



**Sparinvest ESG Investor Panel**  
**June 17, 2021**



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# 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](http://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.



# Companywide ESG Highlights

*John Garrison  
Chairman & CEO*



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# 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**

# Today's Presenters



**John L. Garrison, Jr**  
*Chairman & CEO,  
President Terex AWP*  
5 Years with Terex



**Tony Webb**  
*Senior Director,  
Health, Safety and Environment*  
7 Years with Terex



**Amy J. George**  
*Senior Vice President,  
Chief Human Resources Officer*  
14 Years with Terex



**Stacey Babson-Smith**  
*Vice President,  
Chief Ethics & Compliance Officer*  
19 Years with Terex



**John D. Sheehan**  
*Senior Vice President,  
Chief Financial Officer*  
4 Years with Terex



# Companywide ESG Highlights



## Environmental

- Expansion of electric/hybrid products
  - Genie Electric Drive Scissor
  - Finlay Hybrid Jaw Crusher
  - Utilities HyPower Hybrid Solution
- Implementing efficient solutions at our plants



New Genie® E-Drive Scissor



## Social

- Team Member Communications
- Women @ Terex Fireside Chats
- International Women's Day celebrations
- Completed DEI training for the Executive Leadership Team and Human Resources



## Governance

- Highest ISS rating possible
  - Strong, independent Board with diverse backgrounds, perspectives, and experiences adds value for shareholders



**ESG initiatives have been an integral part of our operations and culture**

# Health, Safety, & Environment

*Tony Webb*  
*Senior Director,*  
*Health, Safety & Environment*



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# Team Member Safety

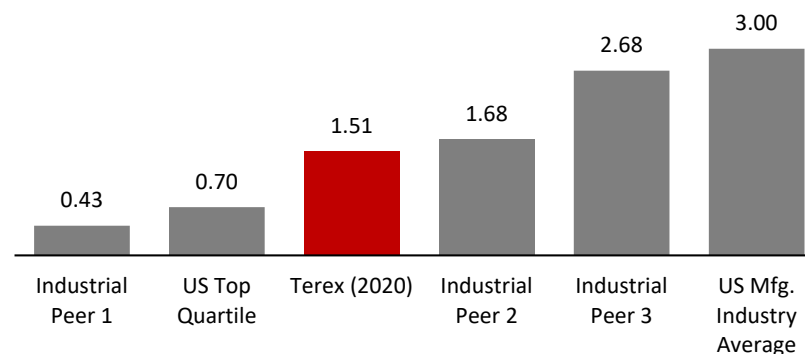


All Team Members expected to be committed to our journey to Zero Harm and expected to be responsible to each other for continuous improvement in safety.

## Approach to Team Member Safety

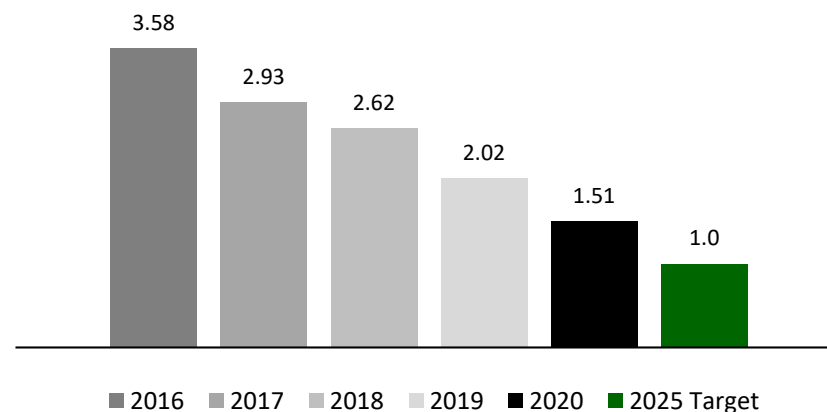
- Create a culture where we look out for each other and bring awareness to the hazards identified.
- All incident, hazard, and near miss reporting is viewed as a positive and those who do so are recognized.
- A deep understanding of our teams' greatest risks for serious injury and a proactive approach to controlling it.
- Develop engaged Safety Leaders who create a positive culture around Team Member Safety
- Continuous improvement mindset around Safety that is deeply engrained in how we operate.

