TEREX®

Q2 2026

Earnings Conference Call

July 30, 2026

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, 2025, and subsequent reports we file with the U.S. Securities and Exchange Commission from time to time, in the section entitled "Management's Discussion and Analysis of Financial Condition and Results of Operations – Contingencies and Uncertainties." In addition, when included in this presentation, 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:

- we may be unable to successfully integrate acquired or merged businesses, including REV Group, Inc. ("REV"), and we may not realize the anticipated benefits of any merged or acquired business;
- we may be unable to effectively manage our expanded operations following the completion of the recent transaction with REV;
- potential divestitures and any retained liabilities related thereto may negatively impact our business;
- the timing and amount of benefits from our strategic initiatives may not be as expected;
- our industry is highly competitive and subject to pricing pressure, and we may fail to compete effectively;
- we may experience disruptions within our dealer network;
- the imposition of new, postponed or increased international tariffs;
- general economic conditions, government spending priorities and the cyclical nature of markets we serve;
- our outstanding debt and need to comply with covenants contained in our debt agreements;
- we may be unable to generate sufficient cash flow to service our debt obligations and operate our business;
- our access to capital markets and borrowing capacity could be limited;
- we may face cancellations, reductions or delays in customer orders, customer breaches of purchase agreements, backlog reductions or be unable to meet customer delivery schedules;
- currency exchange and translation risk;
- the financial condition of customers and dealers and their continued access to capital;
- exposure from providing credit support for some of our customers and dealers;
- we may experience losses in excess of recorded reserves;
- our common stock may be affected by factors different from those previously, and may decline as a result of the transaction with REV;
- political, economic and other risks that arise from operating a multinational business;
- changes in the availability and price of certain materials and components, which may result in supply chain disruptions;
- consolidation within our customer base and suppliers;
- failure of our equipment to perform as expected;
- a material disruption to one of our significant facilities;
- a failure of a key information technology system or a breach of our information security from increased cybersecurity threats and more sophisticated computer crime;
- issues related to the development, deployment and use of artificial intelligence technologies in our business operations, information systems, products and services;
- increased regulatory focus on privacy and data security issues and expanding laws;
- product liability claims, litigation and other liabilities;
- compliance with the United States ("U.S.") Foreign Corrupt Practices Act, the U.K. Bribery Act and similar worldwide anti-corruption laws;
- compliance with environmental, health and safety laws and regulations and failure to meet sustainability requirements or expectations;
- compliance with an injunction and related obligations imposed by the U.S. Securities and Exchange Commission ("SEC");
- our ability to attract, develop, engage and retain qualified team members;
- possible work stoppages and other labor matters; 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. We expressly disclaim any obligation or undertaking to release publicly any updates or revisions to any forward-looking statement contained in this press release 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 second quarter 2026 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.

Q2 2026 Financial Highlights

$2.2B Sales	**$269M** Adj. EBITDA*
12.0% Adj. EBITDA Margin*	**$1.37** Adj. EPS*

Raising Full Year EPS Outlook

$4.70 to $5.10

TEREX®

*Presented as Adjusted (non-GAAP financial measure);
Refer to the appendix for definitions and/or reconciliations

Q2 Financial Performance

USD Millions, except Earnings per Share	Q2 2026		Q2 2025	
Net Sales	**$**	**2,238**	**$**	**1,487**
Adjusted EBITDA*		269		182
Adjusted EBITDA %*		12.0%		12.2%
Adjusted Earnings per Share*	**$**	**1.37**	**$**	**1.49**
Free Cash Flow*	**$**	**101**	**$**	**78**

Q2 2026 Net Sales Bridge		
Q2 2025	**$1,487**	
Legacy, Pro Forma, FX-Neutral Change	123	8.3%
FX Impact	14	0.9%
Cranes Divestiture	(36)	(2.4%)
Specialty Vehicles (REV)[1]	650	
Q2 2026	**$2,238**	50.5%

Q2 2026 Financial Call-Outs	EPS
GAAP	**$0.96**
Restructuring and Other	0.04
Deal related	0.09
Purchase price accounting	0.26
Tax rate change	0.02
Adjusted	**$1.37**

