

02

# Outperforming the market by focusing on growth in key segments and North America



# Disclaimer

The following applies to this document, the oral presentation of the information in this document by Cargotec Corporation (the “**Company**” or “**Cargotec**”) or any person on behalf of the Company, and any question-and-answer session that follows the oral presentation (collectively, the “**Information**”). In accessing the Information, you agree to be bound by the following limitations.

This presentation is for information purposes only. This presentation does not constitute or form part of, and should not be construed as, any offer or invitation to sell or issue, or any solicitation of any offer to purchase or subscribe for any securities of Cargotec or Kalmar Corporation (“**Kalmar**”), a company to be incorporated in connection with the contemplated demerger of Cargotec (the “**Demerger**”), in any jurisdiction.

The securities referred to herein have not been and will not be registered under the U.S. Securities Act of 1933 (“**US Securities Act**”), or any U.S. state securities laws, and may not be offered or sold in the United States, unless such securities are registered under the US Securities Act, or pursuant to an exemption from, or in a transaction not subject to, the registration requirements under the US Securities Act and applicable state or local securities laws. The Kalmar shares have not been approved or disapproved by the US Securities and Exchange Commission, any state securities commission or any other regulatory authority in the United States, nor have any of the foregoing authorities passed comment upon, or endorsed the merit of, the Demerger or the accuracy or the adequacy of the information contained in this presentation. Any representation to the contrary is a criminal offense under U.S. law.

This presentation does not constitute a notice to convene a general meeting of shareholders, nor does it constitute a demerger and listing prospectus. No part of this presentation, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or decision whatsoever. Any decision with respect to the contemplated Demerger should be made solely on the basis of information contained in the notice to the general meeting of shareholders, as applicable, and the demerger and listing prospectus as well as on an independent assessment of the information contained therein. Investors are directed to consult the demerger and listing prospectus for more comprehensive information on Cargotec, Kalmar, their respective shares and the contemplated Demerger. You should read carefully the section captioned “Risk Factors” in the demerger and listing prospectus for a more complete discussion of the risks relating to the Demerger.

This presentation includes forward-looking statements within the meaning of Section 27A of the US Securities Act and Section 21E of the U.S. Securities Exchange Act of 1934, and are based on present plans, estimates, projections and expectations and are not guarantees of future performance. These forward-looking statements are subject to numerous risks, uncertainties and assumptions, including risks relating to the contemplated Demerger and its completion. These forward-looking statements reflect knowledge and information available at, and speak only as of, the date they are made, which, even though they seem to be reasonable at present, may turn out to be incorrect. Except as required by law, the Company undertakes no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date hereof or to reflect the occurrence of unanticipated events. Readers are cautioned not to place undue reliance on such forward-looking statements.

The information contained in this presentation is provided as of the date of this presentation (or at a different date as indicated herein) and is subject to change without notice. Cargotec is under no obligation to update or keep current the information contained in this presentation.

This presentation includes certain performance measures which, in accordance with the “Alternative Performance Measures” guidance issued by the European Securities and Markets Authority, are not accounting measures defined or specified in IFRS accounting standards, and therefore are considered as alternative performance measures. Alternative performance measures should not be viewed in isolation or as a substitute to the financial measures under IFRS accounting standards. All companies do not calculate alternative performance measures in a uniform way, and therefore, the alternative performance measures presented herein may not be comparable with similarly named measures presented by other companies.