## Total Recordable Injury Rate Benchmarks\*



## Terex Total Recordable Incident Rate

(# Recordable Injuries\*200,000)/Hours Worked



\* U.S. Data = 2019 BLS for NAICS Code 33300; Peer Data = 2019;

**Strong commitment to Zero Harm culture drove significant improvement**



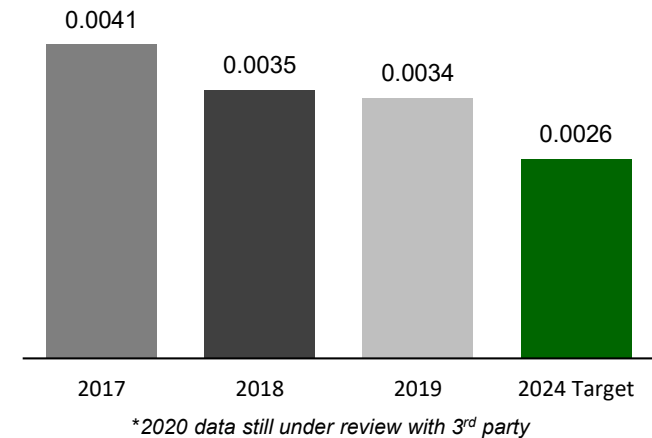
# Greenhouse Gas (GHG) Reduction



- Consistent with our Terex way value of Citizenship, Terex has been tracking and submitting Green House Gas data to the Carbon Disclosure Project since 2007.
- In line with our value of Improvement, internal targets have been set for Emission Intensity and Energy Intensity as an intermediate step toward long-term carbon reduction objectives.
- Terex is currently evaluating a variety of reporting structures and will select the one that best suits our industry and gives a high degree of visibility into our carbon reduction journey.

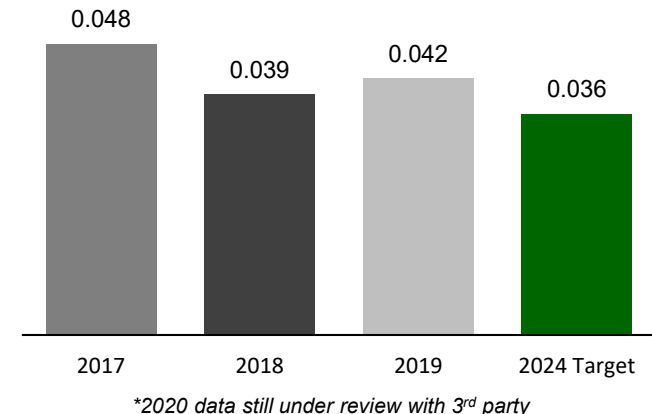
## Emissions Intensity

Absolute CO<sub>2</sub>e / Hrs Worked



## Energy Intensity

Absolute GJ / Hrs Worked



**Sites have actions plans to drive achievement of GHG targets**

# Diversity, Equity and Inclusion

***Amy George***  
***Senior Vice President,***  
***Chief Human Resources Officer***



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# Diversity, Equity & Inclusion Vision



## Terex DEI Vision

- We embrace diversity across a variety of dimensions and see it as a key to our success.
- We believe that having a talented workforce is not just about hiring the right people.
- It is about creating an environment where our team members can reach their full potential.



## Focus Areas

- **Workforce:** We are committed to increasing and retaining demographic diversity at all levels of our global workforce.
- **Workplace:** We foster an environment in which all of our team members have the opportunity to reach their full potential in support of Terex goals.
- **Marketplace:** We believe it is essential to respect the diversity of our customers and suppliers around the world. We emphasize cultural competence and conduct our business appropriately and with the highest of ethical standards.

**DEI is an important element of our vision to be a best place to work**



# Umbrella Concept



- Gender
- Age
- Religion
- National Origin
- Physical Ability
- Socioeconomic Status

- Ethnicity / Race
- Sexual Orientation
- Work Style
- Language
- Education
- Family Status

