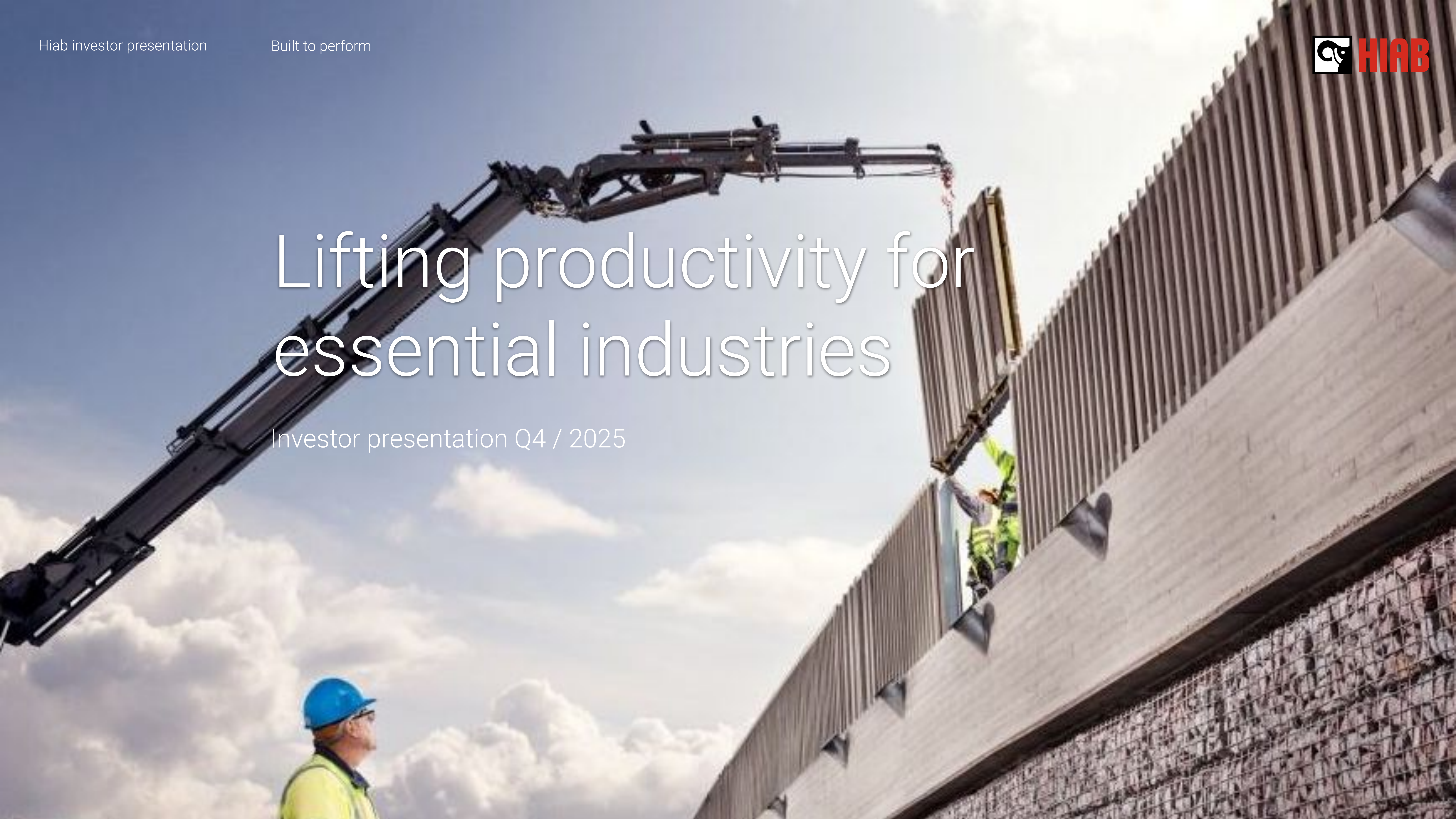
Lifting productivity for essential industries

Investor presentation Q4 / 2025



Content

01 Introduction to Hiab

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**

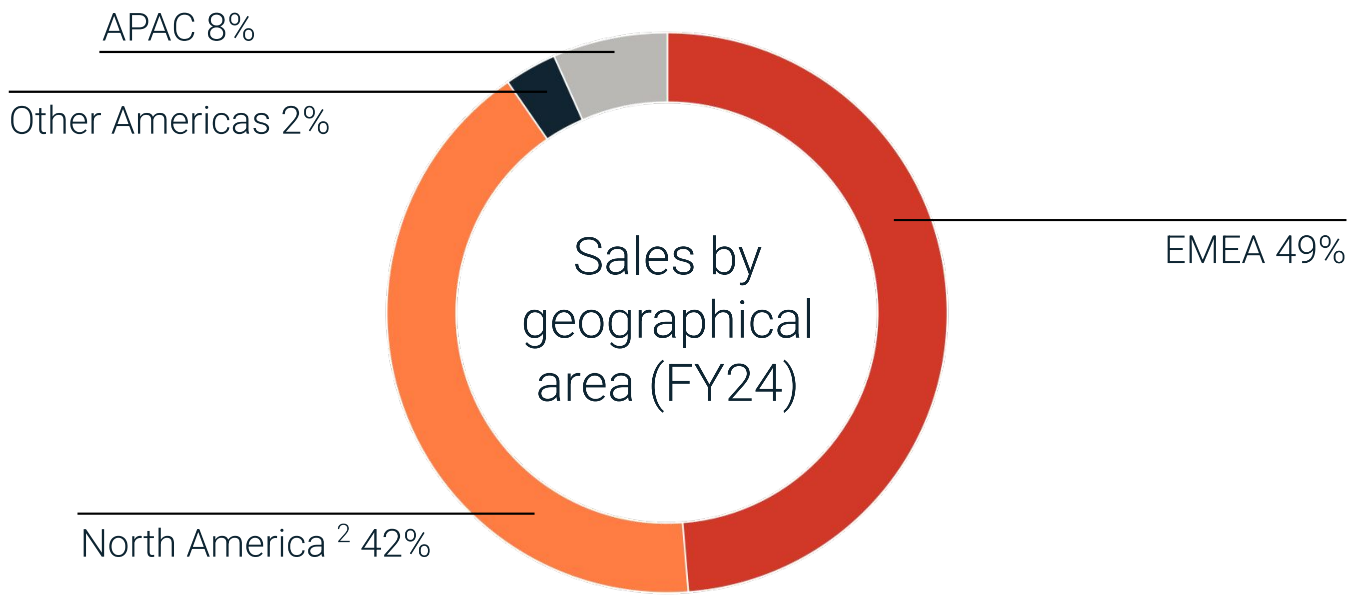
Serving **essential** industries drives **consistent and resilient growth** in line with human development

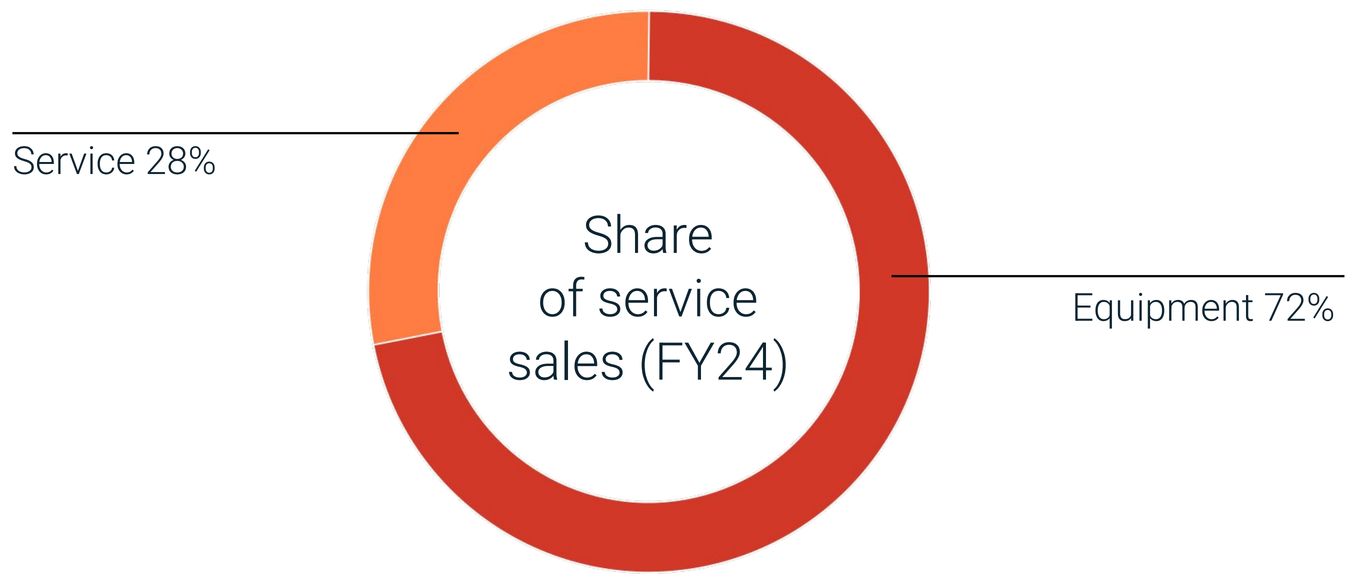
Global load handling specialist with a compelling financial profile

2024 Key Facts

Sales **1,647 MEUR**	10YR Sales CAGR **+7.0%**
Comparable operating profit / margin [1] **217 MEUR / 13.2%**	Return on operating capital **28.2%**
Service locations **>3,000**	Employees [1] **+4,000**

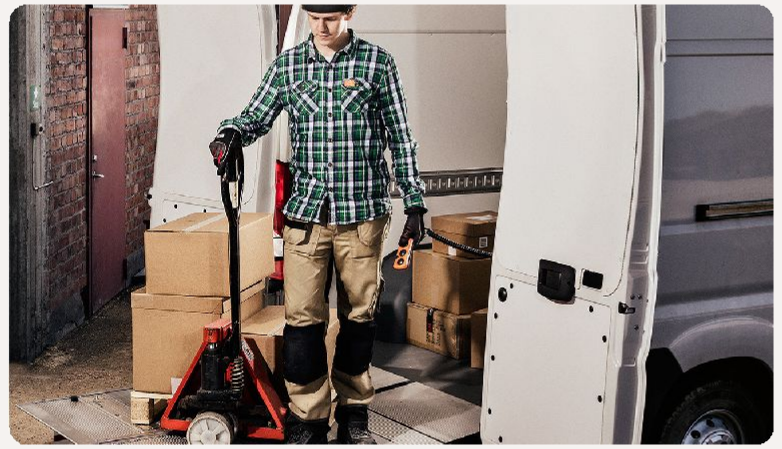
#1 OR #2 POSITION IN ALL SEGMENTS





[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


Infrastructure


Construction


Special logistics


Wind


Forestry

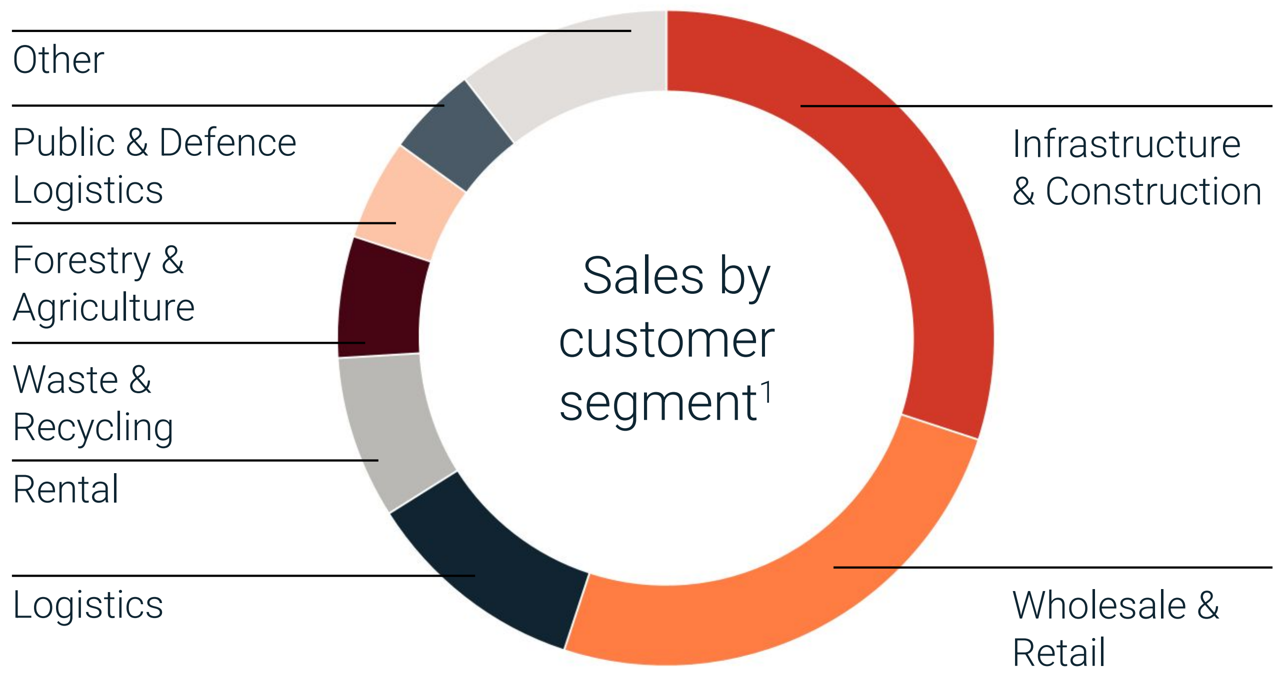

Agriculture


Rail

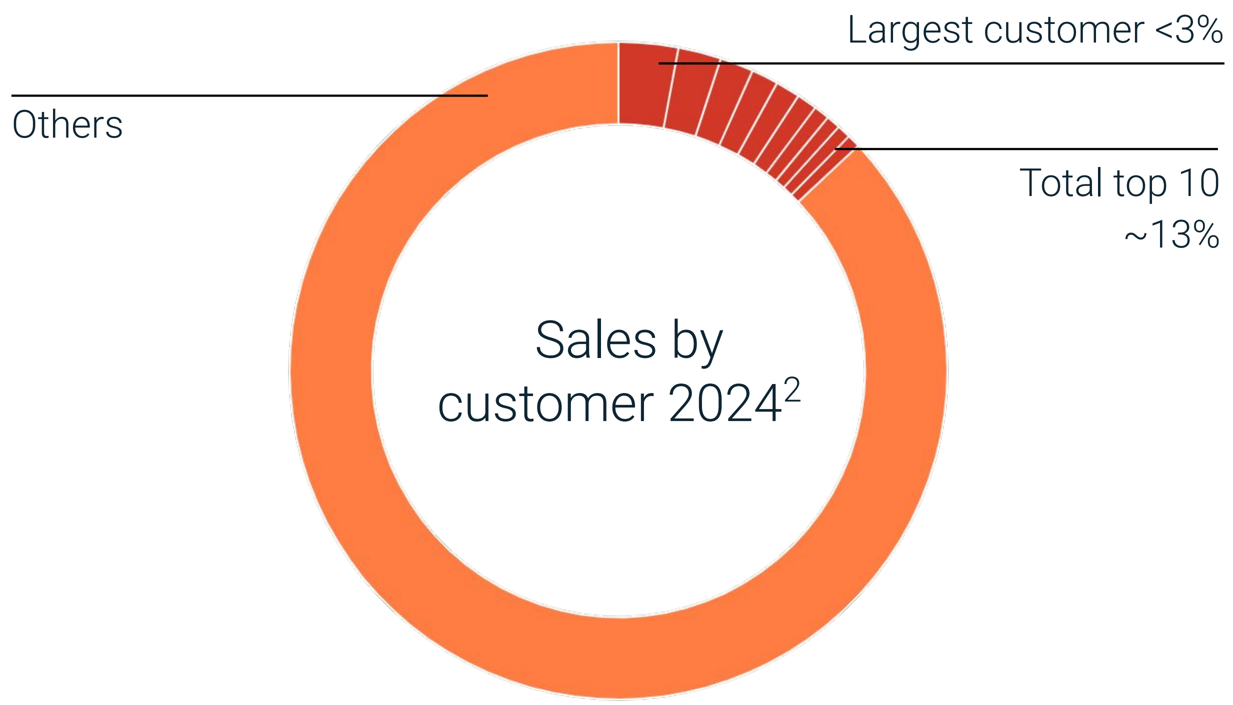
- Resilience from diversity in customer industries
- Similar yet specialised needs per end-market
- High barriers to entry due to niche end-markets
- Gradual penetration to new industries through use-case expansion

Serving a diverse customer base with multiple customer types

A diverse customer base

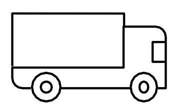


… with low concentration…

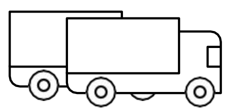


… and multiple customer types

Single truck owners



Fleets



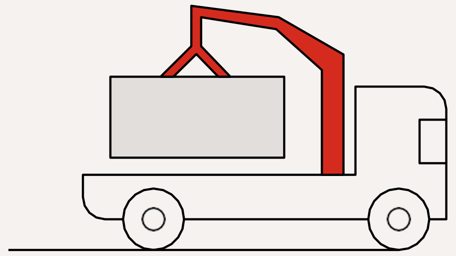
Rental

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.

