2024 J.P. Morgan Industrials Conference

March 12, 2024

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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, 2023, 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 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:

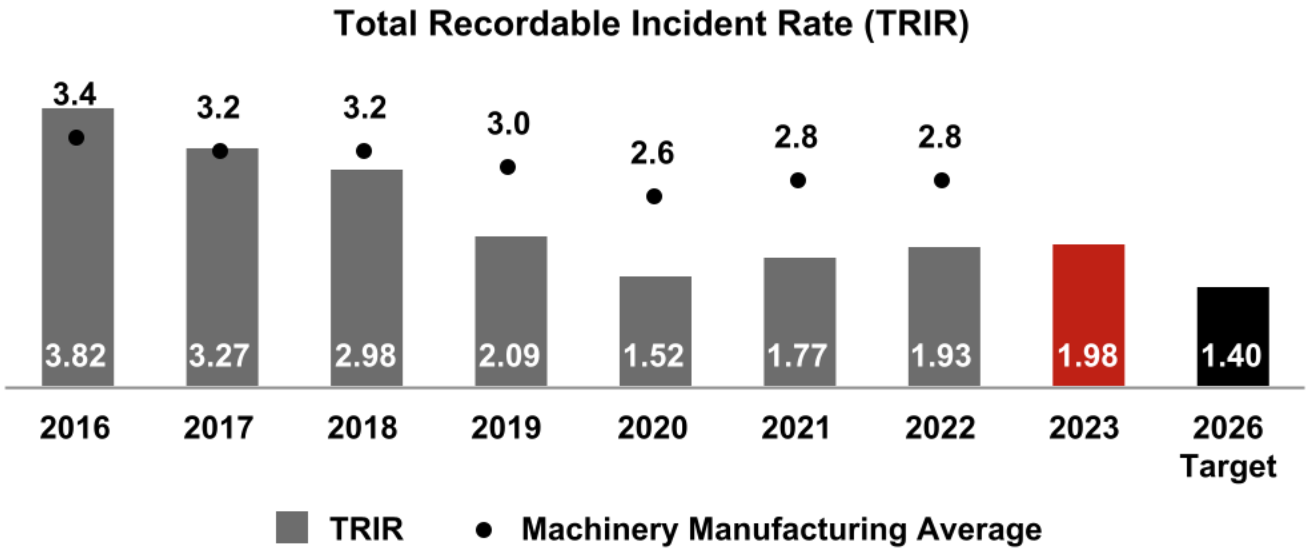
- our operations are subject to a number of potential risks that arise from operating a multinational business, including political and economic instability and compliance with changing regulatory environments;
- changes in the availability and price of certain materials and components, which may result in supply chain disruptions;
- consolidation within our customer base and suppliers;
- our business may suffer if our equipment fails to perform as expected;
- a material disruption to one of our significant facilities;
- our business is sensitive to general economic conditions, government spending priorities and the cyclical nature of markets we serve;
- 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 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 industry is highly competitive and subject to pricing pressure;
- our ability to integrate acquired businesses;
- our ability to successfully implement our strategy and the actual results derived from such strategy;
- increased cybersecurity threats and more sophisticated computer crime;
- increased regulatory focus on privacy and data security issues and expanding laws;
- our ability to attract, develop, engage and retain team members;
- possible work stoppages and other labor matters;
- litigation, product liability claims and other liabilities;
- 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 sustainability expectations or standards or achieve our sustainability goals could adversely impact our business;
- our compliance with the United States ("U.S.") Foreign Corrupt Practices Act and similar worldwide anti-corruption 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 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 fourth quarter and year-end 2023 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

2023: Delivered on Our Strategy

TEREX®

EXECUTE

- **MP operating margins of 16.1%**
- **Increased AWP margins 480 bps** to 12.7%
- All businesses now at double digit operating margins
- **Ramping up Monterrey** as planned to further improve cost competitiveness

INNOVATE

- **Introduced multiple new products** throughout the year
- **Increased electrified product offerings**
- **Launched all-electric** recycling solution for complex waste stream
- **Numerous industry recognition** across multiple products for innovation and sustainability

