Lifting productivity for essential industries

Investor presentation Q3 / 2025



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Best-in-class financial profile with further value creation potential

Built to perform

01

Introduction to Hiab

BUILT TO PERFORM



Hiab **lifts and delivers everyday goods** that are **essential** to daily lives.

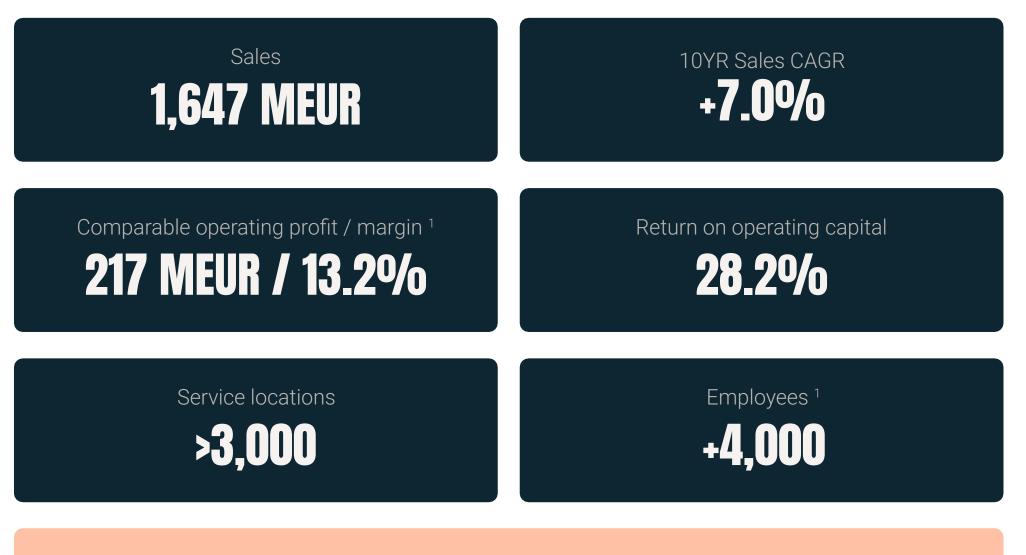
Everyday goods are lifted and delivered in large quantities and volumes customers are willing to prioritise investments for lifting **productivity**, **safety and sustainability**

Serving **essential** industries drives **consistent and resilient growth** in line with human development



Global load handling specialist with a compelling financial profile

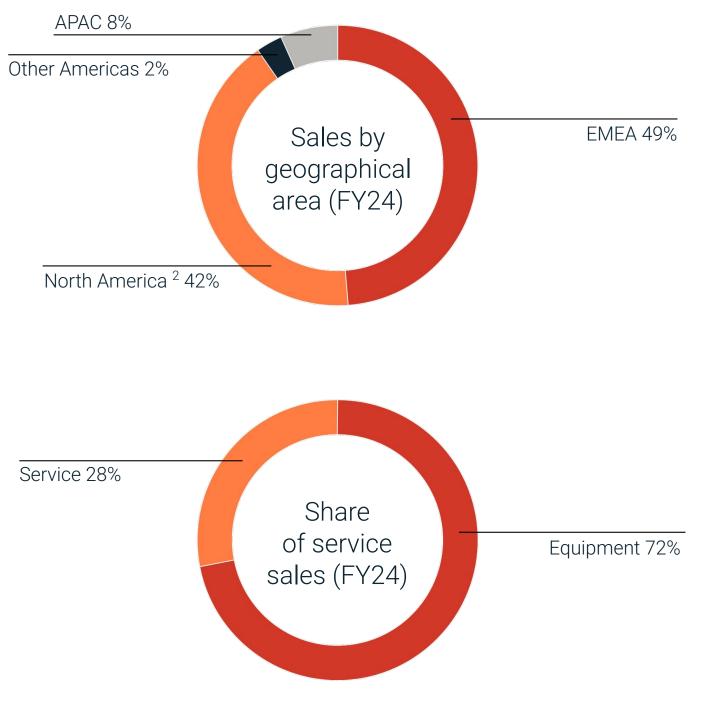
2024 Key Facts



#1 OR #2 POSITION IN ALL SEGMENTS

¹ For Cargotec continuing operations at the end of FY24.² Includes the United States and Canada.





Understanding specialised needs in essential industries



Retail & last mile



Waste & Recycling



Defence logistics



Special logistics



Wind



Forestry

Resilience from diversity in customer industries

Similar yet specialised needs per end-market





Infrastructure



Construction



Agriculture

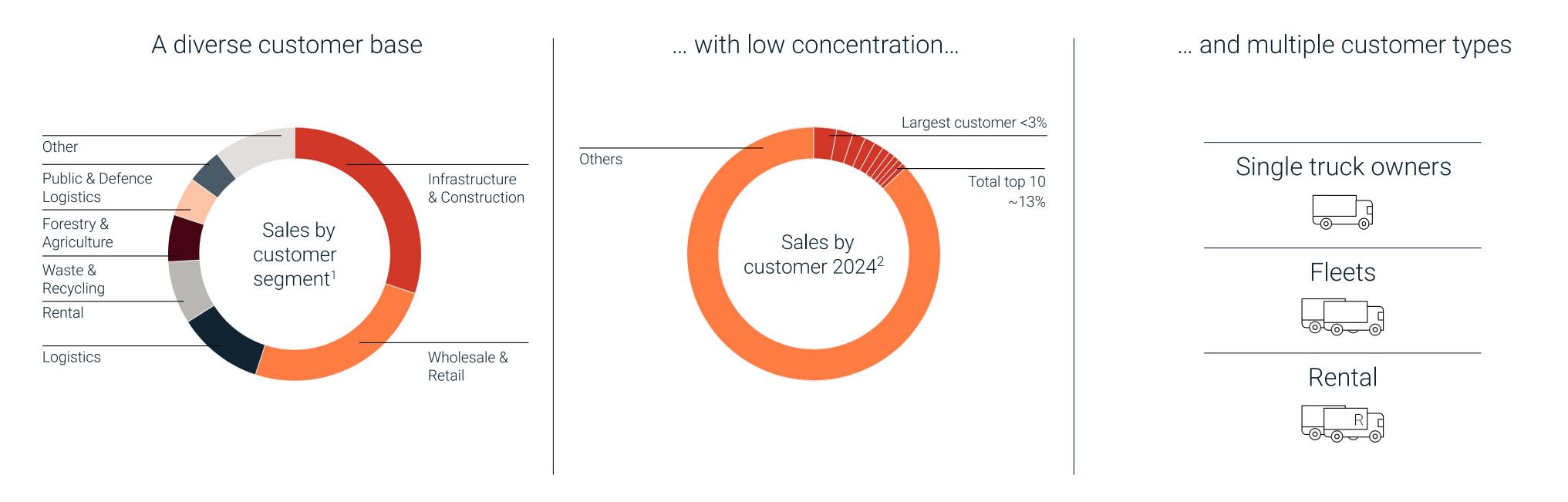


Rail

High barriers to entry due to niche end-markets

Gradual penetration to new industries through use-case expansion

Serving a diverse customer base with multiple customer types

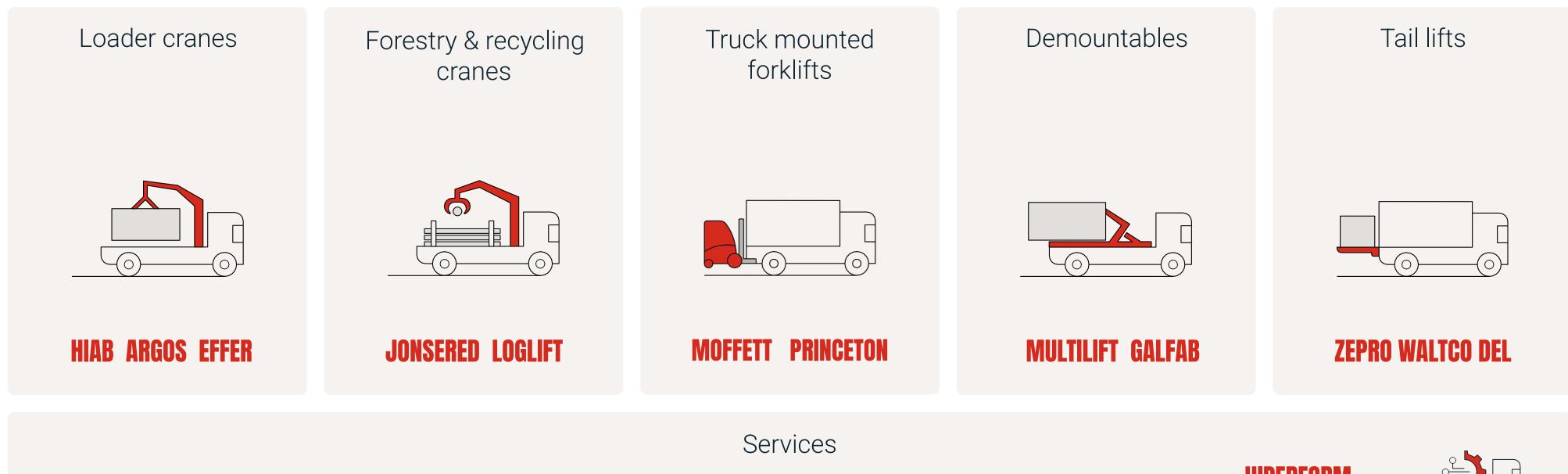


NPS from 20 to 35 in the last 5 years

¹ Management estimate 2023. ² Top 10 customers including direct customers and dealers, excluding importers.



Hiab offers lifting and delivery solutions through an extensive portfolio of brands covering all types of applications



Complete offering ranging from installation, spare and wear parts to life-cycle solutions from Hiab brands







Market-leading innovation with brands that have defined history Built on a track record of firsts

"I WANT A..."











Invented the truck mounted forklift



Invented the cabin for forest cranes and the folding forestry crane

Invented the hydraulic crane that revolutionised load handling



We are the market leader in Eco products helping customers reach their sustainability goals



Electric Moffetts

The first electric truck mounted forklifts in the world



ePTO

Enabling crane operation without running truck engine



Variable Hydraulic Pumps

Reducing operation emissions by 24% CO2 emission



Solar Charging The first carbon-free tail lift operation



Refurbished equipment

Circular economy – extending the life cycle for equipment



HiSkill

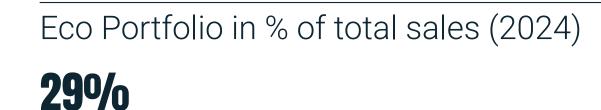
First with VR zero emission operator training











 CO^2 intensity¹ (23 vs. 24)

-14%

Asset-light footprint with global reach

3,000

Sales and service locations

100

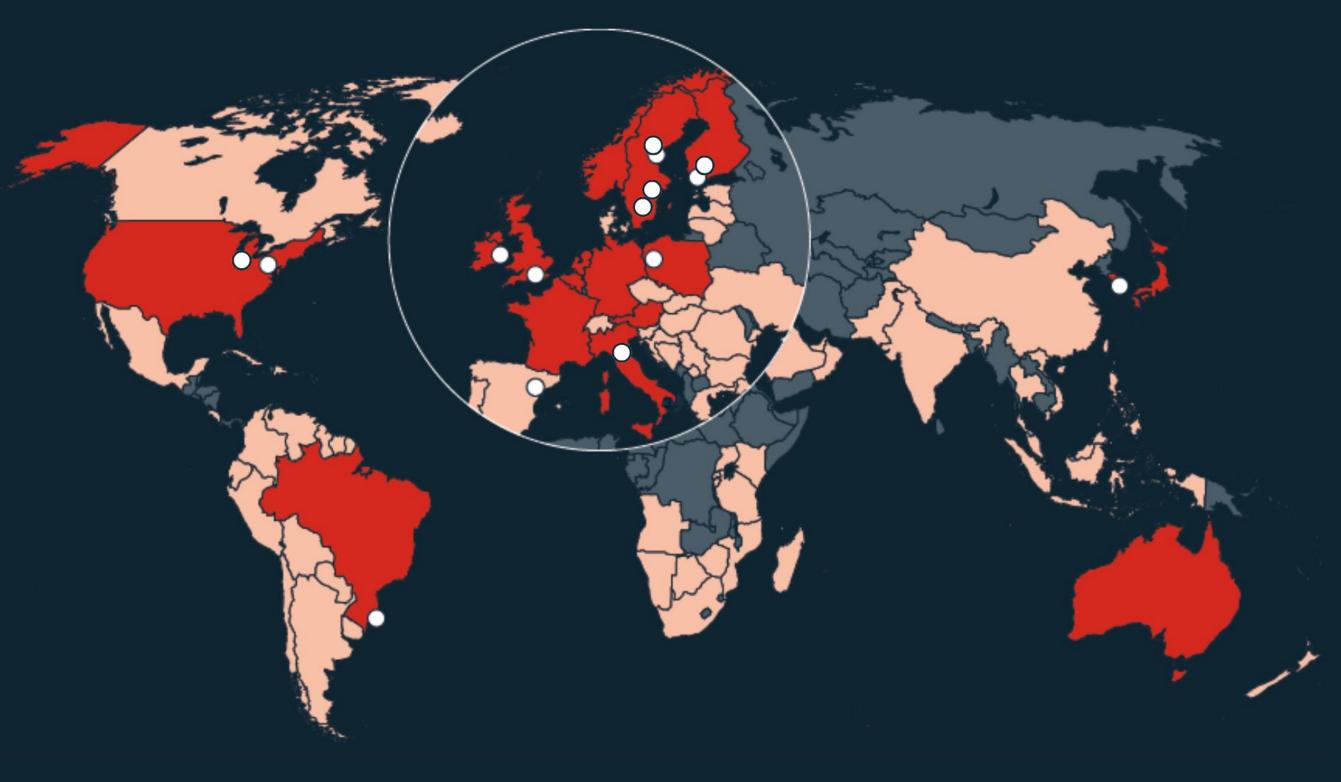
Countries with delivery footprint

Direct and indirect sales and service

Direct sales combined with strong partner network (~60% of sales) enabling tailored density and global reach