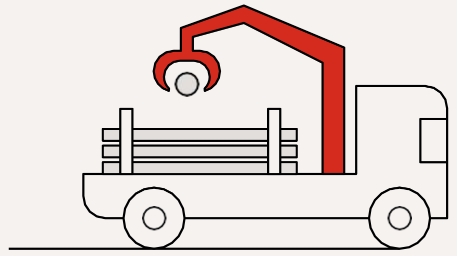
Hiab offers lifting and delivery solutions through an extensive portfolio of brands covering all types of applications

Loader cranes



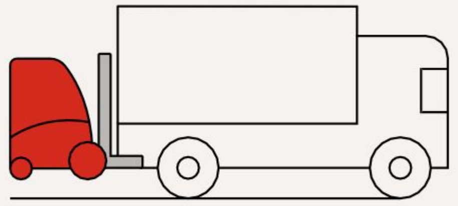
HIAB ARGOS EFFER

Forestry & recycling cranes



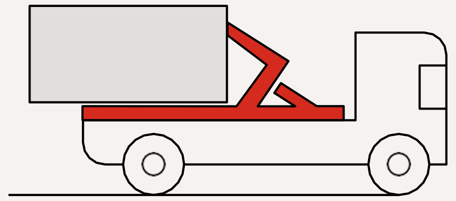
JONSERED LOGLIFT

Truck mounted forklifts



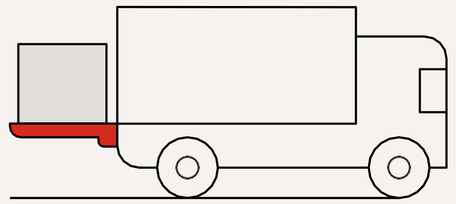
MOFFETT PRINCETON

Demountables



MULTILIFT GALFAB

Tail lifts

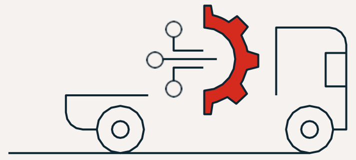


ZEPRO WALTCO DEL

Services

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

HIPERFORM



Market-leading innovation with brands that have defined history

Built on a track record of firsts

"I WANT A..."

HIAB

Invented the hydraulic crane that revolutionised load handling

MOFFETT

Invented the truck mounted forklift

LOGLIFT

Invented the cabin for forest cranes and the folding forestry crane

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

Eco Portfolio in % of total sales (2024)

29%

CO^2 intensity[1] (23 vs. 24)

-14%

[1] CO^2 intensity in sales, Scopes 1, 2 & 3

Asset-light footprint with global reach

3,000
Sales and service locations

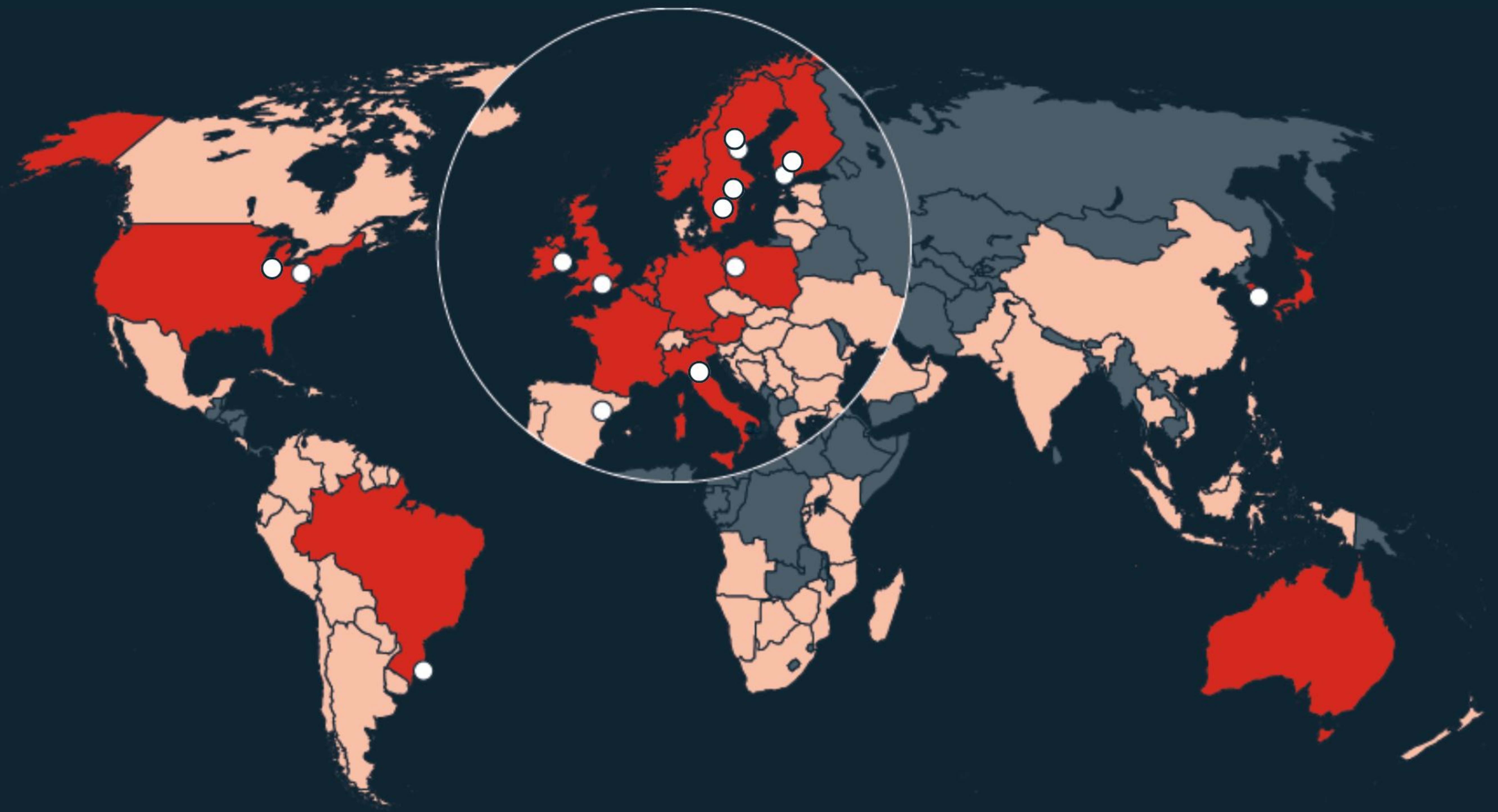
100
Countries with delivery footprint

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

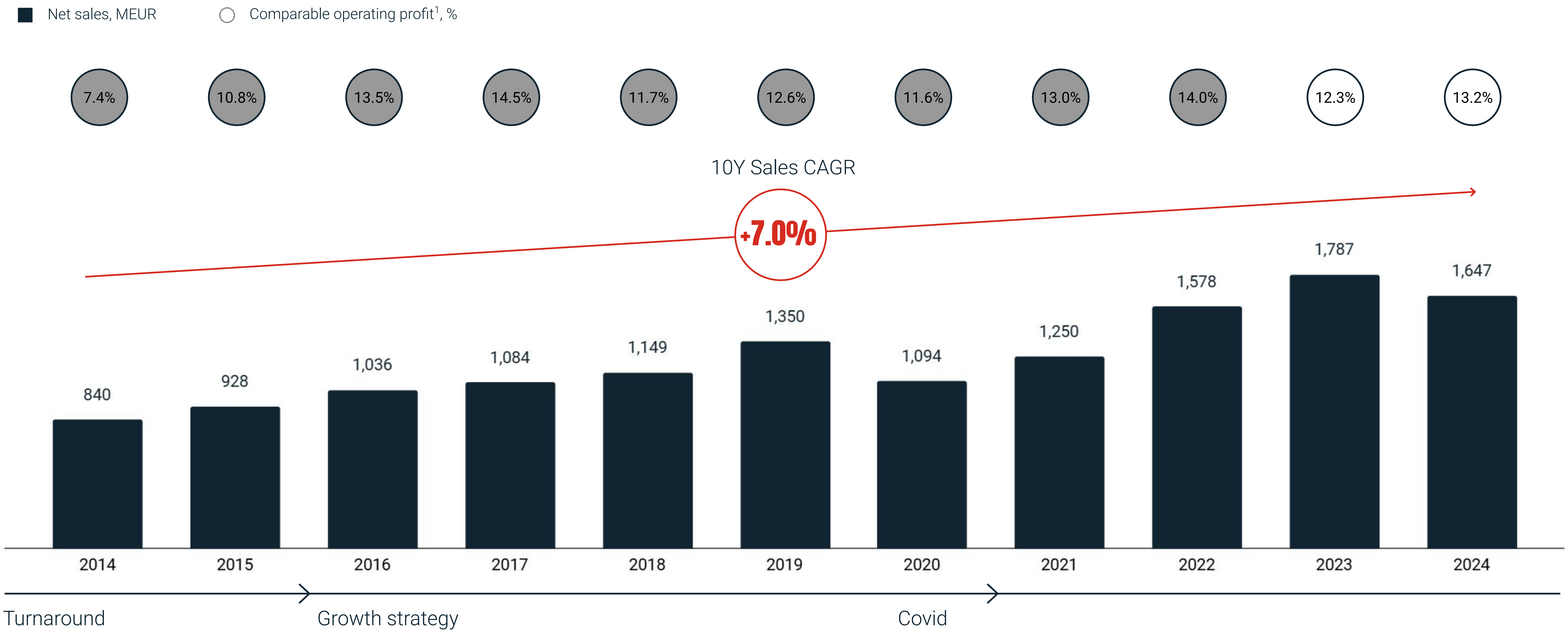
Own production in key markets in Europe and the US



Hiab locations Partners Production / R&D

HIAB

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



[1]2014-2022 comparable operating profit % for Hiab as a business area without group level corporate and administrative costs.

Structural market trends and winning formula supporting growth

GDP Growth

Urbanisation

Climate change

Underlying economic growth

Safety; Productivity and uptime needs

Operator shortage

CO_2 reduction

Growing Hiab market

Application and segment expertise

Superior physics-based solutions

Superior service network

Powered by the passion of our people and enriched by data & insights

Hiab winning formula

+3% P.A GDP[1] → **>2X** → **+7% P.A**

[1] Management estimate

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

+

SUPERIOR SERVICE CAPABILITIES & GLOBAL COVERAGE

Maximised uptime
Remote monitoring
Insight from connected units

ENRICHED BY DATA & INSIGHTS

02 Investment highlights

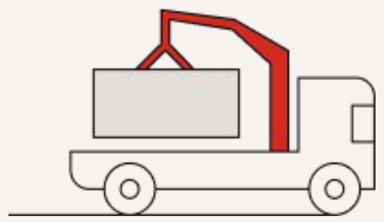
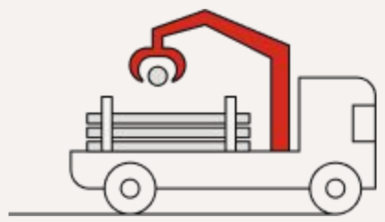
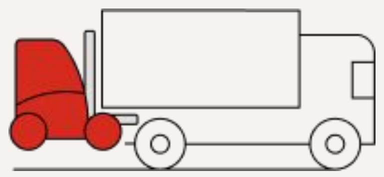
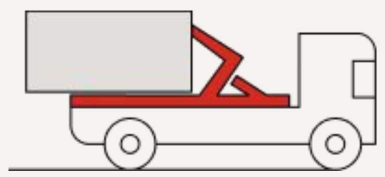
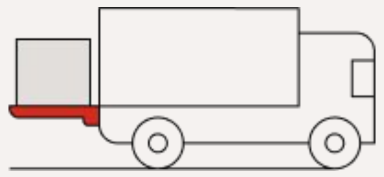
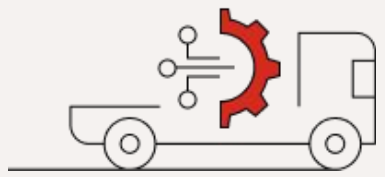
Key investment highlights

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

HIAB

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

Our broad portfolio of best-in-class lifting solutions allows us to maintain market leadership

PORTFOLIO	Loader Cranes	Forestry & Recycling Cranes	Truck Mounted Forklifts	Demountables	Tail Lifts	Services
						
GLOBAL POSITION	#1 Medium & Super Heavy #2 Light & Heavy	#2	#1	#1	#1 In Nordics #2 In US	>45% Spare parts capture rate
MARKET SIZE (2023)	~1,500 MEUR	~600 MEUR	~400 MEUR	~800 MEUR	~1,200 MEUR	350k units

We benefit from operating in fragmented niche markets

2 Enhanced focus on key segments globally

Waste & Recycling	Defense Logistics	Retail & Last Mile	Construction
			

DEMAND DRIVERS

Waste & Recycling	Defense Logistics	Retail & Last Mile	Construction
– Urbanisation – Productivity requirements – Sustainability challenges	– Geopolitical uncertainty – Productivity requirements – Autonomous technologies	– Growing e-commerce – Sustainability challenges – Increased pay loads	– Safety requirements – Energy & efficiency trends – Ease of use

KEY ENABLERS

- Application specific **innovations** driven by understanding our **customers**, operators and load needs
- **Doubling our R&D investments** to continue to shape the industry
- Targeted **value selling program** using fact based data and tools

3 Geared to expand our leading position in North America

Where we stand

685 MEUR
In sales

~800
Employees

>800
Service locations

#1-2
Positions
in key products

How we will win in North America

01
Expand through
Commercial Excellence

- **Accelerate value selling** of complete portfolio
- Grow **key account** customer base
- Drive **adoption of more productive solutions** (e.g. stiff boom and mobile crane conversion)

02
Increase customer
proximity

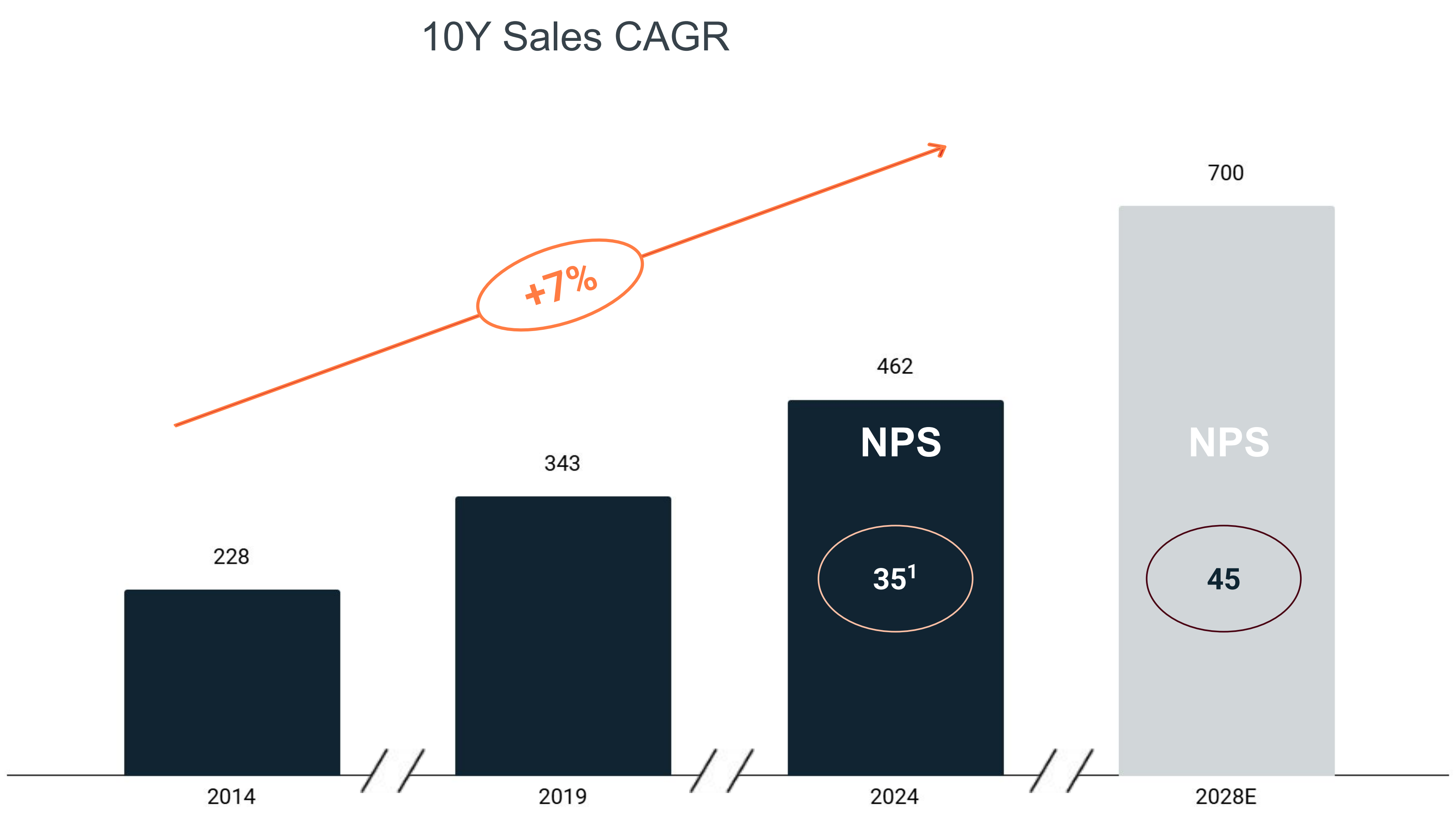
- Expanding direct and **partner networks**
    - **7** new dealer agreements signed in 2024
- **Widen** service **location footprint**

