

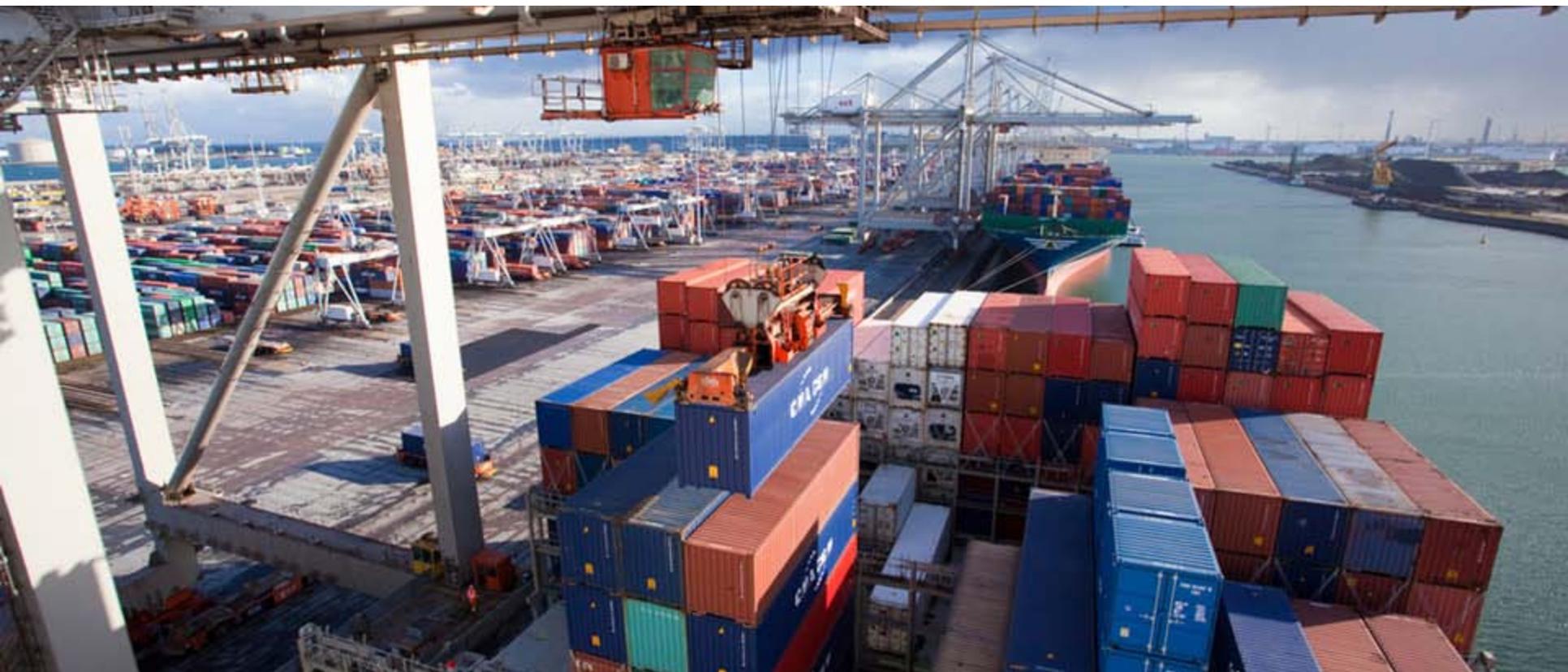
**CARGOTEC**

Unto Ahtola, EVP Terminals (as of 1 January 2012)



Cargotec Capital Markets Day 2011, Helsinki

## Terminals – Elements for growth in place



## Port container terminals

Terminal size (TEU) <sup>1</sup>	Total no. of terminals	% of total terminals	No. of terminals which are state owned <sup>2</sup>	State-owned % of total terminals
< 100K TEU	594	47.6%	307	51.7%
100K < 250K TEU	256	20.5%	62	24.2%
250K < 500K TEU	160	12.8%	34	21.3%
500K < 1 million TEU	126	10.1%	23	18.3%
> 1 million TEU	112	9.0%	20	17.9%
<b>Total</b>	<b>1,248</b>	<b>100.0%</b>	<b>446</b>	<b>35.7%</b>

