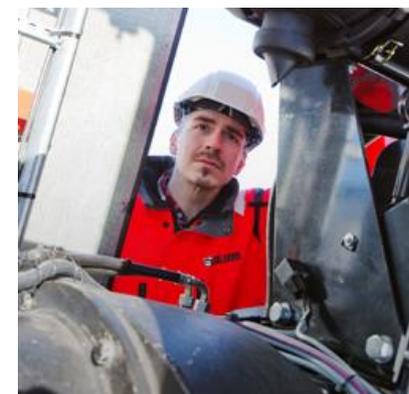


Cargotec Capital Markets Day

2014



18 November
2014



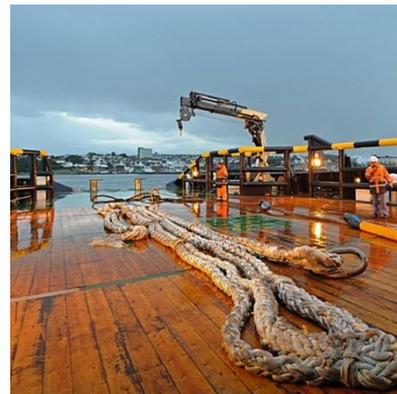
Actions taken to drive improvement in performance are proceeding well

Mika Vehviläinen
President and CEO

Reflection from CMD 2013 to today

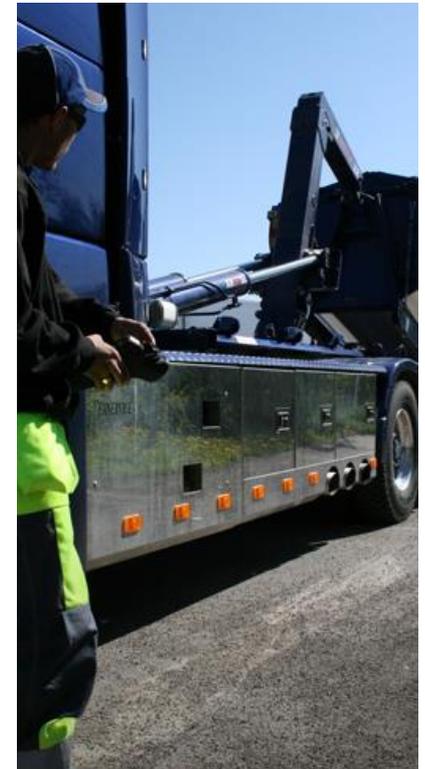
- Profit improvement progressing well in Kalmar and Hiab
- MacGregor reorganisation and programme started
- New head for Hiab in May
- Head of strategy in April
- Actions taken to drive improvement in performance
 - Building world class business platforms for the group
 - Focus on control, predictability and net working capital
 - Performance culture