Asset-light supply chain

Own production in key markets in Europe and the US









11

Strong track record of delivering profitable growth of CAGR >7% 2014-2024



¹2014-2022 comparable operating profit % for Hiab as a business area without group level corporate and administrative costs.



Structural market trends and winning formula supporting growth







¹ Management estimate



+7% P.A

Built to perform

Our winning formula for lifting productivity for our customers

+

POWERED BY THE PASSION OF OUR PEOPLE

DEEP UNDERSTANDING CUSTOMERS, OPERATORS AND APPLICATION NEEDS

Maximising tons moved with more lifts per day

INNOVATE SOLUTIONS ENABLING SUPERIOR PHYSICS-BASED OUTCOMES

Better reliability Higher productivity Easiest to operate Most precise movement

ENRICHED BY DATA & INSIGHTS



SUPERIOR SERVICE CAPABILITIES & GLOBAL COVERAGE

Maximised uptime Remote monitoring Insight from connected units



14

Hiab investor presentation

02

Built to perform

Investment highlights

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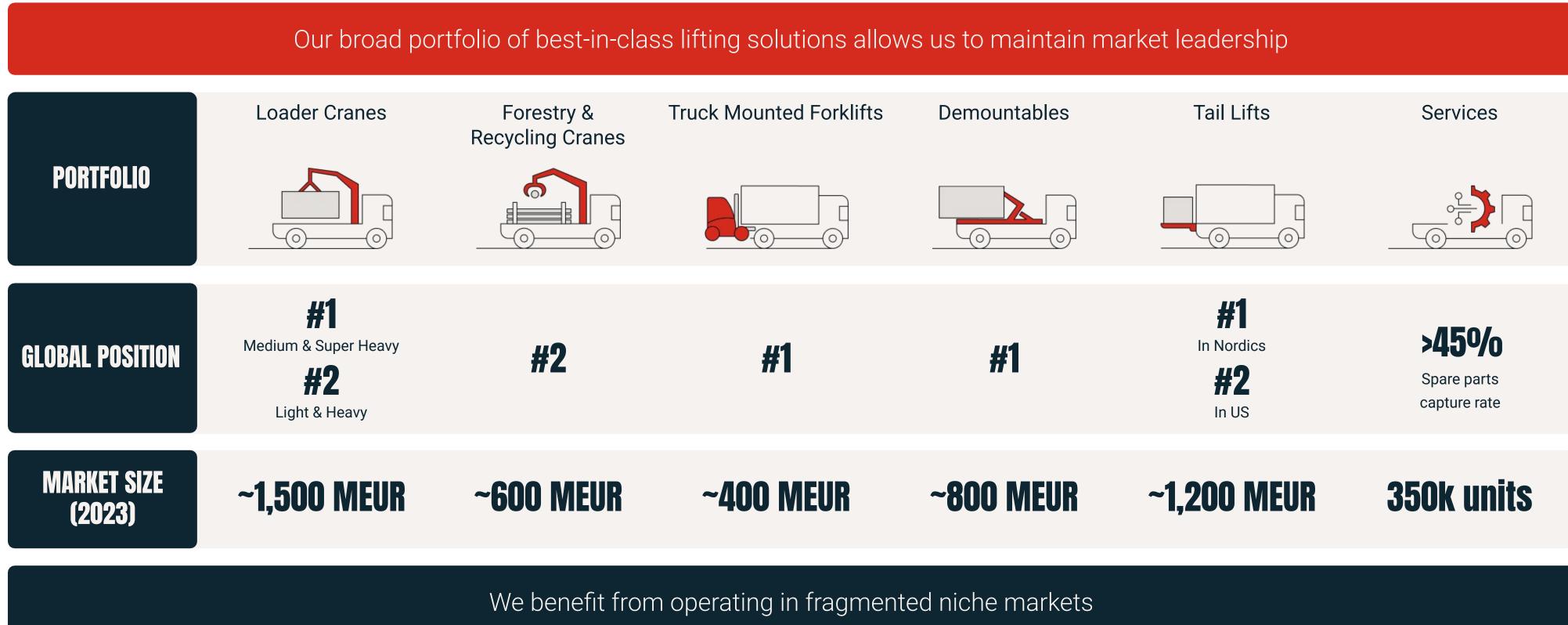
Key investment highlights

#1 or #2 Position 1 in all segments	Leading market positions in growing and attractive essential industries
Positioned to grow faster than the market 3 3	Set to grow through continued innovation and focused segment strategy
	Geared to expand leading position in growing North American market
	Further leveraging of sizable installed base and connectivity to accelerate Services growth
Profitability 5 upside	Operating model enabling incremental efficiency improvement
Sustainable 6 value creation	Best-in-class financial profile with further value creation potential through M&A





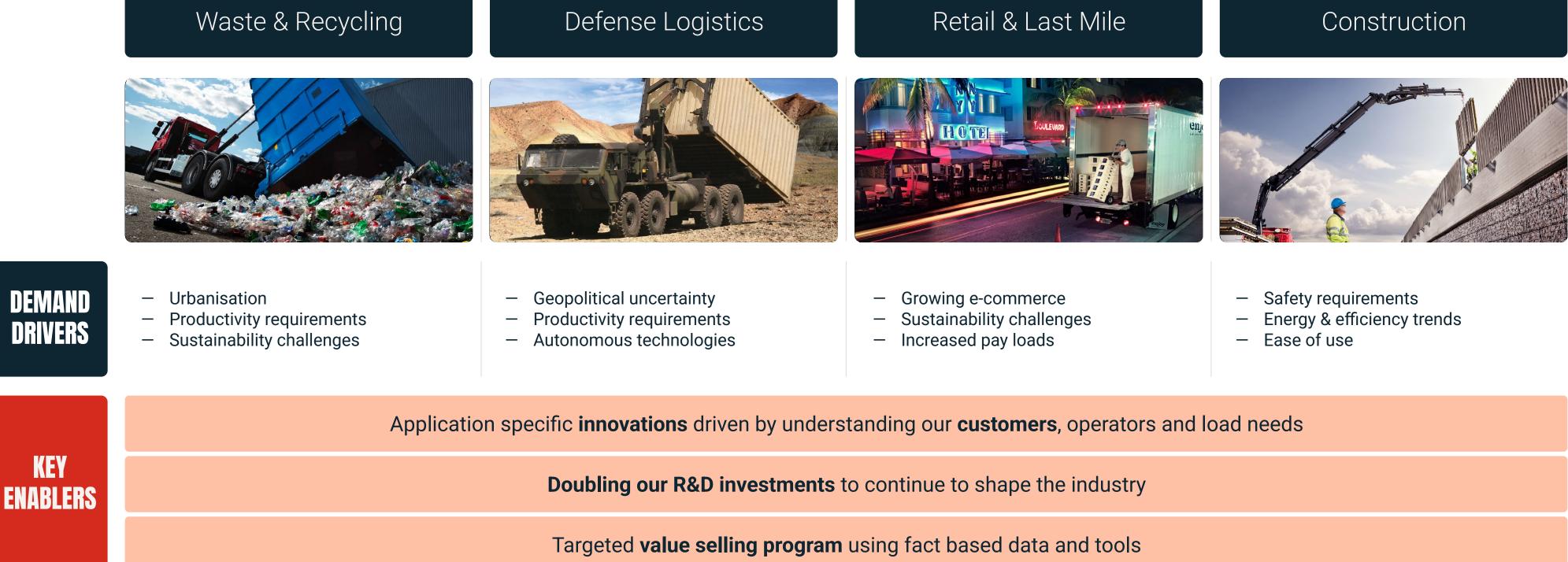
We are the leader in the markets where we choose to operate







Enhanced focus on key segments globally







Geared to expand our leading position in North America





Where we stand **685 MEUR** Expand through In sales **Commercial Excellence** ~800 Employees Increase customer >800 proximity Service locations #1-2 Positions in key products Leverage local design

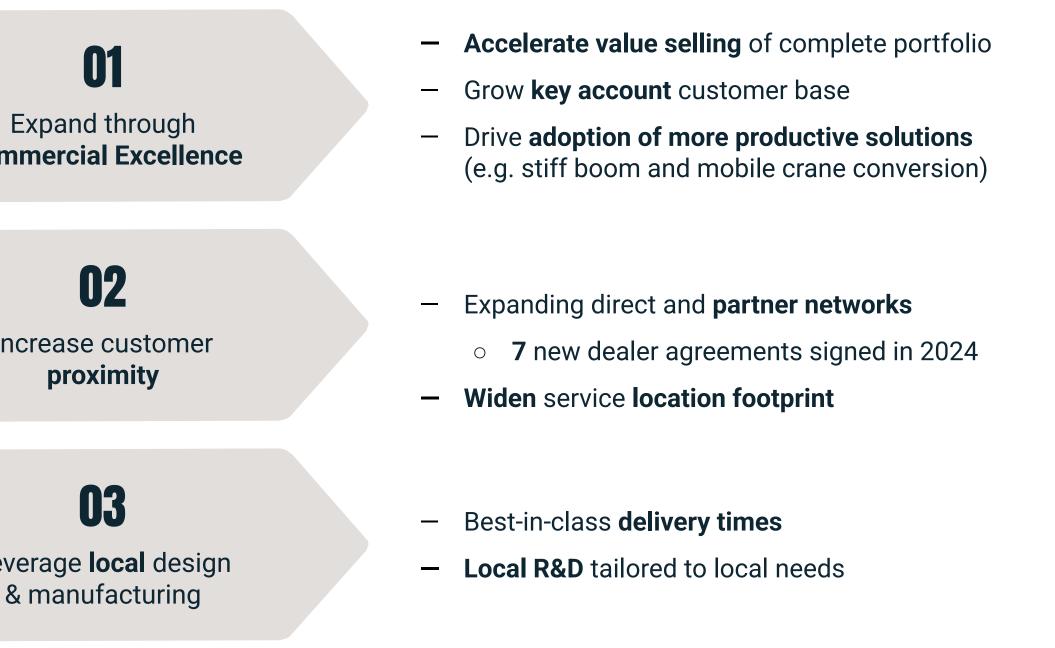
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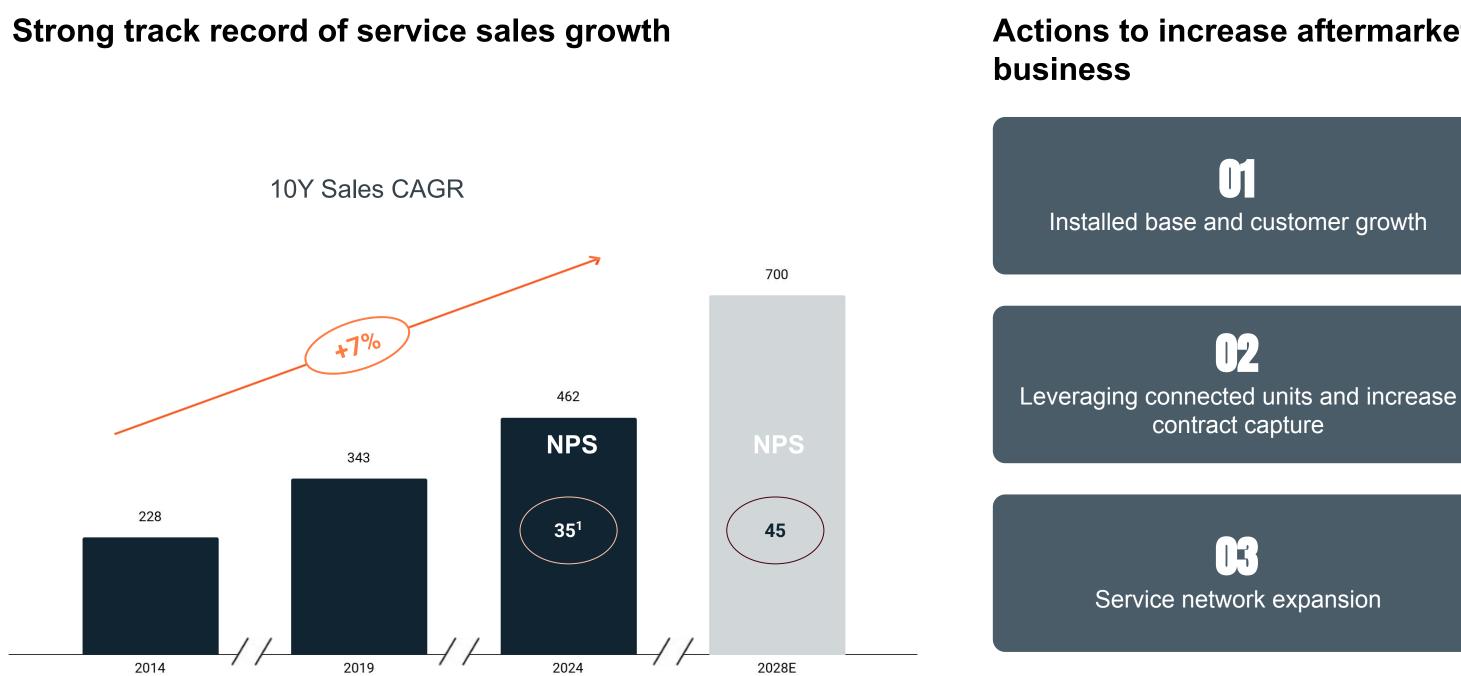


