



# Annual General Meeting 2025

26 March 2025, Helsinki  
Casimir Lindholm, President and CEO

# Disclaimer

Although forward-looking statements contained in this presentation are based upon what management of the company believes are reasonable assumptions, there can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. These statements are not guarantees of future performance and undue reliance should not be placed on them. The company undertakes no obligation to update forward-looking statements if circumstances or management's estimates or opinions should change except as required by applicable securities laws.

# Contents

- Cargotec's transformation project
- Year 2024 review
- Dividend proposal and outlook
- Hiab becomes a standalone company

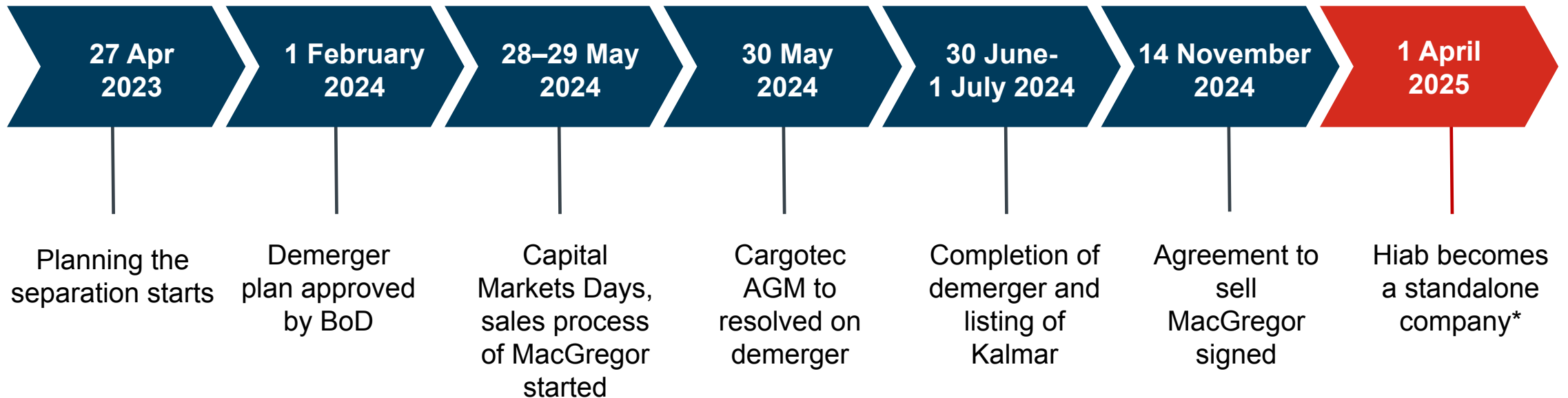
*Unless otherwise stated, the financial information in this presentation concerns Cargotec's continuing operations for 2023 and 2024 and Hiab business area for 2020-2022*





