

Annual Review 2025



KONECRANES Moves what matters.

Contents

Konecranes in 2025	3
Year 2025 in numbers	4
CEO's review	5
Strategy	7
Business Area reviews	10
Research and technology development	17
Sustainability	18
Konecranes as an investment	22



Information about Konecranes' Annual Report 2025
Konecranes' Annual Report 2025 consists of two separate reports: Annual Review and Governance, Sustainability and Financial Review. All documents are downloadable on our Annual Report website at https://investors.konecranes.com/annual_report_2025.

This publication is for general informational purposes only. Konecranes reserves the right at any time, without notice, to alter or discontinue the products and/or specifications referenced herein. This publication creates no warranty on the part of Konecranes, express or implied, including but not limited to any implied warranty or merchantability or fitness for a particular purpose.

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



Important Notice

The information in this document contains forward-looking statements, which are information on Konecranes' current expectations and projections relating to its financial condition, results of operations, plans, objectives, future performance and business. All statements other than statements of historical fact included herein are forward-looking statements including, without limitation, those regarding:

- expectations for general economic development and market situation,
- expectations for general developments in the industry,
- expectations regarding customer industry profitability and investment willingness,
- expectations for company growth, development, and profitability,
- expectations regarding market demand for Konecranes' products and services,
- expectations regarding the successful completion of acquisitions on a timely basis and Konecranes' ability to achieve the set targets and synergies,
- expectations regarding competitive conditions and
- expectations regarding cost savings.

These statements may include, without limitation, any statements preceded by, followed by or including words such as "target," "believe," "expect," "aim," "intend," "may," "anticipate," "estimate," "plan," "project," "will," "can have," "likely," "should," "would," "could" and other words and terms of similar meaning or the negative thereof. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors beyond Konecranes' control that could cause Konecranes' actual results, performance or achievements to be materially different from the expected results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding Konecranes' present and future business strategies and the environment in which it will operate in the future.

Information in this document, including but not limited to forward-looking statements, applies only as of the date of this document and is not intended to give any assurances as to future results.

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

Konecranes in 2025

The year 2025 was record-breaking for Konecranes. Despite uncertainty and volatility due to geopolitical and trade policy tensions, we successfully executed our strategy throughout the year across our businesses and delivered excellent results. Konecranes enters 2026 from a position of strength.



STRONG STRATEGY EXECUTION propelled Konecranes to record-breaking results. The comparable EBITA-margin reached 14.0%, the highest annual reading ever. Sales amounted to EUR 4,187.8 million, similar to 2024 levels. Order intake was strong, totaling EUR 4,389.3 million in 2025.



WE RAISED OUR CLIMATE AMBITIONS with new near-term science-based greenhouse gas emission reduction targets for Scope 1 and 2 to reflect the clear progress made in decarbonizing our own operations.



WE EXPANDED OUR INDUSTRY-LEADING OFFERING, with launches including the Konecranes D-series electric chain hoist for industrial customers and an E-Hybrid version of the Rubber-Tired Gantry (RTG) crane for port customers.

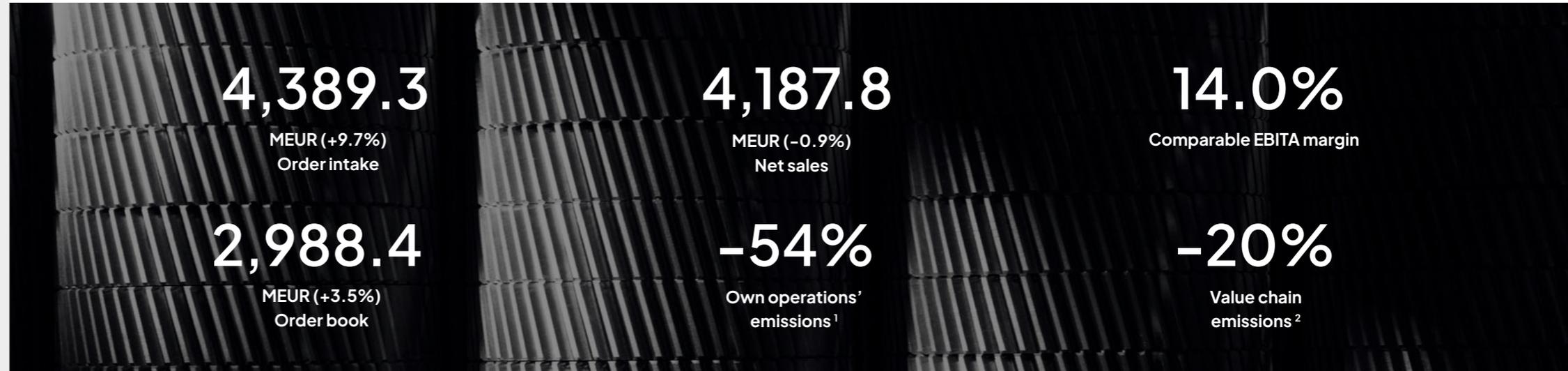


WE MADE PROGRESS TOWARDS OUR SUSTAINABILITY TARGETS and received recognition from several external ratings and listings. We received our first EcoVadis Platinum rating, placing us in the top 1% in sustainability of over 150,000 rated companies globally.

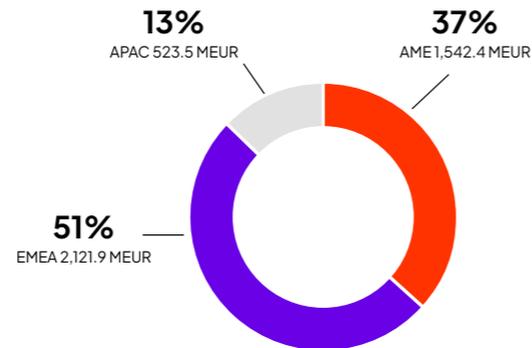


THE ZERO4 RESEARCH ECOSYSTEM GREW to 90 partners in 2025, with the Konecranes-led program aiming to create a unified material flow platform that seamlessly tracks, orchestrates, visualizes and optimizes the flow of material and intralogistics equipment fleets.

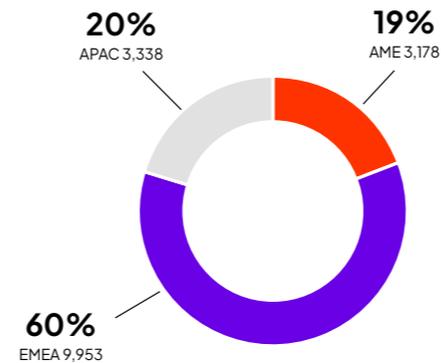
The year 2025 in numbers



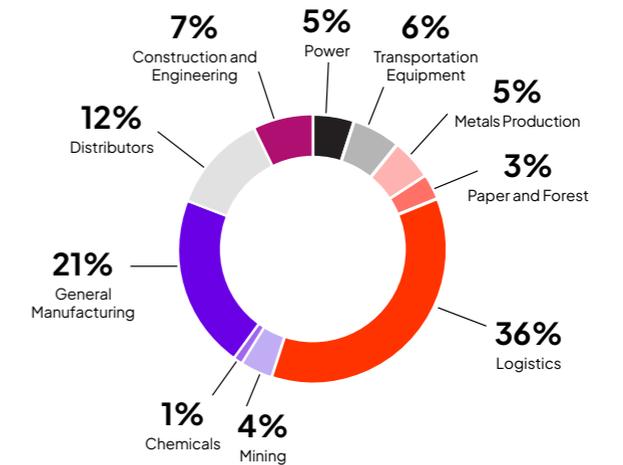
Net sales per region, 2025



Personnel by region, 2025



Orders by customer segments, 2025



Percentages have been rounded and may not total to 100%.