03
Leverage **local** design
& manufacturing

- Best-in-class **delivery times**
- **Local R&D** tailored to local needs

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

Strong track record of service sales growth



Actions to increase aftermarket capture and grow services business

01
Installed base and customer growth

Installed base of **+350k units**

02
Leveraging connected units and increase contract capture

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

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

03
Service network expansion

+3,000 service locations in 2024

[1] NPS for 2023

5 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

1.5%
OF SALES

Productivity gain per year for investments and profitability improvement

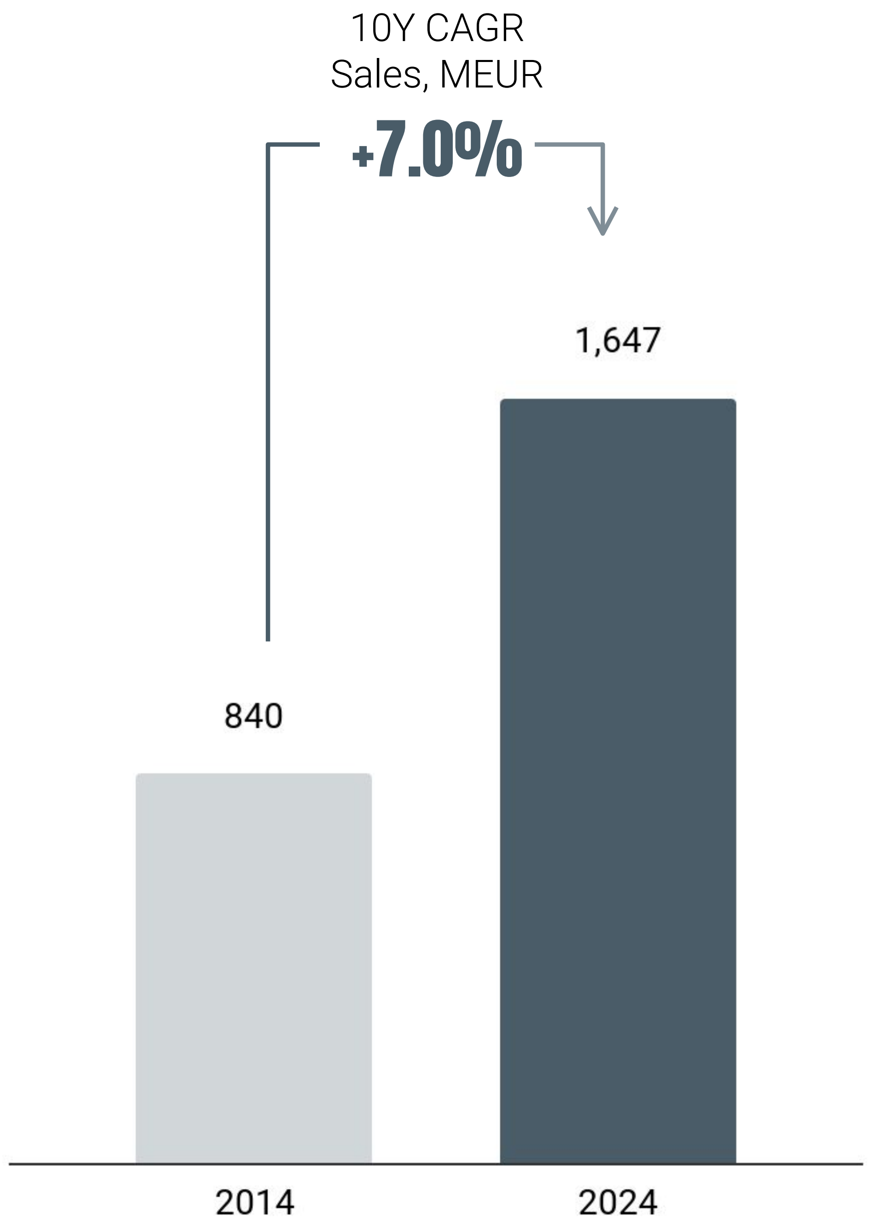
Proven success stories

Tail Lifts profitability transformation
Driving best in class customer service

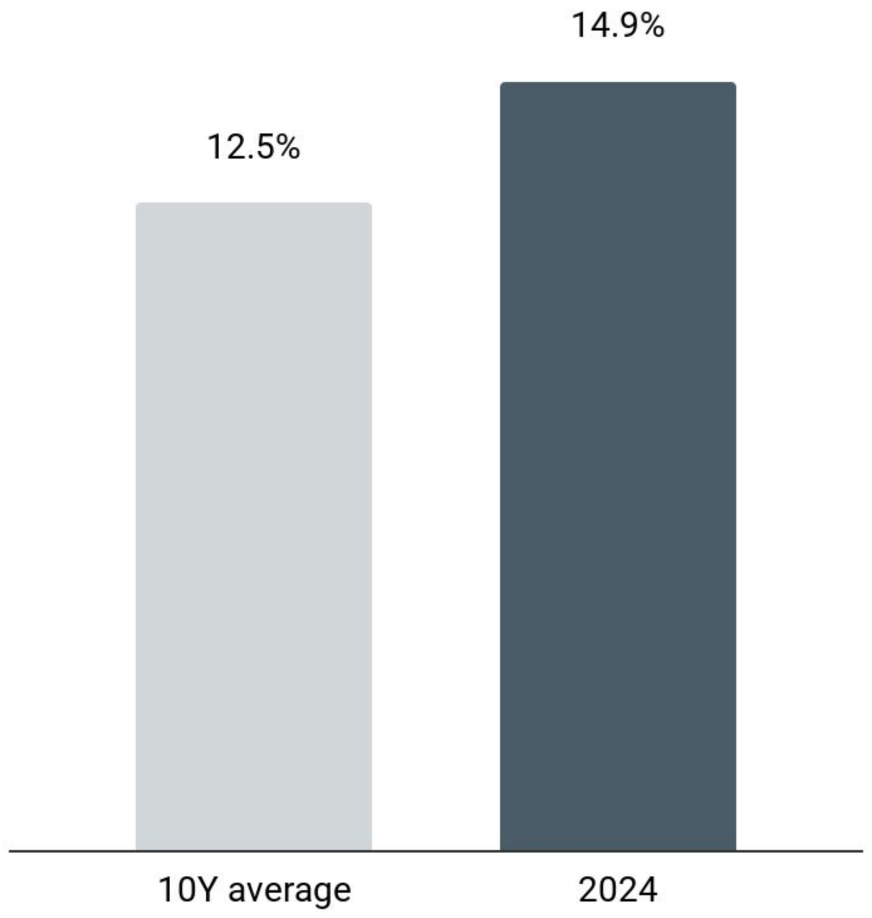
Truck Mounted Forklifts transformation
Outstanding E2E Sales realisation & cycle time reduction

6 Strong track record of profitable growth

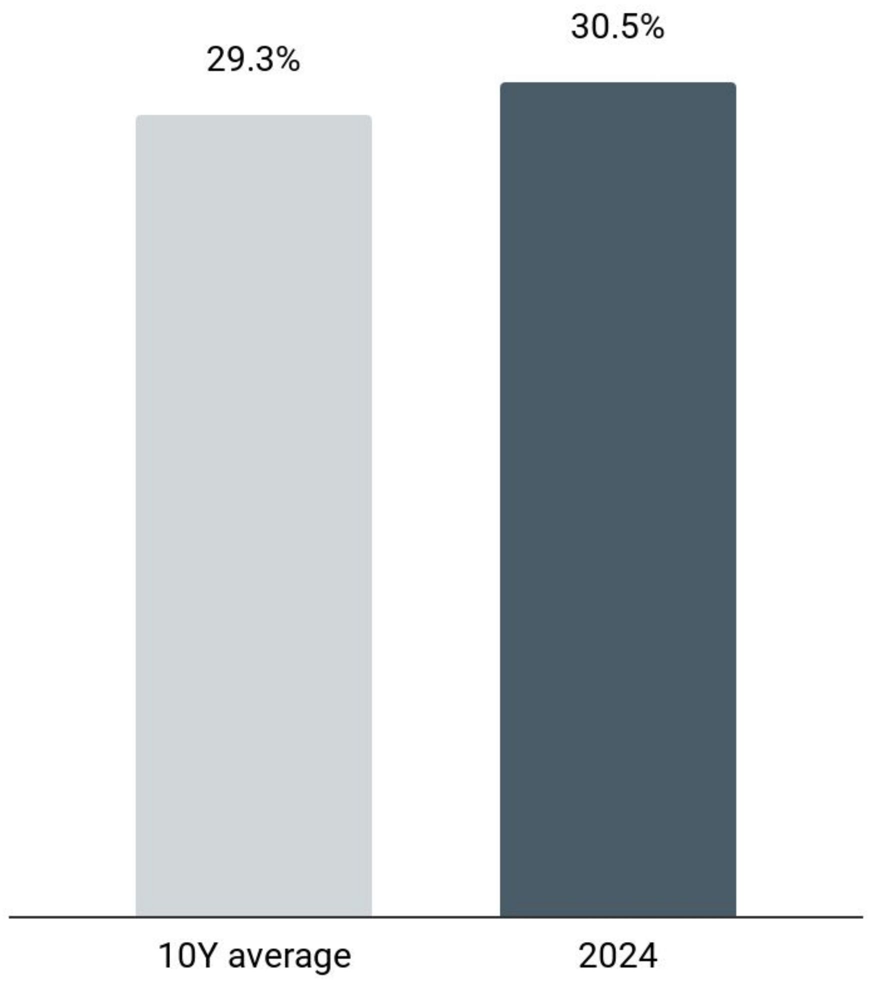
Sales growth



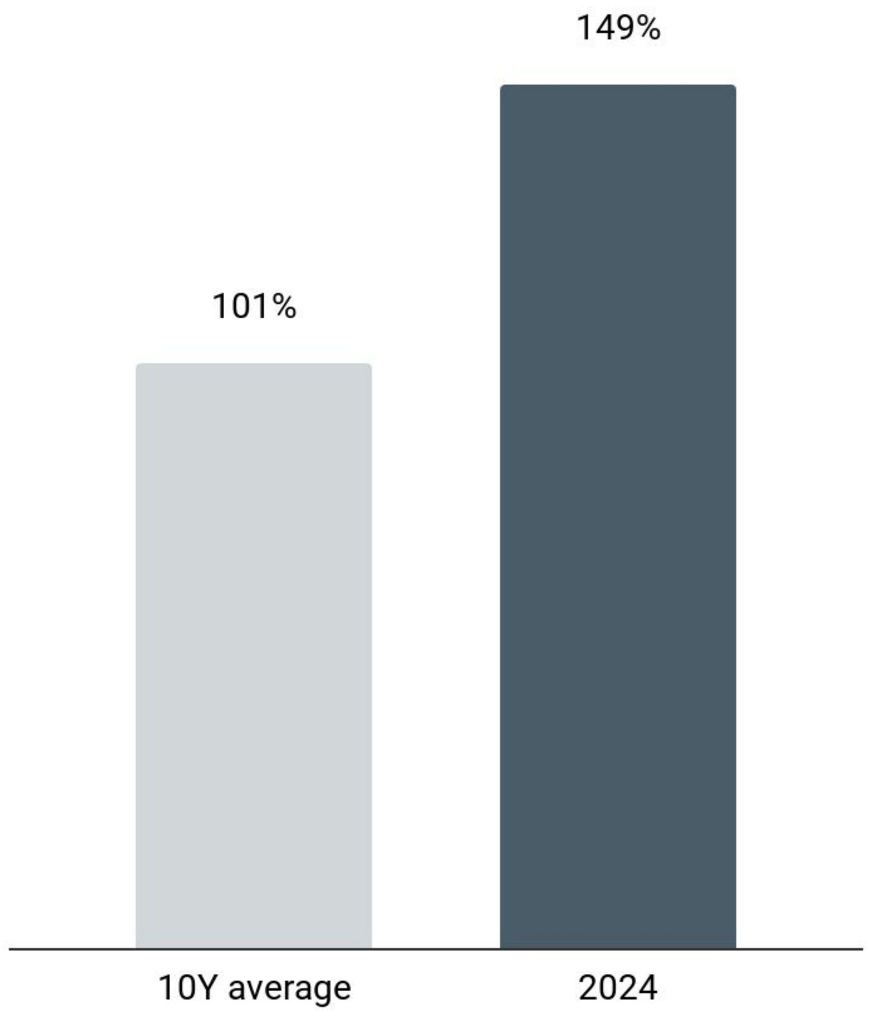
Comparable operating profit[2]



ROCE[1]



Cash conversion[2]



[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.

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

Strong M&A Track Record

	2017 ARGOS	2018 EFFER	2021 Galfab	2022 Olsbergs
KEY RATIONALE	Geographic expansion	Product portfolio expansion	Product portfolio & geographic expansion	Acquisition of leading control system technology
KEY ACHIEVEMENTS	Sales & margin expansion	Sales & margin expansion	Sales & margin expansion	Margin uplift & product improvement

Robust & well-defined M&A criteria going forward

01 Adjacent & Specialised Markets	Established, "niche" markets with high likelihood to win
02 Customer & Capability Sharing	Hiab is the right owner for full potential
03 Strategic Ambitions	Catalyst for service or aftermarket sales
04 Financial Framework	Earnings and value accretive

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

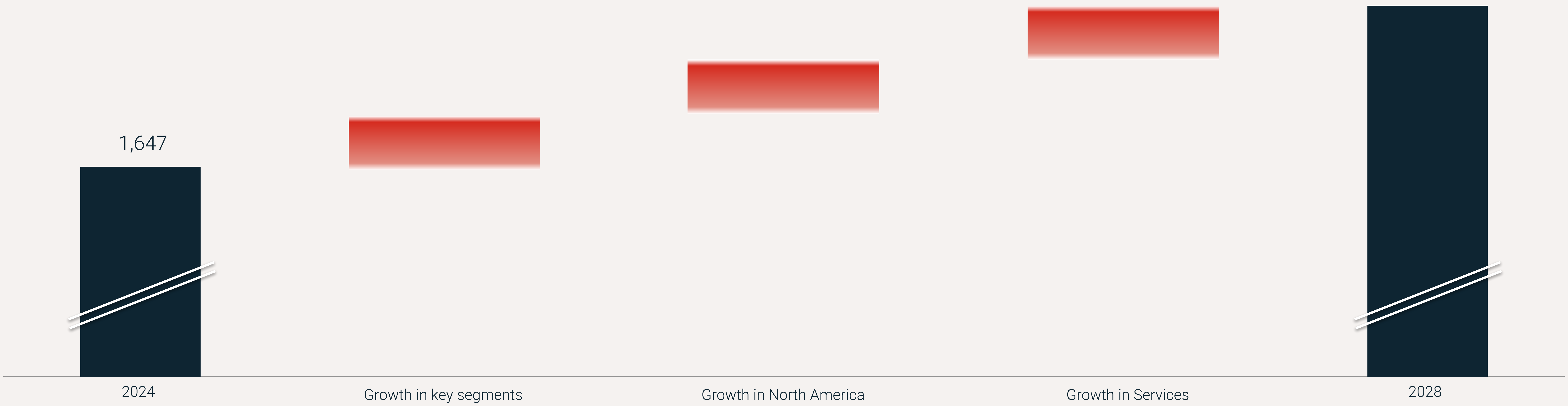
Key targets to measure success by 2028

Sales CAGR[1]	Comparable Operating Profit	ROCE[2]	Sustainability
>7%	16%	>25%	SBTi

