Earnings 2025

Michel Denis - President and CEO
Céline Brard - Chief Financial Officer

MANITOU GROUP

SET THE WORLD IN MOTION

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As a worldwide reference in handling, access platforms and earthmoving, Manitou Group's mission is to improve working conditions, safety and performance throughout the world, while protecting people and their environment.

SET THE WORLD

IN MOTION

MANITOU GROUP

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01

Group's Life

Hommage
to Mr. Marcel Braud,
Honorary President

1932 - 2026

Key facts - Governance

Announcement of a new Executive committee

- Lead the new operational structure organized around three regions, supported by global and corporate functions, to:
    - strengthen customer proximity
    - accelerate global growth
    - support its innovation and digital ambitions.

(from left to right)

1. Steve RYDER - President LAPAM*
2. Corinne LE GUYADER - Chief commercial excellence & service officer
3. Hervé ROCHET - Chief transformation & governance officer
4. Elisabeth AUSIMOUR - Chief innovative business & technologies officer
5. Maurizio ACHILLI - Chief procurement officer
6. Michel DENIS - President & CEO
7. Brad BOEHLER - President North America
8. Pierre PAINEAU - Chief manufacturing & industrial officer
9. Jean ROUAULT - President distribution Europe
10. Christine PRAT - Chief HR officer
11. Céline BRARD - Chief financial officer

** Latin America, Asia-Pacific, Africa & Middle-East.*

Key facts - Governance

- **Evolution of the governance**
  - Michel Denis' third term will come to an end on June 11, 2026, at the close of the Annual General Meeting. A recruitment process has been launched by the Board of Directors to appoint a successor.
  - At the request of the Board of Directors, Michel Denis will continue to fully exercise his duties until the end of his term, thereby ensuring a smooth and organized transition.

Acquisitions

- **Acquisition of Sitia's robotics activity**
  - in line with the new LIFT roadmap, with a view to making robotization a key area of innovation by acquiring recognized skills in this field.

Joint venture

- **Creation of a joint venture in Le Mans, France, specializing in the manufacture of lithium-ion batteries**
    - Accelerate the rollout of our electric machine ranges.
    - In line with our ambitions announced during the presentation of our new “LIFT” roadmap and our low-carbon trajectory.

CSR & innovation

- **Manitou Group commits to decarbonize international logistics**
  - First shipment of telehandlers to Canada and the United States. Eventually, aerial work platforms will also be shipped.
  - Reduction of more than 80% in CO_2 emissions compared to a conventional cargo ship of the same capacity.

Product & innovation

» **Launch of two new telehandlers at the BAUMA trade show in Munich**

  » two models measuring 14 m and 18 m with a load capacity of 4 tons

  » models equipped with lithium-ion batteries, expanding the range of electric machines available.

Product & innovation

- **Presentation of a second hydrogen prototype at Bauma**
    - an electric rotating telehandler with a lifting height of 22m and a capacity of 6t
    - a hydrogen-powered range extender operating with a fuel cell.

Product & innovation

- **Presentation of a new rotating telehandler at Bauma**
  - the highest lifting height in the range, at 40m for a capacity of 7t
  - allows the group to expand its range of rotating telehandlers.

Produits & innovation

- **Delivery of the first full-electric telehandlers dedicated to construction, equipped with Manitou batteries**
  - As part of the group's strategy to transition to more sustainable handling solutions
  - Model equipped with an electric battery developed in-house by its subsidiary easyLi, acquired in 2023.

Product & innovation

- **On-site testing of the retrofit telehandler prototype**
  - in partnership with the Kiloutou Group
  - Six months of testing on three construction sites to validate the industrialization of electrification kits
  - a sustainable and circular transition solution with a 40% reduction in greenhouse gas emissions compared to a combustion engine machine.

Product & innovation

- **Expansion of the compact loader range**
  - Five new models—three skid steers and two compact track loaders—with high capacity (from 1.4t to 1.6t).
  - Among the best in the industry in terms of breakout force, hydraulic power, and auxiliary hydraulic system.

Network

- **Expansion of the GEHL brand dealer network in Latin America**
  - Objectives: to enhance service quality and product availability for customers in the region.
  - Twelve new distribution points covering Brazil, Mexico, Panama, Peru, and Colombia with the dealer Chaneme.

Awards

- **The “Vehicle Technology and Innovation” award was presented to the retrofitted telehandler at the Drive to Zero trade show**
  - an award recognizing innovative ideas that are shaping the future of carbon-free mobility.
  - an initiative described by the jury as “excellent and responding to a real need for decarbonization on construction sites.”

02

2025 Activity

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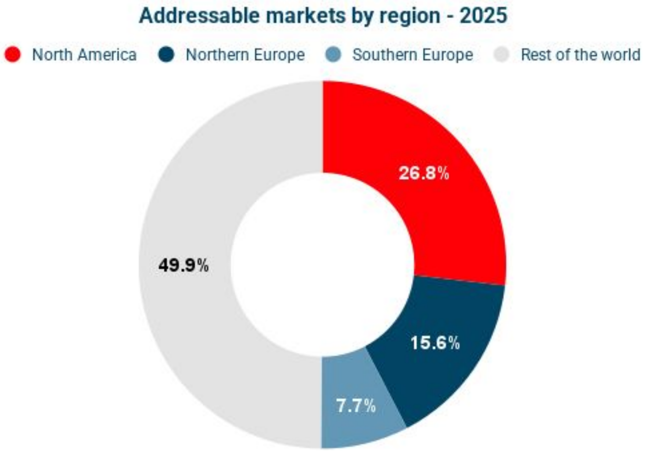
2025 **ADDRESSABLE MARKETS:**
€58.4 bn



Off-road addressable market
by product range in billion of euros

PRODUCTS	bn €	%
Aerial work platforms	6.3	27.4
Telehandlers	5.9	25.7
Track loaders	5.2	22.6
Backhoe loaders	2.2	9.6
Skid-steer loaders	1.6	7.0
Compact loaders	1.2	5.2
Trucks mounted forklift	0.4	1.7
Rough-terrain forklift trucks	0.2	0.9
Total	**23.0**	**100.0**

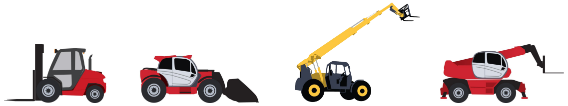
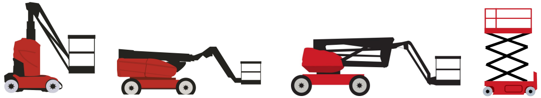
Industrial handling addressable market
by product range in billion of euros

PRODUCTS	bn €	%
Internal combustion forklift trucks	13.9	39
Electric warehousing trucks	11.6	33
Electric forklift trucks	9.9	28
Total	**35.4**	**100**

Addressable market: potential market accessible to Manitou and Gehl branded machines. Down compared to 2024 (-9% in the rough-terrain handling market).