Market environment



**Cargotec
Capital
Markets
Day**

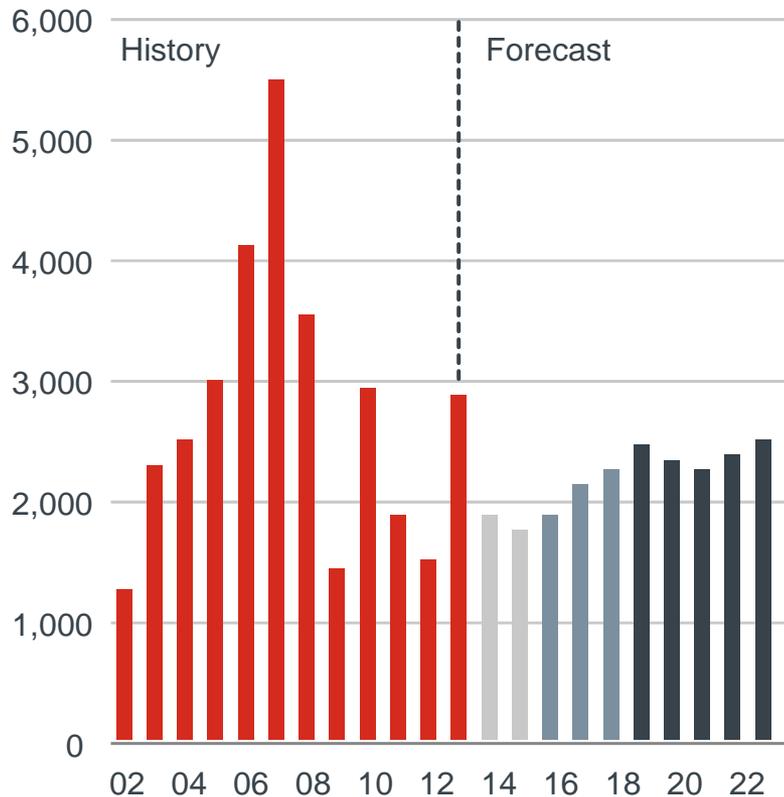
2014



Contracting forecast reflects imbalance in the merchant ship market

Long-term contracting 2002–2023

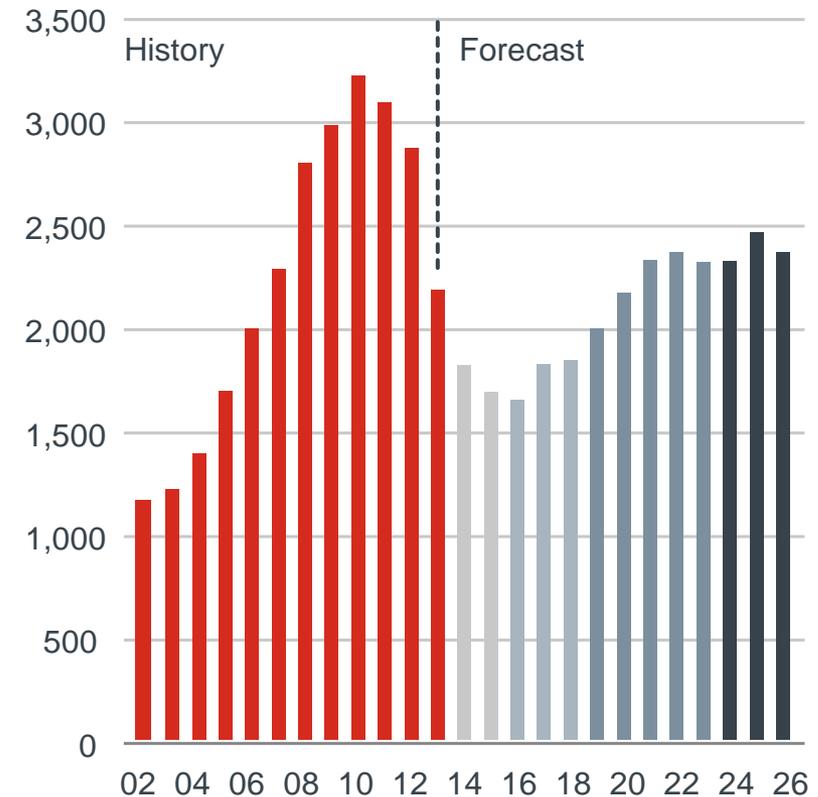