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

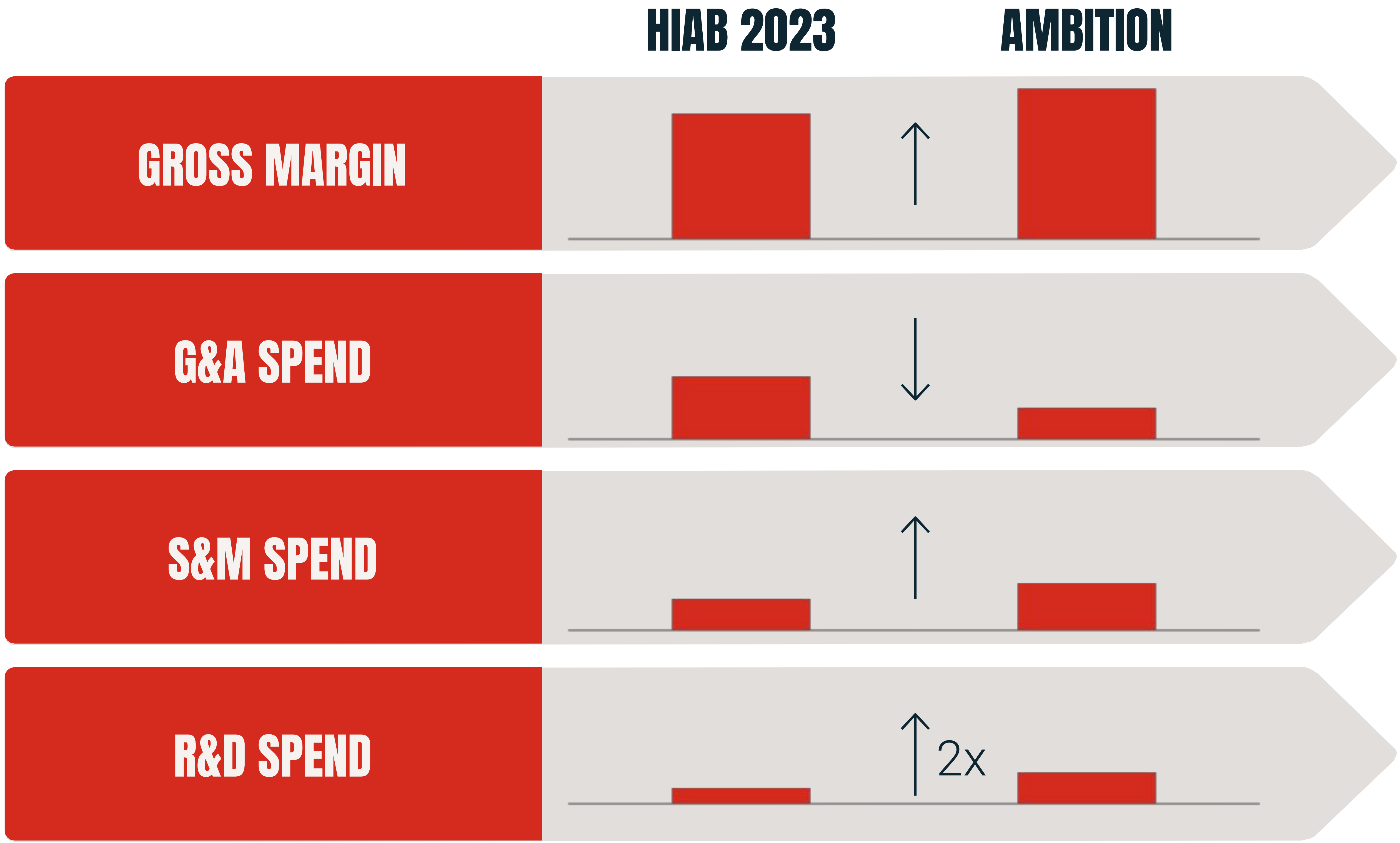
Growth priorities to continue outperforming the market

Hiab sales bridge



Indicative management estimate

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

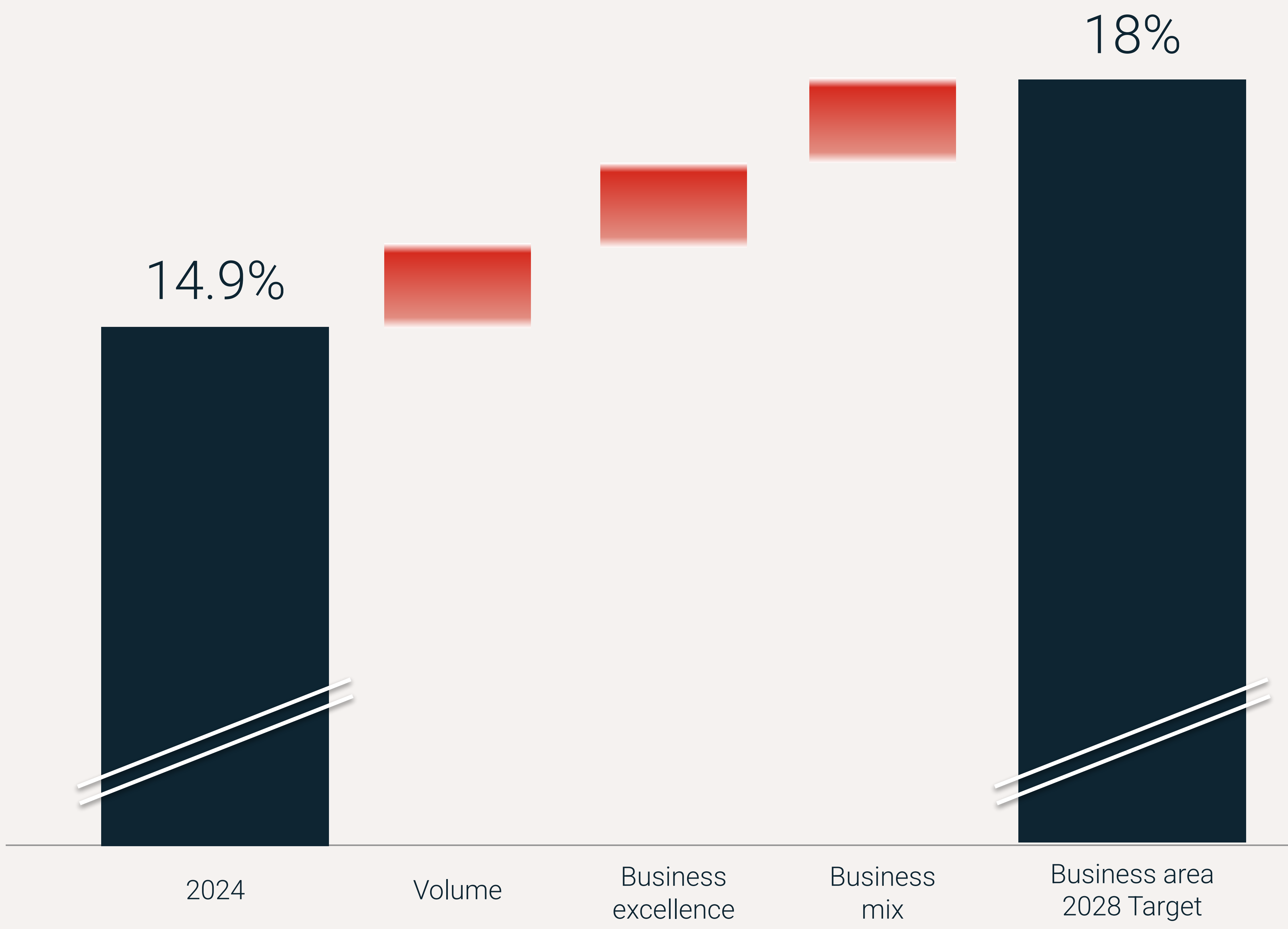
Invest in Commercial excellence, services, digital, segment sales and marketing

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

On track to deliver 16% margin in 2028

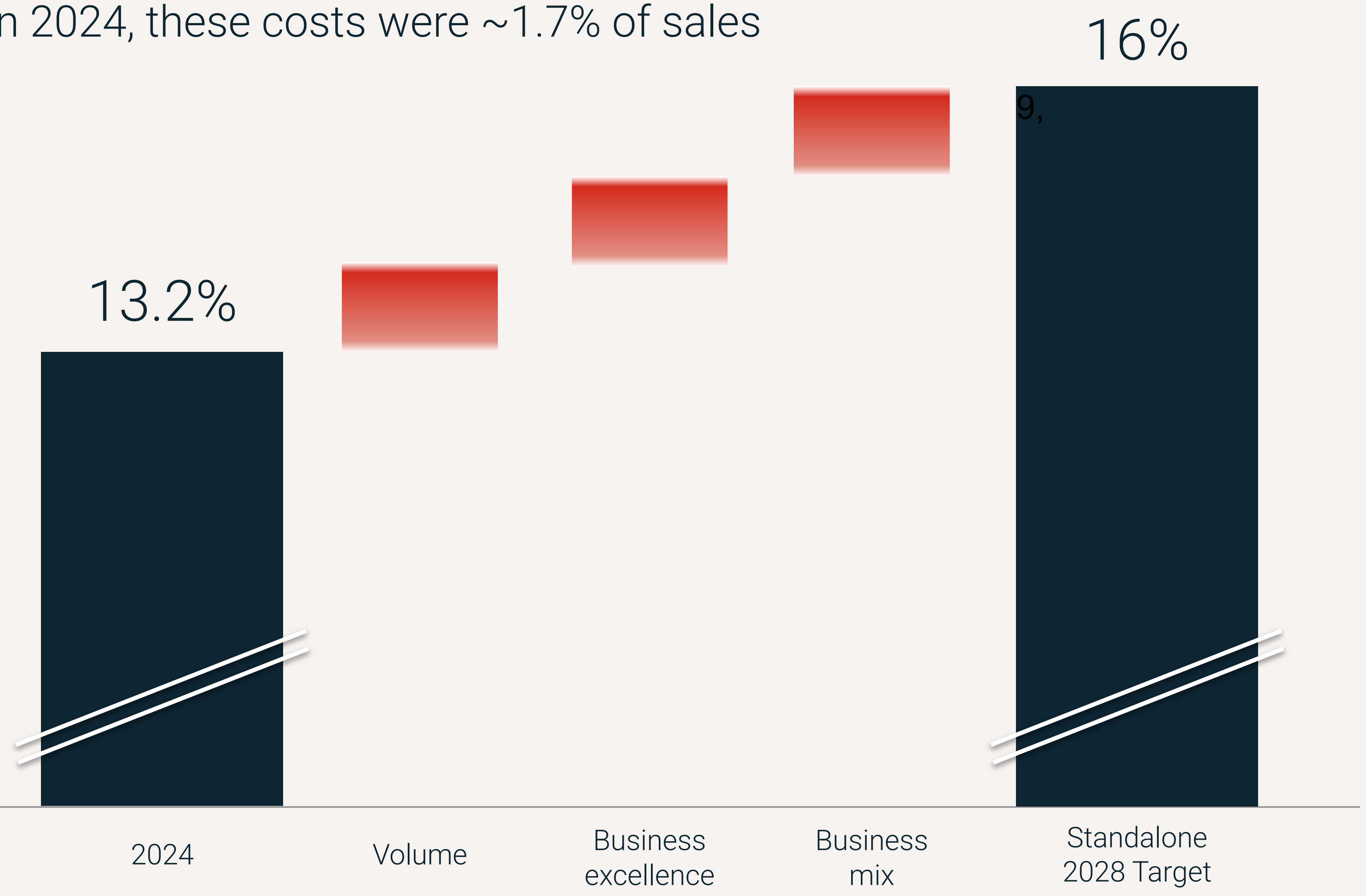
Hiab comparable operating profit margin bridge to 2028 target

as business area



as standalone company

- The difference between Hiab as a business area and standalone is corporate administrative and support functions
- In 2024, these costs were ~1.7% of sales



Indicative management estimate

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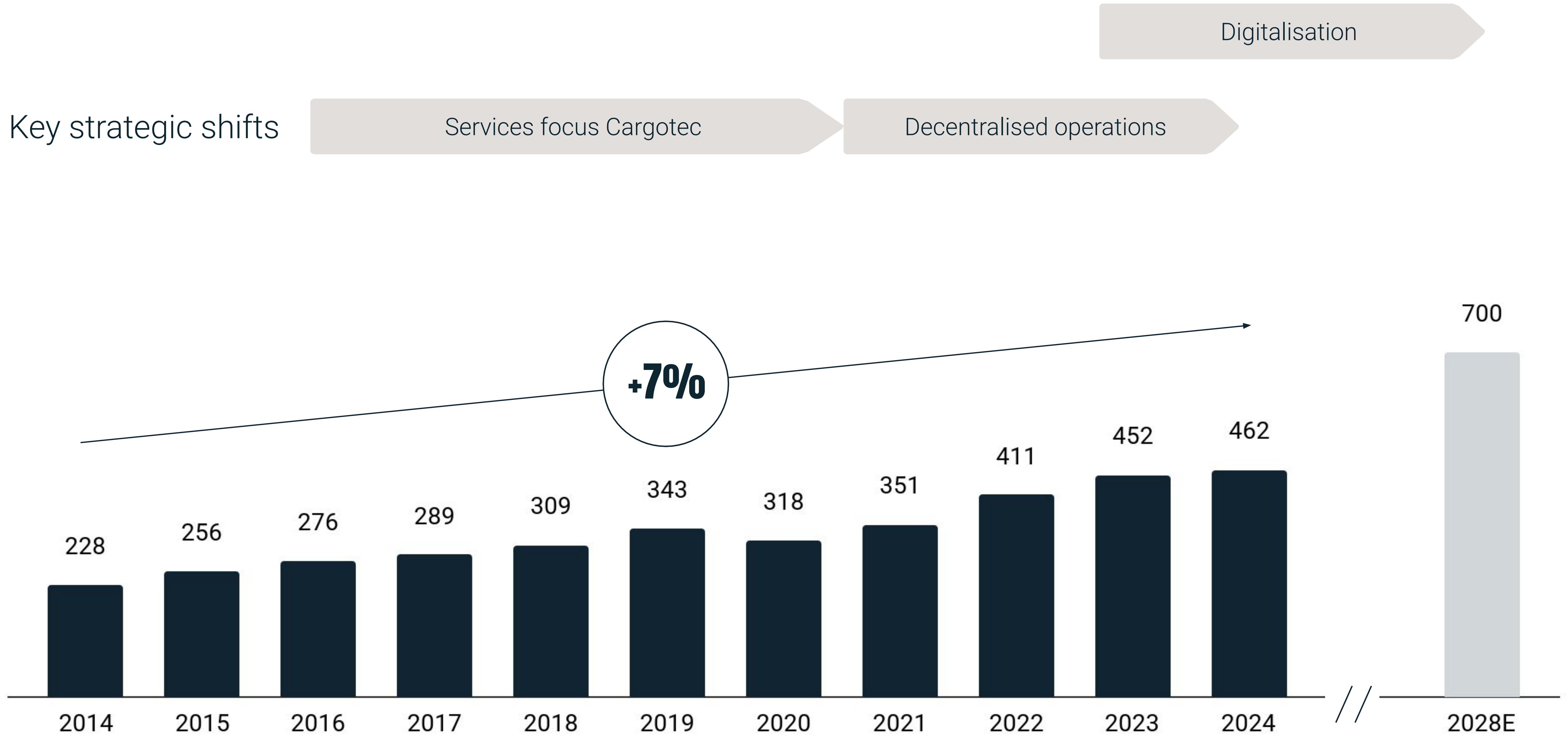
04 Appendix

A. Supplementary materials on Hiab

HIAB

Attractive and growing aftermarket business

Service sales[1] 2014–2024



Growth levers

INSTALLED BASE

INNOVATION

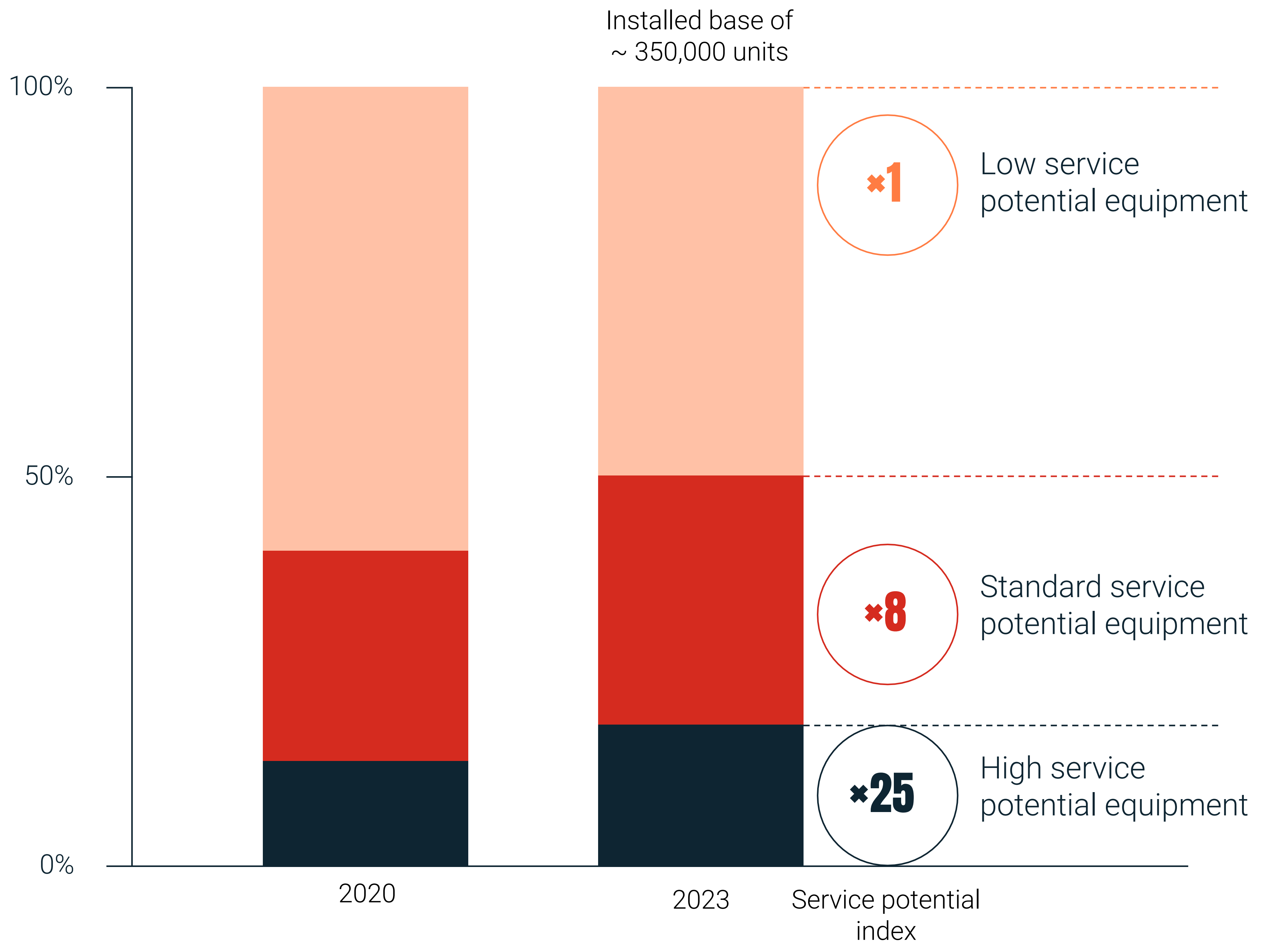
SERVICES NETWORK

[1] AER FX rate, comparable portfolio mix over the periods

Hiab is uniquely positioned…

…to tap into the increasing potential of the growing installed base.