1) Scope 1 and 2 greenhouse gas emissions reduction progress from base year 2019.

2) Scope 3 emission reduction from purchased goods and services and the use of sold products from base year 2019.

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment



Konecranes had a record-breaking year in 2025. Our unique business model came to the fore as geopolitical tensions and uncertainty affected markets.

CEO's review

Dear shareholders,

Konecranes had a record-breaking year in 2025. We successfully executed on our strategy from start to finish and delivered comparable EBITA of EUR 588 million, with an all-time high margin of 14.0%. Sales remained solid and totaled EUR 4.2 billion. Order intake grew significantly, and we ended the year with a strong order book of EUR 3 billion, providing us with a solid foundation for 2026 and beyond.

A global footprint and diversified portfolio for uncertain times

Our unique business model came to the fore in 2025, as geopolitical tensions and uncertainty affected markets. The impact on industries and geographies varied, but thanks to our wide offering, multi-channel approach and global presence we did not experience a downturn, but rather a shift in the relative size of our customer segments. With our industrial customers, we saw positive order development especially in the power, aviation and aerospace, and defense sectors.

Our container handling offering is the widest and the deepest in the world, meaning that we are not overly reliant on the growth of certain sizes of ports or the popularity of single equipment categories. Instead, we remain a leading provider for both large and medium-sized terminals, from nimble mobile equipment to the largest shipyard cranes. Our unmatched service offering for both industrial and port segments forms a core part of our operations, providing resilience against economic cycles, and strong sustained profitability.

I am proud of the Konecranes team's ability to play to our strengths in 2025 as order intake and sales increased in comparable currencies in all three Business Areas. This is now

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

the third year of consecutive profitability improvement in each of our three Business Areas.

Industrial Service was able to grow both order intake and sales in comparable currencies in 2025, despite challenging market conditions. I am especially happy that we managed to grow the agreement base during the year, a key component for continued growth in this profitable business. The Service team was very responsive to the market environment and its impressive profitability improvement continued thanks to pricing, execution and good cost management.

Industrial Equipment did solid work on growing orders in 2025, and secured deliveries to customers in a very volatile environment. Profitability has been a key focus within the Business Area, with continued strong progress during the year. Our cost management program continues to yield results, and good execution and mix supported profitability during 2025.

Port Solutions had an excellent year in terms of order intake, providing a solid foundation for further growth in 2026 and beyond. Sales remained on approximately the same level versus a year ago. Profitability improved in 2025, supported by good execution and mix.

Continued innovation to sustain market leadership
Alongside our excellent financial performance in 2025, we further strengthened our material handling leadership with a portfolio of safety and productivity-enhancing and sustainable solutions for customers.

We launched the D-series electric chain hoist, with its robust design making it perfect for customers operating in tough environments. The rollout of our S-series flagship hoist also continued, with strong and increasing interest from customers. Portfolio simplification and renewal continues to be a focus especially within Industrial Equipment.

Our electrified port offering was expanded in 2025, including an e-hybrid version of our popular Rubber-Tired Gantry crane and a new electric model of our reach stacker.

We are now better placed than ever to meet customer needs for productivity and sustainability and we will continue developing our offering for industrial and port customers alike. In 2026 we complete the electrification of our final product lines within the lift truck business.

With its history of innovation spanning more than a century and Core of Lifting componentry consisting of parts designed in-house for the specific purpose of lifting, Konecranes is uniquely positioned to provide leading solutions for our customers.

A business built for the whole lifecycle
Sustainability is an integral part of how we do business. We work closely with customers throughout the lifecycle of our equipment, offering productivity-enhancing services and solutions often for decades. Extending these lifecycles creates value for our customers and is a core part of how we contribute to circularity and smart resource usage.

We develop our offering with these long lifecycles in mind, and our predictive maintenance solutions have received a boost in the past few years by the usage of artificial intelligence. Combining technical, service and usage data we are now better than ever at predicting service and equipment needs – before they become acute. Customers, especially those who operate in industries where uptime is critical, very much appreciate this approach, further cementing our position as a lifecycle partner of choice.

In 2025 we tightened our emission reduction targets for our own operations, reflecting the strong progress we have already made. Since 2019 we have managed to increase sales by some 25% while simultaneously reducing value chain emissions by a fifth. This showcases our ability to innovate electrified and low-emission solutions and our customers' appetite for them, as well as strong supply chain management. Our sustainability work received further recognition in 2025, and I was proud to see us placed in the top 1% globally of all companies measured by EcoVadis.

For Konecranes, environmental sustainability is essential but not our sole focus: we also want everyone to get home safe every day and to build teams where everyone feels respected and included. Safety is a key priority in our product design, our service delivery and at the core of the company culture we want to foster, alongside inclusive and diverse teams.

Looking to 2026 and beyond
Konecranes entered 2026 in a very strong position, with a unique service proposition, renewed offering, as well as a robust and efficient business model. Our order books are on a high level, and our strong balance sheet gives us the opportunity to grow and continue to create long-term shareholder value.

Konecranes' customer base is diverse and global, with our dual-channel market approach giving us comprehensive access to customers. A focus for me as CEO is to build on these very important relationships also going forward. Our broad service and product lifecycle offering continues to give us an advantage when catering to our customers' wide needs and creates stability against customer segment demand volatility.

Our performance in 2025 would not have been possible without our great people. Continuous investment in talent and competence development is the best guarantee for that success also in the future. I am very proud and humbled to be part of such a high-performing team. I want to thank our employees, our customers, partners and shareholders for their trust in us in 2025. We have an exciting year and future ahead of us, and I look forward to the continued collaboration.

Best regards,

Marko Tulokas
President and CEO

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment



Strategy

The world faces growing challenges in providing essential materials and goods while conserving resources and reducing emissions. Ongoing trade tensions and geopolitical instability contribute to the uncertainty in the market. As an industry leader, Konecranes is positioned to meet these challenges by delivering innovative solutions that boost customer productivity, ensure safe and reliable material handling, and help lower emissions.

We're well-equipped to handle global economic uncertainty and supply chain volatility thanks to our diversified business model, strong financials, and adaptability. We operate in over 50 countries across a broad range of industries, which supports resilience against regional disruptions. With service making up more than 40% of our sales, we benefit from increased stability through economic cycles.

Historically, production relocation and shifts in trade routes often drive demand for new material handling equipment. Supply chain changes create growth opportunities for continuously more efficient and flexible logistics solutions.

Konecranes' track record of success and innovation spans over 100 years. Our leading technology solutions and equipment embed a unique combination of world-class engineering, purpose-built componentry, and intelligent, integrated systems at their core. We continue to invest in automation, AI, and IoT, further powering our technology leadership.



Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

With our unrivalled global service network, we're working together with our customers through the lifecycle to optimize uptime, enhance productivity and safety and advance circularity.

