

# Why invest in Cargotec?

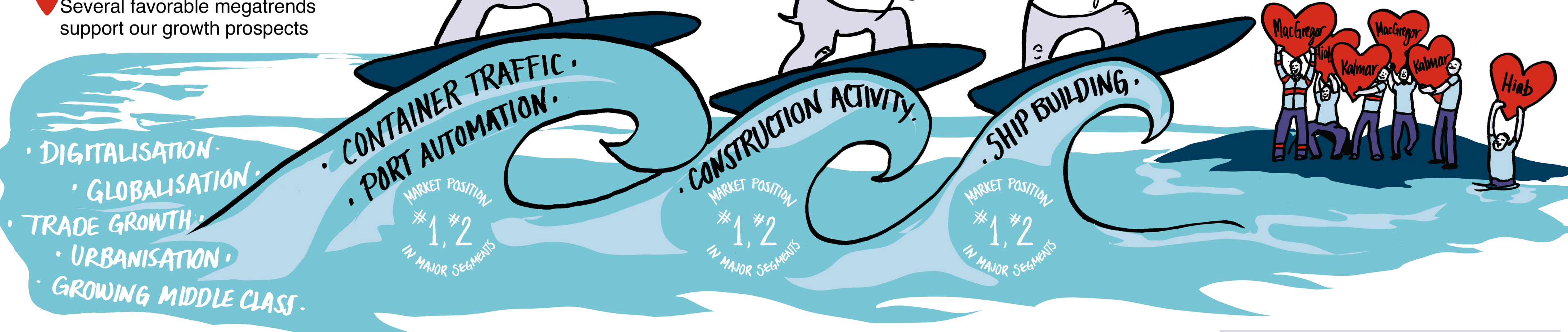


- ♥ Our target: To become the leader in intelligent cargo handling through digitalisation, services and leadership
- ♥ Several favorable megatrends support our growth prospects

