Copenhagen road show
Strategy and financial targets
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
Strategic focus areas 2011–2015

CUSTOMERS
- Improve knowledge of customer needs
- Invest in attractive customer segments
- Decide which segments to keep and which to divest

SERVICES
- 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 Industrial & Terminal organisation
- Working together
Acquisition of terminal operating systems provider Navis

• Announced in January 2011, consolidation from 19 March 2011 onwards

• Navis is #1 vendor in marine terminal logistics solutions market

• Its global customer footprint is in over 50 countries at 200+ terminals

• The company has 20+ years of expertise in developing solutions to complex supply chain execution problems

• Navis has ~350 employees providing worldwide sales, services and support

• 2011 sales were around EUR 50 million
Cargotec to strengthen position in heavy cranes

- Cargotec and its long-term manufacturing supplier in China, Jiangsu Rainbow Heavy Industries (RHI), plan to establish a joint venture to provide leading heavy crane solutions globally, expand delivery capacity and grasp growth opportunities in the Chinese and global markets.

- Cargotec’s ownership would be 49 percent and the value of Cargotec’s equity investment approximately EUR 30 million.

- In addition, Cargotec plans to strengthen its strategic partnership with RHI by becoming an owner in the company. Cargotec will acquire a 49 percent interest in China Crane Investment Holdings Ltd, which currently owns 18.75 percent of RHI shares, for approximately EUR 50 million.

- The transaction is subject to the relevant regulatory approvals, which are expected to be received in the coming 6–8 months (from late July 2011).
Focus areas in Marine business area

• Two dimensional growth
• Strengthen solution sales
• Grow in offshore services
• Geographical focus in China and Brazil
• Leverage Rainbow-Cargotec Industries joint venture in offshore
• Strong and focused R&D
Focus areas in Terminals business area

- Offering development, including equipment, systems & automation and services
- Project sales and delivery capabilities
- Sales management capabilities
- Cost efficiency
Focus areas in Load Handling business area

- Focus on customer needs
- Analyse future trends
- Develop operating model
- Build strong strategy
- Develop route to market
- New markets – China, India and Russia
- New product development
Focus areas in Services business area

• Expand offering to fleet performance
• Build strong offshore services in Brazil and the USA
• Further develop asset management
Financial targets

- Annual sales growth exceeding 10% (incl. acquisitions)
- Raising the operating profit margin to 10%
- Dividend 30–50% of earnings per share
- Gearing below 50% (over the cycle)

Dividend

Sales growth

Operating profit margin

Gearing
January–December 2011 financials
Highlights of January–December 2011

- Market activity was healthy in both segments and all geographies
- Q4 order intake grew 18% y-o-y
- Q4 sales grew 11% y-o-y
- R&D expenditure was EUR 60 (37) million
- Q4 operating profit margin was 5.8%
- Marine profitability remained very high
- Brisk activity in Terminals
- EPS for 2011 doubled from 2010
Market environment in January–December 2011

• Markets for load handling equipment grew in 2011. At the end of the year, the markets were marked by uncertain business environments, particularly in Europe.

• During 2011, the number of containers handled in ports grew. Brisker demand for container handling equipment used in ports reflected a revival in activity.

• Demand for cargo handling equipment for bulk vessels slowed towards the end of the year, but revived for cargo handling equipment destined for RoRo and container ships.

• Services markets grew throughout the year for load handling and terminals and during the second half also for marine cargo handling.
Key figures in January–December 2011

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<th></th>
<th>Q4 2011</th>
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<th>Change</th>
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<td>18%</td>
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Q4: Industrial & Terminal’s order intake grew 36% y-o-y

- 58% of orders from EMEA
- Orders grew strongest in EMEA
Q4: Marine’s order intake continued healthy

- 53% of orders from APAC
- Offshore showing signs of recovery
Q4: Sales grew 11% y-o-y and 22% in 2011
Q4: Industrial & Terminal operating margin

EBIT% Q1/08–Q4/10 excluding restructuring costs
Q4: Marine’s profitability continued very strong

EBIT% Q1/08–Q4/10 excluding restructuring costs
Gross profit development

%
Cash flow from operations healthy in growing markets

- Net working capital was EUR 144 million
Q4: Services sales grew 11% y-o-y

- Q4 services sales 24 (24) percent of total sales
- In addition to spare parts, demand grew for various refurbishment and modernisation projects
EMEA and APAC equal in size, Americas grew slightly

**Sales by reporting segment 2011, %**

- Equipment: 85% (84)
- Services: 15% (16)

**Sales by geographical segment 2011, %**

- Equipment: 71% (67)
- Services: 29% (33)
Five biggest countries accounted for 50% of sales
Changes in number of employees

Poland: MAU Stargard
USA: Navis acquisition and MAU Ottawa
China: MAU Shanghai and sales
Malaysia: acquisition and MAU Ipoh
India: Navis acquisition and R&D
Earnings per share and dividend (B share)

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<td>2011</td>
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* Dividend proposal by the Board of Directors
Cargotec’s key priorities in 2012

• Asia
• Strengthening market position in Load Handling
• Repositioning in heavy cranes (JV)
• Growth opportunities for Marine
• Further development of Services
• Cargotec ERP
• Leveraging the building blocks in Terminals
Leveraging the building blocks in Terminals

Navis acquisition

Technology and competence centre in Singapore

Technology and competence centre in Tampere, Finland

Repositioning in heavy cranes

Winning with products, projects and services
Outlook

• Cargotec expects its 2012 sales to grow and operating profit margin to improve compared to 2011.
Appendices
Macro indicator trends

Truck sales GVW over 15 ton - Regions

Sales growth GVW over 15 ton - Regions

Source: Global Insight Q4/2011
Macro indicator trends

Total Construction Output

- EMEA
- AMER
- APAC

EMEA: Construction Output

- Index 2005 = 100

AMER: Construction Output

- Output Index
- Change (%)

APAC: Construction Output

- Output Index
- Change (%)


Feb 2012
Macro indicator trends

Drewry (Throughput '000 TEU units)

Source: Drewry Container Forecaster Q4/2011

Drewry (Throughput TEU % change)
Ship contracting and delivery forecast

Contracting 1999-2015

Deliveries 1999-2018

Offshore Vessel Contracting

Source: Clarkson research 9/2011
Terminal operating system

- Trucks
- Automatic stacking cranes
- ASC block
- Automated horizontal transportation
- Ship-to-shore cranes
Low gearing and strong liquidity 31 Dec 2011

- Gearing 25.4%
- Net debt MEUR 299
- Liquidity MEUR 504
  - Cash and cash equivalents MEUR 204
  - Unused and committed long-term revolving credit facility of MEUR 300
- During Q3 2011, Cargotec strengthened liquidity further by signing new credit facilities of MEUR 120 which will mature in 2018–2021.

→ Cargotec is well prepared financially for the coming years
Hiab offering

Loader cranes  Truck-mounted forklifts  Demountables

Tail lifts  Forestry cranes  Stiff boom cranes  Services
### Key competition with Hiab offering

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Kalmar offering

- Straddle carriers
- Reachstackers
- Terminal tractors
- Forklift trucks
- Ship-to-Shore cranes
- RTGs, RMGs
- Spreaders
- Services
### Key competition with Kalmar offering

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MacGregor offering

- Hatch covers
- Ship cranes
- Offshore deck equipment
- Securing
- RoRo
- Link spans
- Bulk loaders
- Services

Feb 2012
# Key competition with MacGregor offering

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we keep cargo on the move™