ship nos



Source: Clarkson Newbuilding Market Forecast, September 2014

World fleet additions 2002–2026

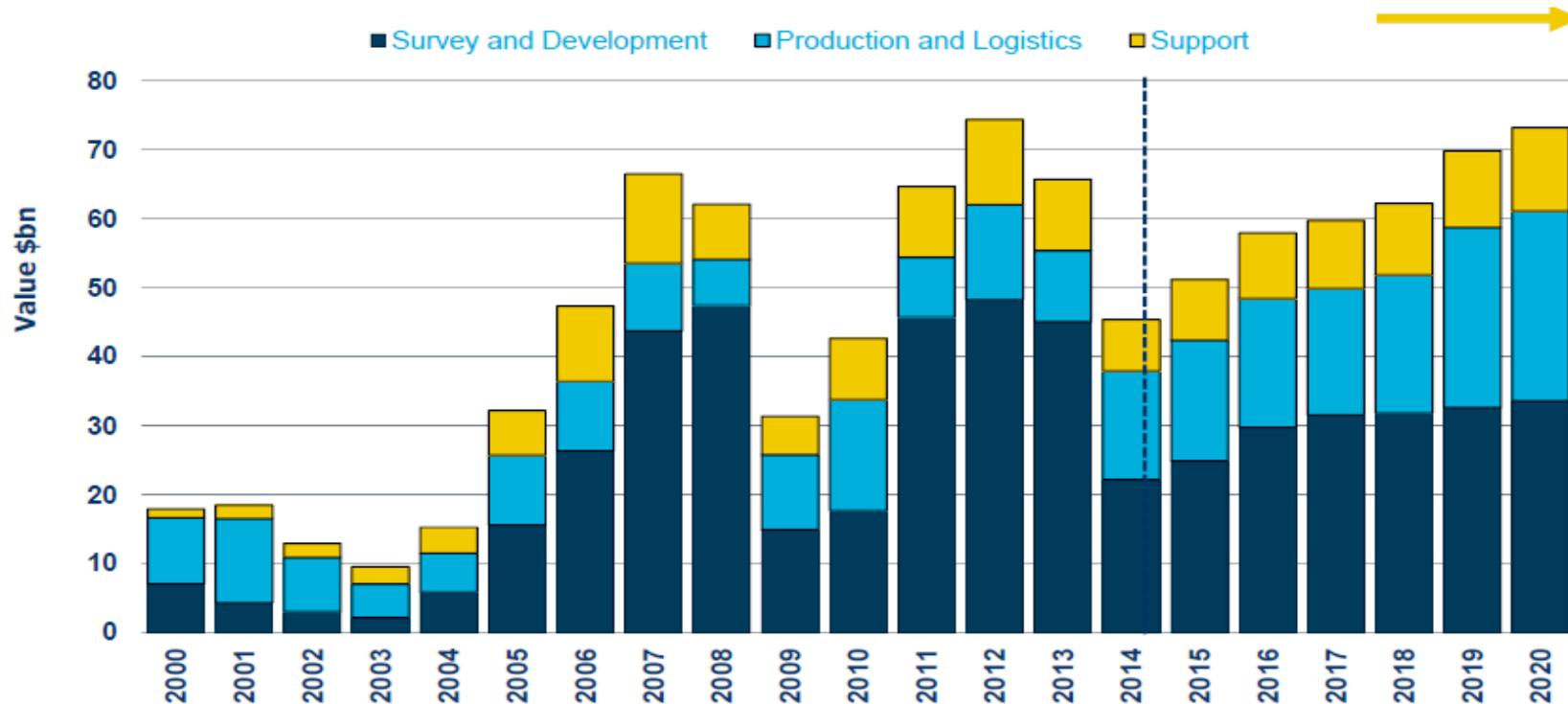
ship nos



Deep-sea production requires bigger, versatile and more complicated offshore vessels