Our strategy in action

Our ambition is to become the world leader in material handling solutions, creating value for everyone. We continue to deliver against the five strategic enablers that will make this ambition a reality.

Deepening customer focus

Our customers operate in container ports and terminals, and in various sectors of industrial production, including general manufacturing, construction and engineering, transportation equipment, metals production and power.

We support our customers throughout their equipment lifecycle, optimizing their performance and enhancing their profitability. We're continuously adapting our offering to meet changing customer requirements, as well as simplifying interactions, accelerating response time, and providing clear, efficient service. Our deep understanding of our customers' activities and processes enables us to offer consultative support, optimized solutions and service as a long-term partner.

Accelerating efficiency

We work to ensure that the operational excellence we offer benefits our customers daily. Product platforms harmonization makes equipment choices simpler and more cost-effective,

while strengthening local supply networks for availability and speed. By embedding advanced digital technologies into our solutions, we help customers optimize performance and reduce downtime, giving them the agility to respond quickly to market changes. Our continuity planning and resilient processes mean customers can count on reliability even in uncertain times.

Scaling technology innovation

Konecranes is turning technology into tangible customer benefits by scaling innovation across digitalization, automation and AI. Our Core of Lifting components combined with embedded intelligence make our solutions smarter, connected, and ready for predictive maintenance and Industry 4.0 integration. Our modular platforms and IoT-enabled solutions allow real-time monitoring and analytics, helping customers optimize uptime and reduce costs.

Through R&D partnerships and ecosystems like Zero4, we co-develop emerging technologies that enhance safety, efficiency, and sustainability. These initiatives drive continuous innovation in our cranes and material handling systems, setting industry standards, adapting to changing operational demands, and providing enhanced performance and lasting value.

Advancing responsible business

We're actively supporting our customers' sustainability goals by embedding responsible business practices into

every layer of our operations. We have already achieved our science-based targets for Scope 1 and 2 emissions and are now aiming for a 60 percent emission reduction by 2030 in our own operations. To tackle Scope 3 emissions – mainly from sold products and steel procurement – we're electrifying our entire product portfolio by 2026, offering smart, durable, and energy-efficient solutions that support customers in their carbon footprint reduction journey.

Circularity is at the core of our long-lasting products and services that extend the equipment lifetime. We deliver solutions for uncompromised safety and uninterrupted, secure material flow. Safety, inclusion, and ethical conduct have long been central to how we operate and collaborate across our global supply chain.

Enhancing our winning culture

Konecranes is committed to building a winning culture through inclusive leadership, fair practices and active employee engagement. Employees are given challenging and interesting responsibilities along with extensive opportunities for career advancement, supported by development and leadership programs, and global Inclusion & Diversity networks.

We promote equity through transparent governance, inclusive hiring and fair compensation, while also strengthening supplier responsibility and community partnerships. These efforts foster a workplace where people feel valued, supported and empowered to grow.

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

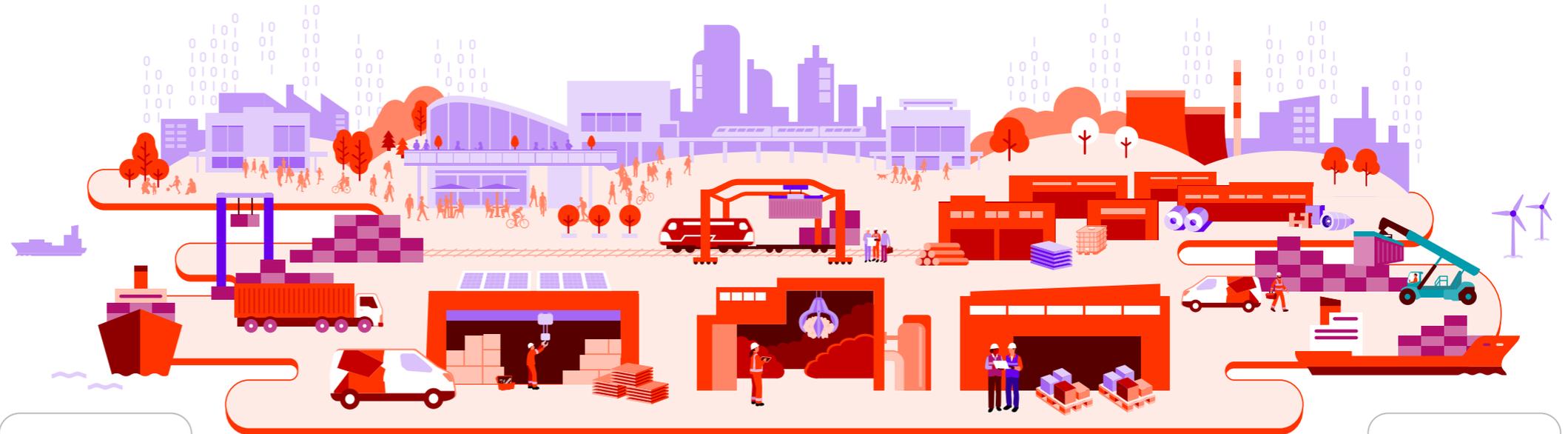
Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

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



STRATEGIC ENABLERS <u>Deepening customer focus</u> <u>Accelerating efficiency</u> <u>Scaling technology innovation</u> <u>Advancing responsible business</u> <u>Enhancing our winning culture</u>	Business Areas INDUSTRIAL SERVICE Unmatched global service footprint	INDUSTRIAL EQUIPMENT World leader in industrial cranes	PORT SOLUTIONS Widest and deepest offering for container handling	TARGETS Sales growth faster than the market ¹ Comparable EBITA margin 13-16% Own operations' emissions -60% ² Value chain emissions -50% ³	
	Values Putting customers first	Doing the right thing	Driving for better		Winning together

1) Nominal world GDP growth, IMF World Economic Outlook. 2) Original science-based target to halve emissions from own operations by 2030 was reached in 2022. A new, more ambitious target for own operations (Scope 1 and 2) was set in 2025: 60% absolute GHG emission reduction by 2030 from base year 2019. 3) Scope 3 science-based target: 50% absolute GHG emission reduction from purchased goods and services and the use of sold products by 2030 from base year 2019.

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

Business Area reviews



Industrial Service

Industrial Service provides industry-leading maintenance services for all types and makes of industrial cranes and hoists, improving the safety, productivity and sustainability of customer operations. Service connects data, machines and people to deliver a digitally-enabled customer experience in real time.



Industrial Equipment

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. The products are marketed through a multi-brand portfolio.



Port Solutions

Konecranes is the leading Western supplier of container handling equipment and services, with the widest and deepest offering. Port Solutions offers a full range of manned and fully automated container yard cranes and automated guided vehicles, mobile harbor cranes, manned and fully automated straddle carriers and heavy-duty lift trucks. It also provides a complete array of shipyard cranes and Terminal Operating System (TOS) and Equipment Control System (ECS) software, optimizing the operations of entire container terminals.

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

INDUSTRIAL SERVICE

An engine for profitable growth



Konecranes' global service offering is unmatched and sets it apart in the industry. Service operations account for some 40% of group net sales, the majority of which is generated by Business Area Service that serves industrial customers and the rest by Port Solutions' service operations.

