Q3 2015 Boston – New York road show

President and CEO Mika Vehviläinen

December 2-4, 2015
Cargotec in brief
Today’s leader in cargo handling equipment

Cargotec Group
Sales: EUR 2,753 million
EBIT: 6.5%
Services: 24%

MacGregor
32% of sales
EBIT: 4.2%
Services: 20%

Kalmar
43% of sales
EBIT: 7.9%
Services: 27%

Hiab
25% of sales
EBIT: 10.3%
Services: 24%

Geographical split of sales in 1-9/2015

AMER
EMEA
APAC

Figures: 1-9/2015
EBIT % excluding restructuring costs

Dec 2015
Key competitors

MacGregor

Kalmar

Hiab

Dec 2015 5
From turnaround to leader in intelligent cargo handling with sector leading profitability

Turnaround is delivering results in Hiab and Kalmar; MacGregor has improvement plan in place.

Transformation has started from equipment business to world class services offering and leadership in intelligent cargo handling.

Investing to ensure a leading position.

Shaping the portfolio to increase shareholder value.

→ 10%
operating profit margin (EBIT) in each business area over the cycle.
Investing in our transformation to be the leader in intelligent cargo handling

### 2013

**PRODUCT LEADERSHIP**
- Good equipment company
- Product R&D drives offering development

### 2018

**SERVICES LEADERSHIP**
- World-class service offering
- Connected equipment and data analytics building value on data
- Significant software business

### 2020

**LEADER IN INTELLIGENT CARGO HANDLING**
- 40% of the sales from services and software
- More efficient and optimised cargo handling solutions
Must-win battles to support transformation

- Build world-class services offering
- Lead digitalisation
- Build world-class leadership
Committed to improve shareholder return

<table>
<thead>
<tr>
<th>Business area targets</th>
<th>Operating profit margin (EBIT) in each business area over the cycle</th>
<th>Growth Faster than market growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10%</td>
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</table>

<table>
<thead>
<tr>
<th>Group targets</th>
<th>Gearing</th>
<th>Return on capital employed over the cycle (ROCE pre-tax)</th>
<th>Dividend of earnings per share</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>&lt;50%</td>
<td>15%</td>
<td>30-50%</td>
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</table>
Well positioned to become the leader in intelligent cargo handling

Execution capabilities in place and profitability improving

Building on tremendous strengths

Transforming from equipment company to a company that will shape the cargo handling industry

Investing to ensure a leading position

Shaping our portfolio to drive growth and shareholder value
MacGregor
Outlook in merchant shipping and offshore turning back to growth

Long-term contracting 2005–2024
Merchant ships > 2,000 gt

Long-term contracting 2012–2021
Mobile offshore units

Sources: UNCTAD, Clarkson Research
MacGregor has strong positions in both the marine and offshore market

**Marine**
- Container lashing
- Hatch covers
- Cranes and selfunloaders
- RoRo

**Offshore**
- Offshore advanced load handling
- Offshore winches
- Mooring systems
- Loading and offloading systems

RoRo = roll-on/roll-off
Cost reduction and cost control measures set in place in MacGregor in 2015

Reduction of over 300 employees

Organisational development

Targeted annual savings of EUR 27 million

Measures taken in 2015 will have a full impact in 2016
MacGregor’s asset-light business model gives flexibility

- Cost-efficient scaling
- 85% of manufacturing outsourced
- 30% of design and engineering capacity outsourced
MacGregor is improving profitability

Improving profitability by cost reductions, product and project cost improvements, services development

- Cost reduction measures started in 2015 will result in targeted EUR 27 million annual savings
- Targeted savings of EUR 10 million from design-to-cost will materialise in 2016
- Share of services will exceed 25% of sales in 2016
- Asset-light model with 85% of manufacturing outsourced allows for cost-efficient scaling

80% of orders for 2016 in backlog by the end of the year

→ 10% operating profit margin (EBIT) over the cycle
Kalmar
Container throughput forecasted to grow year on year

Source: Drewry: Global Container Terminal Operators Annual Report 2015
Kalmar has strong position in attractive segments