MANITOU GROUP'S **POSITIONING** in 2025

Leader | Challenger | Outsider

	WORLD	EUROPE	NORTH AMERICA	REST OF WORLD
Rough-terrain material handling 	Leader	Leader	Challenger	Leader
Aerial work platforms 	Challenger	Challenger	Outsider	Outsider
Compact equipment & backhoe loaders 	Outsider	Challenger	Outsider	Outsider
Industrial and warehousing forklifts 	Outsider	Outsider	Outsider	Outsider

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A PRESENCE
in 3 markets*

CONSTRUCTION

67%

AGRICULTURE

24%

INDUSTRIES

9%

In 2024, the distribution was respectively 63%, 26% and 11%.

**Distribution of revenues in 2025*

Highlights

- FY'25 Net sales of **€m 2,564**, -3.5% vs. FY'24, -2.3% like for like[(1)]
- Recurring operating income at **€m 143** (5.6%) vs. €m 199 (7.5%) in 2024
- EBITDA restated from IFRS 16[(2)] at **€m 200** (7.8%, including -0.7 points related to non-recurring items) vs. €m 262 (9.9%) in 2024
- Net income group part at **€m 68** vs. €m 122 in 2024
- Net debt[(3)] at **€m 212** down 42.7% vs. FY'24, gearing[(3)] at **21.8%,** leverage[(3)] at **1.0**
- Dividend payment proposition at **€0.75 per share**

Data as a percentage in parentheses express a percentage of net sales
(1) at constant scope and exchange rates: definition in appendix
(2) EBITDA: Earnings before interest, taxes, depreciation, and amortization, restated from IFRS 16 impacts
(3) Net debt, gearing and leverage restated from IFRS 16 impacts

12 months revenue

12 months 2024 Revenue						12 months 2025 Revenue				
South Eur.	North Eur.	Americas	APAM	Total	€m *% tot.*	South Eur.	North Eur.	Americas	APAM	Total
789 *30%*	759 *29%*	498 *19%*	201 *8%*	2,247 *85%*	**Product Division**	771 *30%*	741 *29%*	431 *17%*	201 *8%*	2,144 *84%*
152 *6%*	136 *5%*	67 *3%*	55 *2%*	409 *15%*	**S&S Division**	155 *6%*	135 *5%*	73 *3%*	57 *2%*	420 *16%*
941 ***35%***	**894** ***34%***	**565** ***21%***	**256** ***10%***	**2,656** ***100%***	**Total**	**926** ***36%***	**876** ***34%***	**504** ***20%***	**258** ***10%***	**2,564** ***100%***

S&S: Services and Solutions

Faster-growing boxes (vs.avg)

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Evolution 12 months 2025 vs 12 months 2024

Rev. in €m / *in %*	Revenues 12 months 2025 vs 12 months 2024				
	South Europe	North Europe	Americas	APAM	**Total**
Product Division	-18 / -2.3%	-17 / -2.3%	-67 / -13.4%	-1 / -0.3%	**-103** / -4.6%
S&S Division	+3 / +2.3%	-1 / -0.4%	+6 / +9.2%	+2 / +4.1%	**+11** / +2.8%
Total	**-15** / -1.6%	**-18** / -2.0%	**-60** / -10.7%	**+2** / +0.7%	**-92** / -3.4%

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Evolution vs. 2024

Rev. in €m *% vs. Rev. N-1*	2024.12	Exchange rate	Scope change	Evolution at constant scope *	**2025.12**
Product Division	2,247	-26 *-1.2%*	0 *+0.0%*	-77 *-3.4%*	**2,144** *-4.6%*
S&S Division	409	-5 *-1.3%*	0 *+0.0%*	16 *+4.0%*	**420** *+2.8%*
Total	**2,656**	**-31** *-1.2%*	**0** *+0.0%*	**-60** *-2.3%*	**2,564** *-3.4%*

** at constant scope and exchange rate*

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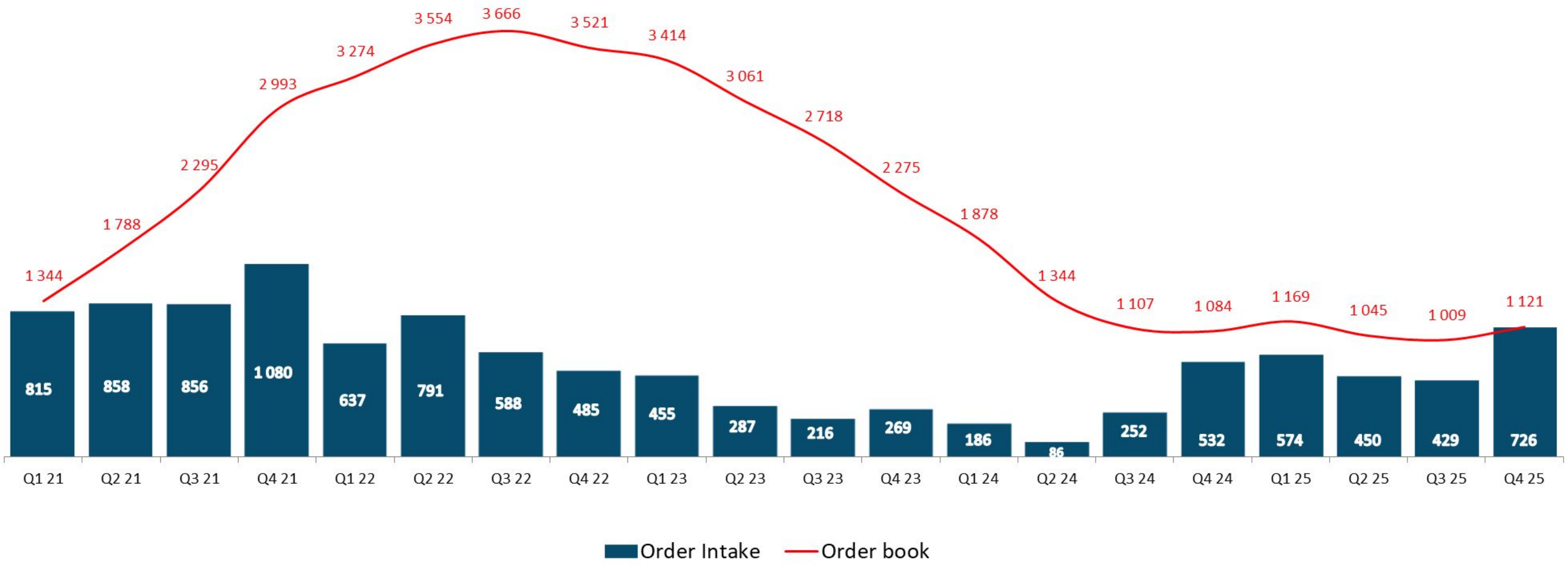
Order intake and order book on equipment (€m)