---

## Barry McGrane

Senior Vice President, Loader Cranes Light & Medium

**2001**

R&D Manager,  
Hiab

**2018**

Vice President  
North America,  
Hiab

**2015**

Director Sales &  
Product Management,  
Hiab

**2021**

Senior Vice President  
Loader Cranes Light  
& Medium,  
Hiab



# We are the leader in the markets where we choose to operate

Our broad portfolio of best-in-class lifting solutions allows us to maintain market leadership

PORTFOLIO	Loader Cranes	Forestry & Recycling Cranes	Truck Mounted Forklifts	Demountables	Tail Lifts	Services
GLOBAL POSITION	<p><b>#1</b> Medium &amp; Super Heavy</p> <p><b>#2</b> Light &amp; Heavy</p>	<p><b>#2</b></p>	<p><b>#1</b></p>	<p><b>#1</b></p>	<p><b>#1</b> In Nordics</p> <p><b>#2</b> In US</p>	<p><b>&gt;45%</b> Spare parts Capture rate</p>
MARKET SIZE (2023)	<p><b>~€1,500M</b></p>	<p><b>~€600M</b></p>	<p><b>~€400M</b></p>	<p><b>~€800M</b></p>	<p><b>~€1,200M</b></p>	<p><b>350k units</b></p>

We benefit from operating in fragmented niche markets

# Clear strategy to continue to grow >7% over the cycle

## STRONG FOUNDATION TO GROW ABOVE THE MARKET



## STRATEGIC ELEMENTS TO ACCELERATE THE GROWTH



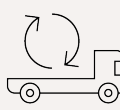
No. 1 global brand and innovation leader



High customer Net Promoter Score



Strong global service footprint



Replacement demand on Installed Base (>350k units)



Regulatory driven demand

1

Enhanced focus on key segments

2

Expand leading position in North America

3

Services Growth  
Covered in detail in next section

**DOUBLING  
OUR R&D  
INVESTMENTS**

TO CONTINUE  
TO SHAPE THE  
INDUSTRY

# 1 Enhanced focus on key segments globally

Waste & Recycling



Defense Logistics



Retail & Final Mile



Construction



## DEMAND DRIVERS

- Urbanisation
- Productivity requirements
- Sustainability challenges

- Geopolitical uncertainty
- Productivity requirements
- Autonomous technologies

- Growing e-commerce
- Sustainability challenges
- Increased payload

- Safety requirements
- Energy & efficiency trends
- Ease of use

Application specific **innovations** driven by understanding our **customers**, operators and load needs

## KEY ENABLERS

Targeted **value selling program** using fact based data and tools

# 2

## Geared to expand our leading position in North America



Where we stand

**€650M**  
In sales

**>800**  
Employees

**>800**  
Service locations

**#1-2**  
Positions  
in key products

How we will win in North America

**01**  
Expand through  
**Commercial Excellence**

- Accelerate **value selling** of complete portfolio
- Grow **key account** customer base
- Drive **adoption of more productive solutions** (e.g. stiff boom and mobile crane conversion)

