Q1 2014 Paris road show – 14 May 2014

Executive Vice President and CFO Eeva Sipilä
Cargotec in brief
Today’s Cargotec is the result of a series of mergers and acquisitions between industry leaders in cargo and load handling business.

1977 Multiift Group
1985 Hiab
1988 Loglift
1997 Sisu, Kalmar industries
2000 Zepro, Waltco, Moffett, Kooi, Princeton, Bromma
2001 Nelcon
2005 MacGregor
2007 Plimsoll, Hydramarine
2011 Navis
2013 Håltapa, Sinotruk Hiab Equipment Company
2012 Rainbow-Cargotec Industries
2014 Mooring and loading systems unit from Aker Solutions
## Cargotec’s business areas

<table>
<thead>
<tr>
<th><strong>MacGregor</strong></th>
<th><strong>Kalmar</strong></th>
<th><strong>Hiab</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>MacGregor offers integrated cargo flow solutions for maritime transportation and offshore industries</td>
<td>Kalmar offers the widest range of cargo handling solutions and services to ports, terminals, distribution centres and heavy industry</td>
<td>Hiab is the global market leading brand in on-road load handling solutions</td>
</tr>
<tr>
<td>Global company with facilities near ports worldwide</td>
<td>Industry forerunner in terminal automation and in energy efficient container handling</td>
<td>Load handling solutions are used in various sectors of on land transport and delivery, including construction, distribution, forestry, warehousing, waste and recycling, and defence</td>
</tr>
<tr>
<td>Wide offering for ships, ports and terminals and offshore industry</td>
<td></td>
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</tr>
</tbody>
</table>
Cargotec’s business basics

Cargotec sales split in 1-3/2013

- MacGregor
- Kalmar
- Hiab

Cargotec geographical split of sales in 1-3/2014

- EMEA
- APAC
- AMER

Geographical split of sales in 1-3/2014

- EMEA
- APAC
- AMER

Services share of sales in 1-3/2014

- 23%
- 29%
- 23%

Order to delivery lead time

- 12-24 months
- 6-9 months
- 2-4 months
<table>
<thead>
<tr>
<th>MacGregor</th>
<th>Kalmar</th>
<th>Hiab</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merchant ship building</td>
<td>Gross domestic product (GDP) growth is the main driver behind activities in ports and terminals and in the industrial sector</td>
<td>Hiab’s business fluctuates based on truck sales and construction activity. Sentiments in the distribution, warehousing and forest businesses also affect Hiab</td>
</tr>
<tr>
<td>Development of global energy demand and oil price, which have a direct impact on exploration and production (E&amp;P) spending and investment in the oil industry</td>
<td>Container traffic is an important driver for around 70 percent of Kalmar’s business operations</td>
<td>Residential houses, associated roof constructions and other construction elements are increasingly built elsewhere and transported to their location</td>
</tr>
<tr>
<td>Oil drilling moving to new locations</td>
<td>Drewry Shipping Consultants estimates that global container throughput will grow by around five percent per year</td>
<td>In mature markets, this creates a need for Hiab products, especially for high capacity equipment</td>
</tr>
<tr>
<td>Deep sea environments and subsea installations drive demand for premium products</td>
<td>Growth in Asia-Pacific is expected to be double that of the rest of the world</td>
<td>In emerging markets, the trend involves a move away from small transportation packages</td>
</tr>
<tr>
<td>Ship dry dockings, repairs and modernisations</td>
<td>Capacity utilisation drives services</td>
<td>Crane utilisation and increased remote diagnostics drive services</td>
</tr>
<tr>
<td>Preventive maintenance and on-call service needs</td>
<td>Bigger ships drive crane refurbishment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Preventive maintenance and outsourcing needs</td>
<td></td>
</tr>
</tbody>
</table>
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
Cargotec’s must-win battles

- Turning Hiab’s high business potential into profitability
- Building the MacGregor growth platform with the successful integration of acquisitions
- Ensuring Kalmar’s competitiveness and profitability in mobile equipment
- Profitable future growth in services in Kalmar and MacGregor
- Building Kalmar as a sustainable leader in container handling automation
**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
Driving for better performance
Cargotec road map

2013
Phase 1
Reconfirm and execute key improvement initiatives

2014
Phase 2
Drive ‘on par’ performance

2015
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
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**
  - Development of route-to-market
  - 15M gross margin improvement
  - Aiming at further 40M run rate improvement by end 2014
MacGregor improvement initiatives

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

2012

2013

4M savings in 2013

2014
MacGregor
Merchant ship contracting forecast

Contracting 2002-2018

Deliveries 2002-2021

Source: Clarkson Shipbuilding forecast, March 2014
Offshore ship contracting forecast

Short Term Sentiment and Long Term Model Results

Source: Clarkson Offshore forecast, March 2014
Strong market leadership positions

Merchant
- Hatch covers
- Container lashing
- Cranes and selfunloaders
- RoRo

Offshore
- Offshore advanced load handling
- Offshore winches
- Mooring systems
- Loading systems

