

Investor presentation

March 2026



Agenda

1. Strategy overview
2. Q4/2025 highlights and performance
3. Market environment
4. Strategy progress
5. Financial profile
6. Appendix:
 - Reporting segments
 - Tariffs
 - Balance sheet and cash flow
 - Capital allocation
 - Competitors
 - Electrification and total cost of ownership
 - End-customer segments
 - Investment highlights



Disclaimer

This presentation includes forward-looking statements that are based on present plans, estimates, projections and expectations and are not guarantees of future performance. These forward-looking statements are subject to numerous risks, uncertainties and assumptions, including risks relating to Kalmar's industry and business and the risk that Kalmar's actual results of operations in future periods may differ materially from (and be more negative than) the expected results or performance targets discussed, or suggested, herein.

These forward-looking statements reflect knowledge and information available at, and speak only as of, the date they are made, which, even though they seem to be reasonable at present, may turn out to be incorrect.

Except as required by law, Kalmar undertakes no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date hereof or to reflect the occurrence of unanticipated events. Readers are cautioned not to place undue reliance on such forward-looking statements.



Making every move count

Vision: Forerunner in sustainable material handling equipment and services

Market drivers

- Productivity
- Safety
- Intelligent operations
- Decarbonisation & Electrification
- Changing logistics landscape
- Labour shortage

Strategic pillars

Investing in Sustainable Innovations

Growing Services

Driving Excellence

Foundations

Customer proximity
Experienced & talented people

Attractive market
Strong financial profile

Kalmar's performance targets for 2028

Financial targets

5%

Sales growth p.a.
over the cycle

15%

Comparable operating
profit margin

>25%

ROCE¹

Capital structure and sustainability framework

Aligned with²
**SBTi targets
with 1.5°C
commitment**

<2x

Leverage³ (Net Debt to
EBITDA)

Kalmar aims for a
dividend payout ratio of

30-50%

Per annum

¹ Defined as (Profit before taxes + finance expenses, last 12 months) / (Total equity + interest-bearing debt (12 months average)).

² Plan following criteria of the Science Based Targets initiative.

³ Including IFRS 16

Pure-play leader in the heavy material handling market



#1

Reachstackers¹



#2-3

Forklift Trucks,
medium and heavy



#1

Terminal
Tractors



#1

Straddle
Carriers



#1

Spreaders

EQUIPMENT

SERVICES

A leading service network in the industry, close to customers²



Spare parts



Maintenance

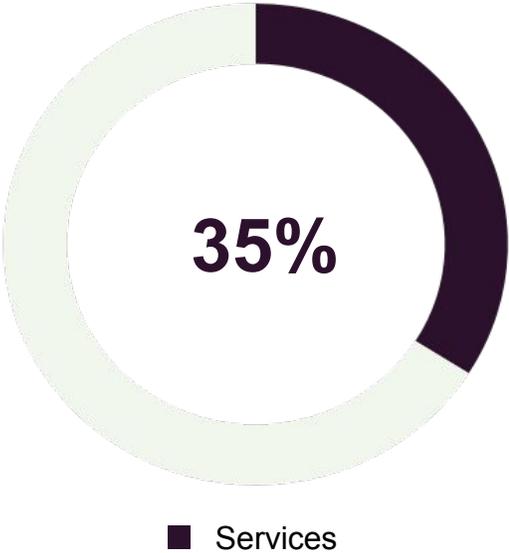


Lifecycle solutions

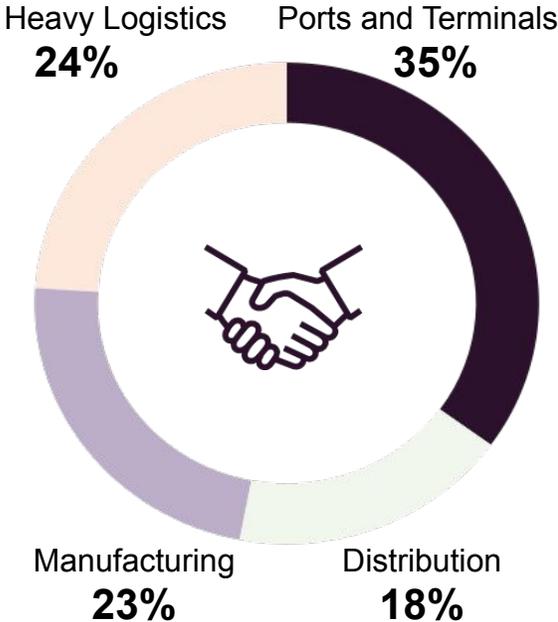
Refers to market position; 1) Reachstackers & Empty Container Handlers-category holds a market position of #1-3 globally; Source: KPMG Market Study (in respect of equipment market). Kalmar is a market leader across terminal tractors, straddle carriers, crane spreaders and reachstackers and empty container handlers, and one of the leaders for medium and heavy forklift trucks based on equipment volume (average in 2022-2023) and spare parts capture rate of 29 percent at the end of the first quarter of 2024, 2) Kalmar management estimate

A solid foundation and a well diversified business with solid profitability

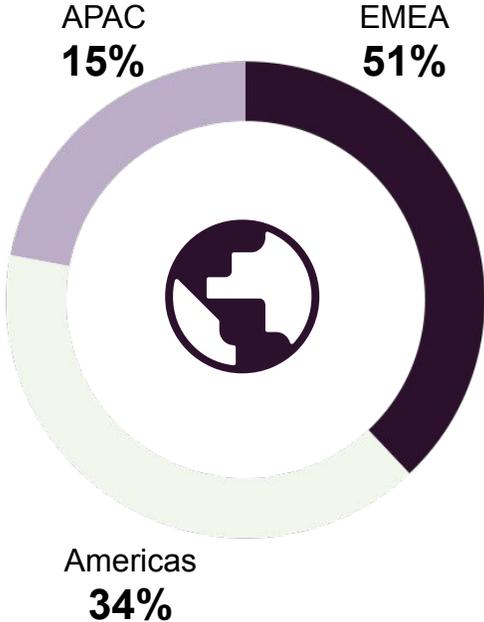
Services share of sales 2025



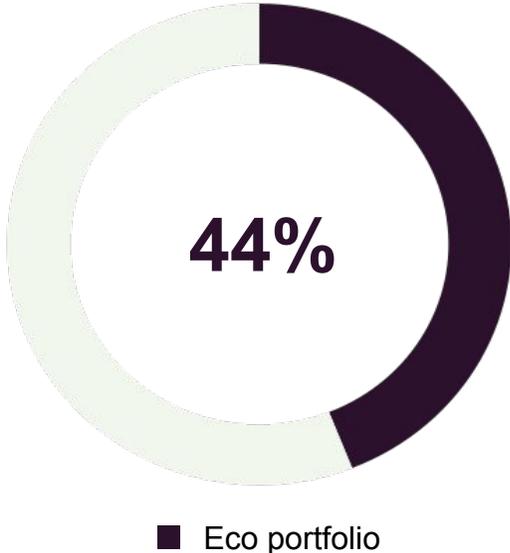
Addressable markets by customer segment



Geographical sales split 2025²



Eco portfolio share of sales 2025



Sales, total 2025
1,741 MEUR



Comparable operating profit margin 2025
12.8%

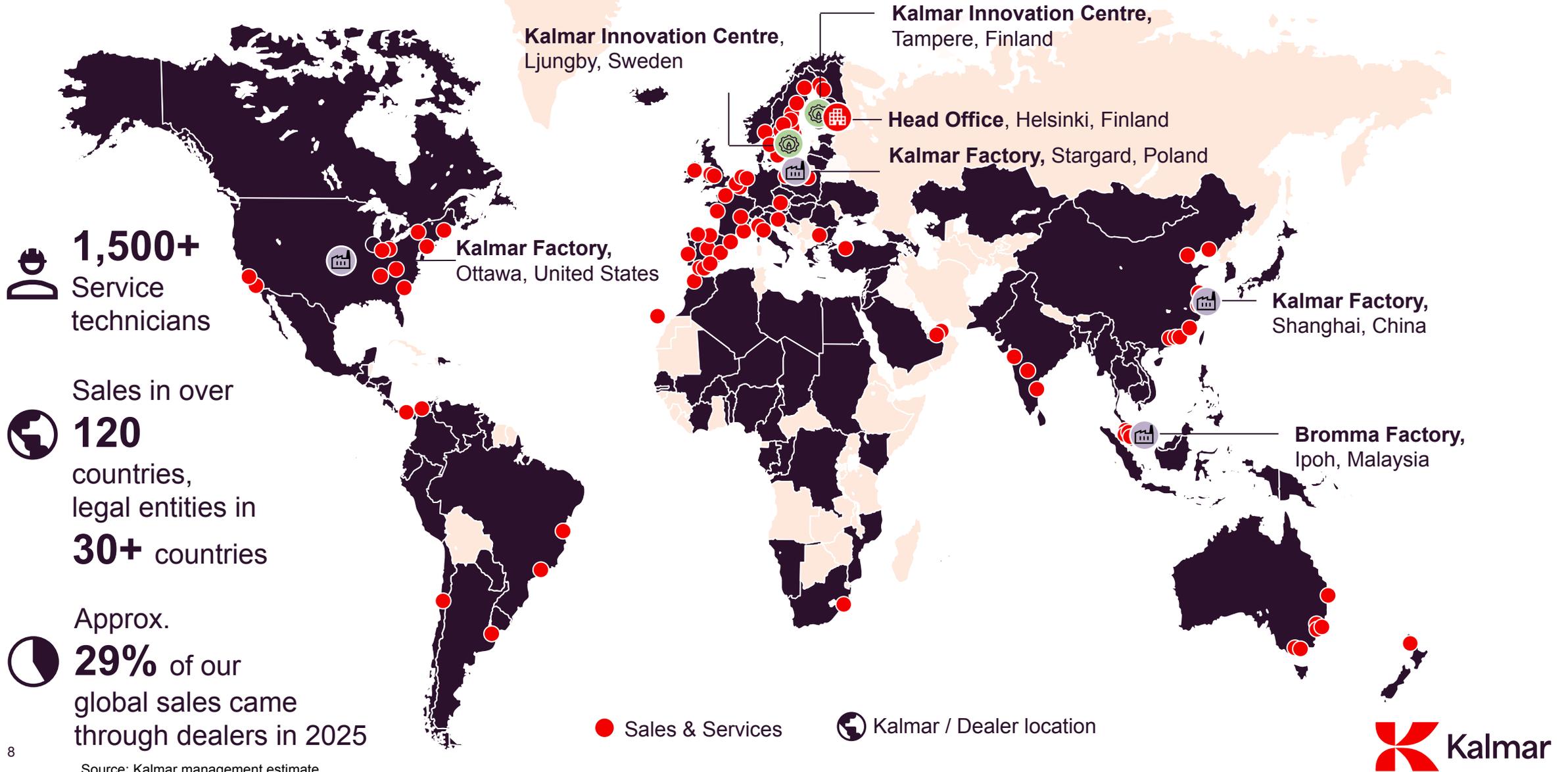


Employees¹
5,300

¹ End of period 31 December 2025.

² On 27 August 2025, Kalmar decided to change its regional reporting structure and restates geographical area information based on the new regional structure as of 1 October 2025. The new reporting geographical areas are APAC (the Asia-Pacific), EMEA (Europe, Middle East and Africa) and the Americas.

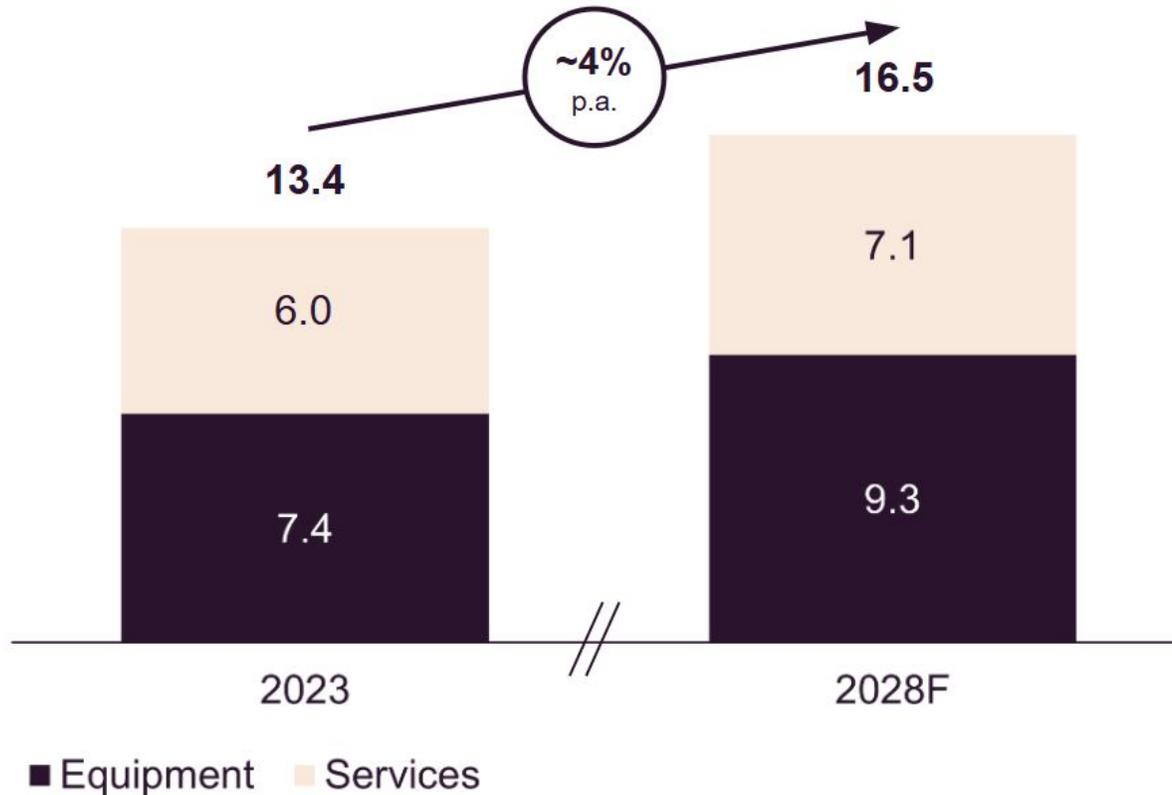
Leading sales and service network in the industry



Kalmar is addressing a large and growing global market

Global heavy material handling market

Total market size, segmentation and growth¹, EUR bn, 2023-2028F



- Upside from **industry decarbonisation and electrification** increasing equipment complexity
- Additional value pools from **new data-driven** business models

- **Electrification driving a 28%¹ annual growth** in the electric equipment segment

1) Equipment categories: Terminal tractors, forklift trucks (lifting capacity of 5t and above), reachstackers, empty container handlers, and crane spreaders. Services include spare parts, maintenance and field service, upgrades and refurbishments and digital solutions. Kalmar has not previously included light forklift trucks (5-9t) in its market definition contributing ~3 EURbn to equipment market and ~1.5 EURbn to services market in 2023; KPMG Market Study