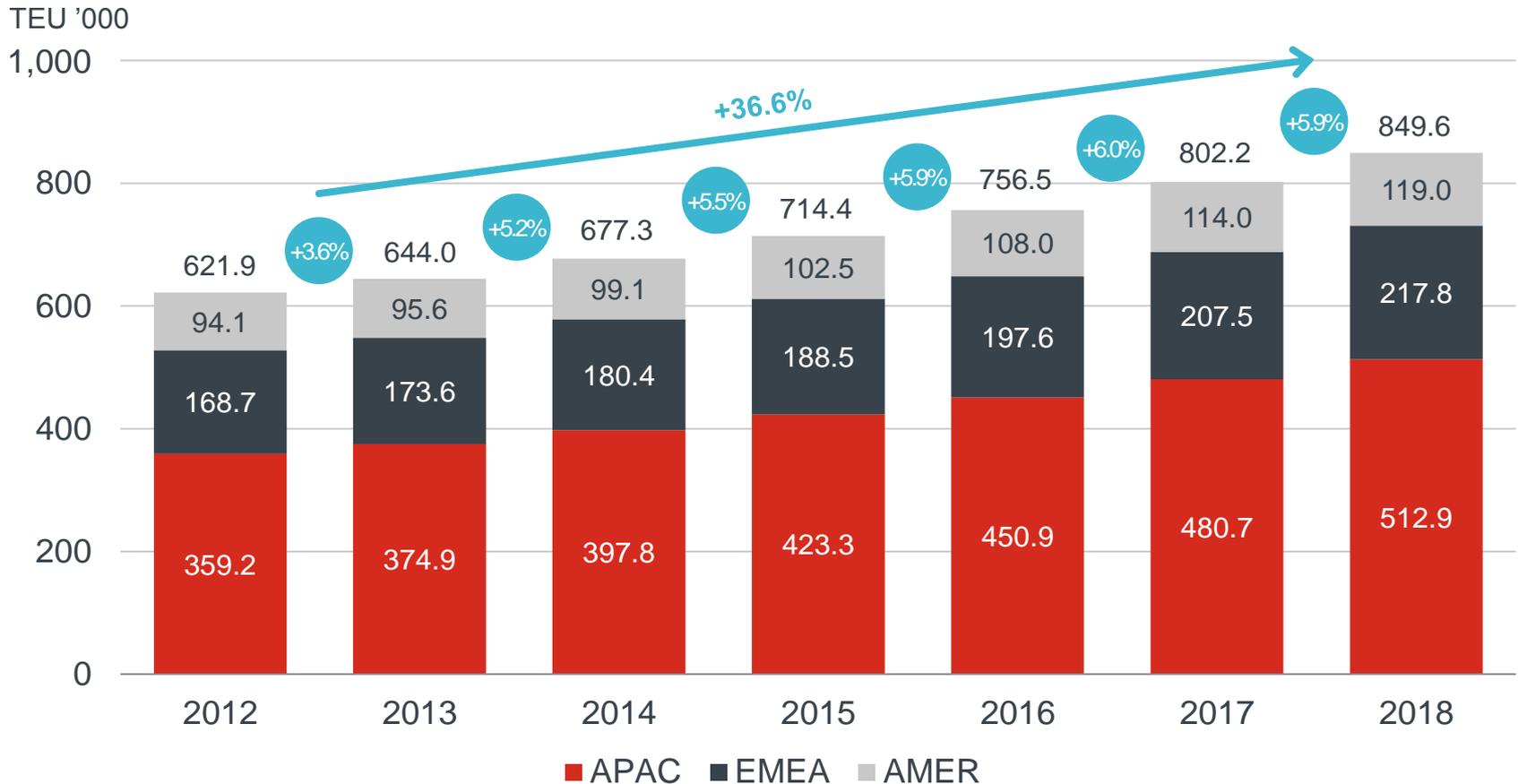
Contracting in US\$ billion
Total mobile offshore contracting