Equipment mix development 2020–2023

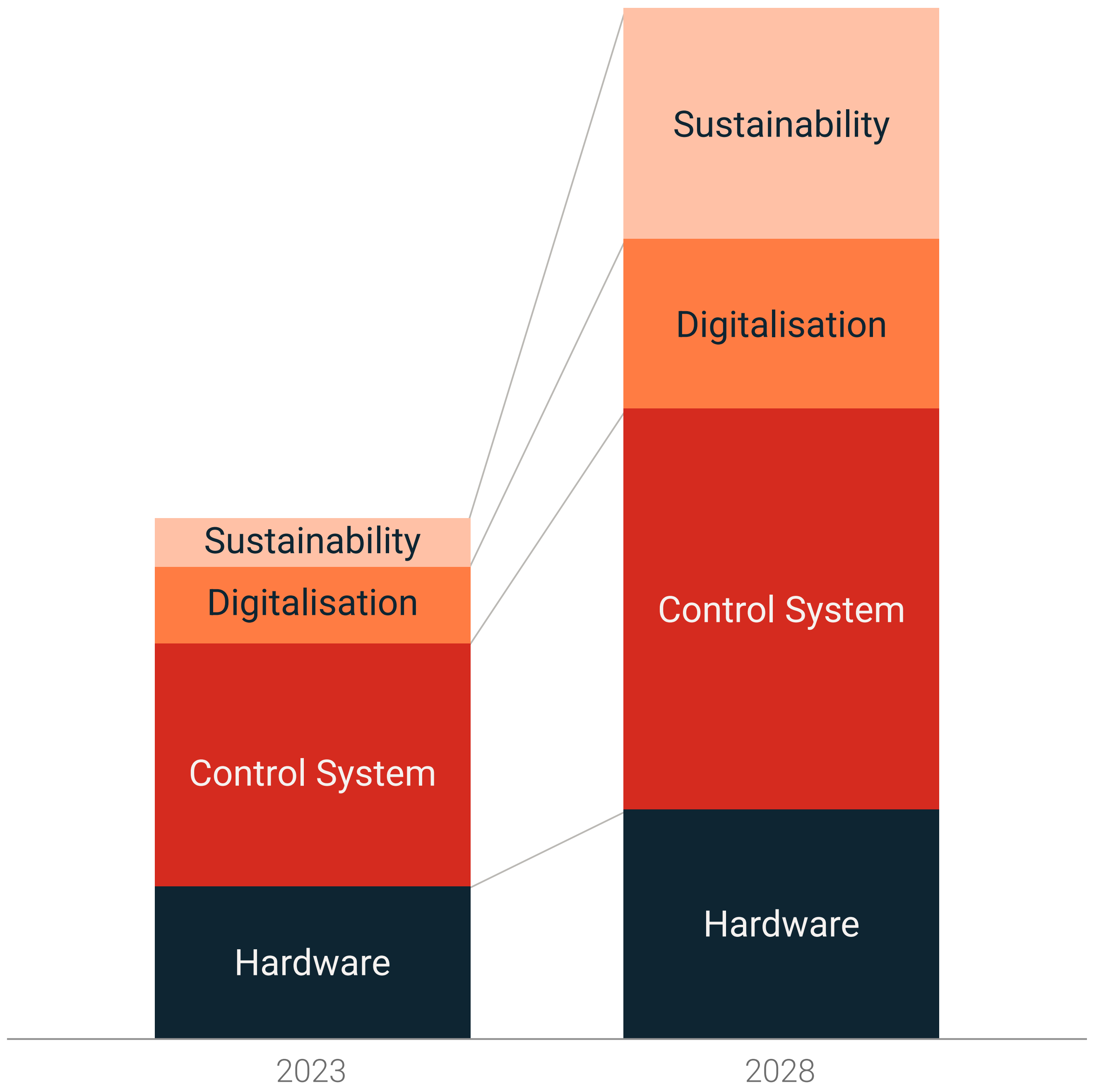


Value creation highlights

Achieved 2020-2023	Target 2028
Parts capture rate growth 43% → 47%	Parts capture rate 53%
Procare contracts 8,200 → 16,500	Procare contracts 50,000
Connected Fleet 9,900 → 39,000	Connected Fleet 90,000

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

Shifting costs from overheads to R&D…



…to solve industry challenges

Sustainability Solutions
Share of ECO portfolio to 50%

- Energy efficient cranes
- Fossil free steels
- Fully electric product offering
- Solar powered Tail Lifts

Address Operator Shortage

- New SPACE Evo control system
- Automation
- VR training and simulation

Increase Productivity & Safety

- Operator assistance systems
- Semi-automated motion
- Operator detection
- Machine learning

Optimise Weight to Payload

- Reduced weight
- Increased capacity
- Alternative materials

HIAB

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, People and Culture

Michael Bruninx
President, Services

Hermanni Lyyski
President, Demountables and Defence

Sanna Ahonen
EVP, Strategy and Sustainability

Taina Tirkkonen
EVP, General Counsel

Jenny McGeough
President,, Loader Cranes Heavy and Super Heavy

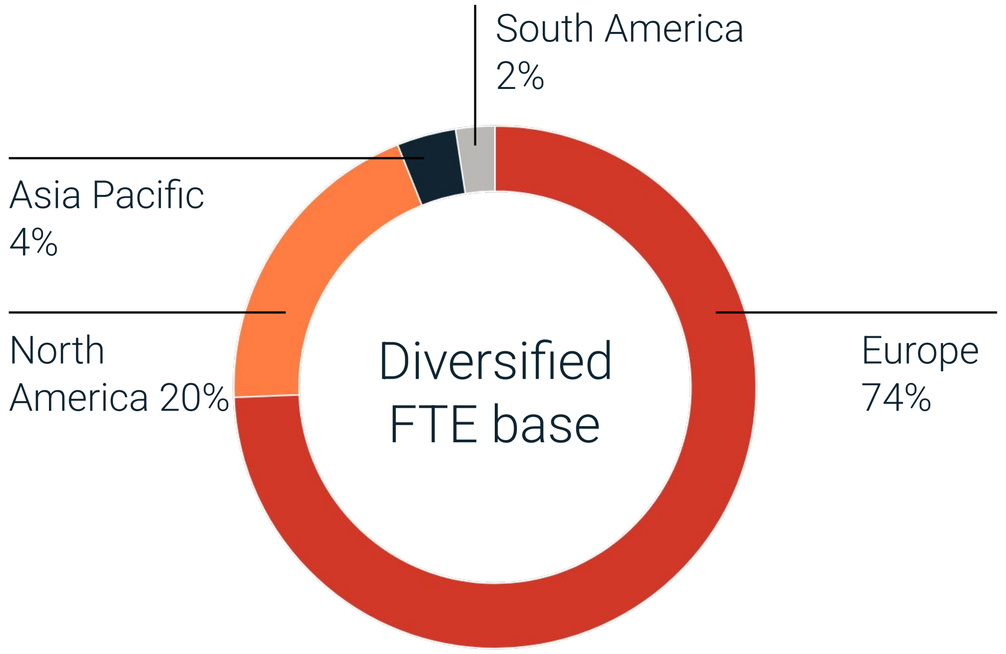
Martin Saint
President, Tail Lifts

Kimberly Allan
EVP, Business Excellence

Employees [1]

> 4,000

Countries with employees	Nationalities
22	**50+**



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

B. Supplementary financial materials

Orders received remained on a stable level for 12th quarter in a row

Orders received and order book

MEUR	Q3/25	Q3/24	Change	Q1-Q3/25	Q1-Q3/24	Change
Orders received	351	361	-3%	1,106	1,095	1%
Order received, organic*			0%			2%
Order book	557	636	-12%			

- LTM orders around 1.5 billion during the last 2 years
- Decrease in orders received was driven by slow customer decision making in the US partly offset by defence logistics and wind segment orders
- Currencies had a 2 percentage point negative impact on orders received in Q3

*in constant currencies excluding structural changes

Tariffs impacted Americas' orders received, growth in other regions

Orders received by geographical area, Q3/25

MEUR

MEUR	Q3/25	Q3/24	Change	Q1-Q3/25	Q1-Q3/24	Change
EMEA	195	155	26%	587	518	13%
AMER	132	185	-29%	435	504	-14%
APAC	24	22	11%	84	72	16%

Operating environment

+

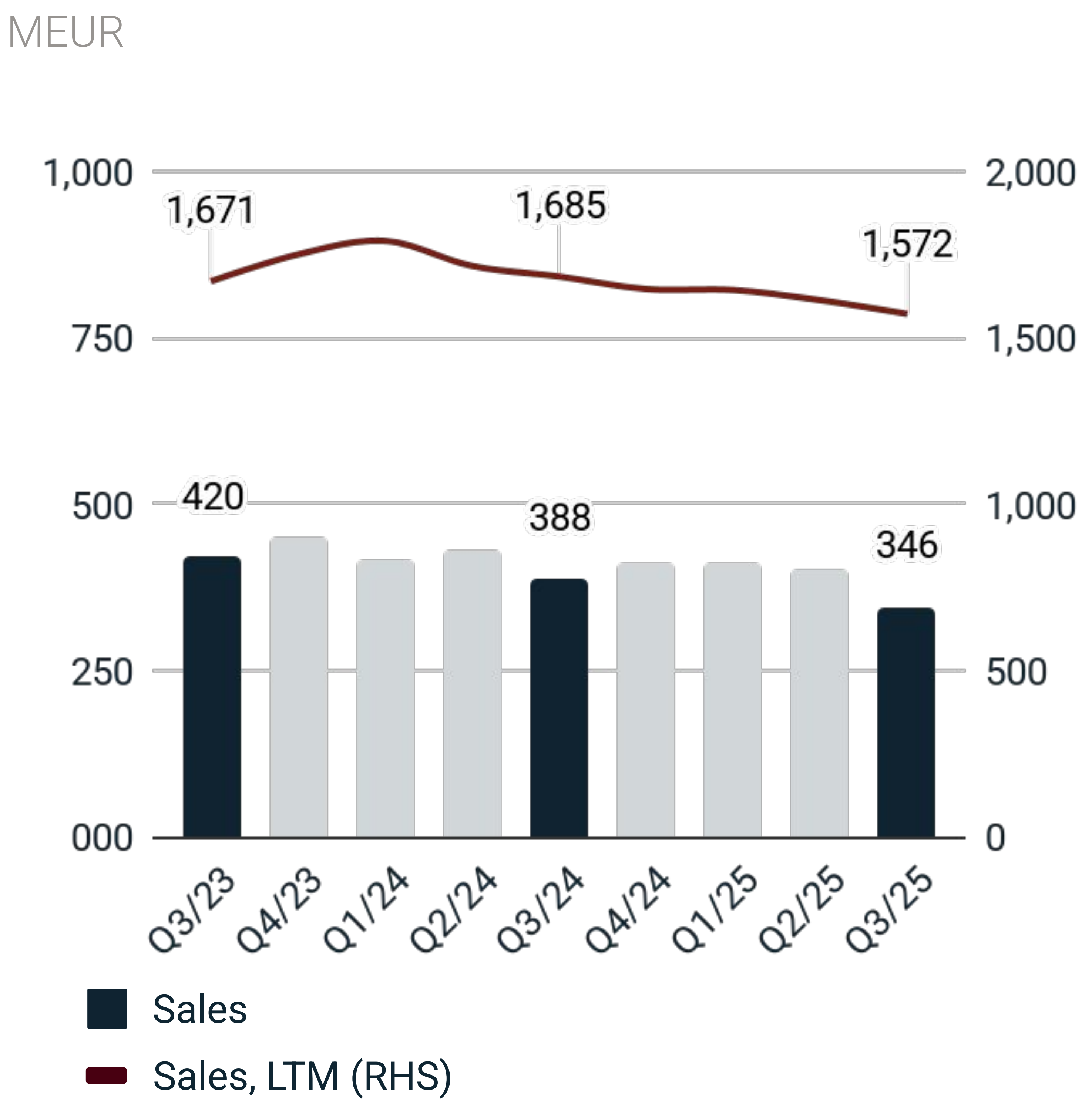
- Positive momentum in defence logistics and energy segment opportunities
- Robust replacement demand

−

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

Sales decreased due to lower order book

Sales



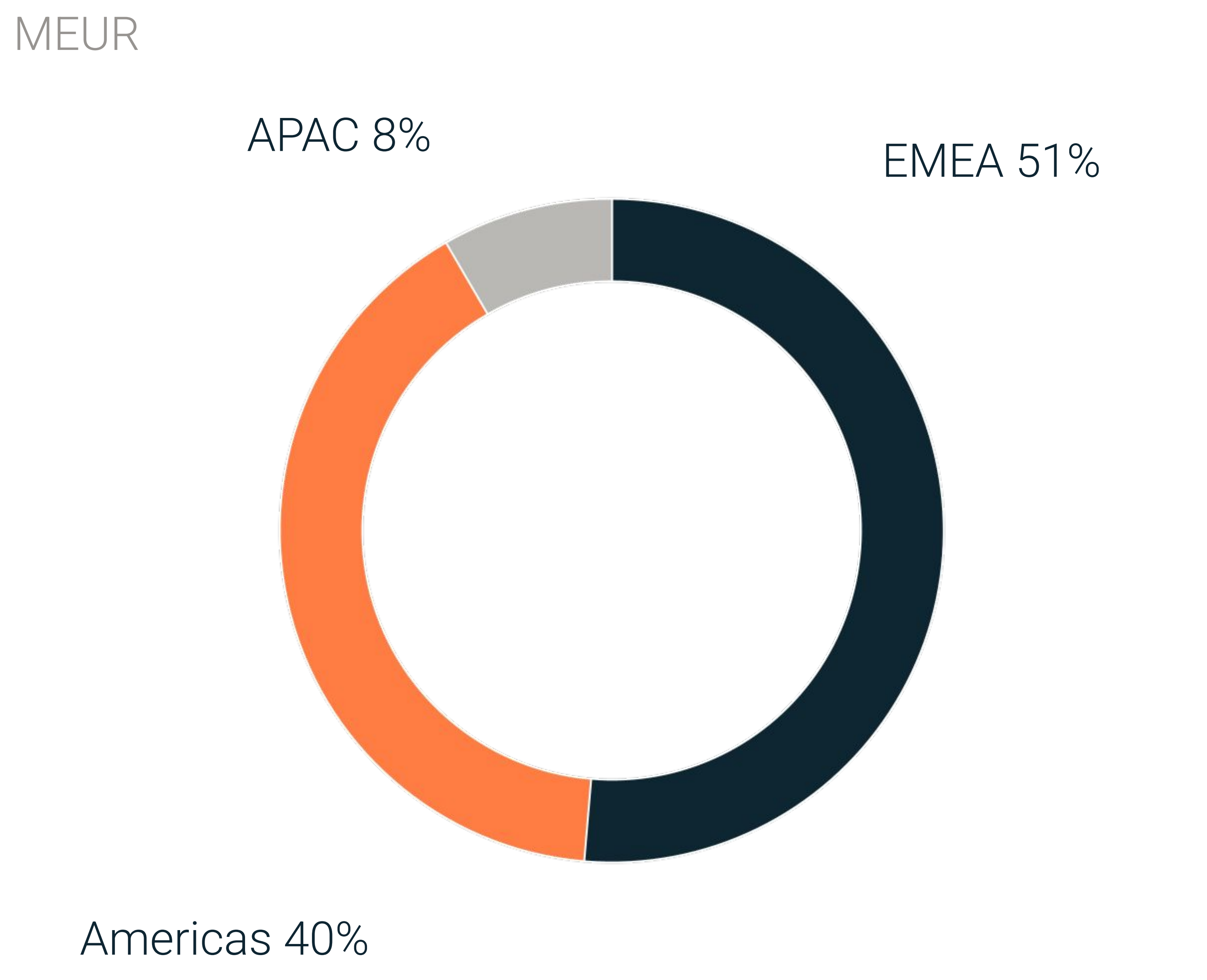
MEUR	Q3/25	Q3/24	Change	Q1-Q3/25	Q1-Q3/24	Change
Sales	346	388	-11%	1,160	1,235	-6%
Sales, organic*			-8%			-5%
Share of Services, %	34%	29%		30%	28%	