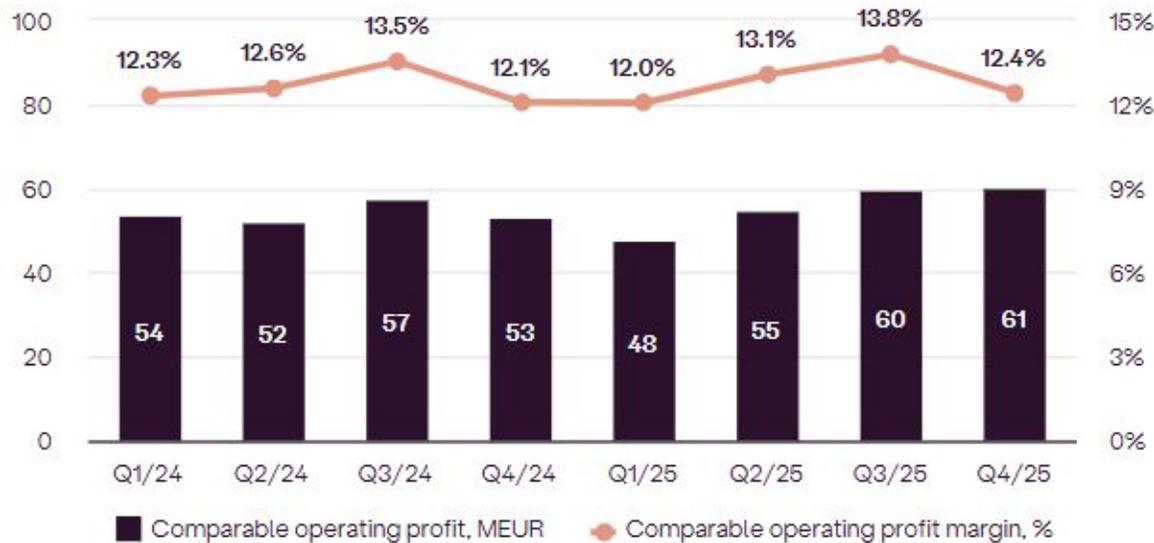
Q4/2025 highlights: Record order intake and solid sales growth

- Orders received increased to a record of EUR 511 (486) million boosted by a few, sizeable equipment orders in the quarter
- Solid sales growth by 11 percent to EUR 487 (440) million
- Demand remained overall stable despite market uncertainty and trade tensions
- Comparable operating profit improved to EUR 60.5 (53.1) million, and was 12.4 (12.1) percentage of sales
- Approximately EUR 34 million of annualised gross efficiency improvements have been secured with the Driving Excellence initiative
- Operating cash flow was strong at 112.8 MEUR, positively impacted by decrease in inventories
- Guidance for 2026: Kalmar expects its comparable operating profit margin to be above 12.5 percent in 2026.

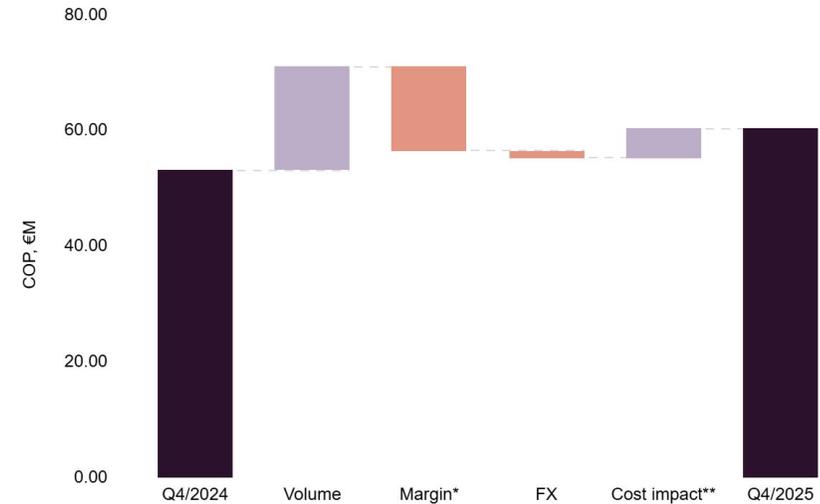


The comparable operating profit increased

Comparable operating profit, MEUR and %



Comparable operating profit bridge, Q4/25



*Tariffs included in "margin" category.

***"Cost impact" includes all indirect and fixed costs.

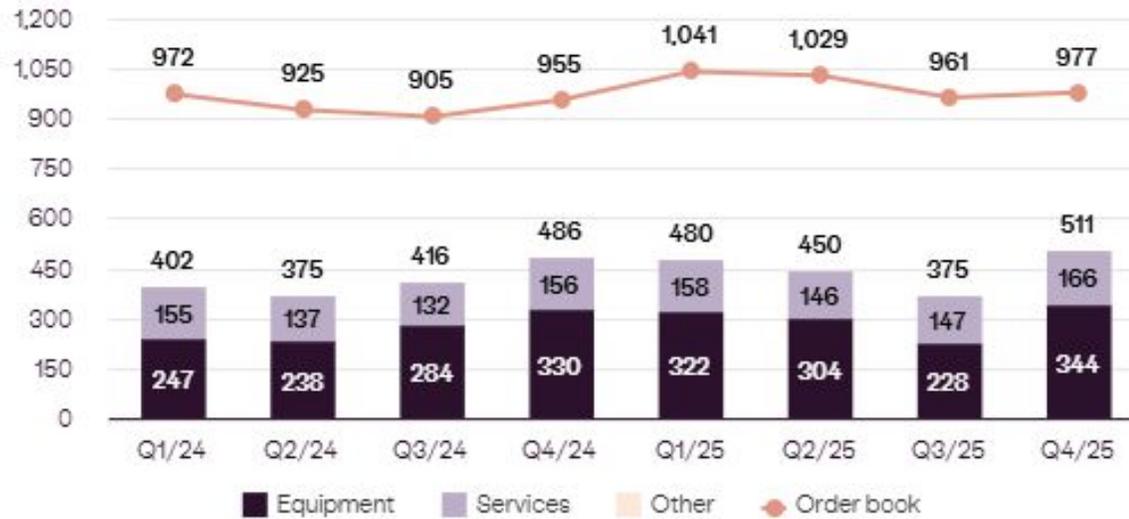
	Q4/25	Q4/24	Change	FY25	FY24	Change
Comp. OP, MEUR	60.5	53.1	+14%	223.3	216.8	+3%
% of sales	12.4%	12.1%	+0.3 pp	12.8%	12.6%	+0.2 pp

- Higher volumes and successful management of costs driving the COP improvement
- Comparable operating margin increased despite tariffs and associated company Bruks Siwertell's result burdening the profitability.

¹¹ Q1/24 - Q2/24 are carve-out figures.

Record orders received despite continued market uncertainty

Orders received and order book, MEUR



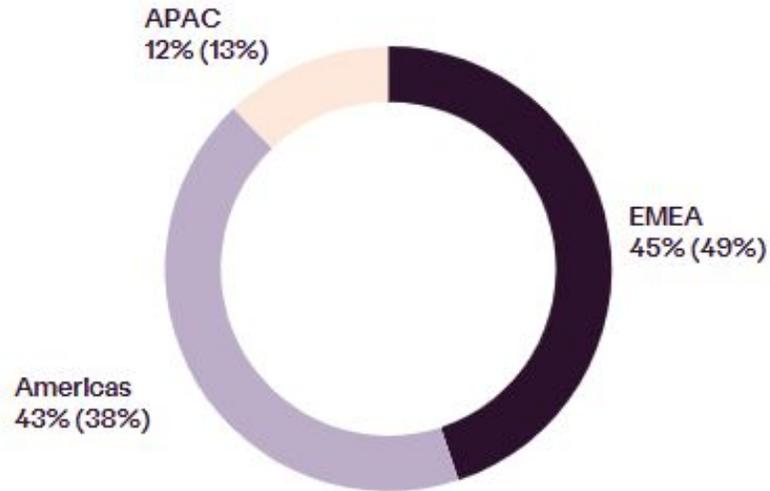
MEUR	Q4/25	Q4/24	Change	FY25	FY24	Change
Orders received	511	486	+5%	1,817	1,679	+8%
Order book	977	955	+2%	977	955	+2%

- Strong orders in both segments
- **(+) Equipment** orders increased due to a few, sizeable orders
- **(+) Services** orders increased to a record-high level and were strong across the entire service portfolio driven by recurring business, renewals and won contracts
- The overall demand for Kalmar's equipment and services remained relatively stable quarter-on-quarter
- Order book remained on a solid level.

¹² Q1/24 - Q2/24 are carve-out figures.

Orders received driven by the Americas

Orders received by geographical area, Q4/25



MEUR	Q4/25	Q4/24	Change	FY25	FY24	Change
EMEA	229	238	-4%	925	902	+3%
Americas	219	186	+18%	617	527	+17%
APAC	62	62	0%	275	250	+10%

- (-) **EMEA** order intake decline explained by timing of large orders during the comparison period
- (+) **Americas** order intake boosted by a few, sizeable orders
- (+) **APAC** order intake remained stable
- Services orders improvement was strong across the portfolio.

Demand environment:

- Remained good within ports and terminals
- Sequentially stable amongst the manufacturing and heavy logistic end-customer segments
- The uncertainty caused by trade tensions was still visible and impacting decision-making amongst distribution end-customers in the Americas.

¹³ Q1/24 - Q2/24 are carve-out figures.

Solid sales growth

Sales, MEUR



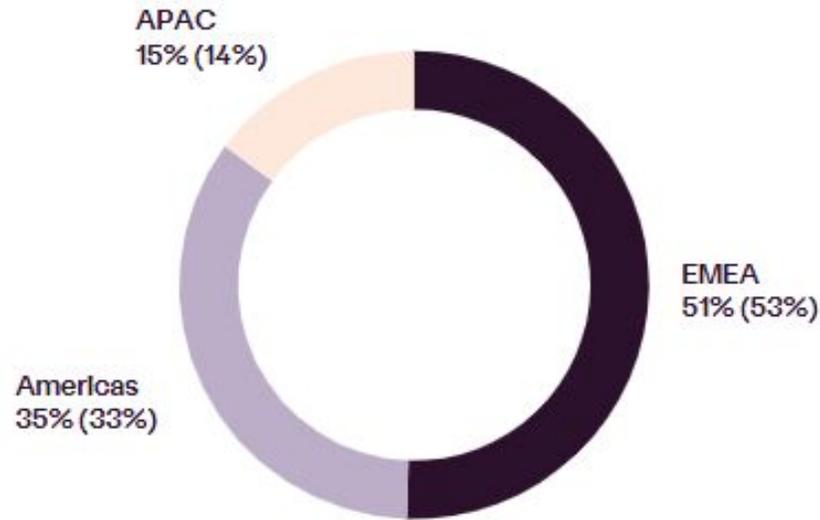
- The sales growth was 11%, and 14% in constant currencies
- Both Equipment and Services grew by 11%
- The sales increased in all regions during the quarter
- Services share of sales was on a stable level at 33% during the quarter and 35% in 2025.

MEUR	Q4/25	Q4/24	Change	FY25	FY24	Change
Sales	487	440	+11%	1,741	1,720	+1%
Services share of total sales	33%	33%		35%	33%	

¹⁴ Q1/24 - Q2/24 are carve-out figures.

Sales improvement driven by all regions

Sales by geographical area, Q4/25



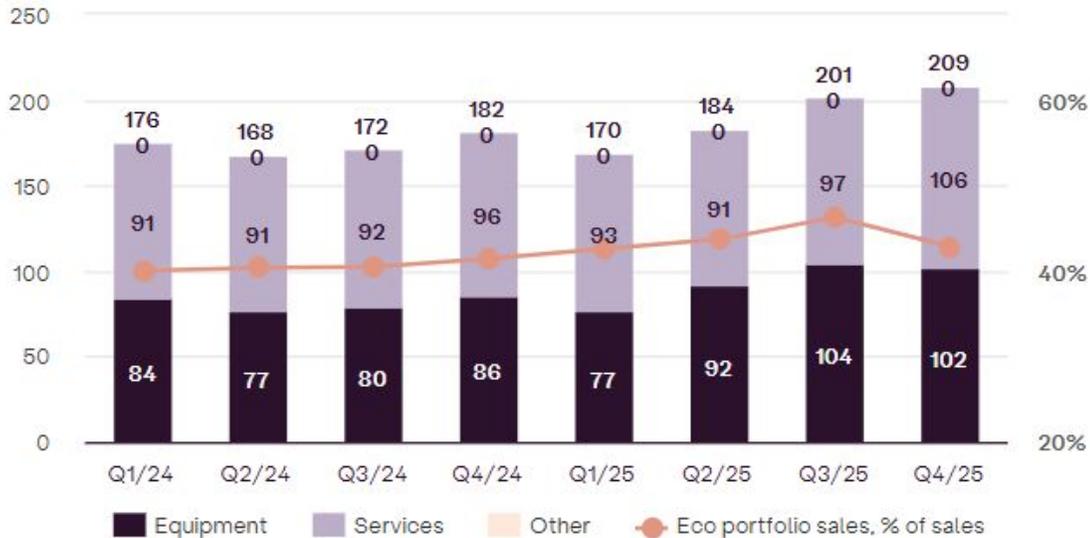
- **(+) EMEA** sales improved driven by both segments in the quarter and in 2025
- **(+/-) Americas** sales increased in both segments in the quarter; sales decreased in 2025 due to the prolonged market uncertainty
- **(+) APAC** sales was strong in the Equipment segment in the quarter, and improved in 2025 driven by both segments.

MEUR	Q4/25	Q4/24	Change	FY25	FY24	Change
EMEA	246	232	+6%	881	822	+7%
Americas	169	145	+16%	598	658	-9%
APAC	73	63	+16%	262	240	+9%

¹⁵ Q1/24 - Q2/24 are carve-out figures.

Eco portfolio share of sales remained on a high level

Eco portfolio sales, MEUR and % of total sales



- (+) Fully electric share of total equipment orders LTM increased to 11% (9%)
- Innovations during the quarter:
 - A launch of a new comprehensive range of **Kalmar DC charging solutions**
 - A next-generation **lithium-ion (Li-ion) battery solution** for the Kalmar electric straddle carrier.

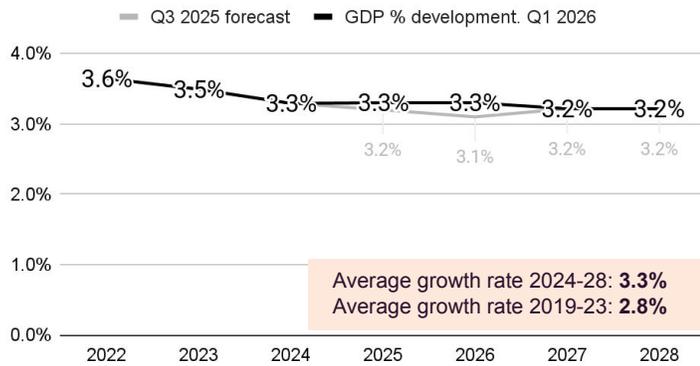
MEUR	Q4/25	Q4/24	Change	FY25	FY24	Change
Eco portfolio sales, MEUR	209	182	+14%	763	698	+9%
% of total sales	43%	41%		44%	41%	
Eco portfolio orders received, MEUR*	214	n/a		789	n/a	
% of total orders received	42%	n/a		43%	n/a	

¹⁶ Q1/24 - Q2/24 are carve-out figures.

