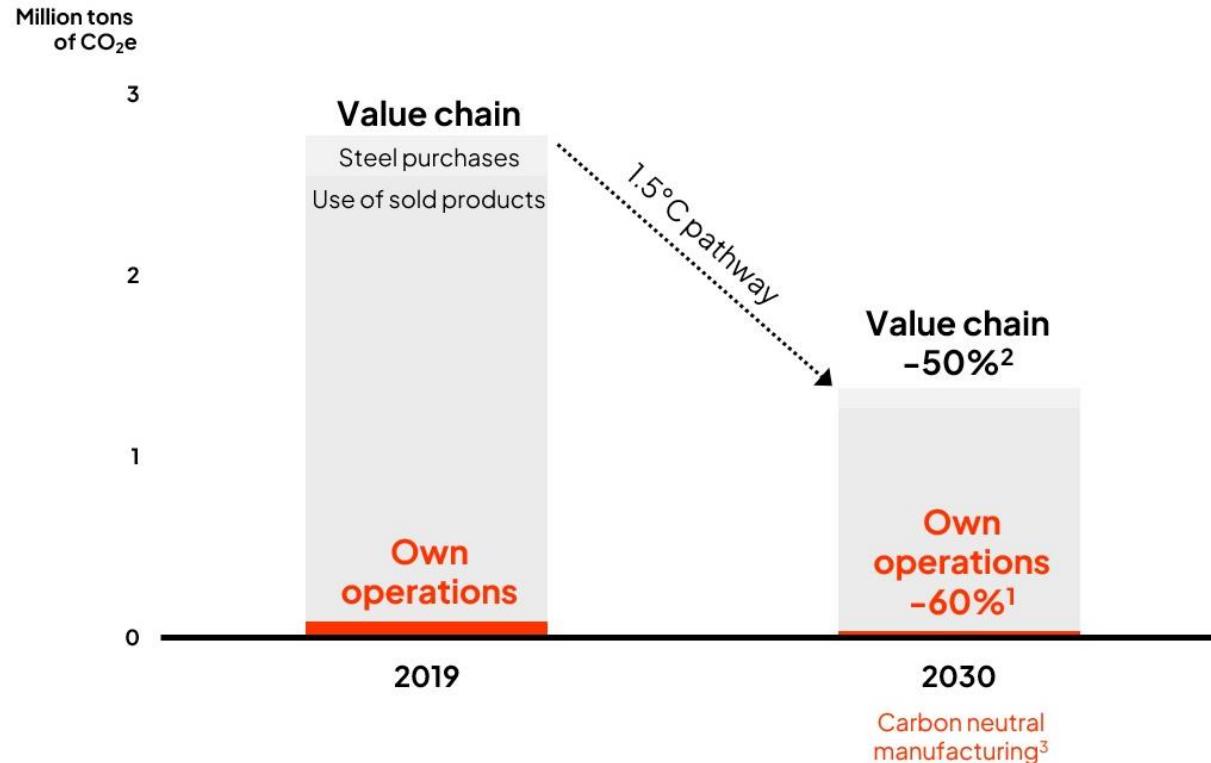


Konecranes aims to pay a stable to increasing dividend per share, over the cycle

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

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.

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

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.

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.

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

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

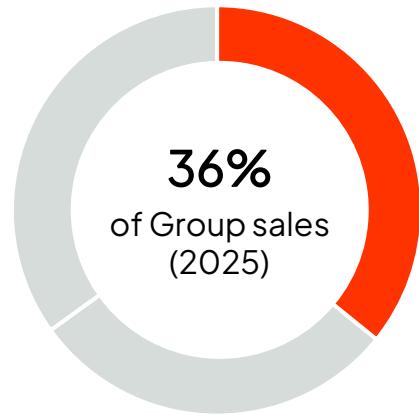


5. Business Area overviews

Industrial Service



Industrial Service in brief



7,721
employees (end of Q4 2025)

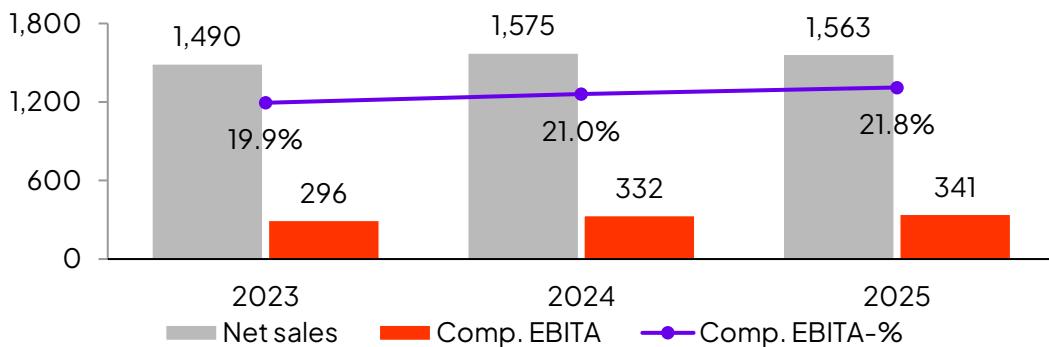
1,562.8
net sales, EUR million (2025)

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

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

Key financials, EUR million, % of net sales



Orders received and agreement base, EUR million⁽¹⁾

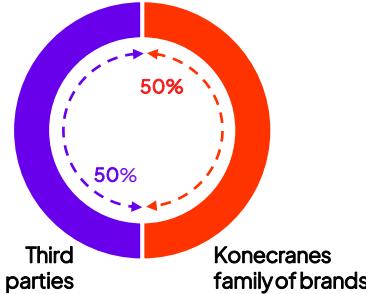


Industry-leading lifecycle services

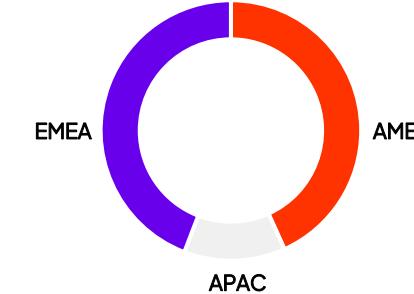
For all types and makes of industrial cranes and hoists to improve the safety, productivity and sustainability of our customers' operations

Diversified
agreement
base

Agreement base
by hoist brand



Agreement base
by region



Largest and
most extensive
service network



Present in
50+ countries

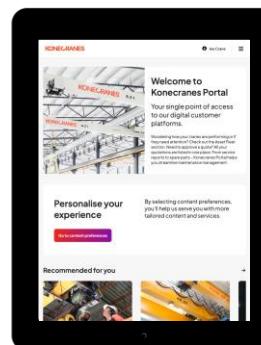


Driving toward
sustainable operations
Electrifying the service fleet
and smart route planning



~4,300
technicians

Next generation
digital services



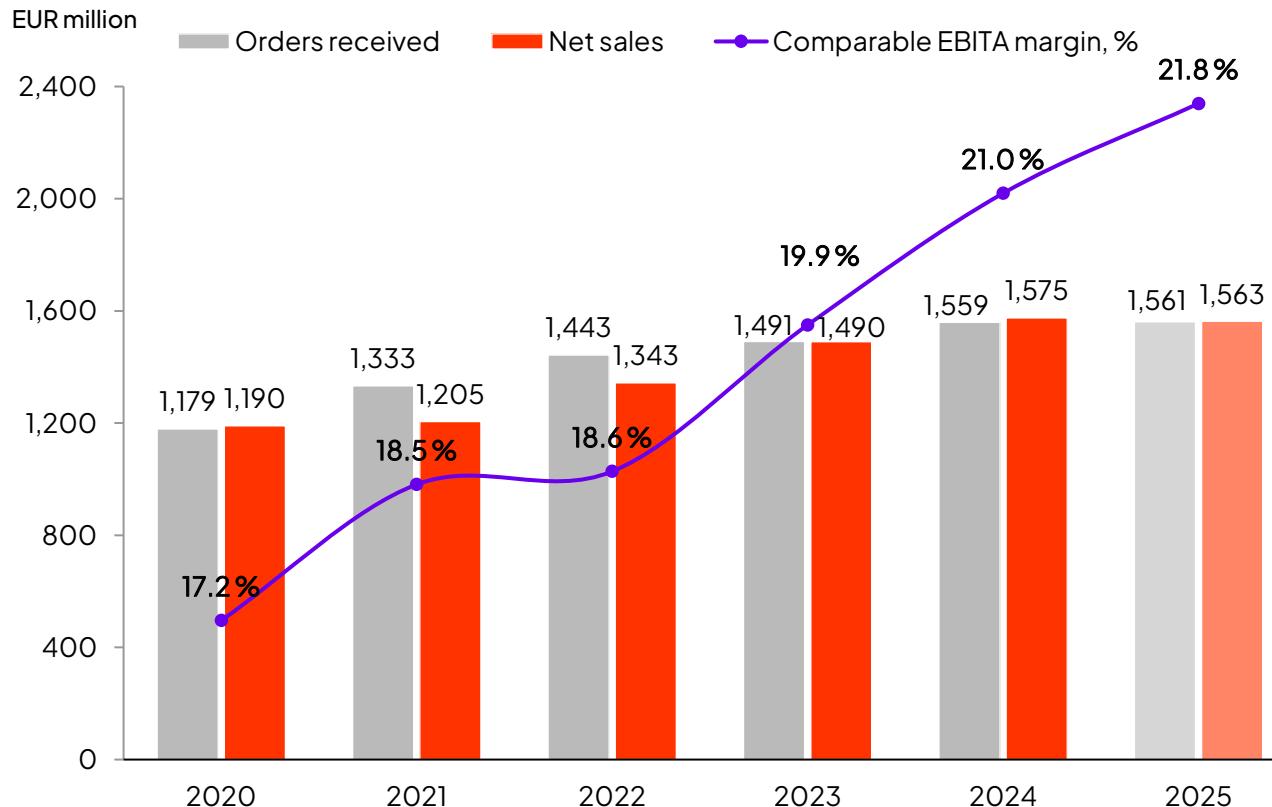
Konecranes Portal
Streamlined customer experience



Predictive Maintenance Engine
Auto-generated service leads

We are within our financial targets range

Our goal is to maintain/expand through the cycle

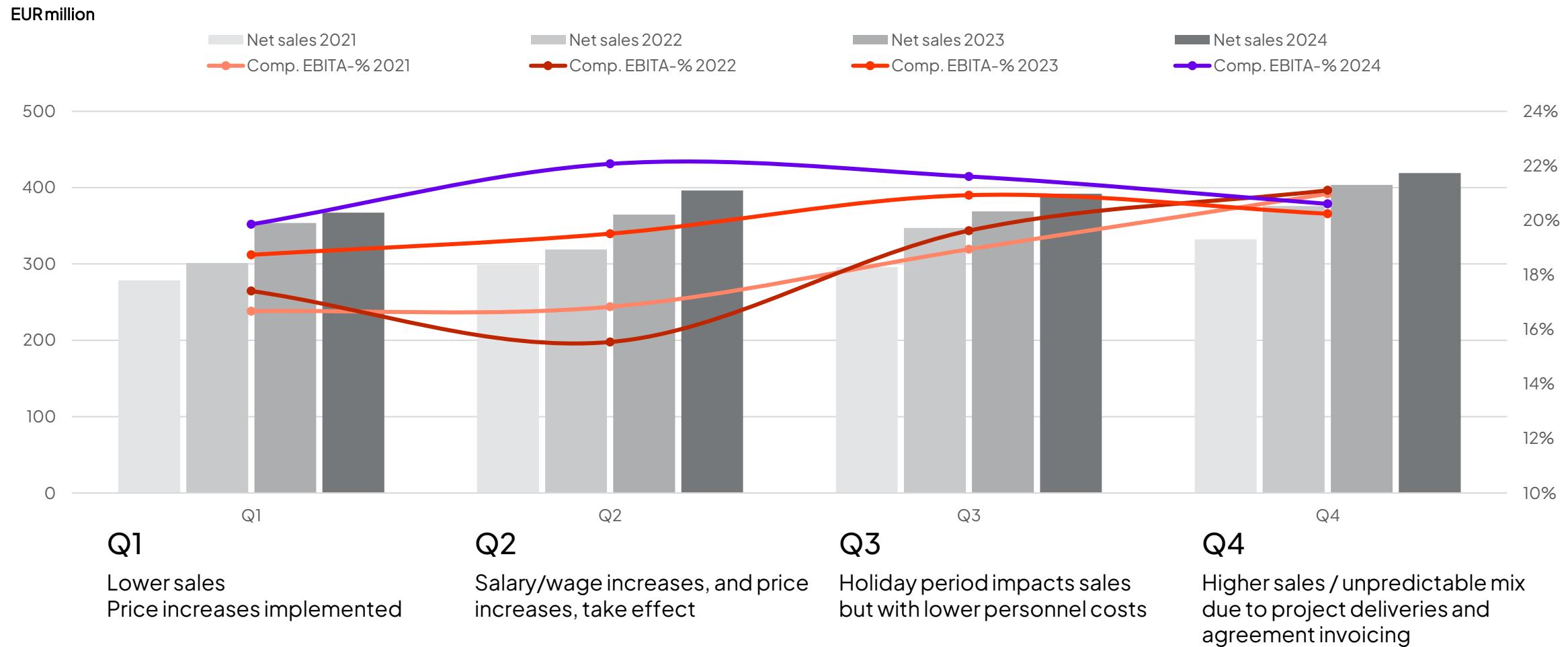


Sales growth and improved profitability:

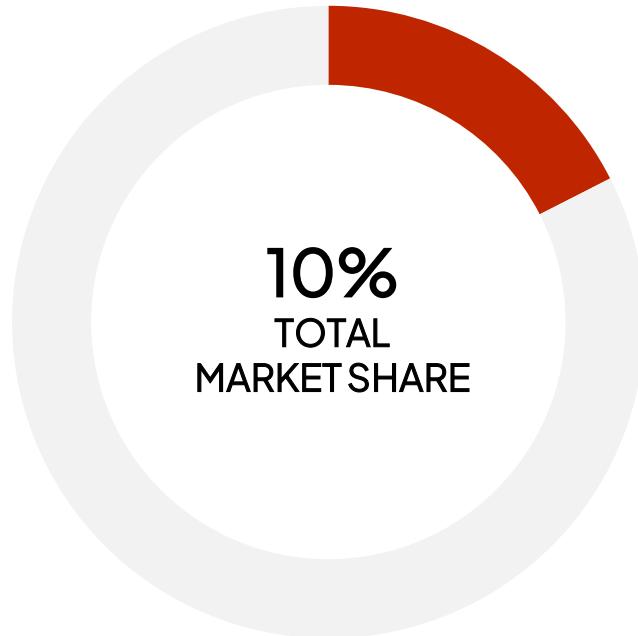
- Agreement base expansion
- Improved base "quality"
- Increased agreement retention
- Improved customer experience & satisfaction
- Dynamic pricing
- Improved productivity
- Cost control
- Successful bolt-on acquisitions

Consistent quarterly sales and EBITA growth

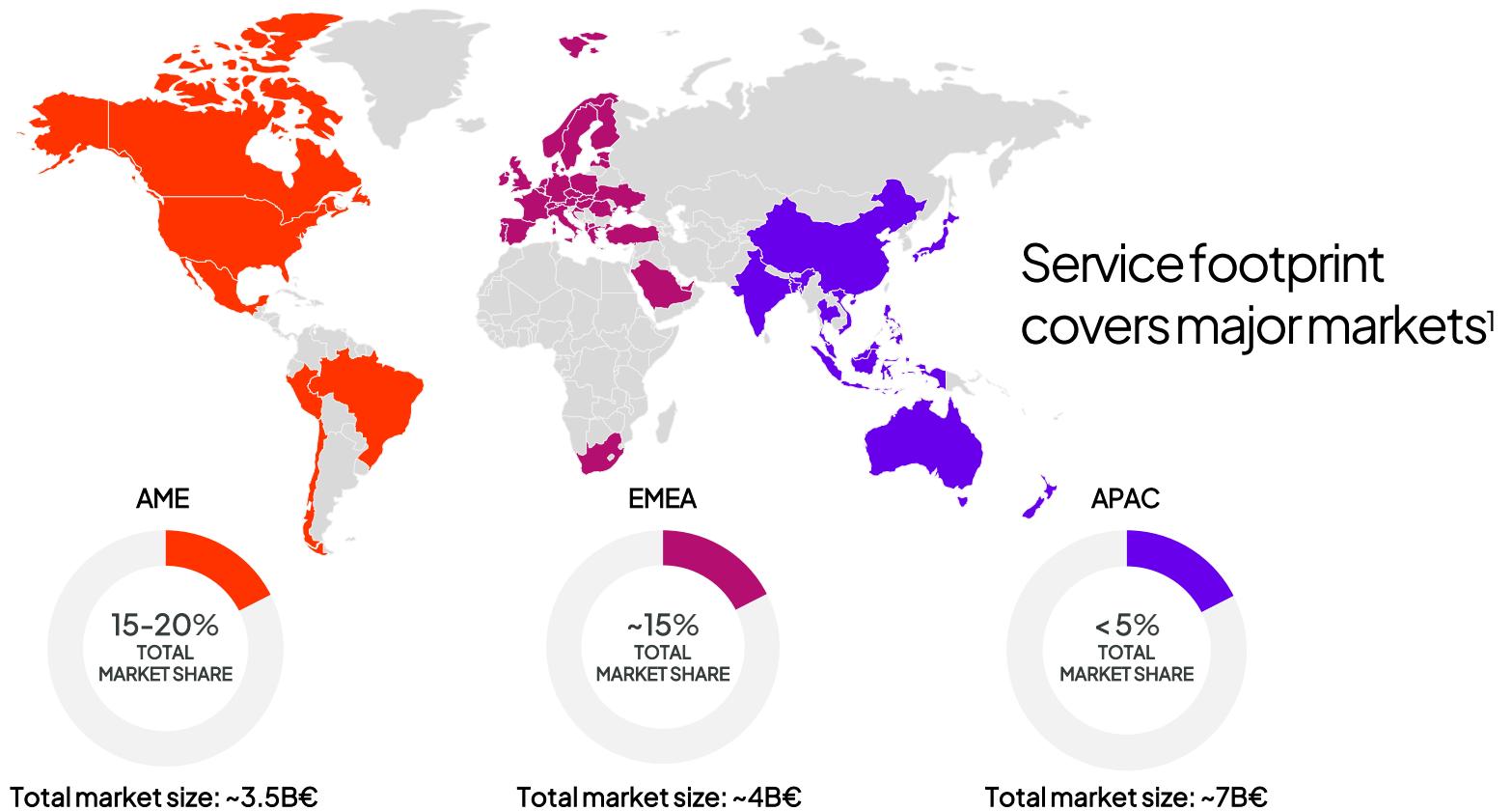
While sequential quarterly figures may be affected by seasonal factors