GROW

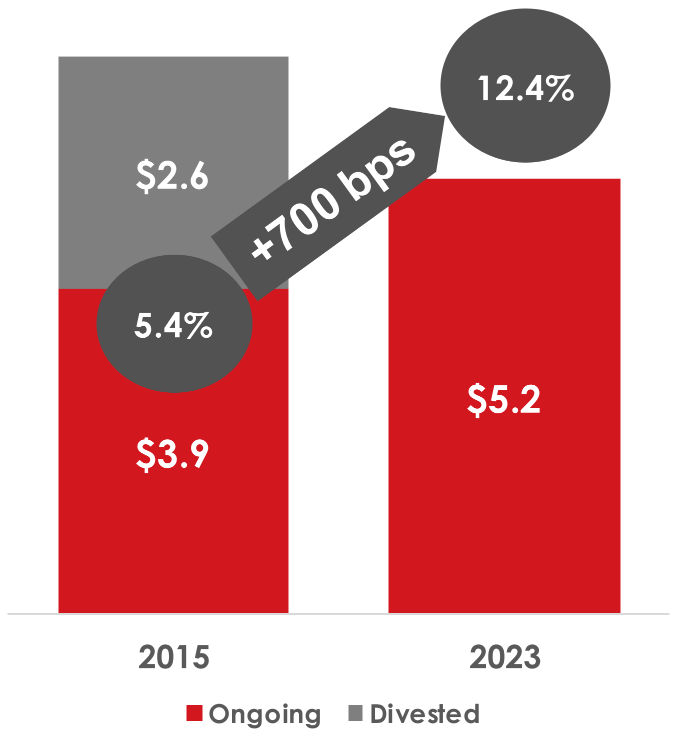
- Backlog at $3.4B – strong bookings
- **Environmental and Aggregate recycling sales increased 23%**
- Invested in Apptronik **robotics and Acculon battery technology**
- ~80% of the addressable market supported by various stimulus programs

SALES	EPS (GAAP / Non-GAAP)*	ROIC
$5.2B	$7.56 / $7.06	28.5%
↑ 17%	↑ 75% / 63%	↑ 720 bps

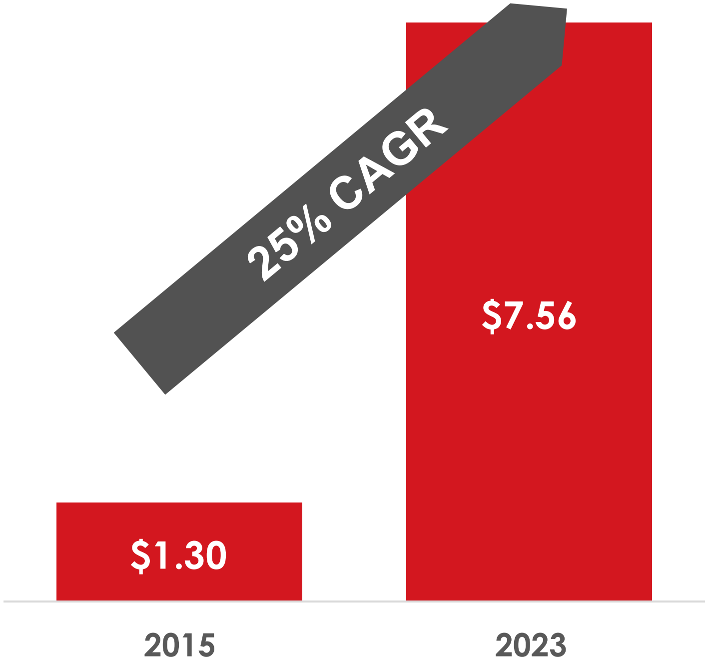
*Note: Arrows represent year-over-year change. * See the appendix for reconciliation of financial call-outs to U.S. GAAP.*