Long-term
forecast average
\$62 billion



Source: Clarkson February 2014

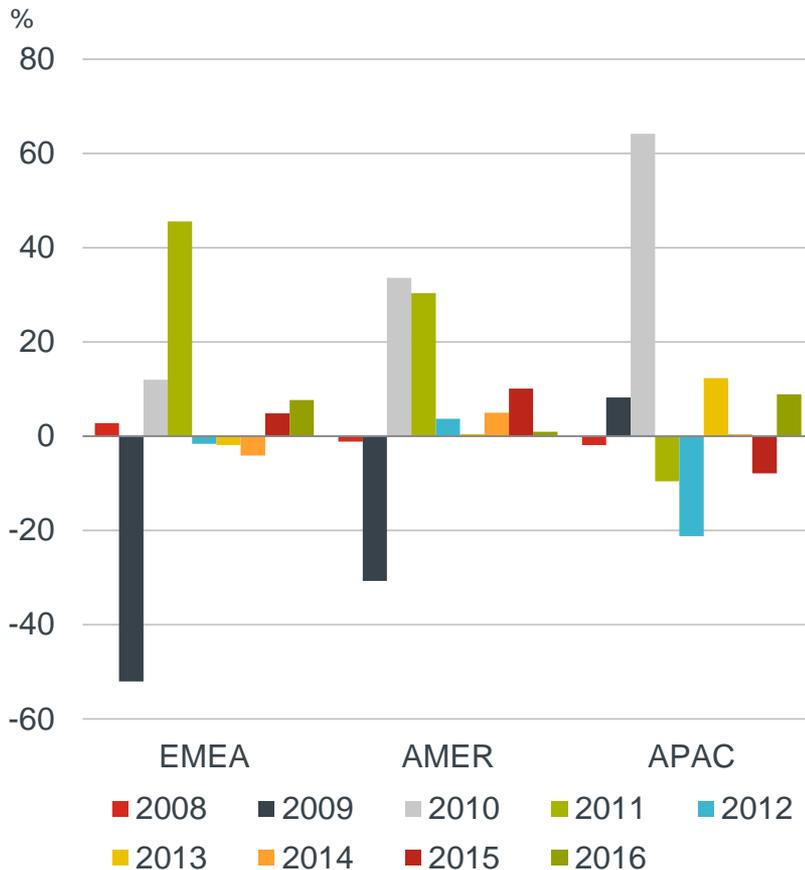
Container throughput forecast illustrates that Kalmar is in a growth business



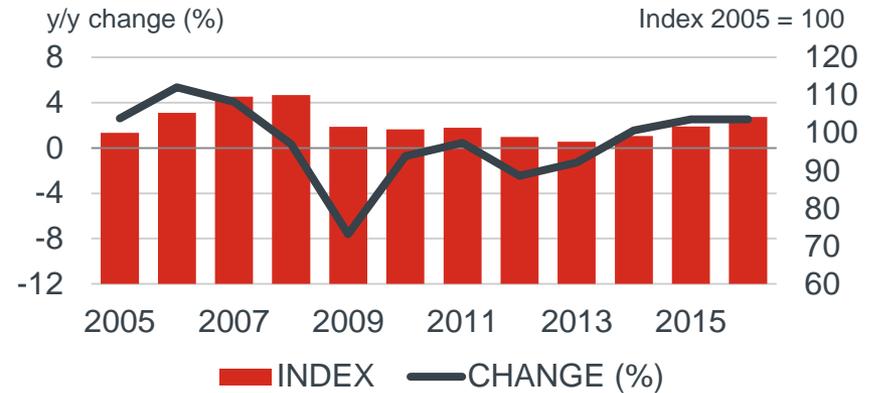
Source: Drewry: Container forecaster Q3 2014, Base case, October 2014

Two-fold market environment for Hiab

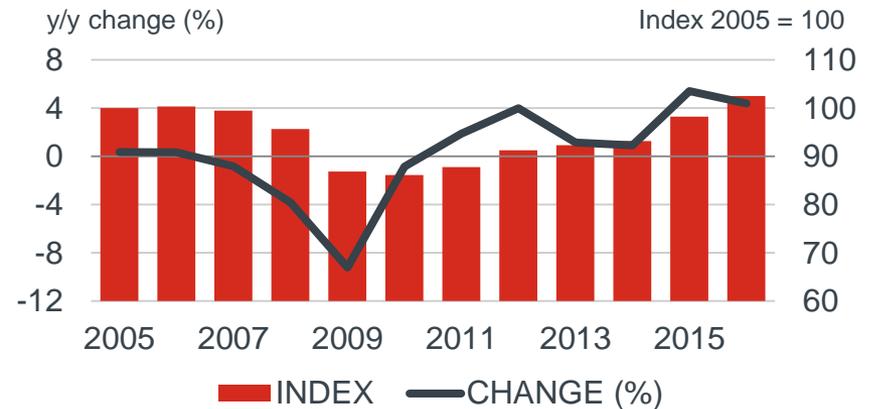
Truck sales growth GVW over 15 ton - regions



