

Kepler Cheuvreux autumn conference
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Becoming the global leader in sustainable cargo flow

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Disclaimer

Although forward-looking statements contained in this presentation are based upon what management of the company believes are reasonable assumptions, there can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. These statements are not guarantees of future performance and undue reliance should not be placed on them. The company undertakes no obligation to update forward-looking statements if circumstances or management's estimates or opinions should change except as required by applicable securities laws.

All the discussion topics presented during the session and in the attached material are still in the planning phase. The final impact on the personnel, for example on the duties of the existing employees, will be specified only after the legal requirements of each affected function/ country have been fulfilled in full, including possible informing and/or negotiation obligations in each function / country.

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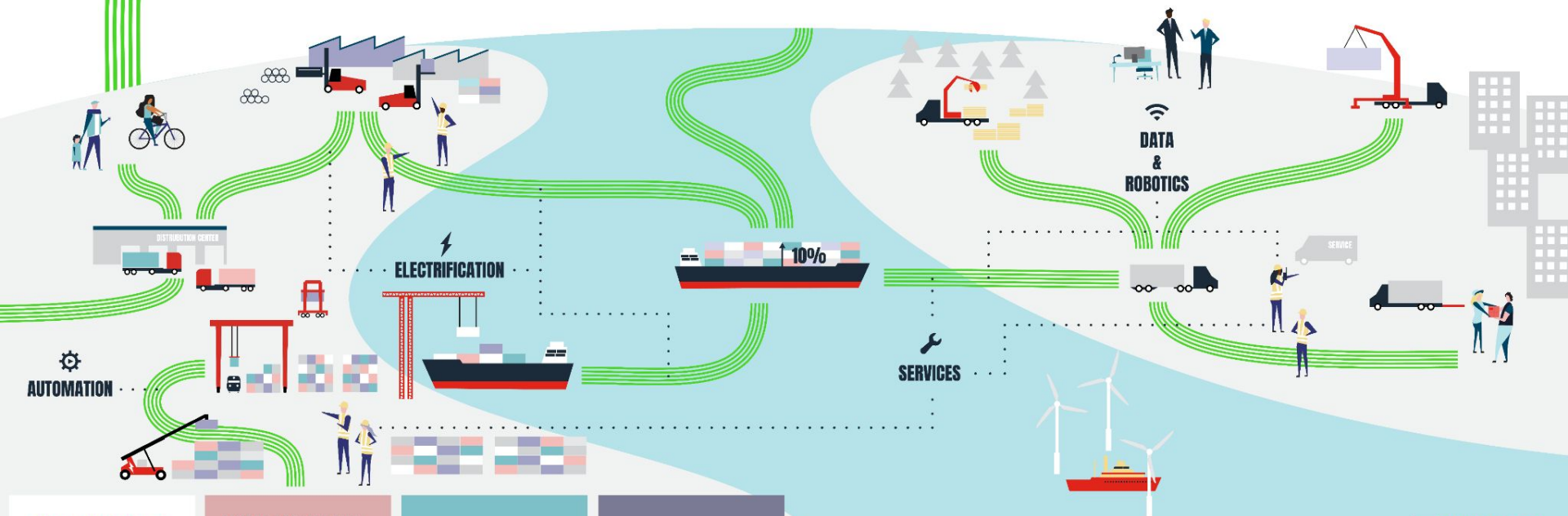
The merger and the merger consideration securities have not been and will not be registered under the U.S. Securities Act, and may not be offered, sold or delivered within or into the United States, except pursuant to an applicable exemption of, or in a transaction not subject to, the U.S. Securities Act.