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

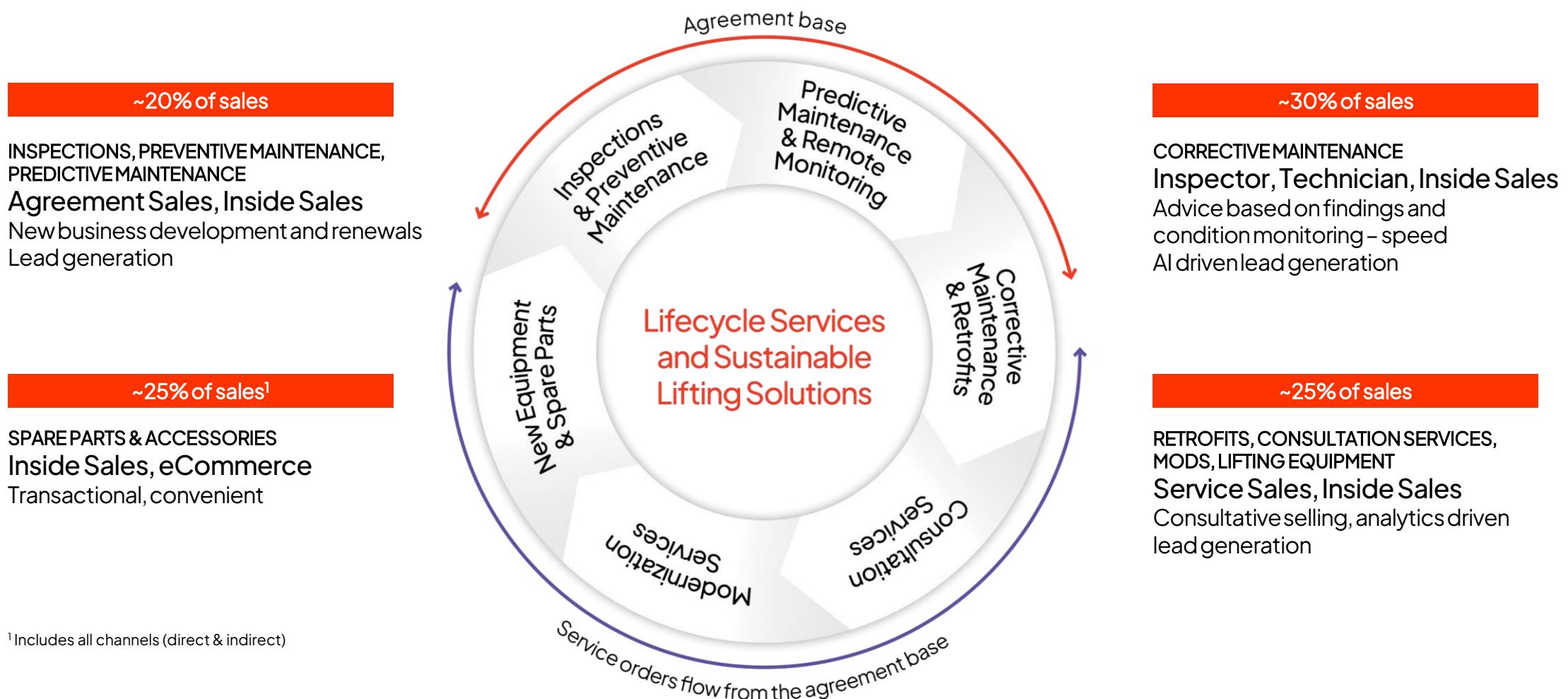


¹Nominal world GDP growth, IMF World Economic Outlook

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

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

Service growth strategy | Focus on Agreement Base growth



Driving agreement growth

Value per asset and agreement profitability are prioritized

1. Increase market coverage > add new agreements

- Differentiated approach by customer segment
- Dedicated resources and processes

2. Improve sales & marketing efficiency > expand existing agreements

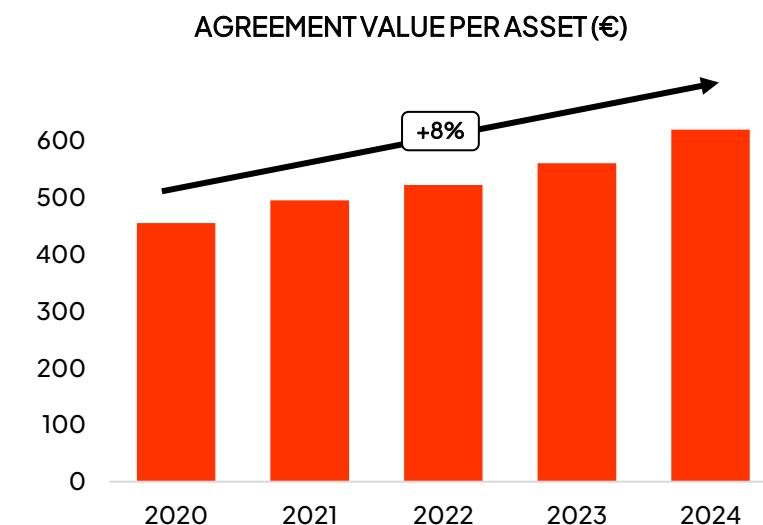
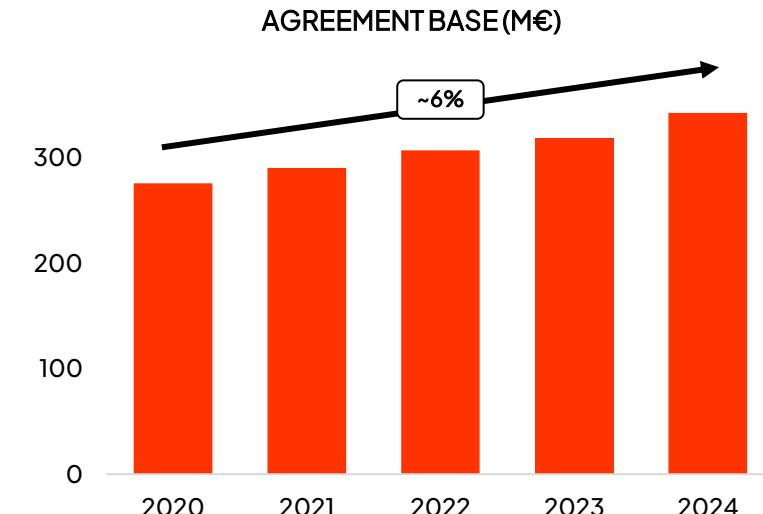
- Sales model evolution
- Agreement configuration and renewal process upgrade

3. Enhance customer experience > retain more agreements

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

4. Drive operational excellence > deliver/invoice agreements

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



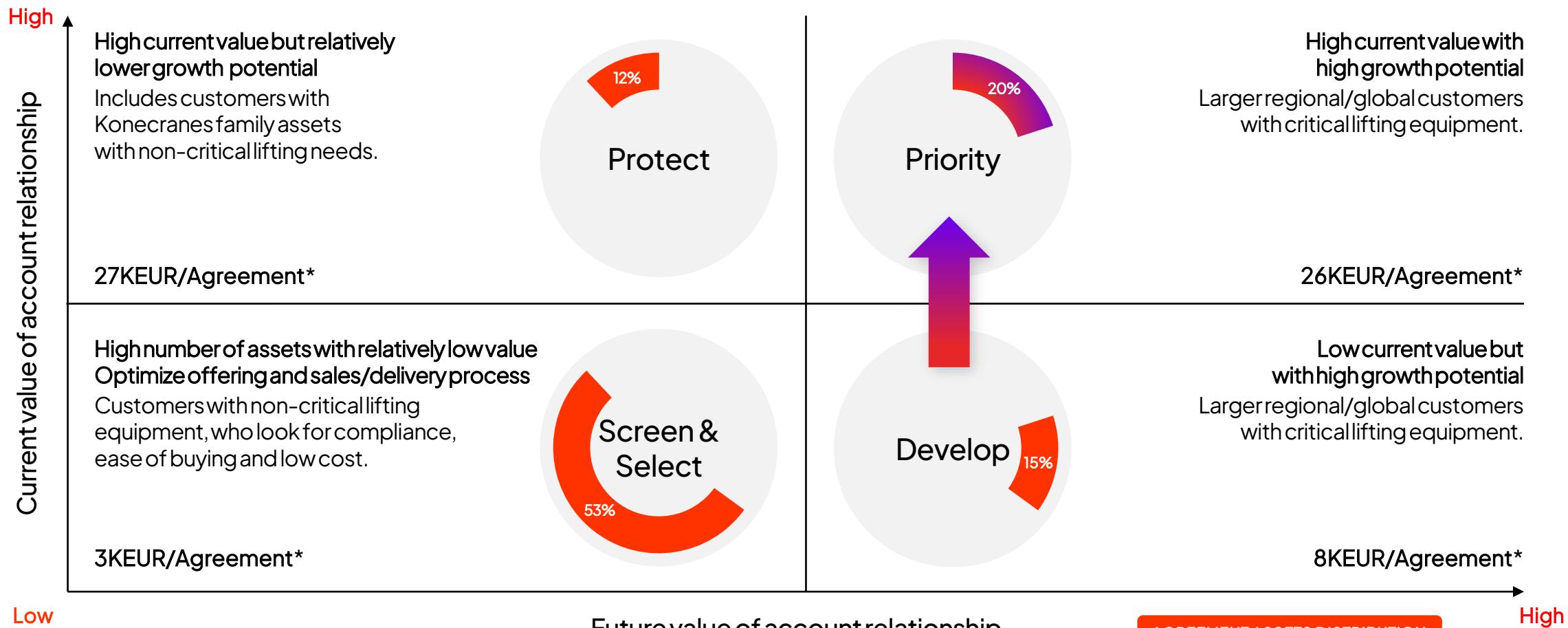
Growth rate based on comparable currencies

Our differentiated approach by customer segment enables our growth ambitions

	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	DIGITALECOYSTEM		
Simplification	Simplification		Differentiation
	<ul style="list-style-type: none"> • Streamlined consultation • Customer self-service • Efficiency in sales and service delivery • Cost competitive offering 		<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

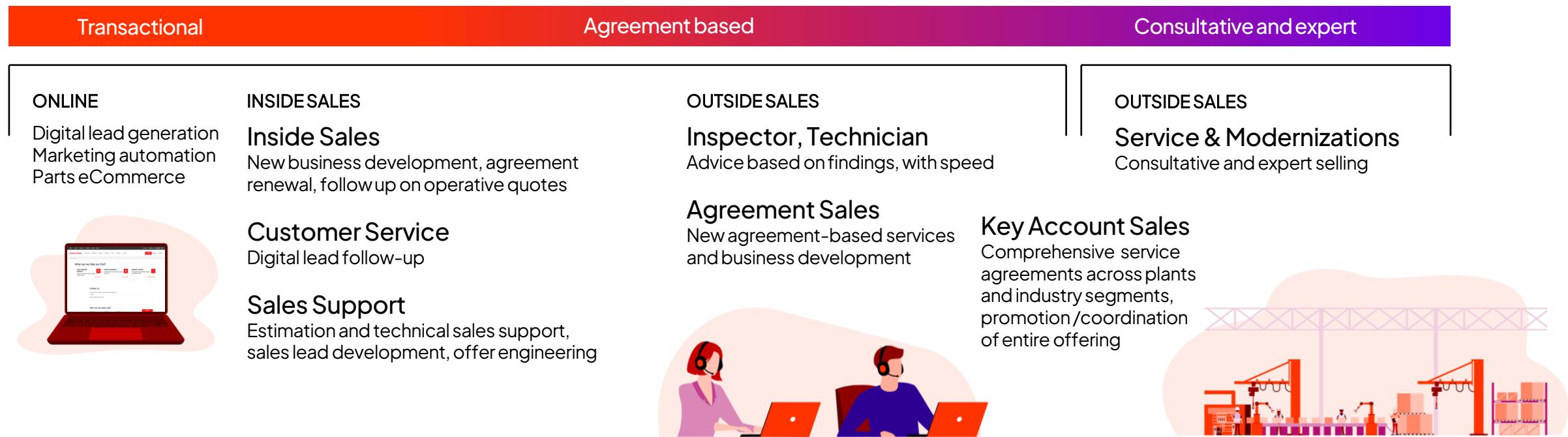
Plenty of available growth opportunities by developing our current customers



*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

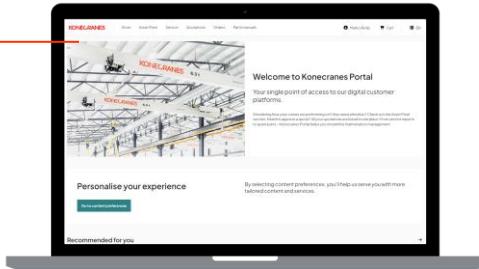


Sales and marketing tools that use data and AI support sales automation, covering processes from lead generation to lead qualification and quoting.

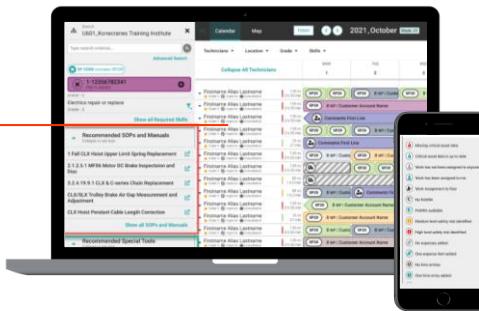
Customer experience

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

01 SEAMLESS
INTERACTIONS



02 SMART
TOOLS



03 OPTIMIZED
DELIVERIES



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.

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.

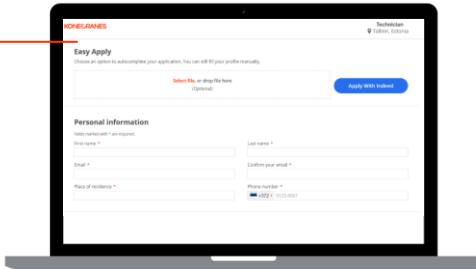
Next gen parts supply

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

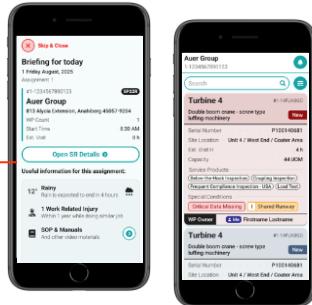
Operational excellence

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

01 IMPROVED CANDIDATE EXPERIENCE



02 IMPROVED USER INTERFACE



03 GUIDED PROBLEM-SOLVING



Tech recruitment

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

Mobility tools update

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

Service technician AI assistance

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

AI will bring a new wave of productivity improvements

Sample of the AI developments implemented and to be deployed



Sales & lead generation

Predictive Maintenance Engine

Life Cycle Engine

AI assisted Agreement renewal

AI assisted labor and travel hours estimator

Live

Prototype live

Prototype live

2026

54%

Live 91.45%

Live June 2025

Prototype live

2026

2026



Business support processes

AI and RPA assisted asset data enrichment

AI assistance for FSM/CRM users

Live

Live June 2025

Live



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

Live 91.45%

Live June 2025

Prototype live

2026

2026



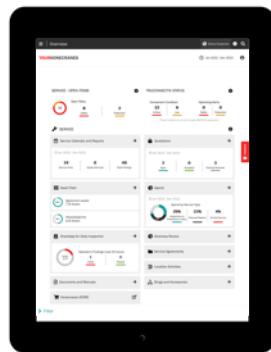
Voice of Customer

AI assisted VoC

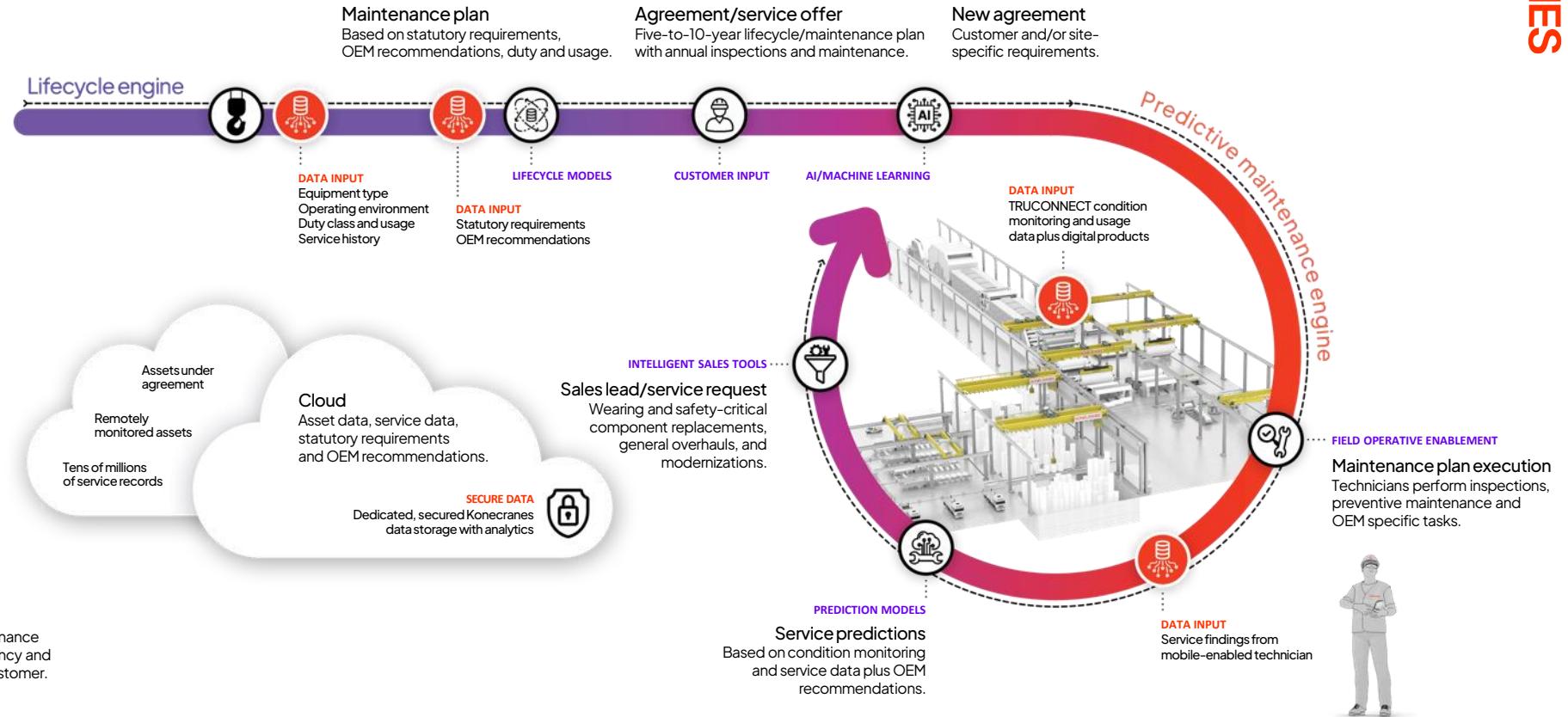
Live

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.

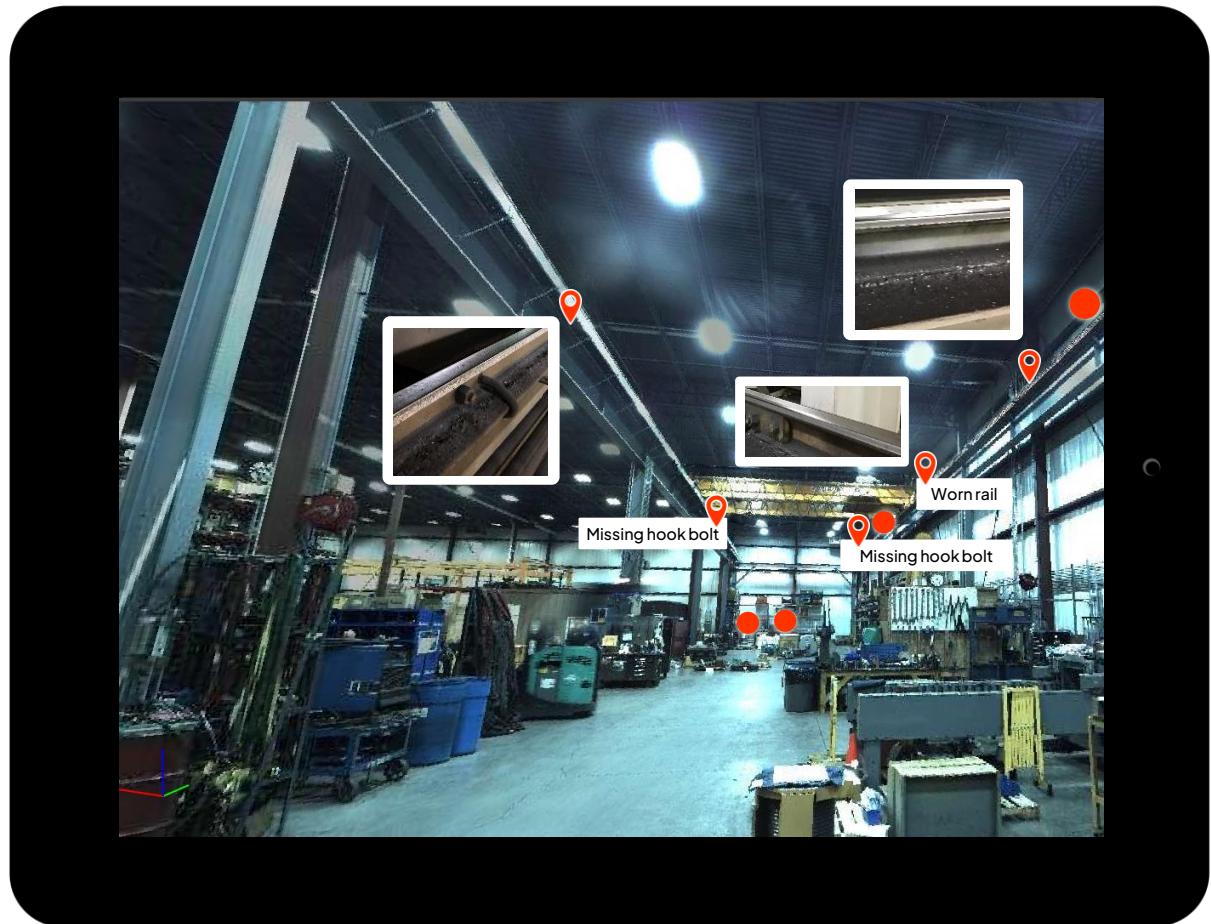
→ **Proactive agreement enhancement:** Systematically identifies opportunities to refine and expand existing service agreements.