Services

RoRo = roll-on/roll-off
### Focus on integrated systems and solutions

#### Comprehensive product coverage

<table>
<thead>
<tr>
<th></th>
<th>Cranes</th>
<th>Hatch covers</th>
<th>RoRo equipment</th>
<th>Offshore cranes</th>
<th>Winches</th>
<th>Mooring systems</th>
<th>Service</th>
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<tr>
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<td>New ship types</td>
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**RoRo=roll-on/roll-off, OFS=offshore, AHTS=anchor handling, towing, supply**

May 2014
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 and MLS synergies
  - Procurement
  - Cross-selling with MacGregor

Ship order & Deliver cycle

- Inquiry
- Negotiate

Equipment order & Deliver cycle

- Inquiry
- Negotiate
- Design & Build

4–8m
10–22m
13–26m
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 MLS 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
MLS 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
Integration of acquisitions ongoing in MacGregor

- Hatlapa consolidated in segment as of 1 Nov 2013 and MLS as of 1 Feb 2014

- MacGregor is seeking significant synergy gains that will improve profitability
  - The impact is dependent on the efficiency and speed of the integration
  - Synergy gains will be mainly realised from new sales and efficiency improvement in supply chain
    - Due to long lead times in the business, the impact of new sales and supply chain synergies will become more visible in profitability from 2015

- In 2014, MacGregor targets new orders for a total value exceeding EUR 50 million with the new combined offering
Kalmar
Kalmar businesses and offering

Terminal projects 35%
Equipment 40%
Services 25%

May 2014
Kalmar is in a growing business – global container throughput

Source: Drewry 2013/2014
Industry trends for Kalmar

- Ships are getting bigger
- Availability and cost of labour
- Sustainability is port operations
- Safety
- Industry consolidation
Strong future growth expected for automation solutions (TOS 200 MEUR excluded)

Global automation market
(equipment, system and process)
€1.5B

Note: Equipment and system includes yard and horizontal equipment and related system; Process automation includes RFID, OCR, etc. Source: Drewry, PEMA, Company websites

May 2014 29
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%
Example of an automated terminal project

TERMINAL CAPACITY: 3 MILLION TEU / YEAR
TOTAL KALMAR SCOPE APPROX. EUR 190-260 MILLION

**Horizontal transport**
- AutoShuttles
- Units: 60
- Unit value: €0.9-1.1M
- Total: € 54-66M

**Quay**
- Automated lashing platform (ALP)
- Units: 20
- Unit value: €0.6-0.8M
- Total: €12-16M

**Container yard**
- Automated stacking cranes (ASCs)
- Units: 40
- Unit value: €2.5-3.5M
- Total: €100-140M

**Operations**
- TOS license and professional services
- Total: €8-11M

**Kalmar Optimal Care**
- Service and material for equipment care
- 24/7 on-call and remote diagnostics
- Total: €16-18M / year

**Process automation**
- SmartLanes, SmartQuay, SmartTracks, SmartStack, M&S
- Total: €1-6M
Kalmar is well equipped to respond to the industry trends and grow profitably

- Good products as foundation
- Unique automation offering
- Strong focus on services
  - Modular services products
  - Crane refurbishment
Hiab offering

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

May 2014
Macro indicator trends

Truck sales GVW over 15 ton - regions

Sales growth GVW over 15 ton - regions

Source: IHS Global Insight Q1/2014 fcst

May 2014
Macro indicator trends

**Total Construction Output**
- **Y/y change (%)**
- **Index 2005 = 100**

**EMEA Construction Output**
- **Y/y change (%)**
- **Index 2005 = 100**

**APAC Construction Output**
- **Y/y change (%)**
- **Index 2005 = 100**

**AMER Construction Output**
- **Y/y change (%)**
- **Index 2005 = 100**

Source: Oxford Economics, Q1/2014

May 2014 36
Hiab strategic priorities 2014

- Deliver profitability improvement and cost reduction in all areas of Hiab
- Drive professional sales and price management and distribution footprint
- Drive design to cost and new product introductions
- Build cost control and performance culture
# Actions in 2013 in 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 |
Improving margins by reducing costs

- Design-to-cost process started in all product lines in 2013
  - Supplier consolidation
  - Changes in design

- No in-house component production
  - Outsourcing completed in Hudiksvall, Sweden and Dundalk, Ireland

- Global sourcing footprint moving from high cost to low cost countries

- Average material cost reduction of 5–10 percent

- Product portfolio streamlining

- Numerous new products
January–March financials
Highlights of Q1

- Orders grew 9% y-o-y and totalled EUR 863 (791) million
  - With fixed currencies orders grew 15%
- Sales grew 11% y-o-y to EUR 751 (679) million
  - With fixed currencies sales grew 16%
- Operating profit excluding restructuring costs was EUR 24.6 (15.0) million or 3.3 (2.2)% of sales
- Operating profit was EUR 23.8 (13.1) million
- Cash flow from operations increased to EUR 32.5 (21.2) million
# January–March key figures