GLOBAL LEADER IN SUSTAINABLE CARGO FLOW

KALMAR

MACGREGOR

HIAB



MEGATRENDS

GLOBAL GROWTH AND
ECONOMIC DEVELOPMENT

SUSTAINABILITY

DIGITALISATION

 **CARGOTEC**

Strong global player with well-balanced business

Sales:
EUR 3,263 million
EBIT: 6.9%

Kalmar

Sales: **EUR 1,529 million**
EBIT: **8.2%** (EUR 126 million)

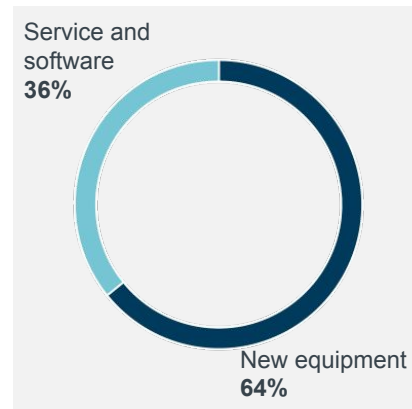
Hiab

Sales: **EUR 1,094 million**
EBIT: **11.8%** (EUR 129 million)

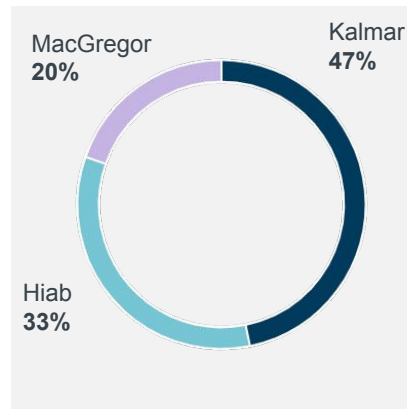
MacGregor

Sales: **EUR 642 million**
EBIT: **1.0%** (EUR 7 million)

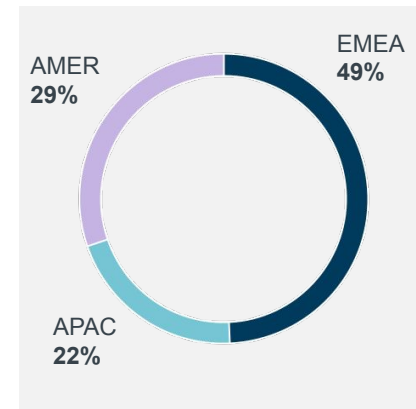
**Sales split: new
equipment vs service
and software**



**Sales by
business area**



**Sales by
geographical area**



Technology leader and strong market positions, leading brands in markets with long term growth potential

Global megatrends

- Global growth and economic development
- Sustainability
- Digitalisation

Growth drivers

- Container throughput growth
- Construction activity
- Automation
- Digitalisation

Competitive advantages

- Strong brands
- Full automation offering
- Technology leadership
- Loyal customers

Market position

- #1 or #2 in all major segments

Our vision is to become the global leader in sustainable cargo flow

PURPOSE

SMARTER CARGO FLOW FOR A BETTER EVERYDAY

VISION

Global Leader in Sustainable Cargo Flow

BREAKTHROUGH OBJECTIVES

Sustainability

Profitable Growth

CONCRETE TARGET

Reduce 1 million tonnes of CO₂ equivalent by 2024

WHERE TO WIN

Grow in core and adjacent businesses & markets

Solve customer challenges in climate change and sustainability

Invest in industry innovation and transformation

Expand lifecycle services

HOW WE MEASURE

Financial performance

Absolute CO2 reduction

Share of sales of eco-offering

Leadership index

Customer satisfaction scores

Clear plan for profitability improvement and to reach financial targets

Growth

Grow faster than market

Profitability

10% operating profit and
15% ROCE in 3-5 years*

Service and software

Service and software sales 40% of net sales,
minimum EUR 1.5 billion in 3-5 years*

Balance sheet and dividend

Gearing < 50%
Increasing dividend in the range of 30-50% of EPS,
dividend paid twice a year

Outlook for 2021

Cargotec estimates 2021 comparable operating profit to improve compared to 2020 (EUR 227* million)

*The comparable operating profit has been specified from EUR 228 million to EUR 227 million. Additional information about the comparable operating profit definition is presented in the stock exchange release published on 29 March 2021.