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

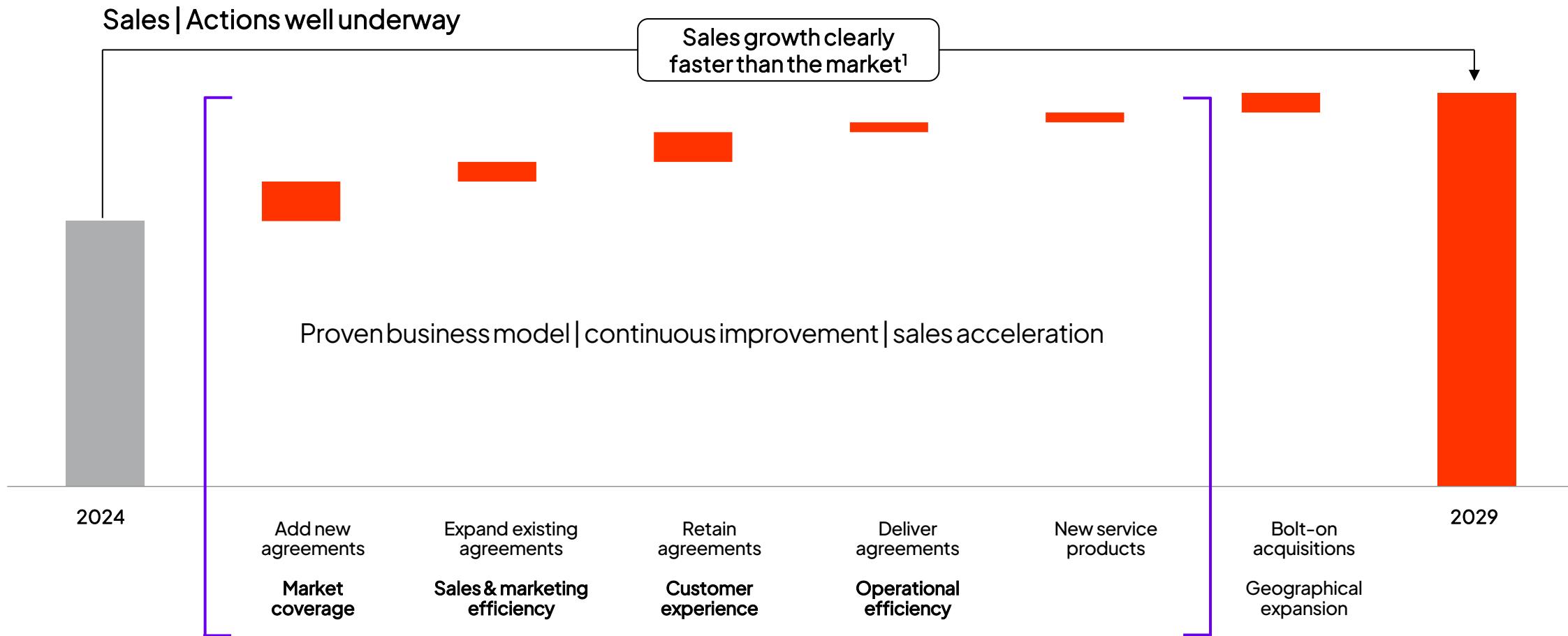
RailQ 3D: AI assisted crane runway assessment

Reduced reporting times and improved accuracy

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



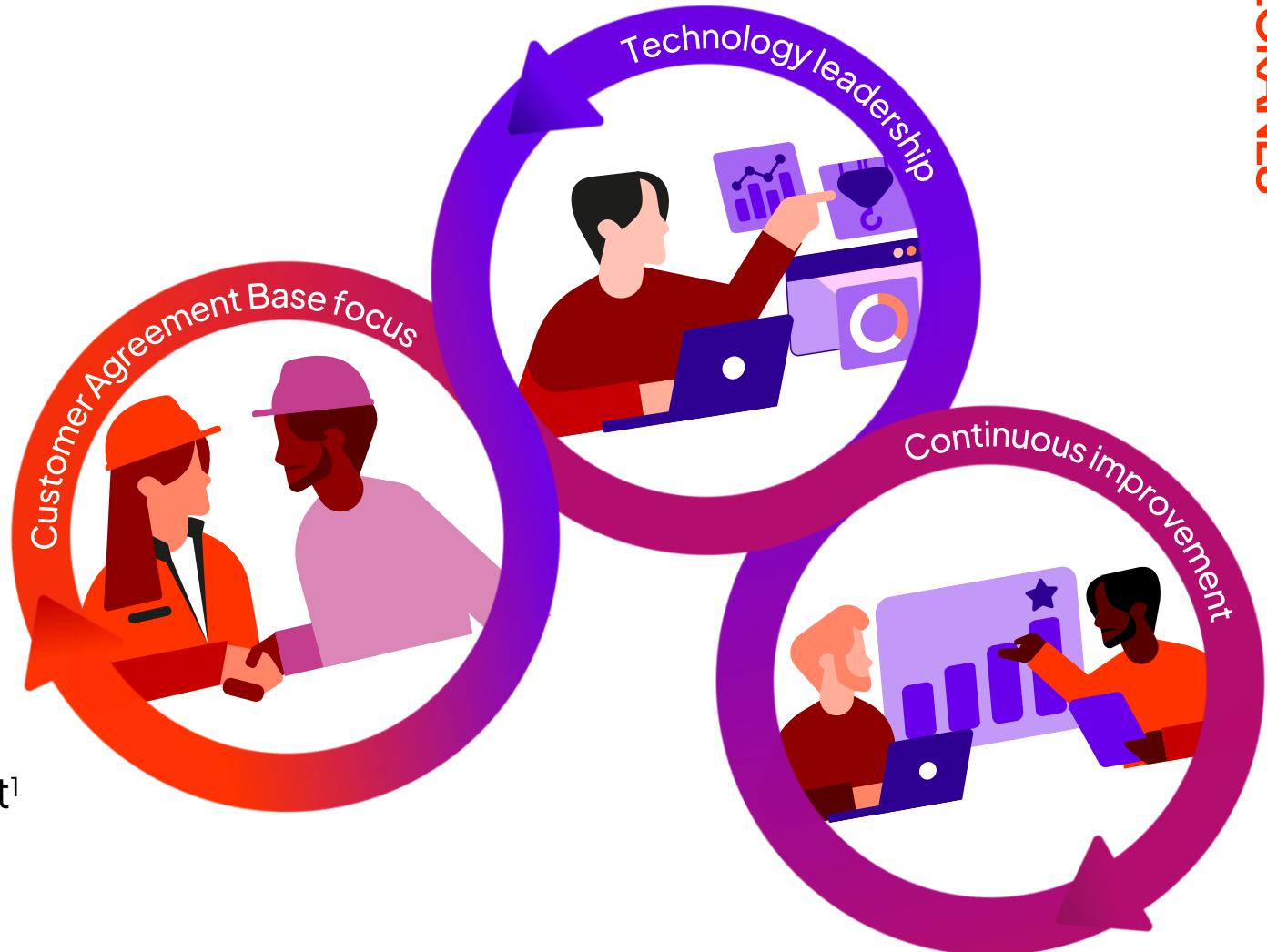
Service growth plan



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



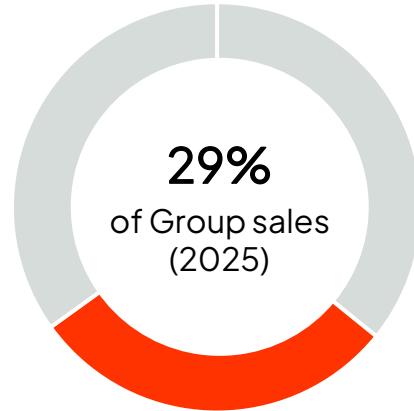
¹Nominal world GDP growth, IMF World Economic Outlook

²As 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



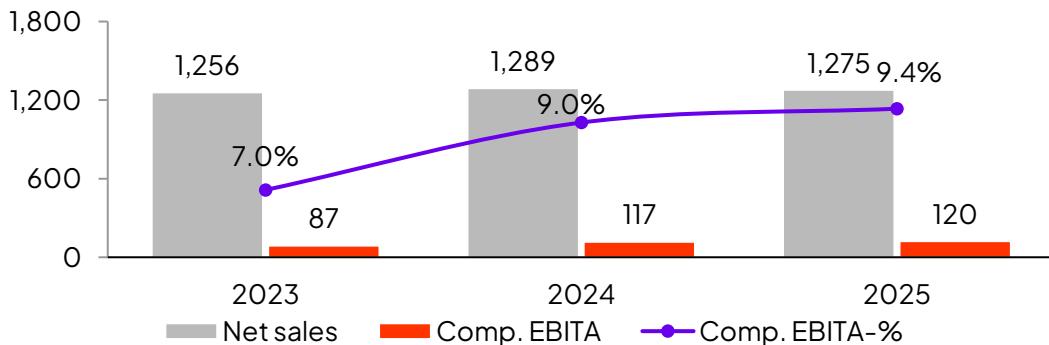
5,131
employees (end of Q4 2025)
1,275.3
net sales, EUR million (2025)

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

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

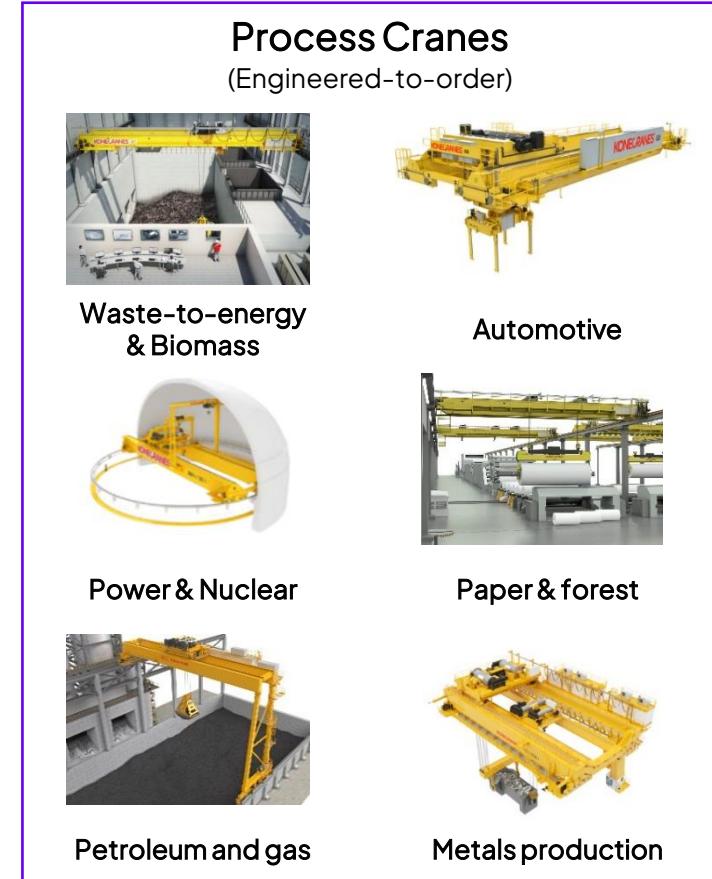
Key financials, EUR million, % of net sales



Orders received and order book, EUR million⁽¹⁾



Industrial Equipment offering – leading provider of industrial cranes



Global leader in sustainable lifting solutions

Covering a full range of industrial applications

Dual channels to market

Indirect distribution

DEMAG

donati

R&M
MATERIALS HANDLING

SWF
KRANTECHNIK

VERLINDE
LIFTING EQUIPMENT

65%
Indirect

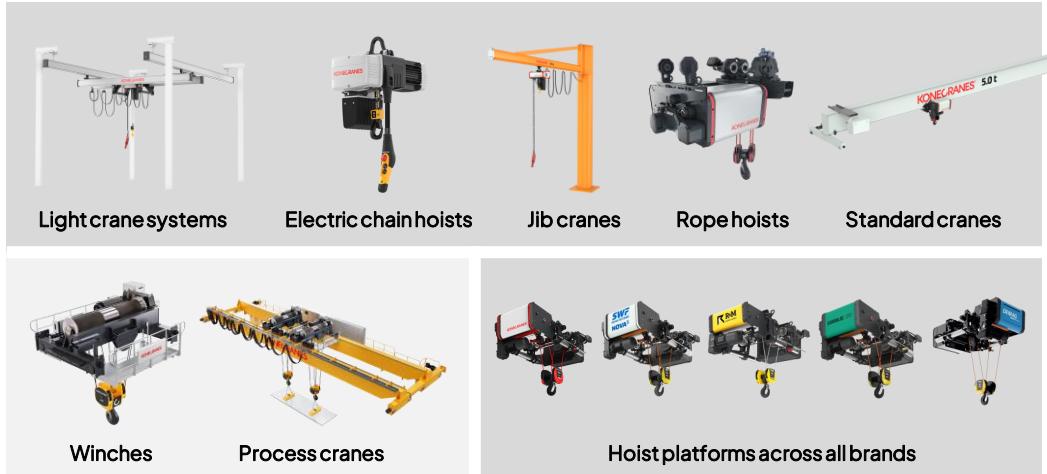
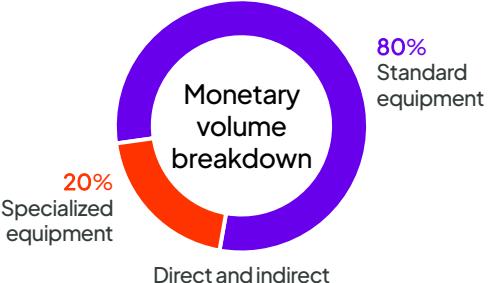


35%
Direct

Direct to end users

KONECRANES

Efficient, comprehensive offering with economies of scale



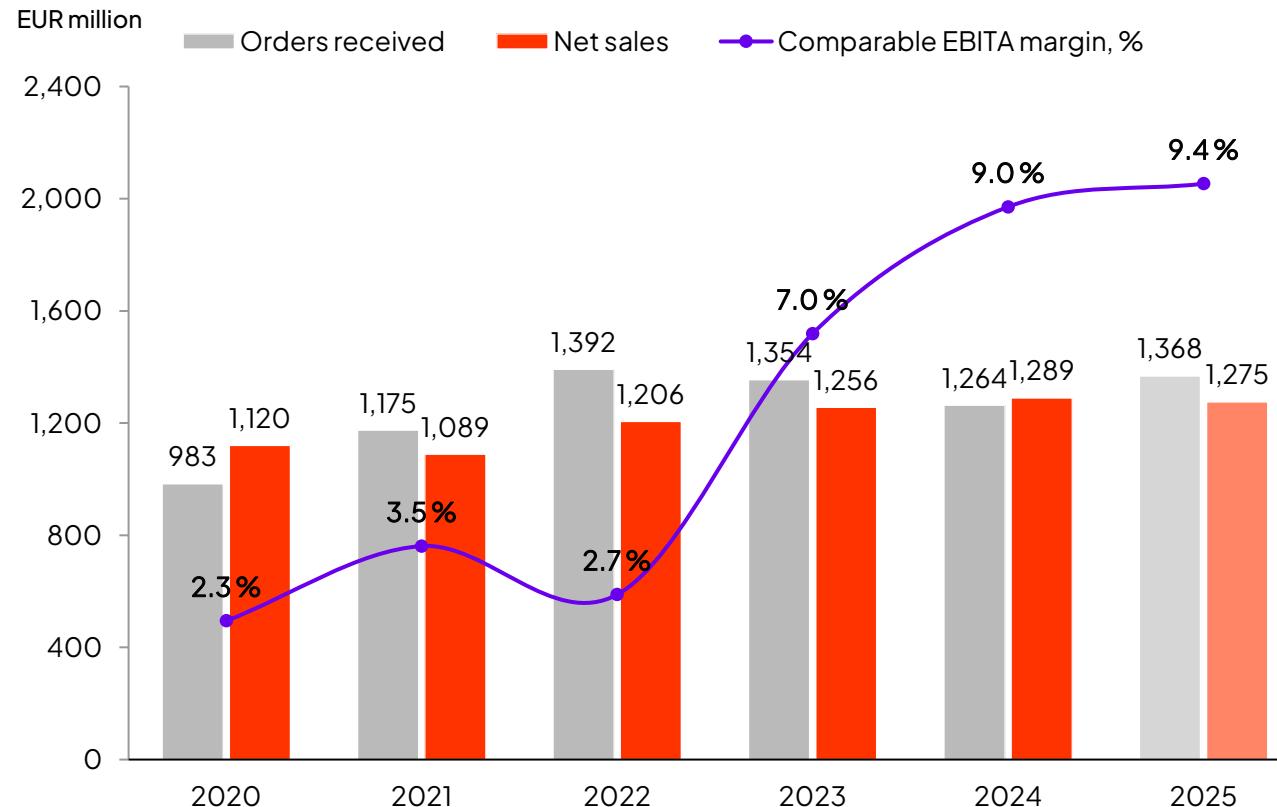
Lifecycle offering



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

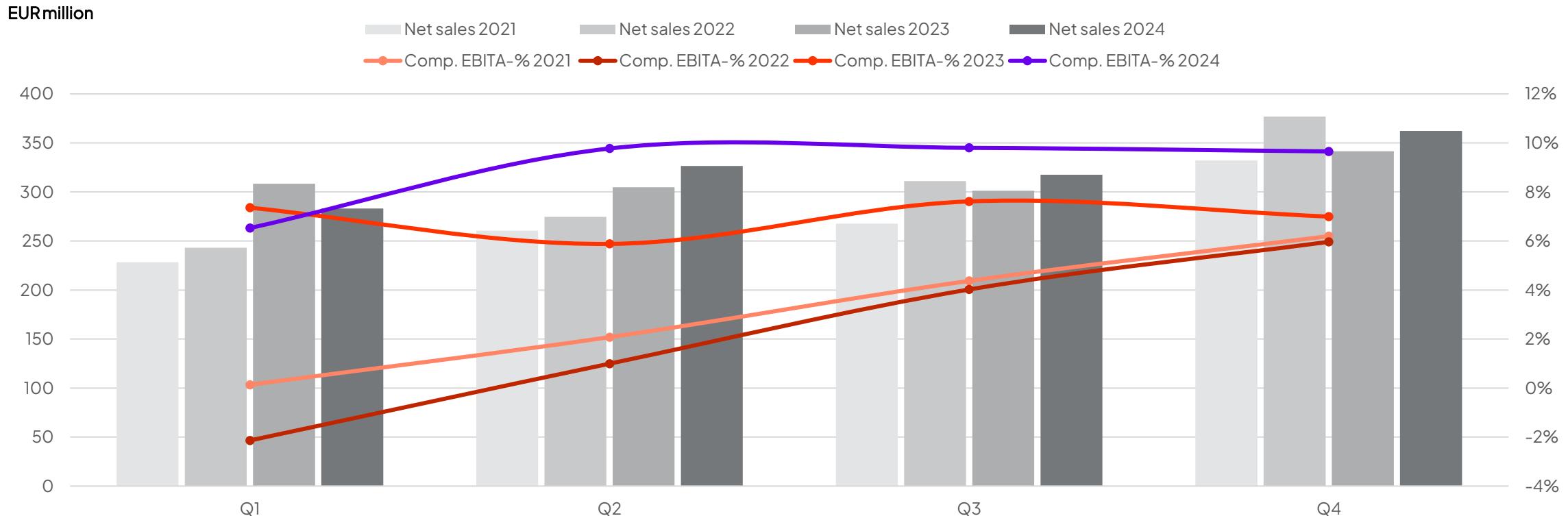
- Simplified go-to-market model
- Streamlined wire rope hoist product portfolio
- Successful pricing strategy
- Rigorous product cost management
- Solid project execution