Year	Revenue Product	OB Closing	In months of revenue
2020	1 285	918	9
2021	1 535	2 993	23
2022	1 972	3 521	21
2023	2 472	2 275	11
2024	2 247	1 084	6
2025*	2 144	1 121	6

* 12-month rolling revenue and OB actual at the end of December

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03

Financial results

Income statement

		2025	2024
Net Sales		2,564	2,466
Margin on variable costs		**739**	**791**
	% Net sales	*28.8%*	*29.8%*
Fixed production cost		-286	-291
Gross profit		**452**	**500**
	% Net sales	*17.6%*	*18.8%*
Research & Development		-49	-44
Sales, Mkt., Service, Admin & Others		-261	-258
Recurring operating profit		**143**	**199**
	% Net sales	*5.6%*	*7.5%*
Non recurring expenses & income		-17	-4
	% Net sales	*-0.7%*	*-0.2%*
Operating profit		**126**	**195**
	% Net sales	*4.9%*	*7.3%*
EBITDA		**200**	**262**
Share of profit of associates		3	3
Operating profit after net results of associates		**129**	**198**
Financial Result		-22	-25
Income Tax		-38	-51
Net Income (loss) - 100%		**68**	**122**
	% Net sales	*2.7%*	*4.6%*

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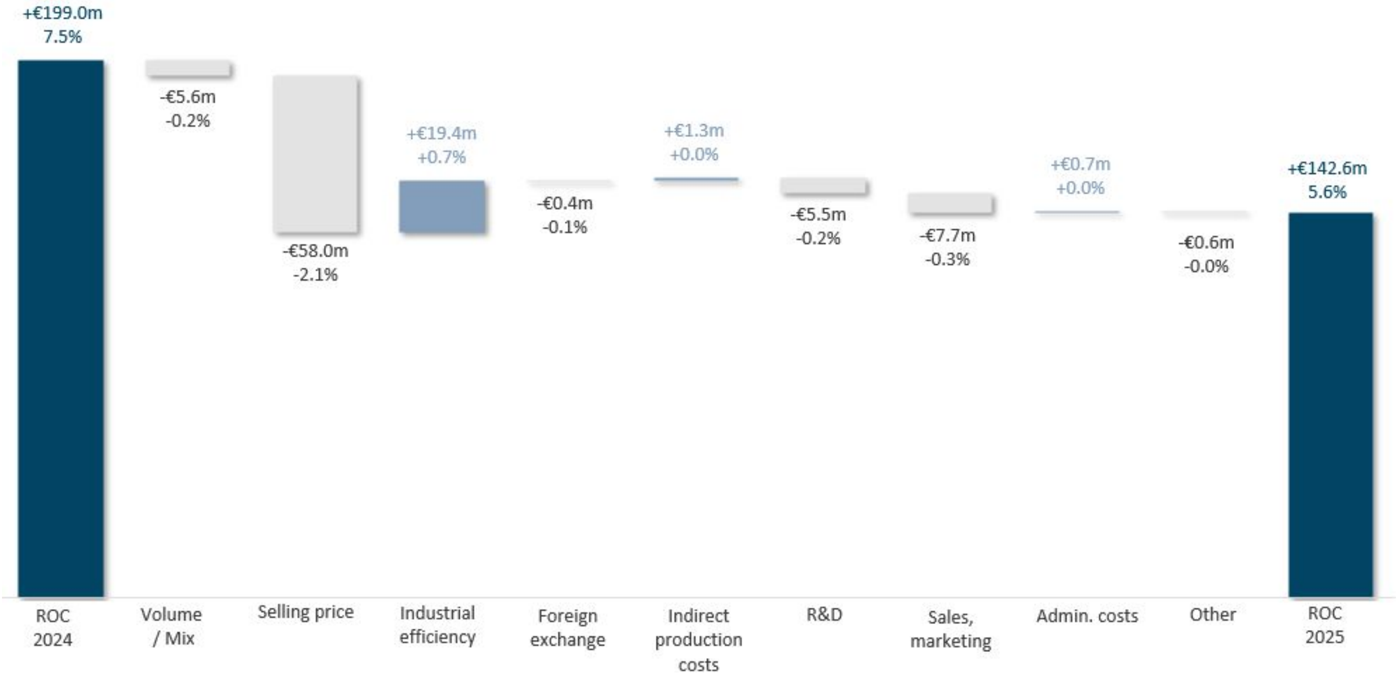
Recurring operating profit evolution 2025 vs. 2024



Industrial efficiency impacted by import duties (€7M, -0.3 pts)

Higher depreciation in line with our investment plan (€8M, -0.3 pts)

Tight G&A management to mitigate the impact of wage inflation (€10M, -0.4 pts)