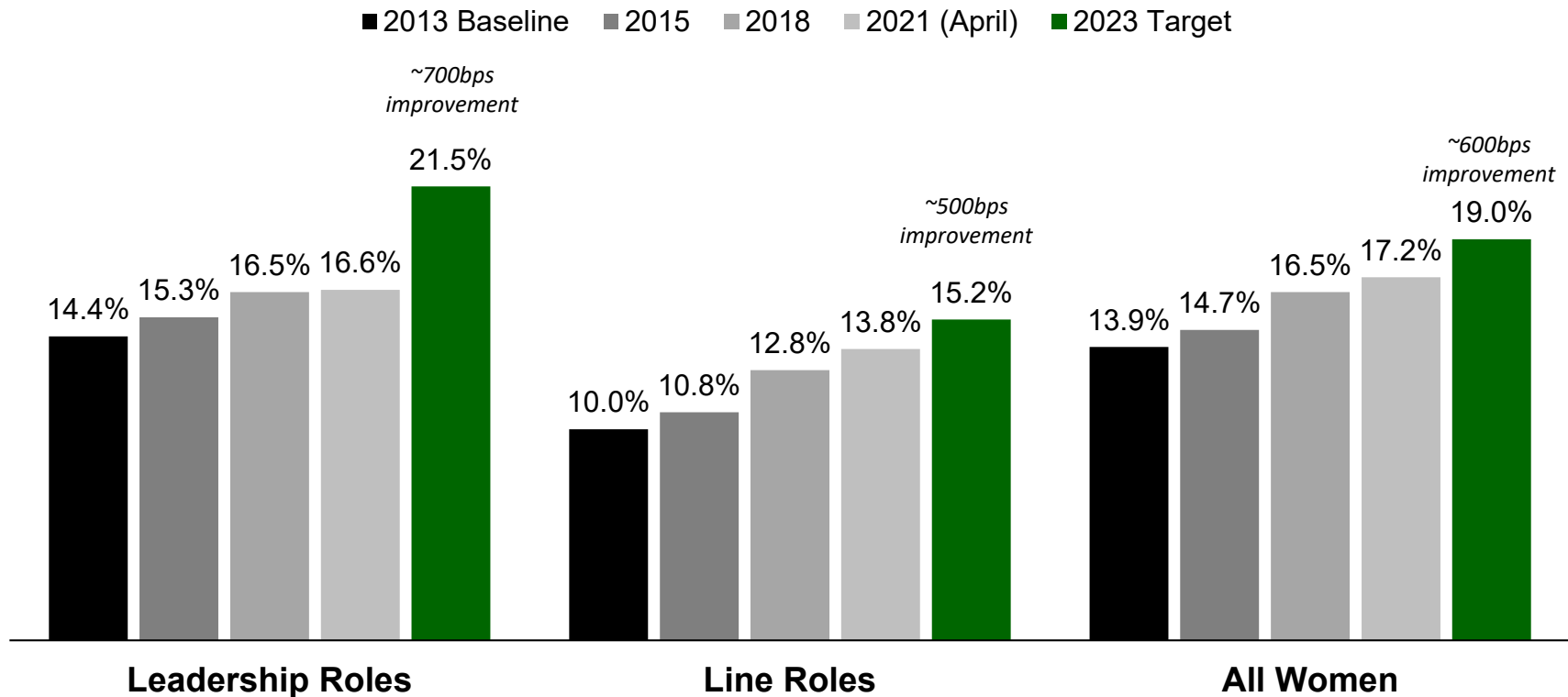
**DEI is our umbrella concept and is inclusive of all diversity dimensions**

# Women at Terex



**Our DEI journey began with a global focus on gender as women are typically underrepresented in the manufacturing industry**