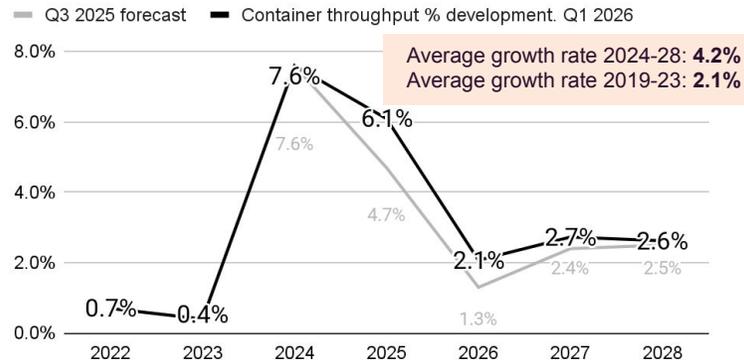
*Eco portfolio orders received are presented starting from Q1 2025.

Modest global growth expected in 2026

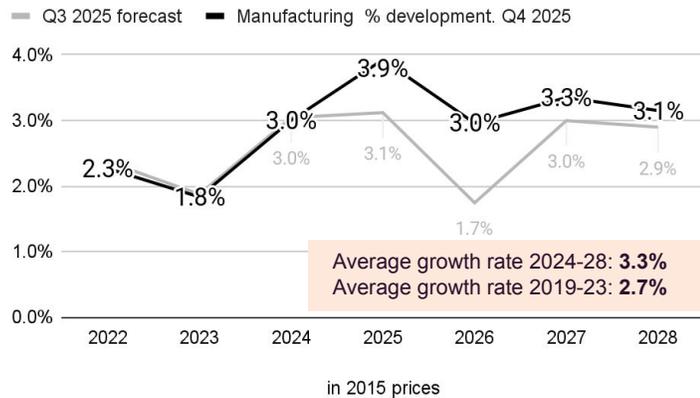
Global GDP development



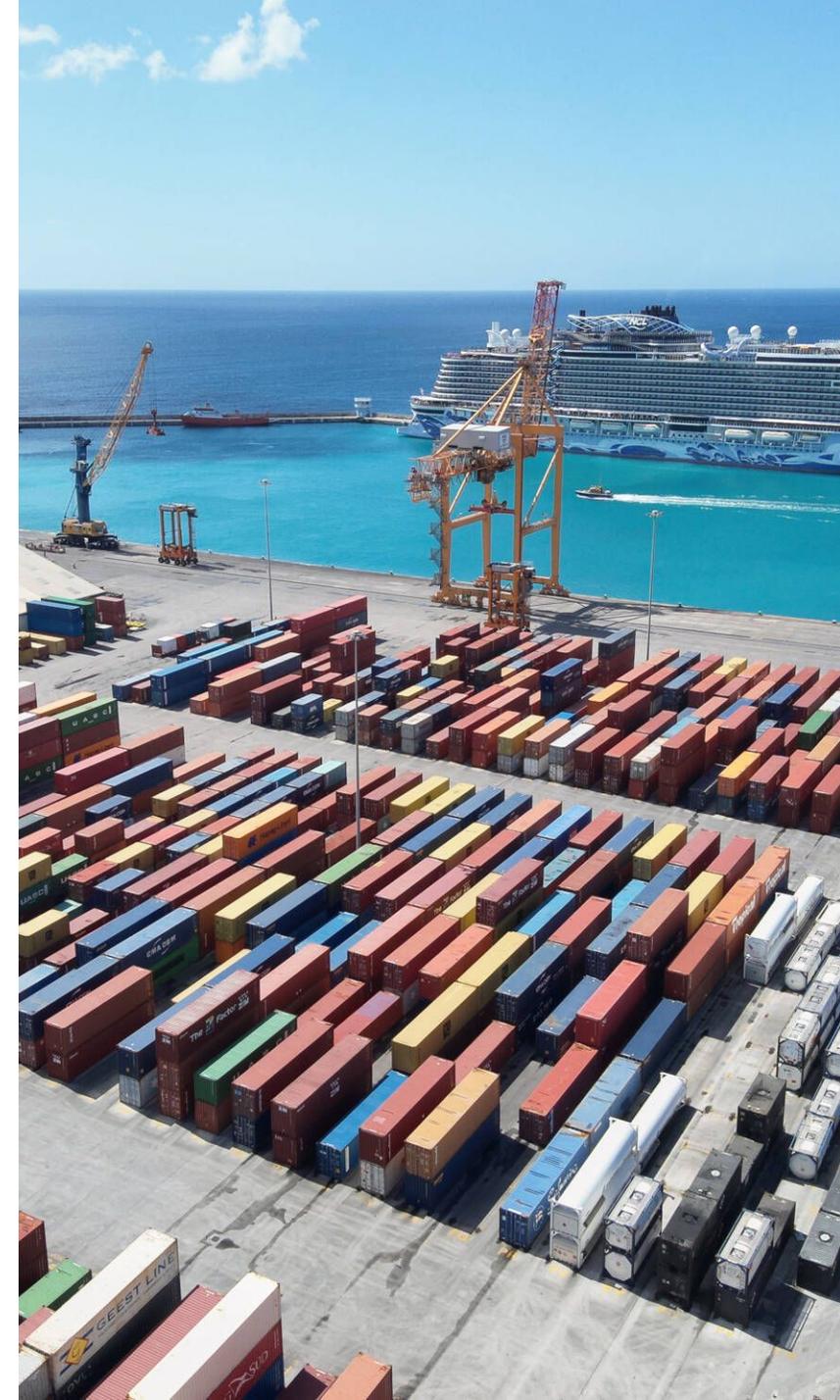
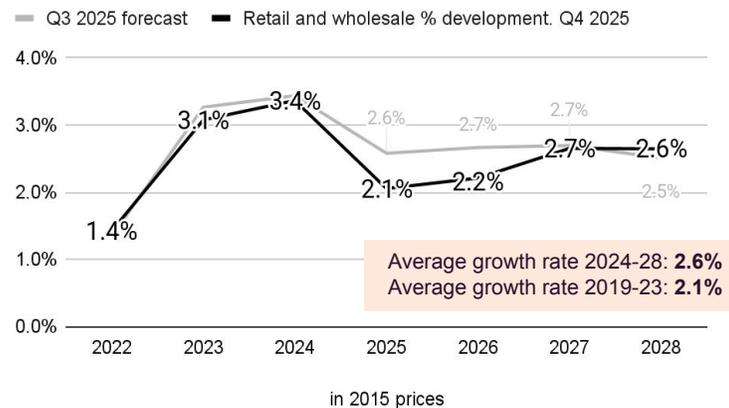
Global container throughput development



Global manufacturing output development



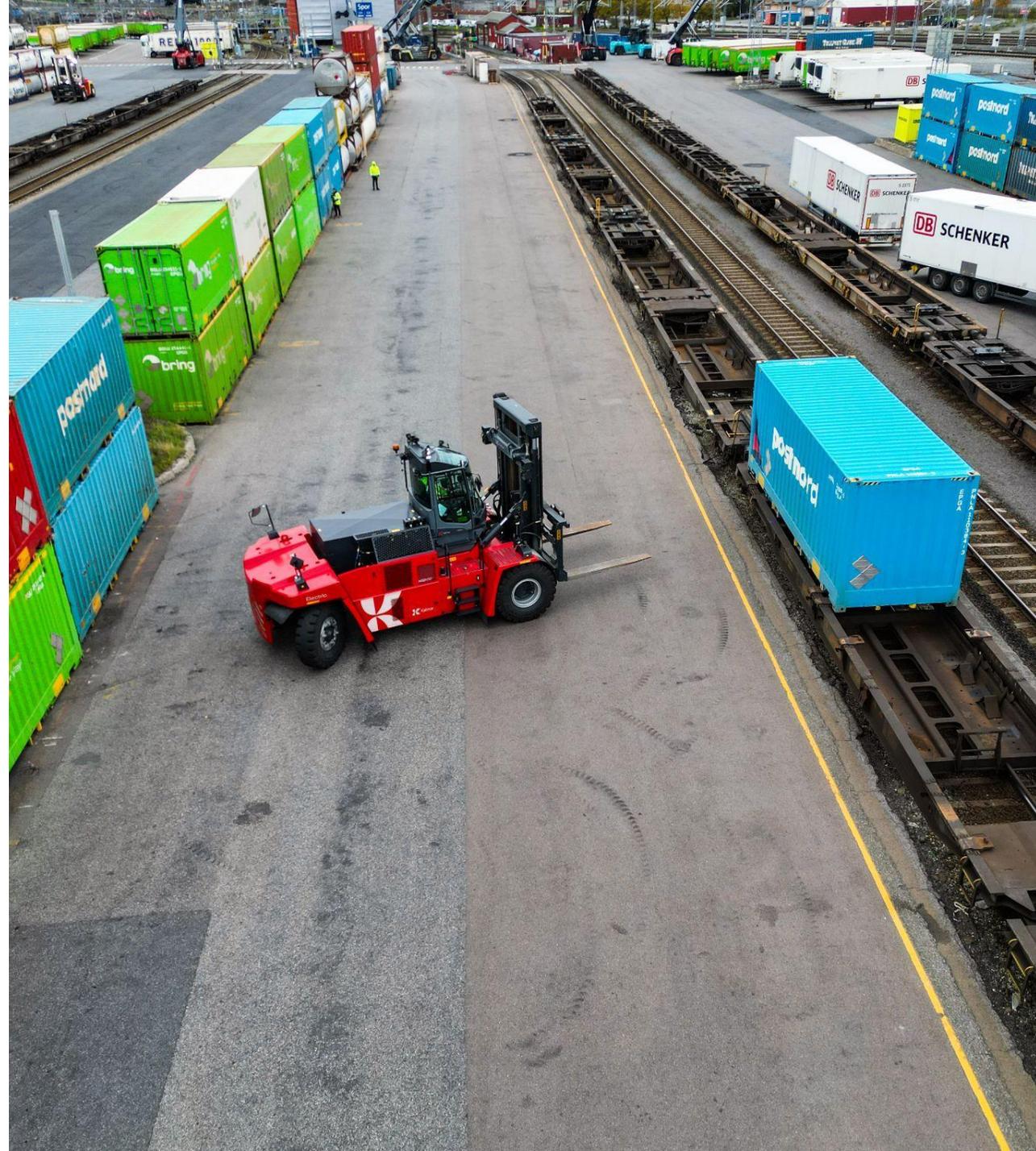
Global retail output development



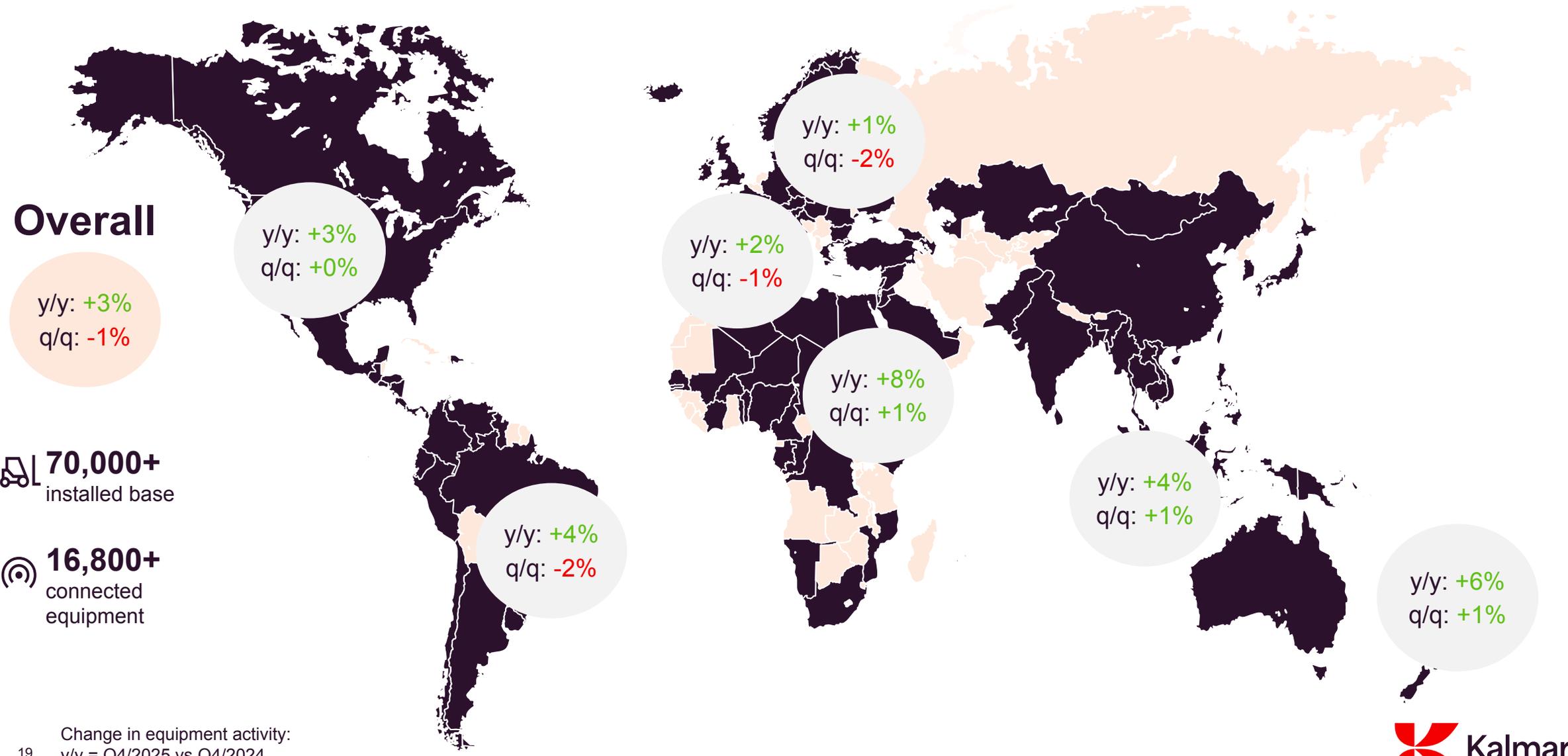
Sources: IMF World Economic Prospect, October 2025, January 2026
Drewry: Container Forecaster, September 2025, January 2026
Oxford Economics, September 2025, December 2025, 2015 prices
Oxford Economics, September 2025, December 2025, 2015 prices
Forecasts are subject to change

Demand outlook

- Kalmar expects that the total market demand for the next six (6) months remains approximately at a similar level as in the second half of 2025
- However, trade tensions and increased geopolitical instability could affect Kalmar's markets and end-customer demand.