- Sales were at the level of orders received in Q3
- Currencies had a 2 percentage point negative impact on sales in the third quarter
- Share of Services increased to 34 percent

*in constant currencies, excluding structural changes

Americas' sales was impacted by low H1 order intake

Sales by geographical area, Q3/25



MEUR	Q3/25	Q3/24	Change	Q1-Q3/25	Q1-Q3/24	Change
EMEA	178	187	-5%	573	599	-4%
AMER	140	177	-21%	508	556	-9%
APAC	29	24	18%	79	80	-1%
Eco portfolio sales	140	114	23%	437	354	23%
Eco portfolio sales, %	40%	29%		38%	29%	

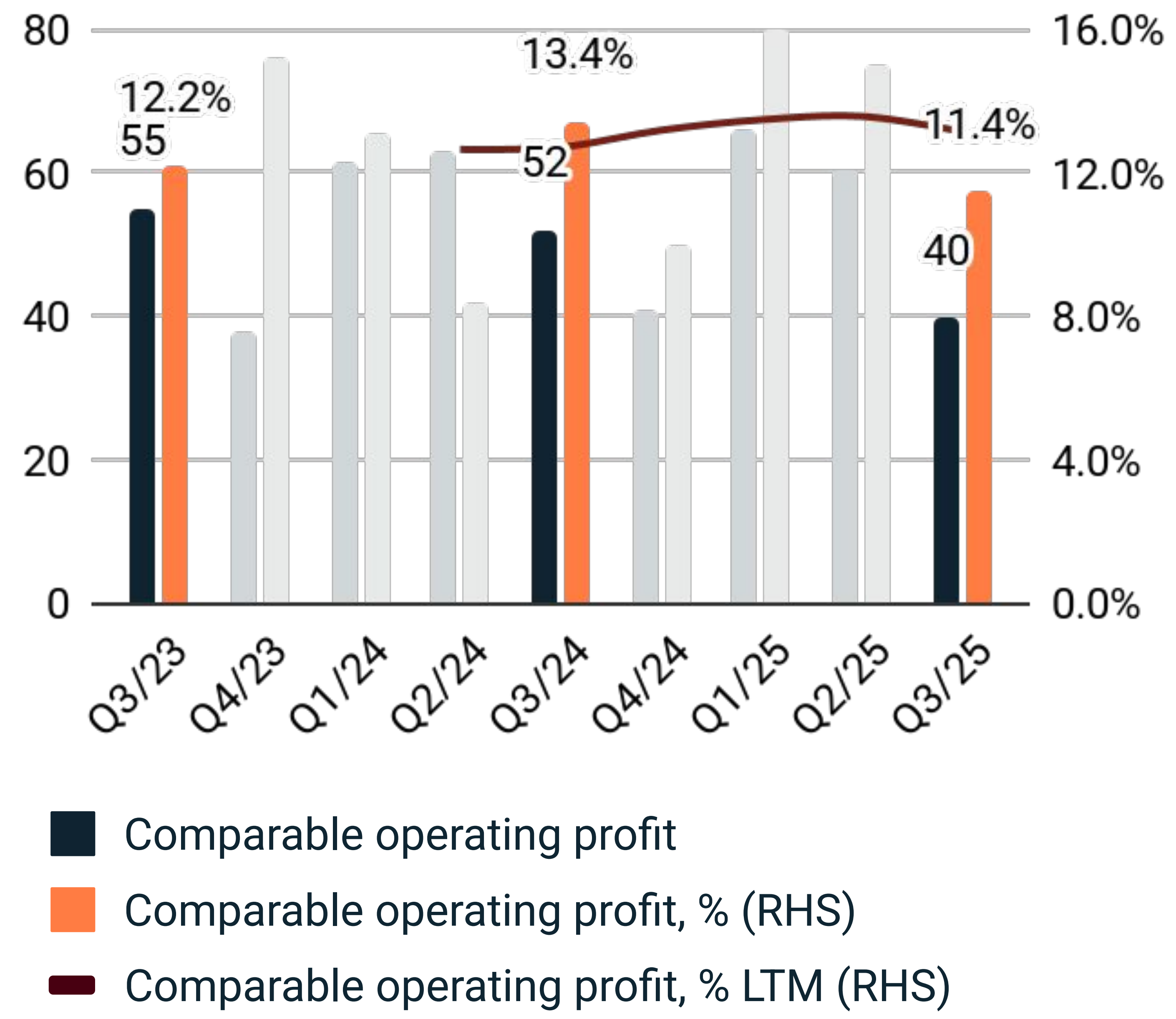
- Sales decline was most prominent in the Americas
- EMEA sales declined slightly
- APAC sales increased
- Eco portfolio sales* increased in circular solutions and in climate solutions

*Eco portfolio criteria was revised as of 1. January 2025. Comparison period has not been restated.

Comparable operating profit decreased due to lower sales in the US

Comparable operating profit

MEUR



MEUR	Q3/25	Q3/24	Change	Q1-Q3/25	Q1-Q3/24	Change
Comparable operating profit	40	52	-24%	166	176	-6%
Comparable operating profit, %	11.4%	13.4%		14.3%	14.3%	
Operative ROCE, LTM	29.8%	27.1%				

- EUR ~20 million negative impact from lower US equipment sales
- Gross profit margin decreased by 80 bps
- SG&A costs were lower
- Operative ROCE improved driven by successful working capital management

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

On track to deliver on our 2028 financial targets

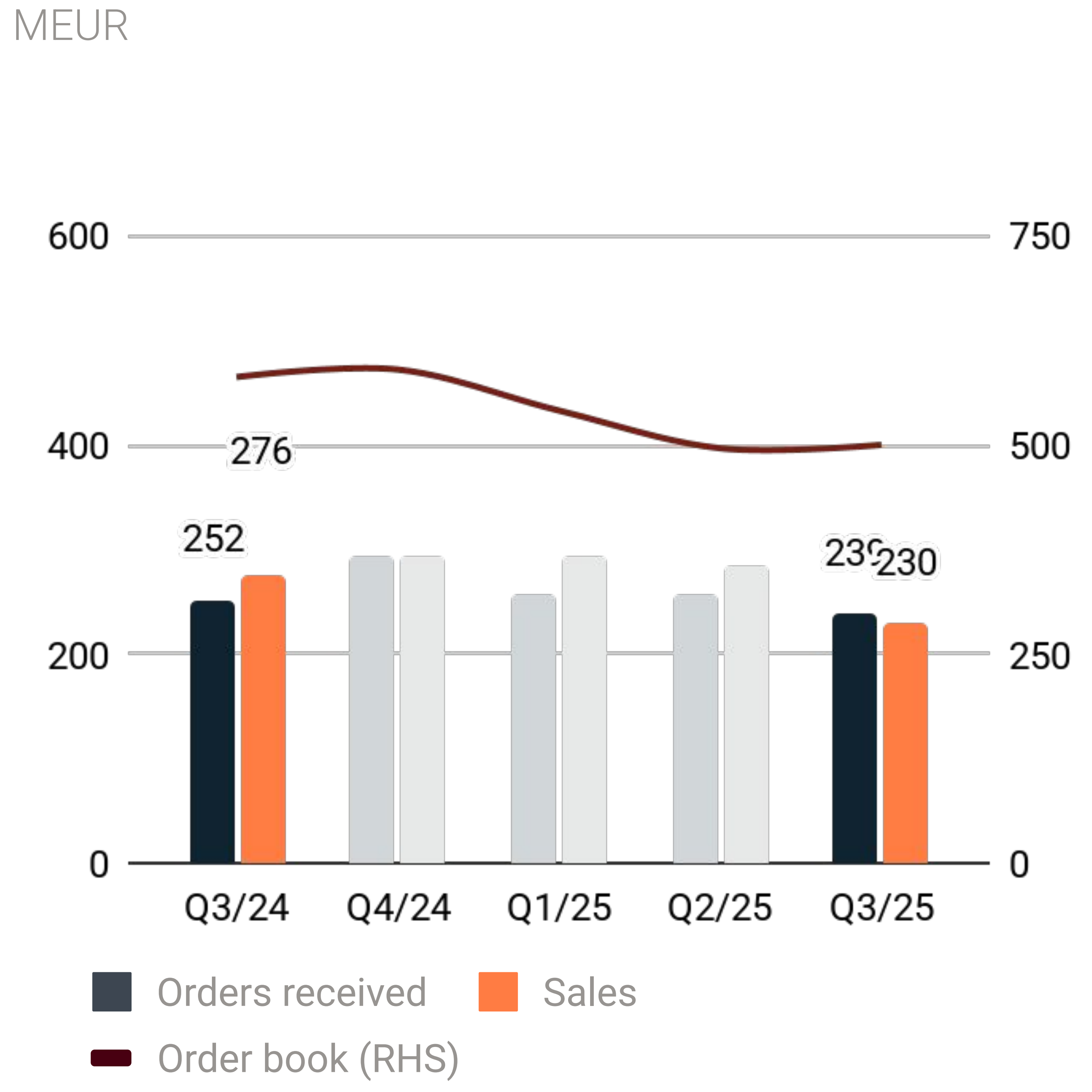
	Sales CAGR[1]	Comparable Operating Profit	ROCE[2]
2028 financial targets	>7%	16%	>25%
Progress, as of Q3/25	Rolling 10-year average 6%	LTM 13.1%	LTM 29.8%

[1] Over the cycle, LTM 10 year average
[2] Defined as (Operating Profit / Operative Capital Employed)

2. Reporting segments

Positive book-to-bill in Equipment

Equipment, Orders received, order book & sales



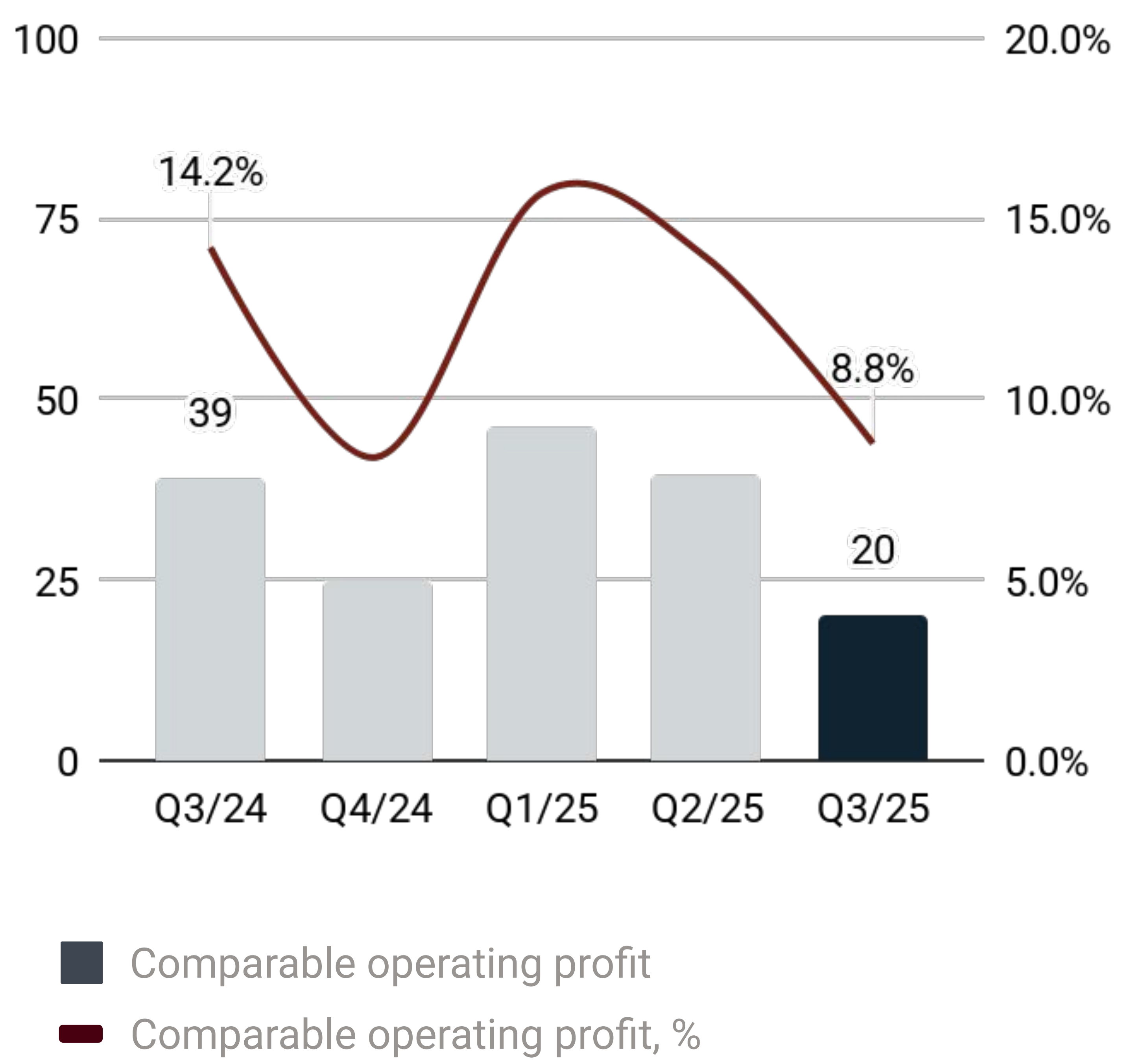
MEUR	Q3/25	Q3/24	Change	Q1-Q3/25	Q1-Q3/24	Change
Orders received	239	252	-5%	753	764	-1%
Order book	500	581	-14%			
Sales	230	276	-17%	808	891	-9%
Comparable operating profit	20	39	-48%	106	131	-19%
Comparable operating profit, %	8.8%	14.2%		13.1%	14.7%	

- Orders received decreased in mainly driven by delivery equipment
- Positive book-to-bill in Q3, while order book decreased from the comparison period mainly in delivery equipment
- Sales were stable in lifting equipment
- Decreased sales in delivery equipment in the US negatively impacted comparable operating profit