# **Cargotec's transformation project**

# Cargotec's transformation was executed according to the plan in 2 years



# We successfully executed all our 2024 priorities

**Continue strong  
business  
performance**

Comparable operating profit  
margin increased

**Complete the  
separation of  
Kalmar**

Demerger completed  
on 30 June 2024

**Ensure solution  
for MacGregor**

Sales agreement signed  
on 14 November 2024



# Year 2024 review

# All-time high full year comparable operating profit margin

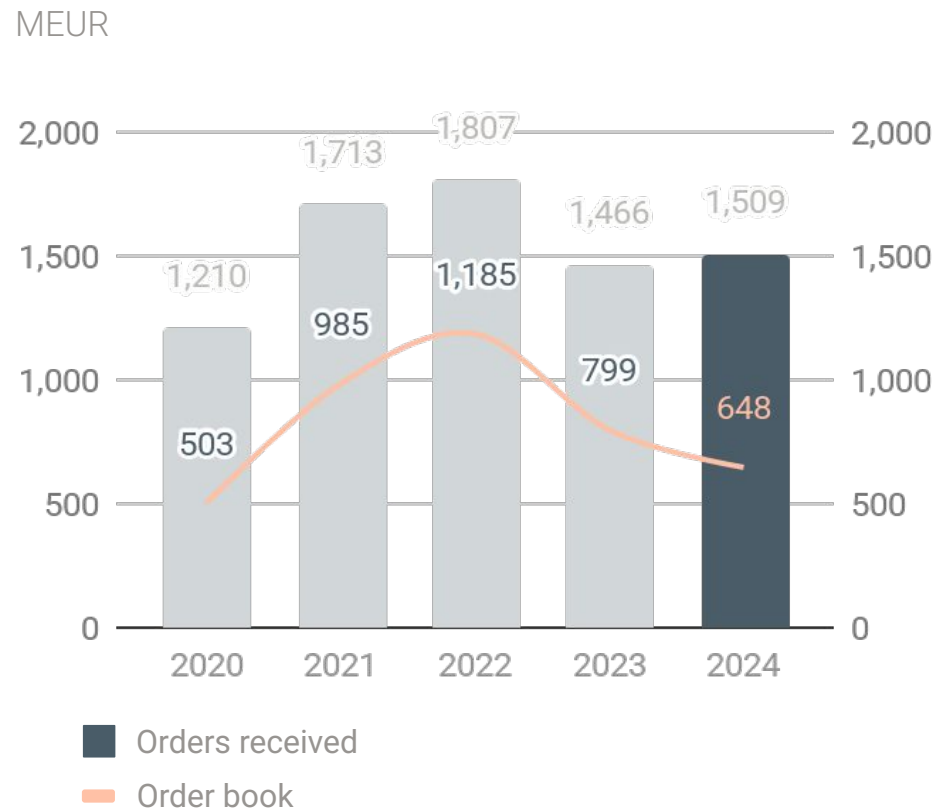
Hiab 2024

- Orders received increased by 3%
- Cash conversion >130% in 2024
- We continue investing in growth and profitability improvements