Significantly Improved Results

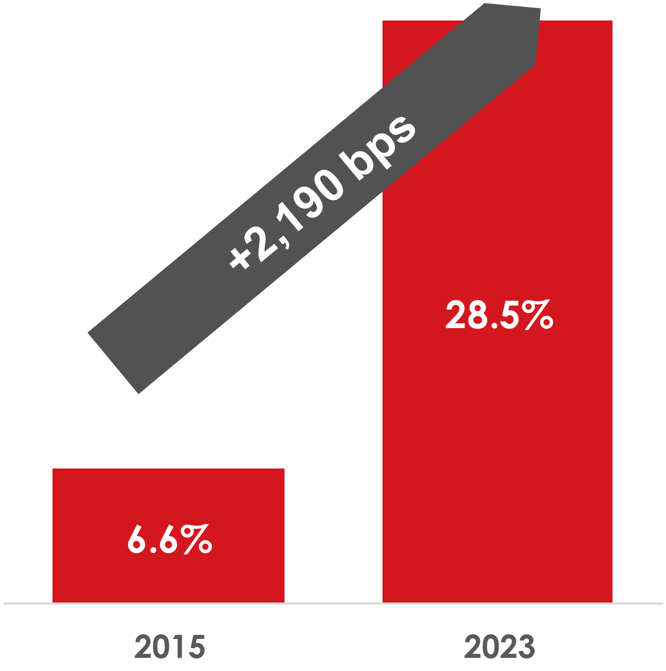
Sales ($B) and Operating Margin



Earnings Per Share



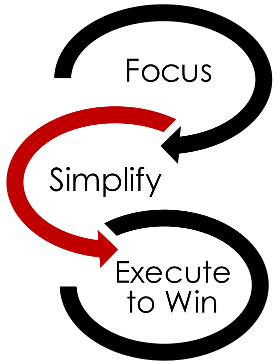
ROIC (%)



Significantly improved profitability on higher sales	More than 5x EPS	More than quadrupled return on invested capital

… By Transforming the Company

- Divested capital intensive, low margin businesses
- Focused on areas with high growth potential, supported by megatrends
- Capitalized on operating system and process improvements



JANUARY 2017
Sold Material Handling Port Solutions

MAY 2017
Divested last of construction business

APRIL 2019
Exited North American mobile cranes business

JULY 2019
Divested Demag mobile crane business

2020
Accelerated operational excellence

2021 – 2023
Strategic cost optimization, expanded MP portfolio

2015 2016 2017 2018 2019 2020 2021 2022 2023

Leading Positions in Attractive Markets: $34B TAM

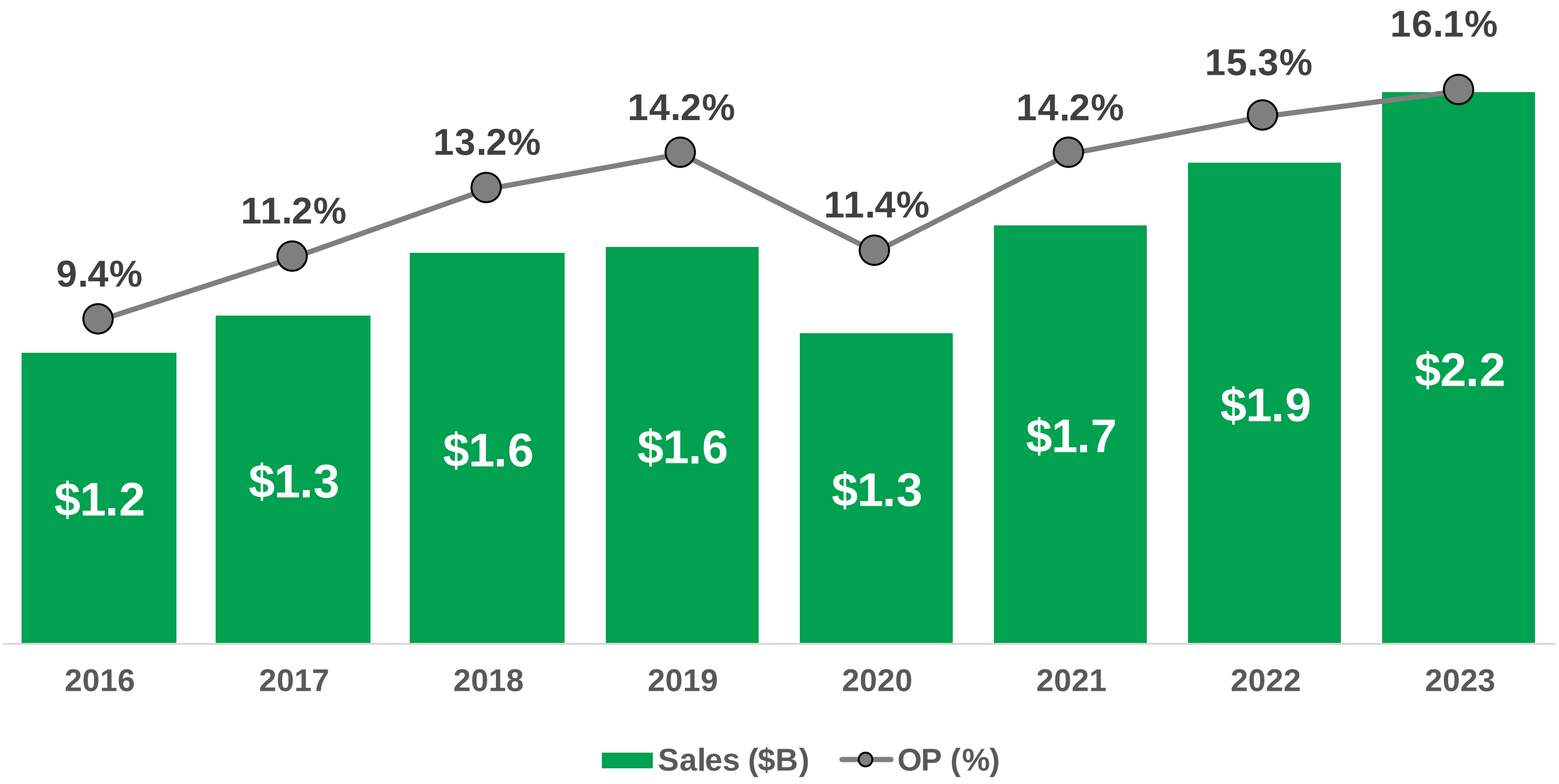
	Materials Processing					Aerial Work Platforms	
							