Income statement by half-year period

M€	H1 25	H2 25	FY 25	H1 24	H2 24	FY 24
Net Sales	1,275	1,290	2,564	1,407	1,249	2,656
Margin on standard variable costs	**377**	**367**	**744**	**431**	**380**	**812**
% Net sales	*29.6%*	*28.4%*	*29.0%*	*30.7%*	*30.5%*	*30.6%*
Margin on variable costs	**368**	**371**	**739**	**424**	**367**	**791**
% Net sales	*28.8%*	*28.8%*	*28.8%*	*30.1%*	*29.4%*	*29.8%*
Fixed production cost	-148	-138	-286	-148	-143	-291
Gross profit	**219**	**233**	**452**	**276**	**224**	**500**
% Net sales	*17.2%*	*18.1%*	*17.6%*	*19.6%*	*18.0%*	*18.8%*
Research & Development	-24	-25	-49	-22	-21	-44
Sales, Mkt., Service, Admin & Others	-131	-130	-261	-126	-132	-258
Recurring operating profit	**65**	**78**	**143**	**127**	**72**	**199**
% Net sales	*5.1%*	*6.0%*	*5.6%*	*9.1%*	*5.7%*	*7.5%*
Non recurring expenses & income	-2	-15	-17	-1	-3	-4
EBITDA	**99**	**101**	**200**	**160**	**102**	**262**
% Net sales	*7.7%*	*7.9%*	*7.8%*	*11.4%*	*8.2%*	*9.9%*
Operating profit	**63**	**63**	**126**	**126**	**69**	**195**
% Net sales	*5.0%*	*4.9%*	*4.9%*	*9.0%*	*5.5%*	*7.3%*
Share of profit of associates	1	2	3	1	1	3
Operating profit after net results of associates	**65**	**64**	**129**	**128**	**70**	**198**
Financial Result	-12	-10	-22	-14	-11	-25
Income Tax	-20	-19	-38	-32	-19	-51
Net Income (loss) - 100%	**33**	**36**	**68**	**82**	**40**	**122**
% Net sales	*2.6%*	*2.8%*	*2.7%*	*5.8%*	*3.2%*	*4.6%*

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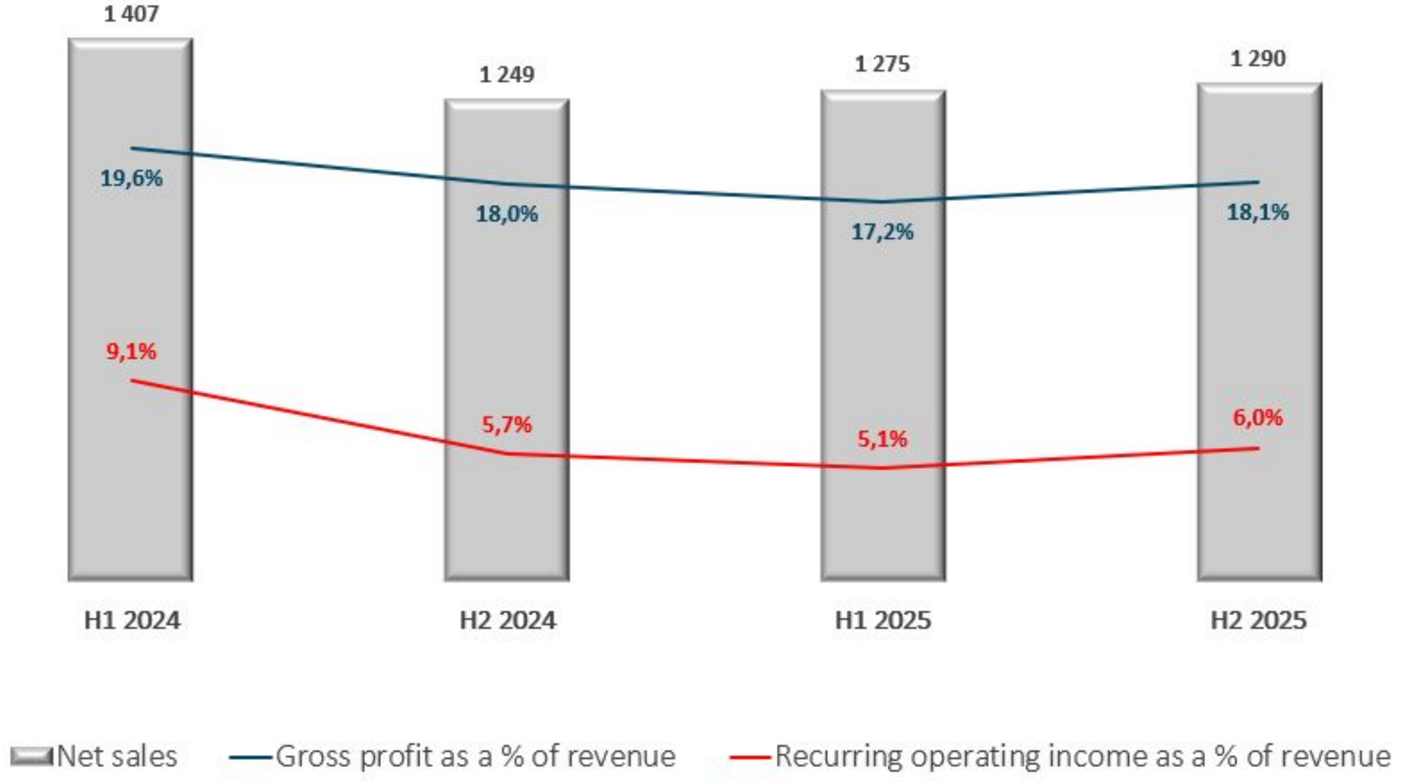
Revenue (€M), margin, and operating income trends by half-year



Income statement by division

	PRODUCT	S&S	Dec. 25	PRODUCT	S&S	Dec. 24
Net Sales	2,144	420	2,564	2,247	409	2,656
Gross profit	**347**	**105**	**452**	**394**	**106**	**500**
% Net sales	*16.2%*	*25.0%*	*17.6%*	*17.5%*	*26.0%*	*18.8%*
Recurring operating profit	**126**	**17**	**143**	**181**	**18**	**199**
% Net sales	*5.9%*	*3.9%*	*5.6%*	*8.1%*	*4.4%*	*7.5%*
Non recurring expenses and income	-15	-2	-17	-4	0	-4
Operating profit	**111**	**14**	**126**	**177**	**18**	**195**
% Net sales	*5.2%*	*3.4%*	*4.9%*	*7.9%*	*4.3%*	*7.3%*

Product Division

€m	Dec. 25	Dec. 24
Net Sales	2,144	2,247
n/n-1	-4.6%	-9.1%
Recurring op.profit	126	181
% Net sales	5.9%	8.1%

