

Making every move count

Pre-silent call

5 October 2026



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.



Agenda

- Recap of Q2/2026 highlights
- Orders booked in Q3/2026
- Market indicators for 2026
- Other announcements in Q3
- Q&A

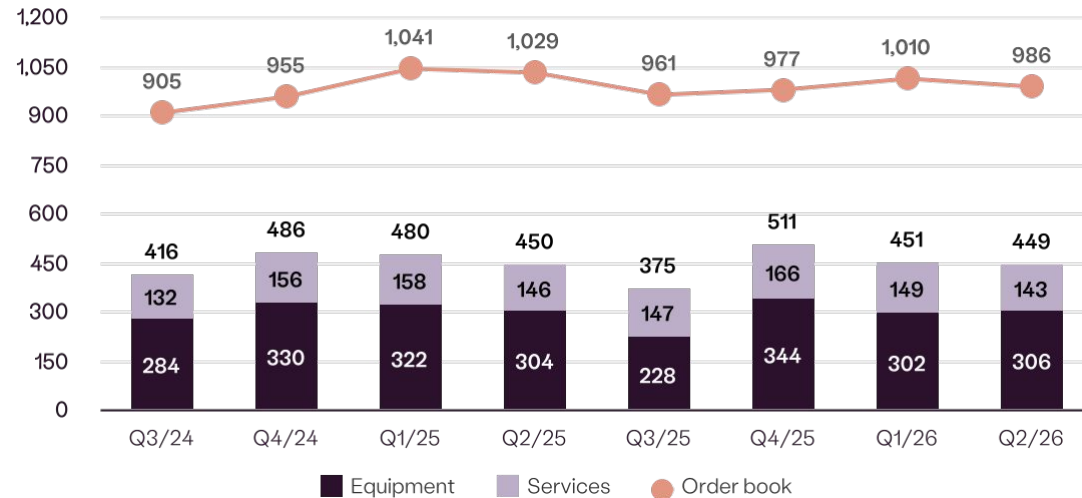
Highlights Q2/2026: Strong sales growth and cash flow

- Steady performance across both segments and in the different regions
- Customer demand remained relatively stable
- Resilient order intake at EUR 449 (450) million
- Sales grew by 14% to EUR 480 (420) million
- Eco portfolio sales grew by 27%. Improvement in fully electric equipment order intake.
- Comparable operating profit increased by 9% to 60 (55) million
- Sequentially improved performance in Services
- Continued good execution in Driving Excellence
- Strong operating cash flow and balance sheet
- Guidance for 2026 unchanged



Orders received remained on a stable level

Orders received and order book, MEUR

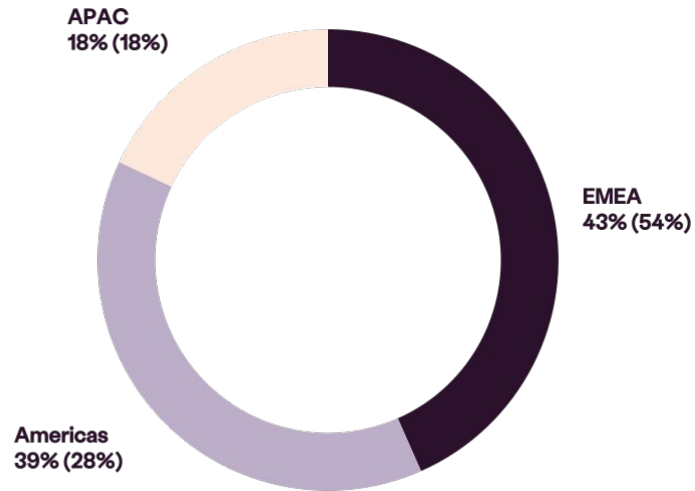


- Stable overall demand for equipment and services across different end customer segments
- Orders received EUR 449 (450) million
- Resilient order intake despite fewer sizeable orders than in Q2 2025
 - **(+/-) Equipment:** in line with 2Q/2025
 - **(-) Services:** decreased slightly
- Order book EUR 986 million at end of June
- Currencies had no impact on orders received in Q2
- Direct impact from the ongoing Middle East conflict remained limited