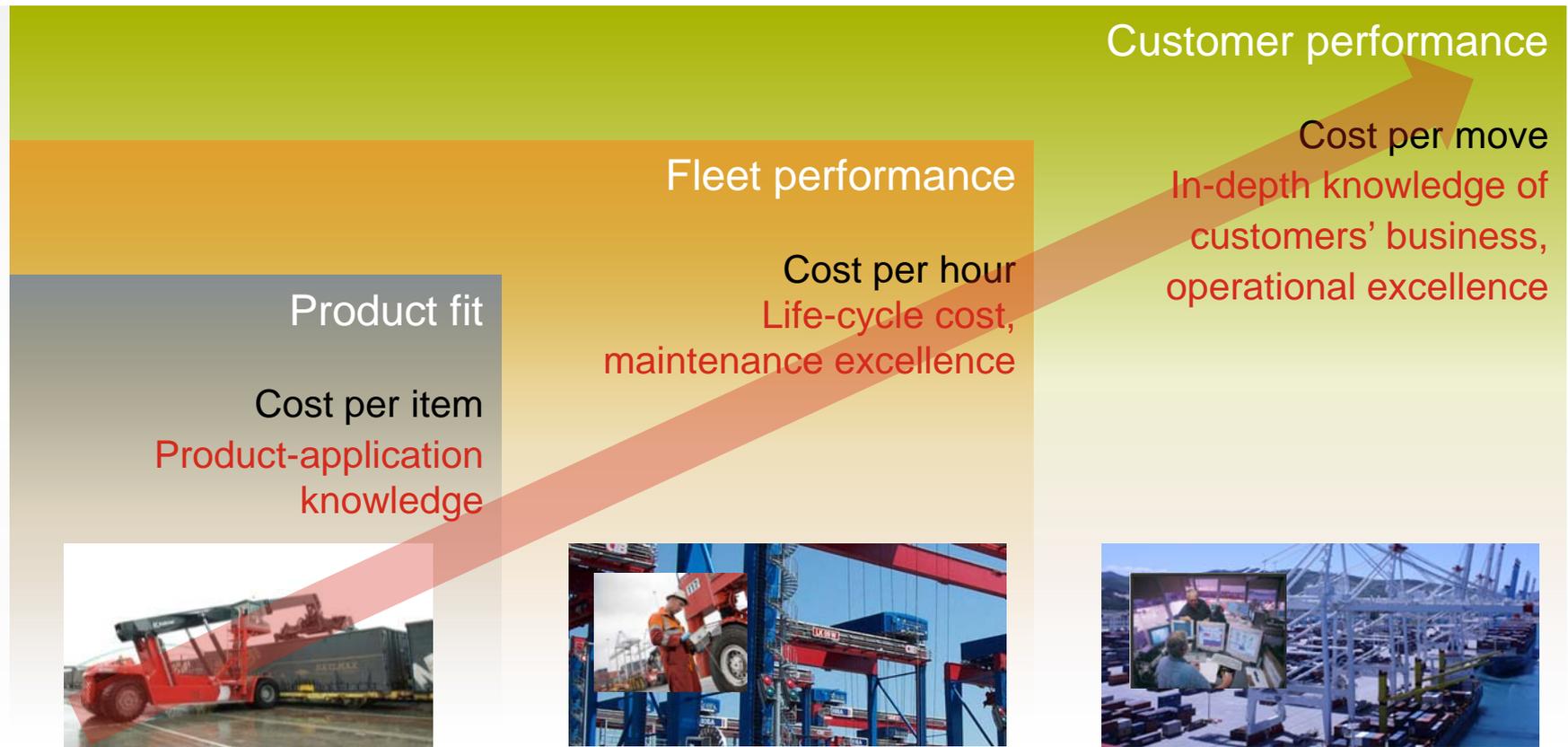
Notes: (1) Terminal size is based on 2009 throughput

(2) Excludes terminals owned or managed by state owned global operators such as PSA and DP World but includes terminals where the government has majority ownership