Equipments' comparable operating profit was impacted by lower sales

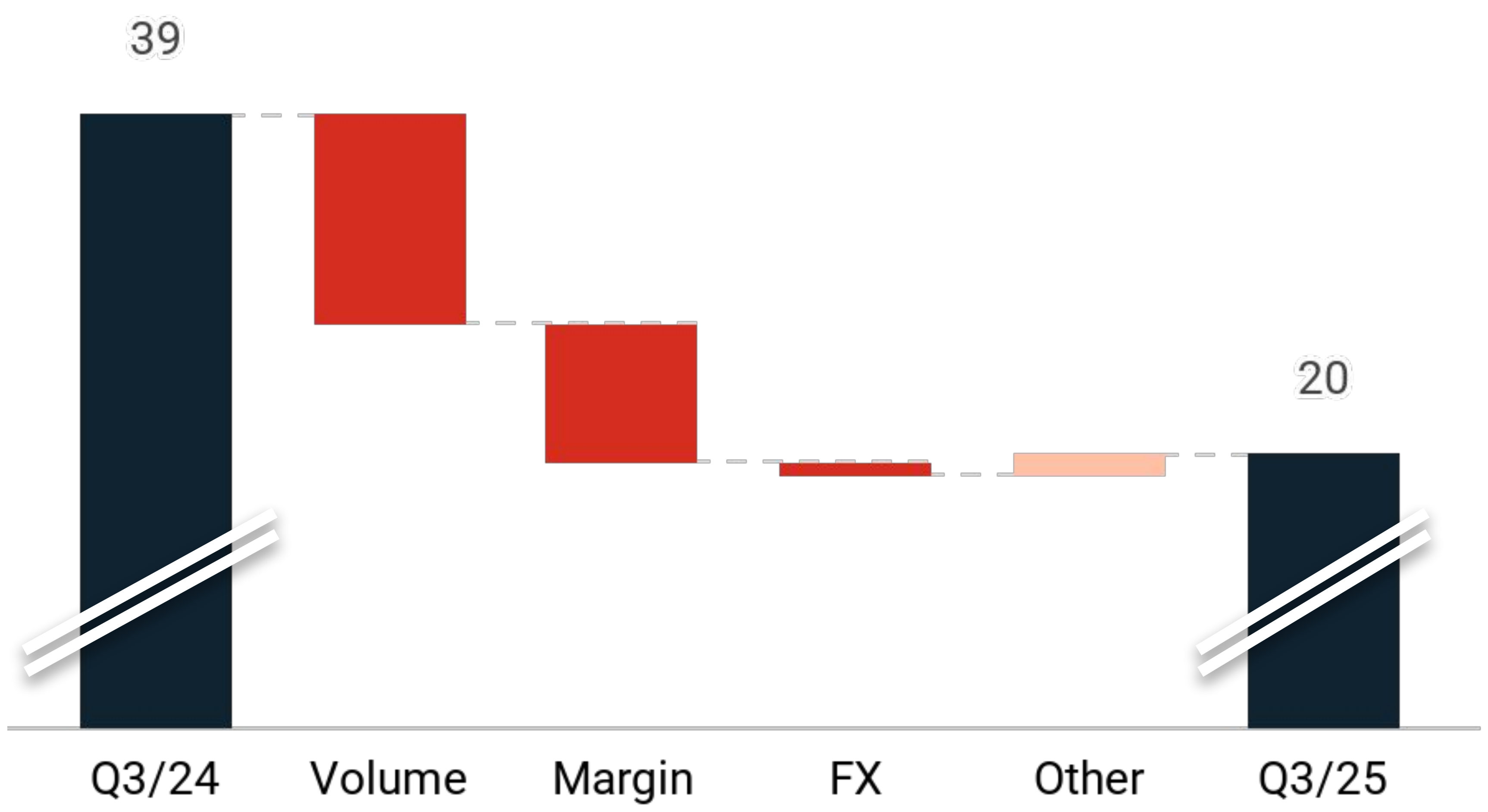
Equipment, Comparable operating profit

MEUR



Equipment, Comparable operating profit bridge*

MEUR

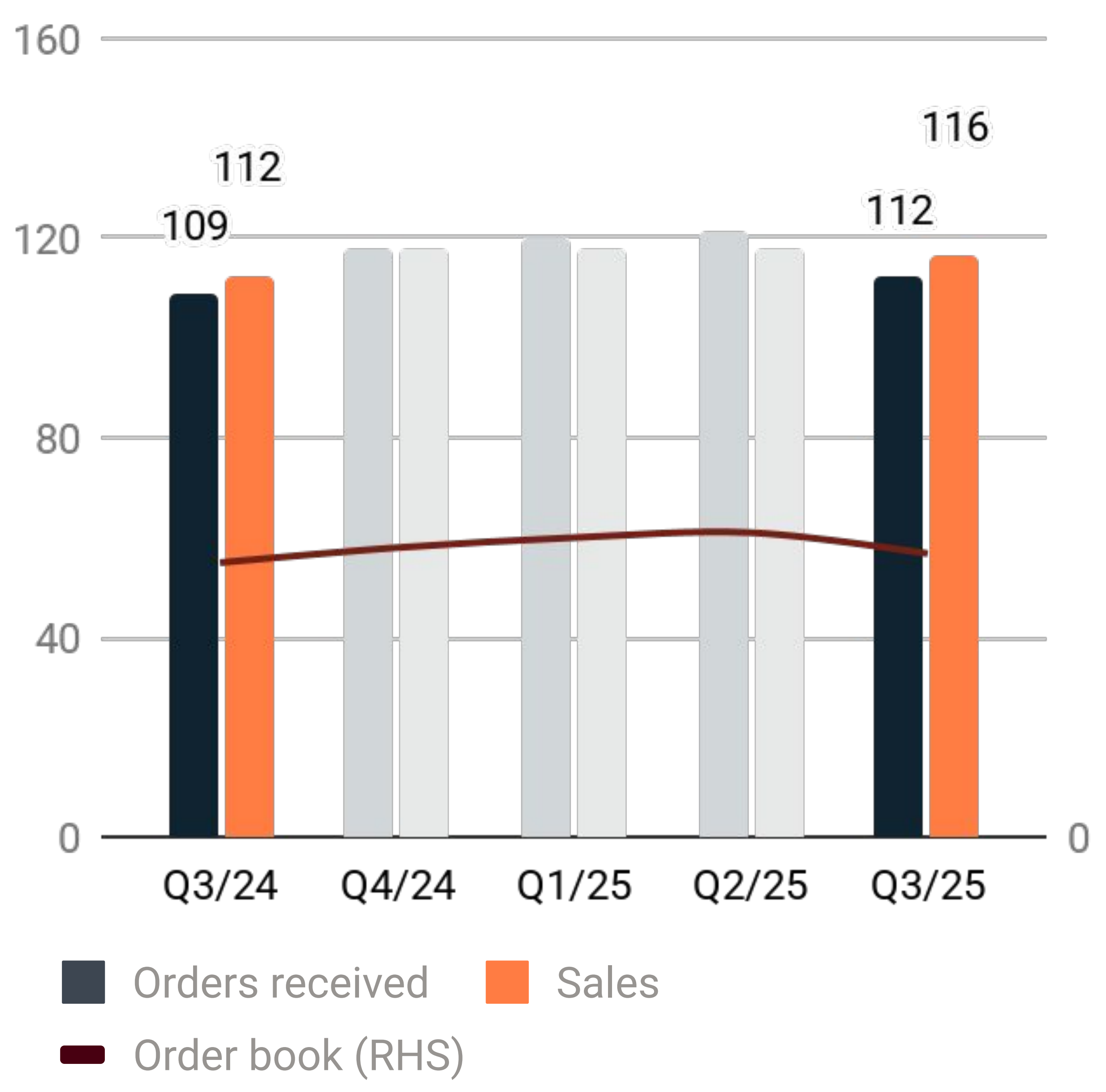


*Indicative management estimate

Services continued to grow

Services, Orders received, order book & sales

MEUR



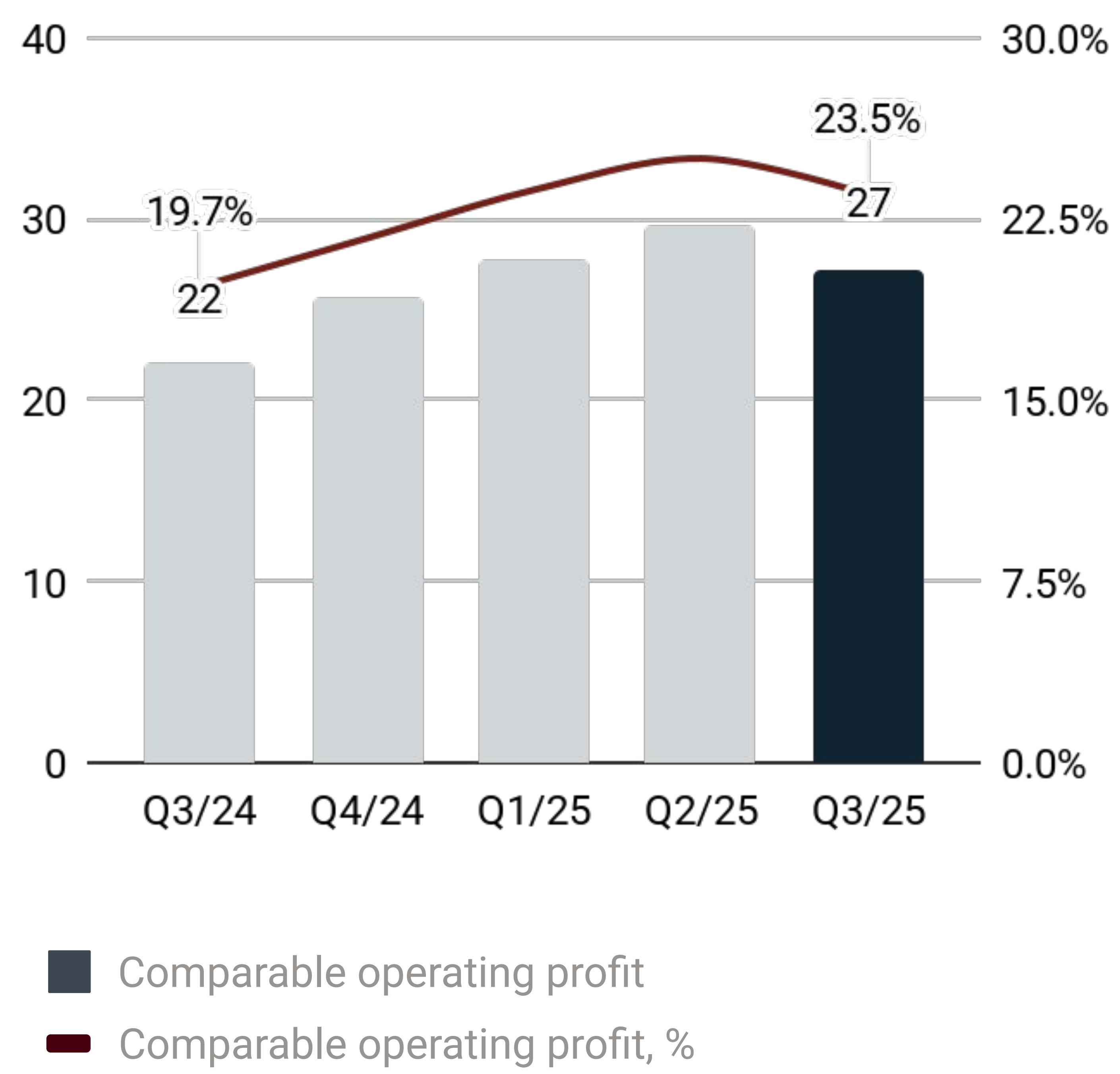
MEUR	Q3/25	Q3/24	Change	Q1-Q3/25	Q1-Q3/24	Change
Orders received	112	109	3%	353	331	7%
Order book	57	55	3%			
Sales	116	112	4%	352	344	2%
Comparable operating profit	27	22	24%	85	74	15%
Comparable operating profit, %	23.5%	19.7%		24.1%	21.5%	

- Orders received and sales increased driven by recurring services
- Comparable operating profit increased due to higher sales. commercial and sourcing actions and lower fixed costs
- Number of connected units and ProCare contracts continued to increase

Services profitability improved

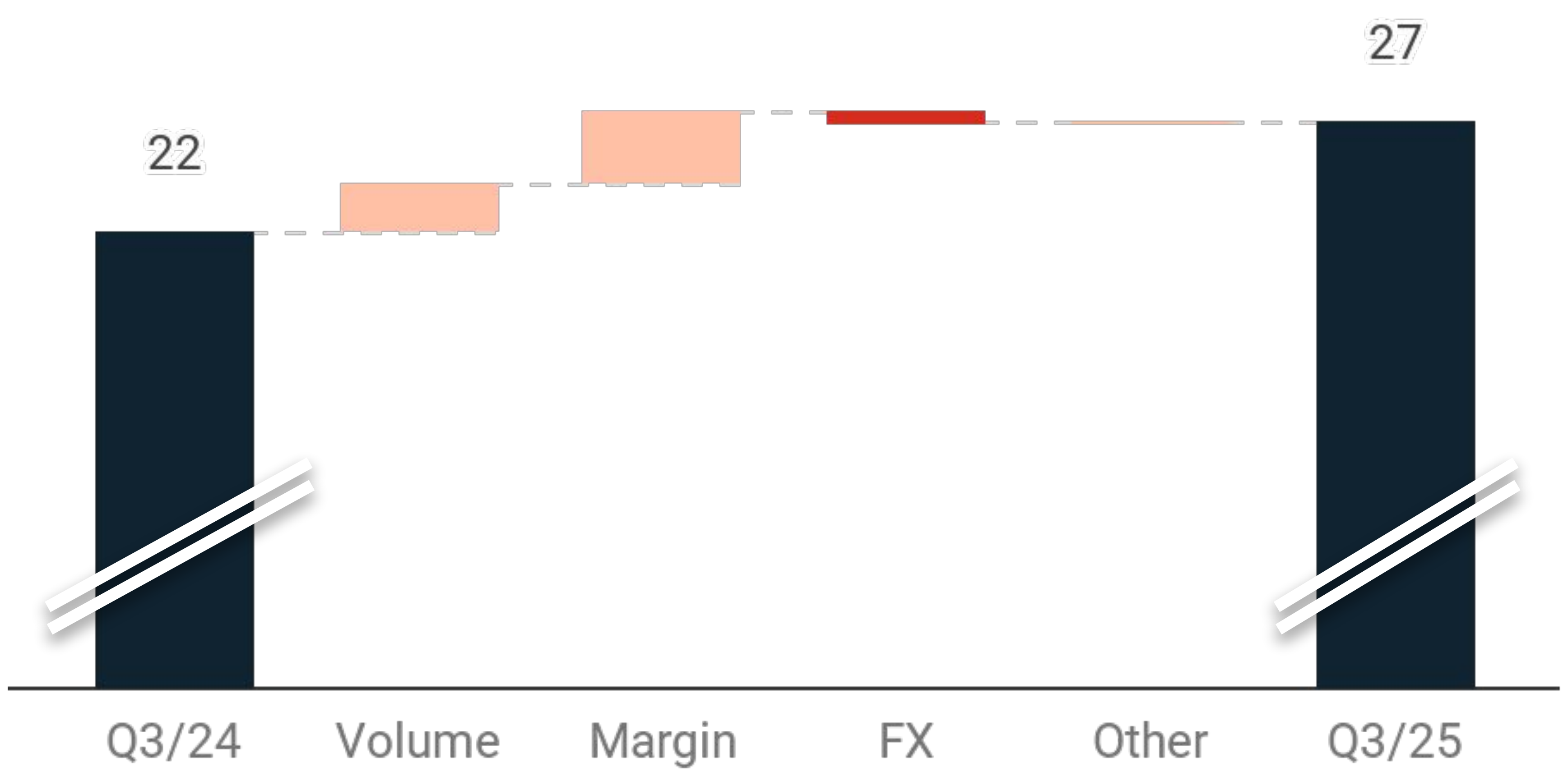
Services, Comparable operating profit

MEUR



Services, Comparable operating profit bridge*

MEUR



*Indicative management estimate

3. Financials and outlook

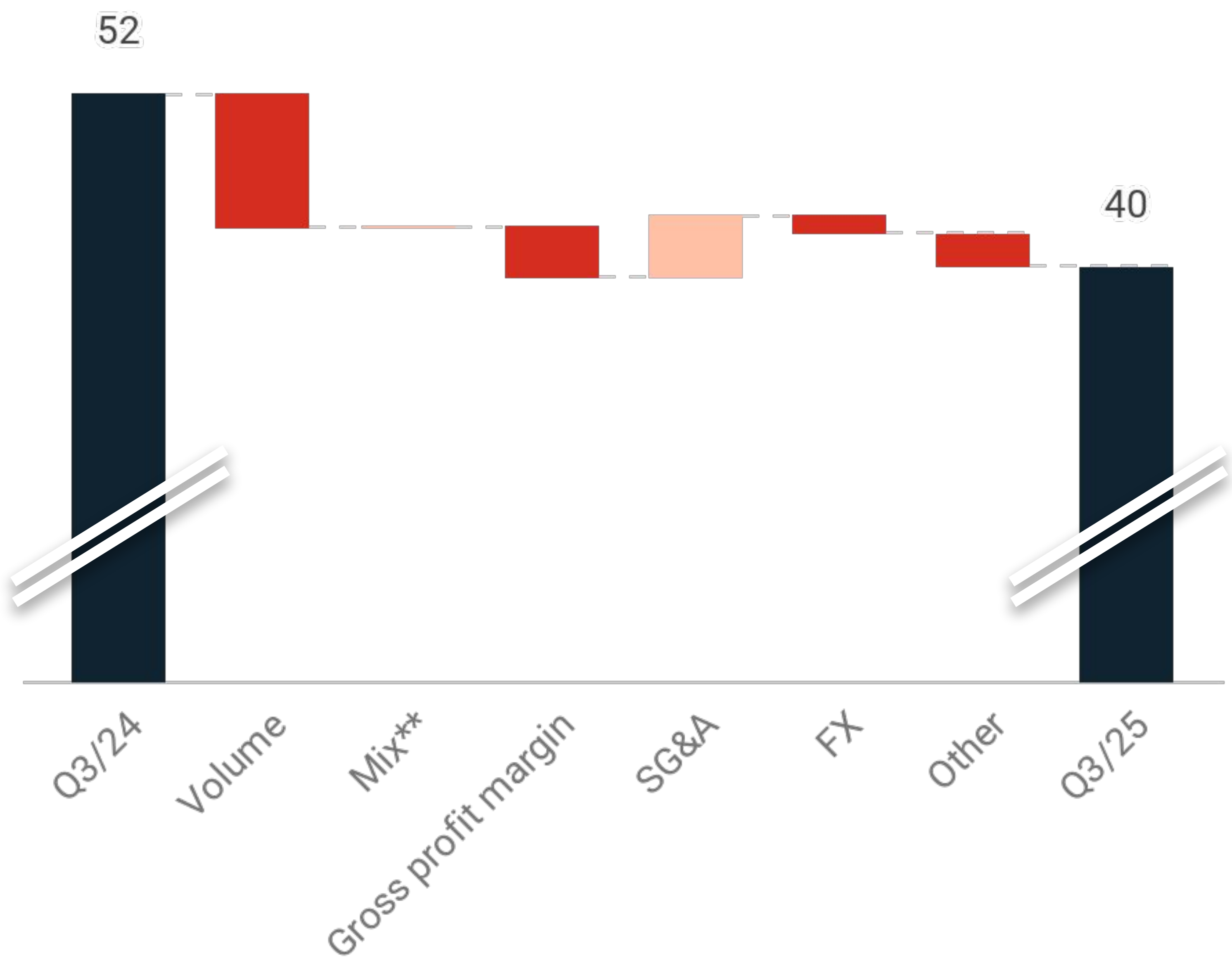
Income statement

Income statement

MEUR	Q3/25	Q3/24	Change
Sales	**346**	**388**	**-11%**
Gross profit	**100**	**116**	**-13%**
Gross profit, %	29.0%	29.8%	
EBITA	**40**	**53**	**-23%**
Comparable operating profit	**40**	**52**	**-24%**
Operating profit	**40**	**52**	**-24%**
Operating profit, %	11.4%	13.4%	
Net financial expenses	-1	-1	26%
Profit for period before taxes	**39**	**51**	**-24%**
Income taxes	-10	-12	-16%
Profit for the period	**29**	**40**	**-27%**
Basic earnings per share, EUR	**0.45**	**0.62**	