MEUR	Q2/26	Q2/25	Change	Q1–Q2/26	Q1–Q2/25	Change
Orders received	449	450	0%	899	931	-3%
Order book	986	1,029	-4%	986	1,029	-4%

Gradual recovery continued in the US market

Orders received by geographical area, Q2/26



- **(-) EMEA** order intake decreased. Fewer sizable orders than in the comparison period
- **(+) Americas** order intake grew. The gradual recovery has continued in the distribution end-customer market in the US. Services customers are still more cautious.
- **(+) APAC** order intake increased in Oceania

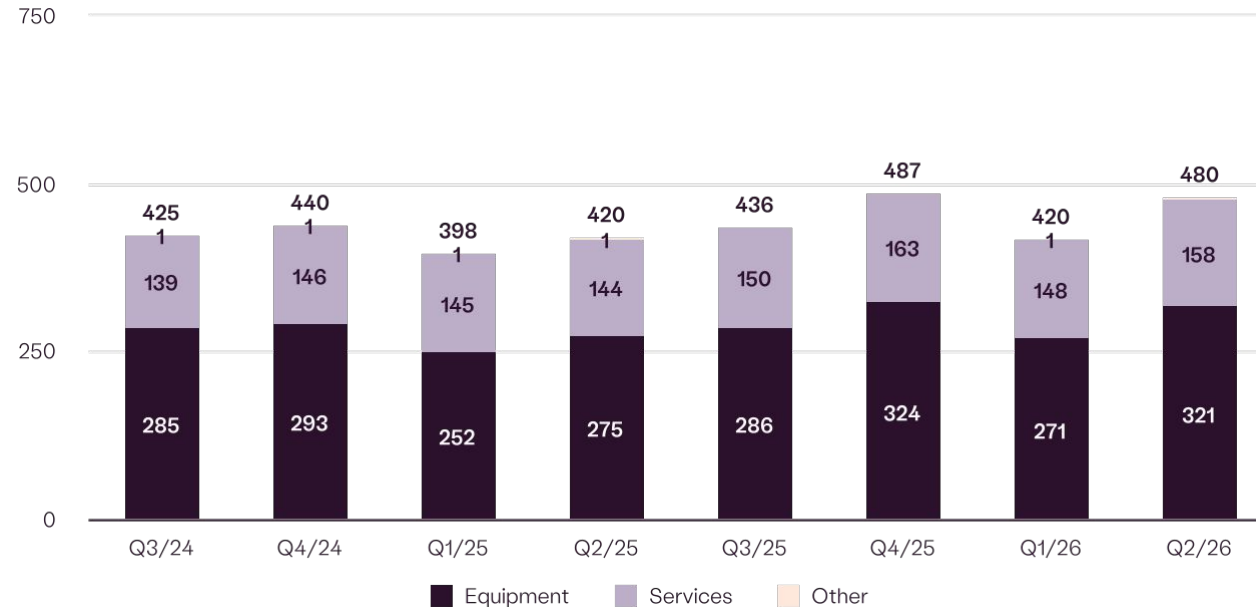
Demand environment:

Customer demand has been resilient, remaining relatively stable across different customer segments

MEUR	Q2/26	Q2/25	Change	Q1–Q2/26	Q1–Q2/25	Change
EMEA	195	244	-20%	413	510	-19%
Americas	173	126	+38%	336	279	+20%
APAC	81	81	0%	151	141	+7%