TEREX®

**Presented as Adjusted (non-GAAP financial measure);*
Refer to the appendix for definitions and/or reconciliations;
1. Compares to $612 million in the prior year period, representing 6.2% growth

ES Financial Highlights

	Sales		Adjusted EBITDA*	
	2026	**2025**	**2026**	**2025**
Q2	456	430	80	86
	+5.9% YoY		*17.5%*	*20.0%*
	+5.8% FX Neutral		*(250) bps*	

- Q2 bookings +18.2% YoY, $955M backlog
- Sales: Increased utilities product sales, partially offset by lower shipments of refuse collection vehicles (RCV)
- Margins: Unfavorable mix, utilities ramp up inefficiencies, under absorption related to lower RCV production

TEREX®

Figures in USD Millions;
**Presented as Adjusted (non-GAAP financial measure);*
Refer to the appendix for definitions and/or reconciliations

MP Financial Highlights

	Sales		Adjusted EBITDA*	
	2026	2025[1]	2026	2025[1]
Q2	464	417	87	60
	+11.1% YoY		*18.8%*	*14.4%*
	+9.7% FX Neutral		*+440 bps*	

1. Shown on a pro forma basis

- Q2 bookings +18.4% YoY, Backlog $599M, backlog +63.2% YoY
- Sales: Growth led by strong demand in Aggregates
- Margin: Favorable price/mix and operational execution. One-time items contributed +180 BPS to 2Q margin

TEREX®

Figures in USD Millions;
**Presented as Adjusted (non-GAAP financial measure);*
Refer to the appendix for definitions and/or reconciliations

SV Financial Highlights

	Sales		Adjusted EBITDA*	
	2026	2025[1]	2026	2025[1]
Q2	650	612	94	76
	+6.2% YoY		*14.5%*	*12.4%*
			+210 bps	

1. Shown on a pro forma basis

- Q2 bookings: +8.6% YoY, Backlog $4.4B
- Sales: Improved throughput in fire
- Margin: Favorable mix, operational execution, price realization

Figures in USD Millions;

Aerials Financial Highlights

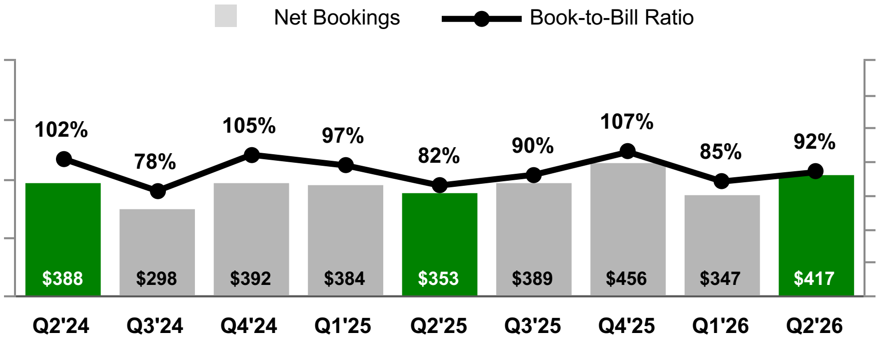
	Sales		Adjusted EBITDA*	
	2026	**2025**	**2026**	**2025**
Q2	673	607	38	55
	+10.9% YoY		*5.7%*	*9.1%*
	+9.6% FX Neutral		*(340) bps*	

- Q2 bookings: +71.1% YoY, Backlog $914M, +28.0% YoY
- Sales: Strong demand related to mega-projects
- Margin: Unfavorable tariff impact partially offset by higher volume and price/cost actions. Favorable IEEPA refund offset by one-time unfavorable customs accrual.