Every 4th container in the WORLD is moved by Kalmar solution

Every other ship in the WORLD has MacGregor equipment on board

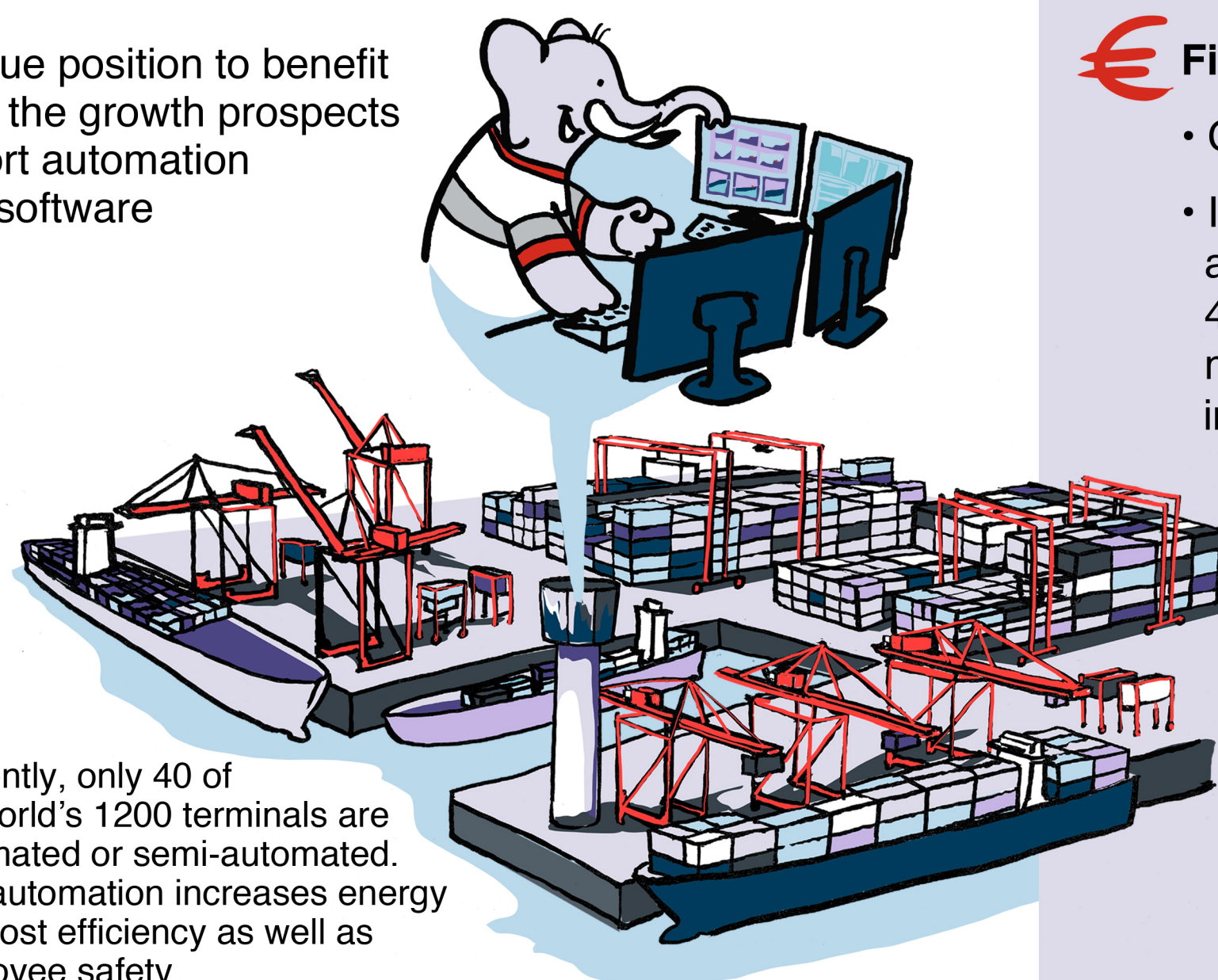
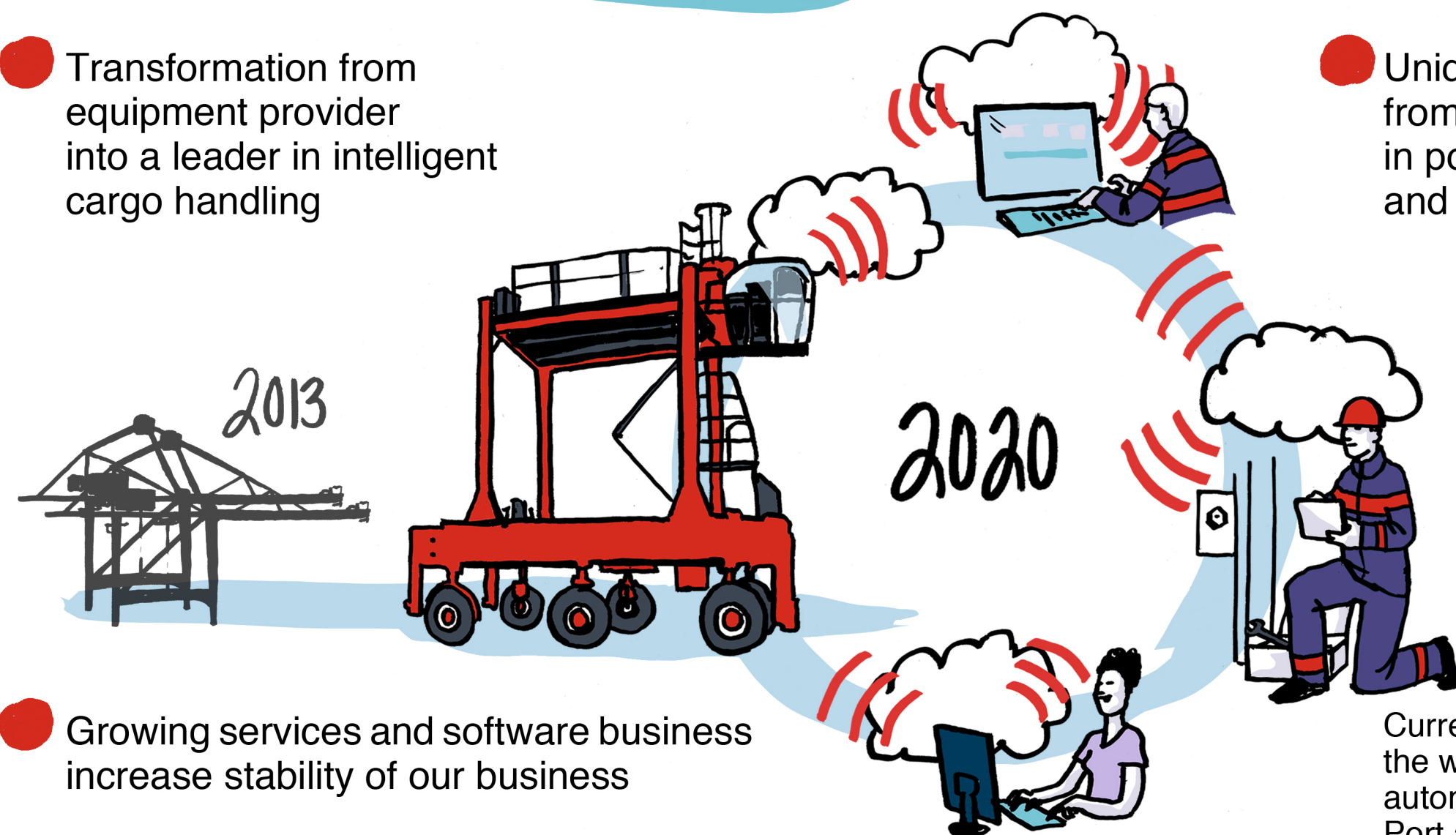
- ♥♥ We have strong brands and a loyal global customer base