<table>
<thead>
<tr>
<th></th>
<th>Q1/14</th>
<th>Q1/13</th>
<th>Change</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders received, MEUR</td>
<td>863</td>
<td>791</td>
<td>9%</td>
<td>3,307</td>
</tr>
<tr>
<td>Order book, MEUR</td>
<td>2,111</td>
<td>2,203</td>
<td>-4%</td>
<td>1,980</td>
</tr>
<tr>
<td>Sales, MEUR</td>
<td>751</td>
<td>679</td>
<td>11%</td>
<td>3,181</td>
</tr>
<tr>
<td>Operating profit, MEUR*</td>
<td>24.6</td>
<td>15.0</td>
<td>65%</td>
<td>126.5</td>
</tr>
<tr>
<td>Operating profit margin, %*</td>
<td>3.3</td>
<td>2.2</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>Cash flow from operations, MEUR</td>
<td>32.5</td>
<td>21.2</td>
<td>180.9</td>
<td></td>
</tr>
<tr>
<td>Interest-bearing net debt, MEUR</td>
<td>824</td>
<td>506</td>
<td>578</td>
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<tr>
<td>Earnings per share, EUR</td>
<td>0.20</td>
<td>0.10</td>
<td>0.89</td>
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</table>

*excluding restructuring costs
Performance development

<table>
<thead>
<tr>
<th>MEUR</th>
<th>Orders</th>
<th>Sales</th>
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<tbody>
<tr>
<td>Q1/13</td>
<td>791</td>
<td>679</td>
</tr>
<tr>
<td>Q2/13</td>
<td>863</td>
<td>751</td>
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<tr>
<td>Q3/13</td>
<td>679</td>
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<tr>
<td>Q4/13</td>
<td>751</td>
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<table>
<thead>
<tr>
<th>MEUR</th>
<th>Operating profit</th>
<th>Operating profit%</th>
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<tbody>
<tr>
<td>Q1/13</td>
<td>15.0</td>
<td></td>
</tr>
<tr>
<td>Q2/13</td>
<td>2.2</td>
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<td>Q3/13</td>
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<td>Q4/13</td>
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<tr>
<td>Q1/14</td>
<td>24.6</td>
<td>3.3</td>
</tr>
</tbody>
</table>

*excluding restructuring costs
MacGregor Q1 – delivery mix as well as acquisition related depreciation, amortisation and one-off costs burdened profitability

- Order intake grew 50% y-o-y to EUR 315 (209) million
  - Contribution of acquired businesses EUR 64 million

- Demand and supply in shipping remain unstable, causing uncertainty about future levels of activity in marine cargo handling market

- Offshore market remained active throughout the quarter and outperformed the merchant ship market

- Services showed some signs of recovery

- Sales grew 32% y-o-y to EUR 217 (165) million
  - Contribution of acquired businesses EUR 49 million

- Profitability 3.6% (excluding restructuring)
  - Larger share of offshore business as well as low delivery volume in merchant ship segment
  - PPA depreciation and amortisation EUR 2.1 million (approx. EUR 10 million annually) and other one-time cost EUR 1.8 million
  - One-time acquisition costs EUR 1.2 million

*excluding restructuring costs
Kalmar Q1 – profitability improved despite cost overruns in projects

- Demand for container handling equipment and automation solutions in ports was stable
- In Europe and the Americas, demand was healthy while in Asia customers hesitated in investment decisions
- Demand for services was healthy
- Order intake fell 10% y-o-y to EUR 330 (366) million
- Sales were at comparison period’s level at EUR 327 (323) million
- Profitability excluding restructuring costs was 3.4%
  - Additional costs of EUR 9 million mainly in one ship-to-shore crane project dating to 2012 (Q1 2013: 5 MEUR)
- Period-end order book includes EUR 35 million of problem projects

May 2014
Hiab Q1 – efficiency improvement actions improved profitability

- Demand for load handling equipment was flat. Demand was highest for truck-mounted forklifts and tail lifts.
- Demand for services was healthy
- Orders were at comparison period’s level at EUR 218 (216) million
- Sales grew 8% y-o-y to EUR 208 (192) million
- Profitability excluding restructuring costs was 6.4%
  - Improvement in gross margin and service business profitability as well as sales and service network rationalisation began to be reflected in profitability

May 2014
Cash flow from operations slightly up y-o-y
Sales by geographical area unchanged

Sales by reporting segment 1-3/2014, %

- Equipment 77 (80)%
- Services 23 (20)%

Sales by geographical segment 1-3/2014, %

- Equipment 77 (75)%
- Services 23 (25)%

- Equipment 71 (71)%
- Services 29 (29)%

- Americas
- APAC
- EMEA
Outlook unchanged

- Cargotec’s 2014 sales are expected to grow from 2013.
- Operating profit excluding restructuring costs for 2014 is expected to improve from 2013.