Advantages

- Growth in order intake
- Market share gains
- Improved industrial efficiency and adaptation of fixed production costs
- Reduction in finished goods and component inventory levels
- Continued investment efforts
- Stepped-up R&D efforts, including the acquisition of Sitia's robotics business
- Range electrification

Drawbacks

- Slowdown in business activity
- Pressure on selling prices
- Impact of US tariff barriers in the second half of the year

» Division adaptation and agility
» Increase in order intake and market share
» Profitability impacted by lower activity, intense competition, and US import duties

S&S Division

€m	Dec. 25	Dec. 24
Net Sales	420	409
n/n-1	*2.8%*	*2.6%*
Recurring op.profit	17	18
% Net sales	*3.9%*	*4.4%*

Advantages

- Robust growth in services and accessories
- Continued acceleration of digitalization
- Tight control of G&A expenses

Drawbacks

- Competitive pressure
- Performance of the Parts and Used Equipment segments

» **Acceleration of services and control of overhead costs**

Balance sheet

	Dec. 25	Dec. 24	Var	Var %
Non current assets (exc.Sales Financing)	591	551	39	7.2%
Right of use	38	35	3	7.7%
Inventories	742	872	-130	-14.9%
Trade receivables	471	493	-22	-4.4%
Finance contracts receivables	2	2	0	-0.8%
Other current receivables	107	93	14	14.5%
Cash, cash equivalents & current financial asserts	106	48	58	120.0%
Non current assets and disposal groups held for sale	0	0	0	
TOTAL ASSETS	**2,057**	**2,094**	**-38**	**-1.8%**
Total equity	971	976	-5	-0.5%
Financial liabilities	318	419	-100	-24.0%
Financial liabilities IFRS 16	32	28	4	12.7%
Provisions	81	76	5	6.6%
Trade payables	370	319	51	16.0%
Other non current payables	22	23	-1	-4.8%
Other current payables	263	254	9	3.5%
TOTAL EQUITY AND LIABILITIES	**2,057**	**2,094**	**-38**	**-1.8%**
Working capital in €m	**687**	**885**	**-198**	**-22.4%**
% Net sales	*26.8%*	*33.3%*		
Ratio in days of sales				
Inventories	104	118	-14	-11.9%
Receivables (excl. Sales Financing)	66	67	-1	-1.0%
Payables	77	61	16	26.9%
Working Capital in days of sales	**96**	**120**	**-24**	**-19.6%**

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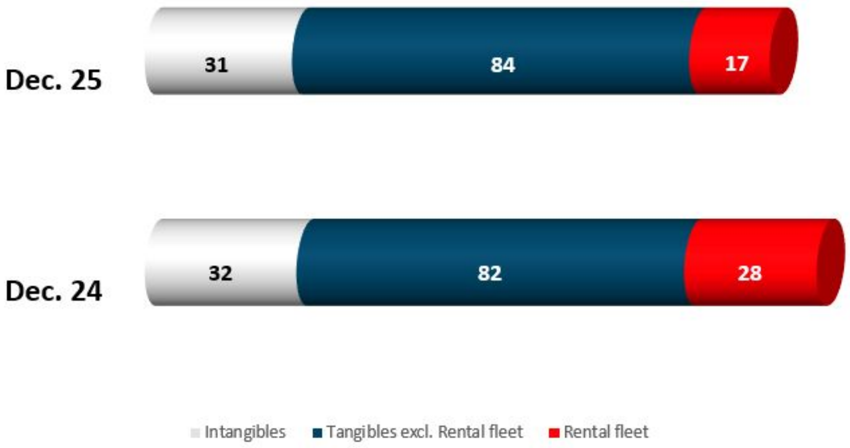
Cash-flow

€ m	Dec. 25	Dec. 24
Cash Flow from operating activities	**302**	**250**
Operating cash flows	**205**	**256**
Tax paid	**-55**	**-63**
Change in WCR	**169**	**85**
o/w inventories	96	49
o/w trade receivables	4	181
o/w finance contracts receivables (net)	0	0
o/w trade payables	57	-174
o/w other operating receivables & liabilities	11	29
Capitalised rental fleet	**-17**	**-28**
Cash Flow from investing activities	**-115**	**-136**
o/w assets (excl. Rental fleet)	-115	-113
o/w investments in subsidiaries	0	-24
o/w sales of assets	1	1
o/w sales of investments in subsidiaries	0	0
o/w assets payables	-2	-1
o/w other	0	1
Cash Flow from financing activities	**-151**	**-58**
o/w financial liabilities	-100	-9
o/w dividend payment	-48	-52
o/w purchase of treasury shares	0	0
o/w other	-3	3
Change in Cash & Cash equivalents	**35**	**56**

Operating and investment cash flows (free cash flow) will amount to €187 million in 2025, compared with €114 million in 2024.

Investments

€m	Dec. 25	Dec. 24
R&D	22	21
ERP/IT	8	10
Other intangibles	1	1
Intangibles	**31**	**32**
Buildings	34	36
Industrial equipment	43	40
Other tangibles	6	7
Tangibles excl. Rental fleet	**84**	**82**
Rental fleet	**17**	**28**
TOTAL	**131**	**142**



Net debt (1/2)

€m	Dec. 25	Dec. 24
Cash & current financial assets	**106**	**48**
Bank loans	198	228
Bonds & other	95	153
Facilities (Overdrafts)	4	4
Finance leases	2	2
Derivatives	2	13
Others	18	18
Total financial liabilities	**318**	**419**
Net Debt (restated from IFRS 16 and put*)	**203**	**362**
Minority interest buy-out liability	9	8
Net Debt (restated from IFRS 16)	**212**	**370**
Lease liabilities IFRS 16	32	28
Net Debt**	**244**	**398**

** Including IFRS 16 impacts and minority interest buy-out liabilities*
*** Includes the impacts of IFRS 16 and minority buy-back commitments*

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Net debt(2/2)

€m	Dec. 25	Dec. 24
Gearing restated from IFRS 16 and put*	20.6%	36.7%
Leverage restated from IFRS 16 and put*	1.0	1.4
EBITDA restated from IFRS 16 and put*	200	262
Gearing restated from IFRS 16	21.8%	38.0%
Leverage restated from IFRS 16	1.0	1.4
EBITDA restated from IFRS 16	200	262
Gearing **	25.0%	40.8%
Leverage**	1.1	1.5
EBITDA**	213	274

** Including IFRS 16 impacts and minority interest buy-out liabilities*
*** Includes the impacts of IFRS 16 and minority buy-back commitments*

04

Outlook 2026

Outlook

The group is pleased with its dynamic order book.