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

KONECRANES



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

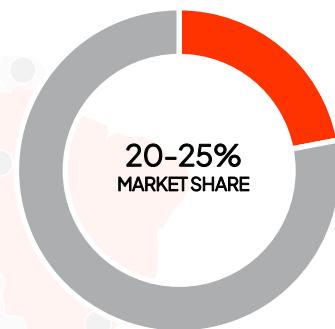
Focused on increasing market share in established markets and selectively in existing white spots

Industrial Equipment market

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



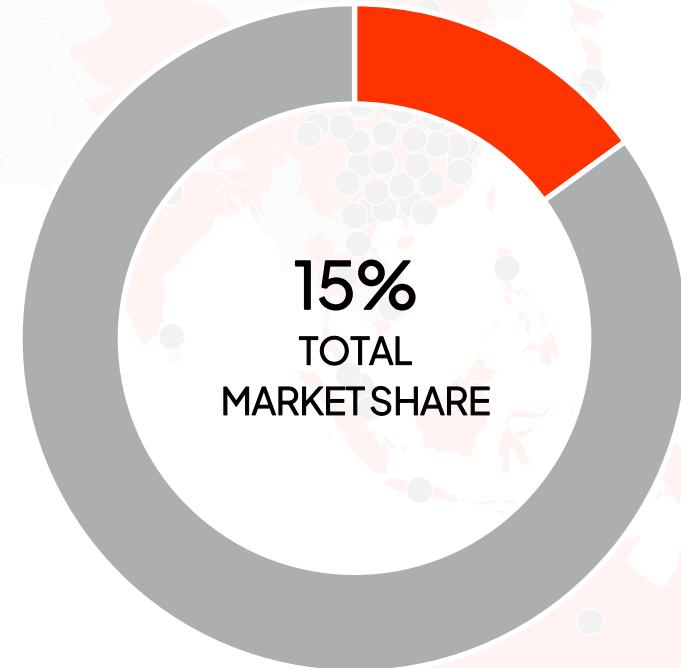
Market size: ~3B€
Light lifting equipment



Market size: ~5B€
Standard cranes/
rope hoists¹



Market size: ~3B€
Process cranes

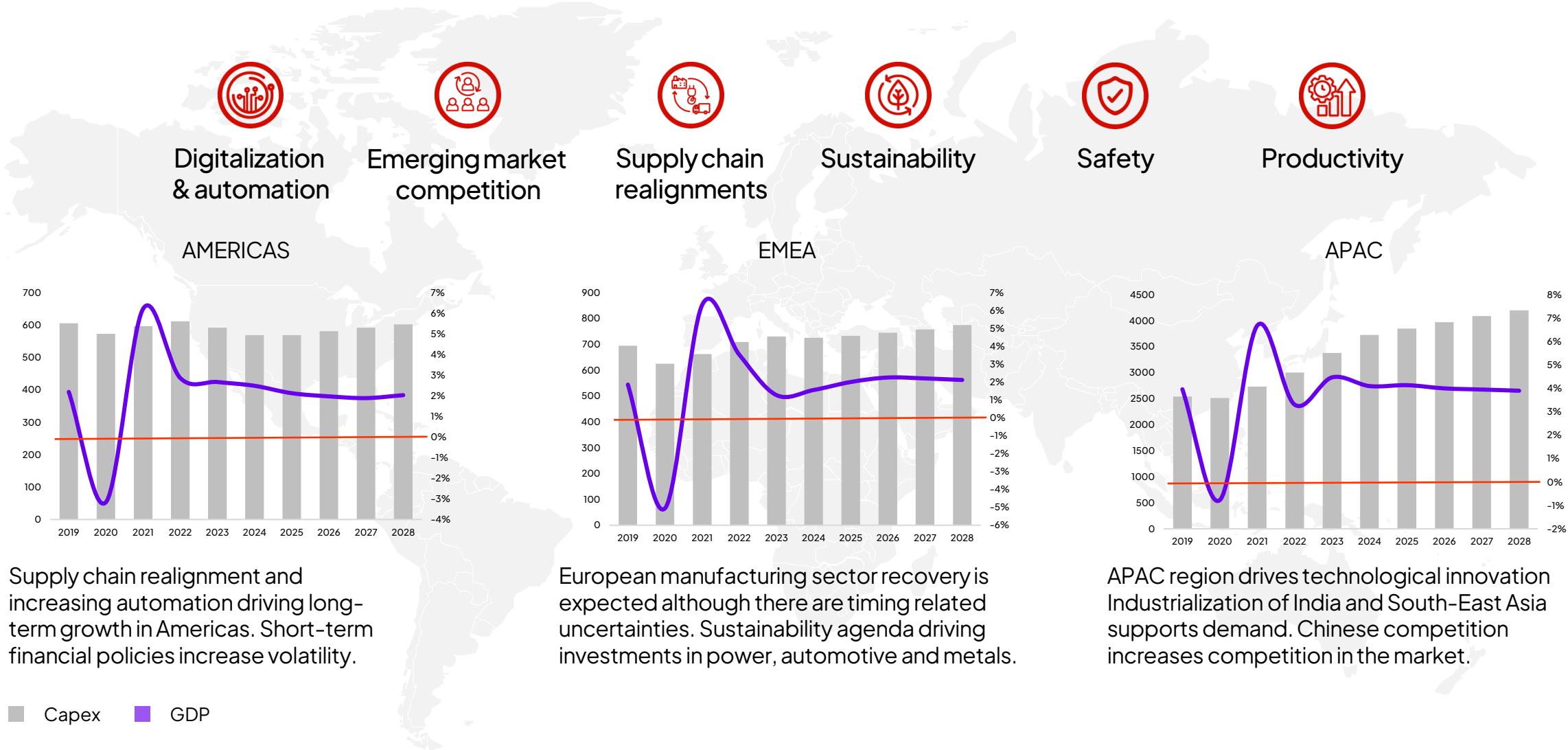


Total market size: ~10B€

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.

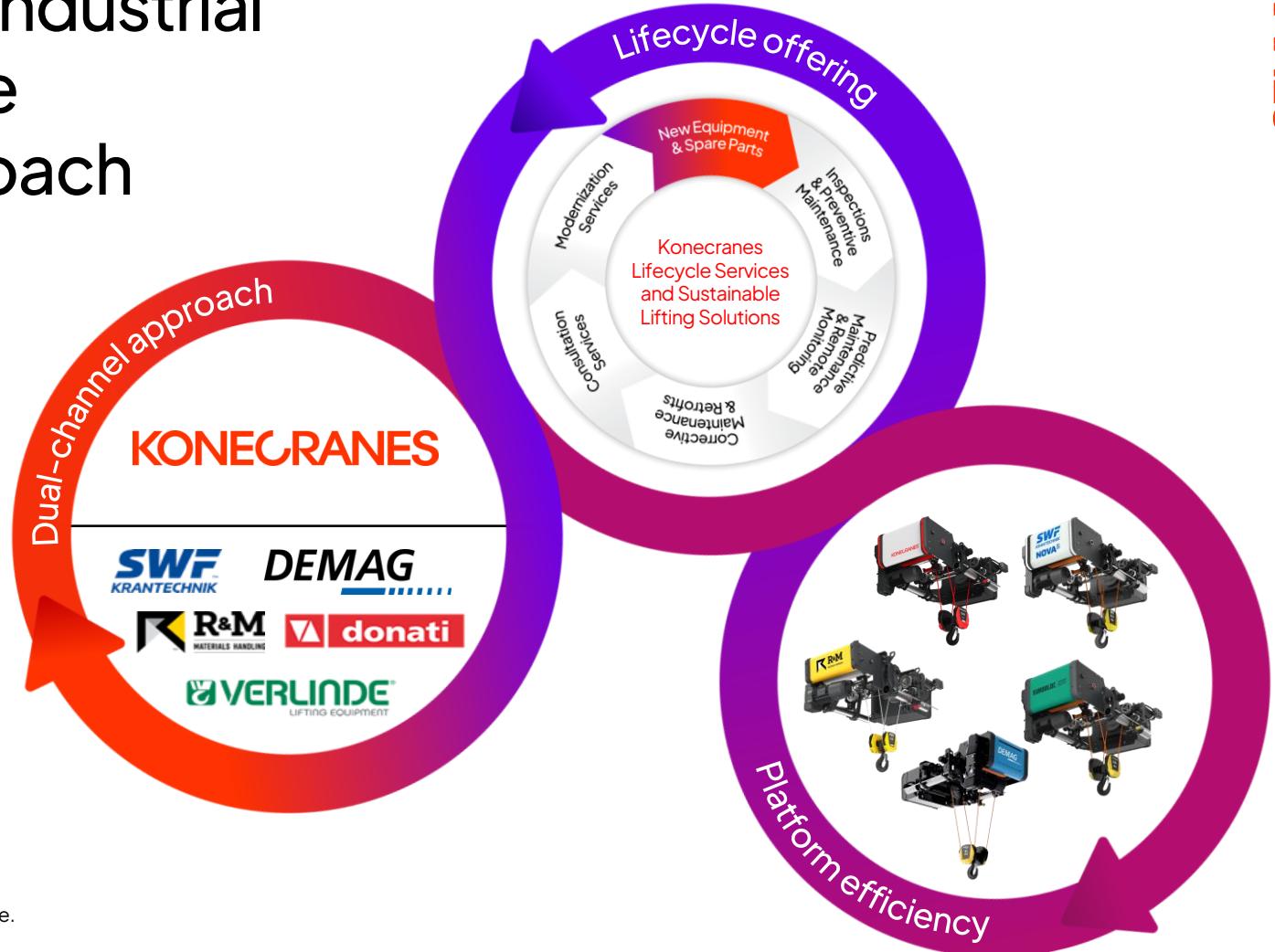
2025 market outlook remains stable while volatility between regions and industries increases



Our Ambition

Continuously outperform industrial lifting companies and drive sustainable lifecycle approach

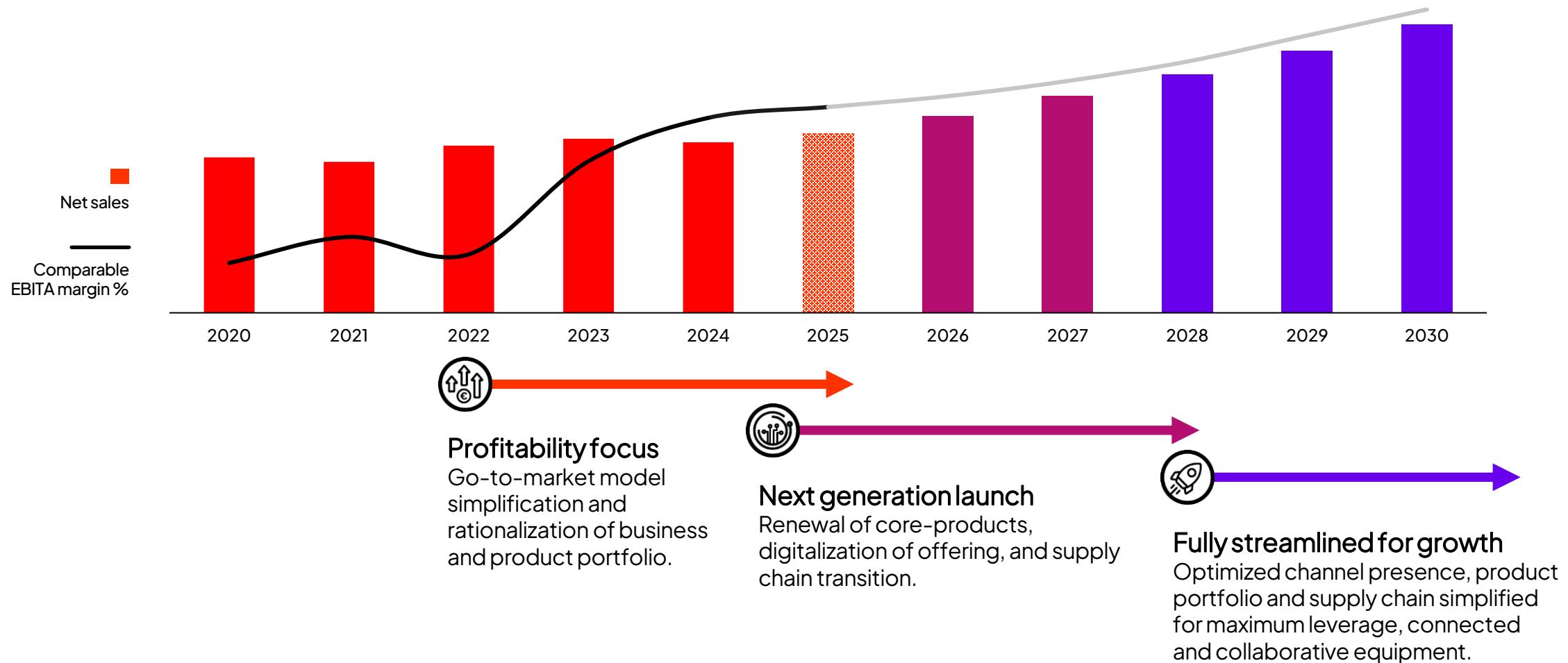
Sales growth in line with the market¹
Comparable EBITA margin of 8-11%²



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



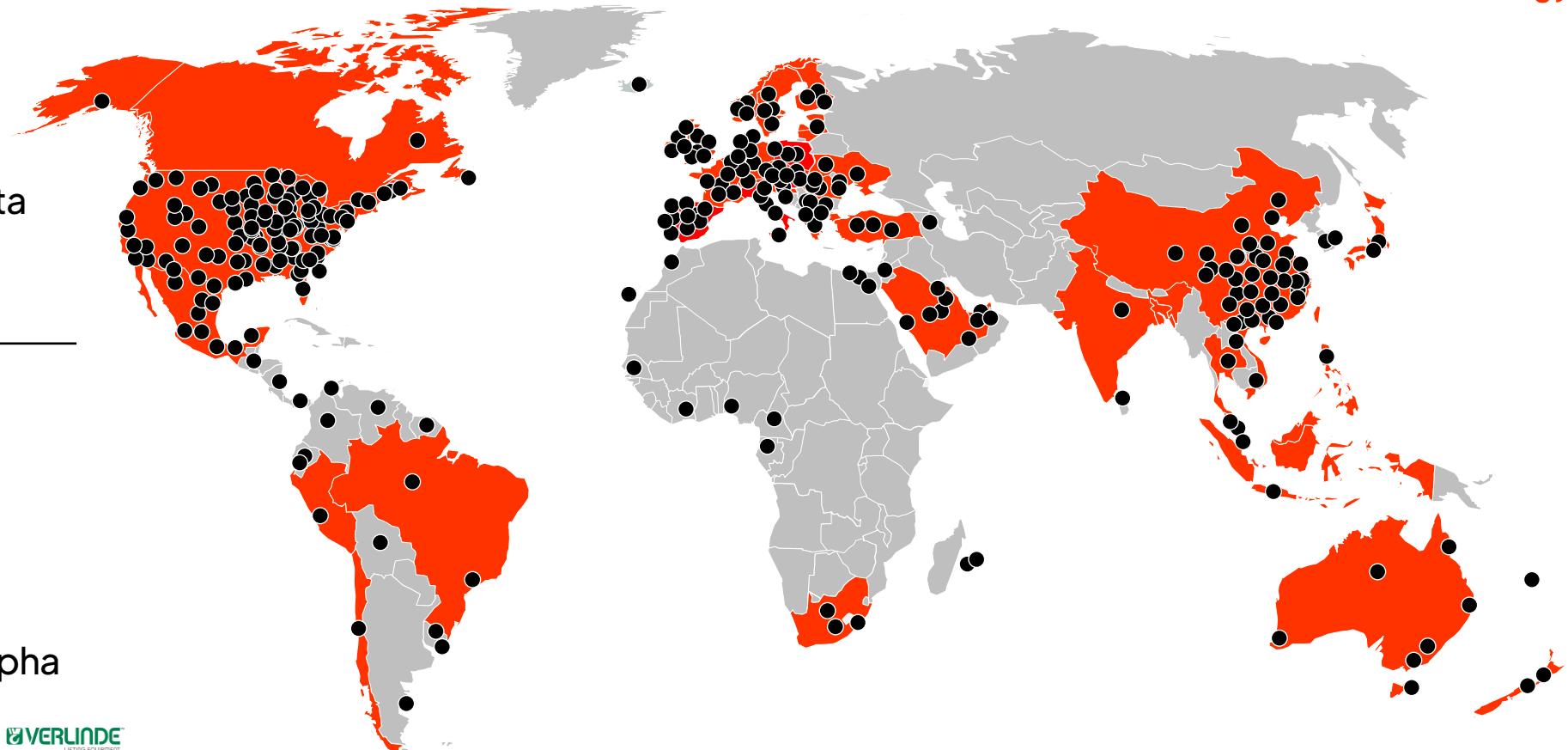


Go-to-market model streamlined

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

End users
↑
End user channel > Beta
KONECRANES

End users
↑
Crane builders, distributors,
component integrators
↑
Distribution channel > Alpha