How we will win in North America



Built to perform

Further leveraging of sizable installed base and connectivity to accelerate Services growth



¹NPS for 2023



Actions to increase aftermarket capture and grow services

Installed base of +350k units

39,000 to **90,000** connect units by 2028

16,500 to **50,000** ProCare contracts by 2028

+3,000 service locations in 2024

Productivity gains unlocked through decentralised business model

DECENTRALISED OPERATING MODEL

Commercial Excellence

Customer engagement Value-selling tools Data-driven

Sourcing Excellence

Supplier collaboration Leveraged spend Design to cost

Manufacturing Excellence

Faster Flexible Efficient



Proven success stories

1.5% OF SALES

Productivity gain per year for investments and profitability improvement

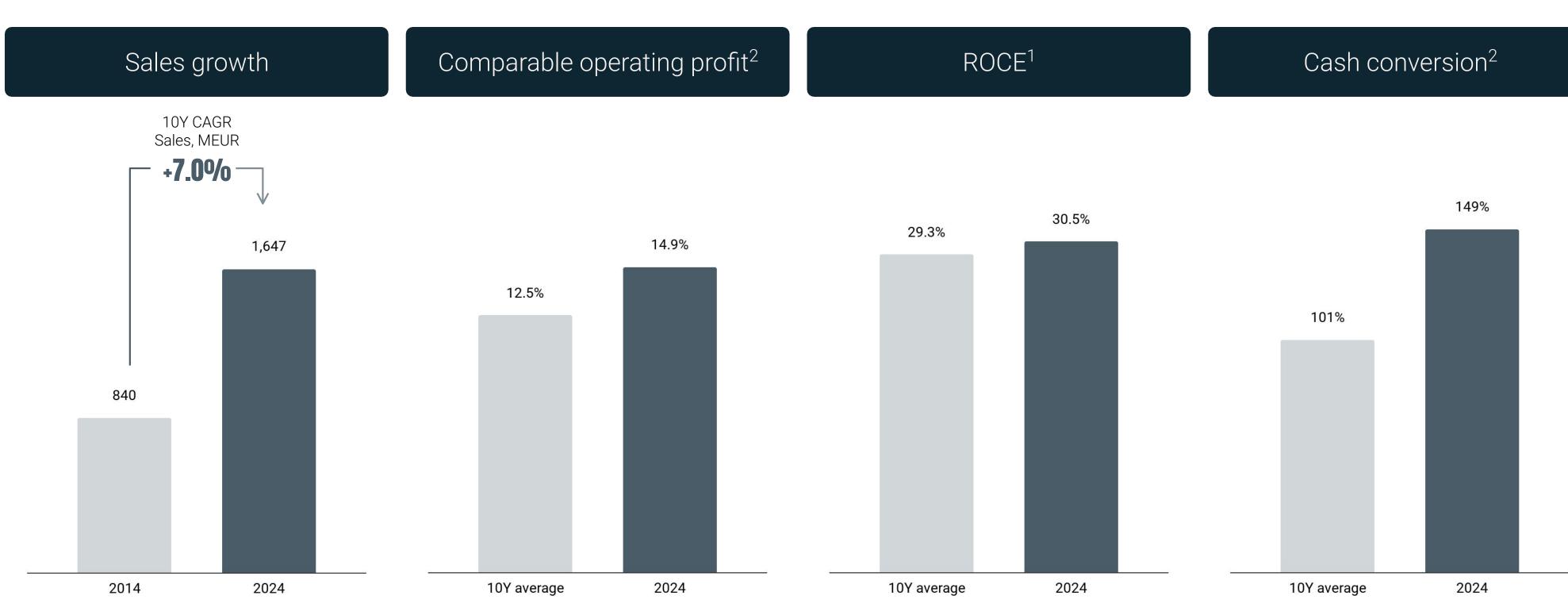
Tail Lifts profitability transformation

Driving best in class customer service

Truck Mounted Forklifts transformation

Outstanding E2E Sales realisation & cycle time reduction

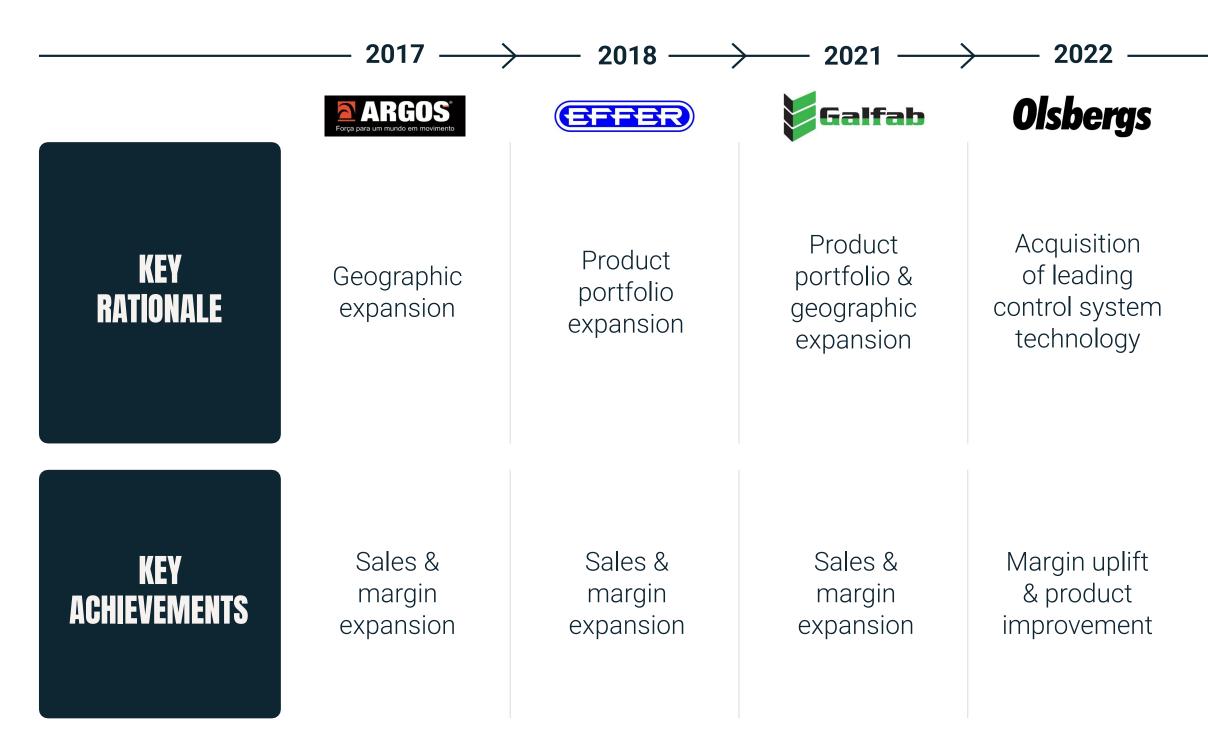




¹ Defined as Operating Profit / Operative Capital Employed. In this chart, ROCE presented as business area ² As business area, Cash conversion defined as Operative Cash Flow / Operating Profit.



Hiab is well-positioned to accelerate value-creation through M&A



Strong M&A Track Record



Robust & well-defined M&A criteria going forward

01

Adjacent & Specialised Markets

02

Customer & Capability Sharing

03 Strategic Ambitions

04 Financial Framework Established, "niche" markets with high likelihood to win

Hiab is the right owner for full potential

Catalyst for service or aftermarket sales

Earnings and value accretive

Built to perform

03

Best-in-class financial profile with further value creation potential



Key targets to measure success by 2028



Comparable Operating Profit **160/0**

¹ Over the cycle ² Defined as (Operating Profit / Operative Capital Employed)

