



# Growing Services

Kalmar Site Visit  
17 September 2025  
Stargard, PL

Thomas Malmborg  
President, Kalmar Services

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Director, Digital Services



# 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.

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## **Corporate information and basis for preparation**

Kalmar Corporation was formed as a result of the partial demerger from Cargotec Corporation ("demerger"), which was completed on 30 June 2024. The trading in Kalmar Corporation shares on the main market of Nasdaq Helsinki commenced on 1 July 2024.

Financial information prior to the demerger is presented on a carve-out basis. The carve-out financial statements do not necessarily reflect what the financials would have been had Kalmar operated as an independent consolidated group and had it therefore presented stand-alone consolidated financial information during the periods presented. Further, the carve-out financial information may not be indicative of Kalmar's future performance.

# Agenda

- 1. Introduction & Recap on Services Strategy**
- 2. Deepdive on Strategic Pillar:**  
Value through data-driven solutions
- 3. Financial performance**
- 4. Continued focus on Strategy Execution**



# With you today



**Alina Reinhold**  
Director, Digital Services



**Thomas Malmberg**  
President, Services

## From Trainee to Director with Kalmar:

- 2025 – Director Digital Services
- 2021 – 2025 eCommerce Manager, Services
- 2020 – 2021 Dealer Manager, Mobile Solutions
- 2019 – 2020 Segment Solution Developer, Mobile Solutions
- 2017 – 2019 Management Trainee Mobile Equipment

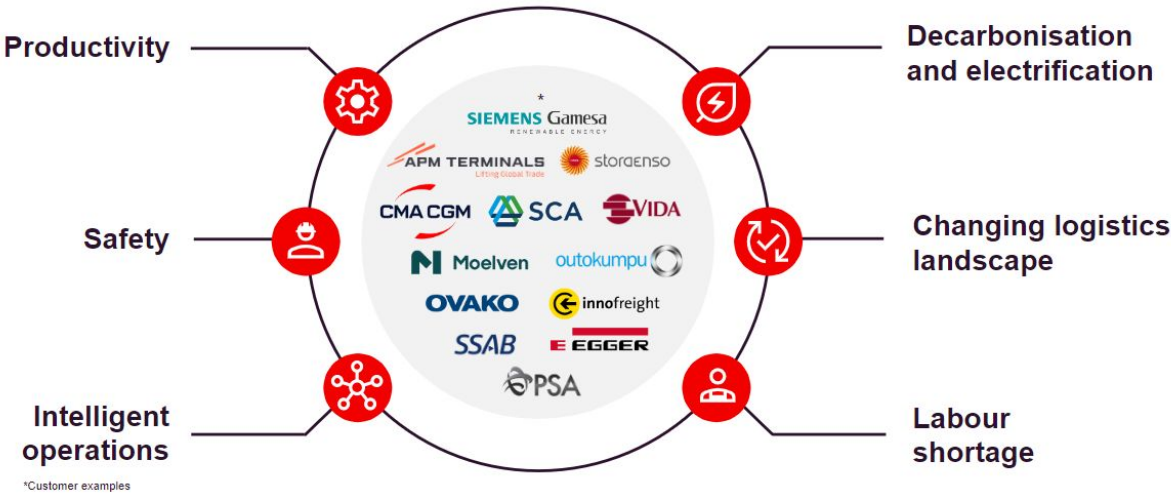
## 36 years with Kalmar in various roles:

- 2017 – President, Services
- 2005 – 2017 Vice President, Kalmar Forklifts
- 2000 – 2005 GM, Parts, Logistics & Know-How, Kalmar Services
- 1994 – 1999 Product Support & Service Management, Kalmar Sweden,
- 1993 – 1994 Service Management, Kalmar West Africa, Lagos, Nigeria
- 1989 – 1992 Head of Kalmar Training Centre, Sweden
- 1985 – 1989 *United Nations Peacekeeping, Middle East*