In view of the conflict that has just broken out and its potential consequences, the communication of the 2026 guidance is deferred.

05

LIFT 2030 Strategy

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As a worldwide reference in handling, access platforms and earthmoving, Manitou Group's mission is to improve working conditions, safety and performance throughout the world, while protecting people and their environment.

SET THE WORLD

IN MOTION

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Group’s Life

- **Deployment of LIFT 2030 strategic roadmap**
  - to consolidate our global leadership and provide our customers with distinctive solutions, by engaging our employees and partners in innovation, focusing on solutions with a positive social and environmental impact
  - based on 4 pillars
  - developed in collaboration with the top 100 employees, and including our dealer partners and some key suppliers
  - As of January 1, 2026.

LIFT STRATEGY
4 PILLARS

LEADING
ON MATERIAL HANDLING & PEOPLE ELEVATION MARKETS

INNOVATING
WITH SUSTAINABILITY AND CUSTOMER-DRIVEN MINDSET

FOCUSING
ON CUSTOMER EXPERIENCE

TRANSFORMING
OURSELVES FOR TOMORROW

LIFT STRATEGY

LEADING ON MATERIAL HANDLING & PEOPLE ELEVATION MARKETS

- **Boost our TH leadership**
- Confirm **MEWPS** as a strong second pillar
- Intensify our presence **in North America and emerging markets**

INNOVATING WITH SUSTAINABILITY AND CUSTOMER-DRIVEN MINDSET

- Develop an “**electric” state of mind**
- Reinforce **aftermarket and reconditioning** activities
- Innovate with **robotics**

FOCUSING ON CUSTOMER EXPERIENCE

- Bolster our **dealer network**
- Develop **Manitou Centers**
- Develop **our data-based services**

TRANSFORMING OURSELVES FOR TOMORROW

- Deploy an ambitious **Employee Value proposition**
- Reinforce **agility, reactivity and competitiveness**
- Establish a new customer-centric operating model

2030
QUANTIFIED

TURNOVER
> €3.8 Bn

ROP
> 7,5% of revenue

EBITDA
> 10% of revenue

CAPEX
~€600 M

ELECTRIC MACHINES
28% of machines sold

CSR
& MANITOU GROUP

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2011
1st carbon footprint scopes 1,2 & 3

2013
- 1st CSR consultation
- 1st "Elevation" Plan focused on 3 pillars
- 1st CSR report

2015
- 1st Life cycle assessment (LCA)
- Award from the French Ministry of Environment
- 1st place in the Gaia Index (industry category)

2017
Signed the UN Global Compact

2019
- CSR roadmap with 2022 targets
- 1st United Nations PRME partnership
- Creation of the CSR activators network

2020
- 2nd CSR consultation
- Launched 1st 100% electric all-terrain platforms

2021
- 2021-2025 CSR roadmap
- 2nd carbon footprint scopes 1,2 & 3
- Reinforced CSR governance

2022
- SBTi validation
- 1st 100% electric telehandler

2023-2025
Deployment of the Climate Fresk

CEC (Convention des Entreprises pour le Climat)

2026
Launch of the 2026-2030 CSR roadmap

CSR 2021-2025

ELEVATION PLAN REVIEW

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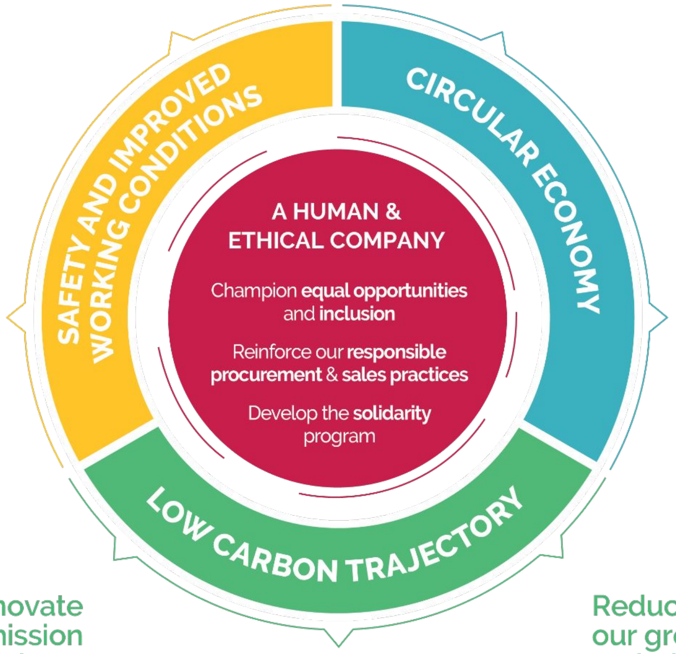
CSR & MANITOU GROUP : 2021-2025 ROADMAP

2021-2025 ELEVATION PLAN

Support our customers
towards zero user accident

Innovate towards
new economic models



Guarantee
employees' health,
safety and improved
working conditions

Optimize the use
of resources and
work for longer
lasting products

Innovate
for low emission
products

Reduce
our greenhouse gases
emissions

Develop services
to reduce emissions
at use

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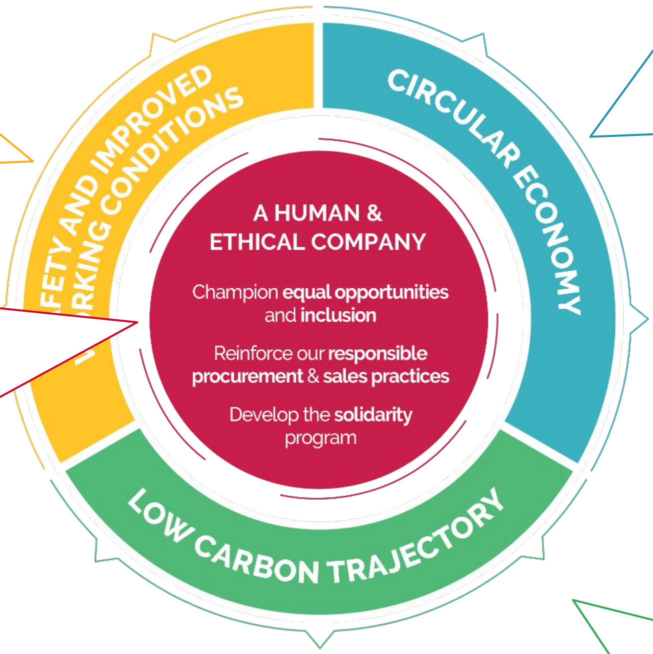
RESULTS AT END OF 2025

