TEREX CORPORATION

KeyBanc Capital Markets Industrials & Basic Materials Virtual Conference

June 2, 2021



EXECUTE ● INNOVATE ● GROW

Forward Looking Statements

Certain information in this presentation includes forward-looking statements (within the meaning of Section 27A of the Securities Act of 1933, Section 21E of the Securities Exchange Act of 1934 and the Private Securities Litigation Reform Act of 1995) regarding future events or our future financial performance that involve certain contingencies and uncertainties, including those discussed in our Quarterly Report on Form 10-Q for the quarter ending March 31, 2021, in the sections entitled “Management’s Discussion and Analysis of Financial Condition and Results of Operations – Contingencies and Uncertainties.” In addition, when included in this presentation or in documents incorporated herein by reference, the words “may,” “expects,” “should,” “intends,” “anticipates,” “believes,” “plans,” “projects,” “estimates,” “will” and the negatives thereof and analogous or similar expressions are intended to identify forward-looking statements. However, the absence of these words does not mean that the statement is not forward-looking. We have based these forward-looking statements on current expectations and projections about future events. These statements are not guarantees of future performance. Such statements are inherently subject to a variety of risks and uncertainties that could cause actual results to differ materially from those reflected in such forward-looking statements. Such risks and uncertainties, many of which are beyond our control, include, among others:

- our business has been, and could be further, adversely impacted by global health pandemics such as the outbreak of a new strain of coronavirus (“COVID-19”);
- our business is highly competitive and is affected by our cost structure, pricing, product initiatives and other actions taken by competitors;
- we are dependent upon third-party suppliers, making us vulnerable to supply shortages and price increases;
- our operations are subject to a number of potential risks that arise from operating a multinational business, including compliance with changing regulatory environments and political instability;
- a material disruption to one of our significant facilities;
- our business is sensitive to government spending;
- our business is affected by the cyclical nature of markets we serve;
- our financial results could be adversely impacted by the United Kingdom’s (“U.K.”) departure from the European Union (“E.U.”);
- changes affecting the availability of the London Interbank Offered Rate ("LIBOR") may have consequences on us that cannot yet reasonably be predicted;
- our need to comply with restrictive covenants contained in our debt agreements;
- our ability to generate sufficient cash flow to service our debt obligations and operate our business;
- our ability to access the capital markets to raise funds and provide liquidity;
- the financial condition of suppliers and customers, and their continued access to capital;
- exposure from providing financing and credit support for some of our customers;
- we may experience losses in excess of recorded reserves;
- our business is global and subject to changes in exchange rates between currencies, commodity price changes, regional economic conditions and trade relations;
- our retention of key management personnel;
- possible work stoppages and other labor matters;
- changes in import/export regulatory regimes and the escalation of global trade conflicts could continue to negatively impact sales of our products and our financial results;
- compliance with changing laws and regulations, particularly environmental and tax laws and regulations;
- litigation, product liability claims and other liabilities;
- our compliance with the United States ("U.S.") Foreign Corrupt Practices Act and similar worldwide anti-corruption laws;
- increased regulatory focus on privacy and data security issues and expanding laws;
- our ability to comply with an injunction and related obligations imposed by the U.S. Securities and Exchange Commission (“SEC”);
- our ability to successfully implement our strategy:
- disruption or breach in our information technology systems and storage of sensitive data; and
- other factors.

Actual events or our actual future results may differ materially from any forward-looking statement due to these and other risks, uncertainties and material factors. The forward-looking statements contained herein speak only as of the date of this presentation and the forward-looking statements contained in documents incorporated herein by reference speak only as of the date of the respective documents. We expressly disclaim any obligation or undertaking to release publicly any updates or revisions to any forward-looking statement contained or incorporated by reference in this presentation to reflect any change in our expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

Non-GAAP Measures: Terex from time to time refers to various non-GAAP (generally accepted accounting principles) financial measures in this presentation. Terex believes that this information is useful to understanding its operating results and the ongoing performance of its underlying businesses without the impact of special items. See the appendix at the end of this presentation as well as the Terex first quarter 2021 earnings release on the Investor Relations section of our website www.terex.com for a description and/or reconciliation of these measures.

Total amounts in tables of this presentation may not add due to rounding.

Zero Harm Culture & Terex Way Values





Safety is an absolute way of life whether you work for us, supply us, use our equipment, or receive our services

Global team members are social distancing and following safety protocols to **safely serve customers**

ZERO HARM SAFETY CULTURE IS FOUNDATIONAL TO TEREX'S CULTURE

Environmental, Social and Governance

Environmental

Continue to develop
electric and hybrid products

Social

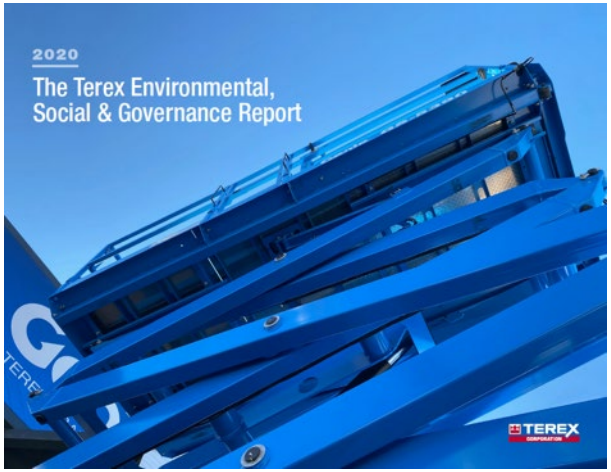
Board and Leadership
expanded mandate to
Diversity, Equity and Inclusion (DE&I)

Governance

Issued inaugural ESG Report
in December 2020







AN INTEGRAL PART OF TEREX'S PURPOSE, VALUES, AND STRATEGY

Strategic Operational Priorities Update



Operational Excellence

- Continued **aggressive management of SG&A** to achieve targeted full-year SG&A percent to sales of ~12.5% or better
- Future **global cost competitiveness** to improve with announced move of Telehandler production to Monterrey, Mexico
- **Effectively managing increasing supply chain** disruptions

Purposeful Innovation

- **New Genie products** launched including electric drive scissors and a new telehandler
- Leveraging **investment in Connected Dealer Inventory** to provide world-class customer support

Growth

- High level of **customer engagement** as commercial teams leverage digital capabilities
- **MP localizing production in China** to meet growing customer demand for mobile crushing & screening products

WELL POSITIONED TO EXECUTE ON GROWTH PLANS

End-Markets Update

AERIAL WORK PLATFORMS



- Global rental customer **ordering robust** and expected to continue
- **Electrical grid infrastructure investment** will be a tailwind for Utilities business

MATERIALS PROCESSING



- **Strong end-market demand** across Crushing & Screening, Environmental, Material Handlers, Cranes and Concrete
- **Global adoption** of mobile crushing and screening continues

SEGMENTS DELIVERING ON STRATEGIC OPERATIONAL PRIORITIES

Summary

EXECUTE

- Safety, Health and Customer Engagement
- Maintaining focus on cost structure to achieve targeted margins
- Driving strong free cash flow and liquidity

INNOVATE

- Delivering electric and hybrid product solutions to our customers

GROW

- Business portfolio is well positioned for both organic and inorganic growth