Source: Drewry Maritime Research (2011)

Source: Drewry 2011; Bain analysis

# Rethinking the market



## The new Terminals business area

- **Our customers**  
Sea and river ports, container depots, intermodal terminals and other diverse customers
- **Our mission**  
is to improve the efficiency of cargo flows
- **Our strategy**  
is to help our customers' business run better



# The most comprehensive offerings in the industry



## Equipment

Complete set of equipment  
for terminal processes

## Systems & Automation

Terminal operating systems  
Automated equipment  
Automated terminals

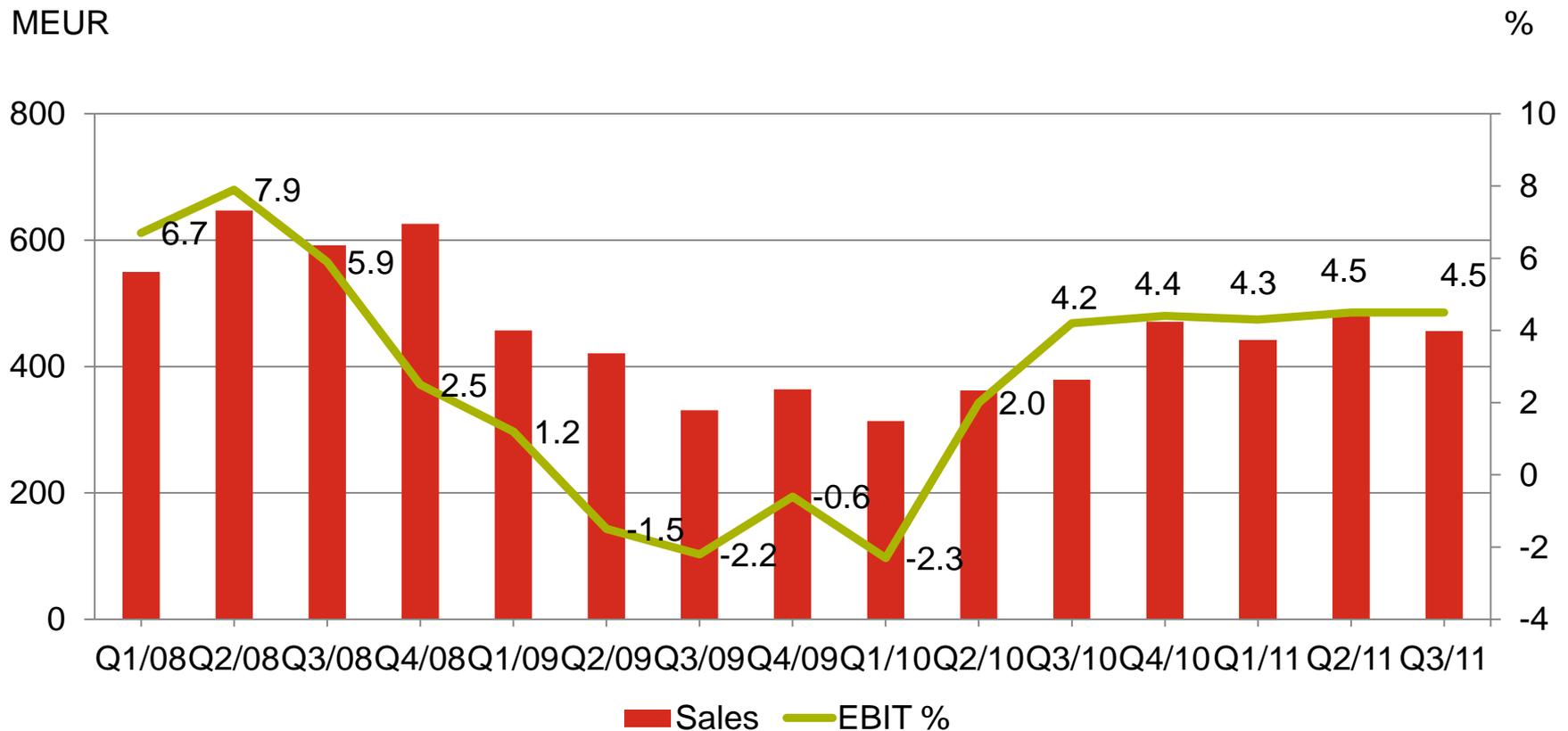
## Services

Global service network  
Rebuilding and refurbishing  
Service contracting  
Terminal development



