

CARGOTEC

Unto Ahtola, Executive Vice President, Industrial & Terminal

Cargotec Capital Markets Day, 21 September 2010, Stargard Szczeciński, Poland



Industrial & Terminal – Redefined focus

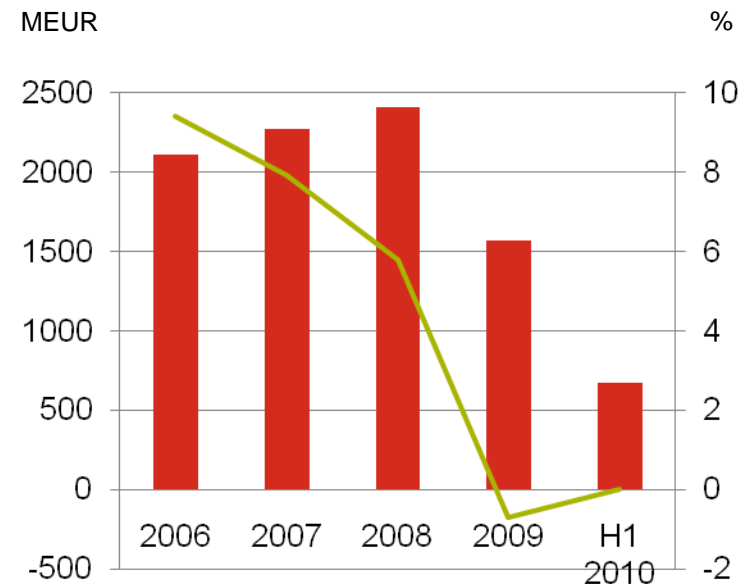


HIAB • KALMAR • MACGREGOR

Industrial & Terminal performance 2006–H1/2010

- In Q2/2010, demand for load handling equipment recovered further
- Terminal business remains mixed with customers still cautious on bigger investments
- I&T margins still affected by low delivery volumes in H1/2010, capacity utilisation slowly improving following increased order intake especially in Industrial
- Cost cuts clearly exceed what competitors have done during the recession
→ gross margin should expand

Sales and operating profit



■ Sales — EBIT%

EBIT% excluding restructuring

From Hiab and Kalmar to Industrial & Terminal



- 2010–**
- Common processes
 - Preparing for growth with customer focused processes