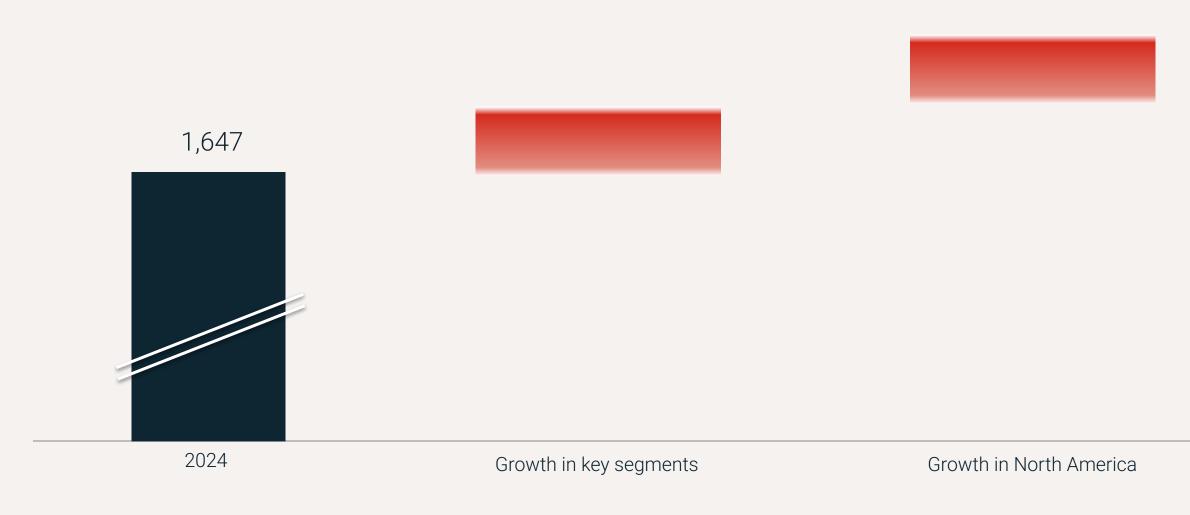


ROCE²

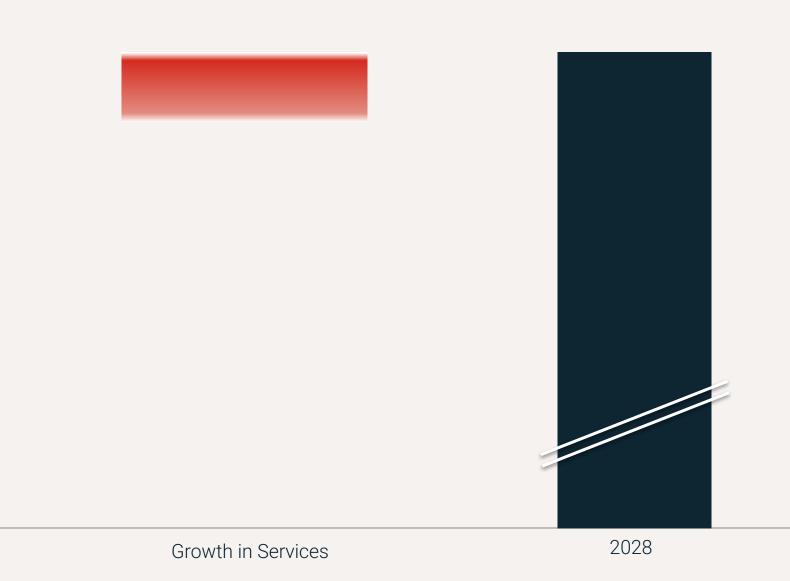


Growth priorities to continue outperforming the market

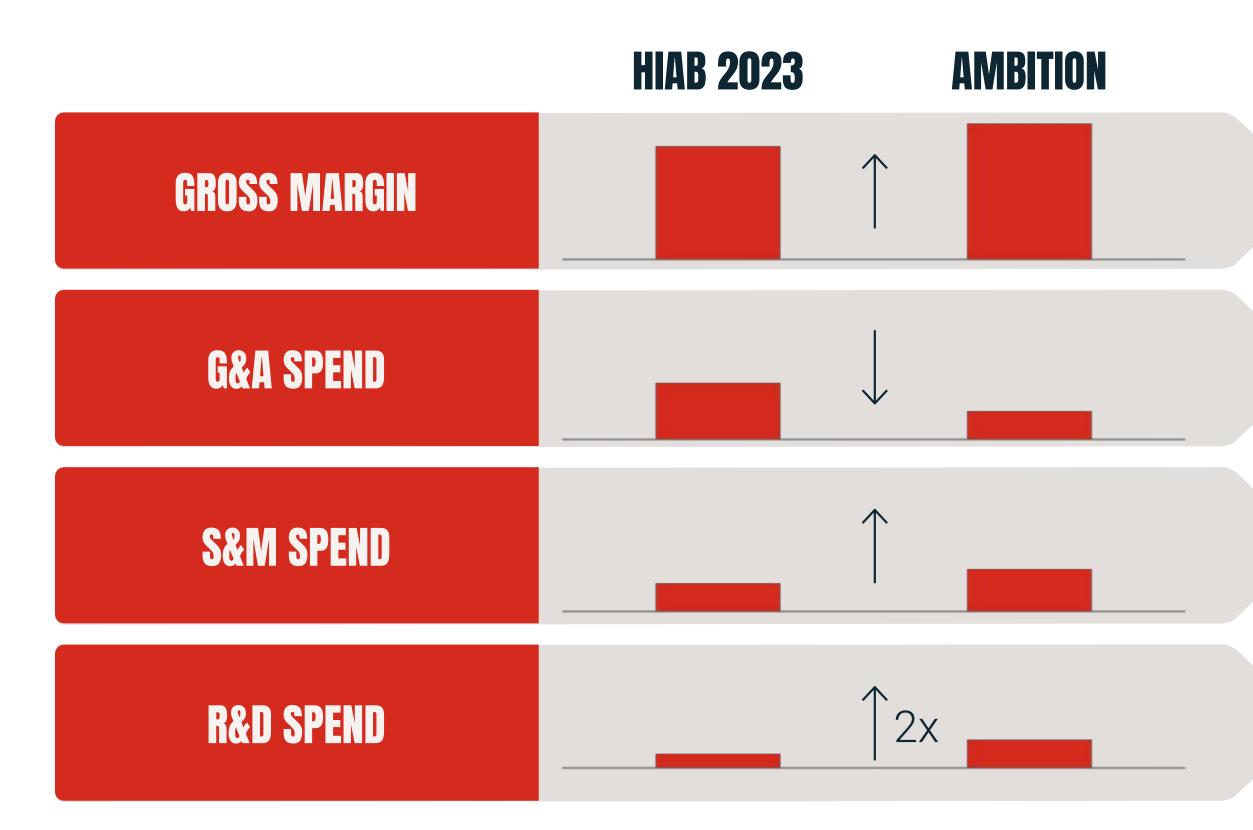
Hiab sales bridge







Operative & Commercial excellence to reallocate and optimize cost base





Reduce costs through design to cost, standardization, and portfolio management

Re-allocate cost from Indirect and Administrative to S&M and R&D

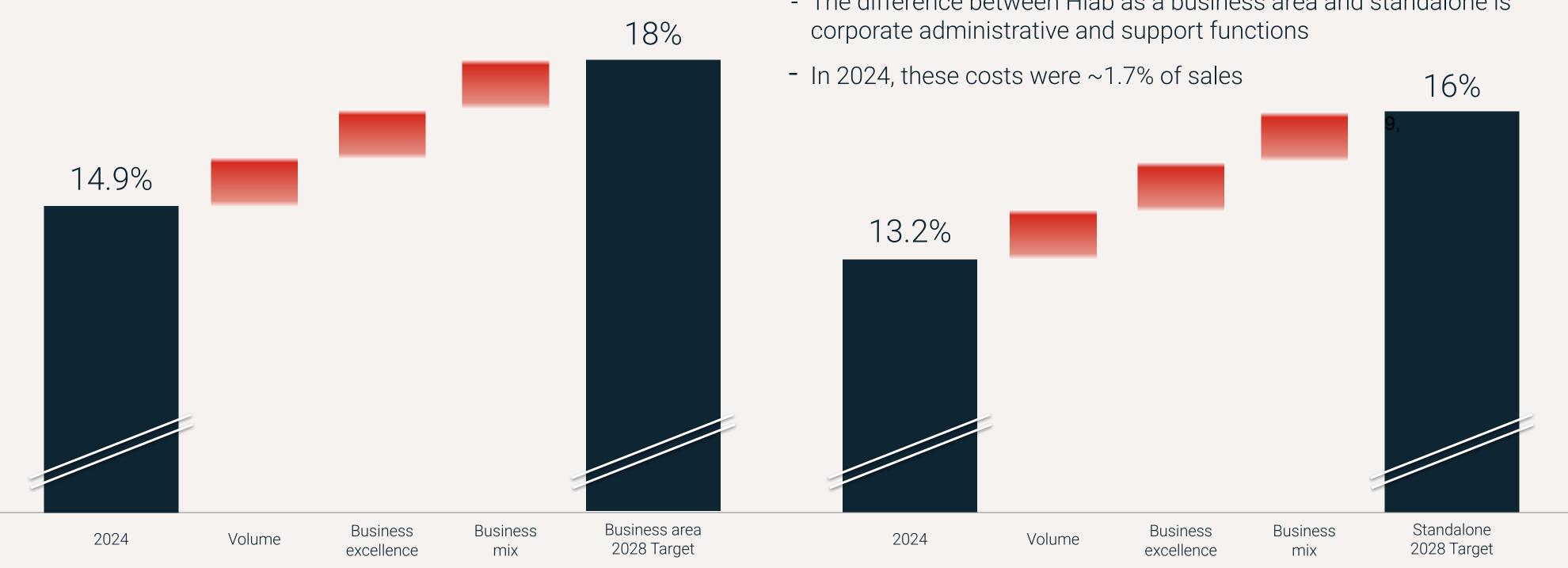
Invest in Commercial excellence, services, digital, segment sales and marketing

Double our spend in R&D for customer-value driven game-changers for the future

On track to deliver 16% margin in 2028

Hiab comparable operating profit margin bridge to 2028 target

as business area



Indicative management estimate



as standalone company

- The difference between Hiab as a business area and standalone is

Key investment highlights

#1 or #2 Position 1 in all segments	Leading market positions in growing and attractive essential industries
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Sustainable 6 value creation	Best-in-class financial profile with further value creation potential through M&A





Built to perform

Appendix

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Hiab investor presentation

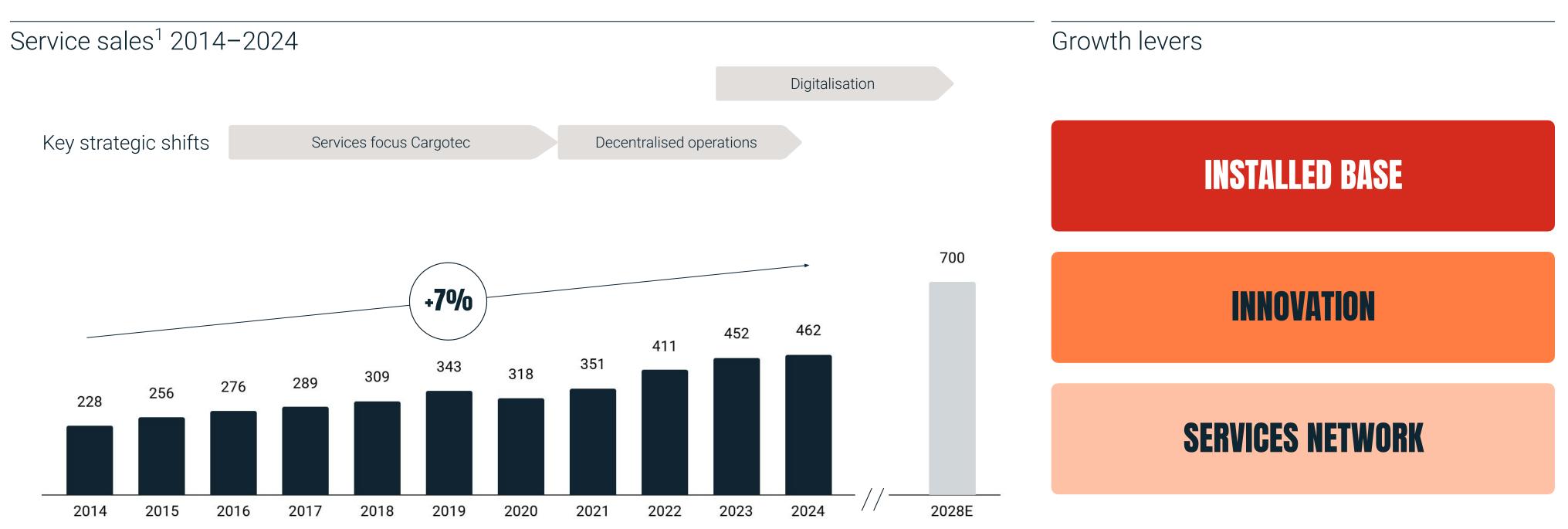
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Supplementary materials on Hiab