Strong sales growth in both segments

Sales, MEUR

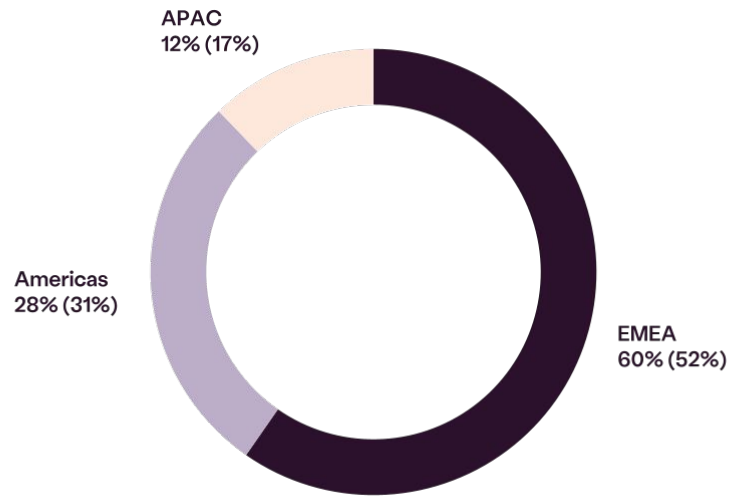


- Sales +14% yoy
 - Equipment +17%
 - Services +10%
- Several successful project deliveries in both segments
- Services' share of sales 33%
- Currencies had no impact on Q2 sales

MEUR	Q2/26	Q2/25	Change	Q1–Q2/26	Q1–Q2/25	Change
Sales	480	420	+14%	899	818	+10%
Services share of total sales	33%	34%		34 %	35%	

Sales growth was strong in EMEA across the portfolio

Sales by geographical area, Q2/26



- **(+) EMEA** strong growth driven by sizeable order deliveries throughout the portfolio and by Services
- **(+) Americas** sales increased in the Equipment segment in North America
- **(-) APAC** sales decreased. Growth in Oceania was offset by a decrease in equipment sales in Asia.

MEUR	Q2/26	Q2/25	Change	Q1–Q2/26	Q1–Q2/25	Change
EMEA	286	219	+31%	517	436	+19%
Americas	135	131	+3%	262	256	+2%
APAC	58	70	-17%	121	127	-5%

Improved Services performance

Equipment

Services

Orders received:
306 MEUR

Orders received:
143 MEUR

Order book:
864 MEUR

Order book:
122 MEUR

Sales:
321 MEUR

Sales:
158 MEUR

Comparable operating profit:
39.9 MEUR/12.4%

Comparable operating profit:
26.9 MEUR/17.0%



Guidance for 2026

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

Order releases booked in Q3/2026



12 Kalmar Hybrid Straddle Carriers for International Container Terminal Services, Inc. (ICTSI) in the Philippines



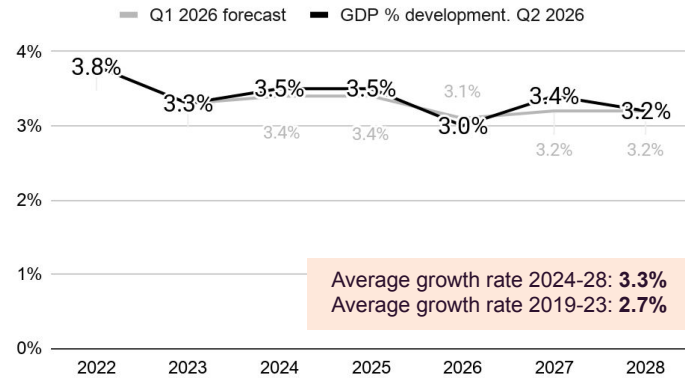
Kalmar Care service agreement with Total Terminal International Algeciras S.A. (TTI Algeciras) in Spain