# Women at Terex 5 Year Goals



**Goal**

**1% Year-over-Year Improvement**

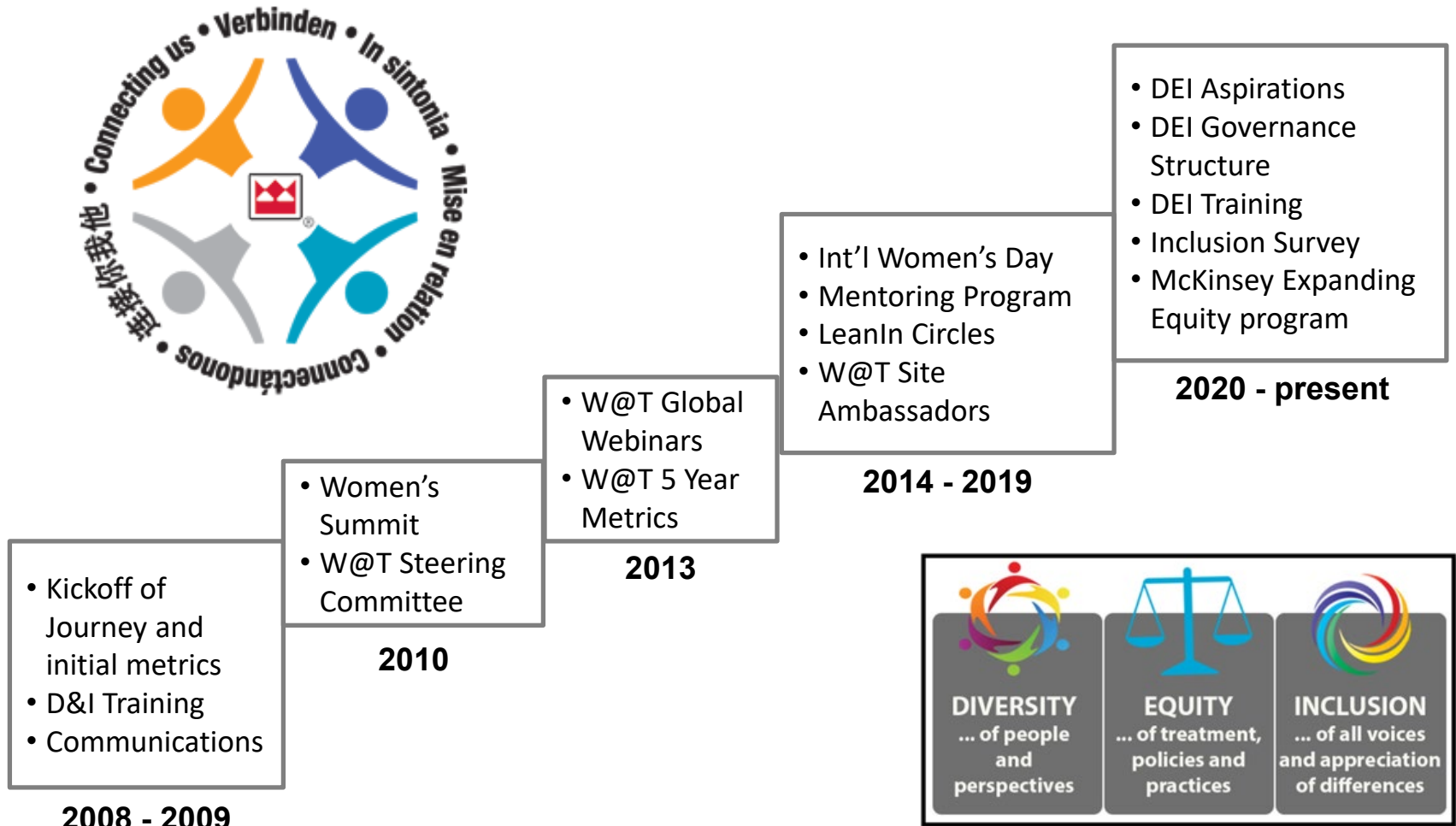
**0.5% Year-over-Year Improvement**

**0.5% Year-over-Year Improvement**

**Women at Terex goals have been in place for the last 8 years**



# Diversity, Equity & Inclusion Journey



**Our DEI journey has evolved, expanded and strengthened over the last 13 years**

# Long-Term DEI Aspirations



To **increase non-majority representation by 2025** focusing on leadership, management, SG&A and indirect manufacturing roles



To **maintain parity in promotion and retention rates of non-majority team members** in both shop floor and non-production roles



To ensure that **all team members have a positive and consistent experience at Terex** as determined by periodic surveys

**Engaged at all levels of the Company to achieve our DEI aspirations**

## Governance

***Stacey Babson-Smith***  
***Vice President,***

***Chief Ethics & Compliance Officer***



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# Enhanced Governance & Management Stewardship



Full Board Strategy Oversight		
Audit Committee	Compensation and Human Capital Committee	Governance, Nominating and Corporate Responsibility Committee
<p><b>Disclosures</b></p> <ul style="list-style-type: none"> <li>• Accuracy of reported ESG metrics</li> <li>• Controls and procedures to ensure accuracy and consistency of ESG disclosures</li> </ul>	<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Management Development</li> <li>• Executive Succession Planning</li> <li>• Diversity, Equity &amp; Inclusion</li> </ul>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Review, monitor and assess Employee Health and Safety Program as well as Product Safety &amp; Regulations</li> <li>• Environmental impact of the Company's operations</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Board Governance, including Board composition &amp; skills</li> <li>• Ethics &amp; Compliance Oversight</li> </ul>

Generating sustainable value for all Terex stakeholders

## Concluding Thoughts

***John Sheehan***  
***Senior Vice President,***  
***Chief Financial Officer***



# Next Steps on our ESG Journey



## Near-Term



Incorporating ESG into Management routines



Formalizing Board Committee responsibilities



Increased engagement with stakeholders

## Medium-Term



Clarify external goal & reporting commitments

- SASB Reporting
- Science Based Targets (SBTI)

Continue to introduce electric / hybrid products



Refine and strengthen DEI mandate



Continue strong Board Governance

**Executing on our ESG goals to drive shareholder AND stakeholder value**



**Thank You!**  
***Moderated Investor Q&A***



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