<table>
<thead>
<tr>
<th>Market position</th>
<th>Trend</th>
<th>Market size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automation &amp; Projects</td>
<td>#1-2</td>
<td></td>
</tr>
<tr>
<td>Mobile equipment</td>
<td>#1</td>
<td></td>
</tr>
<tr>
<td>Bromma</td>
<td>#1</td>
<td></td>
</tr>
<tr>
<td>Navis</td>
<td>#1</td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>#1</td>
<td></td>
</tr>
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</table>

Over 80% of Kalmar business is in ports and terminals

Dec 2015
Kalmar’s profit improvement potential 2016-2018

2015
- Project delivery capability development
- Expand Rainbow Cargotec Industries (China) joint venture offering
- Further development of integrated port automation solutions

2016
- Expand software business
- Continuous improvements in design-to-cost and sourcing
- Strengthen distribution network

2017
- Excel in spare parts

2018

Total 60-100 EUR million improvement potential

- +20-30 EUR million
- +10-20 EUR million
- +20-30 EUR million
- +10-20 EUR million
Kalmar’s focus on profitable growth

| Solid foundation for further improvement |
| Win in automation                      |
| Grow in software                       |
| Sustain global leadership in mobile equipment |
| Digital services and spare parts excellence |

→ **10%**
operating profit margin (EBIT) over the cycle
Hiab
Construction output driving growth opportunity

Hiab has strong positions in attractive markets

<table>
<thead>
<tr>
<th></th>
<th>Market size (€B)</th>
<th>Growth</th>
<th>Hiab position &amp; trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loader cranes</td>
<td>1.3</td>
<td>GDP</td>
<td>#2</td>
</tr>
<tr>
<td>Tail lifts</td>
<td>0.5</td>
<td>GDP+</td>
<td>#1</td>
</tr>
<tr>
<td>Demountables</td>
<td>0.4</td>
<td>GDP</td>
<td>#1</td>
</tr>
<tr>
<td>Truck-mounted forklifts</td>
<td>0.2</td>
<td>GDP+</td>
<td>#1</td>
</tr>
<tr>
<td>Forestry cranes</td>
<td>0.2</td>
<td>GDP</td>
<td>#2</td>
</tr>
</tbody>
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Hiab’s key growth drivers are:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Cranes</td>
<td>Gain market share in <strong>big loader cranes</strong> and crane <strong>core markets</strong></td>
</tr>
<tr>
<td>Tail lifts</td>
<td>Enter fast growing <strong>emerging markets</strong> and standardise and globalise <strong>business model</strong></td>
</tr>
<tr>
<td>Truck-mounted forklifts</td>
<td>Accelerate <strong>penetration</strong> in North America and Europe</td>
</tr>
<tr>
<td>Services</td>
<td>Increase <strong>spare parts capture rates</strong> driven by connectivity and e-commerce</td>
</tr>
</tbody>
</table>
Hiab’s investments for profitable growth

E2E value chain – optimise our distribution network and supply chain

Product innovation – strengthening our market positions

Digitalisation – all new products connected by 2018

Services – further expand our offering

→ 10%
operating profit margin (EBIT) over the cycle
January–September financials
Highlights of the third quarter

- Orders increased 9% y-o-y to EUR 907 (829) million
- Order book strengthened one percent from 2014 year-end to EUR 2,233 million
- Sales grew 10% y-o-y to EUR 928 (840) million
- Operating profit excluding restructuring costs was EUR 68.3 (48.4) million or 7.4 (5.8)% of sales
- Operating profit was EUR 61.9 (45.8) million
- Cash flow from operations strong at EUR 74.5 (63.4) million
Market environment in January–September

- Market for marine cargo handling equipment was weak
  - Demand for cargo handling equipment for large container ships improved during Q3, demand for cargo handling solutions for bulk carriers and offshore vessels was low
  - Demand for RoRo and special vessel related cargo handling equipment was healthy

- Demand for container handling equipment and services was active

- Demand for Kalmar industrial and logistical solutions was healthy especially in the US

- Market for load handling equipment was strong in the US, and healthy in Europe varying significantly between countries
### January–September key figures