■ End user channel country
● Distributors



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



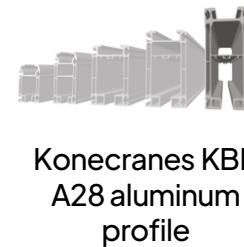
Konecranes
X-series
crane



Konecranes
S-series low
headroom hoist



Konecranes
D-series electric
chain hoist



Konecranes KBK
A28 aluminum
profile



Konecranes KBK
free-standing
structure



5t
belt hoist



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

2024

2025

EMEA



APAC



LATIN
AMERICA



US/CA



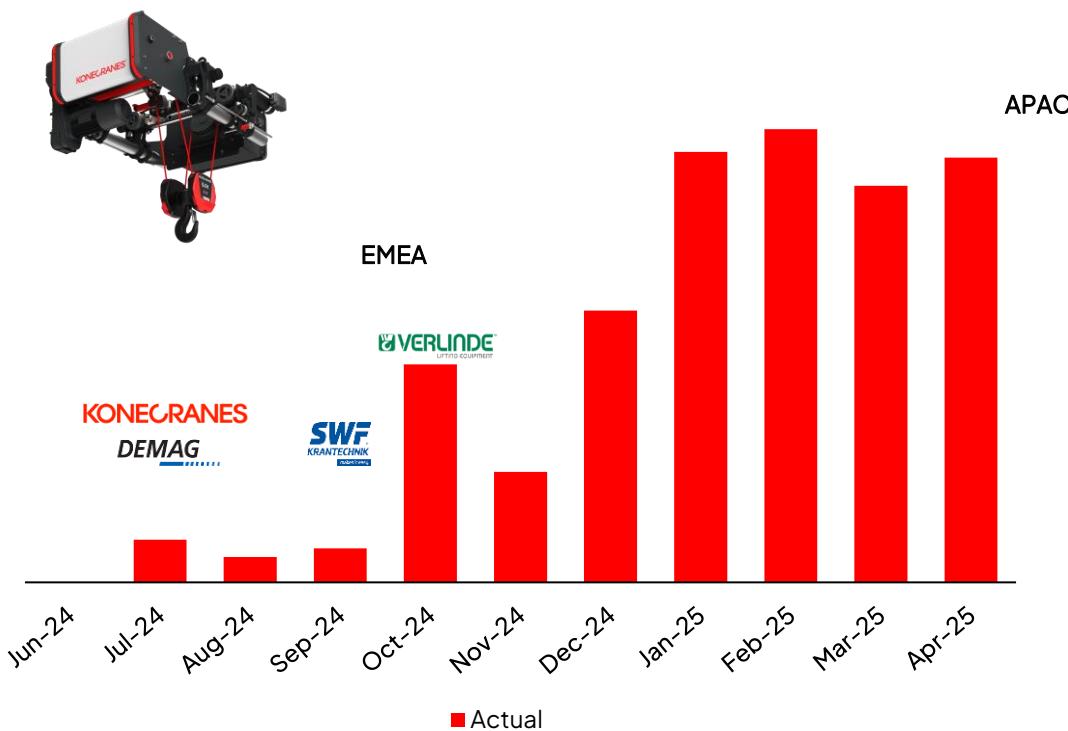


New rope and chain hoists launched in 2024

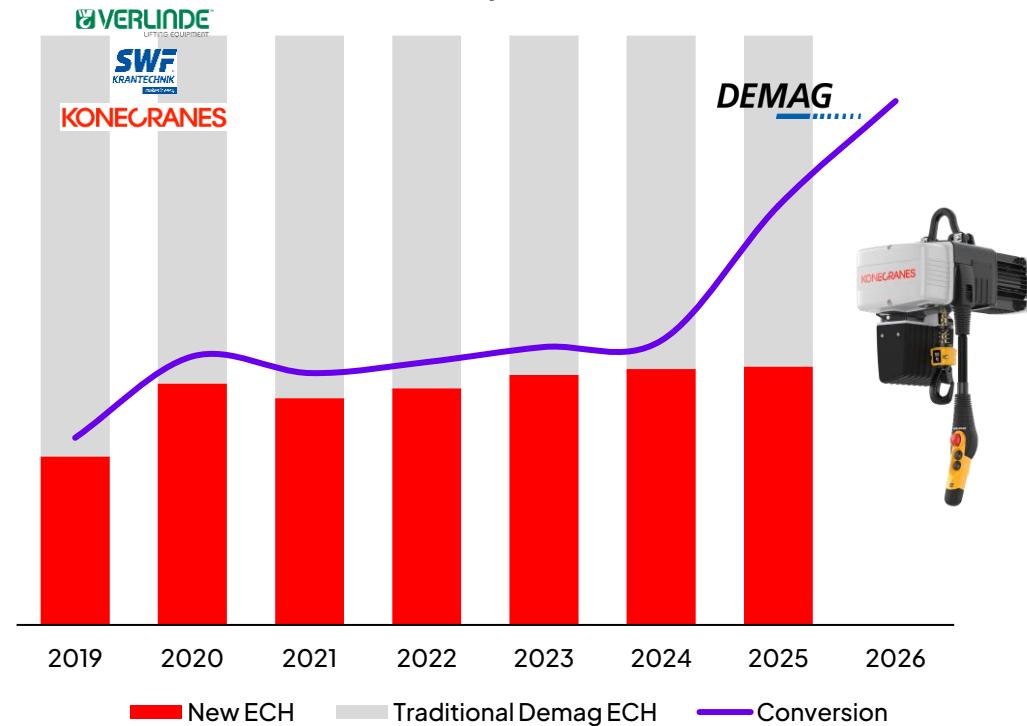
Channel expansion proceeds during 2025

KONECRANES

Rope hoist product launch



Chain hoist product launch



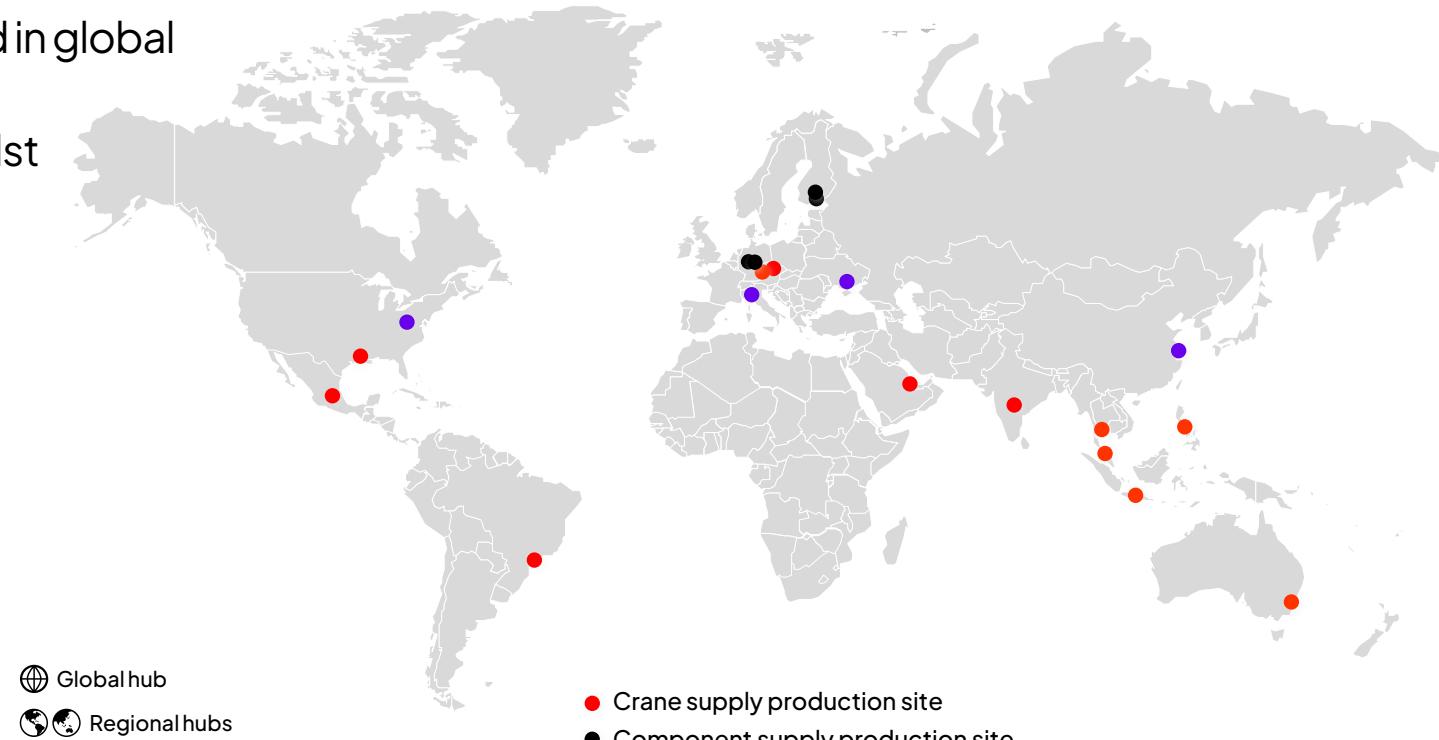
Introducing new products in the lifting industry is a multiyear program to complete the entire range



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	1
	Wire rope hoists	1	
	Light lifting equipment	1	



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.

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

02 REAL-TIME WORK AREA MONITORING
Dynamic risk mitigation.

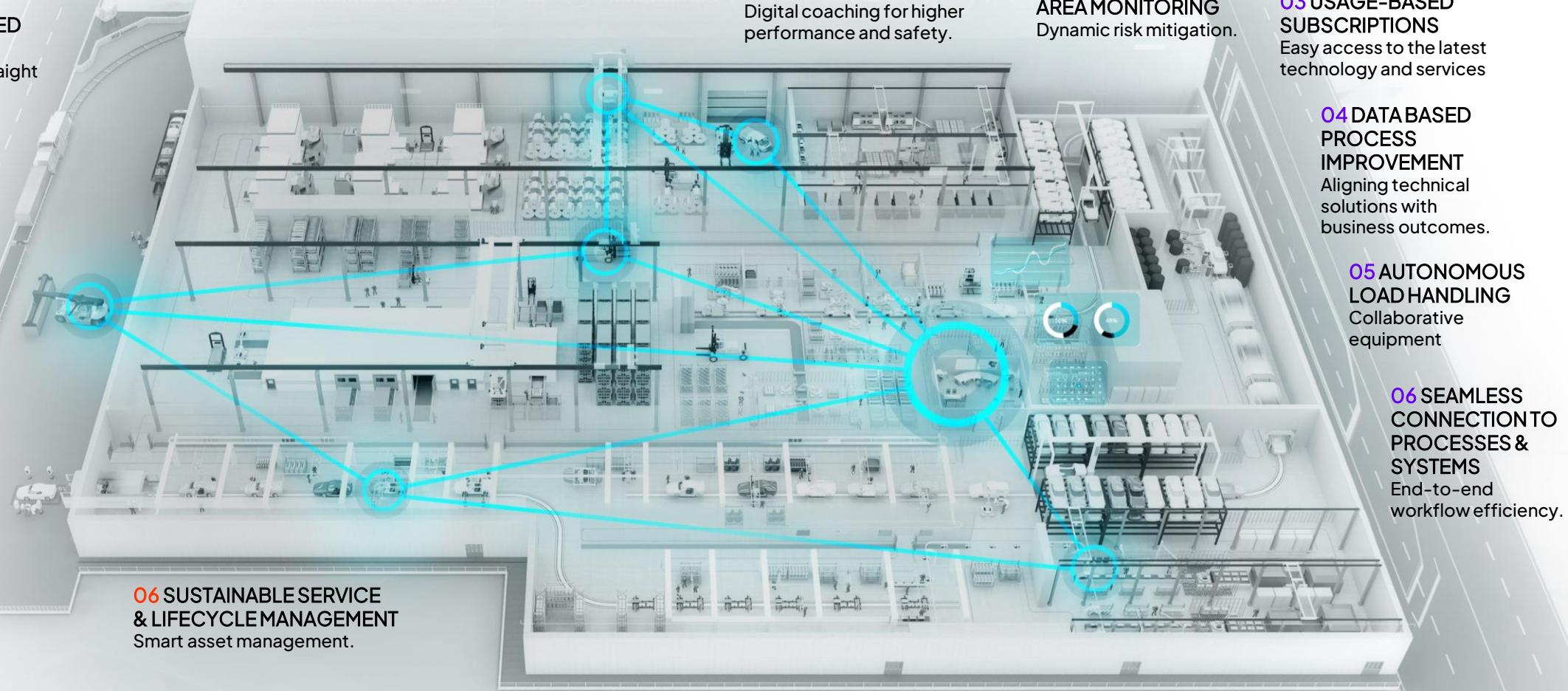
03 USAGE-BASED SUBSCRIPTIONS
Easy access to the latest technology and services

04 DATABASED PROCESS IMPROVEMENT
Aligning technical solutions with business outcomes.

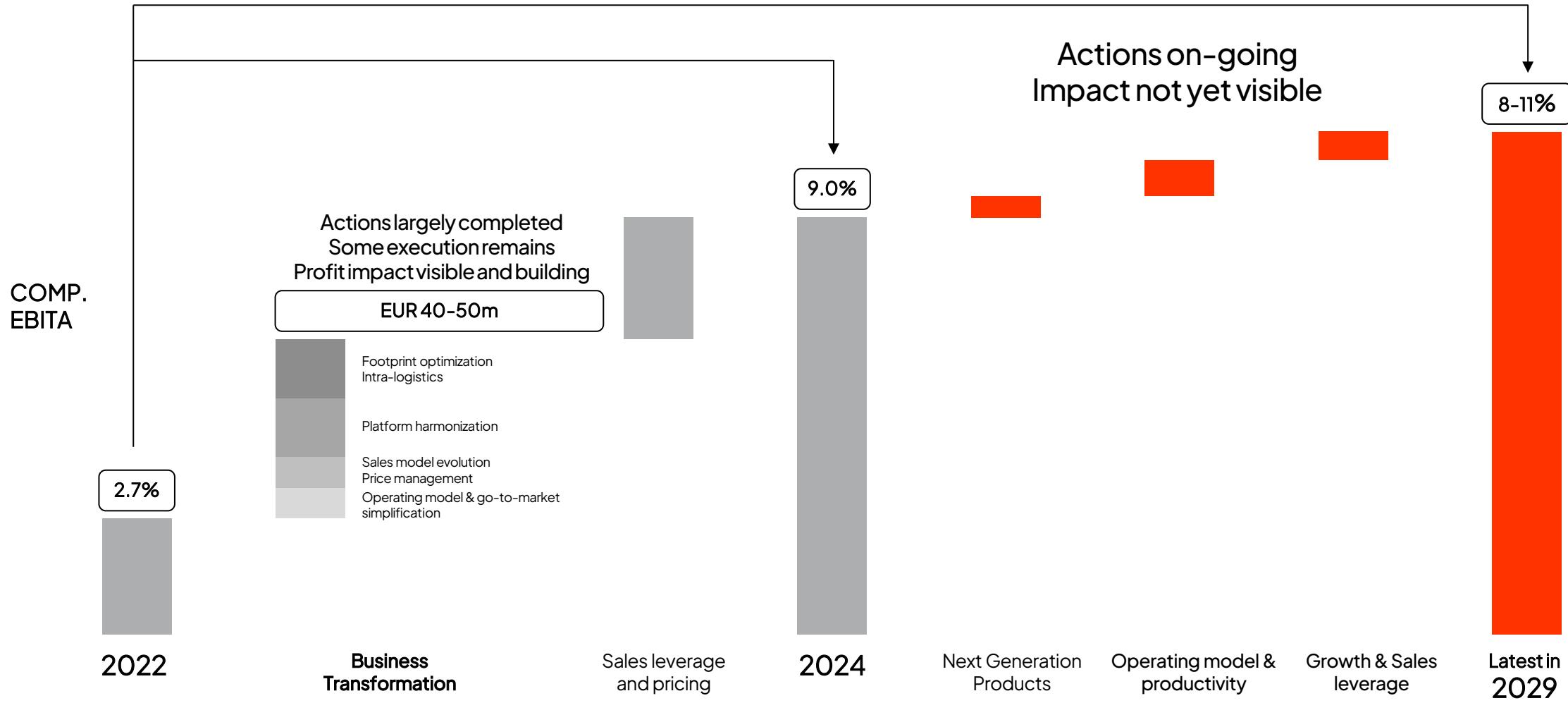
05 AUTONOMOUS LOAD HANDLING
Collaborative equipment

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

06 SUSTAINABLE SERVICE & LIFECYCLE MANAGEMENT
Smart asset management.



Equipment profitability improvement plan



Notes:¹ Assumes comparable currencies – not inflation adjusted.

Stay the course. Accelerate the pace.

Market coverage

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

Portfolio renewal

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

Supply chain resilience

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



Sales growth in line with the 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.

5. Business Area overviews

Port Solutions

GMA GGM Nerval

Scyllberg

ARMG 237 >

AGV 558 >

STS 12 >

HYUNDAI

520

5370

5601

5602

5603

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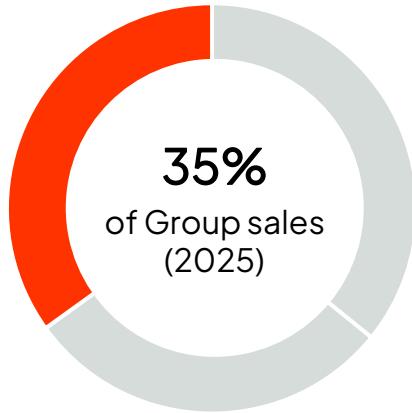
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Port Solutions in brief

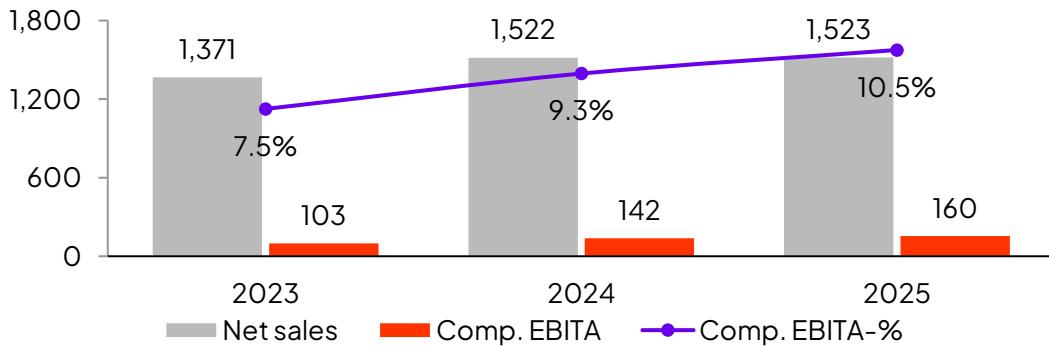


3,494
employees (end of Q4 2025)
1,523.4
net sales, EUR million (2025)
10.5%
comp. EBITA margin (2025)

- 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)

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

Key financials, EUR million, % of net sales



Orders received and order book, EUR million⁽¹⁾



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 Harbor Cranes (MHC)



Straddle Carriers (SC)

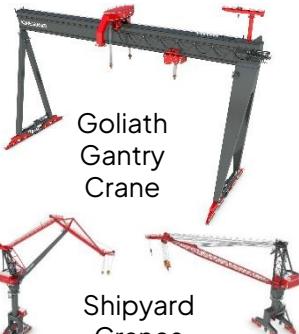


Sprinter Carriers (SPC, A-SPRINTER)



Rail Mounted & Rubber Tired Gantry Cranes (RMG, RTG)

Shipyard Cranes



Goliath Gantry Crane

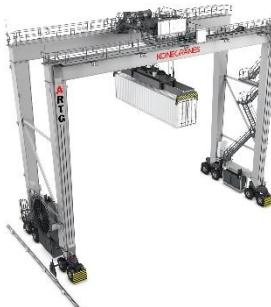
Shipyard Cranes

Software



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

Automated equipment



Automated RTG & RMG System (ARTG, ARMG/ASC)



AGVs & A-TTs



Straddle Carriers (SC)