# Stable demand compared to 2023

## Orders received and order book

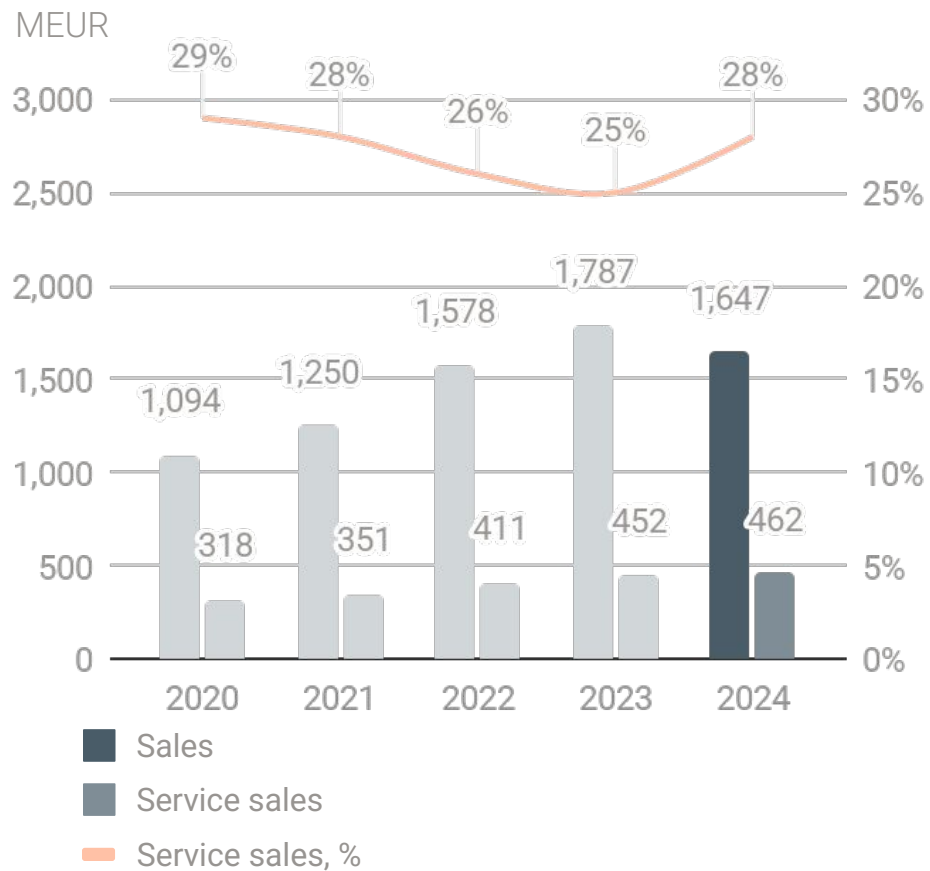


MEUR	2024	2023	Change
Orders received	1,509	1,466	3%
Order book	648	799	-19%

- Underlying demand remained stable
- Year-on-year order growth driven by Americas
- Order book normalised

# Service sales continued to grow, equipment sales declined as order book normalised

## Sales and service sales

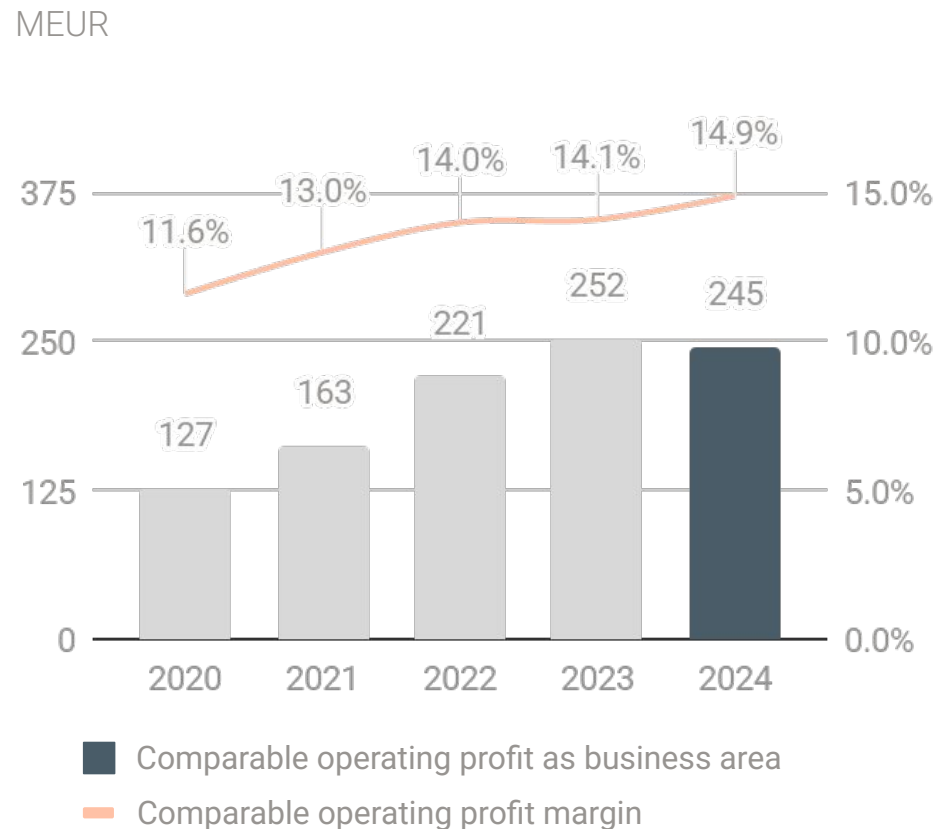


MEUR	2024	2023	Change
Sales	1,647	1,787	-8%
Service sales	462	452	2%
Service sales, %	28%	25%	300 bps

- Sales declined by 8% as the order book normalised
- Sales grew in Americas year-on-year
- Service sales continued to increase, all-time high year

# All-time high full year comparable operating profit margin despite lower sales

## Comparable operating profit as business area



MEUR	2024	2023	Change
Comparable operating profit	245	252	-3%
Comparable operating profit, %	14.9%	14.1%	80 bps
ROCE*	30.5%	30.7%	-20 bps

- Decline in sales
- Successful management of inflationary pressures and sourcing and supply chain actions
- Cash flow from operations EUR 323 million in 2024

\* (Operative ROCE, defined as operating profit / operative capital employed, last 12 months).