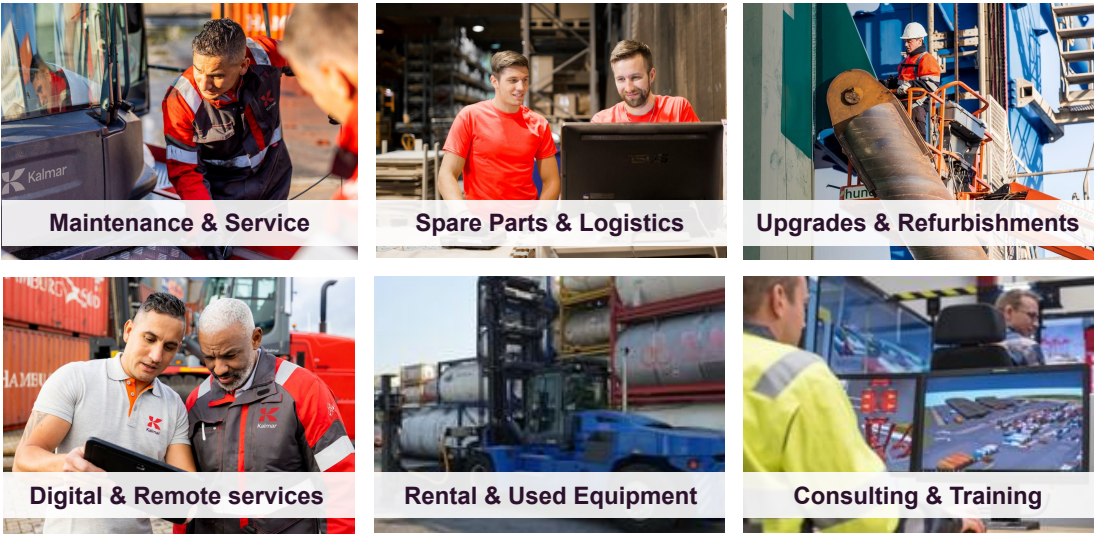
# Recap on Services Strategy

# Kalmar Service solutions are optimised to keep our installed base of 68,000 equipment moving

## Customer challenges



## Kalmar's role



## Kalmar is a long-term, trusted partner

 <b>1,400+</b> Service technicians	 <b>14,500+</b> Connected equipment	 <b>30%</b> Spare part capture rate <sup>1</sup>	 <b>~50%</b> Share of eCommerce of spare parts sales
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6 1) Parts sales rolling 12 months divided by annual parts potential for Kalmar's installed base. Kalmar updated the spare parts capture rate formula and potential at the beginning of 2024, as a result of which the figure better reflects spare parts sales to Kalmar's own installed base.