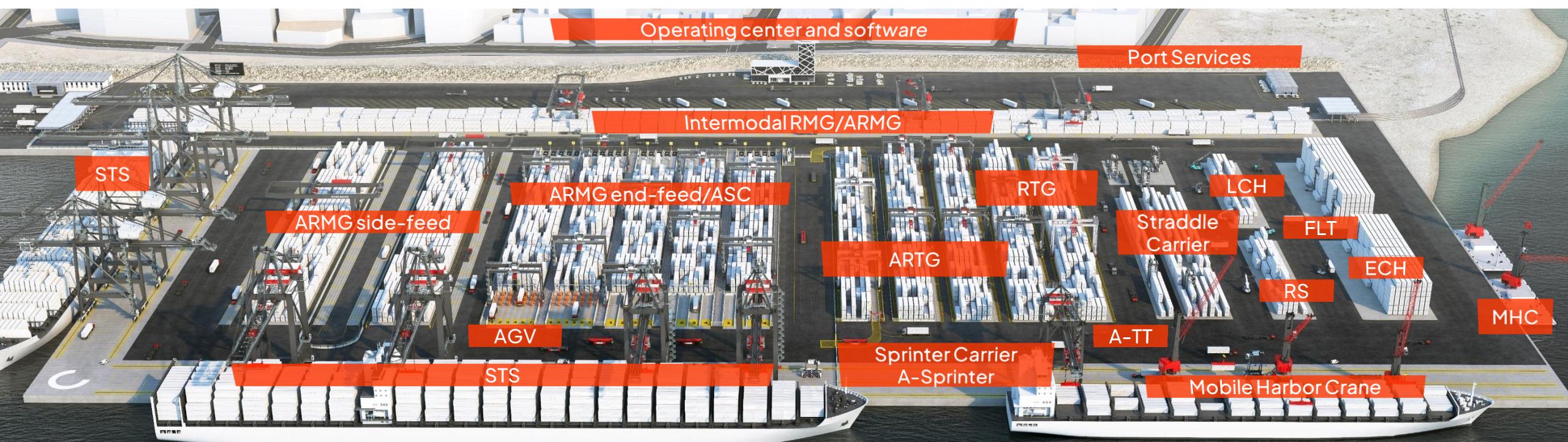
Sprinter Carriers (SPC, A-SPRINTER)



Rail Mounted & Rubber Tired Gantry Cranes (RMG, RTG)

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

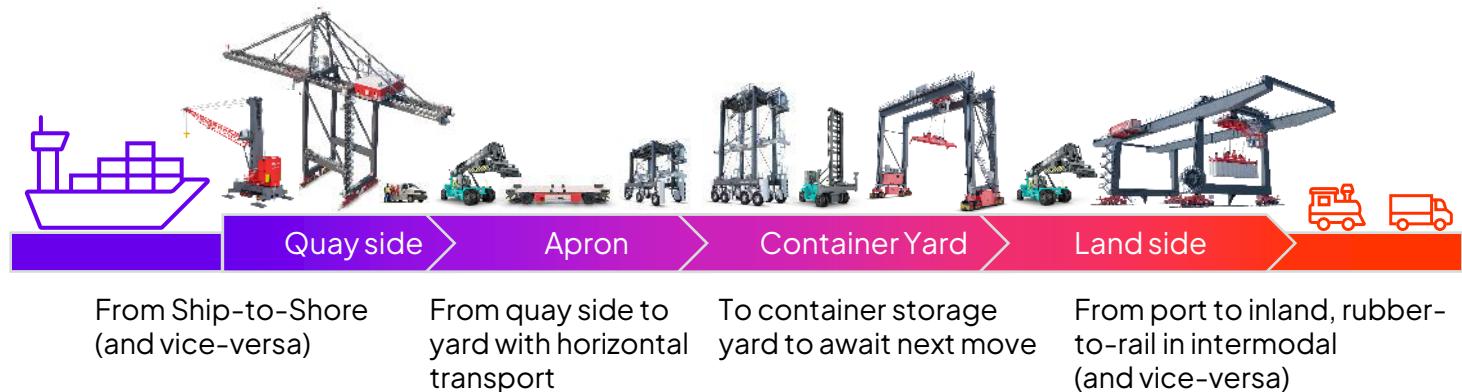
PS offering
video ►



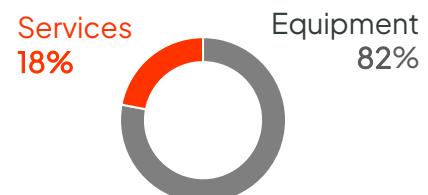
Western leader in cargo handling

- 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

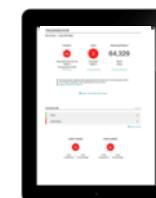


► Sales breakdown, 2024

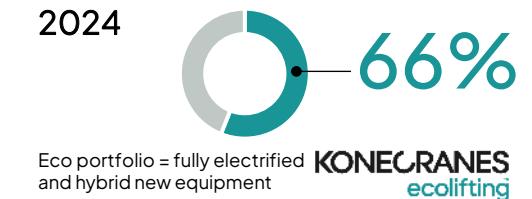


► Connected assets

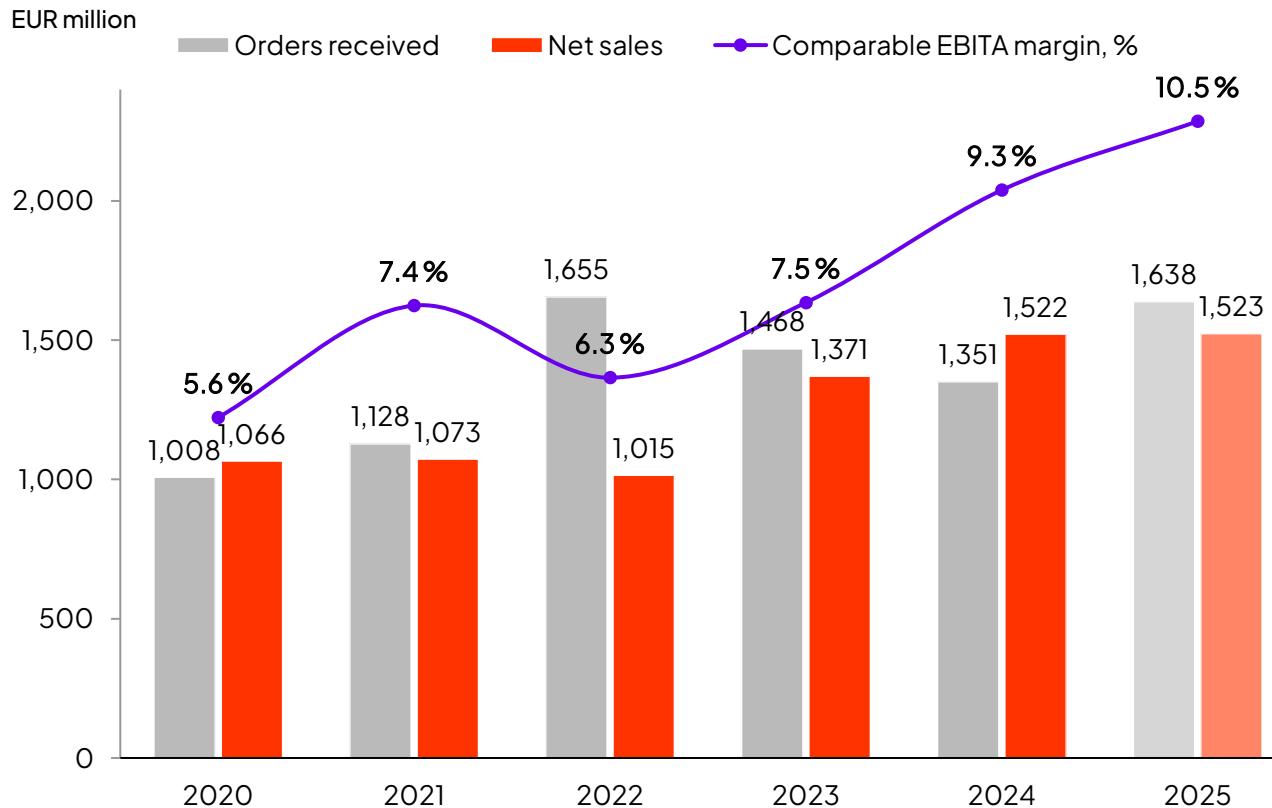
> 4,700
TRUCONNECT
connections



► 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

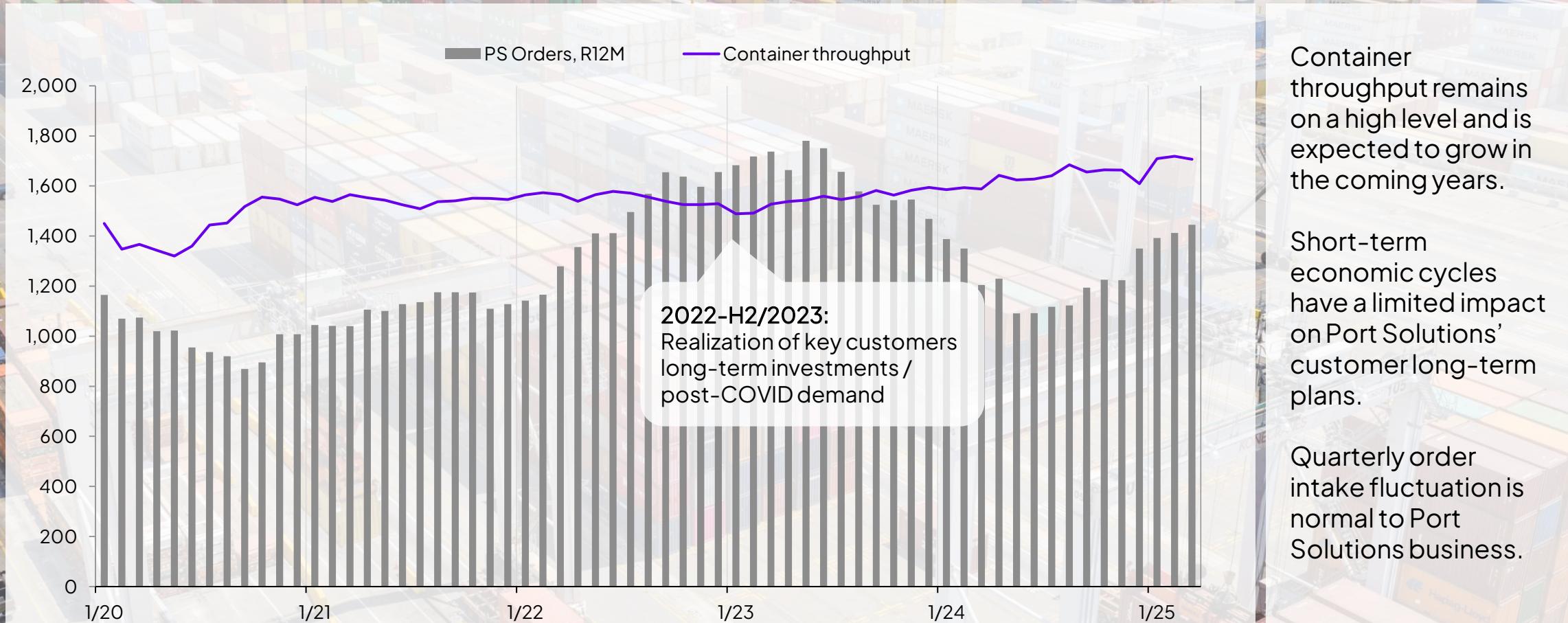
Service demand outpaces equipment growth



GEOPOLITICS

present us with both opportunities and threats

Container volume drives Port Solutions' long-term demand



Source: RWI/ISL

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

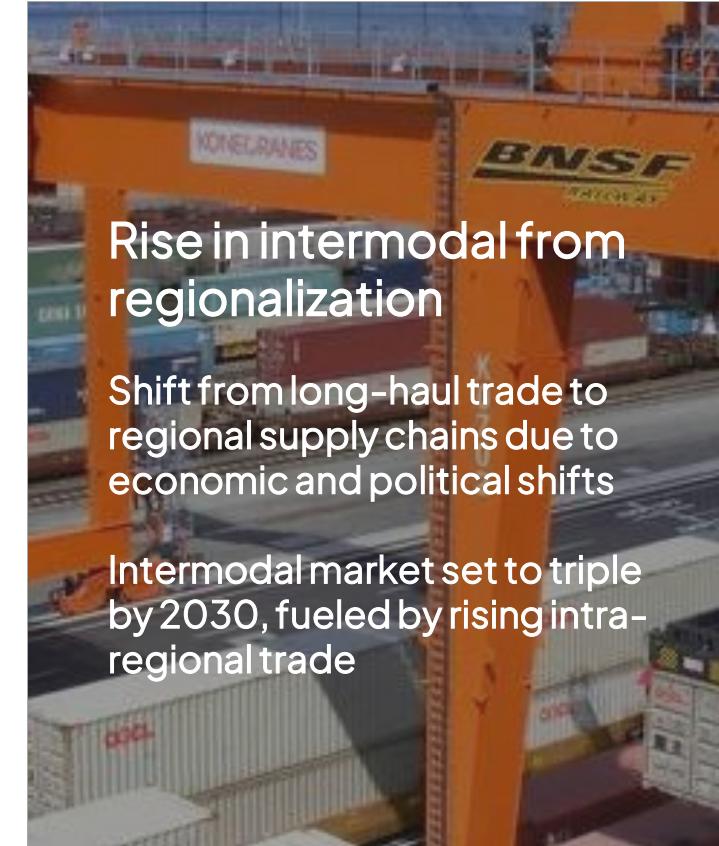
Greater emphasis on pro-US policies (e.g., industrial reshoring)



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

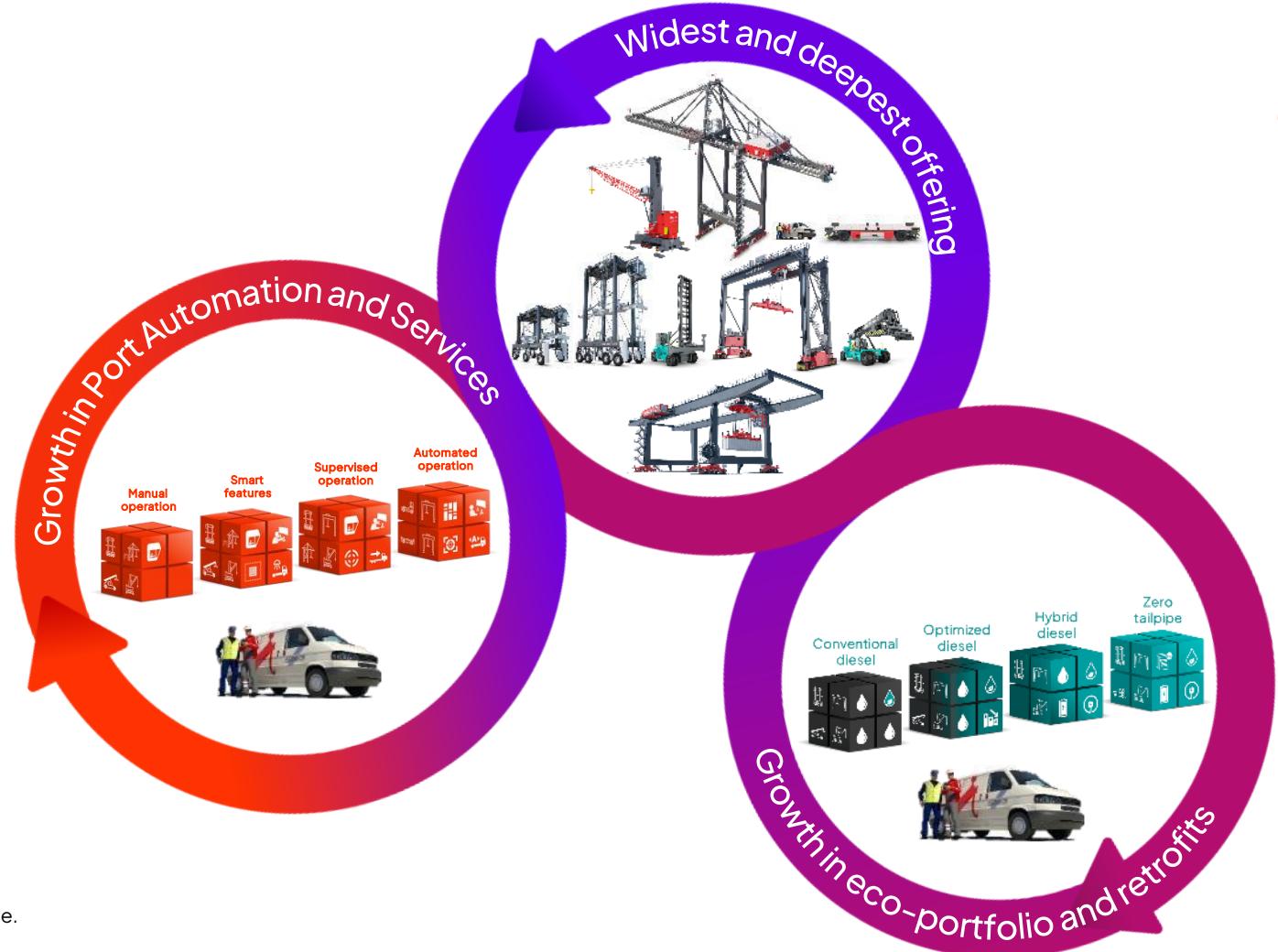
Intermodal market set to triple by 2030, fueled by rising intra-regional trade

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

²As 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 (3rd party conversions: London and Cartagena)	On track with electrification with product launches

¹Total market including in-house²Yard cranes: ASC and RTG combined³Container 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	Establishing ARTG in Europe	Full ASC brownfield solution	Extending the benchmark	First beam-design ASC site	First AGV site in the world	Establishing leadership	Complete yard automation	Increasing the lead	Establishing ARTG in Europe	Full ARTG brownfield solution	Second AGV site in the world	First Li-ion AGV site
 YILPORT HOLDING INC.	 YILPORT HOLDING INC.	 DP WORLD	 PORT OF FELIXSTOWE	 DP WORLD	 ect	 APM TERMINALS	 RWE	 APM TERMINALS	 YILPORT HOLDING INC.	 DCT GDANSK A Member of the PSA Group	 HHLA	 HHLA
Liscont, 6xARTG	Leixões, 6xARTG	London Gateway	London, 18+60 ASC (new+retrofit)	Felixstowe, 17xARTG (automated gantry)	Antwerp, 54xASC	Delta Terminal	Euromax Terminal	Rotterdam, 72xLift AGV	Gävle, 6xARTG	Gdansk, 10+15 ARTG (new+retrofit)	CTA Terminal	Hamburg, 25xAGV