We continue to invest in growth and profitability improvements

## 45 NEW PRODUCTS



### New products launched in 2024

Addressing customers' needs in **productivity**, **safety** and **sustainability**

**Research and development expenditure in 2024 was EUR 39 million**

## MOFFETT



### New factory in Ireland

The new facility in Dundalk addresses the **significant growth in the truck mounted forklift business** in the past decade and enables more modern, productive and sustainable operations.

## HIAB



### Customer service center for UK

The center to be located in Wrexham focuses on **installations and services** and acts as a showroom and test center for customers. It helps to further solidify Hiab's leading position in the UK market which has strong potential.

# Cargotec's key financial figures

	2024	2023	Change
Orders received, MEUR	1,509	1,466	3%
Order book, MEUR	648	799	-19%
Sales, MEUR	1,647	1,787	-8%
Eco portfolio sales, %	29%	30%	-100bps
Gross profit, %	29.1%	26.9%	220bps
Comparable operating profit, MEUR	217	219	-1%
Comparable operating profit, %	13.2%	12.3%	90bps
Items affecting comparability, MEUR	0	0	-
Operating profit, MEUR	217	219	-1%
Operating profit, %	13.2%	12.3%	90bps
Profit for period, MEUR	155	154	1%
Basic earnings per share, EUR	2.40	2.35	2%
ROCE, %*	7.1%	19.9%	

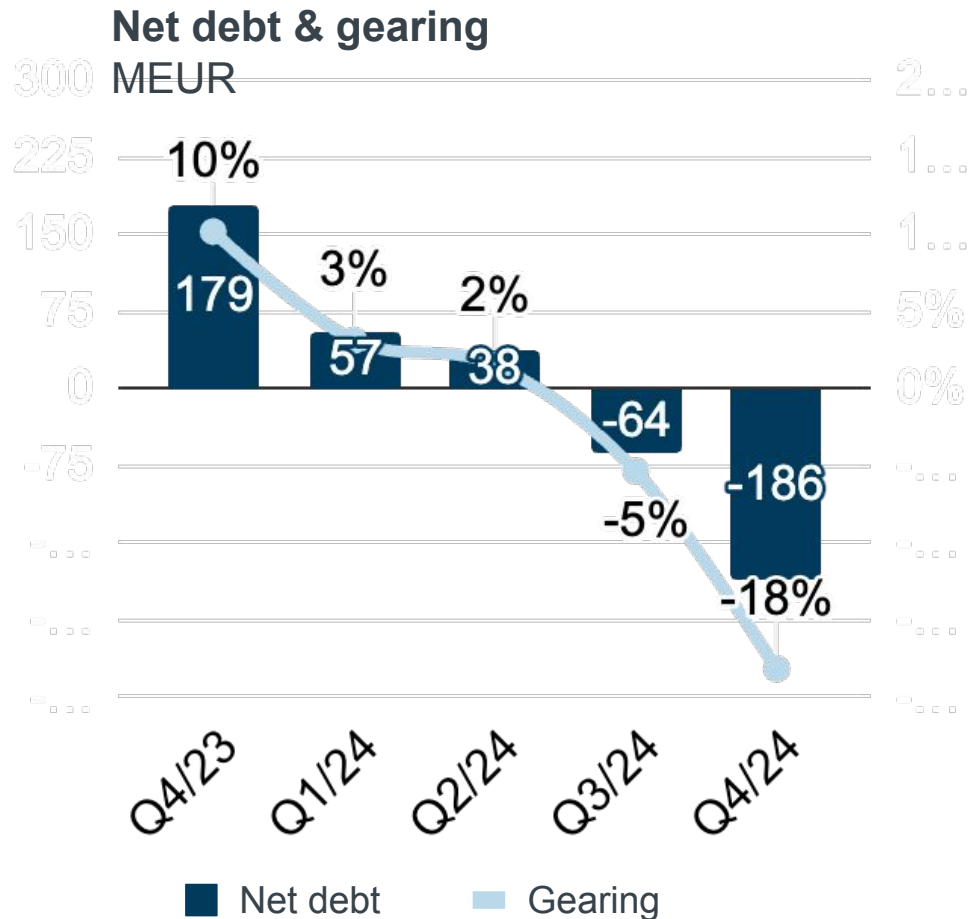
# Sale of MacGregor represents the best alternative for Cargotec's shareholders