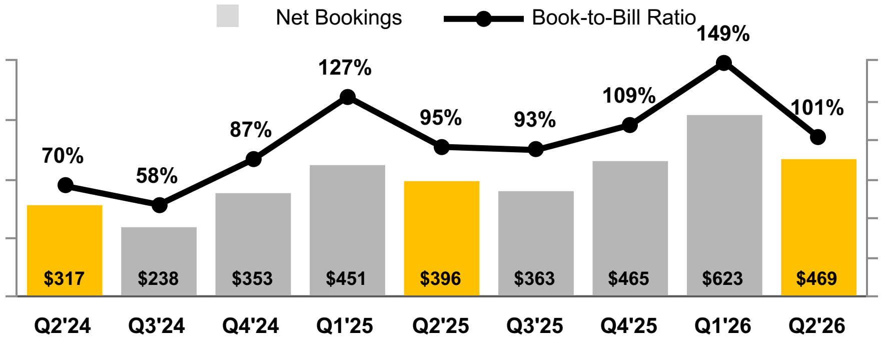
Figures in USD Millions;
**Presented as Adjusted (non-GAAP financial measure);*
Refer to the appendix for definitions and/or reconciliations

Segment Bookings

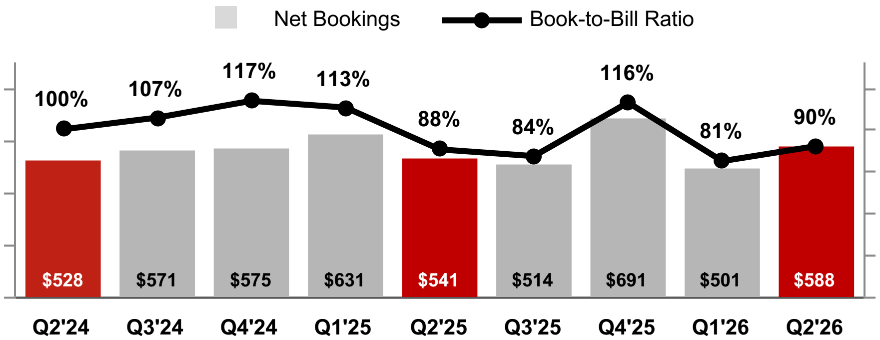
Environmental Solutions*



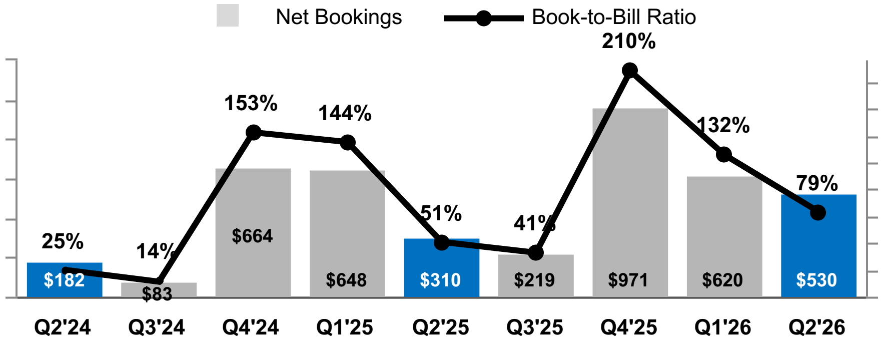
Materials Processing*



Specialty Vehicles*



Aerials



TEREX®

Figures in USD Millions;
**Shown on a pro forma basis to present past performance as if the ESG acquisition (ES), Cranes divestiture (MP) and REV merger (SV) had occurred at an earlier date to illustrate comparable performance*

2026 Updated Outlook

Consolidated Outlook[4,5,6,7,8]	
Net Sales[3]	$7.9B - $8.2B
Adjusted EBITDA[1]	$960M - $1B
EPS[1,2]	$4.70 - $5.10
Free Cash Flow[1]	$300M - $350M

1. Presented as Adjusted / Non-GAAP measure. Refer to the appendix for definitions
2. Full year share count ~110M; Q3 - Q4 share count ~114M
3. Legacy sales expected to increase by ~10% vs. 2025 excl. tower and rough terrain cranes divestiture
4. Outlook assumes that tariffs broadly remain at current rates
5. Includes Rev Group businesses for the period February 2 - December 31
6. Interest / Other Expense ~$185M
7. Tax rate ~21%
8. Depreciation & Amortization of ~$110M excl. amortization pertaining to purchase price accounting