Advancement of 2021-2025 Elevation Plan objectives *87%*

13.83
Accident frequency rate (AFR2)

58%
of dealers evaluated and having CSR objectives set as part of the Dealer Elevation Plan

78.4%
of suppliers qualified following the CSR audit



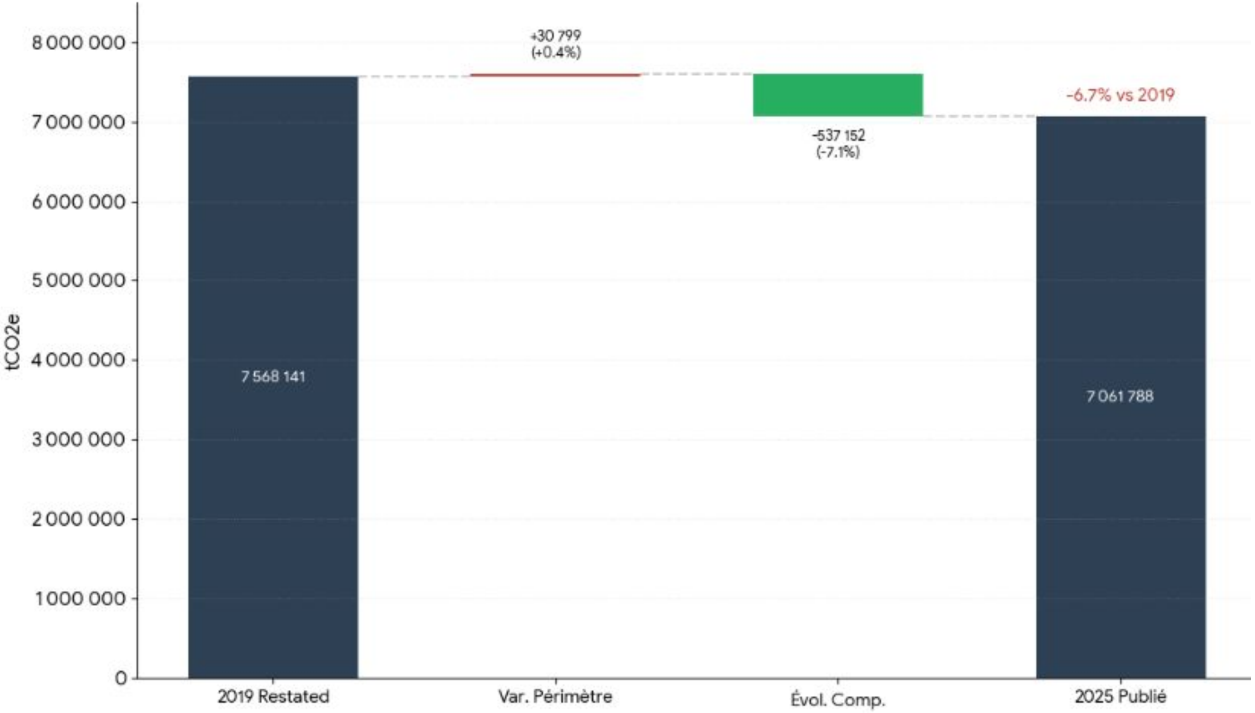
24%
of recycled steel

Electric retrofit prototype
Launch and on-site tests in collaboration with Kiloutou

14.8%
of machines sold are electric ones, thanks to:

- the **electrification of our products** via the Oxygen range
- an **eco-design tool** integrated to new projects from the design phase

GROUP CARBON RESULTS
(scopes 1,2 & 3 emissions)



SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

2025 Results

Scopes 1 & 2
for the 1st time, the results are aligned with the SBTi target defined in 2021

Scope 3 in intensity
stable result* not reached, linked to markets and technology stakes

**excluding methodological changes*

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LIFT 2030
The CSR commitments