Comparable operating profit bridge*

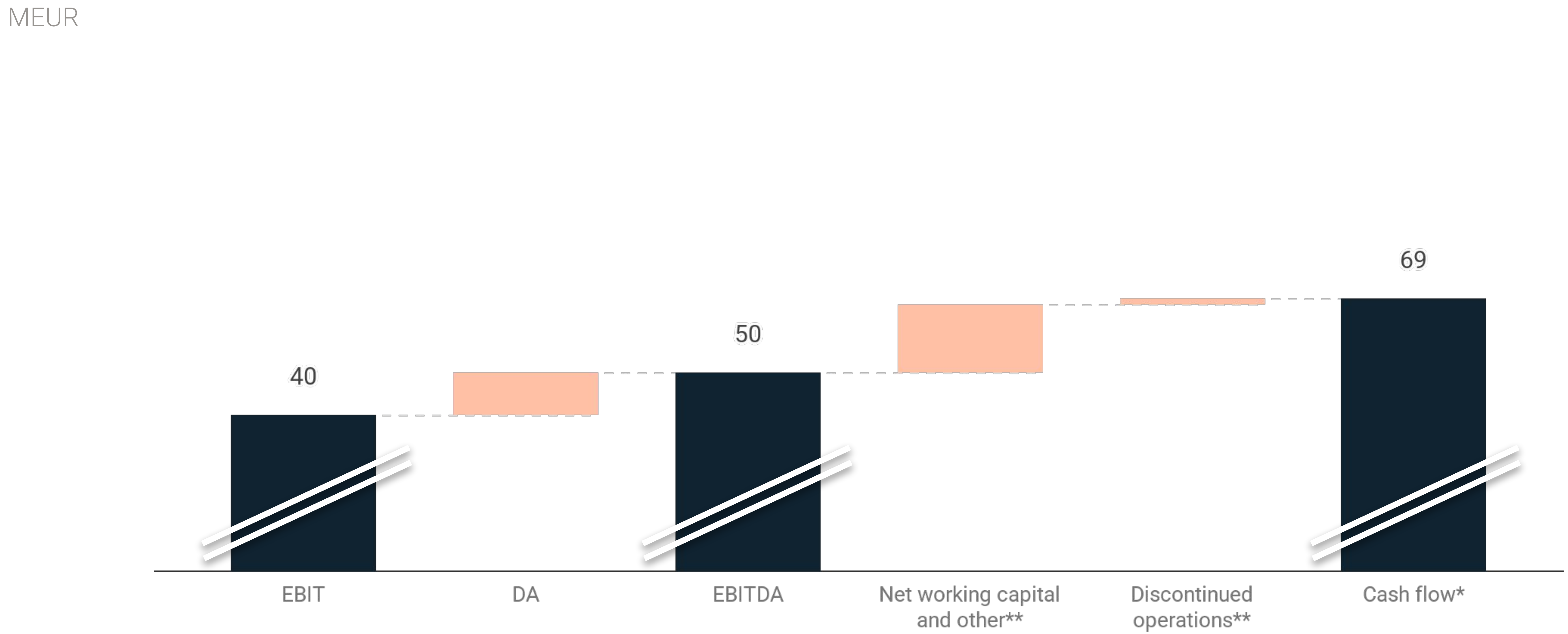
MEUR



*Indicative management estimate
** Services and Equipment

Strong cash generation continued

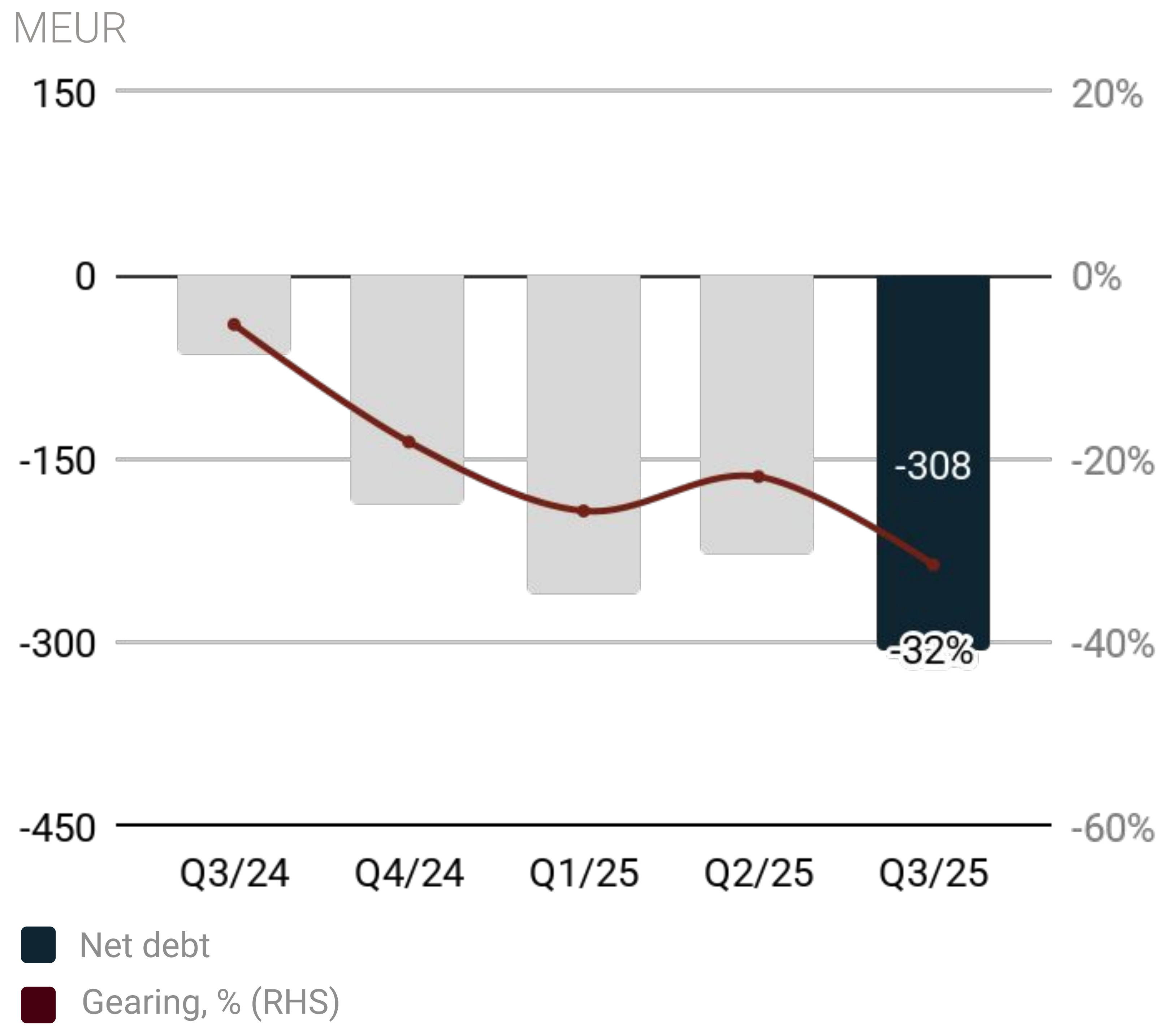
Cash flow from operations before finance items and taxes



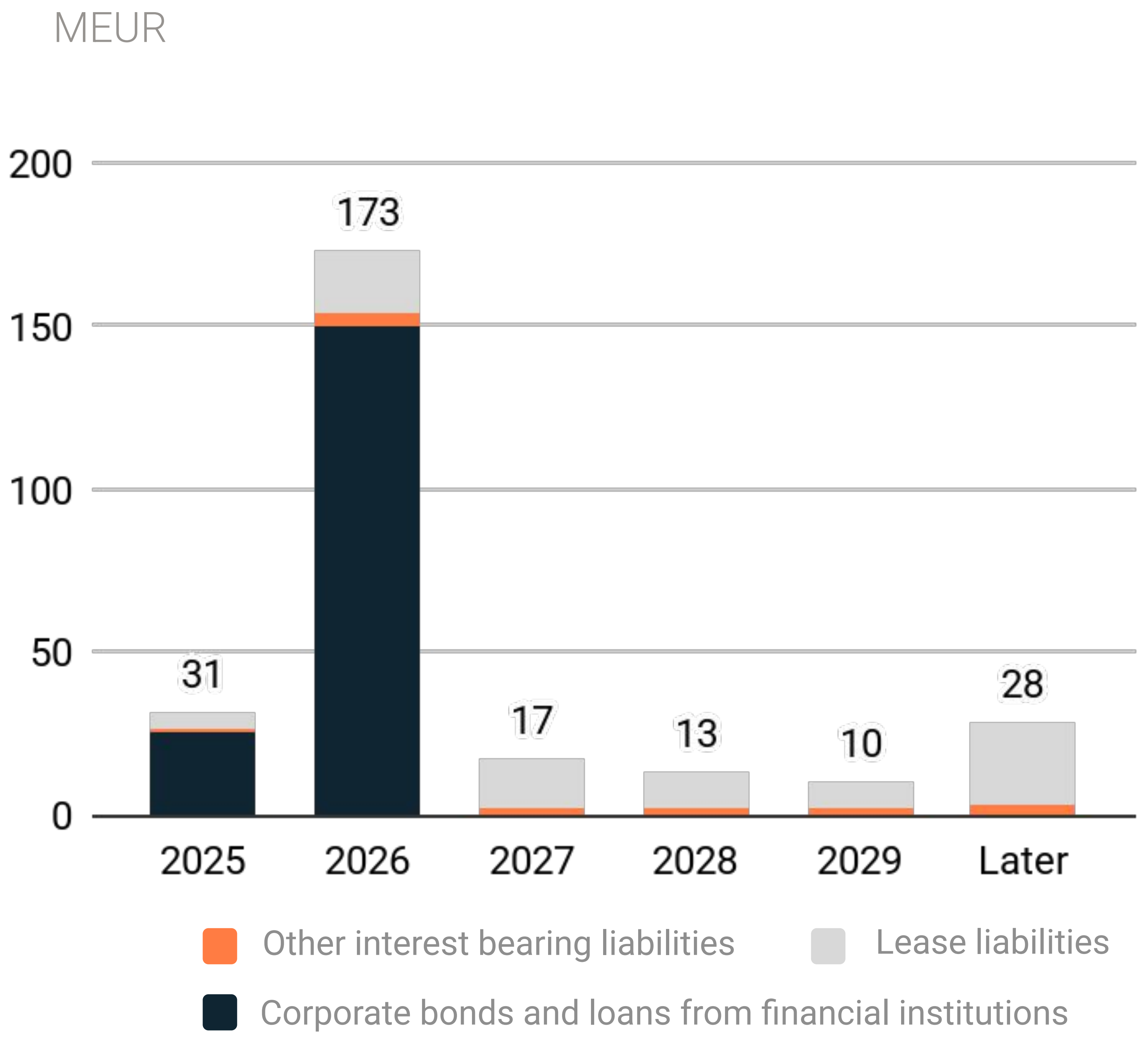
*Cash flow from operations before finance items and taxes
**Indicative management estimate

Very strong balance sheet enabling organic and inorganic growth

Net debt and gearing



Maturity profile, 30 September 2025



Outlook for 2025 unchanged

Hiab estimates:

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

Key financial figures

MEUR	Q3/25	Q3/24	Change
Orders received	351	361	-3%
Order book	557	636	-12%
Sales	346	388	-11%
Gross profit, %	29.0%	29.8%	
EBITA	40	53	
Comparable operating profit	40	52	-24%
Comparable operating profit, %	11.4%	13.4%	
Operating profit	40	52	-24%
Profit for the period	29	40	-27%
Basic earnings per share	0.45	0.62	-27%
Operative ROCE, %	29.8%	27.1%	

Continuing operations

Consolidated balance sheet (1/2)

Assets, MEUR	30 Sep 2025	30 Sep 2024	31 Dec 2024
Non-current assets			
Goodwill	233.5	608.5	240.1
Intangible assets	17.3	95.2	23.2
Property, plant and equipment	163.4	166.4	159.1
Investments in associated companies and joint ventures	-	26.1	-
Loans receivable and other interest-bearing assets*	-	0.8	-
Deferred tax assets	136.6	76.6	82.1
Other non-interest-bearing assets	1.5	5.2	2.0
Total non-current assets	**552.4**	**977.9**	**506.5**
Current assets			
Inventories	311.3.4	532.8	333.8
Loans receivable and other interest-bearing assets*	0.3	0.3	0.3
Income tax receivables	40.4	38.4	31.5
Derivative assets	0.4	10.4	6.0
Accounts receivable	219.8	377.1	240.8
Contract assets	1.8	19.6	1.5
Other non-interest-bearing assets	51.7	117.9	99.0
Cash and cash equivalents*	581.0	437.1	439.1
Total current assets	**1,206.6**	**1,533.6**	**1,152.0**
Assets held for sale	-	–	791.6
Total assets	**1,759.0**	**2,511.6**	**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 September 2024 has not been restated.

Consolidated balance sheet (2/2)

Equity and Liabilities, MEUR	30 Sep 2025	30 Sep 2024	31 Dec 2024
Equity attributable to the shareholders of the parent company			
Share capital	20.0	20.0	20.0
Translation differences	-11,8	11.8	14.9
Fair value reserves	0.4	1.4	-12.0
Retained earnings	967.6	1,161.1	1,002.5
Total equity attributable to the shareholders of the parent company	**976.2**	**1,194.3**	**1,025.4**
Non-controlling interest	-	1.4	1.9
Total equity	**976.2**	**1,195.8**	**1,027.3**
Non-current liabilities			
Interest-bearing liabilities*	74.4	244.2	220.9
Deferred tax liabilities	7.5	9.4	11.7
Pension obligations	26.4	51.2	25.4
Provisions	0.2	2.5	0.3
Other non-interest-bearing liabilities	3.8	13.0	10.0
Total non-current liabilities	**112.3**	**320.3**	**268.2**
Current liabilities			
Current portion of interest-bearing liabilities*	199.1	129.4	148.5
Provisions	37.1	63.3	38.2
Income tax payables	66.2	45.9	50.1
Derivative liabilities	2.0	3.5	6.1
Accounts Payable	145.5	271.5	158.9
Contract liabilities	21.1	255.4	24.3
Other non-interest-bearing liabilities	199.5	226.3	126.8
Total current liabilities	**670.5**	**995.5**	**552.9**
Liabilities associated with assets held for sale	**-**	**--**	**601.7**
Total equity and liabilities	**1,759.0**	**2,511.6**	**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 September 2024 has not been restated.

We continue to invest in growth and profitability improvements

HIAB

Hiab partners with Forterra

Hiab and Forterra, a leader in autonomous vehicle technology, have signed a strategic partnership agreement to boost development of autonomous trucking and load handling solutions.

MOFFETT

MOFFETT M8 NX2

MOFFETT M8 NX2 truck-mounted forklift was launched to the EU market. It offers superior maneuverability and an impressive lift capacity of up to 3,500 kg. Its true single-side offload capability combined with advanced connectivity and smart features, significantly boosts efficiency and operator safety.

HIAB

SBTi aligned* climate targets

Hiab's Board of Directors has set new SBTi* aligned* climate targets. By 2030, Hiab targets to reduce Scope 1&2 emissions by 50% and scope 3 emissions by 25%. The long term target is to reduce scope 1 & 2 emissions by 90% by 2040 and to reduce scope 3 emissions by 90% and achieve net zero emissions by 2050.

*validation pending, base year for the targets is 2022

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Built to perform

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