

**Cargotec
Capital
Markets
Day**

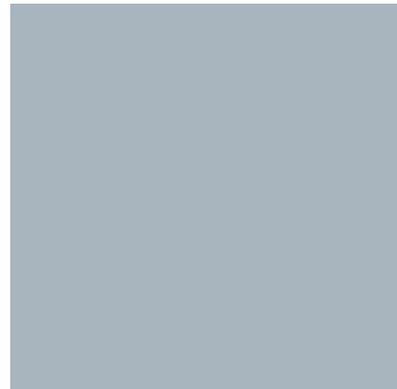
2013

Cargotec Capital Markets Day

2013



2 December
2013



**Great potential in businesses – execution
is the key**

Mika Vehviläinen
President and CEO

My observations on Cargotec

Strengths

- Market position
- Brands
- Customer satisfaction
- Products and technology

My observations on Cargotec

Improvement areas

- Financial performance vs. peers
- Clock speed
- Performance culture
 - Leadership
 - Complexity, lack of clarity and focus
 - Tools and systems

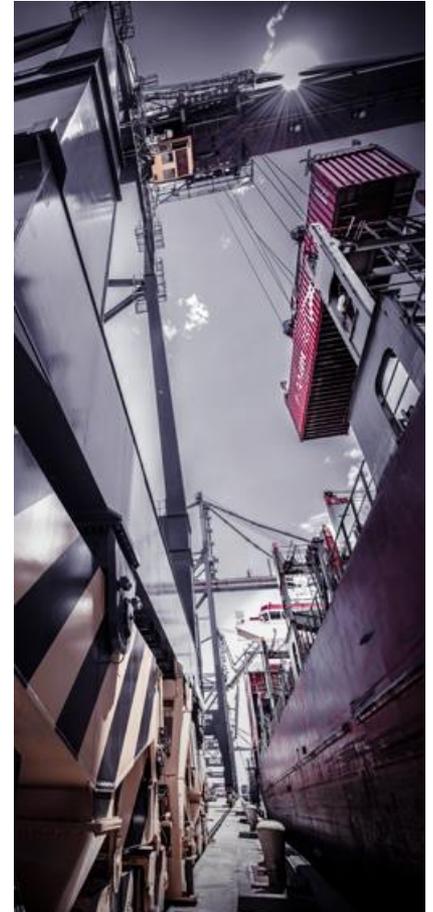
What have we done?

Changes in the leadership team

- Extended Executive Board
- New head for MacGregor
- New head for Hiab

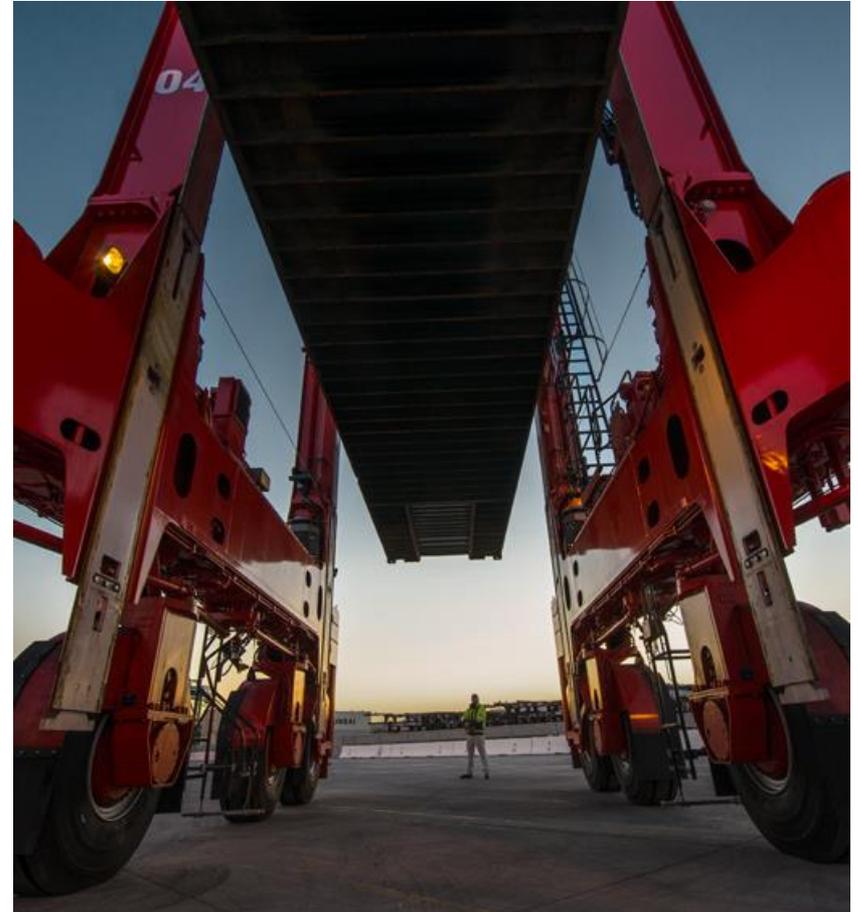
Reconfirmation and readjustments in management agenda