Segment Sales Outlook

Environmental Solutions

LSD

Materials Processing

LDD

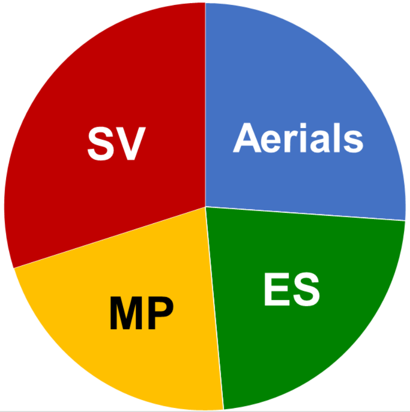
Specialty Vehicles

HSD

Aerials

LDD

Sales Mix



2025 comparable revenue:
ES: $1,691M
MP (excl Cranes): $1,578M
SV (Feb-Dec '25, excl Lance & Midwest): $2,179M
Aerials: $2,060M

LSD = up low single-digits
LDD = up low double-digits
HSD = up high single-digits

TEREX®

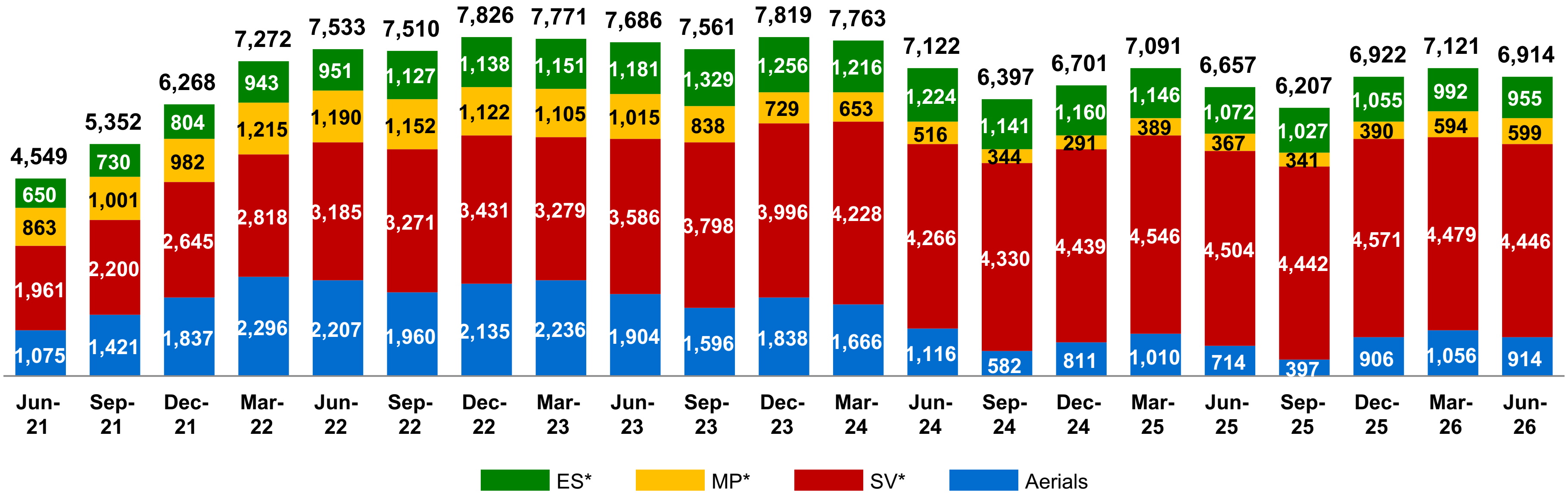

RevAMP
ZERO
POWERED BY ELECTRICITY!
MACK

3N60
AMBULANCE

Genie GS-3246

Appendix

Backlog Trend



	Sequential		Year on Year	
ES	($37)	(4%)	($117)	(11%)
MP*	5	1%	232	63%
SV*	(33)	(1%)	(58)	(1%)
Aerials	(142)	(13%)	200	28%
Total	**($207)**	**(2.9%)**	**$257**	**3.9%**

TEREX®

Figures in USD Millions;

Backlog includes deliveries beyond 12 months which reflects continuing operations;

