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Best-in-class financial profile with further value creation potential through Mergers and Acquisitions



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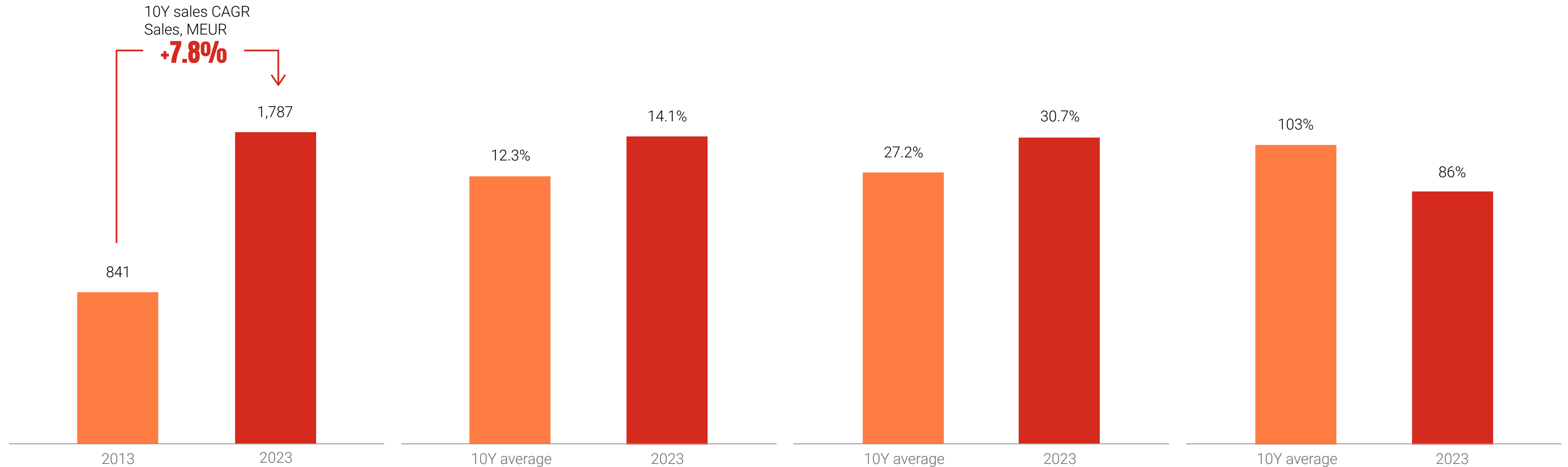
# Strong track record of profitable growth

Sales growth

Comparable operating profit

ROCE<sup>1</sup>

Cash conversion<sup>2</sup>



<sup>1</sup> Defined as Operating Profit / Operative Capital Employed.

<sup>2</sup> Defined as Operative Cash Flow / Operating Profit.