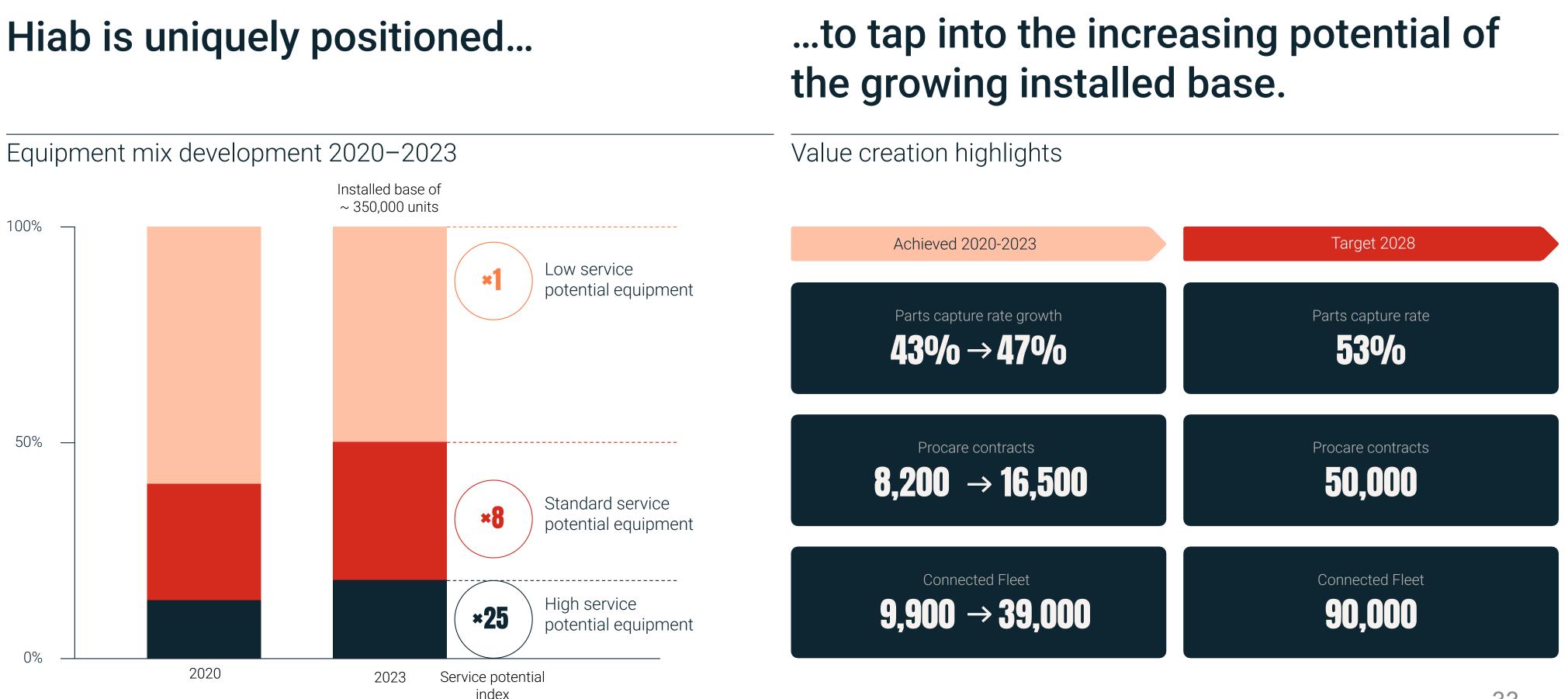


Attractive and growing aftermarket business



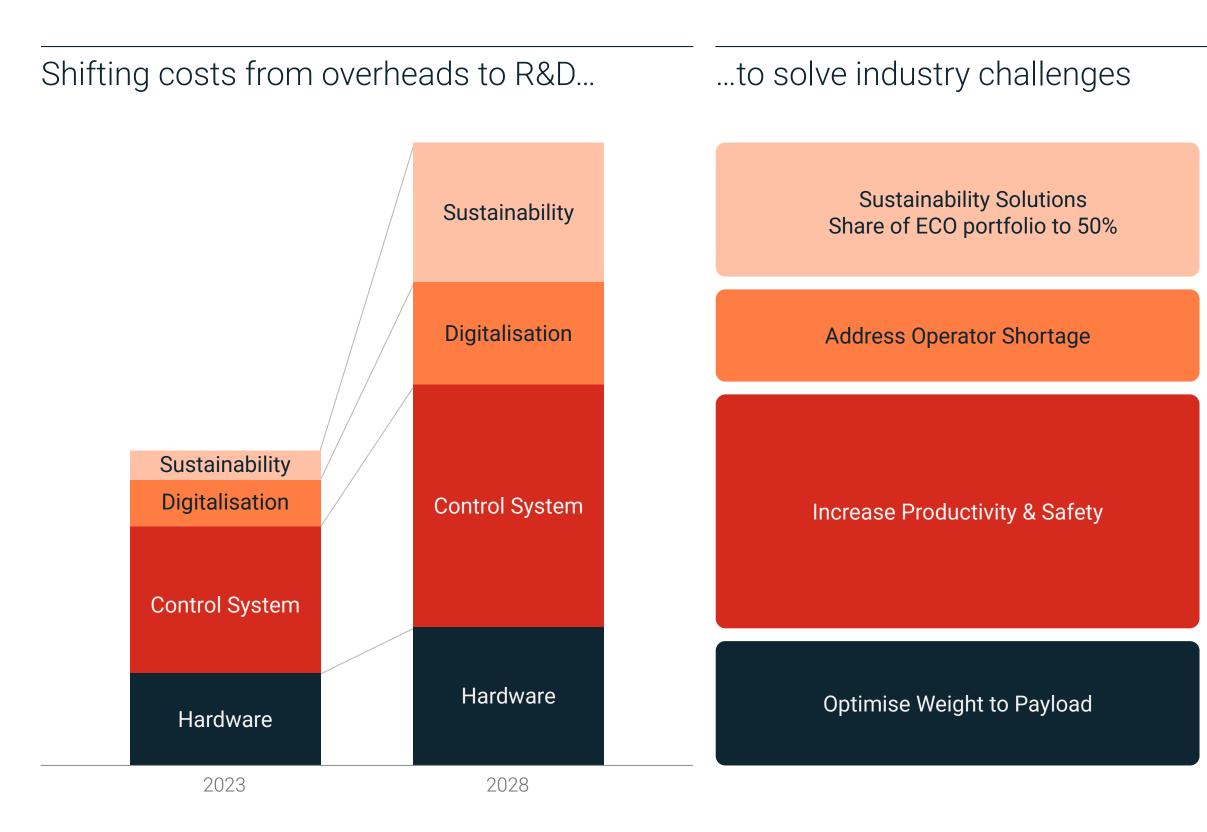
¹AER FX rate, comparable portfolio mix over the periods







Doubling our R&D investments to continue to shape the industry







- Energy efficient cranes
- Fossil free steels
- Fully electric product offering
- Solar powered Tail Lifts
- New SPACE Evo control system
- Automation
- VR training and simulation
- Operator assistance systems
- Semi-automated motion
- Operator detection
- Machine learning
- Reduced weight
- Increased capacity
- Alternative materials

International leadership geared for success



Scott Phillips President and Chief Executive Officer



Birgitte Skade EVP, Marketing and Communications



Barry McGrane President, Truck Mounted Forklifts



Magdelena Wojtowicz-Tokarz President, Loader Cranes Light and Medium



➡ Mikko Puolakka EVP, Chief Financial Officer



Ghita Jansson-Kiuru EVP, Human Resources



Hermanni Lyyski President, Demountables and Defence



Sanna Ahonen EVP, Business Excellence and Sustainability

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Taina Tirkkonen EVP, General Counsel

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Marcel Boxem Interim President,, Loader Cranes Heavy and Super Heavy



Martin Saint President, Tail Lifts

Scott Phillips Interim EVP, Business Operations Development

¹ Employee information at the end of FY24 for Cargotec's continuing operations.





Michael Bruninx President, Services

Employees 1

> 4,000



Hiab investor pres

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Supplementary finan

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financial materials

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Orders received remained on a stable level for 11th quarter in a row

Orders received and order book



MEUR	
Order	rs received
Order	r received, organic
Order	r book

- received in Q2

*in constant currencies excluding structural changes



	Q2/25	Q2/24	Change	Q1-Q2/25	Q1-Q2/24	Change
	377	348	8%	755	734	3%
C*			10%			3%
	556	676	-18%			

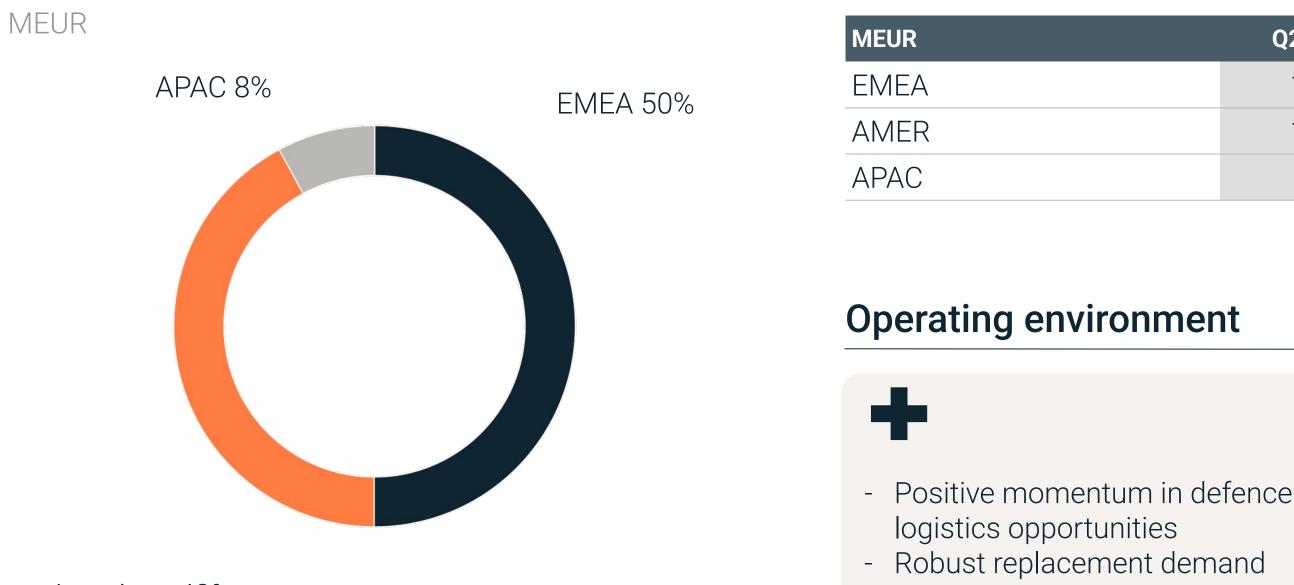
Orders received remained on a stable level for 11th quarter in a row, LTM orders around 1.5 billion during the last 2 years

Year-on-year improvement in orders received was explained by timing of key account orders

Currencies had a 2 percentage point negative impact on orders

Q2 order growth in Americas' orders was explained by timing of key account orders

Orders received by geographical area, Q2/25



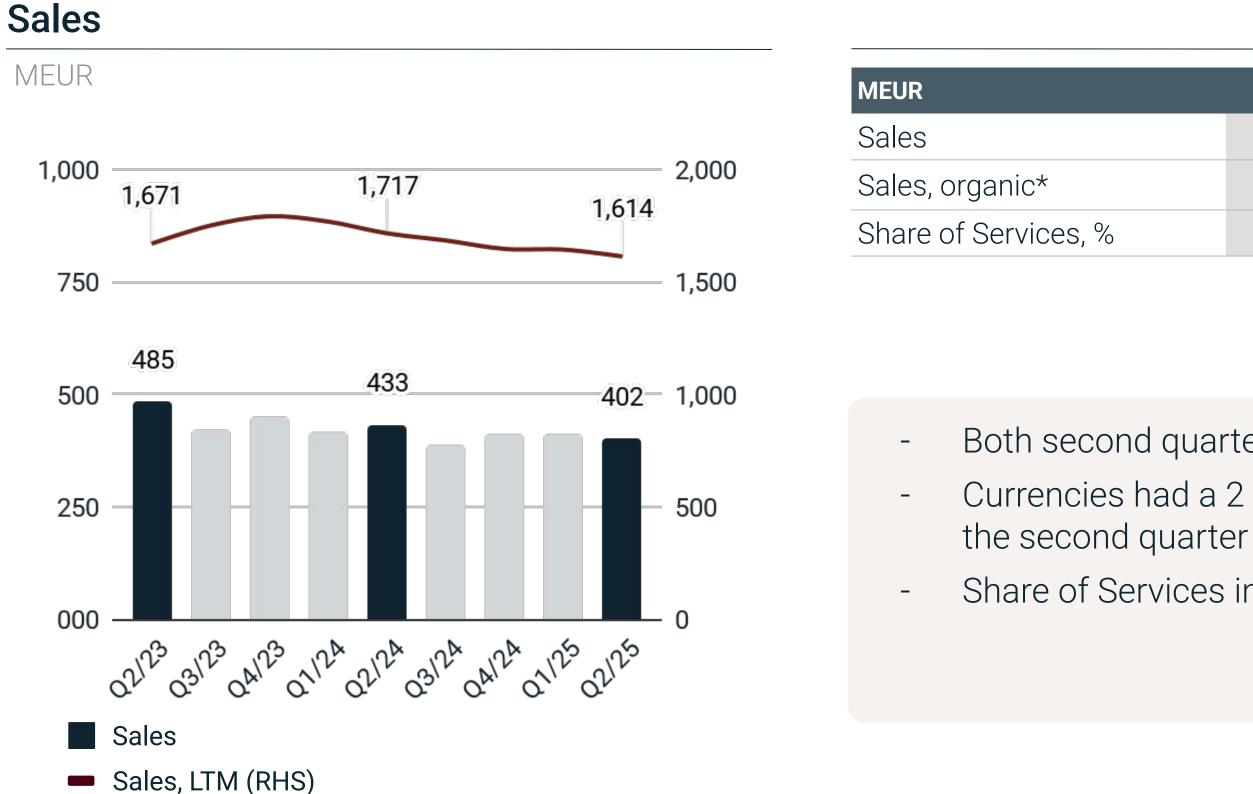
Americas 42%



Q2/25	Q2/24	Change	Q1-Q2/25	Q1-Q2/24	Change
188	185	2%	391	364	8%
159	138	15%	303	320	-5%
30	26	15%	60	51	19%