# Committed to sustainable and profitable growth



## Growing Services



Installed base  
potential



Electrification for  
services growth



Value through  
data-driven solutions

## Underlying market growth as a solid foundation

**6.0B**

Market size, 2024

**3.7%**

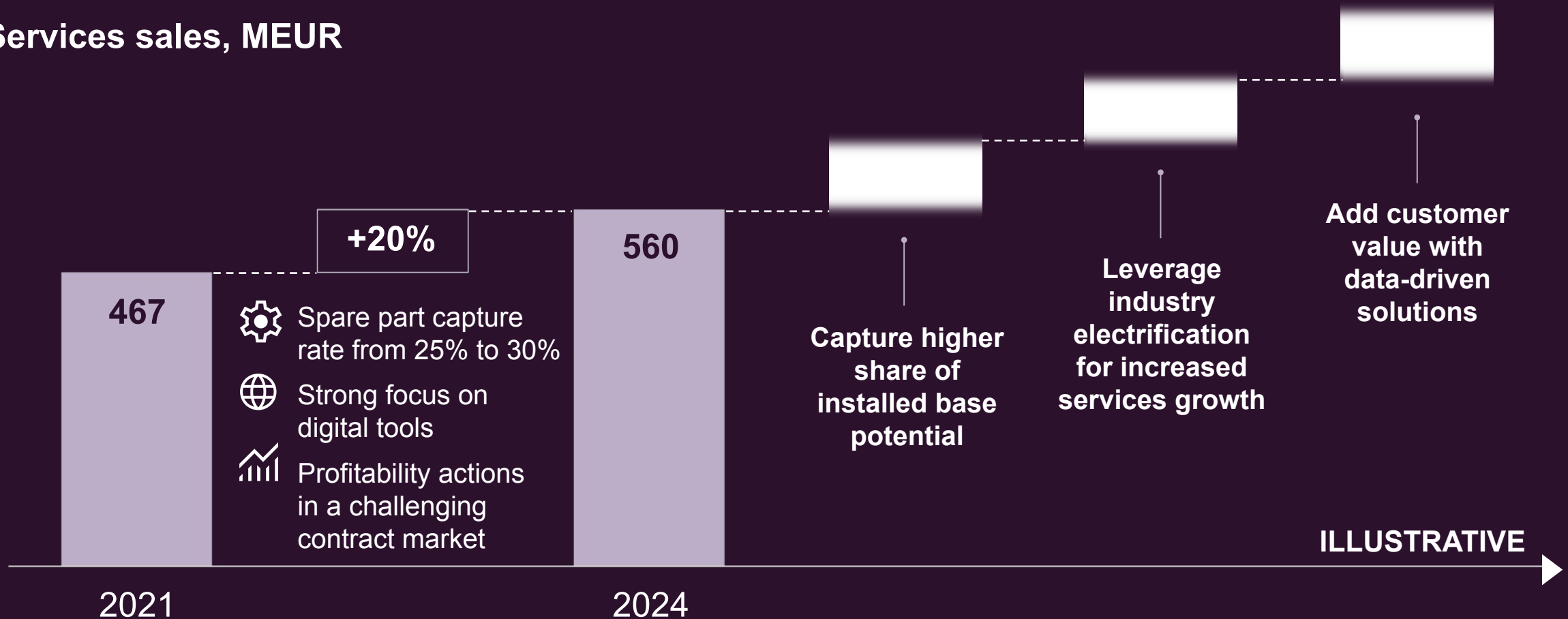
CAGR, 2023-2028

In-house & local services & repair shops,  
other OEM's, 3rd party spare part suppliers