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



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

Boosting
eCommerce &
digital channels

Expanding
geographic
footprint

Harnessing
data for
advanced
offering and
digital services

Extending
sustainability &
automation
retrofit offering

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

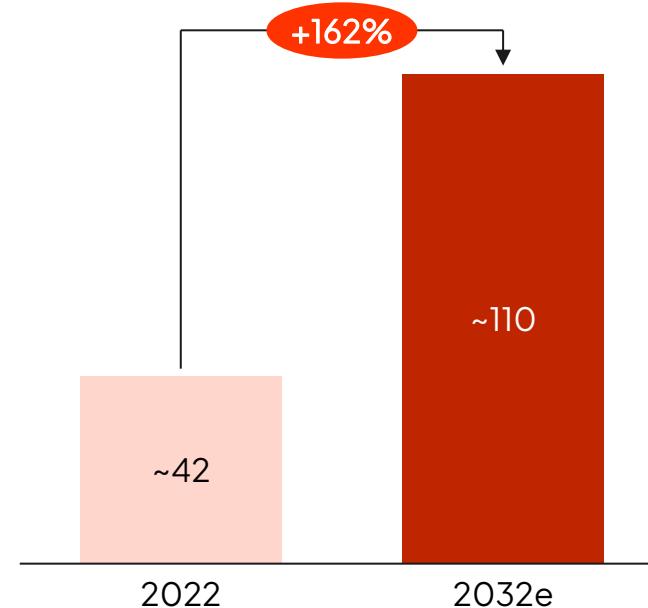


Port Services

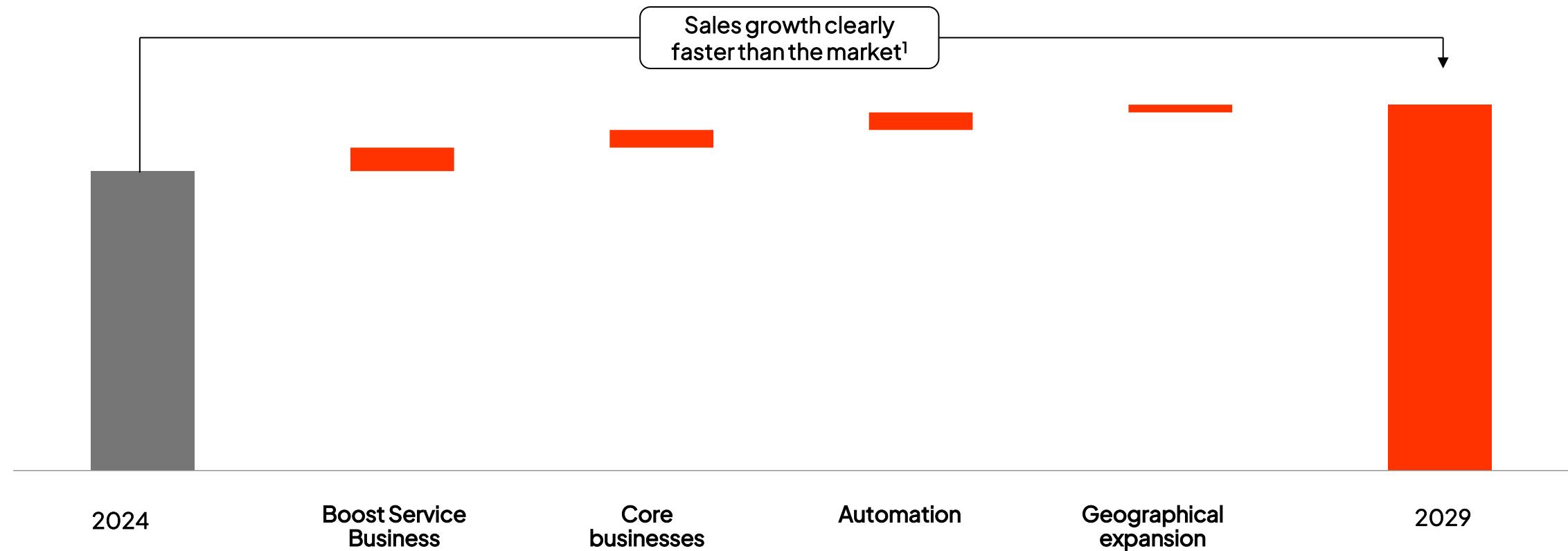


Global intermodal transport expected to grow 3x by 2030

Intermodal transport market value (\$B)



Port Solutions growth plan



Well-positioned to capture growth

Widest and deepest offering fits any customer

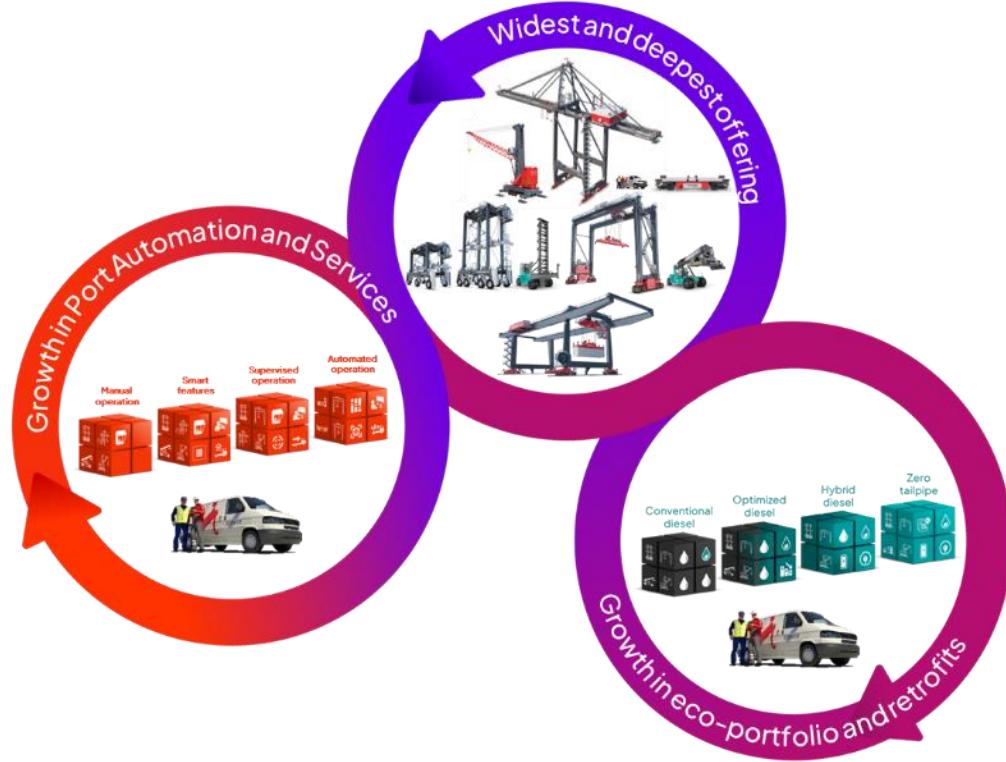
- Of any size: small, regional and global
- In any place
- At any stage of customer's developing needs

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.

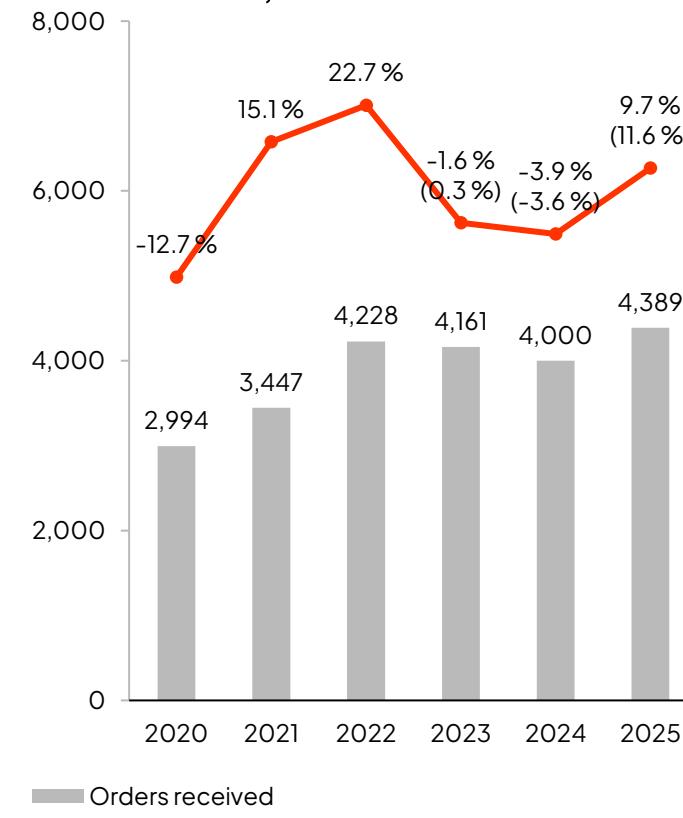
6. Appendix

Konecranes at a glance

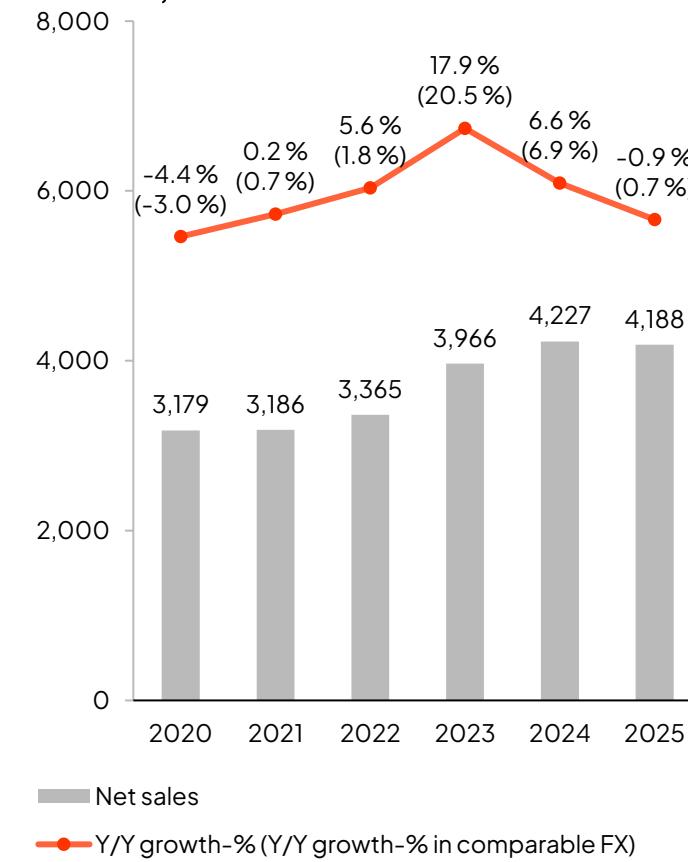
Key figures, 2025	Konecranes Group	Industrial Service	Industrial Equipment	Port Solutions	Eliminations / Group
Orders received	4,389.3 EUR million	1,561.1 EUR million	1,367.6 EUR million	1,637.8 EUR million	-177.3 EUR million
Order book	2,988.4 EUR million	404.8 EUR million	911.1 EUR million	1,672.5 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

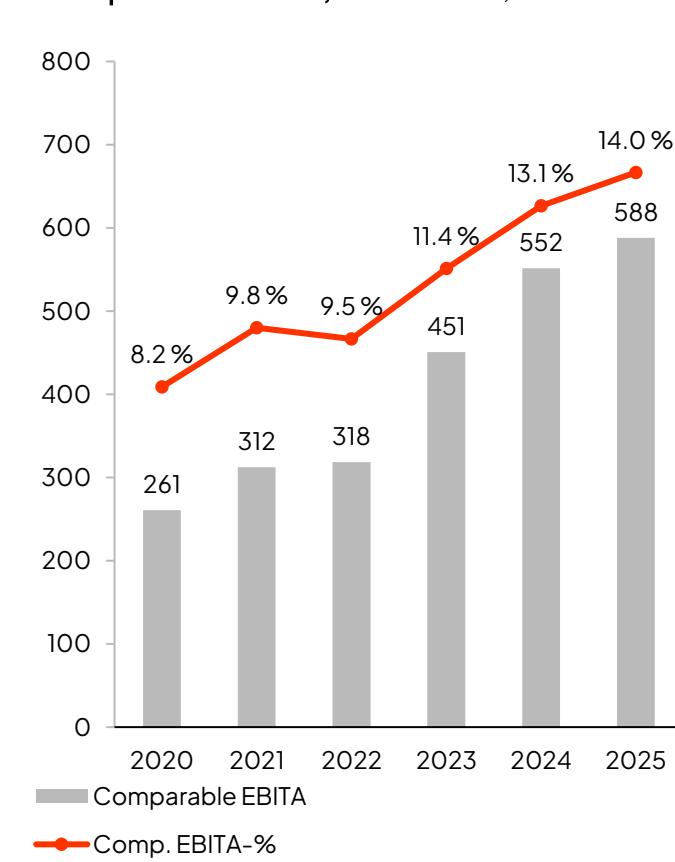
Orders received, EUR million⁽¹⁾



Net sales, EUR million



Comparable EBITA, EUR million, % of sales



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 Piittisjärv

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

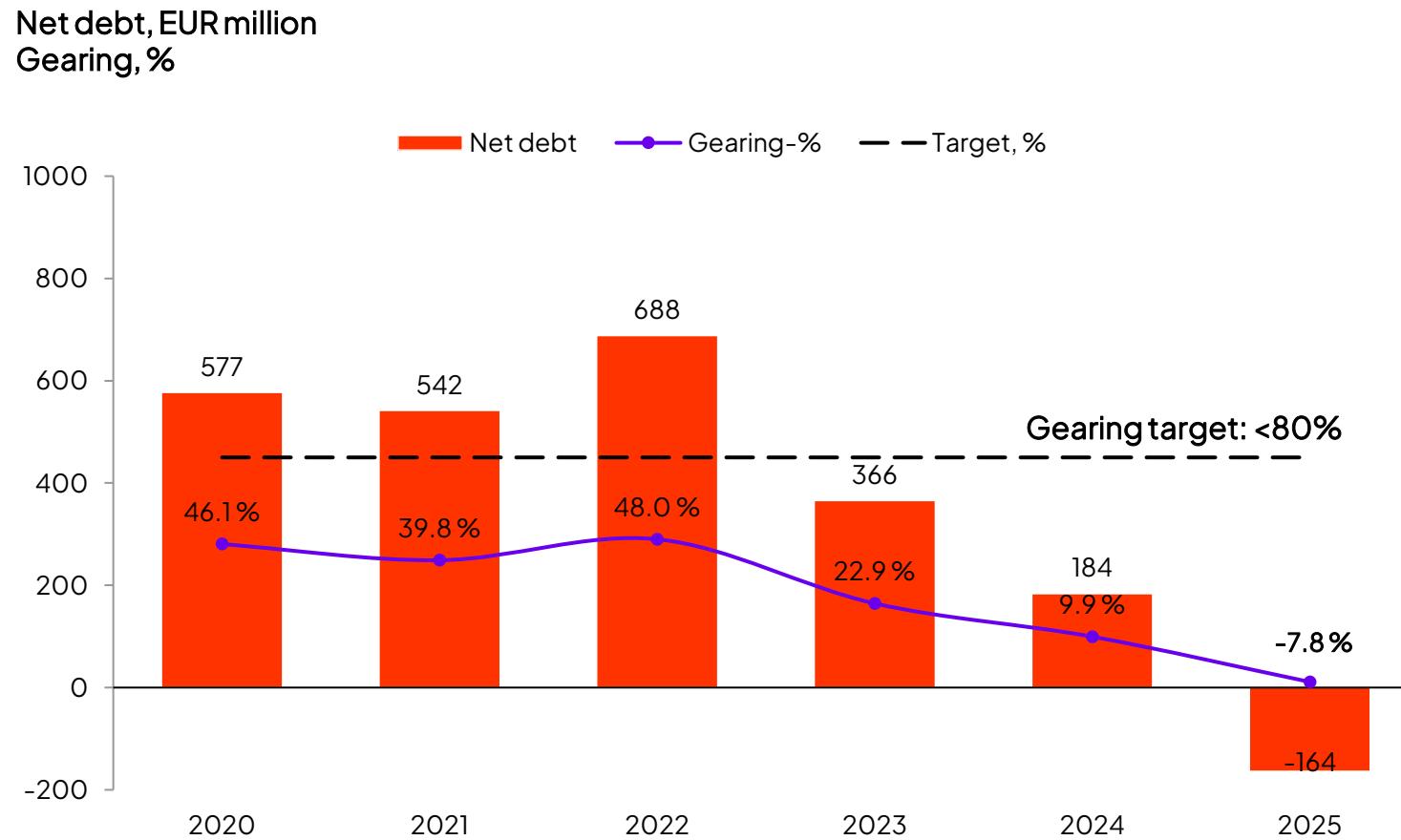
President and CEO

**Teo Ottola**CFO,
Deputy CEO**Fabio Fiorino**Business Area President,
Industrial Service**Jussi Rautiainen**Business Area President,
Industrial Equipment**Tomas Myntti**Business Area President,
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

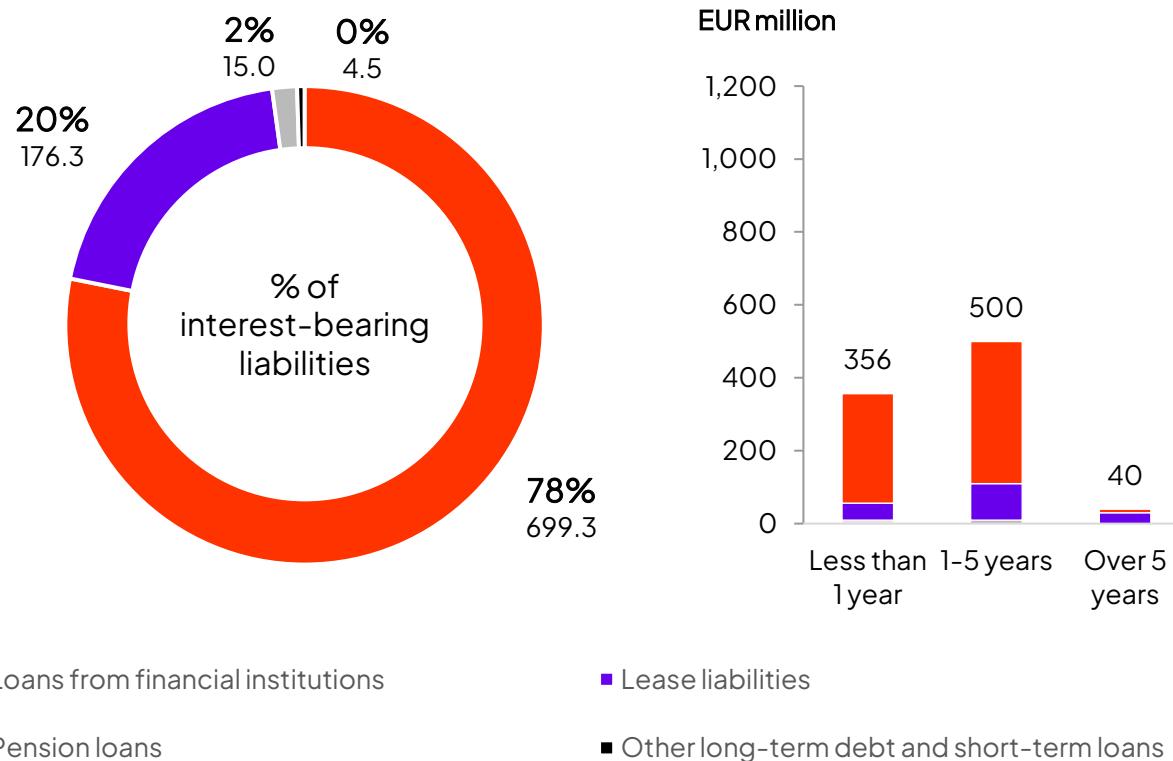
4different
nationalities

We have a strong balance sheet with financial flexibility



Group interest-bearing liabilities and net debt

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

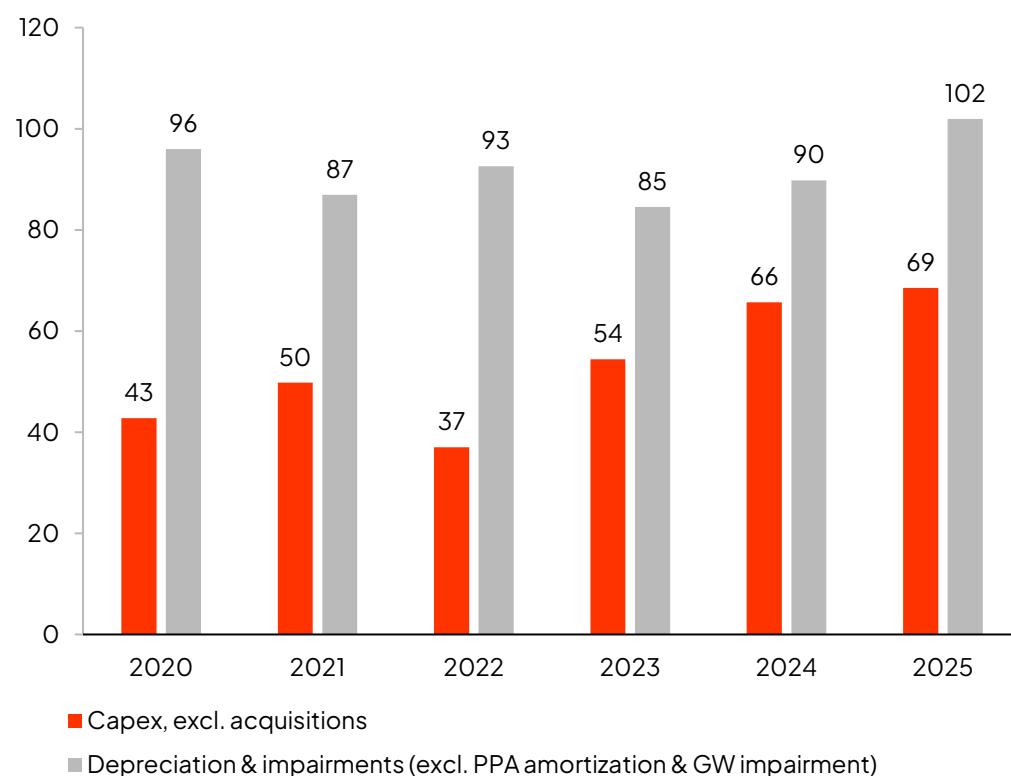


Interest-bearing net debt (Dec 31, 2025)

