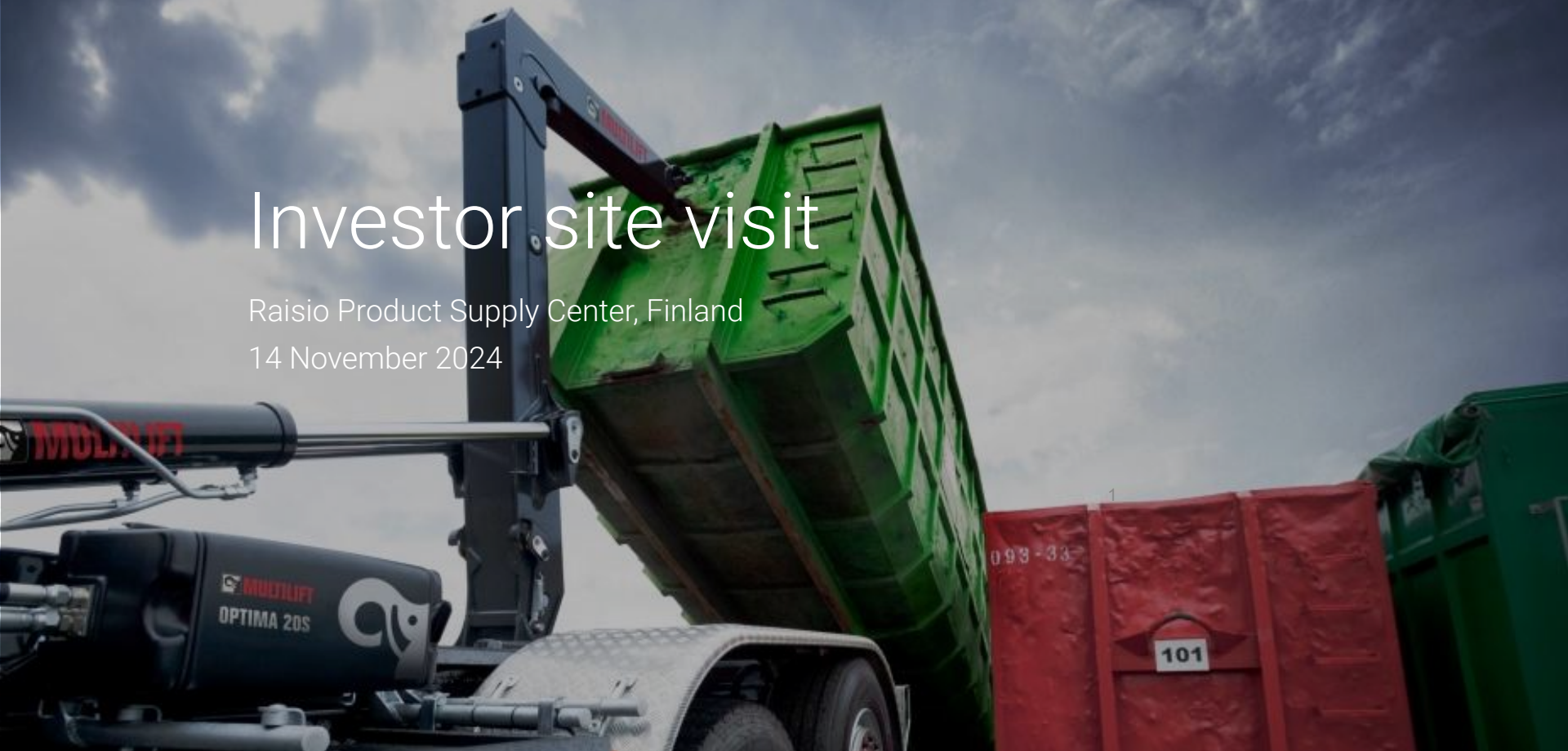


Investor site visit

Raisio Product Supply Center, Finland

14 November 2024



Safety is our number one priority

The Health and Safety of our employees is always our number one priority.

We say **No** to unsafe situations and **Stop** unsafe operations.

Our vision is Zero Harm - no work related accidents or illnesses.

Together, we are all accountable for making Hiab a safe place to work.

Take 5 - Stay safe



STOP

Step back and assess the situation.



THINK

Think about how the task should be done.



IDENTIFY

Identify the potential risk for yourself and others.



PLAN

Plan and take action to mitigate the risk.



PROCEED

Now continue working - safely.