## MacGregor business area key financials

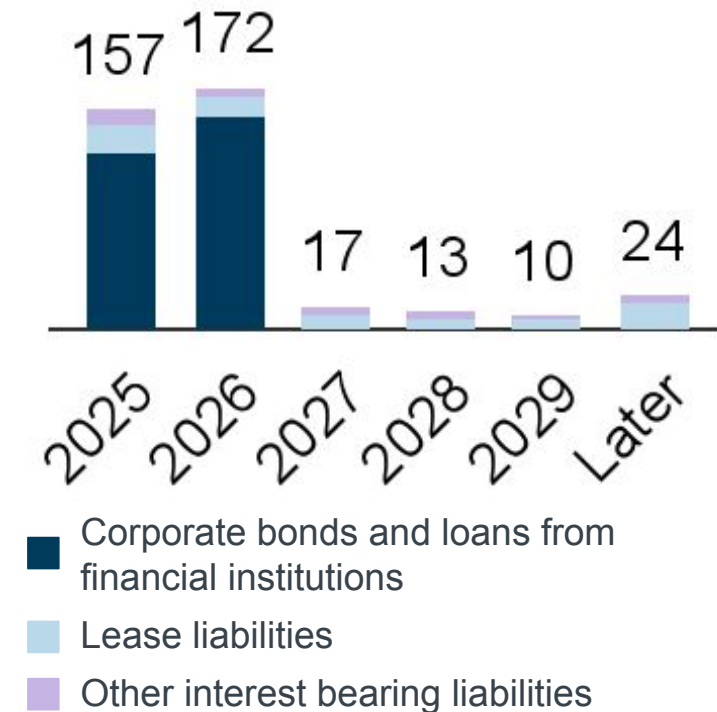
MEUR	Q1-Q3/2024	Q1-Q3/2023	Change
Orders received	738	606	22%
Order book	1,055	993	6%
Sales	598	499	20%
Operating profit	22	25	-13%
Operating profit, %	3.6%	5.0%	-140bps

- In 2022, Cargotec's Board of Directors decided that MacGregor will not be part of the company's portfolio in the future
- Before signing the sales agreement in November 2024, the Board considered alternative solutions
  - Delaying the sales process would have endangered retention of key project employees without an assured route to an improved outcome
  - Listing MacGregor would have been costly for Hiab and also delayed the project
- The forthcoming sale of MacGregor supports Hiab's future growth and allows extra dividend payment
- The achieved sales price reflects the limited number of buyers due to the geopolitical situation, the just recently completed company turnaround and upturn in its cyclical end-market