	Aggregates	Environmental	Concrete	Material Handling	Lifting	Genie	Utilities
Addressable Equipment Market	$7B	$3B	$1.5B	$1.1B	$3.4B	$14B	$1.6B
Position	**#1** in tracked mobile crushing & screening	**#2 or 3** in mobile wood and waste	**#1 or 2** in specialized concrete delivery categories	**#3** in purpose-built material handlers	**Top 3** player in specialty lifting	**#1 or 2** in an expanding global market	**#2** in US insulated equipment

Parts & Services Addressable Market: $2.5B

Note: Addressable markets based on Terex estimates

MP Operating Performance

Track Record of Growth and Improvement



Since 2016…

Double Digits

Sales CAGR

18%

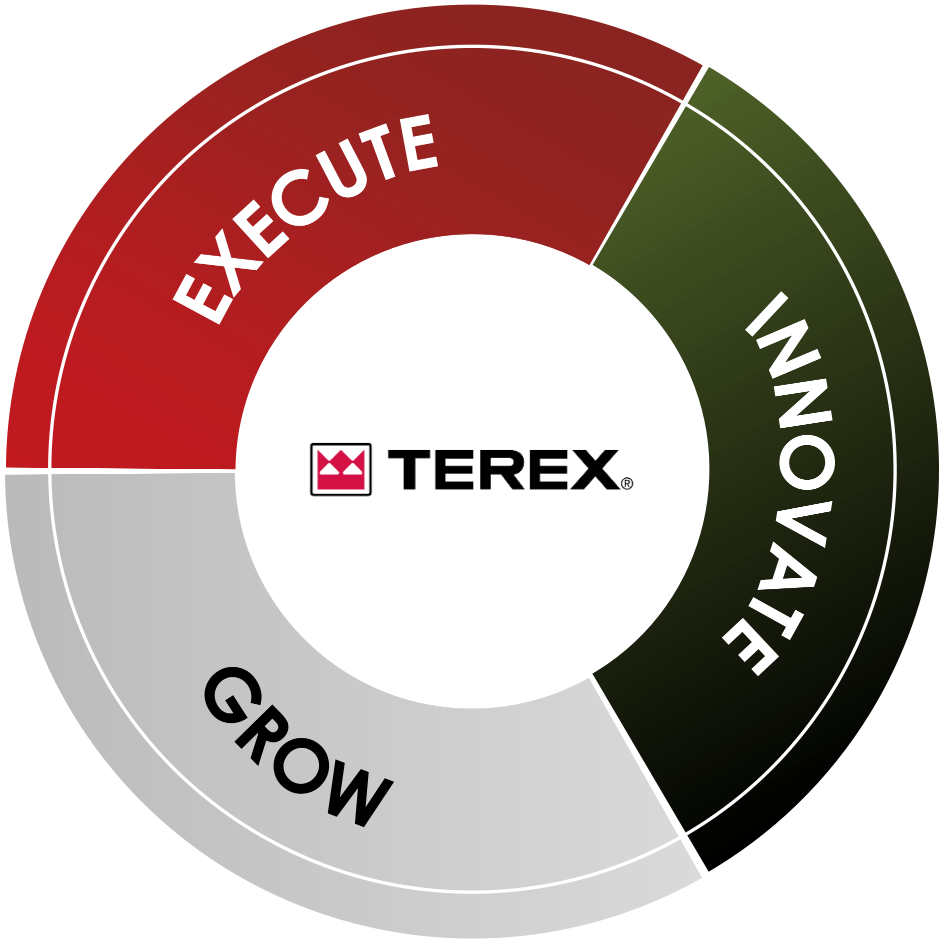
OP CAGR

~60%

Of Total OP in 2019-23

Strong Performance Driven by Robust Operating Model

Robust Company Strategic Framework



Execute

- ✓ Safety
- ✓ Commercial & Operational Excellence
- ✓ Team: DE&I, Talent Development, Retention
- ✓ Scalable Company Operating System