Key Competitors

# Growth execution underway with clear priorities ahead

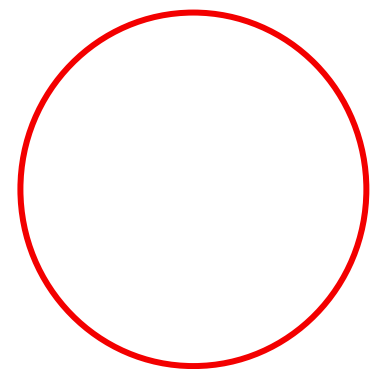
Services sales, MEUR



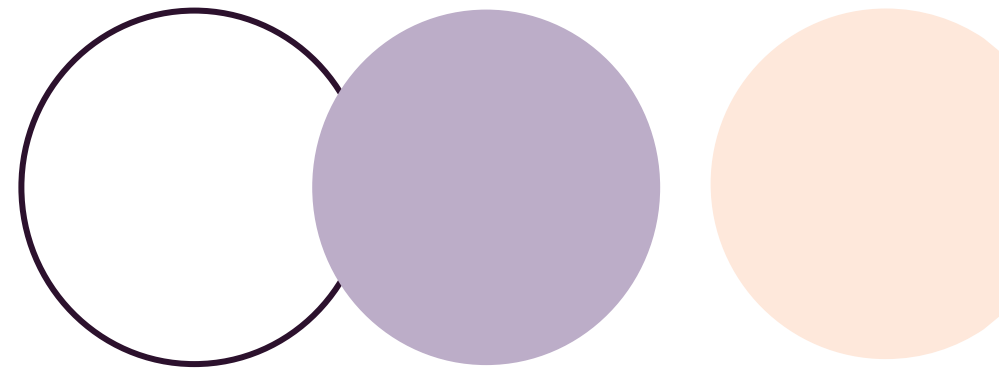
■ Services sales<sup>1</sup>, MEUR



# Deepdive on Strategic Pillar: Value through data-driven solutions

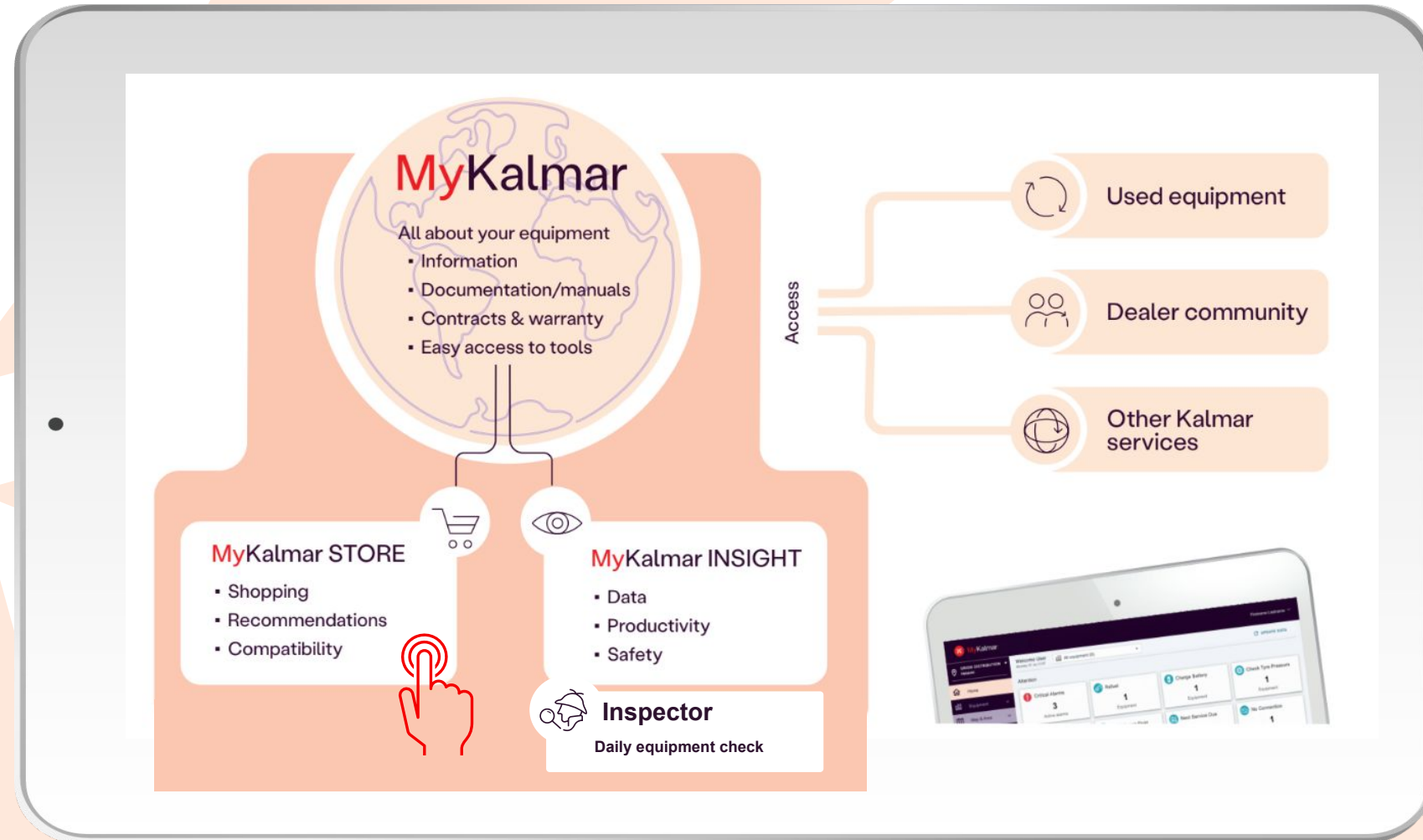


Let's look into our  
**Digital Offering**



# One digital ecosystem

Upselling opportunities



**STAGE 1**

Becoming Kalmar customer



**STAGE 2**

Entering the (Digital) Kalmar world



Genuine Parts & Maintenance

Training Academy

Service Requests

**STAGE 3**

Retention & Maintenance

Leveraging premium Kalmar Services

**STAGE 4**

Building Loyalty & Trust