The high proportion of service is the result of a steady focus on growth and a strategy to serve lifting equipment of all brands and makes. Service is a volume business for Konecranes with, as a rule of thumb, increased net sales also improving profitability. This has fueled a steady flow of smaller and targeted acquisitions, with local service companies integrated into Konecranes' offering and provided with state-of-the-art planning and maintenance tools to increase productivity.

Excellent profitability in 2025

In Industrial Service order intake totaled EUR 1,561.1 million during the year, corresponding to an increase of 2.9% in comparable currencies. Sales increased by 1.9% in comparable currencies to reach EUR 1,562.8 million.

The Business Area continued its steady profitability improvement, reaching a strong comparable EBITA margin of 21.8%. The increase in comparable EBITA margin was mainly driven by pricing, execution and good cost management.

A united customer experience for asset data, spare parts and service

Konecranes' customers have long had access to the yourKONECRANES customer portal for industry-leading asset data such as crane maintenance information, asset condition and usage statistics. Customers could

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment



also order spare parts and accessories from the separate Konecranes Store.

In 2025, the Konecranes Portal was launched providing customers with one site for crane maintenance information, asset data, spare parts ordering and helpful content recommendations. Bringing your KONECRANES and the Konecranes Store into one platform gives customers better transparency into their fleet and relationship with Konecranes. The Portal also streamlines Konecranes' Service processes with online customer quotation approval and quick access to historical crane data for service planning, while also serving as an excellent lead-generation tool through tailored content.

Modernizations and comprehensive maintenance

2025 was also a strong year for Konecranes in modernizing equipment in critical customer categories such as power generation. At the Lochay Power Station in the Scottish

Highlands, we were proud to modernize the hydro power plant's original 1958 crane. The trolley and control systems were replaced and new Konecranes CXT hoist units installed. The upgraded system allows for slower, smoother and more precise operations, which is crucial when handling the large and delicate turbines at the plant. All this was done in a way that respects the historical values of the building, showcasing that older cranes at critical sites can be made fit for the future while preserving their significance.

In June 2025, Konecranes booked a wide-ranging service agreement with the Meyer Turku shipyard, a cornerstone of the Finnish maritime industry. The contract covers the maintenance and optimization of some 200 cranes at the site, spanning smaller units handling just 63 kg to a massive 1,200-tonne Goliath gantry crane. The agreement exemplifies Konecranes' ability to optimize large and diverse crane fleets where uptime and efficiency is key.

Industrial Service in numbers

404.8

Order book at the end of 2025, MEUR

21.8%

Comparable EBITA margin 2025

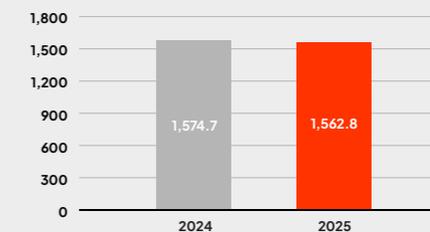
7,721

Number of employees at the end of 2025

Orders received, MEUR



Net Sales, MEUR



Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

INDUSTRIAL EQUIPMENT

Leading solutions for industries across the world



Konecranes is the global leader in industrial lifting—offering hoists, cranes and material handling solutions for a wide range of customers: from general manufacturing to various process industries like waste-to-energy, paper and forest, automotive, defense and metals production.

The offering contains everything from smaller solutions for single workstations to the largest cranes for the most demanding operations, with lifting capacities reaching hundreds of tons. Standardized equipment comprises some 80% of sales, with the remainder consisting of specialized solutions for specific applications. Industrial Equipment operates a multi-brand portfolio, serving customers directly with the Konecranes brand and indirectly with other brands including Demag, R&M, SWF, Verlinde, and Donati.

Strong orders and good execution in 2025

Within Industrial Equipment, orders received totaled EUR 1,367.6 million in 2025, corresponding to an increase of 10.8% in comparable currencies. Sales increased by 1.2% in comparable currencies and reached EUR 1,275.3 million.

The comparable EBITA margin again improved and was 9.4% in 2025. The increase in comparable EBITA margin was mainly driven by good execution and mix.

Next-generation lifting

Konecranes further deepened its leading offering for industrial customers in 2025 with the launch of the Konecranes D-series electric chain hoist. Its robust design makes it suitable for tough operating environments such as foundries and galvanizing plants. The D-series installs

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment



seamlessly on Konecranes equipment like the Konecranes KBK workstation lifting system, jib cranes and overhead cranes, making it a great fit in all kinds of industrial applications. The D-series launch started in the EMEA region, with strong interest from customers, and a global rollout is currently underway.

The Konecranes S-series hoist was designed to be able to do everything the industry staple Konecranes CXT was able to do – and more. Interest in the S-series was strong in 2025, with the offering deepened by the rollout of the double-girder variant that increases maximum lifting capacity.

Solutions for resilience

Order intake from the defense sector grew for Konecranes in 2025. The sector has been strong for Konecranes

in North America for some time, with the ramp-up of European countries' defense spending providing a boost in orders in 2025. Industrial cranes are used for both the manufacturing and repair of defense equipment such as submarines, tanks and aircraft.

We are also seeing growth in the power sector, where cranes are needed in many different applications. The construction of new nuclear power plants across the world, sparked by the advent of small- and medium-sized reactors, has generated demand for new cranes for that industry. The expansion of waste-to-energy and renewable electricity sources such as hydro power has also created demand, not least in modernizations for the Industrial Service business.

Industrial Equipment in numbers

911.1

Order book at the end of 2025, MEUR

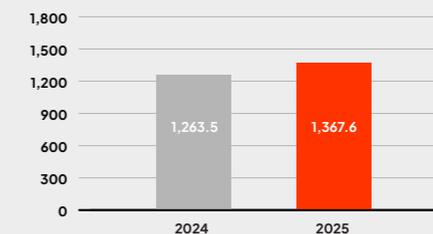
9.4%

Comparable EBITA margin 2025

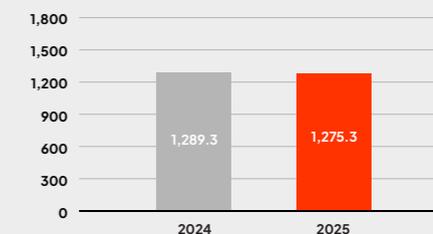
5,131

Number of employees at the end of 2025

Orders received, MEUR



Net Sales, MEUR



Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

PORT SOLUTIONS

The widest and deepest offering for container handling



Konecranes is the leading Western supplier of container handling equipment and offers the broadest selection of solutions, from smaller lift trucks used in container yards to Ship-to-Shore cranes used to offload the largest vessels in the world. The offering is deepened by leading automation solutions for the equipment and a full range of power options. Our equipment is fitted with Core of Lifting componentry, designed and purpose-built for lifting.

This comprehensive offering sets Konecranes' port business apart from the competition and provides valuable adaptability to changing cargo flows. If trade becomes more regionalized, Konecranes is poised to serve medium-sized ports that prefer mobile equipment. Simultaneously, Konecranes has the capabilities to provide very large cranes to the busiest, global terminals in the world. This offering also extends inland, with Konecranes solutions available for intermodal terminals servicing containers being moved by trains and trucks.

Strong order intake and profitability improvement

In 2025, orders received totaled EUR 1,637.8 million for Port Solutions, corresponding to an increase of 21.2% in comparable currencies. Sales remained approximately flat, reaching EUR 1,523.4 million during the year.