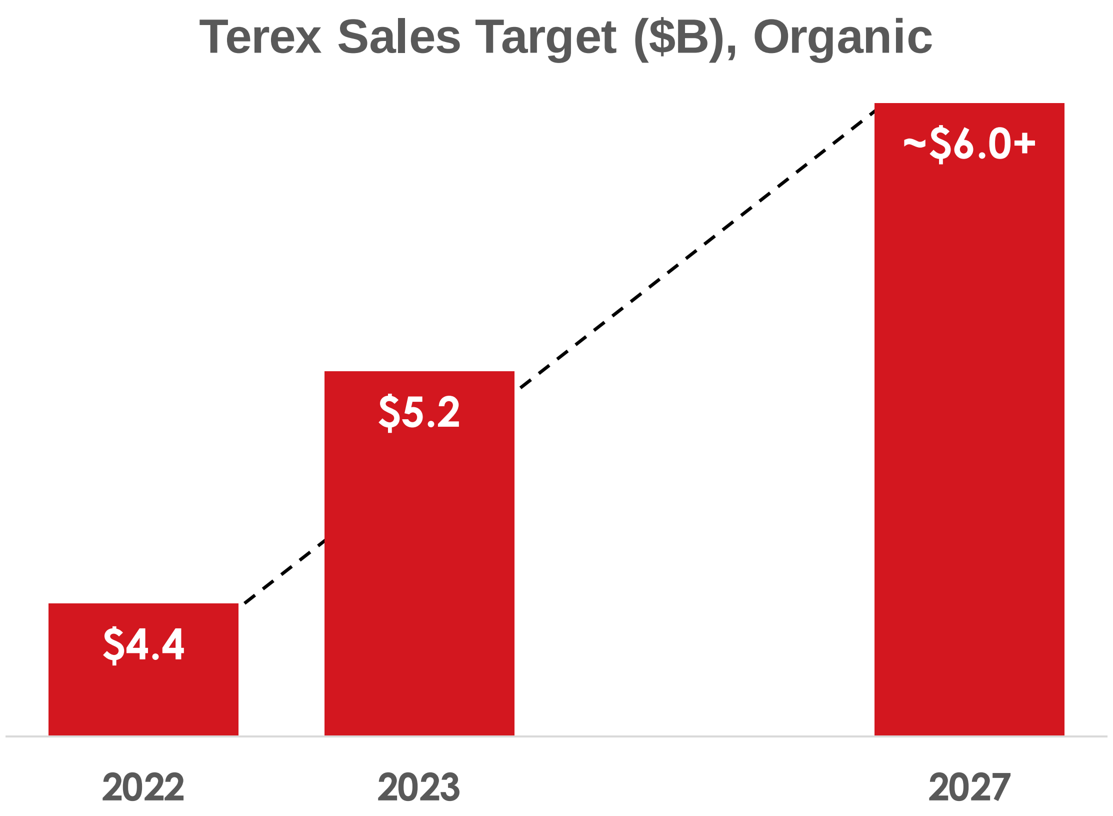
Innovate

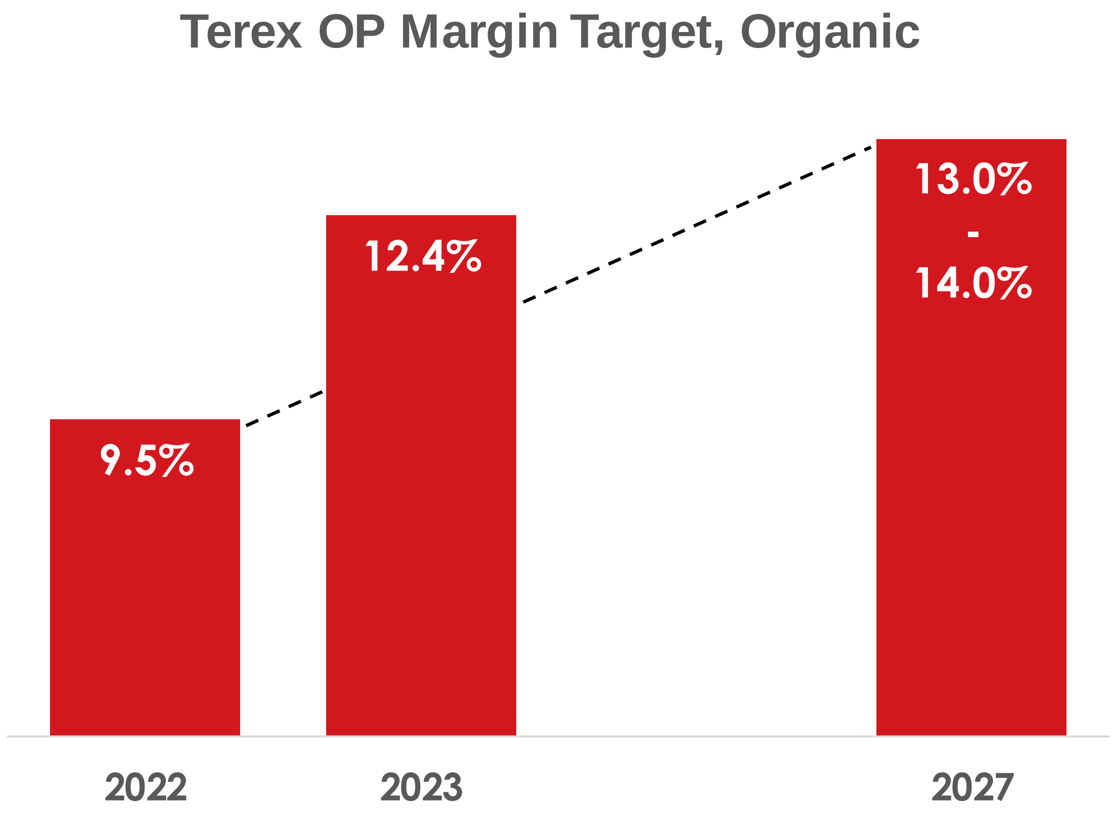
- ✓ Product Development
- ✓ Lifecycle Solutions Development
- ✓ Electrification
- ✓ Digitization

Grow

- ✓ Superior Customer Lifecycle Experience
- ✓ Expand Addressable Markets
- ✓ Portfolio Development

Ahead of Our Investor Day Targets





Organic Growth to ~$6.0B+ at 13-14% OP Margin

~80% of Addressable Market Aligned with Stimulus

From Megatrends

INFRASTRUCTURE INVESTMENTS

>$49TAnticipated Investment from 2016-2030[1]

DIGITALIZATION

Worldwide Data Center Construction Market Growing to >$350B by 2030[3]

Annual Global Grid Investments to Triple by 2030[2]

ELECTRIFICATION

Global Recycling Services to Reach $220B/Yr by 2027[4]

WASTE / RECYCLING

(1) Mckinsey Global Institute; (2) J.P. Morgan; (3) Precedence Research; (4) C&D Recycling Market: Municipal Waste Recycling Market

From Government Investment

U.S. BILL	TOTAL ASSOCIATED SPENDING	TEREX OPPORTUNITY
Infrastructure Investment and Jobs Act	$1.2T Over 10 Years	Roads & Bridges Airports and Waterways Railways Environmental Power Grids
Inflation Reduction Act	$369B, Anticipated to Spur $1.3T In Energy Spending	Clean power Clean Energy Demonstration Clean Energy Manufacturing
Chips Act	$53B Over 5 Years Including $39B On Factories	Chip Manufacturing

Positioned to Deliver Long-Term Value

Portfolio of market-leading businesses positioned to profitably grow and benefit from megatrends

Operating system driving profitability through cycles and high ROIC

Strong balance sheet and cash flow support future growth and return of capital to shareholders

Team with deep industry experience and proven ability to create value