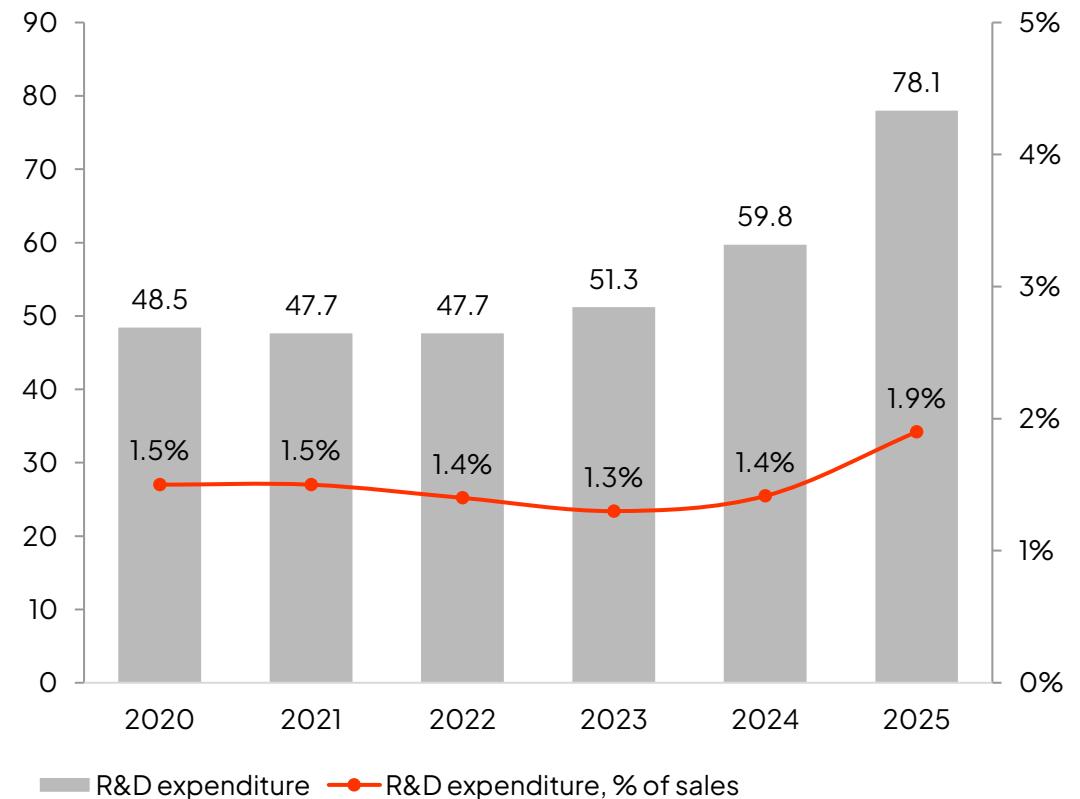
EUR million	31 Dec	31 Dec
	2025	2024
Non current interest bearing liabilities	303.7	539.3
Current interest bearing liabilities	166.2	356.3
Interest-bearing liabilities	469.8	895.6
Loans receivable	-0.5	-2.1
Cash and cash equivalents	-631.9	-710.0
Interest-bearing net debt	-163.5	183.5

Capital expenditure, depreciation and R&D expenditure

Capital expenditure and depreciation, EUR million



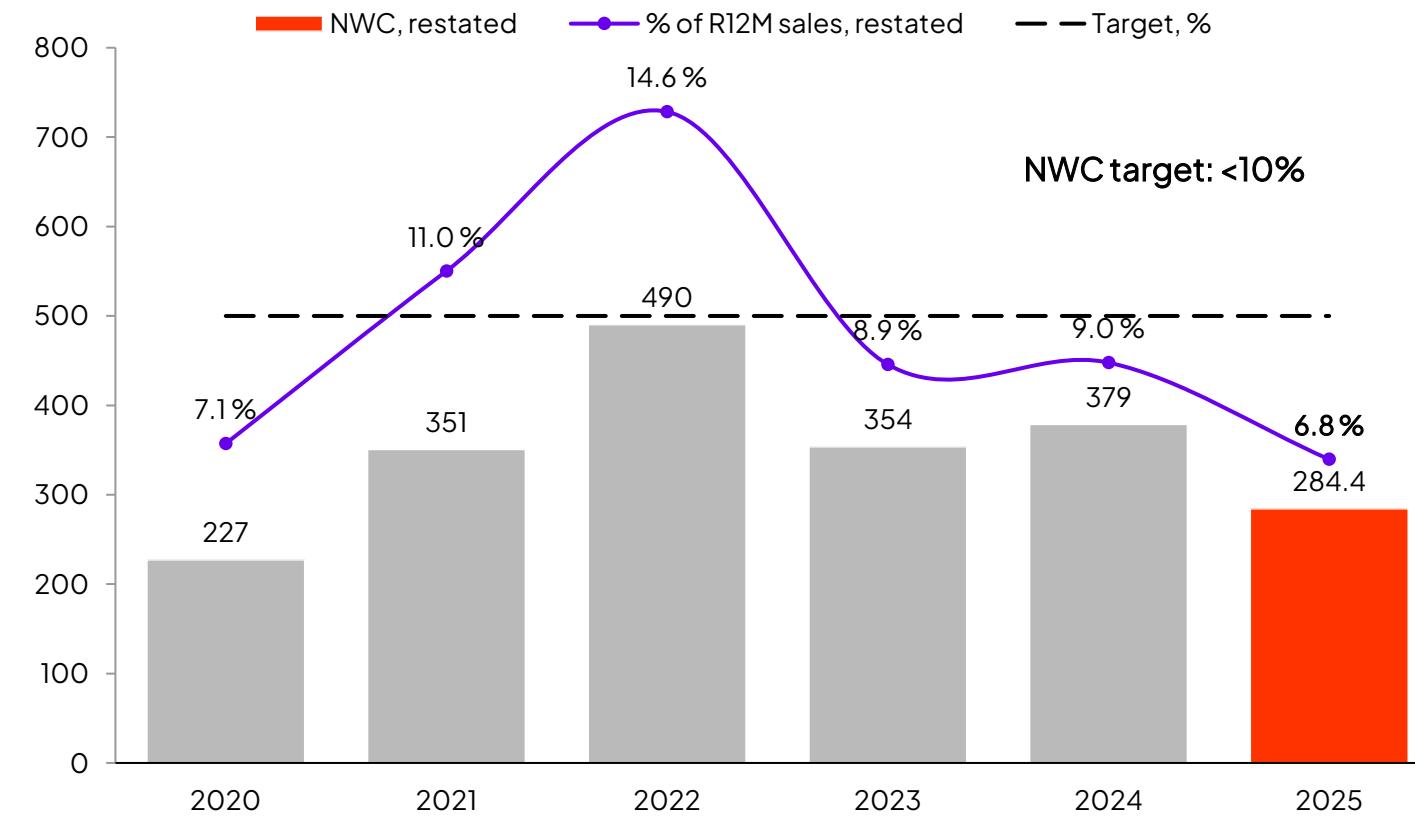
Research and development*, EUR million, % of sales



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

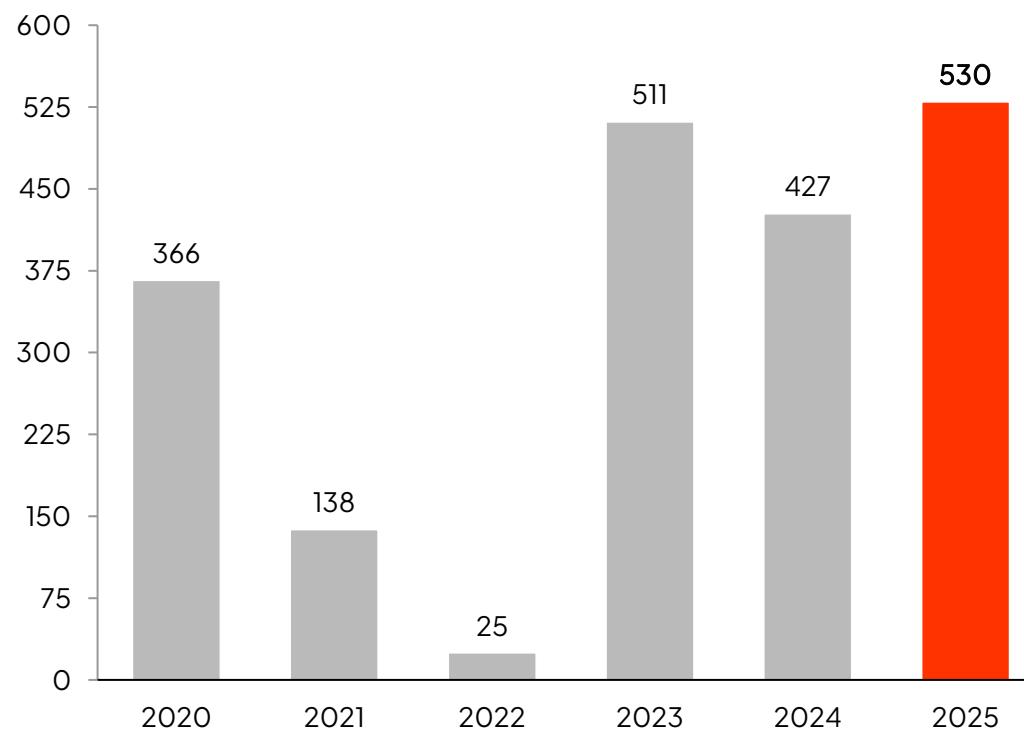
Our net working capital development is driven by timing of projects and delivery capability

Networking capital, EUR million, % of R12M sales

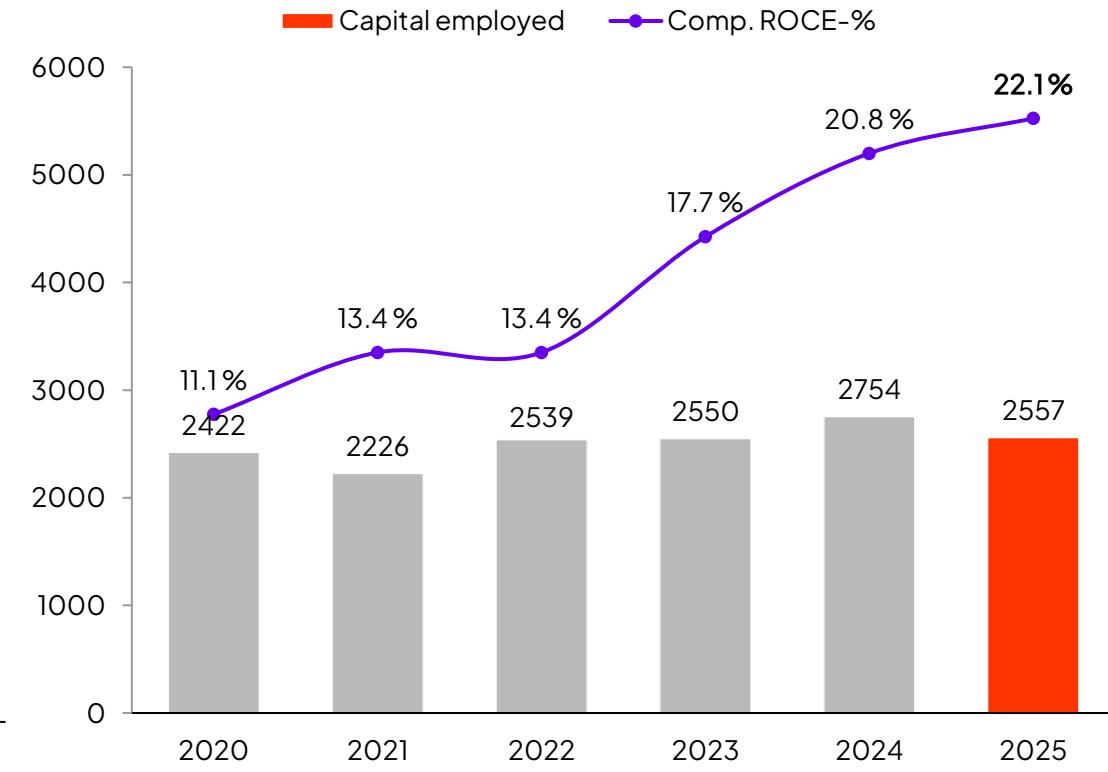


Free cash flow and return on capital employed

Free cash flow, EUR million



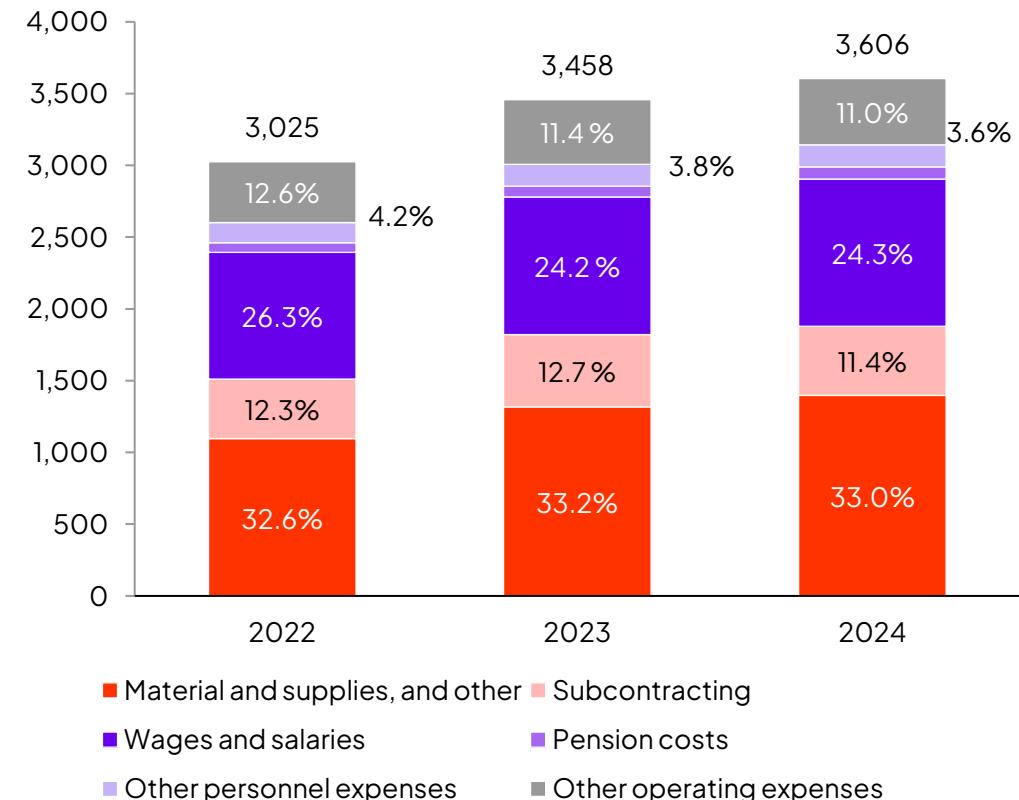
Capital employed, EUR million
Comparable return on capital employed, %



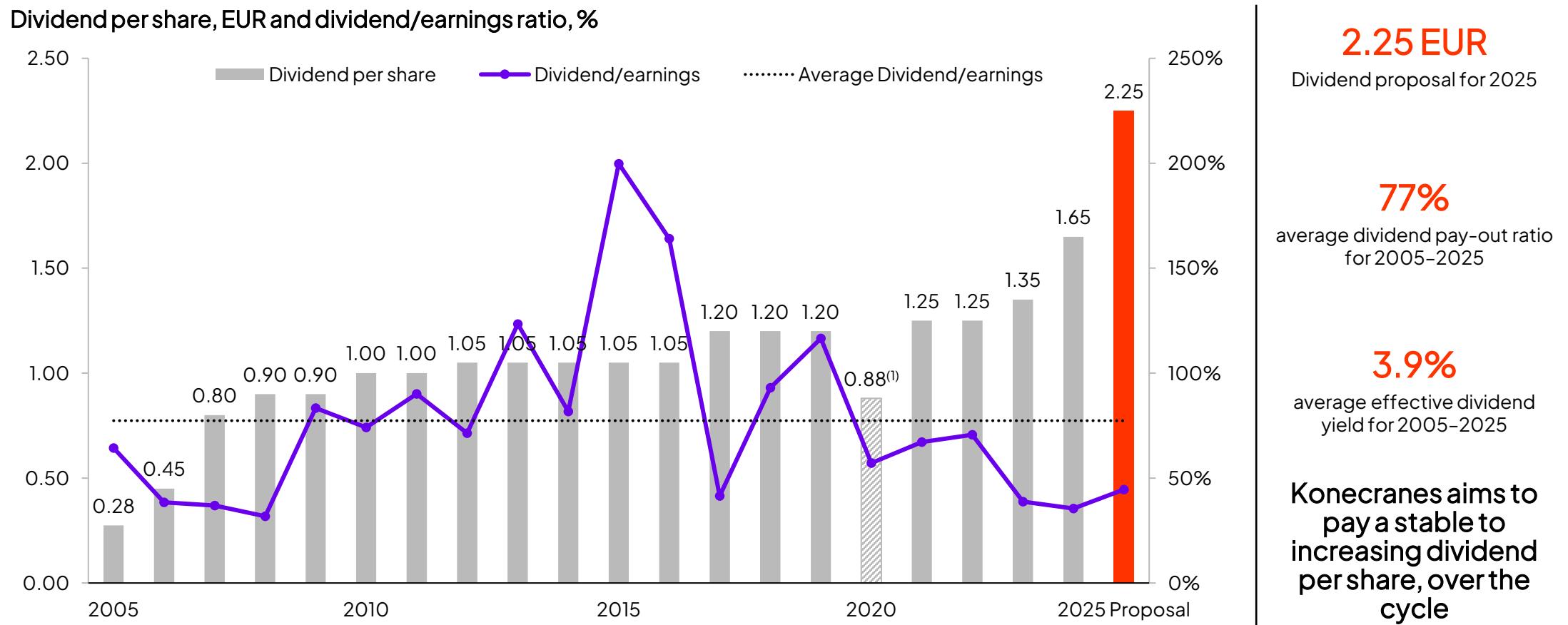
Operating expenses

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

Operating expenses, EUR million, % of sales



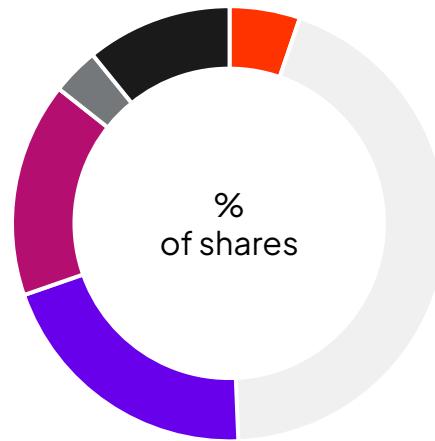
Dividend per share and pay-out ratio development



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)

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

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

Thank you

Contact information

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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