5th Annual Crane & Marine Seminar, Helsinki
Vision and mission

Our vision is

• to be the world’s leading provider of cargo handling solutions

Our mission is

• to improve the efficiency of cargo flows
Company values

- Sustainable performance
- Working together
- Global presence, local service

we keep cargo on the move™
Portfolio

Solutions for industrial and on-road load handling

Solutions for ports and container handling

Solutions for marine cargo handling and offshore load handling
Strategy
Cargotec’s key priorities in 2010

• Preparing for growth strategy
• Focused research & development
• Service concept development
• Ensuring accomplishment of efficiency targets
Next corporate theme

- Late 80s/early 90s
- 1997
- 1997-2002
- 2002-2004
- 2004-2007
- 2007-2010
- 2010-2015
- 2015-

From “limestone” to engineering
More engineering
One Partek
Kone
Cargotec
One Cargotec
Customer focus globally
Customer Solutions

Excellence in purchasing
Outsourcing
Growth in services
Creation of stand-alone company
Listing to stock exchange
Support, Supply and Services centralised
Hiab and Kalmar merged
Capacity scaled to demand
Regions
Key accounts
Segment development
Footprint, outsourcing
Segment based
Knowledge based solutions
Strategic focus areas 2011–2015

Customers and customer segments
• Improve knowledge of customer needs
• Invest in attractive segments
• Decide which segments to keep and which to divest

Service
• Spare parts logistics
• Regional distribution centres
• Growing up in the value chain towards more preventive maintenance
• Support customers’ operations outsourcing

Emerging markets
• Position in Chinese market
• Develop other growth markets (India, Brazil, Russia and Africa)
• Acquisitions, partnerships, organic growth

Internal clarity
• Common processes
• Harmonisation of information systems
• Further development of I&T organisation
Case: Subsea operations

- Marine Deck crane
- Active compensated crane system
- Moon-pool ROV LARS
- A-Frame ROV LARS
- Over-side load-handling systems
- Service
- Davit systems
- Mooring winch system
## Customer segmentation - priorities

<table>
<thead>
<tr>
<th>Invest</th>
<th>Harvest &amp; Consider</th>
<th>Divest</th>
</tr>
</thead>
</table>
| • Grow business through customer focus  
• Acquisitions  
• Prioritise R&D to expand offering  
• Account management  
• Grow market share/defend position | • Product sales approach  
• Basic services  
• Standard business models  
• Standard offering  
• Cash cow | • Prepare for divesture  
• No R&D  
• Maximise short term profits  
• Organise for carve-out  
• Focused growth strategy |
| • Develop new business models  
• Growing market  
• High Services potential | • Review annually possibilities to Green or Red  
• Scan potential M&A targets | • Do not matrix with the rest  
• Allow independent distribution |
Services geographical growth opportunities
Global factory set-up today

- Cargotec factory
- Growth economies
Market and financial outlook
Macro indicator trends for Industrial

Heavy Truck Registrations
Sales growth GVW over 15 ton - Regions

Source: Global Insight Q32010, Euroconstruct Country Report June 2010, Realtor October 2010

Euroconstruct: Construction output

Realtor: US Housing indicators 2009-2012 (Thousands)
Macro indicator trends for Terminal

Drewry (Throughput TEU units)

Drewry (Throughput TEU % change)

Source: Drewry Global Container Terminal Operators 2010 - Annual Review and Forecast August 2010
Ship contracting forecast

No. of ships, >2000gt

Source: Clarkson Research, Sep 2010
Outlook

• Cargotec continues to estimate 2010 sales to be on 2009 level for both Industrial & Terminal and Marine segments.

• Operating profit for 2010 is expected to be in the range of EUR 120–130 million including one-time restructuring costs.

• The recovery in the market environment and the resulting growth in order volumes support growth in Industrial. The sales of Terminal are expected to fall short of 2009 levels due to the slower recovery of these markets, as second half orders will not have an effect on full-year sales due to delivery times.

• Based on the healthy nine-month development, strong order book and new orders received still to be delivered during 2010, sales in Marine will reach year 2009 level.
January–September 2010 financials
Highlights of January–September 2010 report

• Market recovery continued in all segments

• Q3 order intake 56% up y-o-y

• Q3 sales grew 14% y-o-y, seasonality visible in Q3 figures when comparing with Q2

• Industrial & Terminal’s profitability improving

• Marine’s profitability still strong

• Cash flow continued healthy
### Key figures in January–September 2010

<table>
<thead>
<tr>
<th></th>
<th>Q3 10</th>
<th>Q3 09</th>
<th>Change</th>
<th>1-9/10</th>
<th>1-9/09</th>
<th>Change</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders received, MEUR</td>
<td>683</td>
<td>437</td>
<td>56%</td>
<td>2,013</td>
<td>1,364</td>
<td>48%</td>
<td>1,828</td>
</tr>
<tr>
<td>Order book, MEUR</td>
<td>2,395</td>
<td>2,371</td>
<td>1%</td>
<td>2,395</td>
<td>2,371</td>
<td>1%</td>
<td>2,149</td>
</tr>
<tr>
<td>Sales, MEUR</td>
<td>635</td>
<td>559</td>
<td>14%</td>
<td>1,828</td>
<td>1,912</td>
<td>-4%</td>
<td>2,581</td>
</tr>
<tr>
<td>Operating profit excl. restructuring, MEUR</td>
<td>42.8</td>
<td>11.6</td>
<td>97.4</td>
<td>29.6</td>
<td>61.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit margin excl. restructuring, %</td>
<td>6.7</td>
<td>2.1</td>
<td>5.3</td>
<td>1.5</td>
<td>2.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit, MEUR</td>
<td>42.2</td>
<td>-3.3</td>
<td>92.9</td>
<td>-7.1</td>
<td>0.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash flow from operations, MEUR</td>
<td>66.4</td>
<td>91.9</td>
<td>193.4</td>
<td>198.7</td>
<td>289.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest-bearing net debt, MEUR</td>
<td>264</td>
<td>400</td>
<td>264</td>
<td>400</td>
<td>335</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earnings per share, EUR</td>
<td>0.38</td>
<td>-0.02</td>
<td>0.82</td>
<td>-0.13</td>
<td>0.05</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Q3: Order intake grew both in I&T and Marine y-o-y

- I&T: About 55% of orders from EMEA
- Marine: Around 85% of orders from APAC
Q3: Industrial & Terminal sales grew 15% and Marine 12% y-o-y
Q3: Operating margin for Industrial & Terminal improving

EBIT% excluding restructuring costs

Q1/08 Q2/08 Q3/08 Q4/08 Q1/09 Q2/09 Q3/09 Q4/09 Q1/10 Q2/10 Q3/10

4.2%
Q3: Marine’s profitability still strong but turning down as expected

EBIT% excluding restructuring costs

15 Nov 2010
Services sales turned to slight growth

- 1-9/2010: Service 28% of total sales
- Orders received increased in all areas of service business
EMEA and APAC equal in size by sales

Sales by reporting segment 1-9/2010, %
- Equipment 81% (79)
- Services 19% (21)

Sales by geographical segment 1-9/2010, %
- Equipment 65% (71)
- Services 35% (29)
we keep cargo on the move™