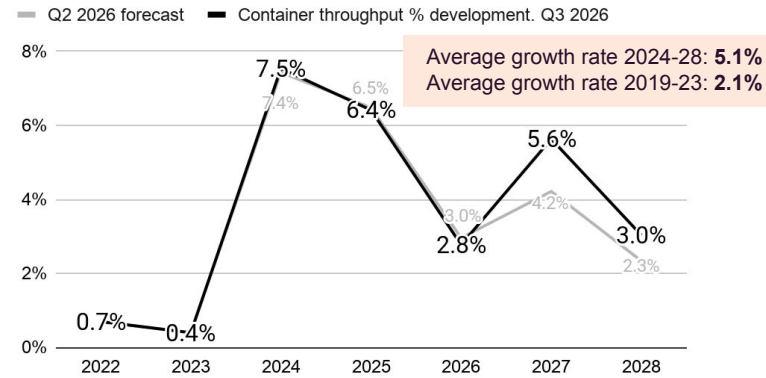
2 Kalmar electric reachstackers and MyKalmar INSIGHT with Inspector machine inspection solution to Port of Helsingborg

Market environment

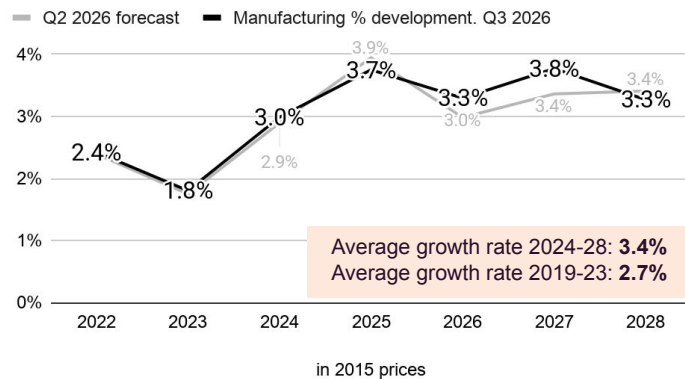
Global GDP development



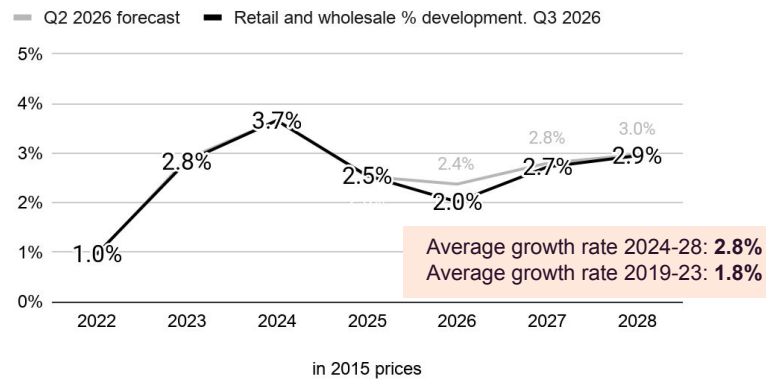
Global container throughput development



Global manufacturing output development



Global retail output development



Demand outlook

(as per Q2/26 in July)

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



Industry-first fully automated Test Centre opened in Ljungby, Sweden


Kalmar Test Centre
Built to push the limits



Designed for 24/7 fully automated, accelerated lifetime testing.

- Enables Kalmar to test the entire lifecycle of both its Electric Vehicle (EV) and diesel product lines under extreme conditions, with temperatures ranging from arctic cold to desert heat.
- Machines can undergo rigorous driving simulations and load testing of up to 45 tons, ensuring the highest level of build quality, structural uptime, and operational reliability. This will significantly accelerate Kalmar's time-to-market for future product generations while guaranteeing outstanding operational performance under all conditions.



Kalmar plans to simplify its operating model*

to accelerate growth, enhance customer focus, and optimize operational efficiency

Segments

Equipment & Services

Equipment Simplification

Internal restructuring within 2 divisions to create stronger divisions of scale, optimize customer synergies, and enhance resilience.

Services Dedication

Capturing recurring lifecycle value across global installed base through parts, maintenance, and advanced solutions.

Lean operations and simplified processes across divisions and functions

Implementation

Governance & Timeline

Reporting Structure

External segment reporting structure will be kept consistent and unchanged as Equipment and Services.

Planning & Consultation

Planning will be initiated immediately.

