Q3 2013 London road show

President and CEO Mika Vehviläinen
Cargotec businesses
Cargotec’s business in brief

Geographical split of sales in 1-9/13:
- MacGregor: EMEA 18%, APAC, AMER
- Kalmar: EMEA 26%, APAC, AMER
- Hiab: EMEA 28%, APAC, AMER

Services share of sales in 1-9/13:
- MacGregor: 18%
- Kalmar: 26%
- Hiab: 28%

Order to delivery lead time:
- MacGregor: 12-24 months
- Kalmar: 6-9 months
- Hiab: 2-4 months
MacGregor offers solutions for merchant and offshore ships

- Leading brand with long standing client relationships
- World class R&D portfolio and products
- Building stronger platform in offshore
- Asset light, highly cash generative business
- Strong financial track record
- Separate listing in Singapore delayed from earlier announced H1/2014

Hatch covers

Cranes

Offshore advanced load handling

Winches
MacGregor core is in merchant ships, offshore offers attractive growth opportunities

- Bulk carrier
- Container ship
- General cargo ship
- Naval ship
- RoRo ship
- Tanker
- Transloader
- OFS Subsea
- OFS AHTS
- OFS TUG

Cranes | Hatch covers | RoRo equipment | Offshore cranes | Winches | Service
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~80% ~20%

Nov 2013
Kalmar offers complete solutions for ports and terminals

**Equipment**
Complete set of equipment for container and cargo handling tasks

**Services**
- Global service network
- Rebuilding and refurbishing
- Service contracting
- Terminal development

**Systems & Automation**
- Terminal operating systems
- Automated equipment
- Process automation

Packaging, Integration & Operationalisation
Kalmar’s strategy

- To make our customers businesses run more effectively and efficiently
- Objective is to be the leading and most efficient box moving company
- Focus on integrated automation solutions
  - Navis
  - Extensive R&D investment
- Improve competitiveness of product offering
- Grow services business
Hiab is the preferred brand in on-road load handling

- Hiab’s high performance product range includes loader cranes, forestry and recycling cranes, demountables, truck-mounted forklifts and tail lifts.
- Hiab solutions let customers optimise their services while running efficient and profitable operations.
- Broad product offering, leading technology and solid global know-how make Hiab solutions the most reliable and efficient for customers.

Construction  Environment  Distribution  Forestry  Defence

Nov 2013
Hiab’s strategy

- Focus on customer needs
- Target is to be the leading on-road load handling supplier
- Profitability over sales growth
- Product differentiation
- Route to market
- Presence in mature markets with focused approach in China, Brazil and Russia
Driving for better performance
Actions taken in Q3
Cargotec road map

Phase 1
Reconfirm and execute key improvement initiatives

Phase 2
Drive ‘on par’ performance

Phase 3
Drive superior performance and competences in focused portfolio
Kalmar improvement initiatives

2012

- Organisational efficiency and refocused R&D
- Project delivery capability development

2013

- Ramp-up of Poland multi-assembly unit
- Development of service business

2014

- Ramp-up of production in Rainbow Cargotec Industries joint venture
- Further development of integrated port automation solutions
- Improvements in design-to-cost

20 M savings in 2013

Aiming at further 40M run rate improvement by end 2014
Kalmar improvement initiatives

- Organisational efficiency and refocused R&D
- Project delivery capability development
- Ramp-up of Poland multi-assembly unit
- Development of service business
- Ramp-up of production in Rainbow Cargotec Industries joint venture
- Further development of integrated port automation solutions
- Improvements in design-to-cost

- Savings target in fixed costs reached in 2013
- All projects now in SAP
- Assembly started in Q1
- Kalmar Care service products launched
- Crane refurbishment business progressing well
- RTG production moved to RCI
- New reachstacker launched in June

- Nov 2013
Hiab improvement initiatives

2012
- Route-to-market immediate improvements
- Footprint, incl. ramp-up of Poland multi-assembly unit

2013
- Efficiency improvement
- Improvements in design-to-cost
- Development of new products
- 3M savings in 2013
- 15M gross margin improvement

2014
- Development of route-to-market
- Aiming at further 40M run rate improvement by end 2014

Nov 2013
Hiab improvement initiatives

- Route-to-market immediate improvements
- Footprint, incl. ramp-up of Poland multi-assembly unit
- Efficiency improvement
- Improvements in design-to-cost
- Development of new products
- Plan ready, execution started in 2013
- Assembly started in September
- Restructuring plan announced
- 15M gross margin improvement
- New loader crane models launched in September
- Aiming at further 40M run rate improvement by end 2014

Development of route-to-market

Nov 2013
MacGregor improvement initiatives

2012
- Development of offshore footprint
- Organisational and operational efficiency

2013
- 4M savings in 2013
- Development of service business
- Organic growth in offshore
- Growth through acquisitions
- Listing preparations

2014

Nov 2013
MacGregor improvement initiatives

- Development of offshore footprint
- Organisational and operational efficiency

- Savings target reached
- Eric Nielsen appointed President

- Development of service business
- Organic growth in offshore
- Growth through acquisitions