Port Solutions' comparable EBITA margin improved to double digits, with a 10.5% reading for 2025. The increase in comparable EBITA margin was driven by good execution and mix.

Customer-centric solutions

Konecranes continuously develops its offering to best meet the needs of customers at different stages in terms of electrification, automation and size. In 2025, Konecranes

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment



globally launched the E-Hybrid version of its popular Rubber-Tired Gantry (RTG) crane. The launch expands hybrid power beyond traditional diesel-battery RTG operation to electric-battery operation. In addition, we also launched the Konecranes Noell Hydrogen Fuel Cell Straddle Carrier, with test results from a German customer showing the same high performance as diesel and hybrid versions. To date, hydrogen fuel cells have mainly been used with light material handling equipment, so the launch marked an important step forward for heavy material handling equipment. Within the lift truck business, we also unveiled the new electric reach stacker in 2025. The launches are part of Konecranes' broader strategy to reduce greenhouse gas emissions, and we remain well on track towards our goal of having all-electric variants for our entire product portfolio by 2026. Our solutions were on show in 2025, with notable orders including an order for 25 new RTG cranes and 10 retrofits for a major Colombian container terminal. BCT Gdynia in Poland helped us make history in August, as their order of eight hybrid RTGs included our 3,000th ever RTG. Mobile Harbor Cranes, among others,

also had a strong year in terms of orders, with the announced orders including terminals in Greece, Brazil, Latvia, Italy, Chile and the Netherlands.

Strong in America

Konecranes has a leading and established position with American port customers and has been actively preparing for increased demand for US-made port cranes. Konecranes has the capability to increase the production of US-made port cranes, following the work in 2024 and 2025 to establish a network of partners for production in the country. The concept, built on an initial mix of friendshoring and domestic manufacturing, includes ship-to-shore (STS) cranes, rail-mounted gantry (RMG) cranes and yard cranes. In addition to outright new equipment, Konecranes offers leading modernization solutions to existing port cranes with the latest technology and cybersecurity standards. This offering improves safety, productivity and sustainability of customer operations and is available also for cranes not originally manufactured by Konecranes.

Port Solutions in numbers

1,672.5

Order book at the end of 2025, MEUR

10.5%

Comparable EBITA margin 2025

3,494

Number of employees at the end of 2025

Orders received, MEUR



Net Sales, MEUR



Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

Research and technology development

Konecranes is a technology leader in its industry, with continued technological development and innovation being key for future success. In its R&D efforts, Konecranes focuses on producing tangible business benefits with productivity-enhancing solutions and enhanced customer experience.

Building on over a century of innovation, Konecranes' product development also supports environmental sustainability, safety and cybersecurity in the industry. In 2025, Konecranes' R&D expenditure amounted to 78.1 MEUR.

Reimagining material flow

Through Zero4, a research and innovation program co-funded by Business Finland, Konecranes is co-creating a unified material flow platform that seamlessly tracks, orchestrates, visualizes and optimizes the flow of material and intralogistics equipment fleets.

The level of ambition in the project necessitates a broad network of expertise and since its launch in 2023, the program ecosystem has grown to involve more than 90 partners, working across a dozen projects. These projects tackle information barriers, greenhouse gas emissions, energy waste and safety incidents within material flow. One of the projects that has advanced the furthest is MixedFleet, which focuses

on enhancing the collaboration between machines and humans, accelerating the adoption of automation in industrial settings. The project has advanced to the demo stage at Konecranes' Hyvinkää factory, with promising results on effortless collaboration between automated overhead cranes, automated guided vehicles and humans.

Cybersecurity is essential

Industrial manufacturing continues to be a sector highly affected by cyber-attacks. Protecting customer data, building a secure customer offering and safeguarding business continuity remain top priorities for Konecranes. In 2025, Konecranes launched a web-based cybersecurity assurance center for customers to easily access information on our cybersecurity practices. It also allows for reporting of security incidents to Konecranes. Easily accessible and reassuring information is important as customers, especially within critical sectors such as defense, increasingly prioritize cybersecurity.

Konecranes' dedication to cybersecurity is reflected in the numerous certifications obtained, such as ISO 27001 for security management, IEC 62443 4-1 for product development and the UK Cyber Essentials certification.

In 2025, Konecranes strengthened its own business continuity by onboarding a threat intelligence service, improving factory security in all regions, and focusing on the security

of Konecranes' suppliers impacted by new product security regulations in key regions such as the European Union.

Artificial intelligence boosting productivity

Artificial intelligence (AI) is rapidly changing the ways companies operate. Konecranes has a strategic and systematic approach to integrating AI across our business to drive efficiency and new innovation.

Several AI enabled improvements are already delivering measurable results. In addition to building new customer solutions, AI is utilized to boost productivity across multiple functions and business operations. Cranes rely on advanced software-based control systems, and AI has increased the speed with which our software developers can work on them. In service operations, technicians can now use AI-powered app features to instantly access the right equipment manuals on their mobile devices—saving time and improving service accuracy and safety.

To increase AI-awareness and competencies, Konecranes initiated a phased learning program that focuses on building AI literacy. Employees are encouraged to build foundational AI skills, while technical teams deepen their expertise through targeted learning opportunities. At the same time, we continue to build strong in-house AI capabilities to maintain our competitive edge.

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment



Sustainability

A comprehensive approach to sustainability

Sustainability is a core part of Konecranes' strategy and business operations and is focused on four sustainability commitments with measurable targets.

Konecranes wants to be in the forefront of cutting emissions in the material handling industry. Customer needs for electrified and low-emission equipment generate demand for Konecranes' solutions and support emission-reduction targets. The offering is continuously being developed to meet this demand, visible in 2025 through several new product launches.

Konecranes prioritizes safety both in its manufacturing and service operations as well as in the design of its solutions. Getting people safe home every day is one of our most

important objectives and the industry-leading safety capabilities of our solutions help customers do the same. Konecranes believes creating high-performing teams requires an inclusive and diverse working environment, and the company actively follows and develops a sense of belonging among its workforce. Konecranes expects high ethical standards from itself and its partners when conducting business.

Strong sustainability performance also in 2025

In 2025, Konecranes' sustainability work was ranked in the highest Platinum tier by sustainability rating agency EcoVadis, putting Konecranes in the top 1% of over 150,000 rated companies globally. The ranking reflects Konecranes' successful ongoing execution of its sustainability agenda and the quality of how it manages sustainability.

Konecranes updated its near-term science-based targets by raising the ambition of own operations' decarbonization efforts, as the original target was reached in 2022.

Konecranes continued the roll-out of the recently renewed Supplier Code of Conduct in 2025, with the increase in coverage supporting even more robust requirements relating to topics such as human rights and environmental responsibility. In 2025, Konecranes fulfilled its commitment set the year prior of paying a living wage to all its employees. The living wage generally goes beyond nationally set minimum wage laws.

Konecranes monitors an Inclusion Index to systematically follow and improve its working environment. In 2025, the Inclusion Index showed a score of 83, which indicates a strong sense of inclusion.

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

Konecranes' sustainability commitments and progress in 2025

We enable a decarbonized and circular world

Konecranes' science-based targets are in line with the Paris Agreement's objective of limiting global warming to 1.5°C compared to pre-industrial levels.