Hervé Rochet - Chief Transformation & Governance Officer

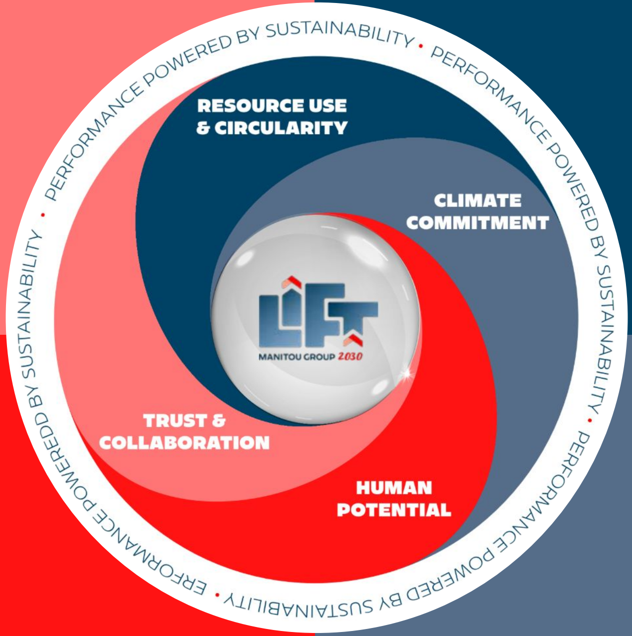
MANITOU GROUP | SET THE WORLD IN MOTION

THE CSR LENS 2026-2030

4 strategic axis & 16 commitments

We lift TRUST & COLLABORATION

We lift CIRCULARITY



We lift HUMAN POTENTIAL

We lift CLIMATE COMMITMENT

THE CSR LENS 2026-2030

4 strategic axis & 16 commitments

Embed CSR into regional leadership, culture and change management

Act with **integrity**

Build a **responsible value chain**

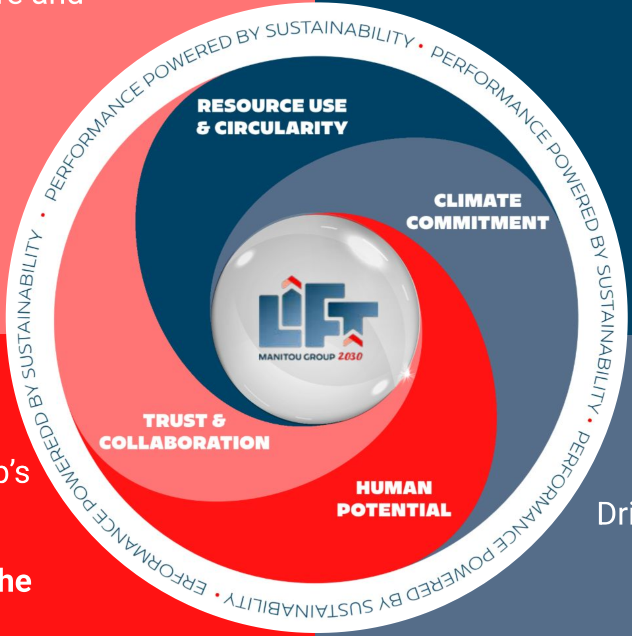
Contribute to **local vitality**

Design for **circularity & economic value**

Reduce **resource intensity**

Extend usage through refurbishing, retrofitting, and remanufacturing

Support **responsible end of life**



Promote **safety and protect the physical & mental health** at work of the group's employees

Strengthen the **safety culture across the group's value chain**

Foster **career growth and employability**

Promote **fair opportunities** for all

Reduce **Scopes 1 & 2** emissions

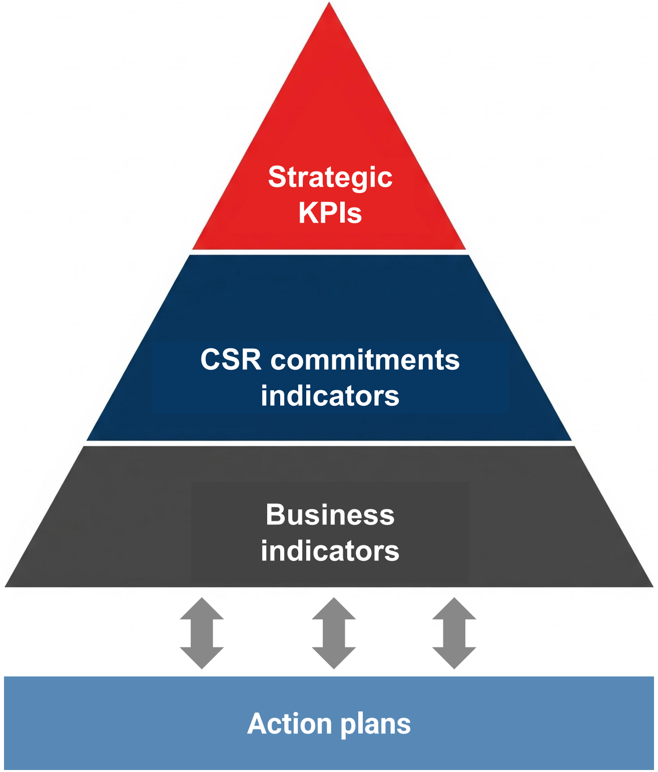
Drive **Scope 3** emissions reduction through **low-carbon & TCO-driven solutions**

Provide **transparent** impact data

Anticipate climate risks

THE CSR LENS 2026-2030

Performance monitoring and CSR KPIs



- 4 KPI flagships
- Report Manitou Group **overall CSR performance** externally to all the **stakeholders**

- 18 operational KPIs to follow the **CSR performance**
- Measure the key advancement on **CSR Lens** commitments
- Detail **CSR performance** internally and externally

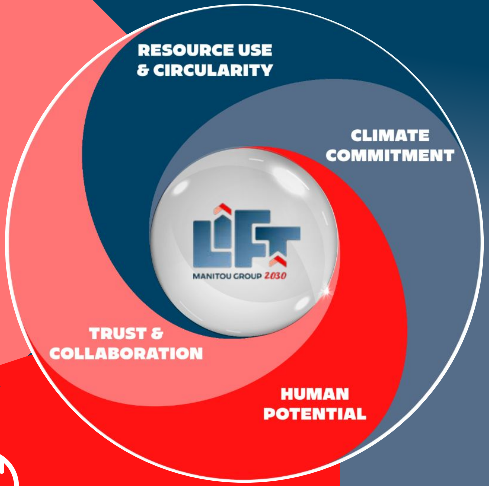
- Hold by functions and/or regions
- **Contribution by functions/regions** to the achievement of the **2030 targets**

THE CSR LENS 2026-2030

2030 targets: 4 strategic CSR KPIs

% of the value chain parts involved in responsible and ethical standards

90%
(new referential)



Progression of the "sustainable products and services" net sales

x 5.5

Accident Frequency Rate 2

10
(vs. 13.8 in 2025)

Greenhouse gas emissions
(2026 revision of targets)

Scopes 1 & 2 ($tCO2e$)	Scope 3 ($kgCO_2e/h$)
15,047	13.7

06

Questions

Definitions

Like for like, so at constant scope and exchange rates:

- Scope:
  - No company acquired in 2024 and 2025 that could impact the current period published.
  - no company exited the scope in 2023 and 2024.

- Application of the exchange rate of the previous year on the aggregates of the current year.

Gearing: Ratio of net debt divided by the amount of shareholders' equity.

Leverage: Ratio determined by dividing the amount of net debt at the end of the period by rolling 12-month EBITDA. This measures the amount of the debt in number of years of EBITDA.

EBITDA restated from the IFRS 16 impact: EBITDA calculated on the basis of IFRS standards, excluding IFRS 16

Net debt and Gearing excluding IFRS 16: Debt calculated on the basis of IFRS standards, excluding IFRS 16

Order book:

The order book corresponds to machine orders received and not yet delivered, for which the group:
- has not yet provided the promised machines to the customer ;
- has not yet received consideration and has not yet been entitled to consideration.

These orders are delivered within less than one year and may be cancelled. The order book may vary due to changes in consolidation scope, adjustments, and foreign currency translation effects.

The Group addressable market informations and it competitive position are internally drawn up following external business datas (AEM: Association of Equipment Manfuacturers - WITS: World Industrial Trucks Statistics).

THANK YOU

MANITOU GROUP

SET THE WORLD IN MOTION