# As a result of the transformation, Hiab will have a super strong balance sheet

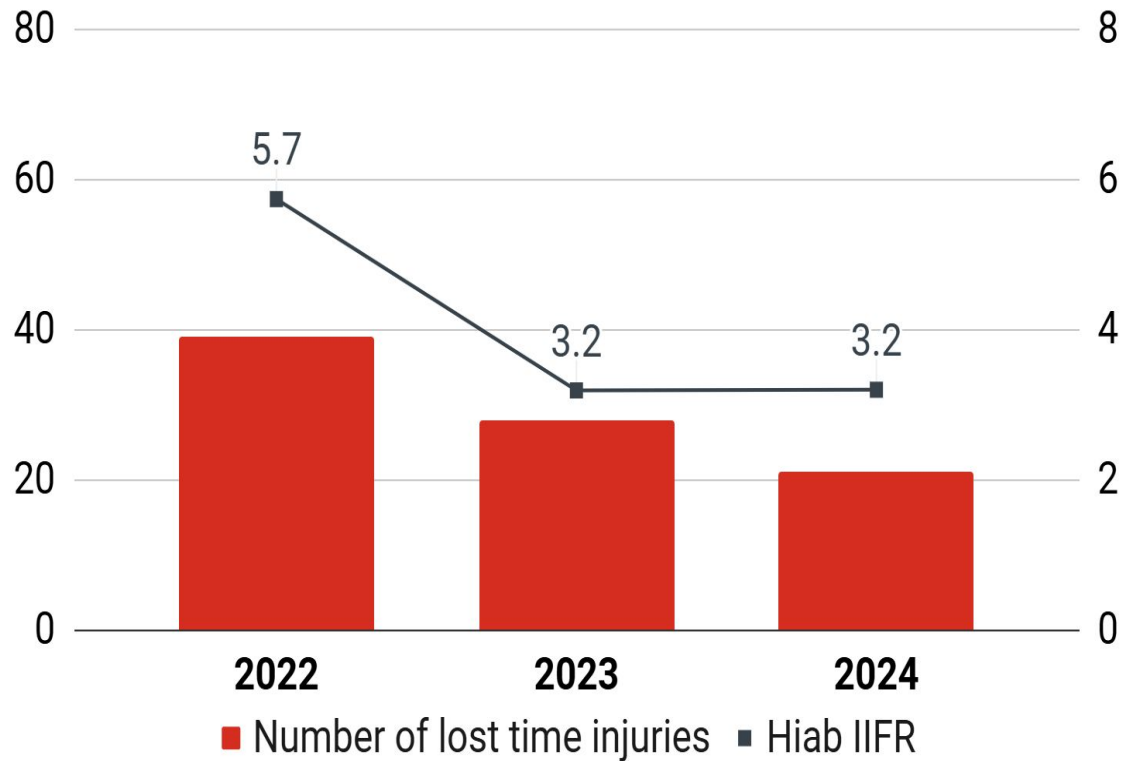


**Maturity profile\*, 31 December 2024**

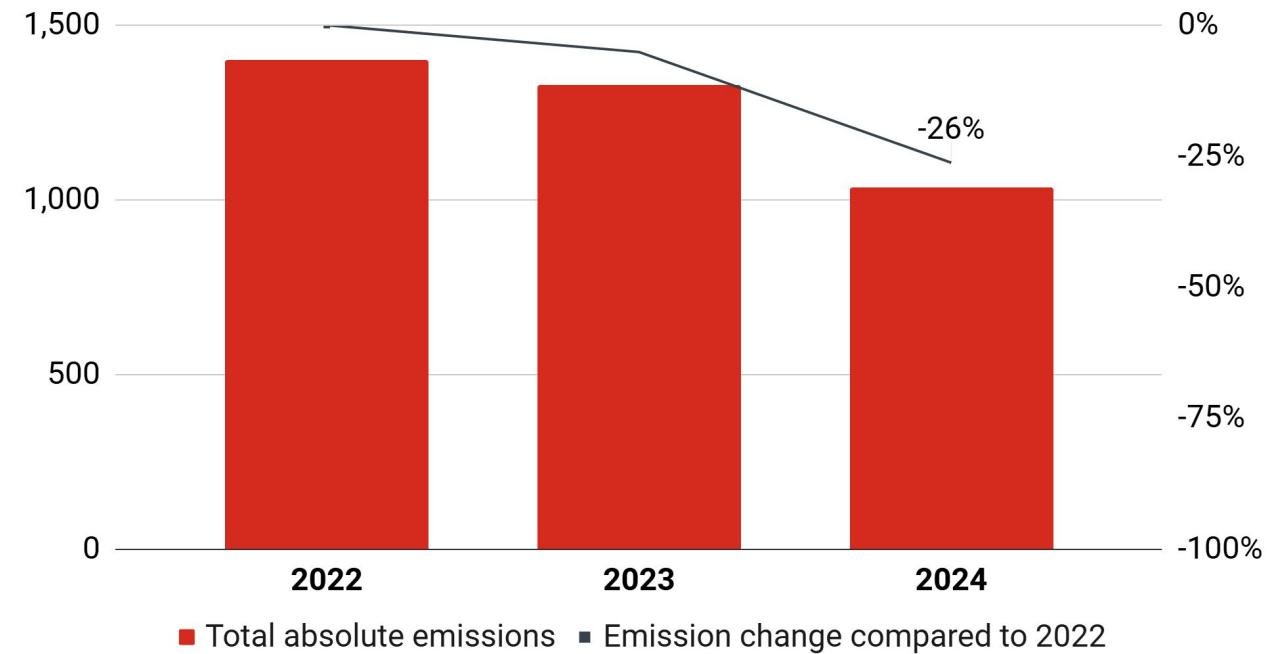


# Good progress in sustainability for Hiab

## Industrial Injury Frequency Rate (IIFR)



## Reduction in emissions (ktCO<sub>2</sub>)





# Progress in sustainability reporting

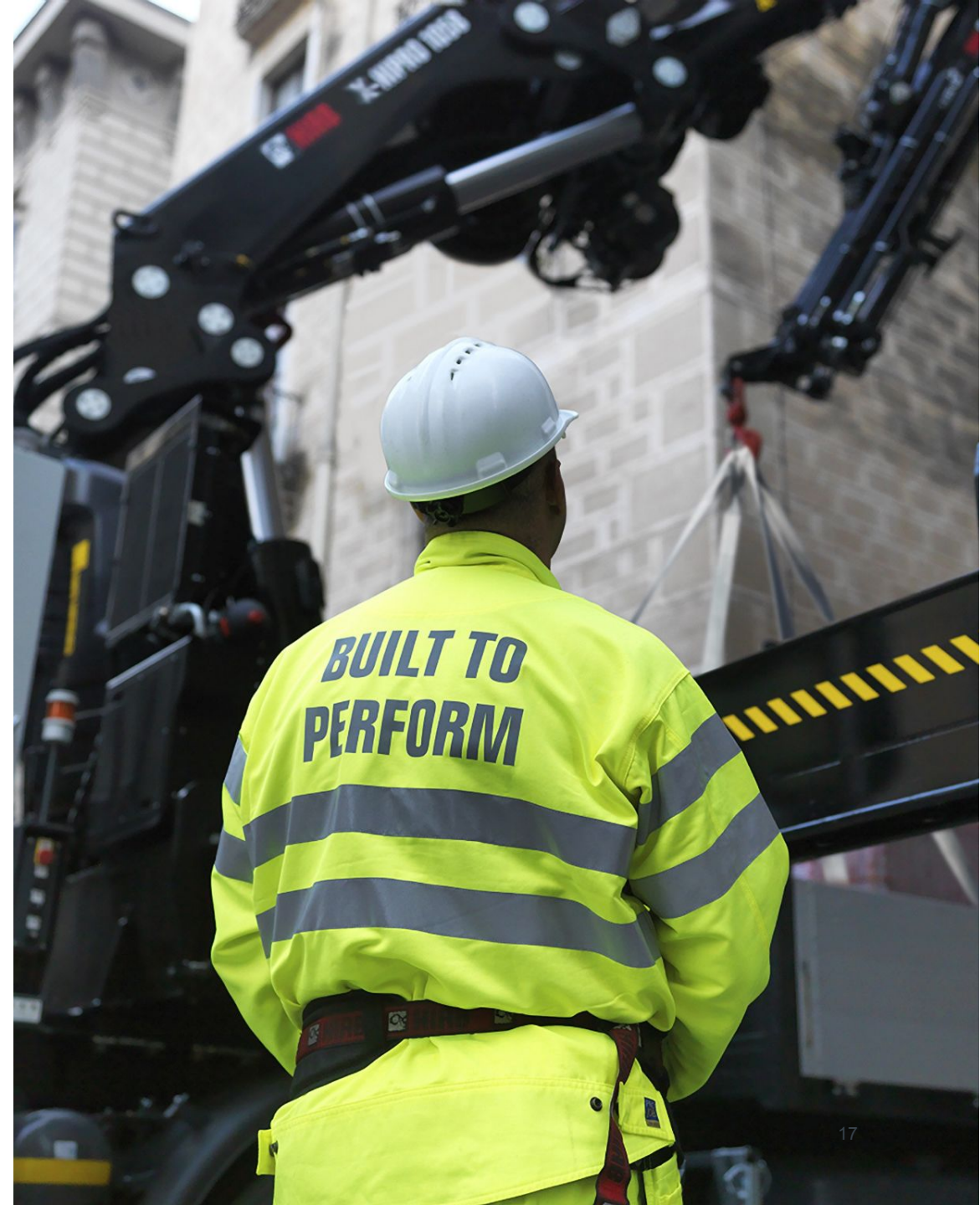
## CSRD-compliant annual report

Cargotec prepared its first sustainability report aligned with the EU Corporate Sustainability Reporting Directive (CSRD).

While Cargotec has reported on sustainability for many years, the new requirements increase the level of details and cover some new topics. This also sheds light on work done that has not been disclosed externally in the past.

## Voluntary reporting

EcoVadis rating improved to Platinum, the best possible level.





# Dividend proposal and outlook

# Proposed ordinary dividend of 1.20 EUR and additional dividend\* of 1.57 EUR

**1.20**

**EUR**

Ordinary dividend  
per class B share  
to be paid on 4 Apr

**50%**

of continuing operations' EPS