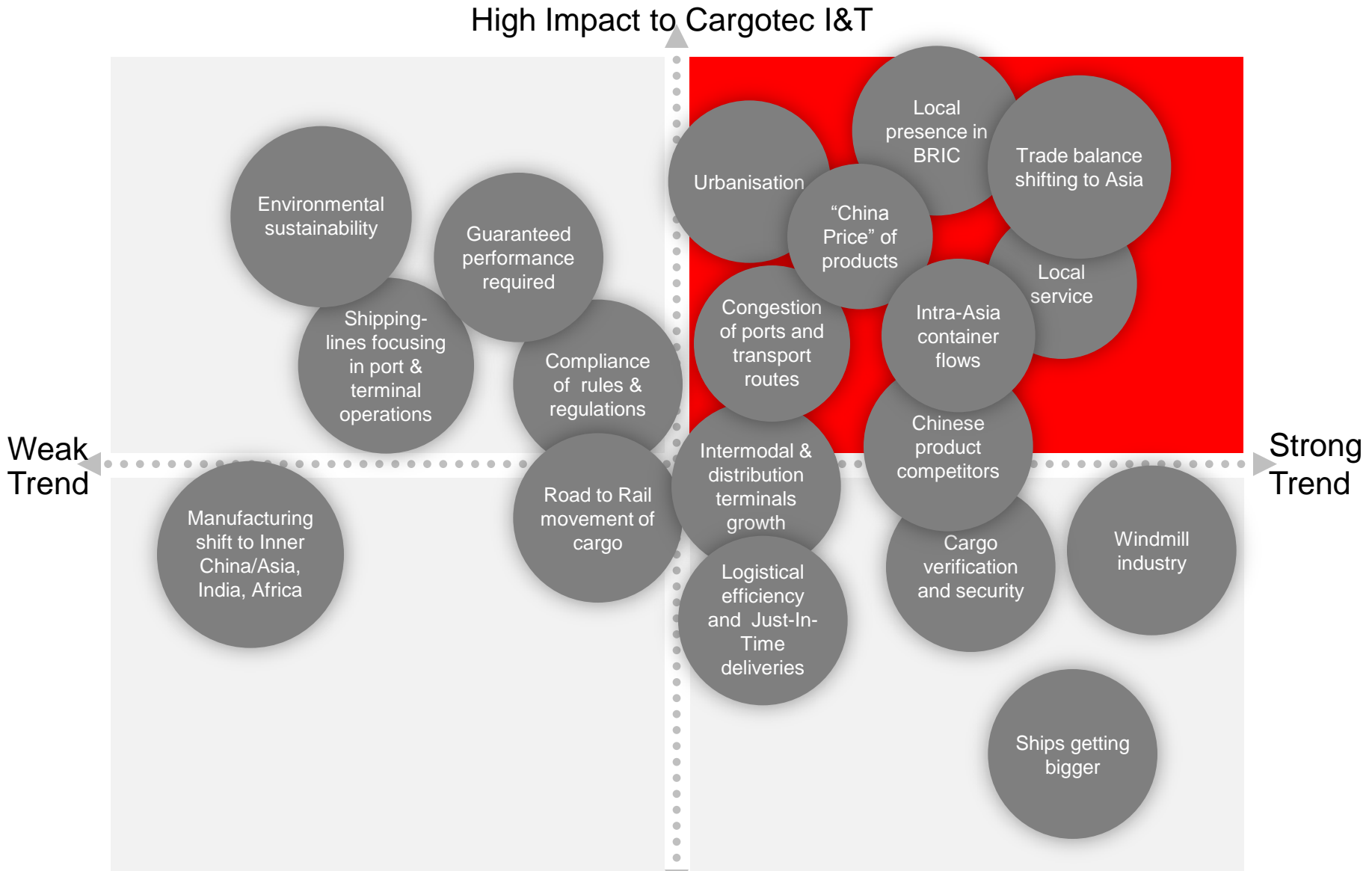


- 2009–** Industrial & Terminal
- Joint organisations
 - Regions: EMEA, Americas and APAC
 - Cross-training, knowledge sharing



- 2009** Hiab and Kalmar
- Two independently managed business areas with their separate production, sales, service and R&D

Relevant future trends



Strategic direction

”Expand the focus from Products run better to our Customers’ processes run better ”



NOW

From
Products
Run Better

To Customers'
Process
Run Better



FUTURE

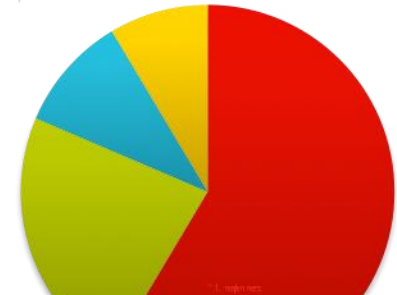
Change drivers

- Customers are moving forward in their value chain – Successful supplier needs to understand better customers' earnings model and potentially take a bigger role in customers' value chain.
- Total offering includes elements from third parties – System supplier competencies become a competitive arena.
- Time-to-market capability becomes more crucial success factor – Agile networked development capabilities, both internal and external, are a must.
- Cost leadership – In customers' eyes and in internal cost structure.