**02**  
Increase customer  
**proximity**

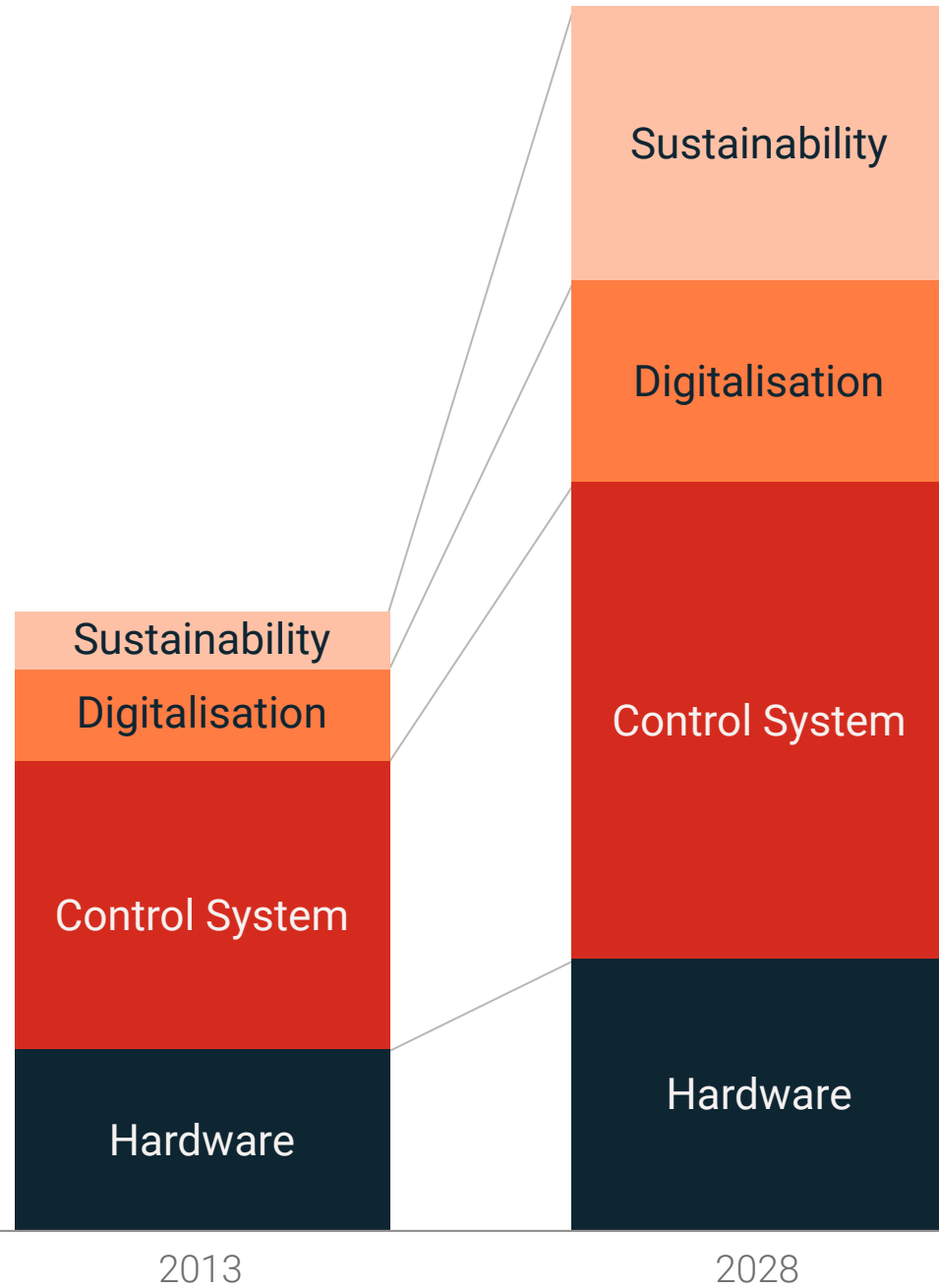
- Expanding **direct** and **partner networks**
- **Widen** service **location footprint**

**03**  
Leverage **local** design  
& manufacturing

- Best-in-class **delivery times**
- **Local R&D** tailored to local needs

# Doubling our R&D investments to continue to shape the industry

Shifting costs from overheads to R&D...



...to solve industry challenges

- Sustainability Solutions  
Share of Eco Portfolio to 50%
- Address Operator Shortage
- Increase Productivity & Safety
- Optimise Weight to Payload



- Energy efficient cranes
- Fossil free steels
- Fully electric product offering
- Solar powered Tail Lifts
- New SPACE Evo control system
- Automation
- VR training and simulation
- Operator assistance systems
- Semi-automated motion
- Operator detection
- Machine learning
- Reduced weight
- Increased capacity
- Alternative materials



# Summary

- 1** We are the leader in the markets where we choose to operate
- 2** Clear strategy to continue to grow >7% over the cycle
- 3** Enhanced focus on key segments globally
- 4** Geared to expand our leading position in North America
- 5** Doubling our R&D investments to continue to shape the industry



# BUILT TO PERFORM

For questions, please contact:

Aki Vesikallio  
Head of Investor Relations  
[ir@hiab.com](mailto:ir@hiab.com)

[hiab.com](https://hiab.com)