Connected fleet activity on a good level



Overall

y/y: +3%
q/q: -1%

 **70,000+**
installed base

 **16,800+**
connected equipment

Change in equipment activity:
y/y = Q4/2025 vs Q4/2024
q/q = Q4/2025 vs Q3/2025

Order releases booked in Q4



16 hybrid straddle carriers to Transnet Port Terminals (TPT) to Cape Town and Port Elizabeth, South Africa
Size: significant



3 Kalmar hybrid straddle carriers to Forth Ports Grangemouth in Scotland, United Kingdom
Size: large



10-year strategic supply agreement with Patrick Terminals, including support for existing and future automation projects across Patrick's terminal network in Australia



A Modernisation Services agreement with Eurogate Container Terminal Wilhelmshaven in Germany to relocate and modify 2 ZPMC Ship-to-Shore cranes
Size: large



5 Kalmar Medium Forklift Trucks, with a five-year Essential Care maintenance contract with OSTP Finland



3-year Kalmar Complete Care service agreement with Yilport Oslo Terminal Investments AS



30 Kalmar hybrid straddle carriers for Maher Terminals LLC in New Jersey, USA
Size: major

Actions towards sustainable growth in 2025

Total R&D spend in 2025 was 3.1% of sales



Kalmar's third generation electric terminal tractor sales started in North America



Kalmar expands its global delivery capability with startup of electric empty container handler and heavy forklift truck production at the Shanghai facility



The construction work of the new test center kicked off in our innovation centre in Ljungby, Sweden



Next-generation lithium-ion battery technology for electric counter balanced equipment portfolio is introduced



The launch of a comprehensive new range of DC charging solutions in partnership with Kempower and SINEXCEL



Kalmar introduces Automation as a Service – a model focused on adding long-term value for customers



Kalmar introduced a next-generation lithium-ion (Li-ion) battery solution for the Kalmar electric straddle carrier



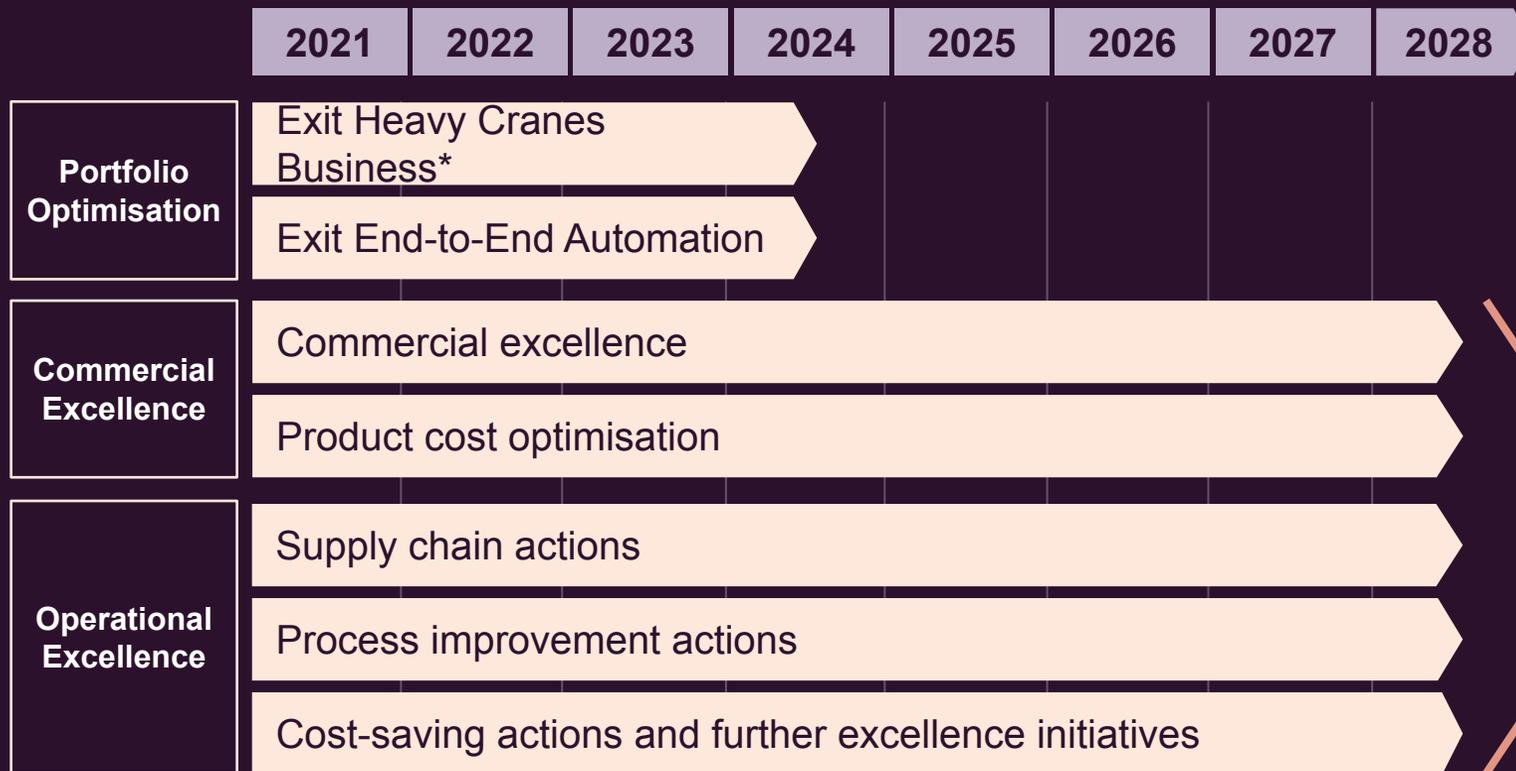
Move2Green 5-year program funded by Business Finland was kicked off with a successful launch event in our innovation centre in Tampere, Finland



Kalmar One is introduced as a standalone automation solution

Driving excellence across operations

Driving excellence to target best-in-class commercial performance and cost efficiency



Kalmar is planning to reach approximately

€50 million

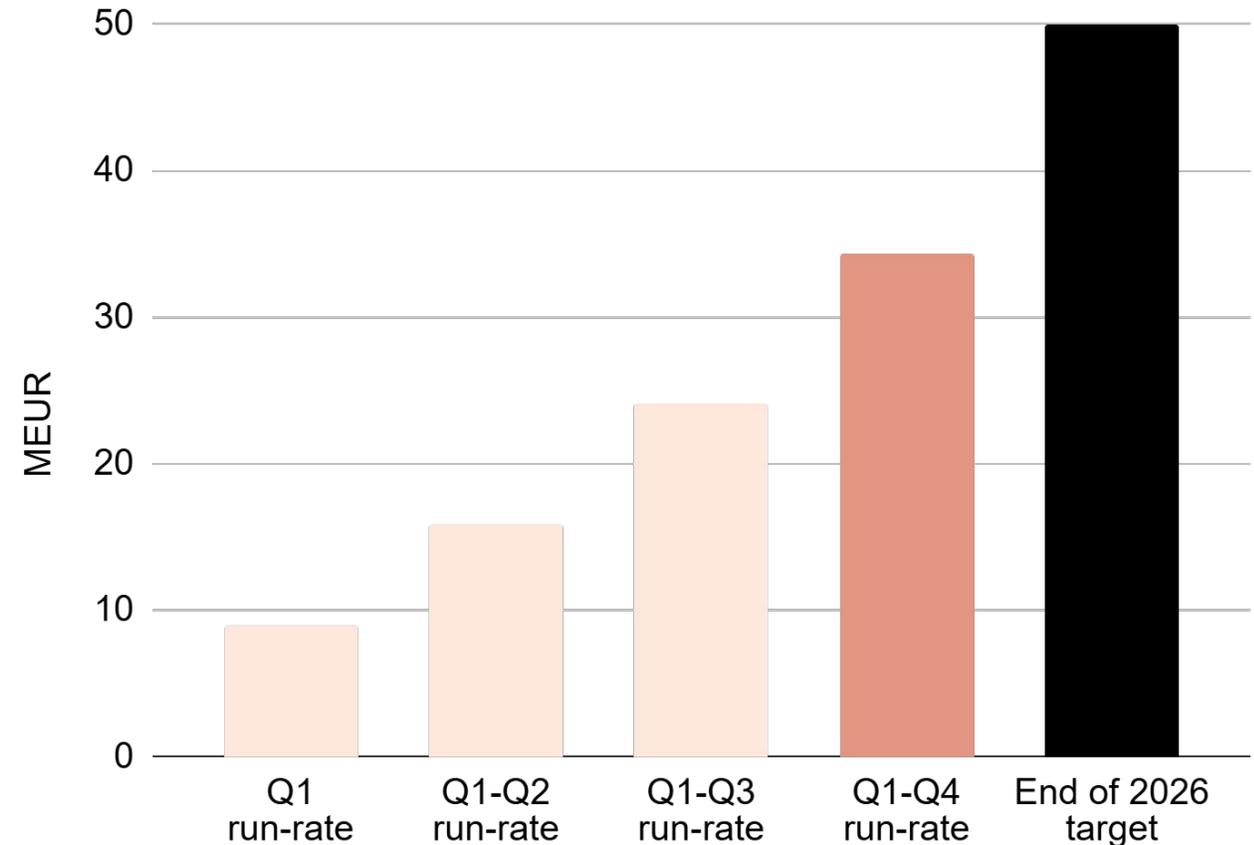
gross efficiency improvements by the end of 2026, in line with the aim of reaching the previously communicated 15% comparable operating profit margin target by 2028.

During Q1-Q4 2025, a run rate of approximately EUR 34 million annualised gross efficiency improvements have been secured.

*1.4 MEUR of backlog remaining as of Q2 2025.

Driving Excellence progressed as planned: approximately EUR 34 million of annualised gross efficiency improvements at the end of Q4 2025

- During Q1-Q4/2025, a run rate of approximately EUR 34 million annualised gross efficiency improvements was achieved
- Kalmar is planning to reach EUR 50 million gross efficiency improvements by the end of 2026
- The majority of the improvements secured originated from successful sourcing activities.



Resilient business performance in Q4

Equipment

Services

Orders received:
344 MEUR

Orders received:
166 MEUR

Order book:
840 MEUR

Order book:
135 MEUR

Sales:
324 MEUR

Sales:
163 MEUR

Comparable operating profit:
44.1 MEUR/13.6%

Comparable operating profit:
26.4 MEUR/16.2%

Attractive and strong financial profile

2025 key financial figures

1,817 MEUR

Orders received

977 MEUR

Order book

(at 31 December 2025)

26.2%

Gross profit

12.8%

Comparable
operating profit
margin

1,741 MEUR

Sales

0.0x

Leverage

(interest bearing net debt at 31
December 2025 / EBITDA)

23.0%

Return on capital
employed

89%

Cash conversion

(operating cash flow before finance
items and taxes / EBITDA)



Guidance for 2026

Kalmar expects its comparable operating profit margin to be above 12.5 percent in 2026.

Appendix

- Reporting segments
- Tariffs
- Balance sheet and cash flow
- Dividend
- Key figures
- Capital allocation
- Competitors
- Electrification and total cost of ownership
- End-customer segments
- Investment highlights



A strong quarter for the Equipment segment

Equipment; Sales, orders received, order book, MEUR



- The order intake improved during the quarter due to a few, sizeable orders
- High orders and sales compared to a strong comparison period
- Sales increased by 11% to EUR 324 (293) million.

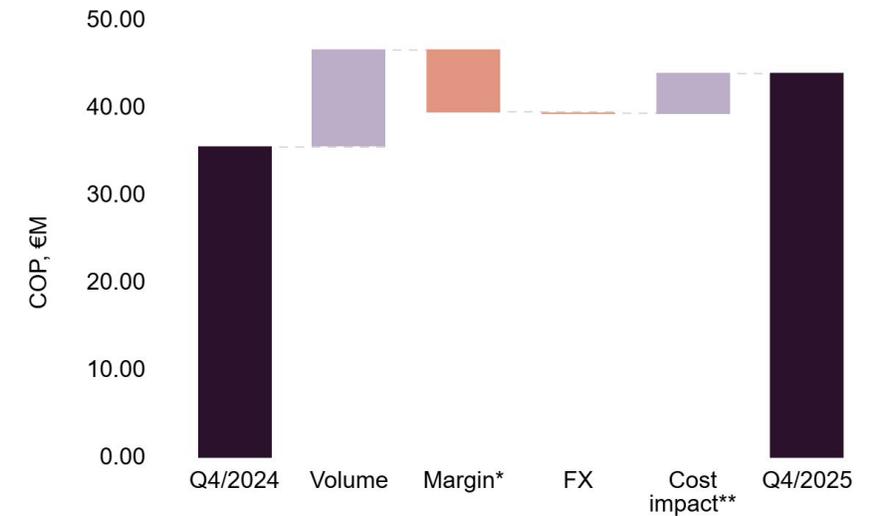
MEUR	Q4/25	Q4/24	Change	FY25	FY24	Change
Orders received	344	330	+5%	1,199	1,099	+9%
Order book	840	831	+1%	840	831	+1%
Sales	324	293	+11%	1,137	1,160	-2%
Comp. OP	44.1	35.5	+24%	147.7	150.1	-2%
% of sales	13.6%	12.1%		13.0%	12.9%	

Equipment profitability improved

Equipment; Comparable operating profit, MEUR and %



Equipment, Comparable operating profit bridge, Q4/25



*Tariffs included in "margin" category.

**"Cost impact" includes all indirect and fixed costs.

- Profitability improved as a result of higher volumes during the quarter combined with lower costs
- The majority of the tariff related impacts were proactively mitigated, though still with a slight negative impact on margins.

Service orders and sales growth on track

Services; Sales, orders received, order book, MEUR



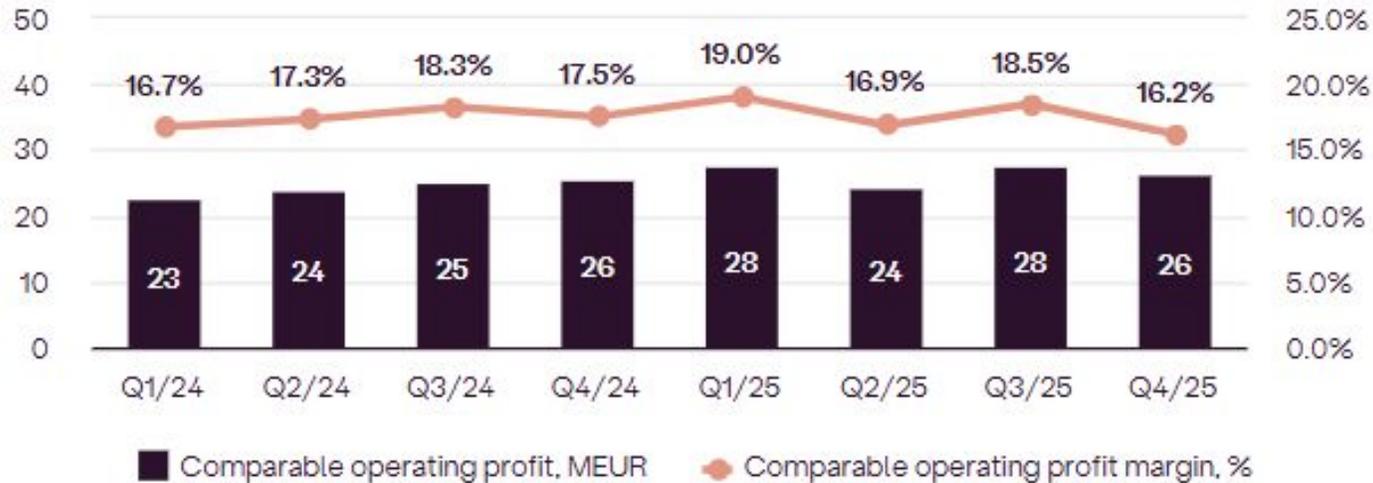
- Order intake improvement was strong across the entire service portfolio driven by recurring business, renewals and won contracts
- Sales increased by 11% despite the market turbulence, mainly driven by volumes.