1. Lifting productivity for essential industries

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

2023 Key Facts

Sales

1,787 MEUR

10YR Sales CAGR

+7.8%

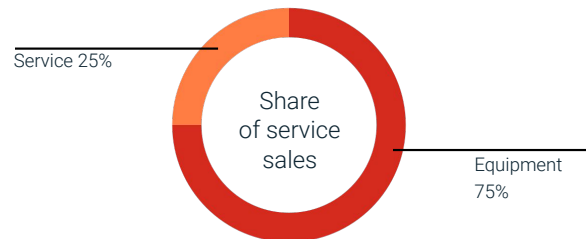
Comparable operating profit / margin

252 MEUR / 14.1%

Return on operating capital

30.7%

Service locations

>3,000Employees ¹**+3,800****#1 OR #2 POSITION IN ALL SEGMENTS**¹ Number of employees at the end of FY23

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

Loader cranes



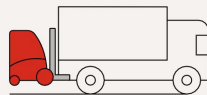
HIAB ARGOS EFFER

Forestry & recycling
cranes



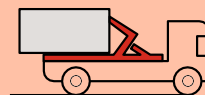
JONSERED LOGLIFT

Truck mounted
forklifts



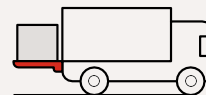
MOFFETT PRINCETON

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



Asset-light footprint with global reach

3,000

Sales and service locations

100

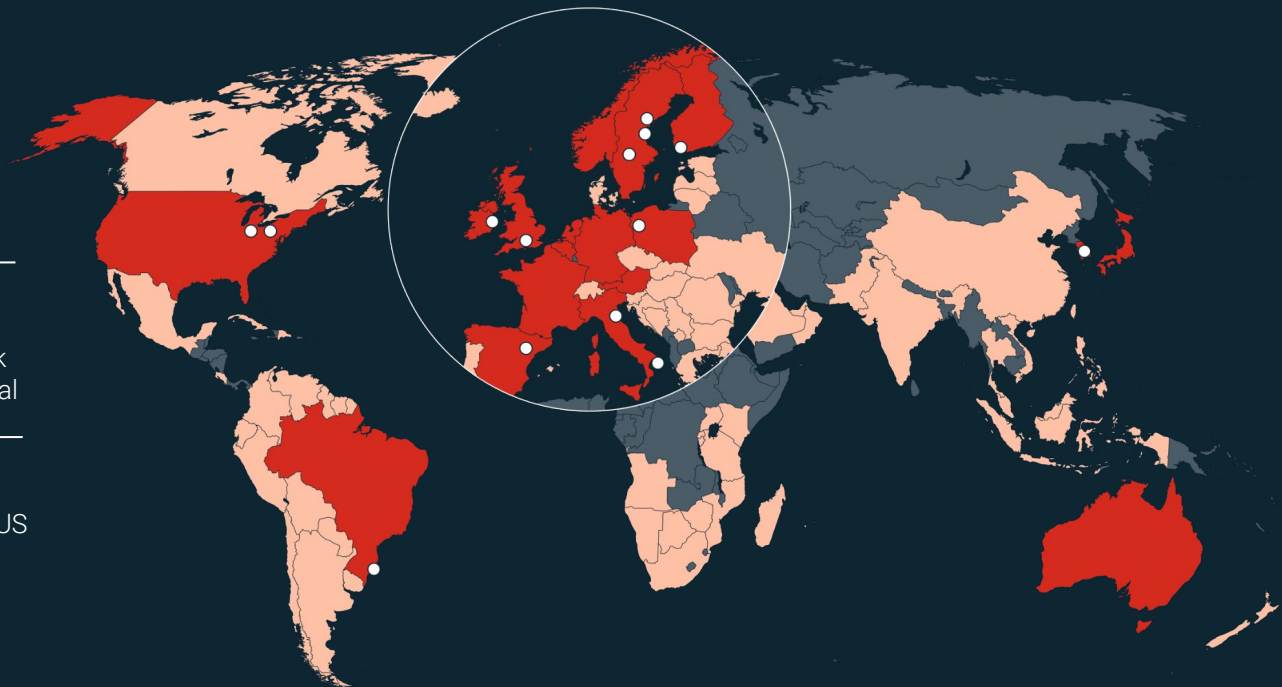
Countries with delivery footprint

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



Key targets to measure success by 2028

Sales CAGR¹

>7%

Comparable
Operating Profit²

18%

ROCE³

>25%

Sustainability

SBTi

¹ Over the cycle

² As business area

³ As business area, defined as (Operating Profit / Operative Capital Employed)