Our climate transition plan includes, among other things, the increased usage of low-emission steel and the expansion of fully electrified product offerings, identified as the most impactful actions for future emission reductions. In 2025, our port offering saw the introduction of the electric reach stacker,

electric empty container handler, an E-Hybrid Rubber-Tired Gantry (RTG) crane as well as a Hydrogen Fuel Cell Straddle Carrier. For industrial customers within selected countries in Europe, a low-emission steel option for the overhead crane box girder was made available, enabling a 40 percent reduction in the full crane climate impact according to Life Cycle Assessment calculations (cradle to gate).

Circular economy business models remain central to Konecranes' operations, exemplified by the company's leading and extensive service offering. In 2025, the company evaluated new circular business opportunities such as improved waste management and facilitating the reuse of service van shelving. In 2025 Konecranes also reviewed its circularity metrics and targets. As a result, we introduced two new key indicators: revenue linked to circular services and share of landfill waste in manufacturing operations.

We deliver safe and secure material handling

During 2025, Konecranes was able to improve its safety performance with a TRI rate of 5.2, advancing towards the target of less than 3 by 2030. This was mainly achieved by conscious improvement actions, improved management engagement and identification of systemic issues. A global program for sharing safety knowledge was launched as well as more granular reporting on safety performance, allowing better visibility to steer actions.

Own operations' emissions¹

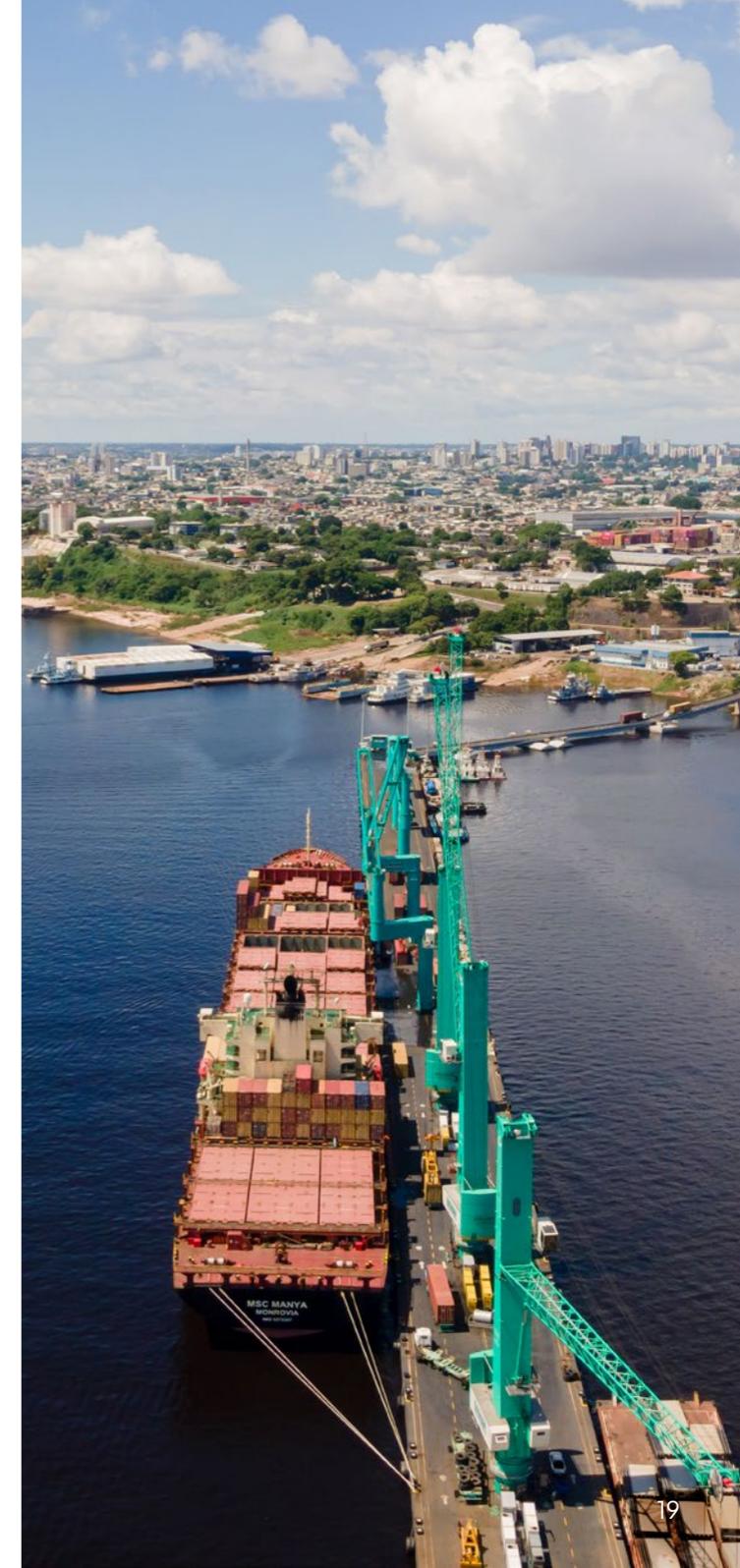
-54%

Value chain emissions²

-20%

1) Scope 1 and 2 greenhouse gas emissions reduction progress from base year 2019.

2) Scope 3 emission reduction from purchased goods and services and the use of sold products from base year 2019.





Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

Recognizing the evolving landscape of industrial cybersecurity threats, Konecranes continued to further strengthen cyber-preparedness and enterprise resilience. The company's Information Security Management System is certified according to ISO 27001, and its product development process, covering RTGs, Process Cranes and Light Lifting products, is aligned with IEC 62443 standards. In 2025, the company maintained the certifications and introduced new cybersecurity training modules, achieving a completion rate exceeding 95% among employees.

These initiatives are designed to ensure the integrity, confidentiality, and availability of products, services, and business applications, thereby supporting both the resilience of Konecranes and the security of its customers' operations.

TRI rate

5.2

We create a fair, inclusive, diverse and engaging working environment

Konecranes remains committed to fostering a fair, inclusive, and engaging work environment. In 2025, the company sustained a strong Inclusion Index of 83%.

Three on-site social responsibility assessments were completed in 2025 to verify fair labor practices, with a particular focus on working hours, training, and skills development.

The global well-being strategy, introduced in 2025, aims to further embed health and well-being within the company's culture and to enhance employee resilience.

Inclusion Index

83%

We expect high ethical standards of ourselves and our business partners

Supporting human rights and sustainable practices within the value chain is an area of ongoing focus. In 2025, Konecranes continued to roll out its Supplier Code of Conduct, setting the minimum legal and ethical requirements and principles of conduct for its suppliers, reaching 78% coverage. We also continued to conduct Supplier Code of Conduct audits to evaluate suppliers' capability to meet the code's requirements. Supplier and subcontractor adherence to the Supplier Code of Conduct and Know Your Supplier Policy ensures compliance with ethical, legal, and

environmental standards. Konecranes maintains close collaboration with suppliers to address potential risks and implement corrective actions, particularly in high-risk regions and categories.

At Konecranes, sustainability is embedded into company policies and processes and sustainability considerations are included in strategic decision-making. In 2025, Konecranes Code of Conduct training was completed by 98% of all employees.