## Key targets to measure success by 2028

Sales CAGR<sup>1</sup>

**>7%**

Comparable  
Operating Profit<sup>2</sup>

**18%**

ROCE<sup>3</sup>

**>25%**

Sustainability

**SBTi**

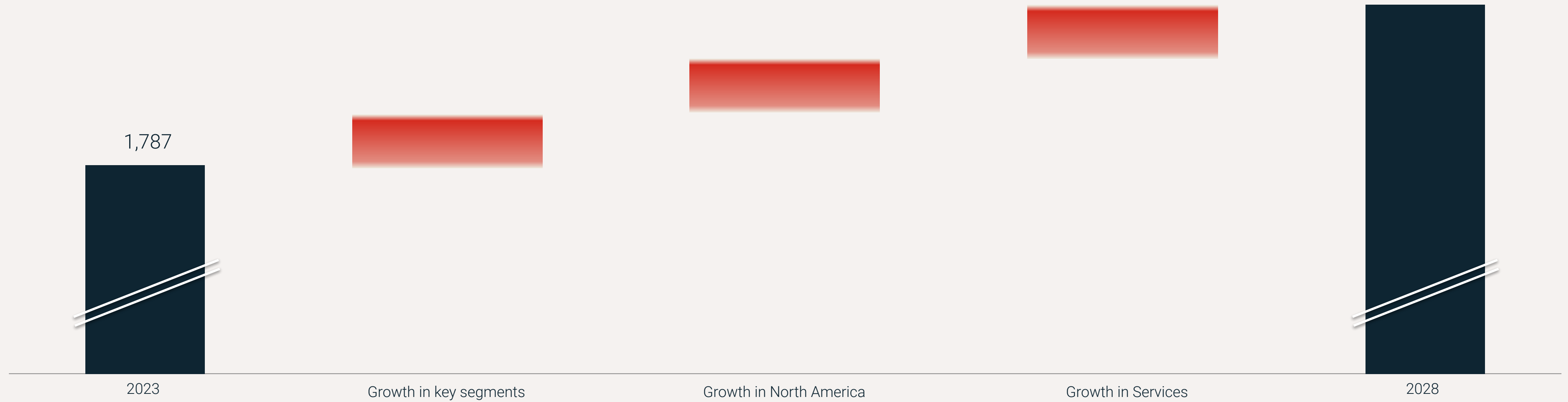
1) Over the cycle

2) As business area

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

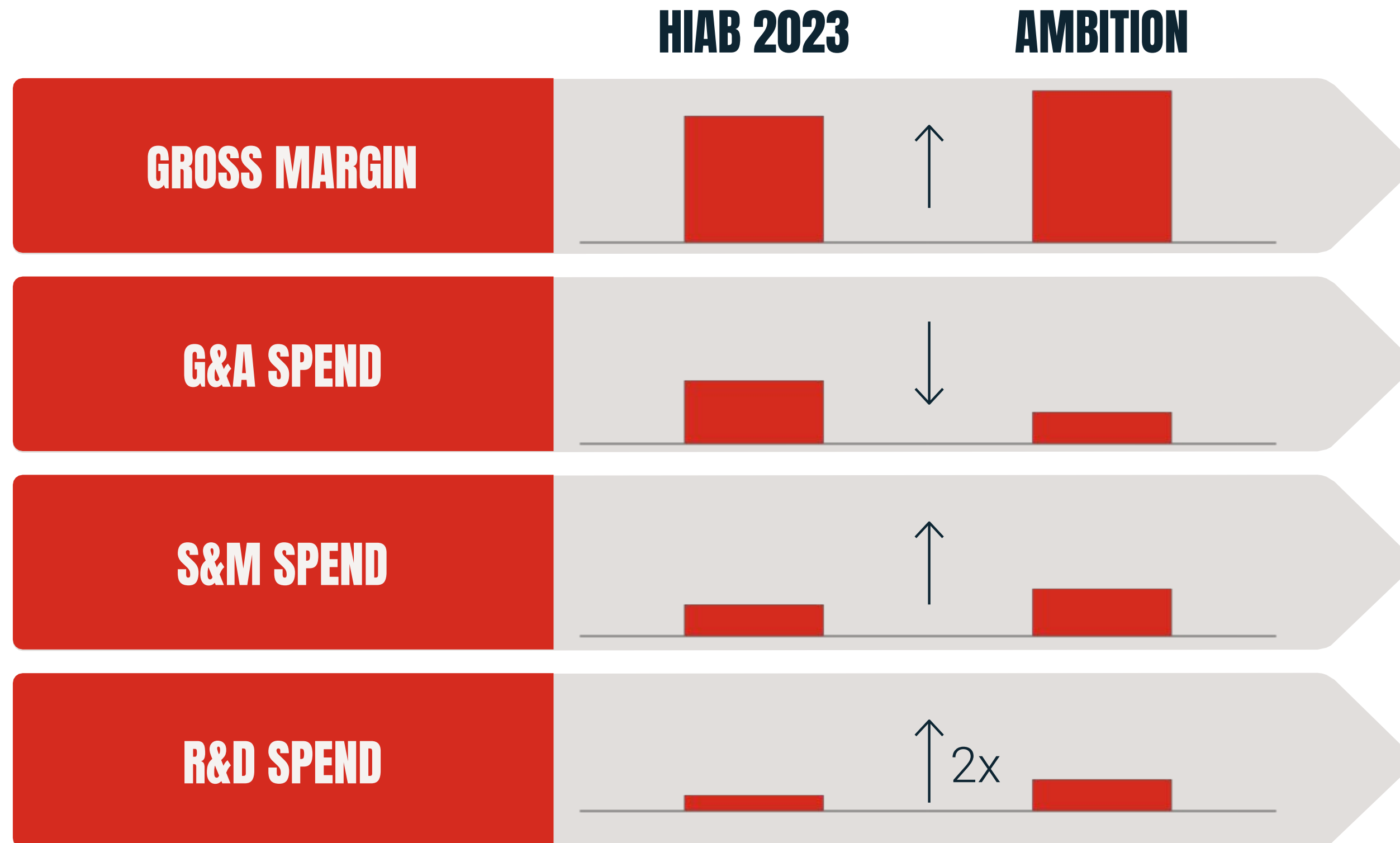
# Growth priorities to continue outperforming the market