MEUR	Q4/25	Q4/24	Change	FY25	FY24	Change
Orders received	166	156	+6%	618	580	+7%
Order book	135	120	+13%	135	120	+13%
Sales	163	146	+11%	602	560	+7%
Comp. OP	26.4	25.7	+3%	105.9	97.8	+8%
% of sales	16.2%	17.5%		17.6%	17.5%	

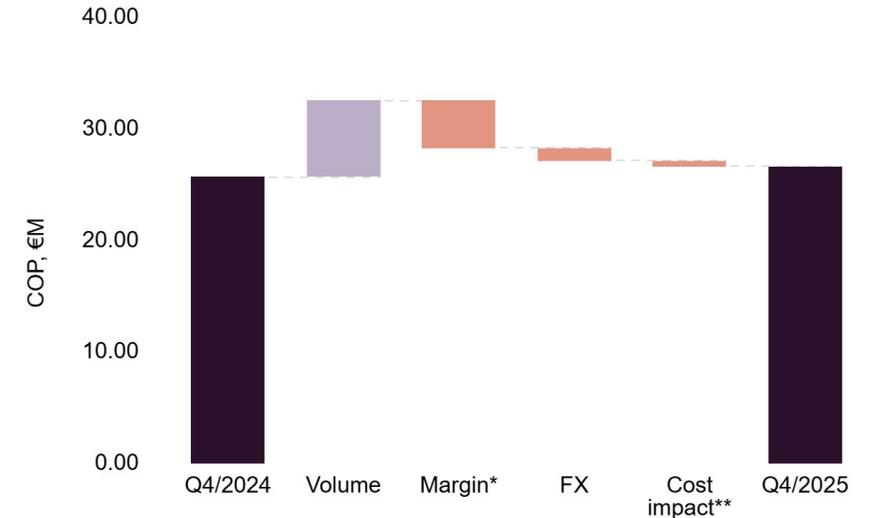
³⁰ Q1/24 - Q2/24 are carve-out figures.

Services profitability flat, margin negatively impacted by tariffs

Services; Comparable operating profit, MEUR and %



Services, Comparable operating profit bridge, Q4/25



*Tariffs included in "margin" category.

**"Cost impact" includes all indirect and fixed costs.

- Comparable operating profit increased by 3%
- Comparable operating profit margin was negatively impacted by tariffs
- Focus mitigating actions and monitoring the status related to tariffs continue.

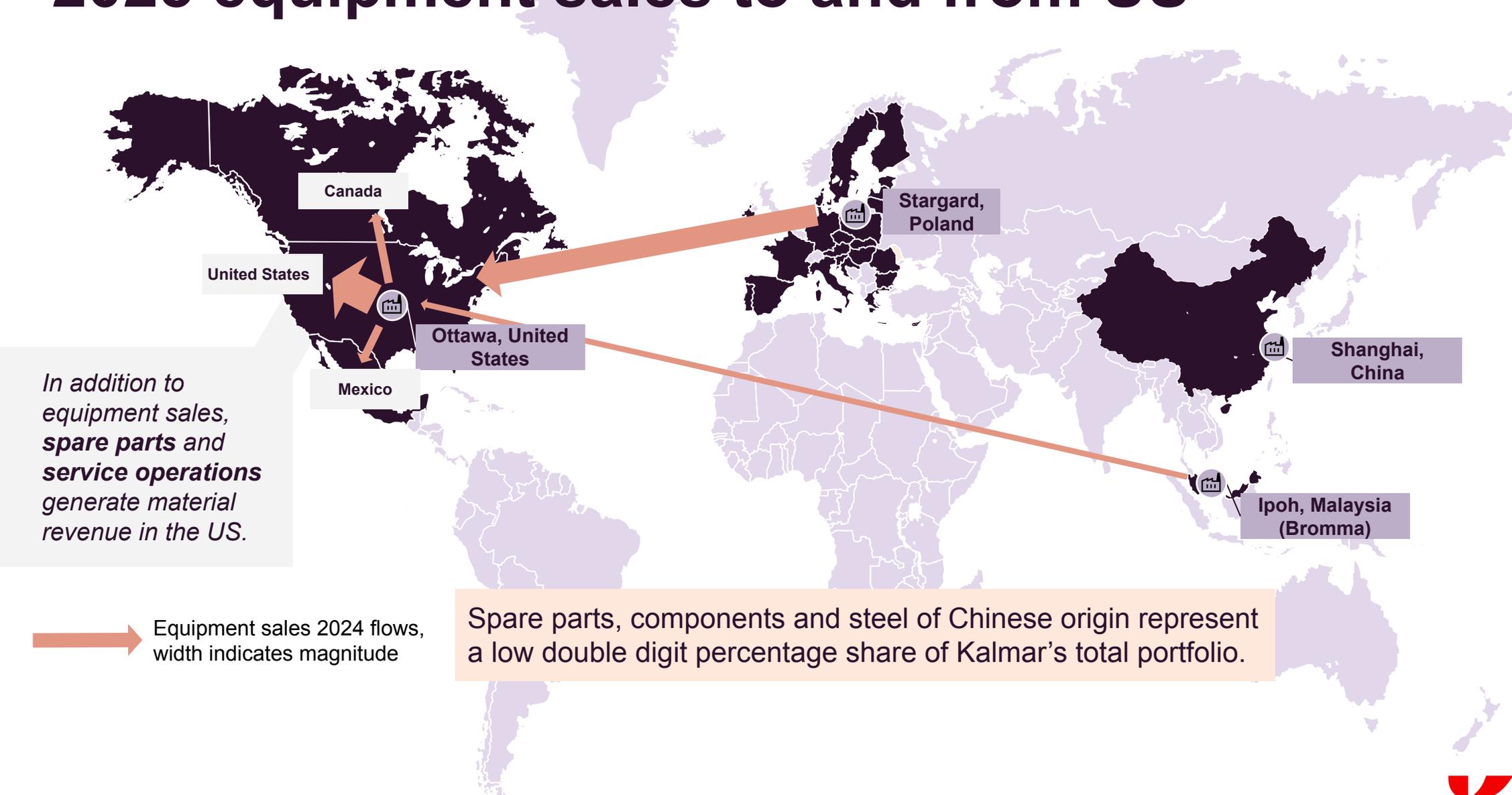
Tariff landscape unchanged (communicated 13 Feb)

- **Current and proposed tariffs with potential direct impact on Kalmar unchanged**
- **Reciprocal tariffs vary depending on the country of origin, from EU 15%**
- **Section 232 - 50% tariff on steel, copper and aluminum**
 - Of our equipment portfolio, forklifts and empty container handlers are included on the section 232 list
 - In the latest round of suggestions reach stackers have been put forward
- **Section 301 - 150% tariff on products of China**
 - The interpretations of the modifications regarding section 301 are still unclear, but targeted towards Chinese products based on Kalmar's understanding.
 - Kalmar's equipment manufactured in Poland undergo a substantial transformation and should not as such be "Products of China".
 - However, any components directly sourced from China to US may be subject to the new tariffs.
- **Kalmar monitors the evolving tariff landscape and the related impacts closely.**

Tariff landscape remains fluid as of 24 February

- **Current and proposed tariffs with potential direct impact on Kalmar remain fluid**
- **IEEPA tariffs**
 - Following the recent U.S. Supreme Court decision ruling the tariffs imposed under the IEEPA unlawful, we are evaluating the potential impacts and also note the rapid shift towards alternative tariff structures. **Section 122** with 10% global tariffs from 24 Feb.
 - In light of the uncertainty surrounding implementation, scope and timing, we remain cautious and await formal guidance.
- **Section 232 - 50% tariff on steel, copper and aluminum**
 - Of our equipment portfolio, forklifts and empty container handlers are included on the Section 232 list
 - In the latest round of suggestions reach stackers have been put forward but final decision on inclusions has been delayed
- **Section 301 - 150% tariff on products of China, still awaiting clarification**
- **Kalmar continues to monitor the evolving tariff landscape and implements actions to actively mitigate impacts caused by tariffs.**

2025 equipment sales to and from US



In addition to equipment sales, spare parts and service operations generate material revenue in the US.

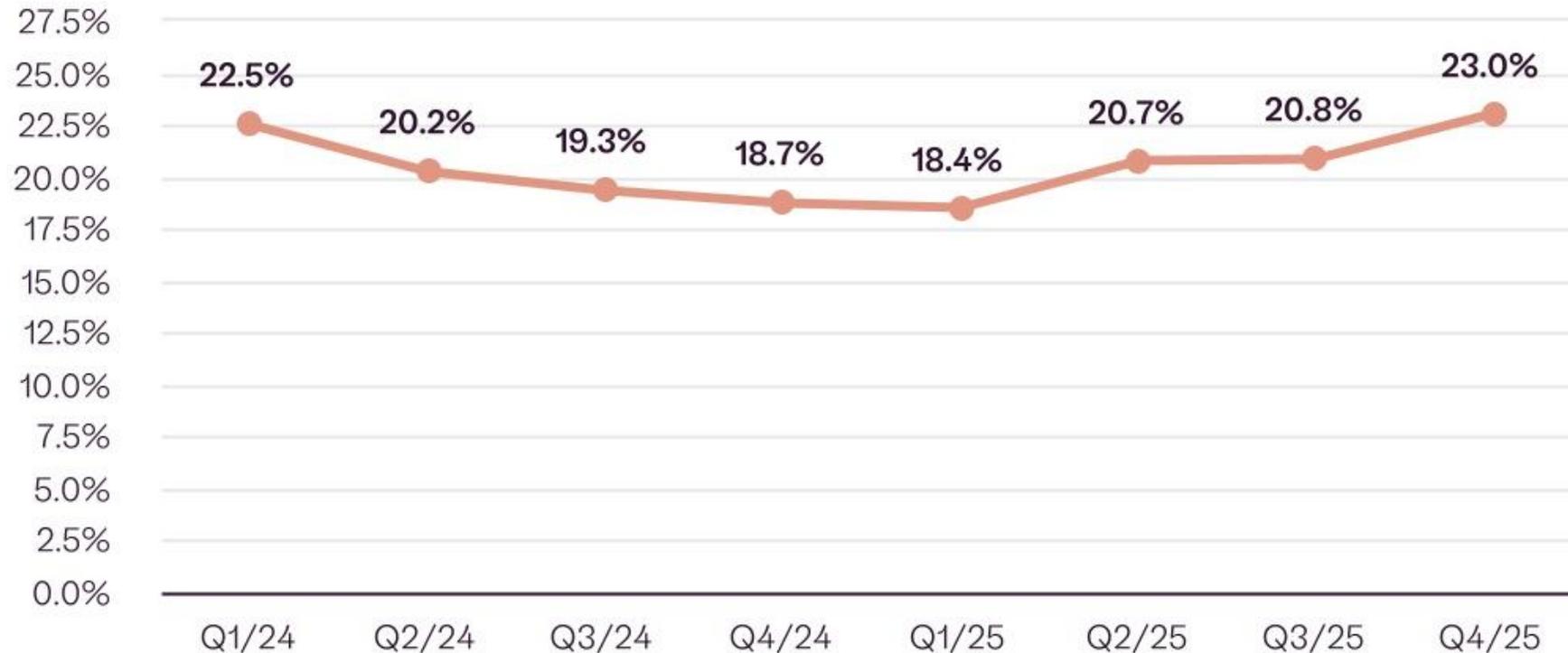
→ Equipment sales 2024 flows, width indicates magnitude

Spare parts, components and steel of Chinese origin represent a low double digit percentage share of Kalmar's total portfolio.

Source: Kalmar management estimate

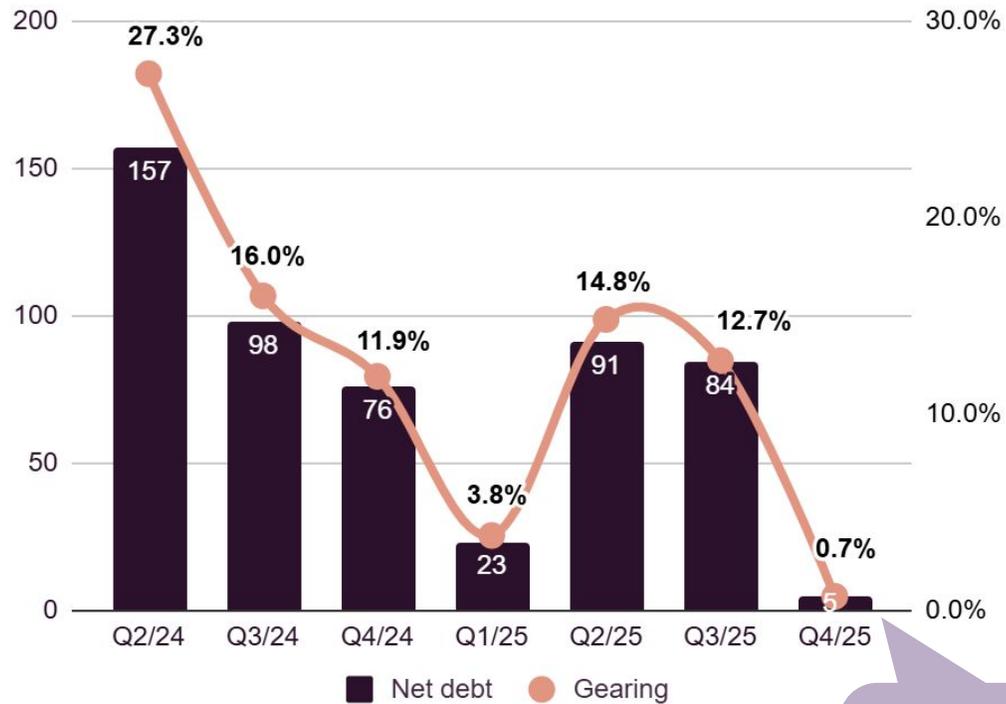
Kalmar's return on capital employed enables long-term growth

Return on capital employed (ROCE, last 12 months)