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



2. Hiab is the global leader in demountables

Summary

-
- 1** Hiab is the global leader in Demountables
 - 2** Released a number of application specific innovations
 - 3** Galfab acquisition driving growth in North America
 - 4** Business excellence driving productivity gains



1 We created this industry

The Terho brothers
patented the world's first
demountable system and
founded Autolava Oy

1940s

1950s

Construction of a new
factory in the current
location in Raisio

First hooklift made by
Multilift

1970s

Multilift acquired LeeBur
business and started in
Skiploader business

1990s

Revolutionary XR range
with PLC control
launched

2000s

ULTIMA hooklift range
with uControl launched

2010s

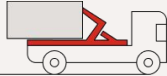
Hiab acquired Galfab

2020s

2 Hiab is the global leader in a growing and scattered Demountables market with a wide offering

PORTFOLIO

Demountables



MULTILIFT Galfab

GLOBAL POSITION

#1

**MARKET SIZE
(2023)**

~ 800 MEUR



- Demountables covers hooklifts, skiploaders and roll-off cable hoist product ranges
- Scattered market landscape with regional competitors offering local solutions and specifications
 - Large number of competitors and customer requirements
- Multilift is the global leader with the widest distribution network and presence
- Galfab solid #2 in the United States

2 Demountables products are serving a large variety of customers in various applications in essential industries

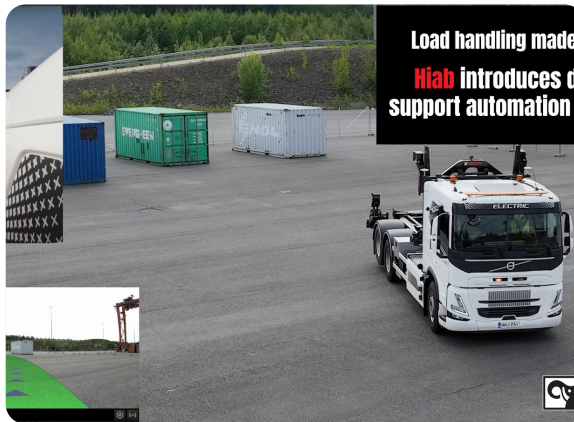


3 Application specific innovations driven by understanding our customers, operators and load needs



MULTILIFT eUltima

the world's first plug-and-play hooklift designed specifically for electric trucks



Level 2 Driver Support assistance

L2 Driver Support feature automates one of the most difficult aspects of load handling - reversing the vehicle into the optimal position for loading or unloading



MULTILIFT Talon

In-cabin powerhouse, redefining container handling in the toughest of conditions without sacrificing flatrack performance

4

Galfab acquisition in 2021 has been a success story resulting in market share, sales and margin expansion

ACQUISITION RATIONALE



Product portfolio &
geographic expansion

IMPROVEMENT LEVERS

Commercial focus

Product efficiencies

Organisation and
accountability

CHANGE DRIVERS

- Dealer development
 - Sales team selling both Galfab and Multilift
 - First in the market electronic controls
-
- Manufacturing consolidation from 3 to 1 site
 - Outsourcing non-core manufacturing
 - Product modularisation
-
- Employee First culture
 - Organisation and facility investments
 - Integration to Hiab Decentralized Operating Model

5 Productivity gains unlocked at PSC Raisio to be faster, flexible and more efficient

IMPROVEMENT AREAS

Faster
Optimised Processes

Flexible
Lean Factory Model

More efficient
Continuous Cost Improvement

CHANGE DRIVERS

- Production layout improvements
- Improving standard operating procedures
- Improved material planning

- Performance management model
- Outsourcing logistics to 3PL
- Insourced painting operations

- Lean management focusing on accountability at team level
- Systematic lean six sigma projects

RESULTS '24 V '23

Lead time reduction to best-in-class
On-time delivery improvement
Lower production cost



Summary

-
- 1** Hiab is the global leader in Demountables
 - 2** Released a number of application specific innovations
 - 3** Galfab acquisition driving growth in North America
 - 4** Business excellence driving productivity gains
-



What are we going to see today?



X-HiPro 232



Ultima 21Z



BUILT TO PERFORM



HIAB • JONSERED • LOGLIFT • EFFER • ARGOS • MULTILIFT • GALFAB • MOFFETT • WALTCO • DEL • ZEPRO • HIPERFORM