- Trade tensions have elevated uncertainty of the global growth outlook - US customers have remained cautious

Sales decreased due to lower order book



*in constant currencies, excluding structural changes



Q2/25	Q2/24	Change	Q1-Q2/25	Q1-Q2/24	Change
402	433	-7%	814	847	-4%
		-5%			-4%
29%	27%		29%	27%	

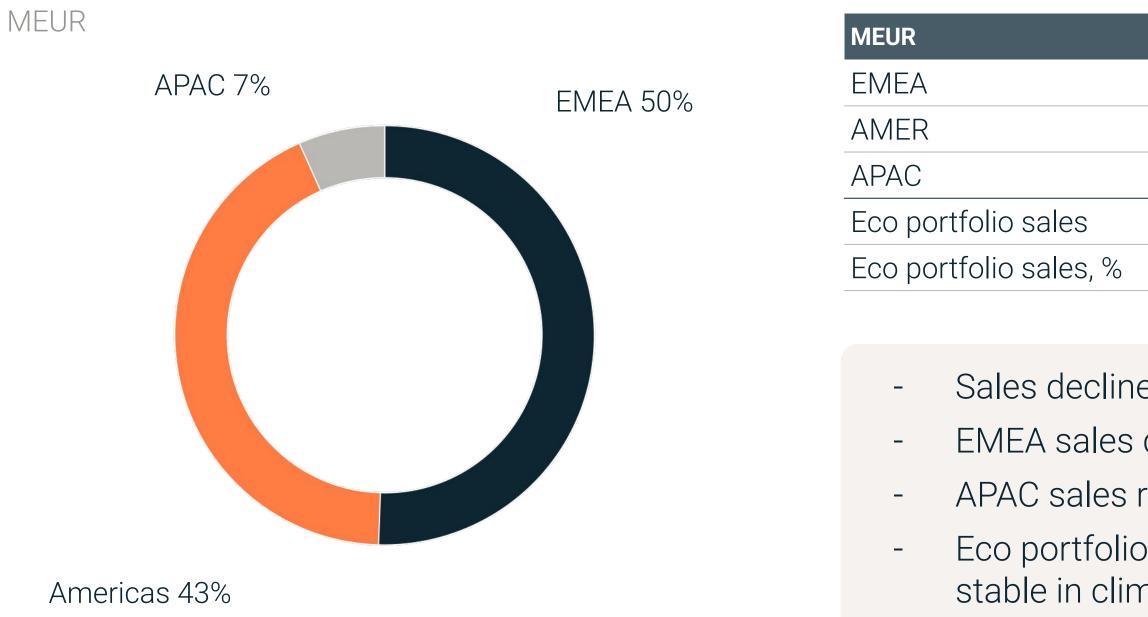
Both second quarter and first half sales decreased

Currencies had a 2 percentage point negative impact on sales in

Share of Services increased

Americas' sales was impacted by low Q1 order intake

Sales by geographical area, Q2/25





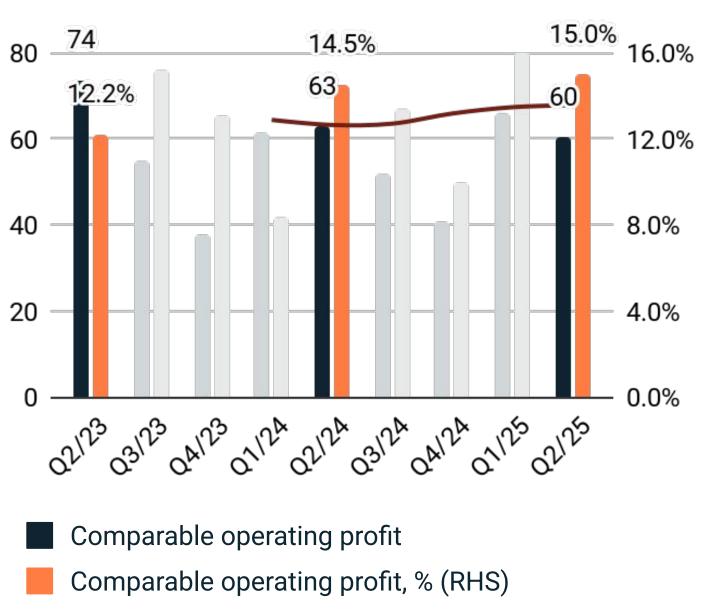
Q2/25	Q2/24	Change	Q1-Q2/25	Q1-Q2/24	Change
203	211	-4%	395	412	-4%
173	195	-12%	368	379	-3%
27	27	0%	51	56	-10%
155	126	23%	297	240	24%
38%	29%		37%	28%	

- Sales decline was most prominent in the Americas
- EMEA sales declined slightly
- APAC sales remained at the comparison periods level
- Eco portfolio sales* increased in circular solutions and were stable in climate solutions

Comparable operating profit margin improved

Comparable operating profit

MEUR



Comparable operating profit, % LTM (RHS)

Operative ROCE defined as (Operating profit / Operative capital employed), Comparative information has been restated to include continuing operations Group administration costs.

MEUR

Comparable operating

Comparable operating

Operative ROCE

- margin
- Operative ROCE improved driven by better profitability



	Q2/25	Q2/24	Change	Q1-Q2/25	Q1-Q2/24	Change
profit	60	63	-4%	126	124	1%
profit, %	15.0%	14.5%		15.5%	14.7%	
	30.4%	27.1%				

Commercial and supply chain actions led to higher gross profit

On track to deliver on our 2028 financial targets

2028 financial targets







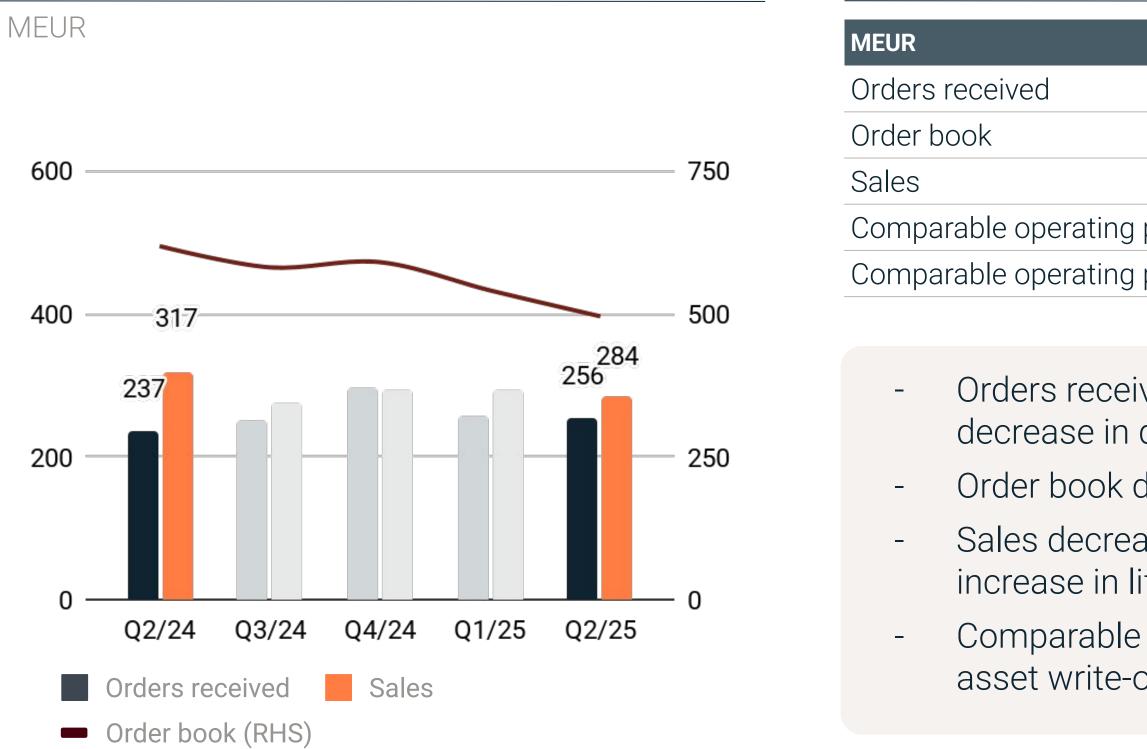
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Reporting segments



Orders received increased in Equipment while sales declined

Equipment, Orders received, order book & sales

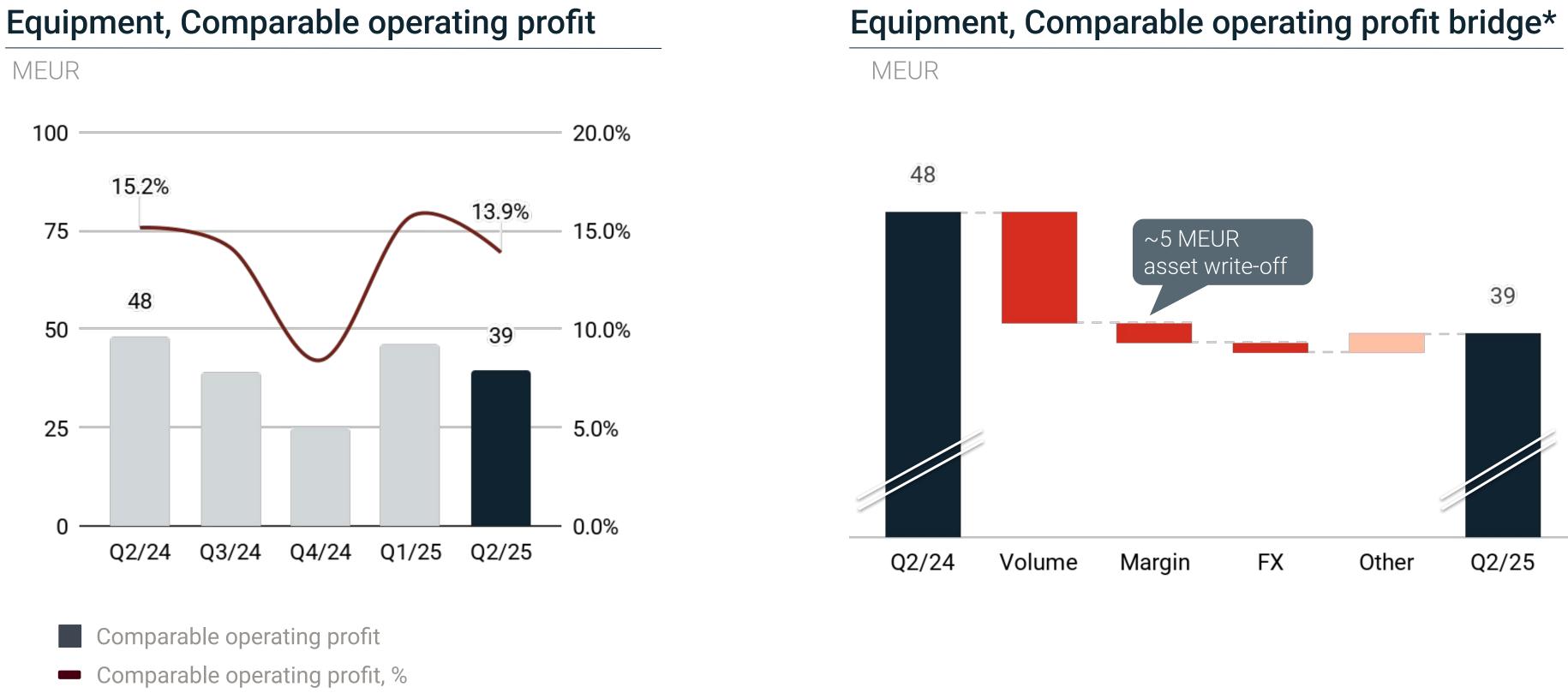




	Q2/25	Q2/24	Change	Q1-Q2/25	Q1-Q2/24	Change
	256	237	8%	514	512	0%
	496	618	-20%			
	284	317	-11%	578	615	-6%
profit	39	48	-18%	86	92	-7%
profit, %	13.9%	15.2%		14.8%	14.9%	