- No major changes in BA specific strategies
- Biggest value creation in short-term is business improvement in BAs
- No major portfolio changes foreseen now



What next?

- Three phase programme driving for better performance
- Driving for performance culture
- Investments in tools and systems
- Clarity and focus



Three phase programme driving for better performance

2013

2014

2015

Phase 1

Reconfirm and execute key improvement initiatives

Phase 2

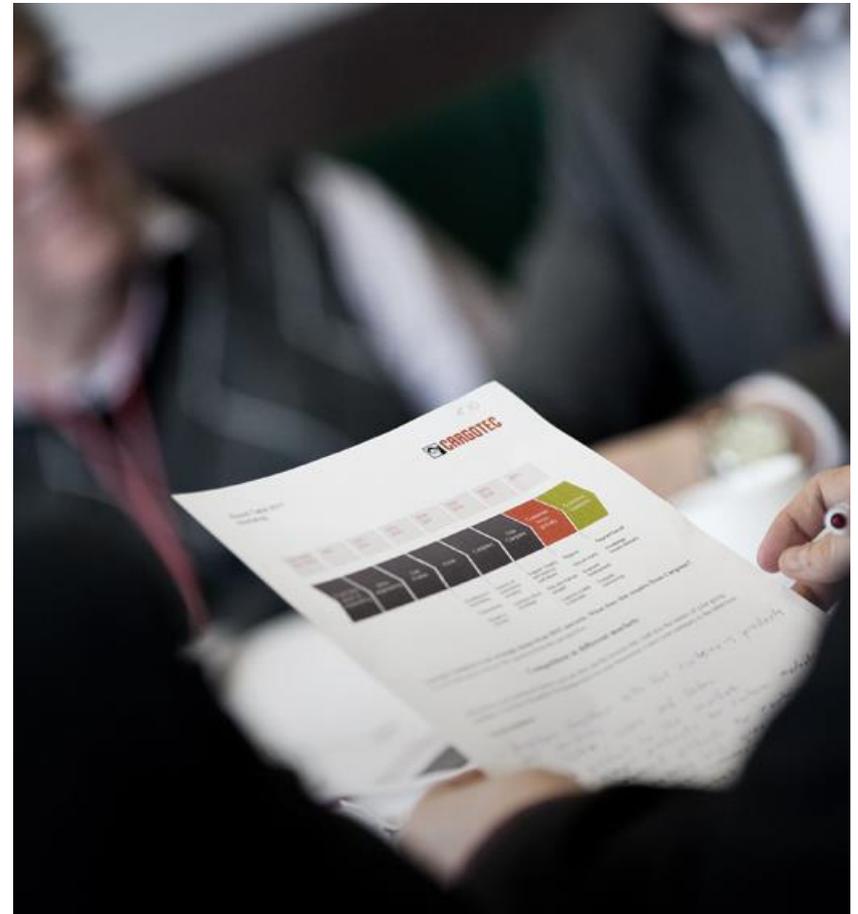
Drive 'on par' performance

Phase 3

Drive superior performance and competences in focused portfolio

Driving for performance culture

- Simplicity
- Accountability
- Hunger for financial success
- Leadership excellence
- High performing teams
- Performance management
- Better visibility and control



Cargotec's must wins

- 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