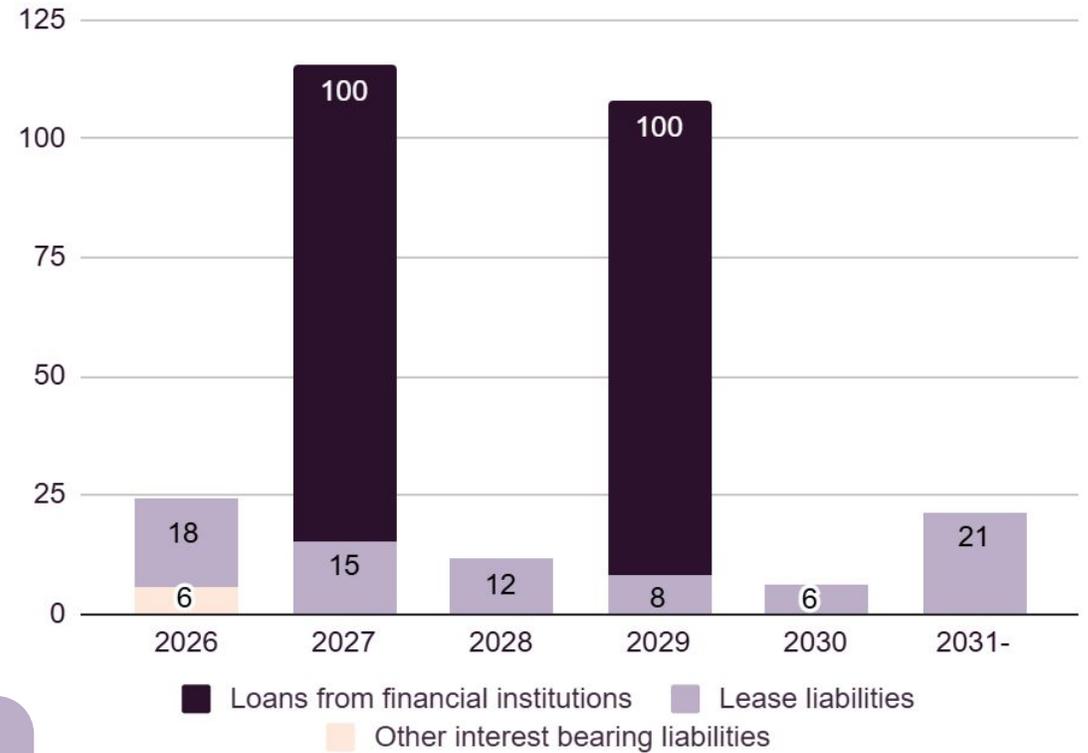
Strong balance sheet

Net debt and gearing, MEUR



Interest-bearing net debt / EBITDA
0.0x

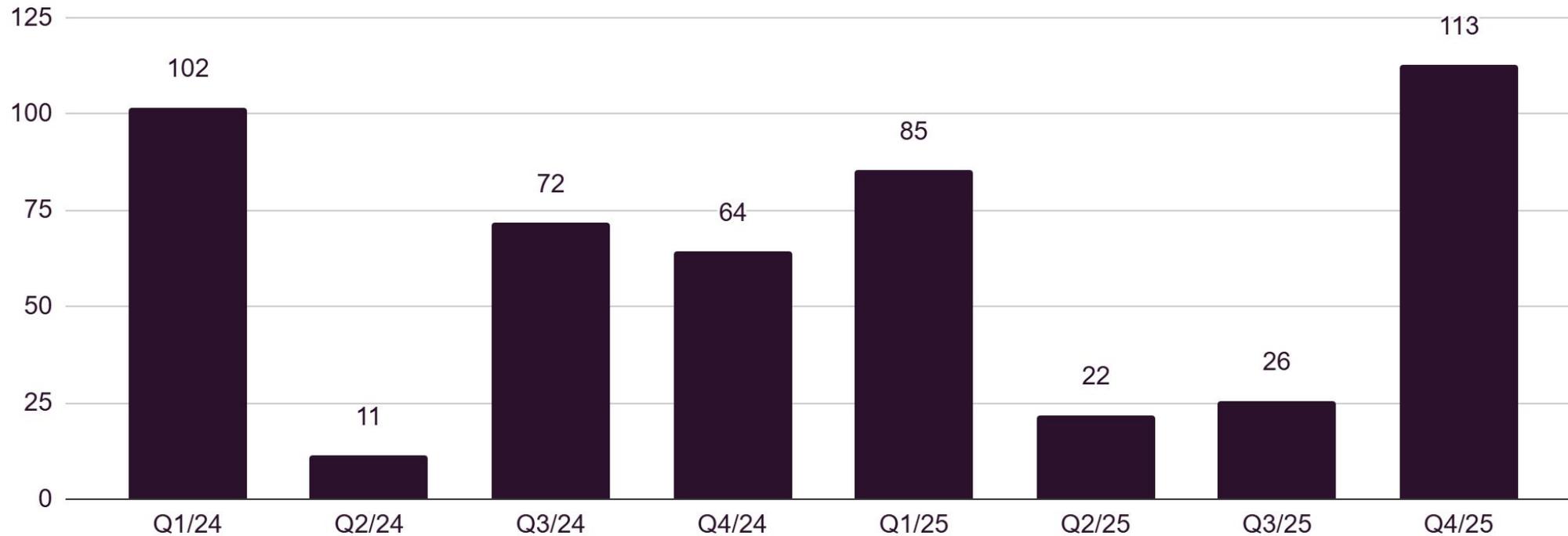
Maturity profile, 31 December 2025*



36 *The detailed maturing profile of lease liabilities is reported annually and estimated in the interim reports.

Cash flow supported by decrease in inventories

Cash flow from operations before financing items and taxes, MEUR



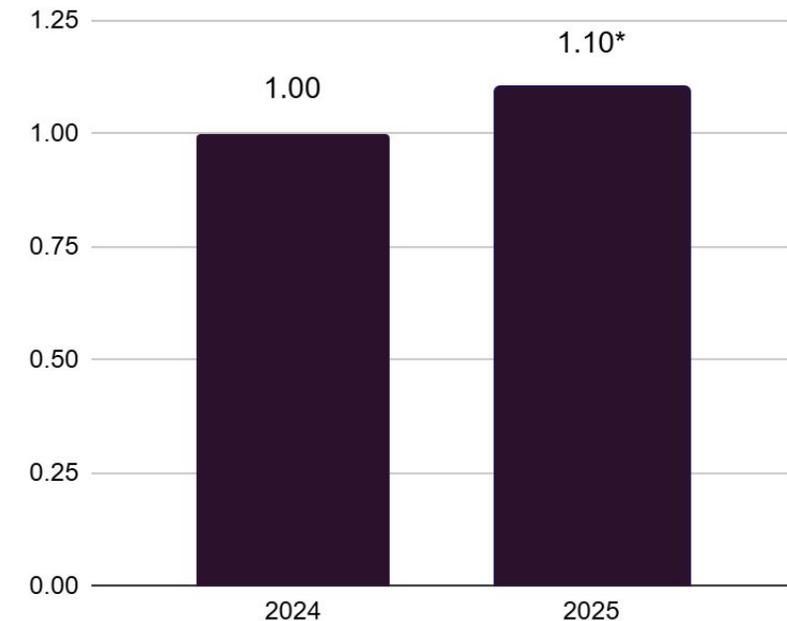
Strong cash flow for the quarter was supported by good profitability and decrease in inventories.

Increased dividend proposed for the Annual General Meeting 2026

EPS
2.55* (1.99)
Dividend yield
2.7%* (3.1)

- Kalmar Board of Directors proposes to the General Meeting held on 31 March 2026:
 - Dividend payment of **EUR 1.10** per each outstanding class B share and **EUR 1.09** per each class A share
 - Record date: 2 April 2026
 - Payment date: 13 April 2026
- Kalmar has a dividend policy of 30-50% payout ratio.

Dividend per class B share, EUR



*Based on a proposed dividend for 2025.

Key figures

MEUR	Q4/25	Q4/24	Change	2025	2024	Change
Orders received	511	486	5%	1,817	1,679	8%
Order book, end of period	977	955	2%	977	955	2%
Sales	487	440	11%	1,741	1,720	1%
Eco portfolio sales	209	182	14%	763	698	9%
Eco portfolio sales, % of sales	43%	41%		44%	41%	
Eco portfolio orders received	214	n/a		789	n/a	
Eco portfolio orders received, % of total orders received	42%	n/a		43%	n/a	
Operating profit	60.1	38.9	55%	220.4	174.4	26%
Operating profit, %	12.3%	8.8%		12.7%	10.1%	
Comparable operating profit	60.5	53.1	14%	223.3	216.8	3%
Comparable operating profit, %	12.4%	12.1%		12.8%	12.6%	
Profit before taxes	57.6	36.0	60%	211.2	172.5	22%
Cash flow from operations before finance items and taxes	112.8	64.2	76%	245.7	249.1	-1%
Profit for the period	45.4	27.0	68%	163.3	127.9	28%
Basic earnings per share, EUR*	0.71	0.42	68%	2.55	1.99	28%
Interest-bearing net debt, end of period	5	76	-93%	5	76	-93%
Gearing, %	0.7%	11.9%		0.7%	11.9%	
Interest-bearing net debt / EBITDA**	0.0	0.3		0.0	0.3	
Return on capital employed (ROCE), last 12 months, % ***	23.0%	18.7%		23.0%	18.7%	
Return on equity (ROE), last 12 months, %	24.1%	17.6%		24.1%	17.6%	
Personnel, end of period	5,300	5,207	2%	5,300	5,207	2%

* Periods before the listing of Kalmar Corporation on 1 July 2024 are calculated based on the number of shares at the listing moment.

** Last 12 months' EBITDA

*** Items affecting comparability deriving mostly from demerger and listing costs had a -0.3 (-4.1) percentage points impact on ROCE in the full year.

Periods prior to the demerger on 30 June 2024 are presented on a carve-out basis. Eco portfolio orders received are presented starting from the first quarter of 2025.

Flexibility and agility through an asset-light business model

Asset-light



Efficient operations



Robust cash conversion

Kalmar Business Model

Global market coverage with an optimized manufacturing footprint

Rigorous working capital management

Liquidity for organic growth and capital allocation

Evidence

2.2%

CAPEX, % of sales¹

5.4%

Net working capital, % of sales²

89%

Cash conversion³



Stargard, Poland



Ottawa, Kansas, USA



Shanghai, China



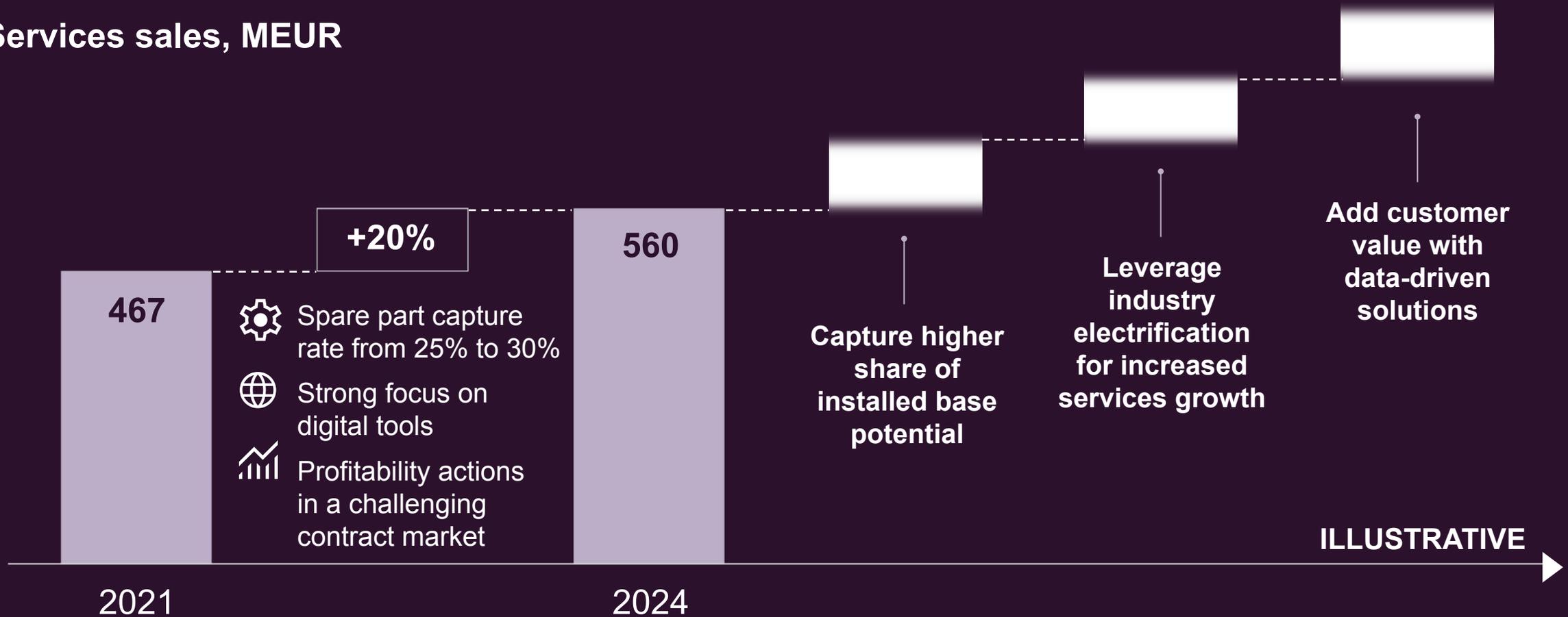
Ipoh, Malaysia

The financials are from Q1-Q4 2025.

- 1) Consisting of investments into intangible assets, PPE, and leased assets, excluding acquisitions and customer financing
- 2) Net working capital defined as inventories + operative derivative assets + accounts receivable + contract assets + other operative non-interest-bearing assets - provisions - operative derivative liabilities - accounts payable - pension obligations - contract liabilities - other operative non-interest-bearing liabilities
- 3) Operating cash flow before finance items and taxes Q4 2025 LTM / EBITDA Q4 2025 LTM.

Growth execution underway with clear priorities ahead

Services sales, MEUR



■ Services sales¹, MEUR

1) Time periods before Q3 2024 are on carve-out basis

We will continue to allocate capital to profitable growth, sustainability and shareholder returns

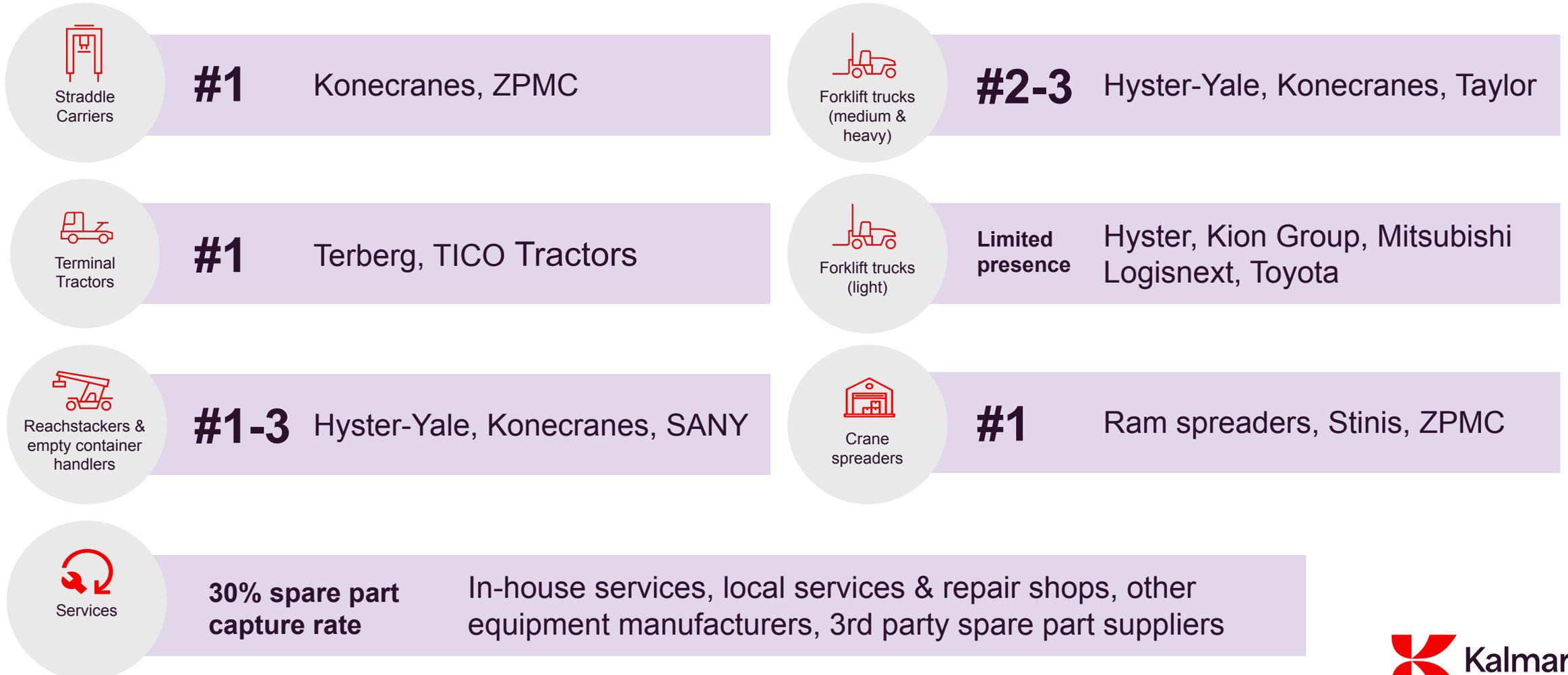
Investing in organic growth

Organic growth possibilities	Long-term growth
Prioritising Growing services and Actions to capture market share	R&D spend 3.1% of sales in YTD 2025 29% of 2025 R&D spent to electrification
Priority	Priority