- Orders received increased in lifting equipment partly offset by decrease in delivery equipment
- Order book decreased mainly in delivery equipment
- Sales decrease in delivery equipment partly offset by increase in lifting equipment sales
- Comparable operating profit declined due to lower sales and an asset write-off of approximately EUR 5 million

Equipments' comparable operating profit was impacted by lower sales

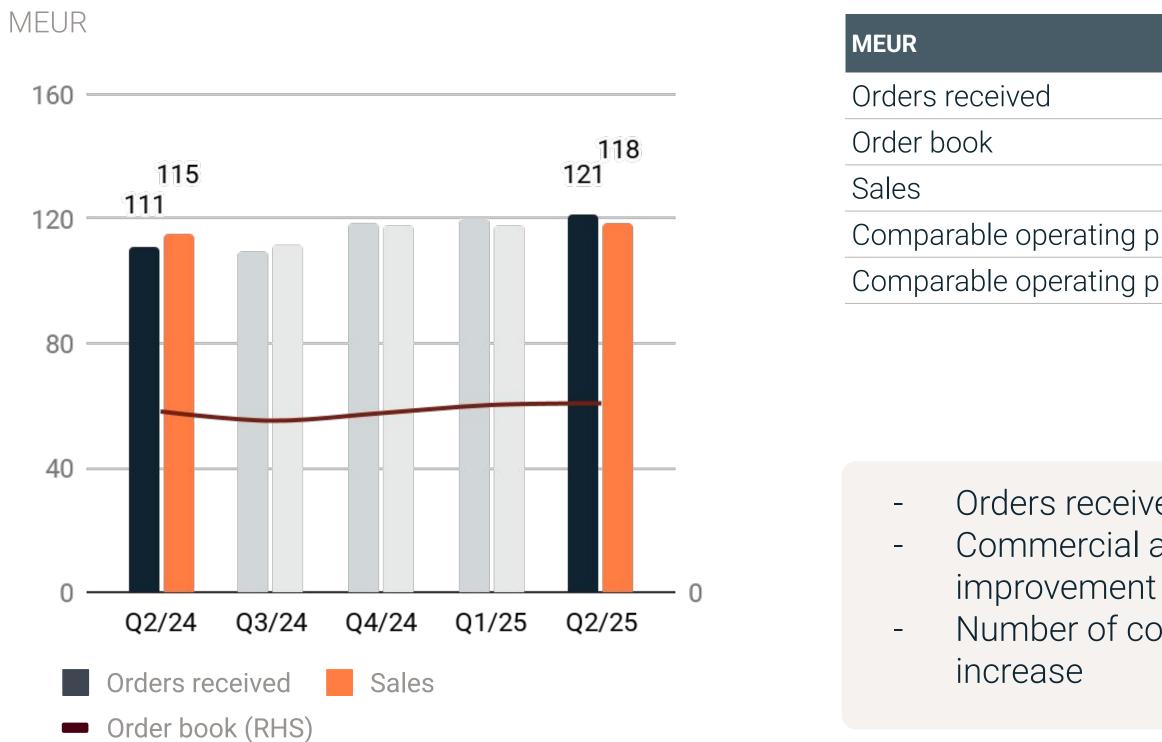


*Indicative management estimate



Services continued to grow

Services, Orders received, order book & sales





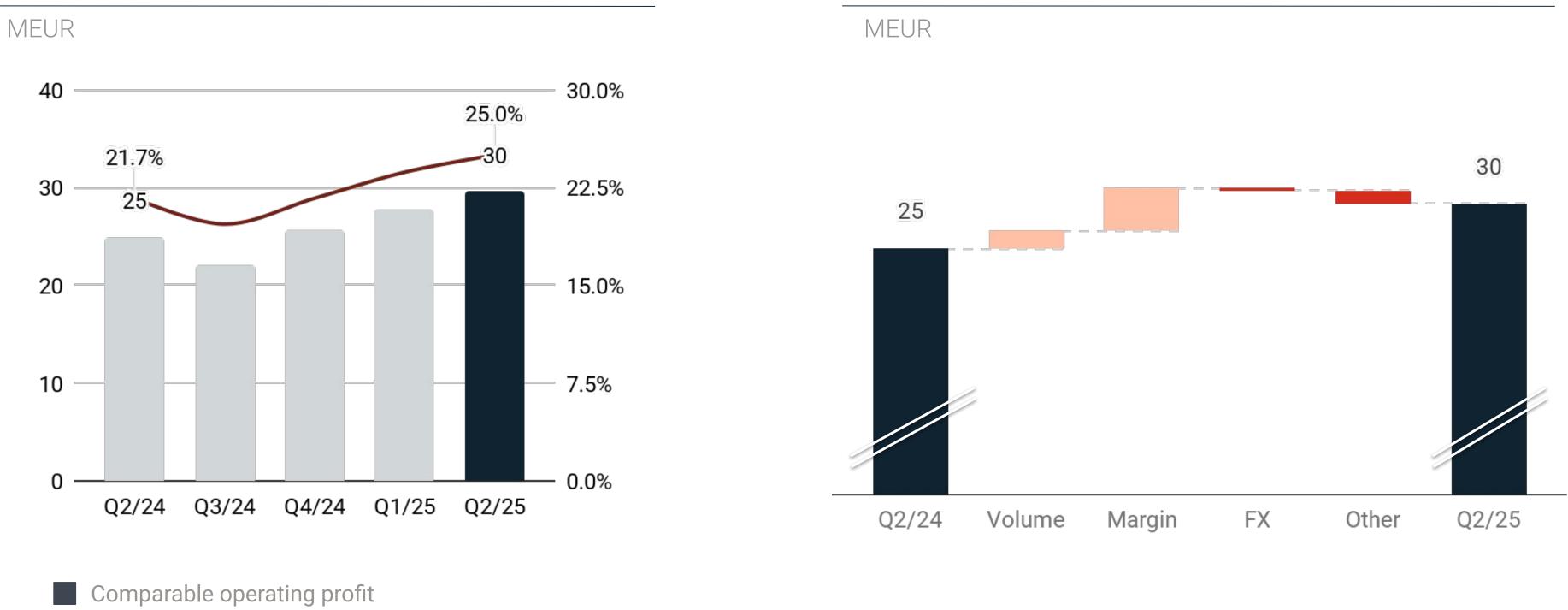
	Q2/25	Q2/24	Change	Q1-Q2/2 5	Q1-Q2/2 4	Change
	121	111	9%	241	222	8%
	61	58	5%			
	118	115	3%	236	233	1%
profit	30	25	18%	57	52	11%
profit, %	25.0%	21.7%		24.3%	22.3%	

Orders received and sales increased driven by recurring services Commercial and sourcing actions contributed to profitability improvement

Number of connected units and ProCare contracts continued to

Services profitability improved

Services, Comparable operating profit



Comparable operating profit, %

*Indicative management estimate



Services, Comparable operating profit bridge*

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Financials and outlook





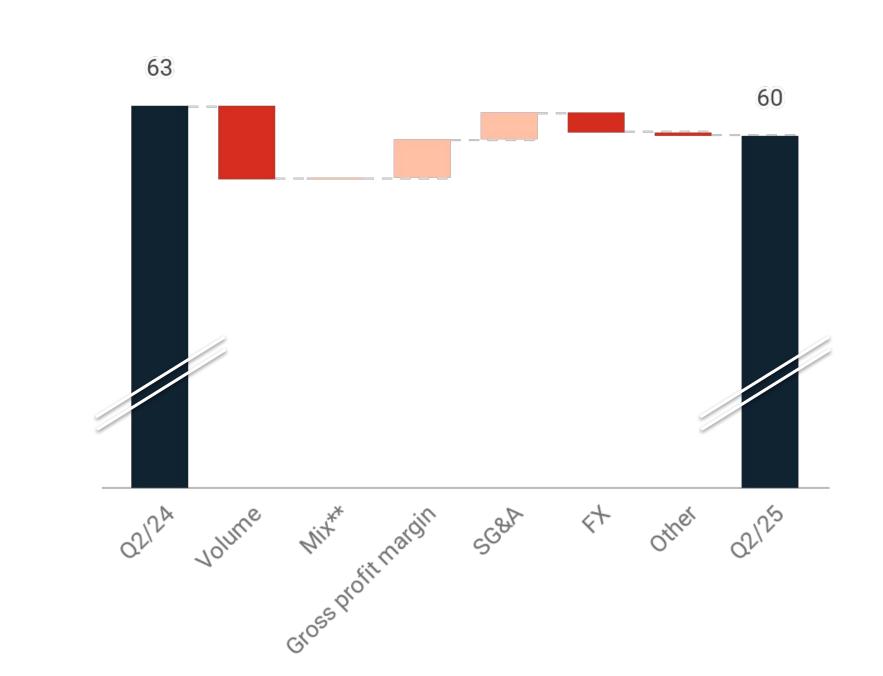
Income statement

Income statement

MEUR	Q2/25	Q2/24	Change
Sales	402	433	-7%
Gross profit	124	129	-4%
Gross profit, %	30.9%	29.9%	
EBITA	61	64	-4%
Comparable operating profit	60	63	-4%
Operating profit	60	63	-4%
Operating profit, %	15.0%	14.5%	
Net financial expenses	-1	0	>100%
Profit for period before taxes	59	63	-6%
Income taxes	-15	-17	-7%
Profit for the period	44	46	-6%
Basic earnings per share, EUR	0.67	0.72	