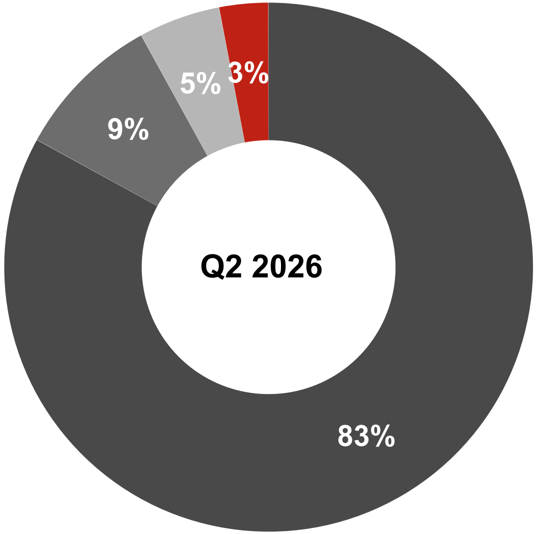
**Shown on a pro forma basis to present past performance as if the ESG acquisition, Cranes divestiture, and REV merger had occurred at an earlier date to illustrate comparable performance*

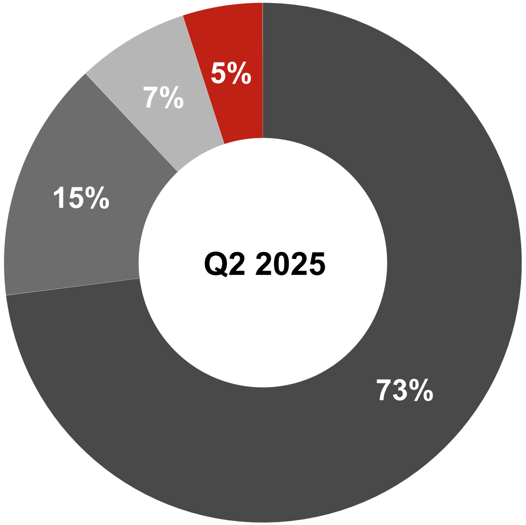
Q2 YOY Sales by Geography

North America		Western Europe		Asia-Pacific		Rest of World	
Actual	Legacy*	Actual	FX-Adj.	Actual	FX-Adj.	Actual	FX-Adj.
70%	11%	(6%)	(9%)	9%	6%	(7%)	(9%)

*Legacy excludes REV

- North America
- Western Europe
- Asia / Pacific
- Rest of World





TEREX®

Glossary

In an effort to provide investors with additional information regarding the Company's results, Terex refers to various GAAP (U.S. generally accepted accounting principles) and non-GAAP financial measures which management believes provides useful information to investors. These non-GAAP measures may not be comparable to similarly titled measures being disclosed by other companies. In addition, the Company believes that non-GAAP financial measures should be considered in addition to, and not in lieu of, GAAP financial measures. Terex believes that this non-GAAP information is useful to understanding its operating results and the ongoing performance of its underlying businesses. Management of Terex uses both GAAP and non-GAAP financial measures to establish internal budgets and targets and to evaluate the Company's financial performance against such budgets and targets.

The amounts described below are unaudited, are reported in millions of U.S. dollars (except per share data and percentages), and are as of or for the three month period ended June 30, 2026, unless otherwise indicated.

2026 Outlook

Terex's 2026 outlook for Adjusted EBITDA, earnings per share, and free cash flow are non-GAAP financial measures because they exclude the impact of potential future acquisitions, divestitures, restructuring, tariffs, trade policies and other unusual items. The Company is not able to reconcile these forward-looking non-GAAP financial measures to their most directly comparable forward-looking GAAP financial measures without unreasonable efforts because the Company is unable to predict with a reasonable degree of certainty the exact timing and impact of such items. The unavailable information could have a significant impact on the Company's full-year 2026 GAAP financial results. This forward looking information provides guidance to investors about the Company's 2026 Outlook excluding unusual items that the Company does not believe is reflective of its ongoing operations.