We look at business through equipment



Equipment &
Aftermarket



Market Share

We look at business through customers



From products to solutions

Pro-active offering development

- Offering development process

Offering development process

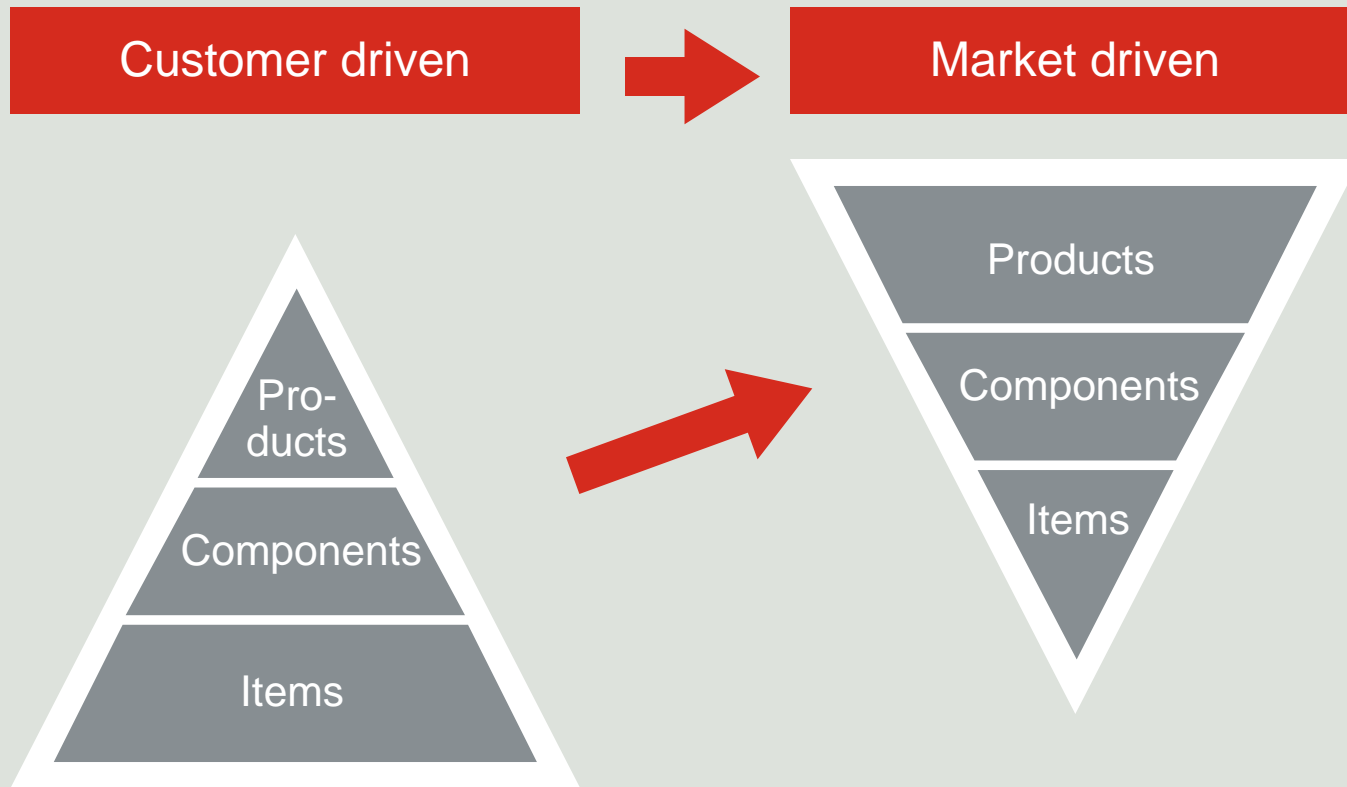
- Disciplines

Technology push needed for

- New opportunities
- Hidden needs




From individual products to modularised product families



Industrial & Terminal focus areas

2011 – 2013

- Establishing competence centers in Asia and Americas 
- Customer relations management 
- Strategic investments in BRIC 
- Product cost innovation 
- Cost efficient and flexible supply and distribution for product business 

we keep cargo on the move™