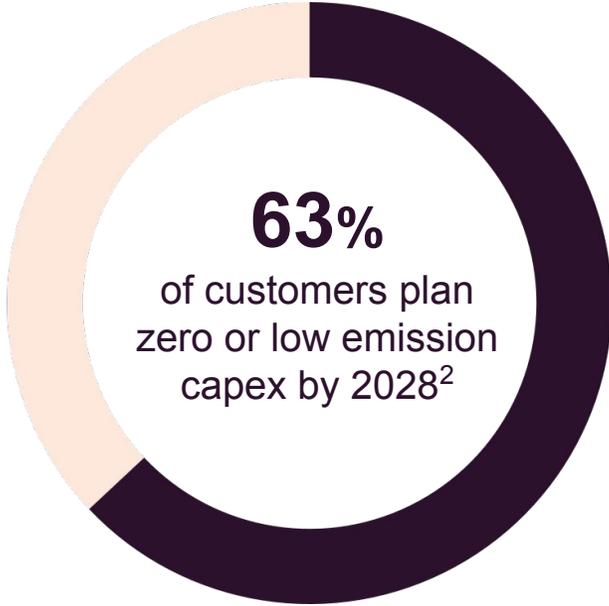
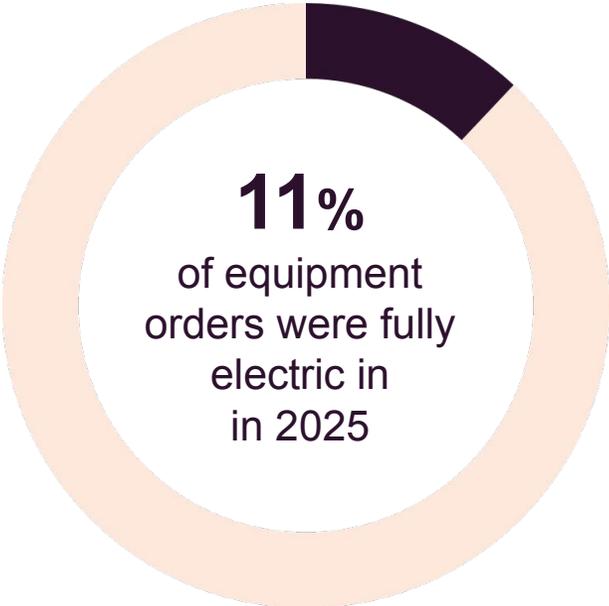
Principles for capital allocation prioritization

Shareholder returns	CAPEX	Strong balance sheet	M&A readiness
Aim for a dividend payout ratio of 30-50% per annum	Maintain and enhance machinery and equipment in operations	Maintain <2x leverage (Net Debt to EBITDA)	Maintain financial flexibility for M&A
Priority	Maintain	Maintain	Maintain

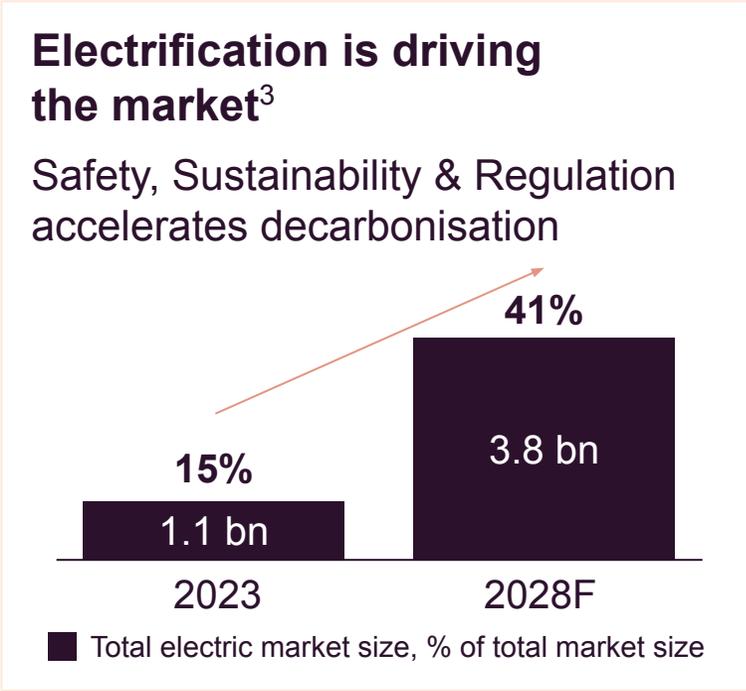
Kalmar market position across equipment categories and services and relevant competitors



Market is pushing for electrification and our customers are increasingly active



■ Zero/Low-emission ■ No clear indication



Multiple benefits



To Customers

- Ability to reduce CO₂ emissions
- Lower operational costs



To Kalmar

- Increased potential through lifecycle

1) Kalmar Customer Satisfaction Survey 2023
2) KPMG Market Study

Customers' electric and diesel buying process compared

With reference to time of order (first time EV buyers)



Delivery of machine = Sales

Electric



-18 to 24 months

- Decarbonisation targets and actions
- Low/zero emission equipment fleet transition planning

-12 to 18 months

- Infrastructure planning
- TCO calculations
- Investment need
- Board approval

-0 to 12 months

- Sales discussions re. machine model(s)
- Green voucher/ subsidy application(s)
- Review Service capabilities for EV

Time of order

+0 to 9 months

- Ordering and installation of chargers, sub-station, etc.

After delivery

- Charger connectivity
- Driver training
- Charging management
- Service & maintenance

Diesel



-0 to 9 months

- Sales discussions re. machine(s) and Service

+0 to 6 months

- Daily operations

After delivery

- Service and maintenance

Comparing the total cost of ownership for Reachstackers

Norway



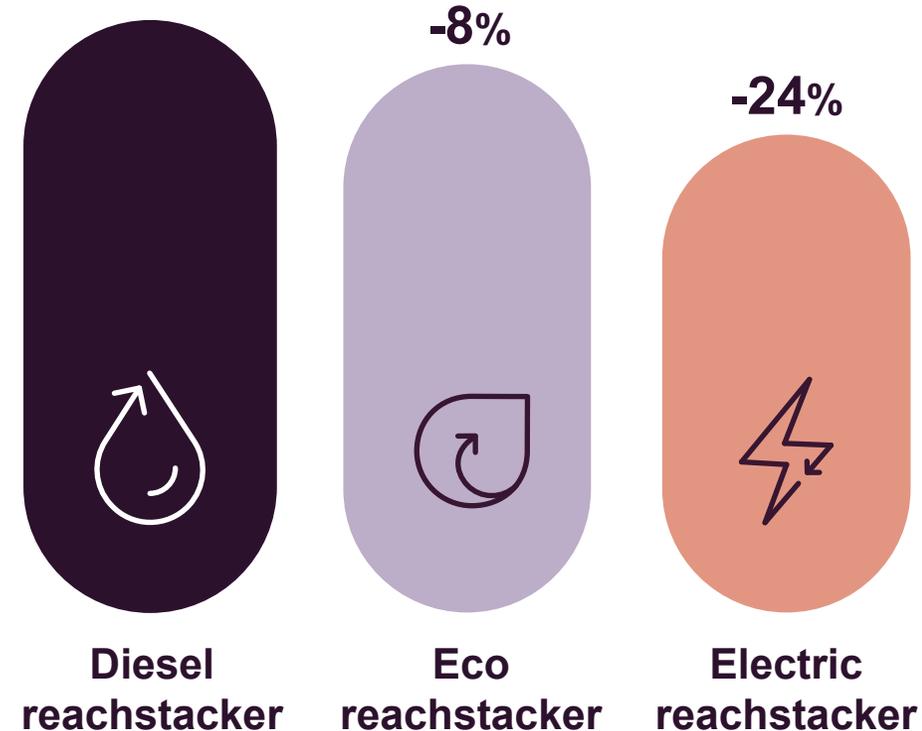
Equipment assumptions

- Same machine model sizes and capacities
- Basic configurations for all machines
- 326 kWh battery for ERG450
- Same drive cycle and energy consumptions
- 3,000 running hours/year
- Resale value included

Cost assumptions

- Diesel cost: 1.83 EUR/liter*
- Electricity cost: 0.09 EUR/kWh
- No charger or infrastructure cost included

5 year total cost of ownership comparison



* Includes expected EU ETS2 diesel surcharges from 2027

Comparing the total cost of ownership for Reachstackers

France



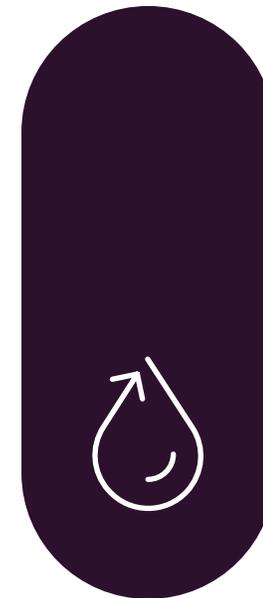
Equipment assumptions

- Same machine model sizes and capacities
- Basic configurations for all machines
- 326 kWh battery for ERG450
- Same drive cycle and energy consumptions
- 3,000 running hours/year
- Resale value included

Cost assumptions

- Diesel cost: 1.70 EUR/liter
- Electricity cost: 0.16 EUR/kWh
- No charger or infrastructure cost included

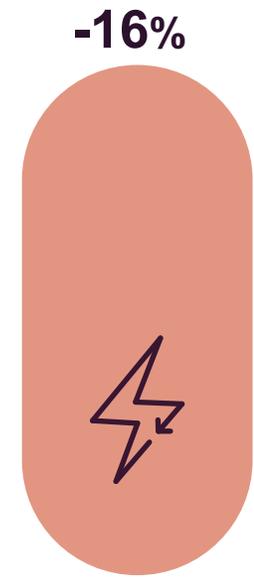
5 year total cost of ownership comparison



Diesel
reachstacker



Eco
reachstacker



Electric
reachstacker

* Includes expected EU ETS2 diesel surcharges from 2027

Serving all our customer segments



Ports & terminals



Distribution



Manufacturing



Heavy logistics

Ports and Terminals

 Global Market

Key Indicators

 *Container throughput index*

 *GDP growth*

Example customer profiles

- Container terminals
- Bulk terminals
- Roro and Cruise terminals
- Intermodal terminals
- Multipurpose ports
- Inland container depots

¹ Source: KPMG analysis



Distribution

 North America

Key Indicators

 *Global retail and wholesale output development*

 *GDP growth*

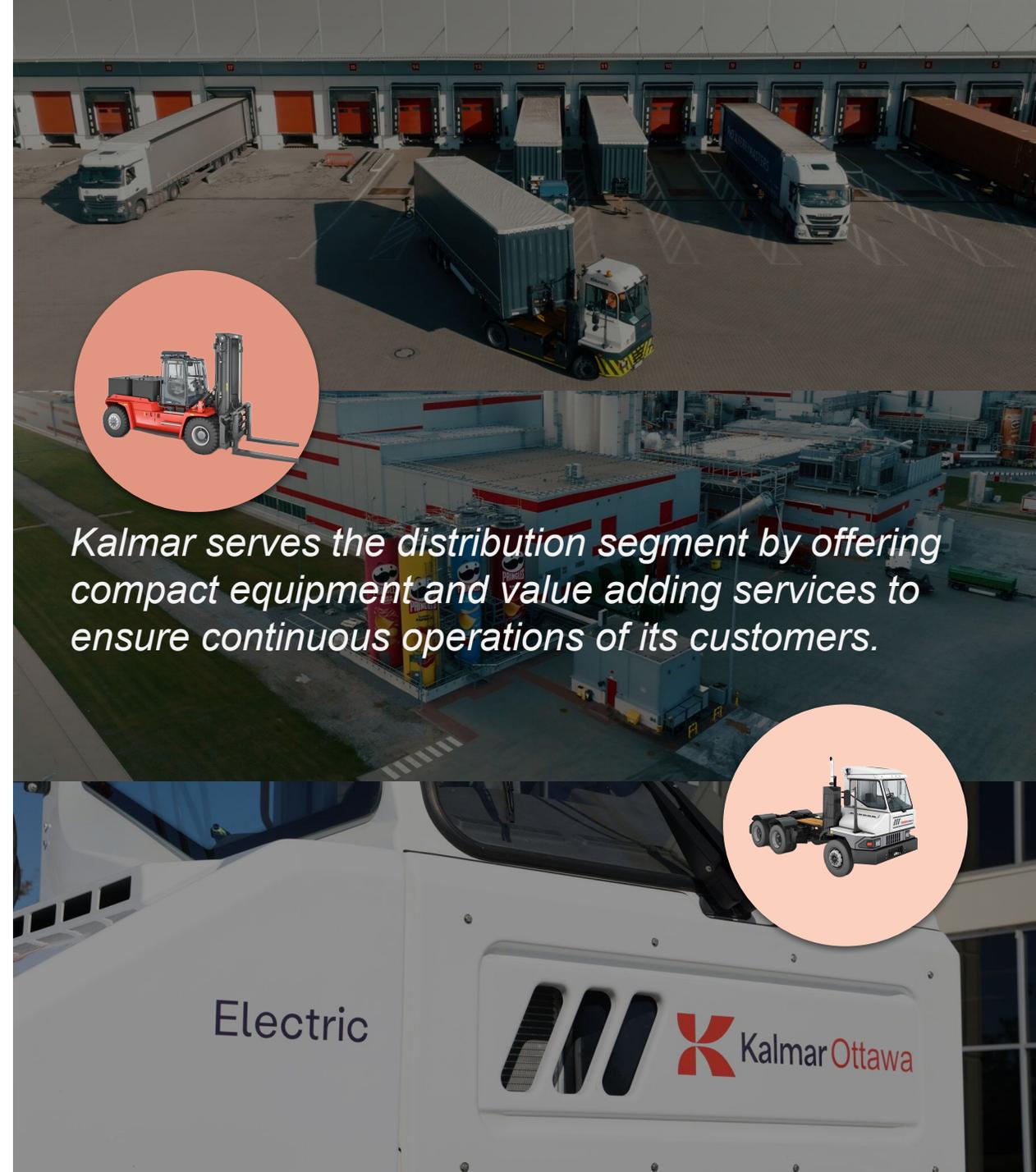
 *EV penetration rate*

>30%

Electric Terminal Tractor market CAGR '23-'28¹

Example customer profiles

- Distribution and Logistic centers
- Warehousing



Kalmar serves the distribution segment by offering compact equipment and value adding services to ensure continuous operations of its customers.