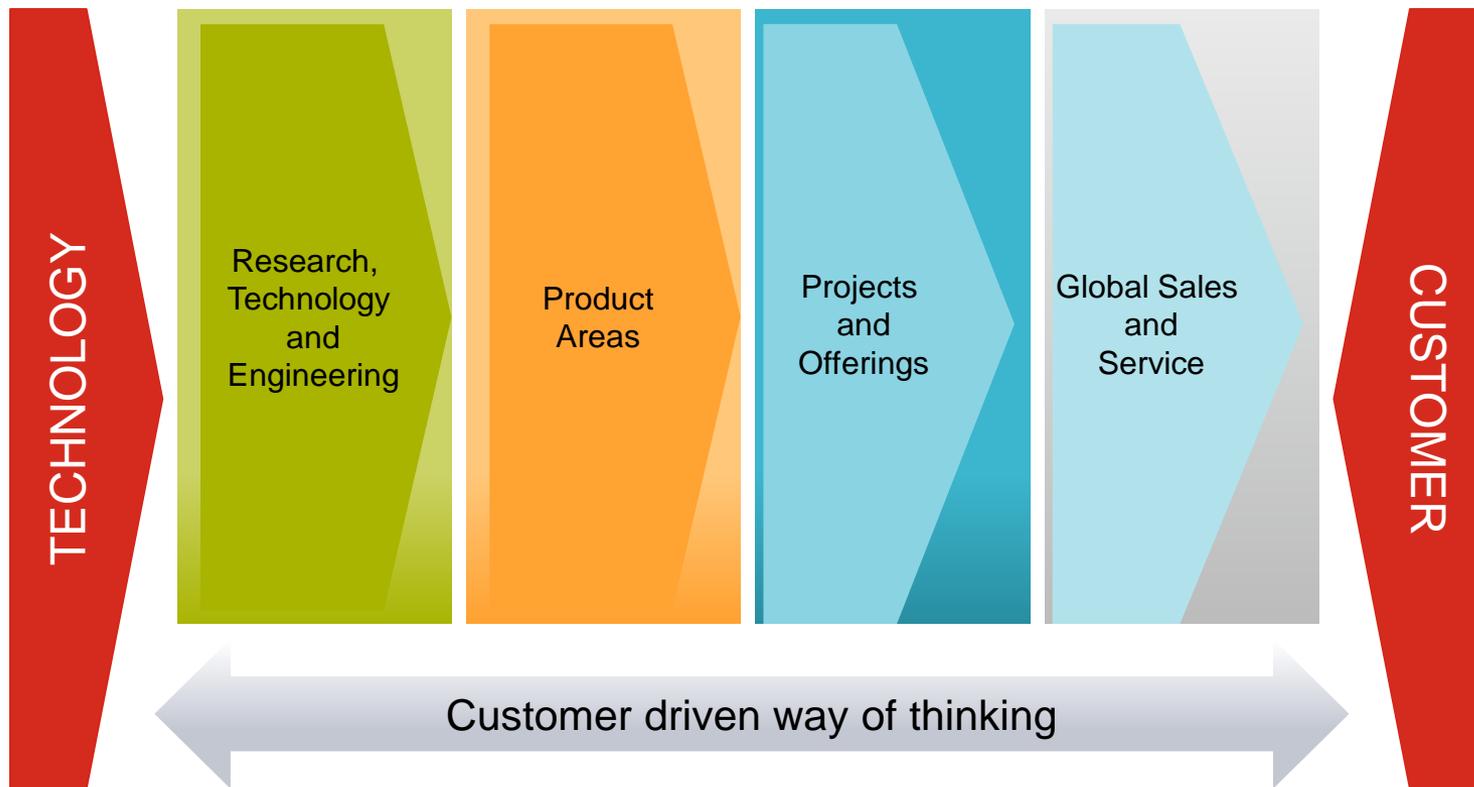
# Industrial & Terminal sales and operating margin