**1.57**

**EUR**

Additional dividend  
per class B share to  
be resolved in Q3\*

Equals to

**100 MEUR**

**2.77**

**EUR**

Total payout\*

Equals to

**177 MEUR**

# Outlook for 2025

Cargotec estimates:

Continuing operations' comparable operating profit margin in 2025 to be above 12.0% (2024: 13.2%)



# Key targets to measure success by 2028

Sales CAGR<sup>1</sup>

**>7%**

Comparable  
Operating Profit

**16%**

ROCE<sup>2</sup>

**>25%**

Sustainability

**SBTi**

Gearing

**<50%**

Growing dividend of

**30-50% of EPS**

<sup>1</sup> Over the cycle

<sup>2</sup> Defined as (Operating Profit / Operative Capital Employed)

Hiab becomes a standalone company through Cargotec's name change\*



# International leadership geared for success

As of 1 April 2025, subject to completion of the transformation project



**Scott Phillips**  
President and Chief  
Executive Officer



**Michael Bruninx**  
President, Services



**Hermanni Lyyski**  
President,  
Demountables and  
Defence



**Barry McGrane**  
President, Truck  
Mounted Forklifts



**Martin Saint**  
President, Tail Lifts



**Magdalena  
Wojtowicz-Tokarz**  
President, Loader  
Cranes Light and  