- Transformation from equipment provider into a leader in intelligent cargo handling

- Unique position to benefit from the growth prospects in port automation and software

- Growing services and software business increase stability of our business



Currently, only 40 of the world's 1200 terminals are automated or semi-automated. Port automation increases energy and cost efficiency as well as employee safety.

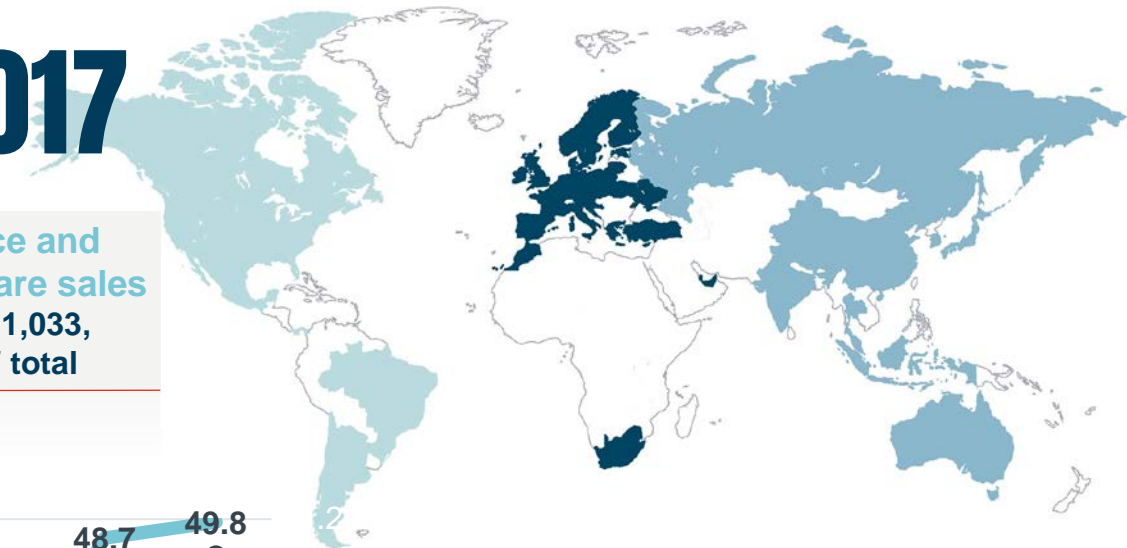
## € Financial targets

- Grow faster than the market
- Increase service and software sales to 40% of net sales, min. EUR 1.5 billion in 3-5 years
- Target 10% operating profit and 15% ROCE in 3-5 years
- Target gearing <50% and increasing dividend in the range of 30-50% of EPS, to be paid twice a year

