Barclays Industrial Select Conference

February 23, 2023

John Garrison, Chairman and CEO
Julie Beck, CFO



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 (the "Exchange Act") 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 Annual Report on Form 10-K for the year ended December 31, 2022, and subsequent reports we file with the U.S. Securities and Exchange Commission from time to time, 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 Annual Report or in documents referenced herein, 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:

- changes in the availability and price of certain materials and components, which may result in further supply chain disruptions;
- consolidation within our customer base and suppliers;
- 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 and economic instability;
- a material disruption to one of our significant facilities;
- our business is sensitive to government spending;
- our industry is highly competitive and subject to pricing pressure;
- our ability to successfully implement our strategy and the actual results derived from such strategy;
- our ability to integrate acquired businesses;
- our consolidated financial results are reported in U.S. dollars while certain assets and other reported items are denominated in the currencies of other countries, creating currency exchange and translation risk;
- our business is affected by the cyclical nature of markets we serve;
- 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 customers and their continued access to capital;
- exposure from providing credit support for some of our customers;
- we may experience losses in excess of recorded reserves;
- our ability to attract, develop, engage and retain team members;
- possible work stoppages and other labor matters;
- increased cybersecurity threats and more sophisticated computer crime;
- changes in import/export regulatory regimes, imposition of tariffs, escalation of global trade conflicts and unfairly traded imports, particularly from China, could continue to negatively impact our business;
- compliance with environmental regulations could be costly and failure to meet environmental, social and governance ("ESG") expectations or standards or achieve our ESG goals could adversely impact our business;
- 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"); and
- other factors.

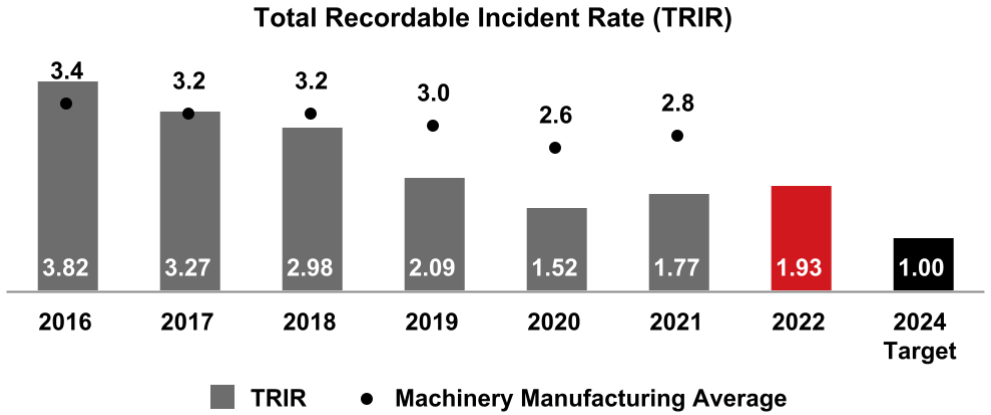
Actual events or our actual future results may differ materially from any forward-looking statement due to these and other risks, uncertainties and material factors. The forward-looking statements contained herein speak only as of the date of this presentation and the forward-looking statements contained in documents referenced herein 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 in, or referenced 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 fourth quarter 2022 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.

Strong Commitment to Zero Harm Culture and Terex Values





TEREX WAY VALUES...

Integrity
Respect
Improvement
Servant Leadership
Courage
Citizenship

SUPPORT A STRONG COMPANY CULTURE

- Guide team members' actions with all stakeholders, so the Company performs at the highest level
- Drive our unwavering focus on Zero Harm safety, strong governance, Diversity, Equity & Inclusion, responsible environmental stewardship, and support for the communities where we live and work

Full Year 2022: Delivered on our Strategy

EXECUTE

- **Proactively managed supply and labor constraints** while working to mitigate cost inflation
- **Strong execution** led to improved financial results
- **Managed expense base** and drove SG&A down to 10.2% of sales
- **Genie Mexico facility progressing on time and budget**

INNOVATE

- **Continued investments in new products** on a company-wide basis
- **Launched first of its kind all-electric utility vehicle**
- **Introduced lithium-ion battery option** for GS E-Drive slab scissors
- **Continued deployment of digital customer and dealer solutions**

GROW

- **Acquired ProAll International** expanding concrete product offering
- **Invested in Acculon Energy and Viatec** accelerating product electrification
- **Acquired a Northern Ireland fabricator** to expand capacity
- **Acquired ZenRobotics** enhancing pick and sort technology for environmental business

Sales of $4.4B, up 14% YoY

Operating Income of $420M, up 28% YoY

EPS of $4.32, up 41% YoY

Returned $132M to Shareholders

ROIC of 21.3%

Strategic organic growth priorities



Capitalize on Megatrends

- Capturing growth in circular economy
- Enabling accelerated electrification
- Maximizing benefit from infrastructure investments



Grow Materials Processing

- Developing in adjacent categories & markets
- Leveraging dealer relationships
- Investing in innovation



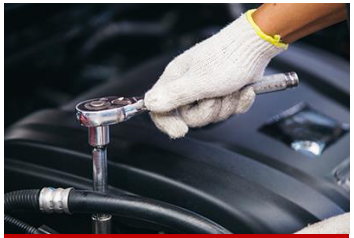
Optimize Genie Through the Cycle

- Through cycle margin improvement
- Continuous margin expansion
- Topline growth
- Continued cost discipline



Build on Strong Utilities Foundation

- Maximizing new factory investment
- Growing in North America
- Expanding internationally
- Leading through innovation



Parts & Services

- Expanding digital capabilities
- Enhancing customer experience
- Investing in service capabilities

TEREX IS WELL-POSITIONED WITH MULTIPLE, ATTRACTIVE AVENUES FOR GROWTH

Positioned to Benefit from Megatrends

INFRASTRUCTURE INVESTMENTS

>$49T Anticipated Investment From 2016-2030(1)

DIGITALIZATION

Worldwide Data Center Construction Market Growing to >$350B By 2030(3)



ELECTRIFICATION

Expected To Add 250M Vehicles To Global Electric Vehicle Stock(2)

WASTE / RECYCLING

Global Recycling Services To Reach $220B/yr. By 2027(4)

WELL-CONNECTED TO DURABLE DRIVERS OF SUSTAINABILITY

(1) Mckinsey Global Institute; (2) IEA, (3) Precedence Research; (4) C&D Recycling Market; Municipal Waste Recycling Market

Consolidated Financial Targets for 2027

Strong Sales Growth Driving Industry Leading Financial Performance







~$6.0B+
Sales

13.0% - 14.0%
Operating Margin

$8.00 - $9.50
EPS

+25%
ROIC