Hiab sales bridge



Indicative management estimate

# Operative & Commercial Excellence to reallocate and optimise cost base



**Reduce** costs through design to cost, standardisation, and portfolio management

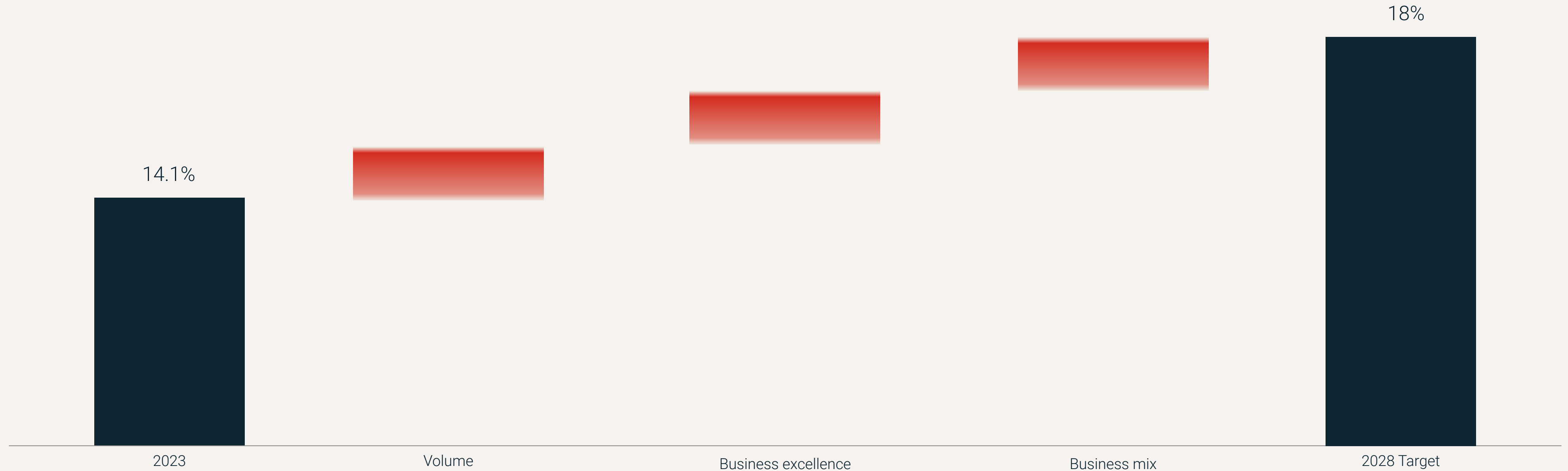
**Re-allocate cost** from Indirect and Administrative to S&M and R&D