**Kalmar Customer  
journey**  
(SERVICES perspective)

**"lock-in" effect**





the platform that provides everything our customers need FOR their equipment

MyEquipment

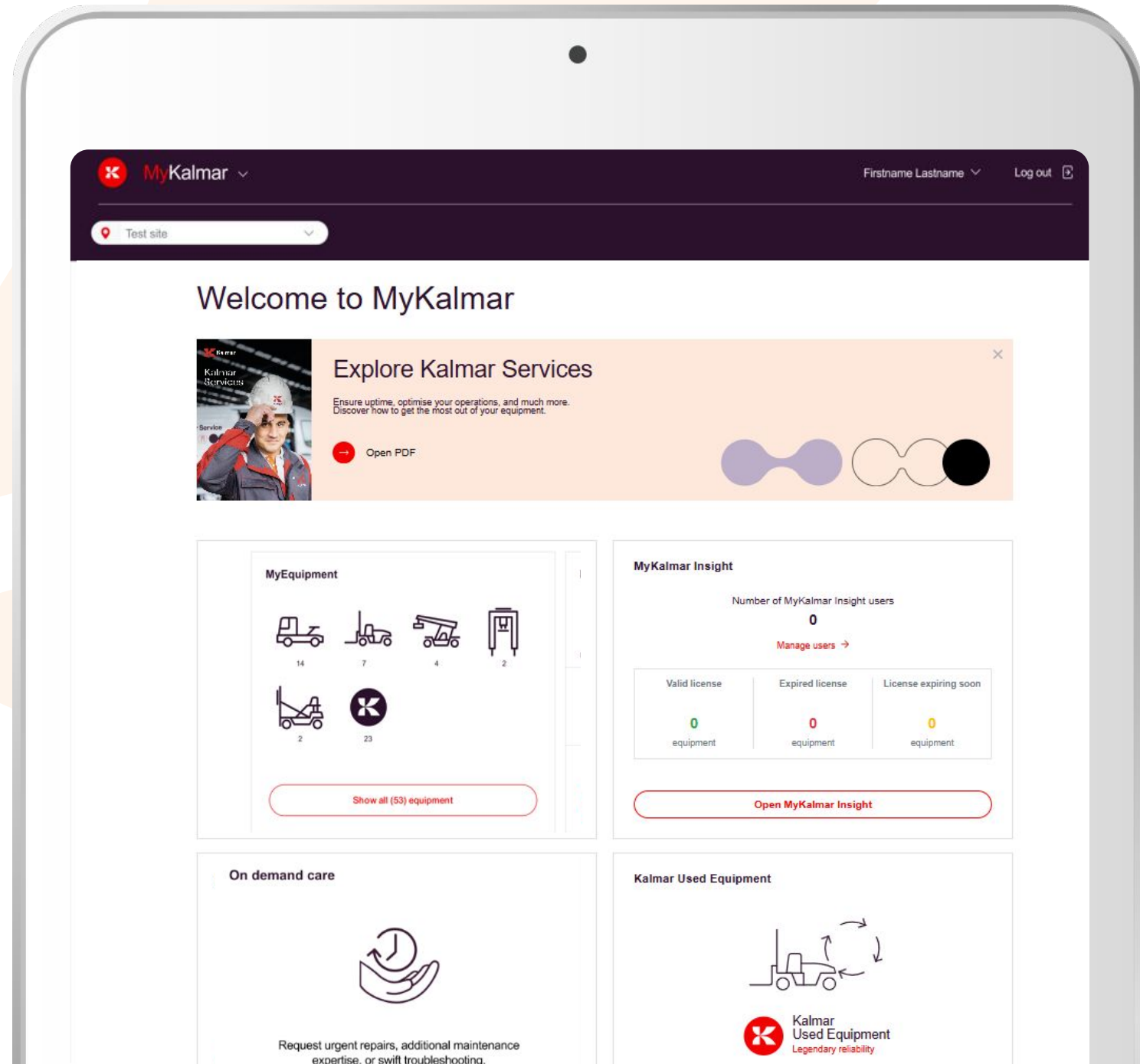
Machine Manuals

Service Contracts

Parts Orders + Tracking

Request maintenance + training

Request a used machine



# eCommerce is no longer a trend

## It grew to our customer preferred channel

**49**

NPS Score

2025

**>1M**

Item views

in STORE globally,  
during 2024**+1000**

daily users

in STORE globally  
(average)**>50%**

share of sales

2024

Satisfaction

Engagement

Share of Sales



# MyKalmar INSIGHT

Fully digital overview of fleet operations,  
in order to:



