SEB Nordic Seminar
January 2014

CFO Eeva Sipilä
Cargotec’s business basics

Cargotec sales split in 1-9/13

Geographical split of sales in 1-9/13

Services share of sales in 1-9/13

Order to delivery lead time

<table>
<thead>
<tr>
<th>Region</th>
<th>MACGREGOR</th>
<th>KALMAR</th>
<th>HIAB</th>
</tr>
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<tbody>
<tr>
<td>EMEA</td>
<td>18 %</td>
<td>26 %</td>
<td>28 %</td>
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<tr>
<td>APAC</td>
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<td>AMER</td>
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- EMEA: 12-24 months
- APAC: 6-9 months
- AMER: 2-4 months
Cargotec’s quarterly performance

Orders and Sales (MEUR):
- Q3/12: 719
- Q4/12: 794
- Q1/13: 724
- Q2/13: 752
- Q3/13: 724

Operating profit (MEUR):
- Q3/12: 39.0
- Q4/12: 4.9
- Q1/13: 4.7
- Q2/13: 39.0
- Q3/13: 35.4

Operating profit% (MEUR):
- Q3/12: 4.9%
- Q4/12: 4.7%

* excluding restructuring costs

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Cash flow from operations in H1/2013 was low due to high working capital, focused actions ongoing to free cash.
Cargotec’s must wins

- Converting Hiab’s high business potential into profitability
- Creating solid platform for growth through successful integration of acquisitions in MacGregor
- Safeguarding competitiveness in mobile equipment in Kalmar
- Driving services offering development and growth in MacGregor and Kalmar
- Driving growth in automation in Kalmar
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
- 20 M savings in 2013

2014
- Ramp-up of production in Rainbow Cargotec Industries joint venture
- Further development of integrated port automation solutions
- Improvements in design-to-cost
- Aiming at further 40M run rate improvement by end 2014

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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
- Aiming at further 40M run rate improvement by end 2014
- 20 M savings in 2013
- Improvements in design-to-cost
- Jan 2014
- Savings target in fixed costs reached in 2013
- All projects now in SAP
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- Crane refurbishment business progressing well
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- Aiming at further 40M run rate improvement by end 2014
- 20 M savings in 2013
- Improvements in design-to-cost
- Jan 2014
Kalmar has a leading position in port automation

- First fully automated straddle carrier terminal
- Strategic acquisitions
- Technology Centre in Tampere
- On-going mega terminal projects
- More than hundred SmartPort process automation deployments
- Navis market share in TOS about 20%
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

2014
- 15M gross margin improvement
- Aiming at further 40M run rate improvement by end 2014
- Development of route-to-market

Jan 2014
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
- 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

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## Actions started in 2013 in Hiab Markets

| 1. Route-to-market | ▪ 40% of our distribution set-up will change  
▪ Improvements in service network profitability |
|--------------------|--------------------------------------------------------------------------------------------------|
| 2. Organisation    | ▪ Reduction of complexity  
▪ Centralisation of key support functions |
| 3. Pricing         | ▪ Better price management and clear escalation model  
▪ Improvement in spare parts pricing |
| 4. Cost control    | ▪ Reduction of indirect and over head costs |
| 5. Sales enablers  | ▪ Performance management  
▪ Central dealer management |

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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

2014
- Listing preparations

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MacGregor improvement initiatives

- Development of offshore footprint
- Organisational and operational efficiency
- Development of service business
- Organic growth in offshore
- Growth through acquisitions
- Listing preparations

- Savings target reached
- Eric Nielsen appointed President
- Major orders received
- Hatlapa acquisition
- Listing delayed
- Savings target reached
- Eric Nielsen appointed President
- Major orders received
- Hatlapa acquisition
- Listing delayed

Jan 2014
Hatlapa strengthens merchant and offshore offering

- Attractive deal structure
  - Enterprise value of EUR 160 million
- Annual revenue of ~EUR 120 million
  - 75% merchant
  - 25% offshore
- Expands product coverage in key categories
  - Merchant and offshore winches
  - Offshore automated deck handling (Triplex MDH)
  - Support equipment
- Supports expansion of integrated systems sales
  - Cross selling with MacGregor and Pusnes merchant ship equipment and offshore load handling and mooring equipment
- ~585 new team members bring strong application and customer knowledge
  - Merchant ship winch operations
  - Deepwater automated load handling
  - Service
Pusnes solidifies offshore product portfolio

- Attractive deal structure
  - Enterprise value of ~EUR 180 million
  - Subject to regulatory approvals
- Annual revenue of ~EUR 130 million
  - 25% merchant
  - 75% offshore
- Expands product coverage in key offshore categories
  - Offshore mooring and loading systems
- Supports expansion of integrated systems sales
  - Combined offshore package sales with MacGregor and Hatlapa offshore load handling and mooring equipment
  - Broadening geographical presence in merchant ship
- ~370 new team members bring deep application and customer knowledge
  - Deep water, harsh environment mooring and load handling
  - Service
What to expect from MacGregor in 2014

- Focus on larger systems sales
  - With increasing order lumpiness

- Greater emphasis on service

- Managing the lag between ship orders and equipment sales

- Increasing order rates for merchant and offshore

- Capturing Hatlapa synergies
  - Procurement
  - Cross-selling with MacGregor

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Ship order & Deliver cycle

- Inquiry
- Negotiate
- Design & Build

Equipment order & Deliver cycle

- Inquiry
- Negotiate
- Design & Build

- Ship order
- 4–8m
- 10–22m
- 13–26m
Cargotec financial targets

2014

- Due to on-going turnaround activities focus in short-term profit improvement
- 40 MEUR run-rate improvement by end of 2014 on 2013 EBIT both in Kalmar and Hiab
- MacGregor’s EBIT impacted by slow recovery in merchant ship market, delivery mix as well as M&A related integration costs

Long-term financial targets

- Gearing below 50 percent
- Dividend 30–50 percent of earnings per share
- Cargotec will revert to longer term profitability and return targets during 2014
Appendices
MacGregor offering

Hatch covers  Ship cranes  Offshore deck equipment  Securing

RoRo  Link spans  Bulk loaders  Services
Kalmar offering

Straddle carriers  Reachstackers  Terminal tractors  Forklift trucks

Quay cranes  RTGs, RMGs  Spreaders  Services

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Hiab offering

- Loader cranes
- Truck-mounted forklifts
- Demountables
- Tail lifts
- Forestry cranes
- Stiff boom cranes
- Services

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Key competitors

- Palfinger
- Fassi
- HMF
- Hyva
- Terberg Kinglifter

- ZPMC
- Konecranes
- Terex/Gottwald
- Sany
- Liebherr

- TTS
- SMS
- German Lashing
- SEC
- Mitsubishi HI
- IHI
- Navalimpianti

- NOV
- Rolls-Royce
- Huisman
- Liebherr