A comprehensive whistleblowing system and the company's non-retaliation policy allows employees and external stakeholders to report concerns securely and confidentially. Furthermore, Konecranes provided global anti-corruption training to all functions identified as at-risk, reinforcing the zero-tolerance policy regarding corruption and bribery.

**Konecranes
Supplier Code of
Conduct coverage**

78%

**Konecranes
Code of Conduct
training coverage**

98%

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

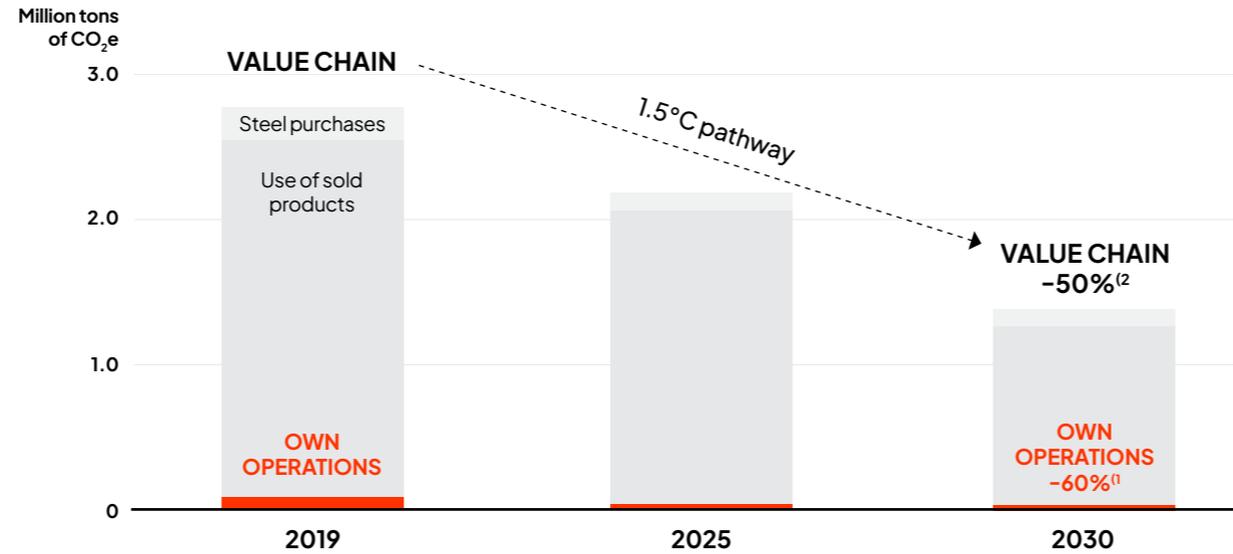
Port Solutions

Research and technology development

Sustainability

Konecranes as an investment

Konecranes' climate targets



TRANSITION PLAN

External market transformation:

- Customer industries decarbonization
- Steel industry decarbonization
- Energy market decarbonization

Konecranes' own actions:

- Electrifying our offering
- Purchasing steel with lower emissions
- Advancing eco-design and circularity
- Decarbonizing our own operations

Science-based targets, aligned with limiting global warming to 1.5°C:

- 1) Original science-based target to halve emissions from own operations by 2030 reached in 2022. New target for own operations (Scope 1 & 2) set in 2025: 60% absolute GHG emission reduction by 2030 from base year 2019.
- 2) Value chain (Scope 3) science-based target: 50% absolute GHG emission reduction from purchased goods and services and the use of sold products by 2030 from base year 2019. As part of the science-based targets update process in 2025, Konecranes also updated its emission calculations with more accurate information, for example related to energy use assumptions for key products, leading to lower total emissions than previously reported.

In addition to the science-based targets, Konecranes has a **separate target** of achieving carbon neutral manufacturing operations. Carbon neutrality means first reducing absolute emissions as much as possible, and then offsetting the unavoidable emissions through the purchase of verified carbon credits, which have an immediate impact by delivering finance to emission reduction projects elsewhere.



Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

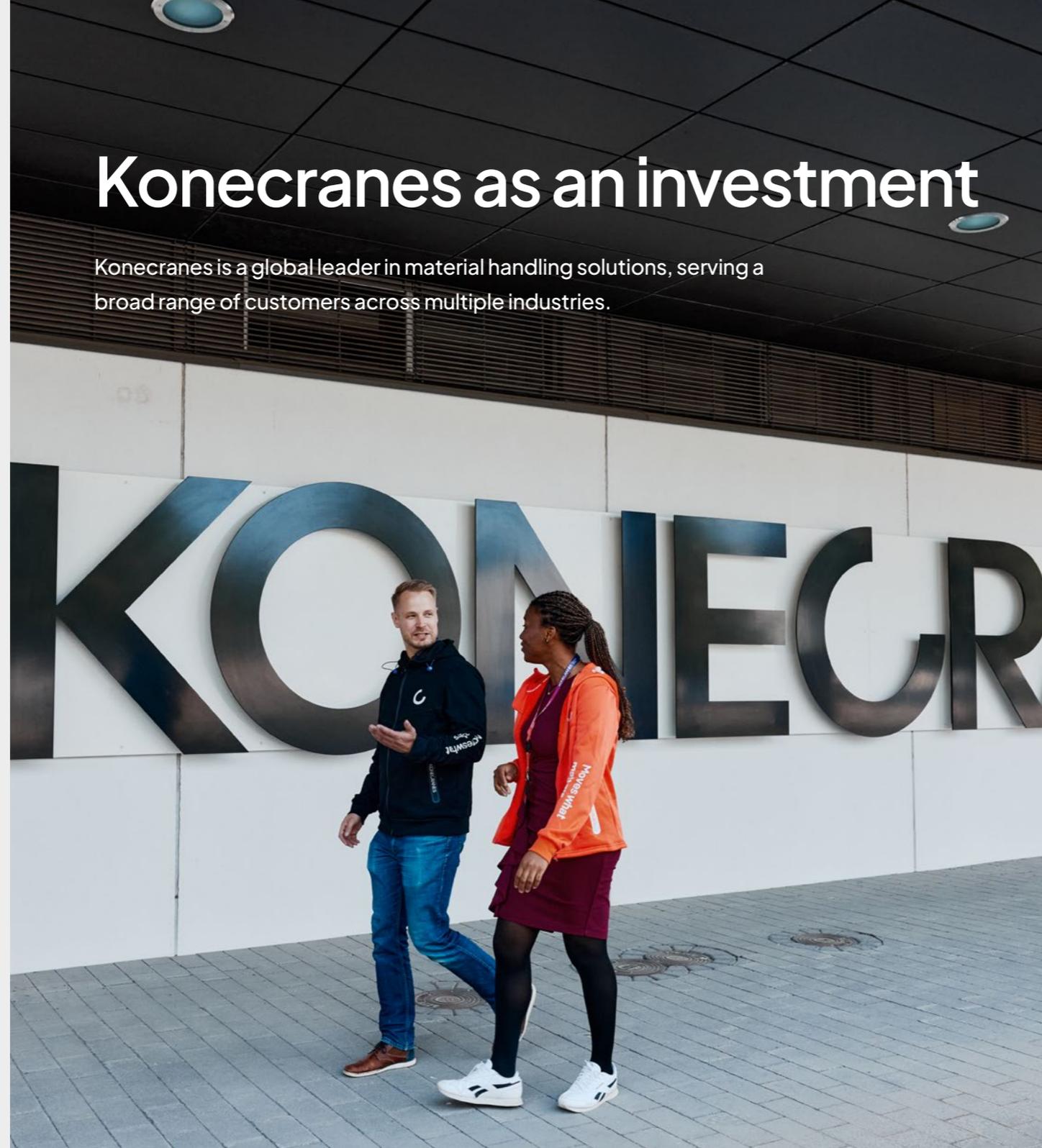
Research and technology development

Sustainability

Konecranes as an investment

Konecranes as an investment

Konecranes is a global leader in material handling solutions, serving a broad range of customers across multiple industries.