**Know** what's going on



**Optimize** operations

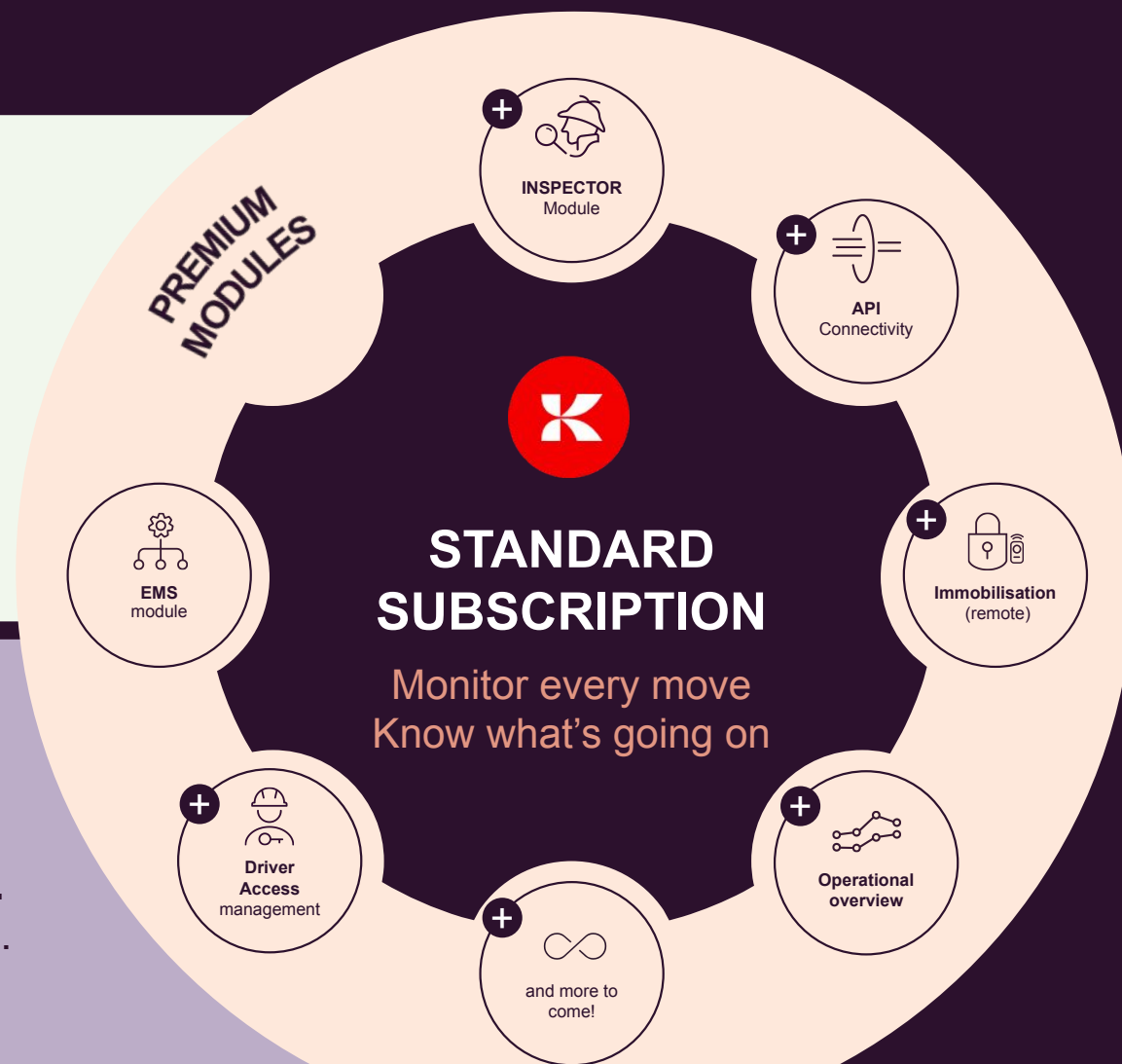


**Prepare** for the future



With MyKalmar INSIGHT we have  
access to real-time information that  
**was previously impossible to obtain.**  
It has helped us automate most reports.