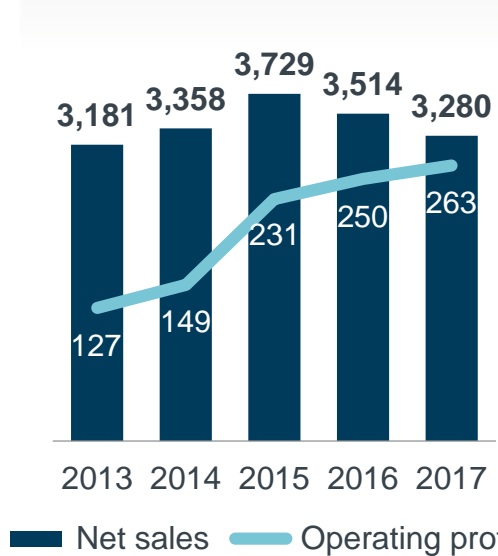




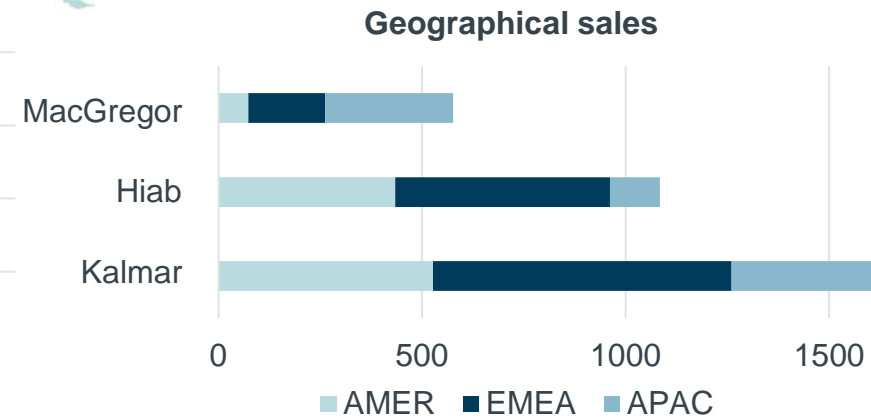
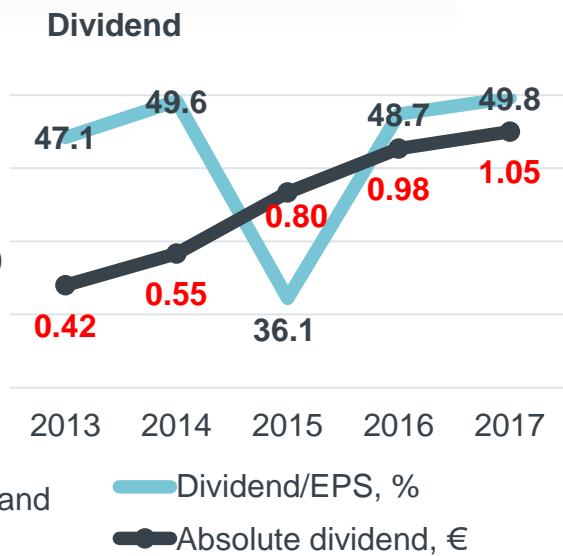
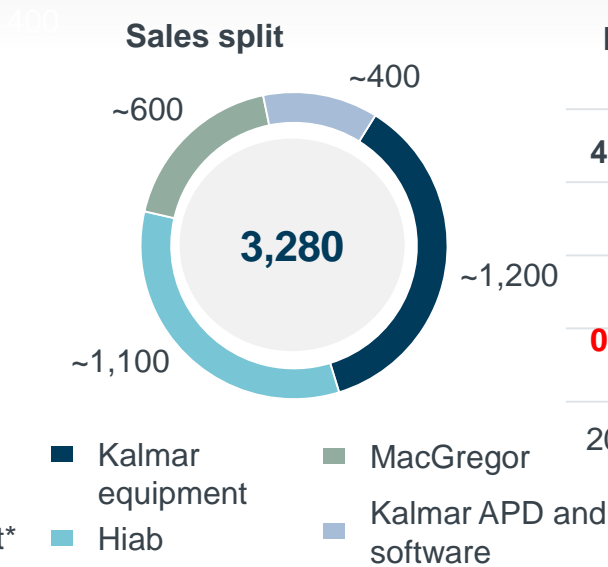
# CARGOTEC KEY FIGURES 2017



<b>Sales</b> MEUR 3,280	<b>Operating profit*</b> MEUR 263, 8.0% of sales	<b>Orders received</b> MEUR 3,190	<b>Employees</b> 11,251	<b>Service and software sales</b> MEUR 1,033, 31% of total
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\*Excluding restructuring costs



