

### 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.







## We have been bold in shaping our strategy for value creation

**PAST** 

**PRESENT** 

**FUTURE** 

2013

2018

2020

2022

Product leadership

Service leadership

Leader in intelligent cargo handling

Leader in sustainable cargo flow

Sustainability leadership through empowered businesses



Cargotec CMD 2022

15.11.2022



## We have already reached significant milestones in the new strategy

Strategic evaluation of MacGregor business



Review of operational model to support refocused group





We want to participate in solving global challenges together with our customers

**CLIMATE CHANGE** 

LABOUR SCARCITY

World in **2030** 

CHANGING LOGISTIC CHAINS

LIMITED RESOURCES





Make the industry more sustainable



**Grow faster** than the market



Significantly improve our profitability

## Our strategy for profitable growth centers on sustainability





Investing in innovation to be sustainability leader



Driving increasing recurring revenues



Actively seeking organic and inorganic growth



Aiming for highest ESG standards in our industry

Strong market positions

Leading brands

Leadership & people



## We will continue investing in innovation to be the sustainability leader in our industry



80<sub>MEUR</sub>

of R&D investments annually<sup>1</sup>

Focus on electrification, robotics and digitalisation

Helping customers with operator shortage and emission reduction

Accelerating eco portfolio growth

>90%

Since 2017<sup>2</sup>



## We drive increasing recurring revenues when we serve our customers

Fast growing and highly profitable service business

5% CAGR¹

180<sub>MEUR</sub>
COMPARABLE OPERATING PROFIT<sup>2</sup>

920<sub>MEUR</sub>

SALES<sup>2</sup>

Accelerated growth from digitalisation and spare part capture rates

Focus on equipment businesses with short replacement cycle

New recurring revenue models



## We have multiple organic and inorganic growth opportunities

GROWTH FOCUS	ORGANIC	M&A
Strengthening our portfolio and filling white spots in the offering	•	•
Eco portfolio	•	•
New services related to our core offerings	0	
New applications for our products	0	
Enter new developing markets	0	0
Seek to grow in adjacent segments		0



### **PORTFOLIO CRITERIA**

# Adjacent to core businesses Growing Niche

## Recurring Equipment business High technology Service potential position Attractive market position

Capability to fill the performance targets





SOCIAL

Safe and inclusive value chain

Kalmar AutoStrad Smart Safety



Transparent and ethical governance

Management remuneration tied to sustainability performance

promise

1.5° Our commitment

**Proof** 

SSAB collaboration



## Cargotec's performance targets for its core businesses

Eco portfolio: double sales growth compared to traditional products

Reduce CO<sub>2</sub> emissions in our value chain<sup>2</sup>

2025: -25%

2030: -50%

Sales growth faster than market<sup>1</sup>

Comparable operating profit

2025: 12%

2030: 15%

Growing dividend

30-50% EPS

Gearing below **50%** 

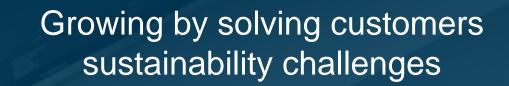
1) Global GDP, IMF World economic outlook current prices

- 2) Scope 1,2 & 3, compared to 2019
- 3) Core businesses = Hiab and Kalmar



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Investing in innovation to be sustainability leader



Driving increasing recurring revenues



Actively seeking organic and inorganic growth



Aiming for highest ESG standards in our industry

Step change in resilience and financial performance



## CARGOTEC