Subject to local employee consultation and union notification processes per local legal requirements.

Financials

Outlook & Targets

EUR 10M Cost Savings

Estimated annual savings for full operating model renewal including other operational efficiencies, with full run-rate achieved by the end of 2027.

2026 Guidance Unchanged

Comparable operating profit margin is expected to remain above 12.5 percent in 2026.

*Announced 3 September 2026

Kalmar Leadership Team as of 1 January 2027



Sami Niiranen
President and CEO



Ulla Bono
SVP, General Counsel



Thor Brenden
President, Counter
Balanced



Carina Geber-Teir
SVP, IR, Marketing &
Communications



Tamara de Gruyter
President, Services



Katri Hokkanen
Chief Financial Officer



Arto Keskinen
President, Horizontal
Transportation and
Terminal Tractors



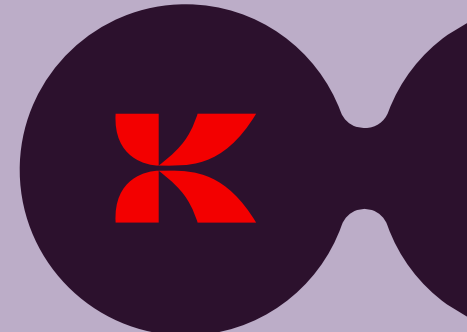
Tommi Pettersson
SVP, Strategy, Sustainability
and Technology



Hanna Reijonen
SVP, Human Resources



Shushu Zhang
President, Bromma



Capital Markets Day 2026

Date: 2 November 2026

Location: Flik event studio Valla, Itämerentori 2,
00180 Helsinki, Finland

Agenda (local time, EET):

- | | |
|-------------|-------------------------------|
| 12:15–13:00 | Registration and coffee |
| 13:00–16:00 | Presentations and webcast |
| 16:00–17:00 | Drinks and networking |
| 18:00–20:00 | Dinner with Kalmar management |

Registration to Kalmar's Capital Markets Day is open.

Please register via the following link:

<https://kalmar.events.inderes.com/2026-cmd>

More information can be found on the Kalmar
Global website.



Capital Markets Day 2026

Agenda (local time, EET):

12:15–13:00

Registration and coffee

13:00–16:00

Presentations and webcast *hosted by Carina Geber-Teir, SVP, IR, Marketing & Communications*

Kalmar as an investment: Leading the future of sustainable material handling

Sami Niiranen, President & CEO

Katri Hokkanen, Chief Financial Officer

Tommi Pettersson, SVP, Strategy, Sustainability & Technology

Q&A

Break

Delivering lifetime value across all customer segments and shaping intelligent solutions for tomorrow

Tamara de Gruyter, President, Services

Thor Brenden, President, Terminal Tractors

Arto Keskinen, President, Horizontal Transportation

Tommi Pettersson, SVP, Strategy, Sustainability & Technology

Driving growth and long-term value creation

Sami Niiranen, President & CEO

Katri Hokkanen, Chief Financial Officer

Q&A

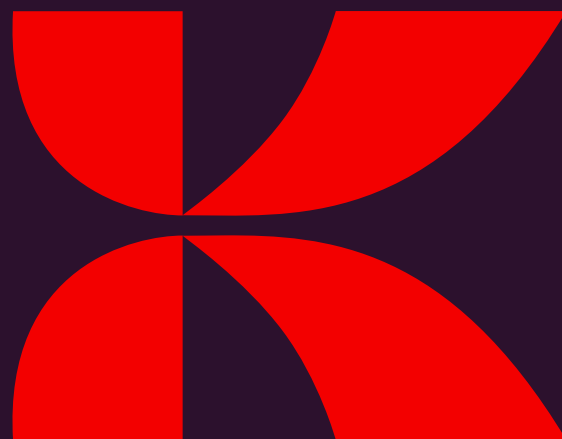
16:00–17:00

Drinks and networking

18:00–20:00

Dinner with Kalmar management

Q&A



Kalmar