- growth and margin improvement potential for Terminals



EBIT% Q1/08–Q4/10 excluding restructuring costs

# Customer focus



## Navis acquisition boosts terminal development innovation

- Adding Navis to portfolio enables us to offer complete solutions for terminal customers and enlarge the accessible market

The logo for Navis, featuring the word "navis" in a dark green, lowercase, sans-serif font. A small registered trademark symbol (®) is located to the upper right of the letter 's'. Above the letter 'i', there is a stylized green arc that curves over the top of the letter.

# Establishing competence centres in Singapore and Tampere bring more customer focus on R&D



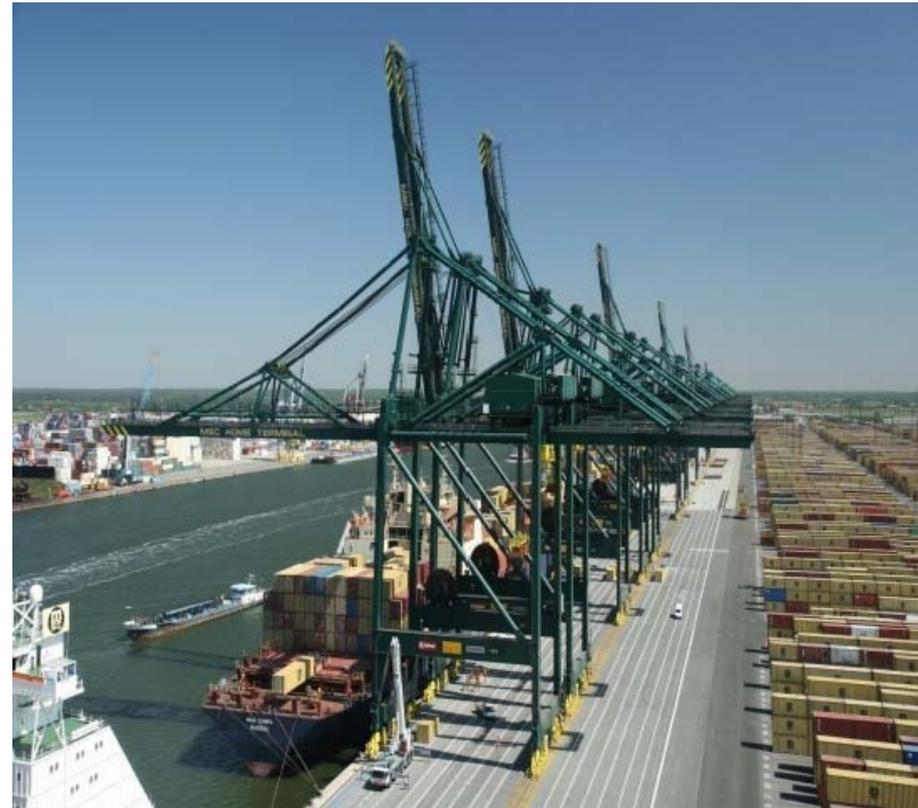
**Singapore Competence Centre**  
Focus on customers and terminal processes



**Tampere Technology and Competence Centre**  
Focus on technology

## Repositioning in the heavy cranes market

- With the planned joint venture with Rainbow Heavy Industries our target is to achieve a leading position in heavy cranes
- The aim is to
  - Further strengthening our presence in China
  - Create growth globally
  - Improve production capacity and cost efficiency



## Winning with products



**Bolivariana de Puertos, S.A., Venezuela**



**Indonesia**

## Winning with projects



**London Gateway**



**TraPac Inc, Los Angeles, USA**

## Winning with services



**GMP Le Havre, France**



**Northport (Malaysia) Bhd**

## Focus areas for Terminals

- Offering development, including equipment, systems & automation and services
- Project sales and delivery capabilities
- Sales management capabilities
- Cost efficiency



## Box thinking



we keep cargo on the move™