- Major orders received
- Hatlapa acquisition
- Listing delayed

Listing preparations

Nov 2013
January–September financials
Highlights of Q3

- Order intake at comparison period’s level, EUR 724 (719) million
- Sales at EUR 752 (794) million, down 5% y-o-y
- Operating profit excluding restructuring costs was EUR 35.4 (39.0) million or 4.7 (4.9)% of sales, slight improvement over Q2
- Operating profit was EUR 31.2 (38.5) million
- Cash flow from operations increased to EUR 38.2 (34.2) million
- MacGregor listing delayed
## January–September key figures

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<tr>
<th></th>
<th>Q3/13</th>
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<th>Change</th>
<th>Q1-Q3/13</th>
<th>Q1-Q3/12 Change</th>
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* excluding restructuring costs
Performance development

Orders and Sales:

- Q3/12: 719 MEUR
- Q4/12: 794 MEUR
- Q1/13: 719 MEUR
- Q2/13: 724 MEUR
- Q3/13: 752 MEUR

Operating profit and Operating profit%:

- Q3/12: MEUR 4.9
- Q4/12: MEUR 39.0
- Q1/13: MEUR 0
- Q2/13: MEUR 35.4
- Q3/13: MEUR 4.7

* excluding restructuring costs
MacGregor Q3 – delays in deliveries continued

- Merchant ship market continued to recover and offshore market remained active
  - Impact will first be seen in order intake during upcoming quarters while recovery in deliveries is expected from 2015 onwards

- Order intake grew 25% y-o-y to EUR 157 (125) million

- Sales declined 12% y-o-y to EUR 200 (229) million due to low deliveries as customers delayed receipt of deliveries

- Profitability of 8.9% (excluding restructuring) reflects low sales

**Graph:**
- Orders, Sales, Operating profit%* for Q3/12 to Q3/13
- * excluding restructuring costs

Nov 2013
Kalmar Q3 – profitability continued to improve despite cost overruns in projects

- Demand for smaller container handling equipment and automation solutions was healthy, while demand for larger equipment picked up slightly but was still modest.

- Order intake fell 9% y-o-y to EUR 366 (402) million.

- Sales declined 5% y-o-y to EUR 354 (374) million.

- Profitability excluding restructuring costs was 4.4%.

- Q3 order book includes EUR 120 million of problem projects.
Hiab Q3 – orders and sales grew y-o-y

- The load handling equipment and services market was characterised by variations within European countries. Demand was generally healthy in the US.
- Orders grew 6% y-o-y and totalled EUR 203 (192) million.
- Sales grew 4% y-o-y to EUR 198 (191) million.
- Profitability excluding restructuring costs was 4.1%.

![Graph showing orders, sales, and operating profit percentages from Q3/12 to Q3/13.](image)

* excluding restructuring costs
Cash flow from operations strengthened

MEUR

2011 2012 Q1/11 Q2/11 Q3/11 Q4/11 Q1/12 Q2/12 Q3/12 Q4/12 Q1/13 Q2/13 Q3/13

-50 0 50 100 150 200

Nov 2013
Sales in services unchanged
Sales by reporting and geographical segment

Sales by reporting segment  1-9/2013, %

- Equipment 82 (84)%
- Services 18 (16)%

Sales by geographical segment  1-9/2013, %

- Americas 24% (24)
- APAC 33% (36)
- EMEA 43% (40)

Legend:
- MacGregor
- Kalmar
- Hiab
- Americas
- APAC
- EMEA
Outlook

- The sales and operating profit excluding restructuring costs for 2013 are expected to fall short of 2012.
Appendices
Ship contracting forecast

Contracting 2001-2017

Deliveries 2001-2020

Medium-Term Contracting Forecast to 2017
Source: Clarkson Shipbuilding forecast, September 2013

Medium-Term Deliveries to 2020
Source: Clarkson Research Services
Offshore contracting forecast

Source: Clarkson Offshore forecast, September 2013
Macro indicator trends

Drewry (Throughput '000 TEU units)

Drewry (Throughput TEU % change)

Source: Drewry Global Container Terminal Operators report, 2013
Macro indicator trends

Truck sales GVW over 15 ton - regions

Sales growth GVW over 15 ton - regions

Source: IHS Global Insight, Aug/2013 fcst
Financing on 30 Sep 2013

- Gearing 48.9%
- Net debt MEUR 577
- Liquidity MEUR 565
  - Cash and cash equivalents MEUR 265
  - Unused and committed long-term revolving credit facility of MEUR 300

→ Cargotec is well prepared financially for the coming years

![Repayment schedule of interest-bearing liabilities](chart)

- Repayment schedule of interest-bearing liabilities
- MEUR:
  - 2013: 136
  - 2014: 147
  - 2015: 7
  - 2016: 204
  - 2017+: 332
MacGregor offering

Hatch covers  Ship cranes  Offshore deck equipment  Securing

RoRo  Link spans  Bulk loaders  Services
## Key competition with MacGregor offering

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<th>Deck cranes</th>
<th>Lashing equipment</th>
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Kalmar offering

Straddle carriers  Reachstackers  Terminal tractors  Forklift trucks

Quay cranes  RTGs, RMGs  Spreaders  Services

Nov 2013
## Key competition with Kalmar offering

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<th>ASC carriers</th>
<th>RTG/RMG cranes</th>
<th>Straddle/Shuttle carriers</th>
<th>Reach stackers</th>
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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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