EMEA construction output



AMER construction output



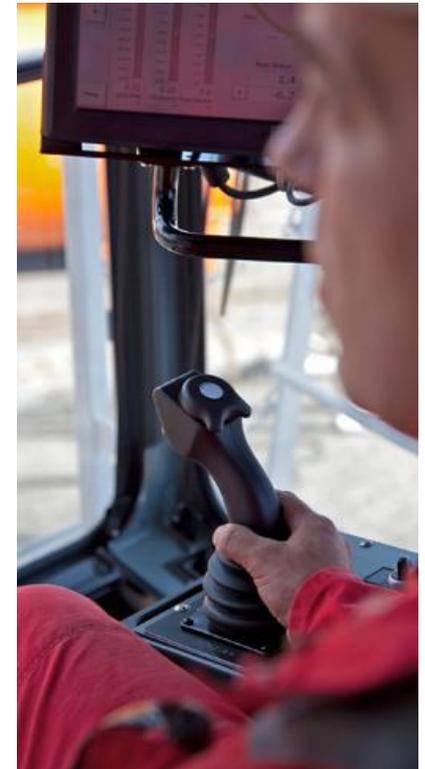
Source: IHS Global Insight Q3/2014 forecast

What next for Cargotec



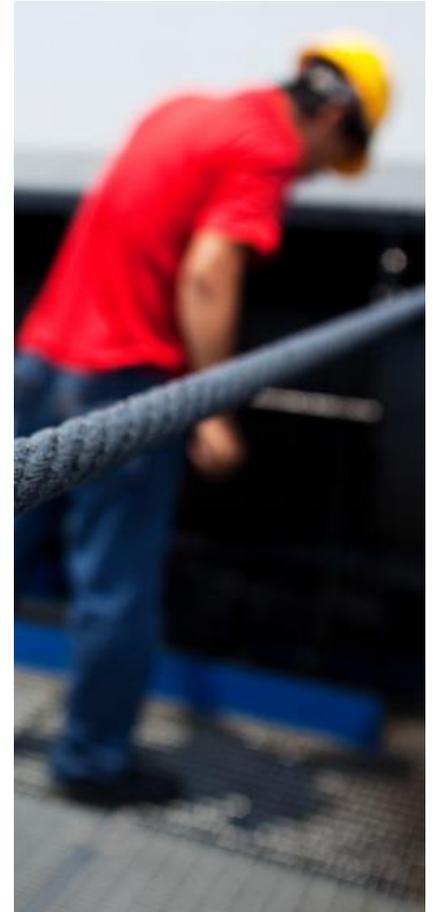
**Cargotec
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Markets
Day**

2014



Cargotec's must wins 2013–2014

- Converting Hiab's high business potential into profitability
- Creating solid platform for growth through successful integration of acquisitions in MacGregor
- Safeguarding competitiveness in mobile equipment in Kalmar
- Driving services offering development and growth in MacGregor and Kalmar
- Driving growth in automation in Kalmar



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Cargotec's must wins 2014–2015

- Driving Hiab to best in class profitability and capital return
- Driving MacGregor profitability over the cycle through better effectiveness
- Safeguarding competitiveness in mobile equipment in Kalmar
- Driving services offering development and growth in MacGregor and Kalmar
- Driving growth in automation in Kalmar



Enabling better performance



Building world
class business
platforms



Performance
culture



Better control,
predictability
and capital
returns



Embracing
digitalisation

**We shape cargo
handling industry**





Future of cargo handling relies on smart sustainability and digitalisation



**Our market leading brands
guarantee the highest value
for our customers**

Cargotec financial targets for 2016

Operating profit margin
(EBIT)

>8%

Return on capital
employed
(ROCE pre-tax)

>13%

Gearing

<50%

Dividend

**30-
50%**
of earnings per share