**Cargotec is transforming from equipment provider into a leader in intelligent cargo handling**



**2013**

**Product leadership**  
Good equipment company



**2018**

**Services leadership**  
World-class service offering



**2020**

**Leader in intelligent cargo handling**  
40% of the sales from services and software

## Financial targets

Grow faster than the market

Cargotec operating profit margin 10% in 3-5 years

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

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

15% ROCE in 3-5 years

Gearing below 50%

# #1-2

Market position in all major segments

## Megatrends supporting our business



Urbanisation



Digitalisation



Population growth



Energy demand

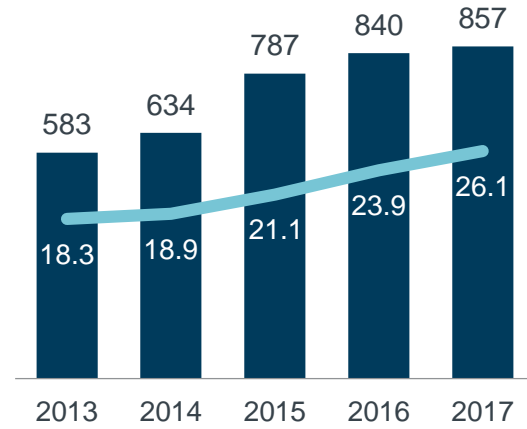


GDP growth per capita



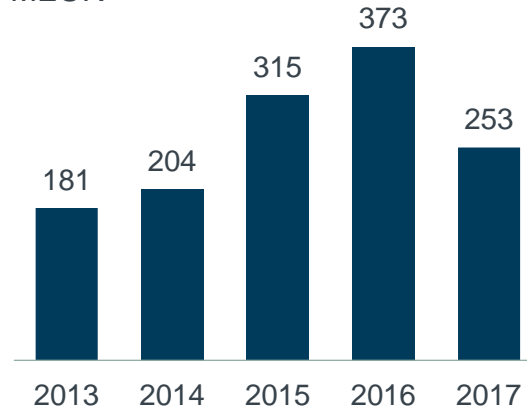
Environmental awareness

### Gross profit

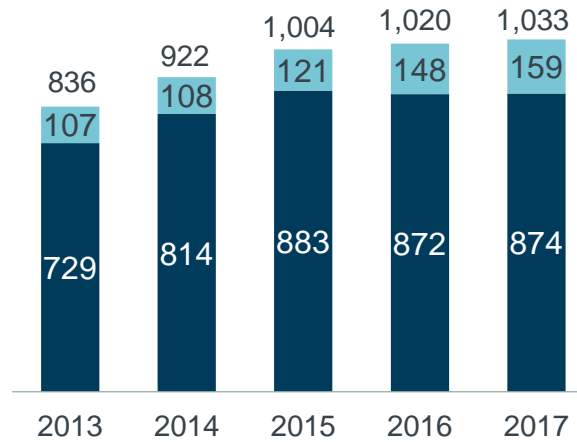


■ Gross profit MEUR — Gross profit %

### Cash flow from operations MEUR

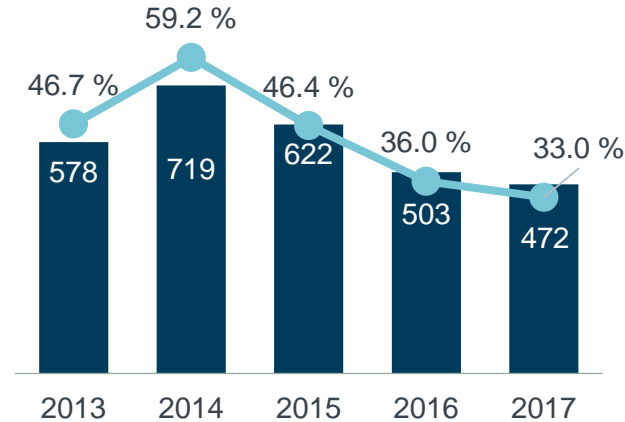


### Service and software\* sales



■ Services ■ Software \*) Software sales defined as Navis business unit and automation software

### Net debt and gearing



■ Net debt MEUR — Gearing %

## Our must-wins



World-class service offering



Lead digitalisation



Build world-class leadership