Rodrigo Enriquez,  
Equipment Supervisor  
MEDLOG Chile



# Connectivity Opportunities



**68,000**  
installed base



**14,500+**  
connected equipment



Machine Data  
Transferred into predictive information



Spare Parts  
**Recommendations**



Fleet Analysis  
**MyKalmar INSIGHT**



Enabling intelligent  
**Contract Offering**



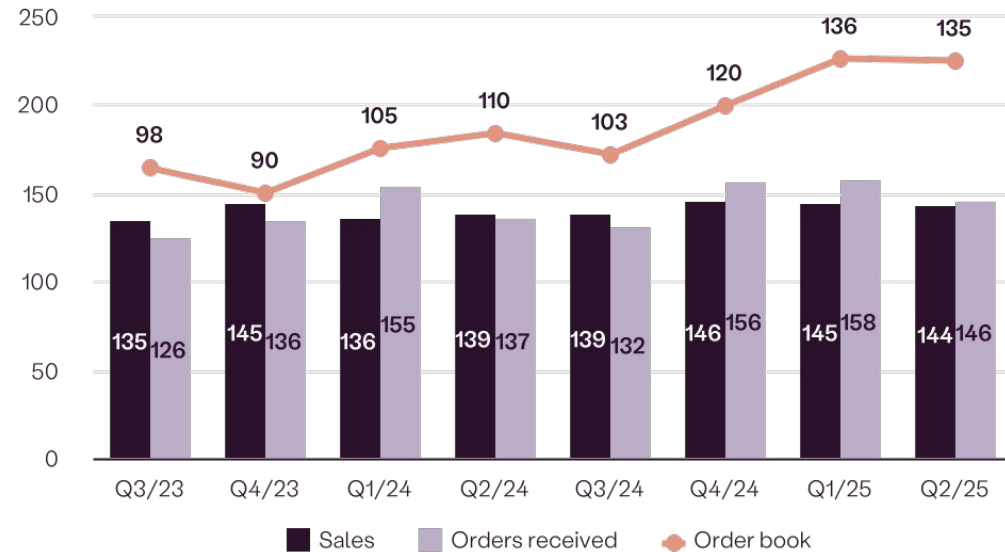
Valuable input towards  
**R&D & Product Development**