GAAP to Non-GAAP Reconciliation: Q2 2026

	Q2 2026 GAAP	Restructuring and Other	Deal related	Purchase Price Accounting	Tax	Q2 2026 Adjusted (non-GAAP)
Net Sales	$2,238	—	—	—	—	$2,238
Gross Profit (Loss)	444	4	—	(11)	—	437
% of Sales	*19.8%*					*19.5%*
SG&A	(209)	3	12	2	—	(192)
Amortization of Purchased Intangibles	(48)	—	—	48	—	—
SG&A % of Sales	*(9.3%)*					*(8.6%)*
Operating Profit	$187	7	12	39	—	$245
Operating Margin	*8.4%*					*10.9%*
Net Interest (Expense)	(45)	—	—	—	—	(45)
Other (Expense) - Net	(3)	—	—	—	—	(3)
Income Before Income Taxes	139	7	12	39	—	197
(Provision For) Benefit From Income Taxes	(29)	(2)	(3)	(9)	2	(41)
Effective Tax Rate	*20.6%*					*20.7%*
Net Income	$110	5	9	30	2	$156
Earnings per Share	$0.96	$ 0.04	$ 0.09	$ 0.26	$ 0.02	$1.37

Figures in USD Millions, except Earnings per Share 15

GAAP to Non-GAAP Reconciliation: Q2 2025

	Q2 2025 GAAP	Restructuring and Other	Deal Related	Purchase Price Accounting	Equity Security Related	Tax	Q2 2025 Adjusted (non-GAAP)
Net Sales	$1,487	—	—	—	—	—	$1,487
Gross Profit	308	7	—	3	—	—	318
% of Sales	*20.7%*						*21.4%*
SG&A	(162)	5	3	—	—	—	(154)
Amortization of Purchased Intangibles	(17)	—	—	17	—	—	—
SG&A % of Sales	*(10.9%)*						*(10.4%)*
Operating Profit	$129	12	3	20	—	—	$164
Operating Margin	*8.7%*						*11.0%*
Net Interest (Expense)	(42)	—	—	—	—	—	(42)
Other Income (Expense) - Net	2	—	1	—	(5)	—	(2)
Income (Loss) Before Income Taxes	89	12	4	20	(5)	—	120
(Provision For) Benefit From Income Taxes	(17)	(3)	(1)	(5)	2	2	(22)
Effective Tax Rate	*18.5%*						*18.3%*
Net Income (Loss)	$72	9	3	15	(3)	2	$98
Earnings (Loss) per Share	$1.09	$ 0.14	$ 0.05	$ 0.23	$ (0.05)	$ 0.03	$1.49

TEREX®

Figures in USD Millions, except Earnings per Share

Segment Operating Profit and Adjusted Operating Profit: Q2 2026 and 2025

	Three Months Ended June 30,						
	2026				2025		
	ES	MP	SV	Aerials	ES	MP	Aerials
Operating Profit	$ 55	$ 82	$ 73	$ 25	$ 61	$ 49	$ 46
Restructuring and Other	—	—	—	7	—	9	3
Purchase Price Accounting	20	—	15	—	21	—	—
Adjusted Operating Profit	$ 75	$ 82	$ 88	$ 32	$ 82	$ 58	$ 49
Net Sales	$ 456	$ 464	$ 650	$ 673	$ 430	$ 454	$ 607
OP Margin %	12.1%	17.6%	11.2%	3.7%	14.2%	10.8%	7.6%
Adjusted OP Margin %	16.5%	17.6%	13.6%	4.7%	19.1%	12.7%	8.0%

Figures in USD Millions 17

Free Cash Flow

The Company calculates a non-GAAP measure of free cash flow that is defined as Net cash provided by operating activities less Capital expenditures, net of proceeds from sale of capital assets. The Company believes this measure provides management and investors further useful information on cash generation in our primary operations.