¹ Source: KPMG analysis

Manufacturing



Europe

Key Indicators



Manufacturing output index



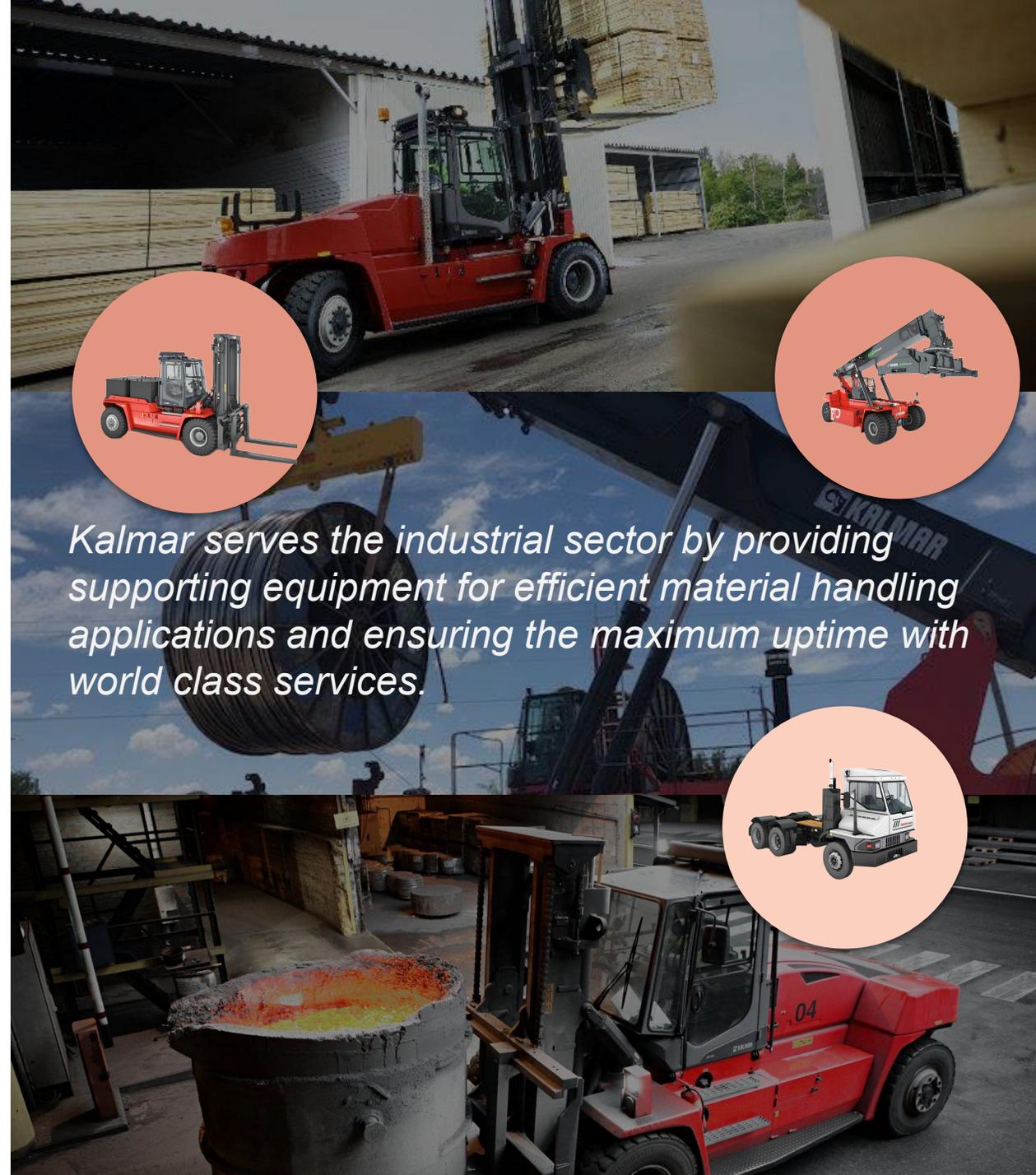
Purchasing Managers' Index



GDP growth

Example customer profiles

- Iron, Steel & Metal
- Forestry and sawmills
- Pulp and paper
- Mining



Kalmar serves the industrial sector by providing supporting equipment for efficient material handling applications and ensuring the maximum uptime with world class services.

Heavy Logistics

 Global Market

Key Indicators

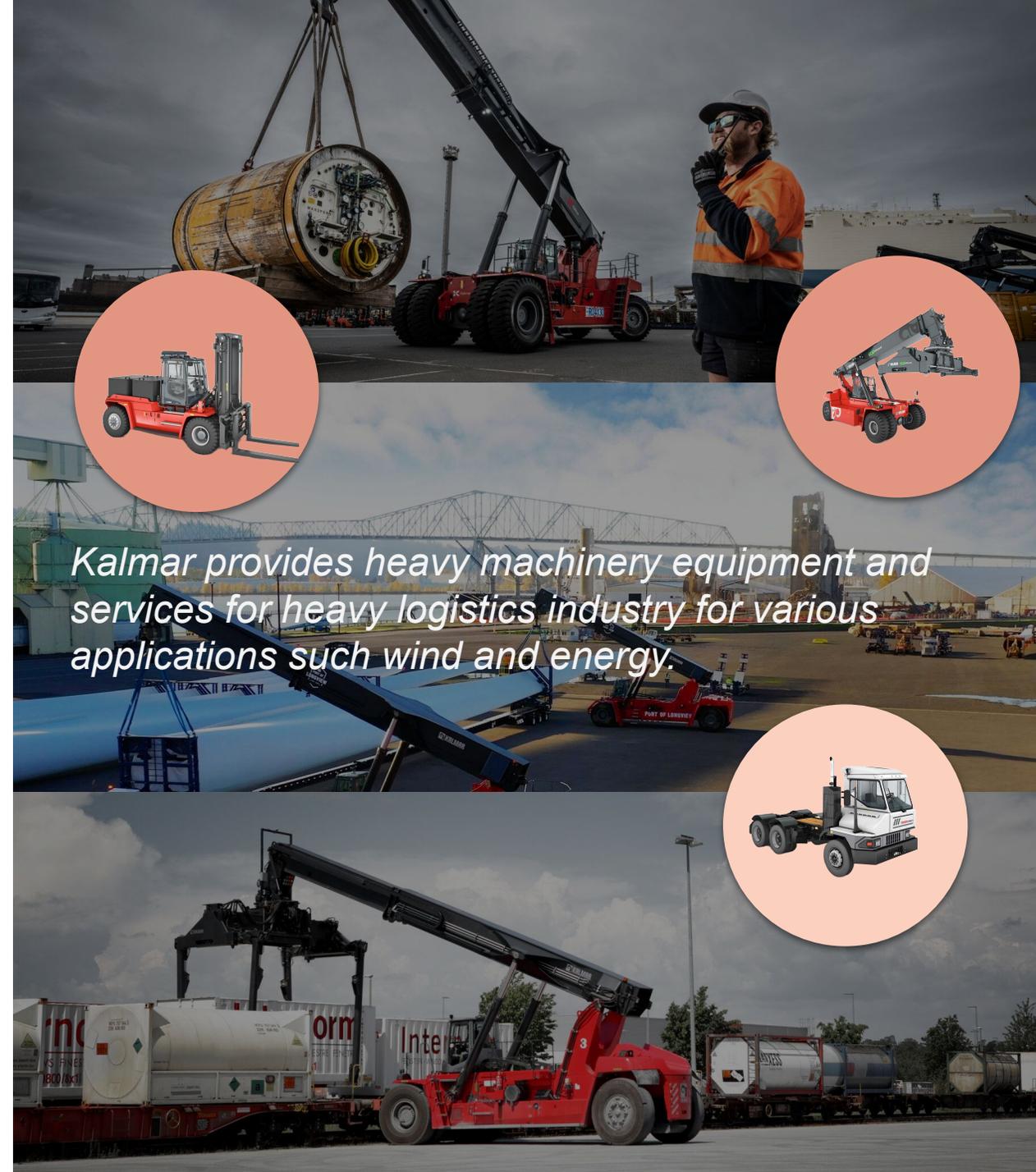
 *Manufacturing output index*

 *Purchasing Managers' Index*

 *GDP growth*

Example customer profiles

- Wind & Energy
- Waste and recycling
- Chemical
- Concrete
- Automotive
- Food and Beverages



Services

 Global Market

Key Indicators

31%

Spare parts capture rate in '25

70,000
units

Installed base in '25

16,800
units

Connected equipment in '25

 Kalmar equipment sales

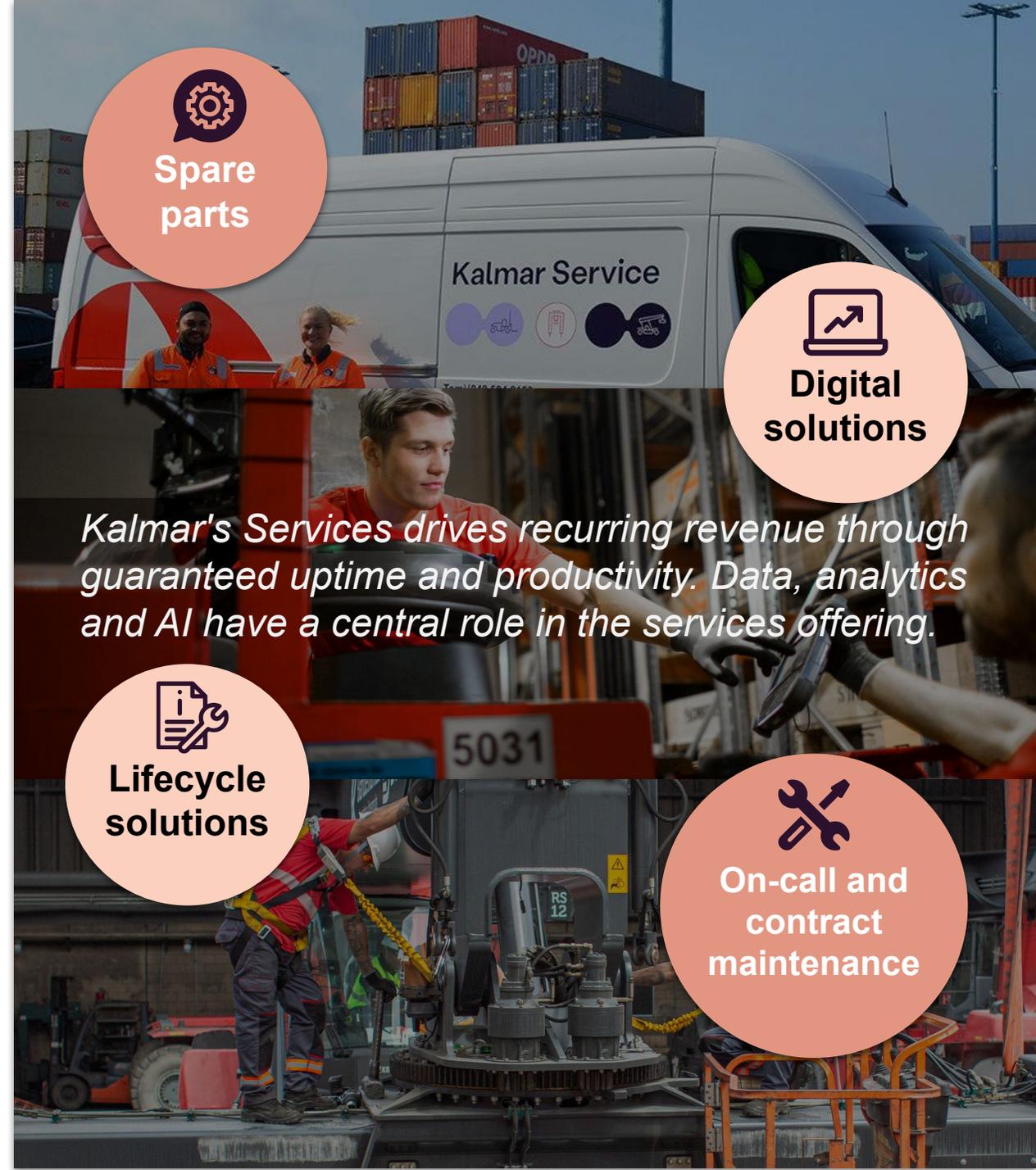
 EV penetration rate

 Equipment utilization rate

Example customer profiles

- Large ports and terminals
- Medium and small terminals
- Industrial operators
- Distribution and logistic centers

¹ Source: KPMG analysis



 Spare parts

 Digital solutions

Kalmar's Services drives recurring revenue through guaranteed uptime and productivity. Data, analytics and AI have a central role in the services offering.

 Lifecycle solutions

 On-call and contract maintenance

Kalmar Dealer Network

Approx. **29%** of our global sales came through dealers in 2025.

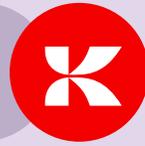


A global network of ~**170** dealers, of which ~60 in North America

(December 2025).



36% of our dealers have represented Kalmar for more than **10** years.



98% of our dealers are **family-owned** businesses. 5 publicly traded companies.



In most of the regions, Kalmar operates in **hybrid** mode.



Dealers focus on counter balanced equipment, terminal tractors and parts sales. Additionally, they have their own service business with specialised service technicians



of all dealer parts sales are made online in MyKalmar STORE.

Kalmar's biggest dealers include: Yard Truck (USA), Briggs (USA), Tracsa (Mexico), Maktas (Turkey), PT Indo Tractor Utama (Indonesia) and SKC (Chile).



PT INDO TRAKTOR UTAMA
Your Reliable Business Partner

TRACSA CAT



Tractafic
equipment

MAKTAS

Investment highlights – Making every move count



Global leader in an attractive market for mission-critical heavy material handling



Partnering long-term with our customers to deliver a stronger impact



Geared to grow by making the industry more electrified, intelligent and sustainable



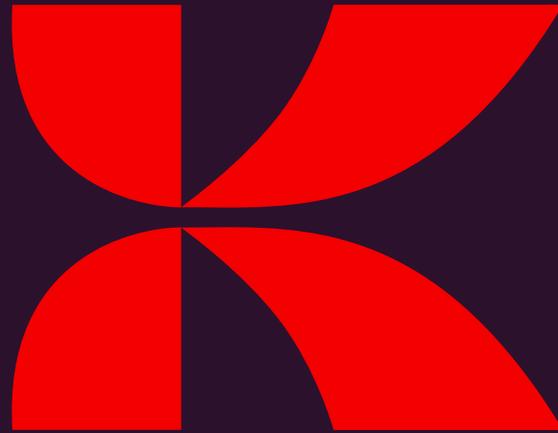
Significant services growth upside from large installed base and innovation-enabled offering



Driving excellence to target best-in-class commercial performance and cost efficiency



Significant sales growth and profitability potential enabled by strong financial profile



Kalmar