Comparable operating profit bridge*

MEUR

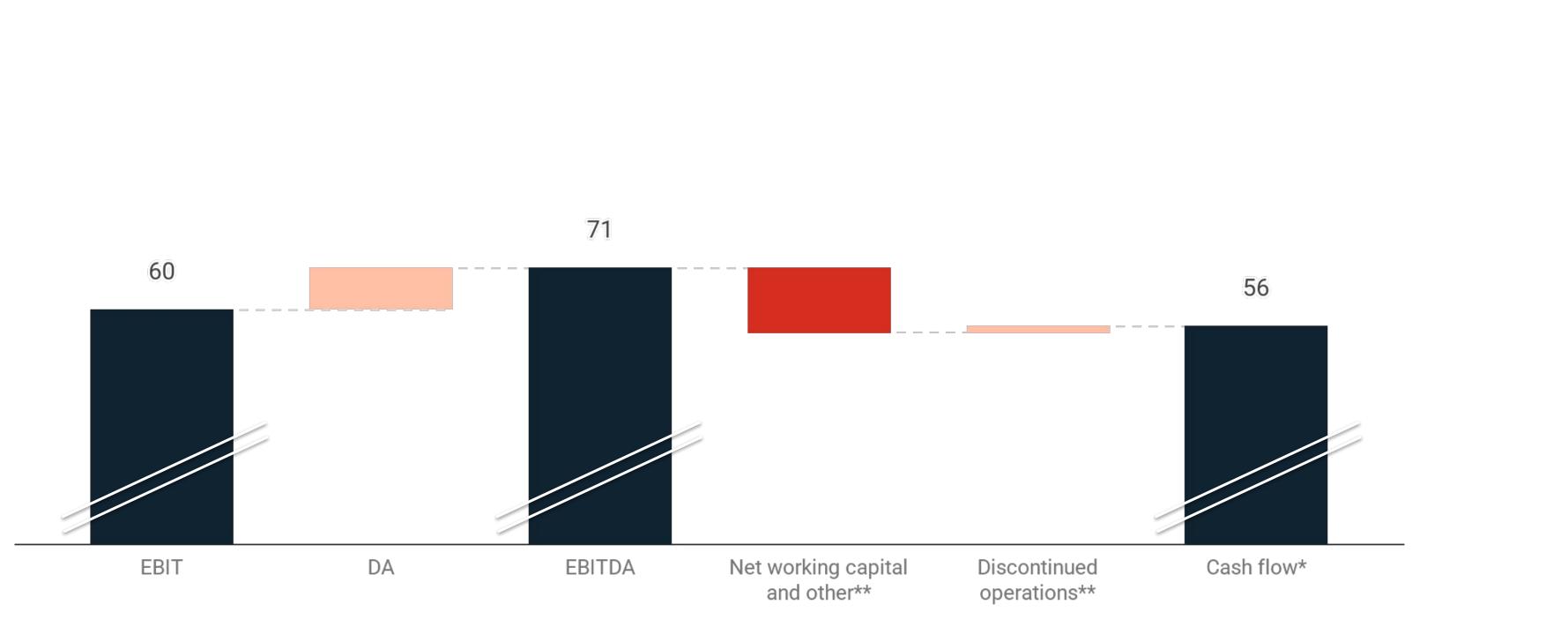




Strong cash generation, typical seasonality impacted net working capital

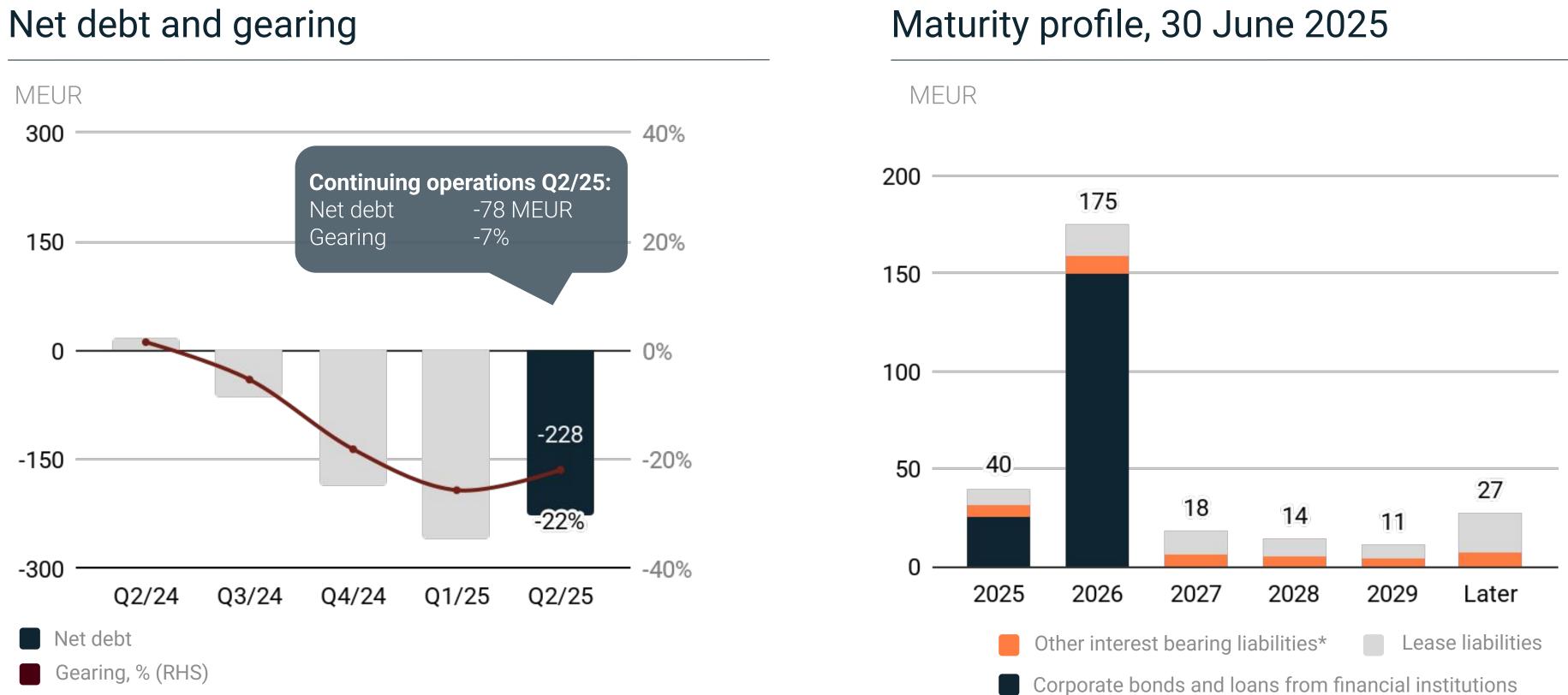
Cash flow from operations before finance items and taxes

MEUR





Very strong balance sheet enabling organic and inorganic growth





Outlook for 2025 specified

Hiab estimates:

Continuing operations' comparable operating profit margin in 2025 to be above 13.5% (2024: 13.2%).

Previous outlook (published 12 February 2025): Hiab estimates continuing operations' comparable operating profit margin in 2025 to be above 12.0 percent.





Key financial figures

MEUR	Q2/25	Q2/24	Change
Orders received	377	348	8%
Order book	556	676	-18%
Sales	402	433	-7%
Gross profit, %	30.9%	29.9%	
EBITA	61	64	
Comparable operating profit	60	63	-4%
Comparable operating profit, %	15.0%	14.5%	
Operating profit	60	63	-4%
Profit for the period	44	46	-6%
Basic earnings per share	0.67	0.72	-6%
Operative ROCE, %	30.4%	27.1%	





Consolidated balance sheet (1/2)

Assets, MEUR	30 Jun 2025	30 Jun 2024	31 Dec 2024
Non-current assets			
Goodwill	232.9	615.3	240.1
Intangible assets	18.1	95.4	23.2
Property, plant and equipment	152.4	170.0	159.1
Investments in associated companies and joint ventures	-	29.7	-
Loans receivable and other interest-bearing assets*	-	0.8	-
Deferred tax assets	139.9	78.8	82.1
Other non-interest-bearing assets	2.4	4.3	2.0
Total non-current assets	545.7	994.2	506.5
Current assets			
Inventories	306.4	564.3	333.8
Loans receivable and other interest-bearing assets*	0.2	20.4	0.3
Income tax receivables	35.4	34.5	31.5
Derivative assets	6.2	29.4	6.0
Accounts receivable	246.4	429.0	240.8
Contract assets	1.8	22.9	1.5
Other non-interest-bearing assets	75.0	128.6	99.0
Cash and cash equivalents*	341.0	336.2	439.1
Total current assets	1,012.5	1,565.4	1,152.0
Assets held for sale	817.5		791.6
Total assets	2,375.7	2,559.6	2,450.1

*)Included in interest-bearing net debt

MacGregor's net assets were classified as held for sale in Q4/24, the balance sheet as of 30 June 2024 has not been restated.



Consolidated balance sheet (2/2)

Equity and Liabilities, MEUR	30 Jun 2025	30 Jun 2024	31 Dec 2024
Equity attributable to the shareholders of the parent company			
Share capital	20.0	20.0	20.0
Translation differences	-19.7	14.3	14.9
Fair value reserves	5.5	-6.3	-12.0
Reserve for invested unrestricted equity	-	26.0	-
Retained earnings	1,034.6	1,132.9	1,002.5
Total equity attributable to the shareholders of the parent company	1,040.3	1,160.9	1,025.4
Non-controlling interest	1.6	1.4	1.9
Total equity	1,041.0	1,160.9	1,027.3
Non-current liabilities			
Interest-bearing liabilities*	215.6	246.0	220.9
Deferred tax liabilities	7.9	10.6	11.7
Pension obligations	25.8	49.8	25.4
Provisions	0.2	2.5	0.3
Other non-interest-bearing liabilities	3.4	10.8	10.0
Total non-current liabilities	259.4	316.8	268.2
Current liabilities			
Current portion of interest-bearing liabilities*	48.0	129.4	148.5
Provisions	38.0	59.5	38.2
Income tax payables	93.1	50.3	50.1
Derivative liabilities	3.5	26.5	6.1
Accounts Payable	172.0	307.9	158.9
Contract liabilities	23.6	251.4	24.3
Other non-interest-bearing liabilities	101.7	252.6	126.8
Total current liabilities	479,9	1,077.7	552.9
Liabilities associated with assets held for sale	600.9	-	601.7
Total equity and liabilities	2,375.7	2,559.6	2,450.1

*)Included in interest-bearing net debt

MacGregor's net assets were classified as held for sale in Q4/24, the balance sheet as of 30 June 2024 has not been restated.



We continue to invest in growth and profitability improvements



19 MEUR investment to MULTILIFT

Expansion and modernisation of Multilift demountables production facility in Raisio, Finland. The investment will modernise the production and office facilities, reduce energy consumption through energy-efficient solutions, and provide a new showroom.

MOFFETT



MES pilot successfully completed

A Manufacturing Execution System (MES) pilot reached completion in June and was taken into

use at the MOFFETT production site in Dundalk, Ireland. Driving Hiab's manufacturing capabilities, the new operations platform provides a holistic view of quality and cycle times, boosting effectiveness in equipment assembly operations.





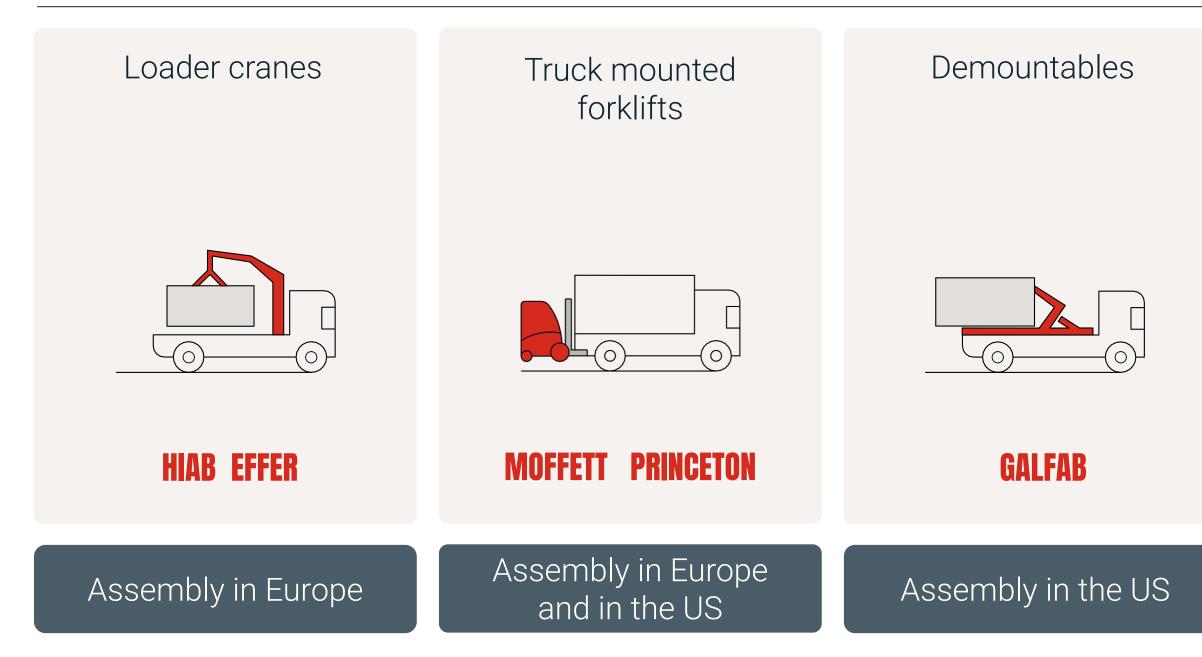


Continued focus on R&D

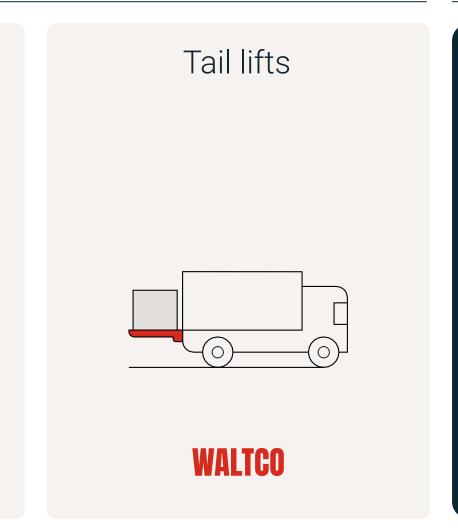
Several demountables solutions were launched by **MULTILIFT** and **GALFAB** to specific markets including the Netherlands, the USA and the UK. **DEL** introduced a new heavy-duty tail lift for the UK and Ireland markets to handle intensive fleet operations and high payloads.

We monitor closely the tariff situation

Equipment offering with the highest US exposure







Short term actions

- Active monitoring of the volatile situation
- Alternative suppliers & USMCA local sourcing
- Price adjustments and tariff surcharges
- Factory capacity planning to match the demand

Assembly in the US

IR contacts



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Site visit to Stargard, PL 18.9.2025

- Stargard is one of Hiab's largest assembly sites
- Stargard assembles light and medium loader cranes
- The site visit will be arranged together with Kalmar Corporation
- Registration on: <u>www.hiabgroup.com/sitevisitregistration</u>





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