**Invest in** Commercial Excellence, Services, digital, segment sales and marketing

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

# On track to deliver 18% margin in 2028

Hiab comparable operating profit margin bridge to 2028 target



# Capital allocation priorities supporting profitable and sustainable growth

1

Reinvest in business to support organic growth

2

Continue defining the industry with innovation

3

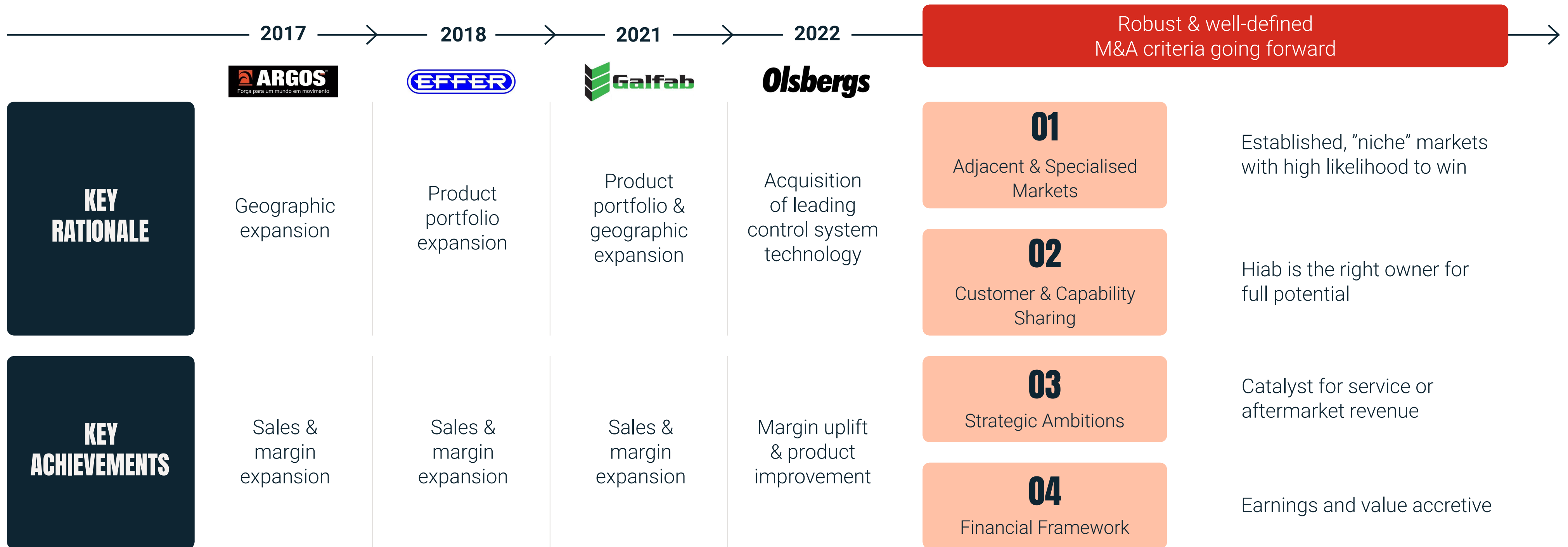
Maintain flexibility for strategic M&A





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

## Strong M&A Track Record



# International leadership geared for success



Scott Phillips  
President



Birgitte Skade  
VP, Marketing, & Communications



Barry McGrane  
SVP, Loader Cranes Light & Medium



Magdalena Wojtowicz  
SVP, Tail Lifts



Mikko Puolakka  
CFO, Finance & IM



Ghita Jansson-Kiuru  
VP, HR



Michael Bruninx  
SVP, Services



Hermanni Lyyski  
SVP, Demountables & Defence



Sanna Ahonen  
VP, Strategy & Sustainability



Taina Tirkkonen  
General Counsel



Jon Lopez  
SVP, Truck Mounted Forklifts



Martin Saint  
VP, Sales & Product Management



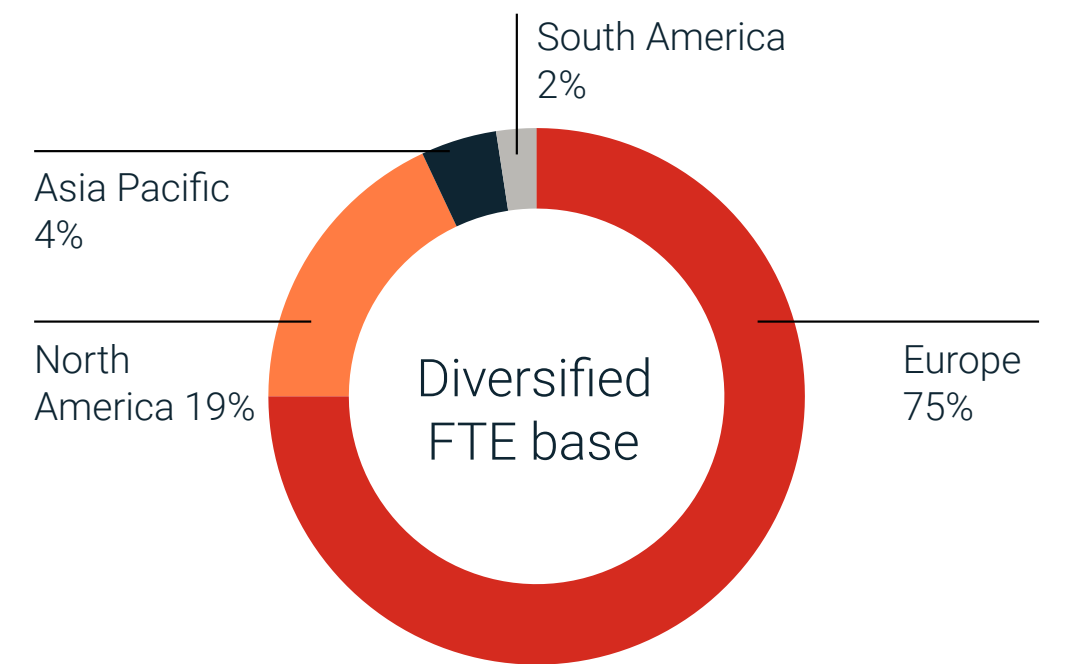
TBA  
VP, Business Operations Development

Employees

**+3,800**

Nationalities

**26**



# Key investment highlights

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#1 or #2 Position  
in all segments

**1** Leading market positions in growing  
and attractive essential industries

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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

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Profitability  
upside

**5** Operating model enabling incremental efficiency  
improvement

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Sustainable  
value creation

**6** Best-in-class financial profile with further value  
creation potential through M&A



# BUILT TO PERFORM

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