Medium



**Marcel Boxem**  
Interim President,  
Loader Cranes  
Heavy and Super  
Heavy



**Mikko Puolakka**  
EVP, Chief Financial  
Officer



**Sanna Ahonen**  
EVP, Business  
Excellence and  
Sustainability



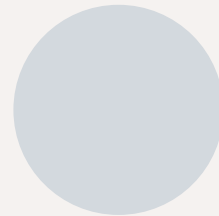
**Ghita Jansson-  
Kiuru**  
EVP, Human  
Resources



**Birgitte Skade**  
EVP, Marketing and  
Communications



**Taina Tirkkonen**  
EVP, General  
Counsel



**Scott Phillips**  
Interim EVP, Business  
Operations Development

# Scott Phillips has extensive industry experience and strong track record



**Scott Phillips b. 1966**

President & CEO as of 1.4.2025

MBA, B.Sc (Ind.Tech.)

## **Prior work experience:**

President Hiab and member of Cargotec's Leadership Team 2018–

Vice President and CEO Mining, General Electric 2016–2018

President Global Equipment, Sandvik Mining 2013–2016

President Loading & Hauling, Sandvik Mining 2012–2013

Executive Director of the Board of Directors, Freeman Financial Corporation Ltd.

2008–2012

Chairman of the Board, Signal Capital Group Ltd. 2007–2009

Managing Director and further positions, Caterpillar Inc. 1991–2006







**CARGOTEC**