<table>
<thead>
<tr>
<th></th>
<th>7-9/15</th>
<th>7-9/14</th>
<th>Change</th>
<th>1-9/15</th>
<th>1-9/14</th>
<th>Change</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders received, MEUR</td>
<td>907</td>
<td>829</td>
<td>9%</td>
<td>2,733</td>
<td>2,685</td>
<td>2%</td>
<td>3,599</td>
</tr>
<tr>
<td>Order book, MEUR</td>
<td>2,233</td>
<td>2,327</td>
<td>-4%</td>
<td>2,233</td>
<td>2,327</td>
<td>-4%</td>
<td>2,200</td>
</tr>
<tr>
<td>Sales, MEUR</td>
<td>928</td>
<td>840</td>
<td>10%</td>
<td>2,753</td>
<td>2,395</td>
<td>15%</td>
<td>3,358</td>
</tr>
<tr>
<td>Operating profit, MEUR*</td>
<td>68.3</td>
<td>48.4</td>
<td>41%</td>
<td>178.6</td>
<td>77.8</td>
<td>130%</td>
<td>149.3</td>
</tr>
<tr>
<td>Operating profit margin, %*</td>
<td>7.4</td>
<td>5.8</td>
<td></td>
<td>6.5</td>
<td>3.2</td>
<td></td>
<td>4.4</td>
</tr>
<tr>
<td>Cash flow from operations, MEUR</td>
<td>74.5</td>
<td>63.4</td>
<td></td>
<td>227.3</td>
<td>120.3</td>
<td></td>
<td>204.3</td>
</tr>
<tr>
<td>Interest-bearing net debt, MEUR</td>
<td>678</td>
<td>835</td>
<td></td>
<td>678</td>
<td>835</td>
<td></td>
<td>719</td>
</tr>
<tr>
<td>Earnings per share, EUR</td>
<td>0.67</td>
<td>0.43</td>
<td></td>
<td>1.67</td>
<td>0.48</td>
<td></td>
<td>1.11</td>
</tr>
</tbody>
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*excluding restructuring costs
MacGregor Q3 – order intake reflecting challenging market situation

- Order intake declined 21% y-o-y to EUR 200 (253) million
- Order book decreased 13% from 2014 year-end, but still at EUR 984 million
- Sales grew 13% y-o-y to EUR 289 (255) million
- New restructuring measures announced to improve profitability
- Profitability excluding restructuring costs was 4.3%  
  - Restructuring costs EUR 5.2 million
Kalmar Q3 – strong progress in orders and profitability

- Order intake increased 22% y-o-y to EUR 463 (380) million
- Order book strengthened 18% from 2014 year-end
- Sales grew 6% y-o-y to EUR 409 (385) million
- Profitability excluding restructuring costs was 8.8%
Hiab Q3 – profitability improved further

- Orders grew 21% y-o-y to EUR 239 (197) million
- Order book strengthened 14% from 2014 year-end
- Sales grew 14% y-o-y to EUR 229 (200) million
- Profitability excluding restructuring costs was 11.0%

Dec 2015
Cash flow from operations strong
Balanced geographical mix in sales

Sales by reporting segment 1-9/2015, %

- Equipment 80 (78)%
- Services 20 (22)%

Sales by geographical segment 1-9/2015, %

- Equipment 76 (77)%
- Services 24 (23)%

- Equipment 73 (72)%
- Services 27 (28)%

- Americas 39% (42)%
- APAC 33% (30)%
- EMEA 28% (26)

Equipment 76 (77)%
Services 24 (23)%

Equipment 73 (72)%
Services 27 (28)%

MacGregor Kalmar Hiab

Americas APAC EMEA
Sales by geographical segment by business area 1–9/2015

MacGregor
- Americas 6% (9)
- EMEA 29% (31)
- APAC 65% (60)

Kalmar
- Americas 37% (36)
- EMEA 41% (44)
- APAC 22% (20)

Hiab
- Americas 42% (38)
- EMEA 48% (51)
- APAC 10% (11)
Return on capital (ROCE) improved towards the >13% target level

ROCE, annualised
*excluding restructuring costs
Outlook unchanged

- Cargotec’s 2015 sales are expected to grow from 2014 (3,358 MEUR).
- Operating profit excluding restructuring costs for 2015 is expected to improve from 2014 (149.3 MEUR).