We are a technology leader in our industry with our solid patent portfolio and innovative solutions to meet our customers' various needs. Our leading and comprehensive offering, including automation and electrification, alongside our global footprint allows us to serve customers across the industries. Megatrends, such as sustainability, digitalization and automation, and geopolitics shape our key markets and provide significant business and growth opportunities for us.

Our lifecycle approach is one of the key drivers for our business. We do not only provide different kinds of equipment to our customers but also extend lifetime and maximize uptime through our world-leading service operations. Our service business represents over 40% of total net sales. This provides us with stability, resilience against different economic cycles and makes our business less cyclical. This creates a solid basis for long-term profitable growth towards our financial targets.

We aim to create shareholder value by focusing on growth and profitability while ensuring our competitiveness in a constantly changing market environment. We have structurally improved our performance and profitability over the years. This combined with our strong financial position provides significant flexibility and opportunities to grow our business.

We create value for society and other stakeholders in a multitude of ways, for example by using resources efficiently, providing consistent material handling performance to our customers, improving safety at all levels, operating in a responsible and transparent manner and supporting an inclusive society. To demonstrate our strong commitment to sustainability, we have set Science Based Targets initiative (SBTi) validated climate targets for our operations.

Annual Review 2025

Konecranes in 2025

Year 2025 in numbers

CEO's review

Strategy

Business Area reviews

Industrial Service

Industrial Equipment

Port Solutions

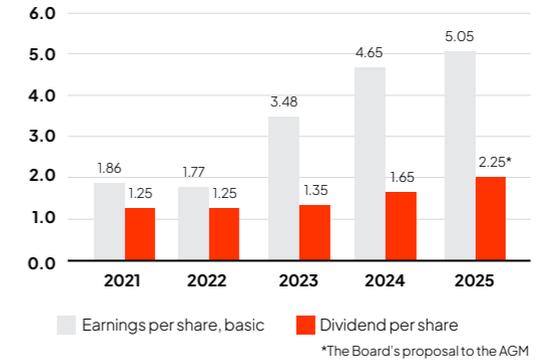
Research and technology development

Sustainability

Konecranes as an investment

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

Earnings & dividend per share, EUR



1. LEADER IN TECHNOLOGY

- Our *Core of Lifting* – a purpose-built, integrated package of gearbox, motor, control system and connectivity – is designed specifically for cranes and lifting and created in-house. *Core of Lifting* optimizes solution performance and cost and increases safety and productivity. The same unified digital and physical componentry across the entire portfolio enables effective customer engagement throughout the world.
- Digital offering: embedded sensors and software, as well as access to massive data streams, provide real-time data to customers and enable process optimization and preventive and predictive maintenance for the highest lifecycle value.

2. STRONG MARKET POSITION IN ALL BUSINESS AREAS

- In Industrial Service, we are the market leader with our unique global field service network and unmatched offering. There is only limited global or regional competition in industrial crane maintenance.
- In Industrial Equipment, our family of leading brands secures our position as the global market leader in industrial hoists and cranes.
- In Port Solutions, we are a leading Western supplier of container handling equipment, with unmatched automation references. We rank #1–3 in the market in all product categories for ports and container terminals.

3. ATTRACTIVE OPPORTUNITIES FOR GROWTH

- Our technology leadership and strong market position globally, together with identified key megatrends, provide attractive opportunities for growth, and we aim to grow our sales faster than the market.⁽¹⁾
- Significant growth potential in Industrial Service with the expansion of Konecranes' unparalleled service offering to our own as well as third-party installed base.
- Automation and customers' commitments to sustainability, as well as our widest and deepest offering provide good opportunities for growth in Port Solutions.

1) Nominal world GDP growth, IMF World Economic Outlook

4. PROFITABILITY TARGET FOR 13–16%⁽²⁾ GROUP COMPARABLE EBITA MARGIN

- To be reached as soon as possible, but no later than in 2029.
- In Industrial Service and Port Solutions, profitability improvement is mainly driven by sales growth. Growth in service business is a key driver for profitability improvement in both Business Areas.
- In Industrial Equipment, profitability improvement is mainly driven by product platform harmonization and renewal of product portfolio.

2) Profitability range, depending on the cycle

5. SOLID FINANCIAL POSITION AND DIVIDEND

- Our strong balance sheet provides flexibility and a solid base for long-term growth.
- According to our dividend policy, we aim to pay a stable to increasing dividend per share, over the cycle.
- For the 2010–2025 period (including the 2025 proposal), the average dividend pay-out ratio was 62 percent of earnings and Konecranes has returned EUR 1.4 billion of capital to its shareholders as dividends.

6. LONG-TERM COMMITMENT TO SUSTAINABILITY

- We support customers in reaching their sustainability targets through for example our hybrid and electrified solutions and a service offering that extends equipment lifetimes.
- Four commitments with ambitious targets and roadmaps:
 - We deliver safe and secure material handling solutions;
 - We enable a decarbonized and circular world;
 - We create a fair, inclusive, diverse, and engaging working environment;
 - We expect high ethical standards of ourselves and our business partners.

Corporate Headquarters

Konecranes Plc

P.O. Box 661 (Koneenkatu 8)
FI-05801 Hyvinkää, Finland
Tel. +358 20 427 11

Investor Relations

Linda Häkkinen
Vice President, Investor Relations
Tel +358 20 427 2050
linda.hakkila@konecranes.com

Brand & Communications

Niina Suhonen
Vice President, Brand & Communications
Tel. +358 40 843 9438
niina.suhonen@konecranes.com

Regional Headquarters

Americas

Konecranes Inc.
4401 Gateway Blvd.
Springfield, OH 45502, U.S.A.
Tel. +1 937 525 5533

Europe, Middle East and Africa

Konecranes
Region EMEA
P.O. Box 662 (Koneenkatu 8)
FI-05801 Hyvinkää, Finland
Tel. +358 20 427 11

Asia-Pacific

KCI Cranes Holding (Singapore) Pte Ltd
33 Gul Circle
Singapore 629570
Tel. +65 6 861 2233

Konecranes is a global leader in material handling solutions, serving a broad range of customers across multiple industries. We consistently set the industry benchmark, from everyday improvements to the breakthroughs at moments that matter most, because we know we can always find a safer, more productive and sustainable way. That's why, with around 16,500 professionals in over 50 countries, Konecranes is trusted every day to lift, handle and move what the world needs. In 2025, Group sales totaled EUR 4.2 billion. Konecranes shares are listed on Nasdaq Helsinki (symbol: KCR).



KONECRANES Moves what matters.