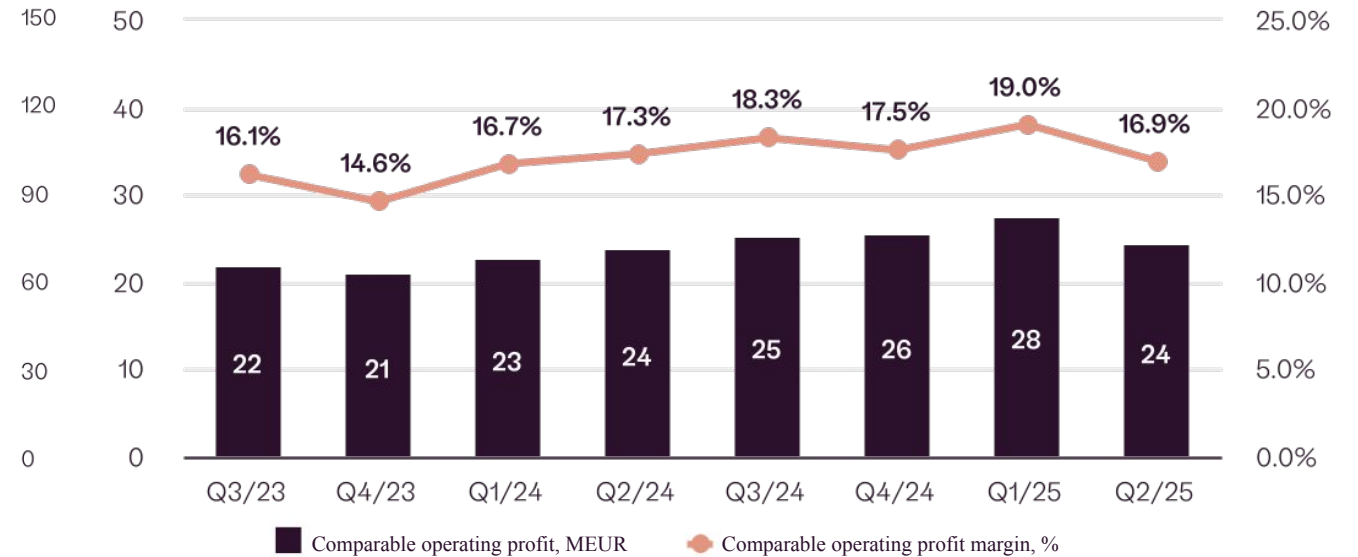
# Financial performance

# Services on a growth track, profitability burdened by temporary impacts in core markets

Services; Sales, orders received, order book, MEUR



Services; Comparable operating profit, MEUR and %



MEUR	Q2/25	Q2/24	Change	Q1-Q2/25	Q1-Q2/24	Change
Orders received	146	137	7%	304	292	4%
Order book	135	110	22%	135	110	22%
Sales	144	139	4%	289	275	5%
Comp. OP	24.3	24.0	1%	51.9	46.8	11%
% of sales	16.9%	17.3%		17.9%	17.0%	

# Continued focus on Strategy Execution

# Preparing for Growth by transforming US Parts Distribution together with Neovia

- Relocation to Greenwood, IN with Neovia, a trusted Kalmar 3PL partner
- Enables growth targets with room to further develop
- Standalone operation of a location with scale and flexibility
- Next & Second Day delivery coverage increases by double-digit %'s
- Supports Kalmar's asset-light business model



- Regional Distribution Center
- Local warehouse
- New DC location



# Several strategic team strengthenings to ensure effective strategy execution

During the last 1,5 years, we have...

**Added ~100 technicians to ensure competencies and capacity to grow near customers**

## **Strengthened leadership with strategic hires**

- Service Solutions and Training
- Digital Services
- Strategy Execution, Marketing & Comms

## **Invested in High-Performing Sales Teams**

- 10+ Parts & Service Sales Reps close-to-customers
- Service Contract Sales leadership

## **Increased clock speed on Driving Excellence**

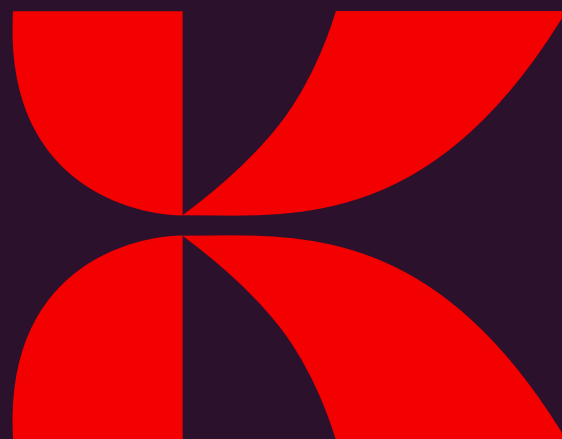
- Parts & Services Business Global Process Owners
- Operations Development leadership

# Towards a service driven company

## Growing in Services and Designing for Services

- Continuous focus on Strategy Execution: Strengthening our operating model & high-performing teams underway.
- We are...
  - capturing the potential of our installed base of 68 000 equipment and building services captivity
  - building our presence and sophistication close to customer in a systematic, organic manner
  - preparing for an electrified and automated future, capturing the opportunities for Services growth
  - driving excellence in our operations with investments & continuous improvements.
- Growth without compromising profitability is a shared message throughout the organization





**Kalmar**