	Three Months Ended June 30,	
	2026	2025
Net cash provided by operating activities	$ 128	$ 102
Capital expenditures, net of proceeds from sale of capital assets	(27)	(24)
Free cash flow	$ 101	$ 78

EBITDA

EBITDA is defined as earnings, before interest, other non-operating income (loss), income (loss) attributable to non-controlling interest, taxes, depreciation and amortization. The Company calculates this by subtracting the following items from Net income (loss): (Gain) loss on disposition of discontinued operations- net of tax; and (Income) loss from discontinued operations – net of tax. Then adds the Provision for (benefit from) income taxes; Interest & Other (Income) Expense; the Depreciation and Amortization amounts reported in the Consolidated Statement of Cash Flows less amortization of debt issuance costs that are recorded in Interest expense. Adjusted EBITDA is defined as EBITDA plus certain SG&A and other income/expenses.

Terex believes that disclosure of EBITDA and Adjusted EBITDA will be helpful to those reviewing its performance, as EBITDA provides information on Terex's ability to meet debt service, capital expenditure and working capital requirements, and is also an indicator of profitability.

EBITDA and Adjusted EBITDA: Q2 2026

	Three Months Ended June 30, 2026					
	ES	MP	SV	Aerials	Corporate and Other / Elims	Total
Net income (loss)[1]	$ 55	$ 79	$ 69	$ 25	$ (118)	$ 110
Provision for (benefit from) income taxes	—	—	—	—	29	29
Interest income	—	—	—	—	(5)	(5)
Interest expense	—	3	4	—	43	50
Other (expense) income - net	—	—	—	—	3	3
Operating profit (loss)	$ 55	$ 82	$ 73	$ 25	$ (48)	$ 187
Depreciation[2]	5	4	7	6	4	26
Amortization[2]	20	1	35	—	3	59
Non-Cash Interest Costs	—	—	—	—	(2)	(2)
EBITDA	80	87	115	31	(43)	270
Restructuring and Other	—	—	—	7	—	7
Deal Related	—	—	—	—	12	12
Purchase Price Accounting	—	—	(21)	—	1	(20)
Adjusted EBITDA	$ 80	$ 87	$ 94	$ 38	$ (30)	$ 269
Net Sales	$ 456	$ 464	$ 650	$ 673	$ (5)	$ 2,238
EBITDA Margin %	17.5 %	18.8 %	17.8%	4.7 %	*	12.1 %
Adjusted EBITDA Margin %	17.5 %	18.8 %	14.5 %	5.7 %	*	12.0 %

TEREX®

Figures in USD Millions;
1. Management does not allocate income taxes, interest costs incurred at the Corporate level, and certain other Corporate items to the segments;
2.These line items include $1 million of depreciation and $55 million of amortization within the ES and SV segments related to purchase price accounting.

EBITDA and Adjusted EBITDA: Q2 2025

	Three Months Ended June 30, 2025				
	ES	*MP*[2]	*Aerials*	*Corporate and Other / Elims*	*Total*
Net income (loss)[1]	$ 61	$ 46	$ 45	$ (80)	$ 72
Provision for (benefit from) income taxes	—	—	—	17	17
Interest income	—	—	—	(2)	(2)
Interest expense	—	3	—	41	44
Other (expense) income - net	—	—	1	(3)	(2)
Operating profit (loss)	$ 61	$ 49	$ 46	$ (27)	$ 129
Depreciation	4	4	6	3	17
Amortization[3]	20	—	—	2	22
Non-Cash Interest Costs	—	—	—	(2)	(2)
EBITDA	85	53	52	(24)	166
Restructuring and Other	—	9	3	—	12
Deal Related	—	—	—	3	3
Purchase Price Accounting	1	—	—	—	1
Adjusted EBITDA	$ 86	$ 62	$ 55	$ (21)	$ 182
Net Sales	$ 430	$ 454	$ 607	$ (4)	$ 1,487
EBITDA Margin %	19.8 %	11.9 %	8.7 %	*	11.2 %
Adjusted EBITDA Margin %	20.0 %	13.8 %	9.1 %	*	12.2 %

Figures in USD Millions;

1. Management does not allocate income taxes, interest costs incurred at the Corporate level, and certain other Corporate items to the segments;

2. As shown earlier in this presentation, the Q2 2025 impact of the divested Cranes business on Net Sales and Adjusted EBITDA was $36 million and $2 million, respectively;

3. This line item includes $20 million of amortization within the ES segment related to purchase price accounting.

TEREX®